



# 2009-2010 BUDGET REQUEST

MAY 12, 2009

Peter C. Gorman, Superintendent



**REACH FURTHER.**  
**Global competitiveness starts here.**

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# OVERVIEW

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## **REACH FURTHER**

A Letter from the Chairperson of the Board of Education

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The mission of Charlotte-Mecklenburg Schools is to maximize academic achievement by every student. This budget reflects our commitment to that mission by putting children and classrooms first.

But special circumstances this year have made this budget unique. Our country, our state and our county are in an economic downturn. Revenues are shrinking and shortfalls are everywhere. In Mecklenburg County alone, the expected shortfall is more than \$79 million. At the state level, it's being measured in billions.

Our school district receives most of its funding from Mecklenburg County and the state of North Carolina, so the shortfalls touch us directly. This budget addresses that reality.

CMS has made significant cuts across the district. We have trimmed central administration, support staff, textbook expenditures and fixed costs such as maintenance and utilities. We have found savings in transportation, cut our bonus programs and followed a state directive for a one-time salary reduction for this year

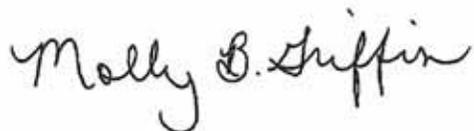
Our financial circumstances are diminished but our commitment to educating children is not. So this budget proposal includes \$2 million for new initiatives that we think will push CMS forward academically.

Although we have completed and approved the 2009-2010 operating budget request, much remains uncertain. So we have built a budget proposal that is flexible. We have made \$51.1 million in cuts in this budget proposal and we have laid out a series of tiers that would add another \$35.1 million in potential reductions.

This budget proposal does not do everything we wish it could, because of the \$51.1 million in cuts. But it does two important things: it gives us flexibility in making additional cuts and puts the deepest cuts last -- the ones that will most directly affect classrooms and students.

This has been a difficult budget process. But I am satisfied that this budget proposal will allow us to use what resources we have to keep our promise to you, the community: to provide the best education possible to every child.

Thank you for your support of CMS.



Molly Griffin  
Chairperson, Charlotte-Mecklenburg Board of Education

## **TOUGH ECONOMY – TOUGH DECISIONS**

An open letter to the community from the superintendent

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This has been one of the most difficult budget years in recent memory because of projected state and local revenue shortfalls linked to the national economic downturn. Like many other governmental bodies and countless families, Charlotte-Mecklenburg Schools has had to make hard financial choices.

The big cuts we've made have been emotionally, financially and politically difficult. We're also opening six new schools next year – keeping our promise to the voters that we would use the 2007 bond money quickly and effectively to relieve overcrowding but this budget requires additional resources which added to our challenges.

To achieve more than \$50 million in budget reductions, we have eliminated hundreds of jobs. We have also substantially reduced costs in other ways: trimming textbook expenditures, streamlining transportation and changing how we staff schools.

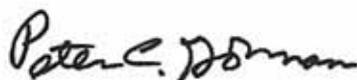
We wanted to keep the cuts as far away from our schools – and our students – as possible. So we made disproportionately large cuts in central administration and services first, putting cuts that directly affected schools last. Our proposed budget for the 2009-2010 school year reflects these significant reductions. It also includes \$6.9 million in new costs to open six new schools, and another \$6.5 million in increased costs of sustaining operations. In all, the costs of sustaining operations and growth total \$13.4 million.

Mecklenburg County, which supplied about 29 percent of our funding last year, has indicated to us that as much as a 10 percent reduction in our current county funding may be necessary because of projected revenue shortfalls. So we have not increased our funding request from last year. Instead, we have identified reductions to offset the additional resources required for next year. In addition, we have structured our budget with a set of tiered reductions that can be made when we know the final funding amounts. These tiers give us maximum flexibility in making as much as \$86 million in reductions when planning for both state and county budget cuts.

Although the financial situation at all levels remains fluid, it appears likely that CMS will have to do more with less. We've built a budget that does that. But we have not lost sight of our most important goal: increasing student achievement. So this budget proposal funds New Leaders for New Schools, Montessori and other magnet programs and the Performance Management and Strategic Staffing initiatives next year, because we believe these initiatives will help us increase our students' learning.

The faltering economy has shrunk a lot of things in our budget but our commitment to increasing student achievement has not declined – and it won't.

Sincerely,



Peter C. Gorman  
Superintendent

# CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

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## Board of Education

<b>Molly Griffin</b>	<i>District 5, Chairperson</i>
<b>Kaye Bernard McGarry, M.Ed.</b>	<i>At-Large, Vice-Chairperson</i>
<b>Trent Merchant</b>	<i>At-Large</i>
<b>Joe I. White, Jr.</b>	<i>At-Large</i>
<b>Lawrence Gauvreau</b>	<i>District 1</i>
<b>Kimberly Mitchell-Walker</b>	<i>District 2</i>
<b>James L. Ross II</b>	<i>District 3</i>
<b>Tom Tate</b>	<i>District 4</i>
<b>Ken Gjertsen, J.D., M. Acc.</b>	<i>District 6</i>

## Superintendent

**Dr. Peter Gorman** *Superintendent*

## Executive Staff

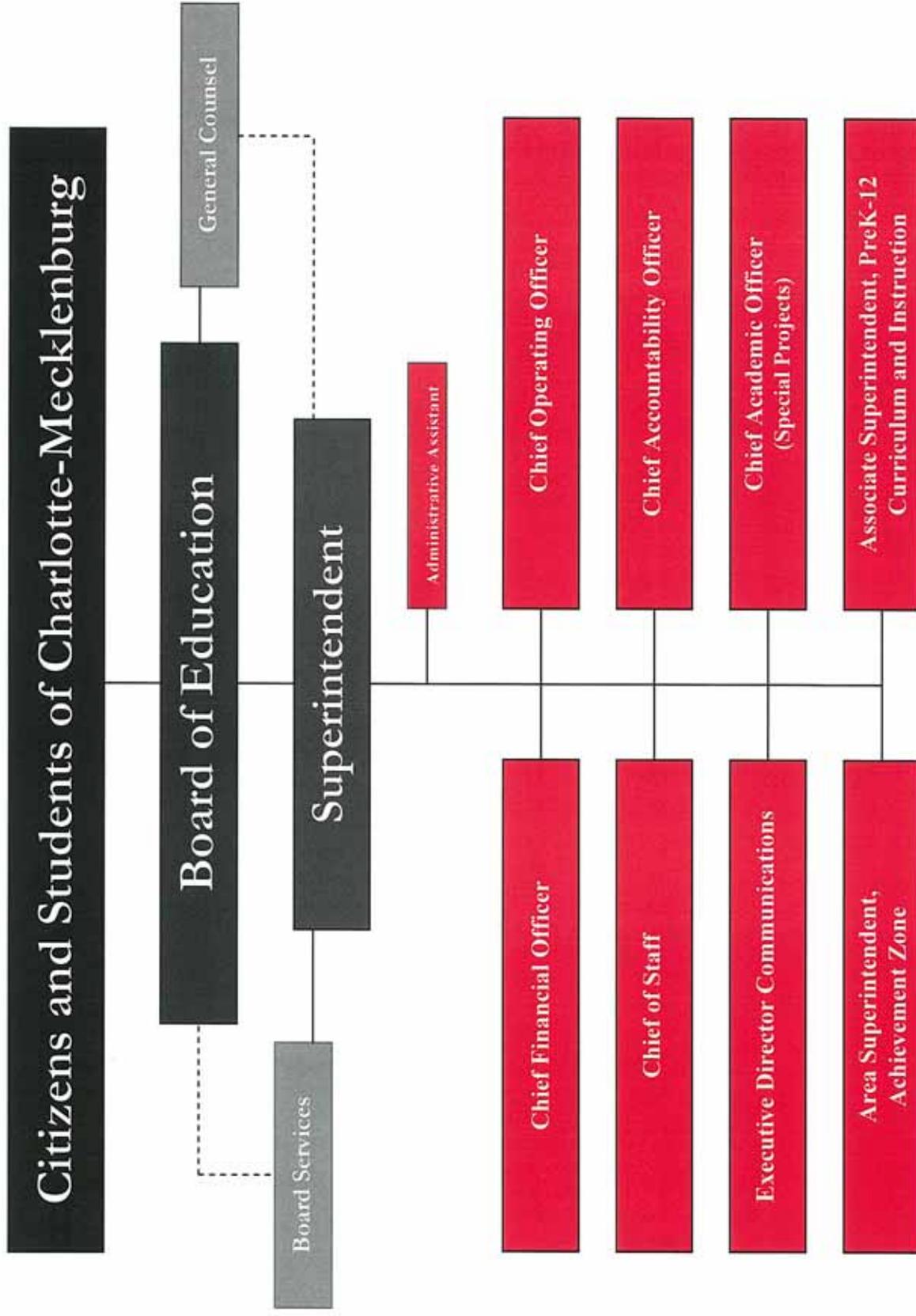
<b>Hugh Hattabaugh</b>	<i>Chief Operating Officer</i>
<b>Tyler Ream</b>	<i>Chief of Staff</i>
<b>Dr. Ruth Perez</b>	<i>Chief Academic Officer</i>
<b>Jonathan Raymond</b>	<i>Chief Accountability Officer</i>
<b>LaTarzja Henry</b>	<i>Executive Director of Communications</i>
<b>Curtis Carroll</b>	<i>Area Superintendent - Achievement Zone</i>
<b>Joel Ritchie</b>	<i>Area Superintendent – Central Learning Community</i>
<b>Nancy Bartles</b>	<i>Area Superintendent – East Learning Community</i>
<b>Dr. Monique Gardner-Witherspoon</b>	<i>Area Superintendent – North Learning Community</i>
<b>Scott Muri</b>	<i>Area Superintendent – Northeast Learning Community</i>
<b>Robert Avossa</b>	<i>Area Superintendent – South Learning Community</i>
<b>Dr. Elva Cooper</b>	<i>Area Superintendent – West Learning Community</i>
<b>Guy Chamberlain</b>	<i>Associate Superintendent for Auxiliary Services</i>
<b>Ann Clark</b>	<i>Associate Superintendent for PreK-12 Curriculum &amp; Instruction</i>
<b>Sheila W. Shirley</b>	<i>Chief Financial Officer</i>
<b>Maurice Ambler</b>	<i>Chief Human Resources Officer</i>
<b>Susan M. Johnson</b>	<i>Chief Information Officer</i>
<b>Dr. Jane Rhyne</b>	<i>Assistant Superintendent for Exceptional Children</i>
<b>Barbara Pellin</b>	<i>Assistant Superintendent for PreK-12 Instructional Support</i>
<b>Michael Raible</b>	<i>Executive Director for Planning and Project Management</i>
<b>Andre Mayes</b>	<i>Deputy General Counsel</i>

## Prepared by Finance Staff

<b>Dennis Covington</b>	<i>Executive Director of Budget and Evaluation</i>
<b>Andrea Gillus</b>	<i>Director of Budget Development and Management</i>
<b>Ken Baldwin</b>	<i>Budget Specialist</i>

# CHARLOTTE MECKLENBURG SCHOOLS

## DISTRICT ORGANIZATION CHART



# WOW! Did you know?

In 2008, 14 CMS high schools were ranked among America's top 1,300 out of more than 27,000 high schools surveyed by *Newsweek* magazine. One CMS high school – Myers Park – ranked 38th on the list. *Newsweek's* ranking "recognizes schools that do the best job of preparing average students for college."

- ▶ Nine CMS teams competed in the Odyssey of the Mind World Finals in 2008. Five teams ended in the top 10 of their categories. Teams of seven students tested their problem-solving skills against those of more than 800 teams worldwide. In 2007, Alexander Graham Middle students tied for first place with a team from Poland.

The U.S. Department of Education named Huntersville and Providence Spring elementary schools No Child Left Behind Blue Ribbon Schools in 2008. The award is given to schools that have attained high test scores and made significant progress in closing the achievement gap. Huntersville and Providence Spring are two of only six schools in North Carolina to receive the designation.

- ▶ In 2008, CMS led the state and the nation in SAT scores for the top-tenth percentile of students, with top scorers in CMS averaging 1765, compared to a national average of 1740 and a state average of 1722.

The graduating class of 2008 earned a record \$70-plus million in academic and athletic scholarships. Students earned more than 2,600 scholarships.

- ▶ In the 2008-2009 school year, 43 CMS seniors were chosen as National Merit semifinalists.

CMS has 14 Honor Schools of Excellence and 23 Schools of Distinction. Also, 30 schools were identified as High Growth Schools by the North Carolina ABCs of Public Education.

- ▶ Magnet Schools of America in 2008 named Oakhurst Elementary a Magnet School of Excellence. Oakhurst was the only school in Charlotte and one of two elementary schools in the state to receive the award. Four other CMS schools were named schools of distinction: Idlewild Elementary, Northwest School of the Arts, Oaklawn Language Academy and University Park Creative Arts Elementary. CMS outpaced the state in 2006-2007 End-of-Grade writing scores in grades four, seven and 10.

In 2008, four Charlotte-Mecklenburg schools were approved to become National Academy Foundation (NAF) Academy of Engineering sites. Phillip O. Berry Academy of Technology, Hopewell, Mallard Creek and Vance high schools will be among only 120 high schools in the country with the engineering program – and four of only five schools in the United States to focus on motorsports.

- ▶ CMS was the first school district in the state to offer the International Baccalaureate Program.

In 2008, students from Davidson IB Middle and J.M. Robinson Middle won medals at the 24th Annual National Science Olympiad Tournament in Washington, D.C. Davidson IB finished the tournament in 13th place and J.M. Robinson placed 16th out of 60 participating middle schools. Nationwide, more than 14,000 students participate in the rigorous program, which gives middle school students the opportunity to learn college-level science.

# Did You Know?, *continued*

The U.S. Department of Education awarded CMS a \$1.9 million Teacher Incentive Fund grant in 2007. The total amount to be awarded in subsequent years is more than \$10 million.

- ▶ In 2007, the C.D. Spangler Foundation awarded \$4 million to Teach For America to help recruit top teachers to Charlotte-Mecklenburg Schools. Teach For America is a national corps of outstanding recent college graduates who commit two years to teach in urban and rural public schools. The money will add another 70 Teach For America corps members to the 80 already planned for the next two years in CMS.

CMS is ranked fifth in the nation for the number of board-certified teachers. In 2007, 162 teachers were certified, bringing the total number of board-certified teachers at CMS to 1,050.

- ▶ Three teams from CMS high schools won state athletic championships in 2007-2008. Butler High's softball and women's track and field teams and the East Mecklenburg men's basketball team won the state 4-A titles.

Charlotte-Mecklenburg Schools led all other urban districts in the 2007 National Assessment of Educational Progress (NAEP) results for math and reading in grades four and eight. The assessment, known as the Nation's Report Card, evaluated math and reading skills in the two grades for 11 urban school districts across the country. CMS results also showed the district's students performing on par or better than the state and the nation in all areas tested. The NAEP tests are generally considered very rigorous.

- ▶ Eighty-seven percent of CMS students in grades three through eight scored at or above grade level in reading in 2006, and 69 percent were at or above grade level in math on state tests.

Three CMS schools have been named National Schools of Character: McKee Elementary was recognized in 2006, Cornelius Elementary in 2005 and Cotswold Elementary in 2000.

- ▶ In 2006, Alexander Graham and Mint Hill middle schools were named Schools to Watch by the National Forum to Accelerate Middle Grades Reform. Jay M. Robinson and Carmel middle schools won this honor the previous year, and South Charlotte Middle received the distinction in 2004.

Charlotte-Mecklenburg Schools earned district accreditation in 2005 from the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI). CMS is the first large countywide school district in the U.S. to receive districtwide accreditation from SACS CASI, the world's largest accrediting agency.

## **KEY BUDGET HIGHLIGHTS: PROPOSED OPERATING BUDGET**

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### **No new money**

The proposed 2009-2010 budget seeks no new money from the county. State funding will also be less than this year – to what extent is still uncertain. We are not requesting additional money over last year from the county even though our locally funded costs will go up next year by \$15.5 million. Instead, we have reduced our costs in other areas to cover growth, sustaining operations and new schools. We are also continuing to fund the key initiatives we believe will drive the district toward increased student achievement through additional budget cuts.

### **Six new schools**

We will open six new schools next year at a total cost of \$6.3 million – four elementary schools and two middle schools built with money from the 2007 bond. When we asked for the bond, we promised the public that we'd open our new schools on time and on budget. We have kept that promise thus far. The 10 schools we've opened since the bond issue passed have helped relieve severe overcrowding in many schools across the district. Whether we can continue to keep that promise for new schools on time, however, may well hinge on Mecklenburg County's ability to sell bonds to pay for them.

### **Increased operating costs**

The costs of doing business for the district – the premiums for employee health benefits and retirement, for instance, and the costs of insurance – will go up. It is anticipated that the state will approve a step increase in salaries for teachers and school based administrators which will average 2%. We must match that increase for our locally paid employees. In all, we expect our costs of sustaining operations – of continuing to provide the services and benefits we provided last year to our employees and our students, and continuing to staff schools under the Weighted Student Staffing model – to increase next year by about \$6.5 million. In most cases, these are not costs that we control but we must pay for them in order to sustain current operations.

### **Reduction in force/reorganization**

We must cover the additional \$15.5 million in costs described above, including some important initiatives to increase student achievement. Given the likely decrease in funding, reductions are necessary. Because more than 80 percent of our budget is spent on salaries and benefits, we have been forced to reduce the number of employees in order to meet our fiscal obligations. To reduce our budget by \$51.1 million, we have eliminated 534 positions across the district. Although the reductions in our three main divisions – central support/operations, academic services and schools – were very close in dollar amounts, the largest cuts proportionately were made in central support/operations and academic services. We did that because we wanted to keep the necessary cuts as far from the classroom as possible. We couldn't completely shield our schools from reductions, because the cuts we're making are so large – but we tried to minimize the reductions at the school level by making proportionally larger cuts in other areas.

## **KEY BUDGET HIGHLIGHTS: PROPOSED OPERATING BUDGET**

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### **Tiers for flexibility**

We have made \$51.1 million in reductions in this proposed budget. Because we don't have final numbers yet for our county, state and federal funding, we may be required to make reductions beyond the \$51.1 million. In order to be prepared for whatever funding amount we receive, we've structured this year's budget with additional potential reductions in tiers. We've created four tiers of additional reductions beyond the \$51.1 million, with the cuts most likely to affect schools in the last two tiers. In all, if we make all the cuts in all the tiers, we will have made about \$86 million in reductions to the budget – a substantial amount and one that will be felt at the school level.

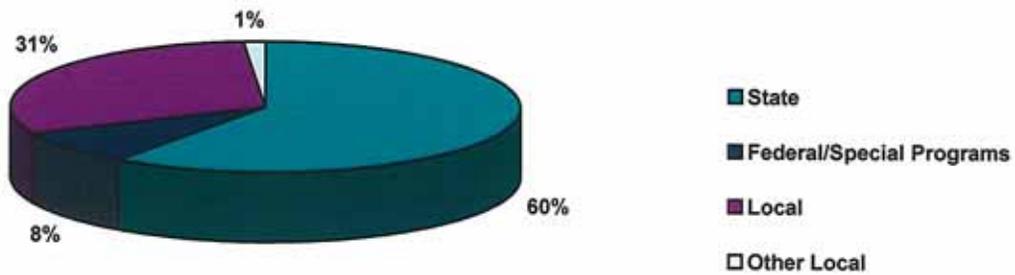
### **Protecting most important initiatives**

Most of this year's budget discussion has of necessity been focused on what we will not do. But it's important to remember what we will do – to keep our attention on those things that will move the district forward. Increasing student achievement remains our most important goal as a district and we are funding several key initiatives that will help us get there. New Leaders for New Schools, Montessori and other magnet programs and the Performance Management and Strategic Staffing are all essential ways that we can continue to improve our delivery of educational services to our students. If we are going to succeed in our goal of educating every student well, we will get there only through excellent teaching and rigorous schools. So we will continue to work on building strong leadership in our schools, strengthening our academic programs in key areas, enhancing our use of data, building accountability in schools and encouraging our principals and other school leaders to be innovative and bold. Increasing academic achievement remains our primary focus and we are funding initiatives to help us build capacity and excellence in our schools.

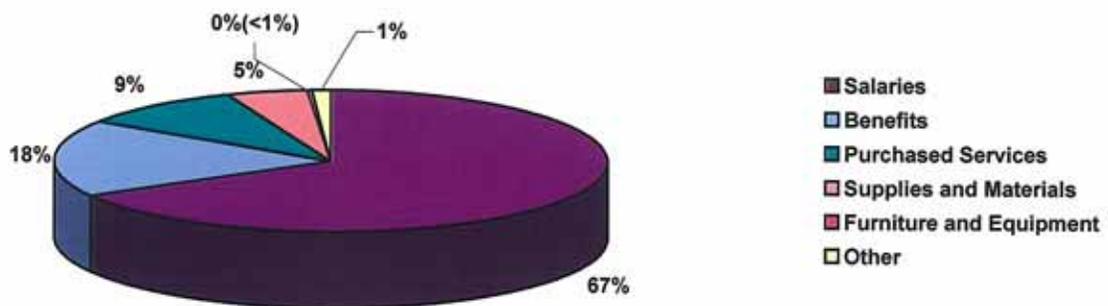
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# 2009-2010 PROPOSED BUDGET: SOURCES AND USES

## Sources



## Uses



**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
COMPARISON TO PRIOR YEAR**

	2009-2010 Proposed Budget	2008-2009 Adopted Budget	% Change
<b>REVENUES</b>			
State of North Carolina	\$ 689,477,954	\$ 718,590,515	-4.1%
Federal	95,555,554	101,630,106	-6.0%
Mecklenburg County Appropriation	351,366,785	351,366,785	-
Other Local Revenue	<u>15,843,636</u>	<u>23,122,372</u>	<u>-31.5%</u>
<b>TOTAL REVENUES</b>	<b><u>\$ 1,152,243,929</u></b>	<b><u>\$ 1,194,709,778</u></b>	<b><u>-3.6%</u></b>
<b>EXPENDITURES</b>			
Instructional			
Regular Instructional	\$ 578,105,314	\$ 584,848,407	-1.2%
Special Populations	128,564,187	137,322,765	-6.4%
Alternative Programs and Services	56,581,138	66,562,758	-15.0%
Co-Curricular	5,178,779	5,079,895	1.9%
School-Based Support	<u>60,252,012</u>	<u>59,410,640</u>	<u>1.4%</u>
Total Instructional	828,681,430	853,224,465	-2.9%
Instructional Support			
Support and Development	6,235,523	6,383,759	-2.3%
Special Population Support and Development	3,038,695	3,002,466	1.2%
Alternative Programs Support and Development	3,346,548	4,519,342	-26.0%
System-wide Pupil Support	<u>2,987,511</u>	<u>3,371,677</u>	<u>-11.4%</u>
Total Instructional Support	15,608,277	17,277,244	-9.7%
Operations			
Technology Support	13,096,683	13,842,743	-5.4%
Operational Support	164,771,625	179,195,559	-8.0%
Financial and Human Resource Services	17,510,055	17,648,257	-0.8%
Accountability	7,785,156	8,607,641	-9.6%
Community Services	539,349	537,540	0.3%
Nutrition Services	900,598	856,365	5.2%
Debt Service	582,736	582,736	-
Other	<u>2,540,712</u>	<u>3,726,038</u>	<u>-31.8%</u>
Total Operations	207,726,914	224,996,879	-7.7%
Leadership			
Policy, Leadership and Public Relations	13,750,872	15,382,081	-10.6%
School Leadership Services	<u>73,499,199</u>	<u>70,851,872</u>	<u>3.7%</u>
Total Leadership	87,250,071	86,233,953	1.2%
Charter School Funds	12,977,237	12,977,237	-
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,152,243,929</u></b>	<b><u>\$ 1,194,709,778</u></b>	<b><u>-3.6%</u></b>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**BUDGET CALENDAR FY 2009-2010**

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Date	Activity	Location
November 13-14	Kickoff: Meetings with Department Heads to review budget process and deliver packets	Board Room
December 1-4	Departments meet with Executive Staff to review budgets and identify reduction opportunities	
December 5	Executive Staff submits final budget recommendations to the Budget Department	
December 18	Board of Education receives Draft of Budget Calendar for 2009-10 via memo	BOE Meeting
December 18	Professional Organizations present budget requests to Budget Committee/Requests forwarded to Board of Education	Finance Conf. Room
January 5-9	Executive Staff budget work sessions with Budget Staff to discuss priority recommendations	TBD
January 12-16	Executive Staff budget work sessions with Chief Operating Officer to discuss priority recommendations	COO's Office
February 2	Budget Message and Superintendent's budget recommendations due in Budget department in order to compile budget document	Budget Office
February 10	Board of Education approves Budget Calendar for 2009-10	BOE Meeting
February 12 2:00pm	Budget work session scheduled for the Board of Education	Board Room
February 24 6:00pm	Budget work session scheduled for the Board of Education	Government Center
March 19 2:00pm	Budget work session scheduled for the Board of Education	Board Room
March 24 2:00pm	Budget work session scheduled for the Board of Education	Board Room
April 13	Presentation of Superintendent's Budget Recommendations to Executive Staff	Board Room
April 14 6:00pm	Formal budget presentation made to Board of Education by Superintendent at regularly scheduled board meeting	Government Center
April 28 6:00pm	Public Hearing on the FY 2009-10 Operating Budget	BOE Meeting
April 28 6:00pm	Budget work session scheduled for the Board of Education	BOE Meeting
May 12 6:00pm	FY 2009-10 Board of Education's Budget Request of the County Commissioners approved at Board of Education meeting	BOE Meeting
May 15	FY 2009-10 Board of Education's Budget Request delivered to County Manager	Government Center
May 19	County Manager's Recommended Operating and Capital Budgets presented to Board of County Commissioners	Government Center
May 26	Board of County Commissioners' 2009-10 Budget Workshop for CMS and CPCC	Government Center
May 28	Public hearing on Board of County Commissioners' 2009-10 Budget	Government Center
June 16	FY 2009-10 County Operating Budget and 3-year CIP adopted at regular meeting of Board of County Commissioners	Government Center

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## GOALS AND OBJECTIVES

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## **VISION, MISSION, CORE BELIEFS AND COMMITMENTS**

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### **Vision:**

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

### **Mission:**

The mission of the Charlotte-Mecklenburg Schools is to maximize academic achievement by every student in every school.

### **Core Beliefs and Commitments:**

We believe a strong and equitable public education system is central to our democracy. We believe our principals and teachers make the critical difference in student achievement. We believe that as adults we are accountable for building and maintaining high performing organizations that ensure all students will successfully acquire the knowledge, skills and values necessary for success.

#### **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
- Placing a principal with strong leadership and management skills as the key instructional leader in every school
- Ensuring that an effective teacher instructs each class
- Building the capacity of our personnel through meaningful professional development
- Operating effectively and efficiently with fiscal accountability
- Educating all students in safe and orderly environments conducive to learning
- Giving all students access to a well-rounded, rigorous curriculum that is research-based and data driven
- Securing and allocating adequate resources according to the needs of each child
- Partnering with parents and the community in maximizing student learning
- Embracing our community's diversity and using it to enhance the educational environment
- Basing our educational culture on merit and individual achievement
- Preparing all students to be successful in institutions of higher learning or the workforce without a need for remediation

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

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## **PREAMBLE**

In order to make these Core Beliefs and Commitments a reality, the Board of Education of the Charlotte-Mecklenburg Schools (CMS) presents our theory of action, our strategic approach to improving student achievement. We intend for this theory to drive our planning, goals, policies, budgets and administrative actions. Over time, we believe it will transform the culture of CMS.

Our theory of action builds on both our understanding of how children learn and the conditions that are most conducive to learning—the instructional side of schools. It also creates a framework for the policies, management systems and culture that best promote the commitment and high performance of adults—the operational side. It rests on our research of teaching methods and curriculum as well as best practices most suited to the unique circumstances in CMS and the communities we serve.

## **MANAGED INSTRUCTION: THE FOUNDATION**

Over the last five years CMS has concentrated on building a **Managed Instruction** system, primarily focused at the elementary grades. Essential elements of this system, and the reasons for its success, include:

- a comprehensive, research-based district curriculum that flows seamlessly from one grade level to the next and allows for movement between schools
- professional development that is centered on the curriculum being taught,
- an individualized student information management system that allows teachers to determine the academic strengths and weaknesses of each child,
- detailed assessments to be used in tracking achievement and driving instruction, and
- carefully calibrated and appropriate interventions—by child, by teacher, by subject and by school—to enable principals to keep performance on course

Prior to Managed Instruction, individual schools were using a wide variety of curriculum programs, many not based on current research. This approach led to mixed results and an inability to provide targeted professional development. The problem was exacerbated by teacher turnover and high student mobility rates, particularly among impoverished children.

Managed Instruction has helped us improve student achievement, particularly in the elementary grades and to a lesser extent in middle schools. The CMS Task Force report supports this assertion: "From 1998 to 2004, CMS student achievement in elementary and middle schools increased significantly in both reading and math and can be considered strong both in absolute terms and in comparison to students from across the state of North Carolina. Moreover, achievement is improving across all student groups—including White, African American, Hispanic/Latino, low income, limited English proficient, and special education—and the achievement gap among all groups is narrowing." High schools are in the beginning stages of implementing Managed Instruction and initial results appear promising.

We are convinced it is necessary to retain the strengths of a Managed Instruction system. However, for all its benefits, Managed Instruction does not stimulate innovation, create incentives for adults or build a performance culture. Therefore, in order to dramatically improve student achievement, it is essential that we incorporate the flexibility required to adjust to the needs and circumstances of each school and its students and to build incentives for innovation.

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

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### **MANAGED PERFORMANCE/EMPOWERMENT: THE NEXT STEP**

**Managed Performance/Empowerment** builds on the foundation and continues the benefits of Managed Instruction but goes a step further. CMS must be redesigned to manage for performance, moving us beyond a pure managed instruction program to one that recognizes accomplishment and rewards it with additional freedom. The district's core business—teaching and learning— must be managed by the central office with some flexibility. This flexibility must balance accountability with empowerment according to the needs and performance of individual schools or particular classrooms. The structure of central office support itself must also be decentralized in order to be more responsive to the needs of principals, their schools and the public.

To further clarify our intent, we wish to expand our description of managed performance/empowerment under the following headings:

- **Standards** – Managed performance/empowerment begins with standards, including those related to:
  - high quality staffing
  - equitable distribution of resources based on student need
  - academic content and performance
  - graduation and promotion
  - business processes and fiscal accountability
  - school safety, discipline and student conduct
  - ethics, and
  - parent and community satisfaction

While many standards are already in place, it is the Board's intent that CMS set standards by board policy or management directive, as appropriate, for all important outcomes and processes. Where higher standards will promote excellence, CMS will go beyond federal and state requirements.

- **Instructional management** – Because of high student mobility rates in some schools, the importance of certain subjects in all schools, and required national and state standards, some aspects of instruction must always be managed within fairly narrow district parameters.

However, schools that demonstrate high levels of performance and achievement as measured by CMS' accountability system will be given greater authority and flexibility to enhance the district's core curriculum.

Managed instruction does not necessarily mean managed teaching methods. Our intention is that teachers, working individually and with teams to analyze and develop quality lessons and teaching strategies, be given more flexibility to teach according to their best professional judgment. We wish to create a *performance* rather than a *compliance* work culture and unleash innovation for continuous improvement in teaching and learning as well as school operations. The key to doing this is balancing accountability with empowerment based on the needs of children and school performance. All schools are not the same: the needs of children, the capacity of the workforce, and the concerns of parents vary from one school community to another.

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

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Because principals and teachers must be held accountable for student achievement they should have as much decision-making authority as possible, consistent with effectiveness and efficiency.

- **Operational Management** — In a Managed Performance/Empowerment system, schools should be given some degree of control over operations as well as instruction. The amount of control will be based on student, teacher and school performance as measured by the district's accountability system. Schools 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. However, they should also listen to their school community and involve their employees as much as possible.

Striking the right balance between accountability and empowerment is an on-going responsibility of the board/superintendent team. But maximum empowerment for school communities--principals, teachers and parents--within the boundaries of effective and efficient operations, is the means to our primary goal of educating all students.

- **Accountability** – Managed performance/empowerment demands accountability: holding people responsible for meeting standards. Accountability systems for schools and other functional units must identify important performance indicators, measure achievement using these indicators, collect and distribute performance data and apply pre-determined consequences for achieving pre-defined outcomes. Accountability also means individual responsibility for all district employees, parents and students.
- **Capacity** – Excellent performance requires capacity, including high quality staffing, facilities, resources, management systems, technology and training. In short, to meet high standards, all involved in CMS need knowledge, skills and tools appropriate to the task. Building this capacity is the responsibility of the board/superintendent team. Therefore, broad public support for our core beliefs and commitments and theory of action will be required.

It is the intention of the board that managed performance/empowerment as a theory of action for change provide a stable, long-term framework for improving student achievement in CMS.

In order to align all district systems around this theory, significant redesign will be required. The Board of Education will develop policies consistent with this approach. The superintendent is responsible for designing the structure to implement managed performance/empowerment.

**In summary, we believe that managed performance/empowerment combines the effectiveness of a managed instruction program with the dynamics of a performance culture.** It balances performance with empowerment, while ensuring that empowerment *follows* performance.

## **STRATEGIC PLAN 2010 – GOALS AND OBJECTIVES**

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### **GOAL I: HIGH ACADEMIC ACHIEVEMENT**

- Eighty percent of schools will make expected or high growth on ABCs (54 percent as of 2005-06).
- 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-eight percent of students will achieve at or above standard on mathematics (EOG) tests in grades three through eight (65 percent as of 2005-06).
- Eighty percent of students will achieve at or above standard on science (EOG) tests in grades three through eight (testing will begin in 2008-09).
- 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.
- Students graduating on time will increase by 3 percent each year (72 percent as of 2005-06).
- The number of students who drop out will decrease by 3 percent each year (23 percent as of 2005-06).
- CMS will meet or exceed the national average on Advanced Placement exams (combined scores) with scores of 3, 4 or 5 (42 percent as of 2005-06, compared to the national average of approximately 62 percent).
- Seventy-five percent of students will meet or exceed the national average on the SAT, while the percentage of students who take the test will also increase (50 percent met or exceeded the national average as of 2005-06; 69 percent of graduates took the test).
- 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.

### **GOAL II: EFFECTIVE EDUCATORS**

- CMS will increase the percentage of its schools with effective teaching staff. That effectiveness will be measured by subjective and objective evaluations, and the percentage will be set after a district-wide accountability system required by CMS Board of Education Policy AE has been adopted.

## **STRATEGIC PLAN 2010 – GOALS AND OBJECTIVES**

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- At least 99.4 percent of the teaching positions will be filled by the first day of school and remain so throughout the school year. This will be measured by periodic checks of staffing during the school year. (This year, 99.0 percent of teaching jobs were filled on the first day; we have no first-day data for other certified and non-certified staff. On September 29, 2006, 98.8 percent of licensed-staff positions were filled; non-licensed staff was 95.9 percent). CMS will also have all other certified positions and non-certified positions filled at high percentages.
- At least 95 percent of the schools will have all teaching positions filled by the first day of school and will keep them filled throughout the school year. This will be measured by periodic checks throughout the school year (68 percent [109 schools] as of the start of the 2006-07 school year).
- Targeted schools (currently identified as FOCUS [Finding Opportunities; Creating Unparalleled Success]; these are the schools with high levels of student poverty that were formerly designated EquityPlus Schools) within CMS will be staffed with teachers and administrators who have the same experience and degrees as the two-year average for teachers in the Schools of Excellence and Distinction as defined by ABC rankings.

### **GOAL III: ADEQUATE RESOURCES AND FACILITIES**

#### **Instructional Materials and Supplies, Technology, Co-Curricular Activities**

- All schools will be equipped with CMS-standard instructional materials and supplies (53 percent of all schools; 100 percent of all FOCUS schools as of January 2005).
- All schools will meet CMS standards for technology (85 percent at a student/computer ratio of 5:1 as of January 2005).
- All schools will meet the CMS standard number of co-curricular activities (55 percent as of January 2005).

#### **Facilities**

- Sixty-five percent of schools will meet baseline standards (46 percent as of August 2006).
- There will be a 15 percent reduction in the number of temporary classrooms (there were 1,059 units as of August 2006).

### **GOAL IV: SAFE AND ORDERLY SCHOOLS**

- Eighty percent of students will indicate they feel safe at school.
- Seventy percent of parents will indicate they believe schools are safe.
- Seventy percent of community members will indicate they believe schools are safe.
- All schools will score at or above 90 percent on an annual safe school audit.
- The number of state-reportable incidents of inappropriate behavior per 1,000 students will decrease by 10 percent (6.7 per 1000 as of 2005-06).

## **STRATEGIC PLAN 2010 – GOALS AND OBJECTIVES**

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### **GOAL V: FREEDOM AND FLEXIBILITY WITH ACCOUNTABILITY**

- Eighty-five percent of schools will receive the top rating(s) on the CMS Accountability System.
- Sixty-eight percent of schools will make Adequate Yearly Progress under the federal No Child Left Behind standard (35.2 percent [50 schools] as of 2005-06).

### **GOAL VI: WORLD-CLASS SERVICE**

- Eighty percent of employees, parents and community members will agree CMS provides timely, accurate and responsive service on annual satisfaction surveys and polls.
- CMS will deliver project charters developed for this Plan on time, on budget and at or above the expectation of the customer.

### **GOAL VII: STRONG PARENT AND COMMUNITY CONNECTIONS**

- Seventy percent of CMS parents will agree CMS is doing a good job and is headed in the right direction.
- Seventy percent of community members will agree CMS is doing a good job and is headed in the right direction.
- Seventy percent of parents and community members will agree CMS schools are safe.
- Seventy-five percent of parents will agree their child's school does a good job of keeping them informed and responding to requests.
- More than half of parents and community members will agree CMS is a good steward of taxpayer resources.
- More than half of parents and community members will agree CMS is responsive to requests and keeps them informed.
- The number of district-sponsored partnerships that focus on improving academic achievement and increasing school safety will increase by 25 percent.
- The number of volunteer hours devoted to improving academic achievement and mentoring at-risk youth will increase by 25 percent.

## **CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS**

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CMS faces numerous challenges this year. Some of them are constant from year to year – the challenge of raising academic achievement, closing the achievement gap and facility needs. The district continues to struggle with overcrowding in many schools, despite a slowdown in enrollment growth for the last two years and a successful bond campaign last year.

The biggest challenge this year, however, is financial. North Carolina is in a severe recession brought on by the global and national downturn and the state's budget outlook for FY 2009-2010 continues to deteriorate. Tax revenues are declining at an accelerating pace while demands for certain categories of state services keep rising. CMS, which receives nearly all of its funding from state and local sources, is directly affected by these conditions.

Although the current year's shortfall seems largely under control, state leaders must now deal with the deep budget gap facing the state for the upcoming fiscal year. The state's projected budget shortfall was estimated at more than \$4 billion in mid-May – more than doubling since January. The FY 2009-10 budget shortfall is best defined as the gap between anticipated revenues (assuming no changes to tax policy), and the amount of spending needed to maintain the current public services.

The consequences of the current recession are still undetermined. However, significant economic challenges confronting the state and Mecklenburg County may increase in severity. Mecklenburg County is facing a multi-million dollar shortfall in its 2009-10 budget that could require service cuts, possible job losses and delays in some construction projects, according to preliminary figures given to county commissioners. Local economic conditions have worsened as the national recession has deepened.

The state and Mecklenburg County are the primary sources of revenue for CMS, so severe budget reductions seem inevitable for the 2009-10 school year. This proposed budget has more than \$51 million in reductions from the 2008-09 operating budget. We have eliminated jobs, changed how we staff schools, eliminated bonuses, trimmed textbook expenditures and streamlined operations in central-office departments.

We expect to receive some funds from the American Recovery and Reinvestment Act (the federal stimulus package). However, the total amount remains uncertain. We have been notified that we will receive \$30.2 million for special-needs children and \$24.6 million for Title I (high-poverty) students. It's important to remember that these funds are restricted: They can only be spent on special-needs and high-poverty students. How much more federal money we will get, specifically in the State Fiscal Stabilization Funding which is to be allocated by the governor, is not yet clear.

What does appear clear, however, is that we should not expect improvement in the economic picture any time soon. The National Bureau of Economic Research says the United States entered a recession in December 2007. The most optimistic forecasts anticipate a rise in real GDP growth in the fourth quarter of 2009, but it is likely that the recession will continue into 2010, with a slow recovery.

CMS thus faces a new set of economic challenges as we continue to work on our most important priority: improving academic achievement. The summary below reviews the key challenges and how they are affecting our continuing efforts to improve teaching and learning in the district.

## **CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS**

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### ***Efforts to improve student achievement***

We have seen steady increases in student achievement. But continued efforts are necessary at all levels to narrow the achievement gap and increase the percentage of students on grade level at each school in CMS. Highlighted below are a few of those efforts.

CMS has continued the K-3 Intensive Reading Program in all elementary schools to help struggling readers. Our goal is to have all students reading on grade level by third grade.

Five of our middle schools began to restructure this school year to address a lack of student achievement for the last four years. Each school submitted a reform plan to the superintendent and the plans were put into place in the fall.

The Military and Global Leadership Academy at Marie G. Davis opened in August 2008 with grades six-10 (the 11<sup>th</sup> grade will be added in 2009-10). This school provides a rigorous, traditional academic learning environment with a focus on creative and critical thinking skills. The school incorporates principles of mental and physical wellness into behaviors and decisions as well as an articulation between middle and high school teachers to provide students a smooth transition into high school.

The Academy of Engineering-Motorsports program was launched in a partnership with the National Academy Foundation (NAF). The first year of planning was completed this school year and the program will begin next year. This program supports the district's Science, Technology, Engineering and Mathematics (STEM) initiative and goal to improve high school student achievement through project-based learning in four high schools: Hopewell, Mallard Creek, Vance and Phillip O. Berry Academy of Technology.

The Achievement Zone includes 11 of our neediest schools, which receive additional support and resources. In partnership with The Bill & Melinda Gates Foundation and The Parthenon Group, the Achievement Zone has developed a strategic plan around four pillars: quality staff, safety, literacy and public perception. The Achievement Zone has also undergone extensive training in Data Wise, which provides teachers and schools a blueprint for using data to support student achievement.

### ***Data-driven improvement***

The 2008-2009 school year was the first full year of School Quality Reviews. Forty-seven of these reviews were completed for schools in the South and Northeast learning communities. The effort, which includes a rigorous two-day review led by experts from Cambridge Education, provides CMS schools with a detailed report on where to focus school improvement efforts. An integral part of SQR is training CMS principals and curriculum staff to be co-reviewers and to focus teaching and learning outcomes around a critical question: Are students learning and how do we know?

All of our efforts to improve student achievement require more effective uses of data. CMS has traditionally been a district rich in quantities of data. More recently, however, we have struggled with how to make the right data available to our schools and instructional staff and what to do with the data. Funding to support enhanced performance management tools is included in this year's budget as is funding to expand the Data Wise improvement process that is proving successful in Achievement Zone schools.

### ***Closing the achievement gap***

CMS continues to focus on innovative and effective efforts in narrowing the achievement gap between poor and minority students and their more affluent peers.

**CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS**

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In 1995-96, only 31 percent of African-American students were on grade level in both reading and math, and only 341 African-American students were enrolled in Advanced Placement (college-level) or International Baccalaureate (college-level) courses. In 2007-08, 32.5 percent of African-American students were on grade level in both reading and math, and 1,190 African-American students were enrolled in 2,182 Advanced Placement courses and 251 African-American students were enrolled in 1,066 International Baccalaureate (college-level) courses.

In 2007-08, 56.9 percent of all fifth-graders scored at or above grade level on state achievement tests in reading, while the Title I (high poverty) elementary schools had a 35.59 percent pass rate. This reflects the recent change by the state to a more rigorous reading test.

The chart below illustrates the gap in actual student performance in grades 3-8 reading and math for all African-American and white students during the 2007-08 school year. Historically, there has been a significant gap, with white students outperforming African-American students.

**2007-08 - Gap in Percent Proficient – White vs. African American**

<b>Grade Level</b>	<b>Reading</b>	<b>Math</b>
<b>3</b>	41.1	37.2
<b>4</b>	39.7	35.7
<b>5</b>	38.8	31.9
<b>6</b>	40.4	40.8
<b>7</b>	41.3	38.3
<b>8</b>	42.5	36.1

***Quality teachers and student performance***

Research indicates that a strong teacher can help at-risk students move forward as many as two to three grade levels in one year; conversely, having a weak teacher two years in a row can put our most fragile students so far behind that recovery is virtually impossible.

Currently, CMS employs more than 9,300 full-time teachers. Recruiting and retaining high quality teachers is a top CMS priority and we will expand innovative approaches such as our Strategic Staffing Initiative aimed at moving teams of high performing teachers and a principal to our most needy schools. Trying new approaches to solving pressing challenges also requires partnerships. Together with New Leaders for New Schools, Queens University and Winthrop College, we are designing programs to prepare our future instructional leaders to staff our most challenging schools.

Moreover, in a state which produces only a third of the new teachers needed annually, CMS is committed to creating an environment that makes every new and experienced teacher want to work for CMS.

***Strong school leaders recruit strong teachers***

Recruiting and retaining strong instructional leaders to serve as school principals is another important factor in increasing student achievement. Strong principals recruit, motivate and inspire teachers to work successfully with every student.

## **CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS**

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Nationally as well as in North Carolina, public schools face a critical shortage of principals with proven track records of success in raising student achievement. CMS currently employs 21 principals who are eligible for retirement.

Additional funding is designated to increase the district's ability to develop future principals via specifically tailored professional development and working with higher education partners to build a strong leadership program. The mix of leadership programs we have chosen will allow the district to develop talent already in the ranks as well as recruit new leaders from outside CMS.

### ***Growing diversity, complex learning needs pose new challenges***

As our community becomes increasingly diverse, CMS also serves increasing 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 students who qualify for the federal free and reduced lunch program, a common measure of poverty. The number of CMS students who qualify for federal assistance edged closer to 50 percent (48.7%) in 2008-2009.

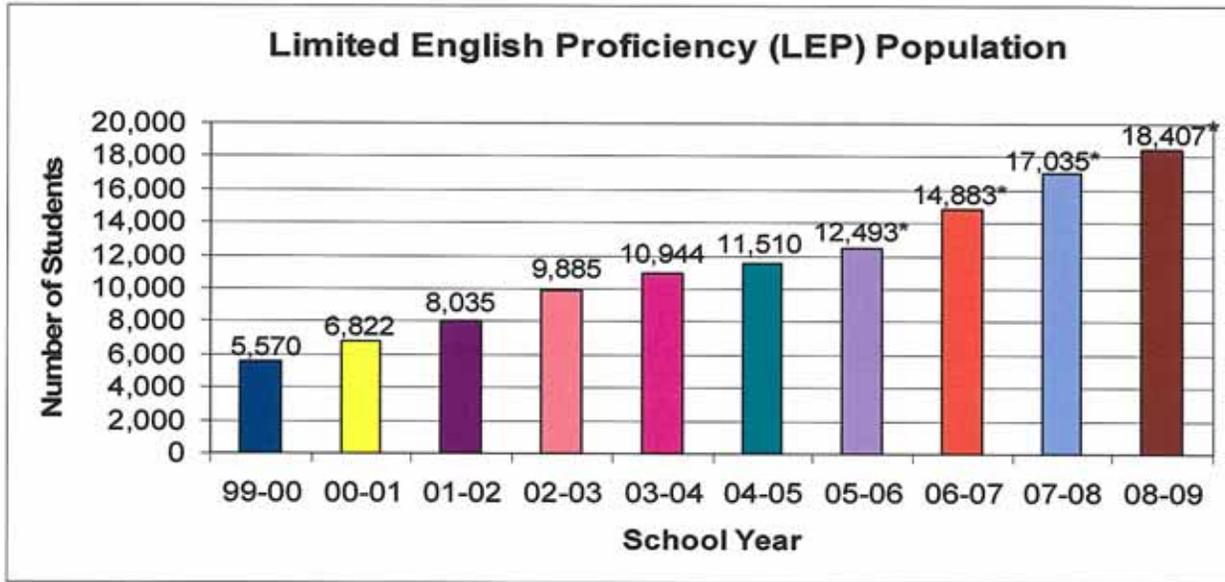
As a result of growth in the high poverty student population, CMS has increased the number of schools qualifying for FOCUS benefits from 54 in 2005-06 to 73 in the 2009-10 proposed budget. During 2005-06, these needs were met through differentiated staffing for FOCUS schools which resulted in lower class 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.

Special incentives, from signing bonuses to tuition reimbursement for a master's degree for teachers, are also part of the FOCUS program, which is designed to ensure equity for all students.

The budget challenges we face this year, however, may directly affect how these schools are staffed. FOCUS schools will continue to receive an additional 30 percent in funding for instructional materials and supplies.

Our need for English as a Second Language instruction is also increasing. Currently, CMS serves students from 161 countries who speak 140 languages other than English. More than 18,400 students with limited English proficiency -- approximately 14 percent of our total student population -- are currently enrolled in CMS. That's more than three times the number we had a decade ago. The chart below shows the steady growth in this population of students.

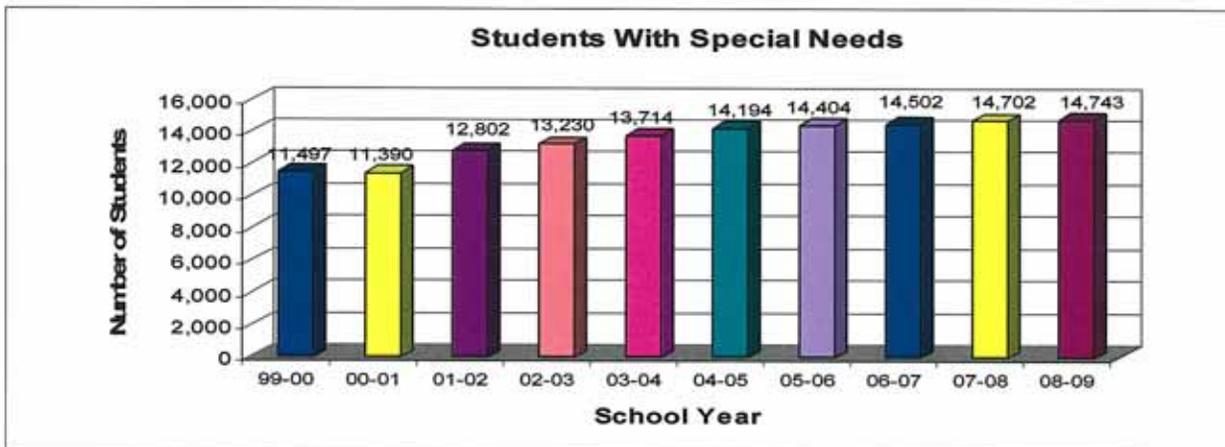
**CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS**



\* LEP Students enrolled as of October 2004-October 2008. 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, 14,957 CMS students --11 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.

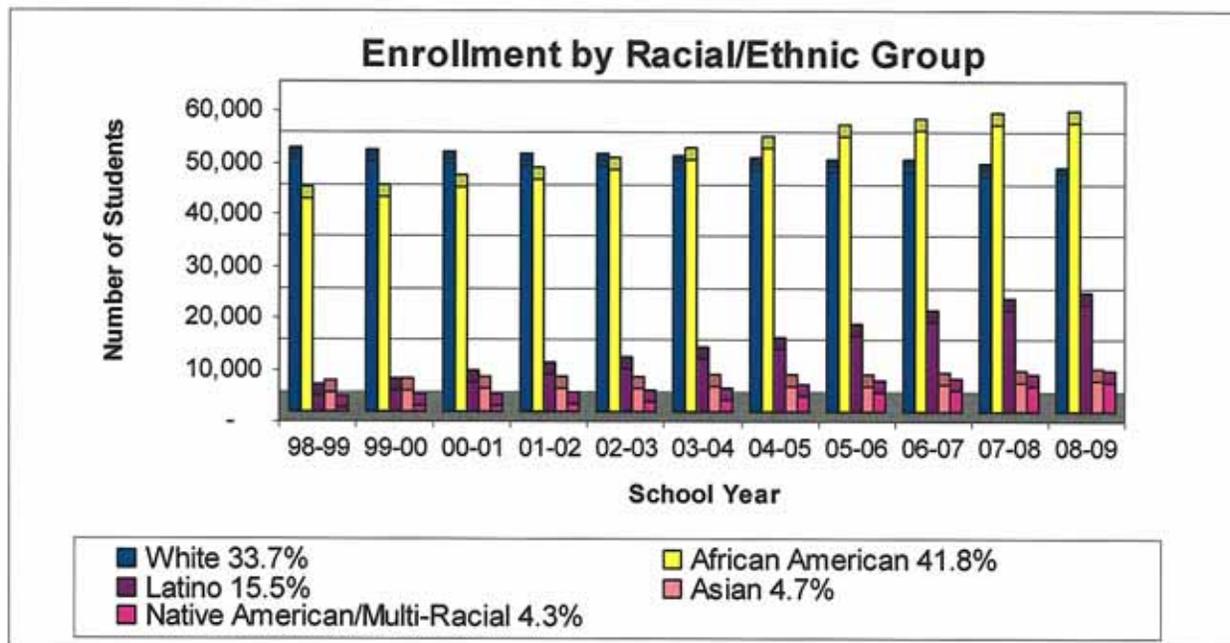


CMS is committed to providing a high quality education for every student. The district's goal is to ensure that programs and resources are in place to support the individual needs of each student. However, funding must be available to make this goal a reality.

**CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS**

**CMS Student Population At A Glance 2008-2009**

- Native American/Multiracial = 4.3%
- Asian = 4.7%
- African-American = 41.8%
- Hispanic/Latino = 15.5%
- White = 33.7%
- Free or Reduced Lunch Population = 48.7%
- Native languages = 140
- Countries represented = 161
- Limited English Proficient – 18,407
- Students with disabilities = 14,743



**Enrollment and capacity**

Since 1987, CMS has spent more than \$2 billion for 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.

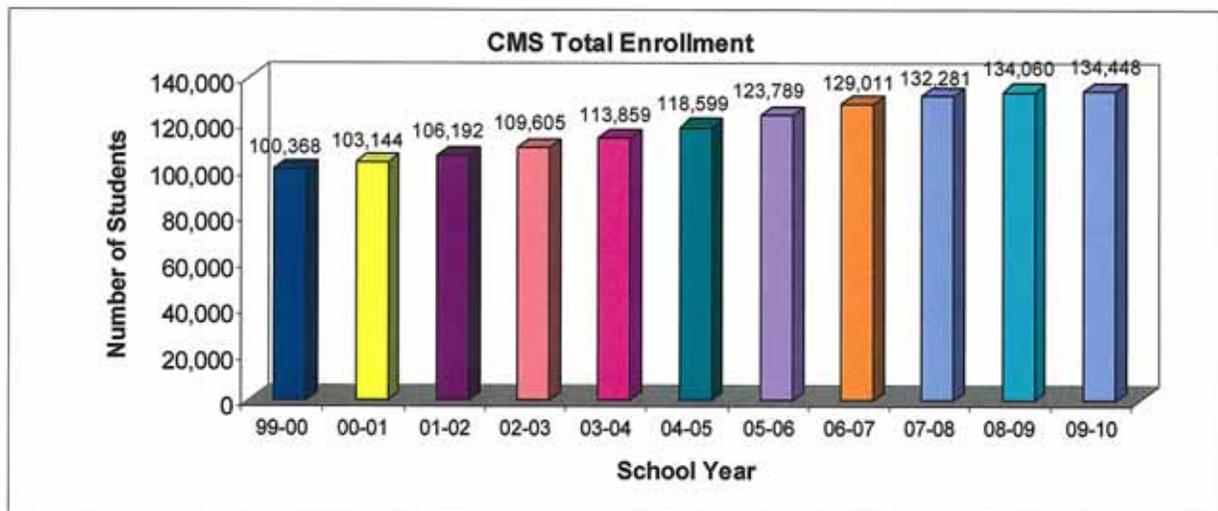
However, the county's decision to reduce debt issuance has restricted our ability to keep our 2007 bond promises. While we have met our goal to reduce usage of mobile classrooms by opening six new schools in 2009-10, we will be unable to keep mobile classroom units out of service in the future. Four of our promised elementary schools will not open in 2010 as planned because of lack of funding.

Enrollment in 2009-10 is not projected to grow substantially. But that is a consequence of a change in the age of eligibility for kindergarten students. It is anticipated that enrollment will

## CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS

continue to grow in 2010-11. With no additional capacity coming on line to offset this growth, many schools in the district will continue to be severely overcrowded.

Since 1998-99, CMS has grown from 98,500 students to more than 134,000 students. We anticipate serving another 388 students next year (in 2009-10).



### Conclusion

Despite the challenges facing Charlotte-Mecklenburg Schools, there is much room for optimism about the district's future. Across the board we are seeing reform and improvement, and it follows the goals we set for ourselves in our *Strategic Plan 2010*.

We continue to see improvement in our schools from initiatives such as intensive reading and the Achievement Zone. Student test scores are trending up in most areas, and our students' test results compare favorably with those of students around the country and overseas.

The district's high school graduates are attractive to top colleges and universities, as shown by the significant increases in scholarship money earned by our students in recent years. We have increased student and parent involvement in our schools through the work of volunteers and partnerships, and Parent University.

We are developing leadership across the district, using a mix of talent already in the ranks and recruiting strong principal candidates nationally. We are strengthening teachers through professional development and training, including the use of the Data Wise program.

We are improving our use of data at every level, sharpening our focus so that data can drive instruction to help students learn. We have eased overcrowding in some of our most crowded schools with six new schools that opened in 2008-2009 and six more coming on line in 2009-2010.

At the same time, we are seeing a noticeable increase in the needs of our students as the resources to meet them are, for now at least, declining. We are very close to having half of our students meeting the federal standard for poverty. The number of students who must learn English as a second language is increasing. Enrollment continues to grow, although the pace

**CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS**

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

But the greatest reason for optimism may well be the employees of CMS. They are our greatest resource and our greatest investment. Despite the tough budget times this year, and the likelihood that the financial downturn will linger for a while, our employees have shown resilience and focus. They have continued to meet the daily challenges of educating children, bringing dedication and commitment to this great social responsibility. It has been said that tough times don't last but tough people do. CMS is rich in tough, resilient, dedicated employees – in our classrooms, in our offices, in our schools. They are this district's greatest asset and this year, they have displayed the will and the ability to stay focused on our most important task: increasing student achievement. Because of them, the district continues to move forward and we expect to see significant improvement in the coming school year.

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# PROPOSED OPERATING BUDGET

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**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
SUMMARY OF CHANGES TO 2008-2009 BASE BUDGET**

	State	County	Federal	Other	Total
<b>Page</b> 2008-2009 ADOPTED BUDGET	718,590,515	\$351,366,785	\$ 101,630,106	\$ 23,122,372	\$ 1,194,709,778
REVISIONS TO 2008-09 ADOPTED BUDGET	(12,031,644)	-	(9,334,066)	(8,836,018)	(30,201,728)
2008-2009 BASE BUDGET*	706,558,871	351,366,785 **	92,296,040	14,286,354	1,164,508,050
34-44 I. REDIRECTIONS/REDUCTIONS	(35,690,354)	(15,452,436)	-	-	(51,142,790)
II. SUSTAINING OPERATIONS					
45 A. Salaries and Benefits	15,181,833	4,669,342	1,123,926	17,282	20,992,383
45-46 B. Program Continuation	-	1,847,145	-	-	1,847,145
Sub-Total	<u>15,181,833</u>	<u>6,516,487</u>	<u>1,123,926</u>	<u>17,282</u>	<u>22,839,528</u>
III. STUDENT GROWTH AND OPENING					
NEW SCHOOLS					
46 A. Enrollment Increases	1,985,860	619,173	-	1,540,000 <sup>A</sup>	4,145,033
47-48 B. New Schools	1,441,744	6,314,395	-	-	7,756,139
Sub-Total	<u>3,427,604</u>	<u>6,933,568</u>	<u>-</u>	<u>1,540,000</u>	<u>11,901,172</u>
IV. PROGRAM EXPANSION AND					
NEW INITIATIVES					
49 A. New Leaders for New Schools Program	-	252,433	-	-	252,433
49-50 B. Magnet Program	-	652,174	-	-	652,174
50-51 C. Performance Management	-	466,165	2,135,588	-	2,601,753
51 D. Strategic Staffing	-	631,609	-	-	631,609
Sub-Total	<u>-</u>	<u>2,002,381</u>	<u>2,135,588</u>	<u>-</u>	<u>4,137,969</u>
<b>TOTAL 2009-2010 PROPOSED CURRENT EXPENSE BUDGET</b>	<u><b>\$ 689,477,954</b></u>	<u><b>\$351,366,785</b></u>	<u><b>\$ 95,555,554</b></u>	<u><b>\$ 15,843,636</b></u>	<u><b>\$ 1,152,243,929</b></u>

\* Includes state revisions, reduction of one-time fund balance appropriation and anticipated revenue adjustments to 2008-09 Adopted Budget.

\*\* Assumes one-time reversion of \$5 million in 2008-09 will not be recurring.

A Includes a fund balance appropriation to purchase 15 new buses.

## **FACTORS INCREASING THE OPERATING BUDGET**

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The 2009-2010 Operating Budget for CMS must be adjusted for the impact of increasing costs to sustain current operations, enrollment growth and opening new schools. Key factors contributing to higher operating costs for 2009-10 include salary and benefit increases, increasing the mileage reimbursement rate, higher insurance premiums, continuing the Weighted Student Staffing model, resources required to address the minimal enrollment growth and the operational costs associated with opening six new facilities. These increases total \$34,740,700 from all funding sources and do not include the expansion or introduction of any new initiatives.

### ***Employee Salary and Benefits***

It is anticipated the state will provide a step increase for licensed staff and school based administrators which equates to approximately a 2% increase overall. No salary increase is projected for non-licensed staff. The state legislature determines the salary increase for all state paid employees and provides the necessary funding in accordance with the increase approved. However, funding must be secured to provide an equivalent increase for our locally funded positions, as well as the impact on the local supplement cost for the state-funded positions. As part of a key strategy for recruiting and retaining effective staff, a comprehensive compensation study was conducted by an outside firm in 2007. In 2009-2010, approximately \$675,627 is included in the proposed budget to continue with phase II (mid year increases for hourly employees not yet at market pay) of a multi-year plan to implement the salary recommendations made in the study.

Skyrocketing health care costs continue to drive the cost of employee benefits up at an alarming rate. While we are still very early in the state budget process, it is anticipated that the employer paid premium for health insurance will increase by at least 8.6% to \$4515 per employee as of July 1, 2009 (a blended rate for the indemnity and PPO plans). If other plan changes are not implemented, the increase may be much higher.

All indications from the state are that the retirement rate will be increased next year. The proposed budget includes a slight increase from 8.14% to 8.44% based on the latest information at the present time.

The total cost of the increase in salary and benefits is \$21 million including \$4.7 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, escalating costs to operate and maintain a vehicle prompted a proposed increase in the mileage reimbursement rate from 50.5 cents to the IRS standard rate of 55 cents per mile. Insurance rates are also on the rise.

The increase in the overall poverty rate at many of our schools (meaning more of the students qualify for free or reduced price lunch (FRL)) resulted in additional teacher allotments necessary to continue the Weighted Student Staffing model which has been in place since 2006-07

Program continuation items as outlined above totaled \$1.8 million in county funding.

## **FACTORS INCREASING THE OPERATING BUDGET**

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### ***Enrollment Increases***

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

This year the enrollment growth expected is much lower than in recent years. We believe this is partly linked to the faltering economy, but another significant impact for this year is the change in the birthday deadline for students to enter kindergarten. The state moved this date from October 16 to August 31. This change alone is estimated to have reduced our enrollment growth by approximately 1400 students. As a result, student enrollment is only expected to increase by approximately 388 students in 2009-10, which represents a .3% increase in our student population. Various instructional and support positions are needed to maintain our current 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 will come from state resources, with local funding required to fund the local supplement pay for those state paid teachers. Additionally, the state provides a small per-student allocation for supplies and textbooks, but local funding is necessary to supplement the cost in most areas.

Undesignated fund balance will be appropriated to purchase 15 new buses to accommodate the new students and the opening of two new high schools in 2001-11 (must be ordered next year for delivery in time for the opening of school in August 2010). The state provides replacement buses for local education agencies in NC, but the district must buy additions to the bus fleet. The cost of the new buses is \$1.5 million.

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 2009-10 the total proposed budget increase related to student population growth is \$4.1 million, including \$619,173 in county funding.

### ***New Schools***

As noted above, enrollment growth and currently overcrowded schools requires new and expanded facilities. Four elementary and two middle schools are scheduled to open in August 2009. Additional school based positions will be 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. In addition, two new high schools are scheduled to open in August 2010. The budget includes funding for extended employment for key positions needed for planning, teacher recruitment, master course scheduling, etc. to ensure a smooth opening of the schools next year.

## **FACTORS INCREASING THE OPERATING BUDGET**

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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 \$4.33 per square foot. This cost is slightly higher per square foot than in the prior year because of the increase in utility costs and projected salary increases.

Another factor that increases the operating budget when a new facility, specifically a middle or high school, is open is the athletic program support costs. Funding is needed for next year 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 2009-10 drove operating costs up \$7.8 million, including \$6.3 million in county funding.

### ***Program Expansion and New Initiatives***

In the past couple of years we introduced a large number of new initiatives aligned with our Strategic Plan 2010, and those initiatives are now fully engaged in the implementation phase. This year there are fewer new initiatives being introduced, but the focus and alignment to the Strategic Plan 2010 and improving student achievement remain. The cost for the new and continued expansion of key initiatives is approximately \$2 million in county funding. The new initiatives are more fully explained in the 2009-2010 Program Changes later in this section.

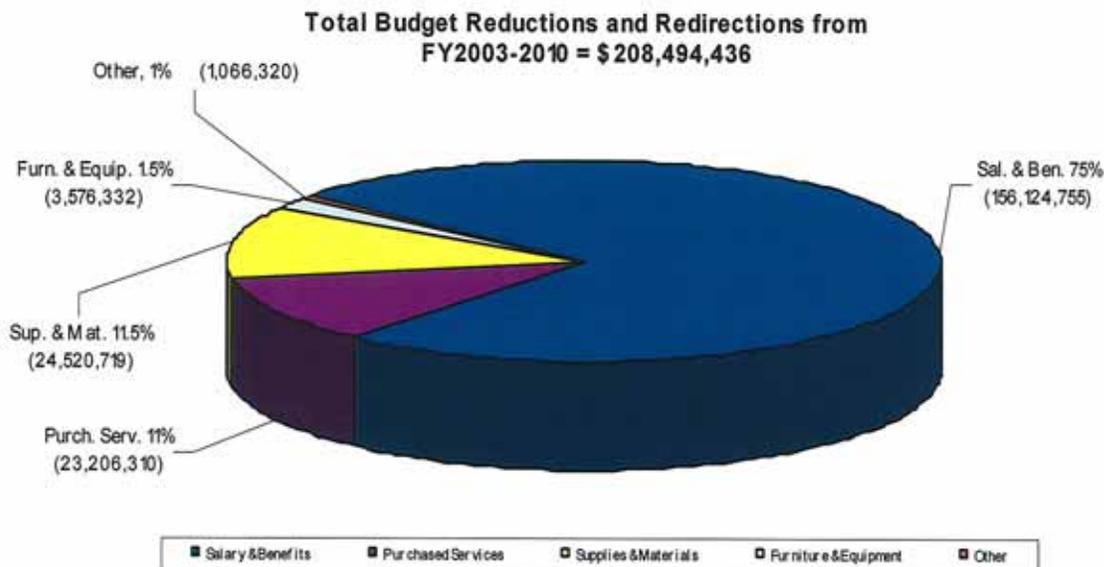
### ***Summary***

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 proposed county budget request is for flat funding or no increase as we have redirected current funding to pay for all of the required increases. The budget reductions and redirections are fully explained in the 2009-2010 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 Proposed Budget for 2009-10 includes \$15,452,436 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 (\$7.7 million) as well as other cuts from Central Office (\$4.8 million) and system wide realignments (\$3.0 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 2010 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 Proposed County Appropriation section.

This year's total of \$51.1 million in reductions and redirections is on top of \$157.4 million in savings, reductions and redirections over the last seven years from both state and county sources for a total of \$208.5 million. Since 2002-03, more than \$145.4 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  
**2009-2010 PROPOSED PROGRAM CHANGES**

**I. Redirections/Reductions**

Change Reference: **I.A**

Explanation of Change	Description	State Cost	Local Cost
<b>A. <u>Redirection of Funds</u></b>			
<b>1. <u>Program and Service Evaluations</u></b>			
Due to the anticipated shortfall in funding from both the state and local levels, we must redirect current resources to sustain our operations and fund the enrollment growth and opening of new schools. Also, as we continue the implementation of many of the strategies outlined in the Strategic Plan 2010, we must redirect current resources to pay for these new initiatives as well. The following reductions have been identified for redirection in 2009-10:			
<b>CMS TV:</b>			
The programming and operating budget for CMS TV 3 has been reduced. Programming costs were reduced by eliminating the Programming and Promotions Supervisor and reducing the collaboration with outside vendors on major communication projects. Operating costs were reduced by cutting mileage reimbursement, travel, professional development, supplies and materials, furniture and equipment expenses.	Salaries & Benefits		(\$75,756)
	Purchased Services		(\$19,390)
	Supplies & Materials		(\$11,860)
	<b>Total</b>		<u>(\$107,006)</u>
<b>Campus Security Associates:</b>			
The staffing allocation for Campus Security Associates (CSA) has been modified. Each middle school will be allocated one CSA and each high school will be allocated two CSAs. These CSAs will report to the principals. A rapid response team, consisting of 14 CSAs and 3 Lead CSAs will be available district-wide for special assignments, audits and emergency situations. As a result of this change 58 CSA positions have been eliminated. Overtime expense for CSAs has also been reduced.	Salaries & Benefits	(\$1,909,032)	<u>(\$11,289)</u>
<b>Learning Communities:</b>			
In 2007-08, as part of the Strategic Plan 2010, the district decentralized into geographically grouped learning communities. The goal was to improve services to schools and make the district more responsive to local community concerns. After examining operations for the past two years, it has been determined that certain positions could be eliminated and that an acceptable level of support to the schools and the communities would be maintained. An area administrator of discipline, an area support coordinator, 3 resource teachers and 6 administrative secretary positions were eliminated. In addition, funding for contract services was reduced.	Salaries & Benefits		(\$595,072)
	Purchased Services		(\$18,684)
	<b>Total</b>		<u>(\$613,756)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

<b>Explanation of Change</b>	<b>Description</b>	<b>State Cost</b>	<b>Local Cost</b>
<p><b>Achievement Zone:</b>            Like the Learning Communities, the Achievement Zone has been re-evaluated as well and it has been determined that certain positions could be eliminated and that an acceptable level of support to the schools and the communities would be maintained. An administrative secretary was eliminated and funding for professional development stipends was reduced. In addition, a social worker and two campus security associate positions were eliminated due to the closing of the Garinger comprehensive high school. (The small schools on the Garinger campus remain.)</p>	Salaries & Benefits	<u>(\$124,886)</u>	<u>(\$57,658)</u>
<p><b>Accountability Initiatives:</b>            Over the past two school years, the department of Assessment department budget was increased to bolster the district's capacity to evaluate program effectiveness, implement a comprehensive accountability system and strengthen and align assessment tools. Resources were added to support the redesigning of the district's new accountability system to include the designing, training and implementing of the school report cards, the data dash board and the school quality reviews. The initial expenses and some of the ongoing costs of these projects can now be eliminated or reduced. Due to the anticipated level of budget reductions, the number of School Quality Reviews for 2009-10 may be reduced. In addition, funding was reduced due to the elimination of the 9th grade PSAT testing. The test will be still be offered and paid for by the district in the 10th and 11th grades.</p>	Purchased Services	<u>(\$90,000)</u>	<u>(\$251,391)</u>
<p><b>Academy of Reading:</b>            In 2006-07, funding was allocated to initiate programs that offered a more intensive literacy curriculum for students not reading on grade level. The academy of reading was one of these programs. After evaluation, it has been determined that this program can be eliminated.</p>	Supplies & Materials	<u>(\$57,625)</u>	
<p><b>High School Challenge Funding:</b>            In, 2008-09, the High School Challenge grant funding was replaced with permanent funding to continue the merit based supplement and the signing bonuses at four high schools. In 2009-10 these schools will be incorporated into the Teacher Incentive Fund (TIF) program that provides performance based incentive pay and signing bonuses. The permanent funding previously identified for the incentives under the High School Challenge program can be eliminated.</p>	Salaries & Benefits	<u>(\$3,627,781)</u>	

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

<b>Explanation of Change</b>	<b>Description</b>	<b>State Cost</b>	<b>Local Cost</b>
<b>Utilities:</b>			
The district is undergoing many energy conservation efforts to reduce the annual expenses for electric, gas and water utilities. These efforts include 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. The results of these efforts will allow the district to reduce the overall budget for utilities.	Purchased Services		<u>(\$2,209,632)</u>
<b>Four-Day Work Week:</b>			
The district will operate on four day (10 hours per day) work week during 8 weeks in the summer. Reductions in expenses are expected in utilities, gas/ diesel fuel and uniform services.	Purchased Services		(\$167,000)
	Supplies & Materials	(\$14,000)	(\$100,000)
	<b>Total</b>	<u>(\$14,000)</u>	<u>(\$267,000)</u>
<b>Bonus Programs:</b>			
Due to economic conditions and the drastic budget reductions anticipated, the district has determined it necessary to eliminate the local accountability bonus program, principals' large school stipends and all central office performance bonus programs. In addition, the local signing bonus program and the North Carolina Teaching Fellows signing bonus program are also being reduced.	Salaries & Benefits	<u>(\$4,471,301)</u>	<u>(\$992,261)</u>
<b>Dental Insurance:</b>			
The district's cost for dental insurance will be reduced due to the implementation of a \$120/per year employee contribution toward the dental premium by all employees. Employees may elect to drop the dental coverage during open enrollment.	Salaries & Benefits	<u>(\$1,810,582)</u>	<u>(\$107,046)</u>
<b>Community Partners Support:</b>			
The district recognizes the importance of our community partnerships and the efforts of these organizations in assisting the district in achieving our goals. However, due to economic conditions, the district has determined it can no longer continue to provide financial support to the Arts and Science Council and Classroom Central. Additionally, Junior Achievement funding has been eliminated for the middle and high school programs.	Purchased Services		<u>(\$453,000)</u>
<b>Legal Services:</b>			
Funds for contracted legal services and audits of policies and regulations were reduced for the 2009-10 year. The remaining budgeted funds should be adequate in our current legal climate; however, this will be reviewed annually.	Purchased Services		<u>(\$121,474)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
<b>Storage and distribution:</b>			
Two vacant warehouse worker positions, one vacant delivery driver and one vacant inventory systems technician position were eliminated. Although the reductions will reduce the frequency of deliveries throughout the district, it is anticipated that the remaining staff will perform the duties and functions required of the department.	Salaries & Benefits		<u>(\$144,512)</u>
<b>Building Maintenance:</b>			
Seventeen building maintenance staff and fifty-four custodial positions were eliminated. In addition, resources available for work requests at schools were reduced, but priority will continue to be given to work orders that impact life, health and safety issues. Also a reduction in grass cutting frequency and the elimination of outsourced grass cutting in the West, North and Achievement Zones will result in reduced contracted repairs and maintenance.	Salaries & Benefits	(\$1,725,492)	(\$726,592)
	Purchased Services	(\$1,260,321)	(\$56,173)
	Supplies & Materials	(\$368,122)	
	<b>Total</b>	<u>(\$3,353,935)</u>	<u>(\$782,765)</u>
<b>Exceptional Children:</b>			
Thirty-two behavioral modification technician (BMT) positions were eliminated which were previously assigned to school sites with Specialized Behavior Support (SBS) classes. BMTs are not state mandated positions. The new behavior support model for the SBS classes provides Behavior Support Technicians to schools based on a rapid support itinerant model. The BST will be highly trained and will intervene at the school site by providing support until the particular situation has been resolved. Once this occurs, they will be reassigned to the next school where needed. The BST will work under the guidance of an EC Specialist in the EC Department. In addition, 6.5 homebound teacher positions were eliminated. The services provided by these positions will be provided by the exceptional children classroom teacher through extended employment.	Salaries & Benefits	<u>(\$1,123,857)</u>	<u>(\$95,438)</u>
<b>English as a Second Language (ESL):</b>			
The district has eliminated the ESL assistant position. Therefore 15 teacher positions (previously exchanged for teacher assistant positions) and 15 teacher assistant positions are being eliminated from the budget. The support provided by the assistants will now be provided by certified ESL teachers. In addition, one SIFE assistant position was also eliminated along with funding for certified substitutes and supplies.	Salaries & Benefits	(\$1,268,415)	(\$148,595)
	Supplies & Materials		(\$9,944)
	<b>Total</b>	<u>(\$1,268,415)</u>	<u>(\$158,539)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

<b>Explanation of Change</b>	<b>Description</b>	<b>State Cost</b>	<b>Local Cost</b>
<b>Extended Day/Extended Year Programs:</b>			
Extended employment has been reduced for after school tutoring and summer school along with funding for supplies. The district has eliminated non-mandatory summer school programs except high school graduation. In addition, the exceptional children pre-k developmental day summer program and the Metro School summer programs were eliminated.	Salaries & Benefits	(\$1,293,892)	
	Purchased Services	(\$23,000)	
	Supplies & Materials	(\$15,727)	
	<b>Total</b>	<b><u>(\$1,332,619)</u></b>	
<b>AVID Program:</b>			
Funding for the AVID program has been reduced and one AVID specialist position was eliminated. Funds provided for contracts, professional development, field trips and substitute teachers have been eliminated – licensing fees and support for new sites remain. The AVID program is in place at many schools and will continue to be incorporated in their programming. However, it is no longer a district mandated program.	Salaries & Benefits	(\$30,360)	(\$308,874)
	Purchased Services		(\$20,800)
	Supplies & Materials	(\$22,800)	
	<b>Total</b>	<b><u>(\$53,160)</u></b>	<b><u>(\$329,674)</u></b>
<b>Talent Development Program:</b>			
Funding for the talent development program has been reduced, including the elimination of the Spring Board program and funds for extended employment used to produce curriculum and train teachers were reduced.	Salaries & Benefits	(\$157,500)	
	Purchased Services	(\$126,301)	
	<b>Total</b>	<b><u>(\$283,801)</u></b>	
<b>Textbooks:</b>			
Funding for the purchase of workbooks has been eliminated for all schools and for decodable books in all but FOCUS schools. The textbook inventory has also been reduced.	Supplies & Materials	<b><u>(\$2,677,587)</u></b>	
<b>Support Services Reorganization:</b>			
The model used to provide support services has been modified. The elementary school student services specialist (SSS) position has been eliminated. Eighty-five and one-half SSS positions will be converted to an elementary counselor position. In addition, thirteen and one-half social worker positions will be converted to an elementary counselor position. The new model will provide a counselor at each elementary school. Fifty-nine and one-half psychologist positions will be allocated to the learning communities to provide psychological testing throughout the district. As a result of this new model, twenty social worker positions can also be eliminated. The remaining thirty-seven social worker positions will be allocated to the learning communities on an as needed basis.	Salaries & Benefits	<b><u>(\$1,489,086)</u></b>	<b><u>(\$366,058)</u></b>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

