



## **Board of Directors' Meeting**

**Tuesday, May 2, 2017  
3:00 PM**



**Four Corners Charter School, Inc.**  
**Board of Directors' Meeting**

Tuesday, May 2, 2017 | 3:00 p.m.  
School District of Osceola County  
817 Bill Beck Blvd | Finance Conference Room  
Kissimmee, FL 34744



## Agenda

### Call to Order

### Roll Call

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NWEA Winter Results	
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• Update Board Member Contact Information	20
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• CSUSA – Quarter 3 Financial Report	22
• CSUSA – FY2017-18 Proposed Budget	26
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<b>VI. Public Comments</b>	
<b>VII. Adjournment</b>	

**◀ Next Meeting: TBD ▶**

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## I. ADMINISTRATIVE

### Approval of Board Minutes

- Informational
- For Discussion
- For Action

Notes:

## MEETING MINUTES

**Name of Foundation:** Four Corners Charter School, Inc.  
**Board Meeting:** Tuesday, February 7, 2017  
**School(s):** Four Corners Charter School

*The minutes of Sunshine Law meetings need not be verbatim transcripts of the meeting. These minutes are a brief summary of the events of the meeting.*

Date:	Start	End	Next Meeting:	Next time:	Prepared by:
February 7, 2017	1:06 PM	2:00 PM	May 2, 2017	3:00 PM	K. Robertson
<b>Meeting Location:</b>					
School District of Osceola County, 817 Bill Beck Blvd, Kissimmee, FL 34744					

<b>Attended by:</b>	
<b>Board Members:</b> Kelvin Soto, Chairman Jim Miller, Director Jay Wheeler, Director Marc Dodd, Director Tim Weisheyer, Director	<b>Other Attendees:</b> Denise Thompson, Principal, Four Corners Charter School Dr. Sonia Esposito, Exec Director-Charter Schools, Osceola School District, Osceola County School Board Frank Kruppenbacher, Board Attorney Angela Barner, Sr. Accountant, Osceola School District Mark Ninah, Business Analyst, Osceola School District Lechyana Knight, Finance Manager, CSUSA Debra Leite, Financial Analyst, CSUSA Deborah Montella, VP Marketing, CSUSA Mitch Wise, VP Business Development/Governance, CSUSA Kerrian Robertson, Governing Board Manager, CSUSA

### **CALL TO ORDER**

Pursuant to public notice, the meeting commenced at 1:06 p.m. with a Call to Order by Chairman Kelvin Soto. Roll call was taken and quorum established.

#### **I. ADMINISTRATIVE**

Approval of October 5, 2016 Minutes

The board reviewed the minutes of the October 5, 2016 meeting.

**MOTION: Motion was made by Jay Wheeler and seconded by Tim Weisheyer to approve the minutes of the October 5, 2016, Four Corners Charter School, Inc. Board Meeting. Motion was approved unanimously. (5-0).**

#### **II. CSUSA REPORTS**

School Progress Report

- Principal Denise Thompson presented the School Progress Report for Four Corners Charter School. All questions were answered by Ms. Thompson.
- The Board commended Principal Thompson on her hard work and dedication to the students of Four Corners Charter School.

Enrollment/Staff and Parent Survey Results

- The Board reviewed and discussed the enrollment-marketing/staff and parent survey results, all questions and clarification was presented by CSUSA Staff Members.

School Event Calendar

- The Board Reviewed the school event calendar with Principal Thompson, and all questions were answered by Ms. Thompson.

**III. NEW BUSINESS**

ESOL/Out of Field Waivers

- Principal Thompson presented the ESOL/Out of Field Waivers for Four Corners Charter School, and all questions were answered by Ms. Thompson.

**MOTION: Motion was made by Jay Wheeler and seconded by Tim Weisheyer to approve the ESOL/Out of Field Waivers for Four Corners Charter School as presented to Four Corners Charter School, Inc. Board Meeting. (See Attachment). Motion was approved unanimously. (5-0).**

Articulation Agreement

- The Board reviewed and discussed the articulation agreement.

**MOTION: Motion was made by Jay Wheeler and seconded by Tim Weisheyer to approve the Four Corners Charter School Articulation Agreement between FCCS and RECS with the correct language addressing the matriculation from FCCS to the Upper School as presented to Four Corners Charter School, Inc. Board Meeting.**

**MOTION: Motion was subsequently withdrawn and tabled for further discussion at the May 2, 2017 Board Meeting by Jay Wheeler and seconded by Tim Weisheyer. Motion was approved unanimously. (5-0).**

**IV. OLD BUSINESS**

Board Meeting Calendar

- The Board reviewed and discussed their next board meeting date.
- The Board agreed to have their next board meeting on May 2, 2017.

Quotes for Smart TVs

- Principal Thompson presented the quotes for the smart TVs needed for Four Corners Charter. All questions were answered by Ms. Thompson.

**MOTION: Motion was made by Jay Wheeler and seconded by Jim Miller to approve the purchase of 50 Smart TVs at a cost of \$223,836.84 from the FCCS, Inc. Budget for Four Corners Charter School as presented to Four Corners Charter School, Inc. Motion was approved unanimously. (5-0).**

**V. FINANCIALS**

CSUSA Quarter 2 Financials

- Debra Leite presented the CSUSA Quarter 2 Financials for Four Corner Charter. All questions were answered by Ms. Leite.

**MOTION: Motion was made by Jay Wheeler and seconded by Jim Miller to approve the CSUSA Quarter 2 Financials for Four Corners Charter School as presented to Four Corners Charter School, Inc. Motion was approved unanimously. (5-0).**

Osceola County Quarter 2 Financials and Amendments

- Angela Barner presented the Osceola County Quarter 2 Financials and Amendments for Four Corner Charter. All questions were answered by Ms. Barner.

**MOTION: Motion was made by Jay Wheeler and seconded by Tim Weisheyer to approve the Osceola County Quarter 2 Financials and Amendment # 1 for Four Corners Charter School as presented to Four Corners Charter School, Inc. Motion was approved unanimously. (5-0).**

**VI. PUBLIC COMMENTS**

There were no Public Comments

**VII. ADJOURNMENT**

**Chairman, Kelvin Soto adjourned the Four Corners Charter School, Inc. Board Meeting at 2:00 p.m. February 7, 2017.**

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Kelvin Soto, Chairman

Date: \_\_\_\_\_

**Out of Field Report**

Teacher	Out-of-Field Assignment	Current Certification	Out of Field Assignment Date
Antido, Rina	ESOL	Elementary Education (Grades K-6)	9/1/2016
Apgar, Codi N.	ESOL	Elementary Education (Grades K-6)	8/1/2016
Ausua, Carol	ESOL	Elementary Education (Grades K-6)	
Betts, Marie	ESOL	Temp. Cert. Elem. Education (Grades K-6)	8/3/2015
Blanchette, Brittany	ESOL	Elementary Education (Grades K-6)	11/9/2015
Brown, Terria	ESOL	Temp. Cert. Pre-K - Primary	8/3/2015
Levine, Briana	ESOL	Elementary Education (Grades K-6)	7/25/2016
Luna, Martha P.	ESOL	Elementary Education (Grades K-6)	8/8/2016
Marchese, Emily	ESOL	Elementary Education (Grades K-6)	9/6/2016
Rodriguez, Evy	ESOL	Elementary Education (Grades K-6)	9/1/2016
Shelton, Steven J.	ESOL	Elementary Education (Grades K-6)	7/25/2016
Sullivan, Daniel	ESOL	Elementary Education (Grades K-6)	7/26/2016
Sulyk, Jennifer	ESOL	Elementary Education (Grades K-6), ESE	9/16/2016



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## II. CSUSA REPORT

### School Progress Report NWEA Winter Results

- Informational
- For Discussion
- For Action

Notes:



FCCS		Historical Performance					Current Year Performance & Goals				
		2014-2015			2015-2016		2016-2017			Goals	
Profile		K-5			K-5		K-5				
	% FRL	64%			67%						
	% Minority	65%			67%						
State Account.	School Grade	A			C					A	
	Reading/ELA	63%			55%					61%	
	Mathematics	60%			51%					55%	
	Science	48%			45%					51%	
Academic Excellence NWEA	Reading Achievement	Fall	Winter	Spring	Fall	Winter	Spring	Fall	Winter	Spring	64%
		37% 27%	52% 12%	65%	26% 36%	39% 16%	60%	25% 31%	42% 10%		
	Reading Growth									70%	
		54%			53%		55%				
	Mathematics Achievement	Fall	Winter	Spring	Fall	Winter	Spring	Fall	Winter	Spring	62%
		19% 30%	35% 16%	59%	11% 44%	28% 24%	56%	11% 37%	30% 17%		
Mathematics Growth									73%		
	54%			66%		58%					
Growth	Enrollment	1,050			1,057		1,057			1,057	
		1,072	1,073	1,061	1,057	984	984	996			
	Wait List						22				
Financial Health Fund Balance	Cumulative	\$712,379			\$1,281,066		\$1,813,876			\$350,615	
	Budgeted Actual	(\$379,232) (\$91,631)			(\$264,655) \$553,514		Q3 \$350,615 \$164,641 *				
	Variance	\$287,601			\$818,169		(\$185,974)				
Culture of Excellence	Marzano 21 (S)	Fall	Spring	Fall	Spring	Fall	Spring			92% 76%	
		97% 83%	96% 81%	93% 69%	90% 56%	91% 53%					
	Parent Loyalty (P)	Fall	Spring	Fall	Spring	Fall	Spring			91% 74%	
		97% 68%	96% 62%	89% 42%	89% 44%	91% 42%					
Staff Loyalty (S)	Fall	Spring	Fall	Spring	Fall	Spring			94% 80%		
	97% 86%	97% 78%	89% 72%	92% 58%	89% 44%						
Workforce Engagement (S)	Fall	Spring	Fall	Spring	Fall	Spring			94% 70%		
	96% 85%	98% 81%	92% 67%	92% 56%	89% 51%						
Operational Performance	Safe/Orderly Environment (P)	96% 59%	97% 51%	91% 40%	N/A	93% 42%			94% 60%		
	School Level Factors (P)	95% 54%	95% 48%	89% 36%	89% 35%	91% 39%			91% 58%		
Parent Response %		23%	16%	26%	25%	26%		>25%			
Staff Response #   %		29	37	41%	79%	77%		>50%			

