

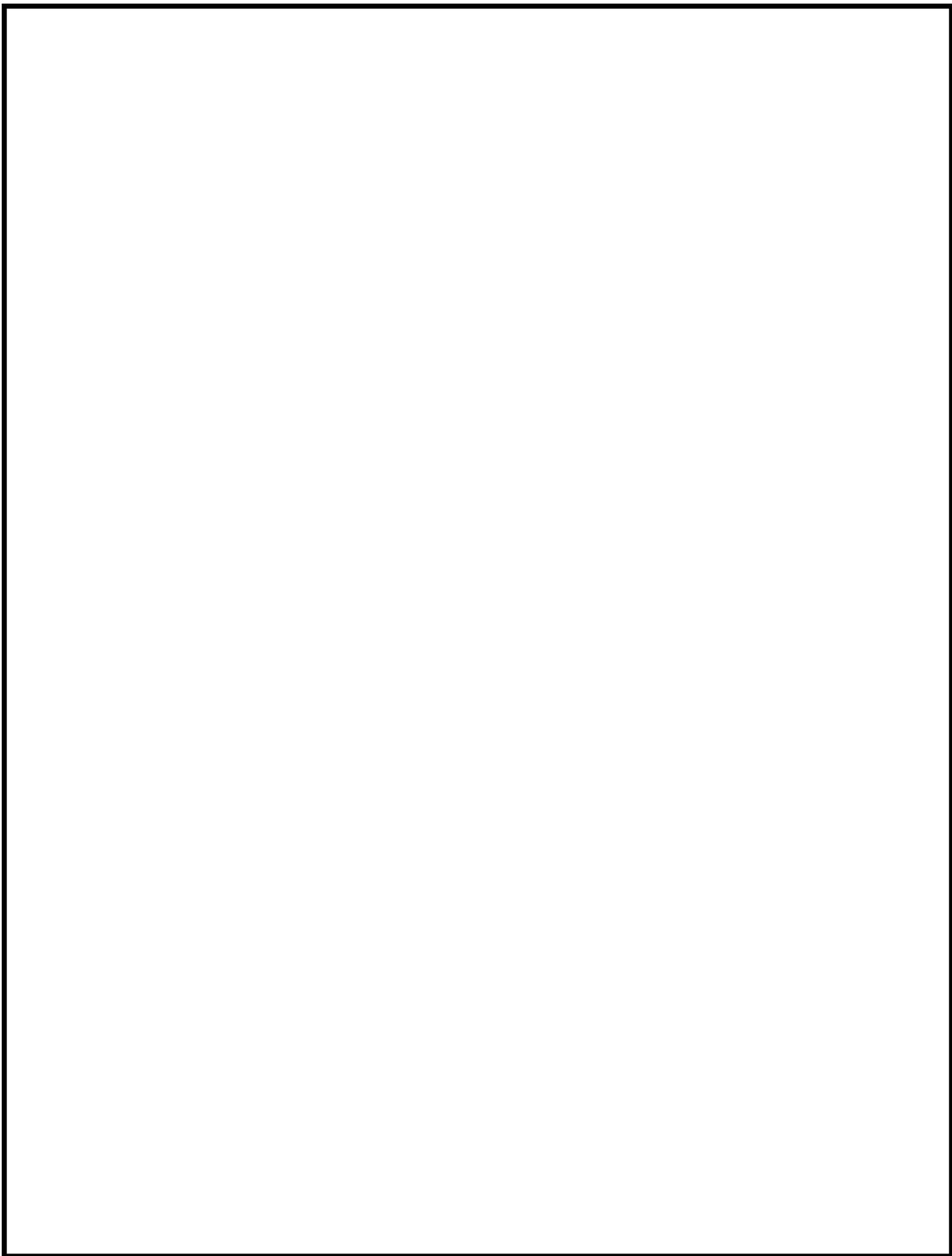
City of Aventura



Aventura City of Excellence School Budget

Fiscal Year 2025/2026





City of Aventura Aventura City of Excellence School

Operating and Capital Budget Fiscal Year 2025/2026



City Commission/Governing Board

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

City Manager

Bryan Pegues

Principal

Ana Melhuish

Planning/Management Services Provided by:

Charter Schools USA



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City of Aventura
Aventura City of Excellence School
Operating and Capital Budget
Fiscal Year 2025/2026

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MEMORANDUM

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

FROM: Ana Melhuish, Principal, Aventura City of Excellence School
Ayanna Jeffrey, Sr. Accounting Analyst, Charter Schools USA

DATE: May 16, 2025

SUBJECT: **Proposed 2025/2026 Aventura City of Excellence School Budget**

Attached is the proposed 2025/2026 Aventura City of Excellence School (“ACES”) Budget (Fund 190) which will be effective from July 1, 2025 – June 30, 2026, for review and consideration. Our goal in preparing the budget was to ensure continued delivery of high-quality educational services to the students.

