



# City of Aventura

Aventura City of Excellence School  
Charter School Budget



# FISCAL YEAR 2019/2020



**CITY OF AVENTURA  
AVENTURA CITY OF EXCELLENCE SCHOOL  
CHARTER SCHOOL FUND BUDGET  
FISCAL YEAR 2019/2020**



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**Principal**

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**Assistant Principals**

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**Administrative and Educational Services Provided by:**  
Charter Schools USA



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**CITY OF AVENTURA  
 AVENTURA CITY OF EXCELLENCE SCHOOL  
 CHARTER SCHOOL FUND BUDGET  
 FISCAL YEAR 2019/2020**

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# City of Aventura

Government Center  
19200 West Country Club Drive  
Aventura, Florida 33180



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Office of the City Manager

April 4, 2019

The Honorable Mayor and City Commission  
Aventura City of Excellence School Board of Directors  
City of Aventura  
Aventura, Florida 33180

RE: 2019/20 Charter School Fund Budget Message

Members of the City Commission:

In accordance with Article IV, Section 4.05 of the City of Aventura (the "City") Charter, I hereby submit the proposed Budget for the Charter School Fund for the fiscal year beginning July 1, 2019, for your review and consideration. This budget document represents the 17<sup>th</sup> year of operation of the Aventura City of Excellence School (the "School"). Our goal in the development and preparation of a realistic balanced budget was to provide the funding levels that are necessary to maintain quality educational services for its students.

### **Budget Format/Transparency**

The format of the budget is in accordance with guidelines adopted by the State and School Board of Miami-Dade County, Florida and utilizes the school system's account codes as well. The proposed budget was prepared with input from the School's administrative staff and Charter Schools USA ("CSUSA").

### **Significant Factors Affecting Budget Preparation**

Over the past years, the School has continually demonstrated that it can operate as a high performing school that provides quality educational services for its students, within the school-based revenues. We have also been fortunate to have had a very involved parent base that participates in fund-raising activities for school improvements.

Although the operating budget increased by \$148,800 or 1.59%, the overall budgeted expenditures decreased by \$360,580 or 3.50%, primarily due to net impact of the following; a reduction of nearly \$510,000 in capital outlay due to the completion of one-time major capital costs in the prior year (i.e., Middle School roof repairs); and increases in personnel

services to fund salary increases consistent with the previously adopted performance pay plan and one (1) new instructional staff position. The budget provides funding for lease payments to the City to satisfy long-term financing costs related to the construction of the elementary school wing. Based on anticipated actions at the State level, the FTE revenues are budgeted to increase by 2% over the current year-end projection.

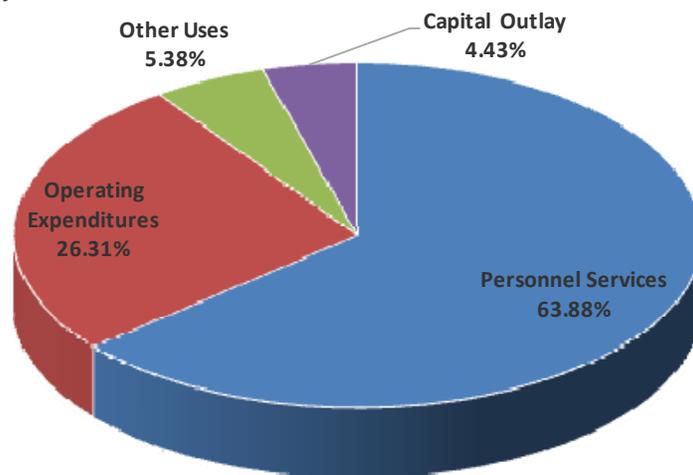
The following items represent important highlights in the 2019/20 proposed budget:

- Teacher salary increases reflect the previously adopted performance pay plan in accordance with Florida Statute 1012.22, rewarding teachers who are rated effective and highly effective.
- One (1) additional instructional staff position (i.e., Intervention Specialist) is proposed to service the Exceptional Education Students (“ESE”) and the Response to Intervention Students (“RTI”). We have not added a position to the literacy in over five (5) years while the number of ESE and RTI students has grown from 24 to 79 and from 52 to 144, respectively over the same time. Based on current staff levels, the amount of intervention that can be consistently provided is limited in reading and formalized in math for only the first and second grade. This would be a 10-month full-time position to be funded out of the 4-8 instructional category.
- Cultivating Critical Thinking – A one-to-one computing environment is provided to all fifth through eighth grade students. Students have the opportunity to collaborate through authentic integration of online creation tools. Through these means students acquire 21<sup>st</sup> century skills that are essential for success in the growing global society. Students’ access to a continually enhanced wireless infrastructure ensures reliable and efficient availability to instructional resources.

### Summary of All Budgetary Funds

The total proposed budget for 2019/20, including all operating and capital outlay, is \$9,949,500 and is broken down into the following categories:

- Personnel Services – \$6,355,376 or 63.88%
- Operating Expenditures – \$2,618,124 or 26.31%
- Other Uses – \$535,000 or 5.38% (primarily consisting of an \$85,000 Contingency and \$444,000 in lease payments to the Debt Service Fund to cover school construction-related debt payments).
- Capital Outlay – \$441,000 or 4.43%



The following chart shows a comparison of the department's budgets for the past two (2) fiscal years. As previously indicated, total Revenues and Expenditures decreased by \$360,580 or 3.50%, respectively.

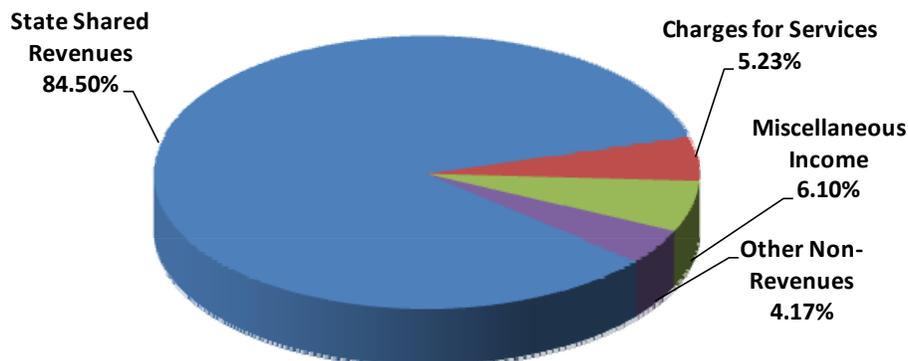
### Charter School Budget Category Summary

	2018/19	2019/20	Increase (Decrease)	% Change
<b>Revenues</b>				
State Shared Revenues	\$ 8,251,450	\$ 8,407,500	\$ 156,050	1.89%
Charges for Services	500,000	520,000	20,000	4.00%
Miscellaneous Income	601,000	607,000	6,000	1.00%
Other Non-Revenues	957,630	415,000	(542,630)	-56.66%
<b>Total Revenues</b>	<b>\$ 10,310,080</b>	<b>\$ 9,949,500</b>	<b>\$ (360,580)</b>	<b>-3.50%</b>
<b>Expenditures</b>				
K-3 Basic 5101	\$ 2,385,882	\$ 2,428,030	\$ 42,148	1.77%
4-8 Basic 5102	3,088,951	3,126,932	37,981	1.23%
Exceptional Student Program 5250	246,760	252,230	5,470	2.22%
Substitute Teachers 5901	131,596	139,421	7,825	5.95%
Instructional Media Services 6200	77,957	79,346	1,389	1.78%
School Administration 7300	1,118,784	1,142,684	23,900	2.14%
Pupil Transit Services 7800	205,200	205,200	-	0.00%
Operation of Plant 7900	1,954,570	1,984,657	30,087	1.54%
Child Care Supervision 9102	150,000	150,000	-	0.00%
Capital Outlay 7400	950,380	441,000	(509,380)	-53.60%
<b>Total Expenditures</b>	<b>\$ 10,310,080</b>	<b>\$ 9,949,500</b>	<b>\$ (360,580)</b>	<b>-3.50%</b>

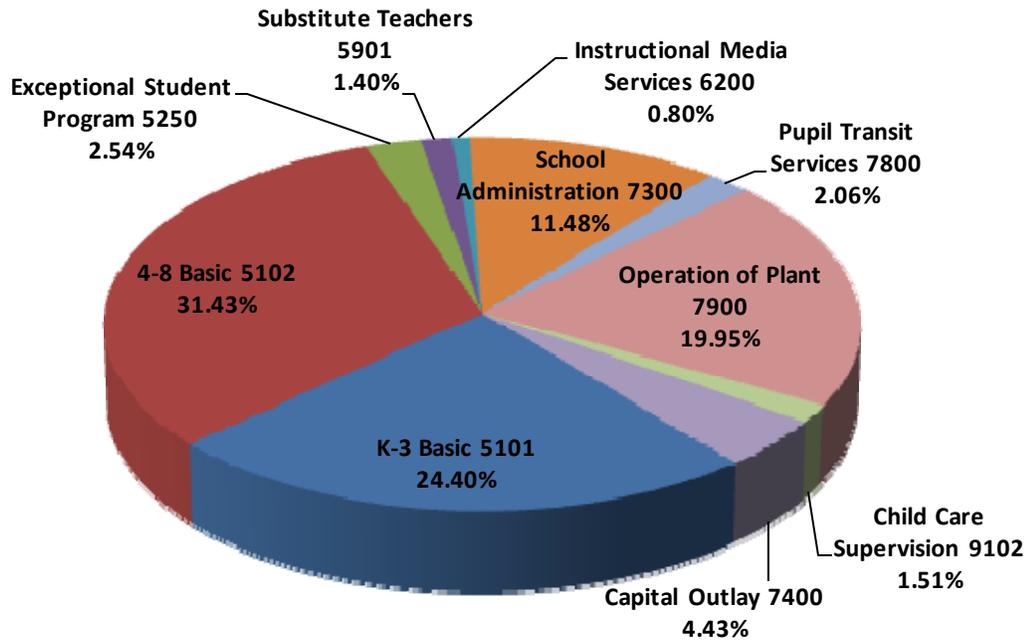
### Charter School Fund

This fund is used to account for revenues and expenditures specifically earmarked for the City's Charter School (i.e., operating and capital revenues and expenditures).

