



Lorna James-Cervantes, President  
Dr. Alain Bengochea, Secretary  
Nicole Thompson, Officer  
Jaime Gonzales, Officer  
Dachresha Harris, Officer  
Dr. Alee Moore, Officer  
Heather Nay, Officer

Miriam Benitez, Executive Director

**Strong Start Academy Board Meeting Minutes**  
November 10, 2022  
5:00 PM

**CLV Strong Start Academy Elementary Schools, Inc. Board Meeting –  
November 10, 2022**

Lorna: Okay, good evening, everybody. It is 5:00, we'll go ahead and call the meeting of Strong Start Academy to order this time. Thank you all for being here tonight. We will start with a role call. Lorna James-Cervantes, present. Alain Bengochea is not present. Jaime Gonzales?

Jaime: Present.

Lorna: Nicole, oh, my gosh, Thompson. Nicole, your last name was on the tip of my tongue.

Nicole: That's okay. Present.

Lorna: Heather Nay.

Heather: Present.

Lorna: Dachresha Harris, not present. Alee Moore, not present. All right, there's Dachresha, she's just walked in the door. So, thank you, Dachresha is present. All right, so thank you, everybody, for being here tonight and we do have a quorum for tonight's meeting. I'll just remind you that we are recording the meeting and in compliance with open meeting law tonight is we'll start by opening the floor for public comment during this portion of the agenda. It must be limited to matters on the agenda for action. If you wish to be heard, come forward and give your name for the record. The amount of discussion as well as the amount of time any single speaker is allowed will be limited to two minutes absent Board approval.

I do not see anybody in the room that's wishing to speak at this time. Did we have any written or mailed in? Okay, so we have no public comment at this time. So, we will move down to item number four. And this is approval of the final minutes from the October 13th Board meeting. And I know that Amy, thank you, gave those to all board members last Friday. So, is there anybody here who did not get an opportunity to review those before [inaudible 00:02:02]? Okay. So, if not, are there any concerns or necessary changes to the minutes or is there a motion please to approve the minutes as written?

Jaime: Jaime Gonzales for the record, I move that we approve the meeting minutes as published.

Nicole: Nicole Thompson, I second that motion.

Lorna: Thank you. So, that motion has been moved and seconded. So at this time, all those in favor, aye?

Nicole: Aye.

Lorna: Any opposed? All right, that motion passes, so we'll approve those minutes for posting on our website. Thank you very much. At this time, we'll move on to number five. This is a report by the City of Las Vegas and Board President regarding an update on our vacant board member position. I did send out an email to everybody to let you know that after our last board meeting, Dr. Laszlo let us know that she was unable to continue on the board due to some personal and professional concerns. So at this time, the city is, I think, working on a replacement for that position. And does somebody have...Angela has an update for us on that vacancy at this time. So, Angela?

Angela: Angela Rose, City of Las Vegas, for the record serving in lieu of Dr. Malich for today. We are currently working on the vacancy that [inaudible 00:03:42]. It is for our Ward 3. It is for Ward 3, Olivia Diaz, and we currently interview two candidates living in the Ward 3 area from the community. Both interviews went very well. One was of an HR background for high-level serving in HR capacity. The other one is a former CPA. So, both fit our current capacity to add those members to the board. That seat is considered the other under NRS statute, so it could be HR, law, finance, CPA, so any of those categories can fit. I know we do have two current HR experts on our board, so we'd like to diversify a little bit.

But depending on how the interviews go for the second round, both candidates were very, very interested and would love to be part of the board in some capacity. The one HR member, she has served in HR for over 30 years. She was excited to be part of the discussion and she's known Councilwoman Diaz for a good amount of time as well living on the east side of town in the Ward 3 that she's serving. The other one has more nonprofit, CPA, and finance background, which is a good addition, we think, to the board. So either way, we're looking at those two candidates to serve in that Ward 3 capacity. Next steps, look like next week, Dr. Malich and Olivia Diaz will be interviewing again, just kind of narrowing down on what makes the most sense to add to the board.

Both those discussions, a lot of it was about time commitment, understanding that part of the board would be the monthly board meetings right now, as well as the aptitude to serve in your capacity of expertise. So, if you are an HR expert, we would expect you when an HR concern comes up, you would be lending that time, whether it be like...we feel like one to five hours per month and just kind of serving in that capacity to help with the school as well as serving on the board. We've outlined our current subcommittees but they may need to add subcommittee work, and so that would, again, lend to more time.

The other seat that's vacant currently is our Ward 5 seat, which is a parent. We do have one parent serving on board, so we are currently at NRS statute regulations for meeting those minimum requirements. But we'd like to add a second parent to the board to represent our other minority communities as well. So, we are working with Councilman Crear on that appointment. We have worked with Heather as well as Amanda, one of our new staff at the city liaisons to try to figure out what students live in those demographics and in those zip code areas, so we are kind of narrowing down that pool right now and hoping to have some candidates to bring forward soon.

In that same vein, we have three current board members that are almost to their one-year term when we first did our board terms before...well, actually, amendment to the bylaws. So, we have reached out to all three of those members to see if they're continuously wanting to serve on the board. And the intent would be that those three members plus the Ward 3 new appointment to replace Dr. Lazos as well as the parent ambassador would be able to go forward to our December City Council meeting. So, if that all passes, then it will be able to be reported back in the January board meeting. I think that is also a lot of information. Are there any questions from the board at this time?

Lorna: Any questions? This is Lorna Cervantes, I don't see any questions at this time. So, thank you for that information. Angela, we appreciate it. I did notice that we have a caller who's called in. Dr. Moore, is that you by chance?

Dr. Moore: Yes, it's me.

Lorna: Okay, thank you. So, for the record, Dr. Alee Moore is also at the meeting. So, thank you very much. All right, so along the same lines as item number five, with Dr. Lazos's resignation, we also no longer have a treasurer that's been appointed or has come forward for the board. So, I did ask if anybody was interested in filling that treasurer position at this time, nobody came forward to me individually. So, at this meeting, I wanted to, first of all, just let you know that the treasurer position really has a couple of responsibilities. One is that you would be a signatory on the checking account for the school.

So, in the event that Miriam or myself are not available to sign a cheque, then you would be that third person, or if we needed to withdraw money from the account or something, it always takes two signatures to do anything with bank accounts. So, it wouldn't be like the sole responsibility would fall on that one person. As well as just helping out with approving any purchase orders or things like that that are over, I think it's 25,000...no, \$5,000.

Miriam: Miriam Benitez for the record, I believe it's 25,000 for me and \$50,000 that you're signing for now, you or the treasurer, I believe. And then anything above 50,000 would come to the board.

Lorna: Thank you for that Miriam. So, I was ready to start with, when I said 25, and then...Lorna Cervantes for the record, and then I second-guessed myself. So, really, it would just be a matter of looking at it and saying, "Is this like an appropriate expenditure for this school?" So, really, those are the main responsibilities. It's not a huge time commitment on the part of this person. So, with that in mind, is there any member of the board who would be willing at this time to come forward in that position? Dr. Bengochea is the only one who's not here tonight and he is currently serving as our secretary, so it would not be him. Our other option would be to table this for the next meeting for us to ask individually for a volunteer to come forward. Okay. So, this Lorna, I'm not hearing anybody come forward.

So if it is acceptable to the rest of the group, what we could do is bring this item back in...let's say in our January meeting, that will give the opportunity for our new board members to be appointed during the December City Council meeting and it may be possible that one of the new members would be interested in taking on this role at that time. Also, I'm not sure when we have to reelect board officers, we were elected in April. So, I'm guessing it may be April again if it's a year-long term, it may not be, maybe we need to hold the re-election of everybody in January at the same time. So, we will look into that and bring that back on the January agenda if that's acceptable with everybody.

Dachresha: Dachresha Harris, for the record. So in the meantime, waiting till January, we'll have to make sure the two of you are available?

Lorna: This is Lorna Cervantes, that's correct. Up to this point, I've really been approving everything that has come through just to support Miriam with those purchases. And the two of us, we're able to go to the bank a couple of weeks ago and we made sure that the account was updated by removing Dr. Lazos's name as a signatory to our account. So, that work we were already able to do, and yes, then we just both have to be available in the event that something did happen.

Miriam: And Miriam Benitez, for the record. Everything is online, so other than having to show up to the bank the other day, both of us with ID to remove, everything we've done has been digital. So, don't think that the job means you have to show up anywhere and do anything in person.

Dachresha: Dachresha Harris, for the record. Thank you for that. But I agree with you, Chairwoman Cervantes, that we should wait for our new board members to give them opportunity to participate in that capacity.

Lorna: Thank you.

Nicole: Nicole Thompson, for the record. You know, I second that...you know, I want to back up that motion that was just made, I do think that we need to have some time and opportunity, you know, giving some thought and consideration into this matter. There may be somebody on the board right now who may be able to fill that being a treasurer to give us that information in this meeting, accurate information, but I also would like to give opportunities for our new board members to see if they want to participate in that role, in that position.

Lorna: This is Lorna, thank you for that input, both of you. Any other input from the rest of the group?

Jaime: Jaime Gonzales for the record, I'll just say on behalf of myself that it would be the other two board members who are up for reappointment. I know part of my factoring in would be I want to make that decision first for reappointment and then I'd certainly consider the treasurer position. So, I think that's where I am.

Lorna: Thank you. Other?

Jaime: She wants the job.

Heather: No, I think I have enough on my plate right now. So, I would like to wait. Heather Nay, for the record.

Lorna: Okay. Thank you. And Dr. Moore, any input on that?

Dr. Moore: No, I'm in agreement with the rest of the board members that we should wait. It was helpful, as Nicole said, to have information about the responsibilities and just perhaps wait until January so we can think about it. Maybe some of our other responsibilities, professional responsibilities may change by then, and then we should be able to come forward with a volunteer at that time, whether it's one of us or one of our new members.

