

Financing the Strategic Vision

2017-18

FLORIDA VIRTUAL
SCHOOL



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Greetings

FLVS has worked diligently since our inception in 1997 to provide the highest quality technology-based education and digital educational solutions to public, private, charter and homeschool Kindergarten-12th grade students. As we start our 20th school year, we celebrate our accomplishments and that with each step we take, we continue to keep the student at the center of every decision we make.

Through a variety of personalized instructional programs, FLVS students can create an educational plan that fits their unique needs. FLVS teachers are state certified in the content area that they teach and have completed extensive professional development in virtual education. Our dedicated instructors and support staff have worked with our students to successfully complete more than 3.4 million semester courses. Our students continue to outperform state averages on End-of-Course Exams and on Advanced Placement Exams.

This budget reports the revenue sources that fund our efforts. In addition to funding from traditional sources such as the state FTE, our business-to-business offerings provide additional sources of revenue.

At our core is our school offerings, which continue to experience growth – FLVS Flex, for students taking one course or multiple courses at a flexible pace; FLVS Full Time, where we are the school of record and students take all classes with us; and FLVS Global School, for students outside of Florida.

FLVS also provides courseware, training, and expertise to a variety of online and blended learning programs across the nation. Business-to-business services include content licensing; custom development for schools, districts, states, and agencies; District Virtual Schools; digital learning labs; and professional development. FLVS provides the most impactful products and innovations that we, as a school, have created, tested, utilized, and modified. Revenue generated from these endeavors is invested back into improving educational outcomes for Florida students through research and development of new educational technologies and the highest quality courses.

Our accomplishments are the result of a dedicated instructional team and administrative staff as well as the support from the Governor, legislators, our Board of Trustees, and awesome parents. Thanks to them and others who share our vision, FLVS has distinguished itself by meeting the challenges of an ever-evolving virtual market.

Our experience has shown the value of online learning in providing increased opportunities, improving educational outcomes, and setting students up for future success across Florida and around the world. Please take the time to review this document, Financing the Strategic Vision, for the 2017-18 school year. It incorporates the priorities that will ensure we continue to excel as a national leader in education.

Sincerely,

Dr. Jodi Marshall

President and CEO



Mission

To deliver a high quality, technology-based education that provides the skills and knowledge students need for success.



Vision

To transform education worldwide—one student at a time.



Values

Put People First
Take the Lead
Blaze the Trail
Love What You Do



Commitment

The student is at the center of every decision we make.

FLVS Board of Trustees



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FLVS Board Chair, Managing Partner,
Liberty Capital



Mr. Robert Saltsman

Attorney & Certified Public Accountant,
Saltsman, Charlton & Associates P.A.



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Interim Dean of the Florida Agricultural
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Ms. Jennifer Whiting

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Legislative Impact on the Budget

Education was a hot topic during the 2017 legislative session, and was debated down to the last minutes of session. The Education Budget was also included in a three-day special session at the request of the Governor. Testing, graduation requirements, reading, and school choice issues were front and center and in many cases, the House and Senate differed on opinions and priorities. Of the 111 education bills FLVS originally tracked, only seven passed both chambers and were signed by the Governor. That statement is slightly misleading though, as one of the seven bills was HB 7069, which became somewhat controversial in the political landscape. HB 7069 was the PreK-12 conforming bill that accompanied the budget. The 278-page bill covered more than 20 education topics, many of which were included in the bills that did not make it through both chambers completely.

Below is an overview of legislation with impact to FLVS:

Accountability and Graduation Requirements:

- A “schools of excellence” designation for schools whose grade results are consistently in the top 20 percent was created and these schools receive exemptions from some mandates. (HB 7069)
- An “online content assessment” is no longer an option to suffice for the online course requirement. (HB 7069)
- The online course requirement can now be satisfied through a blended learning course. (HB 7069)
- Statewide assessments were moved closer to the end of the school year. (HB 7069)
- Teachers will receive more timely results from local assessments to help inform classroom instruction. (HB 7069)
- Algebra II End-of-Course Assessment will no longer be required starting the 2017-18 school year. (HB 7069)
- An independent study of ACT/SAT as an alternative for grade 10 ELA assessment and Algebra I EOC assessment will be conducted. (HB 7069)
- ACT Aspire test has been renamed to ACT. (HB 7069)
- Students participating in interscholastic sports are no longer required to take the competency test on personal fitness to satisfy the physical education graduation requirement. (HB 7069)

Financial:

- The legislature increased the Base Student Allocation and maintained the Virtual Education Contribution. This kept FLVS per student funding flat.
- \$30 million more was allocated to the Gardiner Scholarship than the previous year. (HB 7069)
- The scholarship amount for low-income middle and high school students in the Tax Credit Scholarship Program increased to accommodate the higher cost of tuition.
- 50 percent of instructional materials allocation no longer needs to be used to purchase digital or electronic instructional materials. (HB 7069)
- Distribution between the district and individual schools of Title I funds will change. (HB 7069)
- Best and Brightest Scholarship award amounts were modified for upcoming school years.

School Choice:

- Eligibility requirements on virtual instruction were removed, allowing all students access in any grade. (HB 7069)
- Eligibility for the Gardiner Scholarship was expanded.
- Private school students may participate in extracurricular sports at any public school that is open to school choice.
- Blended learning classes no longer need to take place in a classroom setting (HB 7069).

Instruction:

- Caps on financial awards available to Florida teachers who teach advanced courses were eliminated. (HB 7069)
- Best and Brightest Teacher Scholarship Program eligibility will expand qualifying scores and assessments to include the GRE, LSAT, GMAT, and MCAT beginning in the 2020-21 school year. (HB 7069)
- The Best and Brightest Principal Scholarship program was created. (HB 7069)
- Changes to the temporary certificate application process and the establishment of the mentorship certification pathway were made. (HB 7069)

Legislative Impact on the Budget (continued)

- The Early Childhood Music Education Incentive Pilot Program was created. (HB 7069)
- Kindergarten-5 reading instruction and intervention materials must comply with criteria identified by Just Read, Florida! (HB 7069)
- The middle grades career and education planning course has been eliminated. (HB 7069)
- The definition of eligible student for purposes of the College-Preparatory Boarding Academy Pilot Program has been expanded. (HB 7069)
- Public schools are encouraged to coordinate certain instruction with American Founder's Month. (HB 7069)

Policies and Procedures:

- A simplified and more open procedure for parents and county residents to challenge a school district's instructional material will be established.
- Students, teachers, and staff may not be discriminated against based on religious viewpoint or expression.
- School boards may not offer any guaranteed employment extensions to teachers on annual contracts. (HB 7069)
- School absences related to the treatment of autism spectrum disorder are authorized. (HB 7069)
- State employee adoption benefits have been extended to FLVS employees.

FLVS Budget Highlights: 2017-18

1. The State of Florida Education Formula base funding for FLVS, for the FLVS Flex and FLVS Full Time programs, was unchanged from the prior year at \$5,230 per unweighted funded student FTE.
2. However, primarily due to a projected increase of 197 FTE students for the state-funded FLVS Full Time program, and 1,709 FTE for the FLVS Flex Program, the General Fund revenues for fiscal year 2017-18 are projected to increase by \$7.7 million over last year's projected revenues. The projected FLEX Program FTE increase is due primarily to the elimination of the grades 2-5 restrictions for home education students by the Legislature.
3. Major adjustments to the General Fund budgets are as follows: (a.) budget reduction of \$2.1M related to the elimination of in the Educator LMS licensing fees, (b.) an increase in employee health insurance costs of \$1.7M (a 13.39% cost increase), (c.) an increase in employee State retirement, \$.4M (a 5.53% cost increase), and an increase in instructor and other associated costs of \$6.7M due to the projected increase in FTE students.
4. Except for the projected FLVS Global School Revenue, which is projected to be approximately the same as fiscal year 2016-17 (at \$2.5M), the Enterprise operations revenues for fiscal year 2017-18 are projected to increase over the final fiscal year 2016-17 revenues by approximately:
 - 14% for Global Services (course licenses), from \$9.7M to \$11M
 - 8% for the Franchise Operation, from \$12.2M to \$13.2M
5. The FLVS contract with Connections Academy to provide the Full Time kindergarten-5 program on behalf of FLVS expires on June 30, 2018. Based upon a business case for FLVS to also transition this program in-house for fiscal year 2018-19, the proposed budget includes \$5 million (to be funded with General Fund dollars) to continue the development of the kindergarten-5 curriculum that will be needed in fiscal year 2018-19.
6. Included in the Operating Development Fund, funded through Enterprise fund net income, are the budgets needed for various Strategic Plan initiatives; (a.) the Data Center of Excellence, \$680,700 and (b.) the Learning Content Management System, \$930,286.

FLVS Financial History

During the 1996 school year, Orange County, Florida, piloted a “Web School” with five online courses. The Florida Department of Education (FLDOE) acted as the catalyst in initially encouraging a partnership between Orange and Alachua Counties. In November 1996, the FLDOE provided the two districts with a \$200,000 “Break the Mold” school grant to develop the Florida High School (FHS) project. Following an intensive six-month period of planning and development, FHS officially launched with seven staff members in 1997.

Since that time, the school has had two name changes, Florida Online High School in 2000 and Florida Virtual School in 2001. Following the original grant, FLVS operated from a recurring line-item in Florida’s legislative budget until the school year 2003-04, when FLVS became fully funded via the Florida Education Finance Program (FEFP). Since the \$200,000 grant in 1996, FLVS has grown to a budget of \$326.3 million (including the Health Insurance Fund) for the school year 2017-18. FLVS is a source of digital education solutions in all 67 Florida school districts, all 50 states, and more than 65 countries. FLVS had a staff of more than 2,100 during FY17, and has become the model for distance learning initiatives across the globe. The graph below shows the history of FLVS successful student half-credit completions in the FLVS Flex and FLVS Full Time State funded virtual education programs over the last seven years. For the 2017-18 school year, it is projected that students will successfully complete 454,458 half-credits. Below is a history of FLVS FLEX and FLVS Full-Time completions from 2011 through budgeted 2018.

FLVS Completion History (As of May 31, 2017)

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 est	2017-18 proj.
FLVS Flex	301,797	397,389	336,404	352,348	367,652	359,240	379,750
FLVS Full Time	37,331	61,893	70,212	76,538	78,260	72,136	74,708
Total	339,128	459,282	406,616	428,886	445,912	431,376	454,458

Revenue earned through Digital Learning Labs is not reflected in the figures above.

FLVS Operating Budget Revenue Summary

The primary source of FLVS revenues is derived from the State of Florida Education Funding Formula. FLVS operates FLVS Flex, a part-time option, whereby students may enroll in courses to meet their individual educational needs and FLVS Full Time, where FLVS is the primary instructional school for these students. Virtual school funding is based upon the successful completions of half-credit courses by FLVS students. The 2013 Florida Legislature revised the funding model for Kindergarten-12 education to provide that all of a student’s class time (in brick-and-mortar schools) and virtual class course work must be prorated to 1.0 FTE for funding purposes. Previously, a student could be fully funded (1.0 FTE class time) at his or her school and also be fully funded for any additional coursework taken virtually (1/12 FTE per virtual class half-credit completion). Since a substantial number of the FLVS Flex enrollments are composed of brick- and-mortar students taking supplemental courses with FLVS, this change in law has primarily affected FLVS Flex. Included below is a history of the State funding for both FLVS Flex and FLVS Full Time. In addition to the State of Florida Education Funding, beginning in the 2013-14 fiscal year, the FLVS operating budget also began receiving funding through Digital Learning Lab contracts with school districts, whereby the school districts receive State funding for their students, but contract with FLVS to provide virtual education to their students. FLVS is projected to receive \$8,890,566 in contracted Digital Learning Lab revenue in the 2016-17 fiscal year and \$9,410,340 in the 2017-18 fiscal year.

Reported Full Time Equivalent (FTE) Students & State Funding (FEFP)

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 est.	2017-18 proj.
FT FLVS Flex	25,150	33,116	23,977	29,382	30,638	29,937	31,646
FTE FLVS Full Time	3,111	5,158	5,609	6,378	6,521	6,011	6,226
FTE Total							
FEFP Revenue FLVS Flex	103,589,078	165,521,812	119,121,072	129,390,996	136,149,944	134,309,407	141,433,974
FEFP Revenue FLVS Full Time	12,812,745	26,050,818	28,447,085	31,609,104	32,092,192	29,819,408	30,802,226
State Revenue Total	\$116,401,823	\$191,572,630	\$147,568,157	\$161,000,100	\$168,242,136	\$164,128,815	\$172,236,200

Revenue earned through Digital Learning Labs is not reflected in the figures above.

FLVS Financial History (continued)

FLVS Enterprise Funds Revenue Summaries

In addition to its operating budget, Florida Law authorizes FLVS to generate revenues through enterprise type operations.

FLVS Global & FLVS Global School

FLVS Global and FLVS Global School funds include revenue generated from the promoting, marketing, and selling of FLVS products and services outside of the state of Florida. Since 2001, FLVS Global has grown steadily in revenue, and the profit earned is reinvested back into FLVS.

FLVS Franchise

This fund includes revenue generated from FLVS Franchises that are managed by districts throughout the state of Florida. FLVS Franchises contract with FLVS to provide FLVS virtual course content to their students. Currently there are 35 franchises, representing 65 Florida counties. Included below is a seven- year history of the revenues for these funds.

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 est	2017-18 proj.
FLVS Global	5,314,426	4,389,919	8,087,126	8,556,936	7,818,419	9,655,010	11,005,600
FLVS Global School	1,522,508	2,162,196	2,444,683	2,720,900	2,428,164	2,450,000	2,450,000
FLVS Franchises	2,041,310	2,615,230	5,359,165	8,512,951	11,652,960	12,207,221	13,179,808
Revenue Total	\$8,878,244	\$9,167,345	\$15,890,974	\$19,790,787	\$21,899,543	\$24,312,231	\$26,635,408

FTE History

Recommended Budget Fiscal Year 17-18

Description	FTE	Change	% Change
2003-04 Final	1,764.23		
2004-05 Final	2,791.72	1,027.49	58.24%
2005-06 Final	4,684.43	1,892.71	67.80%
2006-07 Final	6,651.81	1,967.38	42.00%
2007-08 Final	9,686.52	3,034.71	45.62%
2008-09 Final	12,907.92	3,221.40	33.26%
2009-10 Final	18,564.98	5,657.06	43.83%
2010-11 Final	21,649.32	3,084.34	16.61%
2011-12 Final	25,149.72	3,500.40	16.17%
2012-13 Final	33,115.76	7,966.04	36.80%
2013-14 Final	23,977.37	(9,138.39)	-27.60%
2014-15 Final	24,898.03	920.66	3.84%
2015-16 Final	26,067.83	1,169.80	4.70%
2016-17 Projected**	25,466.60	(601.23)	-2.31%
2017-18 Projected**	26,961.61	1,495.01	5.87%
2018-19 Projected**	27,738.10	776.49	2.88%
2019-20 Projected**	28,536.96	798.86	2.88%
2020-21 Projected**	29,358.83	821.86	2.88%
2021-22 Projected**	30,204.36		2.88%

FLVS also earns revenue through FLVS Full Time and Digital Learning Labs; however, this depicts FLVS Flex only.

Each FTE represents approximately 14.5 semester courses completed with a passing grade.

**Projection 3/16/2017

FLVS Consolidated

Recommended Budget Fiscal Year 17-18 All Funds

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Fund Balance		62,994,464	64,968,353	73,470,379	69,298,507
Adjusted Beginning Fund Balance		\$62,994,464	\$64,968,353	\$73,470,379	\$69,298,507
REVENUES					
Federal Through State		1,777,988	2,014,654	2,555,164	2,186,512
State Revenue - FLVS Flex		134,718,330	134,857,734	132,928,069	140,002,892
Categorical Revenue - Reading		1,431,614	1,403,942	1,381,337	1,431,100
State Revenue - Full Time		32,092,192	31,315,699	29,819,409	30,802,231
Enterprise Revenue		21,886,902	23,727,858	24,308,731	26,629,808
Local Revenue		14,611,349	12,463,707	16,080,520	13,701,745
Interest		205,040	156,700	326,280	410,600
Course Reimbursement Fees		4,312,435	5,221,265	5,221,265	5,653,657
Health Insurance Premiums		18,277,473	19,707,190	19,935,687	21,549,335
Transfers-In		8,431,526	14,812,440	15,022,106	14,800,000
Total Revenues & Transfers-In		237,744,849	245,681,188	247,578,568	257,167,880
Total Revenues & Balances		\$300,739,312	\$310,649,540	\$321,048,947	\$326,466,387
APPROPRIATIONS					
Total Salaries	4100	104,450,503	116,292,780	113,373,584	119,684,762
Medical	4231	14,984,060	17,467,500	16,527,686	20,199,058
FICA	4220	7,699,234	8,916,331	8,840,009	9,155,884
FRS	4210	7,722,435	8,954,052	8,789,841	9,761,509
Workers Compensation	4240	325,222	45,000	26,276	35,000
Unemployment Compensation	4250	50,494	257,750	34,058	55,000
Total Benefits		30,781,444	35,640,633	34,217,870	39,206,451
Total Personnel Costs		135,231,947	151,933,414	147,591,454	158,891,212
Professional & Technical	4310	29,392,634	24,256,037	24,600,851	23,654,052
Subawards under Subagreements - First \$25K	4311	126,844	20,000	209,387	75,000
Subawards under Subagreements- In excess of \$25K	4312	327,405	354,150	277,834	900,366
Infrastructure Consulting	4313	1,600	75,000	49,753	50,000
Report Consulting	4314	0	0	0	0
Settlements	4315	68,849	150,000	0	100,000
Technology Project Mgr Contractor	4316	0	0	0	0
Outsourced Hosting	4317	229,306	257,141	273,552	235,520
Software Dev Consulting	4318	2,045	75,000	0	72,480
Property Casualty	4320	0	328,379	275,985	325,379
Travel In-State	4332	298,380	483,169	251,407	486,329
Travel Out-State	4333	313,113	431,345	371,082	473,645
Repairs & Maintenance	4350	41,870	62,250	262,806	221,095
Computer Hardware Maintenance	4351	113,569	46,755	124,304	122,856
Technology Related Repairs & Maintenance	4359	0	0	0	15,029
Rentals/Estimated Course Costs	4360	20,350,533	23,228,948	19,870,851	19,803,821
Perpetual Licensing	4361	805	4,500	8,155	0
Annual Software Licensing	4362	1,355,321	1,932,694	1,782,138	0
Auto Lease	4363	0	75,000	65,000	75,000
Software Service Rental	4364	957,213	997,198	920,079	0
Technology Related Rentals	4369	0	0	0	3,083,451
Postage	4371	32,160	66,139	44,137	58,381
Telephone	4372	230,444	201,377	237,029	0
Internet Access	4373	142,704	150,984	144,650	118,684
Communication Stipends	4374	2,459,440	2,637,966	2,538,548	2,757,452

FLVS Consolidated (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Telephone & Other Data Communication Services	4379	0	0	0	229,627
Other Purchased Services	4390	3,564,915	4,672,497	3,680,275	5,357,585
Commission Payments	4391	205,901	8,000	58,352	0
Supplies/Instructional Materials	4510	473,609	505,282	269,192	186,211
Textbooks	4520	135	500	15,799	5,000
Technology Related Textbooks	4529	0	0	0	648,295
Periodicals	4530	1,178	7,309	21	7,709
Other Instructional Materials	4590	0	0	15,000	2,000
Capitalized Audio Visual Materials	4621	0	0	0	0
Non-Capitalized Audio Visual Materials	4622	0	0	0	0
Capitalized FFE	4641	8,125	0	1,800	0
Non-Capitalized FFE	4642	64,609	1,200	8,458	28,100
Capitalized Computer Hardware	4643	241,385	752,900	846,945	1,374,214
Non-Capitalized Computer Hdwr	4644	108,083	182,700	130,832	207,727
Capitalized Software	4691	0	51,588	5,750,125	51,588
Non-Capitalized Software	4692	53,168	97,000	50,064	61,500
Dues And Fees	4730	401,397	546,776	466,061	535,724
Misc Expenses	4790	0	0	0	0
Indirect Cost	4793	3,010,538	3,785,829	3,857,944	3,161,456
Claims Expense	4770	16,967,364	18,327,687	19,074,548	19,933,135
Insurance Stop Loss	4771	719,065	875,333	1,069,928	1,080,627
Insurance Admin Fees	4772	470,349	624,976	495,505	500,460
PCORI Fee	4773	(99,520)	300,000	94,378	94,378
Insurance Deductible	4777	0	0	0	0
Bad Debt Expenses	4820	52,178	0	(63,353)	0
Insurance Encashments					
Professional Development		918,747	1,101,627	1,007,459	1,366,580
Total Operating Expenditures		83,605,460	87,675,235	89,136,881	87,460,456
Transfers-Out		8,431,526	14,812,440	15,022,106	14,800,000
Total Appropriations & Transfers-Out		227,268,933	254,421,089	251,750,440	261,151,668
REBUDGETS & RESERVES					
Rebudget - Encumbrances & Other		7,331,827	6,366,083	4,168,749	4,168,749
Rebudget - Reading Supplemental		1,360,581	1,264,201	873,636	869,655
Rebudget - Driver Ed-BTW		2,232,377	2,339,513	2,248,303	2,248,303
Rebudget - Operating Development		0	853,955	2,389,822	2,389,822
Rebudget - Course Development		3,287,375	2,044,108	3,752,885	3,752,885
Course Development		0	136,970	830,380	1,632,576
Health Insurance Trust Fund Balance		9,788,511	10,120,521	9,045,523	9,046,258
Reserve for Contingency		14,102,709	13,960,116	13,828,940	14,531,725
Unappropriated Fund Balance		35,367,001	19,142,985	32,160,272	26,674,748
Rebudgets & Ending Balance		73,470,379	56,228,452	69,298,507	65,314,718
Total Appropriations & Ending Balances		\$300,739,312	\$310,649,540	\$321,048,947	\$326,466,387

Recommended Budget by Program

Fiscal Year 17-18 Operating Fund

Description	Program	FY17-18 Recommended Budget	Percentage of Total
Basic Instruction	5100	130,761,434	69.54%
Pupil Personnel Services	6100	4,970,949	2.64%
Guidance Services	6120	1,753,516	0.93%
Instructional & Curriculum Development	6300	328,434	0.17%
Instructional Staff Training Services	6400	2,922,510	1.55%
Instructional Related Technology	6500	11,679,293	6.21%
Board of Trustees	7100	1,764,874	0.94%
General Administration	7200	1,455,603	0.77%
School Administration	7300	7,803,003	4.15%
Fiscal Services	7500	2,357,289	1.25%
Planning, Research, Development & Eval Svcs	7710	1,103,818	0.59%
Information Services	7720	7,018,240	3.73%
Staff Services	7730	4,084,049	2.17%
Internal Services (Procurement)	7760	592,072	0.31%
Operation of Plant	7900	2,115,341	1.12%
Administrative Tech Services	8200	7,161,006	3.81%
Community Service	9100	159,328	0.08%
Total		\$188,030,759	100%

Operating Budget Summary

Recommended Budget Fiscal Year 17-18

Description	FY11-12 Actual Results	FY12-13 Actual Results	FY13-14 Actual Results	FY14-15 Actual Results	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
REVENUES								
Federal - Direct	319,875	91,919	266	0	0	0	0	0
State - FLVS Flex	121,378,920	198,316,045	127,283,504	127,293,324	136,149,944	136,261,676	134,309,406	141,433,992
State - FLVS Full Time	0	0	29,298,747	33,234,010	32,092,192	31,315,699	29,819,409	30,802,231
Local	1,804,205	3,757,153	13,033,042	16,323,799	14,786,320	12,601,707	16,347,616	14,046,745
Total Revenue	\$123,503,000	\$202,165,117	\$169,615,559	\$176,851,133	\$183,028,456	\$180,179,081	\$180,476,431	\$186,282,968
OTHER SOURCES OF FUNDS								
Transfers In	0	0	0	320,000	2,118,680	6,012,440	6,012,440	3,000,000
Non-Revenue Receipts	0	0	0	0	0	0	0	0
Total Other Sources Of Funds	\$-	\$-	\$-	\$320,000	\$2,118,680	\$6,012,440	\$6,012,440	\$3,000,000
BEGINNING FUND BALANCE								
Committed - Encumbrance & Other	2,829,950	1,636,076	3,528,605	5,015,940	2,243,197	5,897,116	7,101,324	3,938,246
Committed - Reading Supplemental	1,923,432	1,985,458	2,052,767	1,814,673	1,504,369	1,263,385	1,360,581	873,636
Committed - Driver Ed-BTW	1,426,827	1,501,953	2,002,148	2,002,148	2,155,429	2,339,513	2,232,377	2,248,303
Committed - Misc Grants	0	0	0	238,093	0	0	0	0
Committed - Operating Development	0	0	0	0	0	853,955	0	2,389,822
Gates Grant Carryover	867,150	416,431	0	0	0	0	0	0
Reserve for Contingency	8,479,803	9,710,314	15,755,994	12,526,580	13,537,568	13,915,531	14,102,709	13,828,940
Adj to Beginning Fund Balance	0	(441,140)	0	(4,708,228)	0	0	0	0
Fund Balance Unappropriated	9,981,956	4,513,839	14,900,323	15,163,659	23,665,546	20,613,508	25,840,142	21,036,228
Total Beginning Fund Balance	\$25,509,118	\$19,322,931	\$38,239,837	\$32,052,865	\$43,106,109	\$44,883,008	\$50,637,133	\$44,315,175
TOTAL	\$149,012,118	\$221,488,048	\$207,855,396	\$209,223,998	\$228,253,244	\$231,074,529	\$237,126,003	\$233,598,142
APPROPRIATIONS								
Instruction FLVS Flex	70,075,450	100,154,884	92,438,483	92,899,510	104,154,775	106,968,676	104,802,432	112,202,620
Instruction FLVS Full Time	0	25,449,147	28,134,331	29,811,192	29,667,482	26,519,764	25,090,525	27,410,356
Categorical Appropriations	2,709,072	2,003,068	2,773,113	2,390,455	3,844,093	2,063,942	4,292,193	2,170,400
Sub-Total	72,784,522	127,607,099	123,345,927	125,101,157	137,666,350	135,552,382	134,185,150	141,783,376
Central Services & School-Wide Costs								
Departments	56,463,525	55,641,113	47,748,376	40,696,732	39,599,762	49,794,490	50,313,239	46,247,383
Sub-Total	56,463,525	55,641,113	47,748,376	40,696,732	39,599,762	49,794,490	50,313,239	46,247,383
Total Expenditures/Appropriations	\$129,248,047	\$183,248,212	\$171,094,303	\$165,797,889	\$177,266,112	\$185,346,872	\$184,498,389	\$188,030,759
OTHER USES OF FUNDS								
Transfers Out	0	0	0	320,000	350,000	8,312,440	8,312,440	5,000,000
Total Other Uses Of Funds	\$-	\$-	\$-	\$320,000	\$350,000	\$8,312,440	\$8,312,440	\$5,000,000
REBUDGETS & ENDING FUND BALANCE								
Rebudget - Encumbrances & Other	1,636,076	3,528,605	5,015,940	2,243,197	7,101,324	5,897,116	3,938,246	3,938,246
Rebudget - Reading Supplemental	1,985,458	1,529,870	1,814,673	1,504,369	1,360,581	1,264,201	873,636	869,655
Rebudget - Driver Ed-BTW	1,501,953	2,155,429	2,002,148	2,155,429	2,232,377	2,339,513	2,248,303	2,248,303
Rebudget - Misc Grants	0	0	238,093	0	0	0	0	0
Rebudget - Operating Development	0	0	0	0	0	853,955	2,389,822	2,389,822
Reserve for Contingency	9,710,314	15,753,568	12,526,580	13,537,568	14,102,709	13,960,116	13,828,940	14,531,725
Fund Balance Unappropriated	4,513,839	15,272,364	15,163,659	23,665,546	25,840,142	13,100,317	21,036,228	16,589,633
Total Rebudgets & Ending Balances	\$19,764,071	\$38,239,836	\$36,761,093	\$43,106,109	\$50,637,133	\$37,415,218	\$44,315,175	\$40,567,383
TOTAL	\$149,012,118	\$221,488,048	\$207,855,396	\$209,223,998	\$228,253,244	\$231,074,529	\$237,126,003	\$233,598,142

