

ORR/ACF/HHS 2014 Budget Submission  
 Total Summary -Casa Estrella del Norte

# of Beds  
 280

	Startup Expenses	Operating Expenses	Total Expenses
<b>A. PERSONNEL</b>	<b>372,620</b>	<b>2,235,720</b>	<b>2,608,340</b>
<b>B. FRINGE BENEFITS</b>	<b>148,260</b>	<b>889,560</b>	<b>1,037,820</b>
<b>C. TRAVEL</b>	<b>46,400</b>	<b>-</b>	<b>46,400</b>
<b>D. EQUIPMENT</b>			<b>-</b>
<b>E. SUPPLIES</b>			
Household Supplies	407,800	36,000	443,800
Kitchen Supplies	49,000	42,000	91,000
Educational Supplies	21,000	9,240	30,240
Recreation Supplies	-	11,720	11,720
Office Supplies	45,000	12,600	57,600
Computer Supplies	204,400	3,360	207,760
<b>Total Supplies</b>	<b>727,200</b>	<b>114,920</b>	<b>842,120</b>
<b>F. CONTRACTUAL</b>			
Mental Health Evaluation		1,600	1,600
Contract Labor	14,000	-	14,000
<b>Total Contractual</b>	<b>14,000</b>	<b>1,600</b>	<b>15,600</b>
<b>G. CONSTRUCTION</b>			<b>-</b>
<b>H. OTHER</b>			
<b>DIRECT COSTS</b>			
Travel - Escort Expense		287,640	287,640
Employee Training	5,000	52,900	57,900
Food Cost		227,670	227,670
NSLP Reimbursement		(96,330)	(96,330)
NSBP Reimbursement		(48,690)	(48,690)
NSLP Travel		600	600
Client Personal Items	7,000	18,800	25,800
Supplemental Clothing	21,000	56,400	77,400
Medical	12,000	5,200	17,200
Client Stipends		-	-
Travel - Mileage		270	270
Background Check Service		7,970	7,970
Payroll Service		3,540	3,540
Evacuation Expense		-	-
<b>OPERATING COSTS</b>			
Building Lease	108,670	181,070	289,740
Utilities		64,680	64,680
Fire & Security	341,400	12,300	353,700
Telephone		97,530	97,530
Postage - Regular		900	900
Overnight Mail		8,700	8,700
Advertising - Job Postings		2,000	2,000
Copying & Printing		15,040	15,040
Computer Software	3,500	2,090	5,590
Computer Maintenance		4,500	4,500
Vehicle Lease		107,970	107,970
Copier Rental		4,880	4,880
Maint. & Repair - Building	110,000	14,400	124,400
Maint. & Repair - Grounds		20,100	20,100
Maint. & Repair - Vehicle		10,780	10,780
Vehicle Gas & Oil		14,400	14,400
Employee Activities		-	-
Gen. & Prof. Liability Ins.		4,190	4,190
Property Ins.		8,700	8,700
Automobile Ins.		7,590	7,590
Professional Fees	239,400	48,280	287,680
Taxes - Property		10,500	10,500
Depreciation		-	-
<b>OTHER TOTAL</b>	<b>847,970</b>	<b>1,156,570</b>	<b>2,004,540</b>
<b>TOTAL DIRECT CHARGES</b>	<b>2,156,450</b>	<b>4,398,370</b>	<b>6,554,820</b>
Approved Indirect Cost		(b)(4)	
<b>TOTAL 2014 BUDGET</b>	<b>2,416,690</b>	<b>5,062,520</b>	<b>7,479,210</b>

FY14 DAILY RATE

192.34

245.06









**PERSONNEL**

Name	Title	FTE's	Salary Change Month Dec.	Current Monthly Salary / Hr. Rate	Salary / Hr. Rate after 0%	Expected Overtime Hours	Annual Budgeted Salary FY/14	Jun 29 - Sep 30 Subtotal by Title	SWK Account No.
<b>INDIRECT CARE STAFF</b>									
Vacant	Relief Staff	1.00	2	11.50	11.50		23,920		
Vacant	Relief Staff	1.00	2	11.50	11.50		23,920	77,740	63090
	Total FTE	196.00							
<b>TOTAL DIRECT CARE STAFF</b>		<b>214.00</b>							
Total							8,942,840	2,235,720	
<b>Startup Period</b>								<b>372,620</b>	
Grand Total								2,608,340	

**FRINGE BENEFITS**

Account	Amount	SWK Acct.
FICA & Medicare	7.65% x total salaries	199,540 64000
SUTA	295 Staff x \$7000 x 3.31% x 1.25	85,440 64010
Workers Compensation	6.65% Worker's Comp Rate	173,450 64020
Group Health Insurance	295 Staff x \$550 x 3 months x 80%	389,400 64030
Disability Insurance	1.1% x total salaries	28,690 64040
Retirement	5% x total salaries x 10% empl.	13,040 64050
Total Fringe Benefits		889,560
<b>Startup Period</b>		148,260
Grand Total Fringe Benefits		1,037,820
	Fringe Benefit %	39.79%

**A. PERSONNEL**

SWK Acct.	Description	Acct. Total
		372,620
Personnel	Staff	2,235,720
Total automatically comes from personnel worksheet		

Start-up

<b>PERSONNEL TOTAL</b>	2,608,340.00
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**B. FRINGE BENEFITS**

