

LAKE WALES CHARTER SCHOOLS, INC.

130 East Central Avenue • Lake Wales, Florida 33853

FISCAL YEAR

2026–27

ADOPTED BUDGET

General Fund • Special Revenue Fund • Capital Projects Fund • Health Insurance Fund

Serving Pre-K through Grade 12

Hillcrest Elementary Dale R. Fair Babson Park Elementary Janie Howard Wilson Elementary

Polk Avenue Elementary | Edward W. Bok Academy North | Edward W. Bok Academy South | Lake Wales High School

www.lwcharterschools.com

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COMMUNITY AND SYSTEM PROFILE

Community

Lake Wales Charter Schools (LWCS) serves students and families in the Greater Lake Wales area of Polk County, Florida. The system reflects a community-led commitment to public education and provides a continuous learning pathway from pre-kindergarten through high school, with preparation for postsecondary education, careers, and constructive citizenship.

History and Public Charter Model

The Lake Wales charter initiative grew from a community feasibility study commissioned in 2002. Community leaders organized a public charter school system designed to improve educational opportunity for all students, strengthen local responsibility for schools, and create practical, real-world learning choices. LWCS operates as a Florida public charter school system under the oversight of its Board of Trustees and its charter sponsor.

System Profile

LWCS serves more than 5,000 students across seven schools. The FY2026-27 adopted funding plan is based on 5,099.14 unweighted full-time equivalent (FTE) students.

School / Program	FY2026-27 Budgeted FTE
Polk Avenue Elementary	497.62
Hillcrest Elementary	675.12
Janie Howard Wilson Elementary	474.71
JHW separate-class ESE program	22.00
Dale R. Fair Babson Park Elementary	449.52
Edward W. Bok Academy South	642.70
Edward W. Bok Academy North	730.00
Lake Wales High School	1,607.47
Total	5,099.14

Source: LWCS FY2026-27 Adopted Budget Binder.

GOVERNANCE, ADMINISTRATION, AND ACADEMICS

Governance and Administration

Lake Wales Charter Schools, Inc. is governed by a Board of Trustees. The Board establishes policy, approves budgets and charter-related actions, and provides public oversight. The Superintendent serves as the system's chief executive officer and is responsible for implementing Board direction, supervising system operations, and supporting school leaders. Central services provide coordinated support in finance, human resources, curriculum and instruction, exceptional student education, student services, transportation, technology, facilities, food service, and other operational areas.

Staff

LWCS seeks to recruit, develop, and retain a diversified and highly qualified workforce. The FY2026-27 staffing analysis includes 473 school-based positions, 34 transportation positions, and 32 system-office positions, for a total of 539 budgeted positions. The system's strategic plan emphasizes educator effectiveness, professional learning, role-aligned certification, staff retention, and consistent operational support across all schools.

Academic Program

LWCS provides a continuous Pre-K through grade 12 educational program. Its academic direction emphasizes rigorous standards-based instruction, measurable student growth, aligned curriculum, effective transitions between school levels, and college and career readiness. The system also supports International Baccalaureate and advanced coursework, dual enrollment, career and technical education, exceptional student education, multilingual learner services, and multi-tiered systems of support.

Special Programs and Student Supports

- Career and technical education pathways and industry certifications.
- International Baccalaureate, dual enrollment, advanced coursework, and acceleration opportunities.
- Fine arts, athletics, leadership, enrichment, and extracurricular programs.
- Exceptional student education, Title I, English learner, migrant, and other federally supported services.
- School safety, mental health, student services, attendance, behavior, and family engagement support.

Source: LWCS FY2026-27 Adopted Budget Binder.

VISION, MISSION, VALUES, AND STRATEGIC DIRECTION

Vision

One learning community of great schools where all students flourish.

Mission

To bring the best of public education to the community by providing innovation and choice within a continuous preschool-through-postsecondary curriculum so that each child recognizes the benefits of lifelong learning, constructive citizenship, and personal happiness.

Values

Lake Wales Charter Schools values innovation, choice, achievement, empowerment, and a personal commitment to students and families. Teachers and administrators are expected to make sound, student-centered decisions while working collaboratively as one charter school system.

To see how these values guide measurable goals and systemwide action, view the [Full Strategic Plan](#).

Strategic Plan Commitments

- Systems Approach–Shift from a system of charter schools to a high-performing charter school system.
- Consistency–Establish and maintain standards of excellence in academics, operations, and culture across the charter school system.
- Transparency in Communication and Actions–Foster trust through clear, proactive, and honest communication and decision-making with all stakeholders.
- Address Student Behavior–Implement comprehensive, system-wide strategies to address and support positive student behavior and school climate.
- Empowering Educators–Recognize and invest in teacher effectiveness as the most critical school-based factor in driving student achievement.
- Acknowledge Disparities in Our Community–Actively acknowledge and address community disparities to ensure every LWCS student has the resources and support needed to thrive.
- Accountability through Engagement–Cultivate a culture of shared responsibility by actively involving students, families, and staff in the decision-making process and maintaining transparent, data-driven reporting on our progress toward excellence.

Four Strategic Pillars

Pillar	Focus
Academics	Rigorous curriculum, measurable growth, school performance, and college and career readiness.
Safe and Healthy Schools	Physical safety, emotional security, attendance, behavior, and student well-being.
Community Partnerships and Engagement	Strong relationships, transparent communication, family participation, and community alignment.
Resources and Finances	Accountable resource management, financial sustainability, system efficiencies, and transparent budgeting.

Budget Alignment with the Resources and Finances Pillar

The FY2026-27 adopted budget is a central tool for carrying out the Resources and Finances pillar. It aligns General Fund, federal, food service, capital, and health insurance resources with system priorities; supports the Academics, Safe and Healthy Schools, and Community Partnerships and Engagement pillars; and promotes accountability through balanced fund plans, reserve management, transparent reporting, and long-term financial planning.

Resources and Finances pillar: Managing the system's funds and assets with accountability and foresight. This includes ensuring the financial sustainability of the strategic plan, allocating resources effectively to support the other three pillars, and maintaining a transparent budget that ensures the long-term viability of the Lake Wales Charter Schools.

Full strategic plan goal: LWCS will be designated as a high-performing charter school system. A high-performing Florida charter school system is defined under s. 1002.332, F.S. LWCS will maintain clean financial audits and will not receive a financial audit revealing financial emergency conditions for any school in the system.

Sources: LWCS About page; LWCS Strategic Plan approved June 22, 2026.

BUDGET BRIEF - ALL FUNDS

The FY2026-27 adopted budget aligns available resources with instructional services, student supports, school operations, capital needs, employee benefits, and systemwide priorities. Total adopted revenues and expenditures across the General Fund, Special Revenue Fund, Capital Projects Fund, and Health Insurance Fund are \$66,785,817.

Revenue Highlights

- Florida Education Finance Program (FEFP) funding is budgeted at \$42,823,189, or \$8,398.12 per unweighted FTE.
- Federal education program revenue totals \$4,347,079 and supports supplemental academic, special education, professional learning, and student-support services.
- Food service resources total \$5,353,045, consisting of \$4,819,500 in operating revenue and \$533,545 in planned fund-balance use.
- Capital resources support authorized campus projects, equipment, facility needs, and scheduled debt-service obligations.

Expenditure Highlights

- General Fund expenditures total \$47,642,832 and support instruction, student services, school operations, transportation, and system-wide administration.
- Special Revenue Fund expenditures total \$9,700,124, including federal education programs and food service operations.
- Capital Projects Fund expenditures total \$1,226,081, including \$735,996 for capital-project debt service and other approved capital needs.
- Increased health insurance costs: Health Insurance Fund expenditures total \$7,706,000 and support the system's self-funded employee health insurance program.
- Non-instructional compensation: The adopted budget provides a 1% cost-of-living adjustment, capped at \$1,000 per eligible non-instructional employee.
- Instructional compensation: The adopted budget provides a minimum 1% salary increase for instructional employees, with the final determination to be made upon completion of the Teacher Salary Increase Allocation (TSIA) plan.

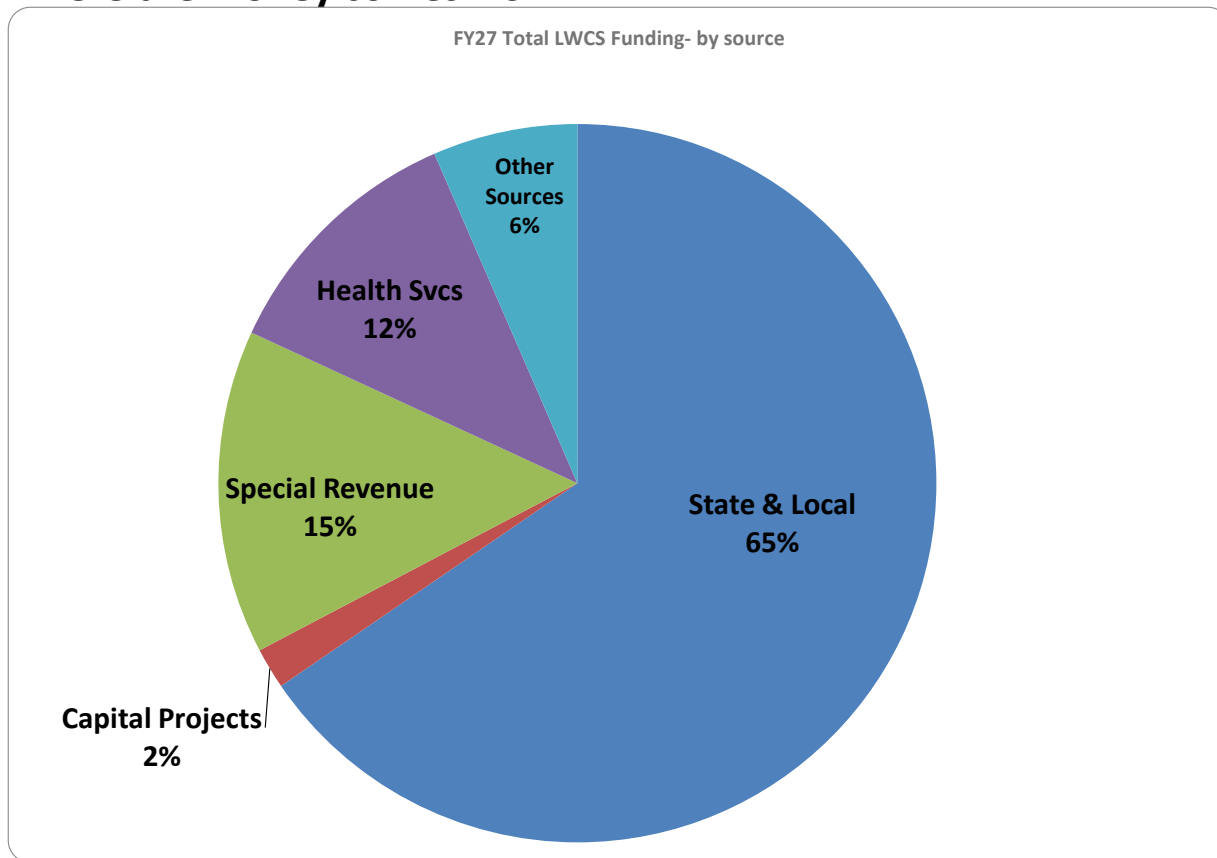
Source: LWCS FY2026-27 Adopted Budget Binder.

