

Capital Outlay Fund Overview

The Capital Outlay Fund is used to account for financial resources that the District uses for the construction of major capital facilities, land acquisition, equipment purchases, bus purchases, renovations to existing facilities, payment of capital debt service, and transfers to the General Fund for reimbursement of expenditures allowed by law. The major new construction projects that are being funded in this year's budget are the Bay Haven HVAC and Classroom Refresh, Gocio New Classroom Wing and Refresh, Sarasota High Chiller Plant and HVAC Refresh, High School Track and Field Upgrades, McIntosh Middle Agricultural Program Upgrades, New Construction of Wellen Park High School, Oak Park Wing Renovation and New Construction of K-8 at Clark and Lorraine.

The Capital Outlay Planning Process

The "Educational Facilities Survey" for the period 2021-2022 through 2025-2026, is the legal document of a survey conducted in accordance with the requirements of Section 9(d) Article XII of the Constitution of Florida, provisions of Section 1013.31 and Section 1011.71, Florida Statutes. The educational survey is required by law to be conducted every five years but may be conducted as often as necessary. This survey analyzes each school district facility and includes recommendations for any major renovations or new buildings. Before the District can build a new facility or make any major renovations, the Office of Educational Facilities must approve the plans and review that the survey submitted by the School District includes the requested project. There is also a yearly facilities capital outlay work plan that is submitted to the Office of Educational Facilities which includes a twenty-year projection of facility needs based upon projected student enrollments.

Budget Procedures

The Sarasota County School Board can only legally budget for one year at a time. In order to reflect a more transparent view of the District's capital program, the budget includes a five-year capital outlay projection.

Capital Outlay Funding Sources and Legal Uses

Capital Outlay Bond Issues (COBI)

This State revenue source, as authorized by Sections 320.20 and 1010.57, Florida Statutes, comes from motor vehicle license fees collected by local agencies and remitted to the State. COBI Bonds are issued by the State of Florida on behalf of the District for capital outlay purposes. Funds may be used for survey-recommended projects included on the District's Project Priority List and included in the Educational Facilities Survey. Bond repayment comes from Capital Outlay & Debt Service revenues described below.

Public Education Capital Outlay (PECO)

This State revenue source comes from the Gross Receipts Tax, general revenue funds appropriated for educational capital outlay purposes, and all capital outlay funds previously appropriated and certified forward pursuant to Section 215.61, Florida Statutes. Appropriations that are not encumbered within a two-year time frame will revert back to the Trust Fund. PECO funds are allocated into two categories, one for construction and one for maintenance. The maintenance funds are transferred to the General Fund and the construction funds are used for projects identified in the Educational Facilities Survey. Beginning with the fiscal year 2011-2012, PECO funds have been allocated to Charter Schools and Universities with no allocation to K-12 Public Schools. For fiscal year 2023-2024 the Florida Legislature allocated \$213,453,885 to Charter Schools and \$0 to K-12 traditional public schools.

Capital Outlay and Debt Service (CO & DS)

Allocated by the Florida Department of Education, Office of Educational Facilities, these funds may be used for survey-recommended projects included on the District's Project Priority List and included in the Educational Facilities Survey. These funds may be used in acquiring, building, constructing, altering, remodeling, improving, enlarging, furnishing, equipping, maintaining, renovating, or repairing of capital outlay projects.

Capital Millage Levy

Section 1011.71(2), Florida Statutes, authorizes each school board to levy not more than 1.500 mills against a district's taxable value for school capital purposes. Funds may be used for projects included in the Educational Facilities Survey and advertised in the annual Notice of Tax for Capital Outlay. The appropriations are for new construction, remodeling, site improvement, maintenance, renovations, school buses, software licensing, new and replacement equipment, lease purchase agreement payments, payment of loans, environmental regulation compliance costs, the payment of property insurance for all district facilities, and leasing of educational facilities.

Since 2018 and the enactment of HB 7055 that year, districts have not had to share any of their 1.5 discretionary millage unless the Legislature failed to provide sufficient PECO dollars to charter schools. Since 2018, the Legislature has fully funded PECO, so districts have not had to share. Effective July 1, 2023 new law under HB 1259 provides that districts must share their discretionary millage dollars. It does allow the District to subtract from the total millage the amount of annual debt service obligation the district incurred as of March 1, 2017, as well as the amount of PECO dollars received by the Charter school. The amount due to the Charter can be phased in over 5 years, by 20% increments. So, if the District owes a Charter school \$10,000, it would only pay the Charter school \$2,000 in the 2023-24 school year. The following year, it would be 40% of the total using 2024-25 numbers. This would be repeated until the District would owe Charter schools 100% of the remainder beginning in the 2027-28 school year.

Capital Outlay Funding Sources and Legal Uses - continued

Click on link to navigate to Sarasota County Surtax - [Sarasota County Surtax](#)

County Sales Tax

On June 27, 1989, the voters of Sarasota County approved a one-cent sales tax for ten years. Twenty-five percent of the sales tax proceeds are distributed to the District and are to be used to increase the capacity of existing schools and build new schools.

A continuation of the sales tax was approved by the voters of Sarasota County on November 4, 1997 (Phase II) for 10 years, and again on November 6, 2007 (Phase III) for another 15 years. Pursuant to Section 212.055(2) (b), Florida Statutes, project descriptions were made available to voters prior to the vote. The School Board has the authority to amend projects on an as-needed basis. After the original revenue projection was computed, the economic recession reduced the anticipated revenues by approximately \$90 million through 2024. From the list below, the School Board has had to eliminate funds allocated for new future school construction. The projects listed in the amended Phase III referendum are as follows:

Bay Haven Elementary School	Booker High School Renovations
Career Technical Education	Fruitville Elementary
Gocio Elementary School	Laurel Nokomis ESE School
Lakeview Elementary School	Pine View School – Renovations
Riverview High School	Sarasota High School
Suncoast Technical College	Venice Middle HVAC (Added 2014-2015)
Venice High School	New Oak Park Special Olympics Track
New Technical Center in South County	New West Villages School K-12
District Wide Maintenance	District Wide Safety Projects
District Wide Small Remodeling Projects	District Wide Technology Projects
District Wide Equipment	District Wide Communications Support
District Wide Telecom Services	District Wide Vehicle & Bus Replacement
Portables-Lease, Purchase, and Demolition	Future School Construction

Certificates of Participation (COPs)

Certificates of Participation are debt instruments used to finance the construction of state-approved educational facilities, land, and the purchase of equipment. The debt service is paid from the proceeds of the Capital Outlay Millage (1.500 mill ad valorem tax levy). Since the source of funds for repayment of COPs is from a currently authorized source, as authorized in Section 1011.71(2) of the Florida Statutes, there are no additional taxes levied due to the issuance of debt. COPs may only be used for those projects designated in the official master lease document and approved in the Educational Facilities Survey. There are plans to issue new debt to build a new K-8 facility and a new high school at Wellen Park. This has been included in the tentative budget, five-year plan.

