



Financing the Strategic Vision 2016 - 17



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President & CEO

Board of Trustees *Board Chair*

Dame Dhyana Ziegler,
DCJ, Ph.D.

Board Members

Brian Cunningham

Robert Gidel, Sr.

Iris Gonzalez

Dorene McShea

Linda Pellegrini

Robert Saltsman



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Greetings:

FLVS is a statewide public school district, chartered by the state of Florida to provide digital solutions for Kindergarten – 12th grade students and charged with being entrepreneurs to support our mission. We are dedicated to delivering a high quality, technology-based education that provides the skills and knowledge students need for success.

Through a variety of personalized instructional programs taught by certified teachers, FLVS students are able to create an educational plan that fits their unique needs. And, it works. For 19 years, our dedicated instructors and support staff have worked with our students to successfully complete more than 2.4 million semester courses. Our students continue to outperform state averages on End-of-Course Exams and on Advanced Placement Exams. In addition, I'm proud to report that FLVS Full Time Kindergarten – 8 earned a baseline grade of "B" and FLVS Full Time 9-12 earned a baseline grade of "A" under the Florida Accountability System for the 2014-15 school year.

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, formally known as FLVS Part Time, 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.

Our business-to-business services include content licensing; digital learning labs; FLVS Franchises; and professional development. FLVS is focused only on providing 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 courses.

As President and CEO of this innovative, statewide public school district, it has been my pleasure to not just lead but to collaborate with the FLVS instructors and support staff who continually elevate the quality of education our students, parents, and stakeholders experience. The success of FLVS would not be possible without a strong instructional team; driven support personnel; and the help of the Governor, State Legislature, Florida Department of Education, and of course our Board of Trustees.

FLVS is a school of choice. As such, our customers, our students, and their parents deserve educational excellence, and our goal is to continue to bring education to where our students are and when they need it.

Please take the time to review this document, Financing the Strategic Vision, for the 2016-17 school year. It incorporates the priorities that will ensure we continue to excel as a national leader in education.

Sincerely,

Ronald Blocker
President and CEO



BOARD OF TRUSTEES

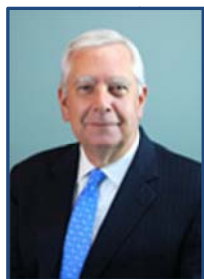
Florida Virtual School operates under the guidance of a Board of Trustees consisting of seven members appointed by the Governor. The 2000 Florida Legislature created the Board in law and state policy for Florida Virtual School (s. 228.082, F.S.)



Dame Dhyana Ziegler, DCJ, Ph.D., FLVS Board Chair, of Tallahassee, is the Garth C. Reeves Eminent Scholar Endowed Chair of Excellence in the School of Journalism and Graphic Communication at Florida A&M University. Board term through September 2019.



Brian Cunningham, of Ft. Lauderdale, is the President of J Strategies. Board term through September 2019.



Robert Gidel Sr., of Windermere, is the Managing Partner at Liberty Capital. Board term through September 2017.



Iris Gonzalez, of Tierra Verde, is the Corporate Director of Multicultural Strategies at Bright House Networks. Board term through September 2016.



Dorene McShea, of Naples, is a realtor with John R. Wood Properties. Board term through September 2016.



Linda Pellegrini, of Windermere, is the President of Pellegrini Homes. Board term through September 2019.



Robert Saltsman, of Winter Park, is an attorney and certified public accountant with Saltsman, Charlton & Associates P.A. Board term through September 2018.

Our Mission

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

Our Vision

To transform education worldwide – one student at a time.

Our Commitment

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

Our Values

Student Focus
Innovation
Quality
Integrity

Our Core Beliefs

- Every student is unique, so learning should be dynamic, flexible, and engaging.
- Studies should be integrated rather than isolated.
- Students, parents, community members, and schools share responsibility for learning.
- Students should have choices in how they learn and how they present what they know.
- Students should be provided guidance with school and career planning.
- Assessments should provide insights not only of student progress, but also of instruction and curriculum.



LEGISLATIVE IMPACT ON THE BUDGET

As a result of the 2015 legislative session focusing on primarily health care, the 2016 legislative session began with a number of education priorities that carried over from 2015. A special focus on students with disabilities, charter schools, and school choice was evident through the legislation that was filed. House bill 7029 was the largest Kindergarten-12 education bill to pass but a number of smaller pieces of education legislation also moved through the chambers.

The legislature increased the overall per student funding by roughly one percent. More specifically, for Florida Virtual School, per student funding was slightly increased from \$5,266.58 to \$5,267.29.

Below is an overview of the adopted legislation with impact to FLVS:

Financial

- The FTE adjustment for students not passing the Algebra I EOC was removed.
- Funding for students on a McKay Scholarship taking FLVS courses was fully restored. McKay students can take up to two virtual courses per year without it affecting their eligibility.
- Personalized Learning Scholarship Program (renamed the Gardiner Scholarship) funding increased from \$55 million to \$73 million. FLVS is included in this bill as a provider for the children receiving these scholarships.
- Districts must provide parents with a report card about school grade, etc. including a school financial report that must indicate average amount of money expended per student in the school, as well as providing this information in the student handbook or a similar publication.
- The ESE Guaranteed Allocation is to be recalculated once during the year based on the actual student membership from the October FTE survey.

School Choice

- The online course requirement was expanded to include additional options to meet the requirement.
- Students can attend any public or public charter school in the state, provided there is adequate space in the school.
- Beginning in 2017-18, FLVS Full Time students can participate in extracurricular activities in the school of their choice, in addition to the one they would be zoned for, provided there is adequate space.
- The list of eligibility requirements and acceptable expenses was expanded for the Gardiner Scholarship.

Instruction

- Classroom teachers who were rated highly effective on their most recent evaluation, and who earned a composite score at or above the 80th percentile on SAT or ACT are eligible for an award up to \$10,000 from the Best and Brightest Teacher Scholarship Program.
- An art contest called “Art at the Capitol” was created for all Florida students in grades 6-8.
- FLDOE is to administer an educator liability insurance program, which provides a minimum of \$2 million in liability coverage for all full-time public school instructional personnel.

- Character development is now required to be taught in grades 9-12.
- Alternative requirements are now available for earning professional educator certifications.
- The CAP Program was modified to include courses required for high school graduation through passage of EOC assessment, AP Exam, or CLEP. Districts must award the course to a student not enrolled in the course or who has not completed the course if the student attains a passing score on EOC, AP, or CLEP. Home education students must be permitted to take the assessment or exam during the regular administration of such assessment or exam.
- Bonuses are provided for teachers who provide instruction in courses that lead to student attainment of CAPE industry certification, etc. Increases bonus award cap to \$3,000.
- Established the Florida Seal of Biliteracy Program.

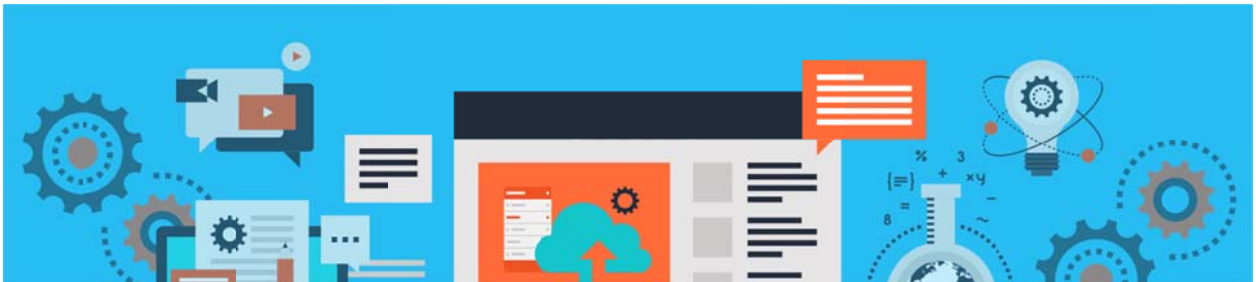
Policies and Procedures

- Updates around district accountability to bullying and harassment policies were made.
- Changes to provisions around child abuse reports and complaints against teachers were made.
- Notification of liability insurance is now required annually.
- Each school district must report out-of-field teachers on the district's website within 30 days before the beginning of each semester.
- A parent whose student is assigned an out-of-field teacher may request that his/her child be transferred to an in-field classroom teacher within the school and grade in which the student is currently enrolled.
- Each school board must establish a transfer process for a parent to request that his/her child be transferred to another classroom teacher.
- Membership of the Education Practices Commission was revised to include membership opportunities for school administrators employed by virtual schools.



FLVS BUDGET HIGHLIGHTS FOR 2016-17

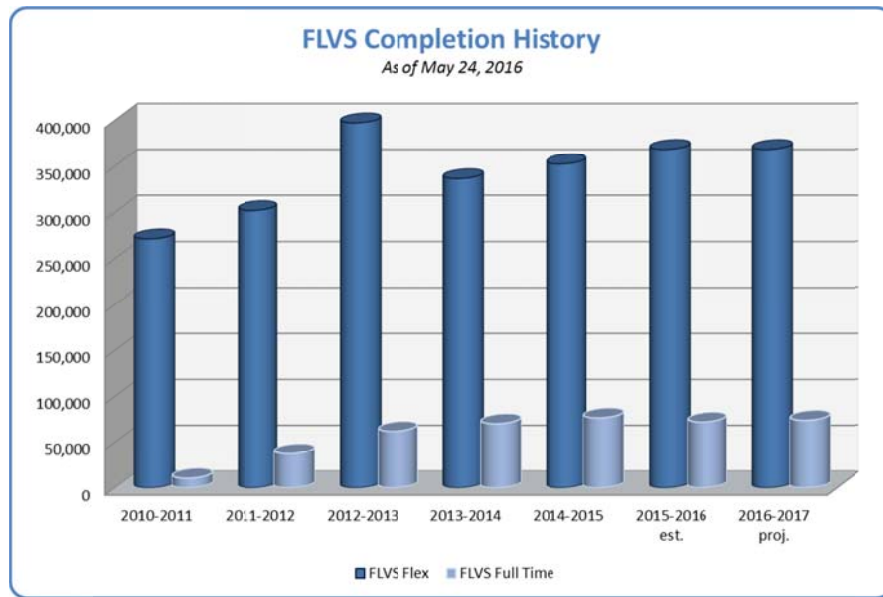
1. The State of Florida Education Formula base funding for FLVS, for the FLVS Flex and FLVS Full Time programs, was unchanged from the prior year at \$5,230 per unweighted funded student FTE.
2. However, primarily due to a projected increase of 173 FTE students for the state-funded FLVS Full Time program, the General Fund revenues for fiscal year 2016-17 are projected to increase by \$1.3 million over last year's projected revenues.
3. Except for the projected FLVS Global School Revenue, which is projected to be approximately the same as fiscal year 2015-16 (at \$2.5M), the Enterprise operations revenues for fiscal year 2016-17 are projected to increase over the final fiscal year 2015-16 revenues by approximately:
 - 16.4% for Global Services (course licenses), from \$8.0M to \$9.4M
 - 5% for the Franchise Operation, from \$11.3M to \$11.9M
4. For fiscal year 2016-17, the FLVS Full Time grades 6-8 program was transitioned to be operated by FLVS instead of through a contracted program with Connections Academy. FLVS will save approximately \$1.2 million by transitioning this to an internally operated program.
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 begin the development of the kindergarten-5 curriculum that will be needed in fiscal year 2018-19.
6. Approximately \$3.3 million has also been set aside in the General Fund to transfer to the Development Fund to cover the potential cost of transitioning to a new learning management system.



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 \$310.1 million (including the Health Insurance Fund) for the school year 2016-17. FLVS is affiliated with all 67 Florida school districts, had a staff of more than 1,900 during FY16, 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 2016-17 school year, it is projected that students will successfully complete 442,256 half-credits.



	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016 est.	2016-2017 proj.
FLVS Flex	271,249	301,797	397,389	336,404	352,348	368,300	368,300
FLVS Full Time	10,549	37,331	61,893	70,212	76,538	72,000	73,956
Total	281,798	339,128	459,282	406,616	428,886	440,300	442,256

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

The Kindergarten - 8 Home Education program (estimated at 12,000 completions) has been moved in 2015-16 from FLVS Full Time Program to FLVS Flex.

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 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 five-year 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 \$7,702,500 in contracted Digital Learning Lab revenue in the 2015-16 fiscal year and \$7,702,500 in the 2016-17 fiscal year.

FULL-TIME EQUIVALENT (FTE) STUDENTS & STATE FUNDING (FEFP)					
	2012-2013	2013-2014	2014-2015	2015-2016 est.	2016-2017 proj.
FTE FLVS Flex	33,116	23,977	29,382	30,692	30,692
FTE FLVS Full Time	5,158	5,609	6,378	6,000	6,163
FTE Total	38,273	29,586	35,760	36,692	36,855
FEFP Revenue FLVS Flex	165,521,812	127,283,504	129,238,231	136,081,486	136,261,675
FEFP Revenue FLVS Full Time	26,050,818	29,298,747	31,609,104	30,160,156	31,315,699
State Revenue Total	\$ 191,572,630	\$ 156,582,251	\$ 160,847,335	\$ 166,241,642	\$ 167,577,374

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



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 inside and 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 Franchises

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 34 franchises, representing 64 Florida counties. Included below is a five-year history of the revenues for these funds.

Enterprise Revenue	2012-2013	2013-2014	2014-2015	2015-2016 est.	2016-2017 proj.
FLVS Global	4,393,297	8,091,745	8,556,936	8,076,414	9,396,900
FLVS Global School	2,162,196	2,444,683	2,720,900	2,478,870	2,450,000
FLVS Franchises	2,615,230	5,359,165	9,759,515	11,320,150	11,886,158
Revenue Total	\$ 9,170,723	\$ 15,895,593	\$ 21,037,351	\$ 21,875,434	\$ 23,733,058



FTE History
Recommended Budget
Fiscal Year 16-17

	Description	FTE	Change	% Change
1	2003-04 Final	1,764.23		
2	2004-05 Final	2,791.72	1,027.49	58.24%
3	2005-06 Final	4,684.43	1,892.71	67.80%
4	2006-07 Final	6,651.81	1,967.38	42.00%
5	2007-08 Final	9,686.52	3,034.71	45.62%
6	2008-09 Final	12,907.92	3,221.40	33.26%
7	2009-10 Final	18,564.98	5,657.06	43.83%
8	2010-11 Final	21,649.32	3,084.34	16.61%
9	2011-12 Final	25,149.72	3,500.40	16.17%
10	2012-13 Final	33,115.76	7,966.04	36.80%
11	2013-14 Final	23,977.37	(9,138.39)	-27.60%
12	2014-15 Final	24,898.03	920.66	3.84%
13	2015-16 Projected**	26,009.30	1,111.27	4.46%
14	2016-17 Projected**	26,037.35	28.05	0.11%
15	2017-18 Projected**	26,787.23	749.88	2.88%
16	2018-19 Projected**	27,558.70	771.47	2.88%
17	2019-20 Projected**	28,352.39	793.69	2.88%
17	2019-20 Projected**	29,168.94	816.55	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 3/16/2016

**TRANSFORM.
INNOVATE.
ENGAGE.**



FLVS Consolidated
Recommended Budget
Fiscal Year 16-17
All Funds

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Fund Balance		49,741,867	45,153,800	62,994,465	64,968,353
Adjusted Beginning Fund Balance		\$ 49,741,867	\$ 45,153,800	\$ 62,994,465	\$ 64,968,353
<u>REVENUES</u>					
Federal Direct		0	0	0	0
Federal Through State		2,022,105	2,051,244	1,860,162	2,014,654
State Revenue - FLVS Flex		127,841,780	129,283,002	134,667,339	134,857,733
Categorical Revenue - Reading		1,396,450	1,378,549	1,414,147	1,403,942
State Revenue - Full Time		31,609,104	30,962,366	30,160,156	31,315,699
State Revenue - FLVS Campus		0	0	0	0
Enterprise Revenue		21,775,129	22,297,995	21,869,834	23,727,858
Local Revenue		15,944,436	13,622,164	14,140,020	12,463,707
FLVS Foundation		0	0	0	0
Interest		59,363	58,500	137,138	156,700
Course Reimbursement Fees		0	3,703,503	3,703,503	5,221,265
Health Insurance Premiums		17,079,260	17,132,823	19,070,062	19,707,190
Transfers-In		7,722,464	6,560,127	8,431,526	14,812,440
Total Revenues & Transfers-In		225,450,091	227,050,273	235,453,886	245,681,187
Total Revenues & Balances		\$ 275,191,958	\$ 272,204,073	\$ 298,448,352	\$ 310,649,540
<u>APPROPRIATIONS</u>					
Total Salaries	4100	93,871,820	102,678,998	106,758,164	116,292,780
Medical	4231	13,820,802	15,839,750	16,047,217	17,467,500
FICA	4220	6,894,690	7,854,944	8,116,085	8,916,332
FRS	4210	7,060,330	7,812,944	7,854,323	8,954,053
Workers Compensation	4240	374,282	45,000	57,562	45,000
Unemployment Compensation	4250	121,674	257,750	65,135	257,750
Total Benefits		28,271,778	31,810,388	32,140,321	35,640,635
Total Personnel Costs		122,143,598	134,489,386	138,898,485	151,933,415
Professional & Technical	4310	31,247,623	29,927,362	29,607,277	24,255,996
Contract Labor	4311	321,626	315,798	283,012	20,000
Legal Fees	4312	473,908	301,098	510,109	354,150
Infrastructure Consulting	4313	6,000	75,000	1,600	75,000
Report Consulting	4314				
Settlements	4315		150,000	68,849	150,000
Technology Project Mgr Contractor	4316				
Outsourced Hosting	4317	349,104	362,100	314,186	257,141
Software Dev Consulting	4318	207,085	155,000	147,325	75,000
Property Casualty	4320		328,379	328,379	328,379
Travel In-State	4332	376,001	572,313	263,698	482,310
Travel Out-State	4333	276,975	453,925	326,204	431,345
Repairs & Maintenance	4350	43,874	156,588	109,975	196,240
Computer Hardware Maintenance	4351	140,513	130,443	74,491	46,755
Rentals/Estimated Course Costs	4360	14,502,667	20,302,114	20,532,678	23,171,523
Perpetual Licensing	4361	48,025	35,000	35,153	4,500
Annual Software Licensing	4362	3,799,477	2,695,173	1,823,170	2,929,192

FLVS Consolidated
Recommended Budget
Fiscal Year 16-17
All Funds

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Software Service Rental	4364	810,730	103	994,933	2,100
Postage	4371	38,704	96,364	32,260	64,574
Telephone	4372	185,729	283,878	185,694	201,377
Internet Access	4373	65,742	192,300	121,498	150,984
Communication Stipends	4374	2,347,708	2,575,236	2,489,011	2,637,966
Other Purchased Services	4390	3,147,872	3,867,055	3,422,558	4,672,497
Commission Payments	4391	902,568	1,242,576	468,100	8,000
Supplies/Instructional Materials	4510	572,061	669,595	486,460	505,282
Textbooks	4520				
Periodicals	4530	4,357	8,459	1,229	7,309
Capitalized Audio Visual Materials	4621				
Non-Capitalized Audio Visual Materials	4622				
Capitalized FFE	4641	1,003		4,558	
Non-Capitalized FFE	4642	1,500	64,500	61,749	1,200
Capitalized Computer Hardware	4643	127,764	80,000	101,052	752,900
Non-Capitalized Computer Hdwr	4644	87,982	95,200	70,883	182,700
Capitalized Software	4691	302	1,588	8,000	51,588
Non-Capitalized Software	4692	87,180	202,364	102,357	97,000
Dues And Fees	4730	522,739	685,938	551,960	546,776
Misc Expenses	4790				
Indirect Cost	4793	3,756,686	3,066,424	3,782,963	3,785,829
Claims Expense	4770	16,026,659	15,412,791	16,299,911	18,327,687
Insurance Stop Loss	4771	(112,502)	250,000	875,333	875,333
Insurance Admin Fees	4772	605,862	635,612	624,976	624,976
PCORI Fee	4773	200,676	300,000	300,000	300,000
Insurance Deductible	4777	776			
Bad Debt Expenses	4820	(10,890)			
Insurance Encashments					
Professional Development		1,167,344	837,777	738,400	1,101,627
Total Operating Expenditures		82,331,431	86,528,053	86,149,987	87,675,235
Transfers-Out		7,722,464	6,560,127	8,431,526	14,812,440
Total Appropriations & Transfers-Out		212,197,493	227,577,566	233,479,999	254,421,091
REBUDGETS & RESERVES					
Rebudget - Encumbrances & Other		2,714,224	12,301,618	7,368,496	6,366,083
Rebudget - Reading Supplemental		1,504,369	1,429,199	1,263,385	1,264,201
Rebudget - Driver Ed-BTW		2,155,429	2,002,148	2,339,513	2,339,513
Rebudget - Carry Forward		(2,065)	224,723	856,020	853,955
Course Development		0	0	2,693,289	2,181,078
Health Insurance Trust Fund Balance		9,544,484	9,460,270	10,527,827	10,120,521
Reserve for Contingency		13,537,568	13,683,913	13,915,531	13,960,116
Unappropriated Fund Balance		33,540,456	5,524,635	26,004,292	19,142,982
Rebudgets & Ending Balance		62,994,465	44,626,506	64,968,353	56,228,449
Total Appropriations & Ending Balances		\$ 275,191,958	\$ 272,204,073	\$ 298,448,352	\$ 310,649,540

***Recommended Budget
by Program***
Fiscal Year 16-17
Operating Fund

Description	Program	FY16-17 Recommended Budget	Percentage of Total
Basic Instruction	5100	129,523,743	69.88%
Exceptional Education	5200	250,000	0.13%
Pupil Personnel Services	6100	5,034,951	2.72%
Guidance Services	6120	1,469,343	0.79%
Instructional & Curriculum Development	6300	431,221	0.23%
Instructional Staff Training Services	6400	3,403,981	1.84%
Instructional Related Technology	6500	8,323,048	4.49%
Board of Trustees	7100	1,075,329	0.58%
General Administration	7200	3,003,236	1.62%
School Administration	7300	6,668,759	3.60%
Fiscal Services	7500	2,184,419	1.18%
Information Services	7720	6,310,462	3.40%
Staff Services	7730	3,832,012	2.07%
Internal Services (Procurement)	7760	846,003	0.46%
Operation of Plant	7900	2,092,854	1.13%
Administrative Tech Services	8200	10,897,512	5.88%
TOTAL		\$ 185,346,873	100%

Operating Budget Summary

Recommended Budget

Fiscal Year 16-17

Description	FY10-11 Actual Results	FY11-12 Actual Results	FY12-13 Actual Results	FY13-14 Actual Results	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Revenues								
Federal - Direct	317,472	319,875	91,919	266	0	0	0	0
State - FLVS Flex	105,997,540	121,378,920	198,316,045	127,283,504	127,293,324	130,661,551	136,081,486	136,261,675
State - FLVS Full Time	0	0	0	29,298,747	33,234,010	30,962,366	30,160,156	31,315,699
Local	2,730,916	1,804,205	3,757,153	13,033,042	16,323,799	13,680,664	14,258,058	12,601,707
Total Revenue	\$ 109,045,928	\$ 123,503,001	\$ 202,165,117	\$ 169,615,559	\$ 176,851,134	\$ 175,304,581	\$ 180,499,700	\$ 180,179,080
Other Sources of Funds								
Transfers In	0	0	0	0	320,000	1,738,654	2,118,680	6,012,440
Non-Revenue Receipts	0	0	0	0	0	0	0	0
Total Other Sources Of Funds	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ 1,738,654	\$ 2,118,680	\$ 6,012,440
Beginning Fund Balance								
Rebudget - Encumbrance & Other	5,330,716	2,829,950	1,636,076	3,528,605	5,015,940	11,000,891	2,243,197	5,897,116
Rebudget - Reading Supplemental	1,015,722	1,923,432	1,985,458	2,052,767	1,814,673	1,429,199	1,504,369	1,263,385
Rebudget - Driver Ed-BTW	0	1,426,827	1,501,953	2,002,148	2,002,148	2,002,148	2,155,429	2,339,513
Rebudget - Misc Grants	0	0	0	0	238,093	224,723	(2,065)	0
Rebudget - Operating Development	0	0	0	0	0	0	0	853,955
Gates Grant Carryover	0	867,150	416,431	0	0	0	0	0
Reserve for Contingency	7,582,738	8,479,803	9,710,314	15,755,994	12,526,580	13,200,851	13,537,568	13,915,531
Adj to Beginning Fund Balance	9,767	0	(441,140)	0	(4,708,228)	0	0	0
Fund Balance Unappropriated	12,853,838	9,981,956	4,513,840	14,900,323	15,163,659	2,710,302	23,667,611	20,613,508
Total Beginning Fund Balance	\$ 26,792,781	\$ 25,509,118	\$ 19,322,931	\$ 38,239,837	\$ 32,052,865	\$ 30,568,114	\$ 43,106,110	\$ 44,883,009
TOTAL								
TOTAL	\$ 135,838,709	\$ 149,012,118	\$ 221,488,048	\$ 207,855,396	\$ 209,223,998	\$ 207,611,349	\$ 225,724,489	\$ 231,074,529
Appropriations								
Instruction FLVS Flex	59,166,509	70,075,450	100,154,884	92,438,483	92,899,510	104,272,786	106,267,569	106,968,676
Instruction FLVS Full Time	0	0	25,449,147	28,134,331	29,811,192	28,738,615	28,120,213	26,519,764
Categorical Appropriations	1,748,749	2,709,072	2,003,068	2,773,113	2,390,455	2,038,549	3,561,576	2,063,942
Sub-Total	60,915,258	72,784,522	127,607,099	123,345,927	125,101,157	135,049,950	137,949,358	135,552,382
Central Services & School-Wide Costs								
Departments	49,414,333	56,463,525	55,641,113	47,748,376	40,696,732	42,695,276	42,542,123	49,794,491
Sub-Total	49,414,333	56,463,525	55,641,113	47,748,376	40,696,732	42,695,276	42,542,123	49,794,491
Total Expenditures/Appropriations	\$ 110,329,591	\$ 129,248,047	\$ 183,248,212	\$ 171,094,303	\$ 165,797,889	\$ 177,745,226	\$ 180,491,481	\$ 185,346,873
Other Uses Of Funds								
Transfers Out	0	0	0	0	320,000	0	350,000	8,312,440
Total Other Uses Of Funds	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ -	\$ 350,000	\$ 8,312,440
Rebudgets & Ending Fund Balance								
Rebudget - Encumbrances & Other	2,829,950	1,636,076	3,528,605	5,015,940	2,243,197	11,000,891	5,897,116	5,897,116
Rebudget - Reading Supplemental	1,923,432	1,985,458	1,529,870	1,814,673	1,504,369	1,429,199	1,263,385	1,264,201
Rebudget - Driver Ed-BTW	1,426,827	1,501,953	2,155,429	2,002,148	2,155,429	2,002,148	2,339,513	2,339,513
Rebudget - Misc Grants	0	0	0	238,093	(2,065)	224,723	2,065	0
Rebudget - Operating Development	0	0	0	0	0	0	853,955	853,955
Gates Grant Carryover	867,150	416,431	0	0	0	0	0	0
Reserve for Contingency	8,479,803	9,710,314	15,753,568	12,526,580	13,537,568	13,683,913	13,915,531	13,960,116
Fund Balance Unappropriated	9,981,956	4,513,840	15,272,364	15,163,659	23,667,611	1,525,249	20,611,443	13,100,315
Total Rebudgets & Ending Balances	\$ 25,509,118	\$ 19,764,071	\$ 38,239,836	\$ 36,761,093	\$ 43,106,110	\$ 29,866,123	\$ 44,883,009	\$ 37,415,216
TOTAL								
TOTAL	\$ 135,838,709	\$ 149,012,118	\$ 221,488,048	\$ 207,855,396	\$ 209,223,998	\$ 207,611,349	\$ 225,724,489	\$ 231,074,529

