

Mayor

John Gunter

Council Members

District 1: Gloria Raso Tate

District 2: Dan Sheppard

District 3: Tom Hayden

District 4: Jennifer I. Nelson

District 5: Robert M. Welsh

District 6: Keith E. Long

District 7: Jessica Cosden



1015 Cultural Park Blvd.
Cape Coral, FL

City Manager

Rob Hernandez

City Attorney

Dolores Menendez

City Auditor

Andrea R. Russell

City Clerk

Kimberly Bruns

AGENDA
COMMITTEE OF THE WHOLE

October 27, 2021

3:00 PM

Council Chambers

PLEDGE OF CIVILITY

We will be respectful of each other even when we disagree.
We will direct all comments to the issues. We will avoid personal attacks.

1. MEETING CALLED TO ORDER

A. MAYOR GUNTER

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

A. MAYOR GUNTER, COUNCIL MEMBERS COSDEN, HAYDEN,
LONG, NELSON, SHEPPARD, TATE, WELSH

4. BUSINESS:

A. CITIZENS INPUT TIME

A maximum of 60 minutes is set for input of citizens on matters concerning the City Government; 3 minutes per individual.

B. DISCUSSION

(1) Annexation

(2) Charter School Management Options

5. ROUND TABLE DISCUSSION

6. TIME AND PLACE OF FUTURE MEETINGS

A. An Executive Session (Shade Meeting) will be held in Conference Room 220A on Wednesday, November 3, 2021, at 3:00 p.m.

regarding ITS Security. (Meeting is closed to the public pursuant to Section 281.301 of the Florida Statutes)

- B. An Executive Session (Shade Meeting) will be held in Conference Room 220A on Wednesday, November 3, 2021, at 3:30 p.m. for Collective Bargaining (Meeting is closed to the public pursuant to Section 447.605 of the Florida Statutes)
- C. A Regular Meeting of the Cape Coral City Council is Scheduled for Wednesday, November 3, 2021 at 4:30 p.m. in Council Chambers

7. MOTION TO ADJOURN

GENERAL RULES AND PROCEDURES REGARDING THE CAPE CORAL COMMITTEE OF THE WHOLE AGENDA

In accordance with the Americans with Disabilities Act and Section of 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the Office of the City Clerk at least forty-eight (48) hours prior to the meeting. If hearing impaired, telephone the Florida Relay Service Numbers, 1-800-955-8771 (TDD) or 1-800-955-8770 (v) for assistance.

Persons wishing to address Council under Citizens Input may do so during the designated time at each meeting. No prior scheduling is necessary. All speakers must have their presentations approved by the City Clerk's office no later than 3:00 PM the day of the meeting. Any citizen may appear before the City Council at the scheduled PUBLIC HEARING/INPUT to comment on the specific agenda item being considered. No prior scheduling is necessary.

When recognized by the presiding officer, a speaker shall address the City Council from the designated speaker's lectern, and shall state his or her name and whom, if anyone, he or she represents. An address shall only be required if necessary to comply with a federal, state or local law

Copies of the agenda are available in the main lobby of Cape Coral City Hall and in the City Council Office, 1015 Cultural Park Boulevard. Copies of all back-up documentation are also available for review in the lobby of Council Chambers. You are asked to refrain from removing any documentation. If you desire copies, please request they be made for you. Copies are 15 cents per page. Agendas and back-up documentation are also available on-line on the City website (capecoral.net) after 4:00 PM on the Thursday prior to the Council Meeting.

*PUBLIC HEARINGS

DEPARTMENT OF COMMUNITY DEVELOPMENT CASES

In all public hearings for which an applicant or applicants exist and which would affect a relatively limited land area, including but not limited to PDPs, appeals concerning variances or special exceptions, and small-scale rezonings, the following procedures shall be utilized in order to afford all parties or their representatives a full opportunity to be heard on matters relevant to the application:

1. The applicant, as well as witnesses offering testimony or presenting evidence, will be required to swear or affirm that the testimony they provide is the truth.
2. The order of presentation will begin with the City staff report, the presentation by the applicant and/or the applicant's representative; witnesses called by the applicant, and then members of the public.
3. Members of the City Council may question any witness on relevant issues, by the applicant and/or the applicant's representative, City staff, or by any member of the public.
4. The Mayor may impose reasonable limitations on the offer of testimony or evidence and refuse to hear testimony or evidence that is not relevant to the issue being heard. The Mayor may also impose reasonable limitations on the number of witnesses heard when such witnesses become repetitive or are introducing duplicate testimony or

evidence. The Mayor may also call witnesses and introduce evidence on behalf of the City Council if it is felt that such witnesses and/or evidence are necessary for a thorough consideration of the subject.

5. After the introduction of all-relevant testimony and evidence, the applicant shall have the opportunity to present a closing statement.
6. If a person decides to appeal any decision made by the City Council with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.



AGENDA REQUEST FORM

CITY OF CAPE CORAL

Item Number:	B.(1)
Meeting Date:	10/27/2021
Item Type:	DISCUSSION

TITLE:

Annexation

REQUESTED ACTION:

Staff Direction

SUMMARY EXPLANATION AND BACKGROUND:

Staff is prepared to discuss the annexation process in Florida with emphasis on involuntary annexations. The annexation process in Florida is primarily governed by Chapter 171, F.S. There are four ways annexations occur:

1. Special Act of the Legislature;
2. Voluntary;
3. Involuntary; and
4. Interlocal Agreement with a county.

Since the City's incorporation in 1970, 18 voluntary annexations have been approved totaling 5.22+/- square miles. The City has not attempted an involuntary annexation or through an interlocal agreement with Lee County.

In 2003, the state legislature passed a Special Act to annex most of the enclaves in Cape Coral. The bill was vetoed by the Governor largely due to opposition from affected property owners. Staff is reviewing two applications for annexation currently. They are comprised of enclaves located on SW Pine Island Rd.

After an annexation is final, a future and use classification must be adopted for the property by the City Council followed by establishment of a zoning district.

STRATEGIC PLAN ALIGNMENT:

1. Is this a Strategic Decision? Yes
If Yes, Priority Goals Supported are listed below.
If No, will it harm the intent or success of the Strategic Plan?

ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES

ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.

Recommendations:

Hear presentation and provide direction to City Manager.

SOURCE OF ADDITIONAL INFORMATION:

Vince Caution, Director of Development Services, 239-574-0600

FISCAL IMPACT/FUNDING SOURCES(S)/BUDGET CONSIDERATIONS:

This agenda item has no fiscal impact by itself. However, as lands are annexed, staff prepares an analysis of the fiscal impacts associated with each application and the impact on city levels of service based upon the additional of land into the city.

1. Will this action result in a Budget Amendment? No

PREPARED BY:

Vince Caution Division- Administration Department- Development Services

ATTACHMENTS:

Description	Type
1. Staff Presentation	Backup Material
2. Annexation Process	Backup Material
3. 2003 Cape Coral Annexation Bill	Backup Material



Annexations Committee of the Whole - October 27, 2021



Annexations in Florida

The annexation process is governed primarily by Chapter 171, F.S.

There are four ways in which an annexation may take place:

- 1)By Special Act of the Legislature;**
- 2)A voluntary annexation;**
- 3)An involuntary annexation; or**
- 4)By interlocal agreement with the county.**

Annexations in Florida

Voluntary Annexations

Requires unanimous consent of the property owners. Notice and hearing requirements are set forth in the statute. The area must be contiguous to the City, reasonably compact, suitable for urban development, and not create an enclave.

Involuntary Annexations

A City may adopt an ordinance to annex, even if a petition to annex has not been submitted by the property owners. Such an ordinance cannot become effective until a majority of the electors in the area to be annexed vote for the annexation. This vote must occur in a referendum held within 30 days following adoption of the annexation ordinance.

Annexations in Florida

Interlocal Agreement – by contract

“Enclaves” may be annexed by interlocal agreement between cities and counties. This is known as annexation by contract. This is limited to enclaves of less than 25 registered voters and less than 10 acres, cannot be developed or improved, and must meet the definition of “enclave” in the statute. Specific criteria for notice and hearing are not specified or such an annexation. The City would presumably prepare a resolution calling for the annexation as a companion to the interlocal agreement itself; and hold a public hearing to consider passage of the resolution and interlocal agreement.

Special Act of the Legislature

A bill is introduced to annex certain property and establish any conditions or criteria for the annexation. If approved by the House and Senate and signed by the Governor, the property is annexed into the city.

Past Annexations in Cape Coral

- ☐ Since incorporation in 1970, 18 voluntary annexations have been approved (\pm 5.22 square miles)
- ☐ The City has never attempted an involuntary annexation
- ☐ The City has never attempted an annexation through an interlocal agreement with Lee County
- ☐ In 2003, the Legislature passed a Special Act to annex most of the enclaves into Cape Coral. This bill was vetoed by the Governor, largely due to opposition from affected property owners
- ☐ Two recent applications for annexation are under review. Both are enclaves along SW Pine Island Rd

Development after Annexation

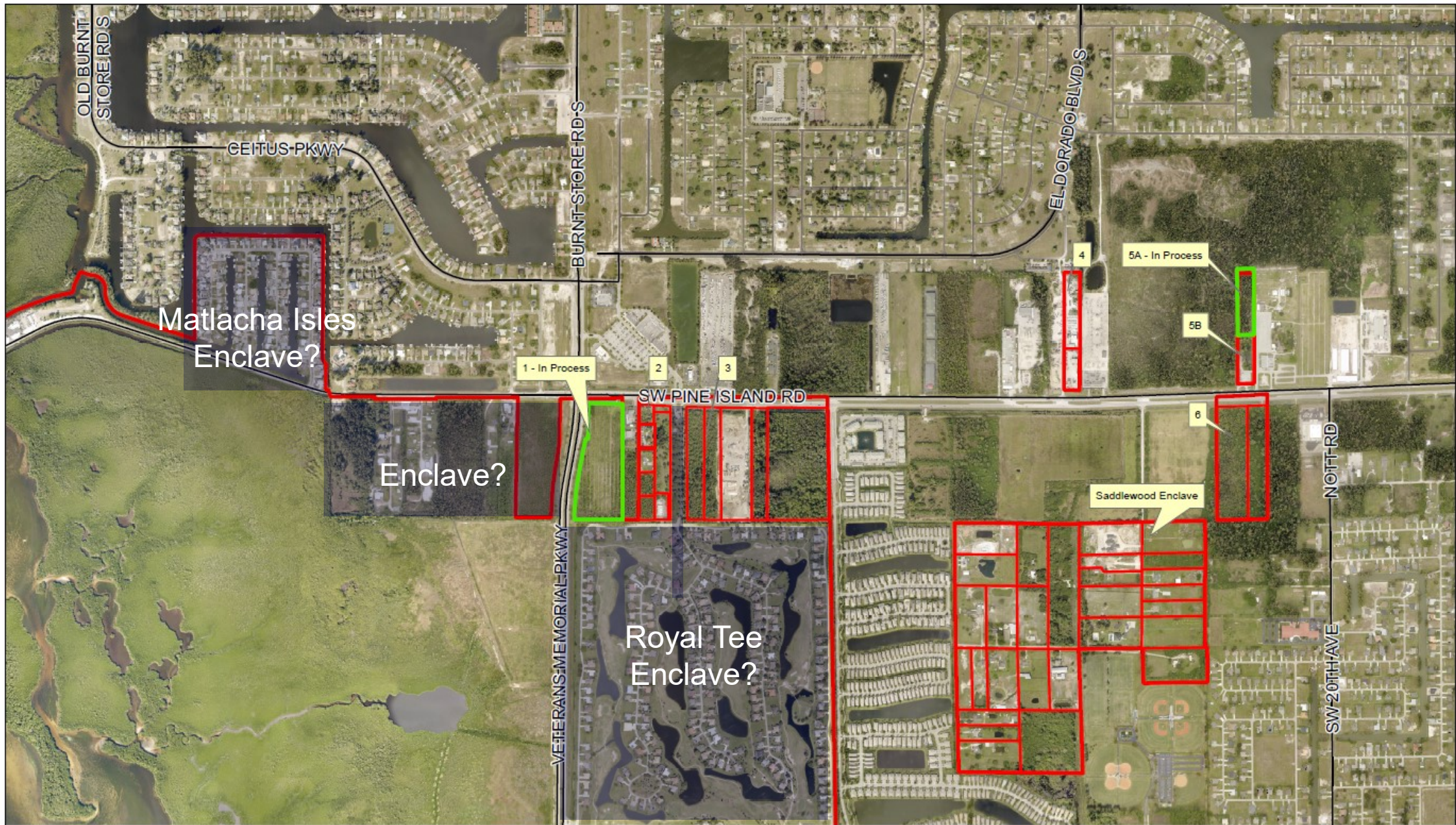
Following an annexation, the owner must apply to establish a City Future Land Use Classification (FLUC)

Once the FLUC is adopted, a rezone is necessary – the zoning must be consistent with the FLUC

The annexed property is now ready for development (e.g., Site Development Plans, building permits, etc.)

