

~~spaces for RAISE activities, ensuring compliance and support for the program's emphasis on moral development.~~

- ~~7. Facility costs knowledge: leasing \$4,000,000 annual for \$40,000,000 project at 10% rate, purchasing would add ~\$4.4M/year in financing; building new ~\$200/sq. ft. (\$20M total), renovating \$43/sq. ft. (\$4.3M); all conform to health (ADA, ventilation), safety (fire codes), occupancy requirements via inspections, comparable to Saratoga Springs market averages per recent USBE reports. These estimates inform budgeting and viability assessments.~~
- ~~8. Evidence for assumptions: Charter One's experience with similar leases, spreadsheet \$40,000,000 estimate based on Saratoga Springs real estate data from 2024 appraisals, supported by USBE facility guidelines and local zoning studies. Market data confirms affordability and alignment with regional norms.~~
- ~~9. Proposed facility is adequate: 100,000 sq. ft. supports program with room for growth (up to 1800 students), location in Saratoga Springs targets population; plan for securing alternatives ensures appropriateness for RAISE focused education, per Utah school standards (e.g., 50 sq. ft./student minimum). Adequacy is based on space allocations that enable small class sizes, extracurriculars, and community building.~~
- ~~10. Acquisition plan viable: Lease aligns with revenues (20% cap), no debt, reserves cover contingencies, stress tested with budget scenarios showing positive cash flow even at breakeven. Viability is enhanced by Charter One's support in negotiations and risk mitigation.~~

Pre-Opening Plan

Ensign Leadership Academy's (ELA) pre-opening plan spans from charter approval (anticipated fall 2025) to school opening in August 2027, focusing on operational readiness to support its mission of providing the best educational experience in a moral and wholesome environment through rigorous academics and RAISE values (Respect, Accountability, Integrity, Service, Excellence). This plan aligns with Utah State Charter School Board (SCSB) requirements under R277-552, including mandatory workshops, readiness checklists, and compliance with federal and state laws such as IDEA (34 CFR Part 300) and FERPA (34 CFR Part 99). Responsibilities are assigned to the Governing Board, Charter One (EMO), and key hires like the School Director, with resources from startup grants (e.g., Utah Charter School Revolving Loan up to \$250,000) and Charter One advances totaling \$659,062. Potential challenges, such as minor renovations at a potential facility in Saratoga Springs, or enrollment shortfalls targeting 1535 K-12 students from Saratoga Springs and surrounding areas like Orem and Springville, will be addressed through contingencies like extended timelines or enhanced marketing campaigns emphasizing the school's values-based approach.

The pre-opening period is divided into three phases: Immediate Post-Approval (Winter 2026), Planning and Development (2026), and Final Preparation (Early 2027). This structure follows SCSB timelines, requiring charter agreement execution by July 1, 2026, and completion of pre-operational tasks 18 months before opening. The plan ensures implementation of legal requirements, policies, student data systems (e.g., Data Management Interface or DMI for tracking enrollment, attendance, SWD, EL, and FRL), privacy protections, reporting (e.g., monthly enrollment to districts), and financial management, with evidence submitted to the authorizer quarterly. The plan's foundation is a \$659,062 planning year budget (FY 2027),

primarily from grants and advances, covering property (including furniture and supplies), yielding a balanced ending \$18,500. Resources are allocated to prioritize compliance and readiness, with Charter One providing expertise in grants, hiring, and facilities.

Governance and Compliance Setup: Immediately post-approval, the board finalizes its structure per bylaws, ensuring 5-7 members with diverse expertise (e.g., governance, finance, education). Policies are developed using SCSB templates, including special education rules adopted verbatim from USBE, with additional supports for SWD (10% projected). Training on Open Meetings Act (Utah Code Ann. §52-4) and ethics occurs annually, fostering transparency and alignment with the school's vision of "Learn. Lead. Change the World!"