**\* Recent Updates:**

- Winter NWEA
- April Enrollment
- Q3 Fund Balance

**Governing Board**  
Four Corners Charter School, Inc.

**Legends**  
% of students proficient based on the state accountability exam

**NWEA Achievement**

- % at Spring Target
- % at Seasonal Target
- % Not on Grade Level
- 50th Percentile - National Norm

**NWEA Growth**

- ▲ >75% Above Norm
- ▲ 50-74% Above Norm
- ▲ 25-49% Below Norm
- ▲ <25% Below Norm

% of students meeting the average or normative growth targets

**Enrollment**

- Meeting Target
- Near Target
- Not Meeting Target

**Wait List:** number of applicants sitting for over-enrolled grades and/or greater than the number of available seats

**Fund Balance**

- Favorable to Budget
- Not Favorable to Budget

\* Forecasted

**Survey Results**

TA %  
SA %

TA = Total Agree  
SA = Strongly Agree

- SA Above 40%
- SA 30-40%
- N/A

S = Staff Survey  
P = Parent Survey

% = Rate  
# = Count

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## III. NEW BUSINESS

### Approval of 2017-18 FCCS Academic Calendar

- Informational
- For Discussion
- For Action

Notes:



**Four Corners Charter School  
2017-2018 School Calendar**

July 27-August 2	NTI (New Teacher Induction)
August 3-9	RTO (Returning Teachers Orientation)
August 8	CSUSA Regional Summit
<b>August 10</b>	<b>First Day for Students - Quarter 1 Begins</b>
September 4	Labor Day Holiday - School Closed
September 13	Progress Reports Distributed
<b>October 12</b>	<b>Quarter 1 Ends (45 Days)</b>
October 13 & 16	Professional Development Day - No School for Students
<b>October 17</b>	<b>Quarter 2 Begins</b>
October 27	Report Cards Distributed
November 10	Veterans Day Holiday - School Closed
November 22	Fall Break - No School for Teachers and Students
November 23-24	Thanksgiving Day Holiday - School Closed
November 17	Progress Reports Distributed
December 21	<b>Quarter 2 Ends (44 Days)</b>
December 22	Professional Development Day - No School for Students (Inclement Weather Make-Up Day)
December 25-26	Christmas Day Holiday - School Closed
December 27-28	Winter Break- No School for Teachers and Students
December 29	CSUSA Holiday - School Closed
January 1	New Year's Day Holiday - School Closed
January 2-5	Winter Break - No School for Teachers and Students

**End of First Semester (89 Days)**

<b>January 8</b>	<b>Quarter 3 Begins</b>
January 26	Report Cards Distributed
January 15	Martin Luther King, Jr. Holiday - School Closed
February 12	Progress Reports Distributed
February 19	Rodeo Day – No School for Teachers and Students
<b>March 15</b>	<b>Quarter 3 Ends (47 Days)</b>
March 16	Professional Development Day - No School for Students (Inclement Weather Make-Up Day)



**Four Corners Charter School  
2017-2018 School Calendar**

March 19-23	Spring Break - No School for Teachers and Students
<b>March 26</b>	<b>Quarter 4 Begins</b>
April 6	Report Cards Distributed
April 27	Progress Reports Distributed
<b>May 24</b>	<b>Last Day of School (44 Days)</b>
	Report Cards Distributed
May 25	Staff Records/Professional Development Day (Inclement Weather Make-Up Day)

**End of Second Semester (91 Days)**

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## III. NEW BUSINESS

### Osceola County Fire Marshall Report

- Informational
- For Discussion
- For Action

Notes:

# Taylor Building Elements, LLC

116 Van Fleet Ct  
 Auburndale, FL 33823  
 CBC059638

Date	Proposal#
1/26/2017	2016-03-505

Name / Address
Charter Schools USA 6245 N. Federal Highway 5th Floor Ft. Lauderdale, FL 33308

Site Location
9100 Teacher Lane Davenport, FL 33897

Description		Total
Labor and material to install metal blocking, framing , 5/8" drywall, and fire stop in 3 areas. ( M01, Laundry, and Janitor Supply Rooms.)  Labor and material to install a acoustical ceiling with fire stop in Room 138. Pre K Building.  Note: All sprinkler and alarm system work if required by others. AIA drawings and permits not included if required.		7,425.00
		<b>Subtotal</b> \$7,425.00
Phone #	E-mail	<b>Sales Tax (0.0%)</b> \$0.00
863-287-2228	scott.taylor@tampabay.rr.com	<b>Total</b> \$7,425.00

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## IV. OLD BUSINESS

### Amended Articulation Agreement FCCS and RECS

- Informational
- For Discussion
- For Action

Notes:



## AMENDMENT ARTICULATION AGREEMENT

THIS AMENDMENT (“Amendment”) is made and entered into as of this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, to that certain Articulation Agreement (“Agreement”) dated May 19, 2015 by and between, RENNAISSANCE CHARTER SCHOOL, INC., a Florida non-profit corporation (“RECS”) FOUR CORNERS CHARTER SCHOOL, INC., a Florida not-for-profit corporation (“FCCS”) and a Four Corners Upper School (“Four Corners Upper School”) (the “Parties”).

**WHEREAS**, the Parties entered into an Agreement to provide FCCS students enrollment preference at the Four Corners Charter Middle School (“Middle School”), Charter schools operated by RECS; and

**WHEREAS**, RECS currently holds a charter which encompasses the Middle School students and also now high school students (“Four Corners Upper School”); and

**WHEREAS**, the Parties now wish to modify the Agreement to provide enrollment preference to FCCS students to the Four Corners Upper School.

**NOW THEREFORE**, for consideration hereby acknowledged, the parties hereby affirm the foregoing recitals and amend the Agreement as follows:

1. Defined Terms. Capitalized terms used herein and not otherwise defined shall have the meanings respectively ascribed to them in the Agreement.
2. Enrollment Preference. The parties agree to modify paragraph 4. ***Enrollment Preference*** by revising the enrollment preference order as follows:
  - i. Students articulating from FCCS to Four Corners Upper School;
  - ii. Siblings of students attending or children of employees of FCCS and/or Four Corners Upper School;
  - iii. For students residing within Osceola County, Florida
  - iv. For students residing within Lake County, Florida.
3. The term “Charter Middle School” shall now and hereafter be changed to “Four Corners Upper School” throughout the Agreement and have the definition ascribed above.
4. The rest and remainder of the Agreement shall remain in full force and effect.

**[SIGNATURE PAGE FOLLOWS]**

IN WITNESS WHEREOF, the parties have executed this Agreement effective as of the date designated above.

FOUR CORNERS CHARTER SCHOOL, INC., on behalf of  
Four Corners Charter School

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

RENAISSANCE CHARTER SCHOOL, INC., on behalf of  
Four Corners Upper School

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

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## IV. OLD BUSINESS

### Board Meeting Calendar

- Informational
- For Discussion
- For Action

Notes:

## Four Corners Charter School Board Meeting Calendar 2017-2018

**August 2017: No Meeting**

**September 2017:**

- 1<sup>st</sup> Wednesday – 6<sup>th</sup>
- Four Corners Charter School
- 10:00 a.m.

**October 2017:**

- 1<sup>st</sup> Wednesday – 4<sup>th</sup>
- School District of Osceola County
- 2:30 p.m.

**November 2017: No Meeting**

**December 2017: No Meeting**

**January 2018: No Meeting**

**February 2018:**

- 1<sup>st</sup> Wednesday – 7<sup>th</sup>
- School District of Osceola County
- 2:30 p.m.

**March 2018: No Meeting**

**April 2018: No Meeting**

**May 2018:**

- 1<sup>st</sup> Wednesday – 2<sup>nd</sup>
- School District of Osceola County
- 2:30 p.m.