Lake Wales Charter Schools, Inc.

Proposed Budget in Brief for FY27

Sources	Revised Budget FY 26	Proposed Budget FY 27	Change FY27	% Change
State & Local + Other	48,350,102	47,853,612	(496,490)	-1.03%
Capital Projects	2,386,550	1,226,081	(1,160,469)	-48.63%
Special Revenue	9,473,998	9,700,124	226,126	2.3%
Health Insurance Fund	6,910,000	7,706,000	796,000	10.3%
Total Governmental Funds	67,120,650	66,485,817	(634,833)	-0.95%

Where the money comes from....



State & Local and Other— includes Base Student Allocation and other state categorical funding (CSR, ESE guarantee, safe schools, mental health, instructional materials, discretionary lottery, .748 Mill equalization). It also includes the local property tax revenues & bonus funds where applicable for School Recognition, IB and advance placement funds, Pre-K & After school programs, as well as support from the LWCS Foundation.

Special Revenue— includes all Federal awards as well as JROTC and National School Lunch Program funding.

Capital Projects— includes Charter School Capital Outlay & External funding related to the Bok North Campus.

Health Insurance- LWCS moved its Health Insurance benefit from a fully insured program to self funded program during the FY23 school year. Revenue represents premiums collected.

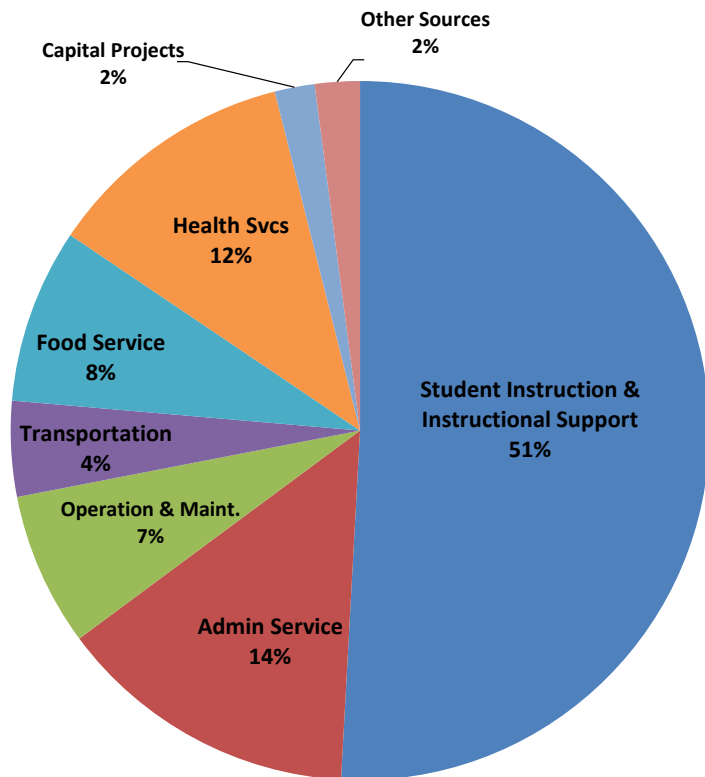
Lake Wales Charter Schools, Inc.

Proposed Budget in Brief for FY27

Sources	Revised Budget FY 26	Proposed Budget FY 27	Change FY27	% Change
Operational	48,119,451	47,642,832	(476,619)	-0.99%
Capital Projects	2,386,550	1,226,081	(1,160,469)	-48.63%
Special Revenue	9,473,998	9,700,124	226,126	2.39%
Health Svcs	6,910,000	7,706,000	796,000	100.00%
Total Governmental Funds	66,889,999	66,275,037	(614,962)	-0.92%

Where the money goes...

FY27 Total LWCS Expenditures by Function



*All expenditures by function include related personnel cost.

Administrative Services – includes Board of Trustees, General & School Administration, Fiscal Services, Central Services, Community Services/Athletics and Operating Transfers.

Operation & Maintenance – includes activities of ongoing management, repairs and preventative maintenance of buildings & grounds, utility cost, building & liability insurance.

Transportation – includes fuel, insurance, and vehicle lease payments for the system operated bus service for all students.

Food Service – includes contracted management service for food service, supplies, utility cost, and repairs and maintenance cost.

Capital Projects – represents debt services payments on Bok South & Bok North bank loans, as well as the construction cost of the campuses.

Health Services – includes claims paid and other administrative costs.

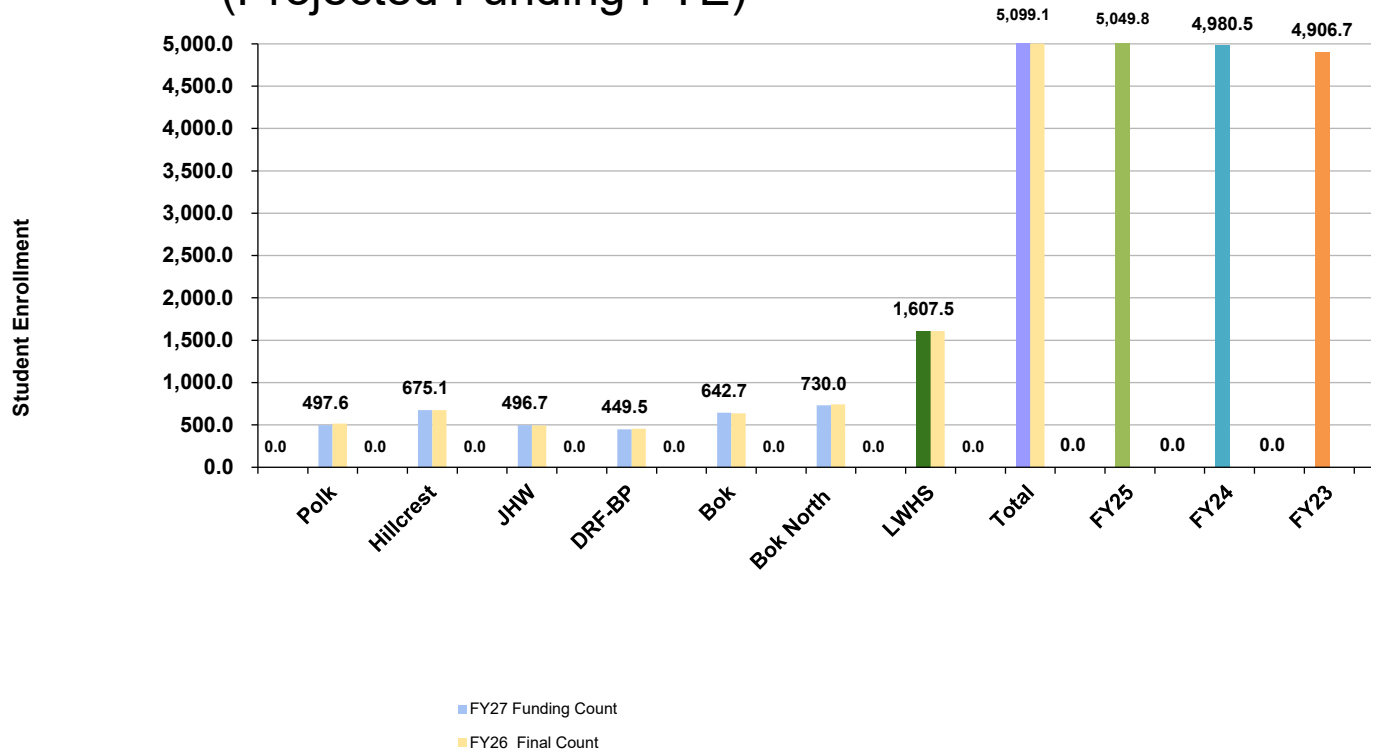
Other Sources – includes Pre-k & After School programs along with the bus loans debt service payments.

LAKE WALES CHARTER SCHOOLS, Inc.
Funding Summary
FY26 Revised Budget Compared to FY27 Adopted Budget

	Revised Budget	Adopted Budget	Difference	Percent
	-A-	-B-	-C-	-D-
FEFP FORMULA COMPONENTS				
1 K-12 Unweighted FTEs - (UFTE)	5,103.58	5,099.14	(4.44)	-0.09%
2 K-12 Weighted FTEs - (WFTE)	5,289.63	5,261.95	(27.68)	-0.52%
3 State Base Student Allocation (BSA)	5,372.60	5,457.60	85.00	1.58%
4 (x) Comparable Wage Factor (CWF)	1.0000	1.0000	-	0.00%
5 LWCS Base Funding	5,372.60	5,457.60	85.00	1.58%
FEFP DETAIL				
6 WFTE x BSA x CWF (Base FEFP)	26,353,090	26,362,765	9,675	0.04%
7 Teacher Salary Increase Allocation	2,065,992	2,354,844	288,852	13.98%
8 ESE Guarantee	1,327,093	1,384,540	57,447	4.33%
9 Educational Enrichment Allocation	1,283,462	1,282,317	(1,145)	-0.09%
10 Class Size Reduction	4,911,712	4,902,114	(9,598)	-0.20%
11 .748 Mill Compression	2,211,653	2,287,155	75,502	3.41%
12 Safe Schools	464,103	466,601	2,498	0.54%
13 Transportation	1,222,870	1,251,806	28,936	2.37%
14 Mental Health Assistance Allocation	323,938	326,985	3,047	0.94%
15 TOTAL STATE FEFP	40,163,913	40,619,127	455,214	1.13%
Local Property Taxes				
16 School Taxable Value	81,221,091,446	84,001,495,507	2,780,404,061	3.42%
17 Required Local Effort	3.042	3.009	-0.033	-1.08%
18 Basic Discretionary Local Effort (Millage)	0.000	0.000	0.000	-
Local Property Taxes				
19 Basic Discretionary Local Effort (0.748/.0748)	2,158,835	2,204,062	45,227	2.09%
20 Total Local Property Taxes	2,158,835	2,204,062	45,227	2.09%
21 Total FEFP	42,322,748.00	42,823,189.00	500,441.00	1.18%
22 TOTAL FUNDING PER UNWEIGHTED FTE	8,292.76	8,398.12	105.36	1.27%
23 TOTAL FUNDING w/o TRANSPORTATION	41,099,878.00	41,571,383.00	471,505.00	1.15%
24 TOTAL FUNDING PER UFTE w/o TRANSPORTATION	8,053.15	8,152.63	99.48	1.24%

