

**City of Cape Coral
Charter School Authority's
FY 2021 - FY2023
Proposed Operating Budget**



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“PARTNERING FOR EXCELLENCE”

Our schools will be a community – nurturing system that will optimize learning through teaching and parental involvement. To that end, partnerships will be established:

- Between the classroom teacher and the students that model the qualities of good character, and allow collaboration throughout the learning process to achieve academic success, and celebrate accomplishments together.
- Between the parents and school personnel that promote open communication, encourages a sense of teamwork and cooperation, and develops the concept of true community support of education.
- Between colleagues, in order to establish a school learning community that applies proven effective classroom learning strategies and management practices that increase student achievement, and creates a positive collegial atmosphere.
- Among students so that all feel safe, comfortable, and accepted, and where students encourage each other, work and play with each other, and support each other’s interests and learning.
- Between administrators and teachers, where professionalism and personal integrity promotes shared decision-making, empowerment, and the uplifting of staff as they undertake the most important mission of all: creating successful students.

BUDGET SUMMARY & HIGHLIGHTS

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BUDGET SUMMARY & HIGHLIGHTS

Presented for your consideration is the FY 2021-2023 Proposed Operating Budget for the City of Cape Coral Charter School Authority. This is the fourth consecutive year that the Charter Schools have budgeted in a three-year rolling format which will allow for better planning and consideration for future financial decisions and succession of our schools. While a three-year budget is presented throughout this document, it should be noted that the Charter School Governing Board will only be asked to approve the FY 2021 Proposed Operating Budget.

The FY 2021-2023 Proposed Operating Budget was prepared by the Charter School Business Manager, under the direction of the Superintendent, with the involvement of the school principals and internal departments.

Budget Workshops were held on May 7, 2020 and May 22, 2020 which involved a thorough discussion of the system's current and long-term financial needs allowing decisions to be made in order to present a balanced budget. The budget process is subject to continuous improvement as our system strives to meet the needs of students and the ever changing environment. All those involved are dedicated to ensuring that all available resources are used effectively to benefit our student population and enhance programs through continuous enrichment, as well as support our staff members.

The total FY 2021 Proposed Operating Budget of \$34,235,006 supports the four individual schools, as well as the Authority's Administration functions respectively. In FY2020, the two Voluntary Pre-Kindergarten Programs (VPK) were discontinued at both elementary schools. In turn, seating was filled with full time equivalent (FTE) students and funding now comes from the Florida Education Finance Program (FEFP).

The FY 2021 Proposed Operating Budget represents a decrease of \$1,692,029 or -4.71% over the previous year's Amended Operating Budget.

The current proposed operating revenue is estimated at \$25,294,330 and current Fund Balance totals \$8,940,676. Fund Balance comprises of Restricted Fund Balance of \$1,697,980 associated with the FY 2018 Discretionary Capital, \$1,748,787 in Assigned Balances, and \$5,493,909 in Unassigned Balances.

Revenues have decreased by \$449,232 or -1.75% over the FY 2020 Amended Budget. This is primarily due to reduced AICE funding, and decreased transfers from Internal Funds. It should also be noted that in FY 2021 there will be no offering of School Recognition or Best & Brightest.

Fund Balance reflects a decrease of \$1,242,797 or -12.20% over FY 2020 Amended Budget. As discussed at the Budget Workshops, this is typical for the Charter Schools as we budget 95% of major revenues but continue to put back into fund balance year-over-year.

Expenditures were developed using a zero-based budget approach, previous year actual performance with necessary modifications, as well as a 2.5-3.0% increase assumption where necessary. Greater detail will be provided throughout this document relating to the various methods used.

The current proposed operating expenditures total \$27,043,117 excluding \$7,191,889 in Reserves. Expenditures reflect a decrease of \$243,917 or -.89% when compared to the FY 2020 Amended Budget.

Capital Outlay totals \$329,304 and reflects a decrease of \$161,621 or -32.92% over the FY 2020 Amended Operating Budget. Over the last few years, we have replaced most air conditioning units, began refreshing our bus fleet, and in FY 2019-2020 we designated over \$560,000 to safety measures. Additional detail can be found in the Capital Asset Improvement appendices of this document as well as a list of capital items included in the FY 2021 Proposed Operating Budget.

In summary, current budgeted revenues of \$25,294,330 will not meet the current expenditure needs of \$27,043,117; therefore, the use of \$1,748,787 in existing fund balance to support this budget is anticipated. While expenditures have been reduced in FY 2021 by \$243,917 over the previous year, the driving force for the use of fund balance is primarily associated with increased personnel and operating costs. We must continue to search for ways to increase our revenue streams in order to maintain our system.

Through Budget Workshop discussions and Staff Meetings, the Cape Coral Charter School Authority feels that the FY 2021-2023 Proposed Operating Budget enables and supports our educational mission and strategic plan, while recognizing our financial means. Therefore, it is requested that the Governing Board provide its approval of the FY 2021 Proposed Operating Budget.

Below is a table summarizing the FY 2019-2020 Proposed Operating Budget as presented:

Revenues/Sources	FY 2021 Proposed	Expenditures/Uses	FY 2021 Proposed
Restricted Fund Balance	\$ 1,697,980	Restricted Balance	\$ 1,697,980
Committed Fund Balance	-	Committed Balance	-
Assigned Fund Balance	1,748,787	Assigned Balances	-
Unassigned Fund Balance	5,493,909	Unassigned Balances	5,493,909
Total Balance Forward:	\$ 8,940,676	Total Reserves:	\$ 7,191,889
Intergovernmental	\$ 22,442,792	Personnel	\$ 18,222,802
Public Educ. Capital Outlay	1,559,741	Operating	8,400,630
Charges for Service	858,500	Capital	329,304
Miscellaneous	381,297	Debt Service	90,381
Transfers In	52,000	Transfers Out	-
Total by Category:	\$ 25,294,330	Total by Category:	\$ 27,043,117
Total Sources:	<u>\$ 34,235,006</u>	Total Uses:	<u>\$ 34,235,006</u>

ENROLLMENT

As a Municipal Charter School, our major revenue source is Florida Education Finance Program (FEFP). This program provides funding based on a weighted average of student enrollment; for this reason, it is important to maximize the number of students enrolled in our system while adhering to class size limitations imposed by the State of Florida.

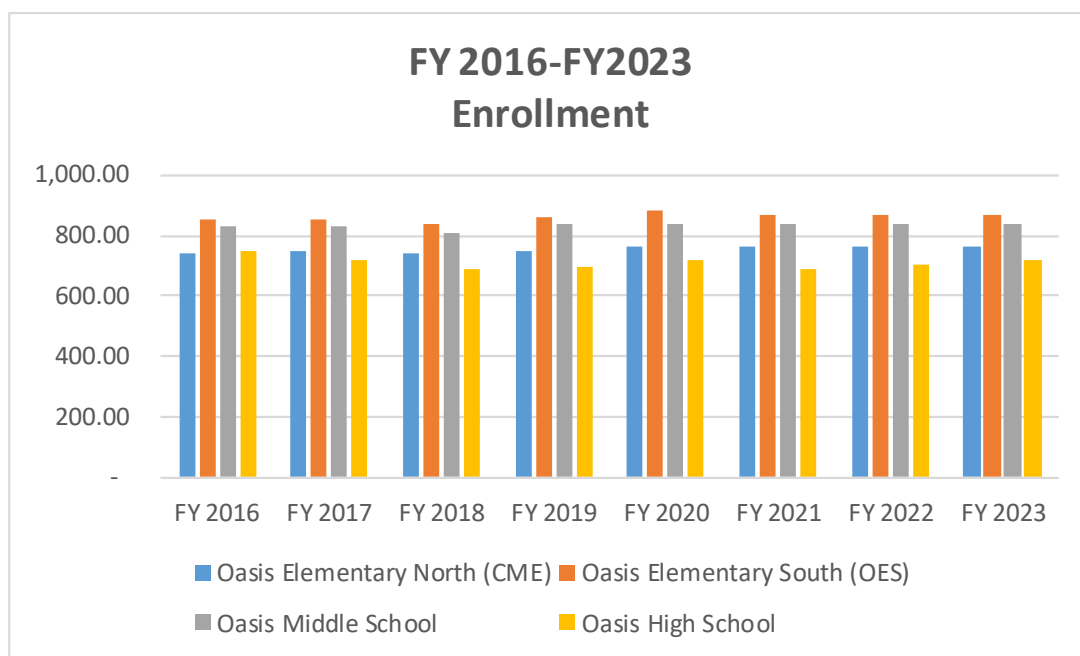
With the closing of the Voluntary Pre-Kindergarten Programs (VPK) in FY 2018-2019, enrollment numbers have reached full capacity at both Oasis Elementary North (OEN/CME) and Oasis Elementary South (OES). The Middle School has done an excellent job in maintaining enrollment numbers but remained slightly under target last fiscal year. The high school continues to seek offerings in sports programs, academics, and school facilities to foster growth. Of the 262 students promoted from the 8th grade, a total of 189 or 73% have committed to attend Oasis High School compared to 193 or 70% in the previous year.

