1. Applicant Agreement

Print this sheet, complete and sign the spaces at the bottom, then scan and attach to your application. A Charter Representative of the eligible charter holder must sign the following agreement prior to submitting the application package. Should the agreement be signed by someone other than a Charter Representative, the application package will be deemed Administratively Incomplete.

I certify all information contained in this application is complete and accurate, realizing that any misrepresentation could result in disqualification from the replication application process or revocation after award. I understand that incomplete applications will not be considered.

The Applicant acknowledges that all information presented in the application package, if approved, becomes part of the charter and will be used for accountability purposes throughout the term of the charter, and that the charter may be amended or modified by mutual agreement, in writing, of the parties pursuant to the terms of the charter contract when signed.

The Applicant acknowledges that the Principals have read all Arizona statutes regarding charter schools and that, if approved to operate a charter school, the Applicant is subject to and will ensure compliance with all relevant federal, state and local laws and requirements.

The Applicant acknowledges that the most current academic data will be provided to the Board for its consideration of the application.

The Applicant acknowledges that if approved to operate a charter school, the Applicant must execute a charter contract with the Arizona State Board for Charter Schools within twelve months of the date of approval of the charter by the Arizona State Board for Charter Schools. A charter that is not timely signed expires.

The Applicant acknowledges that if approved to operate a charter school, the Applicant must begin providing educational services within twelve months of execution of the contract or within twenty-four months of approval of the charter, whichever date occurs later.

The Applicant acknowledges that if approved to operate a charter school, the Applicant must provide the number of days of instruction as approved in the application within the State's fiscal year that begins July 1st and ends June 30th.

Horizon Community Learning Center _____
Name of Current Charter Holder Entity

Betsy Fera
Name of Current Entity Charter Representative
(please print)

Signature of Charter Representative/Date

Horizon Honors Elementary School_____
Name of New Entity (if applicable)

Betsy Fera
Name of New Entity Authorized Representative
(please print)

Signature of Authorized Representative/Date

2. Current Charter Holder Entity

Name of Charter Holder Entity eligible for Replication ('existing entity'): **Horizon Community Learning Center**

Name of Replication Model School: Horizon Honors Elementary School

In the "Principal Information" section, complete and attach all requested documents for all officers, directors, members, or partners of the existing entity.

3. Replication Charter Holder Entity

In this section you will be providing information regarding the consistency in the corporate structure between the existing entity and the new entity. Answer the following question about the entity that will operate the new school by checking the appropriate box and completing any additional information requested.

Will the replication charter be held by the existing entity?

☒ Yes, the existing entity will hold the replication charter. (Skip Section A and go to Governance Structure.)

☐ No, a new entity will hold the replication charter. (Complete Section A below)

Section A: New Entity and Corporate Principals

☐ *Statement of Consistency:* By checking this box, I understand and agree that the Replication Application process requires the organizational structure of the new entity to be consistent with the organizational structure of the existing entity.

Name of New Entity: Click here to enter text.

Name of Proposed Charter School: Click here to enter text.

Authorized Representative(s) for New Entity: Click here to enter text.

Authorized Representative Mailing Address: Click here to enter text.

City, State: Click here to enter text.

Zip: Click here to enter text.

County of Proposed School: Click here to enter text.

Authorized Representative Email: Click here to enter text.

Day Time Phone: Click here to enter text.

Fax (optional): Click here to enter text.

Form of Organization (*check one*):

☐ Corporation

☐ Partnership/LLC

☐ Sole Proprietorship

☐ Government/Tribal Entity

For-Profit/Non-Profit (*check one*):

☐ For-Profit

☐ Non-Profit

Section A: New Entity and Corporate Principals (continued)

Below, list the names and positions of all Principals (officers, members, directors, partners) of the new entity, and their positions. Also list any other current charters in which they act as a corporate principal or charter representative. Add rows as necessary.

Name	Position	Current Charter Affiliations
Fred Neal	President	Horizon Community Learning Center
Steven Holm	Treasurer	Horizon Community Learning Center
Kyle Pieratt	Member	Horizon Community Learning Center

In the "Principal Information" section, complete and attach all requested documents.