<b>Explanation of Change</b>	<b>Description</b>	<b>State Cost</b>	<b>Local Cost</b>
<b>Career and Technical Education:</b>			
Due to the anticipated budget reductions, the district has eliminated thirty-six teaching positions. Classes with low enrollment may have to be eliminated and other options for providing certain courses are being explored. In addition nineteen central support positions were also eliminated.	Salaries & Benefits	<u>(\$2,626,618)</u>	<u>(\$351,318)</u>
<b>Garinger Accelerated High School Program:</b>			
The 2009-10 is the final year of operation for the Garinger comprehensive high school (small schools on Garinger campus remain). Funding previously used for extended employment for the accelerated program can be eliminated.	Salaries & Benefits		<u>(\$138,116)</u>
<b>Transportation Services:</b>			
Funding for transportation services has been reduced. The reductions are due to the drop in the projected average price of diesel fuel, decrease in bus driver overtime due to use of GPS systems, reduced stock inventory for tires and a delay of vehicle replacement purchases. Efficiencies gained from utilizing consolidated bus stops will also contribute to the reduction in costs.	Salaries & Benefits	(\$235,685)	
	Supplies & Materials	(\$985,000)	
	Equipment	(\$128,287)	
	Total	<u>(\$1,348,972)</u>	
<b>Graphic Productions:</b>			
In 2009-10, the print shop will be providing graphic services to outside agencies. The additional revenue generated from these services allows the district to offset reproduction expenses.	Purchased Services		(\$50,000)
	Supplies & Materials		(\$44,864)
	Total		<u>(\$94,864)</u>
<b>2. Central Office Reductions</b>			
At the request of the Superintendent, all departments were instructed to reduce their locally funded operating budget by 10%. Additional targeted reductions from areas with significant state funding were also identified. 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 2009-10:			
<b>Central Office staffing reductions:</b>			
In response to the significant budget reductions anticipated, 58 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, directors, specialists, administrative secretaries and others. The following lists the changes in staffing by department:	Salaries & Benefits	<u>(\$602,853)</u>	<u>(\$3,648,838)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
2. <u>Central Office Reductions (Continuation)</u>			
<b>Communications: (\$359,440)</b>			
The chief communications officer, administrative secretary, external communications supervisor, communications technician and a bilingual liaison position were eliminated.			
<b>Office of Accountability: (\$236,020)</b>			
The research and evaluation analyst, programmer, senior administrative secretary and an accountability programming manager position were eliminated.			
<b>Human Resources: (\$489,323)</b>			
The director of executive staffing, director of non-instructional staffing, executive director of licensure and state compliance, executive director of instructional recruiting, three secretaries, part-time dispatcher, part-time employee program technician, part-time recruiter, college relations manager, organizational program specialist, and two recruitment coordinator positions were eliminated. The director of staffing, executive director of state licensure compliance and staffing, executive director of human resources consulting, and planning and a workforce management technician position were added.			
<b>Technology Services: (\$560,286)</b>			
The telephone services coordinator, computer technician, half-time help desk coordinator, two systems analysts, senior network engineer, programmer analyst and a senior programmer analyst position were eliminated.			
<b>Finance: (\$217,192)</b>			
The assistant director of budget, a budget analyst, an accounts payable technician and a senior accountant position were eliminated. The grants senior budget analyst and budget assistant positions were redirected to another funding source. A director of budget development and management position was added and other positions were adjusted to more accurately reflect current job responsibilities.			
<b>Office of Superintendent: (\$50,598)</b>			
The administrative assistant to the chief of staff position was eliminated.			
<b>Planning and Project Management: (\$88,359)</b>			
The executive coordinator position was eliminated.			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
2. <u>Central Office Reductions (Continuation)</u>			
<b>Planning and Student Placement: (\$37,167)</b> The records technician position was eliminated.			
<b>Alternative Education: (\$142,805)</b> The alternative learning liaison position and a teacher assistant position were eliminated. Also, funding for staff development stipends was reduced.			
<b>Associate Superintendent for Curriculum and Instruction: (\$55,087)</b> The budget assistant position was eliminated.			
<b>Leadership Academy/Organizational Training and Development: (\$397,516)</b> The director of principal professional development, executive director of professional development, beginning teacher coordinator and a secretary position were eliminated. Also, funding for staff development stipends was reduced.			
<b>Global Studies &amp; World Languages: (\$135,192)</b> The middle schools social studies coordinator and an elementary Spanish teacher position were eliminated.			
<b>Science and Math: (\$206,115)</b> The middle school science and a middle school math coordinator position were eliminated. Also, funding for teacher extended contracts was reduced.			
<b>PreK-12 Literacy: (\$213,115)</b> Two middle school language arts coordinator positions were eliminated. In addition, funding for teacher extended contracts used to develop and revise pacing guides and lesson plans as well as staff development stipends was reduced.			
<b>Family and Community Services: (\$88,630)</b> The director of family and community services and two parent involvement specialist positions were eliminated. A coordinator and technology specialist positions were added.			
<b>School Counseling: (\$125,317)</b> The director of school counseling, two program development coordinators and a secretary position were eliminated. The executive director and program specialist position were added.			
<b>Coordinated School Health: (\$59,577)</b> The director of coordinated school health and a secretary position were eliminated. A specialist position was added.			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
2. <u>Central Office Reductions (Continuation)</u>			
<b>School Social Work: (\$193,958)</b>			
Two dropout prevention coordinator positions and a secretary position were eliminated.			
<b>Student Psychological Services: (\$91,943)</b>			
The director of school psychology, prevention and intervention coordinator and a secretary position were eliminated. Two specialist positions were added.			
<b>Visual Arts: (\$68,790)</b>			
The artist in residence position was eliminated.			
<b>Media Services: (\$138,649)</b>			
The cataloging and automation coordinator and a senior media processor position were eliminated.			
<b>Chief Academic Officer: (\$171,137)</b>			
The executive coordinator and an administrative assistant position were eliminated.			
<b>Exceptional Children: (\$120,995)</b>			
The director of categorical services position was eliminated. Also, funding for overtime was reduced.			
<b>Physical Education and Health: (\$1,153)</b>			
Funds used to pay substitutes for professional development has been reduced.			
<b>Magnet Program Office: (\$3,327)</b>			
Funds used to pay stipends for professional development has been reduced.			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
<b>2. <u>Central Office Reductions (Continuation)</u></b>			
<b>Non-personnel Expense Reductions:</b>			
Other expenses reductions were made at the Central Office level by eliminating, reducing or redirecting contract services, travel, maintenance and workshop expenses. The total non-personnel reductions by department are listed below. Line item detail is available on departmental pages in the full budget document.	Purchased Services	(\$134,153)	(\$822,223)
	Supplies & Materials	(\$82,481)	(\$356,053)
	Equipment		(\$3,497)
	<b>Total</b>	<b><u>(\$216,634)</u></b>	<b><u>(\$1,181,773)</u></b>
Communications		(\$155,624)	
Human Resources		(\$103,195)	
Technology Services		(\$251,149)	
School Law Enforcement		(\$121,838)	
Office of Accountability		(\$54,321)	
Office of the Superintendent		(\$13,000)	
Legal		(\$28,000)	
Planning and Student Placement		(\$68,756)	
Alternative Education		(\$36,629)	
Safety		(\$30,000)	
Associate Superintendent for C&I		(\$47,479)	
Organizational Training & Devel.		(\$44,688)	
Arts Education		(\$18,998)	
Magnet Program Office		(\$44,091)	
Curriculum Support Programs		(\$38,801)	
Physical Education and Health		(\$29,647)	
Science and Math		(\$82,575)	
PreK-12 Literacy		(\$16,706)	
Family and Community Services		(\$4,500)	
Coordinated School Health		(\$6,906)	
PreK-12 Support Programs		(\$35,842)	
School Social Work		(\$158,486)	
Media Services		(\$6,428)	
Federal and State Compliance		(\$748)	
<b>3. <u>Staffing</u></b>			
Eighty-five teacher positions were eliminated that were available last year to hold schools "harmless" when actual enrollment was less than the initial projected enrollment used for teacher position allocations.	Salaries & Benefits	<u>(\$4,381,146)</u>	<u>(\$777,643)</u>
Thirty-one teacher assistant positions were eliminated due to the change in the kindergarten age requirement. In addition, eighteen teacher assistant positions were cut since the budgeted positions were greater than the positions required in accordance with the district allotment formula in 2009-10.	Salaries & Benefits	<u>(\$1,398,406)</u>	<u>(\$20,324)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

<b>Explanation of Change</b>	<b>Description</b>	<b>State Cost</b>	<b>Local Cost</b>																				
3. <u>Staffing (Continued)</u>																							
Two vacant aquatic director positions were eliminated. The duties of these positions are currently handled by the coaching staff.	Salaries & Benefits		<u>(\$131,320)</u>																				
Nine middle school dance teachers have been eliminated. Schools that want to offer dance classes may opt to exchange an ADM teacher or other position allotment to do so.	Salaries & Benefits	<u>(\$463,886)</u>	<u>(\$59,872)</u>																				
Thirty-one family school advocate positions have been eliminated and these positions will no longer be allocated to schools in accordance with our district-wide formulas.	Salaries & Benefits		<u>(\$1,167,315)</u>																				
The counselor formula was changed for middle schools and high schools which yielded sixteen counselor positions that could be eliminated. The formula change is as follows:	Salaries & Benefits	<u>(\$964,172)</u>	<u>(\$157,627)</u>																				
<table border="0"> <tr> <td><u>Current Middle School Formula</u></td> <td><u>New Middle School Formula</u></td> </tr> <tr> <td>1 per school</td> <td>1 per school</td> </tr> <tr> <td>2 per 476-950 students</td> <td>2 per 526-1,050 students</td> </tr> <tr> <td>3 per 951-1,425 students</td> <td>3 per 1,051-1,575 students</td> </tr> <tr> <td>4 per 1,426-1,900 students</td> <td>4 per 1,576-2,100 students</td> </tr> <tr> <td>5 per 1,901+ students</td> <td>5 per 2,101+ students</td> </tr> </table>	<u>Current Middle School Formula</u>	<u>New Middle School Formula</u>	1 per school	1 per school	2 per 476-950 students	2 per 526-1,050 students	3 per 951-1,425 students	3 per 1,051-1,575 students	4 per 1,426-1,900 students	4 per 1,576-2,100 students	5 per 1,901+ students	5 per 2,101+ students											
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4. <u>Redirection of Extended Employment for Opening of Schools</u>																							
Funding was requested for 2008-09 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		<u>(\$654,927)</u>																				
<b>Total Redirections/Reductions</b>		<b><u>(\$35,690,354)</u></b>	<b><u>(\$15,452,436)</u></b>																				

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

**II. Sustaining Operations**

**Change Reference: II.A**

Explanation of Change	Description	State Cost	Local Cost
<b>A. Salaries and Benefits</b>			
1. <u>Increase in Salaries</u> It is anticipated at this time that the state will provide a 2% average increase for teachers and school based administrators. Funds are needed to provide the state mandated increase for all affected positions.	Salaries & Benefits	<u>\$9,053,137</u>	<u>\$2,438,336</u>
2. <u>Compensation Study Market Adjustment – Phase II Continuation</u> In 2007-2008 a comprehensive compensation study was performed on the non-instructional pay plan. As a result, a new market based pay plan for non-instructional employees was implemented in November 2007. For 2009-2010 additional funds are included to continue to move non-instructional hourly employees toward market competitive rates. It is the goal of CMS to pay experienced non-instructional employees at 98% of market for their designated job. By including additional funds annually, this goal will be achieved over time.	Salaries & Benefits		<u>\$675,627</u>
3. <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 \$4,157 to \$4,515 annually, which represents an 8.6% increase. Funds are needed to provide the state mandated increase for all full-time affected positions.	Salaries & Benefits	<u>\$4,628,037</u>	<u>\$981,909</u>
4. <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 8.14% to 8.44% annually. Funds are needed to provide the state mandated increase for all affected positions.	Salaries & Benefits	<u>\$1,500,659</u>	<u>\$573,470</u>
<b>Total Salaries and Benefits</b>		<b><u>\$15,181,833</u></b>	<b><u>\$4,669,342</u></b>

**Change Reference: II.B**

Explanation of Change	Description	State Cost	Local Cost
<b>B. Program Continuation</b>			
1. <u>Increase Weighted Student Staffing – Poverty Rate</u> The increase in the overall poverty rate at many of our schools (meaning more of the students qualify for free or reduced price lunch (FRL)) resulted in additional teacher allotments necessary to continue the Weighted Student Staffing model which has	Salaries & Benefits		<u>\$1,687,916</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
1. <u>Increase Weighted Student Staffing – Poverty Rate (Continued)</u> been in place since 2006-07. In order to maintain the staffing formula, 34 teacher positions were added.			
2. <u>Increase in Mileage Rate to IRS Standard Rate</u> Due to the increase in costs to operate and properly maintain a vehicle, funds are designated to increase the reimbursement rate from 50.5 cents to the IRS standard mileage reimbursement rate of 55 cents as of January 2009. This will provide appropriate reimbursement to all of our itinerant teachers and other staff.	Purchased Services		<u>\$99,830</u>
3. <u>Insurance Premiums</u> Citing growth in amount of property to insure and market conditions, the Division of Insurance and Risk Management has advised CMS to expect an increase for various insurance premiums in our next renewal cycle. Funding is designated to cover the projected premium rate increase.	Purchased Services		<u>\$59,399</u>
<b>Total Program Continuation</b>			<b><u>\$1,847,145</u></b>

**III. Student Growth and Opening New Schools**

**Change Reference: III.A**

Explanation of Change	Description	State Cost	Local Cost
<b>A. <u>Enrollment Increases</u></b>			
1. <u>Enrollment – Additional Allotments</u> Student enrollment is projected to increase by approximately 388 students in 2009-10, which represents a .3% 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 and Benefits	\$1,927,601	\$276,202
	Local Supplement		\$245,363
	Purchased Services		\$4,945
	Supplies & Materials	\$58,259	\$92,749
	Total	<u>\$1,985,860</u>	<u>\$619,173</u>

	<u>State</u>	<u>Local</u>
Teachers	12.0	6.0
Bilingual Education Staff	10.0	0.0
EC Teachers & Support Staff	15.0	0.0
	<u>37.0</u>	<u>6.0</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
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.	Purchased Services		<u>\$76,200</u>
3. <u>Maintenance</u> The opening of six new and/or replacement schools, and major facility renovations coming on line will result in the addition of 826,555 total square feet in our facilities. In order to properly maintain this additional, square footage, funds were required at \$4.33 per square foot to cover staffing, utilities, and contracted services.	Salaries and Benefits		\$2,216,090
	Utilities		\$1,160,044
	Purchased Services		\$181,056
	Supplies & Materials		\$20,400
<ul style="list-style-type: none"> <li>• Additional Staff (55 Positions)</li> <li>24.0 Custodian</li> <li>4.0 Head Custodian I</li> <li>2.0 Head Custodian II</li> <li>1.0 Custodial Equipment Technician</li> <li>1.0 Custodial Training Coordinator</li> <li>1.0 Regional Property Manager</li> <li>1.0 Regional Property Manager Representative</li> <li>1.0 Equipment Mechanic</li> <li>3.0 Plumber II</li> <li>2.0 Pest Control Operator</li> <li>4.0 Roofer</li> <li>4.0 Grounds Worker</li> <li>4.0 Carpenter</li> <li>2.0 HVAC Mechanic II</li> <li>1.0 Facility Engineer</li> </ul>	Total		<u>\$3,577,590</u>
4. <u>Athletics at New Middle Schools</u> In order to provide safe and competitive interscholastic athletic programs at two new middle 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		\$41,289
	Purchased Services		\$35,410
	Supplies & Materials		\$14,746
	Total		<u>\$91,445</u>
<b>Total New Schools</b>		<b>\$1,441,744</b>	<b>\$6,314,395</b>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

**IV. Program Expansion and New Initiatives**

Change Reference: **IV**

Explanation of Change	Description	State Cost	Local Cost
<b>A. <u>New Leaders for New Schools Program</u></b>			
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. Ten full-time New Leaders for New Schools resident principals will be placed in high-needs CMS schools beginning in August 2009. Weekly seminar sessions designed to build on the summer foundations will be provided by the leadership coach and the executive director for the 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 immediate 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 contracted services for leadership coaches and training costs.	Purchased Services		<u>\$252,433</u>
<b>B. <u>Magnet Program</u></b>			
Montessori Program - A middle school Montessori program will be added through a phase-in process. The sixth grade will be added in 2009-10 on the existing Montessori elementary sites and grades 7 and 8 will be placed at Sedgefield Middle School in the subsequent school years. The program provides continuation of the highly functioning elementary Montessori programs and promotes high academic achievement and effective educators. A new Montessori middle school program will enhance parental and community involvement.	Salaries and Benefits		\$356,516
	Purchased Services		\$55,480
	Supplies & Materials		\$240,178
	Total		<u>\$652,174</u>

Academy of World Languages - This program at South Mecklenburg High School will offer students the opportunity to continue the study of their second language begun in the language immersion elementary and middle schools. They continue with high level or AP language courses and may begin the study of a third world language. This program expands access to more rigorous world language courses and provides skills for competing in an ever increasing multi-lingual world.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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Change Reference: **IV (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
<p><b>B. <u>Magnet Program (Continued)</u></b>            World Languages - The small French Immersion program (K-5) at Oaklawn Elementary School will move to Smith Academy for the effective use of resources and staff. High academic achievement will continue as the programs merge at Smith Academy. Adding grades 6-8 Spanish at Collinswood Elementary School and Oaklawn Elementary School will promote the K-8 model, building on the success of the K-8 language model at Smith Academy of Languages. The change will be a phase in process beginning in 2009-10 through 2012-2013. High academic achievement and highly trained teachers who are native language speakers will continue as this model begins.</p> <p>Math, Science and Environmental Studies - 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. Along with new entrance requirements for this program in 2009-10, student achievement will improve as technology, research skills and application opportunities are integrated into the K-8 program.</p> <p>Grade additions: Chantilly Montessori School - add grade 5 in 2009-10 and grade 6 in 2010-11; Military and Global Leadership Academy at Marie G. Davis - add grade 11 and grade 12 in 2010-11; Smith Academy - add grade 3 Chinese in 2009-10 and continue annual grade addition until grade 5 in 2011-12.</p> <p>Funds are requested for five teachers, three teacher assistants as well as workshops, postage and supplies to support the expansion of the magnet program.</p>			
<p><b>C. <u>Performance Management</u></b>            Managing for Performance is a district-wide accountability initiative that will provide teachers and administrators with technology based tools to increase student achievement in every school. The initiative allows educators to assess student progress through many different views in order to isolate the causes of learning difficulties and shape instruction to address them. 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.</p>	<p>Salaries and Benefits</p> <p>Supplies &amp; Materials</p> <p>Total</p>	<p>\$104,587</p> <p>\$361,578</p> <p><u>\$466,165</u></p>	

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2009-2010 PROPOSED PROGRAM CHANGES**

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Change Reference: **IV (Continuation)**

Explanation of Change	Description	State Cost	Local Cost
<p><b>C. <u>Performance Management (Continuation)</u></b>            Funds are being requested to provide the CMS in-kind commitment for the positions provided for in 2008-09 as well as for the SharePoint user license.</p>			
<p><b>D. <u>Strategic Staffing</u></b>            The Strategic Staffing Initiative supports <i>Strategic Plan 2010</i> Goal 2 Effective 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. Seven were identified in 2008-09. An additional seven have been identified for 2009-10. Funding is requested 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. It was also necessary to add two and a half assistant principal positions in order to provide a full-time position at certain Strategic Staffing schools.</p>	Salaries & Benefits		<u>(\$631,609)</u>

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
DEPARTMENTAL BUDGETS BY FUNDING SOURCE**

DIVISION	STATE	COUNTY	FEDERAL AND OTHER	TOTAL
<b>SUPERINTENDENT DIVISION</b>				
Office of the Superintendent	284,736	434,231	-	718,967
Board of Ed./Board Services	-	467,728	-	467,728
Legal	-	1,995,010	225,161	2,220,171
Comunications/Strategic Part./CMS TV	-	2,429,620	118,424	2,548,044
Achievement Zone	1,233,522	1,354,670	459,419	3,047,611
Finance	142,455	6,215,192	615,450	6,973,097
Office of Accountability	948,298	2,725,983	3,128,604	6,802,885
School Improvement	-	321,819	32,514	354,333
Chief Academic Officer	121,034	129,207	-	250,241
<b>Subtotal</b>	<b>2,730,045</b>	<b>16,073,460</b>	<b>4,579,572</b>	<b>23,383,077</b>
<b>OPERATIONS DIVISION</b>				
Chief Operating Officer	120,644	289,664	-	410,308
Technology Services	629,468	14,911,557	1,200,920	16,741,945
Human Resources	473,648	6,877,268	949,078	8,299,994
School Law Enforcement	6,461,686	1,662,386	5,748	8,129,820
Athletics	109,779	4,664,743	13,400	4,787,922
Alternative Ed. & Safe Schools	2,105,412	1,863,213	851,663	4,820,288
Planning and Project Management	103,523	304,069	-	407,592
Planning and Development Services	-	1,356,299	15,675	1,371,974
Associate Supt. - Auxiliary Services	120,643	564,391	47,090	732,124
Community Use of Facilities	-	-	539,349	539,349
Enterprise Fund Program Support	516,815	-	-	516,815
Building Services	10,971,781	65,062,273	4,547,404	80,581,458
Inventory Management/Textbooks	2,702,723	6,820,715	-	9,523,438
Storage & Distribution	-	2,291,045	258,171	2,549,216
Graphic Production Center	-	858,747	-	858,747
Safety	-	412,644	-	412,644
Transportation	46,121,888	16,910,138	1,540,000	64,572,026
<b>Subtotal</b>	<b>70,438,010</b>	<b>124,849,152</b>	<b>9,968,498</b>	<b>205,255,660</b>
<b>ACADEMIC SERVICES DIVISION</b>				
Assoc. Supt. for PreK-12 C & I	120,643	1,175,581	31,945	1,328,169
Talent Development	6,213,863	1,713,923	-	7,927,786
Literacy and Writing (PreK-12)	19,806	1,065,888	58,255	1,143,949
Magnet Schools Program	-	728,498	-	728,498
Curriculum Support Programs	-	629,074	-	629,074
International Baccalaureate Program	-	778,152	-	778,152

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
DEPARTMENTAL BUDGETS BY FUNDING SOURCE**

DIVISION	STATE	COUNTY	FEDERAL AND OTHER	TOTAL
ROTC Program	-	1,417,964	1,531,711	2,949,675
Drivers Education	3,605,306	76,160	-	3,681,466
Extended Year Programs	5,775,173	454,273	351,113	6,580,559
Arts Education	91,713	1,149,356	3,000	1,244,069
PreK Instruction (Ex. B. Beginnings)	-	-	8,713,655	8,713,655
Bright Beginnings PreK Program	-	11,029,974	11,592,141	22,622,115
Math and Science	-	1,119,791	166,880	1,286,671
Career and Technical Education	30,788,953	5,113,181	1,677,998	37,580,132
Prof. Devlpmt. & Leadership Acad.	778,600	2,317,105	5,867,328	8,963,033
ESL Student Education	12,337,768	7,288,033	2,103,465	21,729,266
Global Studies & World Languages	-	1,267,116	137,875	1,404,991
Federal & State Compliance	-	6,736	123,817	130,553
ESEA Title I	-	-	28,468,197	28,468,197
Media Services	195,335	1,506,011	-	1,701,346
TIF-LEAP Program	-	1,530,013	2,545,499	4,075,512
Exceptional Children Services	67,164,120	10,607,405	24,056,745	101,828,270
PreK-12 Instruct. Suprt. Programs	-	339,492	12,374	351,866
Support Services	442,064	1,454,441	569,118	2,465,623
Community Relations and Outreach	-	651,467	3,635	655,102
Learning Communities	1,074,918	4,214,327	-	5,289,245
<b>Subtotal</b>	<b>128,608,262</b>	<b>57,633,961</b>	<b>88,014,751</b>	<b>274,256,974</b>
<b>SCHOOLS DIVISION</b>				
School Admin. Support Services	57,846,131	30,478,171	5,091,909	93,416,211
Classroom Teachers	357,984,268	96,704,503	573,993	455,262,764
Support Positions	36,870,834	6,809,949	3,170,467	46,851,250
Assistants	35,000,404	5,840,352	-	40,840,756
Charter Schools	-	12,977,237	-	12,977,237
<b>Subtotal</b>	<b>487,701,637</b>	<b>152,810,212</b>	<b>8,836,369</b>	<b>649,348,218</b>
<b>TOTAL</b>	<b>\$ 689,477,954</b>	<b>\$ 351,366,785</b>	<b>\$ 111,399,190</b>	<b>\$ 1,152,243,929</b>

**2009-2010 PROPOSED REVENUE BUDGET:  
REVENUE CATEGORIES BY FUNDING SOURCE**

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/OTHER	TOTAL
State Textbook Allotment	\$2,702,723	\$ -	\$ -	\$2,702,723
Classroom Teachers	336,104,532	-	-	336,104,532
Central Office Administration	4,481,307	-	-	4,481,307
Non-Instructional Support Personnel	34,378,373	-	-	34,378,373
School Building Administration	27,438,047	-	-	27,438,047
Instructional Support Personnel	40,024,223	-	-	40,024,223
Non-Contributory Employee Benefits	8,181,024	-	-	8,181,024
Driver Training	3,605,306	-	-	3,605,306
Voc. Ed. - Months of Employment	29,100,407	-	-	29,100,407
Voc. Ed.- Program Support	1,596,830	-	-	1,596,830
School Technology Fund	857,453	-	-	857,453
Mentor Pay	1,252,329	-	-	1,252,329
Disadv. Student Supplemental Funding	3,998,210	-	-	3,998,210
Teacher Assistants	44,387,442	-	-	44,387,442
Staff Development	778,600	-	-	778,600
Behavioral Support	335,492	-	-	335,492
Children with Disabilities	52,843,404	-	-	52,843,404
Children with Disabilities - Special	3,012,407	-	-	3,012,407
ABC Incentive Award	7,528,037	-	-	7,528,037
Academically/Intellectually Gifted	6,133,128	-	-	6,133,128
Literacy Coaches	950,620	-	-	950,620
Limited English Proficiency	11,651,688	-	-	11,651,688
Transportation of Pupils	46,029,381	-	-	46,029,381
Classroom Materials/Supplies	3,470,018	-	-	3,470,018
Assistant Principal Interns	116,218	-	-	116,218
Assistant Principal Interns - MSA	84,116	-	-	84,116
At-Risk/Alternative Schools	17,951,666	-	-	17,951,666
School Connectivity	417,107	-	-	417,107
Special Position Allotment	67,866	-	-	67,866
Mecklenburg County	-	351,366,785	-	351,366,785
Voc. Ed. - Program Improvement	-	-	1,677,998	1,677,998
Voc. Ed. - Tech Prep	-	-	-	-
IDEA VI-B - Capacity Bldg & Impr	-	-	236,411	236,411
Title IV - Safe and Drug Free	-	-	499,288	499,288
IDEA VI-B - Preschool Handicapped	-	-	609,000	609,000
ESEA Title I - Basic	-	-	38,336,806	38,336,806
More @ Four	-	-	8,713,655	8,713,655
Title V - Innovative Education Prg	-	-	-	-
IDEA Title VI-B	-	-	21,455,827	21,455,827

**2009-2010 PROPOSED REVENUE BUDGET:  
REVENUE CATEGORIES BY FUNDING SOURCE**

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/OTHER	TOTAL
IDEA Early Intervening Services (EIS)			3,611,209	3,611,209
IDEA VI-B State Improvement			20,000	20,000
Title II - Improving Teacher Quality	-	-	5,822,513	5,822,513
Title III - Language Acquisition	-	-	2,103,465	2,103,465
Title I - School Improvement	-	-	1,723,532	1,723,532
Education Technology	-	-	287,490	287,490
Title IV 21st Century	-	-	351,113	351,113
Children with Special Needs-Risk Pool	-	-	357,134	357,134
IDEA Special Needs - Targeted Assistance	-	-	24,700	24,700
Teacher in Residence	-	-	10,639	10,639
Teacher Incentive Fund	-	-	2,545,499	2,545,499
Asthma	-	-	87,796	87,796
Drug Free Schools	-	-	352,375	352,375
Broad Fellows	-	-	90,000	90,000
DSS Reimbursement	-	-	283,394	283,394
Harvard University Assessment			206,674	206,674
National Board Services	-	-	20,000	20,000
Assessments and Evaluations	-	-	298,467	298,467
Performance Management Grant			2,135,588	2,135,588
Achievement Zone Grant			459,419	459,419
Textbook Publishers' Reimbursement	-	-	363,010	363,010
ROTC Reimbursement	-	-	1,531,711	1,531,711
Administrative Outreach - Medicaid	-	-	1,197,029	1,197,029
Coalition of Essential Schools	-	-	143,812	143,812
Indirect Costs	-	-	7,826,636	7,826,636
Tuition & Fees	-	-	450,000	450,000
Rental of School Property	-	-	1,400,000	1,400,000
Interest Earned on Investment	-	-	2,825,000	2,825,000
Restitution	-	-	7,000	7,000
Police Sales	-	-	195,000	195,000
Fund Balance	-	-	3,140,000	3,140,000
<b>TOTAL</b>	<b>\$ 689,477,954</b>	<b>\$ 351,366,785</b>	<b>\$ 111,399,190</b>	<b>\$ 1,152,243,929</b>

**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  
**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>130</b>	<b><u>State Textbook Allotment</u></b>	<b>\$2,702,723</b>
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.		
<b>001</b>	<b><u>Classroom Teachers</u></b>	<b>\$336,104,532</b>
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.		
<b>002</b>	<b><u>Central Office Administration</u></b>	<b>\$4,481,307</b>
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.		
<b>003</b>	<b><u>Non-Instructional Support Personnel</u></b>	<b>\$34,378,373</b>
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.		
<b>005</b>	<b><u>School Building Administration</u></b>	<b>\$27,438,047</b>
Provides funding for salaries and associated benefits for principals and assistant principals.		
<b>007</b>	<b><u>Instructional Support Personnel – Certified</u></b>	<b>\$40,024,223</b>
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.		
<b>009</b>	<b><u>Non-Contributory Employee Benefits</u></b>	<b>\$8,181,024</b>
Provides funding for salaries and associated benefits to provide for annual leave, disability and longevity.		
<b>012</b>	<b><u>Driver Training</u></b>	<b>\$3,605,306</b>
Provides funding for the expenses associated with training and instructing eligible persons in the operation of motor vehicles.		
<b>013</b>	<b><u>Vocational Education - Months of Employment</u></b>	<b>\$29,100,407</b>
Provides funding for salaries and associated benefits for classroom teachers of secondary students who elect to enroll in vocational and technical education programs.		
<b>014</b>	<b><u>Vocational Education - Program Support Funds</u></b>	<b>\$1,596,830</b>
Provides funding to assist in expanding, improving, modernizing, and developing quality vocational education programs.		
<b>015</b>	<b><u>School Technology Fund</u></b>	<b>\$857,453</b>
Provides funding for the development and implementation of a local school technology plan.		
<b>022</b>	<b><u>Mentor Pay</u></b>	<b>\$1,252,329</b>
Provides funding for salaries and associated benefits to provide for mentor pay.		
<b>024</b>	<b><u>Disadvantaged Student Supplemental Funding</u></b>	<b>\$3,998,210</b>
Provides funding to support disadvantaged students.		

**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>027</b>	<b><u>Teacher Assistants</u></b>	<b>\$44,387,442</b>
Provides funding for salaries and associated benefits for teacher assistants in regular and self-contained classrooms.		
<b>028</b>	<b><u>Staff Development</u></b>	<b>\$778,600</b>
Provides funding for staff development. At least 75% of these funds must be allotted to schools.		
<b>029</b>	<b><u>Behavioral Support</u></b>	<b>\$335,492</b>
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.		
<b>032</b>	<b><u>Children with Disabilities</u></b>	<b>\$52,843,404</b>
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.		
<b>063</b>	<b><u>Children with Disabilities – Special Funds</u></b>	<b>\$3,012,407</b>
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.		
<b>033</b>	<b><u>ABC Incentive Award</u></b>	<b>\$7,528,037</b>
Provides funding to LEAs that meet or exceed growth standards as established in ABC guidelines. Awards of up to \$1,500 plus benefits for certified personnel and up to \$500 plus benefits for teacher assistants are allocated to schools that attain high growth. Awards of up to \$750 plus benefits for certified personnel and up to \$375 plus benefits for teacher assistants are allocated to schools that attain expected growth. Allocation is based on the number of state and local personnel in grades Pre-K through 12 assigned to eligible schools.		
<b>034</b>	<b><u>Academically or Intellectually Gifted</u></b>	<b>\$6,133,128</b>
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.		
<b>052</b>	<b><u>Literacy Coaches</u></b>	<b>\$950,620</b>
Provides funding for literacy coaches at middle schools to improve student reading skills in English Language Arts.		
<b>054</b>	<b><u>Limited English Proficiency</u></b>	<b>\$11,651,688</b>
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.		
<b>056</b>	<b><u>Transportation of Pupils</u></b>	<b>\$46,029,381</b>
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.		
<b>061</b>	<b><u>Classroom Materials/Instructional Supplies/Equipment</u></b>	<b>\$3,470,018</b>
Provides funding for instructional materials and supplies, instructional equipment, and testing support.		

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>066</b>	<b><u>Assistant Principal Intern</u></b>	<b>\$116,218</b>
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.		
<b>067</b>	<b><u>Assistant Principal Intern-MSA</u></b>	<b>\$84,116</b>
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.		
<b>069</b>	<b><u>At-Risk Student Services/Alternative Schools</u></b>	<b>\$17,951,666</b>
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.		
<b>073</b>	<b><u>School Connectivity</u></b>	<b>\$417,107</b>
Provides funding to support the enhancement of the technology infrastructure for public schools.		
<b>096</b>	<b><u>Special Position Allotment</u></b>	<b>\$67,866</b>
Provides funding for salary and associated benefits for local teacher on loan to the state.		
	<b><u>Mecklenburg County</u></b>	<b>\$351,366,785</b>
Provides funding to support the education of all children throughout Mecklenburg County in the amount approved by the Board of County Commissioners.		
<b>017</b>	<b><u>Vocational Education – Program Improvement</u></b>	<b>\$1,677,998</b>
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.		
<b>044</b>	<b><u>IDEA VI-B - Capacity Building and Improvement</u></b>	<b>\$236,411</b>
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.		
<b>048</b>	<b><u>Title IV - Safe and Drug-Free Schools</u></b>	<b>\$499,288</b>
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.		
<b>049</b>	<b><u>IDEA VI-B – Preschool Handicapped</u></b>	<b>\$609,000</b>
Provides funds to initiate and expand preschool special education programs for children with disabilities ages 3-5.		
<b>050</b>	<b><u>ESEA Title I – Basic</u></b>	<b>\$38,336,806</b>
Provides funding to supplement and provide special help to educationally deprived children from low-income families.		
<b>050</b>	<b><u>More @ Four</u></b>	<b>\$8,713,655</b>
Provides funding for high quality educational experiences in order to enhance Kindergarten readiness for four-year-olds who are at risk of school failure.		
<b>060</b>	<b><u>IDEA Title VI-B</u></b>	<b>\$21,455,827</b>
Provides funding to initiate, expand, and continue special education to handicapped children ages 3 through 21.		

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>070</b>	<b><u>IDEA Early Intervening Services (EIS)</u></b>	<b>\$3,611,209</b>
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.		
<b>082</b>	<b><u>IDEA VI-B State Improvement</u></b>	<b>\$20,000</b>
Provides funding for personnel development and program support services to significantly improve the performance and success of students with disabilities in local education agencies.		
<b>103</b>	<b><u>Title II - Improving Teacher Quality</u></b>	<b>\$5,822,513</b>
Provides funding to help increase the academic achievement of all students by ensuring that all teachers are highly qualified to teach.		
<b>104</b>	<b><u>Title III - Language Acquisition</u></b>	<b>\$2,103,465</b>
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.		
<b>105</b>	<b><u>Title I – School Improvement</u></b>	<b>\$1,723,532</b>
Provides assistance for schools, which have been identified for School Improvement, Corrective Action, and Restructuring.		
<b>107</b>	<b><u>Educational Technology</u></b>	<b>\$287,490</b>
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.		
<b>110</b>	<b><u>Title IV 21<sup>st</sup> Century Community Learning Centers</u></b>	<b>\$351,113</b>
Provides funding to improve student academic achievement through the use of technology in schools, and to assist every student from all walks of life in becoming technologically literate by the end of eighth grade.		
<b>114</b>	<b><u>IDEA - Children with Disabilities – Risk Pool</u></b>	<b>\$357,134</b>
Provides IDEA, Title VI, Part B funds to “high need” students with disabilities served in local education agencies (LEAs). These funds are to be used for the student’s special education and related service needs.		
<b>118</b>	<b><u>IDEA Special Needs – Targeted Assistance</u></b>	<b>\$24,700</b>
Provides funding for the support and development of “high need” students with disabilities.		
<b>083</b>	<b><u>Teacher in Residence</u></b>	<b>\$10,639</b>
Provides funding for operating expenses reimbursed by DPI for coordination of regional projects for instructional personnel.		
<b>084</b>	<b><u>Teacher Incentive Fund</u></b>	<b>\$2,545,499</b>
Provides funding to develop and implement performance-based teacher and principal compensation systems in high-need schools.		

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>084</b>	<b><u>Asthma</u></b>	<b>\$87,796</b>
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.		
<b>084</b>	<b><u>Drug Free Schools</u></b>	<b>\$352,375</b>
Provides funding to support programs that involve parents and communities in preventing the illegal use of alcohol, tobacco, and drugs.		
<b>810</b>	<b><u>DSS Reimbursement</u></b>	<b>\$283,394</b>
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.		
<b>089</b>	<b><u>Broad Fellows</u></b>	<b>\$90,000</b>
Provides funding for salaries and associated benefits for a human resources director and an auxiliary services director.		
<b>089</b>	<b><u>Harvard University Assessment</u></b>	<b>\$90,000</b>
Provides funding for salaries and associated benefits for two assessment analyst.		
<b>880</b>	<b><u>National Board Services</u></b>	<b>\$20,000</b>
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.		
<b>880</b>	<b><u>Assessments and Evaluations</u></b>	<b>\$298,467</b>
Provides funding for internal assessments and evaluations of federal programs.		
<b>881</b>	<b><u>Performance Management Grant</u></b>	<b>\$2,135,588</b>
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.		
<b>882</b>	<b><u>Achievement Zone Grant</u></b>	<b>\$459,419</b>
Provides funding for salaries and associated benefits for a Director of Data and five Data Analysts.		
<b>089</b>	<b><u>Textbook Publishers' Reimbursement</u></b>	<b>\$363,010</b>
Provides funding for salaries and associated benefits for four resource teachers in science and math.		
<b>301</b>	<b><u>ROTC Reimbursement</u></b>	<b>\$1,531,711</b>
Provides funding for salaries and associated benefits for ROTC classroom teachers.		
<b>306</b>	<b><u>Administrative Outreach Claiming for Education Program</u></b>	<b>\$1,197,029</b>
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.		
<b>903</b>	<b><u>Coalition of Essential Schools</u></b>	<b>\$143,812</b>
Provides funding to create and sustain personalized, equitable, and intellectually challenging schools.		
	<b><u>Indirect Costs</u></b>	<b>\$7,826,636</b>
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.		
	<b><u>Tuition &amp; Fees</u></b>	<b>\$450,000</b>
Provides funding for the education of students residing outside of Mecklenburg County but enrolled in the school District.		

**PROPOSED BUDGET BY REVENUE CATEGORY**

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**Rental of School Property** **\$1,400,000**  
Provides funding for the operational costs of using school facilities after school hours and on the weekend.

**Interest Earned on Investments** **\$2,825,000**  
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.

**Restitution** **\$7,000**  
Provides funding for the repair or replacement of District property destroyed due to the negligence of an individual.

**Police Sales** **\$195,000**  
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.

**Fund Balance** **\$3,140,000**  
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.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
EXPENDITURES BY FUNDING SOURCE**

	2009-2010 Proposed State Funds	2009-2010 Proposed County Appropriation	2009-2010 Proposed Federal and Other Funds	2009-2010 Proposed Total Budget
<b>EXPENDITURES</b>				
<b>Instructional</b>				
Regular Instructional	\$ 432,726,997	\$ 129,904,138	\$ 15,474,179	\$ 578,105,314
Special Populations	86,867,152	17,974,045	23,722,990	128,564,187
Alternative Programs	9,747,334	9,935,393	36,898,411	56,581,138
Co-Curricular	-	5,165,379	13,400	5,178,779
School-Based Support	<u>39,578,952</u>	<u>9,895,382</u>	<u>10,777,678</u>	<u>60,252,012</u>
<b>Total Instructional</b>	<b>568,920,435</b>	<b>172,874,337</b>	<b>86,886,658</b>	<b>828,681,430</b>
<b>Instructional Support</b>				
Support and Development	520,672	5,342,856	371,995	6,235,523
Special Pop. Support and Development	346,834	1,421,556	1,270,305	3,038,695
Alternative Prog Support and Development	254,655	1,150,895	1,940,998	3,346,548
System-wide Pupil Support	<u>4,500</u>	<u>2,972,783</u>	<u>10,228</u>	<u>2,987,511</u>
<b>Total Instructional Support</b>	<b>1,126,661</b>	<b>10,888,090</b>	<b>3,593,526</b>	<b>15,608,277</b>
<b>Operations</b>				
Technology Support	813,873	11,455,593	827,217	13,096,683
Operational Support	62,854,716	92,657,199	9,259,710	164,771,625
Financial and Human Resource Services	548,237	15,010,209	1,951,609	17,510,055
Accountability	948,298	3,592,960	3,243,898	7,785,156
Community Services	-	-	539,349	539,349
Nutrition Services	516,815	359,621	24,162	900,598
Debt Service	-	582,736	-	582,736
Other	-	-	<u>2,540,712</u>	<u>2,540,712</u>
<b>Total Operations</b>	<b>65,681,939</b>	<b>123,658,318</b>	<b>18,386,657</b>	<b>207,726,914</b>
<b>Leadership</b>				
Policy, Leadership and Public Relations	1,963,261	10,870,596	917,015	13,750,872
School Leadership Services	<u>51,785,658</u>	<u>20,098,207</u>	<u>1,615,334</u>	<u>73,499,199</u>
<b>Total Leadership</b>	<b>53,748,919</b>	<b>30,968,803</b>	<b>2,532,349</b>	<b>87,250,071</b>
<b>Charter School Funds</b>	<b>-</b>	<b>12,977,237</b>	<b>-</b>	<b>12,977,237</b>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 689,477,954</u></b>	<b><u>\$ 351,366,785</u></b>	<b><u>\$ 111,399,190</u></b>	<b><u>\$ 1,152,243,929</u></b>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal and Other	Grand Total
<b>Salaries</b>				
Board Member Fees	\$ -	\$ 154,137	\$ -	\$ 154,137
Superintendent	137,467	129,683	-	267,150
Assoc. Supt./Chief Officer	600,198	354,793	-	954,991
Director/Supervisor	2,091,519	6,478,747	2,117,877	10,688,143
Principal	13,184,462	4,574,664	122,400	17,881,526
Assistant Principal	9,400,396	9,578,230	754,390	19,733,016
Area/Assistant Superintendent	898,941	656,990	-	1,555,931
Bonus	424,831	29,400	-	454,231
<i>Administration</i>	<u>\$ 26,737,814</u>	<u>\$ 21,956,644</u>	<u>\$ 2,994,667</u>	<u>\$ 51,689,125</u>
	3.88%	6.25%	2.69%	4.49%
Teacher	338,636,791	33,760,182	20,257,415	392,654,388
ROTC Instructor		1,113,297	1,231,880	2,345,177
Social Worker/Counselor/ Media Spec.	25,704,513	795,357	1,147,741	27,647,611
Speech Pathologist/Audiologist	6,721,253	126,861	1,299,280	8,147,394
Psychologist	3,130,214	229,201	296,520	3,655,935
Lead Teacher/Mentor Teacher	1,623,106	287,615	758,488	2,669,209
Supplementary Pay	-	61,005,492	3,020,178	64,025,670
Substitute - Certified	2,392,550	3,239,669	257,604	5,889,823
Bonus	6,059,907	7,130,291	2,143,562	15,333,760
Additional Responsibility Stipend	-	2,814,138	39,278	2,853,416
Staff Development Pay	302,664	770,105	2,383,526	3,456,295
Mentor Pay	1,078,767	-	89,000	1,167,767
<i>Professional Educator</i>	<u>\$ 385,649,765</u>	<u>\$ 111,272,208</u>	<u>\$ 32,924,472</u>	<u>\$ 529,846,445</u>
	55.93%	31.67%	29.56%	45.98%
Teacher/Media Assistant	33,781,998	6,653,380	5,564,950	46,000,328
Tutor	30,000	-	574,374	604,374
Interpreter/Translator	132,585	-	1,425,928	1,558,513
Physical/ Occupational Therapist	3,300,039	-	778,505	4,078,544
School-based Non-certified Support	1,050,357	883,710	1,550,108	3,484,175
Monitors	1,703,976	770,166	497,448	2,971,590
Non-Cert. Instructor - Driver/Alt Ed	205,500	16,183	-	221,683
Resource Officer/Campus Sec.	3,174,251	349,555	-	3,523,806
<i>Instructional Support Non-certified</i>	<u>\$ 43,378,706</u>	<u>\$ 8,672,994</u>	<u>\$ 10,391,313</u>	<u>\$ 62,443,013</u>
	6.29%	2.47%	9.33%	5.42%
Office Support	16,267,042	7,308,547	828,391	24,403,980
Technician- Technology	-	4,144,755	303,336	4,448,091
Administrative Specialist		14,113,732	1,333,246	15,446,978
Bonus	-	35,135	8,300	43,435
<i>Technical and Administrative Support</i>	<u>\$ 16,267,042</u>	<u>\$ 25,602,169</u>	<u>\$ 2,473,273</u>	<u>\$ 44,342,484</u>
	2.36%	7.29%	2.22%	3.85%

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal and Other	Grand Total
Driver	22,140,577	3,900,882	-	26,041,459
Driver Overtime	368,792	797,269	-	1,166,061
Custodian	8,148,113	11,754,394	-	19,902,507
Skilled Trades	4,925,828	14,804,177	-	19,730,005
Operational Support Manager	-	1,165,886	-	1,165,886
Longevity Pay	4,675,746	1,675,509	523,170	6,874,425
Overtime Pay	29,830	1,747,223	654,992	2,432,045
Annual Leave	1,687,771	812,979	-	2,500,750
Disability Pay	722,434	94,183	11,710	828,327
Bonus	-	-	-	-
Staff Development Pay	-	67,555	-	67,555
<i>Operational Support and Other</i>	<u>\$ 42,699,091</u>	<u>\$ 36,820,057</u>	<u>\$ 1,189,872</u>	<u>\$ 80,709,020</u>
	6.19%	10.48%	1.07%	7.00%
<b>Total Salaries</b>	<u>\$ 514,732,418</u>	<u>\$ 204,324,072</u>	<u>\$ 49,973,597</u>	<u>\$ 769,030,087</u>
	74.66%	58.15%	44.86%	66.74%
<b>Employee Benefits</b>				
Employer's Social Security	39,429,810	15,613,895	3,820,460	58,864,165
Employer's Retirement	43,248,663	17,004,347	4,152,517	64,405,527
Employer's Hospitalization Ins.	58,636,114	13,032,701	4,479,792	76,148,607
Employer's Workers' Comp. Ins.	-	-	205,647	205,647
Employer's Dental Insurance	-	2,047,048	131,847	2,178,895
Employer's Life Insurance	-	161,739	10,627	172,366
<b>Total Employee Benefits</b>	<u>\$ 141,314,587</u>	<u>\$ 47,859,730</u>	<u>\$ 12,800,890</u>	<u>\$ 201,975,207</u>
	20.50%	13.62%	11.49%	17.53%
<b>Total Salaries/Employee Benefits</b>	<u>\$ 656,047,005</u>	<u>\$ 252,183,802</u>	<u>\$ 62,774,487</u>	<u>\$ 971,005,294</u>
	95.15%	71.77%	56.35%	84.27%

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal and Other	Grand Total
<b>Non-personnel Costs</b>				
Contracted Services	8,577,690	13,055,866	19,360,531	40,994,087
Workshop Expenses	1,640,944	1,970,736	5,316,193	8,927,873
Advertising Cost	30,000	66,000	13,889	109,889
Printing and Binding Fees	54,500	216,005	311,689	582,194
Other Prof & Tech Services	36,000	-	-	36,000
Public Utilities - Electric Services	-	14,831,468	3,787,927	18,619,395
Public Utilities - Natural Gas	-	4,107,591	-	4,107,591
Public Utilities - Water and Sewer	-	3,766,729	172,925	3,939,654
Waste Management	-	729,049	586,552	1,315,601
Contracted Repairs & Maintenance	789,319	5,491,757	75,300	6,356,376
Rentals/Leases	-	1,345,123	40,532	1,385,655
Pupil Transportation - Contracted	3,184,369	2,889,058	2,538,266	8,611,693
Travel Reimbursement	-	1,489,573	318,412	1,807,985
Field Trips	176,606	280,000	30,692	487,298
Telephone/Telecommunication	16,700	2,563,849	442,239	3,022,788
Postage	31,123	357,564	102,226	490,913
Employee Education Reimbursement	52,000	-	2,241,027	2,293,027
Membership Dues and Fees	130,000	119,183	29,164	278,347
Liability Insurance	-	1,142,675	-	1,142,675
Vehicle Liability Insurance	180,000	73,500	-	253,500
Property Insurance	-	1,291,761	366,835	1,658,596
Fidelity Bond Premium	-	7,375	-	7,375
Other Insurance and Judgments	-	80,600	-	80,600
Debt Service-Principal	-	398,428	-	398,428
Debt Service-Interest	-	184,308	-	184,308
Indirect Cost	-	-	2,540,712	2,540,712
Unallocated Funds	-	-	-	-
<b>Total Purchased Services</b>	<b>\$ 14,899,251</b>	<b>\$ 56,458,198</b>	<b>\$ 38,275,111</b>	<b>\$ 109,632,560</b>
	2.16%	16.07%	34.36%	9.51%

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal and Other	Grand Total
Supplies and Materials	5,816,758	10,725,512	4,291,877	20,834,147
State Textbooks	2,702,723	-	-	2,702,723
Other Textbooks	21,446	6,393,741	44,704	6,459,891
Library Books	115,335	721,475	64,830	901,640
Computer Software and Supplies	862,385	1,613,708	1,031,615	3,507,708
Fuel for Facilities	-	19,960	-	19,960
Repair Parts, Grease, and Anti-Freeze	2,317,080	1,937,829	78,320	4,333,229
Gas/Diesel Fuel	4,625,511	3,883,417	-	8,508,928
Oil	182,086	59,207	-	241,293
Tires and Tubes	757,865	536,510	-	1,294,375
Food Purchases -PreK/Extend. Day	50,000	388,114	63,153	501,267
Furniture & Equipment - Inventoried	104,799	2,393,899	1,003,861	3,502,559
Computer Equipment - Inventoried	673,910	260,808	1,366,366	2,301,084
<b>Total Supplies and Materials</b>	<u>\$ 18,229,898</u> 2.64%	<u>\$ 28,934,180</u> 8.23%	<u>\$ 7,944,726</u> 7.13%	<u>\$ 55,108,804</u> 4.78%
Equipment - Capitalized	6,440	332,213	667,315	1,005,968
Computer Hardware - Capitalized		381,155	197,551	578,706
Vehicles	200,000	100,000	1,540,000	1,840,000
License and Title Fees	95,360	-	-	95,360
<b>Total Equipment and Vehicles</b>	<u>\$ 301,800</u> 0.04%	<u>\$ 813,368</u> 0.23%	<u>\$ 2,404,866</u> 2.16%	<u>\$ 3,520,034</u> 0.31%
Transfers to Charter Schools	-	12,977,237	-	12,977,237
<b>Total Fund Transfers</b>	<u>\$ -</u> 0.00%	<u>\$ 12,977,237</u> 3.69%	<u>\$ -</u> 0.00%	<u>\$ 12,977,237</u> 1.13%
<b>Grand Total</b>	<u>\$ 689,477,954</u> 100.00%	<u>\$ 351,366,785</u> 100.00%	<u>\$ 111,399,190</u> 100.00%	<u>\$ 1,152,243,929</u> 100.00%

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
ALIGNMENT WITH STRATEGIC PLAN 2010 OBJECTIVES  
BY FUNDING SOURCE SUMMARY**

	2009-2010 Proposed State Funds	2009-2010 Proposed County Appropriation	2009-2010 Proposed Federal and Other Funds	2009-2010 Proposed Total Budget
I. High Academic Achievement	68.64%	41.70%	49.45%	58.59%
II. Effective Educators	1.32%	2.78%	14.52%	3.04%
III. Adequate Resources and Facilities	1.56%	1.81%	1.72%	1.65%
IV. Safe and Orderly Schools	7.46%	5.51%	0.48%	6.18%
V. Freedom and Flexibility with Accountability	2.13%	1.58%	16.92%	3.39%
VI. World-Class Service	10.86%	33.16%	8.62%	17.45%
VII. Strong Parent and Community Connections	7.05%	6.36%	7.89%	6.92%
VIII. Other	0.98%	7.10%	0.40%	2.78%
<b>Total Funding</b>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
ALIGNMENT WITH STRATEGIC PLAN 2010 OBJECTIVES  
BY FUNDING SOURCE DETAIL**

	2009-2010 Proposed State Funds	2009-2010 Proposed County Appropriation	2009-2010 Proposed Federal and Other Funds	2009-2010 Proposed Total Budget
<b>I. High Academic Achievement</b>				
1 Eighty percent of schools will make expected or high growth on ABCs	18.96%	10.17%	26.66%	17.03%
2 Ninety-five percent of students will achieve at or above standard on reading End-of-Grade (EOG) tests in grades three through eight	11.54%	6.47%	4.22%	9.29%
3 Eighty-eight percent of students will achieve at or above standard on mathematics (EOG) tests in grades three through eight	10.29%	5.73%	3.63%	8.25%
4 Eighty percent of students will achieve at or above standard on science (EOG) tests in grades three through eight	7.74%	4.53%	2.25%	6.23%
5 Eighty percent of students will achieve at or above standard on state writing assessment in grades four, seven and 10	7.49%	4.80%	2.47%	6.19%
6 Eighty percent of students achieving at or above standard on the End-of-Course (EOC) composite tests	6.32%	5.22%	0.98%	5.47%
7 Disparity based on race, ethnicity and socioeconomic status will not exceed 10 percentage points on all academic measures	2.38%	2.00%	8.68%	2.88%
8 Students graduating on time will increase by 3 percent each year	0.93%	0.37%	0.06%	0.68%
9 The number of students who drop out will decrease by 3 percent each	0.49%	0.65%	0.24%	0.51%
10 CMS will meet or exceed the national average on Advanced Placement exams (combined scores) with scores of 3, 4 or 5	0.21%	0.18%	0.03%	0.19%
11 Seventy-five percent of students will meet or exceed the national average on the SAT, while the percentage of students who take the test will also increase	0.13%	0.14%	0.02%	0.12%
12 CMS will meet or exceed the national average on nationally normed tests in math, reading and writing	0.96%	0.66%	0.09%	0.78%
13 CMS students will meet or exceed the national average on the National Assessment for Educational Progress (NAEP) in reading, mathematics and science	<u>1.20%</u>	<u>0.78%</u>	<u>0.12%</u>	<u>0.97%</u>
	68.64%	41.70%	49.45%	58.59%
<b>II. Effective Educators</b>				
1 CMS will increase the percentage of its schools with effective teaching staff	1.07%	1.31%	11.79%	2.18%
2 At least 99.4 percent of the teaching positions will be filled by the first day of school and remain so throughout the school year	0.07%	0.60%	1.11%	0.33%
3 At least 95 percent of the schools will have all teaching positions filled by the first day of school and will keep them filled throughout the school year	0.16%	0.43%	0.39%	0.27%
4 Targeted schools within CMS will be staffed with teachers and administrators who have the same experience and degrees as the two-year average for teachers in the CMS Schools of Excellence and Distinction	<u>0.02%</u>	<u>0.44%</u>	<u>1.23%</u>	<u>0.26%</u>
	1.32%	2.78%	14.52%	3.04%
<b>III. Adequate Resources and Facilities</b>				
1 All schools will be equipped with CMS-standard instructional materials and supplies	0.72%	0.81%	0.64%	0.74%
2 All schools will meet CMS standards for technology	0.66%	0.66%	1.08%	0.70%
3 All schools will meet the CMS standard number of co-curricular activities	0.10%	0.16%	0.00%	0.11%
4 Sixty-five percent of schools will meet baseline standards	0.07%	0.14%	0.00%	0.08%
5 There will be a 15 percent reduction in the number of temporary classrooms	<u>0.01%</u>	<u>0.04%</u>	<u>0.00%</u>	<u>0.02%</u>
	1.56%	1.81%	1.72%	1.65%

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
ALIGNMENT WITH STRATEGIC PLAN 2010 OBJECTIVES  
BY FUNDING SOURCE DETAIL**

	2009-2010 Proposed State Funds	2009-2010 Proposed County Appropriation	2009-2010 Proposed Federal and Other Funds	2009-2010 Proposed Total Budget
<b>IV. Safe and Orderly Schools</b>				
1 Eighty percent of students will indicate they feel safe at school	2.36%	1.30%	0.16%	1.82%
2 Seventy percent of parents will indicate they believe schools are safe	1.76%	1.93%	0.13%	1.65%
3 Seventy percent of community members will indicate they believe schools are safe	1.23%	0.96%	0.11%	1.04%
4 All schools will score at or above 90 percent on an annual safe school audit	1.39%	0.89%	0.08%	1.11%
5 The number of state-reportable incidents of inappropriate behavior per 1,000 students will decrease by 10 percent	<u>0.72%</u>	<u>0.43%</u>	<u>0.00%</u>	<u>0.56%</u>
	7.46%	5.51%	0.48%	6.18%
<b>V. Freedom and Flexibility with Accountability</b>				
1 Eighty-five percent of schools will receive the top rating(s) on the CMS Accountability System	0.77%	0.51%	0.78%	0.69%
2 Sixty-eight percent of schools will make Adequate Yearly Progress under the federal No Child Left Behind standard	<u>1.36%</u>	<u>1.07%</u>	<u>16.14%</u>	<u>2.70%</u>
	2.13%	1.58%	16.92%	3.39%
<b>VI. World-Class Service</b>				
1 Eighty percent of employees, parents and community members will agree CMS provides timely, accurate and responsive service on annual satisfaction surveys and polls	7.34%	29.21%	7.50%	14.03%
2 CMS will deliver project charters developed for this plan on time, on budget and at or above the expectation of the customer	<u>3.52%</u>	<u>3.95%</u>	<u>1.12%</u>	<u>3.42%</u>
	10.86%	33.16%	8.62%	17.45%
<b>VII. Strong Parent and Community Connections</b>				
1 Seventy percent of CMS parents will agree CMS is doing a good job and is headed in the right direction	0.63%	0.60%	0.93%	0.65%
2 Seventy percent of community members will agree CMS is doing a good job and is headed in the right direction	0.35%	0.44%	0.23%	0.36%
3 Seventy percent of parents and community members will agree CMS schools are safe	1.00%	1.03%	0.75%	0.99%
4 Seventy-five percent of parents will agree their child's school does a good job of keeping them informed and responding to requests	2.29%	1.29%	5.00%	2.25%
5 More than half of parents and community members will agree CMS is a good steward of taxpayer resources	0.86%	1.30%	0.35%	0.94%
6 More than half of parents and community members will agree CMS is responsive to requests and keeps them informed	1.18%	1.15%	0.27%	1.08%
7 The number of district-sponsored partnerships that focus on improving academic achievement and increasing school safety will increase by 25 percent	0.36%	0.38%	0.36%	0.37%
8 The number of volunteer hours devoted to improving academic achievement and mentoring at-risk youth will increase by 25 percent	<u>0.38%</u>	<u>0.17%</u>	<u>0.00%</u>	<u>0.28%</u>
	7.05%	6.36%	7.89%	6.92%
<b>VIII. Other</b>				
Legal	0.09%	0.58%	0.20%	0.25%
School Board	0.00%	0.08%	0.05%	0.03%
Athletics	0.15%	1.46%	0.07%	0.54%
Foreign Language	0.03%	0.17%	0.00%	0.07%
Arts	0.19%	1.08%	0.03%	0.44%
Charter Schools	0.00%	3.70%	0.05%	1.13%
Drivers Ed	<u>0.52%</u>	<u>0.03%</u>	<u>0.00%</u>	<u>0.32%</u>
	0.98%	7.10%	0.40%	2.78%
<b>Total Funding</b>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>

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# PROPOSED COUNTY APPROPRIATION

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**DETAIL OF CHANGES TO 2008-2009 COUNTY APPROPRIATION**

	<b>2008-2009 BASE BUDGET</b>	<b>351,366,785</b>
<b>Page</b>	<b>I. REDIRECTIONS/REDUCTIONS</b>	
34-44	A. Redirection of Funds to Alternative Uses	<u>(15,452,436)</u>
	<b>II. SUSTAINING OPERATIONS</b>	
	A. Salaries and Benefits	
45	1. Increase in Salaries - Avg 2% step increase for teachers & school-based administrators	2,438,336
45	2. Compensation Study Market Adjustment – Phase II continuation	675,627
45	3. Health Insurance Increase - 8.6%	981,909
45	4. Retirement Rate Increase to 8.44%	573,470
	B. Program Continuation	
45-46	1. Increase in Weighted Student Staffing - Poverty Rate	1,687,916
46	2. Mileage Rate Increase to IRS Standard Rate	99,830
46	3. Insurance Premium Increase	<u>59,399</u>
	<b>Total Sustaining Operations</b>	<b>6,516,487</b>
	<b>III. STUDENT GROWTH AND OPENING NEW SCHOOLS</b>	
	A. Enrollment Increases	
46	1. Enrollment - Staffing and Non-Personnel	619,173
	B. New Schools	
47	1. Additional Position Allotments	2,569,160
48	2. Non-Personnel Support	76,200
48	3. Maintenance	3,577,590
48	4. Athletics at New Middle Schools	<u>91,445</u>
	<b>Total Student Growth and Opening New Schools</b>	<b>6,933,568</b>
	<b>NEW REQUEST FOR SUSTAINING OPERATIONS AND GROWTH</b>	<u><b>13,450,055</b></u>
	<b>IV. PROGRAM EXPANSION AND NEW INITIATIVES</b>	
49	A. New Leaders fo New Schools Program	252,433
49-50	B. Magnet Program	652,174
50-51	C. Performance Management	466,165
52	D. Strategic Staffing	<u>631,609</u>
	<b>Total Program Expansion and New Initiative</b>	<b>2,002,381</b>
	<b>2009-2010 PROPOSED COUNTY APPROPRIATION</b>	<u><b>351,366,785</b></u>
	<b>CHANGE FROM 2008-2009 COUNTY APPROPRIATION</b>	<u><b>\$ -</b></u>

**2008-2009 COUNTY APPROPRIATION OPTIONAL SCENARIOS**

	<u>Budget Request</u>	<u>Tier 1</u>	<u>Tier 2</u>	<u>Tier 3</u>	<u>Tier 4</u>
<b>2008-09 BASE BUDGET</b>	<b>351,366,785</b>	<b>351,366,785</b>	<b>351,366,785</b>	<b>351,366,785</b>	<b>351,366,785</b>
<b>I. REDIRECTIONS/REDUCTIONS</b>					
A. Redirection of Funds to Alternative Uses	(15,452,436)	(15,452,436)	(15,452,436)	(15,452,436)	(15,452,436)
Tier 1 Reductions		(11,533,112)	(11,533,112)	(11,533,112)	(11,533,112)
Tier 2 Reductions			(8,282,225)	(8,282,225)	(8,282,225)
Tier 3 Reductions				(7,581,991)	(7,581,991)
Tier 4 Reductions					(7,739,351)
<b>Total Redirections/Reductions</b>	<b>(15,452,436)</b>	<b>(26,985,548)</b>	<b>(35,267,773)</b>	<b>(42,849,764)</b>	<b>(50,589,115)</b>
<b>REDUCTIONS AS A % OF CURRENT BASE BUDGET</b>	<b>-4.40%</b>	<b>-7.68%</b>	<b>-10.04%</b>	<b>-12.20%</b>	<b>-14.40%</b>
<b>II. SUSTAINING OPERATIONS</b>					
A. Salaries and Benefits					
1. Increase in Salaries - Avg 2% step increase for teachers & school-based administrators	2,438,336	2,438,336	2,438,336	2,438,336	2,438,336
2. Compensation Study Market Adjustment - Phase II continuation	675,627	675,627	675,627	675,627	675,627
3. Health Insurance Increase -8.6%	981,909	981,909	981,909	981,909	981,909
4. Retirement Rate Increase to 8.44%	573,470	573,470	573,470	573,470	573,470
B. Program Continuation					
1. Increase in Weighted Student Staffing - Poverty Rate	1,687,916	1,687,916	1,687,916	1,687,916	1,687,916
2. Mileage Rate Increase to IRS Standard Rate	99,830	99,830	99,830	99,830	99,830
3. Insurance Premium Increase	59,399	59,399	59,399	59,399	59,399
<b>Total Sustaining Operations</b>	<b>6,516,487</b>	<b>6,516,487</b>	<b>6,516,487</b>	<b>6,516,487</b>	<b>6,516,487</b>
<b>III. STUDENT GROWTH AND OPENING NEW SCHOOLS</b>					
A. Enrollment Increases					
1. Enrollment - Staffing and Non-Personnel	619,173	619,173	619,173	619,173	619,173
B. New Schools					
1. Additional Position Allotments	2,569,160	2,569,160	2,569,160	2,569,160	2,569,160
2. Non-Personnel Support	76,200	76,200	76,200	76,200	76,200
3. Maintenance	3,577,590	3,577,590	3,577,590	3,577,590	3,577,590
4. Athletics at New Middle Schools	91,445	91,445	91,445	91,445	91,445
<b>Total Student Growth &amp; Opening New Schools</b>	<b>6,933,568</b>	<b>6,933,568</b>	<b>6,933,568</b>	<b>6,933,568</b>	<b>6,933,568</b>
<b>REQUEST FOR SUSTAINING OPERATIONS &amp; GROWTH</b>	<b>13,450,055</b>	<b>13,450,055</b>	<b>13,450,055</b>	<b>13,450,055</b>	<b>13,450,055</b>
<b>V. PROGRAM EXPANSION AND NEW INITIATIVES</b>					
A. New Leaders Program	252,433	252,433	252,433	252,433	252,433
B. Magnet Program	652,174	652,174	652,174	652,174	652,174
C. Performance Management	466,165	466,165	466,165	466,165	466,165
D. Strategic Staffing	631,609	631,609	631,609	631,609	631,609
<b>Total Program Expansion and New Initiative</b>	<b>2,002,381</b>	<b>2,002,381</b>	<b>2,002,381</b>	<b>2,002,381</b>	<b>2,002,381</b>
<b>2009-10 PROPOSED COUNTY APPROPRIATION</b>	<b>351,366,785</b>	<b>339,833,673</b>	<b>331,551,448</b>	<b>323,969,457</b>	<b>316,230,106</b>
<b>CHANGE FROM 2008-09 COUNTY APPROPRIATION</b>	<b>\$ -</b>	<b>\$(11,533,112)</b>	<b>\$(19,815,337)</b>	<b>\$(27,397,328)</b>	<b>\$(35,136,679)</b>
<b>NET CHANGE AS A % OF 2008-09 COUNTY APPR.</b>	<b>0.00%</b>	<b>-3.28%</b>	<b>-5.64%</b>	<b>-7.80%</b>	<b>-10.00%</b>

**DETAIL OF OPTIONAL BUDGET REDUCTION SCENARIOS - TIERS 1-4**

	<u>Tier 1</u>	<u>Tier 2</u>	<u>Tier 3</u>	<u>Tier 4</u>	<u>Total</u>
<b>Tier 1 Reductions</b>					
A. Redirect Midwood High School Certified Staff to Title I	\$ (1,014,152)	-	-	-	\$ (1,014,152)
B. Transportation Reductions- Efficiencies through common stops and budgeted fuel prices decrease from \$2.71 to \$2.18 per gallon	(1,700,000)	-	-	-	(1,700,000)
C. Exceptional Children - redirect expenses to federal funding	(1,619,411)	-	-	-	(1,619,411)
D. Reduce furniture expenses	(300,000)	-	-	-	(300,000)
E. Reduce Staff Development	(366,571)	-	-	-	(366,571)
F. Teacher Assistant reduction -changing formula for 3rd grade	(4,457,329)	-	-	-	(4,457,329)
G. Assistant Principal reduction -changing formula at all levels	(2,075,649)	-	-	-	(2,075,649)
<b>Tier 2 Reductions</b>					
A. ADM teachers (high) – Eliminate 9th grade academy positions; maintain weight of 1.3; 9th ratio of 1:21, and 10-12th ratio of 1:26;	-	\$ (869,273)	-	-	(869,273)
B. Teacher Assistant reduction- changing formula for 3rd grade	-	(4,370,497)	-	-	(4,370,497)
C. ADM teachers (elementary) - K-3 – Increase effective K-3rd allotment ratio for FOCUS schools from 1:16 to 1:17; maintain weight of 1.3 and K-3rd ratio of 1:22	-	(3,042,455)	-	-	(3,042,455)
<b>Tier 3 Reductions</b>					
A. ADM teachers (middle) – Increase 6-8th ratio from 1:23.5 to 1:24; maintain weight of 1.3	-	-	\$ (1,303,909)	-	(1,303,909)
B. ADM teachers (high) – increase 9th ratio from 1:21 to 1:24.5; increase 10-12th ratio from 1:26 to 1:27; eliminate 9th grade academy positions (Tier 2 adj.); maintain weight of 1.3	-	-	(6,278,082)	-	(6,278,082)
<b>Tier 4 Reductions</b>					
A. ADM teachers (middle) – Increase 6-8th ratio from 1:24 (Tier 3 adj.) to 1:24.5; maintain weight of 1.3	-	-	-	\$ (1,448,788)	(1,448,788)
B. ADM teachers (elementary) – 4-5 Increase ratio from 1:26.5 to 1:27.5; maintain weight of 1.3;	-	-	-	(1,738,546)	(1,738,546)
C. ADM teachers (high) – Increase 9th ratio from 1:24.5 (Tier 3 adj.) to 1:25; increase 10-12th ratio from 1:27 (Tier 3 adj.) to 1:28.5; eliminate 9th grade academy positions (Tier 2 adj.); maintain weight of 1.3	-	-	-	(3,042,455)	(3,042,455)
D. Assistant Principal reduction -changing formula at all levels	-	-	-	(1,509,562)	(1,509,562)
	<u>\$ (11,533,112)</u>	<u>\$ (8,282,225)</u>	<u>\$ (7,581,991)</u>	<u>\$ (7,739,351)</u>	<u>\$ (35,136,679)</u>

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**2009-2010 PROPOSED BUDGET**

**NEW INITIATIVES ALIGNED TO STRATEGIC PLAN 2010**

Pages 41-43			
Ref.	2010 Plan - Goal	Strategy	Amount
<b>IV.A.</b>	<b>New Leaders Program</b>		<b>\$ 252,433</b>
	High Academic Achievement	Expand access to more rigorous courses	
	Effective Educators	Enhance recruitment strategies	
		Reward staff with compensation initiatives	
		Refine professional development for improved instruction	
<b>IV.B.</b>	<b>Magnet Programs</b>		<b>\$ 652,174</b>
	High Academic Achievement	Expand access to more rigorous courses	
		Expand foreign language instruction	
		Expand opportunities for talented and gifted students	
<b>IV.C.</b>	<b>Performance Management</b>		<b>\$ 466,165</b>
	Effective Educators	Use evaluation to improve performance	
	Freedom and Flexibility with Accountability	Develop a district-wide accountability system	
<b>IV.D.</b>	<b>Strategic Staffing</b>		<b>\$ 631,609</b>
	High Academic Achievement	Launch a comprehensive service improvement program	
	Effective Educators	Enhance recruitment strategies	
		Reward staff with compensation initiatives	
		Ensure equitable staffing for every school	

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
PROPOSED COUNTY APPROPRIATION**

	<b>Salaries and Benefits</b>	<b>Purchased Services</b>	<b>Supplies and Materials</b>
<b>EXPENDITURES</b>			
Regular Instructional	\$110,001,169	\$ 4,917,162	\$ 14,606,872
Special Populations	17,542,409	353,989	77,647
Alternative Programs	8,532,304	1,095,365	307,724
School Leadership Services	19,784,238	252,433	61,536
Co-Curricular	3,337,528	1,423,594	390,030
School-Based Support	8,506,282	304,456	1,039,657
Support and Development	4,690,776	327,875	323,057
Special Population Support and Development	1,391,783		29,773
Alternative Programs Support and Development	1,040,047	29,148	81,343
Technology Support	7,096,354	2,606,786	1,711,089
Operational Support	46,347,161	37,152,479	8,847,899
Financial and Human Resource Services	10,989,417	3,764,646	252,792
Accountability	2,991,370	338,414	257,197
System-wide Pupil Support	2,564,201	287,761	120,821
Policy, Leadership and Public Relations	7,368,763	3,021,354	467,122
Nutrition Services	-	-	359,621
Payments to Charter Schools	-	-	-
Debt Service	-	582,736	-
	<b>\$252,183,802</b>	<b>\$ 56,458,198</b>	<b>\$ 28,934,180</b>
<b>TOTAL EXPENDITURES</b>			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 PROPOSED CURRENT EXPENSE BUDGET:  
PROPOSED COUNTY APPROPRIATION**

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Furniture and Equipment	Other	Total	% of Total Budget
\$ 378,935	\$ -	\$ 129,904,138	36.97%
	-	17,974,045	5.12%
	-	9,935,393	2.83%
	-	20,098,207	5.72%
14,227	-	5,165,379	1.47%
44,987	-	9,895,382	2.82%
1,148	-	5,342,856	1.52%
	-	1,421,556	0.40%
357	-	1,150,895	0.33%
41,364	-	11,455,593	3.26%
309,660	-	92,657,199	26.37%
3,354	-	15,010,209	4.27%
5,979	-	3,592,960	1.02%
-	-	2,972,783	0.85%
13,357	-	10,870,596	3.09%
-	-	359,621	0.10%
-	12,977,237	12,977,237	3.69%
-	-	582,736	0.17%
<u>\$ 813,368</u>	<u>\$ 12,977,237</u>	<u>\$ 351,366,785</u>	<u>100.00%</u>

**PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION**

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**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 \$129,904,138**

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 \$17,974,045**

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.

## PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION

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### 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**

**\$9,935,393**

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.

**PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION**

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**5400 School Leadership Services**

**\$20,098,207**

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**

**\$5,165,379**

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**

**\$9,895,382**

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.

## **PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION**

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### 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**

**\$5,342,856**

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**

**\$1,421,556**

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.

**PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION**

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**6300 Alternative Programs and Services Support and Development Services \$1,150,895**

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 \$11,455,593**

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 \$92,657,199**

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.

## **PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION**

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### 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**

**\$15,010,209**

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**

**\$3,592,960**

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**

**\$2,972,783**

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.

**PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION**

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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**

**\$10,870,596**

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**

**\$359,621**

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.

**PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION**

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**7300 Adult Services**

Costs of activities that develop knowledge and skills to meet immediate and long range educational objectives of adults who, having completed or interrupted formal schooling, have accepted adult roles and responsibilities. Programs include activities to foster the development of fundamental tools of learning, prepare adults for a postsecondary career; prepare adults for postsecondary education programs; upgrade occupational competence; prepare adults for a new or different career; develop skills and appreciation for special interests; or to enrich the aesthetic qualities of life. In addition, parent involvement services in the schools, as well as volunteer activities by adults in the schools. Adult basic education programs are included in this category.

**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**

**\$12,977,237**

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.)

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# CAPITAL REPLACEMENT

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## **CAPITAL REPLACEMENT DESCRIPTION**

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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, equipment, and vehicles.

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 basic plan for implementation of the Furniture and Equipment Capital Replacement Budget comes from the computerized capital assets inventory system. Life expectancy for each type of asset and the year in which it is expected to need replacement are determined. By using this system, capital replacement needs can be projected for a number of future years.

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

**2009-2010 PROPOSED CAPITAL REPLACEMENT BUDGET**

**SCHEDULE OF REVENUES AND EXPENDITURES**

	2008-2009 Proposed Budget	2008-2009 Adopted Budget	2007-2008 Adopted Budget	2006-2007 Adopted Budget
<b>REVENUES</b>				
State Public School Building Capital Fund	\$ -	\$ -	\$ -	\$ -
Other	5,200,000	5,200,000	5,200,000	5,200,000
<b>TOTAL CAPITAL REPLACEMENT REVENUES</b>	<b>\$ 5,200,000</b>	<b>\$ 5,200,000</b>	<b>\$ 5,200,000</b>	<b>\$ 5,200,000</b>
<b>EXPENDITURES</b>				
<u>Buildings and Sites</u>				
Roofs	\$ 175,250	\$ 175,250	\$ 513,100	\$ 513,100
Heating and Air Conditioning	3,189,750	3,250,000	2,850,000	2,485,100
Asphalt Resurfacing	85,000	79,350	210,600	283,100
Carpeting	150,000	150,000	350,000	271,300
Intercom Consoles			-	-
Stage Curtains	25,000	20,600	21,600	95,600
Sites	625,000	574,800	350,000	29,600
Renovations	400,000	375,000	304,700	661,800
Electrical	300,000	325,000	350,000	610,400
Total Buildings and Sites	<u>\$ 4,950,000</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	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Computer Equipment - Instructional	-	-	-	-
Insurance Claims	100,000	100,000	100,000	100,000
Total Furniture and Equipment	<u>\$ 250,000</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>
<b>TOTAL CAPITAL REPLACEMENT EXPENDITURES</b>	<b>\$ 5,200,000</b>	<b>\$ 5,200,000</b>	<b>\$ 5,200,000</b>	<b>\$ 5,200,000</b>

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# ENTERPRISE PROGRAMS

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## **CHILD NUTRITION PROGRAM DESCRIPTION**

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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 34,000 breakfasts and 78,000 lunches each day. Another 19,000 customers are reached each day through adult meals and supplemental food sales. Charlotte-Mecklenburg Schools' Before and After School programs consume 7,000 snack meals per day.

**CHILD NUTRITION PROGRAM**

**SCHEDULE OF REVENUES, EXPENSES, AND CHANGES IN RETAINED EARNINGS**

	<b>FY 2009-10 Proposed Budget</b>	<b>FY 2008-09 Adopted Budget</b>	<b>FY 2007-08 Actual Expenditures</b>	<b>FY 2006-07 Actual Expenditures</b>
<b>OPERATING REVENUES:</b>				
Student Meals	\$ 10,633,669	\$ 10,255,315	\$ 9,955,044	\$ 9,670,141
Supplemental Sales	<u>12,943,645</u>	<u>14,310,096</u>	<u>13,237,858</u>	<u>14,032,534</u>
Total Operating Revenues	<u>23,577,314</u>	<u>24,565,411</u>	<u>23,192,902</u>	<u>23,702,675</u>
<b>OPERATING EXPENSES:</b>				
Food and Commodities	22,426,650	21,208,847	21,089,081	\$ 19,224,538
Salaries	25,534,080	24,121,924	22,654,145	\$ 21,835,029
Employee Benefits	5,241,357	4,833,787	4,492,433	\$ 4,174,092
Materials and Supplies	2,536,715	2,551,614	2,293,518	\$ 2,155,390
Depreciation	1,477,262	1,612,887	1,351,434	\$ 1,470,822
Contracted Services	1,795,933	1,203,682	1,306,075	\$ 929,399
Other	<u>5,475,820</u>	<u>6,419,615</u>	<u>4,916,563</u>	<u>\$ 5,422,120</u>
Total Operating Expenses	<u>64,487,817</u>	<u>61,952,356</u>	<u>58,103,249</u>	<u>55,211,390</u>
<b>OPERATING INCOME (LOSS)</b>	(40,910,503)	(37,386,945)	(34,910,347)	(31,508,715)
<b>NON-OPERATING REVENUE:</b>				
U.S. Government Subsidy and Commodities	38,442,657	34,148,188	34,413,247	\$ 31,147,516
Interest Revenue and Other Misc. Revenue	<u>1,951,031</u>	<u>2,721,942</u>	<u>2,690,127</u>	<u>2,661,626</u>
Total Non-Operating Revenue	<u>40,393,688</u>	<u>36,870,130</u>	<u>37,103,374</u>	<u>33,809,142</u>
<b>INCOME (LOSS) BEFORE OPERATING TRANSFER</b>	(516,815)	(516,815)	2,193,027	2,300,427
<b>OPERATING TRANSFER FROM GENERAL FUND</b>	<u>516,815</u>	<u>516,815</u>	<u>515,353</u>	<u>519,320</u>
<b>NET INCOME (LOSS)</b>	-	-	2,708,380	2,819,747
<b>INCREASE (DECREASE) IN RETAINED EARNINGS</b>	-	-	2,708,380	2,819,747
<b>RETAINED EARNINGS - Beginning of Year*</b>	12,599,963	12,599,963	9,891,583	7,071,836
<b>RETAINED EARNINGS - End of Year</b>	<u>\$ 12,599,963</u>	<u>\$ 12,599,963</u>	<u>\$ 12,599,963</u>	<u>\$ 9,891,583</u>

\* Based on prior year actuals

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**CHILD NUTRITION PROGRAM**

**COMPARISON OF MEAL PRICES**

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

## **AFTER SCHOOL ENRICHMENT PROGRAM DESCRIPTION**

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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-six elementary schools, nine middle schools and four Pre-k centers throughout the district. The ASEP will operate four new elementary and two new middle school programs for the 2009-2010 school year. ASEP will serve over 6,000 students per week.