Capital Outlay Funding Sources and Legal Uses - continued**Impact Fees**

On April 13, 2004, the Sarasota County Board of County Commissioners passed Ordinance 2004-025 establishing the Sarasota County Educational System Impact Fee Ordinance, effective May 1, 2004. The Commission on July 28, 2004, passed Ordinance 2004-085 to change the affordable housing language in the original ordinance. The School District reached agreements with all local governments for the collection of impact fees. County Ordinance 2010-085 was passed which temporarily suspended the imposition of impact fees, effective December 15, 2010, through December 2015. As of January 2016, Educational System Impact Fees were reinstated.

The Sarasota County School Board voted on June 7, 2022, to increase impact fees to help offset the cost of the new schools being built within the next five years. The increase was approved by the Board of County Commissioners of Sarasota County on November 16, 2022, Ordinance 2022-047. The following is the fee schedule that was approved:

Original approved fee:

- (1) Single-family: \$2,032.00 per Dwelling Unit.
- (2) Multifamily: \$561.00 per Dwelling Unit.
- (3) Mobile Home: \$188.00 per Dwelling Unit.

After March 1, 2023:

- (1) Single-family: \$2,286.00 per Dwelling Unit.
- (2) Multifamily: \$581.00 per Dwelling Unit.
- (3) Mobile Home: \$212.00 per Dwelling Unit.

After January 1, 2024:

- (1) Single-family: \$2,540.00 per Dwelling Unit.
- (2) Multifamily: \$645.00 per Dwelling Unit.
- (3) Mobile Home: \$235.00 per Dwelling Unit.

After January 1, 2025:

- (1) Single-family: \$2,794.00 per Dwelling Unit.
- (2) Multifamily: \$710.00 per Dwelling Unit.
- (3) Mobile Home: \$259.00 per Dwelling Unit.

After January 1, 2026:

- (1) Single-family: \$3,048.00 per Dwelling Unit.
- (2) Multifamily: \$774.00 per Dwelling Unit.
- (3) Mobile Home: \$282.00 per Dwelling Unit.

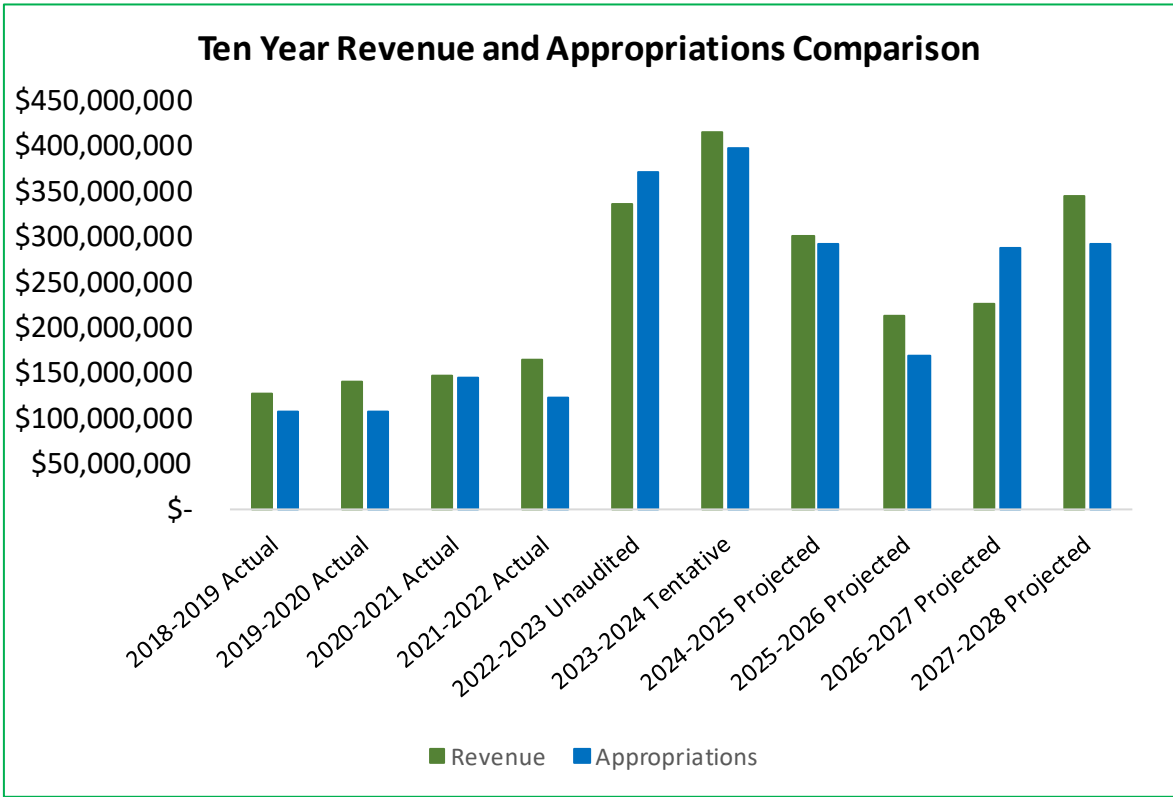
Impact fees are one-time payments that are used to construct system improvements, such as public schools, needed to accommodate growth. The fees are assessed on each new dwelling unit within the County. Funds can be used for equipment, site acquisition, police department vehicles, school buses, construction, reconstruction, or improvement, design, engineering, and permitting costs for facilities that have a life expectancy of at least five years and the construction or expansion of new facilities for enrollment increases.

Capital Fund Revenues Actual and Estimated from 2017-2018 through 2026-2027

The Florida Legislature, during the 2007-2008 year changed the law governing the amount of capital funding a district could levy through its adopted millage. The 2.00 mills maximum amount that had been allowable to levy for capital funding purposes was reduced to 1.50 mills, or a reduction of 25%. Shortly after, funds received through the state PECO program were reduced and eventually, beginning in 2011-2012 were no longer being allocated to traditional public-school districts. The impact on the Capital Projects Fund revenues, from the millage rate reduction and the tax roll losses between 2008 and 2011, has substantially reduced the available funding for capital projects.

Funding sources for capital projects that supplement the property taxes, are the quarter-cent sales tax the school district receives from local sales tax collections, and impact fees on new residential construction. These supplemental funding sources were \$35.8 million in 2007-2008, and for 2023-2024 are estimated to be \$28.6 million, or a 21.1% decrease. The loss of PECO revenue and class size reduction funding in capital outlay are the main reasons for the decrease in the past 15 years. With substantially decreased revenues and increased construction costs, funding of ongoing recurring capital expenses and major renovation projects have become very challenging. The graph on the following page has been prepared to reflect how the capital budget has been affected from 2018-2019 to what is estimated through 2027-2028.

**Capital Fund Actual and Estimated Revenues and Appropriations
2017-2018 through 2026-2027**



The capital fund major projects typically are under construction for multiple years. As of June 30, 2023, there were \$241.3 million in encumbered contracts for projects that are multi-year construction projects.

