



**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, April 13, 2026**, beginning at 5:00pm on the following Google Meets link:

Video call link: [meet.google.com/jtm-rgnc-pai](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](mailto: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

#### **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 March 9th SNTHS Board Meeting Minutes. The Board will review and possibly approve the minutes of the March 9, 2026, Board Meeting. Brett Willis, Chair. ***For Possible Action.***
- 4) Approval of March 30th SNTHS Board Meeting Minutes. The Board will review and possibly approve the minutes of the March 30, 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) February 2026 Financials. Miguel D'Escoto from EdTec will present the financials to the Board for possible approval. ***For Possible Action***
- 7) Fiscal Year 2027 Tentative Budget, Miguel D'Escoto from EdTec will present the FY 2027 Budget to the Board for possible approval. ***For Possible Action***
- 8) FY27 AB398 Teacher raise allocation workbook, Board Chair, Brett Willis, will present to the board the workbook for AB398 teacher raises for FY27 for review and approval. ***For Possible Action***
- 9) May 2025 and June 2025 Redhook promissory note amendments, Board Chair, Brett Willis, will present to the board the amendments to the May and June 2025 Promissory Notes to Red Hook. ***For Possible Action***
- 10) Disbandment of Strategic Operating Committee, Board Member Kelly Gaines, will present to the board disbanding the Strategic Operating Committee. ***For Possible Action***
- 11) Update on search for Executive Director, Board Member Kelly Gaines, will update the board on the search for the new Executive Director. ***Information/Discussion***
- 12) Revision of the Strategic Operating Manual fundraising goal Board Chair, Brett Willis will present to the board possible revisions to be made to the Strategic Operation Manual. ***For Possible Action***
- 13) Update Financial Framework Rating from SPCSA, Brett Willis board chair will update the board on the SPCSA Financial Framework ratings we will receive in April. ***Information/Discussion***
- 14) Principal's Report. Principal Wadsworth will provide the Board with information and updates.  
***Information/Discussion***



## SOUTHERN NEVADA TRADES HIGH SCHOOL

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- Enrollment
- School Events/ fundraising
- Internships/Hiring Update
- Dashboards for Review and Feedback

### 15) Public Comment #2.

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### 16) 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](mailto: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 April 8, 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 April 8, 2026, this Public Notice and Agenda was posted at the above-referenced websites and locations.

A handwritten signature in blue ink, appearing to read "C. Wadsworth", is written in a cursive style.

Southern Nevada Trades High School



SOUTHERN NEVADA TRADES HIGH SCHOOL

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## 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, March 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.

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#### **Board Members:**

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

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

**Parent Member:** Marcey Olivas

#### **Board Members Absent:**

Michael Van.

#### **Guests:**

Bob DeRuse, Advisory Board

Brain Holmes, and Miguel D'Escoto, EdTec

#### **SNTHS Staff:**

Candi Wadsworth, Principal



## AGENDA

- 1) Call to Order & Roll Call.

Board Chair Brett Willis called the meeting to order at 5:00 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 February SNTHS Board Meeting Minutes. The Board will review and possibly approve the minutes of the February 9<sup>th</sup>, 2026, Board Meeting. Brett Willis, Chair. **For Possible Action.**

Rebecca Merrihew made a motion to approve the February minutes. Tina Morgan seconded. All in favor. No one opposed. Motion carried.

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

- a. Finance, Lisa Jones, Treasurer

Lisa Jones provided the bank balance of \$271,259.00. Lisa Jones informed the board that she is still working on closing the account with Genu Bank. The balance is roughly \$2,600 which will be moved into our other bank account.

- b. CTE Build, Rebecca Merrihew, Vice Chair

Rebecca Merrihew reported that the Ritchie Brothers are interested in evaluating the sheds to determine their potential auction value. The company will also handle transportation of the sheds and store them until they are auctioned. In preparation for the next set of sheds, 84 Lumber will be donating materials.

- 5) January 2026 Financials. Miguel D'Escoto from EdTec will present the financials to the Board for possible approval. **For Possible Action**

Miguel d'Escoto went over January statements provided and were accessible with the meeting agenda.

Highlights: Revenue through January \$2,098,402.00, Expenses \$2,443,668.00, fundraising through February \$147,934.00. The forecast shows that without significant fundraising cash will run out at the end of March. The board discussed. Charles Landon motioned to approve the January 2026 financials. Lisa Jones seconded. All in favor. No one opposed. Motion carried.

- 6) Approval of Red Hook Second Amendment to Lease Agreement. Board Chair, Brett Willis, will share with the board the amended lease with Red Hook for possible approval.

**For Possible Action**

Board Chair Brett Willis informed the board that the second amendment has not yet been finalized and that an update will be provided once it becomes available. Board Chair Brett Willis also reported that Red Hook has



agreed to reduce the rent by roughly 40% over the next four years, with a 3% increase applied thereafter. The board reviewed the specific rent payment figures and discussed how enrollment levels and fundraising efforts may impact available funds. Because the amendment has not yet been finalized, the board will need to reconvene. After discussing availability, the board agreed to meet on March 23 at 5:00 PM.

- 7) Amendment to Grant Agreement executed April 30, 2022, between SNTHS and Friends of Ace High School. Board Chair, Brett Willis, will share with the board the amended grant agreement with Friends of Ace High School for possible approval.

***For Possible Action***

Board Chair Brett Willis presented the amended grant agreement with Friends of Ace High School. SNTHS has paid half of the grant to Friends of Ace High School. The original agreement required \$25,000 annual payments; however, the 2025 and 2026 payments have not been made. Friends of Ace High School are aware and have agreed with no penalties or additional fees. Tina Morgan motioned to approve the grant amendment to move last year's payment to February 1<sup>st</sup>, 2028, and this year's payment to February 1<sup>st</sup>, 2029. Tina Frias seconded. No one opposed. All in favor. Motion carried.

- 8) Approval of FY 26 Amended Budget. Miguel D'Escoto from EdTec will present the updated FY 26 Budget to the board for review and approval. ***For Possible Action***

Miguel D'Escoto presented the updated FY 26 budget. The board discussed that, even with leasing adjustments, the schools' expenses exceed the state and federal revenue alone. The amended budget will include raising \$708,000.00, projected enrollment of 257 students, and spending rates on expenses as well as the lease adjustments from Red Hook this year reducing the rent. Rebecca Merrihew made a motion to adjust the enrollment to 257 students and adopt the budget amendment. Dan Wright seconded. No one opposed. All in favor. Motion carried.

- 9) Strategic Operating Committee Update Report, Board Member, Kelly Gaines, will update the board on the progress made on the approved business plan. ***Possible Action***

Kelly Gaines provided an update on the progress of the approved business plan. She is working with consultants to develop the process for hiring an Executive Director and drafting the job description. Dan Wright continues to work on fundraising efforts, while Kelly has been focusing on grant opportunities.

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

- Enrollment
  - Current enrollment is 252
  - Enrollment for 2026-27 is 236
- School Events/ fundraising
  - Forklift training for 12<sup>th</sup> graders March 11<sup>th</sup> and 12<sup>th</sup>
  - NV Energy Field Trip 10<sup>th</sup> grade March 12<sup>th</sup>
  - Beazer Day of Service March 20<sup>th</sup>
  - SPCSA yearly Attendance Audit March 24<sup>th</sup>
  - Women in Construction Luncheon March 26<sup>th</sup>
  - The covering field trip 10<sup>th</sup> grade April 1<sup>st</sup>



- Lennar Field Trip #4 April 2<sup>nd</sup>
- Job Fair on site April 17<sup>th</sup> @ 9:00AM
- 9<sup>th</sup> grade Science Test April 28<sup>th</sup>
- Internships/Hiring Update
  - Students have uploaded their current resumes.
  - Companies that have registered through our portal
    - Sierra Air Conditioning INC
    - Silver Lake Construction
    - Enix Mechanical
    - Redrock Insulation
    - Accu Grading and Paving Inc.
  - We need companies to start posting jobs and continue to register on jobstobuild site.
- Draft Dashboards for Review and Feedback
  - Board members found the dashboards beneficial.

11) Public Comment #2.

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There was no public comment.

12) Adjournment.

Board Chair Brett Willis adjourned the meeting at 6:33PM

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 [snthinfo@gmail.com](mailto:snthinfo@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 March 4, 2026, as follows:

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and  
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**SOUTHERN NEVADA TRADES HIGH SCHOOL**

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Southern Nevada Trades High School



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## 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, March 30, 2026**, beginning at 5:00pm on the following Google Meets link:

Video call link: <https://meet.google.com/tox-exte-hdq>

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

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**Directors:** Tina Morgan, Dan Wright and Charles Landon.

**Parent Member:** Marcey Olivas

#### **SNTHS Staff:**

Candi Wadsworth, Principal

**Board Members Absent:** Tina Frias, Amber Hogan, Kelly Suiter, Michael Van and Carlos Zuluaga.



## AGENDA

- 1) Call to Order & Roll Call.

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There was no public comment.

- 3) Approval of Red Hook Second Amendment to Lease Agreement. Board Chair, Brett Willis, will share with the board the amended lease with Red Hook for possible approval. ***For Possible Action***

Board Chair Brett Willis presented the second amendment to the Red Hook lease agreement to the board for review. Due to a confidentiality clause included in the amendment, specific details were not discussed during the meeting. The board did not raise any concerns. Dan Wright made a motion to approve the second amendment to the Red Hook lease agreement. Lisa Jones seconded the motion. All in favor. No one opposed. Motion carried.

- 4) Enrollment Amendment for FY26 and FY 27. Board Chair, Brett Willis, will review the enrollment amendment packet with the board to update SNTHS enrollment for this school year and next. ***For Possible Action***

Board Chair Willis noted that the current agreement with the State Public Charter School Authority reflects an enrollment of 325 students for the current year. Per the terms of the agreement, the school is required to be within 10% of that enrollment, which is not currently being met.

The proposed amendment adjusts the enrollment projections to align with the board-approved budget and strategic plan. Specifically, the amendment reflects an enrollment of 257 students for the current year instead of 325, 283 students for fiscal year 2026–2027 instead of 400, 325 students for fiscal year 2027–2028 instead of 400, and 390 students for fiscal year 2028–2029 instead of 400. Kelly Gaines made a motion to approve the enrollment amendment. Rebecca Merrihew seconded. All in favor. No one opposed. Motion carried.

- 5) Update on search and hiring process for new Executive Director, Board Member, Kelly Gaines, will update the board on the search and hiring process that will begin for the new Executive Director. ***For Possible Action***

Kelly Gaines provided updates on the hiring process for the Executive Director role. The job has been posted and applications are being reviewed. The Board then discussed how many interviews candidates should go through and who would do the initial interviews. The Board reached consensus that after candidates are pre-screened by the Recruiter, there will be an interview with two Board Members. Candidates who advance will participate in another interview with a different set of two Board Members and Principal Candi Wadsworth. This additional interview will be held on-site at the school. Kelly Gaines also noted that a scorecard will be used by all interviewers to ensure consistent evaluation of candidates. Those results will be reviewed by the Board who will then determine which candidates will move on to the final interview with the entire Board.



## SOUTHERN NEVADA TRADES HIGH SCHOOL

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After the interview with the entire Board, the Board will deliberate and make the final decision as to which candidate will be hired for the Executive Director position. Rebecca Merrihew made a motion to approve the hiring process. Dan Wright seconded. All in favor. No one opposed. Motion carried.

6) Public Comment #2.

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There was no public comment.

7) Adjournment.

Board Chair Brett Willis adjourned the meeting at 5:20PM

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](mailto: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 March 25, 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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Pursuant to NRS 53.045, I declare under penalty of perjury that the following is true and correct:

That on or before March 25, 2026, this Public Notice and Agenda was posted at the above-referenced websites and locations.

A handwritten signature in blue ink, appearing to read 'CWachst', with a long horizontal flourish extending to the right.

