

May 2, 2024

State Charter Governing Board
State Public Charter School Authority
2080 E. Flamingo Rd., Suite 230
Las Vegas, NV 89119

Re: Good Cause Exemption Request to Amend Charter Application

To State Public Charter School Authority,

Pinecrest Academy of Nevada (Pinecrest) respectfully requests a good cause exemption from the current amendment schedule to amend its charter contract with the State Public Charter School Authority (SPCSA).

The purpose of this out-of-cycle amendment is to reduce enrollment beyond 10% of the approved enrollment cap beginning in the 2023-24 school year for both the (a) Pinecrest Springs and (b) Pinecrest Virtual campuses due to the current under-enrollment at each campus.

The Pinecrest Governing Board has approved the filing of the proposed amendment as well as the request to seek a good cause exemption from the current amendment schedule (see ***Attachment 01 – Board Meeting Agenda & Minutes***).

We appreciate the support of the SPCSA staff as Pinecrest seeks the approval of this good cause exemption as well as the granting of its underlying request for amendment.

Sincerely,

Coby Sherlock

Coby Sherlock
Board Chair, Pinecrest Academy of Nevada
coby.sherlock@pinecrestnv.org

STATE PUBLIC CHARTER SCHOOL AUTHORITY



RFA: Reduce Enrollment in Existing Grade Levels

The SPCSA considers reductions to an approved enrollment cap to be a material change of the charter contract and require approval by the State Public Charter School Authority Board.

Executive Summary

Provide a brief overview of your school, including:

1. Identification of the school, its location(s), enrollment(s)(most recent ADE quarter), brief history, brief description of its board members and key leadership team members.

Pinecrest Academy of Nevada (PAN) is a tuition-free public charter school network of seven (7) public charter school campuses in Clark County, Nevada. Enrollment throughout the entire PAN network, due to its academic success, has grown to over 7,900 students at seven (7) campuses in Grades K-12 across the Las Vegas valley over the course of the charter term.

The Pinecrest Academy model emphasizes positive, student-centered cultures that value equity, collaboration, and personalized learning. PAN has adopted curriculum through a research-based and equity lens and supports all staff in professional learning aimed at the goal of ensuring high expectations for all students. PAN utilizes a highly collaborative team approach to provide supports and interventions to any student who struggles academically, socially, emotionally, or behaviorally.

Student Enrollment

The following student enrollment history across all existing PAN campuses in [Table 1](#) below is based on the Enrollment History contained in the Nevada State Public Charter School Authority's (SPCSA) [2023 Renewal Report](#) issued on June 30, 2023. In general, due to its unique and successful educational model, student enrollment at PAN has consistently increased as new grades were added during the last five (5) years within PAN's original charter contract with the SPCSA.

Table 1. Total Student Enrollment History

Total Student Enrollment History						
Campus	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Cadence	1,628	1,814	1,941	2,078	2,209	2,299
Horizon	703	771	816	871	871	901
Inspirada	1,099	1,193	1,224	1,186	1,197	1,191

St Rose	992	980	1,007	1,008	1,023	1,025
Sloan Canyon	-	1,236	1,473	1,706	2,048	2,183
Springs	-	-	-	-	-	186
Virtual	-	-	-	-	78	117
Total	4,422	5,994	6,461	6,849	7,426	7,902

Governing Board of Directors

PAN's Governing Board has been deeply committed to the school since its inception. Although board members have transitioned out of the board for personal and professional reasons during its charter term, each current board member is committed to the ideals of the Pinecrest Academy.

PAN's current Board Members have the necessary capacity to support Pinecrest Academy's charter schools by providing the necessary educational, financial, and operational vision and governance. PAN's governing body currently consists of the following seven (7) members representing diverse areas of expertise in the fields of legal, real estate, accounting, finance, insurance, education, and marketing in compliance with [NRS 388A.320](#) and are leaders in the community.

Board Chair Coby Sherlock currently serves in his professional capacity as a mortgage lender. Coby's passion for education drives him to serve his community by contributing to local government, service organizations, and various community outreach programs.

Board Vice Chair Marni Watkins serves as an in-house attorney with Fidelity National Law Group handling real estate disputes. Marni also has legal experience in handling commercial, construction, general, and tort litigation. Marni also has a child attending Pinecrest St. Rose.

Board Treasurer Chong Nam is a parent of a Pinecrest student who also serves in his professional capacity as a portfolio manager in the financial services industry. In that role, Chong has utilized a collaborative and sensible approach in his work with numerous non-profit organizations and help to create operating and capital budgets.

Board Secretary Jennifer Williamson is a life-long educator who has taught middle school English/Language Arts, high school English, and worked as a secondary reading specialist. After earning a Master's degree in School Counseling and a Ph.D. in School Counselor Education, Jennifer currently serves as an Assistant Principal at Sports Leadership and Management of Nevada (SLAM).

Board Member Tyre Gray is an attorney who currently serves in a professional capacity as the President and Chief Executive Officer (CEO) of the Nevada Mining Association. Tyre began his career working in schools serving as a support staffer at an at-risk learning academy in San Diego which demonstrates his passion for education.

Board Member Danielle McDowell serves in her board capacity as a highly experienced educator and administrator in the charter school community with more than ten (10) years of experience as a K-8 Lead Teacher, a K-8 Assistant Principal, a K-8 Principal, and, currently, a Middle/High School Principal. In addition to her experience in Nevada charter schools, Danielle also previously served for twelve (12) years as a 1st, 3rd, and 5th grade teacher for the Clark County School District (CCSD).

Board Member Patricia "Patty" Charlton is a more than 40-year resident of Southern Nevada who recently retired as Vice President / Provost of the Henderson campus and Chief Facilities Officer of the College of Southern Nevada where she had worked in numerous capacities since 1995. Patty also serves the local educational community on the Bond Oversight Committee of CCSD.

As openings occur, the Board is committed to proactively engaging in good faith efforts to encourage and welcome new members of both the teaching staff and governing board to represent the diversity of the communities that are served by the various Pinecrest Academy schools. PAN will also continue to recruit parental, educator, and community involvement in order to ensure the effective governance and financial, operational, and academic operation of the school.

School Leaders

Cadence Campus (K-12)

Principal Bryan Rudden is in his fourth year at Pinecrest Academy. He has worked as a first grade teacher, the fourth grade co-team chair, and the Student Support Advocate before becoming Principal at Pinecrest Cadence. He hopes to continue to build on the amazing culture at Pinecrest Academy. Mr. Rudden has an undergraduate degree in business management and a Master's degree in Elementary Education. He also has a certification in special education and has worked with special needs for the past five years.

Horizon Campus (K-5)

Principal Wendy Shirey graduated from the University of Wyoming with a Bachelor of Arts degree in Elementary Education in 2000 and moved to Las Vegas to begin her career as a teacher. She was an intermediate elementary teacher and a primary resource teacher in the Clark County School District. She earned her Master of Education degree in Reading Curriculum and Instruction from Grand Canyon University in 2009 and her Educational Specialist degree in Educational Leadership from Nova Southeastern University in 2014. Ms. Shirey joined the educators at Pinecrest Academy of Nevada in 2015 and has served as an assistant principal at the elementary and middle school levels. Ms. Shirey became principal of Horizon in 2018 and also received the Milken Educator Award in 2018.

Inspirada Campus (K-8)

Principal Michael O'Dowd has worked in education for the past thirty-five years, twenty-eight of which have been in administration. He retired from the Clark County School District in 2016 and started working with the PAN network. During his first two years at Pinecrest, he turned a failing school into a thriving school which received the National Blue Ribbon School Award in 2021. After working as a school leader at Lamping and Wallin Elementary Schools, Mr. O'Dowd came to Pinecrest Inspirada in 2016 and took a school that was in jeopardy of closing down to be the top rated middle school and one of the top five elementary schools in the State of Nevada. Lamping Elementary, Wallin Elementary, and Pinecrest Inspirada have all been 5-star, High Achieving schools under Principal O'Dowd's leadership.

Sloan Canyon Campus (K-12)

Lisa Satory has served as the Principal of the PAN's Sloan Canyon's K-12 campus since January 2016. She previously served as an Assistant Principal of Basic High School as well as a teacher with CCSD. She received a Bachelor of Arts degree in Education from Texas A&M University.

Springs Campus (K-3, current; K-12)

Michael O'Dowd serves as the founding Principal at PAN's newest Pinecrest Springs campus. After serving as an Elementary School Principal for the Clark County School District (CCSD) for nearly eighteen years, Michael has successfully served as Principal of PAN's Inspirada campus for the last seven years. During his stewardship, the Inspirada campus received a 5-Star Rating for three consecutive years, for being the top rated Middle School

in the State of Nevada in 2019, and for being the first school in Nevada to receive a STEM Certification from Cognia (formerly AdvanceED).

St. Rose Campus (K-8)

Principal Jon Haskel attended Eastern Michigan University and graduated with a Bachelor of Science degree in Elementary Education. He earned a Master's degree from Southern Utah University in Elementary Education and earned a Master's degree in Educational Administration from Sierra Nevada College. Mr. Haskel taught 5th grade for eight years before working as a learning strategist and instructional coach for two years. Mr. Haskel served as the Elementary Assistant Principal at Pinecrest Academy St. Rose for four years prior to becoming principal in 2019.

Virtual Campus (6-11, current; 6-12)

Principal Bryan Rudden is in his fourth year at Pinecrest Academy. He has worked as a first grade teacher, the fourth grade co-team chair, and the Student Support Advocate before becoming Principal at Pinecrest Cadence where the Virtual campus is located. He hopes to continue to build on the amazing culture at Pinecrest Academy. Mr. Rudden has an undergraduate degree in business management and a Master's degree in Elementary Education. He also has a certification in special education and has worked with special needs for the past five years.

2. Statement and overview of the mission and vision.

PAN is dedicated to providing an equitable, high-quality education for all students.

Mission

Pinecrest Academy of Nevada unites the community to prepare students for college and career.

Vision

Where scholars perform at the highest level on all academic measures.

3. A summary explanation of the reasons that the charter school is seeking to make this specific requested change.

Pinecrest Academy of Nevada is seeking approval from the SPCSA to amend its charter agreement in the following respect.

PAN is seeking approval from the SPCSA to **reduce** student enrollment at the Springs and Virtual campuses beyond 10% of their approved enrollment caps in the 2023-24 school year due to the current under-enrollment at those two campuses.

4. Specifically identify the key reasons associated with this reduction in your enrollment cap.

Pinecrest Springs

On October 7, 2022, the SPCSA approved PAN's request to amend its charter agreement in order to permit the establishment of a new "Springs" campus.

Although the new campus anticipates ultimately serving over 1,000 students in grades K-12 at full build-out, the campus was originally scheduled to serve up to 645 students in grades K-6 during its inaugural 2023-24 school year. The facility for the new Springs campus was originally to be located at 4000 Meadows Lane, Las Vegas, Nevada 89107 which was the former Sears store at the Meadows Mall.

After the SPCSA approved the establishment of the Springs campus, however, PAN was unable to secure the purchase or lease of the original proposed facility. PAN thereafter secured approval from the SPCSA to further amend its charter in order to (a) reduce its projected enrollment for the 2023-24 school year from 645 students in grades K-6 to 257 students in grades K-3; and (b) approve the occupation of a new temporary school facility at Trinity United Methodist Church located at 6151 W. Charleston Blvd., Las Vegas, Nevada 89146.

Unfortunately, the Springs campus has experienced unexpected challenges to meet its planned enrollment projections as a result of these changes to both occupy a smaller temporary school facility approximately three (3) miles from the original school location and to reduce the initial grades from K-6 down to K-3.

Pinecrest Virtual

Pinecrest's Virtual campus respectfully requests a reduction in its planned enrollment based largely on the feedback the school received from the state during our 2022-23 school year evaluation as well as the Virtual school's recent Star rating based on the Nevada School Performance Framework (NSPF) score.

Based on this feedback and assessment results, the team determined that instead of continuing to grow enrollment, it was paramount to prioritize student success and focus on solidifying the program's platform as well as educational supports such as intervention, mental health support, and attendance before adding additional student enrollment.

With the virtual platform being extremely transient, the school felt having a good strong program foundation would not only increase the number of students staying with the program but would also increase students' overall academic success.

Although the Virtual campus has experienced unexpected challenges to meet its planned enrollment projections, Pinecrest Virtual is committed to prioritizing a strong educational environment and foundation over expansion as the best option for both the short term stability of the virtual program as well as the long-term success of its students.

