

# THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA



## 2013-2014 TENTATIVE BUDGET EXECUTIVE SUMMARY

JULY 23, 2013

### SARASOTA COUNTY SCHOOL BOARD

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**Shirley Brown, Vice Chair**  
**Carol Todd**  
**Caroline Zucker**  
**Frank Kovach**

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Mr. Scott J. Lempe, Chief Operating Officer  
Ms. Mitsi Corcoran, Chief Financial Officer

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**THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA  
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**Introduction**

The Budget Executive Summary is a general overview of the total budget of the Sarasota County School Board. It provides information regarding current and projected fiscal operations of the Sarasota County School Board. Each fund in the summary has a detailed booklet available that provides more in-depth information. Any additional questions should be addressed to the Sarasota County School Board Finance Department located at 1960 Landings Boulevard Sarasota, Florida, 34231. All 2013-2014 Summary and Detail Budgetary information is available on the Sarasota County School Board web site in the district financial information.

**Sarasota County School Board Vision Statement**

The School District of Sarasota County places learning at the center of its activities to enable all learners to lead productive, responsible, and healthful lives.

**Sarasota County School Board Mission Statement**

The School District of Sarasota County prepares students to achieve the highest learning standards by engaging a high quality staff, involved parents, and a supportive community.

**Sarasota County School Board Strategic Plan**

The 2013-2014 budget reflects the priorities established in the Strategic Plan. The plan is based upon five pillars that provide the focus and structure from which the school district will build success. The five pillars are Quality, People, Service, Resources, and Safety. The Quality pillar focuses on measured results for student achievement. The People pillar is founded on maximizing the value of our staff, partners and stakeholders. The Services pillar is promoting courteous, professional, efficient and productive interactions among staff, students, parents, and visitors. The Resources pillar is focused upon ensuring full and equitable use of our facilities, systems and funding. The Safety pillar is protecting our resources, staff, students, parents and visitors.

**Sarasota County School Board Budget Process and Timelines**

The budget development process is a year round continuous process. Student projections are forecasted over a five year period identifying both operating and capital needs. The 2013-2014 budget process began with the first budget workshop being held on October 16, 2012. At the November 20, 2012, budget workshop it was agreed that the unassigned fund balance would be reduced to 7.5% and approximately \$1.5 million would be reduced from the 2013-2014 budget. At the February 19, 2013, budget workshop the School Board reviewed a two year projection of the General Fund estimated operations through 2014-2015. The estimate for the 2014-2015 budget was a reduction of approximately \$6 million. It was agreed to make a reduction of \$3 million over the next two years. At the March 19, 2013, budget workshop the School Board reviewed approximately \$3.8 million in reductions. It was agreed to implement approximately \$3.8 million for the beginning of the 2013-2014 fiscal year. In summary the MGT of America, Inc Financial Management study released in January of 2012 continues to reduce overall appropriations. The study recommended yearly savings of approximately \$3.7 million to \$5.4 million. In the first year 31% of their recommendations were implemented and are continuing into the 2013-2014 fiscal year. For the 2013-2014 fiscal year approximately \$3.8 million is being

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reduced from the General Fund, of which 76% of the reductions were items listed as recommendations in the MGT study.

**Sarasota County School Board Budget Process and Timelines - continued**

The legislation that controls when the school board must have public hearings regarding the millage rates and budget can be found in Florida Statute 200. The 2013-2014 Tentative budget hearing is scheduled for 5:15PM, July 30, 2013, with final adoption of the budget at a public hearing scheduled for 5:15PM, September 10, 2013.

**Sarasota County School Board Significant District Accomplishments**  
**2011-2012 and 2012-2013**

- Sarasota County School District remains an “A” district and is ranked 4<sup>th</sup> in the state’s ranking of all Florida school districts
- The efficiency and effectiveness study conducted in November by MGT of America concluded the following: “It is important for the community to understand that SCS is one of the best-run districts that MGT has reviewed. Morale and performance, including innovative practices, are unusually high in SCS.” The report also said that Sarasota County students are succeeding at levels much higher than the state average, the district maintains strong community support and our strategic planning process is one of the best in the nation. In all, the report contained 73 commendations for district programs and practices, about 20 more than MGT usually gives to comparable sized districts.
- The district has endured five consecutive years of operating budget reductions amounting to \$124.4 million and elimination of 651 positions from all funds since 2007-2008. The 2012-2013 employee collectively bargained contracts contained an effective 2.2 percent salary bonus following two previous years of frozen wages and 1 year of a 4 percent reduction. Nevertheless, the district has maintained a productive collaboration with its employees. District teachers and staff remain committed to teamwork and student success, as has been demonstrated by our high levels of student achievement. Negotiations for the 2012-2013 collectively bargained agreements were settled in early May of 2012, placing Sarasota County among the first in the state to reach an approved agreement with its employees for 2012-2013. Although the budget contained an average non-recurring 2.2 percent bonus, the contract provided no increase to the salary schedule for the fourth consecutive year. Despite the continuation of frozen salaries the agreement was ratified by more than 96 percent of employees. Negotiations for the 2013-2014 year will begin in August of 2013. The state has provided funds that can only be used for salary increases for the 2013-2014 fiscal.

