

**Nevada State Public Charter School Authority
2021 Application for a
Charter School Revolving Loan
(Pursuant to Nevada Revised Statute 388A.432)
Submission Window is January 1, 2021 - March 15, 2021**

Charter School Name: Sage Collegiate

School Street Address: to be finalized

City: Las Vegas State: NV Zip:

Contact Name: Sandra Kinne Phone: 310.697.9655

Mailing Address: 10303 Songsparrow Court

City: Las Vegas State: NV Zip: 89135

Title: Executive Director email: skinne@sagecollegiate.org

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

State Public Charter School Authority

Term of Charter: ^(xx/xx/xx) 07/01/21 to ^(xx/xx/xx) 06/30/27 Opening Date: ^(xx/xx/xx) 08/02/21

Loan Amount Requested: \$ 84,000 Repayment Period Requested (1, 2 or 3 years):

	K-5	6-8	9-12	Total K-12
Number of Students to be Enrolled:	168	-	-	168

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

Alejandro Rodriguez

Printed Name

Alejandro Rodriguez

Date

03.13.2021

~~NAC 386.435~~ Application for loan from ~~Fund Account~~; annual determination of balance of money in ~~Fund Account~~ ~~(NRS 386.000, 386.579)~~. An application for a loan from the ~~Fund Account~~ must be submitted by the governing body of a charter school to the Department *State Public Charter School Authority* between *January 1 and March 15* on or before *September 30* of the calendar year immediately preceding the calendar year in which the loan will be made. The Department *State Public Charter School Authority* shall not accept an application for a loan from the ~~Fund Account~~ unless the Department *State Public Charter School Authority* has determined pursuant to subsection 2 that the balance of money in the ~~Fund Account~~ is

(a) The name of the charter school.

(b) The name, address and telephone number of the person whom the Department *State Public Charter School Authority* may contact regarding the application.

(c) The proposal of the charter school to repay the loan, consistent with NAC 386.445.

(d) A description of:

(1) The financial needs of the charter school;

(2) The business plan for the charter school;

(3) The effect that receipt of the loan will have on the operation of the charter school;

(4) The effect, if any, that receipt of the loan will have on the ability of the governing body or the charter school to obtain other financial assistance from public and private sources; and

(5) The plan, if any, for the use of the money obtained from the loan, ~~including, without limitation, methods to enhance the credit of the charter school.~~

(e) A list of the anticipated expenses for which the money obtained from the loan will be used.

(f) A budget for the charter school for the fiscal year in which the loan is received and for each fiscal year of the proposed period for repayment of the loan. The budget must:

(1) Include an identification of all sources of revenue and expenses;

(2) Include the cost for repayment of the loan; and

(3) ~~be accompanied by a written narrative explaining each of the assumptions made in developing the budget.~~
(g) If the charter school is an operational charter school, a statement of the financial history of the charter school.
(h) If a member of the governing body has or had an association or affiliation with another charter school in this State or another state, a statement of the financial history of the charter school with which the member has or had such an association or affiliation. The provisions of this paragraph apply regardless of whether the member has terminated the association or affiliation.

(i) **For an operating charter school**, three credit references for the applicant.

(j) A statement of the monthly cash flow for the operation of the charter school, including, without limitation, an identification of the amount and timing of receipt of revenue relating to the amount and timing of expenditures.

(k) A resolution of the governing body authorizing submission of the application.

(l) A letter of endorsement from the sponsor of the charter school.

[Seek input from other sponsors as to what comprises an endorsement.]

2. On or before July 1 of each year, the Department State Public Charter School Authority shall determine the balance of money in the Fund Account. If the Department State Public Charter School Authority determines that the balance of money in the Fund Account is \$5,000 or more, the Department State Public Charter School Authority shall provide notice of that fact and the availability of loans from the Fund Account to each charter school that has been issued a written charter or charter contract, as applicable, pursuant to NRS 386.527.



SAGE COLLEGIATE

Public Charter School

2021 CHARTER SCHOOL LOAN APPLICATION

Contact: Sandra Kinne, Executive Director
skinne@sagecollegiate.org

An application for a loan from the Account must be submitted by the governing body of a charter school to the SSPCSA as described above, pursuant to NRS 388A and NAC 388A, including NAC 388A.665. The Revolving Loan application is separated into 3 tracks. Please choose one or more tracks which best suit your loan application:

XX (a) To prepare a charter school to commence its first year of operation;

- (b) To improve a charter school that has been in operation, including campus expansions; and
- (c) To fund recruitment of teachers and pupils to new charter school facilities and enrollment of pupils in such facilities.

Section 1

Exhibit 1.1 Complete the Revolving Loan Application Cover Page.

Included in separate document, Exhibit 1.1.

Exhibit 1.2 Executive Summary

Included in separate document, Exhibit 1.2.

Exhibit 1.3 Not applicable.

Exhibit 1.4 Provide a resolution and copy of the minutes, draft or final, of the governing body authorizing submission of the loan application.

Please see separate document, Exhibit 1.4.

Exhibit 1.5 Provide the signatures of each member of the governing body on a statement acknowledging that the school is responsible for repayment of the loan even in the event of the closure of the charter school.

Please see separate document, Exhibit 1.5.

Exhibit 1.6

Please see separate document, Exhibit 1.6.

Exhibit 1.7 Using the standard state budget *format* provide a statement of the monthly cash flow for the operation of the charter school for each year of the proposed loan term, including, without limitation, an identification of the amount and timing of receipt of revenue relating to the amount and timing of expenditures. In excel, provide a budget for the charter school for the fiscal year in which the loan is received and for each fiscal year of the proposed period for repayment of the loan.

The budget must:

- a) Include an identification of all sources of revenue and expenses,
- b) Include the cost for repayment of the loan, and
- c) Be accompanied by a written narrative explaining each of the assumptions made in developing the budget.

Please see separate documents, Exhibit 1.7.

Section 2

Exhibit 2.1 Describe the proposal of the charter school to repay the loan, consistent with NAC 386.445.

Sage Collegiate intends to borrow \$84,000 on a 3-year repayment term to assist with initial cash flow entering the first year of operation in 2021-22. Sage Collegiate intends to utilize

the first year of operations to establish a solid financial position and build a healthy cash reserve for operational purposes. Subsequently, in Year 2 and 3 (fiscal years 2022-23 and 2023-24 respectively), Sage Collegiate will make 24 equal monthly installment payments to repay the principal plus interest of the Revolving Loan Fund loan.

Exhibit 2.2 Detail the financial needs of the charter school including a detailed enumeration and explanation of the costs to be covered by this loan.

Due to the timing of receipt of state DSA and federal revenues, the school will have an initial cash flow need to cover ongoing operational costs in the early months, including facility rent and staff salaries. We anticipate that the loan proceeds will go toward rent expense in the first two months preceding the start of school, totaling approximately \$30,000. The remaining \$54,000 will be used to cover staff salaries and benefits.