Required Exhibits for Section A:

- A copy of Arizona filing required to conduct business in Arizona by the Arizona Corporation Commission or Arizona Secretary of State as per R7-5-201.
- A copy of current Corporate Bylaws/Operating Agreement, as applicable.
- Minutes of the board of the existing entity authorizing application for replication.

4. Principal Information

If the Principal is a current Charter Representative or Principal of an operating charter and you believe current information is already on file with the Charter Board, email the Board office, and attach the confirmation email listing the documents currently on file.

For each Charter Representative, Authorized Representative, or Principal not having confirmed information on file, provide the following documents:

- Copy of VALID Arizona Fingerprint Clearance Card
- Signed and Notarized Affidavit, Disclosure, and Consent for Background and Credit Check
- Background Information Sheet Attachment (2 pages)
- Resume (2 pages max, without personal contact information)
- Verification of Coursework or Degree: if a postsecondary degree is noted on the Background Information Sheet and Resume, the principal must provide scanned copies of school transcripts with official seal or signature from the granting institution, or a watermarked report from the National Student Clearinghouse® (http://www.studentclearinghouse.org).

5. Governance Structure

The **governing body** of a charter school is responsible for the policy decisions of the school (A.R.S. § 15-183.E.8). *In this section you will be providing information regarding the consistency in the governance structure between the existing entity and the new entity.*

☒ *Statement of Consistency:* By checking this box, I understand and agree that the Replication Application process requires the governance structure of the new school to be consistent with the governance structure of the Replication Model School.

Answer the following question by checking the appropriate box and completing any additional information requested.

How will the governance structure of the new school relate to the Replication Model School?

☒ The new school will be operated by the existing entity and have the same governing body as the Replication Model School. (Skip Section B and go to Education Service Providers.)

☐ The new school will be operated by a new entity described in Section A, which will act as the governing body. (Skip Section B and go to Education Service Providers.)

☐ The new school will be operated by the existing entity but with a new, separate governing body which will follow the same membership structure and responsibilities as the current governing body. (Complete Section B)

☐ The new school will be operated by a new entity described in Section A, and have a new, separate governing body which will follow the same membership structure and responsibilities as the current governing body. (Complete Section B)

Section B: New Governing Body

Indicate the make-up of this body below. Add rows as necessary.

Governing Body (Body responsible for the policy decisions of the school.) (A.R.S. § 15-183.E.8)				
Member Type	**Number**	**Name**	**Name**	**Name**
Corporate Principals				
School Staff				
Parents				
Community				
Other: Governing Board				

6. Education Service Providers

An **Education Service Provider (ESP)** is an organization that contracts with or has a governance relationship with the Applicant entity to provide comprehensive services. An ESP is considered to have a ***governance relationship*** with the Applicant if the Applicant is a subsidiary of the ESP, the Applicant board has members that are members or employees of the ESP, and/or the ESP has ultimate executive authority over the Applicant, including the power to appoint board members and/or close the school. An ESP is considered to have a ***contractual relationship*** if it will contractually provide operations and management to the Applicant, but the Applicant chooses the affiliation and is independent of the ESP.

In this section you will be providing information regarding the consistency in the Education Service Providers between the existing entity and the new entity. Answer the following questions regarding Education Service Providers (ESP) by checking the appropriate box and completing any additional information requested.

Does the existing entity have a relationship with an ESP?

☐ Yes – Contractual (Complete Section C.1)

☐ Yes – Governance (Complete Section C.2)

☒ No (Skip Section C and go to Target Population of New School)

Section C.1: Education Service Providers – Contractual Relationship

☐ *Statement of Consistency:* By checking this box, I understand and agree the Replication Application process requires that the contractual relationship of the replication charter with an ESP to be consistent with the contractual relationship of the existing entity with an ESP.

What is the name of the ESP? Click here to enter text.

Required Exhibits:

- Copy of the service agreement as executed between the existing entity and the ESP.

Section C.2: Education Service Providers – Governance Relationship

☐ *Statement of Consistency:* By checking this box, I understand and agree the Replication Application process requires that any governance relationship of the replication charter with an ESP to be consistent with the governance relationship of the existing entity with an ESP.