SWK Acct.	Description	Percentage	Acct. Total
			148,260
Fringe Ben.	Fringe (%)	39.79%	889,560
Total automatically comes from personnel worksheet			

Start-up

<b>FRINGE BENEFITS TOTAL</b>	1,037,820.00
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**C. TRAVEL**

Meetings

SWK Acct.	Description	# Trips	Grnd Trans	Airfare	Lodging & Meals	# Days	Item Total	Acct. Total
	Setup Program - other prog	32	50		200	7	46,400	
66000	Acct Total							46,400

Start-up

<b>TRAVEL TOTAL</b>	46,400.00
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**D. EQUIPMENT**

SWK Acct.	Description	Amount	Units	Item Total	Acct. Total
	Equipment			0	
	Acct Total				0

<b>EQUIPMENT TOTAL</b>	0.00
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**E. SUPPLIES**

Household Supplies

SWK Acct.	Description	Amount	Mths/Items	Item Total	Acct. Total
	Furniture & Fixtures - bedrooms			207,000	
	Household Items (pillows/comforters/posters, etc)	60.00	280	16,800	
	Common Area F&F			25,000	
	Student & Teacher Desks & Chairs	300	280	84,000	
	Laundry equipment			75,000	
	UniFirst Laundry Service	2,200	3	6,600	
	Supply Cost	9,800	3	29,400	
67020	Acct Total				443,800

Start-up  
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Kitchen Supplies

SWK Acct.	Description	Monthly \$	Months/unit	Item Total	Acct. Total
	Kitchen Appliances - ice maker, meat slicer, blender, etc			20,000	
	Commercial Range			7,000	
	Kitchen Supplies			8,000	
	Prep Tables			4,500	
	Food Warmer			3,500	
	Salad Bar			6,000	
	Supply Cost	14,000	3	42,000	
67025	Acct Total				91,000

Start-up  
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**Educational Supplies**

SWK Acct.	Description	Amount	Units / Months	Item Total	Acct. Total
	Smartboards			6,000	
	Virtual Books			10,000	
	Projectors/Tables/Posters/Etc.			5,000	
	Vocational education supplies	840	3	2,520	
	Educational supplies	1,120	3	3,360	
	Craft Supplies @\$4/client/mo.	1,120	3	3,360	
68000	<b>Acct Total</b>				30,240

Start-up  
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**Recreation Supplies**

SWK Acct.	Description	Amount	Months/Units	Item Total	Acct. Total
	Exercise Equipment			5,000	
	Board Games/Puzzles @\$2/client/mo.	560	3	1,680	
	Field Trips / Entertainment	560	3	1,680	
	Sporting Goods Supplies- volleyballs, basketballs, soccer balls, exercise equip	1,120	3	3,360	
68050	<b>Acct Total</b>				11,720

Start-up

**Office Supplies**

SWK Acct.	Description	Monthly \$	Mths/Units	Item Total	Acct. Total
	Staff Desks/Chairs			20,000	
	File Cabinets			6,500	
	Bookcases			5,500	
	Lockers for staff	800	10	8,000	
	Picture frames/posters/bulletin boards/etc			5,000	
	General Supplies @\$15/client/mo.	4,200	3	12,600	
71000	<b>Acct Total</b>				57,600

Start-up  
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**Computer Supplies**

SWK Acct.	Description	Amount	Units/Mo.	Item Total	Acct. Total
	Desktop computers for Staff	826	50	41,300	
	Desktop computers for Clients	800	33	26,400	
	Laptops for Staff	1,384	53	73,350	
	Server/Wiring			40,000	
	Signature Pads			6,000	
	Kronos Employee Time Collection			6,000	
	Printers			3,750	
	NSLP Equipment			7,600	
	Computer Supplies	1,120	3	3,360	
72015	<b>Acct Total</b>				207,760

Start-up  
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<b>SUPPLIES TOTAL</b>	842,120.00
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**F. CONTRACTUAL**

SWK Acct.	Description	Amount	Units/Mos.	Item Total	Acct. Total
	Medical	800	1	800	
65040	Mental Health Evaluation	800	1	800	1,600
65080	<b>Contract Labor - Security Guards</b>			<b>14,000</b>	<b>14,000</b>

Start-up

<b>CONTRACTUAL TOTAL</b>	15,600.00
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**H. OTHER**

**DIRECT COSTS**

**Travel - Security Escort Expenses**

SWK Acct.	Description	# Trips	Grnd Trans	Airfare	Lodging & Meals	# Days	Item Total	Acct. Total
	Staff Escort Services	188	50.00	600.00	160	1	152,280	
	Client Relocation	376	0.00	350.00	10	1	135,360	
66001	<b>Acct Total</b>							287,640



**Employee Training**

SWK Acct.	Travel costs - training	# Staff	G/T	Airfare	Lodg/Meals	# of days	Item Total	Acct. Total
	SWKey Director Meeting	4	50.00	600.00	160	3	4,520	
	Professional Development	4	50.00	600.00	170	3	4,640	
	Administrator Licensing	2	50.00	600.00	160	3	2,260	
	<b>Training cost</b>				<b>Amount</b>	<b># Participants</b>	<b>Item Total</b>	
	<b>General Start-up Training/manuals/equipment</b>						<b>5,000</b>	
	Elevate				50	295	14,750	
	CPI - employee				20	295	5,900	
	CPR/1st Aid				40	295	11,800	
	First Aid/CPR Instructor Cert.				1,800	2	3,600	
	Food Handler's training and cert.				150	11	1,650	
	Manager's Food Handling training and cert.				250	2	500	
	Nat'l Youthcare Worker Cert.				20	164	3,280	
66045	<b>Acct Total</b>							57,900

