C.5 Three Year Operational Budget Assumptions

Three-year operational budget runs from August 1, 2014 to July 31, 2017.

CASA Academy has created its three year operational budget based on the following assumptions:

Explanation of Revenues

State equalization funding is based at 90% of the following grade-level target enrollments for its first three years of operation. Although CASA Academy will do its best to recruit and retain students to fill the capacity in each year, the budget conservatively assumes that during the first 100 days, CASA Academy's average daily membership (enrollment) will be at 90% of full capacity due to fluctuation in enrollment numbers. CASA Academy has additionally calculated for 19% English Language Learners and 12% special education students (see section A.2 for where these percentages are derived from). See Figure C.5.1 for more information.

Figure C.5.1

	Year One	**Year Two**	**Year Three**
Kindergarten	75	100	100
First Grade	50	75	100
Second Grade	0	50	75
Third Grade	0	0	50
90% of Total (including .5* each kindergartner)	78.75	157.5	247.5

State Funding (Equalization Assistance)

- Assumes $543,888 in year 1 for 125 students according to the Charter School Revenue worksheet provided by the ADE
- Assumes $1,076,337 in year 2 for 225 students according to the Charter School Revenue worksheet provided by ADE
- Assumes $1,666,491 in year 3 for 325 students according to the Charter School Revenue Worksheet

Secured Funds- Private Donations

- Assumes $0 in private donations in years 1, 2, and 3.

Secured Funds- Loans

- Assumes $0 in loans in years 1, 2, and 3. See C.4 for further information regarding start-up funds.

Secured Funds- Other

- Assumes $45,294.42 in carryover in year 1 from the start-up budget. Also assumes in year 1 $230,000 for third year allocation of Arizona Charter Schools Incentive Program grant which will be available for drawdown on February 1st, 2015.

Explanation of Expenses

Administration, Instruction & Support (AIS) Expenditures

Salaries

Director/ Principal

Academic Director

- Assumes 1 full-time employee ("FTE") for the Academic Director at $60,000 annual salary in year one. Assumes required employer contributions, estimated at 10% of salary. Cost is based on comparable positions at similarly sized charter schools.
- Assumes enrollment and performance goals are met and salary increases by 5% to $63,000 in year 2 to and to $66,150 in year 3. Required employer contributions estimated at 10% of salaries.

Director of Students and Operations

- Assumes 1 full-time employee ("FTE") for the Director of Students and Operations at $60,000 annual salary in year one. Assumes required employer contributions, estimated at 10% of salary. Cost is based on comparable positions at similarly sized charter schools.
- Assumes enrollment and performance goals are met and salary increases by 5% to $63,000 in year 2 to and to $66,150 in year 3. Required employer contributions estimated at 10% of salaries.

Teacher-Regular Education

- Assumes 5 FTE for the K-8 Teacher at an average annual salary of $35,000 in Year 1. Employer contributions estimated at 10% of salaries. Cost is based on comparable positions at similarly sized charter schools.
- Assumes 9 FTE for the K-8 Teacher at an average annual salary of $35,972.22 in Year 2. See figure C.5.2 for average salary calculations. Employer contributions estimated at 10% of salaries.
- Assumes 13 FTE for the K-8 Teacher at an average annual salary of $36,918.27 in Year 3. See figure C.5.2 for average salary calculations. Employer contributions estimated at 10% of salaries.

Figure C.5.2

	Year 1	**Year 2**	**Year 3**

Kindergarten	Three Kindergarten teachers: a) Assumes 3 teachers at starting salary of $35,000	Four kindergarten teachers: a) Assumes enrollment and performance goals are met and salary increases by 5% for 3 teachers to $36,750 in year two b) Assumes 1 teacher starting salary of $35,000	Four kindergarten teachers: a) Assumes enrollment and performance goals are met and salary increases by 5% for 3 teachers to $38,587.5 in year three b) Assumes enrollment and performance goals are met and salary increases by 5% for 1 teacher to $36,750 in year three
First Grade	Two First Grade Teachers: a) Assumes 2 teachers at starting salary of $35,000	Three First Grade Teachers: a) Assumes enrollment and performance goals are met and salary increases by 5% for 2 teachers to $36,750 in year two b) Assumes 1 teacher starting salary of $35,000	Four First Grade Teachers: a) Assumes enrollment and performance goals are met and salary increases by 5% for 2 teachers to $38587.50 in year three b) Assumes enrollment and performance goals are met and salary increases by 5% for 1 teacher to $36,750 in year three c) Assumes 1 teacher starting salary of $35,000
Second Grade	X	Two Second Grade Teachers: a) Assumes 2	Three Second Grade Teachers: a) Assumes

		teachers at starting salary of $35,000	enrollment and performance goals are met and salary increases by 5% for 2 teacher to $36,750 in year three b) Assumes 1 teacher starting salary of $35,000
Third Grade	X	X	Two Third Grade Teachers: a) Assumes 2 teachers starting salary at $35,000 in year three.
Average Yearly Salary	$35,000	$35972.22	$36918.27

Teacher- Special Education

- Assumes no full-time special education teacher in year 1. Assumes contracted services will fulfill Special Education services in year 1.
- Assumes 1 FTE for the Special Education teacher at $35,000 annual salary in Year 2. Employer contributions estimated at 10% of salaries.
- Assumes performance goals are met and salary increases 5% to $36,750 in year 3. Employer contributions estimated at 10% of salaries.

