

Quality Charter School Authorizers

Application Template

Nevada Department of Education



NEVADA

Department of Education

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Application Overview and Timeline

The timeline below is intended to provide applicants with an understanding of the application process. While Nevada Department of Education (NDE or Department) staff intend to meet this timeline, should other factors delay this process, applicants will be notified via email of any changes. **Please direct questions to Lisa Ford, at lisa.ford@doe.nv.gov or by phone at 702-486-6458.**

Date	Activity
February 28, 2024	Release Potential Authorizer Application
March 18, 2024	Information Session
May 1, 2024	Potential Authorizer Application Due
May 1 – 31, 2024	Application Evaluation
May 31, 2024	Notice of Approval/Denial
June 3, 2024	Meet to Confer on Deficiencies of Denied Application
July 3, 2024	Resubmission Deadline
July 3 – 17, 2024	Review of Resubmitted Application
July 18, 2024	Notice of Approval/Denial

Application for Authorization to Sponsor Charter Schools in Nevada

Background

As outlined in Title 34, Chapter 388A of the Nevada Revised Statute, the primary purpose of charter schools in the state is to serve the best interests of all pupils, including those who may be at risk. To open and operate, each charter school must be sponsored by a public oversight entity that has previously received state approval to sponsor one or more schools. A sponsor's fundamental role is to hold each of the schools in its portfolio accountable for the terms of its performance contract by executing responsibilities which include approving, monitoring, evaluating, renewing, and, if necessary, closing charter schools if they fail to satisfactorily achieve agreed upon performance goals.

Per NRS 388A.220, eligible entities sponsoring one or more charter schools in Nevada currently include the State Sponsored Charter School Authority, the board of trustees of a school district, college or university within the Nevada System of Higher Education, or a city or county within the state. Any eligible entity that wishes to become an approved charter school sponsor in Nevada must complete this application according to the guidance and instructions set forth within this set of documents.

Quality sponsorship requires specialized knowledge, skills, commitment, and adherence to essential professional standards to effectively deliver quality educational opportunities for students and communities and achieve the purposes of Nevada's charter school law, as noted above. As a result, this application features questions ranging from the theoretical (how would the applicant's mission be furthered by sponsoring charter schools?), to the very practical (how many full-time positions will this work require, and what financial resources are available to fund them?), and many in between, all designed to evaluate the multiple facets this complex work demands. This application also requires the submission of a workplan that sponsors will design and commit to completing to guarantee all the necessary human capital, systems, and policies are fully developed and in place (or are materially ready to be implemented), prior to officially assuming the responsibilities of sponsoring charter schools.

The Nevada Department of Education (NDE) commends those who explore this opportunity and apply to become approved charter sponsors. The amount of self-reflection, visioning, and strategic planning required to complete the application process and prepare to take on additional responsibilities demonstrates a true commitment to high-quality charter schools and improved outcomes for students.

New Sponsor Application Instructions Logistics

All applicants must provide narrative responses for each request outlined below. Strong responses will, at a minimum, clearly address the indicators bulleted below each question.

- Submit one PDF of no more than 15 pages named SPONSORNAME_SECTIONA_MAY2024.
- Submit relevant attachments (organizational chart, job descriptions, resumes, five-year operational budget, and conflict of interest policy) as one PDF named SPONSORNAME_SECTIONAATTACHMENTS_MAY2024.

Section A: Agency Commitment and Capacity

This section provides applicants an opportunity to demonstrate their capacity and commitment to fulfill the responsibilities of a charter school sponsor in Nevada.

1. Sponsoring Mission: *Does the applicant have a clear and compelling mission for sponsoring charter schools?*

- a. Describe your clear and compelling mission and indicate how it fully aligns with the intent of NRS 388A.
- b. Describe how you will carry out or further its mission by sponsoring charter schools.