Enclaves in Cape Coral

- ☐ The following maps show all enclaves in Cape Coral
- ☐ The maps also show areas that may be considered enclaves



2021 Aerial and Enclaves Map 1

Prepared by Cape Coral Planning Division





2021 Aerial and Sand Rd. Enclave

Prepared by Cape Coral Planning Division

N



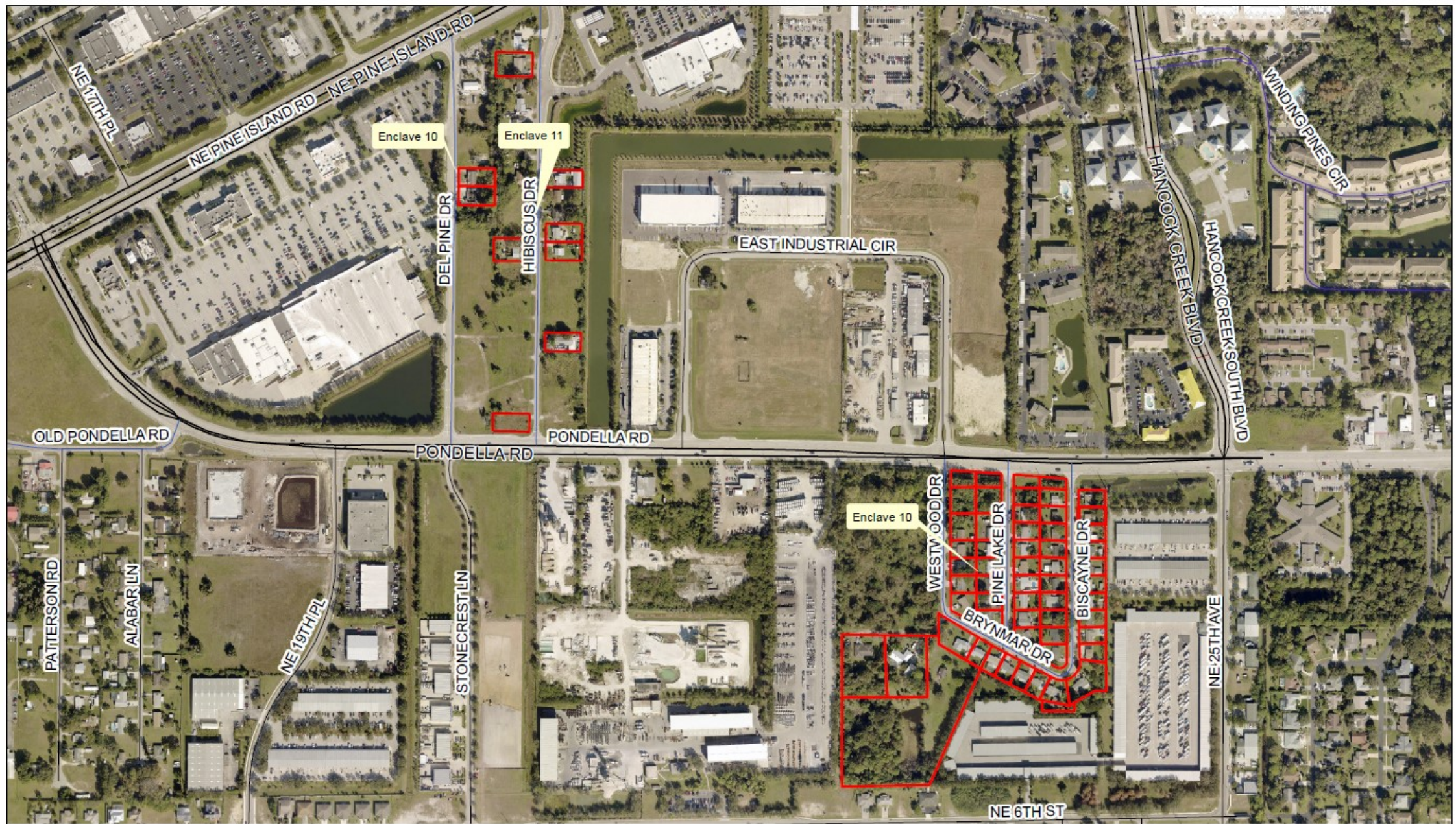


2021 Aerial and Whispering Pines Enclave

Prepared by Cape Coral Planning Division





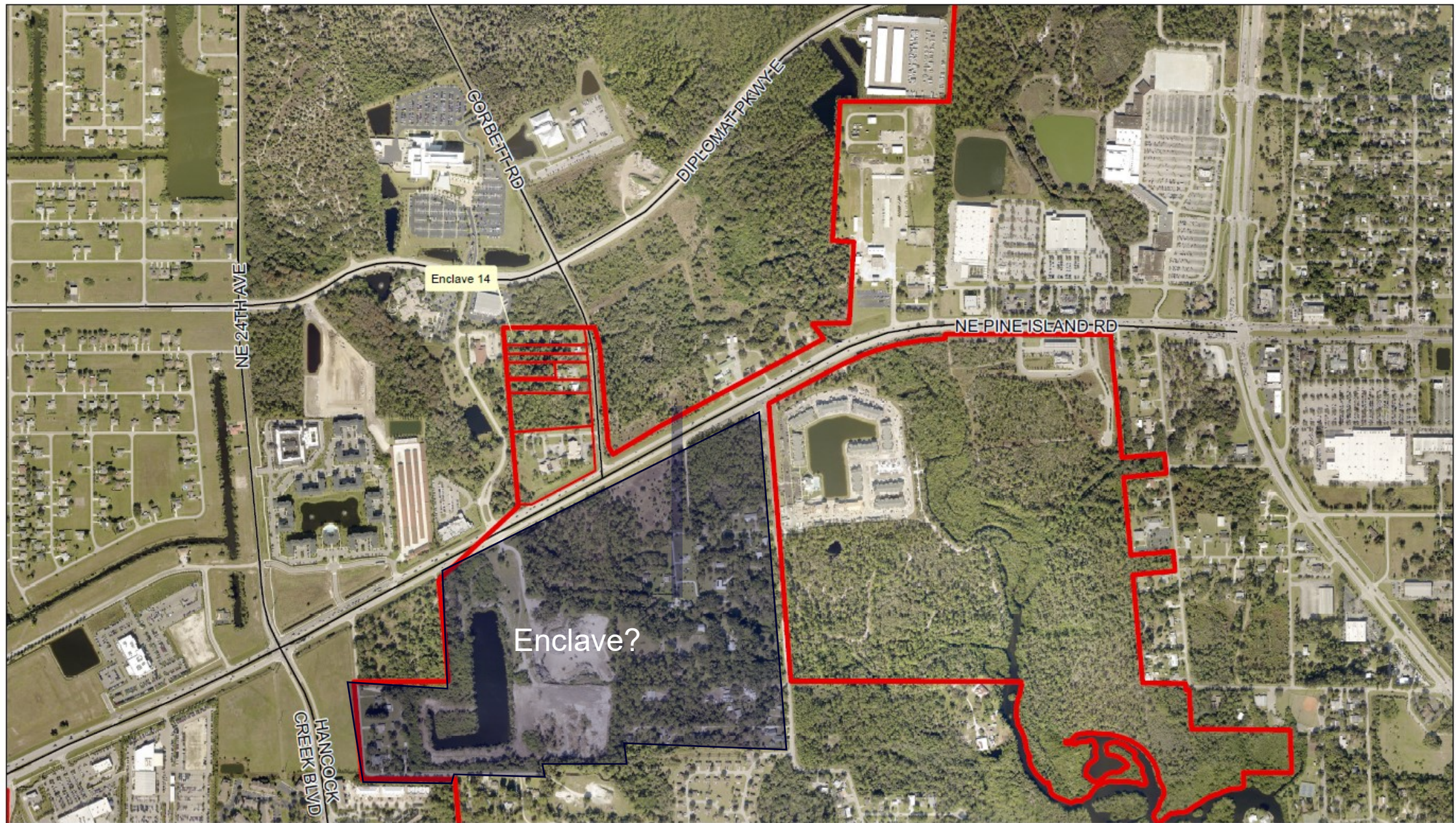


2021 Aerial and Pondella Enclaves

Prepared by Cape Coral Planning Division

N





2021 Aerial and NE PIRD Enclaves

Prepared by Cape Coral Planning Division





2021 Aerial and Garden Blvd.

Prepared by Cape Coral Planning Division



THANK YOU
any questions?



Annexation Process in Florida

Prepared by: Robert Pederson, AICP, Planning Manager

City of Cape Coral City

October 2021

I. Introduction

This paper outlines the annexation process in Florida and briefly describes the four types of municipal annexations. A brief history of annexation in Cape Coral is also included. This information is presented to inform decision makers on the options for annexations.

II. Definitions from Florida Statutes

“Annexation” means the adding of real property to the boundaries of an incorporated municipality, such addition making such real property in every way a part of the municipality.

“Contraction” means the reversion of real property within municipal boundaries to an unincorporated status.

“Enclave” means:

- (a) Any unincorporated improved or developed area that is enclosed within and bounded on all sides by a single municipality; or
- (b) Any unincorporated improved or developed area that is enclosed within and bounded by a single municipality and a natural or manmade obstacle that allows the passage of vehicular traffic to that unincorporated area only through the municipality.

III. Annexation Process

Annexation is a legal process. Under the Florida Constitution, the Legislature has the authority to develop procedures for the municipal annexation of unincorporated territory by general or special law.

In 1974, the Municipal Annexation or Contraction Act was passed, providing a mechanism for municipalities to annex territory and recede from territory by contraction. This act allowed municipalities to annex territories that are “contiguous, compact, unincorporated and developed for urban purposes.” The annexation process is governed primarily by Chapter 171, F.S.

There are four ways in which an annexation may take place:

- 1) By Special Act of the Legislature;
- 2) A voluntary annexation;
- 3) An involuntary annexation; or
- 4) An interlocal agreement with the county.

IV. Annexation by Special Act

Annexation by special act means that a bill is introduced in the state legislature to annex certain property and establish any conditions or criteria for the annexation. If the bill is approved by the House and Senate and signed by the Governor, the property is annexed into the city.

An annexation by special act was attempted in Cape Coral in 2003. The properties to be annexed included most, if not all, of the enclaves in Cape Coral, including Royal Tee and Saddlewood Acres areas. The bill was filed by then House Representative Kottkamp. The bill passed both houses but was vetoed by the Governor. There have been no further attempts to annex enclaves around Cape Coral using this process.

V. Voluntary Annexation

Section 171.044, F.S. allows a city to annex property if unanimous consent of the owners of that property is achieved. There are certain statutory notice and hearing requirements set forth in the statute.

The voluntary annexation process begins when the property owner(s) petition the city for annexation. The city conducts an analysis in accordance with the statutory requirements listed above. If the City believes a proposed annexation meets these requirements, an ordinance is prepared, and a public hearing is scheduled before City Council.

VI. Voluntary Annexations in Cape Coral

There have been 18 voluntary annexations to the City since 1990. The total area involved is \pm 3,337.19 acres or 5.22 square miles.

The City recently received two petitions for voluntary annexation of \pm 15.12 acres. Both sites have frontage along SW Pine Island Road and are located between Chiquita Blvd. and Burnt Store Rd.

VII. Involuntary Annexation

The procedures for involuntary annexation are set forth in Section 171.0413, F.S. (and included below in this document). A municipality wishing to annex property may adopt an ordinance even if a petition to annex has not been submitted by the property owners. However, such an ordinance cannot become effective until a majority of the electors in the area to be annexed vote for the annexation. This vote must occur in a referendum which is held within 30 days following the approval date of the annexation ordinance.

When considering an involuntary annexation, it is important to consider the effect of the proposed annexation upon the total land area of the city in combination with other annexations adopted by that city during a single calendar year. If the five percent threshold is met, then a referendum will be required, and failure to conduct such referendum could lead to an annexation challenge. This is particularly important in jurisdictions annexing large tracts of undeveloped land.

The City of Cape Coral has never embarked on an involuntary annexation since the City was incorporated in 1970.

VIII. Interlocal Agreement with the County

Section 171.046, F.S. allows enclaves to be annexed by interlocal agreement between cities and counties. This is also known as annexation by contract. This type of annexation is limited to enclaves of less than 25 registered voters. The enclave must be less than 10 acres, cannot be developed or improved real property, and must meet the definition of “enclave” in Section 171.031(13), F.S. The statute does not set forth any specific criteria for notice and hearing for such an annexation. The City would presumably prepare a resolution calling for the annexation as a companion to the interlocal agreement itself; and hold a public hearing to consider passage of the resolution and interlocal agreement.

There is no record of the City ever pursuing annexation by interlocal agreement with Lee County.

IX. Annexation of Enclaves

The Legislature set a process for enclaves as they can create significant problems in planning, growth management, and service delivery.

Enclaves of 110 acres can be annexed.

X. Involuntary Annexation Procedures

Any municipality may annex contiguous, compact, unincorporated territory in the following manner if the annexation is involuntary.

- (1) Adopt an ordinance.
- (2) Conduct a vote of the registered electors of the area proposed to be annexed.
- (3) If more than 70 percent of the land in an area proposed to be annexed is owned by individuals, corporations, or legal entities, which are not registered electors of such area, the area shall not be annexed unless the owners of more than 50 percent of the land in such area consent to such annexation.

XI. Summary of Annexation Process

The requirements and process for each type of annexation are prescriptive and must be followed by the City. The City has never attempted an involuntary annexation or an annexation by interlocal agreement with Lee County. There was an attempt in 2003 to annex enclaves in and around the City by a Special Act of the Legislature. The bill was passed by the legislature but subsequently vetoed by the Governor, primarily due to opposition from residents of the areas involved.

XII. Current Applications

Two voluntary annexation requests are currently under review by Development Services. The two sites comprise ±15.2 acres along SW Pine Island Road and west of Chiquita Blvd (map attached). Possible annexation of other sites has been discussed but to date no applications have been filed.

Typically, the City receives voluntary annexation requests for sites abutting the current City limits or for enclaves. These sites usually have a Lee County agricultural zoning designation. The majority are found along Pine Island Road or Pondella Road.

XIII. Development After Annexation

Once a site is annexed into the City, there are two more steps before development may occur. First, the owners must apply to establish a city Future Land Use Classification (FLUC) for the site(s) in question. Second, once the FLUC is established, the city may process a zoning amendment to place a city zoning category. These steps must occur before a site development plan is approved for new development. The three steps (annexation, FLUC, and zoning) have typically taken about 18 months from start to finish.