Enterprise Fund Budget Summary

Recommended Budget

Fiscal Year 16-17

Description	FY10-11 Actual Results	FY11-12 Actual Results	FY12-13 Actual Results	FY13-14 Actual Results	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Revenues								
Local	14,484,656	26,330,405	9,743,829	16,853,331	21,770,141	22,292,395	21,869,834	23,727,858
Interest	8,084	2,610	3,378	4,619	4,988	5,600	5,600	5,200
Total Revenue	\$ 14,492,740	\$ 26,333,015	\$ 9,747,207	\$ 16,857,950	\$ 21,775,129	\$ 22,297,995	\$ 21,875,434	\$ 23,733,058
Other Sources Of Funds								
Transfers In	0	0	1,773,364	3,138,599	7,402,464	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								
Rebudget - Encumbrances	0	0	0	0	670,593	1,471,380	471,027	1,471,380
Rebudget - Misc Grants	0	0	0	0	0	0	0	0
Adj to Beginning Fund Balance	0	383,092	441,140	0	0	0	0	0
Fund Balance Unappropriated	4,309,607	1,770,686	5,942,795	5,914,452	7,832,491	4,188,456	9,872,844	5,392,849
Total Beginning Fund Balance	\$ 4,309,607	\$ 2,153,778	\$ 6,383,935	\$ 5,914,452	\$ 8,503,084	\$ 5,659,836	\$ 10,343,871	\$ 6,864,229
TOTAL	\$ 18,802,347	\$ 28,486,793	\$ 17,904,506	\$ 25,911,001	\$ 37,680,676	\$ 27,957,831	\$ 32,219,305	\$ 30,597,286
Appropriations								
FLVS Global School	2,093,426	1,132,567	2,179,494	2,200,828	2,431,161	2,575,093	2,440,343	2,186,190
Florida Franchises	1,492,897	741,942	2,261,935	3,847,974	6,084,394	6,482,709	7,878,318	7,415,495
FLVS Full Time School	8,075,638	15,743,403	0	0	0	0	0	0
Sub-Total	11,661,961	17,617,912	4,441,429	6,048,802	8,515,555	9,057,801	10,318,661	9,601,685
Central Services & School-Wide Costs								
Central Services	5,369,700	4,926,086	5,775,261	8,220,516	11,418,787	7,233,401	6,954,890	7,983,967
School-Wide Costs	0	0	0	0	0	0	0	0
Non-Recurring Appropriations	0	0	0	0	0	0	0	0
Sub-Total	5,369,700	4,926,086	5,775,261	8,220,516	11,418,787	7,233,401	6,954,890	7,983,967
Total Expenditures/Appropriations	\$ 17,031,661	\$ 22,543,998	\$ 10,216,690	\$ 14,269,318	\$ 19,934,342	\$ 16,291,202	\$ 17,273,550	\$ 17,585,652
Other Uses Of Funds								
Transfers Out	0	0	1,773,364	3,138,599	7,402,464	6,560,127	8,081,526	6,500,000
Total Other Uses Of Funds	\$ -	\$ -	\$ 1,773,364	\$ 3,138,599	\$ 7,402,464	\$ 6,560,127	\$ 8,081,526	\$ 6,500,000
Rebudgets & Ending Fund Balance								
Rebudget - Encumbrances & Other	0	0	0	670,593	471,027	1,300,727	1,471,380	468,967
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	1,770,686	5,942,795	5,914,452	7,832,491	9,872,844	3,805,775	5,392,849	6,042,667
Total Rebudgets & Ending Balances	\$ 1,770,686	\$ 5,942,795	\$ 5,914,452	\$ 8,503,084	\$ 10,343,871	\$ 5,106,502	\$ 6,864,229	\$ 6,511,634
TOTAL	\$ 18,802,347	\$ 28,486,793	\$ 17,904,506	\$ 25,911,001	\$ 37,680,676	\$ 27,957,831	\$ 32,219,305	\$ 30,597,286

Operating Budget Revenue Summary

Recommended Budget

Fiscal Year 16-17

REVENUE	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
<i>Revenues</i>				
<u>State</u>				
State FEFP	156,199,944	157,321,426	161,848,618	163,124,101
Categoricals	4,211,686	3,868,253	3,955,869	4,016,953
Lottery	435,705	434,238	437,155	436,319
Miscellaneous	0	0	0	0
Total State	\$ 160,847,335	\$ 161,623,917	\$ 166,241,642	\$ 167,577,373
<u>Local</u>				
Interest	59,363	58,500	118,038	138,000
Miscellaneous	16,264,436	15,360,818	16,258,700	18,476,147
Total Local	\$ 16,323,799	\$ 15,419,318	\$ 16,376,738	\$ 18,614,147
Total Revenue	\$ 177,171,134	\$ 177,043,235	\$ 182,618,380	\$ 186,191,520

State FEFP Revenue - FLVS Flex

**Recommended Budget
Fiscal Year 16-17**

REVENUE	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
FTE	24,898.03	24,967.03	26,009.30	26,037.35
Weighted FTE Funded	25,316.42	25,438.42	26,485.30	26,388.02
Base Student Allocation	4,031.77	4,158.32	4,154.45	4,160.71
District Cost Differential	1.0000	1.0000	1.0000	1.0000
Total Base FEFP	\$ 102,069,983	\$ 105,781,091	\$ 110,031,855	\$ 109,792,898
Declining Enrollment	0	0	0	0
Discretionary Contribution	9,902,693	10,444,707	11,090,885	11,659,526
Compression Adjustment .51 Mills	133,703	668,617	151,374	158,046
Proration/Holdback	(910,328)	0	(34,556)	0
Virtual Education Allocation	14,440,358	10,280,701	11,248,837	11,022,055
McKay Scholarship Adjustment	(152,765)	0	0	0
NET FEFP REVENUE	\$ 125,483,644	\$ 127,175,116	\$ 132,488,395	\$ 132,632,525

State FEFP Revenue - FLVS Full Time

**Recommended Budget
Fiscal Year 16-17**

REVENUE	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
FTE	5,931.91	5,746.67	5,598.89	5,771.95
Weighted FTE Funded	6,111.74	5,906.02	5,751.98	5,887.08
Base Student Allocation	4,031.77	4,158.32	4,154.45	4,160.71
District Cost Differential	1.0000	1.0000	1.0000	1.0000
Total Base FEFP	\$ 24,641,130	\$ 24,559,121	\$ 23,896,313	\$ 24,494,433
Declining Enrollment	0	0	0	0
Discretionary Contribution	2,359,299	2,404,062	2,387,479	2,584,679
Compression Adjustment .51 Mills	31,854	153,896	32,586	35,036
Proration/Holdback	(219,766)	0	(7,505)	0
ESE Guaranteed Allocation	453,835	557,068	535,769	778,424
Virtual Education Allocation	3,449,948	2,472,163	2,515,581	2,599,005
Minimum Guarantee	0	0	0	0
Additional Allocation	0	0	0	0
NET FEFP REVENUE	\$ 30,716,300	\$ 30,146,310	\$ 29,360,223	\$ 30,491,577

Federal Through State Revenue

Recommended Budget

Fiscal Year 16-17

REVENUE	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
<u>Federal Through State</u>				
Title I	1,042,320	1,064,766	920,523	902,500
Title II	30,591	53,643	53,065	53,065
IDEA-Part B	882,700	908,252	782,835	1,034,089
Professional Dev Action Plan	41,933	0	78,739	0
Carl Perkins	23,000	23,000	25,000	25,000
PERT	1,562	1,583	0	0
Total Federal	\$ 2,022,105	\$ 2,051,244	\$ 1,860,162	\$ 2,014,654

State Categorical Revenue Summary

**Recommended Budget
Fiscal Year 16-17**

REVENUE	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Weighted FTE Funded	31,428.16	31,344.44	32,237.28	32,275.10
Instructional Materials - FLVS Flex	2,273,564	2,023,869	2,091,496	2,138,867
Instructional Materials - FLVS Full Time	541,672	465,835	450,226	474,144
Sup Reading Instruction - FLVS Flex	1,396,450	1,378,549	1,414,147	1,403,942
Sup Reading Instruction - FLVS Full Time	0	0	0	0
Total Categorical Revenue	\$ 4,211,686	\$ 3,868,253	\$ 3,955,869	\$ 4,016,953

Lottery Revenue
Recommended Budget
Fiscal Year 16-17

REVENUE	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Weighted FTE Funded	31,428.16	31,344.44	32,237.28	32,275.10
Lottery Base Student Allocation	0.00	0.00	0.00	0.00
District Cost Differential	1.0000	1.0000	1.0000	1.0000
Lottery - FLVS Flex	84,573	84,017	87,448	86,341
Lottery - FLVS Full Time	20,417	19,506	18,992	19,263
School Recognition	330,715	330,715	330,715	330,715
Total Discretionary Lottery	\$ 435,705	\$ 434,238	\$ 437,155	\$ 436,319

Interest Revenue
Recommended Budget
Fiscal Year 16-17

REVENUE	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Interest Earnings from Daily Balance	27,324	28,000	31,687	32,000
Interest Earnings from SBA	32,039	30,500	86,351	106,000
Total Interest Revenue	\$ 59,363	\$ 58,500	\$ 118,038	\$ 138,000

Miscellaneous Local Revenues

**Recommended Budget
Fiscal Year 16-17**

REVENUE	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Digital Learning Labs	8,512,951	9,425,000	7,702,500	7,702,500
Transfers In - General Fund	320,000	0	350,000	3,312,440
Transfers In - Operating Dev Fund	0	1,738,654	1,768,680	2,700,000
Refund from Prior Period Expenditures	1,624,906	0	0	0
Driver Education - Behind the Wheel	673,586	660,000	638,575	660,000
Race to the Top Grant	64,506	0	0	0
Next Generation Learning Grant	(147,946)	0	0	0
Misc Grants/FL Best & Brightest	84,182	0	1,552,179	0
Indirect Cost Misc Revenue	4,726,043	3,412,164	3,412,164	3,785,829
Course Fee Costs Reimbursement	0	0	0	0
Full Time FLVS/CA VIP program	143,685	0	0	0
FLVS Foundation Revenue	97,523	0	0	124,978
P-Card Rebate	93,663	125,000	74,935	95,000
Settlement Revenue	0	0	600,000	0
Building Sub-Lease	0	0	95,500	95,400
Other Miscellaneous Local Revenue	71,336	0	64,167	0
TOTAL MISC. LOCAL REVENUE	\$ 16,264,436	\$ 15,360,818	\$ 16,258,700	\$ 18,476,147

Transfers
Fiscal Year 16-17

Description	Object	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Sources:				
General Fund	369X	1,738,654	2,118,680	6,012,440
Enterprise Funds	369X	0	0	0
Course Development Fund	369X	4,821,473	6,312,846	8,800,000
Total Transfers In		6,560,127	8,431,526	14,812,440
Uses:				
General Fund	499X	0	350,000	8,312,440
Enterprise Funds	499X	6,560,127	8,081,526	6,500,000
Course Development Fund	499X	0	0	0
Total Transfers Out		6,560,127	8,431,526	14,812,440
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 34 district virtual schools, representing 64 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 16-17

Funds 921 & 922

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		4,746,232	2,368,118	4,425,961	3,979,749
REVENUES					
FLVS Global		8,551,948	9,650,069	7,627,814	9,048,700
FLVS Global School		2,720,900	2,699,326	2,478,870	2,450,000
FLVS Reseller Contract			200,000	300,000	200,000
Blended Content			100,000	100,000	100,000
Content Licensing - Academica/Somerset			150,000		
Professional Learning Course			43,000	43,000	43,000
Interest		4,988	5,600	5,600	5,200
Total Revenues		11,277,836	12,847,995	10,555,284	11,846,900
Total Revenues & Balances		\$ 16,024,068	\$ 15,216,113	\$ 14,981,245	\$ 15,826,649
APPROPRIATIONS					
<u>Positions FLVS Global</u>					
Sr Director, Business Development & Solutions	4112	0.25	0.25	0.25	0.25
Director, District & Franchise Solutions	4112			0.20	
Director, National & State Sales	4112	0.25	0.25	0.25	0.90
Senior Manager, Product Development	4113	0.50	1.00	1.00	0.90
Senior Manager, Products & Services	4113	1.00	1.00		
Senior Manager, Sales	4113	1.00	1.00		1.00
Senior Manager, Sales Operations	4113			1.00	
Account Manager, FLVS Global	4113	3.20	9.20	8.20	9.50
Account Manager, FL Services	4113	2.00		1.00	
Manager, Business Operations	4113	1.00	1.00		
Manager, Client Development Support	4113		1.00		
Manager, Client Technical Development	4113	1.00		1.00	1.00
Manager, Client Technical Innovation	4113	1.00	1.00	1.00	0.90
Manager, Client Technical Support	4113	1.00	1.00	1.00	1.00
Manager, Learning Systems Accounts	4113			1.00	
Manager, National Curriculum Products	4113			1.00	1.00
Manager, Partner	4113		1.00		
Manager, Product	4113	1.00	1.00	1.00	1.00
Manager, Product Development	4113	1.00			
Manager, Project	4113	1.00	1.00	1.00	1.00
Manager, Sales	4113			1.00	1.00
Manager, Sales Operations	4113			1.00	0.75
Representative, Field Operations Support	4161	1.00	1.00	1.00	1.00
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Coordinator, Curriculum	4165		1.00		
Liaison, Curriculum	4165		1.00		
Specialist, Business Development	4165	1.00	2.00	2.80	3.00
Specialist, Business Development Support	4165			1.00	
Specialist, Business Development Team Lead	4165			0.80	
Specialist, Client Support	4165	1.00	1.00	2.00	1.90
Specialist, eSolutions	4165	3.00	1.00	4.00	4.00
Specialist, eSolutions Team Lead	4165			1.00	
Specialist, Global Learning	4165		2.00		
Specialist, Global Services Support	4165	1.00	1.00		
Specialist, Instructional Design	4165		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	1.00
Analyst, Learning Systems	4167		1.00	1.00	1.80
Developer, Web	4168	1.00	1.00	1.00	2.00
Total FLVS Global Positions		26.20	35.70	39.50	37.90
<u>Positions FLVS Global School</u>					
Director, Global Instruction	4112	0.20			
Director, Instruction	4112			0.05	0.05
Director, Instructional Models	4112	0.05	0.05		
Manager, Client Operations	4113	1.00	1.00	1.00	1.00
Manager, Account FLVS Global	4113	0.80	1.80	1.80	0.50

FLVS Global & FLVS Global School

Recommended Budget

Fiscal Year 16-17

Funds 921 & 922

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Specialist, Business Development Team Lead	4165			0.20	
Specialist, Business Development	4165			0.20	
Representative, Client Support	4161	2.00	2.00	2.00	2.00
Principal, Global School	4114	1.00	1.00	0.00	
Instructional Leader, Global School	4114			1.00	1.00
Instructor	4120	16.50	17.50	18.00	17.00
Instructor - PT	4129	10.00	12.00	10.00	7.00
Instructor, Quality Assurance	4120	0.20	0.20	1.20	0.75
Total FLVS Global School Positions		31.75	35.55	36.45	29.30
Total Positions		57.95	71.25	75.95	67.20
Regular Salaries		3,185,086	3,664,337	3,777,310	4,005,521
Supplement	4190	23,388	81,000	57,625	87,000
Overtime	4192	131			
Advanced Degree	4194				46,750
Employee Sales Commission	4754	244,226	259,695	201,664	1,252,142
Total Salaries		3,452,831	4,005,032	4,036,599	5,391,413
Medical	4231	449,673	503,625	601,366	555,900
FICA	4220	245,240	306,385	336,689	412,442
FRS	4210	233,524	279,474	394,437	315,021
Total Benefits		928,436	1,089,484	1,332,492	1,283,363
Personnel Costs		4,381,267	5,094,516	5,369,091	6,674,776
Operating Expenses					
Workers Comp	4240	50			
Unemployment Comp	4250	887			
Professional & Technical Services	4310	484,612	823,794	835,770	542,178
Contract Labor	4311			5,000	
Outsourced Hosting Fees	4317	3,145	12,100		12,100
Travel In-State	4332	24,558	82,111	50,205	37,240
Travel Out-State	4333	153,893	350,500	298,639	332,400
Rentals	4360	382,793	963,436	1,007,760	1,336,956
Course Costs	4360				
Annual Software Licensing	4362	24,208	160,680	144,211	160,680
Postage	4371	4,937	20,273	2,807	15,700
Communication Stipends	4374	40,424	49,266	35,813	45,816
Other Purchased Services	4390	85,067	226,973	33,284	151,100
Commission	4391	571,889	1,242,576	468,100	8,000
Supplies	4510	88,307	21,900	6,282	11,725
Capitalized Computer Hardware	4643			15,833	13,700
Non-Capitalized Computer Hdwr	4644	887	18,200	658	11,400
Capitalized Software	4691				50,000
Non-Capitalized Software	4692	25			2,000
Dues And Fees	4730	109,534	284,952	222,505	306,703
Indirect Cost Charge	4793	511,805	448,017	448,017	450,483
Bad Debt Expense	4820	(10,890)		(17,500)	
Professional Staff Development					
Travel In-State	4332	2,535	7,200	8,706	7,200
Travel Out-State	4333	22,267		9,828	
Supplies	4510	148		650	
Dues And Fees	4730	7,183	2,000	3,304	
Total Operating Expenses		2,508,262	4,713,978	3,579,872	3,495,381
Total Appropriations		6,889,529	9,808,494	8,948,963	10,170,157
FLVS Operating Income (Loss)		4,383,319	3,033,901	1,600,721	1,671,543
Transfer to Course Development Fund		4,708,578	1,834,122	2,052,533	3,800,000
Ending Balances		4,425,961	3,573,497	3,979,749	1,856,492
Total Appropriations & Ending Balances		\$ 16,024,068	\$ 15,216,113	\$ 14,981,245	\$ 15,826,649

FLVS Franchises
Recommended Budget
Fiscal Year 16-17
Fund 930

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balances		1,511,190	1,615,490	2,492,425	2,884,481
REVENUES					
Franchise Enrollment		159,508	175,000	185,000	194,250
Franchise Rate		50	50	61	61
Operating Revenue		7,975,400	8,750,000	11,320,150	11,886,158
Additional Course Enrollment Fees		1,784,115	700,000		
Total Revenues		9,759,515	9,450,000	11,320,150	11,886,158
Total Revenues & Balances		\$ 11,270,705	\$ 11,065,490	\$ 13,812,575	\$ 14,770,639
POSITIONS					
Sr Director, Business Development & Solutions	4112	0.25	0.25	0.25	0.50
Director, National & State Sales	4112	0.25	0.25	0.25	
Director, District & Franchise Solutions	4112			0.80	1.00
Administrator, FL Services Operations	4112		1.00		
Instructor, Quality Assurance	4120	1.00	1.00	2.00	2.00
Manager, District Relations	4134	1.40	1.40	1.60	1.60
Manager, District Relations Peer Lead	4136	0.20	0.20		
Representative, Senior Support	4161		0.50	0.50	1.00
Representative, Senior Support, FL Scholarships	4161			1.00	
Representative, Client Support	4161		2.00		
Representative, Field Operations Support	4161	1.00	1.00	1.00	1.00
Technician, Enrollment	4161		0.50	0.50	0.50
Assistant, Executive	4162	0.33			
Specialist, Blended Learning	4165	0.50	0.50	0.50	0.50
Specialist, Learning	4165	1.00	1.00	1.00	1.00
Specialist, Quality Assurance	4165		1.00		
Specialist, Support	4165		0.50	0.50	0.50
Representative, Academic Integrity (PT) Support	4169		2.00	2.00	2.00
Total Positions		5.93	13.10	11.90	11.60
APPROPRIATIONS					
Regular Salaries		495,825	643,821	593,867	728,502
Supplement	4190	550	850	1,000	550
Overtime	4192	3,990	4,975	6,430	8,000
Advanced Degree	4194				1,250
Total Salaries		500,364	649,646	601,297	738,302
Medical	4231	69,840	94,350	128,920	95,200
FICA	4220	35,918	49,698	45,571	56,480
FRS	4210	38,472	51,322	69,227	64,228
Total Benefits		144,230	195,370	243,718	215,908
Personnel Costs		644,594	845,016	845,015	954,210
Recurring Expenses					
Contract Labor	4311	1,500	1,500	3,000	201,500
Travel In-State	4332	2,735	14,605	14,987	12,100
Travel Out-State	4333	4,040	4,015	1,295	4,535
Rentals	4360	2,507,265	67,500	15,000	62,600
Course Costs	4360		2,939,776	3,603,526	3,405,088
Postage	4371		8,155		550
Other Purchased Services	4390	11,964	39,067	15,000	34,120
Supplies	4510	39,321	45,990	60,000	45,400
Dues And Fees	4730	4,550		4,350	2,500
Indirect Cost Charge	4793	2,858,924	2,515,785	3,315,200	2,691,592
Bad Debt Expense	4820				
Professional Staff Development					
Travel In-State	4332	9,085	1,300	295	1,300
Travel Out-State	4333	266			
Dues And Fees	4370	150		650	
Total Operating Expenses		5,439,800	5,637,693	7,033,303	6,461,285
Total Appropriations		6,084,394	6,482,709	7,878,318	7,415,495
Franchises Operating Profit (Loss)		3,675,121	2,967,291	3,441,832	4,470,663
Transfer to Fund 123		2,693,886	881,439	3,049,776	2,700,000
Transfer to Fund 791		0	2,168,337	0	0
Ending Balance		2,492,425	1,533,005	2,884,481	4,655,144
Total Appropriations & Ending Balances		\$ 11,270,705	\$ 11,065,490	\$ 13,812,575	\$ 14,770,639

Operating Development Fund
Recommended Budget
Fiscal Year 16-17
Fund 123

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		0	0	0	853,955
REVENUES					
Transfer In from Enterprise Funds			1,738,654	1,768,680	2,700,000
Transfer In from General Fund					3,312,440
In-Service Donation				104,403	
Miscellaneous Revenue				50,829	
Total Revenues		0	1,738,654	1,923,912	6,012,440
Total Revenues & Balances		\$ -	\$ 1,738,654	\$ 1,923,912	\$ 6,866,395
POSITIONS					
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Supplements	4190			2,000	
Total Salaries		0	0	2,000	0
Medical	4231				
FICA	4220			195	
FRS	4210			593	
Total Benefits		0	0	788	0
Personnel Costs		0	0	2,788	0
Other Expenses					
Professional & Technical Services	4310		979,519	481,307	4,842,282
Florida Advocacy	4310		150,000	150,000	150,000
Legal Services	4312		8,000		
Travel Out-State	4333			407	
Supplies	4510		43,759	18,539	
Professional Staff Development					
Professional & Technical Services					50,000
Professional In-Service Learning Event:					
- Travel In-State	4332		181,233	100,581	202,855
- Travel Out-State	4333			28,237	
- Rentals	4360		125,000	284,996	
- Internet Service	4373			27	
- Other Purchased Services	4390		251,143	1,117	1,000
- Supplies	4510			1,958	
- Dues & Fees	4730				295,597
Total Operating Expenses		0	1,738,654	1,067,169	5,541,734
Total Appropriations		0	1,738,654	1,069,957	5,541,734
Operating Development Profit (Loss)		0	0	853,955	470,706
Rebudget - prior year balance				0	853,955
Ending Balance		0	0	853,955	470,706
Total Appropriations & Ending Balances		\$ -	\$ 1,738,654	\$ 1,923,912	\$ 6,866,395

