



Girls Athletic Leadership School Las Vegas Revolving Loan Application Spring
 2020 Application Cycle
 Revised 4/6/2020 -
 Revisions include: 1) Exhibit 1.2 to add a legal assurance letter and 2) Section
 1.7 a-c (Budget and Cash flow) were updated to to reflect the Board approved
 Tentative Budget.

The Girls Athletic Leadership School Las Vegas (GALS LV) is pursuing Track a) “To prepare a charter school to commence its first year of operation.”

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**Nevada State Public Charter School Authority
2019 Application for a
Charter School Revolving Loan
(Pursuant to Nevada Revised Statute 388A.432)
Submission Window is January 1, 2019 - March 15, 2019**

Charter School Name

School Street Address

City **State** **Zip**

Contact Name **Phone**

Mailing Address

City **State** **Zip**

Title **email**

Chartering Entity (School District or State Public Charter School Authority):

Term of Charter **to** **Opening Date**

Loan Amount Requested **Repayment Period Requested (1, 2 or 3 years)**

K-5	6-8	9-12	Total K-12
-	-	-	-

Number of Students to be Enrolled:

The undersigned hereby request(s) a loan from the Charter School Revolving Loan Fund in accordance with Nevada Revised Statute 388A.432. I certify that the above information and supporting documents are true and correct to the best of my knowledge and that any loan funds received as a result of this application will be used in accordance with Nevada Revised Statute 388A.435 and all other applicable state and federal laws. By signing this document the entity that is requesting the loan is assuring the repayment of the loan in full, even in the event of closure of the charter school.

Signature of Governing Body President

Printed Name

Date

Exhibit 1.2 Letter from the GALs Board



Girls Athletic Leadership Schools Las Vegas

Nevada State Public Charter School Authority
1749 N. Stewart St. #10
Carson City, NV 89706


November 18, 2019

Authority Board Members,

The Girls Athletic Leadership Schools Las Vegas Board of Directors requests a loan on behalf of the planned middle school campus in the amount of \$62,500 (\$500 X 125 students), for a term of 3 years to be used to prepare the charter school to commence its first year of operation.

Collectively, we understand that the school is responsible for the repayment of the loan even in the event of the closure of the charter school.

Respectfully,



Julie Schoolmeester
Board Chair



Barbara Wiggins
Board Vice Chair



Sarah Pérez
Board Secretary



Tara Meierkord
Treasurer



Karen Vaughn
Board Member



Lisa Windom
Board Member



Rosiland Blivings
Board Member



March 31, 2020

Rebecca Feiden, Executive Director
State Public Charter School Authority
2080 E. Flamingo Rd.
Las Vegas, NV 89119

Dear Executive Director Feiden,

This letter supplements the Girls Athletic Leadership School (GALS) Revolving Loan Application submitted February 9, 2020.

This letter is to provide assurance that GALS does not have any legal or regulatory action or proceeding in which the applicant or any members of the Board of Directors have been party to that might impact on the financial viability of the School. Furthermore, GALS or any members of the Board of Directors have been party over the past 10 years involving fraud or corruption, or matters involving health and safety where there are allegations of serious harm to employees, the public, or the environment.

Please direct any questions to myself at 702-290-1231 or Jennifer McCloskey at 702-672-6386.

Sincerely,

Karen Vaughn
Secretary, GALS Board of Directors

Exhibit 1.3 Charter sponsor

GALS LV is sponsored by the State Public Charter School Authority (SPCSA). GAL LV was approved by a unanimous vote on January 31, 2020. See letter below.

STEVE SISOLAK
Governor

STATE OF NEVADA

REBECCA FEIDEN
Executive Director



STATE PUBLIC CHARTER SCHOOL AUTHORITY

1749 North Stewart Street Suite 40
Carson City, Nevada 89706-2543
(775) 687-9174 · Fax: (775) 687-9113

Via Electronic Mail

February 7, 2020

Jennifer McCloskey
Executive Director
Girls Athletic Leadership School (GALS)
395 Washtenaw Street
Henderson, Nevada 89012
jennifermccloskey@gmail.com

RE: Girls Athletic Leadership School (GALS)

Dear Ms. McCloskey:

As you are aware, at the January 31, 2020 State Public Charter School Authority ("SPCSA") Board meeting, the Girls Athletic Leadership School (GALS) charter school application was approved. Congratulations!

As you are also aware, the GALS charter school application was approved by the Authority upon a number of conditions. These conditions are as follows:

1. Provide End of Year performance results for programs and models the school is seeking to replicate, specifically from other schools within the GALS network in Los Angeles and Denver;
2. Submit NWEA-MAP results from the beginning, middle and end-of-year assessments for the 2020 – 2021 school year so that SPCSA staff can monitor the academic progress of students attending the school specifically those that are at-risk;
3. Provide results of the GALS network bi-annual assessment of the GALS Las Vegas school;
4. Present confirmation that GALS Las Vegas has hired a school leader which meets the revised job criteria no later than March 2020; and
5. Submit a revised budget, on or before March 31, 2020, that includes any grant funds or philanthropic dollars awarded.

Given the nature of these conditions, SPCSA staff would like to set mutually agreed upon deadlines for the submission of each item. These can be discussed in more detail on the previously scheduled call on February 10, 2020.

Exhibit 1.4 Meeting Minutes and Board Resolution



Girls Athletic Leadership Schools Las Vegas Board Meeting Minutes

Meeting Date Held: 11/18/19

Time: 6:05 – 7:45 pm

Location: 233 N. Stephanie Road, Henderson (Nevada State High School facility)

1. Call to order, roll call

The meeting was called to order by Board Chair, Jules Schoolmeester at 6:05 pm. Present were Tara Meierkord, Karen Vaughn, Lisa Windom, and Jules Schoolmeester (telephonically)

Absent were Faith Kenyon, Barbara Wiggins, Sarah Perez and Rosiland Bivings

Also present were Jennifer McCloskey and Sarah Sherman.

2. For Action

Tara Meierkord made a motion to approve last month's minutes; Karen Vaughn seconded the motion. The motion carried unanimously.

Jennifer McCloskey discussed the option of applying for the revolving loan from SPCSA of approximately \$50,000 (about \$500 per student enrolled). This is critical to GALS LV because once the CSP grant is approved it will be reimbursable and so the school needs the necessary cash flow to get the school started up.