The budget was prepared in a collaborative effort by CSUSA, including staff members from several different divisions, and the ACES Principal. In addition, the budget has also been reviewed by the City Manager and the Finance Director and 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 1,032 Kindergarten through 8th grade students.
- 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 99 full-time equivalent employees at a projected cost of \$8,862,471 and is summarized by class and category below:

	2024-25	2025-26	
Job Class Category	Projected	Proposed	Change
Administrative Staff			
Full-time	18.0	18.0	-
Part-time	-	-	-
Subtotal	18.0	18.0	-
Instructional Staff			
Full-time	84.0	81.0	(3.0)
Part-time	-	-	-
Subtotal	84.0	81.0	(3.0)
Total Employees	102.0	99.0	(3.0)

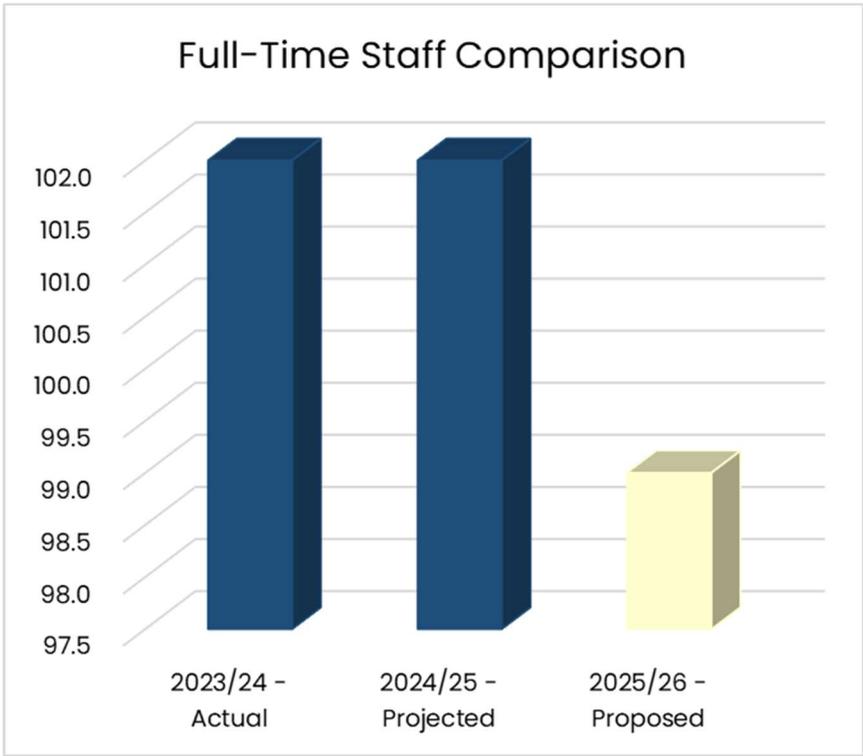
- Vendor Services include contracted pupil transportation for four (4) buses to transport students that live two (2) miles or more from the School at a cost of \$458,316.
- To continue enhancing students' instructional experience, \$254,884 has been budgeted for textbooks, reference books and instructional licenses under Instructional Expenditures.
- Capital expenditures of \$286,470 are 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 \$8,862,471 or 63.3% of the total budget expenses and 67.4% of total operating revenue. This category includes 99 full-time equivalent employees, including 18 administrative staff positions and 81 instructional staff positions, detailed below. To maintain, attract, and retain highly qualified teachers, salaries reflect the school's proposed Pay Plan and stipends of \$1,202,325 funded by the Miami-Dade County Referendum. All employees are under contract with CSUSA.