The 2009-10 proposed budget includes a price increase for the summer camp program from \$110 to \$115 per week and a price increase for winter and spring break from \$18.50 to \$20 per day.

**AFTER SCHOOL ENRICHMENT PROGRAM**

**SCHEDULE OF REVENUES, EXPENSES, AND CHANGES IN RETAINED EARNINGS**

	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actuals Expenditures	FY 2006-07 Actuals Expenditures
<b>OPERATING REVENUES:</b>				
Participant Fees	\$ 16,171,207	\$ 16,363,710	15,110,490	14,268,430
<b>OPERATING EXPENSES:</b>				
Food Costs	878,848	947,633	814,252	797,943
Salaries	10,672,144	10,619,443	9,787,089	9,211,480
Benefits	2,058,451	2,052,491	1,819,903	1,646,332
Material and Supplies	541,257	483,894	431,170	447,325
Depreciation	-	-	-	-
Contracted Services	161,264	297,451	245,731	273,449
Other	1,929,243	2,055,134	1,994,376	1,749,099
Total Operating Expenses	<u>16,241,207</u>	<u>16,456,046</u>	<u>15,092,521</u>	<u>14,125,628</u>
<b>OPERATING INCOME (LOSS)</b>	(70,000)	(92,336)	17,969	142,802
<b>NON-OPERATING REVENUES:</b>				
Interest Income	70,000	92,336	107,600	94,953
Contributions and Grants	-	-	84,206	28,075
Total Non-Operating Revenue	<u>70,000</u>	<u>92,336</u>	<u>191,806</u>	<u>123,028</u>
<b>OPERATING TRANSFER FROM GENERAL FUND</b>	-	-	-	226,200
<b>NET INCOME (LOSS)</b>	-	-	209,775	492,030
<b>RETAINED EARNINGS - Beginning of Year*</b>	<u>983,530</u>	<u>920,851</u>	<u>711,076</u>	<u>219,046</u>
<b>RETAINED EARNINGS - End of Year</b>	<u><b>\$ 983,530</b></u>	<u><b>\$ 920,851</b></u>	<u><b>\$ 920,851</b></u>	<u><b>\$ 711,076</b></u>
Fee per participant per week	<u>\$ 56</u>	<u>\$ 56</u>	<u>\$ 54</u>	<u>\$ 54</u>
Average number of participants students per week	<u>6,333</u>	<u>6,086</u>	<u>6,326</u>	<u>6,326</u>

\* Based on prior year actuals

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# RESULTS AND ACCOUNTABILITY

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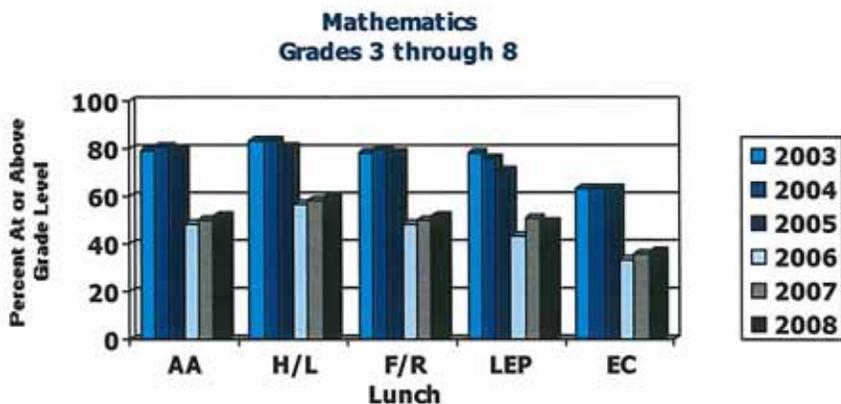
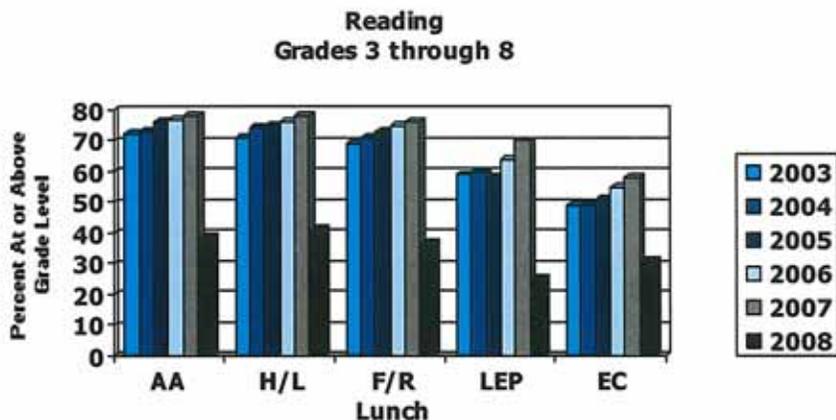
# ACADEMIC ACHIEVEMENT

## End-of-Grade Tests

Overall, 55% 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, 67% 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	2003	2004	2005	2006	2007	2008
3	82	84	84	86	84	56	88	89	86	71	71	70
4	83	84	84	86	87	60	95	94	93	68	70	70
5	87	88	90	90	92	57	92	93	91	69	70	72
6	77	75	78	78	80	58	88	88	88	62	62	65
7	82	80	82	84	83	49	82	82	83	59	60	63
8	84	86	86	85	87	51	81	83	81	62	64	65

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

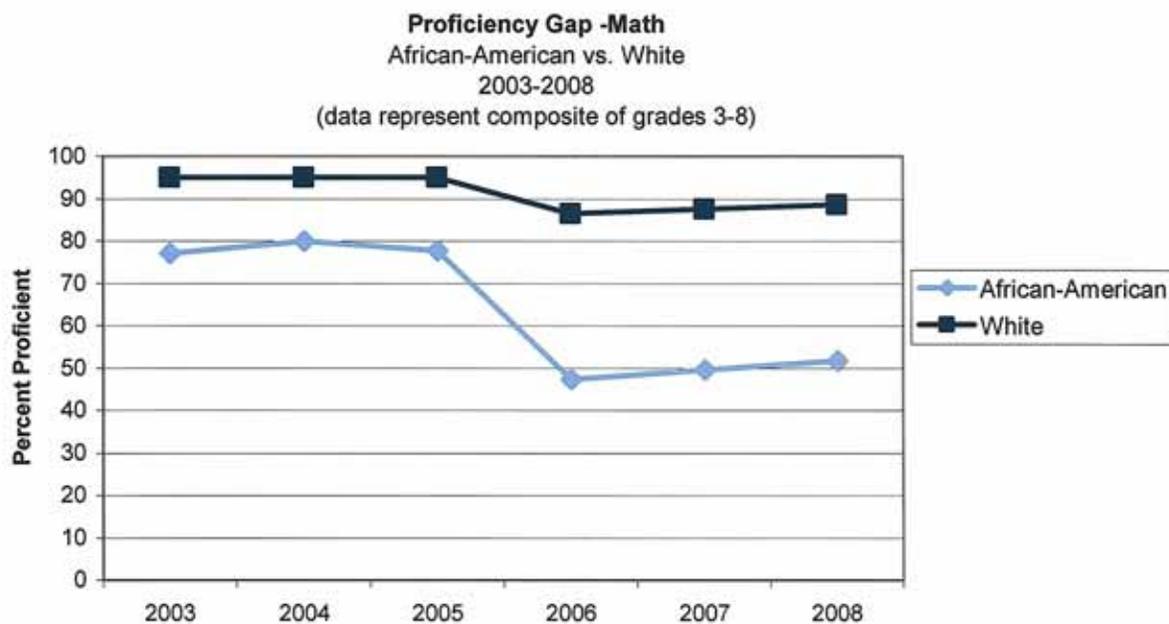
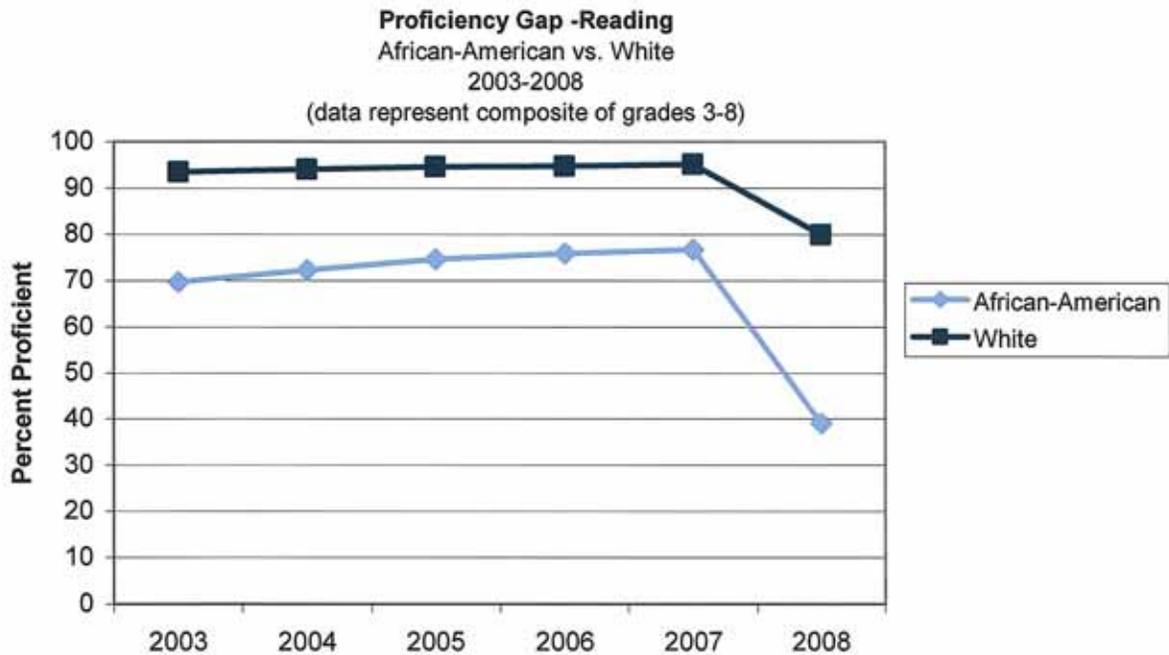


CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ACADEMIC ACHIEVEMENT**

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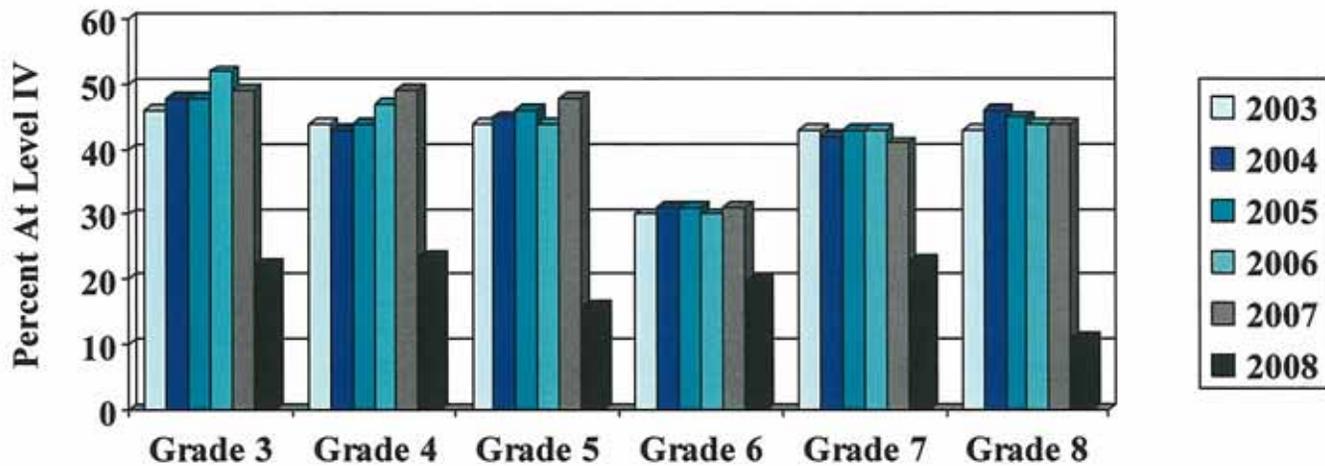
***The Achievement Gap***

The graphs below illustrate actual student proficiency in grades 3-8 for the past 6 years.

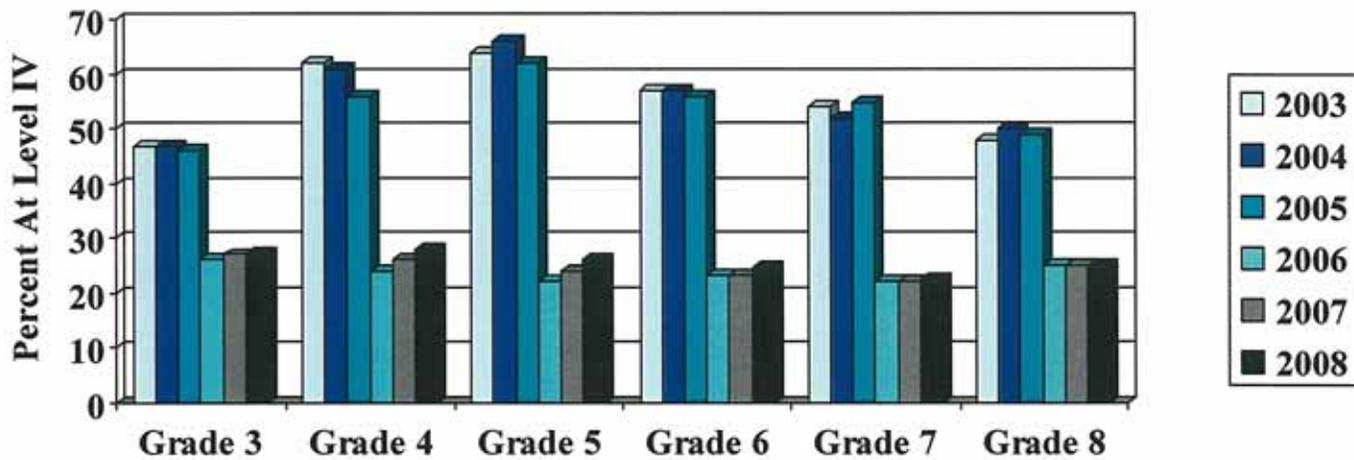


*High Academic Achievement*

**Reading**



**Mathematics**

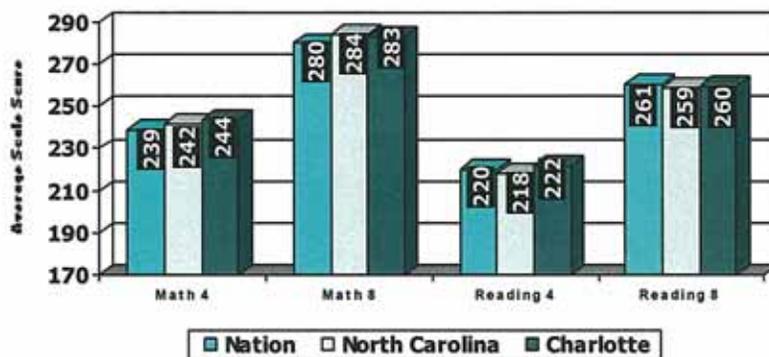


# ACADEMIC ACHIEVEMENT

## NAEP 2007 (Next test cycle: 2009)

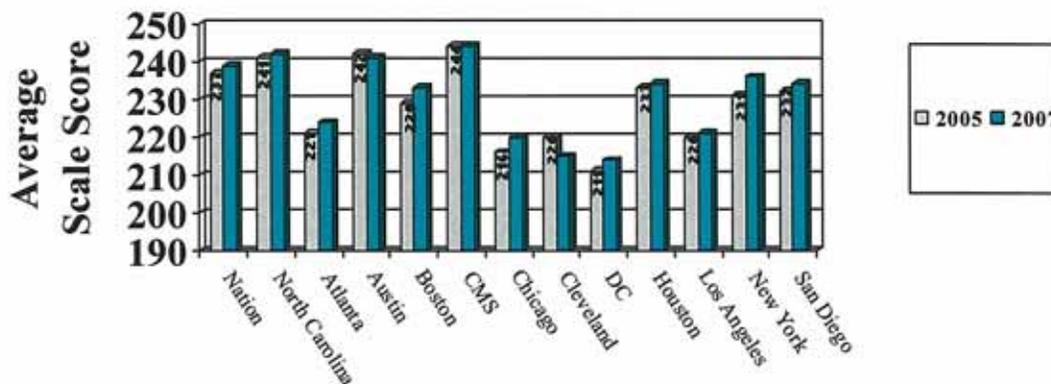
NAEP is a national assessment administered every two years to a sample of students in each state and across the nation. In the 2007 cycle, eleven large school districts including Charlotte-Mecklenburg participated in NAEP as part of the Trial Urban District Assessment (TUDA), but beginning in 2009, this will expand 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 reading and mathematics scores in grades four and eight, CMS students achieved a higher average score in two of four areas than North Carolina or the Nation.



CMS students scored higher than students in all other districts in grade 4 reading and mathematics and grade 8 reading. In grade 8 mathematics CMS students performed better than all other districts except Austin, which scored the same.

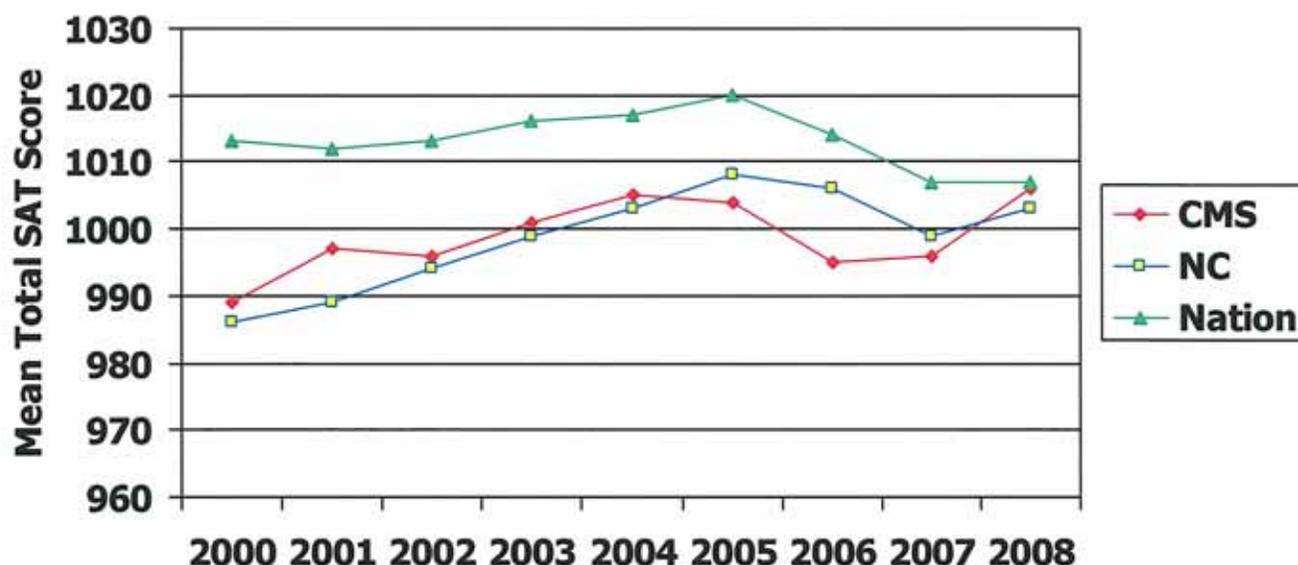
NAEP 2005/2007  
Grade 4 Mathematics



***Other Indicators of Academic Progress***

- The enrollment in AP courses decreased slightly to 11,670, but the percent of scores at 3, 4, or 5 increased from 47 to 48.
- 90% of middle school students who took the Algebra I End-of-Course test and 99% 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 31 percentage points in reading and 39 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 25 percentage points in reading and 31 percentage points in math.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ACADEMIC ACHIEVEMENT**

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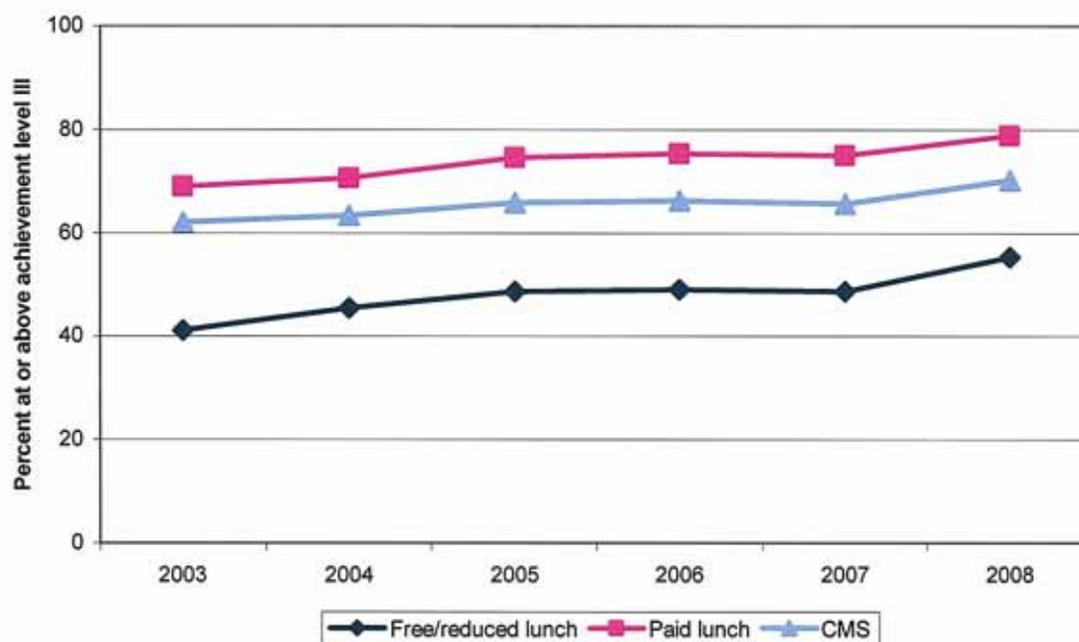
**End-of-Course Tests**

- Only 70% of end-of-course tests taken (including middle school Algebra I and Geometry) had scores of level III or IV.
- Only 48% 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 32.4 percentage points to 28.9.
- 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**

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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

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- **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.

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# TRENDS AND STATISTICS

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CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**KEY STATISTICS (FY2000-2010)**

**SELECTED TRENDS**

FISCAL YEAR	1999-	2000-	2001-	2002-	2003-	2004-	2005-	2006-	2007-	2008-	Proposed
	00	01	02	03	04	05	06	07	08	09	2009-10
<b>ENROLLMENT</b>											
Total K-12 Enrollment on 20th Day	100,368	103,144	106,192	109,605	113,859	118,599	123,789	129,011	132,281	134,060	134,448
LEP Students*	5,570	6,822	8,035	9,885	10,944	11,510	12,493	14,883	17,035	18,407	
PreK-12 FRL**		37.09%	39.84%	41.67%	43.71%	47.93%	46.99%	45.50%	47.25%	48.74%	
<b>COST PER PUPIL</b>											
Budgeted Total Cost Per Pupil	\$6,460	\$6,818	\$7,149	\$7,294	\$7,288	\$7,498	\$7,626	\$8,148	\$8,868	\$8,912	\$8,570
Budgeted Local Cost Per Pupil	\$2,067	\$2,214	\$2,504	\$2,418	\$2,327	\$2,234	\$2,354	\$2,451	\$2,581	\$2,621	\$2,613
<b>NUMBER OF SCHOOLS</b>											
Elementary	87	87	91	92	93	93	95	98	99	104	108
Middle	26	26	27	27	28	28	30	30	31	31	33
High	14	14	14	16	17	17	17	25	31	32	32
Alternative	11	7	10	7	5	5	5	5	4	4	4
Total Schools Operating	138	134	142	142	143	143	147	158	165	171	177
New Schools Opened	1	0	5	4	4	0	4	13	7	6	6
<b>FUNDING SOURCES</b>											
% County	32.00%	32.47%	35.02%	33.14%	31.93%	29.80%	30.87%	30.08%	29.10%	29.41%	30.49%
% State	62.35%	61.91%	58.84%	58.35%	58.32%	59.65%	59.01%	59.34%	59.92%	60.15%	59.84%
% Federal	4.49%	4.46%	5.01%	6.89%	7.87%	8.68%	7.69%	7.41%	8.19%	8.51%	8.29%
% Other Local	0.92%	0.93%	0.92%	0.91%	1.06%	1.10%	1.82%	1.81%	.91%	1.05%	1.10%
% Fund Balance	0.25%	0.23%	0.21%	0.70%	0.81%	0.77%	0.61%	1.37%	1.88%	.88%	.27%
<b>PERSONNEL CHANGES</b>											
Principals/Assistant Principals	369	374	385	411	417	420	423	442	444	429	447
Teachers/Support Staff	7,289	7,638	8,373	8,631	8,867	9,260	9,554	10,004	10,455	10,497	10,323
Assistants/Tutors	2,037	2,023	2,305	2,064	2,103	2,281	2,256	2,555	2,740	2,591	2,446
Admin./Office Personnel	863	978	944	1,005	1,017	1,069	1,095	1,145	1,211	1,255	1,220
Transportation	1,197	1,222	1,240	1,277	1,310	1,349	1,391	1,422	1,486	1,506	1,506
Building Services/Other	1,104	1,085	1,127	1,237	1,186	1,209	1,254	1,309	1,364	1,319	1,238
Total Personnel	12,859	13,320	14,374	14,625	14,900	15,587	15,972	16,877	17,700	17,596	17,180
<b>TRANSPORTATION</b>											
# of Yellow Buses-Operating	965	997	1,023	1,132	1,170	1,097	1,200	1,256	1,289	1,314	1,329

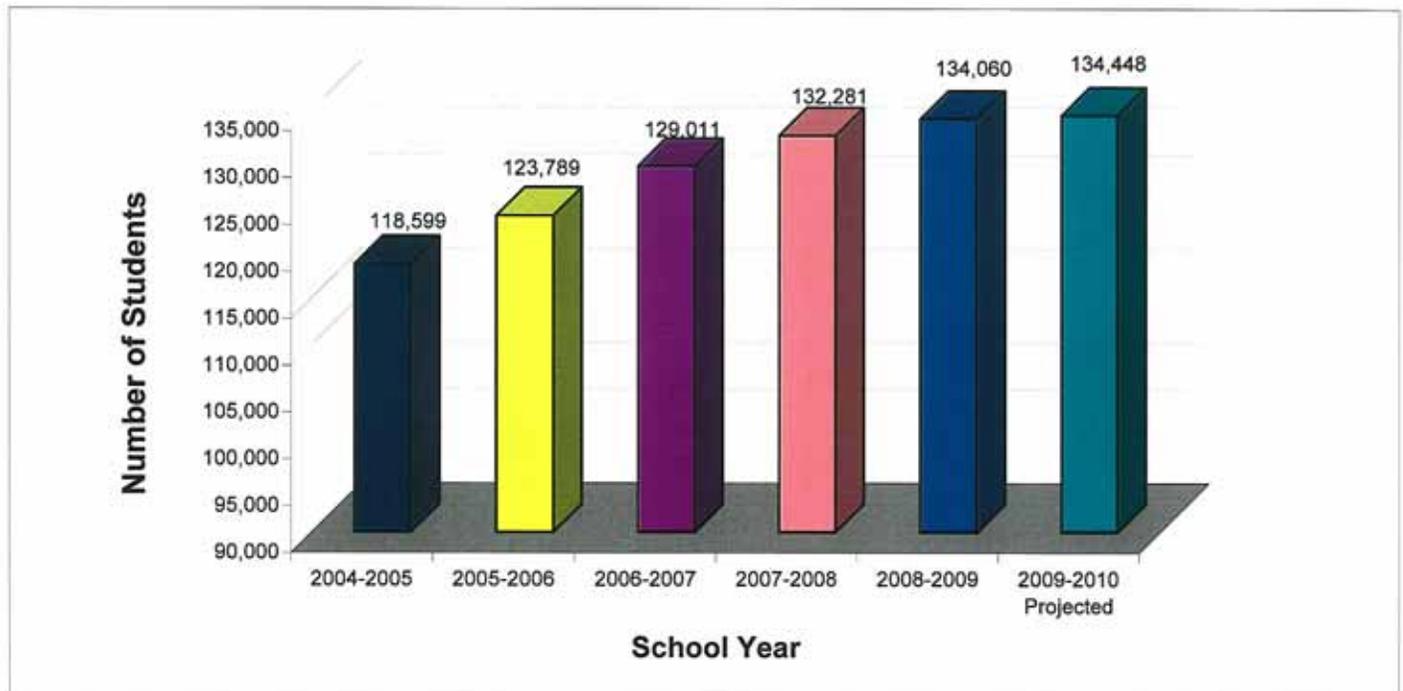
\*Limited English Proficiency (LEP) Students enrolled as of October in years 2004-2007. Prior years LEP cumulative count of LEP enrollment at any time in the school year.

\*\*Free and Reduced Price Lunch (FRL)

## SIX YEAR ENROLLMENT COMPARISON BY GRADE LEVEL

Grades	2009-2010 Projected	2008-2009 Actual*	2007-2008 Actual*	2006-2007 Actual*	2005-2006 Actual*	2004-2005 Actual*
K	10,501	11,401	11,257	11,204	10,759	10,023
1	11,415	11,271	11,386	11,116	10,341	9,873
2	11,281	11,396	11,083	10,611	10,072	9,322
3	11,541	11,224	10,869	10,304	9,494	9,007
4	11,019	10,670	10,259	9,761	9,263	8,971
5	10,356	9,957	9,731	9,375	9,059	8,851
6	9,873	9,649	9,459	9,410	9,262	8,891
7	9,720	9,529	9,578	9,536	9,208	9,159
8	9,624	9,673	9,704	9,420	9,270	9,098
9	12,310	12,349	12,578	12,321	11,233	11,041
10	9,459	9,634	9,708	9,361	8,948	8,322
11	7,692	7,751	7,528	7,416	7,459	7,120
12	6,972	6,771	6,304	6,259	6,338	5,900
Special	2,685	2,785	2,837	2,917	3,083	3,021
<b>TOTAL ENROLLMENT</b>	<b><u>134,448</u></b>	<b><u>134,060</u></b>	<b><u>132,281</u></b>	<b><u>129,011</u></b>	<b><u>123,789</u></b>	<b><u>118,599</u></b>

\* End of First Month (20th Day)

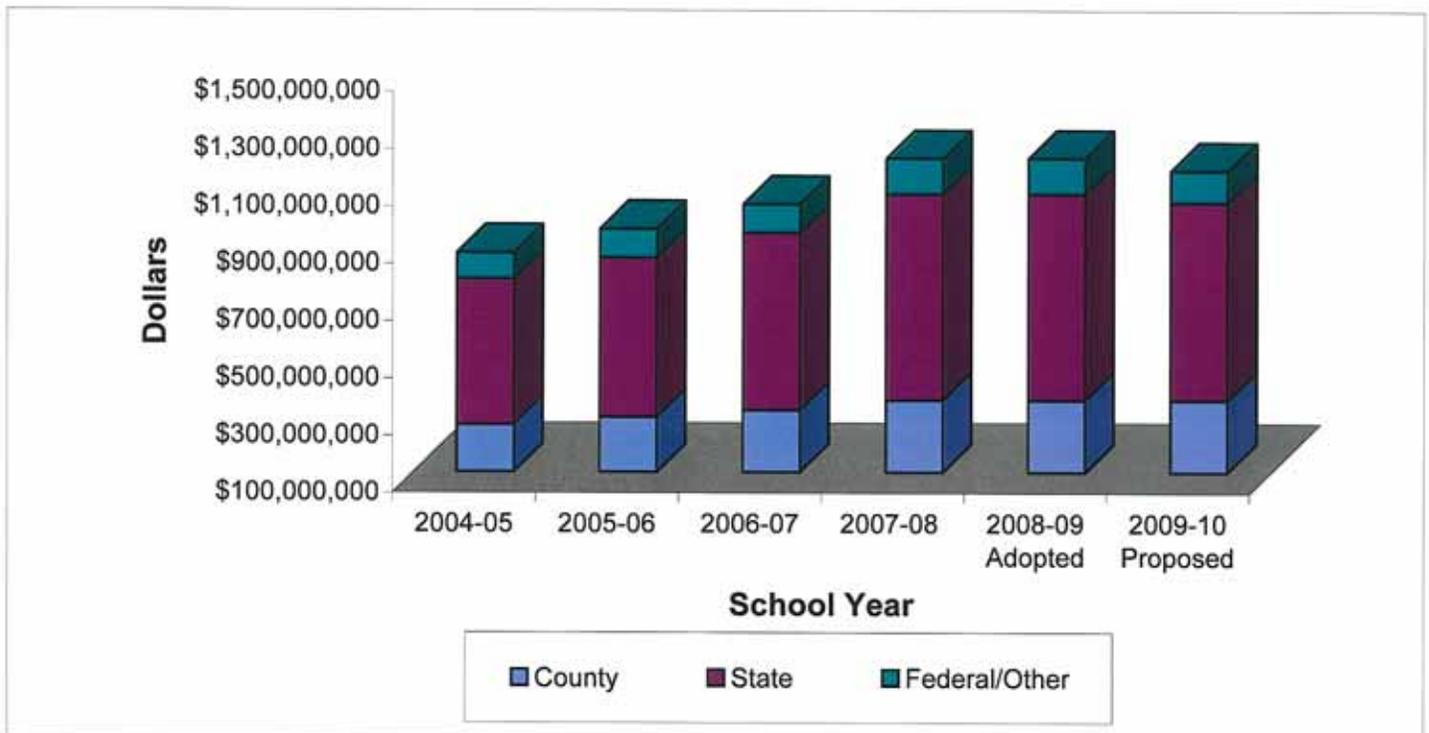


# CURRENT EXPENSE SIX YEAR EXPENDITURE COMPARISON

County		State		Federal/Other		Total	
Dollars	% Incr.	Dollars	% Incr.	Dollars	% Incr.	Dollars	% Incr.

2009-2010 Proposed Budget	\$ 351,366,785	0.0%	689,477,954	-4.1%	111,399,190	-10.7%	\$ 1,152,243,929	-3.6%
2008-2009 Adopted Budget	\$ 351,366,785	2.9%	718,590,515	5.0%	\$ 124,752,478	24.7%	\$ 1,194,709,778	15.5%
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%
2004-2005	\$ 265,000,000	0.0%	508,234,866	7.5%	\$ 90,967,217	22.2%	\$ 864,202,083	6.4%

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

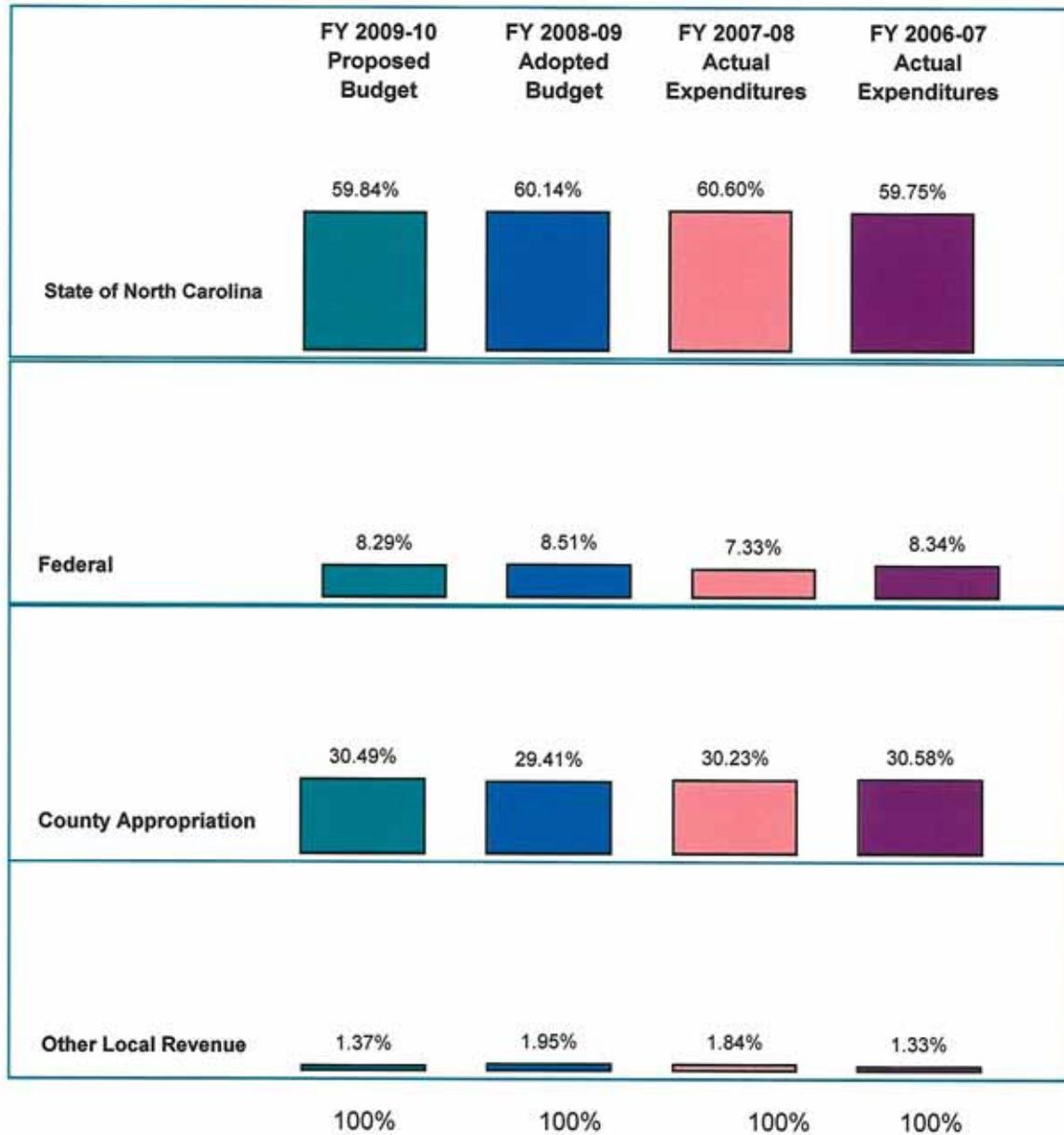


**COMPARATIVE EXPENDITURES BY FUNDING SOURCE**

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	<b>FY 2009-10 Proposed Budget</b>	<b>FY 2008-09 Adopted Budget</b>	<b>FY 2007-08 Actual Expenditures</b>	<b>FY 2006-07 Actual Expenditures</b>
State of North Carolina	\$ 689,477,954	\$ 718,590,515	\$ 684,353,902	\$ 617,802,853
Federal	95,555,554	101,630,106	82,833,459	86,249,627
County Appropriation	351,366,785	351,366,785	341,366,785	316,160,298
Other Local Revenue	<u>15,843,636</u>	<u>23,122,372</u>	<u>20,762,195</u>	<u>13,797,711</u>
<b>Total</b>	<b><u>\$1,152,243,929</u></b>	<b><u>\$1,194,709,778</u></b>	<b><u>\$1,129,316,341</u></b>	<b><u>\$1,034,010,489</u></b>

**COMPARATIVE EXPENDITURES PERCENTAGE BY SOURCE**



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

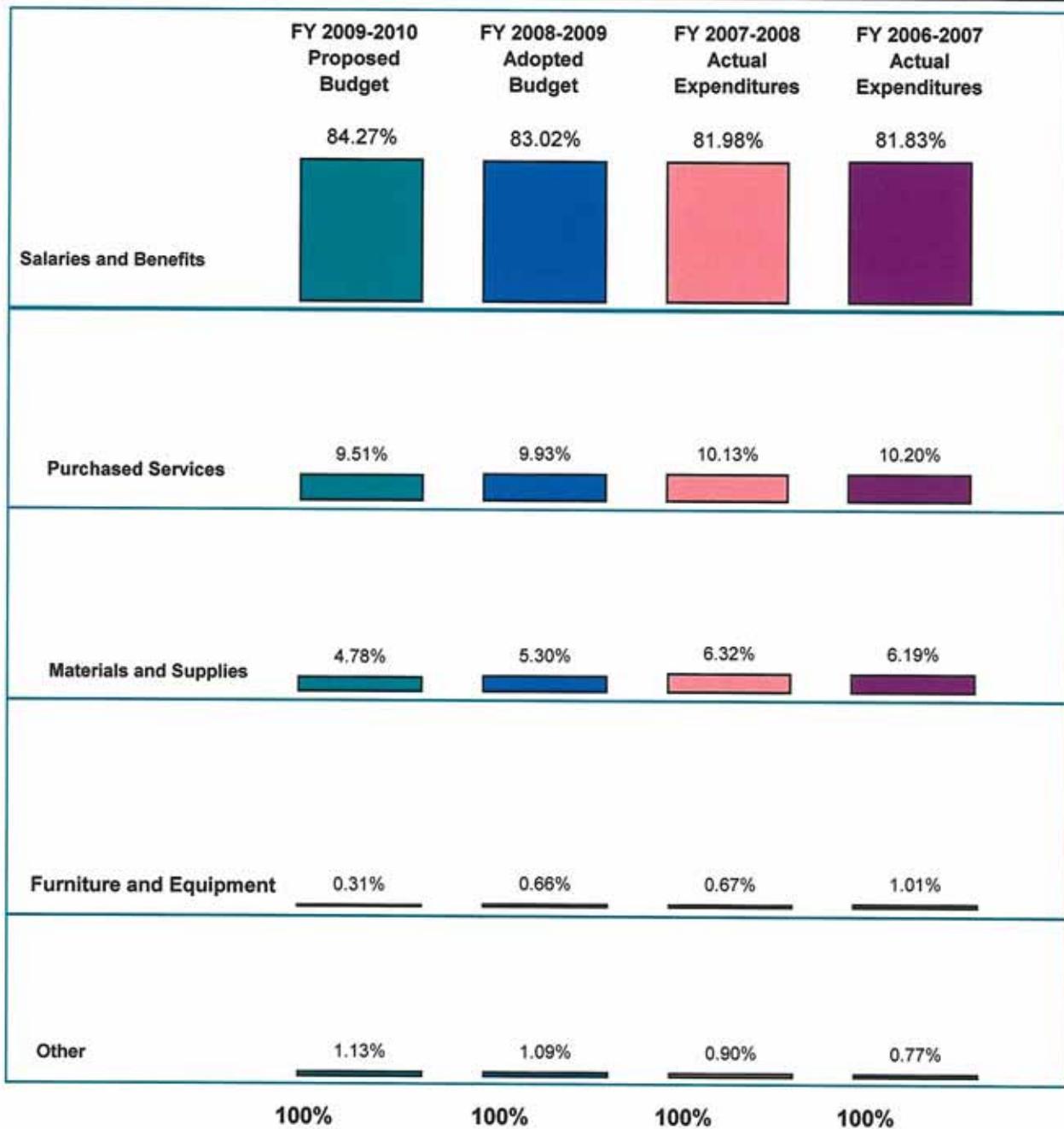
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**COMPARATIVE EXPENDITURES BY OBJECT CODE**

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	<b>FY 2009-2010 Proposed Budget</b>	<b>FY 2008-2009 Adopted Budget</b>	<b>FY 2007-2008 Actual Expenditures</b>	<b>FY 2006-2007 Actual Expenditures</b>
Salaries	\$ 769,030,087	\$ 791,016,227	\$ 745,025,731	\$ 687,528,874
Benefits	201,975,207	200,860,349	180,824,577	158,585,016
Purchased Services	109,632,560	118,605,768	114,368,284	105,517,198
Materials and Supplies	55,108,804	63,322,627	71,410,588	63,990,088
Furniture and Equipment	3,520,034	7,927,570	7,539,780	10,467,009
Other	12,977,237	12,977,237	10,147,381	7,922,304
<b>Total</b>	<b><u>\$1,152,243,929</u></b>	<b><u>\$1,194,709,778</u></b>	<b><u>\$1,129,316,341</u></b>	<b><u>\$1,034,010,489</u></b>

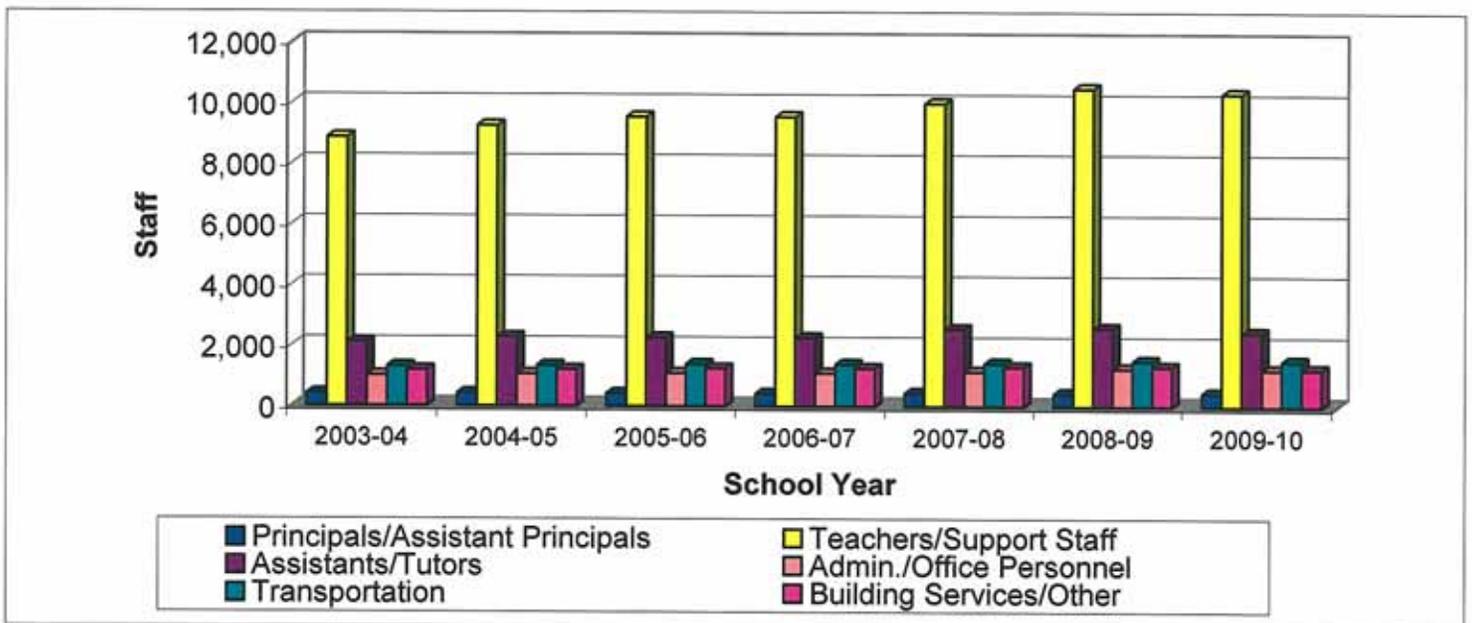
# PRIMARY INVESTMENT IS IN OUR PEOPLE



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

## SUMMARY OF STAFFING

	State	County	Federal/ Other	2009-10 Proposed Budget	2008-2009 Amended Budget	Inc./Dec. for 2009- 2010	2007-2008 Adopted Budget
Principals and Assistant Principals	322.64	114.50	10.00	447.14	438.64	8.50	444.40
Teachers and Support Staff	8,771.66	974.51	577.00	10,323.17	10,468.08	(144.91)	10,455.38
Assistants, Tutors and Support	1,749.75	338.50	357.63	2,445.88	2,552.88	(107.00)	2,739.76
Administration and Office Personnel	588.50	548.78	83.10	1,220.38	1,275.83	(55.45)	1,211.03
Transportation	1,394.50	111.00	0.00	1,505.50	1,505.50	-	1,485.50
Building Services and Other	434.00	803.50	0.00	1,237.50	1,314.50	(77.00)	1,363.50
<b>Total</b>	<b>13,261.05</b>	<b>2,890.79</b>	<b>1,027.73</b>	<b>17,179.57</b>	<b>17,555.43</b>	<b>(375.86)</b>	<b>17,699.57</b>



**SUMMARY OF STAFFING DETAILS**

	<b>Program Reference</b>	<b>Program Change Description</b>	<b>State</b>	<b>County</b>	<b>Federal/Other</b>	<b>Total</b>
<b>Principals and Assistant Principals</b>						
Principals	III.B.1	New Schools	6.00			6.00
Asst. Principals	IV.D	Strategic Staffing		2.50		2.50
Subtotal - Principals & Asst. Principals			6.00	2.50	0.00	8.50
<b>Teachers and Support Staff</b>						
Regular Education Teachers		State Adjustment	(34.59)			(34.59)
Counselor		State Adjustment	(4.32)			(4.32)
Resource Teachers	I.A.1	Learning Communities		(3.00)		(3.00)
Social Worker	I.A.1	Achievement Zone	(1.00)			(1.00)
Homebound Teachers	I.A.1	Exceptional Children	(6.50)			(6.50)
Bilingual Education Teachers	I.A.1	ESL	(15.00)			(15.00)
Social Workers	I.A.1	Student Services Spec.	(20.00)			(20.00)
CTE Teachers	I.A.1	Career & Technical Ed.	(21.00)			(21.00)
CTE Facilitators	I.A.1	Career & Technical Ed.	(11.00)			(11.00)
CTE Coordinators	I.A.1	Career & Technical Ed.	(23.00)			(23.00)
Coordinating Teacher	I.A.2	Central Office Reductions		(1.00)		(1.00)
Spanish Teacher	I.A.2	Central Office Reductions		(1.00)		(1.00)
Artist in Residence	I.A.2	Central Office Reductions		(1.00)		(1.00)
Regular Education Teachers	I.A.3	Staffing	(85.00)			(85.00)
Aquatic Directors	I.A.3	Staffing		(2.00)		(2.00)
Arts Ed Teachers	I.A.3	Staffing	(9.00)			(9.00)
Counselors	I.A.3	Staffing	(16.00)			(16.00)
Regular Education Teachers	II.B.1	WSS-Poverty Rate		34.00		34.00
Regular Education Teachers	III.A.1	Enrollment Increases	12.00	6.00		18.00
Bilingual Education Teachers	III.A.1	Enrollment Increases	10.00			10.00
EC Teachers	III.A.1	Enrollment Increases	10.00			10.00
Occupational/Physical Therapists	III.A.1	Enrollment Increases	2.00			2.00
Regular Education Teachers	III.B.1	New Schools		6.00		6.00
Bilingual Education Teachers	III.B.1	New Schools	6.00			6.00
CTE Teachers	III.B.1	New Schools	1.50	4.50		6.00
Media Specialists	III.B.1	New Schools	1.00			1.00
Counselors	III.B.1	New Schools	4.00	2.00		6.00
Arts Ed Teachers	III.B.1	New Schools		3.50		3.50
Instructional Facilitator	III.B.1	New Schools		2.00		2.00
CTE Teachers	IV.B	Magnet Program		1.00		1.00
Regular Education Teachers	IV.B	Magnet Program		4.00		4.00
Subtotal Teachers & Support Staff			(199.91)	55.00	0.00	(144.91)
<b>Assistants, Tutors and Support</b>						
EC Behavior Modification Tech.	I.A.1	Exceptional Children	(21.00)			(21.00)
ESL Assistants	I.A.1	ESL	(15.00)			(15.00)
SIFE Assistant	I.A.1	ESL		(1.00)		(1.00)
Suspension Center Assistant	I.A.2	Central Office Reductions		(1.00)		(1.00)
Regular Teacher Assistants	I.A.3	Staffing	(49.00)			(49.00)
Family Advocates	I.A.3	Staffing		(31.00)		(31.00)
EC Teacher Assistants	II.A.1	Enrollment Increases	3.00			3.00

**SUMMARY OF STAFFING DETAILS**

	<b>Program Reference</b>	<b>Program Change Description</b>	<b>State</b>	<b>County</b>	<b>Federal/Other</b>	<b>Total</b>
Regular Teacher Assistants	II.B.1	New Schools		3.00		3.00
In-School Suspension Assistants	II.B.1	New Schools		1.00		1.00
Admin. Student Intervention Assistants	II.B.1	New Schools		1.00		1.00
Regular Teacher Assistants	IV.B	Magnet Program		3.00		3.00
Subtotal Assistants & Tutors			(82.00)	(25.00)	0.00	(107.00)
<b>Administrative and Office Personnel</b>						
School Sr. Admin./Admin. Secretary		State Adjustment	(5.50)			(5.50)
TV Programming Supervisor	I.A.1	CMS TV		(1.00)		(1.00)
Administrative Secretary	I.A.1	Learning Communities		(6.00)		(6.00)
Area Discipline Administrator	I.A.1	Learning Communities		(1.00)		(1.00)
Area Support Coordinator	I.A.1	Learning Communities		(1.00)		(1.00)
Administrative Secretary	I.A.1	Achievement Zone		(1.00)		(1.00)
Inventory Systems Technician	I.A.1	Storage and Distribution		(1.00)		(1.00)
AVID Specialist	I.A.1	AVID Program		(1.00)		(1.00)
Chief Communications Officer	I.A.2	Central Office Reductions		(1.00)		(1.00)
External Communications Supervisor	I.A.2	Central Office Reductions		(1.00)		(1.00)
Bilingual Liaison	I.A.2	Central Office Reductions		(1.00)		(1.00)
Communications Technician	I.A.2	Central Office Reductions		(1.00)		(1.00)
Senior Admin. Secretary	I.A.2	Central Office Reductions		(1.00)		(1.00)
Research & Evaluation Analyst	I.A.2	Central Office Reductions		(1.00)		(1.00)
Accountability Programming Manager	I.A.2	Central Office Reductions		(1.00)		(1.00)
Senior Admin. Secretary	I.A.2	Central Office Reductions		(1.00)		(1.00)
Coordinator, Recruitments	I.A.2	Central Office Reductions		(2.00)		(2.00)
Exec. Dir., Lic. & State Compliance	I.A.2	Central Office Reductions		(1.00)		(1.00)
Exec. Dir., Instructional Staffing	I.A.2	Central Office Reductions	(1.00)			(1.00)
Director, Non-Instructional Staffing	I.A.2	Central Office Reductions		(1.00)		(1.00)
Director, Exec. Staffing	I.A.2	Central Office Reductions		(1.00)		(1.00)
Senior Admin. Secretary	I.A.2	Central Office Reductions		(2.75)		(2.75)
Specialist, Organizational Program	I.A.2	Central Office Reductions		(1.00)		(1.00)
Manager, College Relations	I.A.2	Central Office Reductions		(1.00)		(1.00)
Technician, Employee Programs	I.A.2	Central Office Reductions		(0.75)		(0.75)
Recruiter	I.A.2	Central Office Reductions		(0.73)		(0.73)
Dispatcher	I.A.2	Central Office Reductions		(0.53)		(0.53)
Exec. Dir., HR Consulting	I.A.2	Central Office Reductions	1.00			1.00
Director, Staffing	I.A.2	Central Office Reductions		1.00		1.00
Exec. Dir., State Lic. Comp. & Staff.	I.A.2	Central Office Reductions		1.00		1.00
Tech., Planning & Workforce Mgmt	I.A.2	Central Office Reductions		1.00		1.00
Computer Systems Analyst	I.A.2	Central Office Reductions		(2.00)		(2.00)
Analyst, Senior Programmer	I.A.2	Central Office Reductions		(1.00)		(1.00)
Analyst, Programmer	I.A.2	Central Office Reductions		(1.00)		(1.00)
Coordinator, Telephone Services	I.A.2	Central Office Reductions		(1.00)		(1.00)
Engineer, Senior Network	I.A.2	Central Office Reductions		(1.00)		(1.00)
Delivery Driver/Computer Technician	I.A.2	Central Office Reductions		(1.00)		(1.00)
Coordinator, Help Desk	I.A.2	Central Office Reductions		(0.50)		(0.50)
Assistant Director, Budget	I.A.2	Central Office Reductions		(1.00)		(1.00)
Technician, Accounting	I.A.2	Central Office Reductions		(1.00)		(1.00)
Accountant, Senior	I.A.2	Central Office Reductions		(1.00)		(1.00)
Budget Analyst	I.A.2	Central Office Reductions		(1.00)		(1.00)
Budget Assistant	I.A.2	Central Office Reductions		(1.00)		(1.00)

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**SUMMARY OF STAFFING DETAILS**

	<b>Program Reference</b>	<b>Program Change Description</b>	<b>State</b>	<b>County</b>	<b>Federal/ Other</b>	<b>Total</b>
Director, Budget Development and Op	I.A.2	Central Office Reductions		1.00		1.00
Assistant, Admin. - Chief of Staff	I.A.2	Central Office Reductions		(1.00)		(1.00)
Executive Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
Student Accounting Technician	I.A.2	Central Office Reductions		(1.00)		(1.00)
Alternative Learning Liaison	I.A.2	Central Office Reductions		(1.00)		(1.00)
Budget Assistant	I.A.2	Central Office Reductions		(1.00)		(1.00)
Exec. Dir., Professional Development	I.A.2	Central Office Reductions	(1.00)			(1.00)
Director, School Admin. Prof Dev	I.A.2	Central Office Reductions		(1.00)		(1.00)
Senior Admin. Secretary	I.A.2	Central Office Reductions		(1.00)		(1.00)
MS Social Studies Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
MS Science Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
MS Math Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
MS Language Arts Coordinators	I.A.2	Central Office Reductions		(2.00)		(2.00)
Specialist, Family Involvement	I.A.2	Central Office Reductions		(2.00)		(2.00)
Director, Community Services	I.A.2	Central Office Reductions		(1.00)		(1.00)
Specialist, Computer Technology	I.A.2	Central Office Reductions		1.00		1.00
Coordinator, Family Involvement	I.A.2	Central Office Reductions		1.00		1.00
Director, Guidance & Student Serv.	I.A.2	Central Office Reductions		(1.00)		(1.00)
Coordinators, Program Development	I.A.2	Central Office Reductions		(2.00)		(2.00)
Senior Admin. Secretaries	I.A.2	Central Office Reductions		(2.00)		(2.00)
Director, Coordinated School Health	I.A.2	Central Office Reductions	(1.00)			(1.00)
Senior Admin. Secretary	I.A.2	Central Office Reductions		(1.00)		(1.00)
Coordinators, Dropout Prevention	I.A.2	Central Office Reductions	(2.00)			(2.00)
Administrative Secretary	I.A.2	Central Office Reductions		(1.00)		(1.00)
Director, Psychology	I.A.2	Central Office Reductions	(1.00)			(1.00)
Coordinator, Prevention & Intervention	I.A.2	Central Office Reductions	(1.00)			(1.00)
Senior Admin. Secretary	I.A.2	Central Office Reductions		(1.00)		(1.00)
Exec. Director, Support Services	I.A.2	Central Office Reductions	1.00			1.00
Specialist, School Counseling	I.A.2	Central Office Reductions		1.00		1.00
Specialist, Coord. School Health	I.A.2	Central Office Reductions		1.00		1.00
Specialist, Psychology	I.A.2	Central Office Reductions		1.00		1.00
Specialist, Intervention	I.A.2	Central Office Reductions		1.00		1.00
Senior Admin. Secretary	I.A.2	Central Office Reductions		1.00		1.00
Coordinator, Media Automation	I.A.2	Central Office Reductions		(1.00)		(1.00)
Media Processor, Senior	I.A.2	Central Office Reductions		(1.00)		(1.00)
Exec. Coord., Chief Academic Officer	I.A.2	Central Office Reductions		(1.00)		(1.00)
Admin. Assist.-Chief Acad. Officer	I.A.2	Central Office Reductions		(1.00)		(1.00)
Director, EC -Categorical Programs	I.A.2	Central Office Reductions		(1.00)		(1.00)
School Sr. Admin./Admin. Secretary	II.B.1	New Schools	4.00	11.50		15.50
Exec. Director, Program Mgmt	IV.C	Performance Management		0.20		0.20
Data Architect, Performance Mgmt	IV.C	Performance Management		0.20		0.20
Sr. Programmer Analysts	IV.C	Performance Management		0.40		0.40
Subtotal - Administrative/Office Personnel			(6.50)	(48.95)	0.00	(55.45)

**SUMMARY OF STAFFING DETAILS**

	<b>Program Reference</b>	<b>Program Change Description</b>	<b>State</b>	<b>County</b>	<b>Federal/Other</b>	<b>Total</b>
<b>Building Services and Other</b>						
Campus Security Associates	I.A.1	Campus Security	(59.00)	1.00		(58.00)
Campus Security Associates	I.A.1	Achievement Zone	(2.00)			(2.00)
Warehouse Worker	I.A.1	Storage and Distribution		(2.00)		(2.00)
Delivery Driver	I.A.1	Storage and Distribution		(1.00)		(1.00)
Custodian	I.A.1	Building Maintenance	(54.00)			(54.00)
Carpenter	I.A.1	Building Maintenance		(4.00)		(4.00)
Painter	I.A.1	Building Maintenance		(4.00)		(4.00)
HVAC Mechanic II	I.A.1	Building Maintenance		(2.00)		(2.00)
Secretary, Administrative	I.A.1	Building Maintenance		(1.00)		(1.00)
Grounds Crew Chief	I.A.1	Building Maintenance		(1.00)		(1.00)
Locksmith	I.A.1	Building Maintenance		(1.00)		(1.00)
Painting Crew Chief	I.A.1	Building Maintenance		(1.00)		(1.00)
Sheet Metal Worker II	I.A.1	Building Maintenance		(1.00)		(1.00)
Payables Support Technician	I.A.1	Building Maintenance		(1.00)		(1.00)
Maintenance Processing Clerk	I.A.1	Building Maintenance		(1.00)		(1.00)
Campus Security Associates	II.B.1	New Schools		2.00		2.00
Custodian	III.B.3	New Schools-Maint.		24.00		24.00
Custodian, Head I	III.B.3	New Schools-Maint.		4.00		4.00
Custodian, Head II	III.B.3	New Schools-Maint.		2.00		2.00
Carpenter	III.B.3	New Schools-Maint.		4.00		4.00
Equipment Mechanic	III.B.3	New Schools-Maint.		1.00		1.00
Equipment Repair Technician	III.B.3	New Schools-Maint.		1.00		1.00
Facility Engineer	III.B.3	New Schools-Maint.		1.00		1.00
Grounds Worker	III.B.3	New Schools-Maint.		4.00		4.00
HVAC Mechanic II	III.B.3	New Schools-Maint.		2.00		2.00
Pest Control Operator	III.B.3	New Schools-Maint.		2.00		2.00
Plumber II	III.B.3	New Schools-Maint.		3.00		3.00
Regional Property Manager	III.B.3	New Schools-Maint.		1.00		1.00
Regional Property Representative	III.B.3	New Schools-Maint.		1.00		1.00
Roofer	III.B.3	New Schools-Maint.		4.00		4.00
Training Coordinator	III.B.3	New Schools-Maint.		1.00		1.00
		Subtotal - Building Services & Other	<u>(115.00)</u>	<u>38.00</u>	<u>0.00</u>	<u>(77.00)</u>
		<b>GRAND TOTAL</b>	<b><u>(397.41)</u></b>	<b><u>21.55</u></b>	<b><u>0.00</u></b>	<b><u>(375.86)</u></b>

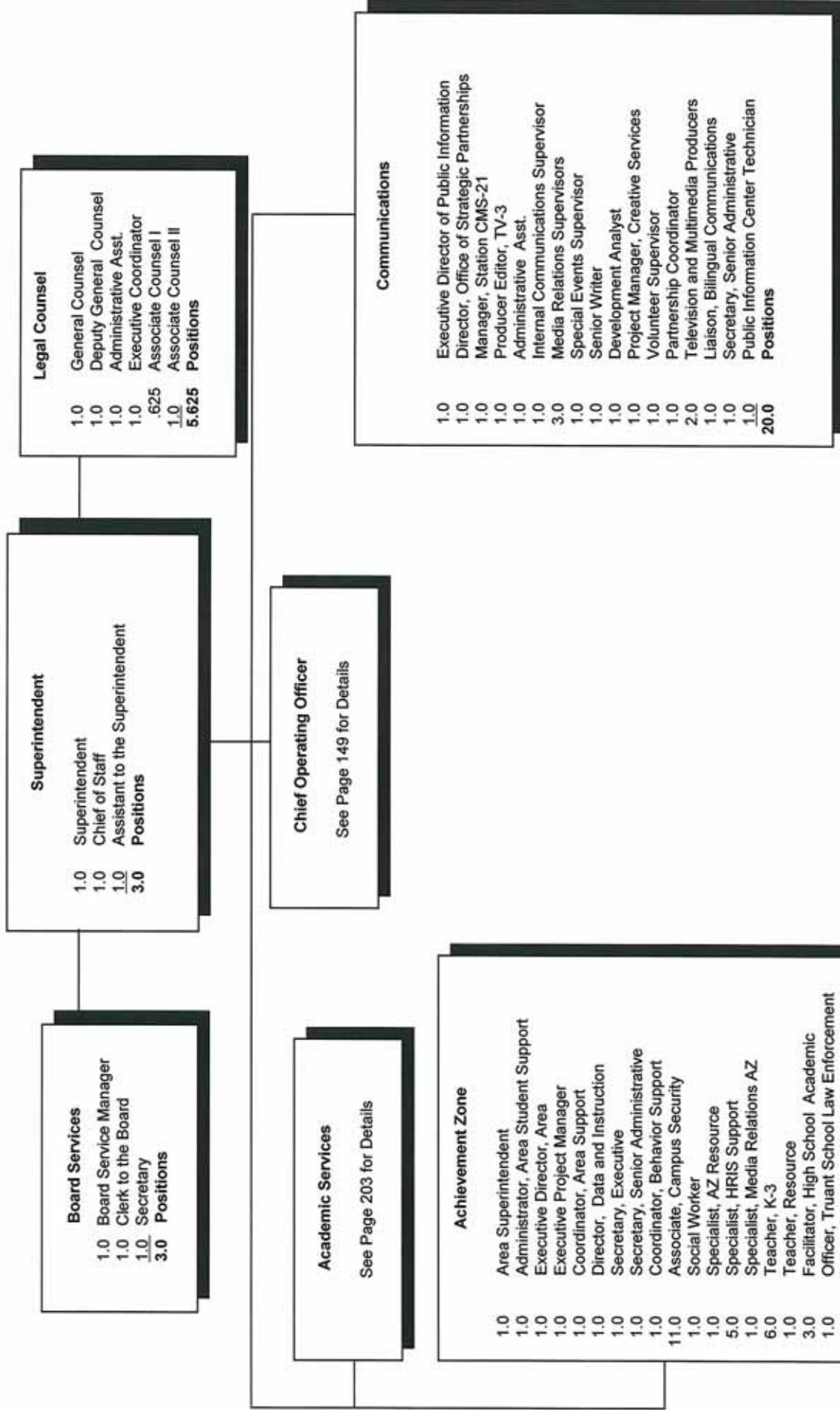
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# SUPERINTENDENT DIVISION

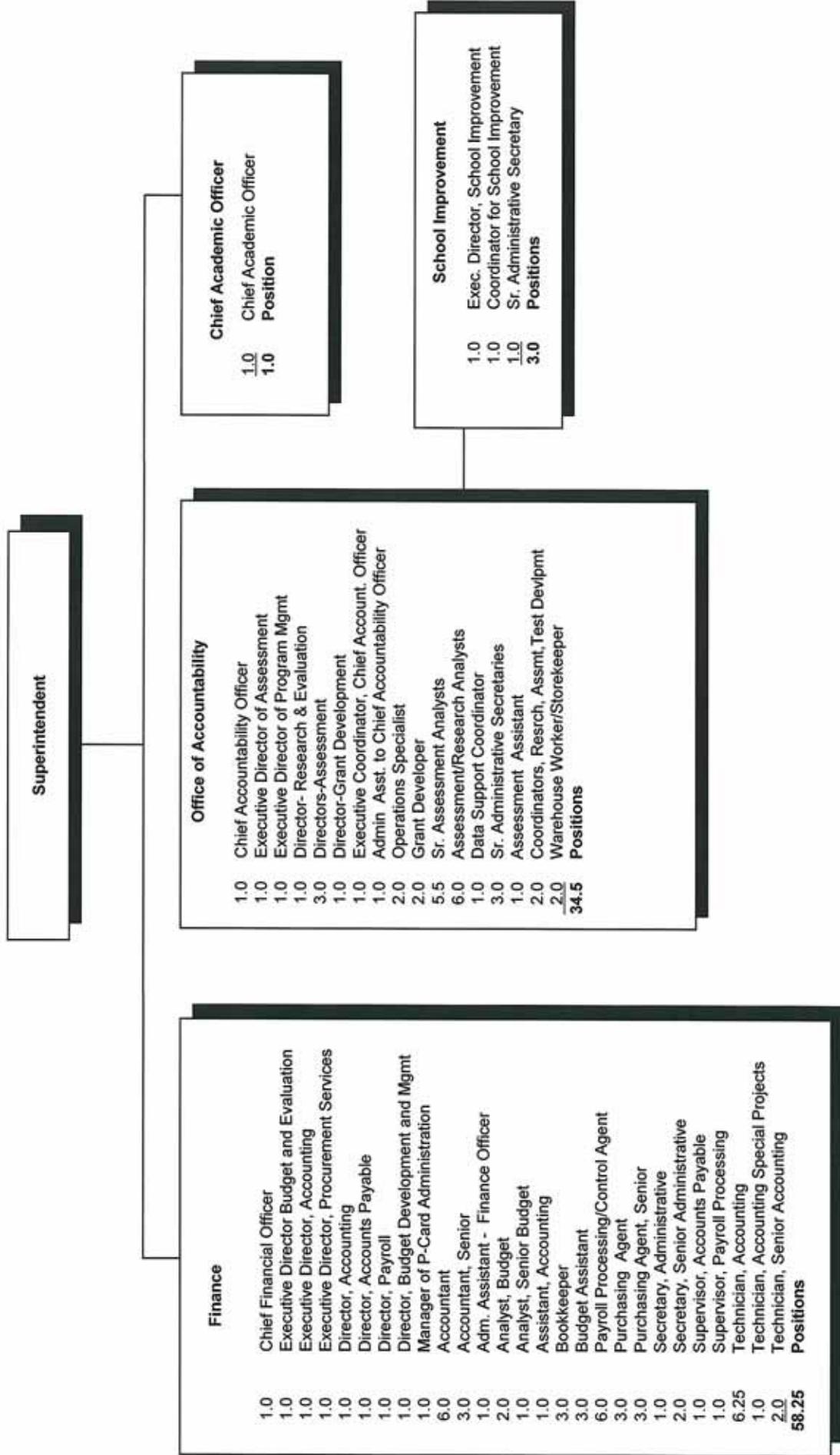
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# Superintendent Division Page 1



# Superintendent Division Page 2



## SUPERINTENDENT DIVISION

### Goals, Objectives and Accomplishments

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#### BOARD OF EDUCATION AND OFFICE OF THE SUPERINTENDENT

##### Goals 2009-2010

- Attain high academic achievement for all students
- Ensure a highly-qualified, effective educator in every administrative and instructional position within the district
- Provide adequate resources and facilities for all students within CMS
- Ensure safe and orderly schools throughout the district
- Provide educators with freedom and flexibility in conjunction with a robust and comprehensive accountability system
- Provide all of our customers with world-class service
- Ensure strong parent and community connections throughout the district

##### Accomplishments 2008-2009

The Charlotte-Mecklenburg schools furthered the implementation and impact of the CMS Strategic Plan 2010, Educating Students to Compete Locally, Nationally and Internationally through the following achievements.

- **High Academic Achievement:** The 2008 state assessment results indicated that student proficiency rates improved in 12 of the 14 End-of-Course (EOC) and End-of-Grade (EOG) assessments with available year-to-year comparative data.
  - 77.8% of CMS schools met or exceeded the state's growth standard. This was higher than the 67.5% reported in 2006/2007 and the 54% in 2005/2006.
  - Forty-nine schools made expected growth and 75 made high growth. This represents a significant improvement from the 2006/2007 school year, when 72 schools made expected growth and 30 schools made high growth.
- **Effective Educators:** CMS's high quality staffing initiatives have produced tangible results across the district as school opened this year with only 16.2 teacher vacancies and a high quality teacher staffing rate of 99.66%. Both totals were district highs and above the 2010 goal for this initiative as set in the *2010 Strategic Plan*.
- **Effective Educators:** In an effort to further build leadership capacity and bolster the academic environment at under-performing schools, a second phase of selected Strategic Staffing schools and reassigned principals (7) was announced in February, 2009. In order to allow for greater transition time prior to the start of a new school year, this second group of principals assumed their new leadership responsibilities a few weeks later.
- **Effective Educators:** CMS is in the process of completing and evaluating a second year of the TIF/LEAP initiative. With the 2008/2009 school year, the district added four schools to the original six schools piloted in year one (2007/2008). Year two schools include Druid Hills Elementary, Highland Renaissance Elementary, John Taylor Williams Middle, and Reid Park Elementary.
- **Effective Educators:** In December of 2008, CMS announced a partnership between New Leaders for New Schools (NLNS) and the district. This six year partnership aims to recruit, select, train and support more than 50 talented and motivated new principals to lead high-need schools within the district. An Executive Director has been hired by NLNS and the first cohort of NLNS principals is currently being finalized with candidates beginning their two-year internship within CMS in the fall.
- **Effective Educators:** The district's Leaders for Tomorrow (LFT) program was launched in the summer of 2008 with 25 select individuals participating together as part of the program's first cohort. Founded as a partnership between CMS and Winthrop University this initiative aims to develop select teachers, counselors and other front-line educators as future principals. Participants are working to earn their master's degrees in educational leadership

**SUPERINTENDENT DIVISION**

**Goals, Objectives and Accomplishments**

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and this first cohort is aiming to be ready for potential administrative positions in 2010. A group of 24 participants was recently selected as the second LFT cohort.

- **Effective Educators:** The Charlotte Teachers Institute (CTI) was announced on May 6, 2008 as a partnership between Davidson College and the University of North Carolina at Charlotte. The Institute, the first of its kind in the state, is launching a pilot program for CMS teachers this fall. A group of 52 CMS teachers are set to participate as the program's first cohort.
- **Effective Educators:** Through the partnership and generous funding of the C.D. Spangler Foundation, CMS expanded its involvement with the Teach for America (TFA) program by adding an additional 75 TFA teachers to the district during the past school year. A total of 144 TFA teachers served the district's students during the 2008/2009 school year.
- **Effective Educators:** In April, 2009, CMS hosted the national conference for Magnet Schools of America. While there was little cost to the district, this conference allowed CMS teachers and staff invaluable access to educators from across the nation. This national conversation focused on high quality magnet school education nurtured the sharing of best practices across all conference participants.
- **Adequate Resources and Facilities:** CMS developed, implemented and facilitated a \$1.19 billion total budget aligned with the district's Strategic Plan for the 2008/2009 school year.
- **Adequate Resources and Facilities:** Aligned with the Ten-Year Facilities Plan, CMS successfully opened six schools in advance of the 2008/2009 school year including Whitewater Academy, Barnette Elementary, Polo Ridge Elementary, Croft Community School, Ballantyne Elementary, and the Military and Global Leadership Academy at Marie G. Davis. All schools were completed on-time and within budget. Six additional new schools are currently under construction and scheduled to open in advance of the 2009/2010 school year. The Ten-Year Facilities plan remains on schedule but will be negatively impacted by the decreased sale of needed bonds.
- **Adequate Resources and Facilities:** CMS applied for and was awarded more than \$3.2 million through grants and donations funded generously by the following organizations:

High Academic Achievement:

- North Carolina Department of Public Instruction: Math and Science Partnership Grant
  - Collaborative grant with University of North Carolina at Charlotte (its Center for Mathematics, Science and Technology Education) and Kannapolis City Schools
  - \$1,722,870 over 3 years (will support math professional development for CMS teachers)
- North Carolina General Assembly: Dropout Prevention Grant
  - Collaborative grant with Cross Country for Youth
  - \$150,000 grant over the next 18 months

Effective Educators:

- Advantage Carolina
  - Grant: Leaders for Tomorrow
  - \$75,000 for one year
- Alan Tate Realtors
  - Donation: Leaders for Tomorrow – \$20,000

Safe and Orderly Schools:

- U.S. Department of Education: Grants to Reduce Alcohol Abuse Program
  - Awarded in June, 2008
  - \$958,744 over the next 3 years

- **Adequate Resources and Facilities:** Prior to the 2008/2009 school year, CMS designated 70 schools as FOCUS Schools. Identification of schools that qualify for FOCUS status includes the use of free/reduced price lunch (FRL) rates that vary by level (66% or higher at

## SUPERINTENDENT DIVISION

### Goals, Objectives and Accomplishments

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the elementary level – 62% or higher at the middle school level – 42% or higher at the high school level). The 70 FOCUS schools this year is an increase of five sites from 65 designated FOCUS Schools during the 2007/2008 school year.

- **Adequate Resources and Facilities:** Prior to the 2008/2009 school year, CMS designated 35 schools as Title I Schools eligible for federal Title I funds. From the 2007/2008 school year, this number was reduced by a total of five schools. Schools qualify for Title I status solely by site-based Free/Reduced Lunch rates of 75% or higher.
- **Freedom and Flexibility with Accountability:** CMS enhanced the district-wide *Freedom and Flexibility with Accountability* (FF&A) initiative by strategically expanding the number of principals with the FF&A status. An additional 11 principals were added to the year one group of 50. Thus far, 61 individuals have been granted FF&A status since the initiative's inception in 2008.
- **Freedom and Flexibility with Accountability:** The district implemented the second phase of the School Quality Review program by training an additional 25 CMS staff members as reviewers. A total of 143 individuals have now been trained as reviewers. As of May, 2008, 86 of the district's 171 schools have completed a School Quality Review. Forty-three schools completed SQR during the 2008/2009 school year.
- **Freedom and Flexibility with Accountability:** CMS launched the district's Performance Management initiative on October 2, 2008. Since that launch, the Performance Management team has accomplished several important initial goals including the development of goals and measures, begun steps to align key systems and applications, created a communications strategy, and trained a core team of professional development specialists, curriculum and instruction specialists and Office of Accountability personnel. This initiative remains on-schedule.
- **Freedom and Flexibility with Accountability:** CMS initiated the district's first Data Dashboard in September, 2008. Since its inception, the Data Dashboard is receiving between 600 and 800 daily hits during weekdays. Monthly averages were as high at 1,500 daily hits around the time of the site's launch. Of the district's seven overarching goals, users are most interested in academic achievement (41%), effective educators (13%) and safe schools (10%).
- **Freedom and Flexibility with Accountability:** In an accountability-based effort to provide our parents and our community with timely, relevant and accurate information, CMS released the first version of School Progress Reports in December, 2008. This 2008/2009 version of School Progress Reports was customized according to each school's physical and demographic data as well as school-specific data related to how that site is progressing towards the 2010 goals. Printed reports were sent to all schools for distribution and are additionally available through the districts website and the Data Dashboard.
- **World-Class Service:** CMS enhanced the capacity of the district's six area Learning Communities (North, Northeast, East, South, West and Central) and Achievement Zone through the reassignment of area-specific Human Resource Managers to each area office.
- **Strong Parent and Community Connections:** Parent University was launched in advance of the 2008/20089 school year and in its first year has had an immediately positive impact on our community. Thirty-one courses were offered in the fall semester and an additional 64 courses have been offered this spring in an effort to help parents learn more about everything from health and wellness to personal growth and development. Parent University's first two Family Fun events drew over 12,000 participants.

## **SUPERINTENDENT DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **LEGAL**

##### **Goals 2009-2010**

- Provide exceptional legal services by giving prompt and accurate legal advice.
- Allocate resources to control costs and promote efficiencies in the delivery of legal services.
- Develop and refine operational processes to address changing working conditions.
- Minimize the risk of legal liability to the District, staff, and students.

##### **Objectives 2009-2010**

- Develop educational materials and alert notifications on relevant legal topics.
- Provide discussion forums and staff training on legal topics, Board policy, procedures, and process roles.
- Streamline information flow between the Legal Department and others.
- Represent the District at legal proceedings—informal and formal—when disputes arise.
- Monitor outside counsel's compliance with the attorney billing guidelines.
- Reduce costs of lawsuits and claims against the District through preventative advice and guidance.