Start-up

**Food**

SWK Acct.	Description	\$ Per day	# Minors Days	Item Total	Acct. Total
67011	Food Cost	8.65	26,320	227,670	227,670
67012	NSLP Reimbursement	(3.66)	26,320	(96,330)	(96,330)
67013	NSBP Reimbursement	(1.85)	26,320	(48,690)	(48,690)
66047	NSLP Monitoring Travel - 1 trip			600	600
	<b>Acct Total</b>				

**Client Personal Items**

SWK Acct.	Description	\$ per Minor	# of Minors	Item Total	Acct. Total
	Stocking up of Initial Supplies	25	280	7,000	
	Personal Items	25	752	18,800	
67040	<b>Acct Total</b>				25,800

Start-up

**Supplemental Clothing**

SWK Acct.	Description	\$ per Minor	# of Minors	Item Total	Acct. Total
	Stocking up of Initial Clothing	75	280	21,000	
	Clothing	75	752	56,400	
67050	<b>Acct Total</b>				77,400

Start-up

**Medical**

SWK Acct.	Description	Monthly \$	Month/Unit	Item Total	Acct. Total
	Defibrillators	3,000	4	12,000	
	Stocking up of Initial Supplies			2,800	
	Medicines, first aid kits, etc.	800	3	2,400	
67060	<b>Acct Total</b>				17,200

Start-up

Start-up

**Travel - Mileage**

SWK Acct.	Description	# Miles	Rate / mi.	Months	Item Total	Acct. Total
	Mileage	200	0.45	3	270	
66040	<b>Acct Total</b>					270

**Dues & Subscriptions**

SWK Acct.	Description	Monthly \$	Months	Acct. Total
78050	Background Check Service	2,655	3	7,970

**Payroll Service**

SWK Acct.	Description	Monthly \$	Months	Acct. Total
78060	Payroll Service	1,180	3	3,540

**Evacuation Expense**

SWK Acct.	Description	Amount	Item Total	Acct. Total
	Emergency Supplies			
69020	<b>Acct Total</b>			0

**OPERATING COSTS**

**Building Lease**

SWK Acct.	Description	Amount	Months	Item Total	Acct. Total
	Building Lease & Pinal County Transaction Privilage Tax	60,355	3	181,070	
	<b>Security Deposit</b>	<b>108,670</b>		<b>108,670</b>	
70000	<b>Acct Total</b>				289,740

Start-up

**Utilities**

SWK Acct.	Description	Amount	Months	Item Total	Acct. Total
	Water and Sewer	5,880	3	17,640	
	Gas	3,080	3	9,240	
	Grease Trap Service	400	2	600	
	Cable	400	3	1,200	
	Electric	9,800	3	29,400	
	Waste Collection	2,200	3	6,600	
70010	<b>Acct Total</b>				64,680

**Fire & Security**

SWK Acct.	Description	Amount	Mths/Units	Item Total	Acct. Total
	Security gate systems	65,000	1	65,000	
	Video surveillance system/wiring	100,000	1	100,000	
	Security Cameras	2,500	20	50,000	
	Fire Alarm System	40,000	1	40,000	
	Security Two-way radios	360	240	86,400	
	Fire & Surveillance Svc	3,500	3	10,500	
	Replacement Radios	360	5	1,800	
70020	<b>Acct Total</b>				353,700

Start-up  
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**Telephone**

SWK Acct.	Description	Units	Amount	Mths/Units	Item Total	Acct. Total
	Multi-line telephone system		60,000	1	60,000	
	Phone Line Charges		2,700	3	8,100	
	Long Distance		4,760	3	14,280	
	Internet Services		1,200	3	3,600	
	Internet Card	20	60	3	3,600	
	Cellulars	28	90	3	7,560	
	Efax	13	10	3	390	
70030	<b>Acct Total</b>					97,530

Start-up

**Postage**

SWK Acct.	Description	Amount	Months	Item Total	Acct. Total
71010	Regular	300	3	900	900
71020	Overnight Mail	2,900	3	8,700	8,700

**Advertising - Job Postings**

SWK Acct.	Description	Amount	# Job Ads	Item Total	Acct. Total
	Newspaper Recruiting	500	4	2,000	
71030	<b>Acct Total</b>				2,000

**Copying & Printing**

SWK Acct.	Description	Amount	Minors	Item Total	Acct. Total
	Client Orientation Handbook	20	752	15,040	
71040	<b>Acct Total</b>				15,040

**Computers Software & Services**

SWK Acct.	Description	Amount	Units/Mths	Item Total	Acct. Total
	NSLP License Fee			3,500	
	Computer Software - watchguard antivirus	850	1	850	
72020	Computer License Fees (ETO)	1,240	1	1,240	5,590
72025	Computer Svc & Maint.	1,500	3	4,500	4,500