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

A bill to be entitled

An act relating to Lee County and the City of Cape Coral;
providing for the annexation of various County-
administered enclaves by interlocal agreement between the
city and county, subject to approval by referendum;
providing for procedures for adoption of the agreement and
for a referendum; providing for authority for assumption
of municipal service duties and transfer of
infrastructure; providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. The City of Cape Coral and Lee County are
authorized to enter into an interlocal agreement subject to
referendum approval for the orderly municipal annexation of
various County-administered enclaves located within the City of
Cape Coral. The following described areas are as follows:

A. Two contiguous parcels of land located in Section
17, Township 44 South, Range 23 East, described as:
the east half of the west half of the west half of the
southeast quarter of the southwest quarter (E 1/2 W
1/2 W 1/2 SE 1/4 SW 1/4), and the west half of the
west half of the west half of the southeast quarter of
the southwest quarter (W 1/2 W 1/2 W 1/2 SE 1/4 SW
1/4) of said Section 17, Township 44 South, Range 23
East, as parcels of Greater Pine Island Water Company.



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

B. Five contiguous parcels of land located in Section 10, Township 44 South, Range 23 East, described as:

1. Begin 1514.07 feet North and 143 feet West of the Southeast corner of Section 10, Township 44 South, Range 23 East; thence south 168.23 feet; thence West 100 feet; thence North 168.23 feet; thence East 100 feet to the Point of Beginning as described in Parcel 113, Lee County Case No. 71-1137.

2. From the Southeast corner of Section 10, Township 44 South, Range 23 East, run North 1514.07 feet to the Centerline Proposed Subdivision road; thence west along centerline 543 feet to Point of Beginning; thence South 168.25 feet; thence west 100 feet; thence north 168.23 feet; thence east 100 feet to the Point of Beginning; less 25 foot easement on north for road right-of-way and 20 feet on south for drainage easement as described in Parcel 114, Lee County Case No. 71-1137.

3. Begin 1514.07 foot north and 243 feet west of southeast corner of Section 10, Township 44 South, Range 23 East; thence south 168.23 feet; thence west 100 feet; thence north 168.23 feet; thence east 100 feet to the Point of Beginning as described in Parcel 115, Lee County Case No. 71-1137.



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

4. Begin 1514.07 feet north and 343 feet west of the southeast corner of Section 10, Township 44 South, Range 23 East; thence south 168.23 feet; thence west 100 feet; thence north 168.23 feet; thence east 100 feet to the Point of Beginning as described in Parcel 116, Lee County Case No. 71-1137.

5. Begin 1514.07 feet north and 443 feet west of southeast corner of Section 10, Township 44 South, Range 23 East; thence south 168.23 feet; thence west 100 feet; thence north 168.23 feet; thence east 100 feet to the Point of Beginning as described in Parcel 117, Lee County Case No. 71-1137.

NOTE: Above five parcels known as Whispering Pines.

C. Two contiguous parcels of land located in Section 19, Township 43 South, Range 23 East, described as:

1. The east half of the southeast quarter of the northwest quarter of the southwest quarter; and the west half of the southwest quarter of the northeast quarter of the southwest quarter of Section 19, Township 43 South, Range 23 East as described in Parcel "C", Lee County Case No. 71-251.

2. The east half of the southwest quarter of the northeast quarter of the southwest quarter; and the



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

west half of the southeast quarter of the northeast quarter of the southwest quarter of Section 19, Township 43 South, Range 23 East as described in Parcel "D", Lee County Case No. 71-251.

D. A parcel of land located in Section 8, Township 44 South, Range 24 East, described as the east 1080 feet of the north 1/4 (N 1/4) of Section 8, Township 44 South, Range 24 East.

NOTE: The above described east 1080 feet of the North 1/4 (N 1/4) of Section 8, Township 44 South, Range 24 East includes within its limits the following individually and otherwise or elsewhere described excluded parcels:

1. Beginning 40 feet South and 690 feet West of the Northeast corner of Section 8, Township 44 South, Range 24 East; thence run west for 390 feet; thence South for 1317.5 feet; thence East for 390 feet; thence North for 1306.8 feet to the point of beginning as described in parcel "E", Lee County Case No. 71-251.

2. Forty-two lots located within Pondella Heights according to a plat recorded in Official Records Book 11, Page 52 and Official Records Book 12, Page 25, Public Records of Lee County, Florida, as described in



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

Parcels No. 3, 13, 14, 23, 24, 25, 26, 27, 28, 29, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 53, 54, 55, 56, 57, 61, 62, 67, 68, 70, 72, 74, 75, 76, 77, 78, 87, 90, 91, 92, 99, and 128, Lee County Case No. 71-1137.

E. A parcel of land located in Section 5, Township 44 South, Range 24 East, described as: From the Southeast corner of Section 5, Township 44 South, Range 24 East; run Northerly along the East line of said Section 5 for 33.17 feet to the North line of Pondella Road; thence run West parallel to and 33 feet from the centerline of Pondella Road for 720 feet to the Point of Beginning. Thence continue West along the North side of Pondella for 180 feet; thence run North on a perpendicular to Pondella for 312 feet, thence run Westerly parallel to Pondella for 180 feet; thence run North and perpendicular to Pondella for 1005.2 feet; thence run East and perpendicular to Pondella for 360 feet; thence run South along a perpendicular to Pondella for 1317.2 to the Point of Beginning as described in Parcel "F", Lee County Case No. 71-251.

F. A tract or parcel of land situated in the State of Florida, County of Lee, being a part of Section 20 and Section 29, Township 44 South, Range 23 East, and further bounded and described as follows:



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

Beginning at the southeast corner of the northwest one quarter (NW¼) of said Section 29; Thence S89°34'12"W along the south line of said northwest one quarter (NW¼) for 1627.86 feet; Thence N00°25'48"W for 283.17 feet; Thence N10°06'26"E for 526.78 feet; Thence N88°00'44"E for 25.27 feet; Thence N11°37'39"W for 126.79 feet; Thence N40°10'46"W for 78.86 feet; Thence N32°09'21"W for 125.00 feet; Thence S57°50'39"W for 152.19 feet; Thence N04°59'57"W for 723.70 feet; Thence N26°25'24"E for 262.19 feet; Thence N14°52'17"E for 495.94 feet; Thence N28°44'22"W for 307.15 feet; Thence N22°45'14"E for 111.36 feet to an intersection with a curve concave to the northwest having a radius of 65.00 feet and which intersection a radial line bears S29°16'46"W; Thence Easterly, Northeasterly, and Northerly along said curve through a central angle of 140°26'17" for 159.32 feet; Thence N37°19'25"E along a line not tangent to said curve for 145.06 feet; Thence N72°32'22"W for 766.49 feet; Thence S79°31'57"W for 125.20 feet; Thence N13°44'06"W for 88.04 feet to the beginning of a curve concave to the east having a radius of 100.00 feet; Thence Northerly along said curve through a central angle of 14°01'19" for 24.47 feet; Thence S76°15'54"W along a line not tangent to said curve for 62.98 feet to an intersection with a curve concave to the southwest having a radius of 119.75 feet and to which intersection a radial line bears N76°15'54"E; Thence Northwesterly along said



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

curve through a central angle of 81°21'07" for 170.03 feet to a parcel of reverse curve concave to the northeast having a radius of 209.09 feet; Thence Northwesterly along said curve through a central angle of 95°46'09" for 349.49 feet; Thence N89°19'04"W along the extension of a line radial to said curve for 75.00 feet to an intersection with the west line of the southwest one quarter (SW¼) of the aforesaid Section 20; Thence N00°40'56"E along said west line for 1951.10 feet, to the southwest corner of the northwest one quarter (NW¼) of said Section 20; Thence N00°40'04"E along the west line of said northwest one quarter (NW¼) for 1030.13 feet; Thence N00°08'86"W for 1305.34 feet to the southerly right-of-way line of Pine Island Road; Thence S89°59'19"E along said right-of-way line for 168.64 feet; Thence S00°16'07"E for 1305.45 feet; to the aforesaid south line of the north one half (N½) of the northwest one quarter (NW¼) of Section 20; Thence S89°57'21"E along said south line for 1545.20 feet; Thence S01°28'16"E along the east line of said northwest one quarter (NW¼) of Section 20 for 1339.76 feet; Thence S01°28'16"E along the east line of the aforesaid southwest one quarter (SW¼) of Section 20 for 2656.31 feet; Thence S00°09'12"E along the east line of the aforesaid northwest one quarter (NW¼) of Section 29 for 2898.67 feet to the Point of Beginning.



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

G. Twenty-nine contiguous parcels located within Sections 20 and 21, Township 44 South, Range 23 East; individually described as follows:

1. Lot 14, Tract D of that certain subdivision known as Saddlewood Farms, as recorded in Official Records Book 1290, page 245 and 246 and more particularly described as follows: The south one half ($S\frac{1}{2}$) of the southwest one quarter ($SW\frac{1}{4}$) of the northeast one quarter ($NE\frac{1}{4}$) of the southeast one quarter ($SE\frac{1}{4}$) of Section 20, Township 44 South, Range 23 East, Lee County, Florida.

2. The south half of Lot 13, Tract D, Saddlewood Farms Official Records Book, Page 245 and 246, public records of Lee County, Florida more particularly described as follows: The south half ($S\frac{1}{2}$) of the north one half ($N\frac{1}{2}$) of the southwest one quarter ($SW\frac{1}{4}$) of the northeast one quarter ($NE\frac{1}{4}$) of the southeast one quarter ($SE\frac{1}{4}$) of Section 20, Township 44 South, Range 23 East, Lee County, Florida.

3. The north half of Lot 13, Tract D, Saddlewood Farms Official Records Book, Page 245 and 246, public records of Lee County, Florida more particularly described as follows: The north half ($N\frac{1}{2}$) of the north one half ($N\frac{1}{2}$) of the southwest one quarter ($SW\frac{1}{4}$) of the northeast one quarter ($NE\frac{1}{4}$) of the southeast one



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

quarter (SE $\frac{1}{4}$) of Section 20, Township 44 South, Range 23 East, Lee County, Florida.

4. The west half (W $\frac{1}{2}$) of the west one half (W $\frac{1}{2}$) of the northwest one quarter (NW $\frac{1}{4}$) of the northeast one quarter (NE $\frac{1}{4}$) of the southeast one quarter (SE $\frac{1}{4}$) of Section 20, Township 44 South, Range 23 East, Lee County, Florida. Being the west half of Lot 12, Tract D, Saddlewood Farms Subdivision as shown as plat recorded in Official Records Book 1290, page 246 of the Public Records of Lee County, Florida.

5. The east half (E $\frac{1}{2}$) of the west one half (W $\frac{1}{2}$) of the northwest one quarter (NW $\frac{1}{4}$) of the northeast one quarter (NE $\frac{1}{4}$) of the southeast one quarter (SE $\frac{1}{4}$) of Section 20, Township 44 South, Range 23 East, Lee County, Florida. Being the west half of Lot 12, Tract D, Saddlewood Farms Subdivision as shown as plat recorded in Official Records Book 1290, page 246 of the Public Records of Lee County, Florida.

6. Lot 11, Tract D of that certain subdivision known as Saddlewood Farms, Inc. more particularly described as the east one half (E $\frac{1}{2}$) of the northwest one quarter (NW $\frac{1}{4}$) of the northeast one quarter (NE $\frac{1}{4}$) of the southeast one quarter (SE $\frac{1}{4}$) of Section 20, Township 44 South, Range 23 East, Lee County, Florida.



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

7. Lot 5, Tract D of that certain subdivision known as Saddlewood Farms, more particularly described as the west one half (W½) of the southwest one quarter (SW¼) of the southeast one quarter (SE¼) of the northeast one quarter (NE ¼) of Section 20, Township 44 South, Range 23 East, Lee County, Florida.

8. Lot 6, Tract D of that certain subdivision known as Saddlewood Farms, more particularly described as the east one half (E½) of the southwest one quarter (SW¼) of the southeast one quarter (SE¼) of the northeast one quarter (NE ¼) of Section 20, Township 44 South, Range 23 East, Lee County, Florida.

9. Lot 4, Tract D of that certain subdivision known as Saddlewood Farms, as recorded in Official records Book 1290, page 245 and 246 and more particularly described as the south one half (S½) of the northwest one quarter (NW¼) of the southeast one quarter (SE¼) of the northeast one quarter (NE ¼) of Section 20, Township 44 South, Range 23 East, Lee County, Florida.

10. Lot 3, Tract D of that certain subdivision known as Saddlewood Farms, as recorded in Official records Book 1290, page 245 and 246 and more particularly described as the north one half (N½) of the northwest one quarter (NW¼) of the southeast one quarter (SE¼)



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

of the northeast one quarter (NE ¼) of Section 20,
Township 44 South, Range 23 East, Lee County, Florida.

11. Lot 10, Tract D of that certain subdivision known
as Saddlewood Farms, as recorded in Official records
Book 1290, page 245 and 246 and more particularly
described as the west one half (W½) of the northeast
one quarter (NE¼) of the northeast one quarter (NE¼)
of the southeast one quarter (SE ¼) of Section 20,
Township 44 South, Range 23 East, Lee County, Florida.

12. Lot 7, Tract D, unrecorded subdivision Saddlewood
Farms, as recorded in Official records Book 1290, page
246 in the west one half (W½) of the southeast one
quarter (SE¼) of the southeast one quarter (SE¼) of
the northeast one quarter (NE ¼) of Section 20,
Township 44 South, Range 23 East, Lee County, Florida.

13. The north half of Lot 9, Tract D of that certain
subdivision known as Saddlewood Farms, more
particularly described as the east one half (E½) of
the northeast one quarter (NE¼) of the northeast one
quarter (NE¼) of the southeast one quarter (SE¼) of
Section 20, Township 44 South, Range 23 East, Lee
County, Florida.

14. The south half of Lot 9, Tract D of that certain
subdivision known as Saddlewood Farms, more



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

particularly described as the east one half ($E\frac{1}{2}$) of the northeast one quarter ($NE\frac{1}{4}$) of the northeast one quarter ($NE\frac{1}{4}$) of the southeast one quarter ($SE\frac{1}{4}$) of Section 20, Township 44 South, Range 23 East, Lee County, Florida.