Facility Acquisition: Partnering with Charter One developers, secure a potential site in Saratoga Springs by January 2026, with revenue-based lease capped at 20% (\$4,000,000 annual at full enrollment). Minor renovations (~\$500,000 for classroom updates, ADA enhancements) funded via grants or rolled into the lease payment by the school developer.

Contingencies: If site unavailable, evaluate alternatives near Saratoga Springs within 30 days; ensure e-occupancy certificate by June 2027 through inspections.

Hiring and Staffing: Director hiring starts January 2026 via competitive process, with prorated salary and focus on candidates experienced in K-12 charters and values-based education. Staff recruitment in 2027 prioritizes background checks per R277-552 and trainings on data privacy and RAISE integration. Charter One's HR supports to minimize costs and ensure diverse, qualified team.

Marketing and Enrollment: Charter One's marketing campaign has already been launched. But post-approval it will include website development, community events in Saratoga Springs, and ads highlighting academic rigor and patriotism. Enrollment opens December 2026, with lottery procedures compliant with state rules (Utah Code Ann. §53G-6-502), aiming for 1535 students while tracking demographics for Title I eligibility (40% FRL projected).

Systems Implementation: By December 2026, secure DMI and SIS access (e.g., Infinite Campus) for real-time tracking of attendance (95% target), SWD (10%), EL (5%), and FRL. Financial systems use Sage Intacct for GAAP compliance, with segregated accounts for grants and restricted funds.

Reporting and Financial Management: Set up annual audits and Audited Financial Report (AFR) submissions by March 2027; appoint the Director for ongoing reports to USBE and districts. Insurance is procured early, covering tort claims per §53G-5-505. This thorough approach, with built-in flexibilities, positions ELA for a successful 2027 opening, directly enhancing student outcomes through prepared infrastructure, compliant systems, and focused resources for a wholesome learning environment.

Detailed Timelines and Tasks

Below is a comprehensive schedule, adapted from successful Utah charter examples like Advantage Arts Academy and guidelines from the Utah State Charter School Board (SCSB). It includes initiation/completion dates, key tasks, primary responsibilities, and resource needs. The Governing Board will track progress via monthly meetings, using a readiness checklist per SCSB guidelines.

Phase	Completion Date	Task	Primary Responsibility	Resource Needs
Post-Approval	Upon Approval (Jan. 2026)	Finalize and sign charter agreement; complete board member background checks and register with Bureau of Criminal Investigation.	Governing Board Chair / Charter One Legal Team	No cost; SCSB-provided agreement template; \$500 for background checks.
Post-Approval	Upon Approval (Jan. 2026)	Attend mandatory post-proposal bootcamp and pre-operational workshops (e.g., governance, compliance).	Full Governing Board	SCSB workshops (free); travel expenses (\$1,000 total).
Post-Approval	Jan. 2026	Form committees (e.g., Hiring, Facility, Outreach); approve 2026-2027 planning year budget.	Governing Board / Charter One Finance Director	Charter One advance (\$440,000 total for pre-opening); budget template from USBE.
Post-Approval	Jan. 2026	Apply for 501(c)(3) status and Utah Charter School Revolving Loan/Startup Grant (\$150,000-\$250,000).	Board Treasurer / Charter One Grants Team	Legal review (\$2,000); grant application forms from USBE.
Planning & Development	Jan-Jun 2026	Secure lease for potential facility in Saratoga Springs; negotiate revenue-based terms (capped at 20%) and plan minor renovations.	Facility Committee / Charter One Developers	\$50,000 for site surveys/legal; renovation costs (~\$500,000 from grants).
Planning & Development	Jan-Jun 2026	Hire School Director (start date March 2026; salary \$120,000 prorated).	Hiring Committee / Charter One HR	Job postings (\$5,000); interviews; benefits package (\$30,000 prorated).
Planning & Development	Jan-Jun 2026	Develop and adopt required policies (e.g., enrollment, special education, employee evaluations, data privacy per FERPA).	Governing Board / School Director (once hired)	Legal consultant (\$10,000); USBE Special Education Rules template.

