

CCCCA		Historical Performance						Current Year Performance & Goals				
		2014-2015			2015-2016			2016-2017			Goals	
Profile		PK-8			PK-8			PK-8				
	% FRL	68%			72%							
	% Minority	65%			67%							
State Account.	School Grade	A			D						B	
	Reading/ELA	55%			43%						55%	
	Mathematics	55%			44%						55%	
	Science	48%			38%						60%	
Academic Excellence	NWEA	Reading Achievement	Fall	Winter	Spring	Fall	Winter	Spring	Fall	Winter	Spring	66%
			<div><div></div><div></div><div></div></div> <div>31% 28%</div>	<div><div></div><div></div><div></div></div> <div>41% 13%</div>	<div><div></div><div></div><div></div></div> <div>57%</div>	<div><div></div><div></div><div></div></div> <div>26% 32%</div>	<div><div></div><div></div><div></div></div> <div>35% 14%</div>	<div><div></div><div></div><div></div></div> <div>52%</div>	<div><div></div><div></div><div></div></div> <div>29% 26%</div>	<div><div></div><div></div><div></div></div> <div>38% 9%</div>		
			<div><div></div><div></div><div></div></div> <div>42%</div>	<div><div></div><div></div><div></div></div> <div>46%</div>	<div><div></div><div></div><div></div></div> <div>43%</div>	<div><div></div><div></div><div></div></div> <div>43%</div>	<div><div></div><div></div><div></div></div> <div>51%</div>	<div><div></div><div></div><div></div></div> <div>48%</div>	<div><div></div><div></div><div></div></div> <div>46%</div>	<div><div></div><div></div><div></div></div> <div>53%</div>		
		Reading Growth		<div><div></div><div></div><div></div></div> <div>48%</div>	<div><div></div><div></div><div></div></div> <div>45%</div>	<div><div></div><div></div><div></div></div> <div>44%</div>	<div><div></div><div></div><div></div></div> <div>43%</div>	<div><div></div><div></div><div></div></div> <div>47%</div>	<div><div></div><div></div><div></div></div> <div>55%</div>	<div><div></div><div></div><div></div></div> <div>41%</div>		56%
	Mathematics Achievement	<div><div></div><div></div><div></div></div> <div>15% 32%</div>	<div><div></div><div></div><div></div></div> <div>31% 18%</div>	<div><div></div><div></div><div></div></div> <div>52%</div>	<div><div></div><div></div><div></div></div> <div>12% 39%</div>	<div><div></div><div></div><div></div></div> <div>23% 22%</div>	<div><div></div><div></div><div></div></div> <div>50%</div>	<div><div></div><div></div><div></div></div> <div>17% 30%</div>	<div><div></div><div></div><div></div></div> <div>26% 13%</div>		60%	
		<div><div></div><div></div><div></div></div> <div>53%</div>	<div><div></div><div></div><div></div></div> <div>51%</div>	<div><div></div><div></div><div></div></div> <div>48%</div>	<div><div></div><div></div><div></div></div> <div>49%</div>	<div><div></div><div></div><div></div></div> <div>55%</div>	<div><div></div><div></div><div></div></div> <div>50%</div>	<div><div></div><div></div><div></div></div> <div>53%</div>	<div><div></div><div></div><div></div></div> <div>61%</div>			
		Mathematics Growth		<div><div></div><div></div><div></div></div> <div>55%</div>	<div><div></div><div></div><div></div></div> <div>58%</div>	<div><div></div><div></div><div></div></div> <div>46%</div>	<div><div></div><div></div><div></div></div> <div>43%</div>	<div><div></div><div></div><div></div></div> <div>50%</div>	<div><div></div><div></div><div></div></div> <div>51%</div>	<div><div></div><div></div><div></div></div> <div>40%</div>		
	Growth	Enrollment	638			638			638	638	638	638