Enterprise Fund Budget Summary

Recommended Budget Fiscal Year 17-18

Description	FY11-12 Actual Results	FY12-13 Actual Results	FY13-14 Actual Results	FY14-15 Actual Results	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
REVENUES								
Local	26,330,405	9,743,829	16,853,331	21,770,141	21,886,902	23,727,458	24,308,731	26,629,808
Interest	2,610	3,378	4,619	4,988	6,257	5,600	3,500	5,600
Total Revenue	\$26,333,015	\$9,747,207	\$16,857,950	\$21,775,129	\$21,893,159	\$23,733,058	\$24,312,231	\$26,635,408
OTHER SOURCES OF FUNDS								
Transfers In	0	1,773,364	3,138,599	7,402,464	0	0	0	0
Non-Revenue Receipts	0	0	0	0	0	0	0	0
Total Other Sources Of Funds	\$-	\$1,773,364	\$3,138,599	\$7,402,464	\$-	\$-	\$-	\$-
BEGINNING FUND BALANCE								
Committed - Encumbrances & Other	0	0	0	670,593	471,027	1,471,380	230,503	230,503
Committed - Misc Grants	0	0	0	0	0	0	0	0
Adj to Beginning Fund Balance	383,092	441,140	0	0	0	0	0	0
Total Beginning Fund Balance	\$2,153,778	\$6,383,935	\$5,914,452	\$8,503,084	\$10,343,871	\$6,864,229	\$9,757,362	\$11,354,547
T O T A L	\$28,486,793	\$17,904,506	\$25,911,001	\$37,680,677	\$32,237,030	\$30,597,287	\$34,069,594	\$37,989,955
APPROPRIATIONS								
FLVS Global School	1,132,567	2,179,494	2,200,828	2,431,161	2,133,939	2,186,190	1,952,494	2,173,723
Florida Franchises	741,942	2,261,935	3,847,974	6,084,394	6,327,197	7,415,495	7,468,071	7,559,677
FLVS Full Time School	15,743,403	0	0	0	0	0	0	0
Sub-Total	17,617,912	4,441,429	6,048,802	8,515,555	8,461,136	9,601,685	9,420,565	9,733,400
Central Services	4,926,086	5,775,261	8,220,516	11,418,787	5,937,007	7,983,967	6,584,816	8,140,937
School-Wide Costs	0	0	0	0	0	0	0	0
Non-Recurring Appropriations	0	0	0	0	0	0	0	0
Sub-Total	4,926,086	5,775,261	8,220,516	11,418,787	5,937,007	7,983,967	6,584,816	8,140,937
Total Expenditures/Appropriations	\$22,543,998	\$10,216,690	\$14,269,318	\$19,934,342	\$14,398,142	\$17,585,651	\$16,005,381	\$17,874,336
OTHER USES OF FUNDS								
Transfers Out	0	1,773,364	3,138,599	7,402,464	8,081,526	6,500,000	6,709,666	9,800,000
Total Other Uses Of Funds	\$-	\$1,773,364	\$3,138,599	\$7,402,464	\$8,081,526	\$6,500,000	\$6,709,666	\$9,800,000
REBUDGETS & ENDING FUND BALANCE								
Rebudget - Encumbrances & Other	0	0	670,593	471,027	230,503	468,967	230,503	230,503
Rebudget - Misc Grants	0	0	0	0	0	0	0	0
Reserve for Potential FTE Decline	0	0	0	0	0	0	0	0
Fund Balance Unappropriated	5,942,795	5,914,452	7,832,491	9,872,844	9,526,859	6,042,669	11,124,044	10,085,115
Total Rebudgets & Ending Balances	\$5,942,795	\$5,914,452	\$8,503,084	\$10,343,871	\$9,757,362	\$6,511,636	\$11,354,547	\$10,315,618
T O T A L	\$28,486,793	\$17,904,506	\$25,911,001	\$37,680,677	\$32,237,030	\$30,597,287	\$34,069,594	\$37,989,955

Operating Budget Revenue Summary

Recommended Budget Fiscal Year 17-18

Revenue	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
REVENUES				
<u>State</u>				
State FEFP	163,993,135	163,124,102	160,175,160	167,676,832
Categoricals	4,091,366	4,016,953	3,796,020	4,043,023
Lottery	157,635	436,319	157,635	516,368
Total State	\$168,242,136	\$167,577,374	\$164,128,815	\$172,236,223
<u>Local</u>				
Interest	174,971	138,000	267,096	345,000
Miscellaneous	16,730,029	18,476,147	22,092,960	16,701,745
Total Local	\$16,905,000	\$18,614,147	\$22,360,056	\$17,046,745
Total Revenue	\$185,147,136	\$186,191,521	\$186,488,871	\$189,282,968

State FEFP Revenue - FLVS Flex

Recommended Budget Fiscal Year 17-18

Revenue	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
FTE	26,067.83	26,037.35	25,466.60	26,961.61
Weighted FTE Funded	26,522.99	26,388.02	25,958.66	27,483.45
Base Student Allocation	4,154.45	4,160.71	4,160.71	4,203.95
District Cost Differential	1.0000	1.0000	1.0000	1.0000
Total Base FEFP	\$110,188,436	\$109,792,899	\$108,006,456	\$115,539,049
Declining Enrollment	0	0	1,121,745	0
Discretionary Contribution	11,093,166	11,659,526	11,570,498	13,004,123
Compression Adjustment .51 Mills	153,017	158,046	154,073	179,294
Sup Reading Instruction - FLVS Flex	1,431,614	1,403,942	1,381,337	1,431,100
Instructional Materials - FLVS Flex	2,158,624	2,138,867	1,981,964	2,150,048
Virtual Education Allocation	11,309,828	11,022,055	10,095,899	8,705,557
Proration/Holdback	(259,387)	0	(2,566)	0
McKay Scholarship Adjustment	0	0	0	0
Prior Year Adjustment	74,646	0	0	0
Lottery - FLVS Flex	0	86,341	0	424,821
NET FEFP REVENUE	\$136,149,944	\$136,261,676	\$134,309,406	\$141,433,992

State FEFP Revenue - FLVS Full Time

Recommended Budget Fiscal Year 17-18

Revenue	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
FTE	6,051.67	5,771.95	5,593.04	5,791.91
Weighted FTE Funded	6,208.74	5,887.08	5,714.80	5,922.58
Base Student Allocation	4,154.45	4,160.71	4,160.71	4,203.95
District Cost Differential	1.0000	1.0000	1.0000	1.0000
Total Base FEFP	\$25,793,900	\$24,494,433	\$23,777,626	\$24,898,230
Declining Enrollment	0	0	0	0
Discretionary Contribution	2,575,287	2,584,679	2,541,142	2,793,555
Power Equalization .25 Mills	0	0	0	0
Compression Adjustment .51 Mills	35,524	35,036	33,838	38,517
ESE Guaranteed Allocation	535,769	778,424	410,757	419,005
Instructional Materials - FLVS Full Time	501,128	474,144	435,285	461,875
Virtual Education Allocation	2,744,380	2,599,005	2,463,690	2,099,502
Proration/Holdback	(60,217)	0	(564)	0
McKay Scholarship Adjustment	(208,544)	0	0	0
Prior Year Adjustment	17,330	0	0	0
Lottery - FLVS Full Time	0	19,263	0	91,547
School Recognition	157,635	330,715	157,635	0
NET FEFP REVENUE	\$32,092,192	\$31,315,699	\$29,819,409	\$30,802,231

Federal Through State Revenue

Recommended Budget Fiscal Year 17-18

Revenue	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
FEDERAL THROUGH STATE				
Title I	904,736	902,500	1,315,215	1,280,447
Title II	37,139	53,065	46,012	29,936
IDEA-Part B	732,374	1,034,089	1,089,637	851,129
Professional Dev Action Plan	78,739	0	79,300	79,300
Carl Perkins	25,000	25,000	25,000	25,000
Total Federal	\$1,777,988	\$2,014,654	\$2,555,164	\$2,265,812

Miscellaneous Local Revenues

Recommended Budget Fiscal Year 17-18

Revenue	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Digital Learning Labs	8,199,362	7,702,500	8,890,566	9,410,340
Transfers In - General Fund	0	3,312,440	3,312,440	0
Transfer In - Full-time Fund	350,000	0	0	0
Transfers In - Operating Dev Fund	1,768,680	2,700,000	2,700,000	3,000,000
Refund from Prior Period Expenditures	0	0	0	0
Driver Education - Behind the Wheel	701,815	660,000	760,000	660,000
Misc Grants/FL Best & Brightest	1,630,918	0	1,790,344	79,300
Indirect Cost Misc Revenue	3,010,538	3,785,829	3,857,944	3,161,456
Full Time FLVS/CA VIP program	48,671	0	0	0
FLVS Foundation Revenue	0	124,978	68,516	0
P-Card Rebate	74,156	95,000	66,271	70,000
Settlement Revenue	601,009	0	0	0
Building Sub-Lease	127,300	95,400	190,800	220,649
Interest Earnings from Daily Balance	25,758	32,000	26,212	45,000
Interest Earnings from SBA	149,213	106,000	240,884	300,000
Forfeited HRA/FSA	0	0	322,440	0
Charges for Services/Sales	0	0	109,449	100,000
Other Miscellaneous Local Revenue	217,580	0	24,190	0
TOTAL MISC. LOCAL REVENUE	\$16,905,000	\$18,614,147	\$22,360,056	\$17,046,745

Transfers

Fiscal Year 17-18

Revenue	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Sources:					
General Fund	369X	2,118,680	6,012,440	6,012,440	3,000,000
Enterprise Funds	369X	0	0	0	0
Course Development Fund	369X	6,312,846	8,800,000	9,009,666	11,800,000
Total Transfers In		8,431,526	14,812,440	15,022,106	14,800,000
Uses:					
General Fund	499X	350,000	8,312,440	8,312,440	5,000,000
Enterprise Funds	499X	0	6,500,000	6,709,666	9,800,000
Course Development Fund	499X	8,081,526	0	0	0
Total Transfers Out		8,431,526	14,812,440	15,022,106	14,800,000
TOTAL		\$-	\$-	\$-	\$-

Description of Funds

The following profit and loss pages include budget summaries for the funds listed below:

- FLVS Global & FLVS Global School – FLVS Global and FLVS Global School funds include revenue generated from the promoting, marketing and selling of FLVS products and services inside and outside of the state of Florida. Since 2001, FLVS Global has grown steadily in revenue, and the profit earned is reinvested back to FLVS.
- FLVS Franchises – This fund includes revenue generated from our FLVS Franchises that are managed by districts throughout the state of Florida. Currently there are 35 franchises, representing 65 Florida counties.
- FLVS Operating Development Funds – The source of revenue for the FLVS development fund is a portion of the profit from FLVS Franchises. The appropriations are allocated for non-course related projects, legislative liaison costs, and staff professional development.
- FLVS Course Development Funds – The FLVS course development fund is an internal service fund used to account for the development of FLVS courses. The sources of revenue for this fund include transfers from the FLVS enterprise funds – FLVS Global School, FLVS Business Development, and FLVS Franchises – along with fees generated from course cost-reimbursement fees charged to the operating, FLVS Franchises, and FLVS Global School funds. This fund is used to account for marketing, research, and development activities related to developing and improving courseware and services to FLVS students.
- FLVS Health Insurance Trust – The FLVS Health Insurance Trust fund is for the FLVS employer-sponsored group health and benefits plan that is provided to all eligible full-time employees. FLVS administers a self-funded group medical program and offers three different medical PPO plans for employees to choose from, with one plan being a lower-premium, higher-deductible plan with an employer- contributed HRA (health reimbursement arrangement). The current cost-sharing strategy to fund the medical plan includes FLVS paying approximately 85 percent towards employee-only monthly premiums, and 75 percent towards dependent-tier premiums. Other lines of coverage that FLVS contributes to include employee-only low dental, basic life/AD&D (Accidental Death & Dismemberment), basic short-term disability, and long-term disability.

FLVS Global & FLVS Global School

Recommended Budget Fiscal Year 17-18

Funds 921 & 922

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance		4,425,962	3,979,749	4,779,286	4,546,986
REVENUES					
FLVS Global		7,713,202	9,048,700	9,290,823	11,000,000
FLVS Global School		2,428,164	2,450,000	2,450,000	2,450,000
FLVS Reseller Contract			200,000	200,000	0
Blended Content			100,000	100,000	0
Professional Learning Course		98,960	43,000	60,687	0
Interest		6,257	5,200	3,500	5,600
Total Revenues		10,246,583	11,846,900	12,105,010	13,455,600
Total Revenues & Balances		\$14,672,545	\$15,826,649	\$16,884,296	\$18,002,586
APPROPRIATIONS					
<u>Positions FLVS Global</u>					
Chief Customer Officer	4111	0.00	0.00	0.00	0.25
Exec Director, Business Development & Solutions	4112	0.00		0.25	1.00
Sr Director, Business Development & Solutions	4112	0.25	0.25	0.00	0.00
Director, District & Franchise Solutions	4112	0.20		0.00	0.00
Director, National & State Sales	4112	0.25	0.90	0.90	
Director, Global Support	4112	0.00	0.00	0.00	1.00
Director, Customer Experience	4112			0.90	
Senior Manager, Product Development	4113	1.00	0.90	0.00	0.00
Senior Manager, Sales	4113	1.00	1.00	1.00	1.00
Senior Manager, Sales Operations	4113	1.00	0.95	0.95	0.95
Account Manager, FLVS Global	4113	8.20	9.50	9.50	8.55
Account Manager, FL Services	4113	1.00	0.00	0.00	0.00
Manager, Client Technical Development	4113	1.00	1.00	1.00	0.95
Manager, Client Technical Innovation	4113	1.00	0.90	0.90	0.90
Manager, Client Technical Support	4113	1.00	1.00	1.00	1.00
Manager, Learning Systems Accounts	4113	1.00	1.00	1.00	0.90
Manager, National Curriculum Products	4113	1.00	1.00	1.00	1.00
Manager, Product	4113	1.00	1.00	1.00	0.95
Manager, Project	4113	1.00	1.00	1.00	0.90
Manager, Sales	4113	1.00	1.00	1.00	1.00
Manager, Sales Operations	4113	1.00	0.75	0.75	0.75
Senior Support Rep, Field Operations	4161			1.00	1.00
Support Rep, Field Operations Support	4161	1.00	1.00	0.00	0.00
Technician, Materials	4161	0.00	0.25	0.25	0.25
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Specialist, Business Development	4165	2.80	3.00	3.00	3.00
Specialist, Business Development Support	4165	1.00	1.00	1.00	1.00
Specialist, Business Development Team Lead	4165	0.80	1.00	1.00	1.00
Specialist, Client Support	4165	2.00	1.90	1.90	1.80
Specialist, Curriculum					1.00
Specialist, eSolutions	4165	4.00	4.00	4.00	4.00
Specialist, eSolutions Team Lead	4165	1.00	1.00	1.00	1.00
Specialist, Instructional Design	4165	1.00	1.00	1.00	1.00
Specialist, Strategic Marketing	4165	1.00	1.00	1.00	1.00
Architect, Software	4166	1.00	1.00	1.00	0.90

FLVS Global & FLVS Global School (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Analyst, Learning Systems	4167	1.00	1.80	0.80	0.85
Developer, Software	4168			1.00	1.00
Developer, Web	4168	1.00	2.00	3.00	3.00
Total FLVS Global Positions		40.50	43.10	44.10	43.90
Positions FLVS Global School					
Director, Instruction	4112	0.05	0.05	0.05	0.05
Manager, Client Operations	4113	1.00	1.00	1.00	1.00
Manager, Account FLVS Global	4113	1.80	0.50	0.50	0.45
Specialist, Business Development Team Lead	4165	0.20		0.00	0.00
Specialist, Business Development	4165	0.20		0.00	0.00
Representative, Client Support	4161	2.00	2.00	2.00	2.00
Instructional Leader, Global School	4114	1.00	1.00	1.00	1.00
Instructor	4120	17.00	17.00	18.00	18.00
Instructor - PT	4129	8.00	7.00	7.00	7.00
Instructor, Quality Assurance	4130	1.20	0.75	0.50	0.50
Total FLVS Global School Positions		32.45	29.30	30.05	30.00
Total Positions		72.95	72.40	74.15	73.90
Regular Salaries		3,507,423	4,005,521	3,775,373	4,296,454
Supplement	4190	105,770	87,000	65,000	147,000
Overtime	4192		0	0	
Advanced Degree	4194		46,750		45,000
Student Intern	4753				10,000
Employee Sales Commission	4754	248,023	1,252,142	188,124	849,500
Total Salaries		3,861,216	5,391,413	4,028,497	5,347,954
Medical	4231	498,514	555,900	551,321	629,797
FICA	4220	281,651	412,442	309,876	409,118
FRS	4210	262,512	315,021	362,490	380,585
Total Benefits		1,042,678	1,283,363	1,223,687	1,419,500
Personnel Costs		4,903,894	6,674,776	5,252,184	6,767,454
OPERATING EXPENSES					
Workers Comp	4240	57			
Unemployment Comp	4250	2,143			
Professional & Technical Services	4310	608,559	542,178	560,301	417,500
Outsourced Hosting Fees	4317	0	12,100	49,999	62,100
Travel In-State	4332	42,545	37,240	23,578	45,972
Travel Out-State	4333	164,541	332,400	328,264	342,800
Computer Hardware Maintenance	4351			661	366
Rentals	4360	1,041,313	1,336,956	1,263,650	1,390,113
Annual Software Licensing	4362	130,326	160,680	131,609	
Software Service Rental	4364	1,203			
Technology Related Rentals	4369				40,980
Postage	4371	4,477	15,700	8,408	12,200
Communication Stipend	4374	37,644	45,816	33,202	41,112
Other Purchased Services	4390	52,187	151,100	115,369	234,400
Commission	4391	215,174	8,000	58,352	0
Supplies	4510	7,889	11,725	13,307	17,018
Technology Related Textbooks	4529				142,000
Capitalized Computer Hardware	4643	15,833	13,700	5,877	21,518
Non-Capitalized Computer Hdwr	4644	827	11,400	53	7,400
Capitalized Software	4691		50,000		50,000
Non-Capitalized Software	4692	29	2,000	109	1,500

FLVS Global & FLVS Global School (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Dues And Fees	4730	182,559	306,703	214,358	242,545
Indirect Cost Charge	4793	395,671	450,483	450,483	412,835
Bad Debt Expense	4820	2,105	0	(20,105)	
Professional Staff Development					
Travel In-State	4332	7,571	7,200	1,881	8,585
Travel Out-State	4333	13,318	0	36,775	0
Rentals	4360	29			
Supplies	4510	175	0	795	
Dues And Fees	4730	10,658	0	8,200	56,262
Total Operating Expenses		2,936,832	3,495,381	3,285,126	3,547,206
Total Appropriations		7,840,725	10,170,157	8,537,310	10,314,660
FLVS Operating Income (Loss)		2,399,601	1,671,543	3,564,200	3,135,340
Transfer to Course Development Fund		2,052,533	3,800,000	3,800,000	3,800,000
Ending Balances		4,779,286	1,856,492	4,546,986	3,887,927
Total Appropriations & Ending Balances		\$14,672,545	\$15,826,649	\$16,884,296	\$18,002,586

Florida Franchises

Recommended Budget Fiscal Year 17-18

Fund 930

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balances		2,492,426	2,884,481	4,768,413	6,807,563
REVENUES					
Franchise Enrollment		153,988	194,250	199,497	215,392
Franchise Rate		61	61	61	61
Operating Revenue		9,393,268	11,886,158	12,207,221	13,179,808
Additional Course Enrollment Fees		2,259,692	0		
Total Revenues		11,652,960	11,886,158	12,207,221	13,179,808
Total Revenues & Balances		\$14,145,386	\$14,770,639	\$16,975,634	\$19,987,371
POSITIONS					
Chief Customer Officer	4111	0.00	0.00	0.00	0.25
EXEC VP, BUSINESS & SCHOOL SOLUTIONS	4111	0.00	0.05	0.05	
Exec Director, Business Development & Solutions	4111	0.00	0.00	0.50	
Sr Director, Business Development & Solutions	4112	0.25	0.50	0.00	0.00
Director, National & State Sales	4112	0.25	0.00	0.00	0.00
Director, Customer Experience	4112	0.00	0.00	0.10	
Director, District & Franchise Solutions	4112	0.80	1.00	1.00	1.00
Senior Manager, Product Development	4113	0.00	0.10	0.00	0.00
Senior Manager, Sales Operations	4113	0.00	0.05	0.05	0.05
Administrator, FL Services Operations	4113	0.00	0.00	0.00	0.00
Manager, Client Technical Innovation	4113	0.00	0.10	0.10	0.10
Manager, Client Technical Development	4113	0.00	0.00	0.00	0.05
Manager, Learning System Accounts	4113	0.00	0.00	0.00	0.10
Manager, Blended Learning	4113	0.00	0.00	0.00	0.50
Manager, Product	4113	0.00	0.00	0.00	0.05
Manager, Project	4113	0.00	0.00	0.00	0.10
Manager, Sales Operations	4113	0.00	0.25	0.25	0.25
Instructor, Quality Assurance	4120	2.00	2.00	2.00	2.00
Manager, District Relations	4134	1.60	1.60	1.60	1.80
Representative, Senior Support	4161	0.50	1.00	0.00	0.00
Representative, Senior Support, FL Scholarships	4161	1.00	0.50	0.50	0.50
Senior Support Rep, Franchise	4161	0.00	0.00	1.00	1.00
Representative, Client Support	4161	0.00	0.00	0.00	0.00
Representative, Field Operations Support	4161	1.00	1.00	1.00	1.00
Technician, Enrollment	4161	0.50	0.50	0.50	0.50
Technician, Materials	4161	0.00	0.25	0.25	0.25
Assistant, Executive	4162		0.00	0.00	0.00
Specialist, Blended Learning	4165	0.50	0.50	0.50	1.00
Specialist, Financial Support	4165	0.50	0.00	0.50	0.50
Specialist, Learning	4165	1.00	1.00	1.00	1.00
Specialist, Support	4165	0.00	0.50	0.00	0.00
Specialist, Support Client	4165	0.00	0.10	0.10	0.20
Architect, Software	4166	0.00	0.00	0.00	0.10
Analyst, Learning Systems	4167	0.00	0.20	0.20	0.15
Representative, Academic Integrity (PT) Support	4169	2.00	2.00	2.00	2.00
Total Positions		11.90	13.20	13.20	14.45
APPROPRIATIONS					
Regular Salaries		593,991	728,502	729,336	788,781

Florida Franchises (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Supplement	4190	500	550	2,200	550
Overtime	4192	6,094	8,000	3,525	8,000
Advanced Degree	4194	0	1,250	0	3,925
Total Salaries		600,585	738,302	735,061	801,256
Medical	4231	70,569	95,200	101,391	117,204
FICA	4220	43,616	56,480	56,232	61,296
FRS	4210	46,981	64,228	62,876	68,635
Total Benefits		161,166	215,908	220,499	247,136
Personnel Costs		761,751	954,210	955,560	1,048,392
Recurring Expenses					
Professional & Technical Services	4310	3,000	201,500	0	201,500
Travel In-State	4332	5,407	12,100	7,280	12,774
Travel Out-State	4333		4,535	1,795	4,035
Repairs & Maintenance	4350				850
Rentals	4360	28,985	62,600	16,250	62,600
Course Costs	4360	3,302,739	3,405,088	3,733,445	4,096,586
Auto Lease	4363				15,000
Postage	4371	222	550	0	550
Other Purchased Services	4390	2,218	34,120	1,011	34,120
Supplies	4510	48,024	45,400	46,389	496
Technology Related Textbooks	4529	0	0	0	52,750
Dues And Fees	4730	8,634	2,500	10,495	9,745
Indirect Cost Charge	4793	2,162,398	2,691,592	2,691,592	2,015,348
Bad Debt Expense	4820		0	0	
Professional Staff Development					
Travel In-State	4332	119	1,300	264	1,557
Travel Out-State	4333	1,916	0	3,463	2,847
Dues And Fees	4370	1,784	0	527	527
Total Operating Expenses		5,565,446	6,461,285	6,512,511	6,511,285
Total Appropriations		6,327,197	7,415,495	7,468,071	7,559,677
Franchises Operating Profit (Loss)		5,325,763	4,470,663	4,739,150	5,620,131
Transfer to Fund 123		3,049,776	2,700,000	2,700,000	3,000,000
Transfer to Fund 791		0	0	0	3,000,000
Ending Balance		4,768,413	4,655,144	6,807,563	6,427,695
Total Appropriations & Ending Balances		\$14,145,386	\$14,770,639	\$16,975,634	\$19,987,371

Operating Development Fund

Recommended Budget Fiscal Year 17-18

Fund 123

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance - Uncommitted		0	853,955	1,020,713	1,021,109
Committed Carryover Budget					2,389,822
Total Fund Balance					3,410,931
REVENUES					
Transfer In from Enterprise Funds		1,768,680	2,700,000	2,700,000	3,000,000
Transfer In from General Fund			3,312,440	3,312,440	
In-Service Donation		104,403			
Miscellaneous Revenue		21,547			
Total Revenues		1,894,630	6,012,440	6,012,440	3,000,000
Total Revenues & Balances		\$1,894,630	\$6,866,395	\$7,033,153	\$6,410,931
POSITIONS					
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Supplements	4190	2,000		2,000	
Total Salaries		2,000	0	2,000	0
Medical	4231	342		342	0
FICA	4220	222		222	0
FRS	4210	225		225	0
Total Benefits		789	0	788	0
Personnel Costs		2,789	0	2,788	0
Other Expenses					
Professional & Technical Services	4310	292,129	4,842,282	3,033,572	2,530,796
Florida Advocacy	4310	150,000	150,000	150,000	166,000
Travel In-State	4332	0	0	0	
Travel Out-State	4333	310	0	407	0
Rentals	4360	80	0	0	0
Other Purchased Services	4390	289	0	0	0
Supplies	4510	10,523	0	18,539	0
Capitalized Computer Equipment	4643				300,000
Professional Staff Development					
Professional & Technical Services	4310	0	50,000	0	
Professional In-Service Learning Event:					
- Travel In-State	4332	100,464	202,855	100,581	214,644
- Travel Out-State	4333	28,451	0	28,237	0
- Rentals	4360	284,996	0	284,996	451,650
- Postage	4371	14	0	27	0
- Other Purchased Services	4390	1,117	1,000	1,117	1,000
- Supplies	4510	2,755	0	1,958	0
- Dues & Fees	4730	0	295,597	0	
Total Operating Expenses		871,128	5,541,734	3,619,434	3,664,090
Total Appropriations		873,917	5,541,734	3,622,222	3,664,090
Operating Development Profit (Loss)		1,020,713	470,706	2,390,218	(664,090)
Rebudget - prior year balance		0	853,955	2,389,822	2,389,822
Ending Balance		1,020,713	470,706	1,021,109	357,019
Total Appropriations & Ending Balances		\$1,894,630	\$6,866,395	\$7,033,153	\$6,410,931