Instructional Assistants- Regular Education

- Assumes hourly wage of $10 per hour at 7.5 hours per day for 200 days for 2 instructional assistant in years 1 and 2. Employer contributions estimated at 10% of salaries.
- Assumes hourly wage of $10 per hour at 7.5 hours per day for 200 days for three instructional assistants in year 3. Employer contributions estimated at 10% of salaries.

Instructional Assistants- Special Education

- Assumes no special education assistants in year 1, 2, and 3.

Clerical (Office Manager)

- Assumes 1 FTE for the one individual to act as the receptionist and registrar at $27,000 annual salary in Year 1. Employer contributions estimated at 10% of salaries. Cost is based on comparable positions at similarly sized charter schools.
- Assumes performance goals are met and salary increases by 5% to $28,350 in year 2 and $29,767.50 in year 3. Employer contributions estimated at 10% of salaries.

Bookkeeper/ Finance

- Assumes no bookkeeper on staff. Director of Students and Operations and contracted business services will conduct accounting and financial management duties.

Custodial/ Maintenance

- Assumes no custodian on staff. CASA Academy will contract this service out.

Specials/ Interventionist Teacher

- Assumes 1 FTE for one individual to act as a specials teacher and interventionist in year at an annual salary of $35,000 in year 1. Employer contributions estimated at 10% of salaries.

- Assumes performance goals are met and salary increases by 5% to $36,750 in year 2. Employer contributions estimated at 10% of salaries.

- Assumes 2 FTE for two individuals to act as specials teachers/ interventionists in year 2. Assumes performance goals are met and there is a 5% increase for previously employed specials teacher/ interventionist (from year 2) to $38,587.50. Assumes new specials teacher/ interventionist will be paid a starting salary of $35,000. Employer contributions estimated at 10% of salaries.

Employee Benefits

- CASA Academy will not be offering benefits in Y1-Y3. It will reassess whether it will offer benefits after its first three years of operation.

Employee Insurance

- Assumes CASA Academy incurs 80% of employee health insurance costs. Includes health, dental and vision. Assumes all employees elect to have health insurance, estimated at $300 per month by Murphy Holmes Insurance brokerage firm. Assumes cost for full-time employees to be $240 per month (80% of $300) per full-time employee for years 1-3.

Office Supplies

- Assumes each full-time staff member will be allotted a stipend of $300 per year in years 1, 2 and 3 for office supplies including copy paper, pencils, staplers, etc. Cost is based on comparable supply costs at similarly sized charter schools.

Instructional Consumables

- Assumes no instructional consumables will be used in years one, two, and three due to the fact that CASA Academy will purchase more authentic curricular materials that align to its instructional model. Paper, accounted for in the office supplies part of this budget, will be used to make curricular copies.

Membership Dues, Registrations, and Travel

- Assumes $3 per student for Arizona Charter Schools Association membership, totaling $375 in year 1, $675 in year 2, and $975 in year 3.
- Assumes $5,000 for the The High Bar, Inc. yearly membership in years 1, 2, and 3.

Contracted Services (AIS)

- Assumes that total cost will be $22,312.50 in year 1, $24,750 in year 2, and $27,750 in year 3. Price quotes are direct quotes from the vendor:
- Legal: Assumes that CASA Academy will retain approximately $5,000 per year in years 2 and 3 for extenuating circumstances in which CASA Academy would need to bring in additional outside counsel. Cost obtained from Carter Law Group.
- Technology: Assumes 30 hours in year 1 at a rate of $50 per hour to install a computer lab and maintain staff technology. Assumes 15 hours in year 2 at a rate of
  $50 per hour to maintain and fix school technology. Assumes 15 hours in year 3 at a rate of $50 per hour to maintain and fix school technology. Cost obtained from private contractor.
- Back-Office Management: Assumes a yearly quote of $15,812.5 in year 1 for 11 months of service, $19,000 in year 2, and $22,000 in year 3 of contracted services including set up, payroll services, training/mentoring, state reporting, general financial oversight, audit preparation and some grants management services. Cost obtained from ASPIRE Business Consultants.