Start-up

**Vehicle Lease**

SWK Acct.	Description	Units	Amount	Months	Item Total	Acct. Total
	24 passenger bus	1	2,860	3	8,580	
	12 passenger van	10	1,650	3	49,500	
	7 passenger van	10	1,450	3	43,500	
	4 passenger cars	1	960	3	2,880	
	Pick Up Truck for Maintenance	1	1,170	3	3,510	
73000	<b>Acct Total</b>					107,970

**Copier Rental**

SWK Acct.	Description	Units	Amount	Months	Item Total	Acct. Total
	Multifunction Copier, Scanner, Printer	5	325.00	3	4,880	
73010	<b>Acct Total</b>					4,880

**Maint. & Repair - Building**

SWK Acct.	Description	Amount	Units/Months	Item Total	Acct. Total
	<b>Building renovations</b>	<b>110,000</b>	<b>1</b>	<b>110,000</b>	
	Maint. - Extermination	750	3	2,250	
	Repair - Building	1,600	3	4,800	
	Electrical	650	3	1,950	
	Plumbing	800	3	2,400	
	A/C Repairs	1,000	3	3,000	
74000	<b>Acct Total</b>				124,400

Start-up

**Maint. & Repair - Grounds**

SWK Acct.	Description	Monthly \$	Units/Months	Item Total	Acct. Total
	<b>Perimeter Security Fence</b>			<b>15,000</b>	
	Pool Service	500	3	1,500	
	Landscaping	1,200	3	3,600	
74003	<b>Acct Total</b>				20,100

Start-up

**Maint. & Repair - Vehicle**

SWK Acct.	Description	Amount	Units/Months	Item Total	Acct. Total
	Registrations	325	23	7,480	
	Normal Maint. & Repair	1,100	3	3,300	
74020	<b>Acct Total</b>				10,780

**Vehicle Gas & Oil**

SWK Acct.	Description	Monthly \$	Mths/Days	Item Total	Acct. Total
	Gas & Oil	4,800	3	14,400	
74030	<b>Acct Total</b>				14,400

**Employee Activities**

SWK Acct.	Description	Monthly \$	Units/Months	Item Total	Acct. Total
	Team Building Events			0	
	Employee Morale Promotional Items			0	
75010	<b>Acct Total</b>				0

**Insurance**

SWK Acct.	Description	Monthly \$	Months	Acct. Total
77010	Gen. & Prof. Liability	1,396	3	4,190
77030	Property	2,900	3	8,700
77040	Automobile (23 vehicles)	2,530	3	7,590

**Professional Fees**

SWK Acct.	Description	Monthly \$	Units/Months	Item Total	Acct. Total
	TB Test for empl.			13,280	
	<b>Manpower to hold job fair</b>			<b>239,400</b>	
	Pool, health dept., higher education license & audit fee			35,000	
78010	<b>Acct Total</b>				287,680

Start-up

**Taxes - Property**

SWK Acct.	Description	Monthly \$	Months	Acct. Total
79025	Taxes - Property	3,500	3	10,500

<b>OTHER TOTAL</b>	2,004,540.00
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<b>TOTAL DIRECT CHARGES</b>	6,554,820.00
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<b>Approved Indirect Cost (%)</b>	(b)(4)	(b)(4)
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<b>TOTAL BUDGET</b>	7,479,210.00
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**2014 Mega-Grant Application Operating Budget Narrative  
1601 N Oracle, Tucson, AZ**

Funding is requested from the Services to Unaccompanied Alien Children Program, to provide shelter care services as outlined in this proposal up to 280 unaccompanied alien children referred by the Office of Refugee Resettlement, Administration for Children and Families, DHHS. Shelter care services will be provided at a short year budget from June, 29, 2014 through September 30, 2014, at an estimated cost of \$7,479,210

**A. PERSONNEL**

Southwest Key Programs, Inc. proposes to operate with a team of highly qualified professionals as outlined in the staffing plan.

**Program Director**

The Program Director is budgeted to plan, develop, and implement the goals and objectives of the SUAC, supervise the training program for staff, administrative compliance with internal procedures, and compliance with funding source guidelines and quality assurance.

<u>Line Item Total</u>	
\$	21,250

**Assistant Program Director**

Three Assistant Program Directors are budgeted to assist the Program Director, coordinate client referrals and intakes, assist in their assessment and treatment planning, schedule staffing and daily activities, and participate in the recruitment and evaluation of staff. This position is supervised by the Program Director.

<u>Line Item Total</u>	
\$	48,750

**Executive Assistant**

The Executive Assistant is budgeted to provide the clerical and general administrative functions for the Program Director by monitoring and tracking daily count, purchasing supplies, manage supplies inventories, employee travel arrangements, employee and sponsor background checks, finger printing and other support functions.

<u>Line Item Total</u>	
\$	9,500

**Administrative Assistant**

Four Administrative Assistants are budgeted to perform the clerical and general administrative functions for the facility office to handle all visitors, calls, mail, travel arrangements, word processing, filing, budget tracking, management of the petty cash, and other support functions.

<u>Line Item Total</u>	
\$	29,120

**Nurse**

The Nurse is responsible for directing and ensuring the quality of medical services, treatment and/or interventions provided to UMSCP shelter residents in the Region. RN analyzes the effectiveness of programming, ensures all performance improvement standards are monitored, feedback and training given to medical coordinators staff. RN in collaboration with the Director of Medical Services ensures compliance with regulations in policy development and implementation, as well as on-going program refinement based upon advances in the program.

