

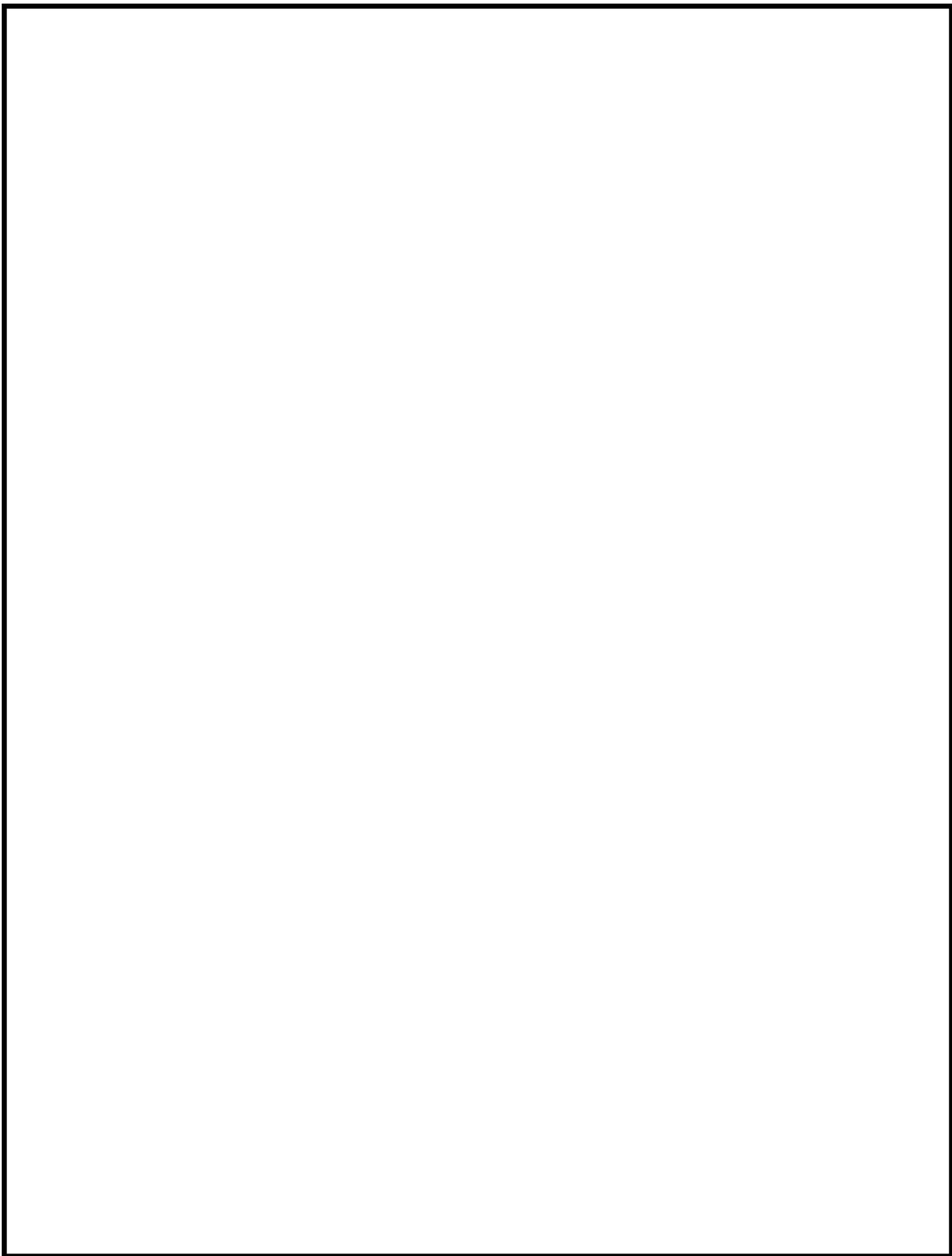
City of Aventura



Don Soffer Aventura High School Budget

Fiscal Year 2025/2026





City of Aventura Don Soffer Aventura High School

Operating and Capital Budget
Fiscal Year 2025/2026



City Commission/Governing Board

Mayor Howard S. Weinberg, Esq.
Commissioner Rachel S. Friedland, Esq.
Commissioner Clifford B. Ain
Commissioner Gustavo Blachman
Commissioner Amit Bloom
Commissioner Paul A. Kruss
Commissioner Cindy Orlinsky

City Manager

Bryan Pegues

Principal

Dr. Geoffrey McKee

Planning/Management Services Provided by:

