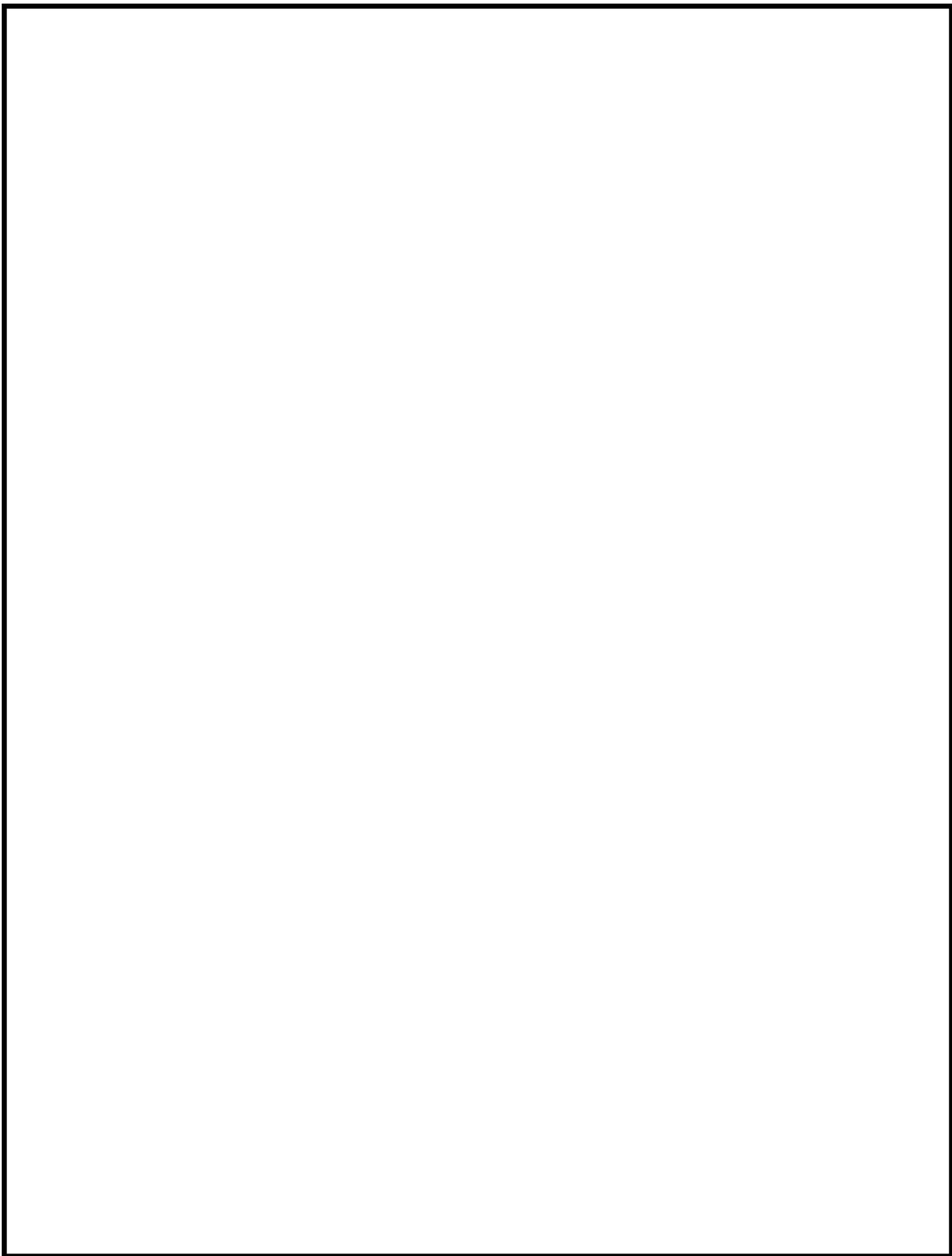


# City of Aventura



## Don Soffer Aventura High School Fund Budget FISCAL YEAR 2022/2023





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

**FISCAL YEAR 2022/2023**



**City Commission/Governing Board**

Mayor Enid Weisman  
Vice Mayor Denise Landman  
Commissioner Rachel S. Friedland  
Commissioner Billy Joel  
Commissioner Dr. Linda Marks  
Commissioner Marc Narotsky  
Commissioner Robert Shelley