**June 2018: No Meeting**

\*dates subject to change  
\*Minimum of 4 board meetings required

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## IV. OLD BUSINESS

### Update Board Member Contact Information

- Informational
- For Discussion
- For Action

Notes:

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## V. FINANCIALS

### CSUSA – Quarter 3 Financial Report

- Informational
- For Discussion
- For Action

Notes:

**Four Corners Charter Schools**  
**Actual vs. Budget vs. Forecast Variance Analysis**  
**For the Period Ended 3/31/2017**

	YTD Actual	YTD Budget	Variance	% Variance	\$ YTD Effect	Explanation (15% and \$2,000)	Annual Forecast	Annual Budget	Variance	% Variance	\$ Annual Effect
<b>ENROLLMENT (per school's record)</b>	1,000	1,057	(57)	-5%			1,000	1,057	(57)	-5%	
<b>ENROLLMENT (per funding source)</b>	1,017	1,057	(40)	-4%			1,015	1,057	(42)	-4%	
<b>RATE PER STUDENT</b>	\$ 6,601	\$ 6,590	\$ 11	0%	(273,718)		\$ 6,601	\$ 6,590	\$ 11	0%	\$ (364,630)
<b>REVENUES</b>											
<b>Earned Capitation</b>											
State/Local Per Student Funding	\$ 4,950,505	\$ 5,224,227	\$ (273,722)	-5%			\$ 6,600,674	\$ 6,965,630	\$ (364,956)	-5%	
Florida Teacher Lead Program	11,124	-	11,124	100%			11,124	-	11,124	100%	
School Recognition Bonus	-	-	-	0%			-	103,919	(103,919)	-100%	
Capital Outlay Funding	217,856	241,519	(23,663)	-10%			281,067	321,159	(40,092)	-12%	
Capital Outlay Class Size Reduction	-	-	-	0%			-	-	-	0%	
District Fee Refund [>250 students]	185,644	79,773	105,871	133%			247,538	106,363	141,175	133%	
<b>Total Earned Capitation</b>	<b>5,365,129</b>	<b>5,545,519</b>	<b>(180,390)</b>	<b>-3%</b>			<b>7,140,403</b>	<b>7,497,071</b>	<b>(356,668)</b>	<b>-5%</b>	
Before and Aftercare Revenue	127,740	100,017	27,723	28%			153,857	140,363	13,494	10%	
Miscellaneous Income	81,411	-	81,411	100%			81,411	72,163	9,248	13%	
<b>TOTAL REVENUES</b>	<b>5,574,280</b>	<b>5,645,536</b>	<b>(71,256)</b>	<b>-1%</b>			<b>7,375,671</b>	<b>7,709,597</b>	<b>(333,926)</b>	<b>-4%</b>	
<b>EXPENSES</b>											
<b>Cost of Compensation</b>											
School Leadership	92,006	110,980	18,974	17%			163,076	150,636	(12,440)	-8%	
Administrative	51,099	70,147	19,048	27%			67,415	97,667	30,252	31%	
Teachers	1,236,966	1,448,172	211,206	15%			1,718,250	2,114,350	396,100	19%	
ESE/Special Education	24,373	30,970	6,597	21%			59,736	43,301	(16,435)	-38%	
Resource Teachers	53,537	50,873	(2,664)	-5%			75,754	71,110	(4,644)	-7%	
Other Support	62,210	-	(62,210)	-100%			50,000	-	(50,000)	-100%	
IT Support	21,913	15,228	(6,685)	-44%			17,499	20,304	2,805	14%	
Substitute Teachers	343,490	-	(343,490)	-100%			439,659	72,800	(366,859)	-504%	
Aides - Instructional	51,033	65,021	13,988	22%			60,621	86,694	26,073	30%	
Other Support/Aides	21,017	42,820	21,803	51%			32,276	58,878	26,602	45%	
Aftercare	50,802	45,754	(5,048)	-11%			62,370	68,771	6,401	9%	
Nurse	14,592	13,046	(1,546)	-12%			19,044	18,290	(754)	-4%	
Plant Operations	19,142	18,751	(391)	-2%			25,579	25,452	(127)	0%	
Tutoring	861	-	(861)	-100%			22,856	25,142	2,286	9%	
Bonuses	13,719	127,031	113,312	89%			13,719	171,420	157,701	92%	
Stipends	11,979	8,792	(3,187)	-36%			25,000	25,000	-	0%	
Contracted SPED - Instruction	690	-	(690)	-100%			690	-	(690)	-100%	
Total Taxes & Benefits	386,773	379,908	(6,865)	-2%			516,661	508,020	(8,641)	-2%	
<b>Total Cost of Compensation</b>	<b>2,456,202</b>	<b>2,427,493</b>	<b>(28,709)</b>	<b>-1%</b>			<b>3,370,205</b>	<b>3,557,835</b>	<b>187,630</b>	<b>5%</b>	
<b>Professional Services</b>											
Legal Fees	2,491	986	(1,505)	-153%			2,791	2,000	(791)	-40%	
Accounting Services - Audit	8,900	11,200	2,300	21%			10,500	11,500	1,000	9%	
Outside Staff Development	535	3,042	2,507	82%			4,115	4,115	-	0%	
Finance & Accounting Services	-	-	-	0%			-	-	-	0%	
Information Technology Services	-	-	-	0%			-	-	-	0%	
Educational Intellectual Property	-	-	-	0%			-	-	-	0%	



**Four Corners Charter Schools**  
**Actual vs. Budget vs. Forecast Variance Analysis**  
**For the Period Ended 3/31/2017**

	YTD Actual	YTD Budget	Variance	% Variance	\$ YTD Effect	Explanation (15% and \$2,000)	Annual Forecast	Annual Budget	Variance	% Variance	\$ Annual Effect
Procurement/Vendor Management	-	-	-	0%			-	-	-	0%	
Support Center General Overhead	761,178	783,634	22,456	3%			504,500	1,044,844	540,344	52%	
Sponsorship	-	-	-	0%			-	-	-	0%	
Computer Service Fees	73,876	73,044	(832)	-1%			93,402	97,392	3,990	4%	
Fee to GVSU	-	-	-	0%			-	-	-	0%	
Fee:County School Board	247,525	104,485	(143,040)	-137%			330,050	139,313	(190,737)	-137%	
Professional Fees - Other	575	1,913	1,338	70%			2,000	3,000	1,000	33%	
Grant Expense - SGSA	-	-	-	0%			-	-	-	0%	
Grant Expense - Other State/Local	-	-	-	0%			-	-	-	0%	
Grant Expense - Michigan 31A	-	-	-	0%			-	-	-	0%	
Advertising/Marketing Exp	21,516	-	(21,516)	-100%			22,592	4,000	(18,592)	-465%	
Staff Recruitment	301	847	546	64%			925	925	-	0%	
<b>Total Professional Services</b>	<b>1,116,897</b>	<b>979,151</b>	<b>(137,746)</b>	<b>-14%</b>			<b>970,875</b>	<b>1,307,089</b>	<b>336,214</b>	<b>26%</b>	
<b>Vendor Services</b>											
Contracted Pupil Transportation	62,976	55,490	(7,486)	-13%			78,286	76,299	(1,987)	-3%	
Extra-Curricular Activity Events	-	1,500	1,500	100%			2,000	2,000	-	0%	
Background / Finger Printing	1,148	4,298	3,150	73%			4,829	4,829	-	0%	
Drug Testing Fees	-	-	-	0%			60	60	-	0%	
Licenses & Permits	270	270	-	0%			655	655	-	0%	
Bank Charges & Loan Fees	3,045	3,391	346	10%			4,248	4,248	-	0%	
Contracted SPED - Non Instruction	-	-	-	0%			1,000	1,000	-	0%	
Contracted Custodial Services	167,507	167,507	-	0%			223,343	223,343	-	0%	
<b>Total Vendor Services</b>	<b>234,946</b>	<b>232,456</b>	<b>(2,490)</b>	<b>-1%</b>			<b>314,421</b>	<b>312,434</b>	<b>(1,987)</b>	<b>-1%</b>	
<b>Administrative Expenses</b>											
Travel / Auto / Meals / Lodging/Airfare	5,714	6,640	926	14%			9,866	9,866	-	0%	
Business Expense - Other	719	300	(419)	-140%			1,000	500	(500)	-100%	
Dues & Subscriptions	1,113	2,030	917	45%			1,750	2,471	721	29%	
Printing & Copying	237	8,708	8,471	97%			3,120	10,000	6,880	69%	
Office Supplies	15,123	8,004	(7,119)	-89%			15,529	10,500	(5,029)	-48%	
Supplies - Aftercare	297	-	(297)	-100%			350	300	(50)	-17%	
Medical Supplies	1,054	169	(885)	-524%			1,054	500	(554)	-111%	
In-house Food Service	-	294	294	100%			500	500	-	0%	
In-house Food Service - Aftercare	-	-	-	0%			500	500	-	0%	
Food Service - Paper & Smallwares	-	-	-	0%			100	100	-	0%	
Bad Debt Expense	342	160	(182)	-114%			342	160	(182)	-114%	
<b>Total Administrative Services</b>	<b>24,599</b>	<b>26,305</b>	<b>1,706</b>	<b>6%</b>			<b>34,111</b>	<b>35,397</b>	<b>1,286</b>	<b>4%</b>	
<b>Instruction Expense</b>											
Textbooks	29,238	115,401	86,163	75%			98,942	115,401	16,459	14%	
Instructional Licenses	72,051	56,169	(15,882)	-28%			72,051	56,169	(15,882)	-28%	
Consumable Instr. Supplies & Equip.-Students	46,513	115,030	68,517	60%			83,449	115,030	31,581	27%	
Consumable Instr. Supplies & Equip.-Teachers	11,640	21,000	9,360	45%			14,060	21,000	6,940	33%	
Library & Reference Books	-	-	-	0%			1,000	1,000	-	0%	
Testing Materials	10,274	12,727	2,453	19%			18,171	20,000	1,829	9%	
Instructional Supplies - Florida Lead Teacher Progra	11,124	-	(11,124)	-100%			11,124	-	(11,124)	-100%	

**Four Corners Charter Schools**  
**Actual vs. Budget vs. Forecast Variance Analysis**  
**For the Period Ended 3/31/2017**