Charter Schools USA



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City of Aventura
Don Soffer Aventura High School
Operating and Capital Budget
Fiscal Year 2025/2026

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MEMORANDUM

TO: City Commission/Governing Board
Bryan Pegues, City Manager

FROM: Dr. Geoffrey McKee, Principal, Don Soffer Aventura High School
Ayanna Jeffrey, Sr. Accounting Analyst, Charter Schools USA

DATE: April 11, 2025

SUBJECT: **Proposed 2025/2026 Don Soffer Aventura High School Budget**

Attached is the proposed 2025/2026 Don Soffer Aventura High School (“DSAHS”) Budget (Fund 191) which will be effective from July 1, 2025 – June 30, 2026. This represents DSAHS’ 7th full year of operations. The budget was designed to meet the educational requirements that accommodate 9th through 12th grade students, while continuing to retain and employ staff who possess best in class qualifications and skills.

The budget was prepared in a collaborative effort by CSUSA, including their Sr. Accounting 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 April 17th and May 22nd, 2025, respectively.

The following are the major highlights of the 2025/2026 budget:

- The school budget is based on a projected enrollment of 800 9th, 10th, 11th, and 12th grade students, which represents full enrollment as per the charter granted by the Miami-Dade District.
- At the time of preparation, the Florida Legislative Session had not approved an increase of Florida Education Financial Program (FEFP) funding for Miami-Dade. However, the estimate of the projected increase in these revenues is included using the District’s latest FEFP statement for the school as the starting point.
- Includes 63 full-time equivalent employees at a projected cost of \$6,597,000 and is summarized by class and category below:

Job Class Category	2024/25	2025/26	
	Projected	Proposed	Change
Administrative Staff			
Full-time	13.0	14.0	1.0
Part-time	-	-	-
Subtotal	13.0	14.0	1.0
Instructional Staff			
Full-time	50.0	49.0	(1.0)
Part-time	-	-	-
Subtotal	50.0	49.0	-
Total Employees	63.0	63.0	-

- 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 \$199,595.
- To continue enhancing the instructional experience designed to prepare the students for the future, \$737,078 has been budgeted for textbooks, reference books, testing materials and instructional licenses under Instructional Expenditures.
- Capital expenditures of \$139,124 is budgeted for costs associated with Computer Hardware, IT Infrastructure and FF&E (i.e., Classroom Furniture).

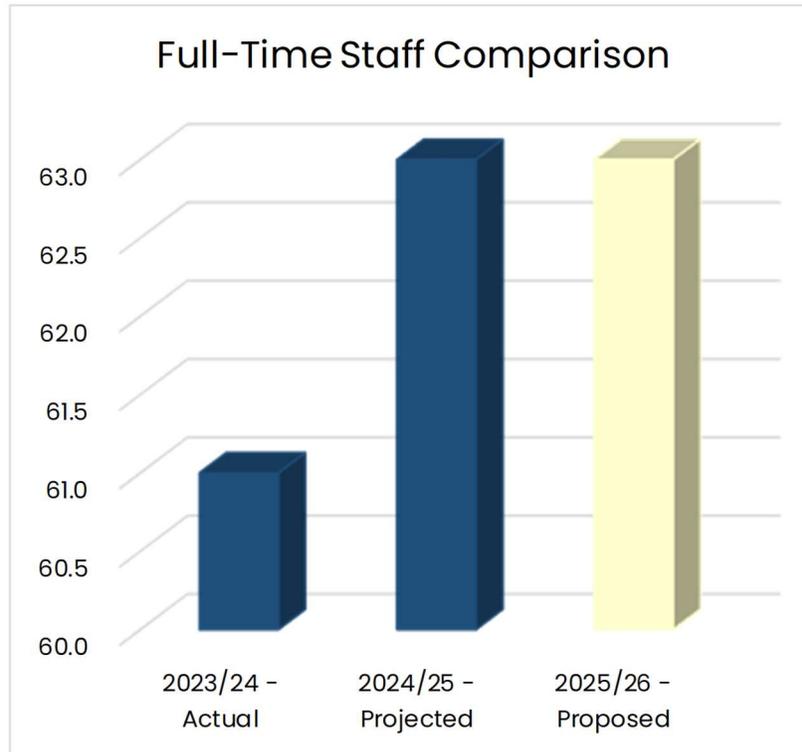
Compensation for Personnel Services

Total Compensation for Personnel Services is budgeted at \$6,597,000 or 61.1% of the total budget or 58.3% of total operating revenue. Personnel includes 63 full-time equivalent employees, consisting of 14 administrative staff positions and 49 instructional staff positions as detailed below. To maintain, attract, and retain highly qualified teachers, salaries reflect the school’s proposed Pay Plan and stipends of \$1,003,827 as a result 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**