Southern Nevada Trades High School

# Southern Nevada Trades HS

## Financial Update

MIGUEL D'ESCOTO

APRIL 2026



# Contents



- Current Forecast 2026
- Revenue Breakdown YTD vs. FY26 Forecast
- Expense Breakdown YTD vs. FY26 Forecast
- Projected Balance Sheet June 2026
- Fundraising Projections
- Cash Projection
- FY26 Current Forecast
- Budget Development Process
- FY27 Tentative Budget
- Exhibits



# February 2026 Financials



# 8 Months into FY26 Revenues



As of February, more than halfway through the year: **66% of the FY26**

Revenue	YTD	Current Forecast	YTD %
Local Sources	\$148,682	\$708,356	*21%
State	\$2,044,976	\$2,998,284	**68%
Federal	\$147,335	\$299,738	***49%
<b>Total</b>	<b>\$2,098,402</b>	<b>\$4,006,379</b>	<b>58%</b>

- \*Should be @ \$472K - \$323 behind schedule.
- \*\*ADE projection was 325, now at 257.
- \*\*\*Federal projected higher in 2<sup>nd</sup> half of FY26.

# 8 Months into FY26 Expenses



**As of February, more than halfway through the year: 66% of the FY26**

Expense	YTD	Current Forecast	YTD %
Personnel	\$1,520,614	\$2,287,854	66%
Professional Services	\$201,465	\$301,916	67%
Property Service	\$494,633	\$533,388	93%
Other Services	\$279,569	\$399,623	70%
Supplies	\$196,666	\$319,210	62%
Depreciation	\$25,223	\$37,834	67%
Debt Service	\$10,641	\$39,178	27%
<b>Total</b>	<b>\$2,728,809</b>	<b>\$3,919,003</b>	<b>70%</b>

# Projected Balance Sheet June 2026



Shows what SNTHS owns and owes as projected June Balance Sheet

		Feb FY26	Projected Jun FY26	Notes
<b>Assets</b>	Cash Balance	56,572	167,391	
	Accounts Receivable	287,478	291,497	
	Fixed Assets	173,977	161,365	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
	<b>Total Assets</b>	<b>25,203,187</b>	<b>25,305,415</b>	
<b>Liabilities &amp; Equity</b>	Accounts Payable	340,626	507	
	Other Current Liabilities	45,252	50,000	
	Loans Payable (Current)	587,616	587,616	Working Capital & Current Portion of Lease
	PERS Liability	88,623	51,030	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	(2,123,332)	(2,123,332)	
	Net Income (Loss) to Date	(387,816)	87,376	
	<b>Total Liabilities &amp; Equity</b>	<b>25,203,187</b>	<b>25,305,415</b>	

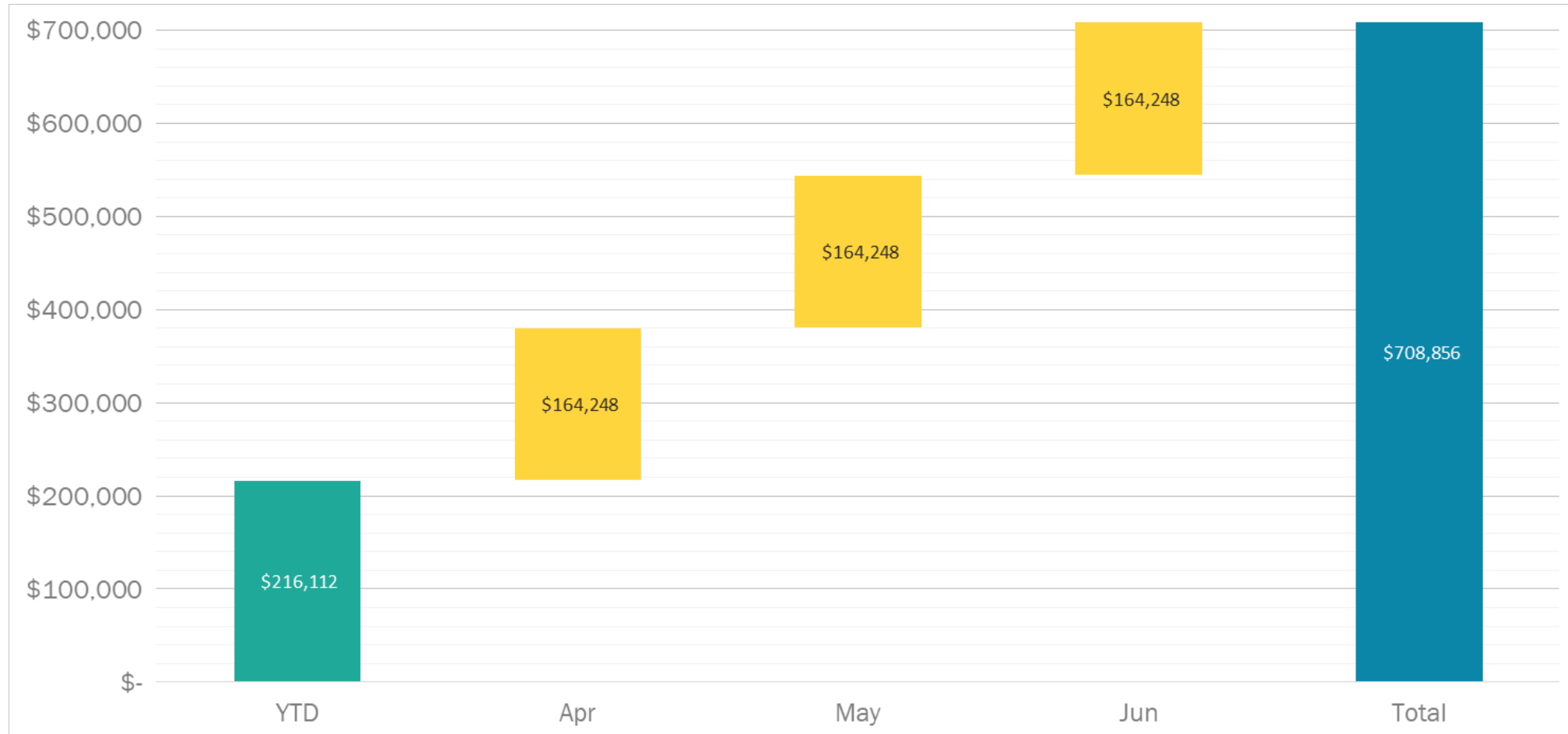
Liquid assets \$459k

Current ratio < 1.0

# Fundraising Progress Through MAR



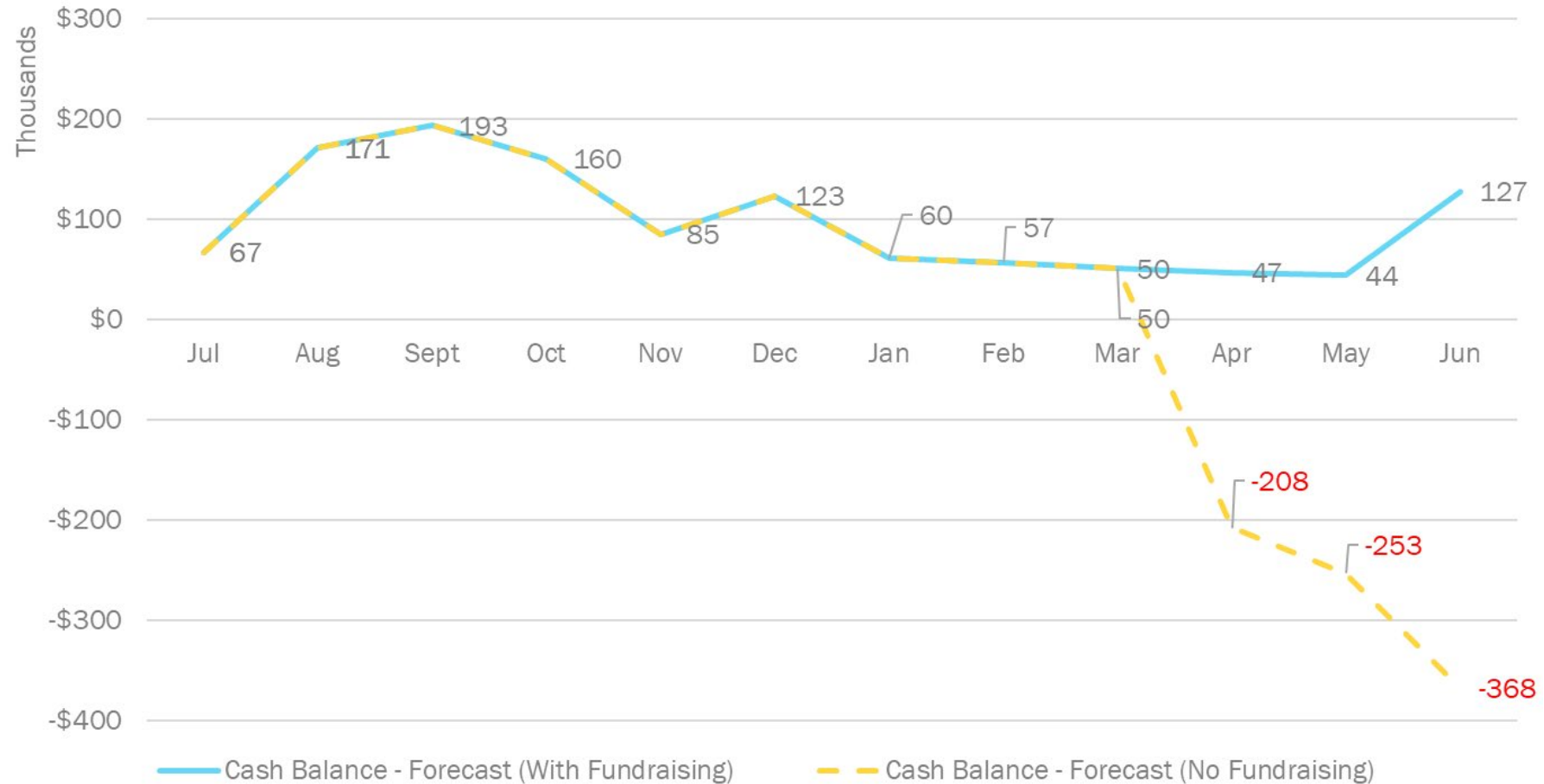
**\$492K remaining in 3 months (69% of total Fundraising)**



# 2025-26 Cash Projection



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



# Forecast Update



## Forecasting \$87K based on ADE of 257

		Approved Budget v3	Current Forecast	Approved Budget v3 vs. Current Forecast
Revenue	Revenue from Local Sources	708,356	708,356	-
	State Revenue	2,998,284	2,998,284	-
	Federal Revenue	299,738	299,738	-
	<b>Total Revenue</b>	<b>4,006,379</b>	<b>4,006,379</b>	-
Expenses	Personnel Services-Salaries	1,539,065	1,539,065	-
	Personnel Services-Employee Benefits	748,789	748,789	-
	Professional and Tech Services	301,916	301,916	-
	Property Services	533,388	533,388	-
	Other Services	399,623	399,623	-
	Supplies	319,210	319,210	-
	Depreciation Expense	37,834	37,834	-
	Debt Service and Miscellaneous	39,178	39,178	-
	<b>Total Expenses</b>	<b>3,919,003</b>	<b>3,919,003</b>	-
<b>Net Income – Government-Wide</b>		<b>87,376</b>	<b>87,376</b>	-
	Beginning Balance (Audited)	(2,123,332)	(2,123,332)	
	Net Income – Government-Wide	87,376	87,376	
<b>Ending Fund Balance</b>		<b>(2,035,956)</b>	<b>(2,035,956)</b>	
<b>Fund Balance as a % of Expenses</b>		<b>-52.0%</b>	<b>-52.0%</b>	