1. What is the name of the ESP? Click here to enter text.
2. Describe the nature of the governance relationship.

   Enter response here

Required Exhibits:

- List of all Arizona schools that the ESP currently manages.

7. Target Population and Enrollment of New School

In this section you will be providing information that supports the replication of the existing charter in an identified area or with an identified population.

☒ *Statement of Consistency:* By checking this box, I understand and agree that the Replication Application process requires the target population of the new school may be similar to the population of the Replication Model School, and that differences must be addressed in responses to the questions below.

☒ *Statement of Consistency:* By checking this box, I understand and agree that the Replication Application process requires the enrollment policies of the new school to be consistent with the enrollment policies of the Replication Model School, and that enrollment of students cannot begin until the charter is signed.

Grades Requested for Replication Charter Contract: K-6

Grades Served in Year 1: K-6	Projected Enrollment Cap: 863
Grades Served in Year 2: K-6	Projected Enrollment Cap: 900
Grades Served in Year 3: K-6	Projected Enrollment Cap: 1043

School Calendar Type: Standard (Standard, Extended, or Alternative)

If Alternative, describe in ten words or less: Click here to enter text.

Instructional Days: 180 Target Start Date: July 28,2014

Attach a clear, specific and concise response about the proposed target population. The expected page length for all five questions is no more than two pages.

7-1. Describe the population of the Replication Model School, including the demographic profile, academic performance of students entering the school, and distance travelled by current students.

7-2. Identify the target population of the proposed school, demonstrating a clear understanding of the students the school intends to serve, including whether the students will be primarily neighborhood or commuter, current levels of academic performance, and a demographic profile.

7-3. Describe the market analysis that supports the successful enrollment of the projected student count from the target population.

7-4. Describe the enrollment practices, processes, and policies of the existing school, as per A.R.S. § 15-184.

7-5. Describe the enrollment timeframe that will be implemented by the proposed school, to be shared with the public.

7-1. Describe the population of the Replication Model School, including the demographic profile, academic performance of students entering the school, and distance travelled by current students.

Horizon Community Learning Center (HCLC) has a demographic profile of approximately 80% white, 6% Asian, 6% Hispanic, 4% Black, 1% Native American, and 3% unclassified. The student achievement results of HCLC representing the 2012-2013 school year are as follows:

Grade	% Passing Reading	% Passing Mathematics
3	89	80
4	95	79
5	96	81
6	95	68
7	98	79
8	88	62
10	98	79
11	92	76

The majority of students live within a 20-mile radius (Ahwatukee/Foothills, Chandler, Tempe, Guadalupe), however we also serve students from Maricopa, Mesa, Gilbert, and Queen Creek areas, which expands the distance traveled from 20 up to 35 miles.

7-2. Identify the target population of the proposed school, demonstrating a clear understanding of the students the school intends to serve, including whether the students will be primarily neighborhood or commuter, current levels of academic performance, and a demographic profile.

Horizon Honors Elementary School is a part of Horizon Community Learning Center so the target population will remain the same. Horizon Honors Elementary will be able to better target the needs of the elementary students by being its own entity and receive specific achievement profiles from the Arizona Department of Education and the Arizona Charter Board. The target population will continue to come from the Ahwatukee/Foothills, Chandler, Tempe, and Guadalupe areas. The current levels of academic achievement representing the 2012-2013 school year are noted in the above table. The current demographic of Horizon Honors Elementary School are noted in 7.1

7-3. Describe the market analysis that supports the successful enrollment of the projected student count from the target population.

Over the past 15 years, Horizon Community Learning Center has maintained an enrollment consistent with our projected enrollment numbers. Horizon Honors Elementary School has consistently had a wait list each year and therefore holds an annual lottery. Currently the wait list for Horizon Honors Elementary School is as follows:

	Kindergarten	First Grade	Second Grade	Third Grade	Fourth Grade	Fifth Grade	Sixth Grade	Total
Student Wait List	60	28	11	38	28	15	7	187

7-4. Describe the enrollment practices, processes, and policies of the existing school, as per A.R.S. § 15-184.

Admission is not limited based upon ethnicity, national origin, gender, income level, disabling conditions, proficiency in the English language or athletic ability. There is no tuition charged for attending Horizon Community Learning Center.