Contracted Services (Special Education)

- Assumes that total cost will be $24,500 in year one, $16,800 in year two, and $21,300 in year three. Price quotes are the result of a call between the vendors and Tacey Clayton. Contractors who provided quotes include Bill Blanco, Dandrine Strachn, and Seba Gische who currently work with Empower College Prep, a charter school in the target area, and Edward O'Neil, Director of Program Development for Cenpatico Schools.
- Budgeted expenses for Special Education services are based on the estimated percentage of Special Education students within CASA Academy's target population. 12% of students in the target population qualify for Special Education services so we multiplied this percentage by the number of students enrolled in CASA Academy each year to estimate the number of students who will qualify for Special Education services. We anticipate 15 Special Education students in Y1, 27 in Y2, and 39 in Y3. Calculations include an estimated $400 per psychological evaluation (the range for psychological evaluations is from $325-$500) and $75 per hour for speech therapy, occupational therapy, and physical therapy. Additionally, we anticipate the need to pay our contracted Special Education teacher (through a service provider) $55 per hour (the range is from $35-$55 per hour). See Figure C.5.3 for a breakdown of costs.

Figure C.5.3: Cost Breakdown for Special Education Services

	Y1	Y2	Y3	Assumptions
Psychological Evaluations	$6,000	$4,800	$4,800	Based on the fact that our students are in kindergarten and first grade in Y1, CASA Academy would likely evaluate the majority of students who qualify for services. Based on an average of $400 per evaluation, CASA Academy has budgeted for 15 students to be evaluated in Y1 for a total of $6,000. In Y2, an estimated 27 students qualify for Special Education services with 15 of those students being already evaluated and identified in Y1. 12 of the 27 students would need to be evaluated in Y2 for a total of $4,800. In Y3, 27 of 39 students will have already been evaluated in prior years leaving a remaining 12 students who will need to be evaluated for a total of $4,800.
Speech Therapy	$6,000	$9,000	$12,000	Based on the young age of our students, we estimate that 8-10 students will qualify for speech services in Y1, 15-17 students in Y2, and 20-22 students in Y3. Based on these numbers, we anticipate the need for two one-hour sessions per week in Y1, three one-hour sessions per week in Y2, and four one-hour sessions per week in Y3. Licensed Speech Pathologists will work with students weekly in order to provide the accommodations and services required in each student's Individualized Education Plan for this area. These sessions will likely include 5-6 students per group. At the rate of approximately $75 per hour for 40 weeks each year, we calculate speech services will cost $6,000 in Y1, $9,000 in Y2, and $12,000 in Y3. We anticipate many of our students will be able to exit speech by second or third grade based on the targeted support they will receive.
Occupational Therapy and Physical Therapy	$1,500	$3,000	$4,500	Costs for Occupational Therapy and Physical Therapy are estimated to be fairly low based on conversations with

				current charter school leaders. However, to budget conservatively, CASA Academy has anticipated that 4-5 students will qualify for these services in Y1, 5-10 students will qualify in Y2, and 10-15 students will qualify in Y3. These numbers are likely on the high end of the number of students who would actually qualify for these services. Based on the estimated figures, there will be a need for one one-hour session bi-weekly for OT and/or PT in Y1, two one-hour sessions bi-weekly in Y2, and three one-hour sessions bi- weekly in Y3. Therapists will work with students in small groups bi-weekly in order to provide the accommodations and services required in each student's Individualized Education Plan for this area. It is estimated that the cost for a one-hour session is $75.
Contracted Special Education teacher through a service provider	$11,000	-	-	Based on conversations with Edward O'Neil, Director of Program Development from Cenpatico Schools, we estimate that the majority of our students who qualify for Special Education Services will qualify for Speech only. Based on this information, we anticipate that 5-8 of our Special Education students in Y1 will require support for academics. Assuming we can provide group services for these 5-8 students in Y1, we anticipate the need for one group of students that would require one hour of services per day. CASA Academy anticipates that the majority of students will not be identified as Special Education until mid-year based on the fact that our students are in kindergarten and first grade. However, to ensure students who may enter the school with an IEP have immediate services, CASA Academy has budgeted for academic Special Education services for the entire year. CASA Academy anticipates the need for one group of students who meet

				with a contracted Special Education teacher to receive services for one hour per day. There are 200 academic days in CASA Academy's calendar. 1 hour per day * 200 instructional days = 200 hours for year one * $55 per hour = $11,000 for a contracted Special Education teacher. In Y2 and Y3, CASA Academy will hire a full- time Special Education teacher. This is accounted for under salaries in the budget.
Total Cost	$24,500	$16,800	$21,300	Total costs for Special Education Services are included in the three-year budget.