FLVS Course Development

Recommended Budget Fiscal Year 17-18

Fund 791

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance - Uncommitted		0	2,693,289	3,287,375	830,380
Committed Carryover Budget					3,752,885
Total Fund Balance					4,583,265
REVENUES					
Course Revenue - General Fund		2,741,752	3,448,154	3,448,154	3,694,305
Course Revenue - Global Services		188,892	240,913	240,913	306,350
Course Revenue - Global School		58,713	59,898	59,898	68,233
Course Revenue - Franchise Fund		1,323,078	1,472,300	1,472,300	1,584,769
Transfer In from Enterprise Funds		6,312,846	3,800,000	4,009,666	6,800,000
Transfer In from General Fund			5,000,000	5,000,000	5,000,000
Total Revenues		10,625,281	14,021,265	14,230,931	17,453,657
Total Revenues & Balances		\$10,625,281	\$16,714,554	\$17,518,306	\$22,036,922
POSITIONS					
Director, Creative	4113	1.00	1.00	1.00	1.00
Manager, Curriculum	4113	1.00	3.00	3.00	3.00
Manager, Curriculum CAPE	4113	1.00	1.00	1.00	1.00
Manager, Curriculum Project Services	4113		1.00	1.00	1.00
Manager, Curriculum Social Studies	4113	1.00	1.00	1.00	1.00
Manager, Curriculum Math	4113	1.00	1.00	1.00	1.00
Manager, Curriculum Quality Management	4113	0.00	0.00	0.00	1.00
Manager, Instructional Design	4113	1.00	1.00	0.00	0.00
Manager, Project	4113	0.00	3.60	3.60	4.00
Manager, Web Development	4113			1.00	1.00
Senior Manager, Elementary Products	4113	1.00	0.00	1.00	1.00
Senior Manager, Curriculum Product Innovation	4113		1.00		3.00
Senior Manager, Product Design & Development	4113	1.00	1.00	1.00	1.00
Specialist, Curriculum Peer Lead	4132	2.00	2.00	1.00	1.00
Specialist, Curriculum	4132	22.00	26.00	24.00	25.00
Curriculum Subject Matter Expert	4133	10.00	10.00	7.00	6.00
Content Writer Subject Matter Expert	4133	0.00	8.00	14.00	14.00
Content Writer	4137		2.00	3.00	4.00
Content Writer, Curriculum	4137	3.00	1.00	0.00	0.00
Content Writer TOA	4137	8.00	0.00	0.00	0.00
Content Writer, Peer Lead	4137	1.00	1.00	1.00	0.00
Engagement Writer	4137	3.00	5.00	5.00	5.00
Coordinator, Project	4165		1.30	1.30	1.00
Designer, Interactive	4165	3.00	4.00	2.00	1.80
Designer, Interactive Team Lead	4165		0.00		2.00
Associate Interactive Designer	4165			2.00	2.00
Psychometrician	4165	0.50	0.50	0.50	0.50
Media Producer	4165		0.00	0.00	
Specialist, Instructional Design	4165	4.00	11.00	5.00	7.00
Specialist, Instructional Design Peer Lead	4165	1.00	1.00	0.00	
Specialist, Quality Assurance	4165	2.00	2.00	2.00	2.00
Specialist, Media	4165		1.00	1.00	1.00
Specialist, External Communications	4165			1.00	1.00
Architect, Innovation	4166			4.00	4.00

FLVS Course Development (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Analyst, Quality	4167	2.00	2.00	3.00	3.00
Analyst, Quality Team Lead	4167		1.00	1.00	0.00
Developer, Web	4168	9.00	18.00	11.00	11.00
Total Positions		78.50	111.40	103.40	110.30
APPROPRIATIONS					
Regular Salaries		4,202,255	6,864,792	5,871,661	6,712,354
Supplements	4190	11,710	15,000	4,796	1,500
Overtime	4192		-		-
Advanced Degree	4194	-	27,500	-	44,750
Student Intern	4753	1,140	9,305	-	-
Total Salaries		4,215,105	6,916,597	5,876,457	6,758,604
Medical	4231	589,158	946,900	660,370	1,038,364
FICA	4220	304,528	529,120	449,549	517,033
FRS	4210	304,991	519,428	441,910	535,281
Total Benefits		1,198,677	1,995,448	1,551,829	2,090,679
Personnel Costs		5,413,782	8,912,045	7,428,286	8,849,283
Other Expenses					
Unemployment Compensation	4250	638			
Professional & Technical Services	4310	1,481,039	4,966,665	4,723,401	6,584,958
Travel In-State	4332	9,527	26,300	5,053	17,507
Travel Out-State	4333	118	0	4,135	10,420
Computer Hardware Maintenance	4351	63	0	422	0
Rentals	4360	1,401	0	36,600	0
Postage	4371	18	0	200	179
Communication Stipend	4374	(125)	0	30,719	32,400
Other Purchased Services	4390		0	30,752	501,000
Supplies	4510	323	2,850	2,001	2,221
Other Materials & Supplies	4590			0	0
Non-Capitalized FFE	4642		0	0	0
Capitalized Computer Hardware	4643	1,686	0	6,197	0
Non-Capitalized Computer Hardware	4644		0	814	1,000
Capitalized Software	4691		0	0	0
Non-Capitalized Software	4692		0	0	0
Dues And Fees	4730	5,263	6,316	72,018	5,498
Indirect Cost	4793	415,925	569,300	569,300	605,853
Professional Staff Development					
Travel In-State	4332	1,670	50,000	14,107	33,623
Travel Out-State	4333	4,534	0	3,800	3,626
Supplies	4510	191	0	805	0
Dues And Fees	4730	1,854	0	6,431	3,893
Total Operating Expenses		1,924,124	5,621,431	5,506,755	7,802,178
Total Appropriations		7,337,906	14,533,476	12,935,041	16,651,461
Curriculum Development Profit (Loss)		3,287,375	(512,211)	1,295,890	802,196
Rebudget - prior year balance			2,044,108	3,752,885	3,752,885
Ending Balance		3,287,375	136,970	830,380	1,632,576
Total Appropriations & Ending Balances		\$10,625,281	\$16,714,554	\$17,518,306	\$22,036,922

FLVS Health Insurance Trust

Recommended Trust Fund Budget Fiscal Year 2016-17

Cost Center: 9999, Fund 711

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
REVENUES					
Premium Revenue		18,277,473	19,707,190	19,935,687	21,549,335
Interest Revenue		23,812	13,500	55,684	60,000
Total Revenues		18,301,285	19,720,690	19,991,371	21,609,335
RESERVES & BALANCES					
Incurred But Not Reported Claim Reserve		1,045,913	1,215,188	1,238,985	1,422,042
Claim Stabilization Reserve		1,707,186	1,907,006	1,827,747	1,993,569
Ending Balances		6,791,385	7,405,632	6,721,779	5,629,912
Total Reserves & Balances		9,544,484	10,527,827	9,788,511	9,045,523
Total Revenues & Balances		\$27,845,769	\$30,248,517	\$29,779,882	\$30,654,858
POSITIONS					
Total Positions					
APPROPRIATIONS					
Total Salaries					
Total Benefits					
Personnel Costs					
Recurring Expenses					
Claims Expense	4770	16,967,364	18,327,687	19,074,548	19,933,135
Insurance Stop Loss	4771	719,065	875,333	1,069,928	1,080,627
Insurance Admin Fees	4772	470,349	624,976	495,505	500,460
PCORI Fee	4773	(99,520)	300,000	94,378	94,378
Total Operating Expenses		18,057,258	20,127,995	20,734,359	21,608,600
Total Appropriations		18,057,258	20,127,995	20,734,359	21,608,600
Incurred But Not Reported Claim Reserve		1,238,985	1,366,362	1,422,042	1,486,051
Claim Stabilization Reserve		1,827,747	1,970,719	1,993,569	2,154,934
Ending Balances		6,721,779	6,783,440	5,629,912	5,405,273
Total Appropriations & Ending Balances		\$27,845,769	\$30,248,517	\$29,779,882	\$30,654,858

FLVS Development Fund

Recommended Budget Fiscal Year 17-18

Fund 923

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance		3,425,487	0	209,666	0
REVENUES					
Transfers In		0			
Revenue		(6,384)			
Total Revenues		(6,384)	0	0	0
Total Revenues & Balances		\$3,419,103	\$-	\$209,666	\$-
POSITIONS					
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		63			
Supplements	4190				
Total Salaries		63	0	0	0
Medical	4231	2,323			
FICA	4220	(6)			
FRS	4210	(11)			
Total Benefits		2,306	0	0	0
Personnel Costs		2,369	0	0	0
Recurring Expenses					
Professional & Technical Services	4310	227,851			
Travel In-State	4332				
Travel Out-State	4333				
Supplies	4510				
Professional Staff Development					
Travel In-State	4332				
Travel Out-State	4333				
Total Operating Expenses		227,851	0	0	0
Total Appropriations		230,220	0	0	0
Development Profit (Loss)		(236,604)	0	0	0
Transfers Out to Fund 123		2,979,217	0	209,666	0
Transfers Out to Fund 791		0	0	0	0
Ending Balance		209,666	0	0	0
Total Appropriations & Ending Balances		\$3,419,103	\$-	\$209,666	\$-

Categorical Programs Appropriation Summary

Recommended Budget Fiscal Year 17-18

Description	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
State FEFP Categoricals				
Supplemental Reading Plan	1,588,308	1,403,942	1,757,775	1,431,100
Miscellaneous Categoricals & Grants				
Driver Ed - Behind the Wheel	624,867	660,000	744,074	660,000
Miscellaneous Grants/FL Best & Brightest	1,630,918	0	1,790,344	79,300
TOTAL	\$3,844,093	\$2,063,942	\$4,292,193	\$2,170,400

Supplemental Reading Plan

Recommended Budget Fiscal Year 17-18

Fund 101

Revenue	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balances		1,517,275	1,376,516	1,360,581	984,143
REVENUES					
Revenue		1,431,614	1,403,942	1,381,337	1,431,100
Total Revenues		1,431,614	1,403,942	1,381,337	1,431,100
Total Revenues & Balances		\$2,948,889	\$2,780,458	\$2,741,918	\$2,415,243
POSITIONS					
Leader, District Literacy	4113	1.00	1.00	1.00	0.00
Manager, ESE	4113	1.00	1.00	1.00	
Instructor, FT	4120	3.00	3.00		
Instructor, Intensive Reading	4120	4.00	4.00	5.00	5.00
Instructor, Language Arts	4120			1.00	1.00
Instructor, Reading	4120			1.00	1.00
District Literacy Coach	4138	3.00	3.00	3.00	2.00
Literacy Coach	4138	6.00	7.00	6.00	6.00
Specialist, Literacy Curriculum	4138	1.00	1.00		
Specialist, Learning	4165	1.00	1.00	2.00	
Specialist, Translation	4165	1.00	1.00	1.00	
Coordinator, Literacy	4165				1.00
Total Positions		21.00	22.00	21.00	16.00
APPROPRIATIONS					
Regular Salaries		1,041,280	899,569	988,130	769,040
Supplements	4190				
Advanced Degree	4194		16,500		14,000
Total Salaries		1,041,280	916,069	988,130	783,040
Medical	4231	121,773	187,000	155,150	150,624
FICA	4220	76,422	89,122	75,592	59,903
FRS	4210	74,751	87,607	81,853	62,017
Total Benefits		272,947	363,729	312,595	272,543
Personnel Costs		1,314,227	1,279,798	1,300,725	1,055,583
Recurring Expenses					
Professional & Technical Services	4310	234,223	11,000	300,574	85,471
Travel-In State	4332	3,644			130
Travel-Out State	4333	532			
Rentals	4360	4,000	58,729	143,083	232,203
Annual Software	4362	14,455			
Technology Related Rentals	4369				20,000
Postage	4371	5		12	
Communication Stipends	4374	10,593	12,960	9,222	11,320
Other Purchased Services	4390				
Supplies	4510	308	5,000		
Dues And Fees	4730	1,979			
Misc Expenses	4790				
Professional Staff Development					
Travel In-State	4332	3,970	20,000	3,135	20,332
Travel Out-State	4333			298	406
Annual Software Licensing	4362		14,455		
Supplies	4510	313			
Dues And Fees	4730	60	2,000	726	5,655
Total Operating Expenses		274,081	124,144	457,050	375,517
Total Appropriations		1,588,308	1,403,942	1,757,775	1,431,100
Rebudget - prior year balance		1,360,581	1,376,516	984,143	984,143
Total Appropriations & Ending Balances		\$2,948,889	\$2,780,458	\$2,741,918	\$2,415,243

Driver Education - Behind the Wheel

Recommended Budget Fiscal Year 17-18

Cost Center: 9310, Fund 105

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance		2,155,429	2,339,513	2,232,377	2,248,303
REVENUES					
Revenue		701,815	660,000	760,000	660,000
Total Revenue		701,815	660,000	760,000	660,000
Total Revenues & Balances		\$2,857,244	\$2,999,513	\$2,992,377	\$2,908,303
POSITIONS					
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Total Salaries		0	0	0	0
Medical	4231				
FICA	4220				
FRS	4210				
Total Benefits		0	0	0	0
Personnel Costs		0	0	0	0
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-of-State	4333				
Rentals	4360				
Postage	4371				
Internet Access	4373				
Other Purchased Services	4390	624,867	660,000	744,074	660,000
Supplies	4510				
Dues & Fees	4730				
Professional Staff Development					
Travel In-State	4332				
Travel Out-State	4333				
Total Operating Expenses		624,867	660,000	744,074	660,000
Total Appropriations		624,867	660,000	744,074	660,000
Rebudget - prior year balance		2,232,377	2,339,513	2,248,303	2,248,303
Total Appropriations & Ending Balances		\$2,857,244	\$2,999,513	\$2,992,377	\$2,908,303

FL Best & Brightest Scholarship

Recommended Budget Fiscal Year 17-18

Fund 106

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balances		0	0	0	0
Beginning Balance Adjustment					
REVENUE					
Revenue		1,552,179	0	1,711,044	0
Total Revenues		1,552,179	0	1,711,044	0
Total Revenues & Balances		\$1,552,179	\$-	\$1,711,044	\$-
POSITIONS					
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		0			
Supplements	4190				
Overtime	4192				
Bonus	4750	1,441,875		1,589,451	
Total Salaries		1,441,875	0	1,589,451	0
Medical	4231				
FICA	4220	110,303		121,593	
FRS	4210				
Total Benefits		110,303	0	121,593	0
Personnel Costs		1,552,179	0	1,711,044	0
Recurring Expenses					
Professional & Technical Services	4310				
Software Dev Consulting	4318				
Travel In-State	4332				
Travel Out-State	4333				
Rentals	4360				
Postage	4371				
Internet Access	4373				
Other Purchased Services	4390				
Supplies	4510				
Dues And Fees	4730				
Indirect Cost	4793				
Professional Staff Development					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-State	4333				
Dues & Fees	4730				
Total Operating Expenses		0	0	0	0
Total Appropriations		1,552,179	0	1,711,044	0
Rebudget - prior year balance		0	0	0	0
Total Appropriations & Ending Balances		\$1,552,179	\$-	\$1,711,044	\$-

Title I Grant

Recommended Budget Fiscal Year 17-18

Cost Center: 9124, Fund 420

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		904,736	902,500	1,315,215	1,280,447
Total Revenues		904,736	902,500	1,315,215	1,280,447
Total Revenues & Balances		\$904,736	\$902,500	\$1,315,215	\$1,280,447
POSITIONS					
Administrator, Title I	4113	0.80	0.80	0.80	0.80
Instructor, Intervention	4120	2.00	2.00	4.00	4.00
Specialist, Response to Intervention, Title I	4120			1.00	1.00
Specialist, Family Engagment	4165			1.00	1.00
Total Positions		2.80	2.80	6.80	6.80
APPROPRIATIONS					
Regular Salaries		176,570	248,808	471,678	381,106
Advanced Degree	4194				5,000
One Time Market Adjustment	4750				
Total Salaries		176,570	248,808	471,678	386,106
Medical	4231	15,476	32,300	58,262	64,015
FICA	4220	13,337	19,926	34,996	29,537
FRS	4210	12,844	20,158	34,515	30,577
Total Benefits		41,657	72,384	127,773	124,129
Personnel Costs		218,227	321,192	599,451	510,235
Recurring Expenses					
Professional & Technical Services	4310	666,053	489,513	550,342	
Subawards Under Subagreemts - First \$25K	4311				25,000
Subawards Under Subagreemts - Excess of \$25K	4312				582,790
Travel In-State	4332	1,494	8,140	14,140	14,140
Travel Out-State	4333		3,500	3,500	3,500
Repairs & Maintenance	4350				
Rentals	4360	4,690	25,000	39,000	36,000
Annual Software Licenses	4362				
Postage	4371	25			
Communication Stipends	4374	3,265	3,240	6,480	6,480
Other Purchased Services	4390				
Supplies	4510	139	500	1,000	1,000
Non-Capitalized Software	4692				
Dues And Fees	4730	5,085	9,372	11,302	11,302
Indirect Cost	4793	5,406	42,043	90,000	90,000
Professional Staff Development					
Travel In-State	4332	352			
Travel Out-State	4333				
Dues And Fees	4730				
Total Operating Expenses		686,509	581,308	715,764	770,212
Total Appropriations		904,736	902,500	1,315,215	1,280,447
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$904,736	\$902,500	\$1,315,215	\$1,280,447

Title II Grant

Recommended Budget Fiscal Year 17-18

Cost Center: 9124, Fund 420

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		37,139	53,065	46,012	29,936
Total Revenues		37,139	53,065	46,012	29,936
Total Revenues & Balances		\$37,139	\$53,065	\$46,012	\$29,936
POSITIONS					
Instructor	4120				
Total Positions		2.80	2.80	6.80	6.80
APPROPRIATIONS					
Regular Salaries					
Supplements	4190				
One Time Market Adjustment	4750				
Total Salaries		0	0	0	0
Medical	4231				
FICA	4220				
FRS	4210				
Total Benefits		0	0	0	0
Personnel Costs		0	0	0	0
Recurring Expenses					
Professional & Technical Services	4310			20,500	
Travel In-State	4332			5,270	
Travel Out-State	4333				
Rentals	4360				
Annual Software Licenses	4362				
Postage	4371				
Telephone	4372				
Other Purchased Services	4390				
Supplies	4510			2,100	2,100
Dues And Fees	4730			4,350	
Indirect Cost	4793	5,948	6,221	5,774	3,756
Professional Staff Development					
Professional & Technical Services	4310	21,243	31,000		
Subawards Under Subagreements - First \$25K	4311				15,500
Travel In-State	4332	1,815	6,800	4,259	5,000
Travel Out-State	4333	2,074			
Dues And Fees	4730	6,059	9,044	3,759	3,580
Total Operating Expenses		37,139	53,065	46,012	29,936
Total Appropriations		37,139	53,065	46,012	29,936
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$37,139	\$53,065	\$46,012	\$29,936

IDEA Grant

Recommended Budget Fiscal Year 17-18

Cost Center: 9124, Fund 420

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		732,374	1,034,089	1,089,637	851,129
Total Revenues		732,374	1,034,089	1,089,637	851,129
Total Revenues & Balances		\$732,374	\$1,034,089	\$1,089,637	\$851,129
POSITIONS					
Senior Manager, ESE Student Services	4113				0.30
Instructor, ESE	4120			6.00	4.00
Instructor, Special Education 9-12	4120	3.00	6.00		
Coordinator, ESE	4165				2.00
Total Positions		3.00	6.00	6.00	6.30
APPROPRIATIONS					
Regular Salaries		135,538	290,731	286,200	315,126
Advanced Degree	4194				
Bonus	4750				
Total Salaries		135,538	290,731	286,200	315,126
Medical	4231	21,054	51,000	51,000	59,308
FICA	4220	10,152	22,241	21,894	24,107
FRS	4210	9,860	21,862	21,522	24,958
Total Benefits		41,066	95,103	94,416	108,373
Personnel Costs		176,604	385,834	380,616	423,499
Recurring Expenses					
Professional & Technical Services	4310	520,023	593,716	562,910	
Subawards Under Subagreemts - First \$25K	4311				50,000
Subawards Under Subagreemts - Excess of \$25K	4312				317,576
Travel In-State	4332	1,116	859	25,358	
Travel Out-State	4333			9,234	
Repairs & Maintenance	4350				
Rentals	4360			1,500	2,400
Annual Software Licenses	4362				
Postage	4371				
Communication Stipends	4374	4,474	9,720	9,720	6,480
Other Purchased Services	4390				
Supplies	4510	600	750	2,000	1,000
Textbooks	4520	135	500	15,799	5,000
Other Materials & Supplies	4590			15,000	2,000
Non-Capitalized Software	4692				
Dues And Fees	4730		6,000		3,200
Indirect Cost	4793	24,000	25,000	50,000	32,474
Professional Staff Development					
Professional & Technical Services	4310				
Travel In-State	4332	2,159	2,476		7,500
Travel Out-State	4333	625	9,234		
Rentals	4360				
Dues And Fees	4730	2,639		17,500	0
Total Operating Expenses		555,770	648,255	709,021	427,630
Total Appropriations		732,374	1,034,089	1,089,637	851,129
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$732,374	\$1,034,089	\$1,089,637	\$851,129

Carl Perkins Career Tech Ed Grant

Recommended Budget Fiscal Year 17-18

Cost Center: 9124, Fund 420

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		25,000	25,000	25,000	25,000
Total Revenues		25,000	25,000	25,000	25,000
Total Revenues & Balances		\$25,000	\$25,000	\$25,000	\$25,000
POSITIONS					
Specialist, Curriculum	4132				
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries					
Supplements	4190				
One Time Market Adjustment	4750				
Total Salaries		0	0	0	0
Medical	4231				
FICA	4220				
FRS	4210				
Total Benefits		0	0	0	0
Workers Compensation	4240				
Personnel Costs		0	0	0	0
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-State	4333			597	
Rentals	4360	23,810	23,810		
Technology Related Rentals	4369				2,400
Postage	4371				
Other Purchased Services	4390			4,900	2,180
Supplies	4510			1,110	
Capitalized Software	4691			7,500	
Non-Capitalized Software	4692			800	
Dues And Fees	4730			625	660
Indirect Cost	4793	1,190	1,190	795	1,190
Professional Staff Development					
Professional & Technical Services	4310				
Travel In-State	4332			2,235	10,800
Travel Out-State	4333			993	
Supplies	4510				800
Dues And Fees	4730			5,445	6,970
Total Operating Expenses		25,000	25,000	25,000	25,000
Total Appropriations		25,000	25,000	25,000	25,000
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$25,000	\$25,000	\$25,000	\$25,000

Professional Development Action Plan

Recommended Budget Fiscal Year 17-18

Cost Center: 9124, Fund 106

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		78,739	0	79,300	79,300
Total Revenues		78,739	0	79,300	79,300
Total Revenues & Balances		\$78,739	\$-	\$79,300	\$79,300
POSITIONS					
Specialist, Curriculum	4132				
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		12,301		6,603	6,603
Supplements	4190				
Bonus	4750			0	
Total Salaries		12,301	0	6,603	6,603
Medical	4231	0		850	850
FICA	4220	996		505	505
FRS	4210	852		497	497
Total Benefits		1,848	0	1,852	1,852
Workers Compensation	4240	0			
Personnel Costs		14,149	0	8,455	1,852
Recurring Expenses					
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-State	4333				
Repairs & Maintenance	4350				
Rentals	4360				
Annual Software Licenses	4362				
Postage	4371				
Other Purchased Services	4390				
Supplies	4510				
Dues And Fees	4730				
Indirect Cost	4793				
Professional Staff Development					
Professional & Technical Services	4310		0	0	
Travel In-State	4332	30,465		50,850	50,850
Travel Out-State	4333	2,848	0	0	
Rentals	4360	11,283	0	15,000	15,000
Dues And Fees	4730	19,995	0	4,995	4,995
Total Operating Expenses		64,590	0	70,845	70,845
Total Appropriations		78,739	0	79,300	79,300
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$25,000	\$25,000	\$25,000	\$25,000

Projects

The following pages include a listing and description of projects funded through the FLVS Operating Development Fund (fund 123) and the FLVS Course Development Fund (fund 791). With the exception of the Elementary FT Course project, which is funded with a transfer from the General Fund, the sources of the revenues to cover the costs of these projects are transfers from the FLVS enterprise funds: FLVS Global Services, FLVS Global School, and FLVS Franchises.

Recommended Budget Fiscal Year 16-17

Fund	Description	FY17-18 Recommended Budget
791	Curriculum Course Development	1,635,000
791	Elementary FT Courses	5,000,000
123	DE - Phase II	300,000
123	Technology Refresh	354,810
123	VSA Reporting	168,000
123	Franchise Integration Partner	171,000
123	Data Center of Excellence:	680,700
123	Workday & Active Directory Automation	122,000
123	Learning Content Management System (LCMS)	930,286
791	EPMO: Project Management (Curriculum)	240,000
123	Project Management (Other)	96,000
	TOTAL	\$9,697,796

Project Summaries	
Curriculum Course Development (Recurring Annual Appropriation)	For the development of the following courses: Algebra 1 and Geometry PLE, American Sign Language, AP US Government, Chemistry, MJ Art and an Educational Elective, Earth Space Science, Economics without Financial Literacy and Financial Literacy, Foundations of Programming Enhancement, Peer Counseling 2 ELL, Physical Science, Procedural Programming and Reinvention Prototyping.
Elementary Project (Continuing project, within budget, but schedule at risk)	FLVS is in the process of creating a new K-5 Elementary program that aligns with both our strategic plan and personalized learning initiative to create a new line of Florida and Global business opportunities. The Elementary program, which is currently with a third-party vendor, will enable us to serve a growing population with a high quality FLVS program of study. The program will also build continuity for these students as they remain with FLVS for their 6-12 education, depending on their needs. Implementation costs include \$5 million per year for two years for curriculum development.
Technology Refresh (New Project to supplement General Fund appropriation)	Due to the backlog of computer replacements over the past few years, there is an additional need to replace laptops above the Tech Refresh amount of \$827K budgeted in the General fund. As a result, an additional \$300K has been added for computer hardware to assist in bringing as many computers up to date as possible. The additional project funds will also cover deployment provision services, including contracted services for a Desktop Technician.
VSA Reporting (New Project)	VSA reporting has not been updated since VSA was initially released and the reporting capabilities are not fully meeting the needs of FLVS. To remedy we have several Crystal reports that are auto generated and sent to FLVS employees. From there they have to parse out the specific data per Franchise, and resend that data. There is typically a 2-4-day lag time in them receiving relevant reporting data. This is causing several problems for our Franchise partners. In addition, it is a primary goal for FLVS to shut down Crystal reporting. The \$168K is for contract resources; a Developer and Quality Analyst for testing.
Franchise Integration Partner (New Project)	Orange County Public Schools (OCPS) has requested a data integration process between Florida Virtual School and OCPS. Presently, data is exchanged and entered manually when enrollment is initiated by the student. An automated process would reduce errors and quicken the data exchange between the two systems making it a smoother and error free process for the students. We will start by working with OCPS to develop the integration using an established FLVS data format. Once developed, this process can be shared with other Franchises and partners. The \$171K is for contract resources; a Developer and Quality Analyst for testing.
Data Center of Excellence (DCoE) (Continuing Project, within budget and on schedule)	Phase 2 of the DCoE project captures an increased scope that aligns with specific objectives within the FLVS Strategic Plan 2017- 2021 to incrementally deliver a Data Center of Excellence with data governance and data warehouse modernization as foundation elements to ultimately deliver Predictive Analytics as defined within FLVS Strategic Goal 4 Objective #1 Research and Development in Predictive Analytics for Student Learning Performance. The \$680K is for securing contractors for the roles outlined.
Workday & Active Directory Automation (New Project)	FLVS is in need of a complete synchronization solution that creates, deactivates, and synchronizes data between Workday and Active Directory. This solution will also provide workflows for requesting access which is currently handled manually in Workday and other systems. The solution will provide for self-service reset of Windows passwords, saving Helpdesk costs and minimizing downtime for staff. The \$122K is for acquiring the target technology and deployment of the solution.
Personalized Learning Initiative (Continuing project, within budget and on schedule)	This program consists 3 projects. The Personalized Learning Engine which is utilizing Knewton to develop personalized paths within our courses; continued work on the Learning Content Management Solution (LCMS) and Content tagging. The budget covers Phase 5 development for LCMS as well as the use of Knewton for the development of learning paths.