**City Manager**

Ronald J. Wasson

**Principal**

Dr. Geoff McKee

**Planning/Management Services Provided by:**

Charter Schools USA



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**CITY OF AVENTURA  
DON SOFFER AVENTURA HIGH SCHOOL  
FUND BUDGET  
FISCAL YEAR 2022/2023**

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## MEMORANDUM

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

FROM: Dr. Geoff McKee, Principal, Don Soffer Aventura High School  
Angel Lewis, Sr. Financial Analyst, Charter Schools USA

DATE: May 11, 2022

SUBJECT: **Proposed 2022/2023 Don Soffer Aventura High School Budget**

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Attached is the proposed 2022/2023 Don Soffer Aventura High School (“DSAHS”) Fund Budget (Fund 191) which will be effective from July 1, 2022 – June 30, 2023. This represents DSAHS’ 4<sup>th</sup> full year of operations. The budget was designed to meet the educational requirements that accommodate 9<sup>th</sup>, 10<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup> 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 and for the last two years, 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 altered 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. With the rollout of the COVID-19 vaccine in FY 2021, things are slowly returning to normal and we can see the light at the end of the tunnel. Since the pandemic’s full financial impact is unknown at this time, the Administration has prepared a conservative budget by holding most operating revenues and expenditures relatively flat and increasing teacher compensation where needed.

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 continue to stabilize and completely return to a “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 Finance Director. The budget will appear on first and second reading on May 19<sup>th</sup> and June 12<sup>th</sup>, 2022, respectively.

The following are the major highlights of the 2022/2023 budget:

- The school budget is based on a projected enrollment of 800 9<sup>th</sup>, 10<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup> grade students. This is the school’s first year of full enrollment.
- No City subsidy is budgeted for the FY2022-2023 year.
- Includes 63 full-time equivalent employees at a projected cost of \$5,089,333 and is summarized by class and category below:

Job Class Category	2021/22	2022/23	
	Actual	Proposed	Change
<b>Administrative Staff</b>			
Full-time	10.0	16.0	6.0
Part-time	0.5	-	(0.5)
<b>Subtotal</b>	<b>10.5</b>	<b>16.0</b>	<b>5.5</b>
<b>Instructional Staff</b>			
Full-time	37.0	47.0	10.0
Part-time	-	-	-
<b>Subtotal</b>	<b>37.0</b>	<b>47.0</b>	<b>10.0</b>
<b>Total Employees</b>	<b>47.5</b>	<b>63.0</b>	<b>15.5</b>

- 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 \$159,127.
- In order to continue enhancing the instructional experience designed to prepare the students for the future, \$414,195 has been budgeted for textbooks, reference books and instructional licenses under Instructional Expenditures.

Capital expenditures of \$306,845 is budgeted 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 \$5,089,333 or 62.6% of the total budget or 60.2% of total operating revenue. This category includes 63 full-time equivalent employees, including 16 administrative staff positions and 47 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 \$147,000 in lieu of the Miami-Dade County Referendum. All employees are under contract with CSUSA.