Exhibit 2.3 Provide a list of the anticipated expenses for which the funds obtained from the loan will be used.

- **Staff salaries and benefits - \$54,000**
- **Facility rent - \$30,000**

Exhibit 2.4 Explain the effect that receipt of the loan will have on the operation of the charter school. Specially, in the event that the school is unable to obtain this loan, identify which of the costs detailed above will be modified or eliminated.

This loan enables the school to focus its cash on hand on preparing the facility and classrooms with the instructional supplies and furniture necessary for an operating school. If the school is unable to obtain this loan, the expenses, salaries, and benefits tagged to be funded by this loan will not change. Instead, the school will incur additional expenses to secure other financing. The charter can seek out a factoring company such as Charter Asset Management and pay a financing fee. This option is much more expensive and will only be used if there are no other options.

Exhibit 2.5 Describe the effect, if any that receipt of the loan will have on the ability of the governing body or the charter school to obtain other financial assistance from public and private sources. If there are any other loans or grants which are contingent upon obtaining this loan, please describe those in detail and provide supporting documentation.

Sage Collegiate has a substantial need because the school is a startup and faces significant expense pressures. Having sufficient working capital to open the school would favorably position the school to achieve its charter objectives. The school staff will be able to focus on the curriculum and operations rather than worry about how to manage negative cash flow. The revolving loan will assist us in procuring additional funds as the school demonstrates solid progress towards achieving its charter objectives. The program will help the school retain and attract students and further raise its community profile. By offering their program as described in the petition, Sage Collegiate hopes to garner community financial support.

Furthermore, the additional cash will allow the organization to shift some executive attention away from the daily financial pressures towards making investments in fundraising and grant writing. Since effective fundraising often takes months to set in place, it is important that the school have a runway of financial stability to carry the school while additional funds are obtained.

Exhibit 2.6 Provide a detailed plan for the use of the funds obtained from the loan. Describe how this loan will enhance the credit of the charter school.

This will be used to pay facility rents and staff salaries and benefits in the first two months of operation. This loan enhances the school's credit in that the school will be able to make timely payments to vendors. By establishing a solid credit history and positive cash flow, the school becomes a better candidate to apply for credit cards or a line of credit in its second year.

Section 3

Exhibit 3.1 If a member of the governing body or a member of the school's leadership team with day-to-day responsibility in academics or business operations and finance has, or had, an association or affiliation with another charter school in this State or another state¹:

- a) Provide a statement as to whether the school is still in operation. If the school is not in operation, please report the date and reason for the closure of the school. Please note whether the member of the governing body was a board member or staff member of the school at the time of the closure or in the three-year period leading up to the closure. Provide current contact information for the most recent charter school authorizer and any past authorizer of the charter school.
- b) Provide a statement of the financial history of the charter school with which the member has or had such an association or affiliation.
- c) The most recent three years of audited financial statements for the period when the individual was associated with the charter school. If the audited financials were included as part of a charter application filed on or after July 1, 2015 that information may be incorporated by reference.

Please see separate documents, Exhibit 3.1.

Exhibit 3.2 Provide detailed enrollment projections and a comprehensive marketing, and recruitment plan that demonstrate the school has sufficient capacity to exceed the enrollment projections and maintain a sufficient wait list to ensure repayment in the event some students withdraw from school. Please use the marketing plan template attached to this document and submit as **Attachment 1**. Applicants may wish to enhance the marketing plan with additional school-specific strategies including, but not limited to, social media and advertising in addition to the grassroots strategies identified for all applicants.

Please see separate documents, Exhibit 3.2/Attachment 1.

Exhibit 3.3 Attach the business plan for the charter school.

- a) For schools that are seeking to expand their enrollment, within the new or existing facility, please attach the expansion business plan documentation as **Attachment 2**. Applicants are welcome to use this business plan as the format for any amendment

¹The provisions of this paragraph apply regardless of whether the member has terminated the association or affiliation.

request to a sponsor which has not adopted a standard amendment request template.

- b) For schools that have already supplied the information in this business plan as part of their expansion amendment with the State Public Charter School Authority (November 2015 and after) the amendment application may be incorporated by reference.
- c) For New Charter Schools, please provide a copy of your charter application. Schools that were approved by the State Public Charter School Authority may incorporate their charter application by reference.

Please see the attached copy of our approved charter application, Exhibit 3.3/Attachment 2.

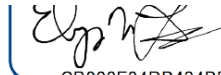


EXHIBIT 1.2: Include an Executive Summary (may be included in a letter from the school board of directors requesting the Revolving Loan). The Executive Summary may be one paragraph which states that the board is requesting a loan on behalf of the ___ campus of the _____ school in the amount of _____ for a term of ___ months/years, to be used for the purpose(s) of _____.

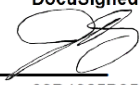
Sage Collegiate intends to borrow **\$84,000** on a **3-year repayment term** to assist with initial cash flow entering the first year of operation in 2021-22. Sage Collegiate intends to utilize the first year of operations to establish a solid financial position and build a healthy cash reserve for operational purposes. Subsequently, in Year 2 and 3 (fiscal years 2022-23 and 2023-24 respectively), Sage Collegiate will make 24 equal monthly installment payments to repay the principal plus interest of the Revolving Loan Fund loan. For detailed figures, please see the 3-year cashflow projections on tab 1 of the Multi-Year Projection.

SAGE COLLEGIATE: Proving the Possible.


Exhibit 1.5: Provide the signatures of each member of the governing body on a statement acknowledging that the school is responsible for repayment of the loan even in the event of the closure of the charter school.


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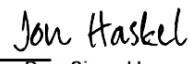
Elysa Arroyo, Director

DocuSigned by:

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Jennifer Braster, Director

DocuSigned by:

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Tracy Gniewek, Director

DocuSigned by:

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Jon Haskel, Director

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Justin Long, Director

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Alejandro Rodriguez Director

DocuSigned by:

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Anthony Vu, Director

Sage Collegiate Public Charter School	EIN	85-1448793
	DUNS	117925688

EXHIBIT 1.6

Per an authorization by the State Public Charter School Authority, as a recently authorized, non-operational charter school, we submit this letter from our Board Treasurer to meet the requirements of Exhibit 1.6.

We have reviewed the Financial Policies and procedures of Sage Collegiate Public Charter School ("Sage Collegiate"). These were passed by the Board by unanimous consent on December 2, 2020 and revised and passed by the Board by unanimous consent on February 10, 2021. Sage Collegiate is a non-operational charter school, authorized by the State Public Charter School on November 6, 2020. We note that the following areas have been documented in the policy, which we have included with this Exhibit:

- Preparation and maintenance of financial statements in accordance with GAAP
- Payroll Procedures
- Accounting for Contributions and grants
- Internal financial controls and procedures
- Safeguarding of assets
- Compliance with applicable laws and regulations
- Purchasing process controls

Further, Sage Collegiate utilizes EdTec, a back-office provider, for our "pre-launch" services. The school started pre-launch services with EdTec, including accounting, accounts payable and payroll as of February 1, 2021. Based on the school's use of EdTec as our back-office provider, we have adequate financial controls.