Curriculum and Resource Materials

- Assumes that total cost will be $0 in year 1 due to the fact that all curricular purchases will be made in the start-up period of that year.
- Assumes total cost will be $39,969.47 in year 2 and $30,743.81 in year 3. Price quotes are taken directly from the vendor's website or as a result of a call between the vendor and Tacey Clayton. See Figure C.5.4 through Figure C.5.15 for a breakdown of costs.

Figure C.5.4: Cost Breakdown for Reading Curriculum in Year 2

Y2: Reading Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teachers**	**Total Cost**	**Assumptions**
Classroom	K	$89.95	4	$359.80	This membership costs
Materials: Reading A to Z Memberships	1	$89.95	3	$269.85	$89.95 per classroom for the year.
	2	$89.95	2	$179.90	

Classroom Materials: Decodable Texts	K	$1,147.20	1	$1,147.20	Each kindergarten classroom will have one set of readers with 6 copies of each book. Each set (with one copy of each title) costs $191.20 * 6 sets (copies) = $1,147.20 per teacher. Price assumes that 3 sets of decodable texts have already been purchased in Y1 so only one additional set is necessary.
Classroom Materials: Starter classroom libraries	K	$375	1	$375	Each classroom will have a starter classroom library. Price is based on the Phyllis C. Hunter Classroom library from Scholastic Books. Each library contains 100 books. Assumes that five libraries have already been purchased in Y1 and only four additional libraries are necessary.
	1	$375	1	$375	
	2	$375	2	$750	
Classroom Materials: Additional Books for Classroom Libraries	K	$250	4	$1,000	This money allows for additional reading materials to be purchased for each classroom. Although some books have been purchased in Y1, teachers will continue to grow and expand their libraries each year. Because of this, money has been provided for each teacher's classroom.
	1	$250	3	$750	
	2	$250	2	$500	
Classroom	K	$132	1	$132	Each classroom will have

Materials: Listening Centers	1	$132	1	$132	a listening center. Price estimate from online sources. Assumes five listening centers have already been purchased in Y1 so only four new listening centers are necessary.
	2	$132	2	$264	
Classroom Materials: Stipend for Word Work Material Kits	K	$50	4	$200	This assumes $50 for each teacher to buy word work materials for students. Although some materials will have been purchased during Y1, teachers will continue to expand their resources for word work so money has been included for each teacher's classroom.
	1	$50	3	$150	
	2	$50	2	$100	
School Library: Leveled Readers (from purchased curriculum)	2	$2,700	1	$2,700	We will purchase one below-level, one on-level, and one advanced-level set of books from a guided reading collection such as Harcourt's Storytown. Each set (including one copy of each title) costs $150. $150 * 6 (copies) = $900. $900 (below-level) + $900 (on-level) + $900 (advanced-level) = $2,700. Assumes that leveled readers for first grade have already been purchased in Y1 so only a second grade set is needed.

School Library: Decodable Texts	2	$611.70	1	$611.70	Decodable texts cost $101.95 per set (one copy of each title). $101.95 * 6 (copies) = $611.70. Assumes that decodable texts for first grade have already been purchased in Y1 so only a second grade set is needed.
School Library: Additional Books/CDs for Listen to Reading	K-2	$5,000	1	$5,000	Additional books and CDs will be purchased to add to the school library. Although some Listen to Reading materials have been purchased in Y1, we will continue to grow our collection of authentic children's literature in Y2.
School Library: Common Core State Standards Pack	2	$500	1	$500	One pack will be purchased for second grade (to be included in the school library for use by teachers). Assumes K-1 packs were purchased in previous year.
Professional Resources	K	$100	4	$400	This price includes the cost of Daily 5 and Café books for each teacher. It also includes money to purchase additional resource books for teachers as needed. Although some resource materials have been purchased in Y1, we will continue to expand our knowledge base so new materials for all teachers are required.
	1	$100	3	$300	
	2	$100	2	$200	

Assessment: DRA K-3 Kits	K-1	$422.97	4	$1,691.88	This assumes each teacher will have a kit. It also assumes that five kits were purchased in Y1 so only four additional kits are required.
Assessment: DIBELS Next Assessor Books	K-2	$9.49	6	$56.94	This assumes each teacher will have an assessor's guide.
Assessment: DIBELS Next Progress Monitoring	K-2	$9.95 (for a set of 5 booklets)	45	$447.75	This assumes each student will have a booklet.
Booklets					
Assessment: DIBELS Next Student Benchmark Booklets	K-2	$10.49 (for a set of 5 booklets	45	$472.05	This assumes that each student will have a booklet.
TOTAL	-	-	-	$19,065.07	-