**Aventura City School of Excellence
Comparative Personnel Allocation Summary
3 - Year Presentation**

Job Class	2023-24			2024-25			2025-26		
	Actual			Projected			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	2.0	-	2.0	2.0	-	2.0
School Operations Administrator	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Administrative Assistant	3.0	2.0	5.0	3.0	-	3.0	3.0	-	3.0
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	2.0	-	2.0	2.0	-	2.0
Dean of Curriculum/Dean of Students	1.0	-	1.0	2.0	-	2.0	2.0	-	2.0
IT Support	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0
Other Support	2.0	-	2.0	-	-	-	-	-	-
Hall Monitor	4.0	-	4.0	4.0	-	4.0	4.0	-	4.0
Subtotal	18.0	2.0	20.0	18.0	-	18.0	18.0	-	18.0
Instructional Staff									
Teachers	71.0	-	71.0	67.0	-	67.0	68.0	-	68.0
ESE/Special Education Teachers	4.0	-	4.0	6.0	-	6.0	6.0	-	6.0
Curriculum Resource Teacher	1.0	-	1.0	3.0	-	3.0	3.0	-	3.0
Instructional Aides	6.0	8.0	14.0	6.0	-	6.0	3.0	-	3.0
Subs	2.0	-	2.0	2.0	-	2.0	1.0	-	1.0
Subtotal	84.0	8.0	92.0	84.0	-	84.0	81.0	-	81.0
Total	102.0	10.0	112.0	102.0	-	102.0	99.0	-	99.0

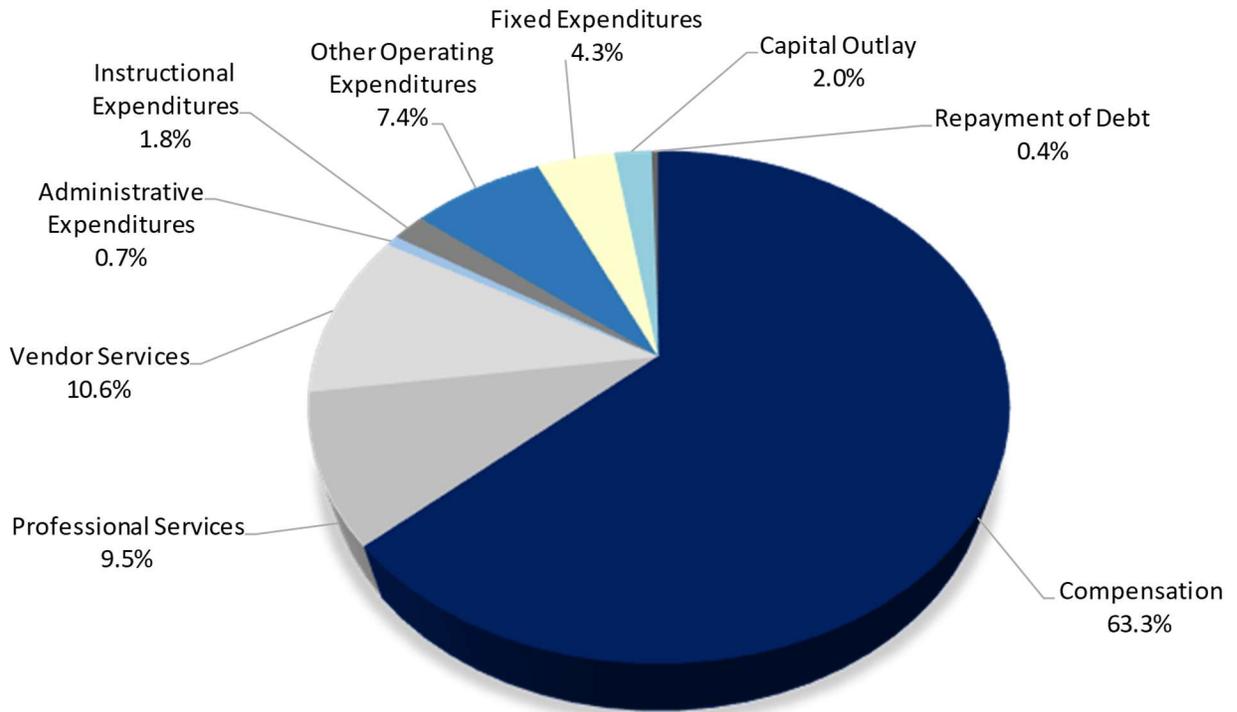


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The total proposed budget for 2025/2026 is \$14,001,902 broken down into the following categories:

Category	Amount	%
Compensation	\$ 8,862,471	63.3%
Professional Services	1,327,095	9.5%
Vendor Services	1,479,201	10.6%
Administrative Expenditures	100,142	0.7%
Instructional Expenditures	254,884	1.8%
Other Operating Expenditures	1,031,225	7.4%
Fixed Expenditures	604,059	4.3%
Capital Outlay	286,470	2.0%
Repayment of Debt	56,355	0.4%
Total	\$ 14,001,902	100.0%

Expenditures by Category



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 Aventura City of Excellence School as outlined on page 2.