FLVS Course Development
Recommended Budget
Fiscal Year 16-17
Fund 791

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balances		0	0	0	2,693,289
REVENUES					
Course Revenue - General Fund			2,121,983	2,121,983	3,448,154
Course Revenue - Global Services					240,913
Course Revenue - Global School			65,342	65,342	59,898
Course Revenue - Franchise Fund			1,516,178	1,516,178	1,472,300
Miscellaneous Revenue					
Transfer In from Enterprise Funds			4,821,473	6,312,846	3,800,000
Transfer In from General Fund					5,000,000
Total Revenues		0	8,524,976	10,016,349	14,021,265
Total Revenues & Balances		\$ -	\$ 8,524,976	\$ 10,016,349	\$ 16,714,554
POSITIONS					
Director, Creative	4113			1.00	1.00
Manager, Curriculum	4113			1.00	3.00
Manager, Curriculum CAPE	4113		1.00	1.00	1.00
Manager, Curriculum Project Services	4113				1.00
Manager, Curriculum Social Studies	4113		1.00	1.00	1.00
Manager, Curriculum Math	4113		1.00	1.00	1.00
Manager, Instructional Design	4113		1.00	1.00	1.00
Manager, Project	4113				3.60
Senior Manager, Elementary Products	4113			1.00	
Senior Manager, Elementary Product, Design & Dev	4113				1.00
Senior Manager, Product Design & Development	4113				1.00
Specialist, Curriculum Peer Lead	4132		2.00	2.00	2.00
Specialist, Curriculum Team Lead	4132		1.00		
Specialist, Curriculum	4132		19.00	20.00	26.00
Curriculum Subject Matter Expert (SME)	4133		6.00	10.00	10.00
Content Writer	4137		2.00	3.00	2.00
Content Writer, Curriculum	4137				1.00
Content Writer TOA	4137		6.00	8.00	
Content Writer, Peer Lead	4137		1.00	1.00	1.00
Content Writer Subject Matter Expert (SME)	4137				8.00
Engagement Writer	4137		2.00	3.00	5.00
Coordinator, Project	4165				1.30
Designer, Interactive	4165		3.00	3.00	4.00
Designer, Interactive Team Lead	4165		1.00		
Psychometrician	4165		0.50	0.50	0.50
Proofreader/Copyeditor	4165		1.00		
Media Producer	4165			1.00	
Video Producer	4165		1.00		
Specialist, Instructional Design	4165		4.00	4.00	11.00
Specialist, Instructional Design Peer Lead	4165		1.00	1.00	1.00
Specialist, Quality Assurance	4165		2.00	2.00	2.00
Specialist, Media	4165		1.00	1.00	1.00
Analyst, Quality	4167		2.00	2.00	2.00
Analyst, Quality Team Lead	4167		1.00	1.00	1.00
Developer, Web	4168		8.00	9.00	18.00
Developer, Web Team Lead	4168		1.00		
Total Positions		0.00	69.50	78.50	111.40
APPROPRIATIONS					
Regular Salaries			4,094,947	4,261,547	6,864,792
Supplement	4190		11,000	11,983	15,000
Advanced Degree	4194				27,500
Student Interns					9,305
Total Salaries		0	4,105,947	4,273,530	6,916,597
Medical	4231		590,750	657,623	946,900
FICA	4220		314,105	326,856	529,120
FRS	4210		302,608	314,882	519,428
Total Benefits		0	1,207,463	1,299,361	1,995,448
Personnel Costs		0	5,313,410	5,572,891	8,912,045
Other Expenses					
Professional & Technical Services	4310		3,000,565	1,733,713	4,966,665
Contract Labor	4311				
Travel In-State	4332		12,217	11,530	26,300
Travel Out-of-State	4333		4,031	118	
Postage	4371			18	
Supplies	4510		464	372	2,850
Dues And Fees	4730		676	3,480	6,316
Indirect Cost	4793				569,300
Professional Staff Development					
Travel In-State	4332			191	50,000
Travel Out-State	4333			747	
Total Operating Expenses		0	3,017,953	1,750,169	5,621,431
Total Appropriations		0	8,331,363	7,323,060	14,533,476
Curriculum Development Profit (Loss)		0	193,613	2,693,289	(512,211)
Rebudget - prior year balance				0	2,044,108
Ending Balance		0	193,613	2,693,289	136,970
Total Appropriations & Ending Balances		\$ -	\$ 8,524,976	\$ 10,016,349	\$ 16,714,554

FLVS Health Insurance Trust
Recommended Trust Fund Budget
Fiscal Year 2016-2017
Cost Center: 9999, Fund 711

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
REVENUES					
Premium Revenue		17,071,859	17,125,323	19,070,062	19,707,190
Interest Revenue		7,401	7,500	13,500	13,500
Total Revenues		17,079,260	17,132,823	19,083,562	19,720,690
RESERVES & BALANCES					
Incurred But Not Reported Claim Reserve		986,842	1,208,892	1,045,913	1,215,188
Claim Stabilization Reserve		1,707,186	1,686,498	1,707,186	1,907,006
Ending Balances		6,491,891	6,030,460	6,791,385	7,405,632
Total Reserves & Balances		9,185,919	8,925,850	9,544,484	10,527,827
Total Revenues & Balances		\$ 26,265,179	\$ 26,058,673	\$ 28,628,046	\$ 30,248,517
POSITIONS					
Total Positions					
APPROPRIATIONS					
Total Salaries					
Total Benefits					
Personnel Costs					
Recurring Expenses					
Claims Expense	4770	16,026,659	15,412,791	16,299,911	18,327,687
Insurance Stop Loss	4771	(112,502)	250,000	875,333	875,333
Insurance Admin Fees	4772	605,862	635,612	624,976	624,976
PCORI Fee	4773	200,676	300,000	300,000	300,000
Total Operating Expenses		16,720,695	16,598,403	18,100,219	20,127,995
Total Appropriations		16,720,695	16,598,403	18,100,219	20,127,995
Incurred But Not Reported Claim Reserve		1,045,913	1,149,052	1,215,188	1,366,362
Claim Stabilization Reserve		1,707,186	1,712,532	1,907,006	1,970,719
Ending Balances		6,791,385	6,598,686	7,405,632	6,783,440
Total Appropriations & Ending Balances		\$ 26,265,179	\$ 26,058,673	\$ 28,628,046	\$ 30,248,517

FLVS Development Fund

Recommended Budget

Fiscal Year 16-17

Fund 923

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		2,245,664	1,676,229	3,425,487	0
REVENUES					
Transfers In		7,402,464			
Foundation Donation		737,778			
Revenue					
Total Revenues		8,140,242	0	0	0
Total Revenues & Balances		\$ 10,385,906	\$ 1,676,229	\$ 3,425,487	\$ 0
POSITIONS					
VP, Strategic Partnerships	4111	1.00			
Senior Manager, Product Development	4113	0.50			
Manager, Curriculum Social Studies	4113	1.00			
Manager, Instructional Design	4113	1.00			
Specialist, Curriculum	4132	9.00			
Specialist, Curriculum Peer Lead	4132	1.00			
Writer, Content TOA	4137	5.00			
Designer, Interactive	4165	2.00			
Specialist, Instructional Design	4165	4.30			
Specialist, Instructional Design Peer Lead	4165	1.00			
Developer, Web	4168	8.00			
Developer, Web Team Lead	4168	1.00			
Total Positions		34.80	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		2,759,688			
Supplements	4190	25,693			
Overtime	4192				
Bonus	4750				
Total Salaries		2,785,381	0	0	0
Medical	4231	383,592			
FICA	4220	195,287			
FRS	4210	224,608			
Total Benefits		803,487	0	0	0
Personnel Costs		3,588,868	0	0	0
Recurring Expenses					
Professional & Technical Services	4310	1,812,586		446,270	
Florida Advocacy	4310	154,000			
Travel In-State	4332	54,290			
Travel Out-State	4333	26,324			
Rentals	4360	17,028			
	4364	19,840			
Postage	4371	73			
Other Purchased Services	4390	233,649			
Commission	4391				
Supplies	4510	12,972			
Dues And Fees	4730	146,289			
Employee Sales Commission	4754	380			
Indirect Cost	4793	284,230			
Professional Staff Development					
Professional Learning Conference:					

FLVS Development Fund

Recommended Budget

Fiscal Year 16-17

Fund 923

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
- Professional & Technical Services	4310				
- Travel In-State	4332	241,179			
- Travel Out-State	4333	34,011			
- Registration Fees	4730	333,868			
Other Staff Development					
Travel In-State	4332	416			
Travel Out-State	4333	165			
Dues And Fees	4730	252			
Total Operating Expenses		3,371,551	0	446,270	0
Total Appropriations		6,960,419	0	446,270	0
Development Profit (Loss)		1,179,823	0	(446,270)	0
Transfers Out to Fund 123			857,215	2,979,217	0
Transfers Out to Fund 791			819,014		0
Ending Balance		3,425,487	0	0	0
Total Appropriations & Ending Balances		\$ 10,385,906	\$ 1,676,229	\$ 3,425,487	\$ 0

Categorical Programs Appropriation Summary

Recommended Budget

Fiscal Year 16-17

Description	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
State FEFP Categoricals				
Supplemental Reading Plan	1,643,909	1,378,549	1,554,906	1,403,942
Miscellaneous Categoricals & Grants				
Driver Ed - Behind the Wheel	520,305	660,000	454,491	660,000
Race To The Top	64,506	0	0	0
Miscellaneous Grants/FL Best & Brightest	161,735	0	1,552,179	0
TOTAL	\$ 2,390,455	\$ 2,038,549	\$ 3,561,576	\$ 2,063,942

Supplemental Reading Plan

Recommended Budget

Fiscal Year 16-17

Fund 101

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balances		1,764,735	1,429,199	1,517,275	1,376,516
REVENUES					
Revenue		1,396,450	1,378,549	1,414,147	1,403,942
Total Revenues		1,396,450	1,378,549	1,414,147	1,403,942
Total Revenues & Balances		\$ 3,161,185	\$ 2,807,748	\$ 2,931,422	\$ 2,780,458
POSITIONS					
Leader, District Literacy	4113	1.00	1.00	1.00	1.00
Manager, ESE	4113	1.00	1.00	1.00	1.00
Instructor, ESE	4120				
Instructor, FT	4120	3.00	2.00	4.00	3.00
Instructor, Intensive Reading	4120	4.00	5.00	4.00	4.00
Curriculum SME on Assignment	4133	2.00			
District Literacy Coach	4138	7.00	8.00	3.00	3.00
Literacy Coach	4138			6.00	7.00
Specialist, Literacy Common Core	4138				
Specialist, Literacy Curriculum	4138	1.00	1.00	1.00	1.00
Specialist, Literacy Math	4138				
Representative, Laptop for Literacy Program	4161				
Specialist, ESE	4165				
Specialist, Learning	4165	1.00	1.00	1.00	1.00
Specialist, Translation	4165			1.00	1.00
Total Positions		20.00	19.00	22.00	22.00
APPROPRIATIONS					
Regular Salaries		736,874	976,478	1,010,736	899,569
Part-Time					
One Time Market Adjustment	4750				
Supplements	4190				
Advanced Degree	4194				16,500
Total Salaries		736,874	976,478	1,010,736	916,069
Medical	4231	82,564	161,500	118,584	187,000
FICA	4220	54,327	74,701	74,183	89,122
FRS	4210	54,374	71,966	72,118	87,607
Total Benefits		191,266	308,167	264,885	363,729
Personnel Costs		928,139	1,284,645	1,275,621	1,279,798
Recurring Expenses					
Professional & Technical Services	4310	665,399	11,000	241,788	11,000
Travel-In State	4332	720		51	
Travel-Out State	4333	59		346	
Rentals	4360		53,729	4,000	58,729
Annual Software	4362		12,835	14,455	
Postage	4371				
Communication Stipends	4374	6,919	11,340	10,206	12,960
Other Purchased Services	4390				
Supplies	4510	1,356	5,000	321	5,000
Dues And Fees	4730				
Misc Expenses	4790				
Professional Staff Development					
Professional & Technical Services	4310	12,390			
Travel In-State	4332	8,747		6,003	20,000
Travel Out-State	4333	1,107		186	
Rentals	4360				
Annual Software Licensing	4362	14,455			14,455
Other Purchased Services	4390	42			
Supplies	4510	2,113			
Dues And Fees	4730	2,462		1,929	2,000
Total Operating Expenses		715,770	93,904	279,285	124,144
Total Appropriations		1,643,909	1,378,549	1,554,906	1,403,942
Rebudget - prior year balance		1,517,275	1,429,199	1,376,516	1,376,516
Total Appropriations & Ending Balances		\$ 3,161,185	\$ 2,807,748	\$ 2,931,422	\$ 2,780,458

Driver Education - Behind the Wheel

Recommended Budget

Fiscal Year 16-17

Cost Center: 9310, Fund 105

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		2,002,148	2,002,148	2,155,429	2,339,513
REVENUES					
Revenue		673,586	660,000	638,575	660,000
Total Revenue		673,586	660,000	638,575	660,000
Total Revenues & Balances		\$ 2,675,734	\$ 2,662,148	\$ 2,794,004	\$ 2,999,513
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				
Legal Fees	4312				
Travel In-State	4332				
Travel Out-State	4333				
Rentals	4360				
Postage	4371				
Communication Stipends	4374				
Internet Access	4373				
Other Purchased Services	4390	520,305	660,000	454,491	660,000
Supplies	4510				
Materials - Textbooks State Adopted	4520				
Capitalized Audio Visual Materials	4621				
Non-Capitalized Audio Visual Materials	4622				
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hdwr	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730				
Professional Staff Development					
Travel In-State	4332				
Travel Out-State	4333				
Total Operating Expenses		520,305	660,000	454,491	660,000
Total Appropriations		520,305	660,000	454,491	660,000
Rebudget - prior year balance		2,155,429	2,002,148	2,339,513	2,339,513
Total Appropriations & Ending Balances		\$ 2,675,734	\$ 2,662,148	\$ 2,794,004	\$ 2,999,513

Miscellaneous Grants/FL Best & Brightest Scholarship

Recommended Budget

Fiscal Year 16-17

Fund 106

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balances		223,433	224,723	(2,066)	0
Beginning Balance Adjustment				2,066	
REVENUE					
Revenue		(63,764)	0	1,552,179	0
Total Revenues		(63,764)	0	1,552,179	0
Total Revenues & Balances		\$ 159,669	\$ 224,723	\$ 1,552,179	\$ 0
POSITIONS					
Innovation Grant Leader	4114				
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		64,200			
Supplements	4190				
Overtime	4192				
Bonus	4194			1,441,875	
Total Salaries		64,200	0	1,441,875	0
Medical	4231	7,535			
FICA	4220	4,369		110,304	
FRS	4210	4,492		0	
Total Benefits		16,395	0	110,304	0
Personnel Costs		80,595	0	1,552,179	0
Recurring Expenses					
Professional & Technical Services	4310	15,385			
Software Dev Consulting	4318				
Travel In-State	4332	582			
Travel Out-State	4333	935			
Rentals	4360	228			
Postage	4371				
Communication Stipends	4374	1,689			
Internet Access	4373				
Other Purchased Services	4390				
Supplies	4510	11,009			
Materials - Textbooks State Adopted	4520				
Capitalized Audio Visual Materials	4621				
Non-Capitalized Audio Visual Materials	4622				
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hdwr	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	25			
Indirect Cost	4793				
Professional Staff Development					
Professional & Technical Services	4310	51,006			
Travel In-State	4332				
Travel Out-State	4333	281			
Dues & Fees	4730				
Total Operating Expenses		81,139	0	0	0
Total Appropriations		161,735	0	1,552,179	0
Rebudget - prior year balance		(2,066)	224,723	0	0
Total Appropriations & Ending Balances		\$ 159,669	\$ 224,723	\$ 1,552,179	\$ 0

Race To The Top
Recommended Budget
Fiscal Year 16-17
Fund 107

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balances		0	0	0	0
REVENUES					
Revenue		64,506	0	0	0
Total Revenues		64,506	0	0	0
Total Revenues & Balances		\$ 64,506	\$ -	\$ -	\$ -
POSITIONS					
Coordinator, Project Grant	4165				
Tutors	4169				
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		29,796			
Part-Time	4129				
Supplements	4190				
Advanced Degree	4750				
Interns	4753				
Total Salaries		29,796	0	0	0
Medical	4231	4,621			
FICA	4220	2,185			
FRS	4210	2,248			
Total Benefits		9,054	0	0	0
Personnel Costs		38,850	0	0	0
Recurring Expenses					
Professional & Technical Services	4310	19,912			
Software Dev Consulting	4318				
Travel In-State	4332	84			
Travel Out-State	4333				
Rentals	4360				
Postage	4371				
Communication Stipends	4374				
Internet Access	4373				
Other Purchased Services	4390				
Supplies	4510	742			
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hdwr	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730				
Indirect Cost	4793	3,072			
Professional Staff Development					
Travel In-State	4332	1,202			
Dues And Fees	4730	644			
Total Operating Expenses		25,656	0	0	0
Total Appropriations		64,506	0	0	0
Ending Balances		0	0	0	0
Total Appropriations & Ending Balances		\$ 64,506	\$ -	\$ -	\$ -

Title I Grant
Recommended Budget
Fiscal Year 16-17
Cost Center: 9124, Fund 420

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		1,042,320	1,064,766	920,523	902,500
Total Revenues		1,042,320	1,064,766	920,523	902,500
Total Revenues & Balances		\$ 1,042,320	\$ 1,064,766	\$ 920,523	\$ 902,500
POSITIONS					
Administrator, Title I	4113	0.80	0.80	0.80	0.80
Manager, Title I	4113				
Instructor, Intervention	4120	1.00	2.00	2.00	2.00
TOA, Parent Involvement	4120				
Total Positions		1.80	2.80	2.80	2.80
APPROPRIATIONS					
Regular Salaries		167,203	167,202	115,499	248,808
Supplements	4190	15,000	15,000		
One Time Market Adjustment	4750				
Total Salaries		182,203	182,202	115,499	248,808
Medical	4231	13,465	23,800	15,681	32,300
FICA	4220	13,860	13,938	8,836	19,926
FRS	4210	13,355	13,428	8,512	20,158
Total Benefits		40,680	51,167	33,029	72,384
Personnel Costs		222,882	233,369	148,528	321,192
Recurring Expenses					
Professional & Technical Services	4310	697,584	675,103	755,052	489,513
Travel In-State	4332	3,376	9,150	1,200	8,140
Travel Out-State	4333				3,500
Repairs & Maintenance	4350				
Rentals	4360	41,351	65,307	4,690	25,000
Annual Software Licenses	4362				
Postage	4371				
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374	3,265	3,240	3,461	3,240
Other Purchased Services	4390				
Supplies	4510	(1)	330	100	500
Other Materials	4590				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	3,187	5,200	2,086	9,372
Indirect Cost	4793	67,915	70,467	5,406	42,043
Professional Staff Development					
Professional & Technical Services	4310	1,708	1,600		
Travel In-State	4332	153			
Travel Out-State	4333				
Rentals	4360				
Dues And Fees	4730	899	1,000		
Total Operating Expenses		819,437	831,397	771,995	581,308
Total Appropriations		1,042,320	1,064,766	920,523	902,500
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$ 1,042,320	\$ 1,064,766	\$ 920,523	\$ 902,500

Title II Grant
Recommended Budget
Fiscal Year 16-17
Cost Center: 9124, Fund 420

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		30,591	53,643	53,065	53,065
Total Revenues		30,591	53,643	53,065	53,065
Total Revenues & Balances		\$ 30,591	\$ 53,643	\$ 53,065	\$ 53,065
POSITIONS					
Instructor	4120				
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
Personnel Costs		0	0	0	0
Recurring Expenses					
Professional & Technical Services	4310		21,257	31,344	
Travel In-State	4332		5,070		
Travel Out-State	4333				
Repairs & Maintenance	4350				
Rentals	4360				
Annual Software Licenses	4362				
Postage	4371				
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730		5,000		
Indirect Cost	4793	5,645	7,060	3,170	6,221
Professional Staff Development					
Professional & Technical Services	4310	5,756		8,602	31,000
Travel In-State	4332	116	4,882	1,816	6,800
Travel Out-State	4333	9,418		2,074	
Rentals	4360				
Dues And Fees	4730	9,656	10,374	6,059	9,044
Total Operating Expenses		30,591	53,643	53,065	53,065
Total Appropriations		30,591	53,643	53,065	53,065
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$ 30,591	\$ 53,643	\$ 53,065	\$ 53,065

IDEA Grant
Recommended Budget
Fiscal Year 16-17
Cost Center: 9124, Fund 420

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		882,700	908,252	782,835	1,034,089
Total Revenues		882,700	908,252	782,835	1,034,089
Total Revenues & Balances		\$ 882,700	\$ 908,252	\$ 782,835	\$ 1,034,089
POSITIONS					
Instructor, Special Education K-8	4120	1.00			
Instructor, Special Education 9-12	4120		3.00	3.00	6.00
Specialist, Reading Resource/Intervention	4130	1.00			
Total Positions		2.00	3.00	3.00	6.00
APPROPRIATIONS					
Regular Salaries		137,387	145,600	135,456	290,731
Advanced Degree	4194				
One Time Market Adjustment	4750				
Total Salaries		137,387	145,600	135,456	290,731
Medical	4231	10,112	25,500	23,233	51,000
FICA	4220	9,950	11,138	10,362	22,241
FRS	4210	10,102	10,731	9,983	21,862
Total Benefits		30,164	47,369	43,578	95,103
Personnel Costs		167,551	192,969	179,034	385,834
Recurring Expenses					
Professional & Technical Services	4310	622,107	669,640	570,808	593,716
Travel In-State	4332	918		1,139	859
Travel Out-State	4333	(10)			
Repairs & Maintenance	4350				
Rentals	4360	227	1,000		
Annual Software Licenses	4362				
Postage	4371				
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374	2,829	4,860	4,386	9,720
Other Purchased Services	4390				
Supplies	4510	106	799	111	750
Textbooks	4520				500
Non-Capitalized Software	4692				
Dues And Fees	4730				6,000
Indirect Cost	4793	24,000	24,000	24,000	25,000
Professional Staff Development					
Professional & Technical Services	4310	53,653			
Travel In-State	4332	1,650	9,559	1,196	2,476
Travel Out-State	4333	3,358		601	9,234
Rentals	4360				
Dues And Fees	4730	6,312	5,425	1,560	
Total Operating Expenses		715,149	715,283	603,801	648,255
Total Appropriations		882,700	908,252	782,835	1,034,089
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$ 882,700	\$ 908,252	\$ 782,835	\$ 1,034,089

Carl Perkins Career Tech Ed Grant

Recommended Budget

Fiscal Year 16-17

Cost Center: 9124, Fund 420

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		23,000	23,000	25,000	25,000
Total Revenues		23,000	23,000	25,000	25,000
Total Revenues & Balances		\$ 23,000	\$ 23,000	\$ 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					
Medical	4231				
FICA	4220				
FRS	4210				
Total Benefits					
Workers Compensation	4240				
Personnel Costs					
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-State	4333				
Repairs & Maintenance	4350				
Rentals	4360	21,905	21,905	23,810	23,810
Annual Software Licenses	4362				
Postage	4371				
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510				
Other Materials & Supplies	4590				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730				
Indirect Cost	4793	1,095	1,095	1,190	1,190
Professional Staff Development					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-State	4333				
Rentals	4360				
Dues And Fees	4730				
Total Operating Expenses		23,000	23,000	25,000	25,000
Total Appropriations		23,000	23,000	25,000	25,000
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$ 23,000	\$ 23,000	\$ 25,000	\$ 25,000

Professional Development Action Plan

Recommended Budget

Fiscal Year 16-17

Cost Center: 9124, Fund 106

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		41,933	0	78,739	0
Total Revenues		41,933	0	78,739	0
Total Revenues & Balances		\$ 41,933	\$ -	\$ 78,739	\$ -
POSITIONS					
Specialist, Curriculum	4132				
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		16,643			
Supplements	4190				
One Time Market Adjustment	4750				
Total Salaries		16,643	0	0	0
Medical	4231	2,036			
FICA	4220	1,273			
FRS	4210	1,233			
Total Benefits		4,542	0	0	0
Workers Compensation	4240				
Personnel Costs		21,186	0	0	0
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				
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510				
Other Materials & Supplies	4590				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730				
Indirect Cost	4793				
Professional Staff Development					
Professional & Technical Services	4310	5,999		50,970	
Travel In-State	4332	14,759		6,378	
Travel Out-State	4333	(10)		1,396	
Rentals	4360				
Dues And Fees	4730			19,995	
Total Operating Expenses		20,748	0	78,739	0
Total Appropriations		41,933	0	78,739	0
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$ 41,933	\$ -	\$ 78,739	\$ -

PERT Grant
Recommended Budget
Fiscal Year 16-17
Cost Center: 9124, Fund 420

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		1,562	1,583	0	0
Total Revenues		1,562	1,583	0	0
Total Revenues & Balances		\$ 1,562	\$ 1,583	\$ -	\$ -
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				
Repairs & Maintenance	4350				
Rentals	4360				
Annual Software Licenses	4362				
Postage	4371				
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510	1,562	1,583		
Other Materials & Supplies	4590				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730				
Indirect Cost	4793				
Professional Staff Development					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-State	4333				
Rentals	4360				
Dues And Fees	4730				
Total Operating Expenses		1,562	1,583	0	0
Total Appropriations		1,562	1,583	0	0
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$ 1,562	\$ 1,583	\$ -	\$ -

FLVS 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 and the Learning Management System (LMS) projects, which are funded with transfers 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