### Fund Basis Adjustments:

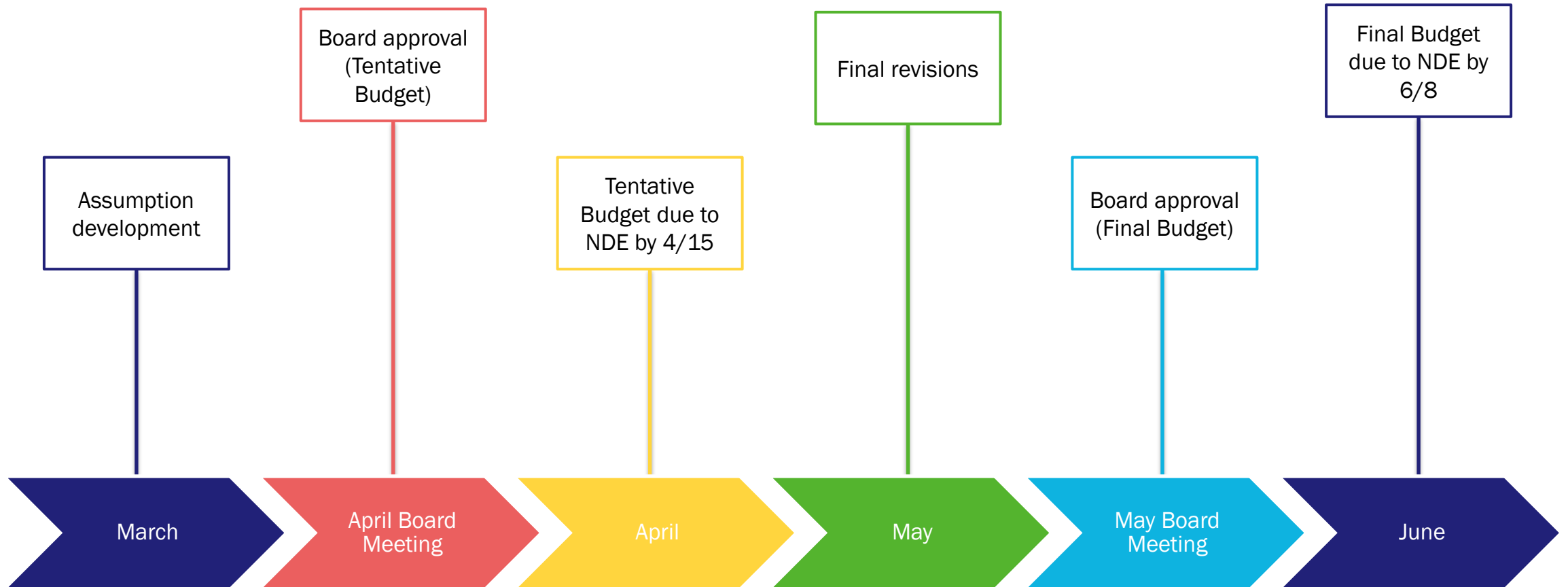
add: Depreciation/amortization	37,834
add: RUA interest entries (non-cash)	39,178
add: Loan proceeds/transfers	81,821
less: lease payments (capital lease adj)	(400,000)
Total Fund Basis Adjustments	(241,167)
<b>Net Income (Loss) - Fund Basis</b>	<b>(153,791)</b>
Beginning Fund Balance - Fund Basis	240,253
<b>ending Fund Balance - Fund Basis</b>	<b>86,462</b>

# 2026-27 Tentative Budget



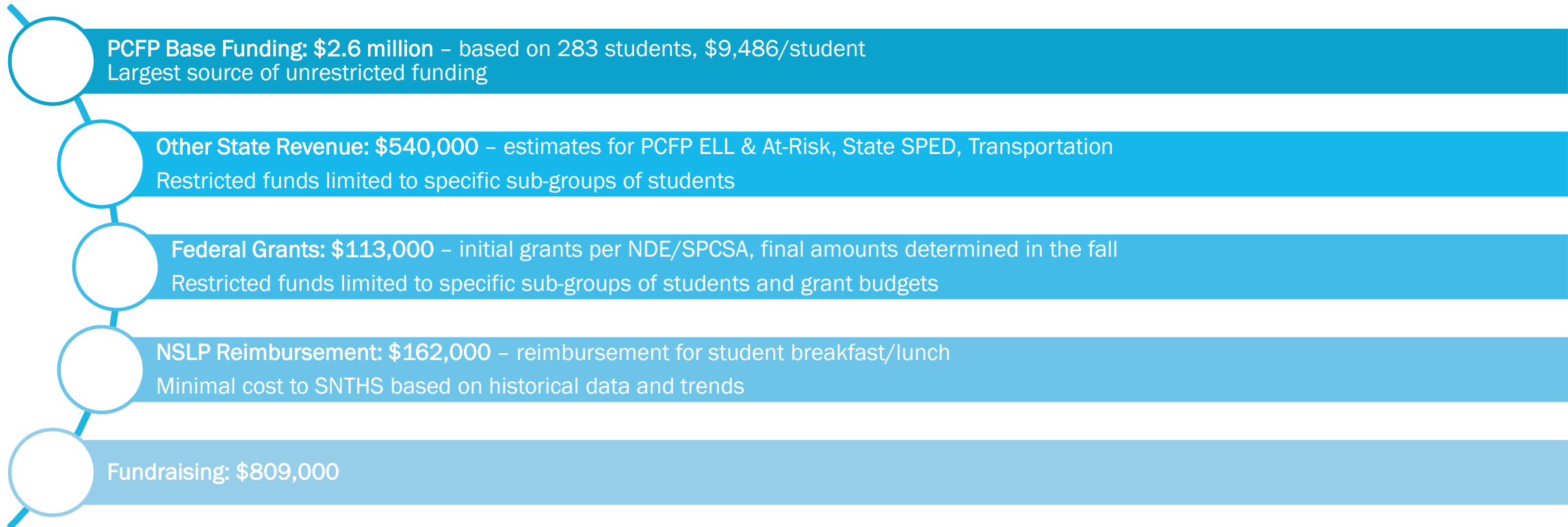
# Budget Development Process

## Final Budget due June 8th



# 2026–27 Tentative Budget: Revenue Assumptions

## \$4.3 million in Total Revenue – sources outlined below



Pending AB398 & Perkins V. Funding

# 2026–27 Tentative Budget: Faculty Assumptions – Payroll

**Includes 26.6 total FTE, mostly Academic Faculty**

Position	2025–26 FTE	2025–26 FTE
Administrators	4	3
Office/Operations	3	4
Academic Faculty	18	19.6
<b>Total</b>	<b>25</b>	<b>26.6</b>

**Approximately \$2.5 million in staff salaries and benefits (58% of Total Expense)**

# 2026–27 Tentative Budget: Faculty Raises

## Includes Teacher FTE

2026 – 2027	Allocated	Tentative Budget
Tentative Budget	\$30,000	Included
AB398 Teacher Raises	\$69,747	Not Included
Remaining	* \$39,747	

\* AB398 remaining funds to be allocated for final FY27 Budget

# 2026–27 Tentative Budget: Expense Assumptions – Other

## \$1.7 million in Other Expenses (42% of Total Expenses)

Facilities – \$671,000	<ul style="list-style-type: none"><li>• Utilities includes Rent Electricity, Gas, Water, Trash, Repairs</li><li>• Pending Custodial Cleaning</li></ul>
Transportation. – \$315,000	<ul style="list-style-type: none"><li>• Estimate – assumes \$26k/month</li><li>• Increase of FY26 cost by \$35K</li></ul>
Supplies – \$421,000	<ul style="list-style-type: none"><li>• Majority is Student Food (reimbursable)</li><li>• General Supplies, Insurance, software, etc.</li></ul>
Contractors – \$295,000	<ul style="list-style-type: none"><li>• Includes SPED, substitutes, business services, marketing, audit, legal services, etc.</li></ul>

# 2026-27 Tentative Budget

**Net Income projected \$22k based on aforementioned assumptions, which continue to be refined**

		2025-26	2026-27
		<b>Current Forecast</b>	<b>Tentative Budget</b>
Revenue	Revenue from Local Sources	708,356	809,442
	State Revenue	2,998,284	3,195,272
	Federal Revenue	299,738	296,701
	<b>Total Revenue</b>	<b>4,006,379</b>	<b>4,301,415</b>
Expenses	Personnel Services-Salaries	1,539,065	1,666,468
	Personnel Services-Employee Benefits	748,789	831,030
	Professional and Tech Services	301,916	295,241
	Property Services	533,388	671,505
	Other Services	399,623	445,601
	Supplies	319,210	290,993
	Depreciation Expense	37,834	37,834
	Debt Service and Miscellaneous	39,178	40,101
	<b>Total Expenses</b>	<b>3,919,003</b>	<b>4,278,772</b>
	<b>Operating Income</b>	<b>87,376</b>	<b>22,642</b>
	Beginning Balance (Audited)	(2,123,332)	(2,035,956)
	Operating Income	87,376	22,642
	<b>Ending Fund Balance (incl. Depreciation)</b>	<b>(2,035,956)</b>	<b>(2,013,313)</b>
	<b>Ending Fund Balance as % of Expenses</b>	<b>-52.0%</b>	<b>-47.1%</b>

# Tentative Budget Unknowns

**Will likely have to pass FY27 Tentative Budget with many unknowns; won't have all answers until June/July**

## PCFP Base Rate

- \$9,414 /ADE in FY26 to current rate of \$9,486/ADE will change to \$9,484
- SNTHS' largest source of unrestricted funds

## Charter School Federal Funds

- FY27 Title's and IDEA decreases in funding

## Possible Increase to expenses

- Increase in oil prices
- Transportation, Supplies, Utilities, etc.

# Budget Opportunities and Risks

**With so much uncertainty, there are opportunities for budget improvement, but risks also remain**

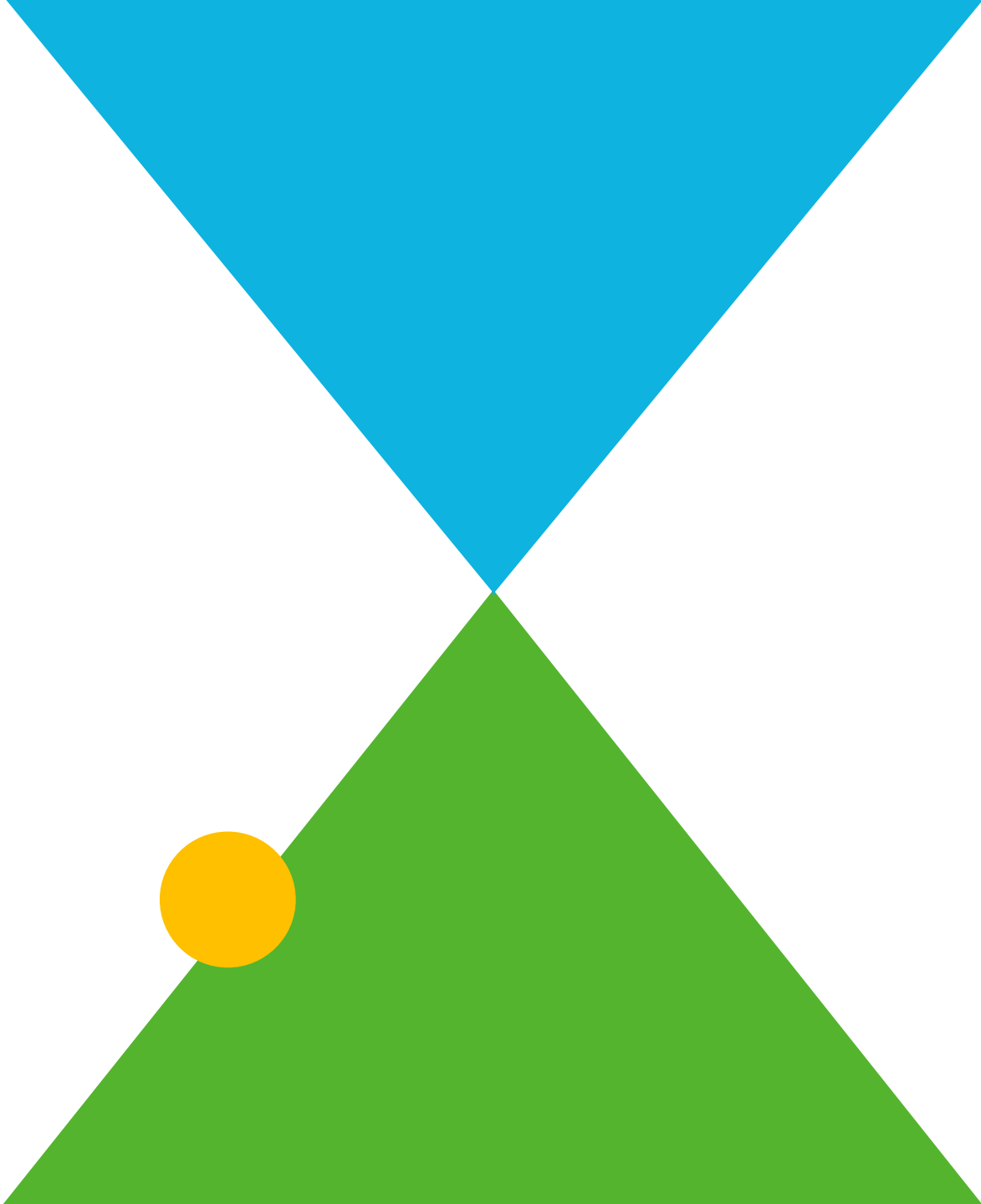
## Budget Opportunities

- Additional PCFP funding
- State Transportation Grant
- New Federal Grants
- Enrollment