Lisa Windom mentioned that she has a friend, Cathy Lannigan, who is available to help us with any questions should the need arise.

Karen Vaughn made a motion to approve the application for the revolving loan and Tara Meierkord seconded the motion. The motion was carried unanimously.

3. Guest Speaker: Krista Yarberry of Petersen ES in the Cambridge Area

Lisa Windom introduced Krista, who ran Peterson ES and is presently retired. Krista was very informative as she explained the types of situations that will probably present themselves as a result of the student population. She encouraged GALS LV to forge a good relationship with the local Police and encourage the police to visit the school for prepared activities so that students feel safe with Police.

Krista also spoke to restorative justice and focused on the positive educational growth process that needs to take place as a way of educating the student to understand what he/she would be doing wrong.

4. Tara Meierkord reminded the board that post-hearing capacity, Jennifer and her created a 'worst case scenario' budget so that GALS LV has a clear idea of whether in April 2020 it can go forward and open or not. The minimum enrollment number that needs to be met by mid-April is 120 students. Anything less than that will not sustain the budget and the school would stand to lose a significant amount of money in operation.

5. ED Report (Informational)

Jennifer McCloskey went through the ED Report. Primarily she discussed the facility issue. Jennifer McCloskey has spoken to countless people around the country including realtors, investors etc. to determine a long-term plan for the school. The concerns at present are:

- a. Rent near UNLV is high and therefore not sustainable long-term.
- b. Empty stores can be used but they require a lot of renovation which is costly. This burden would be taken initially by the landlord but then the school would need to pay it back at a high interest rate.
- c. There are facilities about 6 miles away but that presents other issues in terms of whether the school would be addressing a very underserved population.

Jules Schoolmeester and Jennifer McCloskey met with Senator Hammond and the CEO of Boys and Girls Club last week. The CEO very much wants to work with Charter Schools so as to serve students and utilize assets. Working with Boys and Girls club would lessen the overall cost of rent of GALS LV and could possibly provide a long-term facility as the school would be able to build on the already owned land.

Jennifer McCloskey and Sarah Sherman will be visiting the Lied Club on Friday morning to check out the facility. This facility is one zip code over and still would address the underserved population target.

Jennifer McCloskey let the Board know that the 501 c3 has been reviewed by Tara Meierkord and Sarah Perez. We are still waiting for Articles of Incorporation but once in we will submit this. It could take four-five months for approval. Lisa Windom suggested that we speak to a senator so as to expedite the approval.

On Friday, November 22, 2019, the SPCSA will be meeting with us to let us know of our results. Karen Vaughn and Lisa Windom will attend. Dhyia Phillips-Thompson and Liz Wolfson from GALS will join via phone. The Board agreed that should the authorization not come through, then we would go through the appeal process immediately, if appropriate.

Sarah Sherman briefly discussed the enrollment policy and its contents, and this will need board approval on the December telephonic meeting. Jennifer McCloskey will distribute this for review prior to our December 16th board meeting (that will be a 1 hour or less teleconference). We need this policy approved to being our enrollment process.

Adjournment

Tara Meierkord moved to adjourn the meeting and Karen Vaughn seconded the motion. The motion carried unanimously. The meeting adjourned at 7:45 pm.

Resolution

Girls Athletic Leadership Schools Las Vegas

Resolution Number: 2019-001

Date: 11/18/2019

Subject: Approval of Application for Revolving Loan Application

WHEREAS, the Girls Athletic Leadership Schools Las Vegas has applied for a charter application with the Nevada State public Charter School Authority and requires capital to commence charter school operations in 2020.

BE IT RESOLVED, that the Girls Athletic Leadership Schools Las Vegas ratifies the decision to apply for a Revolving Loan from the Nevada State Public Charter School Authority pursuant to Nevada Revised Statute 388A.432 et seq.

Treasurer's Certification:

I certify that the foregoing resolution was duly adopted by the Girls Athletic Leadership Schools Las Vegas Board of Directors at meeting of the Board held on 18th day of November, 2020, at which a quorum was present.



Tara Meierkord

Date: 11/19/2019

Exhibit 1.5 Board Statement
See Exhibit 1.2

Exhibit 1.6 Financial Controls

GALS LV falls under the provision of the application that allows applicants to provide an assurance that the controls will be established and documented prior to the issuance of the loan if the school received approval less than 60 days prior.

GALS received charter approval on January 31, 2020. GALS LV will establish and document fiscal controls by March 28th, 2020 and in advance of the receipt of the loan.

The GALS LV Executive Director is a licensed CPA. She has reviewed the financial controls policy for the GALS schools and adapted that to meet the needs and systems that GALS LV plans to use. This policy is currently in draft form and will undergo review by the GALS LV Board Treasurer in February. The GALS LV Board Treasurer is also a licensed CPA. With her concurrence the policy will then be reviewed by the entire GALS LV Board of Directors for approval and implementation. The draft policy currently covers the following topics:

1. Basis of accounting and Generally Accepted Accounting Procedures (GAAP)
2. Bank reconciliations
3. Record keeping
4. Lines of Authority
5. Segregation of Duties
6. Budgeting process (and Board involvement)
7. Interim Financial Reporting (to the Board of Directors)
8. Audit procedures and requirements (including audit standard requirements)
9. Tax Compliance
10. Accounting policy and procedures for the following topics;
11. Revenue and accounts receivable
12. Handling bank deposits
13. Expenses and Accounts Payable
14. Payroll
15. Purchases and Procurement policy
16. Asset Management (cash, equipment, loans, insurance and parking lot liability)

Exhibit 1.7-GALS Budget - REVISED

See Excel files Exhibit 1.7a Financial Workbook and Exhibit 1.7b Cash Flow

Revenue

- Per pupil revenue assumption is \$7,243 per pupil as provided by Danny Peltier on 02/06/2020. Enrollment for Year 1 is currently budgeted at 125 students which is the current working estimate with Boys and Girls Club, out years reflect our full enrollment up to 405 students in Year 3.
- DSA Sponsorship fee is 1.4% of per pupil revenues.
- Inflation adjusts downward by 3% each year.
- Special Education funding is \$3,225 for a population of 12% SPED students.
- There is no Title I funding. Funding from Title I, II and III will be sought in future years.
- CSP start up funds are \$243,000 and \$22,500 for a total of \$265,500. GALS total award is \$333,000 however to be conservative and properly match revenue to expenses a lesser amount was considered.
- GALS has applied for a grant from Opportunity 180 for \$93,000 however award is still pending and therefore it is not reflected in this estimate. The period of funding for this grant is March 2020-March 2021.
- GALS has applied for \$62,500 in Revolving loan funds and shows the payback of those funds plus interest in years 2-4.
- Private Fundraising represents the GALS Board commitment to fundraise. In Year 0, that figure is revised to \$5,000 which is representative of the funds raised to date. Given the situation with the state of emergency for COVID, this number has been written down to reflect an extremely difficult fundraising climate. In future years, GALS intends to solicit contributions and apply for local grant opportunities (Albertsons Foundation, Nevada State Bank) and others) for a total of \$20,000 in years 1 and beyond.