Lorna: Okay, this is Lorna Cervantes. Thank you for that. So, we will include this item again then on our January board agenda and that will give people time to consider their roles, whether or not they're going to continue on the board, and if they feel like they can take on this little bit of extra responsibility. So, at this time, then we'll move to item number seven. Now, this is a presentation by Graphicka, Edgar is here from Graphicka, regarding the proposed Outreach Recruitment Campaign to address enrollment and discussion for possible action to approve the proposal and to authorize the President to execute any agreement properly related thereto.

Now, remember at our last meeting, we discussed two different things. The first thing was outreach to increase enrollment at the school. So, this item is specific to that one part, and that is increasing student enrollment at the school through the rest of this year and moving into next year. So, Edgar, whenever you're ready, we would go ahead and turn it over to you. And I will just say that after

he has presented, we'll take the time for discussion on this first item, and then we'll have him do his second presentation.

Edgar: Perfect.

Lorna: Okay.

Edgar: Thank you, Lorna. Edgar Effio for the record, right? Is that right?

Lorna: Yes.

Edgar: Okay, perfect. Thank you, thank you, thank you. I like that. Okay. I wish all my meetings are like that. Okay, so yeah, I'm gonna be [inaudible 00:16:18] because we have two presentations, so I'm gonna go really not too much into detail so you can go through it all and then, you know, take this home [inaudible 00:16:27], if you have any questions, please just let me know. But I will go over the first presentation about outreach, right? So, we have two objectives for this specific convening. The first one will be to inform the community about Strong Start Academy Elementary School and dual language education, right? That's the first objective.

The second one will be to educate the community about our unique and valuable quality of our language education and leadership, emphasizing the benefits to students and society as a whole. So, those are the two objectives that we have for the outreach campaign. So, if you go to the next page, we have the target audience, parents between 25 to 45. We can have, obviously, older parents, right? But this campaign specifically is for 25 to 45 because that is the average for kids 4 to 7. Okay? The demographics in the enrollment group, it will be 50% native speakers, 50% Spanish speakers. Then the outreach stripe, so here, there's a lot of facts, I'm gonna go over just a few points, and then the most important part, and then you can go into detail later.

So, the first bullet says that this will give us one-on-one interaction with parents within the community at various locations, okay? The locations, I will show you the locations later but this interaction will be one-on-one. Why is this important? Because it's a one-on-one conversation with parents. We have done this with other campaigns, like with the City of Las Vegas Our Future Campaign, I don't know if you guys are familiar with that. We've done that a couple of months ago or three months ago. And then we did another campaign

for Nevada Health Link. What we can find in this campaign is the one-on-one, it's totally different than a branding campaign that we'll present later.

This gives you a conversation, this star conversation with the community. Sometimes parents have questions, they don't...you know, they are shy to go to a website or phone number or something like that, so they rather talk to someone, right? So, that is why the purpose of the outreach is to humanize the campaign. Okay? So, the second point, it's about that we recommend weekends at the locations that we're proposing, okay? Because the weekend is where we find the higher traffic, people tend to do groceries over the weekends. So, that's why these locations are specifically for weekends. In case you will have an event during the week, we can talk about that as well. So, that will not be a problem.

But our recommendation is for weekends, okay? The other one will be that in the next page where we find the locations, we have several locations, okay? But actually, the zip codes of interest are 89101, 89104, and 89106. So, the good thing is we have three locations on the list that we will provide to you. We can also try to do other locations, you know, because sometimes people tend to leave and work somewhere else, and then, you know, we can reach that locations as well. But these three are in the list [inaudible 00:19:46]. And then lastly, you know, the topics, right? Topics is super important.

So, I highly recommend when we do this kind of outreach is to try to...we label a lot of topics in here like dual language, leadership quality, education diversity, and the importance of future advantages of speaking and writing in both languages at the same time. Now, these are like probably six topics, we highly recommend to take two to three topics because when you have so much to talk, then, you know, you kind of lose the engagement with the parents because you overwhelm them with information. So, we have to pick, you know, which ones are the topics that we think that this will work or, you know, will highlight the school, and then we can, you know, talk with the community. Okay? So, this will be the strategy moving forward. And the locations, if you see the next page, there's a list of locations.

They are locations [inaudible 00:20:59]. These locations are locations that we have worked in the past with previous campaigns, and then we just need to check availability. That's all we need to do. We need to talk to the person in charge and we just need [inaudible 00:21:13]. As you can see, there are the locations, the 89101, it will be Mariana's 1, 89104 will be Mariana's 3, and then



89106 will be [inaudible 00:21:27], which is another market. In case that any of the board or anyone has another location, definitely we can do it. We just need time, you know, to get the people on the right location. And then lastly is the budget. The budget is for...it's a 48-hour service.

I apologize, I will send an update because I didn't put like the...it's 48 hours, two, navigators, minimum two navigators per day, three hours minimum as well. So, that gave us eight days per month and that will cover the whole weekend. Because we have four weekends per month, so that will be eight days, okay? I will send an update because of that. I apologize it's not there. The logistics, what the logistic covers, look at the logistics for these locations, reports, uniforms for the navigators, as well as the stand. So, the stand is owned by us and then we will just replace the front. I can send samples of previous campaigns that we have done in the past so you guys can see, you know, how a setup is done in one of these locations. Yeah, that will be it for the [inaudible 00:22:52].

Lorna: This is Lorna Cervantes. Are there questions by board members at this time regarding the outreach presentation from Graphicka? Heather?

Heather: Heather Nay, for the record. The huge thing in the area, living in the area, that I think would be a great location is the Broadacres Swap-meet. We've talked about it in previous meetings. I think that by us not going there and advertising would be a huge loss to us because it brings in thousands and thousands of people every weekend and mostly families because families go there to shop every weekend. So, I do know where those locations are the other grocery stores, but literally, you would get way more traffic at Broadacres. And I think...I know it's not within the zip code, the actual, but literally, the families from those zip codes all go there every weekend. So, I think it would be...and they're mostly Hispanic and Spanish-speaking and I think it would be a great target location. If I can suggest that.

Lorna: This is Lorna, I would second that, Heather. I know when I was principal in the district and a teacher in the district that if we would go there on the weekend, I would usually see two to three [inaudible 00:24:14] Crestwood, other schools where I worked, and that was just those that I noticed on weekends. So, definitely, as to...and a lot of times, they have events too with bands and other things that are going on, so people from all over the valley would go. I did have one question for you, Edgar. On the navigators, is this

somebody that would be hired by this school, so it's a person who works for the school, or this would be people who work for you at Graphicka that you would then send out to the locations?

Edgar: Edgar from Graphicka, for the record. So, yes. Yeah, yeah, definitely will be hired by us, and then we will provide the service to you. So, that's how it is. And then the way that we have done this in the past is...the way that we have more success in the past is that we have someone from the school, someone from the inside to help us to promote the company. And the reason is because sometimes these navigators, as much as they are prepared, they are not, you know, part of the school. So, sometimes parents have different questions or harder questions that if we have some support, that will be great. Navigators can bring people to the table or whatever setup we have, and then, you know, the navigator can either collect information of this parent, and then, you know, like, contact them later in case they have to leave or...you know?

So that if we can have our navigators and someone from the school, that will be great. For Broadacres, yes, you know, I mean, Broadacres is actually one of my clients. I have a great relationship with the general manager, I've worked with them for many years. The only thing about Broadacres is that spots. Navigators on this location is different because they can interact with people throughout the store. In Broadacres, you cannot leave your stand, so you can not go out of your space. So, it's not like you can engage with parents, you know, that's the case. I work with an organization, it's a nonprofit, it's called Puentes.

And then, you know, I was not sure but I was like, "Maybe someone is going to ask about this," and I talked to them. It's a nonprofit and what they do is they help people with several, like, I don't know, like, assistance, like food assistance, home assistance, you know, you name it. They are there for years and they have a big, big, big tent. Okay? So, I talked to the CEO who is also one of my clients, and then I told him if there was an opportunity that we can actually have a navigator at his tent, and then he told me that, "Yeah, that that will not be a problem." So, yeah, I mean, we can work that out. I can check availability, like always, these are not our spots.

And then if we want to have a spot at Broadacres, the logistic is a little complicated because I don't know if you guys being at Broadacres but the thing is to set up your tent, you need to do it prior they open. So, you have to do it prior to 5:00 a.m. or something like that, and then you have to remove

everything later on. So, that's why they have these long lines on Friday because they have to do all the setup because pretty much it's an empty lot. Some of the spaces that are there are spaces who have been there for forever and they actually have structure. But let's say we lease a spot, logistically, it's really hard, so that's why my recommendation if we want to go to Broadacres is to kind of like work with another organization.

Dachresha: Dachresha Harris, for the record. Are there not any Walmarts or anything like that, just for more diversity of the locations?

Edgar: We can try to reach them but I have not worked with them in the past, but we can try.

Dachresha: I would like to just see some more diversity in the locations that we have listed.

Heather: Heather Nay, for the record. As far as, like, the east side, I mean, there's one on Nellis but it's not like a crowded Walmart, it's just a regular Walmart, it's not a Super Walmart, there's really none in the zip codes. I know that there's one in Lake Mead and Rancho, I don't know if that qualifies for the zip code that we're aiming for but that's the closest one to...

Dachresha: Dachresha Harris, for the record. It doesn't have to be a Walmart, just for more diversity with the actual locations where we're doing the outreach is what I'm requesting.

Dr. Moore: Dr. Moore, for the record. I agree, I was looking at this list and I do feel like it's heavily skewed towards the Spanish-speaking population. And just keeping in mind with our original plans that were in the grant application, like, we seem to be excluding some black children, we seem to be heavily focused on brown children. So, I just want to make sure we're reaching our entire population. So, I think if you have experience or if you don't mind taking the effort to go to the Walmart on Rancho and Lake Mead also as a part of some campaigns, I definitely will suggest targeting 88.1 radio station would be a good idea as well.

And then additionally, I think that we have Black History Month coming up in February, there'll be lots of events for that community. So, I think that looking forward to those in advance, finding out what's going on in the community, and

trying to make sure that we have a table, we have some fliers, we have information at those events moving forward, preparing for February.

