



SOUTHERN NEVADA TRADES HIGH SCHOOL

Building a Brighter Future

SOUTHERN NEVADA TRADES HIGH SCHOOL

NOTICE OF PUBLIC MEETING

The Southern Nevada Trades High School (SNTHS) will conduct an in-person and virtual public meeting on campus on **Monday, February 9, 2026**, beginning at 5:00pm at 1580 Bledsoe Lane, Las Vegas, NV 89110 and on the following Google Meets link:

<https://meet.google.com/jtm-rgnc-pai>

This public meeting will be conducted in accordance with Nevada's Open Meeting Law, NRS 241.020.

Public Comment: Time for public comment will be provided at the beginning of the meeting regarding any agenda items on which action may be taken by the public body and again before the adjournment of the meeting on any matter within the jurisdiction of the Southern Nevada Trades High School Board. See NRS 241.020(2)(d)(3)(I).

Public comment may also be provided telephonically by utilizing the following conference call line +1 727-330-1795 PIN: 169 209 603#

Finally, public comment may also be submitted in writing via email at snthinfo@gmail.com and any such public comment received prior to or during the meeting will be provided to the Board and included in the written minutes of the meeting.

A time limit of three (3) minutes, subject to the discretion of the Chair, will be imposed on public comments in order to afford all members of the public who wish to comment an opportunity to do so within the timeframe available to the Board. Public comments will not be restricted based on viewpoint.

The Board reserves the right to take agenda items out of order, items may be removed or delayed from the agenda at any time, and two or more items may be combined for consideration.

Board Members:

Officers: Brett Willis, Chair; Rebecca Merrihew, Vice Chair; Lisa Jones, Treasurer; Kelly Gaines, Secretary.

Directors: Tina Frias, Amber Hogan, Charles Landon, Tina Morgan, Kelly Suiter, Michael Van, Dan Wright & Carlos Zuluaga

Parent Member: Marcey Olivas

Guests:

Bob DeRuse, Advisory Board

Brain Holmes, and Miguel D'Escoto, EdTec

Julie Carver, Consultant

SNTHS Staff:

Candi Wadsworth, Principal



AGENDA

1) Call to Order & Roll Call.

2) Public Comment #1.

Public Comment will be taken during this agenda item regarding any item appearing on the agenda. No action may be taken on a matter discussed under this item until the matter is included on an agenda as an item on which action may be taken. See NRS 241.020. A time limit of three (3) minutes, subject to the discretion of the Chair, will be imposed on public comments. The Chair may allow additional public comment at his discretion. Public Comment #2 will provide an opportunity for public comments on any matter not on the agenda.

3) Approval of revisions made to December 8, 2025, Board Meeting Minutes, per recommendations from the SPCSA requesting more details for discussion items. Brett Willis, Chair. **For Possible Action.**

4) Approval of January SNTHS Board Meeting Minutes. The Board will review and possibly approve the minutes of the January 12, 2026, Board Meeting. Brett Willis, Chair. **For Possible Action.**

5) Committee Reports. **Information/Discussion**

- a. Finance, Lisa Jones, Treasurer
- b. CTE Build, Rebecca Merrihew, Vice Chair

6) December 2025 Financials. Miguel D'Escoto from EdTec will present the financials to the Board for possible approval. **For Possible Action**

7) Redhook update. Board Chair, Brett Willis, will update the board on lease discussions with Red Hook. **Information/Discussion**

8) Business Development Plan. Board Members, Kelly Gaines and Dan Wright, will share with the board information and recommendations for a Business Development Plan for the school. **For Possible Action**

9) Principal's Report. Principal Wadsworth will provide the Board with information and updates. **Information/Discussion**

- Enrollment
- School Events/ fundraising
- Sheds
- Internships/Hiring
- Benchmark Testing Results

10) Public Comment #2.

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SOUTHERN NEVADA TRADES HIGH SCHOOL

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11) Adjournment.

Supporting materials for items listed on the above-referenced agenda are available, at no charge, at the Southern Nevada Trades High School website, <https://www.snvtradeshighschool.org/> and by contacting Candi Wadsworth, Principal, via email at snthsinfo@gmail.com, or via phone at 702-706-1753.

In accordance with Nevada's Open Meeting Law, this public notice and agenda has been posted on or before February 4, 2026, as follows:

At the Southern Nevada Trades High School website <https://www.snvtradeshighschool.org/>
and

At the State of Nevada's official website, <https://notice.nv.gov/>



SOUTHERN NEVADA TRADES HIGH SCHOOL

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DECLARATION OF POSTING

Pursuant to NRS 53.045, I declare under penalty of perjury that the following is true and correct:

That on or before February 4, 2026, this Public Notice and Agenda was posted at the above-referenced websites and locations.

Southern Nevada Trades High School



SOUTHERN NEVADA TRADES HIGH SCHOOL

Building a Brighter Future

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NOTICE OF PUBLIC MEETING

The Southern Nevada Trades High School (SNTHS) will conduct an in-person and virtual public meeting on campus on **Monday, December 8, 2025**, beginning at 5:00pm at 1580 Bledsoe Lane, Las Vegas, NV 89110 and on the following Google Meets link:

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PIN: 169 209 603#

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Board Members:

Officers: Brett Willis, Chair; Rebecca Merrihew, Vice Chair; Lisa Jones, Treasurer; Kelly Gaines, Secretary.

Directors: Charles Landon, Tina Morgan, Kelly Suiter, Dan Wright, Tina Frias, Amber Hogan & Carlos Zuluaga

Parent Member: Marcey Olivas

Board Members Absent: Michael Van.

Guests:

Bob DeRuse, Advisory Board

Brain Holmes, Miguel D'Escoto and Kristen Dietz, EdTec

Melissa Holdaway FUSE School Advisory Network

SNTHS Staff:

Julie Carver, Executive Director

Candi Wadsworth, Principal



AGENDA

- 1) Call to Order & Roll Call.

Board Chair, Brett Willis called the meeting to order at 5:09 PM and began recording.

- 2) Public Comment #1.

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There was no public comment.

- 3) Approval of November SNTHS Board Meeting Minutes. The Board will review and possibly approve the minutes of November 10, 2025, Board meeting. Brett Willis, Chair. **For Possible Action.**

Rebecca Merrihew made a motion to approve the minutes. Lisa Jones seconded. All in favor. No one opposed. Motion carried.

- 4) Committee Reports. **Information/Discussion**

- a. Finance, Lisa Jones, Treasurer
Lisa Jones provided bank balance of \$27,583.00
- b. CTE Build, Rebecca Merrihew, Vice Chair
There was no update from the CTE build committee.

- 5) Fuse Introduction. Melissa Holdaway will share the service Fuse School Advisory Network could offer the school. **Information/Discussion**

Board Chair Brett Willis introduced Melissa Holdaway of Fuse School Advisory Network. Ms. Holdaway shared that some client schools have experienced significant enrollment growth, while others have pursued mergers with larger networks as a solution. She explained Fuse's strategies for addressing enrollment gaps and outlined anticipated timelines. Ms. Holdaway noted that approximately 5–7% of Fuse clients ultimately merge with other networks. The Board also discussed Fuse School Advisory Network's fees.

- 6) SPCSA School 3-year Audit Report. Principal, Candi Wadsworth, will present the preliminary results of our 3-year school audit. **Information/Discussion**

Principal Candi Wadsworth informed the board that we have not received the final audit report. Item moved to next board meeting.

- 7) October 2025 Financials. Miguel D'Escoto from EdTec will present the financials to the Board for possible approval. **For Possible Action**



Miguel D'Escoto went through October financials provided and were accessible with the meeting agenda. Highlights: Revenue through October \$1,100,000, Expense \$1,300,000, Fundraising \$120,970. The forecast shows negative \$430K based on ADE of 257. Amber Hogan made a motion to approve October financials. Tina Morgan seconded. All in favor. No one opposed. Motion carried.

- 8) Account with GenuBank. Board Chair, Brett Willis, will discuss with the board the possibility of closing the account at GenuBank. ***For Possible Action***

Board Chair Brett Willis presented the possibility of closing the GenuBank account. The Board discussed the account's current use and remaining balance. The Board determined it was in the best interest of the school to transfer the remaining funds to the operating account. Secretary Kelley Gaines made a motion to close the GenuBank account. Tina Morgan seconded the motion. All in favor. No one opposed. Motion carried.

- 9) Redhook update. Board Chair, Brett Willis, will update the board on lease discussions with Red Hook. ***Information/Discussion***

Board Chair Brett Willis updated the Board on ongoing lease discussions with Red Hook regarding a potential lease amendment. Red Hook indicated openness to adjusting the lease for the current school year; however, they are hesitant to extend adjustments beyond June 2026. Red Hook expressed interest in exploring additional long-term options, including potential mergers, enrollment growth strategies, or the sale of the facility.

- 10) SPCSA update. Board Chair, Brett Willis, will update the board on recent conversations with SPCSA staff regarding possible options for the school. ***Information/Discussion***

Board Chair Brett Willis updated the Board on feedback from the SPCSA. The SPCSA outlined requirements for various potential options, including receiving assistance from other schools, relocating facilities, or adding new programs, all of which would require formal amendments. The SPCSA strongly encouraged the school to ensure that any new programs demonstrate high success rates and financial stability.

- 11) Business Development Plan. Board Chair, Brett Willis, will lead a discussion regarding the creation of a Business Development Plan for the school. ***For Possible Action***

Board Chair Brett Willis led a discussion regarding the development of a Business Development Plan to drive enrollment. Options discussed included hiring Fuse School Advisory Network, assembling an internal working group, or contracting an external consultant. The Board also considered alternatives to Fuse, including engaging experts from other industries to provide perspectives outside of education. Kelley Gaines, Dan Wright, and Board Chair Brett Willis discussed the potential costs associated with each option. Board members requested additional time to evaluate the options; therefore, no motion was made.

- 12) Update on Executive Director Transition. Executive Director, Julie Carver, will discuss with the board her ongoing role after December. ***For Possible Action***



Executive

Director Julie Carver presented her proposed ongoing role as a Board consultant beginning in January. Her responsibilities would include sustainability planning, marketing, community partnerships, and grant development. Ms. Carver proposed two compensation structures as an independent contractor: a fixed monthly rate and an as-needed arrangement. The Board discussed both options. Charles Landon made a motion to retain Julie Carver for the months of January and February at a rate of \$4,800 per month. Dan Wright seconded the motion. All in favor. No one opposed. Motion carried.

13) Principal's Report. Principal Wadsworth will provide the Board with information and updates.

Information/Discussion

- Enrollment
 - Currently at 245.
 - 26/27 Lottery – 39 New applications. 210 applications including returning students.
- Benchmark Testing
 - Second round of testing in progress.
- School Events
 - Lennar construction site field trip for 11th graders on Dec 10th.
 - Planning next field trip at JD Stairs for 10th graders.
 - Beazer Day of Service March 20th.
- JobsToBuild update
 - 16 students have uploaded resumes.
 - 3 companies have registered through the portal.
 - 51 seniors will be 18 years by the end of the school year.

14) Public Comment #2.

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There was no public comment.

15) Adjournment.

Board Chair Brett Willis adjourned the meeting at 6:50PM



SOUTHERN NEVADA TRADES HIGH SCHOOL

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Supporting materials for items listed on the above-referenced agenda are available, at no charge, at the Southern Nevada Trades High School website, <https://www.snvtradeshighschool.org/> and by contacting Candi Wadsworth, Principal, via email at snthsinfo@gmail.com, or via phone at 702-706-1753.

In accordance with Nevada's Open Meeting Law, this public notice and agenda has been posted on or before December 3, 2025, as follows:

At the Southern Nevada Trades High School website <https://www.snvtradeshighschool.org/> and
At the State of Nevada's official website, <https://notice.nv.gov/>

DECLARATION OF POSTING

Pursuant to NRS 53.045, I declare under penalty of perjury that the following is true and correct:

That on or before December 3, 2025, this Public Notice and Agenda was posted at the above-referenced websites and locations.

Southern Nevada Trades High School



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NOTICE OF PUBLIC MEETING

The Southern Nevada Trades High School (SNTHS) will conduct an in-person and virtual public meeting on campus on **Monday, January 12, 2026**, beginning at 5:00pm at 1580 Bledsoe Lane, Las Vegas, NV 89110 and on the following Google Meets link:

<https://meet.google.com/jtm-rgnc-pai>

This public meeting will be conducted in accordance with Nevada's Open Meeting Law, NRS 241.020.

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Board Members:

Officers: Brett Willis, Chair; Rebecca Merrihew, Vice Chair; Kelly Gaines, Secretary.

Directors: Tina Frias, Amber Hogan, Tina Morgan, Kelly Suiter & Dan Wright.

Parent Member: Marcey Olivas

Board Members Absent: Lisa Jones, Charles Landon, Michael Van & Carlos Zuluaga.