### Charter School Fund Budget Revenues



## Charter School Fund Budget Expenditures



During the past year a great deal of time and effort was expended on professional development and curriculum alignment based on Florida’s State Standards, increasing parental involvement, integration of science, technology, engineering, arts and math (“STEAM”), intramural and competitive sport programs and identifying and working with at-risk students. In the coming year we will maintain and expand all of the present academic programs with a continued emphasis on professional development and implementation related to the Florida State Standards.

The School will enrich a child’s learning and social atmosphere through the following:

- Whole Child Approach – Emphasis will be placed on the “whole child” to ensure that academic rigor coexists with social responsibility.
- Character Education – Continue to implement the School’s Word Count Program that encourages students, families and communities to work together as “upstanders.”
- Challenging Curriculum – Offer high school level courses in the areas of Math, Science and Foreign Language.
- Curriculum Alignment – Increase academic rigor through the vertical alignment of the School’s reading, writing and math programs kindergarten through eighth grade.
- Differentiation of instruction – Provide specialized programs for at-risk learners, on-level learners and gifted students.
- Technology Rich Environment – A combination of mobile learning labs, interactive technology, personal computing devices and virtual learning platforms, create a dynamic educational environment. The school community is an energized, vibrant hub of learning where problem solving and innovation are fostered. Imbedded

professional development is central to ensuring staff are empowered with the knowledge and impetus to drive innovative instructional programming.

- One-to-one computing will be expanded to the sixth grade classrooms, providing students with authentic experiences to collaborate in real time across disciplines.
- Extended School Day Programs/Activities – Offer a variety of opportunities including Before Care and After Care, Sports Study, several Dance programs, French Classes, Chess Club, Science Tutorial, Writing Tutorial, Reading and Math Computerized Program, Typing Program, Robotics, Mind Lab, Math Matters, Manner Academy and Saturday Academy.
- After school sponsored clubs – Debate Club and Coding Club
- Field Trips – Experience hands-on content, living history, ecological studies, guest authors and a variety of culturally rich opportunities through a combination of on and off campus field trips.
- School-Wide Events – Organize various events such as Career Day, Red Ribbon Week, Arbor Day, Peace Day and Field Day, A Million Men in the Making assembly for fifth through eighth grade boys and motivational female speakers for fifth through eighth grade girls.
- Career Awareness and Entrepreneurship – Register all eighth grade students in a comprehensive course that will allow them to begin career planning.
- STEAM initiative fostering grade level specific projects.
- Competitive Athletics – Compete at the middle school level in the International Athletic League. The School fields a boys and girls team for both basketball and soccer. Offerings also include a competitive flag football and volleyball teams.
- Intramural Athletics – Afford students at the middle school level opportunities to play intramural basketball and volleyball.
- Family Events – Make available various events that include Meet and Greet, Open House, Kindergarten Kickoff, Student of the Month, Book Fair Family Night, Winter Showcase, Graduation Ceremonies, Talent Showcase and Quarterly Principal's Honor Roll Breakfasts.
- Parent Education – Execute FSA ELA, math, writing and FCAT science nights that present parents with information related to state standards and accountability testing. Monthly parent workshops related to social, emotional and physical wellbeing of children and families. Monthly "Coffee Connections" showcasing the School's initiatives and accomplishments.
- Transportation – Four (4) school buses are currently utilized to provide school bus service to approximately 400 students who live more than two (2) miles and no further than three and ½ (3.5) miles from the School.
- Safe School Campus – The City provides a full-time certified police officer who serves as a School Resource Officer. This individual provides instruction to students related to making strong life choices and is viewed as a role model. Security measures have been and continue to be reviewed and enhanced to ensure the safety of students and faculty.

### **Expenditures**

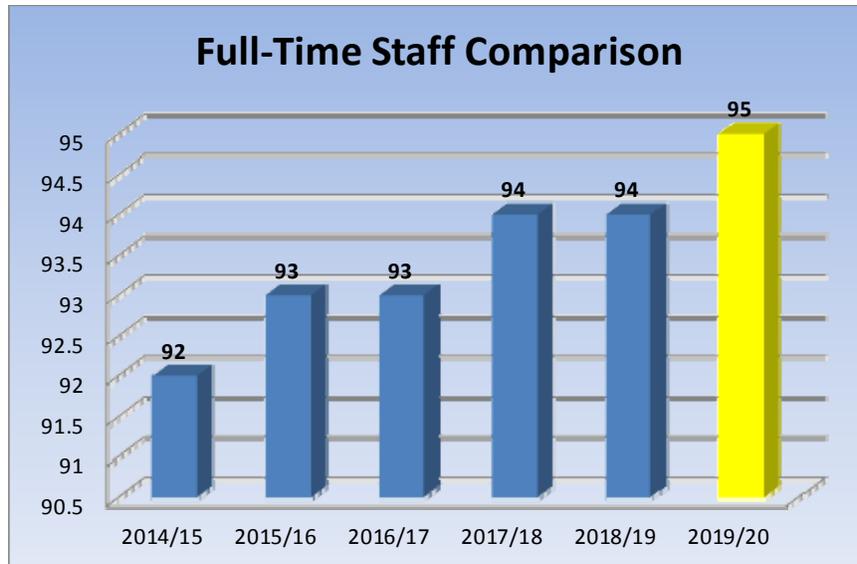
The estimated 2019/20 proposed budgeted expenditures contained within this budget total \$9,949,500 and are balanced with the projected revenues.

Personnel Services

Personnel Services are budgeted at \$6,355,376 or 63.88% of the budget and includes the new instructional Intervention Specialist position as described earlier. Teacher salary increases reflect the performance pay plan instituted three (3) years ago in accordance with Florida Statute 1012.22, rewarding teachers who are rated developing, effective and highly effective. The total number of employees is 104 (95 full-time and 9 part-time). Included in the full-time positions are 88 instructional staff members. All employees, except the Principal, two (2) of the three (3) Assistant Principals and Janitor are under contract with CSUSA.

**Charter School Fund  
Comparative Personnel Allocation Summary  
2 – Year Presentation**

Function	Job Class	2018/19			2019/20		
		Full-Time	Part-Time	Total	Full-Time	Part-Time	Total
5101	Teacher	31.00	-	31.00	31.00	-	31.00
	<u>Other Certified Instruction</u>						
	Reading Specialist	1.00	-	1.00	1.00	-	1.00
	Instructional Counselor	1.00	-	1.00	1.00	-	1.00
	Assistant Principal	1.00	-	1.00	1.00	-	1.00
	Teacher Assistant	-	7.00	7.00	-	7.00	7.00
	Administrative Assistant	1.00	-	1.00	1.00	-	1.00
	<b>Subtotal</b>	<b>35.00</b>	<b>7.00</b>	<b>42.00</b>	<b>35.00</b>	<b>7.00</b>	<b>42.00</b>
5102	Teacher	43.00	-	43.00	44.00	-	44.00
	<u>Other Certified Instruction</u>						
	Assistant Principal	1.00	-	1.00	1.00	-	1.00
	Math Coach	1.00	-	1.00	1.00	-	1.00
	Assistant	-	1.00	1.00	-	1.00	1.00
	<b>Subtotal</b>	<b>45.00</b>	<b>1.00</b>	<b>46.00</b>	<b>46.00</b>	<b>1.00</b>	<b>47.00</b>
5250	Teacher	2.00	-	2.00	2.00	-	2.00
	<u>Other Certified Instruction</u>						
	Dean of Student Services	1.00	-	1.00	1.00	-	1.00
	<b>Subtotal</b>	<b>3.00</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>3.00</b>
5901	<b>Pool Sub</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>
6200	<b>Media Specialist</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>
7300	Principal	1.00	-	1.00	1.00	-	1.00
	Assistant Principal	1.00	-	1.00	1.00	-	1.00
	<u>Other Support Personnel</u>						
	Receptionist	2.00	-	2.00	2.00	-	2.00
	Administrative Secretary	1.00	-	1.00	1.00	-	1.00
	Registrar/Compliance/ESE Support	1.00	-	1.00	1.00	-	1.00
	Business Manager	1.00	-	1.00	1.00	-	1.00
	Network/Computer Tech	1.00	-	1.00	1.00	-	1.00
	<b>Subtotal</b>	<b>8.00</b>	<b>-</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>8.00</b>
7900	<u>Other Support Personnel</u>			-			-
	Janitor	1.00	-	1.00	1.00	-	1.00
	<b>Total</b>	<b>94.00</b>	<b>9.00</b>	<b>103.00</b>	<b>95.00</b>	<b>9.00</b>	<b>104.00</b>



### Operating Expenditures

The operating expenditures total \$2,618,124, representing 26.31% of the proposed budget. This is \$38,982 more than the prior year and includes the following major items:

- Other materials and supplies - \$133,500
- Textbooks - \$168,000
- Building maintenance contract - \$197,658
- After school Programs - \$160,000
- Field Trips and School Events - \$162,000
- Transportation services contract - \$205,200
- CSUSA administrative/educational fee - \$306,000
- MDCSB administrative fee - \$151,831
- Food services - \$280,000
- Electricity - \$130,000
- Repairs and maintenance - \$118,500

### Other Uses

Other Uses budgeted expenditures total \$535,000 (5.38% of the proposed budget) and primarily consist of an \$85,000 Contingency and \$444,000 in lease payments to the Debt Service Fund to cover school construction-related debt payments.