Nicole: I concur. Also, thank you, ladies. That was one of the questions I was going to pose or one of the comments I was gonna propose. I agree with Ms. Harris and Dr. Moore. I do have a connection to 88.1 at the breakout show. Lady AK is very active in the community and she, you know, would be more than happy to help us in our outreach program. Let's reach out, you know, to the black community also because we want to...if one of our focuses is on diversity, you know, let's use the resources that you have on hand as well and let us help. So, we will put some more thought into this, particularly me if you want me to reach out to Lady AK, she is, you know, community activist, comedian, you know, and she's more than happy to support.

Lorna: Okay.

Rocio: Sorry. I just wanted to add...Rocio Martinez, for the record. I love what was said about Black History Month. So, I know in our department, Youth Development and Social Innovation, we have a lot of Black History Month events already slated and planned that we do on an annual basis, a really big one that we do is Read with My barber. And so, I know that it's an outreach event and it's a literacy event and we go to very targeted barber shops. So, I think it'd be a really great opportunity to include our black community to be part of our outreach efforts. So, we can make that happen, for sure.

Lorna: Okay.

Jaime: Jaime Gonzales, for the record. Edgar, thank you for the presentation, number one, and outlining the strategy. My question has to do with sort of we do all these things, maybe incorporate some of these recommendations from the board, what result do you expect the strategy will reveal? What metrics and what goals and what measures of success can we hold Graphicka accountable for as a result of the strategy?

Edgar: Edgar Effio, for the record. So, yeah, definitely...can I talk about the other points that we're...? Okay, so, first of all, to Jaime about the KPIs, right? So, one-on-one is all about integration, right? Right now it's not the time of the year when people kind of recruitment, right? I mean, that is kind of July, June and July, right? But we can get into a lot of information. That's what we can get, we can get a lot of information from parents, we can get phone numbers, we can

email, we can get names, we can have emails to try to contact them. So, accountability is the one on one, like how many interactions we can get per location per day, and then see how the insights, the feedback from them about the school because this insight, this information will help us for the branding campaign as well.

So, the KPIs that I can...you know, it will be about the interactions, how much interactions we can have with parents, this will be a report every single weekend. So, we will give you a report saying we have this amount of interactions and that we were talking with this many people, and then about diversity too. So, these locations, we can have the navigators at different locations. So, some of these locations, they are in very diverse communities. So, if you see the traffic of these locations, there are African Americans, Asian Americans, Hispanics. So, it's not like there is just for Hispanics, the majority is Hispanic, but we can definitely look into that...the Walmart, for example, at Rancho, we can reach out to them. We don't know if they're going to agree to that but we can try, yeah, we can try. And then if anyone has a location that has high traffic, then definitely we can send the navigators to those locations.

Lorna: This is Lorna Cervantes. So, one of the things I would say, Edgar, that would be important to us as a board is that we do start looking at this as a recruitment of student effort from the start because it is the time right now to recruit students even within this school year that may be looking for...they may be new to towns. From our past experience, we would have kids enroll all year long, even up to the last week of school. So, we would definitely be looking to increase enrollment all year. And then we have our lottery coming up and Mary will give me the exact date of this. But I know we have our lottery coming at one point, so we're going to want to really focus in on that recruitment, especially starting January-February, I think, because our lottery comes into play if we have an over-enrollment of students. So, really, we would like to see that happen to where our classes are so full we have to engage in a lottery by the time that comes around. And is that in April?

Mary: It's coming up in January.

Lorna: In January? Okay, that's what I thought and then I thought it was wrong. So, we really do want to get it out there now. Our schools within CCSD right now, our magnet schools, and the schools that are...you know, the ones that everyone has to apply for, they are recruiting now and they've got their

information out right now to the kids trying to get them to apply for their schools and I know that their lottery is held in January every year. So, this definitely is our time of the year to get that. I would hope that the navigators as they're out have not only information cards that they would be filling out with all their information, but maybe if we do have that person from the school with them, they would have availability to even take enrollment right on the spot for those parents who know that they're willing.

During your presentation on page six, you talked about the topics that we should really focus in on. I think that in my mind, two of the biggest topics that we should really look at are the dual language model of the school, which is a big seller for parents and for teachers alike, the quality of education that their children would be getting in this small school setting and that it's that one-on-one teacher and student interaction, and then our advantages for the future. Because we know that not only do kids use larger parts of their brains and they actually...it helps to increase their brain capacity to be bilingual, but we know that their future earnings are higher, we know that their availability to be hired to a job is going to be much higher if they are bilingual and bi-literate.

And those are the three that...you know, as you said, what are the three topics that would be top topics in my mind? Those are the three top topics. So, I would put that up. And other board members may disagree with me and say, "No, we have others that are more important." So, I did want to say that. I appreciate the thought and the information that you put out to us. I'd like to just ask the rest of the board members, is this something where you would like to say that tonight we would make a decision on this and we would say, "Yes, we need to do this, let's move forward," looking at what the budget would be? So, let's say 4,000 a month. I know we have money set aside in our budget, I think it's a certain amount that would already be going toward this. Am I correct?

Miriam: No.

Lorna: This would be an addition to?

Miriam: Yes. Miriam Benitez, for the record. The budget that we had set aside for advertising and marketing, I believe while we have not spent all of that, based on the schedule and the monthly activities that are going on, it's kind of all been accounted for. So, this is above and beyond extra.

Lorna: So, if it were about \$4,000 a month, that would be about \$48,000 for a year. Did I do...?

Woman: Mm-hmm.

Lorna: Okay. All right. So, I'll give [inaudible 00:39:30] to everyone. Somebody who is great with money.

Heather: Heather Nay, for the record. Can someone refresh me, how full are we right now? Like, what's the capacity right now for the school? Are we like really [inaudible 00:39:45]? Are we like almost meeting our goal for enrollment?

Miriam: No. So, Miriam Benitez, for the record. As of today, we have 82 students. So, in kindergarten, we have all three classrooms and we have 15 in two classrooms, 14 in the third, and the capacity for kindergarten is 20 in each classroom. So, that is our full level. And then in first grade, I believe now as of the new students that we just received, we're at 18 in first grade and 19 in second grade.

Heather: Okay. Okay.

Lorna: Heather, that's a great question. This is Lorna. We're probably, I would think, at or about half capacity right now with 80 students. That's part of the reason, remember, that we didn't hire a teacher, an additional teacher at first grade or second grade...at first or second grade is because we knew we were way under capacity at those grade levels. So, we definitely have the space and the capacity within our original budget and design to have those additional classes. And to me, that's why it's so important to put the effort and the money that we need to into these outreach and recruiting efforts so that we can increase our enrollment for next year.

Heather: Okay. Thank you.

Dachresha: Dachresha Harris, for the record. How many months, excuse me, would it take for you to tell us [inaudible 00:41:23] and measure the success of the program?

Edgar: We always try to do campaigns for three months minimum. Yeah, so at least it will give you...because one month can have a spike. We do reports, we tried to do it for three months as well by quarter. Because there can be one month that...for example, right now, the holidays, right? There's super high

traffic because people are preparing for holidays and dinners and all that, and then we can have probably, I don't know, I will say 100-150 interactions, right? And then in November, we can have one day when we get that it's 50 interactions. So, I mean, if we can spread that out to three months, then it could give us a better understanding of what's going on.

Lorna: Alee. Dr. Moore.

Dr. Moore: I had a question that was related to the previous question but was...we were asking about our current enrollment. Because I'm looking at the goal for the demographic enrollment, it's 50 native and 50 English speakers. Of our 80 or so children that we have, how many are native English speakers? How many are Spanish speakers already?

Miriam: So, Miriam Benitez for the record, I don't have those numbers off the top of my head. But it's about...overall in the school, it's about 25% native Spanish speakers and 75% native English. However, part of the conversation that we had last month with Dr. Bengochea, the issue is that some kids are bilingual and that is not an option. On Infinite Campus when you register, you have to pick one or the other. So, we don't have a measure to measure how bilingual someone is. So, Dr. Bengochea and I had been talking about having...he can provide us with an assessment.

So, those children that on paper are showing up as native English, we can give them the assessment and have some kind of measure to know how bilingual they truly are so we know whether we can count them as native English or more native Spanish. Because we have some kids that they are heritage Spanish speakers, which mean they understand a lot of Spanish but they can't speak any. And then we have some that are very fluent in Spanish and very fluent in English but when they were signed up, they were signed up as native English. So, we don't have a measure to detect the level of bilingualism, so our numbers that are showing up are not very reflective of the reality.

Dr. Moore: Okay, that makes sense. I can understand, like, that being an assessment, like, required. That's awesome that he's able to provide us with that. I think that the same true then will remain as it comes to our enrollment, right? Because we still won't know if we've reached 50 and 50 right away, right? You know? So, we're targeting them but we won't know if we reach them right away until they've been assessed. Is that where we're...?



Miriam: Yes, that is correct, until they're assessed and at least when they complete their application. So, the application asked certain questions and some of those questions are, "Does this child speak a second language? What language is spoken at home? What was the first language spoken by the child?" But all of those questions are optional, so the families don't always answer those and we can't require families to answer those. However, if they do choose to answer it and we do end up going to lottery, and that's what's explained on the application, that then if we go to lottery, the students that live in the target zip codes, their applications have more weight.

Students that have a second language, their applications have no weight, even though we can select...that second language might be Tagalog, it might be something else, but they would get additional weight. And we worked with the Charter Authority to do that to make sure that we had...that we would try to reach at least 50% of the membership of the student population be Spanish-speaking, otherwise, our program starts to fall apart. We need that membership so that the kids learn from each other and have opportunity to speak with Spanish-speaking kids because if the majority is all English-speaking, then the program doesn't work as it should.

Dr. Moore: Okay. The other thing...thank you for that. The other thing I wanted to add to the gentleman, I also want to remind about MLK parade is also a wonderful recruitment opportunity in January. I'm not sure if the school is participating but either way, it's a wonderful recruitment opportunity. The last thing I wanted to ask, are we at all focusing on staff and teacher recruitment in this, or is that going to be a separate plan?