15. Lot 1, Tract D of that certain subdivision known as Saddlewood Farms, as recorded in Official Records Book 1290, Page 245 and 246, and more particularly described as follows: The east one half ($E\frac{1}{2}$) of the northeast one quarter ($NE\frac{1}{4}$) of the southeast one quarter ($SE\frac{1}{4}$) of the northwest one quarter ($NW\frac{1}{4}$) of Section 20, Township 44 South, Range 23 East plus

Lot 9, Tract C of that certain subdivision known as Saddlewood Farms, more particularly described as the south one half ($S\frac{1}{2}$) of the southwest one quarter ($SW\frac{1}{4}$) of the southwest one quarter ($SW\frac{1}{4}$) of the northwest one quarter ($NW\frac{1}{4}$) of Section 21, Township 44 South, Range 23 East, Lee County, Florida plus

Lot 8, Tract D of that certain subdivision known as Saddlewood Farms, as recorded in Official Records Book 1290, Page 245 and 246 and more particularly described as follows: the east one half ($E\frac{1}{2}$) of the southeast one quarter ($SE\frac{1}{4}$) of the southeast one quarter ($SE\frac{1}{4}$) of the northeast one quarter ($NE\frac{1}{4}$) of Section 20, Township 44 South, Range 23 East, Lee County Florida.



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

16. Lot 8, Tract C of that certain subdivision known as Saddlewood Farms, as more particularly described as the north one half (N½) of the southwest one quarter (SW¼) of the southwest one quarter (SW¼) of the northwest one quarter (NW¼) of Section 21, Township 44 South, Range 23 East, Lee County, Florida.

17. Lot 5, Tract C of that certain subdivision known as Saddlewood Farms, as more particularly described as the south one half (S½) of the northwest one quarter (NW¼) of the southwest one quarter (SW¼) of the northwest one quarter (NW¼) of Section 21, Township 44 South, Range 23 East, Lee County, Florida.

18. Lot 4, Tract C of that certain subdivision known as Saddlewood Farms, as more particularly described as the north one half (N½) of the northwest one quarter (NW¼) of the southwest one quarter (SW¼) of the northwest one quarter (NW¼) of Section 21, Township 44 South, Range 23 East, Lee County, Florida.

19. Lot 11, Tract C of that certain subdivision known as Saddlewood Farms, as more particularly described as the north one half (N½) of the northeast one quarter (NE¼) of the northwest one quarter (NW¼) of the southwest one quarter (SW¼) of Section 21, Township 44 South, Range 23 East, Lee County, Florida.



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

20. Lot 10, Tract C of that certain subdivision known as Saddlewood Farms, as more particularly described as the south one half (S½) of the southeast one quarter (SE¼) of the southwest one quarter (SW¼) of the northwest one quarter (NW¼) of Section 21, Township 44 South, Range 23 East, Lee County, Florida.

21. The south half of Lot 7, Tract C, of that certain subdivision known as Saddlewood Farms, more particularly described as the north one half (N½) of the southeast one quarter (SE¼) of the southwest one quarter (SW¼) of the northwest one quarter (NW¼) of Section 21, Township 44 South, Range 23 East, Lee County, Florida.

22. The north half of Lot 7, Tract C, of that certain subdivision known as Saddlewood Farms, more particularly described as the north one half (N½) of the southeast one quarter (SE¼) of the southwest one quarter (SW¼) of the northwest one quarter (NW¼) of Section 21, Township 44 South, Range 23 East, Lee County, Florida.

23. The south half of Lot 6, Tract C, of that certain subdivision known as Saddlewood Farms, more particularly described as the south one half (S½) of the northeast one quarter (NE¼) of the southwest one



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

quarter (SW $\frac{1}{4}$) of the northwest one quarter (NW $\frac{1}{4}$) of
Section 21, Township 44 South, Range 23 East, Lee
County, Florida.

24. The north half of Lot 6, Tract C, of that certain
subdivision known as Saddlewood Farms, more
particularly described as the south one half (S $\frac{1}{2}$) of
the northeast one quarter (NE $\frac{1}{4}$) of the southwest one
quarter (SW $\frac{1}{4}$) of the northwest one quarter (NW $\frac{1}{4}$) of
Section 21, Township 44 South, Range 23 East, Lee
County, Florida.

25. The East 543 feet of the west one half (W $\frac{1}{2}$) of
the northeast one quarter (NE $\frac{1}{4}$) of the northwest one
quarter (NW $\frac{1}{4}$) of Section 21, Township 44 South, Range
23 East, Lee County, Florida. Less the easternmost
213 feet.

26. The East 213 feet of the west one half (W $\frac{1}{2}$) of
the northeast one quarter (NE $\frac{1}{4}$) of the northwest one
quarter (NW $\frac{1}{4}$) of Section 21, Township 44 South, Range
23 East, Lee County, Florida.

27. The north one half (N $\frac{1}{2}$) of the northeast one
quarter (NE $\frac{1}{4}$) of the southwest one quarter (SW $\frac{1}{4}$) of
the northwest one quarter (NW $\frac{1}{4}$) of Section 21,
Township 44 South, Range 23 East, Lee County, Florida.



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

28. Lot 2, Tract D of that certain subdivision known as Saddlewood Farms, as recorded in Official Records Book 1290, Page 246.

29. Lots 15 and 16, Tract D of that certain subdivision known as Saddlewood Farms, best described as follows: the southeast one quarter (SE¼) of the northeast one quarter (NE¼) of the southeast one quarter (SE¼) of Section 20, Township 44 South, Range 23 East, Lee County, Florida.

Section 2. The interlocal agreement for the proposed annexation of the described County-administered enclaves as developed by the City of Cape Coral and Lee County shall be filed with the clerk of the city and the clerk of the courts for the county, and a duly advertised public hearing shall be held by both the city and the county, respectively, prior to the adoption of the interlocal agreement by the city council and the county commission. No changes to the terms and conditions of the interlocal agreement may be made by either the city or the county once filed with the respective clerks prior to the public hearings for consideration of the adoption of the interlocal agreement.

Section 3. (1) Subsequent to the adoption of the interlocal agreement between the city and the county, and prior to the implementation of the proposed annexation by the city of the described county enclaves, a referendum shall be held by the city in the City of Cape Coral and within the proposed described



ENROLLED
HB 0421, Engrossed 1

2003 Legislature

enclave areas to be annexed for the ratification and approval of the interlocal agreement by the registered electorates therein.

(2) The interlocal agreement shall be presented separately to the registered voters residing within the city and the registered voters residing within the proposed annexed areas as further described in section 1 of this act. The procedures for conducting the referendum shall be pursuant to the requirements as set out in section 171.0413(2), Florida Statutes, as amended from time to time. Upon a majority vote in favor of the interlocal agreement by the registered voters of the City of Cape Coral and a majority vote of the combined registered voters residing in all county enclaves to be annexed, the interlocal agreement shall be deemed to be ratified and approved and shall become effective as provided for in the interlocal agreement but otherwise not more than 1 year following the referendum. The referendum for ratification and approval of the interlocal agreement for annexation may be conducted by the city at any regular election following the adoption of the interlocal agreement by the city and the county.

Section 4. (1) For the areas subsequently annexed into the city by interlocal agreement, the city shall assume all of the municipal service duties of Lee County pursuant to the terms and conditions of the approved interlocal agreement.

(2) The transfer from the county to the city of county municipal service infrastructure located within the annexed areas shall be pursuant to the terms and conditions of the approved interlocal agreement.

Section 5. This act shall take effect upon becoming a law.



ENROLLED
HB 0421, Engrossed 1

2003 Legislature



AGENDA REQUEST FORM

CITY OF CAPE CORAL

Item Number:	B.(2)
Meeting Date:	10/27/2021
Item Type:	DISCUSSION

TITLE:

Charter School Management Options

REQUESTED ACTION:

Staff Direction

SUMMARY EXPLANATION AND BACKGROUND:

During the FY 22 Budget Kickoff Workshop on February 24, City Council expressed a desire to financially support the City's charter schools while providing more management oversight of the operations of school system.

At the same workshop, Council also directed City staff to issue a Request for Information regarding outside management options for the City's charter school system. The RFI was issued in May, and two responses were received and reviewed in August.

During the development of the FY 22 Operating Budget, City staff followed Council's initial direction identifying a funding strategy to provide financial support to the schools. City staff also is assuming more oversight of the operational responsibilities during a transition year at the schools.

City staff has provided the RFI responses to City Council for review. The RFI responses provide the City with a good base of information, which can be used to develop a more-detailed Request for Proposals. The next step for Council to provide direction whether or not to move forward and issue a RFP or continue moving forward with the current plan.

STRATEGIC PLAN ALIGNMENT:

1. Is this a Strategic Decision? Yes
- If Yes, Priority Goals Supported are listed below.
- If No, will it harm the intent or success of the Strategic Plan? No

ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES

ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY.

Recommendations:**SOURCE OF ADDITIONAL INFORMATION:**

Connie Barron, Assistant City Manager, 1-239-574-0448

FISCAL IMPACT/FUNDING SOURCES(S)/BUDGET CONSIDERATIONS:

1. Will this action result in a Budget Amendment? No

PREPARED BY:

Kimberly Bruns for CM's
Office

Division- Managerial

Department- City Clerk's
Department

ATTACHMENTS:

Description	Type
▣ 1. Charter School Management memo	Backup Material
▣ 2. Charter Schools USA	Backup Material
▣ 3. YMCA of Southwest Florida	Backup Material



MEMORANDUM

TO: Mayor Gunter and Council Members

THRU: Rob Hernandez, City Manager *RH*

FROM: Connie Barron, Assistant City Manager *CB*

DATE: September 10, 2021

SUBJECT: RCM2172KS – Charter School Management/Administration Services

As requested by City Council during the FY 22 Budget Kickoff Workshop on February 24th, a Request for Information (RFI) was issued on May 12, 2021 to explore available options for the management of our City's Charter School system.

The RFI generated two responses from charter school management and administration firms. The two firms that submitted responses to the RFI were Charter Schools USA and YMCA of Southwest Florida, Inc. (formerly The SKY Family YMCA). Both firms are qualified to provide management and administrative services for the charter schools. Their responses are attached for your review.

While a RFI can be used for gathering information, a contract cannot be awarded based on a RFI. The next step in the process for consideration of outside management services would be to issue a more-comprehensive Request for Proposals (RFP).

The respondents provided information and specifications that will enable the City to craft a comprehensive RFP. The RFP will provide the City with specific, detailed proposals for outsourcing the management and administrative operations of the schools.

Before moving forward with an RFP, we request further direction from City Council to ensure our commitment to outsource these services.

Please advise if you want to discuss this topic at an upcoming Committee of the Whole.

RH/CB/MM

Attachments: Proposals from Charter Schools USA and YMCA of Southwest Florida, Inc.

C: Dolores Menendez, City Attorney
Mark C. Mason, Financial Services Director
Jacqueline Collins, Superintendent
Wanda Roop, Procurement Manager



**Response Request for Information to
Charter School Management / Administration Services
RCM2172KS**

Submitted By:

Charter Schools USA
800 Corporate Drive Suite 700
Fort Lauderdale, Florida 33334
954-202-3500 x 1236
Derek Kelmanson
Dkelmanson@charterschoolsusa.com

Submitted To:

Cape Coral City Hall Building
1015 Cultural Park Blvd., 2nd Floor
Cape Coral, FL 33990
ATTN: Procurement Manager

Submitted on:

June 25, 2021



Table of Contents

Proposal	1
Services to be Requested	1
Support Evidence to be Requested	3
Cost Description	6
Timelines to be Requested	6
Certifications/Experience to be Requested	6
Additional Services Recommendation	7
Company History	10
Company Brochures/Literature	10
Industry Standard Rates/Fees	11
Attachments.....	12

Proposal

Services to be Requested

Table 1 below lists a breakdown of services and detailed functions (as applicable) that should be expected of an Education Management Organization (EMO) capable of managing multiple schools:

Table 1

Service Category	Detailed Functions
Education Management	<ul style="list-style-type: none"> • Customized Curriculum Development & Mapping in Accordance with National/State/Local Standards • Ongoing Curriculum & Resource Identification, Evaluation & Selection • Lesson and Learning Plan Development & Implementation (Individual Student Education Plans, Assessments, Records, etc.) • Student Data Analysis & Benchmarking • School & Teacher Instructional Support, Coaching/Mentoring & Professional Development • Classroom Management Tools & Techniques • Standard Process & Tools for School/Classroom Walkthroughs • Customized Improvement Plans • Implementation of Gifted/Academically Talented Programs • Proactive Monitoring of Performance Benchmarks • Assistance in Coordinating Parent, Teacher, and Student Organizations
Safety and Security	<ul style="list-style-type: none"> • Outline the plan for school safety and security for students, staff, the facility, and property, especially as it relates to the applicable provisions in the Marjory Stoneman Douglas High School Public Safety Act. • Describe what steps the school would take to assure there is a safe-school officer present while school is in session, according to section 1006.12, F.S. • Explain how the school will adopt an active assailant response plan and provide annual training on the plan, as required by section 1006.07(6), F.S. • Explain how the school will establish a threat assessment team as required by section 1006.07(7), F.S. • Explain how the school will accurately and timely report incidents related to school safety and discipline as required by section 1006.07(9), F.S. • CCTV cameras throughout the facility
Operations Management	<ul style="list-style-type: none"> • Ensure State, Local & School Board Compliance • Negotiate & Manage Contracted Services (food, uniforms, security, custodial, etc.) • Enrollment & Registration Management/Reporting • Lottery Management • Parent Engagement/Issue Resolution • School Support Services (e.g. uniform policy, transportation, nursing services, before & after school programming, etc.)