Operations and Enrollment

1. Describe the steps the school is taking to respond to the enrollment challenges. Examples may be increased marketing, hiring of personnel dedicated to outreach, or other measures the school is implementing to address under enrollment.

In general, PAN is committed to serving a student population representative of the local communities served by each of the various Pinecrest Academy campuses and ensuring that student recruitment methods are inclusive for reaching at-risk families, such as FRL, ELL, and IEP students, and others special populations. Active student recruitment campaigns are especially important to make sure that "harder-to-reach" families (e.g., single-parent families, low socio-economic households, second language families, etc.) are aware of the school choice program and their eligibility to apply for enrollment. PAN hopes to expand the opportunities for underserved students throughout the valley to attend its local campuses.

The network will use comprehensive outreach and marketing measures to ensure that all potentially interested students and families have equal access to apply and enroll at the local Pinecrest Academy schools, including the Springs and Virtual campuses. This plan includes recruiting and marketing initiatives to target the entire community and specific initiatives targeting economically disadvantaged students and families, those who may have limited English proficiency and/or special physical or academic needs or may be "at risk" of academic failure.

The local Pinecrest Academy network has also previously adopted a weighted lottery which provides additional opportunities for specific target populations to be admitted to the school in a manner consistent with state and federal law. PAN participates in the National School Lunch Program which will likely increase the diversity of student populations by attracting students who are eligible to receive free or reduced-price lunch and would factor heavily into their decision to attend the various Pinecrest Academy campuses.

In the past, Pinecrest has implemented marketing techniques such as: geo-fencing advertising, maintaining a presence at food distribution lines, and partnering with other community organizations such as 3 Square and Acelero Learning. The Cadence campus has also served as a food distribution location for the surrounding community and the Cadence administration has engaged in door-to-door marketing efforts in all nearby residential communities surrounding the school to inform families of the resources available. Furthermore, the school continues to utilize targeted social media ads for zip codes identified by the SPCSA as areas of Academic Need.

Pinecrest Academy high school programs continue to expand opportunities for students including CTE and Dual Enrollment options. At Pinecrest Academy Cadence Campus specifically, growth will be in the form of expanding seats to secondary students. The campus has already implemented specific targeting marketing to increase access to minority, special needs, and female students. Recently, an audit was conducted by the DOE CTE coordinators. The audit included a deep dive into the program offerings as well as specifically analyzing access for minority and special needs students. The Pinecrest Cadence campus (the physical campus that supports Pinecrest Virtual) received praise for the access given to students and the administrations from both campuses are continuing to expand dual language communication to the community and marketing efforts to increase opportunities for all students.

Pinecrest Academy will continue to implement and utilize these marketing strategies as they prove effective in making families aware of this quality educational option. Marketing materials will contain inclusive language to inform parents that all students are welcome to apply to Pinecrest regardless of their socioeconomic status, race/ethnicity, home language, or enrolled academic program (Special Education, English Language Learners). Promotional materials and announcements will be made available in multiple languages other than English (as needed) in order to accommodate English Second Language (ESL) families.

2. If the reduction in enrollment will impact staffing, please complete the staffing chart on the budget workbook. If the reduction in the cap will not impact staffing, please write no impact below.

PAN’s proposed reductions in the enrollment caps at the Springs and Virtual campuses will have no impact on the anticipated staffing levels at these two campuses.

3. Please complete the enrollment charter with the proposed enrollment changes for the remainder of the charter term. Please feel free to add rows for grades and change columns to fit the charter term.

Table 2. Planned Enrollment for Pinecrest Springs

Grade	Number of Students					
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
K	70	73	75	75	75	75
1	41	72	75	75	75	75
2	48	48	75	75	75	75
3	25	48	48	75	75	75

4	-	25	48	48	75	75
5	-	-	25	48	48	75
6	-	-	-	25	48	48
7	-	-	-	-	25	48
8	-	-	-	-	-	25
9	-	-	-	-	-	-
10	-	-	-	-	-	-
11	-	-	-	-	-	-
12	-	-	-	-	-	-
Total	184	266¹	346	421	496	571
Current Authorized Enrollment	257	335	413	491	569	569
Difference	-73	-69	-67	-70	-73	-2

Table 3. Planned Enrollment for Pinecrest Virtual

Grade	Number of Students					
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
K	-	-	-	-	-	-
1	-	-	-	-	-	-
2	-	-	-	-	-	-
3	-	-	-	-	-	-
4	-	-	-	-	-	-
5	-	-	-	-	-	-
6	15	24	20	20	20	20
7	25	24	20	20	20	20
8	18	22	20	20	20	20
9	21	20	20	20	20	20
10	15	20	20	20	20	20
11	26	15	20	20	20	20
12	-	10	20	20	20	20
Total	120	135²	140	140	140	140
Current Authorized Enrollment	170	170	170	170	170	170
Difference	-50	-35	-30	-30	-30	-30

Financial

1. Please complete the amendment budget workbook and include as part of your amendment application submission or provide an updated budget in a workbook of your choosing.

¹ In support of this enrollment projection, as of May 2, 2024, there are currently 286 students registered to attend the Pinecrest Springs campus for the 2024-25 school year. There are also an additional 192 students on the wait list.

² In support of this enrollment projection, as of May 2, 2024, there are currently 129 students registered to attend the Pinecrest Virtual campus for the 2024-25 school year. There are also an additional 12 students on the wait list.

Please see *Attachment 2 – Pinecrest Network Budget* for a copy of the updated budget for the Pinecrest Academy network in support of this amendment application. Please also see *Attachment 2.1 – RFA Budget for Pinecrest Springs* and *Attachment 2.2 – RFA Budget for Pinecrest Virtual* for copies of updated budgets for the individual Springs and Virtual campuses in support of this amendment application.

2. Provide a budget narrative including a detailed description of assumptions and revenue estimates, including but not limited to the basis for revenue projections, staffing levels, and costs. The narrative should specifically address the degree to which the school budget will rely on variable income (e.g., grants, donations, fundraising, etc.). There is no page limit for the budget narrative. Include the following: A detailed discussion of Per-Pupil Revenue: Use the figures provided in developing your budget assumptions.

Pinecrest Academy’s updated budget includes a per-pupil revenue assumption of \$8,966 for the current 2023-24 fiscal year of operation. The revenue assumption of \$8,966 was based on the adjusted per pupil funding amount for Clark County shown in Section 5 of Senate Bill No. 503.³

Table 4. Senate Bill 503, Sec. 5, para. 5

5. For each charter school or university school for profoundly gifted pupils, the statewide base per pupil funding amount for each pupil enrolled full-time in a program of distance education provided by such a school in Fiscal Year 2023-2024 is \$8,966. For each charter school or university school for profoundly gifted pupils which provides in-person instruction in each of the respective counties, the adjusted base per pupil funding amount for Fiscal Year 2023-2024, before application of the appropriate attendance area adjustment, is:

Carson City	\$8,966
Churchill	\$8,966
Clark	\$8,966
Douglas	\$8,966
Elko	\$8,966
Esmeralda	\$8,966
Eureka	\$8,966
Humboldt	\$8,966
Lander	\$8,966
Lincoln	\$8,966
Lyon	\$8,966
Mineral	\$8,966
Nye	\$8,966
Pershing	\$8,966
Storey	\$8,966
Washoe	\$8,966
White Pine	\$8,966

Please refer to *Attachment 3 – Budget Narrative* for a more detailed overview of anticipated revenue and expenditures in support of this amendment application.

³ Paragraph 3 of Section 5 of Senate Bill No. 503 also provides that, “The statewide base per pupil funding amount for Fiscal Year 2023-2024 is \$8,966 per pupil.”

3. Given current the current enrollment of your school, discuss in detail the school's plans to address the loss of revenues. Please reference the submitted budget as may be appropriate.

PAN collaborates closely with its Educational Management Organization (EMO), Academica, in searching for, and applying to receive, grants deemed beneficial to the schools in order to further support the operations of the schools.

PAN has presented a fiscally conservative budget; however, as student enrollment is lower than expected at the Springs and Virtual campuses, some budgeted expenses will decrease as a result; this includes EMO/CMO Fees, student supplies, IT fees, etc.

PAN will look to apply for any grants deemed beneficial to the school to further support the planning and implementation of the charter. For instance, the Virtual campus may pursue available grant funds under Title II while the Springs campus may pursue available grant funds under Titles I, II, III, and/or IVA.

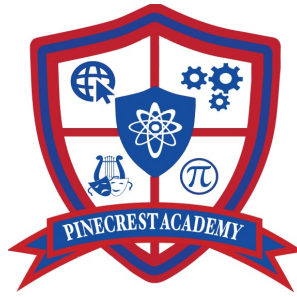
In addition to the information above, please submit

1. The agenda and approved/draft minutes of the meeting in which the governing board of the charter school approved the Request for Amendment.

Please see *Attachment 1 – Board Agenda & Meeting Minutes* for a copy of the agenda and draft minutes from the meeting where the PAN Governing Board voted to approve the submission of this amendment application.

2. A board approved and board chair signed Good Cause Exemption letter along with the amendment application.

Please see cover page in support of this amendment application.



NOTICE OF PUBLIC MEETING of the Board of Directors of Pinecrest Academy of Nevada

Notice is hereby given that the Board of Directors of Pinecrest Academy of Nevada, a public charter school, will conduct a public meeting on February 29, 2024 beginning at 5:30 p.m. at 675 E. Dale Ave., Henderson, NV 89044. The public is invited to attend.

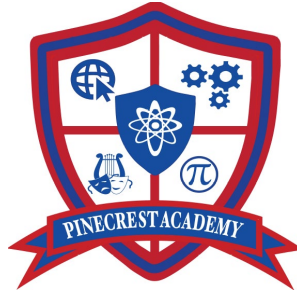
Attached hereto is an agenda of all items scheduled to be considered. Unless otherwise stated, the Board Chairperson may 1) take agenda items out of order; 2) combine two or more items for consideration; or 3) remove an item from the agenda or delay discussion related to an item.

Reasonable efforts will be made to assist and accommodate physically disabled persons desiring to attend or participate at the meeting. Any persons requiring assistance may contact Annette Christensen at (702) 431-6260 or annette.christensen@academicnv.com two business days in advance so that arrangements may be conveniently made.

Annette Christensen is the contact person for the meeting agenda, support materials, and minutes. The materials are available via email at annette.christensen@academicnv.com by visiting the school's website at <https://www.pinecrestnv.org>, or at 6630 Surrey St., Las Vegas, NV 89119 for copies of the meeting audio, please email annette.christensen@academicnv.com.

Public comment may be limited to three minutes per person at the discretion of the Chairperson.

Attachment 1 - Board Agenda & Meeting Minutes



The vision of Pinecrest Academy of Nevada is where scholars perform at the highest level on all academic measures.

Board of Directors

Coby Sherlock – *Board Chair*

Marni Watkins – *Board Vice Chair*

Jennifer Williamson – *Board Secretary*

Chong Nam – *Board Treasurer*

Tyre Gray – *Board Member*

Danielle McDowell – *Board Member*

Patty Charlton – *Board Member*

Michael O’Dowd – *Lead Principal, Inspirada & Springs*

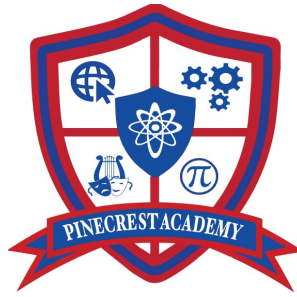
Bryan Rudden – *Principal, Cadence & Cadence Virtual*

Wendy Shirey – *Principal, Horizon*

Lisa Satory – *Principal, Sloan Canyon*

Jon Haskel – *Principal, St. Rose*

Attachment 1 - Board Agenda & Meeting Minutes



Meeting of the Board of Directors

February 29, 2024

AGENDA

1. CALL TO ORDER AND ROLL CALL

2. PUBLIC COMMENT

(No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken.)

3. CONSENT AGENDA (For Possible Action)

(All items listed under the Consent Agenda are considered routine and will be enacted by one motion. There will be no separate discussion for these items unless a Board Member or member of the public so requests, in which case the item(s) will be removed from the consent agenda and considered along with the regular order of business.)