Instruction FLVS Flex

Recommended Budget

Fiscal Year 17-18 Cost Centers: 1000 & 1002

Description	FY15-16 Actual Results		FY16-17 Adopted Budget		FY16-17 Projected Results		FY17-18 Recommended Budget	
FTE		26,067.83		26,037.35		25,466.60		26,961.61
FTE to Teacher Ratio		22.42		22.35		22.13		23.41
INSTRUCTION								
Instructor, 6-12	1,136.00	56,915,306	1,136.00	58,164,336	1,130.00	57,810,563	1,131.00	56,948,112
Instructor, Lead 6-12	140.00	7,168,140	137.00	7,014,537	136.00	6,827,913	135.00	7,097,625
Instructor, PT	102.00	1,433,725	110.00	1,468,940	78.00	1,004,701	78.00	1,041,612
Instructor, K-5			25.00	1,280,025	44.00	2,063,784	92.00	4,414,620
Instructor, Lead K-5			3.00	153,603	3.00	143,501	11.00	562,309
Instructor, Quality Assurance 6-12								
Instructor, Quality Assurance K-5			0.25	16,018	0.25	15,727	0.25	16,018
Other Support PT								
Teacher, Resource								
Total Teachers	1,378.00	65,517,171	1,411.25	68,097,459	1,391.25	67,866,189	1,447.25	70,080,296
AP Bonus		69,200		72,000		95,350		100,000
CAPE Bonus		1,100				1,500		1,800
Advanced Degree				539,000				604,500
Overtime								
Supplements								
Seasonal Staffing								
Total Salaries	1,378.00	65,587,471	1,411.25	68,708,459	1,391.25	67,963,039	1,447.25	70,786,596
Medical		10,062,644		11,060,625		10,391,685		12,890,120
FICA		4,876,335		5,256,197		5,199,172		5,415,175
FRS		4,758,976		5,161,462		5,079,130		5,598,236
Total Benefits		19,697,955		21,478,284		20,669,987		23,903,530
Workers Compensation		30				20		
Unemployment Compensation		4,734				4,993		
Professional & Technical Services								
Travel In-State		101,276		109,888		90,117		141,858
Travel Out-State		1,696		4,723		771		4,723
Technology Related Textbooks								257,545
Rentals		13,421,639		10,851,590		9,979,331		10,623,554
Annual Software Licensing				20,000				
Postage				200		48		200
Communication Stipends		2,155,843		2,236,590		2,135,877		2,309,508
Other Purchased Services		85						
Supplies		7,427		29,060		8,976		29,090
Non-Capitalized FFE						163		
Capitalized Computer Hardware								88,775
Non-Capitalized Computer Hardware				3,750				41,600
Non-Capitalized Software								
Dues And Fees		250		2,445		18		1,500
Misc Expense								
Total Operating Expenses		15,692,980		13,258,246		12,220,314		13,498,353
Contract Labor								
Travel In-State		23,488		55,050		24,551		51,100
Travel Out-State		4,005		11,000				6,500
Supplies				90		226		90
Dues and Fees		9,045		1,000		4,858		12,500

Instruction FLVS Flex (continued)

Description	FY15-16 Actual Results		FY16-17 Adopted Budget		FY16-17 Projected Results		FY17-18 Recommended Budget	
Total Staff Development		36,538		67,140		29,635		70,190
Total Instruction	1,378.00	\$101,014,944	1,411.25	\$103,512,129	1,391.25	\$100,882,975	1,447.25	108,258,669
School Administration								
Assistant, Administrative 6-12	1.00	33,694	1.00	33,789	1.00	32,981	1.00	33,789
Assistant, Senior Administrative 6-12	1.00	34,871	1.00	34,871	1.00	34,435	1.00	34,871
Assistant, Administrative K-5			1.00	31,874	1.00	31,297	1.00	30,000
Assistant, Executive K-5							1.00	38,000
Instructional Leader, 6-12	29.00	2,336,918	29.00	2,258,607	28.00	2,260,924	30.00	2,332,140
Instructional Leader, K-5			2.00	163,074	2.00	160,239	5.00	383,575
Principal, K-5			1.00	90,494	1.00	90,505	1.00	90,494
Technician, Materials			0.25	10,375	0.25	10,187	0.25	10,375
Student Intern								
Overtime		16				738		
Supplements								
Total Salaries	31.00	2,405,499	35.25	2,623,084	34.25	2,621,306	40.25	2,953,244
Medical		295,931		299,625		493,801		378,914
FICA		178,838		200,666		348,350		225,923
FRS		178,524		197,256		341,691		233,897
Total Benefits		653,293		697,547		1,183,842		838,734
Professional & Technical Svcs				10,000		30,000		30,000
Travel In-State		9,257		33,300		4,675		20,572
Travel Out-State		383		5,000		411		3,000
Rentals								
Postage		58		600		117		600
Communication Stipends		63,975		67,200		67,587		71,400
Capitalized Computer Hardware								1,315
Supplies		272		3,600		451		6,600
Non-Capitalized FFE				1,200		231		1,100
Non-Capitalized Computer Hardware								1,100
Dues And Fees		100		7,748		400		5,722
Total Operating Expenses		74,045		128,648		103,872		141,409
Travel In-State		5,985		6,325		7,035		8,571
Travel Out-State		258		768		2,947		818
Supplies		76						
Dues And Fees		675		175		455		1,175
Total Staff Development		6,994		7,268		10,437		10,564
Total School Administration	31.00	\$3,139,831	35.25	\$3,456,547	34.25	\$3,919,457	40.25	3,943,951
Transfers Out		\$350,000		\$-		\$-		\$-
School Total	1,409.00	\$104,504,775	1,446.50	\$106,968,676	1,425.50	\$104,802,432	1,487.50	\$112,202,620

Instruction FLVS Full Time

Recommended Budget Fiscal Year 17-18

Cost Center: 9123, Fund 109

Description	FY15-16 Actual Results		FY16-17 Adopted Budget		FY16-17 Projected Results		FY17-18 Recommended Budget	
FTE		6,051.67		5,771.95		5,593.04		5,791.91
Instruction								
Instructor, 6-12	81.35	3,480,665	145.00	6,136,255	145.00	6,283,873	138.00	5,880,318
Instructor, Gifted			2.00	83,060	2.00	85,004	2.00	81,764
Instructor, Intervention			2.00	109,932	2.00	113,171	2.00	109,932
Instructor, Resource			9.00	388,635	9.00	390,381	14.00	605,234
Total Teachers	81.35	3,480,665	158.00	6,717,882	158.00	6,872,429	156.00	6,677,248
School Recognition Bonus		146,783		287,528				
AP Bonus								12,000
Advanced Degree				32,452				49,278
Overtime								
Supplements		16,813		20,000		4,063		24,000
Total Salaries	81.35	3,644,261	158.00	7,057,862	158.00	6,876,492	156.00	6,762,526
Medical		769,765		1,343,000		1,154,542		1,468,584
FICA		265,550		539,926		526,363		517,333
FRS		254,638		530,751		517,112		534,642
Total Benefits		1,289,953		2,413,678		2,198,017		2,520,559
Unemployment Compensation		642						
Professional & Technical Services		21,474,200		9,769,428		10,124,575		10,620,964
Travel In-State		2,662		40,000		1,693		10,000
Travel Out-State		1,559		5,500				5,500
Rentals		234,486		907,084		802,591		918,292
Postage		1,087		5,000		2,012		5,000
Communication Stipends		115,221		213,300		211,104		229,072
Other Purchased Services		93,164		723,316		446,430		126,000
Supplies		284,530		315,000		120,556		15,000
Technology Related Textbooks								196,000
Non-Capitalized Computer Hdw				63,000				30,000
Dues And Fees		185		1,000				19,000
Total Operating Expenses		22,207,736		12,042,628		11,708,961		12,174,828
Contract Labor								
Travel In-State		24,103		75,000		56,185		70,000
Travel Out-State		2,048		5,000		1,069		5,000
Dues And Fees		608						
Total Staff Development		26,759		80,000		57,254		75,000
Total Instruction	81.35	\$27,168,709	158.00	\$21,594,168	158.00	\$20,840,724	156.00	\$21,532,913
Instructional Support								
Guidance Counselor	9.00	279,838	9.00	540,864	9.00	526,698	10.00	593,400
School Psychologist	1.00	53,456	1.00	53,456	1.00	53,456	1.33	88,555
Quality Assurance Instructor			1.00	57,000	1.00	26,771	1.00	53,648
Instructional Support, PT	9.00	70,321	18.00	240,246	18.00	239,381	18.00	200,214
Registrar	2.00	58,874	2.00	96,510	2.00	94,731	2.33	111,360
Specialist, Assessment & Accountability	2.35	86,514	2.35	132,345	2.00	104,543	2.00	106,000
Specialist, Enrollment			2.00	100,326	2.00		0.33	17,490
Specialist, Learning			1.00	50,163	1.00	53,006	1.00	54,000
Specialist, Response to Intervention	1.00	46,965	1.00	55,500	1.00	57,088	1.00	55,500
Support Specialist, District ESE			1.00	46,064	1.00	45,534	1.00	47,500
Analyst, Data Accountability	0.40	31,754	0.40	31,758	0.40	32,379		

Instruction FLVS Full Time (continued)

Description	FY15-16 Actual Results		FY16-17 Adopted Budget		FY16-17 Projected Results		FY17-18 Recommended Budget	
Coordinator, 504	1.00	56,146	1.00	56,147	1.00	45,532	1.33	74,628
Coordinator, ELL							0.33	18,480
Coordinator, Gifted							1.00	56,000
Social Worker							0.33	20,460
Senior Technician, ESE			1.00	38,317				
Technician, Customer Care	1.00	21,390	2.00	74,000	1.00	36,310	1.00	37,000
Technician, Enrollment & Assessment	11.00	253,619	11.00	408,320	11.00	394,278	12.65	469,366
Technician, ESE	1.00	37,298	1.00	39,247	1.00	29,195		
Advanced Degree								2,500
Total Salaries	38.75	996,175	54.75	2,020,263	52.40	1,738,902	54.63	2,006,101
Medical		55,066		312,375		298,090		344,835
FICA		45,235		154,550		133,026		153,467
FRS		43,511		151,924		130,765		158,883
Total Benefits		143,812		618,849		561,881		657,185
Professional & Technical Services								
Travel In-State		1,755		2,400		2,337		2,400
Travel Out-State								
Postage		69				295		
Communication Stipends		8,748		18,900		15,995		16,200
Rentals								
Other Purchased Services								
Supplies		246						
Total Operating Expenses		10,818		21,300		18,627		18,600
Travel Out-State								
Total Staff Development		0		0		0		0
Total Instructional Support	38.75	\$1,150,805	54.75	\$2,660,412	52.40	\$2,319,410	54.63	\$2,681,885
School Administration								
Exec Dir, Analysis, Assessmt & Account	0.30	40,132	0.30	41,038	0.30	41,572	0.30	39,000
Exec Dir, FT Instruction					0.90	11,673	0.90	106,200
Senior Director, FT Instruction	0.90	94,698	0.90	96,597				
Director, Instruction	1.00	52,718	1.00	98,622	1.00	49,311	1.00	98,622
Director, District ESE							1.00	88,750
Principal	2.00	44,625	2.00	178,500	2.00	178,540	2.83	249,051
Assistant Principal			7.00	544,054	7.00	543,258	8.26	650,136
Instructional Leader	8.00	393,518						
Administrator, Assessment & Accountability	0.10	11,954	0.10	8,358	0.10	8,204		
Administrator, District ESE	1.00	58,105	1.00	78,919	1.00	78,820		
Administrator, Secondary School Operations	1.00		1.00	75,000	1.00	43,233	1.00	80,000
Sr Manager, Evaluation & Measurement	0.20	17,341	0.20	18,000	0.80	52,121	0.80	72,000
Sr Manager, District Assessment					0.10	8,358	0.10	8,358
Sr Manager, ESE Student Services							0.70	56,000
Manager, Assessment	1.00		1.00	62,251	1.00	48,661	1.00	64,119
Manager, Enrollment & Assessment							0.50	31,000
Manager, ESE	2.00	125,591	2.00	123,558	2.00	71,504	2.50	154,058
Specialist, FT Marketing & Communications	1.00		1.00	53,708	1.00	54,770	1.00	53,708
Specialist, District Assessment					0.75	46,723	0.75	46,723
Developer, Software	1.00	13,100	1.00	85,000	1.00	86,378	1.00	88,000
Assistant, Administrative	2.00	40,384	2.00	60,550	2.00	57,367	2.33	71,440
Assistant, Senior Administrative	1.00	31,874	1.00	35,188	1.00	36,526		
Supplements								
Overtime		5,226		2,000		4,660		2,000
Total Salaries	22.50	929,266	21.50	1,561,343	22.95	1,421,679	25.97	1,959,165

Instruction FLVS Full Time (continued)

Description	FY15-16 Actual Results		FY16-17 Adopted Budget		FY16-17 Projected Results		FY17-18 Recommended Budget	
Medical		156,976		182,750		186,460		244,482
FICA		96,798		119,443		108,758		149,876
FRS		113,258		137,025		121,910		176,641
Total Benefits		367,032		439,218		417,129		570,999
Professional & Technical Services								
Legal				150,000				
Travel In-State		21,527		36,656		11,535		27,110
Travel Out-State		490		18,000		1,987		13,000
Communication Stipends		11,543		18,900		18,642		18,900
Rentals						19,814		35,000
Technology Related Rentals								1,500
Postage		30		268		96		268
Other Purchased Services		3,326		10,000		538		480,816
Supplies		5,866		6,500		2,785		7,500
Non-Capitalized FFE		88				1,298		
Non-Capitalized Software		99						
Capitalized Computer Hardware						1,219		55,400
Non-Capitalized Computer Hardware						4,877		
Dues And Fees		826		2,100		975		1,546
Indirect Cost								
Total Operating Expenses		43,795		242,424		63,766		641,040
Professional & Technical Services						1,050		
Travel In-State		7,128		18,000		10,866		16,110
Travel Out-State		581		2,700		7,494		2,700
Postage								
Supplies		166				195		
Dues And Fees				1,500		8,212		5,544
Total Staff Development		7,875		22,200		27,817		24,354
Total School Administration	22.50	\$1,347,968	21.50	\$2,265,185	22.95	\$1,930,391	25.97	\$3,195,558
Transfer to General Fund		\$-		\$-		\$-		\$-
School Total	142.60	\$29,667,482	234.25	\$26,519,764	233.35	\$25,090,525	236.60	\$27,410,356

Department Summary

Recommended Budget Fiscal Year 17-18

Description	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Board of Trustees								
Board of Trustees	9001	9.00	9.50	10.50	2,675,225	3,233,249	2,941,137	3,277,069
Governmental Affairs	9003	5.50	4.50	4.50	514,204	620,008	505,740	486,904
Board of Trustees		14.50	14.00	15.00	\$3,189,429	\$3,853,257	\$3,446,877	\$3,763,973
Office of the President & CEO								
President & CEO	9002	3.00	3.00	3.00	320,103	494,625	489,208	616,073
Office of the President & CEO		3.00	3.00	3.00	\$320,103	\$494,625	\$489,208	\$616,073
Academic Office								
Chief Academic Officer	9110	2.25	1.95	1.95	450,936	307,922	308,708	301,826
Analysis, Assessment, & Accountability	9006	8.65	11.65	12.55	866,121	1,329,729	925,394	1,516,191
Student Support	9120	10.95	42.25	45.25	1,165,455	3,542,432	3,469,464	4,303,316
Staff Development	9140	21.80	23.00	23.25	1,862,077	2,232,906	2,066,431	2,275,873
Academic Office		43.65	83.00	91.55	\$4,344,589	\$7,412,989	\$6,769,997	\$8,397,206
Business Development Office								
Florida Franchises (930)	9131	11.90	13.20	13.20	9,376,973	10,115,495	10,168,071	13,559,677
FLVS Global (921)	9610	40.50	43.10	44.10	7,759,319	11,283,967	9,884,816	11,440,937
FLVS Global School (922)	9620	32.45	29.30	30.05	2,135,939	2,686,190	2,452,494	2,673,723
Marketing & Communications	9640	20.00	21.00	20.00	4,732,634	5,065,069	4,247,084	2,670,419
Customer Care	9641	0.00	0.00	0.00	0	0	0	2,698,443
Business Development and Solutions	9710	6.50	6.25	5.75	564,840	522,336	500,035	715,183
Florida Services	9720	8.40	8.50	8.50	783,960	863,573	848,002	913,962
Business Development Office		119.75	121.35	121.60	\$25,351,665	\$30,536,630	\$28,100,502	\$34,672,344
Business Services Office								
Chief Financial Officer	9410	7.50	7.50	7.50	1,029,297	754,336	745,571	647,205
Financial Services	9420	11.50	11.50	11.50	1,840,245	1,724,917	1,784,964	1,992,865
Budget Services	9450	7.00	7.00	7.00	652,472	679,411	676,968	694,074
Procurement Services	9310	6.00	6.00	7.00	584,837	509,338	486,374	569,601
Talent Management	9520	31.00	30.00	27.00	2,652,341	3,023,691	2,588,182	3,098,654
Business Services Office		63.00	62.00	60.00	\$6,759,192	\$6,691,694	\$6,282,059	\$7,002,400
Technology & Innovation Office								
Enterprise Project Management Office	9005	16.50	10.60	10.60	2,863,714	1,216,172	3,630,151	1,150,846
Information Technology	9330	72.50	78.50	80.50	10,264,094	16,908,586	19,254,557	13,810,166
Curriculum Product Innovation	9250	9.00	9.25	10.25	1,087,479	956,295	969,170	844,622
Technology & Innovation Office		98.00	98.35	101.35	\$14,215,287	\$19,081,053	\$23,853,878	\$15,805,634
Operating Development - Fund 123		0.00	0.00	0.00	873,917	5,541,734	3,622,222	3,664,090
Course Development - Fund 791		78.50	111.40	103.40	7,337,906	14,533,476	12,935,041	16,651,461
Development, Funds 123 & 791		78.50	111.40	103.40	\$8,211,823	\$20,075,210	\$16,557,263	\$20,315,551
Development, Fund 923		0.00	0.00	0.00	3,209,437	0	209,666	0
Development, Fund 923		0.00	0.00	0.00	\$3,209,437	\$-	\$209,666	\$-
Discontinued Departments								
Student Engagement	9160	63.10	0.00	0.00	3,553,501	0	0	0
Chief Operating Officer	9510	2.00	1.50	1.50	262,310	268,161	253,877	0
Discontinued Departments		65.10	1.50	1.50	\$3,815,811	\$268,161	\$253,877	\$-
Franchises, GS, Development Reversing Entry		(163.35)	(197.00)	(190.75)	\$ (29,817,575)	\$ (38,618,128)	\$ (35,650,088)	\$ (44,325,797)
NET TOTAL GENERAL FUND DEPARTMENTS		322.15	283.95	297.10	\$39,596,762	\$49,794,490	\$50,313,239	\$46,247,383

Board of Trustees

The primary purpose of the Board of Trustees is to provide policy direction, oversight, and governance of Florida Virtual School.

The Board of Trustees is comprised of seven distinguished Florida citizens who are appointed by the Governor to provide the governance climate that ensures the success of FLVS. The current Board Members are:

[Robert H. Gidel](#), Managing Partner, Liberty Capital Advisors, LLC, Orlando, Florida FLVS Board Chair

[Linda Pellegrini](#), President, Pellegrini Homes, Orlando, Florida FLVS Board Vice Chair

[Dame Dhyana Ziegler, Ph.D, DCJ](#), Interim Dean of the School of Journalism & Graphic Communication and Garth C. Reeves Eminent Scholar in Journalism Chair, Florida Agricultural and Mechanical University (FAMU), Tallahassee, Florida FLVS Past Board Chair

[Iris Gonzalez](#), Senior Manager State Government Affairs, Tampa Bay Region, Charter Communications, St. Petersburg, Florida

[Robert Saltsman](#), Attorney and Certified Public Accountant, Saltsman, Charlton & Associates P.A., Winter Park, Florida

The Board of Trustees shall be responsible for the Florida Virtual School development of a state-of-the-art, technology-based education delivery system that is cost-effective, educationally sound, marketable, and capable of sustaining a self-sufficient delivery system through the Florida Education Finance Program.

The Board of Trustees shall aggressively seek avenues to generate revenue to support its future endeavors, and shall enter into agreements with distance learning providers.

The Board of Trustees has the fiduciary responsibility to provide the policy direction that FLVS staff must follow.

The Board of Trustees provides appropriate policies that will allow FLVS to flourish in the role designed by the Legislature of the State of Florida.

The office of the Board of Trustees includes the General Counsel, who oversees the Manager, Board/Legal Services, as well as the Governmental Affairs, Professional Standards, Audit, Materials, Inventory, and Records Management teams.

Board Of Trustees

Recommended Budget Fiscal Year 17-18, Cost Center: 9001

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Chief Admin Officer/General Counsel	4111	1.00	1.00	1.00	1.00
Exec Director, Professional Standards & Audit	4112			1.00	1.00
Director, Professional Standards & Audit	4112	1.00	1.00		
Manager, Board and Legal	4113			1.00	1.00
Manager, District Relations	4113			1.00	1.00
Manager, Records & Facilities	4113	1.00	1.00	1.00	1.00
Associate, Professional Standards	4161	1.00	1.00	1.00	
Support Representative, Legal/Records	4161	1.00	1.00	1.00	1.00
Technician, Inventory	4161	1.00	1.00	1.00	
Technician, Materials	4161	1.00			
Assistant, Administrative	4162	1.00	1.00		
Assistant, Executive	4162			0.50	0.50
Postal Clerk	4162	0.00	1.00	1.00	1.00
Specialist, Asset/Document Management	4165				1.00
Specialist, Professional Standards	4165				1.00
Specialist, Internal Auditing	4165				1.00
Paralegal/Board Clerk	4165	1.00	1.00		
Total Positions		9.00	9.00	9.50	10.50
APPROPRIATIONS					
Regular Salaries		603,623	630,282	639,090	775,380
Supplements	4190	93	1,497	5,400	
Overtime	4192	306			
Total Salaries		604,022	631,779	644,490	775,380
Medical	4231	55,251	68,000	62,178	98,847
FICA	4220	39,319	48,331	49,303	59,317
FRS	4210	73,893	77,643	78,349	92,665
Total Benefits		168,463	193,974	189,830	250,829
Personnel Costs		772,485	825,753	834,320	1,026,209
Recurring Expenses					
Workers Compensation	4240				
Unemployment Compensation	4250	42,390	257,750	29,065	55,000
Professional & Technical Services	4310	17,269	59,430	74,174	96,430
Audit Services	4310	45,000	64,350	45,000	64,350
Legal Fees	4310	327,405	204,150	277,834	204,150
Legal Settlements	4315	68,849	150,000		100,000
Insurance	4320		328,379	275,985	325,379
Travel In-State	4332	7,639	8,285	3,432	6,177
Travel Out-State	4333	898	2,850		2,850
Repairs & Maintenance	4350	32,585	50,000	49,374	48,875
Building Lease	4360	1,046,762	1,142,140	1,251,696	1,201,860
Rentals	4360	35,314	98,806	53,718	70,726
Postage	4371	4,435	18,936	18,014	19,303
Other Purchased Services	4390	135,842	1,200		1,200
Supplies	4510	54,222	11,815	12,316	18,700
Periodicals	4530	240			
Capitalized FFE	4641	8,125		1,800	
Non-Capitalized FFE	4642	64,194		6,086	27,000
Non-Capitalized Computer Hardware	4644	5,007			
Dues And Fees	4730	1,060	2,905	5,394	5,360
Professional Staff Development					
Travel In-State	4332	959	3,800	411	1,800
Travel Out-State	4333	2,445	2,200		1,200
Supplies	4510	0	100		100
Dues And Fees	4730	2,100	400	2,518	400
Total Operating Expenses		1,902,740	2,407,496	2,106,817	2,250,860
TOTAL		\$2,675,225	\$3,233,249	\$2,941,137	\$3,277,069

Governmental Affairs

The Governmental Affairs Department is led by the Executive Director, Governmental Affairs, who reports to the General Counsel. The primary responsibilities of the Executive Director are to shape, manage, and lead the Governmental Affairs team. The team works on continuous improvement, focusing on the crucial components of maintaining a leadership role in virtual education while ensuring growth through public policy and innovative thought leadership across the state and nation.

The Governmental Affairs team manages and coordinates public policy priorities, legislative strategies, advocacy, external requests, and stakeholder engagement. The team works with legislators and advocates for policies that ensure that education policies put the student first, provide students with a choice of viable options in their education, promotes innovative learning solutions, and that virtual education continues to provide high quality education. The team also works closely with external education advocates, organizations, and the Florida Department of Education. This work ensures that FLVS is in a leadership role with stakeholders making decisions that impact virtual education.

In addition, the Governmental Affairs team is responsible for monitoring legislation and state policy priorities, while preparing analyses on issues that will impact FLVS, and communicating any changes, threats, and potential opportunities internally. The team works with other FLVS departments and leadership to address direct requests from legislators and stakeholders, establish cross-departmental consistency in the portrayal of legislative policies and priorities, and to ensure that legislative priorities are upheld and maximized across the entire organization. In addition, the team works proactively to maintain the strong reputation of FLVS within Florida through cross-departmental collaboration and communication.

The team is also responsible for efforts associated with policy and strategic initiatives that contribute to maintaining a strong reputation for FLVS and advancing the goals and policy priorities of the organization across the nation. The team expands the reach of FLVS by fostering relationships and partnerships with national and external state educational organizations, legislators, and stakeholders. The team participates in thought leadership opportunities by sharing virtual education policies based on best practices and experience through a variety of channels, including presentations and one-on-one conversations.

Governmental Affairs

Recommended Budget Fiscal Year 17-18

Cost Center: 9003

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Exec Dir, Govt Affairs & Strategic Solutions	4112	1.00	1.00	1.00	1.00
Administrator, Governmental Affairs	4113	1.00	1.00	1.00	1.00
Administrator, Strategic Solutions	4113	1.00	1.00		
Senior Support Rep, Policy	4161	1.00	1.00	1.00	
Senior Support Rep, Strategic Solutions	4162	1.00	1.00	1.00	1.00
Assistant, Executive	4162	0.50	0.50	0.50	0.50
Specialist, Advocacy	4165				1.00
Total Positions		5.50	5.50	4.50	4.50
APPROPRIATIONS					
Regular Salaries		369,951	427,474	363,926	328,899
Supplements	4190				
Overtime	4192	279	2,000		2,000
Total Salaries		370,230	429,474	363,926	330,899
Medical	4231	36,343	46,750	48,648	42,363
FICA	4220	26,505	32,855	27,840	25,314
FRS	4210	56,056	51,711	37,367	46,359
Total Benefits		118,904	131,316	113,855	114,036
Personnel Costs		489,134	560,790	477,781	444,935
Recurring Expenses					
Professional & Technical Services	4310		5,000		2,800
Travel In-State	4332	7,754	22,225	6,263	10,725
Travel Out-State	4333	1,162	8,217	1,395	7,132
Rentals	4360			3,813	4,575
Postage	4371	113	350	24	300
Other Purchased Services	4390				
Supplies	4510	1,001	2,075	587	2,676
Non-Capitalized Computer Hardware	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	13,649	19,806	12,030	11,731
Professional Staff Development					
Travel In-State	4332	485	500	59	500
Travel Out-State	4333	906	1,045	2,689	1,045
Dues And Fees	4730			1,099	485
Total Operating Expenses		25,070	59,218	27,959	41,969
TOTAL		\$514,204	\$620,008	\$505,740	\$486,904

Office of the President & CEO

The President and Chief Executive Officer (CEO) is appointed by the Board of Trustees to provide the administrative and strategic leadership to maintain the industry position of being the most successful Kindergarten - 12th grade virtual school in the world. In addition to overseeing the day-to-day operations, the President and CEO is responsible for the overall performance within the organization by working with policy makers and industry leaders nationwide to promote virtual education.

This office provides leadership and support to FLVS organizational priorities through developing, monitoring, measuring, and achieving organizational strategic goals. The President and CEO oversees the executive function; promotes the organization and industry; and ensures compliance with the requisite laws, policies, and regulations. This office is entrusted with communicating the FLVS vision, mission, values, and commitment to staff, our Board of Trustees, government, affiliated organizations, and other stakeholders.

President & Chief Executive Officer

Recommended Budget Fiscal Year 17-18

Cost Center: 9002

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
President & CEO	4111	1.00	1.00	1.00	1.00
Executive Director, FLVS Foundation	4112	1.00	1.00	1.00	1.00
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Total Positions		3.00	3.00	3.00	3.00
APPROPRIATIONS					
Regular Salaries		252,998	342,908	355,398	377,669
Supplement	4190				18,000
Overtime	4192	43	1,000		1,000
Bonus	4750				
Total Salaries		253,041	343,908	355,398	396,669
Medical	4231	10,408	25,500	16,480	28,242
FICA	4220	12,775	26,309	27,188	30,345
FRS	4210	37,146	58,933	57,636	84,365
Total Benefits		60,329	110,742	101,304	142,952
Personnel Costs		313,370	454,650	456,702	539,621
Recurring Expenses					
Professional & Technical Services	4310	800	2,500	31,900	35,500
Travel In-State	4332	3,288	3,150	0	6,500
Travel Out-State	4333		8,400	0	8,000
Rentals	4360		2,900	0	2,900
Postage	4371	27	200	10	200
Other Purchased Services	4390	184	10,000	0	10,000
Supplies	4510	598	975	198	975
Dues And Fees	4730	1,815	11,850	223	11,850
Professional Staff Development					
Professional Staff Development					
Travel In-State	4332	21			
Travel Out-State	4333				
Total Operating Expenses		6,733	39,975	32,506	76,452
TOTAL		\$320,103	\$494,625	\$489,208	\$616,073

Information Technology

The Information Technology (IT) Department is led by the Chief Technology Innovation Officer, who reports to the President and CEO.

