



Charlotte-Mecklenburg
**Board of
Education**
Charlotte, North Carolina

2010-11
**ADOPTED
BUDGET**

Peter C. Gorman
Superintendent

September 14, 2010



REACH FURTHER.
Global competitiveness starts here.



TABLE OF CONTENTS

Overview

An Open Letter to the Community from the Superintendent and Chairperson ..	1
Charlotte-Mecklenburg Board of Education	2
CMS Organization Chart	3
Did You Know?	4-5
Executive Summary: Adopted Operating Budget.....	6-7
Adopted Budget – Sources and Uses.....	8
Adopted Budget – Comparison to Prior Year.....	9
Budget Calendar	10

Goals and Objectives

Vision, Mission, Core Beliefs and Commitments	11
Theory of Action	12-13
Strategic Plan 2014.....	14-15
Challenges Facing Charlotte-Mecklenburg Schools	16-20

Adopted Operating Budget

Summary of Changes to 2009-10 Base Budget.....	21
Factors Affecting the Operating Budget.....	22-24
Redirection of Resources	25
Adopted Program Changes	26-44
Departmental Budgets by Funding Source	46-47
Revenue Categories by Funding Source	48-49
Adopted Budget by Revenue Category	50-55
Expenditures by Funding Source.....	56
Detail Expenditures by Funding Source.....	57-60

Adopted County Appropriation

Detail of Changes to 2009-10 County Appropriation.....	61
Adopted County Appropriation by Function and Category	62-63
Adopted County Appropriation by Major Function.....	64-71
New Initiatives Alignment to Strategic Plan 2014.....	72

Capital Replacement

Fund Description	73
Schedule of Revenues and Expenditures.....	74

TABLE OF CONTENTS

Enterprise Programs

Child Nutrition Program	
Program Description	75
Schedule of Revenues, Expenses and Changes	76
Comparison of Meal Prices	77
After-School Enrichment Program	
Program Description	78
Schedule of Revenues, Expenses and Changes	79

Results and Accountability

Academic Achievement	81-86
Budget Administration and Management	87-88

Trends and Statistics

Key Statistics	89
Student Population Trends	90-93
Six Year Enrollment Comparison by Grade Level	94
Six Year Expenditure Comparison	95
Comparative Expenditures by Funding Source	96
Comparative Expenditures Percentage by Funding Source	97
Comparative Expenditures by Major Function	98
Instruction Takes Top Priority	99
Comparative Expenditures by Object Code	100
Primary Investment Is In Our People	101
Summary of Staffing	102
Summary of Staffing Details	103-104

Superintendent Division

Organizational Chart	105-106
Goals, Objectives and Accomplishments	107-115
Division Totals: Expenditures	116
Division Totals: Sources and Uses	117
Office of the Superintendent of Schools	118-119
Board of Education/Board Services	120-121
Legal	122-123
Communications Office, Strategic Partnerships, and CMS-TV3	124-125
Finance	126-127
Office of Accountability	128-129

TABLE OF CONTENTS

Operations Division

Organizational Chart	131-133
Goals, Objectives and Accomplishments.....	134-144
Division Totals: Expenditures	146
Division Totals: Sources and Uses	147
Chief Operating Officer.....	148-149
Technology Services	150-151
Human Resources.....	152-153
School Law Enforcement.....	154-155
Athletics	156-157
Alternative Education and Safe Schools.....	158-159
Planning and Project Management.....	160-161
Planning and Development Services.....	162-163
Associate Superintendent for Auxiliary Services.....	164-165
Community Use of Facilities	166
Enterprise Funds Program Support	167
Building Services.....	168-169
Inventory Management/Textbooks	170-171
Storage and Distribution.....	172-173
Graphic Production Center.....	174-175
Safety.....	176-177
Transportation.....	178-179

Academic Services Division

Organizational Chart	181-184
Goals, Objectives and Accomplishments.....	185-209
Division Totals: Expenditures	210
Division Totals: Sources and Uses	211
Chief Academic Officer.....	212-213
Talent Development/Advanced Studies Program/AVID	214-215
Literacy and Writing (PreK-12)	216-217
Magnet Schools Program.....	218-219
Curriculum Support Programs	220-221
International Baccalaureate Program	222
ROTC Program	223
Drivers Education.....	224-225
Extended Year Programs	226-227
Arts Education	228-229
More at Four Pre-K Program	230-231
Bright Beginnings PreK Program.....	232-233
Math and Science Instruction	234-235
Career and Technical Education	236-237
Professional Development.....	238-239
ESL Student Education	240-241

TABLE OF CONTENTS

Global Studies and World Languages	242-243
Federal and State Compliance Services	244-245
ESEA Title I – Part A Basic Programs	246-247
Media Services	248-249
TIF-LEAP Program	250-251
Exceptional Children Services	252-253
Support Services	254-255
Family and Community Services	256-257
Zones	258-259

Schools

Schools: Expenditures	261
Schools: Sources and Uses	262
School Administration Support Services	263
Classroom Teachers	264
Support Positions	265
Assistants	266
Charter Schools	267

Appendices

Glossary of Terms	269-274
School Allotment Formulas	275-278
State Teacher Salary Schedule – Non-NBPTS	279-280
State Teacher Salary Schedule – NBPTS	281-282
State Psychologist Salary Schedule	283
After School Enrichment, Tutor, Title 1 and AVID Salary Schedule	284
Substitutes and Non-Athletic Stipends	285
Salary Schedule for Exempt Positions	286
Master Salary Schedule for Exempt Positions	287-294
Master Salary Schedule for Non-Exempt Positions	295-299
Coaching Stipends Comparative Data	300
Lease and/or Instalment Purchase Contracts	301

OVERVIEW



PROGRESS FOR NOW

An open letter to the community from the superintendent and the board chairperson

For the second year in a row, CMS had to make severe cuts, including a reduction in force. No area was spared. It was a daunting fiscal challenge and, as was the case a year earlier, the district staff, students and families showed great resilience and flexibility in coping with the reductions.

Our final budget includes reductions in class sizes, transportation, staffing, middle school athletics and textbooks. The adopted budget is \$9.7 million, or 0.8 percent, larger than the adopted budget for 2009-2010.

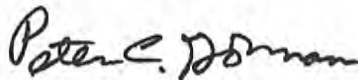
We made \$79 million in cuts during the budget process, using a conservative estimate because final funding amounts from the state and the county were not available. When the final state and county allotments were made, we needed only \$59 million in reductions. We had \$20 million that could be redirected and we used most of it to reinstate 141 teacher-level positions and to pay for non-instructional support positions that had been previously funded with American Reinvestment and Recovery Act (ARRA) funds.

We also received an allotment of \$25.7 million from the federal Education Jobs Fund Program, established by President Barack Obama to help save teaching jobs. The allotment was announced in late August and we decided to use most of it next year, when the ARRA funding will end and we will face even larger cuts than we did this year.

With every reduction and redirection, we have tried to use the resources we have as wisely as possible to keep improving student achievement. That effort was rewarded with an outstanding academic performance by the district last year. Our students improved in 25 of 25 areas tested. In fact, our improvement was robust enough that CMS moved out of district improvement, the designation for underperforming districts.

We are pleased with our progress. However, we are also concerned that the continuing financial pressure could affect our ability to keep moving ahead. We have made dramatic academic improvements for two years against the odds and we will continue that push this year. But all of us must also recognize that consecutive years of reductions are diminishing our resources and could compromise future progress.

Sincerely,



Peter C. Gorman
Superintendent



Eric C. Davis
Chairperson, Charlotte-Mecklenburg Board of Education



Chairperson, District 5

Eric C. Davis
704-651-0217 (phone)
ericc.davis@cms.k12.nc.us



Vice-Chairperson, District 4

Tom Tate
704-502-3093 (phone)
tom.tate@cms.k12.nc.us



At-Large

Kaye Bernard McGarry, M.Ed.
704-366-8971 (phone)
KayeMcGarry@cms.k12.nc.us



At-Large

Trent Merchant
704-517-9747 (phone)
trent.merchant@cms.k12.nc.us



At-Large

Joe I. White, Jr. (Coach)
704-542-2192 (phone)
coachjoew@cms.k12.nc.us



District 1

Rhonda Lennon
704-564-3382 (phone)
rhonda.lennon@cms.k12.nc.us



District 2

Richard Allen McElrath, Sr.
704-488-5350 (phone)
richard.mcelrath@cms.k12.nc.us



District 3

Dr. Joyce Davis Waddell, PhD.
704-549-4777 (phone)
joyce.waddell@cms.k12.nc.us



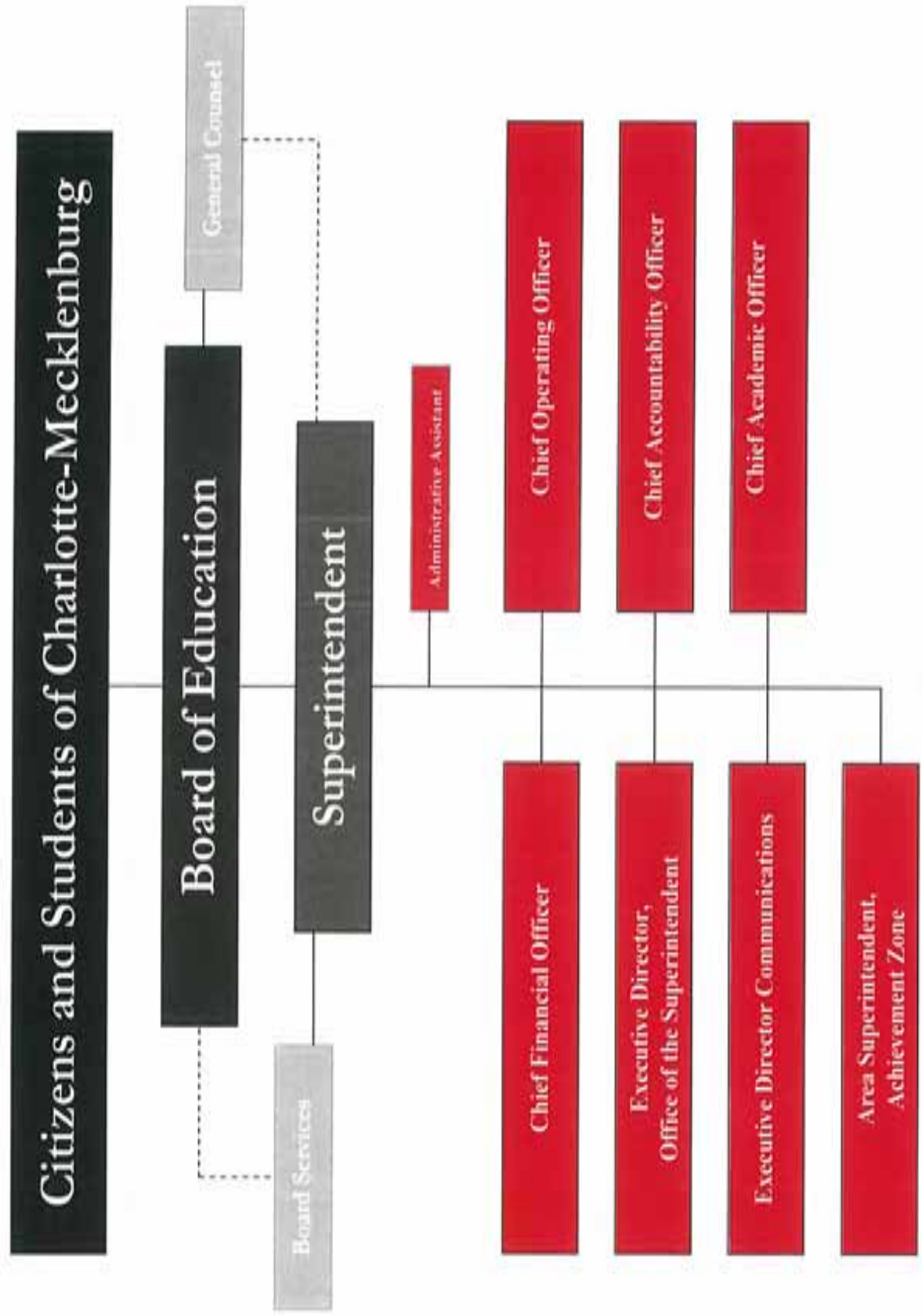
District 6

Timothy S. Morgan, M.P.A.
704-577-3102 (phone)
tim.morgan@cms.k12.nc.us

Board of Education Office
600 E. Fourth St. • Charlotte, NC 28202
980-343-5139 (Office) • 980-343-7128 (Fax)
Courier #836

CHARLOTTE MECKLENBURG SCHOOLS

DISTRICT ORGANIZATION CHART



WOW! Did you know?

The End-of-Course and End-of-Grade test results show the district has made progress in 25 areas tested during the 2009-2010 school year. Nearly every school in CMS, 94.7 percent, averaged a year's academic progress and 100 schools made Adequate Yearly Progress, which is based on testing results and other school measurements as defined by the federal No Child Left Behind Act.

- ▶ CMS led Wake and Guilford counties in the number of schools making high or expected growth. Among elementary schools, 58 made high growth and 36 made expected growth; 24 middle schools made high growth and nine made expected growth, and in high schools, 26 made high growth and six made expected growth.

The district was a finalist for the 2010 Broad Prize for Urban Education given by the Eli and Edythe Broad Foundation. The annual prize is the largest education prize in the country. As a finalist, CMS received \$250,000 for college scholarships for the class of 2011.

- ▶ U.S. Secretary of Education Arne Duncan visited Sterling Elementary in September 2010 to learn more about the district's Strategic Staffing Initiative, which places highly effective principals in low-performing schools. The successful program has led to higher test scores and improved academic achievement and was featured in the Oct. 11 issue of Newsweek magazine.

In November 2010, Charlotte-Mecklenburg Schools received district accreditation from AdvancEd, the world's largest educational network. CMS was the first large urban district in the country, and the first in North Carolina, to win accreditation more than a decade ago.

- ▶ Eighteen CMS graduates were named 2010 National Merit Scholars. The winners are among 8,400 distinguished high school graduates from across the country who received college scholarships for undergraduate study.

The class of 2010 earned \$66.7 million in college scholarships. There were 17 high schools earning \$1 million or more and seven earning more than \$4 million.

- ▶ SAT data released by the College Board in 2010 show the district's top-tenth percentile of test-takers continued to outscore their peers, scoring 23 points above the North Carolina average. CMS students scored 1757, compared to the state average of 1734.

In 2010, 14 CMS high schools were ranked among America's top 1,600 out of more than 27,000 high schools surveyed by Newsweek magazine (Myers Park High ranked 66th on the list). Newsweek's ranking recognizes schools that do the best job of preparing students for college.

- ▶ Cynthia Rudolph, a biology teacher at Hopewell High School, was named North Carolina's 2009 Milken Family Foundation National Educator Award recipient. Rudolph was among more than 50 secondary educators in the nation to receive \$25,000 for the 2009-2010 school year.

Smith Academy of International Languages and Davidson IB Middle School won 2010 Merit Awards at the Magnet Schools of America conference. The award recognizes a commitment to high academic standards, curriculum innovation, successful diversity efforts and consistent delivery of quality services to all students.

Did You Know?, *continued*

- ▶ Cotswold Elementary received International Baccalaureate (IB) authorization in 2010. Fifteen CMS schools offer the IB program, one of the most academically rigorous programs offered in the United States.

Jay M. Robinson Middle won its fourth consecutive state Science Olympiad championship in 2010, beating more than 40 other middle schools for the top spot. The team placed 29th at the 2010 national competition.

- ▶ Mallard Creek High School's Maverick Motorsports team won the FastTrack RC Nationals Competition for the second year in a row. The team competed against other teams from five states and took first place in five categories.

Randolph Middle won the 2010 National Academic League national championship. The school topped 180 schools from across the country that participated in the multi-day tournament.

- ▶ In 2010, 32 CMS students were selected to attend the Governor's School of North Carolina. The high school juniors and seniors are among 600 students selected to study dance, science, English, drama and more. The Governor's School is the oldest statewide summer residential program for academically gifted high school students in the nation.

For the 2009-2010 school year, 221 CMS teachers received National Board certification. CMS ranks second nationally for newly certified teachers and first among North Carolina school districts.

- ▶ Davidson IB Middle won the 2010 National Future City Competition, a nationwide contest held for seventh- and eighth-grade students to get them interested in engineering. They are challenged to design a future city that employs engineering solutions to environmental and fiscal challenges.

Phillip O. Berry Academy received the Eleventh Annual Panasonic National School Change Award for increasing student achievement and enrollment. The award is given to only six schools in the United States each year.

- ▶ The Yale National Initiative selected the Charlotte Teachers Institute (CTI) as the newest member of its League of Teachers Institutes. CTI, an innovative educational partnership among CMS, Davidson College and UNC Charlotte, joins established Teachers Institutes in New Haven, Pittsburgh and Philadelphia.

The Character Education Partnership named Beverly Woods Elementary School a National School of Character in 2009. Only 10 schools in the United States were selected for the recognition.

- ▶ CMS was chosen to participate in a two-year national research project on effective teaching. Funded by the Bill & Melinda Gates Foundation, the Measuring Effective Teaching Research Project is studying the work of nearly 500 CMS teachers.

The Data Quality Campaign, a national collaborative that encourages the use of data in education, named Dr. Peter C. Gorman, superintendent of CMS, the winner of its 2009 District Data Leader award. The national award recognizes the work done by Dr. Gorman and Charlotte-Mecklenburg Schools to incorporate data into the district's instructional and policy decisions.

EXECUTIVE SUMMARY: ADOPTED OPERATING BUDGET

The adopted operating budget for 2010-2011 aligns district spending very closely with the top priorities at CMS: increasing student achievement and improving teacher effectiveness. To do this, it redirects and reallocates money to fund new initiatives and program expansion, while also allocating funds to cover the costs of growth, sustaining operations and opening new schools. The adopted budget is divided into four parts, and each is summarized below.

I. Redirections/reductions.

We redirected or reduced \$24,721,730 from our state funding to accommodate reductions in funding and \$54,338,484 from our county funding to help us pay for the costs of new initiatives and programs expansion (discussed in Section IV). The total in redirections and reductions is \$79,060,214.

II. Sustaining operations.

There is an 8.9 % health insurance rate increase as well an increase in the retirement rate to 10.51%. We have allocated \$12,759,549 in state funding and \$4,000,469 in county funding for these increases, as well as \$2,542,102 in federal funds and \$6,075 in other local funding for this purpose. For program continuation, we have allocated \$7,237,552 in state funding for increases in state categorical allotments; \$23,124,517 in county funding for cost increases in charter schools, utilities, and graduation; and adding back funds for IB exams, transportation, school administration, maintenance, and changing the proposed increase class size by two to increase class size by one. An additional \$14,364,456 was allocated in federal funds for adjustments in carryover and initial allotment estimates. The \$13,911,842 increase in other and special revenue is the fund balance appropriation for projects in assessments, maintenance, mobile units, technology and transportation.

III. Student growth and opening new schools.

We anticipate getting 1,287 new students next year and have allocated \$4,302,310 in state funds and \$804,540 in county funds to cover the costs of this enrollment increase. We also opened two new high schools this year, W.A. Hough High and Rocky River High, and we have allocated \$1,371,618 in state funds and \$6,593,534 in county funds to cover opening these schools, which will help relieve the district's overcrowding in several nearby schools.

IV. New initiatives and program expansion.

A. Effective teaching initiative (\$1,259,419 in county funding)

We have begun work on a pay-for-performance system that includes measures of teacher effectiveness using multiple measures, including summative student assessments. The Office of Accountability will work with professional test developers to develop summative assessments for every grade and subject. As part of the development and use of formative assessments, we will buy and use an online platform to provide teachers and principals with individual student information. Formative assessments will be given throughout the year to help teachers and principals use real-time information about student growth to drive instruction.

B. Managing for performance initiative (\$466,411 in county funding)

Managing for Performance is a district-wide accountability initiative that provides teachers and administrators with technology-based tools to increase student achievement in every school.

EXECUTIVE SUMMARY: ADOPTED OPERATING BUDGET

The initiative includes training teachers in the sophisticated use of data, giving all schools the tools to manage and analyze the data and evaluating teacher performance.

C. Credit Recovery program (pilot) (\$1,295,400 in county funding)

The Credit Recovery pilot program helps students who are lacking enough credits to earn a diploma, providing extra help and support to students who are struggling. We launched it in one of our learning communities, using a mix of online learning and classroom time with a teacher. We used the pilot funds to hire teachers who have demonstrated a high level of effectiveness to help these struggling students graduate on time.

D. New Leaders for New Schools program (\$215,078 in county funding)

New Leaders for New Schools is a partnership with a nonprofit organization to train principal candidates. Fourteen full-time New Leaders for New Schools resident principals were placed in high-needs CMS schools in August 2010. After successful completion of the one-year residency, New Leaders for New Schools resident principals earn North Carolina principal licensure and are potential candidates for a principalship. Funding will cover contracted services for leadership coaches and training costs.

E. Magnet program (\$1,235,850 in county funding)

Funding will cover several programs, including:

A middle school Montessori program was added through a phase-in process. The sixth grade was added in 2009-2010 on the existing Montessori elementary sites and grade seven was added at Sedgefield Middle in 2010-2011.

Academy of World Languages at South Mecklenburg High School will offer students the opportunity to continue the study of a second language begun in the language immersion elementary and middle schools.

The small French Immersion program (K-5) at Oaklawn Elementary School was moved to Smith Academy for the effective use of resources and staff. High academic achievement will continue as the programs merge at Smith Academy. Grade six Spanish was added at Collinswood Elementary School and Oaklawn Elementary School.

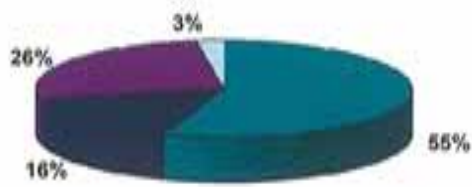
The math, science and environmental studies program moves from Cochrane Middle School to Morehead Elementary School to become a K-8 program. This change addresses the goal to expand the K-8 science model and to strengthen the math model to improve the quality of instruction and implementation of both models.

F. Strategic Staffing Initiative (expansion) (\$225,875 in county funding)

The Strategic Staffing Initiative recruits and retains high-performing principals and a team of teachers for the lowest-performing schools in CMS. Each principal and team of teachers make a three-year commitment to the low-performing school. Strategic Staffing has been used at 11 elementary schools and three middle schools, and we have identified another six schools for 2010-2011. Funding provides for financial incentives that include a 10 percent merit-pay supplement and recruitment and retention bonuses for teachers, an assistant principal and literacy or academic facilitator.

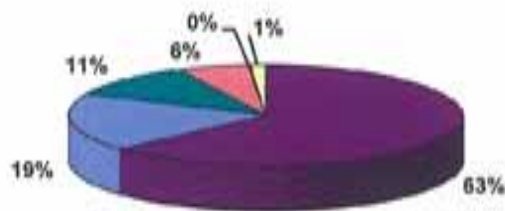
2010-2011 ADOPTED BUDGET: SOURCES AND USES

Sources



- State
- Federal and Other Grants
- County
- Other and Special Revenue

Uses



- Salaries
- Benefits
- Purchased Services
- Supplies and Materials
- Furniture and Equipment
- Other

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
COMPARISON TO PRIOR YEAR**

	2010-2011 Adopted Budget	2009-2010 Adopted Budget	% Change
REVENUES			
State of North Carolina	\$ 634,731,052	\$ 635,656,201	-0.1%
Federal and Other Grants	185,891,151	165,827,056	12.1%
Mecklenburg County Appropriation	302,250,000	317,367,391	-4.8%
Other and Special Revenue	<u>27,313,842</u>	<u>21,658,572</u>	<u>26.1%</u>
TOTAL REVENUES	<u>\$ 1,150,186,045</u>	<u>\$ 1,140,509,220</u>	<u>0.8%</u>
EXPENDITURES			
Instructional			
Regular Instructional	\$ 544,928,307	\$ 549,880,433	-0.9%
Special Populations	142,853,116	139,780,663	2.2%
Alternative Programs and Services	73,317,415	63,547,539	15.4%
Co-Curricular	4,395,591	5,187,345	-15.3%
School-Based Support	<u>58,430,618</u>	<u>62,306,694</u>	<u>-6.2%</u>
Total Instructional	823,925,047	820,702,674	0.4%
Instructional Support			
Support and Development	6,001,391	6,388,339	-6.1%
Special Population Support and Development	3,754,351	3,576,203	5.0%
Alternative Programs Support and Development	4,767,902	4,026,019	18.4%
System-wide Pupil Support	<u>3,200,621</u>	<u>2,994,193</u>	<u>6.9%</u>
Total Instructional Support	17,724,265	16,984,754	4.4%
Operations			
Technology Support	16,536,513	14,803,793	11.7%
Operational Support	159,766,388	163,074,513	-2.0%
Financial and Human Resource Services	17,070,266	17,315,411	-1.4%
Accountability	10,109,351	7,747,800	30.5%
Community Services	549,162	540,756	1.6%
Nutrition Services	691,596	1,167,808	-40.8%
Debt Service	582,736	582,736	-
Other	<u>4,852,437</u>	<u>3,723,522</u>	<u>30.3%</u>
Total Operations	210,158,449	208,956,339	0.6%
Leadership			
Policy, Leadership and Public Relations	11,871,800	13,532,306	-12.3%
School Leadership Services	<u>71,715,444</u>	<u>67,355,910</u>	<u>6.5%</u>
Total Leadership	83,587,244	80,888,216	3.3%
Charter School Funds	14,791,040	12,977,237	14.0%
TOTAL EXPENDITURES	<u>\$ 1,150,186,045</u>	<u>\$ 1,140,509,220</u>	<u>0.8%</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
BUDGET CALENDAR FY 2010-2011

Date	Activity	Location
November 16-17	Kickoff: Meetings with Department Heads to review budget process and deliver packets	Board Room
December 7-10	Departments meet with Executive Staff to review budgets and identify reduction opportunities	
December 11	Executive Staff submits final budget recommendations to the Budget Department	
December 18	Professional Organizations present budget requests to Budget Committee/Requests forwarded to Board of Education	Finance Conf. Room
January 4-8	Executive Staff budget work sessions with Budget Staff to discuss priority recommendations	TBD
January 12	Board of Education Budget Preview	BOE Meeting
January 14-29	Executive Staff budget work sessions with Chief Operating Officer and Chief Financial Officer to discuss priority recommendations	COO's Office
January 25	Board of Education receives Draft of Budget Calendar for 2010-11	
January 25 4:00 pm-6:00 pm	Budget work session scheduled for the Board of Education	Board Room
February 8	Budget Message and Superintendent's budget recommendations due in Budget department in order to compile budget document	Budget Office
February 9	Board of Education approves Budget Calendar for 2010-11	BOE Meeting
February 17 2:00 pm-5:00 pm	Budget work session scheduled for the Board of Education	Board Room
March 16 2:00 pm-4:30 pm	Budget work session scheduled for the Board of Education	Board Room
March 23 2:00 pm-4:00 pm	Budget work session scheduled for the Board of Education	Board Room
March 30 3:00 pm-5:00 pm	Budget work session scheduled for the Board of Education	Board Room
April 12	Presentation of Superintendent's Budget Recommendations to Executive Staff	Board Room
April 13 6:00 pm	Formal budget presentation made to Board of Education by Superintendent at regularly scheduled board meeting	Government Center
April 27 6:00 pm	Public Hearing on the FY 2010-11 Operating Budget	BOE Meeting
April 27 6:00 pm	Budget work session scheduled for the Board of Education	BOE Meeting
May 11 6:00 pm	FY 2010-11 Board of Education's Budget Request of the County Commissioners approved at Board of Education meeting	BOE Meeting
May 14	FY 2010-11 Board of Education's Budget Request delivered to County Manager	Government Center
May 18	County Manager's Recommended Operating and Capital Budgets presented to Board of County Commissioners	Government Center
May 25	Board of County Commissioners' 2010-11 Budget Workshop for CMS & CPCC	Government Center
May 27	Public hearing on Board of County Commissioners' 2010-11 Budget	Government Center
June 15	FY 2010-11 County Operating Budget and 3-year CIP adopted at regular meeting of Board of County Commissioners	Government Center

GOALS AND OBJECTIVES



VISION, MISSION, CORE BELIEFS AND COMMITMENTS

Vision:

Charlotte-Mecklenburg Schools provides all students the best education available anywhere, preparing every child to lead a rich and productive life.

Mission:

The mission of CMS is to maximize academic achievement by every student in every school.

Core Beliefs:

We believe that:

- Public education is central to our democracy;
- We are responsible for building and maintaining high performing organizations that ensure all students will successfully acquire the knowledge, skills and values necessary for success;
- Our principals and teachers make the critical difference in student achievement; and
- Engaging the student's family and the community in the education process enhances learning and academic achievement.

Based on these core beliefs, we are committed to:

- Providing all students with the opportunity to perform to their fullest potential and ensuring that there is no discernable difference between the achievement levels of students by race, gender or economic level.
- Preparing all students to be successful in institutions of higher learning or the workforce without a need for remediation.
- Providing a clear Theory of Action and an effective Superintendent to lead its implementation.
- Giving all students access to a well-rounded, rigorous curriculum that is research-based and data driven.
- Basing our educational culture on merit and individual achievement.
- Embracing our community's diversity and using it to enhance the educational environment.
- Operating effectively and efficiently with fiscal accountability.
- Securing and allocating adequate resources according to the needs of each child.
- Providing safe and orderly learning and working environments.
- Ensuring that an effective principal leads every school.
- Ensuring that an effective teacher instructs each class.
- Providing resources for relevant professional development.
- Encouraging and providing engagement opportunities for all students' families.
- Partnering with community members to maximize student learning.

Date of Adoption-4/27/10

THEORY OF ACTION FOR IMPROVED STUDENT ACHIEVEMENT: MANAGED PERFORMANCE/EMPOWERMENT

In order to implement the Core Beliefs and Commitments and to achieve the Vision and Mission of the Charlotte-Mecklenburg Schools, the Board of Education commits to a Theory of Action for Change as its approach to a stable, long-term framework for improving student achievement. This theory will drive the Board's policies, budgets, and administrative strategies in order to transform the culture of Charlotte-Mecklenburg Schools (CMS) into one of high performance in both academics and operations.

MANAGED PERFORMANCE/EMPOWERMENT

Management Performance/Empowerment is an approach to PreK-12 education that strikes a balance between centralized direction (Managed Instruction) and freedom for innovation in local implementation (Performance/Empowerment), with an emphasis on creating a culture of accountability throughout every level of the school district. It combines the effectiveness of a centrally managed academic program with the dynamics of a performance culture, while ensuring that freedom and flexibility (empowerment) is earned as a result of performance and improvement. District employees are responsible for effective operations and teaching that fosters learning for every student, while recognizing that learning is the responsibility of the student with support from parents and the community.

DISTRICT AND BOARD RESPONSIBILITY

The Board of Education and Superintendent are responsible for establishing Board policies or management directives that will:

- Establish district-wide content and performance standards across a core curriculum;
- Foster a performance culture and unleash innovation in teaching, learning and school operations;
- Develop and maintain a comprehensive system of student assessment and intervention/support;
- Continue to administer and strengthen the district's accountability system to monitor overall trends and measure individual school performance;
- Emphasize and encourage highly effective staffing and relevant professional development; and
- Provide sufficient capacity in facilities, systems, and resources.

DECENTRALIZATION

Decentralization remains a key element in the district's framework of support. Through that operating structure the Superintendent is responsible for ensuring the implementation of Board policies and management directives that will:

- Foster effective three-way communication among central management, individual schools, and the public at large; and
- Support innovation through the sharing of best practices and effective allocation of resources.

THEORY OF ACTION FOR IMPROVED STUDENT ACHIEVEMENT: MANAGED PERFORMANCE/EMPOWERMENT

SCHOOL BASED RESPONSIBILITY AND FREEDOM AND FLEXIBILITY

Individual school leaders are best equipped to understand the learning needs of their students. Therefore, schools will be given as much flexibility as practicable to implement effective teaching and operational methods within the standards established by the Board and Superintendent. However, increased freedom and flexibility comes with increased accountability. Therefore, freedom and flexibility will be awarded to principals and schools only after rigorous measurement and assessment of individual school performance, using the district's accountability system, in order to ensure accountability and continuous improvement.

Principals will be given as much latitude as possible to manage budgets, procurement, hiring and firing, the configuration of workforce, schedules, student affairs, extracurricular activities, and parent and community relations. Where additional training is necessary, it will be made a priority. Because principals are ultimately accountable, they must exercise executive power and have the authority to hold others responsible.

A FRAMEWORK FOR CONTINUOUS IMPROVEMENT

It is the intention of the Board of Education that all district systems will be aligned with Managed Performance/Empowerment in order to provide the framework for improving student achievement in CMS. Continuous redesign will be required and the Board will develop reform policies consistent with this approach.

The Superintendent will develop and execute strategic plans based on this Theory of Action and will provide a Theory of Action Implementation/Status Report to the Board semi-annually as part of the Superintendent's evaluation process.

STRATEGIC PLAN 2014 – AREAS OF FOCUS AND STRATEGIES

AREA ONE: EFFECTIVE TEACHING AND LEADERSHIP

- Clearly define and measure teacher effectiveness.
- Develop a measure for a year's worth of growth for every subject and grade level.
- Base teacher recruitment and selection on effectiveness, not on qualifications.
- Provide access to training that is tailored to student and teacher learning needs.
- Recruit and retain top talent for school-level positions.
- Ensure that school leaders have the ability and resources to meet the needs of students and teachers.

AREA TWO: PERFORMANCE MANAGEMENT

- Manage employee performance using readily available, accurate and timely information. Create new measures and evaluations that specify expectations for every job in the district. Provide real-time data from local formative assessments.
- Revise compensation structure to reflect a focus on performance.
- Develop training programs for leaders and potential leaders to help improve performance.

AREA THREE: INCREASING THE GRADUATION RATE

- Align intervention strategies and support services with daily instruction.
- Provide alternative settings or means for students to earn credits toward graduation.
- Improve accuracy of student records and registrations to better manage students' academic progress.
- Ensure that CMS schools are safe and orderly learning environments.
- Improve district attendance rate.

AREA FOUR: TEACHING AND LEARNING THROUGH TECHNOLOGY

- Expand student and staff access to, and use of, technology-based educational services.

AREA FIVE: ENVIRONMENTAL STEWARDSHIP

- Engage all stakeholders in conservation of resources.

AREA SIX: PARENT AND COMMUNITY CONNECTIONS

- Expand academic support programs and opportunities offered through Parent University.
- Increase the capacity of schools to partner with families and strengthen communication between school and home.
- Expand to every school the effective use of volunteers as partners in the educational process.
- Effectively manage key volunteer and partnership programs.

CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS

Like many other public school districts across the country, CMS is struggling with economic adversity. Our two major funding sources are strapped for cash because of declining revenue. Mecklenburg County, provided 28 percent of our funding in the 2009-2010 budget year, and North Carolina, which provided 56 percent, both suffered revenue shortfalls again this year. This has directly affected CMS.

Limited funding, therefore, was a given this year and probably for the foreseeable future. As Eric Davis, chairman of the Charlotte-Mecklenburg Board of Education, has said, tight budgets are the new norm.

This means that CMS will have to operate differently. Tight funding is the current reality. Thus, our greatest budget challenge this year and in the years ahead is continuing to ensure that our spending closely aligns with clearly identified goals.

Our top priorities are increasing student achievement and improving teacher effectiveness. We also want to increase our graduation rate. In this austere financial environment, that means that we redirected and reallocated funds to support programs and reforms to increase student achievement and improve teacher effectiveness. It also meant making some hard choices about what we will do without in order to balance our budget.

So the most important priority in our adopted budget was this: We did not abandon nor defer our strategic goals. Instead, we focused on those and redirected or reallocated our resources from other programs as needed. In some cases, this meant not supporting a program that may have been successful, because another program will give us faster or broader improvement. In the past, we have been able to support programs that showed some success, as well as those that showed a lot of success. Now we must choose our most successful programs and initiatives and support those – we no longer have the financial resources to fund everything that we want.

We have made our choices: six initiatives or programs to help us increase student achievement and improve teacher effectiveness. All of the initiatives will ultimately improve student achievement. Five of the seven will strengthen the performance of educators in CMS; the remaining two are focused on improving achievement for defined groups of students. Some programs are supported with a few hundred thousand dollars – others require more than a million. All will help CMS improve teaching and increase student achievement, which are the two greatest challenges and opportunities the district has.

The six programs or initiatives that will help us strengthen our schools by improving leadership and teaching are described below.

Managing for Performance will help CMS improve as a district by providing teachers and principals with real-time data about student achievement. We have begun the work of managing performance with assistance from Dell and Broad and are building personalized information portals that will allow teachers and principals to use real-time student data to improve instruction in the schools. The program funding in the 2010-2011 budget (\$466,411) will pay for the development of the portals and training staff in their use.

If CMS is to grow academically, we will teach our way there. Nothing else will work. Improving classroom teaching will help every student in the district, not only those who are struggling. Making those improvements through our **Effective Teaching** program (\$1,259,419) is a multi-step, multi-year process that will touch every part of CMS. We must identify and measure good teaching, then develop a system of professional development and recruitment to hire the best teachers and help them grow professionally. We have been chosen to participate in the

CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS

Measuring Effective Teaching national study, funded by The Bill & Melinda Gates Foundation, but that is only one part of the enormous, essential work facing us in finding and keeping the best teachers. We must also develop better ways to evaluate student progress, using formative and summative measures. Formative tests are given throughout the year to measure incremental progress; summative tests measure mastery of a course or subject and are usually given once a year (or a semester).

We have begun work on a pay-for-performance system that includes measures of teacher effectiveness using multiple measures, including summative student assessments. The Office of Accountability will work with professional test developers to develop these summative assessments for every grade and subject that are reliable, valid and align with the North Carolina Standard Course of Study. Additionally, we will use formative assessments given throughout the year to help teachers and principals use real-time information about student growth to drive instruction. This is more effective than relying on state tests which function like an autopsy: by the time we get the information about who is proficient and who's not, it's too late to help those who need it.

To enable best use of formative assessments, we will buy an online platform that will provide teachers and principals with individual student information throughout the school year. This platform will also provide schools with the ability to scan tests, so that results can be analyzed and used to help students. The platform and the formative tests will allow CMS to derive value-added calculations that will help us measure effective teaching. Our long-term goal is to reshape the compensation system for teachers so that compensation reflects the teacher's performance in the classroom, not advanced degrees or certifications. Testing and the online platform are essential first steps in the process of adopting pay for performance.

The **Strategic Staffing Initiative**, now in its third year, has brought dramatic results in increased student achievement (and some national attention from the U.S. Department of Education and others). The initiative is improving some of our lowest-performing schools and we will continue to expand it (\$225,875). The initiative is based on five tenets:

- A great leader is needed, a principal with a proven track record of success in increasing student achievement. Also, great teachers will not go to a troubled school without a great leader as principal.
- A team needs to go to the school so a person is not alone in taking on this challenging assignment; there is strength and support in numbers.
- Staff members who are not supportive of reform need to be removed from the school.
- Principals must be given the time and authority to reform the school, and be freed from the district list of "non-negotiables" that constrain autonomy.
- Not all job assignments are equal in difficulty and compensation should be varied to match.

The first group of principals began work at their new schools in the summer of 2008. Based on feedback from them – several said that they'd like to have been in place before the end of the school year – CMS put the second group of seven principals chosen for Strategic Staffing into the new schools earlier. The second group began in March 2009 for the 2009-2010 school year. In June 2009, the district received the results of the North Carolina state tests for the year. The End-of-Grade and End-of-Course tests measure student proficiency in reading, math and science for elementary school, and in 10 specific courses for middle and high school students. When the results were released, the first group of principals had been in place for a year. The second group had been in place for less than four months. The state tests showed substantial growth at 13 of the 14 schools, ranging from five- to 23-point increases in student proficiency.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS

Scores in reading rose at all of the seven schools where the Strategic Staffing Initiative had been in place for a full year. One school had a 14-point increase in reading proficiency, and two others had 10-point gains.

Results were also strong in math, with one school reporting a 23-point gain and two others showing gains of 15 and 17 points. Six of the seven schools showed a gain in math. There were similar improvements in science. All but one school showed increases in student proficiency in science, with one school showing a 22-point gain, another a 14-point gain and a third a 12-point gain.

Results from a second set of Strategic Staffing schools – seven additional schools that got new principals toward the end of the 2008-2009 school year – were even more astonishing, although slightly less consistent. Gains in proficiency at those schools ranged from one percent to 20 percent, with four instances of double-digit gains. In all, the seven schools were measured in three areas – science, reading and math – and scores rose in 16 of 21 areas tested.

The charts below show the schools and their results.

	2007-2008 RD	2008-2009 RD (without retest)	2008-2009 RD (with retest)	2007-2008 MA	2008-2009 MA (without retest)	2008-2009 MA (with retest)	2007-2008 SC	2008-2009 SC (without retest)	2008-2009 SC (with retest)
Briarwood Elementary	31.8	33.5	41.8	45.7	42.8	67.1	9.8	25.3	33.7
Bruno Avenue Elementary	18.8	28.8	35.4	43.8	48.7	55.8	1.1	15.3	22.2
Devonshire Elementary	33.9	43.1	54.9	54.2	69.8	77.3	24.6	46.1	51.3
Ranson Middle	32.0	37.0	48.5	39.0	56.1	64.0	21.1	24.9	32.4
Reid Park	22.8	24.7	38.0	30.8	38.7	40.8	2.2	14.0	18.3
Sterling Elementary	34.6	48.3	56.9	52.4	75.6	63.7	19.6	22.7	24.2
Westly Hills Elementary	32.4	39.0	40.9	41.7	47.0	64.0	12.1	7.8	24.8



2007-08 Strategic Staffing Schools



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS

	2007-2008 RD	2006-2009 RD (without retest)	2008-2009 RD (with retest)	2007-2008 MA	2008-2009 MA (without retest)	2008-2009 MA (with retest)	2007-2008 SC	2008-2009 SC (without retest)	2008-2009 SC (with retest)
Albemarle Road Middle	34.3	49.1	53.2	47.9	57.0	66.8	29.1	49.0	60.8
Allenbrook Elementary	31.1	28.9	32.3	53.8	37.9	58.8	10.8	9.3	20.4
Ashley Park Elementary	25.2	37.8	38.5	33.9	36.6	51.0	4.4	10.3	17.9
Bishop Spaugh Middle	18.1	21.6	27.9	24.1	29.3	37.3	12.4	16.7	25.4
Druid Hills Elementary	23.5	26.3	38.9	39.8	53.9	62.8	0.4	7.5	0.1
Paw Creek Elementary	47.7	46.9	60.4	56.5	63.0	70.1	32.2	33.8	41.9
Thomasboro Elementary	23.6	24.1	36.3	34.6	44.4	62.2	9.2	6.0	10.2



2008-09 Strategic Staffing Schools



New Leaders for New Schools. This program is identifying and training the most promising candidates from a national pool of potential principals. New Leaders has a five-year commitment to CMS to recruit, select, train and support more than 50 highly talented and motivated new principals to lead high-need schools in CMS. Leadership at the school level is the first and most critical lever for change at a struggling school and this program draws on the decade of experience that the national, nonprofit New Leaders for New Schools has built in districts across the country. If we are going to turn around our most troubled schools, strong leadership is essential. So this program is included (\$215,078) in the 2010-2011 budget.

The remaining two programs address student achievement directly by targeting struggling students and those with particular interests.

One in three of our high school students do not graduate from high school on time. While our dropout rate has improved in recent years, it has not improved enough. This is a national educational crisis and one that CMS must address effectively. Our **Credit Recovery** pilot program (\$1,295,400) will help students who are lacking enough credits to earn a diploma, providing extra help and support to students who are struggling. We will launch it in one of our learning communities, using a mix of online learning and classroom time with a teacher. We will use the pilot funds to hire teachers who have demonstrated a high level of effectiveness to help these struggling students graduate on time.

A second program, our **Magnet Schools**, has been proven to increase student achievement by allowing students to focus on areas of interest. Magnet schools have a distinguished history – some of them are among our most successful schools in the district -- and a proven track record in CMS. Two years ago, the Board and executive staff streamlined our magnet offerings, eliminating some partial magnets and redundancies across programs. We continue to believe

CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS

that magnet schools provide an essential academic pathway for many students and we will continue to support this program (\$1,235,850).

Conclusion:

The current economic environment for Charlotte-Mecklenburg Schools, and for almost everyone else in America, is very difficult. But, as part of the public sector, we are charged with an essential public function: educating the children of this community.

We believe that Charlotte-Mecklenburg Schools has made many significant improvements over the past four years, and we are working to continue the trend of strengthening our public schools. We also believe that this community, its parents, citizens and taxpayers, expect excellence from the public schools.

The current economic downturn will affect our plans for achieving that excellence but it will not derail them. We will continue to reform our schools and our district, aligning our resources closely with our goals so that we continue to make significant progress each year on increasing student achievement and improving teacher effectiveness. This budget reflects that alignment as well as our commitment to reform.

ADOPTED OPERATING BUDGET



**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
SUMMARY OF CHANGES TO 2009-2010 BASE BUDGET**

	State	County	Federal and Other Grants	Other and Special Revenue	Total
2009-2010 ADOPTED BUDGET	\$ 635,656,201	\$ 317,367,391	\$ 165,827,056	\$ 21,658,572	\$ 1,140,509,220
REVISIONS TO 2009-2010 ADOPTED BUDGET	(1,874,448)	-	3,157,537	(8,262,647)	(6,979,558)
2009-2010 BASE BUDGET*	633,781,753	317,367,391 **	168,984,593	13,395,925	1,133,529,662
I. REDIRECTIONS/REDUCTIONS	(24,721,730)	(54,338,484)	-	-	(79,060,214)
II. SUSTAINING OPERATIONS					
A. Salaries and Benefits	12,759,549	4,000,469	2,542,102	6,075	19,308,195
B. Program Continuation	7,237,552 ^A	23,124,517	14,364,456 ^B	13,911,842 ^C	58,638,367
Sub-Total	19,997,101	27,124,986	16,906,558	13,917,917	77,946,562
III. STUDENT GROWTH AND OPENING					
NEW SCHOOLS					
A. Enrollment Increases	4,302,310	804,540	-	-	5,106,850
B. New Schools	1,371,618	6,593,534	-	-	7,965,152
Sub-Total	5,673,928	7,398,074	-	-	13,072,002
IV. NEW INITIATIVES AND					
PROGRAM EXPANSION					
A. Effective Teaching: Student Assessments	-	1,259,419	-	-	1,259,419
B. Managing for Performance Project	-	466,411	-	-	466,411
C. Credit Recovery Pilot	-	1,295,400	-	-	1,295,400
D. New Leaders for New Schools Program	-	215,078	-	-	215,078
E. Magnet Program	-	1,235,850	-	-	1,235,850
F. Strategic Staffing Program	-	225,875	-	-	225,875
Sub-Total	-	4,698,033	-	-	4,698,033
TOTAL 2010-2011 ADOPTED CURRENT EXPENSE BUDGET	\$ 634,731,052	\$ 302,250,000	\$ 185,891,151	\$ 27,313,842	\$ 1,150,186,045

* Includes state revisions, reduction of one-time fund balance appropriation and anticipated revenue adjustments to 2009-10 Adopted Budget.

** Assumes one-time reversion of \$6.3 million in 2009-10 will not be recurring.

A Included are changes to state categorical allotments and adjustments to carryover for School Technology and At-Risk Student Services.

B Included are changes to federal categorical allotments and adjustments to carryover in such areas as: Title I, IDEA VI-B Handicapped and TIF/LEAP grant.

Note: NEW ARRA funding included in 2010-11 budget is \$74.3 million. \$63.6 million in ARRA funding was received in prior years. Total ARRA funding budgeted to date is \$137.9 million.

C Includes an increase in appropriation of fund balance of \$13.9 million for mobile units, maintenance projects, technology projects, accountability assessments, and transportation expenses.

FACTORS INCREASING THE OPERATING BUDGET

The 2010-2011 Adopted Operating Budget incorporates the impact of increasing costs to sustain current operations and to provide resources for enrollment growth and opening new schools. Key factors contributing to higher operating costs for 2010-11 include benefit increases, graduation cost increases, increase in utility rates and charter school enrollment increase, resources required to address enrollment growth and the operational costs associated with opening two new facilities. These increases total \$91,018,564 from all funding sources and do not include the expansion or introduction of any new initiatives.

Employee Benefits

Health care costs continue to skyrocket and drive the cost of employee benefits up at an alarming rate. In the biennial state budget plan, the employer paid premium for health insurance increased by 8.9% to \$4,929 per employee as of July 1, 2010.

The state also increased the retirement rate for 2010-2011. The adopted budget includes an increase from 8.75% to 10.51%.

The total cost of the increase in benefits is \$19.3 million including \$4 million in additional county funding.

Program Continuation

Certain increases are necessary in the budget in order to maintain the current service level or to cover inflationary increases. For example, the utility companies have imposed rate increases of 3% for electricity, 3% for natural gas and 6% for water. Costs for graduation ceremonies, such as facility lease, security and parking, are also on the rise.

Charter School enrollment is expected to increase by nearly 1,100 students in Mecklenburg County based on the current state projection of enrollment for 2010-11. This is in addition to CMS' projected student enrollment increase 1,287 new students. An increase in county funding is included to accommodate this growth in charter schools.

Other program continuation cost increases include additional funds in state categorical allotments, federal grant allocations, fund balance appropriation plus adding back funds for IB exams, transportation, school administration, maintenance, and changing the proposed increase class size by two to increase class size by one added to the program continuation costs.

Program continuation items as outlined above totaled \$58.6 million including \$23.1 million in county funding.

Enrollment Increases

A primary driving force behind the operating budget's continuing growth has been growth in student enrollment. Enrollment growth impacts most aspects of the operating budget including instructional staff, school-based support positions, transportation costs, more instructional materials (textbooks and supplies), and furniture and equipment for the new students.

FACTORS INCREASING THE OPERATING BUDGET

Student enrollment was expected to increase by approximately 1,287 students in 2010-11, which represents a 1% increase in our student population. Various instructional and support positions were needed to maintain our staffing formulas and to staff classrooms to accommodate the expected growth. As noted above, non-personnel resources are also needed and are included in the budget. Funding for many of the positions comes from state resources, with local funding being required to fund the local supplement pay for those state paid teachers. Additionally, the state provides a small per-student allocation for supplies and materials.

Enrollment growth also drives the need for additional capital investment in both new and expanded school facilities, which increases operating costs when new square footage is added. Those specific cost increases are discussed more fully below.

In 2010-11 the total proposed budget increase related to student population growth is \$5.1 million, including \$804,540 in county funding.

New Schools

As noted above, enrollment growth and currently overcrowded schools requires new and expanded facilities. Two new high schools opened in August 2010. Additional school based positions were needed at each of these new facilities to provide leadership, instruction and support services. Most of these positions are merely the result of a new facility, such as the principal, assistant principals, clerical and custodial staff. Nevertheless, some instructional staff positions are added because student assignment does not result in class sizes that match perfectly with the student/ teacher ratio used for position allocations.

Other operating costs also increase as the result of opening the new facilities. Funding for various technology needs (not covered by bond funds) to open new facilities such as telephone service (lines and installation) and associated systems support, data network (WAN) connectivity, hardware repair and maintenance of critical systems, data connectivity and video conferencing is needed.

The most significant operating cost increase resulting from the opening of new and renovated school facilities is in the maintenance area. In order to properly maintain the additional square footage, funds are needed to cover staffing, utilities, contracted services, supplies and equipment. This increase is based on a cost of \$3.64 per square foot.

Another factor that increases the operating budget when a new facility, specifically a high school, is opened is the athletic program support costs. Funding is needed for coaching stipends, contracting game officials, police and security officers, and ambulance services in order to provide safe and competitive interscholastic athletic programs.

New and expanded facilities being added in 2010-11 drove operating costs up \$8.0 million, including \$6.6 million in county funding.

Program Expansion and New Initiatives

We are introducing a number of new initiatives aligned with our new Strategic Plan 2014. The cost for the new initiatives and continued expansion of other key initiatives is approximately \$4.7 million in county funding. Additional funding was not requested from the county to fund these

FACTORS INCREASING THE OPERATING BUDGET

programs because we have redirected current funding to pay for them. These new initiatives are fully explained in the 2010-11 Program Changes later in this section.

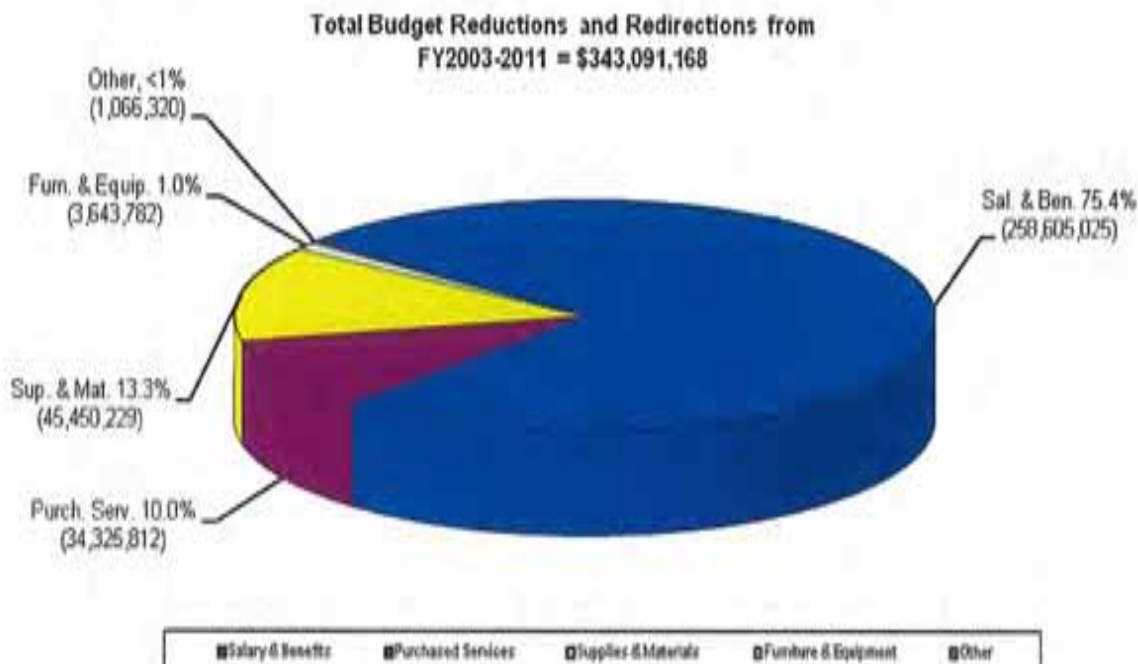
Summary

The various factors described above necessitated an increase in the operating budget to sustain current service levels and provide resources for the expected enrollment growth and opening new facilities, and for a limited number of new and expansion initiatives. However, we are cognizant of the economic environment at the state and local level and the impact that may have on our funding from both sources. Therefore, the adopted county budget has identified budget reductions and redirections to cover our local costs for sustaining operations, student growth, opening new schools and the required increases in program expansions and new initiatives. The details of the budget reductions and redirections are fully explained in the 2010-11 Program Changes later in this section.

REDIRECTION OF RESOURCES

As a part of Charlotte Mecklenburg Schools continuous effort to remain fiscally responsible and cost effective, the Adopted Budget for 2010-11 includes \$54,338,484 in reductions and redirections of resources from within the current county funded budget. These resources are being used to offset the additional costs for next year including the increases for salary and benefits, program continuation, enrollment growth, new schools and program expansion and new initiatives. These reductions and redirections are the result of program and service evaluations (\$25.5 million) as well as other cuts from Central Office (\$3.5 million) and system wide realignments (\$25.3 million). After each program is reviewed and evaluated, recommendations regarding the future of the program or service are made. Recommendations can include reduction, expansion, elimination or maintaining status quo depending on the effectiveness of the program or service. In addition, each year all areas have been asked to drill down to the expenditure level to see how they could use their resources more effectively to accomplish the goals of their department. The alignment of resources to specific CMS Strategic Plan 2014 objectives assists in scrutinizing each item in the budget based on its relevance to the overall strategic plan and goals of the district. These processes and other continuous improvement efforts result in a more efficient operation. More details on the redirections and reductions can be found in the Adopted Operating Budget section.

This year's total of \$79.1 million in reductions and redirections is on top of \$264 million in savings, reductions and redirections over the last eight years from both state and county sources for a total of \$343.1 million. Since 2002-03, more than \$250.8 million has been redirected within the county funded portion of the budget to offset the budget increases needed for growth, new schools, sustaining operations at current service levels and the new initiatives. Although all reductions ultimately impact the school level, there has been a focused effort to try to minimize the impact of the reductions on the classroom and our students.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

I. Redirections/Reductions

Change Reference: **I.A**

Explanation of Change	Description	State Cost	Local Cost
A. <u>Redirection of Funds</u>			
1. <u>Program and Service Evaluations</u>			
As we begin the implementation of many of the strategies outlined in the Strategic Plan 2014, we must redirect current resources to pay for these new initiatives. The following reductions have been identified for the 2010-11 Adopted Budget:			
CMS TV-3:			
The programming and operating budget for CMS TV-3 has been eliminated. Programming costs were reduced by eliminating five CMS TV-3 positions. Operating costs were reduced by cutting repairs and maintenance, supplies and materials, furniture and equipment expenses.	Salaries & Benefits		(\$364,387)
	Purchased Services	(\$5,923)	(\$37,711)
	Supplies & Materials		(\$14,553)
	Total		<u>(\$416,651)</u>
		<u>(\$5,923)</u>	
Textbooks:			
As a result of the 2009-10 biennial adopted state budget, state textbook funding was eliminated for 2010-11. Therefore, there will be no new textbook adoptions.	Supplies & Materials	<u>(\$5,435,273)</u>	
Bright Beginnings:			
After an evaluation of the historical expenditures of the Bright Beginnings program, it was determined that furniture expenses could be reduced and that an acceptable level of support for Pre-K children would still be maintained. In addition, a half-time custodian position and a half-time secretary position were eliminated.	Salaries & Benefits		(\$31,836)
	Supplies & Materials		(\$45,000)
	Total		<u>(\$76,836)</u>
Utilities:			
In 2009-10, the district underwent many energy conservation efforts to reduce the annual expenses for electric, gas and water utilities. These efforts included shutting off CPUs overnight, shutting off lighting in wings of newer schools during the summer, changing temperature settings by two degrees in the summer and winter, ensuring utilities are off during the holidays, reducing operating hours, eliminating quick changeover from heating to cooling and limiting irrigation of athletic fields. As a result of these efforts, the districts cost savings were greater than originally projected, thus we are able to further reduce the overall budget for utilities.	Purchased Services		<u>(\$2,412,671)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **I.A (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
Learning Communities/Achievement Zone:			
<p>In 2007-08, as part of the Strategic Plan 2010, the district decentralized into six geographically grouped Learning Communities and the Achievement Zone. The goal was to improve services to schools and make the district more responsive to local community concerns. After examining operations for the past three years, it has been determined that the Achievement Zone would be eliminated and the Learning Communities would be restructured into three geographically based zones and two zones that will serve Title I elementary and secondary schools. It is anticipated that an appropriate level of support to the schools and the zones will be maintained. As a part of this reorganization and an efficient use of available office space, lease expenses for four of the six previous Learning Community sites have been eliminated.</p> <p>A total of 37 positions were eliminated. Two Area Superintendent, three executive director, nine resource teacher, two ADM teacher, one area support coordinator, one area administrator, one resource specialist, one media relations specialist, two executive secretary and three sr. admin. secretary positions were eliminated from the Learning Communities and Achievement Zone staffing. In addition, four Human Resource and four Building Services positions were also eliminated as a result of this reorganization. Two Alternative to Suspension sites were eliminated, thereby reducing four positions. Funding for contract services, workshops, travel, mileage, supplies, software and equipment was also reduced.</p>	Salaries & Benefits	(\$90,347)	(\$2,742,266)
	Purchased Services		(\$601,128)
	Supplies & Materials		(\$163,990)
	Total		<u>(\$90,347)</u>
Legal Services:			
<p>Funds for contracted legal services and audits of policies and regulations were reduced for the 2010-11 year. The remaining budgeted funds should be adequate in our current legal climate; however, this will be reviewed annually. In addition, workshop, travel and supply expenses were also reduced.</p>	Purchased Services		(\$63,444)
	Supplies & Materials		(\$14,314)
	Total		<u>(\$77,758)</u>
Storage and distribution:			
<p>Due to the outsourcing of all food warehousing and delivery with the exception of USDA, drinks, and paper products, two vacant delivery driver positions were eliminated. The cost of outsourcing these deliveries is being funded by the Child Nutrition Enterprise fund. In addition, postage expenses have been reduced due to fewer district mailings and the electronic delivery of purchase orders to vendors.</p>	Salaries & Benefits		(\$77,078)
	Purchased Services		(\$92,211)
	Total		<u>(\$169,289)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: I.A (Continuation)

Explanation of Change	Description	State Cost	Local Cost
Walton Plaza Operating Costs: Due to the revaluation of the shared costs to operate and maintain Walton Plaza, the budget for the cost associated with this building has been reduced.	Purchased Services		<u>(\$172,986)</u>
Airport Center Lease Costs: Lease costs for this location will be reduced due to transportation staff moving to the Education Center.	Purchased Services		<u>(\$121,500)</u>
Career and Technical Education: Due to the anticipated budget reductions, the district has eliminated 17 CTE teachers, four coordinators, one specialist position and redirected a secretary position to federal funding. In addition, funds for workshops, field trips, supplies and college experience textbooks were also reduced.	Salaries & Benefits	(\$301,360)	(\$1,237,376)
	Purchased Services	(\$52,493)	
	Supplies & Materials	(\$127,000)	(\$117,915)
	Total	<u>(\$480,853)</u>	<u>(\$1,355,291)</u>
Transportation Services: Funding for transportation services has been reduced. The reductions are due a decrease in contracted transportation. More of the students utilizing these services will be assigned to school buses. Transportation expenses will also be reduced by networking bus services for University Park and Lincoln Heights Elementary, therefore reducing duplication of travel and miles in common geographic areas to pick up and drop off students. The schools are in close proximity to one another with the same bell schedule. The bell schedule at Marie G. Davis has also been adjusted. The district also eliminated 54 vacant bus driver positions. In addition, the magnet shuttle stops have implemented at four high schools.	Salaries & Benefits	(\$1,485,702)	(\$2,950,453)
	Purchased Services	(\$612,129)	
	Supplies & Materials	(\$343,571)	(\$937,291)
	Total	<u>(\$2,441,402)</u>	<u>(\$3,887,744)</u>
Technology Expenses: The district is converting from an AS400 mainframe environment to a server environment. Therefore, the software cost and repairs and maintenance cost associated with the mainframe can be eliminated.	Purchased Services		(\$72,500)
	Supplies & Materials		(\$366,000)
	Total		<u>(\$438,500)</u>
Mileage Rate Decrease: Funds are designated to decrease the reimbursement rate from 55 cents to the IRS standard mileage reimbursement rate of 50 cents. This will provide appropriate reimbursement to all of our itinerant teachers and other staff, consistent with IRS guidelines.	Purchased Services		<u>(\$110,922)</u>
Campus Security Associates: The district eliminated 4 rapid response CSAs that were used district-wide for special assignments, audits and emergency situations.	Salaries & Benefits		<u>(\$178,248)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: I.A (Continuation)

Explanation of Change	Description	State Cost	Local Cost
Bonus Programs/Tuition Reimbursement:			
Due to economic conditions and the drastic budget reductions anticipated, the district has determined it necessary to reduce funding available for the local signing bonus program. In addition, funding was reduced for tuition reimbursement for FOCUS school teachers working to obtain a masters degree. Anyone currently enrolled in the program will be allowed to complete the program. However no one will be allowed to enter into the program going forward.	Salaries & Benefits		(\$1,898,092)
	Purchased Services		(\$400,000)
	Total		<u>(\$2,298,092)</u>
Dental Insurance:			
The district's cost for dental insurance will be eliminated. Dental insurance is still available to all employees at their expense. Employees may elect to drop the dental coverage during open enrollment.	Salaries & Benefits		(\$1,885,241)
Building Maintenance:			
Fifteen building maintenance staff and twenty-four custodial positions were eliminated. In addition, funding used for the relocation and setup of mobile units was reduced.	Salaries & Benefits		(\$1,382,798)
	Purchased Services		(\$1,206,000)
	Total		<u>(\$2,588,798)</u>
Mentor Pay:			
The adopted state budget eliminated the amount of funding available for mentor pay. The district has eliminated mentor pay program and will longer offer mentor pay.	Salaries & Benefits	(\$1,031,945)	
English as a Second Language (ESL):			
The district has adjusted the ESL teacher allotment formula and 30 previously vacant teacher positions are being eliminated from the budget. In addition, funding for supplies was also reduced.	Salaries & Benefits	(\$407,016)	(\$1,403,724)
	Supplies & Materials	(\$255,807)	
	Total	<u>(\$662,823)</u>	<u>(\$1,403,724)</u>
Talent Development Program:			
Funding for the talent development program has been reduced, including the reduction of funding for the Summer Teacher Institute.	Salaries & Benefits	(\$17,112)	(\$323,091)
	Purchased Services	(\$11,150)	(\$13,577)
	Supplies & Materials	(\$17,500)	
	Total	<u>(\$45,762)</u>	<u>(\$336,668)</u>
Staff Development:			
Funding for professional development for teachers has been reduced for this year. The amounts for workshop expenses, including consultants have been reduced and in-house staff will do more training to maintain current training objectives.	Purchased Services		(\$312,000)

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **I.A (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
Extended Year/Summer School Programs:			
Funding for extended employment has been reduced. Fewer teachers will be paid extended employment during the school year and summer school offerings will be reduced.	Salaries and Benefits	<u>(\$115,255)</u>	<u>(\$255,328)</u>
Extended Learning at High Schools :			
In 2005-06, funding was allocated to initiate a program that offered an opportunity for students to recover credits. This program was located at Turning Point Academy. It has been determined that this program can be eliminated due to the new Credit Recovery Initiative that is being offered in four of the five Zones (see IV. C.).	Salaries & Benefits		(\$320,689)
	Purchased Services		(\$17,478)
	Supplies & Materials		(\$5,373)
	Total		<u>(\$343,540)</u>
Classroom Furniture and Supplies:			
Due to economic conditions and the drastic budget reductions anticipated, it was determined that funds used to purchase classroom and media supplies and as well as classroom furniture could be reduced and an acceptable level of funding will be maintained.	Supplies & Materials	<u>(\$34,776)</u>	<u>(\$625,224)</u>
Middle School Athletics:			
Local Funding for the middle school athletic program has been eliminated. The program will continue with funding generated from a participant fee charged to all athletic participants, a surcharge on gate receipts for all regular season games as well as donations.	Salaries & Benefits		(\$493,896)
	Purchased Services		(\$557,330)
	Supplies & Materials		(\$215,128)
	Total		<u>(\$1,266,354)</u>
AP/IB Exam Funds:			
The district eliminated funding for AP exam fees. The students will have to cover this cost going forward. In addition, funding was eliminated for IB exam fees as well. However, local funds were added back to the budget to cover the cost of IB exams fees for economically disadvantages students (EDS). (See II.B.8.)	Supplies & Materials	<u>(\$484,837)</u>	<u>(\$894,249)</u>
Positive Behavior Intervention Support (PBIS)			
The PBIS program has been eliminated. Three PBIS coach positions, a support teacher and a coordinator have been eliminated. In addition funding has been eliminated for overtime, workshops, and supplies utilized by this program.	Salaries and Benefits		(\$333,730)
	Purchased Services		(\$28,275)
	Supplies & Materials		(\$1,200)
	Total		<u>(\$363,205)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: I.A (Continuation)

Explanation of Change	Description	State Cost	Local Cost
<p>2. <u>Central Office Reductions</u> At the request of the Superintendent, all departments were instructed to reduce their locally funded operating budget by 5%. Each reduction was validated with a supporting action plan and impact of the reduction. After careful review and consideration of all the reductions submitted, the following have been identified for reduction or redirection in 2010-11:</p>			
<p>Central Office staffing reductions: In response to the significant budget reductions anticipated, 25.25 central office positions were eliminated as a result of departments restructuring job responsibilities and/or undergoing major reorganization. Positions eliminated spanned all levels and included chief officers, executive directors, administrative secretaries and others. The following lists the changes in staffing by department:</p>	Salaries & Benefits	(\$28,080)	(\$1,708,011)
<p>Communications: (\$76,357) The special events coordinator position was eliminated.</p>			
<p>Office of Accountability: (\$276,560) The executive director of assessment, three directors of assessment, three assessment analysts, an accountability programming manager, data support coordinator, senior operations specialist, director of performance management, executive director school improvement, school improvement coordinator, and senior administrative secretary positions were eliminated. The executive director for performance management, executive director of state and federal programs, director for school improvement, director for data processing, director of state testing, measurement analyst, two professional development administrators, senior assessment analyst, and measurement operations coordinator positions were added.</p>			
<p>Human Resources: (\$293,518) Nine human resources positions were eliminated. Three new positions were added as a part of the reorganization.</p>			
<p>Technology Services: (\$227,166) The systems engineer, student data manager and an administrative secretary position were eliminated. Also, funding for overtime and workshop stipends was eliminated.</p>			
<p>Finance: (\$134,930) Three finance positions were eliminated. Seventy-five percent of one of those positions is funded with bond funding.</p>			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **I.A (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
2. <u>Central Office Reductions (Continuation)</u>			
Office of Superintendent: (\$153,545) The executive director position was eliminated.			
School Law Enforcement: (\$49,038) A school law enforcement officer position was eliminated.			
Athletics: (\$87,137) The assistant director of athletics position was eliminated.			
Board Services: (\$44,562) A secretary position was eliminated.			
Global Studies & World Languages: (\$22,177) Funding for extended employment was reduced			
Professional Development: (\$7,889) Funding for national board stipends was reduced.			
Science and Math: (\$31,077) Funding for teacher extended contracts was reduced.			
PreK-12 Literacy: (\$19,385) Funding for teacher stipends was reduced.			
Magnet Office: (\$1,861) Funding for teacher stipends was reduced.			
Drivers Education: (\$76,363) The driver education specialist position has been redirected to state funds.			
Federal and State Compliance: (\$45,559) The senior administrative secretary position was eliminated.			
Arts Education: (\$8,500) Funding for stipends, overtime and substitutes was eliminated.			
Pre-K 12 Support Services/Support Services: (\$142,774) A clerical and a support services position were eliminated.			
Media Services: (\$37,673) The senior media processor position was eliminated.			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **I.A (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
2. <u>Central Office Reductions (Continuation)</u>			
Non-personnel Expense Reductions:			
Other expense reductions were made at the Central Office level by eliminating, reducing or redirecting contract services, mileage, printing, supplies, equipment and workshop expenses. The total non-personnel reductions by department are listed below. Line item detail is available on departmental pages.	Purchased Services	(\$97,680)	(\$797,563)
	Supplies & Materials	(\$5,000)	(\$289,305)
	Equipment		(\$60,000)
	Total	(\$102,680)	(\$1,146,868)
Communications		(\$147,000)	
Human Resources		(\$53,816)	
Technology Services		(\$423,619)	
School Law Enforcement		(\$25,550)	
Office of Accountability		(\$141,000)	
Office of the Superintendent		(\$2,375)	
Board Services		(\$2,057)	
Chief Operating Office		(\$14,515)	
Planning and Project Management		(\$24,274)	
Alternative Education		(\$15,685)	
Safety		(\$7,531)	
Athletics		(\$8,800)	
Auxiliary Services		(\$34,342)	
Building Services		(\$4,000)	
Chief Academic Officer		(\$7,450)	
Global Studies		(\$1,483)	
Arts Education		(\$60,000)	
Magnet Program Office		(\$54,153)	
Curriculum Support Programs		(\$87,387)	
Physical Education and Health		(\$29,647)	
Science and Math		(\$18,032)	
PreK-12 Literacy		(\$35,000)	
Support Services		(\$39,128)	
Media Services		(\$42,401)	
3. <u>Redirection of Extended Employment for Opening of Schools</u>			
Funding was requested in 2009-10 for extended employment for some 10-month staff to ensure a smooth opening at each of the new schools. This amount was a one-time expense and can be eliminated.	Salaries & Benefits		(\$663,103)
4. <u>Staffing</u>			
The small school allotment was adjusted at Olympic and Garinger high schools. Therefore, seven secretary positions and twenty teacher positions were eliminated.	Salaries & Benefits	(\$13,703)	(\$1,432,398)

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: I.A (Continuation)

Explanation of Change	Description	State Cost	Local Cost
4. <u>Staffing (Cont'd)</u> The district modified employment terms for some school-based and central office staff by adjusting the months of employment. Assistant principals and deans went from 11 month to 10 month employees. Zone discipline administrators, technology facilitators and IC coordinators went from 12 month to 11 month employees. Curriculum resource teachers went from 12 month to 10 month employees.	Salaries & Benefits	(\$19,827)	(\$1,127,859)
Assistants including teacher assistants work schedule has been adjusted from 40 hours per week to 37.5 hours per week.	Salaries & Benefits	(\$270,179)	(\$1,406,850)
One media specialist position and .5 positions were eliminated. These positions were vacant and were not allotted within a formula.	Salaries & Benefits		(\$112,125)
The teacher assistant formula was changed for graded K-2, which yielded 164 teacher assistant positions that were eliminated. The formula change is as follows:	Salaries & Benefits	(\$4,636,936)	(\$129,724)
<u>Current Teacher Assistant Formula</u> K: 1:25 teacher/student ratio <u>1st-2nd</u> 1:38 teacher/student ratio	<u>New Teacher Assistant Formula</u> K: 1: 31 teacher/student ratio <u>1st-2nd</u> 1:44 teacher/student ratio		
The school secretary allotment formula was changed for elementary, middle and high schools. This change yielded 32 local secretary positions that could be eliminated. The formula change is as follows:	Salaries and Benefits		(\$1,102,148)
<u>Old Elementary Formula</u> Secretaries 1.5 per school 2 per 426-600 students 2.5 per 601-775 students 3 per 776-950 students 3.5 per 951-1,125 students 4 per 1,126-1,300 students 4.5 per 1,301-1,475 students 5 per 1,476+ students	<u>Revised Elementary Formula</u> Secretaries 2 per school 3 per 801-1,100 students 4 per 1,101+ students		
<u>Old Middle Formula</u> Secretaries 3 per school 4 per 301-700 students 5 per 701-1,100 students 5.5 per 1,101-1,500 students 6 per 1,501-1,900 students 6.5 per 1,901+ students	<u>Revised Middle Formula</u> Secretaries 4 per school 5 per 901-1,500 students 6 per 1,501+ students		

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **I.A (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
4. <u>Staffing (Cont'd)</u>			
<u>Old High Formula</u>	<u>Revised High Formula</u>		
<u>Secretaries</u>	<u>Secretaries</u>		
1 per school	1 per school		
2 per 426-850 students	2 per 426-850 students		
3 per 851-1,275 students	3 per 851-1,275 students		
4 per 1,276-1,700 students	4 per 1,276-1,700 students		
5 per 1,701-2,125 students	5 per 1,701-2,125 students		
6 per 2,126-2,550 students	6 per 2,126-2,550 students		
7 per 2,551-2,975 students	7 per 2,551-2,975 students		
8 per 2,976-3,400 students	8 per 2,976-3,400 students		
9 per 3,401+ students	9 per 3,401+ students		

Two-hundred eighty-six teacher-level positions were eliminated that were strategically placed at the schools last year. In addition, the ADM teacher allotment formula was changed at all levels including the elimination of the K-3 FOCUS ratio of 1:17. This change yielded 268 teacher positions (141 of these positions were added back due to lower than anticipated budget reductions; see program change II.B.7). The formula changes are as follows:

<u>Current Elementary ADM Formula</u>	<u>New Elementary ADM Formula</u>
K-3 rd :	K-3 rd :
1:22 teacher/student ratio*	1:22 teacher/student ratio*
4 th -5 th :	4 th -5 th :
1:27.5 teacher/student ratio*	1:28.5 teacher/student ratio*
Elementary FOCUS Schools:	Elementary FOCUS Schools:
Effective class size ratio of 1:17 for K-3 rd	Eliminated
<u>Current Middle School ADM Formula</u>	<u>New Middle School ADM Formula</u>
1:24.5 teacher/student ratio*	1:25.5 teacher/student ratio*
<u>Current High School ADM Formula</u>	<u>New High School ADM Formula</u>
9 th :	9 th :
1:25 teacher/student ratio*	1:26 teacher/student ratio*
10 th -12 th :	10 th -12 th :
1:28.5 teacher/student ratio*	1:29.5 teacher/student ratio*

* These teacher student ratios are based on weighted student population (EDS students receive weight of 1.3)

Total Redirections/Reductions **(\$24,721,730)** **(\$54,338,484)**

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

II. Sustaining Operations

Change Reference: II.A

Explanation of Change	Description	State Cost	Local Cost
A. <u>Salaries and Benefits</u>			
1. <u>Increase in Health Insurance Rate</u> It is anticipated at this time that the employer-paid portion of the state health insurance rate will increase from \$4,527 to \$4,929 annually, which represents an 8.9% increase. Funds are needed to provide the state mandated increase for all full-time affected positions.	Salaries & Benefits	\$4,698,406	\$919,776
2. <u>Increase in Retirement Rate</u> It is anticipated at this time that the employer-paid portion of the state retirement plan will increase from 8.75% to 10.51% annually. Funds are needed to provide the state mandated increase for all affected positions.	Salaries & Benefits	\$8,061,143	\$3,080,693
Total Salaries and Benefits		\$12,759,549	\$4,000,469

Change Reference: II.B

Explanation of Change	Description	State Cost	Local Cost
B. <u>Program Continuation</u>			
1. <u>Increase for Graduation Costs</u> Graduation costs are projected to increase due to an increase for parking, security and venue fees. Therefore the budget for graduation for 2010-11 must be adjusted to cover these increases.	Purchased Services		\$82,550
2. <u>Increase in Utilities</u> Utility costs for the school district are expected to increase 3% for electric and gas and 6% for water and sewage over the prior year due to price increases. Therefore, the utilities budget for 2010-11 must be adjusted to cover the projected increase.	Purchased Services		\$914,684
3. <u>Charter Schools</u> Based on projected increases in the charter-school student enrollment, additional funding is requested to increase our charter-school budget. Charter-school enrollment is expected to increase by 1,140 students in Mecklenburg County based on state projections for 2010-11.	Other		\$1,813,803

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **II.B (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
4. <u>Additional Funding for State Transportation Shortfall</u> Funding is requested to offset the shortfall in the state transportation allotment. The shortfall is due to higher than anticipated reductions to state transportation funds.	Supplies & Materials		<u>\$679,249</u>
5. <u>Additional Funding for State School Admin. Shortfall</u> Funding is requested to offset the shortfall in the state school administration allotment. The shortfall is due to higher than anticipated reductions to state school administration funds and the loss of the state paid principal at Cato High School.	Salaries and Benefits		<u>\$213,113</u>
6. <u>Additional Funding for County Capital Replacement Shortfall</u> Funding is requested to offset the shortfall in county capital replacement funding.	Purchased Services		<u>\$240,000</u>
7. <u>Reinstatement of Teacher-level positions</u> Funding is requested to reinstate 141 teacher-level positions. Additional budget reductions were made in the spring to increase the teacher student ratio in the teacher allotment formula in grades 4-12 by two. This reinstatement will decrease by one the budget reductions operationalized, thus the net budget reduction will increase the teacher student ratio by one in grades 4-12.	Salaries and Benefits		<u>\$6,896,169</u>
8. <u>Reinstatement of Funding for IB Exams Fees</u> Additional budget reductions were made in the spring to eliminate funding for IB exams fees and have students pay for the exam fees. Funding is requested to reinstate funding for IB exams fees for economically disadvantaged students (EDS).	Supplies & Materials		<u>\$100,000</u>
9. <u>Additional Funding for Non-Instructional Support Positions Previously Funded with ARRA Funds</u> In 2009-10, the state reduced its funding for non-instructional support positions which was used to pay for school-based custodians and secretaries. ARRA State Fiscal Stabilization funds were used to reinstate 910 of those positions in 2009-10. Funding is requested to redirect 367 of these non-instructional support positions to local funds, since ARRA funding expires in September of 2012. This redirection begins to address the ARRA funding cliff coming in 2011-12.	Salaries and Benefits		<u>\$12,184,949</u>
Total Program Continuation			<u>\$23,124,517</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

III. Student Growth and Opening New Schools

Change Reference: III.A

Explanation of Change	Description	State Cost	Local Cost
A. Enrollment Increases			
1. Enrollment – Additional Allotments			
Student enrollment is projected to increase by approximately 1287 students in 2010-11, which represents a 1 % increase in our student population. Additional positions, as outlined below, are needed in order to maintain our current staffing formulas and to staff classrooms that will be needed to accommodate this growth in enrollment. Funds are also included for the local pay supplement for state and locally paid positions. Funds also are needed for purchased services and supplies and materials.	Salaries & Benefits	\$4,226,326	\$321,561
	Local Supplement		\$448,232
	Purchased Services		\$2,977
	Supplies & Materials	\$75,984	\$31,770
	Total	\$4,302,310	\$804,540

	State	Local
Teachers	63.0	0.0
Teacher Assistants	29.0	0.0
Secretaries	0.0	4.3
Support Staff	0.0	1.5
	<u>92.0</u>	<u>5.8</u>

Change Reference: III.B

Explanation of Change	Description	State Cost	Local Cost
B. New Schools			
1. Additional Position Allotments			
Two high schools are scheduled to open in August 2010. These schools require staffing to provide instruction and support services. This request also includes the local supplement for state and locally paid positions. Estimated additional positions are as follows:	Salaries & Benefits	\$1,371,618	\$3,690,299
	Local Supplement		\$484,157

	State	Local
Principals	2.0	0.0
Assistant Principals	3.0	0.0
Teachers & Support Staff	12.0	34.0
CTE Teachers	0.0	28.0
Office Personnel	0.0	11.5
Assistants	2.0	0.0
Campus Security Associates	4.0	0.0
	<u>23.0</u>	<u>73.5</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: III.B (Continuation)

Explanation of Change	Description	State Cost	Local Cost
1. <u>Additional Position Allotments (Continuation)</u> Funding for additional weeks of employment during the summer of 2010 for some 10-month staff is needed to ensure a smooth opening at each new school. The principal will use the lead time to plan for curriculum and instruction, assemble school faculty and staff, and provide necessary staff development.	Salaries & Benefits		\$79,713
	Total	<u>\$1,371,618</u>	<u>\$4,254,169</u>
2. <u>Non-personnel support</u> Funding is requested for various technology needs not covered by bond funds to open new facilities such as telephone service (lines and installation) and associated systems support, data network connectivity, hardware repair and maintenance of critical systems, data connectivity and video conferencing. Additional funding is also requested for band expenses as well as contracted traffic safety officers for the two new high schools.	Salaries & Benefits		\$6,249
	Purchased Services		\$228,397
	Supplies & Materials		\$172,446
	Total		<u>\$407,092</u>
3. <u>Maintenance</u> The opening of two new high schools, and major facility renovations coming on line will result in the addition of 435,015 total square feet in our facilities. In order to properly maintain this additional square footage, funds were required at \$3.64 per square foot to cover staffing, utilities, and contracted services.	Salaries & Benefits		\$1,043,209
	Utilities		\$450,224
	Purchased Services		\$38,116
	Supplies & Materials		\$50,000
<ul style="list-style-type: none"> • Additional Staff (23 Positions) 10.0 Custodian 2.0 Head Custodian III 1.0 Electronics Tech II 2.0 Roofer 1.0 Plumbing Specialist 2.0 HVAC Control Specialist 1.0 Electrician II 1.0 Equipment Mechanic 1.0 Safety Officer 1.0 Senior Construction Engineer 1.0 Real Estate Specialist 	Total		<u>\$1,581,549</u>
4. <u>Athletics at New High Schools</u> In order to provide safe and competitive interscholastic athletic programs at two new high schools, additional funding is needed. Funds will be used to cover expenditures including coaching stipends, contracting of game officials, police officers, ambulance service and security staffing, supplies and materials, and required football insurance.	Salaries & Benefits		\$215,382
	Purchased Services		\$113,596
	Supplies & Materials		\$21,746
	Total		<u>\$350,724</u>
Total New Schools		\$1,371,618	\$6,593,534

IV. Program Expansion and New Initiatives

Change Reference: IV

Explanation of Change	Description	State Cost	Local Cost
<p>A. <u>Effective Teaching: Student Assessments</u> As an integral part of Performance Management in SP 2014, the Office of Accountability will purchase a state-of-the-art local assessment on-line platform that features an item bank aligned to the North Carolina Standard Course of Study (NCSCOS) and the teaching and learning philosophies of the district. There is a direct benefit to instruction because teachers and principals will be provided with individualized student information throughout the school year so they can quickly discern their students' strengths and deficiencies. Use of the data will result in more efficient classroom management and support accurate differentiated instruction. The platform will have on-line capability for testing in addition to scanning options. School and central office staff will be able to see results immediately at the classroom, school, and district levels. The platform will calculate three parameter Item Response Theory (IRT) psychometric estimates on all items so that we can determine whether items are functioning appropriately and build tests at the correct difficulty levels. CMS will be able to download results and reports to populate into our data warehouse for in-house analyses. Implementation of the new local testing system will be more efficient by speeding up our ability to identify schools that haven't completed testing, providing real-time results, and incorporating many reporting features into Managing for Performance.</p> <p>An integral component of Pay for Performance in SP 2014 is to have measures that can be used to determine teacher effectiveness. To implement pay for performance in non-tested subjects, student assessments need to be created for inclusion with the multiple other measures that will reflect teacher performance. Therefore, Accountability will work with professional test developers to write items that are reliable and valid, match the NCSCOS, and are at the appropriate difficulty level for each grade. Statisticians in Accountability will derive value added calculations from the results of these assessments. The desired end result is a change in the manner in which CMS compensates employees so that high quality teachers, including those from non-tested subjects, are rewarded for their work and student learning is positively impacted.</p> <p>Funds are requested for contracted services in order to provide these assessments.</p>	Purchased Services		<u>\$1,259,419</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **IV (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
B. <u>Managing for Performance</u> Charlotte-Mecklenburg Schools has committed to a strategy of performance management to increase student achievement. Shifting the district to a performance management culture requires putting accurate, timely and relevant data into the hands of teachers and principals and giving them the disciplined processes to use data to guide instructional decisions that meet the learning needs of every student.	Salaries & Benefits		\$168,507
	Supplies & Materials		\$297,904
	Total		<u>\$466,411</u>

The district's Managing for Performance initiative will provide this data to teachers and administrators through a highly sophisticated data management environment. In order to accomplish this very large project and sustain it, CMS' Technology Services identified at the start a need for three new job classifications:

Enterprise Data Administrator, Enterprise Data Base Administrator, and an Enterprise SharePoint Administrator (Sr. computer systems analyst). These positions are associated with such complex technical operations as data modeling, extract-transform-load data moves and the architecture of the new portals for our teachers and administrators.