## Budget Threats

- Cash flow will continue to be extremely tight
- Tight budget line-items
- Fundraising required to cover operational costs
- Enrollment

# Exhibits



**Southern Nevada Trades High School**  
**Income Statement**  
**As of Feb FY2026**

	Actual			YTD	Budget & Forecast			
	Dec	Jan	Feb	Actual YTD	Approved Budget v3	Current Forecast	Current Forecast Remaining	% Current Forecast Spent
<b>SUMMARY</b>								
<b>Revenue</b>								
Revenue from Local Sources	14,930	9,100	1,545	148,682	708,356	708,356	559,674	21%
State Revenue	346,234	239,136	239,444	2,044,976	2,998,284	2,998,284	953,309	68%
Federal Revenue	32,188	30,854	18,646	147,335	299,738	299,738	152,403	49%
<b>Total Revenue</b>	<b>393,351</b>	<b>279,091</b>	<b>259,634</b>	<b>2,340,993</b>	<b>4,006,379</b>	<b>4,006,379</b>	<b>1,665,385</b>	<b>58%</b>
<b>Expenses</b>								
Personnel Services-Salaries	136,405	122,607	121,398	1,026,009	1,539,065	1,539,065	513,055	67%
Personnel Services-Employee Benefits	58,595	61,131	58,613	494,604	748,789	748,789	254,185	66%
Professional and Tech Services	26,964	27,453	28,595	201,465	301,916	301,916	100,451	67%
Property Services	87,644	93,690	3,722	494,633	533,388	533,388	38,755	93%
Other Services	98,987	38,281	47,131	279,569	399,623	399,623	120,055	70%
Supplies	3,476	56,555	20,229	196,666	319,210	319,210	122,544	62%
Depreciation Expense	18,917	3,153	3,153	25,223	37,834	37,834	12,611	67%
Debt Service and Miscellaneous	2,894	(966)	-	10,641	39,178	39,178	28,537	27%
<b>Total Expenses</b>	<b>433,883</b>	<b>401,903</b>	<b>282,841</b>	<b>2,728,809</b>	<b>3,919,003</b>	<b>3,919,003</b>	<b>1,190,194</b>	<b>70%</b>
<b>Net Income – Government-Wide</b>	<b>(40,531)</b>	<b>(122,813)</b>	<b>(23,207)</b>	<b>(387,816)</b>	<b>87,376</b>	<b>87,376</b>	<b>475,191</b>	
<b>Fund Balance</b>								
Beginning Balance (Unaudited)					(2,120,915)	(2,120,915)		
Audit Adjustment					(2,416)	(2,416)		
Beginning Balance (Audited)					(2,123,332)	(2,123,332)		
Net Income – Government-Wide					87,376	87,376		
<b>Ending Fund Balance</b>					<b>(2,035,956)</b>	<b>(2,035,956)</b>		
<b>Total Revenue Per ADE</b>					15,589	15,589		
<b>Total Expenses Per ADE</b>					15,249	15,249		
<b>Net Income Per ADE</b>					340	340		
<b>Fund Balance as a % of Expenses</b>					-52.0%	-52.0%		
<b>KEY ASSUMPTIONS</b>								
<b>Enrollment Breakdown</b>								
<b>Enrollment Summary</b>								
9-12					257	257		
<b>Total ADE</b>					<b>257</b>	<b>257</b>		

**Southern Nevada Trades High School**  
**Income Statement**  
**As of Feb FY2026**

		Actual			YTD	Budget & Forecast			
		Dec	Jan	Feb	Actual YTD	Approved Budget v3	Current Forecast	Current Forecast Remaining	% Current Forecast Spent
<b>REVENUE</b>									
<b>Revenue from Local Sources</b>									
1500	Investment Income	4	3	-	25	50	50	25	50%
1900	Other Local Revenue	-	-	-	2,119	2,119	2,119	-	100%
1920	Contributions and Donations From Private Sources	14,926	9,097	1,545	146,538	706,187	706,187	559,649	21%
<b>SUBTOTAL - Revenue from Local Sources</b>		<b>14,930</b>	<b>9,100</b>	<b>1,545</b>	<b>148,682</b>	<b>708,356</b>	<b>708,356</b>	<b>559,674</b>	<b>21%</b>
<b>Intermediate Revenue Sources</b>									
<b>SUBTOTAL - Intermediate Revenue Sources</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>State Revenue</b>									
3110.201	PCFP - Base Funding	201,353	178,629	195,672	1,582,412	2,419,912	2,419,912	837,500	65%
3114	State PCFP Auxiliary Revenue - Food Service	-	-	-	348	695	695	348	50%
3200	State Funds & Grants-in-Aid	67,598	42,891	-	183,155	201,996	201,996	18,841	91%
3254	PCFP - ELL	8,828	8,828	8,828	70,621	105,931	105,931	35,310	67%
3255	PCFP - FRL	8,788	8,788	8,788	70,306	105,459	105,459	35,153	67%
3270	State SpEd	-	-	26,156	78,468	104,624	104,624	26,156	75%
3280	State Funding - Salary Increases (AB398, etc)	59,667	-	-	59,667	59,667	59,667	0	100%
<b>SUBTOTAL - State Revenue</b>		<b>346,234</b>	<b>239,136</b>	<b>239,444</b>	<b>2,044,976</b>	<b>2,998,284</b>	<b>2,998,284</b>	<b>953,309</b>	<b>68%</b>
<b>Federal Revenue</b>									
4500.633	Title I	8,750	17,375	5,792	67,564	104,777	104,777	37,213	64%
4500.639	IDEA	499	2,902	-	3,400	26,767	26,767	23,366	13%
4500.658	Title III-LEP	-	-	-	5,258	5,317	5,317	59	99%
4500.709	Title II	-	-	-	-	4,525	4,525	4,525	0%
4500.715	Title IV – Well-Rounded Education	-	10,578	-	10,578	10,578	10,578	-	100%
4500.802	NSLP	22,939	-	12,854	60,535	147,775	147,775	87,240	41%
<b>SUBTOTAL - Federal Revenue</b>		<b>32,188</b>	<b>30,854</b>	<b>18,646</b>	<b>147,335</b>	<b>299,738</b>	<b>299,738</b>	<b>152,403</b>	<b>49%</b>
<b>TOTAL REVENUE</b>		<b>393,351</b>	<b>279,091</b>	<b>259,634</b>	<b>2,340,993</b>	<b>4,006,379</b>	<b>4,006,379</b>	<b>1,665,385</b>	<b>58%</b>
<b>EXPENSES</b>									

**Southern Nevada Trades High School**  
**Income Statement**  
**As of Feb FY2026**

		Actual			YTD	Budget & Forecast			
		Dec	Jan	Feb	Actual YTD	Approved Budget v3	Current Forecast	Current Forecast Remaining	% Current Forecast Spent
<b>Personnel Services-Salaries</b>									
101	Salaries-Teachers	78,049	79,504	79,529	633,375	952,671	952,671	319,296	66%
102	Salaries-Instructional Aides	3,677	3,677	3,677	30,051	44,120	44,120	14,069	68%
104	Salaries-Licensed Administration	8,792	8,792	8,792	70,333	105,500	105,500	35,167	67%
105	Salaries-Non-licensed Administration	25,833	17,833	15,833	182,417	242,500	242,500	60,083	75%
106	Salaries-Other Licensed Staff	5,792	5,792	5,792	46,333	69,500	69,500	23,167	67%
107	Salaries-Other Classified/Support Staff	6,663	6,984	6,875	54,976	94,274	94,274	39,298	58%
161	Salaries-Extra Duties-Teachers	7,575	25	275	7,875	30,500	30,500	22,625	26%
162	Salaries-Extra Duties-Instructional Aides or Assist	25	-	625	650	-	-	(650)	
<b>SUBTOTAL - Personnel Services-Salaries</b>		<b>136,405</b>	<b>122,607</b>	<b>121,398</b>	<b>1,026,009</b>	<b>1,539,065</b>	<b>1,539,065</b>	<b>513,055</b>	<b>67%</b>
<b>Personnel Services-Employee Benefits</b>									
210	Employee Benefits - Group Insurance	9,528	8,917	9,997	87,712	146,271	146,271	58,558	60%
220	Employee Benefits - Social Security Contributions	-	7	-	1,118	730	730	(388)	153%
230	Employee Benefits - Retirement Contributions	45,796	43,956	43,221	363,982	541,115	541,115	177,133	67%
240	Employee Benefits - Medicare Payments	1,957	1,757	1,744	14,716	22,316	22,316	7,600	66%
260	Employee Benefits - Unemployment Compensatic	1,314	3,618	3,651	20,482	32,857	32,857	12,374	62%
270	Employee Benefits - Workers Compensation	-	2,876	-	6,594	5,500	5,500	(1,094)	120%
<b>SUBTOTAL - Personnel Services-Employee Be</b>		<b>58,595</b>	<b>61,131</b>	<b>58,613</b>	<b>494,604</b>	<b>748,789</b>	<b>748,789</b>	<b>254,185</b>	<b>66%</b>
<b>Professional and Tech Services</b>									
310	Office/Administrative Services	189	167	(5)	4,852	7,075	7,075	2,223	69%
320	Professional Educational Services	1,933	9,740	5,672	50,457	98,822	98,822	48,365	51%
331	Training & Development Services - Teachers	-	-	-	3,906	3,807	3,807	(99)	103%
340	Other Professional Services	12,000	4,800	9,721	39,613	46,725	46,725	7,113	85%
340.1	Business Service Fees	6,250	6,250	6,250	50,000	75,000	75,000	25,000	67%
345	Marketing Services	1,200	4,111	4,138	23,037	30,000	30,000	6,963	77%
350	Technical Services	391	446	387	5,479	8,000	8,000	2,521	68%
351	Data Processing & Coding Services	-	-	-	9,750	9,750	9,750	-	100%
352	Other Technical Services	-	-	-	-	2,737	2,737	2,737	0%
360	Other specialized services	5,000	1,939	2,433	14,372	20,000	20,000	5,628	72%
<b>SUBTOTAL - Professional and Tech Services</b>		<b>26,964</b>	<b>27,453</b>	<b>28,595</b>	<b>201,465</b>	<b>301,916</b>	<b>301,916</b>	<b>100,451</b>	<b>67%</b>
<b>Property Services</b>									