2. Sponsor's Organizational Goals: *Does the applicant have clear and achievable organizational goals and timeframes that are aligned with its sponsoring mission and Nevada's charter school statute?*

- a. Identify your clear and achievable organizational goals, criteria, and timeframes.
- b. Indicate how the organizational goals align with the authorizing mission and NRS 388A.

3. Sponsor's Structure of Operations: *Will the applicant operate with a clear structure of duties and responsibilities sufficient to effectively oversee a portfolio of charter schools?*

- a. Describe a clear structure of duties and responsibilities that will be sufficient to effectively oversee and meet the needs of the portfolio of charter schools, including how the structure will be updated if and when necessary.
- b. Provide an organizational chart, including the full-time equivalencies of these positions, that shows clear lines of reporting and authority/decision-making and, if applicable, showing projected organizational changes due to proposed expansion over the next five years.
- c. Describe how you will appropriately manage, retain, and safeguard school and student information and records relating to authorizing.

4. Authorizing Staff Expertise: *Will the applicant have the appropriate experience, expertise, and skills to sufficiently oversee its portfolio of charter schools?*

- a. Provide the background and experience of proposed sponsor staff (e.g. through resumes and/or curriculum vitae), including individuals both paid (e.g., staff) and unpaid (e.g., board members) as well as contractors hired by the applicant, that collectively demonstrate the

applicant's appropriate experience, expertise, and skills to sufficiently oversee a portfolio of charter schools.

- b. Include job descriptions for all proposed sponsorship staff, including those that will be hired in the future.

5. Sponsor Knowledge and Skill Development of Leadership and Staff: *Does the applicant have a plan to build the knowledge, skill base, and network of its sponsoring leadership and staff through professional development?*

- a. Describe your work to date in developing the foundational understanding of authorizing required to submit this application at staff and leadership levels.
- b. Describe the frequency and nature of potential professional development and how these activities will align with the applicant's operations, mission, and organizational goals for overseeing its portfolio of charter schools.

6. Sponsor's Operational Budget for the Portfolio of Charter Schools: *Does the applicant have a plan to allocate resources commensurate with its stated budget and the needs and responsibilities of sponsoring a portfolio of charter schools?*

- a. Include an anticipated five-year budget (for example, FY 2025 - FY 2029) outlining the following:
 - Anticipated revenue sources, such as fees collected annually from schools, and additional funds from outside sources.
 - Anticipated expenditures such as staff, travel, lease, consultants, office costs (e.g., equipment, supplies), etc.
 - Anticipated staff expenditures and personnel budget increases in relation to portfolio growth.
- b. Provide the target number and size of schools for the portfolio of charter schools for a five-year period and the rationale for this projection.

7. Authorizer Operational Conflicts of Interest: *How will the applicant implement a clear policy to address conflicts of interest in all decision-making processes concerning a portfolio of charter schools?*

- a. Include your policy to address conflicts of interest in all decision-making processes concerning the portfolio of charter schools.

New Sponsor Application Instructions: Sections B-E

All applicants must provide a **two-part response** for each of the requests outlined below. Sections B through E provide applicants with the opportunity to describe the standards, practices, and processes they will utilize to make high stakes decisions including new school, renewal, and other actions based on a charter school's academic, operational, and financial performance. These sections each contain two essential parts:

- (a) a required narrative response, and;
- (b) a link to corresponding process documents that illustrate how that particular sponsoring responsibility will be executed. If applicants elect to utilize an existing process, such as that of the Nevada State Public Charter School Authority or a state model resource, in lieu of developing their own processes and documentation, please identify and link to these....
 - Submit one PDF of no more than **15 pages** named SPONSORNAME_SECTIONBCDE_MAY2024.
 - Include relevant links to documents in the submission checklist named SPONSORNAME_SUBMISSIONCHECKLIST_MAY2024.