##### **Accomplishments 2008-2009**

- Increased the collaboration between in-house and outside counsel.
- Realized substantial costs savings to the District by increasing the work capacity in-house.
- Successfully managed all legal matters with reduced staff.
- Established procedures consistent with federal law, including the Individuals with Disabilities Education Act (IDEA).
- Created a centralized filing system for all legal matters.
- Revised the student appeal procedures to the Board.
- Developed legal portion of the District-wide anti-bullying policy and provided staff training.
- Drafted Board policies, regulations, and guidance memoranda.
- Assisted with the successful development and implementation of the District's criminal background check process.
- Assisted with the drafting and implementation of the District's athletic eligibility procedures.

#### **COMMUNICATIONS**

##### **Goals 2009-2010**

- Build and maintain employee, parent and public trust in CMS.
- Increase awareness regarding CMS achievements and successes.
- Improve CMS customer service and responsiveness.
- Position CMS as one of the nation's best public school systems; one that is making students globally competitive.
- Eighty percent of employees will agree CMS provides timely, accurate and responsive service on annual satisfaction surveys and polls.
- CMS will increase the percentage of its schools with effective teaching staff.
- Provide strategic volunteer and partnership guidelines, best practices and training for school staff to better engage the public.
- Increase the number of strategic volunteers and partners, and align their service with district goals.
- Prepare schools to recruit, receive and retain volunteers and partners.
- Engage partners in mutually beneficial relationships that support district goals.
- Improve communications with volunteers and partners and with school staff.

## **SUPERINTENDENT DIVISION**

### **Goals, Objectives and Accomplishments**

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- Raise and provide funds to support academic achievement, safe schools and Parent University.
- Expand CMS television services into a teaching curriculum that is eligible for course credit at CMS middle and high schools.
- Incorporate new media technology into the communications department to expand the media reach to (blogs, twitter, podcast).

#### **Objectives 2009-2010**

- Host weekly media briefings on timely strategic topics.
- Research, write and distribute weekly tip sheet to reporters and news outlets.
- Increase the amount of good news stories about CMS, and CMS programs, initiatives, schools, principals, students and staff covered by local news media to accomplish one story per school.
- Manage CMS media line to handle "day turn" stories and requests from reporters.
- Develop/strengthen crisis communications plan.
- Strengthen employee communications – ensure that CMS employees are informed about CMS news and information on a timely basis by developing a comprehensive internal communications program.
- Manage a district-wide awards program – acknowledge and reward employee accomplishments to encourage teaming on initiatives. It highlights CMS employees who go above and beyond in serving students, CMS and our community.
- Increase the amount of educational, instructional and news programming to the CMS community by creating web based Video-on-Demand services.
- Incorporate CMS news and information programming into school closed circuit media announcements.

#### **Accomplishments 2008-2009**

- Hosted 40 weekly media briefings on strategic topics, including developments on the budget, parent involvement, testing, effective educators, high academic achievement, safe and orderly schools and more.
- Researched, wrote and distributed 41 weekly tip sheets to reporters and news outlets.
- Increased amount of good news stories about CMS, and CMS programs, initiatives, schools, principals, students and staff, covered by local news media.
- Of the 98 elementary schools in the district (not including the Achievement Zone), 73 schools had at least one positive story on the Web site or in the media.
- Of the 27 middle schools in the district (not including the Achievement Zone), 24 schools had at least one positive story on the Web site or featured in the media.
- Of the 28 high schools in the district (not including the Achievement Zone schools), 26 high schools had at least one positive story on the Web or in the media.
- Out of the 153 schools in the district (not including the Achievement Zone schools), 123 schools, or 80 percent, had at least one positive story in the media or on the CMS Web site.
- Develop and share tangible templates, guidelines and protocols for schools to manage their volunteer and partnership programs.
- Help members of the community feel invited and welcome in CMS and have a more meaningful relationship with staff.
- Assist schools with partners/volunteers to enhance academic goals.
- Increase business, community, faith and school to school partnerships to support academic achievement and safe schools.
- Provide tutors and mentors with strategic support to promote academic achievement.
- Broadcasted all CMS Board of Education Meetings.
- Aired complete coverage of 40 Media Briefings lead by the Superintendent.

## SUPERINTENDENT DIVISION

### Goals, Objectives and Accomplishments

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- Produced monthly series of local programming that provided students, parents and staff with information regarding the school district.
- Produced and aired 724 NewsUpdates which air daily throughout the year.
- Visited each school in the district at least twice to provide coverage of an event happening at the school.
- Covered news stories at Achievement Zone schools at least 5 times.
- Produced weekly Webcast, providing news and information via the Internet.
- Distributed email notification to principals, teachers and administration promoting news events.
- Produced various special programming: Graduation 2009, Back to School special, Season of Giving holiday special, State of Our Schools presentation.
- Produced more than 25 instructional and presentation videos for CMS departments.
- Completed 45 issues of DirectLine, the weekly employee newsletter
- Coordinated comprehensive budget internal communications, including:
  - Completed and disseminated 11 Budget Bulletin newsletters
  - Responded to 1,500 internal budget e-mails
- Promoted more than 100 professional development opportunities to staff through DirectLine and the Web.
- Promoted more than 20 financial fitness workshops to employees.
- Manage the annual Key Communicator program.
  - Held five meetings, focusing on the following trainings:
    - NewsPixs
    - Submitting news stories for internal media
    - Submitting news stories for external media
    - Pitching stories to the external media directly
    - Taking good pictures for the Web and CMS TV
  - At meetings, offered information on district topics, including:
    - CMS budget and reduction in force
    - Lawson conversion
    - Volunteer recruitment, training and hour-logging
    - Financial Fitness workshops
    - Data Dashboard
  - Received 287 "Share A News Story" submissions
- Assisted 220 employees with award/scholarship applications
- Coordinated Employee Excellence Program (as of April, 2009)
  - Received 77 nominations
  - Surprised 13 employees with award and gifts
- Promoted information to staff on:
  - Lawson Conversion
  - Benefits
  - Employee Discounts
  - Board of Education Meetings
  - Media briefings
  - Budget
- Engaged the community with a state of our schools event that showcased students and staff who have accomplished exemplary achievement.
- Held an award ceremony (EMMY) for more than 400 staff to honor extraordinary service.
- Provided communications support to departments for charters and strategic plan initiatives.
- Wrote, edited and sent four monthly editions of the district's e-newsletter, District Review, to 10,000 e-mail addresses.

## **SUPERINTENDENT DIVISION**

### **Goals, Objectives and Accomplishments**

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- Wrote the communications plan for and coordinated with the Curriculum and Instruction Department to support Mecklenburg County-wide Big Read Initiative.
- Wrote communications plans and coordinated efforts with various departments to communicate information effectively to various internal and external target audiences, including information regarding the 2010-2011 Calendar Poll, 2009-2010 Transportation Registration process.
- Provided branding information (how to use CMS logo, taglines, etc.) to various internal departments and schools, and external groups and organization.
- Planned, organized and obtained feedback at Mecklenburg Youth Voice meetings with the superintendent.
- Wrote and edited several letters, articles, information for other CMS publications and correspondences.
- Covered news, information and events of schools in the Central Learning Community.
- Wrote, edited and posted several articles and information for the CMS Web site.
- Wrote, coordinated, updated, edited and facilitated distribution of various publications, including the school calendars, fact sheets and executive directory, for the 2009-2010 back-to-school process.
- Trained more than 1045 volunteers, volunteer and partnership coordinators and other school staff to support volunteer and partnership programs. Provided standard operating procedures, templates and best practices to support school staff.
- Developed 49 strategic business partnerships to support academic achievement and safe schools.
- Engaged 19 community partners to support student achievement and safe schools as we continue to manage the Crossroads Charlotte initiative for the district.
- Recruited and trained more than 400 volunteers during an ongoing recruitment campaign; including proctors to support EOGs and EOCs.
- Supported the Parent University family event by providing and managing almost 200 volunteers; and recruited partners to support the event.
- Managed volunteers for district events and initiatives like EMMY, Graduation Project, Arts & Science and State of our Schools.
- Developed and manage a monthly newsletter for volunteers and partners to showcase how the community engages with the school district.

### **ACHIEVEMENT ZONE**

#### **Goals 2009-2010**

- Increase performance on all academic measures, including graduation rates, as measured by state test results, AYP results, and graduation cohort data.
- Recreate, retain and develop highly qualified teachers, staff and administrators as measured by the CMS balanced scorecard.
- Improve school culture and climate relative to the job satisfaction of teachers, staff and administrators as measured by the annual district surveys.
- Develop a systemic plan to ensure that students feel safe at school and that parents indicate they believe schools are safe as measured by the annual district surveys.
- Strengthen relationships with family, business and community partners as measured by survey data.
- Build school level capacity around understanding the use of data to build continuous cycle of learning as measured by student achievement data.

## **SUPERINTENDENT DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **Objectives 2009-2010**

- Increase the percentage of student in grades 3-8 performing at or above grade level as measured by EOG assessment and other academic measures.
- 65% of students in AZ High Schools will achieve at or above standard on EOC Composite Assessments.
- 50% of AZ schools will make Expected or High Growth as measured by NC ABC's.
- 40% of students in grades 3-8 will achieve at or above grade-level on the NC EOG Reading Assessment.
- 56% of students in grades 3-8 will achieve at or above grade-level on the NC EOG Math Assessment.
- Maintain 100% staffing of instructional personnel in all AZ schools.
- Increase daily student attendance in all AZ schools.

#### **Accomplishments 2008-2009**

- Began partnership with MeckCares to pilot incorporation of system of care principals into all AZ intervention teams.
- Received \$100,000 in external funding from Target to fund Family Literacy Nights (187 people served) and Guys Read and Girls Read Clubs in all elementary and middle schools (310 students served).
- Initiated partnership with Fifth Third Bank to provide computers and tutors to Wilson Middle School.
- Three of the four comprehensive high schools showed significant gains in scores on state exams, led by West Charlotte with an increase of 12.7 percentage points in students scoring at grade level.
- Midwood High School met the AYP goals established by the state for alternative schools.
- Data Analysts funded by Gates Foundation were been hired and trained and are now working the Achievement Zone high schools.
- A Data Wise consultant has conducted ongoing training and coaching sessions with the Data Analysts and data teams at each of the Achievement Zone high schools.
- All of the Achievement Zone high schools have teachers meeting in subject area teams to evaluate student assessment data and adjust instructional strategies.
- Principals and assistant principals at all Achievement Zone schools have met on a monthly basis to participate in ongoing training in the Data Wise process.
- At West Mecklenburg, the Data Analyst has assisted in the creation of a school-wide Data Wise plan and implemented plan for some of their teacher teams.
- Data analyst has helped the new school administration to develop a plan for school-wide implementation of the Data Wise process. Provided coaching for the administrative team and for the School Data team. In addition to the focus on instruction, the team established a Check-in/Check-out process designed to reduce suspensions among a specific population of students at E.E. Waddell high school. Evaluative data is currently being gathered.
- The Data Analyst at West Charlotte is helping the administration deal with the school's attendance issues. Identified a specific population of repeat ninth grade students who accounted for a large proportion of the schools absences. Conducting focus groups with these students to identify the causes and potential solutions to their absenteeism.
- Data Analyst is also playing an important role of in the vertical articulation work of West Charlotte high school. The principals and administrators at West Charlotte are meeting with their peers at feeder middle and elementary schools to improve student transitions from school to school. Developed and administered a student survey to identify the challenges and needs of transitioning students and evaluate the existing transition programs at West Charlotte high school.

## **SUPERINTENDENT DIVISION**

### **Goals, Objectives and Accomplishments**

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- The Data Analyst at Garinger analyzed and shared attendance data to help the school to improve the percentage of students taking state exams first semester from below 85% last year to almost 100% this fall.
- Throughout the school year, the Achievement Zone principals and assistant principals have participated in monthly Data Wise book study sessions facilitated either by the Data Wise consultant, the Director of Data, or assigned teams within the group.

#### **FINANCE**

##### **Goals 2009-2010**

- 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.
- Facilitate the Opening of Schools from a financial perspective.
- 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.
- Provide professional development and training for all finance staff in accordance with job level responsibilities and to develop future leaders.

##### **Objectives 2009-2010**

- 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 (to the extent possible in light of the state budget freeze and required reversions for FY 2009)
- 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 2008-2009**

- Successful close-out of all state allotments resulting in maximization of state and local funds with no reversion of state funding
- Successful opening of the school year by having funds available for all schools and departments on July 1, 2008.
- Identified reduction options that minimized the impact on district operations to comply with the required reversions of over \$9 million in state funds and \$5 million in local funds from the current fiscal year budget
- Executed a budget management process that included the identification of \$87 million in budget reduction options for FY2009-10
- Worked in coordination with the Lawson technical team and the Human Resources staff to deliver the successful "go-live" of Lawson HR/Payroll system
- Provided the following professional development and intensive training opportunities on financial related topics:
  - Financial Secretaries' annual In-Service and New Financial Secretary training sessions
  - Year End 101 training session
  - Grant Managers' annual In-Service
  - New Principals Leadership In-Service

## **SUPERINTENDENT DIVISION**

### **Goals, Objectives and Accomplishments**

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- Numerous one on one training sessions to school and departmental financial secretaries
- Implemented a new improved P-Card program which provides increased accountability with dual approvers and enhanced email capabilities to promote program effectiveness
- Improved Procurement Administrative Lead Time (PALT) from 5.62 days to 2.67 days, a 110% improvement (this is the average of all procurement processes, including formal and informal bidding)
- Implemented Remote Deposit, where checks are scanned and deposited electronically, to provide flexibility and reduce travel time to bank.
- Increased efficiency and reduced audit time for middle school on average from 3 days to 1.5 days and high schools on average from 5 days to 4 days
- Improved efficiency in the schools' monthly financial reporting process by utilizing centralized software and email capability
- Developed and implemented a Customer Service Plan for the payroll department in response to the principal survey results
- Received an unqualified audit opinion on the external audit for the fiscal year ending June 2008 – the opinion was included in the Comprehensive Annual Financial Report prepared by the accounting staff
- Streamlined accounts payable process for invoice follow up and assigned staff into teams to ensure invoices are processed timely
- Received both the Government Finance Officers Association and Association of School Business Officials Certificate of Excellence in Financial Reporting award for the 2008 Comprehensive Annual Financial Report
- Finance staff received relevant professional development in accordance with job description and growth opportunities

### **ACCOUNTABILITY**

#### **Goals 2009-2010**

- Ensure effective implementation of a Performance Management Grant from the Broad and Michael and Susan Dell Foundations
- Refine the grant management process by creating and improving tools/templates (with links to the Finance and Compliance Teams)
- Continuously improve focus on delivering strong customer service
- Help schools and learning communities implement the Data Wise Improvement Process to use data wisely
- Revise and implement new district benchmark formative assessments
- 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

#### **Objectives 2009-2010**

- Meet all milestones and deliverables with the Managing for Performance Work
- Improve customer service and communications to schools.
- Align School Improvement efforts and interventions (SQR and Data Wise)
- Begin building a robust formative assessment system and reporting tool

## **SUPERINTENDENT DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **Accomplishments 2008-2009**

- Managed Dell-Broad PM project, ensuring timely completion of deliverables and milestones per project plan
- Launched Public Facing Data Dashboard in October 2008
- Enhanced the grant development process to proactively support CMS schools, teams and departments (with links to the Center for Research and Evaluation, CMS Foundation Team, and CMS Partnership Team)
- Improve Customer Service and Communication
- Planned and Implemented a more efficient End-of-Year Process for 2008-09
- Piloted on-line assessment platforms (i.e. Acuity from CTB McGraw Hill)
- Re-developed the Student, Family, Teacher and Principal Satisfaction Surveys for administration in the 2008-09 school year
- Supported schools in their effort to identify their strengths and challenges through the School Quality Review Process (47 schools reviewed)

#### **SCHOOL IMPROVEMENT**

##### **Goals 2009-2010**

- Increase the number of schools that will make expected or high-growth on ABC's
- Decrease the disparity based on race, ethnicity, and socioeconomic status on all academic measures
- Increase the percentage of schools that will make Adequate Yearly Progress under the Federal No Child Left Behind standard
- Increase and enable the number of stakeholders who are effectively involved in the school community.

##### **Objectives 2009-2010**

- Provide training for School Leadership Teams to clarify district vision
- Train and assist School Leadership Teams to enable them to develop, monitor, and revise School Improvement Plans
- Revise the current School Improvement Plan to integrate the purposes and language of School Quality Review, DPI District School Improvement Planning, schools in State School Improvement and Framework for Action
- Create new school improvement plan templates to expedite access to data
- Expand the development in usage of School Improvement Departments Support Plans among teachers
- Assist principals in integrating new initiatives into School Improvement Plan.
- Expand the School Quality Review initiative to every learning community.
- Develop a model of continuous school improvement that encompasses school quality review, self evaluation, Data Wise and departmental support plans.

##### **Accomplishments 2008-2009**

- Provided feedback on the School Improvement Plan for every school.
- Trained principals and School Leadership Team chairpersons in the school improvement plan process
- Revised the School Improvement Plan to accommodate School Quality Review Recommendations, Title I Requirements and schools in state school improvement.
- Transitioned the school improvement process into a complete electronic process
- Maintained compliance of student funding with Charter Schools
- Maintained compliance of the Southern Association of Colleges and Schools.

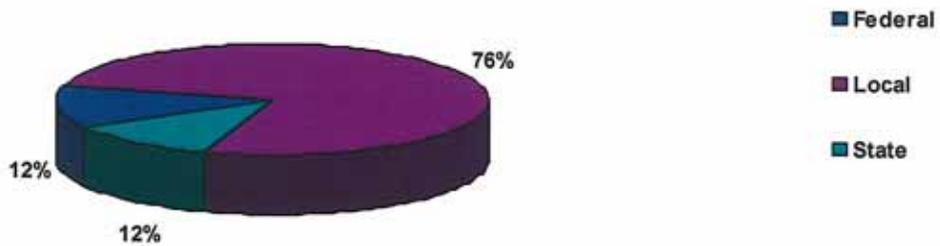
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SUPERINTENDENT DIVISION**

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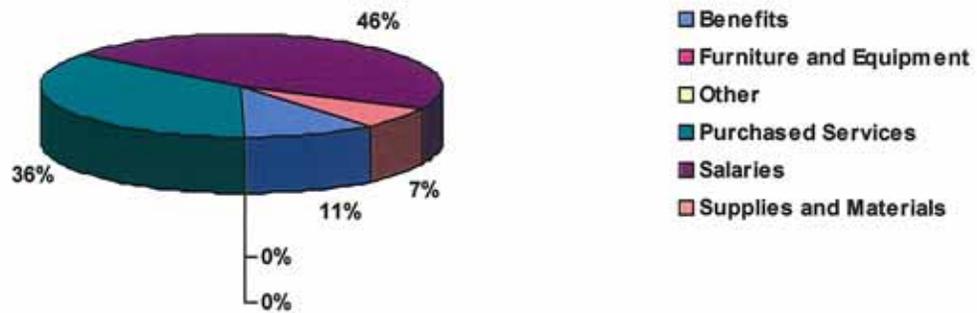
<b>Expenditures</b>	<b>FY 2009-10 Proposed Budget</b>	<b>FY 2008-09 Adopted Budget</b>	<b>FY 2007-08 Actual Expenditures</b>	<b>FY 2006-07 Actual Expenditures</b>
Salaries	\$ 10,928,678	\$ 11,968,615	\$ 8,891,165	\$ 7,047,731
Benefits	2,563,846	2,756,499	1,982,360	1,550,775
Purchased Services	8,327,541	9,171,475	10,361,846	8,190,196
Supplies and Materials	1,563,012	1,752,572	1,113,135	1,331,865
Furniture and Equipment	-	-	97,695	66,104
Other	-	-	-	-
	<u>\$ 23,383,077</u>	<u>\$ 25,649,161</u>	<u>\$ 22,446,201</u>	<u>\$ 18,186,671</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SUPERINTENDENT DIVISION**

### Sources



### Uses



**OFFICE OF THE SUPERINTENDENT OF SCHOOLS**

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**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.

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**BUDGET ACCOUNTABILITY:**

Dr. Peter C. Gorman  
 Superintendent

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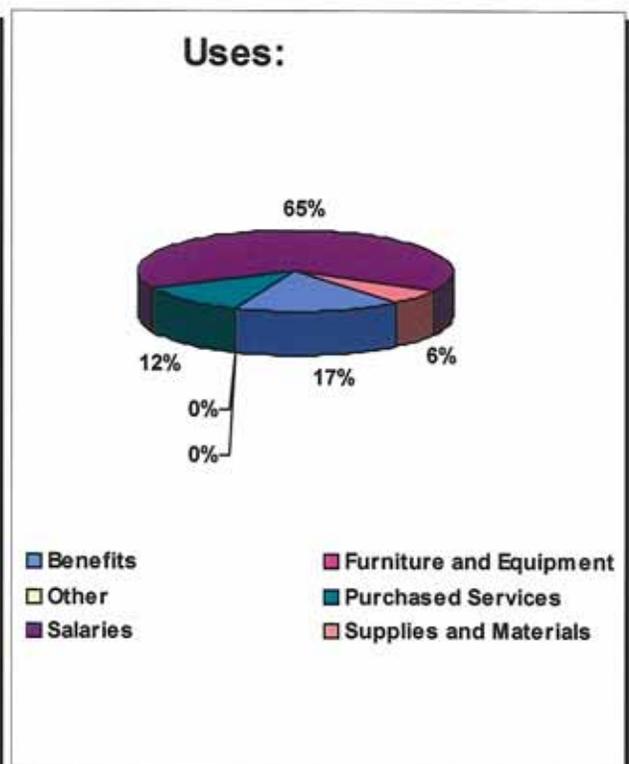
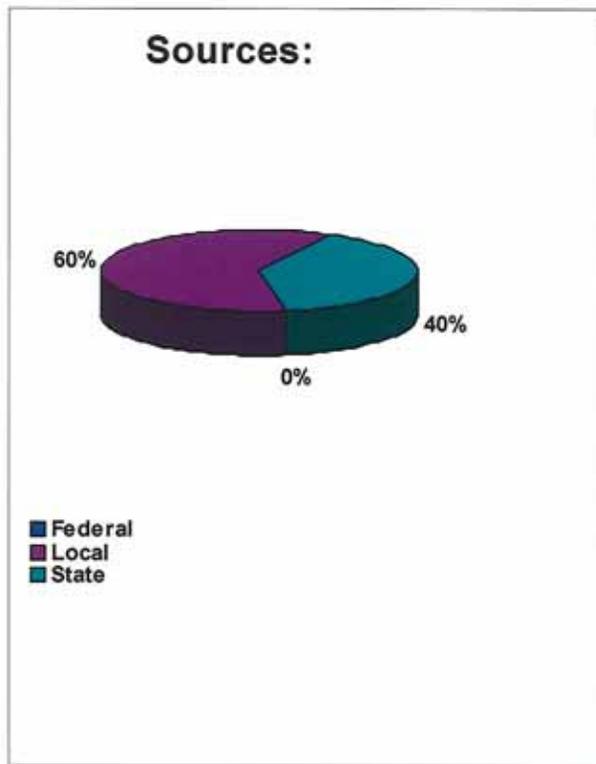
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 2,467
Central Office Reduction - eliminated administrative assistant position	(50,598)
Bonus Programs - eliminated Superintendent and Chief of Staff performance bonus	(39,856)
<b>Purchased Services</b>	
Central Office Reduction - contracted services and mileage	(7,000)
<b>Supplies and Materials</b>	
Central Office Reduction - supplies	(6,000)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

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

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 465,911	\$ 540,220	\$ 518,679	\$ 502,638
Benefits	123,898	137,929	115,951	92,263
Purchased Services	88,120	95,120	227,400	306,670
Supplies and Materials	41,038	47,038	52,811	50,603
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 718,967</b>	<b>\$ 820,307</b>	<b>\$ 914,841</b>	<b>\$ 952,174</b>



**BOARD OF EDUCATION/BOARD SERVICES**

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**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.

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**BUDGET ACCOUNTABILITY:**

Board of Education

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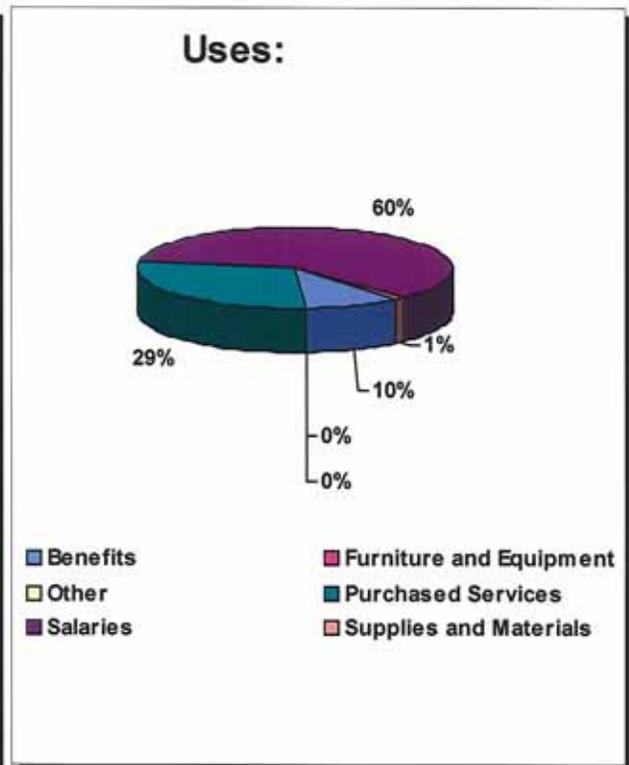
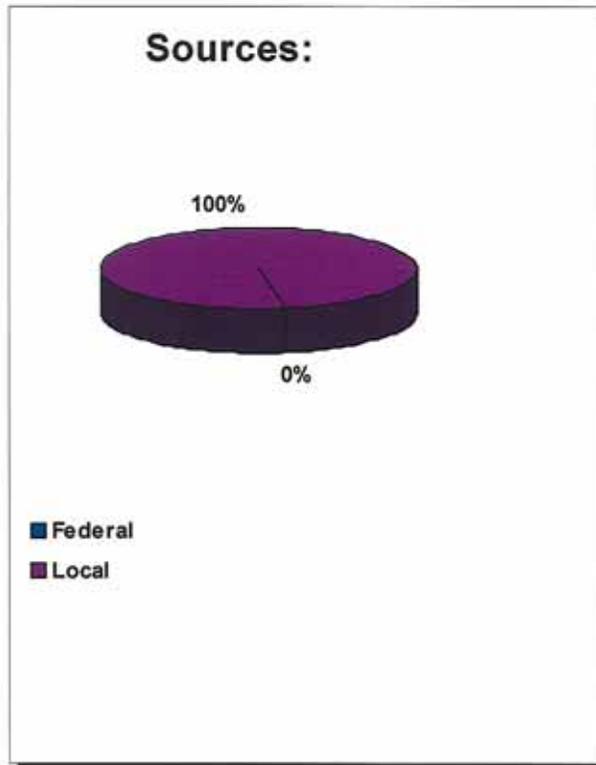
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 1,457
Redirected funds for board member taxable expense reimbursement allowance	40,812

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

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

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 282,161	\$ 243,477	\$ 249,296	\$ 230,269
Benefits	46,341	43,116	47,775	42,582
Purchased Services	134,472	134,472	175,856	179,183
Supplies and Materials	4,754	4,754	8,627	15,205
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 467,728</u>	<u>\$ 425,819</u>	<u>\$ 481,554</u>	<u>\$ 467,239</u>



**LEGAL**

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**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. This department also assists with the coordination of advocacy before legislators and the State Board of Education.

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**BUDGET ACCOUNTABILITY:**

Andre Mayes  
Acting General Counsel

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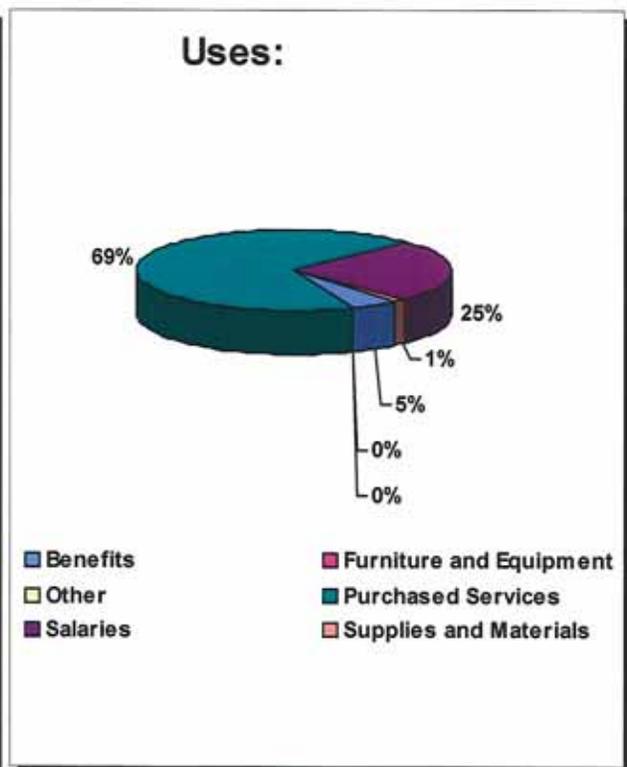
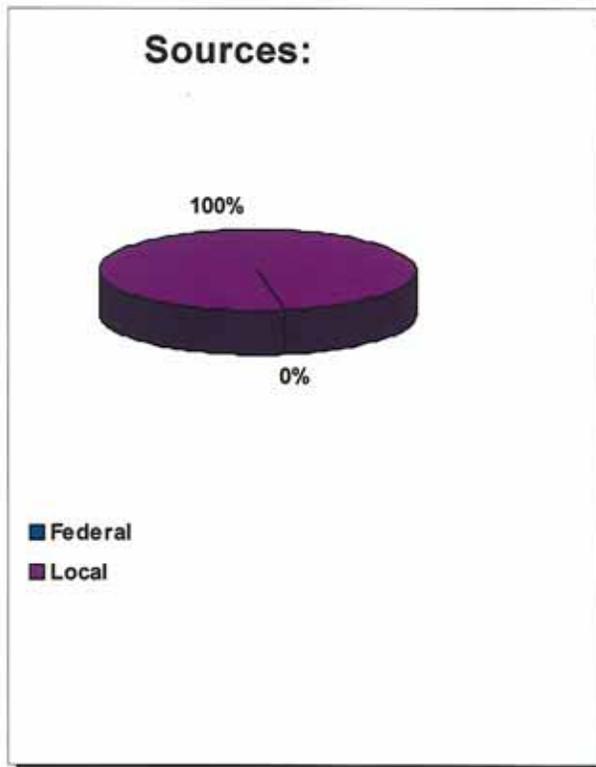
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 3,442
Bonus Programs - eliminated General Counsel performance bonus	(16,210)
Funds redirected from contracted services to add Associate Counsel position	90,964
<b>Purchased Services</b>	
Legal Services - reduced contracted legal services	(121,474)
Redirected funds to salaries and benefits	(90,964)
<b>Supplies and Materials</b>	
Central Office Reduction - supplies	(28,000)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**LEGAL**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 552,835	\$ 488,275	\$ 280,801	\$ 136,991
Benefits	112,193	99,157	56,954	38,304
Purchased Services	1,526,783	1,728,021	1,455,507	1,745,635
Supplies and Materials	28,360	67,560	12,827	21,443
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 2,220,171</u>	<u>\$ 2,383,013</u>	<u>\$ 1,806,089</u>	<u>\$ 1,942,373</u>



**COMMUNICATIONS OFFICE, STRATEGIC PARTNERSHIPS  
AND CMS-TV3**

**Description:** The Public Information Office (PIO) plans and executes programs to improve internal communication, engage parents and citizens and build public support for Charlotte-Mecklenburg Schools. Public Information conducts periodic opinion polls and communication research and provides support and counsel to the Superintendent and other administrators regarding communication issues. Public Information works proactively to keep employees informed about school system issues and provides staff with timely information to support their work. In addition, PIO supports school-based communication efforts and works proactively with the media and other key groups. CMS-TV3 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

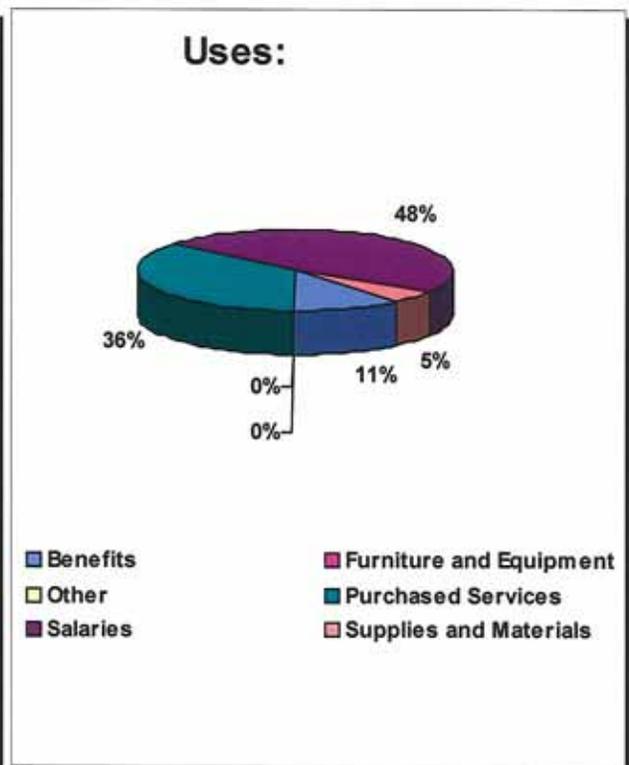
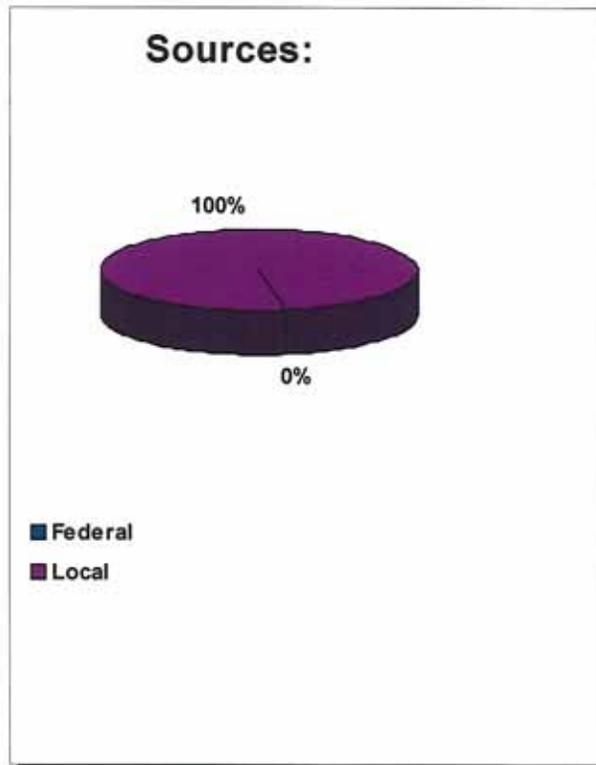
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 10,760
CMS TV - eliminated programming and promotions supervisor	(75,756)
Central Office Reduction - eliminated Chief Communications Officer, admin. secretary, external communications supervisor, communications technician and bilingual liaison positions	(359,440)
Redirected funds from public information coordinator position to Shared Services dept.	(63,073)
Dental Insurance - implementation of employee contribution	(2,399)
<b>Purchased Services</b>	
CMS TV - reduced contracted services, workshops and mileage	(19,390)
Central Office Reduction - contracted services, workshops, travel and printing	(140,624)
<b>Supplies and Materials</b>	
CMS TV - reduced supplies and equipment	(11,860)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**COMMUNICATIONS OFFICE, STRATEGIC PARTNERSHIPS  
AND CMS-TV3**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 1,215,391	\$ 1,619,041	\$ 1,472,944	\$ 1,311,065
Benefits	286,797	373,055	335,823	299,749
Purchased Services	917,665	1,077,679	1,563,176	1,064,309
Supplies and Materials	128,191	140,051	174,205	180,347
Furniture and Equipment	-	-	101,967	35,032
Other	-	-	-	-
	<u>\$ 2,548,044</u>	<u>\$ 3,209,826</u>	<u>\$ 3,648,115</u>	<u>\$ 2,890,502</u>



**ACHIEVEMENT ZONE**

**Description:** The mission of the Achievement Zone is to give students intensive support and a special academic program that places a strong emphasis on literacy. Special programs will be developed at each school to address the individual academic and social needs for students.

**BUDGET ACCOUNTABILITY:**

Curtis Carroll  
Area Superintendent

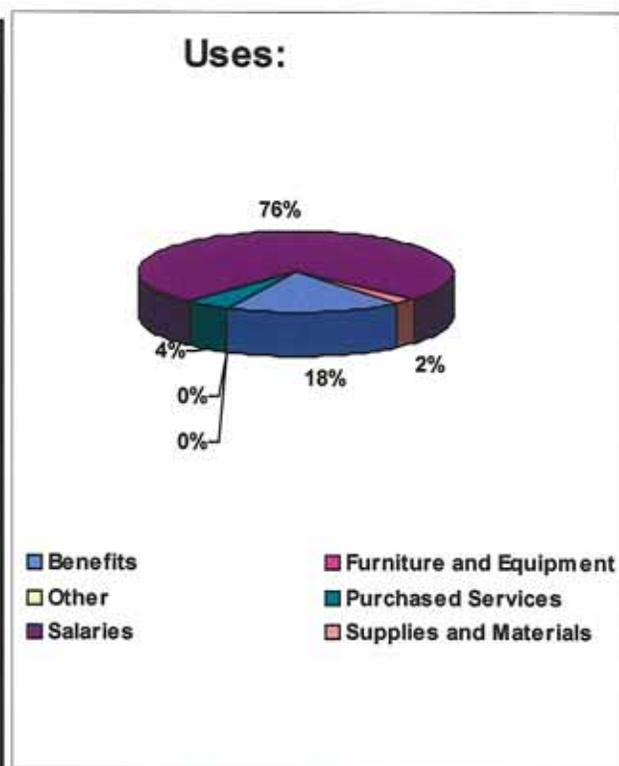
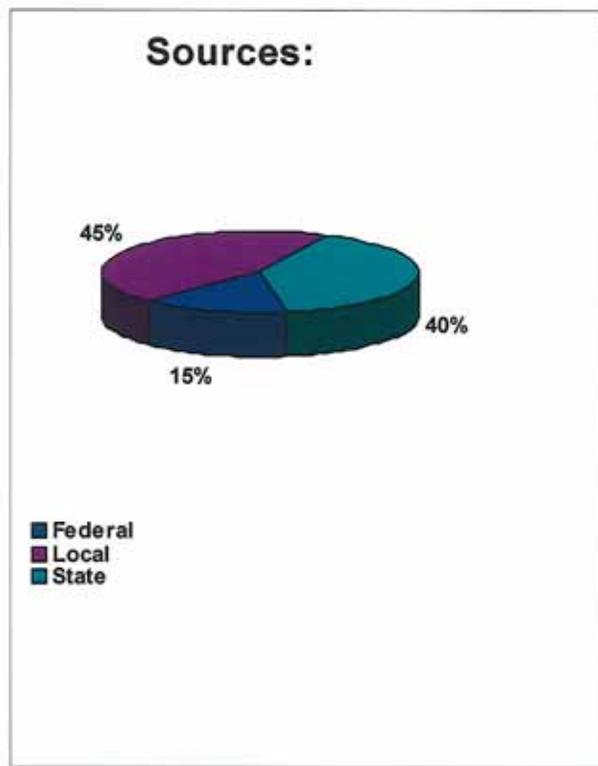
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 35,353
Other Local Adjustment - Achievement Zone grant	(99,588)
Achievement Zone - eliminated secretary, social worker, and two campus security positions	(176,410)
Achievement Zone- reduced staff development stipends	(6,134)
Dental Insurance - implementation of employee contribution	(4,800)
Redirected funds from staff development stipends to supplies and materials	(28,500)
<b>Purchased Services</b>	
Other Local Adjustment - Achievement Zone grant	79,000
<b>Supplies and Materials</b>	
Redirected funds to supplies and materials from staff development	28,500

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**ACHIEVEMENT ZONE**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 2,278,790	\$ 2,523,355	\$ 846,886	\$ 98,625
Benefits	559,960	593,181	174,714	15,278
Purchased Services	135,661	55,961	136,758	15,028
Supplies and Materials	73,200	44,700	62,261	5,051
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 3,047,611</u>	<u>\$ 3,217,197</u>	<u>\$ 1,220,619</u>	<u>\$ 133,982</u>



**FINANCE**

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**Description:** The Finance 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 and Purchasing departments which are a part of the Finance Division.

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**BUDGET ACCOUNTABILITY:**

Sheila W. Shirley  
 Chief Financial Officer

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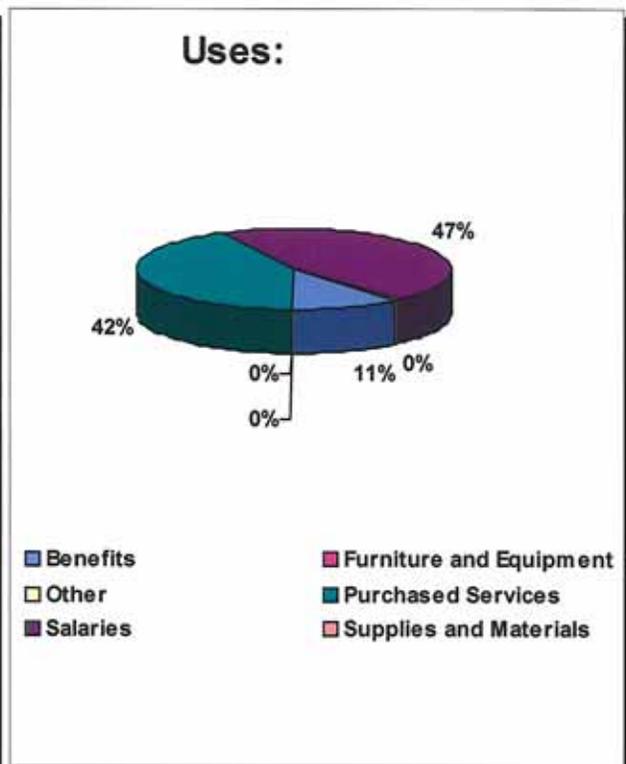
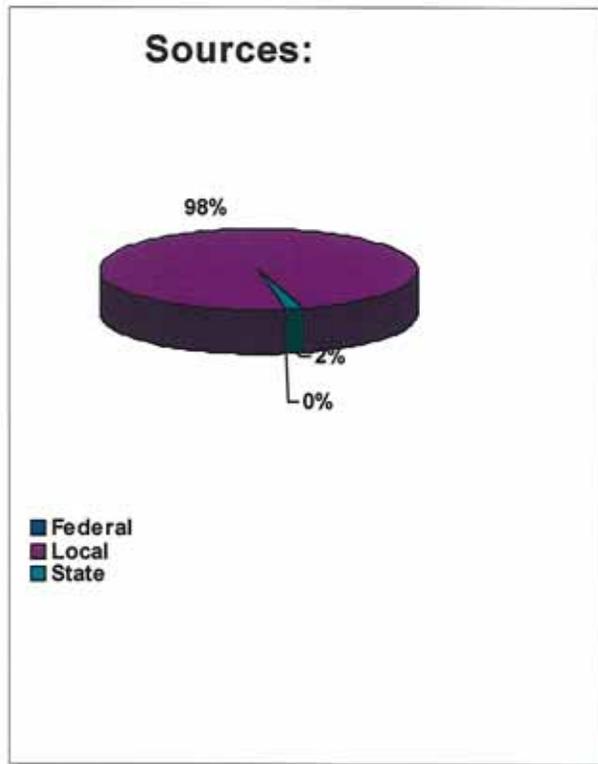
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase and position upgrades	\$ 103,205
Redirected funding for five payroll technician positions to Human Resources department	(216,182)
Central Office Reductions -eliminated asst. director, sr. accountant, technician and budget analyst positions; added budget director position	(165,125)
Dental Insurance - implementation of employee contribution	(6,986)
<b>Purchased Services</b>	
Insurance Premiums - property insurance premium increase	59,399

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**FINANCE**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 3,211,970	\$ 3,445,775	\$ 3,022,971	\$ 2,862,895
Benefits	788,090	836,373	712,129	668,558
Purchased Services	2,941,322	2,881,923	5,052,697	3,929,710
Supplies and Materials	31,715	31,715	58,816	136,379
Furniture and Equipment	-	-	-	12,330
Other	-	-	-	-
	<u>\$ 6,973,097</u>	<u>\$ 7,195,786</u>	<u>\$ 8,846,613</u>	<u>\$ 7,609,872</u>



**OFFICE OF ACCOUNTABILITY**

**Description:** The Office of Accountability consists of the Assessment, Research, Grant Development and Program Evaluation components of CMS. Instructional 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 for State, District and School accountability programs and the evaluation of programs and initiatives. The Grant Development component facilitates supplementary funding and project development for CMS goals and priorities.

**BUDGET ACCOUNTABILITY:**

Jonathan Raymond  
Chief Accountability Officer

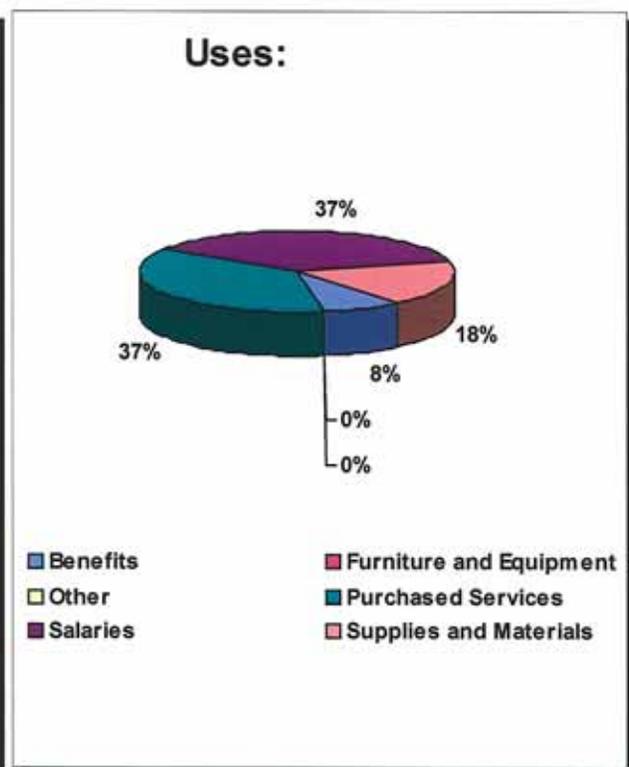
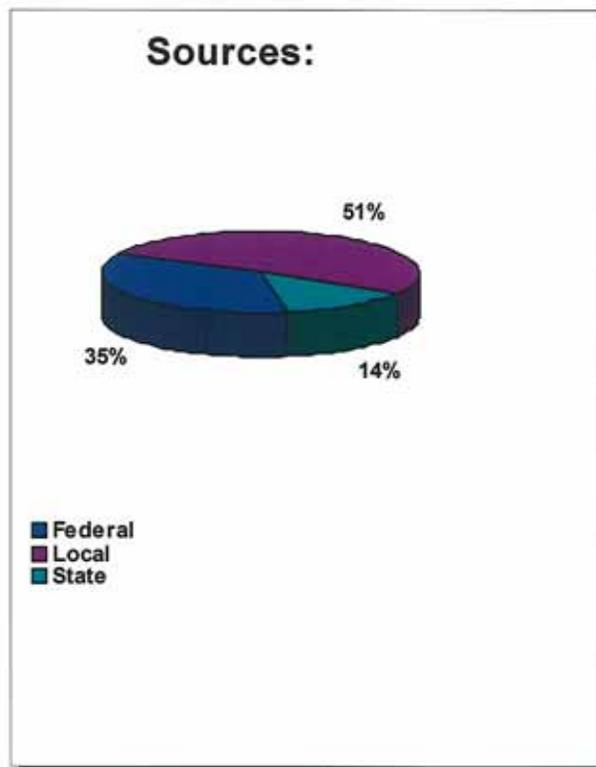
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 19,698
Other Local Adjustment - Performance Management grant	(26,074)
Additional positions - two senior assessment program analyst (Harvard University grant)	205,690
Central Office Reductions - eliminated research and evaluation analyst, programmer, senior administrative secretary and accountability programming manager position	(236,020)
Bonus Program - eliminated Chief Accountability Officer performance bonus	(11,579)
Dental Insurance - implementation of employee contribution	(4,114)
Performance Management - adjust district match for Dell/Broad grant	26,211
<b>Purchased Services</b>	
Other Local Adjustment - Performance Management grant	(340,069)
Accountability Initiatives - reduced contracted services for SQR, school report cards and data dashboard	(251,391)
Central Office Reductions - workshops and travel	(23,321)
<b>Supplies and Materials</b>	
Accountability Initiatives -eliminated PSAT testing in 9th grade	(90,000)
Central Office Reductions - supplies and equipment	(31,000)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**OFFICE OF ACCOUNTABILITY**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 2,535,158	\$ 2,571,831	\$ 1,961,199	\$ 1,606,808
Benefits	565,843	562,533	435,789	337,844
Purchased Services	2,496,914	3,111,695	1,584,577	906,244
Supplies and Materials	1,204,970	1,325,970	730,000	905,094
Furniture and Equipment	-	-	(4,272)	18,742
Other	-	-	-	-
	<u>\$ 6,802,885</u>	<u>\$ 7,572,029</u>	<u>\$ 4,707,293</u>	<u>\$ 3,774,732</u>



## SCHOOL IMPROVEMENT

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**Description:** This department supports charter schools, the continuous process of school improvement through the Southern Association of Colleges and Schools Accreditation, improvement and oversight of School Leadership Teams and school accountability reports.

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**BUDGET ACCOUNTABILITY:**

Jerry Winkeljohn  
Executive Director, School Improvement

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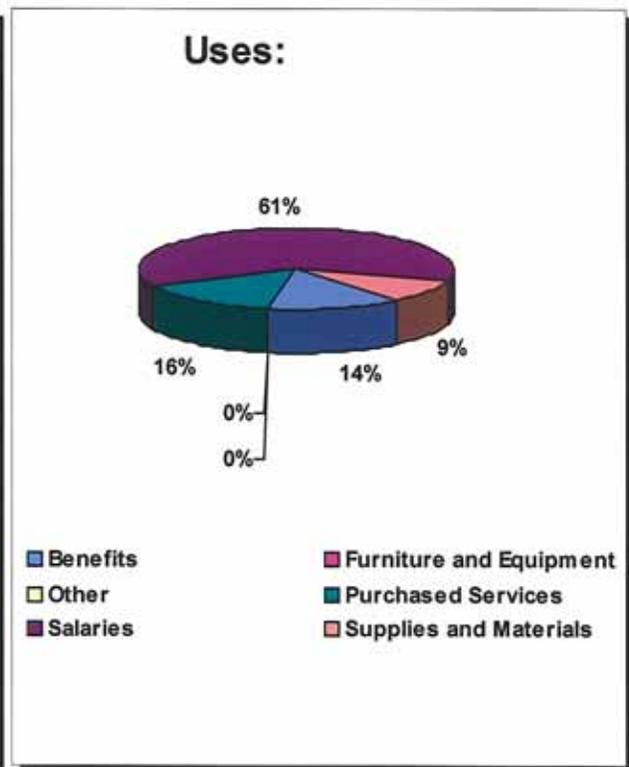
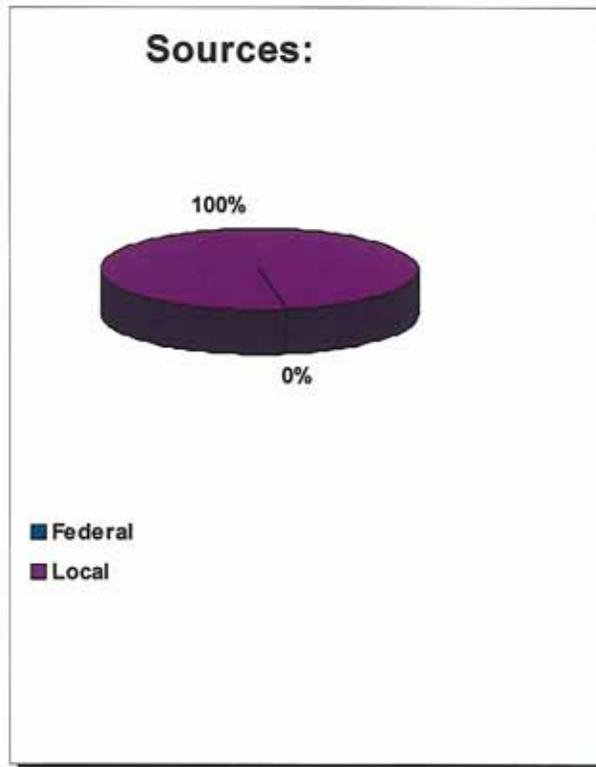
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 1,723

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SCHOOL IMPROVEMENT**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 217,099	\$ 217,099	\$ 193,156	-
Benefits	48,876	47,513	42,325	-
Purchased Services	55,100	55,100	71,477	-
Supplies and Materials	33,258	33,258	1,508	-
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 354,333</b>	<b>\$ 352,970</b>	<b>\$ 308,466</b>	<b>-</b>



## CHIEF ACADEMIC OFFICER

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**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.

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### BUDGET ACCOUNTABILITY:

Dr. Ruth Perez  
Chief Academic Officer

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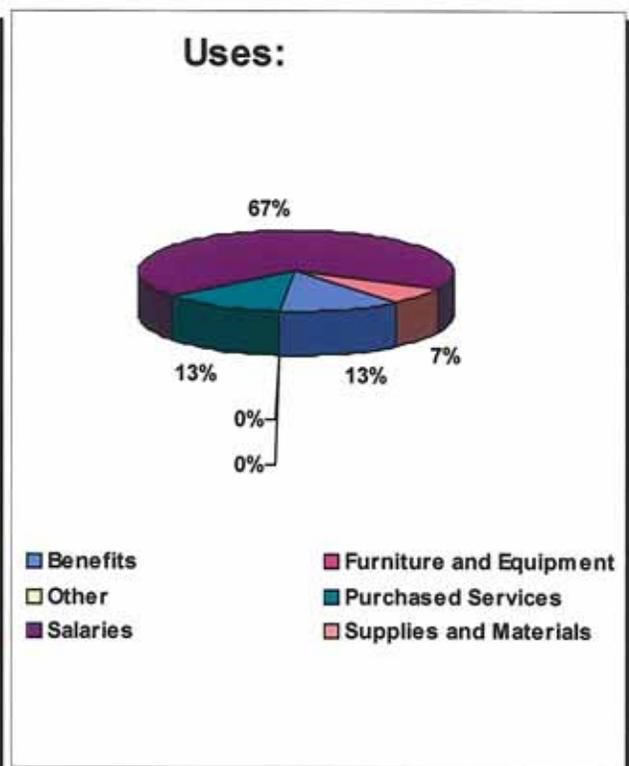
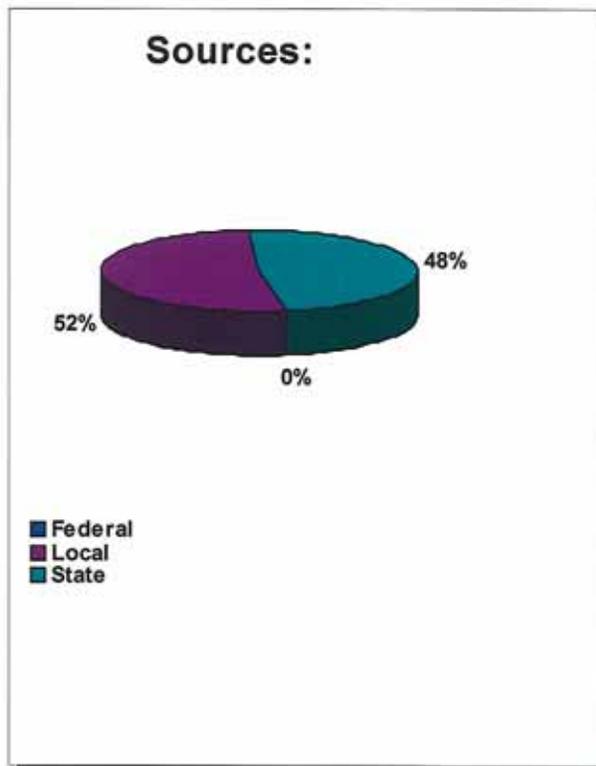
### SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 863
Central Office Reduction - eliminated executive coordinator and admin. assistant position	(171,137)
<b>Supplies and Materials</b>	
Redirected funds for POST afterschool program to Assoc. Supt. for Curriculum and Instruction	(40,000)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CHIEF ACADEMIC OFFICER**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 169,363	\$ 319,542	\$ 345,233	\$ 298,440
Benefits	31,848	63,642	60,900	56,197
Purchased Services	31,504	31,504	94,398	43,417
Supplies and Materials	17,526	57,526	12,080	17,743
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 250,241</u>	<u>\$ 472,214</u>	<u>\$ 512,611</u>	<u>\$ 415,797</u>



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## OPERATIONS DIVISION

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# Chief Operating Officer Division Page 1

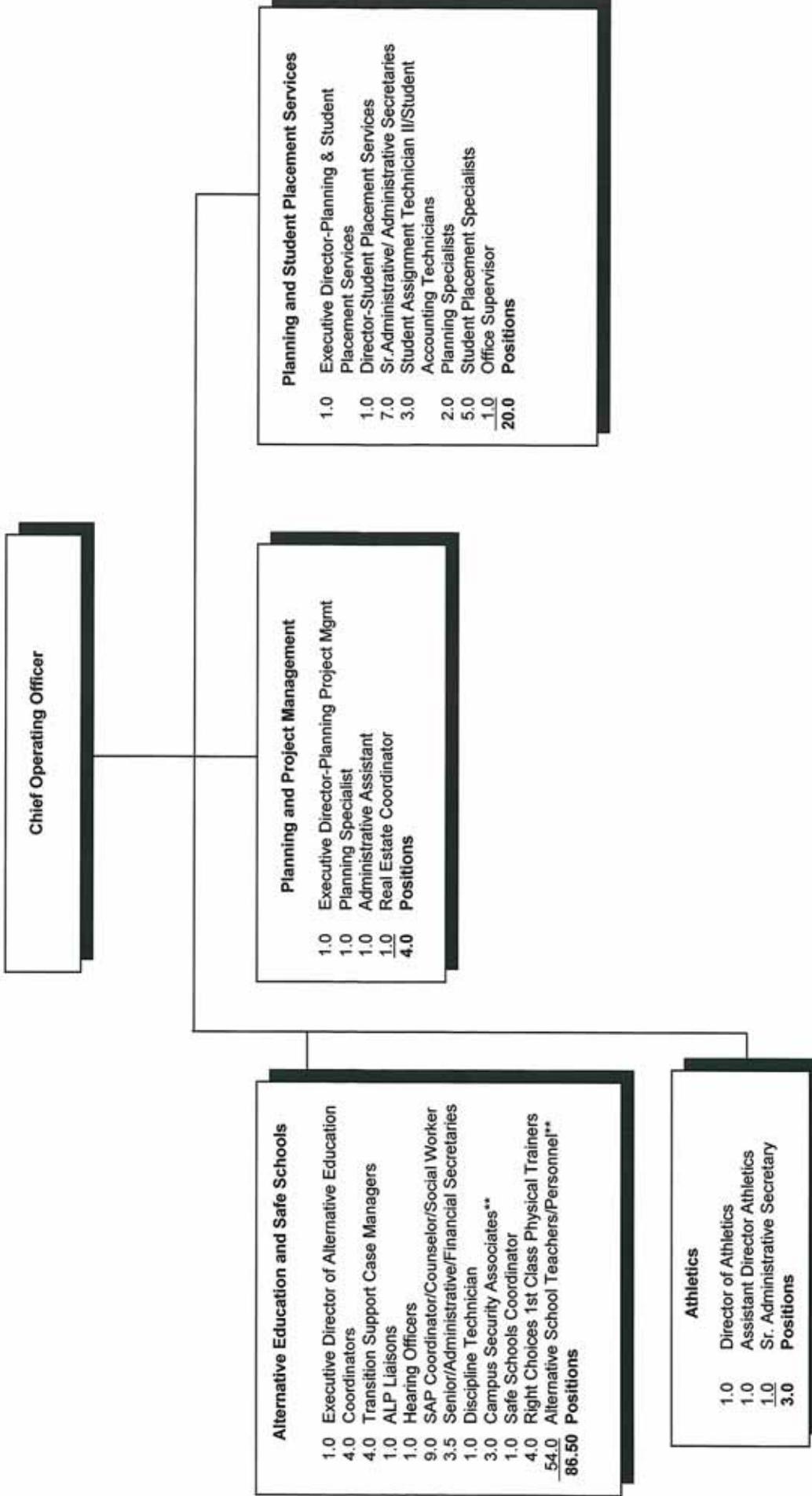
Chief Operating Officer	
1.0	Chief Operating Officer
1.0	Executive Coordinator
1.0	Asst. to the Chief Operating Officer
<u>3.0</u>	<b>Positions</b>

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
95.0	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
8.0	Officer, School Law Enforcement
1.0	SLE Comm Supervisor
1.0	Supervisor, Lead Campus Security
<u>26.5</u>	<b>Positions</b>

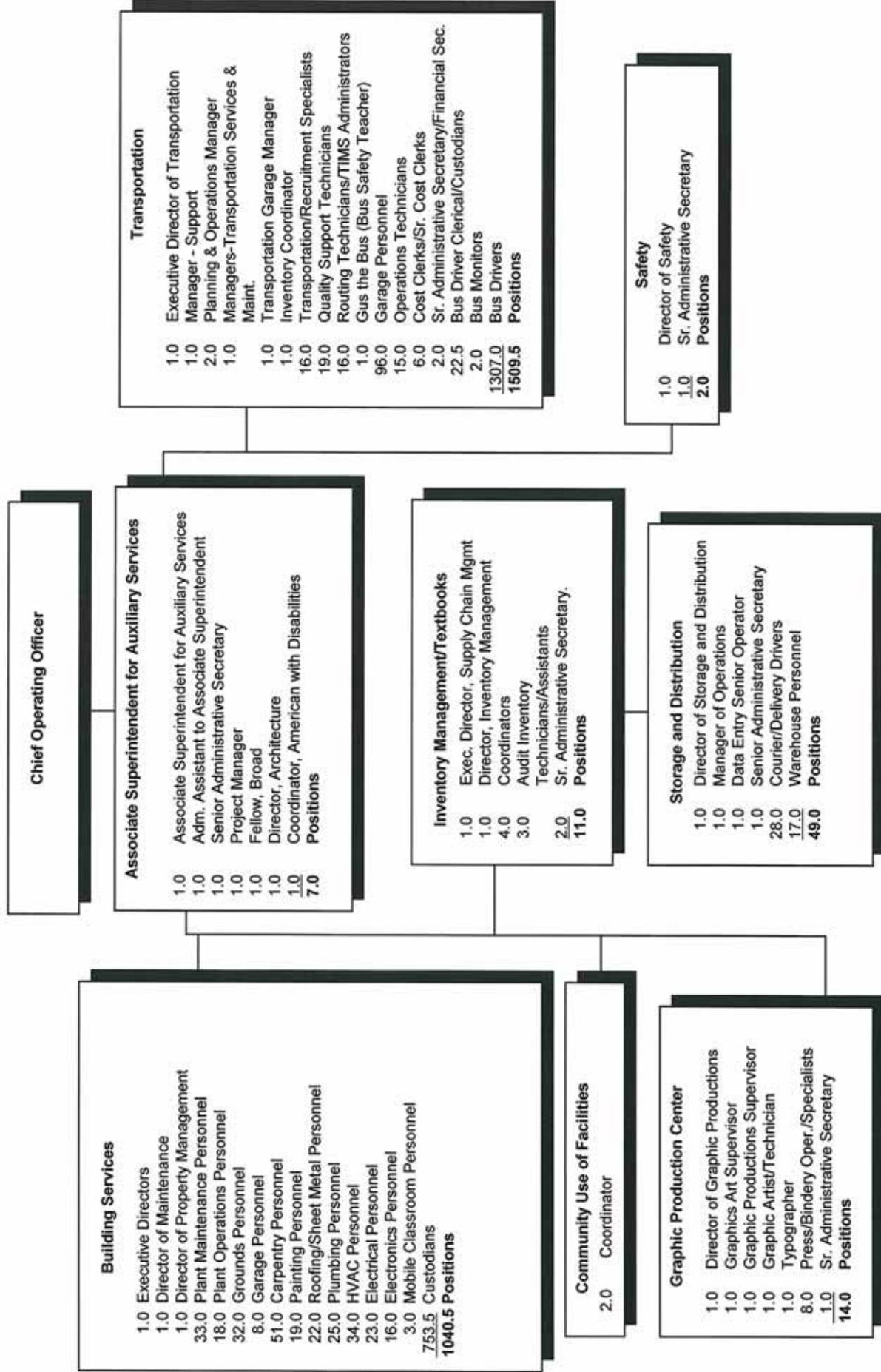
Technology Services	
1.0	Chief Information Officer
20.0	Analyst
1.0	Assistant Director, Help Desk
1.0	Assistant Director, Network Systems & Workstation
1.0	Assistant Director, Technical Services Operations
2.0	Assistant Director, Telecommunications
8.0	Coordinator, Help Desk
6.0	Coordinators
1.0	Data Architect
1.0	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
2.0	Manager, Student Data
1.0	Manager, Telephone Services
3.0	Operator, Computer
1.0	Operator, Computer Senior
1.0	Project Manager-Data Voice System
1.0	Secretary, Administrative
2.0	Secretary, Senior Administrative
7.0	Specialist
2.0	Web Developer
<u>98.0</u>	<b>Positions</b>

Human Resources	
1.0	Chief Human Resource Officer
1.0	Executive Director-HR Administration
1.0	Exec. Director-Employee Relations
1.0	Exec. Director-HR Consulting
1.0	Exec. Director – Staffing & Licensure
1.0	Director-Comp. and Benefits
1.0	Director – Planning and Workforce
1.0	Director – Licensure Administration
1.0	Director – Shared Services Center
1.0	Director - Staffing
1.0	HRIS Director
5.0	Employee Benefits Coordinator
1.0	Broad Fellow
8.0	Coordinators
16.0	Recruiters
18.0	Managers
1.2	Teacher in Residence
1.0	Admin. Assist.- Chief Human Resources
5.0	Sr. Administrative Secretaries
15.0	Customer Service Representative I
1.0	Assistant, Applicant Services
10.0	Specialist
1.0	Supervisor, Shared Service Center
8.0	Technician
<u>101.2</u>	<b>Positions</b>

# Chief Operating Officer Division Page 2



# Chief Operating Officer Division Page 3



## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **TECHNOLOGY SERVICES**

##### **Goals 2009-2010**

- Manage the Systems work stream for the Managing for Performance Project to provide teachers and administrators with key performance indicators which can be used to support increased student achievement.
- Increase the return on investment of the investment in SharePoint software to support increased collaboration between teachers and staff, streamline business processes and provide critical student data to support student growth and learning.
- Lead the district in the development of best practices to increase the integrity of data used to support important initiatives.
- Lower the total cost of ownership and increase the functionality for the NCWise eSIS application by upgrading from version 9.1 to 11.1, including the Parent Assistant, Teacher Grade Book, and Student demographics software.
- Continue investment in our human resources to facilitate effective and efficient technology solutions.
- Maintain a high level of availability and accessibility to the district network.
- Support the effort to reduce the cost of power by deploying automatic shut-off of computers and hibernation in monitors.
- Support the CMS standards for technology (85 percent of schools at student/computer ratio of 5:1) by maintaining computers through System Engineer support, refresh computers, hardware support.
- Support legal license for programs and software through Asset Management Department.
- Lower the total cost of ownership and increase the functionality for telephone system by deploying VoIP in new schools.
- Lower the total cost of ownership and facilitate high level of availability of technology by virtualizing school servers.
- Provide leadership to determine appropriate 21st century technology and innovations applicable to the K-12 environment.
- Provide technology tools for teachers and students to promote an interactive and engaging learning environment.
- Provide professional development opportunities for teachers to become proficient in the use of existing and new technologies.
- Maintain a collaborative environment to promote sharing opportunities for K-12 staff.
- Maintain a highly available, accessible business applications environment to support the effective and efficient conduct of district business.
- Support the effort to reduce the business systems total cost of ownership while also reducing power and cooling requirements through mainframe retirement and server virtualization.
- Increase the return on investment in the Lawson ERP by refining processes and procedures related to the implementation of Lawson HR & Payroll.
- Further reduce the cost of administrative business processes by planning and developing employee self service options.
- Partner with third party service providers to further automate routine and predictable business processes, giving our employees more control of their personal information and options.
- Invest in upgrading the skill sets of our human resources.

## OPERATIONS DIVISION

### Goals, Objectives and Accomplishments

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#### Objectives 2009-2010

- Upgrade staff skill sets to match current technology in SQL 2008, SharePoint, and other Microsoft tools.
- Launch a newly designed Intranet on SharePoint technology to provide a comprehensive and collaborative work place for teachers and administrators.
- Enhance the current Back Office eSIS module to include more data checking of key student information.
- Develop data governance structures and processes in both code promotion and data stewardships.
- Provide an updated grade book that will allow teachers a more efficient tool for classroom management.
- Evaluate and test wireless solutions for access of student information on hand held devices.
- Participate in building the Managing for Performance code to deliver a comprehensive teacher and principal accountability environment including redesign of the district's data management processes and a new data warehouse.
- Reduce the number of servers at schools through a server virtualization project.
- Reduce the number of end of life network electronics through a refresh program.
- Develop a compatibility lab to test all applications and patches prior to deployment.
- Develop a plan to allow Guest Access in CMS facilities utilizing wireless connectivity.
- Develop an Asset Management Department to monitor and track CMS equipment and licenses.
- Continue to work with schools and departments to utilize video conferencing capabilities to reduce travel costs and increase communication and collaboration.
- Oversee the collection of data and check the accuracy of the Annual Media and Technology Report (AMTR), as required by NCDPI.
- Partner with Curriculum and Instruction in the identification, selection and implementation of new technologies to support student growth.
- Expand the awareness and use of existing and planned technology tools and services through frequent and appropriate communications with key stakeholders.
- Focus on increasing the adoption and exploitation of current technologies by leveraging professional development through user groups, technology seminars and Web2.0 collaboration tools.
- Support the emerging technology governance process through participation in the Technology Investment Council.
- Work with the Technology Investment Council to help plan research based technology implementations.
- Provide project management services for the implementation of advanced technologies in K-12 classrooms.
- Provide on-demand professional development and support.
- Business Systems Technology will upgrade to Lawson Environment 9.0 (current product is being decommissioned).
- Implement a new HR Substitute Operating System (SOS).
- Install and configure Websphere as part of the Lawson Environment 9.0 foundation.
- Implement the new Lawson Solution Foundation 9.0 security structure.
- Develop interfaces or views to support district-wide migration to Active Directory.
- Provide training for staff on SQL and Advanced Crystal development.
- Develop an archive strategy for all modules within the Lawson system.
- Develop interfaces necessary to support data transfer from the new Substitute Operating System (SOS) to Lawson.
- Prioritize and develop Lawson HR Payroll enhancements.

## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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- Continue support for the HR and Payroll departments, as well as finance, child nutrition, textbooks and inventory management.
- Continue district-wide training and support for Lawson procurement and payroll time entry.
- Develop inbound/outbound interfaces in support of the BenefitFocus online enrollment system.

#### **Accomplishments 2008-2009**

- Upgraded the District's data warehouse through a transition to SQL2005 in preparation for the Managing for Performance Project.
- Provided incidents information for all grades and expanded grade reporting for grades 3-5 through the Parent Assistant web service.
- Strengthened asset management for mobile technology tools by providing the Exceptional Children Division with web-based equipment tracking.
- Delivered DPI required data on time, with accuracy, and assisted with error corrections in schools as required.
- Participated in the Drop Out Prevention initiative through delivery of critical information and communication around important business processes which resulted in over 20 percent decrease in one year.
- Participated with DPI in the development of one unified NC Student ID number and assisted with the design of exchanges in data.
- Launched a Back Office facility for the eSIS which provides real time error notification and significantly increased the data integrity in the student information system.
- Strengthened employee communications by providing Connect-Ed, email, and CMS Intranet.
- Launched a new e-mail system utilizing Exchange 2007 and provided training to department and school trainers and power users.
- Provided Smart Device users a new device to interface with Exchange 2007.
- Facilitated World Class Customer Service by launching a Call Center in the Human Resources Department.
- Redesigned and restructured CMS External facing Web site to increase user-friendliness and develop sections designed specifically for key audiences.
- Provided project management for a variety of technologies in new and renovated schools.
- Developed new District Technology Plan for 2009-2013 which has been approved by NCDPI.
- Provided leadership and project management for installation of a variety of technologies in CMS including opening six new schools, renovation sites, and refreshing technology in media centers and computer labs in 31 schools.
- Provided leadership and project management skills for implementation of Curriculum and Instruction software initiatives including DIBELS, Academy of Reading and Math, and Social Studies textbook software.
- Developed and delivered training, user group sessions, and WIKI services throughout the District for integration of interactive whiteboard technology using Promethean and Smart technology funded through a variety of sources.
- Administered the Federal Enhancing Education Through Technology grant to provide interactive technology tools and professional development to eligible private, charter, and CMS schools.
- Provided basic and advanced technical training for school based Technology Contacts.
- Implemented the Lawson Human Capital Management system.
- Implemented Crystal Enterprise reporting for HR & Payroll.
- Implemented a district-wide time entry system for over 500 staff members including training and support.

## OPERATIONS DIVISION

### Goals, Objectives and Accomplishments

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- Replicated data storage to the district SAN device for data redundancy and security.
- Upgraded to the current release of AIX.
- Upgraded DB2.
- Completed business process work in support of the HR and payroll implementation.

#### HUMAN RESOURCES

##### Goals 2009-10

- Staffing: Continue to improve and enhance recruiting and staffing standards in order to ensure continued improvement to customers and business partners.
- Organizational Effectiveness: Continue to refine the changing roles of staff members as a result of the reorganization of the department that was necessary due to budget reductions.
- Compensation: Continue movement of employees to the market rates as established under the new compensation plan, which was implemented in October 2007.
- Succession Planning: Partner 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: To develop and expand programs and processes which will better serve employees, applicants and other customers.

##### Accomplishments 2008-2009

- Staffing: The effectiveness of the current staffing strategies was reflected in the staffing results for the first day of school and the on-going results during the 2008-09 school year. Weekly monitoring and review of each existing vacancy within CMS has increased the effectiveness and timeliness of filling vacancies.
  - The staffing results at the start of school are as follows:
    - Instructional Positions:
      - 99.64% positions filled, (18 total vacancies)
      - 83.72% of all schools were 100% staffed
    - Non-Instructional Positions:
      - Bus Drivers – 100.00% staffed
      - Child Nutrition – 99.72% staffed
      - Custodians – 99.39%
      - Campus Security Associates – 98.90%
      - Secretaries – 97.65
- Organizational Effectiveness:
  - Patterned with the Finance and Technology departments in the implementation of our new integrated HR/Payroll system (Lawson).
  - Implemented a customer service call center (HRDC) in order to provide increased improved services to employees and applicants.
- Compensation: Our market-based compensation system has allowed us to attract a better quality of employee and has lowered turnover in key areas such as transportation services.
- Succession Planning: A formal program was not implemented due to budgetary restrictions.
- Compliance:
  - A new comprehensive background check program was implemented to encompass random checks, nightly polling, panel reviews and sex offender checks.
  - A formal attendance program was implemented for the Transportation Services division. This program may be expanded to other departments in Auxiliary Services based on management's request.

## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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- A new non-exempt performance appraisal document was implemented for all hourly employees within CMS.
- A new inclusive displacement/placement process was implemented with the cooperation and coordination of the Area Superintendent.

#### **SCHOOL LAW ENFORCEMENT**

##### **Goals 2009-2010**

- Complete our Law Enforcement Certification process
- Complete Safe School Audits in a timely manner
- Reduce the number of CSA complaints and provide a high level of service through our reorganization
- Provide a greater level of training for the Security Associates
- Complete our new communications upgrade to include mobile computer communications and GPS tracking of our marked patrol units
- Improve our Crisis Management process
- Provide preventive patrols of CMS property to prevent crimes and vandalism
- Take a greater role in Gang Prevention and enforcement
- Be more active in monitoring sex offenders and working with outside agencies to prosecute violators
- Continue to provide a safe and secure learning environment for students, staff, parents, and visitors
- Reduce the numbers of weapons on campus
- Continue to work with CMS Athletics to provide a safe and secure environment for our athletic events

##### **Accomplishments for 2008-2009**

- Reorganized the Campus Security Associates into a more cohesive group and reducing the number of Associates by 62
- Worked through budget issues by reducing our overtime budget by \$37,000
- Renegotiated our SRO contract with CMPD to reduce our cost by \$167,000
- Renegotiated the remaining SRO contracts with all of the other municipalities so that there would be no increase in cost
- Successfully prosecuted the first case in NC under the new Jessica Lunsford act which provides a greater level of security in our schools from sex offenders
- Received a grant from Charlotte Mecklenburg Homeland Security for a new communications system that will make our Department communications more compatible with all the agencies in Mecklenburg County
- Successfully moved our legislative bill through the NC House and on to the Senate
- Recovered 40 lap top computers and other CMS stolen property
- Provided computer safety classes for several schools and PTO events
- Worked diligently with Local Law Enforcement to reduce the numbers of firearms on campus, this year we have only had one instance of a firearm on campus
- Assisted CMS Athletics with identifying ineligible players
- Assisted CMS Athletics with graduations
- Answered more than 4000 calls for service to schools, staff, parents, and students
- Screened and cleared more than 28,000 volunteer applicants while declining 345
- Assisted Employee Relation in investigating over 145 personnel cases

## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **ATHLETICS**

##### **Goals 2009-2010**

- Athletic directors and pertinent CMS personnel will improve in the knowledge and communication of athletic eligibility requirements.
- Parents, employees and the public will better understand North Carolina High School Athletic Association (NCHSAA) and CMS 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 community collaboration by implementing communication strategies for athletic participation standards and college-bound student-athletes.
- Secondary schools will increase athletic sportsmanship ratings and decrease penalties and violations in interscholastic athletic contests.

##### **Objectives 2009-2010**

- 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.
- Maintain and populate the data base of student-athletes who have been researched for eligibility issues.
- Expand the on-line athletic eligibility requirements page on the CMS web-site to include all pertinent 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.
- Provide financial support and training for high school athletic directors who are eligible to pursue the Certified Athletic Administrator (C.A.A.) certification.

##### **Accomplishments for 2008-2009**

- Formed an athletic eligibility team comprised of Directors from CMS Athletics, Legal, Student Placement and Law Enforcement Departments that meets weekly on athletic eligibility issues.
- Expanded the Athletic Department pages of the CMS web-site to better communicate athletic eligibility regulations.
- Developed an anonymous reporting system for the public to email or telephone suspected athletic eligibility violations.
- Developed an 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.

## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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- Provided opportunities for CPR/First Aid and CDL certification for high school and middle school coaches and athletic directors.
- Improved local athletic procedural manual for secondary athletic directors.
- Organized regional athletic summit attended by superintendents, high school principals and athletic directors.
- Participated in regional meeting of middle 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 21 high schools, mid-year graduations and summer school graduations.

#### **ALTERNATIVE EDUCATION**

##### **Goals 2009-2010**

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

##### **Objectives 2009-2010**

- Provide an updated district Safe School Plan by August 2009.
- Provide discipline, violence and substance abuse prevention programs and 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 2010.
- Provide Safe School Audits with all schools scoring at or above 90% by 2010.
- Enlarge alternative educational programs resulting in a 5% increase in the number of students served and thereby meeting the growing needs of the population 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 in an effort to reduce the number of incidents by 10% by 2010.
- Provide additional seats for students in alternative learning programs by 10% by 2010.

##### **Accomplishments 2008-2009**

- 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, students and parents on discipline, conflict management, gang awareness and substance abuse prevention, as requested.
- 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

## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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- 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.
- Provided the Criminal Watch Program for students 16 years of age and older who were charged with committing a felony or a very serious (violent) misdemeanor. The program involved collaboration with court services, law enforcement and CMS. Principals were notified of the charge and a Transitional Support Case Manager monitored the behavior, attendance and academic progress of the students.