General Operating Expenses

Salaries and benefits

- GALS has set the Executive Director and Head of School salary at approximately \$80,000. This is in the midrange of the CCSD Administrative Salary Schedule range which goes from \$59,000 on the low end to \$130,000 on the high end.
- Other Administrative Salaries for Director of Operations, Director of Admin and Finance, Asst. Head of School and Assoc. Director of Community Partners and Enrollment will be set between \$32,000 and \$65,000 based on average market rates for similar positions.
- Teacher salaries range between \$45,000 and \$50,000 depending on their experience levels, if they assume a lead role in the school or serve as the Dean of Special Education.
- Employees also receive 80% of medical insurance paid for by the school. The estimates have been validated with Distinctive Insurance.
- Other paraprofessional and staff level salary is \$20,000 a year based on the expectation of these staff being part time during the school day.
- Retirement benefits were determined based on the Nevada State PERS contribution of 15.25% for the employee/employer match. If an employee chooses the employer only contribution plan their salary would be adjusted downward by the state provided adjustment factor.
- A small bonus pool starting at \$5,000 in year 0 and growing to \$20,000 per year is included. Teachers will receive bonuses based on their contributions to student academic growth and student retention.

Banking, Audit and Legal fees

- The estimate is \$6,000 for legal services and \$7,000 for an annual audit. Banking fees are nominal as GALS is setup under a non-profit account with essentially no fees.

Other

- Professional Development is estimated at 30,500 in year 0 and is being covered by CSP funding.
- Marketing and recruitment costs average up to \$15,000 per year. One postcard mailer is approximately \$7,000 representing ½ of these expenses. The remainder is for printing and marketing services to support social media outreach.
- GALS has received multiple quotes for an Accounting system and estimates represent about \$11,000 for initial startup and one bid for \$3,720 for ongoing annual license fees.
- Psychology consultant and SPED consulting are estimated at \$8,125 in Year 0 (provided by the CSP) and up to \$50,000 each year after that. An additional \$650 per student for contracted SPED services is also included which creates an increasing reserve as the school grows. Furthermore, GALS is committed to grow a reserve of \$75,000 beginning in Year 3 that will be set aside for at-risk populations. The current budget shows GALS LV meeting that reserve commitment by Year 4 however GALS LV will allow itself 3 years to develop the reserve fund based on current uncertainty.
- Textbooks per student are estimated at \$250 per student plus an additional \$150 per student for electronic curriculum. GALS Las Vegas will leverage curriculum from the GALS Network and will ensure Nevada Common Core Standards are met. GALS Las Vegas will also ensure there are adequate teacher resources per student. To meet this need, the budget reflects a conservative estimate of this overall cost.
- GALS Las Vegas anticipates 80-100% (Orr MS is 100% and Cannon is 80%) of its students will be eligible for Free and Reduced Breakfast and Lunch from the National School Lunch Program administered by the Nevada Department of Agriculture. GALS Las Vegas conservatively budgeted \$10,000 per year for startup costs, any paperwork issues to administer the program. Students not eligible for the program will be charged a nominal fee to operate this program at essentially break-even. There are two major providers. Three Squares and CCSD for the breakfast and lunch program. GALS Las Vegas will request quotes to evaluate a service provider.
- GALS Network administers a 5% of student revenues fee for a whole host of services described in the draft Master Service Agreement included at the end of this attachment.

Facilities, Technology and Equipment Assumptions

Facilities

In the planning year, GALS will incur approximately \$1,940 in insurance expenses for board liability insurance and liability insurance to occupy an office at the Boys and Girls Club.

In Year 1, GALS is negotiating a lease to occupy 10,000 square foot facility at 920 Cottage Gove Ave. on the UNLV campus. Utilities and custodial are included in the lease. The anticipated lease for the school year is \$50,000.

In the outyears, GALS is working with multiple charter school real estate companies to identify a long-term facility. The lease rate of \$15 was provided by a broker and has been validated to published lease rates. The rate is conservative at the higher end of market rates. GALS does not anticipate incurring any up-front capital outlay and any necessary renovations will either be financed through the rent or through a charter school financing company.

During operations, insurance is budgeted at \$18,500 which is slightly over the quote provided by Distinctive Insurance, again to be conservative. Page 13 of 36

A Contingency for the budget has been added (in the Capital Outlay line item). This contingency is for possible budget estimate errors.

Technology

The total equipment and technology start up budget is \$27,000 in year 0, \$115,00 in Year 1 and approximately \$150,000 in subsequent years. This includes servers, computers, classroom technology, set up fees, Infinite Campus, MAP set up. GALS will cooperate with Boys and Girls club in Year 1 to use their WIFI network and will then establish our own network in Year 2. GALS will establish a file server for school applications and data. To be conservative considering this move of technology, GALS has budgeted \$20,000 in Year 1 and Year 2 for this system. Ongoing IT support services are estimated at \$6,000 per year. These figures were provided by multiple vendors including individual software vendors and a technology service provider for charter schools that is used by many Las Vegas charter school operators. GALS has received funding through the CSP for its computer systems.

Included in the total Technology costs are computers in the class room and for administrative staff outlining 10 computers for staff at \$750 each and 28 computers (or 1 full classroom + spare) at \$750 each. These computers will be used for assessment purposes.

Note: Additional computers in the classroom will be sought with future grant funding (not included in the estimate).

