



FLORIDA VIRTUAL
SCHOOL

FINANCING THE
STRATEGIC VISION
2020-21



Table of Contents

FLVS Summary

- FLVS Mission 1
- FLVS Final Budget Fiscal Year 2020-21 2
- FLVS Financial History 4
- Description of Funds 8
- Summary of FLVS Budget by Fund 11

Budget & Revenue Summaries

- Operating Revenue Sources..... 13
- Operating Budget by Function 14
- Operating Budget Summary 15
- Comparison of Budget Between Years (100, 101, 106, 109) 16
- FLVS Flex Schoolhouse 22
- FLVS Full Time Schoolhouse..... 24
- FLVS Health Insurance Trust 26
- Enterprise Revenue Sources 27
- Enterprise Budget by Function 28

Profit & Loss

- Partner Services, Global and FLVS Global School 29
- Partner Services, Florida 31
- FLVS Operating Development Fund..... 33
- FLVS Course Development Fund..... 34

Projects and Grant

- FLVS Projects
 - FLVS Projects..... 36
 - FLVS Projects List 37
- Restricted Funds
 - Restricted Funds Summary 38
 - Literacy (Fund 101) 39
 - Drivers Education – Behind the Wheel (Fund 105)..... 40
 - Miscellaneous Grants (Fund 107) 41
 - Federal Grants (Fund 420) 42
 - CARES Act (Fund 44X) 44

Appendix A

- Florida Education Finance Program (FEFP) Calculation
- Department Summary
- FLVS Project Summary



MISSION

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



VISION

To transform education worldwide—one student at a time.

VALUES

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

COMMITMENT

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

FLVS EXECUTIVE LEADERSHIP TEAM

Dr. Louis J. Algaze
President & CEO

Mr. Erik Braun
Chief Administration Officer

Dr. David D'Agata
General Counsel

Ms. Nicole Lowrey
Chief Strategy Officer

Mr. Mike Miller
Chief External Affairs Officer

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Chief Operations Officer

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Senior Director, Partner Services (Florida)

Mr. Phil Bertolo
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Ms. Courtney Calfee
Senior Director, Partner Services (Global)

Mr. Martin Kelly
Senior Director, Curriculum Development

Mr. Alfred Lopez
Senior Director, Human Resources

Ms. Kate Lysaught
Senior Director, Marketing & Communications

Ms. Kim Poling
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Mr. Jason Schultz
Senior Director, Instruction

Dr. Gina Tovine
Senior Director, Analysis, Assessment, and Accountability

Ms. Robin Winder
Senior Director, Instruction

FLVS FINAL BUDGET FOR FISCAL YEAR 2020-21

1. For the first time since FY2013-14 FLVS funding per student has eclipsed the \$5,230 of the Virtual Education Allocation. The comparable figure for FY2020-21 is \$5,344.78 or a 2.19% increase. **Funded** FTE is expected to increase from 39,268.71 to 51,741.04 or 31.76%.

Florida Education Finance Program (FEFP) revenues are expected to increase from \$205,528,712 to \$276,695,945.

2. The FY2020-21 General Fund FLVS Flex and FLVS Full Time programs:
 - A. FLVS Flex semester completions are projected to increase by 59,879 (11.95%), from 501,121 to 561,000. FLVS Flex grades K-5 is projected to increase from 45,054 to 95,000 semester completions and FLVS Flex grades 6-12 is projected to increase from 456,067 to 466,000 semester completions. FLVS Full Time grades K-12 semester completions are projected to increase by 92,143, from 59,960 to 152,046. The General Fund revenues for FLVS Flex, FLVS Full Time, and Virtual Learning Labs are projected to increase by \$71.4MM (from \$215.3MM to \$286.7MM).
 - B. The **overall** General Fund recurring expenditures for FLVS are projected to increase by \$74.6MM (from \$207.1MM to \$281.7MM). Below are some items that make up this cost increase:
 - increase in instructional staff and other resources, approximately \$66.4MM, needed for additional projected student completions. Included in this amount are teacher salary increases to achieve the State minimum teaching salary goal of \$47,500 for 10-month teachers and \$57,000 for 12-month teachers;
 - increase for pupil personnel services, approximately \$1.3MM;
 - increase of approximately \$4.0MM for school administration, this is a direct result of the increase in student enrollments;
 - 4% salary increases for non-teaching personnel;
 - increase in employee State retirement contributions.
 - C. For FY2020-21, the General Fund revenues (excluding funds 105, 107 & 123, which have restricted dollars) are estimated to be \$289.8MM and recurring expenditures are estimated to be \$278.4MM. Revenues over Appropriations is estimated to be \$11.4MM.
 - D. For FY2020-21, \$42.7MM in non-recurring funds has been set aside for a Reserve for Contingency. This is based on 15% of FLVS Flex, FLVS Full Time, and Virtual Learning Lab revenues. It is necessary for the School to maintain a fund balance which is higher than what is normally expected of many other Governmental agencies in order to (1) have funds available to periodically improve its products and services through capital investment, since the School is not authorized to borrow funds; (2) have adequate reserves available to cover the effects of potential State funding cuts, potential unanticipated enrollment, course

completion reductions (Florida Virtual School is a choice school funded through successful student course completions), and unanticipated effects of the Florida 1.0 FTE sharing formula (funding per student varies based upon the proportionate share of courses taken with the School compared to other public schools in the State). This is particularly important this year as FLVS is experiencing large enrollment increases with no change in state allocations until January 2021.

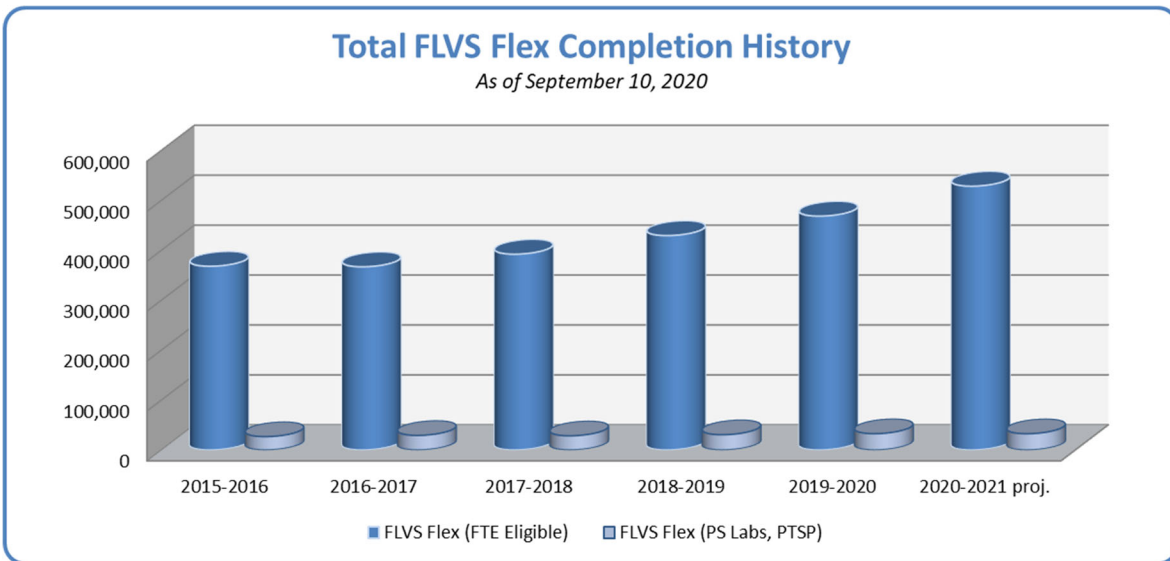
3. The enterprise operations projected revenues for FY2020-21 are \$46.2MM compared to the prior year of \$30.5MM, this reflects a 51.48% increase. Projected enterprise operating costs excluding transfers out are \$27.1MM.
4. Included in the development funds, which are funded through enterprise fund profits and course fees, will be the resources needed for various proposed strategic plan initiatives, including: (1) curriculum development projects, \$5.4MM; (2) operating development projects \$1.9MM.



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 revenue has grown to \$276.7 million for school year 2020-21. FLVS is a source of digital education solutions. We’ve served students in all 50 states and more than 100 countries and territories around the world. FLVS had headcount totaling nearly 2,500 during fiscal year 2020 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 FLVS Flex and FLVS Full Time over the last six years. For the 2020-21 school year, it is projected that students will successfully complete 713,046 half-credits. Below is a history of FLVS Flex and FLVS Full Time completions from 2016 through budgeted 2021. The detail of the 2020-21 State funding calculation for FLVS is included in the Appendix.

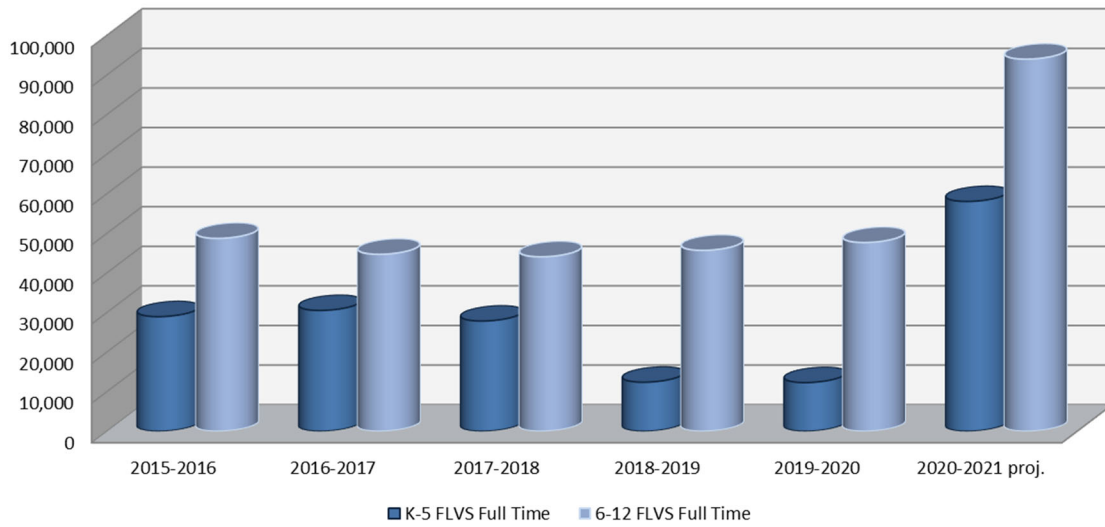


	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021 proj.
K-5 FLVS Flex (FTE Eligible)	9,010	13,602	30,387	35,954	44,478	94,400
K-5 FLVS Flex (PS Labs, PTSP)	45	146	338	255	576	600
Total	9,055	13,748	30,725	36,209	45,054	95,000

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021 proj.
6-12 FLVS Flex (FTE Eligible)	359,000	353,307	361,811	393,480	423,954	434,028
6-12 FLVS Flex (PS Labs, PTSP)	26,012	29,075	28,072	30,285	32,113	31,972
Total	385,012	382,382	389,883	423,765	456,067	466,000

Total FLVS Full Time Completion History

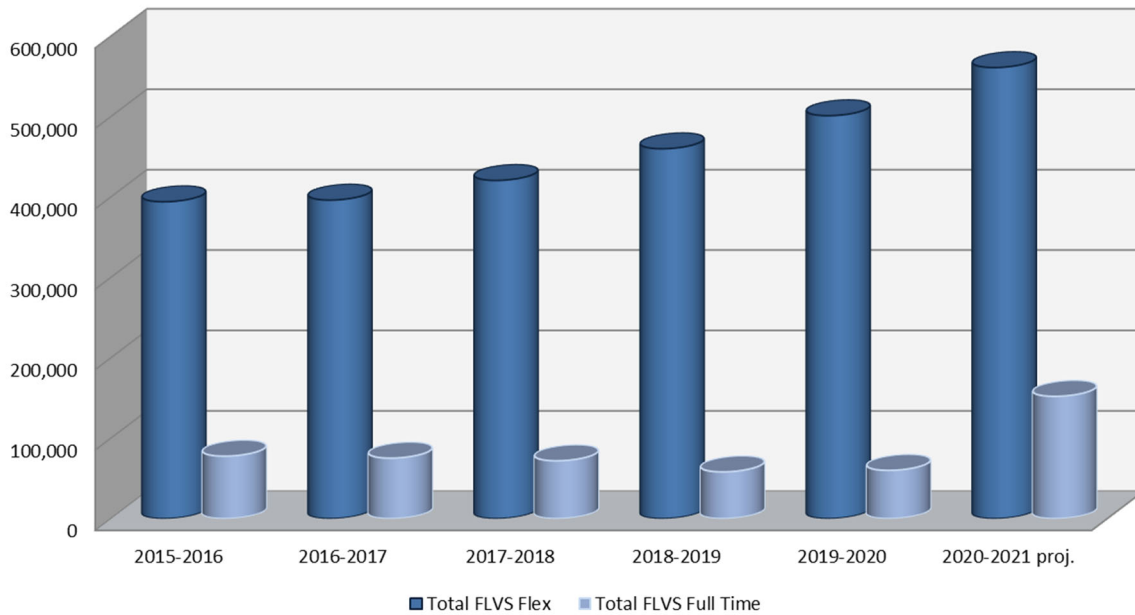
As of September 10, 2020



	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021 proj.
K-5 FLVS Full Time	28,945	30,504	27,831	12,377	12,287	58,046
6-12 FLVS Full Time	48,719	44,698	44,065	45,694	47,673	94,000
Total	77,664	75,202	71,896	58,071	59,960	152,046

Total FLVS Completion History

As of September 10, 2020



	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021 proj.
Total FLVS Flex	394,067	396,130	420,608	459,974	501,121	561,000
Total FLVS Full Time	77,664	75,202	71,896	58,071	59,960	152,046
Total	471,731	471,332	492,504	518,045	561,081	713,046

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 be fully funded for any additional coursework taken virtually (1/12 FTE per virtual class half-credit completion). Since a substantial number of the FLVS Flex enrollments are composed of brick-and-mortar students taking supplemental courses with FLVS, this change in law has primarily affected FLVS Flex. Included below is a history of the State funding for both FLVS Flex and FLVS Full Time. In addition to the State of Florida Education Funding, beginning in the 2013-14 fiscal year, the FLVS operating budget also began receiving funding through Digital Learning Lab contracts with school districts, whereby the school districts receive State funding for their students, but contract with FLVS to provide virtual education to their students. FLVS received \$8,918,647 in contracted Digital Learning Lab revenue in the 2019-20 fiscal year; and is projected to receive \$8,945,100 in the 2020-21 fiscal year.

REPORTED FULL-TIME EQUIVALENT (FTE) STUDENTS & STATE FUNDING (FEFP)						
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021 proj.
FTE FLVS Flex	30,638	30,585	32,703	35,796	39,059	44,071
FTE FLVS Full Time	6,477	6,272	5,996	4,840	5,040	12,680
FTE Total	37,115	36,857	38,699	40,636	44,099	56,751
FEFP Revenue FLVS Flex	136,149,944	138,040,365	148,186,712	164,738,525	179,134,787	209,330,192
FEFP Revenue FLVS Full Time	32,092,192	31,081,094	29,773,367	25,213,760	26,393,925	67,365,753
State Revenue Total	\$ 168,242,136	\$ 169,121,459	\$ 177,960,079	\$ 189,952,285	\$ 205,528,712	\$ 276,695,945



FLVS Enterprise Funds Revenue Summaries

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

Partner Services, Global & FLVS Global School

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

Partner Services, Florida

This fund includes revenue generated from Partner Services, Florida that are managed by districts throughout the state of Florida. FLVS Franchises contract with FLVS to provide FLVS virtual course content to their students. Currently there are 35 franchises, representing 67 Florida counties. Included below is a six-year history of the revenues for these funds.

Enterprise Revenue	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021 proj.
Partner Services, Global	7,818,419	8,006,993	8,932,409	9,742,687	14,072,558	31,350,000
FLVS Global School	2,428,164	2,396,860	2,563,325	4,458,525	3,770,064	3,150,000
Partner Services, Florida	11,652,960	12,143,152	12,967,074	13,103,361	12,641,457	11,728,953
Revenue Total	\$ 21,899,543	\$ 22,547,005	\$ 24,462,808	\$ 27,304,573	\$ 30,484,079	\$ 46,228,953



DESCRIPTION OF FUNDS

- **General Operating Fund (100)**

This fund consists of (1) revenue received from the Florida Education Finance Program (FEFP) from the state for the operation of the district's FLVS Flex program and (2) funding received from the state for the operation of the districts, whereby the school districts receive state funding for their students, but contract with FLVS to provide virtual education to their students.
- **Reading Categorical (101)**

The Reading Categorical, or Literacy fund, is comprised of funds received from the state to improve the reading proficiency of students. Appropriations in this fund include Literacy Coaches, Intensive Reading Instructors, and reading aids for Elementary programs.
- **Driver Ed Behind the Wheel (105)**

FLVS has agreements with the Orange County Board of County Commissioners and the Polk County School Board that provide an enhancement to its online driver education course through a behind-the-wheel (BTW) component. The behind-the-wheel component is provided through a third-party vendor. The funding is provided through an add on assessment for moving violation traffic tickets. This is allowed under Florida Statute 318.1215, also known as the *Dori Slosberg Driver Education Safety Act*.
- **Miscellaneous Grants (107)**

The miscellaneous grants fund is comprised of funds received throughout the year from small miscellaneous grants such as Youth Mental Health Awareness Training (YMHFA).
- **FLVS Full Time (109)**

This fund also consists of revenue received from the state's FEFP program for the operation of FLVS Full Time.
- **FLVS Operating Development Funds (123)**

The source of revenue for the FLVS development fund is a portion of the profit from Partner Services, Florida. The appropriations are allocated for non-course related projects, and staff professional development.
- **Special Revenue Fund (420)**

Title I, Part A - The purpose of these funds is to help children gain a high quality education and the skills to master the Florida Standards. Title I provides additional resources to schools with economically disadvantaged students. These resources provide intervention teachers, professional development, extra time for teaching, parent involvement activities, and other activities designed to raise student achievement.

Title II, Part A - The purpose of Title II is to increase student achievement consistent with the challenging State academic standards; improve the quality and effectiveness of teachers, principals, and other school leaders; increase the number of teachers, principals, and other school leaders who are effective in improving student academic achievement in schools; and provide low-income and minority students greater access to effective teachers, principals, and other school leaders.

Title IV, Part A - The purpose of Title IV, Part A is to provide students with access to a well-rounded education, to improve safe and healthy school conditions for student learning, and to improve the use of technology in order to improve the academic achievement and digital literacy of all students.

Individuals with Disabilities Education Act (IDEA) - The purpose of this funding is to ensure that all children with disabilities ages 3 through 21 have the right to a free appropriate public education (FAPE) designed to meet their individual needs and prepare them for employment and independent living. Funds shall be used to supplement the excess cost of providing special education and related services to students with disabilities.

Perkins Grant - The purpose of the grant is to develop more fully the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs.

- **CARES Act (44X)**

Elementary and Secondary School Emergency Relief (ESSER) Fund 441 - The ESSER funds under the CARES Act are provided to Local Educational Agencies (LEAs) to address the impact that the Novel Coronavirus Disease 2019 (“COVID 19”) has had, and continues to have, on elementary and secondary schools in Florida. This includes developing and implementing plans for educational services and continued learning.

Other CARES Act Relief (including GEER) Fund 442 - The GEER funds under the CARES Act are provided to Local Educational Agencies (LEAs) to address the impact that the Novel Coronavirus Disease 2019 (“COVID 19”) has had, and continues to have, on elementary and secondary schools in Florida. This includes developing and implementing summer recovery programs prioritizing target students with significant academic need defined as:

- Students who have been disconnected or hard to reach via distance learning.
- Grades K-3 students for 2019-20 (1-4 for 2020-21) identified with a substantial deficiency in reading based on the most recent available screening and progress monitoring assessment or other forms of assessment, and teacher recommendations; and K-3 students who may be at risk of retention, and any third grade student with a substantial deficiency in reading must be prioritized.
- Grades 4-5 students who were level 1 or 2 on their most recent FSA and served in the lowest 300 performing or D and F schools across the state will also be eligible for summer program options to enhance literacy skills in reading and math.