	YTD Actual	YTD Budget	Variance	% Variance	\$ YTD Effect	Explanation (15% and \$2,000)	Annual Forecast	Annual Budget	Variance	% Variance	\$ Annual Effect
<b>Total Instruction Expense</b>	<b>180,840</b>	<b>320,327</b>	<b>139,487</b>	<b>44%</b>			<b>298,797</b>	<b>328,600</b>	<b>29,803</b>	<b>9%</b>	
<b>Other Operating Expenses</b>											
Telephone/Internet/Cable/Satellite	102,822	53,010	(49,812)	-94%			130,932	106,113	(24,819)	-23%	
Postage & Express Mail	39	764	725	95%			1,015	1,015	-	0%	
Electricity & Natural Gas	129,616	125,411	(4,205)	-3%			175,183	167,215	(7,968)	-5%	
Water & Sewer	15,164	16,073	909	6%			20,660	21,430	770	4%	
Waste Disposal	41,114	41,114	-	0%			54,819	54,819	-	0%	
Pest Control	1,387	3,825	2,438	64%			5,100	5,100	-	0%	
Maintenance & Cleaning Supplies	16,113	19,875	3,762	19%			23,432	26,500	3,068	12%	
Building Repairs & Maintenance	257,127	267,828	10,701	4%			359,100	359,100	-	0%	
Equipment Repairs & Maintenance	17,511	2,101	(15,410)	-733%			18,402	6,558	(11,844)	-181%	
Miscellaneous Expenses	1,138	124	(1,014)	-818%			1,138	500	(638)	-128%	
<b>Total Other Operating Expenses</b>	<b>582,031</b>	<b>530,125</b>	<b>(51,906)</b>	<b>-10%</b>			<b>789,781</b>	<b>748,350</b>	<b>(41,431)</b>	<b>-6%</b>	
<b>Fixed Expenses</b>											
Office Equipment - Leasing Expense	21,867	27,225	5,358	20%			30,058	36,300	6,242	17%	
Property & Liability Insurance	63,470	62,409	(1,061)	-2%			70,391	73,265	2,874	4%	
Rent Expense	797,797	790,937	(6,860)	-1%			1,063,729	1,054,583	(9,146)	-1%	
<b>Total Fixed Expenses</b>	<b>883,134</b>	<b>880,571</b>	<b>(2,563)</b>	<b>0%</b>			<b>1,164,178</b>	<b>1,164,148</b>	<b>(30)</b>	<b>0%</b>	
<b>TOTAL EXPENSES</b>	<b>5,478,649</b>	<b>5,396,428</b>	<b>(82,221)</b>	<b>-2%</b>			<b>6,942,368</b>	<b>7,453,853</b>	<b>511,485</b>	<b>7%</b>	
<b>Operating Surplus/(Deficit)</b>	<b>95,631</b>	<b>249,108</b>	<b>(153,477)</b>	<b>-62%</b>			<b>433,303</b>	<b>255,744</b>	<b>177,559</b>	<b>69%</b>	
<b>Non-Operating Expenses</b>											
Capital Expenditures (NonCap)	17,065	-	(17,065)	-100%			17,065	-	(17,065)	-100%	
Capital Expenditures (Capitalized)	141,597	97,204	(44,393)	-46%			251,597	129,605	(121,992)	-94%	
<b>Other Financing Activities - Uses</b>											
<b>Other Financing Activities - Sources</b>											
Proceeds from Insurance Claim	-	-	-	0%			-	-	-	0%	
<b>CHANGE IN FUND BALANCE</b>	<b>(63,031)</b>	<b>151,904</b>	<b>(214,935)</b>	<b>-141%</b>			<b>164,641</b>	<b>126,139</b>	<b>38,502</b>	<b>31%</b>	

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## V. FINANCIALS

### CSUSA – FY2017-18 Proposed Budget

- Informational
- For Discussion
- For Action

Notes:

# 2017-18 BUDGET REVIEW

Four Corners Charter School at Osceola , FL  
Consolidated Budget -FCCS



	Forecast 2016-17	Budget 2017-18	Change Fcst to FY 17-18	% Change Fcst to FY 17-18	Budget Highlights
Enrollment	1,000	1,057	57	6%	
Rate per student	6,601	6,601			
Square footage	91,235	91,235			
<b>Revenues</b>					
State Capitation / Student	\$ 6,600,674	\$ 6,977,135	\$ 376,461	6%	
Florida Teacher Lead Program	11,124	-	(11,124)	-100%	FL Teacher Lead not budgeted, offset to \$0
Capital Outlay Revenue	281,067	297,088	16,021	6%	
Board Fee Refund	247,538	266,350	18,813	8%	
<b>Total State Funded Revenue</b>	<b>7,140,402</b>	<b>7,540,573</b>	<b>400,171</b>	<b>6%</b>	
Before and Aftercare Revenue	152,166	160,840	8,673	6%	
Enrichment Revenue	1,691	1,691			
Miscellaneous Income	81,411	81,411	-	0%	
<b>Total Other Revenue</b>	<b>235,268</b>	<b>243,942</b>	<b>8,673</b>	<b>4%</b>	
<b>1 Revenue Total</b>	<b>\$ 7,375,670</b>	<b>\$ 7,784,515</b>	<b>\$ 408,844</b>	<b>6%</b>	
<b>Expenses</b>					
School Leadership	\$ 163,076	\$ 188,779	(25,703)	-16%	FY18 includes merit increase and full year salaries which started in October
Administrative-Salaried	42,993	76,847	(33,854)	-79%	FY18 includes data entry position and enrollment manager
Teachers	1,718,250	2,189,863	(471,613)	-27%	FY18 includes merit increase, base salary increase of \$750 per teacher, and perm sub conversions
ESE/Special Education	59,736	63,171	(3,435)	-6%	
Resource Teachers	75,754	90,467	(14,713)	-19%	
Guidance	-	45,540	(45,540)		
Permanent Subs	266,597	-	266,597	100%	Perm Subs converted to Certified Teachers
IT Support	17,499	17,764	(264)	-2%	
<b>Total Salaries</b>	<b>\$ 2,393,907</b>	<b>\$ 2,723,332</b>	<b>\$ (329,425)</b>	<b>-14%</b>	
Administrative-Hourly	\$ 24,421	\$ 33,338	(8,917)	-37%	
Aides - Instructional	60,621	88,393	(27,772)	-46%	FY18 includes 2 additional positions plus merit increase
Aftercare	62,370	59,660	2,711	4%	
Daily Substitute Teachers	173,061	74,200	98,861	57%	FY 17 includes personnel to offset vacant positions
Tutoring	22,856	26,182	(3,326)	-15%	
<b>Total Hourly Wages</b>	<b>\$ 420,229</b>	<b>\$ 362,381</b>	<b>\$ 57,848</b>	<b>14%</b>	
<b>Bonuses</b>	<b>13,719</b>	<b>77,500</b>	<b>(63,781)</b>	<b>-465%</b>	FY18 bonus includes enrollment initiative bonus for leadership, \$1,000 for instructional staff and \$500 for non-instructional
<b>Stipends</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>0%</b>	
<b>Taxes &amp; Benefits</b>					
Group Insurance & Other	\$ 257,512	\$ 287,783	\$ (30,271)	-12%	
Workers' Compensation	41,176	41,176	-	0%	
Payroll Taxes	217,974	243,597	(25,623)	-12%	
<b>Total Taxes &amp; Benefits</b>	<b>\$ 516,661</b>	<b>\$ 572,556</b>	<b>\$ (55,894)</b>	<b>-11%</b>	
<b>2 Total Cost Of Compensation</b>	<b>\$ 3,369,515</b>	<b>\$ 3,760,768</b>	<b>\$ (391,253)</b>	<b>-12%</b>	

# 2017-18 BUDGET REVIEW

Four Corners Charter School at Osceola , FL  
Consolidated Budget -FCCS



	Forecast 2016-17	Budget 2017-18	Change Fcst to FY 17-18	% Change Fcst to FY 17-18	Budget Highlights
<b>Professional Services</b>					
Legal Fees - Independent Counsel	\$ 2,791	\$ 2,791	-	0%	
Accounting Services - Audit	10,500	10,500	-	0%	
Outside Staff Development	4,115	4,115	-	0%	
Support Center General Overhead	504,500	504,500	-	0%	
Computer Service Fees	93,402	99,519	(6,117)	-7%	IT chargeback plus \$70 per student
Fee to County School Board	330,050	348,863	(18,813)	-6%	
Professional Fees - Other	2,000	2,000	-	0%	
Advertising/Marketing Exp	22,592	22,592	-	0%	
Staff Recruitment	925	925	-	0%	
<b>3 Total Professional Services</b>	<b>\$ 970,876</b>	<b>\$ 995,805</b>	<b>\$ (24,929)</b>	<b>-3%</b>	
<b>Vendor Services</b>					
Extra-Curricular Activity Events	2,000	2,000	-	0%	
Background / Finger Printing	4,829	4,829	-	0%	
Drug Testing Fees	60	60	-	0%	
Licenses & Permits	655	655	-	0%	
Bank Charges & Loan Fees	4,248	4,248	-	0%	
Contracted SPED - Non Instruction	1,000	1,000	-	0%	
Contracted Custodial Services	223,343	227,810	(4,467)	-2%	
<b>4 Total Vendor Services</b>	<b>\$ 314,421</b>	<b>\$ 278,814</b>	<b>\$ 35,608</b>	<b>11%</b>	
<b>Administrative Expenses</b>					
Travel / Auto	\$ 7,805	\$ 11,708	(3,903)	-50%	Additional travel for leadership
Airfare	50	50	-	0%	
Meals	191	191	-	0%	
Lodging	1,820	1,820	-	0%	
Business Expense - Other	1,000	1,000	-	0%	
Dues & Subscriptions	1,750	1,750	-	0%	
Printing & Copying	3,120	3,120	-	0%	
Office Supplies	15,529	15,840	(311)	-2%	
Aftercare Supplies	350	350	-	0%	
Medical Supplies	1,054	1,054	-	0%	
In-house Food Service	500	500	-	0%	
In-house Food Service - Aftercare	500	500	-	0%	
Food Service - Paper & Smallwares	100	100	-	0%	
Bad Debt Expense	342	342	-	0%	
<b>5 Total Administrative Expenses</b>	<b>\$ 34,110</b>	<b>\$ 38,323</b>	<b>\$ (4,213)</b>	<b>-12%</b>	
<b>Instruction Expense</b>					
Textbooks	\$ 98,942	\$ 106,764	(7,822)	-8%	FY18 purchases of EnVision Math for grades K-5
Consumable Instr Supplies \$ Equip - Students	83,449	40,177	43,272	52%	FY18 includes purchases based on the needs of the school
Consumable Instr Supplies \$ Equip - Teachers	14,060	14,060	-	0%	FY18 includes purchases based on the needs of the school
Library & Reference Books	1,000	-	1,000	100%	
Testing Materials	18,171	18,171	-	0%	
Instructional Supplies - Florida Lead Teacher Program	11,124	-	11,124	100%	Not budgeted for, \$0 offset from revenue
Instructional Licenses	72,051	70,496	1,555	2%	FY18 includes purchases for Think Through Math (K-5), Reading Plus (K-5), and Lexia (K-2), and iReady
Contracted SPED - Instruction	690	-	690	100%	
<b>6 Total Instruction Expenses</b>	<b>\$ 299,487</b>	<b>\$ 249,668</b>	<b>\$ 49,820</b>	<b>17%</b>	

