B.3.2 Contracted Services

CASA Academy will seek outside expertise in specific areas that require certification or qualification beyond the scope of CASA Academy's employees in order to ensure the school remains in compliance with all state and federal laws. CASA Academy will contract services within the following categories:

- Payroll, Accounting, Financial Management, and Grant Management: bank account reconciliation, review of all accounting processes and procedures, review of annual budgets, financial reports, and audit preparation.
- Legal Services: Legal advice and counsel outside pro-bono services provided by board members.
- Special Education: Speech-Language pathology, occupational therapy, physical therapy, and psychological services. CASA Academy will also use a contracted special education teacher through a service provider in year one.
- Food services: Preparation and service of breakfast and lunch
- Auditing: Conduct school audit
- Technology services: Setup of network, wireless, and technology security
- Building Maintenance: Janitorial Services

All contracted vendors will comply with Fingerprint Clearance Card regulations and possess the qualifications and experience detailed below. The cost for each service is based on quotes from each vendor and estimates from local high performing charter schools (specifically Phoenix Collegiate Academy and Empower College Prep).

CASA Academy will retain the following contracted service providers.

Payroll, Accounting, Financial Management, and Grant Management- CASA Academy will use ASPIRE Business Services to conduct its back office management. The cost for ASPIRE's services will be $17,250.00 per year. The source for this cost is a direct quote from ASPIRE and will include the following services. ASPIRE will:

- Assist or prepare and submit monthly cash management reports and annual completion reports to the Arizona Department of Education
- Assist in the preparation of monthly financial statements for the Governing Board
- Review accounting related functions including accounts payable, payroll (through third party payroll processing company), general ledger maintenance (review of coding), and preparation of monthly bank reconciliations
- Assist management in complying with state/federal laws and regulations
- Assist and review the annual budgets, reports for AZ Corporation Commission and the Annual Financial Report
- Assist the charter with their annual audit requirements including acting as the audit liaison

The selection criteria for this service provider are as follows.

Experience in the field:

ASPIRE team members have worked in the charter school industry since 2003.

Competency:

ASPIRE team members have accounting degrees from Arizona Universities and have worked with charter schools since 2003, diagnosing problems and setting up new schools for success.

References from other charter schools/ association:

Empower College Prep and Phoenix Collegiate Academy.

Professionalism:

ASPIRE team members treat clients with the respect, courtesy and integrity. They are very honest and straight forward.

Mission alignment:

ASPIRE's mission is to be the customers' most trusted business consultants by providing valued services that surpass their expectations, allowing them to reach their aspirations.

In compliance:

ASPIRE maintains school accounting records so that deadlines are easily met.

Flexibility:

Their accounting packages are tailor-made to fit each individual client's needs. ASPIRE will work with the school in order to meet the school's needs.

Availability:

ASPIRE team members are available by email or telephone at any point and will be visiting the school twice a month unless it's otherwise agreed.

ASPIRE has the following qualifications that make it an outstanding service provider in this field:

a. School Finance and accounting knowledge of the industry
b. Excellent Customer Service & Communication skills
c. Ethical standards and willingness to help the client maintain compliance

CASA Academy will manage and evaluate this contracted service as follows:

a. Director of Students and Operations will oversee the vendor.
b. CASA Academy's performance expectations for this individual will be to ensure that the school is in compliance, has strong financial oversight, and that all accounting is up to date.
c. CASA Academy will evaluate this service provider as follows: monthly verbal evaluations with the service provider on performance criteria and one yearly evaluation based on performance criteria.
d. A review will be conducted every month.
e. CASA Academy will ensure that the vendor is compliant by verifying that all legal requirements for this individual are tracked and up-to-date.

Legal Services- CASA Academy will retain Ellis Carter to conduct its legal services. CASA Academy will retain $5,000 for potential legal services in year one, $5,000 in year two, and $5,000 in year three. The source for this cost is a direct quote from Ellis Carter and will include the following services. Ellis Carter will:

- Look over the lease contract

- Train or consult with the governing board
- Review any contractual agreements that the board feels necessary
- In the case of any legal issues, represent CASA Academy

The selection criteria for this service provider is as follows.