LAKE WALES CHARTER SCHOOLS

FY27 - UnWeighted FTE Enrollment Analysis (Projected Funding FTE)



	FY27 October Count	FY27 February Count	FY27 Funding Count	FY26 Final Count
Polk	248.81	248.81	497.62 ^E	516.50 ^A
Hillcrest	337.56	337.56	675.12 ^E	673.00 ^A
JHW	248.36	248.36	496.71 ^E	491.78 ^A
DRF-BP	224.76	224.76	449.52 ^E	457.00 ^A
Bok	321.35	321.35	642.70 ^E	637.34 ^A
Bok North	365.00	365.00	730.00 ^E	742.22 ^A
LWHS	803.74	803.74	1,607.47 ^E	1,607.50 ^A
Total	2,549.57	2,549.57	5,099.14 ^E	5,125.34 ^A
FY25	2,524.89 ^A	2,524.89 ^A	5,049.77	
FY24	2,490.25 ^A	2,490.25 ^A	4,980.50	
FY23	2,453.36 ^A	2,453.36 ^A	4,906.72	

A = Actual; E = Estimated

GENERAL FUND

The General Fund is the primary operating fund of Lake Wales Charter Schools and supports the system's core instructional, student-support, transportation, school-operating, and administrative services. The FY2026-27 adopted General Fund budget totals \$46,625,740. This total includes fund balance reserves in the amount of \$1,672,837 to support system-wide cleaning contracts (\$865,008), JHW Dean position and Separate Class support (\$242,576), LHWS Advance Placement (\$200,000) Benchmark curriculum (\$182,767), and system-wide retirement leave payouts (\$182,486).

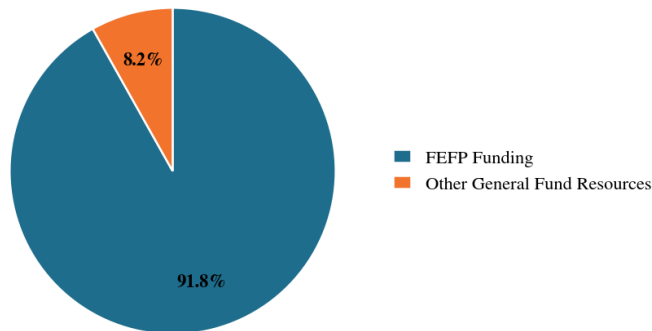
Overview

The adopted budget includes \$42,823,189 in Florida Education Finance Program (FEFP) funding, equal to \$8,398.12 per unweighted FTE. The funding plan is based on 5,099.14 unweighted FTE students and aligns available operating resources with school and system priorities.

Budget Priorities

- Provide high-quality classroom instruction, academic intervention, student services, and school-based operational support.
- Fund a 1% cost-of-living adjustment, capped at \$1,000, for eligible non-instructional employees.
- Provide a minimum 1% salary increase for instructional employees, with the final determination made upon completion of the Teacher Salary Increase Allocation (TSIA) plan.
- Address transportation, technology, exceptional student education, safety, utilities, and other systemwide operating requirements.
- Maintain unrestricted reserves above 10% of current-year General Fund revenues, thereby remaining above the 5% level required by Board policy.

General Fund Resources



Source: LWCS FY2026-27 Adopted Budget Binder.

GENERAL FUND - BUDGETING BY FUNCTION

FY2026-27 Adopted Budget

Budgeting Framework

Lake Wales Charter Schools' Fiscal Year 2026-27 General Fund budget is presented using a function-based approach. Under this method, expenditures are assigned according to the purpose for which resources will be used, rather than being presented only by object or account type. This structure allows the Board, school leaders, and other stakeholders to evaluate how available resources support classroom instruction, student services, school leadership, facilities, transportation, technology, governance, and other systemwide responsibilities.

Each school prepared its budget based on its instructional program, projected student enrollment, staffing plan, operational requirements, and identified priorities. The functional schedules provide separate budget information for Polk Avenue Elementary, Hillcrest Elementary, Janie Howard Wilson Elementary, Bok Academy North, Bok Academy South, and Lake Wales High School, together with central administration and systemwide activities. This format recognizes that the schools differ in grade configuration, enrollment, program design, facility needs, and service-delivery model.

Instruction and Instructional Support

Instruction is the largest and most direct functional commitment in the school budgets. Amounts classified to instruction support classroom teachers, instructional assistants, academic programs, instructional materials, classroom technology, and other costs associated with delivering the approved curriculum. Budgeting instruction at the school level connects staffing and program costs to the students and campuses receiving the services and helps ensure that the greatest share of available school resources remains focused on teaching and learning.

The budgets also include related instructional support functions. Pupil personnel services provide resources for activities such as counseling, student support, attendance, health-related services, and other interventions. Instruction and curriculum development supports curriculum alignment, instructional planning, assessment, professional learning, and continuous improvement. Instructional staff training and instructional technology functions separately identify investments that strengthen employee capacity and expand the effective use of technology in the classroom. These categories allow the schools to distinguish direct classroom costs from the professional, technical, and student-support services that make instruction successful.

School Leadership and Student-Facing Operations

School administration budgets provide for the leadership and management required at each campus, including the principal's office, school-based administrative support, financial and clerical functions, and day-to-day coordination of school operations. The amounts vary by campus based on organizational structure and operational complexity. This functional classification promotes transparency by separating school leadership costs from direct instruction while recognizing that strong school-level management is necessary to maintain accountability, instructional focus, student safety, and regulatory compliance.

Facilities and Technology

The operation of plant function captures the recurring cost of maintaining safe, clean, and functional learning environments, including utilities, custodial services, property-related services, and routine campus operations. Maintenance of plant is budgeted separately for repairs and upkeep that preserve school facilities and equipment. Where applicable, facilities acquisition and construction costs are separately classified so that capital activity can be monitored apart from normal operating expenditures.

Governance, Central Services, and Other Commitments

Board of Education and general administration functions provide for governance, policy oversight, executive leadership, legal and audit requirements, finance, human resources, compliance, and other responsibilities that support all schools. Central services and fiscal services include activities that are more efficiently managed on a consolidated basis, including accounting, budgeting, purchasing, payroll, reporting, and other shared administrative functions. Consolidating appropriate services avoids unnecessary duplication while giving each school access to the professional and operational support needed to fulfill its mission.

POLK AVENUE ELEMENTARY SCHOOL

2026-27 Budget Priorities

Polk Avenue Elementary (PAE) enters the 2026-27 school year as a C-rated, Title I elementary school serving a budgeted 497 FTE students, with 100% of students identified as economically disadvantaged and the school designated for Comprehensive Support and Improvement (CSI). PAE will align instruction, intervention, professional learning, family engagement, and available resources to accelerate academic achievement, close persistent performance gaps, and sustain a positive leadership-centered culture through the Leader in Me framework.

Strengthen Core Instruction and Academic Achievement

PAE plans to deliver standards-aligned instruction in English language arts and mathematics across grades K-5. Literacy instruction will be supported through Benchmark Advance, UFLI phonics, Orton-Gillingham interventions, i-Ready, and differentiated small-group instruction. Mathematics instruction will use Go Math and the state's characteristics of high-quality math instruction to address grade-level needs, with focused attention on performance gaps reflected in the 2025-26 state assessment results, particularly in grades 3-5.

Close Achievement Gaps Through Targeted Support

The school will use fall, winter, and spring progress-monitoring data, professional learning communities, and the multi-tiered system of supports to identify student needs and adjust instruction. Tier 2 and Tier 3 interventions, ESE accommodations, inclusive classroom practices, and targeted small-group or individual instruction will support students who are not yet meeting grade-level expectations. Title I and IDEA resources will sustain paraprofessional, instructional, and ESE support positions that directly assist students, teachers, and families.

Build Staff Capacity and a Supportive School Culture

Reading, mathematics, and science coaches will provide ongoing co-planning, modeling, and standards-based professional learning for teachers and paraprofessionals. The Leader in Me framework, school social-work services, mental-health training, mentoring, and career exposure will support the whole child while promoting responsibility, leadership, and readiness for future opportunities. School leadership will review results after each progress-monitoring cycle and adjust coaching, lesson planning, interventions, and instructional practice as needed.

LAKE WALES CHARTER SCHOOLS, Inc.

FY27 Proposed General Fund Budget

All School Sites & Administration

	Polk Avenue Elementary	
	<u>FY26 General</u>	<u>FY27 General</u>
REVENUES		
State and local sources	\$ 4,340,401	\$ 4,330,133
Contributions and other revenue		
Other financing sources	133,287	233,355
Total Revenues	4,473,688	4,563,488
EXPENDITURES		
Instruction	2,954,943	2,915,014
Pupil Personnel Services	58,226	58,661
Instructional Media	90,283	95,429
Instruction & Curriculum Development	19,743	
Instructional Staff Training		
Instructional Related Technology		
Board of Education	18,000	18,000
General Administration		
School Administration	476,778	484,008
Facilities Acquisition & Construction		
Fiscal Services	19,812	19,407
Central Services		
Transportation		
Operation of Plant	409,526	447,811
Maintenance of Plant		
Administrative Related Technology		
Community Services/Athletics		
Debt Service		
Operating Transfers	426,377	525,158
Total Expenditures	4,473,688	4,563,488
Net Changes in Fund Balance	-	-
FEFP Budgeted Enrollment	516.50	497.62

E Estimate

1. Adopted by Board of Trustees - February 23, 2026
2. Presented for Board Approval- August 17, 2026
3. Other Financing Sources will be the schools fund balance as needed.

HILLCREST ELEMENTARY SCHOOL

2026-27 Budget Priorities

Hillcrest Elementary School enters the 2026-27 school year as a B-rated elementary school serving a budgeted enrollment of 675 students. With 100% of students identified as economically disadvantaged, the budget aligns instructional resources, targeted intervention, student support, enrichment, and early learning with the school's commitment to high-quality instruction, a positive school culture, and success for every student.

Strengthen Science Instruction and Achievement

Science is Hillcrest's primary academic area of focus. The school will implement a new K-5, standards-aligned science curriculum, with daily hands-on investigations, inquiry-based learning, and science connections across the reading curriculum and Keystone special-area classes.

