School Board Workshop
Capacity Planning, Capital Allocations and Impact Fees

September 27, 2016
Workshop Agenda

1. Workshop Goals
2. Capacity Planning
3. Capital Allocations
4. School Impact Fees
5. Future Activities
6. Requests for Board Direction
Workshop Goals
Workshop Goals

- **Capacity Planning**
  - Capacity planning process
  - Options to address capacity issues
  - Funding options
Workshop Goals

- **Capital Allocations**
  - Current 10-Year Capital Funding Plan
  - Proposed capital allocation changes
  - Relationship of the 10-Year Capital Funding Plan to the 5-Year District Facilities Work Program
Workshop Goals

- School Impact Fees
  - Proposed School Impact Fee Ordinance change
  - Proposed Resolution
  - Proposed use of School Impact Fees
  - Alternative use of School Impact Fees
Capacity Planning
Workshop Goals

Capacity Planning

- Capacity planning process
- Options to address capacity issues
- Funding options
Capacity Planning

- Capacity Planning Process
  - Enrollment Projections
    - Development information from local governments
    - Birth Rates
    - Mobility Rates
Capacity Planning

Average Student Forecast Accuracy

- Finance
- GM
- COFTE

- 1 Year
- 2 Year
- 3 Year
- 4 Year
- 5 Year
Capacity Planning

2020 - 2021 Projected Elementary Enrollment and Permanent Capacity Utilization

LEGEND
F20PFUTIL
less than 70%
70% to 75%
80% to 85%
90% to 99%
100% or more

Facilities Services Planning and Project Management Map by David Liedemann February 2016
Capacity Planning

2020 - 2021 Projected Elementary Enrollment and Total Capacity Utilization

LEGEND
Total Capacity Utilization
- less than 70%
- 70% to 75%
- 80% to 85%
- 90% to 95%
- 100% or more
Capacity Planning
Capacity Planning
Capacity Planning

2020 - 2021 Projected High School Enrollment and Permanent Capacity Utilization

LEGEND
- less than 70%
- 70% to 75%
- 80% to 85%
- 90% to 95%
- 100% or more

Facilities Services Planning and Project Management Map by David Undermann February 2016

Brevard Public Schools
Capacity Planning
Workshop Goals

- Capacity Planning
  - Capacity planning process
  - Options to address capacity issues
  - Funding options
Options to Address Projected Capacity Issues

- Assumptions
  - 90% Schools are effectively full at 90% of FISH capacity
  - 25% Maximum portable capacity as a % of permanent capacity
  - 50% Plan for new permanent capacity when projected student enrollment exceeds 150% of permanent capacity

- Total Capacity Change attendance boundaries based on total capacity (permanent + portable). Requires policy change
Capacity Planning

- Options to Address Projected Capacity Issues
  1. Portable Classrooms
  2. Attendance Boundary Changes
  3. Restrict Choice
  4. Additions
  5. New Schools
  6. Combination of Options
Capacity Planning

- **Option 1: Portable Classrooms**
  - 155 required
  - Cost: $13 million
  - Advantages: Short-term solution; less expensive than permanent capacity; minimal disruption; no attendance boundary changes
  - Disadvantages: Potential core capacity, parking and traffic issues
Capacity Planning

- **Option 2: Attendance Boundary Changes**
  - Schools: 48
  - Students: 5,500
  - Cost: TBD (Capital and operating for busing)
  - Demographics and F/R Lunch: TBD
  - Advantages: Short-term solution; least expensive
  - Disadvantages: Maximum disruption
Capacity Planning

- Option 3: Restrict Choice
  - Schools: 77
  - Students: 5,700
  - Cost: TBD
  - Demographics and F/R Lunch: TBD
  - Advantages: Short-term solution
  - Disadvantages: Does not reduce capacity issues; may conflict with choice legislation; may require class size compliance at the classroom level
Option 4: Additions

- Schools: 8 (10–classroom addition at each)
- Cost: $28 million
- Advantages: Intermediate–term solution; less expensive than new schools; new facilities in existing schools
- Disadvantages: Potential core capacity; parking and traffic issues; potential attendance boundary changes; may be distant from new development
Capacity Planning

- **Option 5: New Schools**
  - Schools: 1 (2 pending additional data)
  - Cost: $20–$40 million capital
    $1–2 million operating
  - Advantages: Near new development (minimizes busing); addresses capacity issues at adjacent schools
  - Disadvantages: Most expensive; attendance boundary changes required; long-term solution (4–7 years)
Option 6: Combination of Options