Guests:

Brain Holmes, and Miguel D'Escoto, EdTec

Julie Carver, Consultant

SNTHS Staff:

Candi Wadsworth, Principal



AGENDA

1) Call to Order & Roll Call.

Board Chair Brett Willis called the meeting to order at 5:02 PM and began recording.

2) Public Comment #1.

Public Comment will be taken during this agenda item regarding any item appearing on the agenda. No action may be taken on a matter discussed under this item until the matter is included on an agenda as an item on which action may be taken. See NRS 241.020. A time limit of three (3) minutes, subject to the discretion of the Chair, will be imposed on public comments. The Chair may allow additional public comment at his discretion. Public Comment #2 will provide an opportunity for public comments on any matter not on the agenda.

There was no public comment.

3) Approval of December SNTHS Board Meeting Minutes. The Board will review and possibly approve the minutes of December 8, 2025, Board meeting. Brett Willis, Chair. ***For Possible Action.***

Dan Wright made a motion to approve the minutes. Tina Morgan seconded. All in favor. No one opposed. Motion carried.

4) Committee Reports. ***Information/Discussion***

- a. Finance, Lisa Jones, Treasurer was not in attendance but relayed information to Principal Candi Wadsworth to present.

Lisa Jones provided bank balance of \$330,282.00

- b. CTE Build, Rebecca Merrihew, Vice Chair

There was no update from the CTE build committee.

5) SPCSA School 3-year Audit Report. Principal, Candi Wadsworth, will present the preliminary results of our 3-year school audit. ***Information/Discussion***

Principal Candi Wadsworth presented the preliminary audit results, including site evaluation feedback from parents, students, and staff. The SPCSA identified areas for improvement, and Principal Wadsworth shared current solutions and updates to address those areas.

Feedback from parents, students, and staff acknowledged the school's efforts, including hosting informational nights, supporting students so they feel seen and supported, and offering a variety of learning opportunities. Identified challenges include student absenteeism, low academic achievement, and low enrollment. Principal Wadsworth will submit an attendance improvement plan to the SPCSA, which includes correction of an internal attendance reporting error. To support academic achievement, the school will transition benchmark assessments to IXL to better align with ACT standards. The school continues to implement strategies to drive enrollment growth.

6) November 2025 Financials. Miguel D'Escoto from EdTec will present the financials to the Board for possible approval. ***For Possible Action***



Miguel D'Escoto went over November financials provided and were accessible with the meeting agenda. Highlights: Revenue Through November \$1.4Million, Expense \$1.5Million, Fundraising through December \$133,970. The forecast shows we are negative \$430K based on ADE of 257. Rebecca Merrihew made a motion to approve November 2025 financials. Amber Hogan seconded. All in favor. No one opposed. Motion carried.

- 7) 2025 Preliminary Financial Performance Framework Ratings, Board Chair, Brett Willis, will share with the board the preliminary results that were given to us from the SPCSA. ***Information/Discussion***

Board Chair Brett Willis reported that the SPCSA will defer making recommendations pending submission of a plan addressing the identified performance metrics. Upon review of the plan, the SPCSA will provide guidance. The Board discussed strategies to improve the metrics, noting that enrollment growth and potential lease adjustments are key drivers impacting overall metrics.

- 8) Redhook update. Board Chair, Brett Willis, will update the board on lease discussions with Red Hook. ***Information/Discussion***

Board Chair, Brett Willis, updated the board on recent lease payments. The school is awaiting further response from Red Hook.

- 9) Business Development Plan. Board Members, Kelly Gaines and Dan Wright, will share with the board information and recommendations for a Business Development Plan for the school. ***For Possible Action***

Board members, Kelly Gaines and Dan Wright shared that they are in process of assessing and gaining a clear understanding of the school's needs to support the development of the business plan. Board members, Kelly Gaines and Dan Wright felt it was best if a team of Board Members put together the Business Development Plan rather than hiring an outside firm to do so. The board discussed which option they preferred and who might be on the team to create the Business Development Plan. Kelly Gaines made a motion for herself and Dan Wright to take the lead on developing a business plan for the school and present it at the February board meeting. Tina Frias seconded. All in favor. No one opposed. Motion carried.

- 10) Principal's Report. Principal Wadsworth will provide the Board with information and updates. ***Information/Discussion***

- Enrollment
 - Currently at 260.
 - 184 reenrollments.
 - Currently looking at a possible projected enrollment of 292 for next year if all applications are completed
- Benchmark Testing
 - Benchmark testing will be re-administered due to loss of data by IXL.
- Sheds
 - Sheds are on track to be completed this month.
- Internships/Hiring
 - There are 34, 18-year-old, seniors that are ready for jobs.
 - A total of 6 companies have registered through the portal.

- 11) Public Comment #2.



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There was no public comment.

12) Adjournment.

Board Chair Brett Willis adjourned the meeting at 6:01PM

Supporting materials for items listed on the above-referenced agenda are available, at no charge, at the Southern Nevada Trades High School website, <https://www.snvtradeshighschool.org/> and by contacting Candi Wadsworth, Principal, via email at snthsinfo@gmail.com, or via phone at 702-706-1753.

In accordance with Nevada's Open Meeting Law, this public notice and agenda has been posted on or before January 7, 2026, as follows:

At the Southern Nevada Trades High School website <https://www.snvtradeshighschool.org/> and
At the State of Nevada's official website, <https://notice.nv.gov/>

DECLARATION OF POSTING

Pursuant to NRS 53.045, I declare under penalty of perjury that the following is true and correct:

That on or before January 7, 2026, this Public Notice and Agenda was posted at the above-referenced websites and locations.

Southern Nevada Trades High School

Southern Nevada Trades HS

Financial Update

MIGUEL D'ESCOTO

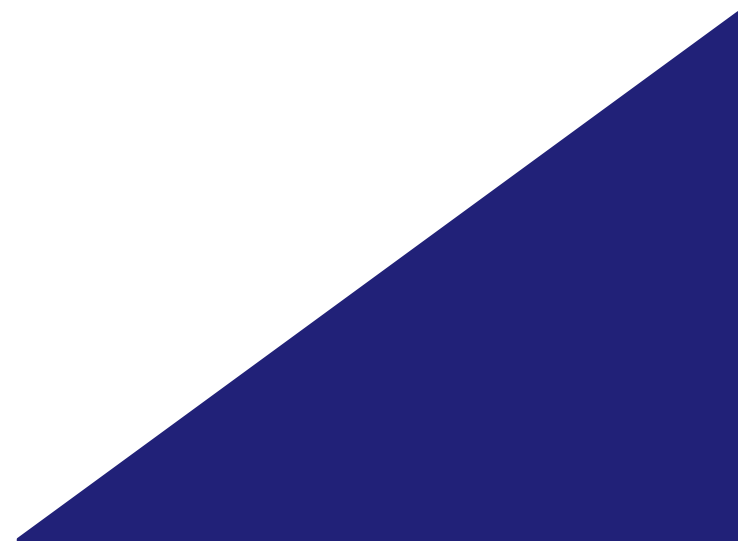
FEBRUARY 2026



Contents



- 2025–2026 Financials – December 2025
- December 2025 Revenue breakdown
- December 2025 Expense breakdown
- Balance Sheet as of December 2025
- Cash Projection
- Amended Forecast Update
- Exhibits



December 2025 Financials



December 2025 Revenue Breakdown



Earned \$1.8M of revenue so far this year, 42% of budgeted amount

Revenue Source	December Amount	Description
Local Revenue	\$14,930	Fundraising & interest
PCFP Base Funding	\$201,353	Per ADE 257
State Funds & Grants	\$67,598	Transportation
Other PCFP Funding	17,616	ELL & At-Risk
State Funding AB398	\$59,667	Staff Salary Increase
Federal Revenue	\$32,188	Title I, IDEA & NSLP
Total Revenue	\$393,351	

December 2025 Expense Breakdown



Incurred \$2.0M of expenses as of December, 48% of budgeted amount

Expense Category	November Amount	Description
Salaries & Benefits	\$195,000	Ongoing monthly amount
Professional & Tech Support	\$26,964	Specialized Services
Property Expense	\$87,644	Lease, utilities & repairs
Services	\$98,987	Transportation & Insurance
Supplies	\$3,476	General, custodial & food
Depreciation	\$18,917	PY Furniture & Equipment
Miscellaneous	\$594	PY expense
Total Expense	\$431,582	

Balance Sheet as of December 2025



Shows what SNTHS owns and owes as of 12/31/25

		Jun FY25	Dec FY26	Notes
Assets	Cash Balance	259,008	123,131	
	Accounts Receivable	21,951	298,089	
	Fixed Assets	199,199	180,282	Depreciable Assets
	Other Assets	89,932	89,932	Security Deposit
	ROU Assets	22,951,437	22,951,437	GASB Lease Assets
	Deferred PERS Assets	1,643,792	1,643,792	GASB PERS deferred Assets
	Total Assets	25,165,319	25,286,663	
Liabilities & Equity	Accounts Payable	19,474	275,276	
	Other Current Liabilities	80,707	39,500	
	Loans Payable (Current)	505,795	587,616	Working Capital and Current Portion of Lease
	PERS Liability	30,458	94,881	Current PERS
	Loans Payable (Long-Term)	24,937,437	24,937,437	GASB Lease Liabilities
	Deferred PERS Liability	1,714,781	1,714,781	GASB PERS deferred Liabilities
	Beginning Net Assets	(633,190)	(2,123,332)	Fund Balance - Government Wide
	Net Income (Loss) to Date	(1,490,142)	(239,496)	
	Total Liabilities & Equity	25,165,319	25,286,663	

Liquid assets \$421k

Current ratio < 1.0

Fundraising Progress YTD



\$145K collected through January (26% of budgeted goal)



2025–26 Forecast Update



Forecast Update



Forecasting -\$506K based on ADE of 257

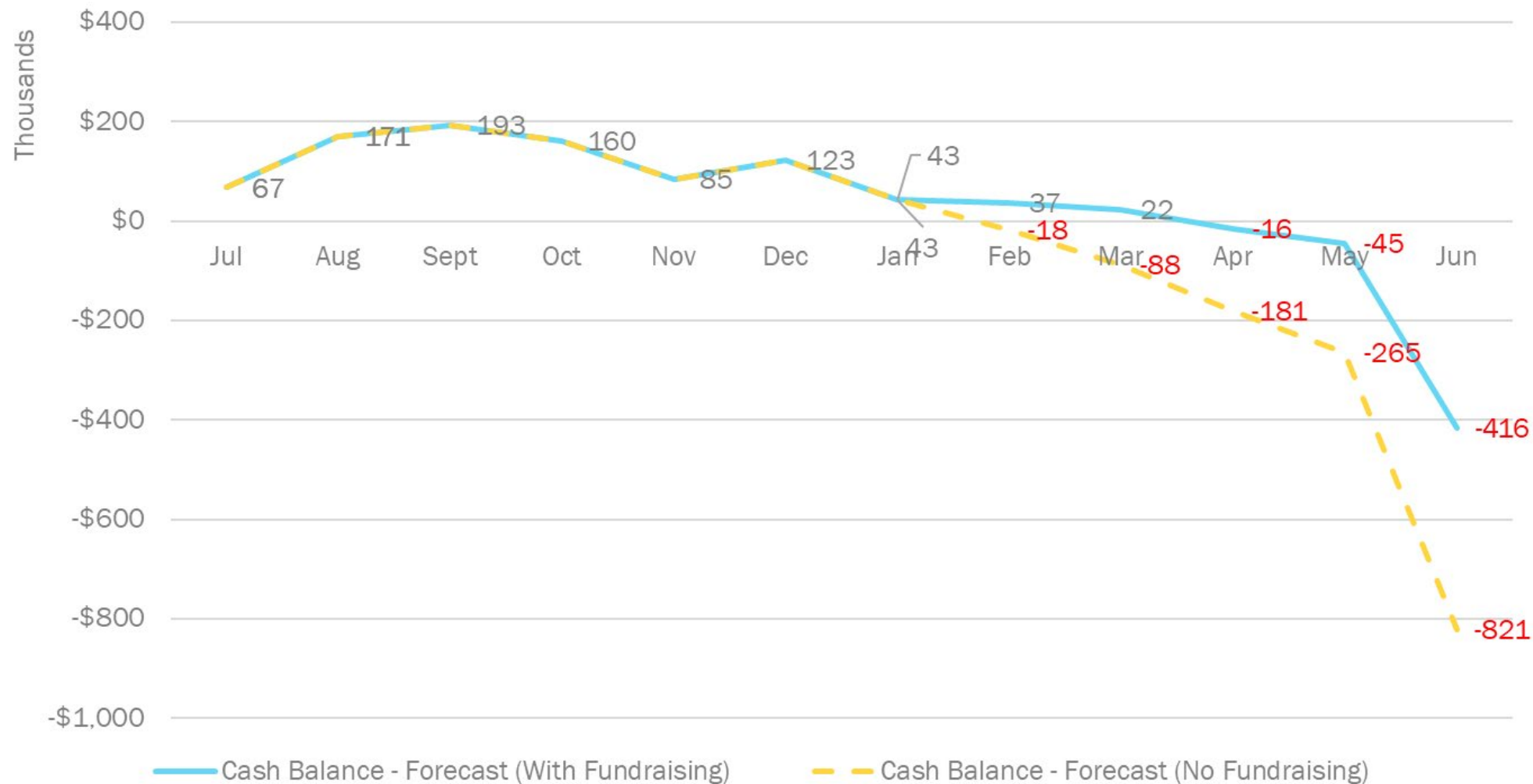
		Approved Budget v2	Previous Forecast	Current Forecast	Approved Budget v2 vs. Current Forecast
Revenue	Revenue from Local Sources	550,000	552,169	552,169	2,169
	State Revenue	3,436,025	2,997,937	2,998,284	(437,740)
	Federal Revenue	282,593	291,933	299,216	16,624
	Total Revenue	4,268,617	3,842,039	3,849,670	(418,947)
Expenses	Personnel Services-Salaries	1,541,808	1,534,725	1,534,725	7,082
	Personnel Services-Employee Benefits	733,783	750,192	750,192	(16,409)
	Professional and Tech Services	251,259	289,846	301,916	(50,657)
	Property Services	992,913	961,692	973,692	19,221
	Other Services	369,365	380,712	399,623	(30,258)
	Supplies	358,250	317,243	319,210	39,040
	Depreciation Expense	1,661	1,661	37,834	(36,173)
	Debt Service and Miscellaneous	-	36,214	39,178	(39,178)
	Total Expenses	4,249,039	4,272,284	4,356,370	(107,331)
Net Income - Government-Wide		19,579	(430,245)	(506,700)	(526,279)
	Beginning Balance (Audited)	(1,195,673)	(2,123,332)	(2,123,332)	(927,658)
	Net Income - Government-Wide	19,579	(430,245)	(506,700)	(526,279)
Ending Fund Balance		(1,176,095)	(2,553,576)	(2,630,032)	(1,453,937)
Fund Balance as a % of Expenses		-27.7%	-59.8%	-60.4%	-32.7%