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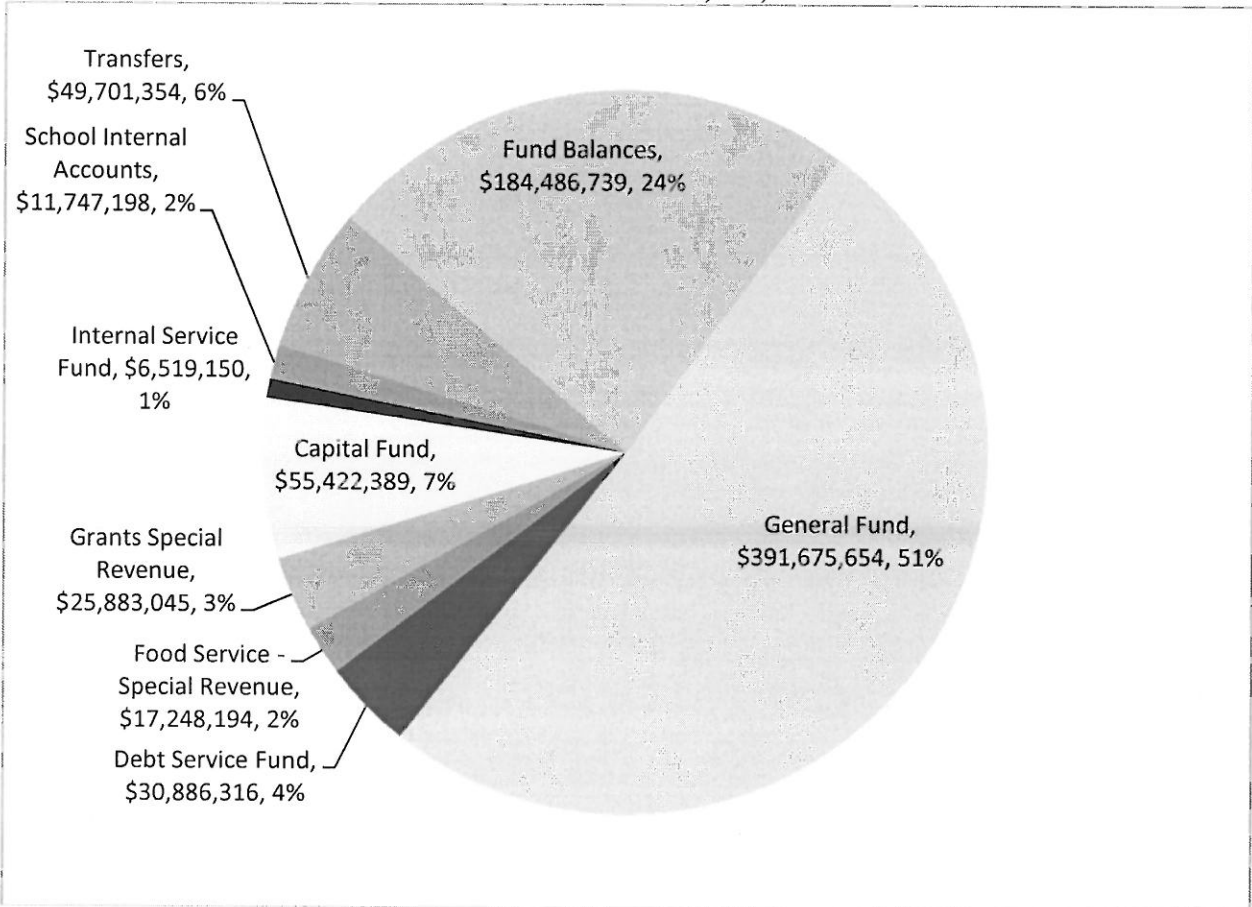
**Total Sarasota County School Board Funds**

The 2013-2014 Appropriations Budget for all District Funds totals, including the school internal accounts, \$539,381,946. The School Board establishes a budget for six separate funds. The largest of which is the General Fund.

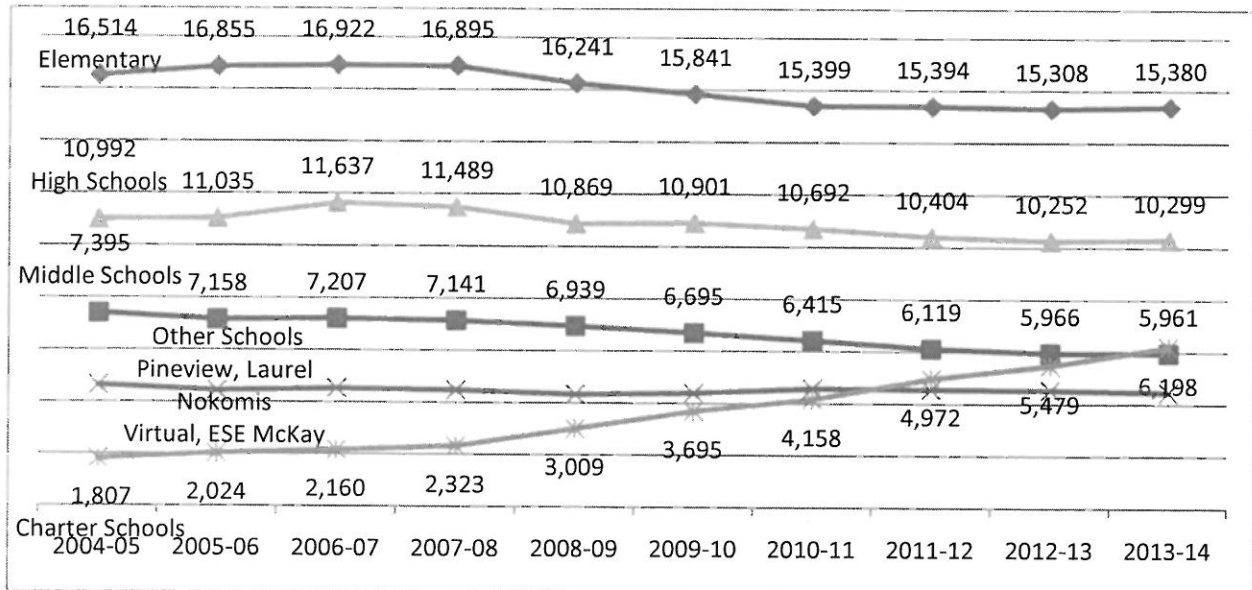
- 1). The General Fund accounts for the general operations of the school district. All of the School District revenues and expenditures are to be accounted for in the General Fund unless there are legal reasons to report them in another fund type. The general operations of the school district include teacher salaries, custodian salaries, bus driver salaries, utilities, supplies, instructional materials, professional services, etc.
- 2). The Special Revenue Fund is used to account for revenue sources earmarked for a specific purpose. The Special Revenue Fund is composed of special state and federal grants and the National School Lunch program. The major revenue sources in the Special Revenue Fund are Title 1, Individuals with Disabilities, and the National School Lunch program.
- 3). The Debt Service Fund is used to account for funds to meet current and future debt service obligations. The School District debt revenues are from state funds and transfers from the Capital Fund. The School District does not have any taxpayer voted debt.
- 4). The Capital Projects Fund is used to account for financial resources received for the acquisition or construction of major capital facilities. The State of Florida has a legal requirement that the revenue received from the 1.5 mill property tax levy be recorded in the Capital Projects Fund. The expenditures allowed from the 1.5 mill levy are for major capital acquisitions, maintenance and repairs, and payments for loans. A portion of the 1.5 mill levy is transferred to the General Fund for maintenance and equipment expenditures and to the Debt Fund for the payment of principal, interest, and fees related to outstanding debt obligations.
- 5). The Internal Service Fund is to account for and report the risk financing activities of the School District. In 1985, the School District began self insuring its worker's compensation program. Currently, worker's compensation, general liability, automobile - transportation liability, and other purchased employee benefits are reflected in the Internal Service Fund.
- 6). The Trust and Agency Fund, commonly called the Student Activity Fund, is used to account for the financial transactions of school classes, clubs, school benefit activities, etc.