Furniture for faculty and students is estimated at \$0 for Year 1 start up. GALS Las Vegas will be able to use the existing boys and Girls Club set up for school operations. Following this GALS Las Vegas estimates nearly \$1800 for administration and teacher desks and \$22,050 for students each year (doubled in Year 1 as both 6th and 7th grade classrooms will need furnishings). GALS Las Vegas will be leveraging used furniture provider to keep these costs low. GALS Las Vegas has been referred to a reliable, low cost supplier.

Summary

The GALS LV Budget shows a fund balance surplus year over year with built-in conservative estimates and contingency. There is a risk that revenues could be lower than anticipated based on enrollment. To address this GALS has put in place a number of provisions to lower costs:

- 1) Employment contracts for the Executive Director and Head of School include provisions to lower salaries to as low as \$50,000 per year if enrollment does not meet planned amounts.
- 2) Bonuses would not be paid.
- 3) The GALS Inc. management fee decreases as it is based on a % of total per pupil revenue.
- 4) GALS LV will work with vendors including GALS Inc. to defer or re-negotiate products and services anticipated in the budget. GALS LV will routinely evaluate buying used over new.
- 5) GALS LV will maximize the use of grants in the start- up period to create the strongest start up financial position possible.

Section 2

Exhibit 2.1 Loan Repayment Plan

GALS LV will repay the loan consistent with NAC 386.445 (replaced with 388A.675) as follows:

1. GALS LV will repay the loan at the rate of interest that is the prime rate at the largest bank in Nevada, as ascertained by the Commissioner of Financial Institutions, on January 1 or July 1, as the case may be, immediately preceding the date of the transaction. The rate is 4.75%¹.
2. Repayment will occur as deductions from the apportionments made to GALS LV pursuant to NRS 387.124, an amount of money equal to the annual repayment amount of the loan, including interest. The deductions will occur quarterly in an amount corresponding with the quarterly apportionment to GALS LV.
3. GALS LV will repay the loan within a period not to exceed three years.
4. As GALS LV is not in operations but will have a charter contract executed, the deductions begin the first fiscal year immediately succeeding the fiscal year in which the charter school becomes an operational charter school or 2021.

The GALS LV budget projects having a reserve fund of \$100,000 in Year 1 and \$146,000 in Year 2 after the loan repayment is made. This level of reserve is indicative of the strong financial position GALS LV will be in and demonstrates repayment capacity.

¹ <http://fid.nv.gov/uploadedFiles/fidnvgov/content/Resources/Prime%20Interest%20Rate%20January%201,%202020.pdf>

Exhibit 2.3 Anticipated Expenses

GALS LV is seeking the revolving loan for cash flow purposes. GALS LV anticipates receiving the Charter School Program grant which requires recipients to expend funding and then seek reimbursement. GALS LV intends to use the Revolving Loan to cover CSP related expenses and then seek reimbursement. GALS LV intends to use the loan to fund salaries, benefits and professional services during the summer start up period (June-August). Below is an estimate that provides for three Administrative staff to set up the school (Executive Director, Head of School and an Office manager) along with six teaching staff who will receive professional development and set up prior to school opening for two months of salary and benefits. Additionally, an amount to provide for professional services contracts to assist with setting up processes and delivering professional development is included.

Administrative Staff		
	Salary	\$ 29,167
	Benefits	\$ 3,666
Teacher Staff		
	Salary	\$ 13,500
	Benefits	\$ 5,921
Professional services		\$ 10,246
Total Loan Amount		\$ 62,500

Exhibit 2.4 Alternatives

In the event GALS LV is not approved for the revolving loan the GALS LV Board of Directors will seek a loan from an alternative financier such as the Charter Asset Management, paying a financing fee and higher interest rate. GALS LV would repay the loan as quick as possible. The revolving loan is needed to make expenditures in advance of receiving reimbursement under the CSP grant program.

Exhibit 2.5 Contingency Loans

The Revolving Loan is needed for cash flow purposes to cover expenses in advance of reimbursement under the CSP program. The Revolving Loan in conjunction with the CSP are critical to funding for staff to establish all charter school policies, procedures, systems and controls as well as to prepare classrooms for an effective school opening. There are no other anticipated financing options or loans that are contingent upon the Revolving Loan.

Exhibit 2.6 Detailed Plans

Funding provides for the necessary staff to complete the following tasks:

Task	Assigned To:	Estimated Effort during summer of 2020
Install systems <ul style="list-style-type: none"> - Accounting - Enrollment - Infinite Campus - Record keeping - Office Setup - Enrollment 	Executive Director and Head of School	Twelve weeks
Develop Policies <ul style="list-style-type: none"> - Employee Manual - Board Governance - Student handbook - Emergency Management - Wellness and Meal Charging policy - Transgender Students - Fiscal Policy - Special Education and ELL Manuals - Records Management - And others to be determined 	Executive Director, Head of School with the support of Office Manager and Education Consultants	Eight weeks
Develop Academic Program <ul style="list-style-type: none"> - Hire and onboard teachers - Develop curriculum - Lesson Planning - Classroom set up 	HOS and Teachers	Eight weeks (hiring process will span four months approximately)

The Revolving Loan helps to establish GALS LV credit history in that the school will be able to make timely payments to vendors. By establishing a solid credit history and maintaining positive cash flow, the school becomes a better candidate to apply for credit cards or a line of bank credit in its second year.

Section 3

Exhibit 3.1 Affiliations

No member of the governing body or current member of the school's leadership team has had an association or affiliation with another charter school in this state or another state.

Exhibit 3.2 Recruitment Plan

Also referred to as Attachment 1 in the application. This is prepared on a template provided by the SCPA.