Originally co-funded by CMS and the Eli Broad Foundation and the Michael and Susan Dell Foundation, it is now time to move these positions from CMS' 40% funding level to 100%. This will increase the annual salary line item in Technology Services by \$168,733.

The Managing for Performance initiative is being developed using Microsoft Corporation's SharePoint 2007 tool set. The project has been phased to start with 5,000 licenses in 2008-2009, growing to a total of 10,000 licenses in 2010-2011. This software has an annual maintenance fee that provides CMS access to technical resources at Microsoft as well as any software updates. For the August 2010 launch of the Teacher Portal, the district must be licensed for 10,000. The annual software maintenance contract is \$297,904.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **IV (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
<p>C. <u>Credit Recovery</u> The Credit Recovery Program supports the <i>Strategic Plan 2014</i> Goal 3: Increasing the Graduation Rate. Based on the recommendation of the Cohort Graduation Rate Task Force, a credit recovery program will be initiated in four zones with secondary schools that will be a blended instructional approach utilizing online learning with classroom instructional time with a teacher. Extended employment will be utilized to hire highly effective teachers to lead the credit recovery program. This program will assist high school students in staying on track to graduate with the class they entered high school in ninth grade.</p>	Salaries & Benefits		<u>\$1,295,400</u>
<p>D. <u>New Leaders for New Schools Program</u> New Leaders for New Schools is a partnership with a nonprofit organization to train principal candidates. The training is designed to produce results-oriented leaders with an unwavering commitment to ensuring that every student achieves academic success. The program includes a five-week Summer Foundations Institute focused on problem-based case studies followed by a full-time, paid residency in a school with one-on-one support from a leadership coach. In August of 2009, ten full-time New Leaders for New Schools resident principals were placed in high-needs CMS schools. Fourteen resident principals will be placed in August 2010. Weekly seminar sessions designed to build on the summer foundations will be provided by the leadership coach and the executive director for New Leaders for New Schools. After successful completion of the one-year residency, New Leaders for New Schools resident principals earn North Carolina principal licensure and are potential candidates for a principalship. New Leaders for New Schools expects participants to make a five-year commitment to CMS beyond the residency year. County funding is requested for four additional full-time resident principals.</p>	Salaries & Benefits		<u>\$215,078</u>
<p>E. <u>Magnet Program</u> MONTESSORI MIDDLE SCHOOL A middle school Montessori program will be added through a phase-in process. The sixth grade will remain on the existing Montessori elementary sites. Grade 6 was added to the Highland Mill and Park Road Montessori sites in 2009-10. Grade 6 will be added at Chantilly for 2010-11. Grade 7 will be added at Sedgefield Middle School beginning in 2010-11, with Grade 8 to be added in 2011-12. The program provides continuation of the highly functioning elementary Montessori programs and promotes high academic achievement and effective educators.</p>	Salaries & Benefits		\$1,136,350
	Supplies & Materials		\$44,900
	Equipment		\$54,600
	Total		<u>\$1,235,850</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **IV (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
<p>E. <u>Magnet Program (Continued)</u> A new Montessori middle school program will enhance parental and community connections as support for this addition was generated by such groups. Staff training and purchases of authentic materials are in progress as well as modifications to the building sites.</p> <p>MATH, SCIENCE AND ENVIRONMENTAL STUDIES K-8 EXPANSION The middle school Math, Science and Environmental Studies magnet program initiates a migration from Cochrane Middle School to Morehead in 2010-11 until the program at Morehead eventually becomes a K-8 program. Grade 6 will be added at Morehead for 2010-11, with grades 7 and 8 to be added in 2011-12 and 2012-13, respectively. This change addresses the goal to expand the K-8 science model and to strengthen the math model to improve the quality of instruction and implementation of both models. Along with new magnet program entrance requirements for 2009-10 and continuation requirements for 2010-11, student achievement will improve as technology, research skills and application opportunities are integrated into the K-8 program at one site.</p> <p>WORLD LANGUAGE IMMERSION K-8 EXPANSION This move promotes the K-8 model, building on the success of the K-8 language model at Smith Academy of Languages. The change will be an annual phase-in process beginning with Grade 6 in 2010-11, and continuing to Grade 8 in 2012-13. High academic achievement and highly trained teachers who are native language speakers will continue as this model is phased-in. It promotes consistent K-8 language immersion implementation for Spanish as is offered for the other immersion languages at Smith.</p> <p>WORLD LANGUAGE IMMERSION GROWTH Expansion of the Chinese immersion program will continue at Smith Academy with the addition of Grade 4 in 2010-11, and will continue with Grade 5.</p> <p>MILITARY AND GLOBAL LEADERSHIP ACADEMY GROWTH Full implementation of the Military and Global Leadership magnet program will be established at Marie G. Davis with the addition of Grade 12. Funds are requested for 22 teachers as well as library books, supplies and furniture to support the expansion of the magnet program.</p>			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-11 ADOPTED PROGRAM CHANGES

Change Reference: **IV (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
<p>F. Strategic Staffing The Strategic Staffing Initiative supports <i>Strategic Plan 2014</i> Goal 1 Effective Teachers and Educators. It recruits and retains high performing principals and a team of teachers for the lowest performing schools in CMS. Research indicates that strong leadership is an effective tool in increasing student achievement. The Strategic Staffing Initiative requires the principal and team of teachers to make a three-year commitment to the low-performing school. Eleven elementary schools and three middle schools have been identified for the Strategic Staffing Initiative. An additional six schools have been identified for 2010-2011. Funding is requested for financial incentives that include a 10 % merit-pay supplement for the principal and assistant principal and recruitment and retention bonuses for teacher level positions.</p>	Salaries & Benefits		<u>\$225,875</u>

This page left blank intentionally.

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
DEPARTMENTAL BUDGETS BY FUNDING SOURCE**

DIVISION	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE AND OTHER	TOTAL
SUPERINTENDENT DIVISION				
Office of the Superintendent	167,350	403,534	-	570,884
Board of Ed./Board Services	-	424,322	-	424,322
Legal	-	1,957,178	198,122	2,155,300
Communications/Strategic Part./CMSTV	-	1,667,227	118,424	1,785,651
Finance	352,886	6,079,842	489,002	6,921,730
Office of Accountability	180,000	5,286,041	3,978,567	9,444,608
Subtotal	700,236	15,818,144	4,784,115	21,302,495
OPERATIONS DIVISION				
Chief Operating Officer	123,129	279,758	-	402,887
Technology Services	692,761	16,259,286	3,657,712	20,609,759
Human Resources	475,875	7,695,723	279,992	8,451,590
School Law Enforcement	7,349,025	1,434,102	5,748	8,788,875
Athletics	110,072	3,783,703	13,400	3,907,175
Alternative Ed. & Safe Schools	2,015,350	1,635,256	-	3,650,606
Planning and Project Management	105,702	429,406	-	535,108
Planning and Development Services	-	1,320,914	15,675	1,336,589
Associate Supt. - Auxiliary Services	123,097	761,052	47,090	931,239
Community Use of Facilities	-	-	549,162	549,162
Enterprise Fund Program Support	359,582	157,233	106,563	623,378
Building Services	117,520	62,012,086	23,782,585	85,912,191
Inventory Management/Textbooks	228,713	15,528,126	28,250	15,785,089
Storage & Distribution	-	2,236,742	232,487	2,469,229
Graphic Production Center	-	864,482	-	864,482
Safety	-	520,172	-	520,172
Transportation	45,465,795	9,658,791	500,000	55,624,586
Subtotal	57,166,621	124,576,832	29,218,664	210,962,117
ACADEMIC SERVICES DIVISION				
Chief Academic Officer	123,127	2,184,065	1,256,968	3,564,160
Talent Development	6,032,955	1,222,000	-	7,254,955
Literacy and Writing (PreK-12)	88,421	1,241,782	59,538	1,389,741
Magnet Schools Program	-	579,588	-	579,588
Curriculum Support Programs	-	544,527	-	544,527
International Baccalaureate Program	-	598,902	-	598,902
ROTC Program	-	1,423,017	1,846,913	3,269,930
Drivers Education	3,350,175	-	-	3,350,175
Extended Year Programs	9,028,274	1,497,042	38,691	10,564,007

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
DEPARTMENTAL BUDGETS BY FUNDING SOURCE**

DIVISION	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE AND OTHER	TOTAL
Arts Education	91,958	1,114,673	3,000	1,209,631
More at Four Pre-K Program	-	-	12,713,763	12,713,763
Bright Beginnings PreK Program	-	2,474,445	18,778,798	21,253,243
Math and Science	-	2,642,734	575,754	3,218,488
Career and Technical Education	29,165,165	5,754,240	1,491,655	36,411,060
Prof. Devlpmt. & Leadership Acad.	-	2,602,374	7,035,873	9,638,247
ESL Student Education	11,883,850	5,888,607	2,623,864	20,396,321
Global Studies & World Languages	-	1,000,484	426,026	1,426,510
Federal & State Compliance	-	86,524	-	86,524
ESEA Title I	-	-	38,384,760	38,384,760
Media Services	195,335	1,456,081	-	1,651,416
TIF-LEAP Program	-	1,557,702	2,361,558	3,919,260
Exceptional Children Services	58,344,376	9,558,205	50,103,487	118,006,068
Support Services	459,042	1,613,397	2,788,805	4,861,244
Family and Community Services	-	672,568	3,635	676,203
Zones	615,628	2,949,026	-	3,564,654
Subtotal	119,378,306	48,661,983	140,493,088	308,533,377
SCHOOLS DIVISION				
School Admin. Support Services	40,537,279	29,908,550	22,786,999	93,232,828
Classroom Teachers	352,917,154	58,671,173	15,922,127	427,510,454
Support Positions	37,666,329	8,503,731	-	46,170,060
Assistants	26,365,127	1,318,547	-	27,683,674
Charter Schools	-	14,791,040	-	14,791,040
Subtotal	457,485,889	113,193,041	38,709,126	609,388,056
TOTAL	\$ 634,731,052	\$ 302,250,000	\$ 213,204,993	\$ 1,150,186,045

**2010-11 ADOPTED REVENUE BUDGET:
REVENUE CATEGORIES BY FUNDING SOURCE**

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/SPECIAL REVENUE/OTHER	TOTAL
State Textbook Allotment	\$ 228,713	\$ -	\$ -	\$ 228,713
Classroom Teachers	334,811,139	-	-	334,811,139
Central Office Administration	3,820,208	-	-	3,820,208
Non-Instructional Support Personnel	2,392,487	-	-	2,392,487
School Building Administration	23,920,388	-	-	23,920,388
Instructional Support Personnel	33,494,608	-	-	33,494,608
Non-Contributory Employee Benefits	8,287,765	-	-	8,287,765
Driver Training	3,350,175	-	-	3,350,175
Voc. Ed. - Months of Employment	28,291,705	-	-	28,291,705
Voc. Ed.- Program Support	781,500	-	-	781,500
School Technology Fund	3,073,374	-	-	3,073,374
Disadv. Student Supplemental Funding	4,055,386	-	-	4,055,386
Teacher Assistants	44,475,032	-	-	44,475,032
Behavioral Support	331,685	-	-	331,685
Children with Disabilities	47,782,328	-	-	47,782,328
Children with Disabilities - Special	2,021,007	-	-	2,021,007
Academically/Intellectually Gifted	5,949,922	-	-	5,949,922
Limited English Proficiency	11,193,008	-	-	11,193,008
Transportation of Pupils	45,370,299	-	-	45,370,299
Classroom Materials/Supplies	8,367,932	-	-	8,367,932
Assistant Principal Interns	65,108	-	-	65,108
Assistant Principal Interns - MSA	81,404	-	-	81,404
At-Risk/Alternative Schools	22,040,062	-	-	22,040,062
School Connectivity	477,671	-	-	477,671
Special Position Allotment	68,146	-	-	68,146
Mecklenburg County	-	302,250,000	-	302,250,000
Voc. Ed. - Program Improvement	-	-	1,491,655	1,491,655
IDEA VI-B - Capacity Bldg & Impr	-	-	253,879	253,879
Title IV - Safe and Drug Free Schools	-	-	93,477	93,477
IDEA VI-B - Preschool Handicapped	-	-	630,734	630,734
ESEA Title I - Basic	-	-	36,911,023	36,911,023
IDEA Title VI-B	-	-	27,496,192	27,496,192
IDEA Early Intervening Services (EIS)	-	-	279,494	279,494
Title II - Improving Teacher Quality	-	-	6,991,058	6,991,058
Title III - Language Acquisition	-	-	2,623,864	2,623,864
Title I - School Improvement	-	-	1,407,012	1,407,012
Education Technology	-	-	125,242	125,242
Title IV-21 st Century Community Learning	-	-	106,563	106,563
Title I - School Improvement - 1003G	-	-	919,985	919,985
Education Jobs Fund	-	-	5,233,263	5,233,263
ARRA - Education Stabilization	-	-	38,120,459	38,120,459
ARRA - Title I	-	-	15,272,336	15,272,336

**2010-11 ADOPTED REVENUE BUDGET:
REVENUE CATEGORIES BY FUNDING SOURCE**

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/SPECIAL REVENUE/OTHER	TOTAL
ARRA - Title I- School Improvement	-	-	454,941	454,941
ARRA Title I SIG 1003G	-	-	1,980,229	1,980,229
ARRA - IDEA VI-B	-	-	18,941,914	18,941,914
ARRA - IDEA Pre-School	-	-	988,455	988,455
ARRA - Education Technology	-	-	380,296	380,296
ARRA - McKinney Vento	-	-	178,431	178,431
ROTC Reimbursement	-	-	1,846,913	1,846,913
Administrative Outreach - Medicaid	-	-	2,656,768	2,656,768
Teacher Incentive Fund	-	-	2,361,558	2,361,558
Asthma	-	-	281,401	281,401
Raise	-	-	127,529	127,529
Drug Free Schools	-	-	551,941	551,941
Foreign Language Assistance Program	-	-	288,346	288,346
KCS Math & Science Partnership	-	-	513,266	513,266
Supplemental Educational Services	-	-	38,691	38,691
Teacher in Residence	-	-	10,639	10,639
More @ Four	-	-	12,713,763	12,713,763
DSS Reimbursement	-	-	200,659	200,659
Broad Fellows	-	-	90,000	90,000
National Board Services	-	-	20,000	20,000
Performance Management Grant	-	-	963,343	963,343
Achievement Zone Grant	-	-	526,101	526,101
Math Assessment for Learning	-	-	86,282	86,282
Aspiring Leaders Program	-	-	39,711	39,711
Textbook Publishers' Reimbursement	-	-	259,706	259,706
INTERVENTION TEAM	-	-	345,156	345,156
Measuring Teacher Effectiveness Grant	-	-	1,049,106	1,049,106
McKinney Vento Homeless	-	-	39,770	39,770
Rental of School Property	-	-	1,400,000	1,400,000
Indirect Costs	-	-	8,500,000	8,500,000
Tuition & Fees	-	-	400,000	400,000
Interest Earned on Investments	-	-	1,300,000	1,300,000
Restitution	-	-	2,000	2,000
Police Sales	-	-	200,000	200,000
Fund Balance	-	-	15,511,842	15,511,842
TOTAL	\$ 634,731,052	\$ 302,250,000	\$ 213,204,993	\$ 1,150,186,045

- Position Allotment - Funds are used to pay the amount required to hire a specific number of certified teachers and other educator positions based on the state salary schedule, without being limited to a specific dollar amount.
- Dollar Allotment - Funds are used to hire employees or purchase goods for a specific purpose, but must stay within the allotted dollar amount.
- Categorical Allotment - Funds are used to purchase all services necessary to address the needs of a specific population or service. The local school system must operate within the allotted funds. These funds may be used to hire personnel, to provide a service, or to purchase supplies and materials for the specific population or service only.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ADOPTED BUDGET BY REVENUE CATEGORY

130	<u>State Textbook Allotment</u>	\$228,713
Provides funding for purchase of prescribed textbooks purchased for pupils or group of pupils, and furnished free to them. Funding is reflected in the Other Local Category. Note: this is reflected under other local revenue as required by statute.		
001	<u>Classroom Teachers</u>	\$334,811,139
Provides funding for salaries and associated benefits for classroom teachers allotted in a specific number of positions. To qualify as a classroom teacher and to be charged against this allotment, an individual must spend a major portion of the school day providing classroom instruction and shall not be assigned to administrative duties in either the central or school offices.		
002	<u>Central Office Administration</u>	\$3,820,208
Provides funding for salaries and associated benefits for central office administration. These funds may be used for personnel including: Superintendent, Directors/Supervisors/Coordinators, Associate and assistant Superintendents, Finance Officers, Child Nutrition Supervisors/Managers, Community Schools Coordinators/Directors, Athletic Trainers, Health Education Coordinators, Maintenance Supervisors and Transportation Directors.		
003	<u>Non-Instructional Support Personnel</u>	\$2,392,487
Provides funding for non-instructional support personnel, associated benefits and liability insurance. These funds may be used at the central office or at individual schools for personnel including: Clerical Assistants, Custodians, Duty Free Period and Substitute Teachers.		
005	<u>School Building Administration</u>	\$23,920,388
Provides funding for salaries and associated benefits for principals and assistant principals.		
007	<u>Instructional Support Personnel – Certified</u>	\$33,494,608
Provides funding for salaries and associated benefits for certified instructional support personnel who provide service to students who are at risk of school failure and their families. The funds may be used for personnel including: Media Specialist, Counselor, Psychologist, Social Worker, Student Services Specialist, Hearing Officer and Media Assistant.		
009	<u>Non-Contributory Employee Benefits</u>	\$8,287,765
Provides funding for salaries and associated benefits to provide for annual leave, disability and longevity.		
012	<u>Driver Training</u>	\$3,350,175
Provides funding for the expenses associated with training and instructing eligible persons in the operation of motor vehicles.		
013	<u>Vocational Education - Months of Employment</u>	\$28,291,705
Provides funding for salaries and associated benefits for classroom teachers of secondary students who elect to enroll in vocational and technical education programs.		
014	<u>Vocational Education - Program Support Funds</u>	\$781,500
Provides funding to assist in expanding, improving, modernizing, and developing quality vocational education programs.		
015	<u>School Technology Fund</u>	\$3,073,374
Provides funding for the development and implementation of a local school technology plan.		
024	<u>Disadvantaged Student Supplemental Funding</u>	\$4,055,386
Provides funding to support disadvantaged students.		
027	<u>Teacher Assistants</u>	\$44,475,032
Provides funding for salaries and associated benefits for teacher assistants in regular and self-contained classrooms.		

ADOPTED BUDGET BY REVENUE CATEGORY

029	<u>Behavioral Support</u>	\$331,685
Provides funding for Assaultive and Violent Children programs that provide appropriate educational programs to students under the age of 18 who suffer from emotional, mental, or neurological handicaps accompanied by violent or assaultive behavior.		
032	<u>Children with Disabilities</u>	\$47,782,328
Provides funding for the special educational needs and related services of children with disabilities. These funds are to be used for children with disabilities, preschool handicapped, group homes, foster homes or similar facilities.		
063	<u>Children with Disabilities – Special Funds</u>	\$2,021,007
Provides funding for the special educational needs and related services of children with disabilities. These funds are to be used for community residential centers and developmental day care facilities.		
034	<u>Academically or Intellectually Gifted</u>	\$5,949,922
Provides funding for academically or intellectually gifted students and may be used only (i) for academically or intellectually gifted students, (ii) to implement the plan developed under G.S. 15C-150.7; (iii) for children with special needs; or (iv) in accordance with an accepted school improvement plan, for any purpose so long as that school demonstrates it is providing appropriate services to academically or intellectually gifted students assigned to that school in accordance with the local plan developed under G.S. 115C-150.7 . Funds cannot be used for Children with Special Needs unless moved with an ABC transfer.		
054	<u>Limited English Proficiency</u>	\$11,193,008
Provides funding to support students who have limited proficiency in English. The funds shall be used to supplement local current expense funds and shall not supplant local current expense funds.		
056	<u>Transportation of Pupils</u>	\$45,370,299
Provides funding for all "yellow bus" transportation related expenses for eligible school age (K-12) students for travel to and from school and between schools. Examples of these expenses are contract transportation, transportation personnel (other than Director, Supervisor, and Coordinator), bus drivers' salaries, benefits, fuel, and other costs as defined in the Uniform Chart of Accounts.		
061	<u>Classroom Materials/Instructional Supplies/Equipment</u>	\$8,367,932
Provides funding for instructional materials and supplies, instructional equipment, and testing support.		
066	<u>Assistant Principal Interns</u>	\$65,108
Provides funding for stipends to full-time students working on a master's degree in school administration programs who are serving in an approved intern program.		
067	<u>Assistant Principal Intern-MSA</u>	\$81,404
Provides funding for stipends to full-time students working on a master's degree in school administration programs who are serving in an approved intern program.		
069	<u>At-Risk Student Services/Alternative Schools</u>	\$22,040,062
Provides funding for identifying students likely to drop out and to provide special alternative instructional programs for these at-risk students. Also provides funding for summer school instruction and transportation, remediation, alcohol and drug prevention, early intervention, safe schools, and preschool screening. These funds may not be used to supplant dropout prevention programs funded from other state or federal sources.		
073	<u>School Connectivity</u>	\$477,671
Provides funding to support the enhancement of the technology infrastructure for public schools.		
096	<u>Special Position Allotment</u>	\$68,146
Provides funding for salary and associated benefits for local teacher on loan to the state.		
	<u>Mecklenburg County</u>	\$302,250,000
Provides funding to support the education of all children throughout Mecklenburg County in the amount approved by the Board of County Commissioners.		

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ADOPTED BUDGET BY REVENUE CATEGORY

017	<u>Vocational Education – Program Improvement</u>	\$1,491,655
Provides funding to assist in developing the academic, vocational and technical skills of students who elect to enroll in vocational and technical education programs that will prepare them for occupations requiring other than a baccalaureate or advanced degree.		
044	<u>IDEA VI-B - Capacity Building and Improvement</u>	\$253,879
Provides funding to improve academic results for children with disabilities through direct services to children who are expelled or in correctional facilities, state operated programs, or charter schools; improvement strategies under the State's Improvement Plan, such as co-teaching, inclusion, early intervention, safe schools, and mentoring; adoption of promising practices, materials, and technology; implementation of interagency agreements; and problem solving between parents and school personnel.		
048	<u>Title IV - Safe and Drug-Free Schools</u>	\$93,477
Provides funding to support programs that involve parents and communities in preventing violence in and around schools, and preventing the illegal use of alcohol, tobacco, and drugs.		
049	<u>IDEA VI-B – Preschool Handicapped</u>	\$630,734
Provides funds to initiate and expand preschool special education programs for children with disabilities ages 3-5.		
050	<u>ESEA Title I – Basic</u>	\$36,911,023
Provides funding to supplement and provide special help to educationally deprived children from low-income families.		
050	<u>More @ Four</u>	\$12,713,763
Provides funding for high quality educational experiences in order to enhance Kindergarten readiness for four-year-olds who are at risk of school failure.		
060	<u>IDEA Title VI-B</u>	\$27,496,192
Provides funding to initiate, expand, and continue special education to handicapped children ages 3 through 21.		
070	<u>IDEA Early Intervening Services (EIS)</u>	\$279,494
Provides funding to develop and implement coordinated, early intervening services, which may include interagency financing structures, for students in kindergarten through grade 12 (with a particular emphasis on students in kindergarten through grade 3) who have not been identified as needing special education or related services but who need additional academic and behavioral support to succeed in a general education environment.		
103	<u>Title II - Improving Teacher Quality</u>	\$6,991,058
Provides funding to help increase the academic achievement of all students by ensuring that all teachers are highly qualified to teach.		
104	<u>Title III - Language Acquisition</u>	\$2,623,864
Provides funding to assist children who are Limited English Proficient (LEP), including immigrant children and youth, develop high levels of academic attainment in English and meet the same state academic content and student achievement standards as all children. Also, provide assistance to LEAs/Charter Schools in building their capacity to establish, implement, and sustain language instructional educational programs and programs of English language development for LEP children.		
105	<u>Title I – School Improvement</u>	\$1,407,012
Provides assistance for schools, which have been identified for School Improvement, Corrective Action, and Restructuring.		
107	<u>Educational Technology</u>	\$125,242
Provides funding to establish or expand Community Learning Centers that provide students with academic enrichment, particularly students in high-poverty areas and those who attend low-performing schools.		

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ADOPTED BUDGET BY REVENUE CATEGORY

117	<u>Title I – School Improvement -1003G</u>	\$919,985
Provides assistance for schools, which have been identified for Corrective Action, and Restructuring and have shown progress in improving student performance.		
140	<u>ARRA – Education Stabilization</u>	\$38,120,459
Provides an immediate stimulus to the economy by saving or creating hundreds of thousands of early childhood, K-12 and higher education jobs in states across America that are at risk of state and local budget cuts.		
141	<u>ARRA – Title I</u>	\$15,272,336
Provides funding to local education agencies (LEAs) for schools that have high concentrations of students from families that live in poverty in order to help improve teaching and learning for students most at risk of failing to meet state academic achievement standards. These funds create an unprecedented opportunity for educators to implement innovative strategies in Title I schools that improve education for at-risk students and close the achievement gaps while also stimulating the economy.		
142	<u>ARRA - Title I – School Improvement</u>	\$454,941
Provides assistance for schools, which have been identified for School Improvement, Corrective Action, and Restructuring.		
144	<u>ARRA – IDEA VI-B</u>	\$18,941,914
Provides funding to state educational agencies (SEAs) and local educational agencies (LEAs) to help them ensure that children with disabilities, including children aged three through five, have access to a free appropriate public education to meet each child's unique needs and prepare him or her for further education, employment, and independent living.		
145	<u>ARRA – IDEA Pre-School</u>	\$988,455
Provides funding to each state lead agency designated by the Governor to implement statewide systems of coordinated, comprehensive, multidisciplinary interagency programs and make early intervention services available to infants and toddlers with disabilities and their families.		
146	<u>ARRA – Education Technology</u>	\$380,296
Provides funding to improve student academic achievement through the use of technology in schools. It is also designed to help ensure that every student is technologically literate by the end of eighth grade and to encourage the effective integration of technology with teacher training and curriculum development.		
148	<u>ARRA – McKinney Vento</u>	\$178,431
Provides funding to assist States and local educational agencies (LEAs) in addressing the educational and related needs of some of the most vulnerable members of our society – homeless children and youth – during a time of economic crisis in the United States.		
083	<u>Teacher in Residence</u>	\$10,639
Provides funding for operating expenses reimbursed by DPI for coordination of regional projects for instructional personnel.		
084	<u>Teacher Incentive Fund</u>	\$2,361,558
Provides funding to develop and implement performance-based teacher and principal compensation systems in high-need schools.		
084	<u>Asthma</u>	\$281,401
Provides funding for the development and implementation of joint policies and programs with the Mecklenburg County Health Department (MCHD) that will create a safe and supportive learning environment for students with asthma and allow them to successfully manage their asthma.		

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ADOPTED BUDGET BY REVENUE CATEGORY

084	<u>Raise</u>	\$127,529
Provides funding for research on reading interventions for students with moderate and severe mental retardation in grades K-4.		
084	<u>Drug Free Schools</u>	\$551,941
Provides funding to support programs that involve parents and communities in preventing the illegal use of alcohol, tobacco, and drugs.		
810	<u>DSS Reimbursement</u>	\$200,659
Provides funding to allow local school districts to be reimbursed under the federal Medicaid program for a portion on the administrative cost associated with providing school based health services.		
089	<u>Broad Fellows</u>	\$90,000
Provides funding for salaries and associated benefits for a human resources director and an auxiliary services director.		
880	<u>National Board Services</u>	\$20,000
Provides funding to support teachers in attaining their national board for professional teaching standards certification. The National Board for Professional Teaching Standards improves teaching and student learning.		
881	<u>Performance Management Grant</u>	\$963,343
Provides funding for salaries and associated benefits for an Executive Director and three Technology Technicians. In addition to consulting services and training for school quality review.		
882	<u>Achievement Zone Grant</u>	\$526,101
Provides funding for salaries and associated benefits for a Director of Data and five Data Analysts.		
884	<u>Math Assessment for Learning</u>	\$86,282
Provides funding to support the participation in the Mathematics Assessment for learning project that will help school districts get ready to use the new instructional/assessment tools		
885	<u>Aspiring Leaders Program</u>	\$39,711
Provides funding for stipends for twelve teachers in the Teach for America program.		
089	<u>Textbook Publishers' Reimbursement</u>	\$259,706
Provides funding for salaries and associated benefits for four resource teachers in science and math.		
089	<u>Intervention Team</u>	\$345,156
Provides funding for salaries and associated benefits for six intervention specialist in school support.		
301	<u>ROTC Reimbursement</u>	\$1,846,913
Provides funding for salaries and associated benefits for ROTC classroom teachers.		
306	<u>Administrative Outreach Claiming for Education Program</u>	\$2,656,768
Provides funding to allow local school districts to be reimbursed under the federal Medicaid program for a portion on the administrative cost associated with providing school based health services.		
883	<u>Measuring Teacher Effectiveness Grant</u>	\$1,049,106
Provides funding for building the capacity of the district to improve student achievement by using evidence-based measures to assess effective teaching.		
084	<u>Foreign Language Assistance Program</u>	\$288,346
Provides funding to establish a K – 12 instructional program of Arabic instruction using content-enriched instruction, summer camps, and tutoring partnerships in order to develop high levels of cultural and linguistic proficiency.		

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ADOPTED BUDGET BY REVENUE CATEGORY

084	<u>KCS Math & Science Partnership</u>	\$513,266
Provides funding for teachers and teacher-leaders to develop the knowledge and skills necessary to effectively teach with and support the implementation of standards-based mathematic instruction in elementary school classrooms.		
950	<u>Supplemental Educational Services</u>	\$38,691
Provides funding for free tutoring services that must be offered to low-income children who attend a Title I school that fails to make progress for three years. SES services are provided outside the regular school day—before or after school, on weekends, or in the summer.		
026	<u>McKinney Vento Homeless</u>	\$39,770
Provides funds to develop services to meet the educational and related needs of homeless students (e.g. tutoring, counseling, enrollment, attendance, staff development, parent training, etc.).		
113	<u>Title IV-21st Century Community Learning Centers</u>	\$106,563
Establish summer programs that provide students with academic enrichment opportunities along with activities designed to complement the regular school program.		
143	<u>ARRA-School Improvement Grant</u>	\$1,980,229
Provides assistance for schools, which have been identified for Corrective Action or Restructuring and have shown progress in improving student performance.		
155	<u>Education Jobs Fund</u>	\$5,233,263
Provides funding to retain existing employees, to recall or rehire former employees, and to hire new employees, in order to provide early childhood, elementary, or secondary educational and related services (compensation, benefits, and other expenses).		
	<u>Rental of School Property</u>	\$1,400,000
Provides funding for the operational costs of using school facilities after school hours and on the weekend.		
	<u>Indirect Costs</u>	\$8,500,000
Provides funding for the cost necessary for the functioning of the District as a whole, but which can not be directly assigned to one service.		
	<u>Tuition & Fees</u>	\$400,000
Provides funding for the education of students residing outside of Mecklenburg County but enrolled in the school District.		
	<u>Interest Earned on Investments</u>	\$1,300,000
Provides funding for the cost necessary for the functioning of the District as a whole, but which can not be directly assigned to one service.		
	<u>Restitution</u>	\$2,000
Provides funding for the repair or replacement of District property destroyed due to the negligence of an individual.		
	<u>Police Sales</u>	\$200,000
Provides funding for the cost necessary for the functioning of the District as a whole, but which can not be directly assigned to one service.		
	<u>Fund Balance</u>	\$15,511,842
Provides funding from the excess of the assets of a fund over its liabilities and reserves at the beginning or ending of a fiscal year for the one-time purchases of services or equipment.		

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
EXPENDITURES BY FUNDING SOURCE**

	2010-2011 Adopted State Funds	2010-2011 Adopted County Appropriation	2010-2011 Adopted Fed./Spec. Rev and Other	2010-2011 Adopted Total Budget
EXPENDITURES				
Instructional				
Regular Instructional	\$ 423,699,991	\$ 94,522,995	\$ 26,705,321	\$ 544,928,307
Special Populations	78,110,384	15,534,134	49,208,598	142,853,116
Alternative Programs	14,583,408	4,304,442	54,579,852	73,467,702
Co-Curricular	-	4,382,191	13,400	4,395,591
School-Based Support	38,073,364	10,365,244	9,992,010	58,430,618
Total Instructional	554,467,147	129,109,006	140,499,181	824,075,334
Instructional Support				
Support and Development	660,539	4,885,855	454,997	6,001,391
Special Pop. Support and Development	357,921	1,451,465	1,944,965	3,754,351
Alternative Prog Support and Development	258,390	1,106,236	3,403,276	4,767,902
System-wide Pupil Support	-	3,164,487	36,134	3,200,621
Total Instructional Support	1,276,850	10,608,043	5,839,372	17,724,265
Operations				
Technology Support	692,761	12,561,001	3,282,751	16,536,513
Operational Support	49,497,344	79,535,570	30,610,226	159,643,140
Financial and Human Resource Services	760,615	15,145,434	1,164,217	17,070,266
Accountability	180,000	6,102,050	3,827,301	10,109,351
Community Services	-	-	549,162	549,162
Nutrition Services	359,582	157,233	174,781	691,596
Debt Service	-	582,736	-	582,736
Other	-	-	4,852,437	4,852,437
Total Operations	51,490,302	114,084,024	44,460,875	210,035,201
Leadership				
Policy, Leadership and Public Relations	1,152,331	8,930,316	1,762,114	11,844,761
School Leadership Services	26,344,422	24,727,571	20,643,451	71,715,444
Total Leadership	27,496,753	33,657,887	22,405,565	83,560,205
Charter School Funds	-	14,791,040	-	14,791,040
TOTAL EXPENDITURES	\$ 634,731,052	\$ 302,250,000	\$ 213,204,993	\$1,150,186,045

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/ Special Revenue and Other	Grand Total
Salaries				
Board Member Fees	\$ -	\$ 154,137	\$ -	\$ 154,137
Superintendent	137,467	129,683	-	267,150
Assoc. Supt./Chief Officer	400,102	257,620	-	657,722
Director/Supervisor	1,862,409	6,679,352	2,432,101	10,973,862
Principal	12,955,934	5,395,989	90,000	18,441,923
Assistant Principal	6,267,245	6,516,686	3,983,744	16,767,675
Area/Assistant Superintendent	698,875	522,086	-	1,220,961
Additional Responsibility Stipend	-	67,147	475,272	542,419
Bonus	-	29,400	-	29,400
<i>Administration</i>	<u>\$ 22,322,032</u> 3.52%	<u>\$ 19,752,100</u> 6.54%	<u>\$ 6,981,117</u> 3.27%	<u>\$ 49,055,249</u> 4.26%
Teacher	326,255,460	4,849,043	39,239,017	370,343,520
ROTC Instructor	-	1,091,468	1,471,393	2,562,861
Extended Contracts	-	1,358,032	6,399,342	7,757,374
Social Worker/Counselor/ Media Spec.	24,611,907	1,560,153	860,633	27,032,693
Speech Pathologist/Audiologist	6,198,053	124,374	1,983,242	8,305,669
Psychologist	3,471,258	176,454	447,487	4,095,199
Lead Teacher/Mentor Teacher	845,660	-	4,516,011	5,361,671
Supplementary Pay	-	54,860,257	5,731,927	60,592,184
Substitute - Certified	2,560,853	2,409,352	517,436	5,487,641
Bonus	-	5,685,723	2,244,847	7,930,570
Additional Responsibility Stipend	-	2,396,589	638,094	3,034,683
Staff Development Pay	194,645	610,705	1,821,359	2,626,709
Mentor Pay	-	-	114,947	114,947
<i>Professional Educator</i>	<u>\$ 364,137,836</u> 57.37%	<u>\$ 75,122,150</u> 24.85%	<u>\$ 65,985,735</u> 30.95%	<u>\$ 505,245,721</u> 43.93%
Teacher/Media Assistant	26,083,888	2,461,591	8,433,885	36,979,364
Tutor	230,000	-	1,134,436	1,364,436
Interpreter/Translator	132,585	-	1,458,913	1,591,498
Physical/ Occupational Therapist	3,300,039	-	1,309,287	4,609,326
School-based Non-certified Support	1,183,733	637,877	1,709,830	3,531,440
Monitors	1,703,976	543,670	730,994	2,978,640
Non-Cert. Instructor - Driver/Alt Ed	205,500	-	-	205,500
Resource Officer/Campus Sec.	3,303,939	235,325	-	3,539,264
<i>Instructional Support Non-certified</i>	<u>\$ 36,143,660</u> 5.69%	<u>\$ 3,878,463</u> 1.28%	<u>\$ 14,777,345</u> 6.93%	<u>\$ 54,799,468</u> 4.76%
Office Support	11,520	11,666,884	12,021,659	23,700,063
Technician- Technology	-	4,257,007	-	4,257,007

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/ Special Revenue and Other	Grand Total
Administrative Specialist	-	12,908,209	1,548,196	14,456,405
Bonus	-	25,000	9,600	34,600
Staff Development Pay	-	41,600	29,500	71,100
<i>Technical and Administrative Support</i>	<u>\$ 11,520</u>	<u>\$ 28,898,700</u>	<u>\$ 13,608,955</u>	<u>\$ 42,519,175</u>
	0.00%	9.56%	6.38%	3.70%
Driver	21,074,293	1,580,262	-	22,654,555
Driver Overtime	368,792	327,319	-	696,111
Custodian	12,352	15,051,595	4,462,078	19,526,025
Skilled Trades	5,012,679	13,591,490	-	18,604,169
Operational Support Manager	-	1,023,428	-	1,023,428
Longevity Pay	4,675,746	1,675,509	726,596	7,077,851
Overtime Pay	29,830	1,219,909	656,180	1,905,919
Annual Leave	1,654,677	797,038	-	2,451,715
Disability Pay	722,434	94,183	58,920	875,537
Additional Responsibility Stipend	-	25,000	-	25,000
Staff Development Pay	-	42,555	-	42,555
<i>Operational Support and Other</i>	<u>\$ 33,550,803</u>	<u>\$ 35,428,288</u>	<u>\$ 5,903,774</u>	<u>\$ 74,882,865</u>
	5.29%	11.72%	2.77%	6.51%
Total Salaries	<u>\$ 456,165,851</u>	<u>\$ 163,079,701</u>	<u>\$ 107,256,926</u>	<u>\$ 726,502,478</u>
	71.87%	53.96%	50.31%	63.16%
Employee Benefits				
Employer's Social Security	34,954,266	12,515,245	8,402,653	55,872,164
Employer's Retirement	47,859,741	17,245,262	11,231,534	76,336,537
Employer's Hospitalization Ins.	57,238,384	10,472,110	11,691,900	79,402,394
Employer's Workers' Comp. Ins.	-	-	457,551	457,551
Employers Unemployment Ins	-	430,000	-	430,000
Employer's Dental Insurance	-	-	-	-
Employer's Life Insurance	-	140,849	26,428	167,277
Total Employee Benefits	<u>\$ 140,052,391</u>	<u>\$ 40,803,466</u>	<u>\$ 31,810,066</u>	<u>\$ 212,665,923</u>
	22.06%	13.50%	14.92%	18.49%
Total Salaries/Employee Benefits	<u>\$ 596,218,242</u>	<u>\$ 203,883,167</u>	<u>\$ 139,066,992</u>	<u>\$ 939,168,401</u>
	93.93%	67.46%	65.23%	81.65%

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/ Special Revenue and Other	Grand Total
Non-personnel Costs				
Contracted Services	11,145,048	16,219,609	32,367,600	59,732,257
Workshop Expenses	722,926	2,312,576	2,540,676	5,576,178
Advertising Cost	-	37,000	13,889	50,889
Printing and Binding Fees	30,000	300,312	167,872	498,184
Reproduction Costs	-	29,966	-	29,966
Other Prof & Tech Services	25,000	-	-	25,000
Public Utilities - Electric Services	-	7,558,986	8,956,924	16,515,910
Public Utilities - Natural Gas	-	4,165,666	-	4,165,666
Public Utilities – Water and Sewer	-	3,727,093	172,925	3,900,018
Waste Management	-	1,315,601	-	1,315,601
Contracted Repairs & Maintenance	789,319	5,911,723	5,592,374	12,293,416
Rentals/Leases	-	653,946	40,532	694,478
Pupil Transportation - Contracted	2,127,221	2,500	4,681,328	6,811,049
Travel Reimbursement	-	1,395,960	204,997	1,600,957
Field Trips	56,129	36,469	95,113	187,711
Telephone/Telecommunication	10,000	2,708,766	481,729	3,200,495
Postage	32,072	262,013	52,940	347,025
Employee Education Reimbursement	96,000	900,000	278,516	1,274,516
Membership Dues and Fees	144,200	216,672	150	361,022
Liability Insurance	-	1,116,000	-	1,116,000
Vehicle Liability Insurance	180,000	73,500	-	253,500
Property Insurance	-	1,318,436	352,920	1,671,356
Fidelity Bond Premium	-	7,375	-	7,375
Other Insurance and Judgments	-	70,000	-	70,000
Debt Service-Principal	-	398,428	-	398,428
Debt Service-Interest	-	184,308	-	184,308
Indirect Cost	-	-	4,852,437	4,852,437
Unallocated Funds	-	-	-	-
Total Purchased Services	\$ 15,357,915	\$ 50,922,905	\$ 60,852,922	\$ 127,133,742
	2.42%	16.85%	28.54%	11.05%

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/ Special Revenue and Other	Grand Total
Supplies and Materials	11,084,829	6,703,952	4,734,400	22,523,181
State Textbooks	228,713	-	-	228,713
Other Textbooks	8,998	14,889,874	53,504	14,952,376
Library Books	115,335	595,975	31,871	743,181
Computer Software and Supplies	4,248,001	2,908,085	1,667,563	8,823,649
Fuel for Facilities	-	-	-	-
Repair Parts, Grease, and Anti-Freeze	2,132,612	1,374,394	78,320	3,585,326
Gas/Diesel Fuel	3,386,666	2,649,837	500,000	6,536,503
Oil	172,487	7,562	-	180,049
Tires and Tubes	757,865	338,540	-	1,096,405
Food Purchases -PreK/Extend. Day	50,000	21,465	214,952	286,417
Furniture & Equipment - Inventoried	29,799	1,230,810	583,630	1,844,239
Computer Equipment - Inventoried	718,896	1,250,233	4,537,235	6,506,364
Total Supplies and Materials	\$ 22,934,201	\$ 31,970,727	\$ 12,401,475	\$ 67,306,403
	3.61%	10.58%	5.82%	5.85%
Equipment - Capitalized	6,440	308,456	678,603	993,499
Computer Hardware - Capitalized	-	373,705	205,001	578,706
Vehicles	118,894	-	-	118,894
License and Title Fees	95,360	-	-	95,360
Total Equipment and Vehicles	\$ 220,694	\$ 682,161	\$ 883,604	\$ 1,786,459
	0.03%	0.23%	0.41%	0.16%
Transfers to Charter Schools	-	14,791,040	-	14,791,040
Total Fund Transfers	\$ -	\$ 14,791,040	\$ -	\$ 14,791,040
	0.00%	4.89%	0.00%	1.29%
Grand Total	\$ 634,731,052	\$ 302,250,000	\$ 213,204,993	\$ 1,150,186,045
	100.00%	100.00%	100.00%	100.00%

ADOPTED COUNTY APPROPRIATION



DETAIL OF CHANGES TO 2009-2010 COUNTY APPROPRIATION

2009-2010 BASE BUDGET	317,367,391
I. REDIRECTIONS/REDUCTIONS	
A. Redirection of Funds to Alternative Uses	(3,698,033)
Additional Redirections/Reductions	<u>(50,640,451)</u>
Total Reductions/Redirections	(54,338,484)
II. SUSTAINING OPERATIONS	
A. Salaries and Benefits	
1. Health Insurance Increase - 8.9%	919,776
2. Retirement Rate Increase to 10.51%	3,080,693
B. Program Continuation	
1. Increase for Graduation Costs	82,550
2. Increase in Utilities	914,684
3. Charter Schools	1,813,803
4. State Transportation Shortfall	679,249
5. State School Administration Shortfall	213,113
6. County Capital Replacement Shortfall	240,000
7. Reinstate 141 Teacher Level Positions (class size by 2)	6,896,169
8. Reinstate a Portion of the IB Exam Funds	100,000
9. Non-Instructional Support Positions on ARRA	<u>12,184,949</u>
Total Sustaining Operations	27,124,986
III. STUDENT GROWTH AND OPENING NEW SCHOOLS	
A. Enrollment Increases	
1. Enrollment - Staffing and Non-Personnel	804,540
B. New Schools	
1. Additional Position Allotments	4,254,169
2. Non-Personnel Support	407,092
3. Maintenance	1,581,549
4. Athletics at New High Schools	<u>350,724</u>
Total Student Growth and Opening New Schools	7,398,074
NEW REQUEST FOR SUSTAINING OPERATIONS AND GROWTH	34,523,060
IV. NEW INITIATIVES AND PROGRAM EXPANSION	
A. Effective Teaching: Summative and Formative Student Assessments	1,259,419
B. Managing for Performance Project	466,411
C. Credit Recovery Pilot	1,295,400
D. New Leaders for New Schools Program	215,078
E. Magnet Program	1,235,850
F. Strategic Staffing Program	<u>225,875</u>
Total Program Expansion and New Initiative	4,698,033
2010-11 ADOPTED COUNTY APPROPRIATION	<u>302,250,000</u>
CHANGE FROM 2009-2010 COUNTY APPROPRIATION	<u>\$ (15,117,391)</u>

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
ADOPTED COUNTY APPROPRIATION**

	Salaries and Benefits	Purchased Services	Supplies and Materials
EXPENDITURES			
Regular Instructional	\$ 67,256,859	\$ 6,817,069	\$ 20,077,582
Special Populations	14,365,255	790,357	378,522
Alternative Programs	3,017,067	983,765	153,323
School Leadership Services	23,869,378	252,433	605,760
Co-Curricular	3,010,247	1,082,673	275,044
School-Based Support	9,303,948	109,594	877,115
Support and Development	4,139,830	483,792	261,085
Special Population Support and Development	1,422,892	-	28,573
Alternative Programs Support and Development	1,015,589	19,225	71,065
Technology Support	7,631,176	3,337,468	1,590,993
Operational Support	46,527,186	26,132,863	6,789,109
Financial and Human Resource Services	10,076,783	4,746,815	318,482
Accountability	3,446,812	2,513,390	135,869
System-wide Pupil Support	2,631,388	423,128	109,971
Policy, Leadership and Public Relations	6,011,524	2,647,597	298,234
Nutrition Services	157,233	-	-
Payments to Charter Schools	-	-	-
Debt Service	-	582,736	-
	\$203,883,167	\$ 50,922,905	\$ 31,970,727
TOTAL EXPENDITURES			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2010-2011 ADOPTED CURRENT EXPENSE BUDGET:
ADOPTED COUNTY APPROPRIATION**

Furniture and Equipment	Other	Total	% of Total Budget
\$ 371,485	\$ -	\$ 94,522,995	31.27%
-	-	15,534,134	5.14%
-	-	4,154,155	1.37%
-	-	24,727,571	8.18%
14,227	-	4,382,191	1.45%
74,587	-	10,365,244	3.43%
1,148	-	4,885,855	1.62%
-	-	1,451,465	0.48%
357	-	1,106,236	0.37%
1,364	-	12,561,001	4.16%
209,660	-	79,658,818	26.36%
3,354	-	15,145,434	5.01%
5,979	-	6,102,050	2.02%
-	-	3,164,487	1.05%
-	-	8,957,355	2.96%
-	-	157,233	0.05%
-	14,791,040	14,791,040	4.89%
-	-	582,736	0.19%
<u>\$ 682,161</u>	<u>\$ 14,791,040</u>	<u>\$ 302,250,000</u>	<u>100.00%</u>

ADOPTED COUNTY APPROPRIATION BY MAJOR FUNCTION

Instructional Services

Instructional services include the costs of activities dealing directly with the interaction between teachers and students. Teaching may be provided for students in a school classroom, in another location such as a home or hospital, and in other learning situations such as those involving co-curricular activities. It may also be provided through some other approved medium. Included here are the costs of salaries and benefits for teachers, instructional assistants, instructional leadership and support staff, as well as contracted instructional services, instructional supplies, materials, and equipment, professional development, and any other cost related to direct instruction of students.

Costs of activities involved in evaluating, selecting, and implementing textbooks and other instructional tools and strategies, curriculum development, demonstration teaching, and delivering staff development are also included here. Any site-based instructional supervisor or coordinator coded to this function should spend at least 75% of his/her time on these duties.

5100 Regular Instructional Services \$94,522,995

Cost of activities that provide students in grades K-12 with learning experiences to prepare them for activities as workers, citizens, and family members. They include costs of those individuals responsible for providing school curriculum development and coordination as well as lead teachers for regular instructional services. (Not included are those programs designed to improve or overcome physical, mental, social and/or emotional impediments to learning.)

Regular Curricular Services

Costs of activities which are organized into programs of instruction to provide students with learning opportunities to prepare for and achieve personal, health, and career objectives.

CTE Curricular Services

Costs of activities that provide students with the opportunity to develop the knowledge, skills and attitudes needed for training in a specialized field of employment (or occupational field), and are not on the college preparatory track.

5200 Special Populations Services \$15,534,134

Costs of activities for identifying and serving students (in accordance with state and federal regulations) having special physical, emotional, or mental impediments to learning. Also included are those students identified as needing specialized services such as limited English proficiency and gifted education. They include costs of those individuals responsible for providing school curriculum development and coordination as well as lead teachers for special populations services. (Certain categories of funds require that expenditures coded here must be in addition to regular allotments such as classroom teachers, textbooks, etc.) These programs include pre-kindergarten, elementary, and secondary services for the following groups of students.

Children With Disabilities Curricular Services

Costs of activities for students identified as being mentally impaired, physically handicapped, emotionally disturbed, those with learning disabilities, physical therapy, or other special programs for student with disabilities.

Children With Disabilities CTE Curricular Services

Costs of activities for students identified as being mentally impaired, physically handicapped, emotionally disturbed, or those with learning disabilities, requiring specialized CTE programs, as well as for occupational therapy.

Pre-K Children With Disabilities Curricular Services

Costs of activities provided for Pre-K-aged children (under the age of five) who have been identified as being mentally impaired, physically handicapped, emotionally disturbed, or those with learning disabilities.

ADOPTED COUNTY APPROPRIATION BY MAJOR FUNCTION

Speech and Language Pathology Services

Costs of activities that identify students with speech and language disorders, diagnose and appraise specific speech and language disorders, refer problems for medical or other professional attention necessary to treat speech and language disorders, provide required speech treatment services, and counsel and guide students, parents, and teachers, as appropriate.

Audiology Services

Costs of activities that identify students with hearing loss; determine the range, nature, and degree of hearing function; refer problems for medical or other professional attention appropriate to treat impaired hearing; treat language impairment; involve auditory training, speech reading (lip-reading), and speech conversation; create and administer programs of hearing conversation; and counsel guidance of students, parents, and teachers, as appropriate.

Academically/Intellectually Gifted Curricular Services

Costs of activities to provide programs for students identified as being academically gifted and talented.

Limited English Proficiency Services

Costs of activities to assist students from homes where the English language is not the primary language spoken to succeed in their educational programs.

5300 Alternative Programs and Services

\$4,154,155

Costs of activities designed to identify students likely to be unsuccessful in traditional classrooms and/or to drop out and to provide special alternative and/or additional learning opportunities for these at-risk students. They include costs of those individuals responsible for providing school curriculum development and coordination as well as lead teachers for alternative programs and services. Programs include summer school instruction, remediation, alcohol and drug prevention, extended day, services to help keep students in school, as well as alternative educational settings, instructional delivery models, and supporting services for identified students.

Alternative Instructional Services K-12

Costs of activities designed to provide alternative learning environments (programs or schools) during the regular school year for students likely to be unsuccessful in traditional classrooms.

Attendance and Social Work Services

Costs of activities designed to improve student attendance at school and which attempt to prevent or solve student problems involving the home, the school, and the community.

Remedial and Supplemental K-12 Services

Costs of activities designed to improve student performance by providing remedial support and supplemental assistance during the regular school day in grades K-12 to students enabling them to succeed in their learning experiences. Title I activities provided during the school day would be coded here.

Pre-K Readiness/Remedial and Supplemental Services

Costs of activities designed to provide additional assistance to Pre-K-aged students to strengthen their abilities to be successful in the K-12 course of studies. Smart Start, More-At-Four, and Head Start would be coded here.

Extended Day/Year Instructional Services

Costs of activities designed to provide additional learning experiences for students outside of the regular required school calendar. These activities include remedial instructional programs conducted before and after school hours, on Saturdays, during the summer, or during intersession breaks.

ADOPTED COUNTY APPROPRIATION BY MAJOR FUNCTION

5400 School Leadership Services

\$24,727,571

Costs of activities concerned with directing and managing the learning opportunities for students within a particular school. They include costs of the activities performed by the principal and assistant principals while they supervise and evaluate the staff members of the school, assign duties to staff members, supervise and maintain the records of the school, communicate the instructional needs and successes of the students to the various school stakeholders and community, and coordinate school instructional activities with those of the LEA. These activities also include the work of clerical staff, in support of the teaching and leadership functions.

5500 Co-Curricular Services

\$4,382,191

Costs of school-sponsored activities, under the guidance and supervision of LEA staff, designed to motivate students, provide enjoyable experiences, and assist in skill development. Co-curricular activities normally supplement the regular instructional program and include such activities as band, chorus, choir, speech and debate. Also included are student-financed and managed activities such as clubs and proms.

5800 School-Based Support Services

\$10,365,244

Costs of school-based student and teacher support activities to facilitate and enhance learning opportunities for students. These include the areas of educational media services, student accounting, guidance services, health, safety and security support services, instructional technology services, and unallocated staff development.

Educational Media Services

Costs of activities supporting the use of all teaching and learning resources, including media specialists and support staff, hardware, software, books, periodicals, reference books, internet-based services, and content materials.

Student Accounting

Costs of activities of acquiring and maintaining records of school attendance, location of home, family characteristics, census data, and the results of student performance assessments. Portions of these records become a part of the cumulative record which is sorted and stored for teacher and guidance information. Pertinent statistical reports are prepared under this function as well. Include SIMS/NCWise clerical support and school-based testing coordinator activities here.

Guidance Services

Costs of activities involving counseling with students and parents, consulting with other staff members on learning problems, evaluating the abilities of students, assisting students in personal and social development, providing referral assistance, and working with other staff members in planning and conducting guidance programs for students. Include career development coordination services in this area.

Health Support Services

Costs of activities concerned with the health of the students. Included in this area are activities that provide students with appropriate medical, dental, and nursing services.

Safety and Security Support Services

Costs of activities concerned with the security and safety of the students, staff, buildings and grounds. Included in this area are expenses related to school resource officers, traffic directors, crossing guards, security at athletic events, security officials, and security systems.

Instructional Technology Services

Cost of activities to support the technological platform for instructional staff and students. This will include technology curriculum development, training, software, and other learning tools. Examples would include help desk services and programmers for instruction.

ADOPTED COUNTY APPROPRIATION BY MAJOR FUNCTION

Staff Development Unallocated

Cost of activities to provide staff development for all instructional areas when the training provided is not for a purpose code-specific area, or when staff development funds are appropriated to a school for direct payments.

Parent Involvement Services

Costs of activities which encourage and support parent involvement in the schools. Include activities which train parents to provide better learning opportunities for their children.

Volunteer Services

Costs of activities which encourage and support volunteerism in the schools.

System-Wide Support Services

System-wide support services include the costs of activities providing system-wide support for school-based programs, regardless of where these supporting services are based or housed. These services provide administrative, technical, personal, and logistical support to facilitate, sustain, and enhance instruction. Included here are the costs of salaries and benefits for program leadership, support and development and associated support staff, contracted support services, supplies, materials and equipment, professional development, and any other cost related to the system-wide support for the school-based programs of the school system. Costs of activities involved in developing/administering budgets, authorizing expenditures of funds, evaluating the performance of subordinates, developing policies and/or regulations for the district as a whole are included here.

6100 Support and Development Services

\$4,885,855

Cost of activities that provide program leadership, support, and development services for programs providing students in grades K-12 with learning experiences to prepare them for activities as workers, citizens, and family members (Not included are program leadership, support and development services for programs designed to improve or overcome physical, mental, social and/or emotional impediments to learning.)

Regular Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for regular curricular programs of instruction to provide students with learning opportunities to prepare for and achieve personal, health, and career objectives.

CTE Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs of instruction to provide students with the opportunity to develop the knowledge, skills and attitudes needed for training in a specialized field of employment (or occupational field), and are not on the college preparatory track.

6200 Special Population Support and Development Services

\$1,451,465

Costs of activities to provide program leadership, support, and development services primarily for identifying and serving students (in accordance with state and federal regulations) having special physical, emotional, or mental impediments to learning. Also included are support and development services for those students needing specialized services such as limited English proficiency and gifted education. These programs include pre-kindergarten, elementary, and secondary services for the special populations.

ADOPTED COUNTY APPROPRIATION BY MAJOR FUNCTION

6300 Alternative Programs and Services Support and Development Services \$1,106,236

Costs of activities to provide program leadership, support, and development services for programs designed to identify students likely to be unsuccessful in traditional classrooms and/or to drop out and to provide special alternative and/or additional learning opportunities for these at-risk students. Costs related to state Assistance Teams are also included here. Programs include summer school instruction, remediation, alcohol and drug prevention, extended day, services to help keep students in school, as well as alternative educational settings, instructional delivery models, and supporting services for identified students.

6400 Technology Support Services \$12,561,001

Costs of central based activities associated with implementing, supporting and maintaining the computer hardware, software, peripherals, technical infrastructure which provide technology system services to the LEA as a whole. Also included is the development and implementation of technological systems; and technology user support services for the LEA.

6500 Operational Support Services \$79,658,818

Costs of activities for the operational support of the school system such as printing and copying services, communication services, utility services, transportation of students, facilities, planning and construction, custodial and housekeeping services, maintenance services, and warehouse and delivery services. (Do not include any costs which may be coded to one or more specific purpose functions.)

Communication Services

Costs of general telephone and telecommunication services for the LEA. Include in this area general line charges, communication devices, LEA-wide postage purchases, and general telecommunication system support. Do not include any costs which may be coded to one or more specific purpose functions.

Printing and Copying Services

Costs of activities of printing and publishing publications such as annual reports, school directories, and manuals. Also included are the lease/purchase of copier equipment for the school system, as well as centralized services for printing and publishing school materials and instruments such as school bulletins, newsletters, notices, teaching materials, and other items used by the LEA and their individual schools.

Public Utility and Energy Services

Costs of activities concerned with public utility and energy product consumption.

Custodial/Housekeeping Services

Costs of activities concerned with housekeeping duties necessary for the clean and healthy environment of the building structures of a school or other buildings of the LEA.

Transportation Services

Costs of activities concerned with the conveying of students to and from school, as provided by state and federal law. Included are trips between home and school and trips to school activities.

Warehouse and Delivery Services

Costs of activities concerned with the receiving, storing, and distributing of supplies, furniture, equipment, materials, and mail.

Facilities Planning, Acquisition and Construction Services

Costs of activities concerned with acquiring land and buildings, remodeling buildings, constructing buildings and additions to buildings, improving sites, and up-dating service systems. This would include the costs of contracted construction management as well as architectural and engineering, educational specifications development and other services as well as those contracted services generally associated with the primary construction costs.

ADOPTED COUNTY APPROPRIATION BY MAJOR FUNCTION

Maintenance Services

Costs of activities concerned with the repair and upkeep of the building structures, mechanical equipment, underground utility lines and equipment, and surrounding grounds of a school or other buildings of the LEA.

6600 Financial and Human Resource Services

\$15,145,434

Costs of activities concerned with acquisition, management, reporting and protection of financial resources; and with recruitment, retention, placement, and development of human resources for the LEA.

Financial Services

Costs of activities concerned with the financial operations of the LEA. These operations include budgeting, receiving and disbursing of funds, financial and property accounting, payroll, purchasing, risk management, inventory control, and managing funds as required in the School Budget and Fiscal Control Act.

Human Resource Services

Costs of activities concerned with maintaining an efficient, effective staff for the LEA including such activities as recruitment, retention, placement, and development of human resources for the LEA.

6700 Accountability Services

\$6,102,050

Cost of activities concerned with the development, administration, reporting and analysis of student progress. This area includes the testing and reporting for student accountability, such as end of grade and end of course testing, disaggregation, analysis, and reporting of school and student performance. This area also includes the planning, research development and program evaluation costs of the school system.

Student Testing Services

Costs of activities to provide the development, administration, reporting and analysis of student progress, and results of student performance assessments, including the testing and reporting for student accountability.

Planning, Research Development and Program Evaluation

Costs of activities to provide the planning, research development and program evaluation costs of the school system.

6800 System-wide Pupil Support Services

\$3,164,487

Costs of activities that provide program leadership, support, and development services for system-wide pupil support activities for students in grades K-12. These areas include educational media support, student accounting support, guidance support, health support, safety and security support, and instructional technology support system-wide services.

Educational Media Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities involving the use of all teaching and learning resources.

Student Accounting Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities of acquiring and maintaining records of school attendance, location of home, family characteristics, and census data.

Guidance Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities involving counseling with students and parents, consulting with other staff members on learning problems, evaluating the abilities of students, and other guidance services, in addition to career development coordination support services.

ADOPTED COUNTY APPROPRIATION BY MAJOR FUNCTION

Health Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities concerned with the health of the students.

Safety and Security Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities concerned with the security and safety of the students, staff, buildings and grounds.

Instructional Technology Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities to provide learning opportunities in technology for staff and students, to include technology curriculum development, training, software, and other learning tools.

6900 Policy, Leadership and Public Relations Services

\$8,957,355

Costs of activities concerned with the overall general administration of and executive responsibility for the entire LEA.

Board of Education

Costs of activities of the elected body which has been created according to state law and vested with responsibilities for educational planning, policy, and activities in a given LEA.

Legal Services

Cost of activities concerned with providing legal advice and counsel to the Board of Education and/or school system.

Audit Services

Cost of activities concerned with the annual independent financial audit as well as the internal audit functions in a school system.

Leadership Services

Costs of activities performed by the superintendent and such assistants as deputy, associate, assistant superintendents, and other system-wide leadership positions generally directing and managing all affairs of the LEA. These include all personnel and materials in the office of the chief executive officer.

Public Relations and Marketing Services

Costs of activities concerned with writing, editing, and other preparation necessary to disseminate educational and administrative information to the public through various news media or personal contact. This area includes marketing and public information services associated with promoting the school system as a positive entity.

Ancillary Services

Activities that are not directly related to the provision of education for pupils in a local school administrative unit. These include community services and nutrition services provided by the school system.

7200 Nutrition Services

\$157,233

Costs of activities concerned with providing food service to students and staff in a school or LEA including the preparation and serving of regular and incidental meals, or snacks in connection with school activities.

ADOPTED COUNTY APPROPRIATION BY MAJOR FUNCTION

Non-Programmed Charges

Non-Programmed charges are conduit-type (outgoing transfers) payments to other LEAs or other administrative units in the state or in another state, transfers from one fund to another fund in the LEA, appropriated but unbudgeted funds, debt service payments, scholarship payments, payments on behalf of educational foundations, contingency funds, and other payments that are not attributable to a program.

8100 Payments to Other Governmental Units

\$14,791,040

Include payments to other LEAs or governmental units, which are generally for tuition and transportation for services rendered to pupils residing in the paying LEA.

8300 Debt Services

\$582,736

Include debt service payments for lease purchases or installment contracts.

Capital Outlay

Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. Do not include any costs which may be coded to one or more specific purpose functions. (i.e., purchase of transportation equipment would be coded to 6550, maintenance equipment would be coded to 6580, etc.)

2010-2011 ADOPTED BUDGET

NEW INITIATIVES ALIGNED TO STRATEGIC PLAN 2014

Ref.	2014 Area of Focus	Strategy	Amount
IV.A.	Effective Teaching		\$ 1,259,419
	Effective Teaching and Leadership	Clearly define and measure teacher effectiveness	
		Develop a measure for a year's worth of growth for every subject and grade level	
	Performance Management	Manage employee performance using readily available, accurate and timely information	
		Provide real-time data from local formative assessments	
		Revise compensation structure to reflect a focus on performance	
IV.B.	Managing for Performance Project		\$ 466,411
	Effective Teaching and Leadership	Clearly define and measure teacher effectiveness	
	Performance Management	Manage employee performance using readily available, accurate and timely information	
		Revise compensation structure to reflect a focus on performance	
IV.C.	Credit Recovery Pilot		\$ 1,295,400
	Increasing the Graduation Rate	Provide alternative settings or means for students to earn credits toward graduation	
IV.D.	New Leaders for New Schools Program		\$ 215,078
	Effective Teaching and Leadership	Recruit and retain top talent for school-level positions	
		Ensure school leaders have the ability and resources to meet the needs of students and teachers	
IV.E.	Magnet Programs		\$ 1,235,850
	Effective Teaching and Leadership	Provide access to training that is tailored to student and teacher learning needs	
	Teaching and Learning Through Technology	Expand student and staff access to, and use of, technology-based educational services	
	Parent and Community Connections	Increase the capacity of schools to partner with families and strengthen communication between school and home	
	Increasing the Graduation Rate	Align intervention strategies and support services with daily instruction	
IV.F.	Strategic Staffing Program		\$ 225,875
	Effective Teaching and Leadership	Base teacher recruitment and selection on effectiveness, not on qualifications	
		Recruit and retain top talent for school-level positions	
		Ensure school leaders have the ability and resources to meet the needs of students and teachers	

CAPITAL REPLACEMENT



CAPITAL REPLACEMENT DESCRIPTION

The 1987 Session of the General Assembly passed legislation (House Bill 1155 and 1142) establishing two funds to assist county governments in meeting their public school building capital needs. One was the Critical School Facility Needs Fund administered by the State Board of Education; the other is the Public School Capital Building Fund (which was administered by the Office of State Budget and Management from 1987 through June 30, 2003). The General Assembly of North Carolina included in the budget for the 2003-04 fiscal year (HB397) a provision that transfers the Public School Building Capital Fund from the Office of State Budget and Management to the Department of Public Instruction.

Sources of monies for the Public School Capital Building Fund comes from corporate income taxes collected by the state and from interest income earned from cash balances in the fund. These funds are deposited quarterly into the Public School Capital Building Fund and allocated to individual counties based on their public school enrollment. These funds may be used to fund public school building capital and technology equipment needs. In the event a county finds that it does not need all or part of the funds allocated to it for capital outlay projects, the unneeded funds allocated to that county may be used to retire any indebtedness incurred by the county for public school facilities. Historically, the County withdrew funds from the Public Schools Capital Building Fund to fund Charlotte Mecklenburg Schools' Capital Replacement Budget. However, since 2006-07 these funds have been used for debt service on school related debt and the Capital Replacement Budget has been funded with County revenues.

The Capital Replacement Budget is designed to provide pay-as-you-go funding for systematic and scheduled repair and replacement of the school system's major assets such as roofs, heating and air conditioning units, paved areas, furniture, and equipment.

The Building Services Department of Charlotte Mecklenburg Schools is responsible for developing a five-year plan for major maintenance items such as re-roofing, replacement of heating and air conditioning units, re-paving of parking lots and drives, etc. Requests from the schools and departments are evaluated, and a set of prioritized projects is established.

The following four-year comparison schedule summarizes the budget for the capital replacement expenditures.

2010-2011 ADOPTED CAPITAL REPLACEMENT BUDGET

SCHEDULE OF REVENUES AND EXPENDITURES

	2010-11 Adopted Budget	2009-2010 Adopted Budget	2008-2009 Adopted Budget	2007-2008 Adopted Budget
REVENUES				
State Public School Building Capital Fund	\$ -	\$ -	\$ -	\$ -
Other	4,960,000	5,200,000	5,200,000	5,200,000
TOTAL CAPITAL REPLACEMENT REVENUES	<u>\$ 4,960,000</u>	<u>\$ 5,200,000</u>	<u>\$ 5,200,000</u>	<u>\$ 5,200,000</u>
EXPENDITURES				
<u>Buildings and Sites</u>				
Roofs	\$ 345,000	\$ 175,250	\$ 175,250	\$ 513,100
Heating and Air Conditioning	1,987,000	3,189,750	3,250,000	2,850,000
Asphalt Resurfacing	127,000	85,000	79,350	210,600
Carpeting	94,000	150,000	150,000	350,000
Stage Curtains	28,000	25,000	20,600	21,600
Sites	505,808	625,000	574,800	350,000
Renovations	419,808	400,000	375,000	304,700
Electrical	703,000	300,000	325,000	350,000
Total Buildings and Sites	<u>\$ 4,209,616</u>	<u>\$ 4,950,000</u>	<u>\$ 4,950,000</u>	<u>\$ 4,950,000</u>
<u>Furniture and Equipment</u>				
Classroom and Office Equipment	\$ 550,384	\$ 150,000	\$ 150,000	\$ 150,000
Computer Equipment - Instructional	100,000	-	-	-
Insurance Claims	100,000	100,000	100,000	100,000
Total Furniture and Equipment	<u>\$ 750,384</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>
TOTAL CAPITAL REPLACEMENT EXPENDITURES	<u>\$ 4,960,000</u>	<u>\$ 5,200,000</u>	<u>\$ 5,200,000</u>	<u>\$ 5,200,000</u>

ENTERPRISE PROGRAMS



CHILD NUTRITION PROGRAM DESCRIPTION

Charlotte-Mecklenburg Schools considers food and nutrition services to be an important part of the total education program. Its child nutrition program functions both as a nutrition program to meet school day nutrition needs of children and a food service management program that operates on sound business principles and practices to be self-supporting.

In Child Nutrition, improved customer service, good nutrition and sound business management practices are our primary goals. Attention is given to providing foods that are enjoyable and nutritionally appealing to students in an attractive setting. It is also through excellent service and sound business management practices that participation is increased, costs are kept low and operating costs are recovered.

Child Nutrition serves more than 30,000 breakfasts and 80,000 lunches each day. Another 22,000 customers are reached each day through adult meals and supplemental food sales. Charlotte-Mecklenburg Schools' Before and After School programs consume 10,000 snack meals per day.

CHILD NUTRITION PROGRAM

SCHEDULE OF REVENUES, EXPENSES, AND CHANGES IN RETAINED EARNINGS

	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
OPERATING REVENUES:				
Student Meals	\$ 9,436,803	\$ 10,633,669	\$ 10,310,675	\$ 9,955,044
Supplemental Sales	11,437,487	12,943,645	12,531,612	13,237,858
Total Operating Revenues	<u>20,874,290</u>	<u>23,577,314</u>	<u>22,842,287</u>	<u>23,192,902</u>
OPERATING EXPENSES:				
Food and Commodities	21,924,236	22,426,650	21,920,474	21,089,081
Salaries	24,544,042	25,534,080	23,844,001	22,654,145
Employee Benefits	5,154,249	5,241,357	4,799,999	4,492,433
Materials and Supplies	2,858,958	2,536,715	2,475,666	2,293,518
Depreciation	1,666,859	1,477,262	1,323,134	1,351,434
Contracted Services	1,840,579	1,795,933	1,511,218	1,306,075
Other	5,755,520	5,475,820	4,811,340	4,916,563
Total Operating Expenses	<u>63,744,443</u>	<u>64,487,817</u>	<u>60,685,832</u>	<u>58,103,249</u>
OPERATING INCOME (LOSS)	(42,870,153)	(40,910,503)	(37,843,545)	(34,910,347)
U.S. Government Subsidy and Commodities	40,289,395	38,442,657	38,015,858	34,413,247
Interest Revenue and Other Misc. Revenue	2,063,943	1,951,031	1,721,284	2,690,127
Total Non-Operating Revenue	<u>42,353,338</u>	<u>40,393,688</u>	<u>39,737,142</u>	<u>37,103,374</u>
INCOME (LOSS) BEFORE OPERATING TRANSFER	(516,815)	(516,815)	1,893,597	2,193,027
OPERATING TRANSFER FROM GENERAL FUND	<u>516,815</u>	<u>516,815</u>	<u>534,605</u>	<u>515,353</u>
NET INCOME (LOSS)	-	-	2,428,202	2,708,380
INCREASE (DECREASE) IN RETAINED EARNINGS	-	-	2,428,202	2,708,380
RETAINED EARNINGS - Beginning of Year	15,028,165	15,028,165	12,599,963	9,891,583
RETAINED EARNINGS - End of Year	<u>\$ 15,028,165</u>	<u>\$ 15,028,165</u>	<u>\$ 15,028,165</u>	<u>\$ 12,599,963</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

CHILD NUTRITION PROGRAM

COMPARISON OF MEAL PRICES

	BREAKFAST			LUNCH		
	Elementary	Secondary	Adult	Elementary	Secondary	Adult
2010-11	\$1.25	\$1.25	A La Carte	\$2.00	\$2.00	A La Carte
2009-10	\$1.25	\$1.25	A La Carte	\$2.00	\$2.00	A La Carte
2008-09	\$1.25	\$1.25	A La Carte	\$2.00	\$2.00	A La Carte
2007-08	1.25	1.25	A La Carte	2.00	2.00	A La Carte
2006-07	1.25	1.25	A La Carte	2.00	2.00	A La Carte
2005-06	1.25	1.25	A La Carte	2.00	2.00	A La Carte
2004-05	1.25	1.25	A La Carte	2.00	2.00	A La Carte
2003-04	1.25	1.25	A La Carte	2.00	2.00	A La Carte
2002-03	1.25	1.25	A La Carte	2.00	2.00	A La Carte
2001-02	1.25	1.25	A La Carte	2.00	2.00	A La Carte
2000-01	1.00	1.00	1.75	1.75	1.90	2.50
1999-00	1.00	1.00	1.75	1.75	1.90	2.50
1998-99	1.00	1.00	1.50	1.50	1.65	2.25
1997-98	1.00	1.00	1.50	1.50	1.65	2.25
1996-97	1.00	1.00	1.50	1.50	1.65	2.25
1995-96	0.90	1.00	1.25	1.35	1.50	2.00
1994-95	0.90	1.00	1.25	1.35	1.50	2.00

AFTER SCHOOL ENRICHMENT PROGRAM DESCRIPTION

The After School Enrichment Program provides a warm, caring environment beyond school hours where your children have the opportunity to play with school friends and get their homework out of the way before the family sits down to dinner. ASEP offers exciting activities which stimulate children to be healthier and happier, including sports, art activities and computer exploration. The After School Enrichment Programs operate in the CMS schools, utilizing age-appropriate materials and equipment for students. From the media center to the playground, students spend out-of-school hours in safe and stimulating environments. Using a curriculum correlated with the NC Standard Course of Study, ASEP Site Coordinators, school administrators and teachers work together to ensure that their programs supplement the learning taking place during the school day.

Besides academic support, ASEP focuses on the development of children's social skills. Program leaders are respectful and positive toward students, mindful of the importance of appropriate role models. Students are encouraged to develop friendships with schoolmates that for some will last many years.

The After School Enrichment Program is currently offered at ninety-four elementary schools, ten middle schools and five Pre-k centers throughout the district. The ASEP will operate two new Pre -K programs for the 2010-2011 school year. ASEP will serve over 5,700 students per week.

The 2010-11 adopted budget includes a price increase for all summer camp programs from \$115 to \$135 per week for regular camps, \$150 per week for sport camps, and \$175 per week for the two week Camp Invention camps.

AFTER SCHOOL ENRICHMENT PROGRAM

SCHEDULE OF REVENUES, EXPENSES, AND CHANGES IN RETAINED EARNINGS

	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actuals Expenditures	FY 2007-08 Actuals Expenditures
OPERATING REVENUES:				
Participant Fees	\$ 14,643,001	\$ 16,170,650	\$ 15,646,846 *	15,110,490
OPERATING EXPENSES:				
Food Costs	799,203	856,865	808,592	814,252
Salaries	9,728,714	10,764,330	10,454,265 *	9,787,089
Benefits	1,880,280	2,075,351	2,004,390 *	1,819,903
Material and Supplies	421,371	532,807	441,893 *	431,170
Contracted Services	195,272	158,318	136,566	245,731
Other	1,650,161	1,852,979	1,733,399	1,994,376
Total Operating Expenses	<u>14,675,001</u>	<u>16,240,650</u>	<u>15,579,105</u>	<u>15,092,521</u>
OPERATING INCOME (LOSS)	(32,000)	(70,000)	67,741	17,969
NON-OPERATING REVENUES:				
Interest Income	32,000	70,000	62,589	107,600
Contributions and Grants	-	-	-	84,206
Total Non-Operating Revenue	<u>32,000</u>	<u>70,000</u>	<u>62,589</u>	<u>191,806</u>
NET INCOME (LOSS)	-	-	130,330	209,775
RETAINED EARNINGS - Beginning of Year**	<u>1,051,181</u>	<u>1,051,181</u>	<u>920,851</u>	<u>711,076</u>
RETAINED EARNINGS - End of Year	<u>\$ 1,051,181</u>	<u>\$ 1,051,181</u>	<u>\$ 1,051,181</u>	<u>\$ 920,851</u>
Fee per participant per week	\$ 56	\$ 56	\$ 56	\$ 54
Average number of participants students per week	<u>5,765</u>	<u>6,333</u>	<u>6,086</u>	<u>6,326</u>

* Includes revenue and associated costs for the SES program

** Based on prior year actuals

This page left blank intentionally.

RESULTS AND ACCOUNTABILITY



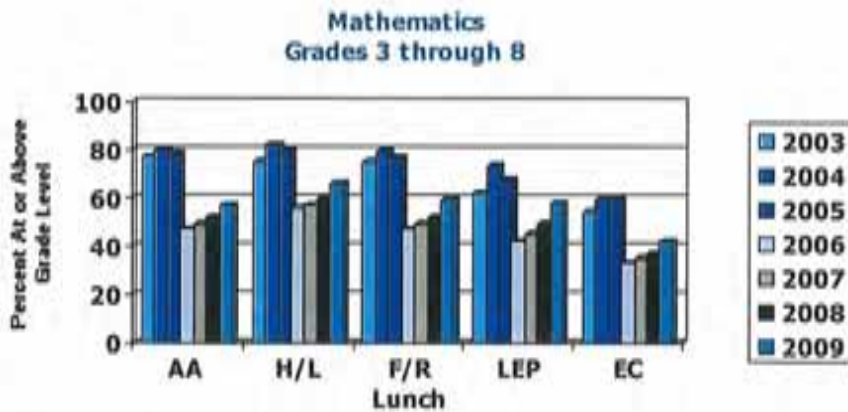
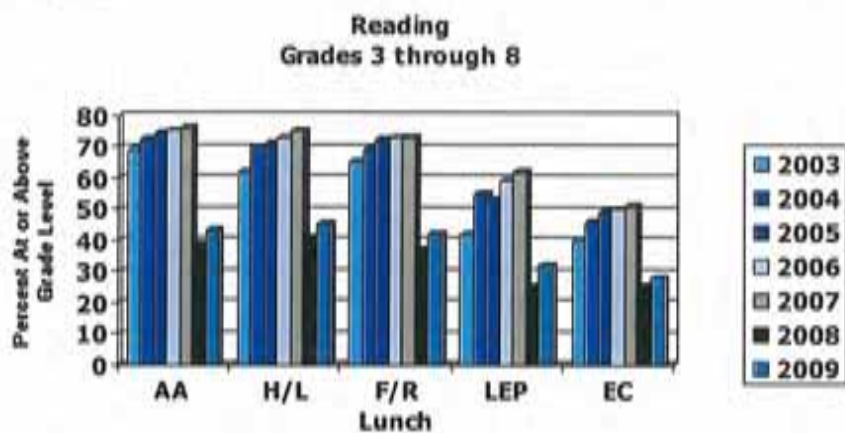
ACADEMIC ACHIEVEMENT

End-of-Grade Tests

Overall, 59% of students in grades 3 through 8 scored at or above grade level in reading. The sizable drop in the 2008 academic year was due in part to a re-scaling of the achievement level cut scores by the NC Department of Public Instruction (NCDPI). In mathematics, 72% of students in grades 3 through 8 scored at or above grade level.

Grade	Reading Percent at or Above Grade Level							Mathematics Percent at or Above Grade Level						
	2003	2004	2005	2006	2007	2008	2009	2003	2004	2005	2006	2007	2008	2009
3	79	82	82	84	82	56	58	85	88	85	70	70	70	72
4	79	82	83	83	85	60	62	91	93	91	67	69	71	74
5	83	86	88	88	89	57	60	89	92	90	67	69	72	74
6	75	74	77	77	78	58	62	86	88	87	62	62	65	68
7	79	79	81	82	81	49	54	80	81	82	58	60	64	68
8	82	85	85	83	85	51	57	79	82	81	62	63	65	72

Achievement improved in math and reading for all groups of students, including our most at risk students.



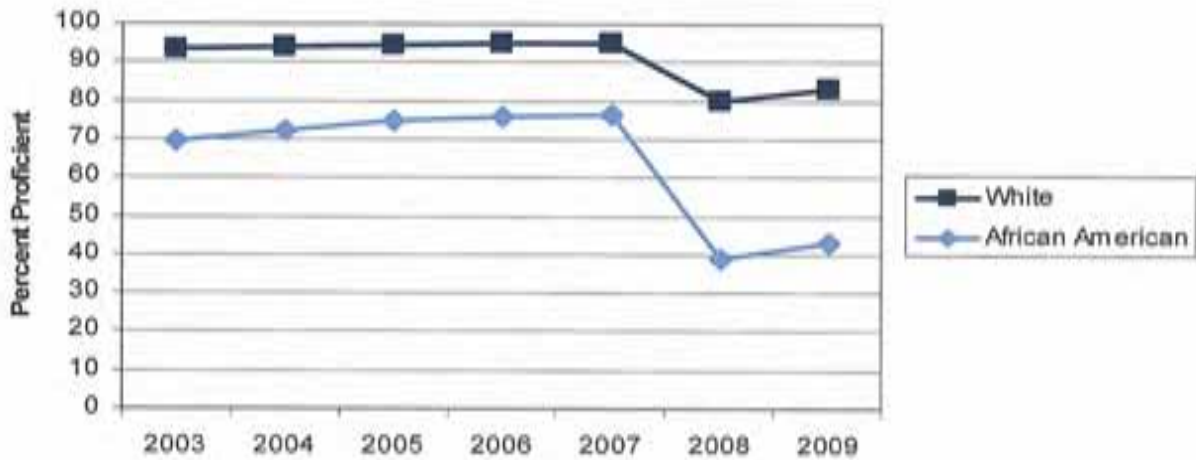
* All EOG data is based on original test results (retests are NOT included)

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ACADEMIC ACHIEVEMENT

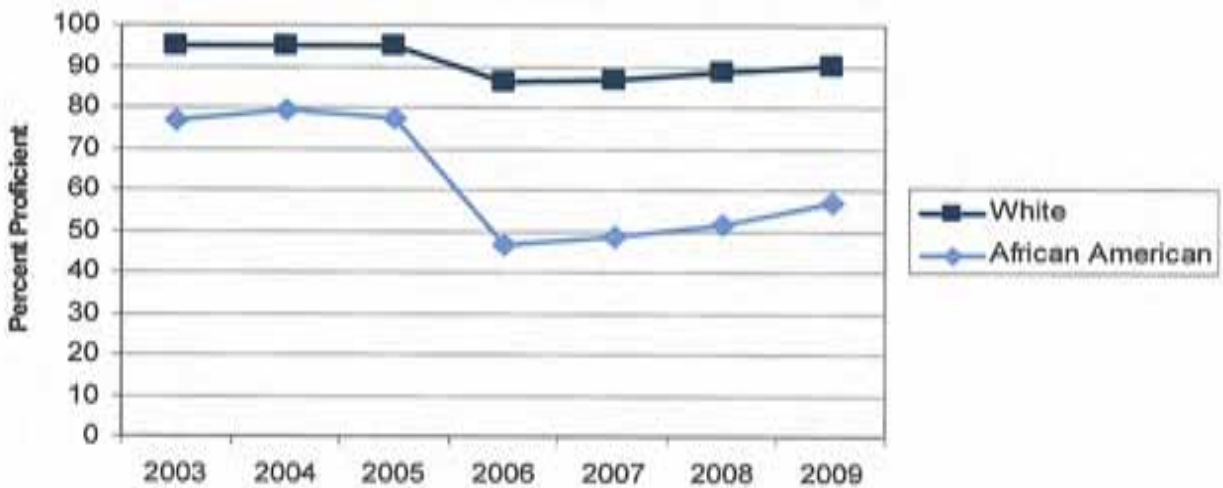
The Achievement Gap

The graphs below illustrate actual student proficiency in grades 3-8 for the past 7 years.