Fund Basis Adjustments:

add: Depreciation/amortization	37,834
add: RUA interest entries (non-cash)	39,178
add: Loan proceeds/transfers	81,821
less: lease payments (capital lease adj)	(840,304)
Total Fund Basis Adjustments	(681,471)
Net Income (Loss) - Fund Basis	(1,188,171)
Beginning Fund Balance - Fund Basis	240,253
ending Fund Balance - Fund Basis	(947,918)

2025-26 Cash Projection

Without significant fund-raising cash will run out at the end of February



Exhibits



Southern Nevada Trades High School
Income Statement
As of Dec FY2026

Actual				YTD	Budget & Forecast								
								Previous Forecast vs. Current Forecast	Approved Budget v2 vs. Current Forecast	Current Forecast Remaining	% Current Forecast Spent		
Oct Nov Dec				Actual YTD	Approved Budget v2	Previous Forecast	Current Forecast						
SUMMARY													
Revenue													
Revenue from Local Sources	17,919	1,177	14,930	138,037	550,000	552,169	552,169	-	2,169	414,132	25%		
State Revenue	101,822	245,125	346,234	1,566,396	3,436,025	2,997,937	2,998,284	348	(437,740)	1,431,889	52%		
Federal Revenue	17,949	29,532	32,188	97,835	282,593	291,933	299,216	7,283	16,624	201,381	33%		
Total Revenue	137,690	275,834	393,351	1,802,268	4,268,617	3,842,039	3,849,670	7,631	(418,947)	2,047,402	47%		
Expenses													
Personnel Services-Salaries	131,087	130,615	136,405	782,005	1,541,808	1,534,725	1,534,725	-	7,082	752,721	51%		
Personnel Services-Employee Benefits	63,591	63,151	58,595	374,860	733,783	750,192	750,192	-	(16,409)	375,332	50%		
Professional and Tech Services	21,229	35,219	26,964	145,417	251,259	289,846	301,916	(12,070)	(50,657)	156,499	48%		
Property Services	99,880	101,411	87,644	397,221	992,913	961,692	973,692	(12,000)	19,221	576,471	41%		
Other Services	42,059	13,788	98,987	194,157	369,365	380,712	399,623	(18,912)	(30,258)	205,466	49%		
Supplies	23,494	6,663	3,476	119,881	358,250	317,243	319,210	(1,967)	39,040	199,328	38%		
Depreciation Expense	-	-	18,917	18,917	1,661	1,661	37,834	(36,173)	(36,173)	18,917	50%		
Debt Service and Miscellaneous	194	2,356	594	9,307	-	36,214	39,178	(2,964)	(39,178)	29,871	24%		
Total Expenses	381,536	353,202	431,582	2,041,765	4,249,039	4,272,284	4,356,370	(84,086)	(107,331)	2,314,605	47%		
Net Income – Government-Wide				(243,846)	(77,367)	(38,231)	(239,496)	19,579	(430,245)	(506,700)	(76,455)	(526,279)	(267,204)
Fund Balance													
Beginning Balance (Unaudited)					(1,195,673)	(2,120,915)	(2,120,915)						
Audit Adjustment					-	(2,416)	(2,416)						
Beginning Balance (Audited)					(1,195,673)	(2,123,332)	(2,123,332)						
Net Income – Government-Wide					19,579	(430,245)	(506,700)						
Ending Fund Balance					(1,176,095)	(2,553,576)	(2,630,032)						
Total Revenue Per ADE					13,134	14,950	14,979						
Total Expenses Per ADE					13,074	16,624	16,951						
Net Income Per ADE					60	(1,674)	(1,972)						
Fund Balance as a % of Expenses					-27.7%	-59.8%	-60.4%						
KEY ASSUMPTIONS													
Enrollment Breakdown													
Enrollment Summary													
9-12					325	257	257	-	(68)				
Total ADE					325	257	257	-	(68)				
REVENUE													
Revenue from Local Sources													
1500 Investment Income	3	3	4	22	-	50	50	-	50	28	43%		
1900 Other Local Revenue	2,119	-	-	2,119	-	2,119	2,119	-	2,119	-	100%		

Southern Nevada Trades High School
Income Statement
As of Dec FY2026

		Actual			YTD	Budget & Forecast						
		Oct	Nov	Dec	Actual YTD	Approved Budget v2	Previous Forecast	Current Forecast	Previous Forecast vs. Current Forecast	Approved Budget v2 vs. Current Forecast	Current Forecast Remaining	% Current Forecast Spent
1920	Contributions and Donations From Private Source	15,796	1,174	14,926	135,897	550,000	550,000	550,000	-	-	414,103	25%
	SUBTOTAL - Revenue from Local Sources	17,919	1,177	14,930	138,037	550,000	552,169	552,169	-	2,169	414,132	25%
Intermediate Revenue Sources												
	SUBTOTAL - Intermediate Revenue Sources	-	-	-	-	-	-	-	-	-	-	
State Revenue												
3110.201	PCFP - Base Funding	61,539	201,353	201,353	1,208,110	3,090,146	2,419,912	2,419,912	-	(670,234)	1,211,802	50%
3114		-	-	-	348	-	348	695	348	695	348	50%
3200	State Funds & Grants-in-Aid	22,667	-	67,598	140,265	109,667	201,996	201,996	-	92,329	61,731	69%
3254	PCFP - ELL	8,828	8,828	8,828	52,965	29,652	105,931	105,931	-	76,279	52,965	50%
3255	PCFP - FRL	8,788	8,788	8,788	52,730	75,780	105,459	105,459	-	29,679	52,730	50%
3270	State SpEd	-	26,156	-	52,312	130,780	104,624	104,624	-	(26,156)	52,312	50%
3280	State Funding - Salary Increases (AB398, etc	-	-	59,667	59,667	-	59,667	59,667	-	59,667	0	100%
	SUBTOTAL - State Revenue	101,822	245,125	346,234	1,566,396	3,436,025	2,997,937	2,998,284	348	(437,740)	1,431,889	52%
Federal Revenue												
4500.633	Title I	17,949	-	8,750	44,397	60,800	104,777	104,777	-	43,977	60,380	42%
4500.639	IDEA	-	-	499	499	26,931	26,512	26,512	-	(419)	26,013	2%
4500.658	Title III-LEP	-	4,790	-	5,258	4,164	4,790	5,317	527	1,153	59	99%
4500.709	Title II	-	-	-	-	-	4,257	4,257	-	4,257	4,257	0%
4500.715	Title IV – Well-Rounded Education	-	-	-	-	3,822	3,822	10,578	6,756	6,756	10,578	0%
4500.802	NSLP	-	24,742	22,939	47,681	186,875	147,775	147,775	-	(39,100)	100,094	32%
	SUBTOTAL - Federal Revenue	17,949	29,532	32,188	97,835	282,593	291,933	299,216	7,283	16,624	201,381	33%
TOTAL REVENUE		137,690	275,834	393,351	1,802,268	4,268,617	3,842,039	3,849,670	7,631	(418,947)	2,047,402	47%
EXPENSES												
Personnel Services-Salaries												
101	Salaries-Teachers	81,594	80,846	78,049	474,341	981,993	948,331	948,331	-	33,662	473,990	50%
102	Salaries-Instructional Aides	3,877	3,939	3,677	22,697	41,200	44,120	44,120	-	(2,920)	21,423	51%
104	Salaries-Licensed Administration	8,792	8,792	8,792	52,750	97,335	105,500	105,500	-	(8,165)	52,750	50%
105	Salaries-Non-licensed Administration	24,583	24,583	25,833	148,750	218,360	242,500	242,500	-	(24,140)	93,750	61%
106	Salaries-Other Licensed Staff	5,792	5,792	5,792	34,750	69,010	69,500	69,500	-	(490)	34,750	50%
107	Salaries-Other Classified/Support Staff	6,450	6,663	6,663	41,116	133,910	94,274	94,274	-	39,636	53,158	44%
161	Salaries-Extra Duties-Teachers	-	-	7,575	7,575	-	30,500	30,500	-	(30,500)	22,925	25%
162	Salaries-Extra Duties-Instructional Aides or Assis	-	-	25	25	-	-	-	-	-	(25)	
	SUBTOTAL - Personnel Services-Salaries	131,087	130,615	136,405	782,005	1,541,808	1,534,725	1,534,725	-	7,082	752,721	51%
Personnel Services-Employee Benefits												
210	Employee Benefits - Group Insurance	11,262	13,098	9,528	68,798	150,858	145,775	145,775	-	5,083	76,977	47%
220	Employee Benefits - Social Security Contributions	-	-	-	1,111	930	730	730	-	200	(381)	152%
230	Employee Benefits - Retirement Contributions	46,833	46,769	45,796	276,805	514,006	539,520	539,520	-	(25,515)	262,716	51%