### Capital Outlay

A total of \$441,000 (4.43% of the proposed budget) has been budgeted to provide for technology enhancements including new laptops, mobile learning computer labs, computer replacements and smartboards.

## Summary

I am pleased to submit the detailed budget contained within this document and its related funding levels representing the City's continued commitment to providing a school of excellence for our community.

The 2019/20 proposed budget contains funding levels to address the following key objectives:

- Hiring and retaining administrators and teachers who are well prepared for creating life-long learners in their students as well as acting as role models in their own quest for knowledge on the latest “best practices” in educational research to enhance their teaching abilities.
- Putting into place a strong accountability system that will hold everyone at the School responsible for maximizing learning opportunities.
- Creating a school climate that enables students and teachers to feel they are cared for, respected and contributing members of the School.
- Maintain a low staff-pupil ratio in order to enhance the development of the individual strengths of each student.
- Continuing to use data to evaluate the efficacy of instructional programs.
- Developing a strong parent-teacher relationship.
- Maximizing the use of technology embedded in the classroom instruction through the implementation of increased wireless network capabilities, a bring your own device program, mobile labs, classroom labs, interactive televisions, iPad carts and a pilot program for one-to-one computing to enhance instruction.

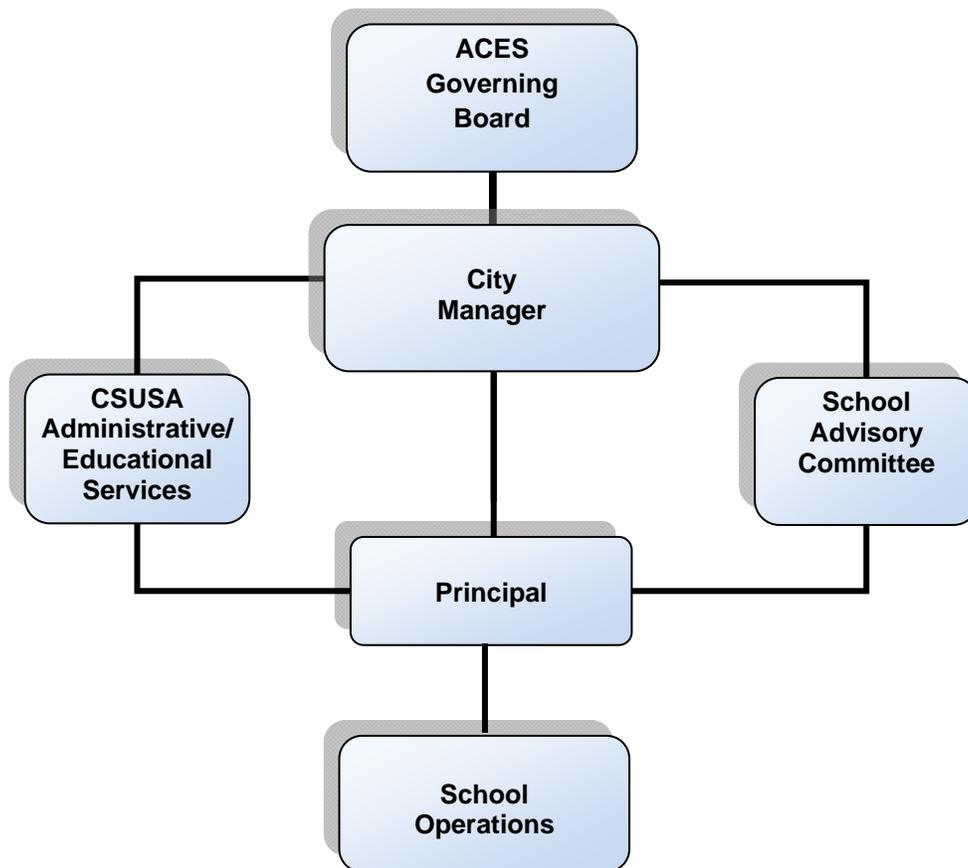
The preparation and formulation of this document could not have been accomplished without the assistance and dedicated efforts of the School’s Administration and the Finance Department. I am also extremely grateful to the City Commission for their continued support in ensuring that this School remains the Aventura City of Excellence School. A Commission Meeting will be held on April 11, 2019 to review the proposed budget document in detail. Please refer any questions relating to the enclosed budget to my attention.

Respectfully submitted,



Ronald J. Wasson  
City Manager

**CITY OF AVENTURA  
AVENTURA CITY OF EXCELLENCE SCHOOL  
Organization Chart**



**Vision Statement**

To join with our community to become the premier charter school in the nation where academic excellence coexists with the promotion of social responsibility grounded in an atmosphere of human dignity.



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**CITY OF AVENTURA  
AVENTURA CITY OF EXCELLENCE SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2019/2020**



# **INTRODUCTION**

## Organization and Operations

The School is a special revenue fund found within the City's financial statements. The School commenced operations in August 2003 in the City and offers classes for kindergarten through eighth grade with a projected enrollment of 1,020 for the 2019/20 proposed budget. The School is funded from public funds based on enrollment and may be eligible for grants in accordance with state and federal guidelines, including food service and capital outlay. The School can accept private donations and the City can incur debt for its operations.

### **Reporting Entity**

The School operates under a charter granted by the sponsoring school district, the Miami-Dade County Public School District (the "District"). The current charter is effective until June 30, 2033 but provides for a renewal of up to 15 years by mutual agreement of both parties. In 2005, the School amended the charter to include grades sixth through eighth. In 2012, the School amended the charter to increase the School capacity from 972 to 1,032 over five (5) years commencing with fiscal year 2012/13. The School is owned and operated by the City, is part of the City's government and is not a separate legal entity or otherwise organized apart from the City. The City was incorporated in November 1995 and operates under a Commission-Manager form of government.

### **Management Contract**

The City has a contract with Charter Schools USA ("CSUSA") for administrative and educational management services for the operations of the School. All School staff, except the Principal, two (2) Assistant Principals (Dean of Discipline & Operations and Dean of Curriculum) and the Custodian, are employees of CSUSA. Total fees projected to be paid to the management company for fiscal year 2019/20 are \$306,000. The majority of the other expenditures that are reimbursed by the City to CSUSA relate to the teachers' salaries and benefits.

The current agreement with CSUSA provides an initial term for five (5) years through June 30, 2023 with an additional renewal term of up to five (5) years upon agreement of both parties.

### **School Advisory Committee ("SAC")**

The Charter School Advisory Committee was established to facilitate the achievement of the School's mission; for its members to serve on the Educational Excellence School Advisory Council ("EESAC") and to provide input to the City Manager and Principal regarding fundraising efforts, school budget and school issues. Members of SAC will be responsible for developing and implementing the School's fundraising projects. This is a working Committee as it relates to school fundraising efforts.

The Board consists of five (5) members, each of whom are parents of the School's children, elected by the parents of school children. The representatives will be as follows:

- kindergarten to fourth grade – two (2) representatives
- fifth grade to eighth grade – two (2) representatives
- At large kindergarten to eighth grade – one (1) representative

## Budget Process and Procedures

### **Budget Preparation/Development**

- January: Meetings are held with the City Manager, Principal and school staff to develop Goals and to discuss issues that may impact the budget for the upcoming school year
- February: The following steps are taken to prepare preliminary revenue projections and forecasts developed by the Finance Department for the City Manager's review:
- Forecast student enrollment.
  - The State's Florida Education Finance Program ("FEFP") per student allocation is projected by the State and provided to the School.
  - Capital Outlay funding is determined by the State based on available funding.
- March: The following steps are taken to forecast the School's personnel needs that are developed from input from the Principal and staff:
- Review existing staffing requirements to ensure adequate coverage for student needs and new programs.
  - Review the current salary structure to ensure competitiveness within the School District.
  - Obtain benefit calculations such as Pension; Health, Life and Disability Insurance; Dental Insurance and Workers' Compensation from CSUSA for each qualifying employee.
- April: Individual expenditure line items are developed by the Finance Department based on input from the Principal and through analysis of historical data. A draft of the budget document is prepared by the Finance Department which will be reviewed by the City Manager and the Principal.
- April/May: The budget is reviewed by the School Advisory Committee. The City Manager submits the proposed budget to the City Commission (for adoption) who acts as the School's Board of Directors.
- June: The adopted budget is entered into the accounting system.
- July 1: The adopted budget becomes effective.

### **Budget Adoption**

The Charter School budget is approved via Ordinance at two (2) City Commission public meetings scheduled for April 11, 2019 and May 7, 2019, respectively. The adopted budget is entered into the accounting system effective July 1, 2019.

### **Budget Control/Monitoring**

Funds appropriated in the budget may be expended by and with the approval of the City Manager in accordance with the provisions of the City Charter and applicable law. Funds of

the City shall be expended in accordance with the appropriations provided in the budget and shall constitute an appropriation of the amounts specified therein. Supplemental appropriations or the reduction of appropriations, if any, shall be made in accordance with Section 4.07 of the City Charter.

The budget establishes a limitation on expenditures by department total. Said limitation requires that the total sum allocated to the Charter School Department for operating and capital expenditures may not be increased or decreased without specific authorization by a duly-enacted Ordinance affecting such amendment or transfer. Therefore, the City Manager may authorize transfers from one (1) individual line item account to another, so long as the line item accounts are within the same department and fund.

The "Personnel Allocation Summary" enumerates all of the School's authorized budgeted positions. The City Manager may amend said authorized budgeted positions in order to address the operating needs of the Department so long as sufficient budgeted funds are available. The budget is monitored on a monthly basis to track variances between actual and budgeted amounts. Significant variances are investigated and monitored for corrective action. Quarterly review meetings are held with the Principal and City Manager. Encumbrances do not constitute expenditures or liabilities in the current year, but instead are defined as commitments related to unperformed contracts for goods or services, which are only reported in governmental funds.