- **FLVS Course Development Funds (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 and from course cost-reimbursement fees charged to the operating and enterprise funds. This fund is used to account for marketing, research, and development activities related to developing and improving courseware and services to FLVS students.

- **Partner Services, Global (921) & FLVS Global School (922)**

Partner Services, 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, Partner Services, Global has grown steadily in revenue, and the profit earned is reinvested back to FLVS.

- **Partner Services, Florida (930)**

This fund includes revenue generated from our Partner Services, Florida that are managed by districts throughout the state of Florida. Currently there are 35 franchises, representing 67 Florida counties.

- **FLVS Health Insurance Trust (711)**

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.

BUDGET SUMMARIES BY FUND

The following page provides a summary of each individual FLVS fund including the beginning fund balance, estimated revenue, budgeted expenditures, and the projected ending fund balance.

The subsequent pages show the budgets for the funds in more detail, with the related funds combined, including the General Fund (all 1XX funds) and the Global/Global School Funds (92X funds).

FLVS Final Budget Summary by Fund
Fiscal Year 2020-21

Revenues & Balances	Operating Funds				Special Revenue Funds		Internal Service Funds		Enterprise Funds			TOTAL
	Funds 100, 101, 106 & 109 (General Fund)	Fund 105 (Driver Ed BTW)	Fund 107 (Misc Grants)	Fund 123 (Operating Dev)	Fund 420 (Special Revenue)	Fund 441 & 442 (Emergency/ CARES ACT)	Fund 711 (Health Ins)	Fund 791 (Course Dev)	Fund 921 (Partner Services, Global)	Fund 922 (FLVS Global School)	Fund 930 (Partner Services, Franchise)	
FB Assigned for Rebudgets & Encum	2,888,196	2,453,404	1,160	2,133,613	-	-	-	2,125,334	-	-	-	9,601,707
FB Assigned for Research & Dev	-	-	-	4,495,189	-	-	-	6,128,347	7,954,856	1,981,067	7,539,694	28,099,153
FB Assigned for Insurance	-	-	-	-	-	-	13,825,733	-	-	-	-	13,825,733
FB Assigned for Future Initiatives	50,437,965	-	-	-	-	-	-	-	-	-	-	50,437,965
FB Assigned for Contingency (15%)	32,288,864	-	-	-	-	-	-	-	-	-	-	32,288,864
Total Fund Balance July 1, 2020	85,615,025	2,453,404	1,160	6,628,802	-	-	13,825,733	8,253,681	7,954,856	1,981,067	7,539,694	134,253,422
Total Revenues	289,799,893	660,000	125,205	-	2,041,963	777,577	44,251,758	8,486,650	31,350,000	3,150,000	11,728,953	392,371,999
Transfers In	-	-	-	2,000,000	-	-	-	4,000,000	-	-	-	6,000,000
Total Revenue, Transfers In & Fund Balances	375,414,918	3,113,404	126,365	8,628,802	2,041,963	777,577	58,077,491	20,740,331	39,304,856	5,131,067	19,268,647	532,625,421
Appropriations												
1000 - Flex Instruction 6-12	171,380,020	-	-	-	-	-	-	-	-	-	-	171,380,020
9001 - Operations	540,418	-	-	-	-	-	-	-	-	-	-	540,418
9002 - President/CEO	436,547	-	-	-	-	-	-	-	-	-	-	436,547
9003 - External Affairs	316,302	-	-	-	-	-	-	12,500	-	-	-	328,802
9004 - Security	2,300,619	-	-	-	-	-	-	-	-	-	-	2,300,619
9005 - EPMO	1,263,019	-	-	1,939,909	-	-	-	592,990	-	-	-	3,795,918
9006 - AAA	2,856,748	-	-	300,000	-	-	-	-	-	-	-	3,156,748
9008 - Legal	1,152,824	-	-	-	-	-	-	-	-	-	-	1,152,824
9110 - Chief Administration Officer	368,745	-	-	-	-	-	-	-	-	-	-	368,745
9120 - Student Support	5,878,221	-	-	-	-	-	-	-	-	-	-	5,878,221
9123 - Full Time Program	52,381,224	-	-	-	-	-	-	-	-	-	-	52,381,224
9124 - Federal Grants/Literacy/Misc Grants	2,144,561	-	125,205	-	2,041,963	777,577	-	-	-	-	-	5,089,296
9131 - Partner Services, Florida	-	-	-	-	-	-	-	-	-	-	6,373,407	6,373,407
9140 - Staff Development	988,561	-	-	272,583	-	-	-	-	-	-	-	1,261,144
9250 - Curriculum Development	705,115	-	-	-	-	-	-	13,826,365	-	-	-	14,531,480
9310 - Procurement Services	2,211,118	660,000	-	-	-	-	-	-	-	-	-	2,871,118
9330 - IT Operations	16,073,910	-	-	-	-	-	-	-	-	-	-	16,073,910
9350 - National Curriculum	-	-	-	-	-	-	-	762,451	-	-	-	762,451
9410 - Chief Financial Officer	-	-	-	-	-	-	-	-	-	-	-	-
9420 - Financial Services	2,786,770	-	-	-	-	-	-	-	-	-	-	2,786,770
9450 - Budget Services	889,423	-	-	-	-	-	-	-	-	-	-	889,423
9520 - Human Resources	4,311,681	-	-	-	-	-	-	-	-	-	-	4,311,681
9610 - Partner Services, Global	-	-	-	-	-	-	-	-	17,061,278	-	-	17,061,278
9620 - FLVS, Global School	-	-	-	-	-	-	-	-	-	3,691,867	-	3,691,867
9640 - Marketing & Communications	4,256,813	-	-	-	-	-	-	85,737	-	-	-	4,342,550
9641 - Customer Care	3,503,931	-	-	-	-	-	-	-	-	-	-	3,503,931
9710 - Blended Learning	703,492	-	-	-	-	-	-	-	-	-	-	703,492
9720 - Florida Services	915,813	-	-	-	-	-	-	100,000	-	-	-	1,015,813
9999 - Other	-	-	-	-	-	-	44,251,758	-	-	-	-	44,251,758
Total Appropriations	278,365,865	660,000	125,205	2,512,492	2,041,963	777,577	44,251,758	15,380,043	17,061,278	3,691,867	6,373,407	371,241,455
Transfers Out	-	-	-	-	-	-	-	-	-	-	6,000,000	6,000,000
FB Assigned for Rebudgets & Encum	2,888,196	2,453,404	1,160	2,133,613	-	-	-	2,125,334	-	-	-	9,601,707
FB Assigned for Research & Dev	-	-	-	-	-	-	-	3,234,954	22,243,578	1,439,200	6,895,240	33,812,971
FB Assigned for Insurance	-	-	-	-	-	-	13,825,733	-	-	-	-	13,825,733
FB Assigned for Future Initiatives	51,473,933	-	-	3,982,697	-	-	-	-	-	-	-	55,456,630
FB Assigned for Contingency (15%)	42,686,924	-	-	-	-	-	-	-	-	-	-	42,686,924
Estimated Total FB June 30, 2021	97,049,053	2,453,404	1,160	6,116,310	-	-	13,825,733	5,360,288	22,243,578	1,439,200	6,895,240	155,383,965
Total Appropriations, Transfers Out & Fund Balances	375,414,918	3,113,404	126,365	8,628,802	2,041,963	777,577	58,077,491	20,740,331	39,304,856	5,131,067	19,268,647	532,625,421

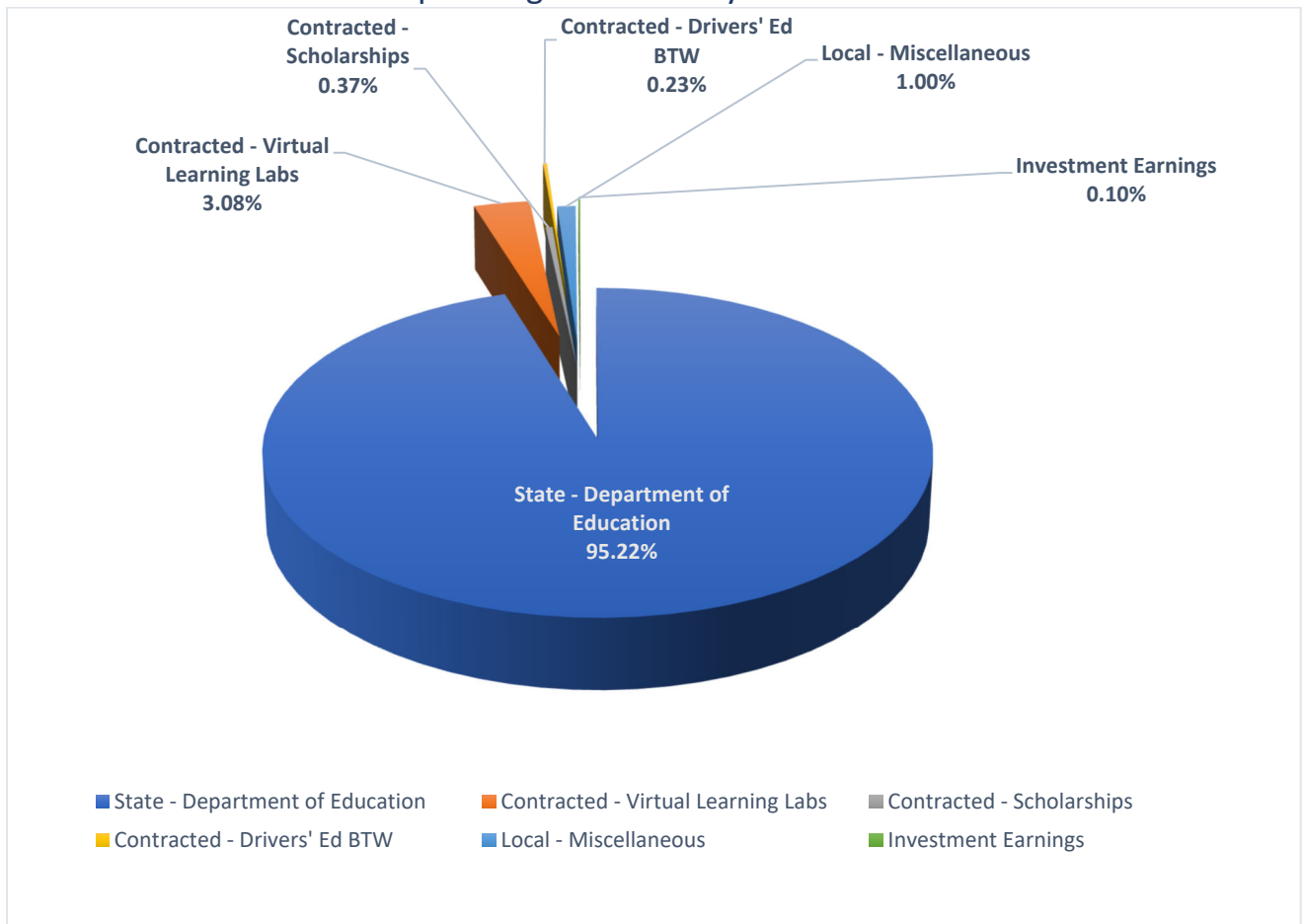
TOTAL OPERATING REVENUE SOURCES

The charts below show the sources of FLVS's operating revenues. Revenues from State sources for current operations are primarily received through the FEFP funding formula.

Revenue Source	FY17-18	FY18-19	FY19-20	FY20-21
State - Department of Education	\$ 181,668,476	\$ 194,258,874	\$ 205,528,712	\$ 276,695,945
Contracted - Virtual Learning Labs	\$ 8,409,578	\$ 8,750,106	\$ 8,918,647	\$ 8,945,100
Contracted - Scholarships	\$ 461,933	\$ 539,624	\$ 811,733	\$ 1,083,000
Contracted - Drivers' Ed BTW	\$ 576,592	\$ 592,235	\$ 564,466	\$ 660,000
Local - Miscellaneous	\$ 3,718,584	\$ 3,536,564	\$ 2,900,495	\$ 2,901,053
Investment Earnings	\$ 613,612	\$ 1,332,375	\$ 1,628,104	\$ 300,000
Total Operating Revenue	\$ 195,448,775	\$ 209,009,778	\$ 220,352,157	\$ 290,585,098

*Revenues do not include Transfers-In

Operating Revenues by Source

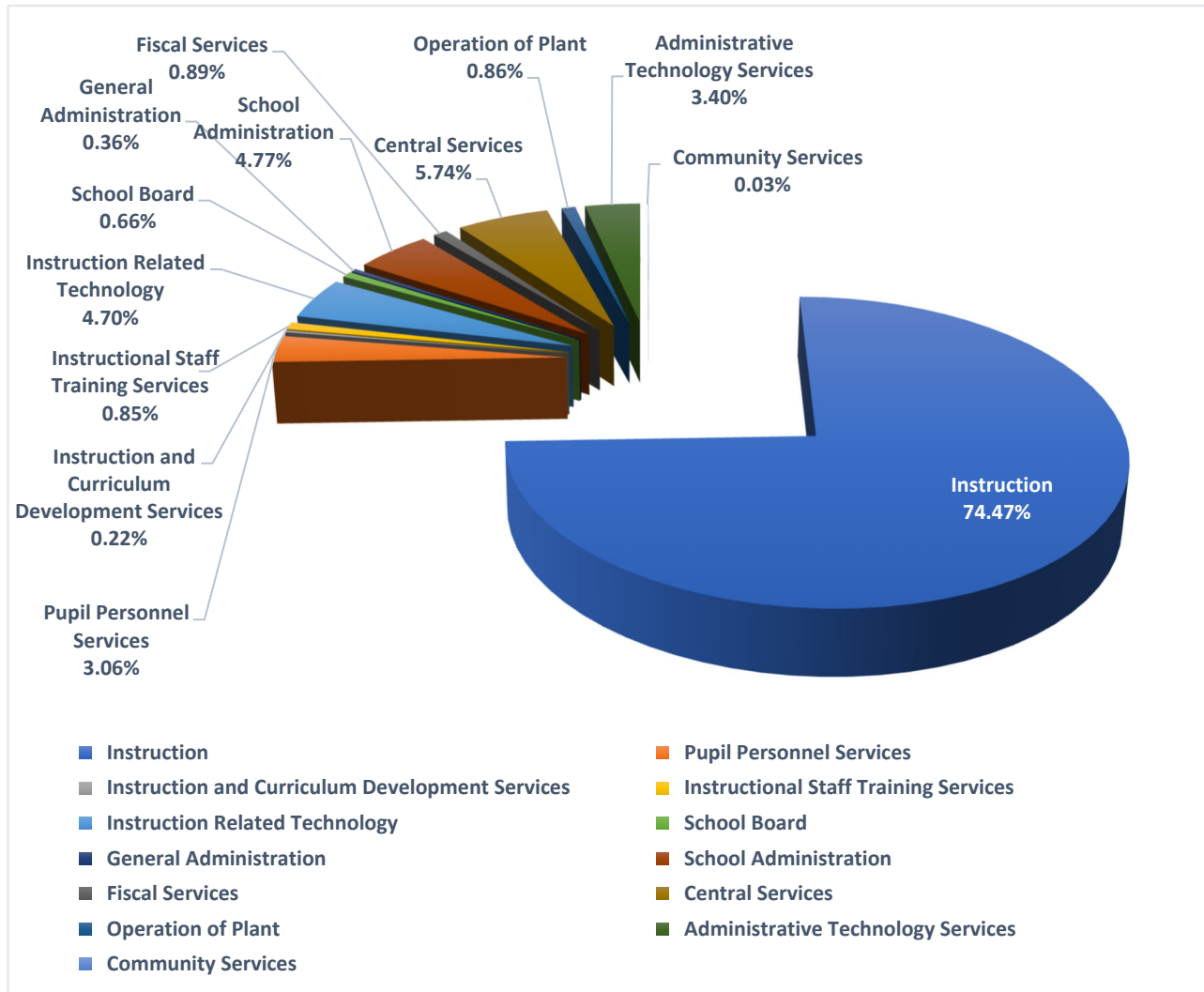


TOTAL OPERATING EXPENDITURES

The charts below show the FLVS operating expenditures by function. Function classifications indicate the overall purpose or objective of an expenditure. Programs are group-related activities aimed at accomplishing a major service or regulatory responsibility.

Expenditure by Function	FY17-18	FY18-19	FY19-20	FY20-21
Instruction	\$ 133,803,793	\$ 136,603,886	\$ 147,039,377	\$ 209,746,183
Pupil Personnel Services	\$ 6,323,275	\$ 7,098,003	\$ 7,259,918	\$ 8,626,163
Instr & Curriculum Development Services	\$ 575,092	\$ 178,994	\$ 232,341	\$ 606,805
Instructional Staff Training Services	\$ 2,777,460	\$ 2,616,411	\$ 3,233,512	\$ 2,390,966
Instruction Related Technology	\$ 9,218,086	\$ 9,237,869	\$ 12,357,787	\$ 13,242,152
School Board	\$ 1,894,790	\$ 2,159,642	\$ 1,224,789	\$ 1,845,672
General Administration	\$ 1,392,909	\$ 1,424,236	\$ 1,229,498	\$ 1,027,319
School Administration	\$ 7,833,678	\$ 8,579,939	\$ 8,580,308	\$ 13,435,370
Fiscal Services	\$ 2,415,870	\$ 2,512,054	\$ 2,396,387	\$ 2,497,032
Central Services	\$ 10,750,462	\$ 11,069,040	\$ 10,818,540	\$ 16,171,851
Operation of Plant	\$ 2,180,137	\$ 2,282,809	\$ 2,138,678	\$ 2,410,254
Administrative Technology Services	\$ 8,809,109	\$ 8,690,502	\$ 10,504,005	\$ 9,583,774
Community Services	\$ 155,619	\$ 161,176	\$ 69,219	\$ 80,022
Total Operating Expenditures	\$ 188,130,280	\$ 192,614,561	\$ 207,084,359	\$ 281,663,563

Operating Expenditures by Function



Operating Budget Summary
Funds 100, 101, 105, 106, 107, 109 & 123
Recommended Budget
Fiscal Year 20-21

Description	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Revenues				
Federal - Direct	112,127	0	0	0
State - FLVS Flex	164,738,525	169,470,515	176,296,609	204,652,425
State - FLVS Full Time	25,213,760	23,742,886	25,748,861	65,878,971
State - Best & Brightest	4,306,589	3,483,242	3,483,242	0
State - Teacher Salaries	0	0	0	6,164,549
Local & Miscellaneous Grants	14,638,775	14,350,976	14,823,445	13,889,153
Total Revenue	\$ 209,009,778	\$ 211,047,619	\$ 220,352,157	\$ 290,585,098
Other Sources of Funds				
Transfers In	2,800,000	6,500,000	6,500,000	2,000,000
Non-Revenue Receipts	0	0	0	0
Total Other Sources Of Funds	\$ 2,800,000	\$ 6,500,000	\$ 6,500,000	\$ 2,000,000
Beginning Fund Balance				
Assigned for Encumbrances & Rebudgets	2,291,084	2,484,264	3,463,405	4,086,504
Restricted for Grants, State Categoricals	3,392,040	3,328,560	3,328,560	3,389,869
Assigned - Research & Development	921,554	2,964,425	2,260,745	4,495,189
Assigned for Contingency	14,909,573	29,886,302	29,886,302	32,288,864
Assigned for Future Initiatives	0	36,267,043	35,991,583	0
Unreserved Fund Balance	34,221,128	0	0	50,437,966
Total Beginning Fund Balance	\$ 55,735,379	\$ 74,930,594	\$ 74,930,595	\$ 94,698,392
TOTAL				
	\$ 267,545,157	\$ 292,478,213	\$ 301,782,752	\$ 387,283,490
Appropriations				
Instruction FLVS Flex	121,949,774	148,118,387	132,087,269	171,380,020
Instruction FLVS Full Time	19,899,753	21,968,253	20,109,858	52,381,224
Categorical Appropriations	6,638,501	5,819,837	5,824,461	2,929,757
Sub-Total	148,488,028	175,906,477	158,021,588	226,691,001
Central Services & School-wide Costs				
Departments	44,126,532	54,811,555	49,062,771	54,972,563
Sub-Total	44,126,532	54,811,555	49,062,771	54,972,563
Assigned for Encumbrances	0	2,484,264	0	0
Restricted for Grants, State Categoricals	0	3,328,560	0	0
Assigned for Research & Development	0	979,141	0	0
Sub-Total	0	6,791,965	0	0
Total Expenditures/Appropriations	\$ 192,614,561	\$ 237,509,997	\$ 207,084,359	\$ 281,663,563
Other Uses Of Funds				
Transfers Out	0	0	0	0
Total Other Uses Of Funds	\$ -	\$ -	\$ -	\$ -
Rebudgets & Ending Fund Balance				
Assigned for Encumbrances & Rebudgets	3,463,405	0	4,086,504	4,091,349
Restricted for Grants, State Categoricals	3,328,560	0	3,389,869	3,385,023
Assigned for Research & Development	2,260,745	1,985,284	4,495,189	0
Assigned for Contingency	29,886,302	30,952,428	32,288,864	42,686,924
Assigned for Future Initiatives	0	22,030,504	0	55,456,630
Unreserved Fund Balance	35,991,583	0	50,437,966	0
Total Rebudgets & Ending Balances	\$ 74,930,595	\$ 54,968,216	\$ 94,698,392	\$ 105,619,927
TOTAL				
	\$ 267,545,157	\$ 292,478,213	\$ 301,782,752	\$ 387,283,490

GENERAL FUND FLEX/FLVS FULL TIME COMPARISON OF BUDGETS BETWEEN YEARS

The following pages include a comparison of the FLVS Flex/FLVS Full Time General Fund (funds 100, 101, 106, 109), which is the main FLVS operating budget comprising a substantial portion of the school program and overhead costs. Included is a detailed comparison of prior year and new year revenues, expenditures, and fund balances. Also included is a detail of the budget changes for each FLVS department.