*Note – The substantial increase in appropriations for 2023-2024 is reflective of the construction of a High School at Wellen Park for approximately \$174,500,000 and the rebuild of Garden Elementary for approximately \$60,000,000. The large spike in revenue for the fiscal year 2023-2024 is due to the anticipated issuance of Certificates of Participation in the amount of \$164,500,000.

Current Year Major Capital Projects

The table below is a recap of the multi-year major construction projects in the Capital Outlay Fund. The listing includes those projects that will be completed in 2022-2023 and projects that are continuing into subsequent fiscal years.

Major Capital Projects	Total Projected Budget	Budgeted to Date as of 6/30/23	2023-24 to 2027-28 Budget Remaining in Five-Year Plan
Bay Haven Building 4 – Design/Construction to begin in 2021-22. Estimated Completion is 2023-24.	\$17,994,519	\$17,994,519	\$-
Booker Middle - Roofing Construction to begin in 2020-21. Estimated Completion is 2021-22.	\$14,123,914	\$12,923,098	\$1,200,816
Sarasota Middle – Roofing Construction began in 2022-23. Estimated Completion is 2023-24.	\$19,326,120	\$-	\$19,326,120
Sarasota High School Chiller Plant – Construction to begin in 2022-23. Estimated Completion is 2024-25.	\$41,582,017	\$19,140,017	\$22,442,000
Sarasota High School/School Avenue Project began in 2018-19. Estimated Completion is 2021-22.	\$3,032,634	\$3,032,634	\$-
Tuttle Elementary Chillers – Construction to begin in 2024-25. Estimated Completion is 2025-26.	\$15,000,000	\$-	\$15,000,000
Gocio Elementary – New Classroom Wing and Campus Refresh. Construction to begin in 2022-23. Estimated completion is 2025-26.	\$29,067,670	\$29,067,670	\$-
Booker High School – VPA Design/Construction began in 2018-19. Estimated Completion is 2024-25.	\$24,208,116	\$24,208,116	\$-
North Port High - HVAC/Science/Cafe Construction was to begin in 2018-19. Estimated Completion is 2024-25.	\$59,020,000	\$-	\$59,020,000
High School Track and Field Upgrades Construction began in 2019-20. Estimated Completion is ongoing.	\$28,228,686	\$23,768,686	\$4,460,000
Alternative Sites Construction to begin in 2023-24. Estimated Completion is 2024-25.	\$4,000,000	\$-	\$4,000,000
Garden Elementary – Rebuild New Construction. Construction to begin in 2023-24. Estimated completion is 2026-27.	\$60,000,000	\$-	\$60,000,000

CAPITAL PROJECTS FUND

Major Capital Projects, continued	Total Projected Budget	Budgeted to Date as of 6/30/23	2023-24 to 2027-28 Budget Remaining in Five-Year Plan
Landings Restroom Repairs and Renovation Construction began in 2021-22. Estimated completion is 2022-23.	\$3,191,086	\$3,191,086	\$-
Oak Park Wing Renovation - Construction began in 2020-21 and will continue for five more years. Estimated completion is 2026-27.	\$29,437,715	\$11,577,384	\$17,860,331
New High School at Wellen Park – Construction to begin in 2023-24. Estimated Completion is 2026-27.	\$175,500,000	\$-	\$175,500,000
New K-8 School at Wellen Park – Construction to begin in 2024-25. Estimated Completion is 2027-28.	\$108,100,000	\$-	\$108,100,000
Laurel Nokomis School – Roofing Construction to begin in 2023-24. Estimated Completion is 2024-25.	\$22,737,000	\$-	\$22,737,000
STC Fire Science Academy Relocation – Construction began in 2021-22. Estimated Completion is 2023-24.	\$5,000,000	\$5,000,000	\$-
New K-8 School at Clark and Lorraine – Construction to begin in 2022-23. Estimated completion is 2025-26.	\$105,750,000	\$105,750,000	\$-
Suncoast Technical College – Phase III – Construction to begin in 2026-27. Estimated completion is 2028-29.	\$18,447,660	\$-	\$18,447,660
Fruitville Classroom Renovation – Construction to begin 2026-27. Estimated completion is 2027-28.	\$18,100,000	\$-	\$18,100,000
Elementary School at Lakewood Ranch – Construction to begin 2026-27. Estimated completion is 2028-29.	\$103,406,846	\$-	\$103,406,846

There are plans to begin construction on three new schools in areas of Sarasota County experiencing high numbers of residential development resulting in increased enrollment.

The high school is planned to be constructed in the Wellen Park area and is scheduled to be completed in the fiscal year 2026-27. This school is expected to hold at least 2,000 students and be approximately 375,000 square feet. This will alleviate capacity issues at the existing Venice High School and service the families who are moving into Wellen Park.

The ongoing annual operating and maintenance cost to the general fund is calculated to be approximately \$14,500,000 based on the current calculated cost per square foot for a high school of \$39.93 or \$7,321.34 current calculated cost per student.

There are two new PK-8 schools being planned for construction in the next five (5) years. One school is being built South of the intersection of Clark and Lorraine roads and one school will be built in the Wellen Park area. They will house at least 1,200 students each and be approximately 235,000 square feet each. These PK-8 schools are expected to help alleviate capacity concerns at Ashton Elementary, Lakeview Elementary, Tatum Ridge Elementary, Taylor Ranch Elementary and Laurel Nokomis Schools and serve the new families moving into the Wellen Park neighborhood.

Currently, Laurel Nokomis is currently the only PK – 8 school in our school district. We estimate the cost to operate a new PK – 8 school to be approximately \$9,500,000, however, much of the cost will be shifted from other schools that will be relieved of enrollment that exceeds capacity. Additionally, costs will be offset by additional FEFP revenue that will be generated by the growth and new development in the area.