Figure C.5.5: Cost Breakdown for Math Curriculum in Year 2

Y2: Math Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teachers**	**Total Cost**	**Assumptions**
Manipulative Kits	K	$960.75	1	$960.75	Prices estimated based on Math Expressions Common Core math manipulative kits. Assumes five kits were already purchased in Y1 so only four additional kits are needed. One kit will be purchased for each classroom.
	1	$797.55	1	$797.55	
	2	$797.55	2	$1,595.10	
Math Centers	K	$1,000	1	$1,000	Allows for the purchase of math centers materials. Although
	1	$1,000	1	$1,000	

	2	$1,000	1	$1,000	some materials have been purchased in Y1, teachers will continue to expand their centers in Y2 so money is included for each grade level.
Math Reads	K	-	-	-	Price based on Scholastic Books Math Reads from Marilyn Burns (children's literature about math concepts). Assumes one set for second grade will be purchased for the school library. Sets for grades K and 1 were purchased in Y1.
	1	-	-	-	
	2	$649	1	$649	
Professional Resources	K	$150	4	$600	Price allows for the purchase of additional math resources to improve instruction. Although some resource materials have been purchased in Y1, we will continue to expand our knowledge base so new materials for all teachers are required.
	1	$150	3	$450	
	2	$150	2	$300	
TOTAL	-	-	-	$8,352.40	

Figure C.5.6: Cost Breakdown for Writing Curriculum in Year 2

Y2: Writing Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teachers**	**Total Cost**	**Assumptions**
Writer's Workshop Curriculum: Units of Study in Opinion, Information, and Narrative Writing, with Trade Book Pack	K	$179	1	$179	Price assumes that each teacher will have a set that includes trade books. Five sets were purchased in Y1 so only four additional sets are required in Y2.
	1	$179	1	$179	
	2	$179	2	$358	
Professional	K	$100	4	$400	Price allows for the

Resources	1	$100	3	$300	purchase of additional writing resources to improve instruction. Although some resource materials have been purchased in Y1, we will continue to expand our knowledge base so new materials for all teachers are required.
	2	$100	2	$200	
TOTAL	-	-	-	$1,616	-

Figure C.5.7: Cost Breakdown for Science Curriculum in Year 2

Y2: Science Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teachers**	**Total Cost**	**Assumptions**
Brain Pop Jr. K-3	K-2	$1,200	1	$1,200	This price includes a site subscription for the year.
Stipend for additional Science Materials	K	$250	4	$1,000	Allows for the purchase of science materials to use during instruction. Because we anticipate this money will be spent on supplies for experiments, new supplies will be necessary for all classrooms in Y2.
	1	$250	3	$750	
	2	$250	2	$500	
TOTAL	-	-	-	$3,450	-

Figure C.5.8: Cost Breakdown for Social Studies Curriculum in Year 2

Y2: Social Studies Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teachers**	**Total Cost**	**Assumptions**
Stipend for additional Social Studies Materials	K	$250	4	$1,000	Allows for the purchase of additional social studies materials to
	1	$250	3	$750	

	2	$250	2	$500	enhance instruction. Although some materials have been purchased in Y1, we will continue to expand our resources in Y2 so a stipend has been provided for each classroom.
Additional Social Studies Materials	K-2	$3,000	1	$3,000	Allows for the purchase of additional social studies materials to improve instruction on a school wide basis. Although some materials and resources have already been purchased in Y1, we anticipate the need to expand our resource bank in Y2 so $1,000 has been included for each grade level.
TOTAL	-	-	-	$5,250	-

Figure C.5.9: Cost Breakdown for Character Curriculum in Year 2

Y2: Character Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teachers**	**Total Cost**	**Assumptions**
Second Step Kits	K	$359	1	$359	Prices come from the Second Step website. Assumes each teacher will have a resource kit for character development. Five kits have already been purchased in Y1 so only four additional kits are required in Y2.
	1	$359	1	$359	
	2	$309	2	$618	
Professional Resources	K	$100	4	$400	Price allows for the purchase of additional professional books and
	1	$100	3	$300	

	2	$100	2	$200	resources to use for character development. Although some resource materials have been purchased in Y1, we will continue to expand our knowledge base so new materials for all teachers are required.
TOTAL	-	-	-	$2,236	-

Figure C.5.10: Cost Breakdown for Reading Curriculum in Year 3

Y3: Reading Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teachers**	**Total Cost**	**Assumptions**
Classroom	K	$89.95	4	$359.80	This membership costs
Materials: Reading A to Z Memberships	1	$89.95	4	$359.80	$89.95 per classroom for the year.
	2	$89.95	3	$269.85	
	3	$89.95	2	$179.90	
Classroom Materials: Starter classroom libraries	K	-	-	-	Each classroom will have a starter classroom library. Price is based on the Phyllis C. Hunter Classroom library from Scholastic Books. Each library contains 100 books. Assumes that nine libraries have already been purchased in Y1 and Y2 and only four additional libraries are necessary.
	1	$375	1	$375	
	2	$375	1	$375	
	3	$375	2	$750	
Classroom Materials: Additional Books for Classroom Libraries	K	$250	4	$1,000	This money allows for additional reading materials to be purchased for each classroom. Although some books
	1	$250	4	$1,000	
	2	$250	3	$750	