Current School Options: Existing Schools within 10 miles:				
School Name: Orr Middle School				
Enrollment/Academic Data				
Current Enrollment: 1,049	Grade Levels: 6-8	Building Capacity: 1,200 estimated	% Variance Overcrowding: 88%	
14-15 Enrollment	15-16 Enrollment	16-17 Enrollment	17-18 Enrollment 1000	18-19 Enrollment 1049
14-15 Star Rating	15-16 Star Rating	16-17 Star Rating	17-18 Star Rating 1 star	18-19 Star Rating 2 stars
Demographics				
African Am. %: 18	Hispanic %: 58	Caucasian %: 9	Asian %: 9	
Native Am. %:	FRPL%: 100	LEP %: 32	Special Education %: 10	
Known Issues: School was a 1-star school for multiple years, under new principal the goal is to reach 3 stars in three years. The school increased 1-star rating last year and are on track to achieve the goal.				
Friends/Political/Community Supporters: Principal Anthony Nunez recognized by CCSD and the news for fighting truancy in the school. UNLV professional development school.				
Orr is a Rising Star schools are identified by the Nevada Department of Education. A Rising Star school is:				
<ul style="list-style-type: none"> Based upon the most recent annual report of the statewide system of accountability for public schools, the public school is an elementary school or middle school that was rated in the lowest 5 percent of elementary or middle schools in the State in pupil achievement and school performance for the most recent school year. All 1- and 2-star schools that scored less index points than the year before. Or, the public school is a high school that had a graduation rate for the immediately preceding school year of less than 60 percent. 				
School Name: Cashman				
Enrollment/Academic Data				
Current Enrollment: 1,548	Grade Levels: 6-8	Building Capacity: 1200 estimated	% Variance Overcrowding: 151%	
14-15 Enrollment	15-16 Enrollment	16-17 Enrollment	17-18 Enrollment 1500	18-19 Enrollment 1548
14-15 Star Rating	15-16 Star Rating	16-17 Star Rating	17-18 Star Rating 2 stars	18-19 Star Rating 2 star
Demographics				
African Am. %: 10	Hispanic %: 60	Caucasian %: 13	Asian %: 9	

Native Am. %:	FRPL%: 77	LEP %: 29	Special Education %: 9	
Known Issues: Magnet school with overcrowding challenges, school serves a large urban area. Safety incidents with students hit by vehicles at a busy crossing street.				
Cashman is a Targeted Support and Improvement Schools (TSI) meeting the designation criteria under Nevada's federally approved Every Student Succeeds Act (ESSA) Plan. All Indicators in the Nevada School Performance Framework have multiple Measures and each Measure is disaggregated by 10 subgroups (American Indian, Asian, Black, Hispanic, Pacific Islander, Multi-Race, Caucasian, English Learner, Students with Disabilities, Economically Disadvantaged Students). TSI schools have low performing subgroups in multiple Measures for at least two years in a row. The TSI Schools list identifies schools eligible for supports and interventions. TSI schools cannot receive a rating higher than 3-Stars in the year of initial designation.				
Friends/Political/Community Supporters: Cashman Family				
School Name: Fremont MS				
Enrollment/Academic Data				
Current Enrollment: 847	Grade Levels: 6-8	Building Capacity: 1000 est.	% Variance Overcrowding: 64%	
14-15 Enrollment	15-16 Enrollment	16-17 Enrollment	17-18 Enrollment 799	18-19 Enrollment 847
14-15 Star Rating	15-16 Star Rating	16-17 Star Rating	17-18 Star Rating 2 stars	18-19 Star Rating 3 stars
Demographics				
African Am. %: 9	Hispanic %: 70	Caucasian %: 7	Asian %: 2	
Native Am. %:	FRPL%: 100	LEP %: 32	Special Education %: 13	
Known Issues: Fremont is a TSI school (see above description), Aging facility.				
Friends/Political/Community Supporters: UNLV professional development center				

Assembly District Level Summary

Total number of Public Schools (District+Charter) 2 (Fremont and Orr)	Total number of Public (District+Charter) Students 1800 est.	Total number of Charter Schools 0	Total Students in Charter Schools 0	Charter Market Penetration (% students in charters) 0
Academic Standing				
Number of 1 Star district schools	Number of 2 Star district schools 1	Number of 3 Star district schools 1	Number of 4-5 Star district schools	
Number of 1 Star charter schools	Number of 2 Star charter schools	Number of 2 Star charter schools	Number of 4-5 Star charter schools	

Environment

How Do Parents of Each of the Demographic Groups (Racial/Ethnic, FRL, ELL, Special Education) Represented in the Community Perceive the Strengths and Weaknesses of the Current Educational Environment for their Students?

Families are seeking a high-quality school choice where currently none exists. Families perceive that girls are receiving few resources and being overlooked in our current co-education settings.

What does this mean in terms of how the school must position itself in the market to reach a representative population from that community?

GALS differentiates itself in the school market by being Las Vegas' only all-girls public-school option and high-quality school option. By creating an all-girl environment, students achieve higher academic performance, develop greater leadership abilities and are six times more likely to pursue careers in STEM, according to the National Coalition of Girls Schools. Minorities stand to gain the most, according to Dr. Cornelius Riordan of Providence College, an expert in single sex school environments². The GALS comprehensive student development approach integrates health and wellness into the academic curriculum to provide for the physical, emotional and psychosocial needs of female adolescents at a critical stage in their development (grades 6th-8th).

GALS is a safe environment where students receive social emotional development in addition to the emphasis on academics. Survey results of GALS students show:

- 87% Think they are smart
- 87% Agree that morning movement at GALS improves their ability to focus and learn
- 95% Believe they will graduate from high school
- 99% Believe they will go to college

GALS provides project-based learning for students to do and experience. With close proximity to UNLV, GALS students will be regularly exposed to college life. GALS uses movement to boost academic performance and physical health. Education is tailored to best meet the individual girls needs through specialized instruction and supports. Students are assigned a Wellness Team and advised by a Coach to provide a supportive and encouraging school culture.