FLVS General Fund - 100, 101, 106, 109: (Flex & Full Time Programs) Final Budget Summary FY 2020-21

Cost Ctr	Department	FY2019-2020 Amended Budget		FY2020-2021 Proposed Budget		Difference
		FTE Positions	Total	FTE Positions	Total	
1000	Instruction - Flex K-12	1,679.50	135,118,872	1,986.25	171,380,020	36,261,148
9001	Operations	6.00	2,910,020	3.00	540,418	(2,369,602)
9002	President/CEO	3.83	731,225	2.00	436,547	(294,678)
9003	External Affairs	2.25	326,966	2.00	316,302	(10,664)
9004	Security	4.00	2,181,507	6.00	2,300,619	119,112
9005	EPMO	10.20	1,430,541	9.70	1,263,019	(167,522)
9006	Analysis, Account, & Assess	13.40	1,729,776	22.50	2,856,748	1,126,972
9008	Legal	2.00	621,783	6.00	1,152,824	531,041
9110	Chief Administration Officer	0.00	-	3.00	368,745	368,745
9120	Student Support	42.95	4,531,358	57.89	5,856,535	1,325,177
9123	Full Time Program	286.40	22,109,041	657.70	52,381,224	30,272,183
91XX	Literacy Program	16.50	1,598,328	16.50	2,144,551	546,223
9124	Inst Models -Fund 100	0.20	20,732	0.20	21,686	954
9124	Best & Brightest Scholarship	0.00	3,483,242	0.00	-	(3,483,242)
9140	Staff Development	20.25	1,879,176	10.00	988,561	(890,615)
9250	Curriculum Development	11.25	1,269,346	6.25	705,115	(564,231)
9310	Procurement	8.00	630,407	8.00	2,211,118	1,580,711
9330	IT Operations	79.50	14,535,704	89.50	16,073,910	1,538,206
9410	Business Services	6.00	697,167	0.00	-	(697,167)
9420	Financial Services	13.50	2,205,991	18.50	2,786,770	580,779
9450	Budget Services	8.00	766,358	9.00	889,423	123,065
9520	Human Resources	32.00	3,483,844	34.00	4,311,681	827,837
9640	Marketing & Communications	15.15	3,826,924	18.30	4,256,813	429,889
9641	Customer Care	7.00	2,648,269	7.00	3,503,931	855,662
9710	Blended Learning	7.70	688,743	7.70	703,492	14,749
9720	Florida Services	8.40	919,771	8.40	915,813	(3,958)
	TOTAL	2,283.98	210,345,091	2,989.39	278,365,865	68,020,774

32.34%
61,221,475
29.1%

Increase in Staff Total	705.41
- Instruction	678.05
- Support	27.36

General Fund Balance, Revenue and Expenditure Summary			
Student Course Completions:			
	Actual 2018-2019	Actual 2019-2020	Projected 2020-2021
-State Funded - Flex	429,434	468,432	528,428
-Contracted VLL's/Self-Pay	30,540	32,689	32,572
Total Flex Program	459,974	501,121	561,000
-State Funded - FT	58,071	59,960	152,046
Total PT & FT Programs	518,045	561,081	713,046
		8.3%	27.1%
(A.) Beginning Fund Balance 7/1 (including 15% reserve & unreserved)	\$ 69,385,169	\$	85,615,025
General Fund Revenues:	Actual 2019-2020	Projected 2020-2021	
FEFP Revenue (Based upon completions above)	205,387,924	276,695,945	
School Recognition Program	140,788	-	
VLL Contracted/VIP/Self-Pay	9,730,380	10,028,100	
Miscellaneous Local Revenue	4,358,931	3,075,848	
(B.) Total Estimated GF Revenues	219,618,023	289,799,893	
(C.) Recurring Budget	203,388,167	278,365,865	
(D.) Revenue over (or under) Appropriations	16,229,856	11,434,028	
Ending Fund Balance 6/30 (A.) + (D.):	85,615,025	97,049,053	
Break out of Fund Balance:			
Estimated Rebudgets & Encumbrances		2,888,196	
Reserve for Contingency (15%)		42,686,924	
Unreserved Fund Balance		51,473,933	
Total		\$ 97,049,053	

**GENERAL FUND FLEX/FULL TIME
COMPARISON OF BUDGETS BETWEEN YEARS
(Funds 100, 101, 106, and 109)**

Cost Ctr	Dept	Difference FY20 vs. FY21	Description of Change	Amount of Change
1000	Instruction Flex Program	\$ 36,261,148	1. Legislative Mandate for Minimum Teacher Salary, FRS, & FICA Compliance	\$ 5,788,416
			2. Legislative Mandate for Minimum Teacher Salary, FRS, & FICA Internal Equity	\$ 8,120,858
			3. Legislative Mandate for Minimum Teacher Salary, FRS, & FICA Non-Classroom Instructional (Leads) Salary Increase for Internal Equity	\$ 433,193
			4. Support Staff Raise, FRS, & FICA (All Departments - Fund 100)	\$ 1,142,277
			5. Average Salary Increase - Teachers & Leads	\$ 2,588,814
			6. Additional ILs, Leads & Instructors Due to Increased Completion Estimate	\$ 28,462,913
			7. Increase in Course Fees Due to Revised Completion Estimate	\$ 1,856,908
			8. Remove Innovative Programs	\$ (13,000,000)
			9. Remove Fees - Blackboard Collaborate	\$ (310,000)
			10. Remove Elementary Principal position - Moved to Student Services (9120) as a Director, Instruction	\$ (148,643)
			11. Increase in Advanced Degrees	\$ 360,141
			12. Remove Temporary Summer Instruction	\$ (258,873)
			13. Reduce Student Materials	\$ (68,591)
			14. Remove Reserve for Declining Enrollment	\$ (994,905)
			15. Flex Teacher Lapse	\$ 5,220,040
			16. Remove Reserve Growth Budget	\$ (2,759,400)
			17. Remove Administrative Assistant position	\$ (43,796)
			18. Reduce Travel, Dues & Fees, Supplies & Misc Course Fees	\$ (74,785)
			19. Remove CIW Bonuses - Moved to Analysis, Assessment, & Accountability (9006)	\$ (10,000)
			20. Increase for Critical Need Course Supplement (Hebrew)	\$ 29,412
			21. Increase for Cambridge University e-text	\$ 1,500
			22. Reduce AP & Other Bonuses	\$ (4,844)
			23. Reduce Administrative Assistant - Moved to Student Services (9120)	\$ (52,357)
			24. Reduce 25% Allocation of Student Materials Technician position - Moved to Global Fund 921	\$ (17,130)
				\$ 36,261,148
9001	Operations	\$ (2,369,602)	1. Remove Facilities - Moved to Procurement (9310) and HR (9520)	\$ (1,717,313)
			2. Remove Inventory Management - Moved to Procurement (9310)	\$ (131,646)
			3. Remove Records Management - Moved to HR (9520)	\$ (239,275)
			4. Remove Risk Management - Moved to HR (9520)	\$ (50,450)
			5. Increase for Board Clerk Position	\$ 70,890
			6. Reduce Professional Development	\$ (3,348)
			7. Remove Performance Audit - Not Needed in FY21	\$ (298,460)
				\$ (2,369,602)
9002	President/CEO	\$ (294,678)	1. Remove Chief Admin Officer - Moved to Chief Admin Office (9110)	\$ (191,154)
			2. Reduce Travel - Moved to Chief Administration Office (9110)	\$ (10,000)
			3. Remove Chief Strategy Officer & 50% of Exec Assistant positions - Moved to Marketing (9640)	\$ (190,037)
			4. Reduce Travel - Moved to Marketing (9640)	\$ (5,000)
			5. Remove Executive Assistant position (30%) - Moved to Fund 930	\$ (24,044)
			6. Remove Overtime - No Hourly Employees	\$ (1,161)
			7. Increase for Professional Development, Postage & Supplies	\$ 3,636
			8. Increase for New Inspector General	\$ 116,479
			9. Increase for CEO Car Lease	\$ 6,603
				\$ (294,678)
9004	Security	\$ 119,112	1. Increase for iSensor an Intrusion Prevention System	\$ 132,471
			2. Increase for SecureWorks	\$ 18,630
			3. Increase in Salary & Benefits for Security Officer Backfill	\$ 39,189
			4. Increase for Information Security Architect (2)	\$ 280,400
			5. Reduce Gartner Subscription	\$ (42,500)
			6. Remove KnowBe4	\$ (50,000)
			7. Reduce Security Enhancements	\$ (490,371)
			8. Increase SecureWorks	\$ 80,065
			9. Increase Dues and Fees	\$ 42,500
			10. Increase Sophos	\$ 10,853
			11. Add Mimecast	\$ 64,990
			12. Add for Professional Development and Training	\$ 50,000
			13. Remove Professional & Technical Services	\$ (5,000)
			14. Reduce Symantec	\$ (2,680)
			15. Add Tableau Software	\$ 630
			16. Remove Intern	\$ (10,065)
				\$ 119,112
9005	EPMO	\$ (167,522)	1. Remove IT Program Manager	\$ (155,343)
			2. Increase Staff Salary and Benefits	\$ 15,180
			3. Add 50% Senior Specialist, Contract & Budget Position Allocation - Split with AAA (9006) and Marketing (9640)	\$ 52,453
			4. Remove Professional & Technical Services	\$ (93,194)

**GENERAL FUND FLEX/FULL TIME
COMPARISON OF BUDGETS BETWEEN YEARS
(Funds 100, 101, 106, and 109)**

Cost Ctr	Dept	Difference FY20 vs. FY21	Description of Change	Amount of Change
9005	EPMO <i>Continued</i>		5. Increase Dues & Fees, Supplies, Travel, PD, etc.	\$ 13,382 \$ (167,522)
9006	AAA	\$ 1,126,972	1. Datawarehouse staff moved from IT (9330) to AAA 2. Add 10% Senior Specialist, Contract & Budget Position Allocation - Split with EPMO (9005) and Marketing (9640) 3. Add Data Science and Analytics Manager 4. Add Senior Data Scientist 5. Increase in AP Exam fees 6. Increase for student certifications 7. Decrease in Travel & Dues & Fees 8. Increase for Advanced Degrees	\$ 842,145 \$ 10,491 \$ 116,623 \$ 110,788 \$ 30,000 \$ 10,000 \$ (3,702) \$ 10,627 \$ 1,126,972
9008	Legal	\$ 531,041	1. Increase for New Legal Support Specialist Position 2. Increase for New Executive Legal Specialist Position 3. Increase for Two New Assistant General Counsel Positions 4. Increase for Travel, Supplies, Dues & Fees, Furniture Fixtures, & Equipment	\$ 75,588 \$ 89,118 \$ 343,219 \$ 23,116 \$ 531,041
9110	Chief Admin Office	\$ 368,745	1. Increase for Chief Administration Officer position - Moved from President/CEO (9002) 2. Add Strategic Initiatives Specialist position 3. Increase for Director, FLVS Foundation position - Moved from HR (9520) 4. Increase in Travel - Moved from President/CEO (9002)	\$ 192,058 \$ 86,856 \$ 79,831 \$ 10,000 \$ 368,745
9120	Student Support	\$ 1,325,177	1. Increase for Senior Administrative Assistant - Moved from Flex (1000) 2. Increase for Director, Instruction - Moved from FLEX (1000) conversion from Principal 3. Increase for 80% of Mgr, Budget & Program; Budget & Compliance Tech - Moved from Staff Dev (9140) 4. Increase QAI Team - Moved from Staff Development (9140) 5. Increase for School Counselor (2) 6. Increase PD travel for staff transferred from Staff Development (9140) 7. Increase for Advanced Degrees 8. Reduce Travel	\$ 52,643 \$ 126,178 \$ 154,055 \$ 863,830 \$ 167,051 \$ 4,950 \$ 2,941 \$ (46,471) \$ 1,325,177
9123	FLVS - Full Time	\$ 30,272,183	1. Legislative Mandate for Minimum Teacher Salary, FRS, & FICA Compliance 2. Legislative Mandate for Minimum Teacher Salary, FRS, & FICA Internal Equity 3. Legislative Mandate for Minimum Teacher Salary, FRS, & FICA Non-Classroom Instructional (Leads) Salary Increase for Internal Equity 4. Average Teacher Salary Increase - Teachers & Leads 5. Additional AP's & Instructional staff due to increased completion estimate 6. Additional Support Positions Due to Revised Completion Estimate 7. Support Staff Raise, FRS, & FICA (All Departments - Fund 109) 8. Increase Course Fees Due to Revised Completion Estimate 9. Increase for Mental Health Positions (3) 10. Remove School Recognition Funds 11. Increase 11% Allocation of Entitlement Grant Technician - Computer Science Grant Removed 12. Increase for School Resource Officer Contractor 13. Increase Focus Student Information System 14. Increase Overtime for Enrollment Team Due to Increased Completion Estimates 15. Increase Student Activities/Clubs 16. Decrease in Customer Care Call Center 17. Increase in Dual Enrollment 18. Decrease in Misc Course Fees, Supplies, Travel & Dues & Fees & Other Miscellaneous items 19. Remove Administrative Assistant position 20. Remove D2L Licensing Fees 22. Increase for Cambridge University e-text 23. Convert 14 Part Time Graders to 3 Full Time Instructor Positions 24. Upgrade Senior Tech, Customer Care to Customer Care Support Specialist 25. Increase for new course fees - WeatherSTEM 26. Increase 30% Allocation of Sr Manager, ESE & Student Svcs - Federal Grant Can No Longer Fund	\$ 2,784,978 \$ 7,897 \$ 170,530 \$ 197,262 \$ 23,149,123 \$ 2,366,840 \$ 348,504 \$ 1,095,125 \$ 274,859 \$ (140,788) \$ 5,799 \$ 15,000 \$ 45,000 \$ 21,999 \$ 25,618 \$ (37,182) \$ 5,000 \$ (53,886) \$ (39,306) \$ (69,888) \$ 75,310 \$ (22,059) \$ 5,883 \$ 10,000 \$ 30,565 \$ 30,272,183
9124	Literacy (101)	\$ 546,223	1. Increase in FEFP Funding Due to Increased Completions	\$ 546,223 \$ 546,223
9124	Best & Brightest Scholarship (106)	\$ (3,483,242)	1. Removed Program was Repealed	\$ (3,483,202) \$ (3,483,202)

**GENERAL FUND FLEX/FULL TIME
COMPARISON OF BUDGETS BETWEEN YEARS
(Funds 100, 101, 106, and 109)**

Cost Ctr	Dept	Difference FY20 vs. FY21	Description of Change	Amount of Change
9140	Staff Development	\$ (890,615)	1. Increase Professional Learning Manager Position	\$ 139,877
			2. Increase Beacon Fees	\$ 6,000
			3. Decrease for 80% of Manager, Budget & Program and Budget & Compliance Technician - Moved to Student Services (9120)	\$ (176,087)
			4. Decrease QAI Team - Moved to Student Support (9120)	\$ (854,450)
			5. Add annual fees for Qumark	\$ 5,995
			6. Decrease PD travel for staff moved to Student Support (9120)	\$ (4,950)
			7. Decrease Travel	\$ (7,000)
				\$ (890,615)
9250	Curriculum	\$ (564,231)	1. Downgrade Manager, Accessibility position to Curriculum Specialist	\$ (26,571)
			2. Decrease Development Tech (1) & Instructional Design Specialist (2) From Fund 100 to Fund 791	\$ (259,069)
			3. Decrease Senior Director, Curriculum Dev & Exec Assistant From Fund 100 to Fund 791	\$ (252,579)
			4. Decrease Travel, Supplies, Dues and Fees, and Rentals From Fund 100 to Fund 791	\$ (26,012)
				\$ (564,231)
9310	Procurement	\$ 1,580,711	1. Increase Facilities - Moved from Operations (9001)	\$ 1,719,414
			2. Remove Property Insurance - Moved to HR (9520)	\$ (290,722)
			3. Addition of Inventory Management - Moved from Operations (9001)	\$ 131,646
			4. Increase in Supplies	\$ 11,308
			5. Increase Electronic Bid Tracking System	\$ 22,500
			6. Remove Buyer position	\$ (57,322)
			7. Increase for Position Upgrades	\$ 43,887
				\$ 1,580,711
9330	IT	\$ 1,538,206	1. Decrease for Teleforce Contract - Moved to Customer Care (9641)	\$ (851,144)
			2. Decrease in Hardware	\$ (300,000)
			3. Decrease in Travel and Dues & Fees	\$ (70,000)
			4. Increase for 12 New Positions for Educator LMS	\$ 1,260,756
			5. Addition of Manager, Associate Information Technology (2 positions)	\$ 233,280
			6. Addition of Database Administrator	\$ 116,479
			7. Increase Capacity, Computer Software, Licenses Due to Increased Staff From Increased Completion Estimates	\$ 1,905,051
			8. Increase Computer Hardware Due to Increased Staff from Increased Completion Estimates	\$ 649,383
			9. Increase CenturyLink	\$ 48,721
			10. Add Google Voice	\$ 192,000
			11. Datawarehouse staff moved from IT to AAA (9006)	\$ (838,252)
			12. Remove D2L Licensing Fees	\$ (559,104)
			13. Reduce Computer Hardware - will carry forward funds from FY20	\$ (100,000)
			14. Reduce Staff Development registration	\$ (10,000)
			15. Reduce Student Intern Position Removed	\$ (6,117)
			16. Reduce New Hires Onboarded at Less Than Budgeted	\$ (132,847)
				\$ 1,538,206
9410	Business Services	\$ (697,167)	1. Remove Business Services (9410) - Moved to Financial Services (9420) & Budget Services (9450)	\$ (697,167)
				\$ (697,167)
9420	Financial Services	\$ 580,779	1. Increase in Annual Workday Subscription (Based on Number of Employees)	\$ 79,293
			2. Increase for FTE Admin, FTE Analyst, & FTE Support Spec positions - Moved from Business Svcs (9410)	\$ 265,404
			3. Increase for Senior Associate & Senior Support Rep positions- Moved from Business Services (9410)	\$ 199,107
			4. Increase for Travel, Supplies, Dues & Fees - Moved from Business Services (9410)	\$ 29,405
			5. Upgrade of Senior Technician position to Support Specialist	\$ 7,570
				\$ 580,779
9450	Budget Services	\$ 123,065	1. Increase for Budget Manager Position	\$ 99,118
			2. Increase in Travel, Supplies, Dues & Fees - Moved from Business Services (9410)	\$ 8,104
			3. Upgrade of Senior Technician position to Coordinator	\$ 3,280
			4. Increase in Salary for Senior Budget Analyst	\$ 12,563
				\$ 123,065
9520	HR Operations	\$ 827,837	1. Addition of Records Management - Moved from Operations (9001)	\$ 246,842
			2. Addition of Risk Management - Moved from Operations (9001)	\$ 50,450
			3. Addition of Risk Management Specialist Position	\$ 67,877
			4. Addition of Property Insurance - Moved from Procurement (9310)	\$ 290,722
			5. Increase for ASL Interpreter position	\$ 52,800
			6. Increase in Travel	\$ 6,700
			7. Upgrade of Director, HR position to Senior Director, HR	\$ 71,700
			8. Addition of RisKconnect Software	\$ 33,398
			9. Remove HR Marketing Specialist Position - Moved to Marketing (9640)	\$ (68,442)