**Southern Nevada Trades High School**  
**Income Statement**  
**As of Feb FY2026**

		Actual			YTD	Budget & Forecast			
		Dec	Jan	Feb	Actual YTD	Approved Budget v3	Current Forecast	Current Forecast Remaining	% Current Forecast Spent
410	Utility Services	1,890	1,430	1,822	20,546	43,000	43,000	22,454	48%
411	Water and Sewer	452	451	597	12,694	15,000	15,000	2,306	85%
421	Garbage and Disposal	95	1,621	95	4,099	8,000	8,000	3,901	51%
430	Repairs and Maintenance Services	740	1,354	1,208	20,522	35,000	35,000	14,478	59%
441	Rent - Land and Building	84,276	84,276	-	418,924	400,000	400,000	(18,924)	105%
442	Rental of Equipment and Vehicles	-	-	-	3,829	12,000	12,000	8,171	32%
443	Rentals of Computers and Related Equipment	-	4,175	-	12,526	17,388	17,388	4,862	72%
490	Other Purchased Property Services	191	382	-	1,492	3,000	3,000	1,508	50%
	<b>SUBTOTAL - Property Services</b>	<b>87,644</b>	<b>93,690</b>	<b>3,722</b>	<b>494,633</b>	<b>533,388</b>	<b>533,388</b>	<b>38,755</b>	<b>93%</b>
<b>Other Services</b>									
519	Student Transportation	88,380	26,334	35,784	182,710	279,724	279,724	97,014	65%
522	Liability Insurance	6,458	6,458	6,458	62,123	66,000	66,000	3,877	94%
531	Postage	-	-	-	90	150	150	60	60%
535	Phone & internet services	431	304	451	2,008	4,000	4,000	1,992	50%
540	Advertising	451	1,240	1,241	4,280	6,500	6,500	2,220	66%
550	Printing and Binding	-	-	-	-	1,000	1,000	1,000	0%
570	Food Service Management	750	1,500	750	6,617	12,000	12,000	5,383	55%
591	CS Sponsor Fee (1.25% of PCFP)	2,517	2,446	2,446	21,741	30,249	30,249	8,508	72%
	<b>SUBTOTAL - Other Services</b>	<b>98,987</b>	<b>38,281</b>	<b>47,131</b>	<b>279,569</b>	<b>399,623</b>	<b>399,623</b>	<b>120,055</b>	<b>70%</b>
<b>Supplies</b>									
610	General Supplies	3,446	3,438	5,170	53,700	72,092	72,092	18,392	74%
612	Non-capitalized equipment	-	-	-	664	5,000	5,000	4,336	13%
630	Food	-	53,087	14,681	81,632	150,345	150,345	68,713	54%
641	Textbooks	-	-	-	26,559	32,000	32,000	5,441	83%
650	Supplies-Information Technology-related - Gener:	-	-	-	16,333	36,573	36,573	20,240	45%
651	Supplies - Technology - Software	30	30	378	17,778	19,200	19,200	1,422	93%
653	Web-based and similar programs	-	-	-	-	4,000	4,000	4,000	0%
	<b>SUBTOTAL - Supplies</b>	<b>3,476</b>	<b>56,555</b>	<b>20,229</b>	<b>196,666</b>	<b>319,210</b>	<b>319,210</b>	<b>122,544</b>	<b>62%</b>
<b>Depreciation Expense</b>									
790	Depreciation	18,917	3,153	3,153	25,223	37,834	37,834	12,611	67%
	<b>SUBTOTAL - Depreciation Expense</b>	<b>18,917</b>	<b>3,153</b>	<b>3,153</b>	<b>25,223</b>	<b>37,834</b>	<b>37,834</b>	<b>12,611</b>	<b>67%</b>

**Southern Nevada Trades High School**  
**Income Statement**  
**As of Feb FY2026**

		Actual			YTD	Budget & Forecast			
		Dec	Jan	Feb	Actual YTD	Approved Budget v3	Current Forecast	Current Forecast Remaining	% Current Forecast Spent
<b>Debt Service and Miscellaneous</b>									
810	Dues and Fees	2,300	-	-	3,197	1,000	1,000	(2,197)	320%
832	Interest	84	2	-	285	300	300	15	95%
832.1	Interest - Short Term	-	-	-	-	29,752	29,752	29,752	0%
890.1	Miscellaneous Expenditures - Prior Year Expense	510	0	-	8,127	8,126	8,126	(1)	100%
899	Uncategorized Expense	-	(968)	-	(968)	-	-	968	
	<b>SUBTOTAL - Debt Service and Miscellaneous</b>	<b>2,894</b>	<b>(966)</b>	<b>-</b>	<b>10,641</b>	<b>39,178</b>	<b>39,178</b>	<b>28,537</b>	<b>27%</b>
<b>Other Items - Expense</b>									
	<b>SUBTOTAL - Other Items - Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL EXPENSES</b>		<b>433,883</b>	<b>401,903</b>	<b>282,841</b>	<b>2,728,809</b>	<b>3,919,003</b>	<b>3,919,003</b>	<b>1,190,194</b>	<b>70%</b>

**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 SPED	PCFP ELL funding (NV)	Risk Funding (NV)	Transportation Funding	Teacher Raises	Title I	Federal SPED	Title III LEP	Title II	Academic Enrichment	NSLP	Unrestricted
<b>SUMMARY</b>													
<b>Revenue</b>													
Revenue from Local Sources	708,356	-	-	-	-	-	-	-	-	-	-	-	708,356
State Revenue	2,998,284	104,624	105,931	105,459	151,996	59,667	-	-	-	-	-	-	2,470,607
Federal Revenue	299,738	-	-	-	-	-	104,777	26,512	5,317	4,525	10,578	147,775	255
<b>Total Revenue</b>	<b>4,006,379</b>	<b>104,624</b>	<b>105,931</b>	<b>105,459</b>	<b>151,996</b>	<b>59,667</b>	<b>104,777</b>	<b>26,512</b>	<b>5,317</b>	<b>4,525</b>	<b>10,578</b>	<b>147,775</b>	<b>3,179,218</b>
<b>Expenses</b>													
Personnel Services-Salaries	1,539,065	200,687	71,670	70,821	-	40,589	104,365	-	4,781	3,261	-	16,250	1,026,641
Personnel Services-Employee Benefits	748,789	102,316	34,261	34,638	-	19,078	412	-	536	1,264	-	8,059	548,226
Professional and Tech Services	301,916	3,488	-	-	-	-	-	26,512	-	-	-	-	271,916
Property Services	533,388	-	-	-	-	-	-	-	-	-	-	-	533,388
Other Services	399,623	-	-	-	151,996	-	-	-	-	-	-	12,000	235,627
Supplies	319,210	-	-	-	-	-	-	-	-	-	10,578	150,345	158,287
Depreciation Expense	37,834	-	-	-	-	-	-	-	-	-	-	-	37,834
Debt Service and Miscellaneous	39,178	-	-	-	-	-	-	-	-	-	-	-	39,178
<b>Total Expenses</b>	<b>3,919,003</b>	<b>306,491</b>	<b>105,931</b>	<b>105,459</b>	<b>151,996</b>	<b>59,667</b>	<b>104,777</b>	<b>26,512</b>	<b>5,317</b>	<b>4,525</b>	<b>10,578</b>	<b>186,654</b>	<b>2,851,096</b>
<b>Net Income – Government-Wide</b>	<b>87,376</b>	<b>(201,867)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>-</b>	<b>(38,879)</b>	<b>328,121</b>
<b>Ending Fund Balance</b>	<b>(2,035,956)</b>	<b>(201,867)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>-</b>	<b>(38,879)</b>	<b>(1,795,210)</b>

**Southern Nevada Trades High School**  
**Monthly Cash Forecast**  
**As of Feb FY2026**

	2025-26														Remaining Balance
	Actuals & Forecast														
	Jul Actuals	Aug Actuals	Sep Actuals	Oct Actuals	Nov Actuals	Dec Actuals	Jan Actuals	Feb Actuals	Mar Forecast	Apr Forecast	May Forecast	Jun Forecast	Forecast		
<b>Beginning Cash</b>	<b>259,008</b>	<b>67,022</b>	<b>170,581</b>	<b>193,237</b>	<b>160,352</b>	<b>84,803</b>	<b>123,131</b>	<b>60,349</b>	<b>56,572</b>	<b>50,212</b>	<b>46,797</b>	<b>43,530</b>			
<b>REVENUE</b>															
Revenue from Local Sources	50,504	6,504	47,004	17,919	1,177	14,930	9,100	1,545	64,000	255,000	42,000	198,673	708,356	(0)	
Intermediate Revenue Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
State Revenue	265,570	341,003	266,642	101,822	245,125	346,234	239,136	239,444	186,991	238,706	248,858	300,689	2,998,284	(21,935)	
Federal Revenue	6,156	5,792	6,219	17,949	29,532	32,188	30,854	18,646	31,162	31,184	31,184	36,397	299,738	22,476	
<b>TOTAL REVENUE</b>	<b>322,230</b>	<b>353,298</b>	<b>319,865</b>	<b>137,690</b>	<b>275,834</b>	<b>393,351</b>	<b>279,091</b>	<b>259,634</b>	<b>282,153</b>	<b>524,890</b>	<b>322,042</b>	<b>535,759</b>	<b>4,006,379</b>	<b>541</b>	
<b>EXPENSES</b>															
Personnel Services-Salaries	105,582	139,369	138,946	131,087	130,615	136,405	122,607	121,398	134,620	124,478	124,478	129,478	1,539,065	-	
Personnel Services-Employee Benefits	50,553	66,756	72,215	63,591	63,151	58,595	61,131	58,613	60,713	63,880	63,880	65,712	748,789	-	
Professional and Tech Services	16,523	14,255	31,227	21,229	35,219	26,964	27,453	28,595	18,206	19,245	19,245	19,245	301,916	24,511	
Property Services	83,559	15,186	9,541	99,880	101,411	87,644	93,690	3,722	17,303	12,956	12,956	13,299	533,388	(17,760)	
Other Services	5,251	17,900	16,171	42,059	13,788	98,987	38,281	47,131	22,961	22,961	22,961	22,962	399,623	28,208	
Supplies	42,934	16,543	26,770	23,494	6,663	3,476	56,555	20,229	35,410	32,331	32,333	31,995	319,210	(9,524)	
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	2,894	(966)	-	(546)	(546)	(546)	29,206	39,178	968	
Other Items - Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>TOTAL EXPENSES</b>	<b>304,728</b>	<b>272,991</b>	<b>297,725</b>	<b>381,536</b>	<b>353,202</b>	<b>433,883</b>	<b>401,903</b>	<b>282,841</b>	<b>291,821</b>	<b>278,459</b>	<b>278,461</b>	<b>315,051</b>	<b>3,919,003</b>	<b>26,402</b>	
<b>Operating Cash Inflow (Outflow)</b>	<b>17,502</b>	<b>80,307</b>	<b>22,139</b>	<b>(243,846)</b>	<b>(77,367)</b>	<b>(40,531)</b>	<b>(122,813)</b>	<b>(23,207)</b>	<b>(9,667)</b>	<b>246,431</b>	<b>43,581</b>	<b>220,708</b>	<b>87,376</b>	<b>(25,862)</b>	
Accounts Receivable	(246,676)	(5,792)	5,728	(160,385)	167,218	(36,231)	21,795	(11,183)	-	-	-	-	-	-	
Fixed Assets	-	-	-	-	-	18,917	3,153	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	31,997	33,353	33,000	(253,000)	(50,000)	(100,000)	-	-	
Other Current Liabilities	(33,405)	(3,600)	15,105	286,814	(210,315)	(93,506)	5,900	(2,448)	4,748	-	-	-	-	-	
Loans Payable (Current)	81,821	-	-	-	-	-	-	-	(0)	-	-	-	-	-	
PERS Liability	8,245	12,444	(117)	(2,010)	46,897	(1,036)	(2,813)	(3,445)	(37,593)	-	-	-	-	-	
<b>Ending Cash</b>	<b>67,022</b>	<b>170,581</b>	<b>193,237</b>	<b>160,352</b>	<b>84,803</b>	<b>123,131</b>	<b>60,349</b>	<b>56,572</b>	<b>50,212</b>	<b>46,797</b>	<b>43,530</b>	<b>167,391</b>			
Days Cash on Hand	6	16	18	15	8	12	6	5	(10)	(5)	1	17			