CAPITAL PROJECTS FUND

Summary by Project

	Actuals 2021-2022	Amended Budget 2022-2023	Projected Actuals 2022-2023	Tentative Budget 2023-2024
Estimated Revenues				
State Sources				
CO & DS Distributed	\$ 1,315,045	\$ 1,302,183	\$ 1,350,577	\$ 1,300,000
CO & DS Interest	4,565	10,987	26,956	15,000
Safety and Security Grant	624,256	1,445,157	1,134,821	-
Hurricane Hardening Interlocal Agreement	377,564	-	-	-
Miscellaneous State Revenue	116,042	-	-	-
Charter School State Flow Through	3,286,788	3,554,281	3,432,687	3,923,550
Total State Sources	5,724,260	6,312,608	5,945,041	5,238,550
Local Sources				
Local Ad Valorem Taxes	107,906,122	136,462,848	136,872,898	155,407,190
Local Sales Tax	29,512,357	22,767,000	32,172,538	23,222,340
Interest	316,756	100,000	5,884,862	100,000
Investment Net Increase (Decrease) - Fair Value	(1,637,479)	-	1,710,640	-
Impact Fees	8,870,997	5,413,800	7,675,222	5,413,800
Refund Of Prior Year Expense	1,875	73,414	112,638	54,304,125
Total Local Sources	144,970,628	164,817,062	184,428,798	238,447,455
Total Revenues	150,694,888	171,129,670	190,373,839	243,686,005
Other Financing Sources				
Bond Proceeds	-	132,600,000	132,600,000	164,500,000
Capital Lease Agreement	14,042,226	11,884,974	12,705,742	-
Loss Recoveries	-	21,536,987	1,440,000	-
Transfer from Interfund	-	6,812,967	-	6,812,967
Total Other Financing Sources	14,042,226	172,834,928	146,745,742	171,312,967
Total Revenues and Other Finance Sources (Net)	164,737,114	343,964,598	337,119,581	414,998,972
Beginning Fund Balance	126,795,895	168,775,706	168,775,706	126,583,919
Total Funds Available for Capital Needs	\$ 291,533,009	\$ 512,740,304	\$ 505,895,287	\$ 541,582,891
Appropriations				
Debt Service				
Materials Mgt Copier Lease Purchase	\$ 168,146	\$ 269,203	\$ 980,854	\$ 337,286
Certificates of Participation Series 2016	13,376,221	13,377,127	282,614	13,374,146
Certificates of Participation Series 2022 (2299)	126	9,053,355	6,132,269	10,104,924
COPS: QSC Bonds Series 2010A	2,049,888	2,060,907	85,570	2,060,907
Computer Replenishment Leases	11,399,623	13,274,603	24,654,661	11,849,861
Debt Service Total	26,994,004	38,035,195	32,135,968	37,727,124
Transfers To General Fund				
Transfers to General Fund Total	29,295,926	35,429,798	33,374,690	35,777,091
Total Transfers and Debt Service	56,289,930	73,464,993	65,510,658	73,504,215
Remaining Funds Available for Capital Projects	\$ 235,243,079	\$ 439,275,311	\$ 440,384,629	\$ 468,078,676

CAPITAL PROJECTS FUND

Summary by Project

	Actuals 2021-2022	Amended Budget 2022-2023	Projected Actuals 2022-2023	Tentative Budget 2023-2024
Recurring Costs				
Buses/Vehicles				
District Wide Vehicle Replacement	\$ 154,797	\$ 863,308	\$ 699,605	\$ 500,000
School Bus Replacement	907,640	7,092,959	6,316,977	3,500,000
Buses/Vehicles Total	1,062,437	7,956,267	7,016,582	4,000,000
Construction Services and Planning Department				
Salaries & Benefits	1,595,240	2,473,517	1,685,913	3,468,581
Construction Services Dept. Expenses	204,726	130,306	219,814	96,550
Capital Master Planning	19,923	35,600	62	97,600
Misc. Planning Department Expenses	17,425	153,900	10,731	50,000
District Wide Planning Dept Expenses	-	80,108	51,768	11,950
District Wide Portables Demolition	3,073,112	10,330,699	12,923,957	3,200,000
Hurricane Retrofit Phase I	222,559	43	-	-
PE Bathrooms Project	138,038	452,190	350,258	800,000
Small Projects	394,727	1,600,295	1,944,058	1,000,000
Construction Services & Long Range Planning Total	5,665,750	15,256,658	17,186,561	8,724,681
Equipment				
Food & Nutrition Services Equip Replacement	-	100,000	60,315	100,000
District Wide Equip. Other Departments	737,196	369,678	421,008	280,000
Print Shop Xerox Lease	69,260	-	-	-
HP Computer Lease	13,972,965	-	-	-
Equipment Total	14,779,421	469,678	481,323	380,000
Facilities/Maintenance Projects				
District Wide Environ. Health & Safety	175,173	261,193	164,255	170,000
District Wide HVAC	1,124,283	1,328,687	1,352,251	4,245,000
District Wide Playgrounds	248,824	355,709	505,333	685,000
District Wide LED Lighting	675,596	1,623,166	1,907,206	800,000
District Wide Reroofing	561,683	615,929	616,285	2,050,000
District Wide Painting	242,584	612,510	342,996	600,000
District Wide Fire Alarm Upgrades	263,947	357,457	214,499	500,000
District Wide Flooring	2,851,048	2,591,648	2,726,181	2,500,000
Covered Walkways	449	924,311	927,824	500,000
Instructional/District Remodel	840,464	3,477,302	4,889,439	2,700,000
Classrooms of Tomorrow	47,011	512,466	303,111	250,000
Computer Labs	-	100,000	-	-
Technology Enhanced Active Learning (Project 3039)	-	-	-	-
District Wide Improvements	1,965,562	2,868,699	2,606,307	1,500,000
Preservation of Asset Value	323,043	1,048,452	1,073,812	1,200,000
District Wide Condition Assessment	20,149	-	-	-
Custodial/Maintenance Equipment	320,196	457,690	573,653	530,000
High School Rubber Tracks	-	51,293	-	-
Stage Lighting	200,000	200,000	200,000	200,000
District Wide Freezer Replacement	-	250,000	-	300,000
Cafeteria FF&E	-	150,000	-	655,000
Hurricane Ian - Non Reimbursable (Project 4234)	-	36,114	36,114	-
Hurricane Ian CAT A Debris (Project 4230)	-	2,139,475	1,308,933	-
Hurricane Ian CAT B Emergency Measures (Project 42)	-	432,699	426,836	-
Hurricane Ian CAT B Shelters (Project 4232)	-	5,510	5,510	-
Hurricane Ian CAT E Buildings (Project 4233)	-	18,959,996	20,112,829	-
Facilities/Maintenance Projects Total	9,860,012	39,360,306	40,293,374	19,385,000
Safety & Security				
Campus Access (Project 0688)	-	16,700	16,700	-
District Wide Safety & Security	390,509	942,871	556,303	550,000
Radio Systems	696,336	4,369,649	3,327,984	500,000
Safety & Security of School Bldg	70,796	1,249,072	1,390,222	-
Security Cameras	3,275,443	3,590,558	3,519,601	2,000,000
Single Point of Entry	456,457	55,106	55,444	-
Access Control	481,639	1,130,761	1,153,927	1,000,000
Fencing	624,679	1,138,898	1,127,343	-
Intercom Systems	103,748	1,418,808	1,052,006	750,000
Safety & Security Total	6,099,607	13,912,423	12,199,530	4,800,000

Summary by Project

	Actuals 2021-2022	Amended Budget 2022-2023	Projected Actuals 2022-2023	Tentative Budget 2023-2024
Recurring Costs, continued				
Technology				
Fiber Optics	\$ -	\$ 1,118,837	\$ 118,837	\$ 1,000,000
District Wide Communications Support	-	495,088	315,665	638,000
Local Area Network (LAN) Support	577,266	1,640,455	1,613,026	550,800
Computing Infrastructure	123,140	405,571	739,345	350,000
Auditorium Sound/Lighting Systems	83,679	271,725	253,309	200,000
Career Technical Education	56,164	1,334,037	1,116,132	96,000
Classroom Instructional Technologies	1,322,460	2,600,137	2,105,809	2,004,700
District Instructional Technologies	396,390	831,391	340,213	640,000
Scoreboard Replacements	8,014	65,362	48,900	30,000
Digital Devices	254,625	233,000	-	-
Software Development Instruc. Eval. Sys.	-	780,304	692,895	600,000
IT Flex Facility Space/Devices	73,631	814,612	364,337	450,000
Technology Total	2,895,369	10,590,519	7,708,468	6,559,500