#### **Budget Amendment**

Upon the passage and adoption of the City's Charter School Fund Budget, if the City Manager determines that the department total will exceed its original appropriation, the City Manager is authorized to prepare such Ordinances for consideration by the City Commission as may be necessary and proper to modify any line item from the Budget.

#### **Basis of Accounting**

Basis of Accounting refers to the time period when revenues and expenditures are recognized in the accounts and reported on the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. The accrual basis of accounting is followed for the proprietary fund types. The modified accrual basis of accounting is followed in the governmental fund types and the expendable trust funds type. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, that is, when they are both measurable and available. Available means collectible within the current period or soon enough thereafter to pay current liabilities. Expenditures are generally recognized under the modified accrual accounting when the related fund liability is incurred. Exceptions to the general rule are principle and interest on general long-term debt which is recognized when due.

The Charter School Fund Budget applies all applicable Government Accounting Standards Board ("GASB") pronouncements as well as the following pronouncements issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements: Financial Accounting Standards Board ("FASB") statements and interpretations, Accounting Principles Board ("APB") opinions and Accounting Research Bulletins ("ARB"s).

During June 1999, the GASB issued Statement No. 34. This statement established new accounting and financial reporting standards for state and local governments. The Charter School Fund implemented the new financial reporting requirements of GASB 34.

## **Financial Policies**

The School's financial policies, as outlined below, set forth the basic framework for its overall fiscal management. Operating independently of changing circumstances and conditions, these policies assist the decision-making process of the City Manager and the School's Administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long-standing principles; traditions and practices that have guided the School in the past and have helped maintain financial stability. They are reviewed annually as a decision making tool and to ensure their continued relevance in an ever-changing environment.

### **Operating Budget Policies**

1. At a minimum, the School will maintain an accessible cash reserve equivalent to four (4) weeks of operating costs.
2. No new or expanded services shall be implemented without a corresponding revenue source or the implementation of trade-offs of expenditures or revenues at the same time. This applies to personnel, equipment and any other peripheral expenditures associated with the service.
3. The School shall continue to support a scheduled level of maintenance and replacement of its infrastructure.
4. The School shall support capital expenditures that reduce future operating costs.

### **Capital Budget Policies**

1. The School will develop a multi-year capital improvement plan that is updated annually.
2. The School will maintain its physical assets at a level adequate to protect the School's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital equipment from current revenues wherever possible.
3. The School will provide sufficient funds to replace and upgrade equipment as well as to take advantage of new technology thereby ensuring that employees have safe and efficient tools to provide their service. It reflects a commitment to further automation and use of available technology to improve productivity in the School's work force. The objective for upgrading and replacing equipment includes: (1) normal replacement as equipment completes its useful life, (2) upgrades to new technology, and (3) additional equipment necessary to service the needs of the School.
4. The School will use the following criterion to evaluate the relative merit of each capital project. Capital expenditures will foster the goals of:
  - a. Projects specifically included in an approved replacement schedule.
  - b. Projects that reduce the cost of operations.
  - c. Projects that significantly improve safety and reduce risk exposure.

### **Revenue Policies**

1. The School will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
2. The School will attempt to obtain new revenue sources as a way of ensuring a balanced budget.
3. The School will annually review fees/charges and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

### **Cash Management/Investment Policies**

1. All cash received by the School's Business Manager is secured at the School until it is remitted (at least weekly) to the City's Customer Service Representative II who prepares it for prompt deposit by armored courier.
2. Investment of School funds will emphasize safety of capital, liquidity of funds and investment income.
3. The School will aggressively seek the collection of revenues, including any past due amounts owed.

### **Reserve Policies**

The School will maintain a fund balance of at least \$75,000.

### **Accounting, Auditing, and Financial Reporting Policies**

1. An independent audit will be performed annually.
2. The School will produce annual financial reports in accordance with Generally Accepted Accounting Principles ("GAAP") as outlined by the GASB.
3. In accordance with Chapter 10.850, *Rules of the Auditor General of the State of Florida*, the School is required to prepare special purpose financial statements. Section 10.855(4) states that the special purpose financial statements should present the charter school's financial position including the charter school's current and capital assets and current and long-term liabilities, and net position; and the changes in financial position.

## **Philosophy and Essential Elements**

The School's staff believes that we have a responsibility to create a school climate that enables every individual to feel cared for, respected and to act as contributing members of the School culture. All students can learn and will be encouraged to strive for academic excellence and personal growth that will enable them to be productive and active members of society. In the practical application of this philosophy, opportunities shall be provided to:

1. Develop in each student and professional staff member a sense of self-worth and a positive self-concept
2. Imbue such character traits as honesty, integrity, compassion, respect, cooperation, humility, happiness and responsibility toward each other, our community and our world
3. Develop in each student an understanding of and responsibility for making positive personal and social choices

4. Improve upon the quality of instruction and curriculum by increasing the effectiveness of teachers and their teaching through ongoing professional development
5. Provide each student with experiences to develop an awareness of good health habits and attitudes for living by encouraging each student to perceive learning as a life-long continuing process from pre-school through adulthood
6. Encourage, through educational reporting, City and District officials, the citizens of Aventura and the professional staff to support quality education in the School
7. Use assessment data to identify and track student achievement and learning goals
8. Develop school programs based on “best practices” to promote learning gains
9. Develop strong parent-teacher-student relationships
10. Provide a strong accountability system that holds everyone in the school community responsible for maximizing learning opportunities
11. Provide a low student-teacher ratio in order to enhance the development of the individual strengths of each student
12. Provide additional staff members for enrichment and remediation services
13. Develop in each student the ability to think critically, make inferences, apply knowledge to new settings and use these skills to make wise choices

## Curriculum

The School implements the Florida Standards with fidelity and its goals for student learning are coordinated or integrated across different disciplines. The curriculum's sequence is rational, with more complex ideas building on simpler ones, respecting each student's developmental levels and prior learning. Teachers and students are accountable for all state and local assessments in addition to internal formal and informal assessments and observations.

Classroom teachers utilize technology daily to reinforce instruction and offer opportunities for independent practice. Students in fifth through seventh grade utilize Chromebooks throughout the day to enhance instruction. The students have access to a multitude of online resources and individualized instructional programs at home and at the School. Students in kindergarten through fifth grade utilize the School's computer lab on a regular basis. Sixth grade students enroll in a semester technology course, with an emphasis on keyboarding and critical thinking. Seventh grade students are required to enroll in a year-long Computer Concepts course designed to expose them to all facets of the technology available to them. Eighth grade students take a year-long technology aided career awareness and entrepreneurship course. Teachers utilize mobile iPad and laptop labs regularly in the classroom. Wireless internet access is available throughout the campus. Students also participate in a “bring your own device program.”

The School offers a variety of programs to meet the needs of all learners. The English Language Learners (“ELL”) program is offered to students who are working toward English language proficiency. Classroom teachers servicing ELL students have undergone special training related to strategies that enhance language acquisition. The School's ELL Coordinator collaborates with classroom teachers related to instructional modifications that aide in content comprehension.

Exceptional Education (“ESE”) students are serviced within the general classroom, reducing social stigmas and enhancing the continuity of instruction. The ESE teacher collaborates with classroom teachers to ensure that “strategies for success” are implemented in all subject areas.

Students with speech and language needs are serviced by a Speech and Language Pathologist and students with occupational therapy needs are serviced by a specialist. These programs are offered to students who qualify for services based on School District requirements.

At-risk readers are targeted through a variety of intervention courses and strategies. The School’s Literacy Team teaches at-risk-readers in Kindergarten through eighth grade in small group settings. This supplemental reading program provides intensive instruction using research based programs such as Wonders, Foundations, Reading Plus and I Ready. At-risk readers in middle school enroll in an intensive reading course which offers a one to one computing environment. Students in need of additional support related to test-taking strategies, organization and study skills are enrolled in a specially designed elective class that provides support specific to the their needs.

The School is focused on meeting the needs of all students. To this end, the School offers a variety of extended school day programs. These programs target student needs and are offered both before and after school. These programs include small group writing instruction, focused math tutorials, science study group, civics study group and a Saturday reading and math academy.

Gifted students in grades one - five receive “Gifted Instruction” in English Language Arts and reading daily. Project-based applications encompassing the sciences, arts, math, and language allow students an opportunity to combine their creativity and practical knowledge. Eligible students in middle school have an opportunity to enroll in gifted courses in English Language Arts.

A science specialist works with all students, grades kindergarten through fourth grade on a weekly basis by providing integrated labs in their classrooms. A science lab program provides students with hands-on application of core curriculum. Students in fifth grade experiment in the science lab two (2) times per week. The lab facilitator co-teaches with the classroom teacher to ensure instruction and labs are seamlessly aligned. All middle school students enroll in comprehensive science courses that emphasize hands-on investigation. Students are exposed to eco-literacy through participation in the outdoor garden project.

The School’s modern language program places emphasis on four (4) basic components of language acquisition (e.g., listening, speaking, reading and writing). Students build an understanding of the relationship between perspectives and products of various cultures. Middle school students enroll in introduction to Spanish and can elect to take high school honors level Spanish I. The elementary Spanish program is offered to all kindergarten through fifth grade students and emphasizes cultures and conversational speaking.

The School’s middle school program offers academic rigor in conjunction with an extraordinary selection of extracurricular activities and elective programs. Students have the opportunity to enroll in high school honors level Spanish, physical science, biology,

algebra and geometry and to select two (2) of eighteen (18) elective courses. Elective courses include Lead to Feed, Digital Communications, Modern Dance, Art, Guitar, Debate, Tech Squad, Robotics, Personal Fitness, Team Sports, Physical Education, Spanish, Peer Mentoring, Stage Craft, STEAM, Study Skills, Yoga and Drama. All middle school students are invited to participate in after-school teams including volleyball and basketball. The School also participates in the Independent Athletic League and offers competitive boys and girls basketball and competitive boys and girls soccer, competitive girls volleyball and boys flag football. These programs are funded through the school budget and are offered at no cost to students.