If future growth is to happen at the elementary level, it would require additional facilities and/or future expansion. As such, in FY 2017-2018 a study for the replacement of the Christa McAuliffe portables was initiated so that we could begin formally planning for the replacement of the four portables. At this time, we have designated the 2018 Discretionary Capital Funding to the Oasis Elementary North (OEN/CME) Portable Expansion/Replacement; however, until these funds are released from litigation all future growth is on hold. In the meantime, the Planned Development Project (PDP) has been revised, allowing the portables to remain onsite until future funding is available.

The following table illustrates the history of the school system's enrollment and growth over the last several years:

School	FY 2016 Actual	FY 2017 Actual	FY 2018 at Close	FY 2019 at Close	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed
Oasis Elementary North (CME)	743.65	748.51	740.00	745.57	766.00	766.00	766.00	766.00
Oasis Elementary South (OES)	850.02	855.17	840.00	857.23	880.00	871.00	871.00	871.00
Oasis Middle School	830.89	831.06	806.00	835.76	840.00	840.00	840.00	840.00
Oasis High School	746.61	718.62	690.00	698.57	715.00	685.00	700.00	715.00
Total:	3,171.17	3,153.36	3,076.00	3,137.13	3,201.00	3,162.00	3,177.00	3,192.00

Note: Enrollment reflected an increase in FY 2020 at both Elementary Schools due to VPK closures.



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REVENUES

The Charter Schools rely on limited revenue sources to finance education, operations and construction activities. These sources include Intergovernmental which are State Shared funds, Public Education Capital Outlay, Charges for Services, and Miscellaneous Revenues.

While there are several methods for forecasting revenues, most of the projections presented in the FY 2021–FY 2023 Proposed Budgets are based upon the use of trend analysis and expert judgment. Although some basic assumptions are being made, each revenue source has been examined to ensure the specific factors that influence it have been recognized and utilized.

Trend analysis relies on history to project the future. For example, revenues associated with enrollment may be found to have increased an average of three percent annually for the last five years in constant dollars. Trend analysis would extend the three percent growth rate into the future.

Expert judgment may rely on the ability of the Department of Education or the Lee County School District. For instance, the full-time equivalent allowance may increase or decrease beyond levels seen in past years.

All major revenue categories (State Shared Revenues) are budgeted at 95% in accordance with the City of Cape Coral Financial Management Policies. The major revenue sources are primarily funded through the Florida Education Funding Program (FEFP) and the Public Education Capital Outlay (PECO) Fund. Both of these programs provide funding based on student enrollment; therefore, it is important to maximize the number of students enrolled in our system while adhering to class size limitations imposed by the State of Florida.

As required by the Department of Education, the Authority provides student population projections to The School Board of Lee County. This projection is provided prior to the legislative session where the education budget and requirements are determined.

Presented is a balanced budget based on the assumption of \$25.3 million in revenue which excludes \$8.9 million in Fund Balance (Cash). While we have not yet received final funding for the Florida Education Finance Program (FEFP), we are able to make general assumptions based on the outcome of the 2020 Legislature. For instance, FEFP revenues are currently estimated using an increase of \$100 to student base. It should be noted that there are several components embedded into the weighted average of a full time equivalent student such as Digital Classroom, ESE, Safe Schools, Reading Allocations, etc. In addition, it should be noted the Safe School allocation is fully expended to offset the City of Cape Coral School Resource Officers; therefore, FEFP estimates may be adjusted when the Adopted Budget is presented.

Beginning in fiscal year 2019-2020, Public Education Capital Outlay (PECO) funding is comprised of state funds when such funds are appropriated in the General Appropriations Act and revenue resulting from the discretionary millage authorized in s. 1011.71 (2) if the amount of state funds appropriated for charter school capital outlay in any fiscal year is less than the average charter school capital outlay funds per unweighted full-time equivalent student, multiplied by the estimated number of charter school students for the applicable fiscal year, and adjusted by changes in the Consumer Price Index issued by the U.S. Department of Labor from the previous fiscal year.

Public Education Capital Outlay (PECO) is presented using an estimate of \$1,559,741 which reflects an increase of \$18,303 or 1.19% over previous year. For the 2020-2021 fiscal year, Charter School Capital Outlay Funding totaled \$173,902,770 statewide which includes \$55,142,404 from nonrecurring General Revenue. This is an increase of \$15.7 million over FY 2020.

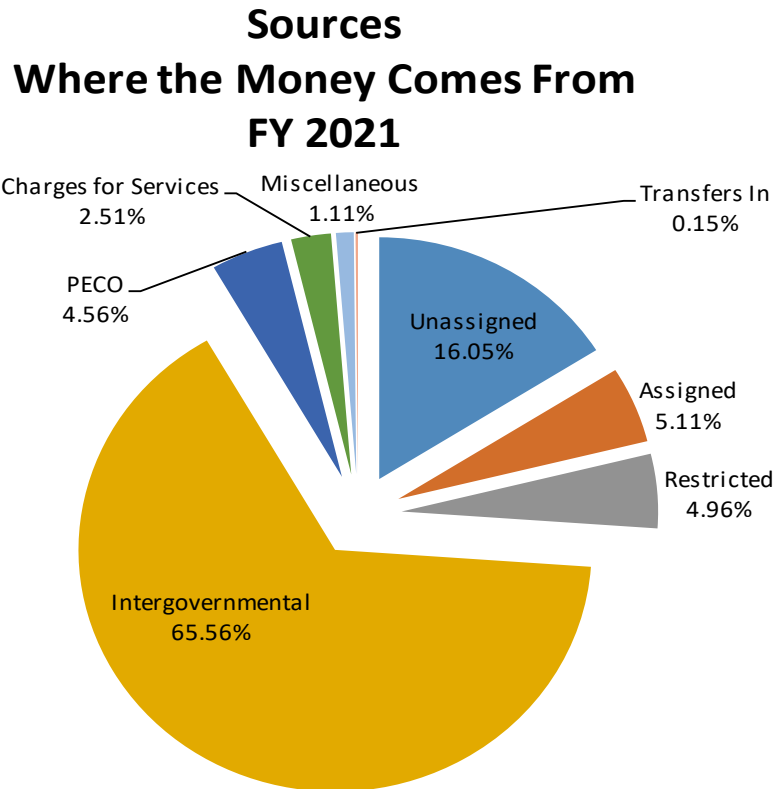
There are also several contributing factors in determining the final funding levels to include: student counts, the number of qualifying charter schools, bonding, and gross tax receipts. There were approximately 576 eligible charters schools who received a monthly distribution during FY 2019. Distributions vary as allocations are recalculated during the fiscal year to reflect revised student enrollment data and qualifying charter schools.

The following tables and graphs are intended to provide a summary of revenue categories only. Detailed information regarding each can be found in the following section with specific account strings located in the Appendices section of this document.

Revenues

Revenues by Category - Sources	FY 2019	FY 2020	FY 2020	FY 2021	% Change	% Change	FY 2022	FY 2023
	Actual	Adopted	Amended	Proposed	FY 2020	FY 2020	Proposed	Proposed
Restricted	\$ -	\$ (1,697,980)	\$ (1,697,980)	\$ (1,697,980)	0.00%	0.00%	\$ (1,697,980)	\$ (1,697,980)
Committed	-	(229,499)	(170,924)	-	-100.00%	-100.00%	-	-
Assigned	-	(1,636,245)	(1,973,447)	(1,748,787)	6.88%	-11.38%	(1,662,231)	(1,689,419)
Unassigned	-	(6,811,449)	(6,341,122)	(5,493,909)	-19.34%	-13.36%	(4,331,681)	(3,142,261)
Total Balance Forward:	\$ -	\$ (10,375,173)	\$ (10,183,473)	\$ (8,940,676)	-13.83%	-12.20%	\$ (7,691,892)	\$ (6,529,660)
Intergovernmental	\$ (23,463,905)	\$ (22,902,035)	\$ (22,961,519)	\$ (22,442,792)	-2.01%	-2.26%	\$ (22,848,023)	\$ (23,256,233)
PECO Fixed Capital	(1,527,869)	(1,527,869)	(1,541,438)	(1,559,741)	2.09%	1.19%	(1,559,741)	(1,559,741)
Charges for Service	(756,774)	(778,535)	(810,535)	(858,500)	10.27%	5.92%	(871,645)	(884,975)
Miscellaneous	(427,548)	(292,001)	(380,070)	(381,297)	30.58%	0.32%	(365,762)	(446,877)
Debt Proceeds (Capital Lease)	(101,694)	-	-	-	0.00%	0.00%	-	-
Transfers In	(250,750)	(128,410)	(50,000)	(52,000)	-59.50%	4.00%	(55,000)	(58,000)
Total Revenues:	\$ (26,528,540)	\$ (25,628,850)	\$ (25,743,562)	\$ (25,294,330)	-1.31%	-1.75%	\$ (25,700,171)	\$ (26,205,826)
Total Sources:	\$ (26,528,540)	\$ (36,004,023)	\$ (35,927,035)	\$ (34,235,006)	-4.91%	-4.71%	\$ (33,392,063)	\$ (32,735,486)