	3	$250	2	$500	have been purchased in Y1 and Y2, teachers will continue to grow and expand their libraries each year. Because of this, money has been provided for each teacher's classroom.
Classroom Materials: Listening Centers	K	-	-	-	Each classroom will have a listening center. Price estimate from online sources. Assumes nine listening centers have already been purchased in Y1 and Y2 so only four new listening centers are necessary.
	1	$132	1	$132	
	2	$132	1	$132	
	3	$132	2	$264	
Classroom Materials: Word Work Material Kits	K-2	$200	1	$200	Because many word work materials have already been purchased in Y1 and Y2, we assume not many materials will need to be purchased in Y3. $200 is allotted for this cost.
School Library: Leveled Readers (from purchased curriculum)	3	$2,700	1	$2,700	We will purchase one below-level, one on-level, and one advanced-level set of books from a guided reading collection such as Harcourt's Storytown. Each set (including one copy of each title) costs $150. $150 * 6 (copies) = $900. $900 (below-level) + $900 (on-level) + $900 (advanced-level) = $2,700. Assumes that leveled readers for first and second grade have already been purchased in Y1 and Y2 so only a third grade set is needed.

School Library: Additional Books/CDs for Listen to Reading	K-3	$1,000	1	$1,000	Additional books and CDs will be purchased to add to the school library. We assume we will have established a large library for Listen to Reading materials in Y1 and Y2 so only a small additional amount is included for this cost in Y3.
School Library: Common Core State Standards Pack	3	$500	1	$500	One pack will be purchased for third grade (to be included in the school library for use by teachers). Assumes K-2 packs were purchased in Y1 and Y2.
Professional Resources	K	$25	4	$100	This price includes the cost of Daily 5 and Café books for each third grade teacher. It also includes money to purchase additional resource books for teachers as needed. We anticipate spending less money on resource books in Y3 as many resources have already been purchased in Y1 and Y2.
	1	$25	4	$100	
	2	$25	3	$75	
	3	$50	2	$100	
Assessment: DRA K-3 Kits	K-3	$422.97	4	$1,691.88	This assumes each teacher will have a kit. It also assumes that nine kits were purchased in Y1 and Y2 so only four additional kits are required.
Assessment: DIBELS Next Assessor Books	K-2	$9.49	2	$18.98	This assumes that 11 assessor guides have been purchased during Y1 and Y2 so only two additional assessor's guides are necessary.

Assessment: DIBELS Next Progress Monitoring Booklets	K-2	$9.95 (for a set)	55	$547.25	This assumes that only K-2 will be assessed using DIBELS and that each student will have a booklet.
Assessment: DIBELS Next Student Benchmark Booklets	K-2	$10.49 (for a set)	55	$576.95	This assumes that only K-2 will be assessed using DIBELS and that each student will have a booklet.
TOTAL	-	-	-	$14,057.41	-

Figure C.5.11: Cost Breakdown for Math Curriculum in Year 3

Y3: Math Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teacher**	**Total Cost**	**Assumptions**
Manipulative Kits	K	-	-	-	Prices estimated based on Math Expressions Common Core math manipulative kits. Assumes nine kits were already purchased in Y1 and Y2 so only four additional kits are needed. One kit will be purchased for each classroom.
	1	$797.55	1	$797.55	
	2	$797.55	1	$797.55	
	3	$795.15	2	$1,590.30	
Math Centers	3	$1,000	1	$1,000	Allows for the purchase of math center materials for third grade. Assumes materials purchased for K-2 in Y1 and Y2 continue to be used in Y3.
Math Reads	K	-	-	-	Price based on Scholastic Books Math Reads from Marilyn Burns (children's literature about math concepts).
	1	-	-	-	
	2	-	-	-	

	3	$649	1	$649	Assumes one set for third grade will be purchased for the school library. Sets for grades K-2 were purchased in Y1 and Y2.
Professional Resources	K	$25	4	$100	Price allows for the purchase of additional math resources to improve instruction. Assumes the majority of resources have already been purchased in Y1 and Y2.
	1	$25	4	$100	
	2	$25	3	$75	
	3	$25	2	$50	
TOTAL	-	-	-	$5,159.40	-