Elementary school students also enjoy a variety of special subject classes daily. These subjects include art, physical education, technology, media, Spanish and music. Each Friday, Elementary students participate in a club. Clubs vary from year-to-year based on student interest and currently include the following; Karaoke, Baton, LEGO Builders, Just Dance, Peer Mentors, Puppet Theatre, Scrapbooking, Puzzle Mania, Contemporary Dance, Middle Eastern Dance, Drama and Improv., Chorus, Yoga, Basketball, Harry Potter and Zumba Kids.

### Performance Criteria Matrix

PERFORMANCE CRITERIA	ACTUAL 2013/14	ACTUAL 2014/15	ACTUAL 2015/16	ACTUAL 2016/17	ACTUAL 2017/18
The State of Florida A+ Plan Grade shall be no lower than a "B".	A	A	A	A	A
Percent of parents that completed all 20 required volunteer hours by the end of the year.	100%	100%	100%	100%	100%
Number of students enrolled shall be 95% of the number allowed by the School Charter.	100%	100%	100%	100%	100%
The year-to-year retention rate shall be 90%.	98%	98%	98%	98%	98%
The percentage of parents who on the Parent Survey agree or strongly agree to the statement that "I would recommend the Charter School to a friend" is 90%.	99%	99%	99%	99%	99%
The audits required by State Law and the Charter shall indicate that the financial statements are presented fairly and that tests of compliance with laws and regulations and consideration of the internal control over financial reporting disclose no instances of non-compliance, nor any material weaknesses.	✓ All in Compliance				
Class size and student/classroom teacher ratios shall be maintained throughout the school year at 18:1 for kindergarten through third grade and an average of 22:1 for all grades fourth through eighth.	✓ All in Compliance				
Reading - Percent of Students in the School on grade level and above in Reading. This is based on the Florida Standards and exhibited in proficiency on the Florida Standards Assessment ("FSA").	N/A	86%	82%	84%	87%
Math - Percent of Students in the School on grade level and above in Math. This is based on the Florida Standards and exhibited in proficiency on the FSA.	N/A	89%	88%	88%	95%
All Students will achieve high science standards as measured by Sunshine State Standards Performance Standards.	78%	88%	86%	78%	82%

**Budget Preparation Calendar**  
**FISCAL YEAR 2019/2020**

<b><u>TIMEFRAME</u></b>	<b><u>RESPONSIBILITY</u></b>	<b><u>ACTION REQUIRED</u></b>
January	Principal & School Staff City Manager	Meetings are held to develop Goals and to discuss issues that may impact the upcoming school budget.
February	Finance Department City Manager	Preliminary revenue projections and forecasts are developed.
March	Principal & School Staff Finance Department	Personnel needs are developed and forecasted based on input from the Principal and School Staff.
April	Principal Finance Department	Individual expenditure line items are developed based on input from the Principal and the analysis of historical data.
	Finance Department City Manager Principal	A draft of the budget document is prepared by the Finance Department which will be reviewed by the City Manager and the Principal.
April 8	School Advisory Committee	The budget is reviewed by the School Advisory Committee.
April 11	City Manager City Commission (the School's Board of Directors)	The City Manager submits the budget to the City Commission who acts as the School's Board of Directors on 1 <sup>st</sup> Reading.
May 7	City Manager Finance Department (the School's Board of Directors)	The City Manager submits the budget to the City Commission who acts as the School's Board of Directors on 2 <sup>nd</sup> Reading.
June 1	Finance Department	The adopted budget is entered into the accounting system.
July 1	School Department	The adopted budget becomes effective.

**CITY OF AVENTURA  
AVENTURA CITY OF EXCELLENCE SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2019/2020**



**DEPARTMENT DESCRIPTION  
&  
SUMMARY OF FUND**

**CITY OF AVENTURA  
AVENTURA CITY OF EXCELLENCE SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2019/2020**

**DEPARTMENT DESCRIPTION**

This Department is responsible for the organization, operation and management of the City's Charter School. By focusing on low student teacher ratios, high academic standards and parental participation, the School provides a first class learning environment for the City's children. The School operations are provided in conjunction with a management services contract with Charter Schools USA.

**Budget Category Summary**

CATEGORY	2017/18 ACTUAL	2018/19 APPROVED BUDGET	2018/19 HALF YEAR ACTUAL	2019/20 CITY MANAGER PROPOSAL
<b>REVENUE PROJECTIONS</b>				
State Shared Revenues	\$ 8,324,368	\$ 8,251,450	\$ 4,147,570	\$ 8,407,500
Charges for Services	528,080	500,000	263,177	520,000
Miscellaneous Income	549,857	601,000	299,710	607,000
Other Non-Revenues	100,000	957,630	478,815	415,000
<b>Total Revenues</b>	<b>\$ 9,502,305</b>	<b>\$ 10,310,080</b>	<b>\$ 5,189,272</b>	<b>\$ 9,949,500</b>
<b>EXPENDITURES</b>				
K-3 Basic 5101	\$ 2,342,920	\$ 2,385,882	\$ 1,152,714	\$ 2,428,030
4-8 Basic 5102	2,931,902	3,088,951	1,405,633	3,126,932
Exceptional Student Program 5250	245,611	246,760	106,807	252,230
Substitute Teachers 5901	218,138	131,596	69,481	139,421
Instructional Media Services 6200	72,992	77,957	29,353	79,346
School Administration 7300	1,102,938	1,118,784	588,519	1,142,684
Pupil Transit Services 7800	186,840	205,200	123,120	205,200
Operation of Plant 7900	1,898,677	1,954,570	975,449	1,984,657
Child Care Supervision 9102	141,989	150,000	61,592	150,000
Capital Outlay 7400	544,721	950,380	357,480	441,000
<b>Total Expenditures</b>	<b>\$ 9,686,728</b>	<b>\$ 10,310,080</b>	<b>\$ 4,870,148</b>	<b>\$ 9,949,500</b>
Revenues over/(under) Expenditures	\$ (184,423)	\$ -	\$ 319,124	\$ -

**Budget Account Summary by Expenditure Function**

CATEGORY RECAP	2017/18 ACTUAL	2018/19 APPROVED BUDGET	2018/19 HALF YEAR ACTUAL	2019/20 CITY MANAGER PROPOSAL
<b>Personnel Services</b>	\$ 6,117,286	\$ 6,245,548	\$ 2,865,322	\$ 6,355,376
<b>Operating Expenditures</b>	2,573,519	2,579,152	1,425,346	2,618,124
<b>Other Uses</b>	451,202	535,000	222,000	535,000
<b>Capital Outlay</b>	544,721	950,380	357,480	441,000
<b>Total</b>	<b>\$ 9,686,728</b>	<b>\$ 10,310,080</b>	<b>\$ 4,870,148</b>	<b>\$ 9,949,500</b>

**CITY OF AVENTURA  
AVENTURA CITY OF EXCELLENCE SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2019/2020**



**REVENUE PROJECTION  
&  
RATIONALE**

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND 190**  
**REVENUE PROJECTIONS**  
**2019/20**

ACCOUNT #	SCHOOL REVENUE CODE	DESCRIPTION	2017/18 ACTUAL	2018/19 APPROVED BUDGET	2018/19 HALF YEAR ACTUAL	2019/20 CITY MANAGER PROPOSAL
<b>State Shared Revenues:</b>						
3359050	3261	School Lunch Reimbursement	\$ 101,673	\$ 100,000	\$ 30,966	\$ 100,000
3359100	3310	Florida Education Finance Program	7,264,647	7,272,000	3,669,782	7,440,000
3359201	3361	A+ Revenues	101,605	100,000	101,568	101,000
3359301	3363	Best & Brightest	120,800	-	-	-
3359701	3495	E- Rate Program	11,571	57,450	4,200	12,000
3359800	3354	Transportation	131,218	125,000	69,519	139,500
3359910	3391	Capital Outlay	592,854	597,000	271,535	615,000
<b>Subtotal</b>			<b>\$ 8,324,368</b>	<b>\$ 8,251,450</b>	<b>\$ 4,147,570</b>	<b>\$ 8,407,500</b>
<b>Charges for Services:</b>						
3478050	3450	Food Service Fees	\$ 160,983	\$ 180,000	\$ 92,539	\$ 180,000
3479050	3473	After School Programs	367,097	320,000	170,638	340,000
<b>Subtotal</b>			<b>\$ 528,080</b>	<b>\$ 500,000</b>	<b>\$ 263,177</b>	<b>\$ 520,000</b>
<b>Miscellaneous Income:</b>						
3611000	3431	Interest Earnings	\$ 22,797	\$ 14,000	\$ 18,239	\$ 30,000
3661900	3495	Miscellaneous Revenues	163,637	210,000	100,380	200,000
3661910	3495	Sport Program Fundraising	5,310	9,000	5,190	9,000
3661955	3467	Field Trips/Special Programs	161,397	170,000	79,589	170,000
3665000	3469	Other Private Source Revenue	196,716	198,000	96,312	198,000
<b>Subtotal</b>			<b>\$ 549,857</b>	<b>\$ 601,000</b>	<b>\$ 299,710</b>	<b>\$ 607,000</b>
<b>Other Non-Revenues:</b>						
3811039	3610	Transfers In	\$ 100,000	\$ 100,000	\$ 50,000	\$ 100,000
3999000	3489	Carryover	-	857,630	428,815	315,000
<b>Subtotal</b>			<b>\$ 100,000</b>	<b>\$ 957,630</b>	<b>\$ 478,815</b>	<b>\$ 415,000</b>
<b>Total Revenues</b>			<b>\$ 9,502,305</b>	<b>\$ 10,310,080</b>	<b>\$ 5,189,272</b>	<b>\$ 9,949,500</b>

