

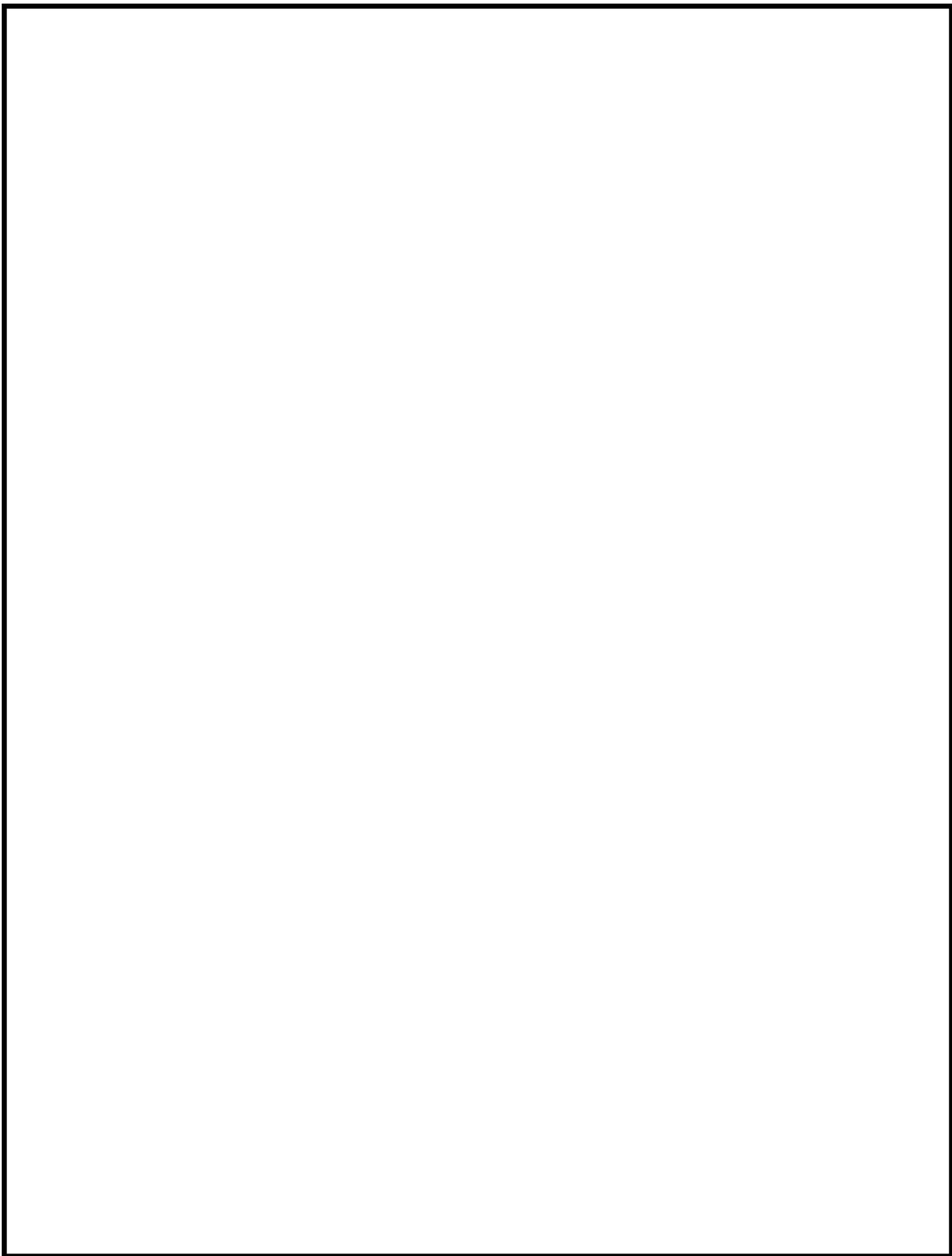
City of Aventura



Don Soffer Aventura High School Fund Budget

FISCAL YEAR 2021/2022





**CITY OF AVENTURA
DON SOFFER AVENTURA HIGH SCHOOL
FUND BUDGET**

FISCAL YEAR 2021/2022



City Commission/Governing Board

Mayor Enid Weisman
Commissioner Jonathan Evans
Commissioner Rachel S. Friedland
Commissioner Marc Narotsky
Commissioner Denise Landman
Commissioner Dr. Linda Marks
Commissioner Robert Shelley

City Manager

Ronald J. Wasson

Principal

David McKnight

Planning/Management Services Provided by:

Charter Schools USA



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**CITY OF AVENTURA
DON SOFFER AVENTURA HIGH SCHOOL
FUND BUDGET
FISCAL YEAR 2021/2022**

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MEMORANDUM

TO: City Commission/Governing Board
Ronald J. Wasson, City Manager

FROM: David McKnight, Principal, Don Soffer Aventura High School
Jonmark Williams, Sr. Financial Analyst, Charter Schools USA

DATE: April 8, 2021

SUBJECT: **Proposed 2021/2022 Don Soffer Aventura High School Budget**

Attached is the proposed 2021/2022 Don Soffer Aventura High School (“DSAHS”) Fund Budget (Fund 191) which will be effective from July 1, 2021 – June 30, 2022. This represents DSAHS’ 3rd full year of operations. The budget was designed to meet the educational requirements that accommodate 9th, 10th, and 11th grade students, while continuing to employ staff that possess the leadership qualities that will help DSAHS achieve full enrollment over the next year.