#### **PLANNING AND PROJECT MANAGEMENT**

##### **Goals 2009-2010**

- To continue to focus the organization on the future.
- To utilize departmental expertise in project management as an organizational resource.
- To refine a regional (i.e. city, county, CMS, and towns) planning model.
- To use the PMOC (Plan Management Oversight Committee) to increase awareness of the strategic goals and to continually strive to meet them.
- To continue to sharpen the accuracy of the predictive data that is the core of the planning effort.

##### **Objectives 2009-2010**

- Creation of a ten year needs assessment that includes all governmental capital needs within Mecklenburg County.
- Creation of an incremental capital execution plan based upon various funding levels.
- Creation of the Strategic Plan for 2014.
- Improve enrollment projection accuracy at the school by school /grade by grade levels.
- Improve the real estate assignment and space management database.
- Employ the Clifton/Gallup StrengthsFinder analysis to leverage individual strengths in departmental project assignments.

#### **PLANNING AND DEVELOPMENT SERVICES**

##### **Goals 2009-2010**

- Provide parents and community members 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 2009-2010**

- Implement paperless reassignment/transfer process to promote efficiency and transparency for parents and staff. Provide continuous on-line student assignment screen for parental access to determine school placement.
- Provide student demographic data products for 20th day (official enrollment count day) and lottery results. Develop documentation for district-wide enrollment projections and develop building level template.
- Create and implement on-going training that develops, re-enforces, and monitors for superior customer service for all Planning and Student Placement offices.
- Review student assignment plan including magnet feeders and lottery logic/priorities.
- Review student records internal and external workflow processes to create greater efficiencies that benefit the customer and school personnel.

## OPERATIONS DIVISION

### Goals, Objectives and Accomplishments

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#### Accomplishments 2008-2009

- Implemented 2008-09 student assignment plan and lottery.
- Processed over 4,500 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.
- Successfully implemented detailed, comprehensive customer service training for student placement staff. Developed on-going follow-up staff training sessions to be implemented throughout the year.
- Completed transportation audit resulting in approximately 1,300 students identified as receiving transportation when they should not.
- Assessed, modified public engagement process for boundary development that enhanced the quality of participation and feedback of community. Facilitated six community workshop sessions for public engagement.
- Developed and received Board approval for three new elementary school boundaries and one middle school boundary for 2009-10. Developed and sought Board approval for two high schools (opening 2010-11) and two elementary schools (potential opening 2011-12 depending on bond sales).

#### BUILDING SERVICES

##### Goals 2009–2010

- Successful completion and August 2010 occupancy of FY 2009 -10 construction/renovation deliverables:

<b>New Bailey Road HS</b>	Prototype High School – 99 classrooms <i>(relieves N. Mecklenburg HS, Hopewell HS)</i>
<b>New Mint Hill HS</b>	Prototype High School – 99 classrooms <i>(relieves Independence HS, Butler HS, East Mecklenburg HS)</i>
<b>Alexander Graham MS</b>	Gymnasium renovations
- Support opening of schools and student assignment deliverables including relocating and/or installing mobile classroom units to support growth and construction swing space.
  - Reduce mobile classrooms in use from current 1242 to 900 by August 2010
  - CMS Mobile CR Assessment Checklist in operation by all related departments this year.
  - Principal Satisfaction Survey for mobiles focused on service-oriented results with individual and team accountability
- On-going implementation of Building Services Continuous Improvement Plan using a Deming cycle goals and objectives methodology and Key Performance Indicators (KPIs)
- Support Continuous Improvement through Performance Management and Culture change processes to improve efficiencies and maintain high levels of customer service.
  - ISO 9001 and ISO 14001 Quality Management Systems
  - GPS to Achieve 10-15% Efficiency Improvement in maintenance productivity
  - Time and Attendance System
  - Building Services "No Fault" Absenteeism Control Program
  - Mandatory customer service standards and training
- Building Services will continue to team with Planning, Design and Capital Services to implement international recognized Quality Standards including ISO 9001. Substantial

**OPERATIONS DIVISION**

**Goals, Objectives and Accomplishments**

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progress has already been achieved in programming and improving our processes and developing improved tools to manage results. Our 2009 – 2010 objectives include ISO 9001 certification.

- 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.
- Energy Management is the cornerstone of environmental stewardship for CMS. Through use of Energy Management software, CMS monitors in excess of 1400 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 current focus is to 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.
- The NC General Statutes Chapter 115C – 12(33) requires local school boards to address arsenic –treated wood in the classroom and on school grounds according to established guidelines. Building Services has implemented a broad based approach to achieve compliance during 2009.

**Accomplishments 2008-2009**

- Successful completion and occupancy of the FY 2008 - 09 construction/renovation deliverables:

<b>New Berewick ES</b>	Prototype Elementary School – 39 classrooms with Park and Rec facility <i>(relieves Berryhill ES and Steele Creek ES)</i>
<b>New River Gate ES</b>	Prototype Elementary School – 39 classrooms <i>(relieves Winget Park ES and Lake Wylie ES)</i>
<b>New Stoney Creek ES</b>	Prototype Elementary School – 39 classrooms <i>(relieves University Meadows ES)</i>
<b>New River Oaks Academy</b>	Prototype Elementary School – 39 classrooms <i>(relieves Mt. Island ES and Paw Creek ES)</i>
<b>New Ridge Road MS</b>	Prototype Middle School – 54 classrooms <i>(relieves Alexander MS)</i>
<b>New Whitewater MS</b>	Prototype Middle School – 54 classrooms <i>(relieves Coulwood MS and Wilson MS)</i>
<b>Cochrane MS</b>	Completion of phased building additions/renovations including HVAC, Plumbing and electrical
<b>Harding HS</b>	Phased renovations to existing buildings and new two story Classroom and Administration building on track for Dec. 2009 completion
<b>Idlewild ES</b>	New two story building addition and renovation to existing buildings
<b>Long Creek ES</b>	On-site replacement of the existing multi-building campus
<b>Northeast MS</b>	Renovation of approximately 125,000 sf of buildings with new gymnasium addition
<b>North Mecklenburg HS</b>	Tennis courts, classroom addition, sitework and parking lot

**OPERATIONS DIVISION**

**Goals, Objectives and Accomplishments**

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<b>Quail Hollow MS</b>	Renovation of 129,926 sf of buildings and 17,116 sf of new additions and sitework
<b>Randolph MS</b>	Renovation of 124,000 sf of buildings and 7,000 sf of new additions and sitework
<b>Sedgefield MS</b>	Phased renovations to existing buildings and new building addition. Mechanical and electrical upgrades.
<b>South Mecklenburg HS</b>	New three story classroom addition and minor renovations to the gym building.

- Championed district-wide environmental management system development fostering cross-departmental teaming in the areas of environmental performance within the only K-12 sector partnership with the North Carolina Department of Environmental and Natural Resources Environmental Stewardship Initiative.
- CMS has an ongoing relationship with USEPA, the newest EPA Faculty District, recognized as the USEPA's National K12 Mentor of the Year in December of 2008 and recognized by EPA as National Model of Sustained Excellence in 2007. CMS staff are sponsored to attend national symposium, conferences and workshops often to make presentations sharing CMS methods and practices
- CMS is the first school district recognized as partner with the North Carolina Department of Environmental and Natural Resources (DENR) Environmental Stewardship Initiative. This partnership supports the Charlotte Mecklenburg Board of Education Environmental Policy which mandates implementation of a district wide environmental management system focused on: environmental compliance, pollution prevention, resource conservation, resource recovery, sustainable development sustainable purchasing and behavioral change.
- Building Services successfully restructured our Maintenance Organization. This has resulted in improved technical support for problem solving, building commissioning and quality assurance
- Triennial Asbestos Hazard Emergency Response Act (AHERA) Surveys were completed. One-hundred sixteen inspections clarify ACM location increasing building occupant safety factor and efficiencies. Examples results include: reducing the number of mobile classrooms with asbestos ceiling tile from 168 to 0 and reducing the number of mobile classrooms with asbestos flooring materials from 209 to 135.
- Building Services re-designed and implemented our new Principal Satisfaction Survey to include more specific and targeted questions relating to the services provided. The responses now are more objective than subjective; allow us to target individual department and employee trends; capture any service deficiencies noted; and focus our training efforts towards the problem areas. The results then will translate into improved service and therefore improved customer satisfaction.

**INVENTORY MANAGEMENT/TEXTBOOKS**

**Goals 2009–2010**

- Provide textbooks for all students within first 10 days of the school year.
- Increase direct-shipments all warehoused items to schools direct from suppliers.
- Establish and maintain 92% or greater accuracy of warehouse inventories based on absolute value and part number accuracy.
- Establish effective and efficient operation procedures and practices in all Inventory Management operations.

## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **Objectives 2009-2010**

- Continue evaluating updates to textbook tracking systems from private party providers, such as Follett Destiny system and others.
- Establish cycle counting and root cause analysis in all warehouse inventories that are accountable to the Inventory Management Department Structure.
- Implement task tracking and management principals in all areas
- Update business plan to continuously benchmark CMS operations of Inventory and Distribution as compared to outside sector.

#### **Accomplishments 2008-2009**

- Textbook backorders at 10th day of school met department objectives
- Drop shipments took place from publishers to schools for all new adoption books and replenishment of science for elementary.
- Textbook Tracking software identified for future implementation. Charter has been addressed as completed and will be revisited annually.
- Maintenance warehouse performed at 98% or above accuracy for physical inventory
- Maintenance warehouse performing at 99% or above accuracy on all daily cycle counting
- Textbook warehouse performing at 83% or above for physical inventory accuracy.
- Art, Instructional and Janitorial warehouse performing at 90% or above accuracy for physical inventory.
- Reduced turnaround time for Transportation warehouse transactions to 1 business day
- Cycle counting established for all warehouse categories that are system tracked

### **STORAGE AND DISTRIBUTION**

#### **Goals 2009–2010**

- Standardize CMS District On-line auction process and measure success.
- Improve inventory accuracy levels to the 99% range
- Continuation of inventory carrying cost/volume reductions throughout operations. This is critical if we are to competently plan and control storage capacity needs. Executive and cross departmental involvement is a key element in such an endeavor

#### **Objectives 2009-2010**

- Cap overtime incurrence to 6% with long term aims of 3% incurred
- Standard Operating Procedures and employee training records for Auxiliary Services quality objectives as well as support of inventory accuracy goals
- Create daily dispatch process for warehouse with warehouse management obtaining real-time accountability of all truck assignments, loads, breakdowns and priorities.
- Publish monthly performance measures and post visual measures within department. Include cross-trained skill matrix for all employees as input to employee performance evaluations.
- Establish formal safety program in operations
- Create District on-line auction process and implement process throughout district with updated policies and procedures to outline responsibilities and accountabilities within the district. Monitor increased returns.
- Condense space utilization with long-term objective of one facility managed centrally in the district.

## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **Accomplishments 2008-2009**

- Implementation of an on-line auction process for the advertisement and disposal of surplus furniture and equipment. This reduced CMS cost expense incurred to execute auction sales by nearly 500% - 7.5% on average cost compared to 35% cost on average for physical auctions
- Increased profit gains on auction sales exponentially with some item to item profit gains increasing three fold.
- Implementation of secure disposal for electronic and audio visual equipment disposal for the district. Served to protect the organization from major student and employee identification theft and to position the district well relative to environmental/landfill liabilities.
- Relay out of food distribution area of Craig Avenue warehouse. Allowed for the separation of the receipt, stage, and putaway process from the order pick, stage, and ship process. Which made it feasible for the operation to replenish to pick prior to picking; make location bin transfer simultaneously in the system to the physical placement of inventory into bin positions.
- Negotiated cost rebate payback to the district for both letter and flat item mail units (presort) – 60% increase payback per flat piece mailed and 39% (rounded) increase payback for letters. (8 cent p/piece vs. 5 cent p/piece prior) (3.6 cent p/piece vs. 2.6 cent p/piece prior).
- CMS became one of the first organizations in the Charlotte region utilizing local mail stream setups for flat presort mail processing wherein delivery time for flat mailings are reduced.
- Implementation of the "Ascent" software package in mail processing. This is a mail center integration management program that allows for better management of school and departmental mailing accounts; rate shop cost assessments between mail service vendors and address cleansing.

#### **GRAPHIC PRODUCTIONS**

##### **Goals 2009-2010**

- 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 and enterprise funding practices
- The department will increase the level of services provided utilizing web-based submissions

##### **Objectives 2009-2010**

- 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 2008-09**

- Installed new hybrid wide format printing equipment which yields a 925% savings over comparable commercial rates. A three month period yielded more than 200 poster sized items. The equipment is eco friendly as the inks are bio based

## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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- Made portfolio presentations to principals at five learning communities creating greater exposure for the department
- Compiled a 100% customer satisfaction rating during the most recent survey period

#### **SAFETY**

##### **Goals 2009-2010**

- Formalize a Coordinated Safety Program of all Auxiliary Services Departments
- Continuously improve chemical management practices and chemical lab safety
- Reduce expenses in a systemic manner to meet budgetary reduction mandates
- Re-identify and train school based staff who respond during emergency situations

##### **Objectives 2009-2010**

- Develop a job safety orientation program for each identified Auxiliary Service function
- Conduct formal audits of chemical labs in all High Schools and develop action plans
- Develop algorithm assessing need at school locations requesting traffic control officers
- Design matrix identifying emergency responders and available resources for all facilities

##### **Accomplishments 2008-09**

- Developed the infrastructure for an All Hazards Plan on the Safety intranet website
- Implemented 2 web-based training modules for school staff on OSHA Compliance
- Partnership developed with the Academy of Certified Hazardous Materials Managers
- Properly lab packed and disposed of outdated chemicals at several high schools
- Certified over 300 school employees in CPR/AED/First-Aid
- In conjunction with Coordinated School Health provided AED's to all Title I Schools
- Held the 11th Annual Building Services Safety Conference, providing necessary training to comply with OSHA regulations and to improve safe work practices

#### **TRANSPORTATION**

##### **Goals 2009-2010**

- Successfully achieve transportation operations related support and services for the Strategic Plan 2010 objectives and goals for World Class Service
- 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 2009-2010**

- Improve on-time arrivals at schools for all students transported
- Utilize management tools and systems to minimize operating costs and maximize utilization of personnel and equipment resources
- Reduce overall number of bus stops and miles traveled compared to previous year
- Improve percent of preventable versus non-preventable accidents involving school buses
- Continue measures to support safe, timely and secure transportation for all students
- Decrease 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

## **OPERATIONS DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **Accomplishments 2008-09**

- Partnered with CMS Human Resources and NC Department of Motor Vehicles to develop and implement an action plan to hire and maintain a full compliment of bus drivers throughout the school year
- Utilized the business call management and voice recording systems to assist in improvement of customer service
- Utilized route optimization and transportation registration process to effectively and efficiently utilize resources, both equipment and personnel, for opening of schools
- Completed implementation of GPS units on all yellow and activity buses, service trucks and fuel trucks
- Utilized GPS system data to assist in more accurately aligning compensation for actual time worked, reduce personnel overtime, reduce vehicle idling time and more effectively respond to customer concerns regarding the status of bus timeliness and service levels
- Acquired grant funding to support continual efforts to improve the air quality in Mecklenburg County

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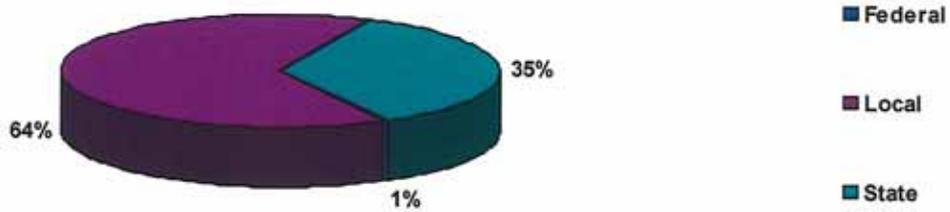
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CHIEF OPERATING OFFICER DIVISION**

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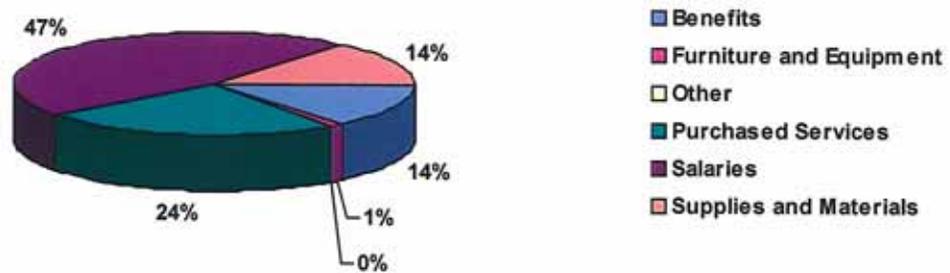
<b>Expenditures</b>	<b>FY 2009-10 Proposed Budget</b>	<b>FY 2008-09 Adopted Budget</b>	<b>FY 2007-08 Actual Expenditures</b>	<b>FY 2006-07 Actual Expenditures</b>
Salaries	\$ 93,066,014	\$ 98,245,889	\$ 94,053,351	\$ 86,654,465
Benefits	28,051,882	28,324,700	26,930,575	23,783,687
Purchased Services	49,086,271	54,340,419	56,647,323	55,188,045
Supplies and Materials	28,143,746	32,954,578	42,532,631	33,423,532
Furniture and Equipment	2,119,825	6,338,570	6,857,297	10,036,274
Other	-	-	-	-
	<u>\$ 200,467,738</u>	<u>\$ 220,204,156</u>	<u>\$ 227,021,177</u>	<u>\$ 209,086,003</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CHIEF OPERATING OFFICER DIVISION**

### Sources



### Uses



## CHIEF OPERATING OFFICER

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**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 and Technology.

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### BUDGET ACCOUNTABILITY:

Hugh Hattabaugh  
Chief Operating Officer

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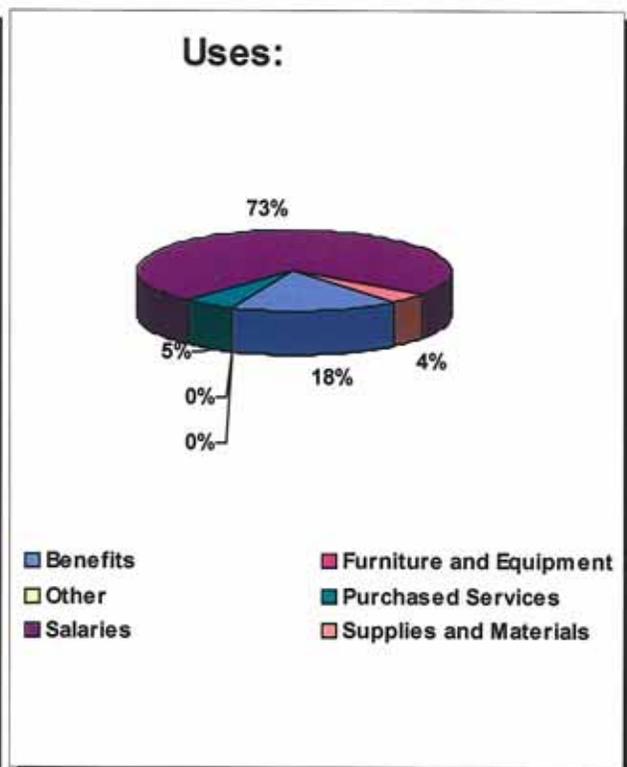
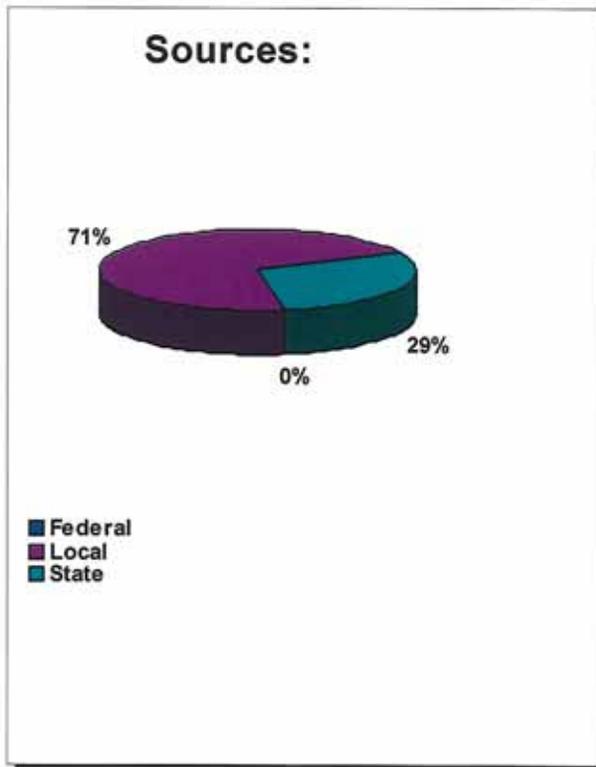
### SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 1,973
Bonus Programs - eliminated chief operating officer performance bonus	\$ (24,004)
Central Office Reductions- -Chief Operating Officer budgeted salary adjustment	(44,544)
<b>Purchased Services</b>	
Redirected funds from purchased services to supplies and materials	(3,000)
<b>Supplies and Materials</b>	
Redirected funds to supplies and materials from purchased services	3,000

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CHIEF OPERATING OFFICER**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 300,066	\$ 359,374	\$ 321,055	\$ 313,570
Benefits	72,355	79,982	55,970	49,306
Purchased Services	21,195	24,195	7,725	29,269
Supplies and Materials	16,692	13,692	6,774	2,632
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 410,308</u>	<u>\$ 477,243</u>	<u>\$ 391,524</u>	<u>\$ 394,777</u>



**TECHNOLOGY SERVICES**

**Description:** Technology Services provides administrative computer application support (Finance, HR, Payroll and Purchasing), student information system support (NCWise, IIS, ALDI, Choice, SPARTA), instructional technology services (planning, project management, installations, training), telecommunications support (cabling infrastructure, telephone services, workstation services, network services, internet/intranet services, and video systems), data center (mainframe, server, and network) operations, helpdesk services for the district, and technology project management services.

**BUDGET ACCOUNTABILITY:**

Susan Johnson  
Chief Information Officer

**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

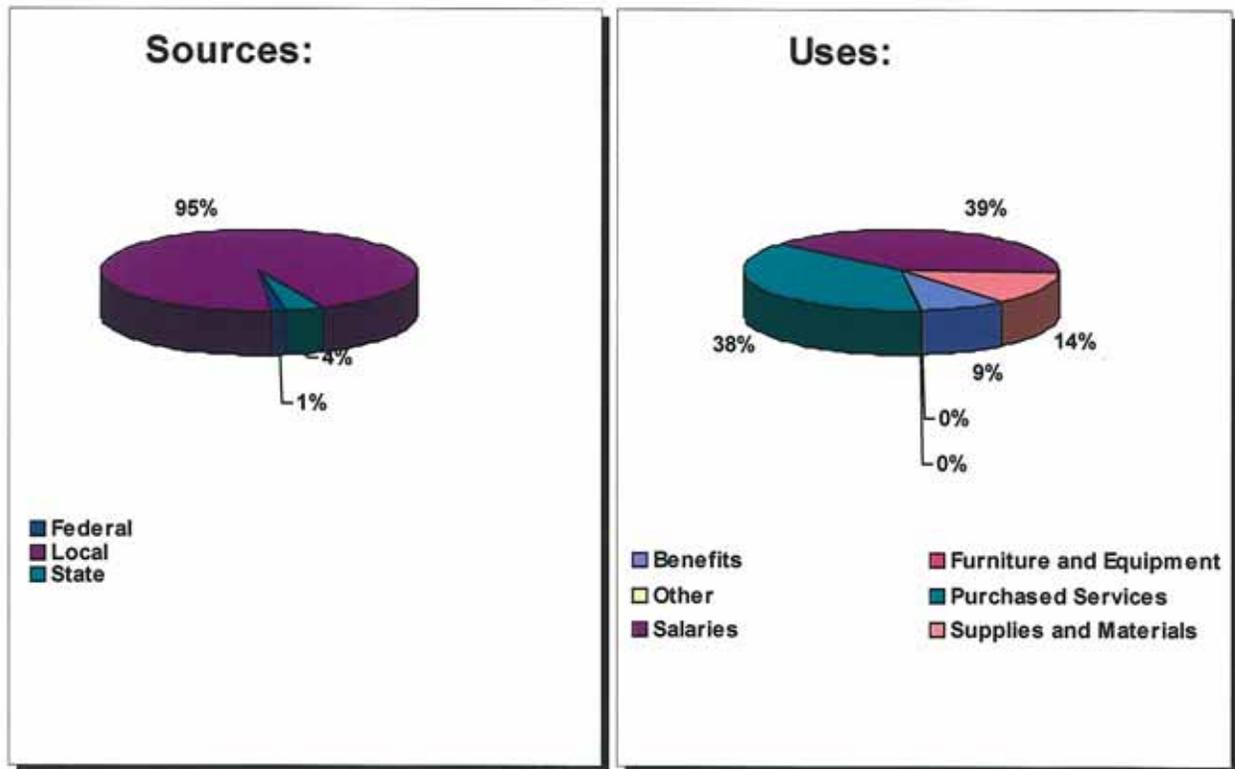
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 53,972
Redirected Data Manager position from PreK-12 Instructional Support	109,805
Redirected funds for secretary position to Planning and Project Management	(44,605)
Other Local Adjustment - Performance Management grant	(77,966)
Performance Management - adjust district match for Dell/Broad grant	78,376
Central Office Reduction - eliminated telephone services coordinator, computer technician, half-time help desk coordinator, two systems analyst, senior network engineer, programmer analyst and a senior programmer analyst position	(560,286)
Dental Insurance - implementation of employee contribution	(11,922)
<b>Purchased Services</b>	
Redirection of funds from supplies and materials	50,000
Other Local Adjustment - Performance Management grant	(1,072,168)
Enrollment growth - telephone allotments	446
New Schools - maintenance and repairs of WAN lines, wireless Aps, telephones, cabling computers, servers and network electronics	76,200
Central Office Reduction - contracted services, printing, telephone expenses and workshops	(150,400)
Other Local Adjustment - Performance Management grant	
Federal Adjustment - Performance Management Grant	417,107
Performance Management - SharePoint user licenses	361,578
Central Office Reduction - supplies and computer equipment	(100,749)
Redirection of funds to purchased services	(50,000)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**TECHNOLOGY SERVICES**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 6,467,968	\$ 6,867,387	\$ 5,370,671	\$ 4,933,959
Benefits	1,495,797	1,549,004	1,200,842	1,050,369
Purchased Services	6,437,505	7,533,427	6,700,620	7,276,088
Supplies and Materials	2,299,311	1,671,375	2,758,329	1,974,802
Furniture and Equipment	41,364	41,364	2,072,514	272,181
Other	-	-	-	-
	<u>\$ 16,741,945</u>	<u>\$ 17,662,557</u>	<u>\$ 18,102,976</u>	<u>\$ 15,507,399</u>

Note: Due to departmental reorganization, the 2007-08 Adopted Budget and historical expenditures may differ from prior presentations.



**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:**

Maurice Ambler  
Chief Human Resource Officer

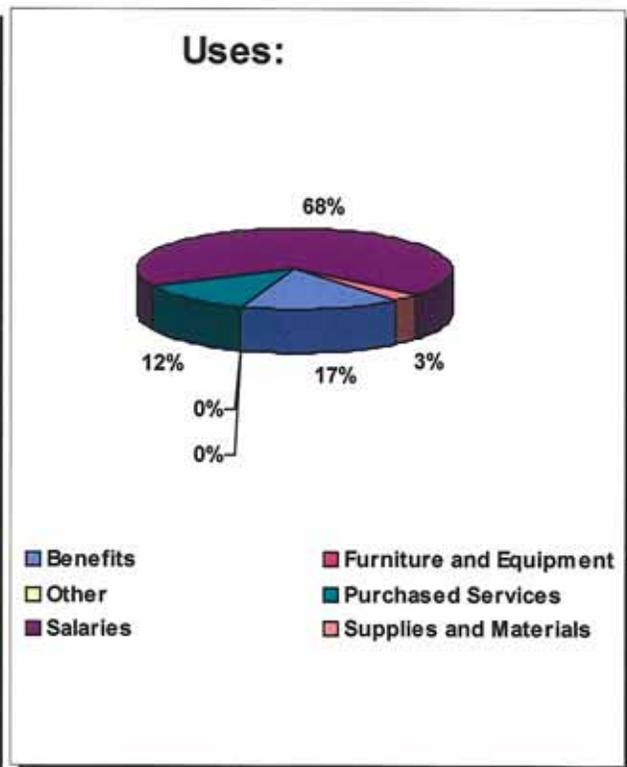
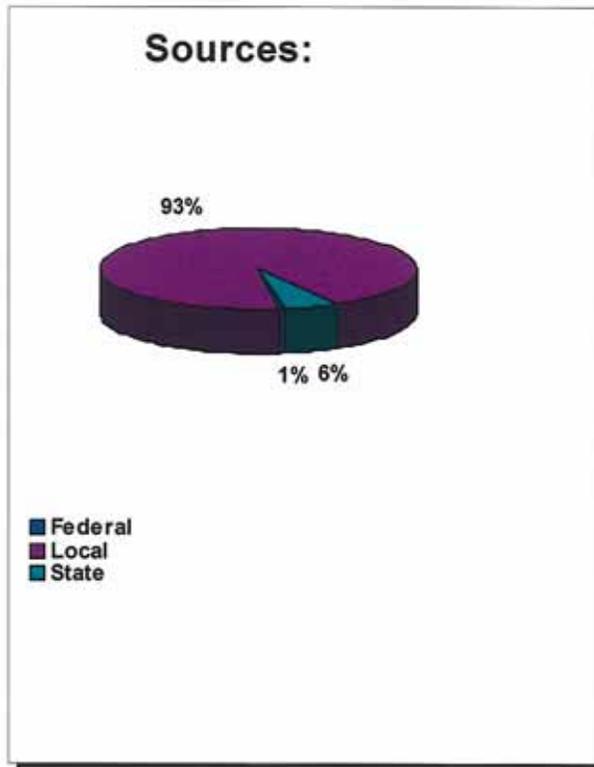
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 55,409
Redirected funds for training and quality coordinator and five customer service reps from communications and finance departments	279,255
Additional position - compensation and benefits specialist	86,455
Redirected funds for overtime for information lines	16,486
Central Office Reductions - eliminated two directors, two executive directors, three secretaries, part-time dispatcher, part-time employee program technician, part-time recruiter, college relations manager, specialist, and two recruitment coordinator positions; added a director, two executive directors, and technician position	(489,323)
Bonus Program - reduced North Carolina Teaching Fellows signing bonuses	(17,369)
Bonus Program - eliminated human resources performance bonus	(231,580)
Dental Insurance - implementation of employee contribution	(12,111)
<b>Purchased Services</b>	
Central Office Reductions - eliminated funding for job fair	(82,000)
Redirected funds for contracted temps for information lines from Opening of Schools budget	135,447
Funds redirected for contracted services	50,000
<b>Supplies and Materials</b>	
Reduction of fund balance appropriation for the purchase of software	(74,356)
Redirected funds for supplies for information lines from Opening of Schools budget	22,637

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

# HUMAN RESOURCES

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 5,669,082	\$ 5,887,416	\$ 5,122,766	\$ 4,206,131
Benefits	1,378,851	1,378,901	1,097,004	877,918
Purchased Services	1,028,031	924,584	1,748,588	1,363,288
Supplies and Materials	224,030	275,749	427,362	474,162
Furniture and Equipment	-	-	25	-
Other	-	-	-	-
	<u>\$ 8,299,994</u>	<u>\$ 8,466,650</u>	<u>\$ 8,395,745</u>	<u>\$ 6,921,499</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SCHOOL LAW ENFORCEMENT**

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**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. In addition, the School Law Enforcement Department supervises installation of new alarm systems and CCTV.

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**BUDGET ACCOUNTABILITY:**  
 Bud Cesena  
 Director of School Law Enforcement

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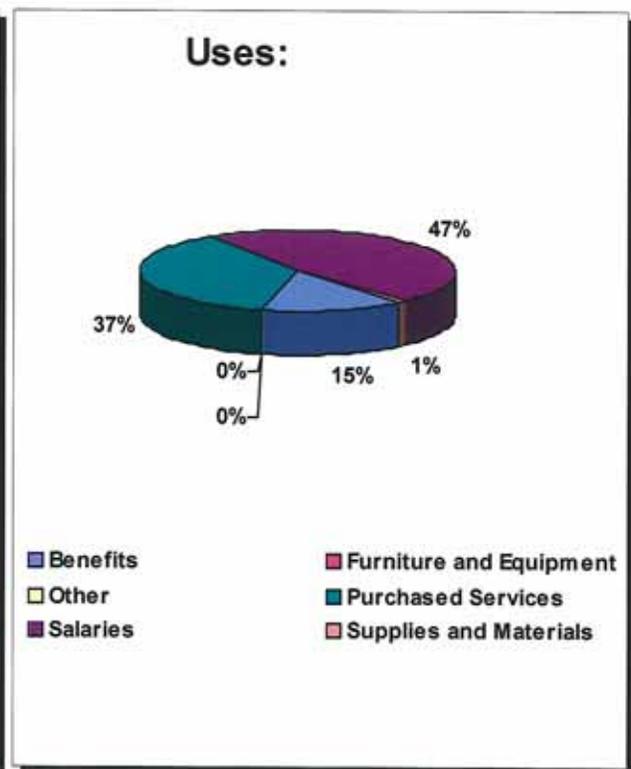
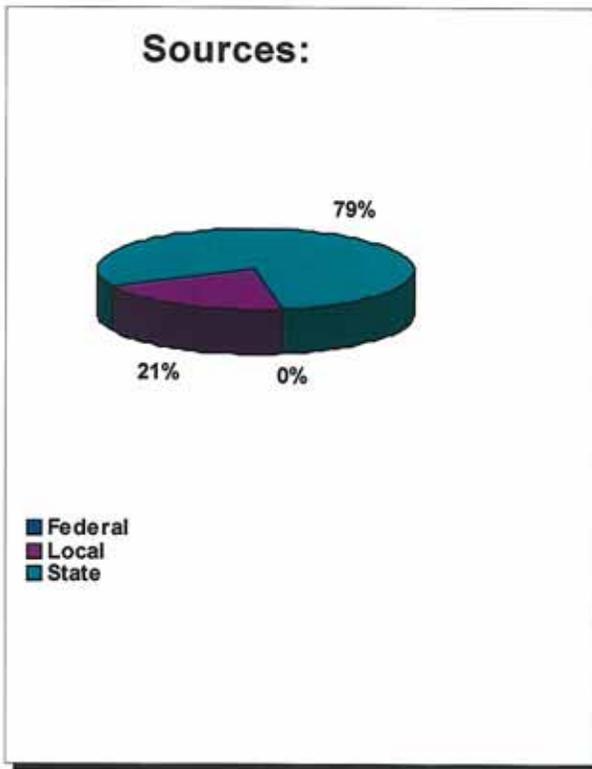
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 56,083
Redirected 158 campus security positions from Alternative Education department	5,178,793
Redirected funds for overtime from Alternative Education and Athletic departments	199,690
New Schools - added two campus security associates for new middle schools	65,655
Campus Security Associates - eliminated 58 campus security positions	(1,920,321)
Dental Insurance - implementation of employee contribution	(15,059)
<b>Purchased Services</b>	
Redirection of funds for contracted services	47,990
Redirected funding for mileage from Alternative Education department	12,000
Central Office Reductions - reduced SRO contract	(121,838)
<b>Supplies and Materials</b>	
Redirection of funds for Fuel Man from Alternative Education department	4,500

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SCHOOL LAW ENFORCEMENT**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 3,834,945	\$ 1,158,750	\$ 1,050,143	\$ 897,418
Benefits	1,201,473	284,789	251,714	202,030
Purchased Services	3,002,359	3,068,420	2,909,707	2,626,477
Supplies and Materials	91,043	86,543	134,739	143,825
Furniture and Equipment	-	-	81,285	145,063
Other	-	-	-	-
	<u>\$ 8,129,820</u>	<u>\$ 4,598,502</u>	<u>\$ 4,427,588</u>	<u>\$ 4,014,813</u>



**ATHLETICS**

**Description:** The Department of Athletics provides support through administrative and technical assistance in interscholastic athletics for 32 middle schools, 18 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: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 8,074
Redirected funds for CSA overtime to School Law Enforcement department	(54,420)
New Schools - stipends for new middle schools	40,289
<b>Purchased Services</b>	
New Schools - contracted services and liability insurance for new middle schools	35,410
Redirection of funds for graduation cost increases	27,088
<b>Supplies and Materials</b>	
New Schools - supplies and equipment for new middle schools	14,746

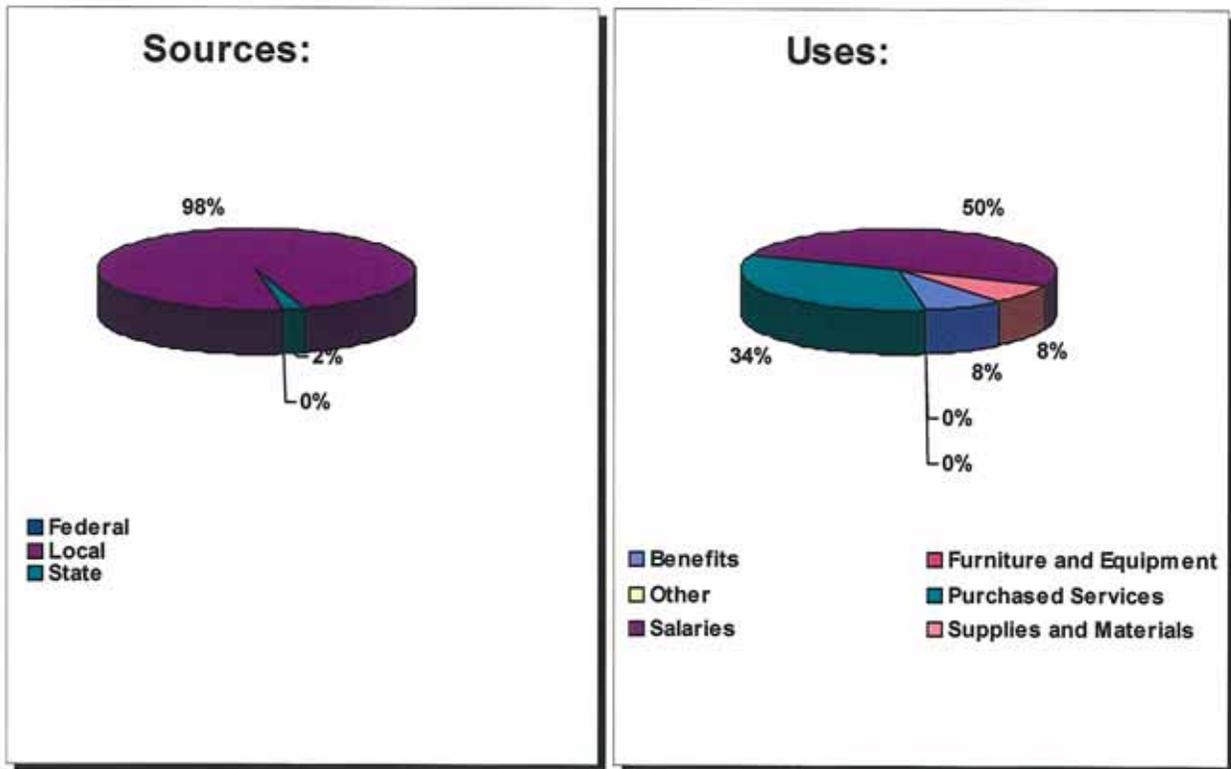
Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**ATHLETICS**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 2,394,801	\$ 2,406,236	\$ 2,028,380	\$ 1,986,915
Benefits	396,519	390,501	322,801	299,813
Purchased Services	1,606,572	1,544,074	1,656,394	1,381,881
Supplies and Materials	390,030	377,772	44,482	34,426
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 4,787,922</u>	<u>\$ 4,718,583</u>	<u>\$ 4,052,057</u>	<u>\$ 3,703,035</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: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 82,534
Redirected 158 campus security positions to School Law Enforcement department	(5,178,793)
Redirected funds for overtime to School Law Enforcement department	(145,270)
Central Office Reduction - eliminated alternative learning liaison and teacher asst. position as well as staff development stipends	(142,805)
Redirected funds for case manager position from supplies	37,969
Redirected funds for secretary position	42,489
Dental Insurance - implementation of employee contribution	(9,959)
Federal Adjustment - Drug Free Schools grant	169,131
<b>Purchased Services</b>	
Redirected funding for mileage and fuel to School Law Enforcement department	(16,500)
Central Office Reduction - mileage and contracted services	(16,863)
Federal Adjustment - Drug Free Schools grant	139,078
<b>Supplies and Materials</b>	
Redirected funds to salaries and benefits from supplies	(37,969)
Federal Adjustment - Drug Free Schools grant	34,367
Central Office Reduction - supplies and software	(19,766)

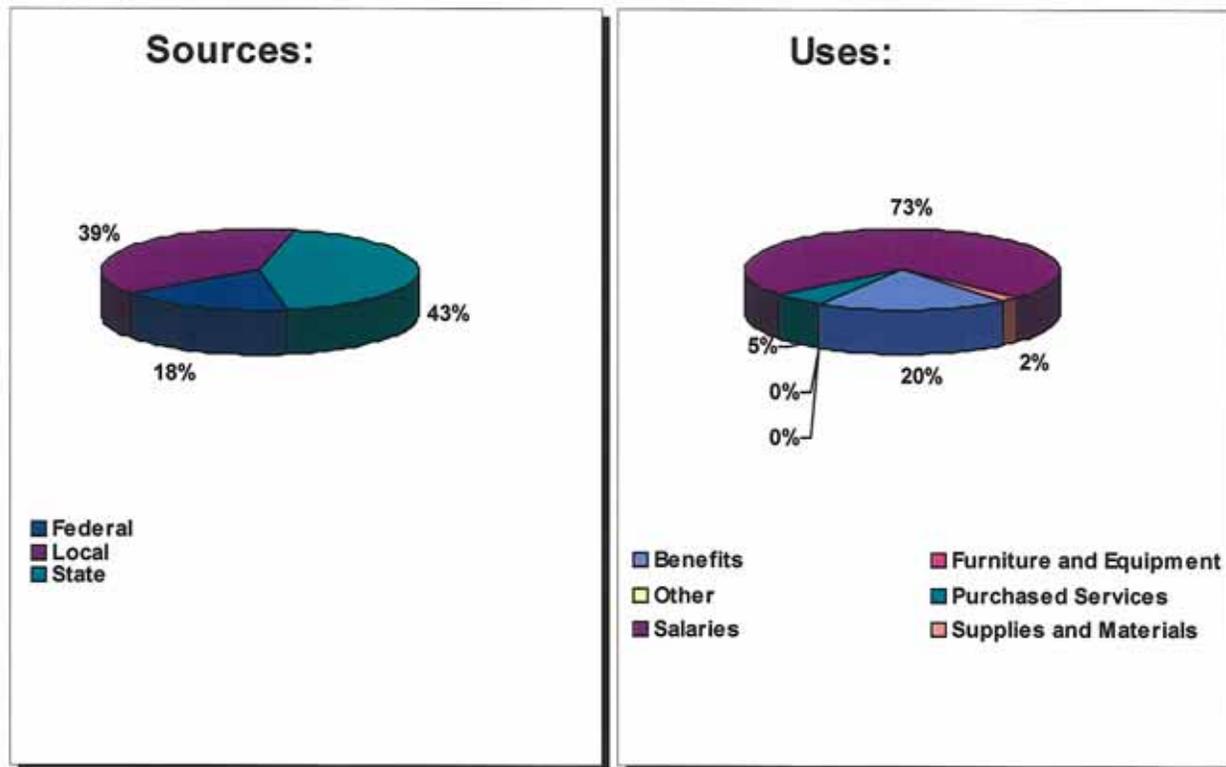
Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

## ALTERNATIVE EDUCATION AND SAFE SCHOOLS

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 3,508,673	\$ 7,475,069	\$ 9,224,992	\$ 9,471,748
Benefits	964,776	2,256,630	2,428,429	1,699,567
Purchased Services	248,554	142,639	454,575	257,563
Supplies and Materials	97,928	129,404	274,640	199,194
Furniture and Equipment	357	357	(2,253)	-
Other	-	-	-	-
	<u>\$ 4,820,288</u>	<u>\$ 10,004,099</u>	<u>\$ 12,380,383</u>	<u>\$ 11,628,072</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 .

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



**PLANNING AND PROJECT MANAGEMENT**

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**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 our progress toward the organization's goals (Strategic Plan 2010) as well as creating a strategic plan for 2014. The facilities planning and real estate effort includes our ten year facilities needs assessment, capital budget planning, real estate acquisition, 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.

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**BUDGET ACCOUNTABILITY:**

Michael Raible  
 Executive Director of Planning and Project Management

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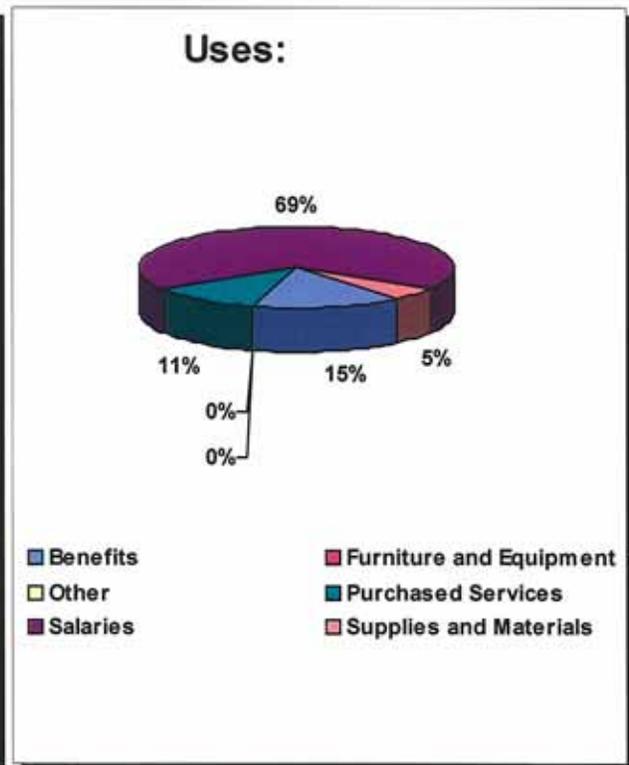
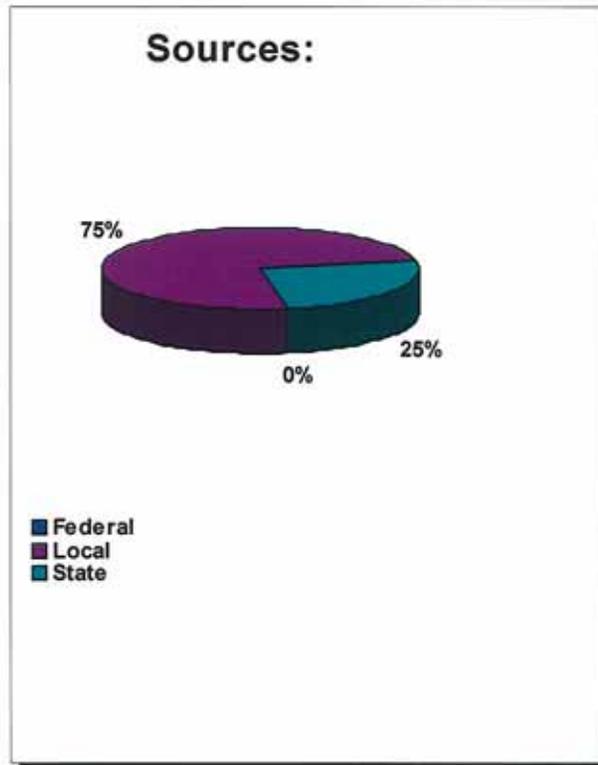
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 2,259
Redirected funds for executive director, real estate coordinator, executive coordinator, and an administrative assistant position from Building Services	357,687
Redirected funds for planning specialist position	68,813
Central Office Reductions - eliminate executive coordinator position	(88,359)
<b>Purchased Services</b>	
Redirected funds for workshops, contracted services and mileage from Building Services	46,772
<b>Supplies and Materials</b>	
Redirected funds for supplies from Building Services	20,900

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PLANNING AND PROJECT MANAGEMENT**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 276,790	-	-	-
Benefits	63,130	-	-	-
Purchased Services	46,772	-	-	-
Supplies and Materials	20,900	-	-	-
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 407,592</b>	<b>-</b>	<b>-</b>	<b>-</b>



**PLANNING AND DEVELOPMENT SERVICES**

**Description:** Planning Services conducts both short and long range planning activities. Short-range projects include the development of Student Assignment Proposals, Magnet Schools recommendations and placement plans for special student populations. Long-range projects include the development of the district's Long-Range School Facilities Master Plan and Facilities Needs Assessments. Planning Services also prepares the ten-year enrollment projections for the district. 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; process requests for reassignment and transfer; facilitate appeals for student reassignment/transfer requests; manage student and tuition records for all out of county residents; and prepare the annual federal Impact Aid Report. The student attendance office prepares attendance reports as required by the state and assists in the management of the student information system, and also facilitates the opening of schools process.

**BUDGET ACCOUNTABILITY:**

Scott McCully  
 Executive Director of Planning, Student Placement and Records

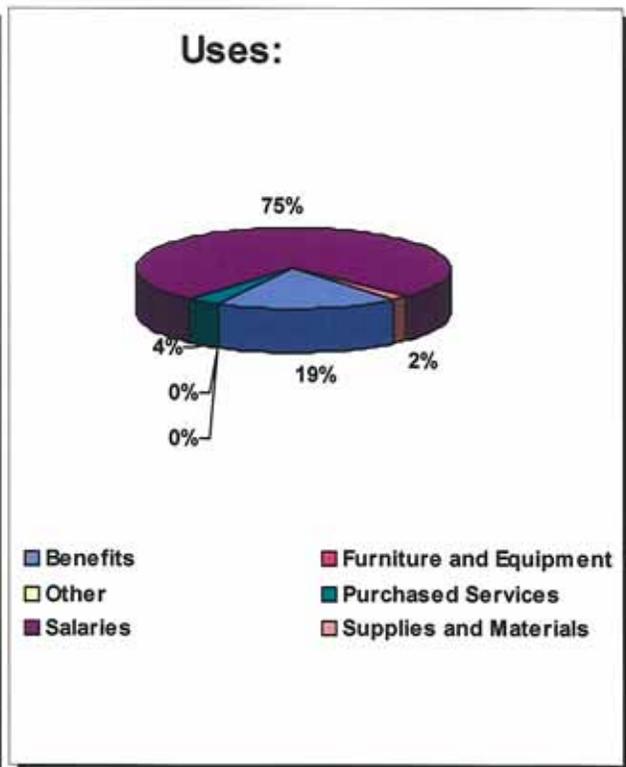
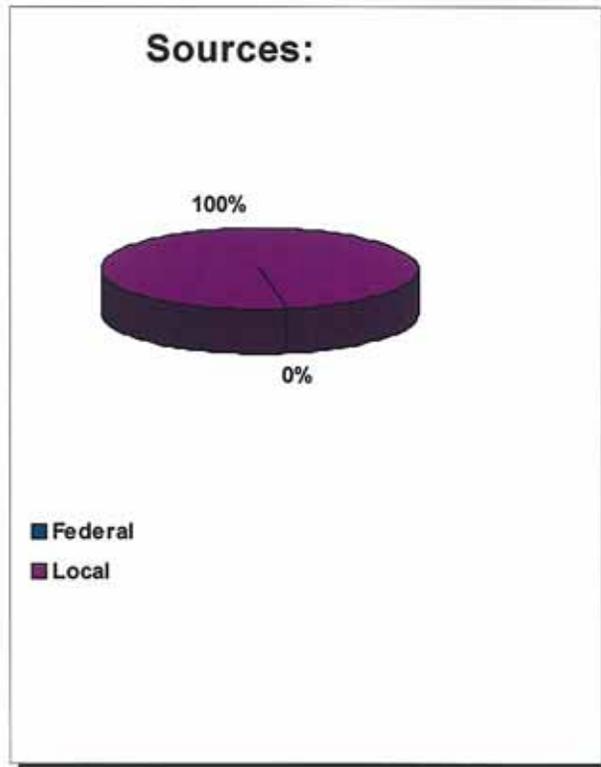
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 43,434
Central Office Reductions - eliminate two technician positions	(82,244)
<b>Purchased Services</b>	
Central Office Reductions - reduced contracted services	(13,039)
<b>Supplies and Materials</b>	
Central Office Reductions - reduced supplies	(17,515)
<b>Furniture and Equipment</b>	
Central Office Reductions - computer equipment	(8,360)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PLANNING AND DEVELOPMENT SERVICES**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 1,038,712	\$ 1,067,000	\$ 991,758	\$ 880,041
Benefits	260,112	261,127	233,332	204,218
Purchased Services	49,630	49,630	56,100	48,111
Supplies and Materials	23,520	23,520	35,364	41,119
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,371,974</u>	<u>\$ 1,401,277</u>	<u>\$ 1,316,554</u>	<u>\$ 1,173,489</u>



## ASSOCIATE SUPERINTENDENT FOR AUXILIARY SERVICES

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**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, Transportation and Planning and Student Placement Services.

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### BUDGET ACCOUNTABILITY:

Guy Chamberlain III  
Associate Superintendent for Auxiliary Services

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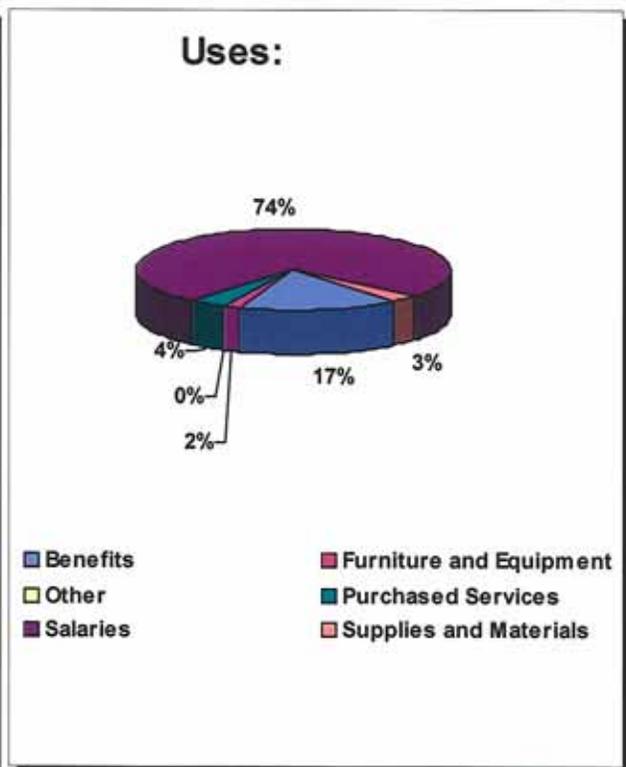
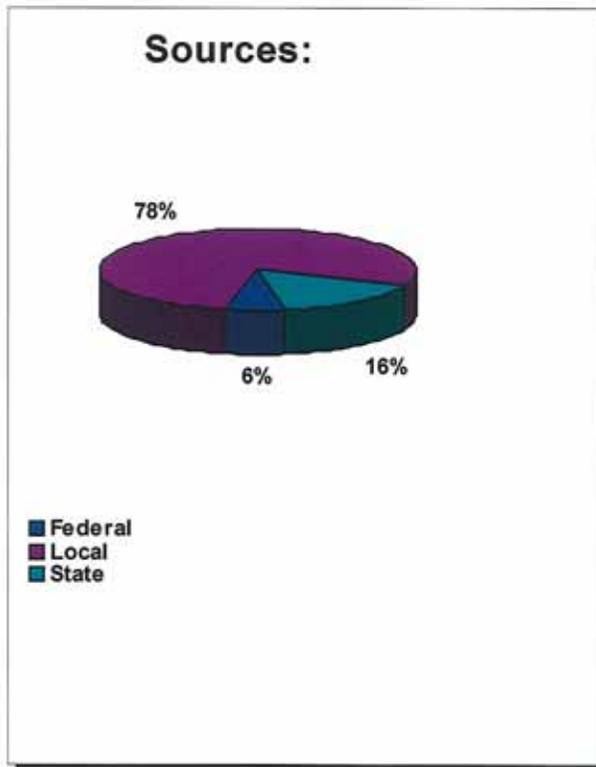
### SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 4,162
Redirected funds for director of architecture, coordinator, project manager and senior admin. secretary from Building Services department	315,994

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**ASSOCIATE SUPERINTENDENT FOR AUXILIARY SERVICES**

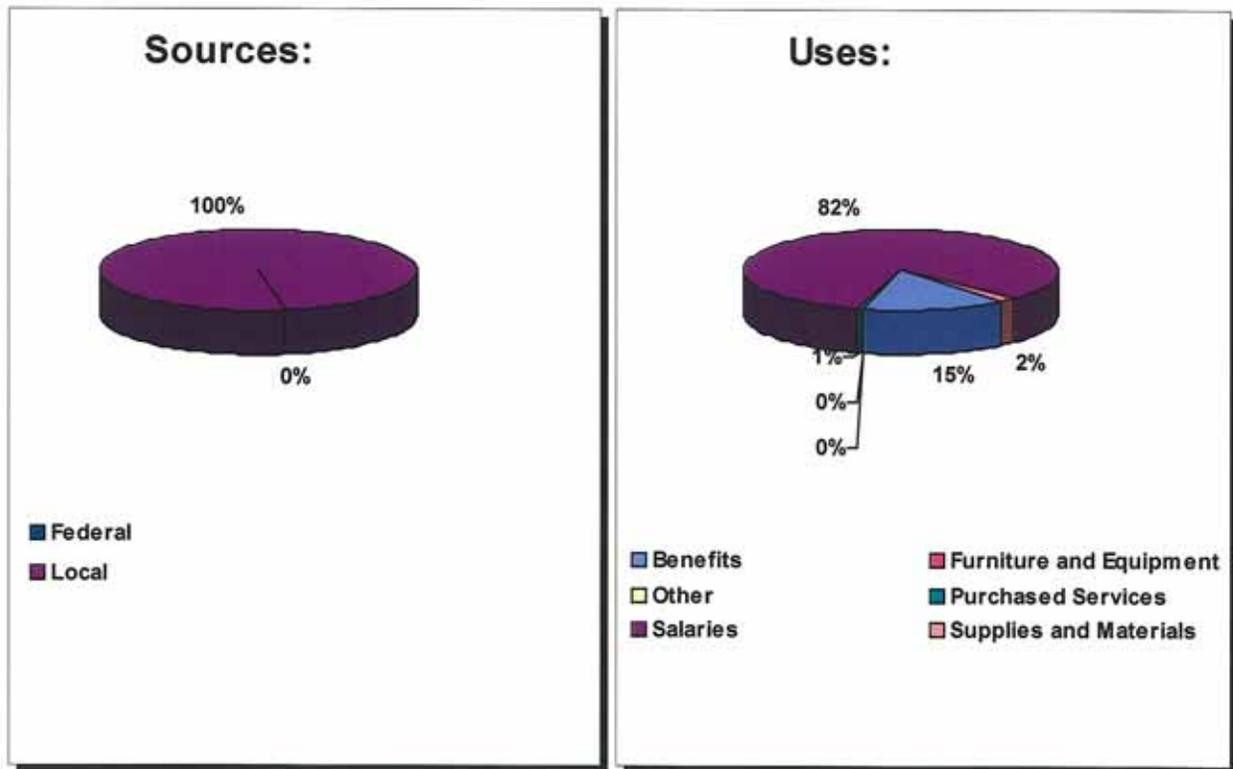
Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 550,051	\$ 292,390	\$ 192,038	\$ 181,941
Benefits	121,689	60,034	35,174	32,434
Purchased Services	27,449	27,449	6,387	121,572
Supplies and Materials	19,578	19,578	28,864	2,187
Furniture and Equipment	13,357	13,357	-	-
Other	-	-	-	-
	<u>\$ 732,124</u>	<u>\$ 412,808</u>	<u>\$ 262,463</u>	<u>\$ 338,134</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**COMMUNITY USE OF FACILITIES**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 446,272	\$ 446,272	\$ 551,421	\$ 732,462
Benefits	81,097	79,288	89,299	111,727
Purchased Services	2,710	5,710	5,815	4,562
Supplies and Materials	9,270	6,270	953	2,487
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 539,349</u>	<u>\$ 537,540</u>	<u>\$ 647,488</u>	<u>\$ 851,238</u>

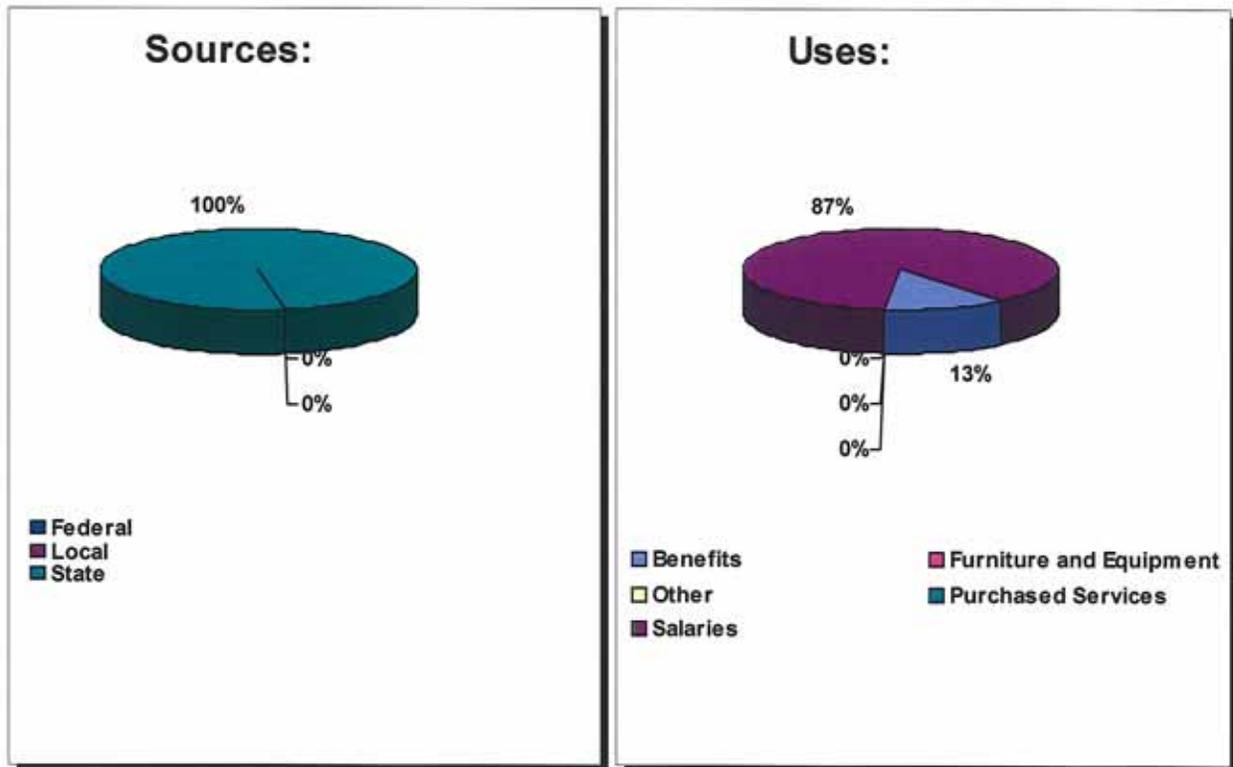
Note: Significant Benefit increases of \$1,809.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ENTERPRISE FUNDS PROGRAM SUPPORT**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 450,226	\$ 450,226	\$ 458,991	\$ 638,752
Benefits	66,589	66,589	107,707	121,075
Purchased Services	-	-	-	882
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 516,815</u>	<u>\$ 516,815</u>	<u>\$ 566,698</u>	<u>\$ 760,709</u>

Operating transfer to Child Nutrition Fund = \$516,815.



## 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: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 447,635
New Schools - 30 additional custodial and 25 maintenance positions	2,216,090
Redirected funds for executive director, real estate coordinator, executive coordinator, director of architecture, coordinator, project manager and two senior admin. secretaries to Planning and Project Management and Auxiliary Services departments	(654,765)
Building Maintenance - eliminated 54 custodial positions and 17 maintenance	(2,452,084)
Dental Insurance - implementation of employee contribution	(119,683)
<b>Purchased Services</b>	
New Schools - utilities	1,160,044
New Schools - purchased services	181,056
Redirected funds from purchased services to Planning and Project Management dept.	(46,772)
Reduction of fund balance appropriation for the movement and setup of mobile units	(2,055,373)
Four-Day Work Week - reduced utilities and contracted services	(167,000)
Utilities - implementation of energy conservation initiative	(2,209,632)
Building Maintenance - reduced contracted repairs and maintenance	(1,316,494)
<b>Supplies and Materials</b>	
Enrollment growth - custodial supplies and small tools	3,920
Redirected funds from purchased services to Planning and Project Management dept.	(46,772)
New Schools - supplies	20,400
Building Maintenance - reduced repair parts inventory	(368,122)
Four-Day Work Week - reduced fuel costs	(100,000)
<b>Furniture and Equipment</b>	
Reduction of fund balance appropriation for the purchase of mobile units	(4,110,745)

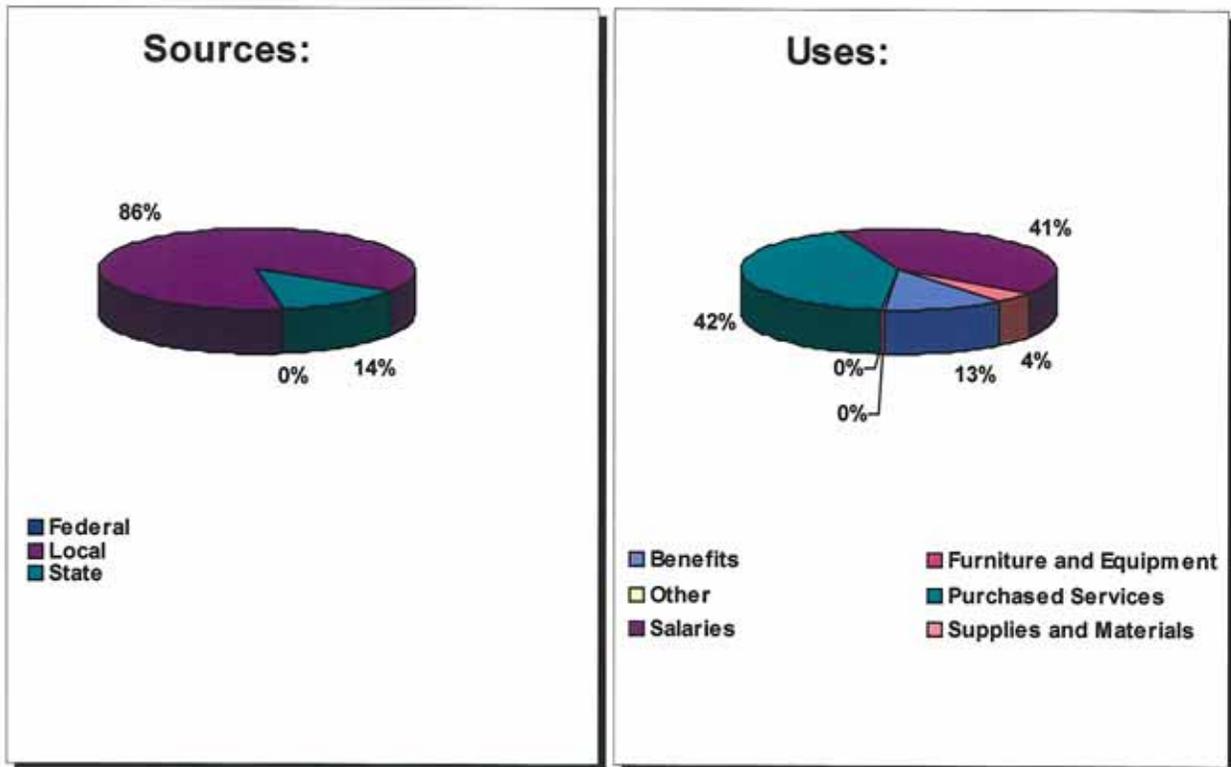
Note: Capital Replacement/Preventive Maintenance funding requested for 2009-10 is outlined in the Capital Replacement Budget on page 80 of the Executive Summary.

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**BUILDING SERVICES**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 32,687,452	\$ 33,389,719	\$ 33,721,080	\$ 29,910,225
Benefits	10,132,299	9,992,839	9,809,781	9,402,531
Purchased Services	33,924,775	38,378,946	39,920,704	38,478,154
Supplies and Materials	3,527,272	3,991,974	6,241,999	4,868,053
Furniture and Equipment	309,660	4,420,405	2,868,303	6,663,507
Other	-	-	-	-
	<u>\$ 80,581,458</u>	<u>\$ 90,173,883</u>	<u>\$ 92,561,867</u>	<u>\$ 89,322,470</u>

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



**INVENTORY MANAGEMENT/TEXTBOOKS**

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**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.

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**BUDGET ACCOUNTABILITY:**

Sandra Fish  
 Executive Director of Inventory Management and Distribution

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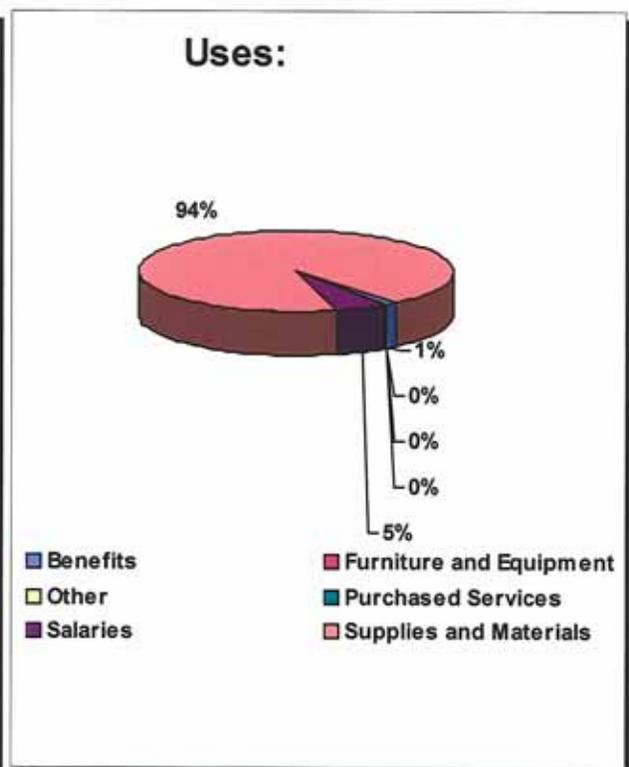
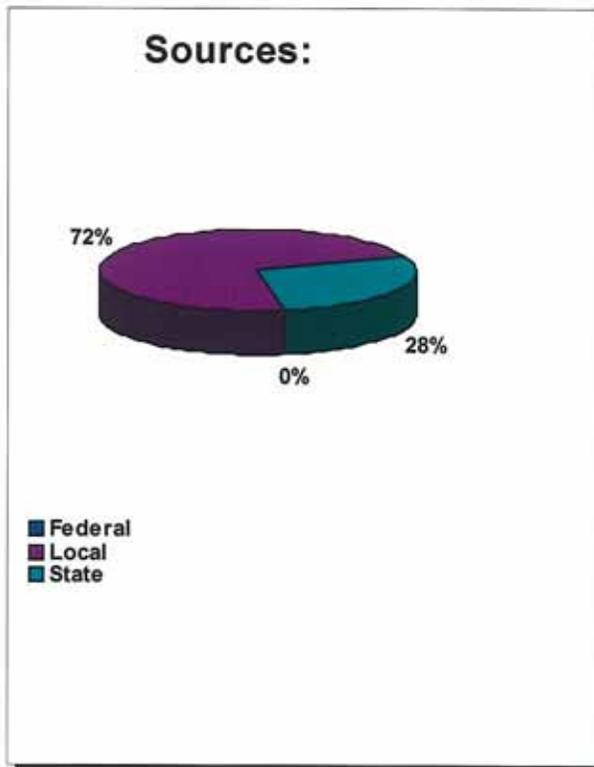
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 5,453
Dental Insurance - implementation of employee contribution	(1,320)
<b>Supplies and Materials</b>	
Textbooks - reduced funding for workbooks and decodable books	(2,677,587)
Enrollment Growth - Textbooks	35,351
State enrollment growth reduction for 2008-09 enrollment shortfall	(95,549)
Redirected funds for CTE textbooks to CTE department	(86,353)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**INVENTORY MANAGEMENT/TEXTBOOKS**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 511,155	\$ 511,155	\$ 312,990	\$ 296,721
Benefits	132,746	128,613	72,547	67,810
Purchased Services	16,427	16,427	4,547	6,866
Supplies and Materials	8,863,110	11,687,248	16,425,041	12,610,889
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 9,523,438</u>	<u>\$ 12,343,443</u>	<u>\$ 16,815,125</u>	<u>\$ 12,982,286</u>



## STORAGE AND DISTRIBUTION

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**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.

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### BUDGET ACCOUNTABILITY:

Kenneth Wilson  
Director of Storage and Distribution

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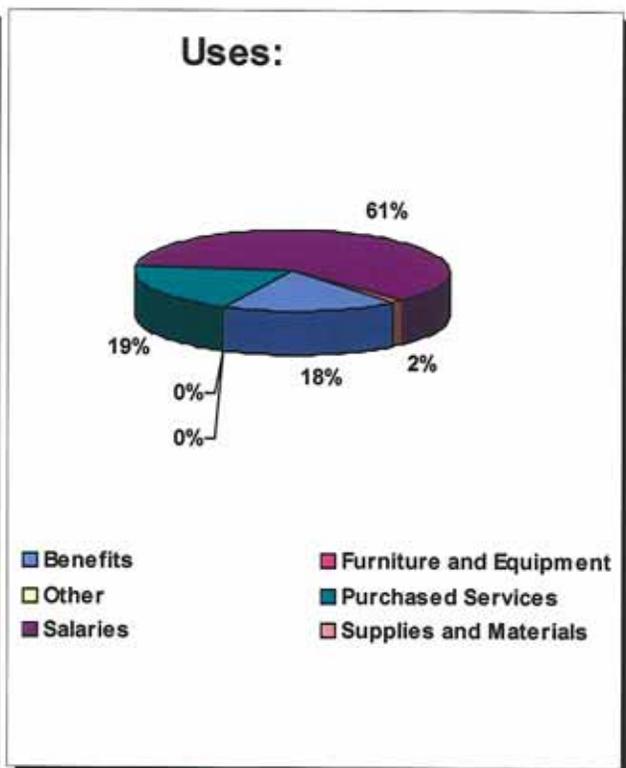
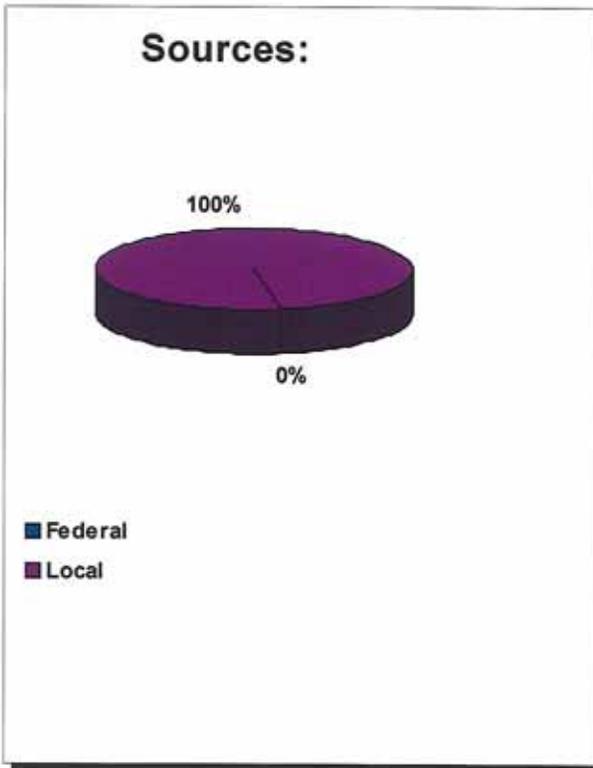
### SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET

<u>Description</u>	<u>Amount</u>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 21,120
Dental Insurance - implementation of employee contribution	(5,517)
Storage and Distributions - eliminated two warehouse workers, a delivery driver and an inventory systems technician	(144,512)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**STORAGE AND DISTRIBUTION**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 1,556,259	\$ 1,665,824	\$ 1,636,176	\$ 1,634,574
Benefits	464,287	483,631	473,661	449,233
Purchased Services	490,163	490,163	584,400	413,423
Supplies and Materials	38,507	38,507	72,411	32,932
Furniture and Equipment	-	-	(419)	19,956
Other	-	-	-	-
	<u>\$ 2,549,216</u>	<u>\$ 2,678,125</u>	<u>\$ 2,766,229</u>	<u>\$ 2,550,118</u>



**GRAPHIC PRODUCTION CENTER**

**Description:** The Graphic Production Center exists to provide support services related to the production of printed materials. By providing in-plant high-volume digital publishing, offset printing, electronic prepress, typesetting and design services, the department provides competitive advantage to the district.

**BUDGET ACCOUNTABILITY:**

Alvin B. Griffin  
 Director of Graphic Production

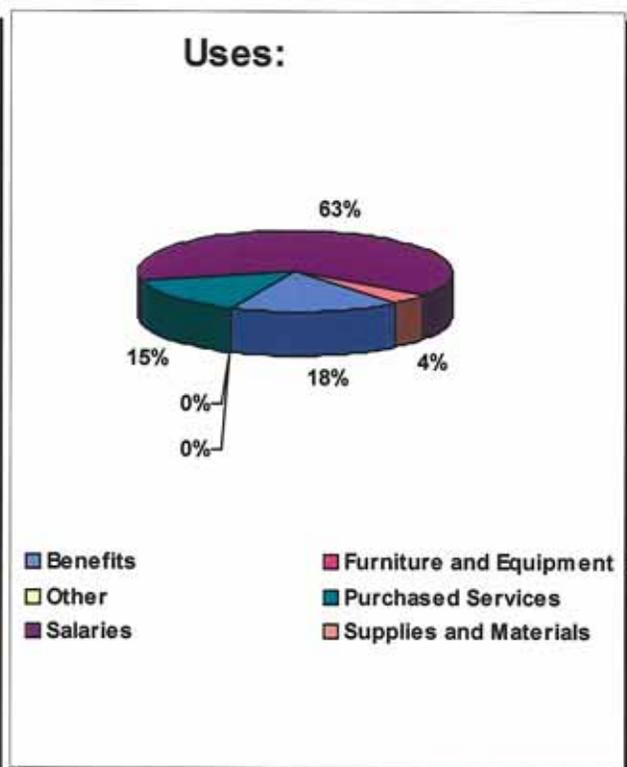
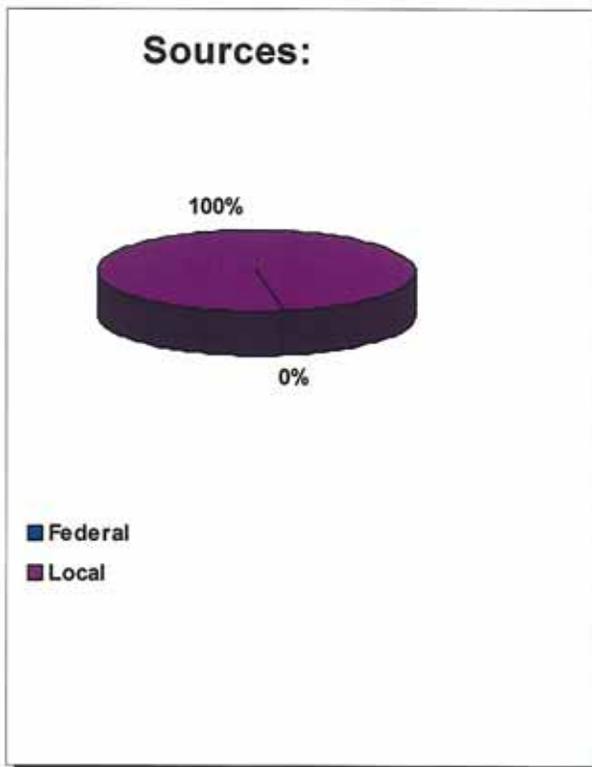
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 6,646
Dental Insurance - implementation of employee contribution	(1,679)
<b>Purchased Services</b>	
Graphic Productions - reduction of equipment lease costs	(50,000)
<b>Supplies and Materials</b>	
Graphic Productions - reduction of supply costs	(44,864)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**GRAPHIC PRODUCTION CENTER**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 546,926	\$ 546,926	\$ 529,247	\$ 502,399
Benefits	153,096	148,129	138,147	126,857
Purchased Services	126,325	176,353	324,142	951,967
Supplies and Materials	32,400	77,236	98,729	103,985
Furniture and Equipment	-	-	59,870	-
Other	-	-	-	-
	<b>\$ 858,747</b>	<b>\$ 948,644</b>	<b>\$ 1,150,135</b>	<b>\$ 1,685,208</b>



**SAFETY**

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**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.