Lottery & Wait List

Horizon Community Learning Center will admit all eligible pupils who submit a timely application. If, by the application deadline, the number of applications exceeds the capacity of a program, class, grade level, or building, all applicants for that program, class, grade level or building will be selected for the available slots through a lottery. A wait list will be established by lottery for all students not enrolled on that day. After the lottery, students will be added to the wait list on a first come basis.

Kindergarten Admission Requirements

Minimum age for enrollment is 5 years on or before September 1 for Kindergarten.

7-5. Describe the enrollment timeframe that will be implemented by the proposed school, to be shared with the public.

The students of Horizon Community Learning Center (Replication Model School) have re-enrolled in January 2014 for the 2014-2015 school year. The K-6 students enrolled in Horizon Community Learning Center will be transitioned to Horizon Honors Elementary School enrollment (Replication School) in July, 2014.

There will be an informational session on June 9, 2014 advertised to the general public. Parents submit their application via our website, in person, or over the phone for the 2014-2015 school year. In addition, Horizon Honors Elementary School will advertise openings to the general public through e-mail communication and publications.

8. Facility Acquisition for New School

Answer the following questions regarding facility acquisition by checking the appropriate box and completing any additional information requested.

Has a confirmed facility been acquired for the new school?

☒ Yes (Complete Section D.1)

☐ No (Complete Section D.2)

Section D.1: Confirmed Facility

Address of Confirmed Facility:

16233 S. 48th Street Phoenix, AZ 85048

Description of Facility Size and Layout:

The current facility is approximately 26,000 sq. feet. There are 5 Kindergarten classrooms with a playground in a separate section off of the elementary schools. Each Kindergarten classroom is approximately 725 sq. feet. There are 16 multi-age (1-2 and 3-4) grade classrooms. Each classroom is approximately 740 sq. ft. Each classroom is a double classroom with a moveable wall to meet the small group and large group needs. There are 10 classrooms for 5-6 grades that allow for students to transition to different classrooms during their day. Each classroom is approximately 727 sq. feet. There is a playing field for recess and PE classes, as well as a courtyard with playground equipment. Our before and after school care classroom is also located on the far west end labeled section B on the floor plan.

Required Exhibits:

- Floor Plan or Layout of confirmed facility.