**Revenues**

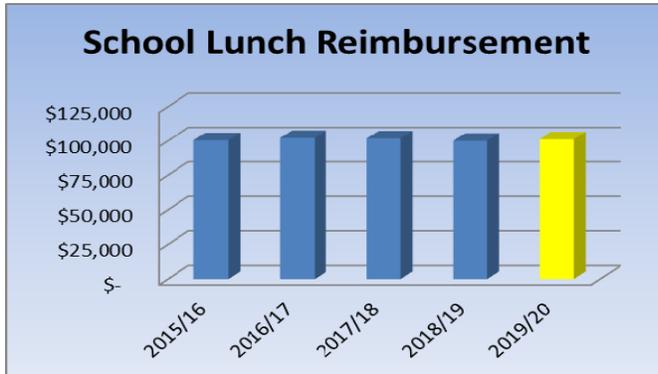
The revenues available for allocation in the 2019/20 proposed budget are anticipated to be \$9,949,500. This is a net decrease of \$360,580 or 3.50% compared to the prior year budget resulting primarily from the following:

- A projected increase of \$168,000 (2.00%) in FTE funding
- A projected increase of \$18,000 (3.02%) in total capital outlay-related funding; and
- A decrease in the Use of Carryover of \$542,630 (63.27%) as a result of one-time major capital costs being incurred and/or completed in the prior year that required such funding (i.e., Middle School roof repairs, extension of Middle School sidewalk, Media Room repairs and the ACES Play Area Turf Replacement Project).

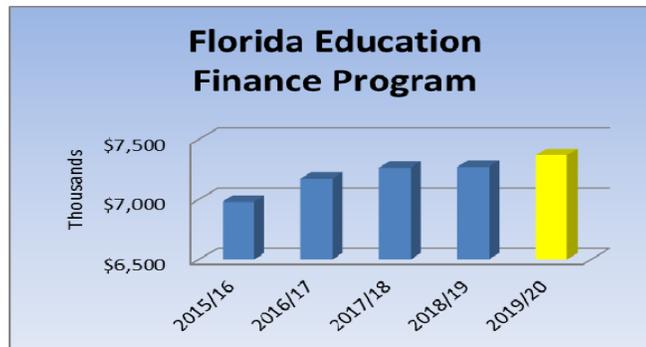
## Revenue Projection Rationale FISCAL YEAR 2019/2020

State Shared Revenues – totals \$8,407,500 and is based on multiple revenue categories primarily comprised of the following:

School Lunch Reimbursement revenues – estimated to be \$100,000.



Florida Education Finance Program revenues – is projected to approximate \$7,440,000 and is based on \$7,295 per student after the deductions for the transportation reimbursement component. The revenues for next year have been budgeted to increase by 2.00% based on the anticipated actions taken by the State Legislature.



Transportation reimbursement revenue – is projected to approximate \$139,500 and is based on 400 students requiring bus service.



Capital Outlay revenue is projected to approximate \$615,000 in 2019/20 and includes the following:

Local Capital Improvement Revenue – Passed by the Florida Legislature in 2017, HB 7069 requires school districts to give a proportionate share of local capital millage revenue to eligible charter schools operating in their county, with their share determined by the number of students each school enrolls. The law was subject to challenge by 14 school districts in the courts and was upheld by a circuit court in Tallahassee.

Charges for Services – totals \$520,000 is based on two (2) revenue categories comprised of the following:

- Food Service Fees – estimated to be is \$180,000.
- After School Programs – includes revenues derived from fees charged for After School Child Care and is estimated to be \$340,000.

Miscellaneous Income – totals \$607,000 and is based on multiple revenue categories comprised of the following:

- Interest Earnings of \$30,000.
- Miscellaneous Revenues of \$200,000 (i.e., Bazaar, Book Fair, Dress Down, NSF Checks, TAW Deposits, Upstanders MIS, Vending Revenue and W/T Booster Fundraiser).
- Sport Program Fundraising of \$9,000.
- Field Trips/Special Programs of \$170,000.
- Other Private Source Revenue of \$198,000 which is primarily derived from a revenue sharing agreement with Clear Channel for two (2) leases that generate billboard advertising revenue.

Other Non-Revenues – totals \$415,000 and is based on the following revenue categories:

- Includes a \$100,000 transfer from the City's General Fund for revenues generated from the City's Intersection Safety Camera Program.
- Carryover which includes and allocation of fund balance of \$315,000 from the accumulation of prior year surpluses.

**CITY OF AVENTURA  
AVENTURA CITY OF EXCELLENCE SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2019/2020**



**BUDGETARY ACCOUNT SUMMARY  
BY  
EXPENDITURE FUNCTION**

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6001-569**  
**K-3 Basic 5101**

SCHOOL OBJECT		2017/18	2018/19	2018/19	2019/20	
ACCOUNT #	CODE	ACTUAL	APPROVED BUDGET	HALF YEAR ACTUAL	CITY MANAGER PROPOSAL	
<b>Personnel Services</b>						
1220	120	Teacher (31)	\$ 1,549,666	\$ 1,536,688	\$ 719,624	\$ 1,562,593
1230	130	Other Certified Instruction (3) Assistant Principal Reading Specialist Instructional Counselor	163,495	197,825	74,209	200,628
1250	150	Kindergarten Aides P/T (7) Administrative Assistant	115,885	111,188	60,072	115,505
1502	291	Bonuses	31,180	48,000	31,602	48,000
1503	291	Stipends	21,796	37,558	3,600	38,758
2101	221	Social Security - matching	135,982	141,196	62,262	143,722
2201	211	Pension	15,886	19,138	7,751	19,590
2301	231	Health, Life & Disability Insurance	155,038	131,618	77,917	135,113
2302	232	Dental Insurance	22,457	15,300	7,483	16,221
2401	241	Workers' Compensation	12,778	29,531	15,009	30,060
2501	250	Unemployment Compensation	2,513	4,000	849	4,000
<b>Subtotal</b>			<b>\$ 2,226,676</b>	<b>\$ 2,272,042</b>	<b>\$ 1,060,378</b>	<b>\$ 2,314,190</b>
<b>Operating Expenditures</b>						
4001	330	Travel/Conferences/Training	\$ 3,535	\$ 4,000	\$ 4,203	\$ 4,000
4101	370	Communication Services	840	840	420	840
5290	590	Other Mat'l & Supply	39,452	35,000	23,902	35,000
5299	790	Miscellaneous Expense	2,685	2,500	1,690	2,500
5410	521	Memberships/Dues/Subscription	288	1,500	721	1,500
5411	520	Textbooks	69,444	70,000	61,400	70,000
<b>Subtotal</b>			<b>\$ 116,244</b>	<b>\$ 113,840</b>	<b>\$ 92,336</b>	<b>\$ 113,840</b>
<b>Total Function 5101</b>			<b>\$ 2,342,920</b>	<b>\$ 2,385,882</b>	<b>\$ 1,152,714</b>	<b>\$ 2,428,030</b>

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6002-569**  
**4-8 Basic 5102**

ACCOUNT #	SCHOOL OBJECT CODE	DESCRIPTION	2017/18 ACTUAL	2018/19 APPROVED BUDGET	2018/19 HALF YEAR ACTUAL	2019/20 CITY MANAGER PROPOSAL
<b>Personnel Services</b>						
1220	120	Teacher (44)	\$ 2,146,964	\$ 2,105,696	\$ 966,441	\$ 2,125,619
1230	130	Other Certified Instruction (2) Assistant Principal Math Coach	92,683	149,969	48,444	154,095
1250	150	Comm Spec/Instructional Asst.	-	14,674	2,758	16,588
1502	291	Bonuses	36,336	60,000	37,632	60,000
1503	291	Stipends	69,475	91,868	5,327	93,668
2101	221	Social Security - matching	169,904	173,681	74,938	175,667
2201	211	Pension	19,111	22,763	9,550	23,130
2301	231	Health, Life & Disability Insurance	174,965	227,005	88,658	232,941
2302	232	Dental Insurance	28,949	21,204	8,480	22,643
2401	241	Workers' Compensation	15,654	36,251	19,292	36,741
2501	250	Unemployment Compensation	2,162	3,500	840	3,500
<b>Subtotal</b>			<b>\$ 2,756,203</b>	<b>\$ 2,906,611</b>	<b>\$ 1,262,360</b>	<b>\$ 2,944,592</b>
<b>Operating Expenditures</b>						
4001	330	Travel/Conferences/Training	\$ 40	\$ 7,000	\$ 12,193	\$ 7,000
4101	370	Communication Services	840	840	420	840
5290	590	Other Mat'l & Supply	66,606	60,000	47,024	60,000
5299	790	Miscellaneous Expense	2,812	1,500	-	1,500
5411	520	Textbooks	91,986	95,000	75,242	95,000
5901	791	Athletic Activities	13,415	18,000	8,394	18,000
<b>Subtotal</b>			<b>\$ 175,699</b>	<b>\$ 182,340</b>	<b>\$ 143,273</b>	<b>\$ 182,340</b>
<b>Total Function 5102</b>			<b>\$ 2,931,902</b>	<b>\$ 3,088,951</b>	<b>\$ 1,405,633</b>	<b>\$ 3,126,932</b>

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6003-569**  
**Exceptional Student Program 5250**