Budget Implications Resulting from the Coronavirus (“COVID-19”) Pandemic

At the time this budget was prepared, we were and continue to be in the middle of the Coronavirus (“COVID-19”) global pandemic crisis. For more than a year, COVID-19 has caused major disruption in international and U.S. economies and markets. Due to the fear of further spread of the virus, many of our societal norms have been sidelined due to quarantines, the cancellation of events and the overall reduction in business and economic activity.

As we have seen, the impacts and responses to COVID-19 on a global, national, state and local level continue to evolve. The situation is compounded by the fact that we have yet to realize the short and long-term financial and societal impacts resulting from COVID-19 and how that will ultimately affect future operating and capital budgets. Since the full financial impact is unknown at this time and cannot be reasonably estimated as these events are still developing, the Administration has prepared a very conservative budget by holding most operating revenues and expenditures relatively flat year-over-year with increases to teacher compensation where needed to maintain, attract, and retain highly qualified teachers at competitive salary levels.

In addition, Charter Schools USA, the City Administration and City Commission continue to aggressively evaluate and monitor the potential adverse effects that this event may have on the School’s financial position, operations, and its cash flows and will make any and all necessary budget adjustments to both our revenues and expenditures. It is important to note that it is unknown how long the pandemic and its effects will last. It is quite possible that as more “actual” economic data becomes available, and if the economic outlook appears worse than originally anticipated, additional reserve funds may need to be utilized to provide temporary stabilization funds until affected revenues have had time to recover to their pre-COVID-19 levels.

It is hopeful that as the distribution of the COVID-19 vaccine continues and with the infusion of various Federal funding programs (i.e., CARES, GEER and ESSER), School operations will begin to stabilize and slowly return to a more “traditional” environment in the coming year.

The budget was prepared in a collaborative effort by CSUSA, including their Sr. Financial Analyst, staff members from several different divisions, and the DSAHS Principal. In addition, the budget has also been reviewed by the City Manager and the Assistant City Manager – Finance and Administration. The budget will appear on first and second reading on April 15th and May 4th, 2021, respectively.

The following are the major highlights of the 2021/2022 budget:

- The school budget is based on a projected enrollment of 620 9th, 10th and 11th grade students.
- A City subsidy of \$477,628 (consistent with the prior year estimate) from the City’s General Fund was required to balance the budget in order to maintain the following:
 - Adopt a Pay Plan that allows DSAHS to maintain, attract and retain highly-qualified teachers at competitive salary levels; and to
 - Continue to meet the educational and technology/digital priorities established by the City Commission.
- CSUSA has once again agreed to provide a subsidy to DSAHS in an effort to assist the City in balancing the budget. In the coming year, CSUSA will increase their subsidy from the current year amount of \$154,498 to \$217,521 by reducing their management fee and by not charging DSAHS for services normally provided and charged to other schools that they manage.
- Includes 47 full-time equivalent employees at a projected cost of \$3,726,622 and is summarized by class and category below:

Job Class Category	2020/21	2021/22	
	Actual	Proposed	Change
Administrative Staff			
Full-time	10.0	11.0	1.0
Part-time	0.5	0.5	-
subtotal	10.5	11.5	1.0
Instructional Staff			
Full-time	23.0	35.0	12.0
Part-time	0.5	0.5	-
subtotal	23.5	35.5	12.0
Total employees	34.0	47.0	13.0

- Vendor Services includes contracted pupil transportation for two (2) buses to transport students that live two (2) miles or more from the School at a cost of \$123,785.
- In order to continue implementation of the flexible digital learning environment designed to prepare the students for the future, more than \$250,000 has been budgeted for textbooks and reference books and instructional licenses under Instructional Expenditures.