The City Commission, acting in its capacity as the Aventura City of Excellence School Governing Board will meet during a Governing Board Meeting on May 22, 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,



Ana Melhuish
Principal, Aventura City of Excellence Schools



Ayanna Jeffrey
Sr. Accounting Analyst, CSUSA



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City of Aventura
Aventura City of Excellence School
Operating and Capital Budget
Fiscal Year 2025/2026



Introduction

**City of Aventura
Aventura City of Excellence School**



Mission Statement

Aventura City School of Excellence will develop future leaders by providing a world-class education with unwavering commitment to the Whole Child, and unyielding dedication to Student Success. Excellence is the expectation, not the exception!

Vision Statement

To join with our community to become the premier charter school in the nation, where **academic excellence** coexists with the promotion of **innovation** and **exploration** grounded in an atmosphere of **social responsibility**.

City of Aventura Aventura City of Excellence 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 2003 and offers classes for Kindergarten through 8th grades with a projected enrollment of 1,032 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, 2033, but provides for a renewal of up to 15 years by mutual agreement of both parties. In 2005, the School amended the charter to include grades sixth through eighth. In 2012, the School amended the charter to increase the School capacity from 972 to 1,032 over five (5) years commencing with fiscal year 2012/13. The School is owned and operated by the City, is part of the City's government and is not a separate legal entity or otherwise organized apart from the City. The City was incorporated in November 1995 and operates under a Commission-Manager form of government.

Management Agreement

The City previously has a contract 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 \$977,116. 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
Aventura City School of Excellence

Operating and Capital Budget
Fiscal Year 2025/2026



Fund Description
&
Summary

City of Aventura

Aventura City of Excellence School
Fund - 190

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 Aventura City of Excellence 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	\$ 14,295,259	\$ 12,606,710	\$ 12,862,693	\$ 13,148,207
Proceeds from Long Term Debt- Lease	-	-	-	153,695
City Subsidy (Advance from the City's General Fund)	4,501,495	1,108,552	1,108,552	700,000
Total Revenues	\$ 18,796,754	\$ 13,715,262	\$ 13,971,245	\$ 14,001,902
Expenditures				
Operating Expenditures	\$ 14,810,433	\$ 13,393,512	\$ 13,608,503	\$ 13,659,077
Capital Expenditures	931,791	321,750	353,279	286,470
Repayment of Debt	-	-	-	56,355
Total Expenditures	\$ 15,742,224	\$ 13,715,262	\$ 13,961,782	\$ 14,001,902
Revenues over/(under) Expenditures	\$ 3,054,530	\$ 0	\$ 9,463	\$ 0

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City of Aventura
Aventura City of Excellence School
Operating and Capital Budget
Fiscal Year 2025/2026



Revenue Projection
&
Rationale

Aventura City of Excellence School Proposed Budget	ADOPTED BUDGET 2024-25	PROJECTED FORECAST 2024-25	PROPOSED BUDGET 2025-26
<i>Total Number of Students</i>	1,032	1,032	1,032
<i>Forecasted Average FTE per Student</i>	\$ 8,750.00	\$ 8,744.51	\$ 8,963.12
REVENUE:			
Operating Revenue			
FTE	\$ 9,030,082	\$ 9,024,334	\$ 9,249,943
Capital Outlay	963,888	1,146,318	1,720,344
NSLP Revenue	90,000	78,022	78,022
Food Services	140,000	140,000	140,000
Before and Aftercare Revenue	145,000	103,910	175,000
Miscellaneous Revenue	561,500	564,837	123,337
Other Program Revenue:			
A+ Bonus	180,500	142,906	-
Referendum Stipends	1,495,740	1,662,367	1,661,561
Total Operating Revenue	\$ 12,606,710	\$ 12,862,693	\$ 13,148,207
Other Non-Revenue			
Proceeds from Long Term Debt- Lease	\$ -	\$ -	\$ 153,695
City Subsidy			
Advance from the City's General Fund	\$ 1,108,552	\$ 1,108,552	\$ 700,000
Total Revenues	\$ 13,715,262	\$ 13,971,245	\$ 14,001,902

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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 \$14,001,902. This is a net increase of \$286,640 or 2.1% 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.

