



Charlotte-Mecklenburg

# Board of Education

Charlotte, North Carolina

## 2010-11 BUDGET REQUEST

Peter C. Gorman  
Superintendent

May 11, 2010



REACH FURTHER.

**Global competitiveness starts here.**

# TABLE OF CONTENTS

## Overview

A Letter from the Chairperson of the Board of Education.....	1
An Open Letter to the Community from the Superintendent .....	2
Charlotte-Mecklenburg Board of Education .....	3
CMS Organization Chart .....	4
Did You Know? .....	5-6
Executive Summary: Proposed Operating Budget.....	7-8
Proposed Budget – Sources and Uses.....	10
Proposed Budget – Comparison to Prior Year.....	11
Budget Calendar .....	12

## Goals and Objectives

Vision, Mission, Core Beliefs and Commitments .....	13
Theory of Action .....	14-15
Strategic Plan 2014 .....	16-17
Challenges Facing Charlotte-Mecklenburg Schools .....	18-22

## Proposed Operating Budget

Summary of Changes to 2009-10 Base Budget.....	23
Factors Affecting the Operating Budget.....	24-26
State and County Appropriation Optional Scenarios .....	27
Detail of Optional Budget Reduction Scenarios .....	28-29
Redirection of Resources .....	30
Proposed Program Changes .....	31-44
Departmental Budgets by Funding Source .....	46-47
Revenue Categories by Funding Source .....	48-49
Proposed Budget by Revenue Category .....	50-55
Expenditures by Funding Source.....	56
Detail Expenditures by Funding Source.....	57-60

## Proposed County Appropriation

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

## Capital Replacement

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

# TABLE OF CONTENTS

## Enterprise Programs

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

## Results and Accountability

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

## Trends and Statistics

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

## Superintendent Division

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

# TABLE OF CONTENTS

## Operations Division

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

## Academic Services Division

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

# TABLE OF CONTENTS

Global Studies and World Languages .....	242-243
Federal and State Compliance Services .....	244-245
ESEA Title I – Part A Basic Programs .....	246-247
Media Services.....	248-249
TIF-LEAP Program.....	250-251
Exceptional Children Services .....	252-253
PreK-12 Support Programs .....	254-255
Support Services .....	256-257
Family and Community Services .....	258-259
Zones.....	260-261

## Schools

Schools: Expenditures.....	263
Schools: Sources and Uses.....	264
School Administration Support Services .....	265
Classroom Teachers .....	266
Support Positions .....	267
Assistants.....	268
Charter Schools.....	269

## Appendices

Glossary of Terms .....	271-276
School Allotment Formulas.....	277-280
State Teacher Salary Schedule – Non-NBPTS.....	281-282
State Teacher Salary Schedule – NBPTS .....	283-284
State Psychologist Salary Schedule .....	285
After School Enrichment, Tutor, Title 1 and AVID Salary Schedule .....	286
Substitutes and Non-Athletic Stipends.....	287
Salary Schedule for Exempt Positions.....	288
Master Salary Schedule for Exempt Positions .....	289-296
Master Salary Schedule for Non-Exempt Positions.....	297-301
Coaching Stipends Comparative Data .....	302
Lease and/or Installment Purchase Contracts .....	303

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## OVERVIEW

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## **AN IMPORTANT INVESTMENT**

A Letter from the Chairperson of the Board of Education

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The economic downturn that began in late 2008 continues to affect Mecklenburg County and North Carolina. Charlotte-Mecklenburg Schools has felt the economic downturn as well. We made stringent cuts last year, including a reduction in force. This year, we have created a budget that includes reductions and efficiencies in our schools, while keeping as many resources in the classroom as possible.

Our budget proposal to the Mecklenburg Board of County Commissioners includes \$3.7 million in redirections to pay for new initiatives intended to increase student achievement and improve employee performance. The proposed budget also reflects \$12.9 million in state funding reductions.

We are asking for funding to cover the costs of growth, new schools and sustaining operations. We expect to have 1,287 new students next year. We are also opening two new high schools, built with money from the 2007 bond. The costs of utilities, health care and other employee benefits as well as funding required for charter schools has increased. These costs are substantial – health and retirement benefits for our employees are expected to increase by \$19.3 million in the 2010-2011 budget year -- and we are asking for \$4 million from the county to help us meet these costs.

We have identified more than \$62 million in additional reductions and put these into five additional budget scenarios. Our budget request thus accommodates the best case – that we will receive funding for the costs of growth, new schools and sustaining operations – as well as plans for the worst case, in which those costs are not funded and even more reductions are needed.

Strong public schools are an investment in the future, and in our continued strength as a regional leader. We hope you will agree that public education must be a budget priority.

Sincerely,



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

## **DOING LESS WITH LESS**

An open letter to the community from the superintendent

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For the second year in a row, Charlotte-Mecklenburg Schools has planned for multimillion-dollar cuts in our budget because of declines in local and state revenues. Charlotte-Mecklenburg Schools receives more than 80 percent of its funding from these two sources. When they get less, they give us less.

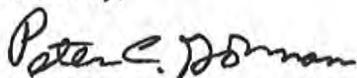
Local funding for Mecklenburg public schools in 2009-2010 has been cut by more than \$40 million -- more than 14 times the next largest cut across North Carolina, which was Wake at \$2.7 million. This year, the county has estimated our reduction at 6.5 percent. Our estimate for a state reduction, based on the best available information, is in the range of 3 to 7 percent. We have planned on a 4 percent state reduction and have structured our budget with scenarios that will meet these reductions. As we did last year, we are hoping for the best and planning for the worst.

Therefore, we have made \$3.7 million in reductions to cover the cost of new initiatives -- the reforms that we will make next year to increase student achievement and improve teacher effectiveness. The state budget includes \$7.5 million more in discretionary cuts and a \$5.4 million cut in textbook funds. This budget request seeks \$15.5 million in county funding to cover sustaining operations and growth for the 2010-2011 budget year -- money we hope that Mecklenburg County will be able to give us. If the county funds our request and further state reductions don't materialize, that would keep us from having to make all the cuts in the scenarios, which include a reduction in force that will almost certainly touch our classrooms. In the current year, we were able to restore some teaching positions that were cut because of a lower state reduction than expected. But given the state budget projection, I am not confident that we will be able to do that again.

It's important for all us of to understand that cuts in our county funding will be felt across the district. A 6.5 percent reduction is \$20.7 million on paper -- but in fact, it's much more. To cut that much, we must find another \$15.5 million in budget reductions to cover growth, new schools and sustaining operations. So if our county funding is reduced by 6.5 percent, we will have to cut just under \$40 million. That's about the same reduction CMS has had in the current budget year. Coming on top of last year's cuts, as well as additional state reductions of 4 percent, making these reductions will be painful. There are no easy choices left, only hard ones.

As this budget shows, we have identified reductions we can make. We have made those hard choices. But we hope we will not have to use our worst-case scenario this year. CMS is committed to providing the best education possible. If we have less funding, we will do less -- but we will continue to do our best for every child in this community because we believe that the citizens of Mecklenburg County want and deserve excellence in their public schools.

Sincerely,



Peter C. Gorman  
Superintendent



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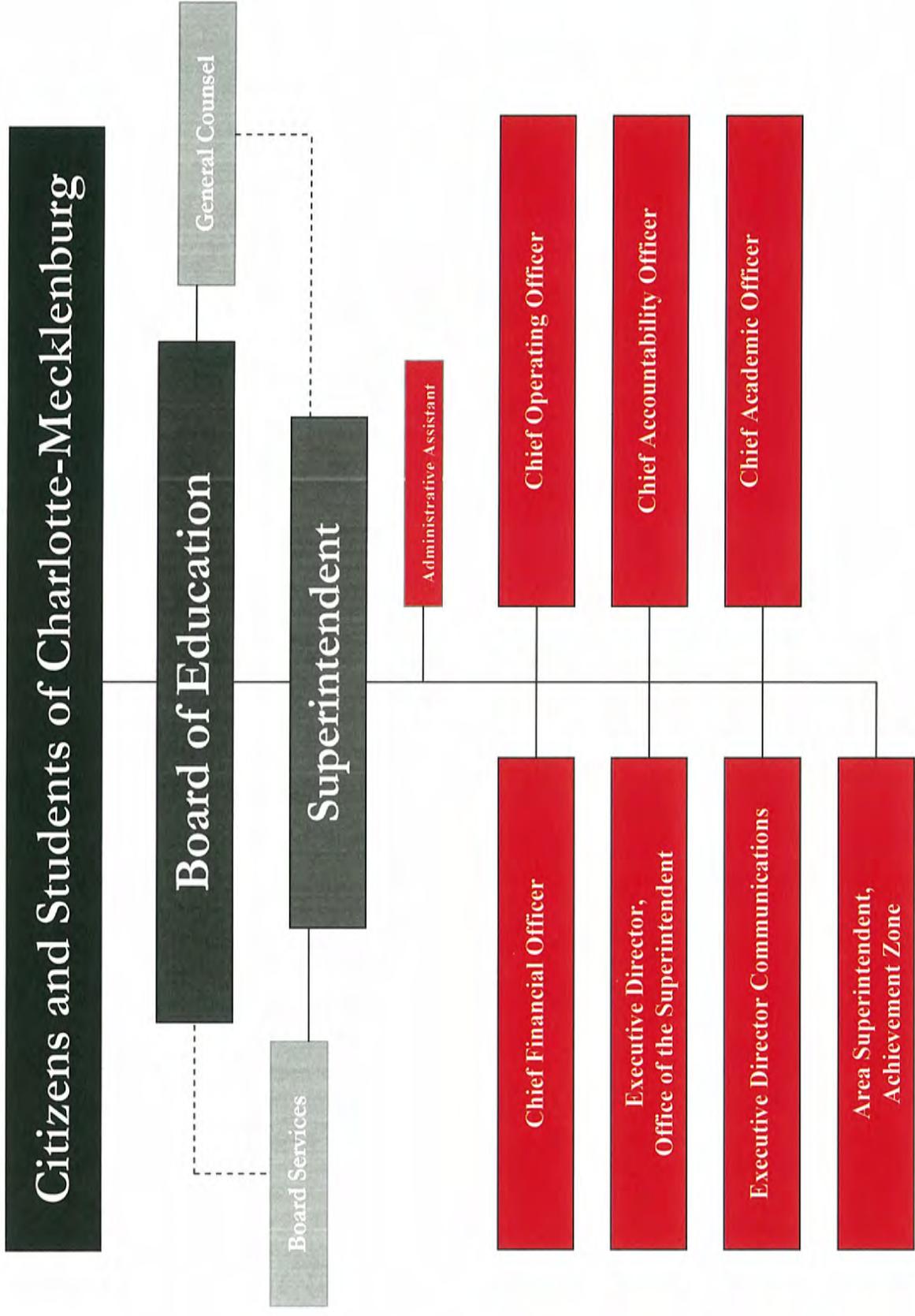
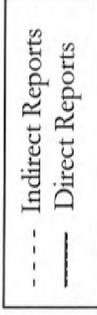
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# CHARLOTTE MECKLENBURG SCHOOLS

## DISTRICT ORGANIZATION CHART



# WOW! Did you know?

The End-of-Course and End-of-Grade test results show the district has made progress in 22 of 23 areas tested for the 2008-2009 school year. Nearly every school in CMS, 89.6 percent, averaged a year's academic progress in the 2008-2009 school year, surpassing one of the biggest goals in our *Strategic Plan 2010* on academic achievement.

- ▶ During the 2008-2009 school year, 111 schools made Adequate Yearly Progress (AYP). AYP is based on end-of-year testing and other school measurements as defined by the federal No Child Left Behind Act. Among elementary schools, 50 made high growth and 39 made expected growth; 12 middle schools made high growth and 17 making expected growth; and in high schools, 18 made high growth and nine made expected growth.