<u>Line Item Total</u>	
\$	16,250

**Lead Trainer**

The Lead Trainer is budgeted conducting all in-house training sessions. The lead trainer will be responsible for developing, planning, organizing and monitoring the training functions of the program. The lead trainer will ensure the development of the training and instruction put into practice is in accordance with the program goals. The lead trainer is responsible for maintaining all certifications of trainings (CPI, CPR, First Aid, YCW certification, etc). This position is directly supervised by the Program Director.

**Line Item Total**  
\$ 11,250

**Trainer**

The Trainer is budgeted for conducting all in-house training sessions. The trainer will be responsible for developing, planning, organizing and monitoring the training functions of the program. The trainer will ensure the development of the training and instruction put into practice is in accordance with the program goals. The trainer is responsible for maintaining all certifications of trainings (CPI, CPR, First Aid, YCW certification, etc). This position is directly supervised by the Lead Trainer.

**Line Item Total**  
\$ 28,500

**Head Cook**

The Head Cook is responsible for menu planning, foodservice, inventory control, serving sizes, and food purchasing and compliance with USDA guidelines and state licensing standards for nutritional requirements. The Head Cook is supervised by one of the Assistant Program Directors.

**Line Item Total**  
\$ 9,130

**Cook**

Eight Cooks are responsible for food preparation, washing dishes and utensils, and kitchen cleaning. A cook shall have experience in food service preparation within a residential, institutional or educational, or large restaurant setting. A cook shall have a food handler's permit and a valid state driver's license. A cook shall pass a Tuberculosis test, a background check, and a drug test. The cook is supervised by the Head Cook.

**Line Item Total**  
\$ 54,080

**Maintenance Specialist**

The Lead Maintenance Specialists and staff are budgeted for the clean and efficient operation of the facility and for the maintenance and repair of the physical plant as well as janitorial duties. This position reports directly to one of the Asst. Program Directors.

**Line Item Total**  
\$ 36,580

**Lead Case Manager**

The Lead Case Manager budgeted is overseeing the Case Managers, ensuring that all service plans are completed in a timely manner, coordinating weekly treatment team meetings, and for ensuring that reunification packets are submitted in a timely manner. This position is supervised by the Program Director and requires a Bachelors degree.

**Line Item Total**  
\$ 13,500

**Assistant Case Manager**

Two Assistant Case Managers are budgeted to help the Lead Case Manager in ensuring that all service plans are completed in a timely manner, coordinating weekly treatment team meetings, and for ensuring that reunification packets are submitted in a timely manner.

**Line Item Total**  
26,890.00

**Case Manager**

Twenty-One Case Managers are budgeted to ensure that services are individualized, appropriate and well documented. They initiate, prepare, and interview clients to ensure the timely completion of admission assessments, behavior service plans, and are responsible for weekly progress notes on each of the youth in their caseloads. They are supervised by the Lead Case Manager and the two Assistant Case Managers. These Case Managers are directly responsible for the timely completion and submission of reunification packets.

**Line Item Total**  
\$ 280,170

**Case Aide**

Five Case Aides are budgeted to provide direct ancillary support to the case management department by assisting in making phone calls, ensuring that new intake packets are complete and ready for use, new clothes and hygiene boxes are prepared for distribution to new intakes, assisting in filing documents in to case files on a daily basis, escorting youth to court appearances, and consulate visits.

**Line Item Total**  
\$ 67,600

**Lead Clinician**

The Lead Clinician is budgeted for preparation of goal-oriented diagnostic assessments, group counseling, and program enrichment. The Lead Clinician is directly supervised by the Program Director and is a member of the management team. This person will also provide case reviews and case consultation for clinicians on staff and ensure that all forms are completed in a timely basis.

**Line Item Total**  
\$ 15,000

**Assistant Clinician**

The Assistant Clinician is budgeted to help the Lead Clinician in preparation of goal-oriented diagnostic assessments, group counseling, and program enrichment. The Assistant Clinician is directly supervised by the Lead Clinician and is a member of the management team. This person will also provide case reviews and case consultation for clinicians on staff and ensure that all forms are completed in a timely basis.

**Line Item Total**  
13,500.00

**Clinician**

Thirteen Clinicians are budgeted for the preparation of goal-oriented diagnostic assessments, group counseling, and program enrichment. The Clinicians will provide clinical guidance to Case Managers, participate and provide expert/professional support in treatment team meetings concerning mental health issues and behavior management.

**Line Item Total**  
\$ 168,000

**Lead Teacher**

The Lead Teacher is budgeted to implement the educational programs at four academic skill levels, provide vocational training, assist with recreational activities, attend team meetings, and monitor client participation to ensure adequate instruction and assistance is provided to each individual. This position requires a minimum of a Bachelors degree, certified by the state, and one-year teaching experience. This individual must be bilingual.

**Line Item Total**  
\$ 11,500

**Teacher**

The Teachers are budgeted to implement the educational programs at four academic skill levels, provide vocational training, assist with recreational activities, attend team meetings, and monitor client participation to ensure adequate instruction and assistance is provided to each individual. This position requires a minimum of a Bachelors degree, certified by the state, and one-year teaching experience. This individual must be bilingual.

**Line Item Total**  
\$ 104,000

**Teacher Assistant**

The Teaching Assistants are budgeted to assist teachers in providing vocational training, health classes and physical education courses.