**GENERAL FUND FLEX/FULL TIME
COMPARISON OF BUDGETS BETWEEN YEARS
(Funds 100, 101, 106, and 109)**

Cost Ctr	Dept	Difference FY20 vs. FY21	Description of Change	Amount of Change
	HR		10. Addition for Title IX Initiative	\$ 16,868
	Operations		11. Addition of FRS and FICA for Advanced Degrees	\$ 7,060
	<i>Continued</i>		12. Addition for Marketing for Specialized Positions	\$ 20,000
			13. Add Support Representative, Records	\$ 52,903
			14. Add Support Representative, Risk Management	\$ 52,903
			15. Increase in Advanced Degrees	\$ 5,887
			16. Remove Director FLVS Foundation position - Moved to Chief Administration Office (9110)	\$ (79,831)
				<u>\$ 827,837</u>
9640	Marketing & Communications	\$ 429,889	1. Addition of Chief Strategy Officer & 50% Executive Assistant positions - Moved from CEO (9002)	\$ 186,715
			2. Increase in Travel for Chief Strategy Officer - Moved from CEO (9002)	\$ 5,000
			3. Upgrade Specialist position to Manager	\$ 17,020
			4. Addition of HR Marketing Specialist position - Moved from HR (9520)	\$ 69,611
			5. Market Increase for Chief Strategy Officer	\$ 34,637
			6. Increase of Executive Assistant allocation position from 25% to 50%	\$ 11,920
			7. Add 40% Senior Specialist, Contract & Budget Position Allocation - Split with EPMO (9005) and AAA (9006)	\$ 41,962
			8. Add Graphic Designer	\$ 91,964
			9. Increase in Advanced Degrees	\$ 2,941
			10. Increase for Additional FRS for Senior Director - Title Change from Director	\$ 19,481
			11. Remove Executive Assistant	\$ (54,124)
			12. Adjustment in Salaries and Benefits After Audit of Positions	\$ (17,088)
			13. Increase in Other Purchased Services	\$ 19,850
				<u>\$ 429,889</u>
9641	Customer Care	\$ 855,662	1. Addition of new Teleforce Contract - Moved from IT (9330)	\$ 851,144
			2. Remove Website Chat Service	\$ (12,309)
			3. Increase for Staff Upgrade	\$ 16,827
				<u>\$ 855,662</u>

Instruction FLVS Flex
Recommended Budget
Fiscal Year 20-21
Cost Centers: 1000

Description	FY18-19 Actual Results		FY19-20 Adopted Budget		FY19-20 Actual Results		FY20-21 Recommended Budget	
Instruction								
Instructor, 6-12	1,261.00	63,596,682	1,297.00	66,886,290	1,353.00	70,544,941	1,438.00	70,414,079
Instructor, Lead 6-12	150.00	7,010,000	153.00	8,249,760	153.00	7,946,277	169.00	9,556,443
Instructor, PT	51.00	699,407						
Instructor, K-5	130.00	6,393,727	123.00	6,094,527	128.00	6,555,002	293.00	15,063,716
Instructor, Lead K-5	7.00	622,552	14.00	712,628	14.00	688,758	34.00	1,801,334
Instructor, Quality Assurance K-5	0.25	16,182	0.25	15,714	0.25	15,910	0.25	15,714
Temporary Instructors - Summer			50.00	216,950				
Total Teachers	1,599.25	78,338,550	1,637.25	82,175,869	1,648.25	85,750,888	1,934.25	96,851,286
Instructor Salary Increase				1,316,716				12,190,792
AP Bonus		129,100		150,000		138,250		150,000
ASL Bonus				12,500				12,500
CTE Bonus		1,900		2,500				2,500
CIW Bonus				10,000				10,000
D2L Bonus				4,500				
Advanced Degree		911,340		877,000		1,045,881		1,162,000
Critical Need Supplements								25,000
Club Supplements		4,539		40,125				43,139
Supplements								
Seasonal Staffing								
Total Salaries	1,599.25	79,385,429	1,637.25	84,589,210	1,648.25	86,935,019	1,934.25	110,447,217
Medical		13,884,218		16,178,839		15,699,248		20,860,886
FICA		5,892,070		6,471,075		6,430,281		8,449,212
FRS		6,568,872		7,148,951		7,374,285		11,027,222
Total Benefits		26,345,160		29,798,865		29,503,814		40,337,320
Workers Compensation		24				22		
Unemployment Compensation		1,391				2,919		
Misc Payroll Taxes						112		
Professional & Technical Services								850
Reserve budget for Growth				2,759,400				
Innovative Programs (TBD)				13,000,000				
Enrollment Reserve				994,905				
Travel In-State		141,157		174,732		69,767		112,732
Travel Out-State		1,034		3,723		198		3,723
Technology Related Textbooks		203,726		273,545		128,930		218,295
Rentals		23,065						
Technology Related Rentals		8,882,993		9,367,174		8,400,110		10,280,469
Postage		138		450				950
Communication Stipends		2,451,931		2,577,890		2,599,096		3,133,080
Other Purchased Services		678		1,200				1,200
Supplies		7,210		15,540		8,155		15,540
Non-Capitalized FFE								
Capitalized Computer Hardware								
Non-Capitalized Computer Hardware				12,000				12,000
Non-Capitalized Software								
Dues And Fees		8,573		1,908		45		1,908
Misc Expense								
Total Operating Expenses		11,721,920		29,182,467		11,209,354		13,780,747
Travel In-State		9,368		55,762		23,907		59,262
Travel Out-State		1,659		3,000		1,413		1,000
Supplies		866		500		42		500
Rentals				8,000				8,000
Dues and Fees		499		17,500		598		17,500
Total Staff Development		12,392		84,762		25,960		86,262
Total Instruction	1,599.25	\$ 117,464,901	1,637.25	\$ 143,655,304	1,648.25	\$ 127,674,147	1,934.25	164,651,546
School Administration								
Director, Elementary Program Dev	1.00	116,253						
Principal, K-5	1.00	93,662	1.00	94,600	1.00	94,600		
Instructional Leader, 6-12	30.00	2,377,390	32.00	2,598,016	32.00	2,601,769	35.00	2,788,354
Instructional Manager, 6-12							1.00	73,500

Instruction FLVS Flex

Recommended Budget

Fiscal Year 20-21

Cost Centers: 1000

Description	FY18-19 Actual Results		FY19-20 Adopted Budget		FY19-20 Actual Results		FY20-21 Recommended Budget	
Instructional Leader, K-5	6.00	577,227	5.00	401,955	5.00	425,877	13.00	1,050,409
Specialist, Translation	1.00	58,476	1.00	58,476	1.00	58,476	1.00	58,476
Coordinator, Driver's Ed							1.00	62,000
Senior Support Rep, Bus Operations	0.25	12,315	0.25	12,309	0.25	12,309		
Assistant, Administrative 6-12	1.00	35,499	1.00	35,499	1.00	33,196		
Assistant, Senior Administrative 6-12	1.00	37,065	1.00	37,065	1.00	37,065	1.00	37,065
Assistant, Administrative K-5	1.00	28,222	1.00	28,222	1.00	24,081		
Assistant, Executive K-5	1.00	31,814						
Advanced Degree		25,527		24,500		26,149		35,500
Overtime								
Support Raise								970,911
Total Salaries	43.25	3,393,450	42.25	3,290,642	42.25	3,313,522	52.00	5,076,215
Medical		444,559		430,654		479,792		560,820
FICA		248,564		251,734		244,642		388,303
FRS		288,624		278,717		280,764		507,601
Total Benefits		981,747		961,106		1,005,198		1,456,724
Professional & Technical Svcs				2,000				2,000
Travel In-State		7,879		58,500		2,214		31,500
Travel Out-State		1,256						
Technology Related Rentals						184		600
Postage		1,631		1,600		744		1,600
Communication Stipends		78,041		79,800		81,139		102,900
Supplies		659		5,900		1,848		5,900
Non-Capitalized FFE				1,100				1,100
Non-Capitalized Computer Hardware		340		1,100		90		1,100
Non-Capitalized Software		195		199				199
Dues And Fees		166		7,500		2,595		7,500
Total Operating Expenses		90,167		157,699		88,814		154,399
Travel In-State		4,419		22,306		1,009		22,306
Travel Out-State		7,302		25,000		2,027		12,000
Supplies		53						
Dues And Fees		7,735		6,330		2,552		6,830
Total Staff Development		19,509		53,636		5,588		41,136
Total School Administration	43.25	\$ 4,484,873	42.25	\$ 4,463,083	42.25	\$ 4,413,122	52.00	6,728,474
Transfers Out		\$ -		\$ -		\$ -		\$ -
School Total	1,642.50	\$ 121,949,774	1,679.50	\$ 148,118,387	1,690.50	\$ 132,087,269	1,986.25	\$ 171,380,020

Instruction FLVS Full Time
Recommended Budget
Fiscal Year 20-21
Cost Center: 9123 - Fund 109

Description	FY18-19 Actual Results		FY19-20 Adopted Budget		FY19-20 Actual Results		FY20-21 Recommended Budget	
Instruction								
Instructor, K-5	45.00	1,832,233	42.00	1,698,480	42.00	1,706,636	193.00	8,100,596
Instructor, Lead, K-5	4.00	199,307	4.00	211,044	4.00	211,753	20.00	1,063,740
Instructor, 6-12	137.00	6,030,179	144.00	6,516,576	144.00	6,397,941	302.00	13,866,632
Instructor, Gifted	3.00	120,744	3.00	126,912	3.00	138,818	7.00	330,763
Instructor, ESE							5.00	258,259
Instructor, Intervention	4.00	221,827	4.00	227,372	4.00	230,080	4.00	236,467
Instructor, Resource	7.00	324,781	7.00	319,095	8.00	331,927	24.00	1,107,339
Total Teachers	200.00	8,729,071	204.00	9,099,479	205.00	9,017,155	555.00	24,963,796
Instructor Salary Increase				322,945				2,518,831
AP Bonus		9,150		12,500		10,250		12,500
CAPE Bonus		100						
CTE Bonus				1,000		100		1,000
Computer Science Bonus				6,000				6,000
Advanced Degree		88,937		107,000		94,988		106,247
School Recognition Bonus						140,788		
Supplements		106,982		99,994		23,238		80,089
Total Salaries	200.00	8,934,240	204.00	9,648,918	205.00	9,286,519	555.00	27,688,463
Medical		1,863,427		2,079,372		2,055,286		5,985,638
FICA		660,800		738,142		676,265		2,118,142
FRS		746,003		814,095		774,595		2,766,871
Total Benefits		3,270,230		3,631,609		3,506,146		10,870,652
Unemployment Compensation						116		
Professional & Technical Services		109,623		265,000		225,105		264,500
Travel In-State		15,022		15,167		155		9,567
Travel Out-State		570		5,000		962		3,500
Rentals		(7,402)						
Technology Related Rentals		856,828		1,260,476		1,018,416		2,490,021
Repairs & Maintenance								250
Postage		6,171		10,723		6,916		17,628
Communication Stipends		272,791		277,560		273,465		734,130
Other Purchased Services		113,206		214,000		128,550		261,714
Supplies		23,677		33,422		25,988		30,429
Technology Related Textbooks		74,719		155,500		61,356		224,961
Capitalized Computer Hardware		67,214		26,000				
Non-Capitalized Software						50		50
Non-Capitalized Computer Hdw		581						
Dues And Fees		3,775		28,350		1,300		23,250
Total Operating Expenses		1,536,775		2,291,198		1,742,379		4,060,000
Contract Labor								2,000
Travel In-State		21,222		86,500		33,822		37,994
Travel Out-State				8,000		2,092		4,506
Supplies		179		11,000		327		7,500
Rentals						14,496		16,191
Dues And Fees				4,000				3,970
Total Staff Development		21,401		109,500		50,737		72,161
Total Instruction	200.00	\$ 13,762,646	204.00	\$ 15,681,225	205.00	\$ 14,585,781	555.00	\$ 42,691,276
Instructional Support								
Guidance Counselor	11.00	675,754	11.00	667,590	11.00	674,881	13.00	788,189
School Psychologist	2.00	128,150	2.00	132,400	2.00	132,594	2.00	132,398
Administrator, Student Mental Health						26,565	1.00	80,000
Mental Health Counselor						9,298	1.00	118,370
Quality Assurance Instructor	1.00	73,088	1.00	81,986	1.00	81,986	1.00	81,986
Instructional Support, PT	14.00	118,747	14.00	186,956	14.00	132,718		
Registrar	3.00	148,083	3.00	147,171	3.00	147,575	4.00	201,920
Specialist, Assessment & Accountability	2.10	108,534	3.00	158,166	3.00	162,420	4.00	209,582
Specialist, Enrollment								
Specialist, Training	2.00	79,530	2.00	112,510	2.00	114,498	2.00	112,398
Specialist, Response to Intervention	1.00	59,388	1.00	57,011	1.00	57,917	1.00	56,000
Support Specialist, District ESE	1.00	50,749	1.00	50,489	1.00	50,489	1.00	50,489
Coordinator, 504	2.00	102,434	2.00	112,654	2.00	109,712	4.00	227,368
District Literacy Coach	0.50	20,506	0.50	27,892	0.50	27,892	0.50	27,892
Coordinator, ELL							1.00	56,327
Coordinator, ESE							4.00	222,660
Coordinator, Gifted	2.00	47,872	2.00	104,682	2.00	101,900	5.00	266,037
Support Specialist, Customer Care							1.00	50,000
Senior Technician, Customer Care	1.00	41,619	1.00	45,000	1.00	45,000		
Technician, Enrollment & Assessment	14.90	522,979	14.00	523,446	14.00	512,356	16.00	597,968
Technician, Entitlement Grant						15,444	1.00	35,799
Technician, ESE								
Supplement						44,250		
Overtime		156		1,200		378		22,149
Advanced Degree		27,135		37,700		32,889		41,500
Total Salaries	57.50	2,204,724	57.50	2,446,853	60.39	2,480,762	63.50	3,379,032
Medical		249,849		443,396		361,821		684,840

Instruction FLVS Full Time
Recommended Budget
Fiscal Year 20-21
Cost Center: 9123 - Fund 109

Description	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
FICA	118,947	187,184	169,521	258,496
FRS	133,720	207,248	197,649	337,878
Total Benefits	502,516	837,828	728,991	1,281,214
Travel In-State	12,527	11,703	2,610	6,593
Rentals			73	
Technology - Related Rentals			1,014	
Supplies	586		805	2,418
Postage	160	390	1,350	2,290
Communication Stipends	21,060	21,060	21,516	27,540
Non-Capitalized Computer Hardware			307	307
Other Purchased Services				276,547
Rentals		525		
Dues & Fees	1,917	4,000	349	2,000
Total Operating Expenses	36,250	37,678	28,024	317,695
Supplies	468			
Travel In-State	8,452		829	0
Travel Out of State			556	
Dues & Fees	2,449		549	
Total Staff Development	11,369	0	1,934	0
Total Instructional Support	57.50 \$ 2,754,859	57.50 \$ 3,322,359	60.39 \$ 3,239,711	63.50 \$ 4,977,941
School Administration				
Exec Dir, Analysis, Assessmt & Accountability	0.30 41,773			
Sr Dir, Analysis, Assessment & Accountability		0.30 41,454	0.30 41,909	0.30 41,454
Director, Instruction	1.00 111,979	1.00 104,828	1.00 104,828	1.00 104,828
Director, District ESE	1.00 94,335	1.00 94,335	1.00 95,100	1.00 94,335
Principal	3.00 290,044	3.00 284,862	3.00 283,867	3.00 283,000
Assistant Principal	9.00 778,308	9.00 738,045	9.00 729,405	22.00 1,801,472
Administrator, Full Time School Operations	1.00 90,026	1.00 87,585	1.00 105,906	1.00 87,585
Sr Manager, Evaluation & Measurement	0.80 77,531	0.70 66,964	0.70 67,912	0.70 66,964
Sr Manager, District Assessment	0.10 8,884	0.10 8,884	0.10 8,884	0.10 8,884
Sr Manager, ESE Student Services	0.70 54,316	0.70 54,316	0.70 54,316	1.00 77,593
Manager, Assessment	1.00 68,153	1.00 68,153	1.00 71,428	1.00 68,153
Manager, Enrollment & Assessment	1.00 65,550	1.00 63,550	1.00 63,550	1.00 63,550
Manager, ESE	3.00 185,452	3.00 191,079	3.00 188,633	6.00 369,500
Specialist, FT Marketing & Communications	1.00 64,744	0.10 5,709	0.10 6,494	0.10 5,708
Specialist, District Assessment	0.75 97,735			
Developer, Software	1.00 80,250		1,533	
Assistant, Administrative	3.00 95,197	3.00 94,725	17,862	
Assistant, Senior Administrative			1.00 50,354	1.00 32,964
Supplement	(710)			
Support Raise				348,504
Advanced Degree	23,879	11,750	21,608	12,250
Overtime	542	2,250	98	
Total Salaries	27.65 2,227,988	24.90 1,918,489	22.90 1,913,687	39.20 3,466,744
Medical	425,285	253,806	314,347	422,769
FICA	199,255	146,764	151,428	265,187
FRS	229,175	169,518	178,165	353,114
Total Benefits	853,715	570,088	643,940	1,041,070
Professional & Technical Services	9,791	4,870	4,100	19,870
Travel In-State	12,881	17,430	4,170	12,421
Travel Out-State	1,325	700	201	2,044
Communication Stipends	25,482	25,200	25,014	42,000
Rentals	31,605	50,000	28,704	54,675
Technology Related Rentals	1,525		69,888	3,200
Postage	373	584	2,172	1,248
Other Purchased Services	204,138	320,000	267,570	
Supplies	1,696	6,950	2,108	5,558
Technology Related Supplies			33	
Capitalized Computer Hardware				25,880
Non-Capitalized Computer Hardware			17	
Dues And Fees	1,591	5,360	221	8,285
Total Operating Expenses	290,407	431,094	404,348	175,181
Travel In-State	10,138	24,190	8,142	13,105
Travel Out-State		12,440	2,421	6,834
Dues And Fees		8,368	2,101	9,073
Total Staff Development	10,138	44,998	12,664	29,012
Total School Administration	27.65 \$ 3,382,248	24.90 \$ 2,964,669	22.90 \$ 2,974,639	39.20 \$ 4,712,008
Transfer to General Fund	\$ -	\$ -	\$ -	\$ -
School Total	285.15 \$ 19,899,753	286.40 \$ 21,968,253	288.29 \$ 20,800,131	657.70 \$ 52,381,224

FLVS Health Insurance Trust
Recommended Trust Fund Budget
Fiscal Year 20-21
Cost Center: 9999, Fund 711