We've provided a letter from EdTec to support our application, in addition to our Fiscal Policies.

Thank you,

DocuSigned by:

Justin Long

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Justin Long, CFP

Sage Collegiate Board Treasurer

DocuSigned by:

Alejandro Rodriguez

Alejandro Rodriguez

Sage Collegiate Board Chair

Sage Collegiate

Budget Narrative, prepared by EdTec

Fiscal Years 2022-2024

The attached budget and cash flow projections are based on conservative estimates of actual costs to implement Sage Collegiate's program. Assumptions used to create the analysis are based on the school's projected enrollment, program plan, and historical financial data from similar charter schools. The narrative outlines all major revenue and expense assumptions in the development of the three-year operating budget. The projections demonstrate a healthy and fiscally sound plan.

REVENUES

Enrollment Assumptions

Sage Collegiate's projected enrollment in its first three years of operation are 168, 224 and 280 students, respectively. The grade levels span K-6 starting with Kinder, 1st and 2nd grades in Year 1.

Demographics

Demographic information for Sage Collegiate is estimated based on student population characteristics of schools in the surrounding neighborhood:

Free and Reduced Lunch: 80%

Special Education: 10%

English Language Learner: 30%

Local Revenue

Local revenue included in this budget contains \$21,675 in student food sales revenue, based on estimated number of students paying for meals. This conservative budget does not include any fundraising revenues, though actual fundraising is likely to exist in all years.

State Funding

The school's largest source of funding is the state's Distributive School Account (DSA). The funding rate of \$7,315 (\$6135 Basic + \$1180 Outside) per student was calculated using actual rates being funded for FY20-21 for similar schools in this county. The formula factors in average student enrollment and location of school. Years 2 & 3 assume a small COLA increase (1-2%).

For special education, the budget assumes \$3,225 per prior year special education student. With a population of 10%, this totals \$54,825 beginning in Year 2.

Federal Funding

Sage Collegiate will likely be a recipient of the Charter School Program grant, but grant approval has not been confirmed at date of this submission. Therefore, this budget does not include CSP funds or expenditures.

Having 80% of its students eligible for free and reduced lunch, the school will also apply for Title funding. The budget assumes \$350 per eligible student for Title I, \$65 per eligible student Title II

and \$100 per EL student in Title III funds. The rates remain flat in future years with uncertainty around guidelines for Every Student Succeeds Act and potential changes to the funding formula.

The school also expects to receive Federal Special Education IDEA funding estimated at \$1,060 per SpEd student.

The school will participate in the National School Lunch Program, as well as breakfast and snack programs. The reimbursement rates for each meal are estimated based on 2019-20 USDA rates for contiguous states including Nevada and schools with FRL greater than 60%, with overall rates averaging \$3/eligible meal per day. Additionally, the budget assumes that only 90% of FRL students will participate to account for any unclaimed meals.

EXPENSES

Expenses have been estimated by school leadership based on their research, program needs, and the comparable quotes for similar charter schools. The majority of expenses assume a 2.0% increase per year for inflation unless otherwise noted. Below is a summary of the expense categories and the underlying assumptions.

Staffing and Benefits

Given the enrollment assumptions, the school plans to hire 7 teachers in Year 1, another 5 teachers in Year 2, and another 5 teachers in Year 3. For Special Education, the school will start with 1 teacher then add another teacher in Year 2. Sage Collegiate will also have Teaching Fellows with 1 in Year 1, add 1 in Year 2 and add 2 in Year 3. The school will open with 2 administrators, add a Dean of Culture & High School Access in Year 2 and a Dean of Curriculum & Instruction in Year 3.

Position	FTE		
	2021/22	2022/23	2023/24
Administrators	1	1	1
Licensed Teachers	7	9	11
SPED Teachers	1	2	3
Teaching Aides	0	1	2
Support Staff	2	2	3
Total	11	15	20

The average classroom and SPED teacher base salary in 2021-22 is \$48,000 with 2% COLA increases each year. Support staff, administrators and instructional aide pay increases at 2% per year.

Sage Collegiate will participate in PERS for all eligible staff. The PERS employer contribution rate is set at 29.25% (Employer only) or 15.25% (Employee/Employer shared plan). Sage Collegiate will also offer health benefits to full-time employees. The estimated cost in 2021-22 is \$6,500 per participating employee, growing at 5% each year.

Professional and Technical Services (300)

For professional educational services, Sage Collegiate has budgeted \$34,000, or \$2,000 per SpEd student for contracted special education services in Year 1 in addition to the SPED teacher on staff. Contracted SPED services increases to \$46,920 in Year 2 and \$60,343 in year 3.

In 2021-22, the anticipated cost for other professional services includes fees for audit (\$14,000), legal (\$7,000) and back-office business services (\$55,000).

Marketing for student recruiting and community outreach is included at \$6,700 in Year 1, \$6,834 in Year 2 and \$6,971 in Year 3.

Payroll processing fees, bank charges, background checks are also budgeted in this category at \$364 per FTE.

Property Services (400)

Facility related expenses include utilities at \$2 per square foot, janitorial services at \$1,260 per month and other building maintenance costs of \$7,560 in Year 1. Rent is estimated at \$14,500 per month based on recent facility searches.

The school also expects to rent copiers at a cost of \$500/month and usage fees of \$20 per ADE.

Other Services (500)

Other services include student field trips (\$30 per student), general liability insurance at \$19,589 in 2021-22, postage (\$15/student), phone and internet services (\$1,200/mo.), and food service management at \$10/ADE.

The school has budgeted for postage each year and an initial investment in setting up the communications infrastructure. Advertising for staff recruiting and community open houses are included. Printing is budgeted as well.

The school has included charter sponsor fees calculated at 1.25% of DSA revenue.

Supplies (600)

Food cost is assumed to be approximately \$731 per ADE, calculated at \$122,774 in Year 1.

In supplies, the charter expects to spend \$100 per student on general supplies, \$50/student on office supplies, \$250 per new student on furniture, \$500/FTE on faculty furniture, \$600/FTE on classroom supplies, \$30/student on uniforms, and \$70/student on other including music, health supplies and athletic supplies.

Books and Periodicals and Textbooks are estimated at \$100 per new student.

IT Software, including Infinite Campus (SIS) and NWEA, is included at \$215/student. Web-based programs include Kickboard, Reading Mastery, IXL.

Technology includes staff and student computers, cameras and projectors budgeted at \$35,050 in Year 1.