Miriam: So, Miriam Benitez, for the record. We are not focusing on staff recruitment just yet because as we're looking at expanding and growing...and we'll get more into this on one of our next agenda items. When we've been talking to the Charter Authority, we have to decide...we have to put a cap in enrollment because our numbers are so far off what we said they would be and so that's gonna possibly affect our staffing for next year. So, we have to revisit all of those things.

Lorna: This is Lorna, and I think what we're looking at right now with this particular agenda item is focused on student recruitment, knowing too that we have to usually wait until maybe just a little bit further into the year for the staff recruitment. But we know how important if we don't have students, then as a

school, we're going to be in trouble with continuing to operate. So, that's why this focus was really on students at this time.

Dr. Moore: Thank you.

Lorna: Are there other questions or other thoughts? As we were talking and after Dachresha's comment earlier, it made me think...I wonder even as we looked at some of this work, if we wanted to move forward, maybe we look at it...this would be a monthly situation. So, if we wanted to look at any work moving forward, maybe we'd say we'd move forward with three months, see what the return is on our investment, then if we're not getting the investment we're looking for, then we look at making changes. So, that's a thought that came to my mind after hearing some of the comments from the rest of the group but I don't know what the rest of you would think about that.

Dachresha: Dachresha Harris, for the record. That's absolutely the direction I was going. I'd hate to see us make a year-long commitment and not be getting the return that we're looking for.

Lorna: Agreed.

Heather: Heather Nay, I agree 100%.

Lorna: Thank you.

Nicole: I concur...Nicole Thompson, for the record. I concur with that comment. Yes, ma'am.

Jaime: Jaime Gonzales, for the record, I support that as well.

Lorna: Okay. So, this is Lorna, it sounds like we've had some discussion...

Woman: [inaudible 00:49:56], maybe we should take this out of order?

Lorna: Okay, we can do that. So, both together? Okay, so it was recommended that maybe what we could do is...

[00:50:14]

[silence]

[00:50:34]

Lorna: Also, within his recommendation that somebody from the school be paid...or he didn't say be paid, this is my thought. We don't like people [inaudible 00:50:42] because we always work for free. But then we would have a position within a school that would then work in tandem with his group. So, Miriam, would you like to just take a couple of minutes? In your packet, you had the information about an outreach coordinator description. So, would you just address that for us?

Miriam: Yes, so Miriam Benitez, for the record. And this outreach coordinator position would be part-time, primarily as Edgar had presented in his Outreach Recruitment Campaign, this person would work closely with the recruiting team and they would work mainly weekends, outreach activities, different community events. And they would also be in charge of kind of social media and posting things, and also assisting with branding. And so, we were looking at this person being preferably from the community.

And, as was mentioned before, like, this list of locations, in my mind, because we want to try to get that membership as close to 50/50 as possible, we can alternate and one weekend, do one of these grocery stores, and the following weekend, do a Walmart or another identified location targeting, you know, the zip codes and the population that we want so that we can get as close to that 50/50. But this person would be a part-time staffer with the expectation that they'd be working 15 to 20 hours per week, but again, since it's part-time, we would use them as needed, right?

Lorna: This is Lorna Cervantes. And so my understanding is this would be like a support staff position that's part-time, working 15 to 20 hours per week total, and this would be nights and weekends, not during the school day. And the funding for this position, where do you...you have that funding within the budget already?

Miriam: So, we do have funding. Now, remember, we were supposed to start the year off with three teachers in first grade and three teachers in second grade. So, already there, we would have funding left over from the beginning. And then still, that counseling position that we haven't yet been able to fill, that has sat vacant. So, we do have funds from our original plan from the beginning of the year to offset this cost.

Lorna: All right. Discussion or thoughts from any of the other members? So, knowing that this member would...this person hired or if agreed to today by the  
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board, would basically work in tandem with the navigators that Edgar mentioned in his presentation, it would be acceptable to maybe hear a motion or be open to a motion that we would accept the presentation with the recommendations provided by the board members tonight, that Edgar presented to us on it for three months along with providing for this outreach coordinator position within the school to work in tandem with the navigators in that presentation.

Heather: Heather Nay, for the record. Miriam, did you have anyone in rank for that job yet? Or would you have to look for someone to fill that outreach coordinator role?

Miriam: We need to look for someone, yes. I mean, there are some...our Safekey employees, which are city employees, they are from within the community. So, they are someone that might be interested and might be good for that position. But still, yes, we're looking. That's just an idea off the top of my head.

Heather: Okay.

Dachresha: Dachresha Harris, for the record. Would that not be a conflict of interest if it was Safekey who works for the city is working part-time for the city nonprofit school? I'm just asking.

Rocio: Rocio Martinez, for the record. I can't speak for certain, we can ask Dimitri about this, but I don't think there'll be a conflict of interest. Most of our Safekey staff have another part-time employment and since it's a separate entity, Strong Start is a nonprofit corporation, I don't think there'll be a conflict with City of Las Vegas employment.

Colleen: I don't see a...Colleen McCarty, board counsel, I don't see a conflict.

Dachresha: Okay.

Lorna: This is Lorna, I know that working within the school district, a lot of times we would have staff members who worked as support staff members during the day that also then were hired by the city to work with Safekey before or after school. So, I know that that has been done at many schools before too.

Dachresha: Dachresha Harris, for the record. The reason I ask is because I know a lot of people work public as full-time jobs, and then they work part-time jobs

for a different entity. My question is because it's all city-affiliated is why I'm asking.

Lorna: A good question.

Woman: It's always good to just talk about...

Dachresha: Just to double-check.

Rocio: But I think the Safekey employees are all part-time anyway, so they would be [inaudible 00:56:52].

Angela: Yeah, Angela Rose, I think the main conflict would be a full-time employee who was receiving PERS, was PERS-eligible, and was then receiving additional...because we have to report as a city employee full-time if we're getting any outside employment. So, I think the Part 10 status is the main distinction, but we can definitely follow up. Good question.

Dachresha: Dachresha Harris, for the record. And with PERS and how that's going to look on their reporting side, if they're going...because again, it's all affiliated with the city and if they have so many hours, they could be deemed as full-time. That's the only reason I'm asking, just to make sure.

Lorna: So, the recommendation would be that if we approve this, that you would definitely check in first before offering employment to somebody who's already working for the city.

Heather: Heather Nay, for the record. I've heard a few of the moms...I haven't been to pick up my son in like two weeks now but when I was there, a few of the moms were looking for jobs. So, maybe like if you pull something around school even saying that you're looking for someone, I'm sure that there'll be a few parents that are interested. Just an idea.

Jaime: Jaime Gonzales, for the record. In terms of the...if we approve this position, are we approving the compensation? And my question is, how was the compensation determined then? Is that standard within the city, or is that shotgun? Or how did we come up with that?

Miriam: The \$18 an hour?

Jaime: Yeah.

Miriam: Miriam Benitez, for the record. Right now, all of our support staff and employees, that's basically what they're making an hour. It's a support staff position. And often when I meet with Kristin and I will ask her if that...you know, what's a competitive good rate because I don't know what is being offered out there because she services many other charter schools. And so, she thought that was a reasonable amount.

Lorna: This is Lorna. I know that support staff employees across CCSD, a lot of them do get paid less than this but I know that a lot of them have concerns with the fact they're getting paid so much less than this. We did guarantee, for the most part, that people who work with Strong Start would be paid at a little bit higher rate than what district employees are being hired at. But those are all very good questions and I'm glad you asked that, Jaime, because that helps us with clarification and create other clarification. And so, what we actually would do is we would take each one of these items for a separate motion and vote. But it was just good to hear both of them together so that we can see how they are linked in the job that's being performed. Is there any further discussion? Or are we ready at this time for a motion on these two items? This is Lorna, it sounds like we're ready for a motion. So, is there a member that would like to make a motion first on item number seven? This would be regarding the outreach recruitment campaign proposed by Graphicka.

Dachresha: This is Dachresha Harris, for the record. I motion to approve the presentation and the navigator program with the modifications that were discussed amongst the group today.

Lorna: Thank you. Is there a second to that motion? I apologize, for three months. Okay.

Jaime: Jaime Gonzalez, for the record. I second that motion.

Lorna: Okay, thank you. All those in favor?

Together: Aye.

Dr. Moore: Aye.

Lorna: Thank you. I saw the hands up on the computer. And I don't hear any oppose, correct? That does pass. And now at this time, let's look at the outreach coordinator position. That was item number nine. Is there a member who would like to make a proposal motion regarding the outreach coordinator position?

Jaime: Jaime Gonzales, for the record. I moved that we move forward with adopting the outreach coordinator job description and move forward with a recruiting to fill that position.

Lorna: Is there a second to that motion?

Nicole: Nicole Thompson, I second that motion.

Lorna: Thank you. All those in favor?

Together: Aye.

Lorna: Any oppose? Okay, so that motion passes as well. All right, so at this time, at our last meeting, we were asked to ask Edgar also to propose a branding campaign that could be completed by Graphicka. And so, we'll move to item number eight. This is a presentation by Graphicka regarding branding and discussion for possible action to approve the proposal and authorize the President to execute any agreement. So, Edgar, we'll pass it to you at this time.

Edgar: Thank you. Thank you, Lorna. And this is Edgar Effio, for the record. So, a lot of information probably is going to repeat from the previous one because the target demographic is the same. But let me go over this and then the bullets. So, the objective for this is to create a strong brand identity by positioning ourselves as the dual language school in Las Vegas, right? And then to create a strategic messaging in Spanish and English to engage the market. Okay? So, those are the two objectives that we have for this branding campaign. Measure of success, the KPIs that we're looking for. So, we're proposing two media elements, one will be a traditional advertisement, which I will talk later about that, and the other one will be digital advertising.