Southern Nevada Trades High School
Income Statement
As of Dec FY2026

		Actual			YTD	Budget & Forecast						
		Oct	Nov	Dec	Actual YTD	Approved Budget v2	Previous Forecast	Current Forecast	Previous Forecast vs. Current Forecast	Approved Budget v2 vs. Current Forecast	Current Forecast Remaining	% Current Forecast Spent
240	Employee Benefits - Medicare Payments	1,880	1,874	1,957	11,215	22,356	22,254	22,254	-	103	11,038	50%
260	Employee Benefits - Unemployment Compensatic	1,751	1,411	1,314	13,213	32,782	32,276	32,276	-	505	19,063	41%
270	Employee Benefits - Workers Compensation	1,866	-	-	3,718	14,353	9,637	9,637	-	4,716	5,919	39%
290	Employee Benefits - Other Employee Benefits	-	-	-	-	(1,501)	-	-	-	(1,501)	-	
SUBTOTAL - Personnel Services-Employee Be		63,591	63,151	58,595	374,860	733,783	750,192	750,192	-	(16,409)	375,332	50%
Professional and Tech Services												
310	Office/Administrative Services	194	194	189	4,690	4,575	7,075	7,075	-	(2,500)	2,385	66%
320	Professional Educational Services	11,636	7,647	1,933	35,045	98,822	98,822	98,822	-	-	63,777	35%
331	Training & Development Services - Teachers	-	99	-	3,906	3,000	3,807	3,807	-	(807)	(99)	103%
340	Other Professional Services	1,092	7,000	12,000	25,092	37,125	37,125	46,725	(9,600)	(9,600)	21,633	54%
340.1	Business Service Fees	6,250	6,250	6,250	37,500	75,000	75,000	75,000	-	-	37,500	50%
345	Marketing Services	-	13,588	1,200	14,788	30,000	30,000	30,000	-	-	15,212	49%
350	Technical Services	391	441	391	4,646	-	5,530	8,000	(2,470)	(8,000)	3,354	58%
351	Data Processing & Coding Services	-	-	-	9,750	-	9,750	9,750	-	(9,750)	-	100%
352	Other Technical Services	-	-	-	-	2,737	2,737	2,737	-	(0)	2,737	0%
360	Other specialized services	1,667	-	5,000	10,000	-	20,000	20,000	-	(20,000)	10,000	50%
SUBTOTAL - Professional and Tech Services		21,229	35,219	26,964	145,417	251,259	289,846	301,916	(12,070)	(50,657)	156,499	48%
Property Services												
410	Utility Services	3,559	2,423	1,890	17,295	58,080	43,000	43,000	-	15,080	25,705	40%
411	Water and Sewer	731	4,961	452	11,645	13,200	8,000	15,000	(7,000)	(1,800)	3,355	78%
421	Garbage and Disposal	1,811	143	95	2,383	14,760	8,000	8,000	-	6,760	5,617	30%
422	Janitorial and Custodial Services	-	-	-	-	6,440	-	-	-	6,440	-	
430	Repairs and Maintenance Services	5,144	5,779	740	17,960	35,000	35,000	35,000	-	-	17,040	51%
441	Rent - Land and Building	84,276	84,276	84,276	334,649	840,304	840,304	840,304	-	-	505,655	40%
442	Rental of Equipment and Vehicles	-	3,829	-	3,829	-	-	12,000	(12,000)	(12,000)	8,171	32%
443	Rentals of Computers and Related Equipment	4,175	-	-	8,351	15,129	17,388	17,388	-	(2,259)	9,037	48%
490	Other Purchased Property Services	184	-	191	1,110	10,000	10,000	3,000	7,000	7,000	1,890	37%
SUBTOTAL - Property Services		99,880	101,411	87,644	397,221	992,913	961,692	973,692	(12,000)	19,221	576,471	41%
Other Services												
519	Student Transportation	25,063	4,063	88,380	120,593	260,000	279,724	279,724	-	(19,724)	159,132	43%
522	Liability Insurance	12,916	6,458	6,458	49,207	41,069	41,069	66,000	(24,932)	(24,932)	16,793	75%
531	Postage	-	-	-	90	150	150	150	-	-	60	60%
535	Phone & internet services	519	-	431	1,253	7,260	7,260	4,000	3,260	3,260	2,747	31%
540	Advertising	295	-	451	1,799	6,500	6,500	6,500	-	-	4,701	28%
550	Printing and Binding	-	-	-	-	1,000	1,000	1,000	-	-	1,000	0%
570	Food Service Management	750	750	750	4,367	14,760	14,760	12,000	2,760	2,760	7,633	36%
591	CS Sponsor Fee (1.25% of PCFP)	2,517	2,517	2,517	16,849	38,627	30,249	30,249	-	8,378	13,400	56%
SUBTOTAL - Other Services		42,059	13,788	98,987	194,157	369,365	380,712	399,623	(18,912)	(30,258)	205,466	49%
Supplies												
610	General Supplies	6,494	6,633	3,446	45,092	48,000	39,000	72,092	(33,092)	(24,092)	27,000	63%
612	Non-capitalized equipment	-	-	-	664	35,000	35,000	5,000	30,000	30,000	4,336	13%

Southern Nevada Trades High School
Income Statement
As of Dec FY2026

		Actual			YTD	Budget & Forecast						
		Oct	Nov	Dec	Actual YTD	Approved Budget v2	Previous Forecast	Current Forecast	Previous Forecast vs. Current Forecast	Approved Budget v2 vs. Current Forecast	Current Forecast Remaining	% Current Forecast Spent
630	Food	-	-	-	13,864	190,125	150,345	150,345	-	39,780	136,481	9%
641	Textbooks	-	-	-	26,559	32,000	32,000	32,000	-	-	5,441	83%
650	Supplies-Information Technology-related - General	-	-	-	16,333	30,000	36,573	36,573	-	(6,573)	20,240	45%
651	Supplies - Technology - Software	17,000	30	30	17,370	18,000	19,200	19,200	-	(1,200)	1,830	90%
653	Web-based and similar programs	-	-	-	-	5,125	5,125	4,000	1,125	1,125	4,000	0%
SUBTOTAL - Supplies		23,494	6,663	3,476	119,881	358,250	317,243	319,210	(1,967)	39,040	199,328	38%
Depreciation Expense												
790	Depreciation	-	-	18,917	18,917	1,661	1,661	37,834	(36,173)	(36,173)	18,917	50%
SUBTOTAL - Depreciation Expense		-	-	18,917	18,917	1,661	1,661	37,834	(36,173)	(36,173)	18,917	50%
Debt Service and Miscellaneous												
810	Dues and Fees	-	-	-	897	-	1,000	1,000	-	(1,000)	103	90%
832	Interest	194	1	84	284	-	200	300	(100)	(300)	16	95%
832.1	Interest - Short Term	-	-	-	-	-	29,752	29,752	-	(29,752)	29,752	0%
890.1	Miscellaneous Expenditures - Prior Year Expense	-	2,355	510	8,126	-	5,262	8,126	(2,864)	(8,126)	(0)	100%
SUBTOTAL - Debt Service and Miscellaneous		194	2,356	594	9,307	-	36,214	39,178	(2,964)	(39,178)	29,871	24%
Other Items - Expense												
SUBTOTAL - Other Items - Expense		-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES		381,536	353,202	431,582	2,041,765	4,249,039	4,272,284	4,356,370	(84,086)	(107,331)	2,314,605	47%

Southern Nevada Trades High School
Restricted Report
2025-26

	Total Forecast	205	211	212	214	220	633	639	658	709	715	802	000-000
		State	PCFP ELL SPED funding (NV)	PCFP At- Risk Funding (NV)	Special Transportati on Funding	AB398 Teacher Raises	Title I	Federal SPED	Title III LEP	Title II	Title IV Academic Enrichment	NSLP	Unrestricted
SUMMARY													
Revenue													
Revenue from Local Sources	552,169	-	-	-	-	-	-	-	-	-	-	-	552,169
Intermediate Revenue Sources	-	-	-	-	-	-	-	-	-	-	-	-	-
State Revenue	2,998,284	104,624	105,931	105,459	151,996	59,667	-	-	-	-	-	-	2,470,607
Federal Revenue	299,216	-	-	-	-	-	104,777	26,512	5,317	4,257	10,578	147,775	0
Other Financing Sources	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Items	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	3,849,670	104,624	105,931	105,459	151,996	59,667	104,777	26,512	5,317	4,257	10,578	147,775	3,022,776
Expenses													
Personnel Services-Salaries	1,534,725	164,987	71,005	70,693	-	40,482	60,298	-	4,290	3,059	-	-	1,119,912
Personnel Services-Employee Benefits	750,192	86,220	34,925	34,766	-	19,185	502	-	500	1,199	-	-	572,895
Professional and Tech Services	301,916	3,488	-	-	-	-	-	26,512	-	-	3,822	-	268,094
Property Services	973,692	-	-	-	-	-	-	-	-	-	-	-	973,692
Other Services	399,623	-	-	-	151,996	-	-	-	-	-	-	12,000	235,627
Supplies	319,210	-	-	-	-	-	-	-	-	-	-	150,345	168,865
Depreciation Expense	37,834	-	-	-	-	-	-	-	-	-	-	-	37,834
Debt Service and Miscellaneous	39,178	-	-	-	-	-	-	-	-	-	-	-	39,178
Other Items - Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	4,356,370	254,694	105,931	105,459	151,996	59,667	60,800	26,512	4,790	4,257	3,822	162,345	3,416,096
Net Income – Government-Wide	(506,700)	(150,070)	-	-	-	0	43,977	-	527	(0)	6,756	(14,570)	(393,320)
Ending Fund Balance	(2,630,032)	(150,070)	-	-	-	0	43,977	-	527	(0)	6,756	(14,570)	(2,516,652)

Southern Nevada Trades High School
Monthly Cash Forecast
As of Dec FY2026

		2025-26													
		Actuals & Forecast													
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Forecast	Remaining
		Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast		Balance
Beginning Cash		259,008	67,022	170,581	193,237	160,352	84,803	123,131	42,829	37,332	22,478	(16,123)	(44,573)		
REVENUE															
	Revenue from Local Sources	50,504	6,504	47,004	17,919	1,177	14,930	9,000	55,000	55,000	55,000	55,000	185,103	552,169	26
	Intermediate Revenue Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	State Revenue	265,570	341,003	266,642	101,822	245,125	346,234	187,882	219,955	214,799	238,706	248,858	300,689	2,998,284	21,000
	Federal Revenue	6,156	5,792	6,219	17,949	29,532	32,188	36,119	28,577	28,723	28,723	28,723	29,103	299,216	21,413
	Other Financing Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other Items	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	TOTAL REVENUE	322,230	353,298	319,865	137,690	275,834	393,351	233,002	303,532	298,522	322,429	332,581	514,895	3,849,670	42,439
EXPENSES															
	Personnel Services-Salaries	105,582	139,369	138,946	131,087	130,615	136,405	130,995	123,345	123,345	123,345	123,345	128,345	1,534,725	-
	Personnel Services-Employee Benefits	50,553	66,756	72,215	63,591	63,151	58,595	62,783	62,143	62,143	62,143	62,143	63,976	750,192	-
	Professional and Tech Services	16,523	14,255	31,227	21,229	35,219	26,964	21,998	21,998	21,998	21,998	21,998	21,998	301,916	24,511
	Property Services	83,559	15,186	9,541	99,880	101,411	87,644	94,363	94,363	98,710	94,363	94,363	98,882	973,692	1,426
	Other Services	5,251	17,900	16,171	42,059	13,788	98,987	29,543	29,543	29,543	29,543	29,543	29,544	399,623	28,208
	Supplies	42,934	16,543	26,770	23,494	6,663	3,476	36,101	29,617	29,617	29,617	29,619	29,281	319,210	15,475
	Depreciation Expense	-	-	-	-	-	18,917	3,153	3,153	3,153	3,153	3,153	3,153	37,834	-
	Debt Service and Miscellaneous	326	2,982	2,855	194	2,356	594	20	20	20	20	20	29,772	39,178	-
	TOTAL EXPENSES	304,728	272,991	297,725	381,536	353,202	431,582	378,956	364,182	368,529	364,182	364,184	404,950	4,356,370	69,620
Operating Cash Inflow (Outflow)		17,502	80,307	22,139	(243,846)	(77,367)	(38,231)	(145,955)	(60,650)	(70,007)	(41,753)	(31,603)	109,945	(506,700)	(27,181)
	Accounts Receivable	(246,676)	(5,792)	5,728	(160,385)	167,218	(36,231)	-	-	-	-	-	-	-	-
	Fixed Assets	-	-	-	-	-	18,917	3,153	3,153	3,153	3,153	3,153	3,153	-	-
	Accounts Payable	(19,474)	20,199	(20,199)	86,542	(1,982)	190,716	52,000	52,000	52,000	-	-	(239,094)	-	-
	Other Current Liabilities	(33,405)	(3,600)	15,105	286,814	(210,315)	(95,806)	10,500	-	-	-	-	-	-	-
	Loans Payable (Current)	81,821	-	-	-	-	-	(0)	-	-	-	-	(245,463)	-	-
	PERS Liability	8,245	12,444	(117)	(2,010)	46,897	(1,036)	-	-	-	-	-	-	-	-
Ending Cash		67,022	170,581	193,237	160,352	84,803	123,131	42,829	37,332	22,478	(16,123)	(44,573)	(416,032)		
Days Cash on Hand		6	14	16	13	7	10	(12)	(14)	(20)	(24)	(27)	(59)		



Southern Nevada Trades High School

Strategic & Operating Manual Comprehensive Board-Ready **Draft**

Prepared for internal leadership, board governance, and funder/investor review.

Executive Summary

Southern Nevada Trades High School (SNTHS) is a tuition-free, Title I public charter school designed to deliver both a traditional high school diploma and career-ready construction skills through hands-on, industry-driven education—creating pathways to high-wage trades careers while advancing equity, strengthening the workforce, and supporting regional economic growth.

This manual integrates the organization’s strategic plan (Business Plan), annual execution playbook (Operating Plan), and accountability model (Measurement & Governance) into one document. It is intended to operate as the organization’s single source of truth for decision-making and reporting.

FY26–FY29 projections highlight key pressures driven by facility costs, transportation expense growth tied to enrollment, legislative funding uncertainty, promissory note obligations, liquidity constraints, and reliance on philanthropy. The Board and leadership have established a stabilization and recovery approach focused on lease renegotiation, enrollment acceleration, fundraising diversification, debt retirement, conservative forecasting, and rebuilding cash reserves.

