

## Application Cover Sheet

Name of proposed school: Mastery Schools of Camden

Anticipated physical address of school: \_\_\_\_\_

County of residence: Camden

District of residence: Camden City

**Primary contact.** Identify the **primary contact** for your prospective renaissance school project. This individual will serve as the contact for all communications, scheduling, and notices regarding your application.

*Note:* As with all aspects of your application, names and contact information of the primary contact will become public information.

Primary application contact: Soledad Alfaro

District of residence: Camden

Mailing address: 5700 Wayne Avenue

Street/ PO Box

Philadelphia, PA 19144

City State Zip

Phone: (day) 267-838-6955 (evening) 267-838-6955

Email address: soledad.alfaro@masterycharter.org Fax: \_\_\_\_\_



***Mastery Charter Schools Foundation***  
***Excellence. No Excuses.***

December 31, 2013

Karen Willis  
Purchasing Agent  
Camden City Public Schools  
Business Office, 8th Floor  
201 North Front Street  
Camden, NJ 08102

Dear Ms. Willis,

This letter is to indicate Mastery Charter Schools Foundation's support for Mastery school's Urban Hope Renaissance application. Our Foundation exists to support Mastery schools and our Board voted recently to add any Camden, New Jersey schools under the Mastery umbrella to our list of schools eligible for funding.

The Mastery Charter Schools is a private, non-profit foundation and we support Mastery schools in multiple ways:

- Annual Fund Giving – each year we raise funds to help schools with things not covered in a typical school budget such as seeding new programs, supporting additional extra-curricular activities, building new playgrounds, etc.
- Expansion Support – we provide financial support for new school's openings items not covered by operating funds such as new materials and supplies or additional support staff. All planning period expenses (January to June 2014) included in the application up to \$985,000 have been pre-approved for funding by our Board.
- Capital Projects – we support Mastery schools' capital projects. This has included low and no interest loans for building renovations, securing financing for building purchases, and outright grants to purchase or renovate facilities.

As of October 31, 2013, we had approximately \$16 million in assets (cash, promises to give, and amounts due from related parties). We continue to raise funds to support Mastery schools and to leverage our assets to ensure that every child enrolled in a Mastery school has a world class education and a quality facility in which to learn.

Sincerely,

Stephen Cohn  
Chair, Mastery Charter Schools Foundation



## **Urban Hope Application Part II**

### ***Mission***

The mission of Mastery Schools of Camden is “All students learn the academic and personal skills they need to succeed in higher education, compete in the global economy, and pursue their dreams.” Our vision is to close the achievement gap in the communities we serve.

### ***Project Overview***

Mastery Schools of Camden proposes a multi-phased project to create and operate a PreK-12 network of schools located in or near the North Camden, Cramer Hill and East Camden communities.

Phase 1 of the project will be to construct a new elementary facility – Mastery Schools of Camden – Cramer Hill Elementary, which will serve up to 525 students in K through 6 grades. MSC – Cramer Hill will be located in the Cramer Hill neighborhood and will open in the 2016-17 school year. During construction and prior to the new building’s full availability, Mastery will open in the Pyne Poynt Middle School in North Camden and the former Washington Elementary in Fall 2014. This will allow Camden students access to a high quality education during construction of the new facility.

Phase 2 of the project will include up to five additional schools, bringing the total to 4654 students. Mastery will work with the Camden City School District (CCSD) to mutually agree on the appropriate size, grade configuration, and location for each school. For planning purposes, Mastery will assume a growth strategy for the remaining schools of one or more schools per year for the 2015-16, 2016-17, and 2017-18 school years, respectively. Mastery is focused on creating efficient feeder patterns. Creating a feeder pattern enables us to build on community and parent relationships and helps enhance the success of all schools in the neighborhood. Our data proves that the earlier we provide a quality Mastery education to our students, the more they excel later.

The Mastery infrastructure is designed to support existing schools at a high level while adding new schools each year. Specifically, we have systems in place to train leaders a year in advance of opening (we currently have 15 Apprentices in our pipeline for fall 2015), to recruit and train quality teachers to be ready on day one of any new school, to turn school facilities into clean, bright places where children want to learn, and to have the appropriate curriculum and instructional supports to serve all children we enroll.