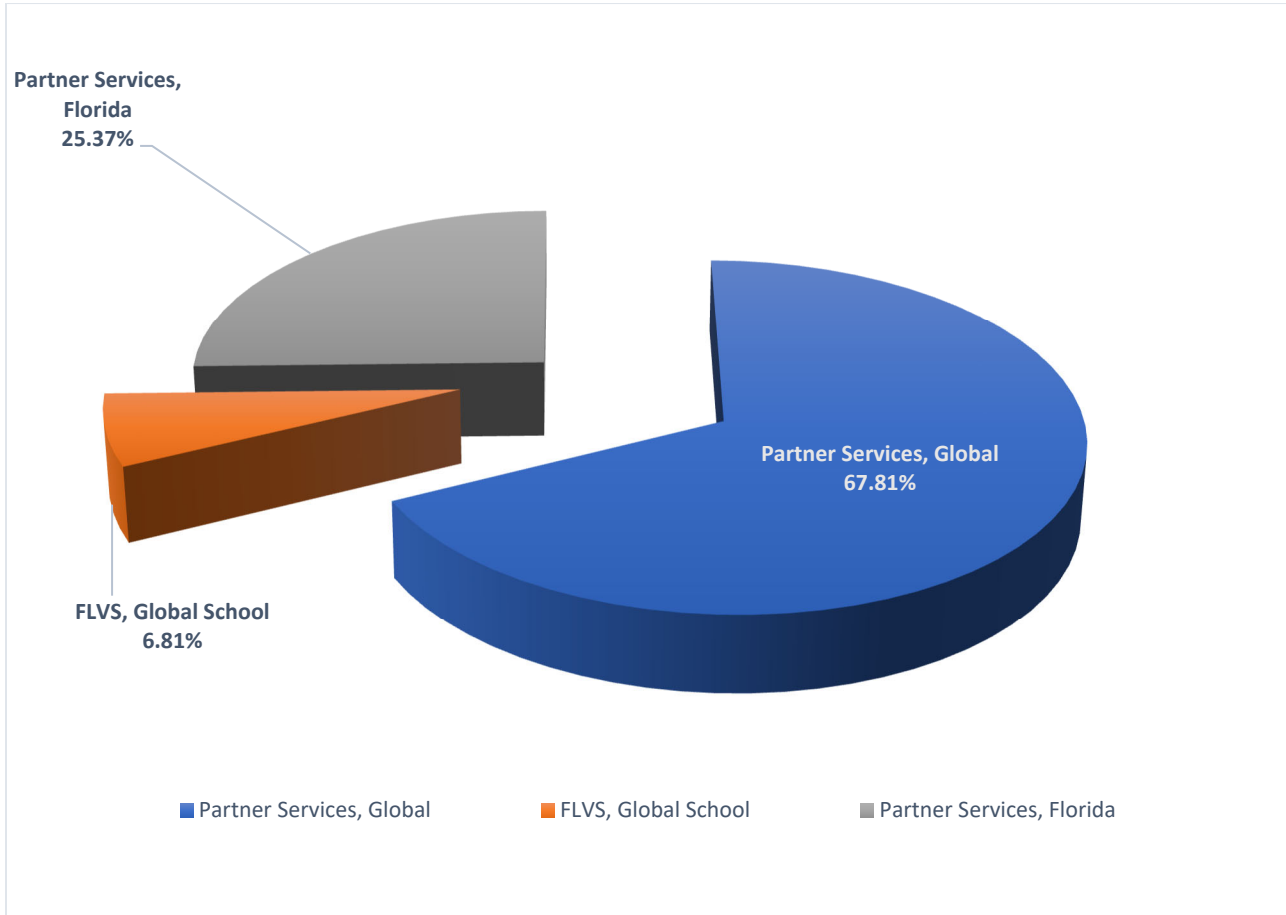
Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
REVENUES					
Premium Revenue		25,332,980	27,594,210	28,213,143	42,391,758
Stop Loss Reimbursement				1,809,245	1,000,000
Pharmacy Rebate				1,293,658	800,000
Interest Revenue		256,434	107,000	253,162	60,000
Total Revenues		25,589,414	27,701,210	31,569,208	44,251,758
RESERVES & BALANCES					
Incurred But Not Reported Claim Reserve		1,500,827	1,762,399	1,762,399	2,091,027
Claim Stabilization Reserve		2,284,866	2,533,298	2,533,298	2,821,314
Ending Balances		7,185,135	8,660,822	8,660,822	8,913,392
Total Reserves & Balances		10,970,828	12,956,519	12,956,519	13,825,733
Total Revenues & Balances		\$ 36,560,242	\$ 40,657,729	\$ 44,525,727	\$ 58,077,491
POSITIONS					
Total Positions					
APPROPRIATIONS					
Total Salaries					
Total Benefits					
Personnel Costs					
Recurring Expenses					
Claims Expense	4770	23,639,915	24,071,621	28,047,966	40,554,325
Insurance Stop Loss	4771	(318,668)	1,583,985	1,361,023	1,960,583
Insurance Admin Fees	4772	272,523	1,271,404	1,274,414	1,714,967
PPACA Fees	4773	9,953	104,313	16,591	21,882
Total Operating Expenses		23,603,723	27,031,323	30,699,994	44,251,757
Total Appropriations		23,603,723	27,031,323	30,699,994	44,251,757
Incurred But Not Reported Claim Reserve		1,762,399	1,794,583	2,091,027	3,023,399
Claim Stabilization Reserve		2,533,298	2,759,421	2,821,314	4,239,176
Ending Balances		8,660,822	9,072,402	8,913,392	6,563,159
Total Appropriations & Ending Balances		\$ 36,560,242	\$ 40,657,729	\$ 44,525,727	\$ 58,077,491

TOTAL ENTERPRISE REVENUE SOURCES

The charts below show the sources of the FLVS enterprise revenues.

Revenue Source	FY17-18	FY18-19	FY19-20	FY20-21
Partner Services, Global	\$ 8,932,409	\$ 9,742,687	\$ 14,072,558	\$ 31,350,000
FLVS, Global School	\$ 2,563,325	\$ 4,458,525	\$ 3,770,064	\$ 3,150,000
Partner Services, Florida	\$ 12,967,074	\$ 13,103,361	\$ 12,641,457	\$ 11,728,953
Total Enterprise Revenue	\$ 24,462,808	\$ 27,304,573	\$ 30,484,079	\$ 46,228,953

Enterprise Revenues by Source



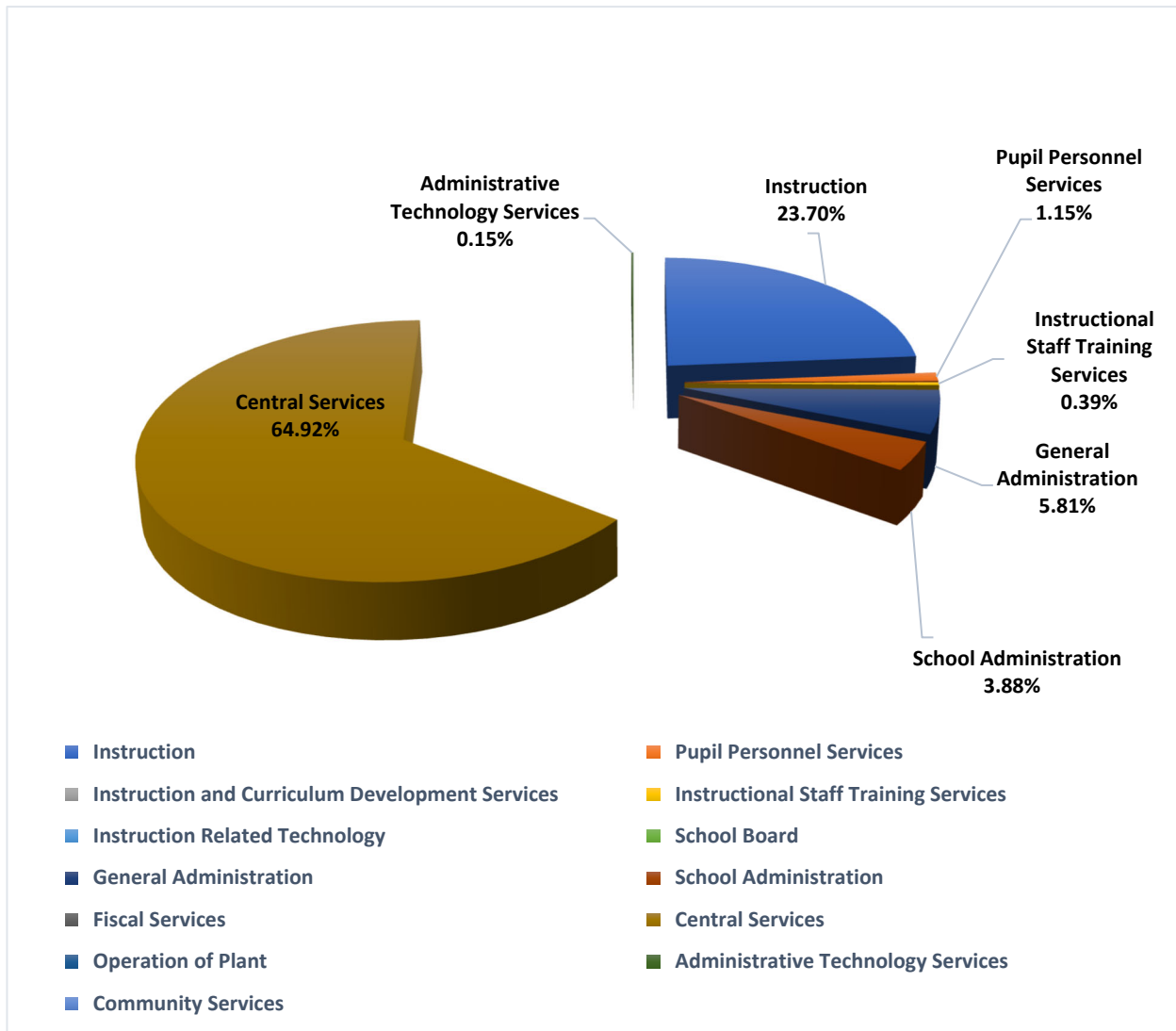
ENTERPRISE FUND EXPENDITURES

The charts below show the FLVS enterprise fund expenditures by function. Function classifications indicate the overall purpose or objective of an expenditure. Functions are group-related activities aimed at accomplishing a major service or regulatory responsibility.

Expenditure by Function	FY17-18	FY18-19	FY19-20	FY20-21
Instruction	\$ 6,168,053	\$ 6,894,968	\$ 6,994,324	\$ 6,428,253
Pupil Personnel Services	\$ 351,712	\$ 359,566	\$ 270,343	\$ 312,102
Instr & Curriculum Development Services	\$ 12,370	\$ -	\$ -	\$ -
Instructional Staff Training Services	\$ 83,199	\$ 61,729	\$ 84,491	\$ 106,934
Instruction Related Technology	\$ -	\$ -	\$ 267,904	\$ -
School Board	\$ -	\$ -	\$ -	\$ -
General Administration	\$ 2,219,314	\$ 1,765,897	\$ 1,311,999	\$ 1,576,033
School Administration	\$ 547,272	\$ 816,536	\$ 874,451	\$ 1,052,972
Fiscal Services	\$ 2,615	\$ 10,467	\$ -	\$ -
Central Services	\$ 6,667,825	\$ 6,089,316	\$ 6,312,345	\$ 17,610,071
Operation of Plant	\$ 9,447	\$ -	\$ -	\$ -
Administrative Technology Services	\$ 33,399	\$ 44,016	\$ 37,089	\$ 40,186
Community Services	\$ -	\$ -	\$ -	\$ -
Total Operating Expenditures	\$ 16,095,206	\$ 16,042,495	\$ 16,152,946	\$ 27,126,551

*Expenditures do not include Transfers-Out

Enterprise Expenditures by Function



Partner Services, Global & Global School

Recommended Budget

Fiscal Year 20-21

Funds 921 & 922

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Beginning Balance		1,170,572	3,514,604	3,514,604	9,935,924
Committed Carryover Budget		44,355	318,141	318,141	0
Total Fund Balance		1,214,927	3,832,745	3,832,745	9,935,924
REVENUES					
FLVS, Global Services		9,703,373	10,656,378	13,977,689	31,350,000
FLVS, Global School		4,458,525	3,164,935	3,770,064	3,150,000
Professional Learning Course		15,660	0	0	0
Interest		23,654	18,000	94,869	0
Total Revenues		14,201,212	13,839,313	17,842,622	34,500,000
Total Revenues & Balances		\$ 15,416,139	\$ 17,672,058	\$ 21,675,366	\$ 44,435,924
APPROPRIATIONS					
<u>Positions Partner Services, Global</u>					
Exec Director, Global Services	4112	1.00			
Senior Director of Partner Services, Global	4112		1.00	1.00	1.00
Director, Global Support	4112	1.00	1.00	1.00	1.00
Director, Operations	4112			1.00	1.00
Director, Sales	4112				0.95
Senior Manager, Sales	4113	1.00			
Senior Manager, Sales Operations	4113	1.00	1.00	1.00	1.00
Account Manager, FLVS Global	4113	8.55	9.50	9.50	13.30
Manager, Business Operations					1.00
Manager, Client Technical Support	4113	1.00	1.00	1.00	1.00
Manager, eSolutions	4113				1.00
Manager, Global Customer Care					1.00
Manager, Product	4113	1.00	1.00	1.00	1.00
Manager, Sales	4113	2.00	2.00	2.00	2.00
Manager, Sales Operations	4113	1.00	1.00	1.00	1.00
Senior Support Rep, Business Operations	4161		0.25	0.25	0.50
Senior Support Rep	4161	0.25			
Support Rep, Business Operations	4161	2.00	2.00	2.00	3.00
Support Rep, Global	4161	1.00	1.00		
Assistant, Executive	4162		0.34	1.00	1.00
Specialist, Business Development	4165	3.00	1.00	1.00	1.00
Specialist, Client Support	4165	2.00	2.00	2.00	3.00
Specialist, eSolutions Team Lead	4165			1.00	1.00
Specialist, eSolutions	4165	5.00	5.00	4.00	5.00
Specialist, Global Marketing	4165			1.00	1.00
Specialist, Global Product	4165			1.00	1.00
Specialist, Instructional Design	4165	1.00			
Specialist, Strategic Marketing	4165		1.00		
Support Specialist, Sales Operations	4165	1.00	1.00	1.00	1.00
Coordinator, Business Operations Team Lead	4165			1.00	
Coordinator, Business Operations	4165	1.00	1.00		
Coordinator, Global Proposal	4165	1.00	1.00	1.00	2.00
Architect, Software	4166	0.90	1.00	1.00	1.00
Analyst, Data	4167		1.00	1.00	1.00
Developer, Software	4168		0.50	0.50	0.50
Developer, Web	4168	2.85			
Total FLVS Global Positions		38.55	35.59	37.25	49.25
<u>Positions FLVS Global School</u>					
Director, Instruction	4112	0.05	0.05	0.05	0.05
Director, Sales	4112				0.05
Manager, Client Operations	4113	1.00	1.00	1.00	1.00
Manager, Account FLVS Global	4113	0.45	0.50	0.50	0.70
Manager, Instructional	4165	1.00			
Representative, Client Support	4161	3.00	3.00	3.00	3.00
Instructional Leader, Global School	4114	1.00	1.00	1.00	1.00
Instructor	4120	27.00	23.00	23.00	22.00

Partner Services, Global & Global School

Recommended Budget

Fiscal Year 20-21

Funds 921 & 922

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Instructor - PT	4129	3.00	3.00	3.00	3.00
Instructor - Lead	4120				2.00
Instructor, Quality Assurance	4130	0.50	0.50	0.50	0.25
Total FLVS Global School Positions		37.00	32.05	32.05	33.05
Total Positions		75.55	67.64	69.30	82.30
Regular Salaries		4,476,480	4,119,224	3,942,725	5,361,745
Supplement	4190	35,197	190,783	76,505	57,000
Instructor Salary Increase	4190		56,574		54,223
Overtime	4192	2,501		465	10,000
Advanced Degree	4194	65,205	69,000	52,574	50,000
Student Intern	4753		4,652	3,793	4,675
Employee Sales Commission	4754	328,494	714,500	485,109	1,171,500
Provision for Salary Improvements					106,655
Total Salaries		4,907,877	5,154,733	4,561,171	6,815,798
Medical	4231	731,877	658,876	672,938	855,251
FICA	4220	349,795	394,337	329,182	521,396
FRS	4210	409,916	401,739	374,028	587,848
Total Benefits		1,491,588	1,454,951	1,376,149	1,964,494
Personnel Costs		6,399,465	6,609,684	5,937,320	8,780,292
Operating Expenses					
Workers Comp	4240	408		405	
Unemployment Comp	4250	913		1,747	
Professional & Technical Services	4310	261,770	408,240	291,033	4,356,633
Outsourced Hosting Fees	4317	30,175	180,000	19,109	50,000
Travel In-State	4332	28,490	70,050	32,629	67,200
Travel Out-State	4333	224,244	270,500	138,825	276,000
Computer Hardware Maintenance	4351		366		366
Rentals	4360	102,603	80,000	28,871	80,000
Technology Related Rentals	4369	1,900,334	2,820,433	2,819,215	4,090,402
Postage	4371	7,052	12,425	5,795	20,375
Communication Stipend	4379	50,326	42,856	36,047	44,508
Other Purchased Services	4390	124,389	195,925	81,719	578,025
Supplies	4510	14,031	19,541	7,637	19,850
Technology Related Textbooks	4529	189,908	239,300	188,783	1,541,450
Periodicals	4530		500		
Non-Cap Furniture Fixtures & Equipment	4642	40			
Capitalized Computer Hardware	4643		9,818		9,820
Non-Capitalized Computer Hdwr	4644	261	5,000	378	10,000
Non-Capitalized Software	4692		1,500		1,500
Dues And Fees	4730	113,405	161,551	115,748	205,794
Indirect Cost Charge	4793	557,362	421,168	509,478	564,954
Bad Debt Expense	4820	10,467		(10,467)	
Professional Staff Development					
Travel In-State	4332	5,622	34,665	17,776	43,700
Travel Out-State	4333	9,849	1,000	5,597	1,000
Postage	4371	75		174	
Supplies	4510	691		501	
Other Purchased Services	4390			96	
Dues And Fees	4730	1,514	10,277	11,029	11,275
Operating Costs		3,633,929	4,985,115	4,302,124	11,972,852
Total Appropriations		10,033,394	11,594,799	10,239,444	20,753,144
Global Net Income		4,144,164	2,226,514	7,508,309	13,746,856
Transfer to Course Development Fund		1,550,000	1,500,000	1,500,000	0
Rebudget		0	318,141	318,141	0
Ending Balances		3,832,745	4,259,118	9,935,924	23,682,779
Total Appropriations & Ending Balances		\$ 15,416,139	\$ 17,672,058	\$ 21,675,366	\$ 44,435,924