Advance Targeted Academic and Student Support

Curriculum resources and essential personnel remain priorities in reading, mathematics, and science. The budget supports targeted instruction for students in the lowest quartile, English Learners, students with disabilities, and Black student subgroups, together with MTSS implementation and tutoring.

Expand Performing Arts and Early Learning

Hillcrest will add a dance teacher to broaden its performing arts program and provide students with additional opportunities to build creativity, confidence, discipline, and artistic skills. The school has also opened a second Prekindergarten unit, increasing planned Pre-K enrollment to 40 students, and added two Pre-K paraprofessionals to strengthen early learning and support a successful transition to kindergarten.

Strengthen School Culture and Student Engagement

The budget adds a Dean of Discipline to promote positive behavior, reinforce schoolwide expectations, and address student needs proactively. The position will also support attendance monitoring, family communication, and timely interventions. These investments reinforce Hillcrest's commitment to a safe, encouraging, and enriching environment in which students are prepared to learn, create, perform, communicate, cooperate, explore, and reach their highest potential.

LAKE WALES CHARTER SCHOOLS, Inc.

FY27 Proposed General Fund Budget

All School Sites & Administration

Hillcrest Elementary

	<u>FY26 General</u>	<u>FY27 General</u>
REVENUES		
State and local sources	\$ 5,672,844	\$ 5,820,738
Contributions and other revenue	26,949	75,856
Other financing sources	117,659	279,075
Total Revenues	5,817,452	6,175,669
EXPENDITURES		
Instruction	4,033,190	4,254,007
Pupil Personnel Services	70,171	65,675
Instructional Media	141,989	142,767
Instruction & Curriculum Development	102,465	
Instructional Staff Training		10,000
Instructional Related Technology	4,863	4,863
Board of Education	18,000	18,000
General Administration		
School Administration	392,956	540,166
Facilities Acquisition & Construction		
Fiscal Services	26,247	26,330
Central Services		
Transportation		
Operation of Plant	494,721	468,378
Maintenance of Plant	32,149	21,734
Administrative Related Technology		
Community Services/Athletics		
Debt Service		
Operating Transfers	500,701	623,749
Total Expenditures	5,817,452	6,175,669
Net Changes in Fund Balance	-	-
FEFP Budgeted Enrollment	673.00	675.12

E Estimate

1. Adopted by Board of Trustees - February 23, 2026
2. Presented for Board Approval- August 17, 2026
3. Other Financing Sources will be the schools fund balance as needed.

JANIE HOWARD WILSON ELEMENTARY SCHOOL

2026-27 Budget Priorities

Janie Howard Wilson Elementary School enters the 2026-27 school year as a C-rated PK-5 elementary school with an adopted budget based on 492 FTE students. With 100% of students identified as economically disadvantaged, the budget aligns staffing, instructional resources, targeted academic intervention, exceptional student education, student support, and the International Baccalaureate Primary Years Programme with the school's commitment to accelerating academic achievement, closing subgroup performance gaps, and providing a safe, caring, and supportive learning environment for every student.

Accelerate Achievement in Reading, Mathematics, and Science

Improve standards mastery and learning gains through rigorous core instruction, targeted support, and consistent use of assessment data. Particular attention will be given to grades where proficiency rates are below 30%.

Strengthen Intervention and Exceptional Student Education

Provide timely academic intervention and a full continuum of ESE services, including the two self-contained units serving students from across the elementary schools. Progress-monitoring results will guide instructional adjustments and help close achievement gaps for students requiring the most support.

Sustain a Rigorous International Baccalaureate Program

Maintain the IB Primary Years Programme through continued support for the IB Coordinator, Spanish instruction, organization fees, and staff training. Inquiry-based learning, international awareness, and alignment of the written curriculum will remain central to preparing students as lifelong learners and leaders.

Promote a Safe, Caring, and Supportive Learning Environment

Support student well-being, positive behavior, and schoolwide consistency through the Dean position and strong partnerships among staff, families, and the community. The school will preserve a nurturing environment that supports students academically and socially.

Align Staffing and Resources With Student Needs

Protect essential instructional capacity, including two classroom teaching positions, and fully implement the recently purchased reading curriculum (\$106,625.50). With a budget based on 492 FTE, the school will monitor enrollment, program costs, and rising facility expenses to direct funds toward the highest-impact priorities.

LAKE WALES CHARTER SCHOOLS, Inc.
FY27 Proposed General Fund Budget
All School Sites & Administration

	Janie Howard Wilson Elementary		JHW ESE Separate Class	
	<u>FY26 General</u>	<u>FY27 General</u>	<u>FY26 General</u>	<u>FY27 General</u>
REVENUES				
State and local sources	\$ 4,285,175	\$ 4,398,331	\$ 281,272	\$ 306,166
Contributions and other revenue	10,000	12,000		
Other financing sources	118,635	396,497	250,000	162,576
Total Revenues	4,413,810	4,806,828	531,272	468,742
EXPENDITURES				
Instruction	2,697,693	2,836,012	531,272	468,742
Pupil Personnel Services	73,486	74,864		
Instructional Media	86,754	92,415		
Instruction & Curriculum Development				
Instructional Staff Training	11,100	13,100		
Instructional Related Technology	8,000	8,000		
Board of Education	18,000	18,000		
General Administration				
School Administration	378,467	455,784		
Facilities Acquisition & Construction				
Fiscal Services	19,179	19,372		
Central Services				
Transportation				
Operation of Plant	492,085	538,918		
Maintenance of Plant	2,500	2,500		
Administrative Related Technology				
Community Services/Athletics				
Debt Service				
Operating Transfers	626,546	747,863		
Total Expenditures	4,413,810	4,806,828	531,272	468,742
Net Changes in Fund Balance	-	-	-	-
FEFP Budgeted Enrollment	471.78	474.71	20.00	22.00

E Estimate

1. Adopted by Board of Trustees - February 23, 2026
2. Presented for Board Approval- August 17, 2026
3. Other Financing Sources will be the schools fund balance as needed.

DALE R. FAIR BABSON PARK ELEMENTARY

2026-27 Budget Priorities

Dale R. Fair Babson Park Elementary enters the 2026-27 school year as a B-rated elementary school with a budget based on 449 students. With 84.4% of students identified as economically disadvantaged and the school designated for Additional Targeted Support and Improvement (ATSI), the budget prioritizes literacy improvement, targeted student support, attendance, essential operations, and responsible fiscal management while responding to significant resource constraints.

Strengthen Literacy Achievement and Instruction

The school will focus on increasing fifth-grade English Language Arts performance from 48% proficiency to 62% proficiency or learning gains. Instruction will be aligned to grade-level comprehension benchmarks using Wonders Florida, i-Ready, and instructional roadmaps.

Provide Targeted Support Within Available Staffing

The school will work to reduce Level 1 performance in reading and mathematics and improve outcomes for all students, including students with disabilities and English language learners. Staffing reductions include an ESE inclusion teacher, a second-grade teacher, a technology paraprofessional, a classroom paraprofessional, a full-time social worker, and a separate Title I facilitator position. To preserve intervention services, the resource teacher role will combine Title I facilitation with reading intervention, and i-Ready and Accelerated Reader will be funded through Title I.

Improve Attendance and Family Engagement

Attendance remains a schoolwide priority after 89 students missed 10% or more of the prior school year. The school will seek to reduce chronic absenteeism to less than 10% of enrollment through monthly monitoring, early outreach, parent communication, home visits when needed, family events, and recognition of strong attendance. Teachers, the assistant principal, and social work support will coordinate these efforts under the Lake Wales Charter Schools attendance policy.

Maintain Essential Operations and Fiscal Discipline

Revenue includes transfers from the after-school care program, fund balance support for 75% of the cleaning contract, and internal funds for reimbursable PTO and media center expenses. Because of budget constraints, Pre-K has been discontinued; individual teacher supply allocations, library books, school-funded professional development, supplemental software beyond Title I-supported programs, technology replacements, Promethean Panels, and related repairs are not funded. Media center circulation costs remain budgeted and will be reimbursed from the media internal account.

LAKE WALES CHARTER SCHOOLS, Inc.

FY27 Proposed General Fund Budget

All School Sites & Administration

		DRF Babson Park Elementary	
		<u>FY26 General</u>	<u>FY27 General</u>
REVENUES			
State and local sources		\$ 3,887,167	\$ 3,905,998
Contributions and other revenue		188,772	61,152
Other financing sources		<u>193,810</u>	<u>164,666</u>
Total Revenues		4,269,749	4,131,816
EXPENDITURES			
Instruction		2,926,363	2,732,292
Pupil Personnel Services		57,174	58,044
Instructional Media		97,384	94,554
Instruction & Curriculum Development		59,066	
Instructional Staff Training		600	
Instructional Related Technology			
Board of Education		18,000	18,000
General Administration			
School Administration		430,931	479,691
Facilities Acquisition & Construction			
Fiscal Services		17,823	17,531
Central Services			
Transportation			
Operation of Plant		348,906	341,635
Maintenance of Plant		3,750	
Administrative Related Technology			
Community Services/Athletics			
Debt Service			
Operating Transfers		309,752	390,069
Total Expenditures		4,269,749	4,131,816
Net Changes in Fund Balance		-	-
FEFP Budgeted Enrollment		457.00	449.52

E Estimate

1. Adopted by Board of Trustees - February 23, 2026
2. Presented for Board Approval- August 17, 2026
3. Other Financing Sources will be the schools fund balance as needed.

EDWARD W. BOK ACADEMY SOUTH

2026-27 Budget Priorities

Edward W. Bok Academy South enters the 2026-27 school year as a B-rated middle school, having maintained that grade for five consecutive years and increased its overall ESSA Federal Percent of Points Index to 63%. Based on a budgeted enrollment of 642 students, the adopted budget aligns instructional resources, targeted intervention, technology, accessibility, and operational support with the school's mission of educating Renaissance thinkers for the digital age.

Strengthen Core Instruction and Academic Achievement

The budget supports the implementation of a new reading curriculum and supplemental mathematics programs, reinforced through instructional coaching and progress monitoring. The school will seek to sustain strong advanced-course outcomes in Algebra and Geometry.

Close Achievement Gaps Through Targeted Support

Direct, intensive instruction will be provided to students with the greatest achievement gaps following each progress-monitoring cycle. Differentiated instruction and appropriate supports will continue for English Learners, economically disadvantaged students, and other students requiring additional academic intervention.

Improve Attendance, Behavior, and Student Engagement

Early-warning data, counseling, family communication, and the schoolwide Positive Behavioral Interventions and Supports framework will guide efforts to reduce barriers to learning. School leadership will monitor trends, intervene early, and connect students with timely academic, behavioral, and emotional support.