Experience in the field and competency:

> Ellis M. Carter, J.D., LL.M in Taxation is the founder of Carter Law Group, P.C., ("CLG") a boutique firm devoted to advising nonprofit, tax-exempt and mission based businesses with respect to corporate, tax and regulatory issues. Ellis represents nonprofit and tax-exempt organizations including numerous charter schools in matters such as formation, qualification for tax exemption, governance policies, mergers and restructuring, compensation matters, board issues, intermediate sanctions, and open meeting law. Ellis is a frequent speaker at Arizona Charter School Association events and is an advisor for the Association's Charter Starter Program. Ellis received her J.D. *cum laude* from Seattle University School of Law in 1996 and her LL.M. in Taxation from the University of Washington's Graduate Tax Program in 1998. Ms. Carter has been selected by her peers for inclusion in Best Lawyers in America for Non-profit and Charity law 2007-2013 and has been Rated "AV Preeminent" (the highest rating available) by Martindale Hubble. She was listed by Phoenix Magazine as a Top Lawyer for Nonprofit-Charities Law in 2007 and was named Non-Profit Advocate of the Year by the Volunteer Lawyers Program in 2002.CLG has been listed as one of only two Tier 1 law-firms for nonprofit/charity law in Phoenix, Arizona since its formation in 2010. Ellis is proud to serve as a director of the Alliance of Arizona Nonprofits and Keogh Health Connections. CLG's team includes two other attorneys - each with over 10 years' experience, a law clerk that plans to join the firm full-time upon completion of the bar, and a legal assistant.

References from other charter schools/ association:

> CLG lists Incito Schools, Desert Heights Charter School, and the Arizona Charter School's Association among its references.

Professionalism:

> Ellis Carter is highly respected in the community and has been recognized by her peers for both her legal expertise and high ethical standards (see above).

Mission alignment:

> CLG, P.C. is a B-Corporation, which means that it has committed to benefit the community by treating vendors and employees well, by purchasing locally when possible, by conducting business in a manner that reduces its environmental impact, by embracing diversity, and by giving back to the community. CLG by supporting community groups, by posting free legal information on itscharitylawyerblog.com, through its pro-bono program, and through the trainings and seminars that are offered in conjunction with various community organizations such as the Arizona Charter School Association.

Flexibility:

> CLG strives to meet clients' needs with respect to both scheduling and budgeting - offering flat fees for discrete projects and fixed monthly fees for ongoing counsel.

Availability:

> CLG is committed to serving its clients in a timely manner and from time to time temporarily ceases accepting new clients to accommodate existing clients' needs.

Carter Law Group has the following qualifications that make it an outstanding service provider in this field:

a. Many years of experience representing Arizona charter schools.
b. Excellent contacts in the field in the event additional services are needed beyond what CLG can provide.
c. The reputation for delivering high quality legal work efficiently at prices nonprofits and charter schools can afford.

CASA Academy will manage and evaluate this contracted service as follows:

a. Director of Students and Operations will oversee the vendor.
b. CASA Academy's performance expectations for this individual will be to look over lease contract, train or consult with the governing board, review any contractual agreements that the board feels necessary and, in the case of any legal issues, represent CASA Academy.
c. CASA Academy will evaluate this service provider on an as-needed basis.
d. A review will be conducted whenever services are used.
e. CASA Academy will ensure that the vendor is compliant by ensuring that lawyers used are recognized in the State of Arizona.

Special Education- CASA Academy will use contracted services for psychological evaluations, speech therapy, physical therapy, and occupational therapy. In Y1, CASA Academy will also use a contracted Special Education teacher through a service provider to fulfill the academic needs on students' Individualized Education Plans (IEPs). In Y2-Y3, CASA Academy will hire a Special Education teacher to fulfill the academic requirements of students' IEPs. Special Education staff will ensure that students receive the instructional requirements listed in their IEPs and progress towards IEP goals.

The contracted Special Education teacher through a service provider in Y1 and the full-time Special Education teacher hired in Y2-Y3 will meet the following requirements:

- Strong alignment to school vision
- Degree in Special Education
- Certified in Special Education in the state of Arizona
- Experience with writing IEPs
- Strong knowledge of disabilities and interventions
- Ability to compile and report Special Education data
- Strong understanding of Special Education law
- SEI endorsed and fingerprint clearance card

Contracted service providers for psychological evaluations, speech therapy, occupational therapy, and physical therapy will meet the following professional qualifications:

- Degree in field of expertise
- Certified by the state of AZ in their area of expertise
- Have experience providing services to children within a school setting (as opposed to strictly clinical experience)

- Demonstrate strong understanding of their field
- Possess strong communication skills
- Be available to conference with school staff and parents to discuss IEPs and meet individual student needs
- Be positively recommended by another charter or district school

Service providers who meet the above qualifications and may work with CASA Academy to provide these services are listed in Table B.3.1 below.