Projects
Recommended Budget
Fiscal Year 16-17

Fund	Description	FY16-17 Recommended Budget
791	Curriculum Course Development	1,500,000
123	Document Management	155,000
123	VSA Password Security	312,000
123	Data Center of Excellence (Phase I)	164,330
123	Contract Management System	295,000
791	Elementary FT Courses	5,000,000
123	Teacher Training Institute	80,512
123	Learning Management System (LMS)	3,312,440
791	Mobile Readiness	375,000
123	Workday Phase 3	200,000
123	Workday Support & Training	45,000
	TOTAL	\$ 11,439,282

PROJECT SUMMARIES	
Curriculum Course Development	\$1.5M budgeted for course development. Courses prioritized by Curriculum Stakeholders for development: Drivers Ed, AP Statistics, AP Computer Science, Spanish 3 & 4, Liberal Arts Math I, Indiana Social Studies, MJ Science Suite(3), PLE Next Steps (Math and LA), Fitness Lifestyle Design, MJ Music Technology, Tool 19 Algebra 2.
Document Management	Functionality in the VSA Suite to store and manage Proof of Residence for Home School Students (Audit/Compliance). \$155K has been budgeted for contractor software development resources for this project.
VSA Password Security	The VSA Suite currently stores passwords in reversible encrypted forms and allows users at many levels to see the passwords of other users. Such storage is inconsistent with standard practices and in conflict with state statute. Both the storage of user passwords and visibility of passwords were cited as findings in the Operational Audit performed by the Auditor General. FLVS IT proposes the creation of a project which has in scope the technical changes required to address these findings for all users of VSA, including VSA users at physical schools. The project would require at least two dedicated resources for developing these security features and testing. The approximate cost of external contract resources is \$312,000. The projected timeline to accomplish these tasks is approximately one year.
Data Center of Excellence (Phase I)	FLVS collects, stores, analyzes and uses a tremendous volume of diverse data elements. A common theme that has emerged across all departments is the need for a stronger, more intentional data initiative which includes a systematic effort to govern the data. The vision is to create a Data Center of Excellence (COE) that ensures FLVS functions as data-driven organization that is built on valuing the use of data and maintaining high quality data, so that we efficiently deliver our product and maintain a competitive edge in the marketplace. In addition to the contracted services of \$114,330 and \$50K for training, we've added four positions to the general fund at a cost of \$423,276.
Contract Management System	Procurement Services needs an integrated solution that will provide the ability to manage multiple Procurement Services processes. Currently the contracts management process, solicitation process, contract spend and the overall document management process does not have an end to end solution. The recommendation is to build a new system using in-house technologies that support other business functions in the collaboration space. The solution must provide the ability to maintain historical data and generate both defined and ad hoc reports. This capability is essential for being able to demonstrate compliance with state purchasing statute, FLVS policy and auditing requirements. \$295K has been set aside for vendor implementation costs and licenses.
Elementary FT Courses	FLVS has an opportunity to use the organization's 19 years of experience developing curriculum and delivering instruction to create a new line of Florida and Global business. Over the last six years, FLVS has been involved with delivering a virtual elementary program. Initially, FLVS partnered with Florida Connections Academy (FCA) and outsourced the K-8 Full Time program as a whole. On December 8, 2015, the Board approved the transfer of the operation of the 6-8 portion of the Full Time program from FCA to FLVS, effective for fiscal year 2016-17. In addition to the FLVS Full Time K-8 program, FLVS is also piloting a K-5 Part Time (FLEX) program. Building on the information gained in the elementary programs, FLVS is ready to incorporate its philosophy into a program to be developed by FLVS staff. The FLVS contract with FCA to operate the K-5 Full Time program expires in June, 2018. At the conclusion of this contract, it is proposed that FLVS take over the operation of the K-5 Full Time program (beginning in fiscal year 2018-19). Demand for K-5 virtual education in Florida continues to grow. The student FTE in the FLVS Full Time K-5 program has grown at an average annual rate of 5% per year over the last few years. In addition, the K-5 Part Time (FLEX) program has grown to 1,300 students in its first full year of operation. If the legislature lifts the existing restrictions on grades 2-5, this program is expected to more than double its student enrollments. Developing a new K-5 program aligns with both our strategic plan and the personalized learning initiative. It will enable us to serve a growing population with a high quality FLVS program of study, along with a highly-qualified FLVS instructor to effectively teach the foundational concepts during the early grades. It will also build continuity for these students as they remain with FLVS for their 6-12 education with FLVS Full Time or FLVS FLEX. Implementation costs of this proposal include \$5 million per year for two years for curriculum development, with the first \$5 million to be included in the budget for fiscal year 2016-17, and a \$655,762 start-up budget in fiscal year 2017-18. Including FLVS FT, Franchises, and Global Sales, this expansion is projected to produce a total net income to FLVS of approximately \$16.5 million over a ten year period, from fiscal year 2016-17 through fiscal year 2025-26. (Note-the projected net income to FLVS over this same ten year period under the current FCA arrangement, whereby FLVS retains 4% of the revenue, would net FLVS \$1.9 million).
Teacher Training Institute	The FLVS Virtual Teacher Training Institute is a program that would foster relationship building with the various Universities throughout the State of Florida and promote best practices in online learning. In the past, FLVS has partnered with Post University to offer a completely virtual course to anyone who was interested in taking a non-FLVS specific course in best practices & strategies in online teaching and learning. Due to a lack of enrollment growth FLVS ended its relationship with Post University in this area. Members of FLVS' Sr. Executive team have requested a proposal for a replacement offering involving partnerships with various Universities in Florida. The initial program would be developed as an exclusive pilot partnership with the University of Florida with the hopes of expanding the offering to other Universities in the future. To obtain the desired profit margin of 30% the program would need to serve 250 students annually with a fee structure of \$455 per course per student. The course is proposed as an 8 week, 3 credit hour undergraduate or graduate course which could be offered 6 times throughout each calendar year. The estimated revenue for year one is \$113,750 with expenses calculated at \$80,512 for contract instructional resources to support the program.
Learning Management System (LMS)	Our current Learning Management System (LMS) contract will expire at the end of 2017. Florida Virtual School (FLVS) must complete the ITN process to ensure we have a cloud based LMS solution that best meets future goals and needs. The 2017 budget includes the implementation cost of \$2,312,440, plus a \$1M contingency.
Mobile Readiness	This project has identified and prioritized courses with Flash assets and will create mobile friendly versions of those assets; courses were prioritized with Instruction, Franchise and Global stakeholders. The updated assets will ensure the courses fully comply with FLVS mobile requirements. The targeted courses are MJ Career Research and Decision Making v15, AP English Literature and Composition v16, English I v15, English III Credit Recovery v16, English III v14, Life Management Skills v10, AP US Government and Politics v10, French I v13, French II v13, Texas Course Catalog. \$375K has been budgeted for web development contract resources.
Workday Phase 3	Currently Florida Virtual Schools Asset Inventory is maintained in a system which was developed internally and does not provide for robust audits nor is adequate in order to properly track tangible property. It does not support the organizational goals for Financial Acumen, nor supports Florida Statute requirements on the accountability of Tangible Property. Current work flows within the existing system are produced in order to fulfill orders placed to receive tangible property, such as, computers, hardware, furniture, electrical components, and other high valued items, however, these items cannot be tracked for ownership, nor does it tie into the Finance. When an audit was done on the current system the Board Legal Department showed that individuals were still assigned laptops from 2008, which were turned in over 6 years ago. When trying to locate the item now it could not be found but yet still in the system as active. In order to update and maintain this system would require extensive work hours and be a burden on a department and the School. Estimated consultant cost for the implementation of Phase 3 is \$200K.
Workday Support & Training	Operationalizing the support of the Workday platform by training internal teams on the new modules being implemented (HR & Benefits) as well as continual training on current modules. \$35K has been budgeted for training plus \$10K for travel related costs.

Instruction FLVS Flex
Recommended Budget
Fiscal Year 16-17
Cost Centers: 1000 & 1002

Description	FY14-15 Actual Results		FY15-16 Adopted Budget		FY15-16 Projected Results		FY16-17 Recommended Budget	
FTE	24,898.03		24,967.03		26,009.30		26,037.35	
FTE to Teacher Ratio	25.20		21.42		22.37		22.35	
Instruction								
Instructor, 6-12	960.50	50,812,148	1,126.00	55,638,250	1,135.00	58,173,098	1,136.00	58,164,336
Instructor, Lead 6-12	119.00	6,875,225	137.00	6,777,938	140.00	7,262,043	137.00	7,014,537
Instructor, PT	104.00	2,194,834	150.00	1,902,750	106.00	1,526,050	110.00	1,468,940
Instructor, K-5							25.00	1,280,025
Instructor, Lead K-5							3.00	153,603
Instructor, Quality Assurance 6-12		30,399						
Instructor, Quality Assurance K-5							0.25	16,018
Other Support PT		486						
Paraprofessional, FT		1,807						
Paraprofessional, PT		(1,969)						
Total Teachers	1,183.50	59,912,930	1,413.00	64,318,938	1,381.00	66,961,191	1,411.25	68,097,459
AP Bonus		56,450		72,000		110,053		72,000
Advanced Degree				424,000				539,000
Overtime								
Supplements								
Seasonal Staffing				250,000				
Total Salaries	1,183.50	59,969,380	1,413.00	65,064,938	1,381.00	67,071,244	1,411.25	68,708,459
Medical		9,332,535		10,735,500		10,729,465		11,060,625
FICA		4,464,214		4,977,468		5,114,163		5,256,197
FRS		4,399,245		4,789,980		4,705,906		5,161,462
Total Benefits		18,195,994		20,502,948		20,549,534		21,478,284
Workers Compensation		10				21		
Unemployment Compensation		762				4,290		
Professional & Technical Services								
Travel In-State		142,587		128,813		64,199		109,888
Travel Out-State		2,634		4,723		1,696		4,723
Rental		8,961,358		13,261,234		13,174,363		10,851,590
Annual Software Licensing								20,000
Postage		86		400				200
Communication Stipends		2,092,391		2,242,146		2,202,776		2,236,590
Other Purchased Services		345				130		
Supplies		14,784		22,560		4,215		29,060
Non-Capitalized FFE								
Non-Capitalized Computer Hdwr		1,158		2,000				3,750
Non-Capitalized Software								
Dues And Fees		955		2,445				2,445
Misc Expense								
Total Operating Expenses		11,217,068		15,664,321		15,451,669		13,258,246
Travel In-State		54,382		54,108		7,516		55,050
Travel Out-State		7,231		11,593		2,675		11,000
Rental								
Postage		22						
Internet Access								
Materials/Other Purchased Services								
Supplies				90				90
Dues and Fees		4,570				1,030		1,000
Total Staff Development		66,205		65,791		11,220		67,140
Total Instruction	1,184	\$ 89,448,648	1,413	\$ 101,297,998	1,381	\$ 103,083,688	1,411.25	103,512,129

Instruction FLVS Flex
Recommended Budget
Fiscal Year 16-17
Cost Centers: 1000 & 1002

Description	FY14-15 Actual Results		FY15-16 Adopted Budget		FY15-16 Projected Results		FY16-17 Recommended Budget	
School Administration								
Assistant, Administrative 6-12	1.00	29,404	1.00	33,441	1.00	34,289	1.00	33,789
Assistant, Senior Administrative 6-12	1.00	32,690	1.00	33,441	1.00	35,578	1.00	34,871
Assistant, Administrative K-5							1.00	31,874
Instructional Leader, 6-12	28.00	2,013,143	29.00	2,197,040	29.00	2,368,830	29.00	2,258,607
Instructional Leader, K-5							2.00	163,074
Principal, K-5							1.00	90,494
Manager, Mentor Program		82,450						
Technician, Materials							0.25	10,375
Overtime		126				25		
Supplements								
Total Salaries	30.00	2,157,814	31.00	2,263,922	31.00	2,438,722	35.25	2,623,084
Medical		240,284		263,500		305,788		299,625
FICA		161,275		173,190		181,106		200,666
FRS		163,486		166,851		181,846		197,256
Total Benefits		565,046		603,541		668,740		697,547
Professional & Technical Svcs								10,000
Travel In-State		14,220		28,800		7,249		33,300
Travel Out-State		525				55		5,000
Rentals		632,000						
Postage		20		100		38		600
Repairs & Maintenance								
Communication Stipends		55,642		60,900		64,051		67,200
Other Purchased Services								
Supplies		748		1,058		101		3,600
Non-Capitalized FFE		1,500		1,200				1,200
Dues And Fees		7,519		6,848		100		7,748
Total Operating Expenses		712,174		98,906		71,594		128,648
Travel In-State		13,407		7,652		4,074		6,325
Travel Out-State		1,417		768				768
Supplies		86				76		
Dues And Fees		915				675		175
Total Staff Development		15,827		8,420		4,825		7,268
Total School Administration	30.00	\$ 3,450,860	31.00	\$ 2,974,789	31.00	\$ 3,183,881	35.25	3,456,547
Transfers Out		\$ -		\$ -		\$ 350,000		\$ -
School Total	1,213.50	\$ 92,899,508	1,444.00	\$ 104,272,787	1,412.00	\$ 106,617,569	1,446.50	\$ 106,968,676

Instruction FLVS Full Time
Recommended Budget
Fiscal Year 16-17
Cost Center: 9123, Fund 109

Description	FY14-15 Actual Results		FY15-16 Adopted Budget		FY15-16 Projected Results		FY16-17 Recommended Budget	
FTE	5,931.91		5,746.67		5,598.89		5,771.95	
Instruction								
Instructor, 6-12	73.00	3,011,978	76.00	3,149,592	84.00	3,749,839	145.00	6,136,255
Instructor, Gifted							2.00	83,060
Instructor, Intervention							2.00	109,932
Instructor, Resource							9.00	388,635
Instructor, PT		65,513	9.00	114,165				
Other Certified		640						
Other Support PT		5,565				17,892		
Club Supplements								
Total Teachers	73.00	3,083,695	85.00	3,263,757	84.00	3,767,731	158.00	6,717,882
School Recognition Bonus				287,528				287,528
Advanced Degree				16,531				32,452
Overtime		71						
Supplements		7,447		20,000				20,000
Total Salaries	73.00	3,091,213	85.00	3,587,816	84.00	3,767,731	158.00	7,057,862
Medical		673,044		654,500		709,499		1,343,000
FICA		234,994		278,213		297,602		539,926
FRS		236,766		268,030		286,912		530,751
Total Benefits		1,144,805		1,200,743		1,294,013		2,413,678
Unemployment Compensation		162						
Professional & Technical Services		23,108,777		20,545,045		20,051,935		9,769,428
Travel In-State		4,190		29,000		938		40,000
Travel Out-State				5,500				5,500
Rentals		58,702		418,357		295,250		907,084
Postage		724		7,000				5,000
Communication Stipends		101,547		133,704		96,157		213,300
Other Purchased Services		140,304		188,400		66,381		723,316
Supplies		239,648		99,900		220,499		315,000
Non-Capitalized FFE				63,000				
Non-Capitalized Computer Hdw								63,000
Dues And Fees		135		100				1,000
Total Operating Expenses		23,654,189		21,490,006		20,731,160		12,042,628
Contract Labor								
Travel In-State		16,008		20,000		23,532		75,000
Travel Out-State		4,098		3,000				5,000
Rentals								
Dues And Fees		350						
Total Staff Development		20,456		23,000		23,532		80,000
Total Instruction	73.00	\$ 27,910,662	85.00	\$ 26,301,565	84.00	\$ 25,816,436	158.00	\$ 21,594,168
Instructional Support								
Guidance Counselor	4.00	266,987	5.00	306,940	8.00	313,471	9.00	540,864
School Psychologist							1.00	53,456
Quality Assurance Instructor							1.00	57,000
Instructional Support, PT					9.00	65,958	18.00	240,246
Registrar	1.00	42,886	1.00	48,951	2.00	51,311	2.00	96,510
Specialist, Assessment & Accountability	1.40	73,355	1.35	73,975	2.35	40,946	2.35	132,345
Specialist, Enrollment							2.00	100,326
Specialist, Learning							1.00	50,163
Specialist, Response to Intervention	1.00	7,979	1.00	53,861	1.00	27,537	1.00	55,500
Specialist, Support ESE							1.00	46,064
Analyst, Data Accountability			0.40	30,181	0.40	32,379	0.40	31,758
Coordinator, 504					1.00	9,775	1.00	56,147
Senior Technician, ESE							1.00	38,317
Technician, Customer Care					1.00	13,788	2.00	74,000
Technician, Enrollment & Assessment	6.00	205,211	6.00	220,392	11.00	257,779	11.00	408,320
Technician, ESE	1.00	35,799	1.00	37,298	1.00	39,247	1.00	39,247
Total Salaries	14.40	632,216	15.75	771,598	36.75	852,191	54.75	2,020,263
Medical		30,476		42,500		34,376		312,375
FICA		20,057		23,481		25,893		154,550
FRS		19,668		22,621		22,757		151,924
Total Benefits		70,201		88,602		83,026		618,849
Professional & Technical Services								
Travel In-State		60		2,400		2,000		2,400
Travel Out-State								

Instruction FLVS Full Time
Recommended Budget
Fiscal Year 16-17
Cost Center: 9123, Fund 109

Description	FY14-15 Actual Results		FY15-16 Adopted Budget		FY15-16 Projected Results		FY16-17 Recommended Budget	
Communication Stipends		7,029		8,100		8,146		18,900
Rentals								
Other Purchased Services								
Supplies								
Total Operating Expenses		7,089		10,500		10,146		21,300
Travel Out-State								
Total Staff Development		0		0		0		0
Total Instructional Support	14.40	\$ 709,506	15.75	\$ 870,700	36.75	\$ 945,363	54.75	\$ 2,660,412
School Administration								
Exec Dir, Analysis, Assesmt & Accountability	0.30	31,716	0.30	39,000	0.30	41,572	0.30	41,038
Senior Director, FT Instruction	0.90	130,214	0.90	91,800	0.90	96,526	0.90	96,597
Director, Dist. Accountability		3,374						
Director, Instruction					1.00	49,311	1.00	98,622
Principal			1.00	89,250	2.00	120,540	2.00	178,500
Assistant Principal							7.00	544,054
Instructional Leader	5.00	403,368	4.00	309,788	7.00	299,528		
Administrator, Assessment & Accountability	0.20	13,451	0.10	7,943	0.10	8,523	0.10	8,358
Administrator, Evaluation & Measurement	0.50	32,105	0.20	13,598				
Administrator, District ESE					1.00	30,818	1.00	78,919
Administrator, Secondary School Operations					1.00	13,333	1.00	75,000
Sr Manager, Evaluation & Measurement					0.20	8,741	0.20	18,000
Manager, Assessment			1.00	65,315	1.00	62,251	1.00	62,251
Manager, ESE	1.00	132,894	1.00	60,603	2.00	53,960	2.00	123,558
Specialist, FT Marketing & Communications	1.00	16,637	1.00	52,953	1.00	54,770	1.00	53,708
Developer, Software					1.00	10,999	1.00	85,000
Assistant, Administrative	1.00	61,216	1.00	31,874	2.00	32,328	2.00	60,550
Assistant, Senior Administrative			1.00	33,441	1.00	36,526	1.00	35,188
General Assistant			1.00	9,305				
Supplements		999		3,360				
Overtime		7,879		2,000		4,660		2,000
Total Salaries	9.90	833,853	12.50	810,230	21.50	924,386	21.50	1,561,343
Medical		151,309		180,625		185,203		182,750
FICA		75,459		93,784		98,528		119,443
FRS		76,665		102,993		93,448		137,025
Total Benefits		303,434		377,402		377,179		439,218
Professional & Technical Services				240,000				
Legal				93,098				150,000
Travel In-State		17,499		16,656		21,281		36,656
Travel Out-State		1,140		3,189		4,909		18,000
Communication Stipends		10,849		10,500		21,808		18,900
Rentals								
Postage		296		268		536		268
Other Purchased Services		31						10,000
Supplies		2,719		527		500		6,500
Non-Capitalized FFE								
Dues And Fees		7,054		1,280		3,293		2,100
Indirect Cost								
Total Operating Expenses		39,588		365,518		52,327		242,424
Travel In-State		6,917		10,000		4,522		18,000
Travel Out-State		5,243		2,700				2,700
Postage		124						
Supplies		94						
Dues And Fees		1,772		500				1,500
Total Staff Development		14,149		13,200		4,522		22,200
Total School Administration	9.90	\$ 1,191,024	12.50	\$ 1,566,350	21.50	\$ 1,358,414	21.50	\$ 2,265,185
Transfer to General Fund		\$ 320,000		\$ -		\$ -		\$ -
School Total	97.30	\$ 30,131,192	113.25	\$ 28,738,615	142.25	\$ 28,120,213	234.25	\$ 26,519,764

Department Summary
Recommended Budget
Fiscal Year 16-17

Description		FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
<u>Board of Trustees</u>									
Board of Trustees	9001	6.00	7.00	8.75	9.00	2,173,436	2,664,605	2,927,341	3,233,249
Board of Trustees		6.00	7.00	8.75	9.00	\$ 2,173,436	\$ 2,664,605	\$ 2,927,341	\$ 3,233,249
<u>Office of the President & CEO</u>									
President & CEO	9002	1.34	2.00	3.00	3.00	372,004	391,169	320,078	494,625
Enterprise Project Management Office	9005	13.50	15.50	16.50	10.60	1,917,035	1,853,608	3,070,861	1,216,172
Information Technology	9330	67.50	72.50	72.50	78.50	10,606,835	11,837,267	11,862,160	16,908,585
Office of the President & CEO		82.34	90.00	92.00	92.10	\$ 12,895,874	\$ 14,082,045	\$ 15,253,099	\$ 18,619,382
<u>Operations Services Office</u>									
Chief Operating Officer	9510	2.00	1.50	1.50	1.50	82,949	250,098	255,511	268,161
Government Affairs & Strategic Solutions	9003	3.50	5.50	5.50	5.50	357,757	589,851	528,836	620,008
Analysis, Assessment, & Accountability	9006	6.10	8.65	7.65	11.65	879,391	951,483	662,272	1,329,730
Purchasing Services	9310	7.00	7.00	5.00	6.00	810,022	1,178,845	737,566	509,338
Talent Management	9520	23.75	33.00	31.00	30.00	1,826,994	3,067,019	2,734,635	3,023,691
Operations Services Office		42.35	55.65	50.65	54.65	\$ 3,957,114	\$ 6,037,295	\$ 4,918,820	\$ 5,750,928
<u>Business & School Solutions Office</u>									
Executive Vice President, Business & School Solutions	9110	3.00	3.00	3.25	1.95	419,928	424,084	478,802	307,922
Student Support	9120	8.95	8.95	8.95	42.25	1,842,468	1,177,445	1,244,836	3,542,432
Staff Development	9140	22.75	19.80	20.80	23.00	2,600,363	1,984,205	1,872,728	2,232,907
Curriculum Product Innovation	9250	29.50	11.00	9.00	9.25	3,073,686	1,217,158	1,086,075	956,295
Business & School Solutions Office		64.20	42.75	42.00	76.45	\$ 7,936,446	\$ 4,802,892	\$ 4,682,441	\$ 7,039,555
<u>Business Development Office</u>									
Florida Franchises (930)	9131	5.93	13.10	11.90	13.20	8,778,280	9,532,485	10,928,094	10,115,495
FLVS Global (921)	9610	26.20	35.70	39.50	43.10	8,672,292	9,067,523	8,561,153	11,283,967
FLVS Global School (922)	9620	31.75	35.55	35.45	29.30	2,925,815	2,575,093	2,440,343	2,686,190
Marketing & Communications	9640	18.50	20.00	21.00	21.00	4,286,673	4,675,362	5,135,909	5,065,069
Business Development and Solutions	9710	5.83	6.50	6.50	6.25	499,180	594,701	551,463	522,336
Florida Services	9720	8.40	8.40	8.40	8.50	759,620	829,469	787,245	863,573
Business Development Office		96.61	119.25	122.75	121.35	\$ 25,921,860	\$ 27,274,632	\$ 28,404,207	\$ 30,536,631

Department Summary
Recommended Budget
Fiscal Year 16-17

Description		FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
<u>Business Services Office</u>									
Chief Financial Officer	9410	7.00	7.50	7.50	7.50	754,955	1,049,797	1,079,707	754,336
Financial Services	9420	12.00	11.50	11.50	11.50	4,318,039	1,656,880	1,840,271	1,724,917
Budget Services	9450	7.00	7.00	7.00	7.00	631,799	646,512	667,846	679,411
Business Services Office		26.00	26.00	26.00	26.00	\$ 5,704,793	\$ 3,353,189	\$ 3,587,825	\$ 3,158,664
Operating Development - Fund 123		0.00	0.00	0.00	0.00	0	1,738,654	1,069,957	5,541,734
Course Development - Fund 791		0.00	69.50	78.50	111.40	0	8,331,363	7,323,060	14,533,476
Development, Funds 123 & 791		0.00	69.50	78.50	111.40	\$ -	\$ 10,070,017	\$ 8,393,017	\$ 20,075,210
Development, Fund 923		34.80	5.50	0.00	0.00	6,303,740	1,676,229	3,425,487	0
Development, Fund 923		34.80	5.50	0.00	0.00	\$ 6,303,740	\$ 1,676,229	\$ 3,425,487	\$ -
<u>Discontinued Departments</u>									
Strategic Partnerships (923)	9004	2.00	2.00	0.00	0.00	297,068	0	0	0
Student Engagement	9160	35.30	59.30	62.30	0.00	2,228,356	3,917,065	3,628,022	0
FLVS Foundation	9642	0.00	0.00	0.00	0.00	157,718	0	0	0
FLVS Foundation (112)	9642	0.00	0.00	0.00	0.00	97,523	0	0	0
Florida Services, Product Development & Sales (923)	9710	5.50	5.50	0.00	0.00	359,611	0	0	0
Discontinued Departments		42.80	66.80	62.30	0.00	\$ 3,140,276	\$ 3,917,065	\$ 3,628,022	\$ -
Franchises, GS, Development Reversing Entry		(106.18)	(166.85)	(165.35)	(197.00)	\$ (27,336,806)	\$ (31,182,693)	\$ (32,678,137)	\$ (38,619,128)
NET TOTAL GENERAL FUND DEPARTMENTS		288.92	315.60	317.60	293.95	\$ 40,696,732	\$ 42,695,276	\$ 42,542,123	\$ 49,794,491

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:

Dame Dhyana Ziegler, Ph.D, Professor of Journalism, Florida A&M University, Tallahassee, Florida
Chair of FLVS Board of Trustees

Linda Pellegrini, President, Pellegrini Homes, Orlando, Florida
Vice Chair of FLVS Board of Trustees

Brian Cunningham, President, J Strategies, Ft. Lauderdale, Florida

Dorene McShea, Realtor with John R. Wood Properties, of Naples

Iris Gonzalez, Corporate Director - Multicultural Strategies, Bright House Networks, St. Petersburg, Florida

Robert Saltsman, Attorney/CPA, Robert P. Saltsman, P.A., Winter Park, Florida

Robert H. Gidel, Managing Partner, Liberty Capital Advisors, LLC Orlando, 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 Board Clerk/Paralegal as well as the Professional Standards, Audit, Materials, Inventory, and Records Management teams.