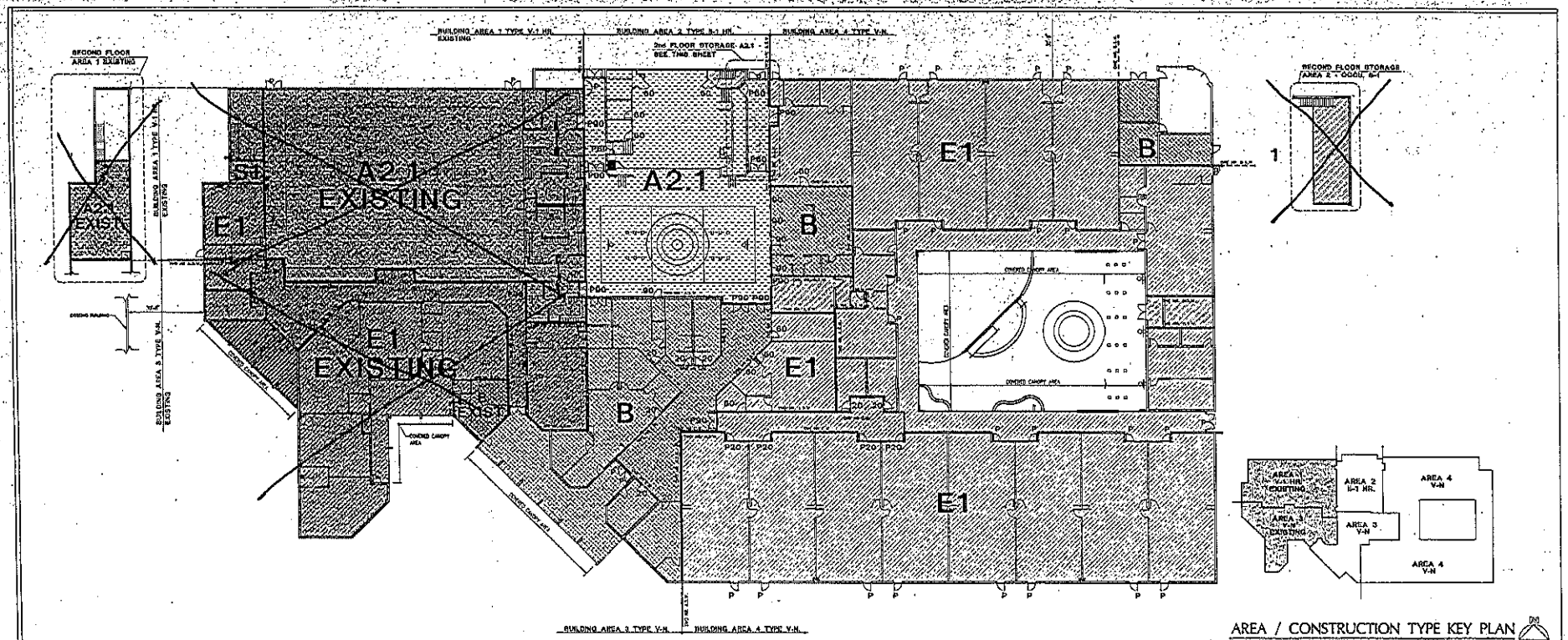
Section D.2: Planned Facility

Attach the following information regarding the proposed location of the new school.

D.2-1. Identify the proposed location of new school by providing cross streets that would be the center of a 2.5 mile radius.

D.2-2. Describe the facility size and layout suitable for implementing the Educational Plan.

D.2-3. Describe the timeline for acquiring a suitable facility by the start date identified in Section 7.



FLOOR OCCUPANCY / CONSTRUCTION TYPE FLOOR PLAN

AREA / CONSTRUCTION TYPE KEY PLAN

N.T.S.

9. Educational Plan

To ensure that the charter contract for the Replication charter reflects the current practices of the existing entity and Replication Model School, attach a clear, specific and concise response regarding the existing Educational Plan, as it supports replication. The expected page length for all five questions is no more than two pages.

Provide a statement describing the mission of the new school: Horizon Honors Elementary School is committed to providing a safe learning environment rich in technology where students achieve academic and social excellence while solving real-life problems in a cooperative manner.

☒ *Statement of Consistency:* By checking this box, I understand and agree that the Replication Application process requires the Educational Plan of the new entity and school to be consistent with the Educational Plan of the existing entity and Replication Model School.

9-1. Provide a description of the charter holder's philosophical approach to improving pupil achievement. Include how this philosophy has impacted the success of the existing school. If a different population will be served in the new school, how does this philosophical approach apply?

9-2. Describe the existing program of instruction of the current school, including methods of instruction and curriculum for the core academic content areas, which supports this philosophy and aligns to Arizona Academic Standards.

9-3. Present an explanation of how the implementation of the existing program of instruction meets the needs of the proposed target population.

9-4. Describe the level of proficiency that students must obtain to demonstrate mastery of academic core content and clear criteria for promotion from one level to the next.

9-5. If your school serves a high school population, identify graduation requirements for the school that will meet State requirements. Describe the process and criteria for awarding course credit.

Required Exhibit: (for schools offering high school grades only)

- Menu of course offerings including course titles and brief descriptions.

9-1. Provide a description of the charter holder's philosophical approach to improving pupil achievement. Include how this philosophy has impacted the success of the existing school. If a different population will be served in the new school, how does this philosophical approach apply?

Horizon Community Learning Center's special program emphasis is seen in both the way we structure the school and how our students learn. We believe that all students can learn given the right environment and an exemplary staff that continues to improve instructional methods. Our core philosophies include:

I Do and I Understand

Our K-6 students participate in a daily class called "Project Group" that emphasizes the "doing". Students apply their learning in 7-12 through content-based projects to emphasize the "doing". Students not only work on projects but lifelong skills of teamwork, collaboration, problem solving, and leadership as they solve real world problems based on their new learning. Critical and creative thinking are emphasized in all course work, but particularly applied in student projects.