The IT Department is made up of Product Engineering and IT Operations teams. Together, these teams implement and support the core technology infrastructure of the organization including student information systems; learning management and delivery systems; and back office systems, which include messaging, collaboration tools, human resource and financial systems, and technology support systems. Technology support is provided 24/7/365 for students, instructors, and support staff. Additionally, the department provides customized software solutions for FLVS to meet the ongoing demands of the business.

The IT Department develops and supports technology-based solutions which are produced through talented resources, continually optimized processes, vendor management, and consistent alignment with organizational strategy and requirements, along with a measured dose of innovation and creativity.

The business process and enabling technologies leveraged and supported by the IT Department include:

Sales	Curriculum Development	Instruction
<ul style="list-style-type: none"> SalesForce CRM Spectrum eCommerce Moodle, Brain Honey 	<ul style="list-style-type: none"> HTML5 OnTime ServiceNow (Project Mgmt.) 	<ul style="list-style-type: none"> Educator BB Collaborate TurnItIn
Marketing and Communications	Organizational Productivity	Student Information System
<ul style="list-style-type: none"> SalesForce Marketing SalesForce1 	<ul style="list-style-type: none"> Office365, Skype for Business Sharepoint, Workday ServiceNow (Resources Mgt.) Telephony, WiFi 	<ul style="list-style-type: none"> VSA Suite – A/R, FTE, DX, Student Records
Finance	Customer and Decision Support	Human Capital Management
<ul style="list-style-type: none"> Workday Concur 	<ul style="list-style-type: none"> Data Warehouse Microsoft Power BI ServiceNow (Incident Mgmt.) 	<ul style="list-style-type: none"> True North Logic Workday

Needed Increases/Budget Reductions	Amount
Cost Center 9330 - Information Technology	
Replacement for the AC in IT Server Room	\$ 25,000
New Position - Senior BI Developer	\$ 115,454
New Position - Quality Analyst	\$ 75,197
Remove Chief Information Officer Position	\$ (196,676)
New Position - Chief Technology Innovation Officer	\$ 176,976
Increase in cost of Tier 1 support due to increase in call volume	\$ 87,226
Increase in storage space & support for software due to platform changes	\$ 64,034
Increase in software licenses due to increased need for tech support	\$ 22,567
Increase for LMS support	\$ 114,000
Decrease in Professional & Technical/Contracted Services	\$ (37,669)
Decrease in Staff Transition fees	\$ (36,132)
Decrease in Repairs & Maintenance (Hardware & Software)	\$ (20,513)
Increase in Travel, Dues & Fees & Supplies	\$ 5,182
Decrease in Rentals & Annual Software Fees	\$ (3,879)
Increase in Hardware & Software equipment	\$ 58,257
Decrease in Telephone & Internet	\$ (40,182)
Decrease for LMS fee (previously paid to UCompass)	\$ (2,100,000)
Addition for LMS - Xecutnet & Data Storage; Remove D2L	\$ 331,258
Remove FTE Application funds	\$ (80,000)
Convert two (2) LMS Contractors to full time positions	\$ (30,156)
Increase in FRS Rate	\$ 45,989
Increase in Health Insurance premium	\$ 67,820

Information Technology

Recommended Budget Fiscal Year 17-18

Cost Center: 9330

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Chief Technology Innovation Officer	4111				1.00
Chief Information Officer	4111	1.00	1.00	1.00	
Director, Enterprise Technology	4112	1.00	1.00	1.00	1.00
Senior Manager, Client Services	4113	1.00	1.00	1.00	1.00
Manager, Business Analysis	4113	1.00	1.00	2.00	1.00
Manager, Client Services	4113	2.00	2.00	2.00	2.00
Manager, Infrastructure Services	4113	1.00	1.00	1.00	1.00
Manager, Platform Development	4113	1.00	1.00	1.00	1.00
Manager, Quality Assurance	4113	1.00	1.00	1.00	1.00
Manager, Software Development	4113	1.00	1.00	1.00	1.00
Officer, IT Security	4113	1.00	1.00	1.00	1.00
Senior Technician, Budget & Compliance	4161	0.50	0.50	0.50	0.50
Technician, Application	4161	9.00	11.00	9.00	9.00
Technician, Associate Application	4161	2.00		2.00	2.00
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Producer, Web Services	4165	1.00	1.00		
Writer, Technical	4165		1.00	1.00	1.00
Administrator, Systems	4166			1.00	1.00
Architect, Data	4166		1.00		
Architect, Enterprise Data	4166			1.00	1.00
Architect, Software	4166	1.00	1.00	1.00	2.00
Engineer, Application	4166	1.00	1.00	1.00	1.00
Engineer, Systems	4166	4.00	4.00	3.00	3.00
Engineer, Senior Systems	4166			1.00	1.00
Administrator, Database	4166	1.00	2.00	2.00	2.00
Administrator, Systems	4166	1.00	1.00		
Analyst, Application	4167	4.00	4.00	4.00	4.00
Analyst, Business	4167	7.00	8.00	8.00	8.00
Analyst, Client	4167	1.00	1.00	1.00	1.00
Analyst, Platform	4167	4.00	4.00	3.00	3.00
Analyst, Quality	4167	6.00	8.00	6.00	7.00
Analyst, Senior Platform	4167				1.00
Analyst, Workday Support	4167	1.00	1.00	1.00	1.00
Analyst, Associate Platform	4167			4.00	4.00
Analyst, Senior Quality	4167			2.00	2.00
Client Services, Team Lead	4167	1.00		0.00	
Developer, Senior Business Intelligence	4168				1.00
Developer, Business Intelligence	4168	2.00	2.00	2.00	4.00
Developer, ETL	4168	1.00	1.00	1.00	1.00
Developer, Report	4168	2.00	2.00	2.00	0.00
Developer, Senior Software	4168				2.00
Developer, Junior Software	4168		1.00		
Developer, Software	4168	9.00	9.00	9.00	7.00
Developer, Associate Software	4168			1.00	1.00
Developer, Web	4168	2.00	2.00	1.00	1.00
Total Positions		72.50	78.50	80.50	83.50

Information Technology (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
APPROPRIATIONS					
Regular Salaries		4,993,369	5,881,845	5,515,605	6,280,079
Supplements	4190	6,595		1,149	
Overtime	4192	2,288	12,000	396	11,500
Advanced Degree	4194		2,500		2,500
Interns	4753		23,223		9,305
Total Salaries		5,002,252	5,919,568	5,517,150	6,303,384
Medical	4231	571,224	667,250	678,348	786,069
FICA	4220	364,220	452,847	422,062	482,209
FRS	4210	385,404	466,496	429,773	519,937
Total Benefits		1,320,848	1,586,593	1,530,183	1,788,215
Personnel Costs		6,323,100	7,506,161	7,047,333	8,091,599
Recurring Expenses					
Professional & Technical Services	4310	1,213,942	1,536,923	1,254,668	1,651,399
Subawards Under Sub-Agreemts - First \$25K	4311	105,675	20,000	71,860	
Infrastructure Consulting	4313	1,600	75,000	49,753	50,000
Outsourced Hosting	4317	229,306	245,041	223,553	173,420
Software Dev Consulting	4318	2,045	75,000		72,480
Travel In-State	4332	6,616	14,820	4,511	22,574
Travel Out-State	4333	7,195	5,000	4,056	5,000
Repairs & Maintenance	4350	8,167	4,000	30,974	
Computer Hardware Maintenance	4351	113,506	46,755	123,221	122,856
Technology Related Repairs & Maint.	4359				15,029
Rentals	4360	20,312	4,040,000	1,567,379	221,225
Perpetual Licensing	4361	805	4,500	8,155	
Annual Software Licensing	4362	406,603	1,014,098	671,957	
Software Service Rental	4364	954,561	980,547	920,079	
Technology Related Rentals	4369				1,820,288
Postage	4371	15,267	20,000	13,730	16,811
Telephone	4372	228,929	201,377	237,029	
Internet	4373	142,704	150,984	144,650	118,684
Telephone & Other Data Comm Services	4379				229,627
Other Purchased Services	4390	268		702	
Supplies	4510	7,543	12,900	4,696	10,000
Periodicals	4530				
Non-Capitalized FFE	4642	327			
Cap Comp Hardware & Tech Related Infrast	4643	223,866	730,000	833,652	900,206
Non-Capitalized Computer Hardware	4644	101,862	93,500	124,328	116,000
Capitalized Software	4691			5,750,000	
Non-Capitalized Software	4692	53,040	60,000	50,064	60,000
Dues And Fees	4730	34,609	16,000	26,136	6,000
Professional Staff Development					
Travel In-State	4332	4,146	10,750	6,302	8,158
Travel Out-State	4333	7,232	10,190	11,660	11,507
Other Purchased Services	4390				
Supplies	4510	441		124	104
Dues And Fees	4730	50,427	35,040	73,985	87,199
Total Operating Expenses		3,940,994	9,402,425	12,207,224	5,718,567
TOTAL		\$10,264,094	\$16,908,586	\$19,254,557	\$13,810,166

Enterprise Project Management Office

The Enterprise Project Management Office (EPMO) Department is led by the Director, Applications & EPMO, who reports to the Chief Technology Innovation Officer.

The EPMO mission is to enable efficient and effective delivery of all FLVS projects through the application of project management methodologies, processes, best practices, and optimization of talented resources.

The EPMO plans, tracks, and monitors projects to ensure delivery of curriculum, marketing, IT, and other products and/or services with quality and within the timeline, budget, and scope. Through a three-tiered governance model (shown below), the EPMO facilitates the vetting of new initiatives, the prioritization of work, and the identification and mitigation of risks.

The EPMO helps ensure FLVS resource optimization and coordinates dependencies between projects. As part of the governance model, the EPMO provides on-going status reporting on the portfolio of projects that result in informed decision making, transparency, and more effective delivery.

Governance Model

Senior Executive Team

Approves and funds vetted projects to ensure strategic alignment and organizational focus. Identifies and manages organizational risk. Authorizes strategic initiatives. Reviews project portfolio status.

Leadership Team

Ensures initiatives align with strategy and architecture. Prioritizes vetted projects and provides resource. Manages risk. Monitors performance. Change management. Adjusts project portfolio.

Project Delivery Team

Executes against baselined project schedule, budget, and scope with quality. Manages risk and change. Ensures benefit realization. Reports status.

Enterprise Project Management Office

Recommended Budget Fiscal Year 17-18

Cost Center: 9005

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Director, Applications & EPMO	4112	1.00	1.00	1.00	1.00
Senior Manager, Project	4113	2.00	2.00	2.00	2.00
Senior Manager, Project Services	4113	1.00	1.00	1.00	1.00
Manager, Curriculum Project Services	4113	1.00			
Manager, Project	4113	8.00	4.40	4.40	4.00
Senior Technician, Budget & Compliance	4161	0.50	0.50	0.50	0.50
Coordinator, Project	4165	3.00	1.70	1.70	1.20
Total Positions		16.50	10.60	10.60	9.70
APPROPRIATIONS					
Regular Salaries		1,180,435	886,862	798,285	824,279
Supplements	4190	733	4,000		4,000
Overtime	4192	56	1,700		1,700
Advanced Degree	4194				250
Interns	4753				
Total Salaries		1,181,224	892,562	798,285	830,229
Medical	4231	133,996	90,100	98,298	91,316
FICA	4220	86,434	68,281	61,069	63,513
FRS	4210	85,883	67,121	60,052	65,754
Total Benefits		306,313	225,502	219,419	220,582
Personnel Costs		1,487,537	1,118,064	1,017,704	1,050,811
Recurring Expenses					
Professional & Technical Services	4310	1,270,436	69,412	2,450,552	39,000
Subawards Under Sub-Agreemts - First \$25K	4311	21,169		136,911	
Legal Fees	4312				
Travel In-State	4332	5,685	2,100	2,768	11,660
Travel Out-State	4333	437			2,000
Rentals	4360	39,999		0	
Annual Software Licensing	4362				
Software Services Rental	4364		15,951		0
Technology Related Rentals	4369				13,550
Postage	4371	47	50	15	50
Other Purchased Services	4390				
Supplies	4510	809	2,000	439	
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hardware	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	3,473		1,691	18,535
Professional Staff Development					
Travel In-State	4332	3,340		1,210	
Travel Out-State	4333	4,182	7,895	1,752	
Supplies	4510	214		306	7,000
Dues And Fees	4730	26,386	700	16,803	8,240
Total Operating Expenses		1,376,177	98,108	2,612,447	100,035
TOTAL		\$2,863,714	\$1,216,172	\$3,630,151	\$1,150,846

Curriculum Product Innovation

The Curriculum Product Innovation Department is responsible for ideation, design, development, and maintenance of all student learning experiences and course materials, including online lessons, assessments, multimedia elements, interactive components, and games. The team is a partnership of subject matter experts, curriculum specialists, writers, designers, web developers, quality assurance specialists, and their leadership who come together to create high-quality, technology-based courses that provide the skills and knowledge students need for success.

The department is led by the Executive Director, Curriculum Product Innovation, who reports to the Chief Technology Innovation Officer.

In 2017-18, the Curriculum team will be responsible for completing development of a new suite of Spanish courses, preparing one high school course to meet Next Generation Science Standards, developing a new Procedural Programming course, redeveloping AP U.S. Government, and developing a new American Sign Language course. The Curriculum team will continue design and development of a suite of Elementary products. The Curriculum team will continue to create new learning assets to enhance current courses for all lines of business and meet changing FLDOE standards. The team will act as subject matter and internal technical experts for the move of 25-50 courses into the FLVS Learning Content Management System to support the Personalized Learning Initiative and to support the migration of courses to the new LMS.

In addition, the team will also be creating and delivering customized professional development solutions and teacher training to our internal FLVS teaching staff.

The curriculum research and development group made up of Innovation Architects will be investigating, developing, and testing 10-15 prototypes of new innovations that support the execution of the FLVS strategic plan.

Curriculum Product Innovation has been split into two funds. The substantial costs for course development are now included in fund 791. This fund is used to account for marketing, research, and development activities related to developing and improving courseware and services to FLVS students. Costs related to providing teacher training for new courses as well as the development of staff training materials are included in fund 100 (general fund).

Needed Increases/Budget Reductions	Amount
Cost Center 9250 - Curriculum Product Innovation	
Recode Sr Manager, Curriculum Product Innovation (3 positions) to fund 791	\$ (299,998)
Curriculum Spec. recoded to the General Fund (previously coded to Literacy)	\$ 86, 412
Decrease in Travel & Registration fees	\$ (7,273)
Addition of Kaltura License (Course fees)	\$ 89,000
Increase in FRS Rate	\$ 19,862
Increase in Health Insurance premium	\$ 6,627

Curriculum Product Innovation

Recommended Budget Fiscal Year 17-18

Cost Center: 9250

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Executive Director, Curriculum Product Innovation	4112	1.00	1.00	1.00	0.00
Executive Director, Digital Publishing	4112				1.00
Senior Manager, Curriculum Product Innovation	4113			3.00	
Senior Manager, Standards & Assessments	4113	1.00	1.00		
Manager, Knowledge Management	4113	1.00	1.00	1.00	1.00
Manager, Project	4113	1.00	1.00	1.00	1.00
Technician, Development	4161	1.00	1.00	1.00	1.00
Technician, Materials	4161		0.25	0.25	0.25
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Specialist, Instructional Design	4165	3.00	3.00	2.00	2.00
Total Positions		9.00	9.25	10.25	7.25
APPROPRIATIONS					
Regular Salaries		614,900	634,751	692,680	491,100
Supplements	4190	864			
Overtime	4192	41	2,000		
Total Salaries		615,805	636,751	692,680	491,100
Medical	4231	92,493	78,625	92,233	68,252
FICA	4220	44,294	48,712	52,990	37,569
FRS	4210	60,525	65,127	61,858	56,792
Total Benefits		197,312	192,464	207,081	162,613
Personnel Costs		813,117	829,215	899,761	653,713
Recurring Expenses					
Professional & Technical Services	4310	184,797		2,000	
Travel In-State	4332	2,403	1,665	1,490	554
Travel Out-State	4333	1,903	1,500	5,668	2,143
Rentals	4360	69,715	84,575	7,845	41,050
Annual Software Licensing	4362			43,925	
Software Services Rental	4364	1,449	700		
Technology Related Rentals	4369				133,375
Postage	4371	27	50		50
Other Purchased Services	4390				
Supplies	4510	548	2,100	59	1,574
Capitalized Computer Hardware	4643		9,200		
Non-Capitalized Computer Hdwr	4644		1,050	73	
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	4,814	240	1,985	735
Professional Staff Development					
Travel In-State	4332	1,795		264	215
Travel Out-State	4333	3,413	7,500	796	4,686
Supplies	4510	29		263	
Dues And Fees	4730	3,469	18,500	5,041	6,527
Total Operating Expenses		274,362	127,080	69,409	190,909
TOTAL		\$1,087,479	\$956,295	\$969,170	\$844,622

FLVS Course Development Fund 791

The FLVS course development fund is an internal service fund used to account for the development of FLVS courses. The sources of revenue for this fund include transfers from the FLVS enterprise funds – FLVS Global School, FLVS Global Services, and FLVS Franchises – along with fees generated from course cost-reimbursement fees charged to the operating, franchises, global services and global school funds. This fund is used to account for marketing, research, and development activities related to developing and improving courseware and services to FLVS students.

Curriculum Course Development

Recommended Budget Fiscal Year 17-18

Cost Center: 9005/9250 - Fund 791

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Director, Creative	4113	1.00	1.00	1.00	1.00
Senior Manager, Elementary Products	4113	1.00		1.00	1.00
Senior Manager, Elementary Product, Design & Dev	4113		1.00		
Senior Manager, Curriculum Product Innovation	4113				3.00
Senior Manager, Product Design & Development	4113	1.00	1.00	1.00	1.00
Manager, Curriculum	4113	1.00	3.00	3.00	3.00
Manager, Curriculum CAPE	4113	1.00	1.00	1.00	1.00
Manager, Curriculum Project Services	4113		1.00	1.00	1.00
Manager, Curriculum Social Studies	4113	1.00	1.00	1.00	1.00
Manager, Curriculum Math	4113	1.00	1.00	1.00	1.00
Manager, Curriculum Quality Management	4113				1.00
Manager, Instructional Design	4113	1.00	1.00		
Manager, Project	4113		3.60	3.60	4.00
Manager, Web Development	4113			1.00	1.00
Specialist, Curriculum Peer Lead	4132	2.00	2.00	1.00	1.00
Specialist, Curriculum	4132	22.00	26.00	24.00	25.00
Curriculum Subject Matter Expert	4133	10.00	10.00	7.00	6.00
Content Writer Subject Matter Expert	4133		8.00	14.00	14.00
Content Writer	4137		2.00	3.00	4.00
Content Writer, Curriculum	4137	3.00	1.00		
Content Writer TOA	4137	8.00			
Content Writer, Peer Lead	4137	1.00	1.00	1.00	
Engagement Writer	4137	3.00	5.00	5.00	5.00
Technician, Student Engagement	4161				1.00
Coordinator, Project	4165		1.30	1.30	1.80
Designer, Interactive	4165	3.00	4.00	2.00	2.00
Associate Interactive Designer	4165			2.00	2.00
Psychometrician	4165	0.50	0.50	0.50	0.50
Media Producer	4165				
Specialist, Instructional Design	4165	4.00	11.00	5.00	7.00
Specialist, Instructional Design Peer Lead	4165	1.00	1.00		
Specialist, Quality Assurance	4165	2.00	2.00	2.00	2.00
Specialist, Media	4165		1.00	1.00	1.00
Specialist, External Communications	4165			1.00	1.00
Architect, Innovation	4166			4.00	4.00
Analyst, Quality	4167	2.00	2.00	3.00	3.00
Analyst, Quality Team Lead	4167		1.00	1.00	0.00
Developer, Web	4168	9.00	18.00	11.00	11.00
Total Positions		78.50	111.40	103.40	110.30
APPROPRIATIONS					
Regular Salaries		4,202,255	6,864,792	5,871,661	6,712,354
Supplements	4190	11,710	15,000	4,796	1,500
Overtime	4192				
Advanced Degree	4194		27,500		44,750
Student Intern	4753	1,140	9,305		
Total Salaries		4,215,105	6,916,597	5,876,457	6,758,604

Curriculum Course Development (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Medical	4231	589,158	946,900	660,370	1,038,364
FICA	4220	304,528	529,120	449,549	517,033
FRS	4210	304,991	519,428	441,910	535,281
Total Benefits		1,198,677	1,995,448	1,551,829	2,090,679
Personnel Costs		5,413,782	8,912,045	7,428,286	8,849,283
Recurring Expenses					
Unemployment Compensation	4250	638			
Professional & Technical Services	4310	1,481,039	4,966,665	4,723,401	6,584,958
Travel In-State	4332	9,527	26,300	5,053	17,507
Travel Out-State	4333	118		4,135	10,420
Computer Hardware Maintenance	4351	63		422	
Rentals	4360	1,401		36,600	
Postage	4371	18		200	179
Communication Stipend	4374	(125)		30,719	32,400
Other Purchased Services	4390			30,752	501,000
Supplies	4510	323	2,850	2,001	2,221
Other Materials & Supplies	4590			0	
Non-Capitalized FFE	4642			0	
Capitalized Computer Hardware	4643	1,686		6,197	0
Non-Capitalized Computer Hardware	4644			814	1,000
Capitalized Software	4691			0	
Non-Capitalized Software	4692			0	
Dues And Fees	4730	5,263	6,316	72,018	5,498
Indirect Cost	4793	415,925	569,300	569,300	605,853
Professional Staff Development					
Travel In-State	4332	1,670	50,000	14,107	33,623
Travel Out-State	4333	4,534		3,800	3,626
Supplies	4510	191		805	
Dues And Fees	4730	1,854		6,431	3,893
Total Operating Expenses		1,924,124	5,621,431	5,506,755	7,802,178
TOTAL		\$7,337,906	\$14,533,476	\$12,935,041	\$16,651,461

FLVS Development Fund 123

The source of revenue for the FLVS development fund is a portion of the profit from FLVS Franchises. The appropriations are allocated for non-course related projects, legislative liaison costs, and staff professional development.

Operating Development Fund

Recommended Budget Fiscal Year 17-18

Cost Center: Various; Fund 123

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries					
Supplements	4190	2,000		2,000	
Overtime	4192				
Total Salaries		2,000	0	2,000	0
Medical	4231	342		342	0
FICA	4220	222		222	0
FRS	4210	225		225	0
Total Benefits		789	0	788	0
Personnel Costs		2,789	0	2,788	0
Other Expenses					
Professional & Technical Services	4310	292,129	4,842,282	3,033,572	2,530,796
Florida Advocacy	4310	150,000	150,000	150,000	166,000
Travel In-State	4332				
Travel Out-State	4333	310		407	
Repairs & Maintenance	4350				
Rentals	4360	80			
Postage	4371				
Other Purchased Services	4390	289			
Supplies	4510	10,523		18,539	
Capitalized Computer Hardware	4643				300,000
Dues And Fees	4730				
Professional Staff Development					
Professional & Technical Services	4310		50,000		
Professional In-Service Learning Event:					
- Travel In-State	4332	100,464	202,855	100,581	214,644
- Travel Out-State	4333	28,451		28,237	
- Rentals	4360	284,996		284,996	451,650
- Postage	4371	14		27	
- Other Purchased Services	4390	1,117	1,000	1,117	1,000
- Supplies	4510	2,755		1,958	
- Dues & Fees	4730		295,597		
Total Operating Expenses		871,128	5,541,734	3,619,434	3,664,090
TOTAL		\$873,917	\$5,541,734	\$3,622,222	\$3,664,090

Chief Academic Officer

The Chief Academic Officer, who reports to the President and CEO, leads all aspects of instruction and professional learning. The overall objective of this position is to ensure FLVS continues to provide excellence in education to students, parents, and customers through dedicated certified teachers, award- winning products and innovations, ongoing professional development, and outstanding customer care. In addition, this position is responsible for increasing thought leadership and awareness of FLVS and all of its initiatives.

The Chief Academic Officer, oversees the following teams: Flex and Full Time Instruction programs, Staff Development, and the Analysis, Assessment and Accountability department.

Chief Academic Officer

Recommended Budget Fiscal Year 17-18

Cost Center: 9110

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Chief Academic Officer	4111				1.00
Executive VP, Business & School Solutions	4111	1.00	0.95	0.95	
Technician, Materials	4161	0.25			
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Total Positions		2.25	1.95	1.95	2.00
APPROPRIATIONS					
Regular Salaries		308,084	201,497	206,853	195,000
Overtime	4192				
Advanced Degree	4194				
Total Salaries		308,084	201,497	206,853	195,000
Medical	4231	40,575	16,575	28,846	18,828
FICA	4220	19,040	15,414	15,824	14,918
FRS	4210	46,840	39,726	30,791	38,369
Total Benefits		106,455	71,715	75,461	72,115
Personnel Costs		414,539	273,212	282,314	267,115
Recurring Expenses					
Professional & Technical Services	4310				
Legal Fees	4310				
Travel In-State	4332	6,510	4,621	2,188	4,621
Travel Out-State	4333	4,011	8,000	4,054	8,000
Repairs & Maintenance	4350				
Rentals	4360	4,000			
Postage	4371		50		50
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510	191	700	142	700
Materials-Textbooks State Adopted	4520				
Periodicals	4530				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hardware	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	20,538	21,039	19,100	20,513
Professional Staff Development					
Travel In-State	4332	252	300	225	300
Travel Out-State	4333	345			
Supplies	4510				
Dues And Fees	4730	550		685	527
Total Operating Expenses		36,397	34,710	26,394	34,711
TOTAL		\$450,936	\$307,922	\$308,708	\$301,826

Instructional Department

The Instructional Department has the oversight of three delivery models: one for students taking supplemental courses with FLVS (FLVS Flex), students enrolling full-time with FLVS (FLVS Full Time), and a tuition-based model serving students outside of Florida and beyond (FLVS Global School). This department exists to provide online instruction and support services for the students who make the voluntary election to become a part of a unique educational delivery system. The mission of the Instructional Department is to foster successful student learning, one student at a time. This is our core business. The team is a partnership of instructors, support staff, and their leaders who, together, ensure that all students receive high quality, technology-based educational opportunities to gain the knowledge and skills necessary to succeed. Most importantly, the Instructional team is committed to serving students with excellence.

The Instructional Department is led by the Chief Academic Officer who reports to the President and CEO. The department consists of the Instructional Leadership team, the Instruction team, the Instructional Support team, the Enrollment team, and the Lead Teacher team.

The Instructional Leadership team leads and supports all instructors in all delivery models at FLVS. The team consists of the Executive Directors of Instruction, Directors of Instruction, Instructional Leaders, Principals, and Assistant Principals. The team is responsible for serving the most valued customer of FLVS, the student.

The Instruction team works one-on-one with the students to personalize each student's learning experience. Teachers deliver instruction and support our students, communicating regularly via phone, email, online chats, discussion forums, webcams, texting, and social networking sites.

The Instructional Support team delivers the services and support necessary to enable all students and teachers to be successful. The team is responsible for ensuring that students receive high quality educational opportunities at all phases of their FLVS experience. The team is a collection of educators and support staff that provide academic integrity assurance, counseling, ESE, student academic clubs and extracurricular activities, and literacy services.

The Enrollment team is responsible for the accurate and timely enrollment of all students into all courses.

The Lead Teacher team is responsible for sharing best practices, demonstrating live lessons, providing vacation coverage, and assisting new and veteran instructors by providing training and individual help and support for all challenges and questions.

FLVS Flex allows students in to take one course or multiple courses. Students work at their own pace and can enroll year round.

FLVS Full Time consists of a joint venture between FLVS and Connections Education, which creates a full-time school for grades Kindergarten-5. FLVS maintains the 6-12 full-time program independently. FLVS Full Time is a diploma granting model, and earns a school grade from the state of Florida.