Needed Increases/Budget Reductions:**Amount*****COST CENTER 9001 - Board/Legal***

• <i>Move Instructional Materials to 1000</i>	\$	(476,529)
• <i>Facilities increase for Repairs & Maintenance</i>	\$	23,000
• <i>Highwood's Properties lease contract increase for FY17</i>	\$	123,463
• <i>Transfer liability insurance from Finance</i>	\$	328,379
• <i>Add supplies from Materials budget</i>	\$	1,075
• <i>FLVS Materials budget removed (partial - balance in 9310)</i>	\$	(23,418)
• <i>Remove non-recurring budget for CEO Search</i>	\$	(100,000)
• <i>Adjustment in FRS rate</i>	\$	949

Board Of Trustees
Recommended Budget
Fiscal Year 16-17
Cost Center: 9001

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Chief Admin Officer/General Counsel	4111	1.00	1.00	1.00	1.00
Director, Professional Standards & Audit	4112	1.00	1.00	1.00	1.00
Senior Manager, Employee Relations	4113				
Manager, Records & Facilities	4113		1.00	1.00	1.00
Associate, Professional Standards	4161	1.00	1.00	1.00	1.00
Support Representative, Legal/Records	4161	1.00	1.00	1.00	1.00
Technician, Employee Relations	4161				
Technician, Inventory	4161			1.00	1.00
Technician, Materials	4161			0.75	
Assistant, Administrative	4162	1.00	1.00	1.00	1.00
Assistant, Executive	4162				
Specialist, Records Management	4165				
Paralegal/Board Clerk	4165	1.00	1.00	1.00	1.00
Postal Clerk	4169				1.00
Total Positions		6.00	7.00	8.75	9.00
APPROPRIATIONS					
Regular Salaries		512,645	532,446	589,646	630,282
Interns		681			
Supplements	4190	3,034	1,500	147	1,497
Overtime	4192	228		487	
Adjuncts					
Total Salaries		516,588	533,946	590,280	631,779
Medical	4231	41,270	59,500	55,651	68,000
FICA	4220	32,891	40,847	35,218	48,331
FRS	4210	66,906	67,006	71,874	77,643
Total Benefits		141,067	167,353	162,743	193,974
Personnel Costs		657,656	701,299	753,023	825,753
Recurring Expenses					
Workers Compensation	4240	11			
Unemployment Compensation	4250	121,602	257,750	60,315	257,750
Misc Payroll Taxes	4260				
Professional & Technical Services	4310	136,516	104,000	97,269	59,430
Audit Services	4310		53,500	45,000	64,350
Legal Fees	4312	382,414	200,000	510,109	204,150
Legal Settlements	4315	91,494	150,000	68,849	150,000
Insurance	4320				328,379
Travel In-State	4332	5,178	8,200	6,437	8,285
Travel Out-State	4333	5,407	4,000	304	2,850
Repairs & Maintenance	4350	27,480	40,000	40,669	50,000
Building Lease	4360	675,482	1,018,680	1,056,189	1,142,140
Rentals	4360		45,541	34,711	98,806
Postage	4371	367	1,750	3,919	18,936
Other Purchased Services	4390	57,490	36,400	155,240	1,200
Supplies	4510	971	7,740	19,326	11,815
Periodicals	4530				
Capitalized FFE	4641	1,003		4,558	
Non-Capitalized FFE	4642			61,422	
Non-Capitalized Computer Hdw	4644			4,733	
Dues And Fees	4730	3,078	27,345	1,315	2,905
Professional Staff Development					
Travel In-State	4332	3,643	6,000	598	3,800
Travel Out-State	4333	785		2,001	2,200
Repairs & Maintenance	4350	284			
Postage	4371	1,113			
Supplies	4510	170	1,500		100
Dues And Fees	4730	1,292	900	1,353	400
Total Operating Expenses		1,515,780	1,963,306	2,174,318	2,407,496
TOTAL		\$ 2,173,436	\$ 2,664,605	\$ 2,927,341	\$ 3,233,249

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.

Needed Increases/Budget Reductions:

Amount

COST CENTER 9002 - President & CEO

• <i>Addition of Exec Director, Foundation</i>	\$	124,978
• <i>Reduction in Discretionary Funds</i>	\$	(15,000)
• <i>Reduction in Strategic Business</i>	\$	(11,150)
• <i>Adjustment in dues & fees & supplies</i>	\$	775
• <i>Adjustment in FRS rate & CEO rate</i>	\$	(1,325)

President & Chief Executive Officer

Recommended Budget

Fiscal Year 16-17

Cost Center: 9002

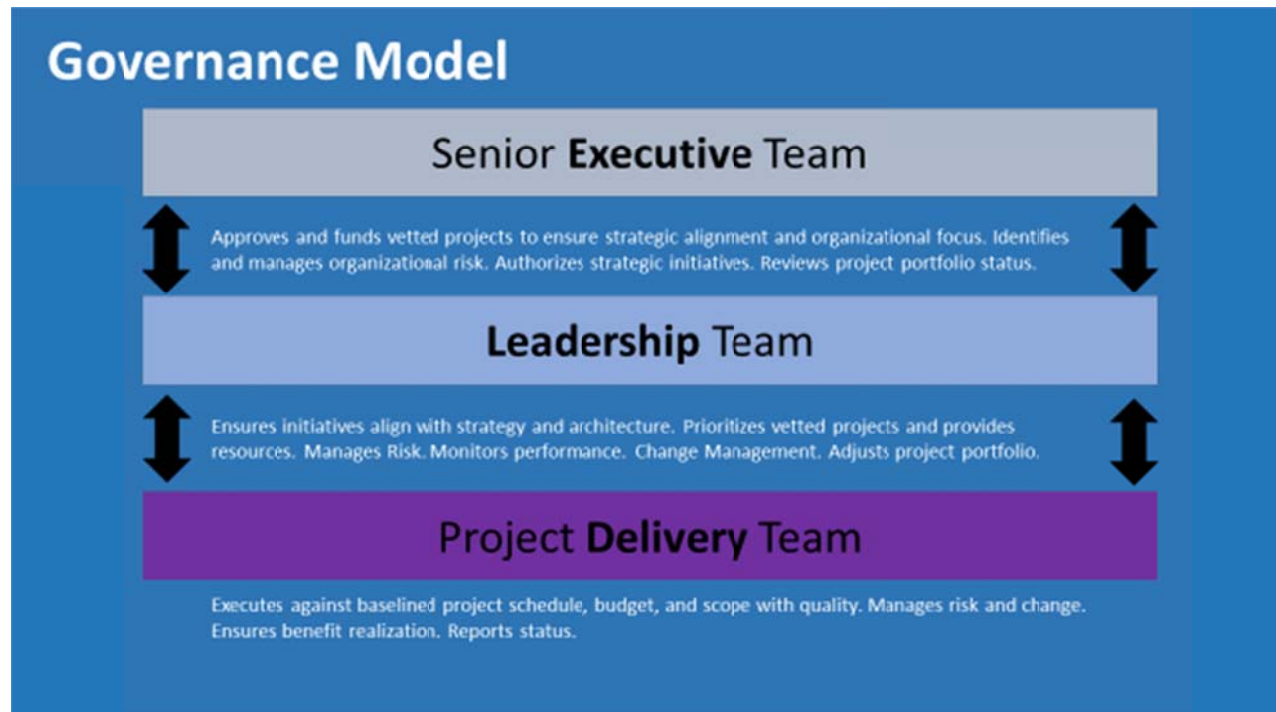
Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
President & CEO	4111	1.00	1.00	1.00	1.00
Executive Director, FLVS Foundation	4112			1.00	1.00
Assistant, Executive	4162	0.34	1.00	1.00	1.00
Receptionist	4162				
Total Positions		1.34	2.00	3.00	3.00
APPROPRIATIONS					
Regular Salaries		229,864	251,706	255,928	342,908
Supplement	4190				
Overtime	4192	320	1,000	68	1,000
Bonus	4750				
Total Salaries		230,184	252,706	255,996	343,908
Medical	4231	5,638	17,000	11,006	25,500
FICA	4220	8,283	19,332	9,302	26,309
FRS	4210	38,801	47,931	37,698	58,933
Total Benefits		52,722	84,263	58,006	110,742
Personnel Costs		282,907	336,969	314,002	454,650
Recurring Expenses					
Professional & Technical Services	4310	85,200	2,500	800	2,500
Travel In-State	4332	708	5,100	3,555	3,150
Travel Out-State	4333	1,176	5,700	(267)	8,400
Rentals	4360		2,900		2,900
Postage	4371	159	200	27	200
Telephone	4372				
Internet Access	4373	10			
Communication Stipends	4374				
Other Purchased Services	4390		25,000	184	10,000
Supplies	4510	1,408	1,200	442	975
Materials-Textbooks State Adopted	4520				
Periodicals	4530				
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Dues And Fees	4730	286	11,600	1,315	11,850
Professional Staff Development					
Travel Out-State	4333	151			
Supplies	4510				
Dues And Fees	4730			21	
Total Operating Expenses		89,098	54,200	6,076	39,975
TOTAL		\$ 372,004	\$ 391,169	\$ 320,078	\$ 494,625

ENTERPRISE PROJECT MANAGEMENT OFFICE

The Enterprise Project Management Office (EPMO) Department is led by the Director, EPMO who reports to the Chief Information 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.

Needed Increases/Budget Reductions:**Amount*****COST CENTER 9005 – EPMO***

<i>Various PMs dedicated to Curriculum coded to fund 791 in FY17</i>	\$	<i>(551,602)</i>
<i>Addition of overtime for Senior Technician</i>	\$	<i>2,000</i>
<i>Reduction in travel & fees</i>	\$	<i>(35,287)</i>
<i>Reduction in supplies</i>	\$	<i>(865)</i>
<i>Reduction in software licensing</i>	\$	<i>(9,049)</i>
<i>Removal of PM Contractor</i>	\$	<i>(130,011)</i>
<i>Add supplies from Materials budget</i>	\$	<i>2,000</i>
<i>General Fund projects</i>	\$	<i>30,412</i>
<i>Adjustment in FRS rate</i>	\$	<i>1,375</i>

Enterprise Project Management Office

Recommended Budget

Fiscal Year 16-17

Cost Center: 9005

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Director, Applications & EPMO	4112	1.00	1.00	1.00	1.00
Senior Associate	4112				
Manager, Business Analysis	4113				
Manager, Curriculum Project Services	4113			1.00	
Manager, Project	4113	7.00	7.00	8.00	4.40
Senior Manager, Project	4113	1.00	2.00	2.00	2.00
Senior Manager, Project Team Lead	4113		1.00		
Senior Manager, Project Services	4113	1.00	1.00	1.00	1.00
Senior Technician, Budget & Compliance	4161	0.50	0.50	0.50	0.50
Assistant, Administrative	4162				
Coordinator, Project	4165	2.00	2.00	3.00	1.70
Specialist, Project	4165	1.00	1.00		
Analyst, Business	4167				
Total Positions		13.50	15.50	16.50	10.60
APPROPRIATIONS					
Regular Salaries		1,074,571	1,185,441	1,219,369	886,862
Supplements	4190	4,000	4,000	1,165	4,000
Overtime	4192	340		90	1,700
Interns	4753				
Total Salaries		1,078,911	1,189,441	1,220,624	892,562
Medical	4231	127,680	131,750	147,950	90,100
FICA	4220	78,829	90,992	88,992	68,281
FRS	4210	79,528	87,662	88,546	67,121
Total Benefits		286,037	310,404	325,488	225,502
Personnel Costs		1,364,948	1,499,845	1,546,112	1,118,064
Recurring Expenses					
Professional & Technical Services	4310	250,178	39,000	1,285,425	69,412
Contract Labor	4311	247,597	235,798	182,731	
Legal Fees	4312				
Travel In-State	4332	10,262	23,975	3,630	2,100
Travel Out-State	4333	5,264			
Repairs & Maintenance	4350				
Computer Hardware Maintenance	4351				
Rentals	4360	2,476		39,999	
Annual Software Licensing	4362				
Software Services Rental	4364	4,304	25,000		15,951
Postage	4371	47		26	50
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510	933	900	465	2,000
Materials-Textbooks State Adopted	4520				
Periodicals	4530				
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	587	8,410	626	
Professional Staff Development					
Travel In-State	4332		19,180	1,764	
Travel Out-State	4333			2,558	7,895
Supplies	4510	1,430		63	
Dues And Fees	4730	29,008	1,500	7,461	700
Total Operating Expenses		552,086	353,763	1,524,749	98,108
TOTAL		\$ 1,917,035	\$ 1,853,608	\$ 3,070,861	\$ 1,216,172

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 16-17

Cost Center: Various; Fund 123

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries					
Supplements	4190			2,000	
Overtime	4192				
Student Intern	4753				
Total Salaries		0	0	2,000	0
Medical	4231			342	
FICA	4220			222	
FRS	4210			225	
Total Benefits		0	0	788	0
Personnel Costs		0	0	2,788	0
Other Expenses					
Professional & Technical Services	4310		979,519	481,307	4,842,282
Florida Advocacy	4310		150,000	150,000	150,000
Legal Services	4312		8,000		
Travel In-State	4332				
Travel Out-State	4333			407	
Repairs & Maintenance	4350				
Rentals	4360				
Annual Software Licensing	4362				
Postage	4371				
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510		43,759	18,539	
Materials-Textbooks State Adopted	4520				
Periodicals	4530				
Dues And Fees	4730				
Professional Staff Development					
Professional & Technical Services	4310				50,000
Professional In-Service Learning Event:					
- Travel In-State	4332		181,233	100,581	202,855
- Travel Out-State	4333			28,237	
- Rentals	4360		125,000	284,996	
- Postage	4371			27	
- Other Purchased Services	4390		251,143	1,117	1,000
- Supplies	4510			1,958	
- Dues & Fees	4730				295,597
Total Operating Expenses		0	1,738,654	1,067,169	5,541,734
TOTAL		\$ -	\$ 1,738,654	\$ 1,069,957	\$ 5,541,734

INFORMATION TECHNOLOGY

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

The IT Department implements and supports the core technology infrastructure of the organization including our 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 24x7x365 for students, instructors, and staff. Additionally, the department provides customized software solutions for FLVS to meet the ongoing demands of our 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***

• LMS (Ucompass) moved from Instruction (1000)	\$ 4,000,000
• Unavoidable Increase - Tier 1 Help Desk	\$ 200,000
• Unavoidable Increase - Relocation of Disaster recovery	\$ 150,000
• Unavoidable Increase - Blade Center Redundancy	\$ 25,000
• Reduction in Professional & Technical Services (contractor funds)	\$ (188,095)
• Remove Director, IT position	\$ (141,366)
• Addition of 1 Data Architect position	\$ 161,675
• Addition of 1 Business Analyst position	\$ 104,984
• Addition of 1 Technical Writer position	\$ 78,000
• Addition of 1 Database Administrator position	\$ 125,521
• Addition of 2 Quality Analyst positions	\$ 148,120
• Addition of 1 Junior Software Developer position	\$ 80,000
• Reduction in Team Lead supplements & Overtime	\$ (20,340)
• Increase in Travel	\$ 14,130
• Laptop Computer (Refresh)	\$ 720,000
• Reduction in Repairs & Maintenance Fees	\$ (31,425)
• Reduction in Rentals & Software Licensing	\$ (116,761)
• Reduction in Postage, Telephone & Internet	\$ (83,178)
• Reduction in Supplies & Misc. Fees	\$ (106,952)
• Reduction in Hardware	\$ (104,326)
• Adjustment in FRS rate	\$ 8,832

Information Technology

Recommended Budget

Fiscal Year 16-17

Cost Center: 9330

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Chief Information Officer	4111	1.00	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
Senior Manager, Data Svcs & Compliance	4113		1.00		
Senior Manager, Infrastructure Services	4113		1.00		
Manager, Business Analysis	4113	1.00	1.00	1.00	1.00
Manager, Client Services	4113	2.00	2.00	2.00	2.00
Manager, Infrastructure Services	4113			1.00	1.00
Manager, Platform Development	4113	1.00	1.00	1.00	1.00
Manager, Quality Assurance	4113			1.00	1.00
Manager, Software Development	4113	1.00	1.00	1.00	1.00
Officer, 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	11.00	11.00	9.00	11.00
Technician, Associate Application	4161			2.00	
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Producer, Web Services	4165		1.00	1.00	1.00
Writer, Technical	4165				1.00
Administrator, Systems	4166	1.00	1.00	1.00	
Architect, Data	4166				1.00
Architect, Software	4166			1.00	1.00
Engineer, Application	4166	1.00	2.00	1.00	1.00
Engineer, Systems Team Lead	4166	1.00	1.00		
Engineer, Systems	4166	2.00	2.00	4.00	4.00
Administrator, Database	4166	1.00	1.00	1.00	2.00
Administrator, Systems	4166				1.00
Analyst, Application	4167	5.00	5.00	4.00	4.00
Analyst, Business	4167	7.00	7.00	7.00	8.00
Analyst, Client	4167	1.00	1.00	1.00	1.00
Analyst, Platform	4167	3.00	3.00	4.00	4.00
Analyst, Quality Team Lead	4167		1.00		
Analyst, Quality	4167	6.00	6.00	6.00	8.00
Analyst, Workday Support	4167	1.00	1.00	1.00	1.00
Client Services, Team Lead	4167	1.00	1.00	1.00	
Developer, Business Intelligence	4168	2.00	2.00	2.00	2.00
Developer, ETL	4168	1.00	1.00	1.00	1.00
Developer, Report	4168	2.00	2.00	2.00	2.00
Developer, Junior Software	4168				1.00
Developer, Software	4168	10.00	10.00	9.00	9.00
Developer, Web	4168	1.00	1.00	2.00	2.00
Total Positions		67.50	72.50	72.50	78.50
APPROPRIATIONS					
Regular Salaries		4,315,612	5,179,545	5,502,825	5,881,845
Supplements	4190	12,919	16,000	7,308	
Overtime	4192	3,411	25,529	1,605	12,000
Advanced Degree	4194				2,500
Interns	4753				23,223
Total Salaries		4,331,942	5,221,074	5,511,738	5,919,568
Medical	4231	513,644	616,250	619,580	667,250
FICA	4220	315,274	399,412	422,394	452,847
FRS	4210	341,366	405,999	424,934	466,496

Information Technology

Recommended Budget

Fiscal Year 16-17

Cost Center: 9330

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Total Benefits		1,170,283	1,421,661	1,466,908	1,586,592
Personnel Costs		5,502,226	6,642,735	6,978,646	7,506,160
Recurring Expenses					
Workers Compensation	4240				
Professional & Technical Services	4310	2,016,764	1,529,000	1,496,468	1,536,923
Contract Labor	4311	74,029	80,000	95,035	20,000
Infrastructure Consulting	4313	6,000	75,000	1,600	75,000
Outsourced Hosting	4317	345,959	350,000	314,186	245,041
Software Dev Consulting	4318	207,085	155,000	147,325	75,000
Travel In-State	4332	4,092	29,100	24,282	14,820
Travel Out-State	4333	3,326		4,972	5,000
Repairs & Maintenance	4350	16,393	14,352	8,758	4,000
Computer Hardware Maintenance	4351	140,513	130,443	74,491	46,755
Rentals	4360	18,278	23,000	38,956	4,040,000
Perpetual Licensing	4361	48,025	35,000	35,153	4,500
Annual Software Licensing	4362	722,092	707,952	852,331	1,014,098
Software Service Rental	4364	785,823	1,039,055	994,933	980,547
Postage	4371	16,792	35,000	12,117	20,000
Telephone	4372	185,729	283,878	185,694	201,377
Internet	4373	65,733	192,300	121,498	150,984
Other Purchased Services	4390	100			
Supplies	4510	795	13,250	2,964	12,900
Periodicals	4530		500		
Non-Capitalized FFE	4642			327	
Capitalized Computer Hardware	4643	127,764	80,000	80,486	730,000
Non-Capitalized Computer Hdwr	4644	80,961	65,000	70,145	93,500
Non-Capitalized Software	4692	87,155	202,364	102,357	60,000
Dues And Fees	4730	58,509	154,338	167,878	16,000
Professional Staff Development					
Travel In-State	4332	5,557		3,203	10,750
Travel Out-State	4333	14,932		5,615	10,190
Other Purchased Services	4390	3,920			
Supplies	4510	95		311	
Dues And Fees	4730	68,189		42,430	35,040
Total Operating Expenses		5,104,610	5,194,532	4,883,514	9,402,425
TOTAL		\$ 10,606,835	\$ 11,837,267	\$ 11,862,160	\$ 16,908,585

CHIEF OPERATIONS OFFICER

The Chief Operations Officer (COO), who reports to the President and CEO, manages and supports the operating infrastructure of the organization. The overall objective of this position is to partner with all FLVS functions/departments to improve strategic and operating performance; improve school accountability; and improve the stability, usability, and scalability of all operating processes and systems.

The following departments are managed and supported by the COO: Talent Management; Purchasing Services; Governmental Affairs and Strategic Solutions; and Analysis, Assessment, and Accountability. For details of the functions and purpose of these departments, refer to those specific narratives.

Chief Operations Officer

Recommended Budget

Fiscal Year 16-17

Cost Center: 9510

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Chief Operations Officer	4111	1.00	1.00	1.00	1.00
Interim Chief Operations Officer	4111				
Assistant, Executive Peer Lead	4162	1.00	0.50	0.50	0.50
Total Positions		2.00	1.50	1.50	1.50
APPROPRIATIONS					
Regular Salaries		59,814	181,854	186,364	189,046
Supplements	4190		750		
Overtime	4192				
Intern	4753				
Total Salaries		59,814	182,604	186,364	189,046
Medical	4231	5,242	12,750	18,316	12,750
FICA	4220	4,439	13,969	9,656	14,462
FRS	4210	11,349	35,490	36,650	38,618
Total Benefits		21,030	62,209	64,622	65,830
Personnel Costs		80,844	244,813	250,986	254,876
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332	637	3,500	503	2,005
Travel Out-State	4333				
Repairs & Maintenance	4350				
Rentals	4360				
Annual Software Licensing	4362				
Postage	4371				
Other Purchased Services	4390				
Supplies	4510		100	266	580
Materials-Textbooks State Adopted	4520				
Non-Capitalized Computer Hdw	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Bad Debt Expenses	4820				
Misc Expenses	4790				
Dues And Fees	4730		1,685		
Professional Staff Development					
Travel In-State	4332			155	300
Travel Out-State	4333	718		526	5,400
Dues And Fees	4730	750		3,075	5,000
Total Operating Expenses		2,106	5,285	4,525	13,285
TOTAL		\$ 82,949	\$ 250,098	\$ 255,511	\$ 268,161

GOVERNMENTAL AFFAIRS & STRATEGIC SOLUTIONS

The Governmental Affairs and Strategic Solutions Department is led by the Executive Director, Governmental Affairs and Strategic Solutions, who reports to the Chief Operations Officer. The primary responsibilities of the Executive Director are to shape, manage, and lead the Governmental Affairs and the Strategic Solutions teams. The teams work jointly on continuous improvement, focusing on the crucial components of maintaining a leadership role in virtual education while ensuring growth through policy and innovation.

The Governmental Affairs team manages and coordinates public policy priorities, legislative strategies, advocacy, and stakeholder engagement at both the state and national level. 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 policies of the organization across the nation. The team works with legislators to ensure virtual education continues to provide high quality education to students and that students have a choice of viable options in their education. In addition, the Governmental Affairs team is responsible for monitoring legislation while preparing analyses on issues that will impact FLVS and communicating any changes and potential opportunities internally, as well as addressing external requests. This work ensures that FLVS is in a leadership role with stakeholders making decisions that impact virtual education.

The Strategic Solutions team is responsible for leading specific projects and programs that offer short- and long-term solutions to key stakeholders. The team expands the reach of FLVS by fostering relationships and partnerships outside of traditional education institutions, focusing efforts on opening access for underserved students. The Strategic Solutions team will continue to work in collaboration with the FLDOE and areas of need across the state on transformative changes to educational systems. The team also manages organization-wide continuous improvement of virtual education by leading initiatives such as the FLVS accreditation process.