- a. Approval of Minutes of the November 29, 2023 Board Meeting
- b. Approval of the Updated Revisions to the Pinecrest Academy Restorative Justice Policy Regarding Bullying
- c. Approval and Acceptance of the Local Foods in Schools Grant Awarded to Pinecrest
- d. Approval of the Revised 2024/2025 School Year Calendar

4. ANNUAL MEETING

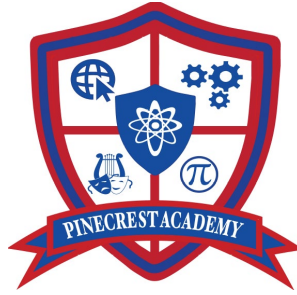
- a. Annual Nomination and Election of Pinecrest Academy of Nevada Governing Board Officers (For Possible Action)

5. ACTION & DISCUSSION ITEMS

(Action may be taken on those items denoted "For Possible Action")

- a. School Initiatives Report by Principal Satory, Principal Rudden, Principal Shirey, Principal Haskell, and Principal O'Dowd (For Discussion)

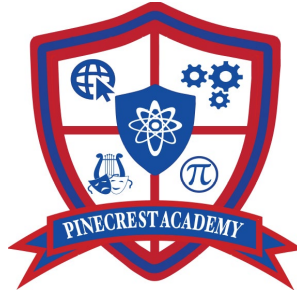
Attachment 1 - Board Agenda & Meeting Minutes



- b. Review and Approval of the 2022/2023 School Year Financial Audit and Single Audit (For Possible Action)
- c. Review of Current Year Financial Performance (For Discussion)
- d. Approval of Maximum Grade-Level Enrollment for the 2024/2025 School Year (For Possible Action)
- e. Discussion and Possible Action Regarding School Enrollment for the 2024/2025 School Year and Current School Marketing Efforts (For Possible Action)
- f. Discussion and Possible Action to Request a Good Cause Exemption from the Current Amendment Schedule to Submit a Request for a Charter Amendment Application to Increase Enrollment at the Pinecrest Cadence and Sloan Canyon Campuses (For Possible Action)
- g. Discussion and Possible Action to Request a Good Cause Exemption from the Current Amendment Schedule to Submit a Request for a Charter Amendment Application to Reduce Enrollment at Pinecrest Springs and Cadence Virtual Campuses (For Possible Action)
- h. Discussion and Possible Action Regarding the Pinecrest Academy of Nevada Transfer Priority (For Possible Action)
- i. Discussion and Possible Action Regarding Board Direction for New Secondary Curriculum for ELA and Math (For Possible Action)
- j. Discussion and Possible Action to Approve a Janitorial Contract for Pinecrest Academy of Nevada Horizon and Sloan Canyon Campuses from the Following Vendors: 1) Accurate Clean; 2) One Source; and 3) RBM Services (For Possible Action)
- k. Discussion and Possible Approval to Purchase Security Software through Kohost with Grant Funding (For Possible Action)
- l. Update Regarding Springs Preserve Property Location (For Discussion)

6. ANNOUNCEMENTS & NOTIFICATIONS

Attachment 1 - Board Agenda & Meeting Minutes



7. MEMBER COMMENT

8. PUBLIC COMMENT

(No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken.)

9. ADJOURN MEETING

This notice and agenda has been posted on or before 9 a.m. on the third working day before the meeting at the following locations:

- 1) Pinecrest Academy of Nevada – Cadence – 225 Grand Cadence, Henderson, NV
- 2) Pinecrest Academy of Nevada – Horizon 1360 S. Boulder Highway, Henderson, NV
- 3) Pinecrest Academy of Nevada – Inspirada – 2840 Via Contessa, Henderson, NV
- 4) Pinecrest Academy of Nevada – Sloan Canyon – 675 E. Dale Ave., Henderson, NV
- 5) Pinecrest Academy of Nevada – Springs – 6151 West Charleston Blvd., Las Vegas, NV
- 6) Pinecrest Academy of Nevada – St. Rose – 1385 E. Cactus Ave., Henderson, NV
- 7) <https://pinecrestnv.org>
- 8) <https://notice.nv.gov>

Attachment 1 - Board Agenda & Meeting Minutes

MINUTES
of the annual meeting of the
BOARD OF DIRECTORS of PINECREST ACADEMY OF NEVADA
February 29, 2024

The Board of Directors of Pinecrest Academy of Nevada held a meeting on February 29, 2024 at 5:30 p.m. at 675 E. Dale Ave., Henderson, NV 89044.

1. Call to Order and Roll Call

Board Chair Coby Sherlock called the meeting to order at 5:38 p.m. with a quorum present. In attendance were Board members Coby Sherlock, Marni Watkins, Jennifer Williamson, and Chong Nam.

Board members Patty Charlton, Tyre Gray, and Danielle McDowell were not present.

Also present were Lead Principal Michael O'Dowd, Principal Lisa Satory, Principal Wendy Shirey, Principal Jon Haskel, Assistant Principal Rachel Galbraith, Assistant Principal Nicole Johnson, and Nicole Tomaino; as well as Academica representatives Trevor Goodsell, Amanda Orosco, Matt Tuttle, and Kristy VanderMolen.

2. Public Comment and Discussion

Kevin Tillis, a Horizon parent, made public comment regarding the Pinecrest Field Trip Policy as it related to students with delinquent TEAMS payments.

3. Consent Agenda

- a. Approval of Minutes of the November 29, 2023 Board Meeting**
- b. Approval of the Updated Revisions to the Pinecrest Academy Restorative Justice Policy Regarding Bullying**
- c. Approval and Acceptance of the Local Foods in Schools Grant Awarded to Pinecrest**
- d. Approval of the Revised 2024/2025 School Year Calendar**

Member Watkins moved to approve the consent agenda as presented. Member Nam seconded the motion, and the Board voted unanimously to approve.

4. Annual Meeting

- a. Annual Nomination and Election of Pinecrest Academy of Nevada Governing Board Officers**

Member Watkins nominated Coby Sherlock for the position of Board Chair. The Board voted unanimously to elect Coby Sherlock as Board Chair.

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Member Williamson nominated Marni Watkins for the position of Board Vice-Chair. The Board voted unanimously to elect Marni Watkins as Board Vice-Chair.

Member Watkins nominated Chong Nam for the position of Board Treasurer. The Board voted unanimously to elect Chong Nam as Board Treasurer.

Member Watkins nominated Jennifer Williamson for the position of Board Secretary. The Board voted unanimously to elect Jennifer Williamson as Board Secretary.

5. Action & Discussion Items

a. School Initiatives Report by Principal Satory, Principal Rudden, Principal Shirey, Principal Haskell, and Principal O'Dowd

Principal Lisa Satory addressed the Board and requested a moment of silence to honor Madilyn Peterson, a 9th grade Sloan Canyon student, who had tragically passed away earlier in the week.

Principal Lisa Satory, Principal Jon Haskell, Principal Wendy Shirey, Assistant Principal Nicole Johnson, Assistant Principal Rachel Galbraith, Springs campus 3rd grade students Alexa Estrada and Edith Reyes, and Principal Michael O'Dowd addressed the Board and highlighted the following system-wide updates and major campus events and school initiatives as found within the support materials:

- Sloan Canyon campus and PTO activities; teacher and student awards; CERT data increase; floor construction over the summer; high staff retention for next year
- St. Rose campus activities; field trips; 100% of staff retained for next year; spring sports; fundraisers; NAEP assessment administered
- Horizon campus activities; Apex Fun Run; ST Math numbers; fully hired for next year; NAEP assessment administered; rated #1 charter and elementary on Niche
- Inspirada campus activities; 98% staff retained for next year; field trips; lunch with Mayor Romero; bead challenge
- Cadence campus activities; 90% staff retained for next year; CTE options; parent informationals; ACT testing
- Pinecrest Virtual award ceremony; SBAC Boot Camp; implementation of incentives; monthly virtual parent informational meetings
- Springs campus activities; increased MAP scores; community service project; encouragement for a permanent building; successful Title I audit; student recruitment

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I. Update Regarding Springs Preserve Property Location

Mr. Trevor Goodsell addressed the Board and reported that the latest building site being considered for the Springs facility had been out-bid by the Water District, and that they were now considering a Boys and Girls Club facility that was for sale near the current location of the school; adding that the facility would only house grades K-8th. Mr. Goodsell also stated that there was a church across the street from the Boys and Girls Club that had been on the market several years ago that could be a potential site. He assured the Board that they were looking at all options available to find a K-12 site.

Member Nam asked if there was a land search committee. Mr. Goodsell replied that, through the coordination of CEO Bob Howell, Academica worked with a development team consisting of an architect, real estate agent, and private groups to front and develop the projects. Member Nam asked what a successful timeline would be in finding a new facility. Mr. Goodsell replied that he would like to see a move around the 2026 fiscal year.

b. Review and Approval of the 2022/2023 School Year Financial Audit and Single Audit

Mr. Goodsell stated that the draft of the audit had not been received in time for the Board to review, and that a virtual meeting would be held in the next few weeks to approve both audits. Mr. Goodsell introduced Kristy VanderMolen, the new financial controller at Academica.

This item was tabled.

c. Review of Current Year Financial Performance

Mr. Goodsell stated that Horizon and Virtual campuses had moved to Title I status with Springs campus, which would open up more resources going forward beginning July 1, 2024. Mr. Matt Tuttle addressed the Board and directed them to page 68 of the support materials where he reviewed the current financial performance for the system. He stated that the average daily enrollment looked good and that all campuses had strong enrollment to support the budget. For the FY24 grant summary, Mr. Tuttle noted that the FY23 Title II, Part A grant had expired and was now under amendment. Once approved, the school would be able to submit for the remaining \$24,107. He then reviewed the income statement through December 2023 and explained variances of 10% or greater as found on page 72. Mr. Tuttle stated that income looked good and federal grant revenue was under budget due to NSLP revenue coming in under budget. The food expenditures were also under budget which balanced things out.

Mr. Tuttle then stated that the only item of note regarding payroll included SPED salaries. He explained that he and his team would be working to ensure every SPED employee was coded correctly by the next meeting. He also stated that tuition reimbursement and affiliation fee training line items still had funds available for use. Member Nam asked why depreciation would not be budgeted, and why the budget vs. actual was not run on a month by month basis. Mr. Tuttle replied that depreciation was a non-cash

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expense, and that Pinecrest had historically come in on budget for profit and loss. Member Nam asked if anything stood out for the individual campuses. Mr. Tuttle replied that Sloan Canyon was over by a small margin in salaries due to additional support staff, but that it would balance out with those campuses that were under budget in salaries. Member Sherlock asked what the affiliation fee training consisted of, trying to determine whether the fees could be used to support teacher morale. Principal Haskell replied that he had used his fees to send teachers to educational and leadership conferences; adding that the conferences were a great way to build school culture and boost teacher morale.

d. Approval of Maximum Grade-Level Enrollment for the 2024/2025 School Year

Mr. Goodsell explained that, with the lottery running on March 4th, maximum grade-level enrollment for each campus would need to be approved for the next school year. He continued that Inspirada, St. Rose, and Horizon were full and naturally rolling. Springs was increasing to 275 students with the addition of the 4th grade and that Sloan Canyon and Cadence campuses had movement between the junior and senior classes with the natural yearly growth. Mr. Goodsell also stated that waitlists were very healthy and that Virtual enrollment was staying at the number of students that were currently enrolled. The enrollment numbers could be seen on page 85 of the support materials.

Member Watkins moved to approve the maximum grade-level enrollment for the 2024/2025 school year as presented. Member Williamson seconded the motion, and the Board voted unanimously to approve.

e. Discussion and Possible Action Regarding School Enrollment for the 2024/2025 School Year and Current School Marketing Efforts

Mr. Goodsell stated that Principal O'Dowd had covered marketing efforts in his report, and that Pinecrest as a whole was successfully maintaining full enrollment with healthy waitlists.

f. Discussion and Possible Action to Request a Good Cause Exemption from the Current Amendment Schedule to Submit a Request for a Charter Amendment Application to Increase Enrollment at the Pinecrest Cadence and Sloan Canyon Campuses

Mr. Goodsell stated that the maximum number for enrollment had been set by the State with a 10% exemption, and that the K-12 campuses, which were built to hold 2,400 students, needed to increase their enrollment to fill their buildings. Mr. Goodsell explained that the request would be a letter to inform the State that the school intended to ask to increase enrollment to meet financial obligations. The application would be brought before the Board before submission.

Member Williamson moved to approve the request for a good cause exemption letter. Member Watkins seconded the motion, and the Board voted unanimously to approve.

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g. Discussion and Possible Action to Request a Good Cause Exemption from the Current Amendment Schedule to Submit a Request for a Charter Amendment Application to Reduce Enrollment at Pinecrest Springs and Cadence Virtual Campuses

Mr. Goodsell stated that the 10% exemption had been missed due to lower enrollment for the Springs and Virtual campuses; adding that the reduction would only be for one year. He continued that a letter to the State would be needed to request a reduction to enrollment at these campuses.