Section B: Application Process and New School Decision Making

Charter school sponsors play a pivotal role in the opening of new schools: it is essential that they utilize a robust process to grant charters only to those applicants who clearly demonstrate the academic vision and financial and operational capacity necessary to govern and operate high-performing schools. They create a methodical, merit-based, and rigorous structure for reviewing academic, operational, and financial plans, and guide the sponsor toward robust yet fair judgments about each. When the criteria are clearly communicated to applicants, as they should be, they provide committees to form with a clear sense of what is expected of them and what constitutes a strong proposal. Specific, publicized evaluation criteria also help sponsors ensure consistency in application reviews. They are worthwhile in themselves, but also are a strong shield against questions of bias and favoritism that could form the basis for an appeal of any decision to deny a charter. Establishing common standards that all applicants must meet for approval, and making sure applicants and the sponsor both understand them, help identify which schools will truly serve students best.

8. New Charter School Decisions: *Will the applicant implement clear and comprehensive approval criteria and process standards to rigorously evaluate new charter school proposals? Does the applicant outline decision-making standards and processes that will promote the growth of high-quality charter schools?*

- a. Explain how your organization developed or selected these specific new charter application policies, processes, and/or template documents; the top three potential adaptations, if any, you will make to align them with local context and implement them in a high-quality manner; and what challenges you anticipate in their implementation.

- b. Submit transparent, rigorous, and comprehensive new charter school application instructions and questions, evaluative criteria, timelines, review standards and processes, and applicant guidance that align with each of the requirements articulated in NRS 388A.246.

9. Determining Readiness to Open: *Will the applicant utilize clear and comprehensive approval criteria and process standards to rigorously evaluate a new charter school's readiness to open to serve students and families?*

- a. Explain how your organization developed or selected these specific ready-to-open policies, processes, and/or template documents; the top three potential adaptations, if any, you will make to align them with local context and implement them in a high-quality manner; and what challenges you anticipate in their implementation.
- b. Submit documentation that includes the pre-opening tasks, in alignment with NRS 388A.270(1)(c), that the sponsor has determined must be completed before the commencement of operation to ensure that the charter school meets all building, health, safety, insurance, and other legal requirements, and a description of the process for proactively monitoring the activity of all schools between new charter award and projected opening, assessing sufficiency of documentation, and intervening when necessary.

Section C: Performance Contracting

Charter contracts make school-based autonomy and accountability real and are thus critical for making the charter school concept work. Charter contracts protect school autonomy and safeguard schools from inappropriate interventions while also establishing performance standards that enable sponsors to hold schools accountable for results. They make clear the school's obligation to uphold the public trust and protect students' rights.

Sponsors are generally encouraged to customize a contract template and process in ways that maintain a common approach to accountability among a portfolio of schools while also making contract creation and negotiation as simple and straightforward as possible.

10. Contract Term, Negotiation, and Execution: *How will the applicant execute contracts that clearly define material terms, rights and responsibilities of the school, and the applicant, as a sponsor?*

- a. Explain how your organization developed or selected these specific contracting policies, processes, and/or template documents; the top three potential adaptations, if any, you will make to align them with local context and implement them in a high-quality manner; and what challenges you anticipate in their implementation.
- b. Submit a charter contract template that complies with NRS 388A.270 and articulates the rights and responsibilities of each party regarding school autonomy, funding, administration and oversight, outcome measures for evaluating success or failure, performance consequences, and other material terms. Describe how renewal and change in authorizer contracts will be fully executed no later than 60 days before the charter school commences operation and describe,

under what circumstances and how, the applicant will execute contract amendments for material changes to current school plans when necessary (not in lieu of conducting renewal evaluations).