The Charter School Authority has several revenue sources, each representing a different percentage of total revenues:



INTERGOVERNMENTAL REVENUE

Intergovernmental revenue consists of monies that flow from the federal government to state and local governments, and from state to local governments. They can include grants, shared taxes and contingent loans and advances. The following comprise our system's intergovernmental sources:

Florida Education Finance Program (FEFP)

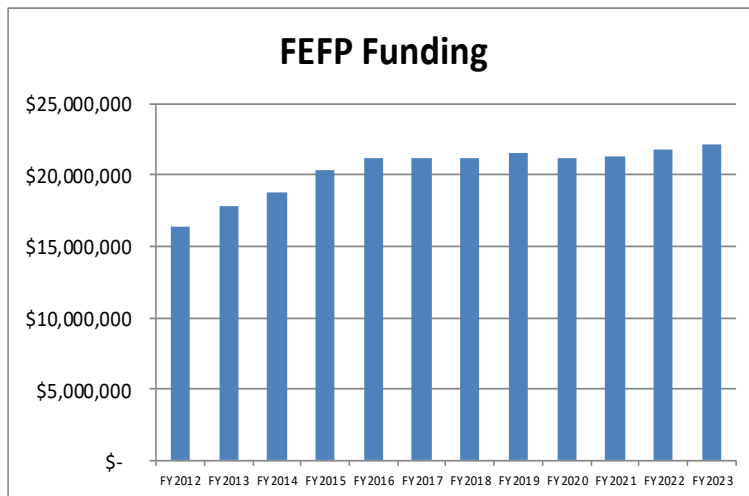
In 1973, the Florida Legislature enacted the Florida Education Finance Program (FEFP) as its method for funding public education. This would guarantee to each student the availability of programs and services appropriate to his or her educational needs which are substantially equal to that available to any similar student notwithstanding geographic differences and varying local economic factors. Although this program has changed over the years, FEFP is known as a national model for funding fairness and equity in education.

FEFP Funding combines state funds, primarily generated from sales tax revenue, and local funds, generated from property tax revenue. FEFP is the centerpiece of the total funding but there are many components or allocations in which the funding is given. For example, dollars may include an allocation for: ESE, Safe Schools, Instructional Materials, Library Materials, High Cost Science, K-12 Reading, Student Transportation, and Digital Classrooms.

The primary basis for education funding is student enrollment; therefore, it is important to maximize the number of students enrolled in our system while adhering to class size limitations imposed by the State of Florida. It is important to understand that one full time equivalent (FTE) represents the hours of instruction provided to those students. In grades K-3, students must receive 720 hours of instruction (20 hours per week; 4 hours per day) to equal one FTE. Student's grades 4-12 must receive 900 hours of instruction (25 hours per week; 5 hours per day) to equal one FTE. 900 is the maximum number of hours that will be funded per student for the school year. Once the school year begins, FTE is revised by actual counts of students in October and February.

The Base Student Allocation (BSA) is the amount of money allocated to each FTE enrolled. For budgeting purposes we use the previous year's BSA and adjust it based on the result of Legislative Sessions. According to the General Appropriations Act, funding the base student allocation will increase by \$40.17 and for a the total weighted FTE is \$210.62. Until funding is formally announced the FEFP revenues reflect an increase of \$100 per FTE to be conservative.

As required by the Department of Education, the charter schools provide student population projections to The School Board of Lee County. This projection is provided prior to the legislative session where the education budget and requirements are determined.

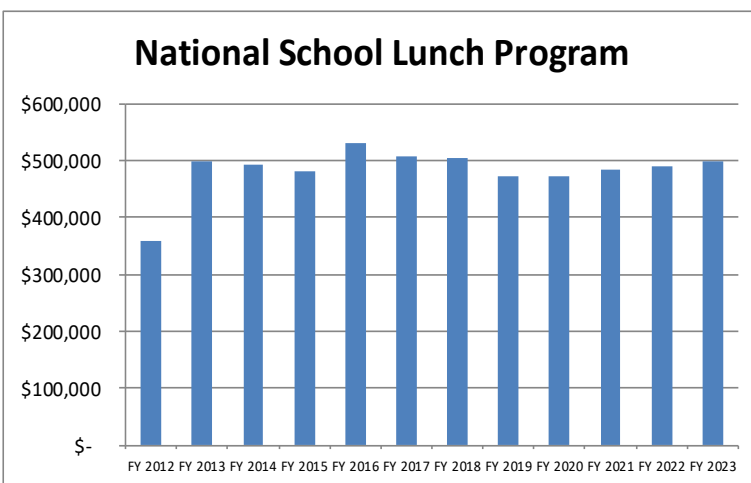


Fiscal Year	Amount
FY 2012 Actual	\$ 16,431,439
FY 2013 Actual	17,835,168
FY 2014 Actual	18,780,670
FY 2015 Actual	20,355,976
FY 2016 Actual	21,156,371
FY 2017 Actual	21,204,909
FY 2018 Actual	21,192,427
FY 2019 Actual	21,502,564
FY 2020 Amended	21,224,643
FY 2021 Proposed	21,317,312
FY 2022 Proposed	21,713,861
FY 2023 Proposed	22,113,260

National School Lunch Program

While our student population is projected to decrease by 39 students, applications for the National School Lunch Program (NSLP) are not yet completed by parents or the Food Services Department for the FY 2020-2021 school year. In FY 2020, the National Lunch School Program serviced over one-third of our student population or 35% slightly down from the previous year. In FY 2019, more families qualified for free lunch due to Hurricane Irma.

The Food Services Group continues to experience many challenges with restrictive foods and continues to expand menu options to offer healthy selections while remaining in compliance. Due to the increased costs of goods and benefits, we continue to monitor revenues closely as this program is not meant to be subsidized.



Fiscal Year	Amount
FY 2012 Actual	\$ 356,999
FY 2013 Actual	499,699
FY 2014 Actual	491,037
FY 2015 Actual	480,896
FY 2016 Actual	531,777
FY 2017 Actual	507,345
FY 2018 Actual	639,407
FY 2019 Actual	472,250
FY 2020 Amend	471,570
FY 2021 Proposed	483,500
FY 2022 Proposed	490,753
FY 2023 Proposed	498,114

School Recognition Funds “A” Money

At this time, the School Recognition Program will not be considered in the FY 2021-2023 due to Legislative changes. Below is a recap of the program in the event it is reinstated:

The School Recognition Program recognizes the high quality of many Florida schools. The program provides financial awards to schools that demonstrate sustained or significantly improved student performance. Schools that receive a grade of “A” or improve at least one performance grade or rating category are eligible for this program recognition. Funds are awarded in the amount of \$100 per full time equivalent student for each qualifying school by the Commissioner of Schools.

Both staff and school advisory council at each recognized school decide how to use the financial award. An agreement must be reached by February 1, or the awards must be equally distributed to all classroom teachers currently teaching in the school. Awards are determined after school grades are finalized.

Per statute, schools must use their awards for one or any combination of the following:

- Nonrecurring faculty and staff bonuses;
- Nonrecurring expenditures for educational equipment and materials; or
- Temporary personnel to assist in maintaining or improving student performance.

Our schools have made great strides over the years and our success in school recognition is made possible by the continued dedication and hard work of our educators and staff. This funding is typically announced in the month of March and is part of the Budget Amendment process. Since we do not know which schools qualify or what the amount will be, this funding source is not included in the Proposed Budgets and is included as part of the formal budget amendment process.

Voluntary Pre-Kindergarten (VPK)

FY 2018-2019 was the final year of the Voluntary Pre-Kindergarten (VPK) Program. Classroom availability was converted with full-time equivalents and funding is now part of the Financial Education Finance Program (FEFP).

Florida Teacher's Classroom Supply Assistance Program

The Florida Teacher's Classroom Supply Assistance Program (F.S. 1012.71) is an allocation to be used by full-time classroom teachers, guidance counselors, and media specialists for the reimbursement of instructional materials and supplies for use in teaching students. Funding for this program has remained fairly consistent over the last several years, providing teachers with approximately \$320 for materials. Once funding is determined and received, teachers will receive the allocated amount in their payroll checks with no tax implications.