ACCOUNT #	SCHOOL OBJECT CODE	DESCRIPTION	2017/18 ACTUAL	2018/19 APPROVED BUDGET	2018/19 HALF YEAR ACTUAL	2019/20 CITY MANAGER PROPOSAL
<b>Personnel Services</b>						
1220	120	Teacher (2)	\$ 98,917	\$ 93,647	\$ 42,028	\$ 95,479
1230	130	Other Certified Instruction (1) Dean of Student Services	65,391	68,734	28,962	71,483
1502	291	Bonuses	2,946	5,000	2,895	5,000
2101	221	Social Security - matching	12,441	12,422	5,497	12,773
2201	211	Pension	176	1,218	75	1,252
2301	231	Health, Life & Disability Insurance	14,401	4,805	1,919	5,236
2302	232	Dental Insurance	1,948	336	376	336
2401	241	Workers' Compensation	836	2,598	1,648	2,671
2501	250	Unemployment Compensation	114	-	47	-
<b>Subtotal</b>			<b>\$ 197,170</b>	<b>\$ 188,760</b>	<b>\$ 83,447</b>	<b>\$ 194,230</b>
<b>Operating Expenditures</b>						
3190	310	Prof & Tech Services - SPED	\$ 41,568	\$ 51,000	\$ 20,713	\$ 51,000
4001	330	Travel/Conferences/Training	-	1,000	-	1,000
5290	590	Other Mat'l & Supply	5,656	5,000	2,610	5,000
5299	790	Miscellaneous Expense	1,217	1,000	37	1,000
<b>Subtotal</b>			<b>\$ 48,441</b>	<b>\$ 58,000</b>	<b>\$ 23,360</b>	<b>\$ 58,000</b>
<b>Total Function 5250</b>			<b>\$ 245,611</b>	<b>\$ 246,760</b>	<b>\$ 106,807</b>	<b>\$ 252,230</b>

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6004-569**  
**Substitute Teachers 5901**

<b>ACCOUNT #</b>	<b>SCHOOL OBJECT CODE</b>	<b>DESCRIPTION</b>	<b>2017/18 ACTUAL</b>	<b>2018/19 APPROVED BUDGET</b>	<b>2018/19 HALF YEAR ACTUAL</b>	<b>2019/20 CITY MANAGER PROPOSAL</b>
<b>Personnel Services</b>						
1220	120	Pool Sub	\$ 32,587	\$ 30,943	\$ 13,189	\$ 31,716
1225	140	Teacher - P/T	162,178	84,000	44,811	90,000
1502	291	Bonuses	1,964	500	2,050	500
2101	221	Social Security- matching	14,887	8,793	4,488	9,311
2201	211	Pension	-	232	-	238
2301	231	Health, Life & Disability Insurance	4,787	4,289	4,364	4,709
2302	232	Dental Insurance	649	-	205	-
2401	241	Workers' Compensation	404	1,839	-	1,947
2501	250	Unemployment Compensation	682	1,000	374	1,000
<b>Total Function 5901</b>			<b>\$ 218,138</b>	<b>\$ 131,596</b>	<b>\$ 69,481</b>	<b>\$ 139,421</b>

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6005-569**  
**Instructional Media Services 6200**

ACCOUNT #	SCHOOL OBJECT CODE	DESCRIPTION	2017/18 ACTUAL	2018/19 APPROVED BUDGET	2018/19 HALF YEAR ACTUAL	2019/20 CITY MANAGER PROPOSAL
<b>Personnel Services</b>						
1230	130	Media Specialist & P/T Asst.	\$ 58,857	\$ 65,735	\$ 22,876	\$ 66,993
1502	291	Bonuses	-	2,500	-	2,500
1503	291	Stipend	928	-	-	-
2101	221	Social Security - matching	4,302	5,029	1,784	5,125
2201	211	Pension	313	383	-	394
2301	231	Health, Life & Disability Insurance	4,739	258	3,794	262
2302	232	Dental Insurance	649	-	186	-
2401	241	Workers' Compensation	301	1,052	687	1,072
2501	250	Unemployment Compensation	104	-	26	-
<b>Subtotal</b>			<b>\$ 70,193</b>	<b>\$ 74,957</b>	<b>\$ 29,353</b>	<b>\$ 76,346</b>
<b>Operating Expenditures</b>						
5411	520	Textbooks	\$ 2,799	\$ 3,000	\$ -	\$ 3,000
<b>Subtotal</b>			<b>\$ 2,799</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>\$ 3,000</b>
<b>Total Function 6200</b>			<b>\$ 72,992</b>	<b>\$ 77,957</b>	<b>\$ 29,353</b>	<b>\$ 79,346</b>

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6006-569**  
**School Administration 7300**

<b>ACCOUNT #</b>	<b>SCHOOL OBJECT CODE</b>	<b>DESCRIPTION</b>	<b>2017/18 ACTUAL</b>	<b>2018/19 APPROVED BUDGET</b>	<b>2018/19 HALF YEAR ACTUAL</b>	<b>2019/20 CITY MANAGER PROPOSAL</b>
<b>Personnel Services</b>						
1211	110	Administrators (2) Principal Assistant Principal	\$ 221,618	\$ 223,380	\$ 114,284	\$ 228,082
1260	160	Other Support Personnel (6) Receptionist (2) Administrative Secretary Registrar/Compliance/ESE Support Business Manager Network/Computer Tech	284,541	275,425	156,295	280,120
1502	291	Bonuses	7,857	6,500	7,719	6,500
1503	291	Stipends	3,656	-	-	-
2101	221	Social Security - matching	37,401	38,159	18,895	38,877
2201	211	Pension	25,052	25,196	11,619	25,910
2301	231	Health, Life & Disability Insurance	17,070	42,122	18,862	46,533
2302	232	Dental Insurance	5,085	2,181	1,380	691
2401	241	Workers' Compensation	3,094	7,981	5,326	8,131
2501	251	Unemployment Compensation	1,124	1,000	140	1,000
<b>Subtotal</b>			<b>\$ 606,498</b>	<b>\$ 621,944</b>	<b>\$ 334,520</b>	<b>\$ 635,844</b>
<b>Operating Expenditures</b>						
3114	750	After School Programs	\$ 164,599	\$ 150,000	\$ 88,293	\$ 160,000
4001	330	Travel/Conferences/Training	12,605	12,000	6,641	12,000
4041	201	Automobile Allowance	5,400	5,400	2,700	5,400
4101	370	Communication Services	1,230	1,440	720	1,440
4855	790	Field Trips/School Events	156,336	162,000	63,864	162,000
4856	790	Special Events	134,082	140,000	71,527	140,000
5290	590	Other Mat'l & Supply	20,499	23,000	18,504	23,000
5410	521	Memberships/Dues/Subscription	1,689	3,000	1,750	3,000
<b>Subtotal</b>			<b>\$ 496,440</b>	<b>\$ 496,840</b>	<b>\$ 253,999</b>	<b>\$ 506,840</b>
<b>Total Function 7300</b>			<b>\$ 1,102,938</b>	<b>\$ 1,118,784</b>	<b>\$ 588,519</b>	<b>\$ 1,142,684</b>

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6007-569**  
**Pupil Transit Services 7800**

ACCOUNT #	SCHOOL OBJECT CODE	DESCRIPTION	2017/18 ACTUAL	2018/19 APPROVED BUDGET	2018/19 HALF YEAR ACTUAL	2019/20 CITY MANAGER PROPOSAL
<b><u>Operating Expenditures</u></b>						
3190	310	Prof & Tech Services	\$ 186,840	\$ 205,200	\$ 123,120	\$ 205,200
<b>Total Function 7800</b>			<b>\$ 186,840</b>	<b>\$ 205,200</b>	<b>\$ 123,120</b>	<b>\$ 205,200</b>

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6008-569**  
**Operation of Plant 7900**

<b>ACCOUNT #</b>	<b>SCHOOL OBJECT CODE</b>	<b>DESCRIPTION</b>	<b>2017/18 ACTUAL</b>	<b>2018/19 APPROVED BUDGET</b>	<b>2018/19 HALF YEAR ACTUAL</b>	<b>2019/20 CITY MANAGER PROPOSAL</b>
<b>Personnel Services</b>						
1260	160	Other Support Personnel Janitor	\$ 33,628	\$ 30,495	\$ 16,263	\$ 31,410
2101	221	Social Security - matching	2,572	2,333	1,244	2,403
2201	211	Pension	3,469	4,269	1,957	4,397
2301	231	Health, Life & Disability Insurance	700	11,196	5,281	11,198
2302	232	Dental Insurance	-	345	-	345
2401	241	Workers' Compensation	2,039	1,000	1,038	1,000
<b>Subtotal</b>			<b>\$ 42,408</b>	<b>\$ 49,638</b>	<b>\$ 25,783</b>	<b>\$ 50,753</b>
<b>Operating Expenditures</b>						
3148	312	Planning/Management Fee - CSUSA	\$ 306,000	\$ 306,000	\$ 153,000	\$ 306,000
3149	310	MDCSB Administrative Fee	147,462	147,274	73,717	151,831
3201	312	Accounting & Auditing Fees	11,400	11,800	11,800	12,215
3431	310	Contract - Food Services	266,853	280,000	122,113	280,000
4101	370	Communication Services	90,052	78,000	46,557	78,000
4301	430	Electricity	120,259	130,000	62,724	130,000
4320	380	Pub Ut Svc Other Energy Sv - Water	31,242	32,000	13,958	32,000
4440	360	Office Equip - Leasing Expense	33,927	38,000	17,165	38,000
4501	320	Insurance & Bond Premium	23,689	38,200	18,087	38,200
4620	350	Contract - Building Maintenance	185,867	188,658	80,201	188,658
4635	350	Repairs & Maintenance	157,442	95,000	116,157	110,000
5120	510	Computer Supplies/Software	30,874	20,000	8,891	29,000
5290	590	Other Mat'l & Supply	-	5,000	3,296	5,000
<b>Subtotal</b>			<b>\$ 1,405,067</b>	<b>\$ 1,369,932</b>	<b>\$ 727,666</b>	<b>\$ 1,398,904</b>
<b>Other Uses</b>						
5901	790	Contingency	\$ -	\$ 85,000	\$ -	\$ 85,000
5905	790	AACC Expenses	7,202	6,000	-	6,000
9129	921	Lease Payments to City Debt Svce Fund	444,000	444,000	222,000	444,000
<b>Subtotal</b>			<b>\$ 451,202</b>	<b>\$ 535,000</b>	<b>\$ 222,000</b>	<b>\$ 535,000</b>
<b>Total Function 7900</b>			<b>\$ 1,898,677</b>	<b>\$ 1,954,570</b>	<b>\$ 975,449</b>	<b>\$ 1,984,657</b>