11. Performance Outcomes and Standards: *Will the applicant utilize a performance framework under which it executes contracts with clear, measurable, and attainable performance outcomes and standards? Will the applicant implement clear and consistent processes designed to protect charter schools' autonomy while also holding it accountable to its academic, financial, and operational performance outcomes and standards?*

- a. Explain how your organization developed or selected these specific performance management policies, processes, and/or template documents; the top three potential adaptations, if any, you will make to align them with local context and implement them in a high-quality manner; and what challenges you anticipate in their implementation.
- b. Submit a comprehensive performance framework addressing the following elements:
 - The performance framework identifies the primary purpose of the charter schools in its portfolio as improving all pupil learning and all student achievement and identifies additional purposes per statute.
 - The performance framework defines clear, measurable, and attainable academic, operational, and financial performance outcomes and standards for all schools in its portfolio and the consequences holding charter schools accountable for meeting or not meeting performance outcomes and standards.
 - The performance framework is included in the charter contracts the applicant executes with schools.
 - If the comprehensive performance framework allows for flexibility in negotiating performance outcomes with schools individually, describe a plan to establish contract outcomes/goals that are specific and strategic, measurable, attainable, results-based, and time-bound.

Section D: Ongoing Oversight and Evaluation

Nevada sponsors are charged with ensuring comprehensive charter school oversight that maintains high standards of school performance, upholds school autonomy, and safeguards the student and public interest. Per [NRS 388A.223\(e\)](#), Nevada sponsors have a responsibility to monitor schools in accordance with applicable laws and in accordance with the terms and conditions of a school's charter contract, along with the performance and compliance record of each school. Further, full transparency between a sponsor and their schools promotes school quality. While charter schools are expected to proactively monitor their own performance to inform ongoing improvement efforts, they also need to know how their sponsors view their progress. When contracts contain explicit goals and performance frameworks that show what acceptable progress looks like, it becomes relatively easy to give schools detailed, annual feedback based on data the sponsor has collected over the past year.

12. Processes for Sponsor’s Ongoing Oversight of the Portfolio of Charter Schools: *Will the applicant have robust processes to monitor and oversee charter schools in the areas of academics, operations, and finances?*

- a. Explain how your organization developed or selected these specific financial oversight policies, processes, and/or template documents; the top three potential adaptations, if any, you will make to align them with local context and implement them in a high-quality manner; and what challenges you anticipate in their implementation.
- b. Provide (1) the academic, financial, operational and legal reporting charter schools will be required to submit to the sponsor; (2) an oversight plan that clearly establishes the criteria, processes, and procedures the applicant will use to competently evaluate the academic, financial, and operational performance along with compliance monitoring as it applies to the law ; (3) how evaluative findings will be communicated to individual schools via annual reports; and (4) how the applicant’s ongoing oversight informs its standards and processes for technical support, intervention, termination, and renewal decisions for its portfolio of charter schools.

13. Sponsor’s Standards and Processes for Interventions, Corrective Action, and Response to Complaints: *Will the applicant implement clear and comprehensive standards and processes to address complaints, intervention, and corrective action?*

- a. Explain how your organization developed or selected these specific intervention policies, processes, and/or template documents; the top three potential adaptations, if any, you will make to align them with local context and implement them in a high-quality manner; and what challenges you anticipate in their implementation.
- b. Submit the (1) clear and comprehensive standards, procedures, and processes to address and resolve complaints, including forms if applicable; (2) clear and comprehensive standards, procedures, and processes for intervention and corrective action; and (3) how the applicant’s standards and processes for intervention, corrective action, and response to complaints align with its ongoing oversight of the portfolio of charter schools.

Section E: Renewal, Closure, and Revocation Decision Making

Charter schools agree to accept greater accountability for outcomes in exchange for greater autonomy over inputs but should have a clear understanding from the outset of what it will take to earn renewal of their charter. The charter contract expresses a school’s commitment to achieve certain academic and operational goals and outcomes; renewal criteria state the standards that will govern the renewal decision itself. They should answer the question, “how good is good enough for this school to continue?” which forms the basis of a sponsor’s annual reporting to schools and the public on each charter school’s performance and progress. There should be several years of relevant data on hand when the renewal decision-making process starts.

When schools fail to meet the goals in their charter contracts, they risk *non-renewal*: a sponsor’s decision not to renew a charter at the end of its term. *Revocation*, as distinguished from *non-renewal*, may occur at any time during the charter term when there is clear evidence of extreme violations or failings that warrant termination of the charter to protect student and public interests.