Section I — Business Plan

Mission & Value Proposition

SNTHS prepares students for success in both college and the skilled trades through a construction-based, career focused education. As a Title I charter school, SNTHS prioritizes equity & access by providing transportation support & tailored services for diverse learners.

Strategic Goals

- Reach sustained enrollment to program capacity (target referenced in messaging materials: 400 students).
- Enhance general awareness and brand credibility of SNTHS.
- Build meaningful relationships with organizations and individuals who can support ongoing operations.
- Maintain high diversity and strengthen the ideal student profile.
- Position SNTHS as a leading specialized high school experience for construction-related career pathways.

Market Positioning & Demand Drivers

- Addresses regional skilled labor shortages through industry-aligned curriculum and partnerships.
- Provides dual outcomes: diploma + industry-recognized credentials and pathways to employment/apprenticeships or post-secondary options.
- Serves high-need populations (Title I), including multilingual learners and special education students, with additional wraparound supports.

Marketing Strategy & Messaging (See Appendix A — File Library)

Chartwell Agency developed an initial three-month Integrated Communications Plan (ICP) focused on donor development for Southern Nevada Trades High School (SNTHS). This plan represents the first phase of a comprehensive 12-month strategy. The plan has the following objectives:

- General brand awareness. Cultivate a strong, recognizable identity for the school by sharing compelling stories, highlighting achievements, and highlighting student and community impact through strategic communication, media outreach, events, and partnerships that elevate the school's presence and reputation locally and beyond.
- Build meaningful relationships with organizations and individuals who can support the ongoing operations of the school through meaningful connections, funding, volunteerism, and access to other valuable resources that enhance student experience.
- Assist in developing a comprehensive marketing and communications strategy that leverages digital, print, events, and community partnerships to maximize reach, frequency, and emotional resonance with current and prospective donors.
- Strengthen donor engagement through storytelling, events, and targeted outreach to cultivate a lifelong connection to the school and encourage continued financial and volunteer support.
- Design and promote opportunities that encourage interest, conversations, and donations to enhance donor interests and stimulate giving.
- Provide thought leadership to position SNTHS as a trusted organization further build the environment of credibility and influence.

Financial Position & Structural Drivers

Management has identified structural drivers that require Board-level attention, especially facilities and transportation. Sector guidance often targets facility costs at ~15–20% of pupil funding. It is important to regularly compare facility and transportation expenses with revenue growth and enrollment numbers.

Four Year Forecast & Budget

- Model assumes enrollment will be at 97.5% capacity in school year 2028-2029 (*Ref: Enrollment Plan & Activities*)
- Property Services – Rent assumes successful re-negotiation of lease terms with landlord, Red Hook (*Ref: Facilities Strategy*)
- Revenue of Local Sources is the results from the Fundraising Forecast Framework and adds 10% for cash on hand (*Ref: Fundraising Gap Closure Plan*)
- Other Items – Expense has the promissory note payoff in school year 2028-2029. However, earlier payoff would reduce interest payments of \$39,178 currently allocated in Debt Services and Miscellaneous in prior years.

Projected Forecast with Assumptions				
	2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
Revenue				
Revenue from Local Sources	706,187	744,942	494,782	468,442
State Revenue	2,998,284	3,250,472	3,682,775	4,432,234
Federal Revenue	299,216	306,711	331,094	368,481
Other Financing Sources	-	-	-	-
Other Items	-	-	-	-
Total Revenue	4,003,688	4,302,125	4,508,651	5,269,157
Expenses				
Personnel Services-Salaries	1,534,725	1,683,505	1,718,167	1,813,548
Personnel Services-Employee Benefits	750,192	821,544	845,453	867,548
Professional and Tech Services	306,138	299,378	307,973	316,439
Property Services - Rent	400,000	487,571	552,416	797,802
Property Services - Utilities/Repairs/Maint	127,521	105,723	108,366	111,075
Other Services	401,023	444,600	505,200	594,300
Supplies	319,210	317,009	350,997	400,734
Depreciation Expense	37,834	37,834	37,834	37,834
Debt Service and Miscellaneous	39,178	39,178	39,178	39,178
Other Items - Promissory Note	-	-	-	250,000
Total Expenses	3,952,035	4,272,556	4,501,798	5,264,672
Net Income – Government-Wide	51,653	29,569	6,853	4,485

Section II — Operating Plan

Operating Priorities

- Enrollment growth and retention through coordinated outreach, marketing, and school tours/open houses.
- Development and fundraising pipeline management, donor communications, and events.
- Facilities and lease strategy execution (renegotiation and/or alternatives).
- Transportation systems scaled to enrollment and optimized for cost efficiency.
- Debt and promissory note management, including interest accrual and repayment planning.
- Cash-flow management with defined liquidity thresholds and triggers.

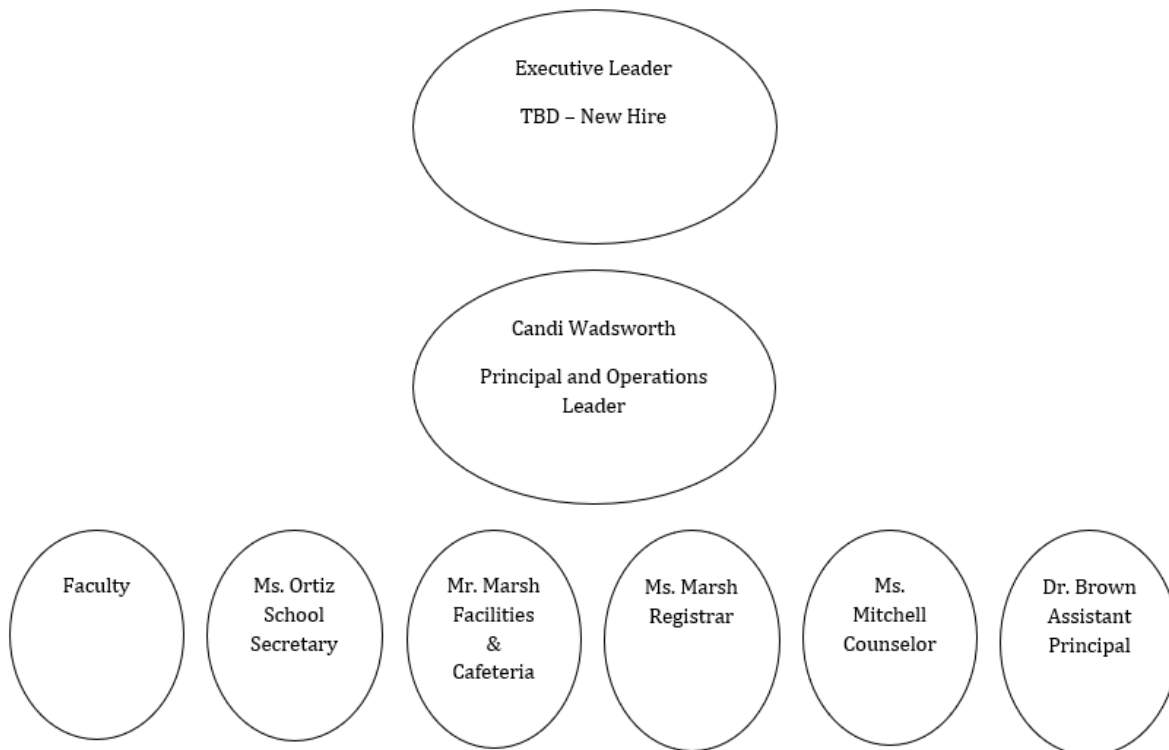
Leadership Roles & Accountability

- Executive Director (ED): strategic leadership, Board partnership, financial oversight, fundraising leadership & strategy, organizational culture, compliance and risk management, community/industry partnerships, and enrollment management
- Principal: instructional leadership, student outcomes, faculty development, compliance and assessment, school culture, transportation, facilities, safety protocols, vendor management, technology inventory, purchasing and budget adherence, operational team management.

Organizational Structure

- Hire Executive Leader
- Eliminate Director of Operations
- Redefine and allocation of Roles & Responsibilities

SNTHS – Proposed Org Chart



Enrollment Plan & Activities

This enrollment plan outlines SNTHS's multi-year strategy to restore and grow Average Daily Enrollment (ADE) through targeted grade-level recruitment and a diversified outreach model. Projected increases from **257 to 390 students over four years** are driven by expanded middle-school partnerships, digital and broadcast marketing, community-based engagement, agency referrals, and structured family-conversion activities such as tours and open houses. The accompanying tactics table details the specific channels, costs, and cadence supporting these projections, allowing leadership and the Board to evaluate return on investment, prioritize high-impact strategies, and ensure enrollment growth assumptions are realistic, scalable, and closely monitored throughout the planning period.

Enrollment Breakdown				
	Year 1	Year 2	Year 3	Year 4
Grade Level	2025-26	2026-27	2027-28	2028-29
9	59	65	75	90
10	65	72	82	99
11	60	66	76	91
12	73	80	92	111
Total ADE	257	283	325	390
YOY Increase		10%	15%	20%

Enrollment Tactics			
Tactic	Description	Cost	Frequency
Facebook & Instagram targeted ads	Worked with 2 different firms to create and post ads that resulted in leads	\$3,000 per month to Mariposa plus cost of ads approximate \$10k (estimated because Opp180 funded last year)	Ongoing-impression and lead based
Television Ads	Roku targeted ads	\$500 one month	based on impressions
Middle School Outreach to Families	SNTHS fliers sent out by 34 out of 48 middle schools (CCSD and charter)	0	As often as partners will send. We send them at least twice a year
Middle School Preview Days	4 Middle Schools sent students to visit	0	As often as partners will allow.
Middle School Events	Attended 8th Grade Parent Events at 4 Schools (LIED, Levitt, Coral, Nv Prep)	0	Not based on student enrolled but for relationships
Probation/Parole	Spring Mountain students visit quarterly, SNTHS attend DREAM Program orientation. Parole Officers refer students to us	0	Every other month

Foster Youth	Met with Beth Hoff(Family Services Specialist II, Clark County Family Services) who visited our school and distributes school fliers to foster families.	0	Need to Develop
School Choice Fair	Admin and faculty staff attend events with hundreds of families	0	Once a year
Community Family Events	Sporting events, festivals, swap meets, churches, Halloween trunk or treat, Back to School Fairs, Partner school events	Cost of employee time off hours	Varies
Ongoing School Tours	As a result of outreach, families reach and are scheduled for school tours that are held every week	0	Weekly
Open Houses	Evening events for prospective families	0	At least one can add as needed
Referral Program	Students refer friends	\$50 per referral paid by Brett	Ongoing
Billboard		\$1800 or \$2400 per month depending on size	52-week contract

Business Development & Community Engagement

This framework outlines targeted relationship-building strategies designed to expand visibility, strengthen community partnerships, and create long-term revenue and advocacy opportunities for SNTHS.

Engagement is intended to deepen market presence, generate philanthropic and sponsorship prospects, and elevate the organization's voice in policy and workforce-development conversations. Each opportunity area is paired with defined participation strategies and ownership to ensure sustained outreach and accountability.

Risk Area	Opportunities	Involvement	Owner
Construction Trade Associations	Nevada Subcontractors Association SNHBA Nevada Contractors Association Associated Builders & Contractors PHCC, NUCA, NAIOP	Attend Events Join Committee	

Other Professional Organization	LV Chamber of Commerce Henderson Chamber of Commerce Latin Chamber of Commerce	Attend Events Join Committee	
Charitable Non-profit Community	Association of Fundraising Professionals Rotary	Become a member Attend webinars/events	
Professional / Executive Groups	BOAR Vistage	Become a member	
Legislative Arena	Various individuals/campaigns	Meet and build relationships with local and state elected officials	
Education/Academia			

Facilities Strategy

SNTHS will pursue a lease re-negotiation with its landlord, Red Hook Development, to better align facility expenses with current student enrollment. Industry standards indicate that sustainable school operations typically maintain occupancy costs within **15–20% of annual revenue**; therefore, SNTHS will seek revised lease terms that move total facility costs toward this range while preserving required space, safety, and instructional quality. The purpose of this strategy is to address cost structure issues, boost operating margins, and ensure financial stability over the long term.

Risk Mitigation Matrix

The Risk Mitigation Matrix identifies SNTHS primary financial and operational exposures over the planning horizon and links each risk to quantified impacts, defined management responses, designated accountability, and a formal Board oversight cadence. The matrix is designed to function as a living management tool, reviewed regularly to trigger corrective actions, guide contingency planning, and ensure emerging pressures—such as enrollment volatility, facility cost escalation, transportation inflation, legislative funding uncertainty, and liquidity constraints—are addressed proactively rather than reactively. This framework supports disciplined governance, financial transparency, and sustained operating stability.