Small School Environment

Horizon Community Learning Center is designed to provide an environment where all students and staff know each other. We believe that this community environment enables students to feel that their school is a safe and caring place to learn. Within each school, there are opportunities for students to gather (morning meeting for elementary students, pep assemblies for 7-12 students) to be a part of the community. Horizon Community Learning Center has a core set of values that are embedded in the curriculum, which students learn and model as part of our community.

High Academic Standards/Individual Learning Plans

Horizon Community Learning Center believes that there should be no ceiling to student learning. Students can learn at their own level because of their Individual Learning Plans. Their academic needs are met without sacrificing the need to be with their age level peers. Students are challenged at the appropriate level with a rigorous curriculum and monitored quarterly through their Individual Learning Plan conference. Appropriate goals are set at this conference with parents, students, and teachers.

Strong Structure of Teacher Support

Horizon Community Learning Center believes that teachers are key to high student achievement. We believe that teachers need to have a strong support system in which to continue to challenge their instructional methods. Each teacher participates in weekly professional development where they analyze student data/work, learn new instructional strategies to support areas of need, and collaborate with each other on standards and curriculum. We have a layered support system of Mentor and Master teachers to provide individual coaching through multiple evaluations (at least 3 annually) and informal observations. Each teacher contract is 207 days to allow for organized collaboration and planning throughout the school year.

9-2. Describe the existing program of instruction of the current school, including methods of instruction and curriculum for the core academic content areas, which supports this philosophy and aligns to Arizona Academic Standards.

Horizon Community Learning Center will provide a "gifted education program for all students" regardless of ability. Curriculum is developed to support the Arizona College and Career Ready Standards in collaboration with all teachers, led by the Master and Mentor Teachers through

weekly professional development. Methods of instruction are based on the TAP Instructional rubric as well as best practices researched by the school leadership team (Master Teachers, Mentor Teachers, School Administration). Horizon Community Learning Center does not believe in one textbook to teach the entire set of standards, so the teachers create and follow blueprints for each unit of study. These blueprints ensure alignment of standards as well as common assessments to determine mastery. The blueprints continue to be revised as teachers teach the units of study and analyze student achievement.

9-3. Present an explanation of how the implementation of the existing program of instruction meets the needs of the proposed target population.

Our students have a layered level of support for their academic needs. Because of the teaming and collaboration between teachers, individual student needs are identified and strategies of support are determined. We have a range of student abilities but have a high population of students functioning above average. We believe this is a result of students being challenged at their academic level and also the high expectations that teachers have in their classroom. We identify students that are struggling and have RTI for both reading and math. Our Child Study Team (parent and staff) monitor student progress and work together on a plan for success or referral to our Special Education team.

9-4. Describe the level of proficiency that students must obtain to demonstrate mastery of academic core content and clear criteria for promotion from one level to the next.

In the current Replication Model School (Horizon Community Learning Center), mastery is determined by the guidelines provided in the Arizona Career and College Ready Standards. In each blueprint, criteria are determined based on both formative and summative assessments. In grades K-6, students are given a 3 tier grading system:

- MD – (90% and above) = Mastery with Distinction
- M – (80% - 89%) = Mastery
- IP – (below 80%) = In Progress

For grades 7-12 students are given the traditional grading system to allow for transcript requirements:

- A – 90% and above
- B – 80% to 89%
- C – 70% to 79%
- D – 60% to 69%
- F – below 60%

Any student in grades 7-12 that receives a D or F must remediate the course to receive credit unless there is an IEP or special accommodations.

9-5. If your school serves a high school population, identify graduation requirements for the school that will meet State requirements. Describe the process and criteria for awarding course credit.

In the Replication School (Horizon Honors Elementary School), high school grades will not be offered.

In the Replication Model School (Horizon Community Learning Center) requires 24 credits to graduate. Four credits are required in English and Math; three credits are required in Science and History; two credits in Foreign Language; one credit in PE/Health, Fine Arts, and Technology, and six credits in Electives. In addition, high school students are required to complete 40 hours of community service annually.

10. Operational Plan

Attach a clear, specific and concise response regarding the operational plan for the entity requesting replication. The expected page length for all three questions is no more than one page.