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**2013-2014 Total Appropriations, Transfers to Other Funds, and Fund Balances  
for All Funds \$773,570,039**



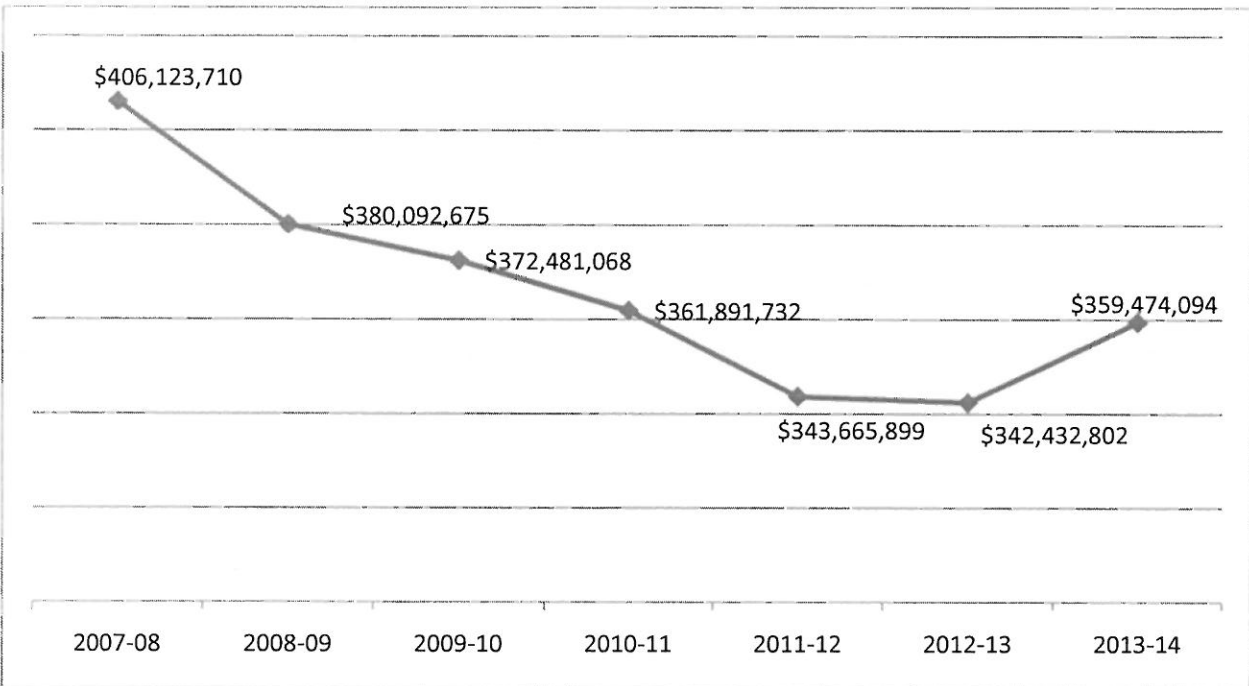
**Ten Year Student Enrollment Data**



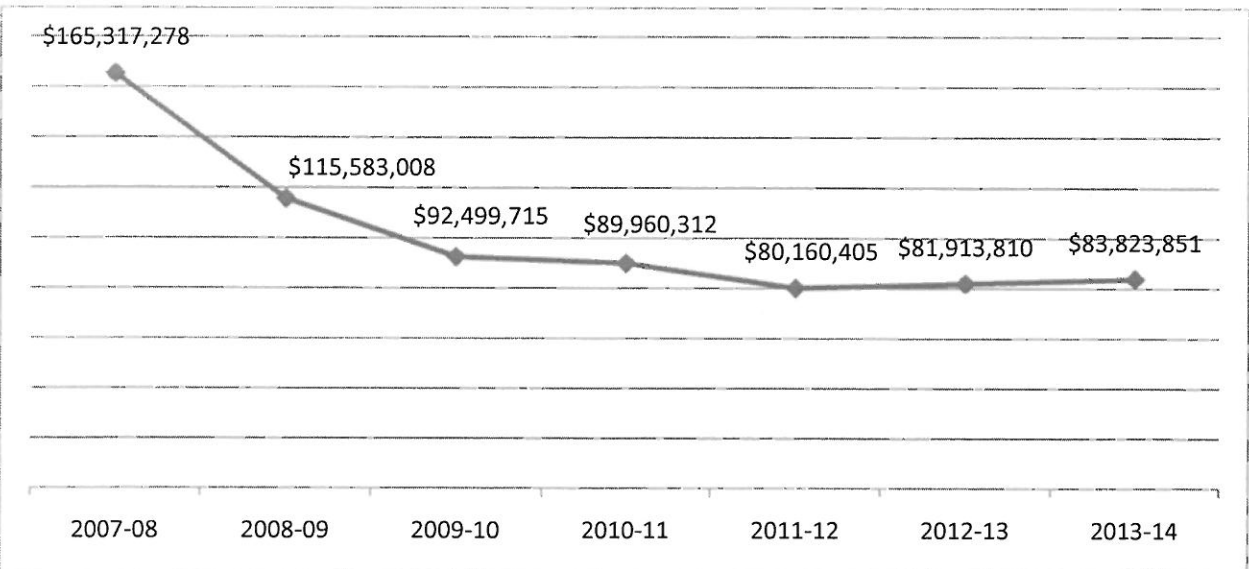
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The two major funds of the School Board of Sarasota County, Florida are the General Fund and the Capital Projects Fund. The charts below demonstrate how the economic downturn that began in 2008 has impacted the revenues of the two major funds.