Operating Revenue

FTE – totals \$9,249,943 and is based on an average of \$8,963.12/student, which includes the transportation reimbursement component. This revenue category is anticipated to be higher than the prior year's adopted budget and represents the 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 \$1,720,344, 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 \$78,022 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 \$140,000 and represents an estimate for unsubsidized meals purchased by students. This revenue category remained the same year-over-year in line with enrollment on a per capita basis using the current year student participation rate.

Miscellaneous Revenue – is \$123,337 and comprises of \$120,000 derived from revenue sharing agreements for leases that generate billboard advertising revenue and \$3,337 for estimated bank account interest revenue.

Other Program Revenue – totals \$1,661,561 consisting of Miami-Dade County Referendum revenue that will be used for security personnel and teacher stipends.

Other Non-Revenue

City Subsidy (Advance from the City's General Fund) – is \$700,000 and is required to balance the budget. This is a decrease of \$408,552 when compared with the prior year's budget amount.

Proceeds from Long Term Debt: Lease – the school will obtain finance lease funding to purchase the computer hardware needed for this year.



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City of Aventura
Aventura City of Excellence School
Operating and Capital Budget
Fiscal Year 2025/2026



Budgetary Account Summary
by Expenditure Function

Don Soffer Aventura High School Proposed Budget		ADOPTED BUDGET 2024-25		PROJECTED FORECAST 2024-25		PROPOSED BUDGET 2025-26
EXPENDITURES						
Administrative Staff						
Principal	1.0		1.0		1.0	
Assistant Principal	2.0		2.0		2.0	
School Operations Administrator	1.0		1.0		1.0	
Administrative Assistant	3.0		3.0		3.0	
Receptionist	1.0		1.0		1.0	
Enrollment Management	1.0		1.0		1.0	
Guidance Counselor	1.0		2.0		2.0	
Dean of Curriculum/Dean of Students	1.0		2.0		2.0	
IT Support	1.0		1.0		1.0	
Other Support	2.0		-		-	
Aftercare	-		-		-	
Hall Monitor	4.0		4.0		4.0	
Subtotal Administrative Staff	18.0	\$ 932,266	18.0	\$ 1,177,170	18.0	\$ 1,215,670
Instructional Staff						
Teachers	71.0		67.0		68.0	
ESE/Special Education Teachers	4.0		6.0		6.0	
Curriculum Resource Teacher	1.0		3.0		3.0	
Instructional Aides	6.0		6.0		3.0	
Subs	2.0		2.0		1.0	
Subtotal Instructional Staff	84.0	\$ 5,004,380	84.0	\$ 4,750,796	81.0	\$ 4,741,836
Tutoring		\$ -		\$ 9,278		\$ 16,625
Bonuses		150,906		147,722		52,911
Stipends		1,168,194		1,423,072		1,358,267
Benefits		1,024,431		730,159		890,514
Payroll Taxes		1,040,525		604,788		586,647
Subtotal		\$ 3,384,056		\$ 2,915,019		\$ 2,904,965
Total Compensation	102.0	\$ 9,320,702	102.0	\$ 8,842,985	99.0	\$ 8,862,471

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Aventura City of Excellence School Proposed Budget - Continued	ADOPTED BUDGET 2024-25	PROJECTED FORECAST 2024-25	PROPOSED BUDGET 2025-26
Professional Services			
Management Fee	\$ 749,203	\$ 749,203	\$ 977,116
Legal Fees	-	2,289	9,900
Fee to County Board	41,824	42,714	44,816
Outside Staff Development	44,750	45,050	45,050
Accounting Services - Audit	11,000	11,000	11,000
Professional Fees - Other	8,650	8,650	21,637
Computer Services Fees	158,082	158,082	207,432
Advertising/Marketing Expenditure	-	7,033	10,144
Subtotal Professional Services	\$ 1,013,508	\$ 1,024,021	\$ 1,327,095
Vendor Services			
Contracted Pupil Transportation	\$ 296,000	\$ 386,265	\$ 458,316
Contracted Mental Health	75,000	75,000	106,510
Extra-Curricular Activity Events & Transportation	480,000	480,000	44,450
Contracted Food Services	230,000	230,000	230,000
Drug Testing Fees	-	1,926	2,000
Licenses & Permits	-	2,364	2,365
Contracted Custodial Services	349,359	392,085	416,325
Contracted Security	134,902	134,902	219,235
Subtotal Vendor Services	\$ 1,565,261	\$ 1,702,543	\$ 1,479,201
Administration Expenditures			
Travel	\$ 10,400	\$ 10,400	\$ 7,750
Meals	250	250	250
Lodging	5,000	5,000	5,000
Business Expenditure - Other	-	10,442	11,892
Dues & Subscriptions	16,500	9,273	10,550
Printing	50,000	50,000	52,500
Office Supplies	15,000	15,000	12,200
Medical Supplies	-	-	-
Subtotal Administrative Expenditures	\$ 97,150	\$ 100,365	\$ 100,142
Instructional Expenditures			
Textbooks & Reference Books	\$ 113,000	\$ 23,645	\$ 57,275
Consumable Instructional (Student)	-	10,315	11,000
Consumable Instructional (Teacher)	-	-	350
Instructional Licenses	60,000	116,711	109,609
Testing Materials	29,972	29,972	1,650
Florida Teacher Lead Program	-	22,200	-
Contracted SPED Instruction	75,000	75,000	75,000
Subtotal Instructional Expenditures	\$ 277,972	\$ 277,844	\$ 254,884