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**BUDGET ACCOUNTABILITY:**

Kevin Earp  
 Director of Safety

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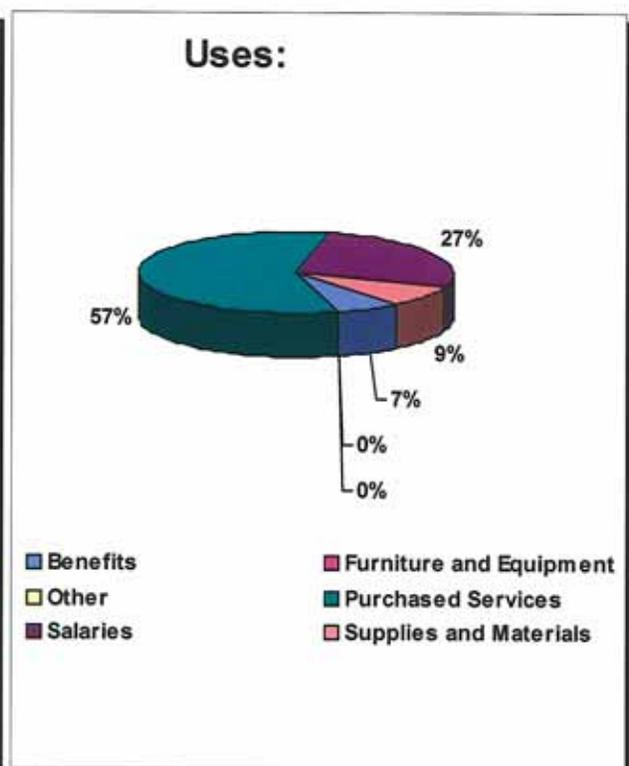
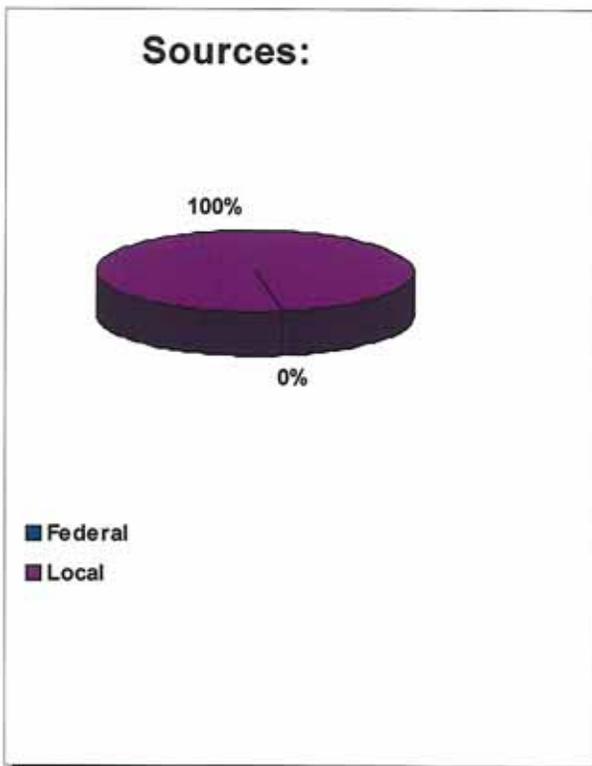
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 1,050
<b>Purchased Services</b>	
Central Office Reductions - contracted services for safety officers	(30,000)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**SAFETY**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 111,668	\$ 111,668	\$ 96,569	\$ 100,286
Benefits	27,266	26,456	22,299	22,585
Purchased Services	238,229	268,229	188,750	206,655
Supplies and Materials	35,481	35,481	33,823	32,020
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 412,644</b>	<b>\$ 441,834</b>	<b>\$ 341,441</b>	<b>\$ 361,546</b>



**TRANSPORTATION**

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

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**BUDGET ACCOUNTABILITY:**

Carol Stamper  
Executive Director of Transportation

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**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

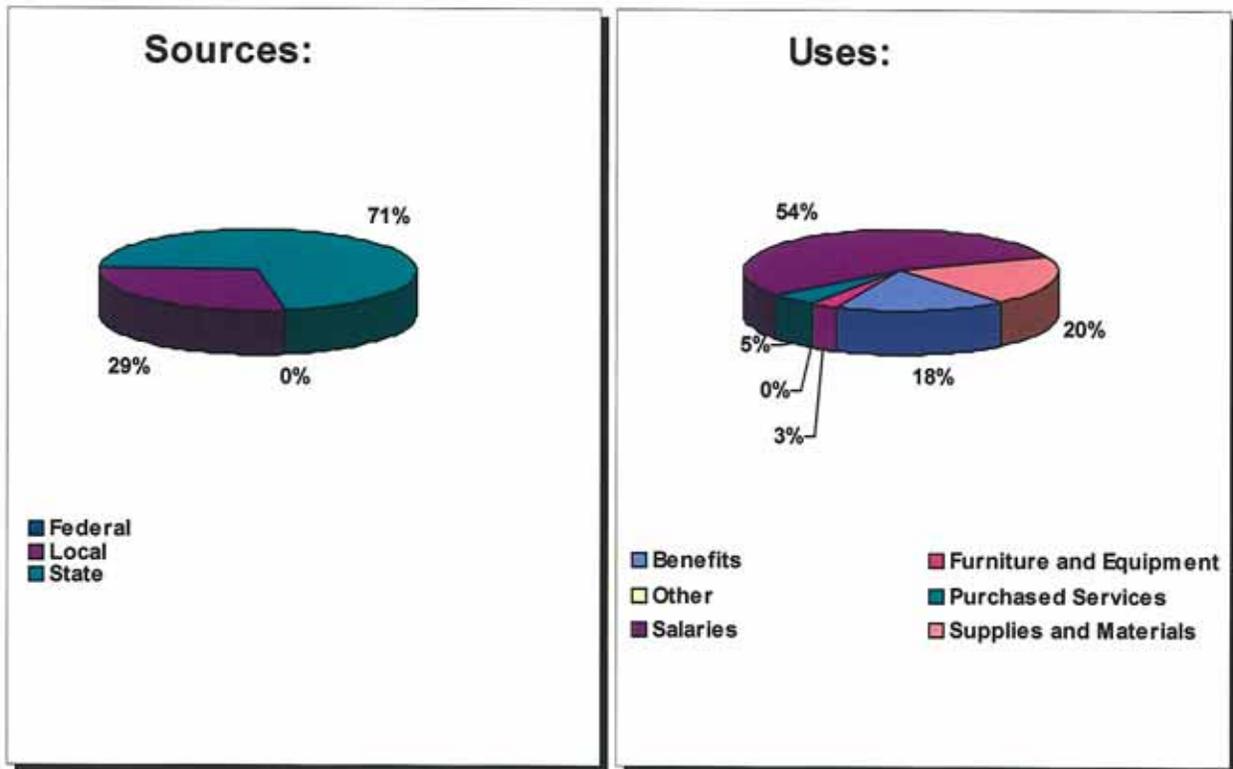
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 548,888
Dental Insurance - implementation of employee contribution	(181,043)
State allotment adjustment	(3,131,473)
Transportation Services - reduced funding for overtime	(235,685)
Bonus Program - eliminated bus driver safety bonus	(191,574)
<b>Purchased Services</b>	
State allotment adjustment	261,900
Transportation Services - reduced funding for contracted repairs and maintenance	(70,000)
<b>Supplies and Materials</b>	
State allotment adjustment	(804,436)
Transportation Services - reduced funding for fuel and inventory parts	(915,000)
Four-Day Work Week -	(14,000)
<b>Furniture and Equipment</b>	
Fund balance appropriation for 15 school buses and 4 activity buses	1,540,000
Reduction of fund balance appropriation for 25 buses	(1,648,000)
Transportation Services - reduced funding for transportation vehicles	(128,287)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**TRANSPORTATION**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 35,109,769	\$ 38,016,713	\$ 34,473,454	\$ 31,954,238
Benefits	11,436,319	11,528,688	10,914,669	9,366,027
Purchased Services	3,426,147	3,234,247	3,735,263	3,403,168
Supplies and Materials	12,844,704	14,898,001	15,993,603	12,935,245
Furniture and Equipment	1,755,087	1,863,087	1,777,972	2,935,567
Other	-	-	-	-
	<u>\$ 64,572,026</u>	<u>\$ 69,540,736</u>	<u>\$ 66,894,961</u>	<u>\$ 60,594,245</u>

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



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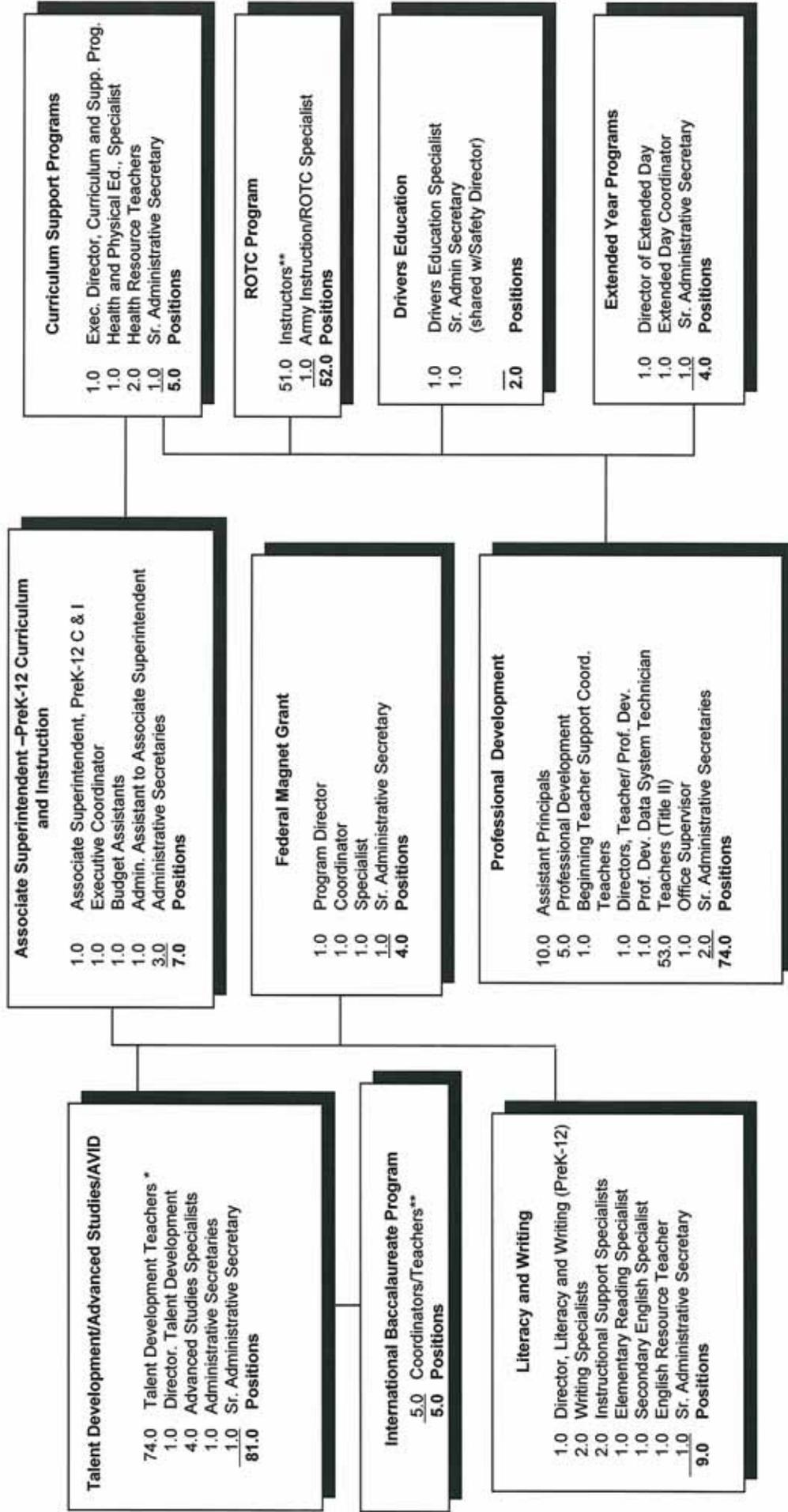
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## ACADEMIC SERVICES DIVISION

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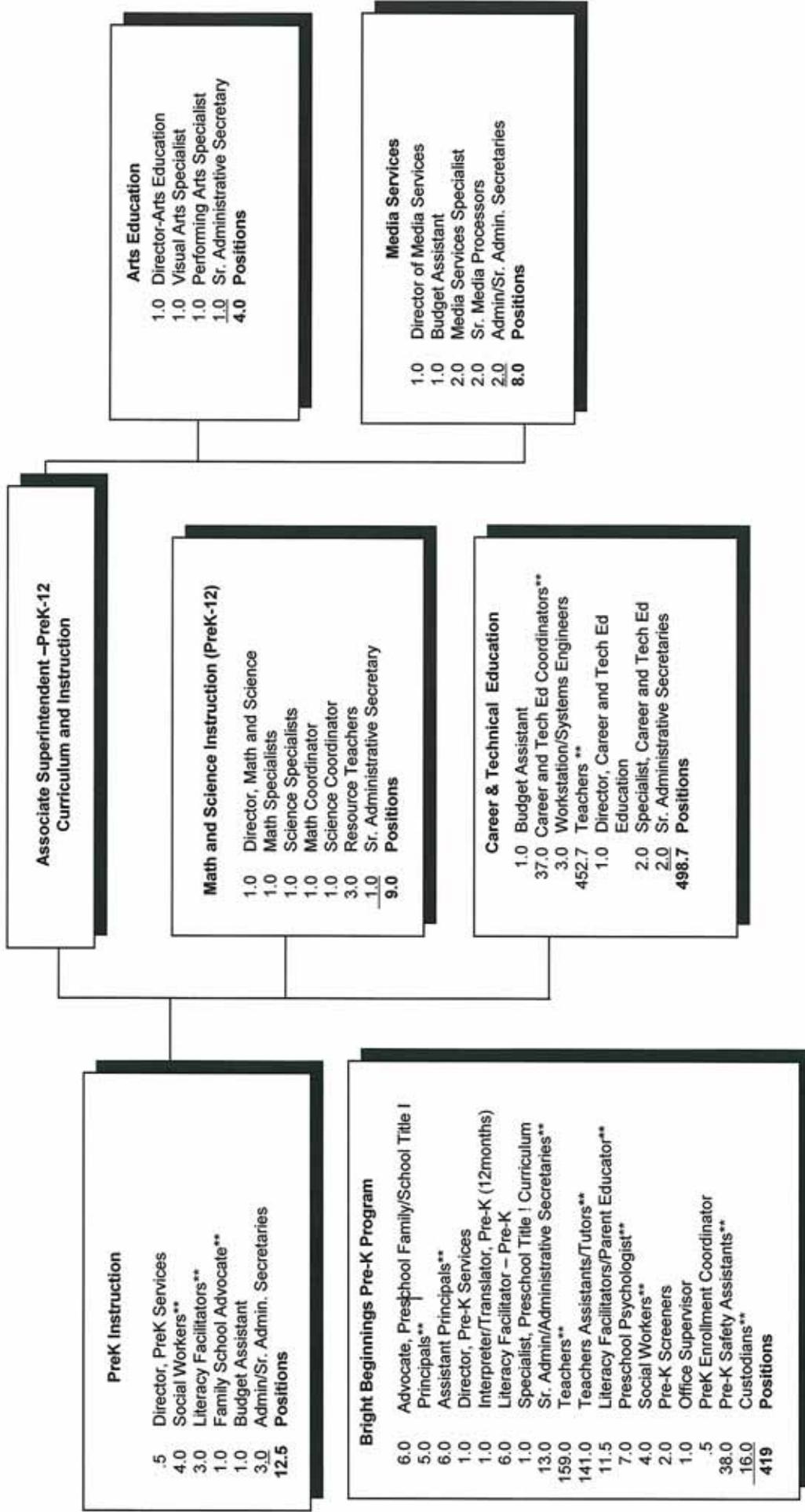
# Academic Services Division Page 1



NOTE: \*\* indicates school based personnel

This Organizational Chart represents the FY 2009-10 Proposed Budget

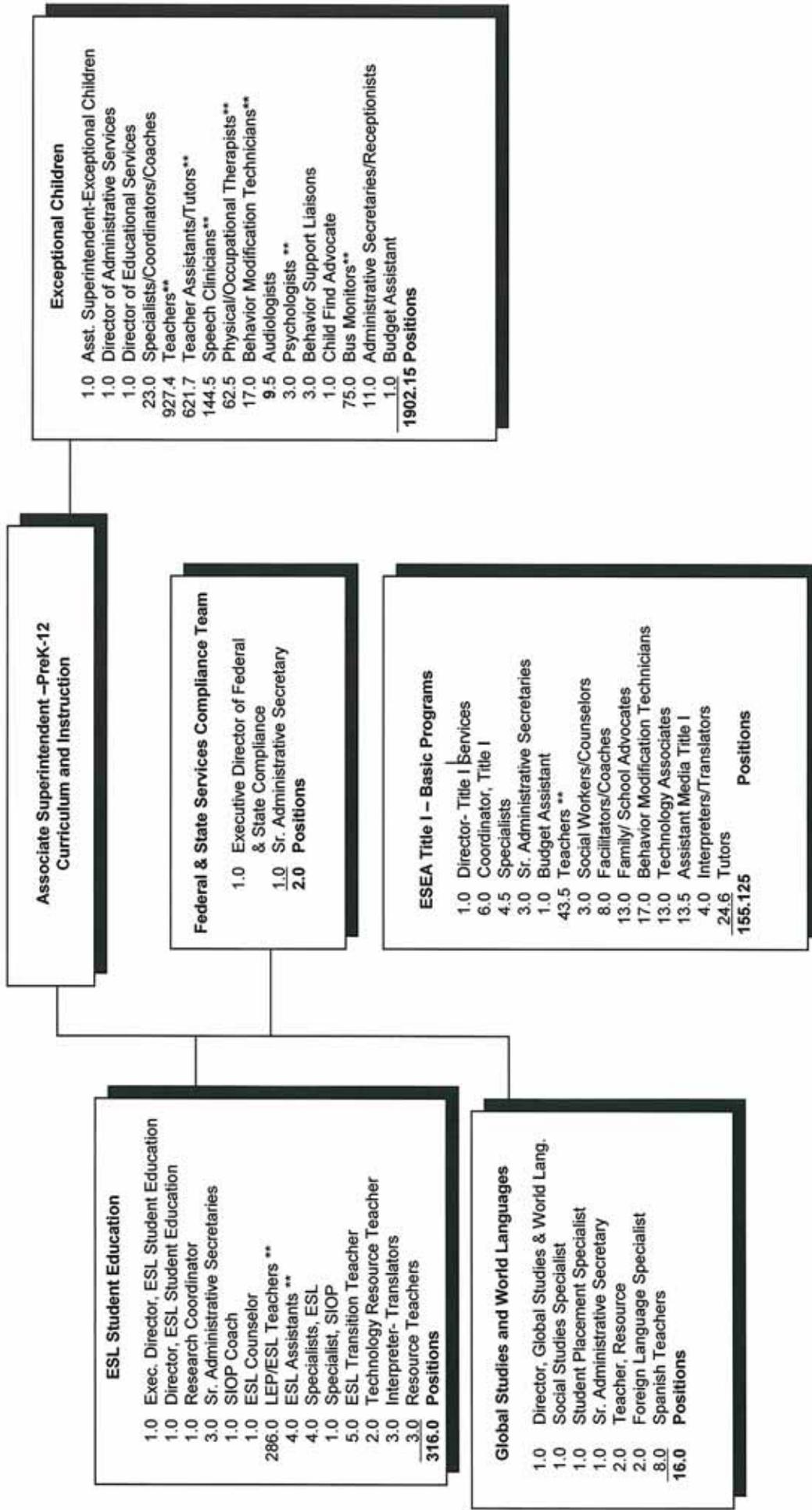
# Academic Services Division Page 2



NOTE: \*\* indicates school based personnel

This Organizational Chart represents the FY 2009-10 Proposed Budget

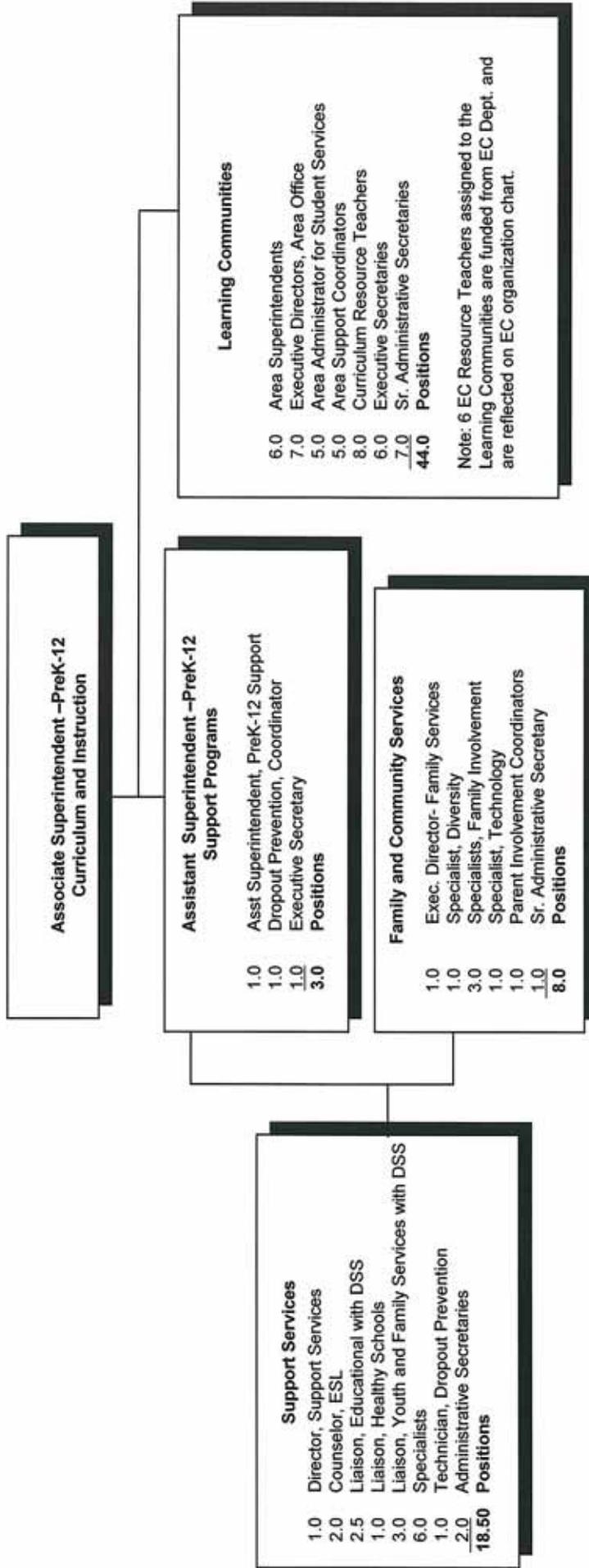
# Academic Services Division Page 3



NOTE: \*\* indicates school based personnel

This Organizational Chart represents the FY 2009-10 Proposed Budget

# Academic Services Division Page 4



NOTE: \*\* indicates school based personnel

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **TALENT DEVELOPMENT/ADVANCED STUDIES/AVID**

##### **Goals 2009-2010**

- Support the Learning Immersion/Talent Development Magnet schools to improve their overall programming and curriculum
- Increase the percentage of gifted and high ability students achieving above grade level ratings on EOG and EOC exams
- Increase collaboration within CMS, local universities and the community to ensure the needs of gifted and high ability learners are addressed
- Support AVID in the Learning Communities through differentiated professional development and support for articulation, growth, and AVID certification
- Revise Reach Further 2010 using the newly adapted state standards for gifted education
- Advocate for a stronger presence for gifted and high ability students in the Strategic Plan 2014
- Improve Advanced Placement and International Baccalaureate exam scores
- Improve collaboration with the Learning Community personnel to ensure consistent and effective strategies are being implemented for gifted and high ability learners

##### **Objectives 2009-2010**

- Provide additional training and resources to the Learning Immersion/Talent Development Magnet schools through the annual LITD Magnet Institute, LITD articulation meetings, and other year-round opportunities
- Maintain professional alliances for Advanced Placement and International Baccalaureate teachers.
- Improve the strategies and resources used with gifted and high ability students to provide further challenge and enrichment to the NCSCOS (reading, writing and math)
- Expand differentiated training of teachers, coordinators, administrators, and learning community leaders in the AVID program through the 5-day AVID Summer Institute as well as through ongoing opportunities throughout the school year
- Recruit volunteer tutors for the AVID elective classes; provide standards and guidance in training, supervision, and monitoring of AVID tutors
- Support the implementation of the International Baccalaureate Program (K-12)
- Expand the availability of our gifted students and college courses in order to provide a breadth of opportunities for students needing additional challenge and rigor beyond what high school courses can offer
- Support the implementation of the math/science component of the middle school Horizons program as well as the newly established Horizons direct feed to East Mecklenburg HS
- Provide professional development to school counselors in the social and emotional needs of our gifted learners

##### **Accomplishments 2008-2009**

- Provided training and support in differentiation strategies/activities for students at or above grade level in mathematics and reading grades 3-5
- Ensured a smooth transition of the Spectrum of the Arts program from Visual Arts department to the TD department
- Spearheaded the district initiative for a clear definition and professional development for Instructional Rigor
- Provided district-wide training on the Gifted Rating Scale and early identification of potentially gifted students
- Revised the portfolio process based on the quantitative and qualitative data received from teachers to ensure an effective implementation of the identification method

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Continued to support and assist teachers with the AP Authorization process, making sure that teachers and administrators understand and are committed to the process
- Facilitated several initiatives designed to increase the number of underserved gifted students in CMS (ArtsTeach – ArtsFusion, Frasier Fellows, PreK/TD/ESL initiative)
- Provided the opportunity for middle school honors students across the district and Horizons students (as well as professional development to teachers) to participate in the American Mathematics Competition 8, 10, and 12
- Provided extensive training to teachers and administrators K-12 throughout the district in programming and strategies: AVID, AP/IB (training institutes and professional alliances), AP Potential/PSAT data, SpringBoard, Magnet Summer Institute, Academic Facilitators, Elementary Catalyst teachers, etc...
- Enhanced community relations through several scheduled events including the AVID celebration and several Parent University classes
- Supported schools and established connections with local businesses and universities as CMS transitioned from paid to volunteer tutors
- Expanded middle school opportunities for Horizons students so that they could take additional courses through the virtual school program
- Offered support and recommendations to school sites in the field of Gifted education
- Built and refined AVID programs, supported data collection, monitored and supported AVID certification process

#### **LITERACY AND WRITING (PreK-12)**

##### **Goals 2009-2010**

- Students in grades 3-8 will make expected or high growth in Reading on the state ABCs
- Students in grade 10 will achieve at or above standard on the state writing assessment
- Students in grade 9 will achieve at or above standard on the state End-of-Course English I (EOC)
- Disparity based on race, ethnicity and socioeconomic status will be reduced in reading and writing
- Students will meet or exceed the national average on English/Language Arts (AP) Advanced Placement exams (combined scores)
- Students will meet or exceed the national average on nationally normed tests such as NAEP (National Assessment for Educational Progress) in reading and writing

##### **Objectives 2009-2010**

- Increase the number of students in grades 3-8 making expected or high growth in reading.
- Increase the number of 10 grade students achieving at or above standard on the state writing assessment.
- Increase the number of students achieving at or above standard on the English I EOC.
- Reduce the disparity based on race, ethnicity and socioeconomic status
- Increase the number of students making combined scores that exceed the national average on AP exams in English.
- Increase the number of students scoring at or above national average on NAEP in reading and writing.

##### **Accomplishments 2008-2009**

- Provided guidance and facilitation of the 2009-2010 Spelling Bee that resulted in the second consecutive year of having a Regional Spelling Bee winner.

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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- Partnered with the community and all schools through the Big Read initiative to encourage reading and discussion around a central theme and book for both students and parents.
- Worked 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 learning.
- Participated in the ASPEN Institute Urban Literacy Leadership Network (ULLN) and through this collaboration and training developed a valuable district wide literacy document to support building level growth in "Developing Global Literacy in All Content Areas."
- Developed monthly Literacy newsletters for each level to provide updates and information to principals, school based teacher literacy leaders, and Learning Community personnel.
- Provided support and training for Parent University to provide information and training to CMS families.
- Created, developed, and facilitated the new state developed fourth and seventh grade Writing in Transition Plans in collaboration with Accountability, NCDPI, and the Learning Communities through monthly meetings and special presentations focused on communicating effectively.
- Provided Pre K-12 Literacy support to all Learning Communities (LC) through monthly meetings with Instructional Support personnel.
- Provided additional optional monthly Literacy meetings to which Learning Community resource teachers/coordinators and representatives from Professional Development, Exceptional Children, Talent Development, English as a Second Language, and Title I Specialists were invited for collaboration.
- Facilitated literacy support to all Learning Communities, Professional Development, and Content Specialists for tri-monthly meetings to discuss the incorporation of Writing across the Content Areas literacy document.
- Provided guidance and facilitation of the National Academic League. This is the second year that a CMS team made it to the sweet sixteen and to the elite eight. This is the first time that a CMS team has made it to the final four and then to the final round.
- Implemented Fast ForWord and Academy of Reading as intervention programs in designated K-5 and 6-8 schools.
- Provided monthly English/Language Arts training for middle and high school Language Arts/English/Direct Instruction Lead Teachers and Department Chairs to build capacity within the schools.
- Trained over 100 teachers/teacher assistants to use the Early Reading Tutor Program for Direct Instruction.
- Trained over 75 teachers/teacher assistants to use Reading Mastery, Corrective, Reading and Rewards to use during Direct Instruction.
- Trained 33 Imagine It! cadre members to provide in house training for teachers to ensure improved implementation of SRA K-5 Imagine It! in lieu of contracting with consultants.
- Provided Imagine It! Booster sessions for CMS teachers.
- Provided interventions and acceleration for all K-5 students as needed to help improve reading achievement.
- Increased the use of PDAs (Personal Digital Assistants) with DIBELS (Dynamic Instructional Basic Early Learning Skills) to all elementary schools to ensure that student reading needs are being addressed in grades K-2.
- Provided additional training on drilling down into the data to identify specific reading needs of students to ensure better implementation of the K-3 Intensive Reading Model at the elementary level.
- Provided monthly Instructional Support Training to all elementary Literacy Facilitators and representatives from Exceptional Children, Talent Development, English as a Second Language, Professional Development Departments, and representatives from Learning Communities to increase literacy capacity across departments.

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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- Provided monthly writing process training and DIBELS training to Elementary Literacy Facilitators to continue increasing literacy capacity in each building.
- Trained over 400 elementary teachers in Writer's Workshop during the 2008-09 year.
- Provided monthly writing process/writing across the curriculum training and DIBELS training to Elementary Literacy Facilitators to continue increasing literacy capacity in each building.
- Developed and trained a cadre of writing teachers at the elementary level to help build training capacity for the district.
- Provided monthly training to third and fourth grade elementary writing representatives from the 30 lowest performing schools based on spring 2008 state Writing Assessment through the Writing Alliance
- Provided introductory training based on the fourth grade writing assessment to "new to fourth grade" teachers including first year teachers as well as those changing grade levels.
- Developed a "K-12 Writing across the Curriculum" plan to include strategies to integrate writing in all content areas based on the NCSCOS.
- Trained and facilitated the teaching and use of active reading strategies in language arts classes.
- Provided monthly training to the lowest performing middle schools on the 2008 State Writing Test to ensure better instruction and scoring of writing tasks.
- Provided monthly alliance meetings to provide training in reading strategies that will help teachers better implement the Middle School REACH strategy (Rigor, Enrichment for All Children in grades 6-8) which provides intensive interventions to struggling readers (Level I and II).
- Provided monthly middle school literacy alliance meeting to provide training in reading strategies, vocabulary acquisition, differentiation, and EOG preparation.
- Facilitated the upgrade process and the training for GRADE (Group Reading Assessment and Diagnostic Evaluation) in every middle school.
- Developed and trained the first middle school literacy cadre to assist in providing Language Arts training for the district.
- Developed and trained a cadre of writing teachers at the elementary level to help provide build training capacity for the district.
- Provided monthly training to Academic Facilitators at the middle school level to continue increasing literacy capacity in each building.
- Provided monthly/quarterly English/Language Arts training for middle and high school Language Arts/English/Direct Instruction Lead Teachers and Department Chairs to build capacity within the schools.
- Developed an intervention curriculum (Gateway Intervention) for students who had not passed the English I EOC and needed extra support before retaking the assessment.
- Developed and implemented a series of classes for struggling readers entering high school in order to help them improve their comprehension skills called Literacy I and II. Struggling readers enroll in these classes before they take Foundations of English I or English I.
- Developed and trained a cadre of reading/writing teachers at the high school level to help provide training capacity for the district.
- Provided monthly writing workshops for English 10 teachers which focused upon evaluating student writing according to the state rubric and building skills needed to improve writing. ESL and EC teachers were invited to participate with English II teachers.
- Provided several workshops focused on improving writing skills for all grade levels.
- Provided workshops on EOG and EOC preparation for all grade levels.
- Collaborated with the Mint Museum to provide English teachers an opportunity to work with Mint's guest facilitator in order to develop ideas using art to influence writing.
- Trained English teachers within learning community groups by providing "just-in-time" content-specific strategies to engage students

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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- Increased the rigor and added specificity to the NCSCOS standards within the EOC Gateway portfolio.

#### MAGNET SCHOOLS PROGRAM

##### Goals 2009-2010

- Students in magnet programs will perform at high levels and show growth on EOG, EOC, AP and IB tests
- The number of students on or above grade level will increase at the Academy of Technology, secondary IB programs and secondary Math, Science and Environmental programs
- Disparity in test scores based on race, ethnicity and socioeconomic status will be reduced in magnet programs
- Specialized professional development will continue to implement authentic, innovative magnet programs
- Quality customer service will promote understanding of magnet programs and the application process
- Plans for changes as a result of the 2008-09 Board of Education magnet review will begin

##### Objectives 2009-2010

- Continue data analysis to improve magnet student performance
- Continue theme-based articulation groups to implement changes from the magnet review and to strengthen magnet programs
- Implement a sixth grade Montessori program and plan for the addition of grade seven in 2010-11
- Implement grade additions to the following magnet programs:
  - Grade 3 Chinese Immersion at Smith
  - Grade 5 Montessori at Chantilly
  - Grade 6 Montessori at Highland Mill and Park Road
  - Grade 11 Military and Global Leadership Academy at Marie G. Davis
- Plan for the following new magnet programs:
  - 1. K-8 World Languages at Collinswood and Oaklawn
  - 2. K-8 Math, Science and Environmental Studies at Morehead

##### Accomplishments 2008-09

- Conducted a comprehensive magnet review initiated by the Board of Education. This review changed the magnet programs from 14 to 11 and the number of magnet schools from 50 to 40
- Maintained magnet student enrollment for 2009-10 even with reduction in programs and schools through various types of communication throughout Mecklenburg County
- Continued data analysis for public transparency
- Implemented the Teacher Training Commitment to maximize the investment of required, specialized magnet training
- Added grade four to Chantilly Montessori
- Added grade two to Smith Chinese Immersion
- Opened the Military and Global Leadership Academy at Marie G. Davis, grades six-10
- Maintained high student achievement (data available)
- Conducted one IB Primary Years IB authorization visit and one IB Primary Years consultant visit

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Conducted professional development with partnerships with IBM, ImaginOn, Levine Museum of the New South, Advanced Studies Department, the Army, British American International Conference and the Magnet Schools of America Conference
- Received four Schools of Distinction awards and four Schools of Excellence awards at the Magnet Schools of America Conference
- Conducted a successful national Magnet Schools of America Conference, 1047 participants

#### **CURRICULUM SUPPORT PROGRAMS**

##### **Goals 2009-2010**

- Promote wellness and physical activity for all students PreK-12.
- Establish an Army contracted JROTC program for Mallard Creek High School
- Submit applications for JROTC Programs at Bailey and Mint Hill High Schools.
- Establish, train and employ a CMS cadet staff of all Services to serve as the CMS JROTC Corps leadership to interface with the school system and the community.
- Relocate the CMS JROTC Department to a larger, more efficient operating facility that is more centrally located to better serve the District Programs and is co-located with a JROTC Program for mission support
- Identify and assist Service Instructors in meeting the requirements of the No Child Left Behind Law and the Defense Authorization Act of 2006

##### **Objectives 2009-2010**

- Move toward a minimum of 150 minutes of physical education per week for grades K – 5 and 225 minutes per week for grades 6 – 8.
- Focus on the integration of the Physical Education/health curriculum with language arts, math, science and social studies.
- Increase community collaboration in Physical Education/health education.
- Increase use of technology as a teaching tool in PE/health classes.
- Emphasize special PE/health education opportunities for schools and surrounding communities.
- Coordinate and collaborate with other CMS departments and community partners to secure grants and funding that promote student wellness.
- Establish a Cadet Command survey to have the principal complete, along with a cover letter from the Director of Army Instruction reinforcing the request, that Mallard Creek High School is prepared, ready and desires to open a contracted JROTC Program in August 2009
- Coordinate with CMS JROTC Instructors to identify cadets to be interviewed for selection as members of the CMS District Staff, have an all Service member board select the staff, conduct their training and schedule of responsibilities
- Coordinate with the responsible Senior Staff members on determining the availability and requirements for the relocation of the CMS JROTC Department to a more efficient operational location
- Coordinate with all Instructors to determine their current educational status and assist them in taking the educational courses necessary to complete their degrees by 21 December 2009 (Service deadline) or enrolled to complete by June 2010

##### **Accomplishments 2008-2009**

- Coordinated and partnered with Mecklenburg County Parks and Recreation, Arborists Association, Cal Ripkin Foundation, AIM Fitness, and Quantum Sports for the Health & Physical Education In-Service, Survivor Copperhead Island (won the NC Parks & Recreation state award for outstanding programming)

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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- Initiated school based No Easy Walk to become a district based program for focus middle schools. Grant funded through Gang of One, Charlotte Mecklenburg Police Department \$250,000.00.
- Worked with Technology department to develop district-wide server application for implementation of FitnessGram for reporting fitness scores and body mass index (BMI) on all 3 – 8 grade students.
- Provided monthly professional development by learning community for all physical education teachers for the implementation of FitnessGram and SPARK curriculum into elementary and middle schools.
- Used "FitBlitz" mobile Hopsports to serve over 12,000 students and parents in Family Fitness Nights and use in physical education classes.
- Implemented and constructed curriculum for two community derived videos, "Through My Eyes" and "Souls of Our Students" for use in high school health education.
- Trained two pilot school health teachers, counselors, nurses and administrators in use of "Souls of Our Students" as the high school bullying prevention curriculum. Piloted the unit in 9th grade health classes.
- Developed the "Through My Eyes" interactive website for mental health information and resources for teens. Aetna grant funded \$25,000.
- Provided FLEBHS field trips to Discovery Place for 12,385, 5th and 8th grade students and parents.
- Sex Education review and adoption procedure developed.
- Conducted seven middle school fitness workshops for sixth graders.
- Began development of a technological motor skill assessment tool for elementary Physical Education using DartFish software.
- Fitness Centers Leadership Curriculum and facilities development at Turning Point Academy and the Military & Global Leadership Academy (partner AIM Fitness).
- Participated with the Huntersville Health Partnership for the development of physical activity interventions for obese teens. (Presbyterian Health Care, Lake Norman Family Practice, Town of Huntersville, North Learning Community in Nathaniel Alexander Middle and Blythe Elementary Schools).
- Coordinated textbook adoption for Sports Medicine and Health.
- Devised a Staff Wellness plan, Physical Education Together Everyday (PETE) for executive staff program.
- Character Education collaboration and partnership support development program K -12 with Carolina Panthers Duke Energy and Curriculum Support Programs.
- Collaboration with Coordinated School Health team for CDC visit for the model district in implementing CSH.
- Initiated an initiative to get teen girls active. Co-developed the Carolina Panthers Girls NFL Flag Football curriculum and Tournament for all CMS high schools.
- Secured partners and developed Fitness Centers at Turning Point and MGLA which incorporates a leadership curriculum developing real life skills and applications for entrepreneurial enterprise.
- Turning Point Academy NEW curriculum implementation school-wide with development and support for Fitness Center, Team Building Low Challenge Elements and Fitness Trail (partners – UNCC, UNCC Venture, CMS Child Nutrition, Home Depot, Gang of One (CMPD), Mecklenburg County Parks and Recreation)
- Play 60 Fit City Challenge for elementary and middle schools (partners – Carolina Panthers and Mecklenburg County Health Department)
- Co-developed the curriculum for Asthma on Wheels with Coordinated School Health and the Mecklenburg County Health Department for use in elementary and middle schools

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Began the process for an instructional exercise video using exercise bands that will be marketed with profits and proceeds for equipment for physical education programs in the schools.
- Coordinated and chaired the program committee for the Nutrition and Wellness Leadership Summit to be held next fall for high school athletes and coaches (partners- Johnson & Wales, Charlotte Sports Foundation, Mike Rucker, former Carolina Panther and CMS Athletics).
- Leadership development for students through NEW at Martin Luther King, Jr. Middle School for Safety Program for Biking and Walking to School to be piloted at Old Providence (partners – Mecklenburg County Health Department and Trip for Kids Charlotte).
- Collaboration for Community Grant with Carolinas Healthcare and Mecklenburg County Health Department
- Representation on several CMS and Community committees – Graduation Project Advisory, TIF-LEAP, Parent University, Fit City Challenge, Coordinated School Health, Bullying Prevention Committee, Go Team!, Partnership Office, Office of Accountability, Arts, Anuvia, FF&E Review Committee, Advanced Studies Charter
- Development of Health and Wellness Academy at Garinger Leadership and Public Service High School (partner – CTE)
- Development of Leadership program, Game On with Butler HS juniors and seniors that will support elementary and middle school physical education.
- Appeared on "Parent Connect" on CMS-TV for Tips for Parents for Getting Kids Active.
- Quarterly segment on Childhood Physical Activity, Overweight and Obesity for 107.9 The Link radio for the Saturday Workout Show
- Co-developed an authored an ESL Summer Football Program Language of Football (partners – Carolina Panthers and CMS ESL).
- Published article on getting kids active in Medical Society Journal.
- Ongoing programs, training, and development for teachers to integrate physical activity during the school day in subject area classes being piloted at Martin Luther King, Jr. Middle.
- Coordination with Parent University, Girl Scouts, Women's Summit and CSH to coordinate efforts to develop a video series to get girls active.
- Opened the Military and Global Leadership Academy (MGLA)
- Trained the Military and Global Leadership Academy instructor staff by a Cadet Command Mobile Training Team in conjunction with CMS JROTC In-service training sessions
- Established a JROTC Program funded by Cadet Command at the Military and Global Leadership Academy
- Contracted a Marine JROTC Program at Ardrey Kell High School that will be operational next school year
- Coordinated with CMS Compensation staff to establish a district standard operating process on the hiring, in-processing and paying of JROTC Instructors

### **DRIVERS EDUCATION**

#### **Goals 2009-2010**

- Increase the number of students who pass the NC Driver License test the first time who seek to obtain a Level I Graduated Driver License.
- Increase parent participation in post Driver Education instruction to their novice teenage driver.
- Increase the number of parents who agree that the CMS Driver Education Department provides appropriate, responsive and satisfactory service.

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Increase teacher effectiveness and curriculum delivery for all CMS Driver Education teachers.
- Partner with local, state and national Driver Education organizations to strengthen Driver Education curriculum and course offerings.
- Provide support to parents and students for post Driver Education instruction in safety and collision avoidance.

#### **Objectives 2009-2010**

- Collaborate with the NC Driver Licensing Agency to survey first time driver license applicants to determine how many obtain a license to drive on the first attempt.
- Offer additional parent sessions aimed at providing parents with information and instructional handbooks guiding them in post Driver Education instruction for their novice teenage driver
- Triangulate data from survey responses and continue surveying CMS parents asking whether CMS Driver Education is doing a good job and is headed in the right direction.
- Offer professional development to Driver Education teachers targeting curriculum content, classroom management and teaching methodologies and pedagogy.
- Reduce the CMS dropout rate by working with the CMS School Social Work Department and advertising and communicating the NCGS 26-11(n).
- Participate in research studies to gather information about novice Driver Education and training and convey study results to parents and students.

#### **Accomplishments 2008-2009**

- Recruited, trained, certified and hired more classroom teachers to teach Driver Education classes.
- Partnered and collaborated with Central Piedmont Community College, Carolinas Medical Center and Collision Avoidance Training, Inc. in a research study designed to determine whether additional hours of Driver Education instruction will help lower the novice teenage driver collision and death rate.
- Partnered and collaborated with the University of North Carolina Highway Safety Research Center in a research study designed to study the effects of talking on a cell phone and use of other portable electronic devices by the novice teenage driver while driving.
- Provided professional development training for Driver Education staff in the use of our Driver Education software package.
- Provided professional development in best practices for current Driver Education teachers.
- Partnered with Allstate Foundation, Inc. to host the "Allstate Teen Safe Driving Pit Stop" prior to prom season. This event featured NASCAR driver Elliot Sadler, Gillett Evernham Motorsports team owner Ray Evernham and Doug Herbert of Doug Herbert/Top Fuel Dragster.
- Provided instructional sessions through Parent University for parents who wanted to know how to best assist their novice teenage driver in gaining more low risk driving experience.
- Partnered with ADTSEA to bring the National Driver Education Conference to Charlotte.
- Provided Parent/Teen Behind The Wheel Training Manuals to parents of current Driver Education students.
- Increased CMS/JDS Roadeo participation by 35%.

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **EXTENDED YEAR PROGRAMS**

##### **Goals 2009 - 2010**

- Ninety-five percent of students will achieve at or above standard on reading End-of Grade (EOG) tests in grades three through eight
- Eighty-eight percent of student will achieve at or above standard on mathematics (EOG) tests in grades three through eight
- Eighty percent of students will achieve at or above standard on state writing assessment in grades four, seven and ten
- Eighty percent of students achieving at or above standard on the End-of-course (EOC) composite tests
- Students graduating on time will increase by 3 percent
- The drop out rate will be reduced among all populations of students

##### **Objectives 2009-2010**

- 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 2008-2009**

- Administered extended day before and after school academic tutorials and Saturday programs for elementary, middle and high schools
- 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
- 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 for promotion credit

#### **ARTS EDUCATION**

##### **Goals 2009-2010**

- Provide professional development that addresses CMS Strategic Plans and the Framework for 21st Century Learning, adopted by the NC State Board of Education
- Seek community collaborations that support arts education
- Research media literacy, technology, and software to assist teachers in utilizing technology as a teaching tool in the classroom
- Establish an equitable inventory of non-expendable resources and co-curricular programs at each school
- Increase awareness of the positive effects of Arts Education on student achievement and the quality of the CMS arts program at the local, state, and national levels
- Establish collaborative relationships and define procedures with departments in CMS (Learning Communities, Human Resources, Inventory, Architectural, Partnerships, Grants office, etc.)

##### **Objectives 2009-2010**

- Promote vertical teaming and articulation between elementary, middle, and high school teachers in Arts Education

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Provide support through AP Alliances for teachers of AP Drawing, 2-D Design, 3-D Design, and Art History
- Adjust and align basic, honors, and AP curricula
- Research technology/software based on usability, feasibility, and expected impact on student learning.
- Pilot itunes software for general music classrooms.
- Publish new edition of Visual Arts Education Digital Handbook which contains revised elementary, middle, and high school visual arts curriculum guides and other instructional resources
- Publish K-12 Dance Curriculum Guide
- Develop and conduct awareness campaign on the effects of arts education on student achievement
- Support initiatives to improve performance through school quality reviews, conversations with principals, observations of teachers, professional development, and refined curriculum
- Utilize community resources to provide professional development for teachers and opportunities for community involvement by students
- Capitalize on rich resources available in partnerships between the CMS Arts Education Department and community arts organizations
- Promote community involvement through the arts for individual schools, teachers and students
- Create K-12 educational specifications in each arts content area for new construction
- Collaborate with HR to establish fair and equitable procedures and working conditions for Arts teachers that are inline with classroom teachers as established by the state
- Team with inventory department to refine material standards for elementary, middle, and high school arts programs for effective quality arts instruction
- Implement internship program specific to the arts for Northwest School of the Arts
- Collaborate with NCDPI to develop essential standards in arts education
- Provide resources for teachers to implement the NC Frameworks for 21st Century Learning
- Provide arts teachers resources and guidance on copyright issues and instruction
- Publish dance instructional resources
- Collaborate as leads for the development of new Standard Course of Study in Arts Education

#### **Accomplishments 2008-09**

- Provided professional development and assistance in content areas (dance, music, theatre arts, and visual arts) to schools, individual teachers, and principals
- Expanded relationship with McColl Center for Visual Art and Mint Museum of Art
- Supported the involvement of community arts organizations in the schools: Charlotte Symphony, Children's Theatre, North Carolina Dance Theatre, Mint Museum of Art, Mint Museum of Craft and Design, McColl Center for Visual Art, NC School of the Arts Pluck Project
- Maintained an annual cyclical exhibit schedule to give teachers multiple opportunities to exhibit student art in a community gallery
- Coordinated Art & Soul Festival with Center City Partners to provide student art exhibits and performing groups an opportunity to perform and advocate for the district
- Conducted teacher summer workshop "Rescripting Literacy" based on the NC Strategic Plan for Literacy and the Frameworks for 21st Century Skills
- Conducted "Rescripting Literacy" workshop for the statewide 2009 NC State of the Arts Conference
- Created professional development "Assessment Design for Arts Education" for all middle school arts education departments

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Identified and provided national and international artists/clinicians for professional development for opening of school arts inservice in partnership with Artsteach
- Collaborated with the North Carolina Dance Theatre and Opera Carolina to provide the NC Arts Council "Cartwheels" programs for 25 elementary schools
- Provided elementary and middle school visual arts teachers with CD of lesson resources
- Developed theatre arts safety guide for 2009-2010 implementation
- Partnered with Artsteach to provide jazz programs and curriculum development for two middle schools through the Charlotte Jazz Society
- Secured funding for the middle school honors band, honors orchestra, and honors chorus system-wide opportunities
- Planned, organized and implemented entertainment, décor, and student volunteers for CMS Emmys
- Collaborated with Gerdau Ameristeel for recycled steel sculpture project.
- Provided opportunities for exhibition of student art through collaborations with Clayworks, Duke Energy, Mint Museum of Art, Mint Museum of Craft and Design, and the American Craft Council
- Participated in the Congressional Art Competition through the offices of Representatives Myrick, Watts, and Kissell
- Participated in the Alliance for Young Artists and Writers regional and national programs
- Participated in statewide musical festivals and competitions earning various program ratings

### **PREK INSTRUCTION AND BRIGHT BEGINNINGS**

#### **Goals 2009-10**

- Ensure students in grades K-8 perform on grade level or above in Reading, Writing and Math Skills
- Reduce disparity based on race, ethnicity, and socioeconomic status
- Prepare students to be successful in kindergarten
- Implement evidence-based instruction that prepares children for success in kindergarten

#### **Objectives 2009-10**

- 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.
- Provide professional development and resources for focused interventions to teachers
- Implement 'Developing Number Concepts' as a math strategy

#### **Accomplishments 2008-09**

- Provided support for 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
- Collaborated with other departments to provided professional development in the areas of early literacy practices, identifying giftedness in Limited English Proficient students,

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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- embedded coaching for effective instructional practices, differentiating for children with special needs, and early literacy strategies, and social and emotional development
- Provided kindergarten transition resources for all CMS schools and families through the READY, SET, GO series, Parent University workshops and workshops in all Bright Beginnings and More at Four sites
- Increased alignment and collaboration with other CMS departments (writing and literacy, mathematics, Talent Development)
- Added six new More at Four Pre-Kindergarten classes (108 more students) for a combined total (Bright Beginnings and More at Four) of 238 classes (4321 students)
- Planned and implemented high quality professional development for the instructional staff (teachers, teacher assistants, literacy coaches, administrators)
- Implemented the Early Childhood Educator Professional Development grant for all More at Four teachers, teacher assistants, and directors
- Served as contract administrator for the Charlotte-Mecklenburg More at Four program
- Implemented standardized assessments presented an opportunity to measure growth and achievement
- Simultaneously recruited and identified students with the greatest educational needs for participation in Bright Beginnings and children who qualified for participation in More at Four, using North Carolina guidelines
- Provided more effective and efficient customer service, including timely communication, a 'one-stop' application for multiple programs, Saturday and evening screenings in Learning Communities, parents, schools, and community members regarding eligibility requirements and enrollment in Pre-Kindergarten

### MATH AND SCIENCE

#### Goals 2009-2010

- 80% of schools will make expected or high growth on math and science ABCs (54% as of 2005-2006)
- 88% of students will achieve at or above standard on mathematics EOG tests in grades 3 through 8 (65% as of 2005-2006)
- 80% of students will achieve at or above standard on science (EOG) tests in grades 5 and 8 (testing began in May 2008)
- 80% of students will achieve at or above standard level on the End of Course (EOC) composite tests (66% as of 2005-2006)
- Disparity based on race, ethnicity and socioeconomic status will not exceed 10% points on all academic measures in math and science.
- CMS will meet or exceed the national average on Advanced Placement exams (combined scores) with scores of 3, 4, or 5 (42% as of 2005-2006, compared to the national average of approximately 62%)
- 75% of students will meet or exceed the national average on the SAT, while the percentage of students who take the test will also increase (50% met or exceeded the national average as of 2005-2006; 69% of graduates took the test Students in grades K-8 will perform on grade level or above in Math Skills
- CMS will meet or exceed the national average on nationally normed tests in math and science.
- CMS will increase the percentage of its schools with effective teaching staff. The effectiveness will be measured by subjective and objective evaluations.
- All schools will be equipped with CMS standard instructional materials and supplies.
- All schools will meet CMS standards for technology

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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- All schools will meet the CMS standard number of co-curricular activities.
- The number of district-sponsored partnerships that focus on improving academic achievement and increasing school safety will increase by 25%.

#### Objectives 2009-2010

- The Science and Math team will create and update unit and lesson plans for science and math.
- Professional development will be provided for K-12 teachers of science and math on differentiation, so that the achievement gap between ethnic groups will decrease
- Provide professional development for K-12 teachers of science and math on using the technology tools provided with the textbook adoption and CMS local funding to improve student achievement
- Establish a Science and Math Leadership Corps to provide leaders in science and math content in each learning community
- Establish partnerships with Science, Technology, Engineering and Math organizations and businesses to provide learning opportunities for teachers to show them the relevance of science and math to everyday living

#### Accomplishments 2008-2009

- Provided summer professional development for 75, 5th grade teachers in science, for 45 secondary teachers in safety, for 112 K-12 teachers in Classroom management in science classes, for 144 K-12 teachers in "Assessment in science classrooms", for 22 EOC Biology teachers on NC SCOS objectives, for 11 Advanced Functions and Modeling teachers, for 21 Algebra 1 teachers, for 10 Discrete Math teachers, for 20 Intro to Math teachers, for 21 Tech Math teachers, for 30 High School Honors Science teachers, for 127 high school science teachers to experience their content at Coca Cola, Duke Energy, and at Daniel Stowe Botanical Gardens; for 23 teachers to experience a one week immersion in TI Navigator teaching, and for 212 elementary teachers to be immersed in Investigations training.
- Administered summer school programs for students in Algebra and Biology to meet NC Gateway Graduation requirements.
- Attended a LASER-Leadership Assistance in Science Education Reform conference with CMS team of teachers, administrators, and community stakeholders to begin writing a 5 year plan for science improvement.
- Created and submitted the CMS Chemical Hygiene Plan to NCDPI, and provided professional development on this to high school chemistry lead teachers. These teachers then returned to their buildings to complete chemical inventories.
- Developed a partnership between Duke Energy retired engineers, General Dynamics, and Presbyterian Hospital to provide financial assistance and human capital to begin Engineering is Elementary in 3 CMS middle schools
- Developed a partnership between the Carolina Panthers and CMS to host the "Panthers Number Crunch" competition for high school math students.
- Developed a partnership between the Center for Math, Science, and Technology Education at UNC Charlotte so that CMS students could participate in Science Olympiad, National Junior Science and Humanities Symposium, Science Fair, and Pre College programs.
- Developed a relationship with Carowinds so that high school physics students could participate in "Education Days" and learn how physics and math are critical in maintaining amusement parks.
- Developed a partnership with WestEd, UC Berkeley, the National Science Foundation and CMS to research the most effective and efficient type of professional development needed to empower elementary teachers to teach science.

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Updated lesson plans on Learning Village Riverdeep for all high school science and math courses. These unit plans include required labs, suggested activities, and engaging learning experiences for students which are directly aligned to the objectives in the NC Standard Course of Study.
- Created curriculum, materials, and resources for Discovery Education materials to be used by K-12 teachers at schools in CMS that did not make AYP.
- Trained three math central office staff to become trainers about TI Navigator and TI Inspire Calculators so that all middle school and high school math and science teachers could access this technology.
- Developed a partnership between with Richard Petty Safe Driving to provide 15 CMS Physics teachers with a driving experience at Lowe's Motor Speedway. These teachers then worked 1 week to create a 2 week unit on the "Physics of Safe Driving"
- Developed a partnership with Queens University to provide 15 Earth/Environmental Science teachers with a week's field work experience. This group will then have monthly follow-up sessions to share their lessons and obstacles faced.
- Created the K-2, 3-5, 6-8, 9-12 Science Leadership Corps and provided them with intensive training on the NCSCOS Science Objectives
- Developed a partnership between CMS and the Daniel Stowe Botanical Garden to create a weeklong immersion experience for Greenhouse Biology teachers.

### **CAREER AND TECHNICAL EDUCATION**

#### **Goals 2009-2010**

- 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 completers graduating with the combined College Tech Prep/College Prep or College Tech Prep course of study will increase enrollments in both Advanced Placement and College Experience courses
- CTE completers graduating with the combined College Tech Prep/College Prep or College Tech Prep course of study will increase among all populations
- CTE will implement the Career Cluster concept within the Carl D. Perkins IV Program

#### **Objectives 2009-2010**

- Reduce the number of CTE students scoring at Level I and II on VoCATS post-assessments in grades 6-12
- Provide CTE resources for students needing to master additional learning objectives in order to perform on grade level
- Increase the number of CTE students in grades 9-12 enrolling in Advanced Placement and college level courses
- Provide resources for CTE students among all populations to increase the number of CTE Completers graduating with the College Tech Prep/College Prep or College Tech Prep course of study
- Initiate CTE Curriculum review to align with 16 Career Clusters
- Implement the Project Lead the Way Principles of Biomedical Sciences course within 5 high schools
- Expand the CTE Middle School Technology Enrichment Summer camp for rising 8th grade students
- Expand the CTE Internship program

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Implement the Academy of Engineering – MotorSports program in four high schools

#### **Accomplishments 2008-2009**

- Provided middle school Technology Integration program for CTE teachers and students in grades 6-8.
- Supported the middle school If I had a Hammer program to integrate mathematics and career development skills for CTE students in grade 7.
- Supported the first CTE Middle School Technology Enrichment camp for rising 8th grade students.
- Expanded the MAX Teaching and Learning Strategies within the District's Title I School Improvement plan for middle and high schools.
- Expanded the CTE high school pre-engineering Project Lead the Way program in support of the Science, Technology, Engineering and Mathematics initiative into an additional four high schools.
- Installed Computer Integrated Manufacturing Technology and 3-D Printer Technology in selected high schools.
- Expanded the CTE New Teacher Support Program and CTE Summer Institutes for CTE teachers' professional development.
- Completed the Year-of-Planning for the Academy of Engineering program within four high schools.
- Implemented the first North Carolina site to offer the Project Lead the Way Principles of Biomedical Sciences program at Berry Academy of Technology.

#### **PROFESSIONAL DEVELOPMENT AND LEADERSHIP ACADEMY**

##### **Goals 2009-2010**

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

##### **Objectives 2009-2010**

- Coordinate professional development services 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 09-10 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
- Minimize dependency on consultants for training that is offered year after year by building capacity internally
- Promote high quality teaching and learning by strengthening both pedagogy and content through instructional analysis
- Develop new cohorts of PDMTs for Strategic Staffing Schools, Learning Labs across the districts, and Professional Development Instructors
- Implement New Principal Induction Program to provide training to new principals.
- Provide Coaches to New Principals as soon as they are named.

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Provide opportunities for Coaches to work with new principals throughout the summer.
- Provide Coaches to every 1<sup>st</sup> and 2<sup>nd</sup> year principal.
- Offer training at the Leadership Academy based on the NCDPI Licensure requirements.
- Create courses based on needs assessments from experienced principals.
- Deliver quality professional development that aligns with the School Quality Review.

#### **Accomplishments 2008-2009**

- Provided a two-week 2008 CMS Summer Teacher Conference. Various workshops were offered and open to all CMS certified teachers. Over 2,500 teachers participated in the two-week 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 400 beginning teachers in the NTIP program
- Provided 238 1st and 2nd year teachers with New Teacher Academy I training or Learning Lab visits to increase content specific and pedagogical knowledge
- Developed and offered many additional electives and Creating Healthy Lifestyles Clinic opportunities throughout the year, to embrace and nurture beginning teachers
- Recruited and selected our first cohort of Professional Development Master Teacher (PDMT) Learning Lab instructors (27)
- Provided over 430 visits to PDMT Learning Labs to enable teachers to analyze first-hand the implementation and effectiveness of instructional strategies.
- Supported 414 National Board Candidates in 2008-2009
- Implemented New Principal Induction Program. Attended by new principals and assistants.
- All 1<sup>st</sup> and 2<sup>nd</sup> year principals were provided with a coach. Coaches worked with them throughout the summer. Coaches met monthly to brainstorm ideas to support the principals
- Provided training to new administrators on the NCDPI licensure requirements and TPAI-R.
- Used on-going assessments and feedback to offer courses that principals needed, (Writing Action Plans and Staffing allocations). Sessions were well attended

#### **ESL STUDENT EDUCATION**

##### **Goals 2009-2010**

- 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 2009-2010**

- Collaborate with Title I to provide 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 a paperless on-line testing documentation system for data to flow for each LEP student
- Ensure high quality customer service to schools and departments that request interpreters
- Participate in Year 1 of three-year national FLARE (Formative Language Assessment Records for English Language Learners) grant project

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **Accomplishments 2008-2009**

- Met the Math AYP goal for LEP students in grades 3-8 in 2008
- Met AYP (individual schools) in reading and math for the LEP subgroup. Of the 30 elementary schools with an LEP subgroup, 20 (67%) met AYP for reading and 16 (53%) met AYP for math. Of the 26 middle schools with an LEP subgroup, 16 (62%) met AYP for reading and 19 (73%) met AYP for math... Of the 3 high schools with an LEP subgroup, 3 (100%) met AYP for reading.
- Met the NCLB English language Progress and Proficiency goals
- Trained more than 650 teachers and administrators in the SIOP model
- Developed and delivered a SIOP train the trainer institute
- Supported 30 classroom teachers in acquiring ESL certification through the ESL Praxis Cadre project
- Responded efficiently and expertly to school/department requests for interpretation

#### **GLOBAL STUDIES AND WORLD LANGUAGES**

##### **Goals 2009-2010**

- 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
- Develop technology competencies for teachers and students in middle and high school Social Studies classrooms
- Develop a World History formative assessment item bank using Castle Learning to expand the scope and sequence of content mastery
- Increase the number of students enrolled in world language programs in grades K-12
- Support the expansion of schools with world language themes or programs
- Improve program/course offerings that meet the needs of heritage speakers of other languages
- Select and recommend textbooks for K-12 language programs
- Expand course offerings in strategic languages
- 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 state and national leadership roles for international education
- Expand community partnerships to support scholarships for study abroad
- Develop a district-wide support program for non-required, international field trips
- Implement guidelines for developing short-term exchange agreements with schools in other countries
- Create a toolkit for schools to provide support to students who study abroad.
- Implement a global scholars program for high school students that includes a study abroad experience
- Participate in virtual exchange programs
- Host a local study abroad fair for students and their families who are interested in international academic experiences
- Co-host the Council on Standards for International Education and Travel (CSIET) national conference
- Serve as a Local Action Network (LAN) site for North Carolina to promote public information and access to international educational experiences

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Establish a pathway for students who study abroad through an approved, long-term program to earn high school elective credit
- Collaborate with other curriculum area specialists to establish international experiences that support language, cultural and content-specific goals and objectives

#### **Objectives 2009-2010**

- Meet with middle and high school department chairpersons on a quarterly basis to provide training and curriculum updates
- Hold teacher Alliance sessions on a monthly basis to provide training and resources for teachers of middle and high school courses (i.e. 6-8, US History, World History, Civics Economics, AP/IB courses)
- Offer Social Studies instruction a minimum of two times per week for 45 minutes at the elementary school level
- Post sample lesson plans for grades 6-8 and high school EOC courses for each quarter of the academic year.
- Implement eInstruction and assessment technology systems in middle and high school Social Studies courses
- Provide curriculum and training support to teachers in Montessori elementary schools adding 6<sup>th</sup> grade
- Offer high school credit-bearing world language courses in grades 7 and 8 in all CMS middle schools
- Expand 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
- Develop speaking and writing proficiency benchmarks for all level I world language courses
- Increase the number of teachers trained to use LinguaFolio as a formative assessment tool
- Implement Arabic language programs at Winding Springs Elementary School and the Military and Global Leadership Academy at Marie G. Davis

#### **Accomplishments 2008-2009**

- Increased the percentage of students scoring at or above level 3 on the EOC in Civics and Economics by 3.5% between the 2007-08 school year and the fall assessment cycle for 2008-09.
- Increased the percentage of students scoring at or above level 3 on the EOC in US History by 1.3% between the 2007-08 EOC and the fall assessment cycle for 2008-09.
- Lowered the achievement gap between minority and economically challenged students and white students scoring at or above level 3 on the EOC in Civics and Economics by 3.6% for African American students, 2.5% for Hispanic students and 4% for students on free or reduced price lunch based on fall 2008 EOC results.
- Lowered the achievement gap between minority and economically challenged students and white students scoring at or above level 3 on the EOC in US History by 1.1% for African American students and .4% for Hispanic students on fall 2008 EOC results.
- Collaborated with the Literacy Department to include Document Based Questions (DBQs) in the district-wide writing plan
- Developed local formative assessments for grades 6-8 and core high school courses
- Implemented newly adopted textbooks for middle and high school core, SIOP and EC Occupational Course of Study courses.
- Provided all students in grades K-8 with opportunities for field trip experiences aligned with the NCSCOS
- Provided pre-K-12 schools with activity guides for the Inauguration and Memorial Day

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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- Expanded the use of History Alive! and Geography Alive! materials by providing additional kits and training for teachers in middle schools and high school US History teachers
- Revised all middle and high school Pacing and Alignment Guides to coordinate newly selected core textbooks with the NCSCOS for Social Studies
- Wrote and submitted a federal Teaching American History grant proposal to focus on the Civil Rights Movement in grades 5, 8 and 11
- Provided targeted intervention and support Social Studies teachers in Title I and Focus schools and Achievement Zone high schools.
- Had participation in the community-based Lunch with a Lawyer program from two 8th grade students at each CMS middle school.
- Developed formative assessments aligned with the NCSCOS and language proficiency guidelines to measure student progress
- Served as a liaison with Education Ministry of the Greek Embassy to support the Greek language program
- Designed a curriculum framework and procured appropriate materials for non-credit bearing world language courses offered in middle school
- Wrote and submitted a federal Foreign Language Assistance Program (FLAP) grant proposal to support the implementation of the Arabic language program
- Submitted a grant proposal to the NC Department of Public Instruction to enhance critical language instruction through the use of technology
- Represented CMS on the Advisory Board for North Carolina Virtual Public School (NCVPS) for the development of Arabic and Chinese III language courses
- Aligned world language program benchmarks and assessments in collaboration with other North Carolina LEA's
- Provided support for the enhancement of world languages programs for the new Magnet program at South Mecklenburg High School
- Offered Connecting the Dots, a year-long professional development alliance, to promote proficiency-based language instruction and articulation of K-12 language programs
- Implemented a Mentoring Matters program that paired new and veteran world language teachers for mentor/mentee support
- Offered high-school credit bearing courses to 5000+ middle school students
- Established a CMS Study Abroad scholarship
- Designated as an issuing office for ISIC international student and faculty ID cards
- Finalized a formal Memorandum of Agreement between CMS and the State of Berlin (Germany) to establish exchange programs
- Piloted a virtual online exchange program between a CMS high school and a school in Chile
- Strengthened a partnership with the German business community to provide scholarships for students and teachers to study in Germany and to support the German immersion language program
- Provided all CMS media centers with resource books on cultural competency and study abroad experiences
- Increased the number of CMS students studying abroad by 50%
- Hosted exchange students from 34 countries

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **FEDERAL AND STATE COMPLIANCE**

##### **Goals 2009-2010**

- Eighty percent of schools will make expected or high growth on ABCs (54 percent as of 2005-06)
- 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
- CMS will meet or exceed the national average on nationally-normed tests in math, reading and writing
- 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

##### **Objectives 2009-2010**

- 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.
- Support the North Carolina Leadership for Turnaround Middle Schools
- 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

##### **Accomplishments 2008-2009**

- Collected recommendations for the revision of the District Title I Parent Involvement Plan for all Title I schools
- Collected data and additional information as required by the NCDPI to address the corrective actions which were noted by the 2008 monitoring visit.
- 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.
- Conducted informational meetings for all non-public/private schools interested in accessing Federal Title funds
- Created and posted the web pages for all Federal Programs
- Directed the elementary school restructuring process under No Child Left Behind.
- Provided support for the Title I middle schools participating in the North Carolina Leadership for Turnaround Middle Schools
- Reviewed the School Improvement Plan of all non Title I schools failing to make Adequate Yearly Progress for two consecutive years
- Implemented a Charlotte-Mecklenburg Schools' Supplemental Educational Services Provider Enterprise for Title I schools in school improvement needing to offer Supplemental Educational Services
- Worked to ensure all correspondence pertaining to No Child Left Behind were communicated to parents of both Title I and Non Title I schools

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Ensured that all state mandates applying to LEA District Improvement were completed
- Coordinated a state compliance monitoring visit of the Title I Schools in school restructuring
- Coordinated a state monitoring visit of the Persistently Dangerous Schools (PDS) to ensure compliance with state directives

#### **ESEA TITLE I**

##### **Goals 2009-2010**

- Eighty percent of schools will make expected or high growth on ABCs (54 percent as of 2005-06)
- 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
- CMS will meet or exceed the national average on nationally-normed tests in math, reading and writing
- 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

##### **Objectives 2009-2010**

- Provide supplemental academic services to school-wide 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-school partnerships
- Provide professional development for school staff and learning community 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 required actions from the Title I Application and any DPI Monitoring Reports
- 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

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **Accomplishments 2008-09**

- 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"
- Supported collaboration among cohorts of principals for "watch list" schools and for vertical articulation
- 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 parental 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
- Consistently responded to internal and external customers within 24 hours and in accordance with CMS customer service expectations
- Construct and submit on behalf of the district an annual application for Title I funds

#### **MEDIA SERVICES**

##### **Goals 2009-2010**

- Each media center will be staffed with a highly qualified media specialist who has a Master's Degree or is enrolled in a program leading to the Master's Degree
- All schools—FOCUS and non-FOCUS will be equipped with the quantitative and qualitative standard for books
- Media Services will partner with the Public Library of Charlotte & Mecklenburg County for reading incentive projects, joint-use facilities, and other services that do not require funding

##### **Objectives 2009-2010**

- Provide instructional program support and resources that align information and computer skills with 21st-Century Learning
- Provide a 2008© core list of books for grades K-5, 6-8, and 9-12 to assure standardization and equity
- Strengthen the in-kind partnership with the Public Library of Charlotte & Mecklenburg County for expanded services and resources

##### **Accomplishments 2008-09**

- Procured resources for a \$1.2 million operating budget
- Administered the FY2008-09 Title V carryover funds and a \$1.6 million budget for new and replacement schools
- Selected resources and organized library media centers in five new schools and four replacement schools

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Developed the 2007© list of K-5, 6-8, and 9-12 books and bibliographies to support the District Bullying-Prevention Plan
- Revised the Procurement Guide for Media Centers, Handling Challenged Media Center and Supplementary Instructional Materials, and Horizon Basics Handbook
- Reviewed designs for all new or replacement library media centers
- Sponsored a workshop with Michael Eisenberg, the developer of the Big6™ Research Model
- Partnered with HotChalk for the NBC Archives database worth approximately \$666,000

#### **TIF-LEAP PROGRAM**

##### **Goals 2009-2010**

- Create a 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 2009-2010**

- Make improvements to the compensation system implemented through the pilot, and incrementally scale-up the number of schools involved in the pilot as outlined in the grant proposal. Improvements shall consider the introduction of student achievement gain measures to the compensation system criteria, as well as multiple measures of student achievement.
- 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.
- Develop leadership, related stakeholder involvement strategies, and two-way communication systems to support and champion the performance-based compensation system.
- Develop and implement an evaluation process to inform decision-making, including mid-course corrections.
- Develop capacity for financial projections and cost/benefit analysis of the performance-based compensation system.
- Align the development of the LEAP pilot and performance-based compensation system with the district strategic plan.
- 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.

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **Accomplishments 2008-2009**

- Awarded merit based supplements to those who met performance standards and achieved better than expected growth or high growth for their students of record as defined by the North Carolina Department of Public Instruction and measured by the End-of-Grade (EOG) and End-of-Course (EOC) standardized assessments.
- 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 1 and 2 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
  - 1 hour of orientation for all 10 Year 3 TIF-LEAP schools
  - 4-day intensive training in SLO development and implementation at the Summer Teacher Conference
  - 1-day training for school leaders and administrators in the 10 Year 3 TIF-LEAP schools
- Paid recruitment bonuses to staff employed in year one schools.
- Phased out Successful Teacher Administrator Reward (STAR), Pay for Performance, Master Administrator, and the Master Teacher Incentives and redirected funds to support the TIF-LEAP Initiative.
- Completed an incentive payout based on Student Learning Objectives to qualified teachers in the TIF-LEAP schools.

#### **EXCEPTIONAL CHILDREN SERVICES**

##### **Goals 2009-2010**

- Goal I- High Academic Achievement
- Goal II- Effective Educators
- Goal VI- Safe and Orderly Schools

##### **Objectives 2009-2010**

- 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 drop-out rate will be reduced among all populations of students.
- CMS will increase the percentage of its schools with effective teaching staff.
- Students will indicate schools are safe and parents will indicate they believe schools are safe.

##### **Accomplishments 2008-2009**

- Continued differentiated training of Inclusive Practices for all schools
- Provided continued support and training for PBIS Schools
- Increased number of students served in the least restrictive environment
- Provided continued support to schools through the EC Teacher Support Model
- Implemented Transition of Students with Severe and Profound Disabilities into CMS Charter

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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#### **PREK-12 INSTRUCTIONAL SUPPORT PROGRAMS**

##### **Goals 2009-2010**

- Increase graduation rates
- Decrease unexcused absences
- Reduce dropout rate among all students
- Address disparity based on race, ethnicity or socio-economic
- Maintain strong, parent, community connections
- Educate students, parents, staff and community regarding gang awareness, gang prevention and current youth gang trends
- Continue development of the bullying prevention progress
- Provide support services utilizing a comprehensive, multidisciplinary model
- Support the Intervention Team process, implementation and education
- Promote wellness and physical activity for the district
- Provide comprehensive before and after school enrichment programming
- Develop collaborative, multi-disciplinary support services teams to address students' academic, social and emotional needs
- Enhance the functionality of Intervention Teams in every school by using Intervention Team specialists to train and support teams

##### **Objectives 2009-2010**

- Increase graduation rates by 3%
- Decrease dropout rate by 3%
- Improve before/after school customer service by 35 %
- Increase Parent University venue offerings by 20%
- Increase number of "functioning" Intervention Teams by 50%
- Increase gang prevention workshops by 40%
- Increase number of juvenile judges participating in Truancy Court by 20%
- Increase number of wellness partnerships by 25%
- Increase community partnerships by 20%

##### **Accomplishments 2008-2009**

- Fostered dropout prevention and increased graduation program components
- Completed the design for the comprehensive, multidisciplinary support services model
- Established community partnerships with the System of Care/MeckCARES, Gang Prevention Coalition and the Juvenile Justice Partnership
- Facilitated further development of Parent University
- Developed and implemented bullying prevention program
- Increased before/after school services and fostered further development of Middle School Matters
- Developed process for securing supplies and materials in the health rooms for new schools.