Government Affairs & Strategic Solutions

Recommended Budget

Fiscal Year 16-17

Cost Center: 9003

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Chief Policy Officer	4111				
Exec Director, Policy & Accountability	4112	1.00			
Exec Dir, Govt Affairs & Strategic Solutions	4112		1.00	1.00	1.00
Administrator, Governmental Affairs	4112			1.00	1.00
Administrator, Strategic Solutions	4113			1.00	1.00
Sr Mgr, Strategic Solutions & Cont. Improvemnt	4113		1.00		
Sr Manager, Governmental Affairs	4113		1.00		
Strategist, Senior Communications	4113	1.00			
Manager, Process Development	4113				
Senior Support Rep, Policy	4161	1.00	1.00	1.00	1.00
Senior Support Rep, Strategic Solutions	4162			1.00	1.00
Assistant, Executive	4162	0.50	0.50	0.50	0.50
Associate, Accountability	4165				
Specialist, Strategic Initiatives & Cont Imp	4165		1.00		
Total Positions		3.50	5.50	5.50	5.50
APPROPRIATIONS					
Regular Salaries		269,283	412,073	379,629	427,474
Supplements	4190				
Overtime	4192	1,341	2,000	444	2,000
Bonus	4750				
OPS					
Total Salaries		270,624	414,073	380,073	429,474
Medical	4231	24,613	46,750	37,181	46,750
FICA	4220	19,636	31,677	26,742	32,855
FRS	4210	19,264	48,508	62,887	51,711
Total Benefits		63,513	126,935	126,810	131,316
Personnel Costs		334,137	541,008	506,883	560,790
Recurring Expenses					
Professional & Technical Services	4310		15,000		5,000
Travel In-State	4332	10,492	13,325	6,293	22,225
Travel Out-State	4333	3,098	7,617	1,162	8,217
Rentals	4360				
Postage	4371	12	350		350
Other Purchased Services	4390				
Supplies	4510	374	1,400	601	2,075
Materials-Textbooks State Adopted	4520				
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	7,100	10,306	12,506	19,806
Professional Staff Development					
Travel In-State	4332	838		485	500
Travel Out-State	4333	387	845	906	1,045
Dues And Fees	4730	1,320			
Total Operating Expenses		23,620	48,843	21,953	59,218
TOTAL		\$ 357,757	\$ 589,851	\$ 528,836	\$ 620,008

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 Operations 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 achievement analysis. In addition, responsibility for strategic planning and continuous improvement initiatives reside with this department.

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

The AEM team is responsible for:

- Measuring and evaluating school testing results and other school grade and accountability components to ensure quality student achievement
- Overseeing the school accountability process for FLVS
- Managing research projects including study design, creation of various tools and study materials, deployment, data capture, analysis, reporting, and presentation of findings
- Conducting research and evaluation of overall effectiveness of FLVS curriculum and instruction as well as other programs
- Analyzing student performance data and using the results to direct changes that will improve student outcomes
- Analyzing student performance data for calculation in staff evaluations
- Partnering with Information Technology on The Data Center of Excellence Initiative to implement and complete deliverables

The Assessment team oversees the high-stakes testing process for all FLVS students to ensure FLVS is compliant with participation requirements and is receiving the vital feedback that assessment provides.

Needed Increases/Budget Reductions:

Amount

COST CENTER 9006 - Analysis, Assessment & Accountability

• Addition of (1) Data Quality & Analysis Manager	\$ 94,878
• Addition of (1) Test & Measurement Analyst & (1) Junior BI Developer	\$ 166,722
• Remove Curriculum Analyst position (removed from FY16 budget)	\$ (66,200)
• Research Analyst Position moved from Marketing (9640)	\$ 80,009
• Increase AP Exam test reimbursement for districts	\$ 15,000
• Increase in Travel for state assessment meetings & adjustment in FRS	\$ 9,633
• Additional Hardware & statistical software & training	\$ 20,500

Analysis, Assessment, & Accountability

Recommended Budget

Fiscal Year 16-17

Cost Center: 9006

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Exec Dir, Analysis, Assessmt & Accountability	4112	0.70	0.70	0.70	0.70
Director, District Accountability	4112				
Administrator, Assessment & Accountability	4113	0.80	0.90	0.90	0.90
Administrator, Evaluation & Measurement	4113	0.50	0.80		
Manager, Sata Quality & Analysis	4113				1.00
Sr Mgr, Evaluation & Measurement	4113			0.80	0.80
Sr Manager, Operational Effectiveness	4113				
Analyst, Curriculum	4132		1.00		
Psychometrician	4165		0.50	0.50	0.50
Assistant, Executive	4162	0.50	0.50	0.50	0.50
Associate, Accountability	4165				
Specialist, Accountability Compliance	4165				
Specialist, Assess & Accountability	4165	1.60	1.65	1.65	1.65
Analyst, Accountability Data	4167	2.00	1.60	2.60	2.60
Analyst, Data	4167		1.00		
Analyst, Market Research	4167				1.00
Analyst, Test & Measurement	4167				1.00
Developer, Junior Business Intelligence	4168				1.00
Total Positions		6.10	8.65	7.65	11.65
APPROPRIATIONS					
Regular Salaries		558,756	562,236	513,582	828,236
Overtime	4192	54			
Advanced Degree	4194				2,500
Total Salaries		558,810	562,236	513,582	830,736
Medical	4231	81,006	73,525	58,851	99,025
FICA	4220	38,560	43,011	37,049	63,552
FRS	4210	40,434	57,961	49,020	75,436
Total Benefits		160,001	174,497	144,920	238,013
Personnel Costs		718,810	736,733	658,502	1,068,749
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332	1,831	6,550	901	14,056
Travel Out-State	4333	337	300		3,700
Rentals	4360	98	400		200
Annual Software Licensing	4362				10,500
Postage	4371		150	9	150
Communication Stipends	4374				
Other Purchased Services	4390	152,688	201,600	(332)	216,225
Supplies	4510	550	150	603	3,050
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hdwr	4644				10,000
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	3,425	5,600	1,439	1,300
Professional Staff Development					
Travel In-State	4332	1,169		1,149	1,800
Travel Out-State	4333	484			
Dues And Fees	4730				
Total Operating Expenses		160,581	214,750	3,770	260,981
TOTAL		\$ 879,391	\$ 951,483	\$ 662,272	\$ 1,329,730

PURCHASING SERVICES

The Purchasing Services team is led by the Director, Purchasing Services, who reports to the Chief Operations Officer. The 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.

<u>Needed Increases/Budget Reductions:</u>	<u>Amount</u>
<i>COST CENTER 9310 - Procurement Services</i>	
• <i>FLVS Materials budget removed (partial - balance in 9001)</i>	\$ (11,582)
• <i>Remove Inventory & Mailroom Misc. Fees</i>	\$ (53,575)
• <i>Elimination of Miscellaneous Rental Fees</i>	\$ (96,552)
• <i>Move Specialist, Business & School Solutions from 9110</i>	\$ 66,272
• <i>Add supplies from Materials budget</i>	\$ 625
• <i>Adjustment in FRS rate</i>	\$ 517

Purchasing Services
Recommended Budget
Fiscal Year 16-17
Cost Center: 9310

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Director, Purchasing	4112	1.00	1.00	1.00	1.00
Manager, Procurement	4113				1.00
Representative, Procurement Contract	4161				1.00
Representative, Procurement Contracts	4161				1.00
Technician, Inventory	4161	1.00	1.00		
Technician, Materials	4161	1.00	1.00		
Agent, Purchasing	4161	2.00	2.00	2.00	
Assistant, Executive Peer Lead	4162				
Specialist, Business & School Solutions	4165				1.00
Specialist, Finance	4165	1.00	1.00	1.00	1.00
Analyst, Procurement	4167	1.00	1.00	1.00	
Total Positions		7.00	7.00	5.00	6.00
APPROPRIATIONS					
Regular Salaries		479,720	385,468	369,432	392,346
Supplements	4190				
Overtime	4192	3,332	1,400	1,111	1,200
Intern	4753				
Total Salaries		483,052	386,868	370,543	393,546
Medical	4231	51,969	59,500	38,437	51,000
FICA	4220	35,537	29,595	27,104	30,106
FRS	4210	46,208	28,512	26,262	26,224
Total Benefits		133,714	117,608	91,803	107,330
Personnel Costs		616,766	504,476	462,346	500,876
Recurring Expenses					
Professional & Technical Services	4310	150			
Travel In-State	4332	1,083	600	15	500
Travel Out-State	4333				
Rentals	4360	42,935	245,256	117,787	
Annual Software Licensing	4362		37,235		
Postage	4371	13,620	17,050	11,766	
Other Purchased Services	4390	525	13,050		
Supplies	4510	126,625	349,037	143,162	832
Materials-Textbooks State Adopted	4520				
Non-Capitalized Computer Hdwr	4644	4,975	10,000		
Dues And Fees	4730	2,504	906	969	655
Insurance Deductible	4775	776			
Professional Staff Development					
Travel In-State	4332	64		158	750
Travel Out-State	4333				1,345
Supplies	4510			108	
Dues And Fees	4730		1,235	1,256	4,380
Total Operating Expenses		193,256	674,369	275,220	8,462
TOTAL		\$ 810,022	\$ 1,178,845	\$ 737,566	\$ 509,338

TALENT MANAGEMENT

The Talent Management Department is comprised of all areas related to Human Resources (HR) and is led by the Executive Director, Talent Management, who reports to the Chief Operations Officer.

Reporting to the Executive Director are the following five HR teams: Benefits and Compensation, Shared Services, HR Management, Performance Management, and HR Compliance.

The Benefits and Compensation 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. The team is also 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. Benefits oversees the administration and regulatory compliance of all other employee benefits including absence management and FMLA, retirement programs, workplace wellness activities, ADA accommodations, worker's compensation, and the Employee Assistance Program.

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 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 in order to adapt to the environment and to support organizational needs. Shared Services also serves the organization by assisting in the development of department structure and career growth strategies.

The HR Management team is responsible for leading HR-related duties on a professional level working closely with senior management supporting designated functional areas within FLVS. This group is the liaison between the organization and the subject matter experts in talent management. This includes staffing, compensation, benefits, performance management, HRIS systems and reporting, employment law, diversity, policy, and procedure. The HR Management team works collaboratively within Talent Management to create internal efficiencies with regard to 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. This team also works 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. This team works very closely with the

Analysis, 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 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 also manages the records for performance management and teacher certification credits. 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.

<u>Needed Increases/Budget Reductions:</u>	<u>Amount</u>
<i>COST CENTER 9520 - Talent Management</i>	
• <i>Unavoidable Increase - TeacherMatch</i>	\$ 40,000
• <i>Increase in contracting for temporary staff</i>	\$ 20,000
• <i>Decrease in Employment Engagement Survey</i>	\$ (20,000)
• <i>Trade Specialist position for Technician position (downgrade)</i>	\$ (10,000)
• <i>Move Program Technician to Staff Development (9140)</i>	\$ (57,621)
• <i>Move Learning Specialist to Staff Development (9140)</i>	\$ (81,213)
• <i>Add supplies from Materials budget</i>	\$ 3,800
• <i>Adjustment in FRS rate</i>	\$ 4,594

Talent Management
Recommended Budget
Fiscal Year 16-17
Cost Center: 9520

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Executive Director, Talent Management	4112	0.75	1.00	1.00	1.00
Manager, Compensation & Benefits	4113	1.00	1.00	1.00	1.00
Manager, Employment Services	4113	1.00			
Manager, HR Operations	4113	1.00			
Manager, HR	4113		3.00	3.00	3.00
Manager, Performance Management	4113				1.00
Manager, Shared Services	4113		1.00	1.00	1.00
Manager, Talent Mgmt Compliance Mgmt	4113			1.00	1.00
Representative, Customer Care HR Shared Services	4161			1.00	1.00
Representative, Customer Care Operations	4161	1.00	1.00		
Representative, Compliance Support	4161	1.00	1.00	1.00	1.00
Senior Technician, Benefits	4161			1.00	
Senior Technician, Staffing	4161		1.00		
Support Rep, Compliance Management	4161				1.00
Technician, Benefits	4161		1.00		
Technician, Compliance	4161			1.00	1.00
Technician, Operations	4161	1.00	1.00		
Technician, Program	4161	1.00	1.00	1.00	
Technician, Staffing	4161	2.00	3.00	4.00	4.00
Assistant, Executive Peer Lead	4162				
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Analyst, HRIS	4167		1.00		
Coordinator, College Recruiting & Diversity Staffing	4165		2.00	2.00	2.00
Coordinator, Compliance	4165				1.00
Coordinator, HR	4165		1.00	1.00	1.00
Coordinator, Program	4165	1.00	1.00	1.00	
Coordinator, Staffing	4165	1.00	1.00	1.00	1.00
Coordinator, Staffing Team Lead	4165				
Specialist, Benefits	4165	1.00	1.00	1.00	1.00
Specialist, Certification	4165	1.00	1.00	1.00	1.00
Specialist, Certification Peer Lead	4165	1.00	1.00	1.00	1.00
Specialist, Compensation	4165	1.00	1.00	1.00	1.00
Specialist, Cumminications & Awards	4165	1.00	1.00		
Specialist, HR Compliance	4165				1.00
Specialist, HR Operations	4165	1.00	1.00	1.00	
Specialist, Learning	4165	2.00	2.00	1.00	
Specialist, Staffing	4165	3.00	3.00	3.00	3.00
Total Positions		23.75	33.00	31.00	30.00
APPROPRIATIONS					
Regular Salaries		1,126,773	1,827,605	1,819,674	1,749,715
Supplements	4190	15,751		1,193	1,500
Advanced Degrees	4190		150,000	1,000	156,500
Overtime	4192	3,302	8,000	1,233	5,000
Bonus	4750	10,000		0	
Total Salaries		1,155,825	1,985,605	1,823,100	1,912,715
Medical	4231	165,685	280,500	237,845	255,000
FICA	4220	84,004	151,899	132,427	146,323
FRS	4210	86,401	154,257	147,642	161,079
Workers Compensation	4240	39,312	45,000	57,541	45,000
Total Benefits		375,402	631,656	575,455	607,402
Personnel Costs		1,531,227	2,617,261	2,398,555	2,520,117

Talent Management
Recommended Budget
Fiscal Year 16-17
Cost Center: 9520

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Recurring Expenses					
Unemployment Compensation	4250	(1,743)		11	
Professional & Technical Services	4310	142,931	157,650	116,316	155,650
Contract Labor	4311				
Legal Fees	4312				
Travel In-State	4332	1,943	2,400	958	3,400
Travel Out-State	4333	748		20	
Repairs & Maintenance	4350				
Rentals	4360	57,765	93,986	59,547	133,990
Postage	4371	116	1,565	114	1,565
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390	79,505	162,325	124,379	164,740
Supplies	4510	939	1,608	1,295	5,510
Materials-Textbooks State Adopted	4520				
Periodicals	4530	4,248	7,059	870	7,059
Capitalized Audio Visual Materials	4621				
Non-Capitalized FFE	4642				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	6,635	13,360	15,475	13,360
Insurance Admin Fees	4772				
Professional Staff Development					
Travel In-State	4332	678	2,150	680	1,400
Travel Out-State	4333	258		6,677	6,705
Supplies	4510				
Dues And Fees	4730	1,746	7,655	9,738	10,195
Total Operating Expenses		295,767	449,758	336,080	503,574
TOTAL		\$ 1,826,994	\$ 3,067,019	\$ 2,734,635	\$ 3,023,691

EXECUTIVE VICE PRESIDENT, BUSINESS & SCHOOL SOLUTIONS

The Executive Vice President, Business and School Solutions, who reports to the President and CEO, leads all aspects of instruction as well as business development, content development, professional learning, and marketing. 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 Executive Vice President, Business and School Solutions, oversees the following teams: Business Development and Solutions (FLVS Global), Marketing & Communications, Instruction, Staff Development, and Curriculum Product Innovation.

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 Marketing & Communications Department is comprised of five areas: Customer Care, Market Research, Creative Marketing, Digital 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 participation in FLVS courses is optional to students, 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.

The Instructional Department has the oversight of three delivery models: one for students taking supplemental courses with FLVS, students enrolling full-time with FLVS, and a tuition-based model serving students outside of Florida and beyond. 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 Staff Development team oversees the successful development, implementation, execution, and continuous improvement of all professional development, training, and induction programs for all FLVS staff. This includes the implementation of FLVS policies and procedures through quality assurance observations of teacher communication and documentation. This team performs a variety of duties including creating and delivering training materials, leadership development programs, induction programs, and quality assurance guidelines.

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.

<u>Needed Increases/Budget Reductions:</u>	<u>Amount</u>
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COST CENTER 9110 – Executive VP, Business & School Solutions

• Add supplies from Materials budget	\$	500
• Remove "Dreambox" budget	\$	(4,000)
• Move Specialist, Business & School Solutions to Procurement (9310)	\$	(66,272)
• Move Budget & Program Manager to Teacher Development (9140)	\$	(99,822)
• Reduction in travel & misc supplies	\$	(5,379)
• Move 25 percent Materials Tech to 1000	\$	(14,073)
• Adjustment in FRS rate	\$	514

Executive Vice President, Business & School Solutions

Recommended Budget

Fiscal Year 16-17

Cost Center: 9110

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Chief Academic Officer	4111				
Executive VP, Business & School Solutions	4111	1.00	1.00	1.00	0.95
Manager, Contract & Budget	4113	1.00	1.00		
Technician, Materials	4161			0.25	
Assistant, Administrative	4162				
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Specialist, Business & School Solutions	4165			1.00	
Total Positions		3.00	3.00	3.25	1.95
APPROPRIATIONS					
Regular Salaries		282,146	291,105	332,721	201,497
Part-Time					
Overtime	4192	249			
Adjuncts					
Total Salaries		282,395	291,105	332,721	201,497
Medical	4231	40,517	25,500	44,657	16,575
FICA	4220	18,185	22,270	18,812	15,414
FRS	4210	47,184	45,200	49,072	39,726
Total Benefits		105,886	92,970	112,541	71,715
Personnel Costs		388,281	384,075	445,262	273,212
Recurring Expenses					
Professional & Technical Services	4310				
Legal Fees	4312				
Travel In-State	4332	8,427	14,460	4,821	4,621
Travel Out-State	4333	2,378	4,000	2,925	8,000
Repairs & Maintenance	4350				
Rentals	4360			4,000	
Postage	4371		50		50
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390	(18)			
Supplies	4510		500	191	700
Materials-Textbooks State Adopted	4520				
Periodicals	4530				
Capitalized Audio Visual Materials	4621				
Non-Capitalized Audio Visual Materials	4622				
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hdwr	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	18,000	19,200	20,538	21,039
Professional Staff Development					
Travel In-State	4332	287	300	169	300
Travel Out-State	4333	1,173	1,499	345	
Supplies	4510				
Dues And Fees	4730	1,400		550	
Total Operating Expenses		31,647	40,009	33,540	34,710
TOTAL		\$ 419,928	\$ 424,084	\$ 478,802	\$ 307,922

INSTRUCTIONAL DEPARTMENT

The Instructional Department provides 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 leadership 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, led by the Executive Vice President, Business and School Solutions, who reports to the President and CEO, consists of the Instructional Leadership team, the Instruction team, the Instructional Support team, the Enrollment team, the Lead Teacher team, and the FLVS Full Time team.

The Instructional Leadership team leads and supports all instructors in all delivery models at FLVS. The team consists of the Senior 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 substitute coverage, and assisting new and veteran instructors by providing training and individual help and support for all challenges and questions.

The FLVS Full Time team 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.

Needed Increases/Budget Reductions:**Amount*****COST CENTER 1000 – Instruction – Grades 6-12***

• LMS (Ucompass) moved to IT (9330)	\$ (4,000,000)
• Change in Course Fees	\$ 853,348
• Remove Seasonal Staffing	\$ (307,611)
• Move 25 percent Materials Tech from 9110	\$ 14,073
• Advanced Placement Institute & travel	\$ 5,000
• Addition of CTE bonuses (certification courses)	\$ 2,500
• Reduction in travel	\$ (20,679)
• Increase in registration fees & supplies	\$ 1,242
• Adjustment in IL salaries	\$ 15,277
• Move misc course fees and misc instructional materials to 1000	\$ 476,529
• Reduce Instructional Materials & postage	\$ (146,484)
• Adjustment in FRS rate	\$ 104,623

COST CENTER 1002 – Instruction – Elementary

• Increase in course fees (Smarty Ants)	\$ 3,000
• Addition of Lead Instructors (2 per grade level)	\$ 377,243
• Addition of one Instructional Leader	\$ 104,176
• Recode of .25 Quality Assurance Instructor (from fund 922)	\$ 20,572
• Decrease in Transformations travel	\$ (3,000)
• Adjustment in FRS rate	\$ 2,538

COST CENTER 9120 – Student Support

• Move all of Student Engagement (9160) to Student Support	\$ 2,069,980
• Addition of Advanced Degrees for two employees	\$ 13,517
• Supplies from Materials budget	\$ 3,950
• Move (2) Admin Assistant, Registrar positions from Marketing (9640)	\$ 82,004
• Remove Sr Admin Assistant	\$ (49,025)

• <i>Proctor U - increase in fees</i>	\$	25,500
• <i>Turn-it-in - increase due to new contract</i>	\$	87,835
• <i>Addition of one PT Academic Integrity position</i>	\$	15,417
• <i>Reduction in overtime</i>	\$	(1,150)
• <i>Reduction in travel</i>	\$	(2,416)
• <i>Parchment moved from 9640</i>	\$	15,000
• <i>Adjustment in FRS rate</i>	\$	8,545

COST CENTER 9123 – FLVS Full Time Program

• <i>Reduction in Connections Academy fee</i>	\$	(10,122,535)
• <i>Addition of FLVS Course Fees (revenue to Course Development Fund)</i>	\$	314,631
• <i>Additional staff & expenses for adding 6-8 Program</i>	\$	8,093,291
• <i>Remove Director position</i>	\$	(121,366)
• <i>Addition of 7 holidays for 10 month staff</i>	\$	258,040
• <i>Adjustment in FRS rate</i>	\$	16,471

Student Support
Recommended Budget
Fiscal Year 16-17
Cost Center: 9120

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Senior Director, Full Time Instruction	4112				0.10
Senior Director, Part Time Instruction	4112	1.00	1.00	1.00	1.00
Director, Instruction	4112			3.95	4.95
Director, Instructional Models	4112	0.95	0.95		
Director, Student Learning	4112	3.00	3.00		
Administrator, Title 1	4113				0.20
Manager, Academic Integrity	4113				1.00
Manager, Enrollment	4113				1.00
Manager, Instructional Program	4113	1.00	1.00	1.00	1.00
Manager, QAI	4113				
Manager, School Counseling - PT Program	4113				1.00
Instructor, Quality Assurance	4130	1.00			
Counselor	4131				7.00
Registrar - FLVS PT	4136				1.00
Concierge	4139				
Technician, Enrollment	4161				2.00
Customer Care Representative, Registration	4161				2.00
Assistant, Executive	4162				
Assistant, Senior Administrative	4162	2.00	3.00	3.00	3.00
Support Rep, Academic Integrity	4161				6.00
Administrative Assistant	4162				
Support Rep, Part Time Academic Integrity	4169				11.00
Total Positions		8.95	8.95	8.95	42.25
APPROPRIATIONS					
Regular Salaries		1,249,982	629,398	646,104	2,025,766
Part-Time					
Supplements	4190	3,255		2,589	39,000
Overtime	4192	366			4,800
Advanced Degree	4194				9,000
Total Salaries		1,253,603	629,398	648,693	2,078,566
Medical	4231	138,336	76,075	78,992	274,125
FICA	4220	88,745	48,149	47,407	159,009
FRS	4210	92,306	60,157	60,694	172,832
Total Benefits		319,387	184,381	187,093	605,966
Personnel Costs		1,572,991	813,779	835,786	2,684,532
Recurring Expenses					
Unemployment Compensation	4250	5			
Professional & Technical Services	4310				
Travel In-State	4332	6,599	2,000	3,886	21,984
Travel Out-State	4333	3,166	13,000	1,296	2,250
Repairs & Maintenance	4350				
Rentals	4360	252,250	341,846	396,596	780,006
Postage	4371		50		570
Telephone	4372				
Communication Stipends	4374				11,340
Other Purchased Services	4390				
Supplies	4510	52	200	407	4,950
Periodicals	4530				
Non-Capitalized FFE	4642				
Dues And Fees	4730	2,868	2,000	4,160	16,880
Professional Staff Development					
Travel In-State	4332	2,990	4,570	1,639	9,570
Travel Out-State	4333	1,173		387	9,320
Supplies	4510				
Dues And Fees	4730	375		680	1,030
Total Operating Expenses		269,478	363,666	409,050	857,900
TOTAL		\$ 1,842,468	\$ 1,177,445	\$ 1,244,836	\$ 3,542,432

STAFF DEVELOPMENT

The Staff Development Department is led by the Director, Staff Development, who reports to the Executive Vice President, Business and School Solutions. The team is responsible for planning, facilitating, and executing the annual in-service training event. 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 implementation of FLVS policies and procedures through quality assurance, fidelity checks, and audits of each teacher's classroom environment and documentation. 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 a *Professional Development Strategy* and the *Annual Professional Development Plan* to guide the work of the division in order to meet the needs of all staff and customers. Additionally, a sub-team of learning specialists develops, manages, and facilitates training programs. This sub-team provides training to both new employees and current employees by offering a wide variety of resources and professional development opportunities aligned with the *Professional Development Strategy* and the *Annual Professional Development Plan*. A major focus of the *Development Plan* for 2016-17 will be the continued implementation of Professional Learning Communities, with a focus on solidifying a more continuous model; the complete re-design of our onboarding new hire practicum training; the alignment of teacher PD to QAI metrics; and the creation of an on-demand catalog of professional development opportunities for support staff. With feedback from instructional leadership and organizational management, the team will also provide resources and activities to meet individual performance goals.