Aventura City of Excellence School Proposed Budget - Continued	ADOPTED BUDGET 2024-25	PROJECTED FORECAST 2024-25	PROPOSED BUDGET 2025-26
Other Operating Expenditures			
Telephone & Internet	\$ 75,840	\$ 59,095	\$ 57,194
Postage	-	4,741	5,258
Electricity	175,000	175,000	154,665
Water & Sewer	84,286	64,956	47,940
Waste Disposal	-	15,977	19,173
Pest Control	9,600	9,600	8,865
Cleaning Supplies	-	105,107	88,417
Building Repairs & Maintenance	176,393	581,511	600,789
Equipment Repairs & Maintenance	-	413	-
Miscellaneous Expenditures	5,500	52,046	48,924
Subtotal Other Operating Expenditures	\$ 526,619	\$ 1,068,445	\$ 1,031,225
Fixed Expenditures			
Office Equipment - Leasing Expenditures	\$ 31,000	\$ 31,000	\$ 24,624
Professional Liability & Other Insurance	117,300	117,300	135,435
Subtotal Fixed Expenditures	\$ 148,300	\$ 148,299	\$ 160,059
Rent Expense	\$ 444,000	\$ 444,000	\$ 444,000
Total Operating Expenditures	\$ 13,393,512	\$ 13,608,503	\$ 13,659,077
Capital Expenditures			
Computers - Hardware	\$ 277,750	\$ 278,093	\$ 185,415
Audio Visual Equipment	-	11,924	36,900
IT Infrastructure	44,000	44,000	25,000
FF&E	-	381	12,500
Other	-	18,881	26,655
Total Capital Expenditures	\$ 321,750	\$ 353,279	\$ 286,470
Total Unadjusted Operating and Capital Expenditures	\$ 13,715,262	\$ 13,961,782	\$ 13,945,547
Unadjusted Revenue over/(under) Expenditures	\$ 0	\$ 9,463	\$ 56,355
Debt Repayments			
Long term Debt Repayment	\$ -	\$ -	\$ 51,232
Interest Payment	\$ -	\$ -	\$ 5,123
Total Debt Repayments	\$ -	\$ -	\$ 56,355
Total Adjusted Operating and Capital Expenditures and Debt Repayments	\$ 13,715,262	\$ 13,961,782	\$ 14,001,902
Total Revenues	\$ 13,715,262	\$ 13,971,245	\$ 14,001,902
Projected Addition to Fund Balance/(Deficit)	\$ 0	\$ 9,463	\$ 0

City of Aventura
Aventura City of Excellence School
Operating and Capital Budget
Fiscal Year 2025/2026



ACES Instructional Pay-For-Performance Plan





ACES INSTRUCTIONAL PAY-FOR-PERFORMANCE PLAN

INDEX

- A. CSUSA PAY PRACTICES
- B. PERFORMANCE BASED COMPENSATION
- C. MERIT INCREASE SCHEDULE

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 \$50,500
- Positive Adjustments to base for Education Credentials
 - \$3,100 for Masters
 - \$5,150 for Specialist
 - \$7,200 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 \$47,500 and no eligibility for advanced degree supplements. Permanent substitutes are not eligible for referendum pay.

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 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.



Aventura City of Excellence School

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