**The General Fund Revenues for the fiscal years 2007-2008 estimated through 2013-2014 have decreased by \$46,649,616 or 11.5%.**



**Capital Projects Fund Revenues for the fiscal years 2007-2008 estimated through 2013-2014 have decreased \$81,493,427 or 49.3%.**



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**Actions taken since the economic downturn of 2008**

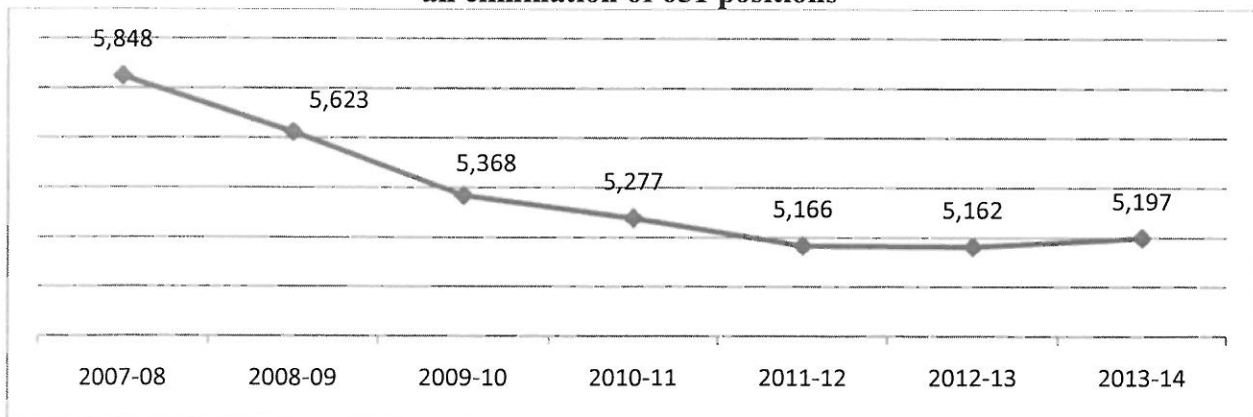
The table below contains the yearly amounts that have been reduced from the General Fund Budget. The details of the reductions are contained in the General Fund Executive Summary Appendix A. These reductions were a combination of budget reductions and cost avoidance actions.

<b>General Fund Fiscal Year Budget Reductions</b>	<b>Savings</b>
Fiscal Year 2007-2008	\$8,572,636
Fiscal Year 2008-2009	\$31,882,217
Fiscal Year 2009-2010	\$42,368,111
Fiscal Year 2010-2011	\$21,185,501
Fiscal Year 2011-2012	\$12,835,188
Fiscal Year 2012-2013	\$3,728,242
Fiscal Year 2013-2014	\$3,837,981
Total budget reductions for the past seven fiscal years	\$124,409,876

**Capital Projects Fund Budget Revenue Reduction Impact**

The Capital Projects Fund budget reduction from 2007-2008 through what is estimated for 2013-2014 is a reduction of 49.3% or \$81.3 million. This revenue reduction has pushed many projects into the future. Those projects that were determined to be of high importance have been funded primarily through the issuance of debt. Under the American Recovery and Reinvestment Act of 2009, the School Board of Sarasota County, Florida was able to secure funding at a net interest rate of .09% for the rebuilding of Booker High School. The rebuild of Venice High School and the Sarasota County Technical Institute have been financed through the issuance of Certificates of Participation at interest rates ranging from 2% to 5%. A more detailed explanation of the financing is contained in the Debt Service Funds budget. These projects have created much needed construction jobs in the Sarasota community. It is estimated the rebuild of Booker High School is employing 25 percent from the local neighborhood community, 40 percent from Sarasota County and over 70 percent from the four county area. The rebuild of Venice High and the Sarasota County Technical Institute is also using local contractors which have helped to ease the high unemployment rate in the construction sector.