<div><div></div><div></div><div></div></div> <div>548</div>				<div><div></div><div></div><div></div></div> <div>538</div>		<div><div></div><div></div><div></div></div> <div>576</div>		<div><div></div><div></div><div></div></div> <div>593</div>	<div><div></div><div></div><div></div></div> <div>586</div>	<div><div></div><div></div><div></div></div> <div>578</div>	<div><div></div><div></div><div></div></div> <div>576</div>	
Oct				Feb		Oct		Feb	Feb	Mar	Apr	
Wait List								32		50		
Financial Health	Fund Balance	Cumulative	\$35,481			\$405,159			\$405,160			\$111,430
		Budgeted Actual	(\$63,435) (\$134,553)			\$1,808 \$318,333			Q2	\$111,430 \$112,114 *		
		Variance	(\$71,118)			\$316,525			\$684			
Culture of Excellence		Fall	Spring		Fall	Spring		Fall	Spring			
	Marzano 21 (S)	<div><div></div><div></div><div></div></div> <div>78% 22%</div>		<div><div></div><div></div><div></div></div> <div>58% 9%</div>	<div><div></div><div></div><div></div></div> <div>86% 18%</div>		<div><div></div><div></div><div></div></div> <div>68% 11%</div>	<div><div></div><div></div><div></div></div> <div>69% 11%</div>			<div><div></div><div></div><div></div></div> <div>73% 30%</div>	
	Parent Loyalty (P)	<div><div></div><div></div><div></div></div> <div>87% 34%</div>		<div><div></div><div></div><div></div></div> <div>89% 38%</div>	<div><div></div><div></div><div></div></div> <div>86% 38%</div>		<div><div></div><div></div><div></div></div> <div>89% 45%</div>	<div><div></div><div></div><div></div></div> <div>92% 55%</div>			<div><div></div><div></div><div></div></div> <div>92% 50%</div>	
	Staff Loyalty (S)	<div><div></div><div></div><div></div></div> <div>47% 17%</div>		<div><div></div><div></div><div></div></div> <div>36% 6%</div>	<div><div></div><div></div><div></div></div> <div>79% 9%</div>		<div><div></div><div></div><div></div></div> <div>68% 16%</div>	<div><div></div><div></div><div></div></div> <div>70% 9%</div>			<div><div></div><div></div><div></div></div> <div>73% 30%</div>	
	Workforce Engagement (S)	<div><div></div><div></div><div></div></div> <div>71% 21%</div>		<div><div></div><div></div><div></div></div> <div>64% 12%</div>	<div><div></div><div></div><div></div></div> <div>85% 19%</div>		<div><div></div><div></div><div></div></div> <div>75% 15%</div>	<div><div></div><div></div><div></div></div> <div>77% 19%</div>			<div><div></div><div></div><div></div></div> <div>80% 32%</div>	
Operational Performance	Safe/Orderly Environment (P)	<div><div></div><div></div><div></div></div> <div>93% 34%</div>		<div><div></div><div></div><div></div></div> <div>92% 40%</div>	<div><div></div><div></div><div></div></div> <div>93% 43%</div>		<div><div></div><div></div><div></div></div> <div>N/A</div>	<div><div></div><div></div><div></div></div> <div>95% 49%</div>			<div><div></div><div></div><div></div></div> <div>97% 54%</div>	
	School Level Factors (P)	<div><div></div><div></div><div></div></div> <div>92% 29%</div>		<div><div></div><div></div><div></div></div> <div>90% 34%</div>	<div><div></div><div></div><div></div></div> <div>90% 36%</div>		<div><div></div><div></div><div></div></div> <div>90% 39%</div>	<div><div></div><div></div><div></div></div> <div>94% 43%</div>			<div><div></div><div></div><div></div></div> <div>93% 45%</div>	
Parent Response %		12%	8%		20%	30%		26%			>25%	
Staff Response #   %		15	18		38%	67%		71%			>50%	