The National Merit Scholarship Corporation named 21 CMS graduates as 2009 National Merit Scholars. The winners are among 8,200 distinguished high school graduates from across the country who received college scholarships for undergraduate study.

- ▶ The class of 2009 set a new record for scholarship money in CMS with a total of \$76.2 million earned by 25 high schools. There were 15 high schools earning \$1 million or more, and eight earning more than \$4 million.

SAT data released by the College Board in 2009 show the district's top-tenth percentile of test-takers continued to outscore their state and national peers, scoring 30 points above the nation's high-fliers and 45 points higher than those in North Carolina. These students scored 1782, up from 1765 a year earlier.

- ▶ In 2008-2009 school year, CMS scores rose to 79.9 percent from 70.6 percent in 2007-2008 on VoCATS tests (Vocational Competency Achievement Tracking System) tests, exceeding the state goal of 65.4 percent by 14.5 percentage points. This test measures student progress in career and technical education courses.

In 2009, 11 CMS high schools were ranked among America's top 1,500 out of more than 27,000 high schools surveyed by *Newsweek* magazine. Myers Park High ranked 43rd on the list. *Newsweek's* ranking "recognizes schools that do the best job of preparing average students for college."

- ▶ CMS leads the nation in the number of Schools to Watch; Crestdale Middle is the sixth CMS school to receive the designation. Other middle schools include Alexander Graham and Mint Hill middle schools in 2006; Carmel and Jay M. Robinson middle schools in both 2005 and 2008; and South Charlotte Middle in 2004 and 2007. The national acknowledgment recognizes middle schools for academic achievement, adolescent development and equitable education.

In 2009, Davidson IB Middle, Huntingtowne Farms Elementary, Piedmont Middle and Smith Academy of International Languages were named Schools of Excellence by Magnet Schools of America. Only 74 schools across the nation earned the honor. Oaklawn Language Academy, Oakhurst Elementary, Collinswood Language Academy and Idlewild Elementary were named Schools of Distinction.

- ▶ Huntersville and Providence Spring elementary schools were named National Blue Ribbon schools in 2008. The honor, recognized by the U.S. Department of Education, acknowledges schools that make significant progress in closing the achievement gap or whose students achieve at very high levels.

# Did You Know?, *continued*

Lansdowne Elementary and Piedmont Middle received their International Baccalaureate (IB) authorizations in 2009. Fifteen CMS schools offer the IB program, which is among the most challenging curricula offered in the United States.

- ▶ Providence High was awarded an honorable mention for academic excellence by *U.S. News & World Report* and School Evaluation Services.

For the past seven years, North Mecklenburg High demonstrated scientific excellence at regional Science Olympiad tournaments with first-place finishes.

- ▶ South Charlotte Middle won the Odyssey of the Mind World Finals in 2009 at which the seven-member team demonstrated problem-solving skills as they performed their own interpretation of a literary story about ancient Greek hero Heracles.

Jay M. Robinson Middle won its third consecutive state Science Olympiad championship in 2009, beating 43 other middle schools for the top spot.

- ▶ Teams from Smithfield Elementary and Smith Academy of International Languages won first place at the Future Problem Solvers State Bowl in Raleigh in June. Smith Academy also placed fourth in the international competition.

Mallard Creek, Vance, Phillip O. Berry and Hopewell high schools are among only 110 schools in the U.S. to offer an Academy of Engineering program. The initiative is a collaboration of the National Academy Foundation, Project Lead The Way and the National Action Council for Minorities in Engineering.

- ▶ Five Mallard Creek High students took first-place titles in the second annual FastTrack RC Nationals Competition at Lowe's Motor Speedway. The nine-member Maverick Motor Sports team competed against 13 other teams from five states.

Students from Randolph Middle placed second in the National Academic League national championship out of approximately 180 schools from across the country that participated in the multi-day, teleconferenced-knowledge tournament.

- ▶ Davidson IB Middle won the Most Accessible City award at the National Future City Competition, where 1,100 teams from all over the country participate in creating models of environmentally friendly cities to promote conservation.

In 2009, 39 CMS students were selected to attend the Governor's School of North Carolina. The high school juniors and seniors are among 800 students selected to study dance, science, English, drama and more. The Governor's School is the oldest statewide summer residential program for academically gifted high school students in the nation.

- ▶ For the 2008-2009 school year, 150 CMS teachers received National Board certification. CMS ranks fifth nationally for newly certified teachers, with approximately 1,208 National Board Certified Teachers on staff.

## **EXECUTIVE SUMMARY: PROPOSED OPERATING BUDGET**

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

I. Redirections/reductions.

We are redirecting or reducing \$12,909,439 from our state funding to accommodate anticipated reductions in funding and \$3,698,033 from our county funding to help us pay for the costs of new initiatives and programs expansion (discussed in Section IV). The total in redirections and reductions is \$16,607,472.

II. Sustaining operations.

There is a proposed 8.9 % health insurance rate increase as well an increase in the retirement rate to 10.51%. We have allocated \$12,759,549 in state funding and \$4,000,469 in county funding for these increases, as well as \$2,542,102 in federal funds and \$6,075 in other local funding for this purpose. For program continuation, we have allocated \$4,086,772 in county funding for an increase in charter school costs as well as increases in utility and graduation costs.

III. Student growth and opening new schools.

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

IV. New initiatives and program expansion.

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

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

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

Managing for Performance is a district-wide accountability initiative that will provide teachers and administrators with technology-based tools to increase student achievement in every school. The initiative includes training teachers in the sophisticated use of data, giving all schools the tools to manage and analyze the data and evaluating teacher performance.

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

## **EXECUTIVE SUMMARY: PROPOSED OPERATING BUDGET**

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

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

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

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

Funding will cover several programs, including:

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

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

The small French Immersion program (K-5) at Oaklawn Elementary School 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. Grade six Spanish will be added at Collinswood Elementary School and Oaklawn Elementary School.

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

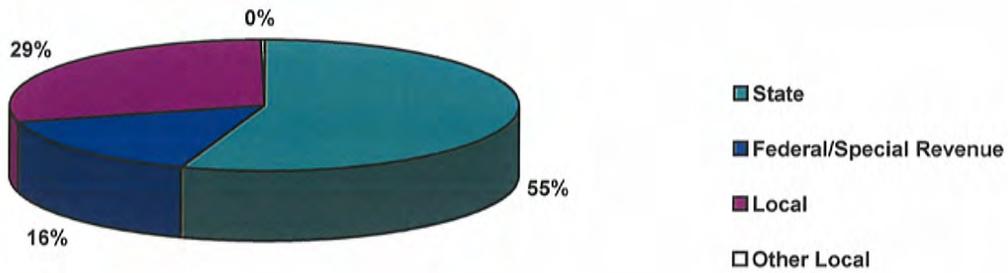
**F. Strategic Staffing Initiative (expansion) (\$225,875 in county funding)**

The Strategic Staffing Initiative recruits and retains high-performing principals and a team of teachers for the lowest-performing schools in CMS. Each principal and team of teachers make a three-year commitment to the low-performing school. Strategic Staffing has been used at 11 elementary schools and three middle schools, and we have identified another six schools for 2010-2011. Funding 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.

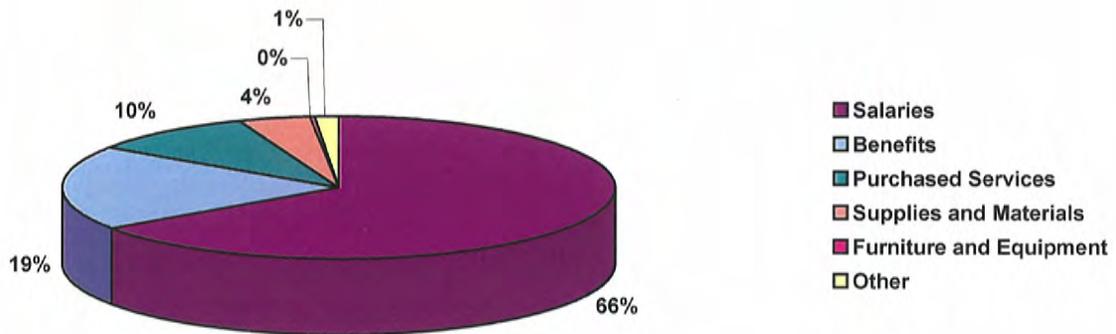
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# 2010-2011 PROPOSED BUDGET: SOURCES AND USES

## Sources



## Uses



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

	<b>2010-2011 Proposed Budget</b>	<b>2009-2010 Adopted Budget</b>	<b>% Change</b>
<b>REVENUES</b>			
State of North Carolina	\$ 639,305,791	\$ 635,656,201	0.6%
Federal/Special Revenue	181,426,695	165,827,056	9.4%
Mecklenburg County Appropriation	332,852,706	317,367,391	4.9%
Other Local Revenue	<u>3,502,000</u>	<u>21,658,572</u>	<u>-83.8%</u>
<b>TOTAL REVENUES</b>	<b><u>\$ 1,157,087,192</u></b>	<b><u>\$ 1,140,509,220</u></b>	<b><u>1.5%</u></b>
<b>EXPENDITURES</b>			
Instructional			
Regular Instructional	\$ 560,745,117	\$ 549,880,433	2.0%
Special Populations	145,141,103	139,780,663	3.8%
Alternative Programs and Services	67,027,633	63,547,539	5.5%
Co-Curricular	5,588,707	5,187,345	7.7%
School-Based Support	<u>63,547,744</u>	<u>62,306,694</u>	<u>2.0%</u>
Total Instructional	842,050,304	820,702,674	2.6%
Instructional Support			
Support and Development	5,899,527	6,388,339	-7.7%
Special Population Support and Development	3,766,096	3,576,203	5.3%
Alternative Programs Support and Development	4,319,544	4,026,019	7.3%
System-wide Pupil Support	<u>3,205,430</u>	<u>2,994,193</u>	<u>7.1%</u>
Total Instructional Support	17,190,597	16,984,754	1.2%
Operations			
Technology Support	12,258,245	14,803,793	-17.2%
Operational Support	158,721,987	163,074,513	-2.7%
Financial and Human Resource Services	16,125,767	17,315,411	-6.9%
Accountability	7,398,655	7,747,800	-4.5%
Community Services	549,162	540,756	1.6%
Nutrition Services	1,045,671	1,167,808	-10.5%
Debt Service	582,736	582,736	-
Other	<u>3,674,723</u>	<u>3,723,522</u>	<u>-1.3%</u>
Total Operations	200,356,946	208,956,339	-4.1%
Leadership			
Policy, Leadership and Public Relations	11,589,453	13,532,306	-14.4%
School Leadership Services	<u>69,833,117</u>	<u>67,355,910</u>	<u>3.7%</u>
Total Leadership	81,422,570	80,888,216	0.7%
Charter School Funds	16,066,775	12,977,237	23.8%
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,157,087,192</u></b>	<b><u>\$ 1,140,509,220</u></b>	<b><u>1.5%</u></b>

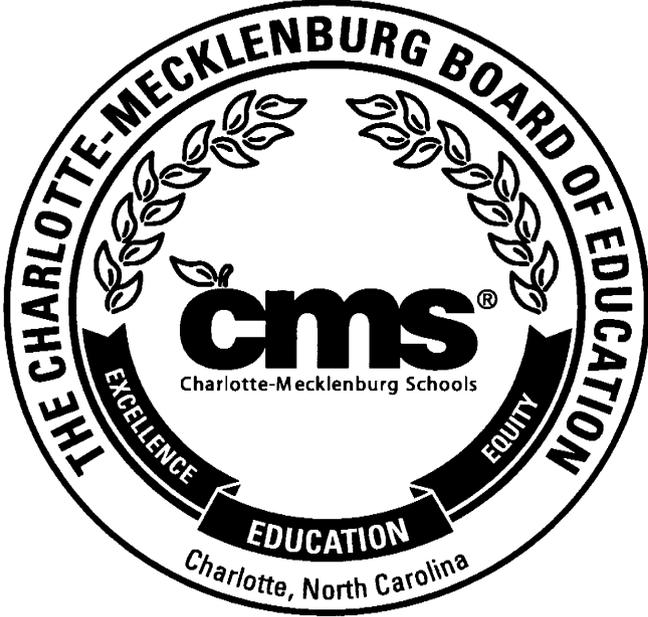
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**BUDGET CALENDAR FY 2010-2011**