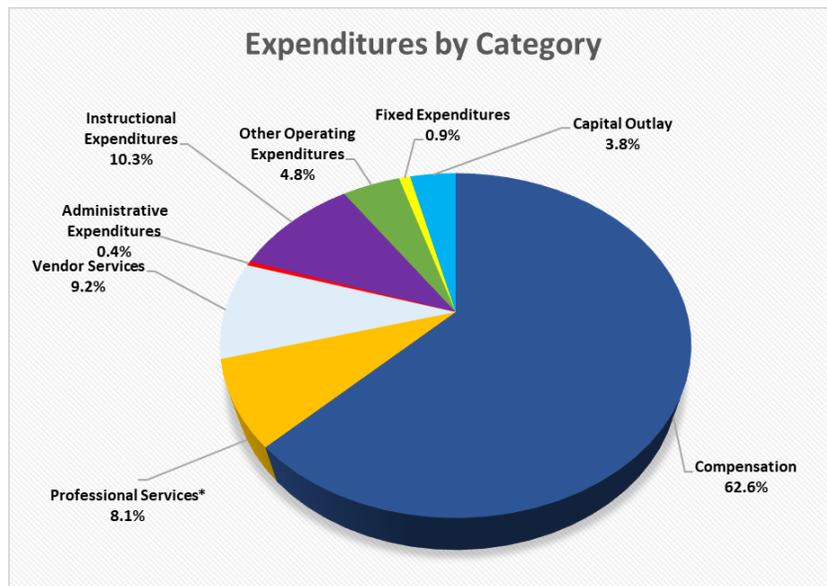
**Don Soffer Aventura High School  
Comparative Personnel Allocation Summary  
3 - Year Presentation**

Job Class	2020/21			2021/22			2022/23		
	<u>Actual</u>			<u>Actual</u>			<u>Proposed</u>		
	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total
<b>Administrative Staff</b>									
Principal	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Assistant Principal	1.0	-	1.0	1.0	-	1.0	2.0	-	2.0
Dean of Student Affairs	-	-	-	-	-	-	1.0	-	1.0
School Operations Administrator	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Office Manager	-	-	-	-	-	-	1.0	-	1.0
Administrative Assistant	1.0	0.5	1.5	1.0	0.5	1.5	2.0	-	2.0
Receptionist	1.0	-	1.0	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	3.0	-	3.0
CAP Advisor	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
IT Support	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Nurse	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
<b>Subtotal</b>	<b>10.0</b>	<b>0.5</b>	<b>10.5</b>	<b>10.0</b>	<b>0.5</b>	<b>10.5</b>	<b>16.0</b>	<b>-</b>	<b>16.0</b>
<b>Instructional Staff</b>									
Teachers (9-12)	20.0	0.5	20.5	33.0	-	33.0	42.0	-	42.0
ESE/Special Education Teachers	2.0	-	2.0	2.0	-	2.0	3.0	-	3.0
Curriculum Resource Teacher	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Athletic Director	-	-	-	1.0	-	1.0	1.0	-	1.0
<b>Subtotal</b>	<b>23.0</b>	<b>0.5</b>	<b>23.5</b>	<b>37.0</b>	<b>-</b>	<b>37.0</b>	<b>47.0</b>	<b>-</b>	<b>47.0</b>
<b>Total</b>	<b>33.0</b>	<b>1.0</b>	<b>34.0</b>	<b>47.0</b>	<b>0.5</b>	<b>47.5</b>	<b>63.0</b>	<b>-</b>	<b>63.0</b>



The total proposed budget for 2022/2023, is \$8,133,511 and is broken down into the following categories:

Compensation	\$ 5,089,333	62.6%
Professional Services	658,695	8.1%
Vendor Services	745,060	9.2%
Administrative Expenditures	35,147	0.4%
Instructional Expenditures	834,894	10.3%
Other Operating Expenditures	388,293	4.8%
Fixed Expenditures	75,244	0.9%
Capital Outlay	306,845	3.8%
<b>Total</b>	<b>\$ 8,133,511</b>	<b>100.0%</b>



## Summary

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.

The City Commission, acting in its capacity as the Don Soffer Aventura High School Governing Board will meet during a Special Commission Meeting on May 19, 2022 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,

  
 Dr. Geoff McKee  
 Principal, Don Soffer Aventura High School

  
 Angel Lewis  
 Sr. Financial Analyst, CSUSA

**CITY OF AVENTURA  
DON SOFFER AVENTURA HIGH SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2022/2023**



**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 21<sup>st</sup> 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 2022/2023 school year will offer classes for 9<sup>th</sup>, 10<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup> grades with a projected enrollment of 800 students. The School is funded by 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 9<sup>th</sup> graders. In August 2020, the School expanded its enrollment to 415 students to include 10<sup>th</sup> grade and in August 2021, expanded its enrollment to 620 to include 11<sup>th</sup> grade. Grade 12 will be added with approximately 200 additional students for each grade level, in August 2022.