# 2017-18 BUDGET REVIEW

Four Corners Charter School at Osceola , FL  
Consolidated Budget -FCCS



	Forecast 2016-17	Budget 2017-18	Change Fcst to FY 17-18	% Change Fcst to FY 17-18	Budget Highlights
<b>Other Operating Expense</b>					
Telephone & Internet	\$ 130,932	\$ 133,612	(2,679)	-2%	FY 18 includes 2% increase for next year
Postage	1,015	1,015	-	0%	
Electricity	175,183	178,687	(3,504)	-2%	FY 18 includes 2% increase for next year
Water & Sewer	20,660	21,073	(413)	-2%	FY 18 includes 2% increase for next year
Waste Disposal	54,819	55,915	(1,096)	-2%	FY 18 includes 2% increase for next year
Pest Control	5,100	5,202	(102)	-2%	FY 18 includes 2% increase for next year
Maintenance & Cleaning Supplies	23,432	26,500	(3,068)	-13%	
Building Repairs & Maintenance	359,100	372,522	(13,422)	-4%	
Equipment Repairs & Maintenance	18,402	11,810	6,591	36%	
Miscellaneous Expenses	1,138	1,138	-	0%	
<b>7 Total Other Operating Expense</b>	<b>\$ 789,780</b>	<b>\$ 807,474</b>	<b>\$ (17,693)</b>	<b>-2%</b>	
<b>Fixed Expenses</b>					
Office Equipment - Leasing Expense	\$ 30,058	\$ 36,300	(6,242)	-21%	
Property & Liability Insurance	70,391	77,430	(7,039)	-10%	
<b>8 Total Fixed Expenses wo deprec./amort</b>	<b>\$ 100,449</b>	<b>\$ 113,730</b>	<b>\$ (13,280)</b>	<b>-13%</b>	
<b>9 Total Expenses</b>	<b>\$ 5,878,640</b>	<b>\$ 6,244,581</b>	<b>\$ (365,941)</b>	<b>-6%</b>	
<b>Operating Cash Surplus/(Deficit)</b>	<b>1,497,031</b>	<b>1,539,934</b>	<b>42,903</b>	<b>3%</b>	
<b>10 Rent Expense</b>	<b>1,063,729</b>	<b>1,061,168</b>	<b>2,561</b>	<b>0%</b>	
<b>Surplus/(Deficit) Before Capex</b>	<b>433,302</b>	<b>478,766</b>	<b>45,464</b>	<b>10%</b>	
<b>Capital Expenditures (NonCap)</b>					
FF&E (NonCap)	\$ 5,080	\$ -	5,080	100%	
Computer Hardware (NonCap)	985	-	985	100%	
Computer Software (NonCap)	10,999	-	10,999	100%	
<b>11 Total Capital Expenditures (NonCap)</b>	<b>\$ 17,065</b>	<b>\$ -</b>	<b>\$ 17,065</b>	<b>100%</b>	
<b>Capital Expenditures (Capitalized)</b>					
Computers - Hardware	\$ 179,143	\$ 92,150	86,993	49%	
Computer - Software	11,000	11,500	(500)	-5%	
IT Infrastructure	2,330	12,000	(9,670)	-415%	
FF&E	27,559	12,500	15,059	55%	
<b>12 Total Capital Expenditures (Capitalized)</b>	<b>\$ 251,597</b>	<b>\$ 128,150</b>	<b>\$ 123,447</b>	<b>49%</b>	
<b>13 Net Change in Fund Balance</b>	<b>\$ 164,641</b>	<b>\$ 350,615</b>	<b>\$ 185,973</b>	<b>113%</b>	

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## V. FINANCIALS

### Osceola County – Budget Amendment

- Informational
- For Discussion
- For Action

Notes:



**OSCEOLA COUNTY COMPONENT UNIT  
Four Corners Charter School, Inc.**

Fiscal Year 2016-2017 Budget Amendment #2-February FTEs

	OF1 Function UFTE	General Fund			
		Budget Amounts			
		2016-17 Budget Amendment #1	2016-17 Budget Amendment #2	Difference	%
		1017.39	999.00	-18.39	%
<b>REVENUES</b>					
Federal Direct	3100			0	
Federal Through State & Local	3200			0	
State Sources	3300	6,726,584	6,629,252	(97,332)	-1.45%
Local Sources	3400	475	475	0	0.00%
<b>Total Revenues</b>		6,727,059	6,629,727	(97,332)	-1.45%
<b>EXPENDITURES</b>					
Current:					
Instruction	5000	4,691,065	4,634,953	(56,112)	-1.20%
Pupil Personnel Services	6100			0	
Instructional Media Services	6200			0	
Instruction and Curriculum Development Services	6300			0	
Instructional Staff Training Services	6400			0	
Instruction Related Technology	6500			0	
Board	7100	5,000	5,000	0	0.00%
Administration Fees:					
District Holdback Fee	7201	82,645	82,695	50	0.06%
Charter Holder	7202			0	
Management Company	7203	996,591	978,941	(17,650)	-1.77%
Other	7204			0	
School Administration	7300			0	
Facilities Acquisition and Construction	7400	1,063,730	1,063,730	(0)	0.00%
Fiscal Services	7500			0	
Food Services	7600			0	
Central Services	7700			0	
Pupil Transportation Services	7800			0	
Operation of Plant	7900			0	
Maintenance of Plant	8100			0	
Administrative Technology Services	8200			0	
Community Services	9100			0	
Debt Service: (Function 9200)					
Retirement of Principal	710			0	
Interest	720			0	
Dues, Fees and Issuance Costs	730			0	
Miscellaneous Expenditures	790			0	
Capital Outlay:					
Facilities Acquisition and Construction	7420			0	
Other Capital Outlay	9300			0	
<b>Total Expenditures</b>		6,839,031	6,765,319	(73,712)	-2.91%
Excess (Deficiency) of Revenues Over (Under) Expenditures		(111,972)	(135,592)	(23,620)	-4.35%
<b>OTHER FINANCING SOURCES (USES)</b>					
Loans Incurred	3720			0	
Proceeds from the Sale of Capital Assets	3730			0	
Loss Recoveries	3740			0	
Proceeds of Forward Supply Contract	3760			0	
Special Facilities Construction Advances	3770			0	
Transfers In	3600	284,235	281,067	(3,168)	-1.11%
Transfers Out	9700			0	
<b>Total Other Financing Sources (Uses)</b>		284,235	281,067	(3,168)	-1.11%
<b>SPECIAL ITEMS</b>					
				0	
<b>EXTRAORDINARY ITEMS</b>					
Net Change in Fund Balances		172,263	145,475	(26,788)	-15.55%
Fund Balance - Beginning of Year	2800	2,855,795	2,855,795	0	0.00%
Adjustment to Fund Balance	2891			0	
Fund Balance - End of Year	2700	3,028,058	3,001,270	(26,788)	-0.88%

**OSCEOLA COUNTY COMPONENT UNIT  
Four Corners Charter School, Inc.**

Fiscal Year 2016-2017 Budget Amendment #2-February FTEs

	OF3 Function UFTE	Capital Outlay			
		Budget Amounts			
		2016-17 Budget Amendment #1	2016-17 Budget Amendment #2	Difference	%
<b>REVENUES</b>					
Federal Direct	3100			0	
Federal Through State & Local	3200			0	
State Sources	3300	284,235	281,067	(3,168)	-1.11%
Local Sources	3400			0	
<b>Total Revenues</b>		284,235	281,067	(3,168)	-1.11%
<b>EXPENDITURES</b>					
Current:					
Instruction	5000			0	
Pupil Personnel Services	6100			0	
Instructional Media Services	6200			0	
Instruction and Curriculum Development Services	6300			0	
Instructional Staff Training Services	6400			0	
Instruction Related Technology	6500			0	
Board	7100			0	
Administration Fees:					
District Holdback Fee	7201			0	
Charter Holder	7202			0	
Management Company	7203			0	
Other	7204			0	
School Administration	7300			0	
Facilities Acquisition and Construction	7410			0	
Fiscal Services	7500			0	
Food Services	7600			0	
Central Services	7700			0	
Pupil Transportation Services	7800			0	
Operation of Plant	7900			0	
Maintenance of Plant	8100			0	
Administrative Technology Services	8200			0	
Community Services	9100			0	
Debt Service: (Function 9200)					
Retirement of Principal	710			0	
Interest	720			0	
Dues, Fees and Issuance Costs	730			0	
Miscellaneous Expenditures	790			0	
Capital Outlay:					
Facilities Acquisition and Construction	7420			0	
Other Capital Outlay	9300			0	
<b>Total Expenditures</b>		0	0	0	
Excess (Deficiency) of Revenues Over (Under) Expenditures		284,235	281,067	(3,168)	-1.11%
<b>OTHER FINANCING SOURCES (USES)</b>					
Loans Incurred	3720			0	
Proceeds from the Sale of Capital Assets	3730			0	
Loss Recoveries	3740			0	
Proceeds of Forward Supply Contract	3760			0	
Special Facilities Construction Advances	3770			0	
Transfers In	3600			0	
Transfers Out	9700	(284,235)	(281,067)	(3,168)	1.11%
<b>Total Other Financing Sources (Uses)</b>		(284,235)	(281,067)	(3,168)	1.11%
<b>SPECIAL ITEMS</b>					
<b>EXTRAORDINARY ITEMS</b>					
Net Change in Fund Balances		0	0	0	
Fund Balance - Beginning of Year	2800	0	0	0	
Adjustment to Fund Balance	2891				
Fund Balance - End of Year	2700	0	0		