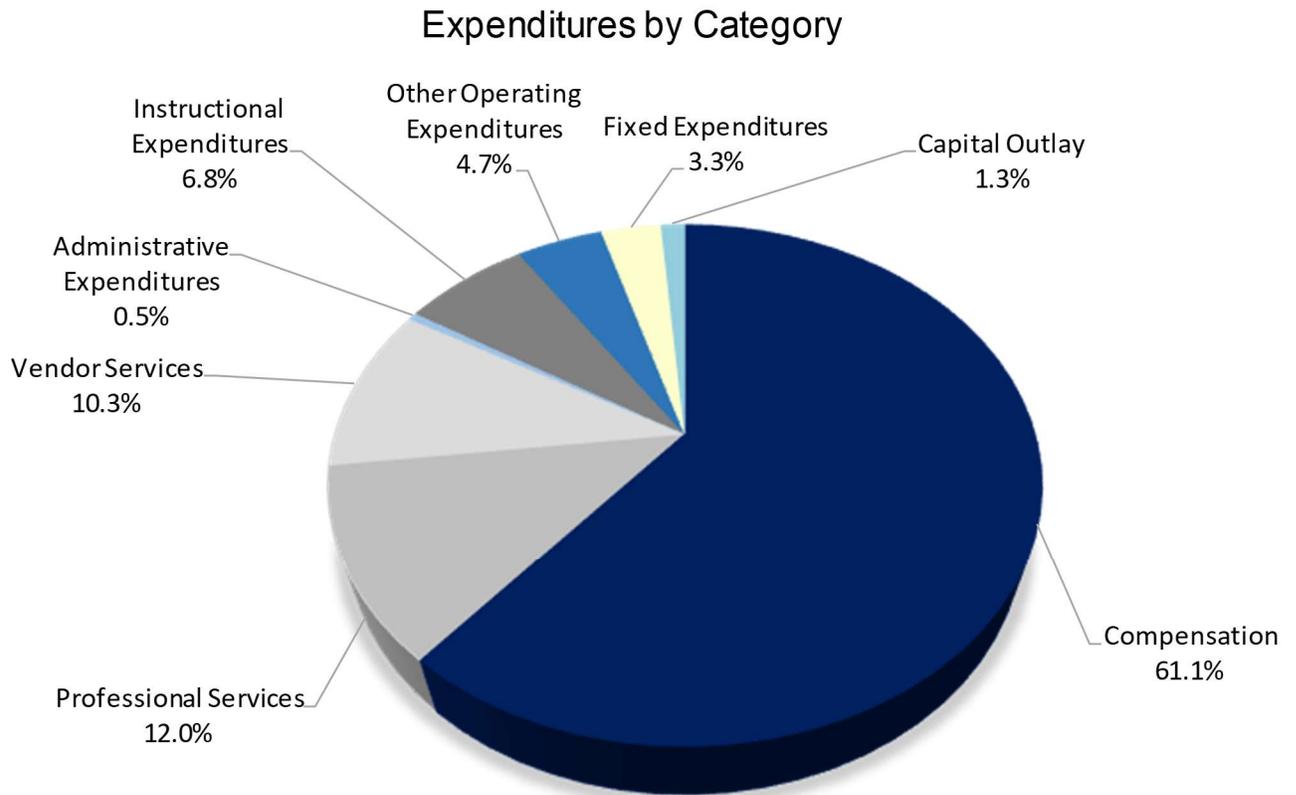
Job Class	2023-24 Actual			2024-25 Projected			2025-26 Proposed		
	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total
Administrative Staff									
Principal	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Assistant Principal	2.0	-	2.0	3.0	-	3.0	3.0	-	3.0
Senior Community Relations Specialist	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	1.0	-	1.0	1.0	-	1.0
Administrative Assistant	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Receptionist	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Enrollment Manager	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Guidance Counselor	3.0	-	3.0	2.0	-	2.0	2.0	-	2.0
Dean of Students	-	-	-	-	-	-	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
Subtotal	14.0	-	14.0	13.0	-	13.0	14.0	-	14.0
Instructional Staff									
Teachers (9-12)	38.0	-	38.0	43.0	-	43.0	43.0	-	43.0
ESE/Special Education									
Teachers	3.0	-	3.0	2.0	-	2.0	2.0	-	2.0
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	1.0	-	1.0
Subs	4.0	-	4.0	3.0	-	3.0	2.0	-	2.0
Subtotal	47.0	-	47.0	50.0	-	50.0	49.0	-	49.0
Total	61.0	-	61.0	63.0	-	63.0	63.0	-	63.0