Service Category	Detailed Functions
Marketing and Communications	<ul style="list-style-type: none"> • Develop & Implement Annual Enrollment Marketing Plan • Develop & Implement General School Marketing Plans • Website Design • Event Planning & Support • Collateral Development • Branding Guidelines • Stakeholder Communications
Financial Management	<ul style="list-style-type: none"> • Establish Accounting Systems • Budget Development & Oversight • The Ability to Incorporate Business Solutions that Improve Overall Financial Performance • Operating and Capital Budgets • Financial and Governmental Reporting & Analyses (Monthly, Quarterly & Annual) • Fundraising (as applicable) • Grant Applications • Loan Applications • Insurance & Risk Management
Facilities Management & Support	<ul style="list-style-type: none"> • Assist in Site Acquisition and/or Lease Negotiations • Liaison with Building and/or Renovation Team on Quality & Design Standards • Operational Design of Classrooms/School Space (Compliance & Programmatic Functionality) • Procurement of Furniture, Fixtures, Equipment & Supplies • Secure Basic Utility Services (Phone, Water, Electric & Disposal Service) • Management of Routine Maintenance Services • Help Desk Ticketing System for Maintenance & Facilities Issues • Vendor Contract Negotiation & Management • Energy Use Management • Capital Project Planning & Management
Human Resources Management	<ul style="list-style-type: none"> • Develop and Maintain School Staffing Matrix • Personnel Recruitment & Hiring • Compensation Setting & Performance-based Compensation Management • Employee Benefits, Worker's Compensation & 401(k) Administration • Develop and Implement Performance Evaluation Systems • Develop and Implement Personnel Policies & Procedures • Ongoing Staffing Support & Personnel Management Assistance • Payroll Administration • Government Compliance & Reporting (i.e. EEOC)
Information Technology Management	<ul style="list-style-type: none"> • Design/Development of Technology Labs & Student Stations • Local & Wide Area Network Installation • Remote Access & Software Integration • Technology Support • Negotiation & Purchasing of Technology • Licensing & Maintenance of Student Information System • Maintenance of School Websites • Email Hosting • Help Desk Support and Onsite Technicians

Service Category	Detailed Functions
Governing Board Relations and Strategic Improvement	<ul style="list-style-type: none"> • Board Meeting Management • Archive Board Documents • Board Member Binders (Bylaws, Articles of Incorporation, Conflict of Interest, etc.) • Ensure State, Local & School Board Compliance (i.e. Fingerprinting, Training, etc.) • Board & School Strategic Planning (Aligned to Academic Goals) • Network-wide Performance Monitoring & Analyses • Focus Group Interviews (Staff/Parent/Board Surveys) • AdvancED Accreditation Compliance

Support Evidence to be Requested

When issuing a Request for Proposal (RFP) for educational management services, evidence to ensure that the organization has a history of success and the capacity to provide the services should also be requested. As such, the RFP should request the following as applicable:

1. Education Management

- General description of the educational philosophy, curriculum, and instructional methods
- A plan for providing Exceptional Student Education (ESE) (including gifted students) and English Language Learner (ELL) services
- Broad student achievement goals and the method/s for tracking those goals
- A detailed description of the organization's approach to storing, tracking, and analyzing student data, including the system(s) that will be used and any external assessments that will be administered
- Professional development plan and calendar
- A plan for the development and implementation of innovative programs
- A list of materials/resources to be used
- Sample curriculum maps
- Sample Pupil Progression Plan (if not using district's)
- Sample Code of Conduct (if not using district's)

2. Operations Management

- Sample management/contract for services agreement
- A thorough transition plan that includes a detailed timeline as well as a description of the communications approach
- Methods for ensuring compliance with all federal, state, and local operational requirements
- A detailed timeline and description of the student enrollment process
- A description of enrollment procedures, including lottery procedures, as well as ongoing enrollment management and tracking
- A school safety plan that describes daily security procedures, as well as a broad range of emergency procedures including processes for conducting safety drills (fire, tornado, bomb threat, active shooter, etc.)

- Outline the plan for school safety and security for students, staff, the facility, and property, especially as it relates to the applicable provisions in the Marjory Stoneman Douglas High School Public Safety Act
 - Describe the school's plan for food services, including any plans for contracting services or plans to participate in the National School Lunch Program
 - Describe the school's plan for transportation to ensure that transportation is not a barrier to equal access for all students residing within a reasonable distance of the school, s. 1002.33(20)(c) F.S.
 - A plan for engaging parents and resolving grievances
 - Evidence that the organization has received quotes and can obtain the applicable insurances required of a school (general liability, automobile liability, professional liability, employment practices liability, fiduciary liability, workers' compensation, student accident, etc.)
3. Marketing and Communications
- A detailed marketing plan and timeline, including a plan to market to "hard to reach" populations that ensures the student body is reflective of the community
 - Sample marketing materials and collateral (brochures, flyers, etc.)
 - Sample of stakeholder communication to parents (letters, emails, etc.)
4. Financial Management
- A description of accounting and purchasing systems, processes, and procedures
 - A plan and timeline for implementation of internal controls
 - A description of budgeting and financial planning processes and procedures
 - Assurances to comply with all federal, state, and local financial reporting processes and procedures
 - A plan to contract with an independent certified public accounting firm to conduct an annual financial audit that is performed in accordance with Generally Accepted Auditing Standards; Government Auditing Standards, Chapter 10.850, Rules of the Auditor General, State of Florida, and issued by the Comptroller General of the United States
 - Demonstrated capacity to apply for grants and conduct grant management
 - Projected 5-year budgets that use current enrollment and facility costs with an accompanying narrative that explains major revenues, expenditures, and business solutions that lead to a more financially viable operating model
 - Copies of financial audits for managed schools for the past three years
5. Facilities Management
- An explanation of the strategy and a well-defined timeline/schedule that will be employed to take ownership of the school facility
 - An estimate of the costs and a proposed timeline for anticipated capital improvement projects, including a description of how such estimates have been derived
 - A plan for facilities maintenance and custodial services
6. Human Resources Management
- A proposed staffing plan based on each school's current enrollment

- A plan and timeline for staff transition and any recruitment/hiring as necessary
- A description of hiring and employment procedures
- An overview of proposed employee benefits, including a plan for benefits administration and management of worker's compensation and 401(k) or other retirement benefits
- A plan for payroll administration
- Personnel policies (copy of employee handbook if available)
- A description and sample of the employee evaluation system and how it aligns with all federal, state, and local requirements
- A compensation plan that includes a performance-based compensation program

7. Information Technology Management

- A plan to install/maintain the school's technology infrastructure (internet, computers, projectors, smart boards, etc.)
- A plan to acquire/review the school's technology resources, including a timeline to make any updates/replacements as needed
- A plan to provide overall technology support to each individual classroom and the school, including school websites
- A description of the help desk system that will be used to respond to IT maintenance requests
- A description of IT security measures that will be put in place, emphasizing the protection of sensitive student information and data

8. Governing Board Management

- A plan for governing board management and a description of how the organization will support the governing board in complying with all open meetings laws, as well as all federal, state, and local regulatory requirements
- Evidence that the boards currently managed by the organization comply with open meetings laws (copies of past year's board meeting public notices, agendas, and meeting minutes and evidence that they are available for public view)
- Evidence that the boards currently managed by the organization meet all federal, state, and local requirements for compliance (copies of current fingerprinting, board training, background checks, etc.)
- Evidence that the organization can manage and maintain governing board documentation (sample governing board binders that include bylaws, articles of incorporation, conflict of interest policies, etc.)

9. Company Background and Accountability

- An extensive description of the organization's mission, vision, and background
- An explanation of how the organization will determine its fee for services (per student, percentage of revenue, flat rate, etc.)
- A profile of currently managed schools that includes each schools' enrollment, performance grade, assessment data, fund balance, and any audit findings for the past 5 years
- A list of the organization's leadership team that includes a short bio for each and the role they play within the organization

- A disclosure of any pending litigation, arbitration, mediation, or other legal proceedings that involve the organization
- Evidence that the organization conducts network-wide performance monitoring and analyses to improve its managed schools' educational, operational, and financial outcomes
- Evaluation methods by which clients hold the organization accountable for performance (school grades, assessment data, financial health, etc.), and the conditions under which the contract for services may be terminated
- Current accreditation status held by the organization and/or the schools that it manages

Cost Description

It is recommended that the RFP require a proposed 5-year budget that includes a recommended staffing matrix for each school based on current enrollment. However, it will be important to engage in a dialogue regarding options for the facilities (to include ownership and capital improvement needs) and the City of Cape Coral's planned structure for the Cape Coral Charter School Authority with the schools under the management of an EMO. This information should be provided to vendors during the RFP process to allow the City to evaluate potential partners' ability to provide a more cost-effective operating model.

The typical fee models associated with the comprehensive services described in Table 1 are a flat annual fee, a fee per student, or a percentage of revenue that is established in the management agreement with the actual amount to be charged in a given year approved in school budgets on an annual basis.

In a potential partnership with the City of Cape Coral, CSUSA would work to negotiate a fee structure, incentive model, and investment plan that meets the City's needs and is in the best interest of the schools.

Timelines to be Requested

As previously listed in the "Evidence to be Requested" subsection, at a minimum, timelines should be provided for:

- A transition plan, including the communications process that will be used throughout the transition
- Facility capital improvement projects and any building modifications
- Installing/reviewing the facility's technology infrastructure
- A marketing plan
- The enrollment process
- Implementation of financial internal controls
- School staff transition and recruitment/hiring as necessary

Certifications/Experience to be Requested

Any organization claiming to be an EMO that offers quality education management services should have the ability to demonstrate service quality through third parties such as accrediting bodies and client references. Accreditation ensures that educational institutions are utilizing an effective education model that infuses programs, practices, policies, learning conditions, cultural context, and constant improvements to drive student success and ensure that each child reaches their full potential.

In addition, the organization should have demonstrated experience providing educational management services to a network of schools that includes municipal schools. This is especially important considering the City of Cape Coral will be soliciting an RFP to provide services to four total schools on two different campuses.

Additional Services Recommendation

Transition Plan

The ability of an EMO to perform a smooth transition is a critical factor to consider during this RFP process. All stakeholders will be anxious about the change and will need visible evidence as reassurance that this transition is for the long-term benefit of the school. The RFP should request a thorough transition plan that includes a detailed timeline as well as a description of the communications approach.

The EMO must demonstrate that they have the resources, experience, and commitment to conduct an effective transition of management responsibility via a competent Transition Team. This team should be comprised of experts from each functional area to cover a diverse set of skills. Below is a list of the departments/areas of responsibility that should be represented on the Transition Team:

- Education
- Human Resource
- Security
- Finance
- Facilities, fixtures, furniture, and equipment
- Technology
- School Support/legal
- Vendor Management
- Before/After Care
- Marketing/Enrollment/Communication

Ideally, the organization should have a clear, defined, and phased approach to transition. An ideal transition plan will implement a phased approach that:

- Establishes a timeline that defines actions and sets deadlines and personnel assignments for those actions
- Initiates the transition positively
- Provides a methodical data gathering approach
- Identifies key decisions to be made at an appropriate juncture
- Sets forth a structured way to hand off the responsibility from the Transition Team to school administration
- A Transition Manager to lead the transition team and the overall process

Facilities Maintenance and Custodial Services

The ability of an EMO to offer facility maintenance and custodial services is another important factor to consider when trying to incorporate a more financially viable operating model. Table 2 shows a detailed scope of facility maintenance and custodial services that an EMO should offer to provide clean, safe, and well-maintained facilities for the municipal charter schools.

Table 2

Facilities Maintenance	
<ul style="list-style-type: none"> Facilitate and monitor the following areas of repair: fire systems; exit sign light repairs; battery replacement for backup lighting; door and hardware adjustments and repair; key and key control assistance; electrical (high and low voltage); minor moves; banner and sign installations; HVAC monitoring and adjustments, A/C filter changes; drywall repairs; minor carpentry; replacing light bulbs, ballasts, and fixtures; painting projects; ceiling tile replacement; playground maintenance, athletic area maintenance, grounds repairs; equipment audits; building inspections; safety issues, repairs; small landscaping projects; and any additional tasks as they arise Manage contractors (general contractors, plumbers, electricians, HVAC specialists, locksmiths, etc.) Identify projects, meet with contractors, and obtain bids Supervise and Manage day and night custodial services Prepare and manage work schedules of the custodial teams Monitor staff hours, including personal time off Provide oversight, track, and report the status of open projects. Track time, mileage, materials, tools. Follow preventative maintenance processes and monitoring systems for extended life of facility-related components Maintain and monitor building compliance with building codes & standards for local, city, county, state, and federal agencies Participate in training programs to maintain and increase skill levels and become familiar with new processes and technology Review and be knowledgeable of school budgets Participate in quality assurance and site compliance school tours Prepare reports as directed to support school operations, compliance, and employees 	
Custodial Services	
Daily Cleaning	<ul style="list-style-type: none"> Floors must be vacuumed, Auto scrubbed, and/or mopped to maintain a clean appearance Furniture and door/hardware must be dusted and cleaned All surfaces must be wiped with an appropriate industrial cleaner to remove sticky substances, stains, dust, and fingerprints The glass must be cleaned and kept free of smudges Trash must be emptied, and debris put into proper dumpster/recycling containers Pencil sharpeners must be emptied. Whiteboards and blackboards must be cleaned Clean and sanitize water fountains Clean sinks with an appropriate industrial cleaner Elevator floors must be swept and mopped. Walls and buttons must be wiped with an appropriate germicide Catering/convenience kitchens located on campus must be cleaned once per day Clean fingerprints and smudges around light switches and doors with an appropriate germicide Carpet, rugs, and mats must be vacuumed and cleaned Secure all exterior doors and windows
Restrooms, Shower Facilities, and Locker Rooms	<ul style="list-style-type: none"> Floors, partitions, counters, fixtures, and walls must be cleaned with an appropriate germicide Face bowls, commodes, and urinals must be cleaned with appropriate germicide Urinal deodorizer blocks must be placed in each urinal All dispensers must be monitored and filled as needed All glass, mirrors, fixtures, partitions, doors, counters, and locker rooms must be wiped and left in a dry and clean appearance Walls, ceilings, and light fixtures must be kept clean