**Total Staffing for all Funds since the 2008 Economic Downturn  
an elimination of 651 positions**



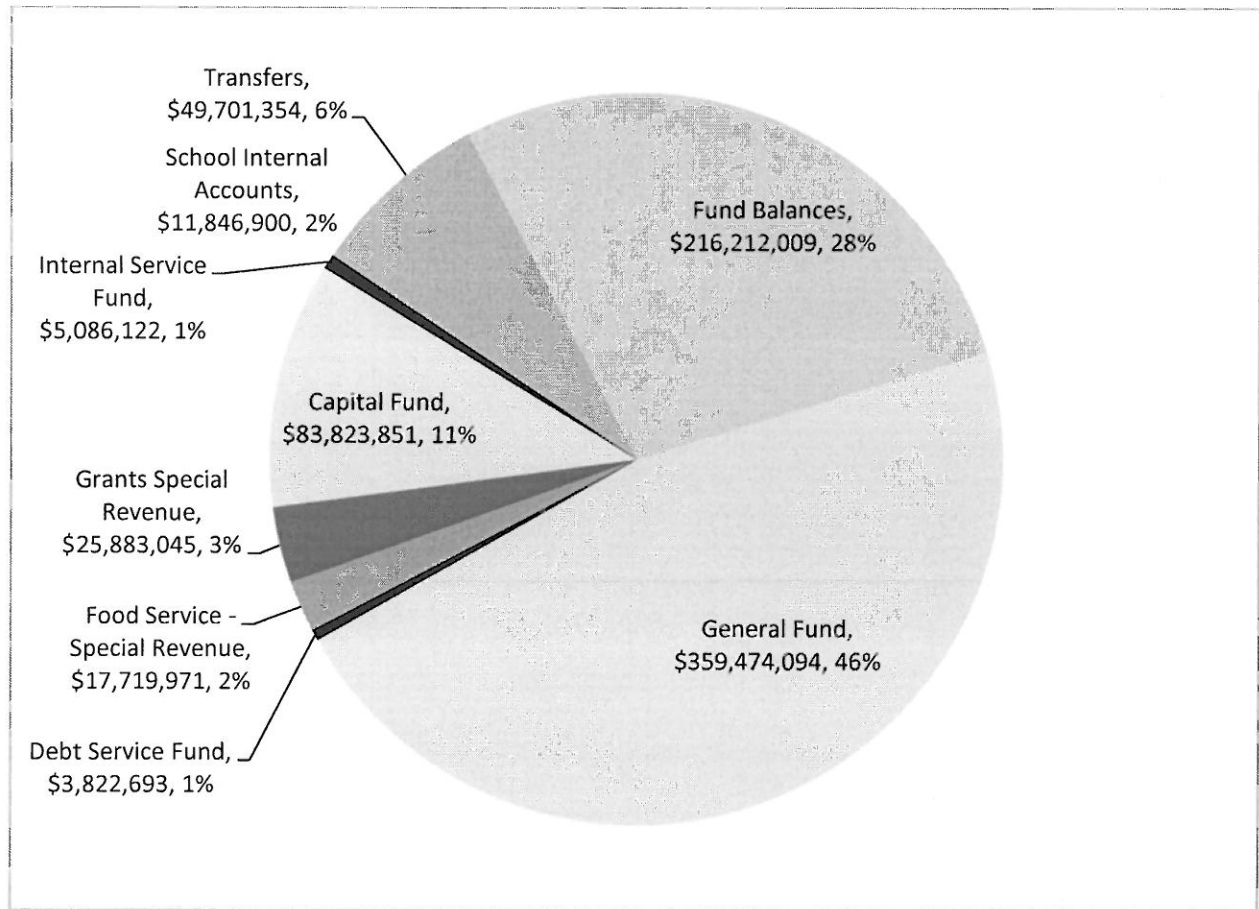


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**How the School Board of Sarasota County is Funded**

The Florida Legislature annually sets the majority of funding for all school districts. The majority of the funding for school districts is contained in Florida Statutes 1010 and 1011. Other funding received from federal entitlement programs for specific purposes. The operating fund for school districts is a combination of property taxes, state general revenue, and fees. All millage rates that the school district is allowed to levy are contained in the Florida Statutes. The major portion of the school district annual millage levy is mandated by the Florida Legislature. The mandated portion is called the required local effort millage for funding the general operations of the school district. The other millage levies authorized are at the discretion of the school board. In 2010, the voters of Sarasota approved a 4 year extension of a 1 mill levy for operating purposes. This voted millage is funding 497 positions. The details of the voted millage revenues and appropriations since its original approval in 2002 are contained in the General Fund Executive Summary Appendix B.

**2013-2014 Total Estimated Revenues, Transfers In, and Fund Balances for all Funds**  
**Total \$773,570,039**



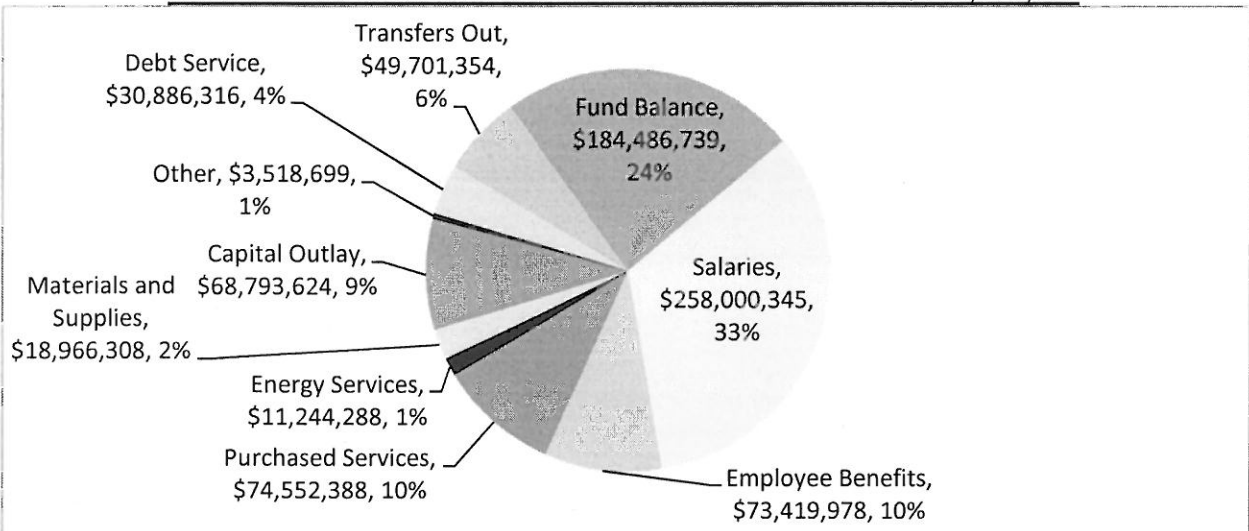
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**2013-2014 Total Estimated Appropriations by Object**

The categories of appropriations by object are classified by expenditure categories mandated by the state chart of accounts. The categories of appropriations are as follows:

- 1) Salaries - amounts paid to employees of the school system in both appointed full-time and part-time positions.
- 2) Employee Benefits - amounts paid by the school system on behalf of employees. This category includes payments to the Florida Retirement system which is mandatory for all school districts, F.I.C.A contributions of the employers' share of social security and Medicare, Group insurance expenditures to provide health coverage, worker compensation premiums to provide workers' compensation coverage, and unemployment compensation premiums.
- 3) Purchased Services – amounts paid for professional services rendered by personnel who are not considered employees of the school board, and other services that the Board may purchase. Included are professional and technical services, services provided by charter schools, second chance schools, virtual education providers, insurance and bond premiums, repairs and maintenance, rentals, telephone, water, sewer, and fiber optic lines.
- 4) Energy Services – amounts paid for natural gas, electricity, heating oil, gasoline, and diesel fuel.
- 5) Materials and Supplies – amounts paid for consumable supplies, textbooks, periodicals, oil and grease, repair parts, tires and tubes, food, and commodities.
- 6) Capital Outlay – amounts paid for land or existing building renovations, library books, audio visual materials, furniture, fixtures, equipment, computers, vehicles, and buses.
- 7) Other Expenses – amounts paid for other expenses not classified above.
- 8) Transfers Out- The majority of the transfers out is from the capital fund to the Debt Service Fund and the General Fund.
- 9) Debt Service- Payments of interest and principal on prior year borrowings and lease purchase payments for equipment and computers.