CAPITAL PROJECTS FUND

Summary by Project

	Actuals 2021-2022	Amended Budget 2022-2023	Projected Actuals 2022-2023	Tentative Budget 2023-2024
Capital Projects				
Elementary School				
Bay Haven Building 4	\$ -	\$ 17,989,283	\$ 10,415,017	\$ -
Emma E. Booker Master Plan/Renovations	20,369	-	-	-
Englewood Bldg 6	1,970,951	34,349	34,349	-
Gocio Art/Music/PE/Resource Bldg - New Wing	306,135	29,044,494	27,980,430	-
Cranberry HVAC	-	-	-	1,000,000
Wilkinson HVAC	-	-	-	500,000
Brentwood Renovation/Cafeteria w/Stormwater	161,601	-	-	-
Elementary School at Lakewood Ranch	-	800,000	29,914	-
Garden Elementary	4,708	-	-	60,000,000
Elementary Schools Total	2,463,764	47,868,126	38,459,710	61,500,000
Middle Schools				
Booker Middle Roofing	686,165	13,484,823	12,811,114	1,312,800
McIntosh Middle Farm Upgrades	-	3,201,004	503,631	-
Middle Schools Total	686,165	16,685,827	13,314,745	1,312,800
High Schools				
Booker High VPA	4,903,506	18,398,737	17,714,694	1,000,000
Sarasota High Rebuild	-	52,892	52,892	-
Sarasota High Chiller Plant/HVAC Refresh	-	19,121,125	3,044,266	22,442,000
Booker High Field House Building 32	-	-	-	2,000,000
SHS School Avenue Project	173,279	2,435,266	1,296,338	-
Sarasota High Tennis Courts	-	500,000	-	-
Track and Athletic Field Upgrade	2,408,385	3,351,191	3,208,578	5,142,000
Venice High Locker Room/Equipment Bldg	932,296	1,566,540	1,561,183	-
Wellen Park High School	-	10,530,484	54,304,125	174,500,000
High Schools Total	8,417,466	55,956,235	81,182,076	205,084,000
Other Schools				
Pine View Classroom Wing	10,866,981	2,443,718	1,608,897	-
Wellen Park K-8	4,327	96,080	-	3,500,000
K-12 Magnet School North of Fruitville	-	643,253	9,685	-
STC North Port Chiller Enc/Fencing	3,328	-	-	-
STC Fire Science Academy Relocation	-	5,000,000	-	-
STC COOP (Continuity of Operations)	-	3,200,000	-	-
Oak Park - 6 Wings	1,754,599	2,764,720	934,100	4,306,376
New Construction K-8/Clark and Lorraine	72,529	117,420,803	91,597,281	-
Alternative Sites	-	-	-	4,000,000
Other Schools Total	12,701,764	131,568,574	94,149,963	11,806,376
Other Projects				
Landings Renovations	299,526	2,885,915	344,212	-
Land Purchases	-	9,193,612	-	-
Fuel Tax Paving Projects	-	97,224	-	-
Charter School Payments	1,536,092	1,778,485	1,464,166	2,125,928
Other Projects Total	1,835,618	13,955,236	1,808,378	2,125,928
Capital Projects Total	26,104,777	266,033,998	228,914,872	281,829,104
Total Appropriations	\$ 122,757,303	\$ 427,044,842	\$ 379,311,368	\$ 399,182,500
Ending Fund Balance	\$ 168,775,706	\$ 85,695,462	\$ 126,583,919	\$ 142,400,391
Composition of Ending Fund Balance				
Assigned - Project Contingency	\$ 9,495,882	\$ 11,942,239	\$ 12,678,407	\$ 13,397,215
Restricted - Future Capital Projects	159,279,824	73,753,223	113,905,512	129,003,176

Summary by Function

	Actuals 2021-2022	Amended Budget 2022-2023	Projected Actuals 2022-2023	Tentative Budget 2023-2024
Estimated Revenues				
State Sources				
CO & DS Distributed	\$ 1,315,045	\$ 1,302,183	\$ 1,350,577	\$ 1,300,000
CO & DS Interest	4,565	10,987	26,956	15,000
Safety & Security Grant	624,256	1,445,157	1,134,821	-
Miscellaneous State Revenue	377,564	5,552	-	-
Charter School State Flow Through	3,286,788	3,432,687	3,432,687	3,923,550
Other Miscellaneous State Revenue	116,042	116,042	-	-
Total State Sources	5,724,260	6,312,608	5,945,041	5,238,550
Local Sources				
Local Ad Valorem Taxes (Required Local Effort & District School Tax Discretionary)	107,906,122	136,462,848	136,872,898	155,407,190
Local Sales Tax	29,512,357	22,767,000	32,172,538	23,222,340
Interest	316,756	100,000	5,884,862	100,000
Investment Net Increase (Decrease) - Fair Value	(1,637,479)	-	1,710,640	-
Impact Fees	8,870,997	5,413,800	7,675,222	5,413,800
Refund Of Prior Year Expense	1,875	-	-	54,304,125
Federal Indirect Cost	-	-	-	-
Miscellaneous Local Revenue	-	73,414	112,638	-
Total Local Sources	144,970,628	164,817,062	184,428,798	238,447,455
Total Revenues	150,694,888	171,129,670	190,373,839	243,686,005
Other Financing Sources				
Bond Proceeds	-	132,600,000	132,600,000	164,500,000
Capital Lease Agreements	14,042,226	11,884,974	12,705,742	-
Loss Recoveries	-	21,536,987	1,440,000	-
Transfer from Interfund	-	6,812,967	-	6,812,967
Total Other Financing Sources	14,042,226	172,834,928	146,745,742	171,312,967
Total Revenues and Other Financing Sources (Net)	164,737,114	343,964,598	337,119,581	414,998,972
Beginning Fund Balance	126,795,895	168,775,706	168,775,706	126,583,919
Total Funds Available	\$ 291,533,009	\$ 512,740,304	\$ 505,895,287	\$ 541,582,891
Appropriations				
Appropriations by Function				
Facilities Acquisition and Construction	\$ 66,467,373	\$ 353,579,849	\$ 313,800,710	\$ 325,678,285
Total Appropriations	66,467,373	353,579,849	313,800,710	325,678,285
Transfers Out				
Transfer to General Fund	29,295,926	35,429,798	33,374,690	35,777,091
Transfer to Debt	26,994,004	38,035,195	32,135,968	37,727,124
Total Transfers Out	56,289,930	73,464,993	65,510,658	73,504,215
Total Appropriations and Transfers Out	122,757,303	427,044,842	379,311,368	399,182,500
Ending Fund Balance	\$ 168,775,706	\$ 85,695,462	\$ 126,583,919	\$ 142,400,391
Composition of Ending Fund Balance				
Restricted - Future Capital Projects	\$ 159,279,824	\$ 73,753,223	\$ 113,905,512	\$ 129,003,176
Assigned - Project Contingency	9,495,882	11,942,239	12,678,407	13,397,215
TOTAL RESERVES AND FUND BALANCE	168,775,706	85,695,462	126,583,919	142,400,391
TOTAL EXPENDITURES, TRANSFERS AND FUND BALAN	\$ 291,533,009	\$ 512,740,304	\$ 505,895,287	\$ 541,582,891