# Section Cover Page



## V. FINANCIALS

### Osceola County – Quarter 3 Financial Report

- Informational
- For Discussion
- For Action

Notes:

**Four Corners Charter School, Inc.**  
**Governmental Balance Sheet**  
**March 31, 2017**

	Account Number	Fund Types				Total
		OF1 GENERAL	OF2 DEBT SERVICE	OF3 CAPITAL PROJECTS	OF4 SPECIAL REVENUE	
<b>ASSETS</b>						
Cash and Cash Equivalents	1110	3,725,382.31	0.00	217,856.00	0.00	3,943,238.31
Investments	1160	0.00	0.00	0.00	0.00	0.00
Taxes Receivable	1120	0.00	0.00	0.00	0.00	0.00
Accounts Receivable	1130	30,933.20	0.00	0.00	0.00	30,933.20
Interest Receivable	1170	0.00	0.00	0.00	0.00	0.00
Due from Reinsurer	1180	0.00	0.00	0.00	0.00	0.00
Deposits Receivable	1210	0.00	0.00	0.00	0.00	0.00
Due from Other Funds	1140	0.00	0.00	0.00	0.00	0.00
Due from Other Agencies	1220	0.00	0.00	0.00	0.00	0.00
Inventory	1150	0.00	0.00	0.00	0.00	0.00
Prepaid Items	1230	0.00	0.00	0.00	0.00	0.00
<b>Total Assets</b>		<b>3,756,315.51</b>	<b>0.00</b>	<b>217,856.00</b>	<b>0.00</b>	<b>3,974,171.51</b>
<b>LIABILITIES AND FUND BALANCES</b>						
<b>LIABILITIES</b>						
Salaries, Benefits and Payroll Taxes Payable	2110	0.00	0.00	0.00	0.00	0.00
Payroll Deductions and Withholdings	2170	0.00	0.00	0.00	0.00	0.00
Accounts Payable	2120	1,075,586.05	0.00	0.00	0.00	1,075,586.05
Judgments Payable	2130	0.00	0.00	0.00	0.00	0.00
Construction Contracts Payable	2140	0.00	0.00	0.00	0.00	0.00
Construction Contracts Payable-Retained	2150	0.00	0.00	0.00	0.00	0.00
Matured Interest Payable	2190	0.00	0.00	0.00	0.00	0.00
Due to Fiscal Agent	2240	0.00	0.00	0.00	0.00	0.00
Sales Tax Payable	2260	0.00	0.00	0.00	0.00	0.00
Estimated Liability Self Insurance	2270	0.00	0.00	0.00	0.00	0.00
Accrued Interest Payable	2210	0.00	0.00	0.00	0.00	0.00
Deposits Payable	2220	0.00	0.00	0.00	0.00	0.00
Due to Other Agencies	2230	0.00	0.00	0.00	0.00	0.00
Due to Other Funds	2160	0.00	0.00	0.00	0.00	0.00
Deferred Revenue	2410	0.00	0.00	0.00	0.00	0.00
<b>Total Liabilities</b>		<b>1,075,586.05</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,075,586.05</b>
<b>FUND BALANCES</b>						
<b>Total Fund Balances</b>	<b>2700</b>	<b>2,680,729.46</b>	<b>0.00</b>	<b>217,856.00</b>	<b>0.00</b>	<b>2,898,585.46</b>
<b>Total Liabilities and Fund Balances</b>		<b>3,756,315.51</b>	<b>0.00</b>	<b>217,856.00</b>	<b>0.00</b>	<b>3,974,171.51</b>

Four Corners Charter School, Inc. Revenue & Expenditures - Budget And Actual March 31, 2017	GENERAL FUND				
	OF1	Budget Amounts		Actual	Percentage of Current Budget
	Account Number	Original 1065.80	Current 1065.80		
<b>REVENUES</b>					
Federal Direct	3100	0.00	0.00	0.00	0.00%
Federal Through State	3200	0.00	0.00	0.00	0.00%
State Sources	3300	7,057,228.00	6,746,863.90	5,034,692.60	74.62%
Local Sources	3400	475.00	475.00	348.26	73.32%
<b>Total Revenues</b>		7,057,703.00	6,747,338.90	5,035,040.86	74.62%
<b>EXPENDITURES</b>					
Current:					
Instruction	5000	5,079,621.54	4,708,564.63	3,646,131.21	77.44%
Pupil Personnel Services	6100	0.00	0.00	0.00	0.00%
Instructional Media Services	6200	0.00	0.00	0.00	0.00%
Instruction and Curriculum Development Services	6300	0.00	0.00	0.00	0.00%
Instructional Staff Training Services	6400	0.00	0.00	0.00	0.00%
Instructional Related Technology	6500	0.00	0.00	0.00	0.00%
Board	7100	5,000.00	5,000.00	5,000.00	100.00%
General Administration	7200	1,086,725.71	1,079,235.84	761,178.11	70.53%
School Administration	7300	0.00	0.00	0.00	0.00%
Facilities Acquisition and Construction	7410	1,063,729.75	1,063,729.75	797,797.32	75.00%
Fiscal Services	7500	0.00	0.00	0.00	0.00%
Food Services	7600	0.00	0.00	0.00	0.00%
Central Services	7700	0.00	0.00	0.00	0.00%
Pupil Transportation Services	7800	0.00	0.00	0.00	0.00%
Operation of Plant	7900	0.00	0.00	0.00	0.00%
Maintenance of Plant	8100	0.00	0.00	0.00	0.00%
Administrative Tech Services	8200	0.00	0.00	0.00	0.00%
Community Services	9100	0.00	0.00	0.00	0.00%
Debt Service	9200	0.00	0.00	0.00	0.00%
<b>Total Expenditures</b>		7,235,077.00	6,856,530.22	5,210,106.64	75.99%
Excess (Deficiency) of Revenues Over (Under) Expenditures		(177,374.00)	(109,191.32)	(175,065.78)	160.33%
<b>OTHER FINANCING SOURCES (USES)</b>					
Long-term Debt Proceeds & Sales of Capital Assets	3700	0.00	0.00	0.00	
Transfers In	3600	385,590.00	284,235.00	0.00	
Transfers Out	9700	0.00	0.00	0.00	
<b>Total Other Financing Sources (Uses)</b>		385,590.00	284,235.00	0.00	
<b>FUND BALANCE</b>					
Net Change in Fund Balance		208,216.00	175,043.68	(175,065.78)	
Fund Balance, July 01, 2016	2800	2,855,795.24	2,855,795.24	2,855,795.24	
Adjustment to Fund Balance	2891	0.00	0.00	0.00	
<b>Fund Balance, June 30, 2017</b>	2700	3,064,011.24	3,030,838.92	2,680,729.46	

**Four Corners Charter School, Inc.**  
**Revenue & Expenditures - Budget And Actual**  
**March 31, 2017**

	OF3 Account Number	CAPITAL PROJECTS FUNDS			Percentage of Current Budget
		Budget Amounts		Actual	
		Original 1065.8	Current 1065.8		
<b>REVENUES</b>					
Federal Direct	3100	0.00	0.00	0.00	0.00%
Federal Through State	3200	0.00	0.00	0.00	0.00%
State Sources	3300	385,590.00	284,235.00	217,856.00	76.65%
Local Sources	3400	0.00	0.00	0.00	0.00%
<b>Total Revenues</b>		385,590.00	284,235.00	217,856.00	76.65%
<b>EXPENDITURES</b>					
Current:					
Instruction	5000	0.00	0.00	0.00	0.00%
Pupil Personnel Services	6100	0.00	0.00	0.00	0.00%
Instructional Media Services	6200	0.00	0.00	0.00	0.00%
Instruction and Curriculum Development Services	6300	0.00	0.00	0.00	0.00%
Instructional Staff Training Services	6400	0.00	0.00	0.00	0.00%
Instructional Related Technology	6500	0.00	0.00	0.00	0.00%
Board	7100	0.00	0.00	0.00	0.00%
General Administration	7200	0.00	0.00	0.00	0.00%
School Administration	7300	0.00	0.00	0.00	0.00%
Facilities Acquisition and Construction	7410	0.00	0.00	0.00	0.00%
Fiscal Services	7500	0.00	0.00	0.00	0.00%
Food Services	7600	0.00	0.00	0.00	0.00%
Central Services	7700	0.00	0.00	0.00	0.00%
Pupil Transportation Services	7800	0.00	0.00	0.00	0.00%
Operation of Plant	7900	0.00	0.00	0.00	0.00%
Maintenance of Plant	8100	0.00	0.00	0.00	0.00%
Administrative Tech Services	8200	0.00	0.00	0.00	0.00%
Community Services	9100	0.00	0.00	0.00	0.00%
Debt Service	9200	0.00	0.00	0.00	0.00%
<b>Total Expenditures</b>		0.00	0.00	0.00	0.00%
Excess (Deficiency) of Revenues Over (Under) Expenditures		385,590.00	284,235.00	217,856.00	76.65%
<b>OTHER FINANCING SOURCES (USES)</b>					
Long-term Debt Proceeds & Sales of Capital Assets	3700	0.00	0.00	0.00	
Transfers In	3600	0.00	0.00	0.00	
Transfers Out	9700	(385,590.00)	(284,235.00)	0.00	
<b>Total Other Financing Sources (Uses)</b>		(385,590.00)	(284,235.00)	0.00	
<b>FUND BALANCE</b>					
Net Change in Fund Balance		0.00	0.00	217,856.00	
Fund Balance, July 01, 2016	2800	0.00	0.00	0.00	
Adjustment to Fund Balance	2891	0.00	0.00	0.00	
<b>Fund Balance, June 30, 2017</b>	<b>2700</b>	<b>0.00</b>	<b>0.00</b>	<b>217,856.00</b>	