Comparative Personnel Allocation Summary 3 - Year Presentation



The total proposed budget for 2025/2026, is \$10,804,916 and is broken down into the following categories:

Category	Amount	%
Compensation	\$ 6,597,000	61.1%
Professional Services	1,298,926	12.0%
Vendor Services	1,116,013	10.3%
Administrative Expenditures	53,837	0.5%
Instructional Expenditures	737,078	6.8%
Other Operating Expenditures	509,041	4.7%
Fixed Expenditures	353,898	3.3%
Capital Outlay	139,124	1.3%
Total	\$ 10,804,916	100.0%



Summary

We are 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 Governing Board Meeting on April 17th, 2025 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. Geoffrey McKee
Principal, Don Soffer Aventura High School



Ayanna Jeffrey
Sr. Accounting Analyst, CSUSA



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City of Aventura
Don Soffer Aventura High School
Operating and Capital Budget
Fiscal Year 2025/2026



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 2025/2026 school year will offer classes for 9th through 12th 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 9th graders. In August 2020, the School expanded its enrollment to 415 students to include 10th grade. In August 2021, the school expanded its enrollment to 620 to include 11th grade and in August 2022, expanded its enrollment to 800 to include 12th grade with approximately 200 students for each grade level.

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, 2029, 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 2025/2026 are \$905,005. 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 2025/2026



Fund Description
&
Summary

City of Aventura

Don Soffer Aventura High School

Fund - 191

Fiscal Year 2025/2026 (July 1 - June 30)

Budget Category Summary

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	2023/24 Actual	2024/25 Adopted Budget	2024/25 Projected Forecast	2025/26 Proposed Budget
Revenue Projections				
Operating Revenue	\$ 12,663,397	\$ 10,068,692	\$ 11,387,869	\$ 11,312,557
Total Revenues	\$ 12,663,397	\$ 10,068,692	\$ 11,387,869	\$ 11,312,557
Expenditures				
Operating Expenditures	\$ 10,178,550	\$ 9,912,038	\$ 10,513,353	\$ 10,665,792
Capital Expenditures	283,689	117,907	157,552	139,124
Total Expenditures	\$ 10,462,239	\$ 10,029,945	\$ 10,670,905	\$ 10,804,916
Revenues over/(under) Expenditures	\$ 2,201,158	\$ 38,747	\$ 716,964	\$ 507,640

City of Aventura
Don Soffer Aventura High School
Operating and Capital Budget
Fiscal Year 2025/2026



Revenue Projection
&
Rationale

Don Soffer Aventura High School Proposed Budget	ADOPTED BUDGET 2024-25	PROJECTED FORECAST 2024-25	PROPOSED BUDGET 2025-26
<i>Total Number of Students</i>	800	819	800
<i>Forecasted Average FTE per Student</i>	\$ 7,949.07	\$ 7,896.59	\$ 8,094.00
REVENUE:			
Operating Revenue			
FTE	\$ 6,359,258	\$ 6,463,359	\$ 6,475,204
Capital Outlay	747,200	901,873	1,333,600
NSLP Revenue	72,130	138,577	140,000
Food Services	115,816	53,715	47,945
Grants	-	71,521	-
Florida Teacher Lead revenue	-	-	-
Miscellaneous Revenue	14,800	27,656	27,760
Other Program Revenue:	-	113,250	-
AP/AICE	1,600,000	2,300,000	2,000,000
Referendum Stipends	1,159,488	1,317,918	1,288,048
Total Operating Revenue	\$ 10,068,692	\$ 11,387,869	\$ 11,312,557
Other Non-Revenue			
City Subsidy			
Advance from the City's General Fund	\$ -	\$ -	\$ -
Total Revenues	\$ 10,068,692	\$ 11,387,869	\$ 11,312,557

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Revenue Projection Rationale

Fiscal Year 2025/2026

Revenues

The total revenues available for allocation in the 2025/2026 proposed budget are anticipated to be \$11,312,557. This is a net increase of \$1,243,865 or 12.4% compared to the prior year's budget primarily due to the estimated increase in capital outlay allocation. The estimate is based on previous guidance from FLDOE on increases to this funding program. Revenues from the AP/AICE program are also expected to increase as well as the Miami-Dade County Referendum funds which are both included under Other Program Revenue. Referendum Stipends will be used for security personnel and teacher stipends.