Proficiency Gap - Reading
 African-American vs. White
 2003-2009
 (data represents composite of grades 3-8)



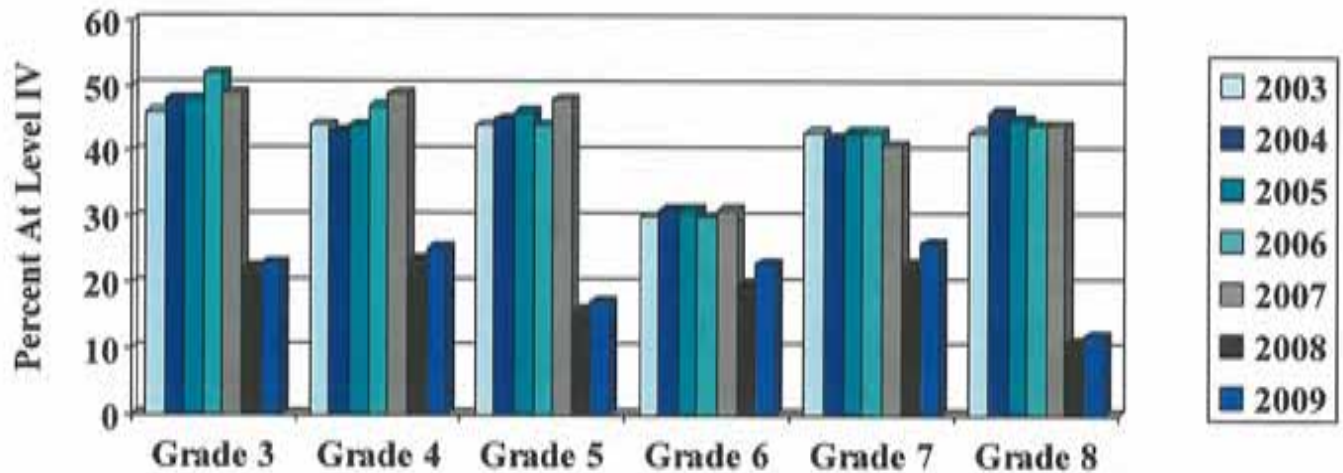
Proficiency Gap - Math
 African-American vs. White
 2003-2009
 (data represents composite of grades 3-8)



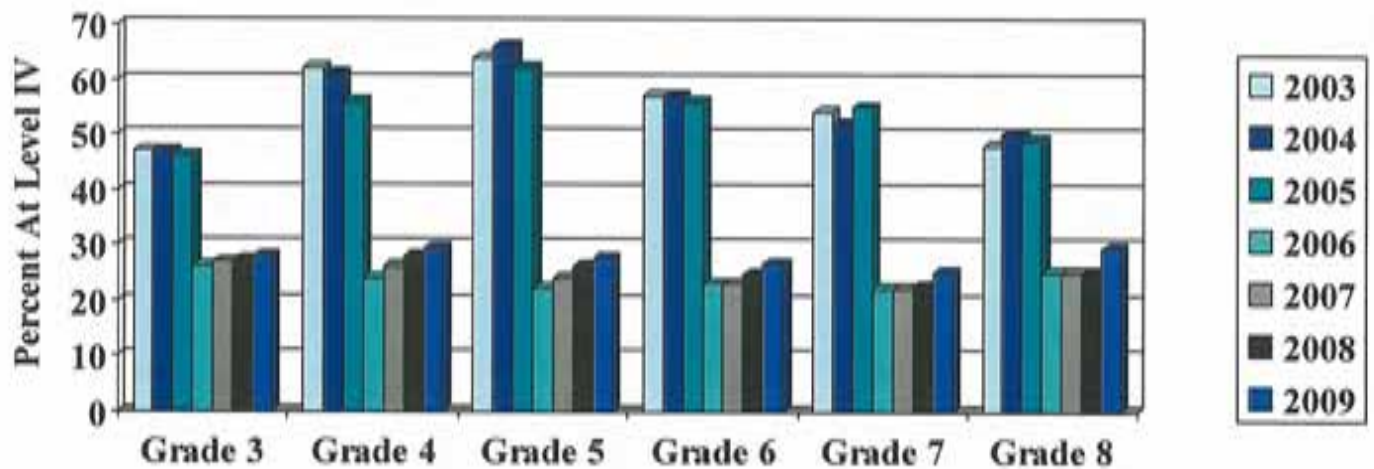
* All EOG data is based on original test results (retests are NOT included)

High Academic Achievement

Reading



Mathematics



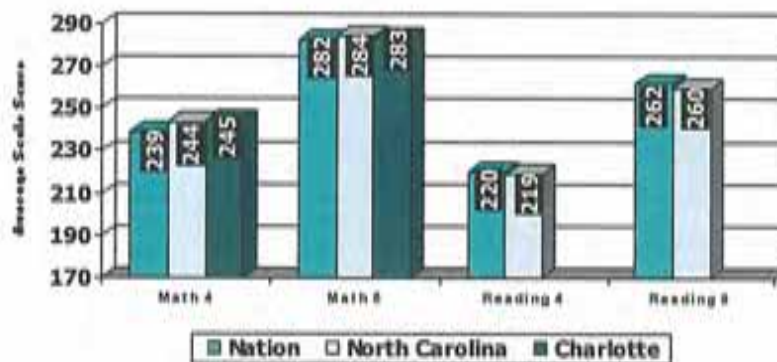
* All EOG data is based on original test results (retests are NOT included)

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ACADEMIC ACHIEVEMENT

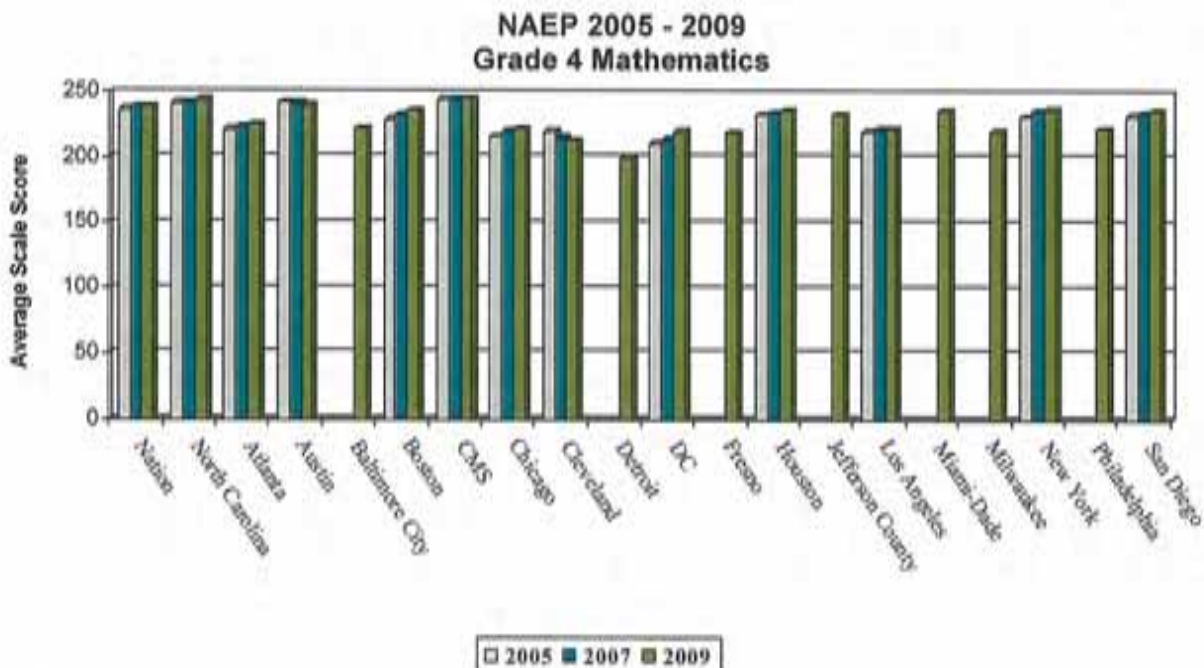
NAEP 2009 (Next test cycle: 2011)

NAEP is a national assessment administered every two years to a sample of students in each state and across the nation. In the 2007 cycle, eleven large school districts including Charlotte-Mecklenburg participated in NAEP as part of the Trial Urban District Assessment (TUDA), but beginning in 2009, this was expanded to eighteen large school districts. For TUDA districts, NAEP assess a representative sample of students with the same NAEP assessments and reports district level scores.

Looking at the mathematics scores in grades four and eight, CMS students achieved a higher average score in grade 4 than North Carolina or the Nation. The reading results have not yet been released.



CMS students scored higher than students in all other districts in grade 4 mathematics. In grade 8 mathematics CMS students performed better than all other districts except Austin.

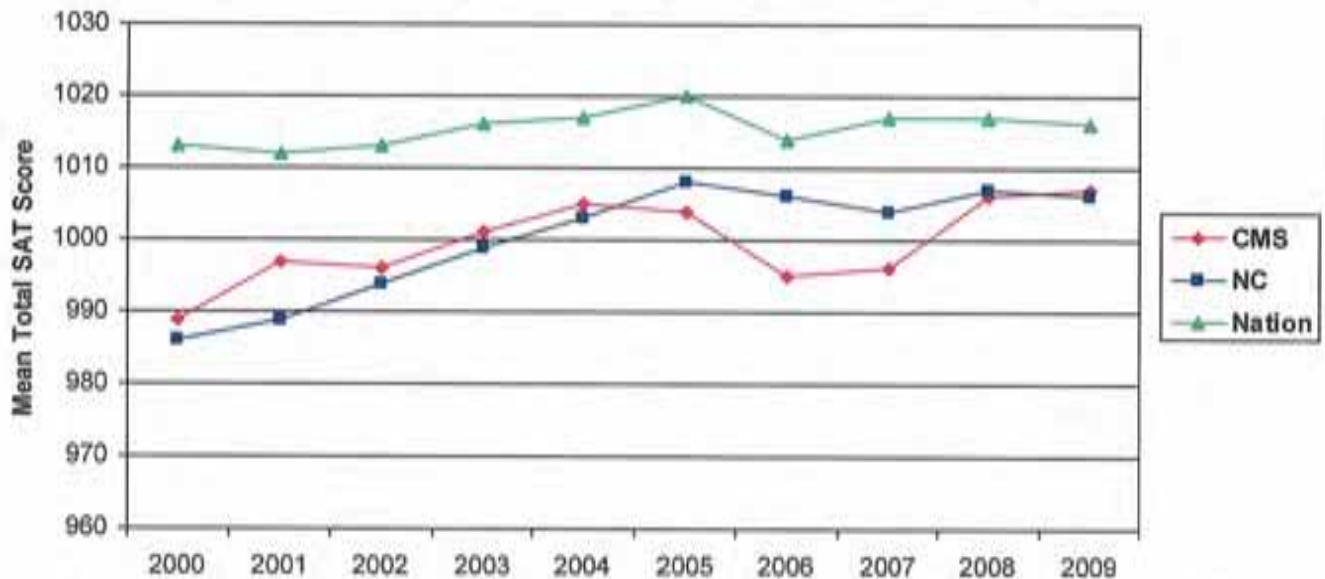


ACADEMIC ACHIEVEMENT

Other Indicators of Academic Progress

- The enrollment in AP courses increased to 12,528 and the percent of scores at 3, 4, or 5 increased from 48 to 49.
- 98% of middle school students who took the Algebra I End-of-Course test and 100% of middle school students who took the Geometry End-of-Course test scored level III or IV.

2008 SAT Results – Public School Students Only



In 2006, the new SAT included a writing component. For historical comparison purposes, only mathematics and critical reading (verbal) are included.

CHALLENGES

End-of-Grade Tests

- For grades 3 through 8 combined, the performance gap at achievement level IV between African-American students and White students is 33 percentage points in reading and 40 percentage points in math.
- For grades 3 through 8 combined, the performance gap at achievement level IV between Free/Reduced-Price Lunch students and Paid Lunch students is 23 percentage points in reading and 27 percentage points in math.

* All EOG data is based on original test results (retests are NOT included)

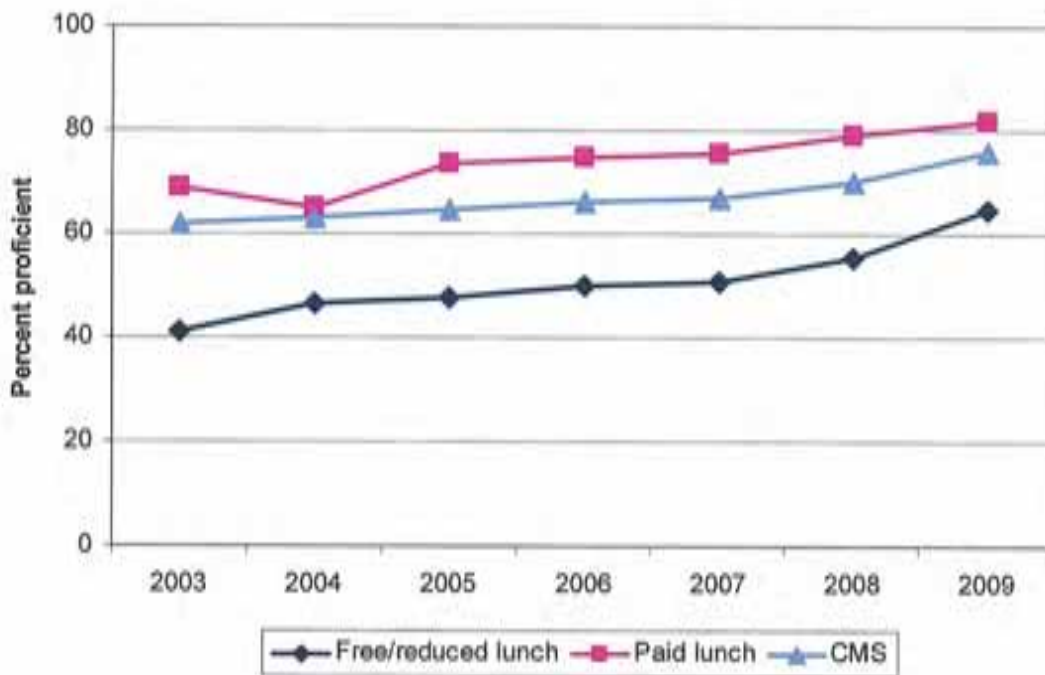
End-of-Course Tests

- Only 76% of end-of-course tests taken (including middle school Algebra I and Geometry) had scores of level III or IV.
- Only 49% of Advanced Placement tests had scores of 3 or higher. CMS recognizes the need to improve overall AP performance.

Achievement Gap

- The gap between students who pay for lunch and those who receive free/reduced-price lunch has narrowed on both EOG math and EOCs, but the gap is still large. For example EOG math has decreased from 31.3 percentage points to 22.9.
- As the chart below shows, more work needs to be done at the high school level to accelerate the achievement of all students.

EOC Performance Composite - 2003-2008



BUDGET ADMINISTRATION AND MANAGEMENT

During the budget development process, this document serves as the vehicle for sharing our resource allocation decisions, plans for programmatic changes, and the alignment of our resources to the goals established by the district. Once the Board of Education adopts a budget, that budget becomes the fiscal management tool for administering and controlling expenditures throughout the organization.

Budget management is the process of establishing and maintaining the necessary budgetary controls to ensure that expenditures do not exceed the authorized amounts and that the expenditures are for intended, proper and legal purposes. The budget department is responsible for establishing the system of control and monitoring for control compliance. All departments and schools must adhere to the budgetary controls established for the district. For management control purposes, the budget is divided into cost centers that exist for each school and department. Each cost center is assigned a budget manager (fund owner). The adopted budget is allocated to the cost center in accordance with the plan submitted by the fund owner or in accordance with predetermined formulas. However, decisions on how to allocate these funds are ultimately made at the school site or department level. Effective budgetary control requires that budget managers (fund owners) be held accountable for the funds allocated to their respective cost center. Within CMS, department managers and principals are designated as fund owners, and they are responsible for assuring the accuracy of account coding, spending funds appropriately and in alignment with district objectives, and adhering to timelines for recording and expending funds. For centrally budgeted items such as salaries and benefits, insurance, and utilities, the Chief Finance Officer is the designated fund owner.

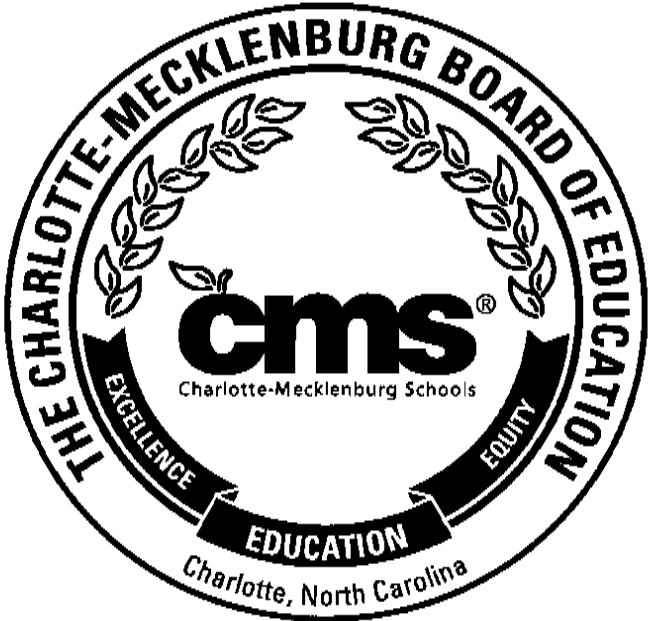
The overall management of the budget is accomplished in a variety of ways. The key components of our budget management system are as follows:

- **Training on budget management and financial controls** – Financial training is provided to new principals, financial secretaries and most recently for assistant principals who are participating in a new program for building leadership capacity. This training includes cash management, requisition procedures, accurate account coding, fund flexibility, budget status and management, etc.
- **Reconciling budget transactions on an ongoing basis** - A budget analyst verifies daily that the budget is still in balance using a quick online report. On a monthly basis, changes by purpose are reviewed to ensure we have not exceeded a 10% variance at which point the Board of County Commission must approve a budget amendment.
- **Controlling and monitoring expenditures to ensure appropriateness of expenditure and availability of funds** - (Pre-audit function as required by North Carolina state statute under 115C-441) - The Budget Office reviews all requisitions for expenditures and payments to ensure that the expenditure is an appropriate expenditure for school funds and that it is charged to a valid account code as defined by the state chart of accounts. In addition, they are responsible for the "preaudit" function. The preaudit function requires a certification that there is a budget resolution that includes an appropriation for this expenditure and that an unencumbered balance remains in the appropriation sufficient to pay the obligation. The Finance Officer's signature is required attesting to this fact prior to an obligation being made.
- **Verifying appropriate approvals on requisitions for expenditures and requests for payments in accordance with district policy** - In the past, the budget staff reviewed all paper requisitions and check requests to ensure that the appropriate approval had been obtained. However, as we transition to online requisitions, this control is designed into the workflow pathway that is defined by the budget department.

BUDGET ADMINISTRATION AND MANAGEMENT

- **Budgetary controls over payroll transactions** - Personnel Action Forms (PAF's) are required to make any changes to the payroll system including adding or deleting an employee, changes in pay rates, job code or status, etc. Since position control is centrally managed, position exchanges and requests for additional positions are submitted to Human Resources (HR), if not initiated by HR, and then forwarded to budget for preaudit. In this case, the preaudit function requires verification that the position exists in the budget and funds are available for the change requested prior to being processed by payroll.
- **Encumbrance controls** - An encumbrance is an obligation in the form of purchase orders, contracts or salary commitments chargeable to an appropriation and for which part of the appropriation is reserved. The purpose for the encumbrance of funds is to insure that obligations are recognized as soon as commitments are made. Our current financial system allows for the pre commitment of funds, thus reserving a part of an appropriation when the requisition is entered online. After the preaudit function is completed and the purchase order is released, an encumbrance is created and reflected on budget status reports. This prevents the inadvertent overspending of the budget.
- **Budget transfer controls** - A Budget Transfer Form requesting a transfer of funds is submitted to the budget department by the fund owner, and if approved, is entered into the financial system. This must be processed prior to an obligation being made if there are no other funds available in the account.
- **Reporting of budget amendments to the BOE** - All budget amendments to increase/decrease revenue, transfers within and between function codes for all funds are reported to the BOE on a monthly basis.
- **Control and tracking of cash receipts and recording of revenue** - Financial controls on the receipt of cash are maintained including the separation of duties, and cash receipts are recorded as revenue and appropriated upon receipt as appropriate.
- **Monitoring financial status on a regular basis** - The budget department and Chief Finance Officer regularly review the budget status reviewing budget vs. actual status, reasonableness of percent of budget expended to date, exception reports reflecting any account where actuals exceed budget, and projections of centrally controlled expenditures. Formal financial statements prepared by the accounting department are also reviewed in detail after each month end to insure financial status is as expected and budget to actual comparisons appear reasonable.
- **Summary and detail budget status reporting to department managers and principals on a monthly basis** Fund owners are instructed to review the budget status reports and contact the budget department if there are any questions. Budget status for each activity code is available online in Lawson for easy reference real time. Most fund owners keep some type of tally to reconcile against the activity reflected on the reports.
- **Financial reporting to the Board of Education on a monthly basis** – Formal financial statements for all funds are provided to the Board of Education monthly which reflects budget vs. actual, the annual budget and remaining balance by function.
- **External audit of the financial records and issuance of the Comprehensive Annual Financial Report** - An annual audit is conducted by an external audit firm in accordance with generally accepted auditing standards and *Government Auditing Standards*. The purpose of the audit is to obtain an independent opinion on the financial statements and internal controls of the organization. During the audit, testing of compliance with certain provisions of laws, regulations, contracts and grants is also performed.

TRENDS AND STATISTICS



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
KEY STATISTICS (FY2001-2011)

SELECTED TRENDS

FISCAL YEAR	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	Adopted 2010-11
ENROLLMENT											
Total K-12 Enrollment on 20th Day	103,144	106,192	109,605	113,859	118,599	123,789	129,011	132,281	134,060	133,664	134,951
LEP Students* Economically Disadvantaged Students	6,822	8,035	9,885	10,944	11,510	12,493	14,883	17,035	18,407	18,407	
	37.09%	39.84%	41.67%	43.71%	47.93%	46.99%	45.50%	47.25%	46.74%	51.55%	
COST PER PUPIL											
Budgeted Total Cost Per Pupil	\$6,818	\$7,149	\$7,294	\$7,288	\$7,498	\$7,626	\$8,148	\$8,868	\$8,912	\$8,533	\$8,523
Budgeted Local Cost Per Pupil	\$2,214	\$2,504	\$2,418	\$2,327	\$2,234	\$2,354	\$2,451	\$2,581	\$2,621	\$2,374	\$2,240
NUMBER OF SCHOOLS											
Elementary	87	91	92	93	93	95	98	99	104	108	108
Middle	26	27	27	28	28	30	30	31	31	33	33
High	14	14	16	17	17	17	25	31	32	31	33
Alternative	7	10	7	5	5	5	5	4	4	4	4
Total Schools Operating	134	142	142	143	143	147	158	165	171	176	178
New Schools Opened	0	5	4	4	0	4	13	7	6	6	2
% County	32.47%	35.02%	33.14%	31.93%	29.80%	30.87%	30.08%	29.10%	29.41%	27.83%	26.28%
% State	61.91%	58.84%	58.35%	58.32%	59.65%	59.01%	59.34%	59.92%	60.15%	55.73%	55.19%
% Federal	4.48%	5.01%	6.89%	7.87%	8.68%	7.69%	7.41%	8.19%	8.51%	14.54%	16.16%
% Other Local	0.93%	0.92%	0.91%	1.06%	1.10%	1.82%	1.81%	.91%	1.05%	1.12%	1.03%
% Fund Balance	0.23%	0.21%	0.70%	0.81%	0.77%	0.61%	1.37%	1.88%	.88%	.78%	1.35%
PERSONNEL CHANGES											
Principals/Assistant Principals	374	385	411	417	420	423	442	444	429	396	405
Teachers/Support Staff	7,638	8,373	8,631	8,867	9,260	9,554	10,004	10,455	10,497	10,343	10,050
Assistants/Tutors	2,023	2,305	2,064	2,103	2,281	2,256	2,555	2,740	2,591	2,258	2,117
Admin./Office Personnel	978	944	1,005	1,017	1,069	1,095	1,145	1,211	1,255	1,221	1,174
Transportation	1,222	1,240	1,277	1,310	1,349	1,391	1,422	1,486	1,506	1,506	1,453
Building Services/Other	1,085	1,127	1,237	1,186	1,209	1,254	1,309	1,364	1,319	1,221	1,197
Total Personnel	13,320	14,374	14,625	14,900	15,587	15,972	16,877	17,700	17,596	16,945	16,396
TRANSPORTATION											
# of Yellow Buses-Operating	997	1,023	1,132	1,170	1,097	1,200	1,256	1,289	1,314	1,155	1,075

*Limited English Proficiency (LEP) Students enrolled as of October in years 2004-2010. Prior years LEP cumulative count of LEP enrollment at any time in the school year.

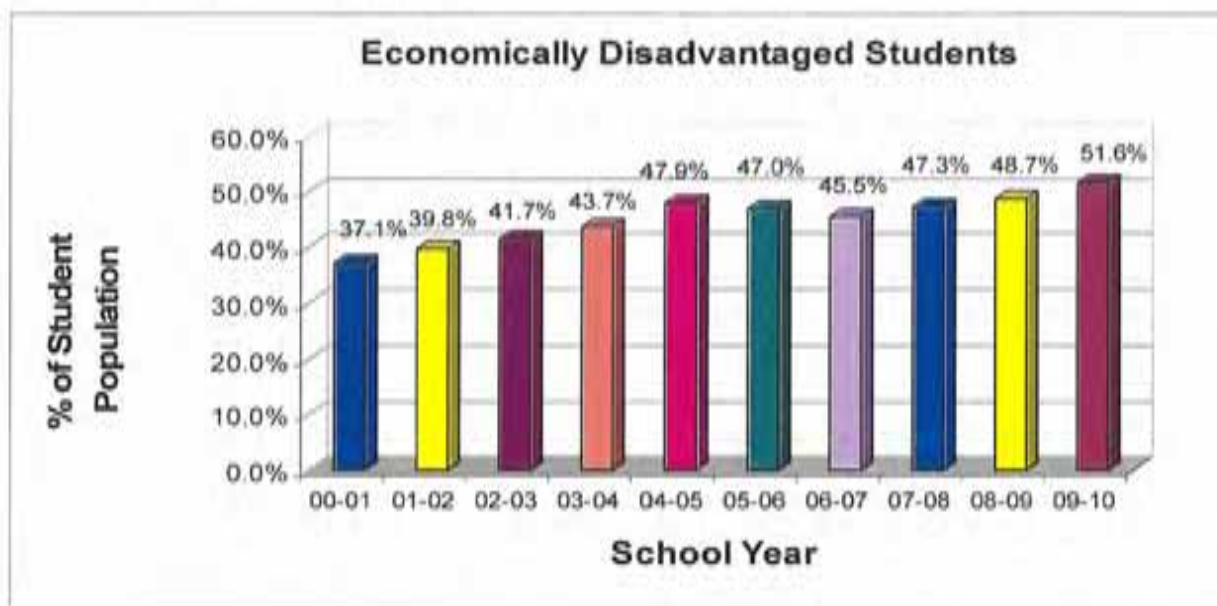
STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

Diversity and complex learning needs

As our community becomes increasingly diverse, CMS also serves numbers of students who come to school with complex learning needs that require additional support and specialized services.

CMS data and national research indicate that all students can learn and achieve at high levels when challenged with high expectations, and given the guidance, support and attention they need to succeed. Effective early childhood programs, smaller class sizes, guidance and health and social services, English as a Second Language instruction and an intense focus on literacy and math are all designed to help CMS narrow the achievement gap between poor and minority students and their more affluent peers.

CMS serves an increasing number of economically disadvantaged students (EDS) who qualify for the federal assistance lunch program. The number of CMS students who qualify for federal assistance grew to 51.6% in 2009-2010.

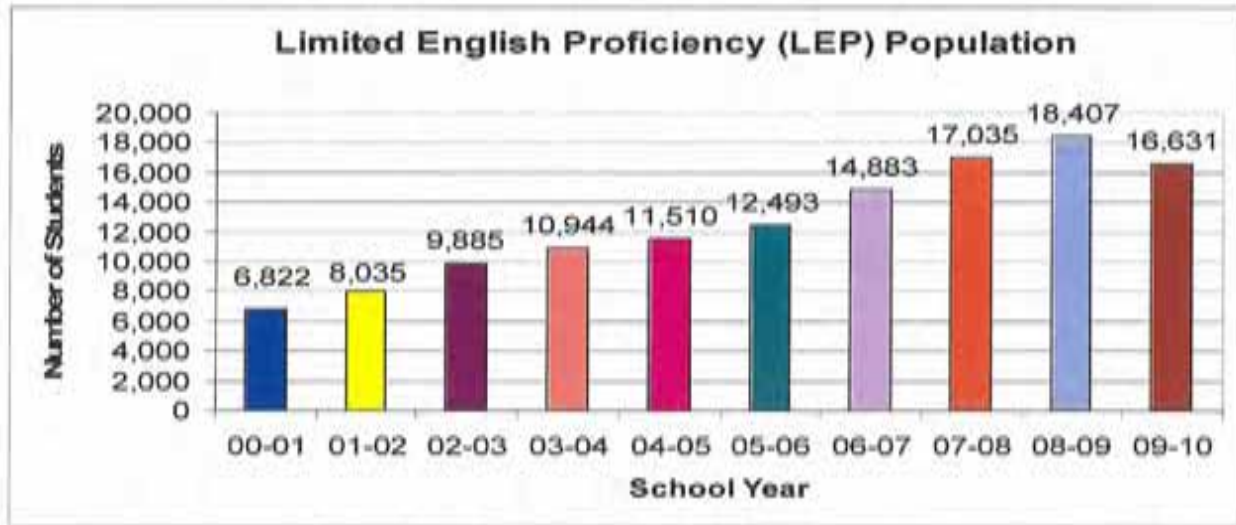


As a result of growth in the high poverty student population, CMS has increased the number of schools qualifying for FOCUS benefits from 54 in 2005-06 to 76 in the 2010-11 proposed budget. During 2005-06, these needs were met through differentiated staffing for FOCUS schools which resulted in lower class sizes and smaller student-teacher ratios. Since 2006-07, a weighted-student funding formula is being used to provide equitable staffing for high poverty schools. FOCUS schools also will continue to receive an additional 30 percent in funding for instructional materials and supplies.

Although the number of Limited English Proficiency (LEP) students declined in 2009-10, our need for English as a Second Language instruction is still great. Currently, CMS serves students from 161 countries who speak 140 languages other than English. More than 16,600 students with limited english proficiency -- approximately 12.5 percent of our total student

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

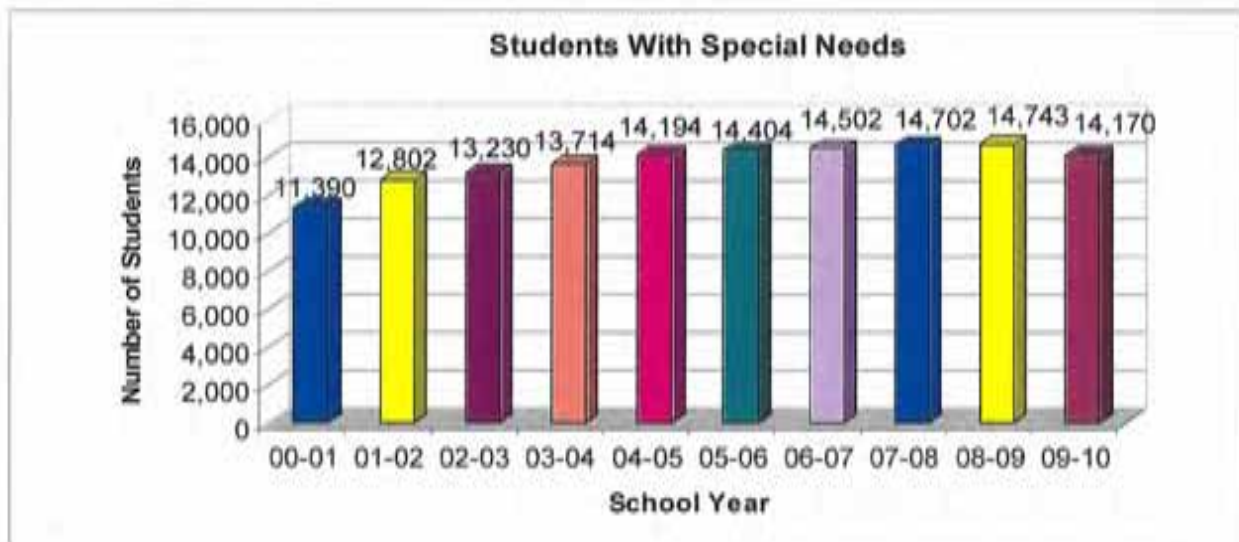
population – are currently enrolled in CMS. That’s almost two and one-half times the number we had in 2000-2001. The chart below shows the trend in this population of students.



Note: LEP Students enrolled as of October for 2004 through 2010. Prior years represent cumulative count of LEP students enrolled at any time in the school year.

CMS is known throughout the Carolinas for its strong programs for exceptional children. These programs include services for students with special needs that range from mild speech delays to significant physical and cognitive disabilities. CMS also provides highly acclaimed programs and services for gifted and talented students.

Currently, 14,170 CMS students –10.6 percent of our enrollment -- have diagnosed disabilities that affect learning and qualify the student for special education and supplementary services as defined by the U.S. Department of Education. CMS also serves more than 14,000 gifted and talented students.

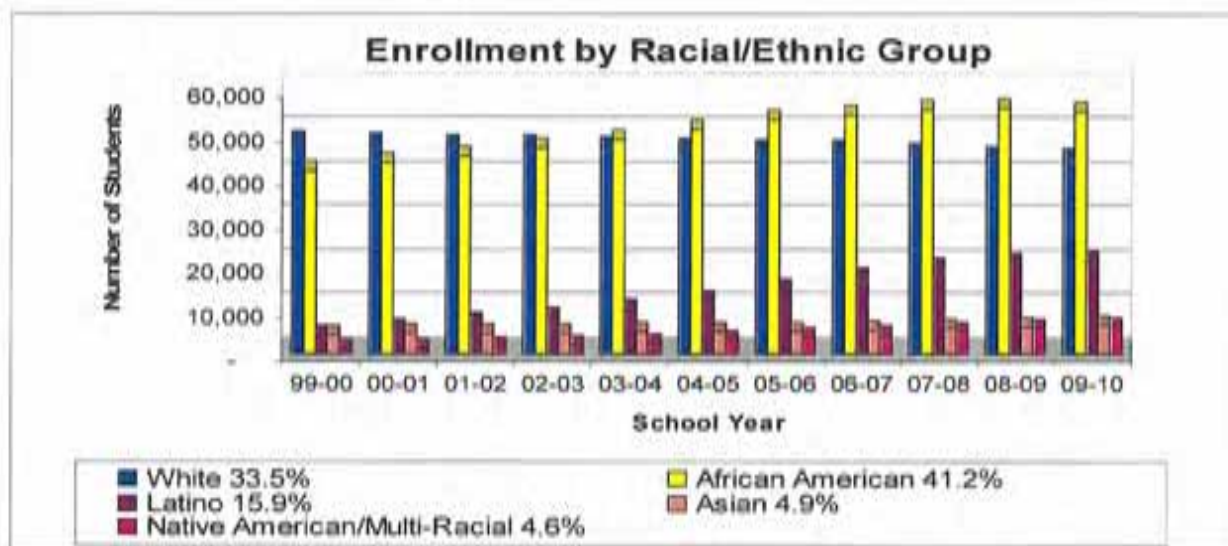


STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

CMS is committed to providing a high quality education for every student. The district's goal is to ensure that programs and resources are in place to support the individual needs of each student. However, funding must be available to make this goal a reality.

CMS Student Population At A Glance 2009-2010

- Native American/Multiracial = 4.5%
- Asian = 4.9%
- African-American = 41.2%
- Hispanic/Latino = 15.9%
- White = 33.5%
- Economically Disadvantaged Students = 51.6%
- Native languages = 140
- Countries represented = 161
- Limited English Proficient – 16,631
- Students with disabilities = 14,170



Enrollment and capacity

Since 1996, CMS has spent more than \$2 billion on capital improvements to accommodate rapid growth and the deterioration of aging facilities, more than 50 percent of which were built in the 1950s and 1960s. However, the successful 2007 bond referendum was a positive step in accomplishing the Ten Year Plan for facilities. We planned to use the \$516 million to build eight elementary schools, two middle schools, and two high schools, thereby reducing the number of mobile classrooms in use to 900 by August 2010 and renovating some of the most critical schools in the system.

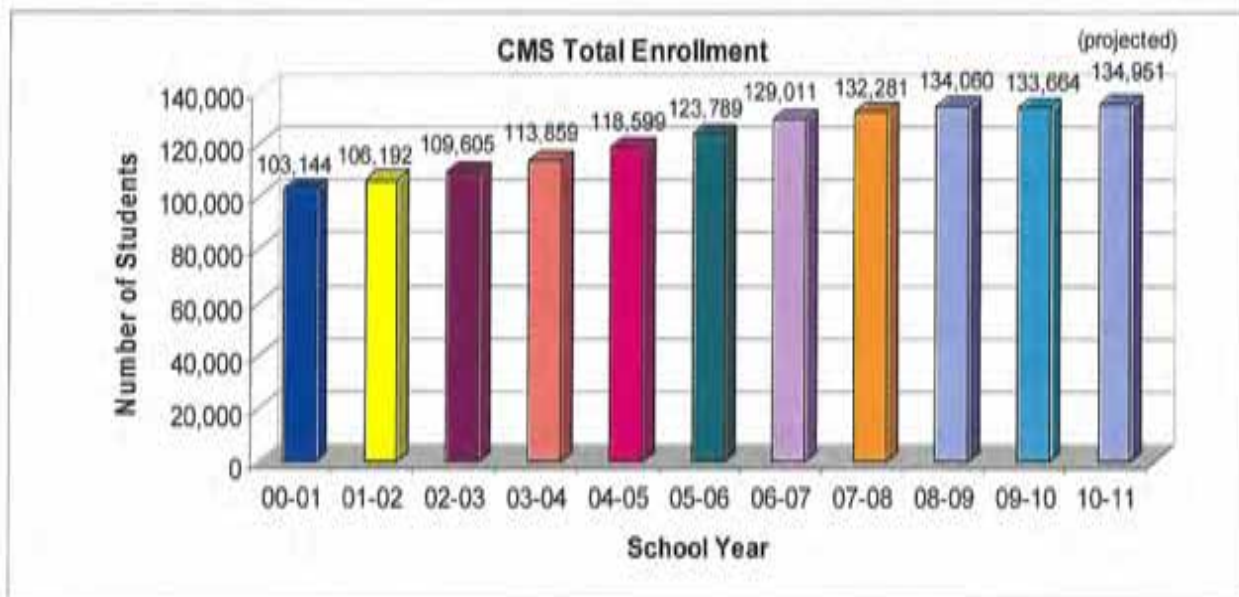
However, the county's decision to reduce debt issuance has restricted our ability to keep our 2007 bond promises. We have met the goal in Strategic Plan 2010 to reduce usage of mobile classrooms by 30% through the opening of six new elementary and middle schools in 2009-10 and two high new schools in 2010-11. However, the delay in sale of the voter-approved 2007 bonds means that we will be unable to take mobile classroom units out of service in the future.

STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

For example, four of our planned elementary schools did not open in 2010 as planned because of a lack of funding. This means that the remaining projects in the 2007 bond will all be delivered at least a year behind their intended dates.

Enrollment in 2010-11 is projected to grow by approximately 1%. It is anticipated that enrollment will continue to grow in 2011-12. With no additional capacity coming on line to offset this growth, many schools in the district will continue to be severely overcrowded.

Since 2000-01, CMS has grown from a little over 103,000 students to more than 133,600 students. We anticipate serving another 1,287 students next year (in 2010-11).



Conclusion

We continue to provide resources to support the diversity in our student population as the resources to meet them are, for now at least, declining. We have over half of our students meeting the federal standard for poverty. The number of students who must learn English as a second language and our children with special needs have declined slightly.

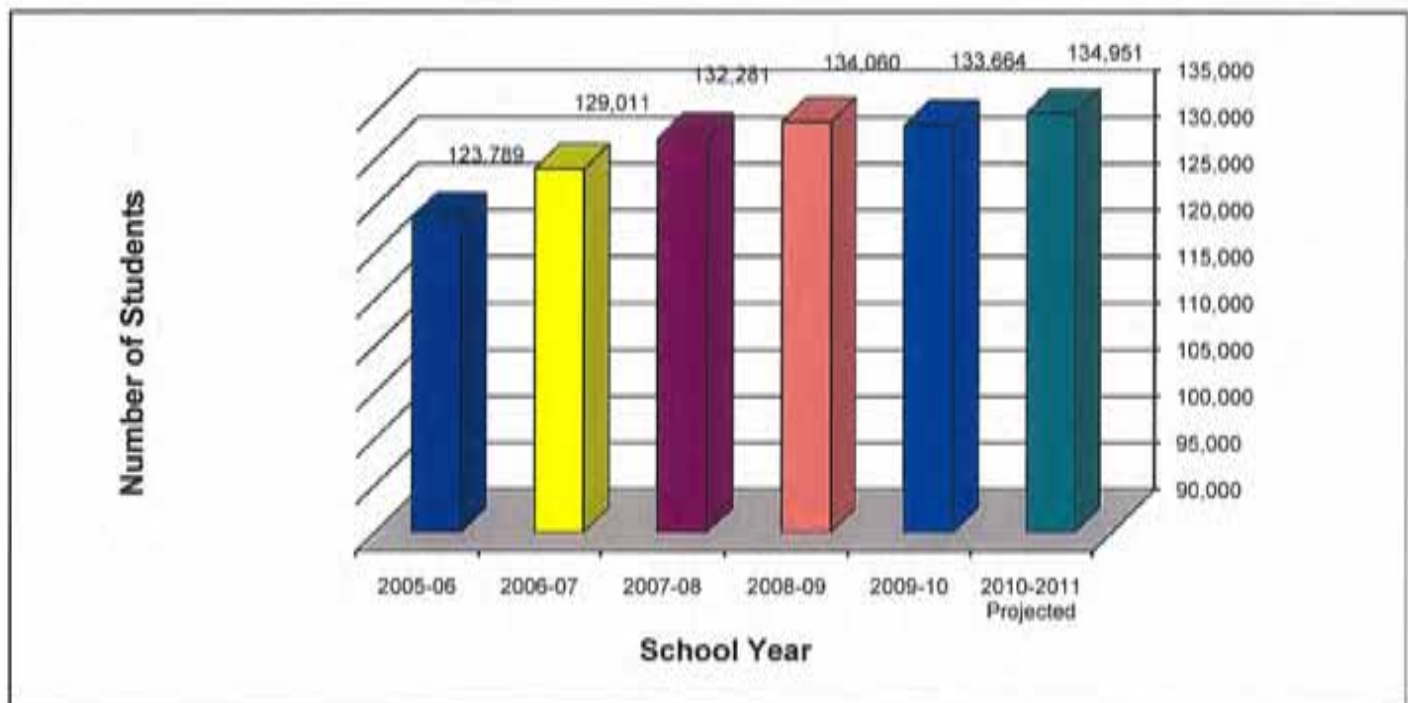
Enrollment continues to grow, although the pace has slowed. We have eased overcrowding in some of our most crowded schools with six new schools that opened in 2008-2009 and two high schools coming on line in 2010-11.

These things, and others, pose substantial challenges for the district as it moves forward.

SIX YEAR ENROLLMENT COMPARISON BY GRADE LEVEL

Grades	2010-2011 Projected	2009-2010 Actual*	2008-2009 Actual*	2007-2008 Actual*	2006-2007 Actual*	2005-2006 Actual*
K	12,030	10,326	11,401	11,257	11,204	10,759
1	10,304	11,377	11,271	11,386	11,116	10,341
2	11,349	11,243	11,396	11,083	10,611	10,072
3	11,328	11,482	11,224	10,869	10,304	9,494
4	11,173	10,922	10,670	10,259	9,761	9,263
5	10,717	10,470	9,957	9,731	9,375	9,059
6	10,387	9,878	9,649	9,459	9,410	9,262
7	9,907	9,677	9,529	9,578	9,536	9,208
8	9,656	9,508	9,673	9,704	9,420	9,270
9	11,829	12,034	12,349	12,578	12,321	11,233
10	9,540	9,790	9,634	9,708	9,361	8,948
11	7,706	7,583	7,751	7,528	7,416	7,459
12	6,892	7,045	6,771	6,304	6,259	6,338
Special	2,133	2,329	2,785	2,837	2,917	3,083
TOTAL ENROLLMENT	134,951	133,664	134,060	132,281	129,011	123,789

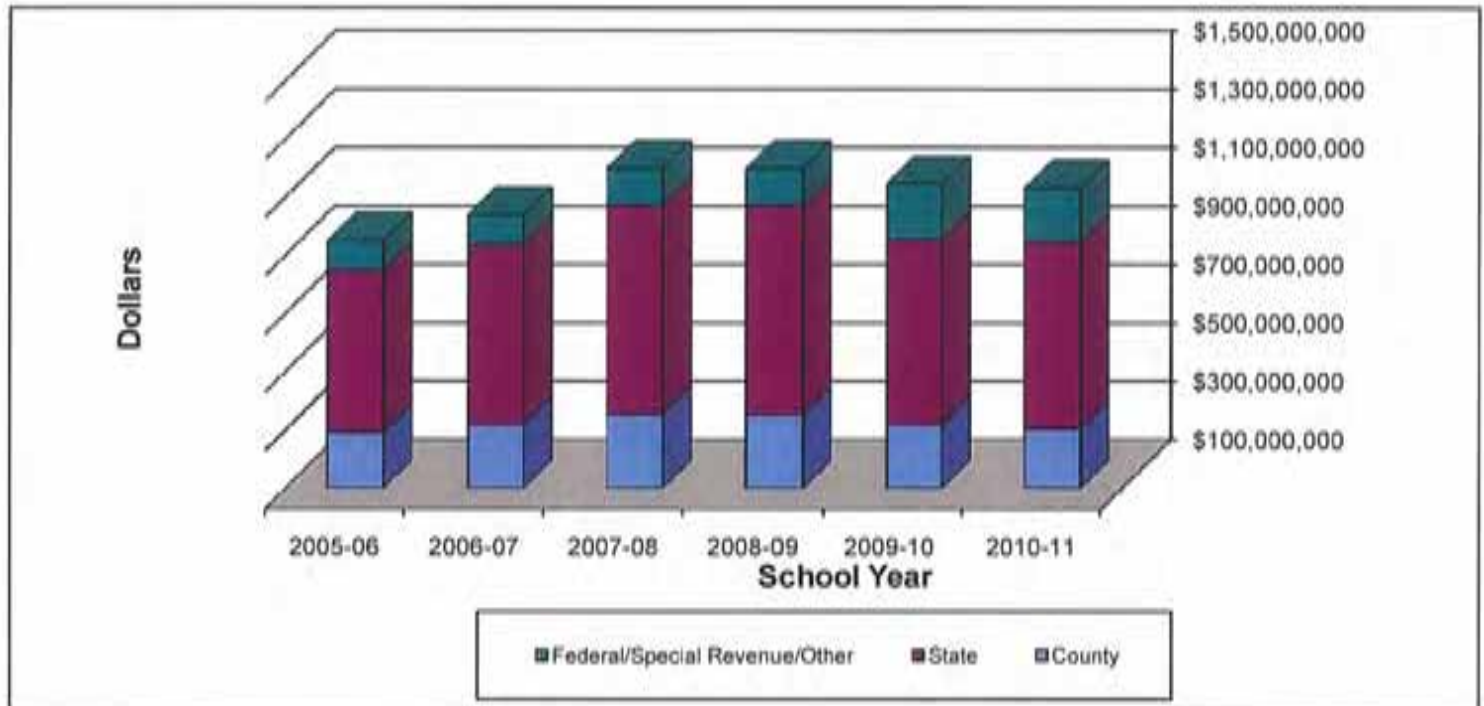
* End of First Month (20th Day)



CURRENT EXPENSE SIX YEAR EXPENDITURE COMPARISON

	County		State		Federal/Special Revenue/Other		Total	
	Dollars	% Incr.	Dollars	% Incr.	Dollars	% Incr.	Dollars	% Incr.
2010-2011 Adopted Budget	\$ 302,250,000	-4.8%	\$ 634,731,052	-0.1%	\$ 213,204,993	13.7%	\$ 1,150,186,045	0.8%
2009-2010	\$ 317,367,391	-8.4%	\$ 635,656,201	-8.9%	\$ 187,485,628	79.6%	\$ 1,140,509,220	-0.7%
2008-2009	\$ 346,366,785	1.5%	\$ 697,419,281	1.9%	\$ 104,369,455	4.3%	\$ 1,148,155,521	11.0%
2007-2008	\$ 341,366,785	8.0%	\$ 684,353,902	10.8%	\$ 103,595,654	3.5%	\$ 1,129,316,341	9.2%
2006-2007	\$ 316,160,298	8.5%	\$ 617,802,853	11.2%	\$ 100,047,338	-0.3%	\$ 1,034,010,489	9.2%
2005-2006	\$ 291,400,000	10.0%	\$ 555,556,487	9.3%	\$ 100,351,390	10.3%	\$ 947,307,877	9.6%

Note: % Increase represents the percentage increase over the prior year.

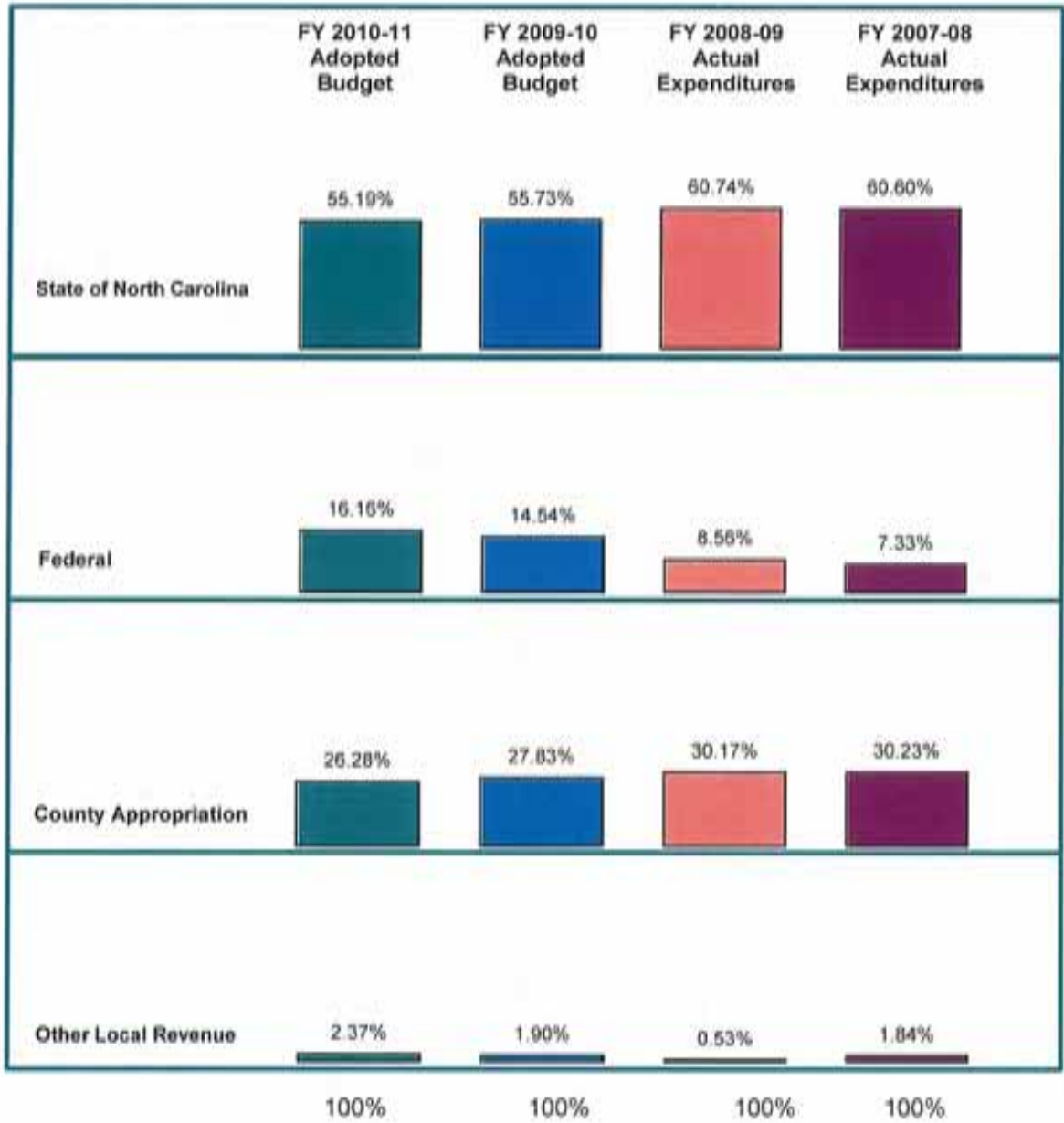


COMPARATIVE EXPENDITURES BY FUNDING SOURCE

	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
State of North Carolina	\$ 634,731,052	\$ 635,656,201	\$ 697,419,281	\$ 684,353,902
Federal	185,891,151	165,827,056	98,291,419	82,833,459
County Appropriation*	302,250,000	317,367,391	346,366,785	341,366,785
Other Local Revenue	<u>27,313,842</u>	<u>21,658,572</u>	<u>6,078,036</u>	<u>20,762,195</u>
Total	<u>\$1,150,186,045</u>	<u>\$1,140,509,220</u>	<u>\$1,148,155,521</u>	<u>\$1,129,316,341</u>

* FY 2008-09 County Appropriation includes reversion to County of \$5.0M.

COMPARATIVE EXPENDITURES PERCENTAGE BY SOURCE

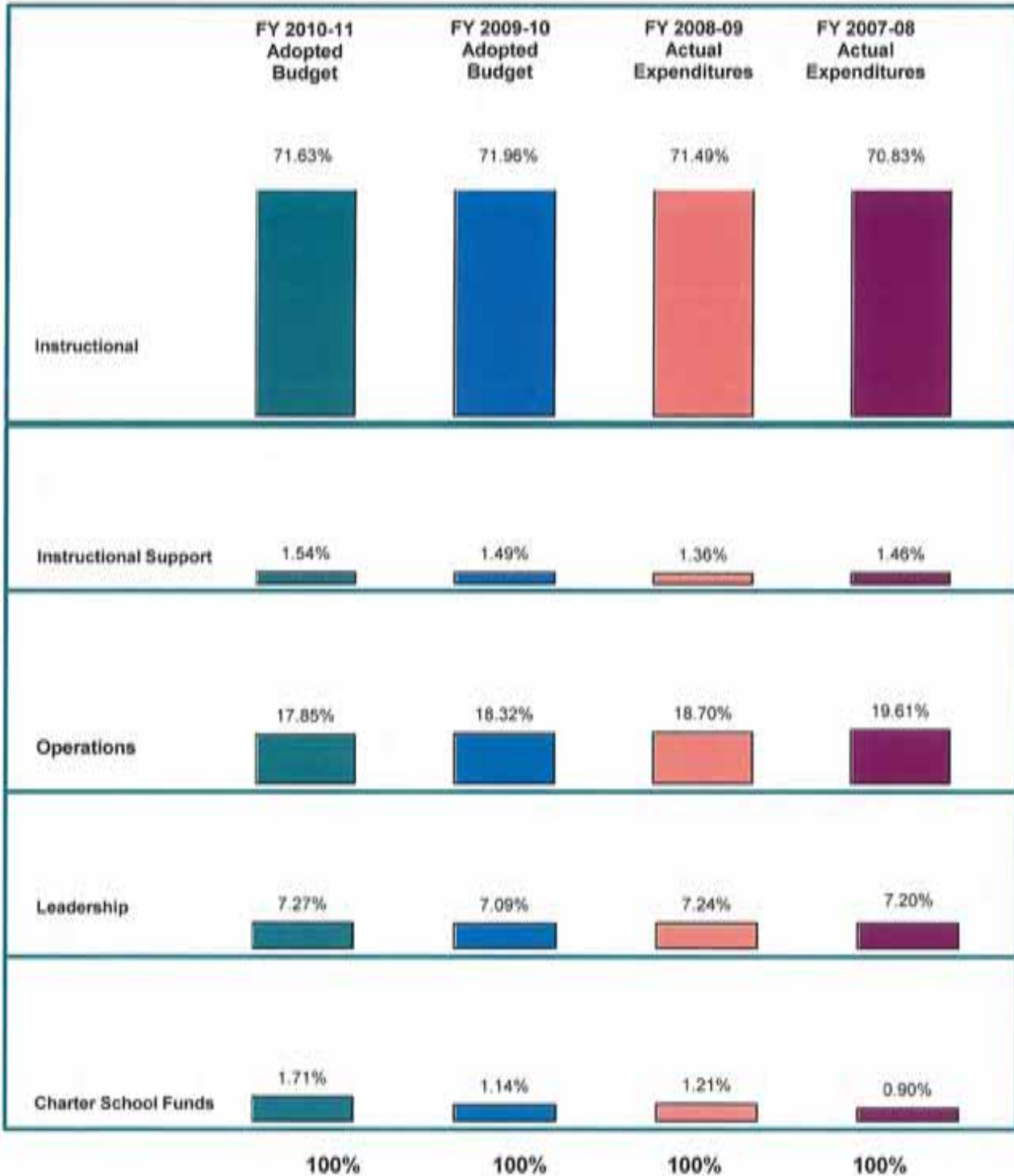


Note: Vertical bar graphs are not intended to be proportional across categories.

COMPARATIVE EXPENDITURES BY MAJOR FUNCTION

	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Instructional				
Regular Instructional	\$ 544,928,307	\$ 549,880,433	\$ 561,438,751	\$ 550,254,112
Special Populations	142,853,116	139,780,663	135,507,095	132,850,672
Alternative Programs	73,317,415	63,547,539	63,497,987	53,522,483
Co-Curricular	4,395,591	5,187,345	4,807,961	4,692,649
School-Based Support	58,430,618	62,306,694	55,537,241	58,573,554
Total Instructional	823,925,047	820,702,674	820,789,035	799,893,470
Instructional Support				
Support and Development	6,001,391	6,388,339	5,803,214	5,941,047
Special Population Support and Develop	3,754,351	3,576,203	3,277,715	3,141,690
Alternative Programs Support and Devel	4,767,902	4,026,019	3,078,565	3,858,053
System-wide Pupil Support	3,200,621	2,994,193	3,471,399	3,585,087
Total Instructional Support	17,724,265	16,984,754	15,630,893	16,525,877
Operations				
Technology Support	16,536,513	14,803,793	15,139,236	12,869,773
Operational Support	159,766,388	163,074,513	164,763,431	179,177,896
Financial and Human Resource Service:	17,070,266	17,315,411	21,458,300	18,983,394
Accountability	10,109,351	7,747,800	8,434,034	5,594,592
Community Services	549,162	540,756	736,129	649,386
Nutrition Services	691,596	1,167,808	1,300,774	1,105,404
Debt Service	582,736	582,736	582,737	582,736
Other	-	3,723,522	2,289,924	2,488,417
Total Operations	205,306,012	208,956,339	214,704,565	221,451,598
Leadership				
Policy, Leadership and Public Relations	11,871,800	13,532,306	14,325,853	14,282,594
School Leadership Services	71,715,444	67,355,910	68,769,684	67,015,421
Total Leadership	83,587,244	80,888,216	83,095,537	81,298,015
Charter School Funds	19,643,477	12,977,237	13,935,491	10,147,381
Total	\$ 1,150,186,045	\$ 1,140,509,220	\$ 1,148,155,521	\$ 1,129,316,341

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
INSTRUCTION TAKES TOP PRIORITY

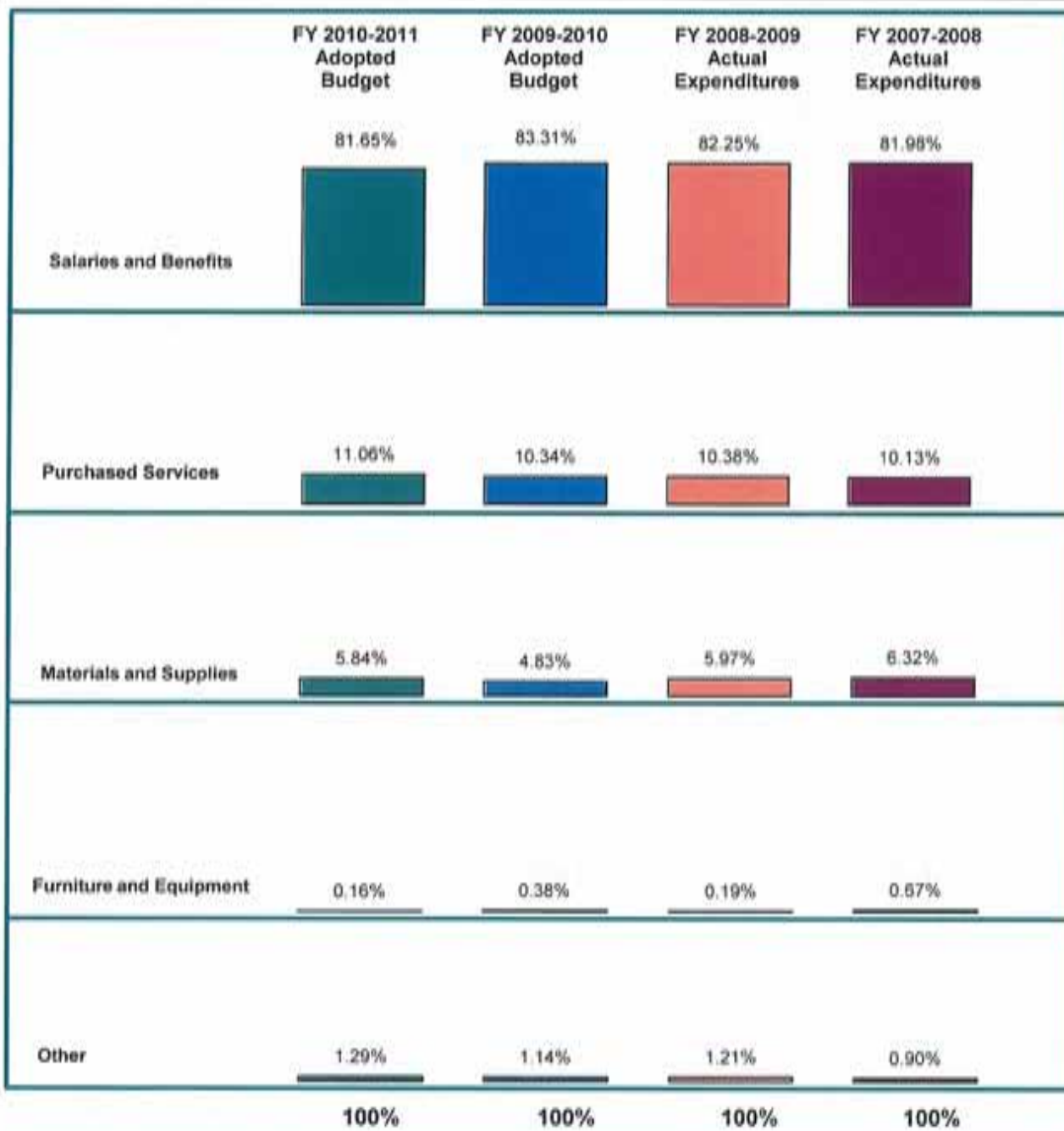


Note: Vertical bar graphs are not intended to be proportional across categories.

COMPARATIVE EXPENDITURES BY OBJECT CODE

	FY 2010-2011 Adopted Budget	FY 2009-2010 Adopted Budget	FY 2008-2009 Actual Expenditures	FY 2007-2008 Actual Expenditures
Salaries	\$ 726,567,979	\$ 749,244,478	756,147,128	\$ 745,025,731
Benefits	212,537,855	200,838,770	188,183,377	180,824,577
Purchased Services	127,196,309	117,937,357	119,133,674	114,368,284
Materials and Supplies	67,306,403	55,130,313	68,539,225	71,410,588
Furniture and Equipment	1,786,459	4,381,065	2,216,626	7,539,780
Other	<u>14,791,040</u>	<u>12,977,237</u>	<u>13,935,491</u>	<u>10,147,381</u>
Total	<u>\$1,150,186,045</u>	<u>\$1,140,509,220</u>	<u>\$1,148,155,521</u>	<u>\$1,129,316,341</u>

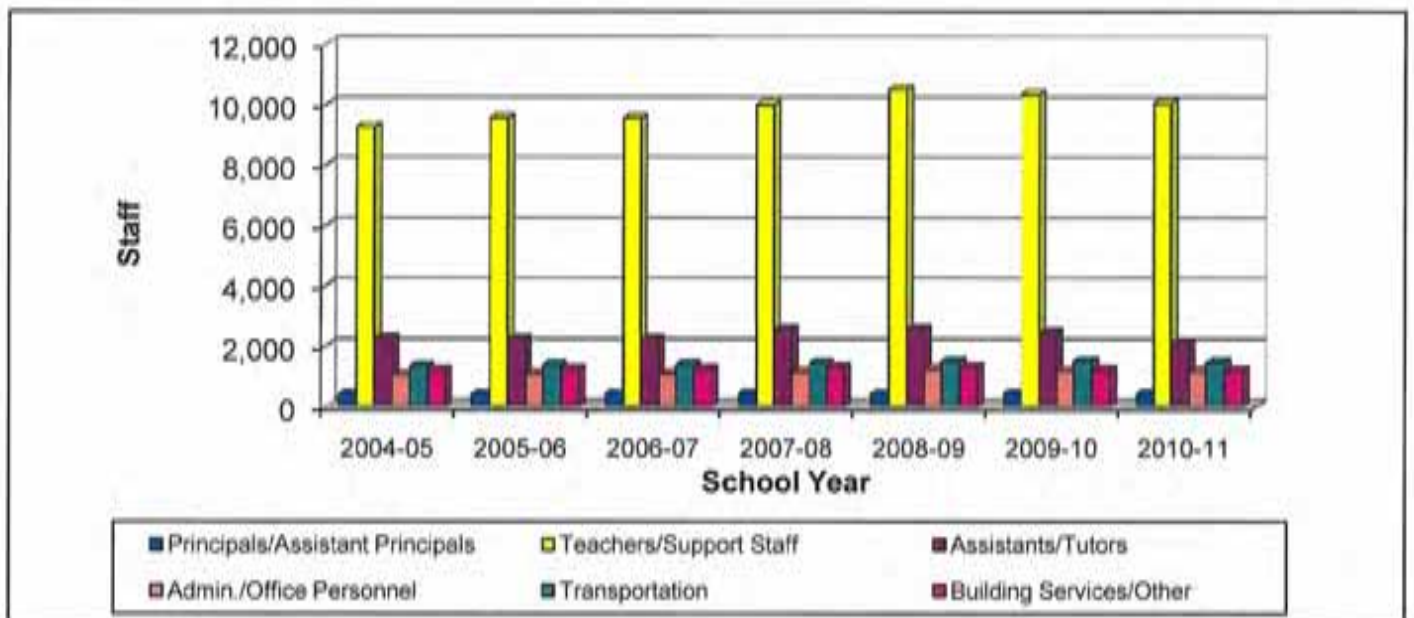
PRIMARY INVESTMENT IS IN OUR PEOPLE



Note: Vertical bar graphs are not intended to be proportional across categories.

SUMMARY OF STAFFING

	State	County	Federal/ Special Revenue/ Other	2010-11 Adopted Budget	2009-2010 Amended Budget	Inc./Dec. for 2010- 2011	2008-2009 Adopted Budget
Principals and Assistant Principals	284.14	56.90	64.00	405.04	396.54	8.50	438.64
Teachers and Support Staff	8,626.56	240.58	1,182.50	10,049.64	10,241.94	(192.30)	10,468.08
Assistants, Tutors and Support	1,447.75	97.80	572.00	2,117.55	2,252.55	(135.00)	2,552.88
Administration and Office Personnel	46.00	687.12	440.50	1,173.62	1,244.97	(71.35)	1,275.83
Transportation	1,342.50	111.00	-	1,453.50	1,507.50	(54.00)	1,505.50
Building Services and Other	125.00	911.00	161.00	1,197.00	1,221.50	(24.50)	1,314.50
Total	11,871.95	2,104.40	2,420.00	16,396.35	16,865.00	(468.65)	17,555.43



SUMMARY OF STAFFING DETAILS

	Program Reference	Program Change Description	State	County	Federal/ Other	Total
Principals and Assistant Principals						
Asst. Principals	I.A.4	Staffing		(0.50)		(0.50)
Principals/Asst. Principals	III.B.1	New Schools	5.00			5.00
Principal Interns	IV.D	New Leaders		4.00		4.00
		Subtotal - Principals & Asst. Principals	5.00	3.50	0.00	8.50
Teachers and Support Staff						
ADM Teachers		State Adjustment	65.19			65.19
CTE Teachers		State Adjustment	(1.09)			(1.09)
Psychologists		State Adjustment	4.30			4.30
ADM Teachers		Federal Adjustment			107.00	107.00
Resource Teachers	I.A.1	Learning Comm./Achiev. Zone		(9.00)		(9.00)
ADM Teachers	I.A.1	Learning Comm./Achiev. Zone	(2.00)			(2.00)
Alternative Ed Teachers	I.A.1	Learning Comm./Achiev. Zone	(2.00)			(2.00)
CTE Coordinators/Teachers	I.A.1	Career and Technical Education	(5.25)	(15.75)		(21.00)
PBIS Teacher/PBIS Coach	I.A.1	PBIS		(5.00)		(5.00)
Media Specialist	I.A.4	Staffing		(1.00)		(1.00)
Regular Education Teachers	I.A.4	Staffing	(148.52)	(453.48)		(602.00)
ESL Teachers	I.A.4	Staffing	(7.00)	(23.00)		(30.00)
Regular Education Teachers	III.A.1	Enrollment Increases	63.00			63.00
Counselors	III.A.1	Enrollment Increases		4.30		4.30
Regular Education Teachers	III.A.7	Reinstate of Teacher positions		141.00		141.00
Regular Education Teachers	III.B.1	New Schools		31.00		31.00
Talent Development Teachers	III.B.1	New Schools	2.00			2.00
CTE Teachers	III.B.1	New Schools		28.00		28.00
Counselors	III.B.1	New Schools	7.00	1.00		8.00
Arts Ed Teachers	III.B.1	New Schools	3.00			3.00
Instructional Facilitator	III.B.1	New Schools		2.00		2.00
CTE Teachers	IV.B	Magnet Program		3.00		3.00
Regular Education Teachers	IV.B	Magnet Program		19.00		19.00
		Subtotal Teachers & Support Staff	(21.37)	(277.93)	107.00	(192.30)
Assistants, Tutors and Support						
Behavior Modification Tech.	I.A.1	Learning Comm./Achiev. Zone	(2.00)			(2.00)
Regular Teacher Assistants	I.A.4	Staffing	(164.00)			(164.00)
Regular Teacher Assistants	II.A.1	Enrollment Increases	29.00			29.00
Admin. Student Intervention Assistants	II.B.1	New Schools	2.00			2.00
		Subtotal Assistants & Tutors	(135.00)	0.00	0.00	(135.00)
Administrative and Office Personnel						
Producers/Managers	I.A.1	CMS TV		(5.00)		(5.00)
Secretary	I.A.1	Bright Beginnings		(0.50)		(0.50)
Area Superintendents	I.A.1	Learning Comm./Achiev. Zone		(2.00)		(2.00)
Executive Directors	I.A.1	Learning Comm./Achiev. Zone		(3.00)		(3.00)
Area Discipline Administrator	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Area Support Coordinator	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Resource Specialist	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Media Relations Specialist	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Executive Secretaries/Sr. Admin	I.A.1	Learning Comm./Achiev. Zone		(5.00)		(5.00)
Human Resources positions	I.A.1	Learning Comm./Achiev. Zone		(4.00)		(4.00)
CTE Specialist	I.A.1	Career and Technical		(1.00)		(1.00)
Secretary	I.A.1	Career and Technical		(1.00)		(1.00)
PBIS Coordinator	I.A.1	PBIS		(1.00)		(1.00)
Special Events Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
Executive Director of Assessment	I.A.2	Central Office Reductions		(1.00)		(1.00)
Directors of Assessment	I.A.2	Central Office Reductions		(3.00)		(3.00)

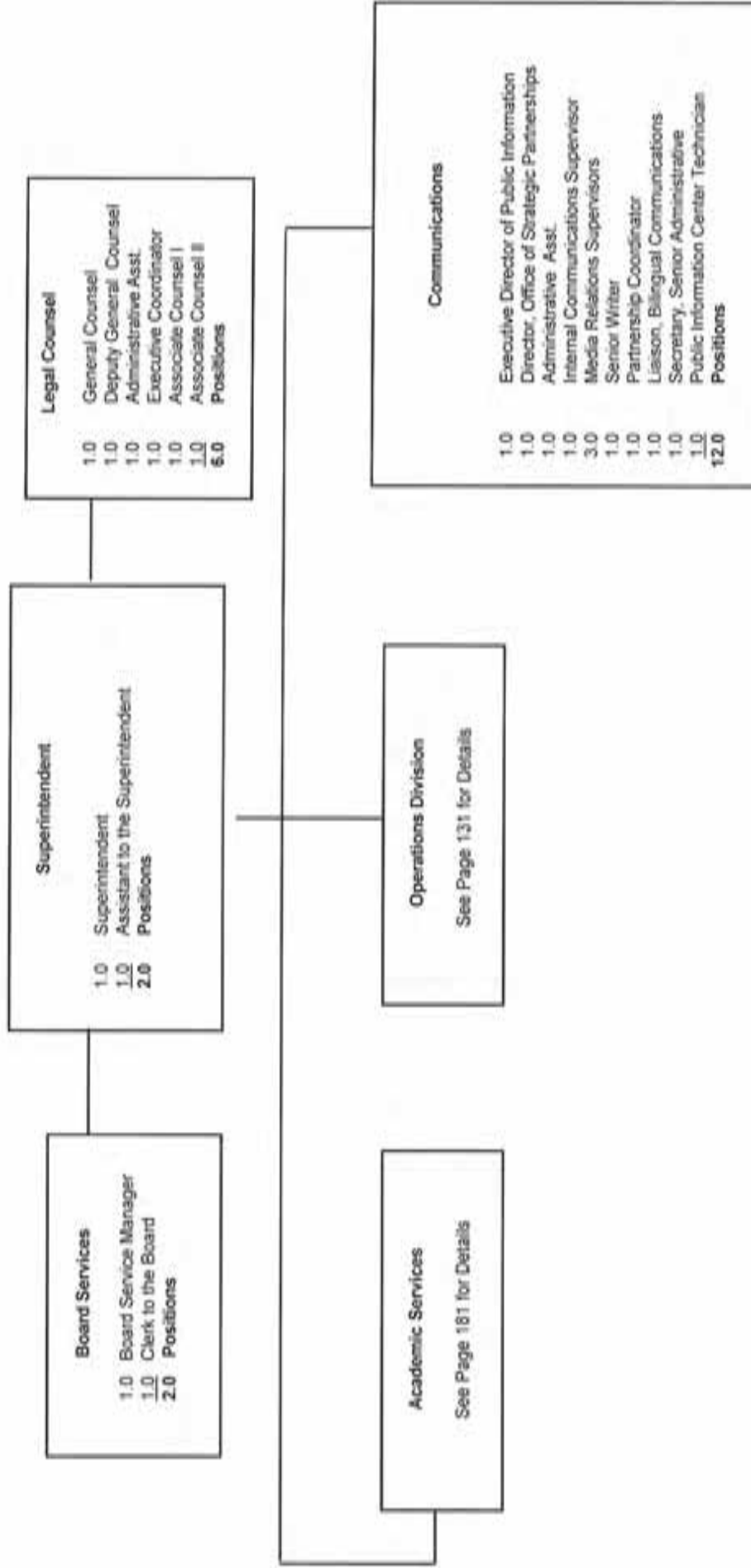
SUMMARY OF STAFFING DETAILS

	Program Reference	Program Change Description	State	County	Federal/ Other	Total
Assessment Analysts	I.A.2	Central Office Reductions		(3.00)		(3.00)
Data Support Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
Accountability Programming Manager	I.A.2	Central Office Reductions		(1.00)		(1.00)
Senior Operations Specialist	I.A.2	Central Office Reductions		(1.00)		(1.00)
Director of Performance Management	I.A.2	Central Office Reductions		(0.40)		(0.40)
Exec. Dir., School Improvement	I.A.2	Central Office Reductions		(1.00)		(1.00)
School Improvement Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
Admin/Sr. Administrative Secretaries	I.A.2	Central Office Reductions		(5.00)		(5.00)
Executive Directors, Accountability	I.A.2	Central Office Reductions		2.00		2.00
Directors, Accountability	I.A.2	Central Office Reductions		3.00		3.00
Accountability Analyst/ Sr. Analyst	I.A.2	Central Office Reductions		2.00		2.00
Prof. Development Administrators	I.A.2	Central Office Reductions		2.00		2.00
Measurement Operations Coordinator	I.A.2	Central Office Reductions		1.00		1.00
Human Resources positions	I.A.2	Central Office Reductions		(6.00)		(6.00)
Systems Engineer	I.A.2	Central Office Reductions		(1.00)		(1.00)
Student Data Manager	I.A.2	Central Office Reductions		(1.00)		(1.00)
Finance positions	I.A.2	Central Office Reductions		(2.25)		(2.25)
Executive Director, Supt. Office	I.A.2	Central Office Reductions	(1.00)			(1.00)
Support Services Position	I.A.2	Central Office Reductions		(1.00)		(1.00)
Sr. Media Processor	I.A.2	Central Office Reductions		(1.00)		(1.00)
School Sr. Admin./Admin. Secretary	I.A.4	Staffing		(39.00)		(39.00)
School Sr. Admin./Admin. Secretary	II.A.1	Enrollment Increases		1.50		1.50
School Sr. Admin./Admin. Secretary	II.B.1	New Schools		11.50		11.50
Data Administrator	IV.B	Managing for Performance		0.60		0.60
Database Administrator	IV.B	Managing for Performance		0.60		0.60
Sr. Computer Systems Analyst	IV.B	Managing for Performance		0.60		0.60
Safety Officer	III.B.3	New Schools-Maint.		1.00		1.00
Subtotal - Administrative/Office Personnel			(1.00)	(70.35)	0.00	(71.35)
Transportation						
Bus Drivers	I.A.1	Transportation	(54.00)			(54.00)
Subtotal - Transportation			(54.00)	0.00	0.00	(54.00)
Building Services and Other						
Custodians	I.A.1	Learning Comm./Achiev. Zone		(3.00)		(3.00)
Regional Property Manager	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Custodian	I.A.1	Bright Beginnings		(0.50)		(0.50)
Delivery Driver	I.A.1	Storage and Distribution		(2.00)		(2.00)
Rapid Response Associates	I.A.1	Campus Security Associates		(4.00)		(4.00)
Custodians	I.A.1	Building Maintenance		(24.00)		(24.00)
Grounds Worker/ Crew Chief Asst.	I.A.1	Building Maintenance		(3.00)		(3.00)
Operator, Pest Control	I.A.1	Building Maintenance		(1.00)		(1.00)
Carpenter	I.A.1	Building Maintenance		(3.00)		(3.00)
Painter	I.A.1	Building Maintenance		(1.00)		(1.00)
Sheet Metal Worker	I.A.1	Building Maintenance		(2.00)		(2.00)
Roofer/Welder	I.A.1	Building Maintenance		(2.00)		(2.00)
HVAC Mechanic	I.A.1	Building Maintenance		(3.00)		(3.00)
School Law Enforcement Officer	I.A.2	Central Office Reductions	(1.00)			(1.00)
Campus Security Associates	II.B.1	New Schools	4.00			4.00
Custodian/Custodian, Head III	III.B.3	New Schools-Maint.		12.00		12.00
Electronic Technician II	III.B.3	New Schools-Maint.		1.00		1.00
Roofer	III.B.3	New Schools-Maint.		2.00		2.00
HVAC Specialist	III.B.3	New Schools-Maint.		2.00		2.00
Electricians II	III.B.3	New Schools-Maint.		1.00		1.00
Plumbing Specialist	III.B.3	New Schools-Maint.		1.00		1.00
Equipment Mechanic	III.B.3	New Schools-Maint.		1.00		1.00
Real Estate Specialist	III.B.3	New Schools-Maint.		1.00		1.00
Senior Construction Engineer	III.B.3	New Schools-Maint.		1.00		1.00
Subtotal - Building Services & Other			3.00	(27.50)	0.00	(24.50)
GRAND TOTAL			(203.37)	(372.28)	107.00	(468.65)

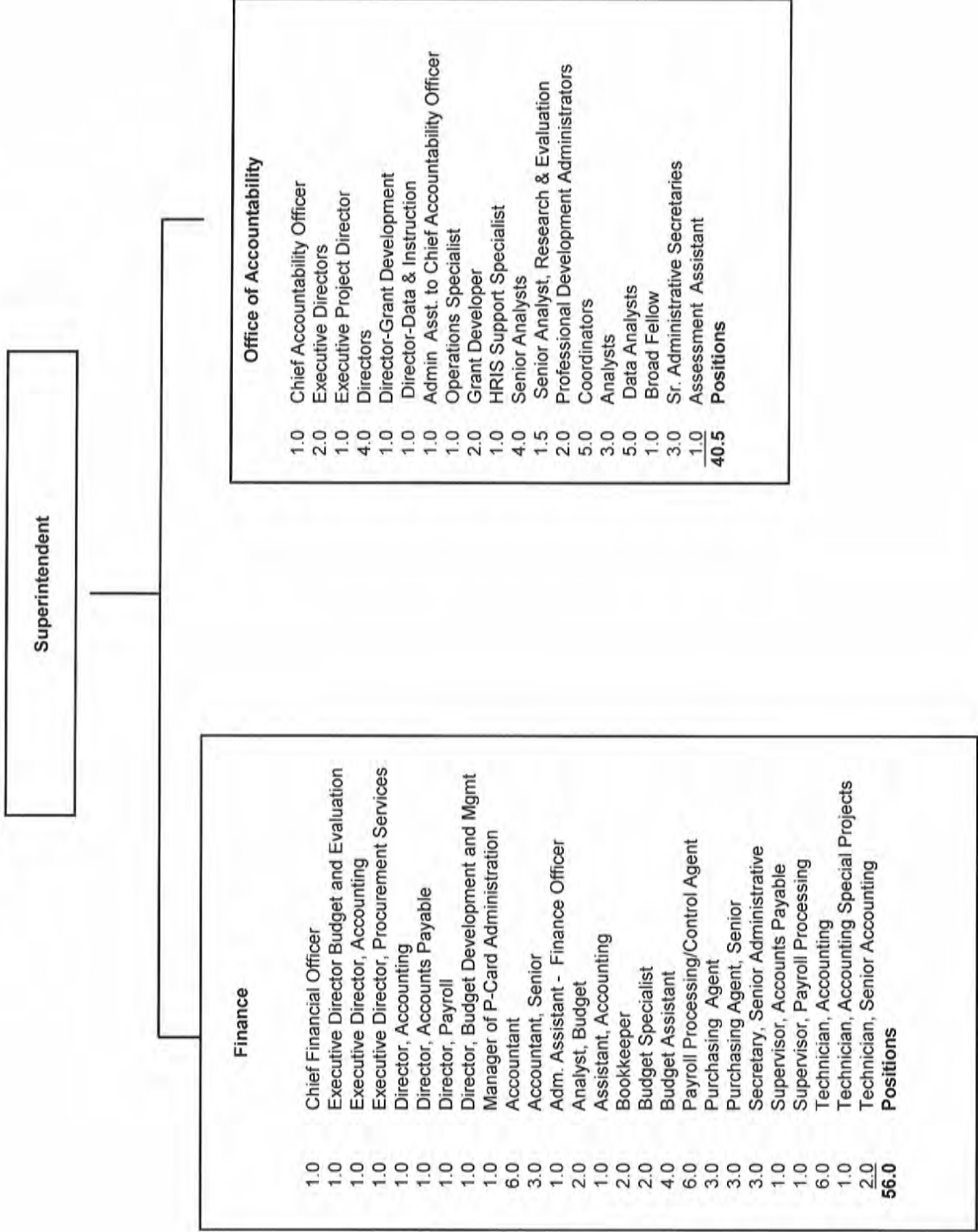
SUPERINTENDENT DIVISION



Superintendent Division



Superintendent Division



SUPERINTENDENT DIVISION

Goals, Objectives and Accomplishments

BOARD OF EDUCATION AND OFFICE OF THE SUPERINTENDENT

Goals 2010 - 2011

CMS is now executing a four-year strategic plan, Strategic Plan 2014: Teaching Our Way to the Top. It sets two main goals for the district: **improving teaching** and **managing performance**. To help CMS meet these important goals, the plan has six key areas of focus.

Area of Focus 1: Effective Teaching and Leadership

Measurements: One hundred percent of students will achieve more than a year's worth of growth in a year's time. Teachers and leaders will narrow the achievement gap between the lowest-performing and highest-performing students.

Area of Focus 2: Performance Management

Measurement: Ninety percent of all employees will meet or exceed expectations by 2014.

Area of Focus 3: Increasing the Graduation Rate

Measurement: Increase the number of students who graduate in four years from 66 percent to 90 percent by 2014.

Area of Focus 4: Teaching and Learning Through Technology

Measurement: CMS technology infrastructure will be capable of supporting 98 percent of all academic and business demands for service by the 2014-2015 school year.

Area of Focus 5: Environmental Stewardship

Measurement: Reduce all utility consumption by 20 percent, solid wastes by five percent and pollutants by 20 percent.

Area of Focus 6: Parent and Community Connections

Measurements: 1). Increase the number of family members who participate in Parent University courses to 30,000 by 2014. A district family survey will indicate that 85 percent of parents believe that family involvement is valued in their child's school. 2). District partners will be surveyed annually and indicate a 75 percent or higher satisfaction rate on partnership effectiveness.