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 2022/2023 are \$375,696. The other expenditures that are reimbursed to CSUSA from the City relate to teachers' salaries, benefits and all related operational costs.



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**CITY OF AVENTURA  
DON SOFFER AVENTURA HIGH SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2022/2023**



**DEPARTMENT DESCRIPTION  
&  
SUMMARY OF FUND**

## CITY OF AVENTURA

AVENTURA CHARTER HIGH SCHOOL FUND 191

BUDGET CATEGORY SUMMARY

2022/23 (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	2020/21 ACTUAL	2021/22 PROPOSED BUDGET	2021/22 PROJECTED FORECAST	2022/23 PROPOSED BUDGET
<b>REVENUE PROJECTIONS</b>				
Operating Revenue	\$ 4,244,057	\$ 5,438,050	\$ 6,129,624	\$ 8,451,973
City Subsidy (Advance from the City's General Fund)	659,151	477,628	477,628	-
<b>Total Revenues</b>	<b>\$ 4,903,208</b>	<b>\$ 5,915,678</b>	<b>\$ 6,607,252</b>	<b>\$ 8,451,973</b>
<b>EXPENDITURES</b>				
Operating Expenditures	\$ 4,439,823	\$ 5,865,615	\$ 6,123,459	\$ 7,826,666
Capital Expenditures	605,008	267,584	286,380	306,845
CSUSA Subsidy to offset Professional Services	(141,623)	(217,521)	(217,522)	-
<b>Total Expenditures</b>	<b>\$ 4,903,208</b>	<b>\$ 5,915,678</b>	<b>\$ 6,192,317</b>	<b>\$ 8,133,511</b>
Revenues over/(under) Expenditures	\$ -	\$ -	\$ 414,935	\$ 318,462

**CITY OF AVENTURA  
DON SOFFER AVENTURA HIGH SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2022/2023**



**REVENUE PROJECTION  
&  
RATIONALE**

Don Soffer Aventura High School Proposed Budget	ACTUAL 2020-21	ADOPTED BUDGET 2021-22	ACTUAL March YTD 2022 2021-22	PROJECTED FORECAST 2021-22	PROPOSED BUDGET 2022-23
<b>Total Number of Students</b>	417	620	636.5	637	800
<b>Forecasted Average FTE per Student</b>	\$ 6,643.52	\$ 7,002.00	7,134.46	\$ 7,134.46	\$ 7,445.52
<b>REVENUE:</b>					
<b>Operating Revenue</b>					
FTE	\$ 2,714,566	\$ 4,341,271	\$ 3,276,483	\$ 4,541,083	\$ 5,956,418
Capital Outlay	214,979	312,347	219,385	328,416	410,894
NSLP Revenue	28,943	46,075	21,091	27,000	33,935
Food Services	64,877	163,357	184,141	224,528	282,203
Transfers In from the City's General Fund					
City's Intersection Safety Camera Program *	150,000	150,000	-	150,000	150,000
Grants	595,401	-	78,288	78,288	735,309
Miscellaneous Revenue	-	-	-	-	-
Internal Funds Revenue****	33,214	-	-	33,214	33,214
Other Program Revenue	442,077	425,000	2,122,057	747,095	850,000
<b>Total Operating Revenue</b>	<b>\$ 4,244,057</b>	<b>\$ 5,438,050</b>	<b>\$ 5,901,445</b>	<b>\$ 6,129,624</b>	<b>\$ 8,451,973</b>
<b>Other Non-Revenue</b>					
City Subsidy *					
Advance from the City's General Fund	\$ 659,151	\$ 477,628	-	\$ 477,628	\$ -
<b>Total Revenues</b>	<b>\$ 4,903,208</b>	<b>\$ 5,915,678</b>	<b>\$ 5,901,445</b>	<b>\$ 6,607,252</b>	<b>\$ 8,451,973</b>