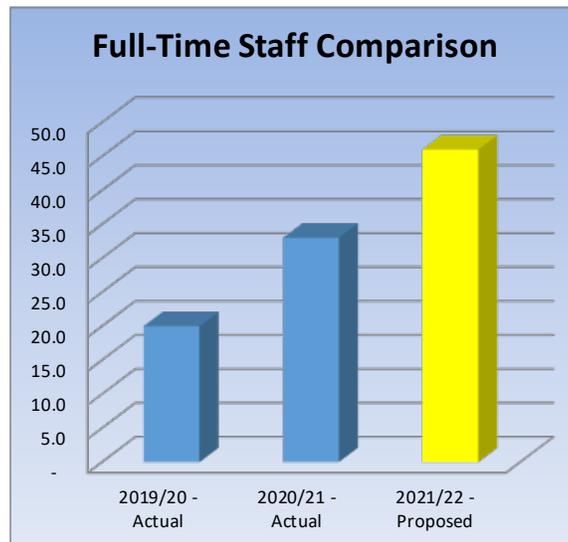
Capital expenditures includes \$267,584 for costs associated with acquiring computer hardware and software, IT infrastructure, audio-visual equipment, and FF&E.

Compensation for Personnel Services

Total Compensation for Personnel Services is budgeted at \$3,726,622 or 63.00% of the total budget or 68.53% of total operating revenue. This category includes 47 full-time equivalent employees (46 full-time and 2 part-time), including 11.5 administrative staff positions and 35.5 instructional staff positions as is detailed below. In order to maintain, attract, and retain highly qualified teachers, salaries for this category reflect the school's proposed Pay Plan and stipends of \$127,750 in lieu of the Miami-Dade County Referendum. All employees are under contract with CSUSA.

**Don Soffer Aventura High School
Comparative Personnel Allocation Summary
3 - Year Presentation**

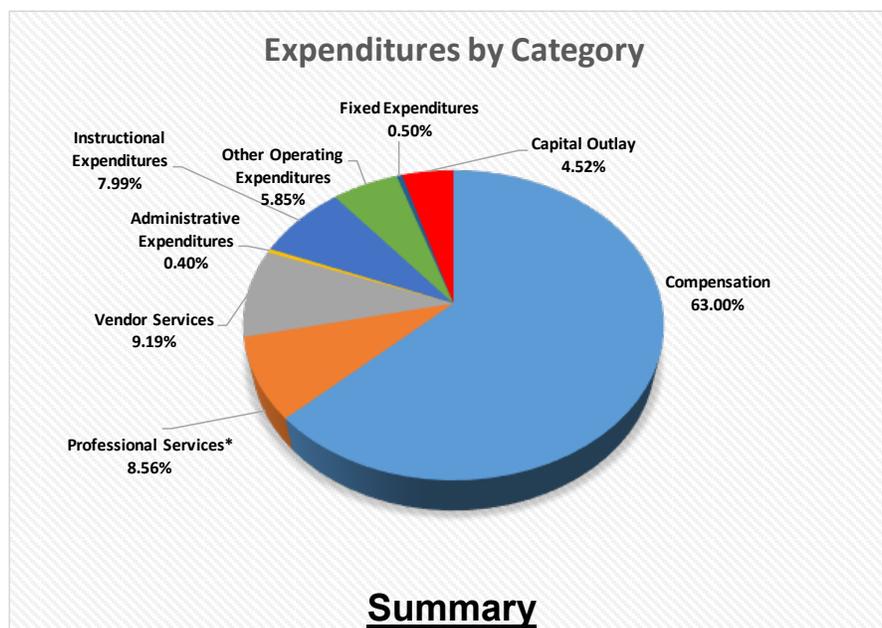
Job Class	2019/20			2020/21			2021/22		
	Actual		Total	Actual		Total	Proposed		Total
Full-Time	Part-Time	Full-Time		Part-Time	Full-Time		Part-Time		
Administrative Staff									
Principal	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Assistant Principal	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
School Operations Administrator	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Administrative Assistant	1.0	0.5	1.5	1.0	0.5	1.5	1.0	0.5	1.5
Receptionist	-	-	-	1.0	-	1.0	1.0	-	1.0
Enrollment Management	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Guidance Counselor	1.0	-	1.0	1.0	-	1.0	2.0	-	2.0
CAP Advisor	-	0.5	0.5	1.0	-	1.0	1.0	-	1.0
IT Support	-	-	-	1.0	-	1.0	1.0	-	1.0
Nurse	-	-	-	1.0	-	1.0	1.0	-	1.0
Subtotal	6.0	1.0	7.0	10.0	0.5	10.5	11.0	0.5	11.5
Instructional Staff									
Teachers (9-12)	12.0	-	12.0	20.0	0.5	20.5	31.0	0.5	31.5
Future Ready Coach	-	-	-	-	-	-	-	-	-
ESE/Special Education Teachers	1.0	-	1.0	2.0	-	2.0	2.0	-	2.0
Curriculum Resource Teacher	1.0	-	1.0	1.0	-	1.0	2.0	-	2.0
Subtotal	14.0	-	14.0	23.0	0.5	23.5	35.0	0.5	35.5
Total	20.0	1.0	21.0	33.0	1.0	34.0	46.0	1.0	47.0