Member Nam moved to approve the request for a good cause exemption from the current amendment scheduled to submit a request for a charter amendment application to reduce enrollment at the Pinecrest Springs and Cadence Virtual campuses. Member Williamson seconded the motion, and the Board voted unanimously to approve.

h. Discussion and Possible Action Regarding the Pinecrest Academy of Nevada Transfer Priority

Ms. Amanda Orosco addressed the Board and reminded them that there had been concerns that the transfer policy had been taken advantage of potentially to the detriment of two schools within the system. She continued that the Board had requested a few amendments be made to the policy and that several members of the Board reviewed the amendments before being presented. Ms. Orosco reported that the changes consisted of implementing an academic term limit intended for a student to finish their current school year before being able to submit for a transfer; a good cause exemption for siblings at another school; and precluding students matriculating from grades 5th to 6th and 8th to 9th. She directed the Board to page 96 of the support materials where the changes had been highlighted in yellow; adding that the changes had been reviewed by the legal team and Members Watkins, Williamson, and Gray. After further discussion, and with the support of the Principals, the Board agreed to implement the changes with the start of the 2024/2025 school year.

Member Watkins moved to approve the transfer priority updates with new language indicating to families that the policy would be in effect for the 2024/2025 school year. Member Williamson seconded the motion, and the Board voted unanimously to approve.

i. Discussion and Possible Action Regarding Board Direction for New Secondary Curriculum for ELA and Math

Principal O'Dowd informed the Board that the current curriculum, SpringBoard, would be going out of publication, and that a committee had been formed to start looking at new curriculums. Before the committee met for their final meeting in April, Principal O'Dowd explained that he was looking for direction from the Board regarding keeping one curriculum for the system or allowing campuses to choose their own. Ms. Nicole Tomaino addressed the Board and explained that the current instructional model for all grades across all campuses was the same for common core curriculum with additional supplements

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written in where needed; adding that all campuses continued to collaborate to ensure that best practices were being implemented. Principal O'Dowd also shared that when a new math curriculum was being considered several years ago, one campus chose to stay with the old curriculum while the other campuses changed to iReady.

Member Sherlock asked when SpringBoard would be out of print. Principal O'Dowd replied that they would have one more year to use it. Principal Haskel stated that SpringBoard would be pulling back from several aspects of the curriculum next year; adding that McGraw Hill would be taking over the ELA component in two years and it was unknown what would happen to math. Member Watkins stated that, over the years, the Board had kept the uniformity to ensure families were receiving the same great curriculum no matter which campus their student attended, especially when transferring. Principal O'Dowd added that curriculum companies might not have the same curriculum for the younger grades as they would for the older grades. Principal Haskel stated that he felt that campuses could continue to maintain collaboration while being autonomous; adding that they all taught common core state standards that would not change despite which curriculum was being used. He also stated that a K-8th grade campus would have challenges with the 6th-8th grade curriculums; adding that the high schools were looking at 6th-12th grade curriculums, and that he would like to have a K-8th grade curriculum. Discussion ensued regarding the possibilities of aligning primary, secondary, and high school curriculums and the challenges that would come when 8th graders transferred to the high schools.

Member Nam asked what the committee thought would be the best option. Principal O'Dowd stated that the committee was split; adding that some wanted autonomy and others did not. Member Watkins asked for recommendations from the Principals before the Board made any decisions. Principal Shirey stated that there were more factors to consider as their campuses expanded and student populations changed demographically; noting that what worked for one campus may not work for another. She also agreed that, even with separate curriculums, the campuses could come together to create commonality for Pinecrest as a system. Member Nam stated that there had to be logic behind whatever decision the committee chose. He also felt there should be uniformity between the campuses unless there was a strong logical reason for the opposite. Member Williamson stated that she did not think every campus had to have the same curriculum to create a balanced system. Member Sherlock stated that he would like to see the same curriculum across the campuses; adding that the system had been working together successfully for a long time navigating one curriculum with the autonomy to add a few supplements when/where needed.

Principal O'Dowd thanked the Board for their input; adding that the goal was to reach a decision by the April meeting and initiate curriculum piloting with students for the 2024/2025 school year. Following the curriculum vetting process, Board approval would be required for permanent adoption. Member Nam requested regular updates on the committee's progress during subsequent Board meetings.

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j. Discussion and Possible Action to Approve a Janitorial Contract for Pinecrest Academy of Nevada Horizon and Sloan Canyon Campuses from the Following Vendors: 1) Accurate Clean; 2) One Source; and 3) RBM Services

Mr. Goodsell stated that the janitorial bids had come in high and that they were looking into other options, one of which included hiring internally within the system to save money.

This item was tabled.

k. Discussion and Possible Approval to Purchase Security Software through Kohost with Grant Funding

Principal Haskel stated that Dr. Carrie Buck from the Foundation had secured a grant for the St. Rose campus to install an electronic software platform through Kohost; adding that anything with a switch at the campus could be controlled through an application on any device. The goal was to save money on utilities while providing an additional layer of security at the campus. Member Nam asked if the software would be replacing any currently existing software. Principal Haskel replied negatively. There were questions by the Board regarding the nature of the grant and where it had originated from, as well as the sustainability from year to year. Principal Haskel replied that the grant was secured by Dr. Buck specifically to be used for Kohost only with the assurance of yearly funding; adding that he had money in his SGF account to cover the cost should the grant become unavailable. Member Watkins asked if the Board could see the grant information. Principal Haskel replied that he could ask Dr. Buck for that information to share with the Board. Member Watkins stated that they could still approve the agenda item with the contingency the Board be provided information regarding the grant.

Member Watkins moved to approve the purchase of security software via the grant with the contingency that the Board be provided with the grant information. Member Williamson seconded the motion, and the Board voted unanimously to approve.

5. Announcements & Notifications

Member Sherlock announced the Pinecrest Gala would be taking place on March 2nd.

6. Member Comment

There were no member comments.

7. Public Comment and Discussion

There was no public comment or discussion.

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8. Adjournment

The meeting was adjourned at 7:49 p.m.

Approved on: 4-2-24

J. Wilhanson

Secretary of the Board of Directors

Pinecrest Academy of Nevada

Attachment 2 - Pincrest Network Budget

Pincrest Academy of Nevada - Systemwide		23-24	24-25	25-26	26-27	27-28	28-29
Statewide Base (w/ District Adj)		8,966	9,414	9,555	9,700	9,850	9,998
Total Students (FTEs)		7,858	8,130	8,421	8,654	8,791	8,866
Kinder		682	695	700	700	700	700
1st Grade		677	712	720	720	720	720
2nd Grade		707	704	734	734	734	734
3rd Grade		668	708	716	743	743	743
4th Grade		714	673	721	721	748	748
5th Grade		708	725	719	763	763	790
6th Grade		706	689	697	722	745	745
7th Grade		752	706	697	697	722	745
8th Grade		702	741	728	728	728	753
9th Grade		473	527	547	547	547	547
10th Grade		455	470	547	547	547	547
11th Grade		359	445	485	547	547	547
12th Grade		255	335	410	485	547	547
Total Students (FTEs)		7,858	8,130	8,421	8,654	8,791	8,866
Prior Year Numbers		23-24	24-25	25-26	26-27	27-28	28-29
SPED Count		822	828	855	878	889	894
EL Count		160	181	191	201	208	214
GATE Count		259	407	417	424	426	426
FRL %		31%	37%	37%	37%	37%	37%
At-Risk (FRL) Count		1,032	348	348	348	348	348
Teaching Staff		23-24	24-25	25-26	26-27	27-28	28-29
Classroom Teachers		281.00	288.00	293.00	301.00	306.00	309.00
SPED Teachers		41.00	41.00	41.00	41.00	41.00	42.00
Art Teacher		7.00	7.00	7.00	7.00	7.00	7.00
Music		9.00	9.00	9.00	9.00	9.00	9.00
PE Teacher		9.00	9.00	9.00	9.00	9.00	9.00
Technology (STEM)		7.00	9.00	9.00	9.00	9.00	9.00
Spanish / Language		7.00	7.00	7.00	7.00	7.00	7.00
Additional Elective Teachers		13.00	12.00	12.00	13.00	13.00	13.00
Gate Teacher		6.50	6.50	6.50	6.50	6.50	6.50
Total Teaching Staff		380.50	388.50	393.50	402.50	407.50	411.50
Admin & Support		23-24	24-25	25-26	26-27	27-28	28-29
Principal		6.00	6.00	6.00	6.00	6.00	6.00
Assistant Principal		19.00	19.00	19.00	19.00	19.00	19.00
ELL Coordinator		1.00	1.00	1.00	1.00	1.00	1.00
Dean		7.00	7.00	7.00	7.00	7.00	7.00
Curriculum Coach		9.00	9.00	9.00	9.00	9.00	9.00
School Counselor		7.00	8.00	8.00	8.00	8.00	8.00
Social Worker/ Mental Health		-	-	-	-	-	-
Office Manager/Banker		10.00	10.00	10.00	10.00	10.00	10.00
Registrar		7.00	7.00	7.00	7.00	7.00	7.00
Clinic Aide/ FASA		8.00	8.00	8.00	8.00	8.00	8.00
Receptionist		16.00	16.00	16.00	16.00	16.00	16.00
Teacher Assistants (SPED Included)		83.00	84.50	84.50	85.50	86.50	87.50
Campus Monitor/Custodian		24.00	24.00	24.00	24.00	24.00	24.00
Cafeteria Manager		8.00	8.50	8.50	8.50	8.50	8.50
Parent Engagement Corrdinator		-	-	-	-	-	-
SPED Facilitator		4.00	4.00	4.00	4.00	4.00	4.00
Speech Pathologist		2.00	2.00	2.00	2.00	2.00	2.00
School Psychologist		3.00	3.00	3.00	3.00	3.00	3.00
OT		0.83	0.83	0.83	0.83	0.83	0.83
School Nurse		3.00	3.00	3.00	3.00	3.00	3.00
On Campus Sub		10.00	11.00	11.00	11.00	11.00	11.00
Other: IT		3.00	4.00	4.00	4.00	4.00	4.00
Total Admin & Support		230.830	235.8	235.8	236.8	237.8	238.8
Total # Teachers		380.50	388.50	393.50	402.50	407.50	411.50
Total # Admin & Support		230.83	235.83	235.83	236.83	237.83	238.83
Total Staff		611.33	624.33	629.33	639.33	645.33	650.33
Total Salaries & Benefits as % of Expenses		59.9%	59.8%	59.3%	59.6%	59.7%	60.1%
Instruction Salaries as % of Total Salaries		73.3%	72.9%	73.2%	73.6%	73.9%	74.1%
Admin & Support Salaries as % of Total Salaries		23.1%	23.5%	23.3%	22.9%	22.7%	22.5%
Rent as % of Revenue		10.3%	9.9%	10.0%	9.8%	9.6%	9.4%