- Add 85 portable classrooms
- Change attendance boundaries
- Construct new capacity when funding is available
- Cost: TBD depending on options chosen
- Advantages: Short-term and long-term solution; delays requirement for new capacity until funding is available
- Disadvantages: None
Workshop Goals

- Capacity Planning
  - Capacity planning process
  - Options to address capacity issues
  - Funding options
Funding Options

- School Impact Fees – By Benefit District
- Property Tax (Capital) – Pending FDOE approval
- Debt (COP, RAN, SBE Bond)
- Public Private Partnership (Lease)
- Voter Approved Sources
  - General Obligation Bond
  - Additional Millage
Questions
Capital Allocations
Workshop Goals

- Capital Allocations
  - Current 10-Year Capital Funding Plan
  - Proposed capital allocation changes
  - Relationship of the 10-Year Capital Funding Plan to the 5-Year District Facilities Work Program
## Capital Allocations

### Current Capital Funding Plan

<table>
<thead>
<tr>
<th>FY 16-25 Capital Funding Plan</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capital Reserve Funds-Beginning Balance</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Beginning Fund Balance Unrestricted</strong></td>
<td></td>
</tr>
<tr>
<td>25,302</td>
<td>19,730</td>
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<tr>
<td><strong>Reserved for New Schools</strong></td>
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</tr>
<tr>
<td>13,000</td>
<td>13,000</td>
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<tr>
<td><strong>CarryForward Obligated to Capital Projects</strong></td>
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<tr>
<td>30,085</td>
<td>56,732</td>
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<tr>
<td><strong>Funds Restricted for Special Purposes</strong></td>
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<tr>
<td>2,978</td>
<td>1,094</td>
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<td><strong>Subtotal Capital Reserve Beginning Balance</strong></td>
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<tr>
<td>61,281</td>
<td>52,886</td>
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<table>
<thead>
<tr>
<th><strong>Tax Revenue</strong></th>
<th>(in billions)</th>
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<tr>
<td>33,145</td>
<td>35,674</td>
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<table>
<thead>
<tr>
<th><strong>Current Capital Funding Plan</strong></th>
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<tbody>
<tr>
<td><strong>Balance Available after Debt Payment</strong></td>
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<tr>
<td>111,012</td>
<td>168,121</td>
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<table>
<thead>
<tr>
<th><strong>Project Costs</strong></th>
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<tbody>
<tr>
<td>73,544</td>
<td>73,858</td>
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<table>
<thead>
<tr>
<th><strong>Allocations</strong></th>
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<tr>
<td>17,704</td>
<td>75,721</td>
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<table>
<thead>
<tr>
<th><strong>Property Insurance</strong></th>
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<tr>
<td>4,666</td>
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<table>
<thead>
<tr>
<th><strong>Total Project Costs</strong></th>
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</tr>
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<tbody>
<tr>
<td>39,762</td>
<td>112,287</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th><strong>Balance Available after Project Costs</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>91,262</td>
<td>53,824</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Remaining Unrestricted Capital Reserve Funds</strong></th>
<th></th>
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<tbody>
<tr>
<td>19,730</td>
<td>18,543</td>
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<table>
<thead>
<tr>
<th><strong>Capital Reserve</strong></th>
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<tbody>
<tr>
<td>13,762</td>
<td>0</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th><strong>Federal Connected Needs / Taf from General Fund</strong></th>
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<tbody>
<tr>
<td>2,015</td>
<td>4,028</td>
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</table>

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</tr>
</tbody>
</table>
Capital Allocations

- Current Capital Funding Plan

**FY17**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY17 1</th>
<th>FY17 2</th>
<th>FY17 3</th>
<th>FY17 4</th>
<th>FY17 5</th>
<th>FY17 6</th>
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</thead>
<tbody>
<tr>
<td>Balance Available after Project Costs</td>
<td>91.262</td>
<td>53.824</td>
<td>64.979</td>
<td>76.254</td>
<td>93.141</td>
<td>111.497</td>
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<td>Remaining Unrestricted Capital Reserve Funds</td>
<td>19.730</td>
<td>18.843</td>
<td>34.879</td>
<td>38.504</td>
<td>47.741</td>
<td>58.447</td>
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<tr>
<td>Carryforward-Obligated for Capital Projects</td>
<td>13.762</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
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<td>2.015</td>
<td>4.028</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
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<tr>
<td>Sales Surtax Projects</td>
<td>40.955</td>
<td>8.503</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
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<tr>
<td>Funds Obligated but not yet spent</td>
<td>1.094</td>
<td>1.244</td>
<td>1.394</td>
<td>1.544</td>
<td>1.694</td>
<td>1.844</td>
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<tr>
<td>Reserve</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Remaining Capital Reserve</td>
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<td>64.979</td>
<td>76.254</td>
<td>93.141</td>
<td>111.497</td>
</tr>
</tbody>
</table>
Capital Allocations