For traditional advertisement, the KPIs will be about impressions. Okay? We have to keep in mind, this is a branding campaign. Okay? It's a branding campaign. I'll explain a little bit later about that. So, digital advertisement, it will be reach, impression, and engagement. Okay? So, if we go to the next page, which is phases. Before we go into the phases of the campaign, I would like to explain a little bit about this graph. Okay? So when we start a campaign, we always try to minimize the risk of success, we always try to follow these three steps. Okay? I don't know if anyone of you is familiar with this formula about awareness, consideration, and conversion. No? Okay, so no problem. So, when you do a campaign...it's pretty simple.

So let's say, for example, I'm actually...you guys have a business and I just walk into the business, and then I'll tell you, "Hello," "Hi," "What's your name?" "Yeah, my name is Edgar Effio, I'm from Graphicka, I do advertisement, and then would you like me to do some commercials for you?" So, the owner of that business will be like, "Okay, hold on, wait a minute, slow down." Right? So, this is exactly that. So, this campaign is about awareness, consideration, and conversion. What is awareness? Awareness is about, you know, image, right? It's about who you are, right? So, for example, an awareness campaign will be my name, "Hello, my name is Edgar Effio," you know my image, you know, [inaudible 01:05:09], do you have a shower or not? You know? And then that will be the awareness, right? It's who you are as a person, what you represent, right?

So, the second thing will be consideration, so I have 15 years of experience in marketing, I'm bilingual. I'm from Peru, I've been living here for 20 years, graduated from UNLV. So, that means that, "Okay, okay, now I know who you are, now I know what you do, so what you can offer?" And then that's the third phase, right? The consideration. And that's when we kind of turn people in, it's like we turn them into clients, right? So, now I tell them, "Okay, this is the business," and then, "I want to buy from you." Okay? So, that's why this campaign...and then Miriam was...you know, when we talk about it over the phone, it was like, "This is a branding campaign." Okay? So, that's why in this proposed campaign that we have in here, we have two phases. The first phase is about awareness, brand awareness, which will last for three months. And then we'll have the consideration campaign, which lasts for three months.

On our previous campaign that we did for the school, we have...I mean, even though we don't have the school full of students, we have a really big number of impressions. And then I don't know if...I think you have received the report that we did previously, we did more than 2 million impressions. What an impression means is how many times someone has seen the ads. So, probably you have seen the ad, like, three to four times but it's like the ad was displayed more than 2 million times. So, that's a big number. For a two-month campaign, you're talking about probably like a political campaign. Okay?

Then also, we have a number of video views, 100,000 video views. So, 100,000, our video was watched by someone, right? And then also, we have click to web. That means that when people watch our videos or they have seen our ads, they click on the ad or they click on the video that they have seen on the web, and



then we have 28,000 visit our website. And then out of those 28,000, 1,200 click on the Apply Now button. That's good because that tells you that people are interested in what we're saying. It's good, but the thing is probably we were rushing too much and then we didn't tell them exactly who we are, they didn't know who we are. They didn't know, like, our location.

We know that we have an issue about the location that it was fixed later but it was a little late because the parents have done...you know, take the decision to register their children somewhere else. So, this campaign is about that, it's about to tell them who we are for parents for six months to tell them about our school, why our school is so important. And that will be another campaign because this is a branding campaign. That's what I want to be clear about branding, conversion, and consideration because this is not conversion, this is not enrollment. That's why I didn't put a KPI in enrollment because this is just a branding campaign. This is tell them, the community, who we are for six months. We did that in one month, and then we have great results.

I mean, people saw our ads, they interact with our website, but the thing is there was something that they weren't...probably we didn't have the credibility to tell them like, "Hey, this is our school." You know, now we have a year...we'll have months open and we can have, you know, parents' testimonials, stuff like that, that it will give us credibility as a school. Okay? So, this is the phases, all right? It's a six-month campaign, all right? So, the target audience as the previous one was 25 to 45, children who are four to six, the demographic is the same. And then the location is the same, Ward 1, Ward 3, and Ward 5. The zip codes are 89101, 89104, and 89106. So, the branding strategy, so Phase 1 will be awareness, as I mentioned, it will be for three months.

And this is the branding material and we'll focus on the following, right? Who we are, our mission, our vision, why the school is so important, right? So, our team, right? Who is part of this team? Teachers, stuff like that. The traditional media we'll be using for this, it will be billboards. We have two plans, one with billboards and one without billboards because there's...I know there's an issue about budgeting. So, that's why we have two options. Okay? So, one option will include the billboards, so traditional media about billboards. And why do we include billboards? Because in traditional advertisement, traditional advertisement covers TV, radio, billboards.

But the thing about TV and radio is that we don't have control because if we buy media from the TV station, the whole Las Vegas, Clark County, everyone will watch our...you know, and probably we're not going to target that specific zip codes that we're interested in. So, billboards, the thing about billboards is we can get a package of a specific area, and then we can cover that specific area. The other thing about billboards, the good thing about billboards is that we can change the messaging. So, you know, we will buy digital billboards and we can change the messaging, we can have English, we can have Spanish messaging. So, that is a great opportunity.

And digital media will be Facebook, Instagram, Twitter, and Google. So, we know that digital advertisement has worked for the school and the numbers have shown but the thing is, like I said, there was a problem and we need to fix it, strategically reaching our target audience. So, that will be phase one. Phase two, as I mentioned, will be consideration. Right? So, now they know who we are, we already talked to them about our mission or vision, right, about the school. The second time will be about consideration, our location, right? Where we are located, the beautiful building that we have, it's just beautiful, it's outstanding. I don't know how many schools have a location like ours. And then why the importance of dual language education, right?

The parents of the students, to tell the parents of the students about...you know, the parents who think that their children can learn Spanish at their home and not at school because there's a big difference to learn Spanish at school and then learn it from your parents. And then you think you can write and then you can talk, but it's completely different. So, that's, you know, the topics that we talk in consideration, right? Also, testimonials about students...not students, I'm sorry, testimonials about parents, right? Testimonials are really...well, we call testimonials as social proof. And the reason it's a social proof is because it gives the school a face about, "Okay, okay, I look like that parent." Right? So, I can relate to that, so I can, "Okay, tell me more about it." So, we can have testimonials about our parents, testimonials about teachers. So, that will be the consideration phase. Okay?

And then the budget. Now, I want to say something about the previous budget. Because we've been working with the school for quite some time and then I love the concept about dual language education, the previous budget, you know, it's half of what we charge, usually, to be honest with you. But because I know there's an issue with the budget, that's why we...because other local

organizations that we work with, we actually charge twice as we charge the school. Okay? Just want to keep that in mind. And this budget, it's two options, okay? We have two options for this budget. This one includes the billboards that I mentioned. Okay?

This is a three-month campaign for the billboards. Three thousand, sorry, \$3,000 budget for billboards, \$3,000 budget for social media, and then \$3,000 for production. This production includes video, content, if we have the navigator of the school, that will be great because we can work with that person closely about events that the school will have. Also, you know, I know that there's...you know, we have to be careful if we show pictures or a video of the students. Previously, we have B-Roll. B-Roll is material that you purchase online of, you know, content everyone else uses and people can tell the difference when you're watching something that is made up versus something that is real.

So, in this case, we have children, we have teachers, we have a location, we need to expand on that. On our first campaign, the first campaign that we did, actually, we recommend video but it was not approved, the video. I mean, I think the city was going to do the videos, but we ended up doing videos because video is super important. In this campaign, you know, we are recommending to do videos for this campaign. Okay? And then the difference...and then option two will be the same as option one without the billboards because I want to give you options because I know the budget and all that. And then, yeah, that might be it.

Lorna: Okay. Thank you, Edgar. We appreciate your presentation and the time it took for you to bring that report. We also appreciate the explanation that you gave us, so the difference between just doing, like, an outreach campaign and doing actual branding for the school. Is there a discussion or are there questions from the board members at this time regarding the presentation that was provided?

Dachresha: Dachresha Harris, for the record. My question is, is the intent of this to replace our current marketing program or just to add to it the branding strategy? Because this is...and my memory is not the greatest, but this seems like a pretty detailed marketing plan, even though it's focused on branding. But I don't recall this from some months back when we were looking at who was going to be marketing us in the summertime.

Lorna: This is Lorna. I'll try to answer that, and then others can also add to that. At our last meeting in October, the idea of creating a brand or increasing our brand within the community came up as part of the discussion and that idea that we needed to make sure that we have a strong brand as a school within the community was brought forward by a board member. And so, we wanted to make sure that we responded to that. I think in my mind, the idea would be that this would be an addition to or add to the work that has already been done by Graphicka in our marketing campaign. The logo that we have, a lot of the work we did, and even in choosing the colors, that all came from the previous work that was done and I thought very professionally by Graphicka for the school. So, that's why this discussion was placed on the agenda today in this presentation is because it was a request brought at our October board meeting.

Dachresha: Dachresha Harris, for the record. What is our current budget for marketing and branding for the year?

Miriam: Miriam Benitez, for the record. I believe it's at 65,000.

Dachresha: That's what we budgeted, or that's what we have...?

Miriam: That's what we budgeted and then we...well, originally, we budgeted 50,000, which is what our, I guess, contract is for but we're still doing work. And so, we have an additional 15,000.

Edgar: Edgar Effio, for the record. So, when we did the first campaign, there was a \$50,000 budget, and then that budget was...because we have the urgency to recruit students, we use most of the budget in three months. So, what we did is we were supposed to start the campaign in May, June, and July, so that was...no, it was May/June, May and June. But then in May, we stopped the campaign because we didn't have a location, and then we have that issue because it was just throwing money away. And then we talked with Miriam and we were like, "I'd rather stop this because we are just bleeding money." And then we activate the campaign again once we got the location but then we used the rest of this specific budget for that.

Currently, I think we have a budget but it's for maintenance and it was like \$1,000. And to be honest, it's not much when you...because we need to do changes to the website constantly when we need to add board documents or some changes that we need to do for the website. So, I was talking with Miriam as well about that and then I told her, "We have video, we recorded some video

of the opening of the school, we have video about the students, we have pictures of the students, so we have material that we can use, but we need a little bit more help." That's what the person inside here will help us with the social media because we need someone from the inside to help us, "Okay, what are the topics that we want to talk about? What are the images that we want to show?" Some stuff like that. So, the biggest percentage of the budget has been used already, of those 50,000.