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

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# GOALS AND OBJECTIVES

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

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### **Vision:**

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

### **Mission:**

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

### **Core Beliefs:**

We believe that:

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

### **Based on these core beliefs, we are committed to:**

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

Date of Adoption-4/27/10

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

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

### **MANAGED PERFORMANCE/EMPOWERMENT**

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

### **DISTRICT AND BOARD RESPONSIBILITY**

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

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

### **DECENTRALIZATION**

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

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

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

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### **SCHOOL BASED RESPONSIBILITY AND FREEDOM AND FLEXIBILITY**

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

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

### **A FRAMEWORK FOR CONTINUOUS IMPROVEMENT**

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

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

**AREA ONE: EFFECTIVE TEACHING AND LEADERSHIP**

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

**AREA TWO: PERFORMANCE MANAGEMENT**

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

**AREA THREE: INCREASING THE GRADUATION RATE**

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

**AREA FOUR: TEACHING AND LEARNING THROUGH TECHNOLOGY**

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

**AREA FIVE: ENVIRONMENTAL STEWARDSHIP**

- Engage all stakeholders in conservation of resources.

**AREA SIX: PARENT AND COMMUNITY CONNECTIONS**

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

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

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

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

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

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

So the most important priority in our proposed budget is this: We will not abandon or defer our strategic goals. Instead, we will focus on those and redirect or reallocate our resources from other programs as needed. In some cases, this will mean not supporting a program that may be successful, because another program will give us faster or broader improvement. In the past, we have been able to support programs that showed some success, as well as those that showed a lot of success. Now we must choose our most successful programs and initiatives and support those – we no longer have the financial resources to fund everything that we want.

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

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

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

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

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

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

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

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

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

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

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

## CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS

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

Results were also strong in math, with one school reporting a 23-point gain and two others showing gains of 15 and 17 points. Six of the seven schools showed a gain in math.

There were similar improvements in science. All but one school showed increases in student proficiency in science, with one school showing a 22-point gain, another a 14-point gain and a third a 12-point gain.

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

The charts below show the schools and their results.

	2007-2008 RD	2008-2009 RD (without retest)	2008-2009 RD (with retest)	2007-2008 MA	2008-2009 MA (without retest)	2008-2009 MA (with retest)	2007-2008 SC	2008-2009 SC (without retest)	2008-2009 SC (with retest)
<b>Briarwood Elementary</b>	31.8	33.5	41.6	45.7	42.6	57.1	9.8	25.3	33.7
<b>Bruns Avenue Elementary</b>	18.8	28.8	36.4	43.8	48.7	56.8	1.1	15.3	22.2
<b>Devonshire Elementary</b>	33.9	43.1	54.9	54.2	69.8	77.3	24.6	46.1	51.3
<b>Ranson Middle</b>	32.0	37.0	48.5	39.0	56.1	64.0	21.1	24.9	32.4
<b>Reid Park</b>	22.8	24.7	35.0	30.8	36.7	46.6	2.2	14.0	18.3
<b>Sterling Elementary</b>	34.6	48.3	58.9	52.4	75.6	83.7	19.6	22.7	24.2
<b>Westerly Hills Elementary</b>	32.4	33.5	43.9	41.7	47.0	54.9	12.1	7.5	24.5



**CHALLENGES FACING CHARLOTTE-MECKLENBURG SCHOOLS**

	2007-2008 RD	2008-2009 RD (without retest)	2008-2009 RD (with retest)	2007-2008 MA	2008-2009 MA (without retest)	2008-2009 MA (with retest)	2007-2008 SC	2008-2009 SC (without retest)	2008-2009 SC (with retest)
<b>Albemarle Road Middle</b>	34.3	43.1	53.2	47.9	57.9	66.8	29.1	49.6	60.8
<b>Allenbrook Elementary</b>	31.1	28.3	32.3	53.8	47.6	55.6	10.5	9.3	20.4
<b>Ashley Park Elementary</b>	25.2	27.8	36.5	33.9	36.5	51.6	4.4	10.3	17.9
<b>Bishop Spaugh Middle</b>	18.1	21.6	27.9	24.1	29.3	37.3	12.4	16.7	25.4
<b>Druid Hills Elementary</b>	23.5	28.3	38.9	39.8	53.9	62.8	9.4	5.5	9.1
<b>Paw Creek Elementary</b>	47.7	48.3	60.4	56.5	63.0	70.1	32.2	33.5	41.9
<b>Thomasboro Elementary</b>	23.6	24.1	35.3	34.6	44.4	52.2	9.2	6.8	10.2



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

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

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

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

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

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that magnet schools provide an essential academic pathway for many students and we will continue to support this program (\$1.2 million).

### Conclusion:

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

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

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

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# PROPOSED OPERATING BUDGET

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

	State	County	Federal/ Special Revenue	Other	Total
<b>2009-2010 ADOPTED BUDGET</b>	<b>\$ 635,656,201</b>	<b>\$317,367,391</b>	<b>\$ 165,827,056</b>	<b>\$21,658,572</b>	<b>\$ 1,140,509,220</b>
<b>REVISIONS TO 2009-2010 ADOPTED BUDGET</b>	<b>(1,874,448)</b>	<b>-</b>	<b>13,057,537</b>	<b>(18,162,647)</b>	<b>(6,979,558)</b>
<b>2009-2010 BASE BUDGET*</b>	<b>633,781,753</b>	<b>317,367,391 **</b>	<b>178,884,593</b>	<b>3,495,925</b>	<b>1,133,529,662</b>
<b>I. REDIRECTIONS/REDUCTIONS</b>	<b>(12,909,439)</b>	<b>(3,698,033)</b>	<b>-</b>	<b>-</b>	<b>(16,607,472)</b>
<b>II. SUSTAINING OPERATIONS</b>					
A. Salaries and Benefits	12,759,549	4,000,469	2,542,102	6,075	19,308,195
B. Program Continuation	-	4,086,772	-	-	4,086,772
<b>Sub-Total</b>	<b>12,759,549</b>	<b>8,087,241</b>	<b>2,542,102</b>	<b>6,075</b>	<b>23,394,967</b>
<b>III. STUDENT GROWTH AND OPENING</b>					
<b>NEW SCHOOLS</b>					
A. Enrollment Increases	4,302,310	804,540	-	-	5,106,850
B. New Schools	1,371,618	6,593,534	-	-	7,965,152
<b>Sub-Total</b>	<b>5,673,928</b>	<b>7,398,074</b>	<b>-</b>	<b>-</b>	<b>13,072,002</b>
<b>IV. NEW INITIATIVES AND</b>					
<b>PROGRAM EXPANSION</b>					
A. Effective Teaching: Student Assessments	-	1,259,419	-	-	1,259,419
B. Managing for Performance Project	-	466,411	-	-	466,411
C. Credit Recovery Pilot	-	295,400	-	-	295,400
D. New Leaders for New Schools Program	-	215,078	-	-	215,078
E. Magnet Program	-	1,235,850	-	-	1,235,850
F. Strategic Staffing Program	-	225,875	-	-	225,875
<b>Sub-Total</b>	<b>-</b>	<b>3,698,033</b>	<b>-</b>	<b>-</b>	<b>3,698,033</b>
<b>TOTAL 2010-2011 PROPOSED CURRENT EXPENSE BUDGET</b>	<b>\$ 639,305,791</b>	<b>\$332,852,706</b>	<b>\$ 181,426,695</b>	<b>\$ 3,502,000</b>	<b>\$ 1,157,087,192</b>

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

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

## **FACTORS INCREASING THE OPERATING BUDGET**

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The 2010-2011 Operating Budget incorporates the impact of increasing costs to sustain current operations and to provide resources for enrollment growth and opening new schools. Key factors contributing to higher operating costs for 2010-11 include benefit increases, graduation cost increases, increase in utility rates and charter school enrollment increase, resources required to address enrollment growth and the operational costs associated with opening two new facilities. These increases total \$36,466,969 from all funding sources and do not include the expansion or introduction of any new initiatives.

### ***Employee Benefits***

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

The state has also indicated that the retirement rate will be increased next year. The proposed budget includes an increase from 8.75% to 10.51% based on the latest information at the present time.

The total cost of the increase in benefits is \$19 million including \$4 million in additional county funding.

### ***Program Continuation***

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

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

Program continuation items as outlined above totaled \$4 million in county funding.

### ***Enrollment Increases***

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

Student enrollment is expected to increase by approximately 1,287 students in 2010-11, which represents a 1% increase in our student population. Various instructional and support positions are needed to maintain our staffing formulas and to staff classrooms to accommodate the expected growth. As noted above, non-personnel resources are also needed and are included

## **FACTORS INCREASING THE OPERATING BUDGET**

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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 materials.

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

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

### ***New Schools***

As noted above, enrollment growth and currently overcrowded schools requires new and expanded facilities. Two high schools are scheduled to open in August 2010. 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.

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

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

Another factor that increases the operating budget when a new facility, specifically a high school, is opened is the athletic program support costs. Funding is needed for 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 \$8.0 million, including \$6.6 million in county funding.

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

We are introducing a number of new initiatives aligned with our new Strategic Plan 2014. The cost for the new initiatives and continued expansion of other key initiatives is approximately \$3.7 million in county funding. However, the county budget request does not include these new program costs because we have redirected current funding to pay for them. These new initiatives are fully explained in the 2010-11 Program Changes later in this section.

## **FACTORS INCREASING THE OPERATING BUDGET**

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### ***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 asks for funding to cover only our sustaining operations, student growth and opening new schools. We have redirected current county funding to pay for the required increases in program expansions and new initiatives. The details of the budget reductions and redirections are fully explained in the 2010-11 Program Changes later in this section.