Partner Services, Florida

Recommended Budget

Fiscal Year 20-21

Fund 930

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Beginning Balances		6,094,421	8,311,739	8,311,739	7,539,694
Committed Carryover Budget		23,058	0	0	0
Total Fund Balance		6,117,479	8,311,739	8,311,739	7,539,694
REVENUES					
Franchise Enrollment		217,239	228,101	217,807	228,101
Franchise Rate		60	60	58	51
Operating Revenue		13,103,361	13,758,528	12,641,457	11,728,953
Total Revenues		13,103,361	13,758,528	12,641,457	11,728,953
Total Revenues & Balances		\$ 19,220,840	\$ 22,070,267	\$ 20,953,196	\$ 19,268,647
POSITIONS					
Executive Director, Florida Services	4112	1.00			
Senior Director of Partner Services, Franchise	4112		1.00	1.00	1.00
Senior Manager, Blended Learning	4113			0.10	0.10
Manager, Blended Learning	4113	0.50	0.10		
Instructor, Quality Assurance	4120	2.00	2.00	2.00	2.00
Manager, District Relations	4134	1.80	1.60	1.60	1.60
Senior, Support Rep	4161	0.25		0.25	
Senior Support Rep, Business Operations	4161		0.25		0.25
Representative, Academic Integrity Support	4161			0.39	1.39
Representative, Field Operations Support	4161	1.00	1.00	1.00	1.00
Technician, Enrollment	4161	0.50	0.20	0.20	0.20
Assistant, Executive	4162		0.33	1.00	1.00
Specialist, Blended Learning	4165	1.00			
Specialist, Financial Support	4165	0.50	0.50	0.50	0.50
Specialist, Learning	4165	1.00	1.00	1.00	1.00
Specialist, Support Franchise Program	4165	1.00	1.00	1.00	1.00
Architect, Software	4166	0.10			
Analyst, Learning Systems	4167	0.15			
Representative, Academic Integrity (PT) Support	4169	2.00	2.00	2.00	2.00
Total Positions		12.80	10.98	12.04	13.04
APPROPRIATIONS					
Regular Salaries		694,078	627,521	664,735	716,556
Supplement	4190		550		550
Interns	4753	23,844			
Overtime	4192	190	6,500	513	6,500
Advanced Degree	4194	8,052	10,600	10,258	10,350
Provision for Salary Improvements					18,277
Total Salaries		726,164	645,171	675,505	752,233
Medical	4231	98,321	91,533	90,061	119,064
FICA	4220	52,869	49,356	49,292	57,531
FRS	4210	79,577	78,087	80,630	96,758
Total Benefits		230,767	218,976	219,983	273,354
Personnel Costs		956,931	864,147	895,488	1,025,587
Recurring Expenses					
Professional & Technical Services	4310		1,500		1,500
Travel In-State	4332	7,379	12,736	4,610	12,661
Travel Out-State	4333	1,873	4,035	640	4,035
Repairs & Maintenance	4350	39	850	62	850

Partner Services, Florida

Recommended Budget

Fiscal Year 20-21

Fund 930

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Computer Hardware Maintenance	4351			181	
Rentals	4360	1,086	11,122	300	11,153
Auto Lease	4363	12,517	15,000	11,754	15,000
Course Costs	4369	3,705,619	4,387,790	4,038,467	4,089,402
Postage	4371		550	20	550
Communication Stipends	4379		9,447		
Other Purchased Services	4390	255	20,256	4,017	19,881
Other Technology Related Other Purchased Svcs	4399	71,500	86,250	94,091	86,250
Supplies	4510	441	15,496	432	15,561
Technology Related Textbooks	4529	71,225	67,494	51,225	63,771
Capitalized Computer Hardware	4643			1,978	
Dues And Fees	4730	7,870	10,154	5,151	10,529
Indirect Cost Charge	4793	1,169,004	1,155,509	802,521	1,011,079
Professional Staff Development					
Travel In-State	4332		1,447	318	3,299
Travel Out-State	4333	2,187	3,411	1,649	1,634
Dues And Fees	4370	1,175	665	599	665
Operating Costs		5,052,170	5,803,712	5,018,014	5,347,820
Total Appropriations		6,009,101	6,667,859	5,913,502	6,373,407
Franchises Net Income		7,094,260	7,090,669	6,727,955	5,355,547
Transfer to Fund 123		2,800,000	5,000,000	5,000,000	2,000,000
Transfer to Fund 791		2,100,000	2,500,000	2,500,000	4,000,000
Rebudget		0	0	0	0
Ending Balance		8,311,739	7,902,408	7,539,694	6,895,240
Total Appropriations & Ending Balances		\$ 19,220,840	\$ 22,070,267	\$ 20,953,196	\$ 19,268,647

Operating Development Fund
Recommended Budget
Fiscal Year 20-21
Fund 123

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Beginning Balance		872,756	2,260,749	3,239,890	4,495,189
Committed Carryover Budget		3,042,827	979,141	0	2,133,613
Total Fund Balance		3,915,583	3,239,890	3,239,890	6,628,802
REVENUES					
Transfer In from Enterprise Funds		0	6,500,000	6,500,000	2,000,000
Transfer In from General Fund		6,012,440			
Miscellaneous Revenue		388		38	
Total Revenues		6,012,828	6,500,000	6,500,038	2,000,000
Total Revenues & Balances		\$ 9,928,411	\$ 9,739,890	\$ 9,739,928	\$ 8,628,802
POSITIONS					
Manager, Budget & Program	4113				0.20
Subject Matter Expert on Assignment	4133	1.00	1.00	1.00	0.00
Total Positions		1.00	1.00	1.00	0.20
APPROPRIATIONS					
Regular Salaries		38,777	57,788	25,374	17,362
Advanced Degree	4194	1,096			
Provision for Salary Improvements	4190		1,395		
Total Salaries		39,873	59,183	25,374	17,362
Medical	4231	4,487	10,193	9,337	2,157
FICA	4220	3,630	4,527	2,316	1,328
FRS	4210	3,933	5,013	2,732	1,736
Total Benefits		12,050	19,733	14,385	5,221
Personnel Costs		51,923	78,916	39,759	22,583
Other Expenses					
Professional & Technical Services	4310	2,480,759	5,838,126	2,447,419	2,239,909
Florida Advocacy	4310	180,000	200,000		
Travel In-State	4332			198	
Travel Out-State	4333	1,676			
Communication Stipend	4379	1,121		748	
Other Purchased Services	4390		1,620		
Supplies	4510	12,988		5,721	
Capitalized Computer Equipment	4643	11,745			
Non-Capitalized Computer Hardware	4644			673	
Professional Staff Development					
Professional In-Service Learning Event:					
- Professional & Technical Services	4310				200,000
- Travel In-State	4332	214,020	170,500	448,602	
- Travel Out-State	4333	20,809	20,500	25,464	
- Rentals	4360	272,592	426,100	101,322	50,000
- Other Purchased Services	4390	842	3,500	1,716	
- Supplies	4510	21,310	36,200	39,505	
Operating Costs		3,217,862	6,696,546	3,071,367	2,489,909
Total Appropriations		3,269,785	6,775,462	3,111,126	2,512,492
Rebudget		0	979,141	0	2,133,613
Ending Balance		6,658,626	1,985,287	6,628,802	3,982,697
Total Appropriations & Ending Balances		\$ 9,928,411	\$ 9,739,890	\$ 9,739,928	\$ 8,628,802

FLVS Course Development
Recommended Budget
Fiscal Year 20-21
Fund 791

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Beginning Balance		6,255,153	6,352,993	6,352,993	6,128,346
Committed Carryover Budget		1,369,924	929,107	929,107	2,125,334
Total Fund Balance		7,625,077	7,282,100	7,282,100	8,253,680
REVENUES					
Course Revenue - General Fund		4,012,517	4,445,442	4,891,700	6,859,975
Course Revenue - Partner Services, Global		802,727	1,060,611	1,371,296	0
Course Revenue - Global School		64,256	72,790	78,987	0
Course Revenue - Partner Services, Florida		1,376,392	1,620,979	1,685,987	1,611,675
Transfer In from Enterprise Funds		3,650,000	2,500,000	2,500,000	4,000,000
Transfer In from General Fund		0	0	0	0
Interest		53,132	0	69,011	15,000
Total Revenues		9,959,024	9,699,822	10,596,979	12,486,650
Total Revenues & Balances		\$ 17,584,101	\$ 16,981,922	\$ 17,879,079	\$ 20,740,330
POSITIONS					
Senior Director, Curriculum Development	4112				1.00
Senior Manager, Elementary Products	4113	1.00	1.00	1.00	1.00
Senior Manager, Product Design & Development	4113	1.00	1.00	1.00	1.00
Senior Manager, Digital Publishing	4113	2.00	2.00	2.00	2.00
Manager, Creative Services	4113	1.00	1.00	1.00	1.00
Manager, Curriculum	4113	3.00	3.00	5.00	5.00
Manager, Curriculum CAPE	4113	1.00	1.00		
Manager, Curriculum Project Services	4113	1.00			
Manager, Curriculum Social Studies	4113	1.00	1.00	1.00	1.00
Manager, Curriculum Math	4113	1.00	1.00	1.00	1.00
Manager, Curriculum Quality Management	4113	1.00	1.00	1.00	1.00
Manager, National Curriculum Products	4113	1.00	1.00		
Manager, Project	4113	6.80	6.80	6.80	6.80
Manager, Web Development	4113	1.00	1.00	1.00	1.00
Specialist, Curriculum Peer Lead	4132	1.00	1.00		
Specialist, Curriculum	4132	23.00	23.00	26.00	27.00
Curriculum Subject Matter Expert	4133	1.00	1.00	2.00	
Content Writer Subject Matter Expert	4133	1.00	1.00	1.00	1.00
Content Writer	4137	4.00	4.00	3.00	3.00
Subject Matter Expert on Assignment	4137	12.00	11.00	11.00	12.00
Engagement Writer	4137	4.00	4.00	4.00	4.00
Technician, Development	4161				1.00
Assistant, Executive	4162				1.00
Designer, Interactive	4165	2.00	2.00	4.00	4.00
Associate Interactive Designer	4165	2.00	2.00		
Psychometrician	4165	0.50	0.50	0.50	0.50
Specialist, Instructional Design	4165	6.00	7.00	7.00	9.00
Specialist, Quality Assurance	4165	2.00	2.00	2.00	2.00
Specialist, Media	4165	1.00	1.00	1.00	1.00
Specialist, Migration	4165	1.00	1.00	1.00	1.00
Architect, Innovation	4166	2.00	2.00	2.00	2.00
Analyst, Quality	4167	2.00	2.00	2.00	2.00
Developer, Web	4168	11.00	13.00	12.00	12.00
Total Positions		97.30	98.30	99.30	104.30

FLVS Course Development
Recommended Budget
Fiscal Year 20-21
Fund 791

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
APPROPRIATIONS					
Regular Salaries		5,984,433	6,263,993	5,945,590	6,623,730
Supplements	4190	15,000	1,500	11,550	
Advanced Degree	4194	77,888	77,250	80,149	82,250
Total Salaries		6,077,321	6,342,743	6,037,289	7,030,527
Medical	4231	946,350	1,001,972	995,089	1,124,868
FICA	4220	434,830	485,220	433,746	537,774
FRS	4210	507,400	537,230	509,968	724,742
Total Benefits		1,888,580	2,024,422	1,938,803	2,387,384
Personnel Costs		7,965,901	8,367,165	7,976,092	9,417,911
Other Expenses					
Workers Compensation	4240	9		10	
Unemployment Compensation	4250	302		330	
Professional & Technical Services	4310	1,516,454	1,195,223	760,978	4,981,896
Travel In-State	4332	7,421	20,544	8,989	30,735
Travel Out-State	4333	3,652	8,503	2,317	13,097
Rentals	4360	2,196	4,445	2,196	4,574
Technology Related Rentals	4369	17,310		3	6,500
Postage	4371				5,050
Communication Stipend	4379	20,998	22,680	19,665	21,060
Other Purchased Services	4390	1,717	82,737	50,757	77,737
Supplies	4510	2,070	7,757	1,407	8,805
Dues And Fees	4730	75,982	113,150	63,460	114,025
Indirect Cost	4793	668,953	599,435	707,096	631,604
Professional Staff Development					
Travel In-State	4332	3,020	13,349	23,370	18,849
Travel Out-State	4333	5,425	8,271	2,408	10,271
Technology Related Rentals	4369			3,584	
Other Purchased Services	4390			27	27
Supplies	4510	73	853		
Dues And Fees	4730	10,527	31,573	2,713	37,902
Operating Costs		2,336,100	2,108,520	1,649,308	5,962,132
Total Appropriations		10,302,001	10,475,685	9,625,400	15,380,043
Rebudget		0	929,107	0	2,125,334
Ending Balance		7,282,100	5,577,130	8,253,679	3,234,954
Total Appropriations & Ending Balances		\$ 17,584,101	\$ 16,981,922	\$ 17,879,079	\$ 20,740,330

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). The sources of the revenues to cover the costs of these projects are transfers from the FLVS enterprise funds: Partner Services, Global, FLVS Global School, and Partner Services, Florida.

Projects
Recommended Budget
Fiscal Year 20-21

Fund	Description	FY20-21 Recommended Budget
	<u>Curriculum Development Projects:</u>	
791	Accessibility - Curriculum	35,000
791	Agricultural Communications 2 (CTE)	64,295
791	Cambridge AICE	155,320
791	Chinese 1 and 2	64,314
791	Cybersecurity Essentials (CTE)	64,295
791	Elective Factory - Batch 1	160,320
791	Elementary Art Grade 1	135,726
791	Elementary ELA Grades 3-5	451,120
791	Elementary ELA K-2	416,087
791	Hebrew 1	88,348
791	ELA Suite Core Standard Update - Phase 1	49,908
791	Math Suite Core Standard Update - Phase 1	45,908
791	HOPE	8,958
791	Introduction to Hospitality & Tourism (CTE)	54,295
791	Introduction to the Teaching Profession (CTE)	54,295
791	Latin 1	60,690
791	Latin 2	46,254
791	Latin 3	46,254
791	Life Management Skills	62,048
791	Literacy Test (Civics)	2,422
791	M/J Computer Applications in Business 1 (CTE)	67,461
791	Bias and Sensitivity Updates SS 6-12	72,908
791	Marine Science (Guy Harvey)	30,220
791	Meteorology	27,220
791	AP Macroeconomics	53,862
791	AP Human Geography	44,908
791	MJ Science Life, Physical, Earth/Space	67,128
791	Personal Financial Literacy (CTE)	5,630
791	Pre-Calculus Honors	115,568
791	US History EOC Project	51,954
791	Contractor Resource Request	2,158,065
	Total - Curriculum:	4,760,781
	<u>National Curriculum Development Projects:</u>	
791	Consumer and Business Math	91,400
791	Credit Recovery Suite	111,486
791	Elementary Social Studies Grade 2	47,724
791	Global Pretest/Exemption Guides	36,000
791	Integrated Biology for Arkansas	51,502
791	M/J Career Research and Decision Making	120,400
791	Middle School Computer Science	90,400
791	Middle School Orientation to Art 2D	110,400
	Total - National Curriculum:	659,312
	<u>Operating Development Projects:</u>	
123	A&R Phase 2 - Franchise	640,000
123	Accessibility - Technology Compliance (Global)	650,000
123	LMS Gatekeeping Tool (Global)	640,000
123	Additional Funding	9,908
	Total - Operating Development:	1,939,908
	TOTAL	\$ 7,360,001

RESTRICTED FUNDS

The following pages are categoricals, federal grants, and other restricted funds earmarked for specific purposes. These funds require special accounting by the State or other government agency.

Supplemental Reading Plan
Recommended Budget
Fiscal Year 20-21
Fund 101

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Beginning Balances		1,096,145	1,023,025	1,023,025	930,460
REVENUES					
Revenue		1,563,601	1,598,328	1,668,433	2,144,551
Total Revenues		1,563,601	1,598,328	1,668,433	2,144,551
Total Revenues & Balances		\$ 2,659,746	\$ 2,621,353	\$ 2,691,458	\$ 3,075,011
POSITIONS					
Manager, Literacy	4113		1.00	1.00	1.00
Instructor, Intensive Reading	4120	6.00	6.00	5.00	5.00
Instructor, Language Arts	4120	1.00	1.00	2.00	2.00
Instructor, Intervention	4120	1.00	1.00	1.00	1.00
Instructor, Reading	4120				
District Literacy Coach	4138	0.50	0.50	0.50	0.50
Literacy Coach	4138	7.00	7.00	7.00	7.00
Coordinator, Literacy	4165	1.00			
Total Positions		16.50	16.50	16.50	16.50
APPROPRIATIONS					
Regular Salaries		780,177	847,667	832,071	862,596
Instructor Salary Increase	4190		23,361		31,022
Supplements	4190	11,250		19,200	
Provision for Salary Improvements					20,203
Advanced Degree	4194	18,487	17,500	20,731	24,087
Total Salaries		809,914	888,528	872,003	937,908
Medical	4231	154,469	168,185	176,283	177,953
FICA	4220	58,717	67,972	63,297	71,736
FRS	4210	68,557	75,258	73,862	93,781
Total Benefits		281,743	311,415	313,442	343,469
Personnel Costs		1,091,657	1,199,943	1,185,445	1,281,377
Recurring Expenses					
Professional & Technical Services	4310	15,146	25,754	12,300	536,273
Travel-In State	4332	190,680	3,500	31,638	3,500
Travel-Out State	4333	2,030	300	348	
Rentals	4360	38,030		20,312	
Annual Software	4362				
Technology Related Rentals	4369	275,511	242,781	74,240	226,106
Postage	4371		3,000	14	3,000
Communication Stipends	4379	9,751	12,420	10,481	11,340
Other Purchased Services	4390				
Supplies	4510	9,044	65,000	2,964	37,000
Textbooks	4520			212	
Non-Capitalized Software	4692				
Dues And Fees	4730	5,345	12,630	73	
Professional Staff Development					
Professional & Technical Services	4310			21,250	
Travel In-State	4332		16,000	279,567	16,000
Travel Out-State	4333		10,000	320	10,300
Rentals	4360			2,500	
Postage	4371			9	
Supplies	4510			99,430	
Dues And Fees	4730		7,000	19,895	19,655
Operating Expenses		545,537	398,385	575,554	863,174
Total Appropriations		1,637,194	1,598,328	1,760,998	2,144,551
Rebudget		1,022,552	1,023,025	930,460	930,459
Total Appropriations & Ending Balances		\$ 2,659,746	\$ 2,621,353	\$ 2,691,458	\$ 3,075,011

Driver Education - Behind the Wheel

Recommended Budget

Fiscal Year 20-21

Cost Center: 9310, Fund 105

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Beginning Balance		2,295,895	2,304,035	2,304,035	2,453,404
REVENUES					
Revenue		590,731	660,000	564,428	660,000
Total Revenue		590,731	660,000	564,428	660,000
Total Revenues & Balances		\$ 2,886,626	\$ 2,964,035	\$ 2,868,463	\$ 3,113,404
POSITIONS					
Instructor - Driver's Ed	4120				3.00
Total Positions		0.00	0.00	0.00	3.00
APPROPRIATIONS					
Regular Salaries					166,452
Supplements					5,000
Advanced Degree					5,000
Total Salaries		0	0	0	171,452
Medical	4231				32,355
FICA	4220				13,116
FRS	4210				17,145
Total Benefits		0	0	0	62,616
Personnel Costs		0	0	0	234,068
Recurring Expenses					
Professional & Technical Services	4310				
Travel In-State	4332				
Travel Out-of-State	4333				
Rentals	4360				
Postage	4371				
Internet Access	4373				
Communication Stipend	4379				4,860
Other Purchased Services	4390	582,591	660,000	415,059	421,072
Supplies	4510				
Other Materials & Supplies	4590				
Capitalized Furniture, Fixtures & Equipment	4641				
Dues & Fees	4730				
Professional Staff Development					
Travel In-State	4332				
Travel Out-State	4333				
Operating Expenses		582,591	660,000	415,059	425,932
Total Appropriations		582,591	660,000	415,059	660,000
Rebudget		2,304,035	2,304,035	2,453,404	2,453,404
Total Appropriations & Ending Balances		\$ 2,886,626	\$ 2,964,035	\$ 2,868,463	\$ 3,113,404