Lorna: Other discussion or comments?

Edgar: And I would like to add something else to it. So, this branding campaign...when Miriam told me about the branding campaign, this is like our bread and butter, right? Because it's what we like to do. But the thing is, sometimes clients, they expect immediate results, of course, you know, because they want to have the ROI, the return on investment, and I totally understand. But the thing is, we need to make sure who is in the market. And then I'm gonna put an example, lawyers, right? So, lawyers who have been in business for years. And then probably we know lawyers, local lawyers...you know, I don't want to say names but, you know, we know a couple of lawyers, they have spent millions and millions of dollars in advertisement, right?

And then there are some new lawyers that they want to get into that pie, right? They want to get a piece of that pie, but the thing is they need to make the effort to spend money to get into that specific market. So, about us, it's like no one knowing us, we need to kind of like try to spend...I don't know how much money, but we need to spend money so people start knowing us little by little. Because if we do something like we did in the past, like, we advertised for a month or two months, yeah, we will get to make an impact because we have 2 million impressions, more than 1,000 people click on our Apply button.

But the thing is if we make a campaign longer, then our risk for success will increase. So, we will have...sorry, our risk of success will increase, so, yeah. So, that is something that...why the branding is so important because we need to tell them who we are. After that, I can present a campaign about conversion and that will be about recruitment and that will be aggressive, because now we have all this data on social media of people, "Okay, who has reached us? What kind of material do people like?" So, you know, we can be more specific than this branding campaign.

Dachresha: Dachresha Harris, for the record. I totally like the branding strategy. My concern is just us being fiscally responsible.

Edgar: I totally understand.

Dachresha: You know, it's our first year, how we spend money...I know it costs money to put our name out there and reach our target market and make sure that people know that we're here. So, I understand that. I just wanted to make sure that I knew where we stood in our budget for marketing against the numbers that have been put in front of us.

Jaime: Jaime Gonzales, for the record. So, I know we have a financial presentation, would it be worth tabling a decision on this and maybe asking some of the questions that we're discussing right now during that so that we can make an informed decision about moving forward, whether it's 54,000 or 36,000 or whatever?

Lorna: This is Lorna, I would be fine with that. My question would be I don't know how much time Edgar has for this tonight. So, Edgar, are you okay to hold in a little bit longer with us or...?

Edgar: You guys, I can stay if you guys want to talk. You know, maybe you guys...Edgar Effio for the record, sorry about that. So, if you guys are going to talk privately, you guys can do that. So, I'm all in. So, anything you guys need, that's what I'm here for.

Lorna: All right.

Woman: Kristin is not here.

Lorna: That's right, Kristin is not here tonight. So, what I could propose is that...if this is okay with everybody else is that if we have any other questions for Edgar, we asked him at this point in time. And then if it's okay with you, Edgar, what we could do is we can move on through the meeting, make decisions, and then we could get back to you and let you know what the final decision is. Or you're welcome to stay with us, I just didn't want you to feel like...I didn't want you to feel like we were wasting your time.

Edgar: No, no, not at all. I mean, like I said previously, we are really attached to this school. So, you know, I think it's a great project. I'm bilingual myself, and then I see that being bilingual has opened myself a lot of doors. So, I think the

school is amazing, and then the location is more amazing. So, I think that I'm super excited. If you guys need me, I'll stay. If you guys want to talk about this privately, I'll leave, and then you guys can contact me later. It's really up to you.

Lorna: Okay. Board members, if it's okay with you, we could take item number 10, that's our report from EdTec on our budget and financial situation where we are right now, and then come back to item number eight, which is a decision on the branding campaign. I know that Kristin is not able to be with us tonight in person but she has provided us, I think, a recording of...

Miriam: Miriam Benitez, for the record. Kristin has recorded her presentation that she does monthly. But since she's not here to answer specific questions on how this would impact, perhaps this should be tabled till the next meeting when Kristin is here and she could answer questions specifically on the branding. And I'd like to just add that from talking to the Charter Authority folks and even Opportunity 180 who, you know, they have monthly consortium meetings, and these are very typical problems that startup charter schools have their first year. And so, obviously, after a year and word of mouth and siblings, the population starts to grow.

So, I don't know...it's a lot of money to invest and it's early on and we do know that we had location issues. So, I would just like to put that out there so that everyone is aware of every time we've had a conversation with the Charter Authority and people that have been at this a lot longer than any of us have, that the low enrollment is kind of an expected issue in the beginning.

Lorna: Okay. So, just for everybody, to make sure I reiterate that, Jaime had made a suggestion that it might be good to go over our financial report before making a decision on this and Mariam did point out that Kristin is not able to join us tonight. So, is there any concern with everyone in tabling a final decision on this item to our December meeting? I know that originally it was set out, you know, we would start in December, but that's fine. Our meetings are near the beginning of December, so we would still have a little time, and then maybe it would just expand into the first part of June if it were a six-month campaign and we agreed to it. Is there any board member who would have a concern with us moving this to our December meeting for final...for a review and final decision?

Jaime: Jaime Gonzales, for the record. So, just for maybe edification, I could see how the branding campaign works hand in hand with the outreach, certainly. Tabling this for a month should not have any impact on us moving forward with  
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the outreach. So, I'm seeing shaking of heads that it won't have an impact. And then secondly then, did I hear that we had a marketing budget and we've spent most of that?

Miriam: Yes.

Lorna: But there's still some that can be spent, and would we expect that whatever that remainder is would be applied towards supporting the outreach efforts, then?

Miriam: Yes.

Jaime: So, it's not going to be...?

Miriam: Yes, Miriam Benitez, for the record. So, that outreach recruitment campaign is to continue to market and advertise to still draw more students in currently. And so, this other one that Edgar just presented is branding, not necessarily recruiting but [crosstalk 01:29:38]. Yes.

Jaime: Jaime Gonzales, for the record. So, we would augment and take to another level what we've been doing in terms of that outreach and reporting that outreach.

Miriam: Yes.

Jaime: All right, thank you.

Lorna: This is Lorna. And Jaime, those are good points and you're right, we could start today because we did already approve the outreach portion of it and recruiting a person within the school to do that work. So, yeah, that will continue as is right now. We know that Miriam is able, if she needed to, to do a little bit of adjustment within her budget that would meet the needs of this continued marketing. But this being a bigger ticket item, we feel that we would need the full board's approval to move forward with this. And so, the recommendation would be to let's go back, take a second look at our budget, and then bring it back at our December meeting so that we can really make sure that this is where we want to go and how we want to spend that money moving forward, knowing that the two are very closely connected. Yes, go ahead, Alee.

Dr. Moore: Dr. Moore, for the record. So, I just wanted to clarify, if we don't move forward with the branding campaign, what type of branding will go...like, what are we continuing with? Is there any branding going forward if we don't



choose that? Or is there just minimal based on the \$50,000 we already spent? Or how does it work?

Lorna: This is Lorna. So, right now, my understanding is that we would complete our contract that's already in place for the original \$50,000 of marketing. We have already recommended for three months, so the outreach campaign would move forward for at least three months, and then we have the right...or we have the opportunity to bring that back again after three months and see how it's doing. If we're happy with the outcomes of it, we can extend that beyond the three months. So, that would continue. The branding campaign itself would be in addition to any of that other work.

Dr. Moore: But it sounds like what you're saying is we would just do the outreach, which is an addition, right? So, what about branding? Like, what is the current branding that we've already paid for right now?

Lorna: The current branding...this is Lorna again, the current branding that we already have paid for or are in the process of paying for is Graphicka had created our logo for us, they've created...you know, worked on our website for us, created and set that website up for us. They did some original videos and work like that that has already taken place. And at this point, with the money that was remaining in that, what we're doing is basically paying for that monthly monitoring and upkeep of our website at this point in time and that's where that remaining \$50,000 is basically already allocated.

Edgar: Edgar Effio, for the record. So, we didn't charge \$50,000 for the logo. That would be crazy. No, most of the money...and then it has been sent on the report, so we can send it again so you guys can see it. So, most of the money was purchased for media advertisement. The media advertisement is like, I think it was...if I'm not mistaken, I think it was kind of 80% of the budget, 70%. Don't quote me on that but I think, I don't have the numbers right in front of me. But the majority of the budget was spent on advertisement, on media ads, social media. I think we did radio, and then I think we did Telemundo as well, the news, Telemundo. So, we did some advertisement and that's pretty much what it is. But yeah, no, it was not \$50,000 for a logo.

Dr. Moore: No, definitely not. I just wanted to know if any of that will continue going forward. Like, are we no longer doing media ads? I'm sure we're going to keep up the website but I'm just saying it sounds like there's no more branding going forward. Is that what I understand?

Lorna: This is Lorna. That's correct, Alee. Without approving the branding campaign that was presented to us today, we do not have other...we don't have anything else contracted at this time with Graphicka. That would be specific to the branding piece of it as far as commercials and those types of things.

Dr. Moore: Okay.

Lorna: You anticipate it correctly. And Nicole, I see your hand up too.

Nicole: Yes, we're almost on the same page. Sorry. I was looking at the three aspects of the branding, which I believe are the branding, which was awareness, consideration, and conversion. So, we're talking about the logo, the website, the videos, which is all basically media advertisement. Where are we in this phase, you know, of those three aspects for the next three months? What are we gonna look forward to? Of course, you know, this media advertisement is a part of the awareness as well as, to me, the consideration. Are we a part of the conversion phase? Is that where we're going to be utilizing the monies for our advertisement campaign where we go and interact one-on-one or we're going to these locations? Where are we right now? So that we can, you know, expect a return on our investment really?

Lorna: Edgar, would you like to answer that, please?