**2009-10 STATE AND COUNTY APPROPRIATION OPTIONAL SCENARIOS**

	<u>Budget Request</u>	<u>Scenario 2</u>	<u>Scenario 3</u>	<u>Scenario 4</u>	<u>Scenario 5/5A</u>
2009-10 State Base Budget	633,781,753	633,781,753	633,781,753	633,781,753	633,781,753
2009-10 County Base Budget*	317,367,391	317,367,391	317,367,391	317,367,391	317,367,391
<b>2009-10 STATE AND COUNTY BASE BUDGET</b>	<b>951,149,144</b>	<b>951,149,144</b>	<b>951,149,144</b>	<b>951,149,144</b>	<b>951,149,144</b>
<b>I. REDIRECTIONS/REDUCTIONS</b>					
A. Redirection of Funds to Alternative Uses**	(16,607,472)	(16,607,472)	(16,607,472)	(16,607,472)	(16,607,472)
Scenario 2 Reductions-flat state and county		(15,441,394)	(15,441,394)	(15,441,394)	(15,441,394)
Scenario 3 Reductions-3% state; flat county			(19,795,457)	(19,795,457)	(19,795,457)
Scenario 4 Reductions-3% state; 3%county				(9,341,619)	(9,341,619)
Scenario 5/5A Reductions-4% state; 3% county (6.5% county 5A)					(17,874,272)
<b>Total Redirections/Reductions</b>	<b>(16,607,472)</b>	<b>(32,048,866)</b>	<b>(51,844,323)</b>	<b>(61,185,942)</b>	<b>(79,060,214)</b>
<b>REDUCTIONS AS A % OF CURRENT BASE BUDGET</b>	<b>-1.75%</b>	<b>-3.37%</b>	<b>-5.45%</b>	<b>-6.43%</b>	<b>-8.31%</b>
<b>II. SUSTAINING OPERATIONS</b>					
A. Salaries and Benefits					
1. Health Insurance Increase - 8.9%	5,618,182	5,618,182	5,618,182	5,618,182	5,618,182
2. Retirement Rate Increase to 10.51%	11,141,836	11,141,836	11,141,836	11,141,836	11,141,836
B. Program Continuation					
1. Increase for Graduation Costs	82,550	82,550	82,550	82,550	82,550
2. Increase in Utilities	914,684	914,684	914,684	914,684	914,684
3. Charter Schools	3,089,538	3,089,538	3,089,538	3,089,538	3,089,538
<b>Total Sustaining Operations</b>	<b>20,846,790</b>	<b>20,846,790</b>	<b>20,846,790</b>	<b>20,846,790</b>	<b>20,846,790</b>
<b>III. STUDENT GROWTH AND OPENING NEW SCHOOLS</b>					
A. Enrollment Increases					
1. Enrollment - Staffing and Non-Personnel	5,106,850	5,106,850	5,106,850	5,106,850	5,106,850
B. New Schools					
1. Additional Position Allotments	5,625,787	5,625,787	5,625,787	5,625,787	5,625,787
2. Non-Personnel Support	407,092	407,092	407,092	407,092	407,092
3. Maintenance	1,581,549	1,581,549	1,581,549	1,581,549	1,581,549
4. Athletics at New High Schools	350,724	350,724	350,724	350,724	350,724
<b>Total Student Growth and Opening New Schools</b>	<b>13,072,002</b>	<b>13,072,002</b>	<b>13,072,002</b>	<b>13,072,002</b>	<b>13,072,002</b>
<b>NEW REQUEST FOR SUSTAINING OPERATIONS AND GROWTH</b>	<b>33,918,792</b>	<b>33,918,792</b>	<b>33,918,792</b>	<b>33,918,792</b>	<b>33,918,792</b>
<b>IV. PROGRAM EXPANSION AND NEW INITIATIVES</b>					
A. Effective Teaching: Student Assessments	1,259,419	1,259,419	1,259,419	1,259,419	1,259,419
B. Managing for Performance Project	466,411	466,411	466,411	466,411	466,411
C. Credit Recovery Pilot	295,400	295,400	295,400	295,400	295,400
D. New Leaders for New Schools Program	215,078	215,078	215,078	215,078	215,078
E. Magnet Program	1,235,850	1,235,850	1,235,850	1,235,850	1,235,850
F. Strategic Staffing Program	225,875	225,875	225,875	225,875	225,875
<b>Total Program Expansion and New Initiative</b>	<b>3,698,033</b>	<b>3,698,033</b>	<b>3,698,033</b>	<b>3,698,033</b>	<b>3,698,033</b>
<b>2010-11 PROPOSED STATE AND COUNTY APPROPRIATION</b>	<b>972,158,497</b>	<b>956,717,103</b>	<b>936,921,646</b>	<b>927,580,027</b>	<b>909,705,755</b>
<b>CHANGE FROM 2009-10 STATE AND COUNTY APPROPRIATION</b>	<b>\$ 21,009,353</b>	<b>\$ 5,567,959</b>	<b>\$(14,227,498)</b>	<b>\$(23,569,117)</b>	<b>\$(41,443,389)</b>
<b>NET CHANGE AS A % OF 2009-10 COUNTY APPR.</b>	<b>2.21%</b>	<b>0.59%</b>	<b>-1.50%</b>	<b>-2.48%</b>	<b>-4.36%</b>

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

\*\* Includes state textbook reduction of \$5,435,273, anticipated increase in state discretionary reduction of \$7,474,166 and local reductions to cover new initiatives of \$3,698,033

**DETAIL OF OPTIONAL BUDGET REDUCTION SCENARIOS - Scenarios 2-5**

	<u>Scenario 2</u>	<u>Scenario 3</u>	<u>Scenario 4</u>	<u>Scenario 5/5A</u>
<b>Scenario 2 Reductions-flat funding county; growth funded by state</b>				
A. Reduce funds for utilities	\$ (702,104)	-	-	-
B. Reduce funds for mobile units	(1,206,000)	-	-	-
C. Eliminate district's cost for employee dental insurance	(1,885,241)	-	-	-
D. Reduce signing bonuses	(1,898,092)	-	-	-
E. Reduce tuition reimbursement funds	(400,000)	-	-	-
F. Reduce classroom supplies and furniture	(510,000)	-	-	-
G. Reduce media supplies and materials	(150,000)	-	-	-
H. Expand magnet shuttle stops for four high schools	(2,258,896)	-	-	-
I. Implementing Magnet Shuttle stops beyond 5 mile radius (full Magnet Middle Schools)	(1,241,977)	-	-	-
J. Reduce bus driver positions	(1,486,242)	-	-	-
K. Consolidate extended learning opportunities for HS students	(343,540)	-	-	-
L. Reduce CTE positions	(477,436)	-	-	-
M. Reduce extended day and summer school programs	(370,583)	-	-	-
N. Reduce Talent Development supplies and staff development	(382,430)	-	-	-
O. Reduce ESL supplies and materials	(255,807)	-	-	-
P. Reduce Staff Development	(312,000)	-	-	-
Q. Reduce Campus Security Associate positions	(178,248)	-	-	-
R. Reduce Building Services positions	(1,382,798)	-	-	-
<b>Scenario 3 Reductions-flat funding county; 3% reduction state after growth</b>				
A. Reduce School-based positions	-	\$ (112,125)	-	-
B. Eliminate Exceptional Children support positions	-	(363,205)	-	-
C. Modification of Teacher Assistant model	-	(1,677,029)	-	-
D. Eliminate Middle School Athletics	-	(1,266,354)	-	-
E. Adjust bell schedule at Marie G. Davis	-	(600,000)	-	-
F. Eliminate funding for AP/IB Exams - students to pay	-	(1,379,086)	-	-
G. Eliminate CMS-TV - retain funding for Board meetings to be televised	-	(346,122)	-	-
H. Modification of employment term - Technology Facilitator, IB Coordinators	-	(38,094)	-	-
I. Adjust school secretary allotment (formula change)	-	(1,102,148)	-	-
J. Mentor Pay	-	(1,031,945)	-	-
K. Reduce CTE positions	-	(1,129,803)	-	-
L. Reduce ESL positions	-	(1,810,740)	-	-
M. Modification of employment term for some central office and school based positions	-	(1,109,592)	-	-
N. Modification of small high school allotment	-	(1,446,101)	-	-
O. Eliminate teacher positions (121 teacher positions added back 2009-10)	-	(6,383,113)	-	-

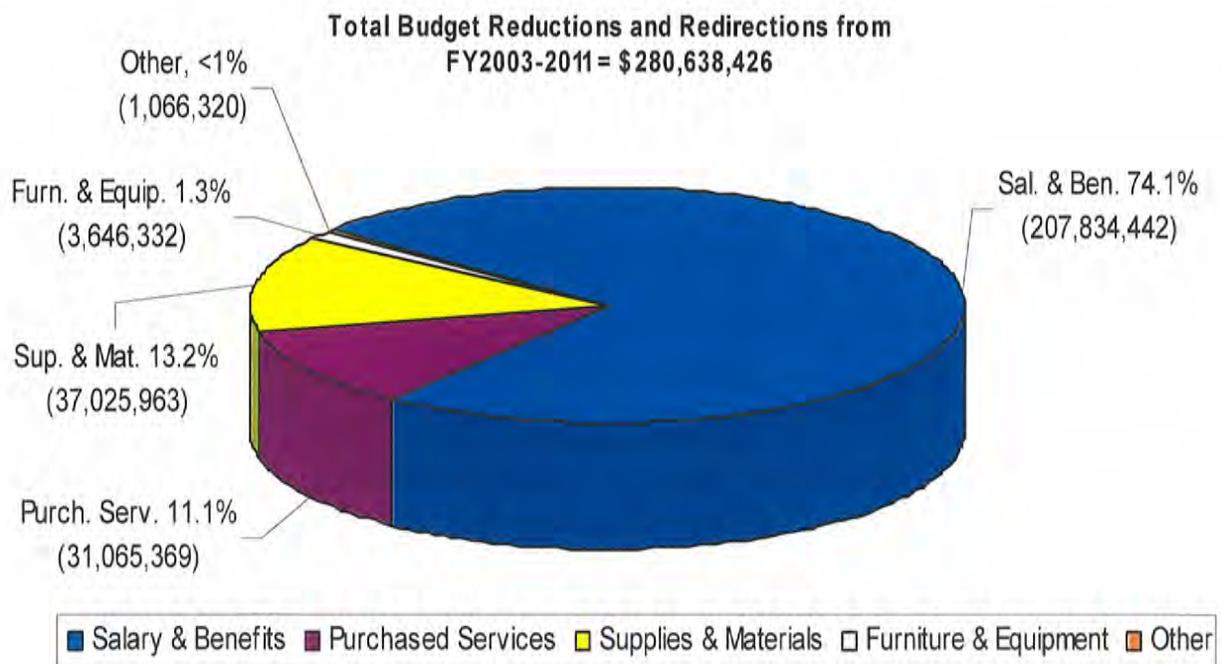
**DETAIL OF OPTIONAL BUDGET REDUCTION SCENARIOS - Scenarios 2-5**

	<u>Scenario 2</u>	<u>Scenario 3</u>	<u>Scenario 4</u>	<u>Scenario 5/5A</u>
<b>Scenario 4 Reductions-3% reduction county; 3% reduction state after growth</b>				
A. Eliminate teacher positions (165 teacher positions added back 2009-10)	-	-	\$ (8,069,985)	-
B. Eliminate K-3 FOCUS school ratio of 1:17	-	-	(1,271,634)	-
<b>Scenario 5 Reductions-3% reduction county (6.5% reduction 5A); 4% reduction state after growth</b>				
A. K-2 Teacher Assistant formula - Increase Kindergarten ratio from 1:25 to 1:31; Increase 1st and 2nd grade ratio from 1:38 to 1:44	-	-	-	\$ (4,766,660)
<b>Increase class size ratios by 1:</b>				
B. ADM Teachers (Middle) maintain weight of 1.3: increase ratio from 1:24.5 to 1:25.5	-	-	-	(2,592,177)
C. ADM Teachers (Elementary) - 4-5 maintain weight of 1.3: increase ratio from 1:27.5 to 1:28.5	-	-	-	(1,320,543)
D. ADM Teachers (High) maintain weight of 1.3: increase 9th ratio from 1:25 to 1:26; increase 10-12 ratio from 1:28.5 to 1:29.5	-	-	-	(2,298,723)
<b>Increase class size ratios by 2: (1 additional above Scenario 4)</b>				
E. ADM Teachers (Elementary) - 4-5 maintain weight of 1.3: increase ratio from 1:28.5 (scenario 4) to 1:29.5	-	-	-	(1,809,633)
F. ADM Teachers (Middle) maintain weight of 1.3: increase ratio from 1:25.5 (scenario 4) to 1:26.5	-	-	-	(2,592,177)
G. ADM Teachers (High) maintain weight of 1.3: increase 9th ratio from 1:26 (scenario 4) to 1:27; increase 10-12 ratio from 1:29.5 (scenario 4) to 1:30.5	-	-	-	(2,494,359)
	<b>\$ (15,441,394)</b>	<b>\$ (19,795,457)</b>	<b>\$ (9,341,619)</b>	<b>\$ (17,874,272)</b>

## REDIRECTION OF RESOURCES

As a part of Charlotte-Mecklenburg Schools continuous effort to remain fiscally responsible and cost effective, the Proposed Budget for 2010-11 includes \$3,698,033 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 for program expansion and new initiatives. These reductions and redirections are the result of program and service evaluations (\$.8 million) as well as other cuts from Central Office (\$2.9 million). After each program is reviewed and evaluated, recommendations regarding the future of the program or service are made. Recommendations can include reduction, expansion, elimination or maintaining status quo depending on the effectiveness of the program or service. In addition, each year all areas have been asked to drill down to the expenditure level to see how they could use their resources more effectively to accomplish the goals of their department. The alignment of resources to specific CMS Strategic Plan 2014 objectives assists in scrutinizing each item in the budget based on its relevance to the overall strategic plan and goals of the district. These processes and other continuous improvement efforts result in a more efficient operation. More details on the redirections and reductions can be found in the Proposed Operating Budget section.