Accomplishments 2009 - 2010

Goal 1, High Academic Achievement

- In 2009, 89.6 percent of schools made expected or high growth, a remarkable improvement over the 54 percent of schools of 2006 – and above the goal of 80 percent we set for ourselves by 2010
- Student achievement increased in 24 of 25 areas tested where we had year-over-year data
- On End-of-Grade tests in reading for grades three through eight, the percentage of students demonstrating proficiency grew to 59 percent in 2009. That's up from 55.2 percent in 2008
- On End-of-Grade tests in math, the percentage of students demonstrating proficiency rose to 72 percent in 2009 from 64.3 percent in 2006
- The district-wide composite score on End-of-Course tests (given in middle and high school) increased to 76.2 percent in 2009 from 66.2 percent in 2006
- Student achievement increased in nine of 10 areas tested: Algebra I and II, biology, chemistry, English I, Geometry, Physics, Physical Science and U.S. History
- The participation rate in CMS on Advanced Placement tests, used to determine students' readiness for college-level work, has grown. So has performance. The number of students scoring a three or higher has grown from 42 percent in 2006 to 49 percent in 2009

SUPERINTENDENT DIVISION

Goals, Objectives and Accomplishments

- Similarly, the average score on the SAT test required by most colleges has increased. In 2007, the CMS average score trailed the state average by 10 points. In 2009, the CMS average was six points above the state average
- On the VoCATS tests used to measure the learning of students in vocational education, the number of schools showing proficiency increased 24.2 percent in three years. In 2009, 79.9 percent of CMS schools showed proficiency on VoCATS tests
- CMS average scores have been consistently higher than the national, state and all 18 districts in the Trial Urban District Assessment (a group of cities piloting NAEP on the district level) in reading, math and writing
- In 2009, fourth-graders in CMS outperformed their peers in 17 other urban school districts on math tests
- The scores also show that the percentage of fourth-grade students performing at or above the basic level of proficiency has increased slightly: 86 percent in 2009, compared to 85 percent in 2007 and 84 percent in 2003
- CMS eighth-graders tested on math outscored their peers in all of the cities tested except Austin, Texas
- For eighth-graders, the percentage of students scoring at or above basic proficiency has increased. In 2009, 72 percent of CMS eighth-graders scored at basic or above, compared to 67 percent in 2003
- NAEP tests also showed fourth-graders in three ethnic subgroups outscored their peers in other cities in the assessment. Scores for white, African-American and Hispanic fourth-grade students were higher than scores of their peers in the other cities
- The district also had more high-achieving students – students who scored at the highest level – than any other city, and fewer students in the lowest-achieving group

Goal 2, Effective Educators

- Schools opened this school year with 16.2 teacher vacancies and a high quality teacher staffing rate of 99.66%
- The district has increased its number of Teach For America teachers to 212 –up from 128 TFA teachers in the previous year
- CMS teacher turnover rate (excluding reduction in force) is 10% for 2008-09, down about 5% from 14.9% in 2007-08. Contributing factors include the economic downturn – fewer people relocating from Charlotte and more people deciding to postpone retirement
- New Leaders for New Schools trained its first cohort of nine resident principals in the 2009-10 school year
- The 25 participants in the Leaders for Tomorrow program at Winthrop completed yearlong internships and will be eligible to apply for principalships in the district. A second cohort of 24 Leaders for Tomorrow participants began during the summer of 2009
- In 2009-10 we continued the Strategic Staffing Initiative. Strategic Staffing is a school turnaround strategy designed to place a strong leader at the helm of low-performing schools. The district has already seen strong results from the first and second cohorts of Strategic Staffing principals. March 1, 2010, the district announced the third cohort of Strategic Staffing principals. Nineteen schools are now participating in the initiative

Strategic Staffing Results:

First cohort:

- All schools had increases in reading. One had a 14-point increase; two had a 10-point increase
- Six of seven schools gained in math. One had a 23-point gain; two had gains of 15 and 17 points
- Six of seven gained in science with one school increasing by 22 points; one by 14; one by 12

SUPERINTENDENT DIVISION

Goals, Objectives and Accomplishments

Second cohort:

- Four instances of double-digit gains
- Overall growth ranged from 1 to 20%
- Scores rose in 16 of 21 areas tested

Goal 3, Adequate Resources and Facilities

- We are at the 83 percent mark for all schools meeting the CMS standard for co-curricular activities in 2009
- We are on track to meet the 65 percent target we set for schools meeting our standards for quality learning environments. We were at 57 percent in 2009
- Our construction of new schools lowered the number of mobile classrooms in use to the 2010 goal of 900 just before the start of the 2009 school year, down from 1,192 in 2006. However, we anticipate this accomplishment will be short-lived as capital projects are further delayed by the economy
- We have also achieved significant reductions in transportation costs. We have taken 100 buses out of use. We have reduced the daily miles driven by buses by 11,000 per day. That's almost two million miles each year. We have restructured our bus stops, eliminating 11,000 stops in a two-year period
- Through grants, third-party fundraising, and the generosity of corporate donors, CMS has been able to sustain many of its key reform initiatives. In 2008-2009, CMS received a total of \$146 million in grants and \$240,000 in donations
- Mecklenburg Citizens for Public Education (MeckEd), a non-profit organization committed to engaging the community, funders, policy makers, and public and private organizations on behalf of CMS has supported the district through targeted fundraising since 2008. The district has also gained the support of organizations and corporate sponsors who have contributed directly to the district or to the district's foundation. Since 2008, MeckEd has raised \$2,656,860 to support initiatives like: New Leaders for New Schools, Parent University, Leaders for Tomorrow and Parent University. Their top corporate sponsors include: Allen Tate, The Belk Foundation, Bank of America, Carolinas Healthcare System, CD Spangler Foundation, Duke Energy Corporation, The Leon Levine Foundation, Novant Health, Rodgers Builders, TIAA CREF, Time Warner Cable and Wachovia-Wells Fargo
- Funding has also been gained through grants and corporate gifts paid directly to the district. We received \$4 million in support from the Bill and Melinda Gates Foundation to partner with the Parthenon Group in developing a business plan for improving achievements at low-performing schools. The Bill and Melinda Gates Foundation also awarded CMS a \$1.4 million grant to study teacher effectiveness. From the C.D. Spangler Foundation, we received a \$4 million grant to double the Teacher For America Corps; and recently received \$776 thousand in grants to support various CMS initiatives. Additionally, CMS was granted a \$4.88 million Performance Management grant awarded by the Michael and Susan Dell Foundation and the Broad Foundation. We were also awarded a \$2 million federal grant to launch a pilot pay for performance program (TIF-LEAP). This was extended for an additional four years and by the end will provide \$11.8 million in total funding for the TIF-LEAP initiative

Goal 4, Safe and Orderly Schools

- In 2009, 79.5 percent of students – a half-percentage point away from the 2010 target of 80 percent – indicated that their schools were safe
- The goal of having all schools undergo a safety audit was met in 2009
- On June 9, 2009, Senate Bill 270 and House Bill 538 passed through the North Carolina Senate allowing the Charlotte-Mecklenburg School Board of Education to maintain a

SUPERINTENDENT DIVISION

Goals, Objectives and Accomplishments

Campus Police Agency, thus changing the Charlotte-Mecklenburg Schools Law Enforcement Department to the Charlotte-Mecklenburg Schools Police Department (CMSPD). Charlotte-Mecklenburg Schools is the first public school system in North Carolina to have its own Police Department. The CMSPD is staffed by a Chief, Deputy Chief, 4 Detectives, 8 Police Officers, Dispatchers, Alarm Technicians and Administrative Staff. CMSPD officers concentrate their efforts at all elementary schools and Board Property and through an agreement with local police agencies all Middle Schools and High Schools are staffed with a School Resource Officer (SRO), from which the jurisdiction the school resides

Goal 5, Freedom and Flexibility with Accountability

- In 2009, 68.7 percent of schools made Adequate Yearly Progress – acceptable growth in achievement under federal standards. That's nearly double the 35.2 percent in 2006 and slightly ahead of the 2010 goal of 68 percent
- Since 2007, 104 schools have been reviewed through the School Quality Review process. 47 schools were reviewed in 2008-2009. This school year fewer schools are being reviewed due to budget constraints. Ten schools have been rated high quality, 33 are well-developed, 57 are proficient and 15 have been rated undeveloped
- We launched a Freedom and Flexibility with Accountability initiative in the 2008-2009 school year to give selected principals increased autonomy. Thirteen principals were added in the 2009-2010 year bringing our total to 61 FF & A principals. This program is showing promising results and we will continue to expand it

Goal 6, World-Class Service

- The percentage of community members who said that CMS provides timely, accurate and responsive service increased to 61 percent in 2009 from 39 percent in 2008
- We surpassed the targets for being perceived as responsive, with 71 percent of parents and 61 percent of the community expressing satisfaction. The target was more than 50 percent for both goals

Goal 7, Strong Parent and Community Connections

- Faith community partnerships grew from 78 in 2005-06 to over 200 in 2008-09
- More than 27,000 people have been reached through Parent University since its inception in 2008-09. That number includes 8,000 parents in the Achievement Zone
- Parent University has secured nearly \$470,000 in outside support from the Meck Ed Foundation, other foundations, grants and businesses for its operating budget
- The 2009 survey data indicated that 67 percent of parents in 2009 and 52 percent of the community viewed CMS more favorably than in earlier years. We exceeded the target for school responsiveness, with 86.8 percent of parents reporting satisfaction. For all three, we had set targets of 70 percent
- We surpassed the targets for being perceived as responsive, with 71 percent of parents and 61 percent of the community expressing satisfaction. The target was more than 50 percent.
- The district also met its goals of increasing partnerships and volunteer hours. As of 2009, CMS has 247 partners, well above the target of 150, and 176,909 volunteer hours, well above the target of 109,956

LEGAL

Goals 2010 - 2011

- Advance Strategic Plan 2014 objectives by providing exceptional legal services
- Control costs of legal spend and promote efficiencies in the delivery of legal services

SUPERINTENDENT DIVISION

Goals, Objectives and Accomplishments

- Develop and refine operational processes to address changing working conditions
- Minimize the risk of legal liability to the District, staff, and students

Objectives 2010 - 2011

- Develop educational materials and alert notifications on relevant legal topics
- Provide staff training on legal topics, Board policy, procedures, and process roles
- Leverage in-house knowledge and expertise
- Reduce the costs of lawsuits and claims
- Update outside counsel billing guidelines and monitor outside counsel

Accomplishments 2009 - 2010

- Implemented data-sharing and work flow procedures between Legal and other departments to monitor and track progression of employee investigations and disciplinary matters
- Collaborated with outside agencies and the judiciary to respond to mandates of the Fostering Connections to Success and Increasing Adoptions Act
- Developed triage process for students returning to CMS from alternative settings and provided training to CMS staff, outside agencies and juvenile court judges
- Successfully defended and/or negotiated favorable resolutions to disputed claims and lawsuits
- Revised process for interviews of students by non-CMS law enforcement officers; advised Superintendent on changes and participated in meeting with all area police chiefs and Superintendent
- Revised the student-discipline process
- Developed and conducted training for administrators on compliance with revised student discipline procedures and revised process for student interviews by non-CMS law enforcement officers
- Provided legal advice and support in updating provisions in district's Standard Terms and Conditions
- Improved contract administration process and developed written guidelines for CMS staff.
- Developed Legal Department intranet webpage
- Continued to provide legal and policy advice with reduced staff

COMMUNICATIONS

Goals 2010 - 2011

- All schools will identify at least one strategic partnership opportunity in 2010-11
- Seventy-five percent of district partners will support school partnership plans
- Increase the awareness of staff about the goals and initiatives of Strategic Plan 2014
- Increase partnerships to strategically support increased graduation rate cohort initiatives

Objectives 2010 - 2011

- Staff will engage principals and staff on defining effective partnerships that support Strategic Plan 2014
- Staff will develop strategic partnerships plans for 40 schools
- Develop strategic communication plans to address goals and initiatives in Strategic Plan 2014
- Inform business, faith and community partners about specific goals and objectives directly related to increasing the graduation rate cohort goal

SUPERINTENDENT DIVISION

Goals, Objectives and Accomplishments

Accomplishments 2009 - 2010

- Increased SchoolMates partners by 25 percent. In 2008-2009, there were 22 partners (44 schools). In the fall of 2009, there were 28 partners (56 schools)
- Strengthened employee communications by ensuring that CMS employees are informed about CMS news and information on a timely basis by developing a comprehensive internal communications program using variety of tools and methods. Those methods included: Connect-Ed, e-mail, CMS Web site, CMS Intranet, CMS-TV3, DirectLine electronic newsletters, community and parent meetings, special events and other communication channels. Most noted was the introduction of social media in all marketing campaigns (internal and external)
- In the fall of 2009 the department hosted 13 media briefings. Those briefings generated 70 stories in the media
- To accomplish the goal of increased public awareness of CMS achievements and successes, in the fall of 2009 the media relations team accomplished the following:
 - Of the 100 elementary schools in the district (not including Pre-K or the Achievement Zone), 43 schools (43 percent) had at least one positive story on the Web site or in the media
 - Of the 29 middle schools in the district (not including the Achievement Zone), 16 schools (55 percent) had at least one positive story on the Web site or featured in the media
 - Of the 27 high schools in the district (not including the Achievement Zone schools), 21 high schools (78 percent) had at least one positive story on the Web or in the media
 - Out of the 166 schools in the district (not including Pre-K or the Achievement Zone schools), 80 schools, or 48 percent, had at least one positive story in the media or on the CMS Web site
- Released the district's first Web based, electronic annual report. The award-winning report highlights the successes and student achievement for the 2008-2009 school year and was disseminated electronically to approximately 40,000 people
- CMS TV's goal was to visit each of the district's 176 schools twice and to report positive news stories about the schools. The following data includes number of news stories produced, schools covered and a breakdown by learning communities and strategic goals
 - Total number of stories on CMS-TV 2009-10 (Jan 29th): 341
 - Total number of stories on CMS-TV 2008-09 (Jan 29th): 303
 - Schools covered at least once on CMS-TV 2009-10 (Jan 29th): 136
 - Schools covered at least once on CMS-TV 2008-09 (Jan 29th): 108
 - Schools covered at least twice on CMS-TV 2009-10 (Jan 29th): 61
 - Schools covered at least twice on CMS-TV 2008-09 (Jan 29th): 56
 - Total number of NewsUpdates produced: 67
 - Total Number of NewsUpdates aired: 1340
 - NewsUpdates are everyday, up to 20 times a day

Stories produced by learning community

North - 27

South - 35

East - 33

West - 31

Northeast - 28

Central - 74

Achievement - 29

SUPERINTENDENT DIVISION

Goals, Objectives and Accomplishments

Strategic Plan 2010 stories by goal

1. High Academic Achievement -19
2. Effective Educators - 45
3. Adequate Resources & Facilities - 22
4. Safe & Orderly Schools - 9
5. Freedom & Flexibility - 4
6. World Class Service - 18
7. Parent & Community Involvement - 201

FINANCE

Goals 2010 - 2011

- Deliver world class customer service by providing timely, accurate, and responsive service
- Provide financial support activities in a timely, cost effective and high quality manner in compliance with accounting standards and regulatory requirements
- Implement Continuous Improvement Process (CIP) projects to improve the operational efficiency within the Finance department and the district
- Improve interdepartmental relationships and communication to enhance productivity and quality of service
- Develop future leaders and enhance staff performance with emphasis on staff development and high expectations for personal accountability

Objectives 2010 - 2011

- Receive an unqualified opinion on the annual external audit
- Ensure a successful year end close-out including the maximization of all funding sources and no reversions of state funds
- Ensure annual expenditures are within the approved budget
- Improve the response rating on the annual survey of principals regarding the central administrative services as it relates to the financial services areas
- Evolve the budget process to execute resource realignments as needed to use resources more effectively

Accomplishments 2009 - 2010

- Successful close-out of all state allotments resulting in maximization of state and local funds with no reversion of state funding
- Received an unqualified audit opinion on the external audit for the fiscal year ending June 2009 – the opinion was included in the Comprehensive Annual Financial Report prepared by the accounting staff
- Received both the Government Finance Officers Association and Association of School Business Officials Certificate of Excellence in Financial Reporting award for the 2009 Comprehensive Annual Financial Report
- Minimized the impact on the district's operations while still complying with the required reversion of \$6.3 million in local funds
- Executed a budget management process that included the identification of more than \$78 million in budget reduction options for the FY 2010-11 Budget Request
- Improved Procurement Administrative Lead Time (PALT) from 2.67 days to 1.982 days, a 183% improvement over 2 years ago of 5.62 days average (this is the average of all procurement processes, including formal and informal bidding)
- Completed two American Recovery and Reinvestment Act (ARRA) Stimulus funded bids to date which included all contractual obligations, language, advertising, and reporting

SUPERINTENDENT DIVISION

Goals, Objectives and Accomplishments

requirements compliant with the Office of Economic Recovery and Investment (OERI) directives

- Installed print enablers in schools to facilitate the process of redirecting print operations to multi-function devices (copiers) and migrate much of the volume away from desktop style printers as a cost reduction and efficiency effort
- Transmitted 97.5% of all purchase orders electronically to suppliers, reducing the print cost and increasing overall efficiencies for order deliveries to end users surpassing the initial goal of 90%
- Created a tactical management plan for "sustainable procurement" for the environmental stewardship project charter in support of Strategic Plan 2014
- Hosted the first annual Year End 101 to provide training to school financial secretaries on necessary year end processes
- Performed at least one audit on each school as required by state statute
- Improved the percentage of Accounts Payable payments made within terms to 97.2%
- Provided numerous trainings to CMS staff with financial responsibilities, including principals, assistant principals, grant managers, and secretaries with financial duties

OFFICE OF ACCOUNTABILITY

Goals 2010 - 2011

- Communicate the goals and objectives of Performance Management
- Ensure effective and efficient roll-out of the Office of Accountability Performance Management tools
- Review all items in the new formative assessment system for quality by undergoing extensive psychometric testing
- Implement professional development around assessment literacy and accountability tools and incorporated into Data Wise
- Conduct program evaluations to determine the level of implementation and 'what works' in CMS schools
- Assist schools in developing meaningful school improvement plans to integrate SQR and the Data Wise process, and Professional Development in the pursuit of continuous, evidence-based improvement
- Continuously improve focus on delivering strong customer service
- Improve the functioning of the state and national testing programs in CMS to meet customer needs
- Move from I-Sparta to the new accountability tools for local, state and federal reporting
- Support the improvement of the cohort graduation rate by providing meaningful information to target issues
- Streamline the flow of data requests to improve service to direct stakeholders

Objectives 2010 - 2011

- Meet all milestones and deliverables with the Performance Management work
- Align School Improvement efforts and interventions (SQR and Data Wise)
- Meet all deadlines on assigned program evaluations
- Continue training in Data Wise and begin integrating the new Performance Management Accountability tools into CMS processes
- Schools will receive high quality formative information in a timely manner on students abilities aligned to the North Carolina Standards
- Improve customer service and communications to schools
- Increase the usability of the state testing program

SUPERINTENDENT DIVISION

Goals, Objectives and Accomplishments

- Increase the validity and reliability of reports to internal stakeholders
- Provide timely reports empowering schools around the cohort graduation rate
- Eliminate work on extraneous data requests that do not benefit the strategic goals of the district

Accomplishments 2009 - 2010

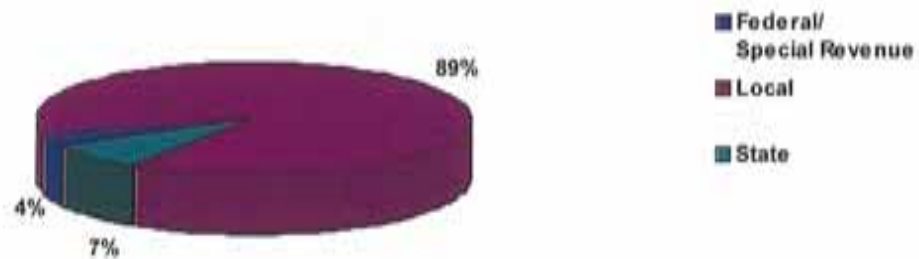
- Successfully completed the RFP process for a new formative assessment vendor
- All CMS schools have received training in Data Wise
- Supported schools in their effort to identify their strengths and challenges through the School Quality Review Process (104 schools reviewed)
- Completed 5 comprehensive program evaluations, deployed family, student, teacher, opening of schools principal survey, and 2 principal satisfaction with central office surveys
- Disseminated district-level formative reports in 3 weeks or less (versus 3 months previously)
- Instituted internal procedures for program evaluation assignments
- Thus far have abided by all state testing requirements
- Administered over 290,000 state tests including retests (approx. 50,000)
- Implemented local computer skills test to meet federal requirements after state discontinuation
- Collaborated with Title I extensively on LEA improvement
- Provided data for Strategic Staffing Initiative
- Began a title VII program drawing down money to serve students

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
SUPERINTENDENT DIVISION

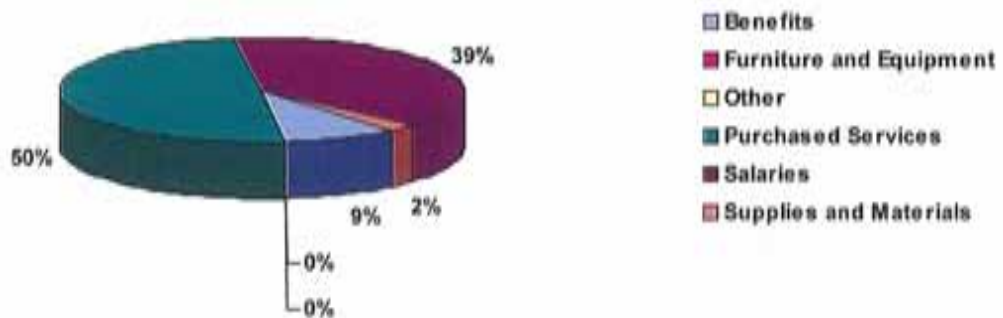
Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 8,294,522	\$ 10,631,974	\$ 9,584,710	\$ 8,545,932
Benefits	1,972,734	2,538,125	2,118,815	1,921,460
Purchased Services	10,554,579	8,247,942	13,871,011	10,267,448
Supplies and Materials	480,660	1,545,486	1,696,507	1,096,783
Furniture and Equipment	-	-	5,934	101,967
Other	-	-	-	-
	<u>\$ 21,302,495</u>	<u>\$ 22,963,527</u>	<u>\$ 27,276,977</u>	<u>\$ 21,933,590</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
SUPERINTENDENT DIVISION

Sources



Uses



OFFICE OF THE SUPERINTENDENT OF SCHOOLS

Description: The Superintendent of Schools is the Chief Executive Officer of the Board of Education and is directly responsible to the Board. As Chief Executive Officer, the Superintendent is responsible for the day-to-day operations of the schools, with responsibility for implementing and executing all policies adopted by the Board and establishing and administering regulations for the school system.

BUDGET ACCOUNTABILITY:

Dr. Peter C. Gorman
 Superintendent

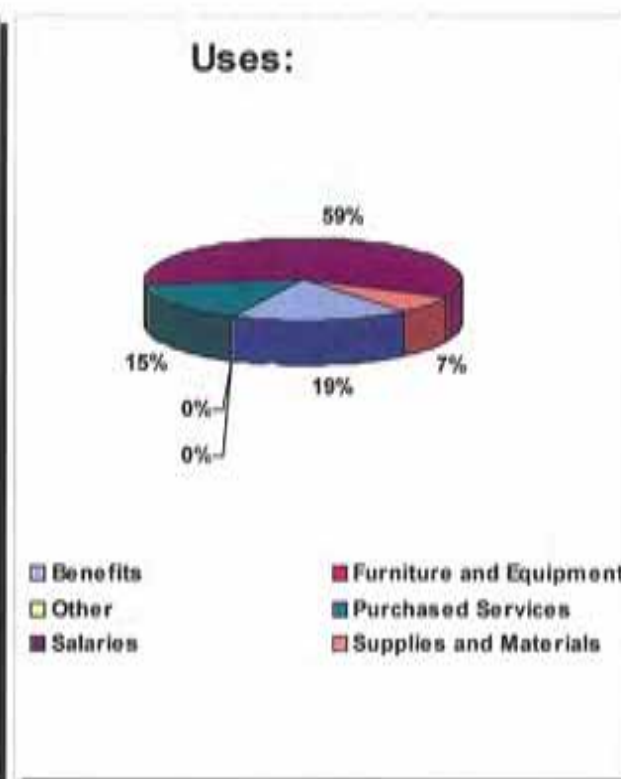
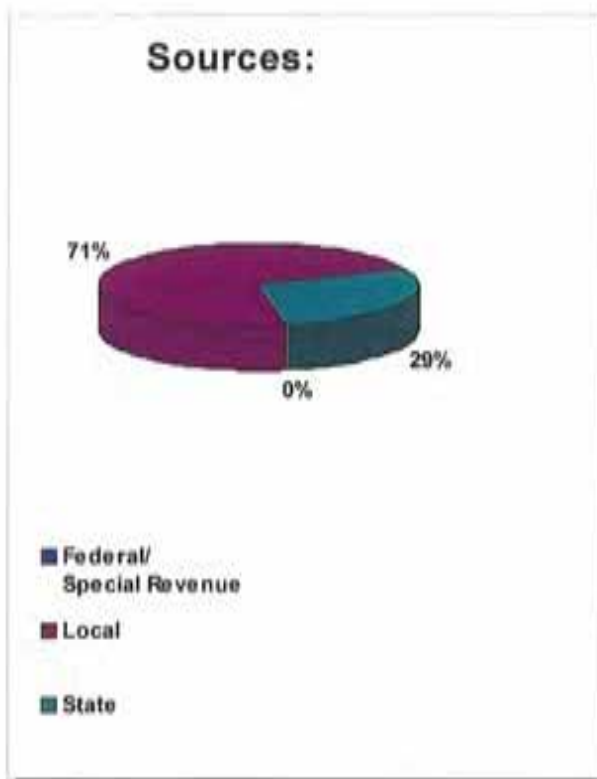
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 6,726
Central Office Reduction - eliminated executive director position	(153,545)
Dental Insurance - additional employee contribution	(367)
Redirected Broad fellow position to Chief Academic Officer	
Supplies and Materials	
Central Office Reduction - supplies	(2,375)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
OFFICE OF THE SUPERINTENDENT OF SCHOOLS

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 338,005	\$ 465,911	\$ 532,018	\$ 518,679
Benefits	106,096	125,376	90,149	115,951
Purchased Services	88,120	88,120	131,222	227,400
Supplies and Materials	38,663	41,038	38,536	52,811
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 570,884</u>	<u>\$ 720,445</u>	<u>\$ 791,925</u>	<u>\$ 914,841</u>



BOARD OF EDUCATION/BOARD SERVICES

Description: The elected Board of Education has the responsibility of educational planning, policy making and recommending an annual budget to the County Commissioners. The Board of Education hears requests from delegations and individuals in the community at its regular meetings. Also, under circumstances prescribed by state law and Board policy, the Board of Education may in non-public sessions discuss certain matters of a personnel, legal or real estate nature. The Board Services Office coordinates board meetings, provides administrative assistance to board members, and serves as the liaison between board members and staff members.

BUDGET ACCOUNTABILITY:

Board of Education

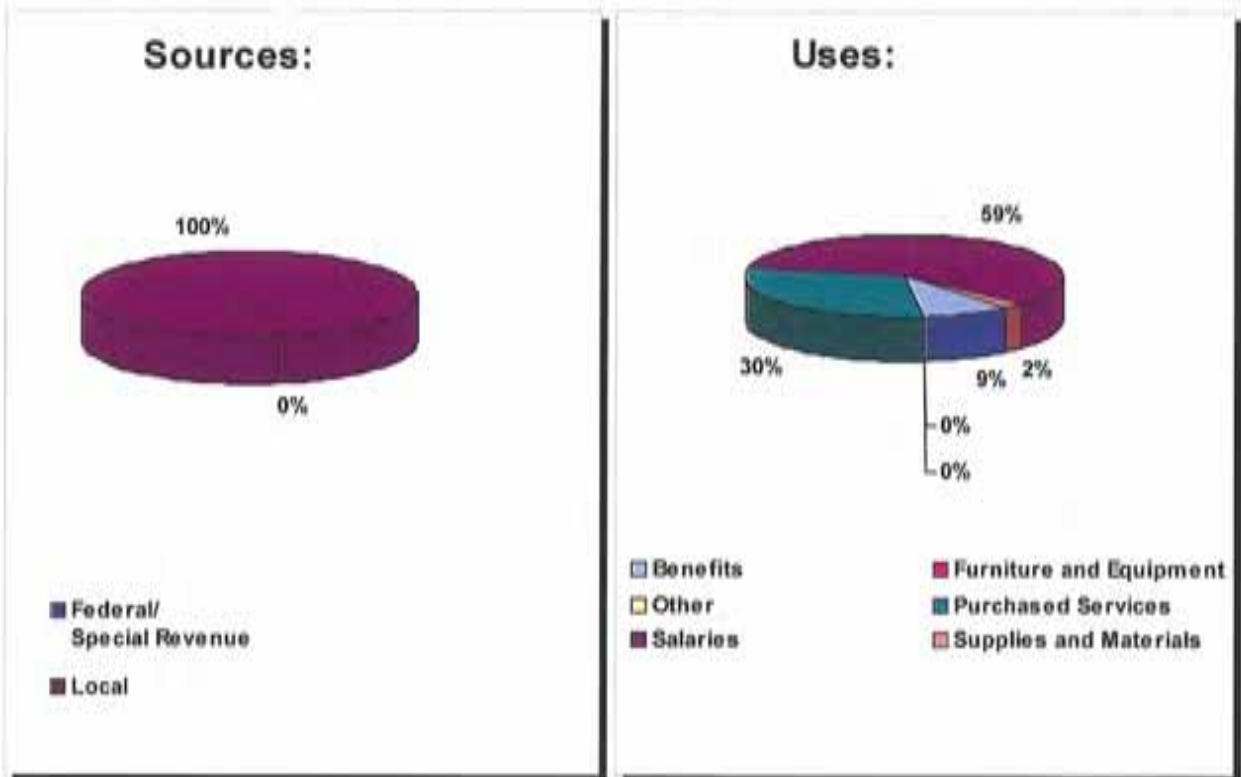
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 2,454
Central Office Reduction - eliminated secretary position	(44,562)
Dental Insurance - additional employee contribution	(375)
Redirected Broad fellow position to Chief Academic Officer	
Central Office Reduction - reduced travel	(2,057)
Redirected funds from contracted services to supplies	(5,000)
Supplies and Materials	
Redirected funds to supplies from contracted services	5,000

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
BOARD OF EDUCATION/BOARD SERVICES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 247,883	\$ 282,161	\$ 240,861	\$ 249,296
Benefits	39,270	46,773	47,073	47,775
Purchased Services	127,415	134,472	138,263	175,856
Supplies and Materials	9,754	4,754	11,282	8,627
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 424,322	\$ 468,160	\$ 437,479	\$ 481,554



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

LEGAL

Description: The General Counsel oversees the Legal Department. This department provides legal advice to and representation of the Board of Education, the Superintendent, and CMS staff and oversees the provision of such advice and representation by outside counsel.

BUDGET ACCOUNTABILITY:

George Battle
General Counsel

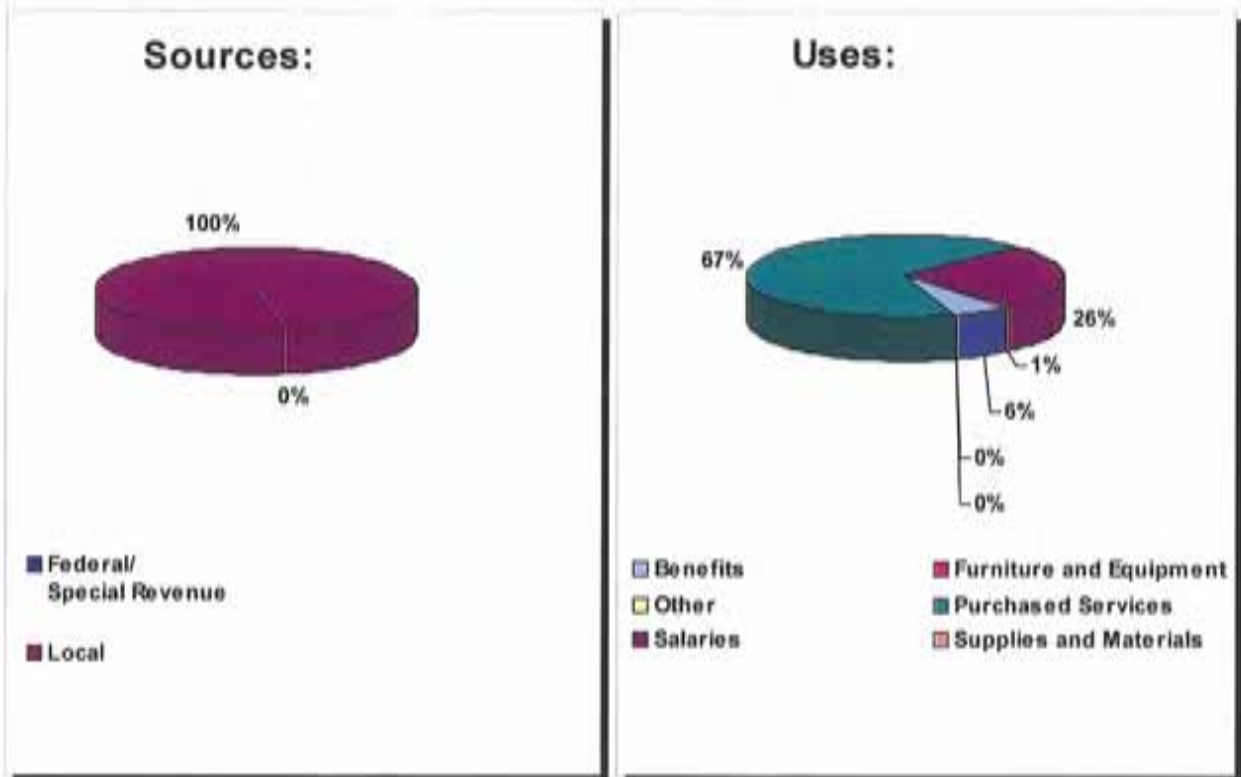
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 11,738
Dental Insurance - additional employee contribution	(624)
Purchased Services	
Redirected Broad fellow position to Chief Academic Officer	(61,204)
Legal Services Reduction - travel, subscriptions, and memberships	(2,240)
Supplies and Materials	
Legal Services Reduction - supplies	(14,314)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

LEGAL

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 552,835	\$ 552,835	\$ 512,800	\$ 280,801
Benefits	125,080	113,966	96,636	56,954
Purchased Services	1,463,339	1,526,783	1,852,612	1,455,507
Supplies and Materials	14,046	28,360	15,701	12,827
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 2,155,300</u>	<u>\$ 2,221,944</u>	<u>\$ 2,477,749</u>	<u>\$ 1,806,089</u>



**COMMUNICATIONS OFFICE, STRATEGIC PARTNERSHIPS
AND CMS TV**

Description: The Communications Office plans and executes programs to improve internal communication, engage parents and citizens and build public support for Charlotte-Mecklenburg Schools. Communications conducts periodic opinion polls and communication research and provides support and counsel to the Superintendent and other administrators regarding communication issues. Communications works proactively to keep employees informed about school system issues and provides staff with timely information to support their work. In addition, this office supports school-based communication efforts and works proactively with the media and other key groups. CMS TV provides news and information about CMS, supports instruction through educational programming, and serves as the district's 24-hour news channel.

BUDGET ACCOUNTABILITY:

LaTazja Henry
Executive Director of Communications

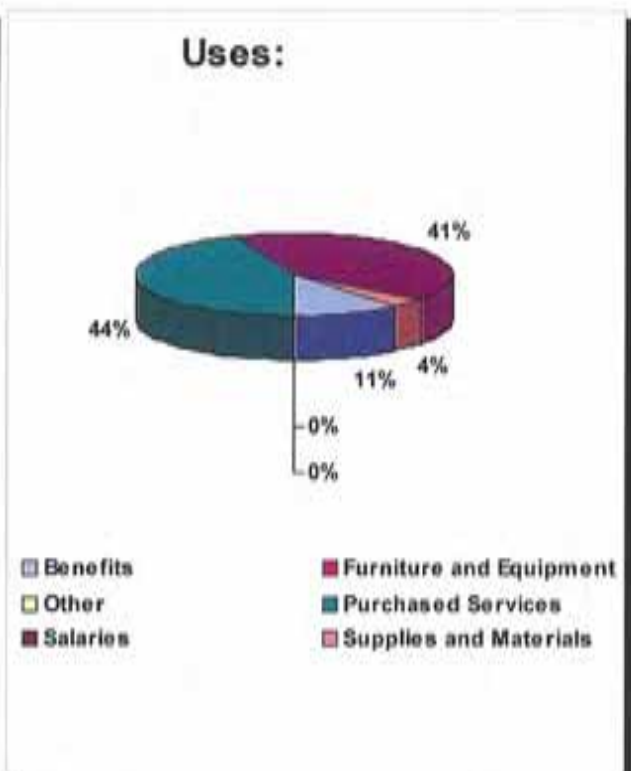
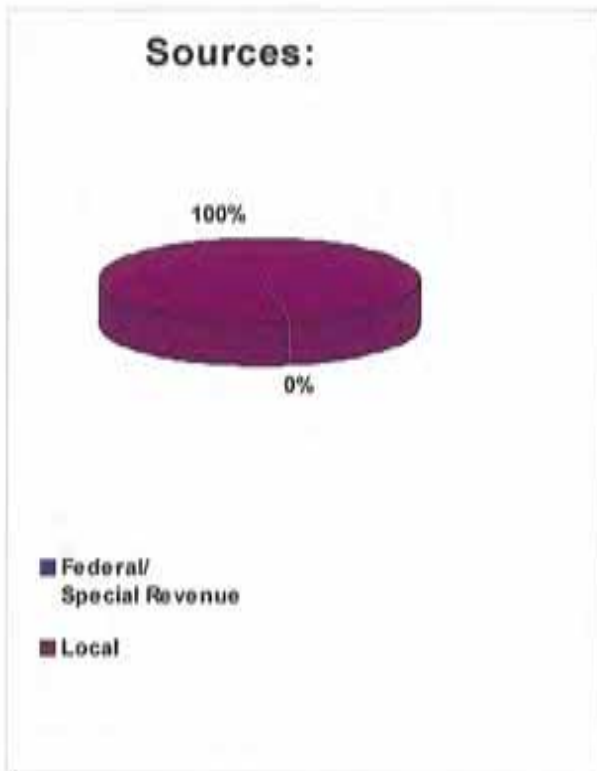
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 23,757
CMS TV - eliminated 3 producer and two manager positions	(370,310)
Central Office Reduction - eliminated special events coordinator position	(76,357)
Redirected Broad fellow position to Chief Academic Officer	(2,247)
Purchased Services	
CMS TV - repairs and maintenance, contracted services and mileage	(37,711)
Central Office Reduction - advertising, workshops, travel, printing and contracted services	(122,000)
Redirected funds to purchased services from supplies and materials	22,500
Supplies and Materials	
CMS TV - supplies and equipment	(14,553)
Central Office Reduction - supplies and equipment	(25,000)
Redirected funds from supplies and materials to purchased services	(22,500)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

**COMMUNICATIONS OFFICE, STRATEGIC PARTNERSHIPS
AND CMS TV**

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 734,972	\$ 1,100,217	\$ 1,348,641	\$ 1,472,944
Benefits	199,087	263,999	313,176	335,823
Purchased Services	785,454	917,665	928,785	1,563,176
Supplies and Materials	66,138	128,191	93,737	174,205
Furniture and Equipment	-	-	5,934	101,967
Other	-	-	-	-
	<u>\$ 1,785,651</u>	<u>\$ 2,410,072</u>	<u>\$ 2,690,273</u>	<u>\$ 3,648,115</u>



FINANCE

Description: The Chief Financial Officer is responsible under N.C. General Statutes for keeping the accounts of the school system in accordance with national accounting standards and state rules and regulations; giving a pre-audit certificate for system obligations; issuing all checks and depositing and investing all monies; preparing and filing financial statements; purchasing goods and services in accordance with applicable laws and good purchasing practices; and performing other duties as assigned by law, the Superintendent, or state agencies. These responsibilities are delegated to the Financial Services, Budget Development and Management Services and Procurement Services departments which are a part of the Finance Division.

BUDGET ACCOUNTABILITY:

Sheila W. Shirley
 Chief Financial Officer

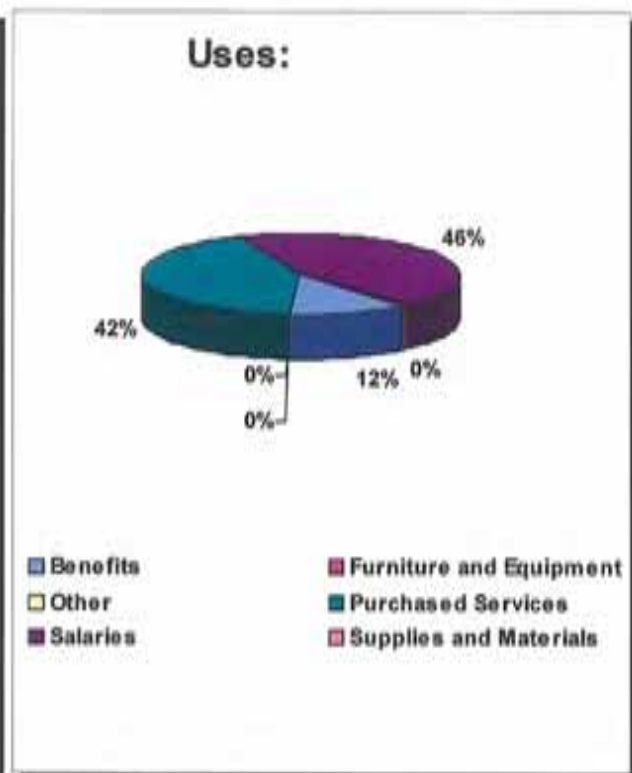
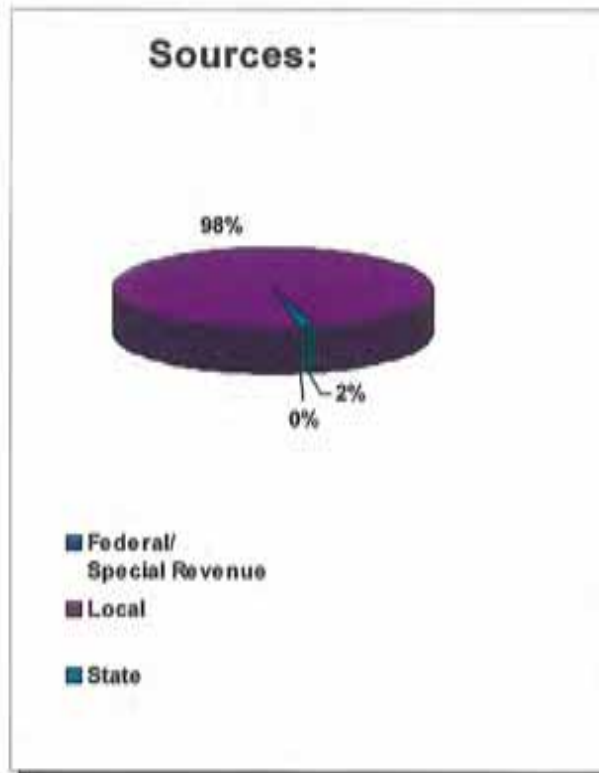
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 77,266
Central Office Reductions -eliminated 3 positions	(134,930)
Dental Insurance - additional employee contribution	(7,276)
Redirected Broad fellow position to Chief Academic Officer	

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
FINANCE

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	3,107,559	3,211,970	3,100,122	3,022,971
Benefits	841,134	798,758	762,168	712,129
Purchased Services	2,941,322	2,941,322	7,411,778	5,052,697
Supplies and Materials	31,715	31,715	90,445	58,816
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 6,921,730</u>	<u>\$ 6,983,765</u>	<u>\$ 11,364,513</u>	<u>\$ 8,846,613</u>



OFFICE OF ACCOUNTABILITY

Description: The Office of Accountability manages National, State, and Local Assessments, Research & Evaluation, School Improvement, Managing for Performance and the Grant Development and Program Evaluation components of CMS. The Office of Accountability provides information to improve organizational and instructional practices in CMS. This includes development and implementation of assessment programs, as well as data collection, analysis and reporting of National, State, Local, and School accountability programs and the evaluation of programs and initiatives within CMS. The Grant Development component facilitates supplementary funding and project development for CMS goals and priorities. Managing for Performance is a district-wide initiative that provides teachers and administrators with data, via technology based tools, to assist in making decisions on instruction and increase student achievement in every school.

BUDGET ACCOUNTABILITY:

Robert Avossa
Chief Accountability Officer

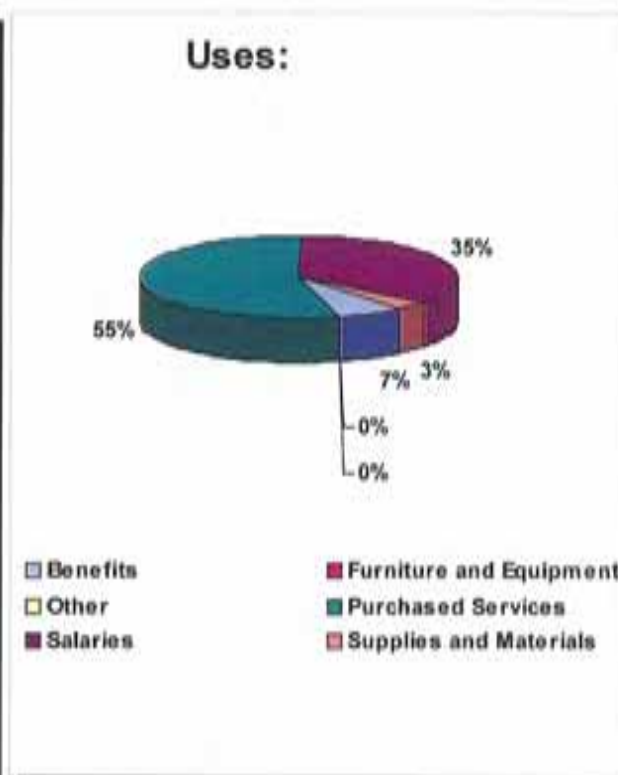
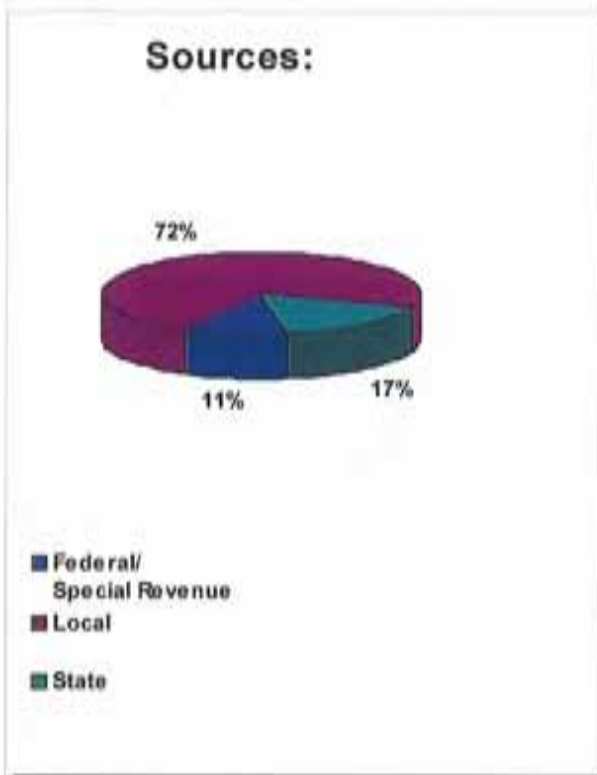
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 56,346
Redirected executive coordinator position to Planning and Project Management	(76,855)
Redirected warehouse worker and storekeeper positions to Storage and Distribution	(76,959)
Harvard grant adjustment - eliminated 2 sr. assessment analyst	(207,225)
Redirected Broad fellow position to Chief Academic Officer	429,108
Redirected Gates Grant positions from Achievement Zone - exec. dir., dir. and 5 specialists	675,935
Dental Insurance - additional employee contribution	(5,359)
Purchased Services	
Central Office Reduction - school quality reviews, progress reports and data dashboard	(110,000)
Redirected funds for contracted services from supplies	90,328
Effective Teaching: Student Assessments - develop summative and formative assessments	1,259,419
Performance Management Grant adjustment - reduced contracted services	(1,258,845)
Redirected funds for SACS membership from School Improvement	88,358
Fund Balance appropriated for accountability assessments and SQRS	1,800,000
Additional funding for Thinkgate, succession planning and performance management	860,850
Supplies and Materials	
Central Office Reduction - SAS license and computer equipment	(31,000)
Eliminated AP exams	(925,000)
Redirected funds for PSAT exams	156,702
Redirected funds from supplies to contacted services	(90,328)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
OFFICE OF ACCOUNTABILITY

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 3,313,268	\$ 2,535,158	\$ 2,344,924	\$ 1,961,199
Benefits	662,067	574,018	500,183	435,789
Purchased Services	5,148,929	2,448,819	3,196,015	1,584,577
Supplies and Materials	320,344	1,204,970	1,369,621	725,728
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 9,444,608</u>	<u>\$ 6,762,965</u>	<u>\$ 7,410,743</u>	<u>\$ 4,707,293</u>



This page left blank intentionally.

OPERATIONS DIVISION



Operations Division

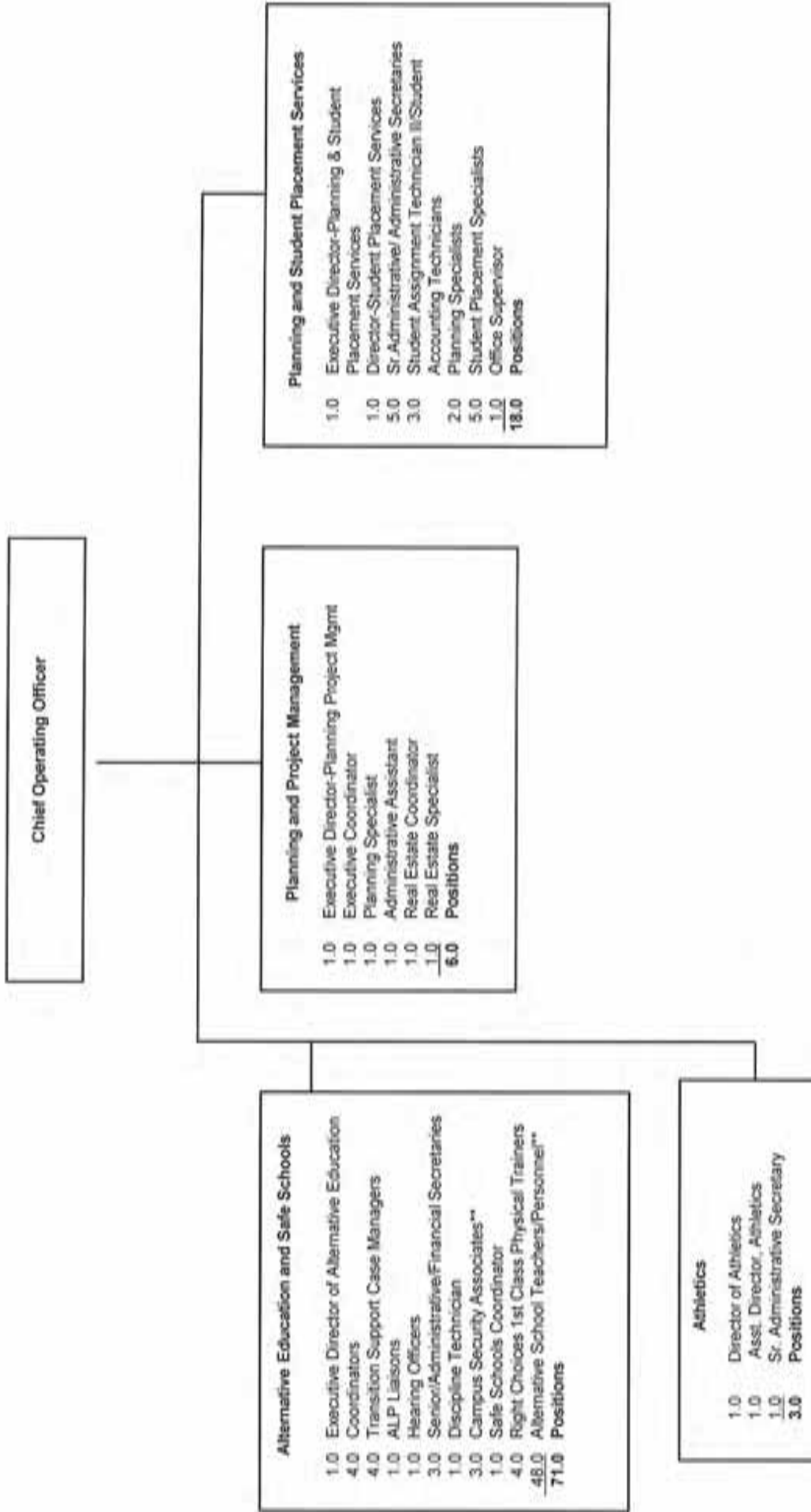
Chief Operating Officer	
1.0	Chief Operating Officer
1.0	Executive Coordinator
1.0	Asst. to the Chief Operating Officer
3.0	Positions

School Law Enforcement	
1.0	Director of School Law Enforcement
1.0	Deputy Director of School Law Enforcement
2.0	Sr. Administrative Secretaries
3.0	Alarm System Supervisor/Technicians
2.0	School Law Enforcement Patrol Supervisors
107.0	Associate, Campus Security
3.0	Associate, Campus Security – 12 mo.
3.0	Associate, Lead Campus Security
5.0	Dispatcher
4.0	Investigator, School Law Enforcement
7.0	Officer, School Law Enforcement
1.0	Truancy Officer
1.0	SLE Comm Supervisor
1.0	Supervisor, Lead Campus Security
141.0	Positions

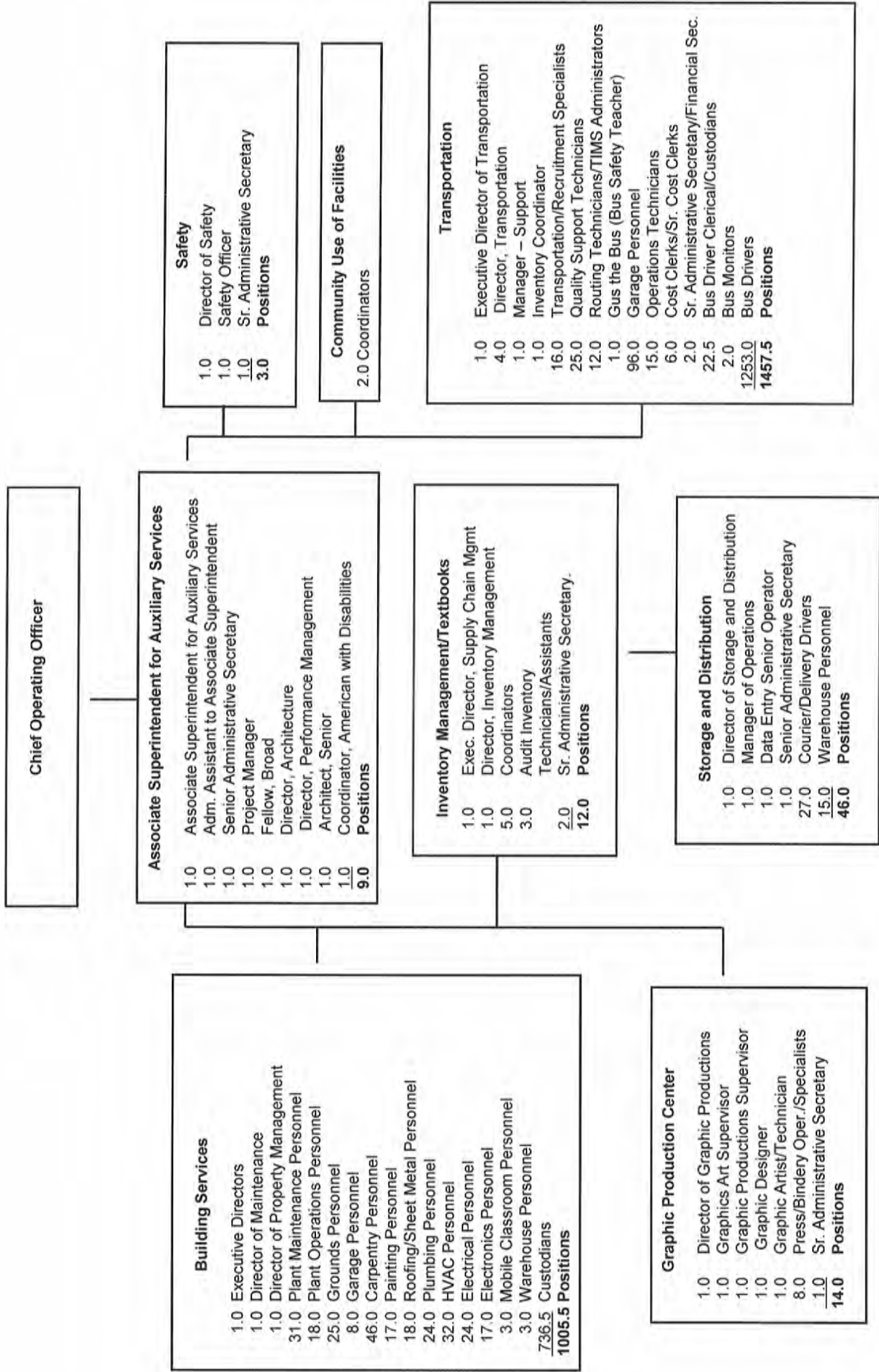
Technology Services	
1.0	Chief Information Officer
18.0	Analyst
1.0	Assistant Director, Help Desk
1.0	Assistant Director, Network Systems & Workstation
1.0	Assistant Director, Technical Services Operations
2.0	Assistant Director, Telecommunications
9.0	Coordinator, Help Desk
6.0	Coordinators
1.0	Administrator, SharePoint
1.0	Administrator, Security
2.0	Data Base Administrator
1.0	Director - Data Center Operation
1.0	Director - Business Systems
1.0	Director - Financial Systems Support
1.0	Director - Instructional Technology
1.0	Director - Student Applications Development
3.0	Director - Lawson Integration
1.0	Director - Student Processing
1.0	Director - Telecommunications
23.0	Engineer
1.0	Admin. Assist.
1.0	Manager, Student Data
2.0	Manager, Telephone Services
3.0	Operator, Computer
1.0	Operator, Computer Senior
2.0	Secretary, Senior Administrative
7.0	Specialist
2.0	Web Developer
95.0	Positions

Human Resources	
1.0	Chief Human Resource Officer
1.0	Exec. Director-HR Administration
1.0	Exec. Director-Employee Relations
1.0	Exec. Director-HR Consulting
1.0	Exec. Director – Staffing & Licensure
1.0	Exec. Director – Plan & Workforce
1.0	Director-Comp. and Benefits
1.0	Director – Licensure Administration
1.0	Director – Shared Services Center
1.0	HRIS Director
5.0	Employee Benefits Coordinator
10.0	Coordinators
11.0	Recruiters
13.0	Managers
1.2	Teacher in Residence
1.0	Admin. Assist.- Chief Human Resources
6.0	Secretaries
16.0	Customer Service Representatives
1.0	Assistant, Applicant Services
10.0	Specialist
2.0	Supervisor, Shared Service Center
4.0	Technician
90.2	Positions

Operations Division



Operations Division



OPERATIONS DIVISION

Goals, Objectives and Accomplishments

TECHNOLOGY SERVICES

Goals 2010 - 2011

- Expand student and staff access to technology
- Refresh and continue to invest in technology infrastructure to meet predicted demands for service
- Increase the number of students taking on-line courses
- Provide professional development opportunities for teachers to become proficient in the use of existing and new technologies
- Align all investments in new technology with district business strategic planning and budgeting processes
- Link students to their teachers, so that student performance and teacher performance are connected

Objectives 2010 - 2011

- Provide an online collaborative environment for teachers, principals and administrators to enable student growth and increase teacher effectiveness
- Reduce the cost of district administration through further automation of timekeeping, payroll, leave management and other business processes
- Reduce the cost of technology services delivered per student, teacher or administrator
- Remove 40% of the data center contents to a secondary center or leased space in order to protect CMS' technology services availability
- Upgrade major components of the CMS network to increase its reliability and availability
- Integrate CMS' eSIS environment into DPI's centralized environment

Accomplishments 2009 - 2010

- Opened nine new schools and renovated six with new voice, data, audio visual and desktop services
- As part of the Managing for Performance project, redesigned the district's data warehouse to support business intelligence operations required for student growth and teacher effectiveness initiatives
- Delivered 4,355 contact hours in NC Wise training – with a focus on registrars, data managers and counselors
- Automated the Board of Education agenda development and publication processes
- Upgraded all school administration desktops and provided principals with laptops
- Requested \$1.98 million in E-Rate reimbursement
- Transitioned CMS' network services to new vendor, reducing complexity and cost
- Reduced the cost of cell and data phones with new contract
- Virtualized 335 school-based servers into six physical servers located in the central data center, avoiding a \$1.6 million investment while upgrading system performance and disk space availability
- Replaced the centralized high volume printers, significantly reducing outage and increasing print speed
- Provided the district with web-based video streaming technology for Parent University, schools and Board meetings
- Supported the CMS energy conservation initiative through automated daily shutdown of PC's after 9 PM
- Upgraded the core of the district's Lawson ERP to Foundation 9.0, setting the stage for employee self services to be launched in 2010-11
- Extracted, transformed and delivered terabytes of student data to CMS' foundations and research partners

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

HUMAN RESOURCES

Goals 2010 - 2011

- Staffing: Continue to improve and enhance recruiting and staffing standards in order to ensure continued improvement to customers and business partners. Implement SearchSoft web-based applicant tracking system
- Organizational Effectiveness: Continue to refine the changing roles of staff members as a result of staff reductions
- Succession Planning: Enhance partnership with New Leaders for New Schools to develop future administrators. Develop processes to identify, monitor and develop future leadership talent for school-based and non-school based positions in CMS
- Compliance: Develop and expand programs and processes which will better serve employees, applicants and other customers

Accomplishments 2009 - 2010

- Organizational Effectiveness:
 - Partnered with the Finance and Technology departments in the upgrade of the SmartFind Express substitute system
 - Expanded the customer service call center (HRDC) by including the CMS main number, family application center and opening of school transportation calls
 - Expanded Benefit Focus on line benefit enrollment program
 - Developed Access database for licensure department to track calls and receipt of mail from employees
- Succession Planning: A formal program was not implemented due to budgetary restrictions
- Compliance:
 - Expanded LiquidOffice/MyPAM to include teacher observations with scores, all licensed support and assistant principal evaluations
 - Implemented LiquidOffice/MyPAM ethnicity form for employees to provide ethnicity/race and verify demographic information in a paperless process

SCHOOL LAW ENFORCEMENT

Goals 2010 - 2011

- CMSPD has partnered with CMPD to combine our Computer Aided Dispatch capabilities
 - Fully implement the system and to incorporate it in an efficient and paper free record keeping system
 - Dispatch our Officers and Detectives in a timely manner
 - Set standard operating procedures for our communications needs
 - Improve documentation of weapons on campus and crime incidents on our facilities
- Develop and implement a safety plan for all of the new Magnet School shuttle stops. Provide safety and security services in a cost effective manner
- Provide an advanced level of training for all of the Security Associates. Build upon the foundation from last year. Implement strategies that will allow our reduced force to operate efficiently and at a high level of professionalism
- Enhance the training for our Officers and Detectives. Partner with other agencies to bring low cost training to CMSPD. Be more involved in training opportunities for computer related crimes and cyber bullying
- Provide detailed information and alternatives to the current SRO program. CMPD has changed its payment procedures and is no longer cost effective. Provide low cost efficient options for the SRO service

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

Accomplishments 2009 - 2010

- Completed our Law Enforcement Certification Process, First in NC to do so
- Completed all Safe School Audits ahead of schedule
- Received only 3 complaints this year about Security Associates compared to 11 last year
- Worked with Gang of One to reduce gang activity
- Provided a one week training program for Security Associates that incorporated the SROs
- Worked with the Mecklenburg County Sheriff Department on monitoring Registered Sex Offenders. Assisted Legal in the drafting and adoption of a BOE Sex Offender policy
- Provided a safe environment for Graduations. Did not have one reportable incident.
- Assisted athletics with eligibility investigations

ATHLETICS

Goals 2010 - 2011

- Athletic directors and CMS personnel will improve in the knowledge and communication of athletic eligibility requirements
- Student-athletes in grades 7-12 will perform at 2.0 GPA or better to qualify for athletic participation in extra-curricular activities
- Secondary schools will create a safe and orderly athletic environment by implementing safety procedures for all athletic contests
- Secondary schools will increase athletic sportsmanship ratings and decrease penalties and violations in interscholastic athletic contests

Objectives 2010 - 2011

- Improve athletic eligibility training for high school and middle school personnel, including but not limited to athletic directors, principals, assistant principals, coaches, registrars and school counselors
- Improve lines of communication with departments that directly impact athletic eligibility, including but not limited to Student Placement, Student Information Systems and School Counseling
- Expand the on-line athletic eligibility requirements on the CMS web-site to include all eligibility information in a format that parents and the public can understand
- Improve communication strategies with parents, the community and the media on the correlation between athletic participation and increased student achievement
- Increase staff development training for athletic directors, coaches and athletic trainers/sports medicine responders which will improve the skill level of the athletic personnel and support the district's performance goals

Accomplishments 2009 - 2010

- Implemented the Honor Code requirement for athletic eligibility at the middle school level
- Coordinated the weekly meeting of the athletic eligibility team, comprised of Directors from CMS Athletics, Legal and Student Placement, that manages athletic eligibility issues
- Maintained the on-going database of student-athletes who have been researched for athletic eligibility
- Improved athletic eligibility training for applicable CMS personnel
- Developed and expanded forms and procedures to assist school personnel in determining athletic eligibility
- Developed and implemented training sessions including sports rules and sportsmanship clinics
- Provided opportunities for CPR/First Aid and CDL certification for high school and middle school coaches and athletic directors

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

- Improved local athletic procedural manual for secondary athletic directors
- Organized regional athletic summit attended by superintendents, high school principals and athletic directors
- Participated in extensive local, state and national speaking engagements regarding system-wide athletic policies and the correlation of student achievement
- Coordinated and directed graduation exercises for 23 high schools, mid-year graduations and summer school graduations

ALTERNATIVE EDUCATION

Goals 2010 - 2011

- Students, parents, staff and community members will consider schools safe and orderly learning environments

Objectives 2010 - 2011

- Provide an updated district Safe School Plan by August 2011
- Provide discipline and violence prevention/intervention services that meet the needs of CMS students and staff members resulting in 80% of the students feeling safe and 70% of parents and community members believing that schools are safe by 2012
- Provide Safe School Audits with all schools scoring at or above 90% by 2012
- Enlarge alternative educational programs resulting in a 5% increase in the number of students served and thereby meeting the growing needs of CMS students
- Monitor all due process hearings and Discipline Team Meetings to ensure that discipline issues are managed equitably
- Monitor all schools' reporting state-reportable incidents of inappropriate behavior to improve the accuracy of reporting to reduce by 10% the number of incidents by 2012

Accomplishments 2009 - 2010

- Updated and implemented district Safe Schools Plan, including conflict management training and violence and substance abuse prevention/intervention programs
- Provided Safe Schools Audits of all Charlotte-Mecklenburg schools
- Provided in-service/training for school staff on accurately reporting discipline issues
- Provided in-service/training for school staff, parents and students on conflict management and gang awareness
- Provided due process hearings for students alleged to have broken the behavior guidelines, as requested
- Provided discipline strategies such as Violence Is Preventable (VIP), Sexual Harassment Is Preventable (SHIP), Community Service and Triage Interviews to meet the identified needs of students
- Increased collaboration with human service agencies in Mecklenburg County to meet the identified needs of CMS students
- Continued to improve communication with alternative learning programs' students, parents and staff
- Provided social skills programs in the alternative learning programs to aid students in the development of appropriate behaviors
- Provided the Right Choices Program, a more structured educational setting, for secondary students with behavior issues
- Provided the Alternative to Suspension Program that included six short-term (1-10 days) and one long-term (1-30 days) Alternative to Suspension Program sites for secondary students who were suspended from regular school programs

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

- Provided Bank Street Afternoon program for over-aged high school students with very few credits and not on track to graduate by age 21

PLANNING AND PROJECT MANAGEMENT

Goals 2010 - 2011

- Manage (document, organize, measure, coach and accomplish) the district's Strategic Plan 2014 effort through the Plan Management Oversight Committee
- Provide Project Management and Tregoe Analytic Process expertise for the work of the district both as consultants and as facilitators
- Increase the graduation rate for all populations of students

Objectives 2010 - 2011

- Develop and execute a plan (student assignment and facilities needs) that strategically allocates the capacities of all of our school facilities
- Provide logistical (office relocation) and statistical (student demographics) support for the reorganization of the district into zones
- Make the Tregoe analytic processes pervasive, particularly in key district decisions
- Contribute to increasing the graduation rate

Accomplishments 2009 - 2010

- Developed a Capital Needs Assessment that analyzed the demographic and real estate trends for each area of the county, projected the need for new school capacity and documented the existing school inventory
- Planning Services (separate budget book section) completed the process that created boundaries for two new high schools and three new elementary schools
- Developed and rolled out the Strategic Plan 2014: Teaching Our Way to the Top – the district's innovative plan that established our goals for the next four years
- Negotiated and executed a memo of understanding between county administration and the Board of Education to further clarify the terms of the Ed Center sale
- Designed the office configuration and moved 40 executive staff and the Board of Education offices from the Ed Center to the Charlotte-Mecklenburg Government Center
- Executive staff and several key departments were trained in the Tregoe analytical processes; a second group of facilitators was given advanced process training
- Restructured the Project Management Oversight Committee resulting in a more effective forum for in-depth discussion of strategic planning issues

PLANNING AND DEVELOPMENT SERVICES

Goals 2010 - 2011

- Provide parents and community members exceptional responsiveness to requests and keeps them informed
- Provide parents and community members timely, accurate and responsive service
- Deliver project charters on time, on budget and at or above the expectation of the customer

Objectives 2010 - 2011

- Continue to develop additional features for the online reassignment/transfer portal to promote efficiency and transparency for parents and staff
- Provide continuous on-line student assignment screen for parental access to determine school placement. Convert ALDI (street index lookup) from mainframe to data warehouse portal available for schools and public via web portals

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

- Develop and refine documentation for district-wide enrollment projections and develop building level template
- Refine public engagement process for input on student assignment proposals
- Review student assignment plan through the Capital Needs Assessment to provide recommendation that realizes improved building utilization and efficiencies
- Implement review of student records internal and external workflow processes to create greater efficiencies that benefit the customer and school personnel. Continue to expand use of online tools for internal and external customers for requesting student records. Evaluate and adjust student records fee

Accomplishments 2009 - 2010

- Implemented paperless reassignment/transfer process to promote efficiency and transparency for parents and staff
- Implemented 2009-10 student assignment plan and lottery
- Processed over 5,000 next student enrollment applications prior to the first day of school
- Processed over 9,000 student reassignment/transfer requests; facilitated 250 appeals to the Board
- Provided school district demographic data and maps to staff, Board and community
- Developed and sought Board approval for two new high school boundaries (opening 2010-11), two new elementary school boundaries (potential opening 2012-13 depending on bond sales), and a significant elementary boundary change. In addition, implemented changes to the high school IB magnet feeders. Facilitated eight community workshop sessions for public engagement
- Provided support for proposed magnet shuttle stops and bell schedule changes for reduction of 2010-11 budget
- Processed Principals Monthly Report (PMR) and completed graduate report as required by the Department of Public Instruction (DPI)

BUILDING SERVICES

Objectives 2010 - 2011

- Changing Building Services safety culture to one that accepts the premise that "all injuries and occupational illnesses are preventable"
- Implementing strategies to significantly improve the customer service, efficiency, uniformity and cost effectiveness of CMS Building Services. Attain ISO9001:2000 registration and continue internal audits for maintaining registration/certification
- Identifying Key Performance Indicators (KPIs) and establishing goals, measures, and strategies for continuous improvement of CMS Building Services and reporting such through the Auxiliary Services Continuous Improvement Plan
- Developing and implementing tactical plans to support achievement of Environmental Management System (EMS) Charter milestones
- Mentoring and sharing best practices for K -12 School Facilities Management
- Continue EPA mentorship
- ASBO metrics grant involvement and possible conference presentations
- CGSC KPI project
- Develop an effective process to achieve quality management for mechanical components of new or renovated construction

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

Accomplishments 2009 - 2010

- Successful completion and August 2010 occupancy of the FY 2009-10 construction/renovation deliverables:
 - W.A. Hough HS** Prototype High School – 99 classrooms
(relieves N. Mecklenburg HS, Hopewell HS)

 - Rocky River HS** Prototype High School – 99 classrooms
(relieves Independence HS, Butler HS, East Mecklenburg HS)
- Supported opening of schools and student assignment deliverables including relocating and/or installing mobile classroom units to support growth and construction swing space
 - Reduced mobile classrooms in use from current 1,242 to 850 by August 2010
 - Implemented use of CMS Mobile CR Assessment Checklist by all related departments
 - Re-designed Principal Satisfaction Survey for mobiles focused on service-oriented results with individual and team accountability
- Environmental Management System (EMS) - ISO 14001
Building Services developed a solid foundation to allow CMS to establish operation of district wide Environmental Management System (EMS) supporting Board Policy ECF leading to enhanced environmental performance, transparent internal and external communication and operational efficiencies. CMS is following the federal government ISO 14001 approach established by Presidential EXECUTIVE ORDER 13148 through the State of North Carolina initiative. Per Board policy ECF, the Superintendent reports on EMS activity annually to CMBOE
- Building Services #1 Cost Avoidance Initiative – Energy Management Optimization
Energy Management is the cornerstone of environmental stewardship for CMS. Through use of Energy Management software, CMS monitors in excess of 1,400 utilities accounts on a monthly basis. Data is collected and distributed to energy champions at each of the 165 campuses for their local evaluation as well as review of variance reports by senior staff. CMS is an Energy Star partner and is implementing the process to get our schools energy star qualified (score above 75 on the energy rating K-12 buildings) through the EPA program. Our 2009-2010 objective, (implement a comprehensive Energy Management Program with the 2009-2010 goal of a 10% system-wide reduction in energy consumption equating to \$2,600,000 in cost reduction) will be significantly bettered
- Building Services Business Improvement Plan
Building Services Business Improvement Strategy is to support *Continuous Improvement* through Performance Management and Culture change processes to improve efficiencies and maintain high levels of customer service
 - 1) Model for Performance Excellence (ISO, Baldrige)
 - 2) GPS to Achieve 10-15% Efficiency Improvement in maintenance productivity
 - 3) Time and Attendance System
 - 4) Building Services “No Fault” Absenteeism Control Program
 - 5) Mandatory customer service standards and trainingBuilding Services will continue to team with Planning, Design and Capital Services to implement international recognized Quality Standard and to manage our Business in conformance to the ISO 9001 QMS
- Implement best practices related to compliance with Legal Mandates AHERA Asbestos Program
Building Services presently conducts management of the CMS asbestos program in-house and prepares designs of all asbestos projects. This task was previously outsourced through resulted in numerous inconsistencies with sample data and the determination of what is and

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

what is not asbestos. CMS has saved both in design and management fees as well as has reduced the cost of abatement by eliminating the asbestos designation on many mobile classrooms and material located in schools under Capital Program Services renovation through improved sample and report protocols

- Playground Management Program

Building Services now records approximately 1000 ASEP playground inspections per year and ensuring that problems noted are repaired and or addressed. Previously report were filed with the ASEP office and kept onsite for purpose of that inspection. However, Building Services initiated the collection and reporting of all playground inspections

- United States: 40 CFR 745 LEAD – BASED PAINT RENOVATIONS, REPAIR AND PAINTING PROGRAM

Requires training of lead-based paint renovators; dust sampling techniques; certification of renovators and samplers; and accreditation of trainers for projects conducted in child occupied Facilities. Includes CMS Facilities with children under the age of 6

- Safe & Environmentally Secure Schools (Operations) - Indoor Air Quality

The EHS Office will provide indoor air quality issue support through IAQ survey's and recommendations for response by maintenance, the school, or outsourced responder for other than identified routine maintenance issues (i.e. issues involving greater than 10 square feet of suspected mold or reported health issues). The EHS Office will manage the outsourcing of associated response actions when the response action required is beyond the capacity of CMS to respond to in-house and is environmental in nature (i.e. asbestos, mold)

- Special Maintenance Assignment response Team (SMART Team)

The in-house volunteer SMART team membership has been trained and medical physicals contracted to reduce costs of removal of small to moderate mold and small scale asbestos projects in support of maintenance activities. For instance, installation of an electrical drop to move an electrical outlet at the Education Center has a premium of approximately \$1,800 for asbestos personnel to conduct work above ceilings. Smart Team Personnel are being trained and medically cleared to provide this type of support in-house

INVENTORY MANAGEMENT/TEXTBOOKS

Goals 2010 - 2011

- Establish process to identify reasons and improve damages in food inventory
- Establish cycle counting and root cause analysis in all warehouse inventories that that are accountable to the Inventory Management Department Structure
- Identify key performance indicators and provide accurate results monthly
- Implement task tracking and management principals in all areas while initiating lean processes
- Identify processes for ISO documentation and proceed with appropriate steps to create and maintain documented processes and training records
- Provide 100% of textbooks ordered by June 30th to students no later than the 10th day of school
- Establish metrics for waste reduction, re-use and recycle in department
- Evaluate effectiveness in all areas of department to determine most effective task assignments and staffing levels

Objectives 2010 - 2011

- Support Strategic Plan 2014 Waste Reduction Tactic

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

- Continue evaluating updates to textbook tracking systems from private party providers such as Follett Destiny system and others
- Introduce Lean Management Principles to department while preparing department to be ISO certification ready
- Manage CMS operations of Inventory and Distribution to remain favorable against outsource competitors
- All student edition textbooks ordered by June 30th available by 10th day of school
- Maintain inventory accuracy of 95% or greater based on weighted average

Accomplishments 2009 - 2010

- Textbooks ordered by June 30th were available to students within first 10 days of the school year
- Established weighted average inventory accuracy of 92% or greater in warehouse inventories
- Established effective and efficient operation procedures and practices in all Inventory Management operations
- Recommended textbook tracking software and implementation plans to PMOC
- Evaluated and improved processes for child nutrition warehouse with improved task completion, reduced overtime and increased organization
- Implemented replenishment methodology in transportation warehouse
- Established cycle counting and increased inventory accuracy in transportation warehouse. Accuracy of cycle counts reporting in 90% range weekly
- Established testing materials delivery process through advanced planning and scheduling of warehouse delivery resources and removing Craig Avenue staging step

STORAGE AND DISTRIBUTION

Goals 2010 - 2011

- Support Strategic Plan 2014 Waste Reduction Tactic
- Adjust organizational assignments to remain favorable to outsource competitors
- Prepare department to be ISO certification ready
- Introduce Lean Management Principles
- Consolidation of warehouse space for Bond Street facility

Objectives 2010 - 2011

- Identify key performance indicators for the department and provide accurate results monthly
- Full implementation of internal tier auction process to facilitate increase re-use of furniture
- Increase turnaround of re-use, auction, stored C&I and new furniture at Bond Street locations
- Host lean process mapping and improvement with focus on storekeeper versus warehouse employee roles
- Identify potential savings and execute appropriate communications and processes to realize reductions in mail costs directly associated with non-profit permit use
- Communicate and train all employees to waste reduction expectations
- Provide metrics associated with waste reduction in the department
- Identify processes for ISO documentation and proceed with appropriate steps to create and maintain documented processes and training records

Accomplishments 2009 - 2010

- Standardized CMS District On-line auction process and measure success
- Set up internal tier auction process with district wide application of process forthcoming

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

- Established internal CMS permit code for standard mail processing – availing the district to significant reduction rates in postage
- Established employee training records for safety and environmental programs as well as a complete update to safety manual
- Reduction in mail courier operation by 40% while sustaining service levels within district expectations
- Reorganization of the Craig Street food warehouse floor space to support increased efficiencies in receiving and putaway processes

GRAPHIC PRODUCTIONS

Goals 2010 - 2011

- The department will continue to refine all Key Performance Indicators, Industry Benchmarks and Standards as identified in the Continuous Improvement Plan, proceeding towards Best Practices Ratings
- The Graphic Production Center will maintain a competitive advantage of 20-30% for all services provided through the effective use of resources
- The department will increase the billable services levels of non-CMS funded customer base through insourcing, consolidation and enterprise funding practices
- The department will increase the level of services provided utilizing web based submissions

Objectives 2010 - 2011

- Continue to define the hybrid operation and gain enterprise fund status with the approval of the Board of Education
- Increase outside revenue to offset operational cost to the district
- Continue research and planning of the ISO-9001:2000 Quality Management Systems Certification process. The ISO certification process for printing establishments has been achieved by less than 2% of the graphic arts businesses in the United States

Accomplishments 2009 - 2010

- Reached a consolidation of service agreement with Mecklenburg County to provide printing and graphics services where appropriate
- Compiled a 42% excellent rating on the Principles Survey, first half of the year

SAFETY

Goals 2010 - 2011

- Implement an Accident Reduction Program for Auxiliary Services
- Incorporate strategies to reduce OSHA Injury and Illness Rates
- Identify meaningful benchmarks to compare Safety Program with other School Districts
- Support reducing the HS dropout rate by promoting the Safety profession to Students
- Contribute to the Charlotte-Mecklenburg Community through various projects
- Reduce expenses in a systemic manner to meet budgetary reduction mandates

Objectives 2010 - 2011

- Reduce the number of slips, trips, falls in Child Nutrition kitchens
- Review employee accidents in a timely manner through Committee recommendations
- Develop safety data tracking system in partnership with Public School Risk Institute
- Provide Instructional time and support to Career and Technical Education students
- Lend technical safety support to Habitat for Humanity project at local high school
- Audit first responder and off-duty traffic direction programs for cost savings

OPERATIONS DIVISION

Goals, Objectives and Accomplishments

Accomplishments 2009 - 2010

- Implemented monthly meetings of Auxiliary Services Safety Advisory Committee
- Conducted mock OSHA inspections of Aux. Service Facilities – implemented corrections
- Community – Logistical Support for Strategic National Stockpile – H1N1 Pandemic
- Student Education – 32nd Fire & Life Safety Bowl and “Safety on the Job” poster contest
- Certified over 300 school system employees in CPR/AED/First-Aid
- Held the 12th Annual Building Services Safety Conference, providing necessary training to comply with OSHA regulations and to improve safe work practices

TRANSPORTATION

Goals 2010 - 2011

- Successfully achieve transportation operations related support and services for the Strategic Plan 2014 objectives and goals
- Support annual changes in the student assignment plan, student growth, and opening of new schools and programs with timely and safe transportation services for all eligible students
- Continue review and implementation of the Transportation Continuous Improvement Plan (CIP) strategies and recommendations to improve department efficiencies and effectiveness

Objectives 2010 - 2011

- Improve on-time arrivals at schools for all students transported
- Incorporate operational strategies to support the environmental stewardship charter
- Implement approved budget initiatives and service adjustments required to meet the expected local and state budget reductions
- Continue to enhance transportation safety efforts through defensive driving instruction and reducing preventable versus non-preventable accidents involving school buses
- Achieve overall annual state fleet audit rating by 10% in comparison to previous year
- Continue support for enhancing air quality in Mecklenburg County through additional grant applications, the use of alternative fuels, and installation of emission reduction devices on CMS school bus fleet

Accomplishments 2009 - 2010

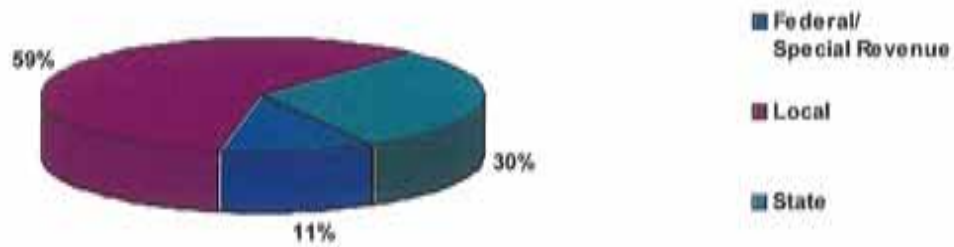
- Enhanced on-time arrivals at schools for all students transported
- Reduced the transportation operating budget as scheduled to meet the required local and state reductions
- Utilized management tools and systems to minimize operating costs and maximize utilization of personnel and equipment resources to achieve
- Reduced overall number of bus stops and miles traveled compared to previous year
- Improved percent of preventable versus non-preventable accidents involving school buses
- Decreased overall annual state fleet audit rating by 15 -20% in comparison to previous year
- Continued support for enhancing air quality in Mecklenburg County through additional grant applications, the use of alternative fuels, and installation of emission reduction devices on CMS school bus fleet

This page left blank intentionally.

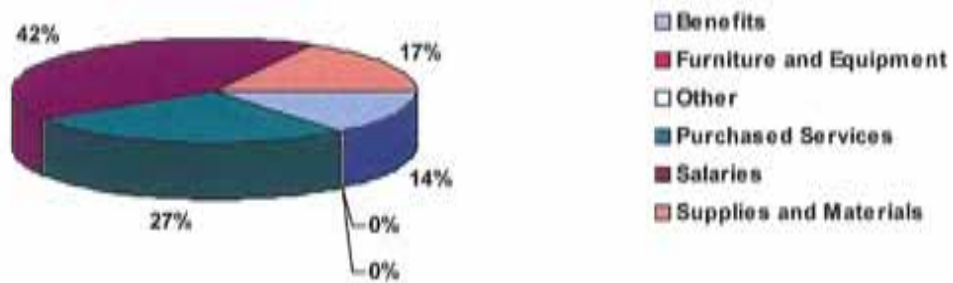
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
OPERATIONS DIVISION

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 88,865,888	\$ 93,045,585	\$ 97,102,598	\$ 93,505,126
Benefits	29,707,966	28,413,693	27,406,366	26,740,620
Purchased Services	56,731,469	54,374,103	55,713,191	58,264,711
Supplies and Materials	35,358,613	27,299,166	35,158,595	42,532,143
Furniture and Equipment	298,181	2,933,318	1,773,282	6,857,691
Other	-	-	-	-
	<u>\$ 210,962,117</u>	<u>\$ 206,065,865</u>	<u>\$ 217,154,032</u>	<u>\$ 227,900,291</u>

Sources



Uses



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
CHIEF OPERATING OFFICER

Description: The Chief Operating Officer oversees the day-to-day operations of the school district. This office is directly responsible for the oversight of the following departments: Auxiliary Services, Human Resources, School Law Enforcement, Athletics, Alternative Education & Safe Schools, and Technology.