² Single-Sex Schools: A Place to Learn, Dr. Cornelius Riordan, 2015

Political Environment

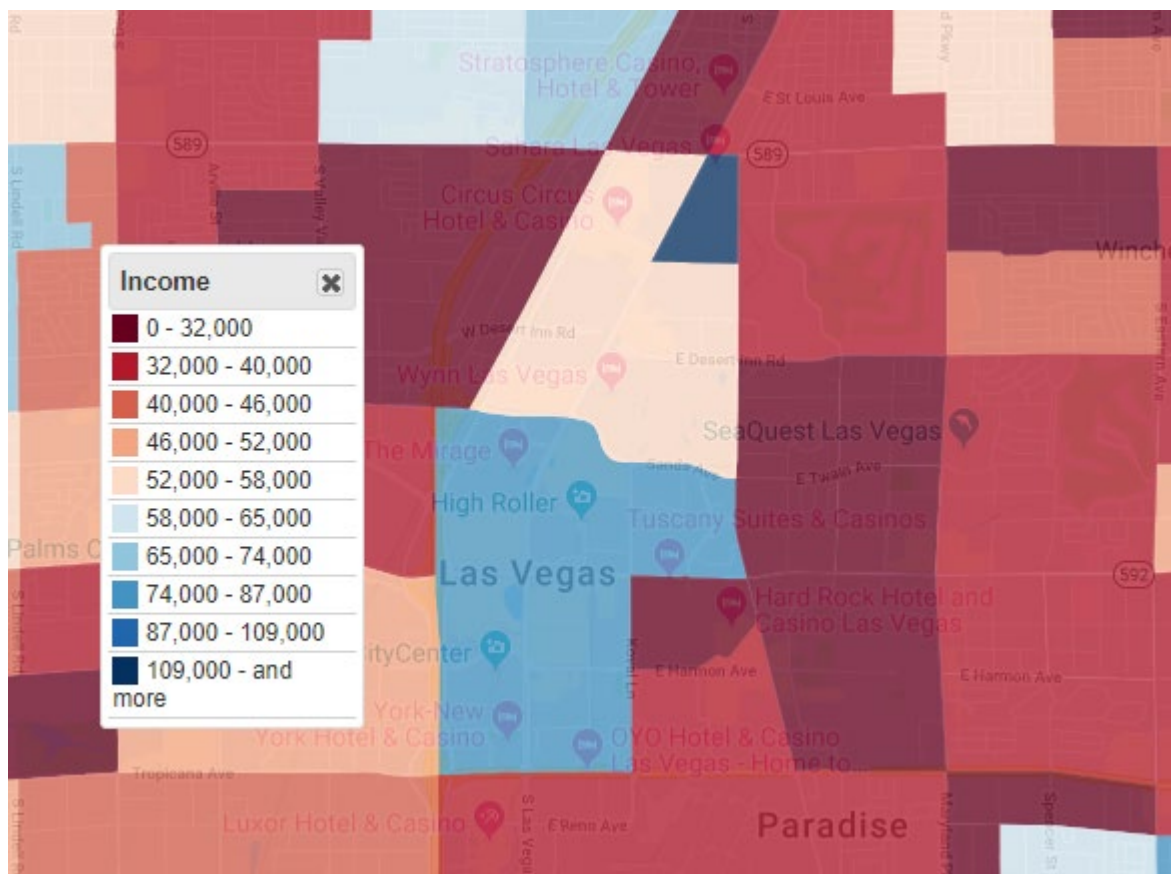
GALS Las Vegas has met with the following political representatives:

Yvanna Cancela, District 10 Senator. Senator Cancela attended an-girls high school and is supportive of the benefits this can provide to the local community.

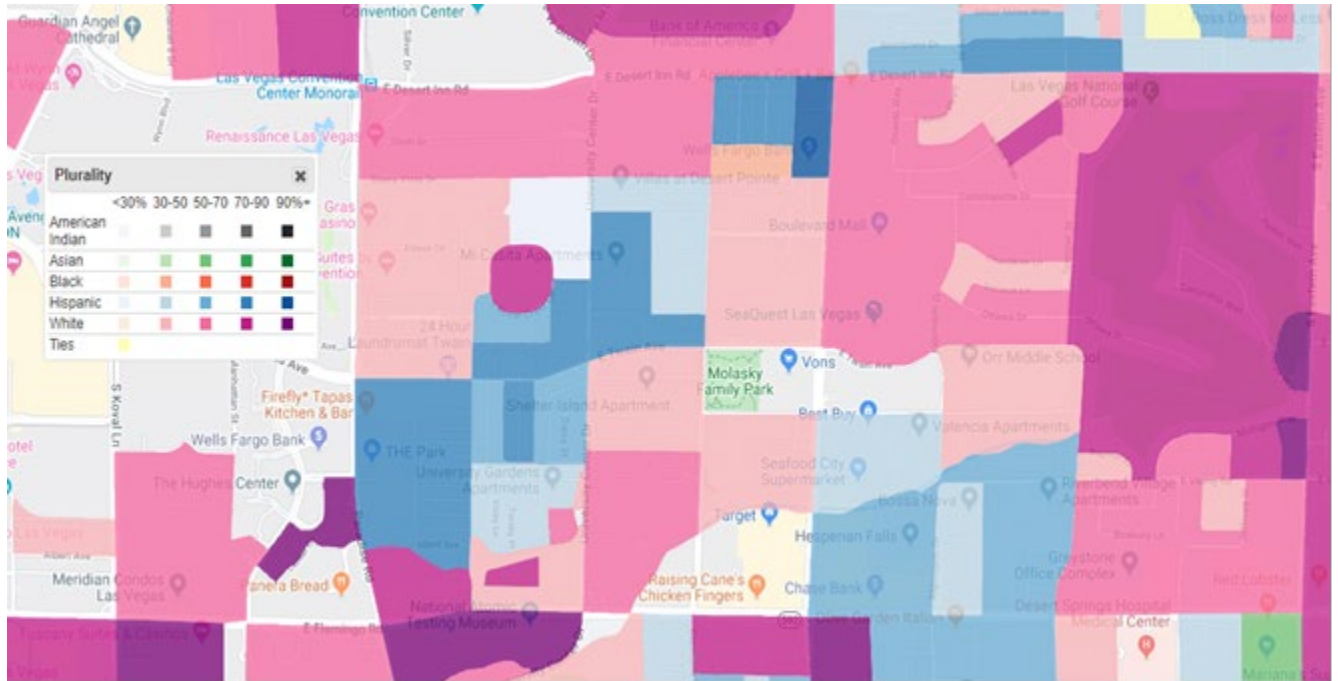
Scott Hammond, District 18 Senator. Senator Hammond is a supporter of school choice and supports a new innovative school model for girls.

Assemblywoman Melissa Hardy, District 22 – supports school choice

There are no current identified strong opponents of GALS identified at this time.