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6009-569**  
**Child Care Supervision 9102**

ACCOUNT #	SCHOOL OBJECT CODE	DESCRIPTION	2017/18 ACTUAL	2018/19 APPROVED BUDGET	2018/19 HALF YEAR ACTUAL	2019/20 CITY MANAGER PROPOSAL
<b>Operating Expenditures</b>						
3113	310	Contract - Recreation Programs	\$ 105,989	\$ 114,000	\$ 45,767	\$ 114,000
4301	430	Electricity	10,000	10,000	5,000	10,000
4501	320	Insurance & Bond Premium	3,000	3,000	1,500	3,000
4620	350	Contract - Building Maintenance	9,000	9,000	4,500	9,000
4635	350	Repairs & Maintenance	8,500	8,500	4,250	8,500
5290	590	Other Mat'l & Supply	5,500	5,500	575	5,500
<b>Total Function 9102</b>			<b>\$ 141,989</b>	<b>\$ 150,000</b>	<b>\$ 61,592</b>	<b>\$ 150,000</b>

**CITY OF AVENTURA**  
**AVENTURA CITY OF EXCELLENCE SCHOOL**  
**CHARTER SCHOOL FUND**  
**2019/20**  
**BUDGETARY ACCOUNT SUMMARY**  
**190-6010-569**  
**Capital Outlay 7400**

ACCOUNT #	SCHOOL OBJECT CODE	DESCRIPTION	2017/18 ACTUAL	2018/19 APPROVED BUDGET	2018/19 HALF YEAR ACTUAL	2019/20 CITY MANAGER PROPOSAL
<b>Capital Outlay</b>						
6401	692	Computer Equipment >5000	\$ 98,772	\$ 155,000	\$ 76,391	\$ 90,000
6402	643	Computer Equipment <5000	223,581	266,500	204,599	221,000
6410	640	Furniture, Fixture & Equipment	222,368	482,880	76,490	52,000
6420	640	Repairs & Replacements	-	46,000	-	78,000
<b>Total Function 7400</b>			<b>\$ 544,721</b>	<b>\$ 950,380</b>	<b>\$ 357,480</b>	<b>\$ 441,000</b>

<u>Computer Equipment &gt;5000</u>	
Replace Network Infrastructure	\$ 30,000
Replace AV Equipment and Smartboards	55,000
Phone System Upgrade	5,000
<b>Subtotal</b>	<b>\$ 90,000</b>

<u>Computer Equipment &lt;5000</u>	
Replace Laptop(s)/Computer(s)	\$ 50,000
Tablets	132,500
Mobile Learning Computer Labs	27,000
Replace Security Cameras	10,000
Replace Color Laser Printer	1,500
<b>Subtotal</b>	<b>\$ 221,000</b>

<u>Furniture, Fixture &amp; Equipment</u>	
Restroom Renovation - Elementary School	\$ 35,000
Restroom Renovation - Middle School	7,000
Build two (2) Small Classrooms - Elem. Cafe.	8,000
Replace Elem. Cafe. Serving Line Sneeze Guard	2,000
<b>Subtotal</b>	<b>\$ 52,000</b>

<u>Repairs &amp; Replacements</u>	
Replace 12.5 ton HVAC unit at ACES	\$ 21,000
Replace 17.5 ton HVAC unit at ACES	25,000
Replace 30 ton HVAC unit at ACES	32,000
<b>Subtotal</b>	<b>\$ 78,000</b>
<b>Total Function 7400</b>	<b>\$ 441,000</b>



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**CITY OF AVENTURA  
AVENTURA CITY OF EXCELLENCE SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2019/2020**



**ADOPTING ORDINANCE**

**ORDINANCE NO. 2019-\_\_**

**AN ORDINANCE OF THE CITY OF AVENTURA, FLORIDA, ADOPTING THE ATTACHED CHARTER SCHOOL OPERATING AND CAPITAL BUDGET FOR THE AVENTURA CITY OF EXCELLENCE SCHOOL FOR FISCAL YEAR 2019/2020 (JULY 1 – JUNE 30), PURSUANT TO SECTION 4.05 OF THE CITY CHARTER; AUTHORIZING EXPENDITURE OF FUNDS ESTABLISHED BY THE BUDGET; PROVIDING FOR BUDGETARY CONTROL; PROVIDING FOR PERSONNEL AUTHORIZATION; PROVIDING FOR GIFTS AND GRANTS; PROVIDING FOR AMENDMENTS; PROVIDING FOR ENCUMBRANCES; PROVIDING FOR SEVERABILITY AND PROVIDING FOR AN EFFECTIVE DATE.**

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF AVENTURA, FLORIDA, AS FOLLOWS:**

**Section 1.** The 2019/2020 Operating and Capital Improvement Program Budget for the Aventura City of Excellence School, a copy of said budget being attached hereto and made a part hereof as specifically as if set forth at length herein, be and the same is hereby established and adopted.

**Section 2.** Expenditure of Funds Appropriated in the Budget Authorized. Funds appropriated in the Budget may be expended by and with the approval of the City Manager in accordance with the provisions of the City Charter and applicable law. Funds of the City shall be expended in accordance with the appropriations provided in the Budget adopted by this Ordinance and shall constitute an appropriation of the amounts specified therein. Supplemental appropriations or the reduction of appropriations, if any, shall be made in accordance with Section 4.07 of the City Charter.

**Section 3.** Budgetary Control. The Budget establishes a limitation on expenditures by department total. Said limitation requires that the total sum allocated to the Charter School department for operating and capital expenses may not be increased or decreased without specific authorization by a duly-enacted Resolution affecting such amendment or transfer. Therefore, the City Manager may authorize transfers from one

individual line item account to another, so long as the line item accounts are within the same department and fund.

**Section 4. Personnel Authorization.** The “Personnel Allocation Summary” enumerates all authorized budgeted positions. However, the City Manager may amend said authorized budgeted positions in order to address the operating needs of the department so long as sufficient budgeted funds are available.

**Section 5. Grants and Gifts.** When the City of Aventura receives monies from any source, be it private or governmental, by Grant, Gift, or otherwise, to which there is attached as a condition of acceptance any limitation regarding the use or expenditures of the monies received, the funds so received need not be shown in the Operating Budget nor shall said budget be subject to amendment of expenditures as a result of the receipt of said monies, but said monies shall only be disbursed and applied toward the purposes for which the said funds were received. To ensure the integrity of the Operating Budget, and the integrity of the monies received by the City under Grants or Gifts, all monies received as contemplated above must, upon receipt, be segregated and accounted for based upon generally accepted accounting principles and where appropriate, placed into separate and individual trust and/or escrow accounts from which any money drawn may only be disbursed and applied within the limitations placed upon the Gift or Grant as aforesaid.

**Section 6. Amendments.** Upon the passage and adoption of the Charter School Fund Budget for the City of Aventura, if the City Manager determines that the Department Total will exceed its original appropriation, the City Manager is hereby authorized and directed to prepare such Ordinances as may be necessary and proper to modify any line item from the Budget hereby.

**Section 7. Encumbrances.** All outstanding encumbrances at June 30, 2019 shall lapse at that time; and all capital outlay encumbrances and/or capital outlay expenditures not spent during the fiscal year may be re-appropriated in the 2019/2020 fiscal year.

**Section 8. Severability.** The provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

**Section 9. Effective Date.** This Ordinance shall be effective immediately upon adoption on second reading.

The foregoing Ordinance was offered by Commissioner \_\_\_\_\_, who moved its adoption on first reading. This motion was seconded by Commissioner \_\_\_\_\_, and upon being put to a vote, the vote was as follows:

Commissioner Denise Landman	_____
Commissioner Gladys Mezrahi	_____
Commissioner Marc Narotsky	_____
Commissioner Robert Shelley	_____
Commissioner Howard Weinberg	_____
Vice Mayor Dr. Linda Marks	_____
Mayor Enid Weisman	_____

The foregoing Ordinance was offered by Commissioner \_\_\_\_\_, who moved its adoption on second reading. This motion was seconded by Commissioner \_\_\_\_\_, and upon being put to a vote, the vote was as follows:

Commissioner Denise Landman	_____
Commissioner Dr. Linda Marks	_____
Commissioner Gladys Mezrahi	_____

Commissioner Marc Narotsky \_\_\_\_\_  
Commissioner Robert Shelley \_\_\_\_\_  
Commissioner Howard Weinberg \_\_\_\_\_  
Mayor Enid Weisman \_\_\_\_\_

**PASSED AND ADOPTED** on first reading this 11<sup>th</sup> day of April, 2019.

**PASSED AND ADOPTED** on second reading this 7<sup>th</sup> day of May, 2019.

\_\_\_\_\_  
ENID WEISMAN, MAYOR

ATTEST:

\_\_\_\_\_  
ELLISA L. HORVATH, MMC, CITY CLERK

APPROVED AS TO LEGAL SUFFICIENCY:

\_\_\_\_\_  
CITY ATTORNEY



## **AVENTURA CITY OF EXCELLENCE SCHOOL**

3333 NE 188<sup>th</sup> Street  
Aventura, Florida 33180  
Telephone: (305) 466-1499  
Fax: (305) 466-1339  
Website: [www.aventuracharter.org](http://www.aventuracharter.org)