BUDGET ACCOUNTABILITY:

Hugh Hattabaugh
Chief Operating Officer

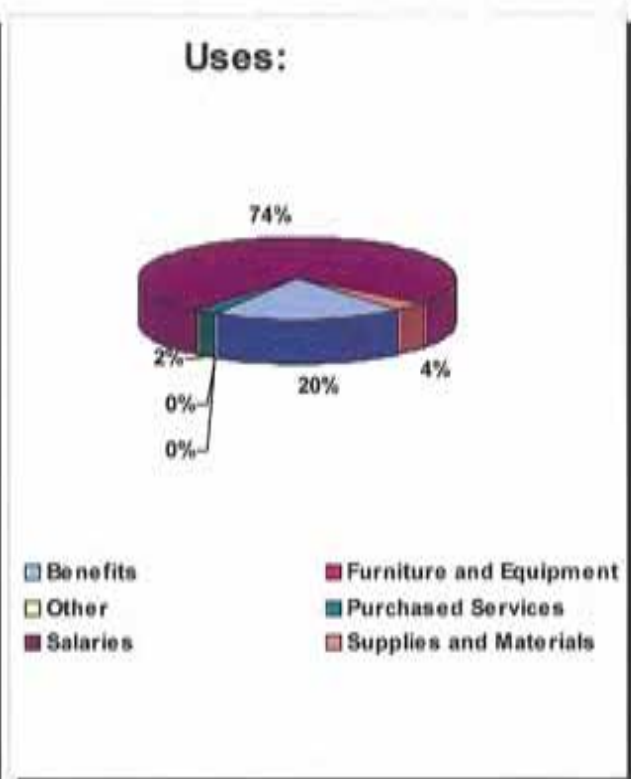
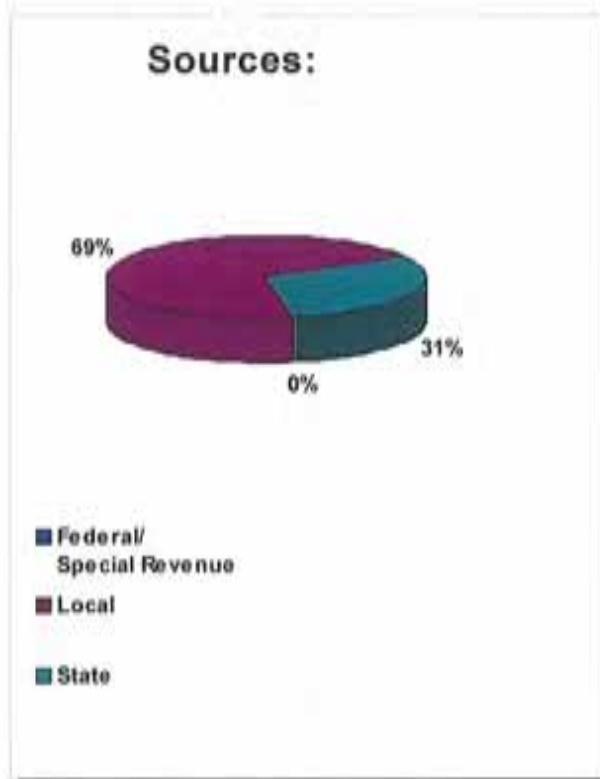
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 6,501
Dental Insurance - additional employee contribution	(375)
Purchased Services	
Redirected Broad fellow position to Chief Academic Officer	(12,500)
Supplies and Materials	
Central Office Reduction - supplies	(2,015)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
CHIEF OPERATING OFFICER

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 300,066	\$ 300,066	\$ 286,437	\$ 321,055
Benefits	79,449	73,323	52,134	55,970
Purchased Services	8,695	21,195	211,915	7,725
Supplies and Materials	14,677	16,692	11,333	6,774
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 402,887</u>	<u>\$ 411,276</u>	<u>\$ 561,819</u>	<u>\$ 391,524</u>



TECHNOLOGY SERVICES

Description: The Technology Services Division delivers sophisticated and integrated systems and services to support instructional, administrative and business operations through its six departments: Business Systems, Data Center Operations, Student Information Services, Instructional Technology, Student Processes, and Information Systems and Services. Hardware infrastructure services range from the school desktop PC to the data center with server, storage, and voice and data network management. Software application planning, implementation and support ranges from the small off-the-shelf software application, through highly integrated enterprise systems to web-based systems. Data management operations provide critical information to support Strategic Plan 2014 goals.

BUDGET ACCOUNTABILITY:

Susan Johnson
Chief Information Officer

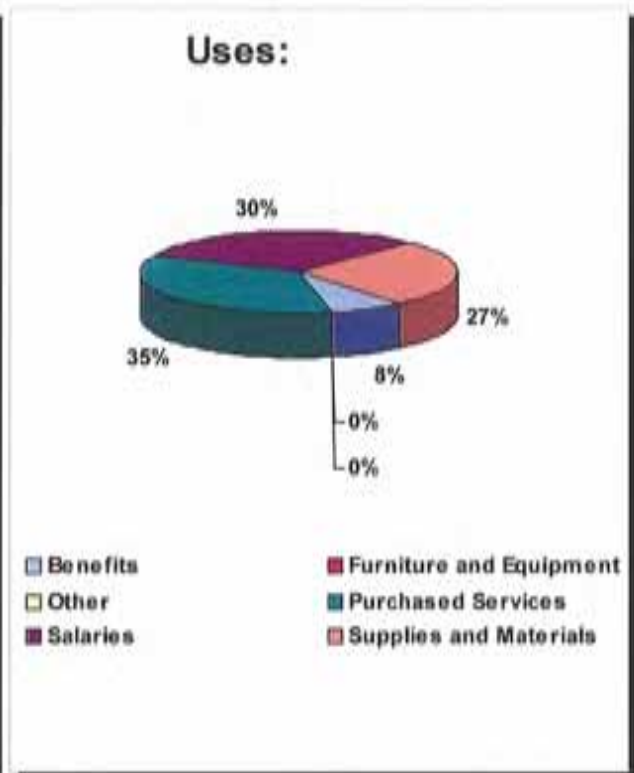
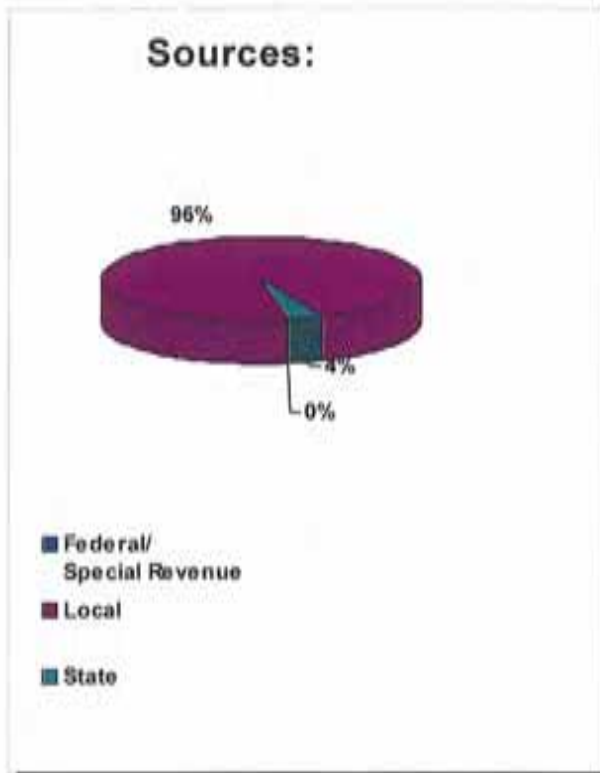
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 144,389
Central Office Reduction - eliminated student data manager, engineer and secretary positions	(227,166)
Managing for Performance - added .6 administrator, .6 analyst, and .6 database administrator	168,507
Performance Management Grant adjustment - 1.8 database administrators	(235,394)
Redirected Broad fellow position to Chief Academic Officer	51,600
Dental Insurance - additional employee contribution	(12,339)
Purchased Services	
Redirected funds from contracted services to stipends	(51,600)
Enrollment Growth - telephone expenses	1,477
New Schools - repairs and maintenance of data lines, WAN lines, telephones, cabling	157,917
Central Office Reduction - contracted services, hardware maintenance and travel	(316,619)
Technology - elimination of mainframe environment	(72,500)
Reduction of prior year fund balance appropriation - time and attendance implementation	(1,083,845)
Redirected funds to Media Services for SirsiDynex	(71,995)
Supplies and Materials	
Managing for Performance - SharePoint licenses	297,904
New Schools - CITRIX licenses for new high schools	162,558
Technology - elimination of mainframe environment	(366,000)
Central Office Reduction - contracted services, hardware maintenance and travel	(58,000)
State Adjustment - School Connectivity funds	60,564
Fund Balance appropriated for technology refresh	3,111,842
Furniture and Equipment	
Central Office Reduction - hardware refresh of computers	(40,000)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
TECHNOLOGY SERVICES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 6,249,011	\$ 6,467,968	\$ 5,627,373	\$ 5,370,671
Benefits	1,597,255	1,516,775	1,249,527	1,200,842
Purchased Services	7,253,950	7,521,350	7,354,666	6,700,620
Supplies and Materials	5,508,179	2,299,311	8,439,228	2,758,329
Furniture and Equipment	1,364	41,364	660,533	2,072,514
Other	-	-	-	-
	<u>\$ 20,609,759</u>	<u>\$ 17,846,768</u>	<u>\$ 23,331,327</u>	<u>\$ 18,102,976</u>



HUMAN RESOURCES

Description: The Human Resources Department consists of Employment, Employee Relations, HRIS, Benefits, Compensation and Licensure and provides support service to schools and departments by recruiting, hiring, and managing top quality staff.

BUDGET ACCOUNTABILITY:

Hugh Hattabaugh
Chief Operating Officer

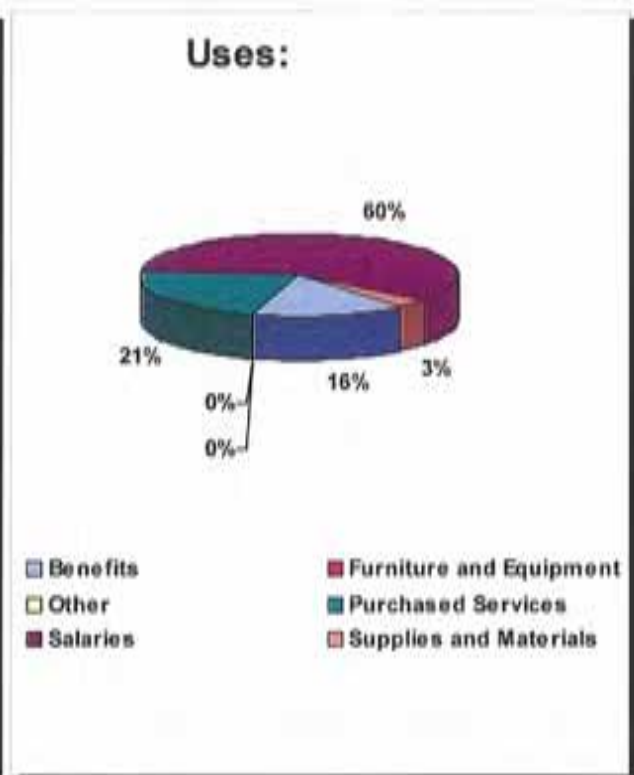
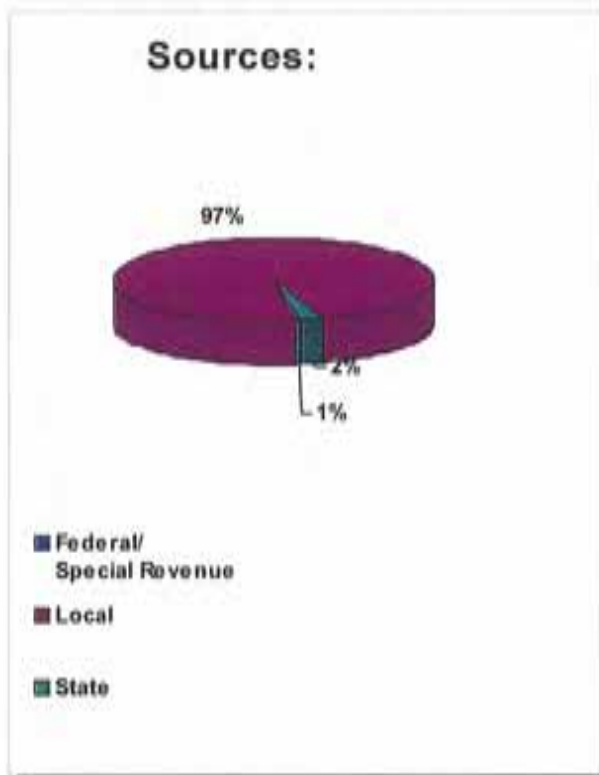
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 126,174
Learning Communities/Achievement Zone - eliminated four positions	(332,756)
Central Office Reduction - eliminated nine positions; three new ones were added	(293,518)
Redirected funds from overtime to supplies and materials	(9,075)
Redirected Broad fellow position to Chief Academic Officer	(111,283)
Dental Insurance - additional employee contribution	(11,881)
Purchased Services	
Central Office Reduction - drug testing, background, and training	(50,811)
Redirected funds from contracted services to supplies and materials	(61,120)
Redirected funds for tuition reimbursement	1,300,000
Reduction of funds for tuition reimbursement	(400,000)
Supplies and Materials	
Central Office Reduction - supplies and materials	(3,005)
Redirected funds for supplies and software from salaries and benefits and purchased services	70,195
Reduction of prior year fund balance appropriation for technology projects	(786,692)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
HUMAN RESOURCES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 4,999,841	\$ 5,484,883	\$ 5,646,996	\$ 5,122,766
Benefits	1,344,429	1,354,017	1,277,910	1,096,754
Purchased Services	1,816,100	1,028,031	1,236,284	1,748,588
Supplies and Materials	291,220	1,010,722	202,980	427,387
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 8,451,590	\$ 8,877,653	\$ 8,364,170	\$ 8,395,495



SCHOOL LAW ENFORCEMENT

Description: The School Law Enforcement Department conducts investigations of alleged inappropriate conduct by employees and of crimes against school board property. Also, preventive patrols of property are conducted along with alarm response and apprehension and prosecution of persons committing crimes against Board owned property, students and staff. The School Police Department manages, trains and equips the Security Associates and manages the installation of new alarm systems and CCTV.

BUDGET ACCOUNTABILITY:

Bud Cesena
 Director of School Law Enforcement

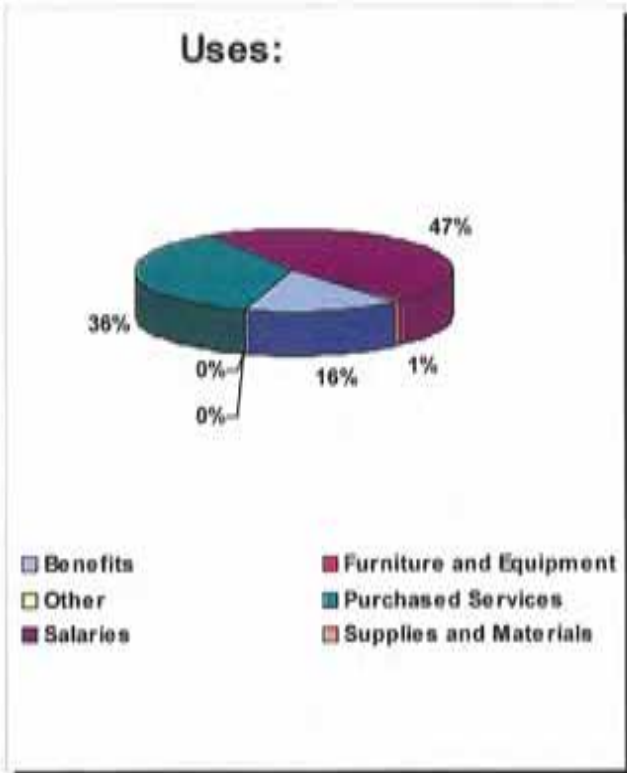
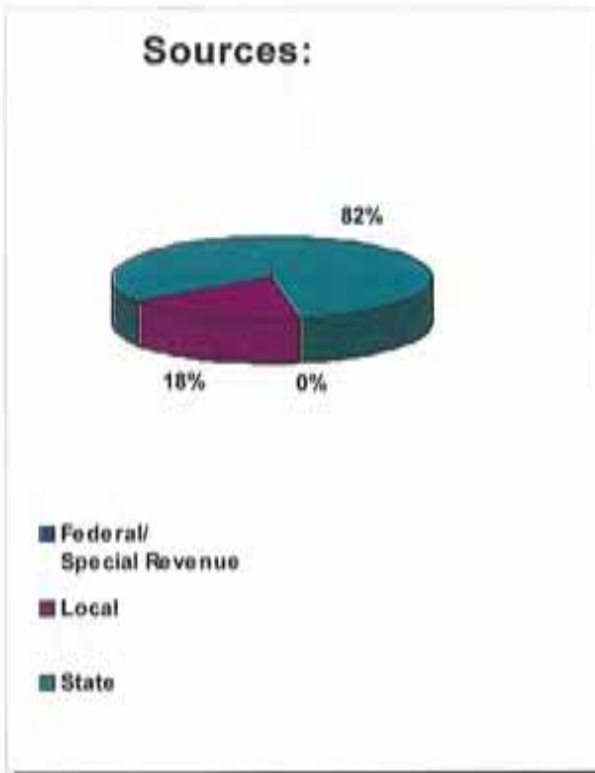
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 157,591
Redirected truancy officer and 11 campus security positions from Achievement Zone	409,442
Central Office Reduction - eliminate vacant law enforcement officer	(49,038)
New Schools - added 4 campus security associates	134,001
Redirected Broad fellow position to Chief Academic Officer	(178,248)
Dental Insurance - additional employee contribution	(17,676)
Purchased Services	
Central Office Reduction- mileage and alarm fees	(11,000)
Redirected funds for school resource officer contract	200,000
Supplies and Materials	
Central Office Reduction - supplies and fuel	(14,500)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
SCHOOL LAW ENFORCEMENT

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 4,103,281	\$ 3,834,945	\$ 4,976,687	\$ 4,194,608
Benefits	1,417,692	1,214,541	1,483,758	1,270,141
Purchased Services	3,191,359	3,002,359	3,076,545	2,908,719
Supplies and Materials	76,543	91,043	90,708	132,644
Furniture and Equipment	-	-	1,700	79,032
Other	-	-	-	-
	<u>\$ 8,788,875</u>	<u>\$ 8,142,888</u>	<u>\$ 9,629,398</u>	<u>\$ 8,585,144</u>



ATHLETICS

Description: The Department of Athletics provides support through administrative and technical assistance in interscholastic athletics for 32 middle schools, 20 high schools and 1 developmental disability school. The department serves as a liaison with local businesses and community organizations in a variety of athletic arenas. Additionally, the Department of Athletics coordinates 23 high school graduations, mid-year graduations and summer school graduations.

BUDGET ACCOUNTABILITY:

Vicki Hamilton
 Director of Athletics

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

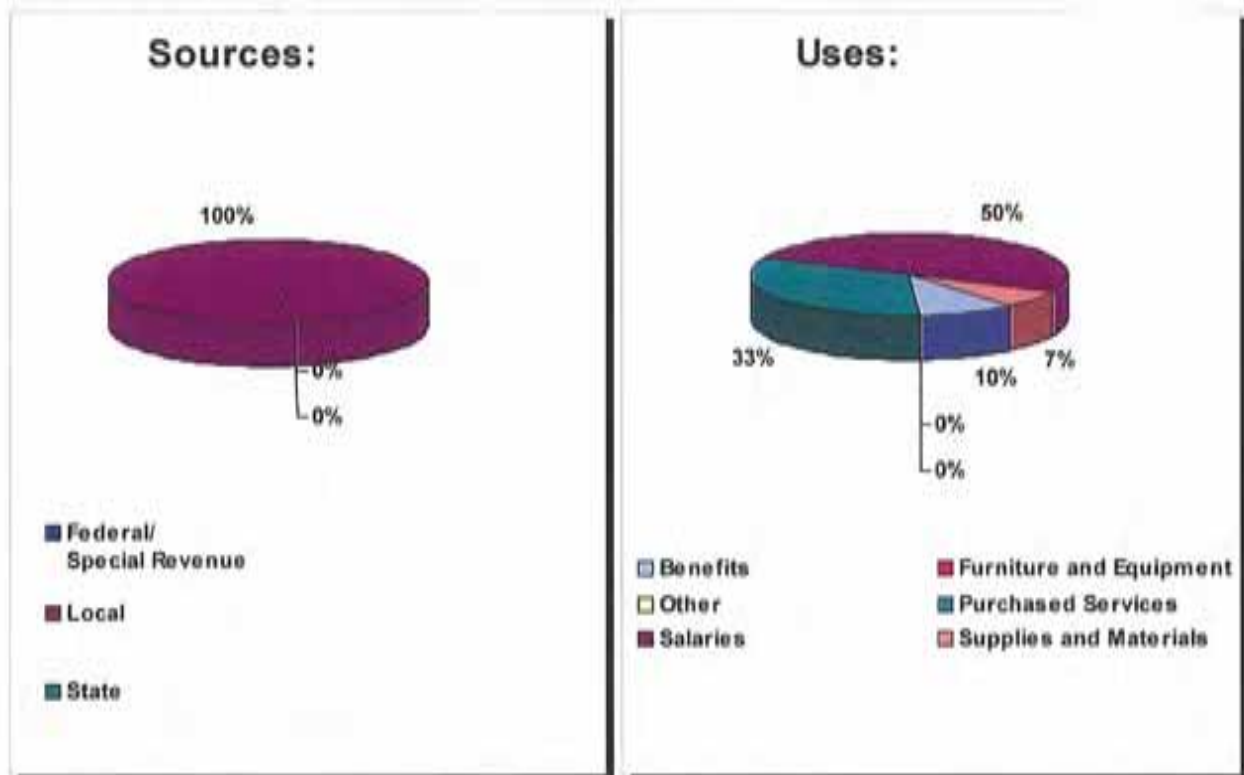
Description	Amount
Salaries and Benefits	
Benefit increase	\$ 41,352
Central Office Reduction - eliminate assistant director	(87,137)
Redirected funds from salaries and benefits to purchased services and supplies and materials	(111,796)
New Schools Athletics - stipends for high school and middle school athletic directors	215,382
Redirected Broad fellow position to Chief Academic Officer	(375)
Eliminate local funding for Middle School Athletics - coaching stipends	(493,896)
Purchased Services	
Redirected funds from salaries and benefits to purchased services	35,400
Central Office Reduction - insurance	(8,800)
New Schools Athletics - contracted services, insurance, and travel	111,596
Graduation Expenses - contracted services for graduations	82,550
Eliminate local funding for Middle School Athletics - contracted services	(557,330)
Supplies and Materials	
New Schools Athletics - supplies and equipment	23,746
Redirected funds from salaries and benefits to supplies and materials	76,396
Eliminate local funding for Middle School Athletics - supplies and equipment	(215,128)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ATHLETICS

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 1,970,160	\$ 2,394,801	\$ 2,186,633	\$ 2,028,380
Benefits	391,983	403,812	345,426	322,801
Purchased Services	1,269,988	1,606,572	1,581,240	1,656,394
Supplies and Materials	275,044	390,030	122,059	44,482
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 3,907,175</u>	<u>\$ 4,795,215</u>	<u>\$ 4,235,358</u>	<u>\$ 4,052,057</u>

Note: Athletic equipment allocations to middle and high schools are included in the Athletics department, however, actual expenditures by the schools are reflected in the Schools Division.



ALTERNATIVE EDUCATION AND SAFE SCHOOLS

Description: The Alternative Education and Safe Schools department is designed by the Board of Education to foster academic achievement of students through support for the regular classroom teachers and by providing leadership for the development of a safe, orderly and drug-free learning school environment. This program offers a comprehensive integrated approach and requires individualized instruction, acceleration and strategies to maximize literacy skills and character development, which assist students toward successfully returning to the regular school program. The Safe Schools program provides violence prevention/intervention training and support to staff and students. The Substance Abuse prevention and intervention programs and services assist in the development of healthy, drug-free life styles and productive citizens.

BUDGET ACCOUNTABILITY:

Dr. Ralph W. Taylor
 Executive Director of Alternative Education and Safe Schools

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

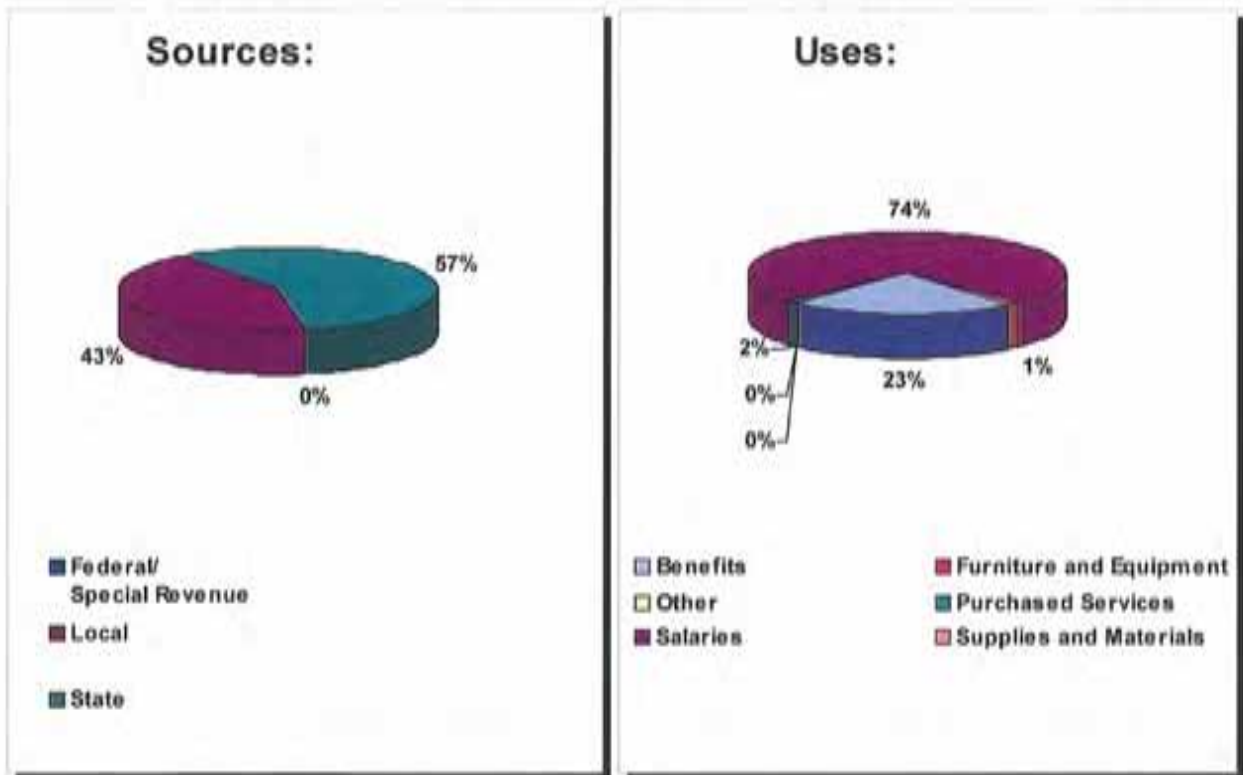
Description	Amount
Salaries and Benefits	
Benefit increase	\$ 79,636
Learning Communities/Achievement Zone - eliminated four positions	(168,253)
Redirected three SAP counselor positions to support services department	(194,987)
Dental Insurance - additional employee contribution	(9,119)
Redirected Broad fellow position to Chief Academic Officer	
Purchased Services	
Central Office Reduction - mileage, postage, and contracted services	(10,685)
Supplies and Materials	
Central Office Reduction - supplies and software	(5,000)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

ALTERNATIVE EDUCATION AND SAFE SCHOOLS

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 2,705,306	\$ 2,973,730	\$ 3,679,275	\$ 3,529,141
Benefits	840,762	850,105	943,750	899,013
Purchased Services	55,146	65,831	109,445	415,849
Supplies and Materials	49,035	54,392	54,658	232,159
Furniture and Equipment	357	-	-	-
Other	-	-	-	-
	<u>\$ 3,650,606</u>	<u>\$ 3,944,058</u>	<u>\$ 4,787,128</u>	<u>\$ 5,076,162</u>

Note: Actual expenditures reflect principals, certified and support staff salaries and benefits that are budgeted in the Schools Division for Alternative Schools. As a result, actuals reflect total program cost for Alternative Education.



PLANNING AND PROJECT MANAGEMENT

Description: Planning and Project Management directs the strategic planning, facilities planning, real estate, student planning and placement for the district. The strategic planning effort involves managing the district's progress toward the organization's goals (Strategic Plan 2014). The facilities planning and real estate effort includes our ten year capital needs assessment, real estate (acquisitions, leases, etc.), real estate (buildings and land) inventory responsibilities. Student placement and planning is responsible for enrollment projections, attendance boundary adjustments, and all aspects of student placement - lottery, transfers and appeals, etc.

BUDGET ACCOUNTABILITY:

Michael Raible

Executive Director of Planning and Project Management

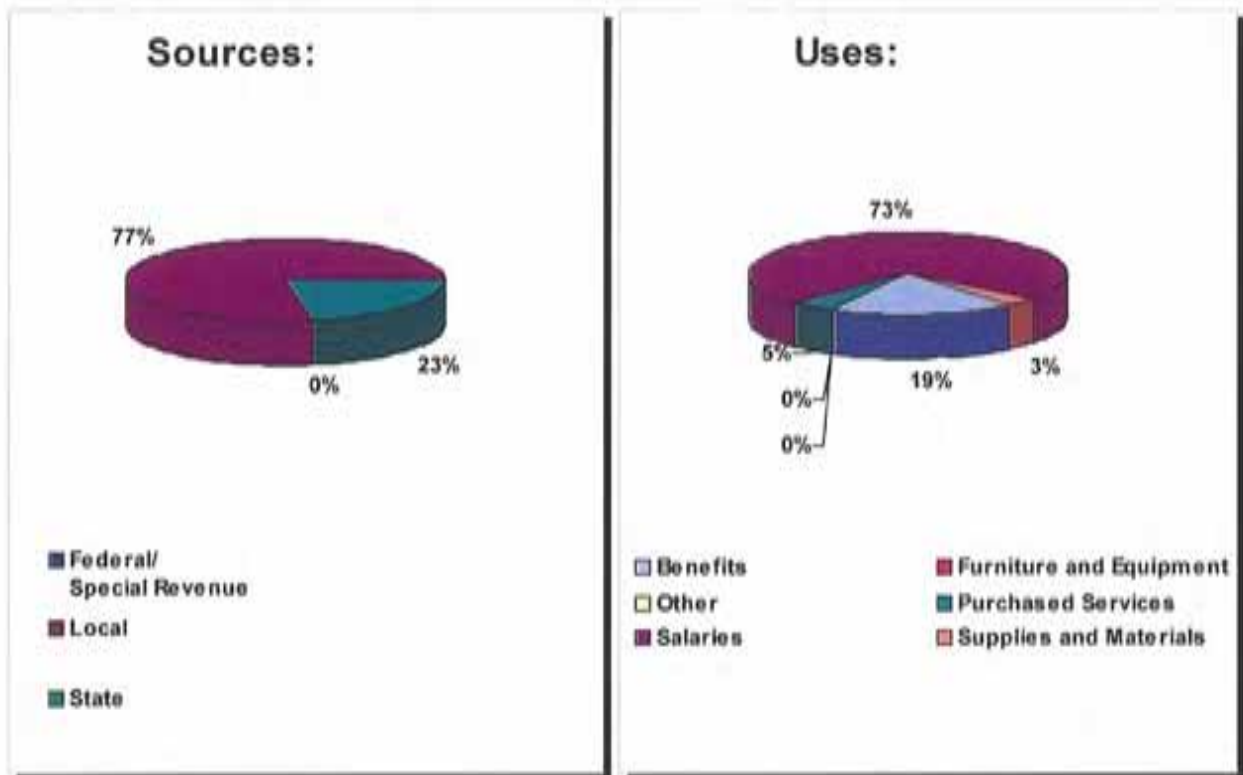
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 7,974
Redirected executive coordinator position from Accountability	76,855
Redirected real estate specialist position	66,556
Dental Insurance - additional employee contribution	(500)
Redirected Broad fellow position to Chief Academic Officer	
Purchased Services	
Central Office Reduction - technology enhancement, vendor services, and mileage	(21,274)
Supplies and Materials	
Central Office Reduction- supplies and materials	(3,000)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
PLANNING AND PROJECT MANAGEMENT

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 391,065	\$ 276,790	-	-
Benefits	100,645	64,035	-	-
Purchased Services	25,498	46,772	-	-
Supplies and Materials	17,900	20,900	-	-
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 535,108	\$ 408,497	-	-



PLANNING AND DEVELOPMENT SERVICES

Description: Planning Services conducts both short and long range planning activities. Short-range projects include the evaluation of the student assignment plan and corresponding policies/regulations; development of boundaries for new schools; and evaluation of boundaries of existing schools; participate in magnet schools recommendations and placement plans for special student populations. Long-range projects include the development of the district’s ten-year enrollment projections for the district and tracking of key school/community demographic information.

Student Placement Services includes oversight of the student records department and the attendance office. Annual activities include the implementation of the new student enrollment process; implementation of the student assignment plan and lottery; process requests for reassignment and transfer; facilitate appeals for student reassignment/transfer requests; process guardianship requests; manage student tuition (or waiver) requests for all out of county residents; and provides training as needed to schools, support staff and principals. The department has extensive contact with parents and school staff. The student attendance office prepares attendance reports (i.e. PMR – Principals Monthly Report, graduation report) as required by the state and assists in the management of the student information system. The student records department manages records for all inactive students (graduates and drops) facilitating requests and managing storage.

BUDGET ACCOUNTABILITY:

Scott McCully

Executive Director of Planning, Student Placement and Records

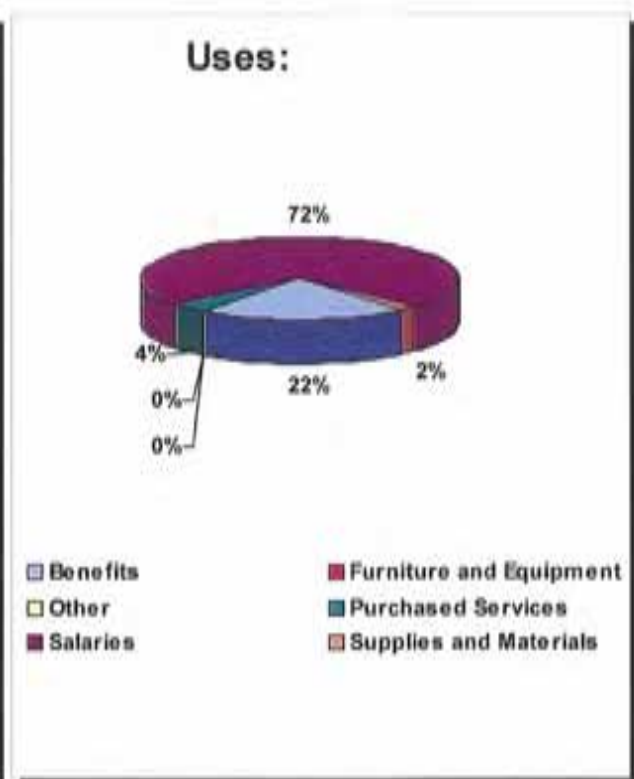
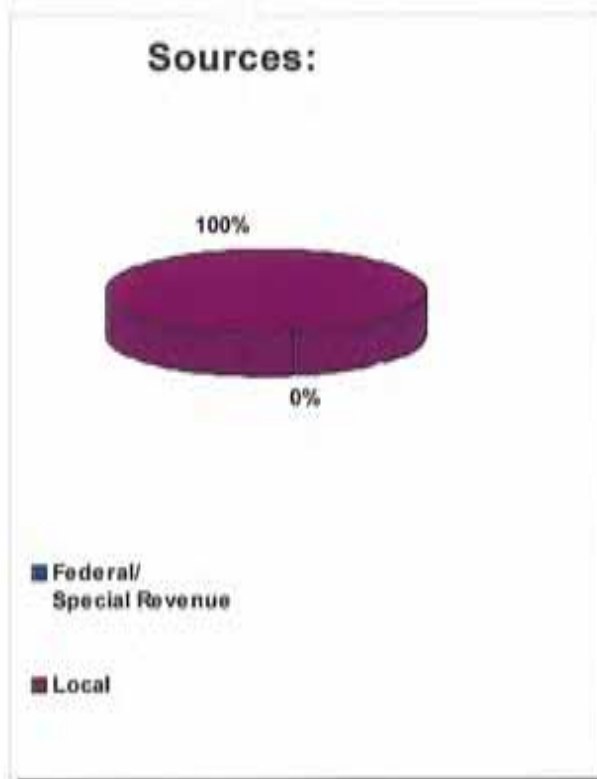
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 26,339
Redirected two clerical positions to human resources department	(64,115)
Dental Insurance - additional employee contribution	(2,497)
Redirected Broad fellow position to Chief Academic Officer	

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
PLANNING AND DEVELOPMENT SERVICES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 975,824	\$ 1,038,712	\$ 1,044,583	\$ 991,758
Benefits	287,615	263,572	247,185	233,332
Purchased Services	49,630	49,630	51,761	56,100
Supplies and Materials	23,520	23,520	26,508	35,364
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,336,589</u>	<u>\$ 1,375,434</u>	<u>\$ 1,370,037</u>	<u>\$ 1,316,554</u>



ASSOCIATE SUPERINTENDENT FOR AUXILIARY SERVICES

Description: The activities of the Associate Superintendent include the following: supervision and accountability of Inventory Management/Textbooks, Building Services, Child Nutrition, Graphic Production Center, Safety, Storage and Distribution, and Transportation.

BUDGET ACCOUNTABILITY:

Guy Chamberlain III
 Associate Superintendent for Auxiliary Services

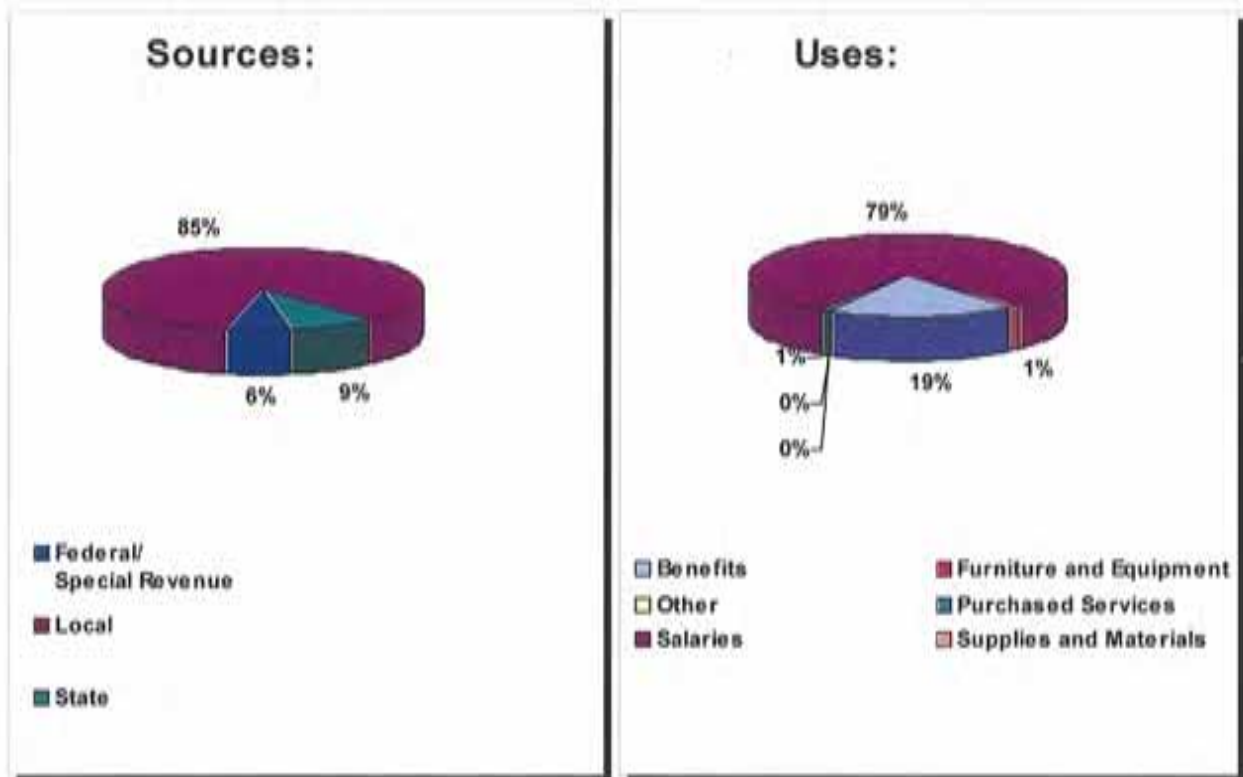
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 12,563
Redirected performance management director and architect positions	219,968
Dental Insurance - additional employee contribution	\$ (875)
Redirected Broad fellow position to Chief Academic Officer	
Central Office Reduction - training	(10,000)
Redirected funds from purchased services to supplies and materials	(5,000)
Supplies and Materials	
Redirected funds to supplies and materials from purchased services and furniture and equipment	18,357
Central Office Reduction - funds for supplies and equipment	(24,342)
Furniture and Equipment	
Redirected funds from furniture and equipment to supplies and materials	(13,357)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

ASSOCIATE SUPERINTENDENT FOR AUXILIARY SERVICES

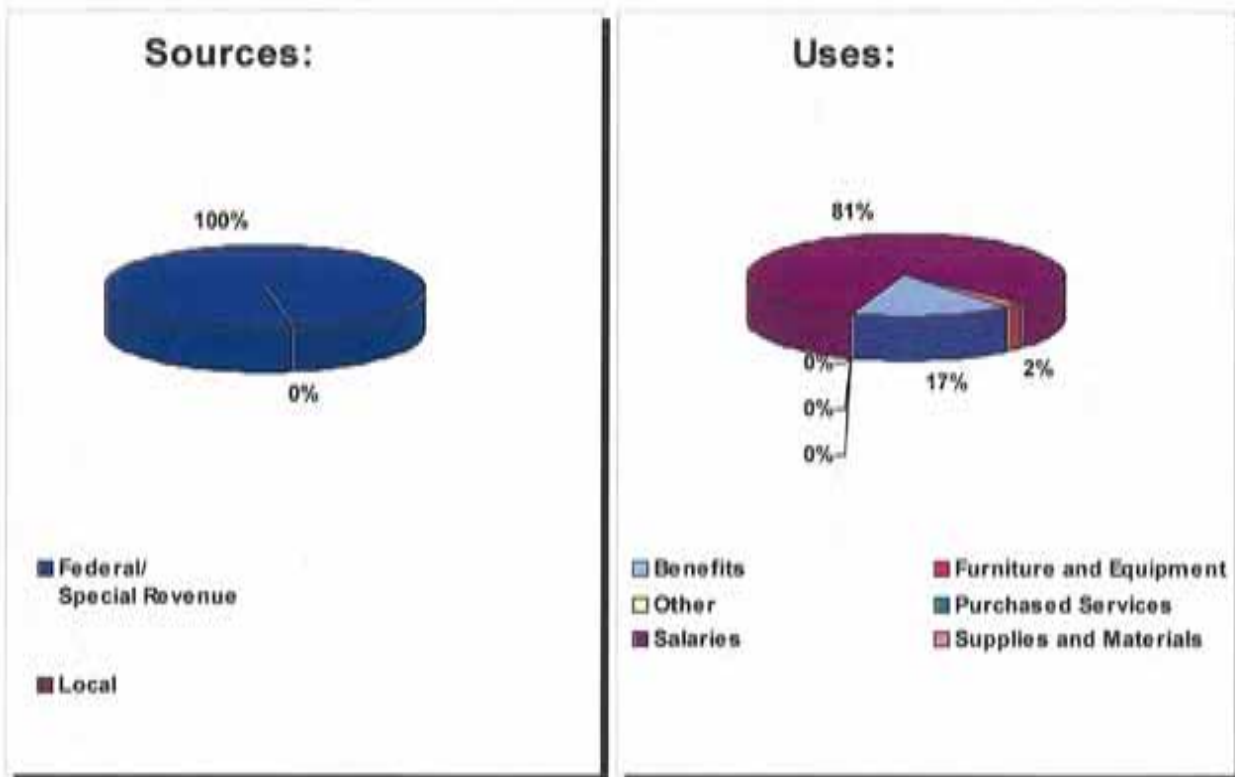
Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 727,852	\$ 550,051	\$ 282,010	\$ 192,038
Benefits	177,345	123,490	54,521	35,174
Purchased Services	12,449	27,449	7,564	6,387
Supplies and Materials	13,593	19,578	3,697	28,864
Furniture and Equipment	-	13,357	-	-
Other	-	-	-	-
	<u>\$ 931,239</u>	<u>\$ 733,925</u>	<u>\$ 347,792</u>	<u>\$ 262,463</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
COMMUNITY USE OF FACILITIES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 445,772	\$ 446,272	\$ 587,572	\$ 553,065
Benefits	90,910	82,504	103,607	89,553
Purchased Services	1,185	2,710	17,159	5,815
Supplies and Materials	11,295	9,270	27,791	953
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 549,162</u>	<u>\$ 540,756</u>	<u>\$ 736,129</u>	<u>\$ 649,386</u>

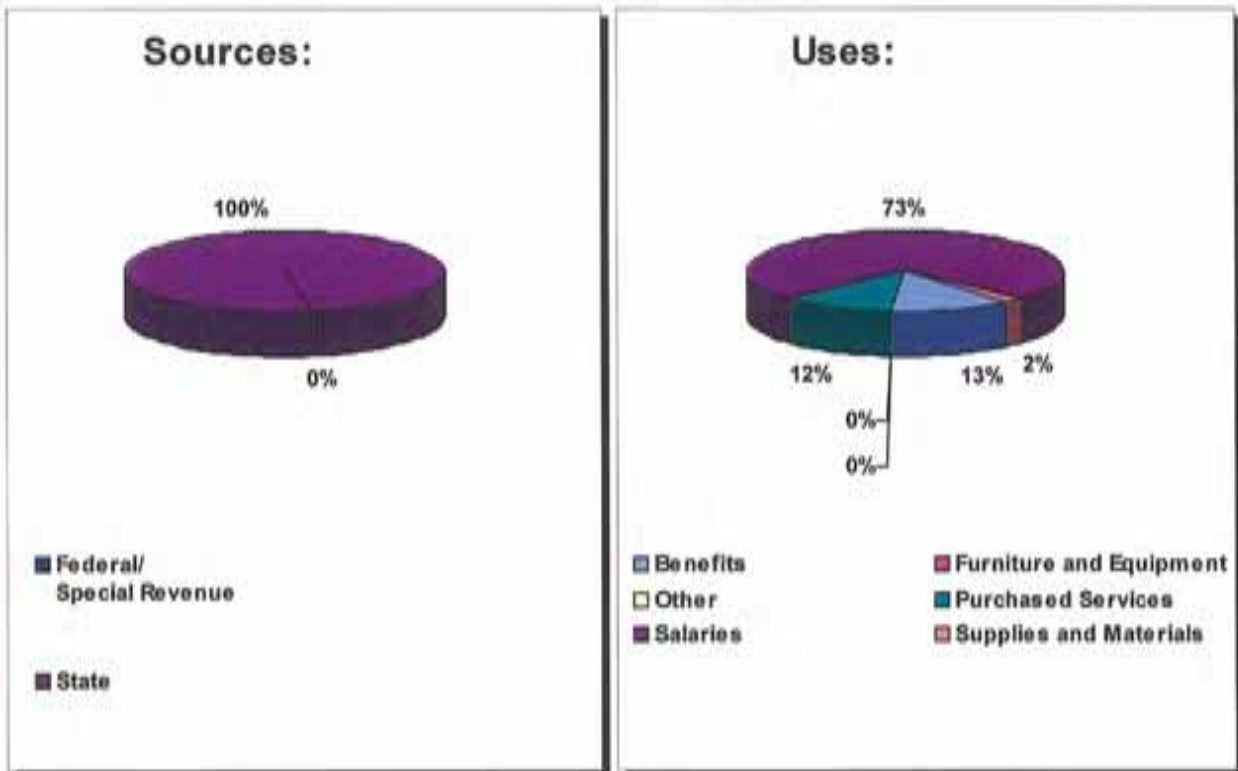
Note: Significant Benefit increases of \$8,656.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ENTERPRISE FUNDS PROGRAM SUPPORT

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	459,103	450,226	451,519	432,128
Benefits	78,039	66,589	99,114	105,936
Purchased Services	72,299	-	206,925	-
Supplies and Materials	13,937	-	-	-
Furniture and Equipment	-	122,137	122,138	-
Other	-	-	-	-
	\$ 623,378	\$ 638,952	\$ 879,696	\$ 538,064

Operating transfer to Child Nutrition Fund = \$516,815. In addition, the 2010-11 adopted budget includes \$106,563 in ASEP funds for the 21st Century grant.



BUILDING SERVICES

Description: Building Services is comprised of Maintenance, Custodial, and Capital Services Departments. The mission of these departments is to provide safe, clean, and healthy environments that support quality and equitable school facilities for all children.

BUDGET ACCOUNTABILITY:

Guy Chamberlain III
Associate Superintendent for Auxiliary Services

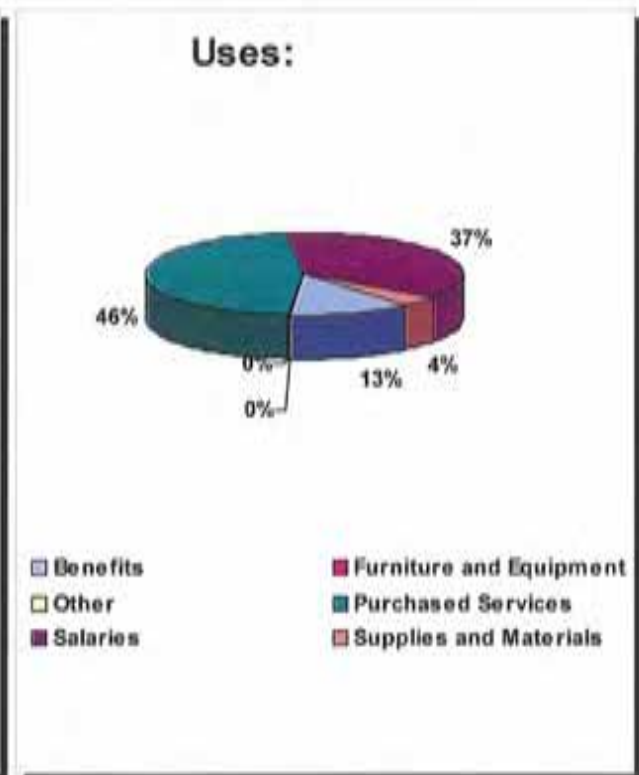
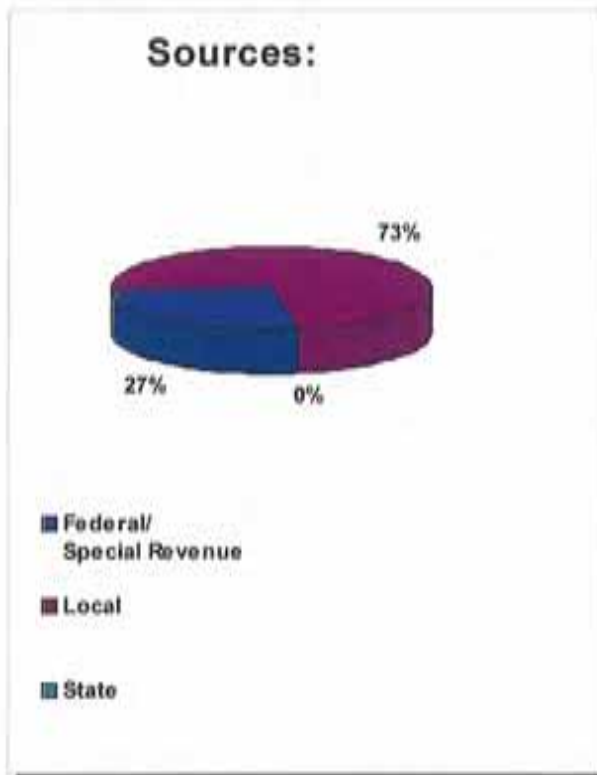
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 965,622
Learning Communities/Achievement Zone - eliminated four position	(174,482)
New Schools Maintenance - 12 custodial positions and 11 maintenance positions	991,519
Dental Insurance - additional employee contribution	(189,464)
Redirected Broad fellow position to Chief Academic Officer	(1,382,798)
Purchased Services	
Leases - reduction to Walton Plaza lease	(176,986)
Utilities - decrease in utilities expenses	(1,710,567)
New Schools Maintenance - utilities and contracted services	488,340
Increase in Utilities - rate increase in utilities	914,684
Reduction of prior year fund balance for the movement of mobile units	(3,116,000)
Reduction in utilities	(1,908,104)
Redirected funds for capital equipment	400,384
Additional funding to replace reduction in county capital replacement funds	240,000
Fund Balance appropriated for maintenance projects and mobile units	8,500,000
Supplies and Materials	
Enrollment growth - custodial equipment	13,003
New Schools Maintenance - custodial contracted services	50,000
Reduction of prior year fund balance for the movement of mobile units	(820,000)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
BUILDING SERVICES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 31,571,121	\$ 31,640,463	\$ 34,095,784	\$ 33,721,080
Benefits	10,808,707	10,142,149	9,681,089	9,809,781
Purchased Services	39,752,428	37,040,775	37,057,909	39,921,679
Supplies and Materials	3,570,275	3,527,272	4,656,640	6,241,999
Furniture and Equipment	209,660	1,129,660	184,788	2,868,303
Other	-	-	-	-
	<u>\$ 85,912,191</u>	<u>\$ 83,480,319</u>	<u>\$ 85,676,210</u>	<u>\$ 92,562,842</u>



INVENTORY MANAGEMENT/TEXTBOOKS

Description: The Inventory Management Department was created to evaluate current District inventory practices and to determine standardized processes that would maximize efficiency and effectiveness in managing those inventories and distribution processes. The department is also a participant in the Opening Schools Project Charter and the FF&E New Schools committee. The Storage and Distribution department reports to Inventory Management.

BUDGET ACCOUNTABILITY:

Sandra Fish
 Executive Director of Inventory Management and Distribution

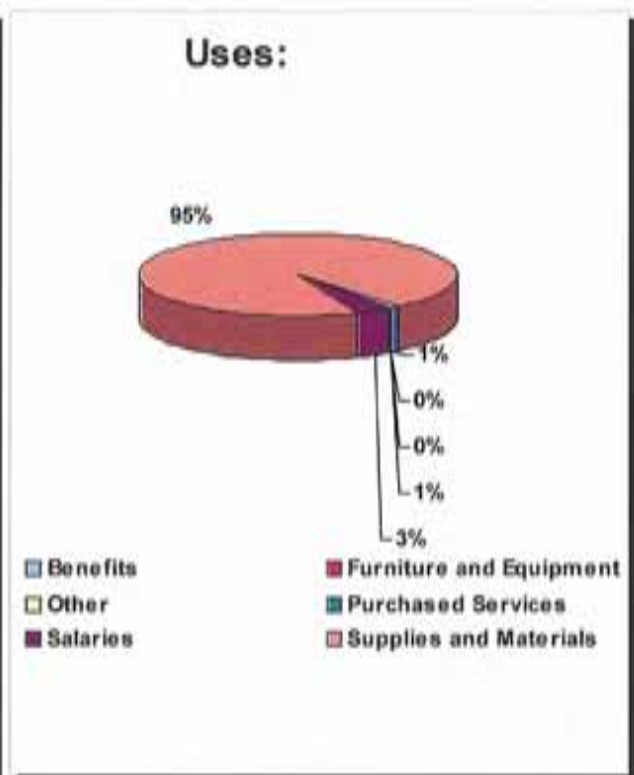
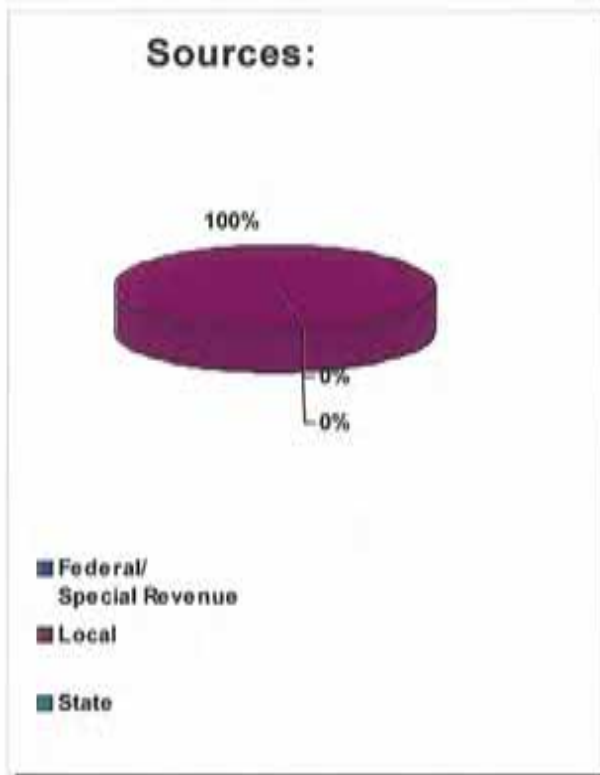
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 13,363
Dental Insurance - additional employee contribution	(1,374)
Redirected textbook inventory coordinator position	42,738
Redirected Broad fellow position to Chief Academic Officer	
Redirected funds for warehouse overtime from Accountability	64,104
Supplies and Materials	
Textbook Reduction - state textbook allotment eliminated	(5,435,273)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
INVENTORY MANAGEMENT/TEXTBOOKS

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 544,071	\$ 511,155	\$ 446,542	\$ 312,990
Benefits	157,339	134,450	110,359	72,547
Purchased Services	80,531	16,427	12,399	4,547
Supplies and Materials	15,003,148	8,825,118	10,696,998	16,425,041
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 15,785,089</u>	<u>\$ 9,487,150</u>	<u>\$ 11,266,298</u>	<u>\$ 16,815,125</u>



STORAGE AND DISTRIBUTION

Description: The mission of the Storage and Distribution Department is to receive, store, and distribute food, supplies, textbooks, furniture, and forms; provide courier and mail service; dispose of surplus property; to assist the school system with a variety of material movement activities; provide a safe and comfortable working environment for all employees; deliver support services on time, on budget with 100% accuracy, and with expected quality.

BUDGET ACCOUNTABILITY:

Kenneth Wilson
Director of Storage and Distribution

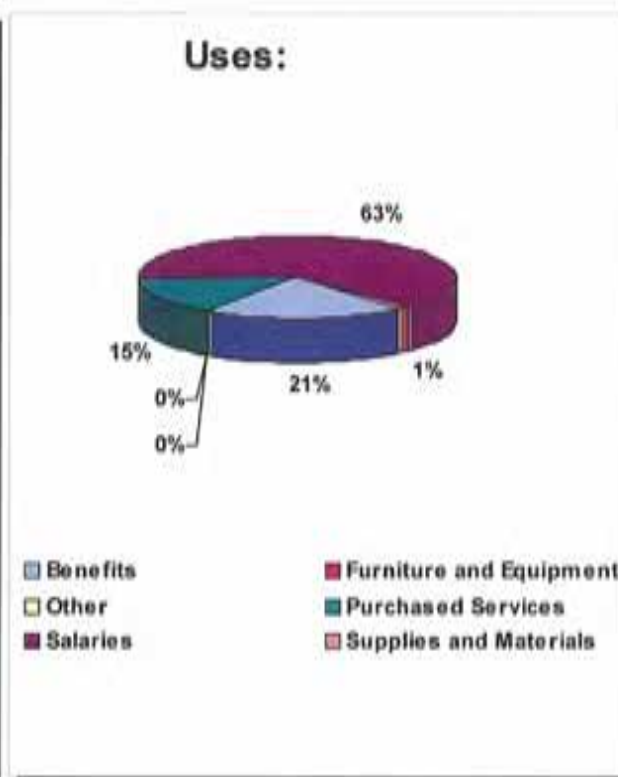
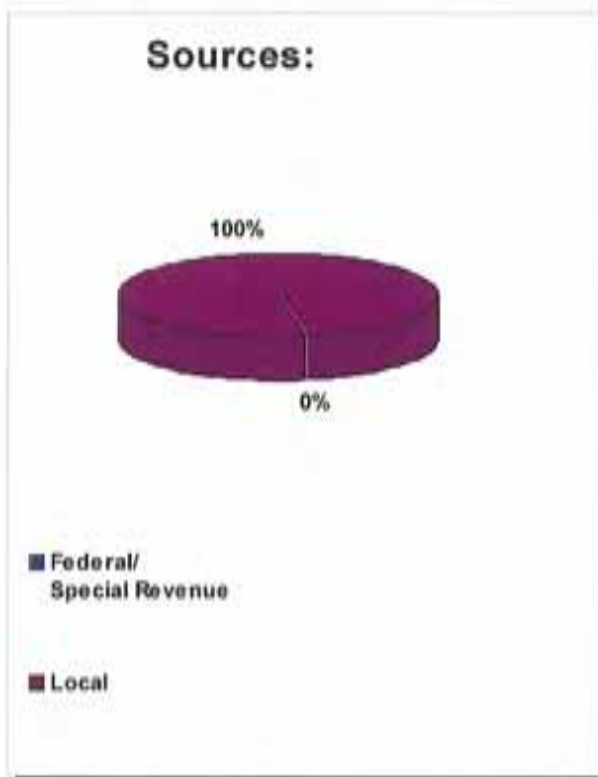
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 45,877
Central Office Reduction - Eliminate 2 drivers	(77,078)
Redirected storekeeper and warehouse worker for Accountability	76,959
Dental Insurance - additional employee contribution	(5,746)
Redirected Broad fellow position to Chief Academic Officer	
Purchased Services	
Central Office Reduction - postage	(92,211)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
STORAGE AND DISTRIBUTION

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 1,557,085	\$ 1,556,259	\$ 1,551,997	\$ 1,636,176
Benefits	509,789	469,659	455,142	473,661
Purchased Services	366,702	490,163	310,111	584,400
Supplies and Materials	35,653	38,507	212,569	71,992
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 2,469,229</u>	<u>\$ 2,554,588</u>	<u>\$ 2,529,819</u>	<u>\$ 2,766,229</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
GRAPHIC PRODUCTION CENTER

Description: The Graphic Production Center provides support services in the production of printed materials. By producing high-volume digital publishing, offset printing, and design services, the department generates competitive advantage to the district and numerous community partners.

BUDGET ACCOUNTABILITY:

Alvin B. Griffin
Director of Graphic Production

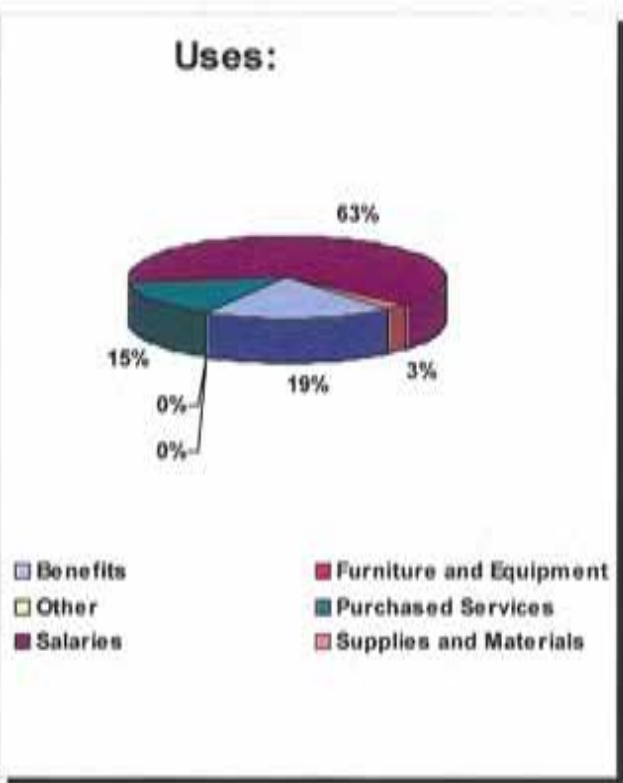
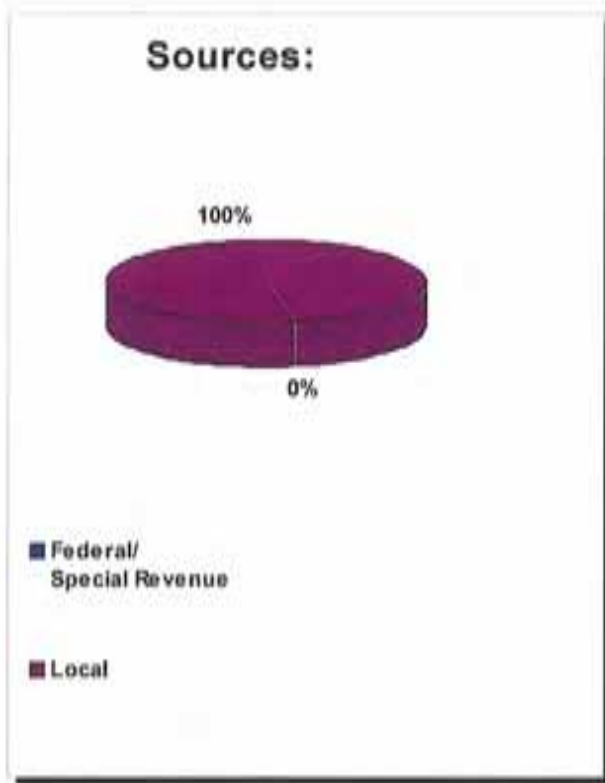
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 15,257
Dental Insurance - additional employee contribution	(1,749)
Supplies and Materials	
Redirected Broad fellow position to Chief Academic Officer	(10,000)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
GRAPHIC PRODUCTION CENTER

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 547,238	\$ 546,926	\$ 547,864	\$ 529,247
Benefits	168,519	154,960	143,736	138,147
Purchased Services	126,325	126,325	674,047	324,142
Supplies and Materials	22,400	32,400	17,529	98,729
Furniture and Equipment	-	-	36,342	59,870
Other	-	-	-	-
	<u>\$ 864,482</u>	<u>\$ 860,611</u>	<u>\$ 1,419,518</u>	<u>\$ 1,150,135</u>



SAFETY

Description: The Safety Department coordinates the district's safety / risk management program by providing guidance to schools and departments in maintaining a safe physical environment and adhering to applicable safety regulations including; compliance training, risk management, general liability claims, distributes personal protective equipment and supplies, provides traffic control at various schools, and maintains required records. The Department also serves as District liaison with public agencies including OSHA, DOT, Fire Department, Health Department, Risk Management, Emergency Management and Red Cross on a variety of issues.

BUDGET ACCOUNTABILITY:

Kevin Earp
 Director of Safety

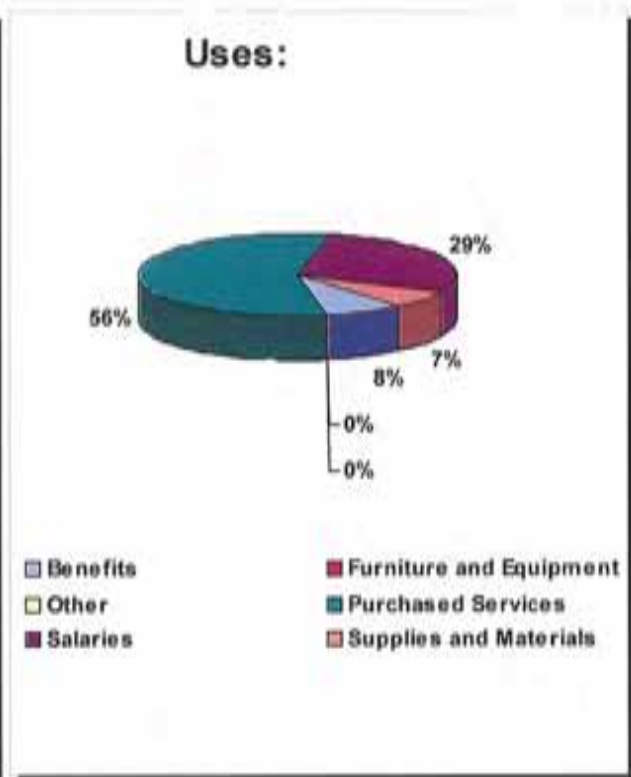
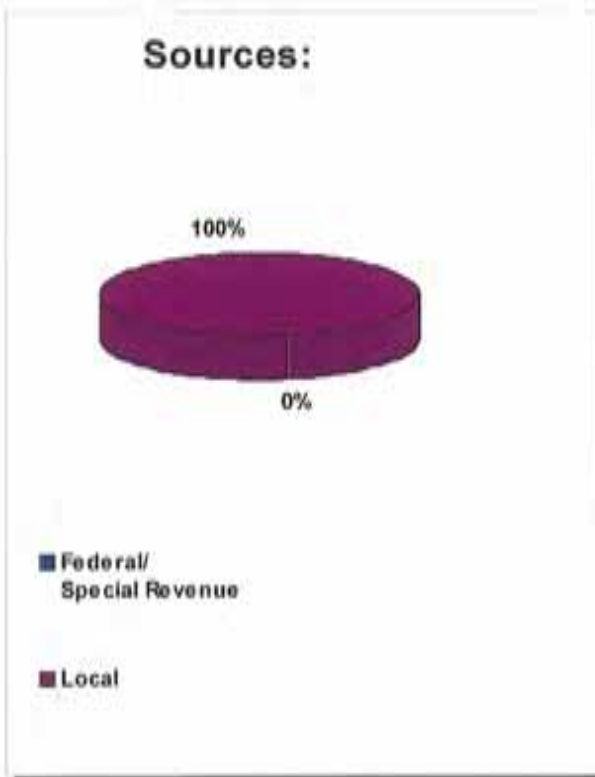
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 2,769
New Schools Maintenance - Added safety officer	51,690
Dental Insurance - additional employee contribution	(250)
Redirected Broad fellow position to Chief Academic Officer	
Central Office Reduction - contracted services and travel	(7,531)
Redirected funds to purchased services from supplies and materials	1,350
New Schools - contracted services for traffic safety	60,480
Supplies and Materials	
Redirected funds from supplies and materials to purchased services	(1,350)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

SAFETY

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 151,233	\$ 111,668	\$ 110,828	\$ 96,569
Benefits	42,280	27,636	26,228	22,299
Purchased Services	292,528	238,229	238,025	188,750
Supplies and Materials	34,131	35,481	38,908	33,823
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 520,172</u>	<u>\$ 413,014</u>	<u>\$ 413,989</u>	<u>\$ 341,441</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

TRANSPORTATION

Description: To support the educational process for all transportation eligible Charlotte-Mecklenburg Schools students by providing safe, timely and courteous services daily.

BUDGET ACCOUNTABILITY:

Carol Stamper
Executive Director of Transportation

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

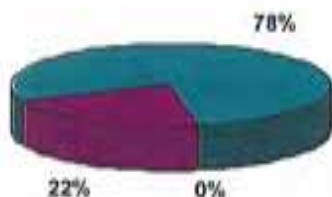
Description	Amount
Salaries and Benefits	
Benefit increase	\$ 1,111,257
Dental Insurance - additional employee contribution	(187,524)
Eliminated 54 vacant bus driver positions	(1,486,242)
Redirected Broad fellow position to Chief Academic Officer	(2,949,913)
Purchased Services	
Transportation - reduction of contracted pupil transportation	(612,129)
Leases - reduction of airport center lease	(121,500)
Supplies and Materials	
Transportation - reduction for fuel	(129,902)
State allotment adjustment	453,302
Transportation reduction - adjustment of bell schedule and magnet shuttle stops	(1,150,960)
Fund Balance appropriated for transportation expenses	500,000
Furniture and Equipment	
Reduction of prior year fund balance appropriation for buses	(1,540,000)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
TRANSPORTATION

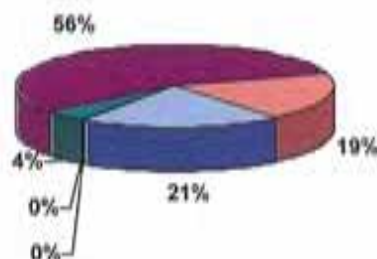
Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 31,167,859	\$ 34,460,670	\$ 35,580,498	\$ 34,473,454
Benefits	11,615,208	11,472,076	11,132,880	10,914,669
Purchased Services	2,356,656	3,090,285	3,567,196	3,734,996
Supplies and Materials	10,398,063	10,904,930	10,556,989	15,993,603
Furniture and Equipment	86,800	1,626,800	767,781	1,777,972
Other	-	-	-	-
	<u>\$ 55,624,586</u>	<u>\$ 61,554,761</u>	<u>\$ 61,605,344</u>	<u>\$ 66,894,694</u>

Sources:



- Federal/
Special Revenue
- Local
- State

Uses:



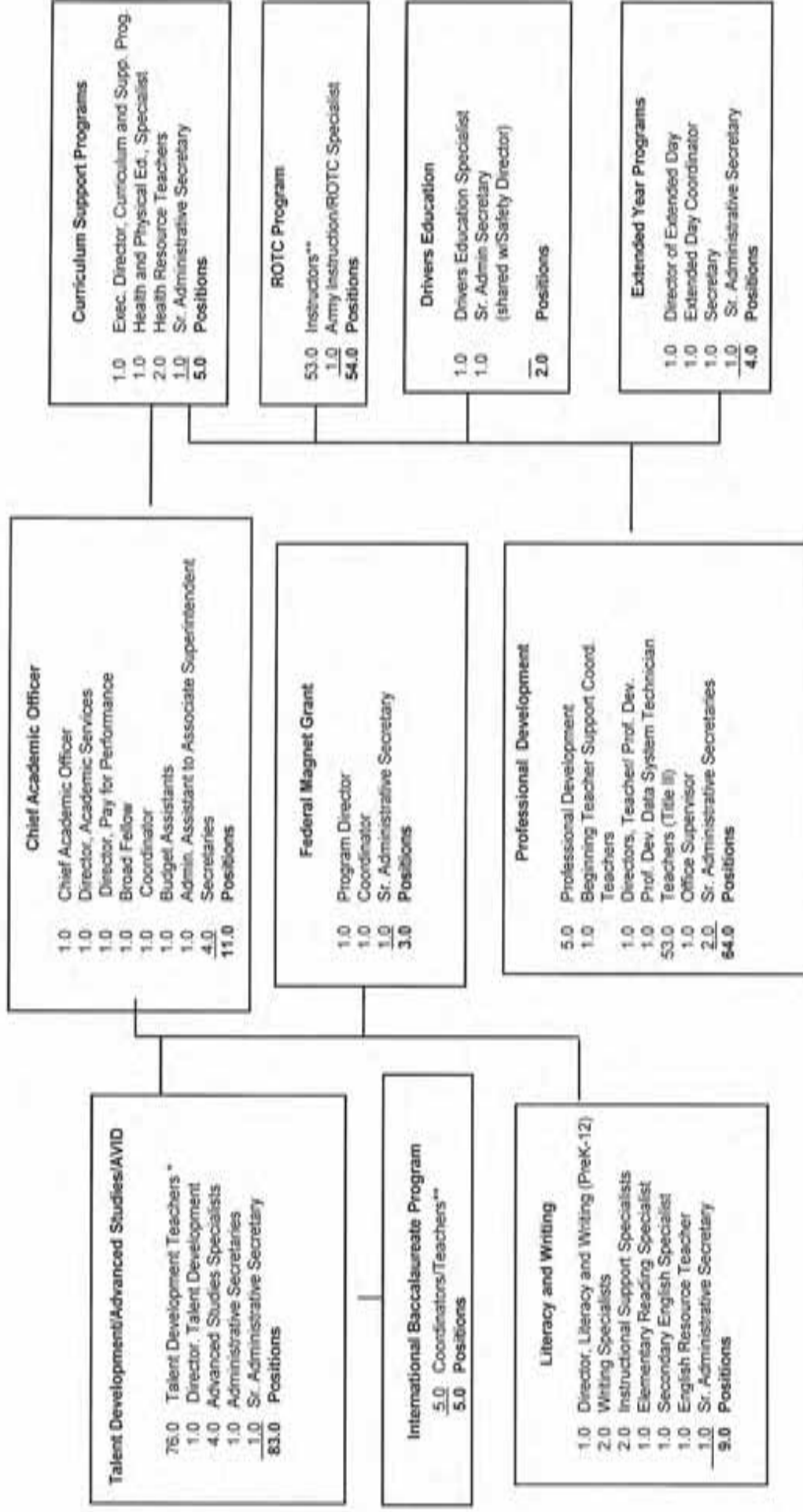
- Benefits
- Salaries
- Furniture and Equipment
- Purchased Services
- Supplies and Materials

This page left blank intentionally.