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## **Revenue Projection Rationale**

### **FISCAL YEAR 2022/2023**

#### **Revenues**

The total revenues available for allocation in the 2022/2023 proposed budget are anticipated to be \$8,451,973. This is a net increase of \$2,536,295 or 42.9% compared to the prior year's budget primarily resulting from increasing the enrollment at DSAHS from 620 to 800 students for the addition of the 12<sup>th</sup> grade.

#### **Operating Revenue**

FTE – totals \$5,956,418 and is based on an average of \$7,446/student. This revenue category includes the transportation reimbursement component. Net of enrollment driven increases for the addition of the 12<sup>th</sup> grade, this revenue category is anticipated to increase by 4.36% in comparison to the prior year-end forecast.

Capital Outlay – totals \$410,894 and is projected to remain relatively level in comparison to the year-end forecast at \$514/student.

NSLP Revenue – totals \$33,935 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 \$282,203 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 – The current anticipated impact from Grant Funding provided by Federal and State governments in response to the COVID-19 pandemic is included in the 2022/2023 proposed operating budget. This grant funding totals \$735,309 and will cover personnel costs, capital items, instructional licenses and teacher supplements/stipends to enhance technology and other programs that are intended to enhance the students' total learning experience and social well-being.

Other Program Revenue – totals \$850,000 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 2022/2023 budget assumes no City subsidy.



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**CITY OF AVENTURA  
DON SOFFER AVENTURA HIGH SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2022/2023**



**BUDGETARY ACCOUNT SUMMARY  
BY  
EXPENDITURE FUNCTION**

Don Soffer Aventura High School Proposed Budget		ACTUAL 2020-21	ADOPTED BUDGET 2021-22	ACTUAL March YTD 2022 2021-22	PROJECTED FORECAST 2021-22	PROPOSED BUDGET 2022-23				
<b>EXPENDITURES</b>										
<b>Administrative Staff</b>										
Principal	1.0		1.0	1.0	1.0	1.0				
Assistant Principal	1.0		1.0	1.0	1.0	2.0				
Dean of Student Affairs	-		-	-	-	1.0				
School Operations Administrator	1.0		1.0	1.0	1.0	1.0				
Office Manager	-		-	-	-	1.0				
Administrative Assistant	1.5		1.5	1.5	1.5	2.0				
Receptionist	1.0		1.0	1.0	1.0	1.0				
Enrollment Management	1.0		1.0	1.0	1.0	1.0				
Guidance Counselor	1.0		2.0	1.0	1.0	3.0				
CAP Advisor	1.0		1.0	1.0	1.0	1.0				
IT Support	1.0		1.0	1.0	1.0	1.0				
Nurse	1.0		1.0	1.0	1.0	1.0				
<b>Subtotal Administrative Staff</b>	<b>10.5</b>	<b>\$ 636,346</b>	<b>11.5</b>	<b>\$ 696,399</b>	<b>10.5</b>	<b>\$ 465,257</b>	<b>10.5</b>	<b>\$ 602,135</b>	<b>16.0</b>	<b>\$ 1,027,895</b>
<b>Instructional Staff</b>										
Teachers (9-12)	20.5		31.5	33.0	33.0	42.0				
ESE/Special Education Teachers	2.0		2.0	2.0	2.0	3.0				
Curriculum Resource Teacher	1.0		2.0	1.0	1.0	1.0				
Athletic Director	-		-	1.0	1.0	1.0				
Subs	-		-	-	-	-				
<b>Subtotal Instructional Staff</b>	<b>23.5</b>	<b>\$ 1,459,487</b>	<b>35.5</b>	<b>\$ 2,297,461</b>	<b>37.0</b>	<b>\$ 1,540,670</b>	<b>37.0</b>	<b>\$ 2,153,474</b>	<b>47.0</b>	<b>\$ 2,810,808</b>
Tutoring		5,298		\$ 25,000	\$ 22,387	\$ 25,000		\$ 76,862		
Bonuses		130,993		67,936	27,964	49,732		159,681		
Stipends		43,282		167,150	124,081	219,043		307,000		
Benefits		165,357		196,126	179,600	268,818		345,329		
Workers' Compensation		9,127		8,320	15,452	21,648		21,648		
Payroll Taxes		190,310		268,230	169,551	233,269		340,110		
<b>Subtotal</b>		<b>\$ 544,367</b>		<b>\$ 732,762</b>	<b>\$ 539,035</b>	<b>\$ 817,510</b>		<b>\$ 1,250,630</b>		
<b>Total Compensation</b>	<b>34.0</b>	<b>\$ 2,640,200</b>	<b>47.0</b>	<b>\$ 3,726,622</b>	<b>47.5</b>	<b>\$ 2,544,962</b>	<b>47.5</b>	<b>\$ 3,573,119</b>	<b>63.0</b>	<b>\$ 5,089,333</b>