Operating Revenue

FTE – totals \$6,475,204 and is based on an average of \$8,094.00/student and includes the transportation reimbursement component. This revenue category is anticipated to be higher than the prior year's adopted budget and represents an estimate of the projected increase in Florida Education Finance Program (FEFP) revenues using the District's latest FEFP statement for the school.

Capital Outlay – totals \$1,333,600 representing an increase of 78.5% over the previous budget. This is based on previous guidance from FLDOE on increases to this funding program.

NSLP Revenue – totals \$140,000 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 current year reimbursement rates and assumes consistent eligibility year-over-year in the student population.

Food Services – totals \$47,945 and represents an estimate for unsubsidized meals purchased by students. This revenue category decreased year-over-year in line with enrollment on a per capita basis using the current year student participation rate.

Other Program Revenue – totals \$3,288,048 consisting of \$2,000,000 in additional FTE Revenue that is expected to be awarded to the DSAHS from students passing the Cambridge and Advanced Placement Exams and \$1,288,048 in Miami-Dade County Referendum revenue that will be used for security personnel and teacher stipends.



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City of Aventura
Don Soffer Aventura High School
Operating and Capital Budget
Fiscal Year 2025/2026



Budgetary Account Summary
by Expenditure Function

Don Soffer Aventura High School Proposed Budget		ADOPTED	PROJECTED	PROPOSED
		BUDGET	FORECAST	BUDGET
		2024-25	2024-25	2025-26
EXPENDITURES				
Administrative Staff				
Principal	1.0		1.0	1.0
Assistant Principal	2.0		3.0	3.0
Senior Community Relations Specialist	1.0		-	-
School Operations Administrator	1.0		1.0	1.0
Office Manager	1.0		1.0	1.0
Administrative Assistant	0.5		1.0	1.0
Receptionist	1.0		1.0	1.0
Enrollment Manager	1.0		1.0	1.0
Guidance Counselor	3.0		2.0	2.0
Dean of Students	-		-	1.0
IT Support	1.0		1.0	1.0
Nurse	1.0		1.0	1.0
Subtotal Administrative Staff	13.5	\$ 990,518	13.0	\$ 929,470
Instructional Staff				
Teachers (9-12)	41.0		43.0	43.0
ESE/Special Education Teachers	3.0		2.0	2.0
Curriculum Resource Teacher	1.0		1.0	1.0
Athletic Director	1.0		1.0	1.0
Subs	3.0		3.0	2.0
Subtotal Instructional Staff	49.0	\$ 3,146,447	50.0	\$ 3,286,945
Tutoring		\$ 76,862	\$ 76,862	\$ 76,862
Bonuses		127,870	217,970	132,270
Stipends		1,101,171	1,312,816	1,220,533
Benefits		398,065	470,683	450,425
Workers' Compensation		16,522	-	23,368
Payroll Taxes		404,541	461,792	445,670
Subtotal		\$ 2,125,031	\$ 2,540,124	\$ 2,349,129
Total Compensation	62.5	\$ 6,261,996	63.0	\$ 6,756,539