Attachment 2 - Pincrest Network Budget

REVENUE	23-24	24-25	25-26	26-27	27-28	28-29
State Revenue						
State Base Budget Revenue	70,634,148	76,535,820	80,462,655	83,943,800	86,591,350	88,642,268
ELL Weight	645,440	758,434	801,873	841,910	872,802	899,078
Gifted and Talented Education (GATE)	278,425	453,347	465,007	472,007	474,637	474,637
At-Risk Weight	637,000	1,146,312	1,146,312	1,146,312	1,146,312	1,146,312
Local SPED	1,248,519	1,248,519	1,248,519	1,248,519	1,248,519	1,248,519
SPED Discretionary Unit	3,156,480	3,179,520	3,250,628	3,335,497	3,378,767	3,396,981
Total State Revenues	76,600,012	83,321,952	87,374,993	90,988,044	93,712,387	95,807,796
Federal Revenue						
SPED Funding (Part B)	1,047,755	1,060,306	940,971	965,539	978,064	983,337
National School Lunch Program (NSLP) - Breakfast	70,228	101,525	132,059	160,684	189,309	217,935
National School Lunch Program (NSLP) - Lunch	3,227,043	2,368,511	2,485,234	2,591,567	2,666,631	2,723,333
Title I	46,193	-	-	-	-	-
Title II	-	-	-	-	-	-
Title III	-	-	-	-	-	-
Title IV	-	-	-	-	-	-
Other:	-	-	-	-	-	-
Total Federal Revenues	4,391,219	3,530,342	3,558,264	3,717,790	3,834,005	3,924,604
Other Revenue						
Interest Income	-	-	-	-	-	-
SGF	4,330,000	5,175,000	5,175,000	5,175,000	5,175,000	5,175,000
Donation(s)	-	-	-	-	-	-
Earnings on Investments	592,253	470,000	470,000	470,000	470,000	470,000
Total Other Revenues	4,922,253	5,645,000	5,645,000	5,645,000	5,645,000	5,645,000
Total Revenues (consolidated)	85,913,484	92,497,294	96,578,257	100,350,834	103,191,392	105,377,400
Other Sources of Funds						
Use of Beginning Fund Balances	790,000	-	-	-	-	-
Borrowings	-	-	-	-	-	-
Project Funds	545,869	150,000	-	-	-	-
Total Other Sources of Funds	1,335,869	150,000	-	-	-	-
EXPENSES						
Personnel Costs - Unrestricted Salaries						
Principal	729,457	857,063	869,919	882,968	896,212	909,655
Assistant Principal(s)	2,060,000	2,176,390	2,209,036	2,242,171	2,275,804	2,309,941
ELL Coordinator	70,000	72,100	73,182	74,279	75,393	76,524
Dean	450,000	463,500	470,453	477,509	484,672	491,942
Curriculum Coach	734,700	756,741	768,092	779,613	791,308	803,177
School Counselor	624,400	723,472	734,324	745,339	756,519	767,867
Social Worker / Mental Health	66,000	67,980	69,000	70,035	71,085	72,151
Teachers Salaries	19,943,550	21,092,550	21,686,208	22,610,933	23,292,677	23,850,940
SPED Teachers	2,474,675	2,557,028	2,593,489	2,634,719	2,675,968	2,783,235
Office Manager/ Registrar / Banker	971,092	997,833	1,012,800	1,027,992	1,043,412	1,059,063
Secretary & FASA	704,520	740,880	749,970	759,060	768,150	777,240
Instructional Aide(s)	2,245,686	2,398,354	2,427,873	2,485,555	2,546,754	2,605,295
Campus Monitors/Plant Operator	1,027,679	1,088,049	1,100,386	1,112,749	1,125,140	1,137,558
Cafeteria Manager	239,320	280,080	283,568	286,715	290,222	293,563
Total Unrestricted Salaries	32,341,078	34,272,019	35,048,299	36,189,639	37,093,316	37,938,152
Personnel Costs - Restricted Salaries						
SPED Facilitator	302,500	311,575	316,249	320,992	325,807	330,694
Speech Pathologist	115,250	118,708	120,488	122,295	124,130	125,992
School Psychologist	273,500	281,705	285,931	290,220	294,573	298,991
OT	73,000	75,190	76,318	77,463	78,625	79,804
School Nurse	218,800	225,364	228,744	232,176	235,658	239,193
GATE Teacher	372,000	383,720	420,433	426,740	433,141	439,638
IT	175,000	230,450	233,907	237,415	240,977	244,591
On Campus Sub	306,000	346,500	346,500	346,500	346,500	346,500
Total Restricted Salaries	1,836,050	1,973,212	2,028,570	2,053,801	2,079,410	2,105,404
Total Salaries and Wages	34,177,128	36,245,231	37,076,868	38,243,439	39,172,726	40,043,556
PERS - 33.5%	11,399,555	12,097,400	12,375,327	12,765,447	13,076,067	13,367,092
Insurances/Employment Taxes/Other Benefits	4,918,548	5,364,897	5,561,530	5,832,125	6,071,773	6,306,860
Retention	600,306	647,785	652,603	662,068	667,286	671,526
Holiday	115,125	119,600	120,350	121,850	122,750	123,500
Stipend	209,500	265,600	272,500	272,500	272,500	272,500
Additional Bonuses	-	-	-	-	-	-
Tuition Reimbursements	84,000	67,000	67,000	67,000	67,000	67,000
Subst. Teachers (11 days/Teacher)	466,283	463,375	473,825	492,635	503,085	511,445
Total Benefits and Related	17,793,317	19,025,656	19,523,135	20,213,624	20,780,460	21,319,923
Total Payroll / Benefits and Related	51,970,445	55,270,886	56,600,003	58,457,063	59,953,186	61,363,478

Attachment 2 - Pincrest Network Budget

Material Equipment and Supplies	23-24	24-25	25-26	26-27	27-28	28-29
Consumables	1,552,600	1,759,080	1,768,410	1,817,340	1,846,110	1,861,860
Dual Enrollment - Student Fees/Textbooks	369,600	376,000	376,000	376,000	376,000	376,000
Cash instead of Zion Lease - Curriculum/Tech/Furniture	795,500	420,000	420,000	420,000	420,000	420,000
Office Supplies	215,450	218,750	226,025	231,850	235,275	237,150
Classroom Supplies	311,920	322,500	334,040	343,360	348,840	351,840
Copier Supplies	117,870	121,950	126,315	129,810	131,865	132,990
Nursing Supplies	61,904	63,960	66,248	68,112	69,208	69,808
SPED Supplies	123,300	124,200	128,314	131,664	133,372	134,091
Athletics/Extra	200,000	210,000	210,000	210,000	210,000	210,000
Custodial Supplies	324,996	369,410	382,350	392,940	399,105	402,480
Total Materials Equipment and Supplies	4,073,140	3,985,850	4,037,702	4,121,076	4,169,775	4,196,219
Purchased Services	23-24	24-25	25-26	26-27	27-28	28-29
Contracted Services: Other Professional Services	128,725	132,700	139,335	146,302	153,617	157,491
Contracted Services: SPED	1,778,310	1,904,130	1,996,020	2,088,795	2,156,360	2,212,610
Contracted Services: AVE Credits	157,600	197,123	203,123	203,123	203,123	203,123
Contracted Services: Admin Fee to Cadence	90,000	108,000	112,000	112,000	112,000	112,000
Management Fee (Academica Nevada)	3,889,710	4,024,350	4,168,395	4,283,730	4,351,545	4,388,670
Payroll Services	161,065	187,850	197,243	206,889	217,234	228,096
Audit/Tax	107,500	128,000	134,400	140,044	147,046	154,398
Legal Fees	56,000	53,500	53,500	53,500	53,500	53,500
IT Services	382,224	395,280	409,248	420,432	427,008	430,608
IT Set-up Fees	178,000	180,500	180,500	180,500	180,500	180,500
State Administrative Fee	882,927	956,698	1,005,783	1,049,298	1,082,392	1,108,028
Affiliation Fee - Inc.	353,171	382,679	402,313	419,719	432,957	443,211
Affiliation Fee - Professional Development	353,171	382,679	402,313	419,719	432,957	443,211
Professional Development	-	-	-	-	-	-
Total Purchased Services	8,518,402	9,033,489	9,404,173	9,724,050	9,950,238	10,115,447
General Operations	23-24	24-25	25-26	26-27	27-28	28-29
Telephone	35,928	24,713	25,948	27,246	28,608	30,038
Internet	128,734	101,880	106,974	112,323	117,939	123,836
Cell Phones	-	-	-	-	-	-
Postage	7,850	7,850	7,850	7,850	7,850	7,850
Website	38,500	44,500	46,725	49,061	51,514	54,090
Copier / Printing	350,500	362,500	380,625	399,656	419,639	440,621
Infinite Campus	30,145	47,000	49,310	51,736	54,282	56,956
Property Insurance	-	-	-	-	-	-
Liability Insurance	-	-	-	-	-	-
Other Insurances	421,390	453,725	476,411	500,232	525,243	551,506
NSLP - Breakfast	71,605	102,415	133,217	162,093	190,970	219,846
NSLP - Lunch	2,758,651	2,004,018	2,103,924	2,194,948	2,259,539	2,308,645
Advertising/Marketing	60,000	60,000	60,000	60,000	60,000	60,000
Travel	12,800	15,200	15,200	15,200	15,200	15,200
Background and Fingerprinting	13,050	13,050	13,050	13,050	13,050	13,050
Dues and Fees	91,390	95,250	96,705	97,870	98,555	98,930
Prior Year Surplus allocated by board	-	-	-	-	-	-
Contracted Services: Transportation / Graduation	60,000	60,000	60,000	60,000	60,000	60,000
Loan Repayments	-	-	-	-	-	-
Cap Lease - Interest	212,300	185,000	295,000	120,000	100,000	-
Cap Lease - Principal	-	-	-	-	-	-
Cap Lease - Buyout	-	-	-	-	-	-
SGF Expenditures	4,330,000	5,175,000	5,175,000	5,175,000	5,175,000	5,175,000
Misc Purchases	80,500	76,500	76,500	76,500	76,500	76,500
Contingencies/Other Purchases	531,594	2,362,961	2,878,133	3,029,916	3,236,464	3,322,585
Total General Operations and Other	9,234,937	11,191,562	12,000,573	12,152,681	12,490,353	12,614,654
Facilities	23-24	24-25	25-26	26-27	27-28	28-29
Public Utilities (Electricity)	948,000	940,500	969,800	999,235	1,029,570	1,060,457
Natural Gas	5,450	9,750	10,130	10,461	10,804	11,128
Water / Sewer	179,000	185,500	192,045	198,114	204,381	210,513
Garbage/Disposal	217,500	214,000	221,365	228,303	235,464	242,528
Fire and Security alarms	75,310	91,980	95,159	98,146	101,229	104,266
Contracted Janitorial Services	934,070	1,100,600	1,133,618	1,167,627	1,202,655	1,238,735
Facility Maintenance/Repairs/Capital Outlay	1,532,369	900,000	750,000	750,000	750,000	750,000
Snow removal	-	-	-	-	-	-
Lawn Care	120,660	145,149	149,503	153,989	158,608	163,366
AC Maintenance & Repair	167,753	191,851	197,607	203,535	209,641	215,930
Total Facilities and Building Expenditures	4,180,112	3,779,330	3,719,227	3,809,410	3,902,353	3,996,923
Total Expenses Before Bldg	77,977,036	83,261,117	85,761,679	88,264,281	90,465,905	92,286,722
Scheduled Lease Payment	119,600	6,084,200	6,537,300	6,734,211	6,806,632	6,791,132
Scheduled Bond Payment - Principal	1,709,769	801,668	846,250	886,667	931,250	985,417
Scheduled Bond Payment - Interest	6,959,298	2,251,214	2,211,129	2,168,817	2,124,483	2,077,921
HOA/Parking/ Other	42,000	45,000	45,000	45,000	45,000	45,000
	-	-	-	-	-	-
Surplus (Revenues-Total Expenses-Lease-Bond)	441,650	204,095	1,176,899	2,251,859	2,818,121	3,191,208
	0.51%	0.22%	1.22%	2.24%	2.73%	3.03%

Attachment 2.1 - RFA Budget for Pinecrest Springs

RFA Fiscal Impact Budget Workbook
Pinecrest Academy of Nevada - Springs Campus
 Nevada State Public Charter School Authority
 Mike Dang

6151 W Charleston Blvd, Las Vegas, NV 89146

Proposed Site Address (/w/cross streets)

Input cells (yellow)

(Overwrite test #s below)

This "General" RFA Fiscal Impact Pro Forma tab is for showing non facility fiscal impacts if the RFA application is approved. If a RFA will have fiscal impacts for both facilities and in general and you have been in operation for a year or longer, then check with staff to use your Financial Performance Ratings model instead of this file.

	Current		Project Plan					
	SYE 2022	SYE 2023	SYE 2024	yr 1 SYE 2025	yr 2 SYE 2026	yr 3 SYE 2027	yr 4 SYE 2028	yr 5 SYE 2029
Enrollment, Actual, Planned								
Actual			180	-	-	-	-	-
Planned			184	266	346	421	496	571
Actual - Planned	-	-	(4)	-	-	-	-	-
Revenues (actual, estimate)								
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-
Total Revenue			2,416,471	3,146,662	4,094,533	5,007,293	5,944,282	6,902,630
Total Revenue	\$ -	\$ -	\$2,416,471	\$3,146,662	\$4,094,533	\$5,007,293	\$5,944,282	\$6,902,630
Revenue per pupil, est'	#DIV/0!	#DIV/0!	\$13,425	\$11,830	\$11,834	\$11,894	\$11,984	\$12,089
Expenses (actual, estimate)								
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-
Total expenses			2,679,463	3,364,961	4,032,051	4,860,255	5,691,770	6,534,852
Total Expenses (b4 Facility pay)	\$ -	\$ -	\$2,679,463	\$3,364,961	\$4,032,051	\$4,860,255	\$5,691,770	\$6,534,852
Expenses per pupil, est'	#DIV/0!	#DIV/0!	\$14,886	\$12,650	\$11,653	\$11,545	\$11,475	\$11,445
Net Surplus/(Deficit)	\$ -	\$ -	\$(262,992)	\$(218,299)	\$62,482	\$147,038	\$252,512	\$367,778
Cumulative (5 yr)				\$(218,299)	\$(155,817)	\$(8,779)	\$243,733	\$611,511

Attachment 2.1 - RFA Budget for Pinecrest Springs

Facility Fiscal Impact Budget workbook

6151 W Charleston Blvd, Las Vegas, NV 89146

Pinecrest Academy of Nevada - Springs Campus

Proposed Site Address (/w/cross streets)

Nevada State Public Charter School Authority

Input cells (yellow)

Mike Dang

(Overwrite test #s below)

This "Facilities" RFA Fiscal Impact Pro Forma tab is for showing facility fiscal impacts for pre start up schools if the RFA application is approve
 If a RFA will have fiscal impacts and has been operating for a year or more, SPCSA staff may request you instead
add projections to your Financial Performance Ratings model for the remainder of your current contract or a longer period.