The total proposed budget for 2021/2022, is \$5,915,678 and is broken down into the following categories:

Compensation	\$ 3,726,622	63.00%
Professional Services*	506,363	8.56%
Vendor Services	543,512	9.19%
Administrative Expenditures	23,738	0.40%
Instructional Expenditures	472,477	7.99%
Other Operating Expenditures	346,083	5.85%
Fixed Expenditures	29,299	0.50%
Capital Outlay	267,584	4.52%
Total	\$ 5,915,678	100.00%

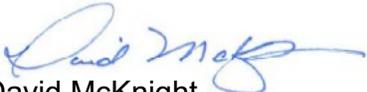
*Professional Services is shown net of the CSUSA Subsidy of \$217,521.



Although we find ourselves in some very challenging economic times, I am pleased to submit the detailed budget contained within this document and its related funding levels representing the City's continued commitment to support the Mission and Vision for Don Soffer Aventura High School as outlined on page 2.

A Don Soffer Aventura High School Governing Board Meeting will be held on April 15, 2021 to review the proposed budget document in detail. Please refer any questions relating to the enclosed budget to the City Manager's attention.

Respectfully submitted,


 David McKnight
 Principal, Don Soffer Aventura High School


 Jonmark Williams
 Sr. Financial Analyst, CSUSA

**CITY OF AVENTURA
DON SOFFER AVENTURA HIGH SCHOOL
OPERATING AND CAPITAL BUDGET
FISCAL YEAR 2021/2022**



INTRODUCTION

**CITY OF AVENTURA
DON SOFFER AVENTURA HIGH SCHOOL**



Mission Statement

Don Soffer Aventura High School will provide a rigorous, college preparatory curriculum for the community that ensures each student develops their individual academic talents and leadership skills to become well-rounded citizens primed for excellence.

Vision Statement

Don Soffer Aventura High School will continually adopt innovative instructional methods and technology designed for the digital native learning styles of the 21st century students. The School will revolutionize instruction and be recognized as a pioneer in modern high school education.

Commitment Statement

At Don Soffer Aventura High School, students will be empowered to discover their passion, choose their path and define their future.

CITY OF AVENTURA DON SOFFER AVENTURA HIGH SCHOOL



Organization and Operations

The School is a special revenue fund found within the City's financial statements. The School commenced operations in the City in August 2019 and for the 2021/2022 school year will offer classes for 9th, 10th, and 11th grades with a projected enrollment of 620 students. 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, 2034 but provides for a renewal of up to 15 years by mutual agreement of both parties. In August 2019, the School opened its doors to 200 9th graders and in August 2020 expanded its enrollment to 415 students to include 10th grade. Grades 11 and 12 will be added with approximately 200 additional students for each grade level, in August 2021 and 2022, respectively.

The School is owned by the City and is operated through a management agreement as described below. The School 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 Agreement

The City previously entered into a management agreement with Charter Schools USA, Inc. ("CSUSA") to provide those services necessary to organize, manage, staff, operate and maintain the School. The agreement expires on June 30, 2024, with a five-year renewal option by mutual agreement of both parties and provided that the District extends the charter granted to the City. Total management fees projected to be paid to the management company for fiscal year 2021/2022 are \$279,000. The other expenditures that are reimbursed to CSUSA from the City relate to teachers' salaries, benefits and all related operational costs.

*** The FY 2021/2022 and the FY 2020/2021 Don Soffer Aventura High School budgets include subsidies from CSUSA for Finance and Accounting Services and Personnel Management in the amounts of \$217,521 and \$154,498, respectively. Should the School generate a surplus, net of financial support from the City, then the CSUSA subsidies for both FY 2020/2021 and FY 2021/2022 shall be recouped provided the School's budget may reasonably accommodate recoupment within a mutually agreed upon timeframe, between the City and CSUSA.



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**CITY OF AVENTURA
DON SOFFER AVENTURA HIGH SCHOOL
OPERATING AND CAPITAL BUDGET
FISCAL YEAR 2021/2022**



**DEPARTMENT DESCRIPTION
&
SUMMARY OF FUND**

CITY OF AVENTURA

AVENTURA CHARTER HIGH SCHOOL FUND 191

BUDGET CATEGORY SUMMARY

2021/22 (July 1 - June 30)

FUND DESCRIPTION

This fund accounts for operating and capital revenues and expenditures associated with the Don Soffer Aventura High School. In accordance with their Management Agreement with the City, Charter Schools USA, is responsible for the School's budgetary, accounting, auditing and financial reporting functions.