ACADEMIC SERVICES DIVISION



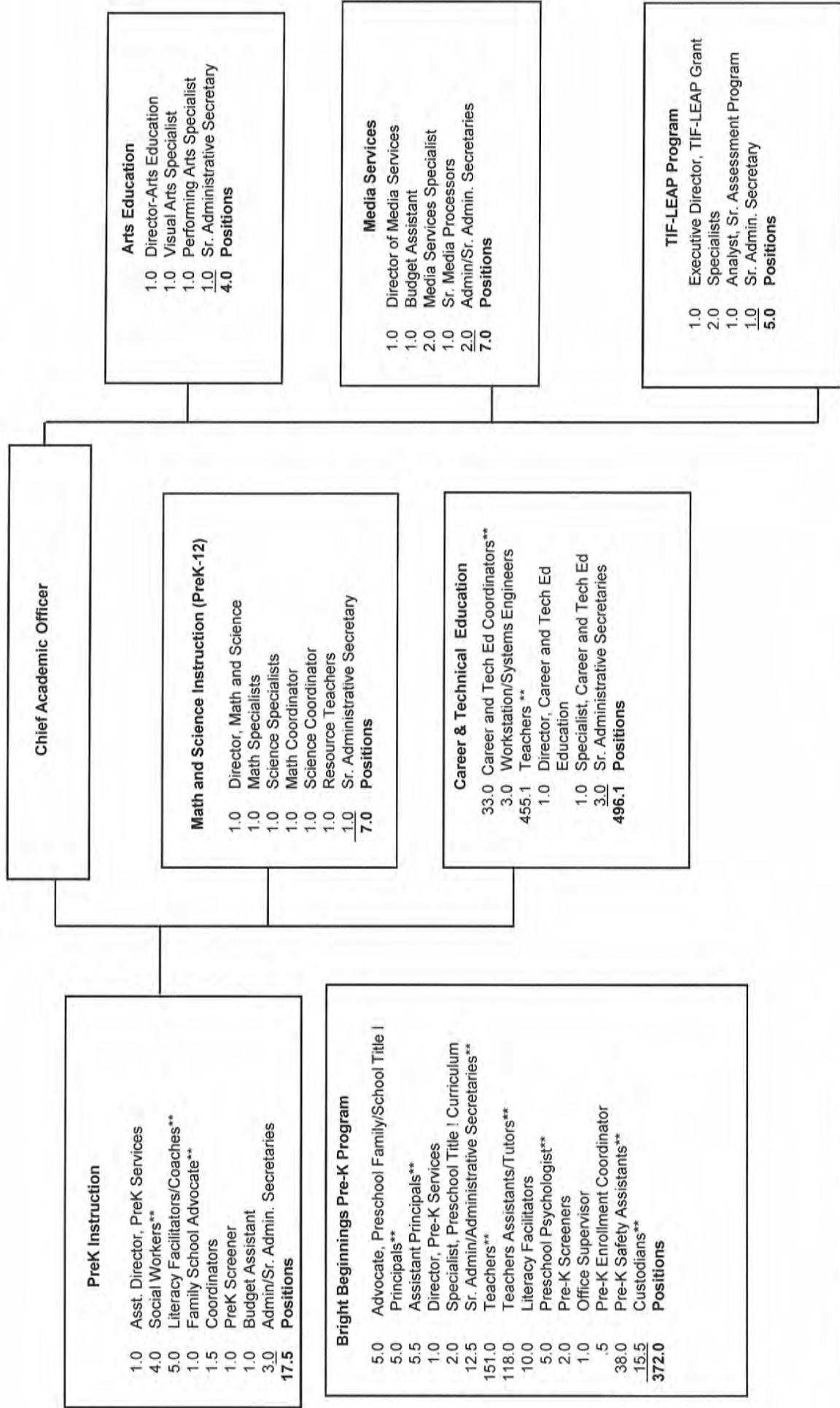
Academic Services Division



NOTE: ** indicates school based personnel

This Organizational Chart represents the FY 2010-11 Adopted Budget

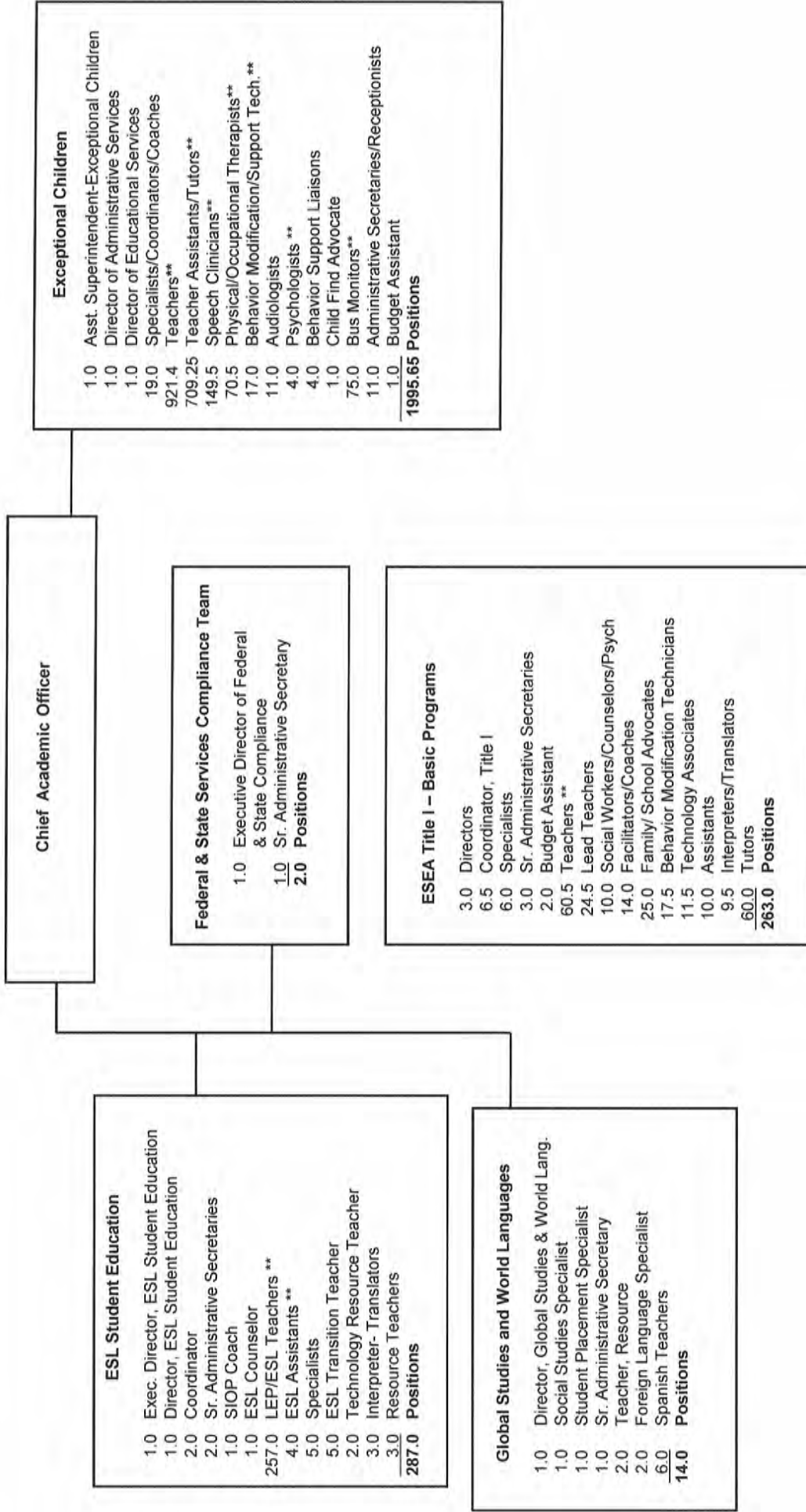
Academic Services Division



NOTE: ** indicates school based personnel

This Organizational Chart represents the FY 2010-11 Adopted Budget

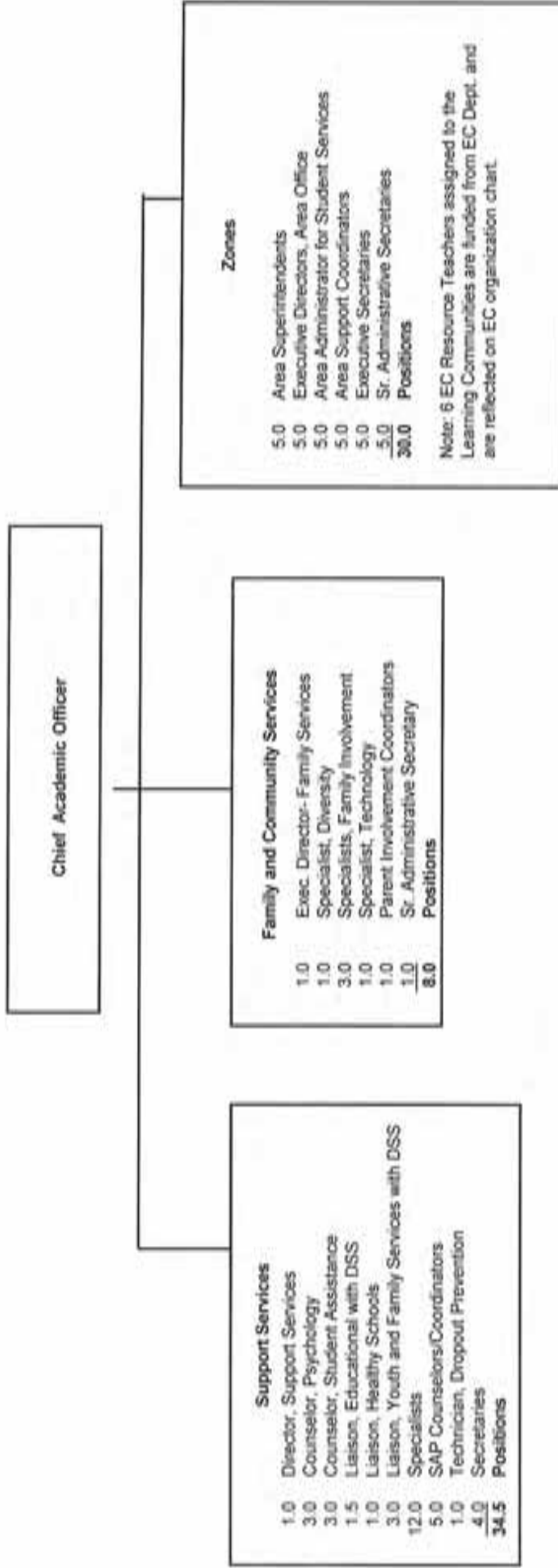
Academic Services Division



NOTE: ** indicates school based personnel

This Organizational Chart represents the FY 2010-11 Adopted Budget

Academic Services Division



NOTE: ** Indicates school based personnel

This Organizational Chart represents the FY 2010-11 Adopted Budget

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

TALENT DEVELOPMENT/ADVANCED STUDIES/AVID

Goals 2010 – 2011

- Support the Learning Immersion/Talent Development Magnet schools to improve their overall programming and curriculum
- Support AVID through differentiated professional development and support for articulation, growth, and AVID certification
- Implement the CMS 2010-2013 Gifted Education Plan in alignment with Strategic Plan 2014 and the newly adapted state standards for gifted education
- Support teachers, administrators, and parents in promoting academic excellence for all students
- Redefine the gifted program at the middle school to ensure that gifted students and students who have high academic potential are being appropriately served
- Improve academic skills and teacher expertise so that CMS graduates 21st century leaders
- Improve collaboration with teachers, administrators, and district personnel to ensure consistent and effective strategies are being implemented for gifted students and students who show high academic potential

Objectives 2010 - 2011

- Provide additional training and resources to the Learning Immersion/Talent Development Magnet schools through the annual LI/TD Magnet Institute, LI/TD articulation meetings, and other year-round opportunities
- Provide training modules for K-12 teachers to address rigor in instruction
- Provide teachers with student work samples to gauge the rigor of student work in all subjects and grade levels
- Train teachers and administrators in differentiating curriculum to better serve all students, especially potential drop-outs
- Expand training of teachers, coordinators and administrators in the AVID program through the 5-day AVID Summer Institute and the Summer Teacher Conference as well as through ongoing opportunities throughout the school year
- Recruit and retain volunteer tutors for the AVID elective classes; provide standards and guidance in training, supervision, and monitoring of AVID tutors
- Facilitate and provide guidance in the implementation of the CMS 2010-2013 Gifted Education Plan
- Improve the technology opportunities in Horizons classrooms, K-8
- Expand the training available to Academic Facilitators and other middle school teachers in identifying and serving gifted students and students who show high academic potential
- Maintain professional alliances for Advanced Placement (AP) and International Baccalaureate (IB) teachers
- Improve the strategies and instructional practices used with gifted students and students who show high academic potential by extending the NCSCOS and incorporating 21st century skills into daily instructional practices

Accomplishments 2009 - 2010

- Provided training and support in differentiation strategies/activities for students at or above grade level in mathematics and reading, grades K-8
- Positively impacted curriculum planning and delivery by helping teachers incorporate critical and creative thinking, problem-solving, and collaboration into instructional plans
- Built and refined AVID programs, supported data collection, monitored and supported AVID certification process

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Expanded the district initiative on instructional rigor not only by increasing the number of teachers and administrators directly trained but also by creating a more comprehensive training focused on specific strategies and instructional planning
- Redesigned AP and IB alliances to better meet the needs of teachers
- Continued to support and assist teachers with the AP Authorization and Honors Audit process, making sure that teachers and administrators understand and are committed to the processes
- Through Spectrum of the Arts, impacted a variety of students, many of whom are often considered underserved, and expanded services to these students in non-academic areas such as performing and visual arts
- Provided extensive training to teachers and administrators K-12 throughout the district through programming and strategies: AVID, AP/IB (training institutes and professional alliances), AP Potential/PSAT data, Magnet Institute, Academic Facilitators, Elementary Catalyst teachers, etc
- Enhanced community relations through several scheduled events including the AVID celebration and Parent University classes
- Co-sponsored the Julia Robinson Math Festival Day at UNCC providing over 200 middle school girls an opportunity to explore math and its real-world application
- Established a science/math seminar class in the middle school Horizons program
- Visited school sites to offer support and recommendations in the field of Gifted Education and best instructional practices

LITERACY AND WRITING (PreK-12)

Goals 2010 - 2011

- Students in grades K-8 will perform on grade level or above in Reading and Writing
- Students in grade 9 will perform on grade level or above on the English I EOC
- Students in grade 10 will perform on grade level or above in writing
- The drop out rate will be reduced among all populations of students

Objectives 2010 - 2011

- Reduce the number of students scoring at Level I and II on Reading EOGs, English I EOC, and 10th grade writing
- Contribute to reducing the drop out rate

Accomplishments 2009 - 2010

- Trained a team of one administrator and one Literacy Facilitator from all elementary schools (over 300 trained) in Foundations of Reading as part of effort to improve reading instruction in K-5
- Provided monthly district literacy training for teachers, administrators, and Learning Community resource teachers in core literacy curricula K-12 through Alliance meetings, Facilitator training, department chair meetings, and API and Principals' meetings
- Provided teachers with resources/training for core Literacy curricula and focused interventions through on-going training opportunities as well as school site visits
- Provided summer Literacy training for teachers at the Summer Teacher Institute
- Provided students and parents with Graduation Project materials, information, and training
- Continued work with the Aspen Institute to network with other large urban area districts across the nation to find out what is working well at the secondary level to promote student literacy

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Became part of a Gates Collaborative/Center for Research on Evaluation, Standards and Student Testing to implement and study the use of literacy instruction/strategies in all content areas
- Improved communication between the Literacy Department and the school sites through monthly Literacy Newsletters and Listservs. These provided Literacy updates, training opportunities, and information to principals, school based teacher literacy leaders, classroom teachers, and Learning Community personnel
- Supported Parent University by providing EOG training and Reading course work for CMS families

MAGNET SCHOOLS PROGRAM

Goals 2010 - 2011

- Provide innovative educational methods and practices through magnet programs that engage students in the learning process, resulting in higher achievement on EOG, EOC, AP and IB exams and other assessments
- Provide magnet programs that raise expectations for all students and motivate them to graduate ready to continue their education and for the 21st century workplace
- Ensure that magnet schools have equitable resources to successfully implement the programs
- Attract diverse student populations to magnet programs and ensure that magnet programs are distinctive and purposeful for the global future
- Deliver high-quality magnet programs to build and sustain interest and support
- Provide exemplary, world class service to all magnet program customer audiences
- Increase and sustain family and community involvement in magnet schools

Objectives 2010 - 2011

- Implement grade level additions to the following magnet programs:
 - Grade 4 to Smith Academy Chinese
 - Grade 6 to Chantilly Montessori
 - Grade 12 to the Military and Global Leadership Academy at Marie G. Davis
 - Grade 12 to the World Language Academy at South Mecklenburg High
- Expand the following magnet programs to begin implementation of a K-8 model or middle school component on-site:
 - Grade 6 at Collinswood Language Academy
 - Grade 6 at Morehead STEM Academy
 - Grade 6 at Oaklawn Language Academy
 - Grade 7 Montessori at Sedgfield Middle
- Review and monitor all magnet programs for increased student achievement and enrollment
- Review all magnet programs to strengthen, improve and/or modify them
- Refine and continue implementation of a Teacher Training Commitment for magnet programs requiring CMS sponsored professional development
- Continue to conduct theme-based articulation groups for robust, consistent magnet program implementation across the district
- Provide accurate and concise information to internal and external audiences about magnet programs processes
- Explore new opportunities for authentic application of knowledge and skills learned in magnet programs

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

Accomplishments 2010 - 2011

- Added grade three to Chinese Immersion at Smith Academy
- Added grade five to Chantilly Montessori
- Added grade six to Highland Mill and Park Road Montessori schools
- Added grade 11 to the Military and Global Leadership Academy at Marie G. Davis
- Facilitated the seamless transition of the World Language Academy from Waddell to full implementation of grades 9 – 11 at South Mecklenburg
- Increased magnet student performance and narrowed the achievement gap (data available)
- Received six Magnet School of Excellence and four Magnet School of Distinction awards from Magnet Schools of America
 - Two Magnet Schools of Excellence (Smith Academy and Davidson IB) received national Magnet Schools of Merit awards from Magnet Schools of America, distinguishing them as two of the top three magnet schools in the United States
- Received one of only six Panasonic National School Change Awards given to P.O. Berry Academy of Technology for showing significant improvement in overall school program
- Conducted one IB Primary Years Program authorization visit and two IB Primary Years Program re-authorization visits
- Maintained magnet school applications, wait pools and enrollment in spite of a reduction from 52 magnet schools and 13 magnet programs to 41 magnet schools and 11 magnet programs
- Established a formal partnership between the Military and Global Leadership Academy at Marie G. Davis and the Herder Oberschule in Berlin through a German American Partnership Program (GAPP) agreement
 - Planned and facilitated a 10-day visit by students and staff from the Herder Oberschule to the Military and Global Leadership Academy to participate in a Leadership Summit between students of the two schools, which included arranging for home hosts and educational and hospitality activities for the visiting school group
- Provided professional development through partnerships with IBM, UNC-Charlotte, ImaginOn, World View, Magnet Schools of America and the CMS Advanced Studies department
- Provided high-quality customer service through varied approaches

CURRICULUM SUPPORT PROGRAMS

Goals 2010 - 2011

- Systematically create staff development (K-12) reflective of 21st Century Learning Skills encouraging teachers to innovatively engage students in lessons/activities involving higher uses of technology
- Develop and promote community partnerships which encourage and delegate increased leadership opportunities for teachers needed to successfully impact student growth and achievement
- Development of student, teacher, and administrative accountability measures within the 5 learning communities that promote and nurture a higher level of performance led instruction
- Pursue grant opportunities that will effectively implement visionary programs for teacher and student achievement
- Participating No Easy Walk students in grade 6 will perform on grade level or above in Reading, Writing and Math Skills
- Absenteeism and suspension rates among participating No Easy Walk students will be reduced
- Assist in efforts to increase the graduation rate

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

Objectives 2010 - 2011

- Increase implementation of the SPARK Curriculum in Grades K-8 with fidelity
- Increase implementation of Fitnessgram testing in Grades K-8 with fidelity
- Develop timeline and assurance checklist for implementation of SPARK Curriculum and Fitnessgram
- Implementation of Fitnessgram in grades 9-12
- Provide leadership and support through development of focus teams in each of the learning communities to impact student learning
- Coordinate and collaborate with other CMS departments and community partners to secure grants and funding that promotes student wellness and increased physical activity
- Provide professional development training that reflect higher order thinking skills through the use of technology
- Provide professional development and assistance in health and physical education to teachers, administrators and parents
- Provide more Parent University classes to inform and instruct parents on tactics and trends to overcome childhood obesity
- Team with all academic disciplines to integrate health and physical education in all content areas
- Continue to move forward towards a minimum of 150 minutes of physical education per week for grades K-5 and 225 minutes per week for grades 6-8
- Implement changes within Reproductive Health and Safety Curriculum in regards to changes within HB 88
- Develop eighth grade curriculum implementing Fat Boy Chronicles and continuation of the curriculum to ninth grade focusing on teen health risks and behaviors
- Produce DVD guide to supplement the use of Joe D Bands within the middle schools
- Continue to support NCAHPERD with the ISPOD grant
- Work collaboratively with STEM schools (Morehead) to provide a physical education program that puts major emphasis on science, technology, engineering and math
- Contribute to the reduction of the number of students scoring at Level I and II on EOGs
- Provide resources for focused interventions for students needing to master additional learning objectives in order to perform on grade level
- To provide a real-world application for the skills and knowledge students will gain and to correlate them with North Carolina academic standards
- Contribute to reducing the dropout rate

Accomplishments 2009 - 2010

- Provided staff development for implementation of the SPARK Curriculum for Grades K-8
- Provided staff development for implementation of Fitnessgram in Grades K-8
- Provided various staff development opportunities to keep health and physical education teachers abreast of new trends and best practices for improving student achievement
- Completed pilot program for the new Reproductive Health and Safety Curriculum
- Coordinated character education rewards program for CMS students in partnership with the Carolina Panthers
- Worked collaboratively within the Curriculum and Instruction Department to present a series of lessons and staff development for teachers in the initiation of the "Big Fat Read" (an 8th grade required read focusing on youth risk behaviors and obesity)
- Coordinated classes with Parent University to inform parents and community members about the CMS FLEBHS sex education instruction
- Developed and strengthened partnerships with community agencies towards acquiring and promoting healthful living curriculum

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Coordinated program with Fit City Challenge, South Eastern Dairy Association and the Carolina Panthers towards logging physical activity minutes acquired by students in Pre K, regular school and after school programs in an effort to get children up and moving
- Continued to promote the use of HOPSports within the physical education arena
- Completed instructional Joe D Band Video that will be marked to produce proceeds for physical education programs in the schools
- Participated and presented in Health Weight/ Health Child Leadership Team to help prevent childhood obesity
- Developed the "Through My Eyes" website to accompany the curriculum
- Promoted the Fuel Up to Play 60 program
- Partnered with NCAAHPERD to implement and support the IsPOD program throughout CMS
- Continued work on CMS physical education website "wetpaint" to keep teachers informed about current events and happenings for health and physical education
- Provided list serve announcements to keep educators abreast of current health and physical education topics
- Received 21st CCLC grant to provide summer math and literacy Title 1 summer program for 50 students at two sites
- Implementation underway for No Easy Walk's support of the Dropout Prevention Grant awarded to CMS' Vance High School. The grant will have an impact on approximately 150 9th graders who are at risk of dropping out
- Presented No Easy Walk to over 80 educators at the Preparing Educators for Adventures with Kids (PEAK) Conference held February 11-13, 2010
- Conducted training on student relationship building for over 60 elementary and middle school Charlotte Mecklenburg After-School program staff
- Administered an after-school program at Albemarle Road Middle, focused on interpersonal relationships while linking academics to community project-based learning
- No Easy Walk and Martin Luther King Jr. staff have weekly planning sessions to implement scheduled trips, school and community projects and program assessments
- No Easy Walk works with Student Peer Leaders at minimum of once per week supplementing program objectives and school academic goals (through team-oriented project-based learning initiatives)
- No Easy Walk has implemented a bi-weekly hands-on learning program for Turning Point Academy. The program incorporates an off-campus learning trip that employs academic projects linking teambuilding, social relationships and peer leadership

JROTC

Goals 2010 - 2011

- Establish a quality National Defense Cadet Corps Program at Hough High School
- Establish a quality JROTC Program at Mallard Creek High School
- Submit application for a MCJROTC Program at Rocky River High School
- Expand the role of the District JROTC Cadet Staff
- Exceed \$10 million in cadet scholarships and financial aid

Objectives 2010 - 2011

- Implement and conduct an In-Service Training program to prepare the military instructors for W.W. Hough and Mallard Creek High Schools
- Coordinate and conduct a training program to educate and prepare the Cadet District JROTC Staff to perform their duties

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Coordinate and collaborate with Service Scholarship Committees and Universities to qualify more cadets for financial aid
- Coordinate and monitor those military instructors remaining that need to complete requirements to meet the NCLB/Defense Authorization Act of 2007
- Obtain funds for CMS Graphic Productions to publish a minimum of ten (10) JROTC Honors Curriculum Manuals per JROTC High School (200 copies)

Accomplishments 2009 - 2010

- Contracted a JROTC Program at Mallard Creek High School and a National Defense Cadet Corps Program at Hough High School
- Coordinated with Service Headquarters and CMS Human Resources in hiring ten (10) new military instructors for nine (1) high schools
- A policy put in place on the selection process and responsibilities of the CMS JROTC District cadet staff
- Identified and aligned those military instructors still needing to meet the NCLB/Defense Authorization Act 2007 with educational institutions to complete their requirements
- Organized and conducted the 7th Annual JROTC Awards Ceremony at Bojangles Coliseum

DRIVERS EDUCATION

Goals 2010 - 2011

- Increase parent participation in post Driver Education instruction to their novice teenage driver
- Identify and implement statewide Driver Education curriculum standards
- Gather data relevant to Driver Education and capable of guiding classroom instruction
- Increase teacher use of technology in the classroom
- Maintain a high level of program integrity and peer respect
- Increase number of parents and students who agree that the CMS Driver Education Department provides appropriate, timely and satisfactory service

Objectives 2010 - 2011

- Offer parent sessions aimed at providing parents with information about how to best assist their teen driver in gaining valuable driving experience
- Collaborate with NC DPI to identify and implement the best Driver Education Curriculum for NC
- Collaborate with NC DMV to gather data on pass/fail rate of first time applicants for GDL level one license
- Offer professional development aimed at teaching the use of technology tools in the classroom
- Supervise Driver Education contractor and encourage improvement in all phases of teaching and learning
- Offer students and parents and opportunity to give feedback on their experience through surveys

Accomplishments 2009 - 2010

- Partnered with NCDTSEA to bring the State Driver Education Conference to Charlotte.
- Increased rigor of our Driver Education Teacher Preparation Course and added student/teacher component
- Collaborated with the University of North Carolina Highway Safety Research Center in Chapel Hill to gather data on Mecklenburg County teen driver attitudes about texting while driving

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Maintained current student participation levels for countywide CMS/JDS Driver Education Rodeo
- Provided instructional sessions through Parent University for parents who wanted to know how to best assist their teen driver in gaining more low risk driving experience
- Recruited, trained, certified and hired more experienced classroom teachers to teach Driver Education coursework
- Provided professional development training for Driver Education staff
- Maintained safe, attractive and dependable fleet of instructional vehicles
- Provided year-round Driver Education coursework to eligible Mecklenburg County teens
- Collaborated with CMS Engineers to regionalize summer Driver Education offerings

EXTENDED YEAR PROGRAMS

Goals 2010 - 2011

- Provide alternative settings or means for students to earn credits towards graduation
- Provide credit-recovery programs in all secondary and alternative schools, with a focus on courses required for graduation
- Students graduating on time will increase by 3 percent
- The drop out rate will be reduced among all populations of students

Objectives 2010 - 2011

- Reduce the number of students scoring at Level 1 and 2 on EOG and EOC tests
- Provide resources for focused interventions for students needing academic support
- Provide resources for secondary students needing remediation in order to meet high school gateway standards
- Provide leadership and support to schools offering Distance Learning programs

Accomplishments 2009 - 2010

- Administered extended day before and after school academic tutorials and Saturday programs for elementary, middle and high schools
- Implemented a May 2010 as well as a Summer School Credit-Recovery program
- Implemented a summer ESL academic program
- Executed Supplemental Educational Services (SES) for CMS schools
- Directed the administration of Distance Learning Programs such as North Carolina Virtual Public School (NCVPS) and UNCG iSchool
- Increased the number of students who successfully completed a distance learning course in CMS
- Executed summer programs that provided coursework for seniors needing one or two credits to graduate on time, high school students who needed interventions to meet State Gateway Standards and students who needed English I and Algebra I for promotion credit

ARTS EDUCATION

Goals 2010 - 2011

- Facilitate discipline and grade level based PLCs tailored to meet student and teacher learning needs
- Support the district goal of improving student attendance and increasing graduation rate through courses designed to meet the needs of future-ready students
- Expand access to, and use of, new technologies in arts education
- Increase partnership capacity between community arts organizations and CMS Arts Education Department

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

Objectives 2010 - 2011

- Review teacher evaluation tool and provide support for implementation in the arts education classrooms
- Develop curriculum aligned with adopted Essential Standards and address rigor in instruction
- Provide professional development on strategies and best practices using assessment and data in the classroom
- Research, evaluate, rewrite, and develop arts education courses, as needed, to create new course work that engages students
- Collaborate with arts magnet program (administration and teachers) to articulate a new vision, elevate performance, and refine specialized programming
- Provide secondary performing arts teachers with an iPod and docking stations for use in classroom
- Provide professional development for using the iPod as an instructional tool
- Increase utilization of free online technology programs
- Develop technology infrastructure to meet the demands of digital photography and multimedia technology applications in arts education
- Increase student and teacher awareness of opportunities for environmental stewardship as applicable to arts education resources and classrooms
- Expand opportunities for community partners to provide ongoing support to the district through professional development
- Assist community partners in aligning their educational offerings for students and educators with the Strategic 2014 Goals
- Maintain an open dialogue between Arts and Science Council, Charlotte's arts community and CMS Arts Education Department for strategic support

Accomplishments 2009 - 2010

- Provided content area professional development that addressed arts education assessment strategies and creative development skills
- Served as curriculum writing leads for the development of new state Essential Standards in Visual Arts and Music involving research, face to face meetings, and online meetings
- Developed Arts Education PLC to review revisions of the NC Standard Course of Study and to provide professional development on Revised Blooms Taxonomy, Assessment, 21st Century Skills and Vertical Articulation
- Provided elementary music teachers with iPod technology and created a professional development course for both novice and advanced users
- Provided middle school dance and visual arts teachers with LCD projectors to implement digital resources in the classroom
- Collaborated with NYC Metropolitan Opera, Winthrop University, University of North Carolina, North Carolina Dance Theatre, SAX, Davis Publications, Blumenthal Performing Arts Center and Speedball Inc. to provide content specific strategies and best practices
- Implemented new Theatre Arts Safety Manual in collaboration with the CMS Safety Department and Learning Community Property Managers
- Collaborated with the Building Services department to create new spatial specifications and material standards for new construction
- Provided teachers with instructional resources and information regarding copyright law and current multi-media publication issues
- Collaborated with Arts and Science Council to develop new teacher course with funded stipends for inclusion in the CMS Summer Teacher Institute based on Facilitating Thinking Strategies in the Arts

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Assisted community arts organizations in developing opportunities, initiatives, grants, etc for their work in our schools as necessitated by the current budget constraints
- Published dance educational resources
- Provided training and led staff development sessions for arts organizations at the state and national level

PREK INSTRUCTION AND BRIGHT BEGINNINGS

Goals 2010 - 2011

- Increase the number of children scoring at 'age level' or above on the Peabody Picture Vocabulary Test
- Increase the number of children who make more than a year's growth on the PPVT
- Increase the number of children meeting standards on the Pre-K Phonological Awareness Literacy Screening
- Increase the number of students who will score at the same level on the DIBELS as all other entering kindergarten students
- Contribute to increasing the graduation rate
- Provide support and resources to schools so that the parent involvement activities will be high quality, have ongoing participation and bring about the engagement that supports children's education and success

Objectives 2010 - 2011

- Support the implementation of Professional Learning Communities and the Datawise process in all Pre-Kindergarten schools
- Provide professional development and resources so that teachers can provide evidence based instruction and targeted focused interventions for students
- Offer training on the assessment of number concepts
- Further refine the coaching model to increase rigor, differentiation and improve instruction
- Provide training and support to administrators
- Parent engagement
- Define and communicate the expectations for parent education opportunities and increase the resources for parent involvement activities
- Develop a plan that increases student attendance and decreases tardiness

Accomplishments 2009 - 2010

- Provided professional development and support for all Pre-K teachers in "Developing Math Concepts" (aligned with the Kindergarten math curriculum "Investigations")
- Developed and implemented an efficient progress monitoring system which provides structure for collecting and using data
- Provided expectations and support for collaborative, data driven lesson planning instruction, assessment, and planning appropriate, engaging, rigorous instruction for all Pre-Kindergarten students, including those with disabilities
- Monitored instruction and student achievement to determine effectiveness of program in preparing Bright Beginnings students for success in kindergarten
- Implemented a more customer friendly, streamlined application and communication process
- Made progress in creating "Teacher Leaders"
- Clarified expectations for support staff to increase their effectiveness
- Published 'Instructional Expectations' that were explained to teachers and used for monitoring by the Pre-K Specialist

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Provided more specific feedback to teachers and principals on instruction as related to the expectations
- Provided training and information to principals on quality instruction
- Supported growth in instructional leadership for More at Four Directors
- Wrote and presented two Parent University courses multiple times in various locations
- Increased alignment and collaboration with other CMS departments (writing and literacy, mathematics, Talent Development)
- Planned and implemented high quality professional development for the instructional staff (teachers, teacher assistants, literacy coaches, administrators)
- Served as contract administrator for the Charlotte Mecklenburg More at Four program

MATH AND SCIENCE

Goals 2010 - 2011

- CMS students will perform on grade level in 3rd-8th grade math, 5th and 8th grade science, and on grade level or above on math and science EOCs
- The achievement gap will be decreased on all math and science EOGs and EOCs
- The drop out rate will be reduced among all populations of CMS students
- Create professional development opportunities for elementary teachers to learn to use the www.insidemathematics.org and www.quantiles.com websites as a resource for remediation, acceleration and RTI
- Work collaboratively with the CMS Assessment department to analyze EOG/EOC results to revise pacing calendars and alignment guides
- Work collaboratively with the RTI and Data Wise teams to implement the appropriate use of data with math and science teachers
- Work collaboratively with community partners to incorporate Engineering
- Is Elementary, Camp Invention, Science Fair, math and science competitions, Discovery Education into more CMS schools
- Schedule, create and deliver quality professional development for the Algebra 1
- Co-teaching pairs implementing Math Forward into each CMS high school. Assist the Texas Instruments Math Forward coaches with team planning meetings, scheduling math content PD, and coaching visits
- Evaluate and revise the CMS STEM All-Star Awards application and processes
- Promote this with math teachers and all STEM teachers PreK-12
- Promote and grow the participation in CASTLE-Charlotte Area STEM Teaching and Learning Environment Coalition to increase STEM industry buy-in for CMS STEM education
- Find a sponsor for PRISM-Preservice Rising Stars in STEM Education to recruit the best STEM Education preservice teachers into CMS
- Increase participation of the STEM team in local, regional, state and national organizations.
- Work collaboratively with the CMS Assessment department to publish results of the CMS work in implementing Investigations, Math Forward, Engineering is Elementary, Camp Invention, etc

Accomplishments 2009 - 2010

- Investigations were implemented in all 109 elementary schools as the K-5 math
- Curriculum, with appropriate professional development, pacing calendar, alignment guide and formative assessments
- Ten Title 1 middle schools implemented Math Forward in 7th and 8th grade classes
- Engineering is Elementary was implemented in 24 elementary schools
- Science Olympiad-It's Elementary was implemented in 22 elementary schools
- CMS students participating in a science fair quadrupled from the 2008-2009 school year

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- The STEM department worked in collaboration with the Professional Development team, the Assessment team, the Technology team, the Career and Technical education team to maximize the effectiveness of our teachers

CAREER AND TECHNICAL EDUCATION

Goals 2010 - 2011

- CTE students in grades 6-8 will perform on grade level or above in Reading, Writing, Mathematics and Science Skills
- CTE students in grades 9 – 12 will perform on grade level or above on the VoCATS post assessments
- CTE Completer Cohort high school graduation rate will increase to the state CTE Completer cohort graduation rate or higher
- CTE Completers will have participated in a work-based learning program
- CTE Completers will increase enrollments in both Advanced Placement and e-Learning Academy courses

Objectives 2010 - 2011

- Reduce the number of CTE students scoring at Level I and II on VoCATS post-assessments in grades 6-12
- Implement a CTE Instructional Technology program in grades 6-8
- Implement the new CTE Instructional Management System at the high school level
- Increase the number of CTE students in grades 9-12 enrolling in Advanced Placement and college level courses
- Implement the Project Lead the Way Principles of Biomedical Sciences course within 4 high schools
- Expand the CTE Middle School Technology Enrichment Summer camp for rising 8th grade students
- Expand the CTE Group and Individual placements through the Academic Internship Program
- Support the Year-of-Planning for 3 additional National Academy Foundation academy programs at the high school level

Accomplishments 2009 - 2010

- Supported the middle school If I had a Hammer program to integrate mathematics and career development skills for CTE students in grade 7
- Expanded the CTE Middle School Technology Enrichment camps for rising 8th grade students
- Implemented the CTE Lateral Teacher Assistance Program (LTAP) for initial licensure
- Supported the Project Lead the Way certification in two additional high schools
- Supported the NCCER (National Construction Curriculum Educational Research) certification of four high school construction programs
- Supported the implementation of the 9th grade cohorts in the Academy of Engineering – MotorSports at four high schools
- Expanded the implementation of the Project Lead the Way Principles of Biomedical Sciences program at 3 high schools

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

PROFESSIONAL DEVELOPMENT AND LEADERSHIP ACADEMY

Goals 2010 - 2011

- Provide differentiated professional development for principals and assistant principals
- Provide differentiated professional development for teachers
- Provide data-driven professional development for teachers
- Provide world-class customer service

Objectives 2010 - 2011

- Provide ongoing training for principals, assistant principals and teachers on the new NC Teacher Evaluation System
- Coordinate professional development services for school based staff to enhance student achievement
- Provide New Teacher Induction Program (NTIP) to address unique needs of 1st – 5th year teachers in the district
- To increase retention of CMS 1st through 5th year teachers who participate in the NTIP
- To increase active enrollment in the NTIP in 2010-2011 by 20%
- To continue to provide sustained professional development to beginning teachers designed to increase effectiveness in the classroom and increase student achievement
- Create circular PD experience for teachers including follow-up and monitoring components to increase individual capacity for improvement in instructional practices
- Plan and implement Summer Teacher Conference addressing LEA Improvement Status and develop year-long follow-up professional development
- Develop new cohorts of Professional Development Master Teachers for Strategic Staffing Schools and Learning Labs across the districts
- Design a New Principal Induction Program to provide training to new principals
- Provide mentor principals to New Principals as soon as they are named
- Provide opportunities for mentor principals to work with new principals throughout the summer
- Provide consultant coaches to every 1st and 2nd year principal
- Deliver quality professional development that aligns with the School Quality Review

Accomplishments 2009 - 2010

- Provided a 2009 CMS Summer Teacher Conference. Various workshops were offered and open to all CMS certified teachers. Over 2,500 teachers participated in the conference which offered courses ranging from content specific sessions in Math, Literacy, Social Studies, Science, Visual and Performing Arts and Technology to pedagogical topics, such as differentiation and Urban Education
- Enrolled over 685 beginning teachers in the NTIP program
- Provided 312 1st and 2nd year teachers with New Teacher Academy I training or Learning Lab visits to increase content specific and pedagogical knowledge
- Recruited and selected our second cohort of Professional Development Master Teacher (PDMT) Learning Lab instructors (60)
- Provided over 962 visits to PDMT Learning Labs to enable teachers to analyze first-hand the implementation and effectiveness of instructional strategies
- Supported 773 National Board Candidates in 2009-2010
- Implemented consultant coaching and strategic coaching models to support principals
- Provided training to new administrators on the NCDPI licensure requirements and new Teacher Evaluation Instrument
- Partnered with New Leaders for New Schools with nine Resident Principals
- Selected the third cohort of Leaders for Tomorrow in partnership with Winthrop University

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

ESL STUDENT EDUCATION

Goals 2010 - 2011

- Meet Annual Measurable Achievement Objectives for NCLB Title III
- Provide comprehensive instruction and appropriate testing accommodations for Limited English Proficient (LEP) students
- Improve communication with LEP families

Objectives 2010 - 2011

- Collaborate with Title I to provide second year of SIOP (Sheltered Instruction Observation Protocol) coaching for designated schools
- Continue implementation of SIOP professional development initiative for teachers and administrators
- Provide support and training for school-based LEP Committee Chairpersons
- Implement new DPI testing accommodations monitoring guidelines including: 1) information distribution; 2) continued training with an emphasis on the use of accommodations; and 3) new reporting methods
- Develop and offer a course through Parent University that focuses on the needs of LEP families
- Ensure high quality customer service to schools and departments that request interpreters
- Participate in Year 2 of three-year national FLARE (Formative Language Assessment Records for English Language Learners) grant project

Accomplishments 2009 - 2010

- Met the Math and Reading AYP goals for LEP students in grades 3-8 in 2009
- Of the elementary schools with an LEP subgroup, all 37 (100%) met AYP for reading and 34 of 37 (92%) met AYP for math. Of the 27 middle schools with an LEP subgroup, 25 (92%) met AYP for reading and 25 (92%) met AYP for math. Of the 4 high schools with an LEP subgroup in reading, 3 (75%) met AYP
- Met the NCLB English language Progress goal
- Trained more than 250 teachers and administrators in the SIOP model
- Responded efficiently and expertly to school/department requests for interpretation
- Successfully implemented a paperless on-line testing accommodation system for all LEP students (grades 3 – 12)

GLOBAL STUDIES AND WORLD LANGUAGES

Goals 2010 - 2011

Social Studies

- Increase the number of students scoring a level 3 or higher on the EOC in US History and Civics and Economics
- Increase the number of students enrolled in AP courses and scoring a level 4 or 5 on the corresponding national exams
- Collaborate with the NC DPI in the development of Essential Standards for K-12 Social Studies
- Improve vertical articulation between elementary, middle and high school Social Studies programs

World Languages

- Increase the number of students enrolled in world language programs in grades K-12
- Support the increase in the number of students enrolled in world language courses through the NCVPS program

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Support the expansion of elementary Spanish immersion programs into a K-8 model
- Collaborate with community partners to expand Saturday school programs in world languages
- Collaborate with the NC DPI in the development of Essential Standards for K-12 World Languages

Study Abroad

- Increase the number of students and teachers participating in Study Abroad experiences.
- Provide comprehensive support to schools, teachers, students and their families who participate in international academic travel, student exchanges and study abroad experiences
- Serve in national leadership roles for international education
- Expand community partnerships to support scholarships for study abroad

Objectives 2010 - 2011

Social Studies

- Provide professional development via Alliance training sessions for content-specific teacher groups with emphasis on EOC and AP areas
- Provide *Social Studies Alive!* instructional materials to support elementary Social Studies instruction at grade 5
- Expand the student run bank program to additional CMS high schools
- Work with community based museums and historical sites to provide additional classroom support materials and professional development for elementary and middle school Social Studies

World Languages

- Provide curriculum and training support to teachers in Spanish immersion elementary schools adding 6th grade
- Partner with the Socrates Academy and Deutsche Schule of Charlotte to offer credit bearing language courses in Modern Greek and German to CMS high school students
- Develop speaking and writing proficiency benchmarks for all levels I and II world language courses
- Provide blended professional development (face to face and online modules) for world language teachers to use LinguaFolio as a formative assessment tool
- Expand the Arabic language programs at Winding Springs Elementary School and the Military and Global Leadership Academy at Marie G. Davis

Study Abroad

- Apply for J-1 visa authorization through the US Department of State
- Implement guidelines for developing short-term exchange agreements with schools in other countries
- Create a Study Abroad Resource Center for students
- Serve on the Board of Directors for the Council for Standards on International Educational Travel (CSIET) that approves exchange programs for the US Department of State
- Develop an honors course for high school students who study abroad
- Design a process to collect longitudinal data on students who study abroad

Accomplishments 2009 - 2010

Social Studies

- Percentage of students scoring at or above level 3 on the EOC in Civics and Economics increased by 3.4 % between 2008-09 and the fall assessment cycle for 2009-10
- Percentage of students scoring at or above level 3 on the EOC in US History increased by 8% between 2008-09 and the fall assessment cycle for 2009-10

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Lowered the achievement gap between minority and white students scoring at or above level 3 on the EOC in Civics and Economics by 6.7% for African American students and 1% for Hispanic students based on fall 2009 EOC results
- Lowered the achievement gap between minority and white students scoring at or above level 3 on the EOC in US History by 9% for African American students and 12.1% for Hispanic students based on fall 2009 EOC results
- Launched CMS' first annual Churchill Leadership Seminar for junior class officers in collaboration with the Churchill Society of North Carolina
- Implemented a student-run bank program in collaboration with the Charlotte Metro Federal Credit Union
- Three 8th grade students from each CMS middle school participated in the community-based Lunch with a Lawyer program

World Languages

- Expanded standardized, end-of-year assessments to include all middle and high school students completing the requirements for level I (including level I, parts 1 and 2) of world language courses
- Received a federal Foreign Language Assistance Program (FLAP) grant to implement phase 1 of the Arabic language program at Winding Springs Elementary School and the Military and Global Leadership Academy at Marie G. Davis
- Represented CMS on the Advisory Board for LearnNC and the Foreign Language Association of North Carolina (FLANC)
- Implementation of immersion language courses at South Mecklenburg High School
- Offered *Dare to Dazzle* a year-long professional development alliance, to promote use of proficiency-based language instruction and formative assessment as part of the Data Wise process

Study Abroad

- Held CMS' first annual Study Abroad Fair for 227 high school students
- Co-hosted with the NCDPI the Council for Standards on International Educational Travel (CSIET) national conference in Charlotte
- Piloted the Bardoli Global Scholars Program with 36 high school students from ISS-Garinger, ISS-Olympic, Independence and West Mecklenburg High Schools
- Worked with the German Language and Culture Foundation to provide \$5,000 to Smith Academy of International Languages and \$20,000 in scholarships for students to study abroad in Germany
- A total of 21 students studied abroad in long term (year-long, half year) and short term (summer) experiences
- CMS hosted exchange students from 25 countries

FEDERAL AND STATE COMPLIANCE

Goals 2010 - 2011

- Facilitate, support and monitor the implementation of No Child Left Behind programs for Title I, Title II, Title III, Title IV, Part A, Safe and Drug Free Schools, Title IV, Part B – 21st Century Community Learning Center, Title V, and Title X
- Direct and support the Elementary School Restructuring Process for Reid Park and Devonshire Elementary Schools under the No Child Left Behind Act
- Monitor the Implementation of the Middle School Restructuring Plan
- Implementation of the Targeted Assistance LEA Improvement Initiative

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

Objectives 2010 - 2011

- Eighty percent of schools will make expected or high growth on ABCs (54 percent as of 2005-06)
- CMS will meet or exceed the national average on nationally-normed tests in math, reading and writing
- CMS students will meet or exceed the national average on the National Assessment for Educational Progress (NAEP, also called the Nation's Report Card) in reading, mathematics and science
- Ninety-five percent of students will achieve at or above standard on reading End-of-Grade (EOG) tests in grades three through eight (85 percent as of 2005-06)
- Eighty percent of students will achieve at or above standard on state writing assessment in grades four, seven and 10 (52 percent as of 2005-06)
- Eighty percent of students achieving at or above standard on the End-of-Course (EOC) composite tests (66 percent as of 2005-06)
- Disparity based on race, ethnicity and socioeconomic status will not exceed 10 percentage points on all academic measures
- Eighty percent of employees, parents and community members will agree CMS provides timely, accurate and responsive service on annual satisfaction surveys and polls

Accomplishments 2009 - 2010

- The Federal and State Compliance Department collected recommendations for the revision of the District Title I Parent Involvement Plan from all Title I Schools
- The Federal and State Compliance Department conducted workshops with all CMS Schools around The Guidance for Title X, trained all McKinney-Vento Liaisons in compliance of the law, addressing the need to properly code services for homeless students at the point of enrollment
- The Federal and State Compliance Department revised the LEA Improvement Plan to address corrective action imposed by NCDPI
- The Federal and State Compliance Department conducted an informational meeting for all non-public/private schools interested in accessing Federal Title funds
- Federal and State Compliance Department created and posted the web pages for all Federal Programs
- Federal and State Compliance Department directed the Elementary School Restructuring Process under No Child Left Behind
- The Federal and State Compliance Department reviewed the School Improvement Plan of all Non Title I schools failing to make Adequate Yearly Progress for two consecutive years
- The Federal and State Compliance Department worked to implement a Charlotte-Mecklenburg Schools' Supplemental Educational Services Provider Enterprise for Title I schools in school improvement needing to offer Supplemental Educational Services
- The Federal and State Compliance worked to ensure all correspondence pertaining to No Child Left Behind were communicated to parents of both Title I and Non Title I schools
- The Federal and State Compliance Department ensured that all State Mandates applying to LEA District Improvement were completed
- The Federal and State Compliance Department coordinated a State Compliance monitoring visit of the Title I Schools in school restructuring
- The Federal and State Compliance Department coordinated a State Monitoring visit of the Persistently Dangerous Schools to ensure compliance with State directives

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

ESEA TITLE I

Goals 2010 - 2011

Through supplemental support,

- accelerate student academic growth and narrow the achievement gap
- increase the graduation rate
- increase family engagement

Objectives 2010 - 2011

- Provide supplemental academic services to school-wide schools and targeted assistance schools with poverty level of 75% and higher
- Provide funding for staff and materials for the Bright Beginnings Pre-K program
- Provide technical assistance for all Title I-supported schools
- Provide technical assistance for schools in Planning for Restructuring
- Provide technical assistance in the implementation of Restructuring plans
- Provide technical assistance for schools in all levels of School Improvement status
- Monitor school and district compliance with all Title I regulations and guidance
- Provide supplemental academic services to eligible students in private schools
- Provide high-quality customer service to both internal and external customers
- Support schools in increasing the development and effectiveness of family engagement efforts
- Provide professional development for school staff and learning zone staff
- Administer and monitor Supplemental Educational Services (SES) tutorial programs to eligible students
- Provide academic support and technical assistance to local neglected and delinquent institution
- Provide tutoring for homeless children in non-Title I schools
- Monitor the implementation of the LEA Improvement Plan and coordinate revision process with Federal and State Compliance as necessary
- Provide professional development resources to address LEA Improvement status

Accomplishments 2009 - 2010

- Provided technical assistance for all Title I-supported schools
- Provided funding for staff and materials for the Bright Beginnings Pre-K program
- Supported professional development for staff in school improvement schools and staff in school-wide programs
- Provided professional development to novice Title I principals through Title I "101"
- Provided significant professional development to address LEA District Improvement status
- Provided significant professional development to Title I family-school advocates
- Revised LEA Improvement Plan
- Provided significant technical assistance regarding schools in Planning for Restructuring
- Provided academic assistance to children in local neglected and delinquent institution, private schools and who are homeless
- Provided technical assistance to local neglected and delinquent institution and private schools
- Provided technical assistance for schools in School Improvement status
- Increased family involvement and participation through a variety of parent education programs in school-wide programs and the Bright Beginnings Pre-K program
- Implemented Supplemental Educational Services (SES) tutorial programs to eligible students in 27 Title I schools
- Collaborated with Learning Communities in providing additional support to Title I schools

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Consistently responded to internal and external customers within 24 hours and in accordance with CMS customer service expectations
- Constructed and submitted on behalf of the district an annual application for Title I funds

MEDIA SERVICES

Goals 2010 - 2011

- Implement the Big6™ inquiry-based research model in K-12 schools
- Provide professional development for K-12 media specialists to address Strategic Plan 2014, NCDPI Essential Standards for Information and Technology Skills, Revised Bloom's Taxonomy, and Partnerships for 21st Century Learning
- Pilot Web 2.0 technologies to assist media specialists in utilizing technology as a teaching tool
- Advocate for expansion of online resources in all schools
- Provide documentation, leadership, and training to new, experienced, and returning media specialists on how to use upgraded Horizon

Objectives 2010 - 2011

- Provide instructional support for the implementation of Big6™ units and lessons in each grade level
- Increase the quality of the Graduation Project through collaboration with high school English teachers
- Plan, advertise, and facilitate a full year of in-service sessions for K-5 personnel on effective lesson design, rigor, differentiation, 21st Century Skills, and information and reading literacy
- Prepare documents for the opening of school: Standard Operating Procedures, guidelines for acquiring cataloging and processing kits, and a portfolio to align with the Media Coordinator Performance Appraisal Instrument
- Collaborate with After School Enrichment Program Director to make personnel, resource, and teaching/learning recommendations for the 2010-11 school year
- Offer workshops for principals who have not been trained to use the Media Coordinator Performance Appraisal Instrument

Accomplishments 2009 - 2010

- Procured resources for a \$1.2 million operating budget and administered a \$1.7 million budget for new and replacement schools
- Sponsored The Market with 57 vendors, Roland Smith, a notable author, and four workshops
- Handled local arrangements for the American Association of School Librarians National Conference at the Charlotte Convention Center
- Coordinated the Target and Heart of American Extreme Media Center Makeover
- Aligned English Graduation Project objectives with Information Skills objectives
- Provided Horizon and Horizon Information Portal training to new, experienced, and returning media specialists
- Developed core lists of books for elementary, middle, and high schools
- Selected resources for five elementary and two new middle schools
- Implemented an upgrade to Horizon and moved to a Software-As-A-Service (SAAS) environment to ensure swift access to library resources
- Tested RFID technology in two middle schools
- Maintained a partnership with Charlotte Mecklenburg Library

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

TIF-LEAP PROGRAM

Goals 2010 - 2011

- Implement differentiated compensation model for teachers and principals that is based on increased student achievement and multiple classroom observations and other evaluations
- Improve and support recruitment and retention efforts in hard-to-staff schools and subject areas
- Align school support systems to build teacher and principal capacity for increasing student achievement
- Develop district capabilities to sustain and grow the performance-based compensation system

Objectives 2010 - 2011

- Make improvements to the compensation system implemented through the pilot. Improvements shall include minor adjustments to Student Learning Objective (SLO) process and district developed growth measure based on stakeholder feedback and program evaluation analysis
- Analyze the results of the pilot compensation system and develop recommendations for continuing and/or expanding the system beyond the scope of the pilot
- Make improvements to recruitment and retention support strategies throughout the pilot
- Analyze the results of pilot recruitment and retention strategies, and develop recommendations for continuing and/or expanding those strategies beyond the scope of the pilot
- Conduct an assessment of district systems for supporting teacher and principal capacity to increase student achievement: curriculum and instruction, professional development, teacher & principal evaluation tools and systems, student assessment tools and systems, and related data and information systems
- Make improvements to systems in support of teachers and principals at the pilot schools.
- Continue to develop leadership, related stakeholder involvement strategies, and two-way communication systems to support and champion the performance-based compensation system
- Continue to implement an evaluation process to inform decision-making, including mid-course corrections
- Continue financial projections and cost/benefit analysis of the performance-based compensation system
- Develop strategies and policies, as appropriate, to properly fund the pilot, and the continuation and/or expansion of the system beyond the scope of the pilot

Accomplishments 2009 - 2010

- Awarded merit-based supplements to those who met performance standards and attained Student Learning Objective (SLO) goals
- Implemented a researched-based Student Learning Objective (SLO) model to positively affect both student learning and teacher instructional practices
- Provided differentiated professional development, training, and site-based support:
 - 10 Year 3 TIF-LEAP schools in the form of 3 hours of training: 1 hour of orientation and 2 hours of training
 - SLO writing, Writing Teacher Designed Assessment, Data Analysis for SLOs, and the technical aspects of River Deep workshops
 - Orientation and training for administrators and teachers at all 20 TIF-LEAP schools on the new district developed growth measure

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- 4-day intensive training in SLO development and implementation at the Summer Teacher Conference
- Completed an incentive payout based on Student Learning Objectives to qualified teachers in the TIF-LEAP schools
- Provided stipends to teachers and administrators for professional development and leadership experiences outside of the school day connected to TIF-LEAP goals and objectives

EXCEPTIONAL CHILDREN SERVICES

Goals 2010 - 2011

- Goal I- High Academic Achievement
- Goal II- Effective Educators

Objectives 2010 - 2011

- Students in grades K-8 will perform on grade level or above in Reading, Writing and Math Skills
- Students in grades 9-12 will perform on grade level or above on the End Of Course tests
- The rate for EC students graduating with a regular diploma will increase
- CMS will increase the percentage of its schools with effective teaching staff

Accomplishments 2009 - 2010

- Continued differentiated training of Inclusive Practices for all schools
- Increased number of students served in the least restrictive environment
- Provided continued support to schools through the EC Teacher Support Model
- Completed installation of Smart Boards in all Autism and Specialized Academic Support classrooms
- Provided training for elementary EC teachers in both Reading Foundations and Orton – Gillingham

SUPPORT SERVICES

Goals 2010 - 2011

- Students graduating on time will increase by three percent
- The number of students participating in Study Abroad programs will increase
- Student achievement at all grade levels will increase by removing barriers to learning and implementing appropriate interventions
- The drop out rate will be reduced among all populations of students
- Improve student attendance by addressing barriers to attendance, and increasing interventions that address unexcused absences

Objectives 2010 - 2011

- Expand and strengthen intervention and coordinated school health teams in all schools
- Develop a process for integrating students returning from alternative settings into their assigned schools, including an individualized plan that will follow the student and address the student's academic, psychological, social and health needs
- Collaborate with C& I for the development of credit-recovery programs in all secondary and alternative schools, with a focus on courses required for graduation
- Begin development of an electronic four-year plan to assess each high school student's progress toward graduation, semester by semester
- Expand Truancy Court Initiative

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

- Expand Truancy/Safe Neighborhood Initiative
- Expand No Easy Walk and Safe Neighborhood programs
- Collaborate with Parent University to communicate the importance of attending school regularly
- Collaborate with Parent University to deliver a minimum of ten training activities designed to inform parents how to prevent substance abuse
- Expand services for students referred to the Positive Options Program for violations of Rule 28
- Establish a database to provide on demand information about student compliance with requirement to attend Positive Options Program
- Complete transition to a district-wide itinerant psychological service model
- Expand utilization of technology to improve and evaluate delivery of assessment services

Accomplishments 2009 - 2010

- Realigned all support programs in one department to deliver collaborative, multidisciplinary services at all schools
- Enhanced the functionality of Intervention Teams in every school by using Intervention Team specialists to train and support teams
- Implemented comprehensive school counseling program at each CMS elementary school
- School Psychologists completed 4000 evaluations of students referred for Exceptional Children Programs
- Provided leadership for the 2010 National College Fair which served more than 9500 students and parents in the region
- Facilitated development of district's Pandemic Flu Plan and collaborated with Mecklenburg County Health Department to coordinate communication and implementation of more than 51,000 H1N1 vaccinations at school sites
- Counselors appropriately advised and registered seniors in extended learning opportunities (virtual courses, Hawthorne, summer school) to increase the CMS graduation rate
- Properly advised students for scholastic recognitions and post-secondary scholarship opportunities. CMS students in the class of 2010 received in excess of \$80 million in scholarship offers
- Increased the number of students and schools that participated in Study Abroad programs
- All support staff disciplines taught Parent University classes
- Increased the number of school health teams
- Reduced truancy rates by using Truancy Court and Truancy/Safe Neighborhood in targeted schools
- Increased the number of juvenile court judges participating in Truancy Court
- District Social Workers and Central Office staff collaborated to lower district dropout rate from 5.91 to 4.99
- Social Workers provided targeted interventions and support services to identified students with excessive unexcused absences to improve their school attendance
- Directly delivered parent substance abuse prevention education to over 300 parents and professionals
- Created 30 learning opportunities for selected and indicated parents to engage in substance abuse prevention education
- Piloted a strategy to provide follow-up services for selected and indicated Middle School students found in violation of Rule 28

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

COMMUNITY RELATIONS AND OUTREACH

Goals 2010 - 2011

- All FOCUS elementary schools will have at least 80% participation in parent-teacher conferences in 2010-2011
- The CMS district family survey will indicate that at least 80% of families believe that family involvement is valued in their child's school
- CMS staff members will understand the critical role families play in education, and schools will increase their efforts to reach out to all families and develop partnerships
- Family involvement in education (at school and at home) will increase as demonstrated by information from the CMS family survey and data through Parent University
- Partnerships with Hispanic/Latino families and outreach to Hispanic/Latino organizations will increase

Objectives 2010 - 2011

- Parent University course offerings focused on the core academics will increase. These workshops will be strategically offered in Title I, FOCUS, and Strategic Staffing Schools
- The Family and Community Services Department will increase partnerships with community agencies, houses of worship, businesses, and neighborhood centers to reach families and provide training for academic success
- Additional bilingual Parent University workshops and resources will provide Spanish-speaking families with vital information to help their children in school
- Parent workshops focused on core academic areas (reading, math, science, homework/study skills, college preparation, etc) will be available through different venues such as online, CMS TV, shown on monitors in hospitals/DSS lobbies/doctor's offices, and through DVDs in libraries/houses of worship, etc
- Professional development will be offered in targeted schools providing administrators and teachers with information and tools to partner with families and engage them in the educational process

Accomplishments 2009 - 2010

- In the fall of 2009, Parent University offered more than 60 course topics a total of 160 times in schools, houses of worship, neighborhood centers, malls, and for community agencies. More than 4,000 individuals participated, with nearly 2,000 of those parents having children in Title I, Achievement Zone, or FOCUS schools
- In the spring of 2010, Parent University offered 50 class topics 215 times throughout Mecklenburg County. Sixteen class topics were offered in Spanish a total of 47 times
- In the fall of 2009, 21 workshops were offered to help families prepare for the parent-teacher conferences. All but one school had 96% or higher participation in parent-teacher conferences. The remaining school increased from 69% participation the previous year to 80% participation in 2009-2010
- A High School 911 workshop was offered for the first time in 2009-2010. More than 100 parents received information on graduation requirements, course registration, academic support resources, and more
- A workshop on the new elementary math program, Math Investigations, was offered more than 30 times to help parents understand the math curriculum and how they could help at home. A DVD was also created and the course was offered online

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

ZONES

Goals 2010 - 2011

- Students in grades K-8 will perform on grade level or above in reading, writing, science and math skills
- Students in grades 9-12 will perform on grade level or above on the EOCs
- The cohort graduation rate will increase among all populations of students
- Parents and community members will agree CMS provides timely, accurate and responsive service
- Parents will agree their child's school does a good job of keeping them informed and responding to requests
- Students, parents and the community will indicate they believe schools are safe
- Disparity based on race, ethnicity and socioeconomic status will decrease on all academic measures in grades PreK-12

Objectives 2010 - 2011

- Reduce the number of students scoring at Level I and II on EOGs and EOCs
- Provide resources for focused interventions for students needing to master additional learning objectives in order to perform on grade level
- Begin the development of a districtwide Response to Instruction Model
- Provide focused professional development to Zone schools in the areas of math, reading, science, social studies and writing
- Assist schools with the development of a master schedule designed to maximize teaching and learning time
- Provide support for schools in the area of student behavior
- Conduct DTM hearings for students with behavior violations
- Assist schools with Exceptional Children compliance mandates
- Foster development of positive communication lines between school and home
- Assist with staffing needs at the school level
- Progress monitor the achievement of all students within the Zone
- Conduct community meetings on topics of importance to the Zone
- Assist schools with maintenance needs
- Provide guidance to schools in development of School Improvement Plans
- Conduct curriculum audits of schools and assist with development of plans to address identified instructional needs based on School Quality Reviews

Accomplishments 2009 - 2010

- Exceeded the state average on the End-of-Grade tests in third, fourth, and fifth grade reading
- Exceeded the state average on the End-of-Grade test in fifth grade math
- Exceeded the state average on the End-of Course tests in U.S. History, Civics and Economics, English I, Biology, Physics, Algebra I and Algebra II
- 89.6% of schools made expected or high growth on EOGs and EOCs
- 68.1% of schools made Adequate Yearly Progress
- Continued to focus on communication with schools and parents during budget hearings
- Increased the accuracy of the exceptional children headcount
- Utilized the Learning Community offices as training and meeting locations for convenience of school based employees and community members
- Involved Area Superintendents and Learning Communities with local businesses, faith and government agencies
- Provided leadership development programs for assistant principals and principals

ACADEMIC SERVICES DIVISION

Goals, Objectives and Accomplishments

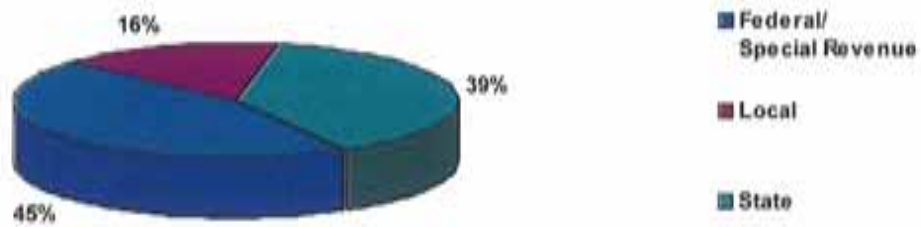
- Deployed human resource capital strategically across schools within each Learning Community
- Provided Data Wise training to a school team in each school
- Initiated Professional Learning Communities training with all principals, assistant principals and literacy / academic facilitators

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ACADEMIC SERVICES DIVISION

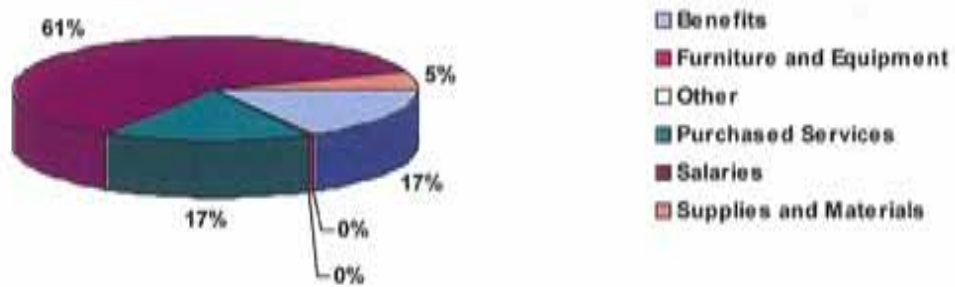
Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 186,028,419	\$ 185,189,238	\$ 165,394,558	\$ 157,720,552
Benefits	52,662,876	48,852,801	39,933,203	37,961,487
Purchased Services	52,905,899	49,309,781	43,643,243	40,436,999
Supplies and Materials	16,710,339	13,444,455	18,372,579	14,060,592
Furniture and Equipment	225,844	178,881	373,189	549,624
Other	-	-	-	-
	<u>\$ 308,533,377</u>	<u>\$ 296,975,156</u>	<u>\$ 267,716,772</u>	<u>\$ 250,729,254</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ACADEMIC SERVICES DIVISION

Sources



Uses



CHIEF ACADEMIC OFFICER

Description: The Chief Academic Officer serves CMS students PreK–12. This office supports the Area Superintendents, PreK-12 Curriculum and Instruction, Exceptional Children Services and PreK-12 Instructional Support Programs.

BUDGET ACCOUNTABILITY:

Ann Clark
Chief Academic Officer

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 11,398
Federal Adjustment - Measuring Teacher Effectiveness grant	787,160
Dental Insurance - additional employee contribution	(875)
Broad fellow position redirected from human resources department	111,283
Federal Adjustment - Math Assessment for Learning	59,684
Federal Adjustment - Aspiring Leaders Program	33,405
Purchased Services	
Central Office Reduction - telephone, mileage and professional development	(7,150)
Federal Adjustment - Measuring Teacher Effectiveness grant	247,471
Federal Adjustment - Math Assessment for Learning	7,500
Supplies and Materials	
Central Office Reduction - supplies and equipment	(9,651)
Federal Adjustment - Measuring Teacher Effectiveness grant	13,468
Federal Adjustment - Math Assessment for Learning	19,098
Federal Adjustment - Aspiring Leaders Program	6,306

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
CHIEF ACADEMIC OFFICER

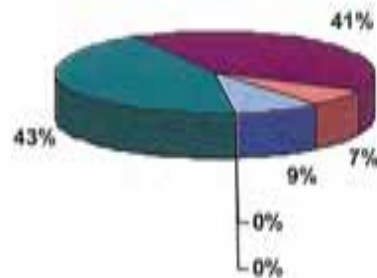
Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 1,446,903	\$ 493,900	\$ 755,503	\$ 860,119
Benefits	321,760	119,292	149,014	174,458
Purchased Services	1,560,908	548,670	528,442	830,089
Supplies and Materials	234,589	168,836	201,983	316,423
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 3,564,160</u>	<u>\$ 1,330,698</u>	<u>\$ 1,634,942</u>	<u>\$ 2,181,089</u>

Sources:



- Federal/
Special Revenue
- Local
- State

Uses:



- Benefits
- Other
- Salaries
- Furniture and Equipment
- Purchased Services
- Supplies and Materials

TALENT DEVELOPMENT/ADVANCED STUDIES/AVID

Description: The Talent Development/Advanced Studies/AVID department serves CMS students PreK-12. The program supports initiatives such as the Elementary Catalyst Program, the Learning Immersion and Talent Development Magnet programs, Horizons K-12, AVID 6-12, Middle School/High School Honors curriculum, Primary Years International Baccalaureate, Middle Years International Baccalaureate, High School Advanced Placement and the International Baccalaureate Diploma Program.

BUDGET ACCOUNTABILITY:

Stephanie Range
 Director of Talent Development /Advanced Studies

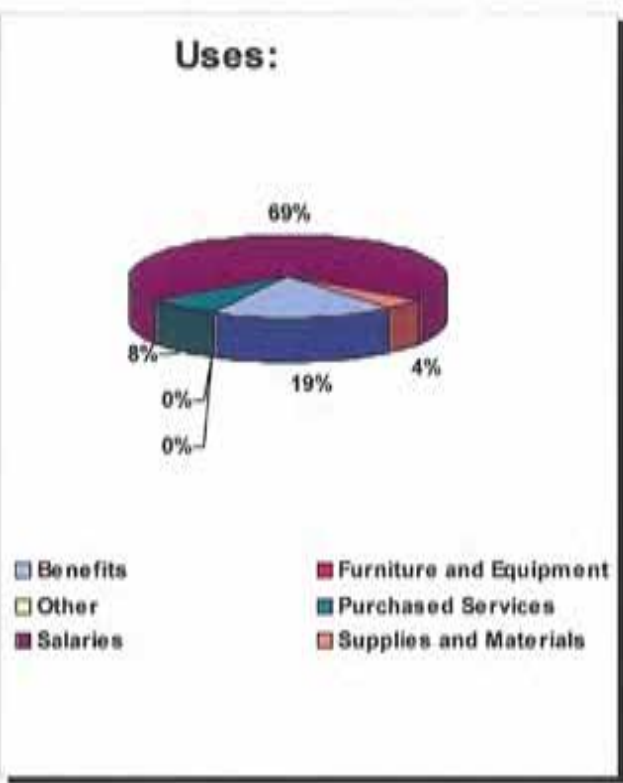
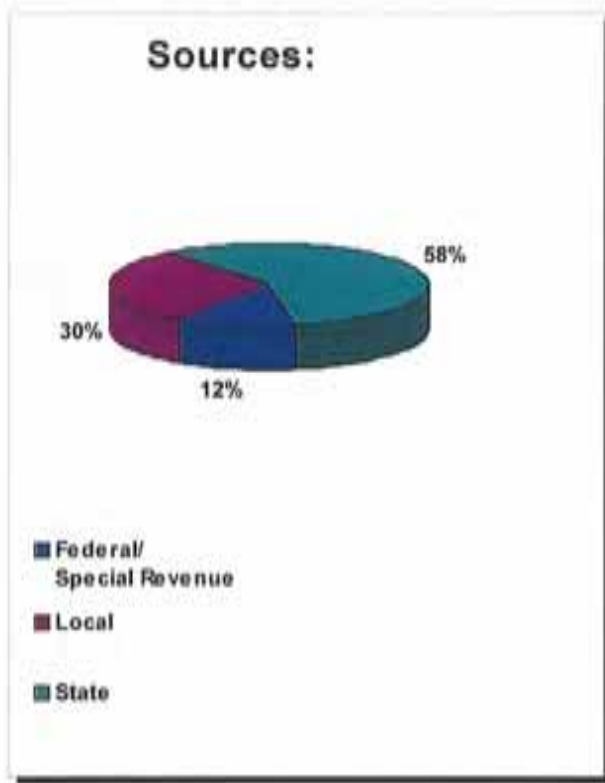
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 124,214
Redirected funds from stipends to contracted services	(22,434)
New Schools - added 2 talent development teacher positions	147,710
Dental Insurance - additional employee contribution	(9,642)
Reduced staff development funds	(340,203)
Purchased Services	
Redirected funds to contracted services from salaries and benefits and supplies and materials	67,434
Reduced workshop expenses	(11,150)
Supplies and Materials	
Redirected funds from supplies to contracted services	(45,000)
Reduced workshop materials	(17,500)
Eliminated funds for AP exams	(207,749)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

TALENT DEVELOPMENT/ADVANCED STUDIES/AVID

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 4,991,204	\$ 5,256,954	\$ 5,182,177	\$ 4,751,764
Benefits	1,379,151	1,237,976	1,123,409	1,008,629
Purchased Services	559,991	504,507	696,019	848,811
Supplies and Materials	324,609	606,006	501,571	793,898
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 7,254,955</u>	<u>\$ 7,605,443</u>	<u>\$ 7,503,176</u>	<u>\$ 7,403,102</u>



LITERACY AND WRITING (PREK-12)

Description: The Literacy and Writing team serves CMS students Pre K-12. The team works to ensure that students' Literacy and Writing needs are met through the use of a K-5 core reading program, developmental Reading/Language Arts instruction at grades 6-8, and English I-IV instruction at grades 9-12. Literacy Interventions are used at all levels as needed for students below grade level, and acceleration is provided for students at or above grade level. Literacy across all content areas is emphasized. The team also works to ensure that an aligned and integrated K-12 Writing Plan is developed and implemented.

BUDGET ACCOUNTABILITY:

Katy Dula
 Director, Literacy and Writing (PreK-12)

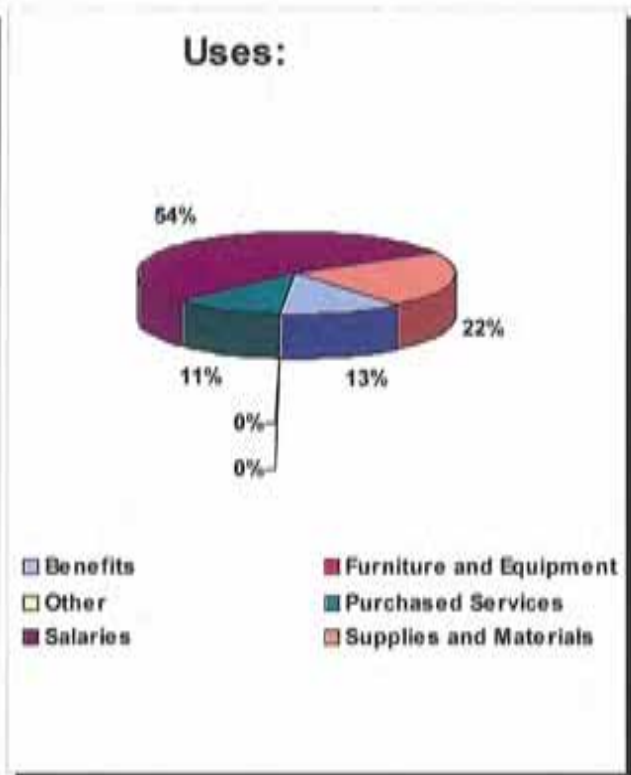
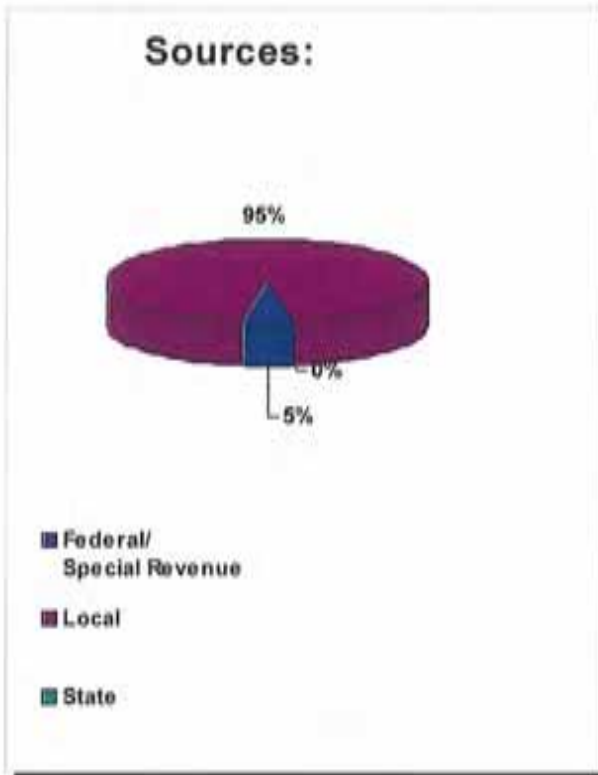
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 16,562
Central Office Reduction - reduced stipends	(19,385)
Dental Insurance - additional employee contribution	(1,235)
Purchased Services	
Central Office Reduction - printing and binding services	(25,000)
Redirected funds for printing of report cards	47,625
Supplies and Materials	
Central Office Reduction - supplies and materials	(10,000)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
LITERACY AND WRITING (PREK-12)

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 751,398	\$ 765,527	\$ 850,624	\$ 1,010,720
Benefits	179,274	167,133	177,066	190,928
Purchased Services	152,913	131,032	97,085	116,845
Supplies and Materials	306,156	81,345	113,360	150,706
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,389,741</u>	<u>\$ 1,145,037</u>	<u>\$ 1,238,135</u>	<u>\$ 1,469,199</u>



MAGNET SCHOOLS PROGRAM

Description: The Magnet Schools Program is a key part of the district’s effort to implement systemic reforms directed toward supporting CMS Strategic Plan 2014 goals of effective teaching and leadership, increasing the graduation rate and enhancing parent and community connections. These reforms promote distinctive, innovative curriculum designed to address and promote student interests and accelerate student achievement, while engaging families of the district with magnet-themed educational choice opportunities.

BUDGET ACCOUNTABILITY:

Jeffrey Linker
 Director of Magnet Schools

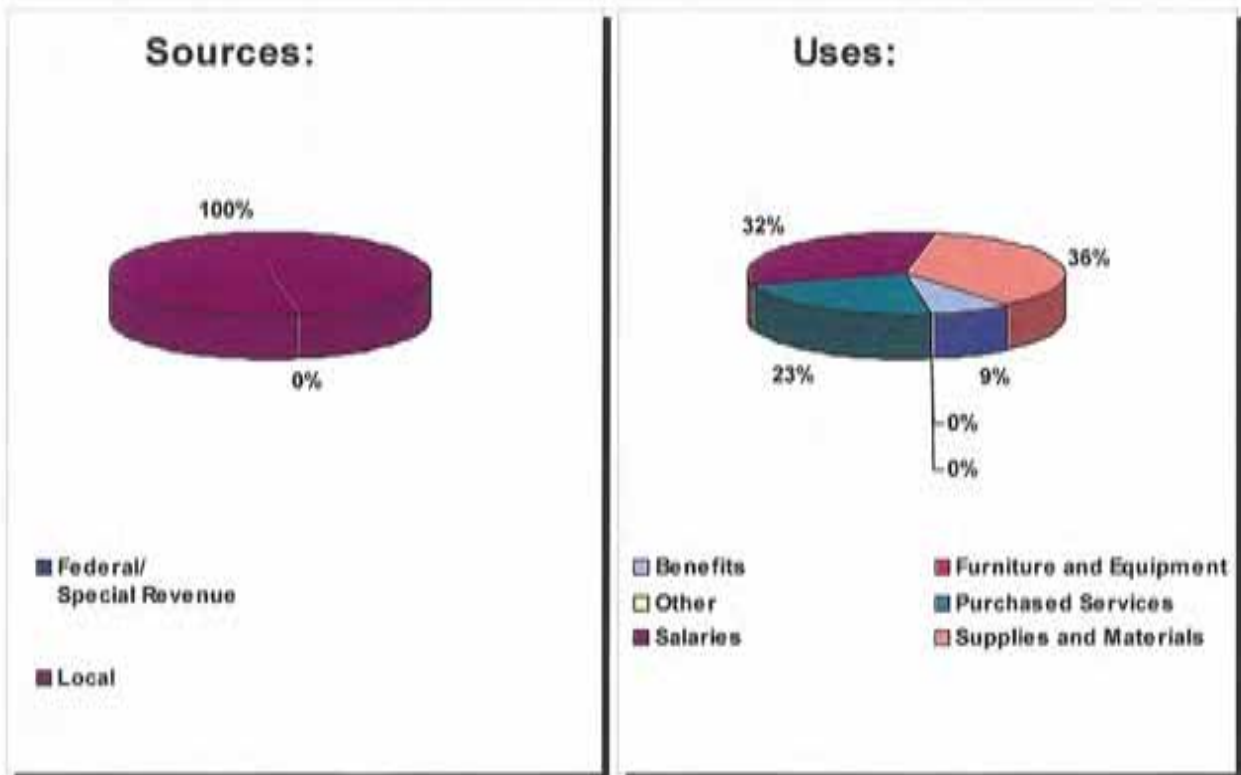
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 4,617
Central Office Reductions - eliminated stipends	(1,861)
Dental Insurance - additional employee contribution	(375)
Purchased Services	
Redirected funds to contracted services from supplies and materials	16,650
Central Office Reduction - workshop expenses, contracted services and postage	(16,859)
Supplies and Materials	
Redirected funds from supplies and materials to purchased services	(16,650)
Central Office Reduction - workshop expenses and furniture	(37,294)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
MAGNET SCHOOLS PROGRAM

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 186,266	\$ 187,896	\$ 305,721	\$ 329,051
Benefits	49,642	45,631	64,523	68,052
Purchased Services	136,180	136,389	154,568	291,915
Supplies and Materials	207,500	261,444	165,075	260,909
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 579,588	\$ 631,360	\$ 689,887	\$ 949,927



PREK-12 CURRICULUM SUPPORT PROGRAMS

Description: PreK-12 Curriculum Support Programs supports the following curriculum departments: PreK-12 Literacy and Writing; STEM (Science, Technology, Engineering and Mathematics); Global Studies, World Languages and Study Abroad Programs; Arts, Health, Physical Education and PreK-12 Curriculum Support Programs including Driver's Education, JROTC, and Character Education; and Extended Day Programs.

BUDGET ACCOUNTABILITY:

Anna Renfro
Executive Director, Curriculum Support Programs

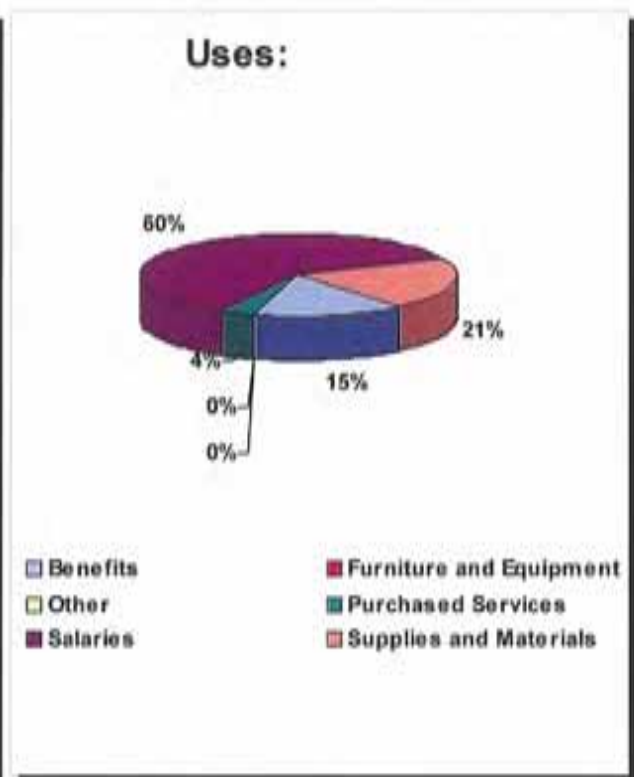
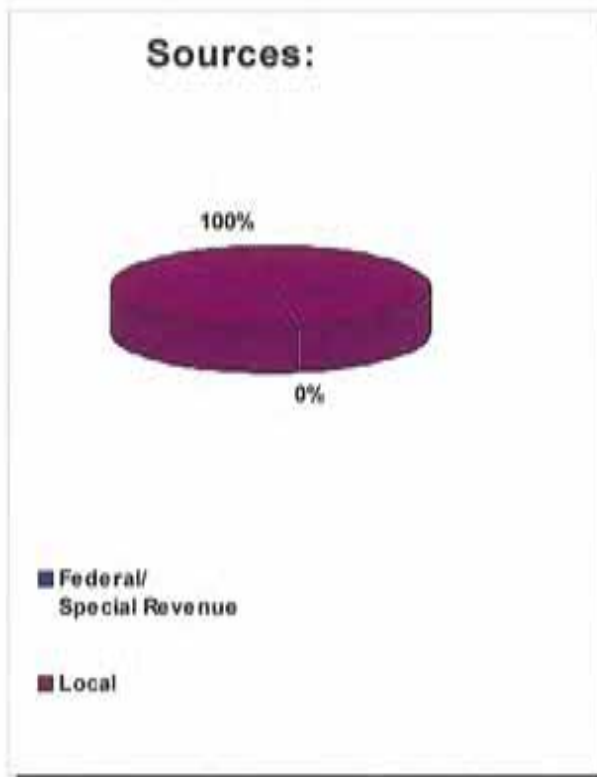
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 7,954
Dental Insurance - additional employee contribution	(625)
Modification of employment terms - two health resource teachers	(12,162)
Purchased Services	
Central Office Reduction - contracted services (PEAK)	(69,288)
Supplies and Materials	
Central Office Reduction - equipment	(8,748)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

PREK-12 CURRICULUM SUPPORT PROGRAMS

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 327,317	\$ 338,846	\$ 361,343	\$ 394,186
Benefits	84,314	78,781	78,326	84,969
Purchased Services	20,185	82,473	182,479	172,339
Supplies and Materials	112,711	127,296	165,322	35,990
Furniture and Equipment	-	-	-	27,768
Other	-	-	-	-
	<u>\$ 544,527</u>	<u>\$ 627,396</u>	<u>\$ 787,470</u>	<u>\$ 715,252</u>

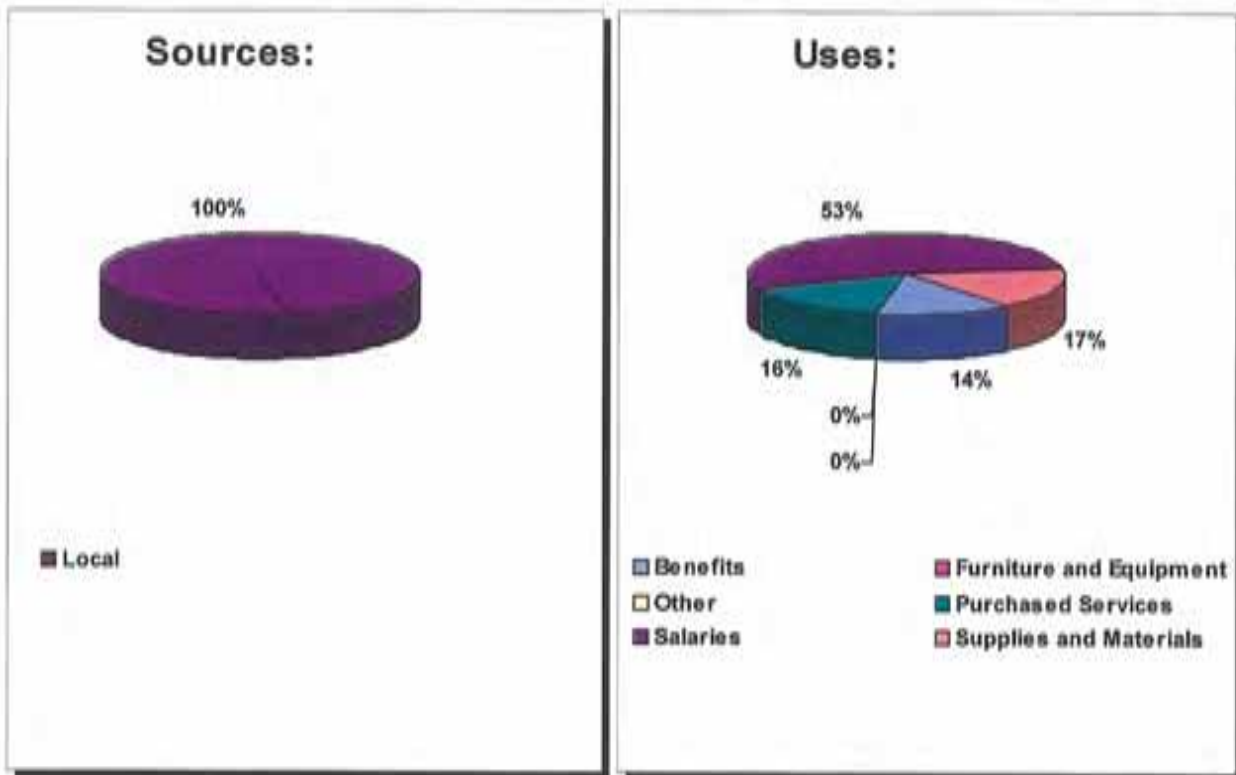


CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
INTERNATIONAL BACCALAUREATE PROGRAM

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	319,267	350,618	15,898	3,936
Benefits	85,473	82,503	1,865	270
Purchased Services	94,162	92,075	246,032	9,466
Supplies and Materials	100,000	246,337	225,482	108,990
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 598,902</u>	<u>\$ 771,533</u>	<u>\$ 489,277</u>	<u>\$ 122,662</u>

Note: Actual salaries and benefits for IB school based positions are reflected in the Schools Division, although positions are budgeted in the IB department.

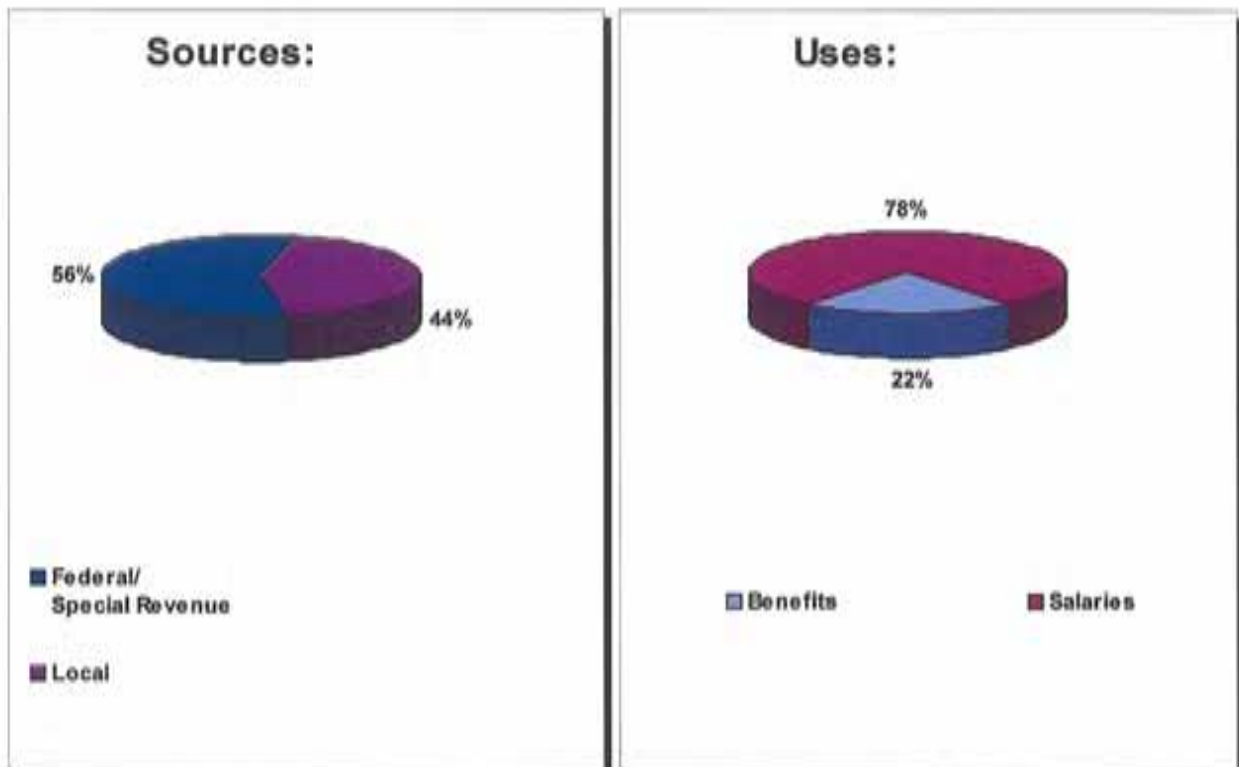
Note: Significant Changes: Certified salary and benefit increases for \$8,264. Also, funds for IB exams were reduced by \$146,337.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ROTC PROGRAM

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	2,562,861	2,299,193	3,454,198	3,088,768
Benefits	707,069	604,546	724,279	638,998
	<u>\$ 3,269,930</u>	<u>\$ 2,903,739</u>	<u>\$ 4,178,477</u>	<u>\$ 3,727,766</u>

Note: Significant Changes: Certified salary and benefit increases of \$59,956. Average Salary adjustment of \$315,501. Dental insurance reduction of \$9,265.



DRIVERS EDUCATION

Description: Driver Education is a state funded program and each LEA is mandated to offer a course in novice driver training. Driver Education provides the opportunity for all eligible students enrolled in school in Mecklenburg County to receive instruction in driver training and roadway safety so that they gain the necessary knowledge, skill and attitude to become safe drivers.

BUDGET ACCOUNTABILITY:

Connie Sessoms
Driver Education Specialist

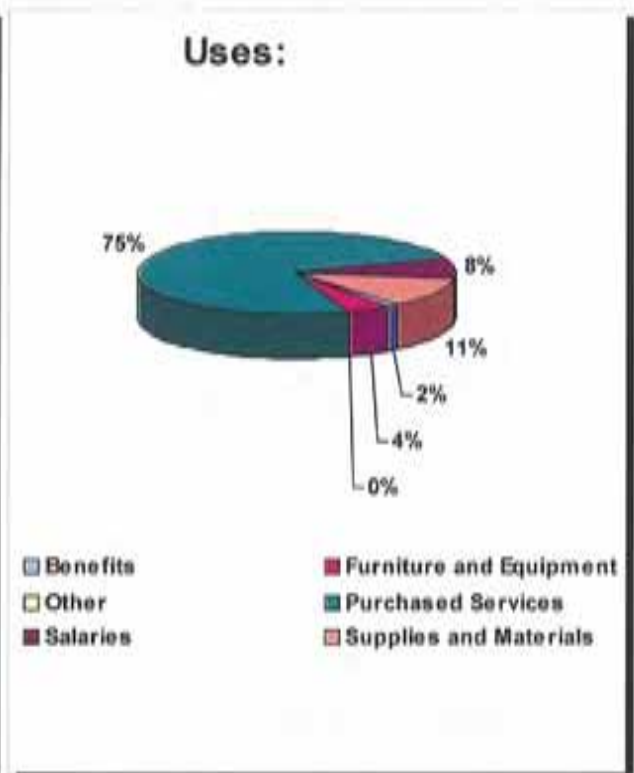
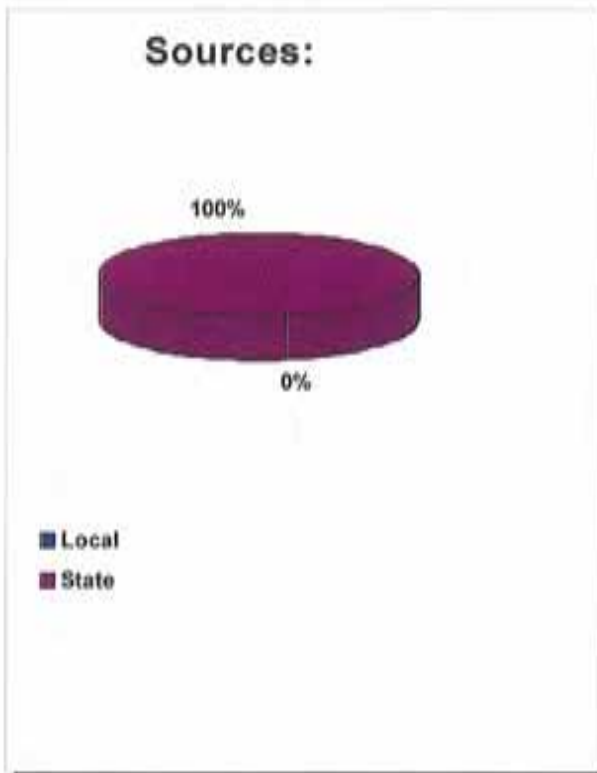
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 3,805
Purchased Services	
State allotment adjustment	(151,325)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
DRIVERS EDUCATION

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 267,098	\$ 267,098	\$ 287,184	\$ 279,283
Benefits	50,370	50,103	49,244	47,169
Purchased Services	2,518,813	2,670,138	2,832,324	2,726,796
Supplies and Materials	380,000	380,000	255,646	245,875
Furniture and Equipment	133,894	133,894	276,004	223,551
Other	-	-	-	-
	<u>\$ 3,350,175</u>	<u>\$ 3,501,233</u>	<u>\$ 3,700,402</u>	<u>\$ 3,522,674</u>



EXTENDED DAY PROGRAMS AND SERVICES

Description: The Extended Day Programs and Services provide support, leadership, and direction to schools as they provide extended learning opportunities for "at risk" students. These opportunities include after-school, during school, Saturday academies and summer programs at the elementary, middle and high school level.