**2013-2014 Total Estimated Appropriations by Object for all Funds including Fund Balances and Transfers Between Funds for a Total of \$773,570,039**



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**2013-2014 Total Estimated Appropriations by Function**

The categories of appropriations by function are classified by expenditure categories mandated by the state chart of accounts. The categories are as follows:

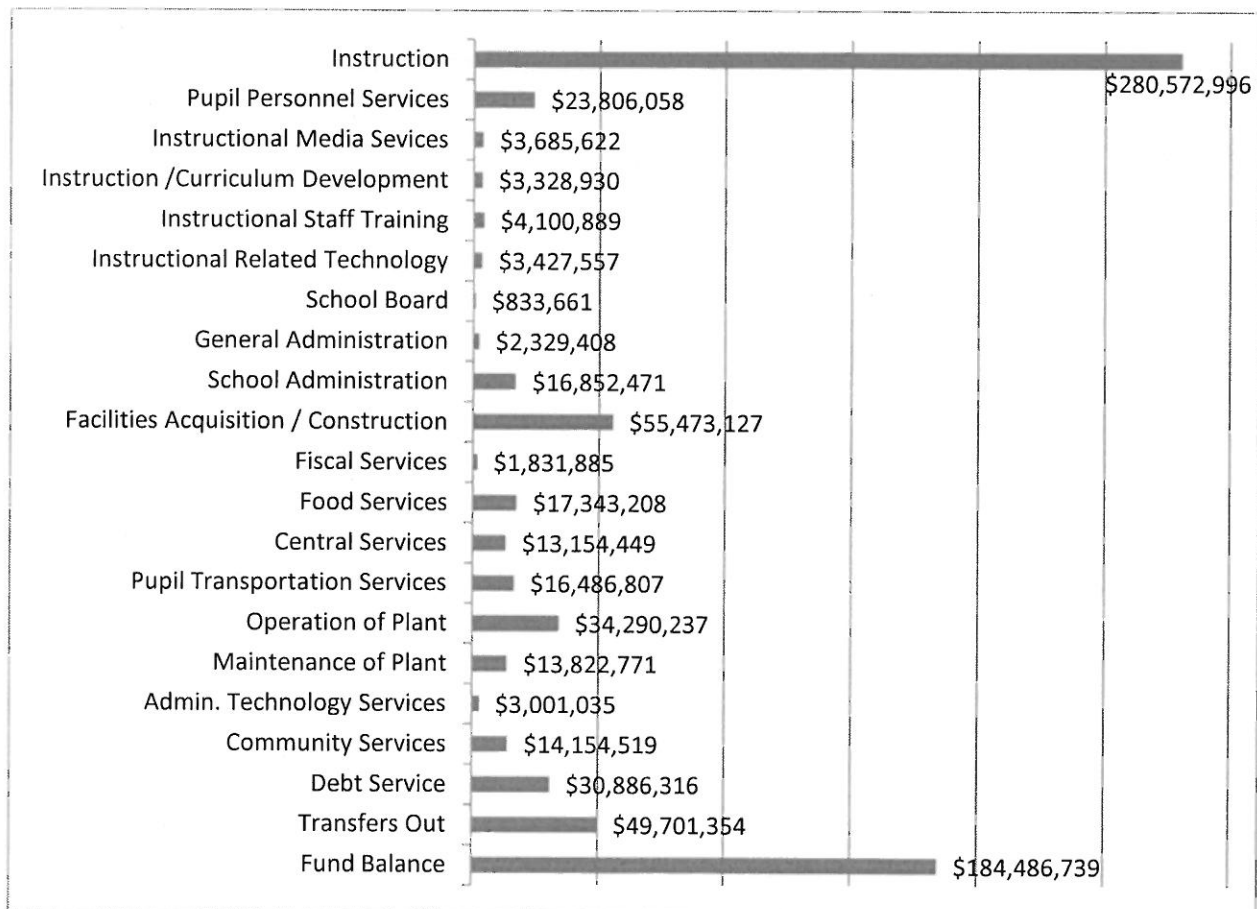
- 1) Instruction – Activities dealing directly with the teaching of students.
- 2) Pupil Personnel Services – Activities include attendance and social work, guidance services, health services, psychological services, and parental involvement.
- 3) Instructional Media Services – Activities include developing and acquiring library materials and operating libraries.
- 4) Instruction and Curriculum Development Services – Activities designed to aid teachers in developing the curriculum, preparing and utilizing support services to motivate students.
- 5) Instructional Staff Training Services – Activities designed to contribute to the professional or occupational growth and competence of members of the instructional staff.
- 6) Instruction-Related Technology - Activities and services for the purpose of supporting instruction.
- 7) School Board – Activities of the elected School Board Members including School Board Attorney, and external auditors.
- 8) General Administration – Activities performed by the superintendent and assistant superintendents in the general direction and management of all affairs of the school system.
- 9) School Administration – Activities concerned with directing and managing the operation of a particular school by the principal and assistant principal including clerical staff for these activities.
- 10) Facilities Acquisition and Construction – Activities concerned with the acquisition of land, buildings, remodeling buildings, construction of buildings, other built-in equipment, and improvement to sites.
- 11) Fiscal Services – Activities concerned with the fiscal operation of the school system. Includes budgeting, receiving and disbursing funds, financial accounting, and payroll.
- 12) Food Services – Activities concerned with providing food to students and staff in a school system.
- 13) Central Services – Activities that support the other instruction and supporting program services. Included is planning, research, development, evaluation services, recruiting and placement of staff, buying, storing, and distributing materials and supplies, printing services, mail room services etc.
- 14) Pupil Transportation Services – Activities related to the conveyance of pupils to and from schools. Includes all costs associated with maintenance of the school buses.
- 15) Operation of Plant – Activities concerned with keeping the physical plant open and ready for use. This includes utility costs, custodial costs, maintenance of grounds etc.
- 16) Maintenance of Plant – Activities that are concerned with maintaining the buildings and equipment at an acceptable level of efficiency through repairs and preventative maintenance.