#### **SUPPORT SERVICES**

##### **Goals 2009-2010**

- 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

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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- Monitor student attendance and provide interventions to targeted students
- Increase truancy interventions to identified students
- Increase wraparound support services to all students
- Collaborate with CMS Departments to lower dropout rate
- Provide crisis intervention services to identified students and linkage with appropriate community agencies
- Continue partnership with Department of Social Services (DSS) to serve students in Foster Care and DSS custody; plan and implement Education Summit, September, 2009
- Reduce dropout rate among all students
- Promote wellness and physical activity for the district
- Maintain strong, parent, community connections
- Develop collaborated, multi-disciplinary support teams to address students' academic, social and emotional needs

#### Objectives 2009-2010

- Implement comprehensive school counseling program at each CMS elementary school
- Provide professional development for multidisciplinary teams
- Continue training on Sparta and T-Sparta to assist school social workers with using data to identify high need students (including students with attendance/truancy problems)
- Increase school-based truancy intervention services at the elementary and secondary levels via CMS Truancy Intervention Process, Truancy Court, referrals to District Truancy Court, Truancy/Safe Neighborhood Program, and utilization of available community resources-City of Charlotte Truancy Mediation, Department of Juvenile Justice, etc.
- Identify homeless students in schools and coordinate school and community resources to address academic and personal/family issues. Expand partnership with A Child's Place
- Collaborate with CMS support services departments to lower dropout rate through early identification of high needs students, effective use of research based interventions and providing appropriate wraparound support services to students and families
- Collaborate with Technology Services to maintain current CMS dropout data and distribution of accurate data to school personnel; consult with attendance secretaries, registrars and support staff to implement dropout data strategies to monitor, manage and report school dropout data to central office and DPI
- Provide crisis intervention services to students and participate as effective members of school crisis teams and Intervention Teams
- Reduce dropout rate by 3%
- Increase number of wellness partnerships by 25%
- Increase community partnerships by 25%
- Improve customer services by 10%
- Increase the number of School Health Teams by 25%

#### Accomplishments 2008-2009

- 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 2009 received in excess of \$80 million in scholarship offers
- Provided leadership for the 2009 National College Fair which served more than 6000 students and parents in the region
- Increased the number of students and schools that participated in Study Abroad programs
- All CMS high schools participated in the NC College Application Week to increase the college application rate

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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- Counselors addressed student transition and teen stress concerns by facilitating multiple Parent University sessions
- Developed new school social work services delivery model, Areas of Focus, to provide social work services that align with the Strategic Plan 2010. Core services include attendance, truancy, dropout prevention, crisis intervention McKinney Vento services and assessment. Expectations and processes are outlined in a manual developed for school social workers
- Provided professional development to School Social Work Department staff on new social work services delivery model
- Provided training to registrars and attendance secretaries on dropout data collection/reporting
- Developed and implemented with CMS Technology Services, ACCESS data base to capture social work data on core services
- Developed and managed the Dropout Charter and established an Advisory Team
- Initiated a dropout data collection and reporting process
- Collaborated with School Counseling Department to implement Truancy Intervention Process in all secondary schools
- Facilitated the dropout data report to the state on December 1st. Succeeded in lowering dropout rate to 5.91% (previous year- 6.39%)
- Developed and implemented Exit/Withdrawal process and form for elementary and middle schools
- Collaborated with District Court Judges, District Attorneys, court clerks and CMS attorneys to develop new District Truancy Court process
- Provided strategic monitoring of students in DSS custody and planning with their DSS social workers/teams
- Monitored student attendance in Achievement Zone schools
- Developed high school resource guide for academic support
- Facilitated YFS Education Task Force to focus on the needs of students in foster care and the barriers to success
- Improved End of Grade performance for students in custody: 2007- 77% of 3rd-8th graders were on or above grade level in reading (invalid scores for 2008)
- Developed research-based dropout prevention handouts in English and Spanish to send out with attendance letters
- Served as a resource for CMS personnel for all DSS services
- Expanded Truancy Court Program to include four additional sites
- Implemented Truancy Court programs at 12 schools- elementary and middle school sites
- Developed and implemented Aftercare Program (Keys) for students who have completed Truancy Court Intensive Program and need additional support services second semester
- Collaborated with District Court Judges and District Attorneys to develop individual service plans for students
- Participated on Model Courts Team to develop new District Truancy Court process/protocol
- Developed Site Coordinator and Judges' Training manuals
- Provided equity among schools related to school health equipment and supplies
- Provided Automated External Defibrillators (AED) to all Title I Schools, Ed. Center, Walton Plaza; replaced 24 AED batteries
- Conducted 6 School Health Team Trainings for 24 school representatives
- Implemented a district level staff wellness program at 6 schools sites
- Developed an training module and video 'Responding to a Health Emergency ' for bus drivers, and presented it to all bus drivers
- Developed NCWISE Immunization Training module for registrars, secretaries, nurses; 14 workshops were completed

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Improved immunization and health assessment compliance by 1% over 2007-2008
- Updated policy on Pregnant and Parenting Students; and developed new AED Policy
- Selected by CDC as an exemplary Coordinated School Health Program
- Selected by CDC as a model Asthma Education Program

#### **COMMUNITY RELATIONS AND OUTREACH**

##### **Goals 2009-2010**

- CMS families will feel invited and welcome in the schools and will have a strong relationship with teachers and administrators in CMS
- CMS families will be informed about their child's progress throughout the school year and will receive information from the school to help their child be successful
- CMS families will receive training through Parent University that will empower them to help their children be successful in school and in life
- CMS families will understand the expectations for the teacher, their child, and themselves in the educational process. Families will know the critical role they play in their child's education and will get involved at home and at school
- End-of-Grade and End-of-Course test scores will increase as a result of CMS families being involved and supportive of their children in school

##### **Objectives 2009-2010**

- Provide professional development for teachers and administrators at the school level and within the Learning Communities regarding parental involvement
- Increase the number of parents participating in parent-teacher conferences in the fall and as requested throughout the year
- Strengthen the Parent Compacts and increase the understanding and importance of the compact commitment by administrators, teachers, and families
- Increase the number of Parent University courses being offered in the schools and in the community. Strengthen course topics to ensure they are relevant and timely for families
- Make Parent University course offerings more available and accessible to families. Increase the number of partnerships with houses of worship, businesses, neighborhood/community centers, childcare programs, and other organizations that currently serve families
- Increase the number of Parent University courses being offered in Spanish
- Launch online courses that will allow families to view the courses through video streaming on the CMS Parent University webpage
- Strengthen the awareness of Parent University among families in CMS and in the community and increase the number of participants in courses being offered
- Establish requirements for parent/student attendance in targeted Parent University courses as a result of truancy, bullying, and other behavior issues in the schools
- Increase financial and in-kind support for Parent University through grants, foundations, and businesses

##### **Accomplishments 2008-2009**

- Launched Parent University in the fall of 2008. In the first semester 31 course topics were offered 56 times in the fall. More than 2,700 parents attended sessions, which 1,556 parents had children who attended Title I, Focus, or Achievement Zone schools. Courses were offered in 12 Title I, Focus or Achievement Zone schools in the first semester
- In the first semester, 93% of participants surveyed said they learned information and techniques they plan to use. 97% said the speakers were effective and presented information that was helpful

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Second semester, Parent University offerings increased to 64 different topics offered 159 times. For the first time, 15 classes were offered only in Spanish to serve our growing Latino population. From January through the end of March, more than 4,000 participants were involved in the classes
- Increased Parent University partnerships by working with agencies such as Goodwill, Charlotte Emergency Housing, Hall House, Charlotte Housing Authority, Truancy Court, Young Black Males Leadership Conference, Park and Recreation Teen and Family Summits, and other organizations to offer courses
- Initiated partnerships between Parent University and Leadership Charlotte (LC). This year's LC class adopted Parent University as their community service project. A team was assigned to each Learning Community, and the team selected at least one of the neediest schools in the Learning Community to offer a Parent University class. They provided support for the presentation, meal, incentives, childcare, promotion, etc. Nine sessions were offered with more than 1,200 participants in total
- Offered two family events through Parent University to provide a unique opportunity for families to receive resources and information while having fun. The fall event was held at the Whitewater Center and more than 9,000 participated. The spring event was held at the Charlotte Checkers and more than 3,000 participated
- Served nearly 19,000 participants through Parent University in the courses and family fun events in the first year
- Involved and supported Parent University through volunteers on the Parent University Advisory Council, Curriculum Review Committee, and Friends of Parent University committee
- Gained in-kind support for Parent University from nearly 170 CMS teachers, administrators, counselors, as well as community and business leaders who served as presenters, advisory council members, curriculum review committee members, and volunteers

### **LEARNING COMMUNITIES**

#### **Goals 2009-2010**

- 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 EOCs.
- Students will pass the 8th grade computer skills test.
- The drop out rate will be reduced 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.

#### **Objectives 2009-2010**

- 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.
- Increase the number of students completing computer skills and competency graduation requirements.

## **ACADEMIC SERVICES DIVISION**

### **Goals, Objectives and Accomplishments**

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- Provide focused staff development to Learning Community schools in the areas of math, reading 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 Learning Community.
- Conduct community meetings on topics of importance to the Learning Community.
- 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.

#### **Accomplishments 2008-09**

- 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 tests in fourth and fifth grade math
- Exceeded the state average on the End-of-Course tests in U.S. History, English I, Civics and Economics, Biology, and Algebra II
- 94% of elementary schools made expected or high growth towards Adequate Yearly Progress (AYP)
- Decreased the ethnic achievement gap by .9% in elementary math
- Continued to focus on communication with schools and parents during budget hearings
- Tailored professional development to meet student achievement needs
- Provided customer service training to support staff at schools
- Focused on disciplinary alternatives to long term suspensions
- 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
- Designed leadership development programs for assistant principals and principals
- Deployed human resource capital strategically across schools within each Learning Community
- Focused on vertical articulation within Learning Communities to support curriculum alignment and student achievement

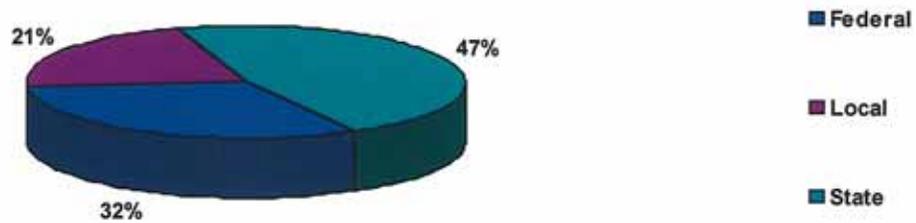
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ACADEMIC SERVICES DIVISION**

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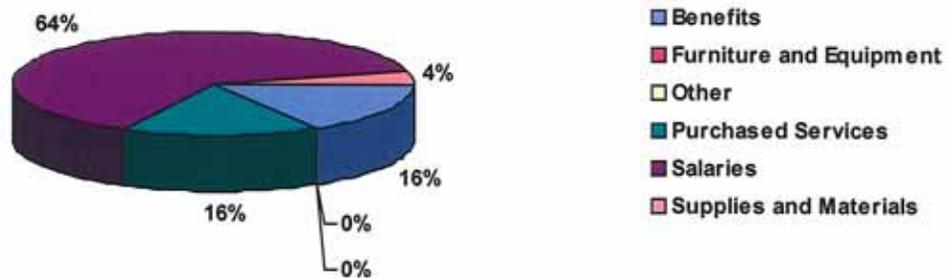
<b>Expenditures</b>	<b>FY 2009-10 Proposed Budget</b>	<b>FY 2008-09 Adopted Budget</b>	<b>FY 2007-08 Actual Expenditures</b>	<b>FY 2006-07 Actual Expenditures</b>
Salaries	\$ 172,661,357	\$ 184,543,813	\$ 155,099,384	\$ 138,062,002
Benefits	44,674,726	45,601,163	36,578,618	32,399,170
Purchased Services	44,359,872	46,689,733	40,342,180	35,961,314
Supplies and Materials	12,301,032	15,694,787	14,171,449	14,374,920
Furniture and Equipment	259,987	261,994	544,244	199,439
Other	-	-	-	-
	<u>\$ 274,256,974</u>	<u>\$ 292,791,490</u>	<u>\$ 246,735,875</u>	<u>\$ 220,996,845</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ACADEMIC SERVICES DIVISION**

### Sources



### Uses



## ASSOCIATE SUPERINTENDENT FOR PREK-12 CURRICULUM AND INSTRUCTION

**Description:** The Associate Superintendent for PreK-12 Curriculum and Instruction is responsible for oversight of Pre K Instruction, magnet programs, literacy and writing, math and science instruction, global studies and world languages, arts education, After School Enrichment Programs, career and technical education, media services and English as a Second Language programs. In addition, this individual provides leadership and direction for the professional development of teachers, principals, assistant principals and emerging leaders.

### BUDGET ACCOUNTABILITY:

Ann Clark

Associate Superintendent for PreK-12 Curriculum and Instruction

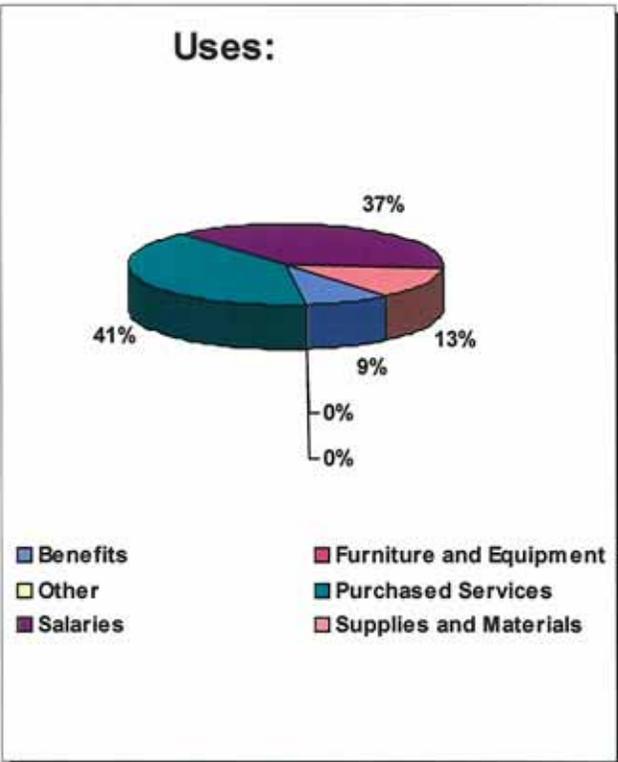
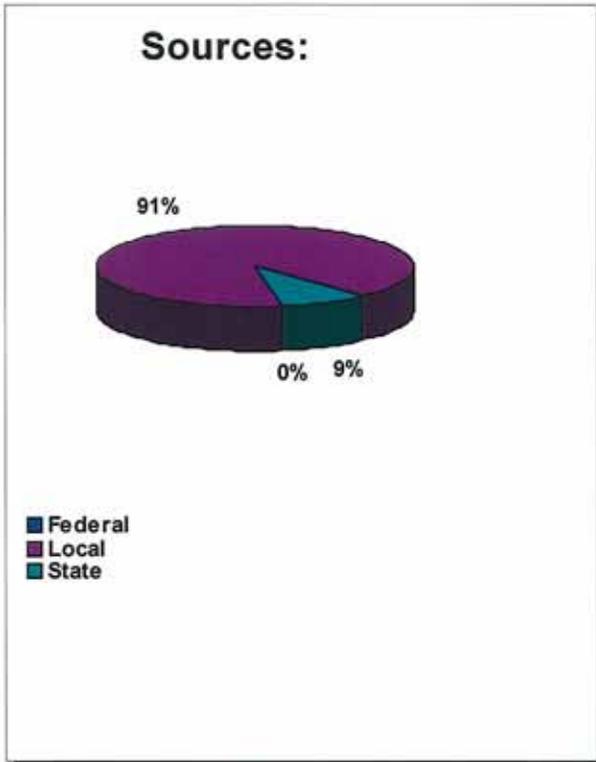
### SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase and position upgrade	\$ 30,023
Central Office Reduction - eliminated budget assistant position	(55,087)
<b>Purchased Services</b>	
Community Partners Support - eliminated support for Arts and Science Council	(250,000)
Redirected funds for contracted services for Easy PEP from Professional Development	73,000
New Leaders for New Schools - contracted services, travel and printing	252,433
<b>Supplies and Materials</b>	
Central Office Reductions - reduced funding for supplies and equipment	(20,780)
Redirected funds for POST afterschool program from Chief Academic Officer dept.	40,000

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

# ASSOCIATE SUPERINTENDENT FOR PREK-12 CURRICULUM AND INSTRUCTION

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 494,288	\$ 515,539	\$ 514,886	\$ 3,589,167
Benefits	116,375	121,028	113,870	748,815
Purchased Services	548,670	473,237	735,691	1,684,502
Supplies and Materials	168,836	147,616	304,343	904,454
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,328,169</u>	<u>\$ 1,257,420</u>	<u>\$ 1,668,790</u>	<u>\$ 6,926,938</u>



**TALENT DEVELOPMENT/ADVANCED STUDIES/AVID**

**Description:** The Talent Development/Advanced Studies/AVID department serves CMS students K-12. The program supports initiatives such as the Elementary Catalyst Program, the Learning Immersion and Talent Development Magnet programs, Horizons K-12, AVID 5-12, 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

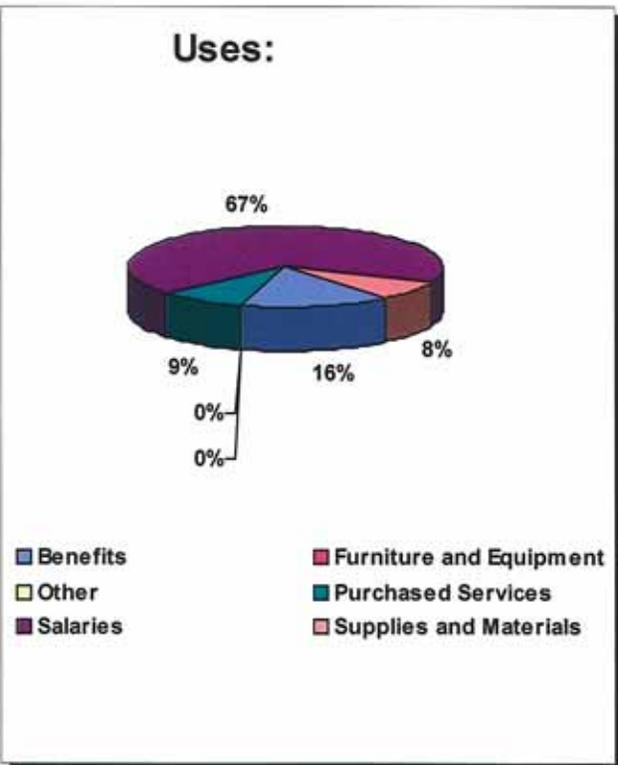
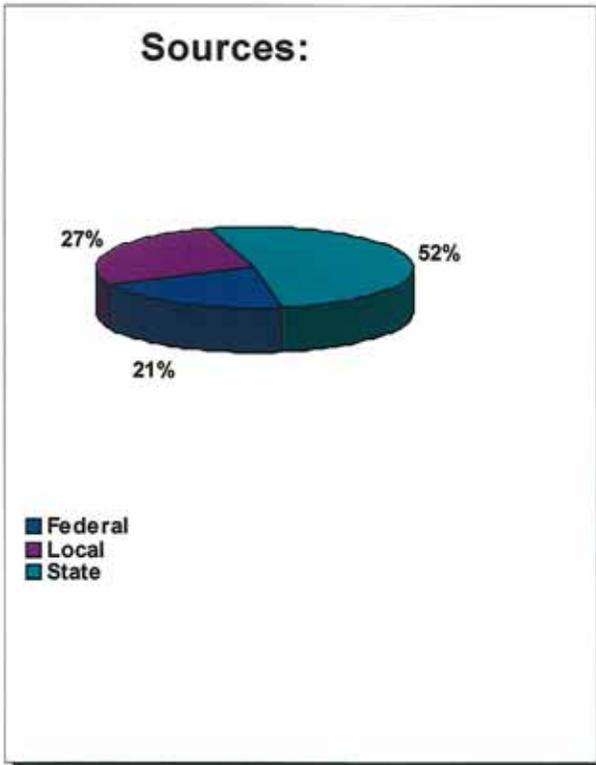
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 155,328
Talent Development - reduced funding for extended employment for training and alignment guides	(157,500)
AVID Program - eliminated AVID specialist position and funding for AVID tutors and substitutes	(327,892)
Dental Insurance - implementation of employee contribution	(9,257)
<b>Purchased Services</b>	
Talent Development - eliminated licensing fees for Spring Board	(126,301)
AVID Program - eliminated funding for AVID field trips	(20,800)
<b>Supplies and Materials</b>	
AVID Program - eliminated funding for AVID supplies	(22,800)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**TALENT DEVELOPMENT/ADVANCED STUDIES/AVID**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 5,352,367	\$ 5,689,052	\$ 4,751,764	\$ 4,337,140
Benefits	1,236,117	1,255,752	1,008,629	889,487
Purchased Services	733,296	852,524	848,811	790,680
Supplies and Materials	606,006	606,332	793,898	533,803
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 7,927,786</u>	<u>\$ 8,403,660</u>	<u>\$ 7,403,102</u>	<u>\$ 6,551,110</u>



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

**Description:** The Literacy and Writing (PreK-12) team will work with members of the team to ensure that students' needs are met in reading through the use of core reading programs, interventions as needed, and acceleration for students at or above grade level. Literacy across all content areas will be emphasized. The team will also work 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)

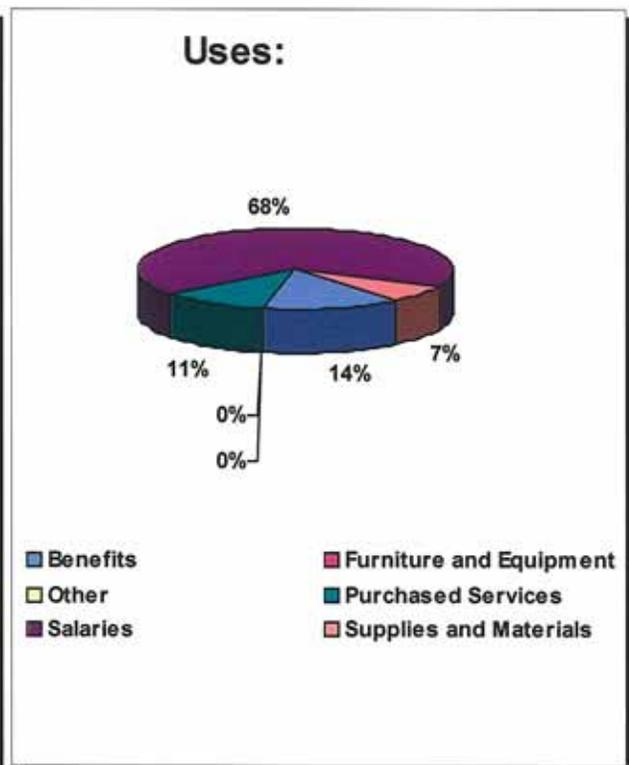
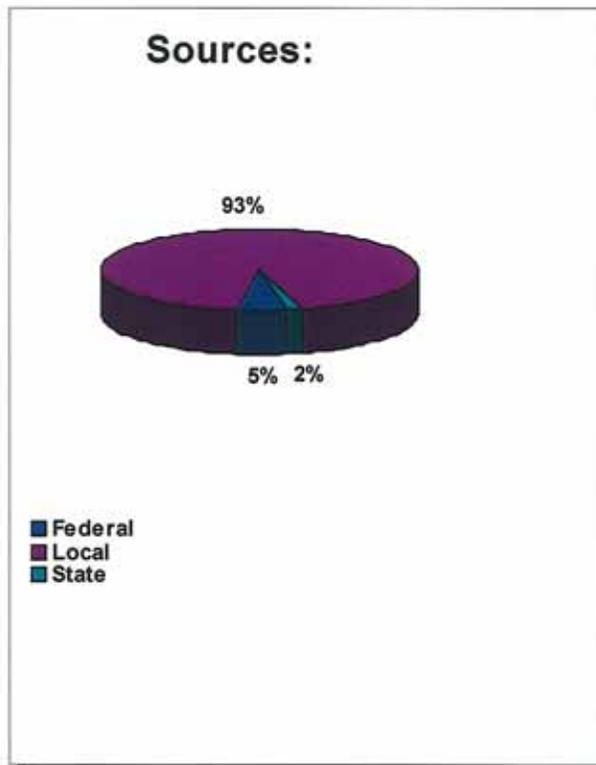
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 24,955
Central Office Reduction - eliminated two coordinators and reduced extended employment and stipends used for training	(213,115)
Dental Insurance - implementation of employee contribution	(1,073)
Redirected extended employment funds used for training to purchased services and supplies	(58,572)
<b>Purchased Services</b>	
Redirected funds to purchased services from extended employment	35,927
Central Office Reductions - reduced contracted services	(16,706)
<b>Supplies and Materials</b>	
Redirected funds to supplies and materials from extended employment	22,645

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

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

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 766,715	\$ 998,916	\$ 1,010,720	-
Benefits	164,857	180,461	190,928	-
Purchased Services	131,032	111,811	116,845	-
Supplies and Materials	81,345	58,700	150,706	19,973
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,143,949</u>	<u>\$ 1,349,888</u>	<u>\$ 1,469,199</u>	<u>\$ 19,973</u>



## MAGNET SCHOOLS PROGRAM

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**Description:** The Magnet School Program is a key part of the district's effort to implement systemic reforms that focus on the dual outcomes of equity and student achievement. These reforms promote diversity and reduce minority group isolation in all aspects of schooling and school-related activities while setting high expectations for all students.

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### BUDGET ACCOUNTABILITY:

Robbie B. Kale  
Director of Magnet Schools

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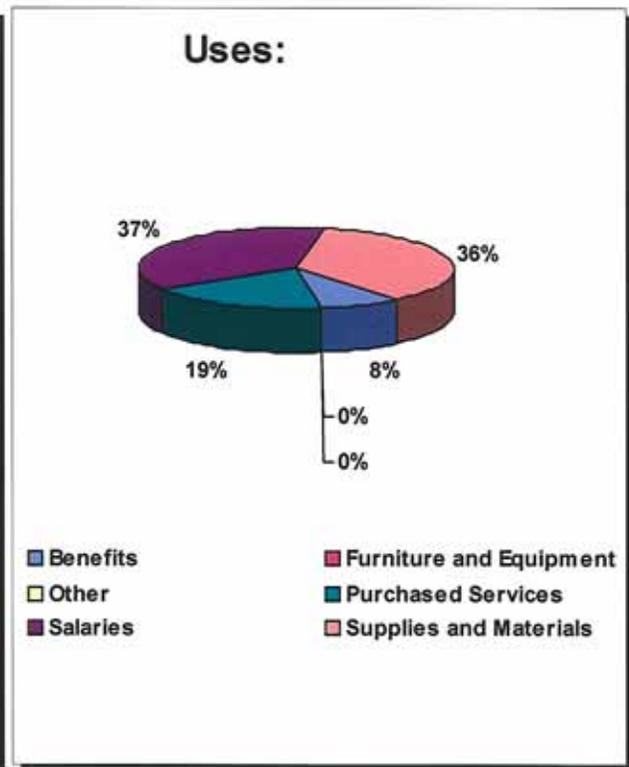
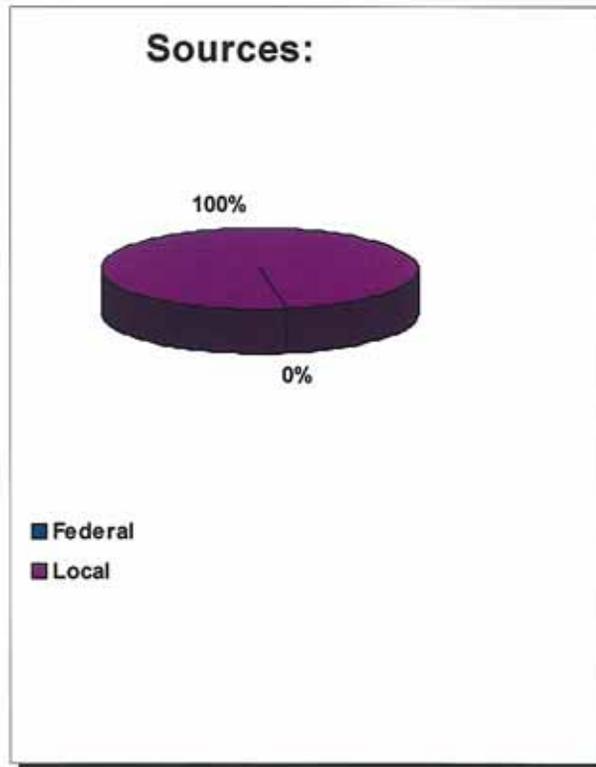
### SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 2,224
<b>Purchased Services</b>	
Central Office Reductions - reduced contracted services and workshops	(35,091)
Magnet Programs - workshops and postage related to the magnet program expansion	55,480
<b>Supplies and Materials</b>	
Central Office Reductions - reduced funding for library books	(9,000)
Magnet Programs - supplies and materials related to the magnet program expansion	240,178

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**MAGNET SCHOOLS PROGRAM**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 268,831	\$ 267,961	\$ 329,051	\$ 754,277
Benefits	61,834	59,948	68,052	158,943
Purchased Services	136,389	116,000	291,915	610,002
Supplies and Materials	261,444	30,266	260,909	470,232
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 728,498</b>	<b>\$ 474,175</b>	<b>\$ 949,927</b>	<b>\$ 1,993,454</b>



## CURRICULUM SUPPORT PROGRAMS

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**Description:** Curriculum Support supports the following curriculum departments: Physical Education Department, Health Education, Driver's Education, JROTC and Extended Day.

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**BUDGET ACCOUNTABILITY:**

Mary Webb  
Executive Director, Curriculum Support Programs

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**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

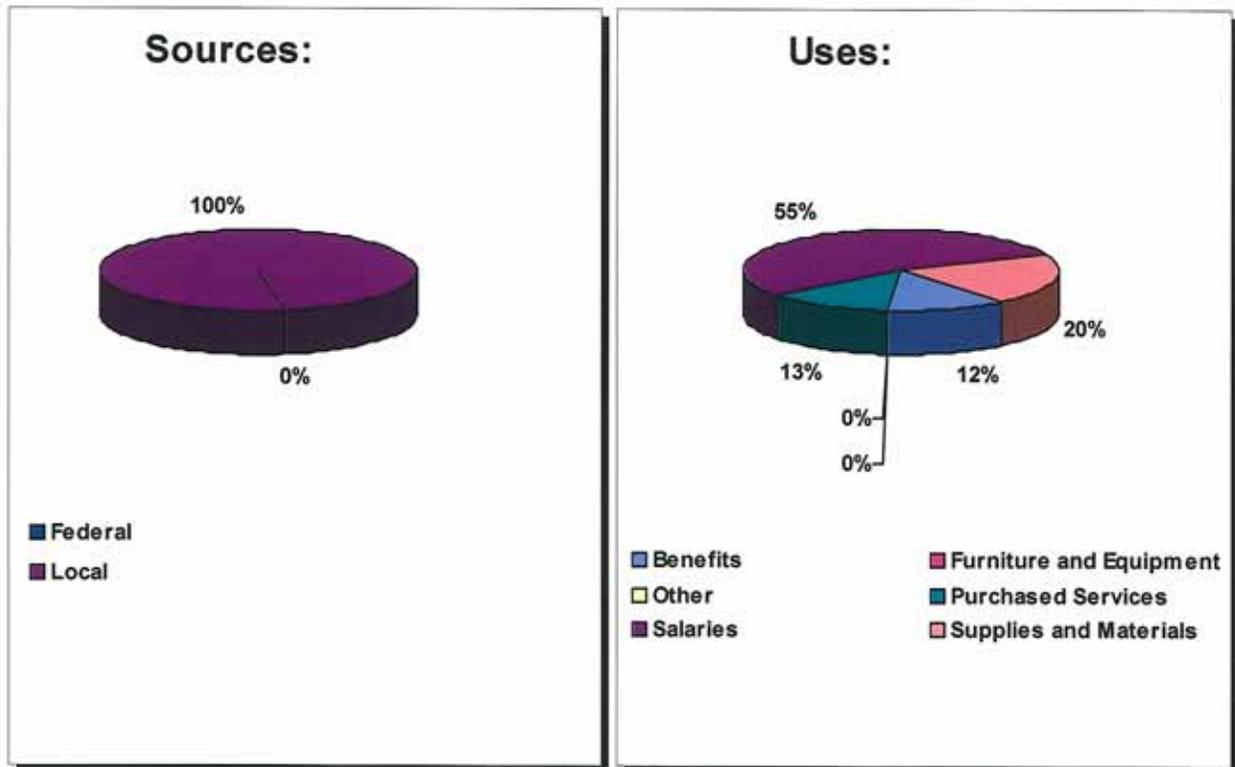
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 5,584
<b>Purchased Services</b>	
Central Office Reductions - contracted services and workshops	(39,011)
<b>Supplies and Materials</b>	
Central Office Reductions - supplies and equipment	(29,437)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CURRICULUM SUPPORT PROGRAMS**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 341,245	\$ 339,766	\$ 394,186	\$ 212,000
Benefits	78,060	75,708	84,969	43,408
Purchased Services	82,473	121,484	172,339	7,363
Supplies and Materials	127,296	156,733	35,990	58,750
Furniture and Equipment	-	-	27,768	-
Other	-	-	-	-
	<u>\$ 629,074</u>	<u>\$ 693,691</u>	<u>\$ 715,252</u>	<u>\$ 321,521</u>

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

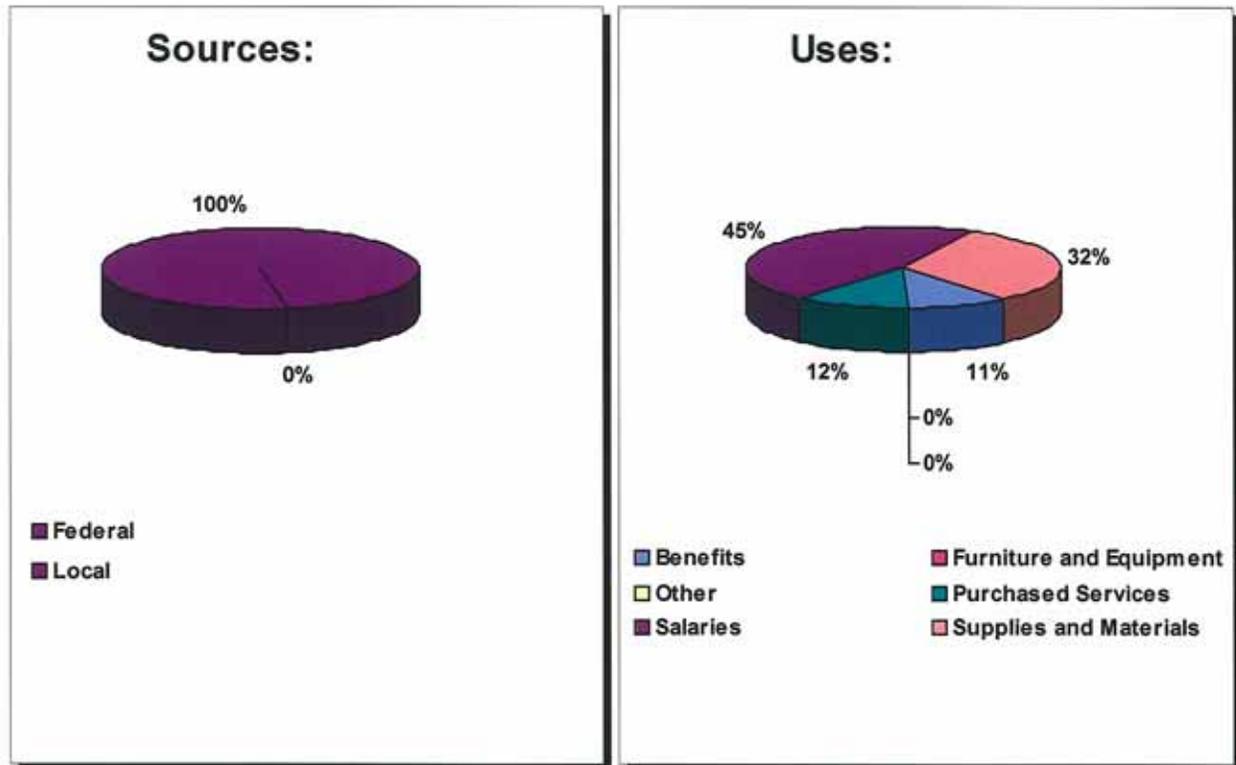


**INTERNATIONAL BACCALAUREATE PROGRAM**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 357,269	\$ 350,618	\$ 3,936	\$ 4,073
Benefits	82,471	78,979	270	349
Purchased Services	92,075	92,075	9,466	363,141
Supplies and Materials	246,337	246,337	108,990	-
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 778,152</u>	<u>\$ 768,009</u>	<u>\$ 122,662</u>	<u>\$ 367,563</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.

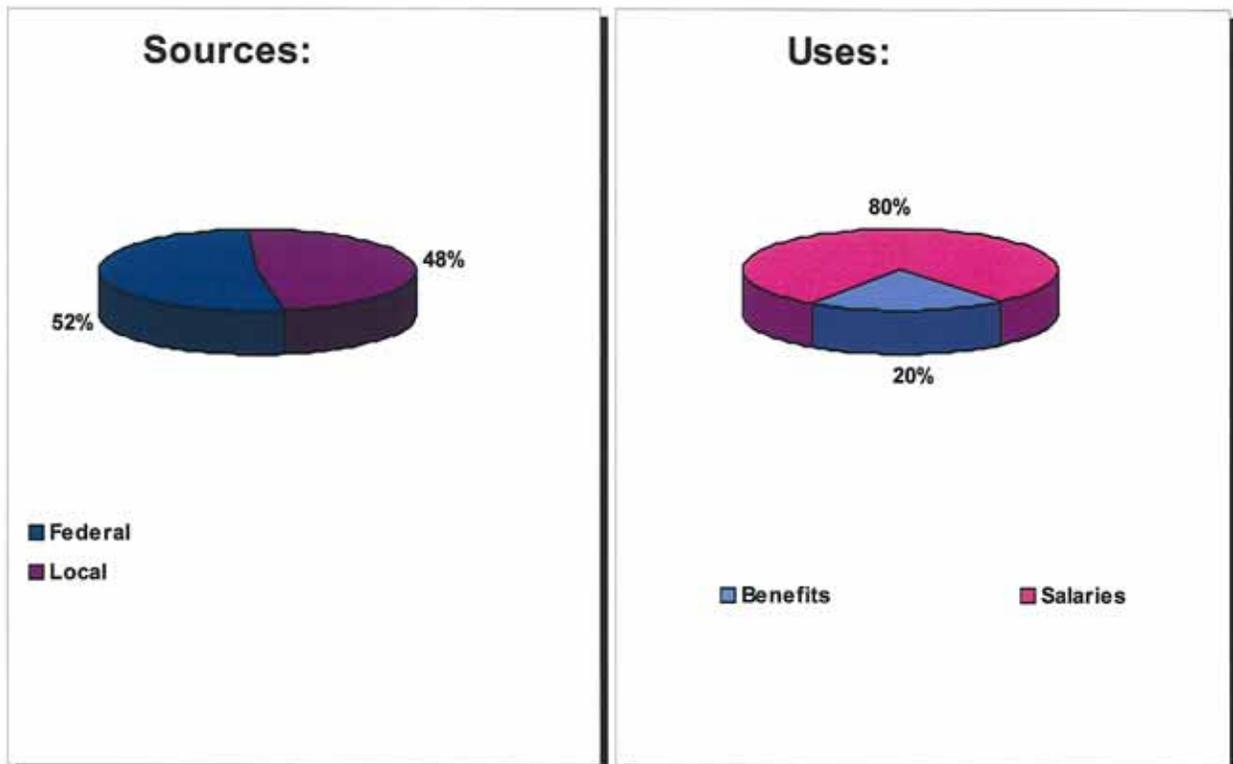
Note: Significant Changes: Certified salary and benefit increases for \$10,863.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ROTC PROGRAM**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 2,345,177	\$ 2,299,193	\$ 3,088,768	\$ 2,967,427
Benefits	604,498	578,486	638,998	595,899
	<u>\$ 2,949,675</u>	<u>\$ 2,877,679</u>	<u>\$ 3,727,766</u>	<u>\$ 3,563,326</u>

Note: Significant Changes: Certified salary and benefit increases of \$78,064.



## **DRIVERS EDUCATION**

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**Description:** Drivers Education is a state-supported activity which mandates that each LEA offer as a school program. Drivers Education provides the opportunity for all eligible students enrolled in school in Mecklenburg County to receive instruction to gain the necessary knowledge, skills and attitude to become safe drivers.

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### **BUDGET ACCOUNTABILITY:**

Connie Sessoms  
Driver Education Specialist

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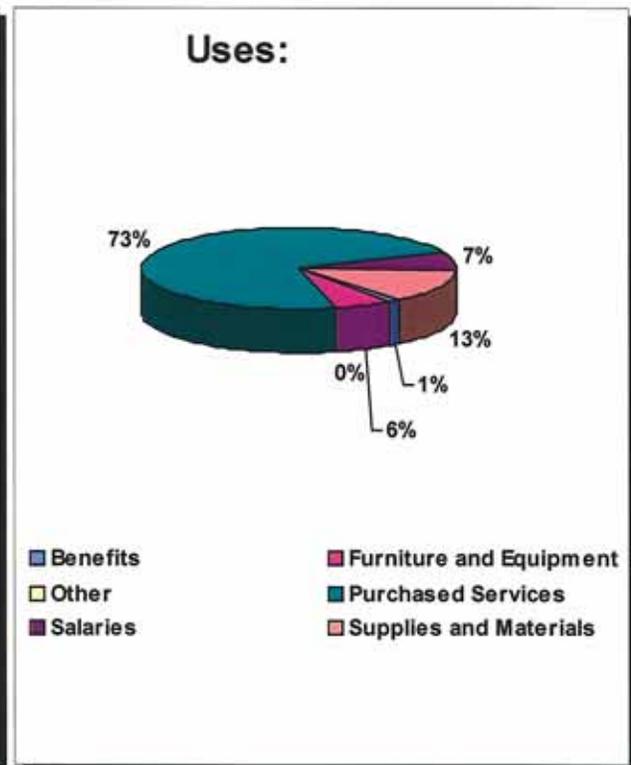
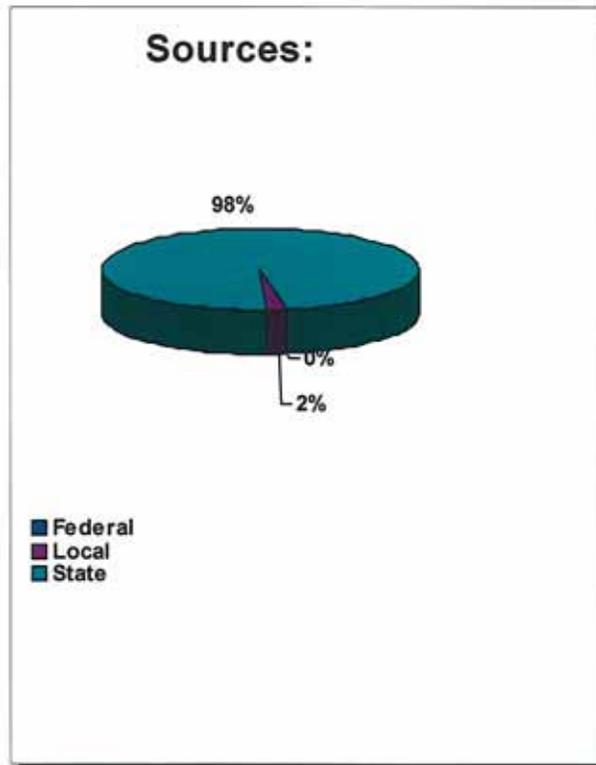
### **SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 1,188

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**DRIVERS EDUCATION**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 267,098	\$ 267,098	\$ 279,283	\$ 227,840
Benefits	49,230	48,162	47,169	37,490
Purchased Services	2,670,138	2,670,138	2,726,796	2,711,903
Supplies and Materials	480,000	480,000	245,875	197,058
Furniture and Equipment	215,000	215,000	223,551	105,568
Other	-	-	-	-
	<u>\$ 3,681,466</u>	<u>\$ 3,680,398</u>	<u>\$ 3,522,674</u>	<u>\$ 3,279,859</u>



**EXTENDED YEAR PROGRAMS**

**Description:** The Extended Year Programs 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: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

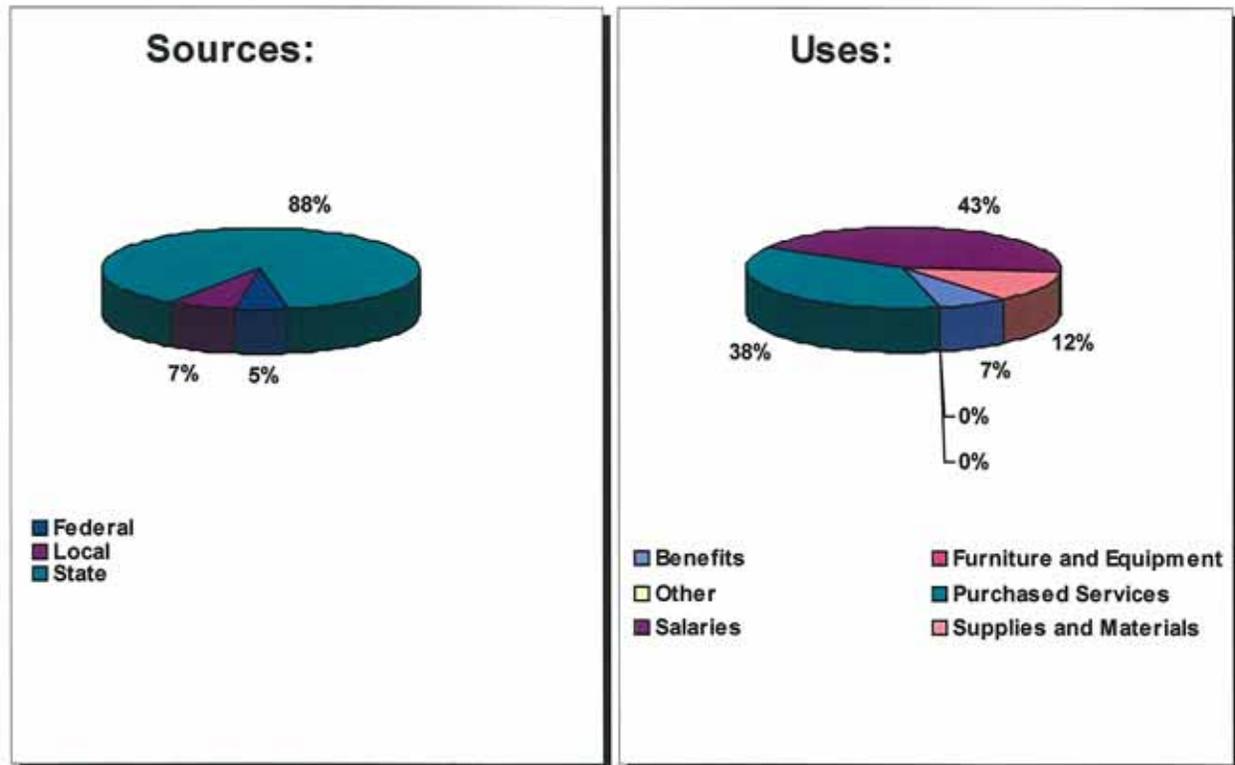
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	57,048
State Adjustment - At-Risk program (reduction of carryover)	(3,842,659)
Redirected funds for extended employment to pupil transportation and supplies	(1,184,794)
Extended Day/Extended Year Programs - reduced extended employment for summer school	(1,293,892)
Federal Adjustment - 21st Century grant	95,781
<b>Purchased Services</b>	
Redirected funds from salaries and benefits to pupil transportation	645,233
Extended Day/Extended Year Programs - reduced pupil transportation for summer school	(23,000)
State Adjustment - At-Risk program (reduction of carryover)	(664,049)
Federal Adjustment - 21st Century grant	46,174
<b>Supplies and Materials</b>	
Redirected funds from salaries and benefits to supplies	539,561
Federal Adjustment - 21st Century grant	34,299
Extended Day/Extended Year Programs - reduced supplies for summer school	(15,727)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**EXTENDED YEAR PROGRAMS**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 2,834,221	\$ 8,173,753	\$ 4,923,004	\$ 4,400,961
Benefits	467,923	1,300,542	1,025,561	1,414,085
Purchased Services	2,475,717	2,529,349	3,082,092	1,948,909
Supplies and Materials	802,698	234,565	233,023	622,805
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 6,580,559</u>	<u>\$ 12,238,209</u>	<u>\$ 9,263,680</u>	<u>\$ 8,386,760</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:**

Dean Johns  
 Director for Arts Education

**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

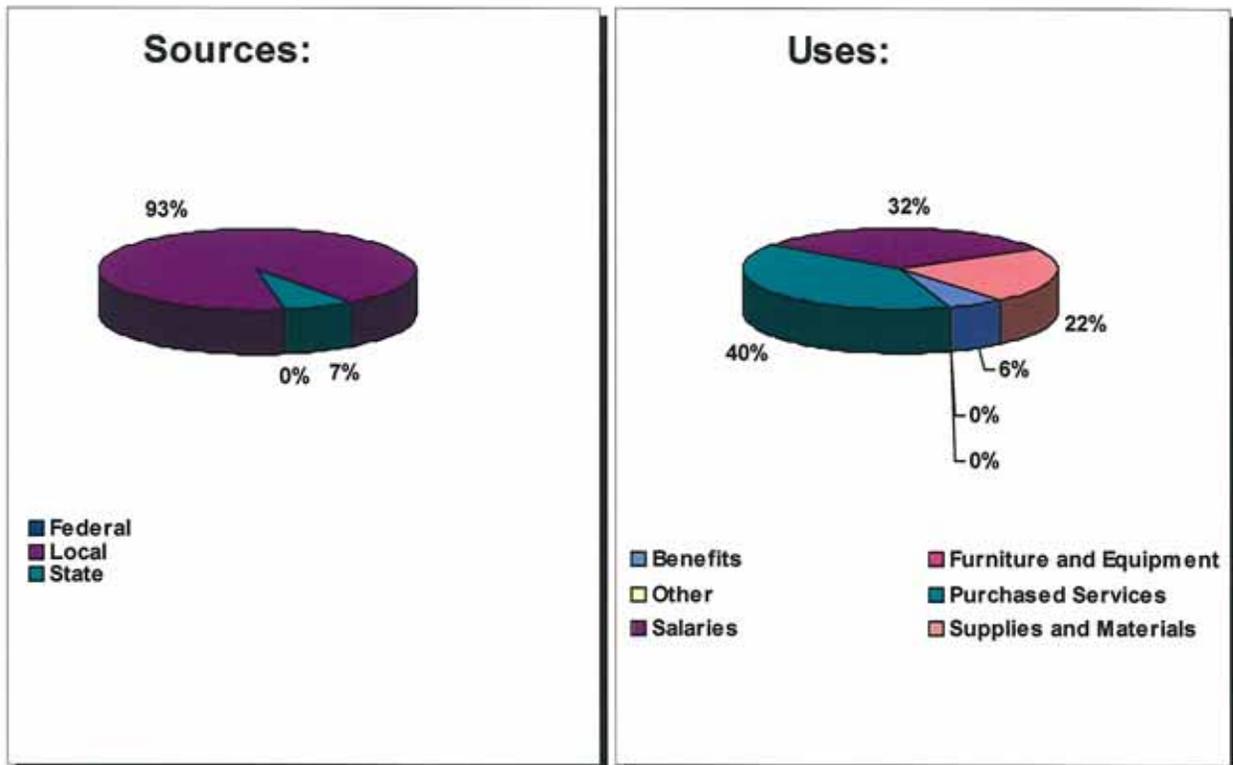
Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 2,409
Central Office Reduction - eliminated artist in residence position	(68,790)
<b>Purchased Services</b>	
Central Office Reduction - reduced workshops, travel, memberships and contracted repairs	(9,820)
Redirected funds for contracted repairs from software	4,500
<b>Supplies and Materials</b>	
Central Office Reduction - reduced supplies and software	(9,178)
Redirected funds for software to contracted repairs	(4,500)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ARTS EDUCATION**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 397,026	\$ 452,624	\$ 455,834	\$ 417,237
Benefits	71,211	82,474	92,649	80,802
Purchased Services	498,614	503,934	519,335	467,382
Supplies and Materials	277,218	310,356	281,780	84,198
Furniture and Equipment	-	-	15,638	10,635
Other	-	-	-	-
	<u>\$ 1,244,069</u>	<u>\$ 1,349,388</u>	<u>\$ 1,365,236</u>	<u>\$ 1,060,254</u>

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



**PREK INSTRUCTION (EXCLUDING BRIGHT BEGINNINGS)**

**Description:** The mission of PreK Instruction is to work with prek programs such as More at Four, Early Reading First, Bright Beginnings, etc. to ensure that students who are eligible and become a part of these programs enter kindergarten with the necessary skills to be successful.

**BUDGET ACCOUNTABILITY:**

Julie Babb  
 Director, PreK Instruction

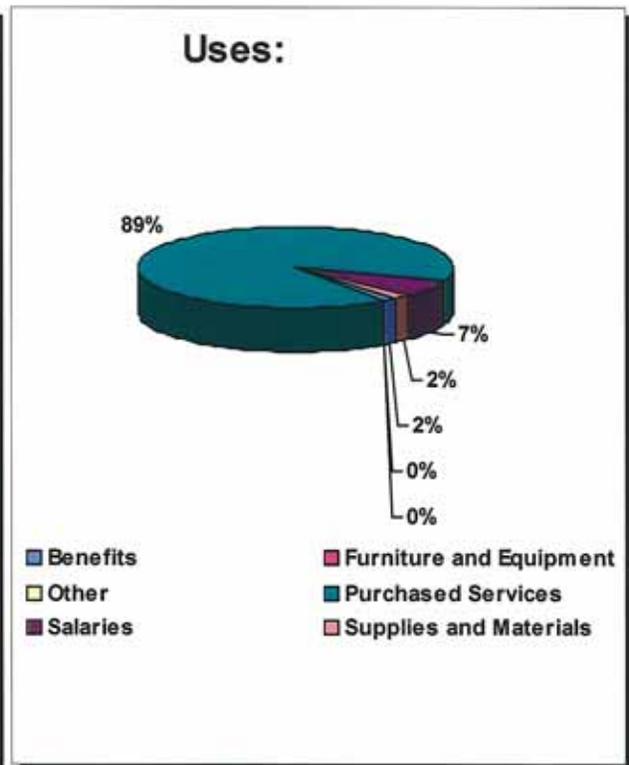
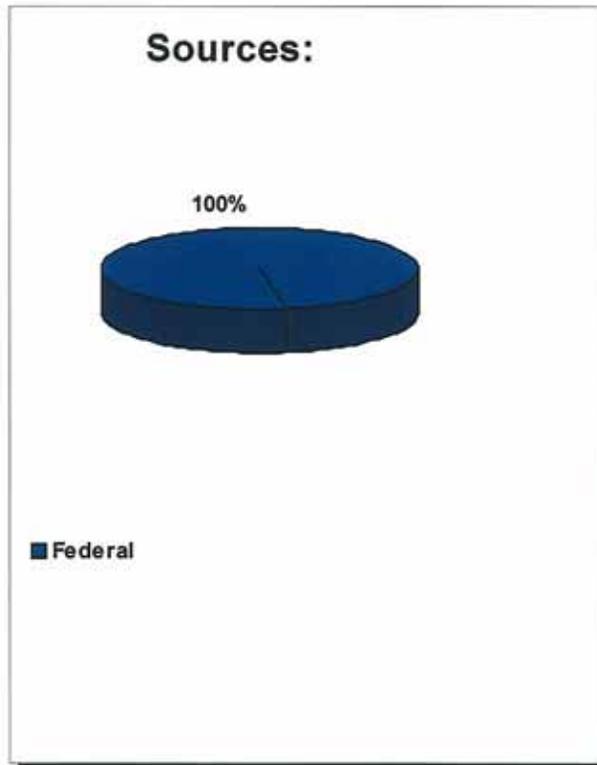
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 14,812
Dental Insurance - implementation of employee contribution	(1,260)
Federal Allotment adjustment - Early Childhood Professional Development	(729,645)
<b>Purchased Services</b>	
Federal Allotment adjustment - Early Childhood Professional Development	(1,136,065)
Redirected funds to contracted services from equipment	169,847
<b>Supplies and Materials</b>	
Federal Allotment adjustment - Early Childhood Professional Development	(40,159)
Redirected funds from equipment to contracted services	(168,847)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**PREK INSTRUCTION (EXCLUDING BRIGHT BEGINNINGS)**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 593,472	\$ 1,235,608	\$ 1,411,777	\$ 1,259,928
Benefits	151,956	244,325	330,021	285,621
Purchased Services	7,819,864	8,786,082	9,315,788	8,790,248
Supplies and Materials	148,363	358,369	807,528	472,949
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 8,713,655</u>	<u>\$ 10,624,384</u>	<u>\$ 11,865,114</u>	<u>\$ 10,808,746</u>



**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 has five critical components: a child-centered curriculum with a strong language development and early literacy focus that provides the foundation requisite for reading success, professional development, family involvement and partnerships, and ongoing research and evaluation.

**BUDGET ACCOUNTABILITY:**

Julie Babb  
 Director, PreK Instruction

**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

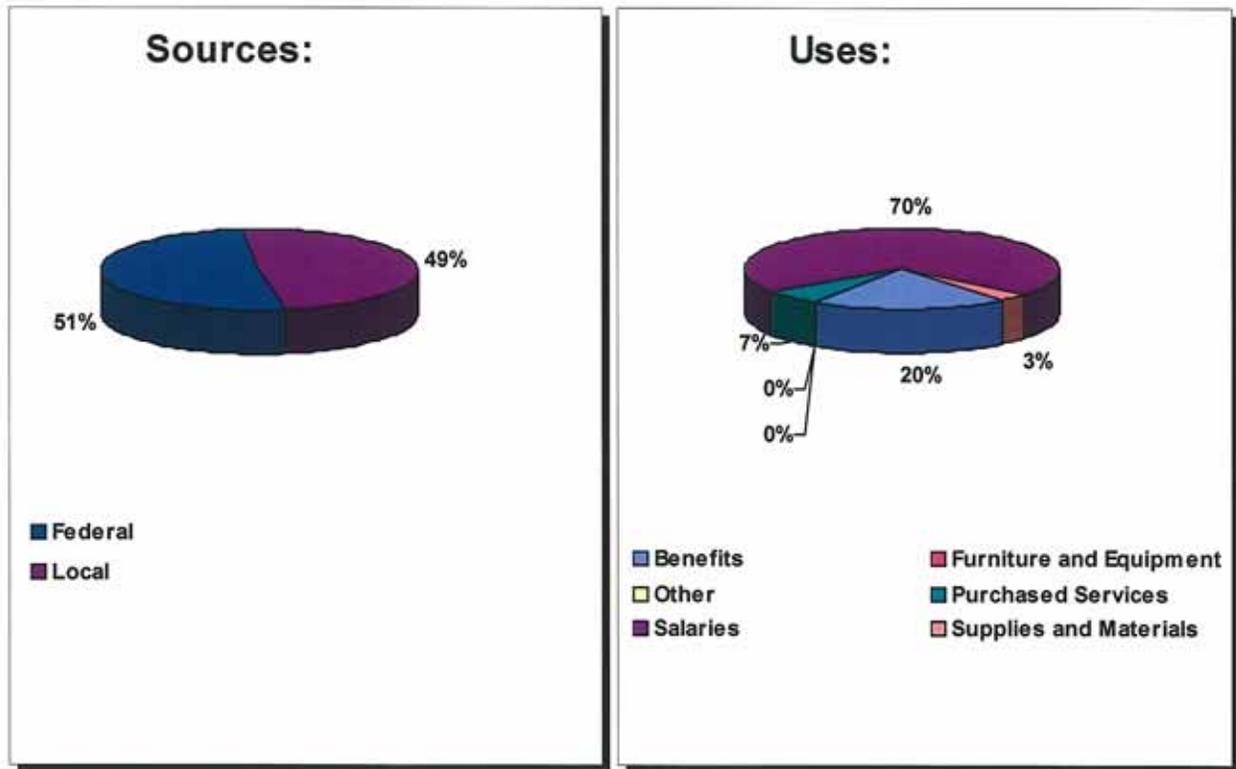
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	422,050
Dental Insurance - implementation of employee contribution	(50,996)
Redirected funds for Pre-k transportation salaries to contracted transportation	(570,094)
<b>Purchased Services</b>	
Redirected funds to contracted transportation from Pre-k transportation salaries and supplies	1,296,504
<b>Supplies and Materials</b>	
Redirected funds for Pre-k transportation supplies to contracted transportation	(726,410)
Federal Adjustment -Title I grant	(52,180)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

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

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 15,905,256	\$ 16,158,609	\$ 14,751,790	\$ 13,978,108
Benefits	4,573,459	4,477,799	3,922,527	3,630,399
Purchased Services	1,480,330	182,882	1,854,689	1,609,644
Supplies and Materials	663,070	1,441,660	733,113	831,480
Furniture and Equipment	-	-	472	-
Other	-	-	-	-
	<u>\$ 22,622,115</u>	<u>\$ 22,260,950</u>	<u>\$ 21,262,591</u>	<u>\$ 20,049,631</u>

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



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**MATH AND SCIENCE INSTRUCTION**

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**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.

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**BUDGET ACCOUNTABILITY:**

Cindy Moss  
Director, Math and Science Instruction

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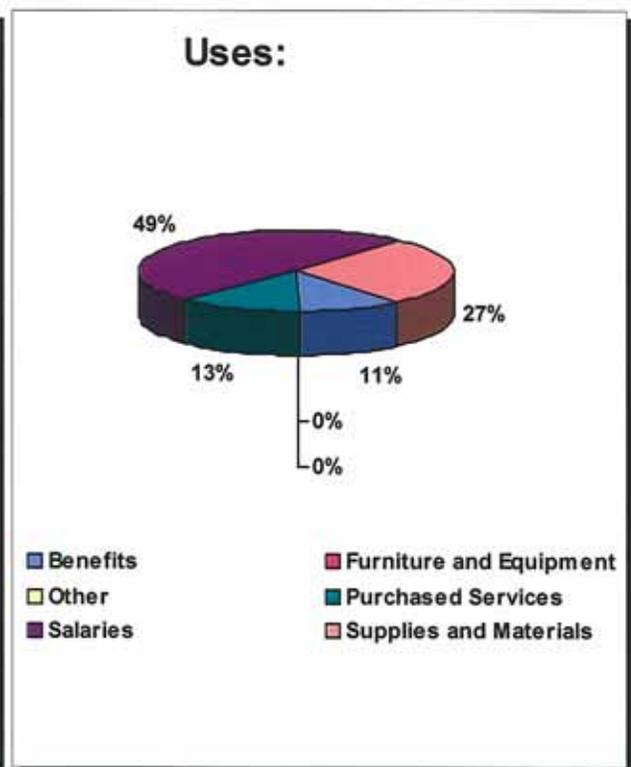
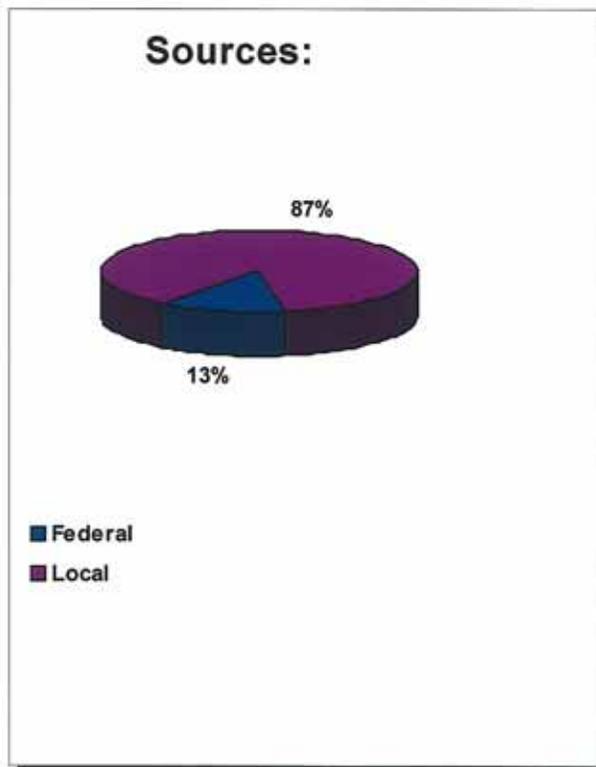
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 9,240
Dental Insurance - implementation of employee contribution	(1,059)
Central Office Reduction - eliminated science coordinator and math coordinator positions	(153,423)
Central Office Reductions - reduced extended employment	(52,692)
<b>Supplies and Materials</b>	
Central Office Reductions - reduced supplies and equipment	(82,575)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**MATH AND SCIENCE INSTRUCTION**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 629,444	\$ 792,013	\$ 696,692	-
Benefits	140,768	171,325	154,182	-
Purchased Services	163,000	161,900	463,221	31,038
Supplies and Materials	353,459	436,034	315,996	221,956
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,286,671</u>	<u>\$ 1,561,272</u>	<u>\$ 1,630,091</u>	<u>\$ 252,994</u>



**CAREER AND TECHNICAL EDUCATION**

**Description:** State, local and federal funds 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.

**BUDGET ACCOUNTABILITY:**

Jimmy Chancey  
 Director of Career and Technical Education

**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

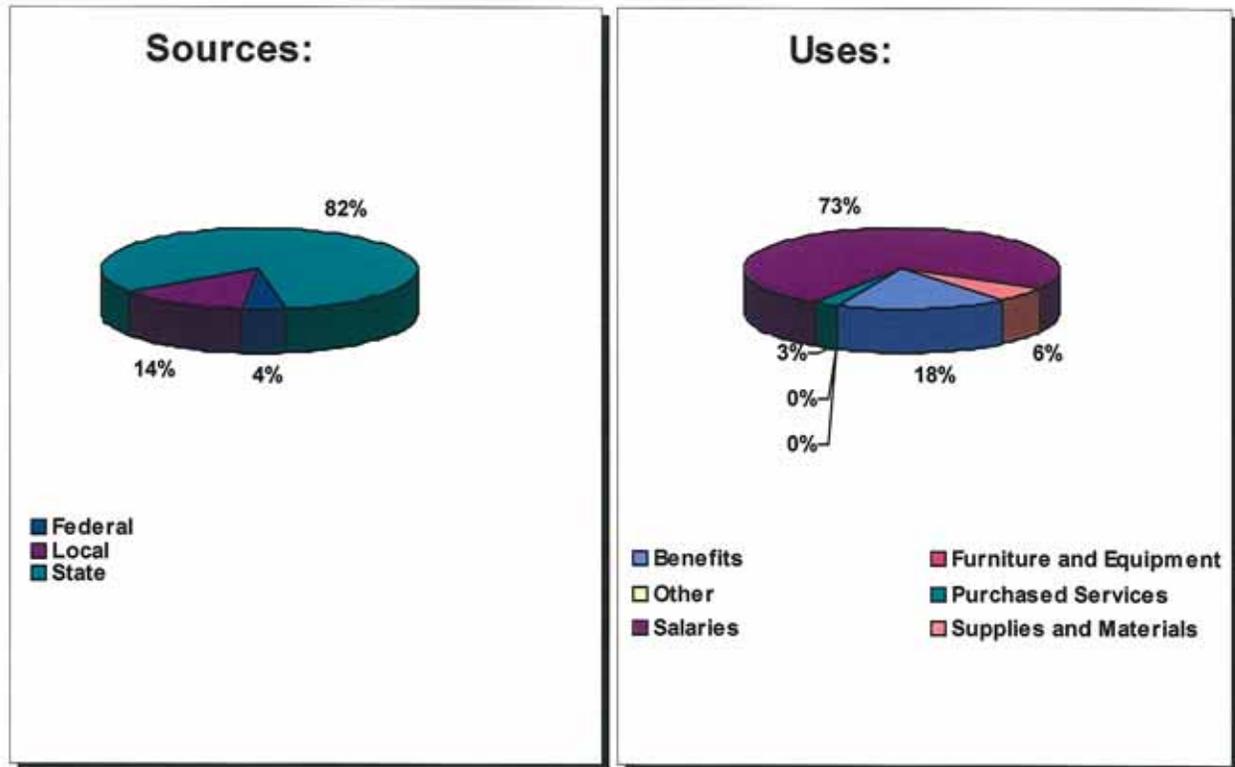
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 859,368
Dental Insurance - implementation of employee contribution	(58,945)
New Schools - 6 teacher positions	390,957
Magnet Programs - one teacher position	65,473
State Adjustment - Voc Ed	(23,405)
State Average Salary Adjustment	370,664
Staffing - eliminated 36 CTE teacher level positions and 19 support positions	(2,977,936)
<b>Purchased Services</b>	
Redirected funds for workshops to supplies and materials	(64,287)
Federal Adjustment - Voc Ed-Program Improvement	(86,726)
<b>Supplies and Materials</b>	
State enrollment growth reduction for 2008-09 enrollment shortfall	(16,005)
Federal Adjustment - Voc Ed-Program Improvement	3,640
Redirected textbook funds for CTE from Inventory Management	86,353
Redirected funds for supplies and materials to workshops	64,287

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CAREER AND TECHNICAL EDUCATION**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 27,658,474	\$ 28,786,134	\$ 28,264,315	\$ 25,042,679
Benefits	6,710,384	6,958,125	6,352,996	5,446,280
Purchased Services	952,579	1,103,592	1,125,951	1,340,752
Supplies and Materials	2,258,695	2,118,843	2,870,666	3,322,592
Furniture and Equipment	-	-	279,631	7,792
Other	-	-	-	-
	<u>\$ 37,580,132</u>	<u>\$ 38,966,694</u>	<u>\$ 38,893,559</u>	<u>\$ 35,160,095</u>

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



**PROFESSIONAL DEVELOPMENT**

**Description:** The Professional Development department coordinates professional development activities system-wide. To accomplish this, specific initiatives have been implemented which address in-service for all certified staff and some non-certified staff.

**BUDGET ACCOUNTABILITY:**

Mary Webb  
Executive Director, Curriculum Support Programs

**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

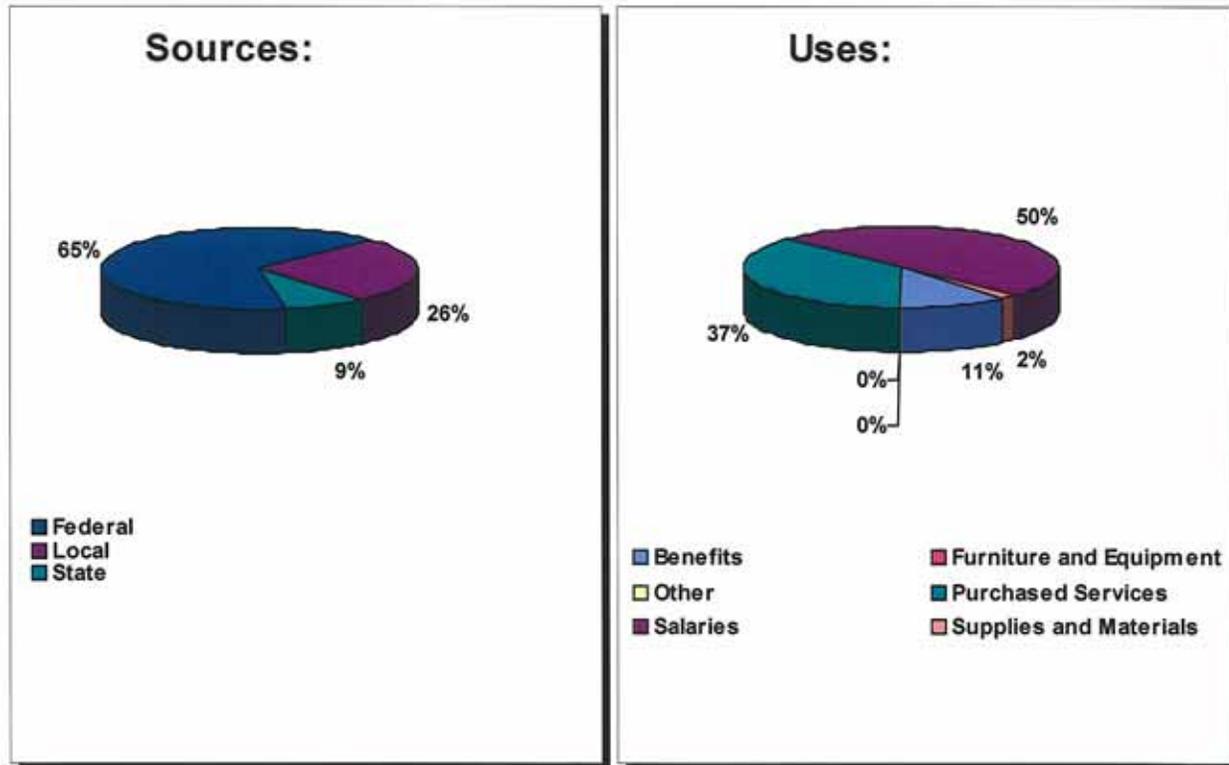
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 129,640
Central Office Reduction - eliminated director, executive director, beginning teacher coordinator and secretary position as well as stipends for staff development	(408,858)
Redirect funds to stipends for New Leaders from workshops	107,188
Federal Adjustment - Title II	(322,260)
Dental Insurance - implementation of employee contribution	(8,880)
<b>Purchased Services</b>	
State reduction of prior year carryover	(209,070)
Federal Adjustment - Title II grant	26,814
Redirected funds for Easy PEP to Curriculum and Instruction	(73,000)
Redirected funds from workshops to stipends for New Leaders	(107,188)
Central Office Reduction - contracted services and workshops	(37,364)
<b>Supplies and Materials</b>	
Central Office Reduction - supplies and equipment	(24,324)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PROFESSIONAL DEVELOPMENT**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 4,484,522	\$ 5,011,245	\$ 4,613,663	\$ 4,790,875
Benefits	1,011,140	1,029,129	986,579	982,068
Purchased Services	3,308,048	3,707,370	2,123,074	2,347,125
Supplies and Materials	159,323	195,043	252,182	182,896
Furniture and Equipment	-	-	-	(4,027)
Other	-	-	-	-
	<u>\$ 8,963,033</u>	<u>\$ 9,942,787</u>	<u>\$ 7,975,498</u>	<u>\$ 8,298,937</u>

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



**ESL STUDENT EDUCATION**

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

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**BUDGET ACCOUNTABILITY:**

Kathy Meads  
Executive Director, ESL Student Education

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**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

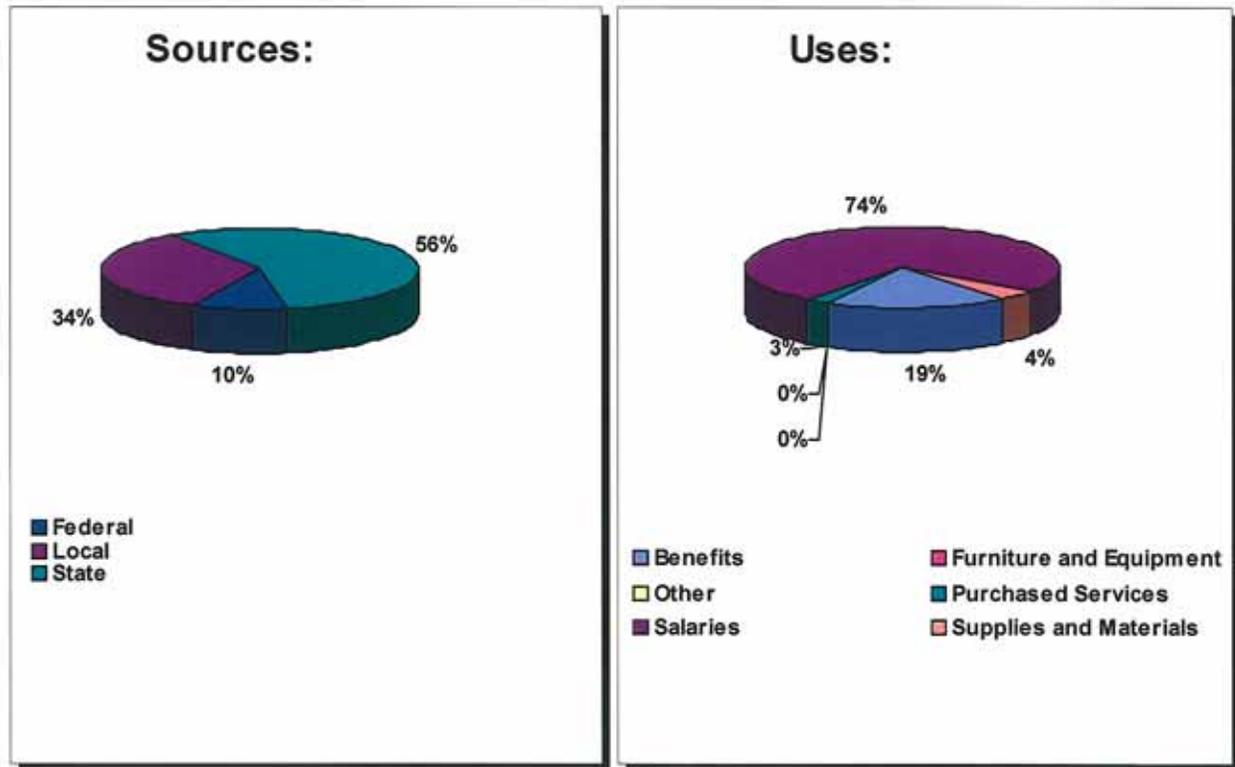
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 476,401
Dental Insurance - implementation of employee contribution	(35,896)
Enrollment Increases - 10 state paid ESL teachers	614,139
New Schools - 6 state paid ESL teachers	368,482
Redirected 3 Newcomer Center positions to ESL from Schools Division	154,584
Federal Grant Adjustment - Language Acquisition	(173,531)
ESL -eliminated 15 ESL teacher positions and 16 ESL assistant positions	(1,417,010)
<b>Purchased Services</b>	
Federal Grant Adjustment - Language Acquisition Significant Increase	(9,050)
Redirected contracted services for Newcomer Center to ESL from Schools Division	6,000
<b>Supplies and Materials</b>	
Redirected supplies for Newcomer Center to ESL from Schools Division	7,838
Federal Grant Adjustment - Language Acquisition Significant Increase	(12,726)
Federal Grant Adjustment - Language Acquisition	(132,152)
ESL -reduced ESL supplies	(9,944)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ESL STUDENT EDUCATION**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 16,240,440	\$ 16,306,182	\$ 3,942,621	\$ 1,151,483
Benefits	4,076,880	4,034,681	743,170	255,694
Purchased Services	558,709	561,759	389,641	430,780
Supplies and Materials	853,237	989,509	1,019,247	1,133,297
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 21,729,266</u>	<u>\$ 21,892,131</u>	<u>\$ 6,094,679</u>	<u>\$ 2,971,254</u>

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

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**Description:** The Global Studies and World Languages department will provide support in best practices and curriculum. Professional development opportunities will be provided for teachers and the department will seek partnerships with community organizations to provide students with Global Studies and World Languages opportunities beyond the classroom.

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**BUDGET ACCOUNTABILITY:**

Kelly Price  
 Director, Global Studies and World Languages

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**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

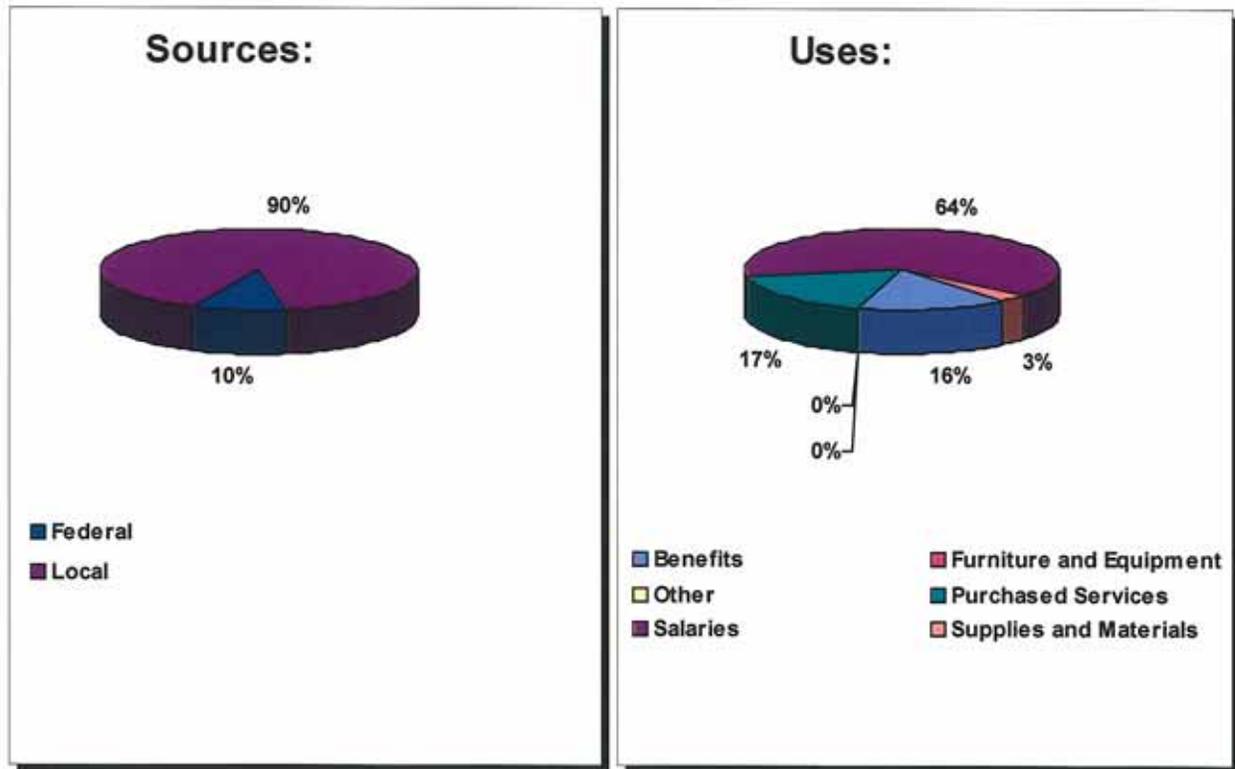
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 19,816
Dental Insurance - implementation of employee contribution	(1,920)
Central Office Reduction - eliminated social studies coordinator and spanish teacher positions	(135,192)
Additional position - two textbook funded resource teachers	134,563
Redirected funds to extended employment from software	35,489
<b>Purchased Services</b>	
Community Partners Support - eliminated funds for Junior Achievement programs in middle & high schools	(173,000)
Redirect funds for study abroad program	30,000
<b>Supplies and Materials</b>	
Redirected funds from software to extended employment	(35,489)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**GLOBAL STUDIES AND WORLD LANGUAGES**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 897,261	\$ 858,476	\$ 305,907	\$ 113,268
Benefits	220,112	206,141	64,964	25,501
Purchased Services	245,300	388,300	386,755	1,180
Supplies and Materials	42,318	77,807	107,695	56,369
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,404,991</u>	<u>\$ 1,530,724</u>	<u>\$ 865,321</u>	<u>\$ 196,318</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**

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**Description:** The Federal/State Programs and Compliance office commits to delivering services to our customers which will positively impact student learning so that democratic living becomes an important part of each student’s development. We strategically plan, implement, monitor, coordinate and assess the activities and operations of Title I Services, Section 504 and Diabetes Care Management in accordance with federal and state laws and regulations.