BUDGET ACCOUNTABILITY:

Ann Marie Clinton
 Director of Extended Day

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

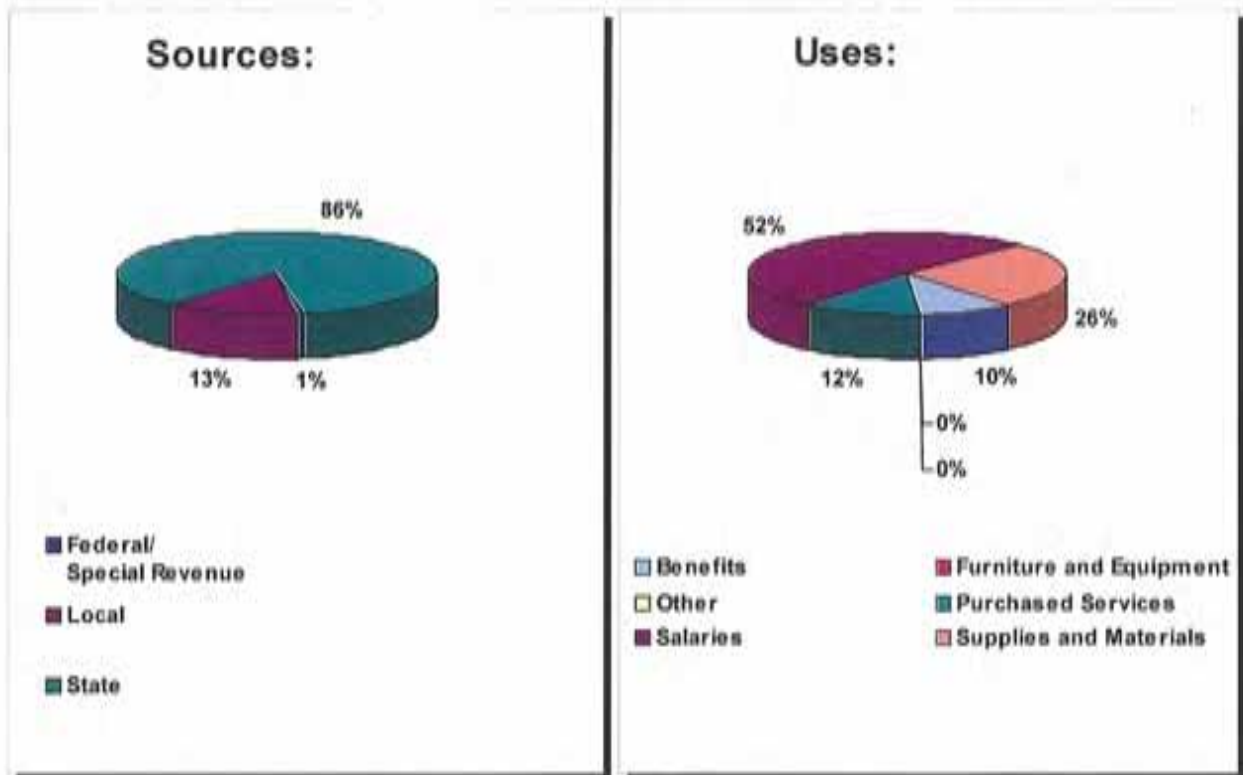
Description	Amount
Salaries and Benefits	
Benefit increase	\$ 44,727
Credit Recovery Pilot - funds for extended employment	1,295,400
Reduction of prior year carryover	(1,484,393)
Federal adjustment - 21st Century grant	(186,673)
Dental Insurance - additional employee contribution	(625)
Reduction of extended employment	(370,583)
State Adjustment - At-Risk program (adjustment of carryover)	2,624,952
Purchased Services	
Federal adjustment - 21st Century grant	(69,179)
Redirected funds from contracted pupil transportation for McKinney-Vento to software	(1,142,875)
Supplies and Materials	
Federal adjustment - 21st Century grant	(49,289)
State Adjustment - At-Risk program (adjustment of carryover)	989,814
Redirected funds to software from contracted pupil transportation for McKinney-Vento	1,142,875

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
EXTENDED YEAR PROGRAMS

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 5,508,527	\$ 3,956,812	\$ 4,367,227	\$ 4,608,055
Benefits	1,024,415	660,605	881,302	941,984
Purchased Services	1,263,256	2,475,311	2,045,708	3,055,817
Supplies and Materials	2,767,809	670,038	1,382,504	233,023
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 10,564,007</u>	<u>\$ 7,762,766</u>	<u>\$ 8,676,741</u>	<u>\$ 8,838,879</u>

Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



ARTS EDUCATION

Description: The Arts Education Department is an innovative and responsive leadership team that fosters, motivates, supports, and reinforces excellence in teaching and learning in all Charlotte-Mecklenburg Schools. The Arts Education Department provides leadership for education in Dance, Music, Theatre Arts, and Visual Arts.

BUDGET ACCOUNTABILITY:

Debra Kaclik
 Director for Arts Education

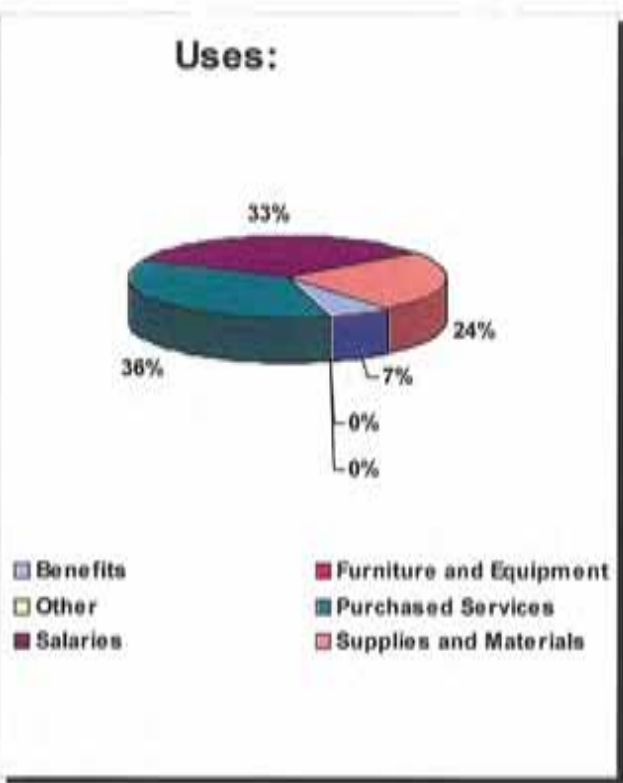
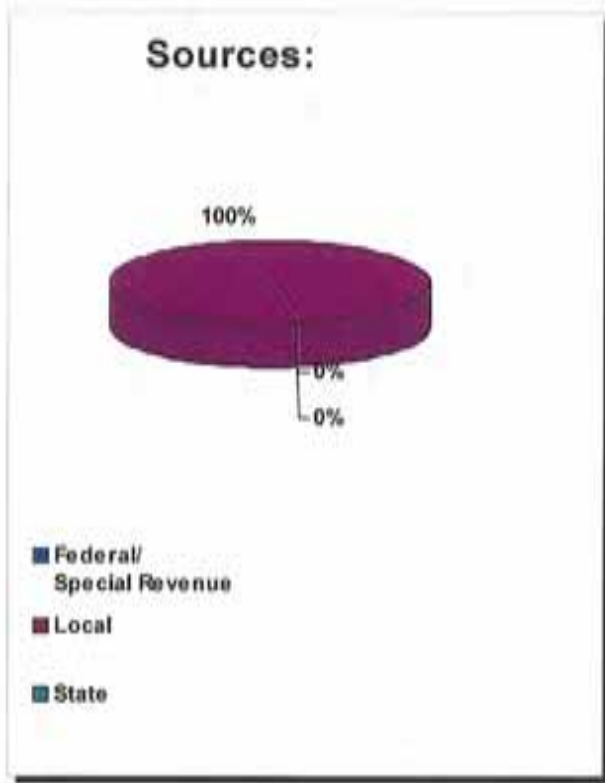
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 7,363
Central Office Reduction - overtime pay, stipends, and substitute teachers	(8,500)
New Schools - stipends for marching band	6,249
Dental Insurance - additional employee contribution	(500)
Purchased Services	
Central Office Reduction - contracted services	(60,000)
New Schools - contracted repair and maintenance	10,000
Supplies and Materials	
New Schools - supplies, materials, and equipment	9,888

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

ARTS EDUCATION

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 400,894	\$ 397,026	\$ 470,184	\$ 455,834
Benefits	80,017	72,273	94,134	92,649
Purchased Services	442,114	498,614	507,476	519,335
Supplies and Materials	286,606	277,218	201,555	281,780
Furniture and Equipment	-	-	-	15,638
Other	-	-	-	-
	<u>\$ 1,209,631</u>	<u>\$ 1,245,131</u>	<u>\$ 1,273,349</u>	<u>\$ 1,365,236</u>



MORE at FOUR PRE-K PROGRAM

Description: The Charlotte-Mecklenburg Schools serve as the contract administrator for the Mecklenburg County More at Four Pre-Kindergarten Program. More at Four Pre-K is comparable to the CMS Bright Beginnings Program but revenue is generated by identifying and serving students in some CMS schools and in high quality community child development centers. Smart Start of Mecklenburg County and CMS co-lead the program and apply for funding from the Office of Early Learning in the North Carolina Department of Public Instruction. Smart Start of Mecklenburg County, CMS and Bethlehem Center Head Start all contribute to the cost of the program. Eligibility is based on family size and income and placement priority is given to children who have had no or limited experience in high quality early care and education. Children who are eligible and become a part of this program enter kindergarten with the necessary skills to be successful.

BUDGET ACCOUNTABILITY:

Julie Babb
 Director, PreK Instruction

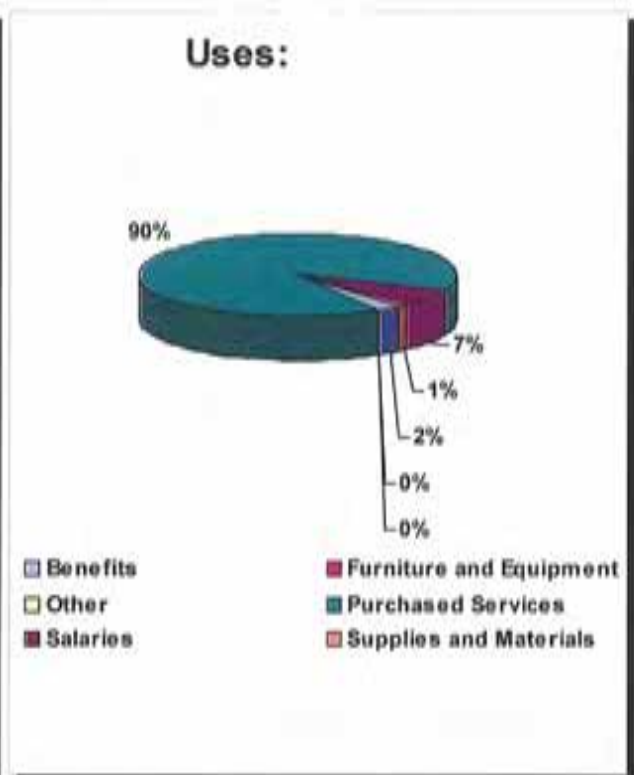
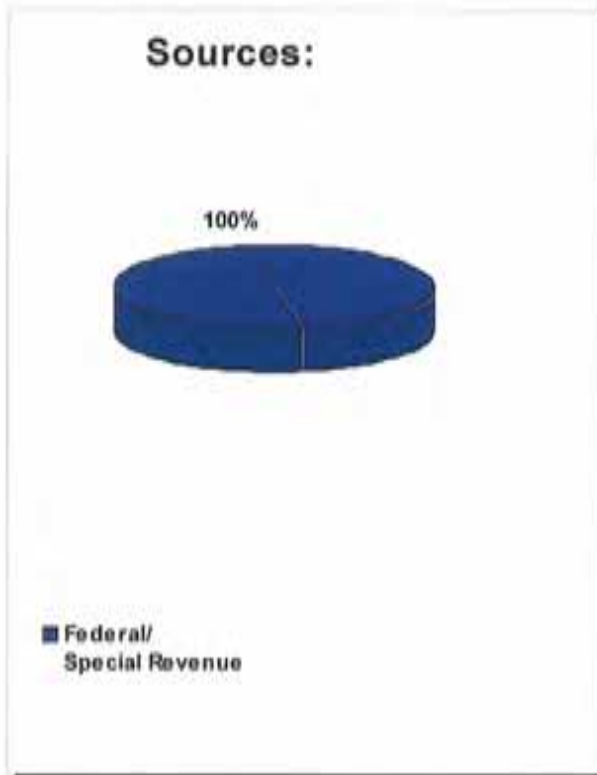
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 26,974
Federal adjustment - More at Four carryover	330,829
Dental Insurance - additional employee contribution	(2,628)
Purchased Services	
Federal adjustment - More at Four carryover	1,451,261

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

MORE at FOUR PRE-K PROGRAM

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 839,745	\$ 585,539	\$ 1,496,830	\$ 1,411,777
Benefits	306,144	152,627	356,608	330,021
Purchased Services	11,430,239	10,023,426	9,938,392	9,315,788
Supplies and Materials	137,635	148,363	267,749	807,528
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 12,713,763	\$ 10,909,955	\$ 12,059,579	\$ 11,865,114



BRIGHT BEGINNINGS PRE-K PROGRAM

Description: Bright Beginnings is a pre-kindergarten program designed to ensure that students enter kindergarten with the skills necessary for them to succeed. Four-year-old children are selected for participation through a screening process that targets children whose language and cognitive development are below the typical for their age. The program's critical components include a research-based, child-centered curriculum with a strong language development and early literacy focus that provides the foundation requisite for reading success, ongoing professional development, and family involvement and partnerships.

BUDGET ACCOUNTABILITY:

Julie Babb
Director, PreK Instruction

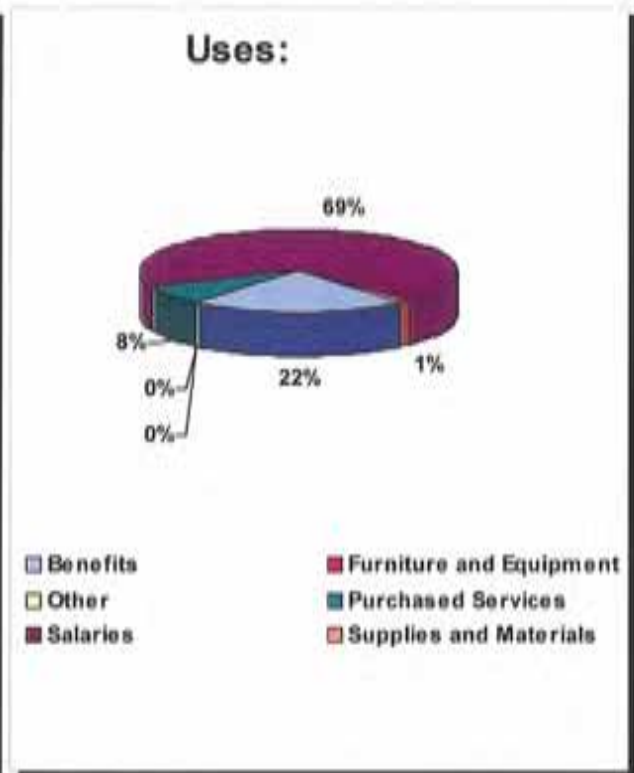
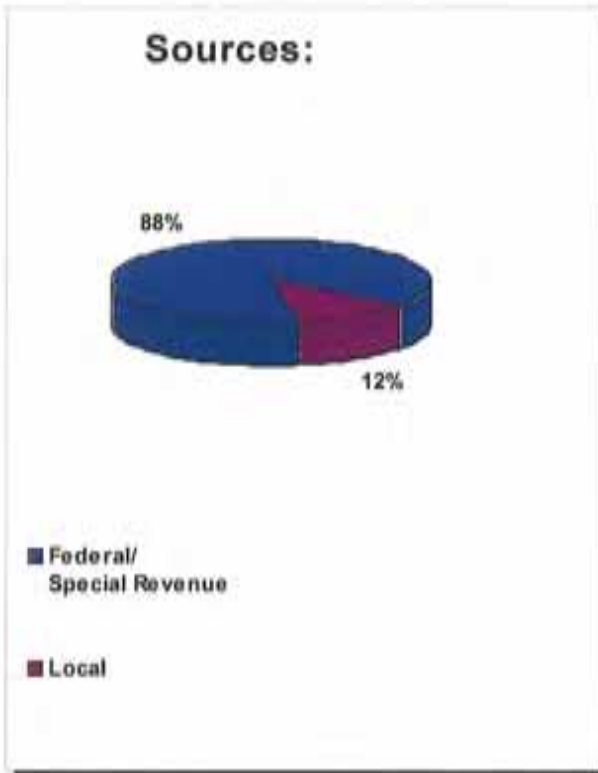
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 420,670
Bright Beginnings - eliminate .5 secretary position and .5 custodial position	(31,836)
Dental Insurance - additional employee contribution	(99,650)
Supplies and Materials	
Bright Beginnings - reduce furniture expenses	(45,000)
Federal Adjustment -Title I grant	(358,592)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
BRIGHT BEGINNINGS PRE-K PROGRAM

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 14,661,721	\$ 14,684,107	\$ 15,141,920	\$ 14,751,790
Benefits	4,717,958	4,356,610	4,083,642	3,922,527
Purchased Services	1,604,286	1,603,730	1,998,869	1,854,689
Supplies and Materials	269,278	670,705	679,722	733,113
Furniture and Equipment	-	-	-	472
Other	-	-	-	-
	\$ 21,253,243	\$ 21,315,152	\$ 21,904,153	\$ 21,262,591



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
MATH AND SCIENCE INSTRUCTION

Description: The Director, Math and Science (PreK-12) and team will partner with universities, businesses, and community leaders to create and monitor district-wide math and science initiatives based on international achievement standards. They will also develop training in best practices for teachers and develop other educational innovations such as family math and science nights, math/science field investigations, math/science fairs and competitions, etc.

BUDGET ACCOUNTABILITY:

Cindy Moss
Director, Math and Science Instruction

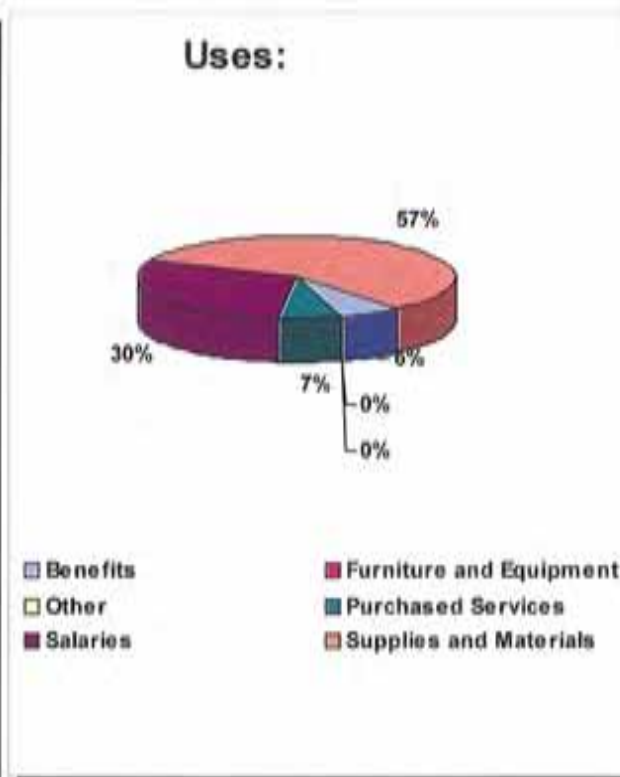
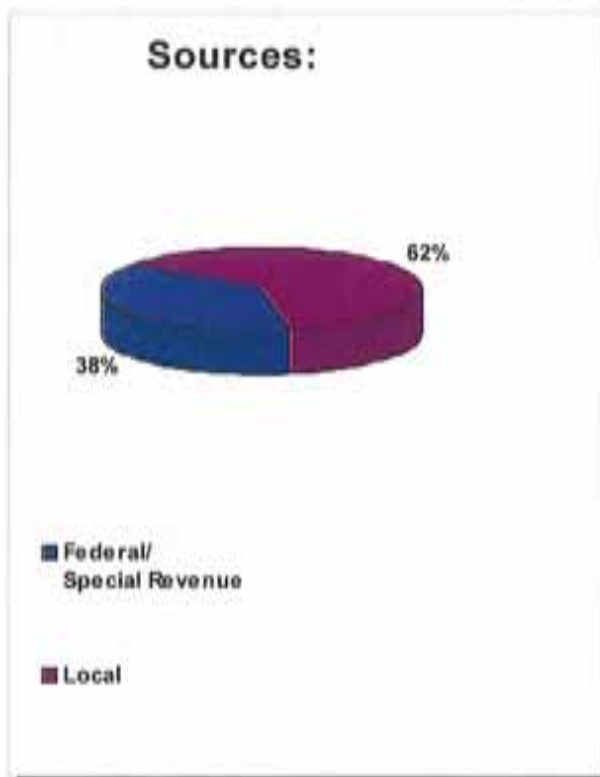
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 11,641
Central Office Reduction - eliminated extended employment	(31,077)
Federal adjustment - KCS Math and Science grant	513,836
Eliminated two textbook funded positions	(102,065)
Dental Insurance - additional employee contribution	(1,457)
Purchased Services	
Additional funding for DiscoveryEd	187,000
Supplies and Materials	
Central Office Reduction - math and science equipment	(18,032)
Additional funding for MathForward, math kits, and science technology	1,512,799

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
MATH AND SCIENCE INSTRUCTION

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 953,825	\$ 625,777	\$ 695,775	\$ 696,692
Benefits	204,437	142,177	157,227	154,182
Purchased Services	212,000	25,000	262,944	463,221
Supplies and Materials	1,848,226	353,459	245,772	315,996
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 3,218,488</u>	<u>\$ 1,146,413</u>	<u>\$ 1,361,718</u>	<u>\$ 1,630,091</u>



CAREER AND TECHNICAL EDUCATION

Description: State, local and federal funds assist students in developing the academic and technical skills required for further studies at the post-secondary technical, associate, baccalaureate or advanced degrees levels in their chosen career field.

BUDGET ACCOUNTABILITY:

Jimmy Chancey
 Director of Career and Technical Education

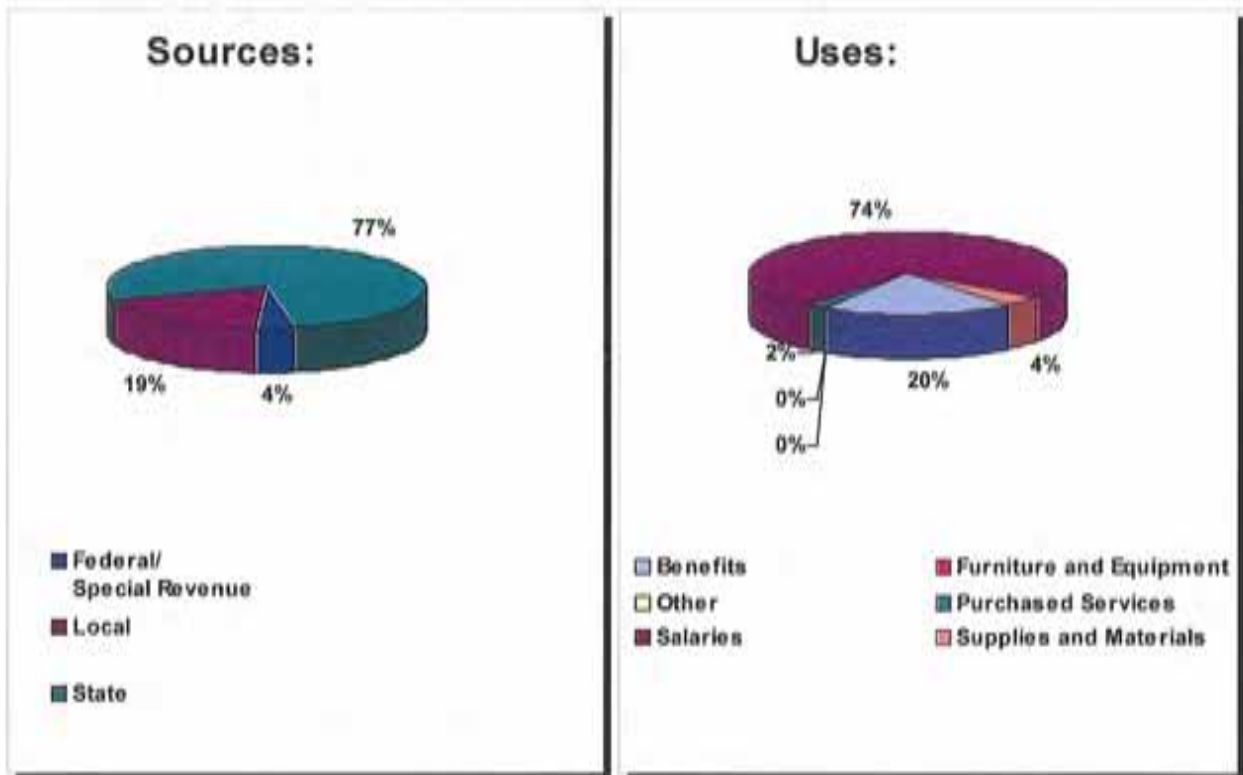
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 654,776
Career and Technical - eliminated specialist and redirected secretary positions to federal	(141,905)
New Schools - 28 teacher positions	1,857,341
Magnet - 3 teacher positions	195,261
Redirected funds from stipends to supplies and equipment and purchased services	(125,732)
Dental Insurance - additional employee contribution	(63,115)
Eliminated four CTE coordinators and 17 CTE teachers	(1,396,831)
State Adjustment - Voc Ed	(62,509)
Purchased Services	
Redirected funds to purchased services from salaries and benefits	24,019
Reduced funds for workshops and field trips	(52,493)
State Adjustment - Voc Ed-Program Support	(30,915)
Supplies and Materials	
Career and Technical - college experience program	(87,000)
Redirected funds to supplies and materials from salaries and benefits	101,713
Federal adjustment - Voc Ed - Program Improvement	(161,786)
Reduced funds for supplies and textbooks	(157,915)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
CAREER AND TECHNICAL EDUCATION

Expenditures	FY 2010-11 Adopted Budget	FY 2009-109 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 26,974,975	\$ 26,655,278	\$ 28,809,458	\$ 28,264,315
Benefits	7,224,502	6,588,870	6,770,858	6,353,308
Purchased Services	665,704	728,077	982,363	1,125,951
Supplies and Materials	1,545,879	1,850,867	3,279,663	2,870,666
Furniture and Equipment	-	-	32,457	279,631
Other	-	-	-	-
	<u>\$ 36,411,060</u>	<u>\$ 35,823,092</u>	<u>\$ 39,874,799</u>	<u>\$ 38,893,871</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
PROFESSIONAL DEVELOPMENT

Description: The Professional Development department coordinates professional development activities system-wide. To accomplish this, specific professional development initiatives have been implemented such as a teacher induction program, Professional Development Master Teacher, National Board Certification support and the Summer Teacher Conference.

BUDGET ACCOUNTABILITY:

Ann Clark
Chief Academic Officer

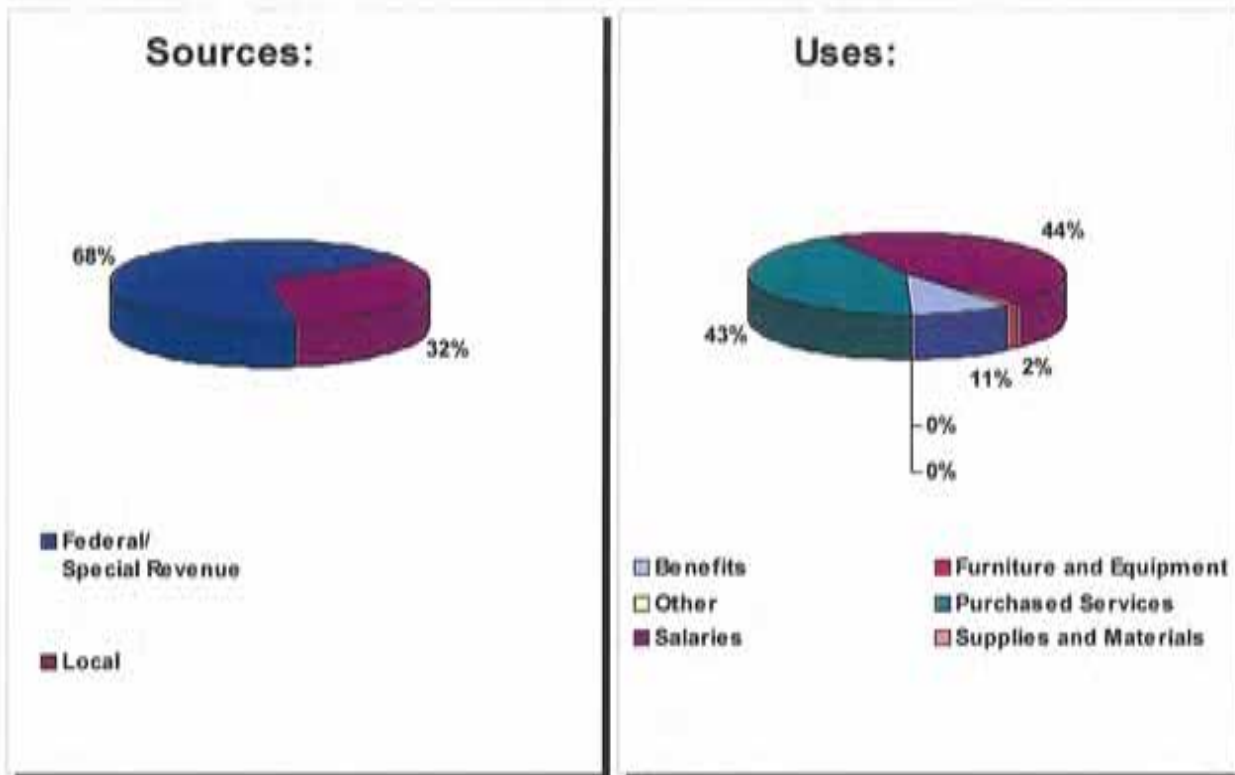
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 91,175
Central Office Reduction - eliminate national board stipends	(7,889)
Dental Insurance - additional employee contribution	(14,625)
Purchased Services	
Federal adjustment - Title II Improving Teacher Quality	186,823
Supplies and Materials	
Federal adjustment - Title II Improving Teacher Quality	(13,250)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
PROFESSIONAL DEVELOPMENT

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 4,377,836	\$ 4,389,237	\$ 3,650,938	\$ 4,613,663
Benefits	1,012,820	929,645	847,498	986,829
Purchased Services	4,102,310	4,212,540	2,241,708	2,123,074
Supplies and Materials	145,281	159,323	134,545	252,182
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 9,638,247	\$ 9,690,745	\$ 6,874,689	\$ 7,975,748



ESL STUDENT EDUCATION

Description: The ESL Student Education department utilizes state, local, and federal funding to deliver specialized services, programs and resources to support English language development for Limited English Proficient (LEP) students.

BUDGET ACCOUNTABILITY:

Kathy Meads
Executive Director, ESL Student Education

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

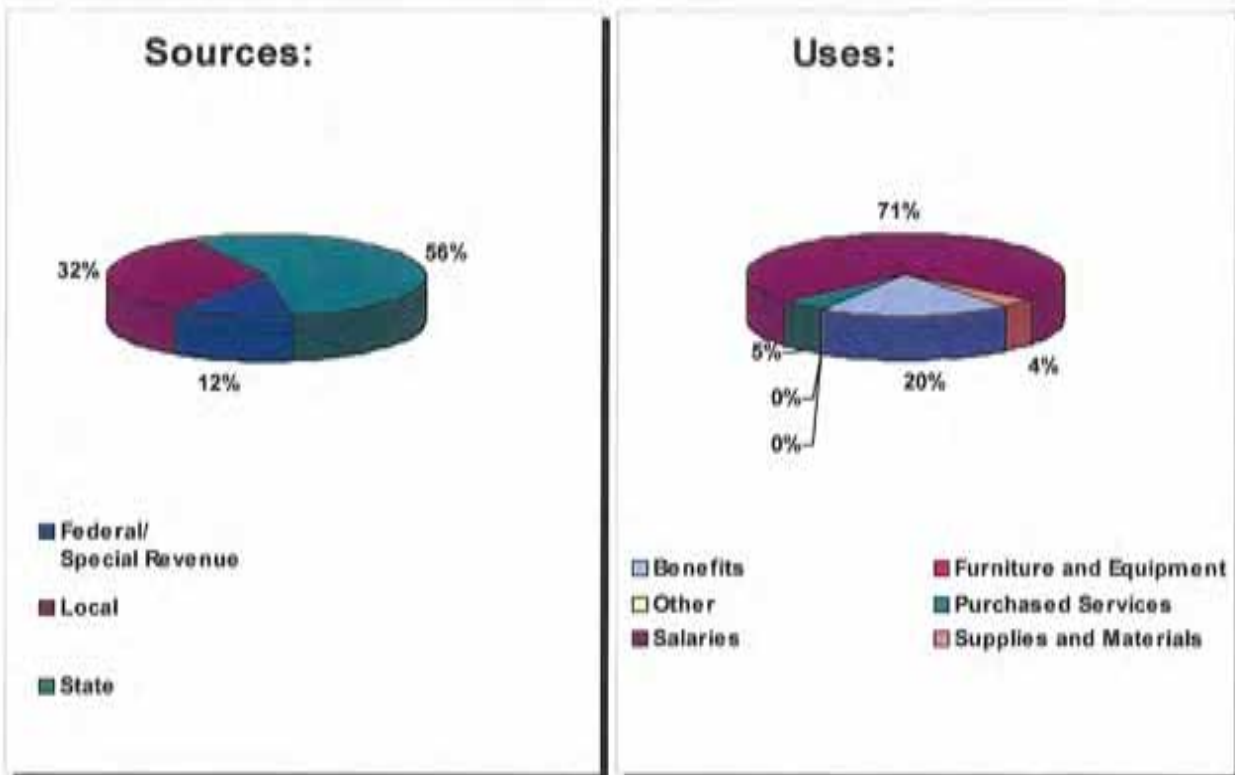
Description	Amount
Salaries and Benefits	
Benefit increase	\$ 406,671
Redirected funds to extended employment from purchased services and supplies and materials	37,914
Dental Insurance - additional employee contribution	(43,974)
Eliminated 30 vacant ESL teacher positions	(1,817,640)
Purchased Services	
Redirected funds from purchased services to salaries and benefits	(2,000)
Federal Adjustment - Language Acquisition grant	439,099
Supplies and Materials	
Redirected funds from supplies and materials to salaries and benefits	(35,914)
State adjustment	(104,565)
Reduced supplies and materials	(255,807)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ESL STUDENT EDUCATION

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 14,611,076	\$ 15,959,385	\$ 4,362,978	\$ 3,942,621
Benefits	4,097,169	4,082,491	758,569	743,170
Purchased Services	933,553	558,709	385,058	389,641
Supplies and Materials	754,523	1,168,713	1,324,801	1,019,247
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 20,396,321	\$ 21,769,298	\$ 6,831,406	\$ 6,094,679

Note: Actual salaries and benefits for Bilingual Education school based positions are reflected in the Schools Division, although these positions are budgeted in the Bilingual Education department.



GLOBAL STUDIES AND WORLD LANGUAGES

Description: The Global Studies and World Languages department develops and supports curriculum and global education initiatives. The Social Studies program develops the understanding and knowledge of civic responsibility, personal financial literacy and history of our state, nation and the world. The World Languages program provides students with the opportunity to learn and develop proficiency in on of seven languages offered in the district. The Study Abroad program offers high school student with the opportunity to increase their knowledge of the world through short-term and long-term educational experiences in other countries. The department works with community partners to provide additional professional development and student learning opportunities beyond the classroom.

BUDGET ACCOUNTABILITY:

Kelly Price
 Director, Global Studies and World Languages

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

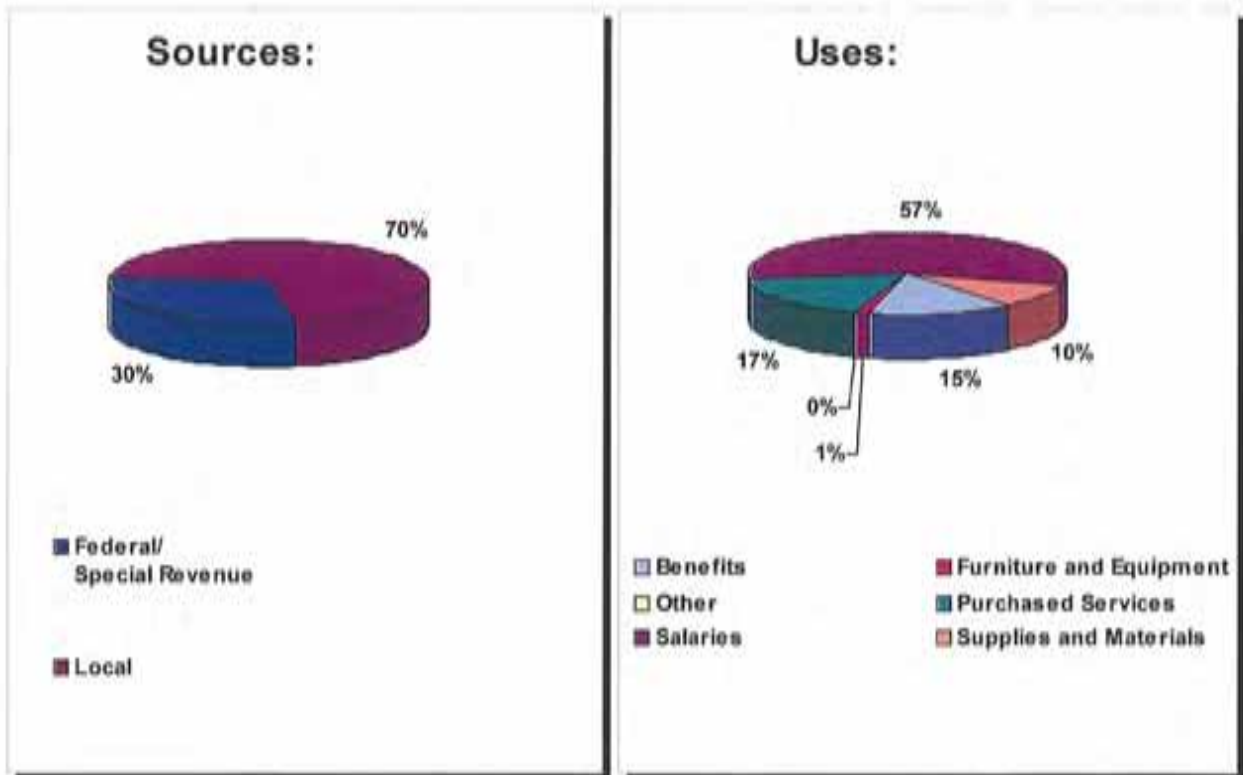
Description	Amount
Salaries and Benefits	
Benefit increase	\$ 21,625
Central Office Reduction - extended employment	(22,177)
Redirected funds for extended employment to supplies and materials	(4,162)
Federal adjustment - Foreign Language Assistance Program grant	34,045
Dental Insurance - additional employee contribution	(2,249)
Eliminated two elementary spanish teachers	(112,252)
Purchased Services	
Central Office Reduction - travel	(1,069)
Redirected funds for contracted services to supplies and materials	(6,572)
Federal adjustment - Foreign Language Assistance Program grant	198,335
Supplies and Materials	
Central Office Reduction - materials and supplies	(414)
Redirected funds to supplies from salaries and benefits and purchased services	10,734
Federal adjustment - Foreign Language Assistance Program grant	63,898
Furniture and Equipment	
Federal adjustment - Foreign Language Assistance Program grant	37,655

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

GLOBAL STUDIES AND WORLD LANGUAGES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 808,934	\$ 887,424	\$ 499,328	\$ 305,907
Benefits	214,991	221,489	106,503	64,964
Purchased Services	248,394	57,700	379,712	386,755
Supplies and Materials	136,828	42,318	62,054	107,695
Furniture and Equipment	17,363	-	-	-
Other	-	-	-	-
	<u>\$ 1,426,510</u>	<u>\$ 1,208,931</u>	<u>\$ 1,047,597</u>	<u>\$ 865,321</u>

Note: Actual salaries and benefits for Global Studies school based positions are reflected in the Schools Division, although these positions are budgeted in the Global Studies department.



FEDERAL AND STATE COMPLIANCE SERVICES

Description: The Federal/State Programs and Compliance Office oversees an array of services delivered to schools, students and families to support the academic growth and success of the whole child. In collaboration with the schools and community, we utilize research-based best practices to strategically plan, implement, monitor, coordinate and assess the activities and operations of Title I, LEA Improvement, and McKinney-Vento services, in accordance with federal and state laws and regulations.

BUDGET ACCOUNTABILITY:

Ron Thompson

Executive Director for Federal/State Programs and Compliance

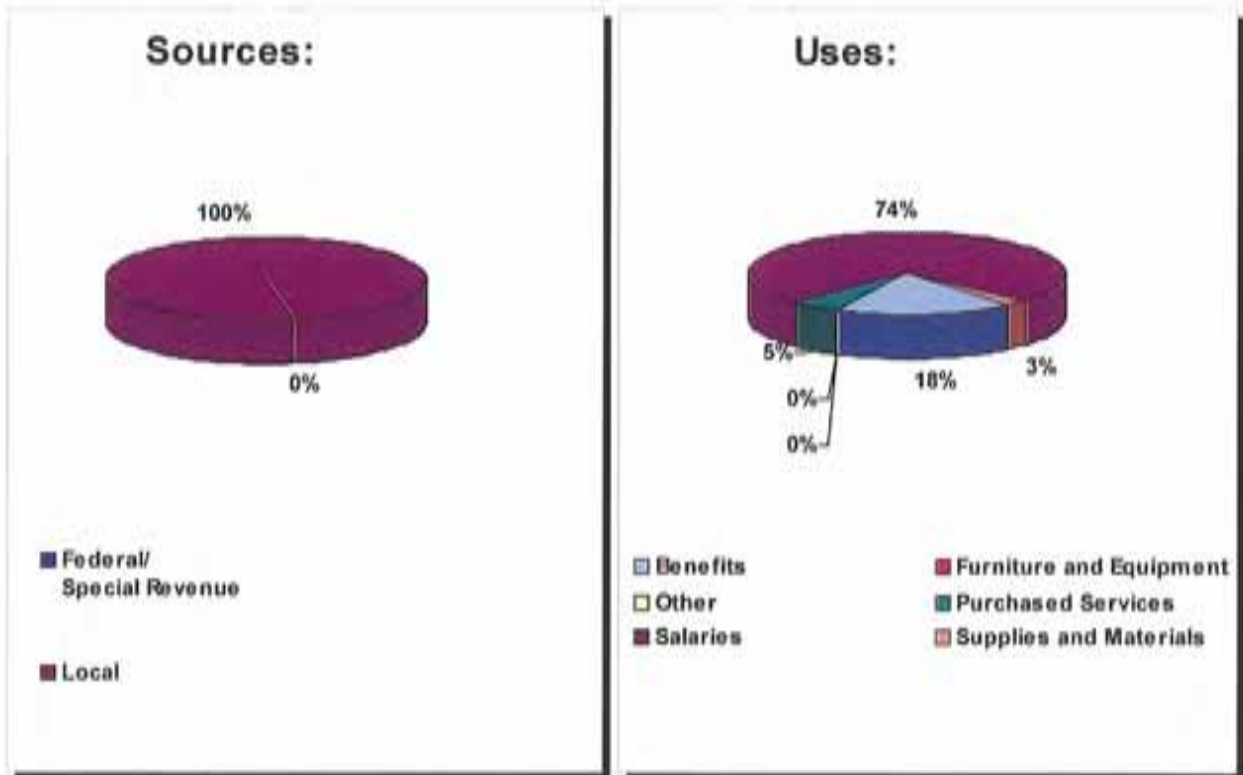
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 1,450
Central Office Reduction - eliminated secretary position	(45,559)
Dental Insurance - additional employee contribution	(250)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

FEDERAL AND STATE COMPLIANCE SERVICES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 64,035	\$ 98,645	\$ 150,313	\$ 151,392
Benefits	15,753	25,502	22,315	22,250
Purchased Services	4,520	4,520	3,925	1,705
Supplies and Materials	2,216	2,216	1,400	8,387
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 86,524</u>	<u>\$ 130,883</u>	<u>\$ 177,953</u>	<u>\$ 183,734</u>



ESEA TITLE I-Part A BASIC PROGRAMS

Description: Title I is a Federal entitlement grant designed to help students meet high standards. Schools with high levels of poverty qualify for services. Services are supplemental and focus on supporting comprehensive reform in school-wide settings, accelerating students' progress, supporting teacher professional development and promoting family/community involvement.

BUDGET ACCOUNTABILITY:

Anthony Bucci
 Director of Title I Services

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

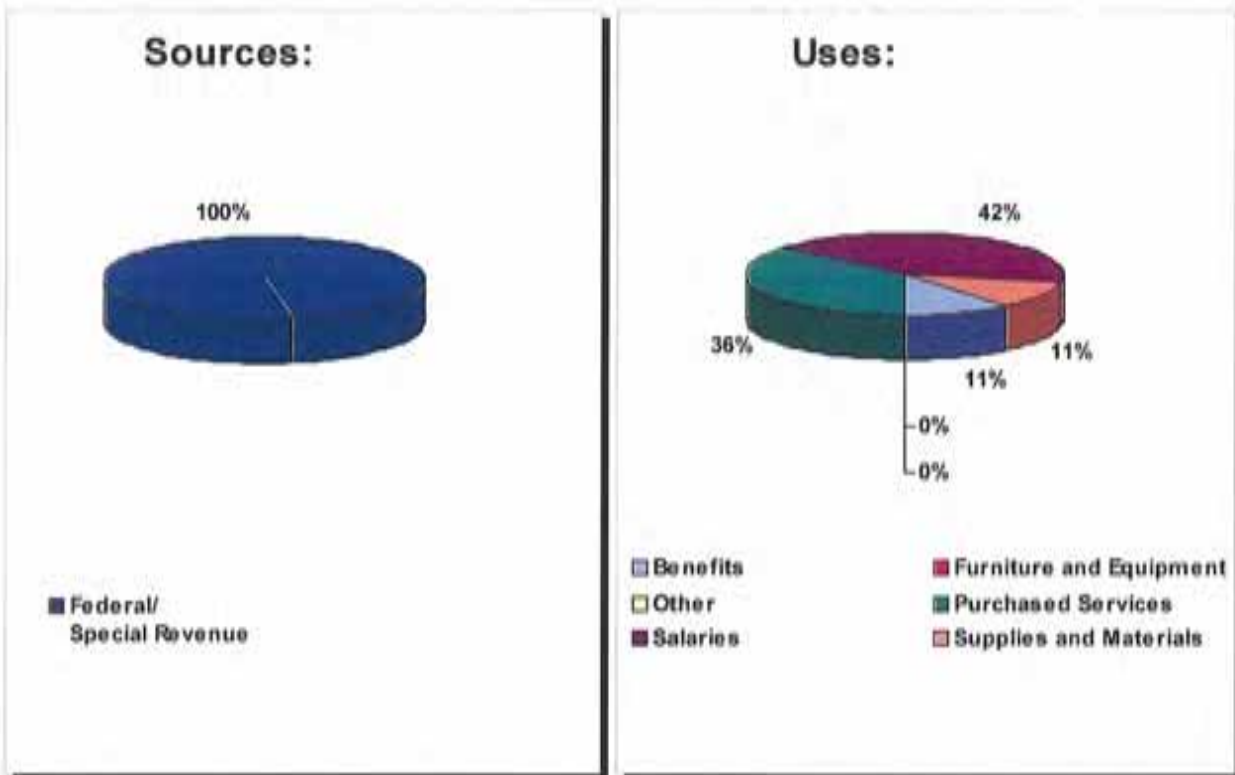
Description	Amount
Salaries and Benefits	
Benefit increase	\$ 339,364
Federal Adjustment - Title I	(2,390,535)
Federal Adjustment - Title I School Improvement 1003G	461,793
Federal Adjustment - ARRA -Title I School Improvement 1003G	1,935,500
Federal Adjustment - ARRA - Title I	2,690,108
Dental Insurance - additional employee contribution	(118,694)
Purchased Services	
Federal Adjustment - Title I	(707,797)
Federal Adjustment - Title I School Improvement	(777,215)
Federal Adjustment - ARRA - McKinney Vento	95,013
Federal Adjustment - ARRA - Title I	62,881
Federal Adjustment - Title I School Improvement 1003G	(13,704)
Federal Adjustment - ARRA -Title I School Improvement 1003G	44,729
Supplies and Materials	
Federal Adjustment - Title I School Improvement 1003G	(203,962)
Federal Adjustment - Title I	222,605
Federal Adjustment - Title I School Improvement	457,044

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ESEA TITLE I-Part A BASIC PROGRAMS

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 16,059,839	\$ 14,023,274	\$ 7,200,019	\$ 6,895,547
Benefits	4,242,133	3,561,302	1,593,445	1,458,102
Purchased Services	13,908,545	15,095,551	12,409,579	6,751,491
Supplies and Materials	4,174,243	3,695,948	5,431,623	2,851,904
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 38,384,760	\$ 36,376,075	\$ 26,634,666	\$ 17,957,044

Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



MEDIA SERVICES

Description: The mission of Media Services is to create information literate students, stimulate intellectual growth, enrich learning, support recreational and instructional reading, instill an appreciation for literature and other creative expressions, pursue information for personal interests, and strive for excellence in finding, retrieving, analyzing, and using information. We focus on offering professional development and communicating with media specialists, media assistants, principals, and district-level decision makers.

BUDGET ACCOUNTABILITY:

Gloria Miller
 Director, Media Services

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

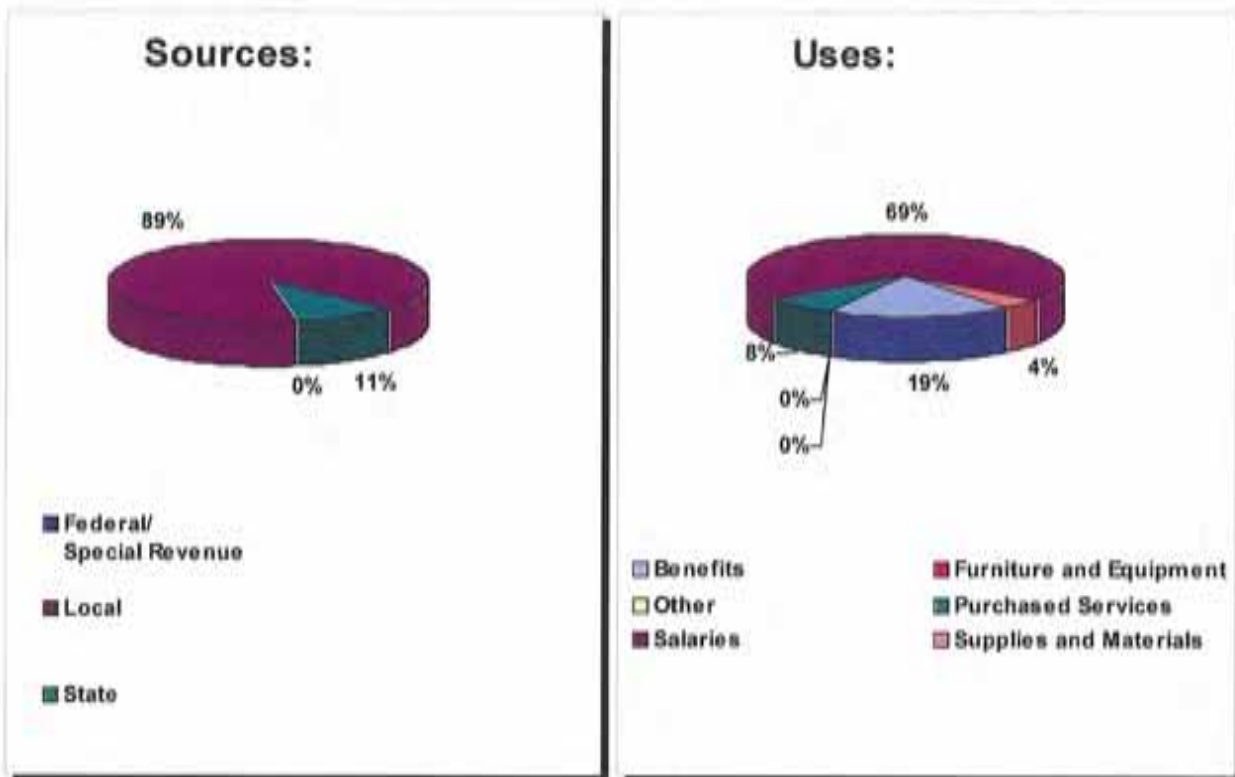
Description	Amount
Salaries and Benefits	
Benefit increase	\$ 9,338
Central Office Reduction - eliminated media position	(37,763)
Dental Insurance - additional employee contribution	(999)
Purchased Services	
Central Office Reduction - contracted services (LYRASIS)	(19,600)
Redirected funds to contracted services for SirsiDynex from supplies and materials	19,205
Redirected funds to contracted services for SirsiDynex from Technology Services	71,995
Supplies and Materials	
Central Office Reduction - periodicals and supplies	(2,801)
Redirected funds from supplies to contracted services	(19,205)
Magnet Program - purchase library books	44,900
Reduced media supplies and materials	(150,000)
Furniture and Equipment	
Central Office Reduction - furniture replacement	(20,000)
Magnet Program - purchase furniture	54,600

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
MEDIA SERVICES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 369,112	\$ 397,423	\$ 502,450	\$ 532,057
Benefits	101,712	102,553	118,827	123,739
Purchased Services	95,100	23,500	54,368	46,320
Supplies and Materials	1,010,905	1,138,011	979,648	1,199,206
Furniture and Equipment	74,587	39,987	-	-
Other	-	-	-	-
	<u>\$ 1,651,416</u>	<u>\$ 1,701,474</u>	<u>\$ 1,655,293</u>	<u>\$ 1,901,322</u>

Note: Media materials allocations to schools are included in the Media Services department, however, actual expenditures by the schools are reflected in the Schools Division.



TIF-LEAP PROGRAM

Description: TIF-LEAP Program (Teacher Incentive Fund-Leadership for Educator's Advanced Performance) is a five-year initiative to develop a sustainable performance-based compensation system focused on student achievement at 20 of the district's highest-needs schools.

BUDGET ACCOUNTABILITY:

Susan Norwood
 Executive Director, TIF-LEAP Grant

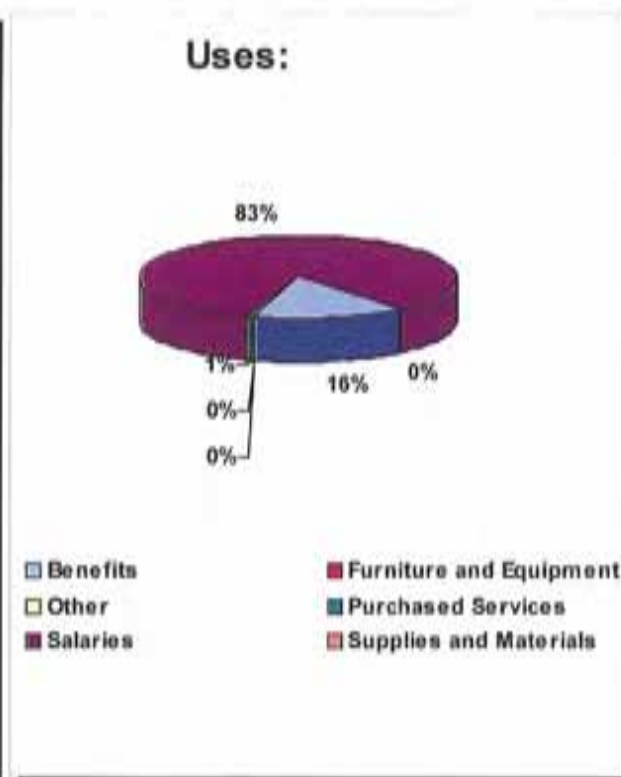
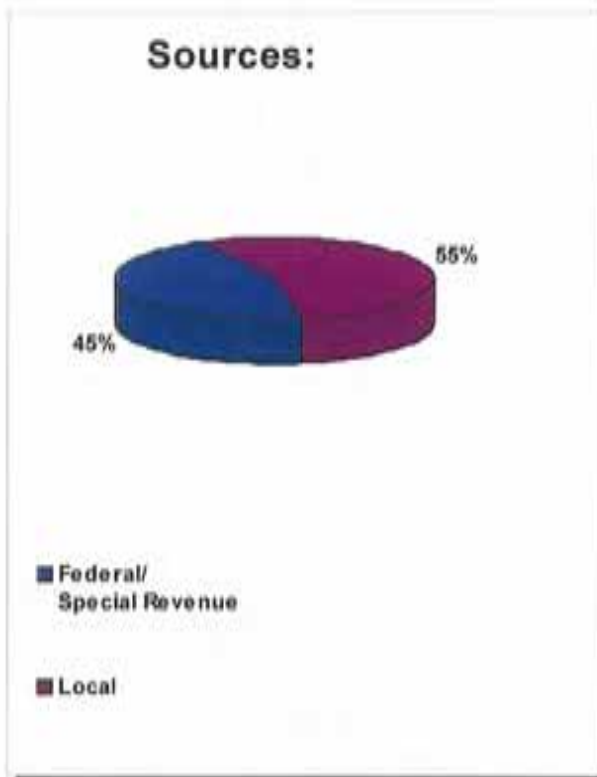
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 43,119
Federal adjustment - TIF grant	(193,890)
Dental Insurance - additional employee contribution	(1,000)
Purchased Services	
Federal adjustment - TIF grant	(12,884)
Supplies and Materials	
Federal adjustment - TIF grant	(750)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

TIF-LEAP PROGRAM

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 3,269,349	\$ 3,411,952	\$ 1,663,997	\$ 173,464
Benefits	611,701	620,869	191,185	35,683
Purchased Services	31,762	44,646	15,545	177,363
Supplies and Materials	6,448	7,198	5,247	20,031
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 3,919,260</u>	<u>\$ 4,084,665</u>	<u>\$ 1,875,974</u>	<u>\$ 406,541</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
EXCEPTIONAL CHILDREN SERVICES

Description: Federal, state and local funds provide for the development of special education programs and services in accordance with the Individuals with Disabilities Education Act (IDEA) to meet the needs of all eligible exceptional students, provide technical support to schools, provide for communication with schools and the community regarding eligibility for services, the continuum of services, due process rights and operational issues, and provide professional development opportunities to teachers/administrators.

BUDGET ACCOUNTABILITY:

Dr. Jane Rhyne
 Assistant Superintendent for Exceptional Children

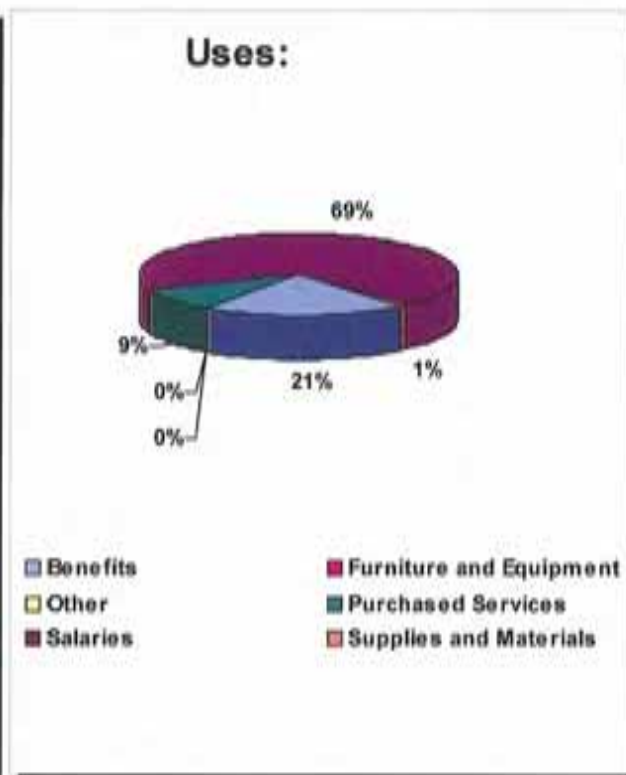
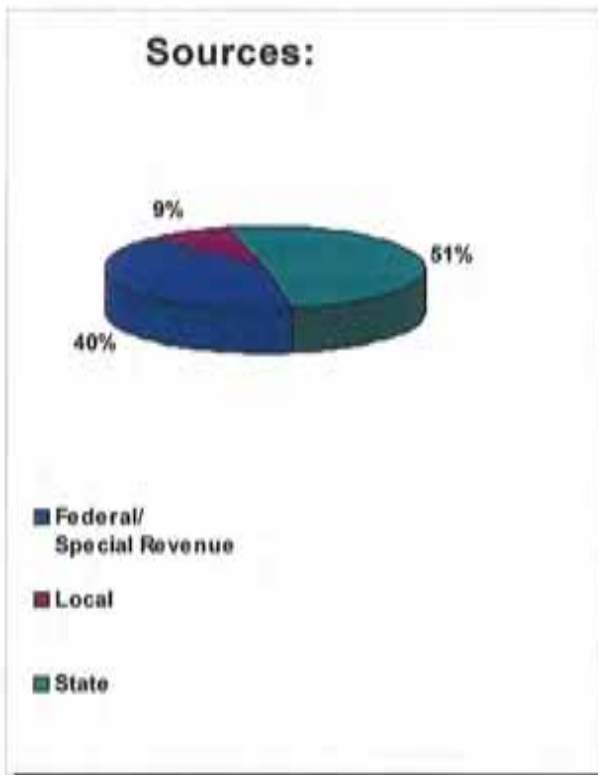
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 2,193,067
State allotment adjustment - Exceptional Children	(4,700,320)
Federal Adjustment- ARRA IV-B grant	3,287,635
Federal Adjustment - ARRA IDEA Preschool grant	407,428
Dental Insurance - additional employee contribution	(359,311)
Eliminated four PBIS positions	(333,730)
Purchased Services	
State allotment adjustment - Exceptional Children	2,184,878
State allotment adjustment - Exceptional Children Special Funds	(998,068)
Federal Adjustment - IDEA Early Intervening Services	(422,907)
Federal Adjustment - Medicaid Reimbursement	(469,495)
Federal Adjustment- IV-B grant	2,018,160
Federal Adjustment- ARRA IV-B grant	167,392
Eliminated PBIS contracted services	(28,275)
Supplies and Materials	
Federal Adjustment- IV-B grant	(125,103)
Federal Adjustment- IV-B Preschool Handicapped grant	154,476
Eliminated PBIS supplies	(1,200)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
EXCEPTIONAL CHILDREN SERVICES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	81,123,458	82,813,628	78,090,135	73,388,784
Benefits	24,683,487	23,509,250	20,090,393	19,100,671
Purchased Services	11,152,337	7,991,238	5,123,020	6,583,923
Supplies and Materials	1,046,786	829,125	2,072,856	832,971
Furniture and Equipment	-	-	64,728	-
Other	-	-	-	-
	<u>\$ 118,006,068</u>	<u>\$ 115,143,241</u>	<u>\$ 105,441,132</u>	<u>\$ 99,906,349</u>



SUPPORT SERVICES

Description: Provides assistance for students through multi-disciplinary support services. The department includes school counselors, school psychologists, school social workers and substance abuse program counselors. Additionally, coordinated school health services and section 504 services are housed in this area. Pre-k-12 Support Services Department focuses on the identification and elimination of barriers to academic achievement for all students. The department supports the academic and personal development of all students through school-based services, outreach and referrals to community agencies and parental involvement.

BUDGET ACCOUNTABILITY:

Karen Thomas
Executive Director, Support Services

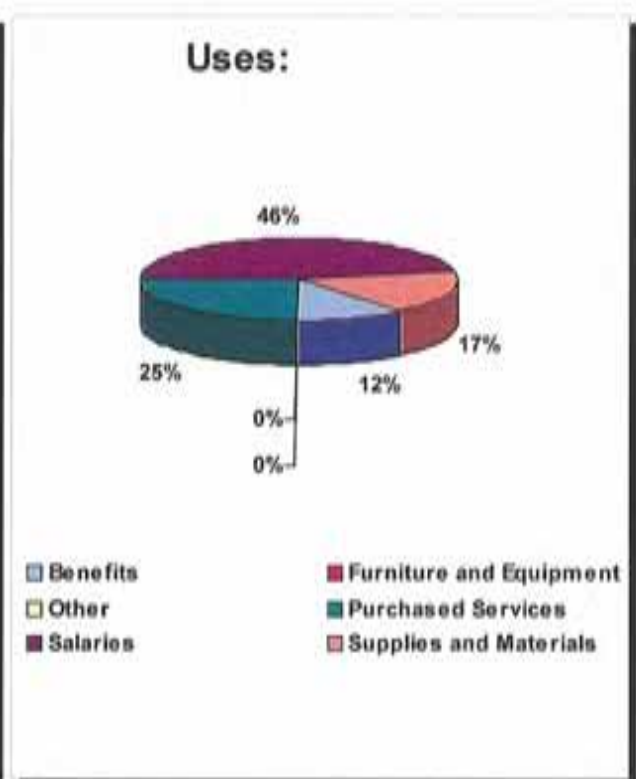
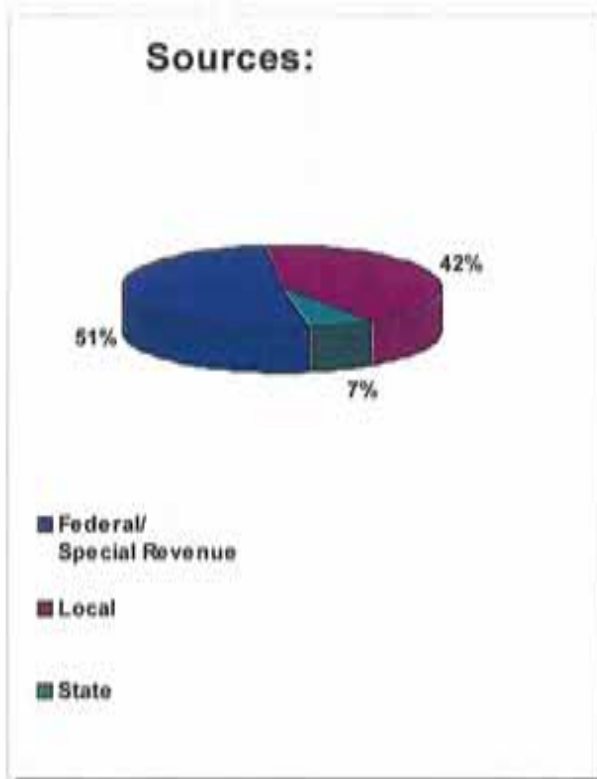
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 40,849
Federal Adjustment - Drug Free Schools grant	(449,274)
Federal Adjustment - HRAAP Drug Free Schools grant	21,298
Redirected three SAP counselor positions from support services department	194,987
Dental Insurance - additional employee contribution	(4,896)
Purchased Services	
Federal Adjustment - Drug Free Schools grant	(32,838)
Federal Adjustment - Asthma grant	25,425
Federal Adjustment - Medicaid Reimbursement	556,768
Supplies and Materials	
Central Office Reduction - supplies and software purchases	(39,128)
Federal Adjustment - Medicaid Reimbursement	444,872
Federal Adjustment - Abstinence grant	(57,019)
Federal Adjustment - Drug Free Schools grant	89,992
Federal Adjustment - HRAAP Drug Free Schools grant	43,352
Federal Adjustment - Asthma grant	

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
SUPPORT SERVICES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 2,285,566	\$ 2,318,197	\$ 2,331,169	\$ 2,262,945
Benefits	559,539	524,013	489,527	474,569
Purchased Services	1,197,303	659,507	1,225,870	1,458,318
Supplies and Materials	818,836	343,592	361,776	269,998
Furniture and Equipment	-	5,000	-	2,564
Other	-	-	-	-
	<u>\$ 4,861,244</u>	<u>\$ 3,850,309</u>	<u>\$ 4,408,342</u>	<u>\$ 4,468,394</u>



FAMILY AND COMMUNITY SERVICES

Description: The Family and Community Services Department is responsible for developing and implementing plans to increase family involvement in the schools and within the district. The department works closely with PTAs, PTOs, School Leadership Teams, and the Title I office to provide parents with information to help them help their children become successful in school. The Family and Community Services staff members work to increase family support and involvement in education by providing information, training, and increased access to resources. The department builds collaborations and partnerships with outside agencies, organizations, and the community to support family involvement in the schools.

BUDGET ACCOUNTABILITY:

Jerri Haigler

Executive Director, Family and Community Services

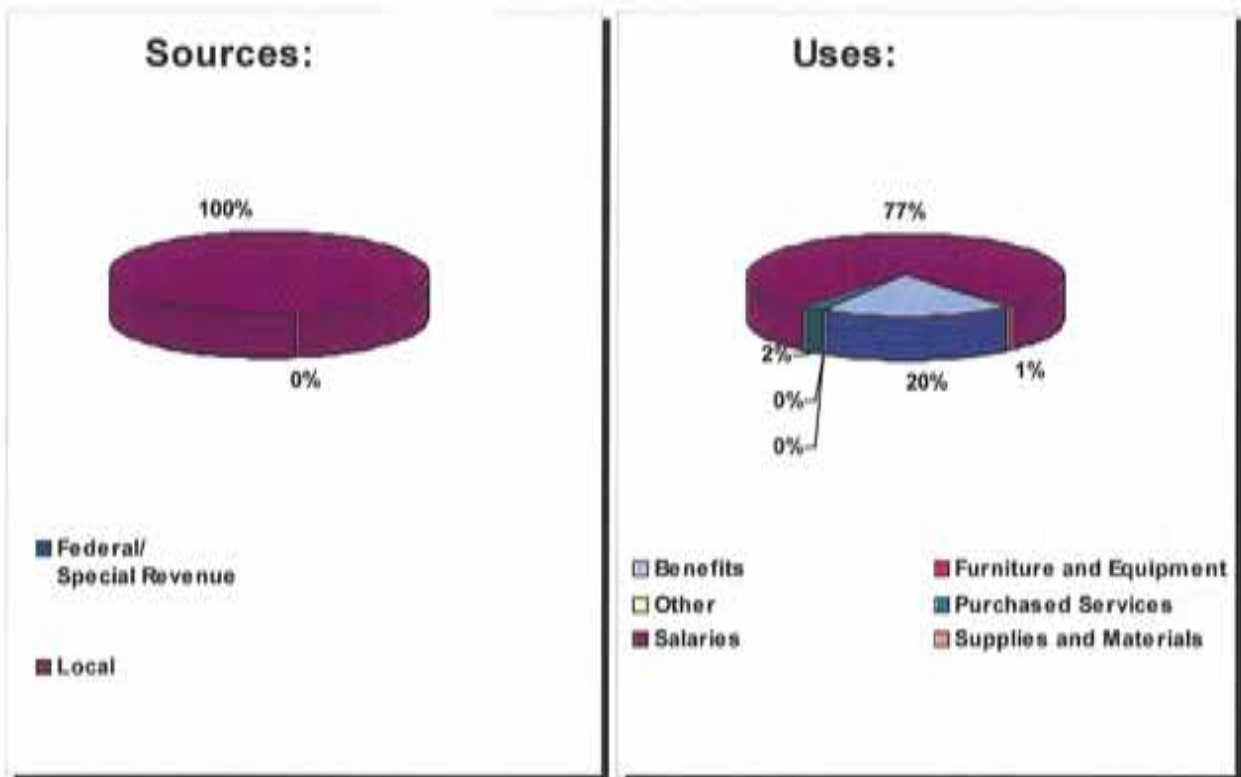
SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 12,388
Dental Insurance - additional employee contribution	999

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
FAMILY AND COMMUNITY SERVICES

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 521,200	\$ 521,200	\$ 503,589	\$ 395,088
Benefits	134,156	122,767	111,709	88,850
Purchased Services	16,712	10,712	218,997	8,791
Supplies and Materials	4,135	2,135	53,296	2,599
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 676,203	\$ 656,814	\$ 887,591	\$ 495,328



ZONES

Description: The zones are designed to place support for instructional programs closer to the classroom. The goal is to improve services to schools and make the district more responsive to community concerns.

BUDGET ACCOUNTABILITY:

Tyler Ream, Curtis Carroll, Monique Gardner-Witherspoon, Scott Muri, Joel Ritchie
Area Superintendents

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
Salaries and Benefits	
Benefit increase	\$ 53,860
Learning Communities/Achievement Zone - eliminated 1 area supt., 2 exec. director, 8 resource teacher and 3 secretary positions	(1,100,041)
Dental Insurance - additional employee contribution	(5,125)
Modification of employment terms - five resource teachers	(32,735)
Purchased Services	
Learning Communities/Achievement Zone - leases, contracted services, electric, and telephone	(552,187)
Supplies and Materials	
Learning Communities/Achievement Zone - office supplies	(90,790)

Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
ZONES

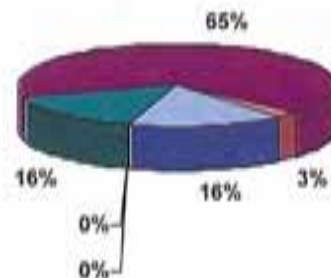
Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 2,346,013	\$ 3,263,995	\$ 4,008,115	\$ 3,942,150
Benefits	574,889	740,402	842,701	811,202
Purchased Services	554,612	1,111,299	1,067,418	1,161,977
Supplies and Materials	89,140	175,430	220,716	265,235
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	\$ 3,564,654	\$ 5,291,126	\$ 6,138,950	\$ 6,180,564

Sources:



- Federal/
Special Revenue
- Local
- State

Uses:



- Benefits
- Salaries
- Furniture and Equipment
- Purchased Services
- Supplies and Materials

This page left blank intentionally.

SCHOOLS



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
SCHOOLS: EXPENDITURES

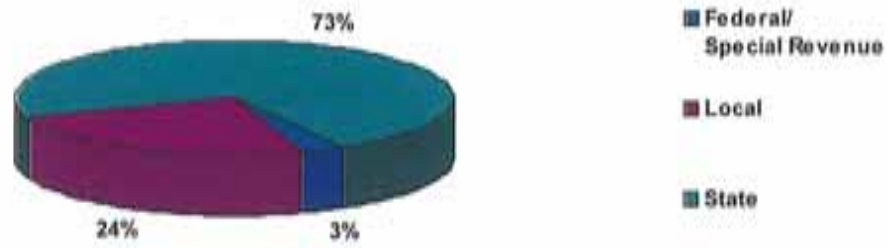
Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	443,408,200	460,377,681	484,065,262	485,254,121
Benefits	128,227,796	121,034,151	118,724,993	114,201,010
Purchased Services	6,941,795	6,005,531	5,906,229	5,399,126
Supplies and Materials	14,756,791	12,841,563	13,328,976	13,711,024
Furniture and Equipment	1,262,434	1,268,509	46,789	40,544
Other	14,791,040	12,977,237	13,935,491	10,147,381
	<u>\$ 609,388,056</u>	<u>\$ 614,504,672</u>	<u>\$ 636,007,740</u>	<u>\$ 628,753,206</u>

SIGNIFICANT CHANGES: 2010-11 ADOPTED BUDGET VS. 2009-10 ADOPTED BUDGET

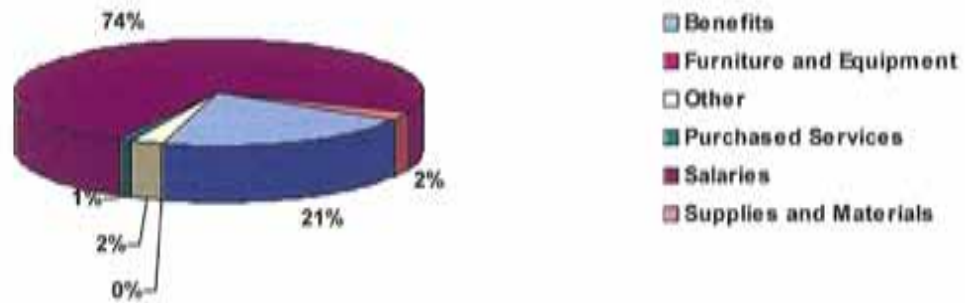
Benefit increase	\$ 11,776,659
Enrollment increases	5,092,370
New schools	3,486,735
Charter school increase	1,813,803
Modification of teacher assistant model	(1,677,029)
Adjust school secretary allotment (formula change)	(1,102,148)
Mentor pay	(1,031,945)
Modification of employment term for central office and school based positions	(1,109,592)
Modification of small high school allotment	(1,446,101)
Eliminate 121 teacher-level positions	(6,383,113)
Eliminate 165 teacher-level positions	(8,069,985)
Eliminate K-3 FOCUS school ratio of 1:17	(1,271,634)
K-2 teacher assistant formula	(4,766,660)
ADM Teachers (Middle) increase class size ratio by 1	(2,592,177)
ADM Teachers (Elementary) increase class size ratio by 1	(1,320,543)
ADM Teachers (High) increase class size ratio by 1	(2,298,723)

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
SCHOOLS: SOURCES AND USES

Sources



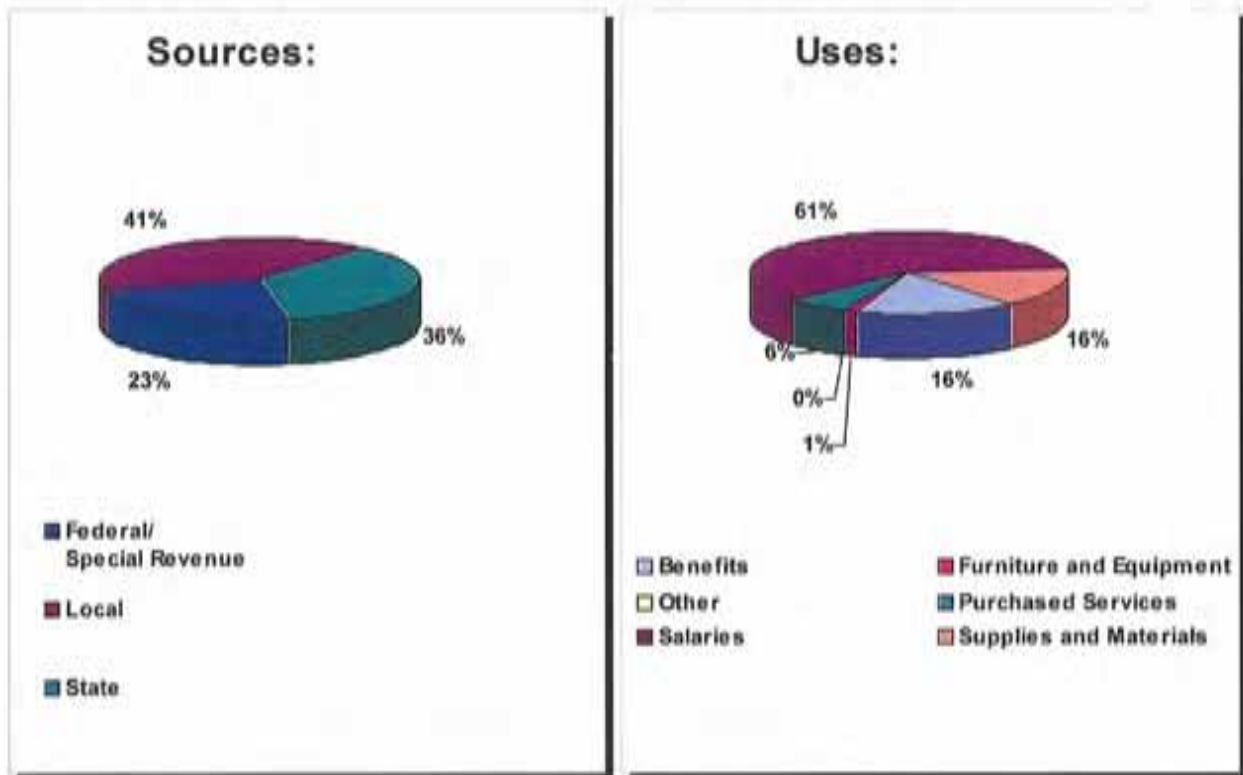
Uses



**SCHOOL ADMINISTRATION SUPPORT SERVICES
(Principals, Assistant Principals, Clerical)**

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 56,049,612	\$ 54,694,836	\$ 59,773,555	\$ 57,127,328
Benefits	15,344,196	13,660,955	14,495,950	14,094,663
Purchased Services	5,819,795	6,005,531	5,906,229	5,399,126
Supplies and Materials	14,756,791	12,841,563	13,328,976	13,711,024
Furniture and Equipment	1,262,434	1,268,509	46,789	40,544
Other	-	-	-	-
	<u>\$ 93,232,828</u>	<u>\$ 88,471,394</u>	<u>\$ 93,551,499</u>	<u>\$ 90,372,685</u>

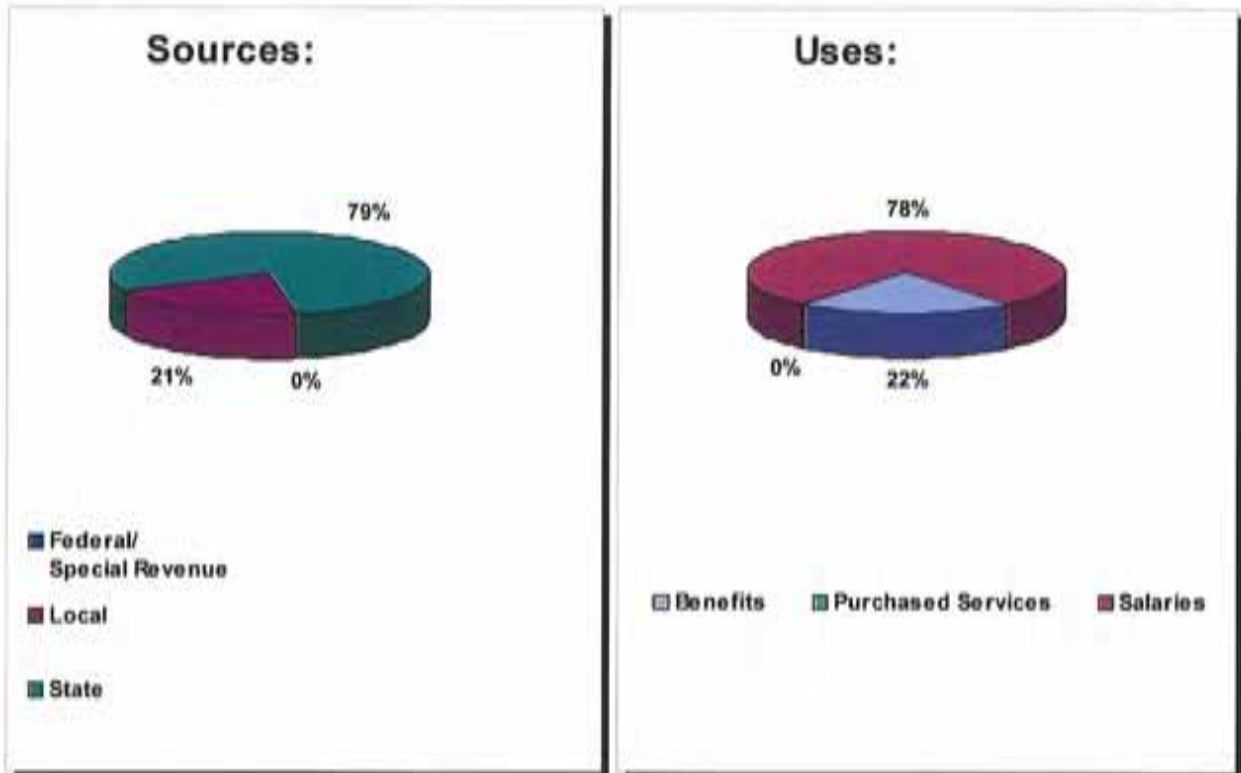
Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
CLASSROOM TEACHERS

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	330,994,022	345,698,662	358,264,982	359,650,599
Benefits	95,394,432	89,183,601	85,996,285	81,549,181
Purchased Services	1,122,000	-	-	-
	<u>\$ 427,510,454</u>	<u>\$ 434,882,263</u>	<u>\$ 444,261,267</u>	<u>\$ 441,199,780</u>

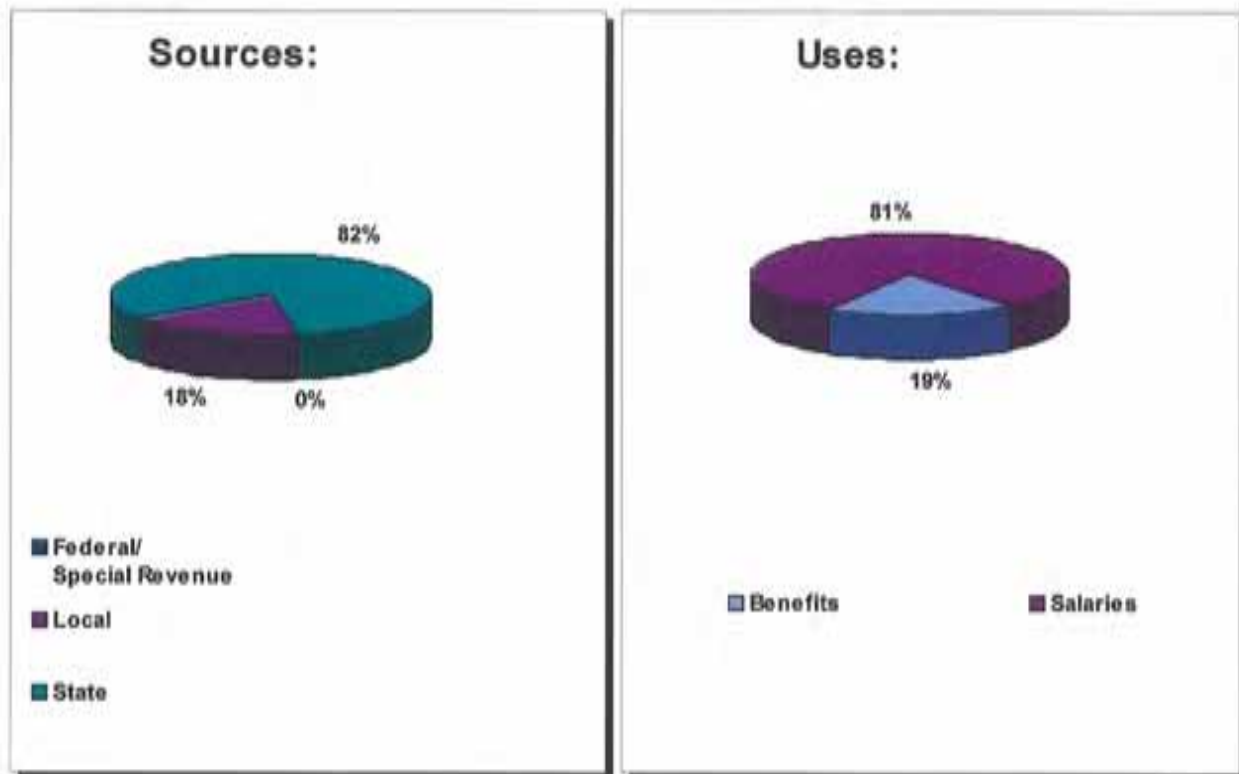
Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



SUPPORT POSITIONS (Media Specialist, Social Worker, Counselor, Psychologist)

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	37,189,864	36,862,382	36,256,015	40,519,496
Benefits	8,980,196	9,190,687	8,332,159	9,183,877
	<u>\$ 46,170,060</u>	<u>\$ 46,053,069</u>	<u>\$ 44,588,174</u>	<u>\$ 49,703,373</u>

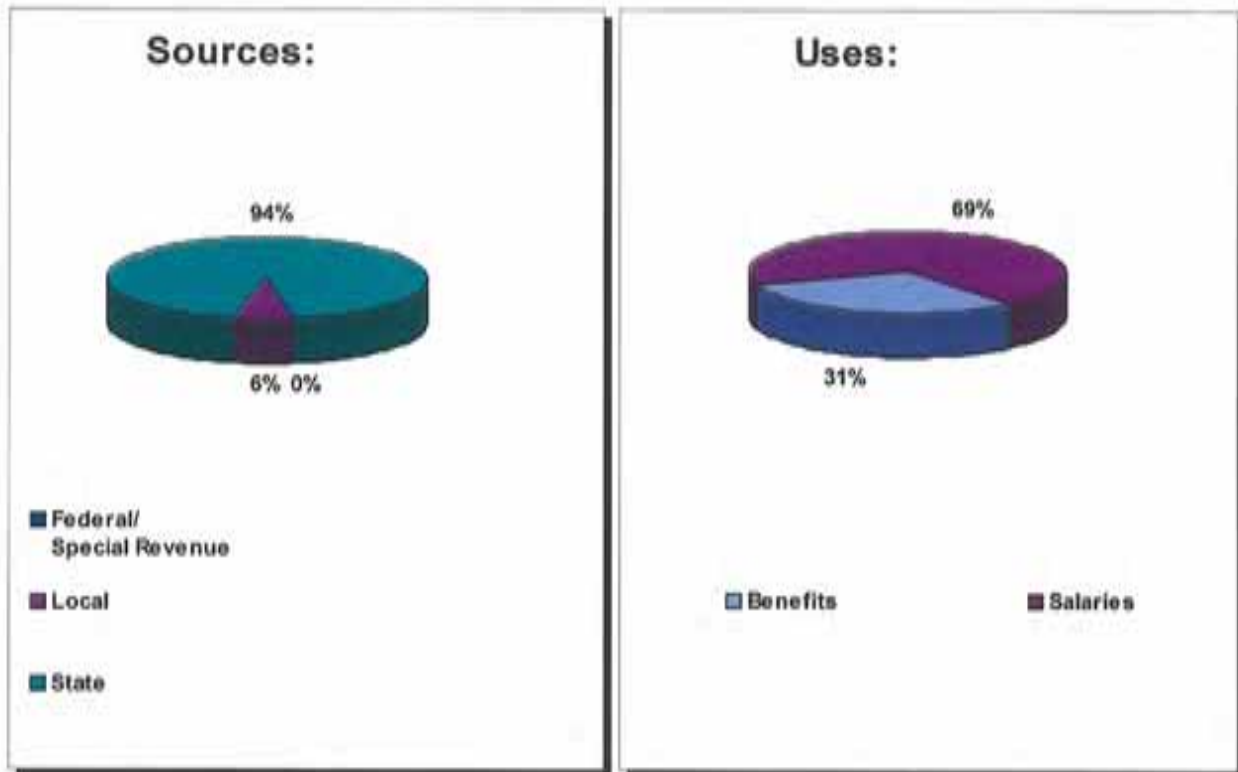
Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



ASSISTANTS (Teacher Assistants, Media Assistants, Administrative Assistants)

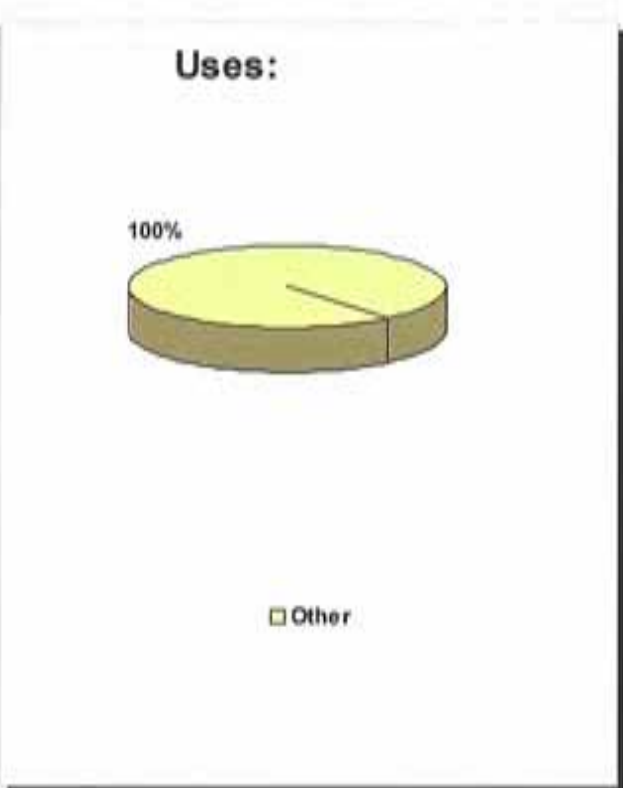
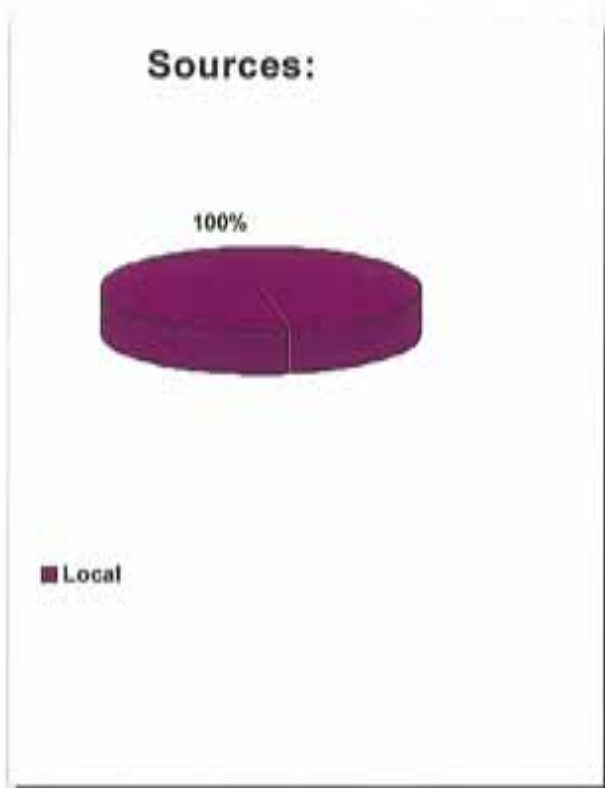
Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	19,174,702	23,121,801	29,770,710	27,956,698
Benefits	8,508,972	8,998,908	9,900,599	9,373,289
	<u>\$ 27,683,674</u>	<u>\$ 32,120,709</u>	<u>\$ 39,671,309</u>	<u>\$ 37,329,987</u>

Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
CHARTER SCHOOLS

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Other	\$ 14,791,040	\$ 12,977,237	\$ 13,935,491	\$ 10,147,381
	<u>\$ 14,791,040</u>	<u>\$ 12,977,237</u>	<u>\$ 13,935,491</u>	<u>\$ 10,147,381</u>



This page left blank intentionally.