Expand Technology, Accessibility, and Operational Readiness

The adopted budget sustains a safe, inclusive, and technology-rich environment aligned with Bok Academy's digital-age mission. Charter School Capital Outlay funds support student Chromebooks and the installation of a new ADA-compliant lift/elevator to improve equitable access for students, staff, and visitors. The operating budget also incorporates increased custodial costs and directs available resources toward the curriculum, intervention, and student-support priorities outlined above.

LAKE WALES CHARTER SCHOOLS, Inc.

FY27 Proposed General Fund Budget

All School Sites & Administration

Bok South Middle School

	<u>FY26 General</u>	<u>FY27 General</u>
REVENUES		
State and local sources	\$ 5,316,745	\$ 5,390,947
Contributions and other revenue		72,902
Other financing sources	91,417	87,399
Total Revenues	5,408,162	5,551,248
EXPENDITURES		
Instruction	3,225,396	3,016,765
Pupil Personnel Services	72,392	147,084
Instructional Media		
Instruction & Curriculum Development	76,500	168,958
Instructional Staff Training		
Instructional Related Technology	3,542	5,042
Board of Education	18,000	18,000
General Administration		
School Administration	594,513	601,379
Facilities Acquisition & Construction		
Fiscal Services	25,069	25,065
Central Services		
Transportation	2,020	1,020
Operation of Plant	512,400	447,803
Maintenance of Plant		
Administrative Related Technology		
Community Services/Athletics	9,323	5,648
Debt Service		
Operating Transfers	869,007	1,114,484
Total Expenditures	5,408,162	5,551,248
Net Changes in Fund Balance	-	-
FEFP Budgeted Enrollment	637.34	642.70

E Estimate

1. Adopted by Board of Trustees - February 23, 2026
2. Presented for Board Approval- August 17, 2026
3. Other Financing Sources will be the schools fund balance as needed.

EDWARD W. BOK ACADEMY NORTH

2026-27 Budget Priorities

Edward W. Bok Academy North enters the 2026-27 school year as a C-rated middle school serving a budgeted 730 FTE students. With 100% of its students identified as economically disadvantaged and the school designated for Comprehensive Support and Improvement (CSI), the adopted budget aligns staffing, intervention, enrichment, debt service, and campus stewardship with the school's mission to create, engage, and empower critical thinkers with an intercultural view of the world.

Accelerate Mathematics and Science Achievement

Bok North will prioritize stronger Tier 1 instruction and targeted intervention in mathematics and science, the areas showing the most significant need from the 2025-26 data. Intervention teachers will provide focused support in reading, mathematics, and science to address learning gaps, accelerate growth, and improve outcomes for students requiring additional assistance.

Sustain Inclusive ESE and Student Support

The budget maintains three ESE teachers and one ESE paraprofessional to serve students across the continuum of services. Through an inclusion-based model, these employees will provide targeted assistance in identified academic areas while expanding access to grade-level instruction.

Preserve Enrichment and Career Exploration

Bok North will continue staffing key elective and exploratory programs in culinary arts, agriculture, business, visual arts, and physical education. These offerings support student engagement, provide exposure to future academic and career pathways, and connect learning to science, technology, engineering, the arts, and mathematics. The programs also advance the school's commitment to developing principled leaders who value inquiry, service, intercultural understanding, and lifelong learning.

Maintain Fiscal Discipline and Campus Stewardship

The budget includes \$129,995 for repayment of an interagency loan to Lake Wales Charter Schools for campus improvements. With major construction complete, FY2026-27 capital planning shifts from expansion to maintenance and responsible stewardship of the existing campus through PECO and General Fund resources. Fencing the lot leased from the City of Lake Wales and repairing and enhancing campus landscaping remain priorities, with the school pursuing alternative funding sources outside the capital and general operating budgets.

LAKE WALES CHARTER SCHOOLS, Inc.

FY27 Proposed General Fund Budget

All School Sites & Administration

		Bok North Middle School	
		<u>FY26 General</u>	<u>FY27 General</u>
REVENUES			
State and local sources	\$ 5,920,125	\$ 5,989,780	
Contributions and other revenue	12,528	81,058	
Other financing sources	74,214	79,515	
Total Revenues	6,006,867	6,150,353	
EXPENDITURES			
Instruction	3,407,545	3,250,541	
Pupil Personnel Services	76,956	69,224	
Instructional Media			
Instruction & Curriculum Development			
Instructional Staff Training			
Instructional Related Technology	17		
Board of Education	18,000	18,000	
General Administration			
School Administration	686,835	662,942	
Facilities Acquisition & Construction			
Fiscal Services	28,197	28,275	
Central Services			
Transportation	3,529	6,500	
Operation of Plant	710,918	799,554	
Maintenance of Plant	2,000		
Administrative Related Technology			
Community Services/Athletics	32,813	38,092	
Debt Service			
Operating Transfers	1,040,057	1,277,225	
Total Expenditures	6,006,867	6,150,353	
Net Changes in Fund Balance	-	-	
FEFP Budgeted Enrollment	742.22	730.00	

E Estimate

1. Adopted by Board of Trustees - February 23, 2026
2. Presented for Board Approval- August 17, 2026
3. Other Financing Sources will be the schools fund balance as needed.

LAKE WALES HIGH SCHOOL

2026-27 Budget Priorities

Lake Wales High School enters the 2026-27 school year as an A-rated high school with a budget based on 1,607.45 blended FTE. Supported by a wait list of more than 400 students, LWHS will work toward increasing the blended count to 1,610 or higher. The budget aligns staffing, academic programs, professional learning, student support, and fiscal decisions with the LWCS Strategic Plan and the school's commitment to excellence for students of all backgrounds.

Sustain A-Rated Academic Excellence

Following significant academic gains that produced the first A grade in LWHS history—and the first A earned by a traditional grades 9-12 high school in Polk County in the past decade—the budget continues funding key positions needed to sustain this momentum. Resources are aligned with the strategic goals of maintaining an A grade and increasing the graduation rate from 95% to 98%, while instructional coaching and progress-monitoring data guide continuous improvement.

Expand College and Career Acceleration

LWHS will broaden access to career academies, industry certifications, dual enrollment, and International Baccalaureate coursework. The school will monitor participation and completion by student subgroup, provide targeted support to students who struggle in accelerated courses, and continue creating pathways that prepare graduates for college, careers, and productive citizenship.

Strengthen Inclusive Instruction and Student Engagement

The budget supports professional development in exceptional student education (ESE), English language learner (ELL) instruction, and EduProtocols to deepen learning through greater student engagement. ESE, ELL, MTSS, reading, and mathematics staff will coordinate tiered interventions, while instructional coaches help teachers use data, effective instructional practices, and student-centered strategies to close achievement gaps.

Maintain Fiscal Discipline and Essential Services

The budget reflects significant cost pressures from the central office chargeback and increases in transportation costs. IDEA funding reallocations, reduced Title I funding, higher health insurance and service costs, and these systemwide charges have limited resources for school activities. LWHS will respond through enrollment growth, strategic reductions, selected position cuts, and \$75,000 from the principal's discretionary/foundation fund.

LAKE WALES CHARTER SCHOOLS, Inc.

FY27 Proposed General Fund Budget

All School Sites & Administration

		Lake Wales High School	
		<u>FY26 General</u>	<u>FY27 General</u>
REVENUES			
State and local sources		\$ 13,250,890	\$ 13,537,235
Contributions and other revenue		196,133	230,719
Other financing sources		<u>269,220</u>	<u>218,700</u>
Total Revenues		13,716,243	13,986,654
EXPENDITURES			
Instruction		7,883,923	7,989,253
Pupil Personnel Services		616,600	609,497
Instructional Media		4,000	3,000
Instruction & Curriculum Development			
Instructional Staff Training		25,000	19,000
Instructional Related Technology			
Board of Education		25,000	25,000
General Administration			
School Administration		1,307,913	1,289,344
Facilities Acquisition & Construction			
Fiscal Services		62,712	62,691
Central Services			
Transportation		91,000	108,000
Operation of Plant		1,440,142	1,358,708
Maintenance of Plant			
Administrative Related Technology			
Community Services/Athletics		709,915	624,184
Debt Service			
Operating Transfers		1,550,038	1,897,977
Total Expenditures		13,716,243	13,986,654
Net Changes in Fund Balance		-	-
FEFP Budgeted Enrollment		1,607.50	1,607.47

E Estimate

1. Adopted by Board of Trustees - February 23, 2026
2. Presented for Board Approval- August 17, 2026
3. Other Financing Sources will be the schools fund balance as needed.

LWCS SYSTEMS OFFICE

2026-27 Budget Priorities

The LWCS Systems Office budget supports systemwide leadership, governance, technology, transportation, and shared operational services for the charter system's seven schools. Revenue is generated primarily through fees assessed to schools. To limit the budgetary impact on schools, the system closely monitors the chargeback for normal operating expenses and maintains it at no more than 5%.

Centralize Personnel and Plan for Workforce Obligations

The budget consolidates personnel resources to improve operational efficiency and promote consistency across departments. This systemwide approach allows staff to provide specialized expertise and services across multiple locations rather than within separate, isolated functions. Funding is also included for anticipated terminal leave payouts for three employees expected to enter the Deferred Retirement Option Program (DROP) during the fiscal year.

Support Governance and Essential Professional Services

The Board function continues to fund essential legal and independent audit services. Contracts with Arnold Law Firm and Purvis & Gray account for approximately 90% of the Board's budget, reflecting the system's commitment to sound governance, legal compliance, financial accountability, and effective oversight.

Modernize Enterprise Technology

LWCS will begin migrating its Skyward enterprise software during FY2026-27. The budget reserves funding for migration costs to support a coordinated transition and strengthen the system's financial, administrative, and operational infrastructure.

Maintain Transportation and Systemwide Financial Commitments

The Transportation Department will continue to provide safe, reliable, and efficient daily service for more than 2,500 students across seven schools. The system plans to operate 21 routes and add capacity as needed. It will also continue recruiting personnel and combining selected rural routes to improve bus utilization and manage rising fuel costs. The budget includes principal and interest payments on the SouthState Bank bus loan and the middle school technology loan, as well as the transfer of the Teacher Salary Increase Allocation (TSIA) to schools.