CATEGORY	2019/20 ACTUAL	2020/21 PROPOSED BUDGET	2020/21 PROJECTED FORECAST	2021/22 PROPOSED BUDGET
REVENUE PROJECTIONS				
Operating Revenue	\$ 1,891,649	\$ 3,971,207	\$ 4,399,374	\$ 5,438,050
City Subsidy (Advance from the City's General Fund)	897,915	487,870	487,870	477,628
Total Revenues	\$ 2,789,564	\$ 4,459,077	\$ 4,887,244	\$ 5,915,678
EXPENDITURES				
Operating Expenditures	\$ 2,733,084	\$ 4,363,575	\$ 4,424,110	\$ 5,865,615
Capital Expenditures	121,480	250,000	617,632	267,584
CSUSA Subsidy to offset Professional Services	(65,000)	(154,498)	(154,498)	(217,521)
Total Expenditures	\$ 2,789,564	\$ 4,459,077	\$ 4,887,244	\$ 5,915,678
Revenues over/(under) Expenditures	\$ -	\$ -	\$ -	\$ -

**CITY OF AVENTURA
DON SOFFER AVENTURA HIGH SCHOOL
OPERATING AND CAPITAL BUDGET
FISCAL YEAR 2021/2022**



**REVENUE PROJECTION
&
RATIONALE**

Don Soffer Aventura High School Proposed Budget	ACTUAL 2019-20	ADOPTED BUDGET 2020-21	PROJECTED FORECAST 2020-21	PROPOSED BUDGET 2021-22
Total Number of Students	203	415	419	620
Forecasted Average FTE per Student	\$ 6,972.99	\$ 7,093.38	\$ 7,002.00	\$ 7,002.00
REVENUE:				
Operating Revenue				
FTE	\$ 1,415,516	\$ 2,943,753	\$ 2,933,859	\$ 4,341,271
Capital Outlay	102,047	209,071	213,968	312,347
NSLP Revenue	14,002	36,201	31,036	46,075
Food Services	51,075	140,184	45,863	163,357
Transfers In from the City's General Fund				
City's Intersection Safety Camera Program *	115,000	150,000	150,000	150,000
Grants	139,186	250,000	591,264	-
Miscellaneous Revenue	50,377	37,706	60,125	-
FL Teacher Lead Program	4,446	-	-	-
School Recognition	-	4,292	-	-
Other Program Revenue	-	200,000	373,259	425,000
Total Operating Revenue	\$ 1,891,649	\$ 3,971,207	\$ 4,399,374	\$ 5,438,050
Other Non-Revenue				
City Subsidy *				
Advance from the City's General Fund	\$ 897,915	\$ 487,870	\$ 487,870	\$ 477,628
Total Revenues	\$ 2,789,564	\$ 4,459,077	\$ 4,887,244	\$ 5,915,678

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Revenue Projection Rationale

FISCAL YEAR 2021/2022

Revenues

The total revenues available for allocation in the 2021/2022 proposed budget are anticipated to be \$5,915,678. This is a net increase of \$1,456,601 or 32.67% compared to the prior year's budget primarily resulting from increasing the enrollment at DSAHS from 415 to 620 students for the addition of the 11th grade.

Operating Revenue

FTE – totals \$4,341,271 and is based on an average of \$7,002/student, in line with the prior year-end forecast. This revenue category includes the transportation reimbursement component. Net of enrollment driven increases for the addition of the 11th grade, this revenue category is anticipated to remain level in comparison to the prior year-end forecast.

Capital Outlay – totals \$312,347 and is projected to remain relatively level in comparison to the year-end forecast at \$503.79/student.

NSLP Revenue – totals \$46,075 and represents an estimate for reimbursement by the National School Lunch Program (“NSLP”) for low-cost or free meals that are provided to students who qualify for the federally assisted meal program. This revenue category is projected based on prior year reimbursement rates and assumes consistent eligibility year-over-year in the student population.

Food Services – totals \$163,357 and represents an estimate for un-subsidized meals purchased by students. This revenue category increased year-over-year in line with enrollment on a per capita basis using the prior year student participation rate.

Transfers In from the City's General Fund – is consistent with the prior year's budget amount of \$150,000 from the City's General Fund for revenues generated from the City's Intersection Safety Camera Program.

Grants – Although it is quite possible that the School will receive additional Grant Funding as the Federal and State governments continue to respond to the COVID-19 pandemic, no impact from Grants was included in the 2021/2022 proposed operating budget. If such funding is made available, the School may utilize such funds to further our investment in technology and other programs that are intended to enhance the students' total learning experience and social well-being.

Other Program Revenue – totals \$425,000 in additional FTE Revenue that may be awarded to the DSAHS from students passing the Cambridge and Advanced Placement Exams.

Other Non-Revenue

City Subsidy ** (Advance from the City's General Fund) – the 2021/2022 budget includes a City subsidy of \$477,628 which will be advanced from the City's General Fund.