Depreciation (700)

The budget includes estimated depreciation IT infrastructure to be purchased beginning in Year 0.

Other (800)

Dues and fees are included at \$250 for business filing fees and \$840 in membership organization dues. Also included here is the estimated cost of loan interest on the revolving loan, assuming the loan is received and interest begins accruing July 2021.

CASH FLOW

Included in the budget workbook is a three-year cash flow projection (as well as 1-year budget and cash flow in NDE template format for cross-referencing), which demonstrates healthy cash balances for sustained operations with the aid of the Revolving Loan in Year 1. In Year 2, the school begins monthly repayment of the loan at a 4.50% interest rate over two years. The interest expense is recorded under debt-related expenses in the budget. Each year, the school will manage accounts payables as necessary in order to maintain a positive cash balance, which is reflected in the cash flow. In Years 2 and 3, due to the DSA payment schedule, the school's enrollment growth, and unknown timing of revenues under reimbursable programs, the charter may need to seek working capital. This would likely occur by working with one of a number of factoring companies that work with charter schools, including Charter Asset Management.

CONTINGENCIES AND RESERVES

Sage Collegiate's budget reflects positive net operating income in all three years. In all future years, the school will operate at a surplus and continue to contribute to its reserves in the event of fluctuating funding levels or other unforeseen risks.

EXHIBIT 3.1: If a member of the governing body or a member of the school’s leadership team with day-to- day responsibility in academics or business operations and finance has, or had, an association or affiliation with another charter school in this State or another state¹:

- a) Provide a statement as to whether the school is still in operation. If the school is not in operation, please report the date and reason for the closure of the school. Please note whether the member of the governing body was a board member or staff member of the school at the time of the closure or in the three-year period leading up to the closure. Provide current contact information for the most recent charter school authorizer and any past authorizer of the charter school.
 - b) Provide a statement of the financial history of the charter school with which the member has or had such an association or affiliation.
 - c) The most recent three years of audited financial statements for the period when the individual was associated with the charter school. If the audited financials were included as part of a charter application filed on or after July 1, 2015 that information may be incorporated by reference.
-

Two board members have affiliation with day-to-day operations and academics with other public charter schools within Nevada. Jon Haskel is the principal of Pinecrest – St. Rose, and Anthony Vu is the Director of Operations for Coral Academy of Science: Las Vegas.

Both schools are operated by and affiliated with EMOs; Pinecrest-St. Rose is part of the Pinecrest network of schools and is managed by Academica. Coral Academy is a network of six schools overseen by the same governing board.

Both schools are still in operation and are authorized by the State Public Charter School Authority. Both schools/networks are in good academic and financial standing with the SPCSA.

Pinecrest – St. Rose has a 4-star elementary campus and a 5-star middle school campus, for the 2019-20 school year, while all of Coral Academy’s campuses are 4- or 5-star schools, except for the elementary school on Nellis AFB.

Both schools/networks have submitted audited financial statements to the SPCSA since July 1, 2015, and they are on file with the Authority as a matter of public record and/or through the Epicenter submission requirements.

¹The provisions of this paragraph apply regardless of whether the member has terminated the association or affiliation.

EXHIBIT 3.2**ATTACHMENT 1: Sage Collegiate Marketing Plan****Enrollment Plan**

Sage Collegiate will open in August 2021 with 168 students: 56 each in Kindergarten, 1st, and 2nd grades. Using a slow growth model, we will add one grade level of 56 students each year in K-5. In Year 5, our first year of Middle School (6th – 8th grades), we will add 60 students in 6th grade and increase our 5th grade enrollment from 56 to 60 and will continue to add 60 students in 6th through 8th grades until we are at full enrollment in the 2027-28 school year with 520 students.

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
K	56	56	56	56	56	56
1	56	56	56	56	56	56
2	56	56	56	56	56	56
3	-	56	56	56	56	56
4	-	-	56	56	56	56
5	-	-	-	56	60	60
6	-	-	-	-	60	60
7	-	-	-	-	-	60
8	-	-	-	-	-	-
9	-	-	-	-	-	-
10	-	-	-	-	-	-
11	-	-	-	-	-	-
12	-	-	-	-	-	-
Total	168	224	280	336	400	460

The intent of Sage Collegiate is to serve students primarily in the 89107, 89108, and 89146 zip codes, though any eligible-by-age student in Nevada is eligible to enroll. Marketing is targeted to students residing in the community or attending schools in the community served and will comply with the requirements of all state, federal, and authorizer laws including SB208; NRS 386.580; and SB390. The initial enrollment period will begin at 12:00 a.m. Wednesday, January 6, 2021 and close at 11:59 a.m. on March 11, 2021. The initial lottery will take place on Thursday, March 25, 2021.

In subsequent years, the enrollment window will open on November 1 of each school year. Sage Collegiate will inform the public that it is accepting applications for admission for the following school year and publicize the deadline for applications through direct mail announcements, flier distribution, community meetings, local newspaper announcements, social media posts, and public information sessions. The student application deadline will be March 15, with the public lottery taking place within two weeks. Any family interested in submitting an application to Sage Collegiate will be informed of the school’s admissions policies and information about when the applications must be submitted in order to be included in the public lottery. Following the lottery, enrollment will be accepted on a rolling basis upon availability and given the preferences listed below.

Sage Collegiate will adhere to all notification guidelines, as laid out in SB208, informing families within a two-mile radius of the identified school site of the start of the enrollment period at least 45 days in advance. We will not conduct a lottery sooner than 45 days after opening enrollment application, and we will make all reasonable efforts to contact all households within 2 miles of the school site to ensure a fair and equitable chance to enroll.

Within two weeks of the lottery, families will be notified via a mailed letter by the Executive Director of their enrollment status (offered enrollment or placement on waiting list). Each student offered a space in the following year will be required to complete an enrollment packet within two weeks of receiving the letter indicating that a spot is available for the student. The school will hold a Pre-Enrollment session after the lottery and before the Confirmation Deadline to supply additional information and to assist families in filling out forms. We target an application pool that is double our planned enrollment. In Year 1, with a planned enrollment of 58 students at each grade level, we aim to have at least 116 applicants in each grade, K-2, for a total of at least 348 applicants school-wide. This trend of at least double the applicants for seats available continues through each year of growth.

In Year 1, the Executive Director and the Coordinator of Operations and Family Liaison (in later years, the Manager of Operations and the Community Coordinator) will be responsible for monitoring progress toward enrollment goals and leading the recruitment and enrollment efforts. Staff will receive training as part of their onboarding and Summer Professional Development, to ensure that the team understands the legalities of enrollment and can support and/or execute the recruitment and enrollment process. Sage Collegiate seeks to partner with community organizations including local YMCAs, Communities in School, Nevada Succeeds, Three Square, Puentes, and United Way in the year prior to opening. We will also actively recruit students through the local branch of the Las Vegas-Clark County library, Head Start, Acelero, Sunrise Foundation, and local daycares.