LAKE WALES CHARTER SCHOOLS, Inc.
FY27 Proposed General Fund Budget
All School Sites & Administration

	Administration		SystemWide Total		Consolidated Total	
	<i>FY26 General</i>	<i>FY27 General</i>	<i>FY26 General</i>	<i>FY27 General</i>	<i>Eliminate FY27</i>	<i>FY27 General</i>
REVENUES						
State and local sources	\$ 2,065,992	\$ 2,177,799	\$ 45,020,611	\$ 45,857,127	\$ (2,177,799)	\$ 43,679,328
Contributions and other revenue	4,835,672	5,996,439	5,270,054	6,530,126	(5,345,203)	1,184,923
Other financing sources	-	139,706	1,248,242	1,761,489	-	1,761,489
Total Revenues	6,901,664	8,313,944	51,538,907	54,148,742	(7,523,002)	46,625,740
EXPENDITURES						
Instruction			27,660,325	27,462,626	-	27,462,626
Pupil Personnel Services	57,471	100,700	1,082,476	1,183,749	-	1,183,749
Instructional Media			420,410	428,165	-	428,165
Instruction & Curriculum Development	62,677	211,030	320,451	379,988	-	379,988
Instructional Staff Training	-		36,700	42,100	-	42,100
Instructional Related Technology	93,000	84,000	109,422	101,905	-	101,905
Board of Education	186,050	163,790	319,050	296,790	-	296,790
General Administration	452,292	451,337	452,292	451,337	-	451,337
School Administration			4,268,393	4,513,314	-	4,513,314
Facilities Acquisition & Construction			-	-	-	-
Fiscal Services	625,102	486,235	824,141	684,906	-	684,906
Central Services	283,456	575,172	283,456	575,172	-	575,172
Transportation	2,365,941	2,798,885	2,462,490	2,914,405	-	2,914,405
Operation of Plant	181,077	167,793	4,589,775	4,570,600	-	4,570,600
Maintenance of Plant			40,399	24,234	-	24,234
Administrative Related Technology	198,864	674,619	198,864	674,619	-	674,619
Community Services/Athletics			752,051	667,924	-	667,924
Debt Service	329,741	399,560	329,741	399,560	-	399,560
Operating Transfers	2,065,993	2,200,823	7,388,471	8,777,348	(7,523,002)	1,254,346
Total Expenditures	6,901,664	8,313,944	51,538,907	54,148,742	(7,523,002)	46,625,740
Net Changes in Fund Balance	-	-	-	-	-	-
FEFP Budgeted Enrollment			5,125.34	5,099.14		

E Estimate

1. Adopted by Board of Trustees - February 23, 2026
2. Presented for Board Approval- August 17, 2026
3. Other Financing Sources will be the schools fund balance as needed.

SPECIAL REVENUE FUND - FEDERAL

The Special Revenue Fund accounts for federal grants and entitlement programs that supplement the educational services provided through the General Fund. Pursuant to section 1002.33(25), Florida Statutes, the Lake Wales Charter Schools governing board is designated as a local educational agency (LEA) for the purpose of receiving federal funds in the same manner as a school district. Through this designation, the governing board accepts full responsibility for applicable LEA requirements, including federal funding compliance, program administration, reporting, and Title I school allocations. Projects must be approved through the applicable grant process, and expenditures must comply with the approved application, federal and state requirements, allowable-cost rules, and the grant period.

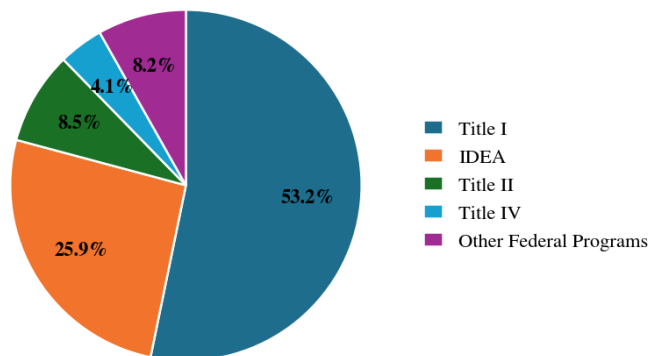
Overview

The adopted budget includes \$4,347,079 in federal education program revenue. Title I is the largest program at \$2,314,005, followed by IDEA at \$1,127,531. Other budgeted programs include Title II at \$371,552; Title IV at \$178,941; McKinney-Vento support for students experiencing homelessness at \$98,611; ROTC at \$85,000; Perkins at \$75,000; Title III at \$67,851; Migrant Education at \$15,670; and IDEA Preschool at \$12,918. Federal grant budgets may be amended during the fiscal year as awards are finalized or new grants are received.

Primary Uses

- Supplemental instruction and academic intervention, including Title I services.
- Special education and related services under the Individuals with Disabilities Education Act.
- Professional learning, instructional support, and educator effectiveness activities.
- Services for English learners, migrant students, students experiencing homelessness, and other eligible student groups.
- Career and technical education, JROTC, and other authorized program activities.

Federal Program Allocation



Source: LWCS FY2026-27 Adopted Budget Binder.

SPECIAL REVENUE FUND - FOOD SERVICE

The food service program supports student access to nutritious meals and is financed primarily through federal meal reimbursements and related program revenue. The FY2026-27 adopted Food Service Fund budget totals \$5,353,045, including \$4,819,500 in operating revenue and \$533,545 in planned fund-balance use.

Program Delivery

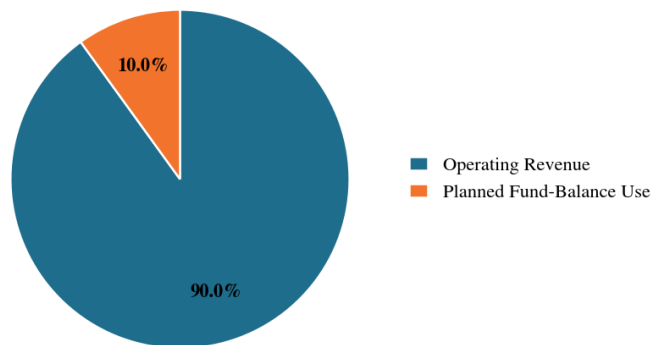
LWCS continues to participate in the Community Eligibility Provision (CEP), which allows participating schools and local educational agencies serving high-poverty communities to provide breakfast and lunch to all enrolled students at no charge. Food service operations are delivered through the system's continued partnership with SLA Management and include breakfast, lunch, and eligible snack service.

Budget Priorities

- Maintain reliable meal service at all LWCS schools.
- Meet federal and state nutrition, food safety, procurement, and program accountability requirements.
- Manage contractual services, utilities, equipment, and maintenance costs.
- Use food service resources only for allowable child nutrition program purposes and retain required supporting documentation.

Food Service Measure	FY2026-27
Operating revenue	\$4,819,500
Fund-balance use	\$533,545
Total revenues and expenditures	\$5,353,045
Federal meal reimbursements	\$4,244,500
Food management services	\$3,577,423
Capital outlay	\$1,201,414
Meal access model	Community Eligibility Provision
Service model	LWCS partnership with SLA Management

Food Service Funding Sources



Source: LWCS FY2026-27 Adopted Budget Binder.

SPECIAL REVENUE FUNDS - BUDGET SUMMARY

FY2026-27 Adopted Budget

Federal Programs Overview

The federal program budget reflects targeted changes among individual grant programs rather than a broad systemwide decline. Total federal program revenue increases from \$4,313,345 in FY2025-26 to \$4,347,079 in FY2026-27, an increase of \$33,734, or 0.8%.

Major Program Changes

Title I remains the largest federal program but declines by \$166,413, from \$2,480,418 to \$2,314,005, a 6.7% reduction. IDEA increases by \$43,963 to \$1,127,531, while IDEA Preschool declines by \$15,781. Title II increases by \$124,704 to \$371,552; Title III increases by \$16,320 to \$67,851; and support for students experiencing homelessness through the McKinney-Vento Program increases by \$41,752 to \$98,611. Migrant Education decreases by \$13,003, Title IV decreases by \$2,338, Perkins decreases by \$469, and ROTC increases by \$5,000. These changes demonstrate that federal allocations vary materially by program based on funding formulas, student counts, eligibility, priorities, and available appropriations. The planned use of these resources is aligned with each school's School Improvement Plan (SIP) and comprehensive needs assessment.

Federal Funding Outlook

The U.S. Department of Education's FY2026-27 budget request supports a cautious approach to projecting future federal revenue. Although the request states that national Title I funding would be fully preserved at approximately \$18.4 billion, it also proposes consolidating several separately funded elementary and secondary education programs into a new \$2 billion Make Education Great Again grant. Programs proposed for consolidation include Supporting Effective Instruction State Grants, Student Support and Academic Enrichment Grants, and Education for Homeless Children and Youths. The Department explains that the proposal is intended to provide states with greater flexibility and reduce federal programmatic silos. Because the proposal remains subject to congressional action, future state and local allocations are uncertain even if national funding levels are maintained.

Food Service Fund

Lake Wales Charter Schools (LWCS) will continue to provide breakfast, lunch, snacks, and related food services through SLA Management under LWCS oversight. The program operates under the Community Eligibility Provision (CEP), allowing all students enrolled in LWCS schools to receive breakfast and lunch at no charge without submitting household meal applications. The program is administered through the National School Lunch Program and complies with applicable requirements of the U.S. Department of Agriculture and the Florida Department of Agriculture and Consumer Services (FDACS).

Revenue and Fund Balance

The FY2026-27 Food Service Fund budget includes \$4,819,500 in operating revenue, of which \$4,244,500 is attributable to federal reimbursements for breakfast, lunch, and snacks. The budget also includes the planned use of \$533,545 in accumulated fund balance.

Expenditures

Planned expenditures include \$3,577,423 for food management services, \$1,201,414 for capital outlay, \$157,952 for salaries and benefits, \$71,000 for supplies and materials, and \$345,255 for repairs and maintenance, utilities, and other miscellaneous purchases.

LAKE WALES CHARTER SCHOOLS, Inc.