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**CITY OF AVENTURA
DON SOFFER AVENTURA HIGH SCHOOL
OPERATING AND CAPITAL BUDGET
FISCAL YEAR 2021/2022**



**BUDGETARY ACCOUNT SUMMARY
BY
EXPENDITURE FUNCTION**

Don Soffer Aventura High School		ACTUAL	ADOPTED	PROJECTED	PROPOSED			
Proposed Budget		2019-20	BUDGET	FORECAST	BUDGET			
			2020-21	2020-21	2021-22			
EXPENDITURES								
Administrative Staff								
Principal	1.0		1.0	1.0	1.0			
Assistant Principal	1.0		1.0	1.0	1.0			
School Operations Administrator	1.0		1.0	1.0	1.0			
Administrative Assistant	1.5		1.5	1.5	1.5			
Receptionist	-		1.0	1.0	1.0			
Enrollment Management	1.0		1.0	1.0	1.0			
Guidance Counselor	1.0		1.0	1.0	2.0			
CAP Advisor	-		1.0	1.0	1.0			
IT Support	-		1.0	1.0	1.0			
Nurse	-		-	1.0	1.0			
Subtotal Administrative Staff	6.5	\$ 390,825	9.5	\$ 562,816	10.5	\$ 584,965	11.5	\$ 696,399
Instructional Staff								
Teachers (9-12)	12.0		20.0	20.5	31.5			
Future Ready Coach	-		-	-	-			
ESE/Special Education Teachers	1.0		2.0	2.0	2.0			
	1.0		1.0	1.0	2.0			
Subtotal Instructional Staff	14.0	\$ 853,661	23.0	\$ 1,566,484	23.5	\$ 1,566,947	35.5	\$ 2,297,461
Tutoring		\$ 302		\$ 10,000		\$ 10,000		\$ 25,000
Bonuses		8,593		47,977		56,543		67,936
Stipends		14,597		119,900		126,900		167,150
Benefits		109,010		147,904		144,376		196,126
Workers' Compensation		8,250		8,320		8,320		8,320
Payroll Taxes		108,465		203,871		215,730		268,230
Subtotal		\$ 249,217		\$ 537,972		\$ 561,868		\$ 732,762
Total Compensation	20.5	\$ 1,493,703	32.5	\$ 2,667,272	34.0	\$ 2,713,780	47.0	\$ 3,726,622

Don Soffer Aventura High School Proposed Budget - Continued	ACTUAL 2019-20	ADOPTED BUDGET 2020-21	PROJECTED FORECAST 2020-21	PROPOSED BUDGET 2021-22
Professional Services				
Management Fee	\$ 90,000	\$ 191,957	\$ 191,957	\$ 279,000
Finance & Accounting Services ***	15,000	38,705	38,705	54,380
Personnel Management (Payroll & HR Services) ***	50,000	110,586	110,586	163,141
Legal Fees	18,434	-	1,959	-
Fee to County Board	69,826	88,667	85,595	87,298
Outside Staff Development	29,777	35,000	35,000	32,875
Accounting Services - Audit	-	12,500	12,200	11,000
Professional Fees - Other	28,553	2,000	5,584	2,000
Computer Services Fees	20,503	41,915	42,319	69,440
Grant Expenditure	-	-	21,462	-
Advertising/Marketing Expenditure	26,173	15,000	15,000	24,750
Moving Expenditure	725	-	-	-
Staff Recruitment	1,571	1,671	1,671	-
Subtotal Professional Services	\$ 350,562	\$ 538,001	\$ 562,038	\$ 723,884
Vendor Services				
Contracted Pupil Transportation	\$ 87,444	\$ 115,668	\$ 115,668	\$ 123,785
Contracted Mental Health	13,141	5,872	12,609	13,741
Extra-Curricular Activity Events & Transportation	18,105	44,750	44,750	65,000
Contracted Food Services	59,281	104,163	81,500	155,617
Background/Finger Printing	-	500	500	500
Drug Testing Fees	-	500	500	500
Licenses & Permits	1,597	1,597	1,597	1,597
Contracted Custodial Services	84,720	113,047	113,047	169,257
Contracted Security	5,779	13,515	13,515	13,515
Subtotal Vendor Services	\$ 270,067	\$ 399,612	\$ 383,686	\$ 543,512
Administration Expenditures				
Travel	\$ 1,190	\$ 3,234	\$ 3,384	\$ 4,850
Meals	229	566	566	700
Lodging	1,142	1,260	1,260	1,450
Business Expenditure - Other	1,369	609	382	382
Dues & Subscriptions	1,099	828	1,055	1,055
Printing	4,822	2,408	2,608	2,608
Office Supplies	19,290	10,175	17,349	10,175
Medical Supplies	672	500	2,518	2,518
Subtotal Administrative Expenditures	\$ 29,813	\$ 19,580	\$ 29,122	\$ 23,738
Instructional Expenditures				
Textbooks & Reference Books	\$ 40,454	\$ 137,380	\$ 146,791	\$ 137,819
Consumable Instructional (Student)	117,146	4,387	-	23,622
Consumable Instructional (Teacher)	8,909	12,150	3,721	26,250
Instructional Licenses	37,878	117,990	144,762	112,478
Testing Materials	64,295	114,575	91,207	126,450
FL Teacher Lead Program	4,446	-	-	-
Contracted SPED Instruction	16,088	30,695	23,451	45,858
Subtotal Instructional Expenditures	\$ 289,216	\$ 417,177	\$ 409,932	\$ 472,477