	Current		Project Plan				
	SYE 2023	SYE 2024	yr 1 SYE 2025	yr 2 SYE 2026	yr 3 SYE 2027	yr 4 SYE 2028	yr 5 SYE 2029

Enrollment, Actual/Planned							
Actual		180	-	-	-	-	-
Planned		184	266	346	421	496	571
		(4)	-	-	-	-	-

Revenues (actual/estimate)							
Other Revenue		2,416,471	3,146,662	4,094,533	5,007,293	5,944,282	6,902,630
Total Revenue	-	2,416,471	3,146,662	4,094,533	5,007,293	5,944,282	6,902,630
Revenue per pupil, est'	#DIV/0!	\$13,425	\$11,830	\$11,834	\$11,894	\$11,984	\$12,089

Expenses (actual/estimate) --(Facility leasing/acquisition, maintenance expenses below)							
Other Expenses (b4 Facility payments)		2,559,863	3,165,461	3,764,766	4,525,276	5,285,276	6,052,853
Total Expenses (b4 Facility pay	\$ -	\$2,559,863	\$3,165,461	\$3,764,766	\$4,525,276	\$5,285,276	\$6,052,853
Expenses per pupil, est'	#DIV/0!	\$14,221	\$11,900	\$10,881	\$10,749	\$10,656	\$10,600
Net Surplus/(Deficit)	\$ -	\$(143,392)	\$(18,799)	\$329,767	\$482,017	\$659,006	\$849,777
Cumulative (5 yr)			\$(18,799)	\$310,968	\$792,985	\$1,451,991	\$2,301,768

Facility Acquisition			Beginning				
	SYE 2023	SYE 2024	Plan Yr 1 SYE 2025	yr 2 SYE 2026	yr 3 SYE 2027	yr 4 SYE 2028	yr 5 SYE 2029
Square Footage							
Current facility leased		15,677 sf	15,677 sf	15,677 sf	15,677 sf	15,677 sf	15,677 sf
Proposed facility to acquire		-	-	-	-	-	-
Change in square footage			(15,677)	(15,677)	(15,677)	(15,677)	(15,677)
New total sf vs prior sf			-	-	-	-	-
Lease/Mortgage Payments			Payments /	yr 2	yr 3	yr 4	yr 5
	SYE 2023	SYE 2024	SYE 2025	SYE 2026	SYE 2027	SYE 2028	SYE 2029
Current facility leased		\$119,600	\$199,500	\$267,285	\$334,979	\$406,494	\$481,999
Proposed facility to acquire		-	-	-	-	-	-
Savings (Cost increase)/yr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cumulative Savings (Costs)			\$ -	\$ -	\$ -	\$ -	\$ -
<i>Adjusted for square footage</i>							
Facility Maint' Expenses			Payments /	yr 2	yr 3	yr 4	yr 5
	SYE 2023	SYE 2024	SYE 2025	SYE 2026	SYE 2027	SYE 2028	SYE 2029
Current facility leased		102,855	101,750	107,120	110,239	113,507	115,712
Proposed facility to acquire		-	-	-	-	-	-
Facility Reserves		-	-	-	-	-	-
Maint' Expenses/yr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Acq' & Maint' savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Attachment 2.1 - RFA Budget for Pinecrest Springs

Cumulative Savings (Costs)	\$ -	\$ -	\$ -	\$ -	\$ -
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			Payments /	yr 2	yr 3	yr 4	yr 5
Wavers/Deferrals	SYE 2023	SYE 2024	SYE 2025	SYE 2026	SYE 2027	SYE 2028	SYE 2029
Gross Facility lease-mortgage							
Waived costs							
Deferred costs							
Other			-	-	-	-	-
Net Facility Lease-Mortg'	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

			Plan Yr 1	yr 2	yr 3	yr 4	yr 5
Statistics (Lease vs. Buy)	SYE 2023	SYE 2024	SYE 2025	SYE 2026	SYE 2027	SYE 2028	SYE 2029
Lease/sf/mo	\$ -	\$0.64	\$1.06	\$1.42	\$1.78	\$2.16	\$2.56
Mortgage/sf/mo	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease/sf/yr	\$ -	\$7.63	\$12.73	\$17.05	\$21.37	\$25.93	\$30.75
Mortgage/sf/yr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease/Revenue	-%	4.9%	6.3%	6.5%	6.7%	6.8%	7.0%
Mortgage/Revenue	-%	-%	-%	-%	-%	-%	-%
Lease Growth Rates	(100%)	-%	67%	34%	25%	21%	19%
Mortgage Growth Rates	-%	-%	-%	-%	-%	-%	-%
SF PP	#DIV/0!	87 sf	-	-	-	-	-

Notes: Overwrite #s & formulas above in yellow cells w/your information
 "Mortgage," or bond, loan or any other facility financing obligation

Attachment 2.2 - RFA Budget for Pinecrest Virtual

RFA Fiscal Impact Budget Workbook

Pinecrest Academy of Nevada - Virtual

Nevada State Public Charter School Authority

Mike Dang

N/A

Proposed Site Address (/w/cross streets)

Input cells (yellow)

(Overwrite test #s below)

This "General" RFA Fiscal Impact Pro Forma tab is for showing non facility fiscal impacts if the RFA application is approved.

If a RFA will have fiscal impacts for both facilities and in general and you have been in operation for a year or longer, then check with staff to use your Financial Performance Ratings model instead of this file.

	Current			Project Plan				
	SYE 2022	SYE 2023	SYE 2024	yr 1 SYE 2025	yr 2 SYE 2026	yr 3 SYE 2027	yr 4 SYE 2028	yr 5 SYE 2029
Enrollment, Actual, Planned								
Actual		87	112	-	-	-	-	-
Planned		75	120	135	140	140	140	140
Actual - Planned	-	12	(8)	-	-	-	-	-
Revenues (actual, estimate)								
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-
Total Revenue		580,600	1,162,557	1,499,671	1,579,679	1,599,979	1,620,979	1,641,699
Total Revenue	\$ -	\$580,600	\$1,162,557	\$1,499,671	\$1,579,679	\$1,599,979	\$1,620,979	\$1,641,699
Revenue per pupil, est'	#DIV/0!	\$6,674	\$10,380	\$11,109	\$11,283	\$11,428	\$11,578	\$11,726
Expenses (actual, estimate)								
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-
Total expenses		202,620	1,084,259	1,338,167	1,348,939	1,358,699	1,369,976	1,381,430
Total Expenses (b4 Facility pay)	\$ -	\$202,620	\$1,084,259	\$1,338,167	\$1,348,939	\$1,358,699	\$1,369,976	\$1,381,430
Expenses per pupil, est'	#DIV/0!	\$2,329	\$9,681	\$9,912	\$9,635	\$9,705	\$9,786	\$9,867
Net Surplus/(Deficit)	\$ -	\$377,980	\$78,298	\$161,504	\$230,740	\$241,280	\$251,003	\$260,269
Cumulative (5 yr)				\$161,504	\$392,244	\$633,525	\$884,527	\$1,144,796

Attachment 2.2 - RFA Budget for Pinecrest Virtual

Facility Fiscal Impact Budget workbook

N/A

Pinecrest Academy of Nevada - Virtual

Proposed Site Address (/w/cross streets)

Nevada State Public Charter School Authority

Input cells (yellow)

Mike Dang

(Overwrite test #s below)

This "Facilities" RFA Fiscal Impact Pro Forma tab is for showing facility fiscal impacts for pre start up schools if the RFA application is approved. If a RFA will have fiscal impacts and has been operating for a year or more, SPCSA staff may request you instead **add projections to your Financial Performance Ratings model for the remainder of your current contract or a longer period.**

	Current		Project Plan				
	SYE 2023	SYE 2024	yr 1 SYE 2025	yr 2 SYE 2026	yr 3 SYE 2027	yr 4 SYE 2028	yr 5 SYE 2029
Enrollment, Actual/Planned							
Actual	87	112	-	-	-	-	-
Planned	75	120	135	140	140	140	140
	12	(8)	-	-	-	-	-
Revenues (actual/estimate)							
Other Revenue	580,600	1,162,557	1,499,671	1,579,679	1,599,979	1,620,979	1,641,699
Total Revenue	580,600	1,162,557	1,499,671	1,579,679	1,599,979	1,620,979	1,641,699
Revenue per pupil, est'	\$6,674	\$10,380	\$11,109	\$11,283	\$11,428	\$11,578	\$11,726
Expenses (actual/estimate) --(Facility leasing/acquisition, maintenance expenses below)							
Other Expenses (b4 Facility payments)	202,620	1,084,259	1,338,167	1,348,939	1,358,699	1,369,976	1,381,430
Total Expenses (b4 Facility payments)	\$202,620	\$1,084,259	\$1,338,167	\$1,348,939	\$1,358,699	\$1,369,976	\$1,381,430
Expenses per pupil, est'	\$2,329	\$9,681	\$9,912	\$9,635	\$9,705	\$9,786	\$9,867
Net Surplus/(Deficit)	\$377,980	\$78,298	\$161,504	\$230,740	\$241,280	\$251,003	\$260,269
Cumulative (5 yr)			\$161,504	\$392,244	\$633,525	\$884,527	\$1,144,796
Facility Acquisition							
			Beginning				
Square Footage	SYE 2023	SYE 2024	Plan Yr 1 SYE 2025	yr 2 SYE 2026	yr 3 SYE 2027	yr 4 SYE 2028	yr 5 SYE 2029
Current facility leased							
Proposed facility to acquire							
Change in square footage							
New total sf vs prior sf			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
			Payments /	yr 2	yr 3	yr 4	yr 5
Lease/Mortgage Payments	SYE 2023	SYE 2024	SYE 2025	SYE 2026	SYE 2027	SYE 2028	SYE 2029
Current facility leased							
Proposed facility to acquire							
Savings (Cost increase)/yr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cumulative Savings (Costs)			\$ -	\$ -	\$ -	\$ -	\$ -
<i>Adjusted for square footage</i>							
			Payments /	yr 2	yr 3	yr 4	yr 5
Facility Maint' Expenses	SYE 2023	SYE 2024	SYE 2025	SYE 2026	SYE 2027	SYE 2028	SYE 2029
Current facility leased							
Proposed facility to acquire							
Facility Reserves							
Maint' Expenses/yr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Acq' & Maint' savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cumulative Savings (Costs)			\$ -	\$ -	\$ -	\$ -	\$ -
			Payments /	yr 2	yr 3	yr 4	yr 5
Waivers/Deferrals	SYE 2023	SYE 2024	SYE 2025	SYE 2026	SYE 2027	SYE 2028	SYE 2029
Gross Facility lease-mortgage							

Attachment 2.2 - RFA Budget for Pinecrest Virtual

Waived costs							
Deferred costs							
Other							
Net Facility Lease-Mortg'	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			Plan Yr 1	yr 2	yr 3	yr 4	yr 5
Statistics (Lease vs. Buy)	SYE 2023	SYE 2024	SYE 2025	SYE 2026	SYE 2027	SYE 2028	SYE 2029
Lease/sf/mo	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mortgage/sf/mo	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease/sf/yr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mortgage/sf/yr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease/Revenue	-%	-%	-%	-%	-%	-%	-%
Mortgage/Revenue	-%	-%	-%	-%	-%	-%	-%
Lease Growth Rates	(100%)	-%	-%	-%	-%	-%	-%
Mortgage Growth Rates	-%	-%	-%	-%	-%	-%	-%
SF PP	-	-	-	-	-	-	-

Notes: Overwrite #s & formulas above in yellow cells w/your information
 "Mortgage," or bond, loan or any other facility financing obligation

**Pincrest Academy of Nevada
Budget Narrative**

The following narrative provides an overview of Pincrest Academy of Nevada’s projected revenue and expenses.