Miscellaneous Grants
Recommended Budget
Fiscal Year 20-21
Fund 107

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Beginning Balances		0	1,500	1,500	1,160
REVENUE					
Revenue		85,882	78,267	169,666	125,205
Total Revenues		85,882	78,267	169,666	125,205
Total Revenues & Balances		\$ 85,882	\$ 79,767	\$ 171,166	\$ 126,365
POSITIONS					
Technician, Entitlement Grants	4161			0.11	
Total Positions		0.00	0.00	0.11	0.00
APPROPRIATIONS					
Regular Salaries				1,909	2,029
Bonus	4750			10,218	9,350
Total Salaries		0	0	12,127	11,379
Medical	4231			3	1,118
FICA	4220			928	870
FRS	4210			162	1,107
Total Benefits		0	0	1,093	3,095
Personnel Costs		0	0	13,220	14,474
Recurring Expenses					
Sub-Awards under Sub-Agmts (1st \$25K)	4311			6,000	
Travel In-State	4332	6,115		22,483	17,000
Technology Related Rentals	4369			12,136	
Supplies	4510			3,961	
Dues And Fees	4730			5,995	
Professional Staff Development					
Professional & Technical Services	4310			506	
Sub-Awards under Sub-Agmts (1st \$25K)	4311			16,800	15,300
Travel Out-State	4332	59,736	64,772	39,387	20,398
Travel Out-State	4333	3,436	8,500	6,320	13
Rentals	4360	10,100			
Technology Related Rentals	4369			17,641	
Other Purch Svcs-Sub-Awrds (1st \$25K)	4391			9,750	
Supplies	4510			88	4,504
Technology Related Supplies	4519			1,020	676
Dues & Fees	4730	4,995	4,995	14,700	52,840
Operating Expense		84,382	78,267	156,786	110,731
Total Appropriations		84,382	78,267	170,006	125,205
Rebudget		1,500	1,500	1,160	1,160
Total Appropriations & Ending Balances		\$ 85,882	\$ 79,767	\$ 171,166	\$ 126,365

Federal Grants
Recommended Budget
Fiscal Year 20-21
Cost Center: 9124, Fund 420

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY19-21 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
Title I		830,207	996,799	934,873	973,058
Title II		155,276	125,970	105,500	152,692
Title IV		48,581	72,864	66,626	127,380
IDEA		825,660	851,213	793,934	745,831
Carl Perkins		29,841	30,000	16,998	43,002
Total Revenues		1,889,564	2,076,846	1,917,931	2,041,963
Total Revenues & Balances		\$ 1,889,564	\$ 2,076,846	\$ 1,917,931	\$ 2,041,963
POSITIONS					
Title I:					
Administrator, Entitlement Grant	4113		0.40	0.74	0.74
Instructor, Intervention	4120	5.00	5.00	5.00	5.00
Social Worker	4130	0.80	0.80	0.60	0.60
Technician, Entitlement Grant	4161	1.00	1.00	0.80	0.80
Title Coordinator	4165	0.65			
Specialist, Response to Intervention, Title I	4165	2.00	2.00	2.00	2.00
Specialist, Family Engagement	4165	2.00	2.00	1.00	1.00
Title II:					
Administrator, Entitlement Grant	4113			0.05	0.05
Technician, Entitlement Grant	4161			0.19	0.19
Title IV:					
Administrator, Entitlement Grant	4113		0.15	0.01	0.01
Technician, Entitlement Grant	4161			0.01	0.01
Title Coordinator	4165	0.15			
Graduation Coach	4130				0.40
Social Worker	4130	0.20	0.20	0.40	0.40
IDEA:					
Senior Manager, ESE Student Services	4113	0.30	0.30	0.30	
Instructor, ESE	4120	5.00	5.00	5.00	5.00
Coordinator, ESE	4165	4.00	4.00	4.00	4.00
Total Positions		21.10	20.85	20.10	20.20
APPROPRIATIONS					
Title I:					
Regular Salaries		483,428	589,594	547,805	573,354
Advanced Degree	4194	11,843		13,137	13,700
Supplement	4190	50,000		58,600	26,175
Total Salaries		545,271	620,594	619,542	613,229
Medical	4231	79,964	95,814	102,206	86,546
FICA	4220	40,017	47,475	45,553	61,418
FRS	4210	44,961	52,564	52,412	46,888
Total Benefits		164,942	195,854	200,171	194,852
Title I - Personnel Costs		710,213	816,448	819,713	808,081
Title II:					
Regular Salaries		5,228	13,460	10,698	11,129
Advanced Degree		180		212	250
Total Salaries		5,408	13,460	10,910	11,129
Medical		5	1,937	881	2,013
FICA		393	1,029	826	870
FRS		447	1,140	924	1,137
Total Benefits		845	4,106	2,630	4,020
Title II - Personnel Costs		6,253	17,566	13,540	15,149
Title IV:					
Regular Salaries		6,599	25,317	25,826	50,781

Federal Grants
Recommended Budget
Fiscal Year 20-21
Cost Center: 9124, Fund 420

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY19-21 Recommended Budget
Advanced Degree	4194	108		86	58
Total Salaries		6,707	25,317	25,912	50,838
Medical	4231	620	4,182	4,866	10,509
FICA	4220	475	1,936	1,878	4,007
FRS	4210	554	2,143	2,196	5,092
Total Benefits		1,649	8,261	8,939	19,608
Title IV - Personnel Costs		8,356	33,578	34,852	70,446
IDEA:					
Regular Salaries		428,116	496,765	466,951	500,200
Advanced Degree	4194	9,568	10,000	7,729	
Total Salaries		437,684	506,765	474,680	500,200
Medical	4231	83,781	94,794	78,675	95,346
FICA	4220	31,984	38,761	34,064	38,266
FRS	4210	36,260	42,917	40,144	50,020
Total Benefits		152,025	176,472	152,883	183,632
IDEA - Personnel Costs		589,709	683,237	627,562	683,832
Total Personnel Costs		1,299,922	1,499,685	1,495,667	1,577,508
Recurring Expenses					
Title I		119,994	180,351	115,161	164,976
Title II		149,022	108,404	91,960	137,543
Title IV		40,226	39,286	31,774	56,934
IDEA		235,951	167,976	166,372	61,999
Carl Perkins		29,841	30,000	16,998	43,002
Total Recurring Expenses		575,034	526,017	422,265	464,455
Total Appropriations					
Title I		830,207	996,799	934,874	973,057
Title II		155,275	125,970	105,500	152,692
Title IV		48,582	72,864	66,626	127,380
IDEA		825,660	851,213	793,934	745,831
Carl Perkins		29,841	30,000	16,998	43,002
Total Appropriations - All Federal Grants		1,889,564	2,076,846	1,917,932	2,041,963
Ending Balance		0	0	0	0
Total Appropriations & Ending Balances		\$ 1,889,564	\$ 2,076,846	\$ 1,917,931	\$ 2,041,963

CARES Act Grants
Recommended Budget
Fiscal Year 20-21
Cost Center: 9124, Fund 44X

Description	Object	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY19-21 Recommended Budget
Beginning Balance		0	0	0	0
REVENUES					
ESSER					711,857
GEER					65,720
Total Revenues		0	0	0	777,577
Total Revenues & Balances		\$ -	\$ -	\$ -	\$ 777,577
POSITIONS					
ESSER:					
Instructor, ESE	4120				1.00
Instructor, Intervention	4120				1.00
Graduation Coach	4130				0.60
Specialist, ESE	4165				0.97
GEER:					
Total Positions		0.00	0.00	0.00	3.57
APPROPRIATIONS					
ESSER:					
Regular Salaries					393,328
Advanced Degree	4194				33,845
Supplement	4190				15,000
Total Salaries		0	0	0	442,173
Medical	4231				76,277
FICA	4220				33,826
FRS	4210				44,217
Total Benefits		0	0	0	154,320
ESSER - Personnel Costs		0	0	0	596,493
GEER:					
Supplements					55,800
Advanced Degree					
Total Salaries		0	0	0	55,800
Medical					
FICA					4,269
FRS					5,580
Total Benefits		0	0	0	9,849
GEER - Personnel Costs		0	0	0	65,649
Total Personnel Costs		0	0	0	662,142
Recurring Expenses					
ESSER					115,364
GEER					71
Total Recurring Expenses		0	0	0	115,435
Total Appropriations					
ESSER					711,857
GEER					65,720
Total Appropriations - All Grants		0	0	0	777,577
Ending Balance		0	0	0	(0)
Total Appropriations & Ending Balances		\$ -	\$ -	\$ -	\$ 777,577

APPENDIX A

Calculation of FY 2019-20 State FEFP Funding for FLVS

The first page includes the detail of the 2019-20 State FEFP calculation for FLVS for the Flex and Full Time Instructional Programs based upon the projected successful semester completions for each program.

Budget Summaries by Department

Following the calculation of FY2020-21 State FEFP funding are summaries of the overall FLVS budget broken down by department, including the total positions and budget for each.

FLVS Project Summary

The final portion of the appendix is a detailed summary of FLVS projects, including descriptions and cost summaries.

PUBLIC SCHOOL FUNDING

2020-21 Calc 1 vs 2021-21 FLVS FLEX vs 2020-21 K-5 FT & 6-12 FT

3 FTE Eligible Completions FLVS (K-3 Flex 55,200,4-5 Flex 39,200,6-8 Flex 65,197, 9-12 Flex 368,831,K-3 FT 37,569,4-5 FT 20,477, 6-8 FT 41,0				
	4 680,474	528,428	58,046	94,000
5 M	2019-2020	2019-2020	2019-2020	2019-2020
6	All Programs	FLEX	FT Public K-5	FT 6-12
7	09/10/20	09/10/20	09/10/20	09/10/20
8 Major FEFP Formula Components	56,751.53			
9 Reported FTE 9-10-20 Est	56,751.53	44,070.90	4,841.03	7,839.60
10 Recalibrated FTE 9-10-20	51,741.04	39,271.58	4,759.23	7,710.23
11 Recalibration %	8.83%	10.89%	1.69%	1.65%
12 Weighted FTE	53,501.30	40,597.71	5,141.19	7,762.40
13 FTE To WFTE Ratio	1.03402	1.03377	1.08026	1.00677
14				
15 Required Local Effort Millage	0.000	0.000	0.000	0.000
16 Discretionary Millage	0.000	0.000	0.000	0.000
17 Additional Discretionary Millage	0.000	0.000	0.000	0.000
18 Total Millage	0.000	0.000	0.000	0.000
19				
20 Base Student Allocation	4,319.49	4,319.49	4,319.49	4,319.49
21 District Cost Differential	1.0000	1.0000	1.0000	1.0000
22 FEFP Detail				
23 Regular Term WFTE x BSA x DCD	231,098,330	175,361,402	22,207,319	33,529,609
24 Declining Enrollment Allocation	0	0	0	0
25 Sparsity Supplement	0	0	0	0
26 State Funded Discretionary Contribution	29,454,622	22,356,132	2,709,287	4,389,203
27 .748 Discretionary Millage Compression	590,883	448,482	54,350	88,051
28 DJJ Supplemental Allocation	0	0	0	0
29 Safe Schools	0	0	0	0
30 ESE Guaranteed Allocation	841,239	0	194,469	646,770
31 Supplemental Academic Instruction	0	0	0	0
32 Instructional Materials	7,091,437	5,382,418	652,283	1,056,736
33 Transportation	0	0	0	0
34 Teacher Lead	0	0	0	0
35 Reading Instruction Allocation	2,144,551	1,627,322	206,080	311,149
36 Virtual Education Allocation	0	0	0	0
37 Digital Classroom Allocation	0	0	0	0
38 Federal Connected Students	0	0	0	0
39 Mental Health Allocation	0	0	0	0
40 Total Funds Compression	0	0	0	0
41 Best & Brightest Tchr & Prin Recruitmt & Retent	0	0	0	0
42 Turnaround Schools Allocation	0	0	0	0
43 Teacher Salary Increase Allocation	6,164,549	4,677,767	592,380	894,402
44 Proration To Available Funds	(689,666)	(523,331)	(66,273)	(100,062)
45				
46				
47				
48 Total FEFP	276,695,945	209,330,192	26,549,895	40,815,858
49 Local FEFP Funds				
50 Required Local Effort Taxes	0	0	0	0
51 State FEFP	276,695,945	209,330,192	26,549,895	40,815,858
52				
53 State Categorical Programs				
54 Class Size Reduction	0	0	0	0
55 Total Categorical Funding	0	0	0	0
56				
57 Lottery Funding				
58 Discretionary Lottery Funds K-12	0	0	0	0
59 School Recognition Grant	0	0	0	0
60 Total Lottery Funding	0	0	0	0
61				
62 Total State Funding	276,695,945	209,330,192	26,549,895	40,815,858
63				
64 Local Funding				
65 Total Required Local Effort	0	0	0	0
66 Discretionary Local Effort	0	0	0	0
67 Additional Discretionary Local Effort	0	0	0	0
68 Total Local Funding	0	0	0	0
69				
70 Total Funding	276,695,945	209,330,192	26,549,895	40,815,858
71				
72 Dollars per FTE	5,347.71	5,330.32	5,578.61	5,293.73
73				

Department Summary - All Funds

Recommended Budget

Fiscal Year 20-21

Description		FY18-19 Positions Actual Results	FY19-20 Positions Adopted Budget	FY19-20 Positions Actual Results	FY20-21 Positions Recommended Budget	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
Office of the President & CEO									
President & CEO (100)	9002	3.00	3.83	5.50	2.00	728,967	731,230	827,055	436,547
Security (100)	9004	0.00	0.00	6.00	6.00	0	0	642,529	2,300,619
Legal (100)	9008	0.00	0.00	6.00	6.00	0	0	493,567	1,152,824
Office of the President & CEO		3.00	3.83	17.50	14.00	\$ 728,967	\$ 731,230	\$ 1,963,150	\$ 3,889,989
Academic Office									
Flex Instruction (100)	1000	1,642.50	1,679.50	1,690.50	1,986.25	121,949,774	148,118,387	132,087,269	171,380,020
Full Time Instruction (109)	9123	285.15	286.40	288.29	657.70	19,899,753	21,968,253	20,800,131	52,381,224
Student Support (100)	9120	50.15	50.15	50.76	65.09	4,253,677	4,552,136	4,178,837	5,878,221
Academic Office		1,977.80	2,016.05	2,029.55	2,709.04	\$ 146,103,205	\$ 174,638,776	\$ 157,066,237	\$ 229,639,465
Office of the Chief Operations Officer									
Operations (100)	9001	13.50	12.00	6.00	3.00	3,856,430	5,713,320	3,070,824	540,418
Information Technology (100)	9330	71.50	79.50	92.00	89.50	12,236,188	14,535,894	16,400,069	16,073,910
Human Resources (100)	9520	29.50	32.00	30.00	34.00	2,643,941	3,483,885	2,844,047	4,311,681
Staff Development (100)	9140	20.75	20.25	21.25	10.00	1,793,213	1,879,204	1,833,721	988,561
Office of the Chief Operations Officer		135.25	143.75	149.25	136.50	\$ 20,529,772	\$ 25,612,303	\$ 24,148,662	\$ 21,914,570
Office of the Chief Strategy Officer									
Enterprise Project Management Office (100)	9005	19.70	10.20	10.20	9.70	1,923,691	1,430,563	1,145,342	1,263,019
Analysis, Assessment, & Accountability (100)	9006	11.05	13.40	13.40	22.50	1,397,236	1,729,796	1,583,406	2,856,748
Marketing & Communications (100)	9640	13.00	15.15	15.90	18.30	2,111,642	3,826,944	2,605,754	4,256,813
Office of the Chief Strategy Officer		43.75	38.75	39.50	50.50	\$ 5,432,569	\$ 6,987,303	\$ 5,334,502	\$ 8,376,580
Office of the Chief Administrative Officer									
Chief Administrative Officer (100)	9110	0.00	0.00	0.00	3.00	0	0	0	368,745
Curriculum (100)	9250	11.25	11.25	10.25	6.25	1,219,233	1,269,367	1,155,017	705,115
Customer Care (100)	9641	7.00	7.00	7.00	7.00	2,159,019	2,648,277	2,039,985	3,503,931
Blended Learning (100)	9710	6.50	7.70	7.70	7.70	613,775	688,754	670,614	703,492
Florida Services (100)	9720	9.20	8.40	8.40	8.40	852,240	919,782	841,451	915,813
Partner Services, Florida (930)	9131	12.80	10.98	12.04	13.04	10,909,101	14,167,859	13,413,502	12,373,407
Partner Services, Global (921)	9610	38.55	35.59	37.25	49.25	7,667,884	9,867,264	8,705,096	17,061,278
FLVS Global School (922)	9620	37.00	32.05	32.05	33.05	3,915,510	3,227,535	3,034,348	3,691,867
Office of the Chief Administrative Officer		122.30	112.97	114.69	127.69	\$ 27,336,762	\$ 32,788,838	\$ 29,860,013	\$ 39,323,647
Office of the Chief External Affairs Officer									
Public Affairs (100)	9003	3.50	1.25	2.00	2.00	549,538	326,968	303,244	316,302
Procurement Services (100)	9310	7.00	8.00	8.00	8.00	622,839	630,420	1,187,257	2,211,118
Financial Services (100)	9420	13.50	13.50	13.50	18.50	2,120,705	2,206,013	2,152,747	2,786,770
Budget Services (100)	9450	7.00	8.00	9.00	9.00	697,021	766,367	728,934	889,423
Office of Chief External Affairs Officer		31.00	30.75	32.50	37.50	\$ 3,990,103	\$ 3,929,768	\$ 4,372,182	\$ 6,203,614
Development Funds									
Operating Development (123)		1.00	1.00	1.00	0.20	3,269,785	6,775,462	3,111,126	2,512,492
Course Development (791)		97.30	98.30	99.30	104.30	10,302,001	10,475,685	9,625,400	15,380,043
Development, Funds 123 & 791		98.30	99.30	100.30	104.50	\$ 13,571,786	\$ 17,251,147	\$ 12,736,526	\$ 17,892,535

Department Summary - All Funds

Recommended Budget

Fiscal Year 20-21

Description		FY18-19 Positions Actual Results	FY19-20 Positions Adopted Budget	FY19-20 Positions Actual Results	FY20-21 Positions Recommended Budget	FY18-19 Actual Results	FY19-20 Adopted Budget	FY19-20 Actual Results	FY20-21 Recommended Budget
<u>Categoricals & Federal Grants</u>									
Title I (420)	9124	11.45	11.20	10.14	10.14	830,207	996,799	934,874	973,057
Title II (420)	9124	0.00	0.00	0.24	0.24	155,275	125,970	105,500	152,692
Title IV (420)	9124	0.35	0.35	0.42	0.82	48,582	72,864	66,626	127,380
IDEA (420)	9124	9.30	9.30	9.30	9.00	825,660	851,213	793,934	745,831
Carl Perkins (420)	9124	0.00	0.00	0.00	0.00	29,841	30,000	16,998	43,002
CARES Act - ESSER (441)	9124	0.00	0.00	0.00	3.57	0	0	0	711,857
CARES Act - GEER (442)	9124	0.00	0.00	0.00	0.00	0	0	0	65,720
Reading Categorical (101)	9124	16.50	16.50	16.50	16.50	1,637,194	1,598,328	1,760,998	2,144,551
Driver's Ed Behind the Wheel (105)	9124	0.00	0.00	0.00	3.00	582,591	660,000	415,059	660,000
Florida Best & Brightest Scholarship (106)	9124	0.00	0.00	0.00	0.00	4,222,207	3,483,242	3,478,397	0
Miscellaneous Grants - Other (106)	9124	0.00	0.00	0.00	0.00	112,127	0	0	0
Miscellaneous Grants - Other (107)	9124	0.00	0.00	0.11	0.00	84,382	78,267	170,006	125,205
Categoricals & Federal Grants		37.60	37.35	36.71	43.27	\$ 8,528,065	\$ 7,896,683	\$ 7,742,392	\$ 5,749,297
Health Insurance (711)	9999	0.00	0.00	0.00	0.00	23,603,723	27,031,323	30,699,994	44,251,757
Health Insurance		0.00	0.00	0.00	0.00	\$ 23,603,723	\$ 27,031,323	\$ 30,699,994	\$ 44,251,757
<u>Discontinued Departments</u>									
Enterprise Research & Development (100)	9340	2.00	0.00	0.00	0.00	225,973	0	0	0
Business Services (100)	9410	7.00	6.00	5.00	0.00	851,419	697,173	556,973	0
Discontinued Departments		9.00	6.00	5.00	0.00	\$ 1,077,392	\$ 697,173	\$ 556,973	\$ -
NET TOTAL ALL DEPARTMENTS		2,458.00	2,488.75	2,525.00	3,223.00	250,902,344	297,564,544	274,480,631	377,241,454