Teachers must sign a form acknowledging that the funds are for the sole purpose of purchasing classroom materials and supplies. In addition, they must submit original receipt documentation to their respective schools for record retention for a period of four years. Revenues associated with the Florida Teacher's Classroom Supply Assistance Program has been budgeted at \$57,048 which is the same level as FY 2020 and will be incorporated as part of the budget amendment process should the amount differ.

ESEA Title II-A

Title II-A is administered by the Department of Grants and Program Development within the Lee County School District. ESEA Title II-A is a federal-through-state grant which provides funding for teacher and principal professional development activities. Each school is allocated an amount based on student enrollment on the tenth day of school.

Eligible staff members are principals, assistant principals, and instructional staff, such as teachers and educational paraprofessionals and cannot be used to pay for training non-instructional

support staff or non-employees. Training must support a core subject such as English, history, foreign languages, etc.

Schools must submit a project plan outlining the proposed use of grant funds and can only be used for such unless amended and approved by the Lee County School District.

The FY 2020 budget was amended to \$79,554 as awarded; however, not all of these funds have been spent due to Covid-19. As of June 5, 2020, there was a total of \$23,848 unspent which will be forfeited. A breakdown of unspent funds by school follows:

- Oasis Elementary South \$5,424
- Oasis Elementary North \$7,149
- Oasis Middle School \$1,010
- Oasis High School \$10,265

Title IV – Student Support and Academic Enrichment (SSAE)

Every Student Succeeds Act (ESSA) includes a block grant program known as Student Support and Academic Enrichment Grants (SSAEG) under Title IV Part A. This grant authorizes activities in three broad areas:

- Providing all students with access to a well-rounded education,
- Improving school conditions for student learnings to support safe and healthy students, and
- Improving the use of technology in order to advance digital literacy of all students.

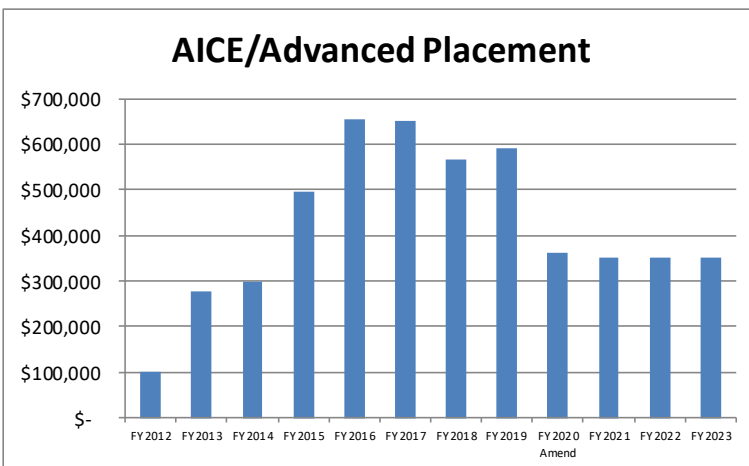
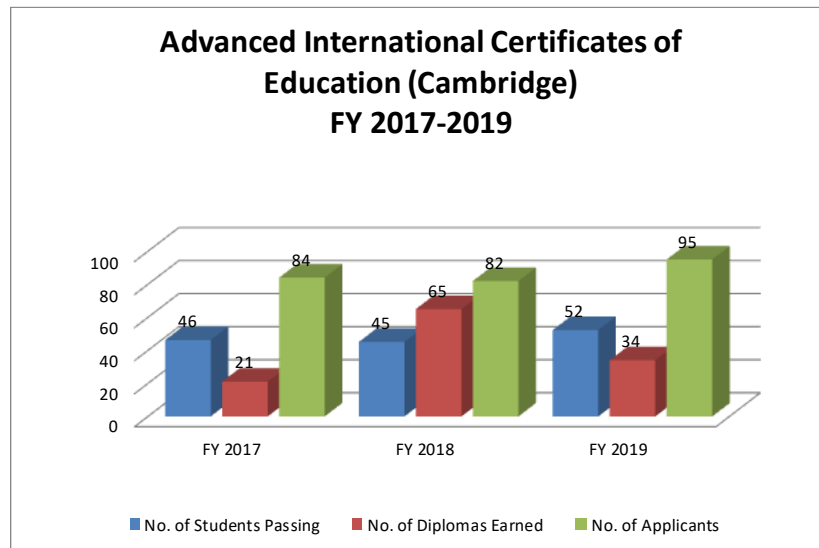
Each of our schools have submitted applications identifying the scope of work/tasks related to the specific areas above. As a result, funding was allocated in the amount of \$65,056 for FY 2020. While we don't know what FY 2021 allocations will be, we budgeted at the same funding level. The FY 2021 budget will be adjusted based on actual funding announced through the formal budget amendment process.

Cambridge Advanced International Certificate of Education (AICE)/Advanced Placement AP

The Advanced International Certificate of Education Program is an international curriculum and examination program. Florida's public colleges and universities provide college credit for successfully passed exams. This program allows students to earn an advanced diploma to boost their college application. Students could potentially get college credit or place out of introduction courses as a freshman. An AICE diploma also qualifies students for the Florida Bright Futures Scholarship.

The difference between the AICE and Advanced Placement Program (AP) is that AP provides college credit for completed AP exams, and AICE provides the opportunity to earn an international diploma.

Since inception, the AICE and Advanced Placement Programs have become one of the High School's most sought after programs. Revenues have increased significantly year-to-year; however, in FY 2020, we had seen an unanticipated decline in revenues. School staff associates this with the number of diplomas earned as well as the number of student's passing classes. Below is a comparison of the last three years:



Fiscal Year	Amount
FY 2012 Actual	\$ 99,934
FY 2013 Actual	277,749
FY 2014 Actual	299,163
FY 2015 Actual	496,242
FY 2016 Actual	653,214
FY 2017 Actual	651,050
FY 2018 Actual	565,492
FY 2019 Actual	589,701
FY 2020 Amend	361,363
FY 2021 Proposed	350,000
FY 2022 Proposed	350,000
FY 2023 Proposed	350,000

PUBLIC EDUCATION CAPITAL OUTLAY (PECO)

Public Education Capital Outlay (PECO) funding is the second largest source of the Cape Coral Charter School Authority's revenues and is funded from the State. It is important to mention that the Charter Schools PECO funding is based on estimated available revenues and can change at anytime.

As previously noted, this funding source is presented using an estimate of \$1,559,741 which reflects an increase of \$18,303 or 1.19% over previous year. A total allocation of \$173,901,770 was requested for the 2020-21 Budget which includes \$55,142,404 from nonrecurring General Revenue.

Section 1013.62, Florida Statutes (F.S.), establishes the eligibility criteria for charter school capital outlay funding, specifies the purposes for which funds may be expended, and directs the Commissioner of Education to establish procedures for the approval of capital outlay plans. Capital outlay plans are completed by the Business Manager based on these criteria and submitted to the Florida Department of Education.

Eligibility Criteria to Receive Charter School Capital Outlay Funds, Section 1011.71(2).

To be eligible to receive capital outlay funds, a charter school must meet **at least one** of the following criteria:

- Have been in operation for two or more years;
- Be governed by a governing board established in the state for two or more years that operates both charter schools and conversion charter schools within the state;
- Be an expanded feeder chain of a charter school within the same school district that is currently receiving charter school capital outlay funds;
- Have been accredited by a regional accrediting association as defined by State Board of Education rule; or
- Serve students in facilities that are provided by a business partner for a charter school-in-the-workplace pursuant to section 1002.33(15)(b), F.S.

In addition to the above criteria, a charter school must meet **all** of the following criteria to receive capital outlay funds:

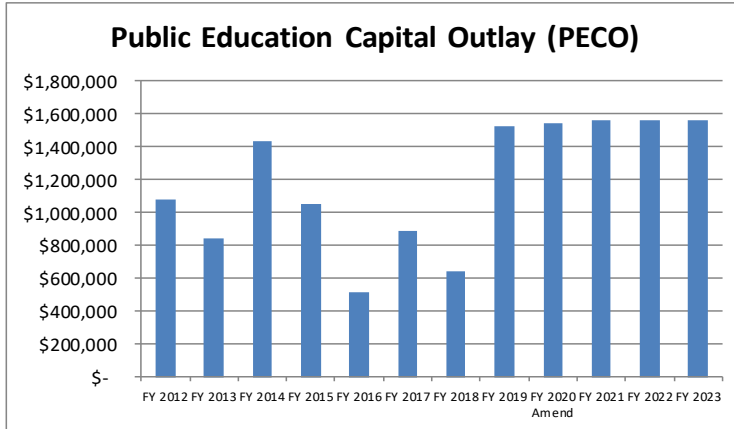
- Have an annual audit that does not reveal any of the financial emergency conditions provided in section 218.503(1), F.S., for the most recent fiscal year for which such audit results are available;
- Have satisfactory student achievement based on state accountability standards applicable to the charter school;
- Have received final approval from its sponsor pursuant to section 1002.33, F.S., for operation during that fiscal year; and
- Serve students in facilities that are not provided by the charter school's sponsor (an educational facility that is included in the Florida Inventory of School Houses (FISH) would not be eligible).