Enrollment is monitored to ensure that, to the fullest extent possible, students enrolled reflect the diversity of the targeted community. Methods to increase recruitment of students, including students with special needs, for enrollment include: direct marketing to families in the targeted community; fliers distributed throughout the local community that welcome students with special needs; community meetings open to all interested parents and community members that include presentations of services for EL and SPED students; local announcements in free media, social media, and paid media; Open House at the school site prior to the opening of school; meetings, materials, communications provided in English and Spanish.

We aim to maximize opportunity and access for families in poverty, academically low-achieving students, students with disabilities, and other students at risk of academic failure. As such, preference for available spaces will be given to students: (1) Siblings of current students; (2) Students currently zoned to attend a school that has received a rating in the lowest two tiers in the previous year and within a 2-mile radius of Sage Collegiate; (3) Students who may be enrolled in any early childhood or Pre-K program at Sage Collegiate; (4) Children of current staff members; (5) Students who are at-risk as defined by English Language Learners (must report home language status) and who live within a 2-mile radius of Sage Collegiate; (6) Students who are at-risk as defined by economically disadvantaged (must submit income verification) and who live within a 2-mile radius of Sage Collegiate; (7) Students zoned to attend overcrowded schools (greater than 25% over capacity) and who live within 2 miles of Sage Collegiate; (8) Students who reside within 2 miles of Sage Collegiate's facility; (9) Students residing in CCSD who are at risk as defined as English Language Learners (must report home language status); (10) Students residing in CCSD who are at risk as defined as economically disadvantaged (must report home income verification); (11) Students residing in Clark County. If a child gains admission, any siblings who are also applying will automatically be given the next enrollment slot, if available for their grade.

During any period of discretionary grant funding from the U.S. Department of Education, we will comply with the Charter Schools Program Non-Regulatory Guidance (CSP NRG) regarding lotteries. In the event any provisions included here are deemed to conflict with the CSP NRG, the school will modify its lottery procedures to ensure compliance and eligibility for federal funding.

Additionally, the Sage Collegiate Board voted at the March 10, 2021 meeting to enter into agreement with Effct.org to focus on marketing and recruitment for the 2021-22 school year and better support reaching our full enrollment.

Marketing Plan

This is prepared on a template provided by the SCPSA.

Current School Options: Existing Schools within 10 miles:				
School Name: Red Rock Elementary				
Enrollment/Academic Data				
Current Enrollment: 736	Grade Levels: K-5	Building Capacity:	% Variance Overcrowding:	
18-19 Enrollment 769	19-20 Enrollment 736	20-21 Enrollment	21-22 Enrollment	22-23 Enrollment
18-19 Star Rating 1	19-20 Star Rating 1	20-21 Star Rating	21-22 Star Rating	22-23 Star Rating
Demographics				
African Am. %: 14%	Hispanic %: 67%	Caucasian %: 10%	Asian %: 2%	
Native Am. %: .13%	FRPL%: 100%	LEP %: 34%	Special Education %: 15%	
Known Issues Has been a 1- or 2-star school for better part of a decade				
Friends/Political/Community Supporters: Communities in Schools				
School Name: Doris M. Reed Elementary				
Enrollment/Academic Data				
Current Enrollment: 716	Grade Levels: K-5	Building Capacity:	% Variance Overcrowding:	
18-19 Enrollment 754	19-20 Enrollment 716	20-21 Enrollment	21-22 Enrollment	22-23 Enrollment
18-19 Star Rating 2 stars	19-20 Star Rating 2 stars	20-21 Star Rating	21-22 Star Rating	22-23 Star Rating

Demographics				
African Am. %: 25%	Hispanic %: 56%	Caucasian %: 9%	Asian %: 1.0	
Native Am. %: 1	FRPL%: 100%	LEP %: 25%	Special Education %: 15%	
Known Issues:				
Friends/Political/Community Supporters:				
School Name: Wynn ES				
Enrollment/Academic Data				
Current Enrollment: 871	Grade Levels: K-5	Building Capacity:	% Variance Overcrowding:	
18-19 Enrollment 919	19-20 Enrollment 871	20-21 Enrollment	21-22 Enrollment	22-23 Enrollment
18-19 Star Rating 2 stars	19-20 Star Rating 2 stars	20-21 Star Rating	21-22 Star Rating	22-23 Star Rating
Demographics				
African Am. %: 15%	Hispanic %: 71%	Caucasian %: 7%	Asian %: 3%	
Native Am. %: 0%	FRPL%: 100%	LEP %: 43%	Special Education %: 14%	
Known Issues:				
Friends/Political/Community Supporters:				

The following additional data re: schools within a 10-mile radius of our planned location comes from our approved charter application.

School	Zip Code	Star-Status	Grade Levels	Population (Students)	FRL %	ELL %
EW Griffith ES	89107	1-star	K-5	574	100%	38%
Paul E Culley ES	89108	1-star	K-5	858	100%	41%
Doris Hancock ES	89146	1-star	K-5	650	100%	28%
Brinley MS	89108	1-star	6-8	1014	100%	23.37%
Ruth Frye ES	89017	2-star	K-5	468	100%	32%
Vegas Verdes ES	89102	2-star	K-5	618	100%	42%
Howard Wasden ES	89107	2-star	K-5	585	100%	23%
OK Adcock ES	89107	2-star	K-5	680	100%	35%
Rose Warren ES	89107	2-star	K-5	652	100%	50%
Garside JHS	89107	2-star	6-8	1208	83%	33%
JT McWilliams ES	89108	2-star	K-5	770	100%	48%
Bertha Ronzone ES	89108	2-star	K-5	894	100%	38%
Twin Lakes ES	89108	2-star	K-5	599	100%	58%
Roundy ES	89146	2-star	K-5	835	100%	42.51%
Gray ES	89146	2-star	K-5	472	100%	28.39%
Western HS	89107	2-star	9-12	2828	74%	30.09%
Tobler ES	89108	3-star	K-5	521	100%	19%
Bonanza HS	89146	3-star	9-12	2085	66%	17.79%
Hyde Park MS (Magnet school)	89107	3-star	6-8	1582	56%	17%
Pittman ES	89107	3-star	K-5	578	100%	37%
Gibson MS	89107	3-star	6-8	1234	84%	32%
Odyssey Charter School*	89146	ES: 4 stars MS: 4 stars HS: 3 stars	K-5 6-8 9-12	ES: 267 MS: 590 HS: 1365	ES: 84% MS: 77% HS: 87%	ES: 9% MS: 7% HS: 8%
Mabel Hoggard ES (Magnet school)	89106	5-star	K-5	477	100%	30%

Assembly District Level Summary – Assembly District 3

Total number of Public Schools (District+Charter) 9	Total number of Public (District+Charter) Students 6816	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 2	Number of 2 Star district schools 5	Number of 3 Star district schools 2	Number of 4-5 Star district schools 0	
Number of 1 Star charter schools n/a	Number of 2 Star charter schools n/a	Number of 2 Star charter schools n/a	Number of 4-5 Star charter schools n/a	

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

Families in the community recognize their schools are low-performing, but there is both a sense of familiarity with the schools and no schools of choice within the immediate community, so families stick with their district school. Helping families understand that Sage Collegiate is free; that it is built on elements of high performing schools in other, similar communities; and that we offer a longer school day and longer school year, which appeals to families who want their children.