Edgar: Yeah, definitely. So, the first campaign that we did...because we need to be aware that the first one was a campaign, you know? So, the first campaign that we did was all of them together. So, that's why we have clicks to the website, that's why we have people who register for the school, that's why we have a lot of traffic. But the thing is, you know, after the report, after talking with Miriam is that we think that that campaign was too fast, and then it was too fast for people to remember our logo, it was too fast for people knowing who we are, like, it was too rushed, the campaign. So, right now, which state are we on? I think we are still in awareness. People are still knowing us, there's a lot of people who doesn't know about the school.

So, when I talk with my clients, they said, "I'm looking for a school for my children," I always proudly show them the logo that we did for the school and tell them about this program and they're like, "Oh, my God, that's amazing." So, that's the case that not too many people know us right now. So, that's why this campaign that we're proposing, it's about the branding. So, right now, I think about the first...because we cannot, like, combine this with the previous one.

The previous one was already done. So, it's just right now, the budget that we have for that one is just maintenance, and that is changes on the website and then stuff that we can do, because there's not so much budget as well. So, it was like a \$1,000 monthly budget for that. And then this is different, this campaign...because right now, we don't have a campaign. That's pretty much it. Right now, there's not a campaign.

Jaime: Jaime Gonzales, for the record. This is awareness 2.0, basically.

Edgar: Yeah. Yeah.

Jaime: If we move forward.

Edgar: Exactly, because if you notice...Edgar Effio for the record, if you notice, there's no logo in there, there's no concept because the concept has been developed already. So, this one is about to show off what we have and then to take...for example, one of the videos that we did when we launched the campaign, we didn't have, like, the keys, so we have to fly the drone into the school. Yeah, so that's one of the things that we have to do to do a video. So, right now, we can go into the school and do video footage about the school and the classrooms. And then we have that as well because we sent...even though it was not in the contract, we sent our staff to take pictures and videos, but that's just the material. We don't have the money to show...it's like I have this beautiful box but I can show no one. So, that is what's going on right now.

Lorna: Okay. This is Lorna, so I think what we're...does that answer your questions, both Alee and Nicole?

Nicole: Yes, ma'am, and I appreciate the allegory or analogy, shall I say, of awareness 2.0.

Lorna: Yeah.

Nicole: Yeah. It's kind of neat but obviously, me as a member of the board of directors, I was invited onto the team because of my connection to the community. And although we didn't have a logo, we already had face-to-face, you know, interaction. You know, I've already told, you know, members of these vital communities that we service to look out for these things. So, I need to know where we're going with this right now. If they are to get some more information, a logo is not gonna really sell it. You know, where can they go and when can they expect the face-to-face interactions? Because if we're giving

three months, you know, I need just to know what phase we're in on this and to be able to give out that information accurately.

Lorna: This is Lorna, I think one of the places that I point people to is our website right now because the website has specific information about the school, the mission, the vision, who are the...it has a list of the members of the board of directors as well as staff members. I think we could post there too...we always post our minutes and things like that from the board meetings there but also, I think we could post the upcoming events I would think.

Edgar: Edgar Effio, for the record. Something that we are working with Miriam, that's something that the person who...you know, what would be the...?

Miriam: Outreach coordinator.

Edgar: The outreach coordinator, I'm sorry about that. So, the outreach coordinator will help us to work with the website. So, this website, it's going to be upgraded. So, we're going to have events...and that's already been paid for. So, we're going to have an event calendar, for example, we're going to have video, we're going to have pictures because there's no pictures and videos on that website. So, this person is going to help us also to get the content that we're going to do on the website. So, probably in the next month or two months, the website will be renewed.

Lorna: Okay. Thank you. All right, does that answer your question, Nicole? It looked like it, I saw a thumbs up. Perfect. All right, so I guess the question right now is do you feel comfortable moving forward with the decision on this without having looked at our budget presentation? Or would you all like us to...and I'm seeing heads shaking, though, so I think what I'm hearing is you would like us to bring this back on our December agenda right after our next fiscal report from Kristin as well. So that at that point in time, we can see what our budget is looking like for the end of this year and moving into next year, and make a decision on the branding campaign.

Jaime: Jaime Gonzales, for the record. Would it be possible to brief...is it Kristin? Kristin?

Lorna: Kristin.

Jaime: Kristin, of Edgar's presentation, its financial implications ahead of that meeting, so that when we meet, she can come forward with, "Here's the

financial impact to your budget, etc., etc., etc.?" So, basically, all we need to do is not relitigate this and vote on it.

Lorna: Thank you. So, Amanda, is that something that you can help us out with along with Miriam is making sure Kristin is aware of that, and then she can make sure that, as part of her financial presentation, she's aware of what the budget would be and making sure that she can answer those questions for us at our December meeting?

Amanda: Yes, absolutely, I'll follow up with Kristin.

Lorna: Thank you. All right, Edgar, we really appreciate your time and the amount of work you've placed in this. So, by our next meeting, we should have a decision on the branding plan moving forward. You're, of course, welcome to come to our next meeting or we can get back to you on the decision...

Edgar: No, I would love to be here in case you have more questions next month, something comes up, and, you know, I can be here so that would not be a problem. I really enjoyed the questions. I've never been in a board meeting, so I was very excited. For the record.

Lorna: Well, we're very glad you felt excited and were happy to join us, and we appreciate your time, and we'll see you at our December meeting.

Edgar: Perfect. Thank you so much.

Jaime: You got to get out more often.

Edgar: I know.

Lorna: Don't forget to take your validation report. Okay, so at this time, let's move to item number 10. This is a report by Kristin Dietz from EdTec on the budget and financial reports including the CSP grant. And Kristin is not able to be here in person but she did provide us with a video of her presentation which will be shown at this time.

Kristin: Good afternoon, Strong Start board of directors, and thank you for allowing me to give the presentation today by video. I will be going through the monthly update which includes actuals through September and the latest annual forecast update. Moving to slide four of the presentation, this report here shows the annual forecast...the current annual forecast versus the board-approved budget. We are forecasting a small deficit of 13,152 for the year and this is

based on our latest assumptions that include adjusting enrollment to 100 students based on the latest actual counts and what we anticipate to receive through the rest of the year. And we've also made adjustments to expenses based on all of the staffing and other operating expenses that we now know to be the case.

So, we expect this to be a pretty good forecast for the entire year. And I just want to point out that the ending fund balance in this forecast is 779,333 as a 23.4% reserve, which is very strong, particularly for a first-year school. The reason this is strong as it is is because we did get the City of Las Vegas grant funding at the end of the startup year and that money that had not previously been spent was carried over into the first year of operations. So, at the moment, that grant funding is serving as a reserve for the school and is being utilized for cash flow purposes, as well as spending on operating expenses.

In terms of forecast changes from last month to this month, we had about a \$15,000 positive adjustment. The main changes were that we did have some truing up of salaries for positions that were finalized and salary amounts that were adjusted. But we've also removed one position, the Safe School professional has not been hired yet. So, at this time in this forecast, we have removed that position. In addition to that change, we also adjusted the property expenses and this was based on actual spending of 10,000 per month for three months of rent, and then we adjusted for the remaining months to be paid out as \$1 per month. So, that was the additional adjustment there.

And our ending forecasted amount as mentioned is a deficit of 13,152. In terms of our grants, this schedule here, and we'll be sharing this every month, and this shows all of the seven grants and what has been awarded in addition to what has been spent to date so far. So, you can see that so far, the school really hasn't spent a lot of their restricted funding. They did start to spend their Title I money. Titles II through IV and the IDEA, we haven't really seen any activity there yet as of September 30th. In terms of the CSP grant, which is our largest grant, we have spent 213,198, and that leaves about 72% of that grant remaining. I also wanted to point out that there are reimbursement requests that are pending at this point. Typically, we see a turnaround time on these of about 30 to 45 days.

It's been a little bit longer, you can see the September payment hasn't been received yet, but we anticipate that it should come soon. And so, overall, that's where we stand with the federal grants. And I do have an additional slide here

that gives a little more detail on the CSP grant in particular. Because it is such a large grant, we want to keep you informed of how much of each budget category has been spent or requested to date and what remains. So, that's what this one is showing you here. And we do anticipate that we'll have continued spending over the course of the next several months and we do expect to spend down this grant and by the end of the grant period, we definitely have time to spend this at this point.

This slide here shows you the total revenues and expenses that have been incurred to date. We have received approximately 16% of our revenues and we spent about 90% of our expenses as of September 30th. Overall, the budget categories are on track and in line with the forecasted amounts as we have updated them. In terms of balance sheet, as of September 30th, we had cash balances of 692,277. So, our cash balances are remaining strong. Our total assets are 726,426, and that was a reduction of 122,000 roughly from the beginning of the year.

This slide here shows the cash balance by month, so we have completed three months of our fiscal year. And as of the end of September, our cash balance is 692,000. We do anticipate or expect our City of Las Vegas grant amounts to come in consistently over the course of the next six months or so. And then at that point, we should start to see some of the other federal grants coming on a more regular basis. So, we expect to maintain pretty strong cash balances, thankfully, and we do expect to end the year with about 81 days cash on hand. The authorizer has a metric where they like to see at least 30 days cash on hand or more. So, it looks like you guys are on track to meet that metric really nicely at this point. And that's it for the slide presentation. At the back of this packet...

[01:50:14]

[silence]

[01:50:34]

Kristin: There is a report of the restricted funds forecast where you can see by program...by grant programs, the revenues and expenses that are in the forecast. We have a cash flow by month that gives a little more detail of the graph that I shared in the slides. And then at the very back is a check register, including all of the purchases that were processed in the month of September. That's it for this month and I just wanted to thank you for giving me an opportunity to give

this presentation by video, and I really look forward to seeing you all next month. Thank you.

Lorna: Thank you. Just for the record, I want to just note that we appreciate the fact that Kristin took the opportunity and the time to provide us with this video recording of her report because it really does help us to understand where we are. And I will just say, as I was looking through it, I noticed that on the marketing, we are able to take that out of the CSP grant. So, if we do decide to move forward with marketing, that might be a place that we would want to recommend getting the money for that moving forward because that grant actually takes us to 2024. And so, it's a place where we would maybe be able to take some money. All right. Thank you, everybody.