Don Soffer Aventura High School Proposed Budget - Continued	ACTUAL 2020-21	ADOPTED BUDGET 2021-22	ACTUAL March YTD 2022 2021-22	PROJECTED FORECAST 2021-22	PROPOSED BUDGET 2022-23
<b>Professional Services</b>					
Management Fee	\$ 200,739	\$ 279,000	\$ 222,847	\$ 279,000	\$ 375,696
Finance & Accounting Services ***	35,476	54,380	40,803	54,381	-
Personnel Management (Payroll & HR Services) ***	92,160	163,141	108,760	163,141	-
Legal Fees	7,276	-	14,782	17,369	17,369
Fee to County Board	83,044	87,298	66,095	88,390	93,069
Outside Staff Development	13,215	32,875	15,673	28,925	28,925
Accounting Services - Audit	13,867	11,000	11,750	11,750	11,750
Professional Fees - Other	36,391	2,000	14,912	16,886	16,886
Computer Services Fees	22,741	69,440	53,615	71,288	100,000
Advertising/Marketing Expenditure	14,061	24,750	7,153	24,750	15,000
Moving Expenditure	4,989	-	-	-	-
<b>Subtotal Professional Services</b>	<b>\$ 523,959</b>	<b>\$ 723,884</b>	<b>\$ 556,390</b>	<b>\$ 755,880</b>	<b>\$ 658,695</b>
<b>Vendor Services</b>					
Contracted Pupil Transportation	\$ 102,590	\$ 123,785	\$ 53,786	\$ 116,506	\$ 159,127
Contracted Mental Health	7,976	13,741	14,287	24,267	24,267
Extra-Curricular Activity Events & Transportation	44,252	65,000	64,800	79,507	155,000
Contracted Food Services	77,675	155,617	146,073	178,512	209,548
Background/Finger Printing	-	500	-	-	-
Drug Testing Fees	-	500	31	31	31
Licenses & Permits	1,159	1,597	2,012	2,012	2,012
Bank Service Fees	-	-	-	-	-
Contracted Custodial Services	114,407	169,257	128,113	169,257	191,827
Contracted Security	12,457	13,515	3,240	13,515	3,248
<b>Subtotal Vendor Services</b>	<b>\$ 360,516</b>	<b>\$ 543,512</b>	<b>\$ 412,342</b>	<b>\$ 583,607</b>	<b>\$ 745,060</b>
<b>Administration Expenditures</b>					
Travel	\$ 746	\$ 4,850	\$ 1,622	\$ 7,020	\$ 7,020
Meals	90	700	213	381	381
Lodging	1,641	1,450	3,293	3,293	3,293
Business Expenditure - Other	270	382	153	153	153
Dues & Subscriptions	1,720	1,055	3,346	3,346	3,346
Printing	3,344	2,608	2,909	2,909	2,909
Office Supplies	20,842	10,175	13,173	15,435	15,435
Medical Supplies	2,518	2,518	2,610	2,610	2,610
<b>Subtotal Administrative Expenditures</b>	<b>\$ 31,171</b>	<b>\$ 23,738</b>	<b>\$ 27,320</b>	<b>\$ 35,148</b>	<b>\$ 35,147</b>
<b>Instructional Expenditures</b>					
Textbooks & Reference Books	\$ 277,393	\$ 137,819	\$ 145,403	\$ 161,506	\$ 250,462
Consumable Instructional (Student)	-	23,622	1,563	1,563	36,438
Consumable Instructional (Teacher)	5,639	26,250	2,623	25,000	25,000
Instructional Licenses	162,434	112,478	169,593	172,078	163,733
Testing Materials	9,772	126,450	323,898	323,898	330,670
Contracted SPED Instruction	19,175	45,858	14,180	22,748	28,591
<b>Subtotal Instructional Expenditures</b>	<b>\$ 474,413</b>	<b>\$ 472,477</b>	<b>\$ 657,260</b>	<b>\$ 706,793</b>	<b>\$ 834,894</b>