Through first-hand work in the community as teachers and through intentional outreach to families and community members as a Founding Team, members of the Committee to Form have learned what families would like to see in schools. As such, Sage Collegiate is a school designed to meet the needs of our intended community using strategies and best practices of schools serving communities with similar demographics and needs. Prior to submitting our application, we reached out to community leaders and families through individual conversations and an online survey. From such relationships and outreach, Sage Collegiate is proposed to offer a choice that families in our planned area want but currently lack. Most specifically, our school design aligns with what we hear the community has stated that it wants: highly effective teachers, a quality K-8 option in their neighborhood, and a joyful structure with the focus on learning.

A sampling of feedback we have received from families with school-aged children in an online survey includes these comments in response to our questions about parent satisfaction and the challenges standing in the way of student success in neighborhood schools:

"School options tend to be available in the higher income areas which are also typically white. I think there is opportunity to provide better options for our students of color and low income."

"CCSD is worse than mediocre."

"I have 1 student in CCSD;(it's been a struggle this year). 1 student at Mater Academy. I'm thrilled with Mater."

"We are 50/50 in the US, and our star system ranks schools against other NV schools. Therefore, a 5-star school is only so comparatively, which quite frankly isn't saying much. We need highly effective schools on an absolute scale. So many classrooms have subs or underqualified teachers, which makes me further dissatisfied with the current educational options for children in our community."

"Seems lower income schools get no help"

"Well, long-term systemic failure speaks for itself."

"Across the community I think there is a big disparity between kids who have access to necessary resources (e.g. technology, mental health services, food services, extra educational supports, etc.) and those that don't. And we don't seem to be focused on closing those gaps."

"Low expectations, underqualified/ineffective teachers and leaders, and a lack of accountability for school personnel."

Political Environment

Leading Charter Proponents in Community:

Name	Level of Government Represented	District/Seat	Position	Child/Relative in Charter?	Pro this School Model?
Brian Knudsen	City Council	Ward 1	City Council rep	Unk	Yes

Leading Charter Opponents in Community:

Name	Level of Government Represented	District/Seat	Position	Child/Relative in Charter?	Pro this School Model?
n/a					

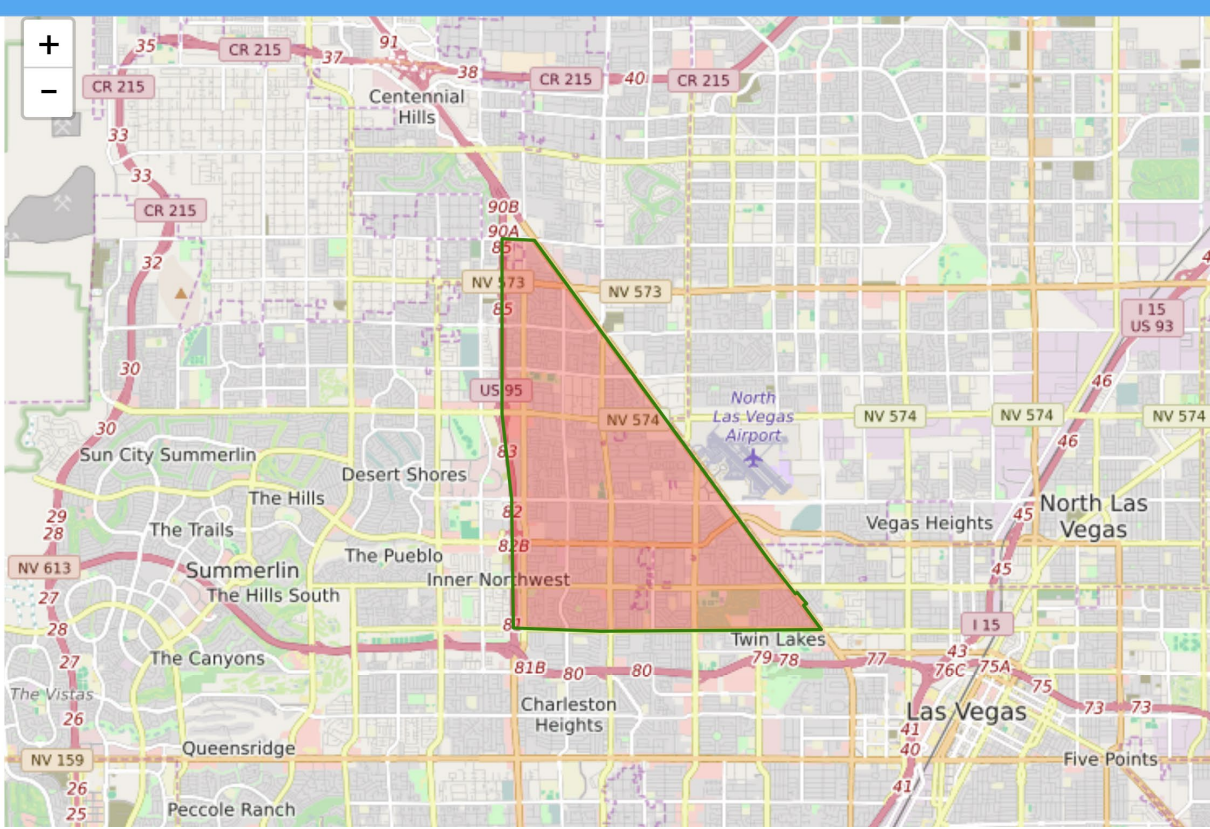
Comments

Community leaders have expressed that students in the area need more options and that families need to stop being satisfied with the status quo. City Councilman Brian Knudsen who represents portions of the 89107, 891098 and 89146 neighborhoods shared in a phone conversation in June 2020 that schools need to have high expectations for students, aligning with our model and what we have heard from families who bring strong hopes and dreams and want a school that supports all children to achieve their goals.

Target Census Tracts and Tentative Forecast				
Census Tract Number	Total School-Aged Students	Approximate Students at Target Grade Level	Number of Flyers and Door-hangers Needed	Total/ Staff/ Volunteers Needed to Walk Door-to-Door

Please see data below each zip code map.