The QAI team oversees the implementation of FLVS policies and procedures through quality assurance, fidelity checks, and audits of each teacher's classroom and documentation. This team is comprised of a Quality Assurance Manager and a group of quality assurance instructors. Each year, an instructional audit and fidelity check is conducted 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 and ensure compliance. Essentially, "inspecting 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 manager has a team of district literacy coaches, schoolhouse literacy coaches, and other literacy personnel who ensure that there are systems and processes in place to support student needs while meeting state requirements for our annual reading plan. Clearly communicated expectations, defined performance outcomes, and a means for growth and development allow FLVS employees to understand how their role supports student success and sets the stage for frequent and transparent discussions with their supervisor.

Staff Development
Recommended Budget
Fiscal Year 16-17
Cost Center: 9140

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Executive Director, Talent Management	4112	0.25			
Director, Teacher Development	4112		1.00	1.00	
Director, Staff Development	4112				1.00
Director, Professional Learning	4112				
Senior Manager, Professional Development	4113		1.00	1.00	1.00
Senior Manager, Projects	4113				
Manager, Budget & Programs	4113				1.00
Manager, Performance Management	4113	1.00	1.00	1.00	
Manager, Project	4113	1.00			
Manager, Quality Assurance Instruction	4113	1.00	1.00	1.00	1.00
Instructor, Quality Assurance	4130	7.80	9.80	8.80	9.00
Technician, Development	4161	1.00			
Technician, Program	4161				1.00
Specialist, Instructional Design	4165	3.70			
Specialist, Learning	4165	6.00	5.00	7.00	8.00
Specialist, Peer Lead Learning	4165	1.00	1.00		
Specialist, Quality Assurance	4165			1.00	1.00
Total Positions		22.75	19.80	20.80	23.00
APPROPRIATIONS					
Regular Salaries		1,850,878	1,258,021	1,323,643	1,469,663
Overtime	4192	481	3,960		1,960
Supplements	4190	3,000	7,000	1,193	7,000
Advanced Degree	4194				4,375
OPS					
Total Salaries		1,854,358	1,268,981	1,324,836	1,482,998
Medical	4231	259,263	168,300	169,396	195,500
FICA	4220	132,400	97,077	95,160	113,449
FRS	4210	136,528	101,442	95,884	111,521
Total Benefits		528,191	366,819	360,440	420,471
Personnel Costs		2,382,549	1,635,800	1,685,276	1,903,469
Recurring Expenses					
Unemployment Compensation	4250			470	
Professional & Technical Services	4310	17,875	49,394		19,000
Contract Labor	4311				
Travel In-State	4332	3,934	17,949	63	11,400
Travel Out-State	4333	2,451	14,276		3,500
Repairs & Maintenance	4350				
Rentals	4360	152,704	191,298	149,932	189,600
Annual Software Licensing	4362	1,266	2,500		47,500
Postage	4371	177	230		
Communication Stipends	4374				
Other Purchased Services	4390	23,426	30,000	23,453	30,000
Supplies	4510	2,852	14,635		7,450
Non-Capitalized FFE	4642		300		
Capitalized Software	4691		1,588	8,000	1,588
Non-Capitalized Software	4692				
Dues And Fees	4730	6,960	1,675	1,978	600
Professional Staff Development					
Contract Labor	4310				2,000
Travel In-State	4332	2,777	6,000	1,391	4,500
Travel Out-State	4333	1,675	300	240	
Rentals	4360				
Supplies	4510			145	300
Dues And Fees	4730	1,718	18,260	1,779	12,000
Total Operating Expenses		217,814	348,405	187,452	329,438
TOTAL		\$ 2,600,363	\$ 1,984,205	\$ 1,872,728	\$ 2,232,907

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 Executive Vice President, Business and School Solutions.

In 2016-17, the Curriculum team will be responsible for developing a new suite of Spanish courses, preparing the middle school science catalog to meet Next Generation Science Standards, and developing two Advanced Placement courses in STEM areas. The Curriculum team will begin 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.

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 (Reinvention team) will be developing and testing 10-15 prototypes of new innovative curriculum products and instructional models.

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).

<u>Needed Increases/Budget Reductions:</u>	<u>Amount</u>
<i>COST CENTER 9250 - Curriculum Product Innovation</i>	
• <i>Remove Instructional Design Specialist & Director vacant positions</i>	\$ (187,708)
• <i>Reduction in Travel & adjustment in FRS rate</i>	\$ (1,543)
• <i>Reduction in AP Review & miscellaneous system fees</i>	\$ (102,037)
• <i>Addition of Britannica & EBSCO AP Images</i>	\$ 50,000
• <i>Addition of 3 Chromebook computers; 4 MACs</i>	\$ 10,250

Curriculum Product Innovation

Recommended Budget

Fiscal Year 16-17

Cost Center: 9250

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Vice President, Curriculum Product Innovation	4111		1.00		
Director, Curriculum Management	4112	1.00	1.00		
Executive Director, Curriculum Product Innovation	4112			1.00	1.00
Senior Manager, Standards & Assessments	4113	1.00	1.00	1.00	1.00
Manager, Curriculum CAPE	4113	1.00			
Manager, Curriculum Math	4113	1.00			
Manager, Instructional Design	4113				
Manager, Knowledge Mgmt	4113	1.00	1.00	1.00	1.00
Manager, Project	4113		1.00	1.00	1.00
Specialist, Curriculum Peer Lead	4132	1.00			
Specialist, Curriculum Team Lead	4132				
Specialist, Curriculum	4132	11.00			
Writer, Content	4137	2.00			
Writer, Content TOA	4137				
Writer, Engagement	4137	2.00			
Technician, Development	4161		1.00	1.00	1.00
Technician, Materials	4161				0.25
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Psychometrician	4165	1.00			
Designer, Graphic Peer Lead	4165	0.50			
Specialist, Curriculum Careers & Tech	4165				
Specialist, Instructional Design	4165		4.00	3.00	3.00
Specialist, Media	4165	1.00			
Specialist, Quality Assurance	4165	2.00			
Analyst, Quality	4167	2.00			
Analyst, Quality Team Lead	4167	1.00			
Total Positions		29.50	11.00	9.00	9.25
APPROPRIATIONS					
Regular Salaries		1,922,014	805,219	627,465	634,751
Supplements	4190	9,759		1,374	
Overtime	4192	96	2,000	65	2,000
Student Intern	4753				
Total Salaries		1,931,868	807,219	628,904	636,751
Medical	4231	244,045	93,500	104,735	78,625
FICA	4220	137,414	61,752	45,051	48,712
FRS	4210	162,278	81,331	60,884	65,127
Total Benefits		543,737	236,583	210,670	192,464
Personnel Costs		2,475,605	1,043,802	839,574	829,215
Recurring Expenses					
Professional & Technical Services	4310	307,183		184,797	
Contract Labor	4311				
Travel In-State	4332	4,599	2,405	1,812	1,665
Travel Out-State	4333	3,217	5,094	972	1,500
Repairs & Maintenance	4350				
Rentals	4360	266,872	123,054	49,822	84,575
Annual Software Licensing	4362		30,000		
Software Services Rental	4364	695	103	1,449	700
Postage	4371	12	24	13	50

Curriculum Product Innovation

Recommended Budget

Fiscal Year 16-17

Cost Center: 9250

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Other Purchased Services	4390				
Supplies	4510	997	996	423	2,100
Periodicals	4530				
Capitalized Computer Hardware	4643				9,200
Non-Capitalized Computer Hdwr	4644				1,050
Dues And Fees	4730	1,060		2,949	240
Professional Staff Development					
Travel In-State	4332	5,336	11,200	1,795	
Travel Out-State	4333	2,405		467	7,500
Supplies	4510	337	117	29	
Dues And Fees	4730	5,368	363	1,974	18,500
Total Operating Expenses		598,082	173,356	246,501	127,080
TOTAL		\$ 3,073,686	\$ 1,217,158	\$ 1,086,075	\$ 956,295

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, 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 16-17

Cost Center: 9250 - Fund 791

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Director, Creative	4113			1.00	1.00
Manager, Curriculum	4113			1.00	3.00
Manager, Curriculum CAPE	4113		1.00	1.00	1.00
Manager, Curriculum Project Services	4113				1.00
Manager, Curriculum Social Studies	4113		1.00	1.00	1.00
Manager, Curriculum Math	4113		1.00	1.00	1.00
Manager, Instructional Design	4113		1.00	1.00	1.00
Manager, Project	4113				3.60
Senior Manager, Elementary Products	4113			1.00	
Senior Manager, Elementary Product, Design & Dev	4113				1.00
Senior Manager, Product Design & Development	4113				1.00
Specialist, Curriculum Peer Lead	4132		2.00	2.00	2.00
Specialist, Curriculum Team Lead	4132		1.00		
Specialist, Curriculum	4132		19.00	20.00	26.00
Curriculum Subject Matter Expert (SME)	4133		6.00	10.00	10.00
Content Writer	4137		2.00	3.00	2.00
Content Writer, Curriculum	4137				1.00
Content Writer TOA	4137		6.00	8.00	
Content Writer, Peer Lead	4137		1.00	1.00	1.00
Content Writer Subject Matter Expert (SME)	4137				8.00
Engagement Writer	4137		2.00	3.00	5.00
Coordinator, Project	4165				1.30
Designer, Interactive	4165		3.00	3.00	4.00
Designer, Interactive Team Lead	4165		1.00		
Psychometrician	4165		0.50	0.50	0.50
Proofreader/Copyeditor	4165		1.00		
Media Producer	4165			1.00	
Video Producer	4165		1.00		
Specialist, Instructional Design	4165		4.00	4.00	11.00
Specialist, Instructional Design Peer Lead	4165		1.00	1.00	1.00
Specialist, Quality Assurance	4165		2.00	2.00	2.00
Specialist, Media	4165		1.00	1.00	1.00
Analyst, Quality	4167		2.00	2.00	2.00
Analyst, Quality Team Lead	4167		1.00	1.00	1.00
Developer, Web	4168		8.00	9.00	18.00
Developer, Web Team Lead	4168		1.00		
Total Positions		0.00	69.50	78.50	111.40
APPROPRIATIONS					
Regular Salaries			4,094,947	4,261,547	6,864,792
Supplements	4190		11,000	11,983	15,000
Overtime	4192				
Advanced Degree	4194				27,500
Student Intern	4753				9,305
Total Salaries		0	4,105,947	4,273,530	6,916,597
Medical	4231		590,750	657,623	946,900
FICA	4220		314,105	326,856	529,120
FRS	4210		302,608	314,882	519,428
Total Benefits		0	1,207,463	1,299,361	1,995,448
Personnel Costs		0	5,313,410	5,572,891	8,912,045
Other Expenses					
Unemployment Compensation	4250				
Professional & Technical Services	4310		3,000,565	1,733,713	4,966,665
Travel In-State	4332		12,217	11,530	26,300
Travel Out-State	4333		4,031	118	
Postage	4371			18	
Supplies	4510		464	372	2,850
Dues And Fees	4730		676	3,480	6,316
Indirect Cost	4793				569,300
Professional Staff Development					
Travel In-State	4332			191	50,000
Travel Out-State	4333			747	
Total Operating Expenses		0	3,017,953	1,750,169	5,621,431
TOTAL		\$ -	\$ 8,331,363	\$ 7,323,060	\$ 14,533,476

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 two teams within the Florida Services Department: Florida District Relations and FLVS Franchises. The department is led by the Senior Director, Business Development and Solutions, who reports to the Executive Vice President, Business and School Solutions.

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 34 FLVS Franchises, representing 64 Florida counties. The team provides training, support, and guidance to the franchise managers.

FLVS Franchises
Recommended Budget
Fiscal Year 16-17
Cost Center: Various, Fund 930

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Executive VP, Business & School Solutions	4111				0.05
Sr Director, Business Development & Solutions	4112	0.25	0.25	0.25	0.50
Director, National & State Sales	4112	0.25	0.25	0.25	
Director, District & Franchise Solutions	4112			0.80	1.00
Administrator, FL Services Operations	4113		1.00		
Manager, Client Technical Innovation	4113				0.10
Manager, Sales Operations	4113				0.25
Senior Manager, Product Development	4113				0.10
Senior Manager, Sales Operations	4113				0.05
Instructor, Quality Assurance	4120	1.00	1.00	2.00	2.00
Manager, District Relations	4134	1.40	1.40	1.60	1.60
Manager, District Relations Peer Lead	4134	0.20	0.20		
Representative, Senior Support	4161		0.50	0.50	1.00
Representative, Senior Support, FL Scholarships	4161			1.00	0.50
Representative, Client Support	4161		2.00		
Representative, Field Operations Support	4161	1.00	1.00	1.00	1.00
Representative, Program Support	4161				
Technician, Enrollment	4161		0.50	0.50	0.50
Technician, Materials	4161				0.25
Assistant, Executive	4162	0.33			
Specialist, Blended Learning	4165	0.50	0.50	0.50	0.50
Specialist, Learning	4165	1.00	1.00	1.00	1.00
Specialist, Quality Assurance	4165		1.00		
Specialist, Support	4165		0.50	0.50	0.50
Specialist, Support Client	4165				0.10
Analyst, Learning Systems	4167				0.20
Representative, Academic Integrity (PT) Support	4169		2.00	2.00	2.00
Total Positions		5.93	13.10	11.90	13.20
APPROPRIATIONS					
Regular Salaries		495,825	643,821	593,867	728,502
Supplement	4190	550	850	1,000	550
Overtime	4192	3,990	4,975	6,430	8,000
Advanced Degree	4194				1,250
Total Salaries		500,364	649,646	601,297	738,302
Medical	4231	69,840	94,350	128,920	95,200
FICA	4220	35,918	49,698	45,571	56,480
FRS	4210	38,472	51,322	69,227	64,228
Total Benefits		144,230	195,370	243,718	215,908
Personnel Costs		644,594	845,016	845,015	954,210
Recurring Expenses					
Professional & Technical Services	4310	1,500	1,500	3,000	201,500
Travel In-State	4332	2,735	14,605	14,987	12,100
Travel Out-State	4333	4,040	4,015	1,295	4,535
Rentals	4360	2,507,265	67,500	15,000	62,600
Course Costs	4360		2,939,776	3,603,526	3,405,088
Postage	4371		8,155		550
Other Purchased Services	4390	11,964	39,067	15,000	34,120
Supplies	4510	39,321	45,990	60,000	45,400
Non-Capitalized Software	4692				
Dues And Fees	4730	4,550		4,350	2,500
Indirect Cost Charge	4793	2,858,924	2,515,785	3,315,200	2,691,592
Bad Debt Expense	4820				
Professional Staff Development					
Travel In-State	4332	9,085	1,300	295	1,300
Travel Out-State	4333	266			
Supplies	4510				
Dues And Fees	4730	150		650	
Total Operating Expenses		5,439,800	5,637,693	7,033,303	6,461,285
Transfers Out	4990	2,693,886	3,049,776	3,049,776	2,700,000
TOTAL		\$ 8,778,280	\$ 9,532,485	\$ 10,928,094	\$ 10,115,495

Florida Services
Recommended Budget
Fiscal Year 16-17
Cost Center: 9720

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Director, National & State Sales	4112				0.10
Senior Manager, Florida Relations	4113	1.00	1.00	1.00	1.00
Manager, District Relations	4134	5.60	5.60	6.40	6.40
Manager, District Relations Peer Lead	4134	0.80	0.80		
Representative, Support	4161	1.00	1.00	1.00	1.00
Senior Representative, Support	4161				
Specialist, Support	4165				
Total Positions		8.40	8.40	8.40	8.50
APPROPRIATIONS					
Regular Salaries		490,462	519,364	531,067	547,353
Supplements	4190	1,500	5,500	5,169	2,500
Overtime	4192	2,920		8,176	
Advanced Degree	4194				4,000
Total Salaries		494,882	524,864	544,412	553,853
Medical	4231	77,937	71,400	61,570	72,250
FICA	4220	35,606	40,152	39,783	42,370
FRS	4210	36,472	38,682	39,193	41,650
Total Benefits		150,014	150,235	140,546	156,270
Personnel Costs		644,897	675,099	684,958	710,123
Recurring Expenses					
Professional & Technical Services	4310	17,315	16,250	17,604	16,250
Contract Labor	4311				
Travel In-State	4332	6,777	29,090	5,525	19,890
Travel Out-State	4333	280	3,000	483	3,000
Repairs & Maintenance	4350		8,250	1,000	8,250
Rentals	4360	14,564	8,720	3,324	8,800
Auto Lease	4363	60,501	75,000	71,000	75,000
Postage	4371	335	1,000	321	1,000
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390	90	10,000	309	8,000
Supplies	4510	13,275	2,800	650	3,800
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hdwr	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	260	260	1,104	460
Professional Staff Development					
Travel In-State	4332	1,327		967	9,000
Travel Out-State	4333				
Supplies	4510				
Dues And Fees	4730				
Total Operating Expenses		114,724	154,370	102,287	153,450
TOTAL		\$ 759,620	\$ 829,469	\$ 787,245	\$ 863,573

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. All teams report to the Senior Director, Business Development and Solutions, who heads up the FLVS Global Leadership team.

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 Director and Sales Manager are part of the FLVS Global Leadership team.

The Sales Operations team is responsible for order processing, customer service, CRM and related systems development and maintenance, monthly and bi-annual customer satisfaction surveys, contract review and processing, standard licensing agreement updates and maintenance, quote template creation, updates, and maintenance; sales and revenue reporting/forecasting, expense management, maintenance, reporting, and forecasting; accounts payable for the department, customer invoicing, collections of accounts receivables, customer/vendor audits, customer asset tracking, non-renewal shut down communication and confirmation with former customers, and calculation of quarterly incentive payments to Sales team. Using Salesforce, the team creates and manages dashboards and designs and implements workflows used by all Global team members based on communicated and discovered needs. The team is frontline to customers in order to provide a high-level customer satisfaction experience. The Senior Manager, Sales Operations is part of the FLVS Global Leadership team.

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 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.

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 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 Edgate Correlations Services. The ICE team is led by the Senior Manager, Product Development, who is part of the FLVS Global Leadership team.

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 Global School teachers, to manage student enrollments. The team also handles customer inquiries and processes administrative requests. The FLVS Global School Client Operations Manager and the FLVS Global School Principal also report to the FLVS Global Leadership team regularly.

FLVS Global
Recommended Budget
Fiscal Year 16-17
Cost Center: Various, Fund 921

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Sr Director, Business Development & Solutions	4112	0.25	0.25	0.25	0.25
Director, District & Franchise Solutions	4112			0.20	
Director, National & State Sales	4112	0.25	0.25	0.25	0.90
Senior Manager, Product Development	4113	0.50	1.00	1.00	0.90
Senior Manager, Products & Services	4113	1.00	1.00		
Senior Manager, Sales	4113	1.00	1.00		1.00
Senior Manager, Sales Operations	4113			1.00	0.95
Account Manager, FLVS Global	4113	3.20	9.20	8.20	9.50
Account Manager, FL Services	4113	2.00		1.00	
Manager, Business Operations	4113	1.00	1.00		
Manager, Client Development Support	4113		1.00		
Manager, Client Technical Development	4113	1.00		1.00	1.00
Manager, Client Technical Innovation	4113	1.00	1.00	1.00	0.90
Manager, Client Technical Support	4113	1.00	1.00	1.00	1.00
Manager, Learning Systems Accounts	4113			1.00	1.00
Manager, National Curriculum Products	4113			1.00	1.00
Manager, Partner	4113		1.00		
Manager, Product	4113	1.00	1.00	1.00	1.00
Manager, Product Development	4113	1.00			
Manager, Project	4113	1.00	1.00	1.00	1.00
Manager, Sales	4113			1.00	1.00
Manager, Sales Operations	4113			1.00	0.75
Representative, Field Operations Support	4161	1.00	1.00	1.00	1.00
Technician, Materials	4161				0.25
Assistant, Executive	4162	1.00	1.00	1.00	1.00
Coordinator, Curriculum	4165		1.00		
Liaison, Curriculum	4165		1.00		
Specialist, Business Development	4165	1.00	2.00	2.80	3.00
Specialist, Business Development Support	4165			1.00	1.00
Specialist, Business Development Team Lead	4165			0.80	1.00
Specialist, Client Support	4165	1.00	1.00	2.00	1.90
Specialist, eSolutions	4165	3.00	1.00	4.00	4.00
Specialist, eSolutions Team Lead	4165			1.00	1.00
Specialist, Global Learning	4165		2.00		
Specialist, Global Services Support	4165	1.00	1.00		
Specialist, Instructional Design	4165		1.00	1.00	1.00
Specialist, Strategic Marketing	4165	1.00	1.00	1.00	1.00
Specialist, Team Lead Business Operations	4165				
Architect, Software	4166	1.00	1.00	1.00	1.00
Analyst, Learning Systems	4167		1.00	1.00	1.80
Developer, Web	4168	1.00	1.00	1.00	2.00
Total Positions		26.20	35.70	39.50	43.10
APPROPRIATIONS					
Regular Salaries		1,819,462	2,239,139	2,356,712	2,732,198
Supplements	4190	22,000	80,000	57,625	86,000
Overtime	4192	131			
Advanced Degree	4194				28,375
Employee Sales Commission	4754	244,226	192,267	182,822	1,210,342
Total Salaries		2,085,819	2,511,406	2,597,159	4,056,915
Medical	4231	245,847	303,450	336,661	366,350
FICA	4220	147,655	192,123	220,341	310,354
FRS	4210	136,372	174,364	273,414	217,810
Total Benefits		529,874	669,936	830,416	894,514
Personnel Costs		2,615,693	3,181,342	3,427,575	4,951,429
Recurring Expenses					
Professional & Technical Services	4310	481,152	808,794	835,770	533,178
Outsourced Host	4317	3,145	12,100		12,100
Travel In-State	4332	20,060	79,140	48,517	35,640
Travel Out-State	4333	151,830	346,800	296,877	329,300
Rentals	4360	316,679	801,714	885,778	1,162,013
Annual Software Licensing	4362	24,208	160,680	144,211	160,680
Postage	4371	4,653	18,350	2,533	15,200
Other Purchased Services	4390	80,497	225,850	31,635	149,500
Commission	4391	422,144	1,101,551	390,079	3,000
Supplies	4510	18,922	21,700	6,282	11,400
Capitalized Computer Hardware	4643			15,833	13,700
Non-Capitalized Computer Hdwr	4644	887	18,200	658	11,400
Capitalized Software	4691				50,000
Non-Capitalized Software	4692	25			2,000
Dues And Fees	4730	106,559	252,097	215,978	285,993
Indirect Cost Charge	4793	191,506	205,083	205,083	257,434
Bad Debt Expense	4820	(6,965)		(17,500)	
Professional Staff Development					
Travel In-State	4332	1,699		7,399	
Travel Out-State	4333	21,978		8,608	
Supplies	4510	148			
Dues And Fees	4730	3,549		3,304	
Total Operating Expenses		1,842,675	4,052,059	3,081,045	3,032,538
Transfers Out	4990	4,213,924	1,834,122	2,052,533	3,300,000
TOTAL		\$ 8,672,292	\$ 9,067,523	\$ 8,561,153	\$ 11,283,967

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 140 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 the past year, FLVS Global School served students in 48 states and in 58 countries. Specifically there were 3,131 students in 6,615 half-credit enrollments in the 2014-15 school year. Of those student, 2,858 students were from the United States, and 273 were international students. Enrollment is open to public, private, and homeschool students on a tuition basis. Currently, FLVS Global School has 94 clients. 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 seven part-time teachers, one of whom possess a doctorate degree. 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 16-17
Cost Center: 9620, Fund 922

Description	FY14-15 Actual Results		FY15-16 Adopted Budget		FY15-16 Projected Results		FY16-17 Recommended Budget	
Instruction								
Instructor	16.50	814,995	17.50	883,111	18.00	943,119	17.00	873,110
Instructor - PT	10.00	168,010	12.00	190,263	10.00	113,994	7.00	92,472
Instructor, Quality Assurance	0.20	9,729	0.20	11,438	1.20	43,937	0.75	46,423
Total Teachers	26.70	992,734	29.70	1,084,812	29.20	1,101,050	24.75	1,012,005
Supplement								1,000
Advanced Degree		1,388		1,000				18,125
Total Salaries	26.70	994,121	29.70	1,085,812	29.20	1,101,050	24.75	1,031,130
Medical		160,431		150,450		211,254		150,875
FICA		73,790		83,065		90,461		78,881
FRS		73,267		80,024		87,378		77,540
Total Benefits		307,488		313,539		389,094		307,296
Workers Compensation		50						
Unemployment Compensation		887						
Instructional Materials		69,652						
Postage		43		1,500		155		350
Communication Stipends		38,307		47,166		33,713		43,716
Travel In-State		84		1,000		159		800
Other Purchased Services		4,446		1,000		1,346		1,600
Rentals		17,460		141,222		121,982		160,838
Supplies		3		100				100
Dues & Fees		1,867		31,145		4,863		17,000
Total Operating Expenses		132,801		223,133		162,218		224,404
Travel In-State				6,300		104		6,300
Dues And Fees				2,000				
Total Staff Development		0		8,300		104		6,300
Total Instruction	26.70	\$ 1,434,411	29.70	\$ 1,630,784	29.20	\$ 1,652,466	24.75	\$ 1,569,130
School Administration								
Director, Global Instruction	0.20	17,323						
Director, Instruction					0.05	4,839	0.05	4,901
Director, Instructional Models	0.05	852	0.05	4,658				
Manager, Client Operations	1.00	62,426	1.00	68,426	1.00	70,899	1.00	72,001
Manager, Account FLVS Global	0.80	63,782	1.80	110,096	1.80	91,558	0.50	32,078
Specialist, Business Development Team Lead					0.20	6,077		
Specialist, Business Development					0.20	4,076		
Representative, Client Support	2.00	59,439	2.00	71,598	2.00	71,493	2.00	74,998
Principal, Global School	1.00	85,608	1.00	85,608				
Instructional Leader, Global School					1.00	89,448	1.00	77,340
Specialist, Fortress Brazil		34,596						
Total Administration	5.05	324,027	5.85	340,386	6.25	319,548	4.55	261,318
Overtime		41						
Advanced Degree								250
Employee Sales Commission		48,822		67,428		18,842		41,800
Total Salaries	5.05	372,890	5.85	407,814	6.25	338,390	4.55	303,368
Medical		43,395		49,725		53,451		38,675
FICA		23,795		31,198		25,887		23,207
FRS		23,885		25,086		33,644		19,671
Total Benefits		91,075		106,009		112,982		81,553
Professional & Technical Services		3,460		15,000				9,000
Contract Labor						5,000		
Travel In-State		4,413		1,971		1,529		800
Travel Out-State		2,063		3,700		1,762		3,100
Postage		241		423		119		150
Rentals		48,654		20,500				14,105
Communication Stipends		2,116		2,100		2,100		2,100
Commission		149,745		141,025		78,021		5,000
Other Purchased Services		124		123		303		
Supplies		(270)		100				225
Dues And Fees		1,108		1,710		1,664		3,710
Bad Debt Expense		(3,925)						
Indirect Cost Charge		320,299		242,934		242,934		193,049
Total Operating Expenses		528,026		429,586		333,432		231,239
Travel In-State		836		900		1,203		900
Travel Out-State		289				1,220		
Dues And Fees		3,634				650		
Total Staff Development		4,759		900		3,073		900
Total School Administration	5.05	\$ 996,750	5.85	\$ 944,309	6.25	\$ 787,877	4.55	\$ 617,060
Transfers Out		\$ 494,654		\$ -		\$ -		\$ 500,000
School Total	31.75	\$ 2,925,815	35.55	\$ 2,575,093	35.45	\$ 2,440,343	29.30	\$ 2,686,190

MARKETING & COMMUNICATIONS

The Marketing & Communications Department is comprised of five areas: Customer Care, Market Research, Creative Marketing, Digital 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 participation in FLVS courses is optional to students, 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 Senior Director, Marketing & Communications, who reports to the Executive Vice President, Business and School Solutions. Reporting to the Senior Director are the five 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. Items produced/created by 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 Connect intranet, and VSA mobility. This team also handles the marketing of FLVS business-to-business initiatives.