Revenue

Per-Pupil Revenue:

Pincrest Academy’s updated budget includes a per-pupil revenue assumption of \$8,966 for the current 2023-24 fiscal year of operation. The revenue assumption of \$8,966 was based on the adjusted per pupil funding amount for Clark County shown in Section 5 of Senate Bill No. 503.

5. For each charter school or university school for profoundly gifted pupils, the statewide base per pupil funding amount for each pupil enrolled full-time in a program of distance education provided by such a school in Fiscal Year 2023-2024 is \$8,966. For each charter school or university school for profoundly gifted pupils which provides in-person instruction in each of the respective counties, the adjusted base per pupil funding amount for Fiscal Year 2023-2024, before application of the appropriate attendance area adjustment, is:

Carson City	\$8,966
Churchill	\$8,966
Clark	\$8,966
Douglas	\$8,966
Elko	\$8,966
Esmeralda	\$8,966
Eureka	\$8,966
Humboldt	\$8,966
Lander	\$8,966
Lincoln	\$8,966
Lyon	\$8,966
Mineral	\$8,966
Nye	\$8,966
Pershing	\$8,966
Storey	\$8,966
Washoe	\$8,966
White Pine	\$8,966

National School Lunch Program (NSLP):

The budget for Pincrest Academy of Nevada includes an assumptive NSLP reimbursement rate of \$4.33 per student for 180 school days. The National School Lunch Program is a federally assisted meal program that provides nutritionally balanced, low-cost or free lunches to children each day. Pincrest Academy of Nevada has an average free-reduced lunch (FRL) student population amongst all campuses of roughly 31%.

Special Education Funding (Part B):

Anticipated \$1,270 per SPED student – Revenue is budgeted based upon prior year SPED counts which take place in October of each year.

Attachment 3 - Budget Narrative

SPED Discretionary Unit:

Anticipated \$3,040 per SPED student – Revenue is budgeted based upon prior year SPED counts. Limited funding during the first year of operation.

Local SPED:

Anticipated \$1,500 per SPED student – Revenue is budgeted based on amounts given by the state.

English Language Learner (ELL) Weight:

Anticipated \$4,034 per ELL student – Revenue is budgeted based upon prior year ELL counts. ELL per pupil funding amount is obtained by utilizing the 23-24 statewide base of \$8,966 multiplied by the ELL weight multiplier of 0.45 (figures located in SB503).

Gifted and Talented Education (GATE):

Anticipated \$1,075 per GATE student – Revenue is budgeted based upon prior year GATE counts. GATE per pupil funding amount is obtained by utilizing the 23-24 statewide base of \$8,966 multiplied by the at-risk weight multiplier of 0.12 (figures located in SB503).

At-Risk Weight:

Anticipated \$3,138 per at-risk student – Revenue is budgeted based upon prior year at-risk counts. At-risk per pupil funding amount is obtained by utilizing the 23-24 statewide base of \$8,966 multiplied by the at-risk weight multiplier of 0.35 (figures located in SB503).

Expenses

Expense Categories:

1. Personnel	pg. 3
2. Benefits	pg. 6
3. Payroll Services	pg. 6
4. Contractual	pg. 6
5. Contracted Services	pg. 6
6. Equipment	pg. 7
7. Supplies	pg. 7
8. Insurance	pg. 8
9. Facility	pg. 8
10. National School Lunch Program (NSLP)	pg. 9
11. Travel	pg. 9
12. Accounting, Audit, Legal Fees	pg. 9
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14. Other	pg. 10

Attachment 3 - Budget Narrative

Personnel:

Approx. 39.11% of the budget (Year 1 – Year 6)

In the 23-24 school year, Pinecrest Academy of Nevada will have a total staff of 611.33, including 380.50 teachers and 230.83 administrative & support staff with a total enrollment of 7,858 students. By the 28-29 school year, Pinecrest Academy of Nevada is estimated to expand to a total staff of 650.33 and a total student enrollment of 8,866; adding throughout the years the necessary staff to effectively manage the actual/projected student enrollment increases. Below are the actual and anticipated staffing positions of the Pinecrest Academy of Nevada system, including the average salary of each position:

Principal - \$130,000/year – *Develop/Implement policies, programs, curriculum activities, and budgets in a manner that promotes the educational development of each student and the professional development of each staff member.*

Assistant Principal - \$90,000/year – *Develop/implement the total school program by assisting the principal in the overall running of the school.*

Counselor - \$80,000/year – *Act as advocates for students' well-being, and as valuable resources for their educational advancement.*

Curriculum Coach - \$80,000/year – *Serves as a content specialist to assist in the development and implementation of campus instructional plans.*

ELL Coordinator - \$70,000/year – *Serves as a content specialist, providing leadership in the development, coordination, and support of curriculum, instruction, assessment, and professional learning, as well as management of ELL program protocols/procedures.*

Classroom Teachers (Core) - \$60,000/year – *Prepare and educate students for the world by creating lesson plans and tracking student progress to ensure academic goals are met.*

Classroom Teachers (Special) - \$60,000/year – *Prepare and educate students for the world by creating lesson plans and tracking student progress to ensure academic goals are met.*

Special Ed. Teachers - \$60,000/year – *Prepare and educate students with a wide range of learning disabilities by adapting general lesson plans and tracking student progress to ensure academic goals are met.*

Speech Pathologist - \$75,000/year – *Diagnose and treat students with a wide range of vocal and cognitive communication impairments, helping with the emotional issues that come with that, tracking student progress to ensure academic goals are met.*

School Psychologist - \$75,000/year – *Work with students individually or in groups to help deal with various behavioral issues, learning difficulties, emotional problems, and any other concerns the schools may have.*

School Nurse - \$70,000/year – *Supports all students by providing health care services through assessments and interventions addressing physical, mental, emotional and social health needs.*

Office Manager - \$50,000/year – *Ensures the smooth running of day-to-day office operations by organizing and coordinating administrative duties and procedures.*

Registrar - \$45,000/year – *Responsible for maintaining student records; includes processing student enrollment, transfers, and withdrawals.*

Attachment 3 - Budget Narrative

Teacher Assistants - \$19.00/hour – Reinforce lessons presented by teachers, as well as assist teachers with recordkeeping.

Clinic Aide - \$19.00/hour – Renders basic first aid to students and performs health-related records/data file management duties.

Receptionist - \$19.00/hour – Greet visitors, parents and students, while facilitating communication within the school and assuring records and schedules are kept up to date.

Campus Monitor/Custodian - \$19.00/hour – Supervise/Monitor students on school grounds while enforcing appropriate student behavior and ensuring school safety.

Cafeteria Manager - \$19.00/hour – Responsible for planning, managing, and supervising a small food service facility (cafeteria).

Below are Pinecrest Academy of Nevada’s anticipated staffing needs each year as a network; including the total anticipated staffing cost each year:

Teaching Staff	23-24	24-25	25-26	26-27	27-28	28-29
Classroom Teachers	281.00	288.00	293.00	301.00	306.00	309.00
SPED Teachers	41.00	41.00	41.00	41.00	41.00	42.00
Art Teacher	7.00	7.00	7.00	7.00	7.00	7.00
Music	9.00	9.00	9.00	9.00	9.00	9.00
PE Teacher	9.00	9.00	9.00	9.00	9.00	9.00
Technology (STEM)	7.00	9.00	9.00	9.00	9.00	9.00
Spanish / Language	7.00	7.00	7.00	7.00	7.00	7.00
Additional Elective Teachers	13.00	12.00	12.00	13.00	13.00	13.00
Gate Teacher	6.50	6.50	6.50	6.50	6.50	6.50
Total Teaching Staff	380.50	388.50	393.50	402.50	407.50	411.50
Admin & Support	23-24	24-25	25-26	26-27	27-28	28-29
Principal	6.00	6.00	6.00	6.00	6.00	6.00
Assistant Principal	19.00	19.00	19.00	19.00	19.00	19.00
ELL Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Dean	7.00	7.00	7.00	7.00	7.00	7.00
Curriculum Coach	9.00	9.00	9.00	9.00	9.00	9.00
School Counselor	7.00	8.00	8.00	8.00	8.00	8.00
Social Worker/ Mental Health	-	-	-	-	-	-
Office Manager/Banker	10.00	10.00	10.00	10.00	10.00	10.00
Registrar	7.00	7.00	7.00	7.00	7.00	7.00
Clinic Aide/ FASA	8.00	8.00	8.00	8.00	8.00	8.00
Receptionist	16.00	16.00	16.00	16.00	16.00	16.00
Teacher Assistants (SPED Included)	83.00	84.50	84.50	85.50	86.50	87.50
Campus Monitor/Custodian	24.00	24.00	24.00	24.00	24.00	24.00
Cafeteria Manager	8.00	8.50	8.50	8.50	8.50	8.50
Parent Engagement Corrdinator	-	-	-	-	-	-
SPED Facilitator	4.00	4.00	4.00	4.00	4.00	4.00
Speech Pathologist	2.00	2.00	2.00	2.00	2.00	2.00
School Psychologist	3.00	3.00	3.00	3.00	3.00	3.00
OT	0.83	0.83	0.83	0.83	0.83	0.83
School Nurse	3.00	3.00	3.00	3.00	3.00	3.00
On Campus Sub	10.00	11.00	11.00	11.00	11.00	11.00
Other: IT	3.00	4.00	4.00	4.00	4.00	4.00
Total Admin & Support	230.830	235.8	235.8	236.8	237.8	238.8

*All salaries are anticipated to increase by 1.50% each year
Additional staff positions will be added in the following years based upon the growth of these charter schools.*

Attachment 3 - Budget Narrative

a. Pincrest Academy of Nevada – Virtual – Personnel Breakdown

Teaching Staff	23-24	24-25	25-26	26-27	27-28	28-29
Classroom Teachers	-	-	-	-	-	-
SPED Teachers	1.00	1.00	1.00	1.00	1.00	1.00
Art Teacher	-	-	-	-	-	-
Music	-	-	-	-	-	-
PE Teacher	-	-	-	-	-	-
Technology (STEM)	-	-	-	-	-	-
Spanish / Language	-	-	-	-	-	-
Additional Elective Teachers	-	-	-	-	-	-
Gate Teacher	-	-	-	-	-	-
Total Teaching Staff	1.00	1.00	1.00	1.00	1.00	1.00
Admin & Support	23-24	24-25	25-26	26-27	27-28	28-29
Principal	-	-	-	-	-	-
Assistant Principal	-	-	-	-	-	-
ELL Coordinator	-	-	-	-	-	-
Dean	-	-	-	-	-	-
Curriculum Coach	1.00	1.00	1.00	1.00	1.00	1.00
School Counselor	-	-	-	-	-	-
Social Worker/ Mental Health	-	-	-	-	-	-
Office Manager/Banker	-	-	-	-	-	-
Registrar	-	-	-	-	-	-
Clinic Aide/ FASA	-	-	-	-	-	-
Receptionist	-	-	-	-	-	-
Teacher Assistants (SPED Included)	3.00	3.00	3.00	3.00	3.00	3.00
Campus Monitor/Custodian	-	-	-	-	-	-
Cafeteria Manager	-	-	-	-	-	-
Parent Engagement Coordinator	-	-	-	-	-	-
SPED Facilitator	-	-	-	-	-	-
Speech Pathologist	-	-	-	-	-	-
School Psychologist	-	-	-	-	-	-
OT	-	-	-	-	-	-
School Nurse	-	-	-	-	-	-
On Campus Sub	-	-	-	-	-	-
Other: IT	-	-	-	-	-	-
Total Admin & Support	4.0	4.0	4.0	4.0	4.0	4.0

b. Pincrest Academy of Nevada – Springs – Personnel Breakdown

Teaching Staff	23-24	24-25	25-26	26-27	27-28	28-29
Classroom Teachers	8.00	11.00	14.00	17.00	20.00	23.00
SPED Teachers	1.00	1.00	1.00	1.00	1.00	2.00
Art Teacher	-	-	-	-	-	-
Music	-	-	-	-	-	-
PE Teacher	1.00	1.00	1.00	1.00	1.00	1.00
Technology (STEM)	-	1.00	1.00	1.00	1.00	1.00
Spanish / Language	-	-	-	-	-	-
Additional Elective Teachers	-	-	-	1.00	1.00	1.00
Gate Teacher	-	-	-	-	-	-
Total Teaching Staff	10.00	14.00	17.00	21.00	24.00	28.00
Admin & Support	23-24	24-25	25-26	26-27	27-28	28-29
Principal	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Principal	1.00	1.00	1.00	1.00	1.00	1.00
ELL Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Dean	-	-	-	-	-	-
Curriculum Coach	-	-	-	-	-	-
School Counselor	-	-	-	-	-	-
Social Worker/ Mental Health	-	-	-	-	-	-
Office Manager/Banker	1.00	1.00	1.00	1.00	1.00	1.00
Registrar	-	-	-	-	-	-
Clinic Aide/ FASA	-	-	-	-	-	-
Receptionist	1.00	1.00	1.00	1.00	1.00	1.00
Teacher Assistants (SPED Included)	3.00	2.00	2.00	3.00	4.00	5.00
Campus Monitor/Custodian	1.00	1.00	1.00	1.00	1.00	1.00
Cafeteria Manager	-	1.00	1.00	1.00	1.00	1.00
Parent Engagement Coordinator	-	-	-	-	-	-
SPED Facilitator	-	-	-	-	-	-
Speech Pathologist	-	-	-	-	-	-
School Psychologist	-	-	-	-	-	-
OT	-	-	-	-	-	-
School Nurse	-	-	-	-	-	-
On Campus Sub	-	-	-	-	-	-
Other: IT	-	-	-	-	-	-
Total Admin & Support	9.0	9.0	9.0	10.0	11.0	12.0

Attachment 3 - Budget Narrative

Benefits:

Approx. 20.11% of the budget (Year 1 – Year 6)

Employee benefits will cover all employees except for substitute teachers and other contracted services as they are not employed by the school. Employee benefits include, but are not limited to, the following:

- PERS (Retirement)
- Medicare
- Workers Comp
- Medical/Dental/Vision/Life/Disability

These expenses are figured at approximately 47.75% of salaries in the 23-24 school year, increasing incrementally each subsequent year thereafter.