Don Soffer Aventura High School Proposed Budget - Continued	ACTUAL 2020-21	ADOPTED BUDGET 2021-22	ACTUAL March YTD 2022 2021-22	PROJECTED FORECAST 2021-22	PROPOSED BUDGET 2022-23
<b>Other Operating Expenditures</b>					
Telephone & Internet	\$ 37,330	\$ 38,286	\$ 17,413	\$ 28,712	\$ 29,340
Postage	1,993	7,000	350	440	390
Electricity	77,609	84,644	68,573	91,458	92,514
Water & Sewer	5,406	5,540	4,833	6,222	6,569
Waste Disposal	22,374	29,560	23,288	31,050	37,260
Pest Control	2,916	3,300	2,380	3,419	3,465
Cleaning Supplies	11,789	31,530	-	26,275	21,530
Building Repairs & Maintenance	178,241	138,723	168,154	176,965	153,885
Miscellaneous Expenditures	9,252	7,500	5,887	10,126	10,126
<b>Subtotal Other Operating Expenditures</b>	<b>\$ 346,910</b>	<b>\$ 346,083</b>	<b>\$ 290,877</b>	<b>\$ 374,667</b>	<b>\$ 355,079</b>
<b>Internal Funds Expense</b>					
Internal Funds Expense****	\$ 35,094	\$ -	\$ -	\$ 33,214	\$ 33,214
<b>Subtotal Internal Funds Revenue</b>	<b>\$ 35,094</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 33,214</b>	<b>\$ 33,214</b>
<b>Fixed Expenditures</b>					
Office Equipment - Leasing Expenditures	\$ 13,056	\$ 13,560	\$ 9,903	\$ 13,631	\$ 13,624
Professional Liability & Other Insurance	14,504	15,739	40,639	47,400	61,620
<b>Subtotal Fixed Expenditures</b>	<b>\$ 27,560</b>	<b>\$ 29,299</b>	<b>\$ 50,542</b>	<b>\$ 61,031</b>	<b>\$ 75,244</b>
<b>Total Operating Expenditures</b>	<b>\$ 4,439,823</b>	<b>\$ 5,865,615</b>	<b>\$ 4,539,693</b>	<b>\$ 6,123,459</b>	<b>\$ 7,826,666</b>
<b>Capital Expenditures</b>					
Computers - Hardware	\$ 140,855	\$ 184,459	\$ 88,326	\$ 194,295	\$ 250,545
Computers - Software	11,766	15,600	4,250	4,250	-
IT Infrastructure	1,100	20,000	-	-	20,000
Audio Visual Equipment	-	41,525	1,302	42,826	23,800
FF&E	451,287	6,000	42,509	45,009	12,500
<b>Total Capital Expenditures</b>	<b>\$ 605,008</b>	<b>\$ 267,584</b>	<b>\$ 136,387</b>	<b>\$ 286,380</b>	<b>\$ 306,845</b>
<b>Total Unadjusted Operating and Capital Expenditures</b>	<b>\$ 5,044,831</b>	<b>\$ 6,133,199</b>	<b>\$ 4,676,080</b>	<b>\$ 6,409,839</b>	<b>\$ 8,133,511</b>
<b>Unadjusted Revenue over/(under) Expenditures</b>	<b>\$ (141,623)</b>	<b>\$ (217,521)</b>	<b>\$ 1,225,365</b>	<b>\$ 197,413</b>	<b>\$ 318,462</b>
<b>CSUSA Subsidy to offset Professional Services ***</b>	<b>\$ 141,623</b>	<b>\$ 217,521</b>	<b>\$ 163,141</b>	<b>\$ 217,522</b>	<b>\$ -</b>
<b>Adjusted Revenues over/(under) Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,388,506</b>	<b>\$ 414,935</b>	<b>\$ 318,462</b>
<b>Total Adjusted Operating and Capital Expenditures</b>	<b>\$ 4,903,208</b>	<b>\$ 5,915,678</b>	<b>\$ 4,512,939</b>	<b>\$ 6,192,317</b>	<b>\$ 8,133,511</b>
<b>Total Revenues</b>	<b>\$ 4,903,208</b>	<b>\$ 5,915,678</b>	<b>\$ 5,901,445</b>	<b>\$ 6,607,252</b>	<b>\$ 8,451,973</b>
Projected Addition to Fund Balance/(Deficit)	\$ -	\$ -	\$ 1,388,506	\$ 414,935	\$ 318,462
Repayment to City	\$ -	\$ -	\$ -	\$ 414,935	\$ 218,462
Projected Fund Balance After Repayment	\$ -	\$ -	\$ 1,388,506	\$ -	\$ 100,000