**Line Item Total**  
\$ 27,040

**Lead Medical Coordinator**

The Lead Medical Coordinator and Assistant are budgeted to supervise the medical coordinators and handle the medical needs of the clients. The Lead Medical Coordinator will also coordinate and schedule medical appointments and follow-up services as needed.

**Line Item Total**  
\$ 23,380

**Medical Coordinator**

The Medical Coordinator is budgeted to handle all the medical needs of the clients. The Medical Coordinator coordinates and schedules medical appointments and follow-up services as needed. This position is supervised by the Lead Medical Coordinator.

**Line Item Total**  
\$ 40,560

**Shift Supervisor**

The Shift Supervisor is budgeted to supervise the Shift Leaders and Youth Care Workers and insure proper training, scheduling and overall safety and supervision of the care of clients.

**Line Item Total**  
\$ 30,000

**Shift Leader**

The Shift Leader position is budgeted to serve as the team leaders for the various shifts. They work alongside the Youth Care Workers in managing the behavior of clients through approved treatment modalities and adhering to the program procedure manual, serving as positive role models, providing crisis intervention, providing transportation and first aid as necessary. They are supervised by the Youth Care Worker Supervisors.

**Line Item Total**  
\$ 73,650

**Youth Care Workers**

The Youth Care Worker position is budgeted to manage the behavior of clients through approved treatment modalities and adhere to the program procedure manual, serve as positive role models and provide crisis intervention, transportation and first aid as necessary. These positions are supervised by their respective Shift Leader.

**Line Item Total**  
\$ 998,780

**Relief Staff Hours**

times when we must rely on on-call Relief Staff Hours to fill in for staff absences. This line item cost will enable us to call in hourly youth care staff when necessary to maintain client to staff ratio.

**Line Item Total**  
\$ 77,740

The staff in the Teachers and Case Aides categories on the personnel worksheet are considered direct care providers and comprise the basis for the staffing ratio.

**Start-up Salary & Fringe Benefits**

During the two week period prior to the start of client acceptance staff is recruited, evaluated, hired, trained and scheduled. Included are the fringe benefits as described below.

**Line Item Total**  
\$ 520,880

**B. FRINGE BENEFITS**

We have calculated the Fringe Benefits at current tax and insurance rates. We provide employer-paid medical and dental insurance, disability insurance, Worker's Compensation Insurance, State Unemployment Insurance, Social Security, and Medicare.

**FICA Tax**

The FICA tax includes both Social Security and Medicare, and is calculated at a rate of 7.65%.

**Line Item Total**  
\$ 199,540

**SUI Tax**

benefits provided to employees; it is calculated on the first \$7,000 of wages using a rate of 3.31%.

**Line Item Total**  
\$ 85,440

**Worker's Compensation Insurance**

Worker's Compensation Insurance is based on rates set for specific job categories. It is calculated by dividing total wages by 100 and multiplying that number by the established rate for each job type.

**Line Item Total**  
\$ 173,450

**Group Health Insurance**

**Line Item Total**  
\$ 389,400

Group Health Insurance is charged at a reduced rate of \$550 per month per employee; Southwest Key sponsors health coverage for all employees working more than 39 hours per week after a waiting period as set by corporate policy. This insurance is purchased through Humana Inc. and is a self-insured plan. We can reasonably expect that not all employees will be covered at all times, so we assume only 80% of the employees to be eligible for this coverage.

**Disability Insurance**

**Line Item Total**  
\$ 28,690

the health insurance through Reliance, Standard Life Insurance Co. Short Term Disability and Long Term Disability coverage is offered at rates and limits set each year by the insurer. Life insurance and ADD insurance is also offered. The budgeted amount is based on historical costs.

**Retirement**

**Line Item Total**  
\$ 13,040

Southwest Key offers a 401(k) Retirement benefit package with a maximum five percent matching deposit for each participating eligible staff. It is expected that only 10% of the employees will participate in the benefit package.

**C. TRAVEL**

**Travel**

**Line Item Total**  
\$ 46,400

facilities. Sixteen staff from other facilities may spend up to 2 two weeks for the setup of operations.

**D. EQUIPMENT**

**Equipment**

**Line Item Total**  
\$ -

**E. SUPPLIES**

**Household Supplies**

**Line Item Total**  
\$ 443,800

Household supplies include such items as bath tissue, detergent, bleach, brooms, mops, workhorse rags, hand soap, paper towels, mop heads, mats, etc. Additional items include bed linens, pillows, comforters, rugs, shower curtains, framed pictures and posters, etc. Start-up costs are estimated to cost \$370,000.00.

**Kitchen Supplies**

**Line Item Total**  
\$ 91,000

pots and pans, cooking utensils, etc. In addition, detergent and sanitizer will be purchased for dishwashing/sanitizing purposes. Start-up costs for kitchen area is estimated to cost \$39,000.00.

**Household / Shelter Furniture**

**Line Item Total**  
\$ -

**Educational Supplies**

**Line Item Total**  
\$ 30,240

Educational expenses include school and training materials. Items include: notebook folders, notebook paper, photo processing, construction paper, markers, tempera paint, pencil sharpeners, paint markers, paint brushes, easel brushes, art paper, foil art paper, scratch lite, CD /cassette recorder, foam boards, clip boards, Crayons Crayola, Multicultural crayons, video tapes, magazine subscriptions, educational books, and materials for craft work.