Table B.3.1

Psychological Services	Speech Therapy	Occupational Therapy and Physical Therapy	Contracted Special Education teacher (through a service provider)
• Dandrine Straun • Bill Blanco	• Seba Gische • Nancy Homco	• Head to Toe • Supplemental Health Care	• Cenpatico Schools

Budgeted Expenses for Contracted Special Education Services

Budgeted expenses for Special Education services are based on the estimated percentage of Special Education students within CASA Academy's target population. Twelve percent 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.

CASA Academy's budget for Special Education contracted services is listed in detail in Table B.3.2 below. 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. These numbers are direct quotes from contractors Bill Blanco, Dandrine Strachn, and Seba Gische who currently work with Empower College Prep, a charter school in the target area. Additionally, CASA Academy anticipates the need to pay our part-time Special Education teacher (through a service provider) $55 per hour (the range is from $35-$55 per hour) based on a quote from Edward O'Neil, Director of Program Development for Cenpatico Schools.

Table B.3.2

	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.

CASA Academy will manage and evaluate contracted Special Education services as follows:

a. Academic Director will oversee the vendors.
b. CASA Academy's performance expectations include the specific skills detailed above.
c. CASA Academy will evaluate this service provider on an as-needed basis.
d. A review will be conducted whenever services are used.
e. CASA Academy will ensure that the vendor is compliant with all state and federal laws.

Food Service- CASA Academy will use L&M Catering to conduct its food services. We assume food service costs are reimbursable through federal funds, based on the experience of similar charter schools. Pursuant to A.R.S. 15-242, CASA Academy will abide by the Arizona Nutrition Standards and all eligible

students will be provided meals for free or at a reduced rate in accordance with the National School Lunch Program and School Breakfast Program.[1] CASA Academy will be responsible and accountable for filing all documents necessary for operating the food service program and using the 2010 "Contracting with a Food Service Management Company Manual" to guide our compliance and follow all necessary steps when contracting with a caterer. We will base assumptions on the local school district's percentage of students who qualify for free or reduced price lunch (81%). If a student does not qualify for free or reduced price lunch/breakfast, we will expect that parent to pay for their child's meal if they decide to eat breakfast or lunch at school. Based on the 2011-2012 school year, our minimum reimbursement rate for lunch would be $2.37 (reduced) and $2.77 (free). For breakfast, our reimbursement rate would be $1.21 (reduced) and $1.51 (free).[2] Based on a conversation with an account manager at L&M Catering all purchased meals and equipment would fall under the federal reimbursement rate, and all meals will be delivered and only need to be reheated on-site.

The selection criteria for this service provider is as follows.

Experience in the field:

> L&M Catering has been part of the NSLP national school lunch program since 2007. During the first year L&M began catering to an average of 1200 students daily. Now, L&M proudly caters to more than 3,200 students.

Competency:

> All of L&M's transportation equipment is approved by the Maricopa health department. L&M also has a certified nutritionist, who carefully analyses all menus.

References from other charter schools/ association:

> Tom Cruise –Food director for Sequoia School District (480)861-0355
>
> Jenny Kenkae- school leader at South Pointe Jr. High (602)290-4993
>
> Matt Kainarol- Director of operations at Phoenix Collegiate Academy (602)268-9900

Professionalism, Flexibility, Availability

> L&M strives to work with and cooperate with the schools it caters. Flexibility, availability, and professionalism are just a few adjectives that describe the qualities of L&M.

Mission alignment:

> Strong record of serving low-income populations with quality, healthy food.

In compliance:

L&M catering has a certified nutritionist on staff that analyses all menus. L&M has all licenses and permits needed to operate in the state of Arizona. Also, L&M has continuously succeeded in every Health inspection and review conducted by the state. L&M abides by Arizona Nutrition Standards. All leased equipment and food cost falls at or under the federal reimbursement rate. L&M will offer a contract that is aligned with the requirements of the Arizona Department of Education Health and Nutrition Services Department. All L&M employees have a valid fingerprint clearance card.