### Recent Updates:

- April Enrollment
- Q3 Fund Balance

### Governing Board

Education Foundation of Osceola County, 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%
- SA Below 30%

S = Staff Survey  
P = Parent Survey

% = Rate  
# = Count

**Canoe Creek Charter Academy**  
**Actual vs. Budget vs. Forecast Variance Analysis**  
**For the Period Ended Friday, March 31, 2017**

	YTD Actual	YTD Budget	Variance	% Variance	\$ YTD Effect	Explanation (15% and \$2,000)	Annual Forecast	Annual Budget	Variance	% Variance	\$ Annual Effect
ENROLLMENT (per school's record)	566	586	(21)	-3%			566	586	(21)	-4%	
ENROLLMENT (per funding source)	566	586	(21)	-3%			566	586	(21)	-4%	
RATE PER STUDENT	\$ 6,648	\$ 6,553	\$ 95	1%	(60,467)		\$ 6,648	\$ 6,553	\$ 95	1%	\$ (83,890)
<b>REVENUES</b>											
<b>Earned Capitation</b>											
State/Local Per Student Funding	\$ 2,791,652	\$ 2,855,431	\$ (63,779)	-2%	Reduction is due to enrollment shortfall		\$ 3,759,228	\$ 3,839,851	\$ (80,623)	-2%	
Florida Teacher Lead Program	8,065	8,065	-	0%			8,065	8,065	-	0%	
Pre-K Revenue - Gov't	59,615	59,253	362	1%			83,488	83,488	-	0%	
Capital Outlay Funding	137,893	121,592	16,301	13%			147,893	159,702	(11,809)	-7%	
Capital Outlay Class Size Reduction	-	-	-	0%			-	-	-	0%	
District Fee Refund [>250 students]	77,930	81,212	(3,282)	-4%			104,774	110,084	(5,310)	-5%	
<b>Total Earned Capitation</b>	<b>3,075,155</b>	<b>3,125,553</b>	<b>(50,398)</b>	<b>-2%</b>			<b>4,103,448</b>	<b>4,201,190</b>	<b>(97,742)</b>	<b>-2%</b>	
Food Service Revenue	39	-	39	100%			39	-	39	100%	
Before and Aftercare Revenue	38,855	39,199	(344)	-1%			51,157	51,157	-	0%	
Interest Income	96	96	-	0%			96	96	-	0%	
Miscellaneous Income	27,232	21,811	5,421	25%			42,026	42,026	-	0%	
<b>TOTAL REVENUES</b>	<b>3,141,377</b>	<b>3,186,659</b>	<b>(45,282)</b>	<b>-1%</b>			<b>4,196,766</b>	<b>4,294,469</b>	<b>(97,703)</b>	<b>-2%</b>	
<b>EXPENSES</b>											
<b>Cost of Compensation</b>											
School Leadership	95,873	95,872	(1)	0%			129,492	129,491	(1)	0%	
Administrative	90,281	90,746	465	1%			115,707	119,653	3,946	3%	
Teachers	715,933	761,724	45,791	6%	Savings due to vacancies		976,127	1,063,349	87,222	8%	
ESE/Special Education	22,740	23,822	1,082	5%			33,580	35,411	1,831	5%	
Resource Teachers	32,949	33,698	749	2%			45,513	47,012	1,499	3%	
Guidance	148	148	-	0%			148	148	-	0%	
IT Support	13,959	13,958	(1)	0%			18,623	18,623	-	0%	
Daily Substitute Teachers	60,477	46,079	(14,398)	-31%	Actual higher than planned		72,877	58,981	(13,896)	-24%	
Permanent Subs	142,319	141,552	(767)	-1%	Actual has 1 less position than budgeted		170,686	193,551	22,865	12%	
Aides - Instructional	13,218	13,203	(15)	0%			19,785	17,815	(1,970)	-11%	
Aftercare	12,617	13,773	1,156	8%	Savings due to vacancies		14,754	19,351	4,597	24%	
Tutoring	10,642	10,323	(319)	-3%			16,200	16,200	-	0%	
Bonuses	8,550	8,550	-	0%			26,925	26,925	-	0%	
Stipends	12,210	14,386	2,176	15%			21,650	21,650	-	0%	
					More students requiring speech, language and occupational						
Contracted SPED - Instruction	48,475	44,452	(4,023)	-9%	therapy		57,382	53,359	(4,023)	-8%	
Total Taxes & Benefits	224,712	203,539	(21,173)	-10%	Actual trending higher than planned		304,212	270,718	(33,494)	-12%	
<b>Total Cost of Compensation</b>	<b>1,505,103</b>	<b>1,515,825</b>	<b>10,722</b>	<b>1%</b>			<b>2,023,661</b>	<b>2,092,237</b>	<b>68,576</b>	<b>3%</b>	
<b>Professional Services</b>											
Legal Fees	2,199	5,954	3,755	63%	Projecting to be at budget at the end of the year		11,000	11,000	-	0%	
Accounting Services - Audit	10,600	10,000	(600)	-6%	Actual trending higher than planned		10,600	10,000	(600)	-6%	
Outside Staff Development	-	2,000	2,000	100%	Projecting to be at budget at the end of the year		2,000	2,000	-	0%	
Finance & Accounting Services	-	-	-	0%			-	-	-	0%	
Information Technology Services	-	-	-	0%			-	-	-	0%	
Educational Intellectual Property	-	-	-	0%			-	-	-	0%	
Procurement/Vendor Management	-	-	-	0%			-	-	-	0%	
Support Center General Overhead	189,586	188,306	(1,280)	-1%	Projecting to be at budget at the end of the year		250,222	250,222	-	0%	
Sponsorship	-	-	-	0%			-	-	-	0%	
Computer Service Fees	41,613	40,994	(619)	-2%	Savings due to enrollment shortfall		52,860	54,260	1,400	3%	