**Combined Board Check Register**

**School: SNTHS**

**Month: February 2026**



**Total Paid By Check:** \$ 149,320.18  
**Total Paid By Credit Card:** \$ 3,333.40

Payment Type	Check #/CC Account	Vendor	Transaction Date	Description	Void	Amount
Check	11712	EdTec Inc	2/11/2026	Bill #CINV-00014209--Postage Bill back Bill #CINV-00014069--EdTec Monthly - February 2026		\$ 6,369.80
Check	11713	Amazon Capital Services	2/11/2026	Bill #1RVF-61C9-Y6Y9--Supplies		\$ 1,173.78
Check	11714	CheckBox Pro LLC	2/11/2026	Bill #0469--Special Project Reimbursements		\$ 400.00
Check	11715	Cline Tours, Inc.	2/11/2026	Bill #5349--Transportation: Bus Rides: January 2026		\$ 21,353.04
Check	11716	Everydesk	2/11/2026	Bill #D0BD47B9-0036--Communications Services : 02/04 - 03/04/26		\$ 1,099.00
Check	11717	Martin and White	2/11/2026	Bill #2713-10--Monthly Billing for HVAC Maintenance - January '25		\$ 4,138.25
Check	11718	OneCall Telecom LLC	2/11/2026	Bill #IN-800106979397--Monthly Recurring charges		\$ 440.83
Check	11719	ServiceMaster by Stratos	2/11/2026	Bill #65758--Janitorial Supplies		\$ 6,615.00
Check	11720	Brandon Wilson	2/11/2026	Bill #41076--Coverage 1/23 to 2/11/26		\$ 682.24
Check	11721	Tyler Burkley	2/12/2026	Bill #3431--Substitute 1/23 to 2/12/26		\$ 137.50
Check	11722	Deja Sims	2/12/2026	Bill #223--Substitute 1/23 to 2/12/26		\$ 400.00
Check	11723	Debbie R. Jenkins	2/13/2026	Journal #MGCS3022-- Bill #9845--Building Asst 2/9 to 2/13/26	Voided	\$ -
Check	11724	Debbie R. Jenkins	2/13/2026	Bill #9845--Building Asst 2/9 to 2/13/26		\$ 1,250.00
Check	11725	Aisha Carr	2/17/2026	Bill #021326--Reimb: Baggage Check Lunch Dinner & Parking Servies		\$ 250.73
Check	11726	City Of Memphis	2/17/2026	Bill #4922584--False Alarn Fine Non-Permitted Surcharge & Service Recovery Fee: 02/03/26		\$ 160.00
Check	11727	Cline Tours, Inc.	2/17/2026	Bill #11570-0--8th Grade End of Year field trip		\$ 8,756.00
Check	11728	KONE Inc.	2/17/2026	Bill #871924791--Maintenance Coverage: 02/01 - 02/28/26		\$ 521.75
Check	11729	Angela Moore	2/17/2026	Bill #021226--GP P/T Track Coach: 02/02 - 02/28/26		\$ 300.00
Check	11730	Mosh Pink Palace Museum and Manison	2/17/2026	Bill #46696467--7th Grade Field Trip to Memphis Museum of Science history		\$ 864.00
Check	11731	Troy L. Simelton	2/17/2026	Bill #021226--GP Part Time Athletic Director: 02/02 - 02/28/26		\$ 1,500.00
Check	11732	Pathway Gourmet Catering	2/17/2026	Bill #20260210--8th grade End of year Trip Bill #20260210A--8th grade End of year Field Trip		\$ 7,702.48
Check	11733	Securitas Technology Corporation	2/17/2026	Bill #6005435059--Monitoring & Maintenance Services: 01/01 - 01/31/26		\$ 525.58

Payment Type	Check #/CC Account	Vendor	Transaction Date	Description	Void	Amount
Check	11734	Staples	2/17/2026	Bill #6052816393--Supplies & Materials Bill #6053366749--Supplies & Materials Bill #6052816394--Supplies & Materials Bill #6052816391--Supplies & Materials Bill #6052816392--Supplies & Materials Bill #6054058391--Supplies & Materials Bill #6052816390--Supplies & Materials		\$ 909.94
Check	11735	Stericycle, Inc	2/17/2026	Bill #8013131642--Regular Service Off-Console (Standard)		\$ 85.20
Check	11736	Terminix Processing Center	2/17/2026	Bill #467977058--Pest Control Svc - 01/15/26		\$ 129.26
Check	11737	Terminix Processing Center	2/17/2026	Bill #467977004--Pest Control Svc - 01/15/26		\$ 110.89
Check	11738	WTVMEA	2/17/2026	Bill #20260305--Choral performance assessment		\$ 175.00
Check	11739	Deja Sims	2/19/2026	Bill #225--Substitute 2/13 to 2/19/26		\$ 400.00
Check	11740	Tyler Burkley	2/19/2026	Bill #3433--Substitute 2/13 to 2/19/26		\$ 425.00
Check	11741	Brandon Wilson	2/19/2026	Bill #41077--Front Office Coverage 2/12 to 2/19/26		\$ 682.24
Check	11742	DirectFX Solutions	2/23/2026	Bill #M71308--Printing Svcs': Digital Color Printing for Postcard Mailing & Postage		\$ 618.30
Check	11743	ESS Enriched, LLC	2/23/2026	Bill #INV774598--Contracted Services: 02/09 - 02/13/26		\$ 768.00
Check	11744	Fisher & Phillips LLP	2/23/2026	Bill #2287260--Services Rendered through 01/31/26		\$ 1,638.00
Check	11745	Debbie R. Jenkins	2/23/2026	Bill #9849--Building Asst 2/16 to 2/20/26		\$ 1,180.00
Check	11746	Martin and White	2/23/2026	Bill #28357--Labor and Material to Replace Urinal Flush Valve		\$ 472.10
Check	11747	Staples	2/23/2026	Bill #6055998105--Supplies & Materials Bill #6055998104--Supplies & Materials		\$ 494.70
Check	11748	Stellar Therapy Services	2/23/2026	Bill #1332--Contractual Services - 01/06 - 01/23/26		\$ 1,443.75
Check	11749	Stericycle, Inc	2/23/2026	Bill #8013415142--Regular Service Off-Console (Standard)		\$ 85.20
Check	11750	Verizon Wireless	2/23/2026	Bill #6120618708--Svc Due by 09/08/25		\$ 207.44
Check	11751	Waste Connections Of TN, Inc	2/23/2026	Bill #7689732W010--8 Yard 5X Week Administrative & City Host Fees: 06/01 - 06/30/25		\$ 454.41
Check	11752	Wayne's Candy Co, Inc	2/23/2026	Bill #00110--Supplies		\$ 366.35
Check	11753	Tyler Burkley	2/26/2026	Bill #3438--Substitute 2/20 to 2/26/26		\$ 450.00
Check	11754	Deja Sims	2/26/2026	Bill #230--Substitute 2/20 to 2/26/26		\$ 725.00
Check	11755	Brandon Wilson	2/26/2026	Bill #41080--Front Office Coverage 2/20 to 2/26/26		\$ 865.30
Check	D021326A	Alera	2/13/2026	D021326A - Alera		\$ 312.53
Check	DB020226	Square Inc	2/2/2026	DB020226 - Square Inc		\$ 38.41
Check	DB020326	Truist (Credit Card - 0678)	2/3/2026	DB020326 - Truist (Credit Card - 0678)		\$ 1,604.13
Check	DB020326-1	Truist (Credit Card - 1700)	2/3/2026	DB020326-1 - Truist (Credit Card - 1700)		\$ 984.00
Check	DB020326-2	Best Park Tennessee, LLC	2/3/2026	DB020326-2 - Best Park Tennessee, LLC		\$ 1,095.00
Check	DB020326-3	Best Park Tennessee, LLC	2/3/2026	DB020326-3 - Best Park Tennessee, LLC		\$ 600.00
Check	DB020326-4	Alera	2/3/2026	DB020326-4 - Alera		\$ 279.80
Check	DB020326-5	Technology Lab	2/3/2026	DB020326-5 - Technology Lab		\$ 6,933.29
Check	DB020426	Waste Connections Of TN, Inc	2/4/2026	DB020426 - Waste Connections		\$ 658.25
Check	DB020426-1	Paypal	2/4/2026	DB020426-1 - Paypal		\$ 300.00

Payment Type	Check #/CC Account	Vendor	Transaction Date	Description	Void	Amount
Check	DB020426-2	Wells Fargo Financial Leasing Inc	2/4/2026	DB020426-2 - Wells Fargo Financial Leasing Inc		\$ 2,575.00
Check	DB020526	Alera	2/5/2026	DB020526 - Alera		\$ 239.77
Check	DB020626	GOCO.IO	2/6/2026	DB020626 - GOCO.IO		\$ 292.37
Check	DB020926	Truist (Credit Card - 0678)	2/9/2026	DB020926 - Truist (Credit Card - 0678)		\$ 194.26
Check	DB021026	Memphis Light Gas and Water Division	2/10/2026	DB021026 - MLGW (1054-214)		\$ 6,330.00
Check	DB021026-1	Memphis Light Gas and Water Division	2/10/2026	DB021026-1 - MLGW (1054-214)		\$ 1,304.00
Check	DB021126	Truist (Credit Card - 1700)	2/11/2026	DB021126 - Truist (Credit Card - 1700)		\$ 1,492.89
Check	DB021126-1	Colonial Life	2/11/2026	DB021126-1 - Colonial Life		\$ 1,443.68
Check	DB021126-2	Alera	2/11/2026	DB021126-2 - Alera		\$ 18.00
Check	DB021226	Truist (Credit Card - 0678)	2/12/2026	DB021226 - Truist (Credit Card - 0678)		\$ 1,415.63
Check	DB021326	Empower	2/13/2026	DB021326 - Empower		\$ 4,140.30
Check	DB021726	Truist (Credit Card - 0678)	2/17/2026	DB021726 - Truist (Credit Card - 0678)		\$ 618.23
Check	DB021826	Corp Coll Flexible Benefit	2/18/2026	DB021826 - Corp Coll Flexible Benefit		\$ 102.00
Check	DB021826A	Technology Lab	2/18/2026	DB021826A - Technology Lab		\$ 431.23
Check	DB021926	Paypal	2/19/2026	DB021926 - Paypal		\$ 219.31
Check	DB022026	Cigna Healthcare	2/20/2026	DB022026		\$ 29,014.69
Check	DB022026-1	Truist (Credit Card - 1700)	2/20/2026	DB022026-1 - Truist (Credit Card - 1700)		\$ 2,064.00
Check	DB022426	Wells Fargo Financial Leasing Inc	2/24/2026	DB022426 - Wells Fargo Financial Leasing Inc		\$ 2,575.00
Check	DB022626	Verizon Wireless	2/26/2026	DB022626 - Verizon Wireless		\$ 210.52
Check	DB022726	Empower	2/27/2026	DB022726 - Empower		\$ 4,135.30
Check	DB022726-1	Alera	2/27/2026	DB022726-1 - Alera		\$ 312.53
Check	DB022726-2	EBC FREEINVOICE	2/27/2026	DB022726-2- EBC		\$ 60.00
Check	- None -	Wilson Language Training	2/11/2026	Journal #MGCS3017-- Bill #102825--Materials & Supplies	Voided	\$ -
Check	- None -	Wilson Language Training	2/11/2026	Bill #102825--Materials & Supplies Journal #MGCS3018--	Voided	\$ -
Credit Card	9515-0678	EPIC Sports	2/25/2026	02/18 - EPIC Sports		\$ 99.77
Credit Card	9515-0678	Wrapzody	2/25/2026	02/19 - Wrapzody		\$ 450.99
Credit Card	9515-0678	EPIC Sports	2/25/2026	02/24 - EPIC Sports		\$ 99.77
Credit Card	9515-0678	Fedex	2/25/2026	02/25 - Fedex		\$ 5.48
Credit Card	9515-0678	Whitney Plantation	2/25/2026	02/11 - Whitney Plantation		\$ 311.44
Credit Card	9515-0678	Chick-fil-A	2/25/2026	02/15 - Chick-fil-A		\$ 761.38
Credit Card	9515-0678	State Parks Resrvtn	2/25/2026	02/11 - State Parks Resrvtn		\$ 792.75
Credit Card	9515-0678	Cafe Du Monde	2/25/2026	02/12 - Cafe Du Monde		\$ 288.85
Credit Card	9515-0678	Textedly	2/25/2026	02/04 - Textedly		\$ 194.26
Credit Card	9515-0678	GOOGLE *SVCSGRIZZLIESP	2/25/2026	02/02 - GOOGLE *SVCSGRIZZLIESP		\$ 17.27
Credit Card	9515-0678	Whitney Plantation	2/25/2026	02/11 - Whitney Plantation		\$ 311.44

## Charter Holder AB398 Allocation Summary

<b>Charter contract holder:</b>	<b>Southern Nevada Trades High School</b>	Select the school name from the drop-down
<b>Number of campuses:</b>	<b>1</b>	*Auto-populated
<b>LEA:</b>	<b>State Public Charter School Authority</b>	*Auto-populated
<b>Award amount per FTE across all charter schools under the SPCSA:</b>	<b>\$3,321.31</b>	*Auto-populated
<b>Total eligible staff FTEs based on 2026 staff census across all charter holder campuses:</b>	<b>21.00</b>	*Auto-populated
<b>Total AB398 award to charter holder:</b>	<b>\$69,747.57</b>	*Auto-populated
<b>Total AB398 utilization by charter holder (total of all campus tabs, cannot be greater than award total):</b>	<b>\$69,747.51</b>	*AB398 utilization from all campuses by charter holder. Will be 'red' if greater than total award.