Vocational Program activities include instruction on completing job applications, interviewing techniques and proper interview attire. Start up costs in this area are estimated at \$21,000.



**Recreation Supplies**

Recreational supplies expense is budgeted for the acquisition of additional apparatus that provide both recreational and therapeutic activities for the clients. Start up equipment will cost around \$5,000.

**Line Item Total**  
\$ 11,720

**Office Supplies**

Office supplies include envelopes, file folders, pens, highlighters, staples, paper clips, tape, binders, copier paper, etc. Start up costs are for staff desks and chairs along with other necessary office furnishing. Estimated cost are \$31,000.

**Line Item Total**  
\$ 57,600

**Computer Supplies**

This includes cartridges for all printers, replacements of computer accessories such as cables, keyboard, mouse, etc. Computers will need to be purchased for both the staff and the clients computer lab. Start up costs are estimated to run about \$169,590. Forty desktop computers will be assigned for staff. The computer labs will be furnished with 30 computers. An additional 50 laptops will be assigned to case managers, admin staff, medical coordinators, trainers, teachers and clinicians.

**Line Item Total**  
\$ 207,760

**F. CONTRACTUAL**

**Mental Health Evaluation**

The evaluation will include all clinical aspects of casework for clients to include Psychosocial, initial interviews, and group and individual therapy.

**Line Item Total**  
\$ 1,600

**Contract Labor**

This includes temporary additional use of contracted security guard service needed due to the current limited structures for housing clients.

**Line Item Total**  
\$ 14,000

**G. CONSTRUCTION**

**Construction**

**Line Item Total**  
\$ -

**H. OTHER**

**DIRECT COSTS**

**Travel – Escort**

Travel expense for Security Escort Staff to accompany clients being transferred to another location.

**Line Item Total**  
\$ 287,640

**Line Item Total**  
\$ 57,900

**Employee Training**

Employee training provides employees with adequate training necessary for licensure requirements for the facility and for the professional staff. The training programs include:

The Staff Development line item will cover the travel costs for employees traveling outside of Tucson, Arizona to participate in specific job related trainings. It is estimated that several employees will participate in out of town conferences or training.

The SWKey Director Meeting / training expenses will cover the travel and lodging costs for the Director to participate in one meeting throughout the program year. The meeting location will be in a city in which SWK has an existing program. This meeting will help ensure the sharing of successes and challenges, to ensure that all programs are providing the same high level of care required by ORR, SWK and appropriate state agency, and to allow corporate staff to provide training to PDs and APD related to employment laws, worker's compensation, employee/employer relations, and team building.

item.

Additional training costs include fees for training staff on the following: Elevate, CPI, CPR/First Aid, Food Handling, NYCW cert., and Continuing Ed.

**Line Item Total**  
\$ 83,250

**Food**

Food cost is calculated at \$8.65 per day per client. We provide three meals per day and two snacks; our food service program meets the USDA guidelines for nutritional content and serving size. This program will be contracted with the Arizona Department of Education to participate in the National School Lunch Program which will provide a reimbursement of \$5.51 per day per client to cover food expenses. Southwest Key also uses a number of resources for donated food, which are used to supplement this amount and to produce additional cost savings. This item also includes the travel costs in the amount of \$600 for the NSLP accountant to provide a mandatory training and monitoring of the administrative requirements for submitting claims for the National School Lunch Program specifically related to SWK Casa Tucson.

**Line Item Total**  
\$ 25,800

**Client Personal Items**

Client personal items expense includes soap, shampoo, conditioner, toothpaste, combs, brushes, chapsticks, deodorant, travel toothbrushes, lotion, duffle bags, haircuts, etc. The initial stocking of the supply room will cost about \$6,250.

**Line Item Total**  
\$ 77,400

**Supplemental Clothing**

appearances or other more formal activities); cotton undergarments; brightly colored t-shirts; cotton sleepwear; and tennis shoes with laces. Additionally, SWK ensures that all youth in care are provided with a new set of clothes. Major purchases take place with the changing of the seasons and/or the fluctuations in the client population. In preparation for the first round of clients arrival, the clothing supply room will need to be stocked with about \$18,750 of clothing.

**Line Item Total**  
\$ 17,200

**Medical**

Medical expense covers the cost of any medical needs that must be sought outside of the services provided by the general practitioner or to ensure proper medical care for clients. Budgeted items include: combine dressing, dermicel tape, flexion gauze, medicine swabs, over the counter medication approved for use by the physician, etc. Stocking up of the supply closet will cost about \$14,500. That includes the purchase of 4 defibrulators.

**Line Item Total**  
\$ -

**Client Stipends**

**Travel – Mileage**

Travel mileage is used to reimburse staff who use their personal vehicles for business purposes, such as household shopping etc. Southwest Key currently reimburses at a rate of \$0.45/mile. We anticipate 200 miles to be reimbursed each month.

**Line Item Total**  
\$ 270

**Background Checks**

This includes the cost of conducting background checks on prospective employees and client sponsors.

**Line Item Total**  
\$ 7,970

**Payroll Service**

Payroll service expense includes the costs of processing payroll, maintenance and repair of time clocks and payroll software, processing of checks and any other costs associated with employee payroll.