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**2013-2014 Total Estimated Appropriations by Function - continued**

- 17) Administrative Technology Services – Activities concerned with supporting the school district’s information technology systems including supporting administrative networks, maintaining administrative information systems, and other technology-related administrative costs.
- 18) Community Services – Activities that are not related to providing education for students. The majority of this function is related to expenditures from school internal accounts.
- 19) Debt Service – Payments of principal and interest for the retirement of debt.
- 20) Transfers Out- The majority of the transfers out is from the capital fund to the Debt Service Fund and the General Fund.

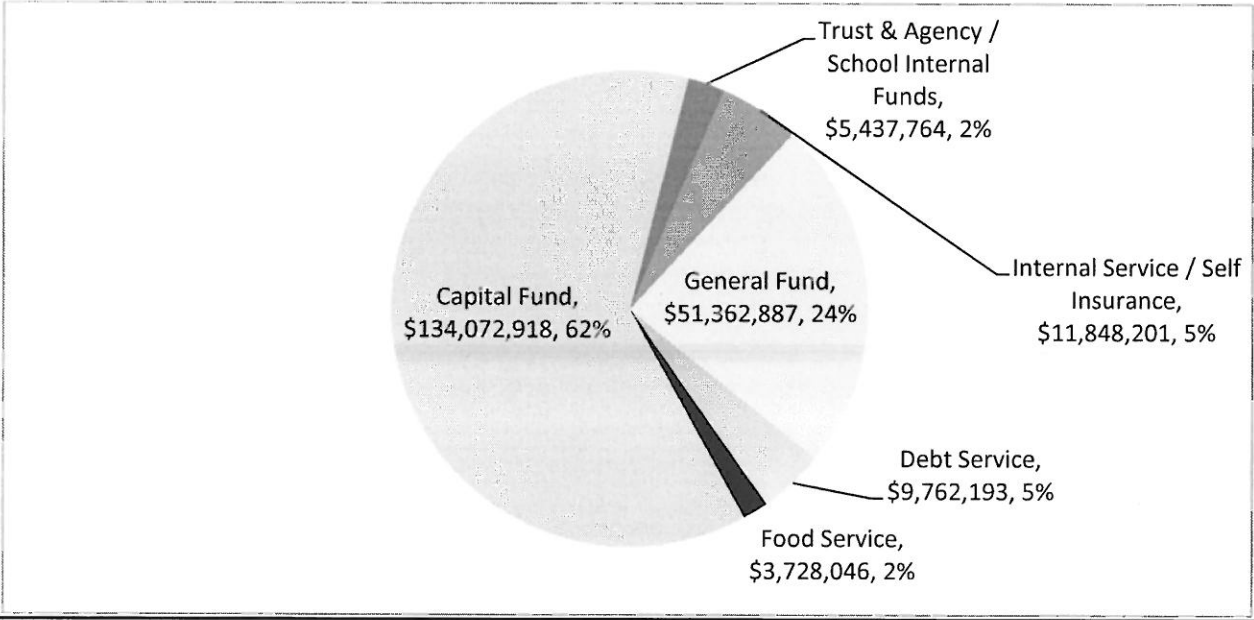
**2013-2014 Total Estimated Appropriations by Function for all Funds including Fund Balances and Transfers Between Funds for a Total of \$773,570,039**



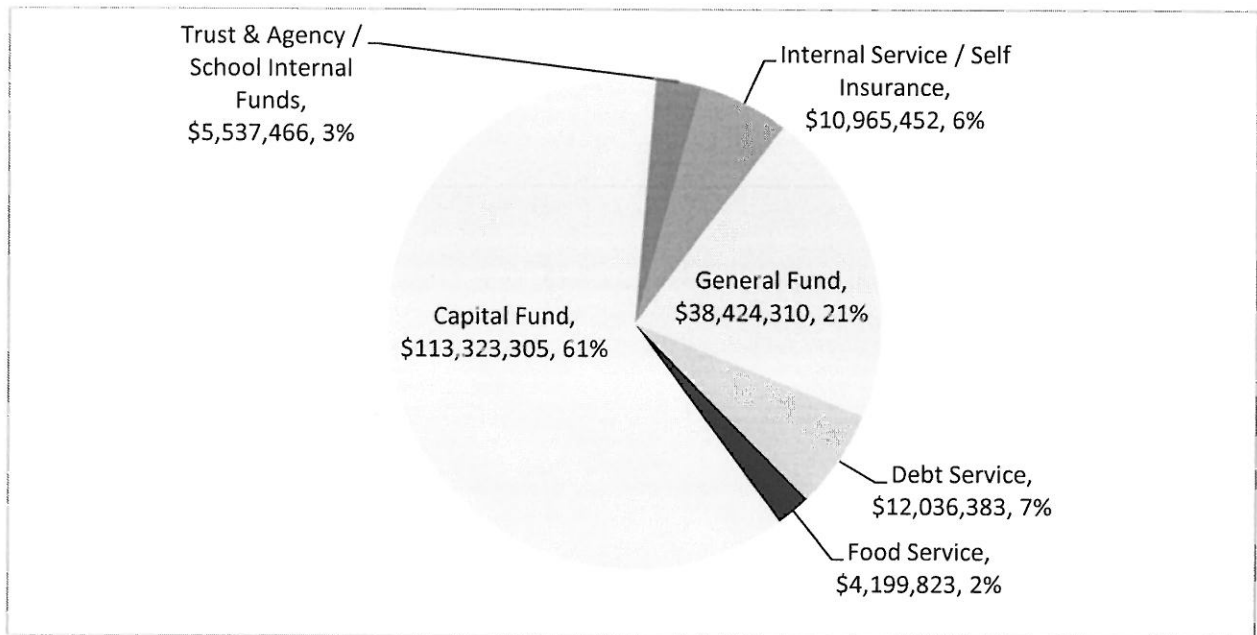
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**Composition by Fund of Unspent Revenues From Prior Years / Fund Balance as of 6/30/13**  
**Total \$216,212,009**