Authorized Purposes for the Use of Charter School Capital Outlay Funds, Sect. 1013.62(4), F.S.

A charter school's governing body may use charter school capital outlay funds for the following purposes:

- Purchase of real property.
- The construction of school facilities.
- The purchase, lease-purchase or lease of permanent or relocatable school facilities.
- The purchase of vehicles to transport students to and from the charter school.
- The renovation, repair and/or maintenance of school facilities that the charter school owns or is purchasing through a lease-purchase or long-term lease of five years or longer.
- The payment of the cost of premiums for property and casualty insurance necessary to insure the school facilities.
- The purchase, lease-purchase or lease of driver's education vehicles; motor vehicles used for maintenance or operation of plants and equipment, security vehicles; or vehicles used in storing or distributing materials and equipment.
- The purchase, lease-purchase or lease of computer and device hardware and operating system software necessary for gaining access to or enhancing the use of electronic and digital instructional content and resources; and enterprise resource software applications that are classified as capital assets in accordance with definitions of the Governmental Accounting Standards Board. The software application must have a useful life of at least five years and be used to support school-wide administration or state-mandated reporting requirements. Enterprise resource software may be acquired by annual license fees, maintenance fees or lease agreement.
- The payment of the cost of the opening day collection for the library media center of a new school.

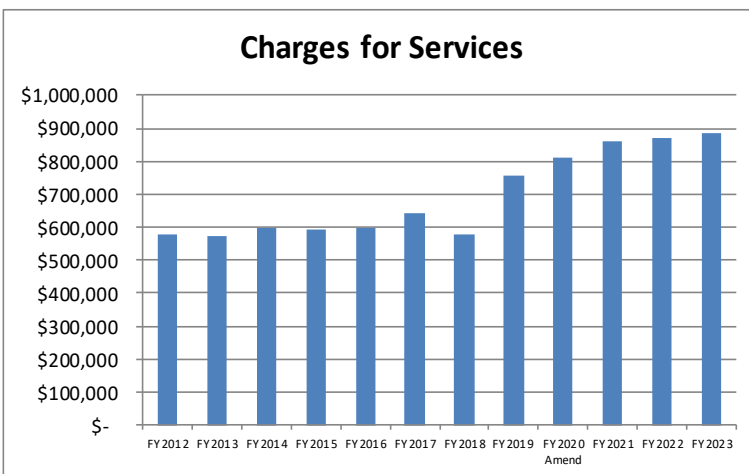
The Public Education Capital Outlay (PECO) dollars are used to offset the debt service on the Charter School buildings which is projected at \$3.0 million in FY2020-21. As you can see, the funding estimated of \$1,559,741 does not fulfill our annual debt obligations forcing the use of other revenue sources to cover these costs.



Fiscal Year	Amount
FY 2012 Actual	\$ 1,078,301
FY 2013 Actual	840,073
FY 2014 Actual	1,434,050
FY 2015 Actual	1,052,576
FY 2016 Actual	516,451
FY 2017 Actual	887,939
FY 2018 Actual	640,926
FY 2019 Actual	1,527,869
Fy 2020 Amend	1,541,438
FY 2021 Proposed	1,559,741
FY 2022 Proposed	1,559,741
FY 2023 Proposed	1,559,741

CHARGES FOR SERVICES

Charges for Services are those revenues that are charged for activities such as student lunches, bus rentals, parking passes, and locker rentals. All fees charged are reviewed on an annual basis and updated accordingly. These costs are reviewed annually to ensure capturing costs as accurately as possible. Increases to revenues in this category are primarily associated with Student Lunch Service Charges as well as Transportation Charges as schools began being charged for bus transportation off hours in FY 2020.



Fiscal Year	Amount
FY 2012 Actual	\$ 576,029
FY 2013 Actual	575,303
FY 2014 Actual	596,881
FY 2015 Actual	594,295
FY 2016 Actual	597,572
FY 2017 Actual	644,077
FY 2018 Actual	578,577
FY 2019 Actual	756,774
FY 2020 Amend	810,535
FY 2021 Proposed	858,500
FY 2022 Proposed	871,645
FY 2023 Proposed	884,975

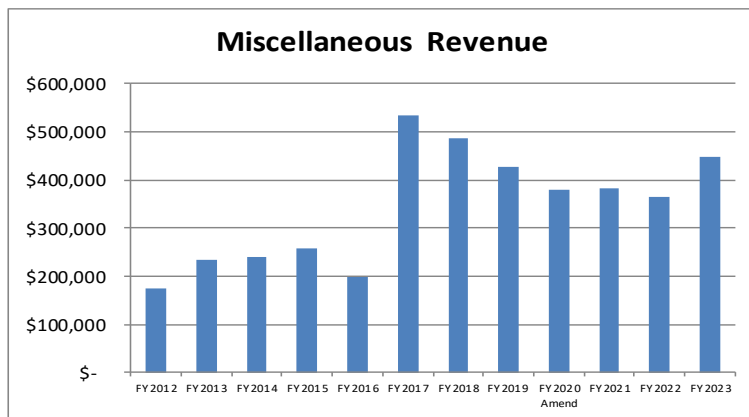
MISCELLANEOUS REVENUE

All other revenues including Short Term Investment Income, Contributions/Donations, Other Miscellaneous Revenue, Reimbursable Revenue, Returned Check Fees, Wellness Fair Payouts,

Vendor Rebates, Scrap Sales, Facility Rentals, and Lost and Damaged Book funds are captured in this category.

Funding associated with FY 2015-2016 does not include the Blue Cross/Blue Shield Rebate dollars as these were held by the City to offset the Charter School's cost associated with the 2-month self-insured health plan requirement. It should also be noted that since we have gone with a self-insured health plan we no longer receive this rebate reflecting lost revenues over \$200,000.

It should also be noted that In FY 2017 the City of Cape Coral City Council awarded the Charter Schools \$100,000 to be used for capital improvements. In addition, we were awarded approximately \$265,000 for technology upgrades through the E-Rate Program. E-Rate funds continue to be received but the bulk of Category 2 funds awarded over \$500,000 were spent in FY 2017 and FY 2018 which is why revenues have declined.



Fiscal Year	Amount
FY 2012 Actual	\$ 174,701
FY 2013 Actual	234,863
FY 2014 Actual	240,270
FY 2015 Actual	257,448
FY 2016 Actual	198,478
FY 2017 Actual	534,308
FY 2018 Actual	486,386
FY 2019 Actual	427,548
FY 2020 Amend	380,070
FY 2021 Proposed	381,297
FY 2022 Proposed	365,762
FY 2023 Proposed	446,877

FY 2017 Charter Schools received \$100k from City as well as estimated \$265k from E-Rate Reimbursement

OTHER

Lee County School District and Discretionary Capital Improvement Millage (DCIM)

House Bill 7069 proved to be a win for our schools in FY 2018. Although we received a total of \$1,697,980, the City has directed the schools to set it aside in the event it must be returned due to litigation. These dollars have been set aside in Restricted Fund Balance where they cannot be touched.

FY 2019 legislative efforts announced that we will continue to receive an estimated \$1.5 million which is combined with our Public Education Capital Outlay dollars. Our schools will not receive both. FY 2021 funding will be adjusted pursuant to the Consumer Price Index which is issued by the United States Department of Labor. Funding will come from two sources: 1) state funds; and, 2) the millage. If the state appropriates the entire amount, funds from the millage will not be used. If the state does not fund the entire amount, the local district will need to make up the difference from the millage collected.

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EXPENDITURES

The FY 2020-2021 Proposed Operating Budget is \$34,235,006 and includes \$18,222,802 in Personnel expenditures, \$8,400,630 in Operating expenditures, and \$7,191,889 in Reserves.