**Allocation methodology narrative:**

<p>The Southern Nevada Trades High School Board determined to allocate all the funds awarded from AB398 to all approved staff for the 2026-2027 school year.</p> <p>SNTHS was awarded more money this year due to our growth in staff and therefore will be able to reward those ESP members that did not benefit from AB 398 last year.</p> <p>Since opening in 2023, we have struggled to remain competitive with salaries at other charter and CCSD schools. This allocation should help to continue to remedy these struggles.</p> <p>The board determined that all 21 teachers and ESP staff will be given \$3,321.31 each for a total of \$69,747.51. The school will pay the PERS amount associated with this raise out of the general fund.</p> <p>Funds awarded to each charter holder may only be used for salary increases instituted after the implementation of AB398 in the 2025-26 school year. Funds may also be used for PERS benefits directly associated with said salary increases. However, funds may NOT be used for benefit rate increases or salary increases issued prior to awarding of funds in the 2025-26 school year.</p> <p>Charter holder agrees to account for funds separately in accordance with SPCSA and NDE approved accounting methodology, including designated funds and account codes. Schools who don't allocate and account for funds appropriately will not be eligible for funds in 2026-27.</p>	<p>*School populates blue cells in workbook. Complete new detail worksheets for each campus (if applicable).</p>
--	--

**By signing this form, the charter holder acknowledges and agrees to the terms and conditions as outlined by the LEA and pursuant to AB398 in the 2025 legislative session:**

<b>School Leader:</b>	Candi Wadsworth	
	(print)	(sign)
<b>Board of directors chair:</b>	Brett Willis	

This **First Amendment to Promissory Note** (the "Amendment") is made and entered into as of [Insert Date], 2026, by and between **Southern Nevada Trade High School**, a Nevada nonprofit public benefit corporation ("Maker") , and **Red Hook SNTHS LLC**, a Delaware limited liability company ("Beneficiary").

## Recitals

- **Original Note:** Maker executed a Promissory Note dated May 1, 2025, in the principal amount of **\$81,821.19** (the "Note").
- **Purpose:** The parties now desire to amend the Note to extend the Maturity Date and modify the interest payment schedule as set forth below.

## 1. Amendments to the Note

The following sections of the Note are hereby amended and restated as follows:

**A. Section 2.3 (Payments):** Maker shall pay Beneficiary annual interest payments on the first day of June each year, commencing on **June 1, 2026**, and continuing until the Maturity Date. Each annual payment shall consist of all Interest accrued on the Principal Amount during the preceding twelve-month period. All payments shall be made by automatic clearing house, wire transfer, or other electronic method acceptable to Beneficiary.

**B. Section 3 (Maturity Date):** The outstanding balance of the Principal Amount, together with any accrued but unpaid Interest, shall be all due and payable on **June 1, 2029** (the "Maturity Date"). If not paid by the Maturity Date, any accrued but unpaid Interest shall be added to the Principal Amount and accrue Interest at the Default Interest Rate.

## 2. General Provisions

- **No Other Changes:** Except as expressly modified by this Amendment, all other terms, covenants, and conditions of the Note remain in full force and effect.
- **Governing Law:** This Amendment shall be governed by and construed in accordance with the laws of the State of **California**.
- **Entire Agreement:** This Amendment, together with the Note, contains the entire understanding between the parties and may not be further modified except in writing signed by both parties.

## Signatures

**MAKER:**

**SOUTHERN NEVADA TRADE HIGH SCHOOL**

By: \_\_\_\_\_ Name: **Brett Willis** Its: **Board Chair**

**BENEFICIARY:**

**RED HOOK SNTHS LLC**

By: \_\_\_\_\_

Its: \_\_\_\_\_

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## Signatures

**MAKER:**

**SOUTHERN NEVADA TRADE HIGH SCHOOL**

By: \_\_\_\_\_ Name: **Brett Willis** Its: **Board Chair**

**BENEFICIARY:**

**RED HOOK SNTHS LLC**

By: \_\_\_\_\_

Its: \_\_\_\_\_



# Southern Nevada Trades High School

## Strategic & Operating Manual

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.

<b>Projected Forecast with Assumptions</b>				
	<b>2025 - 2026</b>	<b>2026 - 2027</b>	<b>2027 - 2028</b>	<b>2028 - 2029</b>
<b>Revenue</b>				
Revenue from Local Sources	706,187	809,371	566,366	387,442
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	-	-	-	-
<b>Total Revenue</b>	<b>4,003,688</b>	<b>4,366,554</b>	<b>4,580,235</b>	<b>5,188,157</b>
<b>Expenses</b>				
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	563,734	693,937	768,580	945,090
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	208,178
<b>Total Expenses</b>	<b>3,952,034</b>	<b>4,336,985</b>	<b>4,573,382</b>	<b>5,183,671</b>
<b>Net Income – Government-Wide</b>	<b>51,654</b>	<b>29,569</b>	<b>6,853</b>	<b>4,486</b>

## 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.

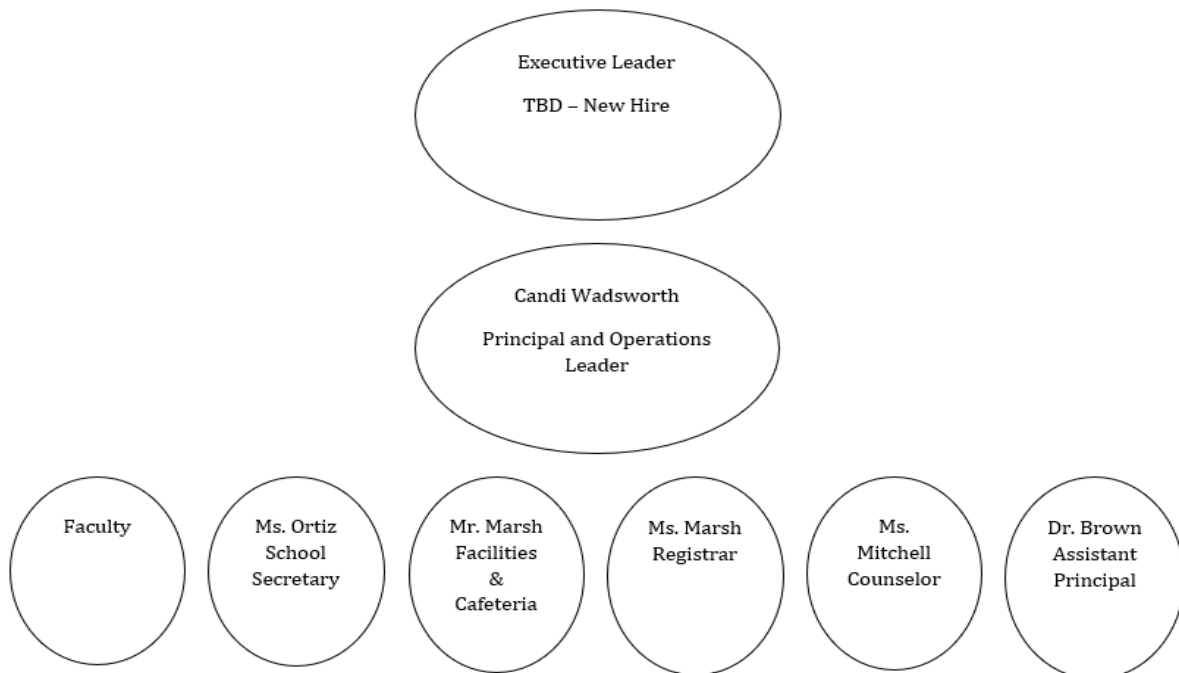
### Leadership Roles & Accountability

- 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
<b>Total ADE</b>	<b>257</b>	<b>283</b>	<b>325</b>	<b>390</b>
<b>YOY Increase</b>		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	0	Every other month

	orientation. Parole Officers refer students to us		
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/renegotiate; 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)

- In the absence of an Executive Leader, our Board of Directors will play a significant role in supporting and advancing fundraising initiatives. This will be an on-going daily effort.
- 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				
Industry / Trade Association				
Corporate Sponsorships				
Grants				
Annual Campaign				
<b>TOTAL (\$USD)</b>	<b>706,187</b>	<b>809,371</b>	<b>566,366</b>	<b>387,442</b>

## 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



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# 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:

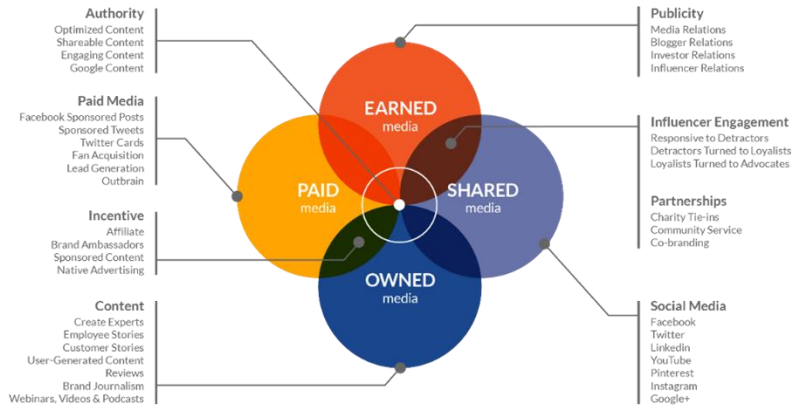
- **General brand awareness.** Cultivate a strong, recognizable identity for the school by sharing compelling stories, showcasing achievements, and highlighting student and community impact through strategic communication, media outreach, events, and partnerships that elevate the school's presence and 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)	
<b>Key Priorities</b>	<ul style="list-style-type: none"> <li>▪ Inventory/Audit Current Marketing Materials</li> <li>▪ Develop Key Audience Lists</li> <li>▪ Finalize Messaging for Key Audiences</li> <li>▪ Approve Marketing Campaign Approach/Budget</li> </ul> <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>
<b>Administrative</b>	<ul style="list-style-type: none"> <li>▪ 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"> <li>○ Once the list is finalized, prioritize based on what is needed first.</li> </ul> </li> <li>▪ Begin developing audience lists in the key categories:               <ul style="list-style-type: none"> <li>○ Professional organizations</li> <li>○ Non-Profit organizations</li> <li>○ Family Foundations/Regional Giving Organizations.</li> <li>○ Educational Partners &amp; Pipeline Partners</li> <li>○</li> </ul> </li> </ul>
<b>Content Strategy</b>	<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"> <li>▪ Begin to update materials, as appropriate, based on messaging and audience priorities</li> <li>▪ Begin developing topics and timing for a Q4 launch of the donor development efforts, inclusive of:               <ul style="list-style-type: none"> <li>○ E-Newsletter</li> <li>○ Social media calendar</li> <li>○ Blogs</li> <li>○ Family/student testimonials</li> </ul> </li> </ul> <p><b>Editorial Calendar:</b> 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 <b>Editorial Calendar &amp; Topics</b> overview in the Appendix.</p>