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**BUDGET ACCOUNTABILITY:**

Ron Thompson  
Acting Executive Director for Federal/State Programs and Compliance

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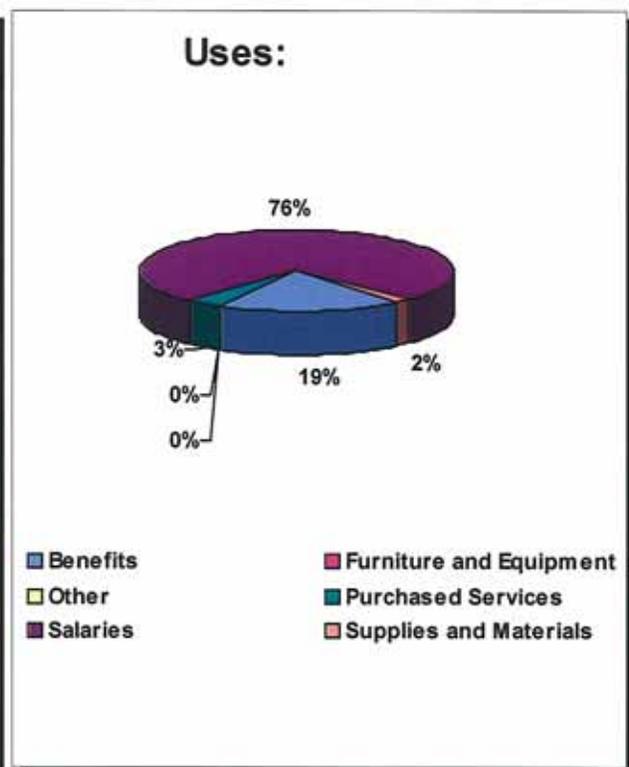
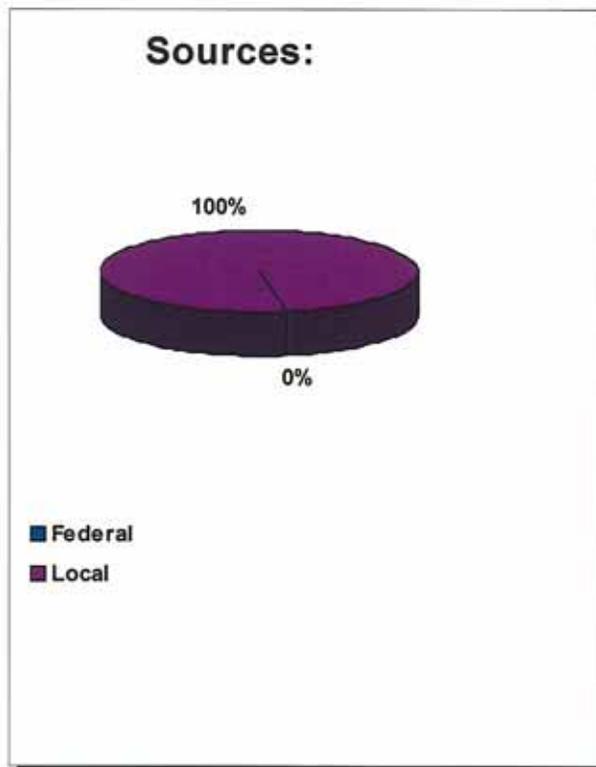
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 1,011
Dental Insurance - implementation of employee contribution	(240)
Redirected compliance specialist position to Support Services department	(103,120)
<b>Purchased Services</b>	
Central Office Reduction - reduced workshops	(351)
<b>Supplies and Materials</b>	
Central Office Reduction - reduced supplies	(397)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

**FEDERAL AND STATE COMPLIANCE SERVICES**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 98,645	\$ 183,892	\$ 151,392	\$ 125,464
Benefits	25,172	42,274	22,250	25,118
Purchased Services	4,520	4,871	1,705	4,243
Supplies and Materials	2,216	2,613	8,387	3,507
Furniture and Equipment	-	-	-	2,381
Other	-	-	-	-
	<u>\$ 130,553</u>	<u>\$ 233,650</u>	<u>\$ 183,734</u>	<u>\$ 160,713</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: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

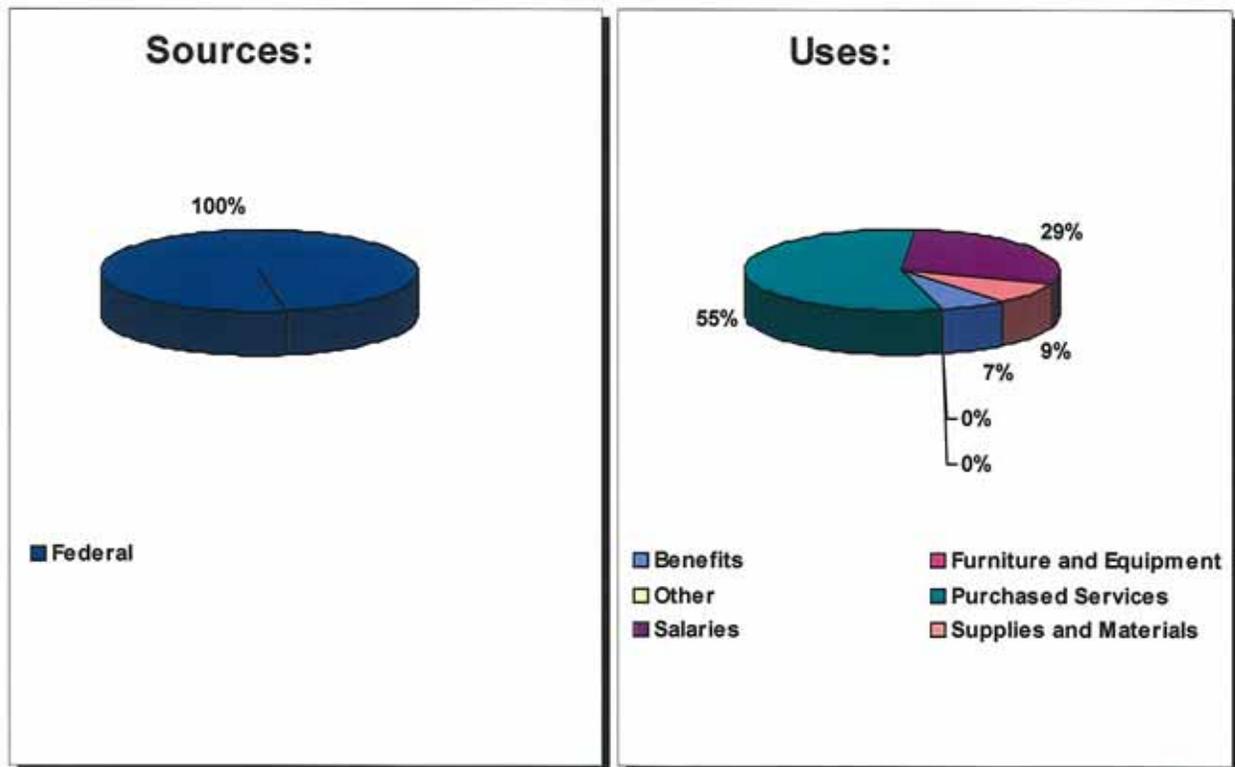
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 149,016
Dental Insurance - implementation of employee contribution	(20,520)
Federal Adjustment - Title I	1,062,079
Federal Adjustment - Title I School Improvement	(163,253)
<b>Purchased Services</b>	
Federal Adjustment - Title I	(2,567,980)
Federal Adjustment - Title I School Improvement	482,701
<b>Supplies and Materials</b>	
Federal Adjustment - Title I	(2,431,307)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

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

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 8,165,499	\$ 7,414,052	\$ 6,895,547	\$ 7,324,572
Benefits	1,944,453	1,746,163	1,458,102	1,490,976
Purchased Services	15,835,318	17,920,468	6,751,491	4,479,465
Supplies and Materials	2,522,927	4,945,670	2,851,904	2,020,758
Furniture and Equipment	-	-	-	64,927
Other	-	-	-	-
	<u>\$ 28,468,197</u>	<u>\$ 32,026,353</u>	<u>\$ 17,957,044</u>	<u>\$ 15,380,698</u>

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



## **MEDIA SERVICES**

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**Description:** The mission of the Media Services Department is to provide multifaceted levels of support and assistance for students, teachers, library media specialist, media assistants, administrators and the community.

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### **BUDGET ACCOUNTABILITY:**

Gloria Miller  
Director, Media Services

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### **SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 9,680
Dental Insurance - implementation of employee contribution	(960)
Central Office Reductions - eliminate sr. media processor and media automation coordinator	(138,649)
<b>Purchased Services</b>	
Federal Adjustment - Title V	(237)
<b>Supplies and Materials</b>	
Federal Adjustment - Title V	(6,155)
Central Office Reductions - reduced supplies	(6,428)

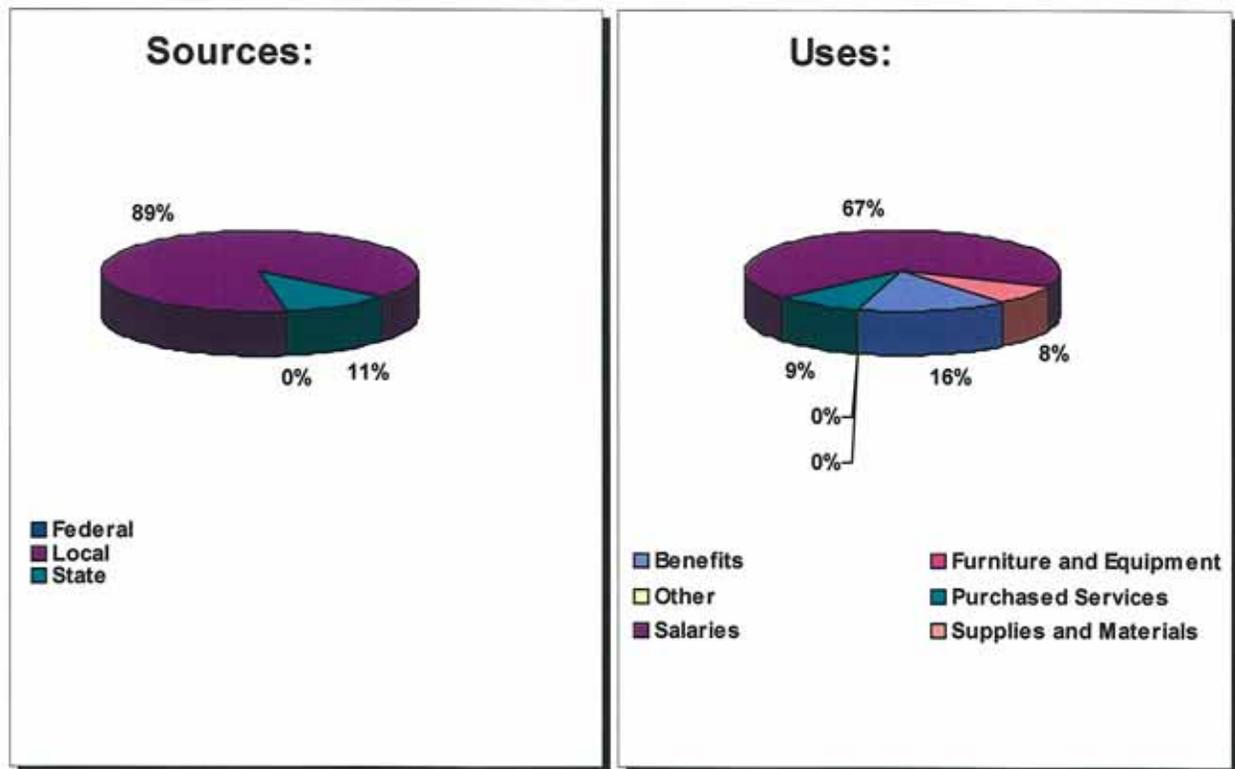
Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**MEDIA SERVICES**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 398,457	\$ 505,742	\$ 532,057	\$ (3,258)
Benefits	101,391	124,035	123,739	(471)
Purchased Services	23,500	23,737	46,320	58,542
Supplies and Materials	1,138,011	1,150,594	1,199,206	178,890
Furniture and Equipment	39,987	39,987	-	-
Other	-	-	-	-
	<u>\$ 1,701,346</u>	<u>\$ 1,844,095</u>	<u>\$ 1,901,322</u>	<u>\$ 233,703</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**

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**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.

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**BUDGET ACCOUNTABILITY:**

Susan Norwood  
 Executive Director, TIF-LEAP Grant

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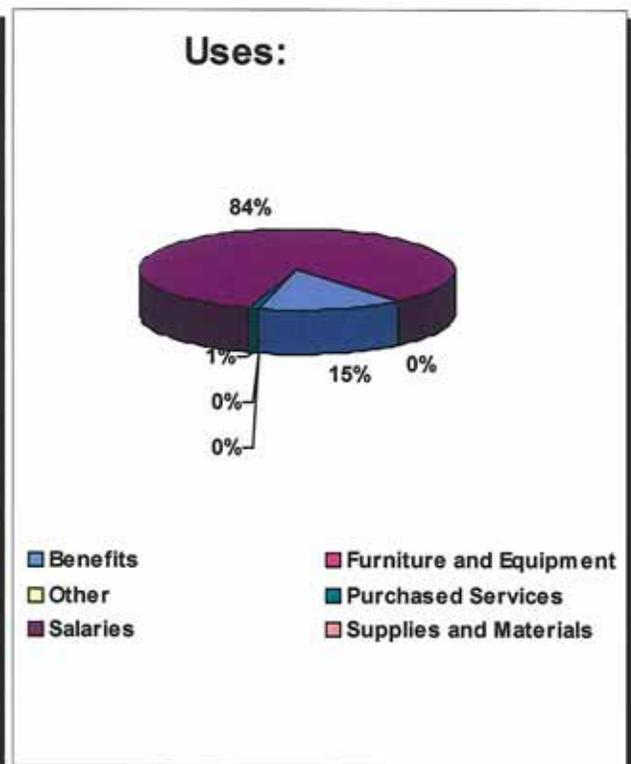
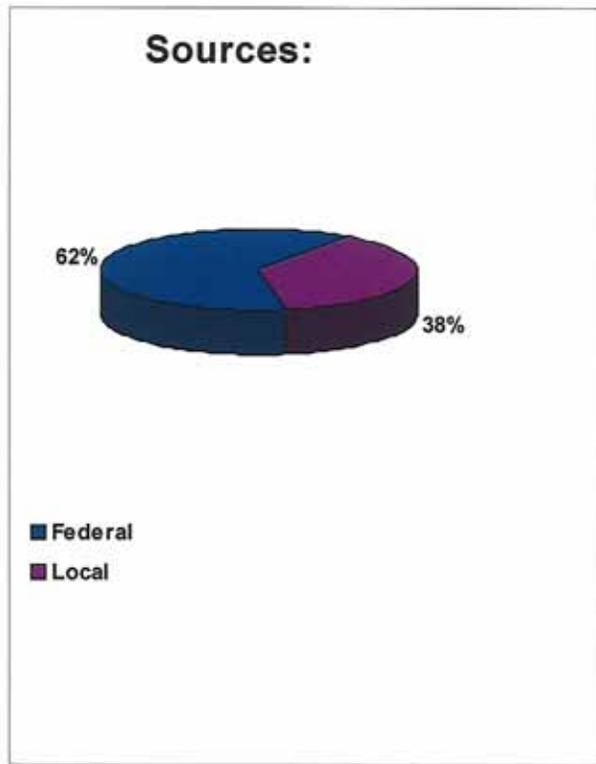
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 16,034
Dental Insurance - implementation of employee contribution	(600)
Adjustment - TIF grant	(746,244)
Redirected funds for TIF grant local match	179,007
<b>Purchased Services</b>	
Adjustment - TIF grant	(72,345)
<b>Supplies and Materials</b>	
Adjustment - TIF grant	(5,738)

Note: Changes listed are not intended to agree exactly to variance between 2007-08 and 2008-09 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**TIF-LEAP PROGRAM**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 3,414,352	\$ 3,930,264	\$ 173,464	-
Benefits	609,316	645,207	35,683	-
Purchased Services	44,646	116,991	177,363	-
Supplies and Materials	7,198	12,936	20,031	-
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 4,075,512</u>	<u>\$ 4,705,398</u>	<u>\$ 406,541</u>	<u>-</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: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

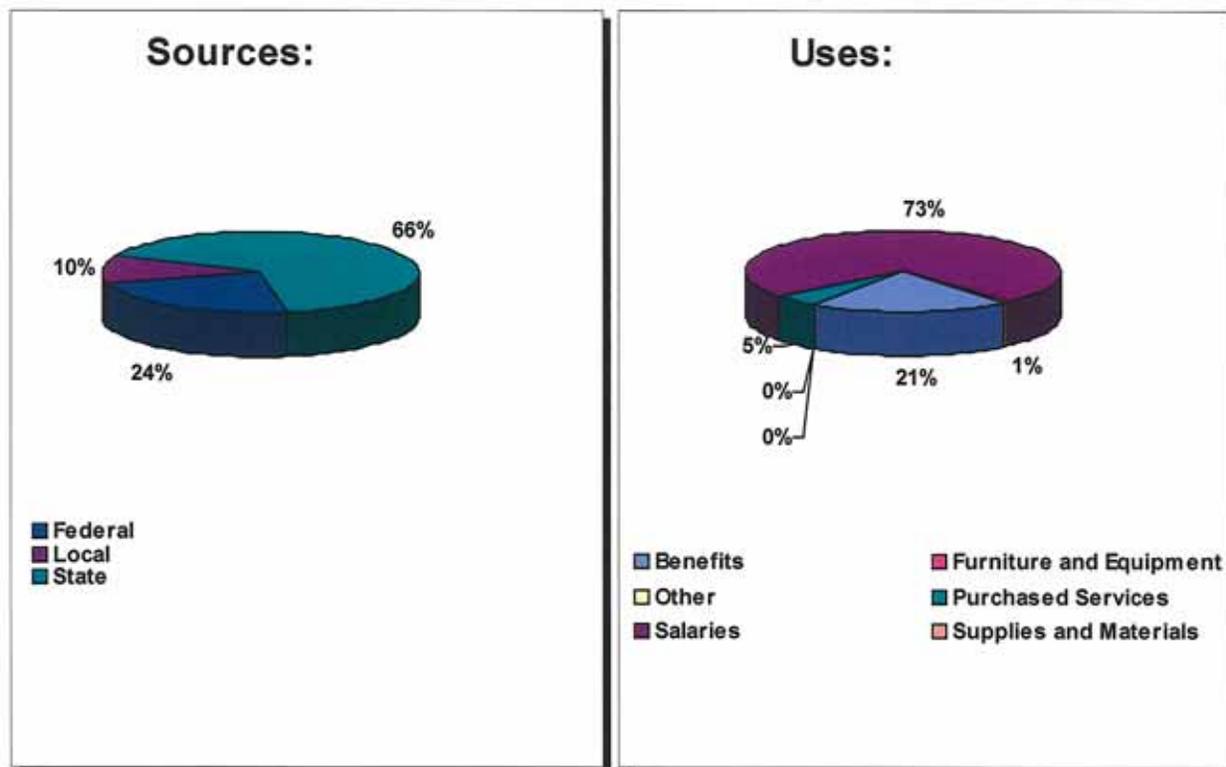
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 2,101,185
Dental Insurance - implementation of employee contribution	(219,365)
Exceptional Children - eliminated net 21 BMT positions and 6.5 homebound teachers	(1,219,295)
Central Office Reductions - eliminated executive director position and reduced overtime	(120,995)
Enrollment growth - ten teachers, two therapists and three assistants	819,821
<b>Purchased Services</b>	
State Adjustment to Categorical Allotment - Exceptional Children	(354,079)
Federal Adjustment - VI-B Handicap	(110,756)
State Adjustment to Categorical Allotment - Children with Special Needs grant	467,457
Redirected funds to contracted services for nurses from supplies and equipment	478,812
<b>Supplies and Materials</b>	
Federal Adjustment - IDEA Preschool grant	64,783
Redirected funds from supplies and equipment to contracted services for nurses	(478,812)
Federal Adjustment - IDEA Raise grant	(166,740)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**EXCEPTIONAL CHILDREN SERVICES**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 75,174,362	\$ 74,526,084	\$ 66,030,054	\$ 61,639,311
Benefits	20,935,281	20,240,374	16,925,890	15,311,945
Purchased Services	5,084,131	4,591,252	6,583,923	6,150,896
Supplies and Materials	634,496	1,181,889	832,971	1,052,733
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 101,828,270</u>	<u>\$ 100,539,599</u>	<u>\$ 90,372,838</u>	<u>\$ 84,154,885</u>

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



**PREK-12 SUPPORT PROGRAMS**

**Description:** PreK-12 Support Services Department includes the following areas: School Psychology, Coordinated School Health, School Social Work, School Counseling Services, Substance Abuse Prevention, After-School Enrichment Program, Office of Diversity, Gang Prevention, Intervention Team Specialists, Parent University and Family and Community Services.

**BUDGET ACCOUNTABILITY:**

Barbara Pellin  
 Assistant Superintendent, PreK-12 Support Programs

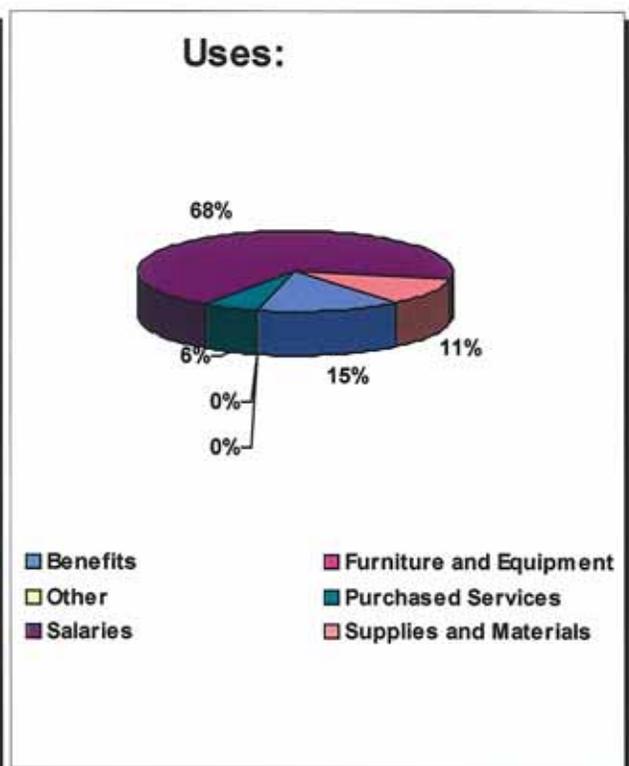
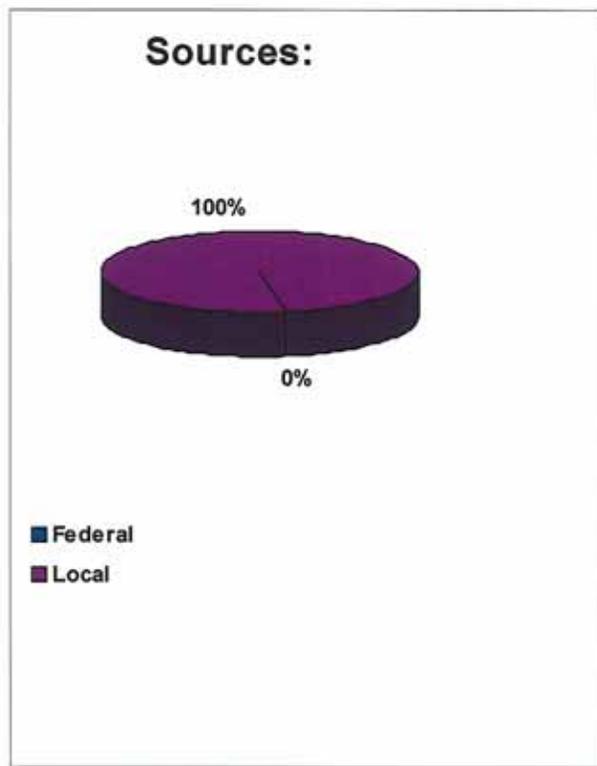
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 1,792
Dental Insurance - implementation of employee contribution	(360)
Redirected student data manager position to Technology Services department	(69,769)
Redirected drop out prevention coordinator from Alternative Education department	91,221
<b>Purchased Services</b>	
Central Office Reductions - reduced contracted services, workshops and travel	(8,500)
<b>Supplies and Materials</b>	
Central Office Reductions - reduced supplies for the diversity office and anti-bullying initiative	(27,342)

Note: Changes listed are not intended to agree exactly to variance between 2008-09 and 2009-10 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PREK-12 SUPPORT PROGRAMS**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 240,307	\$ 221,778	\$ 197,568	-
Benefits	52,610	48,255	41,538	-
Purchased Services	20,417	28,917	16,579	-
Supplies and Materials	38,532	65,874	76,240	68,015
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 351,866</b>	<b>\$ 364,824</b>	<b>\$ 331,925</b>	<b>\$ 68,015</b>



**SUPPORT SERVICES**

**Description:** Provides assistance for students through multi-disciplinary support services. The department includes services delivered by school counselors, school psychologists, school social workers and substance abuse program counselors. Additionally, coordinated school health services and intervention team specialists are housed in this area. Pre-k – 12 Support Services assist in the identification and elimination of barriers to academic achievement. 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: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

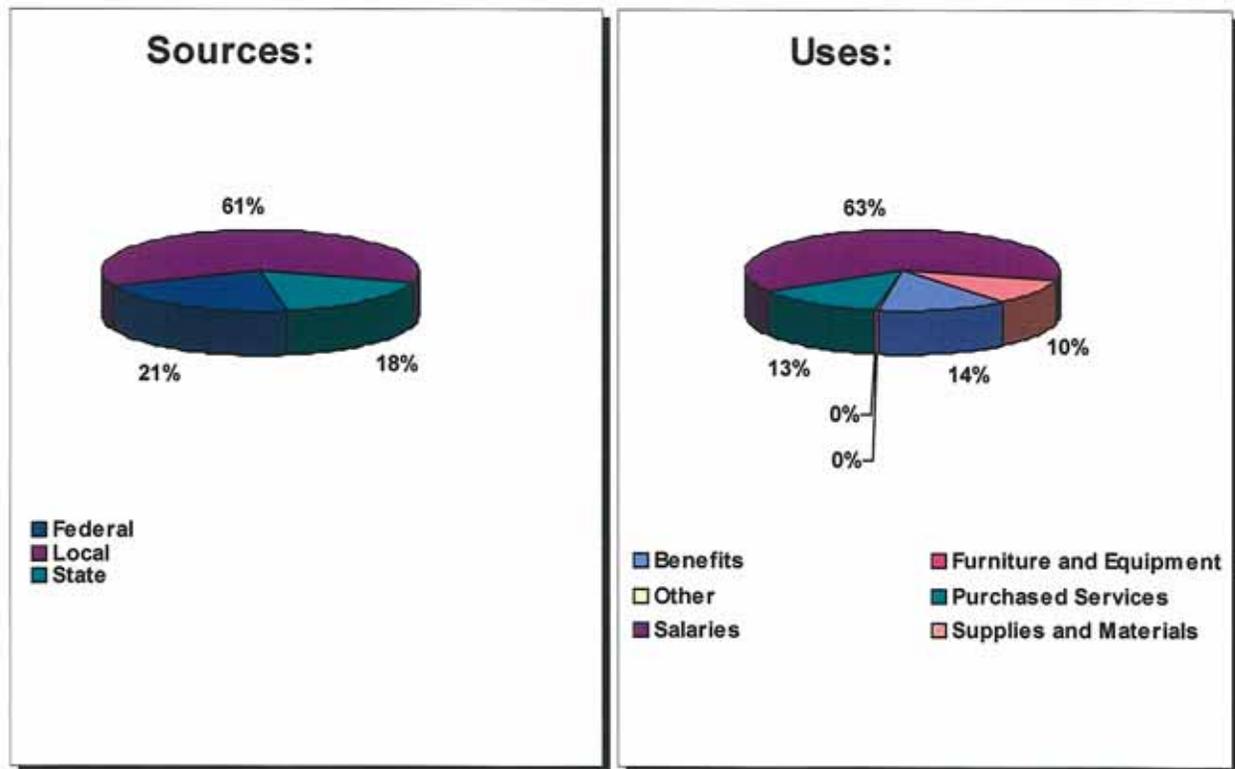
Description	Amount
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 20,953
Dental Insurance - implementation of employee contribution	(2,559)
Redirected compliance specialist position from Federal and State Compliance department	103,120
Redirected diversity specialist position to Community Relations and Outreach department	(75,736)
Central Office Reduction - director of school counseling, director of coordinated school health, director of school psychology, 5 coordinator and 4 secretary position were eliminated. An executive director and 4 specialist positions were added.	(470,795)
<b>Purchased Services</b>	
Federal Adjustment - Medicaid Reimbursement	(111,279)
Central Office Reductions - contracted services for Truancy Court and Best Friends	(61,500)
<b>Supplies and Materials</b>	
Federal Adjustment - Medicaid Reimbursement	(26,626)
Central Office Reductions - supplies for Best Friends and software	(49,356)
Redirected funds for NovaNet software	60,950

Note: Changes listed are not intended to agree exactly to variance between 2007-08 and 2008-09 Budgets.

# SUPPORT SERVICES

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 1,543,890	\$ 1,908,832	\$ 1,813,666	\$ 1,683,555
Benefits	337,196	417,376	364,542	321,726
Purchased Services	329,095	496,865	1,409,609	335,994
Supplies and Materials	250,442	268,476	245,113	275,703
Furniture and Equipment	5,000	7,007	2,564	601
Other	-	-	-	-
	<u>\$ 2,465,623</u>	<u>\$ 3,098,556</u>	<u>\$ 3,835,494</u>	<u>\$ 2,617,579</u>

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



## COMMUNITY RELATIONS AND OUTREACH

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**Description:** The Community Relations and Outreach (CR&O) Department is responsible for the development and sustainability of connectedness with parents, local community groups and organizations via education, awareness and support. CR&O cultivates relationships, determines needs identified by the community and parents and coordinates services in collaboration with other CMS departments and personnel and community partners. CR&O staffs work to increase parental support and involvement in education by providing information, training and increased access to resources.

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**BUDGET ACCOUNTABILITY:**

Jerri Haigler  
 Executive Director, Family and Community Services

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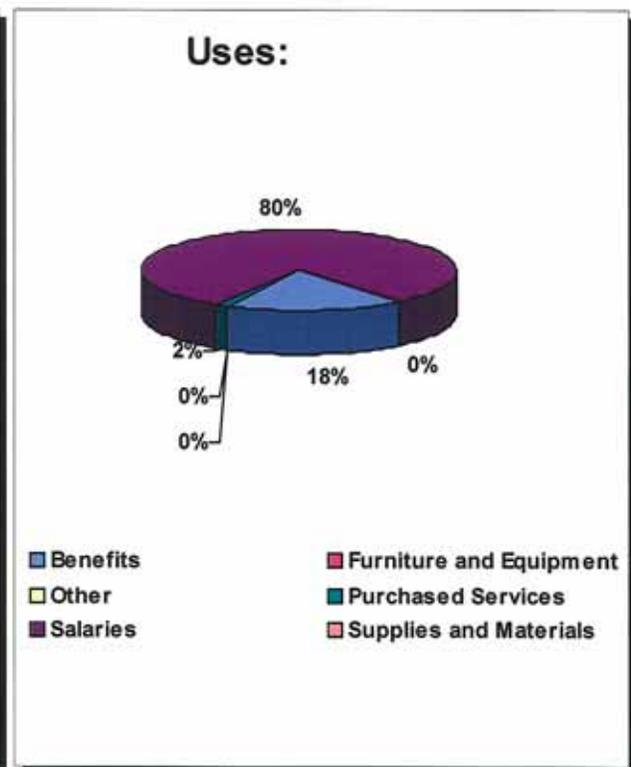
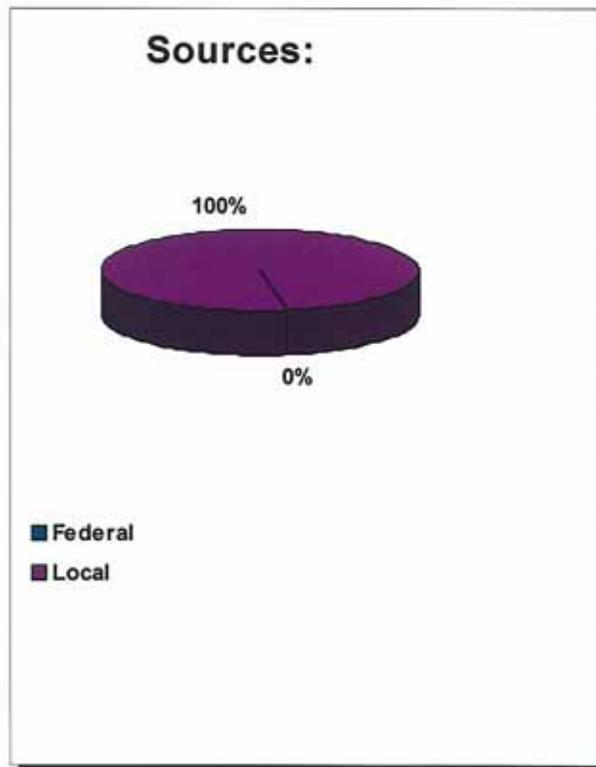
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 4,421
Dental Insurance - implementation of employee contribution	(960)
Redirected diversity specialist position from Support Services department	75,736
Redirected parent involvement specialist position from Bright Beginnings department	75,736
Central Office Reduction - eliminated director and two parent involvement specialist positions. A coordinator and technology specialist position were added.	(88,630)
<b>Purchased Services</b>	
Central Office Reduction - reduced contracted services and workshops	(3,500)
<b>Supplies and Materials</b>	
Central Office Reduction - reduced supplies	(1,000)

Note: Changes listed are not intended to agree exactly to variance between 2007-08 and 2008-09 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**COMMUNITY RELATIONS AND OUTREACH**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 521,200	\$ 470,739	\$ 395,088	\$ 502,754
Benefits	121,055	105,213	88,850	107,505
Purchased Services	10,712	14,212	8,791	80,450
Supplies and Materials	2,135	3,135	2,599	163,435
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 655,102</u>	<u>\$ 593,299</u>	<u>\$ 495,328</u>	<u>\$ 854,144</u>



## LEARNING COMMUNITIES

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**Description:** The six new learning communities 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 local community concerns.

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**BUDGET ACCOUNTABILITY:**

Robert Avossa, Nancy Bartles, Elva Cooper, Monique Gardner-Witherspoon,  
Scott Muri, Joel Ritchie  
Area Superintendents

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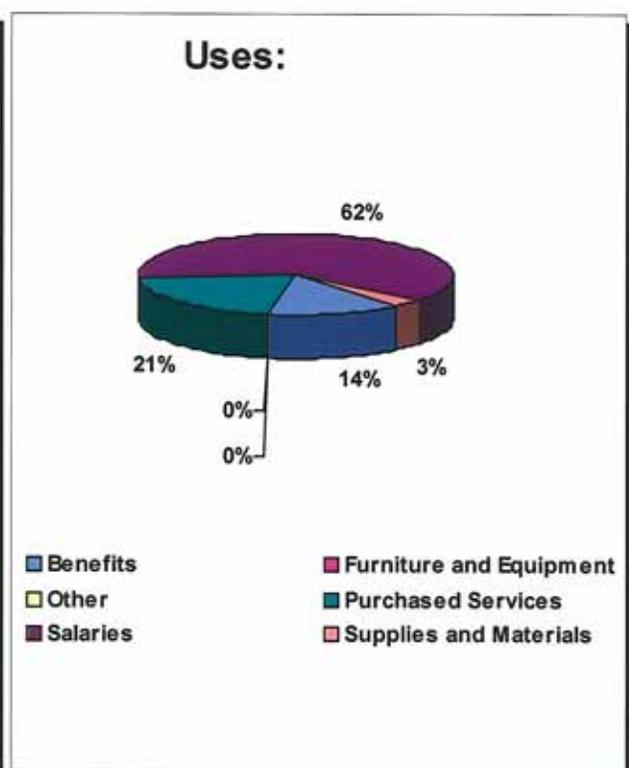
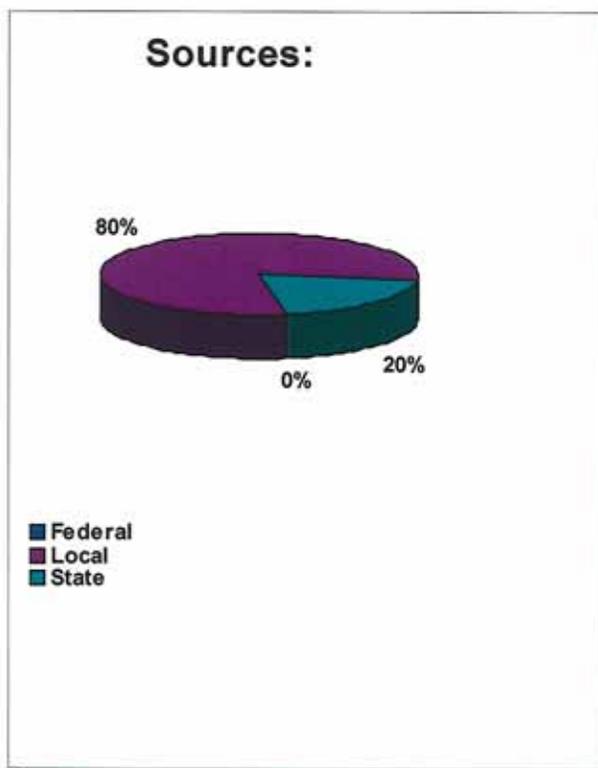
**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Certified salary increase and benefit increase	\$ 21,805
Dental Insurance - implementation of employee contribution	(5,280)
Central Office Reduction - eliminated six administrative secretary, 3 resource teacher, an area support coordinator, and an area administrator position	(595,072)
<b>Purchased Services</b>	
Central Office Reduction - contracted services	(18,684)

Note: Changes listed are not intended to agree exactly to variance between 2007-08 and 2008-09 Budgets.

# LEARNING COMMUNITIES

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 3,271,539	\$ 3,746,771	\$ 3,942,150	\$ 1,731,931
Benefits	730,977	834,292	811,202	302,647
Purchased Services	1,111,299	1,129,983	1,161,977	1,469,397
Supplies and Materials	175,430	175,430	270,615	1,418,762
Furniture and Equipment	-	-	(5,380)	11,562
Other	-	-	-	-
	<u>\$ 5,289,245</u>	<u>\$ 5,886,476</u>	<u>\$ 6,180,564</u>	<u>\$ 4,934,299</u>



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# SCHOOLS

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CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SCHOOLS: EXPENDITURES**

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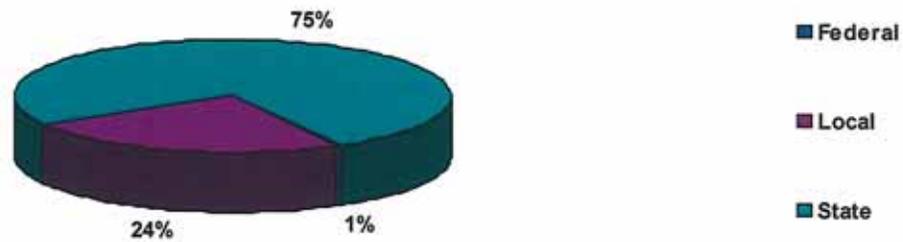
<b>Expenditures</b>	<b>FY 2009-10 Proposed Budget</b>	<b>FY 2008-09 Adopted Budget</b>	<b>FY 2007-08 Actual Expenditures</b>	<b>FY 2006-07 Actual Expenditures</b>
Salaries	\$ 490,157,344	\$ 493,851,674	\$ 484,953,451	\$ 453,777,761
Benefits	126,301,701	123,787,486	115,010,223	100,551,571
Purchased Services	6,252,304	6,860,067	5,360,541	4,795,762
Supplies and Materials	12,391,123	12,542,918	13,548,891	14,825,345
Furniture and Equipment	1,268,509	1,327,006	40,544	165,192
Other	12,977,237	12,977,237	10,147,381	7,922,304
	<u>\$ 649,348,218</u>	<u>\$ 651,346,388</u>	<u>\$ 629,061,031</u>	<u>\$ 582,037,935</u>

**SIGNIFICANT CHANGES: 2009-10 PROPOSED BUDGET VS. 2008-09 ADOPTED BUDGET**

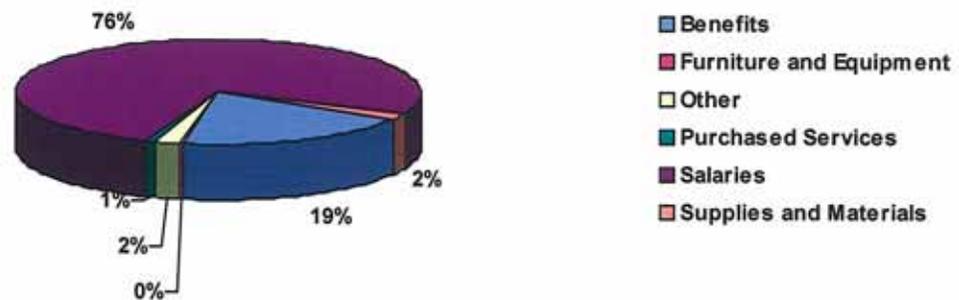
Certified salary and benefit increases	\$14,355,248
Enrollment Increases	1,131,156
New Schools	3,185,810
Staffing Reductions	(5,666,370)
State Enrollment Growth Reduction	(4,418,156)

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SCHOOLS: SOURCES AND USES**

### Sources



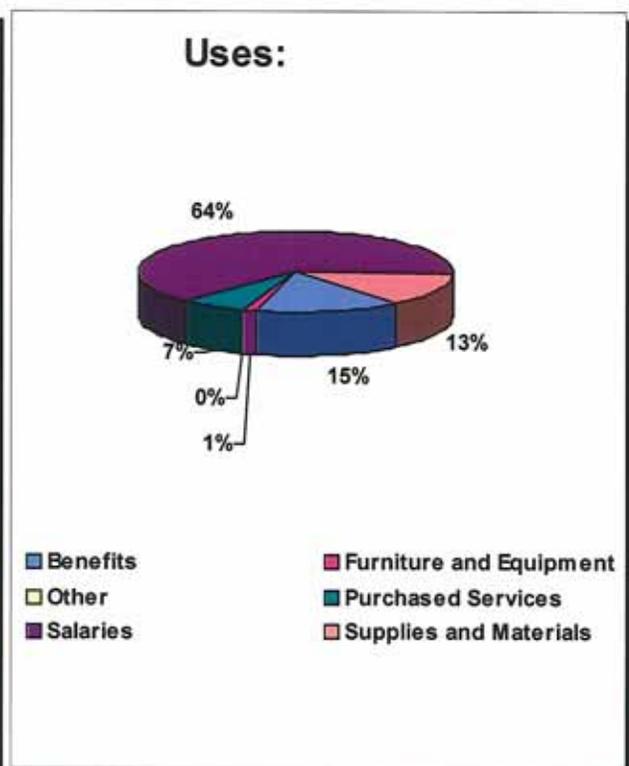
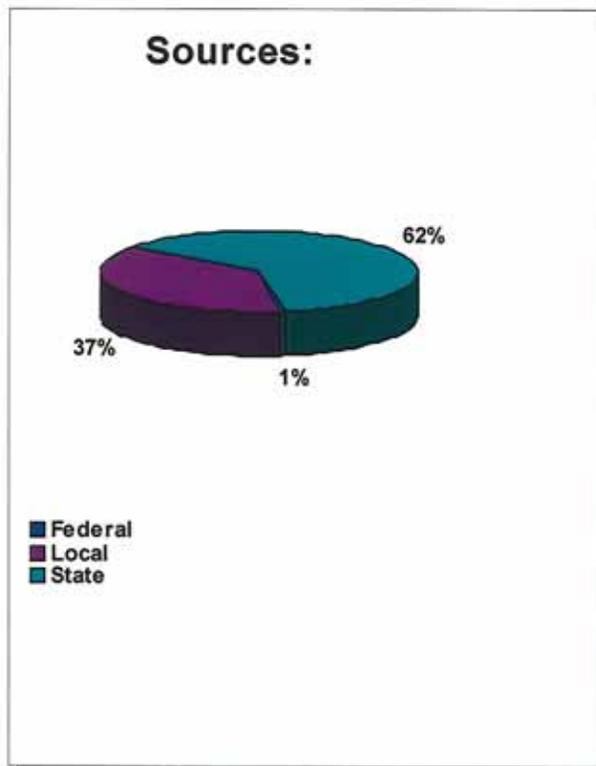
### Uses



**SCHOOL ADMINISTRATION SUPPORT SERVICES  
(Principals, Assistant Principals, Clerical)**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 59,138,622	\$ 58,396,082	\$ 55,642,529	\$ 52,808,006
Benefits	14,365,653	13,891,445	13,936,004	9,938,459
Purchased Services	6,252,304	6,860,067	5,360,541	4,795,762
Supplies and Materials	12,391,123	12,542,918	13,548,891	14,825,345
Furniture and Equipment	1,268,509	1,327,006	40,544	165,192
Other	-	-	-	-
	<u>\$ 93,416,211</u>	<u>\$ 93,017,518</u>	<u>\$ 88,528,509</u>	<u>\$ 82,532,764</u>

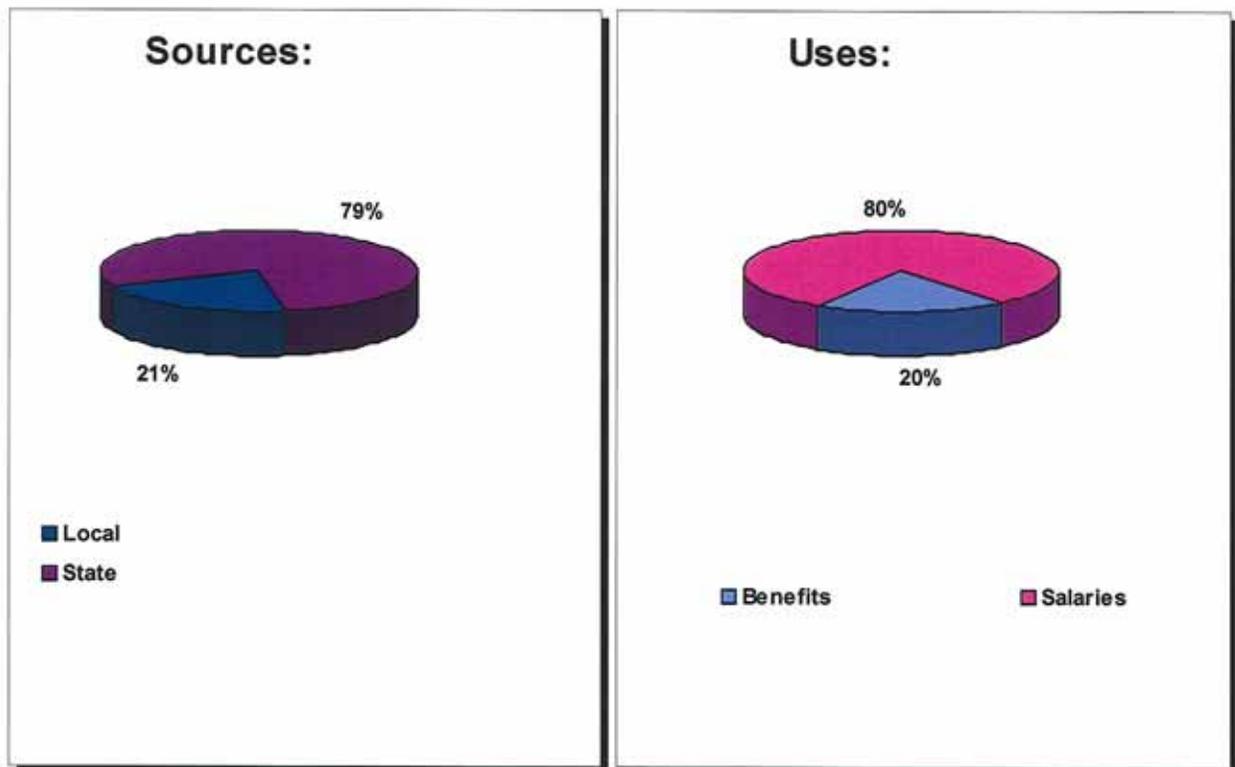
Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CLASSROOM TEACHERS**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 363,805,860	\$ 365,552,463	\$ 361,227,133	\$ 335,359,486
Benefits	91,456,904	89,327,055	82,569,852	73,582,270
	<u>\$ 455,262,764</u>	<u>\$ 454,879,518</u>	<u>\$ 443,796,985</u>	<u>\$ 408,941,756</u>

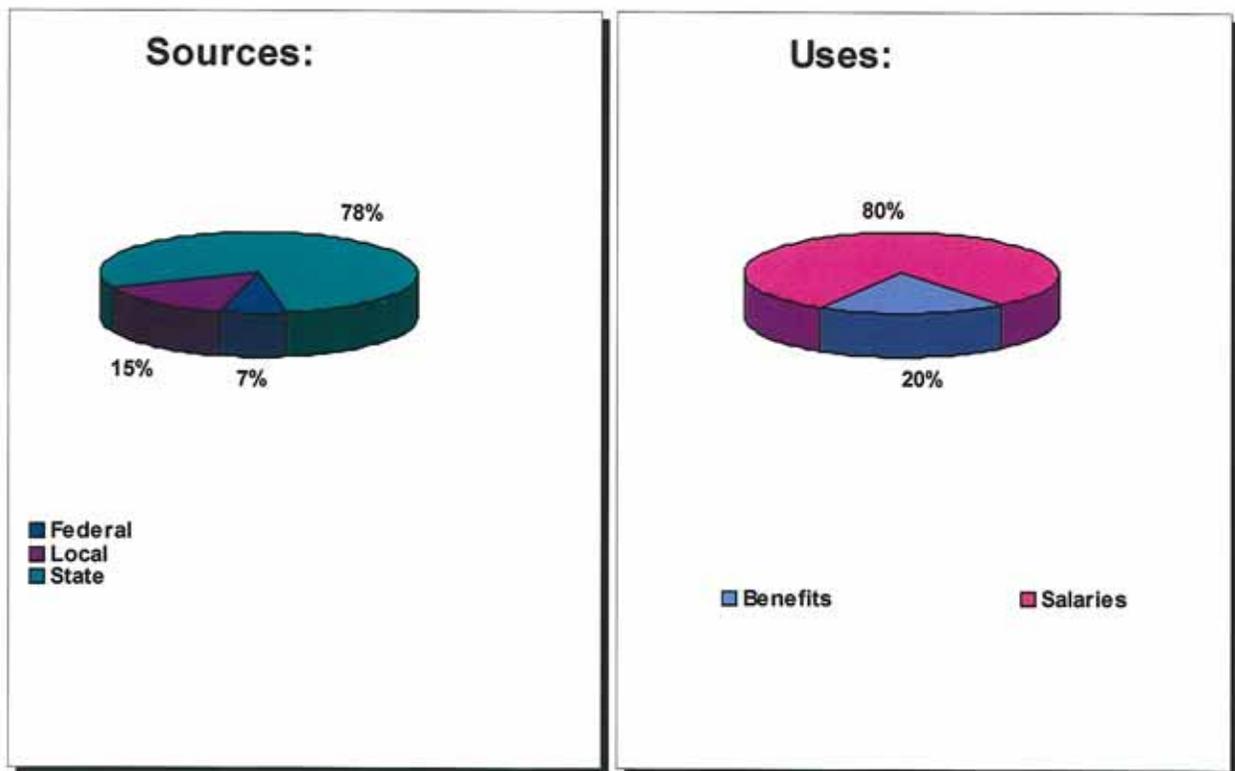
Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



## SUPPORT POSITIONS (Media Specialist, Social Worker, Counselor, Psychologist)

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 37,626,586	\$ 39,448,584	\$ 40,153,577	\$ 37,624,270
Benefits	9,224,664	9,417,375	9,132,044	7,913,014
	<u>\$ 46,851,250</u>	<u>\$ 48,865,959</u>	<u>\$ 49,285,621</u>	<u>\$ 45,537,284</u>

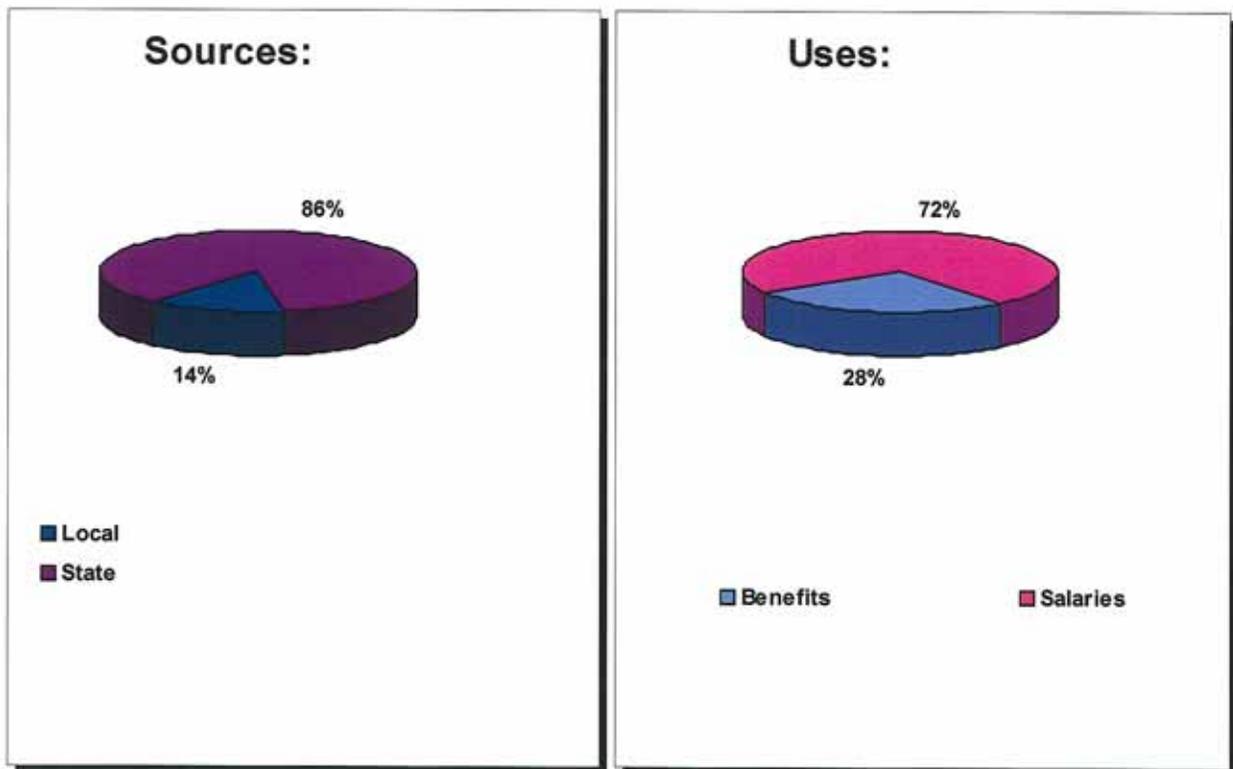
Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



## ASSISTANTS (Teacher Assistants, Media Assistants, Administrative Assistants)

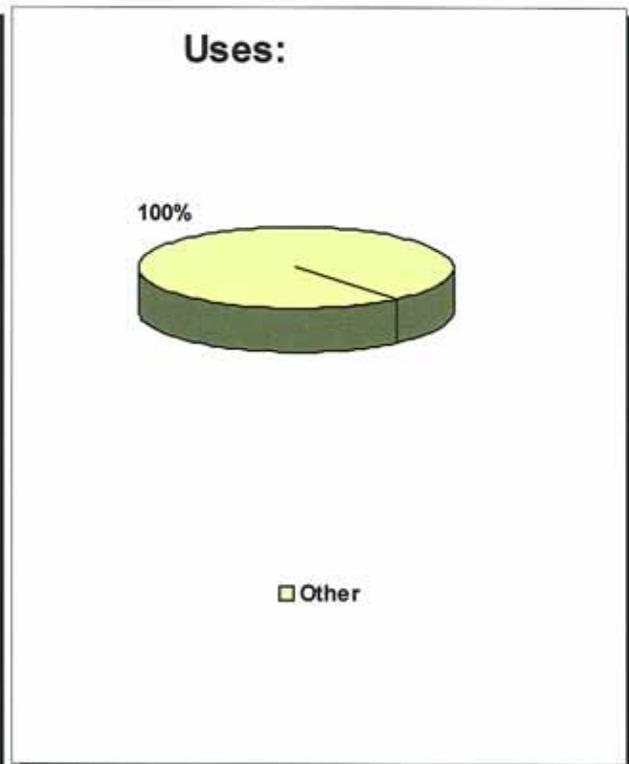
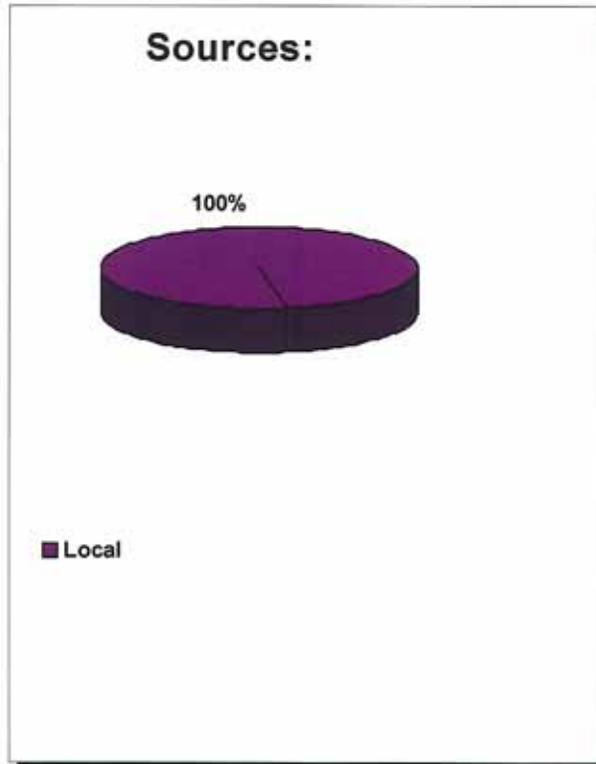
Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Salaries	\$ 29,586,276	\$ 30,454,545	\$ 27,930,212	\$ 27,985,999
Benefits	11,254,480	11,151,611	9,372,323	9,117,828
	<u>\$ 40,840,756</u>	<u>\$ 41,606,156</u>	<u>\$ 37,302,535</u>	<u>\$ 37,103,827</u>

Note: Due to departmental reorganization, the 2007-08 Adopted Budget and historical expenditures may differ from prior presentations.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CHARTER SCHOOLS**

Expenditures	FY 2009-10 Proposed Budget	FY 2008-09 Adopted Budget	FY 2007-08 Actual Expenditures	FY 2006-07 Actual Expenditures
Other	\$ 12,977,237	\$ 12,977,237	\$ 10,147,381	\$ 7,922,304
	<u>\$ 12,977,237</u>	<u>\$ 12,977,237</u>	<u>\$ 10,147,381</u>	<u>\$ 7,922,304</u>



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## APPENDICES

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## **GLOSSARY OF TERMS**

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### 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**

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### 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**

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### 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**

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### 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**

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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**

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### 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  
**2008-2009 SCHOOL ALLOTMENT FORMULAS**  
**ELEMENTARY SCHOOLS**

---

**Classroom Teachers (ADM):**

**K-3rd:**

1:22 teacher/student ratio based on weighted student population (FRL students receive weight of 1.3)

**4-5th:**

1:26.5 teacher/student ratio based on weighted student population (FRL students receive weight of 1.3)

**Commitment to FOCUS Elementary Schools**

Additional positions will be added as necessary in order to ensure that the number of students divided by the number of teachers yields an effective class size ratio of 1:16 for K-3rd grade

**K-3rd Teacher Assistants**

**K:**

1:25 teacher/student ratio

**1st-3rd:**

1:38 teacher/student ratio

**Support Formulas**

Assistant Principal	1	per school
	2	per 1,001-2,000 students (FRL students receive weight of 1.3)
	3	per 2,001+ students (FRL students receive weight of 1.3)
Teaching Asst. Principal (stipend)	1	per 601-1,000 students (FRL students receive weight of 1.3)
	1	per 1,601-2,000 students (FRL students receive weight of 1.3)
Student Services Specialist	1	per school
	1.5	per 901-1,350 students (FRL students receive weight of 1.3)
	2	per 1,351+ students (FRL students receive weight of 1.3)
Media Specialist	1	per school
	2	per 1,201+ students
Media Assistant	1	per 1,001-1,200 students
Secretary	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
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  
**2008-2009 SCHOOL ALLOTMENT FORMULAS**  
**MIDDLE SCHOOLS**

---

**Classroom Teachers (ADM):**

1:23.5 teacher/student ratio based on weighted student population (FRL students receive weight of 1.3)

**Support Formulas**

Assistant Principal	1	per school
	2	per 801-1,400 students (FRL students receive weight of 1.3)
	3	per 1,401+ students (FRL students receive weight of 1.3)
Counselor	1	per school
	2	per 476-950 students
	3	per 951-1,425 students
	4	per 1,426-1,900 students
	5	per 1,901+ 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	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
Academic Facilitator	1	per school

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2008-2009 SCHOOL ALLOTMENT FORMULAS**  
**HIGH SCHOOLS**

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**Classroom Teachers (ADM):**

**9th (excl. 9th Grade Academy):**

1:21 teacher/student ratio based on weighted student population (FRL students receive weight of 1.3)

**10-12th:**

1:26 teacher/student ratio based on weighted student population (FRL students receive weight of 1.3)

**9th Grade Academy (FOCUS schools only):**

1:15 teacher/student ratio (no weight applied)

**Support Formulas**

Assistant Principal	1	per school
	2	per 1,001-1,600 students (FRL students receive weight of 1.3)
	3	per 1,601-2,250 students (FRL students receive weight of 1.3)
	4	per 2,251+ students (FRL students receive weight of 1.3)
Counselor	1	per school
	2	per 376-750 students
	3	per 751-1,125 students
	4	per 1,126-1,500 students
	5	per 1,501-1,875 students
	6	per 1,876-2,250 students
	7	per 2,251-2,625 students
	8	per 2,626-3,000 students
	9	per 3,001+ students
Media Specialist	1	per school
	2	per 2,201-3,300 students
	3	per 3,301+ students
Media Assistant	0	per school
Adm. Student Intervention Asst.	1	per school
Secretary	5.5	per school
	6	per 1,401-1,800 students
	6.5	per 1,801-2,200 students
	7	per 2,201-2,600 students
	7.5	per 2,601-3,000 students
	8	per 3,001+ students
Instructional Accountability Facilitator	1	per school

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2008-2009 SCHOOL ALLOTMENT FORMULAS**  
**NON-PERSONNEL**

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**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 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
School Long Distance Telephone	\$ .36 per pupil Elementary School* \$ .88 per pupil Middle School* \$1.85 per pupil Senior High School*

\*Note: Focus Schools receive 30% greater than the standard allocation in areas indicated.

**2008-2009 STATE TEACHER SALARY SCHEDULE  
NON-NBPTS**

**BACHELOR "A" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>MONTHLY STATE AMOUNT</b>	<b>% OF STATE PAY</b>	<b>ANNUAL LOCAL SUPPLEMENT AMOUNT</b>	<b>TOTAL ANNUAL SALARY</b>
0	\$3,043.00	13.00%	\$3,955.90	\$34,385.90
1	\$3,085.00	13.00%	\$4,010.50	\$34,860.50
2	\$3,129.00	13.00%	\$4,067.70	\$35,357.70
3	\$3,264.00	13.00%	\$4,243.20	\$36,883.20
4	\$3,404.00	13.00%	\$4,425.20	\$38,465.20
5	\$3,538.00	13.00%	\$4,599.40	\$39,979.40
6	\$3,667.00	13.00%	\$4,767.10	\$41,437.10
7	\$3,771.00	13.00%	\$4,902.30	\$42,612.30
8	\$3,819.00	13.00%	\$4,964.70	\$43,154.70
9	\$3,868.00	13.00%	\$5,028.40	\$43,708.40
10	\$3,918.00	13.00%	\$5,093.40	\$44,273.40
11	\$3,967.00	13.50%	\$5,355.50	\$45,025.50
12	\$4,018.00	13.50%	\$5,424.30	\$45,604.30
13	\$4,069.00	13.50%	\$5,493.20	\$46,183.20
14	\$4,122.00	13.50%	\$5,564.70	\$46,784.70
15	\$4,176.00	13.50%	\$5,637.60	\$47,397.60
16	\$4,231.00	13.50%	\$5,711.90	\$48,021.90
17	\$4,286.00	13.50%	\$5,786.10	\$48,646.10
18	\$4,345.00	14.00%	\$6,083.00	\$49,533.00
19	\$4,403.00	14.00%	\$6,164.20	\$50,194.20
20	\$4,461.00	14.00%	\$6,245.40	\$50,855.40
21	\$4,523.00	14.00%	\$6,332.20	\$51,562.20
22	\$4,584.00	14.00%	\$6,417.60	\$52,257.60
23	\$4,650.00	14.00%	\$6,510.00	\$53,010.00
24	\$4,714.00	14.00%	\$6,599.60	\$53,739.60
25	\$4,779.00	15.00%	\$7,168.50	\$54,958.50
26	\$4,845.00	15.00%	\$7,267.50	\$55,717.50
27	\$4,913.00	15.00%	\$7,369.50	\$56,499.50
28	\$4,984.00	15.00%	\$7,476.00	\$57,316.00
29	\$5,055.00	15.00%	\$7,582.50	\$58,132.50
30	\$5,153.00	15.00%	\$7,729.50	\$59,259.50
31+	\$5,255.00	15.00%	\$7,882.50	\$60,432.50

**2008-2009 STATE TEACHER SALARY SCHEDULE  
NON-NBPTS**

**MASTER "M" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>MONTHLY STATE AMOUNT</b>	<b>% OF STATE PAY</b>	<b>ANNUAL LOCAL SUPPLEMENT AMOUNT</b>	<b>TOTAL ANNUAL SALARY</b>
0	\$3,347.00	13.00%	\$4,351.10	\$37,821.10
1	\$3,394.00	13.00%	\$4,412.20	\$38,352.20
2	\$3,442.00	13.00%	\$4,474.60	\$38,894.60
3	\$3,590.00	13.00%	\$4,667.00	\$40,567.00
4	\$3,744.00	13.50%	\$5,054.40	\$42,494.40
5	\$3,892.00	13.50%	\$5,254.20	\$44,174.20
6	\$4,034.00	13.50%	\$5,445.90	\$45,785.90
7	\$4,148.00	13.50%	\$5,599.80	\$47,079.80
8	\$4,201.00	13.50%	\$5,671.40	\$47,681.40
9	\$4,255.00	13.50%	\$5,744.30	\$48,294.30
10	\$4,310.00	13.50%	\$5,818.50	\$48,918.50
11	\$4,364.00	14.50%	\$6,327.80	\$49,967.80
12	\$4,420.00	14.50%	\$6,409.00	\$50,609.00
13	\$4,476.00	14.50%	\$6,490.20	\$51,250.20
14	\$4,534.00	14.50%	\$6,574.30	\$51,914.30
15	\$4,594.00	14.50%	\$6,661.30	\$52,601.30
16	\$4,654.00	14.50%	\$6,748.30	\$53,288.30
17	\$4,715.00	14.50%	\$6,836.80	\$53,986.80
18	\$4,780.00	15.50%	\$7,409.00	\$55,209.00
19	\$4,843.00	15.50%	\$7,506.70	\$55,936.70
20	\$4,907.00	15.50%	\$7,605.90	\$56,675.90
21	\$4,975.00	15.50%	\$7,711.30	\$57,461.30
22	\$5,042.00	15.50%	\$7,815.10	\$58,235.10
23	\$5,115.00	15.50%	\$7,928.30	\$59,078.30
24	\$5,185.00	15.50%	\$8,036.80	\$59,886.80
25	\$5,257.00	16.50%	\$8,674.10	\$61,244.10
26	\$5,330.00	16.50%	\$8,794.50	\$62,094.50
27	\$5,404.00	16.50%	\$8,916.60	\$62,956.60
28	\$5,482.00	16.50%	\$9,045.30	\$63,865.30
29	\$5,561.00	16.50%	\$9,175.70	\$64,785.70
30	\$5,668.00	16.50%	\$9,352.20	\$66,032.20
31+	\$5,781.00	16.50%	\$9,538.70	\$67,348.70

\*ADD \$1,260 TO TOTAL TEN MONTH ANNUAL SALARY FOR ADVANCED TEACHING LICENSE

\*ADD \$2,530 TO TOTAL TEN MONTH ANNUAL SALARY FOR DOCTORATE TEACHING LICENSE

**2008-2009 STATE TEACHER SALARY SCHEDULE  
NBPTS**

**BACHELOR "A" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>MONTHLY STATE AMOUNT</b>	<b>% OF STATE PAY</b>	<b>ANNUAL LOCAL SUPPLEMENT AMOUNT</b>	<b>TOTAL ANNUAL SALARY</b>
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	\$3,656.00	13.00%	\$4,752.80	\$41,312.80
4	\$3,812.00	13.00%	\$4,955.60	\$43,075.60
5	\$3,963.00	13.00%	\$5,151.90	\$44,781.90
6	\$4,107.00	13.00%	\$5,339.10	\$46,409.10
7	\$4,224.00	13.00%	\$5,491.20	\$47,731.20
8	\$4,277.00	13.00%	\$5,560.10	\$48,330.10
9	\$4,332.00	13.00%	\$5,631.60	\$48,951.60
10	\$4,388.00	13.00%	\$5,704.40	\$49,584.40
11	\$4,443.00	13.50%	\$5,998.10	\$50,428.10
12	\$4,500.00	13.50%	\$6,075.00	\$51,075.00
13	\$4,557.00	13.50%	\$6,152.00	\$51,722.00
14	\$4,617.00	13.50%	\$6,233.00	\$52,403.00
15	\$4,677.00	13.50%	\$6,314.00	\$53,084.00
16	\$4,739.00	13.50%	\$6,397.70	\$53,787.70
17	\$4,800.00	13.50%	\$6,480.00	\$54,480.00
18	\$4,866.00	14.00%	\$6,812.40	\$55,472.40
19	\$4,931.00	14.00%	\$6,903.40	\$56,213.40
20	\$4,996.00	14.00%	\$6,994.40	\$56,954.40
21	\$5,066.00	14.00%	\$7,092.40	\$57,752.40
22	\$5,134.00	14.00%	\$7,187.60	\$58,527.60
23	\$5,208.00	14.00%	\$7,291.20	\$59,371.20
24	\$5,280.00	14.00%	\$7,392.00	\$60,192.00
25	\$5,352.00	15.00%	\$8,028.00	\$61,548.00
26	\$5,426.00	15.00%	\$8,139.00	\$62,399.00
27	\$5,503.00	15.00%	\$8,254.50	\$63,284.50
28	\$5,582.00	15.00%	\$8,373.00	\$64,193.00
29	\$5,662.00	15.00%	\$8,493.00	\$65,113.00
30	\$5,771.00	15.00%	\$8,656.50	\$66,366.50
31+	\$5,886.00	15.00%	\$8,829.00	\$67,689.00

**NBPTS: National Board Professional Teaching Standards certification**

**2008-2009 STATE TEACHER SALARY SCHEDULE  
NBPTS**

**MASTER "M" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>MONTHLY STATE AMOUNT</b>	<b>% OF STATE PAY</b>	<b>ANNUAL LOCAL SUPPLEMENT AMOUNT</b>	<b>TOTAL ANNUAL SALARY</b>
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	\$4,021.00	13.00%	\$5,227.30	\$45,437.30
4	\$4,193.00	13.50%	\$5,660.60	\$47,590.60
5	\$4,359.00	13.50%	\$5,884.70	\$49,474.70
6	\$4,518.00	13.50%	\$6,099.30	\$51,279.30
7	\$4,646.00	13.50%	\$6,272.10	\$52,732.10
8	\$4,705.00	13.50%	\$6,351.80	\$53,401.80
9	\$4,766.00	13.50%	\$6,434.10	\$54,094.10
10	\$4,827.00	13.50%	\$6,516.50	\$54,786.50
11	\$4,888.00	14.50%	\$7,087.60	\$55,967.60
12	\$4,950.00	14.50%	\$7,177.50	\$56,677.50
13	\$5,013.00	14.50%	\$7,268.90	\$57,398.90
14	\$5,078.00	14.50%	\$7,363.10	\$58,143.10
15	\$5,145.00	14.50%	\$7,460.30	\$58,910.30
16	\$5,212.00	14.50%	\$7,557.40	\$59,677.40
17	\$5,281.00	14.50%	\$7,657.50	\$60,467.50
18	\$5,354.00	15.50%	\$8,298.70	\$61,838.70
19	\$5,424.00	15.50%	\$8,407.20	\$62,647.20
20	\$5,496.00	15.50%	\$8,518.80	\$63,478.80
21	\$5,572.00	15.50%	\$8,636.60	\$64,356.60
22	\$5,647.00	15.50%	\$8,752.90	\$65,222.90
23	\$5,729.00	15.50%	\$8,880.00	\$66,170.00
24	\$5,807.00	15.50%	\$9,000.90	\$67,070.90
25	\$5,888.00	16.50%	\$9,715.20	\$68,595.20
26	\$5,970.00	16.50%	\$9,850.50	\$69,550.50
27	\$6,052.00	16.50%	\$9,985.80	\$70,505.80
28	\$6,140.00	16.50%	\$10,131.00	\$71,531.00
29	\$6,228.00	16.50%	\$10,276.20	\$72,556.20
30	\$6,348.00	16.50%	\$10,474.20	\$73,954.20
31+	\$6,475.00	16.50%	\$10,683.80	\$75,433.80

\*ADD \$1,260 TO TOTAL TEN MONTH ANNUAL SALARY FOR ADVANCED TEACHING LICENSE

\*ADD \$2,530 TO TOTAL TEN MONTH ANNUAL SALARY FOR DOCTORATE TEACHING LICENSE

**NBPTS: National Board Professional Teaching Standards certification**

**2008-2009 STATE PSYCHOLOGIST SALARY SCHEDULE**

**MASTER "M" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>MONTHLY STATE AMOUNT</b>	<b>% OF STATE PAY</b>	<b>ANNUAL LOCAL SUPPLEMENT AMOUNT</b>	<b>TOTAL ANNUAL SALARY</b>
0	\$3,892.00	19.00%	\$7,394.80	\$46,314.80
1	\$4,034.00	19.00%	\$7,664.60	\$48,004.60
2	\$4,148.00	19.00%	\$7,881.20	\$49,361.20
3	\$4,201.00	19.00%	\$7,981.90	\$49,991.90
4	\$4,255.00	20.00%	\$8,510.00	\$51,060.00
5	\$4,310.00	20.00%	\$8,620.00	\$51,720.00
6	\$4,364.00	20.00%	\$8,728.00	\$52,368.00
7	\$4,420.00	20.00%	\$8,840.00	\$53,040.00
8	\$4,476.00	20.00%	\$8,952.00	\$53,712.00
9	\$4,534.00	20.50%	\$9,294.70	\$54,634.70
10	\$4,594.00	20.50%	\$9,417.70	\$55,357.70
11	\$4,654.00	21.00%	\$9,773.40	\$56,313.40
12	\$4,715.00	21.00%	\$9,901.50	\$57,051.50
13	\$4,780.00	21.00%	\$10,038.00	\$57,838.00
14	\$4,843.00	21.50%	\$10,412.50	\$58,842.50
15	\$4,907.00	21.50%	\$10,550.10	\$59,620.10
16	\$4,975.00	21.50%	\$10,696.30	\$60,446.30
17	\$5,042.00	21.50%	\$10,840.30	\$61,260.30
18	\$5,115.00	21.50%	\$10,997.30	\$62,147.30
19	\$5,185.00	21.50%	\$11,147.80	\$62,997.80
20	\$5,257.00	21.50%	\$11,302.60	\$63,872.60
21	\$5,330.00	21.50%	\$11,459.50	\$64,759.50
22	\$5,404.00	21.50%	\$11,618.60	\$65,658.60
23	\$5,482.00	21.50%	\$11,786.30	\$66,606.30
24	\$5,561.00	21.50%	\$11,956.20	\$67,566.20
25	\$5,668.00	21.50%	\$12,186.20	\$68,866.20
26	\$5,781.00	21.50%	\$12,429.20	\$70,239.20
27	\$5,873.00	21.50%	\$12,627.00	\$71,357.00
28	\$5,967.00	21.50%	\$12,829.10	\$72,499.10
29	\$6,062.00	21.50%	\$13,033.30	\$73,653.30
30	\$6,159.00	21.50%	\$13,241.90	\$74,831.90
31+	\$6,258.00	21.50%	\$13,454.70	\$76,034.70

\*ADD \$1,260 TO TOTAL TEN MONTH ANNUAL SALARY FOR ADVANCED TEACHING LICENSE

\*ADD \$2,530 TO TOTAL TEN MONTH ANNUAL SALARY FOR DOCTORATE TEACHING LICENSE

**AFTER SCHOOL ENRICHMENT, TUTOR, TITLE I AND  
AVID PROGRAM SALARY SCHEDULE FOR 2008-2009**

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**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

<b><u>Tutor</u></b>		\$18.87	per hour
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**Title I Program**

Title I Certified Tutor		\$18.87	per hour
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**AVID Program**

Tutor		\$10.20	per hour
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CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**SUBSTITUTE AND NON-ATHLETIC STIPENDS  
PAY RATES FOR 2008-2009**

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**SUBSTITUTE TEACHERS**

**Effective July 1, 2008**

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, 2008**

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, 2008**

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, 2008**

Third Year VIF Teacher	\$3,440.00	Monthly
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**COMMUNITY USE OF SCHOOLS**

**Effective July 1, 2008**

Custodians	Hourly Rate	
Non-Exempt Non-Custodians	\$10.59	per hour
Exempt Employees	\$12.00	per hour

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2008-2009 SALARY SCHEDULE FOR EXEMPT POSITIONS**

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<u>POSITION</u>	<u>PAY GRADE</u>	<u>MONTHS</u>	<u>SALARY INFORMATION</u>	
			<u>MINIMUM</u>	<u>MAXIMUM</u>
<b>PRINCIPAL</b>				
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
<b>ASSISTANT PRINCIPAL</b>				
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
<b>EXECUTIVE DIRECTOR</b>				
<b>DIRECTOR</b>	11	12	82,305.60	125,944.00
<b>DIRECTOR</b>	10	12	71,572.80	104,374.40
<b>DIRECTOR</b>	9	12	62,233.60	104,374.40
<b>DIRECTOR</b>	8	12	54,121.60	95,035.20

Where Applicable:

Advanced Certificate, Doctorate, Longevity Payments, School-House Bonus and ABC Bonus will be added.

**2008-09 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		

**2008-09 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			

**2008-09 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		

**2008-09 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	\$ 5,746.00
	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		

**2008-09 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		

**2008-09 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			

**2008-09 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			

**2008-09 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			

**2008-09 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		

**2008-09 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		

**2008-09 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 SYSTEM	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		

**2008-09 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		

**2008-09 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 ASSISTANT	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 2007-08

		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+	2,650-4,050+*	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**

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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, 2008 amounted to \$2.8 million. Accumulated depreciation relating to these assets was \$1.6 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, 2008.

Year Ending June 30:	(In Thousands)
2009	\$458
2010	365
2011	179
2012	39
2013	33
2014	<u>5</u>
Total Minimum Lease Payments	1,079
Less: Interest	<u>(63)</u>
Present Value of Net Minimum Lease Payments	<u>\$ 1,016</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, 2008 totaled \$530,000.

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REACH FURTHER.



Charlotte-Mecklenburg Schools

Board of Education

701 East Martin Luther King, Jr. Blvd.

Charlotte, NC 28202

Phone: 980-343-5139

Fax: 980-343-7128

[www.cms.k12.nc.us](http://www.cms.k12.nc.us)

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