This year's total of \$16.6 million in reductions and redirections is on top of \$264 million in savings, reductions and redirections over the last eight years from both state and county sources for a total of \$280.6 million. Since 2002-03, more than \$200.2 million has been redirected within the county funded portion of the budget to offset the budget increases needed for growth, new schools, sustaining operations at current service levels and the new initiatives. Although all reductions ultimately impact the school level, there has been a focused effort to try to minimize the impact of the reductions on the classroom and our students.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 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>			
1. <u>Program and Service Evaluations</u>			
As we begin the implementation of many of the strategies outlined in the Strategic Plan 2014, we must redirect current resources to pay for these new initiatives. The following reductions have been identified for the 2010-11 Proposed Budget:			
<b>CMS TV:</b>			
The programming and operating budget for CMS TV 3 has been reduced. Programming costs were reduced by eliminating a Producer position. Operating costs were reduced by cutting repairs and maintenance, supplies and materials, furniture and equipment expenses.	Salaries & Benefits		(\$66,899)
	Purchased Services		(\$7,000)
	Supplies & Materials		(\$2,553)
	Total		<u>(\$76,452)</u>
<b>Textbooks:</b>			
As a result of the 2009-10 biennial adopted state budget, state textbook funding was eliminated for 2010-11. Therefore, there will be no new textbook adoptions next year.	Supplies & Materials	<u>(\$5,435,273)</u>	
<b>Bright Beginnings:</b>			
After an evaluation of the historical expenditures of the Bright Beginnings program, it was determined that furniture expenses could be reduced and that an acceptable level of support for Pre-K children would still be maintained. In addition, a half-time custodian position and a half-time secretary position were eliminated.	Salaries & Benefits		(\$31,836)
	Supplies & Materials		(\$45,000)
	Total		<u>(\$76,836)</u>
<b>Utilities:</b>			
In 2009-10, the district underwent many energy conservation efforts to reduce the annual expenses for electric, gas and water utilities. These efforts included shutting off CPUs overnight, shutting off lighting in wings of newer schools during the summer, changing temperature settings by two degrees in the summer and winter, ensuring utilities are off during the holidays, reducing operating hours, eliminating quick changeover from heating to cooling and limiting irrigation of athletic fields. As a result of these efforts, the districts cost savings were greater than originally projected, thus we are able to further reduce the overall budget for utilities.	Purchased Services	<u>(\$1,710,567)</u>	

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
<b>Learning Communities/Achievement Zone:</b>			
<p>In 2007-08, as part of the Strategic Plan 2010, the district decentralized into six geographically grouped Learning Communities and the Achievement Zone. The goal was to improve services to schools and make the district more responsive to local community concerns. After examining operations for the past three years, it has been determined that the Achievement Zone would be eliminated and the Learning Communities would be restructured into three geographically based zones and two zones that will serve Title I elementary and secondary schools. It is anticipated that an appropriate level of support to the schools and the zones will be maintained. As a part of this reorganization and an efficient use of available office space, lease expenses for four of the six previous Learning Community sites have been eliminated.</p> <p>A total of 37 positions were eliminated. Two Area Superintendent, three executive director, nine resource teacher, two ADM teacher, one area support coordinator, one area administrator, one resource specialist, one media relations specialist, two executive secretary and three sr. admin. secretary positions were eliminated from the Learning Communities and Achievement Zone staffing. In addition, four Human Resource and four Building Services positions were also eliminated as a result of this reorganization. Two Alternative to Suspension sites were eliminated, thereby reducing four positions. Funding for contract services, workshops, travel, mileage, supplies, software and equipment was also reduced.</p>	Salaries & Benefits	(\$2,703,575)	(\$129,038)
	Purchased Services	(\$601,128)	
	Supplies & Materials	(\$163,990)	
	Total	<u>(\$3,468,693)</u>	<u>(\$129,038)</u>
<b>Legal Services:</b>			
<p>Funds for contracted legal services and audits of policies and regulations were reduced for the 2010-11 year. The remaining budgeted funds should be adequate in our current legal climate; however, this will be reviewed annually. In addition, workshop, travel and supply expenses were also reduced.</p>	Purchased Services		(\$63,444)
	Supplies & Materials		(\$14,314)
	Total		<u>(\$77,758)</u>
<b>Storage and distribution:</b>			
<p>Due to the outsourcing of all food warehousing and delivery with the exception of USDA, drinks, and paper products, two vacant delivery driver positions were eliminated. The cost of outsourcing these deliveries is being funded by the Child Nutrition Enterprise fund. In addition, postage expenses have been reduced due to fewer district mailings and the electronic delivery of purchase orders to vendors.</p>	Salaries & Benefits		(\$77,078)
	Purchased Services		(\$92,211)
	Total		<u>(\$169,289)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
<b>Walton Plaza Operating Costs:</b>			
Due to the revaluation of the shared costs to operate and maintain Walton Plaza, the budget for the cost associated with this building has been reduced.	Purchased Services		<u>(\$172,986)</u>
<b>Airport Center Lease Costs:</b>			
Lease costs for this location will be reduced due to transportation staff moving to the Education Center.	Purchased Services	<u>(\$121,500)</u>	
<b>Career and Technical Education:</b>			
Due to the anticipated budget reductions, the district has eliminated one Career and Technical specialist position and redirected a secretary position to federal funding. In addition, funds for college experience textbooks were also reduced.	Salaries & Benefits		(\$141,905)
	Supplies & Materials	(\$87,000)	
	Total	<u>(\$87,000)</u>	<u>(\$141,905)</u>
<b>Transportation Services:</b>			
Funding for transportation services has been reduced. The reductions are due a decrease in contracted transportation. More of the students utilizing these services will be assigned to school buses. Transportation expenses will also be reduced by networking bus services for University Park and Lincoln Heights Elementary, therefore reducing duplication of travel and miles in common geographic areas to pick up and drop off students. The schools are in close proximity to one another with the same bell schedule.	Purchased Services	(\$612,129)	
	Supplies & Materials	(\$129,902)	
	Total	<u>(\$742,031)</u>	
<b>Technology Expenses:</b>			
The district is converting from an AS400 mainframe environment to a server environment. Therefore, the software cost and repairs and maintenance cost associated with the mainframe can be eliminated.	Purchased Services	(\$72,500)	
	Supplies & Materials	(\$366,000)	
	Total	<u>(\$438,500)</u>	
<b>Mileage Rate Decrease:</b>			
Funds are designated to decrease the reimbursement rate from 55 cents to the IRS standard mileage reimbursement rate of 50 cents. This will provide appropriate reimbursement to all of our itinerant teachers and other staff, consistent with IRS guidelines.	Purchased Services	<u>(\$110,922)</u>	

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
<p>2. <u>Central Office Reductions</u>            At the request of the Superintendent, all departments were instructed to reduce their locally funded operating budget by 5%. Each reduction was validated with a supporting action plan and impact of the reduction. After careful review and consideration of all the reductions submitted, the following have been identified for reduction or redirection in 2010-11:</p>			
<p><b>Central Office staffing reductions:</b>            In response to the significant budget reductions anticipated, 25.25 central office positions were eliminated as a result of departments restructuring job responsibilities and/or undergoing major reorganization. Positions eliminated spanned all levels and included chief officers, executive directors, administrative secretaries and others. The following lists the changes in staffing by department:</p>	Salaries & Benefits	<u>(\$120,965)</u>	<u>(\$1,615,106)</u>
<p><b>Communications: (\$76,357)</b>            The special events coordinator position was eliminated.</p>			
<p><b>Office of Accountability: (\$276,560)</b>            The executive director of assessment, three directors of assessment, three assessment analysts, an accountability programming manager, data support coordinator, senior operations specialist, director of performance management, executive director school improvement, school improvement coordinator, and senior administrative secretary positions were eliminated. The executive director for performance management, executive director of state and federal programs, director for school improvement, director for data processing, director of state testing, measurement analyst, two professional development administrators, senior assessment analyst, and measurement operations coordinator positions were added.</p>			
<p><b>Human Resources: (\$293,518)</b>            Nine human resources positions were eliminated. Three new positions were added as a part of the reorganization.</p>			
<p><b>Technology Services: (\$227,166)</b>            The systems engineer, student data manager and an administrative secretary position were eliminated. Also, funding for overtime and workshop stipends was eliminated.</p>			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 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>Finance: (\$134,930)</b>	Three finance positions were eliminated. Seventy-five percent of one of those positions is funded with bond funding.		
<b>Office of Superintendent: (\$153,545)</b>	The executive director position was eliminated.		
<b>School Law Enforcement: (\$49,038)</b>	A school law enforcement officer position was eliminated.		
<b>Athletics: (\$87,137)</b>	The assistant director of athletics position was eliminated.		
<b>Board Services: (\$44,562)</b>	A secretary position was eliminated.		
<b>Global Studies &amp; World Languages: (\$22,177)</b>	Funding for extended employment was reduced		
<b>Professional Development: (\$7,889)</b>	Funding for national board stipends was reduced.		
<b>Science and Math: (\$31,077)</b>	Funding for teacher extended contracts was reduced.		
<b>PreK-12 Literacy: (\$19,385)</b>	Funding for teacher stipends was reduced.		
<b>Magnet Office: (\$1,861)</b>	Funding for teacher stipends was reduced.		
<b>Drivers Education: (\$76,363)</b>	The driver education specialist position has been redirected to state funds.		
<b>Federal and State Compliance: (\$45,559)</b>	The senior administrative secretary position was eliminated.		
<b>Arts Education: (\$8,500)</b>	Funding for stipends, overtime and substitutes was eliminated.		
<b>Pre-K 12 Support Services/Support Services: (\$142,774)</b>	A clerical and a support services position were eliminated.		
<b>Media Services: (\$37,673)</b>	The senior media processor position was eliminated.		