	<ul style="list-style-type: none"> • Trash must be emptied, and debris put into proper dumpster/recycling containers. Liners must be changed as needed • Shower curtains must be odor free with no mold or mildew buildup
Halls, Corridors, Stairwells, Lobby Areas, and Entrances	<ul style="list-style-type: none"> • Floors must be vacuumed, auto scrubber, and/or mopped • Spills and stains must be removed to the greatest extent possible • Doors, railings, glass, and frames must be cleaned and maintained to be free of stains and smudges to the greatest extent possible • Clean stairwells to present a clean appearance • Dry mop and wet mop stairs, police litter, and spot clean entrances and all outside areas • Sidewalks, walkways, ramps, steps, and all other horizontal surfaces must be appropriately washed and swept
Weekly Cleaning	<ul style="list-style-type: none"> • Clean all building surfaces including partitions, countertops, ledges, windowsills, vents, wood furniture surfaces, blinds, corners, edges, baseboards, door jambs, door surfaces, door closures, and picture frames • Auto scrub and burnish VCT surfaces • Clean catering/convenience kitchens with an appropriate germicide
Monthly Cleaning	<ul style="list-style-type: none"> • Clean all HVAC vents • Descale all commodes and urinals in all restrooms • Clean all vents indoors in restrooms, classrooms, offices, labs, and conference rooms • Furniture polish must be used on wood surfaces (as needed) • Clean and polish all kick plates with a stainless-steel polish • Dust Lenses in light fixtures
Semi-Annual Cleaning	<ul style="list-style-type: none"> • Shampoo all carpets • Clean all first level exterior windows that can be accessed with a six-foot ladder • Power wash all exterior horizontal concrete surfaces • Strip and finish all VCT floors

CSUSA is an experienced EMO that can secure the above comprehensive maintenance and custodial services as part of its facility management services. CSUSA is capable of handling everything from water fountain repair to the replacement of a roof or chiller system. Our custodial scope of work was custom built over many years of best practices and we're confident that we can provide the services you need for the day-to-day facility challenges encountered in your schools. We believe in being proactive in terms of maintenance and custodial efforts, which promotes a clean and safe environment and prevents schools from dedicating financial resources to get their facility up to an acceptable standard. Moreover, CSUSA currently has local supervisors and staff located in the City of Cape Coral and Lee County ready to assume a scope of work for your municipal charter schools.

Company History

Charter Schools USA (CSUSA) provides world-class educational solutions with an unwavering dedication to student success and an unyielding commitment to ethical and sound business practices, providing a choice for our stakeholders that fosters and promotes educational excellence. CSUSA's strategic vision is to have a dramatic impact on the world's next-generation – changing lives, leaving a legacy, and setting the standard by which quality is measured in education.

Founded in 1997, CSUSA is one of the largest EMOs in the United States. CSUSA was the first EMO to receive system-wide accreditation via Cognia accreditation through Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI). Cognia is a non-profit organization that conducts rigorous, on-site external reviews of Pre-K-12 schools and school systems to ensure that all learners realize their full potential. CSUSA's Cognia accreditation through SACS, which was recently reaccredited in 2021, is for a 5-year term with regular monitoring of progress and reporting. CSUSA was the first EMO in the nation to receive the Cognia accreditation seal at the corporate level, meaning that all our current schools are accredited, and new schools are immediately eligible for accreditation in their first year. CSUSA's Certificate of Accreditation can be found on page 14.

CSUSA successfully manages high-performing schools with grades ranging from pre-kindergarten through twelfth. We assist corporations, government entities, developers, and nonprofit agencies with all phases of school design, planning, development, financing, construction, operations, and curricula. CSUSA employs approximately 8,500 employees, educates approximately 70,000 students, and is responsible for 90 schools in 5 states. CSUSA is one of the few EMOs that has a successful track record operating municipal charter schools. CSUSA started the nation's first municipal charter school, the largest municipal charter middle-high school, and the first charter school in the workplace. CSUSA currently operates The City of Coral Springs Charter School, Aventura City of Excellence School, and Don Soffer Aventura High School.

CSUSA has been in partnership with the City of Coral Springs and the City of Aventura for the past two decades. These schools earned a grade of "A" for the 2018-19 school year and have received a grade of "A" every year since 2008. These schools also consistently enroll to capacity with waitlists, maintain high fund balances each year, and have been designated as high-performing charter schools by the Florida Department of Education. For more information regarding the high-quality services that CSUSA provides to municipal charter schools, please see the attached Municipal Charter School highlights (on page 19).

CSUSA has unmatched organizational experience and capacity to assist the City of Cape Coral with the viable restructuring of their schools to produce long-term academic, financial, and operational outcomes.

Company Brochures/Literature

Please see the "Attachments" for additional information on CSUSA, including a reference letter from the City of Coral Springs on page 13. CSUSA's Florida managed schools performance and historical grades can be found on pages 16-18.

Industry Standard Rates/Fees

The typical fee models associated with the comprehensive services described in Table 1 can be based on either a flat annual fee, a fee based on each student served, or a percentage of revenue that is established in the management agreement with the actual amount to be charged in a given year approved in school's budget on an annual basis.

For example, CSUSA currently manages three municipal charter schools. Here are the details of these three municipal charter schools:

1. City of Coral Springs Charter School (CSCS) is located at 3205 North University Drive, Coral Springs, FL, 33065. Website <https://www.coralspringscharter.org/>; Year Established: 1999; Grades Served: 6-12; Enrollment: 1,671; School Grade (18-19): A+
2. Aventura City of Excellence School (ACES) is located at 3333 NE 188th Street, Aventura, FL 33180. Phone: (305) 466-1499; Website <https://www.aventuracharter.org/>; Year Established: 2003; Grades Served: K-8; Enrollment: 1,036; School Grade (18-19): A+
3. Don Soffer Aventura High School (DSAHS) is located at 3151 NE 213th St., Aventura, FL 33180. Phone: (786) 481-3032. Website <https://www.aventuracharterhs.org/>; Year Established: 2019; Grades Served: 9-12; Enrollment: 415

ACES's management fee is structured as an annual flat fee per student, while DSAHS fee is charged per student (with additional fees for other services provided) to be increased along with any increases in FEFP. Finally, CSCS's management fee is structured on a per-student basis with a cap on the amount to be paid annually and opportunities for "incentive fees" (also based on a per-student amount) if certain performance metrics are met. Some performance metrics used for incentive fees include:

- Academic Performance
- School Culture
- Safe & Orderly Environment
- Enrollment
- Sound Financial Management

In CSUSA's non-municipal charter schools, the annual management fee is typically structured as a percentage of revenue not to exceed 15%. It's important to note that CSUSA stands behind all our managed schools to ensure their viability, up to and including reducing its fees for services if needed for the school to achieve a positive fund balance.

In a potential partnership with the City of Cape Coral, CSUSA would work to negotiate a fee structure, incentive model, and investment plan that meets the City's needs and is in the best interest of the schools.

CSUSA is open to working with the City to transition management of their municipal charter schools during the 2021-22 school year.

Attachments



FRANK BABINEC
City Manager

June 14, 2021

RE: Charter School USA

To Whom It May Concern,

The Coral Springs Charter School is a public school, organized by the City of Coral Springs, operating under a performance contract, or charter, with the Broward County School Board. The school's vision statement to be committed to providing a premier educational community compliments that of the City of Coral Springs to be a premier community in which to live, work, and raise a family. The school offers a competitive, diverse class environment and course selection to the students in grades 6-12.

Charter School USA (CSUSA) serves the City of Coral Springs by providing educational management services at Coral Springs Charter School, a 1,700-student 6th-12th grade school. The City of Coral Springs opened Coral Springs Charter School in 1999 as CSUSA as the management operator. For over 16 years Coral Springs Charter School has served as an "A" rated school with a 99.5% graduation rate. The school's commitment to the community is shown through their 38,000 hours of community service from students in grades 9-12. In 2018 & 2019, the school was recognized for achieving a top parent satisfaction rate of 98%.

The City of Coral Springs prides itself on the top-rated schools provided to the community and Coral Springs Charter School continues to be a part of that accomplishment. The achievements attained by the Charter School has led to renewed agreements with the CSUSA on several occasions due to strong academic, financial, and operational performance including student achievement, parental support, and continued striving for excellence.

We look forward to continued progress and would recommend CSUSA as a highly qualified management company.

Respectfully,

Frank Babinec
City Manager
City of Coral Springs

THIS IS TO CERTIFY THAT

Charter Schools USA

has met the criteria for educational quality
established by the Cognia Global Commission
and is hereby presented this

Certificate of Accreditation

by the North Central Association Commission on Accreditation and School
Improvement, the Northwest Accreditation Commission, and the Southern
Association of Colleges and Schools Council on Accreditation and
School Improvement.

Valid Through 6/30/2026



Mark A. Elgart

Mark A. Elgart, Ed.D.
President and CEO, Cognia



SUCCESS BY THE NUMBERS



8.5K EDUCATORS
preparing the next generation



70K STUDENTS
impacted daily



10K STUDENTS
on waitlist

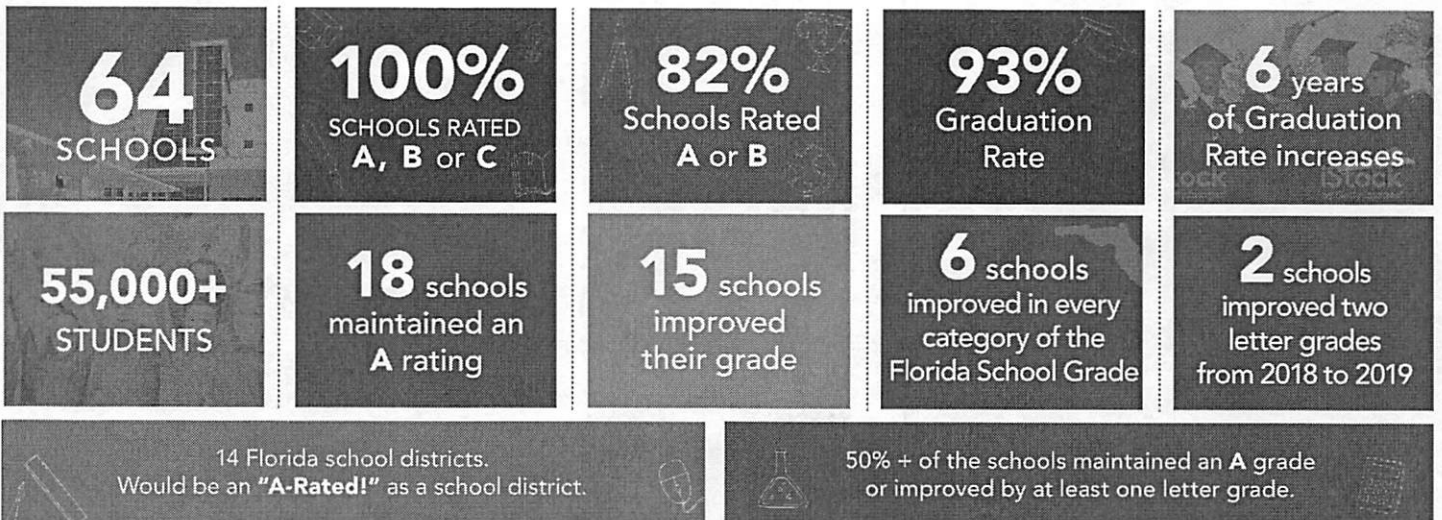


90+ SCHOOLS
in 5 states



20+ YEARS
advancing school choice

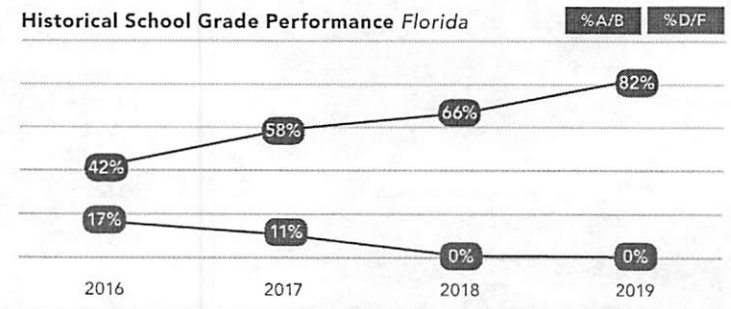
Charter Schools USA (CSUSA) is one of the largest and highest performing education management companies in the United States, proudly serving over 70,000 students at nearly 100 schools in five states. Founded by Jonathan Hage in 1997, CSUSA's vision is to have a dramatic impact on the world's next generation – changing lives and leaving a legacy by providing educational excellence within the charter school movement, delivering an academically rigorous educational choice to parents and students in the communities we serve, and preparing all students for college and/or a career after graduation. With an unwavering dedication to success for students of every background, CSUSA is closing the gaps in achievement and opportunity.



CONTINUED IMPROVEMENT

The 2016 school year was the first under the newest and complete school grade calculation. Since that time the percentage of CSUSA schools earning an A or B has almost doubled from 42% in 2016 to 82% in 2019. The percentage of D or F schools has fallen from 17% to 0%.