**Canoe Creek Charter Academy**  
**Actual vs. Budget vs. Forecast Variance Analysis**  
**For the Period Ended Friday, March 31, 2017**

	YTD	YTD		%	\$	Explanation	Annual	Annual		%	\$
	Actual	Budget	Variance	Variance	YTD Effect	(15% and \$2,000)	Forecast	Budget	Variance	Variance	Annual Effect
	-	-	-	0%			-	-	-	0%	
Fee to GVSU	139,583	142,643	3,060	2%		Savings due to enrollment shortfall	187,961	191,993	4,032	2%	
Fee:County School Board	575	575	-	0%			1,179	1,179	-	0%	
Professional Fees - Other	-	-	-	0%			-	-	-	0%	
Grant Expense - SGSA	-	-	-	0%			-	-	-	0%	
Grant Expense - Other State/Local	-	-	-	0%			-	-	-	0%	
Grant Expense - Michigan 31A	-	-	-	0%			-	-	-	0%	
Advertising/Marketing Exp	21,164	30,206	9,042	30%		Projecting to be at budget at the end of the year	57,502	57,502	-	0%	
Staff Recruitment	551	430	(121)	-28%			700	700	-	0%	
<b>3 Total Professional Services</b>	<b>405,871</b>	<b>421,108</b>	<b>15,237</b>	<b>4%</b>			<b>574,024</b>	<b>578,856</b>	<b>4,832</b>	<b>1%</b>	
<b>Vendor Services</b>											
Contracted Pupil Transportation	27,266	28,095	829	3%			36,358	36,358	-	0%	
Extra-Curricular Activity Events	190	190	-	0%			375	375	-	0%	
Background / Finger Printing	-	354	354	100%		Based on needs of the school	250	709	459	65%	
Licenses & Permits	345	345	-	0%			500	500	-	0%	
Bank Charges & Loan Fees	3,677	3,512	(165)	-5%			4,682	4,682	-	0%	
Contracted Custodial Services	84,405	84,405	-	0%			112,540	112,540	-	0%	
<b>4 Total Vendor Services</b>	<b>115,883</b>	<b>116,901</b>	<b>1,018</b>	<b>1%</b>			<b>154,705</b>	<b>155,164</b>	<b>459</b>	<b>0%</b>	
<b>Administrative Expenses</b>											
Travel / Auto / Meals / Lodging/Airfare	2,343	2,917	574	20%		Projecting to be at budget at the end of the year	4,321	4,321	-	0%	
Business Expense - Other	40,721	39,250	(1,471)	-4%		Projecting to be at budget at the end of the year	49,208	49,208	-	0%	
Dues & Subscriptions	1,338	2,176	838	39%			2,612	2,612	-	0%	
Printing & Copying	731	314	(417)	-133%		Based on needs of the school	974	500	(474)	-95%	
Office Supplies	3,746	3,500	(246)	-7%		Based on needs of the school	4,994	3,500	(1,494)	-43%	
Supplies - Aftercare	63	63	-	0%			96	96	-	0%	
Medical Supplies	1,142	1,142	-	0%			1,142	1,142	-	0%	
Student Uniform Expense	12	-	(12)	-100%		Name Badges	12	-	(12)	-100%	
In-house Food Service	-	-	-	0%			50	50	-	0%	
<b>5 Total Administrative Services</b>	<b>50,096</b>	<b>49,362</b>	<b>(734)</b>	<b>-1%</b>			<b>63,409</b>	<b>61,429</b>	<b>(1,980)</b>	<b>-3%</b>	
<b>Instruction Expense</b>											
Textbooks	13,915	28,509	14,594	51%		Forecast reduced to offset overage in textbook	22,219	28,509	6,290	22%	
						Overage offset with savings from textbooks					
Instructional Licenses	53,232	46,942	(6,290)	-13%			53,232	46,942	(6,290)	-13%	
Consumable Instr. Supplies & Equip.-Students	11,796	16,606	4,810	29%			20,000	20,000	-	0%	
Consumable Instr. Supplies & Equip.-Teachers	-	600	600	100%			1,000	1,000	-	0%	
Testing Materials	5,676	12,000	6,324	53%			12,000	12,000	-	0%	
Instructional Supplies - Florida Lead Teacher Program	8,065	8,065	-	0%			8,065	8,065	-	0%	
<b>6 Total Instruction Expense</b>	<b>92,684</b>	<b>112,722</b>	<b>20,038</b>	<b>18%</b>			<b>116,516</b>	<b>116,516</b>	<b>-</b>	<b>0%</b>	
<b>Other Operating Expenses</b>											
Telephone/Internet/Cable/Satellite	42,209	36,874	(5,335)	-14%		Due to increased rates	55,724	49,165	(6,559)	-13%	
Postage & Express Mail	100	346	246	71%			385	385	-	0%	
Electricity & Natural Gas	104,015	103,193	(822)	-1%		Actual trending higher than planned	140,015	137,591	(2,424)	-2%	
Water & Sewer	46,144	50,393	4,249	8%		Actual trending higher than planned	63,844	67,190	3,346	5%	
Waste Disposal	4,514	4,454	(60)	-1%			5,900	5,900	-	0%	
Pest Control	1,710	1,845	135	7%			2,550	2,550	-	0%	
Maintenance & Cleaning Supplies	9,518	5,832	(3,686)	-63%		Based on the needs of the schools	11,718	7,776	(3,942)	-51%	
Building Repairs & Maintenance	97,827	102,264	4,437	4%			141,623	141,623	-	0%	
Equipment Repairs & Maintenance	3,996	4,646	650	14%			5,946	5,946	-	0%	
Miscellaneous Expenses	74	192	118	61%			300	300	-	0%	