<p><b>Marketing &amp; Website</b></p>	<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><b>Insights &amp; Stories Landing Page:</b></p> <ul style="list-style-type: none"> <li>▪ Chartwell recommends adding a “Insights &amp; 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.</li> <li>▪ <b>Blogs:</b> Publish one blog per month leveraging topics outlined in the full editorial calendar can be found in the <b>Editorial Calendar &amp; Topics</b> overview in the Appendix. Here are some suggested blogs and timing for Q3:             <ul style="list-style-type: none"> <li>▪ August: The Impact of the Trades in the Region’s Economic Prosperity                 <ul style="list-style-type: none"> <li>○ Showcase how skilled trades are vital drivers of economic growth, workforce development, and community stability in the region.</li> </ul> </li> <li>▪ September: The Future of Skilled Trades                 <ul style="list-style-type: none"> <li>○ Develop blog on how SNTHS is helping bridge the skills gap in the region’s workforce.</li> </ul> </li> </ul> </li> </ul> <p><b>News:</b></p> <ul style="list-style-type: none"> <li>▪ Share staff and company announcements, media coverage, and any other newsworthy items on the “Blog” page.</li> </ul> <p><b>E-Newsletter:</b></p> <ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ Develop topics/ideas based on <b>Editorial Calendar &amp; Topics</b> for a Q3 e-newsletter to raise/enhance awareness and identify opportunities for giving.</li> </ul> <p><b>Testimonials:</b></p> <ul style="list-style-type: none"> <li>▪ Develop one student or family testimonial (video or content) a quarter to post.</li> </ul> <p>Leverage all content to further its reach by promoting on social media, in e-newsletters, and in other communications.</p> <p><b>Quarterly Reporting:</b> 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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<p><b>Social Media</b></p>	<p><b>Strategy:</b> Social media should consist of a proactive and reactive strategy.</p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ 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.</li> </ul> <p><b>Q3 Priorities:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Profile optimization:</b> Chartwell recommends auditing Facebook, Instagram, and LinkedIn profiles to ensure an optimized and consistent voice and brand presence across all platforms.</li> <li>▪ <b>Facebook:</b> <ul style="list-style-type: none"> <li>○ Post 2-3 times per week</li> <li>○ Update cover photo quarterly</li> <li>○ Optimize profile quarterly</li> </ul> </li> <li>▪ <b>Instagram:</b> <ul style="list-style-type: none"> <li>○ Post 2-3 times per week</li> <li>○ Optimize profile quarterly</li> </ul> </li> <li>▪ <b>LinkedIn:</b> <ul style="list-style-type: none"> <li>○ Post 1-2 times per week</li> <li>○ Optimize profile quarterly</li> </ul> </li> </ul> <p><b>Ongoing/monthly topics/themes</b></p> <ul style="list-style-type: none"> <li>▪ Student Spotlights (with consent): Before/after stories of student progress.</li> <li>▪ "A Day in the Life" Series: Feature teachers, students, administrators, and/or partners/donors.</li> <li>▪ #MissionMonday or #WhyIGiveWednesday: Weekly posts featuring donors or staff.</li> <li>▪ Instagram/Facebook Stories: Quick updates, live events, thank-you shoutouts to donors.</li> <li>▪ Impact Stats Carousel Posts: Use graphics to show metrics (e.g., % improvement in scores).</li> <li>▪ Mini Video Testimonials: 30–60 sec clips from parents, students, current donors (to encourage other donors).</li> <li>▪ Behind the Scenes: Show how resources are used (e.g., new books, tech, meals, programs).</li> <li>▪ Did You Know? trades facts and stats: Share economic impact of, or work conducted by, trades</li> <li>▪ Media Visibility: Share all news articles and other secured media</li> </ul>
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	<p><b>Specific topics to leverage in Q3:</b></p> <ul style="list-style-type: none"> <li>▪ Independence Day (7/4)</li> <li>▪ National Wellness Month (August)</li> <li>▪ National Skilled Trades Day (8/6)</li> <li>▪ Labor Rights Week (8/25-8/29)</li> <li>▪ National Preparedness Month (September)</li> <li>▪ Labor Day (9/1)</li> <li>▪ Construction Appreciation Week (9/15-9/19)</li> <li>▪ National Tradesmen Day (9/19)</li> <li>▪ National Voter Registration Day (9/23)</li> </ul> <p><b>Enhanced Recommendations:</b> 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 <b>Social Media Overview</b> section in the Appendix.</p>
<p><b>Public Relations</b></p>	<p><b>Community Events/Speaking Engagements:</b></p> <ul style="list-style-type: none"> <li>▪ 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></li> </ul> <p><b>Awards and Recognitions:</b></p> <ul style="list-style-type: none"> <li>▪ 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"> <li>○ LVGEA’s Annual Awards Program</li> <li>○ NAIOP Southern Nevada Spotlight Awards</li> </ul> </li> </ul> <p><b>Media Relations:</b></p> <ul style="list-style-type: none"> <li>▪ Topics to pitch: <ul style="list-style-type: none"> <li>▪ Leverage National Safety Month blog to local media and pitch Paul Nolley as an expert speaker on the subject.</li> <li>▪ See the Editorial Calendar and Media Relations sections in the Appendix for more topic ideas.</li> </ul> </li> <li>▪ Ongoing: <ul style="list-style-type: none"> <li>▪ Develop press releases to announce new initiatives, partnerships, donors, etc.</li> </ul> </li> </ul> <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](http://snvtradeshighschool.org).





*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**

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*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
<b>TOTAL</b>	<b>\$4,234,800.00</b>

**Joe Lombardo**  
*Governor*

**STATE OF NEVADA**

**Melissa Mackedon**  
*Executive Director*



**STATE PUBLIC CHARTER SCHOOL AUTHORITY**

**3427 Goni Rd., Suite 103**  
**Carson City, Nevada 89706-8011**  
**(775) 687-9174 · Fax (775) 687-9113**

**500 East Warm Springs Rd., Suite 116**  
**Las Vegas, Nevada 89119-4344**  
**(702) 486-8895 · Fax (702) 486-5543**

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**MEMORANDUM**

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**TO:** SPCSA Board  
**FROM:** Katie Broughton, Director of Authorizing  
**SUBJECT:** Financial Performance Framework Recommendations for Fiscal Year 2025:  
Southern Nevada Trades High School  
**DATE:** April 17, 2026

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**Background**

All SPCSA charter schools are evaluated on the SPCSA Financial Performance Framework (FPF). All public charter schools are required to undergo an annual financial audit conducted by an independent third-party, as outlined in [NAC 387.775](#). The results of the annual audits are then analyzed against the SPCSA Financial Performance Framework.

The SPCSA is responsible for ensuring that sponsored schools are financially stable and meet the SPCSA board-approved financial performance standards, adopted pursuant to [NRS 388A.273](#). These standards are designed to ensure schools maintain financial stability, safeguarding their ability to operate effectively and serve students both now and in the future.

The SPCSA Financial Performance Framework includes thirteen indicators, four aimed at assessing the near-term health of a school, four aimed at assessing the long-term sustainability and viability of a school, and five related to financial management. For each indicator, schools receive one of three ratings: Meets Standard (MS), Does Not Meet the Standard (DNMS), or Falls Far Below the Standard (FFBS).

As stated in the SPCSA [Financial Performance Framework Technical Guide](#), poor financial performance measure ratings may result in intervention by the SPCSA. A school with financial framework profile results that include at least one indicator rated Falls Far Below Standard and/or at least four indicators rated at Does Not Meet Standard is generally considered out of compliance with the Financial Performance Framework. The indicators are as follows.

	Meets Standard	Does Not Meet Standard	Falls Far Below Standard
<b>Near Term Indicators</b>			
<b>Current Ratio</b>	Greater than or equal to 1.1 OR Greater than or equal to 1 with a one-year positive trend	Between 0.90 and 1.0	Less than 0.9
<b>Unrestricted Days Cash-On-Hand</b>	Y1 Schools: 15+ days Y2 Schools: 30+ days All Others: 60+ days  OR between 30 and 60 days with a one-year positive trend.	Between 15-30 days  OR between 30 and 60 days with a one-year negative trend.	Less than 15 days
<b>Enrollment Variance</b>	Y1 Schools: 90%+ Y2 Schools: 92.5%+ All Others: 95%+	Between 90% and 95%	Less than 90%
<b>Debt or Lease Default</b>	School is not in default of any loans or lease payments.	N/A	School is in default of a loan or lease payment.
<b>Sustainability Indicators</b>			
<b>Total Margin and Aggregated Three-Year Total Margin</b>	Current Year and Aggregated Three-Year Margins are positive.	Current Year OR Aggregated Three-Year is negative.	Current Year AND Aggregated Three-Year are negative.
<b>Debt to Asset Ratio</b>	Less than 0.9	Between 0.90 and 1.0	Greater than 1.0
<b>Cash Flow</b>	Multi-year cash flow and most recent year cash flow are positive.	Multi-year cash flow OR most recent year cash flow are negative.	Both multi-year cash flow and most recent year cash flow are negative.
<b>Debt/Lease Service Coverage Ratio</b>	Ratio is greater than or equal to 1.10 or school does not have outstanding loan or long-term lease.	Ratio is less than 1.10.	N/A
<b>Financial Management and Oversight</b>			
<b>Annual Financial Audit</b>	The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to financial management and oversight expectations as evidenced by an annual independent audit	The school has failed to materially comply in the manner specified.	N/A
<b>Financial Reporting and Compliance</b>	The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to financial reporting requirements,	The school has failed to materially comply in the manner specified.	N/A

	Meets Standard	Does Not Meet Standard	Falls Far Below Standard
<b>Financial Oversight</b>	The school and its governing board have established, approved, and monitored annual budget execution and safeguarded the financial health and activities of the school	The school has failed to materially comply in the manner specified.	N/A
<b>Chart of Accounts</b>	The school materially complies with applicable laws, rules, regulations, and provisions of the charter contract relating to the use of the Chart of Accounts prescribed by the Nevada Department of Education.	The school has failed to materially comply in the manner specified.	N/A
<b>Grant Subrecipient Compliance</b>	The school materially complies with applicable laws, rules, regulations, and terms and conditions of all applicable subaward agreements; submits timely and accurate applications, reimbursement requests, and required reports; ensures completion of an annual single audit if required; and complies with the risk assessment and subrecipient monitoring process.	The school has failed to materially comply in the manner specified.	N/A

Any school that materially fails to comply with the Financial Performance Framework may trigger revocation proceedings should financial performance not improve. Any school identified as such is typically issued a Notice to ensure the school and its governing board are aware of the material failure to comply with the Financial Performance Framework in alignment with [NRS 388A.330](#). As a reminder, the Authority has three levels of intervention when schools do not meet organizational standards. These levels are as follows:

- Notice of Concern
- Notice of Breach
- Notice of Intent to Revoke

**Southern Nevada Trades High School (SNTHS)**

Near Term Indicators	Current Ratio	Unrestricted Days Cash	Enrollment Variance	Debt Default
FY25 Result	.91	24.2	97.8%	None
FY25 Rating	DNMS	DNMS	MS	MS

Sustainability Indicators	Total Margin	Debt-to-Asset Ratio	Cash Flow	Debt/Lease Coverage Ratio
FY25 Result	Current Year Negative	1.09	One Positive	-0.11
FY25 Rating	DNMS	FFBS	DNMS	DNMS

Financial Management and Oversight	Annual Audit	Financial Reporting and Compliance	Financial Oversight	Chart of Accounts	Grant Subrecipient Compliance
FY25 Rating	MS	MS	MS	MS	MS

Southern Nevada Trades High School (SNTHS) earned one ‘Falls Far Below Standard’ rating and five ‘Does Not Meet Standard’ ratings for FY2025. The school is currently under a financial Notice of Concern from FY2024, and the FY2025 ratings reflect a decline across several indicators. As such, SPCSA staff recommend elevating the financial Notice of Concern to a Notice of Breach.

At its January 23, 2026, meeting, the SPCSA Board adopted the Fiscal Year 2025 Financial Performance Framework results, including ratings for SNTHS. However, an error was identified in the analysis: the school should have received a ‘Does Not Meet Standard’ rating for Total Margin, rather than ‘Falls Far Below Standard,’ as only the current year margin can be calculated. The analysis within this memo is based upon the updated ratings. The updated Financial Performance Framework ratings for the SPCSA portfolio are included as part of this agenda item.

Liquidity appears constrained, limiting the school’s ability to meet short-term obligations and maintain an adequate cash cushion, as evidenced by declines in the Current Ratio and Unrestricted Days Cash. Ongoing operating losses further restrict financial flexibility, while the balance sheet indicates liabilities exceed assets. Declining Total Margin and Cash Flow reflect reduced capacity to generate sufficient resources over time. Additionally, insufficient cash flow to cover debt and lease obligations, as indicated by the Debt-to-Asset and Debt/Lease Coverage ratios, further elevates financial risk.

The school’s lease agreement continues to significantly impact its financial condition, consuming a large share of Pupil-Centered Funding Plan (PCFP) revenue and contributing to declines in multiple financial indicators. Although the school has renegotiated its lease and anticipates enrollment growth, its projections currently rely on philanthropic support and increased enrollment to remain viable.

*Proposed Motion: Adopt the updated Fiscal Year 2025 Financial Performance Framework results for Southern Nevada Trades High School as provided within this memo. Additionally, elevate Southern Nevada Trades high school under the Financial Performance Framework to a Notice of Breach and require the school to participate in ongoing financial oversight as outlined by SPCSA staff.*