Don Soffer Aventura High School Proposed Budget - Continued	ACTUAL 2019-20	ADOPTED BUDGET 2020-21	PROJECTED FORECAST 2020-21	PROPOSED BUDGET 2021-22
Other Operating Expenditures				
Telephone & Internet	\$ 40,250	\$ 58,662	\$ 37,535	\$ 38,286
Postage	1,020	7,000	7,000	7,000
Electricity	65,243	64,243	81,160	84,644
Water & Sewer	2,412	5,431	5,431	5,540
Waste Disposal	22,817	22,269	22,374	29,560
Pest Control	2,438	3,060	3,060	3,300
Cleaning Supplies	15,422	26,500	20,000	31,530
Building Repairs & Maintenance	90,830	108,851	117,726	138,723
Miscellaneous Expenditures	41,406	1,298	6,647	7,500
Subtotal Other Operating Expenditures	\$ 281,838	\$ 297,314	\$ 300,933	\$ 346,083
Fixed Expenditures				
Office Equipment - Leasing Expenditures	\$ 5,847	\$ 12,960	\$ 12,960	\$ 13,560
Professional Liability & Other Insurance	12,038	11,659	11,659	15,739
Subtotal Fixed Expenditures	\$ 17,885	\$ 24,619	\$ 24,619	\$ 29,299
Total Operating Expenditures	\$ 2,733,084	\$ 4,363,575	\$ 4,424,110	\$ 5,865,615
Capital Expenditures				
Computers - Hardware	\$ 93,776	\$ -	\$ 184,027	\$ 184,459
Computers - Software	9,491	-	10,056	15,600
IT Infrastructure	-	-	-	20,000
Audio Visual Equipment	12,242	-	1,100	41,525
FF&E	5,971	250,000	422,449	6,000
Total Capital Expenditures	\$ 121,480	\$ 250,000	\$ 617,632	\$ 267,584
Total Unadjusted Operating and Capital Expenditures	\$ 2,854,564	\$ 4,613,575	\$ 5,041,742	\$ 6,133,199
Unadjusted Revenue over/(under) Expenditures	\$ (65,000)	\$ (154,498)	\$ (154,498)	\$ (217,521)
CSUSA Subsidy to offset Professional Services ***	\$ 65,000	\$ 154,498	\$ 154,498	\$ 217,521
Adjusted Revenues over/(under) Expenditures	\$ -	\$ -	\$ -	\$ -
Total Adjusted Operating and Capital Expenditures	\$ 2,789,564	\$ 4,459,077	\$ 4,887,244	\$ 5,915,678

**CITY OF AVENTURA
DON SOFFER AVENTURA HIGH SCHOOL
OPERATING AND CAPITAL BUDGET
FISCAL YEAR 2021/2022**



DSAHS INSTRUCTIONAL PAY-FOR-PERFORMANCE PLAN

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A. CSUSA PAY PRACTICES

CSUSA salaries are competitive with the surrounding area schools but structured differently, with a greater emphasis on performance-based pay. For base salaries, pay bands have been established to a minimum, midpoint, and maximum scale by which job families can grow with merit increases. CSUSA will budget criteria, incentives, and other motivating factors to attract, reward and retain the best employees. A salary worksheet will be used to calculate starting salaries in a fair & consistent manner. Below are the basic criteria utilized to determine starting salaries.