Payroll Services:

Approx. 0.21% of the budget (Year 1 – Year 6)

The cost of payroll services is assumed based upon the figures provided by other charter schools working with Academica Nevada. It costs \$22 per employee per month to process payroll, bringing us to an annual total cost of \$260 per employee. Includes a cushion for potential overages.

Contractual:

Approx. 5.21% of the budget (Year 1 – Year 6)

Academica Nevada Management Fee – \$495 per student – Academica Nevada is an Educational Management Service Provider whose services to Pinecrest include, and are not limited to, the following:

- Identification, design, and procurement of facilities and equipment
- Staffing recommendations and human resource coordination
- Regulatory compliance and state reporting
- Legal and corporate upkeep
- Public relations and marketing
- The maintenance of the books and records of the charter school
- Bookkeeping, budgeting, and financial forecasting

Pinecrest Academy, Inc. Affiliation Fee – 1.00% of DSA revenue – Trademark License Agreement between Pinecrest Academy, Inc. (“Licensor”), and the school, Pinecrest Academy of Nevada (“Licensee”). Pinecrest Academy, Inc. grants Pinecrest Academy of Nevada a non-exclusive, non-transferable, royalty-free license to use the trademark in connection with the development and establishment of the school of Pinecrest Academy of Nevada in the State of Nevada.

- 50% of the 1.00% Pinecrest Academy, Inc. Affiliation Fee goes back to the schools for Professional Development.

Contracted Services:

Approx. 3.08% of the budget (Year 1 – Year 6)

Special Education Contracted Services – Anticipated expense of roughly \$225 per student throughout all campuses on average, increasing incrementally as SPED student enrollment increases. Pinecrest Academy of Nevada assumes a 10% special education student population based on prior year counts. Special Education Contracted Services include speech therapy, occupational therapy, physical therapy, nursing,

Attachment 3 - Budget Narrative

and psychological services. The budgeted expenses are based on actual expenses of charter schools Academica Nevada works closely with.

Data Analyst Contracted Services – Projected \$128,725 in 23-24 for the Pinecrest system, increasing incrementally each year thereafter. The Pinecrest Data Analyst maintains accurate data files of student achievement and works with site-based staff to interpret the data and plan for improved instructions.

Essential duties include:

- Analyze and prepare reports from local, state, and national assessment data as it relates to individual's student performance and school improvement.
- Develop and maintain historical student and school data files to monitor track performance.
- Interpret and review assessment data with administrators and teachers; support the planning of action steps.
- Compile data from multiple assessments to develop student, subject, grade-level, or school achievement profiles.
- Work with staff in schools in one-on-one and group settings to conduct training in the use of data to improve student results.

Substitute Teachers - \$185/day – *Manage the learning environment while providing instruction in the absence of a classroom teacher.* (11 days per teacher) Pinecrest contracts with a Troop for substitute teachers. The substitute teacher services provided, which include educational staffing and placement needs, are conservatively priced at \$185 per day, for 11 days per teacher.

Equipment:

Approx. 0.57% of the budget (Year 1 – Year 6)

FFE Lease: Instructional Equipment / Computers / Furniture / Fixtures - Utilizing Academica Nevada's standing relationship with the lending institution Vectra Bank allows Pinecrest Academy of Nevada to lease all their furniture, fixtures, and equipment in the first year of the school over a 48-month period. The leases include a 5% residual purchase option at the end of 48 months or an early purchase option in the 45th month for a 6% residual. Pinecrest Academy of Nevada budgets \$1,000 per student to outfit the entire school in its first year at a 5% interest rate over 4 years. The budget includes actual/projected FFE cost over the next few years up until the 28-29 school year, including the total equipment cost and lease payments each year.

Copier/Printing – Anticipated copier lease at a rate of roughly \$350,500 annually for the Pinecrest Academy of Nevada system. Includes a cushion to account for overages in printing, which will also incrementally increase as student enrollment increases.

Supplies:

Approx. 4.28% of the budget (Year 1 – Year 6)

Consumables – \$200 per student – this includes items that can't be used more than once or by multiple students (i.e. workbooks).

Office Supplies – \$25 per student – utilized by administrative staff.

Classroom Supplies – \$40 per student – utilized by teaching staff.

Copier Supplies – \$15 per student

Attachment 3 - Budget Narrative

Nursing Supplies – \$8 per student

SPED Supplies – \$150 per SPED student– utilized by SPED teaching staff.

Custodial Supplies - \$42 per student.

Athletics – Pinecrest Academy of Nevada has budgeted \$200,000 as a network for Athletics for the 23-24 school year. Most of the budgeted amount goes towards both K-12 campuses, incrementally increasing each year as student enrollment increases.

Insurance:

Approx. 0.51% of the budget (Year 1 – Year 6)

Facility/School Insurance - \$421,390 in 23-24 for the Pinecrest Academy of Nevada system - based upon the current yearly figures being paid as part of the Pinecrest Academy of Nevada insurance bundle. Increasing by 5.00-10.00% each subsequent year thereafter

Facility:

Approx. 14.05% of the budget (Year 1 – Year 6)

Scheduled Bond Payment – All physical campuses in the Pinecrest Academy of Nevada network were purchased by the issuance of bonds aside from Pinecrest Springs. The amounts budgeted are based on the lease agreements of these bonds. Refer to Attachment 04 (Network Budget) for the actual amounts each year contained in the bond lease agreements. No facility expenses for the proposed virtual school.

Scheduled Lease Payment –Pinecrest Springs is the only physical campus in the Pinecrest Network that has not been purchased with a bond. The amounts budgeted are based on the Pinecrest Springs lease agreement. Refer to Attachment 04 (School Budget - Springs) for the actual amounts each year contained in the lease agreements. No facility expenses for the virtual school.

Public Utilities (electricity, gas, water, sewer, trash) – Utility expenses have a direct correlation to the size and student population of a school; as student enrollment increases, public utilities increase as well. Pinecrest is budgeting, roughly \$1,349,950 in the 23-24 school year for public utilities, increasing incrementally as student enrollment increases.

Contracted Janitorial – Approximately \$934,070 annual expense in the 23-24 school year (rates at which other charter schools working with Academica Nevada pay), includes a cushion for any major/miscellaneous janitorial expenses. Contracted janitorial for daily/weekly cleaning of the campus.

Facility Maintenance – Facility repairs, maintenance, capital outlay assumption of \$1,532,369 in the 23-24 school year, dependent on facility usage. More recent years will include major projects anticipated, decreasing in the later years as the major projects are not foreseen.

Lawn Care – Assumption of roughly \$120,000 annual expense in 23-24 for basic lawn care maintenance. Based on current facility costs. Increasing by 3% each subsequent year thereafter.

AC Maintenance & Repair – basic AC Maintenance & Repair assumption of roughly \$167,753 annual expense in 23-24, increasing as student enrollment increases and to account for general AC wear and tear.

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National School Lunch Program (NSLP):

Approx. 2.53% of the budget (Year 1 – Year 6)

Pinecrest Academy of Nevada projects roughly 31% of the student population of the proposed campus will qualify for free and reduced lunch. Standard kitchen equipment is factored into the amount of the anticipated building space and may include up to an oven, warming cabinet, double door refrigerator, and single door freezer. These items are included in the schools anticipated FFE lease mentioned in more detail in the subsection above. Additional start-up expenses may include food thermometers, a prep table, oven mitts, single use gloves, and other kitchen supplies. Administrative costs are minimal and may include a date-stamp, envelopes, and mailing stamps. The school will seek to contract with a Vendor to prepare specified meals under the National School Lunch Program (NSLP). The school will administer the application process for all free and reduced-price meals and will submit claims for reimbursement to the state. The budget assumes an expense rate of \$3.75 per student for 180 school days.

Travel:

Approx. 0.02% of the budget (Year 1 – Year 6)

Travel costs associated with recruitment and staff development are estimated to be \$12,800 per year for the system.

Accounting, Audit, and Legal Fees:

Approx. 0.20% of the budget (Year 1 – Year 6)

Audit/Accounting – Roughly \$107,500 per year or the Pinecrest System – includes an annual audit expense and expenses associated with accounting. Based upon previous audits performed for Pinecrest Academy of Nevada and the rates of other charter schools working closely with Academica Nevada. Incrementally increasing each year.

Legal Fees - \$56,000 per year – based upon actual expenses and the expenses of other charter schools working with Academica Nevada.

Technology:

Approx. 0.87% of the budget (Year 1 – Year 6)

Intellatek IT Monthly Services - IT services will include set-up and continual maintenance/monitoring of computers, server, network, firewall and other technology-related hardware. For continual maintenance/monitoring of technology related hardware for the school, a fee of \$4.00 per month per student is necessary to ensure quality work is being done and the needs of the school are being met taking into consideration enrollment growth (equates to \$48.00 per year per student).

Intellatek IT Set-up Fees - Intellatek's initial start-up fee is dependent on how much new equipment is acquired by a school and/or if a school is opening for the first time. The initial start-up fee can be as high as \$40,000 per year and as low as \$5,000 per year. The budget reflects this wide variance and takes into consideration how much new equipment each school is anticipated to need each year, and whether it's the school's first year of operation.

Infinite Campus - \$2.5 per student plus \$1,500 per campus recurring expense each year. Infinite campus is an education software utilized by both the faculty of the school and parents/guardians of the students.

Website - \$5,500 per year per campus – Amount allocated for website upkeep and maintenance.

Attachment 3 - Budget Narrative

Telephone & Internet – annual contract expense of roughly \$164,662 for Pinecrest Academy of Nevada in the 23-24 school year (includes anticipated e-rate discount), with an estimated 5.00% contract increase each subsequent year thereafter. Based on current contract in place at Pinecrest Academy of Nevada.

Other:

Approx. 9.26% of the budget (Year 1 – Year 6)

State Administrative Fee - 1.25% of DSA revenue – the state charges 1.25% of DSA revenue for the state sponsor fee.

Tuition Reimbursement – \$12,000 per campus in 23-24 – Employee benefits in which the school pays all, or a portion, of an employee’s tuition for coursework and/or training.

Dues and Fees - Assumption of roughly \$13,000 annually per campus, increasing incrementally each year.

Postage - Estimate of \$1,250 per campus per year, based upon prior year usage; incrementally increasing as student enrollment increases.

Background and Fingerprinting - \$60 per new employee

Miscellaneous Expenses (Other Purchases) – Estimate of \$80,500 per year per campus, for miscellaneous expenses that may arise throughout the year.

Marketing/Advertising – Pinecrest will market via multiple modes to ensure that all families are informed of their educational options. The marketing campaign includes, but may not be limited to, the following: school website, social media such as Facebook, flyers, direct mailers, advertisements in varying English and Spanish media, building relationships with community groups, and a door-to-door approach.

Contingencies – 1.00-5.00% of per-pupil funding each year – Budget contingencies included in case projected enrollment is lower than anticipated.