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[1] Reimbursement rates cited from the United States Department of Agriculture - Food and Nutrition Service: http://www.fns.usda.gov/cnd/Governance/notices/naps/NAPs.html

[2] Reimbursement rates cited from the United States Department of Agriculture - Food and Nutrition Service: http://www.fns.usda.gov/cnd/Governance/notices/naps/NAPs.html

L&M Catering has the following qualifications that make it an outstanding service provider in this field:

a. L&M offers a great variety of quality tasty menu entrees for students to enjoy.
b. L&M provides all equipment needed to serve adequately.
c. L&M make it a responsibility to succeed in all reviews done by the state.

CASA Academy will manage and evaluate this contracted service as follows:

a. Director of Students and Operations will oversee the vendor.
b. CASA Academy's performance expectations for this individual will be to ensure that food is on time and properly prepared.
c. CASA Academy will evaluate this service provider through monthly verbal evaluations with the service provider on performance criteria and one yearly evaluation based on performance criteria.
d. A review will be conducted every month.
e. CASA Academy will ensure that the vendor is compliant by verifying that all legal requirements for this individual are tracked and up-to-date.

Auditing Services- CASA Academy will use Mr. Backlund to conduct its auditor services. The cost for Mr. Backlund Bucklund's services will be $7,500.00 in year 2 and $8,000 in year 3. The source for this cost is a direct quote from Mr. Backlund.

The selection criteria for this service provider is as follows.

Experience in the field:

12 years

Competency:

Mr. Backlund began work in the field in 2001 and advanced into a full partnership in a local accounting firm by the summer of 2002. Upon withdrawal of that firm, he founded Mr. Backlund V. Backlund, CPA, PC in May, 2006.

References from other charter schools/ association:

Tara Cabardo of Milestones Charter School; Margaret Williamson of Academy with Community Partners; Dr. Wilma Soroosh, of Vision Charter School; Heather Jones of Aspire Business Consultants, Inc.; Curt Porter of EdVantage Partners, LLC.

Professionalism:

Memberships are held with the AICPA, AICPA Governmental Audit Quality Center and Arizona State Society of CPA's.

Mission alignment:

Mr. Backlund has audited various schools with similar missions to CASA Academy.

In compliance:

Mr. Backlund's attention to detail includes a familiarity of the regulations and requirements that directly impact those organizations he serves, including Generally Accepted Accounting Principles (GAAP), the Uniform System of Financial Records (USFR), the Uniform System of Financial Records for Charter Schools (USFRCS), Arizona Department of Education guidelines,

the Arizona Revised Statutes (A.R.S.) GASB, and other State and Federal compliance rules and regulations.

Flexibility:

Mr. Backlund makes every attempt to work with each client's unique needs and still meets the necessary requirements in performance of the service they have been engaged to provide.

Availability:

Mr. Backlund will not accept an engagement if he does not believe he can provide the service requested.

Mr. Backlund has the following qualifications that make it an outstanding service provider in this field:

a. A high quality of work, reliability and fairness are the foundations of the Firm's operating policy.
b. In the past 13 audit cycles he has done between 400 - 500 charter school audits for clients with schools as small as 10 students and for schools with several campuses and a multi-million dollar bond in place.
c. Mr. Backlund does the actual audit work himself and believes in building a long-term relationship with his clients. He also provides an open door policy for his clients to contact him with needs/questions they might have outside of the audit cycle.

CASA Academy will manage and evaluate this contracted service as follows:

a. Director of Academics will oversee the vendor.
b. CASA Academy's performance expectations for this individual will be to ensure that the school is properly audited.
c. CASA Academy will evaluate this service provider as follows. When evaluating the auditor's effectiveness, the school will gather references from other charter schools that use the auditor to learn about the auditor's procedures, practices and communication styles. CASA Academy will also review the peer review letter documenting such items as quality control and assurances, the exercise of professional judgment and the performance of work and related preparation of reports. As a school it is important that we have discussions with the auditor on maintaining independence and resolution to conflicting views. The contracted accounting firm used for business services will help CASA Academy orchestrate the audit process and review compliance with Audit Standards and regulations, efficiencies and effectiveness. Finally, Management, accounting services and governing board members will review the engagement letters, independent auditor's report, and the report on internal control and compliance for completeness and accuracy before sent to the AZ Charter School Board for final approval.
d. A review will be conducted every year.
e. CASA Academy will ensure that the vendor is compliant by verifying that all legal requirements for this individual are tracked and up-to-date.