Historical School Grade Performance Florida



CSUSA - State of Florida Comparison 2018 to 2019

		ELA		Math		Science	Soc. Studies	MS Accel	Grad Rate*	HS Accel*
		LG	LG-25%	LG	LG-25%	Prof	Prof			
2019	CSUSA Avg.	60	56	60	53	51	80	75	91	52
	Florida Avg.	57	51	59	50	55	74	72	91	62
2018	CSUSA Avg.	58	53	58	52	53	76	70	91	41
	Florida Avg.	55	48	57	48	57	73	70	89	60
Net Gains										
Growth 18 to 19	CSUSA Avg.	1.9	2.4	2.2	0.5	-1.2	3.4	5.7	0.3	11.3
	Florida Avg.	2.2	2.8	1.9	1.7	-1.5	0.3	2.0	2.7	1.8

■ met or exceeded state

*one-year lag



CSUSA SCHOOL GRADES 2018 - 2019

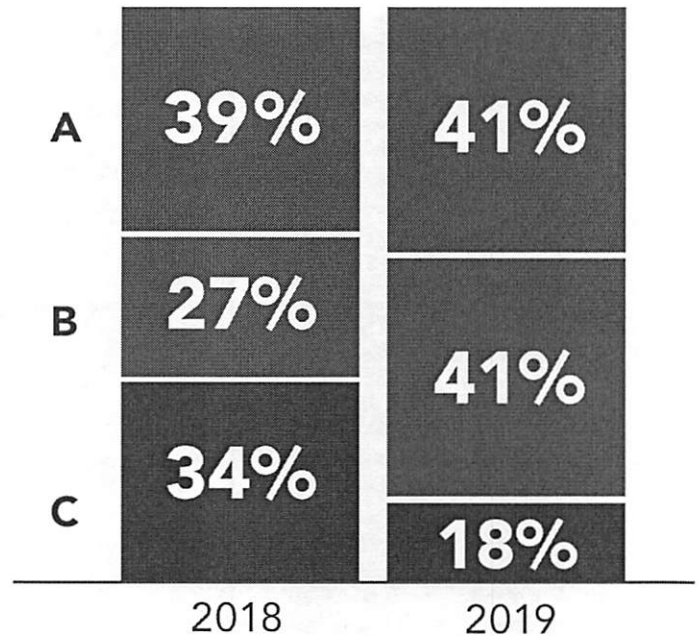


As a network, CSUSA met or exceeded the State of Florida, as well as each district in which CSUSA operates, in ELA learning gains, ELA learning gains for the lowest quartile, and Math learning gains for the lowest quartile.

Additionally, CSUSA exceeded the state in ELA and Social Studies proficiency, ELA learning gains, Math learning gains, Social Studies and MS Acceleration. CSUSA schools improved in all but one school grade component (Science Proficiency) based on 2019 performance data, as well as exceeded the state's growth on many components.

The largest improvements from 2018 to 2019 were in Middle and High School Acceleration where CSUSA Florida schools netted a 17-point improvement from the previous year. The average school in the network increased their final points earned by 2.5 points, this can mean upwards of a 22+ point overall gain depending on the grade-levels served.

High school acceleration and Science are critical areas of focus for CSUSA-FL schools. The 2019-20 school year's performance is expected to be much improved.



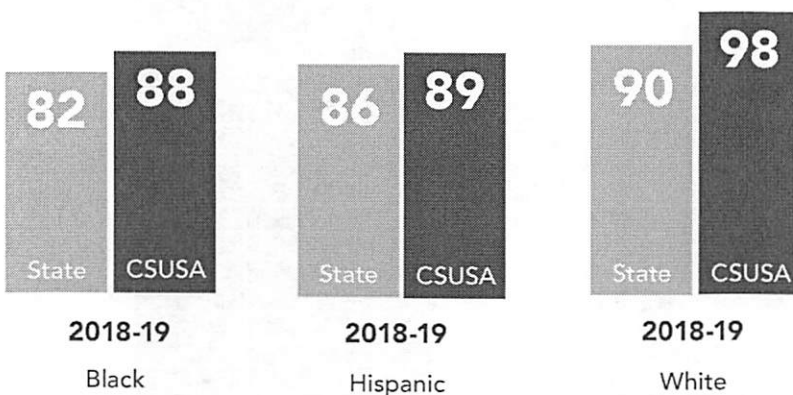
CSUSA - State of Florida Students

	2019-20				2018-19		
	White Non-Hispanic	Black or African American	Hispanic/Latino	Other	ELL	SWD	FRL
CSUSA-FL Overall/Avg.	22%	25%	44%	9%	12%	8%	61%

THE GRADUATING CLASS OF 2019



CSUSA's class of 2019, across 5 high schools, graduated at a rate of almost 93%. This marked the 6th consecutive year of improved rates across CSUSA high schools. As a network, CSUSA graduates outperformed the state in each of those six years as well.



2019 Graduation Rates

For the second year in a row more than 90% of CSUSA seniors graduated. As a network-wide cohort, CSUSA graduates exceeded the state graduation rates among key demographic groups and additionally improved over the period from 2014 to 2019. Graduation rates among white and Hispanic students have improved an average of 6 points since 2013-14 and improved 4 points among Black students.



District	School Name	2015	2016	2017	2018	2019
CLAY	Clay Charter Academy		C	B	A	A
DUVAL	Duval Charter at Baymeadows		A	A	A	A
DUVAL	Duval Charter High School at Baymeadows		A	A	A	A
DUVAL	Duval Charter Scholars Academy		C	C	C	C
DUVAL	Duval Charter School at Coastal					A
DUVAL	Duval Charter School at Flagler Center		A	A	A	A
DUVAL	Duval Charter School at Mandarin		A	B	C	A
DUVAL	Duval Charter School at Southside		B	C	B	A
DUVAL	Duval Charter School at Westside		D	D	C	C
ORANGE	Renaissance Charter at Crown Point				C	B
ORANGE	Renaissance Charter School at Chickasaw Trail		D	C	D	C
ORANGE	Renaissance Charter School at Oldenrod			F	C	C
ORANGE	Renaissance Charter School at Hunters Creek		B	B	B	A
Hillsborough	Creskide Charter Academy					B
Hillsborough	Henderson Hammock Charter School		B	C	B	B
Hillsborough	Southshore Charter Academy			A	C	B
Hillsborough	Waterloo Charter School				C	A
Hillsborough	Whitstop Charter School		A	A	A	A
Hillsborough	Woodmont Charter School		D	D	D	B
Manatee	Manatee Charter School		D	D	D	C
Osceola	Canoe Creek Charter Academy		A	D	B	B
Osceola	Four Corners Charter School		A	C	C	B
Osceola	Four Corners Upper School			C	C	B
Osceola	P.M. Wells Charter Academy		C	D	B	A
Osceola	Renaissance Charter School at Boggy Creek		C		C	C
Osceola	Renaissance Charter School at Polklands		C	C	C	A
Osceola	Renaissance Charter School at Tapscott		C	C	C	B
Pasco	Union Park Charter Academy					A
Collier	Collier Charter Academy				C	C
Lee	Bonita Springs Charter School		A	B	A	B
Lee	Cape Coral Charter School		B	C	C	B
Lee	Gateway Charter Elementary School		B	B	A	B
Lee	Gateway Charter High School		C	C	C	C
Lee	Gateway Charter Intermediate School		C	B	B	B
Lee	Six Mile Charter Academy		C	D	C	C
Palm Beach	Renaissance Charter School at Central Palm		D	C	C	B
Palm Beach	Renaissance Charter School at Cypress		C	D	C	C
Palm Beach	Renaissance Charter School at Palms West		B	C	A	B
Palm Beach	Renaissance Charter School at Summit		C	C	C	B
Palm Beach	Renaissance Charter School at Wellington		C	C	C	A
Palm Beach	Renaissance Charter School at West Palm Beach		C	B	B	A
St. Lucie	Renaissance Charter School at Tradition		A	A	B	B
St. Lucie	Renaissance Charter School of St. Lucie		B	B	A	B
Broward	City of Coral Springs Charter		A	A	A	A
Broward	Hollywood Academy of Arts & Science		A	B	A	A
Broward	Hollywood Academy of Arts & Science M5		A	B	A	A
Broward	North Broward Academy of Excellence		B	C	B	B
Broward	North Broward Academy of Excellence M5		C	A	A	A
Broward	Renaissance Charter Middle School at Pines		C	A	A	A
Broward	Renaissance Charter School at Cooper City		A	A	A	A
Broward	Renaissance Charter School at University		B	B	B	A
Broward	Renaissance Charter School of Coral Springs		B	B	B	A
Broward	Renaissance Charter School of Plantation		C	D	D	B
Broward	Renaissance Charter School at Pines		D	C	C	B
Dade	Aventura City of Excellence School		A	A	A	A
Dade	Downtown Miami Charter School		B	B	B	C
Dade	Keys Gate Charter High School		D	D	D	B
Dade	Keys Gate Charter School		C	C	C	B
Dade	Renaissance Elementary Charter School		A	A	A	A
Dade	Renaissance Middle Charter School		A	A	A	A
Leon	Governor's Charter School		C	C	D	C

OUR MODEL IS PROVEN

AVENTURA CITY OF EXCELLENCE SCHOOL | GRADES K - 8

AventuraCharter.org | Facebook, Twitter & Instagram: @AventuraCharter



CSUSA and the City of Aventura in Florida have operated the Aventura City of Excellence School (ACES) since 2003. ACES is consistently recognized for high performance, (grade A since 2004), and is one of the top performing schools in the state, ranking 22nd out of the 2,155 elementary schools in Florida.

ACES recently received a renewal of its charter to the year 2033. From the support of the community, CSUSA and the City of Aventura partnered again to open Aventura Charter High School for the 2019-2020 school year with a 15-year charter term.

CORAL SPRINGS CHARTER SCHOOL | GRADES 6 - 12

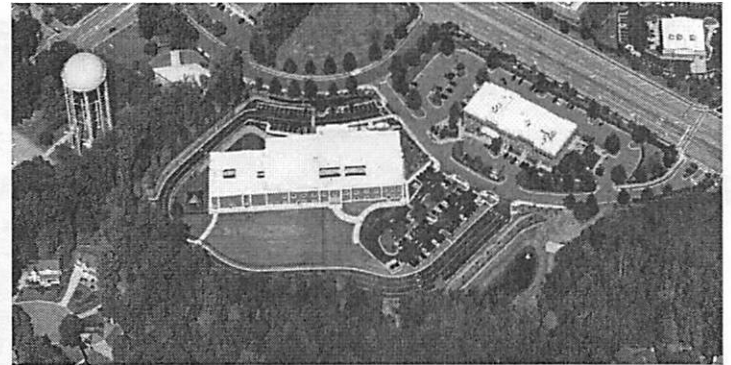
CoralSpringsCharter.org | Facebook, Twitter & Instagram: @CSCPanthers

In 1999, the City of Coral Springs and CSUSA partnered to lead the operation of the nation's first municipal charter school.

Coral Springs Charter School (CSCS) serves 1,600 students in grades 6-12, and has achieved an A grade since 2003. CSCS focuses on developing the whole child and provides advanced academic programming, competitive sports, clubs and enrichment programs to ensure the success of each student.



COMPLETE START-TO-FINISH DEVELOPMENT CAPABILITIES



Red Apple Development, LLC (RAD), was created in 2007 to address the needs of charter school growth across the United States. Our attention is focused on the acquisition, design, and development of private, public, and charter school facilities.

We provide Owner's Representation Management Services that facilitate the development of high quality, well-planned learning environments.



In addition, RAD offers a complete range of facility development services, including:

- Identifying site locations
- Planning and development of the facility
- Due diligence, entitlement, planning, and design
- Assist in obtaining financing for the facility
- Manage the entire construction process for new builds or renovations

For more information please contact 954.202.3500
visit CharterSchoolsUSA.com, and RedAppleDevelopment.com.

Like and follow us on
Facebook @CharterSchoolsUSA, Twitter and Instagram @CSUSAHQ



(a.) TITLE PAGE

RFI: CHARTER SCHOOL MANAGEMENT / ADMINISTRATION SERVICES, RCM2172KS

Vendor: YMCA of Southwest Florida, Inc. (formerly The SKY Family YMCA)

Address: 701 Center Road
Venice, FL 34285

Telephone: 941.492.9622

Contact: Gene T. Jones, President and CEO

Email: gjones@skyyymca.org

Date: June 24, 2021

(b.) PROPOSAL

The YMCA of Southwest Florida (formerly The SKY Family YMCA) has 10 years of successful experience with the complete management and administration of Charter Schools in Florida. In our opinion it will be important that the City of Cape Coral consider the following in developing a potential Request For Proposal, Invitation To Bid, or similar solicitation:

1. Require at least three years of substantiated successful experience in management and/or administration of Charter Schools in Florida for any potential applicant.
2. Require any applicant to provide audited financial statements for the last three years.
3. Provide the applicant the option to provide the employment for all City of Cape Coral Charter School staff.
4. Document any substantial benefits the students and their families and the Charter School staff would enjoy from the applicant's organization.
5. Require the applicant document the plan and experience with educational programming including (a) alignment with the clear use of Florida State Standards in instruction; (b) application of school progress monitoring aligned with state expectations for reading and mathematics; (c) application of district level progress monitoring for non-ELA and Math classes or school level progress monitoring if no district level assessments exist; (d) the model or philosophy that will be used to compliment the educational instruction.
6. Use of technology proposed by the applicant including student technology (such as Chromebooks or tablets for each student); opportunity for connection to Lee County School District software system for student grading and information reporting to the State; and individual Charter Schools administrative and instructional needs.
7. Proposed professional development plans for the Charter School personnel (inclusive of all staff members).
8. Allow applicant to utilize its own transportation or delegate that to the City of Cape Coral.
9. Allow applicant to infuse its own Charter School practices and branding into the City of Cape Coral Charter Schools.
10. Encourage applicants to provide out-of-school time programming to compliment the school day and assist in developing students' potential.

Prior to any proposal process the City of Cape Coral should make available to potential applicants the following:

1. Current software and technology that will be available.
2. Opportunity to tour and inspect current school facilities, examine maintenance needs and plans, and receive complete knowledge of building ownership, and any associated grounds such as athletic fields, parking lots, and so on.
3. Opportunity to examine past three years of City of Cape Coral Charter School finances (revenue and expense) by school and in aggregate.
4. Any and all potential lease and cost-sharing opportunities.