10-1. Describe the organization's strategic growth plan and desired outcomes over the next five years in Arizona. Include: number of schools with grades served including expansion progression, projected opening dates, and projected number of students served.

10-2. Summarize the organization's capacity to support the quality and long-term academic and operational success and financial viability of the replication school, and proposed growth of the school over the next three years.

10-3. Discuss your operational capacity to open and operate schools successfully, including lessons learned from past expansion, and how you plan to avoid or minimize challenges in the replication school.

10.1 Describe the organization's strategic growth plan and desired outcomes over the next five years in Arizona. Include: number of schools with grades served including expansion progression, projected opening dates, and projected number of students served.

Our five-year growth plan begins with the charter replication for Horizon Honors Elementary School, serving grades K-6. Beyond the school year 2014-2015 we have no immediate plans for additional expansion.

	Number of Schools	Grades Served	Opening Dates	Projected Number of Students Served
2014-2015	1	K-6	July 28, 2014	850
2014-2015	1	7-12	July 28, 2014	700

During the 2013-2014 school year, we secured a lease for the vacant lot (12 acres) directly south of our current location with Arizona Department of Transportation. Over the next two years, we will determine the viability of the plan for possible expansion of current facilities.

10.2 Summarize the organization's capacity to support the quality and long-term academic and operational success and financial viability of the replication school, and proposed growth of the school over the next three years.

The replication model school, Horizon Community Learning Center, has a strong record of success in the academic, operational, and financial goals over the past fifteen years. The structure and organization of Horizon Community Learning Center will ensure the success of the replication school, Horizon Honors Elementary School. A separate and experienced administration will oversee the academic success by recruiting, training, and retaining a high quality staff. The school will also be supported by an experienced facilities, financial, and operational staff currently in place.

10.3 Discuss your operational capacity to open and operate schools successfully, including lessons learned from past expansion, and how you plan to avoid or minimize challenges in the replication school.

I have been a part of Horizon Community Learning Center since 1999. As a member of the leadership team, I was involved in solving the early challenges of increasing enrollment, retaining students, and managing growth. In addition, I was involved in recruiting, training, evaluating, and retaining a high quality staff. In 2008, I had a similar role in the development of University Public Schools (now ASU Prep). Beginning in 2009, I moved to Arizona State University where I oversaw the implementation of a school reform program to increase student achievement in approximately 60 at risk or failing schools. Using these experiences, I believe that I can provide the experience and support needed to ensure the success of the replication school. In my opinion, the keys to success are to ensure we are fiscally conservative, continue to develop and support a strong leadership team, and maintain the focus in professional development on student achievement.

11. Business Plan

The **Financial Performance Framework** gauges both near-term financial health and longer term financial sustainability, and is described in the *Financial Performance Framework and Guidance* document, available on http://asbcs.az.gov. An existing entity that receives one or more "Falls Far Below Standard" and/or two or more "Does Not Meet Standard" does not meet the Board's financial performance expectations and must submit additional information as part of its replication application.

Answer the following questions regarding the financial performance of the existing entity by checking the appropriate box and completing any additional information requested.

Does the financial performance of the existing entity meet the Board's financial performance expectations?

☒ Yes (Skip Section E and go to Principal Information)

☐ No (Complete Section E)

Section E: Business Plan for Expansion

Attach a clear, specific and concise response regarding budgets and finances.

Required Attachments:

- **Financial Performance Information**: As described on page 13 of the *Financial Performance Framework and Guidance* document, address each Financial Performance Framework measure where the existing entity received a "Falls Far Below Standard" or "Does Not Meet Standard."
- **Start-Up Budget**: Provide a budget to cover expenses projected to occur during the start-up period (Until August 1 of the year the school opens).
- **Three Year Operational Budget**: Provide a budget to cover expenses projected to occur during the first three years of operation.
- **Assumptions**: For each budget, provide a separate document describing assumptions for each line item, to include disaggregated costs, and basis for determining for those costs. Demonstrate through the assumptions that the amounts listed are viable and adequate for the start-up period and first three years of operation.

Note: Templates for the Budgets will be provided as separate Excel files and are located at http://asbcs.az.gov/applicant_resources.