Summary by Object

	Actuals 2021-2022	Amended Budget 2022-2023	Projected Actuals 2022-2023	Tentative Budget 2023-2024
Appropriations				
Appropriations by Object				
Capital Outlay	\$ 66,467,373	\$ 287,182,597	\$ 313,800,710	\$ 325,678,285
Total Appropriations	<u>66,467,373</u>	<u>287,182,597</u>	<u>313,800,710</u>	<u>325,678,285</u>
Transfers Out				
Transfer to General Fund	29,295,926	35,429,798	33,374,690	35,777,091
Transfer to Debt	26,994,004	38,035,195	32,135,968	37,727,124
Total Transfers Out	<u>56,289,930</u>	<u>73,464,993</u>	<u>65,510,658</u>	<u>73,504,215</u>
Total Appropriations and Transfers Out	<u>122,757,303</u>	<u>360,647,590</u>	<u>379,311,368</u>	<u>399,182,500</u>
Ending Fund Balance	<u>\$ 168,775,706</u>	<u>\$ 152,092,714</u>	<u>\$ 126,583,919</u>	<u>\$ 142,400,391</u>
Composition of Ending Fund Balance				
Restricted - Future Capital Projects	\$ 159,279,824	\$ 73,753,223	\$ 113,905,512	\$ 129,003,176
Assigned - Project Contingency	9,495,882	11,942,239	12,678,407	13,397,215
TOTAL RESERVES AND FUND BALANCE	<u>168,775,706</u>	<u>85,695,462</u>	<u>126,583,919</u>	<u>142,400,391</u>
TOTAL EXPENDITURES, TRANSFERS AND FUND BALANCE	<u>\$ 291,533,009</u>	<u>\$ 512,740,304</u>	<u>\$ 505,895,287</u>	<u>\$ 541,582,891</u>

Five-Year Fiscal Forecast

	Tentative Budget 2023-2024	Projected Budget 2024-2025	Projected Budget 2025-2026	Projected Budget 2026-2027	Projected Budget 2027-2028
Estimated Revenues					
State Sources					
CO & DS Distributed	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
CO & DS Interest	15,000	15,000	15,000	15,000	15,000
Charter School State Flow Through	3,923,550	3,923,550	3,923,550	3,316,404	3,720,644
Total State Sources	5,238,550	5,238,550	5,238,550	4,631,404	5,035,644
Local Sources					
Local Ad Valorem Taxes	155,407,190	162,431,595	175,474,852	188,810,941	202,046,588
Local Sales Tax	23,222,340	25,457,500	27,760,500	28,728,059	29,582,500
Interest	100,000	100,000	100,000	100,000	100,000
Impact Fees	5,413,800	5,413,800	5,413,800	5,413,800	5,413,800
Refund Of Prior Year Expense	54,304,125	-	-	-	-
Total Local Sources	238,447,455	193,402,895	208,749,152	223,052,800	237,142,888
Total Revenues	243,686,005	198,641,445	213,987,702	227,684,204	242,178,532
Other Financing Sources					
Bond Proceeds	164,500,000	103,600,000	-	-	103,397,161
Transfer from Interfund	6,812,967	-	-	-	-
Total Other Financing Sources	171,312,967	103,600,000	-	-	103,397,161
Total Revenues and Other Financing Sources (Net)	414,998,972	302,241,445	213,987,702	227,684,204	345,575,693
Beginning Fund Balance	133,493,135	149,309,607	159,091,978	203,464,607	141,817,373
Total Funds Available for Capital Needs	\$ 548,492,107	\$ 451,551,052	\$ 373,079,680	\$ 431,148,811	\$ 487,393,066
Appropriations					
Debt Service					
Materials Mgt Copier Lease Purch.	\$ 337,286	\$ 258,274	\$ 242,535	\$ 141,479	\$ 200,000
Certificates of Participation Series 2022	10,104,924	7,275,000	10,733,375	10,719,875	13,219,125
Certificates of Participation Series 2016	13,374,146	6,369,337	-	-	-
Certificates of Participation Series 2024	-	7,924,153	15,848,306	15,848,306	15,848,306
Certificates of Participation Series 2025	-	-	-	4,990,531	9,981,061
Certificates of Participation Series 2028	-	-	-	-	4,980,760
COPS: QSC Bonds Series 2010A	2,060,907	2,058,356	2,058,356	2,058,356	-
Computer Replenishment Leases	11,849,861	12,976,261	13,081,899	10,830,162	8,825,136
Debt Service Total	37,727,124	36,861,381	41,964,471	44,588,709	53,054,388
Transfers					
Transfers to General Fund	31,853,541	37,720,000	37,720,000	37,720,000	37,720,000
Charter School State Flow Through	3,923,550	3,923,550	3,923,550	3,316,404	3,720,644
Transfers Total	35,777,091	41,643,550	41,643,550	41,036,404	41,440,644
Total Transfers and Debt Service	73,504,215	78,504,931	83,608,021	85,625,113	94,495,032
Remaining Funds Available for Capital Projects	474,987,892	373,046,121	289,471,659	345,523,698	392,898,034
Recurring Costs					
Buses/Vehicles					
District Wide Vehicle Replacement	500,000	500,000	500,000	500,000	500,000
School Bus Replacement	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Buses/Vehicles Total	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000