Risk Area	Exposure	Likely Impact	Mitigation Actions	Owner	Board Oversight
Enrollment shortfall	ADE below budget	Revenue loss	Expand paid ads; feeder strategy; referral programs; tours/open houses		Monthly
Facility costs	Rent > 20% of funding	Structural deficit	Lease renegotiation; % cap; phased steps; alternatives model		Monthly
Transportation	Costs rise with enrollment	Cash drain	Route optimization; vendor rebids; enrollment-linked budget		Quarterly
Legislative funding	Flat/minimal PCFP increases	Revenue compression	Conservative modeling; contingency triggers; advocacy		Session updates

Debt & interest	Notes extend beyond FY26	Expense growth	Refinance/renegeotiate; repayment schedule; include interest annually		Quarterly
Liquidity	<30–60 days cash	Solvency risk	Hiring controls; fundraising acceleration; cash forecasting		Monthly
Payroll burden	PERS + taxes/insurance	Budget pressure	Attrition plan; phased hiring; budgeted burden rates		Quarterly

Fundraising Gap Closure Plan

To offset projected operating deficits, the organization must secure philanthropic support over four years. Through strategy that includes major gifts, corporate and industry partnerships, grants, and annual giving, every contribution becomes part of a collective effort to build long-term stability.

Four Year Fundraising Forecast Framework (*Ref: Appendix A — File Library*)

- For the 2025-2026 school year, we have secured \$138,000 to date and require an additional \$568,187 over the next four months. In the absence of an Executive Leader, our Board of Directors will play a significant role in supporting and advancing fundraising initiatives.
- In the following years, SNTHS will have as assumed an Executive Leader which will take on the responsibility of leading fundraising efforts.

Source	YEAR	YEAR	YEAR	YEAR
	2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
Major Gifts	138,000			
Industry / Trade Association				
Corporate Sponsorships				
Grants				
Annual Campaign				
TOTAL (\$USD)	706,187	744,942	494,782	468,442

Section III — Measurement & Governance

Board-Level Financial Recovery Plan

- Phase 1 — Stabilization (0–6 months): lease negotiations; expense containment; hiring controls; emergency fundraising; monthly (or weekly) cash forecasting.
- Phase 2 — Rebuild (6–18 months): enrollment ramp; facilities restructuring; reserve accumulation; transportation efficiency.
- Phase 3 — Strengthen (18–36 months): capital planning; facility acquisition options; long-term revenue diversification; policy/advocacy readiness.

Board Decision Calendar

Timeline	Required Board Actions
March 2026 Board Meeting	Approve budget, fundraising targets, risk matrix, Lease amendments and debt restructuring decisions
April 2026 Board Meeting	2026 – 2027 Draft Budget

Oversight Dashboard & Triggers

Metric	Trigger / Escalation Threshold
Cash on hand	< 30 days (immediate action); < 60 days (heightened monitoring)
Rent as % of pupil funding	> 20%
Fundraising progress	< 75% of plan (quarterly)
Current ratio	< 1.0
Forecasted deficit	> \$25,000
Transportation variance	> 10% over budget

Financial Health Standards – FY 2025-2026

Metric	Actual	Standard
Current Ratio	0.91	≥ 1.1
Unrestricted Days Cash on Hand	24.2	≥ 60
One-Year Cash Flow	-120,569	Positive

Appendices

Appendix A — File Library

- Chartwell Agency Integrated Communications Plan – Part 1
- Donor List YTD



SOUTHERN NEVADA TRADES HIGH SCHOOL

Integrated Communications Plan – Part I
July 2025 – September 2025



Chartwell Agency has developed this initial three-month Integrated Communications Plan (ICP) focused on donor development for Southern Nevada Trades High School (SNTHS). This plan represents the first phase of a comprehensive 12-month strategy, which will be finalized and delivered by July 1. The plan has the following objectives:

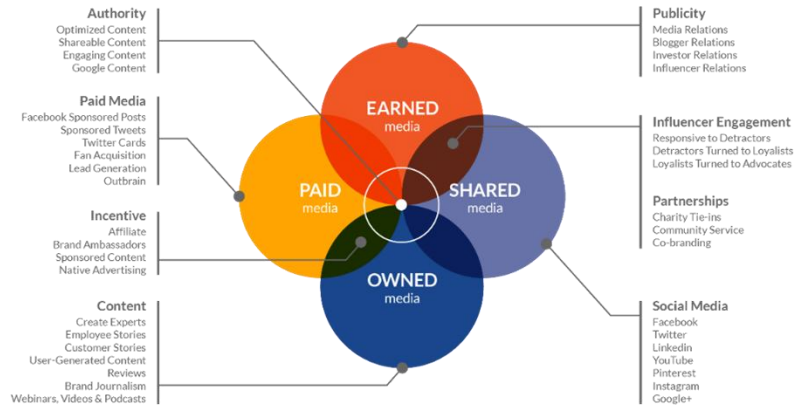
- **General brand awareness.** Cultivate a strong, recognizable identity for the school by sharing compelling stories, showcasing achievements, and highlighting student and community impact through strategic communication, media outreach, events, and partnerships that elevate the school's presence and reputation locally and beyond.
- **Build meaningful relationships with organizations and individuals** who can support the ongoing operations of the school through meaningful connections, funding, volunteerism, and access to other valuable resources that enhance the student experience.
- **Assist in developing a comprehensive marketing and communications strategy** that leverages digital, print, events, and community partnerships to maximize reach, frequency, and emotional resonance with current and prospective donors.
- **Strengthen donor engagement** through storytelling, events, and targeted outreach to cultivate a lifelong connection to the school and encourage continued financial and volunteer support.
- **Design and promote giving opportunities** that encourage interest, conversations, and donations to enhance donor interests and stimulates giving.
- **Provide thought leadership** to position SNTHS as a trusted organization further build the environment of credibility and influence.



A successful marketing strategy relies on a balanced, integrated approach to reach and influence key audiences. By leveraging the four core pillars of communication—**Owned, Earned, Paid, and Shared media** – we can maximize visibility, build credibility, and drive meaningful engagement.

Each tactic plays a distinct role: Owned media shapes the brand narrative; Earned media builds trust through third-party validation; Paid media ensures precise, scalable reach; and Shared media fosters community and amplifies impact through audience participation. When these channels work in concert, they create a powerful ecosystem that reinforces messaging, expands reach, and moves target audiences—from awareness to action. Our recommendations focus efforts in these four areas to build awareness and shape perceptions among the target audiences you want/need to reach.

- **Earned:** Earned opportunities involve no-cost visibility through aggressive media and public relations strategies via regional media. This includes pitched stories, bylined articles, speaking opportunities and other thought leadership activities. Because they are presented by objective third parties, earned opportunities improve an organization's credibility. Earned opportunities can significantly impact consumer/donor awareness and perceptions and have the potential to enhance search engine optimization (SEO) – as they are evidence of credibility and relevance on topics.
- **Owned:** Owned strategies develop and leverage the content from your organization's website, social media platforms, and any other communication channels you use. All outreach, advertising, collateral, website channels, newsletters, social media, special events and other 'owned' communications must align with the message, continuously reinforce a unique point of view, and effectively extend the life and reach of earned opportunities.
- **Paid:** Developing marketing campaigns in appropriate media/online outlets ensures your message, voice, and visuals are strongly and consistently placed in front of targeted donors. Paid strategies can focus on driving volume as well as brand identity, sometime simultaneously. In the online world, digital advertising is highly analytic and targeted, providing marketers with more concrete data to measure campaign effectiveness and adjust accordingly.
- **Shared:** Shared strategies focus on content distributed through social media platforms, where engagement is a two-way exchange between the organization and its audience. This includes posts, comments, shares, and interactions on platforms like Facebook, Instagram, LinkedIn, and YouTube. Shared media plays a critical role in building community, amplifying earned and owned content, and fostering authentic relationships with donors, partners, students, and influencers. Because shared media thrives on interaction, it helps extend reach organically and can quickly elevate visibility when audiences actively participate in telling the school's story.



Throughout this Integrated Communications Plan (ICP), you will see earned, owned, paid, and shared recommendations and opportunities to continuously reach your donors.



A successful strategy for SNTHS begins with clearly identifying and understanding the key audiences we aim to engage – and what drives them. Each of these audiences plays a unique and vital role in shaping long-term support for the organization, whether through funding, partnership, influence, or advocacy.

To be effective, our communications must be tailored to reflect the values, priorities, and motivations of each group. Our efforts will focus on informing, inspiring, and equipping these stakeholders with relevant, accessible, and emotionally resonant information that speaks directly to their interests and influence. By doing so, we can build authentic relationships, drive deeper engagement, and position SNTHS as an indispensable part of the region's educational and economic ecosystem.

Our recommendations are rooted in this audience-first approach to ensure every outreach effort builds awareness, strengthens perception, and unlocks support from the donors and partners SNTHS seeks to engage.

- **Professional Organizations.** This group includes businesses, construction firms, industry associations, and economic development or chamber organizations. These stakeholders recognize the critical value that SNTHS brings to the region by preparing skilled graduates who strengthen the local talent and workforce pipelines. They understand that SNTHS provides a competitive edge for Southern Nevada by cultivating job-ready individuals who meet industry needs.
- **Non-Profit Organizations.** Non-profit organizations are natural allies for SNTHS, often sharing similar missions around youth development, education, equity, and workforce readiness. These organizations understand the power of collaboration and are well-positioned to amplify the school's mission through strategic partnerships.
- **Family Foundations/Regional Giving Organizations.** While Las Vegas has a limited pool of family foundations and regional giving organizations compared to larger philanthropic markets, the ones that do exist are often mission-driven and highly relational in their giving. These funders value deep community impact, transparency, and a clear return on investment. To effectively engage this audience, SNTHS should focus on building trust, articulating alignment, and presenting compelling, measurable opportunities for giving.
- **Educational Partners & Pipeline Partners.** These partners – ranging from K–8 feeder schools to postsecondary institutions, training providers, and workforce development organizations – are integral to the student journey and long-term success of SNTHS. They share a vested interest in ensuring students are well-prepared, supported, and successful at each stage of their educational and career pathways. Building strong, reciprocal relationships with these organizations is key to maintaining a robust talent pipeline and reinforcing SNTHS's credibility and impact.



Marketing Themes to Donors

To effectively connect with donors, it's essential to craft a narrative that speaks to both the heart and the mind. The following themes provide a strategic foundation for promoting SNTHS in a way that highlights the school's mission, the measurable impact of giving, and the long-term value of donor support. Together, these messages convey not only the urgency of the need but also the promise of transformation — for students, families, and the broader community.

- **Transformational Impact:** Emphasize how donations help break the cycle of poverty through education and provide impact for the region.
- **Real Stories, Real Results:** Showcase students' success stories and donor outcomes.
- **Urgency + Hope:** Balance the serious need (Title I challenges) with stories of resilience and potential.
- **Community Investment:** Show that donors are not just giving — they're investing in the future and economic vitality of the region.



Integrated Communications Calendar

Q3 2025 (July-September)	
Key Priorities	<ul style="list-style-type: none"> Inventory/Audit Current Marketing Materials Develop Key Audience Lists Finalize Messaging for Key Audiences Approve Marketing Campaign Approach/Budget <p><i>*We recognize that during the month of July, SNTHS and its board are less available, thus much of the work would be completed in August and September.</i></p>
Administrative	<ul style="list-style-type: none"> Conduct a current audit of marketing materials inclusive of (but not limited to). Begin the audit by reviewing existing marketing materials such as presentations/slide decks, print and digital brochures, flyers, direct mail/email, videos, sponsorship/donor sheets, letters/communications with donors. <ul style="list-style-type: none"> Once the list is finalized, prioritize based on what is needed first. Begin developing audience lists in the key categories: <ul style="list-style-type: none"> Professional organizations Non-Profit organizations Family Foundations/Regional Giving Organizations. Educational Partners & Pipeline Partners
Content Strategy	<p>Working from the approved Message Map, a cohesive content messaging program ensures the content created across platforms relates to SNTHS' key priorities. Messaging will be leveraged across different media platforms including e-newsletters, social media, and website blogs, to increase frequency, and provide a cohesive and consistent approach to communicate with your donors.</p> <ul style="list-style-type: none"> Begin to update materials, as appropriate, based on messaging and audience priorities Begin developing topics and timing for a Q4 launch of the donor development efforts, inclusive of: <ul style="list-style-type: none"> E-Newsletter Social media calendar Blogs Family/student testimonials <p>Editorial Calendar: An editorial calendar of topics has been developed to create cohesive content in all SNTHS' communications. These topics can be utilized for social media, PR, e-newsletters, blogs, website updates, etc. The full editorial calendar can be found in the Editorial Calendar & Topics overview in the Appendix.</p>