Don Soffer Aventura High School Proposed Budget - Continued	ADOPTED BUDGET 2024-25	PROJECTED FORECAST 2024-25	PROPOSED BUDGET 2025-26
Professional Services			
Management Fee	\$ 604,122	\$ 604,122	\$ 905,005
Legal Fees	11,529	11,529	11,529
Fee to County Board	99,363	94,999	101,175
Outside Staff Development	53,160	53,160	73,854
Accounting Services - Audit	11,900	11,900	11,900
Professional Fees - Other	7,311	7,272	18,300
Computer Services Fees	118,400	121,138	160,800
Advertising/Marketing Expenditure	19,007	19,007	16,363
Subtotal Professional Services	\$ 924,792	\$ 923,126	\$ 1,298,926
Vendor Services			
Contracted Pupil Transportation	\$ 187,063	\$ 186,024	\$ 199,595
Contracted Mental Health	80,158	80,158	68,385
Extra-Curricular Activities & Transportation	166,234	166,234	195,234
Contracted Food Services	163,809	167,085	163,809
Drug Testing Fees	245	769	665
Licenses & Permits	2,012	2,012	2,012
Contracted Custodial Services	256,701	259,023	269,536
Contracted Security	199,398	199,397	216,777
Subtotal Vendor Services	\$ 1,055,620	\$ 1,060,701	\$ 1,116,013
Administration Expenditures			
Travel	\$ 10,083	\$ 10,546	\$ 14,871
Meals	1,034	948	1,034
Lodging	8,486	8,486	3,000
Business Expenditure - Other	1,287	1,333	1,287
Dues & Subscriptions	4,379	5,650	4,379
Printing	9,463	9,463	9,463
Office Supplies	20,267	10,493	17,194
Medical Supplies	2,610	2,610	2,610
Subtotal Administrative Expenditures	\$ 57,608	\$ 49,527	\$ 53,837
Instructional Expenditures			
Textbooks & Reference Books	\$ 117,411	\$ 126,211	\$ 44,084
Consumable Instructional (Student)	127,056	114,748	45,087
Consumable Instructional (Teacher)	914	1,842	-
Instructional Licenses	8,400	33,684	57,548
Testing Materials	501,959	531,357	563,600
Florida Teacher Lead program	-	13,200	-
Contracted SPED Instruction	27,462	25,539	26,760
Subtotal Instructional Expenditures	\$ 783,202	\$ 846,582	\$ 737,078

Don Soffer Aventura High School Proposed Budget - Continued	ADOPTED BUDGET 2024-25	PROJECTED FORECAST 2024-25	PROPOSED BUDGET 2025-26
Other Operating Expenditures			
Telephone & Internet	\$ 32,943	\$ 32,942	\$ 33,963
Postage	2,402	2,402	2,476
Electricity	128,947	128,947	132,944
Water & Sewer	13,056	13,056	13,461
Waste Disposal	44,685	44,685	46,919
Pest Control	3,747	3,747	3,935
Cleaning Supplies	25,503	25,503	26,778
Building Repairs & Maintenance	193,388	272,598	211,489
Equipment Repairs & Maintenance	-	-	-
Property Tax	-	-	-
Miscellaneous Expenditures	7,703	37,074	37,075
Subtotal Other Operating Expenditures	\$ 452,373	\$ 560,954	\$ 509,041
Fixed Expenditures			
Office Equipment - Leasing Expenditures	\$ 73,560	\$ 13,560	\$ 13,560
Professional Liability & Other Insurance	302,888	302,364	340,338
Subtotal Fixed Expenditures	\$ 376,449	\$ 315,924	\$ 353,898
Total Operating Expenditures	\$ 9,912,039	\$ 10,513,353	\$ 10,665,792
Capital Expenditures			
Computers - Hardware	\$ 61,050	\$ 65,477	\$ 90,673
Computers - Software	915	31,818	-
IT Infrastructure	25,000	25,000	25,000
FF&E	12,500	16,815	14,564
Other	18,441	18,441	8,887
Total Capital Expenditures	\$ 117,906	\$ 157,552	\$ 139,124
Total Unadjusted Operating and Capital Expenditures	\$ 10,029,945	\$ 10,670,905	\$ 10,804,916
Unadjusted Revenue over/(under) Expenditures	\$ 38,747	\$ 716,964	\$ 507,640
Projected Addition to Fund Balance/(Deficit)	\$ 38,747	\$ 716,964	\$ 507,640

City of Aventura
Don Soffer Aventura High School
Operating and Capital Budget
Fiscal Year 2025/2026



**DSAHS Instructional Pay-For-Performance
Plan**



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)

- Base Pay: \$54,000
- Positive Adjustments for proven expertise and critical shortage subjects or courses
 - \$3,000 for proven expertise field.
 - \$3,000 for critical shortage subject area/course.
- 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)
 - Miami-Dade County Referendum will be added as a stipend to Teacher base pay.
- Teachers whose certification expires and those who have not received their statement of eligibility from the FLDOE will be classified as “Permanent Substitutes,” with a base pay of \$47,000 and no eligibility for advanced degree supplements. Permanent substitutes are eligible for referendum pay if they carry a full teaching load.

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, Critical Teacher Shortage Areas, 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	2.67 - 4%

**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, including teaching extra periods and student supervision during planning, lunch, before and after school.
- Cambridge AICE and College Board AP teachers earn \$50 for every passing score earned by their students in alignment with statute.
- State recognition funds are voted upon yearly in alignment with statute.



Don Soffer Aventura High School

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