Figure C.5.12: Cost Breakdown for Writing Curriculum in Year 3

Y3: Writing Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teacher**	**Total Cost**	**Assumptions**
Writer's Workshop Curriculum: Units of Study in Opinion, Information, and Narrative Writing, with Trade Book Pack	K	-	-	-	Price assumes that each teacher will have a set that includes trade books. Nine sets were purchased in Y1 and Y2 so only four additional sets are required in Y3.
	1	$179	1	$179	
	2	$179	1	$179	
	3	$179	2	$358	
Professional Resources	K	$25	4	$100	Price allows for the purchase of additional writing resources to improve instruction. Assumes many resources have already been purchased in Y1 and Y2.
	1	$25	4	$100	
	2	$25	3	$75	
	3	$25	2	$50	
TOTAL	-	-	-	$1,041	-

Figure C.5.13: Cost Breakdown for Science Curriculum in Year 3

Y3: Science Curriculum and Resources

Curriculum and Resources	Grade Level	Cost per Copy/ Teacher	Number of Copies/ Teachers	Total Cost	Assumptions
Brain Pop Jr. K-3	K-2	$1,200	1	$1,200	This price includes a site subscription for the year.
Stipend for additional Science Materials	K	$250	4	$1,000	Allows for the purchase of science materials to use during instruction. Because we anticipate this money will be spent on supplies for experiments, new supplies will be necessary for all classrooms in Y3.
	1	$250	4	$1,000	
	2	$250	3	$750	
	3	$250	2	$500	
TOTAL				$4,450	

Figure C.5.14: Cost Breakdown for Social Studies Curriculum in Year 3

Y3: Social Studies Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teachers**	**Total Cost**	**Assumptions**
Stipend for additional Social Studies Materials	K	$250	4	$1,000	Allows for the purchase of additional social studies materials to enhance instruction. Although some materials have been purchased in Y1 and Y2, we will continue to expand our resources in Y3 so a stipend has been provided for each classroom.
	1	$250	4	$1,000	
	2	$250	3	$750	
	3	$250	2	$500	

Additional Social Studies Materials	K-3	$1,000	1	$1,000	Allows for the purchase of additional social studies materials to improve instruction on a school wide basis. Although some materials and resources have already been purchased in Y1 and Y2, we anticipate the need to expand our resource bank in Y3 so $1,000 has been included for this cost.
TOTAL	-	-	-	$4,250	-

Figure C.5.15: Cost Breakdown for Character Curriculum in Year 3

Y3: Character Curriculum and Resources					
Curriculum and Resources	**Grade Level**	**Cost per Copy/ Teacher**	**Number of Copies/ Teachers**	**Total Cost**	**Assumptions**
Second Step Kits	K	-	-	-	Prices come from the Second Step website. Assumes each teacher will have a resource kit for character development. Nine kits have already been purchased in Y1 and Y2 so only four additional kits are required in Y3.
	1	$359	1	$359	
	2	$309	1	$309	
	3	$309	2	$618	
Professional Resources	K-3	$500	1	$500	Price allows for the purchase of additional professional books and resources to use for character development. Assumes that many resources have already been purchased in Y1 and Y2.

TOTAL	-	-	-	$1,786	-

Library Resources/ Software

- Assumes $500 stipend for books in years 2, and 3. Stipend will be used to purchase low-cost books at locations such as Goodwill.

SAIS Software

- Assumes no cost for SAIS software in year one due to the fact that the SAIS software will be purchased in the start-up year.
- Assumes $7,700 for Synergy SIS software in year 2 and another $7,700 in year 3. Cost obtained from direct quote from vendor.

Auditor Fees

- Assumes the first year audit will take place during the year 2 budget period, and therefore, will not incur expenses in year 1.
- Assumes auditor fees of $7,500 in year 2 and $8,000 in year 3. Cost obtained from direct quote from auditor Brett Backlund.

Specials Supplies

- Assumes supplies such as balls, instruments, paint, etc. will be bought each year for specials. Assumes $1,000 in year 1, $1,000 in year 2, and $1,500 in year 3.

Operations and Maintenance (Q&M)

Expenditures

Supplies

- Assumes janitorial supplies, such as toilet paper, paper towels, and trash bags will cost $6,384 in year 1, 11,520 in year 2, and $17,808 in year 3.
- Assumes cost for supplies will be 4* (number of students + staff) * 12 months. Equation and quote obtained from Marsden Services.

Marketing/ Advertising

- Assumes $100 per year for printing materials to market in years 1, 2, and 3.
- Assumes $450 per year for recruitment events in years 1, 2, and 3.
- Assumes $250 per year for dinner for marketers in years 1, 2, and 3.

Contracted Services- O&M

- Assumes monthly rate for maintenance will be $20,118 in year 1, $22,417.20 in year 2, and $33,415.20 in year 3.
- Quote obtained from Marsden Services.