Marketing & Website	<p>Research shows that the more frequently you post content to your website, the more likely you are to appear higher in relevant organic Google search results and increase the number of high-quality visitors to your website. As a result, Chartwell recommends the following:</p> <p>Insights & Stories Landing Page:</p> <ul style="list-style-type: none"> ▪ Chartwell recommends adding a “Insights & Stories” (or another chosen name) page to the website in to share this content in future quarters. Information could include both written and video content. ▪ Blogs: Publish one blog per month leveraging topics outlined in the full editorial calendar can be found in the Editorial Calendar & Topics overview in the Appendix. Here are some suggested blogs and timing for Q3: <ul style="list-style-type: none"> ▪ August: The Impact of the Trades in the Region’s Economic Prosperity <ul style="list-style-type: none"> ○ Showcase how skilled trades are vital drivers of economic growth, workforce development, and community stability in the region. ▪ September: The Future of Skilled Trades <ul style="list-style-type: none"> ○ Develop blog on how SNTHS is helping bridge the skills gap in the region’s workforce. <p>News:</p> <ul style="list-style-type: none"> ▪ Share staff and company announcements, media coverage, and any other newsworthy items on the “Blog” page. <p>E-Newsletter:</p> <ul style="list-style-type: none"> ▪ Reach out to local Chamber to purchase its member list of C-Suite members as these will be some of your best connections for donors ▪ Develop topics/ideas based on Editorial Calendar & Topics for a Q3 e-newsletter to raise/enhance awareness and identify opportunities for giving. <p>Testimonials:</p> <ul style="list-style-type: none"> ▪ Develop one student or family testimonial (video or content) a quarter to post. <p>Leverage all content to further its reach by promoting on social media, in e-newsletters, and in other communications.</p> <p>Quarterly Reporting: Track user behavior and analytics on the SNTHS website and identify the most visited pages. This provides valuable insight into visitor behavior and what information is being sought out most. Results can determine content to share with potential/current donors, leverage on social media, in newsletters, and more.</p>
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Social Media	<p>Strategy: Social media should consist of a proactive and reactive strategy.</p> <ul style="list-style-type: none"> ▪ Proactive: Develop content calendars for Facebook, Instagram, and LinkedIn to proactively plan for the topics, graphics, and timing of posts throughout each month. This ensures consistency in posts and allows for the frequency needed to keep SNTHS relevant on all platforms, increase engagement, promote outcomes/impact to potential donors, and overall followers. ▪ Reactive: SNTHS should also be prepared to share relevant third-party posts and publish additional posts to address time sensitive trends, topics, and newsworthy items in which the organization wants to comment on and raise its credibility in the region. <p>Q3 Priorities:</p> <ul style="list-style-type: none"> ▪ Profile optimization: Chartwell recommends auditing Facebook, Instagram, and LinkedIn profiles to ensure an optimized and consistent voice and brand presence across all platforms. ▪ Facebook: <ul style="list-style-type: none"> ○ Post 2-3 times per week ○ Update cover photo quarterly ○ Optimize profile quarterly ▪ Instagram: <ul style="list-style-type: none"> ○ Post 2-3 times per week ○ Optimize profile quarterly ▪ LinkedIn: <ul style="list-style-type: none"> ○ Post 1-2 times per week ○ Optimize profile quarterly <p>Ongoing/monthly topics/themes</p> <ul style="list-style-type: none"> ▪ Student Spotlights (with consent): Before/after stories of student progress. ▪ "A Day in the Life" Series: Feature teachers, students, administrators, and/or partners/donors. ▪ #MissionMonday or #WhyIGiveWednesday: Weekly posts featuring donors or staff. ▪ Instagram/Facebook Stories: Quick updates, live events, thank-you shoutouts to donors. ▪ Impact Stats Carousel Posts: Use graphics to show metrics (e.g., % improvement in scores). ▪ Mini Video Testimonials: 30–60 sec clips from parents, students, current donors (to encourage other donors). ▪ Behind the Scenes: Show how resources are used (e.g., new books, tech, meals, programs). ▪ Did You Know? trades facts and stats: Share economic impact of, or work conducted by, trades ▪ Media Visibility: Share all news articles and other secured media
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	<p>Specific topics to leverage in Q3:</p> <ul style="list-style-type: none"> ▪ Independence Day (7/4) ▪ National Wellness Month (August) ▪ National Skilled Trades Day (8/6) ▪ Labor Rights Week (8/25-8/29) ▪ National Preparedness Month (September) ▪ Labor Day (9/1) ▪ Construction Appreciation Week (9/15-9/19) ▪ National Tradesmen Day (9/19) ▪ National Voter Registration Day (9/23) <p>Enhanced Recommendations: Determine monthly budget to dedicate toward boosting posts across and/or running social media ads to promote specific services, events or key initiatives. See the Social Media Overview section in the Appendix.</p>
Public Relations	<p>Community Events/Speaking Engagements:</p> <ul style="list-style-type: none"> ▪ Research and identify events to attend and/or speak at in the region. <i>(NOTE: While we recognize this is not the highest priority, we do recommend identifying key organizations/association in which to speak at to carry your message to right-fit donors.)</i> <p>Awards and Recognitions:</p> <ul style="list-style-type: none"> ▪ Research and identify awards and recognitions in the region to provide opportunities for further visibility and credibility to SNTHS. Some examples SNTHS may want to look into include: <ul style="list-style-type: none"> ○ LVGEA's Annual Awards Program ○ NAIOP Southern Nevada Spotlight Awards <p>Media Relations:</p> <ul style="list-style-type: none"> ▪ Topics to pitch: <ul style="list-style-type: none"> ▪ Leverage National Safety Month blog to local media and pitch Paul Nolley as an expert speaker on the subject. ▪ See the Editorial Calendar and Media Relations sections in the Appendix for more topic ideas. ▪ Ongoing: <ul style="list-style-type: none"> ▪ Develop press releases to announce new initiatives, partnerships, donors, etc. <p>Leverage all news articles and other secured media to further its reach by publishing on the SNTHS website, promoting on social media, in e-newsletters and other communications.</p>



Appendix



Editorial Calendar & Topics

The following editorial calendar of topics has been developed to create cohesive content in all SNTHS' communications. A consistent messaging program ensures that the content created across platforms relates to SNTHS' key priorities. The topics should be leveraged across various platforms including blogs, e-newsletters, social media, and media relations to increase frequency, visibility and provide cohesive branding.

Sustained visibility positions the school as a vital contributor to regional development and workforce readiness. This visibility not only engages the public but also signals to potential donors that their support will have measurable, long-term impact.

Specific-Date Opportunities

Goal: Throughout the year, certain stories are tied to key dates—what we call Specific-Date Stories. These include community announcements, seasonal events, and opportunities aligned with editorial calendars. They can be planned in advance to maximize impact.

Examples of Specific-Date opportunities include:

July 2025

- **Celebrating Labor on Independence Day:** The importance of trades in building America
- **Exploring Careers in the Skilled Trades:** Why students should consider careers in apprenticeships and trades

August 2025

- **National Back to School Month:** Educating students and educators about career paths in the trades
- **The Future of Skilled Trades:** How SNTHS is helping bridge the skills gap in the workforce
- **National Nonprofit Day (August 17):** This day recognizes nonprofit organizations' ongoing efforts to serve the local community. SNTHS can highlight how the school benefits the region

September 2025

- **National Workforce Development Month:** How SNTHS supports workforce development and prepares students for successful careers
- **International Day of Charity (September 5):** Promote the efforts and impact of SNTHS on students and the region
- **National Tradesmen Day (September 19):** Honoring the contributions of skilled tradespeople to the economy and society

News-Driven Opportunities

Goal: Throughout the year, there are specific “news” events that you can leverage to raise visibility for SNTHS as an expert on the timely issue. We cannot predict these but can be ready when they do happen.

Examples of News-Driven topic ideas *may* include:

- Skilled labor shortage. SNTHS can explain the root causes and promote its programs and other proven solutions to rebuild the trades workforce.
- Legislative changes impacting funding. SNTHS can offer expert analysis on how these changes may affect local students, workers, and contractors.
- Project breaks ground. SNTHS can highlight the tradespeople behind the work and explain the project’s significance to the local economy and community.

Evergreen Opportunities

Goal: There are always stories that are not timed around a specific season of the year but rather are “evergreen” in nature. In other words, they can be developed into a blog, shared as social media post or pitched to the media anytime during the year.

Topic	Description
Careers in the skilled trades	SNTHS can highlight pathways into construction while emphasizing apprenticeships, training programs, and long-term career growth.
How trades strengthen communities	SNTHS can explain how skilled labor contributes to schools, infrastructure, and community pride.
Myths about the trades	Despite offering high-paying, high-demand careers, the trades are still misunderstood. SNTHS Rate can tackle common myths like “trades are a backup plan” or “college is the only path” and present facts to reshape how students, parents, and educators think about trade careers.
The Trades: High Demand, High Reward	Report on labor shortages in the region and how entering the trades offers job security and above-average starting salaries. Frames the trades as an in-demand and respected career path.
The ROI of Technical Education: Meet the Donors Who Invested in the Future	Profile donors who gave to the school and the tangible impact of their support (e.g., new equipment, expanded capacity, scholarships).
Why They Give: Donor Perspectives on Supporting the Next Generation of Builders	Share testimonials from industry professionals, alumni, or philanthropists on why they support trade education—and what they want others to know.
Hard Hats and High Hopes: Students Talk About What This School Means to Them”	Feature student voices talking about their aspirations, the role of the school in shaping their path, and what support (like scholarships or tool stipends) has meant to them.



Social Media Overview

Social media is an ongoing, open dialog with a variety of audiences. The ability to present information, share stories, initiate, and encourage conversations with and between multiple audiences is the focus of all the activities within this plan and will be critical to your success. As with all conversations, the information needs to flow in both directions, so “listening” and responding is as important as sharing.

In addition to the social media tactics outlined within the plan, Chartwell recommends SNTHS continue to be active on Facebook and to put more effort to growing its Instagram following. Additionally, YouTube should also remain top of mind to house videos, as this will help users explore videos in one place while also helping to enhance search engine optimization (SEO). LinkedIn should be used for disseminating information to current businesses and community partners.

It is important to provide relevant, interesting content for followers on each of these social media platforms. Therefore, all SNTHS' social media platforms should operate under a pre-determined set of guidelines, including mission statements, voice, posting guidelines and brand standards.

- **Facebook** is best for community engagement and education and brand awareness. Content should focus on SNTHS culture, offerings, activities, its people and successes. Facebook Reels and Stories are great ways for showcasing this type of content as well.
- **Instagram** is all about visual storytelling and must have photography or videography to help to engage individuals' content through Reels and Stories.
- **LinkedIn** is designed for professional networking, thought leadership, and business engagement. Content should focus on community education, donors, employee highlights, industry trends, and community impact. Articles, infographics, and video content work well to showcase SNTHS expertise and partnerships.
- **Posting Guidelines:** It is essential to note that quality content is more important than quantity. As easy as it is to fall into “posting for the sake of posting,” you’re better off to post a few quality posts that will receive a high level of engagement than a lot of posts that people aren’t interested in and will in turn hide from their feeds. Remember that posts can be scheduled ahead of time on many platforms, and accounts can be linked (Facebook and Instagram, for example), to post the same and/or similar content.
 - **Cadence/Timing:** Post on these mediums 3-4 times per week. According to a recent survey by Hootsuite, the best time to post is between 12 p.m. and 3 p.m. Monday, Wednesday, Thursday, and Friday and on the weekends from 12 p.m. to 1 p.m. Posts should add value and include a call to action. Always include a link and image (or video) in your updates.

For more engagement, posts should have 40-80 characters. This will ensure posts are not cut off in a user’s newsfeed, which would force them to expand the text if they want to read the full post.



- **Boosted Posts:** We recommend allocating marketing dollars to boost posts to reach an audience outside of your current social media followers. As social media algorithms continue to change, it is imperative to boost posts to ensure your posts get the visibility and engagement they deserve. Boost your pages to increase likes and boost individual posts (especially original content such as blogs and alum/student stories).
- **Compelling Images and Video:** For social media posts to be effective, they must be engaging. All posts should include engaging images, graphics, or video. Be thoughtful about image selection to ensure your posts get noticed.
- **Boosted Posts:** We recommend allocating marketing dollars to boost posts to reach an audience outside of your current social media followers. As social media algorithms continue to change, it is imperative to boost posts to reach your targeted audience and gain traction – and it doesn't have to cost a lot. You can boost a Facebook post for as little as one dollar per day, but the more you spend, the more people you will reach. Boost your pages to increase likes and boost individual posts (especially original content such as blogs and testimonials).
- **Compelling Images and Video:** For social media posts to be effective, they must be engaging. All posts should include engaging images, graphics, or video. Be thoughtful about image selection to ensure your posts get noticed.