**Line Item Total**  
\$ 3,540

**Evacuation Expense**

**Line Item Total**  
\$ -

**OPERATING COSTS**

**Building Lease**

county adds Transaction Privilage (Sales) Tax at 0.5%. The terms of the lease stipulate that SWKey is liable for all imposed taxes, certain items of maintenance, and causalty and liability insurance for this property. A security deposit of \$108,666 is placed in deposit with the Lessor.

**Line Item Total**  
\$ 289,740

**Utilities**

The utilities for the program are for water, sewer, gas, electricity, cable, trash, and grease trap services.

**Line Item Total**  
\$ 64,680

**Fire & Security**

\$2,000/mo. Also included is \$325/mo. for replacement radios. Start up costs are estimated at \$230,000.

**Line Item Total**  
\$ 353,700

**Telephone**

Telephone expense includes basic multiline telephone service, national long distance service, international long distance service, cellular telephone service, facsimile services, translation services, internet servies. and a multiline telephone system installation. The cost for installing a new phone system is estimated at \$35,000.

**Line Item Total**  
\$ 97,530

**Regular Postage**

Regular United States Postal Service expense includes postage stamps, priority mail, and certified mail.

**Line Item Total**  
\$ 900

**Overnight Mail**

Overnight express mail service from United Parcel Service and FedEx to include memos, check requests, invoices for payment, payroll documentation, and other assorted mail sent to the corporate office, the Office of Refugee Resettlement, and client sponsors.

**Line Item Total**  
\$ 8,700

**Advertising - Job Postings**

Position advertising expense covers the placement of classified advertisements for available positions in the SUAC program. This line item will allow for four such ads, which we feel will be adequate.

**Line Item Total**  
\$ 2,000

**Copying & Printing**

Printing expense is to be used for stationary (letterhead, envelopes, and business cards) and copy overages as well as client orientation handbooks.

**Line Item Total**  
\$ 15,040

**Computer Software**

This includes the purchase of all software required, including upgrades, for business operations.

**Line Item Total**  
\$ 5,590

**Computer Maintenance**

These funds will assist the program in maintaining access to the internet for staff to conduct day to day tasks. Additionally it will ensure that computers and printers utilized by program staff and youth during their vocational courses or recreational time are in working order throughout the program year. A local IT firm will be hired to provide support services.

**Line Item Total**  
\$ 4,500

**Vehicle Lease**

Vehicle lease expense includes:

1. 5 - 2014 Ford E350 12 passenger vans
2. 10 - 2014 7 passenger minivans
3. 1 - 2014 Toyota Camry car
4. 1 - 2014 Ford Pick-up Truck
5. 1 - 2014 24 passenger bus

**Line Item Total**  
\$ 107,970

**Copier Rental**

Copier rental expense includes five Imagistics copiers. This also includes a maintenance contract for repairs.

**Line Item Total**  
\$ 4,880

**Maintenance & Repair – Building**

The cost for maintenance includes extermination services at \$750 per month, and funding for general and A/C repairs. Interior building renovations for classrooms and offices are estimated to cost \$95,000.00.

**Line Item Total**  
\$ 124,400

**Maintenance & Repair – Grounds**

General maintenance of grounds includes tree trimming and lawn care. Repairs to the perimeter fence are estimated at \$6,000.

**Line Item Total**  
\$ 20,100

**Maintenance & Repair – Equipment**

**Line Item Total**  
\$ -

**Maintenance & Repair – Vehicle**

Maintenance and repair is used for routine preventative measures such as vehicle registrations, oil changes, inspections, and purchasing tires for the vans, as needed. This line item will be used for repairs that are not paid by our automobile insurance policy (\$250 deductible).

**Line Item Total**  
\$ 10,780

**Vehicle Gas & Oil**

hearings, recreational and educational outings and to and from the airport. These trips are taken daily.

**Line Item Total**  
\$ 14,400

**Employee Activities**

**Line Item Total**  
\$ -

**Gen. & Prof. Liability**

General and professional liability insurance covers damages caused by any negligent act, error, or omission by employees in conducting the operations of the program. Limit is \$1 million per occurrence.

**Line Item Total**  
\$ 4,190

**Property Insurance**

**Line Item Total**  
\$ 8,700

Property insurance includes building and contents at \$1.25 million and \$200,000 respectively.

**Automobile Insurance**

**Line Item Total**  
\$ 7,590

Automobile insurance for all vehicles at \$1,860 per month includes full-coverage on designated drivers in the leased vehicles with limits of \$1 million.

**Professional Fees**

**Line Item Total**  
\$ 287,680

audits regarding federal programs and other related management costs. All other audit expenses are included in indirect costs. Also included in this line item are facility license renewal fees, health department fees, city and fire license fees and higher education professional license fees. In addition, a budget amount has been included for the costs of administering TB tests for employees.

**Taxes – Property**

**Line Item Total**  
\$ 10,500

This covers the estimated property taxes on the building for next year.

**Depreciation**

**Line Item Total**  
\$ -

**Indirect Costs**

**Line Item Total**  
\$ (b)(4)

overhead expenses, including the costs of an annual audit, liability insurance, office rent, administrative staff and other general management expenses. Administrative staff includes the Corporate Staff. The current approved rate is (b)(4) of total program expenses per our agreement with the Division of Cost Allocations, DHHS. This rate is subject to change upon receipt of the approved agreement for the new fiscal year from the Division of Cost Allocations.

**Total Budget**

**\$ 7,479,210**