***Pursuant to N.J.S.A. 18A:36C-4.b.(10) and N.J.A.C. 6A:31-3.1(c)4 the description of, and address for the proposed facility***

Mastery Schools of Camden – Cramer Hill Elementary will be located in the Cramer Hill section of Camden on Block 814 at 24th and Harrison Avenue, Camden, New Jersey 08105. Located in the Cramer Hill neighborhood, the property is a vacant lot adjacent to the Salvation Army Kroc Center, and is owned by the City of Camden. The gross interior area of the building will be 64,000 square feet and Mastery intends to serve students from grades Kindergarten through 6<sup>th</sup> grade in the facility.

Situated between North 24<sup>th</sup> and 25<sup>th</sup> Streets, the building site is bounded on the east by Harrison Avenue and on the west by Farragut Avenue. The location has several advantages. Geographically, Cramer Hill is positioned in the center of the renaissance school project's attendance area, bordering both North Camden and East Camden neighborhoods. Proximity to the Salvation Army Kroc Center affords students the access to excellent school day and afterschool programming and recreational activities. Additionally, the location is 2 blocks away from a public park and baseball fields.

A site map follows as Attachment A

A letter of intent to purchase is included as Attachment B

The facility schematic is Attachment C

***Pursuant to N.J.A.C. 6A:31-3.1(c)5 the applicant must provide information regarding the renaissance school project's attendance area and the admissions policies which comply with N.J.S.A. 18A:36C-8.a.(1) or N.J.S.A. 18A:36C-8.b.(1)***

The Attendance areas for the Mastery Schools of Camden renaissance school project stretches from North Camden through East Camden. The relevant zip codes and neighborhoods are as follows:

- Zip Codes 08102 (north of 676/Ben Franklin Bridge) and 08105 (all), including neighborhoods Cooper Poynt, Pyne Poynt, Cramer Hill, Beideman, Dudley, Marlton, Rosedale, and Stockton.

The catchment map is included as Attachment D

Admissions policies for the 2014 – 15 academic year are included as Attachment E

***A Detailed Schedule for constructing the facility and opening the renaissance school on time.***

Attachment F outlines the project schedule.

***A Comprehensive School Facilities Plan documenting compliance with all relevant aspects of N.J.A.C. 6A:26, including documentation certifying the prospective renaissance school's compliance with all State school facilities standards with the exception of all facilities efficiency standards.***

Exterior amenities include a play area with age-appropriate equipment, parking spaces, and landscaping. Mastery intends to collaborate with community stakeholders to finalize the design over the next few months.

Attachment G is a rendering of the facility.

Attachment H is a room inventory report for the new elementary school.

***The nonprofit entity's Short-Term Financing Plan for the prospective renaissance school, including documentation concerning the costs, timetable, funds available, and terms of financing for:***

- ***Any necessary acquisitions of land***
- ***Construction of school facilities***
- ***Acquisition of furniture, equipment, and fixtures***

Mastery Schools of Camden will secure facilities financing through a combination of Qualified School Construction Bonds, New Market Tax Credits program, bank financing (including tax-exempt bond issuance and loans), private fundraising, and subordinate funding as needed. The federal subsidies and tax credits will provide the equity necessary to manage the expected cash flow to be generated from per pupil revenue available for debt service payments. Our financial model assumes 30% of the total project cost is covered through federal subsidies, federal and state tax credits and private fundraising. For the remaining 70% (i.e., approximately \$12 million) we assumed 30-year financing at a 7% annual interest rate. This equates to \$1,500 to \$1,600 per student available for debt service under Urban Hope Act per pupil funding guidelines.

We are already in facilities funding discussions with The Reinvestment Fund ("TRF"), and private organizations such as Charter School Growth Fund and New Schools Venture Fund. As a portfolio member of the Charter School Growth Fund, Mastery is eligible to apply for facility loan funding to support school facility projects.

We also plan to raise \$1 million from individual donors by September 30, 2014 to secure the funds needed for land acquisition and start-up costs for the construction project. We plan to close the complete financing package within 9 months of land purchase.

Attachment I is a letter of support from The Reinvestment Fund.

Attachment J summarizes the project costs for the Mastery Schools of Camden – Cramer Hill Elementary.