Current Annual Capital Allocations
No Sales Surtax or Impact Fees

- Transportation, 19%
- Property Insurance, 22%
- ADA, 0%
- Energy Conservation, 1%
- Facility Renewal, 12%
- FF & E, 2%
- Food Service, 2%
- Projects, 0%
- Programs, 1%
- Portable Relocations, 1%
- Maintenance Supplies, 10%
- Maintenance PECO / CO & DS, 21%
Capital Allocations

Need Compared to Current Capital Allocations

Need = $44,113,000
Funding = $21,341,000
Workshop Goals

- Capital Allocations
  - Current 10-Year Capital Funding Plan
  - Proposed capital allocation changes
  - Relationship of the 10-Year Capital Funding Plan to the 5-Year District Facilities Work Program
Capital Allocations

- **Previous Strategy** (Current Capital Plan)
  - Minimize capital allocations to Support Functions, Programs and Projects to maximize reserves for new capacity without debt
Capital Allocations

- Current Strategy
  - Objective 3A
    - ✓ Capital Advisory Committee
    - ✓ Prioritize capital requirements
    - ✓ *Equitably* allocate available capital resources
    - ✓ Develop a long-range capital plan
Capital Allocations

- Current Strategy
  - Objective 3C
    - Allocation of capital funding to ensure **equitable** access to programs
    - Allocation of capital funding to provide **equitable** capacity accommodations
    - Develop a long-range capital plan
Capital Allocations

- Capital Advisory Committee
  - Superintendent’s Cabinet
    - Prioritized annual allocation categories
    - Prioritized proposed projects
    - Developed preliminary allocation recommendations
## Proposed Annual Capital Funding

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Priority</th>
<th>Current Amount</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO &amp; DS Projects (Catagorical)</td>
<td>$1,920,000</td>
<td>1</td>
<td>$1,920,000</td>
<td>$0</td>
</tr>
<tr>
<td>PECO Maintenance (Catagorical)</td>
<td>$2,617,000</td>
<td>1</td>
<td>$2,617,000</td>
<td>$0</td>
</tr>
<tr>
<td>Property Insurance</td>
<td>$4,660,000</td>
<td>1</td>
<td>$4,660,000</td>
<td>$0</td>
</tr>
<tr>
<td>ADA</td>
<td>$100,000</td>
<td>2</td>
<td>$100,000</td>
<td>$0</td>
</tr>
<tr>
<td>Bus Replacements / Equipment</td>
<td>$4,000,000</td>
<td>2</td>
<td>$4,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>Capital Renewal</td>
<td>$11,000,000</td>
<td>2</td>
<td>$2,488,000</td>
<td>$8,512,000</td>
</tr>
<tr>
<td>Educational Technology</td>
<td>$6,500,000</td>
<td>2</td>
<td>$1,800,000</td>
<td>$4,700,000</td>
</tr>
<tr>
<td>FF&amp;E</td>
<td>$650,000</td>
<td>2</td>
<td>$500,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Maintenance Supplies</td>
<td>$3,100,000</td>
<td>2</td>
<td>$2,100,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Portable Relocation (62 surplus moves + 8 rental)</td>
<td>$770,000</td>
<td>2</td>
<td>$250,000</td>
<td>$520,000</td>
</tr>
<tr>
<td>Programs (CTE)</td>
<td>$4,000,000</td>
<td>2</td>
<td>$0</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Supplemental funding for School Initiated Projects</td>
<td>$300,000</td>
<td>2</td>
<td>$0</td>
<td>$300,000</td>
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<tr>
<td>Energy Conservation</td>
<td>$0</td>
<td>3</td>
<td>$150,000</td>
<td>($150,000)</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$39,617,000</strong></td>
<td></td>
<td><strong>$20,585,000</strong></td>
<td><strong>$19,032,000</strong></td>
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# Capital Allocations