Instructional Department (continued)

Needed Increase/Budget Reductions:	Amount
Cost Center 1000 - Flex Instruction Grades 6-12	
Drop in Average Teaching salary by \$787 per instructor	(\$896,895)
Increase IL count due to changes in ratio from 1:50 to 1:45 (2 additional IIs)	\$202,380
Increase in AP & CAPE Bonuses	\$32,080
Decrease in Travel & Professional Memberships	(\$12,395)
Decrease in Instructional Materials/Supplies	(\$5,000)
Increase in Capital Computer Hardware	\$6,000
Decrease in Vendor Course Fees	(\$16,217)
Increase in Travel for VLLs/BLCs	\$35,000
Partial Blackboard Collaborate coded to Literacy	(\$180,000)
Increase in FRS Rate	\$248,182
Increase in Health Insurance premium	\$1,142,782
Cost Center 1002 - Flex Instruction Grades K-5	
Increase in Instructor, Lead & IL Funding based on FY18 Completions	\$4,345,263
Increase in Dreambox License fee (due to increase in completions)	\$51,650
Decrease in Course Fees (to be covered by Literacy budget)	(\$24,698)
Increase in other licenses not covered by Literacy budget	\$9,841
Upgrade - Admin Assistant to Executive Assistant	\$7,080
Cap & Non-Cap hardware for new instructors and IIs	\$123,315
Increase in Supplies & PD Travel (for increase in K-5 staff)	\$30,250
Increase in FRS Rate	\$12,647
Increase in Health Insurance premium	\$55,983
Cost Center 9120 - Student Support	
New positions - (2) School Counselors for K-5 (due to removal of restrictions)	\$148,698
New position - Administrator, Drivers Ed (estimated hire in January '18)	\$60,181
New position - Executive Director, Instruction	\$154,439
Increase in Salary & Benefits, Director, Instruction position	\$5,326
Addition of computer hardware for new hires	\$3,000
Decrease in Dues & Fees, Supplies & Travel	(\$9,880)
Increase in FRS Rate	\$9,672
Increase in Health Insurance Premium	\$35,235
Cost Center 9123 - FLVS Full Time Program	
Increase in Connections Academy for K-5 (based on completion estimate)	\$969,097
Adjustment in Personnel for grades 6-12	(\$131,615)
Decrease in Exec Director salary (now vacant)	(\$7,029)
Transfer SR Admin Assistant to Exec Assistant for Chief Academic Officer	(\$50,077)
Remove School Recognition funds (not part of FY18 FEFP Revenue)	(\$157,635)
Decrease in Travel	(\$10,861)
Increase in Instructional Materials & Vendor Course fees	\$225,495
Decrease in Dual Enrollment & AP Exam fees	(\$90,444)
Decrease in Supplies, Postage, Dues and Fees	(\$183,054)
Increase in Computer Hardware	\$31,525
Increase in FRS Rate	\$42,865
Increase in Health Insurance premium	\$169,717

Instructional Department

Recommended Budget Fiscal Year 17-18

Cost Center: 9120

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Executive Director, FT Instruction	4112			0.10	0.10
Executive Director, PT Instruction	4112			1.00	1.00
Executive Director, Instructional Models	4112				1.00
Senior Director, Full Time Instruction	4112		0.10		
Senior Director, Part Time Instruction	4112	1.00	1.00		
Director, K-8 Instruction	4112				1.00
Director, Instruction	4112	3.95	4.95	4.95	4.95
Administrator, Title 1	4113		0.20	0.20	0.20
Administrator, Driver's Education	4113				0.50
Senior Manager, Enrollment	4113			1.00	1.00
Manager, Academic Integrity	4113		1.00	1.00	1.00
Manager, Enrollment	4113		1.00		
Manager, Instructional Program	4113	1.00	1.00		
Manager, School Counseling - PT Program	4113		1.00	1.00	1.00
Manager, ESE	4113				1.00
Counselor	4131		7.00	7.00	9.00
Registrar - FLVS PT	4136		1.00	1.00	1.00
Technician, Enrollment	4161		2.00	2.00	2.00
Customer Care Representative, Registration	4161	2.00	2.00	2.00	2.00
Assistant, Senior Administrative	4162	3.00	3.00	3.00	3.00
Support Rep, Academic Integrity	4161		6.00	8.00	8.00
Coordinator, FLVS Student Activities	4165			1.00	1.00
Specialist, Exceptional Student Education	4165			1.00	1.00
Support Rep, Part Time Academic Integrity	4169		11.00	11.00	11.00
Total Positions		10.95	42.25	45.25	50.75
APPROPRIATIONS					
Regular Salaries		637,185	2,025,766	2,015,830	2,563,606
Part-Time					
Supplements	4190	3,341	39,000	21,963	39,000
Overtime	4192		4,800	326	5,800
Advanced Degree	4194		9,000		10,500
Total Salaries		640,526	2,078,566	2,038,119	2,618,906
Medical	4231	74,057	274,125	286,150	374,207
FICA	4220	46,904	159,009	155,916	200,346
FRS	4210	60,517	172,832	171,295	244,066
Total Benefits		181,478	605,966	613,361	818,619
Personnel Costs		822,004	2,684,532	2,651,480	3,437,525
Recurring Expenses					
Professional & Technical Services	4310			10,000	10,000
Travel In-State	4332	5,296	21,984	1,936	13,358
Travel Out-State	4333	961	2,250	673	2,250
Repairs & Maintenance	4350			0	
Rentals	4360	327,750	780,006	794,347	793,160
Postage	4371		570	165	570
Communication Stipends	4374		11,340	0	14,580
Other Purchased Services	4390	19		29	230
Supplies	4510	451	4,950	511	3,510
Capitalized Computer Hardware	4643			0	3,000

Instructional Department (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Non-Capitalized Computer Hardware	4644			0	
Capitalized Software	4691			0	
Non-Capitalized Software	4692			0	
Dues And Fees	4730	4,312	16,880	1,783	8,380
Professional Staff Development				0	
Travel In-State	4332	2,428	9,570	2,857	6,107
Travel Out-State	4333	1,554	9,320	819	7,000
Supplies	4510			36	
Dues And Fees	4730	680	1,030	4,828	3,646
Total Operating Expenses		343,451	857,900	817,984	865,791
TOTAL		\$1,165,455	\$3,542,432	\$3,469,464	\$4,303,316

Staff Development

The Staff Development Department is led by the Director, Staff Development, who reports to the Chief Academic Officer. The Staff Development team oversees the successful development, implementation, execution, and continuous improvement of all FLVS professional development, training, induction programs, literacy support, and instructional quality assurance. This includes the perpetuation of FLVS policies and procedures through quality assurance audits which focus on classroom environment and documentation practices. This team performs a variety of duties including the oversight of the creation of trainings, training materials, leadership development programs, induction programs, literacy support, and quality assurance measures. The Staff Development team maintains a relationship with members of the Florida Department of Education, interpreting state mandates, protocols, and standards for professional development and literacy. Working closely with both Instruction and Talent Management, the Staff Development team plays a key role in setting the strategy for professional development, literacy, and instructional quality assurance.

Reporting to the Director, Staff Development are the following teams: Professional Learning, Instructional Quality Assurance (QAI), and Literacy.

The Professional Learning team is responsible for developing and implementing an Annual Professional Learning Plan to guide the work of the division in order to meet the needs of all staff. The learning specialists develop and facilitate training programs. Additionally, the team provides training to both new employees and current employees by offering a wide variety of resources and professional development opportunities aligned with the Annual Professional Learning Plan. Some of the major areas of focus for the Annual Professional Learning Plan are the implementation of continuous data driven Professional Learning Communities and the implementation of learning opportunities. The team is responsible for planning, facilitating, and executing the annual In-Service Training event. Bringing consistency and support to the instructional internship program, the lead teacher program, and the schoolhouse practicum partners program are additional areas of focus. The team will continue delivering new hire transformations and practicum trainings. Additionally, the team ensures the Annual Professional Learning Plan and the learning opportunities align with the Master In-service Plan and QAI metrics. The creation of an on-demand catalog of professional development opportunities for all staff provides synchronous and asynchronous professional learning. With feedback from instructional leadership and organizational management, the team provides resources and activities to meet individual performance goals.

The QAI team perpetuates FLVS policies and procedures through quality assurance audits which focus on classroom environment and documentation practices. This team is comprised of a Quality Assurance Manager and a group of quality assurance instructors. Each year, the QAI team conducts an instructional audit and Fidelity Check for each instructor in the organization. The team also ensures the services provided by FLVS meet and exceed customer expectations. In addition, the team collaborates with the Instructional Leadership team to establish quality assurance guidelines, ensure compliance, and “inspect what we expect” from our instructional staff members. The QAI team works closely with the rest of the Staff Development team to provide the data that is used to influence PD and instructional evaluations.

The Literacy Team is responsible for writing and supporting implementation of the annual Reading Plan as well the English Language Learner Plan. The team of district literacy coaches, schoolhouse literacy coaches, and other literacy personnel ensure that there are systems and processes in place to support student needs while meeting state requirements for the annual Reading Plan and the English Language Learner Plan. The team provides professional development and one on one coaching for teachers in research based literacy strategies they should utilize in Live Lessons and DBAs. The Literacy team works in collaboration with the professional Learning team in supporting Professional Learning Communities.

Needed Increase/Budget Reductions:	Amount
Cost Center 9140 - Staff Development	
Learning & Translation Spec positions moved to fund 100 (prev in Literacy)	\$165,668
Transfer FLVS intern Coordinator to Talent Management (9520)	(\$93,886)
Increase in Annual Licenses & Fees (Beacon ESOL)	\$10,000
Decrease in Travel & Registration fees	(\$7,400)
Decrease in Course Development (online certification courses)	(\$5,000)
Addition of capital computer hardware (replacement needs)	\$4,000
Decrease in Contracted services & Program surveys	(\$2,654)
Partial Blackboard Academic Suite coded to Literacy	(\$20,000)
Transformation books for new hires	\$4,875
Increase in Supplies	\$1,000
Increase in FRS Rate	\$12,460
Increase in Health Insurance premium	\$40,696

Staff Development

Recommended Budget Fiscal Year 17-18

Cost Center: 9140

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Director, Staff Development	4112		1.00	1.00	1.00
Director, Teacher Development	4112	1.00			
Senior Manager, Professional Development	4113	1.00	1.00	1.00	1.00
Manager, Budget & Programs	4113	1.00	1.00	1.00	1.00
Manager, Performance Management	4113	1.00			
Manager, Project	4113				
Manager, Quality Assurance Instruction	4113	1.00	1.00	1.00	1.00
Instructor, Quality Assurance	4130	8.80	9.00	9.25	9.25
Technician, Development	4161				
Technician, Program	4161		1.00	1.00	1.00
Specialist, Instructional Design	4165				
Specialist, Learning	4165	7.00	8.00	8.00	9.00
Specialist, Peer Lead Learning	4165				
Specialist, Quality Assurance	4165	1.00	1.00	1.00	1.00
Specialist, Translation	4165				1.00
Total Positions		21.80	23.00	23.25	25.25
APPROPRIATIONS					
Regular Salaries		1,323,115	1,469,663	1,468,633	1,577,314
Supplements	4190	750	7,000		
Overtime	4192		1,960		1,960
Advanced Degree	4194		4,375		7,500
Total Salaries		1,323,865	1,482,998	1,468,633	1,586,774
Medical	4231	162,332	195,500	183,419	237,704
FICA	4220	95,361	113,449	112,350	121,388
FRS	4210	96,094	111,521	110,621	125,673
Total Benefits		353,787	420,470	406,390	484,764
Personnel Costs		1,677,652	1,903,468	1,875,023	2,071,538
Recurring Expenses					
Unemployment Compensation	4250	470			
Professional & Technical Services	4310		19,000		14,000
Subawards Under Sub-Agreemts - First \$25K	4311				
Travel In-State	4332	371	11,400	1,749	10,600
Travel Out-State	4333		3,500	138	2,933
Repairs & Maintenance	4350				
Rentals	4360	143,170	189,600	93,197	
Annual Software Licensing	4362	8,000	47,500	64,455	
Technology Related Rentals	4369				121,100
Postage	4371				
Other Purchased Services	4390	24,453	30,000	28,418	30,000
Supplies	4510		7,450		9,825
Non-Capitalized FFE	4642				
Capital Computer Hardware	4643				4,000
Capitalized Software	4691		1,588		1,588
Dues And Fees	4730	1,978	600	757	848
Professional Staff Development					
Contract Labor	4310		2,000		
Travel In-State	4332	3,189	4,500	914	2,334
Travel Out-State	4333	470		533	733
Supplies	4510	145	300	1,247	1,300
Dues And Fees	4730	2,179	12,000		5,074
Total Operating Expenses		184,425	329,438	191,408	204,335
TOTAL		\$1,862,077	\$2,232,906	\$2,066,431	\$2,275,873

Analysis, Assessment, & Accountability

The Analysis, Assessment, and Accountability (AAA) Department is led by the Executive Director, Analysis, Assessment, and Accountability who reports to the Chief Academic Officer. The primary responsibilities of the Executive Director are to shape, manage, and lead the teams that serve a crucial component in maintaining compliance with state and federal laws and policies, while also improving student outcomes through research, achievement analysis, and enterprise data management.

Reporting to the executive director are the following teams: District Assessment; Accountability, Evaluation, and Measurement (AEM); and Research and Evaluation.

The AEM team oversees the Data Center of Excellence. The Data Center of Excellence is an enterprise wide approach to data governance and data visualizations which results in highly accurate, timely, and meaningful data. The team works collaboratively with all departments at FLVS to analyze data, write technical reports, and offer business intelligence expertise. This team is responsible for calculating the student growth portion of the teacher evaluation, analysis of internal assessment performance, analysis of state assessment performance, all data processes relating to the state accountability system, internal and external research initiatives, and requests for analytics within the organization. The AEM team works collaboratively with school and district leaders to ensure that State and National/International Accountability and accreditation standards and requirements are an integral part of our accountability process. Our goal is to transform data into insightful and actionable information for our stakeholders.

The District Assessment Team works with FLDOE staff to ensure processes and rules are in place to serve all FLVS students. It also coordinates and oversees the high-stakes testing process to ensure FLVS is compliant with participation requirements and is receiving the vital feedback that assessment provides.

The Research and Evaluation Team serves as the center for conducting research relevant to advancing online learning and managing internal research projects critical for program evaluation and informing policy decisions.

Analysis, Assessment, & Accountability

Recommended Budget Fiscal Year 17-18

Cost Center: 9006

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Exec Dir, Analysis, Assessmt & Accountability	4112	0.70	0.70	0.70	0.70
Administrator, Assessment & Accountability	4113	0.90	0.90		
Administrator, Strategic Solutions	4113			1.00	
Sr Manager, Evaluation & Measurement	4113	0.80	0.80	0.20	0.20
Sr Manager, District Assessment	4113			0.90	0.90
Sr Manager, Research & Evaluation	4113				1.00
Manager, Instructional Program	4113			1.00	1.00
Manager, Data Quality & Analysis	4113		1.00		
Manager, Predictive Analytics & Data Science	4113			1.00	1.00
Assistant, Executive	4162	0.50	0.50	1.00	1.00
Psychometrician	4165	0.50	0.50	0.50	0.50
Specialist, Assess & Accountability	4165	1.65	1.65		
Specialist, District Assessment	4165			2.25	2.25
Coordinator, Grants	4165				1.00
Analyst, Accountability Data	4167	2.60	2.60	2.00	2.00
Associate Analyst, Business Intelligence	4167			1.00	1.00
Analyst, Market Research	4167	1.00	1.00		
Analyst, Test & Measurement	4167		1.00	1.00	1.00
Developer, Junior Business Intelligence	4168		1.00		
Total Positions		8.65	11.65	12.55	13.55
APPROPRIATIONS					
Regular Salaries		524,979	828,236	699,695	958,644
Overtime	4192				
Advanced Degree	4194		2,500		7,500
Total Salaries		524,979	830,736	699,695	966,144
Medical	4231	59,394	99,025	75,909	127,560
FICA	4220	37,863	63,551	53,527	73,910
FRS	4210	50,196	75,436	66,234	95,746
Total Benefits		147,453	238,012	195,670	297,215
Personnel Costs		672,432	1,068,748	895,365	1,263,359
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332	2,334	14,056	6,894	22,638
Travel Out-State	4333	144	3,700	383	12,174
Rentals	4360	9	200	900	200
Annual Software Licensing	4362		10,500	0	
Technology Related Rentals	4369				
Postage	4371		150	48	150
Other Purchased Services	4390	175,699	216,225	16,158	186,225
Supplies	4510	4,775	3,050	1,440	3,775
Non-Capitalized Computer Hardware	4644	159	10,000		10,000
Capitalized Software	4691			125	
Non-Capitalized Software	4692				
Dues And Fees	4730	7,381	1,300	976	14,925
Professional Staff Development					
Travel In-State	4332	2,173	1,800	1,275	1,800
Travel Out-State	4333	521		1,064	
Supplies	4510			21	
Dues And Fees	4730	494		745	945
Total Operating Expenses		193,689	260,981	30,029	252,832
TOTAL		\$866,121	\$1,329,729	\$925,394	\$1,516,191

Business Development & Solutions

The Business Development and Solutions Department (FLVS Global) is charged with promoting and selling all FLVS products and services to school and districts within the state of Florida and across the nation. Profits earned from these sales are reinvested into FLVS for marketing, research, and development (Section 1002.37 Florida Statute - The FLVS Board of Trustees is directed to aggressively seek avenues to generate revenue to support its future endeavors and shall enter into agreements with distance learning providers. Any funds realized from patents, copyrights, trademarks, or licenses shall be used to support the school's marketing and research and development activities in order to improve courseware and service to its students).

The department is led by the Executive Director, Business Development and Solutions, who reports to the Chief Customer Officer.

Needed Increase/Budget Reductions:	Amount
Cost Center 9710 - Business Development & Solutions	
New position - Chief Customer Officer (split with Global & Franchise)	\$95,959
New position - Blended Learning Specialist (Split with Franchise)	\$33,694
New position - Blended Learning Specialist	\$67,387
Recode 100% of Exec Dir, Business Development & Solutions to Global	(\$40,808)
Transfer Exec Assistant position from 9002	\$56,691
Increase Conference Registration Fees & Travel for CCO positions	\$11,655
Split Blended Learning Manager with Franchise	(\$43,904)
Increase in FRS Rate	\$1,859
Increase in Health Insurance premium	\$6,626

Business Development & Solutions

Recommended Budget Fiscal Year 17-18

Cost Center: 9710

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Chief Customer Officer	4111				0.50
Executive Director, Business Dev & Solutions	4112			0.25	
Sr Director, Business Development & Solutions	4112	0.50	0.25		
Director, National and State Sales	4112	0.50	0.50		
Manager, Blended Learning	4113	1.00	1.00	1.00	0.50
Senior Support Rep, FL Scholarships	4161		0.50	0.50	0.50
Senior Support Rep, Franchise	4161	0.50			
Technician, Enrollment	4161	0.50	0.50	0.50	0.50
Assistant, Executive	4162				1.00
Specialist, Blended Learning	4165	3.50	3.50	3.50	5.00
Total Positions		6.50	6.25	5.75	8.00
APPROPRIATIONS					
Regular Salaries		409,996	352,540	350,723	478,453
Supplements	4190	2,500		2,000	
Overtime	4192	2,077	2,500	1,253	2,500
Advanced Degree	4194				2,000
OPS					
Total Salaries		414,573	355,040	353,976	482,953
Medical	4231	45,434	48,875	66,306	75,312
FICA	4220	29,467	27,162	27,079	36,946
FRS	4210	37,321	34,195	31,919	48,603
Total Benefits		112,222	110,232	125,304	160,861
Personnel Costs		526,795	465,272	479,280	643,814
Recurring Expenses					
Travel In-State	4332	25,926	33,185	16,188	37,160
Travel Out-State	4333	2,846	2,770	234	0
Repairs & Maintenance	4350			0	
Rentals	4360			0	
Postage	4371			0	
Telephone	4372			0	
Internet Access	4373			0	
Communication Stipends	4374			0	
Other Purchased Services	4390			0	
Supplies	4510	853	11,330	267	11,910
Non-Capitalized Computer Hardware	4644	80		0	
Capitalized Software	4691			0	
Non-Capitalized Software	4692			0	
Dues And Fees	4730	369	1,279	845	1,279
Professional Staff Development					
Travel In-State	4332	778	7,745	927	9,380
Travel Out-State	4333	3,648	755	1,734	6,155
Supplies	4510			0	
Dues And Fees	4730	3,545		560	5,485
Total Operating Expenses		36,397	34,710	26,394	34,711
TOTAL		\$564,840	\$522,336	\$500,035	\$715,183

Florida Services & FLVS Franchises

The Florida Services Department is charged with promoting and marketing all FLVS products and services to Florida public, private, and homeschool students and their respective schools and districts. These include: Kindergarten through 12th grade courses in FLVS Flex, FLVS Full Time, Virtual and Blended Charters, FLVS Franchises, and digital learning labs.

There are three teams within the Florida Services Department: Florida District Relations, FLVS Franchises, and the Blended Learning Specialists. The department is led by the Executive Director, Business Development and Solutions, who reports to the Chief Customer Officer.

The Florida District Relations team is responsible for promoting and educating district leaders, school personnel, students, and parents on products offered by FLVS. A team of district experts, the District Relations Managers (DRMs), provide outreach initiatives to community organizations and home education groups. The DRMs communicate policy and best practices to school counselors, principals, and district leaders. The team makes presentations at schools and events, hosts booths at conferences, interacts with regional home education and community groups, and coordinates marketing efforts at conferences in Florida.

The FLVS Franchise team supports Florida districts with the FLVS Franchises. FLVS provides districts in Florida the opportunity to establish an FLVS Franchise. Currently there are 35 FLVS Franchises, representing 65 Florida counties. The team provides training, support, and guidance to the district franchise administrators.

The Blended Learning Specialists (BLS) provide support to FLVS contracted labs at schools across the state. From enrollment, to facilitator training, to working hand in hand with instructional leaders and teachers, the BLS team ensures that lab schools and students have the support needed to be successful.

Florida Services

Recommended Budget Fiscal Year 17-18

Cost Center: 9720

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Director, National & State Sales	4112		0	0.10	
Senior Manager, Florida Relations	4113	1.00	1.00	1.00	1.00
Manager, District Relations	4134	6.40	6.40	6.40	7.20
Support Rep, Florida Services	4161	1.00	1.00	1.00	1.00
Total Positions		8.40	8.50	8.50	9.20
APPROPRIATIONS					
Regular Salaries		530,104	547,353	569,003	582,173
Supplements	4190	3,250	2,500		2,500
Overtime	4192	5,128			
Advanced Degree	4194		4,000	2,500	7,200
Total Salaries		538,482	553,853	571,503	591,873
Medical	4231	57,940	72,250	65,339	86,609
FICA	4220	39,445	42,370	43,720	45,278
FRS	4210	38,962	41,650	42,977	46,876
Total Benefits		136,347	156,270	152,036	178,763
Personnel Costs		674,829	710,123	723,539	770,636
Recurring Expenses					
Professional & Technical Services	4310	16,250	16,250	18,050	17,850
Travel In-State	4332	7,323	19,890	8,066	17,962
Travel Out-State	4333	557	3,000	411	4,327
Repairs & Maintenance	4350	1,118	8,250	0	3,400
Rentals	4360	12,190	8,800	4,149	9,075
Annual Software Licensing	4362			204	
Auto Lease	4363	60,323	75,000	65,000	60,000
Postage	4371	518	1,000	370	1,000
Telephone	4372			0	
Internet Access	4373			0	
Communication Stipends	4374			0	
Other Purchased Services	4390	3,370	8,000	1,999	9,127
Supplies	4510	1,733	3,800	21,229	11,625
Capitalized Computer Hardware	4643			0	
Non-Capitalized Computer Hardware	4644			687	627
Capitalized Software	4691			0	
Non-Capitalized Software	4692			0	
Dues And Fees	4730	1,752	460	300	660
Professional Staff Development					
Travel In-State	4332	1,125	9,000	1,976	7,403
Travel Out-State	4333	2,072		1,327	
Dues And Fees	4730	800		695	270
Total Operating Expenses		109,131	153,450	124,463	143,326
TOTAL		\$783,960	\$863,573	\$848,002	\$913,962

Florida Franchises

Recommended Budget Fiscal Year 17-18

Cost Center: Various, Fund 930

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Chief Customer Officer	4111				0.25
Exec VP, Business & School Solutions	4111		0.05	0.05	
Exec Director, Business Development & Solutions	4112			0.50	
Sr Director, Business Development & Solutions	4112	0.25	0.50		
Director, National & State Sales	4112	0.25			
Director, Customer Experience	4112			0.10	
Director, District & Franchise Solutions	4112	0.80	1.00	1.00	1.00
Senior Manager, Product Development	4113		0.10		
Senior Manager, Sales Operations	4113		0.05	0.05	0.05
Administrator, FL Services Operations	4113				
Manager, Client Technical Innovation	4113		0.10	0.10	0.10
Manager, Client Technical Development	4113				0.05
Manager, Learning System Accounts	4113				0.10
Manager, Blended Learning	4113				0.50
Manager, Product	4113				0.05
Manager, Project	4113				0.10
Manager, Sales Operations	4113		0.25	0.25	0.25
Instructor, Quality Assurance	4120	2.00	2.00	2.00	2.00
Manager, District Relations	4134	1.60	1.60	1.60	1.80
Representative, Senior Support	4161	0.50	1.00		
Representative, Senior Support, FL Scholarships	4161	1.00	0.50	0.50	0.50
Senior Support Rep, Franchise	4161			1.00	1.00
Representative, Client Support	4161				
Representative, Field Operations Support	4161	1.00	1.00	1.00	1.00
Technician, Enrollment	4161	0.50	0.50	0.50	0.50
Technician, Materials	4161		0.25	0.25	0.25
Assistant, Executive	4162				
Specialist, Blended Learning	4165	0.50	0.50	0.50	1.00
Specialist, Financial Support	4165	0.50		0.50	0.50
Specialist, Learning	4165	1.00	1.00	1.00	1.00
Specialist, Support	4165		0.50		
Specialist, Support Client	4165		0.10	0.10	0.20
Architect, Software	4166				0.10
Analyst, Learning Systems	4167		0.20	0.20	0.15
Representative, Academic Integrity (PT) Support	4169	2.00	2.00	2.00	2.00
Total Positions		11.90	13.20	13.20	14.45
APPROPRIATIONS					
Regular Salaries		593,991	728,502	729,336	788,781
Supplement	4190	500	550	2,200	550
Overtime	4192	6,094	8,000	3,525	8,000
Advanced Degree	4194		1,250		3,925
Total Salaries		600,585	738,302	735,061	801,256
Medical	4231	70,569	95,200	101,391	117,204
FICA	4220	43,616	56,480	56,232	61,296
FRS	4210	46,981	64,228	62,876	68,635
Total Benefits		161,166	215,908	220,499	247,136
Personnel Costs		761,751	954,210	955,560	1,048,392

Florida Franchises (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Recurring Expenses					
Professional & Technical Services	4310	3,000	201,500	0	201,500
Travel In-State	4332	5,407	12,100	7,280	12,774
Travel Out-State	4333		4,535	1,795	4,035
Repairs & Maintenance	4350				850
Rentals	4360	28,985	62,600	16,250	62,600
Course Costs	4360	3,302,739	3,405,088	3,733,445	4,096,586
Auto Lease	4363				15,000
Postage	4371	222	550	0	550
Other Purchased Services	4390	2,218	34,120	1,011	34,120
Supplies	4510	48,024	45,400	46,389	496
Technology Related Textbooks	4529				52,750
Dues And Fees	4730	8,634	2,500	10,495	9,745
Indirect Cost Charge	4793	2,162,398	2,691,592	2,691,592	2,015,348
Bad Debt Expense	4820				
Professional Staff Development					
Travel In-State	4332	119	1,300	264	1,557
Travel Out-State	4333	1,916		3,463	2,847
Dues And Fees	4730	1,784		527	527
Total Operating Expenses		5,565,446	6,461,285	6,512,511	6,511,285
Transfers Out	4990	3,049,776	2,700,000	2,700,000	6,000,000
TOTAL		\$9,376,973	\$10,115,495	\$10,168,071	\$13,559,677

FLVS Global

FLVS Global (Business Development and Solutions) is responsible for promoting and selling FLVS products and services inside and outside the state of Florida. Since 2001, FLVS Global has grown steadily in revenue, serving customers in all 50 states and in 60 countries. Profits from these sales are reinvested into FLVS for marketing, research, and development (Section 1002.37 Florida Statute - The FLVS Board of Trustees is directed to aggressively seek avenues to generate revenue to support its future endeavors and shall enter into agreements with distance learning providers. Any funds realized from patents, copyrights, trademarks, or licenses shall be used to support the school's marketing and research and development activities in order to improve courseware and service to its students).