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
<b>2. Central Office Reductions (Continuation)</b>			
<b>Non-personnel Expense Reductions:</b>			
Other expense reductions were made at the Central Office level by eliminating, reducing or redirecting contract services, mileage, printing, supplies, equipment and workshop expenses. The total non-personnel reductions by department are listed below. Line item detail is available on departmental pages.	Purchased Services	(\$5,885)	(\$889,358)
	Supplies & Materials	(\$5,000)	(\$289,305)
	Equipment		(\$60,000)
	<b>Total</b>	<b><u>(\$10,885)</u></b>	<b><u>(\$1,238,663)</u></b>
Communications			(\$147,000)
Human Resources			(\$53,816)
Technology Services			(\$423,619)
School Law Enforcement			(\$25,550)
Office of Accountability			(\$141,000)
Office of the Superintendent			(\$2,375)
Board Services			(\$2,057)
Chief Operating Office			(\$14,515)
Planning and Project Management			(\$24,274)
Alternative Education			(\$15,685)
Safety			(\$7,531)
Athletics			(\$8,800)
Auxiliary Services			(\$34,342)
Building Services			(\$4,000)
Chief Academic Officer			(\$7,450)
Global Studies			(\$1,483)
Arts Education			(\$60,000)
Magnet Program Office			(\$54,153)
Curriculum Support Programs			(\$87,387)
Physical Education and Health			(\$29,647)
Science and Math			(\$18,032)
PreK-12 Literacy			(\$35,000)
Support Services			(\$39,128)
Media Services			(\$42,401)
<b>3. <u>Redirection of Extended Employment for Opening of Schools</u></b>			
Funding was requested in 2009-10 for extended employment for some 10-month staff to ensure a smooth opening at each of the new schools. This amount was a one-time expense and can be eliminated.	Salaries & Benefits	<u>(\$663,103)</u>	
<b>Total Redirections/Reductions</b>		<b><u>(\$12,909,439)</u></b>	<b><u>(\$3,698,033)</u></b>

**2010-11 PROPOSED PROGRAM CHANGES**

**II. Sustaining Operations**

**Change Reference: II.A**

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

**Change Reference: II.B**

Explanation of Change	Description	State Cost	Local Cost
<b>B. <u>Program Continuation</u></b>			
1. <u>Increase for Graduation Costs</u> Graduation costs are projected to increase due to an increase for parking, security and venue fees. Therefore the budget for graduation for 2010-11 must be adjusted to cover these increases.	Purchased Services		<u>\$82,550</u>
2. <u>Increase in Utilities</u> Utility costs for the school district are expected to increase 3% for electric and gas and 6% for water and sewage over the prior year due to price increases. Therefore, the utilities budget for 2010-11 must be adjusted to cover the projected increase.	Purchased Services		<u>\$914,684</u>
3. <u>Charter Schools</u> Based on projected increases in the charter-school student enrollment, additional funding is requested to increase our charter-school budget. Charter-school enrollment is expected to increase by 1,114 students in Mecklenburg County based on state projections for 2010-11.	Other		<u>\$3,089,538</u>
<b>Total Program Continuation</b>			<b><u>\$4,089,772</u></b>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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

**Change Reference: III.A**

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

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

**Change Reference: III.B**

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

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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**IV. Program Expansion and New Initiatives**

**Change Reference: IV**

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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Change Reference: **IV (Continuation)**

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

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

Enterprise Data Administrator, Enterprise Data Base Administrator, and an Enterprise SharePoint Administrator (Sr. computer systems analyst). These positions are associated with such complex technical operations as data modeling, extract-transform-load data moves and the architecture of the new portals for our teachers and administrators. Originally co-funded by CMS and the Eli Broad Foundation and the Michael and Susan Dell Foundation, it is now time to move these positions from CMS' 40% funding level to 100%. This will increase the annual salary line item in Technology Services by \$168,733.

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

**2010-11 PROPOSED PROGRAM CHANGES**

Change Reference: **IV (Continuation)**

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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Change Reference: **IV (Continuation)**

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2010-11 PROPOSED PROGRAM CHANGES**

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Change Reference: **IV (Continuation)**

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

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

DIVISION	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE AND OTHER	TOTAL
<b>SUPERINTENDENT DIVISION</b>				
Office of the Superintendent	167,350	403,901	-	571,251
Board of Ed./Board Services	-	424,697	-	424,697
Legal	-	1,930,763	225,161	2,155,924
Communications/Strategic Part./CMSTV	-	2,015,596	118,424	2,134,020
Finance	123,126	6,316,878	489,002	6,929,006
Office of Accountability	1,105,000	4,347,825	946,688	6,399,513
<b>Subtotal</b>	<b>1,395,476</b>	<b>15,439,660</b>	<b>1,779,275</b>	<b>18,614,411</b>
<b>OPERATIONS DIVISION</b>				
Chief Operating Officer	123,129	280,133	-	403,262
Technology Services	600,797	15,184,824	545,870	16,331,491
Human Resources	189,883	8,459,879	324,992	8,974,754
School Law Enforcement	7,153,525	1,595,015	5,748	8,754,288
Athletics	-	5,160,504	13,400	5,173,904
Alternative Ed. & Safe Schools	2,210,067	1,644,645	-	3,854,712
Planning and Project Management	105,702	363,350	-	469,052
Planning and Development Services	-	1,387,526	15,675	1,403,201
Associate Supt. - Auxiliary Services	63,078	601,978	47,090	712,146
Community Use of Facilities	-	-	549,162	549,162
Enterprise Fund Program Support	516,815	-	-	516,815
Building Services	106,299	57,856,013	22,000,493	79,962,805
Inventory Management/Textbooks	-	4,097,853	28,250	4,126,103
Storage & Distribution	-	2,242,488	232,487	2,474,975
Graphic Production Center	-	876,231	-	876,231
Safety	-	520,422	-	520,422
Transportation	47,844,415	13,116,810	-	60,961,225
<b>Subtotal</b>	<b>58,913,710</b>	<b>113,387,671</b>	<b>23,763,167</b>	<b>196,064,548</b>
<b>ACADEMIC SERVICES DIVISION</b>				
Chief Academic Officer	123,127	1,176,666	888,412	2,188,205
Talent Development	6,204,233	1,637,766	-	7,841,999
Literacy and Writing (PreK-12)	-	1,048,766	58,330	1,107,096
Magnet Schools Program	-	579,963	-	579,963
Curriculum Support Programs	-	557,314	-	557,314
International Baccalaureate Program	-	779,797	-	779,797
ROTC Program	-	1,426,390	1,846,913	3,273,303
Drivers Education	3,428,675	-	-	3,428,675
Extended Year Programs	5,432,304	849,454	38,691	6,320,449

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

DIVISION	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE AND OTHER	TOTAL
Arts Education	-	1,207,131	3,000	1,210,131
More at Four Pre-K Program	-	-	12,820,970	12,820,970
Bright Beginnings PreK Program	-	2,574,494	19,131,664	21,706,158
Math and Science	-	943,684	577,032	1,520,716
Career and Technical Education	29,560,482	7,122,701	1,491,655	38,174,838
Prof. Devlpmt. & Leadership Acad.	-	2,929,326	6,407,029	9,336,355
ESL Student Education	12,547,370	7,331,958	2,828,382	22,707,710
Global Studies & World Languages	-	1,068,648	449,780	1,518,428
Federal & State Compliance	-	86,774	-	86,774
ESEA Title I	-	-	39,970,370	39,970,370
Media Services	195,335	1,607,080	-	1,802,415
TIF-LEAP Program	-	1,557,952	1,294,426	2,852,378
Exceptional Children Services	60,508,630	10,104,133	48,051,026	118,663,789
PreK-12 Instruct. Suprt. Programs	-	192,116	12,374	204,490
Support Services	264,325	1,623,565	2,062,312	3,950,202
Family and Community Services	-	665,567	3,635	669,202
Zones	615,628	2,986,886	-	3,602,514
<b>Subtotal</b>	118,880,109	50,058,131	137,936,001	306,874,241
<b>SCHOOLS DIVISION</b>				
School Admin. Support Services	31,789,522	34,912,914	21,450,252	88,152,688
Classroom Teachers	356,324,821	92,359,067	-	448,683,888
Support Positions	39,764,360	8,562,931	-	48,327,291
Assistants	32,237,793	2,065,557	-	34,303,350
Charter Schools	-	16,066,775	-	16,066,775
<b>Subtotal</b>	460,116,496	153,967,244	21,450,252	635,533,992
<b>TOTAL</b>	\$ 639,305,791	\$ 332,852,706	\$ 184,928,695	\$ 1,157,087,192

## 2010-11 PROPOSED REVENUE BUDGET: REVENUE CATEGORIES BY FUNDING SOURCE

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/SPECIAL REVENUE/OTHER	TOTAL
Classroom Teachers	\$ 335,228,525	\$ -	\$ -	\$ 335,228,525
Central Office Administration	2,595,248	-	-	2,595,248
Non-Instructional Support Personnel	1,985,710	-	-	1,985,710
School Building Administration	24,153,428	-	-	24,153,428
Instructional Support Personnel	39,812,710	-	-	39,812,710
Non-Contributory Employee Benefits	8,287,765	-	-	8,287,765
Driver Training	3,428,675	-	-	3,428,675
Voc. Ed. - Months of Employment	28,655,574	-	-	28,655,574
Voc. Ed.- Program Support	904,908	-	-	904,908
School Technology Fund	92,119	-	-	92,119
Mentor Pay	1,031,945	-	-	1,031,945
Disadv. Student Supplemental Funding	4,021,392	-	-	4,021,392
Teacher Assistants	48,839,746	-	-	48,839,746
Behavioral Support	331,685	-	-	331,685
Children with Disabilities	49,960,424	-	-	49,960,424
Children with Disabilities - Special	2,021,007	-	-	2,021,007
Academically/Intellectually Gifted	6,204,233	-	-	6,204,233
Limited English Proficiency	11,855,831	-	-	11,855,831
Transportation of Pupils	48,490,950	-	-	48,490,950
Classroom Materials/Supplies	2,551,359	-	-	2,551,359
Assistant Principal Interns	65,108	-	-	65,108
Assistant Principal Interns - MSA	81,404	-	-	81,404
At-Risk/Alternative Schools	18,160,228	-	-	18,160,228
School Connectivity	477,671	-	-	477,671
Special Position Allotment	68,146	-	-	68,146
Mecklenburg County	-	332,852,706	-	332,852,706
Voc. Ed. - Program Improvement	-	-	1,491,655	1,491,655
IDEA VI-B - Capacity Bldg & Impr	-	-	246,129	246,129
IDEA VI-B - Preschool Handicapped	-	-	478,708	478,708
ESEA Title I - Basic	-	-	40,938,770	40,938,770
More @ Four	-	-	12,820,970	12,820,970
IDEA Title VI-B	-	-	25,604,032	25,604,032
IDEA Early Intervening Services (EIS)	-	-	192,000	192,000
Title II - Improving Teacher Quality	-	-	6,362,214	6,362,214
Title III - Language Acquisition	-	-	2,828,382	2,828,382
Title I - School Improvement	-	-	949,968	949,968
Education Technology	-	-	46,000	46,000

## 2010-11 PROPOSED REVENUE BUDGET: REVENUE CATEGORIES BY FUNDING SOURCE

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/SPECIAL REVENUE/OTHER	TOTAL
Title I - School Improvement - 1003G	-	-	850,000	850,000
ARRA - Education Stabilization	-	-	32,908,642	32,908,642
ARRA - Title I	-	-	16,173,270	16,173,270
ARRA - IDEA VI-B	-	-	19,066,401	19,066,401
ARRA - IDEA Pre-School	-	-	991,051	991,051
ARRA - Education Technology	-	-	390,691	390,691
ARRA - Mckinney Vento	-	-	190,026	190,026
Teacher in Residence	-	-	10,639	10,639
Teacher Incentive Fund	-	-	1,294,426	1,294,426
Asthma	-	-	256,227	256,227
Raise	-	-	87,584	87,584
Drug Free Schools	-	-	509,089	509,089
Broad Fellows	-	-	90,000	90,000
DSS Reimbursement	-	-	192,437	192,437
National Board Services	-	-	20,000	20,000
Achievement Zone Grant	-	-	257,565	257,565
Textbook Publishers' Reimbursement	-	-	259,706	259,706
INTERVENTION TEAM	-	-	345,156	345,156
ROTC Reimbursement	-	-	1,846,913	1,846,913
Administrative Outreach - Medicaid	-	-	2,100,000	2,100,000
Measuring Teacher Effectiveness Grant	-	-	863,917	863,917
Foreign Language Assistance Program	-	-	311,600	311,600
KCS Math & Science Partnership	-	-	513,836	513,836
Supplemental Educational Services	-	-	38,691	38,691
Rental of School Property	-	-	1,400,000	1,400,000
Indirect Costs	-	-	8,500,000	8,500,000
Tuition & Fees	-	-	400,000	400,000
Interest Earned on Investment	-	-	1,300,000	1,300,000
Restitution	-	-	2,000	2,000
Police Sales	-	-	200,000	200,000
Fund Balance	-	-	1,600,000	1,600,000
<b>TOTAL</b>	<b>\$ 639,305,791</b>	<b>\$ 332,852,706</b>	<b>\$ 184,928,695</b>	<b>\$ 1,157,087,192</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>001</b>	<b><u>Classroom Teachers</u></b>	<b>\$335,228,525</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>\$2,595,248</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>\$1,985,710</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>\$24,153,428</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>\$39,812,710</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>\$8,287,765</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>\$3,428,675</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>\$28,655,574</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>\$904,908</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>\$92,119</b>
Provides funding for the development and implementation of a local school technology plan.		
<b>022</b>	<b><u>Mentor Pay</u></b>	<b>\$1,031,945</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>\$4,021,392</b>
Provides funding to support disadvantaged students.		
<b>027</b>	<b><u>Teacher Assistants</u></b>	<b>\$48,839,746</b>
Provides funding for salaries and associated benefits for teacher assistants in regular and self-contained classrooms.		