Kristin is not here for questions, so if it's alright with all of you, we'll go ahead and move on to item number 11. This is just a report by the executive director regarding pupil enrollment and attendance audit. Really, just for your information and informational, that we did have an audit of our student enrollment conducted by the State Department and there were no concerns noted by the State Department regarding the procedures that are in place at this school and the documentation regarding enrollment of students. So, unless anybody noted any questions ahead of time, that really was the purpose of this item. Okay, thank you.

So, number 12, this is a report by the executive director and discussion regarding the amendment to our charter contracts based on reduction of enrollment. And I'll just set Miriam up for this a little bit. We had to reduce last spring what we thought our enrollment would be because we knew we were coming in a little bit low based on the fact that we hadn't had a location and we had such a late start to the year. But our enrollment came in even lower than what we had originally expected, so the Charter Authority is asking us to come back to the board with a new amendment to that agreement. So, Miriam, I'll turn it over to you with any other [inaudible 01:53:38].

Miriam: Miriam Benitez, for the record. So, the Charter Authority has asked us to submit an RFA, which is a request for amendment, requesting a contract amendment regarding an adjustment in our enrollment cap. So, originally, it was 180, and we need to move that closer to where we currently are. Within 10%, is what they've said. So, as I stated earlier, we are currently at 82 students enrolled. And so, they've still given us some...I guess, still some cushion because we're



not presenting this until their December 16th board meeting, the Charter Authority's board meeting. And so, it's a lot to think about because we just sat through presentations for recruitment but the Charter Authority is asking us to amend our enrollment so that it falls within 10% of where we think we're going to be at come December.

So, Lorna had reached out to them and sent an email asking for advice and their suggestion of what a good number would be at because obviously, we're all new to this. And I believe they had suggested 85 and that was when we were sitting at 80. We had a couple of new enrollments, so now we're at 82. So, I don't know if we would bump that up by two. But again, considering...so it's a lot to consider because we're capping this now, and then considering everything that we just heard about the recruitment, I think that would be...the recruitment then would be focused on for next year, the upcoming year, because if we're getting ready to put a cap on our enrollment, then obviously, we wouldn't be looking at recruiting very many students within the next month or so.

Lorna: This is Lorna, and I think the other piece of that is that we would want to make sure that we stay within that 10%, so we can also drop 10% below what that number is. So, if it's at 85, we can't go...if we lost two or three students, then we would be more than 10% below what we said our cap was, so we have to look at that too. Our hope is not to lose kids but we know that sometimes people move mid-school year out of the city or out of the area. So, the recommendation was originally 85, we could even increase that up to 88 a little bit or 89. Really, you think one or two students doesn't make a big difference, it does. Every student is about how many thousand, \$8,000 worth of money coming into the school.

So, we have to be kind of careful and conservative in how closely we cap that number. I originally looked at it and said, "Maybe we should put it at 88?" Because if you put it at 88, then 10% of 88 is 8.8 students. So, as long as we're at 82 kids, we're actually within that 10%. So, maybe we would want to recommend that. But it is also required that we show them the minutes that we had this discussion, so that's the other reason that this is on our agenda tonight. So, we would love to hear from any of you as to your thoughts about, you know, where you would feel comfortable putting the cap in. We know we have to also show financial viability at whatever number we cap the school at.

Heather: Heather Nay, for the record. What is the chances of you getting...let's say we do 88, what's the chances of you getting those six more students within the month?

Miriam: Miriam Benitez, for the record. Well, if we look at how we've done since school started, we've had a couple of students come in like a month. So, 88 seems high to reach. To get six students from now to December seems a little high considering we've had maybe two a month since school has started.

Jaime: Jaime Gonzales, for the record. So, that's the period we're looking at, between now and some date in December?

Lorna: December 16th I think it is. Or 17th.

Jaime: And Jaime Gonzales for the record, again, the 10% that you mentioned, is that on both ends?

Lorna: Yes.

Jaime: So, we will be up to 96...our range would be somewhere between 76 and 96, basically, if we move it to 88.

Lorna: Correct. And if it's at 85 students, that can be 10% above 85. So, what would that be? Like 95 students? And then it would go below that also.

Jaime: Ninety-three, 94?

Lorna: Yeah.

Heather: Heather Nay, for the record. So, you guys are suggesting 88, correct? I mean, not suggesting but...I don't know much about numbers, so that's why I'm asking.

Jaime: Jaime Gonzales, for the record. It almost seemed like...again, if we're looking at just for the next five weeks, that additional...even though we got two, probably six one way, half a dozen of the other, it's not going to make that much difference. If we keep it at 85, there's not going to be...you wouldn't foresee any harm done that all of a sudden, we're gonna see 30 students show up?

Miriam: No. I mean, Miriam Benitez for the record, we would love that. But being realistic, in the beginning of the year when we set our number to 100, we thought this could happen because at the beginning of the year, we were getting

daily, a student daily. And we thought if we keep this pace, yes, we'll get 100. But we didn't keep that pace and it slowed down.

Jaime: So, Jaime Gonzales again, for the record. So, my question would be then, after the new year but before the end of the school year, if you continue to get sort of in dribs and drabs additional students...I'm not sure if we would or not, I don't have any insight there. But if you were to get an influx of students before the end of the school year that would take you above the 93 or 94, that 10% overage doesn't make any difference once you get beyond December, I guess, is what I'm asking.

Lorna: This is Lorna. We're supposed to maintain within about 10% over or under whatever you say your enrollment cap at but it's my understanding also that we could apply for an amendment at a later time during the different periods throughout the year. So, if we saw that we were getting a huge number of students coming to the school, we could go in and apply for an increase in our cap at a later date. So, if we did find that happening, we could make that application but it's better to have our number very close to where we are right now according to what we were told by the Charter Authority. Nicole, I saw your hand up a few minutes ago. Did you have a comment or a question?

Nicole: Yes, so I'm wondering what data that you guys are providing and I would like to come back and visit this at our next meeting. We do need to include the transient

rate. I'm not aware of the transient rate in the areas that, you know, we're trying to reach students for our school. Well, let's look at that because we're looking at just outreach students recruiting or enrolling into our school. But also, I'd like to see how many students we're sustaining, you know, are they moving? You know, do we have a lack of enrollment because of certain reasons? Let's look at that information. Is that possible? And then I like the fact that we are going to have an outreach coordinator. That's important information as well. So, if we're reaching out to the community, you know, getting enrollment, I'd also like to, you know, correlate that information to how many students have disenrolled because of transiency or whatever reasons. Is that possible?

Lorna: This is Lorna. So, just to make sure I understood what you requested, so you're saying, could we, at our next meeting, have a report on how many students have left the school and for what reasons they've left throughout the year?

Nicole: Yeah, so even if we can get the information as to why they've left, but can we get some data as well on, you know, how many students that...if we're setting a smart goal for next year or the upcoming years, you know, I'd like to know, you know, how many students we've sustained and how many students are disenrolling? And it doesn't have to be for a specific reason but just some information, so that way, we can, you know, further establish and talk about problems and solutions in our smart goal for the future year.

Lorna: This is Lorna. I think we can definitely start asking to collect that information and have that provided to us in the future. For the purposes of this amendment, I think we have to determine, in order to turn in the amendment for the December meeting, where we should cap that off for now. So, I think that's two things. So, I did put here that we would like to request that transiency data or the why people are leaving or how many are leaving for a December meeting report. And right now, just determining, it looks like we should keep our number right at about that 85 to 88 cap that...we'll let Miriam take one more look at that, but it does look like the board is in support of making that amendment to our current charter agreement if I'm hearing correctly in the discussions that have taken place.

Nicole: Yeah, I'm in agreement with the 85 to 88, but I would like to come back and revisit this also, you know, and use some data-informed decisions. So, I appreciate you guys and all the information that you've given us.

Lorna: Very good. This really just needed to be a discussion at this meeting, there's not really a motion or a vote needed to be taken at this time. We'll make sure...I know Miriam and I worked with Amanda this past week to make sure that we had written the amendment and are getting that prepared to turn it in to the Charter Authority as soon as possible. So, we are working on that kind of as we speak. At one of our earlier meetings this year, we realized that we have some newer members who have come on board since we wrote our original application and explained what the dual language program was.

And also realizing that many of us on the board are not educators, we had ask Miriam to create, basically, a presentation for the board on what the dual language program is. She had that ready for tonight. But given the time that it is right now 7:00 p.m., is there anybody who would be opposed to us moving that presentation by Miriam to our December board meeting, because I see there are

a lot of people at the end of a long workday who are definitely a little bit tired right now?

So, if you don't have any objections to that, I'd like to ask her to bring that part to the next meeting. I see a thumbs-up, so we'll do that. You already have it for your physical review prior to the meeting but we will ask her to give that as a verbal report in our next meeting. So, at this time, we'll move on to item number 14. This is citizens participation. We did not have anyone into the meeting during the meeting today that look like they are here for public comments. Am I correct about that? And we did not receive any written public comments either, correct? Okay. Angela, please?

Angela: Sorry, Angela Rose, City of Las Vegas. I just wanted to get on record that we are currently at the City of Las Vegas undergoing a Capital Improvement Project request for bids to begin the expansion work on grades three, four, and five of the school but it has to go before Council and be approved. We don't have any dollar amounts or any plans or work done yet, but I want to go on the record saying that we are exploring that work starting this month.

Lorna: Oh, excellent news. Thank you for that.

Miriam: On that, other public comments, they've started the flooring work in the cafeteria.

Lorna: Oh, good to hear.

Woman: The kids would be excited to hear that one.

Lorna: Wonderful. I know the teachers and students alike will be glad to have that floor completed so they can eat lunch in the cafeteria instead of their classrooms. I want to just thank you all for sticking with this. There was a lot of work at this meeting tonight, a lot of presentations, so thank you all for hanging in there with us. And at this time, we will adjourn our meeting at 7:09. Thank you, everybody, and have a great Thanksgiving if I don't see or hear from you before then.