FLVS Global maintains five main teams: Sales, Sales Operations, eSolutions, Innovative Customer Evolution (ICE), and FLVS Global School. Global Sales works daily with the Innovative Customer Evolution team, which supports technical and curriculum needs for sales. Each team has a specific focus in the business, but it should also be noted that all teams work cross-organizationally in order to maximize productivity and to provide the best customer service possible. Each team has one or more members who serve on the FLVS Global Leadership team. The Innovative Customer Evolution (ICE) team reports directly to the Chief Technology Innovation Officer. All of the remaining teams report to the Executive Director, Business Development and Solutions, who heads up the FLVS Global Leadership team, and reports to the Chief Customer Officer.

The Sales team is responsible for offering and promoting FLVS products and services to national and international customers. Account Managers are assigned a specific territory in which they are responsible for driving sales and meeting their assigned quota. Business Development Specialists are responsible for generating qualified leads in the field for the Account Managers. Externally, distributors and resellers are a key component to the team's lead generation and sales strategy. The Sales Manager reports to the Director of National and State Sales and oversees the Account Manager, eSolutions Specialist, and Business Development Specialist teams. Management of these teams includes assigning territory sales goals and implementing sales-related policies and procedures to maximize revenue.

The Sales Operations team is responsible for order processing, customer service, CRM and related systems development and maintenance, monthly and bi-annual customer satisfaction survey send out, customer contract review and processing, maintenance of the FLVS Global standard licensing agreement, and sales quote template maintenance; sales and revenue reporting/forecasting, providing and ensuring the receipt of quarterly royalty reports and payments from Global partners, expense management, reporting, and forecasting; and accounts payable for the department, customer invoicing and collections of accounts receivables, customer/vendor audits and reporting, customer asset tracking, non-renewal shut down communication and confirmation with former customers, and sales team incentive payments and incentive SOU development. The Sales Operations team works closely with the Product Manager to roll out new products, features, and tools developed by the Innovative Curriculum Evolution team. Using Salesforce, the team creates and manages dashboards and designs and implements workflows used by all FLVS Global team members based on communicated and discovered needs. The Senior Manager, Sales Operations is part of the FLVS Global Leadership team and also oversees Global School Client Operations, Gardiner Scholarship Client Operations, and Student Material Client Operations.

The eSolutions team is responsible for the support of FLVS product sales in all 50 states and internationally, for implementation support for new and existing clients, for the creation and delivery of professional development on a variety of digital learning topics, and for coordination of research and initial launch of custom development for clients. Team members provide curriculum-related training and support to the entire team and to clients, including course demos, documentation of course features, syllabi and marketing materials, evaluation of standards alignment, and professional development for teachers.

The Global Product Manager is responsible for monitoring products from development (usually from an FLVS internal team) through delivery to FLVS Global, interfacing regularly with many FLVS teams supporting new product development and course enhancement. The Product Manager plans for course release to a variety of customer groups in a variety of sales models, and maintains a detailed record within Salesforce to facilitate customer support, decision-making, and accurate sales. The Product Manager also supports the FLVS Global Storefront, which provides streamlined ordering and access for FLVS Global course materials. The manager also investigates competitor products and maintains a database of competitor information essential to marketing and sales strategy. The Global Product Manager also reports to the FLVS Global Leadership team regularly.

The Innovative Customer Evolution team supports the technical and curriculum needs of the Business Development and Solutions team, with heavy focus on the FLVS Global Sales team. The ICE team is responsible for ensuring courses are prepared for the global market and for delivery of courses to all client course licensing models and systems. The team develops and maintains systems and processes to ensure innovative and efficient methods of delivery of courses to all supported learning management systems. The team vets and tests new learning systems for expansion of licensing abilities and forms partnerships with learning system companies to expand FLVS Sales marketing abilities in and outside the United States. The ICE team also supports client technical and course update needs after the sale.

FLVS Global (continued)

The ICE team is responsible for coordination with the Sales team for all written RFPs and state and district applications, and for maintaining a detailed database of state approvals per course. Utilizing state and district data, standards, and requests specifically from customers, the team researches the feasibility of custom course alterations and coordinates with the Project Manager to evaluate and implement potential development projects. The team supports FLVS Global Sales in maintaining a national thought leadership presence regarding standards, correlations, blended and online teaching and learning best practices, curriculum trends, and maintenance of relationships with Quality Matters and correlations services vendors. The ICE team is led by the Chief Technology Innovation Officer.

The FLVS Global School team is made up of two teams – Global School Client Operations and Global School Instruction. The Global School Client Operations team is responsible for enrollment, customer support, and providing invoicing assistance for FLVS Global School customers. Client Operations coordinates with the Global School Instruction team, the FLVS Global School Principal and FLVS Global School teachers, to manage student enrollments. The team also handles customer inquiries and processes administrative requests.

FLVS Global

Recommended Budget Fiscal Year 17-18

Cost Center: Various, Fund 921

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Chief Customer Officer	4111				0.25
Exec Director, Business Development & Solutions	4112			0.25	1.00
Sr Director, Business Development & Solutions	4112	0.25	0.25		
Director, District & Franchise Solutions	4112	0.20			
Director, National & State Sales	4112	0.25	0.90	0.90	
Director, Global Support	4112				1.00
Director, Customer Experience	4112			0.90	
Senior Manager, Product Development	4113	1.00	0.90		
Senior Manager, Sales	4113	1.00	1.00	1.00	1.00
Senior Manager, Sales Operations	4113	1.00	0.95	0.95	0.95
Account Manager, FLVS Global	4113	8.20	9.50	9.50	8.55
Account Manager, FL Services	4113	1.00			
Manager, Client Technical Development	4113	1.00	1.00	1.00	0.95
Manager, Client Technical Innovation	4113	1.00	0.90	0.90	0.90
Manager, Client Technical Support	4113	1.00	1.00	1.00	1.00
Manager, Learning Systems Accounts	4113	1.00	1.00	1.00	0.90
Manager, National Curriculum Products	4113	1.00	1.00	1.00	1.00
Manager, Product	4113	1.00	1.00	1.00	0.95
Manager, Project	4113	1.00	1.00	1.00	0.90
Manager, Sales	4113	1.00	1.00	1.00	1.00
Manager, Sales Operations	4113	1.00	0.75	0.75	0.75
Senior Support Rep, Field Operations	4161			1.00	1.00
Support Rep, Field Operations Support	4161	1.00	1.00		
Technician, Materials	4161		0.25	0.25	0.25
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Specialist, Business Development	4165	2.80	3.00	3.00	3.00
Specialist, Business Development Support	4165	1.00	1.00	1.00	1.00
Specialist, Business Development Team Lead	4165	0.80	1.00	1.00	1.00
Specialist, Client Support	4165	2.00	1.90	1.90	1.80
Specialist, Curriculum	4132				1.00
Specialist, eSolutions	4165	4.00	4.00	4.00	4.00
Specialist, eSolutions Team Lead	4165	1.00	1.00	1.00	1.00
Specialist, Instructional Design	4165	1.00	1.00	1.00	1.00
Specialist, Strategic Marketing	4165	1.00	1.00	1.00	1.00
Architect, Software	4166	1.00	1.00	1.00	0.90
Analyst, Learning Systems	4167	1.00	1.80	0.80	0.85
Developer, Software	4168			1.00	1.00
Developer, Web	4168	1.00	2.00	3.00	3.00
Total Positions		11.90	13.20	13.20	14.45
APPROPRIATIONS					
Regular Salaries		2,188,466	2,732,198	2,590,848	2,987,851
Supplements	4190	104,907	86,000	65,000	146,000
Overtime	4192				
Advanced Degree	4194		28,375		27,000
Student Intern	4753				10,000
Employee Sales Commission	4754	212,510	1,210,342	169,282	849,500
Total Salaries		2,505,883	4,056,915	2,825,130	4,020,351

FLVS Global (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Medical	4231	292,228	366,350	347,394	413,275
FICA	4220	177,410	310,354	216,122	307,557
FRS	4210	166,719	217,810	273,414	275,438
Total Benefits		636,358	894,514	836,930	996,270
Personnel Costs		3,142,241	4,951,429	3,662,060	5,016,621
Recurring Expenses					
Unemployment Compensation	4250	935			
Professional & Technical Services	4310	608,559	533,178	555,301	402,000
Outsourced Host	4317		12,100	49,999	62,100
Travel In-State	4332	41,676	35,640	23,261	44,666
Travel Out-State	4333	163,315	329,300	328,204	340,800
Computer Hardware Maintenance	4351			478	
Rentals	4360	957,537	1,162,013	1,125,332	1,271,846
Annual Software Licensing	4362	130,326	160,680	131,609	
Software Service Rental	4364	1,203			
Technology Related Rentals	4369				40,980
Postage	4371	4,359	15,200	8,341	11,700
Other Purchased Services	4390	50,558	149,500	114,522	232,300
Commission	4391	205,901	3,000	58,352	
Supplies	4510	7,819	11,400	13,307	14,650
Technology Related Textbooks	4529				130,000
Capitalized Computer Hardware	4643	15,833	13,700	3,798	17,700
Non-Capitalized Computer Hdwr	4644	827	11,400	53	7,400
Capitalized Software	4691		50,000		50,000
Non-Capitalized Software	4692	29	2,000	109	1,500
Dues And Fees	4730	178,017	285,993	213,064	225,045
Indirect Cost Charge	4793	182,203	257,434	257,434	216,867
Bad Debt Expense	4820	(14,145)		(3,355)	
Professional Staff Development					
Travel In-State	4332	7,142		1,576	985
Travel Out-State	4333	12,591		32,861	
Rentals	4360	29			
Supplies	4510	175		310	
Dues And Fees	4730	9,658		8,200	53,777
Total Operating Expenses		2,564,546	3,032,538	2,922,756	3,124,316
Transfers Out	4990	2,052,533	3,300,000	3,300,000	3,300,000
TOTAL		\$7,759,319	\$11,283,967	\$9,884,816	\$11,440,937

FLVS Global School

FLVS Global School serves students, schools, and districts around the nation and world through tuition- based instruction. FLVS Global School offers more than 150 courses to middle and high school students, including core subjects, world languages, electives, honors, and Advanced Placement (AP) courses. Florida Virtual School is accredited by AdvanceED, representing the Southern Association of Colleges and Schools (SACS) and the Council on Accreditation and School Improvement (CASI). Core courses are NCAA approved.

In 2015-16, FLVS Global School served students in 47 states and the District of Columbia, and in 56 countries and U.S. territories. Specifically there were 3,466 students in 5,041 successful semester completions. Enrollment is open to public, private, and homeschool students on a tuition basis. Students participate in online discussions, clubs, competitions, newspaper teams, national forums, and more. FLVS Global School also offers AP Exam reviews as well as weekly live lessons.

FLVS Global School employs instructors who reside throughout Florida and beyond. Our staff goes above and beyond to involve students in engaging learning experiences with others around the globe. All teachers possess a valid Florida teaching certificate, as well as certifications in numerous other states in order to meet customers' needs and state laws and regulations. Instructors are certified within the subject they are teaching.

FLVS Global School currently has 17 full-time and six part-time teachers. The administrative staff includes a principal and a director, as well as a client operations manager and client support representatives who work with students and clients, and provide support to the teachers and principal.

FLVS Global School

Recommended Budget Fiscal Year 17-18

Cost Center: 9620, Fund 922

Description	FY15-16 Actual Results		FY16-17 Adopted Budget		FY16-17 Projected Results		FY17-18 Recommended Budget	
Instruction								
Instructor	17.00	887,517	17.00	873,110	18.00	835,892	18.00	918,725
Instructor - PT	8.00	105,163	7.00	92,472	7.00	72,255	7.00	93,072
Instructor, Quality Assurance	1.20	67,250	0.75	46,423	0.50	31,437	0.50	32,036
Total Teachers	26.20	1,059,930	24.75	1,012,005	25.50	939,584	25.50	1,043,833
Supplement		863		1,000				1,000
Advanced Degree				18,125				17,500
Total Salaries	26.20	1,060,793	24.75	1,031,130	25.50	939,584	25.50	1,062,333
Medical		161,352		150,875		163,185		174,159
FICA		73,907		78,881		73,575		81,268
FRS		72,168		77,540		70,656		84,137
Total Benefits		307,427		307,296		307,416		339,564
Workers Compensation		57						
Unemployment Compensation		1,208						
Instructional Materials								
Postage		91		350		59		350
Communication Stipends		36,622		43,716		33,202		39,012
Travel In-State		159		800				656
Travel Out-State		311						
Other Purchased Services		1,629		1,600		847		2,100
Rentals		83,776		160,838		138,318		108,267
Technology Related Textbooks								12,000
Supplies				100				100
Dues & Fees		3,878		17,000		1,246		16,500
Total Operating Expenses		127,731		224,404		173,672		178,985
Travel In-State		104		6,300				6,300
Travel Out-State		236						
Dues And Fees		600						2,485
Total Staff Development		940		6,300		0		8,785
Total Instruction	26.20	\$1,496,891	24.75	\$1,569,130	25.50	\$1,420,672	25.50	\$1,589,667
School Administration								
Director, Instruction	0.05	4,902	0.05	4,901	0.05	4,812	0.05	4,901
Manager, Client Operations	1.00	71,808	1.00	72,001	1.00	70,674	1.00	72,001
Manager, Account FLVS Global	1.80	82,456	0.50	32,078	0.50	25,232	0.45	35,530
Specialist, Business Development Team Lead	0.20	3,775						
Specialist, Business Development	0.20	3,200						
Representative, Client Support	2.00	60,370	2.00	74,998	2.00	73,617	2.00	74,998
Instructional Leader, Global School	1.00	32,516	1.00	77,340	1.00	89,448	1.00	77,340
Total Administration	6.25	259,027	4.55	261,318	4.55	244,941	4.50	264,770
Overtime								
Advanced Degree				250				500
Employee Sales Commission		35,513		41,800		18,842		
Total Salaries	6.25	294,540	4.55	303,368	4.55	263,783	4.50	265,270
Medical		44,934		38,675		40,742		42,363
FICA		30,334		23,207		20,179		20,293
FRS		23,625		19,671		18,420		21,009
Total Benefits		98,893		81,553		79,341		83,666
Professional & Techical Services				9,000		5,000		15,500
Contract Labor								

FLVS Global School (continued)

Description	FY15-16 Actual Results		FY16-17 Adopted Budget		FY16-17 Projected Results		FY17-18 Recommended Budget	
Travel In-State		710		800		317		650
Travel Out-State		915		3,100		60		2,000
Postage		27		150		8		150
Computer Hardware Maintenance						183		366
Capitalized Computer Hardware						2,079		3,818
Rentals				14,105				10,000
Communication Stipends		1,022		2,100				2,100
Commission		9,273		5,000				
Other Purchased Services		0						
Supplies		70		225		48		2,268
Dues And Fees		664		3,710				1,000
Bad Debt Expense		16,250				(16,750)		
Indirect Cost Charge		213,468		193,049		193,049		195,968
Total Operating Expenses		242,399		231,239		183,994		233,820
Travel In-State		325		900		305		1,300
Travel Out-State		491				3,914		
Dues And Fees		400				485		
Total Staff Development		1,216		900		4,704		1,300
Total School Administration	6.25	\$637,048	4.55	\$617,060	4.55	\$531,822	4.50	\$584,056
Transfers Out		\$-		\$500,000		\$500,000		\$500,000
School Total	32.45	\$2,133,939	29.30	\$2,686,190	30.05	\$2,452,494	30.00	\$2,673,723

Marketing & Communications

The Marketing & Communications Department is comprised of six areas: Customer Care, Market Research, Creative Marketing, Digital Marketing, B2B Marketing, and Communications. The team's role is to inform public, private, charter, and homeschool students; parents; school and district staff; and the general public about Florida Virtual School and its initiatives. The team develops and publicizes targeted messages and creates relationships that drive student enrollment and district partnerships to FLVS. Since FLVS is a school of choice, the Marketing & Communications Department ensures that enrollment goals are met and helps to launch new business initiatives and revenue streams for the organization. In addition, the department maximizes the FLVS experience for all FLVS stakeholders.

This department is led by the Executive Director, Marketing & Communications, who reports to the Chief Customer Officer. Reporting to the Executive Director are the six Marketing & Communications teams.

The Customer Care team manages the operations of the Customer Contact Center, the primary customer service provider for students, parents, and traditional school counselors. The team is also responsible for providing customer care to students and families, managing the info@flvs.net inbox, and creating on-demand customer service materials.

The Market Research team is responsible for conducting qualitative and quantitative market research efforts and intentional customer listening. Responsibilities of this team include the following: gathering market intelligence; analyzing market trends; conducting listening sessions, focus groups, and surveys; and conducting product testing.

The Creative Marketing team is responsible for managing the FLVS brand and messaging; creating, executing, and measuring state marketing and advertising campaigns; producing collateral and promotional items; creating all graphic design content; maintaining photography and video assets; and providing competitive analyses. The team is also responsible for the marketing of events, conferences, and new business initiatives, as well as providing marketing support to the District Relations Managers and Sales team.

The Digital Marketing team is responsible for executing digital marketing efforts including all social media channels, the Virtual Voice blog, and online advertising; as well as developing and managing the FLVS website, the FLVS Foundation website, and VSA mobility.

The B2B Marketing team handles the marketing of FLVS business-to-business initiatives across the nation.

The Communications team creates and distributes FLVS news releases; handles in-state, national, and international media relations; manages crisis communications; facilitates award entries and conference proposals; manages promotion of community events and thought leadership opportunities; and copyedits and proofreads all FLVS district documents. In addition, the Communications team develops and disseminates all internal staff, parent, and student communications.

Needed Increase/Budget Reductions:	Amount
Cost Center 9640 - Marketing & Communications	
Move Customer Care team to new cost center (9641)	(\$2,445,174)
Adjustments to Travel, Supplies, Postage & Rentals	(\$4,665)
Increase in FRS Rate	\$23,193
Increase in Health Insurance premium	\$16,624
Cost Center 9641 - Customer Care	
New Cost Center - Transfer from 9640	\$2,445,174
New Position - Customer Care Technician (due to K-5 Flex Increase)	\$50,783
Increase in Call Center (due to new LMS & K-5 Flex Increase)	\$249,894
Adjustments to Travel, Supplies & branded items	(\$52,769)
Increase in FRS Rate	\$791
Increase in Health Insurance premium	\$4,570

Marketing & Communications

Recommended Budget Fiscal Year 17-18

Cost Center: 9640

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Executive Director, Marketing & Communications	4112			1.00	1.00
Senior Director, Marketing & Communications	4112	1.00	1.00		
Senior Manager, Marketing	4113			1.00	1.00
Manager, B2B Marketing	4113			1.00	1.00
Manager, Communications	4113	1.00	1.00	1.00	1.00
Manager, Creative Marketing & Communications	4113				
Manager, Creative Strategy & School Marketing	4113	1.00	1.00		
Manager, Customer Care	4113	1.00	1.00	1.00	
Manager, Digital Marketing	4113			1.00	1.00
Manager, Digital Strategy & Product Sales	4113	1.00	1.00		
Representative, Support Customer Care	4161		1.00		
Technician, Customer Care	4161	2.00	2.00	2.00	
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Receptionist	4162	1.00	1.00	1.00	
Graphic Designer, Peer Lead	4165	1.00	1.00		
Graphic Designer	4165			1.00	1.00
Graphic Designer, Associate	4165	1.00	1.00	1.00	1.00
Graphic Designer, Junior	4165				
Producer, Web Services	4165	1.00	1.00	1.00	1.00
Specialist, Customer Care Digital Support	4165	1.00	1.00	1.00	1.00
Specialist, Communications & Awards	4165	1.00	1.00	1.00	1.00
Specialist, Digital Marketing	4165	1.00	1.00	1.00	1.00
Specialist, Internal Communications	4165	1.00	1.00	1.00	1.00
Specialist, Marketing & Communications	4165	3.00	3.00	2.00	2.00
Analyst, Market Research	4167	1.00	1.00	1.00	1.00
Total Positions		20.00	21.00	20.00	16.00
APPROPRIATIONS					
Regular Salaries		1,098,884	1,191,004	1,110,980	1,015,588
Supplements	4190	3,512	1,500		
Overtime	4192	477	900	361	450
Total Salaries		1,102,873	1,193,404	1,111,341	1,016,038
Medical	4231	171,203	178,500	174,057	150,624
FICA	4220	79,162	91,295	85,018	77,727
FRS	4210	94,161	104,739	92,601	97,922
Total Benefits		1,447,399	1,567,938	1,463,017	1,342,311
Personnel Costs		3,142,241	4,951,429	3,662,060	5,016,621
Recurring Expenses					
Professional & Technical Services	4310	873,878	738,240	564,664	716,108
Travel In-State	4332	4,695	9,000	2,535	9,200
Travel Out-State	4333	4,434	8,500	761	20,000
Rentals	4360	57,095	50,675	43,613	39,600
Annual Software Licensing	4362	2,274	1,200	900	
Software Service Rental	4364			0	
Technology Related Rentals	4369				1,200
Postage	4371		350	473	600
Other Purchased Services	4390	2,324,630	2,662,446	2,161,955	505,030
Supplies	4510	4,511	11,550	858	15,600

Marketing & Communications (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Periodicals	4530	359	250	21	650
Capitalized Software	4691			0	
Non-Capitalized Software	4692			0	
Dues And Fees	4730	6,925	9,720	2,944	16,170
Professional Staff Development					
Travel In-State	4332	73	2,500	348	500
Travel Out-State	4333	1,434	2,000	2,060	1,250
Supplies	4510			0	
Dues And Fees	4730	4,927	700	2,935	2,200
Total Operating Expenses		3,285,235	3,497,131	2,784,067	1,328,108
TOTAL		\$4,732,634	\$5,065,069	\$4,247,084	\$2,670,419

Customer Care

Recommended Budget Fiscal Year 17-18

Cost Center: 9641

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Manager, Customer Care	4113				1.00
Representative, Support Customer Care	4161				
Technician, Customer Care	4161				3.00
Receptionist	4162				1.00
Specialist, Customer Care Digital Support	4165				
Total Positions		0.00	0.00	0.00	5.00
APPROPRIATIONS					
Regular Salaries		0	0	0	203,009
Supplements	4190	0	0	0	
Overtime	4192	0	0	0	650
Total Salaries		0	0	0	203,659
Medical	4231	0	0	0	47,070
FICA	4220	0	0	0	15,580
FRS	4210	0	0	0	16,130
Total Benefits		0	0	0	78,780
Personnel Costs		0	0	0	282,439
Recurring Expenses					
Professional & Technical Services	4310	0	0	0	3,000
Travel In-State	4332	0	0	0	1,000
Travel Out-State	4333	0	0	0	
Rentals	4360	0	0	0	
Annual Software Licensing	4362	0	0	0	
Software Service Rental	4364	0	0	0	
Postage	4371	0	0	0	
Other Purchased Services	4390	0	0	0	2,410,804
Supplies	4510	0	0	0	1,200
Periodicals	4530	0	0	0	
Capitalized Software	4691	0	0	0	
Non-Capitalized Software	4692	0	0	0	
Dues And Fees	4730	0	0	0	
Professional Staff Development		0	0	0	
Travel In-State	4332	0	0	0	
Travel Out-State	4333	0	0	0	
Supplies	4510	0	0	0	
Dues And Fees	4730	0	0	0	
Total Operating Expenses		0	0	0	2,416,004
TOTAL		\$-	\$-	\$-	\$2,698,443

Business Services

The role of the Business Services Department is to provide the core business functions for the district with efficiency and effectiveness in all areas while maintaining necessary fiscal and internal controls. The department is led by the Chief Financial Officer (CFO), who reports to the President and CEO.

The Business Services Department is comprised of three areas:

- Financial Services, which includes Accounting, Budget and Student FTE Administration
- Procurement Services
- Talent Management, which includes Benefits, Compensation, Shared Services, HR Management,

Performance Management, and Compliance Management.

The Accounting Services team maintains the general ledger and financial records, provides payroll services, and manages the accounts receivable and accounts payable processes. Accounting Services is responsible for the preparation of monthly and annual financial reports, and serves as the liaison to the auditors for the annual financial audit.

The Budget Services team assists in the preparation and implementation of the annual budget, the monthly review of departmental budgets, and the projections of annual revenue and expenditure estimates for FLVS. The Budget Services team is also responsible for overseeing the expense management processes such as travel and purchasing card transactions, as well as position control.

The Student FTE Administration team oversees the state reporting and FTE process for the district in compliance with all applicable laws and policies in a manner that maximizes funding for the organization. The Student FTE Administration team serves as the liaison to the Department of Education for FTE reporting. The team is also responsible for providing student (FTE) projections to the State.

The Procurement Services team manages all purchasing and contracting needs for all departments at Florida Virtual School. This includes the issuance of purchase orders, solicitations, and contracts to acquire commodities and contractual services in a manner that protects FLVS assets and ensures that FLVS receives the maximum value and quality when expending public dollars in compliance with all policies and statutory requirements.

The Benefits team is responsible for the design and administration of the group health insurance program for employees, retirees, and their families, including medical, dental, and vision insurance; multiple ancillary programs; COBRA administration; and HIPAA compliance. Benefits oversees the administration and regulatory compliance of all other employee benefits including absence management and FMLA, retirement programs, workplace wellness activities, ADA accommodations, Workers' Compensation, and the Employee Assistance Program.

The Compensation team is responsible for all aspects of compensation administration including market wage analysis and pay strategies, salary schedules, job classifications, pay grades, compensation changes,

and job descriptions. In addition, Compensation oversees the educational assistance program and advanced degree procedures.

The Shared Services team manages all aspects of attracting, recruiting, obtaining, and onboarding, quality talent to support our students and organizational needs. Shared Services oversees the development and marketing of the FLVS employment brand and the outreach and networking activities in order to continue to generate awareness of employment opportunities in the professional community. This includes improving our university and diversity recruiting efforts. This team monitors and analyzes performance metrics and trends in the marketplace specific to workforce planning, recruitment, and hiring, and adjusts strategies and actions to adapt to the environment and support organizational needs.

The HR Management team is responsible for leading HR-related duties on a professional level working closely with senior management in supporting designated functional areas within FLVS. This group is the liaison between the organization and the subject matter experts in talent management. The HR Management team works collaboratively within Talent Management to create internal efficiencies in HR processes, and serves as an informational resource in the human resources area to both internal and external customers. This team plays a critical role in the analysis of data and provides recommendations for action plans for improvement. They also work collaboratively with senior leaders in their designated functional areas to resolve issues and continuously improve Talent Management within FLVS.

The Performance Management team is responsible for leading the performance management cycle and associated forms and documents for FLVS. This team is the primary point of contact for the FLDOE in regards to all FLVS evaluation plans. This includes creating, updating, and submitting evaluation plans to the FLDOE. The Performance Management team coordinates with management across the organization to continuously update and improve the evaluation processes. They work very closely with the Analysis,

Business Services (continued)

Assessment, and Accountability Department to ensure that evaluations and the evaluation process use the best data available.

The HR Compliance team manages all data that flows through Talent Management. This team manages Workday and the HRIS business system, which is the system of record for FLVS and includes data entry and all job information for FLVS staff to include position control, salary, assignments, etc. This system is also the source of various employee data reports, FLDOE reports, and state survey data. It allows for ad- hoc reporting for all internal customers and the transfer of information to third-party vendors that collaborate with other Talent Management functional groups. This team is also responsible for regulatory compliance (both state and federal), issuing and tracking of employment contracts, and ensuring all required new hire paperwork is complete through Transformations, including but not limited to drug testing, fingerprinting, background checks, I-9 verification, and eVerify. This team manages the records for performance management and teacher certification credits. They also process and update FLVS policies and procedures. These capabilities allow the HR Compliance team to report on various Talent Management metrics that are used throughout the organization. In addition, this team maintains the Talent Management page on the FLVS Intranet.