Poverty Percentage Census Tract Map



Racial Representation Census Tract Map

Provide a Detailed Door-to- Door Outreach Plan for Each Target Census Tract

GALS Las Vegas is intentionally diverse and therefore an intentional recruitment plan is followed to develop a school with students from all backgrounds including socioeconomic, religious, ethnic, gender identify, sexual orientation and special learning needs. The recruitment plan targets neighborhoods within a two-mile radius of the school and implements AB 462 which is to intentionally serve students in high academic need areas³. GALS LV will recruit a total of 135 girls for 6th grade targeting 100 enrollments by May 30, 2020 and the remainder over the coming months prior to school. Once GALS has met 135, a wait list will be started to ensure that the school remains at capacity over time. Of this amount, GALS LV has communicated with over 70 interested families. These students were identified through ‘grassroots’ outreach conducted at community events, the Recreation Center, Boys and Girls Club and Facebook advertisements. Building upon this experience, GALS recruitment plan consists of an integrated strategy of

‘grassroots’ outreach and a social media marketing. From a ‘grassroots’ perspective, school leaders and community volunteers will conduct outreach to increase awareness by 1) distributing flyers in neighboring apartment complexes, 2) setting up information tables at community events and local family gathering sites such as Cambridge Community Centers, the Boys and Girls Club, ‘Meet up and Eat up’ events, Girls Youth Basketball and other sporting events, the Welfare Office and local churches,) conducting ‘home visits’ or small group meetings to discuss the school with parents and students and understand their concerns and needs 4) sending out a notification postcard to approximately 5,000 households (based on 5th grade students in the household) 5) targeting recruitment by distributing flyers to 5th grade girls exiting surrounding elementary schools and 6) engaging a cadre of Parent Ambassadors to help spread the word.

GALS intends to hire a graphic artist to develop a marketing material and to print approximately 8,000 copies of materials (flyers, post cards) in support of this outreach. Marketing materials are currently developed in English and Spanish and GALS is considering adding Swahili given the high refugee population in the area. The materials will integrate information about the school's planned website, where families can read about the school's education model and school policies, as well as provide social media links. Social media will be used to not only attract new families but also to keep committed families routinely engaged via their social media accounts. Social media will feature a "day in the life" of a GALS student and other information about the timeline for school opening. GALS intends to hire an experienced social media marketing firm to develop the content and push it to three to four social media outlets (Facebook, Instagram, Google for example). A Community Meeting that includes a tour of the school facilities at the Boys and Girls Club is also planned and will be coordinated with the Club's recruiting efforts. A sign will be purchased to display and identify the school at the Club site.

Following are maps that were created to identify the target area for the 2-mile radius surrounding the school. Highlighted in yellow are the target apartment complexes for canvassing. A crew of approximately 10 volunteers is being assembled to canvas this area. Additionally, flyers will be distributed after school at the neighboring elementary schools to girls in the 5th grade. The neighboring schools also featured on the maps below include Paradise, Peterson, Ruby Thomas, Rose, Lake, Dailey, Ward and French Elementary schools. A 5x7 post card in both English and Spanish has been developed for this outreach. The post card includes the school's website where an online form for enrollment interest exists. Enrollment forms are prepared and can be emailed to families upon contact. A school phone number is established and also available as an alternative method to contact the school leaders for access to enrollment forms. School leaders will work with families to complete the necessary forms. Volunteers are provided with talking points regarding the key school differentiators and messages. GALs volunteers receive a pink or purple GALS t-shirt to further branding and market recognition. Parent Ambassadors will be used to schedule meetings with other families, school leaders will attend those meetings to answer questions.

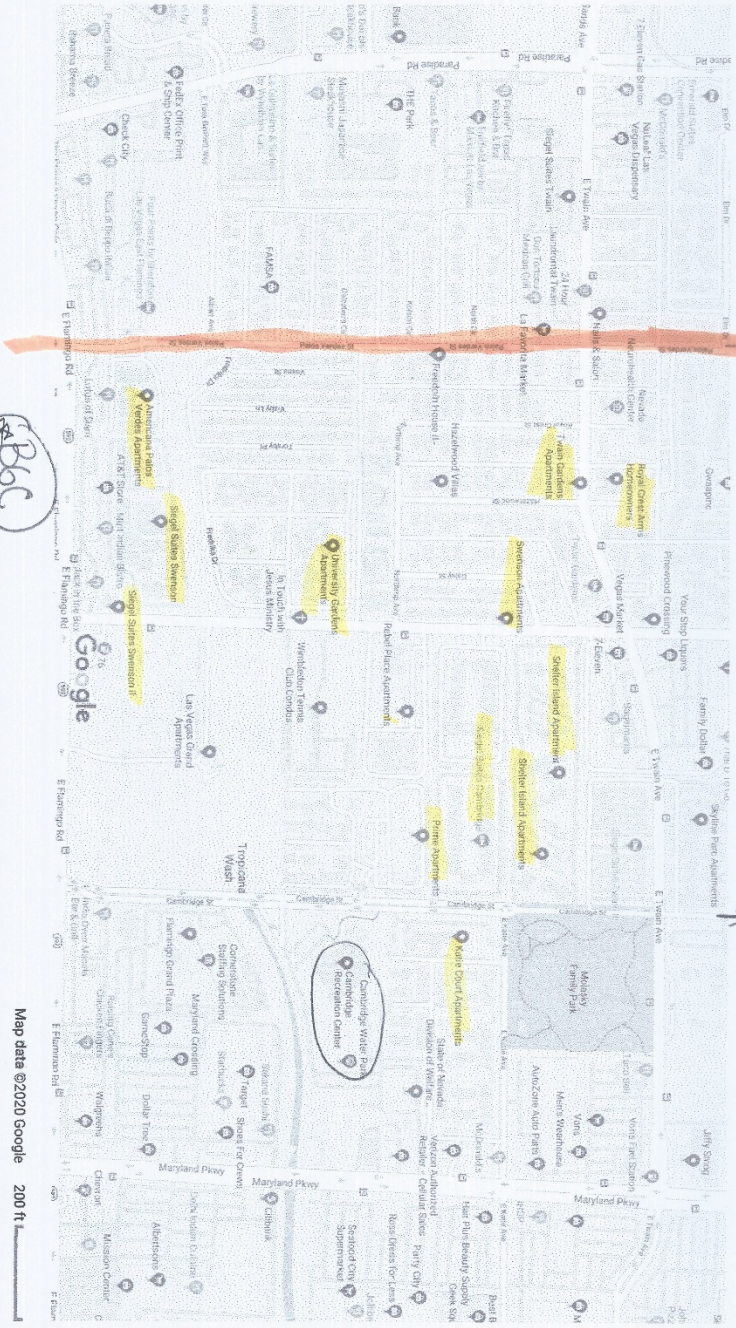
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Google Maps

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Map data ©2020 Google 200 ft