Building Rent/ Lease/ Loan

- Assumes a $78,000 estimate in year 1, $146,104 in year 2, and $203,000 in year 3 based on market rates provided by InSite Charter School Services.

Building and Improvements

- There will be no building and improvement costs in year 1, 2, and 3. CASA Academy anticipates that the facility will not require improvements, or that cost will be absorbed by the landlord or from outside donors. See C.4 for information regarding start-up funds.

Land and Improvements

- There will be no land and improvement costs in year 1, 2, and 3. See C.4 for information regarding start-up funds.

Fees/ Permits

- Assumes no cost in years 1, 2 and 3 due to the fact that fees and permits will have already been paid during the start-up phase.

Property/ Casualty Insurance

- Assumes property and casualty insurance will be paid in July of 2014 (see C.4 Start-up budget).
- Assumes $750 per year in years 2 and 3. Direct quote from Murphy Holmes Insurance brokerage firm.

Liability Insurance

- Assumes liability insurance will be paid in July of 2014 (see C.4 Start-up budget).

- Assumes $18 per student per year, totaling $4,050 in year 2 and $6,300 in year 3 according to Murphy Holmes Insurance brokerage firm.

Utilities (Electric, Gas, Water, Waste)

- Assumes estimated yearly cost for utilities (including electricity, gas, water, and waste will be $20,160 in year 1, $38,376 in year 2, and $54,464 in year 3. Cost based on market rates provided by InSite Charter School Services.

Phone/ Communications/ Internet Connectivity

- Assumes $6600.00 per year in years 1, 2, and 3 for one fax line, one phone line, and a 100 x 20 internet connection. Direct quote from COX.

Transportation

- Assumes there will be no cost for transportation due to the fact that CASA Academy anticipates that all students will either be picked up or will walk home.

Food Service

- Assumes food services costs are reimbursable through federal funds.

Student Furniture and Other Equipment

- Assumes $0 in year one due to the fact that these items will be purchased in July 2014.
- Assumes 20 student tables at $83.99 each plus shipping and handling fees of $128.18 each, 120 student chairs at $19.99 each plus shipping and handling fees of $7.23 each, and 4 white boards at $289.88 each plus shipping and handling fees of $128.18 each in year 2. Takes into account extra furniture in the case that classes are over-enrolled.
- Assumes 20 student tables at $83.99 each plus shipping and handling fees of $128.18 each, 120 student chairs at $19.99 each plus shipping and handling fees of 7.23 each, and 4 whiteboards at $289.88 each plus shipping and handling fees of $128.18 each in year 3. Takes into account extra furniture in the case that classes are over-enrolled.
- Cost obtained from schooloutfitters.com.

Office Furniture and Other Equipment

- Assumes $0 in year one due to the fact that these items will be purchased in July 2014.
- Assumes 5 office desks at $94.98 each plus sales tax of $25.03 plus shipping and handling of $8.17, 5 office chairs at $29.99 each plus shipping and handling of $24.47 (no sales tax charged), 5 printers at $32.89 each (no sales tax charged), and 5 cabinets at $196 each plus sales tax of $16.86 with free shipping in year 2.
- Assumes 5 office desks at $94.98 each plus sales tax of $25.03 plus shipping and handling of 8.17, 5 office chairs at $29.99 each plus shipping and handling of 24.47 (no sales tax charged), 5 printers at $32.89 each (no sales tax charged), and 5 cabinets at $196 each plus sales tax of 16.86 with free shipping in year 2.
- Cost obtained from amazon.com.

Student Technology Equipment

- Assumes $0 in year one due to the fact that these items will be purchased in July 2014.
- Assumes no cost for student technology in year 2 and 3 due to the fact that CASA Academy will not expand its computer lab after year 1.
- Cost obtained from amazon.com.

Office Technology Equipment

- In year 1, assumes 11 months of Verizon cell phone service for two directors at $183.90 per month.

- In year 2, assumes 12 months of Verizon cell phone service for two directors at $183.90 per month. Assumes 5 staff computers at $299.99 each plus sales tax of $29.80 in year 2.

- In year 3, assumes 12 months of Verizon cell phone service for two directors at $183.90 per month. Assumes 5 staff computers at $299.99 each plus sales tax of $29.80 in year 3.
- Cost obtained from amazon.com and verizonwireless.com.

Other Leases (Security, Copiers, etc.)

- Assumes $125 per copier per month for two copiers with toner, staples, and

repairs included for 11 months in year 1. Assumes $125 per copier per month for two copiers with toner, staples, and repairs in year 2. Assumes $125 per copier per month for three copiers in year 3. Quote obtained from Fourtech Corporation.

Loan Repayment

- Assumes no cost for loan repayment due to the fact that CASA Academy does not anticipate taking out loans in years 1, 2, and 3. See C.4 for start-up funds information.