The largest component of the Fund Balance is the Capital Projects Fund. Consisting of unspent proceeds from the borrowing of funds to rebuild Booker High, Sarasota County Technical Institute, and Venice High School. These are all multiple year projects. The funds ear marked for these projects carried forward as part of the unspent revenues from prior years / Fund Balance.



**Estimated by Fund of Unspent Revenues From Prior Years / Fund Balance as of 6/30/14**  
**Total \$184,486,739**



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**Prior Year and Proposed Millage Rates for 2013-2014**

The required local effort millage rate is set yearly by the Florida Legislature. The discretionary millage rate is at the discretion of the School Board; however, is capped yearly by the Florida Legislature. The Debt Service voted millage rate is used to pay bonds issued by the District and was approved by the voters of Sarasota County. The capital outlay millage is capped by the Florida Legislature and is at the discretion of the School Board. The voted operating millage rate is used for operating purposes and is approved by the voters of Sarasota County. The supplemental millage is set yearly by the Florida Legislature and was discontinued in 2009-2010.

<b>Fiscal Year</b>	<b>Required Local Effort</b>	<b>Discretionary</b>	<b>Debt Service Voted</b>	<b>Capital</b>	<b>Voted Operating</b>	<b>Supplemental</b>	<b>Total Millage</b>
1969-70		10.690	1.220				11.910
1970-71		10.000	1.050				11.050
1971-72		10.750	1.050				11.800
1972-73		10.850	.900				11.750
1973-74		10.850	.900				11.750
1974-75		7.220	.320				7.540
1975-76		8.000	.48				8.480
1976-77		8.000	.360				8.360
1977-78		8.000	.196				8.196
1978-79		8.000	.145				8.145
1979-80		6.750	.145				6.895
1980-81	4.804	1.454	.115		1.250		7.623
1981-82	4.512	1.130	.089		.851		6.582
1982-83	3.878	.983	.080	1.300			6.241
1983-84	4.400	1.100	.075	1.334			6.909
1984-85	4.473	1.100	.070	1.334			6.977
1985-86	4.286	1.319	.061	1.500			7.166
1986-87	5.218	.819	.054	1.500			7.591
1987-88	5.117	.819	.050	1.500			7.486
1988-89	5.523	.719	.050	1.500			7.792
1989-90	5.808	.719	.040	2.000			8.567
1990-91	5.756	1.019	.040	2.000			8.815
1991-92	6.329	1.019	.037	2.000			9.385
1992-93	6.562	1.019	.037	2.000			9.618
1993-94	6.428	.510		2.000	1.018		9.956
1994-95	5.911	.510		2.000		.116	8.537
1995-96	6.847	.510		2.000		.106	9.463
1996-97	6.483	.510		2.000		.101	9.094
1997-98	6.347	.510		2.000		.090	8.947
1998-99	6.631	.510		2.000		.088	9.229
1999-00	5.945	.510		2.000		.082	8.537
2000-01	5.957	.510		2.000		.077	8.544
2001-02	5.906	.510		2.000		.072	8.488
2002-03	5.710	.510		2.000	1.000	.067	9.287
2003-04	5.223	.510		2.000	1.000	.060	8.793

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**Prior Year and proposed millage rates for 2012-2013 - continued**

<b>Fiscal Year</b>	<b>Required Local Effort</b>	<b>Discretionary</b>	<b>Debt Service</b>	<b>Capital</b>	<b>Voted</b>	<b>Supplemental</b>	<b>Total Millage</b>
2004-05	4.801	.510		2.000	1.000	.055	8.366
2005-06	4.254	.510		2.000	1.000	.097	7.861
2006-07	3.623	.510		2.000	1.000	.077	7.210
2007-08	3.541	.510		2.000	1.000	.072	7.123
2008-09	3.717	.498		1.750	1.000	.080	7.045
2009-10	4.179	.748		1.500	1.000		7.427
2010-11	4.653	.748		1.500	1.000		7.901
2011-12	4.387	.748		1.500	1.000		7.635
2012-13	4.568	.748		1.500	1.000		7.816
Tentative 2013-14	4.722	.748		1.500	1.000		7.970

**School Board of Sarasota County Taxable Values as of January 1 from 1990 through 2013**

<b>Year</b>	<b>Tax Roll</b>	<b>Percentage Increase (Decrease)</b>
1990	\$13,478,732,223	8.10%
1991	\$14,268,694,198	5.86%
1992	\$14,971,351,441	4.92%
1993	\$15,507,492,364	3.58%
1994	\$16,287,281,718	5.03%
1995	\$17,151,435,992	5.31%
1996	\$18,162,519,217	5.90%
1997	\$19,146,803,661	5.42%
1998	\$20,354,551,176	6.31%
1999	\$21,910,287,140	7.64%
2000	\$23,778,791,924	8.53%
2001	\$26,353,336,881	10.83%
2002	\$29,864,864,281	13.32%
2003	\$34,048,249,636	14.01%
2004	\$38,721,183,062	13.72%
2005	\$46,435,842,068	19.92%
2006	\$58,931,736,163	26.91%
2007	\$62,679,914,511	6.36%
2008	\$55,827,860,201	(10.93%)
2009	\$49,204,548,550	(11.86%)
2010	\$44,696,823,802	(9.16%)
2011	\$41,939,538,824	(6.17%)
2012	\$41,751,400,094	(.45%)
2013	\$43,671,190,496	4.60%