14. Charter School Renewal or Termination Decisions: *Will you utilize clear and comprehensive standards and processes to make high stakes renewal and termination decisions? Does your outline charter school renewal and termination decision standards and processes that will promote the growth of charter schools?*

Describe transparent and rigorous standards, procedures, timelines, and review processes designed to use comprehensive academic, financial, operational and student performance data to make high stakes, merit-based, renewal decisions and terminate charters when necessary to protect student and public interests.

- a. Explain how your organization developed or selected these specific renewal and non-renewal policies, processes, and/or template documents; the top three potential adaptations, if any, you will make to align them with local context and implement them in a high-quality manner; and what challenges you anticipate in their implementation.
- b. Submit documented processes and/or templates for formal written evaluations of each charter school's performance to be disseminated before the sponsor renews the charter contract; determine the consequences for meeting or not meeting performance standards; and a school closure plan, including the applicant's role in the orderly closure of a school in the event of termination, revocation, nonrenewal or voluntary relinquishment of the charter.

New Sponsor Application Instructions: Workplan

All applicants must provide a PDF response to the request outlined below named SPONSORNAME_WORKPLAN_MAY2024.

Section F: Sponsor Workplan

The Department recognizes that the applicant will not have every single authorizing policy, system, and procedure in place in a finalized state for its future sponsorship of charter schools upon submission of this application. As a result, and to demonstrate the sound planning needed to be ready to take on such responsibilities, applicants must submit a workplan in their preferred format with a clear timeframe and appropriate benchmarks that clearly show how they will develop the internal capacities and implement the policies necessary for high quality oversight of charter schools prior to releasing their first Request for Proposals for New School Applications. Strong responses will align with applicants' narrative responses and include details as to responsible individuals or groups and how they will be held accountable for completion of the workplan.

This workplan should include, but not be limited to, the following:

- Internal and external communications to internal staff, the public, the applicant's school community and to potential charter school applicants or transfer schools.
- Timing and sequencing for adapting the submitted policy, process, and template documents and implementation plans to local context.

- Staff recruitment and hiring plan for sponsorship-related positions.
- Local needs assessment to identify K-12 educational and community needs in alignment with NRS 388A.220 and the applicant's mission and organizational goals as stated in Section A of this application.
- Ongoing professional development on quality authorizing principles and practices.
- Systems for charter-school related data collection and compliance reporting per state requirements.

Form 1 – Assurances

Name of Applicant Entity:

Legally Binding:

By signing this form, I/we acknowledge that I/we am/are aware of sponsorship responsibilities in their entirety as stated within the application materials and shall comply with all applicable federal, state, and local laws, ordinances, rules, regulations, and provisions stated therein, should the entity be approved to sponsor charter schools in the state of Nevada.

I/we hereby assure and agree to comply with all conditions of the approved application and submit required documents and certifications as required, should the entity be approved as a sponsor, and that the entity is committed to serving as a sponsor unless the NDE terminates the organization's ability to sponsor charter schools under NRS 388A.220.

Applicant's Identified Official with Authority

(Provide the name, title, and signature of person with legal authority to certify on behalf of the applicant.)

Signature: _____

Date: _____

Name: _____

Title: _____

Applicant's Primary Sponsoring Contact (if different from above)

(Provide the name, title, and signature of applicant's primary sponsoring contact, if different from above.)