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MAP 1

Community Info:					
Persons of Influence					
Name	Phone	Address			Disposition (known or unknown)
Boys and Girls club Staff Cambridge Community Center Staff					Known
Community groups of Influence					
Name	Contact	Phone	Address	Membership	Disposition (known or unknown)
Girls Youth Basketball				1000	Known
Religious Institutions					
Institution Name	Pastor/ Equivalent Name	Phone	Address	Congregation size	Disposition of Pastor/ Equivalent (known or unknown)
Nourishing Vine Ministry Center for Spiritual Living Sunrise Community Church					
Target/Aligned Civic/Cultural Institutions (Museums, Scientific Groups, etc.)					
Name	Contact	Phone	Address	Membership	Disposition (known or unknown)
UNLV	Various – Education, Real Estate, Psychology, Women’s Institute	Various	UNLV Campus	N/A	Exploring
Sistahs Strong	Brenda Boyd			100	Known
Municipal Background and facts					

Mayor - This location is part of Clark county incorporated					
Name	Municipality	Tenure	Years Left in Term	Pro Charter?	Pro this school model?
City Council					
Name	Municipality	District/Seat	Position	Pro Charter?	Pro this school model?
Tick Segerblom	cc	E			
Chris Giunchigliani	CC	E			
Celebrity/Influential Municipal graduates/citizens					
Name	Phone	Address	Disposition (known or unknown)		
WNBA			Known		
Target Businesses (Places to Leave Enrollment Collateral, Hold Events, etc.)					
Name	Phone	Address	Disposition (known or unknown)		
Cambridge Community Center	702-455-7169	3930 Cambridge St	Known		
Gaughan Boys and Girls Club		920 Cottage Grove Ave	Known		
Englestadt Boys and Girls Club		3540 Cambridge St.	Known		
Clark County Public Library		1401 E Flamingo	Known		
Boulevard Mall		3528 S Maryland Parkway	Known		
Eat and Meet up events		Boys and Girls Club	Known		

Competitive Analysis

CAMPUS NAME GALS	LOCATION Boys and Girls Club	DEVELOPER GALS
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COMPETITOR #1	COMPETITOR #2
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COMPETITOR Orr		COMPETITOR Fremont	
LOCAL PRESENCE yes		LOCAL PRESENCE yes	
NUMBER OF CAMPUSES 1	ENROLLMENT 1000	NUMBER OF CAMPUSES 1	ENROLLMENT 800

WITH WHOM ARE THEY ALIGNED?	WITH WHOM ARE THEY ALIGNED?
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CCSD	CCSD
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WHAT ARE THEIR STRENGTHS?	WHAT ARE THEIR STRENGTHS?
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Local, transportation, facilities, funding	Local, transportation, facilities, funding
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WHAT ARE THEIR VULNERABILITIES?	WHAT ARE THEIR VULNERABILITIES?
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Student achievement	Student achievement
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CAMPUS NAME GALS	LOCATION Las Vegas	DEVELOPER GALS
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OUR GOALS – SHORT & LONG TERM	OUR OBJECTIVES				
<p>SHORT TERM (30 DAYS – 1 YEAR)</p> <p>Recruit</p> <p>LONG TERM (1 YEAR+)</p> <p>Successful student enrollment of 100 students by May 30, 2020 and a total of 135 students by August 7, 2020. Establish a waitlist of at least 20 students prior to August 7, 2020.</p> <p>Maintain enrollment during the year at 130 students or greater. Retain 75% of students the following year.</p> <p>Recruit 130 students by May 30, 2021 for 6th and 7th grades and 40 additional by August 2021 for a total of 270 enrolled. Maintain a waitlist of at least 20 additional students per grade.</p>	ENROLLMENT TARGETS				
	YEAR 1 135	YEAR 2 270	YEAR 3 405	YEAR 4 405	YEAR 5 405
	<p>LOTTERY DATE</p> <p>GALS scheduled first lottery for February 3, 2020 – this was not needed however as enrollment numbers were not reached.</p> <p>An additional lottery if needed will be ran April 15, 2020.</p>				

OUR STRENGTHS	OUR VULNERABILITIES
<p>Only all girls</p> <p>Strong academic model</p> <p>Strong school leadership</p> <p>Social emotional supports</p>	<p>Facilities</p> <p>Funding, scarce resources</p>

The following actions will be carried out the by the GALS Board of Directors and school leaders:

Resources	What needs to be accomplished/when	Actual Result
<p>Board of Directors</p> <p>School Leaders</p> <p>Community Volunteers</p> <p>CSP grant funding for marketing materials</p> <p>Parent Ambassadors</p>	<p>Coordinate volunteers for neighborhood canvassing by February 29, 2020. Target all apartment complexes in the 2-mile radius.</p> <p>Coordinate volunteers for after school flyer distribution targeting 5th grade girls. Target 1 school per week in February and March 2020.</p> <p>Attend community events (examples):</p> <p>Stupak Community center with opportunity 180 in February 2020</p> <p>Valentine’s Day Party at Boys and Girls Club on 2/14/2020</p> <p>Schedule and meet with families to coordinate enrollment, through invitations to meet and through Parent Ambassadors.</p> <p>Prepare RFP for social media services. Solicit bids. Select vendor by April 5, 2020.</p> <p>Marketing materials ready by April 10, 2020. Between April – June 2020:</p>	<p>Successful student enrollment of 100 students by May 30, 2020 and a total of 135 students by August 7, 2020. Establish a waitlist of at least 20 students by August 7, 2020.</p> <p>90% of parents engaged in at least 1 activity with the school by September 30, 2020.</p> <p>By May 30, 2020 routine postings are occurring on Facebook, Instagram and 2 potential other social media outlets. Routine consists of at least 3x per week with outreach to at least 1000 people.</p>

	<p>Targeted mailer sent to families in adjacent zip codes.</p> <p>Attend at least community events as available.</p> <p>Distribute 4000 fliers.</p> <p>Conduct at least 50 home visits.</p> <p>Engage Parent Ambassador cadre.</p> <p>Develop school website during March 1 to April 5, 2020.</p> <p>Purchase and install sign prior to August 7, 2020.</p>	
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Exhibit 3.3 Charter Application References

The GALS LV original charter application submission is located at:

http://charterschools.nv.gov/News/2019_Summer_Cycle_Charter_Applications/

The GALS LV revised charter application submission is located at:

http://charterschools.nv.gov/News/2020/January_31,_2020_SPCSA_Board_Meeting_Support_Documents/