Technology Services- CASA Academy will retain Stephan Dzur of Network Technologies International to conduct its technology services, including installation and set-up of computer lab desktop computers, programming and set-up of staff laptops, and technical repairs for an at-needed basis. The cost for Stephan Dzur's services will be $50.00 per hour. The source for this cost is a direct quote from Stephan Dzur. Stephan Dzur will be contracted for 30 hours in year 1 (due to the fact that he will be installing a computer lab in this year) and for 15 hours in years 2 and 3.

The selection criteria for this service provider is as follows.

Experience in the field:

Eleven years

Competency:

Network and Systems Administration

References from other charter associations:

U.S. Army Signal Corps, Network Technologies International

Professionalism:

Member of the U.S. Army Warrant Officer Corps; Member in good standing of ISC (2)'s Certified Information Systems Security Professional program

Mission alignment:

Mr. Dzur has a strong passion for working with students from low-income communities.

In compliance:

Mr. Dzur is experience and certified in technology support.

Flexibility:

Ability to work remotely if scheduling prevents an in-person visit.

Availability:

Monday through Sunday on an ad-hoc basis; remote and in-person support

Stephan has the following qualifications that make him an outstanding service provider in this field:

a. 11 year's experience in Network and Systems administration, including experience in high-stress military environments both stateside and in the Middle East
b. A strong desire to do doing quality work
c. A passion for helping people who are less fortunate and those in less well developed areas.

CASA Academy will manage and evaluate this contracted service as follows:

a. Jenna Leahy will oversee the vendor.
b. CASA Academy's performance expectations for this individual will be to ensure that all technology is properly installed, repaired, and updated.
c. CASA Academy will evaluate this service provider as follows: monthly verbal evaluations with the service provider on performance criteria and one yearly evaluation based on performance criteria.
d. A review will be conducted every month.
e. CASA Academy will ensure that the vendor is compliant by verifying that all legal requirements for this individual are tracked and up-to-date.

Maintenance Services- CASA Academy will retain Marsden Services to conduct its maintenance services. The cost for Marsden Service's maintenance services will cost $.10 - $.12 cents per square foot per month for custodial services and approximately $3.50 - $4.00 per person (students and faculty) per month for consumable goods.

The selection criteria for this service provider is:

Experience in the field:

a) Over $220M in revenue
b) Operating in 46 states with over 8,000 employees
c) Financially stable, privately held
d) Custodial Service
e) Security Services
f) Mechanical & HVAC
g) Emphasis on Sustainability & LEED Support
h) Specialty Surface Care

Competency:

Marsden Services provides service to similar environments and offers a tenured management staff, multiple service offerings, and emergency response.

References from other charter schools/ association:

Marsden Services has numerous references nationwide where they provide similar services to charter schools, public K-12 facilities, private schools, community colleges, universities, and other vocational higher education environments.

Professionalism:

Marsden Services is a privately owned facility service provider, and the 7th largest janitorial company in the country. Their cleaning and security companies have an annual sales volume of $250 million, with operations in 46 states, over 8,500 employees and excellent financial stability.

Mission alignment:

Marsden Services serves schools with similar missions to CASA Academy.

In compliance:

Marsden Services conducts background checks on all employees and conducts regular reviews of services.

Flexibility:

Marsden Services offers the ability to flex service to CASA's changing school population.

Availability:

Marsden Special Projects teams are staffed with technicians trained to provide specialty services, and respond on-site within a 2-hour maximum response time.

Marsden Services has the following qualifications that make it an outstanding service provider in this field:

a. Experience and tenure of management staff

b. Provider of Facilities Services to similar educational environments

c. National buying capabilities for competitive pricing on consumable goods (paper products, etc.), cleaning chemicals and equipment

d. Emergency response capabilities

CASA Academy will manage and evaluate this contracted service as follows:

a. Director of Operations will oversee the vendor.
b. CASA Academy's performance expectations for this individual will be to ensure that the school is clean, protected, and that supplies are regularly filled.
c. CASA Academy will evaluate this service provider as follows: monthly verbal evaluations with the service provider on performance criteria and one yearly evaluation based on performance criteria.
d. A review will be conducted every month.
e. CASA Academy will ensure that the vendor is compliant by verifying that all legal requirements for this individual are tracked and up-to-date.