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; and copyedits and proofreads all FLVS district documents. In addition, the Communications team develops and disseminates all internal staff, parent, and student communications.

Needed Increases/Budget Reductions:**Amount*****COST CENTER 9640 - Marketing & Communications***

• Increase in Inktel (Call Center)	\$ 289,680
• Increase in Online & Print Advertising	\$ 140,030
• Increase in Travel (including PD)	\$ 61,625
• Decrease in Professional & Technical Services	\$ (150,037)
• Decrease in Branded Items	\$ (26,600)
• Parchment moved to 9160	\$ (15,000)
• Add supplies from Materials budget	\$ 2,950
• Decrease in salary (backfilled at a lower rate than previous employee)	\$ (4,549)
• Decrease in Overtime	\$ (912)
• Decrease in Rentals	\$ (1,995)
• Increase in Postage, Supplies Dues & Fees	\$ 8,444
• Move (2) Admin Assistant, Registrar positions to Student Support (9120)	\$ (82,004)
• Research Analyst position moved to AAA (9006)	\$ (80,009)
• Addition of Monitoring Service (Meltwater)	\$ 13,000
• Addition of Texting Service - Customer Service Platform	\$ 7,000
• Addition of Marketing Intelligence Reports	\$ 6,500
• Adjustment in FRS rate	\$ 1,968

Marketing & Communications

Recommended Budget

Fiscal Year 16-17

Cost Center: 9640

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Senior Director, Marketing & Communications	4112	1.00	1.00	1.00	1.00
Manager, Communications	4113			1.00	1.00
Manager, Creative Marketing & Communications	4113	1.00	1.00		
Manager, Creative Strategy & School Marketing	4113			1.00	1.00
Manager, Customer Care	4113	1.00	1.00	1.00	1.00
Manager, Digital Strategy & Product Sales	4113			1.00	1.00
Representative, Support Customer Care	4161	1.00			1.00
Technician, Customer Care	4161	1.00	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	1.00
Graphic Designer, Peer Lead	4165	0.50	1.00	1.00	1.00
Graphic Designer	4165			1.00	
Graphic Designer, Associate	4165	1.00	1.00		1.00
Producer, Web Services	4165	2.00	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
Specialist, Community Relations	4165				
Specialist, Digital Marketing	4165	1.00	1.00	1.00	1.00
Specialist, Digital Marketing Team Lead	4165		1.00		
Specialist, Internal Communications	4165	1.00	1.00	1.00	1.00
Specialist, Market Research	4165				
Specialist, Marketing & Communications	4165	3.00	4.00	3.00	3.00
Analyst, Market Research Peer Lead	4167	1.00	1.00	1.00	
Analyst, Market Research	4167	1.00	1.00	1.00	1.00
Total Positions		18.50	20.00	21.00	21.00
APPROPRIATIONS					
Regular Salaries		1,139,160	1,101,589	1,125,360	1,191,004
Supplements	4190	9,168	9,500	3,891	1,500
Overtime	4192	872	1,661	594	900
Interns	4753				
OPS					
Total Salaries		1,149,200	1,112,750	1,129,845	1,193,404
Medical	4231	169,836	170,000	174,188	178,500
FICA	4220	83,175	85,125	81,046	91,295
FRS	4210	88,076	95,780	95,682	104,739
Total Benefits		341,087	350,905	350,916	374,534
Personnel Costs		1,490,287	1,463,655	1,480,761	1,567,938
Recurring Expenses					
Professional & Technical Services	4310	665,011	820,645	1,053,426	738,240
Travel In-State	4332	7,128	15,500	3,032	9,000
Travel Out-State	4333	6,135	12,500	4,434	8,500
Repairs & Maintenance	4350				
Rentals	4360	30,811	68,022	43,388	50,675
Annual Software Licensing	4362	1,200	1,200	1,200	1,200
Software Service Rental	4364	69			
Postage	4371	39	500		350
Other Purchased Services	4390	2,077,828	2,274,240	2,542,182	2,662,446
Supplies	4510	1,186	2,700	315	11,550
Materials-Textbooks State Adopted	4520				
Periodicals	4530	109	900	359	250
Dues And Fees	4730	4,058	12,650	6,475	9,720
Professional Staff Development					
Travel In-State	4332	61	2,850	73	2,500
Travel Out-State	4333	2,704		265	2,000
Supplies	4510	46			
Dues And Fees	4730				700
Total Operating Expenses		2,796,385	3,211,707	3,655,148	3,497,131
TOTAL		\$ 4,286,673	\$ 4,675,362	\$ 5,135,909	\$ 5,065,069

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 Senior Director, Business Development and Solutions, who reports to the Executive Vice President, Business and School Solutions.

<u>Needed Increases/Budget Reductions:</u>	<u>Amount</u>
• <i>Sr Support Rep - add 50 percent to General Fund (was 100% Franchise)</i>	\$ 36,028
• <i>Dir Nat'l Sales - remove 50 percent from General Fund</i>	\$ (66,501)
• <i>Sr Director - remove 25 percent from General Fund</i>	\$ (32,383)
• <i>Remove Sr Support Rep position (50% coded to General Fund)</i>	\$ (29,871)
• <i>Remove Peer Lead supplement</i>	\$ (1,725)
• <i>Add supplies from Materials budget</i>	\$ 1,820
• <i>Adjustment in FRS rate</i>	\$ 1,367

Business Development & Solutions

Recommended Budget

Fiscal Year 16-17

Cost Center: 9710

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Sr Director, Business Development & Solutions	4112	0.50	0.50	0.50	0.25
Director of Sales, State & National	4112	0.50	0.50	0.50	0.50
Director, Florida Services	4112				
Manager, Blended Learning	4113	1.00	1.00	1.00	1.00
Senior Associate, Elementary Program	4113				
Support Representative, FL Svcs Supp Program	4161				
Senior Support Representative, FL Scholarships	4161		0.50	0.50	0.50
Technician, Enrollment	4161		0.50	0.50	0.50
Assistant, Executive	4162	0.33			
Assistant, Senior Administrative	4162				
Specialist, Blended Learning	4165	3.50	3.50	3.50	3.50
Specialist, Blended Learning Team Lead	4165				
Total Positions		5.83	6.50	6.50	6.25
APPROPRIATIONS					
Regular Salaries		318,693	403,480	411,051	352,540
Supplements	4190	1,301		795	
Overtime	4192	223	2,500	2,794	2,500
OPS					
Total Salaries		320,217	405,980	414,640	355,040
Medical	4231	28,878	55,250	43,414	48,875
FICA	4220	23,154	31,057	29,080	27,162
FRS	4210	26,543	36,806	36,733	34,195
Total Benefits		78,576	123,113	109,227	110,232
Personnel Costs		398,793	529,093	523,867	465,272
Recurring Expenses					
Contract Labor	4311				
Legal Fees	4312				
Travel In-State	4332	33,185	34,883	18,925	33,185
Travel Out-State	4333	4,107	9,480	2,408	2,770
Repairs & Maintenance	4350				
Rentals	4360	(1,090)			
Postage	4371	55	50		
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390	51,250			
Supplies	4510	216	11,416		11,330
Materials-Textbooks State Adopted	4520				
Capitalized FFE	4641				
Non-Capitalized Computer Hdwr	4644			80	
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	943	1,279		1,279
Professional Staff Development					
Travel In-State	4332	2,692	8,500	778	7,745
Travel Out-State	4333	9,030		2,260	755
Supplies	4510				
Dues And Fees	4730			3,145	
Total Operating Expenses		100,388	65,608	27,596	57,064
TOTAL		\$ 499,180	\$ 594,701	\$ 551,463	\$ 522,336

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 four areas: Accounting Services, Budget Services, Grants Management, and Student FTE Administration.

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 preparation of monthly reports for all departments, 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 Grants Management team oversees the development of grant applications; monitors the implementation of grant programs; and coordinates the submission of grant applications, regulation, and monitoring.

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.

Needed Increases/Budget Reductions:

Amount

COST CENTER 94XX - Business Services

• Additional Workday subscription fees due to hiring	\$ 35,000
• Reduction in bank fees	\$ (13,000)
• Transfer liability insurance to Legal (9001)	\$ (328,379)
• Reduction in dues & fees & postage	\$ (708)
• Increase American Payroll Association & NAPCP fees	\$ 2,353
• Increase in travel for Workday Rising & FSFOA	\$ 5,870
• Supplies from Materials budget & adjustment in FRS rate	\$ 7,076

Chief Financial Officer

Recommended Budget

Fiscal Year 16-17

Cost Center: 9410

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 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
FTE Administrator	4113	1.00	1.00	1.00	1.00
Manager, Competitive Grants	4113	1.00	1.00	1.00	1.00
Associate, Accountability	4161	1.00	1.00		
Associate, FTE	4161			1.00	1.00
Assistant, Executive	4162				
Assistant, Executive Peer Lead	4162		0.50	0.50	0.50
Coordinator, Grants	4165	1.00	1.00	1.00	1.00
Support Specialist, FTE	4165				
Analyst, FTE	4167	1.00	1.00	1.00	1.00
Total Positions		7.00	7.50	7.50	7.50
APPROPRIATIONS					
Regular Salaries		321,167	549,590	576,524	576,862
Supplements	4190		750		
Overtime	4192	6			
OPS					
Total Salaries		321,173	550,340	576,524	576,862
Medical	4231	25,672	63,750	63,768	63,750
FICA	4220	22,729	42,101	40,543	44,130
FRS	4210	42,650	59,702	65,760	64,224
Total Benefits		91,051	165,553	170,071	172,104
Personnel Costs		412,224	715,893	746,595	748,966
Recurring Expenses					
Research, Development & Innovation	4310				
Property Insurance/Work Comp	4320	334,899	328,379	328,379	
Travel In-State	4332	793	900	247	1,000
Travel Out-State	4333				
Repairs & Maintenance	4350				
Rentals	4360				
Postage	4371		200		50
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510	60	350	68	3,280
Materials-Textbooks State Adopted	4520				
Capitalized Audio Visual Materials	4621				
Non-Capitalized Audio Visual Materials	4622				
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hdwr	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	4,040	3,400	3,000	165
Professional Staff Development					
Travel In-State	4332	2,320	300	227	500
Travel Out-State	4333			292	
Dues And Fees	4730	620	375	899	375
Total Operating Expenses		342,731	333,904	333,112	5,370
TOTAL		\$ 754,955	\$ 1,049,797	\$ 1,079,707	\$ 754,336

Financial Services
Recommended Budget
Fiscal Year 16-17
Cost Center: 9420

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Director, Finance	4112	1.00	1.00	1.00	1.00
Manager, Accounting	4113	1.00	1.00	1.00	1.00
Manager, Competitive Grants	4113				
Manager, Payroll	4113	1.00	1.00	1.00	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, Inventory	4161				
Technician, Materials	4161				
Technician, Payroll	4161	2.00	2.00	2.00	2.00
Assistant, Executive	4162				
Coordinator, Grants	4165				
Coordinator, Grants Accounting	4165				
Specialist, Accounting	4165	1.00	1.00	1.00	1.00
Specialist, Accounts Payable	4165	1.00	1.00	1.00	1.00
Specialist, Finance	4165				
Specialist, Payroll Peer Lead	4165	1.00	1.00	1.00	1.00
Specialist, Support	4165	1.00	0.50	0.50	0.50
Total Positions		12.00	11.50	11.50	11.50
APPROPRIATIONS					
Regular Salaries		741,499	679,334	730,107	718,197
Supplements	4190	66,500	1,500	1,193	1,500
Overtime	4192	3,683	7,350	1,810	16,600
Bonus	4750				
Intern	4753		9,305	3,691	
Total Salaries		811,681	697,489	736,801	736,297
Medical	4231	117,377	97,750	129,921	97,750
FICA	4220	58,334	53,358	51,695	56,327
FRS	4210	61,954	50,719	53,164	55,370
Workers Compensation	4240				
Total Benefits		237,664	201,827	234,780	209,446
Personnel Costs		1,049,346	899,316	971,581	945,743
Recurring Expenses					
Professional & Technical Services	4310	26,637	13,000	7,436	13,000
Travel In-State	4332	14	470	29	400
Travel Out-State	4333				
Repairs & Maintenance	4350				
Rentals	4360	109,975	24,900	13,450	24,900
Annual Software Licensing	4362	3,050,712	678,716	810,698	678,716
Postage	4371	596	1,065	133	500
Telephone	4372				
Other Purchased Services	4390	43,380		7,857	250
Supplies	4510		1,325	1,536	
Non-Capitalized Software	4692				35,000
Dues And Fees	4730	33,636	27,278	9,264	15,838
Professional Staff Development					
Travel In-State	4332	2,960	1,600	103	1,600
Travel Out-State	4333		4,275	9,395	4,035
Supplies	4510				
Dues And Fees	4730	784	4,935	8,790	4,935
Total Operating Expenses		3,268,693	757,564	868,690	779,174
TOTAL		\$ 4,318,039	\$ 1,656,880	\$ 1,840,271	\$ 1,724,917

Budget Services
Recommended Budget
Fiscal Year 16-17
Cost Center: 9450

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 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
Administrator, Travel Program	4165				1.00
Specialist, Expense Management	4165	3.00	3.00	3.00	1.00
Senior Analyst, Budget	4165				1.00
Analyst, Budget Peer Lead	4167	1.00	1.00	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		426,395	431,853	465,237	458,748
Supplements	4190	1,500	1,500	1,193	
Overtime	4192				
Advanced Degree	4194				2,500
Total Salaries		427,895	433,353	466,430	461,248
Medical	4231	52,362	59,500	56,945	59,500
FICA	4220	31,000	33,152	33,740	35,285
FRS	4210	31,551	31,938	33,781	34,686
Total Benefits		114,913	124,590	124,466	129,471
Personnel Costs		542,808	557,943	590,896	590,719
Recurring Expenses					
Professional & Technical Services	4310				
Contract Labor	4311				
Legal Fees	4312				
Travel In-State	4332	110	2,600	457	2,600
Travel Out-State	4333			30	
Rentals	4360	299		299	1,499
Annual Software Licensing	4362			275	
Postage	4371	11	1,499		
Communication Stipends	4374				
Other Purchased Services	4390				1,100
Supplies	4510	3,072	3,000	1,446	
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hdwr	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	83,079	75,495	67,876	70,495
Professional Staff Development					
Travel In-State	4332	57	600	166	600
Travel Out-State	4333	2,360	5,000	3,615	8,440
Postage	4371			6	
Dues And Fees	4730		375	2,780	3,958
Total Operating Expenses		88,990	88,569	76,950	88,692
TOTAL		\$ 631,799	\$ 646,512	\$ 667,846	\$ 679,411

Strategic Partnerships Development Fund

Recommended Budget

Fiscal Year 16-17

Cost Center: 9004, Fund 923

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Vice President, Strategic Partnerships	4111	1.00			
Manager, Strategic Partnerships	4113	1.00			
Assistant, Executive	4162				
Total Positions		2.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		215,628			
Part-Time					
Overtime	4192				
Adjuncts					
Total Salaries		215,628		0	0
Medical	4231	19,958			
FICA	4220	13,456			
FRS	4210	38,426			
Total Benefits		71,839		0	0
Personnel Costs		287,467	0	0	0
Recurring Expenses					
Professional & Technical Services	4310				
Contract Labor	4311				
Legal Fees	4312				
Travel In-State	4332	665			
Travel Out-State	4333	8,736			
Repairs & Maintenance	4350				
Rentals	4360	126			
Postage	4371	73			
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510				
Materials-Textbooks State Adopted	4520				
Dues And Fees	4730				
Professional Staff Development					
Travel In-State	4332				
Travel Out-State	4333				
Dues And Fees	4730				
Total Operating Expenses		9,600	0	0	0
TOTAL		\$ 297,068	\$ -	\$ -	\$ -

Student Engagement
Recommended Budget
Fiscal Year 16-17
Cost Center: 9160/9123

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Senior Director, Instructional Operations	4112				
Senior Director, Full Time Instruction	4112	0.10	0.10	0.10	
Director, Instruction	4112			1.00	
Director, Student Services	4112	1.00	1.00		
Administrator, Title I	4113	0.20	0.20	0.20	
Manager, Academic Integrity	4113	1.00	1.00	1.00	
Manager, Enrollment	4113	1.00	2.00	1.00	
Manager, School Counseling - PT Program	4113	1.00	1.00	1.00	
Principal, Elementary	4114	1.00	1.00	1.00	
Instructional Leader - Elementary	4114	1.00	1.00	1.00	
Instructor - Elementary	4120	4.00	23.00	28.00	
Instructor PT - Elementary	4129				
School Counselor	4131	6.00	6.00	7.00	
Registrar, FLVS PT	4136			1.00	
Representative, AI Support	4161	5.00	5.00	6.00	
Technician, Development	4161				
Technician, Enrollment	4161	3.00	3.00	3.00	
Assistant, Administrative	4162			1.00	
Program Coordinator, Student Activities	4165		1.00		
Program Coordinator, Tutoring	4165				
Instructional, Ambassador PT	4169				
Instructional, Tutors PT	4169				
Investigator, AI	4169				
Support Representative, PT Academic Integrity	4169	11.00	14.00	10.00	
Total Positions		35.30	59.30	62.30	0.00
APPROPRIATIONS					
Regular Salaries		1,479,040	2,616,757	2,413,500	
Adjuncts		25,272			
Supplements	4190	36,251	43,000	16,699	
Overtime	4192	1,162	5,800	593	
Interns	4753	(74)			
Total Salaries		1,541,651	2,665,557	2,430,792	0
Medical	4231	184,945	385,050	384,734	
FICA	4220	112,581	203,915	187,572	
FRS	4210	112,814	197,857	184,707	
Total Benefits		410,341	786,822	757,013	0
Personnel Costs		1,951,992	3,452,379	3,187,805	0
Recurring Expenses					
Workers Compensation	4240	0		0	
Unemployment Compensation	4250			49	
Professional & Technical Services	4310		10,000	300	
Contract Labor	4311				
Travel In-State	4332	2,223	30,484	3,794	
Travel Out-State	4333	560	3,000		
Repairs & Maintenance	4350				
Rentals	4360	238,826	339,688	384,710	
Annual Software Licensing	4362				
Postage	4371	93	1,000	531	
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374	25,126	51,180	42,207	
Other Purchased Services	4390	624			
Supplies	4510	4,026	12,418	1,259	
Capitalized Software	4691	302			
Dues And Fees	4730	4,338	2,650	759	
Professional Staff Development					
Travel In-State	4332	148	13,916	6,292	
Travel Out-State	4333				
Internet Access	4373				
Supplies	4510	99			
Dues And Fees	4730		350	315	
Total Operating Expenses		276,364	464,686	440,217	0
TOTAL		\$ 2,228,356	\$ 3,917,065	\$ 3,628,022	\$ -

FLVS Foundation - External Affairs

Recommended Budget

Fiscal Year 16-17

Cost Center: 9642

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Director, Communications	4112				
Director, External Affairs	4112				
Senior Manager, Program & Development	4113				
Manager, Competitive Grants	4113				
Strategist, Senior Communications	4113				
Representative, Support - Foundation	4161				
Assistant, Executive	4162				
Assistant, Senior Administrative	4162				
Assistant, Administrative	4162				
Coordinator, Grant	4165				
Producer, Web Services	4165				
Specialist, Communication	4165				
Specialist, Community Engagement	4165				
Specialist, Team Lead Community Engagement	4165				
Specialist, Project	4165				
Specialist, Team Lead Communication	4165				
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		124,534			
Supplements	4190	334			
Overtime	4192	1,071			
Intern	4753				
OPS					
Total Salaries		125,938	0	0	0
Medical	4231	9,002			
FICA	4220	9,482			
FRS	4210	7,531			
Total Benefits		26,015	0	0	0
Personnel Costs		151,953	0	0	0
Recurring Expenses					
Professional & Technical Services	4310				
Contract Labor	4311				
Travel In-State	4332	166			
Travel Out-State	4333	2,768			
Repairs & Maintenance	4350				
Rentals	4360				
Postage	4371	139			
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390				
Supplies	4510	458			
Materials-Textbooks State Adopted	4520				
Periodicals	4530				
Capitalized Audio Visual Materials	4621				
Non-Capitalized Audio Visual Materials	4622				
Capitalized FFE	4641				
Non-Capitalized FFE	4642				
Capitalized Computer Hardware	4643				
Non-Capitalized Computer Hdwr	4644				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730	2,125			
Professional Staff Development					
Travel In-State	4332				
Travel Out-State	4333	108			
Supplies	4510				
Dues And Fees	4730				
Total Operating Expenses		5,765	0	0	0
TOTAL		\$ 157,718	\$ -	\$ -	\$ -

FLVS Foundation
Recommended Budget
Fiscal Year 16-17
Fund 112

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Revenue		97,523			
Total Revenues		97,523	0	0	0
Total Revenues & Balances		\$ 97,523	\$ -	\$ -	\$ -
POSITIONS					
Executive Director, Foundation for FLVS	4112				
Total Positions		0.00	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		80,672			
Supplements	4190				
One Time Market Adjustment	4750				
Total Salaries		80,672			
Medical	4231	4,797			
FICA	4220	6,025			
FRS	4210	5,946			
Total Benefits		16,768	0	0	0
Workman's comp	4240				
Personnel Costs		97,440			
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-State	4333	83			
Repairs & Maintenance	4350				
Rentals	4360				
Postage	4371				
Other Purchased Services	4390				
Supplies	4510				
Capitalized Software	4691				
Non-Capitalized Software	4692				
Dues And Fees	4730				
Indirect Cost	4793				
Professional Staff Development					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-State	4333				
Dues And Fees	4730				
Total Operating Expenses		83	0	0	0
Total Appropriations		97,523	0	0	0
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$ 97,523	\$ -	\$ -	\$ -

Florida Services Product Development & Sales

Recommended Budget

Fiscal Year 16-17

Cost Center: 9710, 923

Description	Object	FY14-15 Actual Results	FY15-16 Adopted Budget	FY15-16 Projected Results	FY16-17 Recommended Budget
POSITIONS					
Senior Manager, Product Development	4113	0.50			
Manager, Product Development	4113	1.00			
Manager, Account Florida Services	4113	3.00			
Consultant, Education	4134				
Representative, Florida Services	4134	1.00			
Total Positions		5.50	0.00	0.00	0.00
APPROPRIATIONS					
Regular Salaries		249,441			
Supplements	4190	2,570			
Overtime	4192				
Bonus	4750				
Total Salaries		252,011		0	0
Medical	4231	33,468			
FICA	4220	18,243			
FRS	4210	18,486			
Total Benefits		70,197		0	0
Personnel Costs		322,207		0	0
Recurring Expenses					
Professional & Technical Services	4310	2,668			
Contract Labor	4311				
Legal Fees	4312				
All For New Business Development	4310				
Travel In-State	4332	12,229			
Travel Out-State	4333	3,838			
Repairs & Maintenance	4350				
Rentals	4360	12,902			
Annual Software Licenses	4362				
Postage	4371				
Telephone	4372				
Internet Access	4373				
Communication Stipends	4374				
Other Purchased Services	4390	3,649			
Commissions	4391				
Supplies	4510	615			
Materials-Textbooks State Adopted	4520				
Dues And Fees	4730	290			
Employee Sales Commission	4754	380			
Indirect Cost Fee	4793				
Professional Staff Development					
Travel In-State	4332	416			
Travel Out-State	4333	165			
Supplies	4510				
Dues And Fees	4730	252			
Total Operating Expenses		37,404	0	0	0
TOTAL		\$ 359,611	\$ -	\$ -	\$ -

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.

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 of 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.

BASIS OF BUDGETING

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'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:

- **Nonspendable** – 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 nonspendable, 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.