Social/Digital Marketing

Incorporating social and digital media into our donor development strategy offers an opportunity to build greater awareness, trust, and engagement among prospective and current donors. Platforms such as Meta (Facebook and Instagram) and LinkedIn present unique advantages in reaching target audiences—particularly when supported by compelling, video content.

While precise targeting has become more challenging due to recent privacy changes, paid social advertising remains a cost-effective way to generate visibility and reinforce your mission. Even if direct donations are not immediate, a consistent presence on these platforms can cultivate long-term donor relationships and increase brand familiarity.

Proposed Budget Allocation:

- Meta Sponsored Ads (Facebook & Instagram): \$500/month
- LinkedIn Ads: \$750/month

These investments will allow us to run targeted campaigns focused on storytelling, impact highlights, and donor engagement calls-to-action. Over time, this approach can support both acquisition and retention goals by nurturing a digital pipeline of potential supporters.

Photography

Images are a powerful way to tell and share your story and can be useful in social media, digital/traditional marketing, newsletters, website and so much more. When coordinating a shoot, capture the following:

- Images of as many of your school both with and without people in them for perspective.
- Candid shots of people interacting, showing the space “in action.” As examples, get a teacher talking with a student, parents connecting with leadership, students connecting with the community, etc.
- Capture people and faces, paying attention to capturing diversity in grades, gender and ethnicity representative of the students you serve.



Videography

Videos are another way for donors, potential employees, families, and the community to engage with SNTHS. They are a compelling way to distribute your message and stories, highlight your internal culture, and create additional content that can be shared online (website, social media, etc.).

On social media, viewers want video content to be authentic, so videos can be simple (not overproduced) and short (15 to 60 seconds is a good guideline). Video might feel intimidating or like one more thing to add to the to-do list, but it doesn't have to be complicated. Viewers crave authentic content, so start simple when deciding on equipment and editing needs.

Following are evergreen topics and ideas to consider throughout the year:

- Video messages from students/families
- Donor and community partner testimonials
- Behind-the-scenes footage from school/job sites

Email Marketing/Online Giving

An ongoing email appeal is an excellent way to supplement a direct mail appeal. Response increases across the board when direct mail and e-mail are combined in a multichannel campaign. Your message should be reinforced — many times, and in multiple channels — until the decision maker you want to influence sees you as a recognizable brand.

Chartwell Agency recommends sending an email appeal to your direct mail list group (and/or purchase a list of email and addresses of C-Suite executives from your Chamber). This inexpensive and easy way to solicit funds gives your donors multiple options for how to donate. The first email should hit inboxes one week after the direct mail piece hits mailboxes.

Chartwell Agency recommends that SNTHS use an email marketing program such as Constant Contact or Mail Chimp to develop email appeals. Your email template and direct mail template should have the same branding and messaging, so your audience realizes it's the same appeal.

Your direct mail/email appeal should also be supplemented by sharing the appeal on your social media pages with a link to your website online donation page.

Matching Gift

Appeal programs are successful fundraising opportunities, but non-profit groups who secure matching funds prior to the appeal often see even more success. For your specific appeals, Chartwell Agency recommends identifying corporations that match employee giving or an individual who will match what you raise for the appeal. You can share details about the matching gift on your social media platforms, direct mail collateral, in your email appeal "XYZ Corporation will match each individual gift" or "Jane Doe will match all donations up to \$15,000."



Round Ups with Local Stores

A round-up feature with relevant partner organizations (e.g. Home Depot, Menards, Lowes) may be a quick, easy and low-cost way to raise additional funds for the SNTHS. Every customer that makes a purchase in the can be asked if they want to round up their purchase to the nearest dollar with the donation going to support SNTHS.

The store employees should be equipped with language to ensure the messaging is on point and consistent for all customers.

A round-up campaign can take place during a couple months of the season or during a busy weekend (Labor Day weekend). Hosting a round-up campaign during a busy weekend could be a great test for whether or not your visitors are interested in rounding up. If you are successful, you can continue the campaign. If you are not, you can decide not to continue or you can try for another time frame.

You may also consider asking for a small flat donation (\$1, \$3, \$5) at checkout like what some of the larger retail stores do for national charities.

Day of Giving Campaign

A Day of Giving is a powerful way for the school to mobilize its community, inspire pride, and generate meaningful financial support within a focused 24-hour period. To ensure success, the campaign should combine strategic planning, compelling storytelling, and multi-channel engagement. It can be done at any time during the year, or tied into Giving Tuesday which is held the Tuesday following Thanksgiving (this year: December 2, 2025). Below is a recommended framework:

Set Clear Goals

- Fundraising Target: Establish a specific dollar amount or donor count to motivate participation.
- Purpose: Align the campaign with a defined need—scholarships, technology upgrades, facility improvements, etc.

Develop a Strong Theme and Message

- Create a compelling campaign name and tagline (e.g., “Building our Future Together:” One Mission.” or “24 Hours for Southern Nevada Trades High School”).
- Emphasize the impact of giving and why every gift—regardless of size—matters.

Build a Multi-Channel Marketing Plan

- Email: Create a countdown series and day-of reminders with clear donation links.
- Social Media: Use Meta and LinkedIn to share stories, videos, and real-time updates. Include a hashtag to track momentum (e.g., #GiveToSNTHS).
- Website: Develop a dedicated landing page with a donation form, thermometer tracker, donor wall, and campaign updates.
- Text Messaging: For schools with SMS lists, send short, timely reminders.

Engage Ambassadors

- Recruit students, parents, current donors, faculty, and board members as peer-to-peer champions to spread the word and solicit gifts through their personal networks.



Use Matching Gifts and Challenges

- Secure advance commitments for matching gifts (e.g., “Every dollar up to \$10,000 will be matched”) to incentivize giving.

Create a Day-of Action Plan

- Post hourly updates on progress and milestones.
- Feature real-time donor shoutouts and gratitude videos.
- Highlight stories from students, teachers, and alumni that show the direct impact of donations.

Follow Up with Gratitude

- Send personalized thank-you emails immediately.
- Share campaign results with the community.
- Recognize top ambassadors and donors through social media and newsletters.

Timeline: Begin Planning 6–8 Weeks in Advance

- Week 1–2: Set goals, theme, and secure leadership gifts
- Week 3–4: Build digital assets and identify ambassadors
- Week 5–6: Launch early promotion and ambassador training
- Week 7: Send countdown emails and begin paid ads
- Week 8: Execute the Day of Giving
- Week 9: Steward donors and evaluate campaign performance



THANK YOU

Chartwell Agency is proud to partner with SNTHS to support the internal and external rollout of general brand awareness, community education and thought leadership initiatives. Please review this plan to ensure it aligns with your goals and messaging. Once approved, we will collaborate to prioritize and implement the recommended strategies and tactics. Together, we will amplify SNTHS' mission and ensure its story is shared with impact and purpose across your key audiences.



Southern Nevada Trades High School

Building a Brighter Future

Southern Nevada Trades High School (SNTHS) is a tuition-free, public charter school where students earn a traditional high school diploma and develop the career-ready construction skills employers demand through hands-on, industry-driven education.

Our Blueprint for Success

Our graduates enter the workforce confident and career-ready, with real-world construction experience and essential life skills needed to succeed long-term.

- SNTHS students earn BOTH a high school diploma and career-focused industry certifications.
- Core subjects like math, science, history, and English are blended with hands-on career technical education (CTE) endorsed by industry experts.
- Partnerships with leading industry professionals give students real-world experience and valuable connections that help them transition directly into careers, apprenticeships, or post-secondary education.



Every Kid. Every Opportunity.

SNTHS is a **FREE** public charter school, open to all students.

- It's a perfect fit for students seeking a practical, career-focused education that goes beyond what traditional schools offer.
- Our flexible, supportive learning environment includes dual enrollment for advanced learners, extra academic support when needed, and individualized course planning for every student.
- Our experienced faculty, including dedicated Special Education and English Language Learner instructors, meet every student's unique needs.

SNTHS serves primarily low income and at risk-students and provides them the wrap around support to succeed including free meals, transportation, and counseling.

Bridging the Gap

As a public school, SNTHS receives per pupil funding from the state based on enrollment.

However, we do not receive funding for facilities, transportation and other essential needs. Generous donors and partners help bridge these resource gaps, fueling programs that change students' lives.

Generous donors help fund:

- Operational gaps as the school continues to grow.
- Free transportation for students from underserved communities.
- Specialized equipment and facilities to provide real-world training.
- Individualized academic support to meet every learning need.

Meeting the Needs of Students and Our Region

SNTHS creates pathways to high-paying trades careers while strengthening the local workforce and supporting regional economic growth.

- Our students graduate career and college-ready, especially for high-demand jobs in the construction trades.
- We're building a talented workforce pipeline to meet Southern Nevada's growing demand for trades professionals.
- We graduate skilled trades workers who fuel the projects that drive economic growth for our entire region.

See opportunity in action. Schedule a tour today.
Call 702-224-2771 or visit snvtradeshighschool.org.





SOUTHERN NEVADA TRADES HIGH SCHOOL

Building a Brighter Future

SNTHS Donors

ABG Builders	\$500.00
ACM Services	\$1,000.00
Alpha Landscape	\$15,000.00
Avanti Windows & Doors	\$55,000.00
Battle Born Specialties	\$2,500.00
Beazer Homes	\$120,100.00
Bill Laub	\$500.00
Brass2Copper Mechanical	\$10,000.00
Builders FirstSource	\$35,000.00
Cashman Equipment Company	\$5,000.00
Classic Door & Trim	\$1,500.00
Closets Las Vegas	\$7,500.00
Commission on Construction Education	\$334,000.00
Cooper Roofing and Solar	\$100,000.00
Coronado Concrete	\$3,000.00
DCES	\$5,000.00
Debra Fitzgerald	\$25.00
Desert Concrete, Framing, Plastering & Steel	\$33,000.00
Distinctive Insurance	\$10,100.00
DR Horton	\$26,500.00
Edgewater Custom Pools & Landscaping	\$10,000.00
Enix Mechanical	\$10,000.00
Federal Charter Schools Program	\$1,500,000.00
Focus Plumbing	\$38,000.00
Frazee Paint	\$1,000.00
Frosty Heating and AC	\$1,000.00
Gina Risk	\$100.00
Google	\$100,000.00
Gothic Landscaping	\$2,500.00
Hearth & Home Specialties	\$19,000.00
Hirschi Companies	\$110,000.00
Howard Hughes Holdings	\$11,000.00
IES Residential	\$2,500.00
ISI Design & Installation Solutions	\$30,000.00
Jennifer L Page Foundation	\$5,000.00
JMAC Plumbing and AC	\$10,000.00
Julie Carver	\$3,525.00
KB Home	\$26,000.00
Kelly Kwasniewski	\$1,000.00



SOUTHERN NEVADA TRADES HIGH SCHOOL

Building a Brighter Future

Kenny O'Connell	\$4,000.00
KTGY Group	\$2,000.00
Laura Randall	\$100.00
Lennar Foundation	\$305,000.00
Lewis Properties	\$2,000.00
LGI Homes Group LLC	\$5,000.00
Longboard USA	\$5,000.00
Mitsubishi Cement Corp	\$25,000.00
Monica Larson	\$300.00
National Association of Home Builders	\$3,000.00
Nevada Builders Foundation	\$3,000.00
Nevada Stairs	\$2,500.00
Nevada Subcontractors Association	\$125,000.00
NRCGA	\$5,100.00
NV Energy Charitable Foundation	\$25,000.00
Opportunity180	\$100,000.00
Patriot Framing	\$5,000.00
PowerHouse Plaster	\$20,000.00
Pulte Group	\$90,000.00
Red Rock Insulation	\$25,000.00
Rew Materials	\$5,000.00
Richard Willis	\$100.00
Rightway Drywall & Paint	\$25,000.00
Robertson's Ready Mix	\$25,000.00
Sandra Roche	\$500.00
Say it with Style Promos	\$500.00
Shannon Nordstrom	\$200.00
Sherwin-Williams	\$2,500.00
Sierra Air	\$5,000.00
Silver Lake Construction	\$140,000.00
SonRay Construction	\$6,000.00
Southern Nevada Concrete & Aggregates Assoc.	\$60,000.00
Southern Nevada Home Builders Association	\$335,000.00
Southern Nevada International Code Council	\$125,000.00
Southwest Gas	\$10,000.00
Storage One	\$5,000.00
Sunrise Carpentry	\$10,000.00
Suzan Lewis	\$50.00
Suzanne Lea	\$100.00
Taylor Morrison Foundation	\$3,500.00
Toll Brothers Foundation	\$17,500.00



SOUTHERN NEVADA TRADES HIGH SCHOOL

Building a Brighter Future

Tri Pointe Homes	\$15,000.00
Troesh Family Foundation	\$25,000.00
WestCor Framing	\$6,000.00
Woodside Homes	\$5,000.00
World Wide Safety	\$10,000.00
TOTAL	\$4,234,800.00