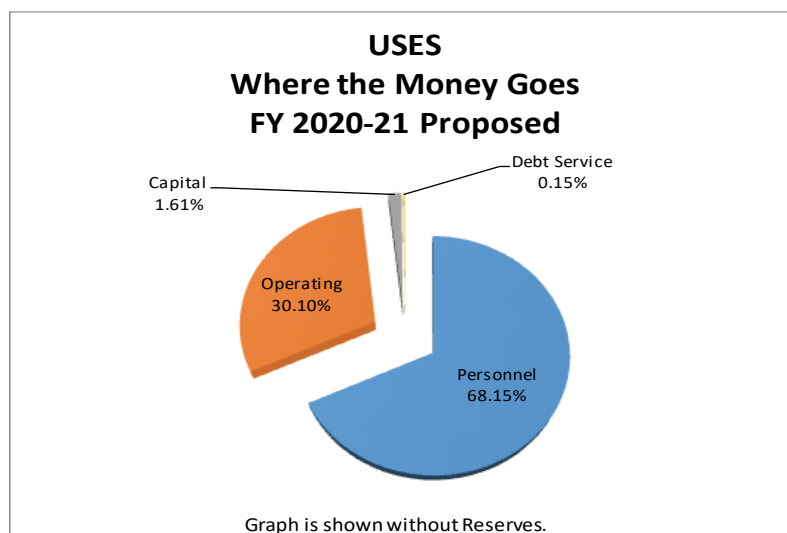
Capital Outlay expenditures account for \$329,304 which reflects a reduction of \$161,621 over the last fiscal year budget amendment. The reason for this reduction is primarily lack of funding as well as reduced capital projects. Capital Outlay will be discussed further in the Capital Outlay and Capital Asset Improvement Program section of this book.

Debt Service is budgeted at \$90,381 and is related to the bus and copier leases. It should be noted that debt schedules reflect that the last four busses will be paid in full in mid FY 2022 and we have three and one half years remaining on the copier lease. Beginning in FY 2019, we began refreshing our fleet by purchasing two buses each year so that we do not have to issue further debt.

The following table provides a summary of the budget on an expenditure category basis for all schools respectively:

Expenditures

Expenditures by Category - Uses	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Proposed	% Change FY 2020 Adopted	% Change FY 2020 Amended	FY 2022 Proposed	FY 2023 Proposed
Restricted	\$ -	\$ 1,697,980	\$ 1,697,980	\$ 1,697,980	0.00%	0.00%	\$ 1,697,980	\$ 1,697,980
Committed	-	229,499	170,924	-	-100.00%	-100.00%	-	-
Unassigned	-	7,053,763	6,771,097	5,493,909	-22.11%	-18.86%	4,331,681	3,142,261
Total Reserves:	\$ -	\$ 8,981,242	\$ 8,640,001	\$ 7,191,889	-19.92%	-16.76%	\$ 6,029,661	\$ 4,840,241
Personnel	\$ 16,647,523	\$ 17,973,862	\$ 18,118,812	\$ 18,222,802	1.39%	0.57%	\$ 18,646,462	\$ 19,178,897
Operating	7,984,860	8,214,336	8,333,829	8,400,630	2.27%	0.80%	8,235,035	8,130,455
Capital	1,534,108	485,724	490,925	329,304	-32.20%	-32.92%	440,692	562,392
Debt Service	316,951	348,859	343,468	90,381	-74.09%	-73.69%	40,213	23,501
Transfer Out to Agency	537	-	-	-	0.00%	0.00%	-	-
Total Expenditures:	\$ 26,483,979	\$ 27,022,781	\$ 27,287,034	\$ 27,043,117	0.08%	-0.89%	\$ 27,362,402	\$ 27,895,245
Total Uses:	\$ 26,483,979	\$ 36,004,023	\$ 35,927,035	\$ 34,235,006	-4.91%	-4.71%	\$ 33,392,063	\$ 32,735,486



PERSONNEL

The Personnel Budget is the largest component of the total FY 2020-2021 Proposed Operating Budget totaling \$18.2 million or 67.38% of the budget, excluding reserves. This includes base payroll, add pays, substitute staff costs, FICA, Medicare, Workers Compensation, employee benefits, and Florida Retirement System (FRS). Payroll budgets were built using the zero-based budget approach which means they were built from actual base wages.

Base Payroll

The FY 2020-2021 Proposed Operating Budget reflects a 3% increase to all salaries. As part of the Budget Workshop discussions, the FY 2020 Legislative Sessions have proposed \$500 million to be set aside for Teacher Salary Allocation across the State. Of this, \$400 million is to be used to get teachers as close to a salary of \$47,500. The remaining \$100 million is proposed to give Veteran teachers increases. At this time, the Bill remains unsigned by the Governor. Our Business Manager has been in contact with the Legislative Affairs Department who advised that the Bill has not made it to the Governor's desk as of yet. When it does, the Governor will have 15 days to sign or veto the bill. Until a determination is made on this funding, the 3% teacher salary portion will remain in budget and a plan submitted to the Governing Board for approval and disbursement of these funds.

Add Pays

Add Pays are estimated at \$310,942 which was determined by current payroll as well as a \$17,000 increase at the Oasis High School. In addition, to this, an additional \$82,000 has been budgeted within "Athletic Coaches & Officials" to capture athletic add pays for after school activities at the middle and high schools. Administrators have been asked to review add pays to ensure they are warranted.

Health Care

Health care premiums reflect a 5.00% increase to our existing health care plans for all three years. It should also be noted, in January 2016, we began offering those employees who work consistently greater than 30 hours weekly health benefits as part of the Health Care Reform. In FY 2018-19 any employee working greater than 37.5 hours was eligible for Class I benefits. Benefits become effective the first month after 30-days of employment. Any employee working 30-37.4 hours will be offered Class II benefits in which they will be eligible after 90-days. Class II benefits are offered to Food Service personnel, Paraprofessionals, Clinic Assistants and Office Assistants.

We continue to work closely with City Human Resources on specific plans and coverage to ensure we follow requirements and offer our employees a competitive benefit package.

Florida Retirement System (FRS)

The Florida Retirement System (FRS) remains budgeted at 8.47% for all employees; however, these rates have continued to increase year-to-year. In FY 2020-2021, there is an estimated increase of \$31,492 over the previous year of \$1,060,975 totaling \$1,092,467. While employees continue to contribute the required 3% towards their retirement, the Authority or employer contribution rate is not released until July and is typically adjusted, if applicable, in August when the Adopted Budget is presented. Below is a table providing employer rates for the HA/PA Regular Class Plan over the last several years:

Florida Retirement System (FRS) HA/PA Regular Class Plan

Year	Employee Contribution	Employer Contribution	Total Contribution	Change from Previous Year
2011	3.00%	4.91%	7.91%	
2012	3.00%	5.18%	8.18%	0.27%
2013	3.00%	6.95%	9.95%	1.77%
2014	3.00%	7.37%	10.37%	0.42%
2015	3.00%	7.26%	10.26%	-0.11%
2016	3.00%	7.52%	10.52%	0.26%
2017	3.00%	7.92%	10.92%	0.40%
2018	3.00%	8.26%	11.26%	0.34%
2019	3.00%	8.47%	11.47%	0.21%

Workers Compensation

Workers Compensation rates are based on employee classifications and payroll. Each year, the National Council on Compensation Insurance publishes rate updates. These rates are used to estimate employee workers compensation costs. Based on the 2020 rates, workers' compensation is budgeted at \$103,517 for FY 2021, a \$27,780 decrease over previous year.

Workers Compensation classification rates are based on the employee's work environment. Below is a list of classifications in which our schools operate as well as the change in rates over the last few years.

Code	Classification	2014 Rate	2015 Rate	2016 Rate	2017 Rate	2018 Rate	2019 Rate	2020 Rate
7383	Bus Drivers	\$ 5.68	\$ 5.95	\$ 6.13	\$ 6.99	\$ 6.78	\$ 5.51	\$ 4.81
8868	Teachers and Office Personnel	\$ 0.60	\$ 0.57	\$ 0.51	\$ 0.59	\$ 0.60	\$ 0.45	\$ 0.44
9101	Food Service, Custodial and Maintenance	\$ 4.99	\$ 4.84	\$ 4.59	\$ 5.25	\$ 4.62	\$ 3.88	\$ 3.95

In addition, our schools pay insurance premiums for Workers Compensation coverage as part of our insurance premiums. These rates are further defined by the number of claims, type and the cost of claim, if applicable.