(c.) ORGANIZATIONAL HISTORY AND STRUCTURE

Since our beginning in 1967, the YMCA of Southwest Florida (formerly The SKY Family YMCA) has been a leader in supporting our communities. As a nonprofit, 501(c)(3) organization of men, women and children joined together by a shared commitment to nurturing the potential of kids, promoting healthy living and fostering a sense of social responsibility. Our work is guided by the following:

OUR IMPACT - The Y is an all-inclusive organization dedicated to making an impact through life-changing services and programs that make our community stronger than yesterday by giving promise for a better future and providing a safe place where everyone belongs.

OUR VISION - We envision our nonprofit organization – in partnership with others – as an intergenerational community hub with programs, services, and resources available to all persons, regardless of status or ability to pay, that will enable them to improve their quality of life.

OUR MISSION - The Mission of the YMCA is to put Christian principles into practice through programs that build healthy spirit, mind, and body for all.

OUR CORE VALUES - Caring, Honesty, Respect, Responsibility.

History

The YMCA of Southwest Florida was founded in Venice, Florida in 1967. Serving the community by offering health and wellness, aquatics, youth and adult sports, gymnastics, childcare, afterschool and summer care for youth, youth development for teens, and family activities on site. As the need grew for quality child care, the Y expanded to include child care centers. The Y also worked with the school district to provide afterschool programs at area elementary schools. In 1994, the Y began operating YMCA programs in the Englewood Community. In 2007 and 2008, new construction added a new Englewood YMCA family facility with space specifically dedicated to serve community organizations. Wellness and rehabilitation programming expanded through a partnership with Englewood Community Hospital.

In 2011, the Fort Myers YMCA joins The SKY Family YMCA and affords us the opportunity to serve even more families on the southwest coast of Florida. Shortly after that in 2012, the Bonita Springs YMCA becomes an additional member of the YMCA of Southwest Florida. Later in 2017, the Port Charlotte and Punta Gorda YMCA joins the organization. This expansion allowed for improved services and programs for youth, adults, and families in the Charlotte County. In 2018, a partnership with PGT Industries in Venice established an additional early learning center. In 2020, YMCA of Southwest Florida opened the Suwyn Early Learning Center at the Bonita Springs YMCA. In 2021, the YMCA of Southwest Florida announced its partnership with the Manatee County Family YMCA and the expansion of its services area into North Sarasota County creating a continuous service area from Parrish to Bonita Springs.

In addition, the YMCA of Southwest Florida has managed charter schools for over ten years. In 2011, the SKY Family YMCA launched a new, unique charter middle school in Venice, Florida – SKY Academy- Venice, which stands for Strength and Knowledge at the YMCA. The Academy's focus is based on research that proves physical activity builds and conditions the brain for learning. Schools around the nation using this philosophy have shown outstanding results in

student achievement, fitness and well-being. The popularity of the SKY Academy- Venice middle school among local families paved the way for the second location of SKY Academy to be established in Englewood in 2015. SKY Academy- Englewood is now a fully established, successful middle school on the Sarasota County side of Englewood, FL.

Both schools are A-rated and continue to strive for academic excellence through a unique approach that promotes student achievement through strategies that support learning and mastery of the Florida Career & College Readiness Standards to enable students to lead a healthy and productive life.

Today, the YMCA of Southwest Florida service area spans across six counties, including: Manatee, Sarasota, Charlotte, Lee, Hendry and Glades. It operates eight branches, four early learning centers and two charter schools. With a focus on our three pillars: youth development, healthy living and social responsibility, the YMCA is a place where all individuals can reach their full potential.

Trusted Community Partner

As part of the YMCA of Southwest Florida's strategic plan, the YMCA continues to seek partnerships and collaborations that allow the Y to expand its reach and ensure life-changing programs are available to everyone in the community. The YMCA of Southwest Florida has been able to meet community needs and increase its cause-driven impact by working directly with community partners. These partnerships allow the Y to increase the number of individuals served and impacted.

The YMCA of Southwest Florida has decades of experience working with government agencies. Currently, the YMCA of Southwest Florida works with five local school systems to operate its charter schools and provide YMCA services such as YREADS, summer camp and after-school care. The Y also works with three local county governments to deliver YMCA services to families and individuals, the Department of Education to ensure all children are ready for kindergarten and the Florida Department of Health Food and Nutrition Service so that all children have access to healthy meals.

During the COVID crisis, the Y stepped up to provide critical childcare services for first responders and essential workers. We supported parents so that they were able to re-enter the work force and rebuild their lives. The Y successfully transitioned both charter schools to remote learning in 2020 and implemented both virtual and in-person learning safety in 2020-2021. In addition, we supported children in our programs so they were able to attend their classes during remotely learning. We provided outreach to seniors who felt isolated and offered virtual wellness opportunities so that all could stay healthy and well. Last of all, we provided food for those that were hungry by offering meals and hosting meal sites and hosted blood drives to help with the national blood shortage.

Leadership

The YMCA of Southwest Florida is led by a dedicated volunteer Board of Directors. The Board of Directors is comprised of community leaders who support the Y and its mission to serve the

community. The Board of Directors is the policy-making body of the organization, which sets its vision and strategic direction. Board Members offer their area of expertise to serve on the Board along with various committees, which include Governance, Development, Finance and Strategic Planning. During committee meetings, Board Members address policy decisions that may be brought to the entire Board. The Board hires and supervises the CEO to implement agency policy decisions and to direct the organization and its staff. The Board is also responsible for protecting the assets and providing proper financial oversight; the Board assists in developing the annual budget and ensures appropriate financial controls are in place.

The YMCA of Southwest Florida has a strong leadership model that allows the Y to meet the needs of the communities we serve. The Senior Leadership Team consist of seven staff members that help set and support the strategic vision and implementation of their designated focus within the Y. Each branch has an Executive Branch Director that oversees branch operations and works directly with Community Boards and volunteers to identify and meet local community needs. Each branch has several department directors that directly oversee program operations.

Mr. Gene T. Jones serves as the President and CEO of the YMCA of Southwest Florida. Mr. Jones' Y career has spanned decades and has awarded him professional and personal growth opportunities that he could never have imagined. He has worked with Y Associations in three states varying from \$15 million to over \$100 million in size. Gene has experience successfully working with inner-city Ys, affluent suburban Ys, mid-sized Ys, rural Ys, program centers and resident camps and has a great appreciation for each. Gene is a cause-driven leader who understands that staff development is a major key to the success of any organization

The Senior Vice President of Youth Development oversees all youth development programming across the association including the SKY Academies. Each school has a principal that directly oversees the day to day operations. The principals' direct oversight includes instructional staff, administration and student support staff and facilities and food service staff.

In summary, the YMCA of Southwest Florida has the experience and infrastructure in place to provide the administration and management services for the City of Cape Coral Charter Schools. But even more important that infrastructure, The Y is a trusted community partner that brings decades of local connection and the strength of a national organization to build strong kids, strong families, and strong communities.

(d.) ORGANIZATION LITERATURE

Please see attached.

(e.) INDUSTRY STANDARD RATES/FEES

As a seasoned community-based nonprofit operator of successful charter schools in Florida the YMCA of Southwest Florida has carefully examined the cost structure required to sustain a high-quality operation. The standard presented below for management and administration by the YMCA of Southwest Florida is based upon the following assumptions:

1. The City of Cape Coral would provide transportation.
2. The rates are based upon the current student count of 3,481.
3. The opportunity to use the Lee County School District resources for professional development and software systems for student records, grading, etc.

The YMCA of Southwest Florida charter schools provide all students with YMCA memberships. This practice has proven beneficial in “leveling the playing field” for all students to have access to quality out-of-school time experiences in activities such as aquatics, youth sports, Y leadership clubs, family activities, dance and cultural activities, and gymnastics. These opportunities bring all students the experiences that build protective factors that have been demonstrated to amplify success in the classroom and in life.

Based upon the YMCA of Southwest Florida current model, our “Industry Standard” is based upon a rate of not less than 15% of revenue. Understandably, other potential vendors are not likely to include the universal benefits that the Y can bring for the City of Cape Coral Charter Schools. This percentage is based upon the total monthly earnings statement received by the school district from the State Department of Education.

ACKNOWLEDGEMENT OF ADDENDUM No. 1

YMCA of Southwest Florida acknowledges receipt of Addendum No. 1 for the City of Cape Coral for the Charter School Management / Administrative Services project, RCM2172KS.

OPPORTUNITIES TO GIVE

The SKY Family YMCA is committed to strengthening communities through youth development, healthy living and social responsibility. But we cannot do it alone. As a member of our YMCA, there are many ways that you can join our cause by giving back to our community.

BECOME A HOMETOWN PARTNER

When a business becomes a Hometown Partner, it allows our Y to expand our ability to address relevant community needs and ensure life-changing service for all. Together, through partnerships and collaborations, we can create healthy families and communities.

VOLUNTEER AT THE YMCA

The SKY Family YMCA offers many opportunities to volunteer. Have fun, give back, and make a difference in their community. Visit our website for more details!

SCHOLARSHIPS AVAILABLE

Our YMCA is here to serve people of all ages, backgrounds, abilities and incomes. We believe our programs and services should be available to everyone regardless of their ability to pay. Scholarships are available to those who qualify.

Thank you to our partners, donors and supporters for making it possible for our YMCA to continue its mission of serving our communities.

For more information on how to join our cause, please contact Joey Belanger, Lee County Regional Director.

HOURS OF OPERATION

Monday – Thursday: 5:00 am – 9:00 pm
Friday: 5:00 am – 8:00 pm
Saturday: 7:00 am – 5:00 pm
Sunday: 8:00 am – 2:00 pm

OUR MISSION

To put Christian principles into practice through programs that build healthy spirit, mind and body for all.

CORE VALUES

Caring | Honesty | Respect | Responsibility

OUR VISION

We envision our nonprofit organization – in partnership with others – as an intergenerational community hub with programs, services, and resources available to all persons regardless of status or ability to pay, that will enable them to improve their quality or life.



FORT MYERS YMCA
1360 Royal Palm Square Blvd
239.275.9622
www.SWFLYMCA.org

The SKY Family YMCA App

Download our app for the most up to date information!



GET THE APP



THE SKY FAMILY YMCA
MEMBERSHIP
FORT MYERS FAMILY YMCA

A BETTER YOU
CREATES A BETTER US
2021

FORT MYERS YMCA MEMBERS

MEMBERSHIP TYPE	MONTHLY	ANNUAL	JOIN FEE
Youth (Ages 13-18)	\$25.00	\$300	\$0
Young Adult (Ages 19-29)	\$36.00	\$432	\$25
Individual Adult (Ages 30+)	\$48.00	\$576	\$50
One Adult Family	\$56.00	\$672	\$50
Couple (NEW)	\$65.00	\$780	\$50
Family	\$71.00	\$852	\$50

ASSOCIATION RATES

In addition to your YMCA branch rate you now have the option to purchase an Association-wide membership to receive exclusive access to all 6 branches in south Sarasota, Lee and Charlotte counties

MEMBERSHIP TYPE	MONTHLY	ANNUAL	JOIN FEE
Youth (Ages 13-18)	\$25.00	\$300	\$0
Young Adult (Ages 19-29)	\$41.00	\$492	\$25
Individual Adult (Ages 30+)	\$54.00	\$648	\$50
One Adult Family	\$59.00	\$708	\$50
Couple (NEW)	\$69.00	\$828	\$50
Family	\$74.00	\$888	\$50

GUESTS - TRY THE Y

Individual \$10, family \$15 (3 annual visits limit).

Y-AWAY: 5 visits at no cost, then \$5 per visit. Must present current membership card.

www.SWFLYMCA.org

YOUTH AND FAMILY

BEFORE AND AFTER SCHOOL ENRICHMENT

Your day doesn't always end when the kids are done with the school day. That's why The SKY Family YMCA offers before & after school programs that serve thousands of children in SW Florida. Kids will develop healthy, trusting relationships and build self-reliance through the Y values of caring, honesty, respect and responsibility.

SUMMER DAY CAMP

The Y works to help youth discover their full potential by providing opportunities to learn, grow, and thrive amidst caring, supportive adults. In fun & educational activities that help them with: Relationships, Achievement and Belonging.

KIDS ZONE

Enjoy care for your children by our qualified staff while using your Y membership. Ages 6 weeks through 12 years

PARENTS' NIGHT OUT

Parents enjoy an evening out while your children have fun at YMCA supervised activities! Offered once a month on Saturdays from 6pm to 10pm.

FAMILY PROGRAMING

The Y is the Place for Families! With our Families Unplugged programming families build stronger bonds, achieve greater work/life balance and connect to their community. Check out our website for our monthly event schedule.

YOUTH IN GOVERNMENT

At they Y, we are paving the path for tomorrow's leaders. Through the Youth in Government (YIG) program, middle school and high school students have the opportunity to build leadership skills, self-confidence and learn firsthand how our state government operates.

AQUATICS

SEASONAL SWIM LESSONS

Parent/Tot for ages 6 - 36 months up to youth lessons for ages 3-12, Sessions are held weekdays or Saturdays.

HEALTH INNOVATIONS

WELLNESS ORIENTATION

Members receive a FREE Personal Coaching session and orientation. Visit the Welcome Center to schedule your appointment!

GROUP EXERCISE CLASSES

Included in your membership! We provide the largest variety with the best instructors!

- Les Mills: BODYPUMP, BOOTCAMP & GRIT
- SilverSneakers
- Spin/Indoor Cycling
- Yoga
- Zumba

PERSONAL TRAINING

Whether you want to lose weight, lose inches, get stronger, increase your metabolism, or just improve your overall health and fitness, our team of certified personal trainers are committed to providing the right "game-plan" for you to reach your goals

SPORTS FOR YOUTH & ADULTS

Get in the game! Improve your skills, make new friends, be active and learn to love a sport.

YOUTH

- Basketball
- Soccer
- Tennis
- Dance
- Karate

ADULT

- Co-Ed Volleyball
- Men's Basketball
- Co-Ed and Men's Softball