**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>029</b>	<b><u>Behavioral Support</u></b>	<b>\$331,685</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>\$49,960,424</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>\$2,021,007</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>034</b>	<b><u>Academically or Intellectually Gifted</u></b>	<b>\$6,204,233</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>054</b>	<b><u>Limited English Proficiency</u></b>	<b>\$11,855,831</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>\$48,490,950</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>\$2,551,359</b>
Provides funding for instructional materials and supplies, instructional equipment, and testing support.		
<b>066</b>	<b><u>Assistant Principal Intern</u></b>	<b>\$65,108</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>\$81,404</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>\$18,160,228</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>\$477,671</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>\$68,146</b>

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

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Provides funding for salary and associated benefits for local teacher on loan to the state.

**Mecklenburg County** **\$332,852,706**

Provides funding to support the education of all children throughout Mecklenburg County in the amount approved by the Board of County Commissioners.

**017 Vocational Education – Program Improvement** **\$1,491,655**

Provides funding to assist in developing the academic, vocational and technical skills of students who elect to enroll in vocational and technical education programs that will prepare them for occupations requiring other than a baccalaureate or advanced degree.

**044 IDEA VI-B - Capacity Building and Improvement** **\$246,129**

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.

**049 IDEA VI-B – Preschool Handicapped** **\$478,708**

Provides funds to initiate and expand preschool special education programs for children with disabilities ages 3-5.

**050 ESEA Title I – Basic** **\$40,938,770**

Provides funding to supplement and provide special help to educationally deprived children from low-income families.

**050 More @ Four** **\$12,820,970**

Provides funding for high quality educational experiences in order to enhance Kindergarten readiness for four-year-olds who are at risk of school failure.

**060 IDEA Title VI-B** **\$25,604,032**

Provides funding to initiate, expand, and continue special education to handicapped children ages 3 through 21.

**070 IDEA Early Intervening Services (EIS)** **\$192,000**

Provides funding to develop and implement coordinated, early intervening services, which may include interagency financing structures, for students in kindergarten through grade 12 (with a particular emphasis on students in kindergarten through grade 3) who have not been identified as needing special education or related services but who need additional academic and behavioral support to succeed in a general education environment.

**103 Title II - Improving Teacher Quality** **\$6,362,214**

Provides funding to help increase the academic achievement of all students by ensuring that all teachers are highly qualified to teach.

**104 Title III - Language Acquisition** **\$2,828,382**

Provides funding to assist children who are Limited English Proficient (LEP), including immigrant children and youth, develop high levels of academic attainment in English and meet the same state academic content and student achievement standards as all children. Also, provide assistance to LEAs/Charter Schools in building their capacity to establish, implement, and sustain language instructional educational programs and programs of English language development for LEP children.

**105 Title I – School Improvement** **\$949,968**

Provides assistance for schools, which have been identified for School Improvement, Corrective Action, and Restructuring.

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

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- 107 Educational Technology \$46,000**  
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.
- 117 Title I – School Improvement -1003G \$850,000**  
Provides assistance for schools, which have been identified for Corrective Action, and Restructuring and have shown progress in improving student performance.
- 140 ARRA – Education Stabilization \$32,908,642**  
Provides an immediate stimulus to the economy by saving or creating hundreds of thousands of early childhood, K-12 and higher education jobs in states across America that are at risk of state and local budget cuts.
- 141 ARRA – Title I \$16,173,270**  
Provides funding to local education agencies (LEAs) for schools that have high concentrations of students from families that live in poverty in order to help improve teaching and learning for students most at risk of failing to meet state academic achievement standards. These funds create an unprecedented opportunity for educators to implement innovative strategies in Title I schools that improve education for at-risk students and close the achievement gaps while also stimulating the economy.
- 144 ARRA – IDEA VI-B \$19,066,401**  
Provides funding to state educational agencies (SEAs) and local educational agencies (LEAs) to help them ensure that children with disabilities, including children aged three through five, have access to a free appropriate public education to meet each child's unique needs and prepare him or her for further education, employment, and independent living.
- 145 ARRA – IDEA Pre-School \$991,051**  
Provides funding to each state lead agency designated by the Governor to implement statewide systems of coordinated, comprehensive, multidisciplinary interagency programs and make early intervention services available to infants and toddlers with disabilities and their families.
- 146 ARRA – Education Technology \$390,691**  
Provides funding to improve student academic achievement through the use of technology in schools. It is also designed to help ensure that every student is technologically literate by the end of eighth grade and to encourage the effective integration of technology with teacher training and curriculum development.
- 148 ARRA – McKinney Vento \$190,026**  
Provides funding to assist States and local educational agencies (LEAs) in addressing the educational and related needs of some of the most vulnerable members of our society – homeless children and youth – during a time of economic crisis in the United States.
- 083 Teacher in Residence \$10,639**  
Provides funding for operating expenses reimbursed by DPI for coordination of regional projects for instructional personnel.
- 084 Teacher Incentive Fund \$1,294,426**  
Provides funding to develop and implement performance-based teacher and principal compensation systems in high-need schools.
- 084 Asthma \$256,227**  
Provides funding for the development and implementation of joint policies and programs with the Mecklenburg County Health Department (MCHD) that will create a safe and supportive learning environment for students with asthma and allow them to successfully manage their asthma.

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

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<b>084</b>	<b><u>Raise</u></b>	<b>\$87,584</b>
Provides funding for research on reading interventions for students with moderate and severe mental retardation in grades K-4.		
<b>084</b>	<b><u>Drug Free Schools</u></b>	<b>\$509,089</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>\$192,437</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>880</b>	<b><u>National Board Services</u></b>	<b>\$20,000</b>
Provides funding to support teachers in attaining their national board for professional teaching standards certification. The National Board for Professional Teaching Standards improves teaching and student learning.		
<b>882</b>	<b><u>Achievement Zone Grant</u></b>	<b>\$257,565</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>\$259,706</b>
Provides funding for salaries and associated benefits for four resource teachers in science and math.		
<b>089</b>	<b><u>Intervention Team</u></b>	<b>\$345,156</b>
Provides funding for salaries and associated benefits for six intervention specialist in school support.		
<b>301</b>	<b><u>ROTC Reimbursement</u></b>	<b>\$1,846,913</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>\$2,100,000</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>883</b>	<b><u>Measuring Teacher Effectiveness Grant</u></b>	<b>\$863,917</b>
Provides funding for building the capacity of the district to improve student achievement by using evidence-based measures to assess effective teaching.		
<b>084</b>	<b><u>Foreign Language Assistance Program</u></b>	<b>\$311,600</b>
Provides funding to establish a K – 12 instructional program of Arabic instruction using content-enriched instruction, summer camps, and tutoring partnerships in order to develop high levels of cultural and linguistic proficiency.		
<b>084</b>	<b><u>KCS Math &amp; Science Partnership</u></b>	<b>\$513,836</b>
Provides funding for teachers and teacher-leaders to develop the knowledge and skills necessary to effectively teach with and support the implementation of standards-based mathematic instruction in elementary school classrooms.		
<b>950</b>	<b><u>Supplemental Educational Services</u></b>	<b>\$38,691</b>
Provides funding for free tutoring services that must be offered to low-income children who attend a Title I school that fails to make progress for three years. SES services are provided outside the regular school day—before or after school, on weekends, or in the summer.		

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

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**Indirect Costs** **\$8,500,000**  
Provides funding for the cost necessary for the functioning of the District as a whole, but which can not be directly assigned to one service.

**Tuition & Fees** **\$400,000**  
Provides funding for the education of students residing outside of Mecklenburg County but enrolled in the school District.

**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** **\$1,300,000**  
Provides funding for the cost necessary for the functioning of the District as a whole, but which can not be directly assigned to one service.

**Restitution** **\$2,000**  
Provides funding for the repair or replacement of District property destroyed due to the negligence of an individual.

**Police Sales** **\$200,000**  
Provides funding for the cost necessary for the functioning of the District as a whole, but which can not be directly assigned to one service.

**Fund Balance** **\$1,600,000**  
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.

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

	2010-2011 Proposed State Funds	2010-2011 Proposed County Appropriation	2010-2011 Proposed Fed./Spec. Rev and Other	2010-2011 Proposed Total Budget
<b>EXPENDITURES</b>				
<b>Instructional</b>				
Regular Instructional	\$ 427,382,589	\$ 123,676,513	\$ 9,686,015	\$ 560,745,117
Special Populations	80,061,703	18,239,562	46,839,838	145,141,103
Alternative Programs	9,849,741	4,098,643	53,079,249	67,027,633
Co-Curricular	-	5,575,307	13,400	5,588,707
School-Based Support	<u>38,374,516</u>	<u>10,506,919</u>	<u>14,666,309</u>	<u>63,547,744</u>
<b>Total Instructional</b>	<b>555,668,549</b>	<b>162,096,944</b>	<b>124,284,811</b>	<b>842,050,304</b>
<b>Instructional Support</b>				
Support and Development	288,128	5,268,108	343,291	5,899,527
Special Pop. Support and Development	128,357	1,684,977	1,952,762	3,766,096
Alternative Prog Support and Development	166,431	1,221,542	2,931,571	4,319,544
System-wide Pupil Support	<u>4,500</u>	<u>3,164,796</u>	<u>36,134</u>	<u>3,205,430</u>
<b>Total Instructional Support</b>	<b>587,416</b>	<b>11,339,423</b>	<b>5,263,758</b>	<b>17,190,597</b>
<b>Operations</b>				
Technology Support	600,797	11,486,539	170,909	12,258,245
Operational Support	52,912,577	79,043,312	26,766,098	158,721,987
Financial and Human Resource Services	244,863	14,716,187	1,164,717	16,125,767
Accountability	1,105,000	5,229,447	1,064,208	7,398,655
Community Services	-	-	549,162	549,162
Nutrition Services	516,815	-	528,856	1,045,671
Debt Service	-	582,736	-	582,736
Other	<u>-</u>	<u>16,066,775</u>	<u>3,674,723</u>	<u>19,741,498</u>
<b>Total Operations</b>	<b>55,380,052</b>	<b>127,124,996</b>	<b>33,918,673</b>	<b>216,423,721</b>
<b>Leadership</b>				
Policy, Leadership and Public Relations	1,092,312	9,161,713	1,335,428	11,589,453
School Leadership Services	<u>26,577,462</u>	<u>23,129,630</u>	<u>20,126,025</u>	<u>69,833,117</u>
<b>Total Leadership</b>	<b>27,669,774</b>	<b>32,291,343</b>	<b>21,461,453</b>	<b>81,422,570</b>
<b>Charter School Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 639,305,791</u></b>	<b><u>\$ 332,852,706</u></b>	<b><u>\$ 184,928,695</u></b>	<b><u>\$ 1,157,087,192</u></b>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