FY27 Proposed Special Revenue Fund Budget

All School Sites & Administration

	Administration		Systemwide Total	
	<i>FY26 Special Revenue Fund²</i>	<i>FY27 Special Revenue Fund1</i>	<i>FY26 Special Revenue Fund2</i>	<i>FY27 Special Revenue Fund1</i>
REVENUES				
Federal - Title I	387,397	324,444	2,480,418	2,314,005
Federal - IDEA	706,192	492,270	1,083,568	1,127,531
Federal - IDEA Pre K	28,699	12,918	28,699	12,918
Federal - Title I, Part C, Migrant	28,673	15,670	28,673	15,670
Federal - Title II	246,848	371,552	246,848	371,552
Federal - Title III, Part A, ELL	51,531	67,851	51,531	67,851
Federal- Title IV	181,279	178,941	181,279	178,941
Federal - ROTC			80,000	85,000
Federal - Title X, Part C, Homeless	56,859	98,611	56,859	98,611
Federal - C. Perkins			75,469	75,000
Federal - NSLP	5,160,653	5,353,045	5,160,653	5,353,045
Total Revenues	6,848,132	6,915,302	9,473,998	9,700,124
EXPENDITURES				
Instruction	719,285	318,585	3,345,151	3,103,408
Pupil Personnel Services	192,498	192,279	192,498	192,279
Instructional Media	-	-	-	-
Instruction & Curriculum Development	652,121	817,641	652,121	817,641
Instructional Staff Training	10,000	-	10,000	-
Instructional Related Technology	-	-	-	-
Board of Education	-	-	-	-
General Administration	94,342	92,512	94,342	92,512
School Administration	-	-	-	-
Facilities Acquisition & Construction	-	-	-	-
Fiscal Services			-	-
Central Services	7,232	20,850	7,232	20,850
Food Service	5,160,653	5,353,045	5,160,653	5,353,045
Transportation	10,000	10,000	10,000	10,000
Operation of Plant	-	-	-	-
Maintenance of Plant	-	110,390	-	110,390
Community Services	2,000	-	2,000	-
Total Expenditures	6,848,131	6,915,302	9,473,998	9,700,124
Net Changes in Fund Balance	0	(0)	0	(0)

Estimate

2. Presented for Board Approval- August 17, 2026

LAKE WALES CHARTER SCHOOLS, Inc.**FY27 Proposed Food Service Budget**

REVENUE	Adopted
Lunch Reimbursement	3,253,000
Breakfast Reimbursement	976,500
Snack Reimbursement	15,000
Student/Adult - A La Carte	
Other Sales	250,000
USDA Donated Commodities	275,000
Other Revenue	50,000
Management Fees	-
Other Financing Sources	533,545
Total Revenues	5,353,045
EXPENDITURES	
Salaries	124,750
Benefits	33,202
Food Management Services	3,577,423
Supplies & Materials	71,000
Capital Outlay	1,201,414
Other Expenses	345,255
Total Expenditures	5,353,045
Excess Revenue (Expenditures)	0

Estimated Beginning Fund Balance as of July 1, 2026 \$5,211,961.01

1. Presented for Board Approval- August 17, 2026

2. Other Financing Sources will be the programs fund balance as needed.

CAPITAL PROJECTS FUND

The Capital Projects Fund accounts for resources restricted or designated for facilities, equipment, campus improvements, and capital-related debt obligations. The FY2026-27 adopted Capital Projects Fund budget totals \$1,226,081.

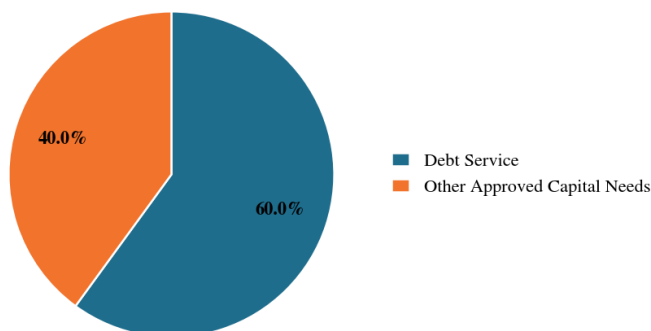
Overview

Capital resources support approved projects across the charter school system and are planned in coordination with enrollment, facility, safety, technology, and long-range operational needs. The adopted budget includes \$735,996 for capital-project debt service.

Budget Priorities

- Meet scheduled capital-project debt-service obligations.
- Support authorized facility improvements, equipment purchases, technology infrastructure, and other eligible capital needs.
- Coordinate capital spending with school priorities and the system's long-range facilities and enrollment planning.
- Use capital resources only for allowable purposes and maintain appropriate procurement, project, and financial documentation.

Capital Projects Uses



Source: LWCS FY2026-27 Adopted Budget Binder.

CAPITAL PROJECTS FUND - BUDGET DETAIL

Bok Academy South and Bok Academy North | FY2026-27 Adopted Budget

Overview

The FY2026-27 adopted Capital Projects Fund budget totals \$1,226,081 and is balanced, with no projected change in fund balance. The budget includes \$1,076,081 in Public Education Capital Outlay (PECO)/fixed capital outlay funds—\$498,897 for Bok Academy South and \$577,184 for Bok Academy North—plus a \$150,000 transfer from the Bok Academy North General Fund. Total resources and planned expenditures are \$498,897 for Bok Academy South and \$727,184 for Bok Academy North.

The expenditure plan provides \$735,996 for debt service, consisting of \$289,000 for Bok Academy South and \$446,996 for Bok Academy North. Insurance, repairs and maintenance, and replacement of equipment total \$336,125, including \$136,995 for Bok Academy South and \$199,130 for Bok Academy North. The budget also includes transfers to the General Fund totaling \$153,960, with \$72,902 attributable to Bok Academy South and \$81,058 attributable to Bok Academy North.

Revenue Allocation and FTE

Charter school capital outlay revenue is driven by full-time equivalent (FTE) student membership. Under section 1013.62(2), Florida Statutes, the statewide appropriation is divided by total eligible charter school FTE to establish a base per-FTE allocation; that rate is then multiplied by each eligible charter school's FTE. The calculation uses membership reported in Surveys 2 and 3 and is periodically recalculated as enrollment information is revised. Accordingly, budgeted revenue is an estimate that may change if reported FTE or the statewide per-FTE amount changes.

LAKE WALES CHARTER SCHOOLS, Inc.
FY27 Proposed Capital Project Budget

	Bok South	Bok North	Total
PECO- Fixed Capital Outlay Funds	498,897	577,184	1,076,081
Transfer from BokN General		150,000	150,000
*Other Financing Sources			-
Total Revenues	498,897	727,184	1,226,081
Debt service	289,000	446,996	735,996
Other Costs	136,995	199,130	336,125
Transfer to General Fund	72,902	81,058	153,960
Total Expenses	498,897	727,184	1,226,081
Net Change in Fund Balance	-	-	-

**Other Financing Sources represents the continued loan from the Charter System.
Presented for Board Approval- August 17, 2026*

HEALTH INSURANCE FUND

The Health Insurance Fund is an internal service fund used to account for the system's self-funded employee health insurance program. The FY2026-27 adopted Health Insurance Fund budget totals \$7,706,000 and reflects an 8.2% increase in health insurance costs.

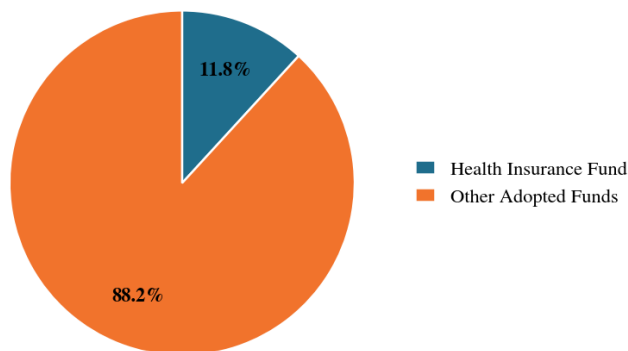
Overview

The fund supports employee health benefits, medical and pharmacy claims, plan administration, and other authorized costs associated with operating a self-funded health plan. Budget monitoring is essential because actual expenditures are affected by claims experience, utilization, and health-care cost trends.

Budget Priorities

- Provide sustainable health insurance coverage for eligible employees and dependents.
- Fund anticipated medical, pharmacy, administrative, and other authorized plan costs.
- Monitor claims experience, utilization, cash flow, and fund reserves throughout the plan year.
- Evaluate plan design and cost-management strategies to address rising health insurance costs while maintaining competitive employee benefits.

Health Insurance Share of All Funds



Source: LWCS FY2026-27 Adopted Budget Binder.

HEALTH INSURANCE FUND - RENEWAL AND MAJOR POLICY CHANGES

FY2026-27 Adopted Budget

LWCS will continue its self-funded employee medical plan through UMR, the third-party administrator, using the UnitedHealthcare Choice Plus network. Employee-only coverage will continue to be provided at no cost to the employee. The FY2026-27 Health Insurance Fund budget requires \$7,706,000 in total revenue to meet projected expenditures. Premium revenue is budgeted at \$6,604,000, and miscellaneous revenue is budgeted at \$1,102,000. Planned expenditures include \$6,400,000 for employee and dependent claims, \$1,136,000 for stop-loss insurance, \$100,000 in contracted administrative services through USI, and \$70,000 for third-party administrator dues and fees. Claims remain the largest expenditure and account for approximately 83.1% of the total budget, while stop-loss coverage represents approximately 14.7%.

Major Policy Changes

The renewal packet also presents a lower-cost alternative medical plan with a \$4,000 individual and \$8,000 family deductible and an \$8,000 individual and \$16,000 family out-of-pocket maximum. The alternative has a projected annual cost of approximately \$6.64 million, representing an increase of approximately \$503,533, or 8.2%, over the current cost, but it remains below the original projected renewal amount.

Specific stop-loss coverage increases from \$175,000 to \$200,000. Under this change, the Health Insurance Fund will be responsible for an additional \$25,000 of eligible claims for each high-cost claimant before specific stop-loss reimbursement begins. The system adjusted the stop-loss threshold to reduce the renewal premium. Dental, vision, life, disability, and related voluntary benefits were generally renewed with the incumbent carriers without major reductions in benefits. The ancillary coverage reflects no rate change.