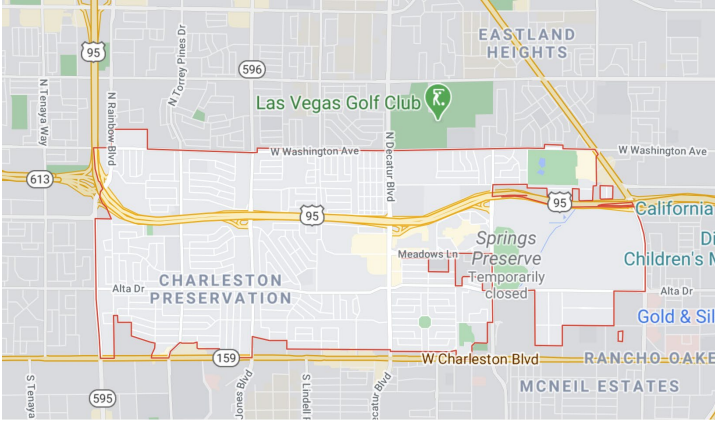
Figure 1: 89108 zip code → Planned location¹



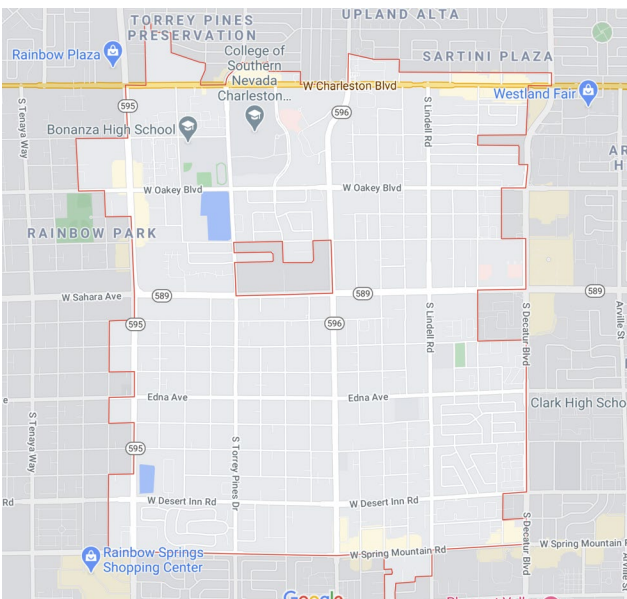
89108	
Current Population	70,123
Racial Majority	White: 38.97%
Public School Racial Majority	Hispanic: 63.1%
Unemployment Rate	11.4%
Median Household Income	\$50,709
Percentage of Students Eligible for Free/Reduced Lunch	81.8%
Percentage of Public Schools with Title I status	100%

¹¹ <https://www.zipdatamaps.com>

Figure 3: 89107 & 89146 → Other authorized zip codes



89107	
Current Population	36,282
Racial Majority	36.86%
Public School Racial Majority	Hispanic: 64.9%
Unemployment Rate	11.4%
Median Household Income	\$47,312
Percentage of Students Eligible for Free/Reduced Lunch	77.1%
Percentage of Public Schools with Title I status	100%



89146	
Current Population	19,071

Racial Majority	47.04%
Public School Racial Majority	Hispanic: 52.8%
Unemployment Rate	11.4%
Median Household Income	\$53,302
Percentage of Students Eligible for Free/Reduced Lunch	62.7%
Percentage of Public Schools with Title I status	88.9%

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

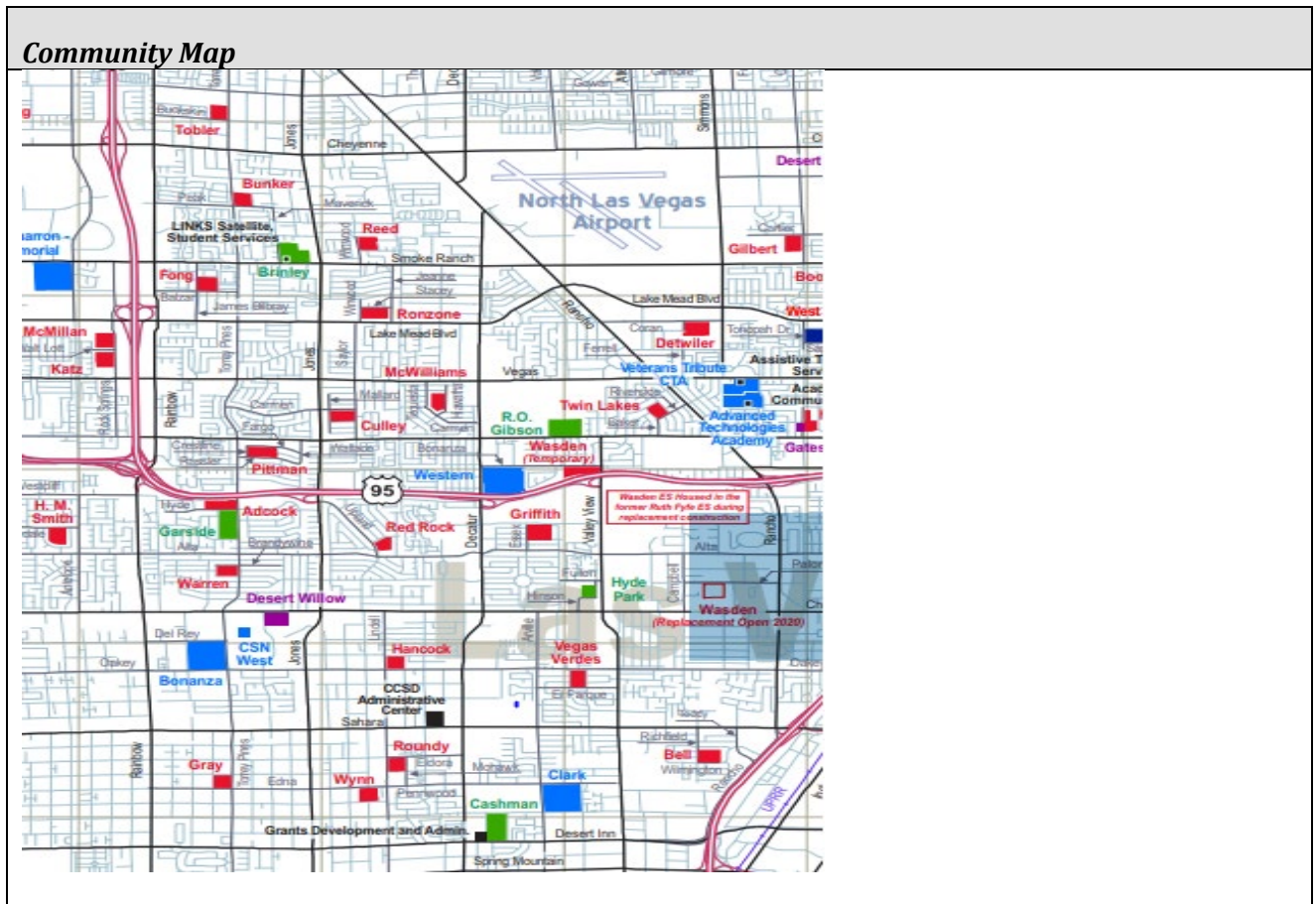
Outreach activities include, but are not limited to:

- Notification of enrollment opportunities at Sage Collegiate through publicity fliers and brochures, the Sage Collegiate website, and social media.
- Development of all marketing materials (including fliers, posters, brochures, and websites) in English and Spanish.
- Door-to-door outreach to families throughout the identified zip codes with an emphasis on the 2-mile radius of our future facility location.
- Information sessions and flier distribution at local community meetings and events and at organizations that work with youth, families, and adults, including local day cares and the CSN’s Early Children Education Lab.
- Branches of the Las Vegas-Clark County Library District, including West Charleston Library.
- Information booths and flier distribution at local businesses, laundromats, grocery stores, WIC centers, libraries, restaurants, community events, fairs, carnivals, shopping centers, social services agencies, housing projects, faith-based organizations, medical centers, and apartment complexes.
- Local print and broadcast media, including the local radio stations, newscasts, and major newspapers, as well as through social media.
- Home Visits with families, post-lottery.
- Multiple informational sessions to allow families to apply to Sage Collegiate and learn more about our planned educational program.

Community Info:					
<i>Persons of Influence</i>					
Name	Phone	Address			Disposition (known or unknown)
Lied Memorial Boys & Girls Club					Known
Bill & Lillie Heinrich YMCA of Southern Nevada					Known
<i>Community groups of Influence</i>					
Name	Contact	Phone	Address	Membership	Disposition (known or unknown)
Leaders in Training	Erica Mosca				Known

Teach For America	Sean Parker				Known
Religious Institutions					
Institution Name	Pastor/ Equivalent Name	Phone	Address	Congregation size	Disposition of Pastor/ Equivalent (known or unknown)
Twin Lakes Baptist Church					
St. Francis de Sales					
Inglesia Evangelica Amigos					
Target/Aligned Civic/Cultural Institutions (Museums, Scientific Groups, etc.)					
Name	Contact	Phone	Address	Membership	Disposition (known or unknown)
Junior Achievement of Southern Nevada Springs Preserve					
Municipal Background and facts					
<i>Mayor</i>					
Name	Municipality	Tenure	Years Left in Term	Pro Charter?	Pro this school model?
Carolyn Goodman			3	Yes	Unk
<i>City Council</i>					
Name	Municipality	District/Seat	Position	Pro Charter?	Pro this school model?
Brian Knudsen		Ward 1		Yes	Yes
<i>Celebrity/Influential Municipal graduates/citizens</i>					
Name	Phone	Address	Disposition (known or unknown)		
<i>Target Businesses (Places to Leave Enrollment Collateral, Hold Events, etc.)</i>					
Name	Phone	Address	Disposition (known or unknown)		

StoneBridge Learning Academy			Known
Accelero Learning Center			Unknown
Sunrise Children's Foundation			Known
Meadows Mall			Unknown
Clark County Library - West Charleston location			Known



[Target Locale] PlanProject Key Details

CAMPUS NAME Sage Collegiate Public Charter School	LOCATION To be finalized	ENROLLMENT LEAD
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COMPELLING EVENT	OUR UNIQUE VALUE TO THE COMMUNITY
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Small growth school Planned long-term space in Year 2	Only public school of choice in the zip cod
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Competitive Analysis

COMPETITOR #1		COMPETITOR #2	
COMPETITOR Paul Culley ES		COMPETITOR St. Francis De Sales School	
LOCAL PRESENCE		LOCAL PRESENCE	
NUMBER OF CAMPUSES 1	ENROLLMENT 858	NUMBER OF CAMPUSES 1	ENROLLMENT 286

Action Plan

OUR GOALS - SHORT & LONG TERM	OUR OBJECTIVES				
SHORT TERM (30 DAYS - 1 YEAR) Recruit at least 168 students and maintain a robust waitlist through the year LONG TERM (1 YEAR+)	ENROLLMENT TARGETS				
	YEAR 1 168	YEAR 2 226	YEAR 3 284	YEAR 4 342	YEAR 5 400
	LOTTERY DATE March 25, 2021				

OUR STRENGTHS	OUR VULNERABILITIES
<p>New school → No schools of option in planned location Designed on high-performing schools nationwide Strong academic model Strong leadership</p>	<p>Recruiting during a pandemic Families want to have facility address New school → build name recognition</p>

ACTION PLAN	
Finalize facility → number one question from potential families	By mid-April
Begin work with marketing partner	Mid-March
Canvassing neighborhoods	Through July
Tabling at community events (as more are allowed given loosening COVID restrictions)	Through July
Continuous update website	Ongoing
Continue to talk with established partners (YMCA, StoneBridge Learning Academy, eg.) and secure agreements with developing partners (i.e., Lied Boys and Girls Club)	Ongoing



Business and Development Specialists
for Charter Schools

March 4, 2021

re: Sage Collegiate

To Whom it May Concern:

EdTec is proud to support Sage Collegiate in its efforts to secure a revolving loan for the launch of their charter school.

EdTec is a social venture founded in 2001 to exclusively serve the needs of charter schools. Our mission is to support operational and academic quality in the charter movement by delivering the highest value charter school support services and expertise to the developers and schools we serve.

Over the past year we have provided consulting to the Sage Collegiate founding team, specifically around the budget for the charter application, and more recently with pre-launch services including accounting, payroll, monthly financial reporting, and budgeting/forecasting. We continue to work closely with the school's leader to update their budget for known and anticipated assumptions as they gear up for their first school year, and we will begin full-service back-office support for them in July.

EdTec currently provides back-office support to over 150 public charter schools across the country, including the following in Las Vegas: Futuro Academy, Nevada Prep, Nevada Rise, and Las Vegas Collegiate.

Charter schools in Nevada receive their funding primarily from the State via DSA revenue, which is based on a set dollar amount per student and is distributed either monthly or quarterly, depending on payment amount. For FY20-21, the amount of DSA revenue for a charter school in Clark County is approximately \$7,300 per student. The funding cycle in the first several months poses a cash flow challenge for a first-year school that has not yet built a reserve. While Sage Collegiate will likely receive the CSP grant to help with startup costs, this is a reimbursable program and expenses will need to be incurred before funds can be received. The revolving loan will help the school maintain appropriate cash balances to ensure timely payment of operating expenses (i.e. payroll, rent, etc) in these critical first months.

Please reach out if we can provide any additional information to assist Sage Collegiate in securing a revolving loan for their school.

Sincerely,

Kristin Dietz
VP of Client Management and Financial Compliance
Kristin.dietz@edtec.com