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
Curriculum/Content:				
Accessibility - Curriculum Objective: Complete updates to the FLVS course catalog that meet external expert standards regarding accessibility.	Marty Kelly	\$35,000	This project is focused on increasing the accessibility of courses in the FLVS catalog. The focus of this effort will be on seven courses deemed "not compliant" following a high-level catalog audit.	\$35,000 is requested for copyediting resources
Agricultural Communications 2 (CTE) Objective: To deliver a course product to expand enrollments in Florida and the Global market.	Marty Kelly	\$64,295	This will be a new CTE course offering in our catalog. It will become the second course in the Agriculture Communications Program of Study and with a goal of students earning an Agricultural Communications Specialist certification.	\$10,000 is requested for copyediting resources \$48,295 is requested for SME resources \$6,000 is requested for proofreading resources
Cambridge AICE Objective: To deliver a course product to expand enrollments in Florida and the Global market.	Marty Kelly	\$155,320	Develop three course offerings for year one Cambridge AICE program. Year one will include one full course development and two pilot open educational resource courses.	\$145,320 is requested for SME resources \$10,000 is requested for proofreading resources
Chinese 1 and 2 Objective: To deliver a course product to expand enrollments in Florida and the Global market.	Marty Kelly	\$64,314	The current Chinese 1 and Chinese 2 courses were created in 2007-08 and need to be updated for accessibility and to enhance the student and teacher experience. Chinese programs are growing in the US educational system and an enhancement to the course is necessary to remain competitive in the market.	\$40,000 is requested for audio/video resources \$21,314 is requested for SME resources \$3,000 is requested for proofreading resources
Cybersecurity Essentials (CTE) Objective: To deliver a course product to expand enrollments in Florida and the Global market.	Marty Kelly	\$64,295	This will be a new CTE course offering in our catalog. It will become the third and final course in the Information Technology Applied Cybersecurity Program of Study.	\$10,000 is requested for copyediting resources \$48,295 is requested for SME resources \$6,000 is requested for proofreading resources

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
<p>Elective Factory - Batch 1</p> <p><i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i></p>	Marty Kelly	\$160,320	<p>The Elective Factory will develop internal versions of popular electives currently provided by vendors through a revenue sharing model. Batch 1 of the Elective Factory will include five electives, Law Studies, MJ Creative Photography, Music of the World, Forensic Science and Personal Financial Literacy (CTE). These courses currently generate approximately 9,000 completions annually at an annual cost to FLVS of 315,000. The Elective Factory will generate five new courses using the FLVS Elective model without incurring an annual cost to the organization.</p>	<p>\$145,320 is requested for SME resources \$15,000 is requested for proofreading resources</p>
<p>Elementary Art Grade 1</p> <p><i>Objective: o deliver a course product to expand enrollments in Florida and the Global market.</i></p>	Marty Kelly	\$135,726	<p>A reversion of Art Grade 1 is needed to ensure a more developmentally appropriate experience for students. To better align to Elementary pedagogy, the following course elements will need to be updated: lesson content, assessments, standards pages, answer keys, printables, classtime slides, Module Support Guides, and the Getting Started areas.</p>	<p>\$132,726 is requested for SME resources \$3,000 is requested for proofreading resources</p>
<p>Elementary ELA Grades 3-5</p> <p><i>Objective: o deliver a course product to expand enrollments in Florida and the Global market.</i></p>	Marty Kelly	\$451,120	<p>The Florida Department of Education is expected to release new standards and course descriptions, along with a plan for their implementation, for English Language Arts Grades 3-5 in May/June 2020. To align the courses with these new standards, the following course elements will need to be reviewed and updated: lesson content, assessments, standards pages, answer keys, printables, classtime slides, Module Support Guides, and the Getting Started areas. Updated courses will be required for all Florida customers, including Flex, Full Time, and Florida Services at a time to be determined by the state and implementation plan. The full scope and prioritization of work cannot be determined until the release and review of new course descriptions and the implementation plan.</p>	<p>\$60,000 is requested for audio/video resources \$361,120 is requested for SME resources \$30,000 is requested for proofreading resources</p>

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
<p>Elementary ELA K-2</p> <p><i>Objective: o deliver a course product to expand enrollments in Florida and the Global market.</i></p>	<p>Marty Kelly</p>	<p>\$416,087</p>	<p>The Florida Department of Education is expected to release new standards and course descriptions, along with a plan for their implementation, for English Language Arts Grades K-2 in May/June 2020. To align the courses with these new standards, the following course elements will need to be reviewed and updated: lesson content, assessments, standards pages, answer keys, printables, classtime slides, Module Support Guides, and the Getting Started areas. Updated courses will be required for all Florida customers, including Flex, Full Time, and Florida Services at a time to be determined by the state’s implementation plan. The full scope and prioritization of work cannot be determined until the release and review of new course descriptions and the implementation plan.</p>	<p>\$65,000 is requested for audio/video resources \$331,087 is requested for SME resources \$20,000 is requested for proofreading resources</p>
<p>Hebrew 1</p> <p><i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i></p>	<p>Marty Kelly</p>	<p>\$88,348</p>	<p>FLVS will develop and deliver a Hebrew 1 course to meet the needs of the Florida Department of Education for the 2020-21 school year.</p>	<p>\$82,348 is requested for SME resources \$6,000 is requested for proofreading resources</p>
<p>ELA Suite Core Standard Update - Phase 1</p> <p><i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i></p>	<p>Marty Kelly</p>	<p>\$49,908</p>	<p>The Florida Department of Education is expected to release new standards and course descriptions, along with a plan for their implementation, for English 1, English 2, English 3, English 4, English 5 College Prep in May/June 2020. To align the courses with these new standards, the following course elements will need to be reviewed and updated: lesson content, assessments, standards pages, answer keys, and the Getting Started area. Updated courses will be required for all Florida customers, including Flex, Full Time, and Florida Services at a time to be determined by the state and implementation plan. The full scope and prioritization of work cannot be determined until the release and review of new course descriptions and the implementation plan.</p>	<p>\$33,908 is requested for SME resources \$16,000 is requested for proofreading resources</p>

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
<p>Math Suite Core Standard Update - Phase 1</p> <p>Objective: <i>To deliver a course product to expand enrollments in Florida and the Global market.</i></p>	Marty Kelly	\$45,908	<p>The Florida Department of Education is expected to release new standards and course descriptions, along with a plan for their implementation, for English I, English II, English III, English IV, English IV College Prep in May/June 2020. To align the courses with these new standards, the following course elements will need to be reviewed and updated: lesson content, assessments, standards pages, answer keys, and the Getting Started area. Updated courses will be required for all Florida customers, including Flex, Full Time, and Florida Services at a time to be determined by the state& implementation plan. The full scope and prioritization of work cannot be determined until the release and review of new course descriptions and the implementation plan.</p>	<p>\$33,908 is requested for SME resources \$12,000 is requested for proofreading resources</p>
<p>HOPE</p> <p>Objective: <i>To deliver a course product to expand enrollments in the Global market.</i></p>	Marty Kelly	\$8,958	<p>The Florida State Board of Education approved required instruction under State Rule 6A of the Florida Administrative Code in 2019. Content topics must be added to meet the state rule in this course that is the required for graduation. In order to align the course with the new requirements, the following course elements will need to be reviewed and updated: lesson content, assessments, standards pages, and answer keys.</p>	<p>\$5,958 is requested for SME resources \$3,000 is requested for proofreading resources</p>
<p>Introduction to Hospitality & Tourism (CTE)</p> <p>Objective: <i>To deliver a course product to expand enrollments in Florida and the Global market.</i></p>	Marty Kelly	\$54,295	<p>This course will be the first of a new Program of Study, and the fourth POS for FLVS. This will be a new CTE course offering in our catalog and provide an option for students who prefer a career path after high school, as well as an elective option for all other students. It will be part of the Hospitality and Tourism Management Program of Study and with a goal of students earning a CIW E-Commerce Specialist certification.</p>	<p>\$48,295 is requested for SME resources \$6,000 is requested for proofreading resources</p>
<p>Introduction to the Teaching Profession (CTE)</p> <p>Objective: <i>To deliver a course product to expand enrollments in Florida and the Global market.</i></p>	Marty Kelly	\$54,295	<p>This course will be the first of a new Program of Study, and the fifth POS for FLVS. This will be a new CTE course offering in our catalog and provide an option for students who prefer a career path after high school, as well as an elective option for all other students. It will be part of the Principles of Teaching Program of Study and with a goal of students earning a Child Development Associate (CDA) certification.</p>	<p>\$48,295 is requested for SME resources \$6,000 is requested for proofreading resources</p>

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
Latin 1 <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$60,690	The current Latin 1 course was created in 2005 and needs to be updated for accessibility and to enhance the student and teacher experience. It will be developed to have content lessons usable in future Middle School courses to allow shared curriculum instruction. The enhancement to the course is necessary to remain competitive in the market.	\$10,000 is requested for audio/video resources \$40,690 is requested for SME resources \$10,000 is requested for proofreading resources
Latin 2 <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$46,254	The current Latin 2 course was created in 2005 and needs to be updated for accessibility and to enhance the student and teacher experience. It will be developed to have content lessons usable in future Middle School courses to allow shared curriculum instruction. The enhancement to the course is necessary to remain competitive in the market.	\$10,000 is requested for audio/video resources \$26,254 is requested for SME resources \$10,000 is requested for proofreading resources
Latin 3 <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$46,254	The current Latin 3 course was created in 2005 and needs to be updated for accessibility and to enhance the student and teacher experience. It will be developed to have content lessons usable in future Middle School courses to allow shared curriculum instruction. The enhancement to the course is necessary to remain competitive in the market.	\$10,000 is requested for audio/video resources \$26,254 is requested for SME resources \$10,000 is requested for proofreading resources
Life Management Skills <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$62,048	The Florida State Board of Education approved required instruction under State Rule 6A of the Florida Administrative Code in 2019. Content topics must be added to meet the state rule in this course. Additionally, the course is plagued with external links that direct students to public websites with advertisements and article links that cannot be censored or controlled. In many cases the course assignments are tied to the external content making the removal of this outside information impossible without large overhauls to the lessons and assignments. The current course content is outdated, contains inaccurate health information, and assessments rely on these sources for test items and student assignments.	\$59,048 is requested for SME resources \$3,000 is requested for proofreading resources
Literacy Test (Civics) <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$2,422	Develop a course as requested by State partners.	\$2,422 is requested for SME resources

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
M/J Computer Applications in Business 1 (CTE) <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$67,461	This would be a new middle school course offering, continue the sequence of Business Keyboarding and Coding Fundamentals, and increase available elective choices. The addition of Computer Applications will provide our middle school students a focus on CTE and help generate CTE interest, with a goal of leading them to high school programs of study.	\$10,000 is requested for audio/video resources \$52,461 is requested for SME resources \$5,000 is requested for proofreading resources
Bias and Sensitivity Updates SS 6-12 <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$72,908	Bias and Sensitivity Updates SS 6-12-The objective of this project is to complete a bias and sensitivity review of social studies 6-12 course content to result in updates to courses. The project will solicit internal and external review of select social studies grades 6-12 content. Review feedback will be vetted, prioritized, and implemented in courses with the goal of providing the best possible learning experience for students of all ethnic, racial, cultural, class, religious, and gender groups.	\$30,000 is requested for audio/video resources \$33,908 is requested for SME resources \$9,000 is requested for proofreading resources
Marine Science (Guy Harvey) <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$30,220	Partner on course creation options to further strategic initiative.	\$24,220 is requested for SME resources \$6,000 is requested for proofreading resources
Meteorology <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$27,220	Partner on course creation options to further strategic initiative.	\$24,220 is requested for SME resources \$3,000 is requested for proofreading resources
AP Macroeconomics <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$53,862	Perform updates and maintenance to course offering.	\$50,862 is requested for SME resources \$3,000 is requested for proofreading resources
AP Human Geography <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$44,908	Perform updates and maintenance to course offering.	\$33,908 is requested for SME resources \$11,000 is requested for proofreading resources

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
<p>MJ Science Life, Physical, Earth/Space</p> <p><i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i></p>	Marty Kelly	\$67,128	Florida school districts most common middle school science pupil progression options are: comp science 1, 2 and 3 (60% of students) and MJ Life, Physical, and Earth/Space (40% of students). We currently offer the comprehensive science suite of courses. Developing the discipline specific MJ science suite would allow us to serve the remaining districts that use the life, physical, earth/space progression plan.	\$58,128 is requested for SME resources \$9,000 is requested for proofreading resources
<p>Personal Financial Literacy (CTE)</p> <p><i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i></p>	Marty Kelly	\$5,630	We can eliminate the reliance on EDL for the CTE version of Personal Financial Literacy and recover \$84K-\$89K annually based on prior two-year enrollments. This course can be developed economically as we have the majority of the content readily available. Using the recently released FLVS Personal Financial Literacy within the Social Studies area, we can clone that course and make some standards-based adjustments to release a new CTE version of PFL.	\$630 is requested for SME resources \$5,000 is requested for proofreading resources
<p>Pre-Calculus Honors</p> <p><i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i></p>	Marty Kelly	\$115,568	The Florida Department of Education is expected to release new standards and a course description, along with a plan for implementation, for Pre-Calculus Honors in May/June 2020. An updated course will be required for all Florida customers, including Flex, Full Time, and Florida Services at a time to be determined by the state and implementation plan. The current course has not been redeveloped since 2012, with most content coming from the 2007-08 version, and uses a Pearson e-text. Redevelopment of the course with original FLVS content would remove the anticipated \$50 per student e-text cost for all customer groups using the new version. Scope includes new lesson content, assessments, collaboration, getting started, welcome folder, framework and look and feel. Prioritization of work cannot be determined until the release and review of new course descriptions and the implementation plan.	\$106,568 is requested for SME resources \$9,000 is requested for proofreading resources

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
U.S. History EOC Project <i>Objective: To deliver a course product to expand enrollments in Florida and the Global market.</i>	Marty Kelly	\$51,954	The Florida Department of Education is expected to release new standards and a course description, along with a plan for implementation, for Pre-Calculus Honors in May/June 2020. An updated course will be required for all Florida customers, including Flex, Full Time, and Florida Services at a time to be determined by the state and implementation plan. The current course has not been redeveloped since 2012, with most content coming from the 2007-08 version, and uses a Pearson e-text. Redevelopment of the course with original FLVS content would remove the anticipated \$50 per student e-text cost for all customer groups using the new version. Scope includes new lesson content, assessments, collaboration, getting started, welcome folder, framework and look and feel. Prioritization of work cannot be determined until the release and review of new course descriptions and the implementation plan.	\$30,000 is requested for audio/visual \$16,954 is requested for SME resources \$5,000 is requested for proofreading resources
Contractor Resource Request		\$2,158,065	This is a development effort focused on updating the current Economics course to meet the state standards for Maryland. These gaps must be filled in order for our Maryland clients to be compliant with state requirements. No other content provider has this product available in their catalog, resulting in a unique offering for FLVS Global.	
Sub-Total: Curriculum/Content National Curriculum (Global)		\$4,760,781		
Consumer and Business Math <i>Objective: To deliver a course product to expand enrollments in the Global market.</i>	Courtney Calfee	\$91,400	Florida does not have a course code for Consumer or Business Math available, so this product will not be of interest in-state. (They did in 2011-12) CC met with AK commissioner; they are looking for a statewide virtual program. May be a big opp later. MI is the only state that includes Business Math in graduation requirements.	\$85,400 is requested for SME resources \$6,000 is requested for proofreading resources
Credit Recovery Suite <i>Objective: To deliver a course product to expand enrollments in the Global market.</i>	Courtney Calfee	\$111,486	13 courses (Researching how to handle assessments - Need to re-evaluate budget request after research is complete) DJJ, Adult Learner Support, Possible Florida Usage (IT Curriculum Support) Learnocity Usage, Not click for credit, BA and Financial Analysis Requested	\$31,486 is requested for SME resources \$80,000 is requested for proofreading resources

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
Elementary Social Studies Grade 2 Objective: <i>To deliver a course product to expand enrollments in the Global market.</i>	Courtney Calfee	\$47,724	13 courses (Researching how to handle assessments - Need to re-evaluate budget request after research is complete) DJJ, Adult Learner Support, Possible Florida Usage (IT Curriculum Support) Learnocity Usage, Not click fr credit, BA and Financial Analysis Requested	\$42,724 is requested for SME resources \$5,000 is requested for proofreading resources
Global Pretest/Exemption Guides Objective: <i>To deliver a course product to expand enrollments in the Global market.</i>	Courtney Calfee	\$36,000	FLVS Global would like to have 18 pretest/exemption guides created for core courses in the existing catalog which do not have them.	\$36,000 is requested for proofreading resources
Integrated Biology for Arkansas Objective: <i>To deliver a course product to expand enrollments in the Global market.</i>	Courtney Calfee	\$51,502	Arkansas's course code directory includes integrated versions of science courses, making the course approval process challenging for us with our discrete course titles. Global proposes mash up and content supplements to create three integrated science courses for Arkansas: Chemistry Integrated, Biology Integrated, and Physical Science Integrated. Although we have a current project to bring four high school science courses up to NGSS standards, Arkansas has additional requirements beyond NGSS, and although we are currently waiting to hear if we have been approved, we are not optimistic. In 2017-18, we closed \$273,500 in revenue in the state of Arkansas. That entire amount is in jeopardy if our customers have to go to other vendors for all of their science courses.	\$46,502 is requested for SME resources \$5,000 is requested for proofreading resources
M/J Career Research and Decision Making Objective: <i>To deliver a course product to expand enrollments in the Global market.</i>	Courtney Calfee	\$120,400	To offer a M/J Career Research and Decision Making Course to all Global Customer, but satisfy the legislative requirements for our FL Licensing schools and districts. Course is in old framework and does not meet 2018 accessibility requirements (v8). Estimated as a full development Review EDL Course	\$30,000 is requested for audio/visual \$85,400 is requested for SME resources \$5,000 is requested for proofreading resources
Middle School Computer Science Objective: <i>To deliver a course product to expand enrollments in the Global market.</i>	Courtney Calfee	\$90,400	Georgia Cyber Academy is requesting elective courses for Middle School. They have approximately 2,868 middle school students. They need a computer science option for each grade level. With eDL, there is only 2 options but they are half credit. MJ Coding and/or MJ Biz Keyboard will meet need for 2 of 3. Modified math for only one course.	\$85,400 is requested for SME resources \$5,000 is requested for proofreading resources

Project Name & Objective	Owner	New 2020-2021 Budget Request	Description	Cost Summary
Middle School Orientation to Art 2D Objective: <i>To deliver a course product to expand enrollments in the Global market.</i>	Courtney Calfee	\$110,400	Georgia Cyber Academy is requesting elective courses for Middle School. They have approximately 2868 middle school students. They need an art option for full year credit that requires only typical school supply materials. current course is v5 will likely be full redev. She needs a total of 3, so I removed the cost from this line (included above), but we may want to redev it and build two new.	\$20,000 is requested for audio/visual \$85,400 is requested for SME resources \$5,000 is requested for proofreading resources
Sub-Total: Security		\$659,312		
Operations				
A&R Phase 2 - Franchise Objective: <i>To implement a registration system that meets the needs of our District partners throughout the State of Florida.</i>	Kate Lysaught	\$640,000	Enhance the student registration system to better meet the needs of stakeholders	\$640,000 is requested for development resources
Accessibility - Technology Compliance (Global) Objective: <i>Complete updates to FLVS core systems to meet accessibility requirements as expressed in request for proposal documentation.</i>	Courtney Calfee	\$650,000	Improve accessibility compliance through Accessibility Conformance Report and Voluntary Product Accessibility Template	\$200,000 is requested for development resources \$200,000 is requested for quality analyst resources \$250,000 is requested for tool purchase
LMS Gatekeeping Tool (Global) Objective: <i>Complete updates to internal systems that allow for agnostic delivery to external stakeholder systems.</i>	Courtney Calfee	\$640,000	Technology work needed to support Credit Recovery	\$340,000 is requested for development resources \$300,000 is requested for quality analyst resources
Additional Resources		\$9,908		
Sub-Total: Operations		\$1,939,908		
TOTAL		\$7,360,001		