## Potential Capital Projects

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Priority</th>
<th>Proposed for FY17</th>
</tr>
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<tbody>
<tr>
<td>Air condition 4 middle school gyms</td>
<td>$1,200,000</td>
<td>1</td>
<td>$600,000</td>
</tr>
<tr>
<td>ESF Boardroom Audio / podium upgrades</td>
<td>$50,000</td>
<td>1</td>
<td>$50,000</td>
</tr>
<tr>
<td>Air condition 2 HS locker rooms</td>
<td>$250,000</td>
<td>2</td>
<td>$250,000</td>
</tr>
<tr>
<td>Clearlake space issue resolution / PD Center</td>
<td>$500,000</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Cocoa HS Replacement Building</td>
<td>$4,000,000</td>
<td>2</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>ESF program reconfiguration - Phase 2</td>
<td>$350,000</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>ESF security upgrades</td>
<td>$250,000</td>
<td>2</td>
<td>$100,000</td>
</tr>
<tr>
<td>Transportation - Routing Software</td>
<td>$1,000,000</td>
<td>2</td>
<td>$500,000</td>
</tr>
<tr>
<td>Additional parking and traffic resolution</td>
<td>$5,000,000</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Air condition 7 MS locker rooms</td>
<td>$750,000</td>
<td>3</td>
<td></td>
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<tr>
<td>Correct site drainage issues at schools</td>
<td>$2,000,000</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Equity List</td>
<td>$35,500,000</td>
<td>3</td>
<td></td>
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<tr>
<td>ESF Boardroom remaining upgrades</td>
<td>$350,000</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ESF Carpeting Replacement</td>
<td>$400,000</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Printing - Large format printer, cutter, punch</td>
<td>$89,000</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Transportation - Facilities</td>
<td>$2,000,000</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Viera Road Extension (South)</td>
<td>$95,000</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Windows in all school offices</td>
<td>$250,000</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td><strong>Lockmar Pool Conversion</strong></td>
<td>$200,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mclarty Field ADA Phase 2</strong></td>
<td>$200,000</td>
<td></td>
<td>Include in Annual</td>
</tr>
<tr>
<td><strong>Merritt Island Pool Resurface</strong></td>
<td>$200,000</td>
<td></td>
<td>Capital Renewal</td>
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<tr>
<td><strong>Replace WWTP at Discovery with sewer</strong></td>
<td>$450,000</td>
<td></td>
<td>(if adequately funded)</td>
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<tr>
<td><strong>Underground Tank Replacements (3)</strong></td>
<td>$1,200,000</td>
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<tr>
<td><strong>Total</strong></td>
<td>$56,284,000</td>
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<td>$3,500,000</td>
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## Capital Allocations

### Existing Capital Funding Plan

<table>
<thead>
<tr>
<th>Remaining Unrestricted Capital Reserve Funds</th>
<th>Reserve</th>
<th>Total Remaining Capital Reserve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance Available after Project Costs</td>
<td>91,262</td>
<td>111,497</td>
</tr>
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<td>2,015</td>
<td></td>
</tr>
<tr>
<td>Sales Surtax Projects</td>
<td>40,955</td>
<td></td>
</tr>
<tr>
<td>Reserved for Proposed New Schools Funds Obligated but not yet spent</td>
<td>13,706</td>
<td></td>
</tr>
<tr>
<td>Funds Reserved for Proposed New Schools Funds Obligated but not yet spent</td>
<td>1,094</td>
<td></td>
</tr>
</tbody>
</table>

### Proposed Capital Funding Plan

| Remaining Unrestricted Capital Reserve Funds + Federally Connected for FY2016-17 |
|------------------------------------------|---------------------------------|
| Current Capital Funding Plan             | $22,871,000                     |
| Proposed Additional Allocations          | ($12,170,000)                   |
| Proposed Capital Funding Plan            | $10,701,000                     |
Final recommendations for the highlighted items are subject to validation of alignment with the Strategic Plan.
Capital Allocations

Need = $44,113,000
Funding = $33,511,000
Capital Allocations

Proposed Annual Capital Allocations
No Sales Surtax or Impact Fees

- ADA, 0%
- ET, 12%
- School Initiated Project Match, 1%
- Property Insurance, 14%
- Facility Renewal, 20%
- FF & E, 2%
- Food Service, 1%
- Maintenance PECO / CO&DS, 14%
- Maintenance Supplies, 9%
- Portable Relocations, 2%
- Projects, 5%
- Programs, 7%
- Transportation, 12%
Workshop Goals