CAPITAL PROJECTS FUND

Five-Year Fiscal Forecast

	Tentative Budget 2023-2024	Projected Budget 2024-2025	Projected Budget 2025-2026	Projected Budget 2026-2027	Projected Budget 2027-2028
Recurring Costs, Continued					
Construction Services and Planning Department					
Salaries & Benefits	3,468,581	3,343,124	3,443,418	3,546,721	3,653,123
Construction Services Dept. Expenses	96,550	127,200	127,200	127,200	127,200
Capital Master Planning	97,600	150,000	150,000	150,000	150,000
Misc. Planning Department Expenses	50,000	50,000	50,000	50,000	50,000
District Wide Planning Dept Expenses	11,950	60,000	60,000	60,000	60,000
District Wide Portables Demolition	3,200,000	1,875,000	1,875,000	2,375,000	2,375,000
PE Bathrooms Project	800,000	-	-	-	-
Small Projects	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Construction Services and Long Range Planning Total	8,724,681	6,605,324	6,705,618	7,308,921	7,415,323
Equipment					
Food & Nutrition Services Equipment Replacement	100,000	100,000	100,000	100,000	100,000
District Wide Equip. Other Departments	280,000	473,750	473,750	473,750	473,750
HP Computer Refresh	-	-	15,000,000	15,000,000	15,000,000
Equipment Total	380,000	573,750	15,573,750	15,573,750	15,573,750
Facilities/Maintenance Projects					
District Wide Environ. Health & Safety	170,000	215,000	242,000	267,000	293,000
District Wide HVAC	4,245,000	2,640,000	4,303,000	1,225,043	1,310,796
District Wide Playgrounds	685,000	680,000	680,000	680,000	775,000
District Wide LED Lighting	800,000	870,000	944,900	1,025,043	1,110,796
District Wide Reroofing	2,050,000	2,195,500	2,400,000	2,800,000	3,000,000
District Wide Painting	600,000	642,000	1,272,803	914,550	1,049,251
District Wide Fire Alarm Upgrades	500,000	535,000	570,000	612,522	655,398
District Wide Flooring	2,500,000	2,675,000	2,862,250	3,062,608	3,276,990
Covered Walkways	500,000	535,000	572,450	612,524	655,401
Instructional/District Remodel	2,700,000	1,819,000	1,946,330	2,082,573	2,228,353
Classrooms of Tomorrow	250,000	267,500	286,225	306,261	327,699
District Wide Improvements	1,500,000	3,710,000	2,250,000	3,150,000	2,500,000
Preservation of Asset Value	1,200,000	1,284,000	1,373,880	1,470,052	1,572,955
Custodial/Maintenance Equipment	530,000	567,100	606,797	649,273	694,722
Stage Lighting	200,000	200,000	200,000	200,000	200,000
District Wide Freezer Replacement	300,000	321,000	343,470	367,513	393,239
Cafeteria FF&E	655,000	685,000	645,000	605,000	495,000
Facilities/Maintenance Projects Total	19,385,000	19,841,100	21,499,105	20,029,962	20,538,600
Safety & Security					
District Wide Safety & Security	550,000	500,000	500,000	500,000	500,000
Radio Systems	500,000	500,000	500,000	500,000	500,000
Security Cameras	2,000,000	1,800,000	1,800,000	1,800,000	1,800,000
Access Control	1,000,000	850,000	850,000	850,000	850,000
Intercom Systems	750,000	750,000	750,000	750,000	750,000
Safety & Security Total	4,800,000	4,400,000	4,400,000	4,400,000	4,400,000
Technology					
Fiber Optics	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
District Wide Communications Support	638,000	530,000	530,000	530,000	530,000
Local Area Network (LAN) Support	550,800	1,201,125	1,201,125	1,201,125	1,201,125
Computing Infrastructure	350,000	925,000	925,000	925,000	925,000
Auditorium Sound/Lighting System	200,000	150,000	150,000	150,000	150,000
Career Technical Education	96,000	96,000	96,000	96,000	96,000
Computer Replenishment Program	2,004,700	1,000,000	1,000,000	2,000,000	2,000,000
Classroom Instructional Technologies	640,000	550,000	550,000	550,000	550,000
Scoreboard Replacements	30,000	30,000	30,000	30,000	30,000
Digital Devices	600,000	375,000	375,000	375,000	375,000
IT Flex Facility Space/Devices	450,000	450,000	450,000	450,000	450,000
Technology Total	6,559,500	6,307,125	6,307,125	7,307,125	7,307,125
Recurring Costs Total	43,849,181	41,727,299	58,485,598	58,619,758	59,234,798

CAPITAL PROJECTS FUND

Five-Year Fiscal Forecast

	Tentative Budget 2023-2024	Projected Budget 2024-2025	Projected Budget 2025-2026	Projected Budget 2026-2027	Projected Budget 2027-2028
Capital Projects					
Elementary School					
Fruitville Classroom Renovation	-	-	-	18,100,000	-
Cranberry HVAC	1,000,000	-	-	-	-
Wilkinson HVAC	500,000	-	-	-	-
Elementary School at Lakewood Ranch	-	-	-	81,252,500	-
New Construction - Elementary School in North Port	-	-	-	-	103,397,161
Garden Elementary Rebuild New School	60,000,000	-	-	-	-
Elementary Schools Total	<u>61,500,000</u>	<u>-</u>	<u>-</u>	<u>99,352,500</u>	<u>103,397,161</u>
Middle Schools					
Booker Middle Roofing	1,312,800	-	-	-	-
Heron Creek Middle HVAC	-	2,000,000	-	-	-
Sarasota Middle Roof	-	-	-	19,326,120	-
Middle Schools Total	<u>1,312,800</u>	<u>2,000,000</u>	<u>-</u>	<u>19,326,120</u>	<u>-</u>
High Schools					
Sarasota High Chiller Plant/HVAC Refresh	22,442,000	-	-	-	-
Career Technical Education (Project 2051)	1,000,000	-	-	-	-
Booker High Field House Building 32	2,000,000	-	-	-	-
Track and Athletic Field Upgrade	5,142,000	-	-	-	-
High School at Wellen Park	174,500,000	1,000,000	-	-	-
North Port High HVAC/Science Wing	-	50,020,000	9,000,000	-	-
High Schools Total	<u>205,084,000</u>	<u>51,020,000</u>	<u>9,000,000</u>	<u>-</u>	<u>-</u>
Other Schools					
STC Renovations - PhaseIII (Project 3393)	-	-	-	7,447,660	11,000,000
Oak Park Special Olympics Track	3,500,000	-	-	-	-
Wellen Park K-8 School	-	104,600,000	-	-	-
Oak Park - 6 Wings (Project 5542)	4,306,376	6,982,446	3,443,491	4,695,018	-
Alternative Sites	4,000,000	-	-	-	-
Other Schools Total	<u>11,806,376</u>	<u>111,582,446</u>	<u>3,443,491</u>	<u>12,142,678</u>	<u>11,000,000</u>
Other Projects					
Charter School Payments	2,125,928	7,624,398	15,077,963	14,265,269	23,827,181
Other Projects Total	<u>2,125,928</u>	<u>7,624,398</u>	<u>15,077,963</u>	<u>14,265,269</u>	<u>23,827,181</u>
Capital Projects Total	<u>281,829,104</u>	<u>172,226,844</u>	<u>27,521,454</u>	<u>145,086,567</u>	<u>138,224,342</u>
Total Appropriations	<u>399,182,500</u>	<u>292,459,074</u>	<u>169,615,073</u>	<u>289,331,438</u>	<u>291,954,172</u>
Ending Fund Balance	<u>\$ 149,309,607</u>	<u>\$ 159,091,978</u>	<u>\$ 203,464,607</u>	<u>\$ 141,817,373</u>	<u>\$ 195,438,894</u>
Composition of Ending Fund Balance					
Assigned - Project Contingency	\$ 13,397,215	\$ 22,852,967	\$ 15,242,652	\$ 16,315,425	\$ 17,372,182
Restricted - Future Capital Projects	<u>135,912,392</u>	<u>136,239,011</u>	<u>188,221,955</u>	<u>125,501,948</u>	<u>178,066,712</u>
Total Ending Fund Balance	<u>\$ 149,309,607</u>	<u>\$ 159,091,978</u>	<u>\$ 203,464,607</u>	<u>\$ 141,817,373</u>	<u>\$ 195,438,894</u>