STAFFING SUMMARY

Each year, positions are reviewed to ensure staffing levels meet our educational needs and are adjusted as needed. Below is summary of all positions and changes requested for FY 2021:

Classification	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Amended	FY 2021 Proposed	(+/-) Change
Accounts Payable Specialist I	1.00	1.00	1.00	1.00	1.00	-
Assistant Principals	5.00	4.00	5.00	5.00	5.00	-
Athletic Director	1.00	1.00	1.00	1.00	1.00	-
Bookkeeper	1.00	1.00	1.00	1.00	1.00	-
Bus Drivers	15.00	15.00	18.00	17.00	18.00	1.00
Businesss Manager	1.00	1.00	1.00	1.00	1.00	-
Career Specialist	1.00	1.00	1.00	1.00	1.00	-
Cashier	0.00	0.00	1.00	1.00	1.00	-
Clinic Assistant	2.00	3.00	3.00	3.00	3.00	-
Dean of Students	1.00	1.00	1.00	1.00	1.00	-
Director of Procurement & Food S	1.00	1.00	1.00	1.00	1.00	-
Director of Transportation	0.00	1.00	1.00	0.00	0.00	-
Exceptional Teacher	4.50	4.00	3.00	3.00	3.00	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-
Facilities Manager	1.00	1.00	1.00	1.00	1.00	-
Food Service Worker	10.00	10.00	10.00	10.00	10.00	-
Guidance Counselor	4.00	4.00	3.00	3.00	3.00	-
Human Resource Manager	0.00	0.00	1.00	1.00	1.00	-
Information Specialist	4.00	4.00	4.00	4.00	4.00	-
JROTC Instructor	3.00	3.00	3.00	3.00	3.00	-
Lead Food Service Worker	4.00	4.00	4.00	4.00	4.00	-
Maintenance Technician	3.00	3.00	3.00	3.00	3.00	-
Math Coach	1.00	1.00	1.00	1.00	1.00	-
Media Specialist	2.00	1.00	1.00	1.00	1.00	-
Lead Tech Support	1.00	1.00	1.00	1.00	1.00	-
Nurse	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	4.00	3.00	2.00	2.00	3.00	1.00
Paraprofessional I Basic	9.00	8.00	8.00	8.00	7.50	(0.50)
Paraprofessional II Basic Ins	7.00	10.00	10.00	10.00	10.00	-
Payroll Supervisor	1.00	1.00	1.00	1.00	0.00	(1.00)
Principal	4.00	4.00	4.00	4.00	4.00	-
Reading Coach	1.00	1.00	1.00	1.00	1.00	-
Receptionist	5.00	5.00	5.00	5.00	5.00	-
Secretary	4.00	4.00	4.00	4.00	4.00	-
Security Guard	0.00	0.00	1.00	1.00	1.00	-
Social Worker	0.00	1.00	1.00	1.00	0.00	(1.00)
Speech Pathologist	2.00	2.00	2.00	2.00	2.00	-
Superintendent	1.00	1.00	1.00	1.00	1.00	-
Teacher	167.50	171.00	171.50	171.50	177.50	6.00
Tech Support	2.00	2.00	2.00	1.00	1.00	-
Testing Coordinator	1.00	1.00	1.00	1.00	1.00	-
Transportation Coordinator	1.00	1.00	1.00	0.00	0.00	-
Transportation Supervisor	0.00	0.00	0.00	2.00	2.00	-
VPK Director/Instructor	2.00	2.00	0.00	0.00	0.00	-
VPK Paraprofessional I	2.00	2.00	0.00	0.00	0.00	-
Sub-Total Employees:	282.00	287.00	287.50	285.50	291.00	5.50
Substitutes						
Sub Bus Driver	4.00	6.00	0.00	0.00	3.00	3.00
Sub Food Service Worker	5.00	8.00	8.00	8.00	8.00	-
Sub Paraprofessional I	16.00	11.00	11.00	11.00	8.00	(3.00)
Sub Teacher - All Facilities	73.00	51.00	51.00	51.00	46.00	(5.00)
Long Term Sub	0.00	0.00	0.00	0.00	0.00	-
Sub-Total Substitutes:	98.00	76.00	70.00	70.00	65.00	(5.00)
Grand Total:	380.00	363.00	357.50	355.50	356.00	0.50

Administration

Staffing Summary

Classification	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Amended	FY 2021 Proposed	(+/-) Change
Accounts Payable Specialist I	0.00	1.00	1.00	1.00	1.00	1.00	-
Bookkeeper	1.00	1.00	1.00	1.00	1.00	1.00	-
Bus Driver	15.00	15.00	15.00	18.00	18.00	18.00	-
Businesss Manager	1.00	1.00	1.00	1.00	1.00	1.00	-
Director of Proc. & Food Serv.	1.00	1.00	1.00	1.00	1.00	1.00	-
Director of Transportation	-	-	1.00	1.00	1.00	-	(1.00)
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	-
Facilities Manager	-	1.00	1.00	1.00	1.00	1.00	-
Human Resource Manager	-	-	-	1.00	1.00	1.00	-
Nurse	1.00	1.00	1.00	1.00	1.00	1.00	-
Payroll Supervisor	1.00	1.00	1.00	1.00	1.00	-	(1.00)
Security Guard	-	-	-	1.00	1.00	1.00	-
Social Worker	-	-	1.00	1.00	-	-	(1.00)
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	-
Transportation Coordinator	1.00	1.00	1.00	1.00	-	-	(1.00)
Transportation Supervisor	-	-	-	-	2.00	2.00	2.00
Substitute Positions							
Sub Bus Driver	3.00	4.00	6.00	-	-	3.00	3.00
Sub Food Service Worker	6.00	5.00	8.00	8.00	8.00	8.00	-
Sub Paraprofessional I	23.00	16.00	11.00	11.00	11.00	8.00	(3.00)
Sub Teacher - All Facilities	70.00	73.00	51.00	51.00	51.00	46.00	(5.00)
Long Term Sub	2.00	-	-	-	-	-	-
Full-Time	23.00	25.00	27.00	32.00	32.00	30.00	(2.00)
Substitutes	104.00	98.00	76.00	70.00	70.00	65.00	(5.00)
Total:	127.00	123.00	103.00	102.00	102.00	95.00	(7.00)

Oasis Elementary Staffing Summary

Classification	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Amended	FY 2021 Proposed	(+/-) Change
Assistant Principal	1.00	1.00	1.00	1.00	1.00	1.00	-
Clinic Assistant	-	-	1.00	1.00	1.00	1.00	-
Exceptional Teacher	2.50	2.50	2.00	1.00	1.00	1.00	-
Food Service Worker	2.00	2.00	2.00	2.00	2.00	2.00	-
Guidance Counselor	1.00	1.00	1.00	1.00	1.00	1.00	-
Information Specialist	1.00	1.00	1.00	1.00	1.00	1.00	-
Lead Food Service Worker	1.00	1.00	1.00	1.00	1.00	1.00	-
Maintenance Technician	-	1.00	1.00	1.00	1.00	1.00	-
Media Specialist	1.00	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	1.00	2.00	1.00	1.00	1.00	1.00	-
Paraprofessional I Basic Ins	12.00	4.00	4.00	4.00	4.00	2.50	(1.50)
Paraprofessional II Basic Ins	1.00	2.00	2.00	2.00	2.00	2.00	-
Principal	1.00	1.00	1.00	1.00	1.00	1.00	-
Receptionist	1.00	1.00	1.00	1.00	1.00	1.00	-
Secretary	1.00	1.00	1.00	1.00	1.00	1.00	-
Speech Pathologist	1.00	1.00	1.00	0.50	0.50	0.50	-
Teacher	50.00	48.00	49.00	50.00	50.00	51.25	1.25
Tech Support	-	-	0.50	0.50	0.50	0.50	-
Full-Time	77.50	70.50	71.50	71.00	71.00	70.75	(0.25)
Total:	77.50	70.50	71.50	71.00	71.00	70.75	(0.25)

Notes: Reduced Paraprofessionals by 1.5 positions
 Added 1 Teacher and .25 for Floating Teacher
 Speech Pathologist shared OES .50, OMS .25, OHS .25
 Tech Support position shared with CME 50/50

Christa McAuliffe Staffing Summary

Classification	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Amended	FY 2021 Proposed	(+/-) Change
Assistant Principal	1.00	1.00	1.00	1.00	1.00	1.00	-
Clinic Assistant	1.00	1.00	1.00	1.00	1.00	1.00	-
Exceptional Teacher	1.00	1.00	1.00	1.00	1.00	1.00	-
Food Service Worker	2.00	2.00	2.00	2.00	2.00	2.00	-
Guidance Counselor	1.00	1.00	-	-	-	-	-
Information Specialist	1.00	1.00	1.00	1.00	1.00	1.00	-
Lead Food Service Worker	1.00	1.00	1.00	1.00	1.00	1.00	-
Math Coach	1.00	1.00	1.00	1.00	1.00	1.00	-
Maintenance Technician	-	1.00	1.00	1.00	1.00	1.00	-
Media Specialist	1.00	1.00	-	-	-	-	-
Office Assistant	1.00	1.00	1.00	-	-	1.00	1.00
Paraprofessional I Basic Ins	8.00	5.00	2.00	2.00	2.00	2.00	-
Paraprofessional II Basic Ins	2.00	2.00	5.00	6.00	6.00	6.00	-
Paraprofessional Exceptional	-	-	-	-	-	-	-
Principal	1.00	1.00	1.00	1.00	1.00	1.00	-
Reading Coach	1.00	1.00	1.00	1.00	1.00	1.00	-
Receptionist	1.00	1.00	1.00	1.00	1.00	1.00	-
Secretary	1.00	1.00	1.00	1.00	1.00	1.00	-
Speech Pathologist	1.00	1.00	1.00	1.00	1.00	1.00	-
Teacher	41.00	40.00	42.00	42.00	42.00	43.25	1.25
Tech Support	-	1.00	0.50	0.50	0.50	0.50	-
Full-Time	67.00	65.00	64.50	64.50	64.50	66.75	2.25
Total:	67.00	65.00	64.50	64.50	64.50	66.75	2.25