- Capital Allocations
  - Current 10–Year Capital Funding Plan
  - Proposed capital allocation changes
  - Relationship of the 10–Year Capital Funding Plan to the 5–Year District Facilities Work Program
Capital Allocations

- Relationship of the Capital Funding Plan
  - 2014 Facilities Assessment: $721 million for facilities renewal. The sales surtax = $160 million for facilities renewal
  - Educational Plant Survey: The majority is the $160 million of funded sales surtax projects
  - 5-Year District Facilities Work Program: Contains projects in the Educational Plant Survey that can be funded in the next five years. First year must match the approved (FY2016–17) budget
  - 10-Year Capital Funding Plan: Current year matches the approved (FY2016–17) budget. Future allocations are based on capital strategies aligned with the Strategic Plan
School Impact Fees
Workshop Goals

- School Impact Fees
  - Proposed School Impact Fee Ordinance change
  - Proposed Resolution
  - Proposed use of School Impact Fees
  - Alternative use of School Impact Fees
School Impact Fees

- Proposed Ordinance Change
  - Reduce from four (4) Benefit Districts to two (2) Benefit Districts
  - Change the Impact Fee Schedule to 50% of the Amounts Recommended in the 2015 Impact Fee Study
School Impact Fees

- Current Map
School Impact Fees

- Proposed Map
# School Impact Fees

## Proposed Fee Schedule

<table>
<thead>
<tr>
<th>Unit Type</th>
<th>Current Fees</th>
<th>Recommended Fees (2015 Study)</th>
<th>Proposed Fees (50%)</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Single Family</td>
<td>$4,445</td>
<td>$10,193</td>
<td>$5,097</td>
<td>$652</td>
</tr>
<tr>
<td>Multi-Family</td>
<td>$2,794</td>
<td>$3,881</td>
<td>$1,941</td>
<td>($854)</td>
</tr>
<tr>
<td>Mobile Home</td>
<td>$2,667</td>
<td>$2,513</td>
<td>$1,257</td>
<td>($1,411)</td>
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</tbody>
</table>
Workshop Goals

- School Impact Fees
  - Proposed School Impact Fee Ordinance change
  - Proposed Resolution
  - Proposed use of School Impact Fees
  - Alternative use of School Impact Fees
NOW, THEREFORE, BE IT RESOLVED THAT THE SCHOOL BOARD OF BREVARD COUNTY, FLORIDA:

1. Supports the Brevard County Board of County Commissioners’ proposed Educational Facilities Impact Fee Ordinance; and

2. Requests the Brevard County Board of County Commissioners to hold a public hearing at the conclusion of the one year continuation to consider and approve the proposed Educational Facilities Impact Ordinance.
Workshop Goals

- School Impact Fees
  - Proposed School Impact Fee Ordinance change
  - Proposed Resolution
  - Proposed use of School Impact Fees
  - Alternative use of School Impact Fees
# School Impact Fees

## School Impact Fee Analysis

Assumes Change of School Impact Fee Ordinance on October 4, 2016 / Effective January 4, 2017

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<td>Benefit District 1</td>
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</tbody>
</table>

| Total available for Central Elem School | $21,565,786 | Build 2019-20 / August 2020 |
| Total available for South Elem School  | $19,421,372 | Build 2021-22 / Open August 2022 |
| Total available for Cocoa HS Addition  | $4,574,795  | Build 2018-19 / Open August 2019 |
| Benefit District 4 Debt Service       | $1,295,016  | Pay Debt / Program-related Facilities |
Workshop Goals

- School Impact Fees
  - Proposed School Impact Fee Ordinance change
  - Proposed Resolution
  - Proposed use of School Impact Fees
  - Alternative use of School Impact Fees
School Impact Fees

- Alternative Uses of Impact Fees
  - Payment of debt service on bonds for new or expanded public educational facilities and equipment within the Benefit District
Questions
Future Activities
Future Activities

- Obtain Public Input (October – December)
- Validate Capacity Issues with New Enrollment Projections (October – December)
- Validate Funding Requests and Alignment with Strategic Plan (October – December)
- Present Findings and Final Recommendations to the Board (January 2017)
Requests for Board Direction
Preferred option to address projected capacity issues

Preferred use of “Remaining Unrestricted Capital Reserve Funds”

Preferred use of Impact Fees

Preferred public input process (Capacity Issues and Capital Allocations)