**Canoe Creek Charter Academy**  
**Actual vs. Budget vs. Forecast Variance Analysis**  
**For the Period Ended Friday, March 31, 2017**

	YTD Actual	YTD Budget	Variance	% Variance	\$ YTD Effect	Explanation (15% and \$2,000)	Annual Forecast	Annual Budget	Variance	% Variance	\$ Annual Effect
7	Total Other Operating Expenses						428,005	418,426	(9,579)	-2%	
	<b>Fixed Expenses</b>										
	Office Equipment - Leasing Expense						17,294	17,081	(213)	-1%	
	Property & Liability Insurance						49,755	49,755	-	0%	
	Rent Expense						600,994	600,994	-	0%	
8	Total Fixed Expenses						668,043	667,830	(213)	0%	
9	TOTAL EXPENSES						4,028,363	4,090,458	62,095	2%	
	Operating Surplus/(Deficit)						168,403	204,011	(35,608)	-17%	
	<b>Non-Operating Expenses</b>										
10	Capital Expenditures (NonCap)	13,529	7,965	(5,564)	-70%	Offset in capitalized expenditures	13,529	7,965	(5,564)	-70%	
11	Capital Expenditures (Capitalized)	28,179	80,035	51,856	65%	Savings due to lower enrollment	42,760	84,616	41,856	49%	
12	CHANGE IN FUND BALANCE						112,114	111,430	684	1%	