Signature: _____

Date: _____

Name: _____

Title: _____

Completeness Checklist

PROPOSED SPONSOR:		<i>Enter sponsor name.</i>
Section A: Agency Commitment and Capacity		
Submit one PDF of no more than 15 pages named SPONSORNAME_SECTIONA_MAY2024. Submit relevant attachments (job descriptions, resumes, and operational budget) as one PDF named SPONSORNAME_SECTIONAATTACHMENTS_APRIL2024.		
A.1.a.	Sponsoring Mission	<i>All applicants must provide a response to this request.</i>
A.1.b.		<i>All applicants must provide a response to this request.</i>
A.2.a.	Organizational Goals	<i>All applicants must provide a response to this request.</i>
A.2.b.		<i>All applicants must provide a response to this request.</i>
A.3.a.	Structure of Operations	<i>All applicants must provide a response to this request.</i>
A.3.b.		<i>All applicants must provide a response to this request.</i>
A.4.a.	Staff Expertise	<i>All applicants must provide a response to this request.</i>
A.4.b.		<i>All applicants must provide a response to this request.</i>
A.5.a.	Knowledge/Skill Development	<i>All applicants must provide a response to this request.</i>
A.5.b.		<i>All applicants must provide a response to this request.</i>
A.6.a.	Operational Budget	<i>All applicants must provide a response to this request.</i>

A.6.b.		<i>All applicants must provide a response to this request.</i>
A.7.a.	Conflicts of Interest	<i>All applicants must provide a response to this request.</i>
Section B: Application Process and New School Decision Making		
Submit one PDF for sections B-E of no more than 15 pages named SPONSORNAME_SECTIONBCDE_MAY2024. Include relevant links to documents in the submission checklist named SPONSORNAME_SUBMISSIONCHECKLIST_MAY2024.		
B.8.a.	New Charter School Decisions	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?		Indicate below: <input type="text"/>
Insert link(s) to new charter application policies, processes, and/or template documents		<i>Insert link here</i>
B.8.b.		<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?		Indicate below: <input type="text"/>
Insert link(s) to charter school application instructions and questions, evaluative criteria, timelines, review standards and processes, and applicant guidance		<i>Insert link here</i>
B.9.a.	Readiness to Open	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?		Indicate below: <input type="text"/>
Insert link(s) to ready to open policies, processes, and/or template documents		<i>Insert link here</i>
B.9.b.		<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?		Indicate below: <input type="text"/>

Insert link(s) to pre-opening tasks	Insert link here
Section C: Performance Contracting	
C.10.a. Contract Term, Negotiation, and Execution	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to contracting policies, processes, and/or template documents	Insert link here
C.10.b.	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to charter contract template	Insert link here
C.11.a. Performance Outcomes and Standards	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to comprehensive performance framework elements	Insert link here
C.11.b.	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to performance framework	Insert link here
D.12.a. Processes for Ongoing Oversight	<i>All applicants must provide a response to this request.</i>

Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to specific financial oversight policies, processes, and/or template documents	<i>Insert link here</i>
D.12.b.	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to reporting, oversight plan, communication of findings, how oversight informs processes	<i>Insert link here</i>
D.13.a. Standards and Processes for Interventions, Corrective Action and Response to Complaints	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to intervention policies, processes, and/or template documents	<i>Insert link here</i>
D.13.b.	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to standards, procedures, and processes to address and resolve complaints; tandards, procedures, and processes for intervention and corrective action; alignment with ongoing oversight	<i>Insert link here</i>
Section E: Renewal, Closure, and Revocation Decision Making	
E.14.a. Renewal or Termination Decisions	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to renewal and non-renewal policies, processes, and/or template documents	<i>Insert link here</i>

E.14.b.	<i>All applicants must provide a response to this request.</i>
Will you use an existing Nevada State Public Charter School Authority resource, use an existing state model resource, or develop your own resource?	Indicate below:
Insert link(s) to processes and/or templates for formal written evaluations	<i>Insert link here</i>
Section F: Sponsor Workplan	
Provide a PDF response to the request outlined below named SPONSORNAME_WORKPLAN_MAY2024	
	<i>All applicants must provide a response to this request.</i>

Please submit completed application materials to Lisa Ford, Chief Strategy Officer at, lisa.ford@doe.nv.gov.

Completed application materials may be mailed to:

Nevada Department of Education
 2080 E. Flamingo Rd. Ste. 210
 Las Vegas, Nevada 89119
 Attn: Lisa Ford