Notes: Added 1 Teacher and .25 for Floating Teacher
Added 1 Office Assistant
Tech position shared with OES 50/50

Oasis Middle School Staffing Summary

Classification	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Amended	FY 2021 Proposed	(+/-) Change
Assistant Principal	1.00	1.00	-	1.00	1.00	1.00	-
Cashier	-	-	-	0.50	0.50	0.50	-
Clinic Assistant	1.00	1.00	1.00	1.00	1.00	1.00	-
Dean of Students	1.00	1.00	1.00	1.00	1.00	1.00	-
Exceptional Teacher	1.00	1.00	1.00	1.00	1.00	1.00	-
Food Service Worker	3.00	3.00	3.00	3.00	3.00	3.00	-
Guidance Counselor	1.00	1.00	1.00	1.00	1.00	1.00	-
Information Specialist	1.00	1.00	1.00	1.00	1.00	1.00	-
Lead Food Service Worker	1.00	1.00	1.00	1.00	1.00	1.00	-
Maintenance Technician	-	1.00	1.00	1.00	1.00	1.00	-
Paraprofessional I	-	-	1.00	1.00	1.00	1.00	-
Paraprofessional II Basic Ins	4.00	3.00	3.00	2.00	2.00	2.00	-
Principal	1.00	1.00	1.00	1.00	1.00	1.00	-
Receptionist	1.00	1.00	1.00	1.00	1.00	1.00	-
Secretary	1.00	1.00	1.00	1.00	1.00	1.00	-
Speech Pathologist	-	-	-	0.25	0.25	0.25	-
Lead Tech Support	-	-	0.50	0.50	0.50	0.50	-
Teacher	44.00	43.50	45.50	44.50	44.50	47.75	3.25
Total:	61.00	60.50	63.00	62.75	62.75	66.00	3.25

Notes:

Added 3 Teachers
 Added .25 for Floating Teacher portion
 Sharing 1 Cashier with OHS 50/50
 Sharing 1 IT Tech with OHS 50/50
 Sharing 1 Speech Pathologist OES .5, OMS .25, OHS .25
 Shares 1 Teacher with OHS Chorus

Oasis High School Staffing Summary

Classification	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Amended	FY 2021 Proposed	(+/-) Change
Athletic Director	1.00	1.00	1.00	1.00	1.00	1.00	-
Assistant Principal	1.00	2.00	2.00	2.00	2.00	2.00	-
Career Specialist	1.00	1.00	1.00	1.00	1.00	1.00	-
Cashier	-	-	-	0.50	0.50	0.50	-
Food Service Worker	3.00	3.00	3.00	3.00	3.00	3.00	-
Guidance Counselor	1.00	1.00	1.00	1.00	1.00	1.00	-
Information Specialist	1.00	1.00	1.00	1.00	1.00	1.00	-
Lead Food Service Worker	1.00	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	-
Paraprofessional I Basic	-	-	1.00	1.00	1.00	2.00	1.00
Principal	1.00	1.00	1.00	1.00	1.00	1.00	-
Receptionist	2.00	2.00	2.00	2.00	2.00	2.00	-
JROTC Instructor	2.00	3.00	3.00	3.00	3.00	3.00	-
Secretary	1.00	1.00	1.00	1.00	1.00	1.00	-
Speech Pathologist	-	-	-	0.25	0.25	0.25	-
Teacher	35.50	35.50	36.50	35.00	35.00	35.25	0.25
Lead Tech Support	-	1.00	1.00	0.50	0.50	0.50	-
Testing Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	-
Total:	52.50	55.50	57.50	56.25	56.25	57.50	1.25

Note: Speech Pathologist shared .5 OES, .25 OMS, .25 OHS
 Cashier position to be shared with OMS 50/50
 Lead Tech Support shared with OMS 50/50
 1 Teacher (chorus) shared with OMS 50/50
 Added .25 for Floating Teacher
 Added 1 Paraprofessional

OPERATING

EXPENSES

Operating expenses are those costs incurred for the day-to-day functions of our schools. Fixed costs are those expenses that are essentially non-discretionary in nature. These include such items as health insurance, building insurance, electric and building rent. During the budget process, internal departments are reviewed to ensure they are operating at acceptable levels. This includes staffing levels, hours, and departmental needs. Potential improvements are identified, weighed, and implemented as the budget allows.

Custodial Services

In FY 2019, our custodial department was outsourced. It was extremely difficult for the schools to maintain staff and offer a competitive rate of pay. While there are still flaws, we continue to maintain a good relationship and open communication with the vendor identifying areas requiring improvement.

Maintenance

Currently there are four positions within the Maintenance Department. While the schools continue to use the City of Cape Coral Facilities Division to assist with projects beyond our scope, these costs have been significantly reduced over the last few years.

As our facilities continue to age, we are faced with increased expenditures. In FY 2018, the Governing Board approved the use of fund balance in the amount of \$1.2 million to begin replacing air conditioning units. To date, there are two units remaining that still need to be replaced. One at Oasis High School which is not expected to be replaced until after FY 2025 and the final unit at Oasis Middle School gymnasium which is anticipated to be replaced in FY 2023.

Food Services

The National School Lunch Program (NSLP) currently accommodates 35% of our student population for free or reduced lunch. In FY 2016, we began to follow the required meal pattern by serving all whole grains and a fruit for breakfast, while meeting the sodium limit. In FY 2017-2018, we were reimbursed for all meals from September through November due to Hurricane Irma.

In late FY 2020, there was a decrease to food expenditures due to Covid-19 so the Food Services Department was able to purchase requested equipment in the current year which totaled \$30,300. Therefore, no major equipment has been requested for FY 2021.

Information Technology

While there has been significant progression in this area over the last few years, we must continue to plan for the future. In FY 2016-17, we replaced our major infrastructure, increased our internet speed, replaced many teacher computers, and began implementing the one-to-one devices for our students.

Through the 5-year Capital Asset Improvement Plan, we have begun to identify replacement schedules on a more gradual basis so the financial impact isn't so heavy. Three of our schools leased chromebook devices over a 3-year term which lightened the financial impact of purchasing them outright. The lease has ended and units were purchased outright. In FY 2018, the schools have utilized a large portion of their Technology Funds to help offset the cost of additional chromebooks.

In addition, our schools have migrated to Office 365 in FY 2017-2018 as part of the Best Practice Recommendations.

In FY 2019, the schools replaced a magnitude of wireless access points using the E-Rate Program to help offset these costs. In FY 2020, a server was budgeted for \$49,420 as requested by City Information Technology. These costs will be offset again by our remaining funding available through E-Rate.

As part of the Best Practice Recommendations, the schools continue to set aside \$288,000 in budget to refresh technology items. Of this, \$60,000 has been designated for new battery backups at the recommendation of the City. These items have also been submitted for reimbursement by the Business Manager as part of the E-Rate Program. Of the \$57,000 remaining for each school, the Oasis High School shared their portion with both elementary schools so that they could accomplish 1:1 devices per student due to Covid-19 and virtual learning.

CAPITAL OUTLAY

The FY 2020-2021 Proposed Operating Budget has required a thoughtful examination of every dollar we spend and activity we undertake. While we remain committed to quality education and strong student achievement, it is evident; we must continue to focus on capital improvements.

In FY 2014, the Cape Coral Charter School Authority adopted a five-year Capital Asset Improvement Program as part of the Strategic Planning Process. Prior to this adoption, there was not a formal plan in place to identify and plan for capital needs. From a budgetary standpoint, it is very important to identify school assets, condition, and future plans for those assets. The Asset Improvement Program budgetary process encompasses the integration of revenues and expenditures along with Authority's long range planning process.

The Asset Improvement Program is intended to serve as a long range planning tool to:

- Increase efficiency in operations by maintaining assets in acceptable condition
- Identify major maintenance and equipment replacement
- Identify assets no longer needed by the school

The funding requests of the Capital Asset Improvement Program for FY 2021-FY 2025 are summarized in the following tables. It should be noted that capital assets have an individual cost of \$5,000 or more and a useful life greater than one year.

Additional information relating to Capital Assets can also be found on the City of Cape Coral Administrative Regulation Number 51 dated September 6, 2013 located on the City's Shared Drive.

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