LAKE WALES CHARTER SCHOOLS, Inc.
FY27 Proposed Health Services Budget

REVENUE	Adopted
PREMIUM REVENUE	6,604,000
MISC. REVENUE	1,102,000
OTHER FINANCING SOURCES	-
Total Revenues	7,706,000

EXPENDITURES	
STOP LOSS FEES	1,136,000
CONTRACTED SVCS- USI	100,000
DUES & FEES	70,000
CLAIMS	6,400,000
Total Expenditures	7,706,000

Excess Revenue (Expenditures)	-
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Estimated Beginning Fund Balance as of July 1, 2026 \$1,512,147

1. Presented for Board Approval- August 17, 2026

2. Other Financing Sources will be the programs fund balance as needed.

ADDITIONAL SCHEDULES

LAKE WALES CHARTER SCHOOLS, Inc.
FY27 STAFFING ANALYSIS

Polk Avenue Elementary		Hillcrest Elementary		Janie Howard Wilson Elementary	
ADMINISTRATON	2	ADMINISTRATON	2	ADMINISTRATON	2
INSTRUCTIONAL	35	INSTRUCTIONAL	52	INSTRUCTIONAL	39
PARAEDUCATOR	7	PARAEDUCATOR	8	PARAEDUCATOR	5
*OTHER SUPPORT	10	*OTHER SUPPORT	13	*OTHER SUPPORT	11
TOTAL SCHOOL PERSONNEL	54	TOTAL SCHOOL PERSONNEL	75	TOTAL SCHOOL PERSONNEL	57

DRF Babson Park Elementary		Edward W Bok South		Bok North	
ADMINISTRATON	2	ADMINISTRATON	2	ADMINISTRATON	3
INSTRUCTIONAL	33	INSTRUCTIONAL	42	INSTRUCTIONAL	42
PARAEDUCATOR	5	PARAEDUCATOR	1	PARAEDUCATOR	6
*OTHER SUPPORT	5	*OTHER SUPPORT	9	*OTHER SUPPORT	8
TOTAL SCHOOL PERSONNEL	45	TOTAL SCHOOL PERSONNEL	54	TOTAL SCHOOL PERSONNEL	59

Lake Wales High School		Transportation		System Office	
ADMINISTRATON	7	ADMINISTRATON	4	ADMINISTRATON	2
INSTRUCTIONAL	90	DRIVERS	23	DIRECTORS	6
PARAEDUCATOR	6	ATTENDANTS	7	SYSTEM INSTRUCTIONAL SUPPORT	2
*OTHER SUPPORT	26			OTHER SUPPORT	22
TOTAL SCHOOL PERSONNEL	129	TOTAL PERSONNEL	34	TOTAL PERSONNEL	32

**Other Support includes: Media Specialist, Counselor, Dean, Athletic Director, School Nurse, Social Worker, School Secretary, Custodian and PK Staff.*

LAKE WALES CHARTER SCHOOLS, Inc.
FY27 Proposed Subsidiary Program Budget

	Polk Avenue	Hillcrest	Janie Howard	DRF Babson	Lake Wales	Combined
	<i>FY27</i>	<i>FY27</i>	<i>FY27</i>	<i>FY27</i>	<i>FY27</i>	<i>FY27</i>
	<i>Subsidiary</i>	<i>Subsidiary</i>	<i>Subsidiary</i>	<i>Subsidiary</i>	<i>Subsidiary</i>	<i>Subsidiary</i>
	<i>Fund</i>	<i>Fund</i>	<i>Fund</i>	<i>Fund</i>	<i>Fund</i>	<i>Fund</i>
REVENUES						
PreK Program-Revenue	169,179	241,820	237,782	-	285,855	934,636
After School Program-Revenue		144,000		75,600		219,600
Other Financing Sources	-	-	-	35,422		35,422
Total Revenues	169,179	385,820	237,782	111,022	285,855	1,189,658
						-
EXPENDITURES						
Instruction	169,179	187,153	117,782	-	278,700	752,814
Community Services/Athletics		115,042		111,022		226,064
Transfer to Other Fund	-	-			-	-
Total Expenditures	169,179	302,195	117,782	111,022	278,700	978,878
						-
Net Changes in Fund Balance	-	83,625	120,000	-	7,155	210,780

1. Presented for Board Approval- August 17, 2026

2. Other Financing Sources will be the programs fund balance as needed.



RESOLUTION NUMBER 01-2027

**A Resolution to make appropriations; to provide for the disposition of the appropriations;
and to provide for the disposition of all income received by Lake Wales Charter Schools, Inc.
for Fiscal Year 2026-27**

RESOLVED, that this resolution shall be the general appropriations of Lake Wales Charter Schools, Inc.
for the Fiscal Year ending June 30, 2026

(General Fund Section)

BE IT FURTHER RESOLVED, that the total revenue and unappropriated fund balance estimated to
be available for appropriation in the GENERAL FUND of Lake Wales Charter Schools, Inc. for
the Fiscal Year ending June 30, 2027 is as follows:

REVENUE

State & Local	\$ 43,479,328
Contributions & Other	\$ 1,184,923
Other Financing Sources	<u>1,961,489</u>
Total Revenue	\$ 46,625,740

Estimate Beginning Fund Balance July 1, 2026	\$ 10,839,790
Less Appropriated Fund Balance	<u>3,534,965</u>
Fund Balance Available to be Appropriated	<u>\$ 7,304,825</u>
Total Estimated Revenue, Other Financing Sources, and Fund Balance Available To appropriate	<u>\$ 53,930,565</u>



**RESOLUTION NUMBER 01-2027
(General Fund Section)**

BE IT FURTHER RESOLVED, that \$46,625,740 of the total available to be appropriated from the GENERAL FUND is hereby appropriated in the amounts and for the purposes set forth below:

EXPENDITURES

Instruction	27,462,626
Pupil Personnel Services	1,183,749
Instructional Media	428,165
Instruction & Curriculum Development	379,988
Instructional Staff Training	42,100
Instructional Related Technology	101,905
Board of Education	296,790
General Administration	451,337
School Administration	4,513,314
Facilities Acquisition & Construction	-
Fiscal Services	684,906
Central Services	575,172
Transportation	2,914,405
Operation of Plant	4,570,600
Maintenance of Plant	24,234
Administrative Related Technology	674,619
Community Services/Athletics	667,924
Debt Service	399,560
Operating Transfers	1,254,346
Total Appropriations - General Fund	<u>\$ 46,625,740</u>
Est. Fund Balance July 1, 2026	<u>7,304,825</u>
Total Appropriations, Other Financing Uses, and Fund Balance	<u>\$ 53,930,565</u>



**RESOLUTION NUMBER 01-2027
(Special Revenue Funds Section)**

BE IT FURTHER RESOLVED, that the total revenue and unappropriated Fund Balance estimated to be available for appropriation in the SPECIAL REVENUE FUNDS of the Lake Wales Charter Schools, Inc. for the Fiscal Year ending June 30, 2027 is as follows:

REVENUE

Federal \$ 4,347,079

Total Available Special Revenue Funds to be Appropriated \$ 4,347,079

BE IT FURTHER RESOLVED, that \$4,347,079 of the total available to be appropriated from SPECIAL REVENUE FUNDS is hereby appropriated in the amounts and for the purposes set forth below:

EXPENDITURES

Federal - ESEA Title I Disadvantaged Children	\$ 2,314,005
Federal - IDEA Special Ed Entitlement	1,127,531
Federal - IDEA Special Ed PreSchool Entitlement	12,918
Federal - ESEA Title I Migrant Education	15,670
Federal - Title II Part A Teacher & Princ Training & Recr	371,552
Federal - Title III - English Language Acquisition	67,851
Federal - Title IV Student Support and Academic Enrichment Grants	178,941
Federal - ROTC	85,000
Federal - Title IX Part A - Homeless Children and Youths	98,611
Federal - Carl Perkins Basic Vocational Education - Basic	75,000
Total Appropriated Special Revenue Fund	<u><u>\$ 4,347,079</u></u>



**RESOLUTION NUMBER 01-2027
(Capital Outlay Fund Section)**

BE IT FURTHER RESOLVED, that the total revenue and unappropriated Fund Balance estimated to be available for appropriation in the CAPITAL OUTLAY FUND of Lake Wales Charter Schools, Inc. for the Fiscal Year ending June 30, 2027 is as follows:

REVENUE

PECO	\$ 1,076,081
Other Financing Sources	150,000

Total Available Capital Outlay Fund to be Appropriated	\$ <u>1,226,081</u>
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BE IT FURTHER RESOLVED, that \$1,226,081 of the total available to be appropriated from CAPITAL OUTLAY FUND is hereby appropriated in the amounts and for the purposes set forth below:

EXPENDITURES

Debt Service - Edward W. Bok South	\$ 289,000
Other Costs - Bok South	209,897
Debt Service - Bok North Campus	446,996
Other Costs - Bok North	280,188
Total Appropriated Capital Outlay Fund	\$ <u>1,226,081</u>

Est. Beginning Fund Balance July 1, 2026	\$ <u>(5,233,331)</u>
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**RESOLUTION NUMBER 01-2027
(Health Services Fund Section)**

BE IT FURTHER RESOLVED, that the total revenue and unappropriated Fund Balance estimated to be available for appropriation in the HEALTH SERVICES FUND of Lake Wales Charter Schools, Inc for the Fiscal Year ending June 30, 2027 is as follows:

REVENUE

Premium Revenue	\$	6,604,000
Other Revenue Sources		1,102,000

Total Available Health Service Fund to be Appropriated	\$	<u>7,706,000</u>
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BE IT FURTHER RESOLVED, that \$7,706,000 of the total available to be appropriated from HEALTH SERVICES FUND is hereby appropriated in the amounts and for the purposes set forth below

EXPENDITURES

Stop Loss Fees	\$	1,136,000
Contracted Services		100,000
Dues & Fees		70,000
Claims		6,400,000

Total Appropriated Health Service Fund	\$	<u>7,706,000</u>
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Est. Beginning Fund Balance July 1, 2026	\$	<u>1,512,147</u>
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**RESOLUTION NUMBER 01-2027
(School Lunch Fund Section)**

BE IT FURTHER RESOLVED, that the total revenue and unappropriated Fund Balance estimated to be available for appropriation in the SCHOOL LUNCH FUND of Lake Wales Charter Schools, Inc. for the Fiscal Year ending June 30, 2027 is as follows:

REVENUE

Federal	\$ 4,494,500
State & Local	325,000
Other Financing Sources	<u>533,545</u>

Total Available Food Service Fund to be Appropriated	<u><u>\$ 5,353,045</u></u>
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BE IT FURTHER RESOLVED, that \$5,353,045 of the total available to be appropriated from SCHOOL LUNCH FUND is hereby appropriated in the amounts and for the purposes set forth below:

EXPENDITURES

Compensation	\$ 157,952
Purchased Services	3,577,423
Supplies	71,000
Capital Outlay	1,201,414
Other Expenses	345,256
Total Appropriated Food Service Fund	<u><u>\$ 5,353,045</u></u>

Est. Beginning Fund Balance July 1, 2026	<u><u>\$ 5,211,961</u></u>
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RESOLUTION NUMBER 01-2027

BE IT FURTHER RESOLVED, that no Board of Trustees member or employee of Lake Wales Charter Schools Inc. shall expend any funds or obligate the expenditure of any funds except pursuant to appropriations authorized by the Board of Trustees and in keeping with the budgetary policy statement hitherto adopted by the Board. Changes in the amount appropriated by the Board shall require approval by the Board.

BE IT FURTHER RESOLVED, that the Superintendent is hereby charged with general supervision and execution of the budgets adopted by the Board and shall hold the principals and program managers responsible for performance of their responsibilities within the amounts appropriated by the Board of Trustees and in keeping with the budgetary policy statement hitherto adopted by the Board.

This appropriation resolution is effective on:

July 1, 2026

ADOPTED: August 17, 2026

**Lake Wales Charter Schools, Inc.
Board of Trustees**