Needed Increase/Budget Reductions:	Amount
Cost Center 94XX - Financial Services	
Increase in Workday subscription fees due to increase in FLVS staff	\$158,321
Increase Executive Assistant from .5 to 1.0	\$31,039
Increase in CFO salary (for addition of Talent Mgmt & Purchasing)	\$15,861
Transfer Grants Coordinator to Analysis, Accountability & Assessment	(\$84,806)
Add Risk Messaging services to Concur	\$6,420
Increase FRS Rate	\$18,685
Increase in Health Insurance premium	\$23,764
Cost Center 9520 - Talent Management	
Addition of Workman's Compensation for OOS staff	\$35,000
Transfer FLVS Intern Coordinator to Talent Management (9520)	\$93,886
Reduction in Travel & Supplies	(\$2,749)
Increase in FRS Rate	\$7,421
Increase in Health Insurance premium	\$17,092

Chief Financial Officer

Recommended Budget Fiscal Year 17-18

Cost Center: 9410

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Chief Financial Officer	4111	1.00	1.00	1.00	1.00
Senior Associate, Finance	4113	1.00	1.00	1.00	1.00
Administrator, FTE	4113	1.00	1.00	1.00	1.00
Manager, Competitive Grants	4113	1.00	1.00	1.00	
Associate, FTE	4161	1.00	1.00		
Assistant, Executive	4162	0.50		0.50	1.00
Assistant, Executive Peer Lead	4162		0.50		
Coordinator, Grants	4165	1.00	1.00	1.00	
Support Specialist, FTE	4165			1.00	1.00
Analyst, FTE	4167	1.00	1.00	1.00	1.00
Total Positions		7.50	7.50	7.50	6.00
APPROPRIATIONS					
Regular Salaries		565,746	576,862	563,887	485,429
Supplements	4190				
Overtime	4192				
Total Salaries		565,746	576,862	563,887	485,429
Medical	4231	62,518	63,750	71,785	56,484
FICA	4220	40,428	44,130	43,137	37,135
FRS	4210	65,649	64,224	59,519	62,110
Total Benefits		168,595	172,104	174,441	155,729
Personnel Costs		734,341	748,966	738,328	641,158
Recurring Expenses					
Property Insurance/Work Comp	4320	288,177			
Travel In-State	4332	429	1,000	616	750
Travel Out-State	4333				
Repairs & Maintenance	4350				
Rentals	4360				
Postage	4371		50	36	50
Other Purchased Services	4390				
Supplies	4510	207	3,280	3,634	2,455
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hardware	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	3,000	165		
Professional Staff Development		0	0	0	0
Travel In-State	4332	926	500	552	600
Travel Out-State	4333	1,018		213	
Dues And Fees	4730	1,199	375	2,192	2,192
Total Operating Expenses		294,956	5,370	7,243	6,047
TOTAL		\$1,029,297	\$754,336	\$745,571	\$647,205

Financial Services

Recommended Budget Fiscal Year 17-18

Cost Center: 9420

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Exec Director, Financial & Treasury Svcs	4112				1.00
Director, Finance	4112	1.00	1.00	1.00	
Senior Manager, Accounting	4113				1.00
Senior Manager, Payroll	4113			1.00	1.00
Manager, Accounting	4113	1.00	1.00	1.00	
Manager, Payroll	4113	1.00	1.00		
Senior Accountant	4113				1.00
Senior Technician, Accounts Payable	4161	1.00	1.00	1.00	1.00
Senior Technician, Accounts Receivable	4161	1.00	1.00	1.00	1.00
Senior Technician, Payroll	4161	1.00	1.00	1.00	1.00
Technician, Payroll	4161	2.00	2.00	2.00	2.00
Senior Specialist, Payroll	4165			1.00	1.00
Specialist, Accounting	4165	1.00	1.00	1.00	1.00
Specialist, Accounts Payable	4165	1.00	1.00	1.00	1.00
Specialist, Payroll Peer Lead	4165	1.00	1.00		
Support Specialist, Financial	4165			0.50	0.50
Specialist, Support	4165	0.50	0.50		
Total Positions		11.50	11.50	11.50	12.50
APPROPRIATIONS					
Regular Salaries		708,245	718,197	701,080	794,078
Supplements	4190	1,500	1,500	750	
Overtime	4192	2,034	16,600	581	2,500
Advanced Degree	4194				2,500
Intern	4753	2,321			
Total Salaries		714,100	736,297	702,411	799,078
Medical	4231	120,502	97,750	122,133	117,675
FICA	4220	50,298	56,327	53,734	61,129
FRS	4210	51,719	55,370	52,595	80,591
Total Benefits		222,519	209,446	228,462	259,395
Personnel Costs		936,619	945,743	930,873	1,058,473
Recurring Expenses					
Professional & Technical Services	4310	7,411	13,000	3,000	13,000
Travel In-State	4332	29	400	65	400
Travel Out-State	4333				
Rentals	4360	19,687	24,900	13,572	17,000
Annual Software Licensing	4362	793,388	678,716	868,789	
Technology Related Rentals	4369				878,558
Postage	4371	133	500	21	250
Other Purchased Services	4390	241	250	320	250
Supplies	4510	2,329			
Non-Capitalized Software	4692		35,000		
Dues And Fees	4730	11,003	15,838	2,553	19,185
Misc Expenses	4790				
Bad Debt Expense	4820	50,073		(43,248)	
Professional Staff Development		0	0	0	
Travel In-State	4332	922	1,600	173	1,600
Travel Out-State	4333	9,395	4,035	4,111	4,149
Dues And Fees	4730	9,015	4,935	4,735	
Total Operating Expenses		903,626	779,174	854,091	934,392
TOTAL		\$1,840,245	\$1,724,917	\$1,784,964	\$1,992,865

Budget Services

Recommended Budget Fiscal Year 17-18

Cost Center: 9450

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Senior Manager, Budget	4113	1.00	1.00	1.00	1.00
Manager, Expense Management	4113	1.00	1.00	1.00	1.00
Administrator, P-Card	4165	1.00	1.00	1.00	1.00
Administrator, Travel Program	4165	1.00	1.00	1.00	1.00
Specialist, Expense Management	4165	1.00	1.00	1.00	1.00
Senior Analyst, Budget	4165		1.00	1.00	1.00
Analyst, Budget Peer Lead	4167	1.00			
Analyst, Budget	4167	1.00	1.00	1.00	1.00
Total Positions		7.00	7.00	7.00	7.00
APPROPRIATIONS					
Regular Salaries		456,468	458,748	464,973	458,748
Supplements	4190	1,500			
Overtime	4192				
Advanced Degree	4194		2,500	2,500	2,500
Total Salaries		457,968	461,248	467,473	461,248
Total Salaries		714,100	736,297	702,411	799,078
Medical	4231	53,706	59,500	54,670	65,898
FICA	4220	33,191	35,285	35,762	35,285
FRS	4210	33,237	34,686	35,154	36,531
Total Benefits		120,134	129,471	125,586	137,714
Personnel Costs		578,102	590,719	593,059	598,962
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332	716	2,600	762	1,600
Travel Out-State	4333	741			
Rentals	4360	299	1,499		1,000
Annual Software Licensing	4362	275		299	
Postage	4371				
Other Purchased Services	4390	1,250	1,100		1,100
Supplies	4510	2,266		(21)	
Non-Capitalized Computer Hardware	4644				
Non-Capitalized Software	4692				
Dues And Fees	4730	61,511	70,495	68,701	76,615
Professional Staff Development		0	0	0	
Travel In-State	4332	1,374	600	321	600
Travel Out-State	4333	2,904	8,440	6,879	7,358
Postage	4371	6			
Dues And Fees	4730	3,028	3,958	6,968	6,839
Total Operating Expenses		74,370	88,692	83,909	95,112
TOTAL		\$652,472	\$679,411	\$676,968	\$694,074

Procurement Services

Recommended Budget Fiscal Year 17-18

Cost Center: 9310

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Director, Procurement	4112				1.00
Director, Purchasing	4112	1.00	1.00	1.00	0.00
Manager, Contracts	4113			1.00	1.00
Manager, Procurement	4113		1.00		
Manager, Solicitation	4113			1.00	1.00
Buyer, Contracts	4161				1.00
Buyer, Support	4161				1.00
Buyer	4161	2.00		2.00	1.00
Representative, Procurement Contracts	4161		2.00		
Assistant, Executive	4162			1.00	
Specialist, Business & School Solutions	4165	1.00	1.00		
Specialist, Finance	4165	1.00	1.00		
Senior Buyer	4167				1.00
Analyst, Procurement	4167	1.00		1.00	
Total Positions		6.00	6.00	7.00	7.00
APPROPRIATIONS					
Regular Salaries		359,779	392,346	389,821	427,320
Supplements	4190				
Overtime	4192	698	1,200		1,200
Total Salaries		360,477	393,546	389,821	428,520
Medical	4231	32,747	51,000	33,731	65,898
FICA	4220	26,502	30,106	29,821	32,782
FRS	4210	24,705	26,224	29,315	33,939
Total Benefits		83,954	107,330	92,867	132,619
Personnel Costs		444,431	500,876	482,688	561,139
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332	15	500		500
Travel Out-State	4333				
Rentals	4360	117,787			
Annual Software Licensing	4362				
Postage	4371	4,860		43	
Telephone	4372	1,515			
Other Purchased Services	4390				
Supplies	4510	12,138	832	413	832
Materials-Textbooks State Adopted	4520				
Non-Capitalized FFE	4642			571	
Non-Capitalized Computer Hardware	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	1,244	655	175	655
Insurance Deductible	4775				
Professional Staff Development		0	0	0	
Travel In-State	4332	175	750		750
Travel Out-State	4333		1,345	955	1,345
Supplies	4510	96		4	
Dues And Fees	4730	2,576	4,380	1,525	4,380
Total Operating Expenses		140,406	8,462	3,686	8,462
TOTAL		\$584,837	\$509,338	\$486,374	\$569,601

Talent Management

Recommended Budget Fiscal Year 17-18

Cost Center: 9520

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Executive Director, Talent Management	4112	1.00	1.00	1.00	1.00
Manager, Benefits	4113			1.00	1.00
Manager, Compensation & Benefits	4113	1.00	1.00		
Manager, Compensation	4113			1.00	1.00
Manager, HR	4113	3.00	3.00	2.00	2.00
Manager, HR Shared Services	4113	1.00	1.00	1.00	1.00
Manager, Performance Management	4113		1.00	1.00	1.00
Manager, Talent Mgmt Compliance Mgmt	4113	1.00	1.00	1.00	1.00
Representative, Customer Care HR Shared Services	4161	1.00	1.00	1.00	1.00
Representative, Compliance Support	4161		1.00		
Senior Technician, Benefits	4161	1.00			1.00
Senior Technician, Compensation	4161			1.00	
Support Rep, Compliance Management	4161		1.00	1.00	1.00
Support Rep, Professional Development	4161	1.00			
Technician, Compliance	4161	1.00	1.00	1.00	1.00
Technician, Program	4161	1.00			
Technician, Staffing	4161	4.00	4.00	4.00	4.00
Assistant, Executive	4162	1.00	1.00		1.00
Coordinator, College Recruiting & Diversity Staffing	4165	2.00	2.00	1.00	1.00
Coordinator, Compliance	4165		1.00		
Coordinator, FLVS Intern	4165				1.00
Coordinator, HR	4165	1.00	1.00	1.00	
Coordinator, Performance Management	4113			1.00	1.00
Coordinator, Program	4165	1.00			
Coordinator, Staffing	4165	1.00	1.00	1.00	1.00
Specialist, Benefits	4165	1.00	1.00	1.00	1.00
Specialist, Certification Peer Lead	4165	1.00	1.00		
Specialist, Certification	4165	1.00	1.00	1.00	1.00
Specialist, Compensation	4165	1.00	1.00		1.00
Specialist, HR Compliance	4165		1.00	1.00	1.00
Specialist, HR Operations	4165	1.00			
Specialist, Learning	4165	1.00			
Specialist, Staffing	4165	3.00	3.00	3.00	3.00
Specialist, Talent Management	4165			1.00	1.00
Total Positions		31.00	30.00	27.00	29.00
APPROPRIATIONS					
Regular Salaries		1,786,696	1,749,715	1,630,163	1,693,131
Supplements	4190	1,500	1,500		
Overtime	4192	958	5,000	176	1,527
Advanced Degrees	4194		156,500		160,500
Bonus	4750				
Total Salaries		1,789,154	1,912,715	1,630,339	1,855,158
Medical	4231	224,190	255,000	249,129	273,006
FICA	4220	130,185	146,323	124,721	141,920
FRS	4210	145,748	161,079	130,603	164,233
Total Benefits		500,123	562,402	504,453	579,158
Personnel Costs		2,289,277	2,475,117	2,134,792	2,434,316

Talent Management (continued)

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
Recurring Expenses					
Workers Compensation	4240	36,319	45,000	26,256	35,000
Unemployment Compensation	4250	11			
Professional & Technical Services	4310	105,775	155,650	82,368	148,400
Travel In-State	4332	2,093	3,400	1,524	15,887
Travel Out-State	4333	61		2,208	9,858
Repairs & Maintenance	4350				
Rentals	4360	57,477	133,990	182,458	168,820
Annual Software Licensing	4362				
Technology Related Rentals	4369				50,500
Postage	4371	158	1,565	1,358	4,702
Telephone	4372				
Internet Access	4373				
Other Purchased Services	4390	113,550	164,740	127,620	165,103
Supplies	4510	9,852	5,510	2,582	7,829
Periodicals	4530	579	7,059		7,059
Capitalized Audio Visual Materials	4621				
Non-Capitalized FFE	4642				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	16,342	13,360	5,975	22,225
Insurance Admin Fees	4772				
Professional Staff Development		0	0	0	
Travel In-State	4332	1,346	1,400	1,750	1,400
Travel Out-State	4333	7,893	6,705	5,111	11,380
Supplies	4510	504			
Dues And Fees	4730	11,104	10,195	14,180	16,175
Total Operating Expenses		363,064	548,574	453,390	664,338
TOTAL		\$2,652,341	\$3,023,691	\$2,588,182	\$3,098,654

Chief Operations Officer

Recommended Budget Fiscal Year 17-18

Cost Center: 9510

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Chief Operations Officer	4111	1.00	1.00	1.00	
Assistant, Executive Peer Lead	4162	1.00	0.50		
Assistant, Executive	4162			0.50	
Total Positions		2.00	1.50	1.50	0.00
APPROPRIATIONS					
Regular Salaries		189,836	189,046	185,506	
Supplements	4190				
Overtime	4192				
Total Salaries		189,836	189,046	185,506	0
Medical	4231	17,268	12,750	15,913	0
FICA	4220	11,443	14,462	14,191	0
FRS	4210	37,458	38,618	32,312	0
Total Benefits		66,169	65,830	62,416	0
Personnel Costs		256,005	254,876	247,922	0
Recurring Expenses					
Professional & Technical Services	4310			0	0
Travel In-State	4332	647	2,005	0	0
Travel Out-State	4333			0	0
Rentals	4360			0	0
Postage	4371			0	0
Other Purchased Services	4390			0	0
Supplies	4510	575	580	580	0
Capitalized Computer Hardware	4643			0	0
Non-Capitalized Computer Hdwr	4644			0	0
Capitalized Software	4691			0	0
Non-Capitalized Software	4692			0	0
Dues And Fees	4730			0	0
Professional Staff Development		0	0	0	
Travel In-State	4332	594	300	449	0
Travel Out-State	4333	724	5,400	2,237	0
Dues And Fees	4730	3,765	5,000	2,689	0
Total Operating Expenses		6,305	13,285	5,955	0
TOTAL		\$262,310	\$268,161	\$253,877	\$-

FLVS Development Fund

Recommended Budget Fiscal Year 17-18

Cost Center: Various, Fund 923

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Total Positions		0.00	1.50	1.50	0.00
APPROPRIATIONS					
Regular Salaries		63			
Supplements	4190				
Overtime	4192				
One Time Market Adjustment	4750				
OPS					
Total Salaries		63	0	0	0
Medical	4231	2,323			
FICA	4220	(6)			
FRS	4210	(11)			
Total Benefits		2,306	0	0	0
Personnel Costs		256,005	254,876	247,922	0
Recurring Expenses					
Professional & Technical Services	4310	227,851			
Florida Advocacy	4310				
Travel In-State	4332				
Travel Out-State	4333				
Rentals	4360				
Software Services Rental	4364				
Postage	4371				
Other Purchased Services	4390				
Supplies	4510				
Dues And Fees	4730				
Indirect Cost	4793				
Dues And Fees					
Professional Staff Development		0	0	0	
Professional Learning Conference:					
- Professional & Technical Services	4310				
- Travel In-State	4332				
- Travel Out-State	4333				
- Rentals	4360				
- Registration Fees	4730				
Travel In-State	4332				
Dues And Fees	4730				
Total Operating Expenses		227,851	0	0	0
Transfers Out	4990	2,979,217	0	209,666	
TOTAL		\$3,209,437	\$-	\$209,666	\$-

Student Engagement

Recommended Budget Fiscal Year 17-18

Cost Center: 9160/9123

Description	Object	FY15-16 Actual Results	FY16-17 Adopted Budget	FY16-17 Projected Results	FY17-18 Recommended Budget
POSITIONS					
Senior Director, Instructional Operations	4112				
Senior Director, Full Time Instruction	4112	0.10			
Director, Instruction	4112	1.00			
Manager, Academic Integrity	4113	1.00			
Manager, Enrollment	4113	1.00			
Manager, School Counseling	4113	1.00			
Principal, Elementary	4114	1.00			
Instructional Leader - Elementary	4114	1.00			
Instructor - Elementary	4120	28.00			
School Counselor	4131	7.00			
Registrar, FLVS PT	4136	1.00			
Support Rep, Academic Integrity	4161	6.00			
Technician, Enrollment	4161	2.00			
Assistant, Administrative	4162	1.00			
Support Rep, PT Academic Integrity	4169	12.00			
Total Positions		63.10	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		2,400,808			
Supplements	4190	30,000			
Overtime	4192	950			
Interns	4753				
Total Salaries		2,431,758	0	0	0
Medical	4231	302,888			
FICA	4220	181,425			
FRS	4210	178,156			
Total Benefits		662,469	0	0	0
Personnel Costs		3,094,227	0	0	0
Recurring Expenses					
Workers Compensation	4240	1			
Unemployment Compensation	4250	104			
Professional & Technical Services	4310				
Contract Labor	4311				
Travel In-State	4332	8,401			
Travel Out-State	4333	348			
Repairs & Maintenance	4350				
Rentals	4360	393,288			
Annual Software Licensing	4362				
Postage	4371	584			
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374	48,259			
Other Purchased Services	4390				
Supplies	4510	2,860			
Non-Capitalized FFE	4642				
Non-Capitalized Computer Hdwr	4644	148			
Capitalized Software	4691				
Dues And Fees	4730	741			
Professional Staff Development					
Travel In-State	4332	3,717			
Travel Out-State	4333	424			
Supplies	4510				
Dues And Fees	4730	399			
Total Operating Expenses		459,274	0	0	0
TOTAL		\$3,553,501	\$-	\$-	\$-

Basis of Accounting

Basis of Accounting

Our district has implemented Governmental Accounting Standards Board Statement 34 (GASB 34), which requires two types of financial statements – governmental fund-based financial statements and government-wide financial statements, since the fiscal year ended June 30, 2003. The fund-based financial statements use the modified accrual basis of accounting. The government-wide financial statements are based on the flow of all economic resources applied on the accrual basis of accounting. The differences include recognition of the costs of depreciation and inventory consumption, inclusion of “component units” such as charter schools and foundations, and other items.

Basis of accounting refers to when revenues and expenditures (or expenses) are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. The modified accrual basis of accounting is utilized by Governmental funds. This means that revenues are recognized in the accounting period in which they become both measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are generally recognized when the related fund liability is incurred. The principal exceptions to this general rule are: (1) prepaid items are generally not accrued; (2) interest on general long-term debt is recognized as an expenditure when due; and (3) expenditures related to liabilities reported as general long-term debt are recognized when due. Proprietary funds are accounted for on the accrual basis of accounting. The accrual basis records the financial effects of transactions and events that have potential cash consequences in the period they occur, instead of the period when cash is received or paid. This wasn’t changed by GASB 34.

Fiduciary funds, which include Agency funds, are also accounted for on the accrual basis of accounting (with limited exceptions). Agency funds are purely custodial (assets equal liabilities) and thus do not involve measurement of operations.

Governmental Generally Accepted Accounting Principles (GAAP)

Fund Financial Statements: A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Florida Virtual School, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All funds of Florida Virtual School can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Governmental Funds: Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term (within the next fiscal year) inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Florida Virtual School maintains one individual governmental fund. Those funds are combined/budgeted in the two major categories: General fund and Special Revenue funds.

General Fund: Used to account for all financial resources (i.e. general operations) not required to be accounted for in other funds and for certain revenues from the State that are legally restricted to be expended for specific current operating purposes (i.e. categorical funds).

Special Revenue Funds: Used to account for the financial resources of certain Federal grant program resources and other resources restricted in nature by an outside funding source.

Proprietary Funds:

Internal Service Funds: Florida Virtual School maintains two proprietary funds. Internal Service funds are an accounting device used to accumulate and allocate costs for services provided internally among the various functions of FLVS. Internal Service funds are used to account for self-insurance programs. Because these services predominantly benefit governmental rather than business-type functions, the services are included within governmental activities in the government-wide financial statements.

Enterprise Funds: This fund may be used to account for any activity for which a fee is charged to external users for goods or services. Florida Virtual School has three Enterprise funds: FLVS Global fund, FLVS Global School fund, and FLVS Franchise fund.

- FLVS Global fund: Used to account for the financial resources of our Business development business-type fund.
- FLVS Global School fund: Used to account for the financial resources of our global school business-type fund.
- FLVS Franchises fund: Used to account for the financial resources of our FLVS Franchise business-type activities.

Fiduciary Funds:

Agency Funds: Fiduciary funds (also known as Agency funds) are used to account for resources held for the benefit of parties outside the government. Fiduciary funds, which include internal accounts, are not reflected in the government-wide financial statements because the resources of those funds are not available to support Florida Virtual School programs. Internal accounts are used to account for funds collected at many schools in connection with school, student athletic, class, and club activities.

Basis of Accounting (continued)

Government-Wide Financial Statements: Government-wide financial statements are designed to provide readers with a broad overview of the Florida Virtual School finances, in a manner similar to a private-sector business. The Statement of Net Assets presents information on all the FLVS assets and liabilities, with the difference between the two reported as net assets. The Statement of Activities presents information showing how the district's net assets changed during the most recent fiscal year. The government-wide financial statements display functions of the district that are principally supported by taxes and intergovernmental revenues.

Expenditures: Expenditures are accounted for utilizing the guidelines set forth by the Department of Education's Financial and Program Cost Accounting and Reporting for Florida Schools manual, also known as the "Red Book." The Red Book defines the functions (Programs) and objects (ledger accounts) reflected in the district's financial statements and budget documents:

Program is the action or purpose for which personnel or items are used for or exist. Categories consist of Basic Instruction 5100, ESE 5200, Vocational Education 5300, Pupil Services 6100, Guidance Services 6120, Psychological Services 6140, Parental Involvement 6150, Other Pupil Personnel Services 6190, Instruction & Curriculum Development Services 6300, Instructional Materials Course Development 6301, Instructional Staff Training Services 6400, Instruction Related Technology 6500, Board of Trustees 7100, General Administration 7200, School Administration 7300, Fiscal Services 7500, Central Services 7700, Information Services 7720, Staff Services 7730, Internal Services (Procurement) 7760, Other Central Services 7790, Operation of Plant 7900, Maintenance of Plant 8100, Administrative Technology Services 8200, Community Services 9100, and Transfers 9700.

Ledger Account identifies the service or commodity obtained as a result of a specific expenditure. There are eight major ledger account categories: Salaries 100, Employee Benefits 200, Purchased Services 300, Energy Services 400, Material and Supplies 500, Capital Outlay 600, Other Expenses 700, and Transfers 900.

Other definitions pertinent to expenditures often referred to in the district financial information include: Cost Center is the facility or location where costs are accumulated for the district and departments. Fiscal Year is the 12-month period for which the financial information applies.

Budget Process: Florida Law requires FLVS to adopt each fiscal year a balanced budget for all funds under its jurisdiction. A balanced budget is one where the beginning fund balances and current year revenue and non-revenue sources do not exceed the current year appropriations and ending fund balances. The Florida Virtual School budget is a detailed operating plan that identifies estimated expenditures in relation to estimated revenues. The budget reflects the President/CEO's and Board of Trustees' priorities and represents a process through which policy decisions are made, implemented, and controlled. The Budget team reviews the departmental budgets for reasonableness and compliance, and, if necessary, modifies them to assure overall integrity of the district's annual budget.

The budget process begins each year shortly after the adoption of the current year's budget. Student enrollment projections are developed and submitted to the Florida Department of Education in December. The Executive team meets several times to develop and enhance the Staffing Plan document based on projected total membership (i.e. estimated student enrollment) for the following year. The Executive team makes their recommendations to the Board and the staffing plan document is approved in several phases by the Board – from April through July, based upon available funding and priority of positions. Instructional unit allocations are projected and program staffing is performed from January to April. When the unit allocations are complete, the allocations are budgeted by pay group; e.g., teachers, instructional leaders, etc., based on an average salary and/or by the total current salary of that pay group. The salaries are projected based on average salaries including projected/planned raises.

Departments prepare individual budgets and submit the budgets electronically to the Budget team, within the Finance Department. The Budget team then compiles all the individual budgets into a preliminary draft budget. Budget workshops are held as needed with the President/CEO, Executive team, and departments, in which the budget document is reviewed and adjusted. Finally, the Board votes to adopt the budget.

Standards for Budget Preparation and Reporting: The Financial and Program Cost Accounting and Reporting for Florida Schools manual has established a modified accrual basis as the standard for governmental fund budgeting and reporting. All Florida school districts must adhere to this basis. An encumbrance system is used in this basis which charges each purchase order, salary commitment, or other expenditure to a particular appropriation (program/ledger account). These transactions are no longer encumbrances when paid, canceled, or when actual liability is recorded.

Budgetary Control and Budget Amendments: Budgetary control is maintained at the program/ledger account level. Each department head is responsible for his or her respective budget. No expenditures are authorized that are in excess of budgetary appropriations. As with any projection, however, changes to the budgeted appropriations are necessary in order to meet critical needs as the needs are identified. Therefore, budget amendments are prepared on an ongoing basis and submitted to the Board for approval as needed. This allows for the best use of limited resources.

Fund Balance

What Is a Fund Balance?

Fund balance reflects the net financial resources of a fund – in other words, assets minus liabilities – in simpler terms, dollars available to spend. If some of the funds resources are not available to spend, this would be indicated by restricting, committing, or assigning a portion of fund balance.

For fiscal years beginning after June 15, 2010, The Governmental Accounting Standards Board (GASB) Statement Number 54, Fund Balance Reporting and Governmental Fund Type Definitions, became effective. The objective of the statement is to improve the usefulness and understandability of governmental fund balance information. The statement provides clearly defined categories of fund balance to make the nature and extent of the constraints placed on a government's fund balance more transparent. The School implemented GASB 54 beginning fiscal year 2010-11.

The newly adopted GASB 54 classifications of fund balance are as follows:

- **Non-spendable** – The net current financial resources that cannot be spent because the resources are either not in spendable form or are legally or contractually required to be maintained intact. Generally, not in spendable form means that an item is not expected to be converted to cash – examples include inventory, prepaid amounts, long-term amounts of loans and notes receivable, and property acquired for resale.
- **Restricted** – The portion of fund balance on which constraints have been placed by creditors, grantors, contributors, laws or regulations of other governments, constitutional provisions, or enabling legislation.
- **Committed** – The portion of fund balance that can only be used for specific purposes pursuant to constraints imposed by formal action of the highest level of decision-making authority – the district school board. These amounts cannot be used for any other purpose unless the district school board removes or changes the specified use by taking the same action it employed to previously commit the amounts.
- **Assigned** – The portion of fund balance that is intended to be used for specific purposes, but is neither restricted nor committed.
- **Unassigned** – The portion of fund balance that represents amounts that are not non-spendable, restricted, committed, or assigned to specific purposes.

GASB 54 classification is only required for government funds. Therefore, no presentation is included on Internal Services fund or Agency fund – those balances are restricted by the funds' individual purposes 100 percent.