# Section Cover Page



## V. FINANCIALS

### Osceola County – FY2017-18 Proposed Budget

- Informational
- For Discussion
- For Action

Notes:

**OSCEOLA COUNTY COMPONENT UNIT  
Four Corners Charter School, Inc.**

Fiscal Year 2017-2018 Preliminary Budget

	General Fund				
	OF1	Budget Amounts			
	Function	2016-17 Budget Amendment #2	2017-18 Preliminary Budget	Difference	
	UFTE	999.00	1027.99	28.99	%
<b>REVENUES</b>					
Federal Direct	3100			0	
Federal Through State & Local	3200			0	
State Sources	3300	6,629,252	6,823,471	194,219	2.93%
Local Sources	3400	475	475	0	0.00%
<b>Total Revenues</b>		6,629,727	6,823,946	194,219	2.93%
<b>EXPENDITURES</b>					
Current:					
Instruction	5000	4,571,236	4,799,324	228,088	4.99%
Pupil Personnel Services	6100			0	
Instructional Media Services	6200			0	
Instruction and Curriculum Development Services	6300			0	
Instructional Staff Training Services	6400			0	
Instruction Related Technology	6500			0	
Board	7100	5,000	5,000	0	0.00%
Administration Fees:				0	
District Holdback Fee	7201	82,695	82,971	276	0.33%
Charter Holder	7202			0	
Management Company	7203	978,941	1,011,075	32,134	3.28%
Other	7204			0	
School Administration	7300			0	
Facilities Acquisition and Construction	7400	1,063,730	1,061,168	(2,562)	-0.24%
Fiscal Services	7500			0	
Food Services	7600			0	
Central Services	7700			0	
Pupil Transportation Services	7800			0	
Operation of Plant	7900			0	
Maintenance of Plant	8100			0	
Administrative Technology Services	8200			0	
Community Services	9100			0	
Debt Service: (Function 9200)				0	
Retirement of Principal	710			0	
Interest	720			0	
Dues, Fees and Issuance Costs	730			0	
Miscellaneous Expenditures	790			0	
Capital Outlay:				0	
Facilities Acquisition and Construction	7420			0	
Other Capital Outlay	9300			0	
<b>Total Expenditures</b>		6,701,602	6,959,538	257,936	8.37%
Excess (Deficiency) of Revenues Over (Under) Expenditures		(71,875)	(135,592)	(63,717)	11.29%
<b>OTHER FINANCING SOURCES (USES)</b>					
Loans Incurred	3720			0	
Proceeds from the Sale of Capital Assets	3730			0	
Loss Recoveries	3740			0	
Proceeds of Forward Supply Contract	3760			0	
Special Facilities Construction Advances	3770			0	
Transfers In	3600	217,350	281,067	63,717	29.32%
Transfers Out	9700			0	
<b>Total Other Financing Sources (Uses)</b>		217,350	281,067	63,717	29.32%
<b>SPECIAL ITEMS</b>					
				0	
<b>EXTRAORDINARY ITEMS</b>					
Net Change in Fund Balances		145,475	145,475	0	0.00%
Fund Balance - Beginning of Year	2800	2,855,795	2,855,795	0	0.00%
Adjustment to Fund Balance	2891			0	
Fund Balance - End of Year	2700	3,001,270	3,001,270	0	0.00%



**OSCEOLA COUNTY COMPONENT UNIT  
Four Corners Charter School, Inc.**

**Fiscal Year 2017-2018 Preliminary Budget**

**Capital Outlay**

	OF3 Function	Budget Amounts			Difference	
		2016-17 Budget Amendment #2	2017-18 Preliminary Budget			
		UFTE	999.00	1027.99		
<b>REVENUES</b>						
Federal Direct	3100			0		
Federal Through State & Local	3200			0		
State Sources	3300	217,350	281,067	63,717	29.32%	
Local Sources	3400			0		
<b>Total Revenues</b>		217,350	281,067	63,717	29.32%	
<b>EXPENDITURES</b>						
Current:						
Instruction	5000			0		
Pupil Personnel Services	6100			0		
Instructional Media Services	6200			0		
Instruction and Curriculum Development Services	6300			0		
Instructional Staff Training Services	6400			0		
Instruction Related Technology	6500			0		
Board	7100			0		
Administration Fees:						
District Holdback Fee	7201			0		
Charter Holder	7202			0		
Management Company	7203			0		
Other	7204			0		
School Administration	7300			0		
Facilities Acquisition and Construction	7410			0		
Fiscal Services	7500			0		
Food Services	7600			0		
Central Services	7700			0		
Pupil Transportation Services	7800			0		
Operation of Plant	7900			0		
Maintenance of Plant	8100			0		
Administrative Technology Services	8200			0		
Community Services	9100			0		
Debt Service: (Function 9200)						
Retirement of Principal	710			0		
Interest	720			0		
Dues, Fees and Issuance Costs	730			0		
Miscellaneous Expenditures	790			0		
Capital Outlay:						
Facilities Acquisition and Construction	7420			0		
Other Capital Outlay	9300			0		
<b>Total Expenditures</b>		0	0	0		
Excess (Deficiency) of Revenues Over (Under) Expenditures		217,350	281,067	63,717	29.32%	
<b>OTHER FINANCING SOURCES (USES)</b>						
Loans Incurred	3720			0		
Proceeds from the Sale of Capital Assets	3730			0		
Loss Recoveries	3740			0		
Proceeds of Forward Supply Contract	3760			0		
Special Facilities Construction Advances	3770			0		
Transfers In	3600			0		
Transfers Out	9700	(217,350)	(281,067)	63,717	-29.32%	
<b>Total Other Financing Sources (Uses)</b>		(217,350)	(281,067)	63,717	-29.32%	
<b>SPECIAL ITEMS</b>						
<b>EXTRAORDINARY ITEMS</b>						
Net Change in Fund Balances		0	0	0		
Fund Balance - Beginning of Year	2800	0	0	0		
Adjustment to Fund Balance	2891					
Fund Balance - End of Year	2700	0	0	0		

# Section Cover Page



## V. FINANCIALS

### Audit Planning

- Informational
- For Discussion
- For Action

Notes:

# Section Cover Page

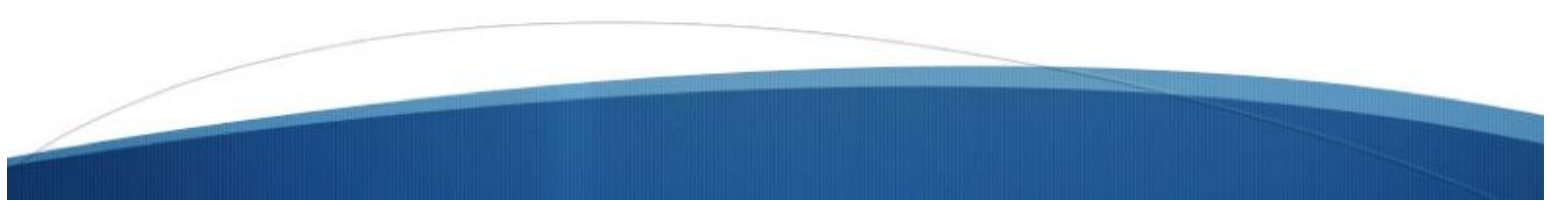


## REFERENCE MATERIAL:

### CSUSA Strategic Initiatives

- Informational
- For Discussion
- For Action

Notes:



2016

# INSPIRE

*Changing Lives, Leaving a Legacy*

## CSUSA & School Strategic

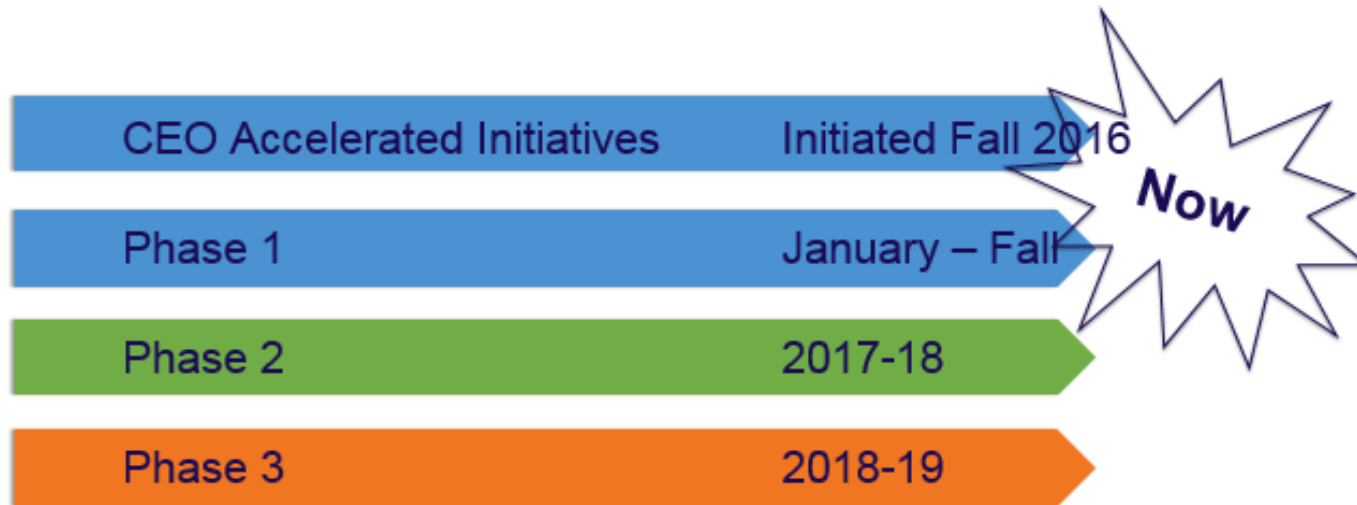


# Discussion Topics

- Strategic Planning Process
- Foundational Elements
- Update of CEO Accelerated Initiatives-Key Highlights
- Phase I Initiatives – Key Highlights
- Next Steps - Phase II Initiatives

# Strategic Planning Process

- Broad-based input – over 5,000 people provided input
- The Planning Session – 64 people representing 8 key stakeholder groups – November 17<sup>th</sup> & 18<sup>th</sup>
- Plan implementation



**INSPIRE**

# Foundational Elements On Which the Plan Is Built

## Purpose & Direction

**Mission –**  
What we do

**Vision –** Where we are headed (aspirational)

**Values –** Purpose, Passion, Integrity, Grit

### Strategic Priorities -

What we must be great at to fulfill mission & proceed toward vision and achieve BHAG

**Destination**

**Big Hairy Audacious Goal (BHAG) –**

**FOCUS**

**Key Intended Outcomes (KIOs) –** Annual measurable targets

# CSUSA {New} Mission

CSUSA provides world class educational solutions with:

- An unwavering dedication to student success
- An unyielding commitment to ethical and sound business practices

Providing a choice for our stakeholders that fosters and promotes educational excellence



# CSUSA {New} Vision

CSUSA will have a dramatic impact on the world's next generation – changing lives and leaving a legacy. Our brand will be the standard by which quality is measured in education.



**INSPIRE**

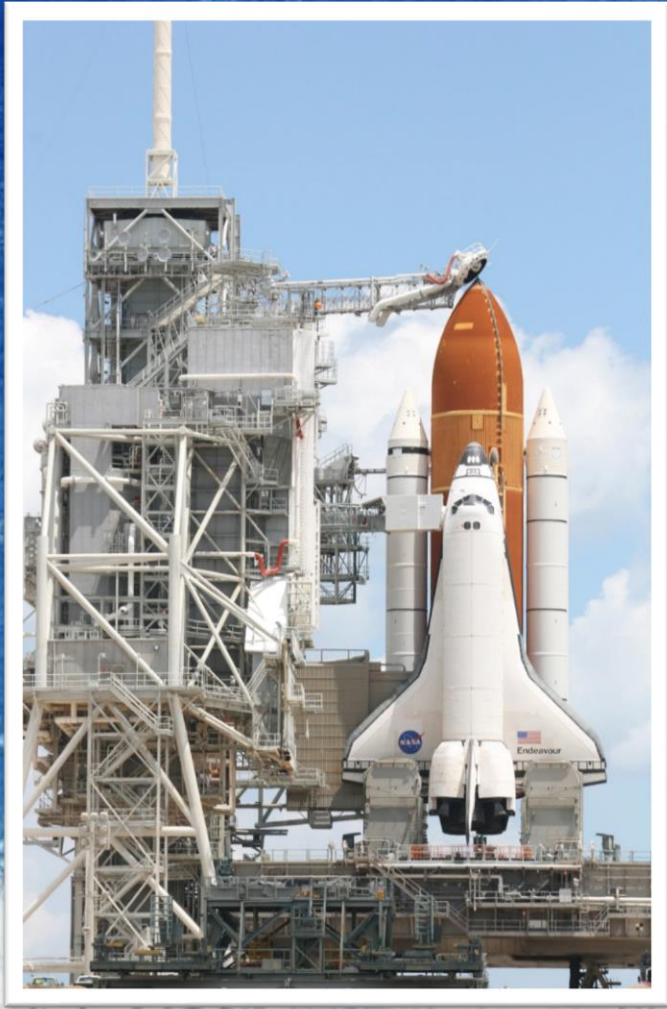
# Values

Purpose  
*Passion*  
Integrity  
Grit

# Strategic Priorities

- Academic Achievement to **Student Success** – *We will do what it takes to support student success for every student in school and in life*
- Financial Health to **Maximized Resources** – *We will bring all available resources to bear and use resources strategically to maximize results*
- Culture of Excellence to **World Class Team and Culture** – *We will attract, retain, develop and engage a talented team of Difference Makers*
- Operational Performance to **Customer Focused Operational Excellence** – *We will use operational best practices focusing on the needs of our stakeholders to maximize impact*
- Growth to **Development & Innovation** – *We will lead the way by developing innovative solutions for communities, schools, teachers and students*





# Update: CEO Accelerated Initiatives

# CEO Accelerated Initiatives

- Academic Support for Academic Progress (ASAP)
- Attitude is Altitude (AiA) curriculum pilots
- Technology Task Force
- Marketing and Enrollment Transformation
- External Impact Task Force



**INSPIRE**



# ASAP Update

- Provides aggressive support for At-Risk Schools
- Developing network-wide enhancements to:
  - Bolster planning
  - Prevent vulnerability
  - Address performance gaps quickly



# Attitude is Altitude

- Groundbreaking curriculum in partnership with Nick Vujicic, world-renowned speaker, to address the social/emotional needs of students
  - Initial pilots show strong impact on self esteem
  - Deploying throughout the network with enhanced focus on anti-bullying as well as parent component



# Educational Technology

- Harnessing the power of technology to drive school and student success
- School and Student Success Platform – simplifying & strengthening:
  - Goal setting
  - Data tracking
  - School and student specific interventions





# Marketing & Enrollment Transformation

- Added VP of Marketing and VP of Enrollment
- New ACE System
- New Marketing Capability
- Field organization in place



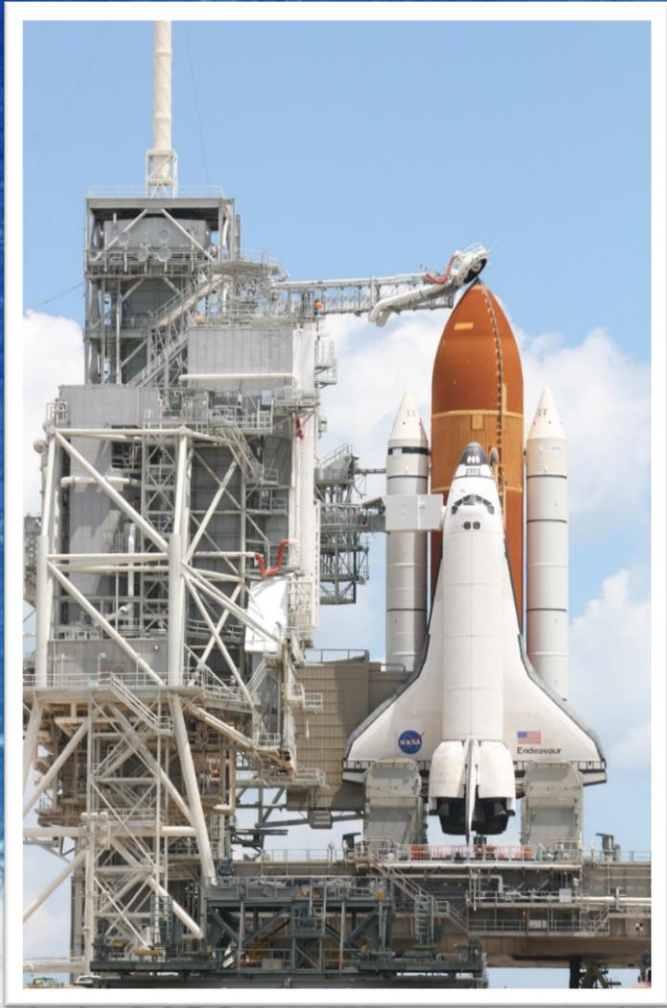
Goal: Full Enrollment!

# External Stakeholder Impact Team



Engaging External Stakeholders in support of School and Student Success





# Phase I Initiatives Key Highlights

# Phase I Initiatives – Up Next

- Establishing Comprehensive Fund Development Strategy
- Strong focus on building World Class Team and Culture
- Restructuring to provide Regional support systems
- Developing Early Learning Programs





# Update: Phase 1 Initiatives & Moving to Phase 2

# Initiative Updates

- Phase 1 Initiative updates will be presented at October planning session
- Phase 2 Initiatives will be identified at the October planning session



2016

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*Changing Lives, Leaving a Legacy*

**Thank you!**