Five-Year Work Program

	Tentative Budget 2023-2024	Projected Budget 2024-2025	Projected Budget 2025-2026	Projected Budget 2026-2027	Projected Budget 2027-2028
MAJOR PROJECTS - NEW CONSTRUCTION					
New Elementary School	\$ -	\$ -	\$ -	\$ -	\$ 103,397,161
K-8 at Wellen Park	-	104,600,000	-	-	-
High School at Wellen Park	174,500,000	1,000,000	-	-	-
Garden Elementary School Rebuild	60,000,000	-	-	-	-
TOTAL MAJOR PROJECTS - NEW CONSTRUCTION	234,500,000	105,600,000	-	-	103,397,161
PROJECTS AT EXISTING SCHOOLS AND FACILITIES					
Alternative Sites	4,000,000	-	-	-	-
Booker High Field House Building 32	2,000,000	-	-	-	-
Booker Middle Roofing	1,312,800	-	-	-	-
Career Technical Education	1,000,000	-	-	-	-
Charter School Payments	2,125,928	7,624,398	15,077,963	14,265,269	23,827,181
Fruitville Classroom Renovation	-	-	-	18,100,000	-
Cranberry HVAC	1,000,000	-	-	-	-
Wilkinson HVAC	500,000	-	-	-	-
Heron Creek Middle HVAC	-	2,000,000	-	-	-
Elementary School at Lakewood Ranch	-	-	-	81,252,500	-
North Port High HVAC/Science Lab Upgrade/Cafe	-	50,020,000	9,000,000	-	-
Oak Park - 6 Wings	4,306,376	6,982,446	3,443,491	4,695,018	-
Oak Park Special Olympics Track	3,500,000	-	-	-	-
Sarasota High Chiller Plant/HVAC Refresh	22,442,000	-	-	-	-
Sarasota Middle Roof	-	-	-	19,326,120	-
STC Renovations Phase III	-	-	-	7,447,660	11,000,000
Track and Athletic Field Upgrade	5,142,000	-	-	-	-
TOTAL PROJECTS AT EXISTING SCHOOLS AND FACILITIES	47,329,104	66,626,844	27,521,454	145,086,567	34,827,181
CONSTRUCTION SERVICE AND PLANNING DEPARTMENT					
Construction and Planning Services	8,724,681	6,605,324	6,705,618	7,308,921	7,415,323
TOTAL CONSTRUCTION SERVICE AND PLANNING DEPT	8,724,681	6,605,324	6,705,618	7,308,921	7,415,323
DISTRICTWIDE EQUIPMENT					
Districtwide Furniture, Fixtures and Equipment	380,000	573,750	15,573,750	15,573,750	15,573,750
TOTAL DISTRICTWIDE EQUIPMENT	380,000	573,750	15,573,750	15,573,750	15,573,750
FACILITIES MANAGEMENT					
Facilities Management - Various Projects	19,385,000	19,841,100	21,499,105	20,029,962	20,538,600
TOTAL FACILITIES MANAGEMENT	19,385,000	19,841,100	21,499,105	20,029,962	20,538,600
DISTRICTWIDE SAFETY AND SECURITY					
Districtwide Safety and Security	4,800,000	4,400,000	4,400,000	4,400,000	4,400,000
TOTAL DISTRICTWIDE SAFETY AND SECURITY	4,800,000	4,400,000	4,400,000	4,400,000	4,400,000
TECHNOLOGY					
Network, EDP & Communication Equipment	6,559,500	6,307,125	6,307,125	7,307,125	7,307,125
TOTAL TECHNOLOGY	6,559,500	6,307,125	6,307,125	7,307,125	7,307,125
BUSES AND VEHICLES					
Districtwide Buses and White Fleet including Police/Security	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
TOTAL BUSES AND VEHICLES	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000

2023-24

Tentative Budget
Amount

Goals and Strategies

1. Personalize learning and accelerate growth for ALL students

- 1A. *Expand and enhance early learning and Prekindergarten (PK) programming opportunities for our students and families.*
- 1B. *Maximize learning for ALL students through a Multi-Tiered System of Supports (MTSS). Implement a collaborative planning framework that ensures high levels of student learning using the Professional Learning Communities (PLC) Model.*
- 1C. *Provide arts and experiential learning opportunities for students that honor multiple modalities and engage ALL student groups.*
- 1D. *Equip all students for life readiness through access to accelerated, specialized, college, and career focused instructional opportunities.*
- 1E. *opportunities.*

1. Personalize learning and accelerate growth for ALL students TOTAL**2. Foster a healthy, supportive learning environment for ALL students**

- 96,000 2A. *Enhance social-emotional learning and supports provided to students to promote belonging, dignity, and inclusion. Promote positive behavior through proactive education and restorative practices to promote belonging, dignity, and inclusion.*
- 2B. *Provide a continuum of supports and services through intensive support for behavior. Additionally, all SCS schools would be recognized by the state as Model Schools.*
- 2C. *Build staff capacity to identify and address mental health needs of students and themselves.*
- 2D. *Create an environment in which physical safety is a priority.*
- 4,050,000 2E. *opportunities.*

\$ 4,146,000 2. Foster a healthy, supportive learning environment for ALL students TOTAL**3. Recruit, Recognize, and Retain a Premier Workforce**

- 3A. *Enhance recruitment efforts to attract quality and diverse applicants to decrease vacancies in all departments.*
- 3B. *Promote an exceptional employee experience to promote retention of high-quality employees.*
- 3C. *Refine and communicate a competitive compensation and benefits plan.*

3. Recruit, Recognize, and Retain a Premier Workforce TOTAL**4. Collaborate with and engage school communities to support the achievement of our students**

- 4A. *Strengthen our "brand" through effective marketing and two-way district and school-based communications.*
- 4B. *Support families as partners in their children's education.*
- 4C. *Collaborate with volunteers, community foundations and organizations to support our staff and students.*
- 4D. *Build stronger platforms for effective, timely, internal employee communications.*
- 4E. *Modify climate survey to include parent communication indicators.*

4. Collaborate with and engage school communities to support the achievement of our students TOTAL**5. Efficient and effective operations through fiscal stewardship**

- 394,896,500 5A. *Maximize efficiency of operations.*
- 5B. *Provide intentional development for operational employees.*
- 5C. *Focus on environmental sustainability in all aspects of district and school operations.*
- 140,000 5D. *Create district-wide customer service culture.*

\$ 395,036,500 5. Efficient and effective operations through fiscal stewardship TOTAL**\$ 399,182,500 GRAND TOTAL**