Phase	Completion Date	Task	Primary Responsibility	Resource Needs
Planning & Development	Jul-Dec 2026	Launch marketing plan: Create school website, host community events, advertise enrollment targeting Saratoga Springs and surrounding areas.	Outreach Committee / Charter One Marketing Team	Charter One marketing campaign: ads/website; graphic designer).
Planning & Development	Jul-Dec 2026	Secure access to student data systems (e.g., DMI, SIS like Infinite Campus); train on tracking enrollment, attendance, SWD/EL/FRL.	School Director / Charter One IT	System licenses (\$15,000); training sessions (\$5,000).
Planning & Development	Jul-Dec 2026	Procure insurance (liability \$1M/\$3M aggregate) and ensure tort claim indemnification.	Board Treasurer / Charter One	Premiums (\$20,000); broker fees.
Final Preparation	Jan-Jun 2027	Hire staff (teachers, admin; aim for 25:1 ratio); conduct background checks and trainings on RAISE values and curriculum.	School Director / Hiring Committee	Salaries/benefits (\$500,000 prorated); recruitment ads (\$10,000).
Final Preparation	Jan-Jun 2027	Open enrollment; process applications, hold lottery if needed; target 1535 students.	School Director / Outreach Committee	Enrollment software (\$5,000); parent meetings (\$2,000 for materials).
Final Preparation	Jan-Jun 2027	Complete facility renovations; obtain e-occupancy certificate, fire/health inspections.	Charter One Developers / School Director	Inspections (\$10,000); contingency for delays.
Final Preparation	Jan-Jun 2027	Implement reporting systems (e.g., annual audit setup, financial reports); submit monthly enrollment reports to districts.	School Director / Charter One Finance	Accounting software (\$10,000); auditor contract (\$15,000).

Phase	Completion Date	Task	Primary Responsibility	Resource Needs
Final Preparation	Jun-Aug 2027	Complete USBE Readiness to Open Checklist; hold parent/teacher orientations emphasizing mission and vision.	Full Governing Board / School Director	Checklist (free from SCSB); event costs (\$5,000).
Final Preparation	Aug 2027	School opens: First day operations, including student record transfers and assessments calendar.	School Director	Operational supplies (\$20,000).

Challenges and Contingencies

Charter One will provide advances if funding lags, defer management fees, and assist with vendor negotiations. If enrollment lags (e.g., below 1065 break-even), enhance marketing with focused Saratoga Springs campaigns. Board will monitor quarterly, notifying SCSB of risks per R277-552.

Positive Impact on Student Learning

This plan ensures a fully compliant, resourced school from day one, enabling small classes for personalized instruction in Core Knowledge and RAISE, with accessible data systems for targeted support of SWD and EL students, fostering the vision of "Learn. Lead. Change the World!"

~~Closure Plan~~

~~Ensign Leadership Academy (ELA) has developed a comprehensive closure plan to ensure an orderly, compliant, and student-centered wind-down process in the unlikely event of charter termination by the Utah State Charter School Board (SCSB) or Utah State Board of Education (USBE), or voluntary surrender by the school. This plan aligns with Utah Code Ann. §53G 5-504, which mandates timely notifications, student transitions, asset disposition, and record handling, as well as federal regulations under 2 CFR 200.334 for grant-related record retention. Drawing from sample protocols from the Utah Association of Public Charter Schools (UAPCS), the plan prioritizes minimizing disruption to students' education, supporting families and staff, and fulfilling all legal and financial obligations. Charter One, as the Education Service Provider (EMO), will assist the Governing Board in execution, leveraging experience from similar closures in other states. The plan includes remaining cash reserves to cover costs like audits, notifications, and transitions, explained as a contingency for dissolution in the business plan.~~

~~Phases of Closure~~

~~The closure process is divided into four phases: Immediate Notification (Days 0-10 post-decision), Student and Employee Transitions (Days 11-60), Financial and Asset Wind Down (Days 61-120), and Final Reporting and Archiving (Days 121+ or until complete). This structure~~