APPENDICES



GLOSSARY OF TERMS

Administrative Support Services

Activities concerned with the Board of Education, Executive Administration, and General Administration.

Appropriation

An allocation of funds for expenditures or to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

Average Daily Attendance (ADA)

The aggregate days of attendance for the period divided by the number of days school was actually in session.

Average Daily Membership (ADM)

The sum of the number of days in membership for all students in individual school units, divided by the number of school days in the term.

Balanced Scorecard

A scorecard is a management and measurement system alignment to the CMS vision and goals. It is used as both a roadmap to set direction and a dashboard to check progress. The "Balanced" refers to the scorecard's use of objectives and measures in four quadrants.

Budget

A plan of financial operations embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of funding.

Budget Calendar

A budget calendar is included in the School Budget and Fiscal Control Act and prescribes the last day on which certain steps of the budget are to be performed.

Budgetary Control

The management of the financial affairs of the school system in accordance with the appropriate laws, regulations, and procedures of the various governing bodies.

Business Support Services

Activities concerned with fiscal services, operation of plant, transportation of pupils, plant maintenance, and supply services.

Career Development/Performance-Based Accountability Program (PBAP)

An intensive in-service and evaluation program which provides a "career ladder" for teachers leading to salaries equivalent to the mid-management pay range.

Capital Replacement

Expenditures relating to replacement of roofs, heating and air conditioning systems and other fixed assets of the school system including furniture, equipment, and vehicles.

Categorical Grants

Normally used to describe a grant received from another governmental unit to be used or expended on specific programs or activities.

GLOSSARY OF TERMS

Central Support Services

Activities concerned with directing and managing system-wide programs of personnel management, planning, research, communications, and data processing.

Child Nutrition

Activities concerned with providing food to pupils and staff in a school or local school administrative unit, including the preparation and serving of regular and incidental meals, lunches, or snacks in connection with school activities and the delivery of food.

Co-Curricular Instructional Programs

School sponsored activities designed to provide opportunities for pupils to participate in such experiences on an individual or group basis for purposes of motivation, enjoyment, and improvement of skills (e.g., athletics, yearbooks, clubs, etc.).

Community Services

Activities not directly related to the provision of education for pupils. These services include community recreational, educational, and cultural programs and activities.

Continuation Budget

A budget which includes the necessary resources for an entity to continue offering the same level of services as was furnished in the prior budget period.

Contracted Services

Costs of services performed by outside agencies such as tuition to special schools and institutions, legal and audit costs, consultant services, and contracted repairs on buildings and equipment.

Current Expense

Operational costs for the entire school system, including all revenues from State, County, Federal, and other miscellaneous sources. Capital replacement and building program costs are not considered part of current expense.

Employee Benefits

Amounts paid by the school system on behalf of their employees. These amounts are not included in the gross salary, but are over and above. They are fringe benefit payments and, while not paid directly to employees, nevertheless, are part of the cost of salaries and benefits when appropriate. Total employee benefit costs are allocated to programs, activities, or functions in proportion to full-time salary costs. Employee benefits include social security, retirement (pensions), health insurance, dental insurance, life insurance, worker's compensation, and unemployment compensation.

Entitlement

The amount of payment to which a state, local government, or school system is entitled as determined by the federal government pursuant to an allocation formula contained in applicable statutes.

Fiscal Year

The twelve month period of time to which the annual budget applies. All North Carolina school systems, by law, must observe a fiscal year that begins on July 1 and ends on June 30.

GLOSSARY OF TERMS

Fund

A fund is an independent fiscal and accounting entity consisting of cash and other resources together with all related liabilities, obligations, reserves, and equities which are segregated by appropriate accounting techniques for the purpose of carrying on specific activities or attaining certain objectives in accordance with established legal regulations, restrictions, or limitations.

Furniture and Equipment

Expenditures for the acquisition of fixed assets such as equipment, computer hardware, replacement furniture, etc.

GAAP - Generally Accepted Accounting Principles

Standards pertaining to financial accounting and reporting. These standards include the conventions, broad guidelines, rules, procedures, and detailed practices necessary to define acceptable accounting practice.

Grant

A contribution or gift of cash or other assets from another party to be used or expended for a specific purpose, activity, or facility. Capital grants are restricted by the grantor for the acquisition and/or construction of fixed (capital) assets. All other grants are operating grants.

Graphic Production Center

Furnishes printing, graphic arts, and audiovisual services to the schools and departments.

Indirect Cost

Indirect cost represents support costs and incidental supplies furnished by the general support services of the school system to a specific program (usually a grant program).

Information Services

Activities concerned with writing, editing, and other preparation necessary to disseminate educational and administrative information to pupils, staff, managers, or to the general public through direct mailing, the various news media, or personal contact.

Information Systems

Costs associated with providing computerized records of personnel, financial information, and students for administrative units within the school system.

Instructional Operating Costs

Costs of supplies, materials, and other operating expenses related to the instructional program.

Instructional Staff Support Services

Activities which provide administration and logistical support to staff instructors. Included are curriculum development, in-service, and media services.

Internal Services Fund

The Internal Services Fund reflects costs of services rendered to all departments of the school system by the Maintenance Department, the Data Processing Department, the Graphic Production Center, and the Telecommunications/Copier Department.

Maintenance of Plant

Includes the cost of repairs and upkeep of physical facilities, equipment, and vehicles other than buses.

GLOSSARY OF TERMS

Media Operations

Cost of supplies, materials, and other routine expenses required in the operation of the school media centers (libraries).

National Board Professional Teacher Standards (NBPTS) Certification

A nationally recognized certification which identifies and recognizes teachers who effectively enhance student learning and demonstrate a high level of skills, abilities and commitments. In order to be certified teachers must have a minimum of three years experience and must complete an extensive 1 to 3 year process of approximately 400 hours of extra performance-based assessments.

Object Code

The service or commodity obtained as a result of a specific expenditure.

Operation of Plant

Activities dealing with the day-to-day operations of the physical facilities, primarily composed of custodial services, security, and utilities.

Other Expenditures

Amounts paid for goods and services which are not classified as salaries, employee benefits, purchased services, supplies and materials, and non-expendables. Items which could be included in this category are indirect costs, insurance, membership dues and fees, depreciation, license and title fees.

Positions

Positions equate to the full-time equivalent individuals that can be assigned for the employment period represented by the allotment category. For example, a position in the classroom teacher allotment represents an employment period of 10 months. The number of full-time equivalent individuals that can be employed is limited to the number of months associated with the positions allotted by the State.

Preaudit of Disbursements and Obligations

Preaudit is defined to mean the verification by the school finance officer that the budget resolution includes an appropriation authorizing the obligation, and that a sufficient unexpended and unobligated balance remains in an appropriation to provide for the liquidation of a liability which is or will be chargeable to a specific appropriation within the current fiscal year.

Pupil Support Services

Activities which provide technical, personal and logistical support to facilitate instruction. Included are administrative activities that result in providing pupils with appropriate medical, dental, and nursing services.

Purchased Services

Amounts paid for personal services rendered by personnel who are not on the payroll of the local school administrative unit and other services which the local school administrative unit may purchase.

Purpose Code

The function, action or purpose for which a person or thing is used or exists (why purchased). Examples of function are: regular instructional programs, special instructional programs,

GLOSSARY OF TERMS

general administration, employee benefits, and community services. See pp. 197-203 for a list of purpose codes.

Regular Instructional Programs

Instructional activities designed primarily to prepare pupils for activities as citizens, family members, and workers, as contrasted with programs designed to improve skills or overcome handicaps of a physical, mental, social and/or emotional nature. Regular instructional programs include grades K-12.

Salaries

Amounts paid to persons who are employed by the local school administrative unit in a permanent, temporary, or part-time position or one who substitutes for those in permanent positions.

School

An organizational subdivision of a school system consisting of a group of pupils composed of one or more grade groups, organized as an unit with an assigned principal, or person acting in the capacity of principal, to give instruction of the type defined in the N.C. Standard Course of Study, and housed in a school plant of one or more buildings.

School Administrative Support Services

Activities concerned with directing and managing the operation of schools. Included are the activities performed by the principal, assistant principals, and other assistants in general supervision and maintenance of the school records and the clerical staff support for these activities.

Southern Association Accreditation Standards

Minimum standards set by the Southern Association of Colleges and Schools covering diverse areas of student instruction from student curriculum to physical facilities. All member schools are required to meet Southern Association accreditation standards.

Special Instructional Programs

Instructional activities designed primarily to deal with pupils having special needs. The Special Instructional Programs include services for the academically gifted, mentally handicapped, physically handicapped, emotionally disturbed, culturally different, pupils with learning disabilities, and special programs for other pupils.

Student Services

Activities concerned with educational media services, social work services, guidance services, health services, psychological services, speech, pathology, and audiology services.

Supplies and Materials

A supply item is any article or material which meets any one or more of the following conditions: 1) it is consumed in use; 2) it loses its original shape or appearance with use; 3) it is expendable, that is, if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to replace it with an entirely new unit rather than repair it (which is not true of equipment); 4) it is an inexpensive item, having characteristics of equipment, whose small unit costs makes it inadvisable to capitalize the item; and 5) it loses its identity through incorporation into a different or more complex unit or substance.

GLOSSARY OF TERMS

Transportation of Pupils

Activities concerned with the conveyance of pupils to and from schools, as provided by state law. Included are trips between home and school and trips to school activities.

Tydings Amendment

Federal law provides that certain federal funds not obligated during the first year of allotment shall remain available for obligation and expenditure for one additional year. Federal grant periods vary. Therefore, each grant must be reviewed to determine if the Tydings Amendment will apply. Since the Federal fiscal year begins October 1 and the State fiscal year begins July 1, many grant periods can be active up to 27 months when provisions of the Tydings Amendment are applicable.

Uniform Chart of Accounts

In 1975 the General Assembly enacted a law requiring a uniform accounting system for all local school administrative units effective July 1, 1976.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-2011 SCHOOL ALLOTMENT FORMULAS
ELEMENTARY SCHOOLS

Classroom Teachers (ADM):

K-3rd:

1:22 teacher/student ratio based on weighted student population (EDS students receive weight of 1.3)

4-5th:

1:28.5 teacher/student ratio based on weighted student population (EDS students receive weight of 1.3)

K-3rd Teacher Assistants

K:

1:31 teacher/student ratio

1st-2nd:

1:44 teacher/student ratio

Support Formulas

Assistant Principal	0.5	per school**
	1	per 501+ students (EDS students receive weight of 1.3)
		** SSI schools will receive a minimum of 1
Teaching Asst. Principal (stipend)	1	less than 501 students (EDS students receive weight of 1.3)
	1	per 751+ students (EDS students receive weight of 1.3)
Counselor	1	per school
Media Specialist	1	per school
	2	per 1,201+ students
Media Assistant	1	per 1,001-1,200 students
Secretary	2	per school
	3	per 801-1,100 students
	4	per 1,101+ students
Art, Music & P.E. Teachers	0.5	per school
	1	per 386-770 students
	1.5	per 771-1,155 students
	2	per 1,156-1,540 students
	2.5	per 1,541+ students
Literacy Facilitator	1	per school

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-2011 SCHOOL ALLOTMENT FORMULAS
MIDDLE SCHOOLS

Classroom Teachers (ADM):

1:25.5 teacher/student ratio based on weighted student population (EDS students receive weight of 1.3)

Support Formulas

Assistant Principal	0.5	per school
	1	per 401-1,000 students (EDS students receive weight of 1.3)
	2	per 1,001+ students (EDS students receive weight of 1.3)
Counselor	1	per school
	2	per 526-1,050 students
	3	per 1,051-1,575 students
	4	per 1,526-2,100 students
	5	per 2,101+ students
Media Specialist	1	per school
	2	per 1,201+ students
Media Assistant	1	per 1,001-1,200 students
ISS Assistant	1	per school
Secretary	4	per school
	5	per 901-1,500 students
	6	per 1,501+ students
Academic Facilitator	1	per school

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-2011 SCHOOL ALLOTMENT FORMULAS
HIGH SCHOOLS

Classroom Teachers (ADM):

9th (excl. 9th Grade Academy):

1:26 teacher/student ratio based on weighted student population (EDS students receive weight of 1.3)

10-12th:

1:29.5 teacher/student ratio based on weighted student population (EDS students receive weight of 1.3)

Support Formulas

Assistant Principal	1	per school
	2	per 1,001-2,300 students (EDS students receive weight of 1.3)
	3	per 2,301+ students (EDS students receive weight of 1.3)
Counselor	1	per school
	2	per 426-850 students
	3	per 851-1,275 students
	4	per 1,276-1,700 students
	5	per 1,701-2,125 students
	6	per 2,126-2,550 students
	7	per 2,551-2,975 students
	8	per 2,976-3,400 students
	9	per 3,401+ students
Media Specialist	1	per school
	2	per 2,201-3,300 students
	3	per 3,301+ students
Adm. Student Intervention Asst.	1	per school
Secretary	5	per school
	6	per 1,501-2,500 students
	7	per 2,501+ students
Instructional Accountability Facilitator	1	per school

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2010-2011 SCHOOL ALLOTMENT FORMULAS
NON-PERSONNEL

SUPPLIES AND OPERATING COSTS:

School Instructional Supply	\$45.16 per pupil*
School General Supply	\$1.66 per pupil Elementary School* \$3.33 per pupil Middle School* \$7.02 per pupil Senior High School*
School Long Distance Telephone	\$.36 per pupil Elementary School* \$.88 per pupil Middle School* \$1.85 per pupil Senior High School*
Professional Travel Allotment	\$750 per School
School Athletic Supply and Equipment	\$6,373 per Middle School \$6,373 per Senior High School
School Custodial Supply and Summer Cleaning	\$9.07 per pupil

*Note: Focus Schools receive 30% greater than the standard allocation in areas indicated.

**2010-2011 STATE TEACHER SALARY SCHEDULE
NON-NBPTS**

BACHELOR "A" CERTIFICATE

YEARS OF EXPERIENCE	ANNUAL STATE BASE AMOUNT	PERCENT OF ANNUAL STATE BASE AMOUNT	ANNUAL LOCALLY PAID BASE AMOUNT	TOTAL TEN MONTH BASE ANNUAL SALARY
0	\$30,430.00	13.00%	\$3,955.90	\$34,385.90
1	\$30,430.00	13.00%	\$3,955.90	\$34,385.90
2	\$30,430.00	13.00%	\$3,955.90	\$34,385.90
3	\$30,850.00	13.00%	\$4,010.50	\$34,860.50
4	\$31,290.00	13.00%	\$4,067.70	\$35,357.70
5	\$32,640.00	13.00%	\$4,243.20	\$36,883.20
6	\$34,040.00	13.00%	\$4,425.20	\$38,465.20
7	\$35,380.00	13.00%	\$4,599.40	\$39,979.40
8	\$36,670.00	13.00%	\$4,767.10	\$41,437.10
9	\$37,710.00	13.00%	\$4,902.30	\$42,612.30
10	\$38,190.00	13.00%	\$4,964.70	\$43,154.70
11	\$38,680.00	13.00%	\$5,028.40	\$43,708.40
12	\$39,180.00	13.00%	\$5,093.40	\$44,273.40
13	\$39,670.00	13.50%	\$5,355.50	\$45,025.50
14	\$40,180.00	13.50%	\$5,424.30	\$45,604.30
15	\$40,690.00	13.50%	\$5,493.20	\$46,183.20
16	\$41,220.00	13.50%	\$5,564.70	\$46,784.70
17	\$41,760.00	13.50%	\$5,637.60	\$47,397.60
18	\$42,310.00	13.50%	\$5,711.90	\$48,021.90
19	\$42,860.00	13.50%	\$5,786.10	\$48,646.10
20	\$43,450.00	14.00%	\$6,083.00	\$49,533.00
21	\$44,030.00	14.00%	\$6,164.20	\$50,194.20
22	\$44,610.00	14.00%	\$6,245.40	\$50,855.40
23	\$45,230.00	14.00%	\$6,332.20	\$51,562.20
24	\$45,840.00	14.00%	\$6,417.60	\$52,257.60
25	\$46,500.00	14.00%	\$6,510.00	\$53,010.00
26	\$47,140.00	14.00%	\$6,599.60	\$53,739.60
27	\$47,790.00	15.00%	\$7,168.50	\$54,958.50
28	\$48,450.00	15.00%	\$7,267.50	\$55,717.50
29	\$49,130.00	15.00%	\$7,369.50	\$56,499.50
30	\$49,840.00	15.00%	\$7,476.00	\$57,316.00
31	\$50,550.00	15.00%	\$7,582.50	\$58,132.50
32	\$51,530.00	15.00%	\$7,729.50	\$59,259.50
33+	\$52,550.00	15.00%	\$7,882.50	\$60,432.50

**2010-2011 STATE TEACHER SALARY SCHEDULE
NON-NBPTS**

MASTER "M" CERTIFICATE

YEARS OF EXPERIENCE	ANNUAL STATE BASE AMOUNT	PERCENT OF ANNUAL STATE BASE AMOUNT	ANNUAL LOCALLY PAID BASE AMOUNT	TOTAL TEN MONTH BASE ANNUAL SALARY
0	\$33,470.00	13.00%	\$4,351.10	\$37,821.10
1	\$33,470.00	13.00%	\$4,351.10	\$37,821.10
2	\$33,470.00	13.00%	\$4,351.10	\$37,821.10
3	\$33,940.00	13.00%	\$4,412.20	\$38,352.20
4	\$34,420.00	13.00%	\$4,474.60	\$38,894.60
5	\$35,900.00	13.00%	\$4,667.00	\$40,567.00
6	\$37,440.00	13.50%	\$5,054.40	\$42,494.40
7	\$38,920.00	13.50%	\$5,254.20	\$44,174.20
8	\$40,340.00	13.50%	\$5,445.90	\$45,785.90
9	\$41,480.00	13.50%	\$5,599.80	\$47,079.80
10	\$42,010.00	13.50%	\$5,671.40	\$47,681.40
11	\$42,550.00	13.50%	\$5,744.30	\$48,294.30
12	\$43,100.00	13.50%	\$5,818.50	\$48,918.50
13	\$43,640.00	14.50%	\$6,327.80	\$49,967.80
14	\$44,200.00	14.50%	\$6,409.00	\$50,609.00
15	\$44,760.00	14.50%	\$6,490.20	\$51,250.20
16	\$45,340.00	14.50%	\$6,574.30	\$51,914.30
17	\$45,940.00	14.50%	\$6,661.30	\$52,601.30
18	\$46,540.00	14.50%	\$6,748.30	\$53,288.30
19	\$47,150.00	14.50%	\$6,836.80	\$53,986.80
20	\$47,800.00	15.50%	\$7,409.00	\$55,209.00
21	\$48,430.00	15.50%	\$7,506.70	\$55,936.70
22	\$49,070.00	15.50%	\$7,605.90	\$56,675.90
23	\$49,750.00	15.50%	\$7,711.30	\$57,461.30
24	\$50,420.00	15.50%	\$7,815.10	\$58,235.10
25	\$51,150.00	15.50%	\$7,928.30	\$59,078.30
26	\$51,850.00	15.50%	\$8,036.80	\$59,886.80
27	\$52,570.00	16.50%	\$8,674.10	\$61,244.10
28	\$53,300.00	16.50%	\$8,794.50	\$62,094.50
29	\$54,040.00	16.50%	\$8,916.60	\$62,956.60
30	\$54,820.00	16.50%	\$9,045.30	\$63,865.30
31	\$55,610.00	16.50%	\$9,175.70	\$64,785.70
32	\$56,680.00	16.50%	\$9,352.20	\$66,032.20
33+	\$57,810.00	16.50%	\$9,538.70	\$67,348.70

**2010-2011 STATE TEACHER SALARY SCHEDULE
NBPTS**

BACHELOR "A" CERTIFICATE

YEARS OF EXPERIENCE	ANNUAL STATE BASE AMOUNT	PERCENT OF ANNUAL STATE BASE AMOUNT	ANNUAL LOCALLY PAID BASE AMOUNT	TOTAL TEN MONTH BASE ANNUAL SALARY
0	N/A	N/A	N/A	N/A
1	N/A	N/A	N/A	N/A
2	N/A	N/A	N/A	N/A
3	\$34,550.00	13.00%	\$4,491.50	\$39,041.50
4	\$35,040.00	13.00%	\$4,555.20	\$39,595.20
5	\$36,560.00	13.00%	\$4,752.80	\$41,312.80
6	\$38,120.00	13.00%	\$4,955.60	\$43,075.60
7	\$39,630.00	13.00%	\$5,151.90	\$44,781.90
8	\$41,070.00	13.00%	\$5,339.10	\$46,409.10
9	\$42,240.00	13.00%	\$5,491.20	\$47,731.20
10	\$42,770.00	13.00%	\$5,560.10	\$48,330.10
11	\$43,320.00	13.00%	\$5,631.60	\$48,951.60
12	\$43,880.00	13.00%	\$5,704.40	\$49,584.40
13	\$44,430.00	13.50%	\$5,998.10	\$50,428.10
14	\$45,000.00	13.50%	\$6,075.00	\$51,075.00
15	\$45,570.00	13.50%	\$6,152.00	\$51,722.00
16	\$46,170.00	13.50%	\$6,233.00	\$52,403.00
17	\$46,770.00	13.50%	\$6,314.00	\$53,084.00
18	\$47,390.00	13.50%	\$6,397.70	\$53,787.70
19	\$48,000.00	13.50%	\$6,480.00	\$54,480.00
20	\$48,660.00	14.00%	\$6,812.40	\$55,472.40
21	\$49,310.00	14.00%	\$6,903.40	\$56,213.40
22	\$49,960.00	14.00%	\$6,994.40	\$56,954.40
23	\$50,660.00	14.00%	\$7,092.40	\$57,752.40
24	\$51,340.00	14.00%	\$7,187.60	\$58,527.60
25	\$52,080.00	14.00%	\$7,291.20	\$59,371.20
26	\$52,800.00	14.00%	\$7,392.00	\$60,192.00
27	\$53,520.00	15.00%	\$8,028.00	\$61,548.00
28	\$54,260.00	15.00%	\$8,139.00	\$62,399.00
29	\$55,030.00	15.00%	\$8,254.50	\$63,284.50
30	\$55,820.00	15.00%	\$8,373.00	\$64,193.00
31	\$56,620.00	15.00%	\$8,493.00	\$65,113.00
32	\$57,710.00	15.00%	\$8,656.50	\$66,366.50
33+	\$58,860.00	15.00%	\$8,829.00	\$67,689.00

NBPTS: National Board Professional Teaching Standards certification

**2010-2011 STATE TEACHER SALARY SCHEDULE
NBPTS**

MASTER "M" CERTIFICATE

YEARS OF EXPERIENCE	ANNUAL STATE BASE AMOUNT	PERCENT OF ANNUAL STATE BASE AMOUNT	ANNUAL LOCALLY PAID BASE AMOUNT	TOTAL TEN MONTH BASE ANNUAL SALARY
0	N/A	N/A	N/A	N/A
1	N/A	N/A	N/A	N/A
2	N/A	N/A	N/A	N/A
3	\$ 38,010.00	13.00%	\$4,941.30	\$42,951.30
4	\$ 38,550.00	13.00%	\$5,011.50	\$43,561.50
5	\$ 40,210.00	13.00%	\$5,227.30	\$45,437.30
6	\$ 41,930.00	13.50%	\$5,660.60	\$47,590.60
7	\$ 43,590.00	13.50%	\$5,884.70	\$49,474.70
8	\$ 45,180.00	13.50%	\$6,099.30	\$51,279.30
9	\$ 46,460.00	13.50%	\$6,272.10	\$52,732.10
10	\$ 47,050.00	13.50%	\$6,351.80	\$53,401.80
11	\$ 47,660.00	13.50%	\$6,434.10	\$54,094.10
12	\$ 48,270.00	13.50%	\$6,516.50	\$54,786.50
13	\$ 48,880.00	14.50%	\$7,087.60	\$55,967.60
14	\$ 49,500.00	14.50%	\$7,177.50	\$56,677.50
15	\$ 50,130.00	14.50%	\$7,268.90	\$57,398.90
16	\$ 50,780.00	14.50%	\$7,363.10	\$58,143.10
17	\$ 51,450.00	14.50%	\$7,460.30	\$58,910.30
18	\$ 52,120.00	14.50%	\$7,557.40	\$59,677.40
19	\$ 52,810.00	14.50%	\$7,657.50	\$60,467.50
20	\$ 53,540.00	15.50%	\$8,298.70	\$61,838.70
21	\$ 54,240.00	15.50%	\$8,407.20	\$62,647.20
22	\$ 54,960.00	15.50%	\$8,518.80	\$63,478.80
23	\$ 55,720.00	15.50%	\$8,636.60	\$64,356.60
24	\$ 56,470.00	15.50%	\$8,752.90	\$65,222.90
25	\$ 57,290.00	15.50%	\$8,880.00	\$66,170.00
26	\$ 58,070.00	15.50%	\$9,000.90	\$67,070.90
27	\$ 58,880.00	16.50%	\$9,715.20	\$68,595.20
28	\$ 59,700.00	16.50%	\$9,850.50	\$69,550.50
29	\$ 60,520.00	16.50%	\$9,985.80	\$70,505.80
30	\$ 61,400.00	16.50%	\$10,131.00	\$71,531.00
31	\$ 62,280.00	16.50%	\$10,276.20	\$72,556.20
32	\$ 63,480.00	16.50%	\$10,474.20	\$73,954.20
33+	\$ 64,750.00	16.50%	\$10,683.80	\$75,433.80

NBPTS: National Board Professional Teaching Standards certification

2010-2011 STATE PSYCHOLOGIST SALARY SCHEDULE

MASTER "M" CERTIFICATE

YEARS OF EXPERIENCE	ANNUAL STATE BASE AMOUNT	PERCENT OF ANNUAL STATE BASE AMOUNT	ANNUAL LOCALLY PAID BASE AMOUNT	TOTAL TEN MONTH BASE ANNUAL SALARY
0	\$ 38,920.00	19.00%	\$7,394.80	\$46,314.80
1	\$ 38,920.00	19.00%	\$7,394.80	\$46,314.80
2	\$ 38,920.00	19.00%	\$7,394.80	\$46,314.80
3	\$ 40,340.00	19.00%	\$7,664.60	\$48,004.60
4	\$ 41,480.00	19.00%	\$7,881.20	\$49,361.20
5	\$ 42,010.00	19.00%	\$7,981.90	\$49,991.90
6	\$ 42,550.00	20.00%	\$8,510.00	\$51,060.00
7	\$ 43,100.00	20.00%	\$8,620.00	\$51,720.00
8	\$ 43,640.00	20.00%	\$8,728.00	\$52,368.00
9	\$ 44,200.00	20.00%	\$8,840.00	\$53,040.00
10	\$ 44,760.00	20.00%	\$8,952.00	\$53,712.00
11	\$ 45,340.00	20.50%	\$9,294.70	\$54,634.70
12	\$ 45,940.00	20.50%	\$9,417.70	\$55,357.70
13	\$ 46,540.00	21.00%	\$9,773.40	\$56,313.40
14	\$ 47,150.00	21.00%	\$9,901.50	\$57,051.50
15	\$ 47,800.00	21.00%	\$10,038.00	\$57,838.00
16	\$ 48,430.00	21.50%	\$10,412.50	\$58,842.50
17	\$ 49,070.00	21.50%	\$10,550.10	\$59,620.10
18	\$ 49,750.00	21.50%	\$10,696.30	\$60,446.30
19	\$ 50,420.00	21.50%	\$10,840.30	\$61,260.30
20	\$ 51,150.00	21.50%	\$10,997.30	\$62,147.30
21	\$ 51,850.00	21.50%	\$11,147.80	\$62,997.80
22	\$ 52,570.00	21.50%	\$11,302.60	\$63,872.60
23	\$ 53,300.00	21.50%	\$11,459.50	\$64,759.50
24	\$ 54,040.00	21.50%	\$11,618.60	\$65,658.60
25	\$ 54,820.00	21.50%	\$11,786.30	\$66,606.30
26	\$ 55,610.00	21.50%	\$11,956.20	\$67,566.20
27	\$ 56,680.00	21.50%	\$12,186.20	\$68,866.20
28	\$ 57,810.00	21.50%	\$12,429.20	\$70,239.20
29	\$ 58,730.00	21.50%	\$12,627.00	\$71,357.00
30	\$ 59,670.00	21.50%	\$12,829.10	\$72,499.10
31	\$ 60,620.00	21.50%	\$13,033.30	\$73,653.30
32	\$ 61,590.00	21.50%	\$13,241.90	\$74,831.90
33+	\$ 62,580.00	21.50%	\$13,454.70	\$76,034.70

**AFTER SCHOOL ENRICHMENT, TUTOR, TITLE I AND
AVID PROGRAM SALARY SCHEDULE FOR 2010-2011**

After School Enrichment Program

Site Coordinator	Entry	\$14.88	per hour
Lead Associate	Entry	\$12.94	per hour
Teaching Associate	Entry	\$11.25	per hour
Assistant	Entry	\$10.59	per hour

<u>Tutor</u>		\$18.87	per hour
---------------------	--	---------	----------

Title I Program

Title I Certified Tutor		\$18.87	per hour
-------------------------	--	---------	----------

AVID Program

Tutor		\$10.20	per hour
-------	--	---------	----------

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**SUBSTITUTE AND NON-ATHLETIC STIPENDS
PAY RATES FOR 2010-2011**

SUBSTITUTE TEACHERS

Effective July 1, 2010

Certified Substitute Teachers	\$90.00	per day
Non-Certified Substitute Teachers	\$69.00	per day
Teacher Assistants as Classroom Substitutes	\$141.53	per day
Permanent Substitute	\$100.00	per day

OTHER SUBSTITUTE RATES

Effective July 1, 2010

Substitute EC Teacher Assistants	\$11.03	per hour
Substitute ASEP Assistants	\$10.59	per hour
Substitute Cafeteria Workers	\$10.59	per hour
Substitute Bus Drivers	\$10.59	per hour
Substitute Cafeteria Managers		Entry level for given position
Substitute Secretaries		Entry level for given position

STIPENDS

Effective July 1, 2010

Non-Athletic Stipends (Sr. High Only)	\$1,440.00	Annually
Lead Teacher/Alternative School	\$247.50	Monthly
Assistant Principal Intern	\$3,730.00	Monthly
Principal Fellow	\$1,512.00	Monthly
Mentor (Single Mentee)	\$100.00	Monthly
Mentor (Two Mentees)	\$200.00	Monthly
Honorarium	\$100.00	Per Point
A+ Mentor (One or More Mentees)	\$100.00	Monthly
Video Conferencing Teacher	\$144.00	Monthly
Teaching Assistant Principal	\$88.00	Monthly
Band Director	\$2,640.00	Annually
Elementary - Chess; Math Olympiad	\$200.00	Annually
Middle School - Chess; National Academic League	\$300.00	Annually
Sr High - Chess; Science Olympiad	\$400.00	Annually

VIF TEACHERS STATE RATE

Effective July 1, 2010

Third Year VIF Teacher	\$3,440.00	Monthly
------------------------	------------	---------

COMMUNITY USE OF SCHOOLS

Effective July 1, 2010

Custodians		Hourly Rate
Non-Exempt Non-Custodians	\$10.59	per hour
Exempt Employees	\$12.00	per hour

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

2010-2011 SALARY SCHEDULE FOR EXEMPT POSITIONS

<u>POSITION</u>	<u>PAY GRADE</u>	<u>MONTHS</u>	<u>SALARY INFORMATION</u>	
			<u>MINIMUM</u>	<u>MAXIMUM</u>
PRINCIPAL				
High School	P6	12	\$ 89,211.20	\$ 147,180.80
Essential and Specialty School	PS	12	75,317.55	124,280.00
Middle School	P5	12	73,736.00	121,659.20
Elementary School	P4	12	67,017.60	110,593.60
ASSISTANT PRINCIPAL				
High School	P3	11	53,043.47	87,516.00
Middle School	P2	11	49,401.73	81,529.07
Elementary School	P1	11	45,798.13	75,561.20
EXECUTIVE DIRECTOR				
	11	12	82,305.60	125,944.00
DIRECTOR				
	10	12	71,572.80	104,374.40
DIRECTOR				
	9	12	62,233.60	104,374.40
DIRECTOR				
	8	12	54,121.60	95,036.20

Where Applicable:

Advanced Certificate, Doctorate, Longevity Payments, School-House Bonus and ABC Bonus will be added.

2010-11 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
4	CLERK TO THE BOARD	12	\$ 2,579.20	\$ 3,284.67
	COORDINATOR, MWSBE DATA	12		
	COORDINATOR, TEXTBOOK INVENTORY	12		
	FACILITATOR, PARENT EDUCATOR-12 MONTHS	12		
5	ACCOUNTANT	12	\$ 2,965.73	\$ 3,778.67
	ADMINISTRATOR, CONTRACT & OFFICE	12		
	AGENT, PURCHASING	12		
	COORDINATOR, MWSBE COMPLIANCE	12		
	COORDINATOR, BUILDING SVS INFORMATION	12		
	COORDINATOR, HELP DESK	12		
	COORDINATOR, INSTRUCTIONAL TECHNOLOGY	12		
	COORDINATOR, LAWSON HELP DESK	12		
	COORDINATOR, MAGNET SCHOOLS MARKETING	12		
	COORDINATOR, PARTNERSHIP	12		
	COORDINATOR, PUBLIC INFORMATION	12		
	COORDINATOR, REAL ESTATE	12		
	COORDINATOR, RIGHT CHOICES PROGRAM	12		
	COORDINATOR, SAFE SCHOOLS	12		
	ENGINEER, NETWORK SUPPORT	12		
	INSTRUCTOR, ORIENTATION AND MOBILITY	10		
	SCREENER, PRE-K	12		
	SPECIALIST, ENV HEALTH AND SAFETY	12		
	SUPERVISOR, ALARM SYSTEMS	12		
	SUPERVISOR, OFFICE	12		
6	ADMINISTRATOR, TRANSPORTATION TIMS/RIS	12	\$ 3,409.47	\$ 4,345.47
	ANALYST, BUDGET	12		
	ANALYST, CAPITAL PROJECTS	12		
	ANALYST, DEVELOPMENT	12		
	ASSISTANT, ADMINISTRATIVE TO ASSOCIATE SUPERINTENDENT	12		
	ASSISTANT, ADMINISTRATIVE TO CHIEF COMMUNICATIONS OFFICER	12		
	ASSISTANT, ADMINISTRATIVE TO GENERAL COUNSEL	12		
	ASSISTANT, ADMINISTRATIVE TO THE CHIEF ACCOUNTABILITY OFFICER	12		
	ASSISTANT, ADMINISTRATIVE TO THE CHIEF HR OFFICER	12		
	ASSISTANT, ADMINISTRATIVE TO THE CHIEF INFORMATION OFFICER	12		
	ASSISTANT, ADMINISTRATIVE TO THE CHIEF OF STAFF	12		
	ASSISTANT, ADMINISTRATIVE TO THE FINANCE OFFICER	12		
	ASSISTANT, ASEP PROGRAM	12		
	COORDINATOR, AMERICANS WITH DISABILITIES	12		
	COORDINATOR, BEGINNING TCHR SUPPORT PROGRAM	12		
	COORDINATOR, MANAGED INVENTORY	12		
	COORDINATOR, ORIENTATION & EXECUTIVE STAFFING	12		
	COORDINATOR, PLANNING & WORKFORCE MANAGEMENT	12		
	ENGINEER, SYSTEMS	12		
	INVESTIGATOR, SCHOOL LAW ENFORCEMENT	12		

2010-11 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>	
6	LIAISON, ALTERNATIVE LEARNING PROGRAM	12	\$ 3,409.47	\$ 4,345.47	
	LIAISON, AT-RISK STUDENTS INTERVENTION	12			
	LIAISON, EDUCATIONAL WITH DSS	12			
	LIAISON, HEALTHY SCHOOLS	12			
	LIAISON, YOUTH AND FAMILY SERVICES WITH DSS	12			
	MANAGER, PROCUREMENT CARD	12			
	MANAGER, SCHOOL BOARD SERVICES	12			
	MANAGER, STORAGE AND DISTRIBUTION	12			
	OFFICER, HEARING	12			
	PRODUCER EDITOR, TV-3	12			
	PRODUCER, TELEVISION AND MULTIMEDIA	12			
	RECRUITER	12			
	RECRUITER, ACHIEVEMENT ZONE	12			
	SPECIALIST I, COMPENSATION AND BENEFITS	12			
	SPECIALIST, EMPLOYEE PROGRAMS & RELOCATION	12			
	SPECIALIST, LICENSURE	12			
	SPECIALIST, MEDIA RELATIONS AZ	12			
	SPECIALIST, REAL ESTATE	12			
	SPECIALIST, VIDEO TECHNOLOGY	12			
	SUPERVISOR, ACCOUNTS PAYABLE	12			
	SUPERVISOR, AREA OPERATIONS	12			
	SUPERVISOR, GRAPHIC PRODUCTION	12			
	SUPERVISOR, GROUNDS	12			
	SUPERVISOR, PAINTING	12			
	SUPERVISOR, PAYROLL PROCESSING	12			
	SUPERVISOR, ROOFING-SHEET METAL-WELDING	12			
	SUPERVISOR, TRANSPORTATION MAINTENANCE	12			
	TEAM LEADER, POINT OF SALE	12			
	7	ACCOUNTANT, SENIOR	12	\$ 3,922.53	\$ 4,997.20
		ADMINISTRATOR, FLEET QUALITY ASSURANCE	12		
ADMINISTRATOR, MWSBE		12			
AGENT, PURCHASING SENIOR		12			
ANALYST, COMPUTER SYSTEMS		12			
ANALYST, PROGRAMMER		12			
ANALYST, SENIOR BUDGET		12			
ASSISTANT MANAGER, STATION CMS-3		12			
ASSISTANT, ADMINISTRATIVE TO THE CHIEF ACADEMIC OFFICER		12			
ASSISTANT, ADMINISTRATIVE TO THE CHIEF OPERATING OFFICER		12			
COORDINATOR, ADVANCED STUDIES		12			
COORDINATOR, AREA SUPPORT		12			
COORDINATOR, BEHAVIOR SUPPORT		10			
COORDINATOR, CATALOGING & AUTOMATION		12			
COORDINATOR, COURT & STUDENT DISCIPLINE		12			
COORDINATOR, DATA SUPPORT		12			

2010-11 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
7	COORDINATOR, DIRECT INSTRUCTION	12	\$ 3,922.53	\$ 4,997.20
	COORDINATOR, DROPOUT PREVENTION	12		
	COORDINATOR, ELEM PREVENTION AND INTERVENTION	12		
	COORDINATOR, ELEMENTARY SOCIAL STUDIES	12		
	COORDINATOR, EXTENDED DAY	12		
	COORDINATOR, FOR LNG LEAD ELEMENTARY	12		
	COORDINATOR, HIGH SCHOOL PREVENTION AND INTERVENTION	12		
	COORDINATOR, INFORMATION SYSTEMS	12		
	COORDINATOR, INSTRUCTIONAL SUPPORT	12		
	COORDINATOR, MATH TITLE I	12		
	COORDINATOR, MIDDLE SCHOOL LANGUAGE ARTS	12		
	COORDINATOR, MIDDLE SCHOOL MATH	12		
	COORDINATOR, MIDDLE SCHOOL SCIENCE	12		
	COORDINATOR, MIDDLE SCHOOL SOCIAL STUDIES	12		
	COORDINATOR, MORE AT FOUR	12		
	COORDINATOR, POSITIVE BEHAVIOR INTERVENTION AND SUPPORT	12		
	COORDINATOR, PRE-K ENROLLMENT	12		
	COORDINATOR, PRE-K INSTRUCTIONAL	12		
	COORDINATOR, PRE-K PROGRAM	12		
	COORDINATOR, PROF DEVELOPMENT TECHNOLOGY	12		
	COORDINATOR, PROGRAM DEVELOPMENT	12		
	COORDINATOR, RESEARCH/ASSESSMENT/PLANNING	12		
	COORDINATOR, RESRCH, ASSMT, PLAN - DATA MGMT	12		
	COORDINATOR, RESRCH, ASSMT, PLAN - TEST DEV	12		
	COORDINATOR, SCHOOL IMPROVEMENT	12		
	COORDINATOR, SITE-MIDDLE-COMMUNITIES IN SCHOOLS	12		
	COORDINATOR, SUBSTANCE ABUSE PREVENTION	12		
	COORDINATOR, TITLE I ELEM PROF DEV LITERACY	12		
	COORDINATOR, TITLE I ELEM PROF DEV MATH	12		
	COORDINATOR, TITLE I HIGH PROF DEV LITERACY	12		
	COORDINATOR, TITLE I HIGH PROF DEV MATH	12		
	COORDINATOR, TITLE I MIDDLE PROF DEV LITERACY	12		
	COORDINATOR, TITLE I MIDDLE PROF DEV MATH	12		
	DEPUTY DIRECTOR, SCHOOL LAW ENFORCEMENT	12		
	DEVELOPER, GRANT	12		
	DEVELOPER, WEB	12		
	ENGINEER, NETWORK	12		
	ENGINEER, SENIOR SYSTEMS	12		
	MANAGER, ACCOUNTS PAYABLE	12		
	MANAGER, BLDG SYSTEMS - SPECIAL PROJECTS	12		
	MANAGER, BUILDING SERVICES PROCESS MANAGEMENT	12		
	MANAGER, COLLEGE RELATIONS	12		
	MANAGER, EMPLOYEE RELATIONS	12		
	MANAGER, PROJECT CREATIVE SERVICES	12		
	NUTRITIONIST	12		

2010-11 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
7	PROGRAMMER, ASSESSMENT WEB	12	\$ 3,922.53	\$ 4,997.20
	PROJECT MANAGER, DATA/ELECTRICAL	12		
	SPECIALIST, CHILD NUTRITION FACILITIES	12		
	SPECIALIST, COMMUNITY RELATIONS	12		
	SPECIALIST, DIVERSITY	12		
	SPECIALIST, DRIVER EDUCATION	12		
	SPECIALIST, ELEMENTARY & MIDDLE SCHOOL ASEP	12		
	SPECIALIST, EMPLOYEE RELATIONS	12		
	SPECIALIST, EXTERNAL COMMUNICATION	12		
	SPECIALIST, INTERNAL COMMUNICATION	12		
	SPECIALIST, MEDIA CENTER	12		
	SPECIALIST, MEDIA RELATIONS	12		
	SPECIALIST, PROF DEVELOPMENT TECHNOLOGY	12		
	SPECIALIST, SAFETY AND TRAINING TRANSPORTATION	12		
	SPECIALIST, SPECIAL EVENTS	12		
	SPECIALIST, STUDENT PLACEMENT	12		
	SPECIALIST, TV PROGRAMMING & PROMOTION	12		
	SPECIALIST, VOLUNTEERS	12		
	SUPERVISOR, AREA CHILD NUTRITION	12		
	SUPERVISOR, CARPENTRY	12		
	SUPERVISOR, CUSTOMER SERVICE CENTER	12		
	SUPERVISOR, ELECTRONICS	12		
	SUPERVISOR, EQUIPMENT MAINTENANCE	12		
	SUPERVISOR, PLUMBING	12		
	THERAPIST, OCCUPATIONAL	10		
	THERAPIST, PHYSICAL	10		
	WRITER, SENIOR/EDITOR	12		
	8	ADMINISTRATOR, DATA BASE	12	\$ 4,510.13
ADMINISTRATOR, SECURITY TECHNOLOGY SERVICES		12		
ANALYST, ASSESSMENT PROGRAM		12		
ANALYST, BUSINESS		12		
ANALYST, DATA		12		
ANALYST, RESEARCH AND EVALUATION		12		
ANALYST, SENIOR PROGRAMMER		12		
ASSISTANT DIRECTOR, ACCOUNTING		12		
ASSISTANT DIRECTOR, ASEP		12		
ASSISTANT DIRECTOR, ATHLETICS		12		
ASSISTANT DIRECTOR, BUDGET		12		
ASSISTANT DIRECTOR, CHILD NUTRITION		12		
ASSISTANT DIRECTOR, PAYROLL		12		
ASSISTANT DIRECTOR, TECHNOLOGY HELP DESK		12		
ASSISTANT DIRECTOR, TELECOMMUNICATIONS		12		
ASSISTANT TO THE SUPERINTENDENT		12		
COORDINATOR, EXECUTIVE		12		

2010-11 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
8	DIRECTOR, GRAPHIC PRODUCTION	12	\$ 4,510.13	\$ 5,746.00
	DIRECTOR, INVENTORY MANAGEMENT&INTERNAL AUDITS	12		
	DIRECTOR, SAFETY	12		
	DIRECTOR, STORAGE AND DISTRIBUTION	12		
	ENGINEER, CONSTRUCTION	12		
	ENGINEER, FACILITIES	12		
	ENGINEER, HVAC MECHANICAL	12		
	ENGINEER, MECHANICAL	12		
	EXECUTIVE COORDINATOR, CHIEF ACADEMIC OFFICER	12		
	EXECUTIVE COORDINATOR, CHIEF ACCOUNTABILITY OFFICE	12		
	EXECUTIVE COORDINATOR, CHIEF OPERATING OFFICER	12		
	EXECUTIVE COORDINATOR, GENERAL COUNSEL	12		
	LIAISON, LEAD WITH DSS	12		
	MANAGER, BUILDING SERVICES SUPPORT	12		
	MANAGER, CUSTODIAL SERVICES	12		
	MANAGER, HR NON INSTRUCTIONAL	12		
	MANAGER, PROJECT	12		
	MANAGER, REGIONAL PROPERTY	12		
	MANAGER, STUDENT DATA	12		
	MANAGER, TELEPHONE SERVICES	12		
	SHOP FOREMAN, TRANSPORTATION	12		
	SPECIALIST II, COMPENSATION AND BENEFITS	12		
	SPECIALIST, ACHIEVEMENT ZONE RESOURCE	12		
	SPECIALIST, ADVANCED STUDIES	12		
	SPECIALIST, AVID (ADVANCEMENT VIA INDIVIDUAL DETERMINATION)	12		
	SPECIALIST, BUDGET	12		
	SPECIALIST, CAREER AND TECH EDUCATION	12		
	SPECIALIST, CHILD NUTRITION PROGRAM	12		
	SPECIALIST, COMPLIANCE	12		
	SPECIALIST, ELEMENTARY MATH	12		
	SPECIALIST, ELEMENTARY READING	12		
	SPECIALIST, ELEMENTARY SCIENCE	12		
	SPECIALIST, ENGLISH CURRICULUM	12		
	SPECIALIST, ESL LANGUAGE	12		
	SPECIALIST, EXCEPTIONAL CHILDREN	12		
	SPECIALIST, EXCEPTIONAL CHILDREN ACCOUNTABILITY	12		
	SPECIALIST, EXCEPTIONAL CHILDREN MIDDLE SCHOOL	12		
	SPECIALIST, HRIS SUPPORT	12		
	SPECIALIST, INSTRUCTIONAL SUPPORT	12		
	SPECIALIST, INSTRUCTIONAL TECHNOLOGY	12		
	SPECIALIST, JROTC	12		
	SPECIALIST, LITERACY	12		
	SPECIALIST, MAGNET SCHOOL PROGRAM	12		
	SPECIALIST, MATH	12		
	SPECIALIST, ORGANIZATIONAL PROGRAMS	12		

2010-11 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>	
8	SPECIALIST, PERFORMING ARTS	12	\$ 4,510.13	\$ 5,746.00	
	SPECIALIST, PHYSICAL EDUCATION/HEALTH	12			
	SPECIALIST, PLANNING	12			
	SPECIALIST, PRE-KINDERGARTEN	12			
	SPECIALIST, PRE-KINDERGARTEN CURRICULUM	12			
	SPECIALIST, PRE-KINDERGARTEN READING FIRST	12			
	SPECIALIST, PRESCHOOL TITLE I CURRICULUM	12			
	SPECIALIST, PROFESSIONAL DEVELOPMENT	12			
	SPECIALIST, PROFESSIONAL DEVELOPMENT PROGRAMS	12			
	SPECIALIST, PROGRAM EC EXTENDED CONTENT STANDARDS	12			
	SPECIALIST, SCIENCE CURRICULUM	12			
	SPECIALIST, SECOND LANGUAGE	12			
	SPECIALIST, SECONDARY MATH	12			
	SPECIALIST, SECONDARY SCIENCE	12			
	SPECIALIST, SOCIAL STUDIES	12			
	SPECIALIST, SOCIAL WORKERS & SITE COORDINATORS	12			
	SPECIALIST, STUDENT LEARNING LEAP INITIATIVE	12			
	SPECIALIST, TALENT DEVELOPMENT SECONDARY	12			
	SPECIALIST, TITLE 1	12			
	SPECIALIST, TITLE 1 COMMUNITY SERVICES	12			
	SPECIALIST, TITLE I SCHOOL IMPROVEMENT	12			
	SPECIALIST, TRANSPORTATION	12			
	SPECIALIST, VISUAL ARTS	12			
	SPECIALIST, WORLD LANGUAGE	12			
	SUPERVISOR, ELECTRICAL	12			
	9	ADMINISTRATOR, AREA FOR STUDENT SERVICES (DISCIPLINE)	12	\$ 5,186.13	\$ 6,607.47
		ANALYST, SENIOR ASSESSMENT PROGRAM	12		
ANALYST, SENIOR COMPUTER SYSTEMS		12			
ARCHITECT, SENIOR FACILITIES		12			
ASSISTANT DIRECTOR, NETWORK SYSTEMS & WORKSTATION		12			
ASSISTANT DIRECTOR, TECHNICAL SVCS OPERATIONS		12			
DIRECTOR, ATHLETICS		12			
DIRECTOR, ADVANCED STUDIES		12			
DIRECTOR, ARTS EDUCATION		12			
DIRECTOR, COMMUNICATIONS		12			
DIRECTOR, COMMUNITY SERVICES		12			
DIRECTOR, COORDINATED SCHOOL HEALTH SERVICES		12			
DIRECTOR, EMPLOYMENT NON-INSTRUCTIONAL		12			
DIRECTOR, EXCEPTIONAL CHILDREN - CATEGORICAL PROGRAMS		12			
DIRECTOR, EXTENDED DAY		12			
DIRECTOR, FINANCIAL SYSTEMS SUPPORT		12			
DIRECTOR, GLOBAL STUDIES AND WORLD LANGUAGES		12			
DIRECTOR, LAWSON INTEGRATION		12			
DIRECTOR, MEDIA SERVICES		12			
DIRECTOR, PREK-12 LITERACY & WRITING		12			

2010-11 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
9	DIRECTOR, PREK-12 MATH & SCIENCE INSTRUCTION	12	\$ 5,186.13	\$ 6,607.47
	DIRECTOR, SCHOOL GUIDANCE & STUDENT SERVICES	12		
	DIRECTOR, SCHOOL LAW ENFORCEMENT	12		
	DIRECTOR, SECOND LANGUAGE CURRICULUM	12		
	DIRECTOR, SOCIAL WORKERS & SITE COORDINATORS	12		
	DIRECTOR, STRATEGIC PARTNERSHIPS	12		
	DIRECTOR, STUDENT PLACEMENT SERVICES	12		
	DIRECTOR, STUDENT PROCESS	12		
	DIRECTOR, TEACHER PROFESSIONAL DEVELOPMENT	12		
	ENGINEER, SENIOR CONSTRUCTION	12		
	ENGINEER, SENIOR ELECTRICAL	12		
	ENGINEER, SENIOR MECHANICAL	12		
	ENGINEER, SENIOR NETWORK	12		
	MANAGER, ENERGY	12		
	MANAGER, ENVIRONMENTAL HEALTH AND SAFETY	12		
	MANAGER, FLEET	12		
	MANAGER, HR LEARNING COMMUNITIES	12		
	MANAGER, ROUTING AND SCHEDULING	12		
	MANAGER, STATION CMS-3	12		
	MANAGER, TRANSPORTATION SUPPORT	12		
SPECIALIST, ASSESSMENT OPERATIONS	12			
10	DIRECTOR, ARCHITECTURE	12	\$ 5,964.40	\$ 7,598.93
	DIRECTOR, ASEP	12		
	DIRECTOR, ASSESSMENT	12		
	DIRECTOR, BUSINESS SYSTEMS	12		
	DIRECTOR, CAREER AND TECH EDUCATION	12		
	DIRECTOR, CENTER FOR GRANT INNOVATION	12		
	DIRECTOR, CHILD NUTRITION	12		
	DIRECTOR, COMPENSATION AND BENEFITS	12		
	DIRECTOR, CUSTOMER SERVICE CENTER	12		
	DIRECTOR, DATA AND INSTRUCTION	12		
	DIRECTOR, DATA CENTER OPERATIONS	12		
	DIRECTOR, EDUC PLANNING FOR FACILITIES	12		
	DIRECTOR, EXCEPTIONAL CHILDREN - ADM SVCS	12		
	DIRECTOR, EXCEPTIONAL CHILDREN - EDU SVCS	12		
	DIRECTOR, HR EXEC STAFFING & EMP PRGMS	12		
	DIRECTOR, HR PLANNING & WORKFORCE MANAGEMENT	12		
	DIRECTOR, HRIS	12		
	DIRECTOR, LEADERSHIP ACADEMY	12		
	DIRECTOR, LICENSURE ADMINISTRATION	12		
	DIRECTOR, MAGNET SCHOOLS	12		
DIRECTOR, MAINTENANCE	12			
DIRECTOR, PERFORMANCE MANAGEMENT	12			
DIRECTOR, PRE-KINDERGARTEN SERVICES	12			

2010-11 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
10	DIRECTOR, PROPERTY AND QUALITY SERVICE	12	\$ 5,964.40	\$ 7,598.93
	DIRECTOR, RESEARCH AND EVALUATION	12		
	DIRECTOR, SCHOOL ADMINISTRATION & SUP STAFF PRO	12		
	DIRECTOR, STUDENT APPLICATIONS DEVELOPMENT	12		
	DIRECTOR, SUPPLY SERVICES	12		
	DIRECTOR, TECHNOLOGY SERVICES	12		
	DIRECTOR, TELECOMMUNICATIONS	12		
	DIRECTOR, TITLE I SERVICES	12		
	DIRECTOR, TRANSPORTATION OPERATIONS	12		
	DIRECTOR, WEB APPLICATION DEVELOPMENT	12		
11	ASSOCIATE, GENERAL COUNSEL	12	\$ 6,858.80	\$ 8,739.47
	EX DIR, PARENT UNIVERSITY & FAMILY AND COMMUNITY SERVICES	12		
	EXECUTIVE DIRECTOR, ACCOUNTING	12		
	EXECUTIVE DIRECTOR, ALTERNATIVE ED & SAFE SCHOOLS	12		
	EXECUTIVE DIRECTOR, AREA	12		
	EXECUTIVE DIRECTOR, BUDGET AND EVALUATION	12		
	EXECUTIVE DIRECTOR, CENTER FOR SCHOOL SUPPORT SYSTEMS	12		
	EXECUTIVE DIRECTOR, CMPS FOUNDATION & PARTNERSHIPS	12		
	EXECUTIVE DIRECTOR, EMPLOYEE RELATIONS	12		
	EXECUTIVE DIRECTOR, ESL STUDENT EDUCATION	12		
	EXECUTIVE DIRECTOR, FACILITIES & MAINTENANCE	12		
	EXECUTIVE DIRECTOR, FACILITIES PLANNING	12		
	EXECUTIVE DIRECTOR, FEDERAL & STATE LICENSURE COMPLIANCE	12		
	EXECUTIVE DIRECTOR, HR ADMINISTRATION	12		
	EXECUTIVE DIRECTOR, HR CONSULTING - LEARNING COMMUNITIES	12		
	EXECUTIVE DIRECTOR, INVENTORY AND DISTRIBUTION	12		
	EXECUTIVE DIRECTOR, PREK-12 SUPPORT PROGRAMS	12		
	EXECUTIVE DIRECTOR, PROFESSIONAL DEV & LEADERSHIP ACADEMY	12		
	EXECUTIVE DIRECTOR, PUBLIC INFORMATION	12		
	EXECUTIVE DIRECTOR, SCHOOL IMPROVEMENT	12		
EXECUTIVE DIRECTOR, STUDENT PLACEMENT	12			
EXECUTIVE DIRECTOR, TIF- LEAP GRANT	12			
EXECUTIVE DIRECTOR, TRANSPORTATION	12			
EXECUTIVE PROJECT DIRECTOR FOR THE ACHIEVEMENT ZONE	12			

2010-11 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
1	ASSISTANT, ACHIEVEMENT ZONE RESOURCE SPECIALIST	10	\$ 1,743.73	\$ 2,159.73
	ASSISTANT, ADMN STUDENT INTERVENTION (AASI)	10		
	ASSISTANT, ASEP W/OUT BENEFITS	*		
	ASSISTANT, ASEP WITH BENEFITS	*		
	ASSISTANT, BILINGUAL RESOURCE	12		
	ASSISTANT, CHILD CARE	10		
	ASSISTANT, ESL TEACHER	10		
	ASSISTANT, EXCEPTIONAL CHILDREN	10		
	ASSISTANT, EXCEPTIONAL CHILDREN JOB COACH	10		
	ASSISTANT, EXCEPTIONAL CHILDREN PRESCHOOL	10		
	ASSISTANT, FOREIGN LANGUAGE IMMERSION	10		
	ASSISTANT, FRENCH IMMERSION	10		
	ASSISTANT, GENERAL	10		
	ASSISTANT, GENERAL - SATURDAY SCHOOL	10		
	ASSISTANT, GERMAN IMMERSION	10		
	ASSISTANT, IN-SCHOOL SUSPENSION	10		
	ASSISTANT, JAPANESE IMMERSION	10		
	ASSISTANT, LUNCH ROOM	9		
	ASSISTANT, MEDIA	10		
	ASSISTANT, MEDIA TITLE I	10		
	ASSISTANT, PRE-K SAFETY	9		
	ASSISTANT, PRESCHOOL	10		
	ASSISTANT, PRESCHOOL MONTESSORI	10		
	ASSISTANT, SPANISH IMMERSION	10		
	ASSISTANT, STUDENT TEACHER	10		
	ASSISTANT, STUDENTS WITH INTERRUPTED FORMAL EDUC	10		
	ASSISTANT, TEACHER 4-5	10		
	ASSISTANT, TEACHER K-3	10		
	ASSISTANT, TITLE I	10		
	ASSISTANT, TITLE I BILINGUAL RESOURCE	12		
	ASSISTANT, TITLE I BILINGUAL RESOURCE 10 MONTHS	10		
	ASSISTANT, TITLE I PARENT RESOURCE			
	ASSISTANT, TITLE I PRESCHOOL	10		
	ASSOCIATE, SCHOOL ACCOUNTABILITY			
	CAFETERIA WORKER	9		
	CAFETERIA WORKER - PTB	9		
	CLERK, MAINTENANCE PROCESSING	12		
	COURIER	12		
	CREW CHIEF, ASSISTANT SUPPLY	12		
	CUSTODIAN	12		
	CUSTODIAN, TEMPORARY ASEP	*		
	DELIVERY DRIVER/COMPUTER TECHNICIAN	12		
	DRIVER, DELIVERY	12		
	INTERN, AUXILIARY SERVICES-SKILLED	12		
	INTERN, CHILD NUTRITION-SKILLED	10		
	MANAGER, CAFETERIA TRAINEE	10		
	MONITOR, BUS	9		
	PLUMBER I	12		
	REPAIRER, FILTER	12		
	SUBSTITUTE, SECRETARY	12		

2010-11 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
1	WORKER, GROUNDS	12	\$ 1,743.73	\$ 2,159.73
	WORKER, WAREHOUSE	12		
2	ADVOCATE, CHILD FIND	12	\$ 1,950.00	\$ 2,483.87
	ASSISTANT CREW CHIEF, GROUNDS	12		
	ASSISTANT, INVENTORY AUDIT	12		
	ASSISTANT, REGIONAL PROPERTY MANAGER	12		
	ASSOCIATE, ASEP	*		
	ASSOCIATE, ASEP WITHOUT BENEFITS	*		
	ASSOCIATE, BSEP TEACHING	*		
	ASSOCIATE, CAMPUS SECURITY	10		
	ASSOCIATE, CAMPUS SECURITY - 12 MONTHS	12		
	ASSOCIATE, CURRICULUM	10		
	CAFETERIA WORKER, SENIOR - 6 HOURS	9		
	CAFETERIA WORKER, SENIOR - 6.5 HOURS	9		
	CAFETERIA WORKER, SENIOR - 7 HOURS	9		
	CAFETERIA WORKER, SENIOR - 8 HOURS	9		
	CLERK, CHILD NUTRITION	12		
	CLERK, COST	12		
	CUSTODIAN, HEAD I	12		
	CUSTODIAN, HEAD II	12		
	CUSTODIAN, HEAD III	12		
	DRIVER, BUS	9		
	DRIVER, BUS - PART TIME	9		
	DRIVER, BUS ACTIVITY	9		
	DRIVER, BUS SATURDAYS	9		
	OPERATOR, BINDERY	12		
	OPERATOR, DATA ENTRY SENIOR	12		
	OPERATOR, SERVICE TRUCK	12		
	PAINTER	12		
	PROCESSOR, MEDIA	12		
	ROOFER	12		
	STOREKEEPER	12		
	SUBSTITUTE, BUS DRIVER	9		
	TECHNICIAN, ASSESSMENT	12		
	TECHNICIAN, AUDIT INVENTORY	12		
TECHNICIAN, DROPOUT PREVENTION	12			
TECHNICIAN, ER COMPLIANCE INFORMATION	12			
TECHNICIAN, PUBLIC INFORMATION CENTER	12			
TECHNICIAN, STUDENT ACCOUNTING	12			
TRAINER, FIRST CLASS PHYSICAL	10			
3	ASSISTANT SUPERVISOR, GROUNDS	12	\$ 2,242.93	\$ 2,856.53
	ASSISTANT, APPLICANT SERVICES			
	ASSISTANT, PURCHASING	12		
	ASSOCIATE, ASEP LEAD	*		
	ASSOCIATE, LEAD CAMPUS SECURITY	10		
	ASSOCIATE, TELECOMMUNICATIONS	12		
	CARPENTER	12		
	CLERK, PARTS	12		

2010-11 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
3	CLERK, SENIOR CHILD NUTRITION	12	\$ 2,242.93	\$ 2,856.53
	CLERK, SENIOR COST	12		
	COORDINATOR, CURR AND INSTRUCTION INVENTORY	12		
	COORDINATOR, DRIVER EDUCATION - SITE	10		
	COORDINATOR, FOOD SERVICE EQUIPMENT	12		
	COORDINATOR, TESTING MATERIALS INVENTORY			
	COORDINATOR, TRACKED INVENTORY	12		
	CREW CHIEF, CARPENTER	12		
	CREW CHIEF, GROUNDS	12		
	CREW CHIEF, PAINTING	12		
	CREW CHIEF, SUPPLY	12		
	CUSTODIAN, AREA LEADER	12		
	DISPATCHER	12		
	DRIVER, BUS LEAD	9		
	DRIVER, BUS LEAD NON-DRIVING	9		
	INTERN, AUXILIARY SERVICES-PROFESSIONAL	12		
	INTERN, CHILD NUTRITION-PROFESSIONAL	12		
	LIFEGUARD - METRO SCHOOL	10		
	MECHANIC, EQUIPMENT	12		
	OPERATOR, HEAVY EQUIPMENT	12		
	OPERATOR, HIGH VOLUME COPIER	12		
	OPERATOR, PEST CONTROL	12		
	OPERATOR, PRESS	12		
	PROCESSOR, MEDIA -SENIOR	12		
	REPRESENTATIVE I, CUSTOMER SERVICE	12		
	REPRESENTATIVE, BUILDING SERVICES TECHNICIAN	12		
	REPRESENTATIVE, POINT OF SALE TECHNOLOGY	12		
	REPRESENTATIVE, POINT OF SALE TECHNOLOGY 11 MOS	11		
	SECRETARY	10		
	SECRETARY, 12 MONTHS	12		
	SECRETARY, ADMINISTRATIVE	12		
	SUBSTITUTE, CAFETERIA MANAGER I	10		
	TECHNICIAN I, TRANSPORTATION	12		
	TECHNICIAN, ACCOUNTING	12		
	TECHNICIAN, COMPUTER SYSTEMS	12		
	TECHNICIAN, EC ASSISTIVE TECHNOLOGY	12		
	TECHNICIAN, EPA CERTIFIED ASBESTOS	12		
	TECHNICIAN, FACILITY DATA	12		
	TECHNICIAN, INVENTORY SYSTEMS	12		
	TECHNICIAN, PAYABLES SUPPORT	12		
	TECHNICIAN, PAYROLL	12		
	TECHNICIAN, PLANNING	12		
	TECHNICIAN, PROFESSIONAL DEVELOPMENT DATA SYSTEI	12		
	TECHNICIAN, SECURITY ALARM I	12		
	TECHNICIAN, SENIOR STUDENT ACCOUNTING	12		
	TECHNICIAN, STUDENT ASSIGNMENT II	12		
	TECHNICIAN, SUPPORT SERVICES	12		
	TECHNICIAN, TRANSPORTATION TIRE	12		
	TRAINEE, CAFETERIA MANAGER - EXTERNAL	10		
	TRAINER, LEAD FIRST CLASS PHYSICAL	10		
	TRANSLITERATOR, CUED SPEECH I	10		

2010-11 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
3	TYPOGRAPHER	12	\$ 2,242.93	\$ 2,856.53
	WELDER	12		
	WORKER, SHEET METAL II	12		
4	ADVOCATE, FAMILY/SCHOOL	10	\$ 2,579.20	\$ 3,284.67
	ADVOCATE, FAMILY/SCHOOL TITLE I	10		
	ADVOCATE, PRESCHOOL FAMILY/SCHOOL TITLE I	10		
	AGENT, PAYROLL PROCESS/CONTROL	12		
	ARTIST, GRAPHIC	12		
	ASSISTANT, ACCOUNTING	12		
	ASSISTANT, ASSESSMENT	12		
	ASSISTANT, BUDGET	12		
	ASSISTANT, COMMUNITY FACILITIES	12		
	ASSOCIATE, TECHNOLOGY	10		
	ASSOCIATE, TITLE I TECHNOLOGY	10		
	BOOKKEEPER	12		
	COORDINATOR, ASEP SITE	*		
	COORDINATOR, BLDG SVCS MAINTENANCE OPERATIONS	12		
	COORDINATOR, CHILD NUTRITION INVENTORY	12		
	COORDINATOR, ER COMPLIANCE INFORMATION	12		
	COORDINATOR, HRIS DATA INTEGRITY	12		
	COORDINATOR, OFFICE	12		
	COORDINATOR, RECRUITMENT			
	CREW CHIEF, PEST CONTROL	12		
	ELECTRICIAN I	12		
	INTERPRETER/TRANSLATOR BILINGUAL TITLE I	12		
	INTERPRETER/TRANSLATOR, PRE-K BILINGUAL TITLE I	12		
	INTERPRETER-TRANSLATOR	10		
	INTERPRETER-TUTOR, HEARING IMPAIRED	10		
	LIAISON, BILINGUAL COMMUNICATIONS	12		
	LOCKSMITH	12		
	MANAGER, CAFETERIA I	10		
	MANAGER, CAFETERIA II	10		
	MANAGER, CAFETERIA SENIOR I	10		
	MANAGER, CAFETERIA SENIOR II	10		
	MANAGER, TRANSITIONAL SUPPORT CASE	10		
	OFFICER, SCHOOL LAW ENFORCEMENT	12		
	OPERATOR, COMPUTER	12		
	OPERATOR, COMPUTER SENIOR	12		
	OPERATOR, PRESS SENIOR	12		
	REPRESENTATIVE II, CUSTOMER SERVICE	12		
	SECRETARY, FINANCIAL	12		
	SECRETARY, SENIOR ADMINISTRATIVE	12		
	SHOP FOREMAN, BUILDING SERVICES EQUIPMENT	12		
	TECHNICIAN II, TRANSPORTATION	12		
	TECHNICIAN, BEHAVIOR MODIFICATION	10		
	TECHNICIAN, BEHAVIOR MODIFICATION - T	10		
	TECHNICIAN, CLAIMS PROCESSING	12		
	TECHNICIAN, COMMUNICATION	12		
	TECHNICIAN, DISCIPLINE	12		

2010-11 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
4	TECHNICIAN, EMPLOYEE PROGRAMS	12	\$ 2,579.20	\$ 3,284.67
	TECHNICIAN, ENGINEERING	12		
	TECHNICIAN, HRIS	12		
	TECHNICIAN, INVESTIGATIVE	12		
	TECHNICIAN, POLLUTION CONTROL	12		
	TECHNICIAN, SECURITY ALARM II	12		
	TECHNICIAN, SENIOR ACCOUNTING	12		
	TECHNICIAN, SENIOR PAYROLL	12		
	TECHNICIAN, TRANSPORTATION OPERATIONS	12		
	TECHNICIAN, TRANSPORTATION QUALITY SUPPORT	12		
TRANSPORTATION, OPERATIONS ADMINISTRATIVE ASSIST,	12			
5	ASSISTANT SUPERVISOR, PAINT	12	\$ 2,965.73	\$ 3,778.67
	ASSISTANT SUPERVISOR, ROOFING	12		
	ASSISTANT, OCCUPATIONAL THERAPY	10		
	ASSISTANT, PHYSICAL THERAPY	10		
	ASSOCIATE, WEB	12		
	BRAILLIST	10		
	COACH, FAMILY	10		
	COORDINATOR, BENEFITS			
	CREW CHIEF, LOCKSMITH	12		
	CREW CHIEF, SIGN SHOP	12		
	ELECTRICIAN II	12		
	INTERPRETER-TUTOR, HEARING IMPAIRED II	10		
	INTERVENER, DEAF BLIND	10		
	MANAGER, LICENSURE CASE	12		
	MECHANIC, HVAC I	12		
	PLUMBER II	12		
	SECRETARY, EXECUTIVE	12		
	SUPERVISOR, LEAD CAMPUS SECURITY ASSOCIATE	11		
	SUPERVISOR, SCHOOL LAW ENFORCEMENT PATROL	12		
	TECHNICIAN, DIETETIC	12		
TECHNICIAN, ELECTRONIC II	12			
TECHNICIAN, ROUTING	12			
TECHNICIAN, TRANSPORTATION MASTER	12			
TRANSLITERATOR, CUED SPEECH II	10			
6	ASSISTANT SUPERVISOR, ELECTRONICS	12	\$ 3,409.47	\$ 4,345.47
	ASSISTANT SUPERVISOR, PLUMBING	12		
	COORDINATOR, TELEPHONE SERVICES	12		
	COORDINATOR, TRANSPORTATION INVENTORY	12		
	CREW CHIEF, PARTS	12		
	MECHANIC II, HVAC	12		
	SPECIALIST, ELECTRONIC FIRE ALARM-LIFE SAFETY	12		
	SPECIALIST, PLUMBING	12		
	SUPERVISOR, GRAPHIC ART	12		
7	ASSISTANT SUPERVISOR, ELECTRICAL	12	\$ 3,922.53	\$ 4,997.20
	ASSISTANT SUPERVISOR, HVAC	12		
	SPECIALIST, ELECTRICAL CONTROL	12		
	SPECIALIST, HVAC CONTROL	12		

COACHING STIPENDS COMPARATIVE DATA

SENIOR HIGH SCHOOL PROGRAMS COACHING STIPENDS 2010-11

		CMS	Wake County	Guilford County	Cumberland County	Winston/Forsyth County	Gaston County
Athletic Director		11 mo. plus \$5,181 1/2 load \$1,200 mileage	12 mo. plus \$9,687-14,535 1/2 load	12 mo. plus \$3,500-5,200 1/2 load	12 mo. Asst. Principal	11 mo. plus \$8,536-14,225 1/2 load	11 mo. plus \$3,866-4,833 1/2 load
Football	Head	4,172	3,229-4,845	3,400-5,100+	2,550-3,380+*	3,563-5,936	3,402-4,253
	JV	2,038	2,018-3,028	1,300-2,700+	1,370-1,930+*	2,041-3,738	1,994-2,492
Basketball	Head	2,878	2,421-3,635	2,300-3,800	1,990-3,100*	2,892-4,812	2,272-2,840
	JV	1,499	1,210-1,817	1,200-2,100	920-1,340*	1,572-2,616	797-1,495
Baseball	Head	2,878	2,018-3,028	1,800-3,000	1,370-1,930*	2,090,3,479	1,714-2,143
	JV	1,499	1,210-1,817	900-1,750	690-970*	1,208-2,020	797-1,329
Track	Head	2,878	2,018-3,028	1,500-2,500	1,140-1,410*	2,079-3,455	1,701-2,126
	Assistant	1,499	1,210-1,817	900-1,850	690-970*	1,208-2,020	665-831
Wrestling	Head	2,878	2,018-3,028	1,800-2,700	1,140-1,410*	2,388-3,976	1,714-2,143
	Assistant	1,499		900-1,700	690-970*	1,388-2,308	665-831
Soccer	Head	2,878	2,018-3,028	1,500-2,250+	910-1,220*	2,079-3,455	1,289-1,611
	JV	1,499	1,210-1,817	900-1,600+	690-970*	1,208-2,020	665-997
Softball	Head	2,878	2,018-3,028	1,800-3,000	1,370-1,930*	2,090,3,479	1,714-2,143
	JV	1,499	1,210-1,817	900-1,750	690-970*	1,208-2,020	797-1,329
Swimming	Head	1,799	2,018-3,028	1,500-2,250		2,096-3,496	997-1,246
	Assistant	600		800-1,200		1,032-1,716	532-665
Tennis		1,799	1,210-1,817	1,000-2,000+	770-1,040*	1,281-2,135	997-1,246
Golf		1,799	1,210-1,817	900-1,750	770-1,040*	1,281-2,135	997-1,246
Cross Country	Head	1,799-2,158	1,210-1,817	1,000-1,900+	770-1,040*	1,344-2,244	997-1,246
	Assistant	1,199		700-1,050+		903-1,502	
Volleyball	Head	1,799	1,618-2,421	1,400-2,200+	770-1,040*	1,521-2,532	997-1,246
	JV	1,019	1,210-1,817	800-1,600+	550-820*	963-1,608	532-665
Cheerleader Coach	Varsity	2,697	4,842-7,270	2,000-3,400+	1,290-1,710*	2,800-4,655	1,435-1,794
	JV	1,529	3,236-4,842	1,500-2,400+	1,000-1,480*	2,016-3,346	1,063-1,329
Athletic Trainers Ctf./Non-ctfd.	Head	3,022-3,885	11 mo. plus 9,687-14,535 2/3 load	3,600-7,200+	2,640-4,050+*	4,576-7,623	3,805-4,757
	Assistant	2,158-2,398	4,854-7,263	1,900-2,850+		2,296-3,829	3,262-4,078

+ = Pre-Season Supplement also
 * = Post Season Supplement also
 ** = Plus one month's teacher salary

LEASE AND/OR INSTALLMENT PURCHASE CONTRACTS

As required by General Statute §115C-528(g), the Board of Education is submitting information concerning lease purchase contracts and installment purchase contracts as part of the annual budget. The following information is submitted in order to comply with the Statute's requirement.

LEASE AGREEMENTS

The Board leases equipment that is accounted for in General Fund and is reflected in the government-wide statements. Assets recorded under capital leases at June 30, 2010 amounted to \$2.6 million. Accumulated depreciation relating to these assets was \$1.7 million.

Under the terms of these leases, the Board's obligation to pay is contingent upon continued appropriation of funds by Mecklenburg County for that purpose. At the end of the lease period, the lessor will transfer title of the equipment to the Board.

The following is a schedule by year of future minimum lease payments and present value of the net minimum lease payments as of June 30, 2010.

Year Ending June 30:	(In Thousands)
2011	\$ 351
2012	212
2013	205
2014	75
2015	<u>5</u>
Total Minimum Lease Payments	848
Less: Interest	<u>(59)</u>
Present Value of Net Minimum Lease Payments	\$ <u>789</u>

The Board has various annual lease agreements principally for data processing equipment, which are classified as operating leases. Operating lease expense for the year ended June 30, 2010 totaled \$218,480.

This page left blank intentionally.

Global competitiveness starts here.



REACH FURTHER.



BOARD OF EDUCATION

600 East Fourth Street ■ Charlotte, NC 28202

Phone: 980-343-5139 ■ Fax: 980-343-7128 ■ www.cms.k12.nc.us

In compliance with federal law, Charlotte-Mecklenburg Schools administers all education programs, employment activities and admissions without discrimination against any person on the basis of gender, race, color, religion, national origin, age or disability.