Base Salary for Teachers in their initial year (10 Month)

- Positive Adjustments to initial base for Experience, Previous Outcomes, Critical Shortage Areas/Special Consideration, if applicable and based on Budget
- Positive Adjustments to base for Education Credentials
 - \$3,000 for Masters
 - \$5,000 for Specialist
 - \$7,000 for Doctorate

- Other Compensation: (to be reevaluated annually and subject to funding availability)
 - \$3,500 in lieu of the Miami-Dade County Referendum will be added as a stipend to Teacher base pay
- \$-3,000 Negative Adjustments to base (prior to HB increase) if met all requirements and waiting for Certification documentation

B. PERFORMANCE BASED COMPENSATION

Research supports the notion that people are motivated through achievement, recognition, and growth opportunities. Moreover, studies indicate that not only does this contribute to the retention of high quality staff, but also positively impacts student achievement. Consequently, the School will adopt a performance-based compensation plan that includes:

- Merit increases for faculty and staff are determined by a robust evaluation tool based on the research of Robert Marzano, in alignment with statutory requirements
- A “Cost of Living” adjustment” option may be included in the schedule
- Participation in various programs to provide incentive bonuses for teachers
- Performance bonuses for Administration based on Academic Performance, Enrollment/Growth and Culture metrics
- School wide performance incentive goal– provided to faculty and staff at schools that achieve predetermined school wide academic improvement goals
- Stipends (supplements) are offered separately from base pay for Additional Academic Responsibilities, Title 1 Schools, Critical Teacher Shortage Areas, Bottom 2 School improvement categories, etc.

C. MERIT INCREASE SCHEDULE

Final Level Instructional staff member scores are calculated by combining the Instructional Practice and Student Performance components of the final evaluation. Please see the school’s approved evaluation plan. Budget will determine the **Effective** teacher’s percent increase. This percent increase will fall between 50%-75% of the percent increase that **Highly Effective** teachers receive per statutory requirements.

CSUSA PERFORMANCE EVALUATION RESULTS	INSTRUCTIONAL INCREASE*
Level 1: UNSATISFACTORY/DEVELOPING/NEEDS IMPROVEMENT	0%
Level 2: DEVELOPING/ NEEDS IMPROVEMENT	0%
Level 3: APPLYING / EFFECTIVE	1.5%
Level 4: INNOVATIVE / HIGHLY EFFECTIVE	2.0%

**Merit increases are subject to budget allocation*

- A “Cost of Living” adjustment option may be included in the schedule, budget permitting
- Stipends (supplements) are offered separately from base pay for Additional Academic Responsibilities, Title 1 Schools, Critical Teacher Shortage Areas, Bottom 2 School improvement categories, etc.

D. SCHOOL WIDE PERFORMANCE AND RETENTION BONUS

CSUSA offers a school wide bonus opportunity that acknowledges and shows appreciation to our loyal and committed employees. This is an opportunity for all Full Time Staff to earn a bonus based on the overall performance of their school.*

- Up to \$500.00 for Non Instructional Employees
- Up to \$1,000.00 for Instructional Employees
- The bonus will be paid out after FTE count and the release of school grades in the fall/winter of the following year
- The bonus is based on goals established by the school and approved by leadership
- If the school meets its letter grade goal, the bonus will be paid out in full
- If the letter grade goal is not met, the bonus will be prorated based on the percentage of goals met
- Employee must be actively employed at time of bonus payout

**School wide bonus payment is subject to budget allocation*

**CITY OF AVENTURA
DON SOFFER AVENTURA HIGH SCHOOL
OPERATING AND CAPITAL BUDGET
FISCAL YEAR 2021/2022**



ADOPTING ORDINANCE

ORDINANCE NO. 2021-__

AN ORDINANCE OF THE CITY OF AVENTURA, FLORIDA, ADOPTING THE ATTACHED DON SOFFER AVENTURA HIGH SCHOOL BUDGET FUND 191 FOR FISCAL YEAR 2021/2022 (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 2021/2022 Operating Budget for the Don Soffer Aventura High 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 Don Soffer Aventura High School Fund may not be increased or decreased without specific authorization by a duly-enacted Resolution affecting such amendment or transfer. Therefore, if requested by the Principal of Don Soffer Aventura High School, 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, if requested by the Principal of Don Soffer Aventura High School, 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 Don Soffer Aventura High 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, 2021 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 2021/2022 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 Jonathan Evans	___
Commissioner Rachel S. Friedland	___
Commissioner Denise Landman	___
Commissioner Dr. Linda Marks	___
Commissioner Marc Narotsky	___
Vice Mayor Robert Shelley	___
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 Jonathan Evans	___
Commissioner Rachel S. Friedland	___
Commissioner Denise Landman	___
Commissioner Dr. Linda Marks	___
Commissioner Marc Narotsky	___
Commissioner Robert Shelley	___
Mayor Enid Weisman	___

PASSED on first reading this 15th day of April, 2021.

PASSED AND ADOPTED on second reading this 4th day of May, 2021.

ENID WEISMAN, MAYOR

ATTEST:

ELLISA L. HORVATH, MMC
CITY CLERK

APPROVED AS TO LEGAL SUFFICIENCY:

CITY ATTORNEY



DON SOFFER AVENTURA HIGH SCHOOL

3151 NE 213th Street
Aventura, Florida 33180