**CITY OF AVENTURA  
DON SOFFER AVENTURA HIGH SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2022/2023**



**DSAHS INSTRUCTIONAL PAY-FOR-PERFORMANCE PLAN**

**INDEX**

- A. CSUSA PAY PRACTICES**
- B. PERFORMANCE BASED COMPENSATION**
- C. MERIT INCREASE SCHEDULE**
- D. SCHOOL WIDE PERFORMANCE AND RETENTION BONUS**

**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
- 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	2.0%
Level 4: INNOVATIVE / HIGHLY EFFECTIVE	3.0%

*\*Merit increases are subject to budget allocation*

- 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

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

**CITY OF AVENTURA  
DON SOFFER AVENTURA HIGH SCHOOL  
OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2022/2023**



**ADOPTING ORDINANCE**

ORDINANCE NO. 2022-\_\_

AN ORDINANCE OF THE CITY OF AVENTURA, FLORIDA, ADOPTING THE ATTACHED DON SOFFER AVENTURA HIGH SCHOOL BUDGET FUND 191 FOR FISCAL YEAR 2022/2023 (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 2022/2023 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, 2022 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 2022/2023 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 Rachel S. Friedland	___
Commissioner Billy Joel	___
Vice Mayor Denise Landman	___
Commissioner Dr. Linda Marks	___
Commissioner Marc Narotsky	___
Commissioner 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 Rachel S. Friedland	___
Commissioner Billy Joel	___
Vice Mayor Denise Landman	___
Commissioner Dr. Linda Marks	___
Commissioner Marc Narotsky	___
Commissioner Robert Shelley	___
Mayor Enid Weisman	___

**PASSED** on first reading this 19<sup>th</sup> day of May, 2022.

**PASSED AND ADOPTED** on second reading this 14<sup>th</sup> day of June, 2022.

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

ATTEST:

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

APPROVED AS TO LEGAL SUFFICIENCY:

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



**DON SOFFER AVENTURA HIGH SCHOOL**

3151 NE 213<sup>th</sup> Street  
Aventura, Florida 33180