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

Description	State	County	Federal/ Special Revenue 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	349,312	308,410	-	657,722
Director/Supervisor	943,454	7,340,368	2,339,374	10,623,196
Principal	13,023,814	5,322,916	90,000	18,436,730
Assistant Principal	6,383,535	8,663,405	-	15,046,940
Area/Assistant Superintendent	698,875	571,831	-	1,270,706
Bonus		29,400	-	29,400
<i>Administration</i>	<u>\$ 21,536,457</u>	<u>\$ 22,520,150</u>	<u>\$ 2,429,374</u>	<u>\$ 46,485,981</u>
	3.37%	6.77%	1.31%	4.02%
Teacher	328,873,572	27,790,142	31,337,585	388,001,299
ROTC Instructor		1,091,468	1,465,501	2,556,969
Extended Contracts		778,160	5,907,901	6,686,061
Social Worker/Counselor/ Media Spec.	24,884,931	1,339,951	764,220	26,989,102
Speech Pathologist/Audiologist	6,198,053	124,374	1,983,242	8,305,669
Psychologist	3,068,837	176,454	447,487	3,692,778
Lead Teacher/Mentor Teacher	845,660		1,634,615	2,480,275
Supplementary Pay		59,686,010	4,210,953	63,896,963
Substitute - Certified	2,189,983	2,786,477	512,292	5,488,752
Bonus		7,316,386	1,292,588	8,608,974
Additional Responsibility Stipend		2,906,796	1,091,775	3,998,571
Staff Development Pay	400,032	610,705	3,941,179	4,951,916
Mentor Pay	870,887		114,947	985,834
<i>Professional Educator</i>	<u>\$ 367,331,955</u>	<u>\$ 104,606,923</u>	<u>\$ 54,704,285</u>	<u>\$ 526,643,163</u>
	57.46%	31.43%	29.58%	45.51%
Teacher/Media Assistant	30,545,338	2,896,695	8,433,885	41,875,918
Tutor	230,000		1,134,436	1,364,436
Interpreter/Translator	132,585		1,449,983	1,582,568
Physical/ Occupational Therapist	3,300,039		1,381,228	4,681,267
School-based Non-certified Support	1,183,733	706,038	1,707,256	3,597,027
Monitors	1,703,976	543,670	730,994	2,978,640
Non-Cert. Instructor - Driver/Alt Ed	205,500		-	205,500
Resource Officer/Campus Sec.	3,303,147	302,739	-	3,605,886
<i>Instructional Support Non-certified</i>	<u>\$ 40,604,318</u>	<u>\$ 4,449,142</u>	<u>\$ 14,837,782</u>	<u>\$ 59,891,242</u>
	6.35%	1.34%	8.02%	5.18%
Office Support	11,520	8,860,744	15,540,820	24,413,084
Technician- Technology		4,428,472	-	4,428,472
Administrative Specialist	61,598	12,839,079	1,226,638	14,127,315

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

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

Description	State	County	Federal/ Special Revenue and Other	Grand Total
Bonus		25,000	9,600	34,600
Staff Development Pay		41,600	-	41,600
<i>Technical and Administrative Support</i>	<u>\$ 73,118</u> 0.01%	<u>\$ 26,194,895</u> 7.87%	<u>\$ 16,777,058</u> 9.07%	<u>\$ 43,045,071</u> 3.72%
Driver	22,140,577	4,108,958	-	26,249,535
Driver Overtime	368,792	327,319	-	696,111
Custodian	12,352	10,432,360	9,235,707	19,680,419
Skilled Trades	4,925,828	14,129,033	-	19,054,861
Operational Support Manager		1,023,428	-	1,023,428
Longevity Pay	4,675,746	1,675,509	714,087	7,065,342
Overtime Pay	29,830	1,395,983	656,180	2,081,993
Annual Leave	1,654,677	797,038	-	2,451,715
Disability Pay	722,434	94,183	59,020	875,637
Staff Development Pay		42,555	-	42,555
<i>Operational Support and Other</i>	<u>\$ 34,530,236</u> 5.40%	<u>\$ 34,026,366</u> 10.22%	<u>\$ 10,664,994</u> 5.77%	<u>\$ 79,221,596</u> 6.85%
<b>Total Salaries</b>	<u>\$ 464,076,084</u> 72.59%	<u>\$ 191,797,476</u> 57.62%	<u>\$ 99,413,493</u> 53.76%	<u>\$ 755,287,053</u> 65.27%
<b>Employee Benefits</b>				
Employer's Social Security	35,752,431	14,664,648	7,766,455	58,183,534
Employer's Retirement	48,583,462	19,617,156	10,392,158	78,592,776
Employer's Hospitalization Ins.	58,180,270	12,817,796	11,518,567	82,516,633
Employer's Workers' Comp. Ins.			328,185	328,185
Employer's Dental Insurance		1,886,303	664,466	2,550,769
Employer's Life Insurance		149,439	26,108	175,547
<b>Total Employee Benefits</b>	<u>\$ 142,516,163</u> 22.29%	<u>\$ 49,135,342</u> 14.76%	<u>\$ 30,695,939</u> 16.60%	<u>\$ 222,347,444</u> 19.22%
<b>Total Salaries/Employee Benefits</b>	<u>\$ 606,592,247</u> 94.88%	<u>\$ 240,932,818</u> 72.38%	<u>\$ 130,109,432</u> 70.36%	<u>\$ 977,634,497</u> 84.49%

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

Description	State	County	Federal/ Special Revenue and Other	Grand Total
<b>Non-personnel Costs</b>				
Contracted Services	13,088,144	13,980,689	22,425,804	49,494,637
Workshop Expenses	788,991	2,207,361	5,938,902	8,935,254
Advertising Cost	-	37,000	13,889	50,889
Printing and Binding Fees	30,000	238,687	167,872	436,559
Reproduction Costs		30,966		30,966
Other Prof & Tech Services	25,000		-	25,000
Public Utilities - Electric Services		8,288,129	8,929,885	17,218,014
Public Utilities - Natural Gas		4,165,666	-	4,165,666
Public Utilities – Water and Sewer		3,727,093	172,925	3,900,018
Waste Management		1,315,601	-	1,315,601
Contracted Repairs & Maintenance	789,319	5,213,572	92,374	6,095,265
Rentals/Leases		635,525	40,532	676,057
Pupil Transportation - Contracted	3,175,055	162,355	3,046,936	6,384,346
Travel Reimbursement		1,405,877	204,997	1,610,874
Field Trips	84,622	36,469	87,923	209,014
Telephone/Telecommunication	14,500	2,704,266	481,729	3,200,495
Postage	32,072	262,013	52,940	347,025
Employee Education Reimbursement	96,000	1,300,000	278,516	1,674,516
Membership Dues and Fees	145,000	189,245	150	334,395
Liability Insurance		1,116,000	-	1,116,000
Vehicle Liability Insurance	180,000	73,500	-	253,500
Property Insurance		1,318,436	352,920	1,671,356
Fidelity Bond Premium		7,375	-	7,375
Other Insurance and Judgments		78,800	-	78,800
Debt Service-Principal		398,428	-	398,428
Debt Service-Interest		184,308	-	184,308
Indirect Cost			3,674,723	3,674,723
Unallocated Funds			-	-
<b>Total Purchased Services</b>	<b>\$ 18,448,703</b>	<b>\$ 49,077,361</b>	<b>\$ 45,963,017</b>	<b>\$ 113,489,081</b>
	2.89%	14.74%	24.85%	9.81%

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

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

Description	State	County	Federal/ Special Revenue and Other	Grand Total
Supplies and Materials	5,398,654	12,195,157	3,652,303	21,246,114
State Textbooks	-		-	-
Other Textbooks	8,998	3,531,880	53,504	3,594,382
Library Books	115,335	745,975	31,871	893,181
Computer Software and Supplies	266,746	2,378,397	1,665,063	4,310,206
Fuel for Facilities		-	-	-
Repair Parts, Grease, and Anti-Freeze	2,217,080	1,595,829	78,320	3,891,229
Gas/Diesel Fuel	4,297,991	2,608,702	-	6,906,693
Oil	182,086	9,207	-	191,293
Tires and Tubes	757,865	436,510	-	1,194,375
Food Purchases -PreK/Extend. Day	50,000	23,765	563,027	636,792
Furniture & Equipment - Inventoried	29,799	2,114,722	569,532	2,714,053
Computer Equipment - Inventoried	719,593	353,447	1,359,022	2,432,062
<b>Total Supplies and Materials</b>	<u>\$ 14,044,147</u> 2.20%	<u>\$ 25,993,591</u> 7.81%	<u>\$ 7,972,642</u> 4.31%	<u>\$ 48,010,380</u> 4.15%
Equipment - Capitalized	6,440	308,456	678,603	993,499
Computer Hardware - Capitalized		373,705	205,001	578,706
Vehicles	118,894	100,000	-	218,894
License and Title Fees	95,360		-	95,360
<b>Total Equipment and Vehicles</b>	<u>\$ 220,694</u> 0.03%	<u>\$ 782,161</u> 0.23%	<u>\$ 883,604</u> 0.48%	<u>\$ 1,886,459</u> 0.16%
Transfers to Charter Schools		16,066,775	-	16,066,775
<b>Total Fund Transfers</b>	<u>\$ -</u> 0.00%	<u>\$ 16,066,775</u> 4.83%	<u>\$ -</u> 0.00%	<u>\$ 16,066,775</u> 1.39%
<b>Grand Total</b>	<u>\$ 639,305,791</u> 100.00%	<u>\$ 332,852,706</u> 100.00%	<u>\$ 184,928,695</u> 100.00%	<u>\$ 1,157,087,192</u> 100.00%

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# PROPOSED COUNTY APPROPRIATION

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**DETAIL OF CHANGES TO 2009-2010 COUNTY APPROPRIATION**

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<b>2009-2010 BASE BUDGET</b>	<b>317,367,391</b>
<b>I. REDIRECTIONS/REDUCTIONS</b>	
A. Redirection of Funds to Alternative Uses	<u>(3,698,033)</u>
<b>II. SUSTAINING OPERATIONS</b>	
A. Salaries and Benefits	
1. Health Insurance Increase - 8.9%	919,776
2. Retirement Rate Increase to 10.51%	3,080,693
B. Program Continuation	
1. Increase for Graduation Costs	82,550
2. Increase in Utilities	914,684
3. Charter Schools	3,089,538
<b>Total Sustaining Operations</b>	<b>8,087,241</b>
<b>III. STUDENT GROWTH AND OPENING NEW SCHOOLS</b>	
A. Enrollment Increases	
1. Enrollment - Staffing and Non-Personnel	804,540
B. New Schools	
1. Additional Position Allotments	4,254,169
2. Non-Personnel Support	407,092
3. Maintenance	1,581,549
4. Athletics at New High Schools	<u>350,724</u>
<b>Total Student Growth and Opening New Schools</b>	<b>7,398,074</b>
<b>NEW REQUEST FOR SUSTAINING OPERATIONS AND GROWTH</b>	<b><u>15,485,315</u></b>
<b>IV. NEW INITIATIVES AND PROGRAM EXPANSION</b>	
A. Effective Teaching: Summative and Formative Student Assessments	1,259,419
B. Managing for Performance Project	466,411
C. Credit Recovery Pilot	295,400
D. New Leaders for New Schools Program	215,078
E. Magnet Program	1,235,850
F. Strategic Staffing Program	<u>225,875</u>
<b>Total Program Expansion and New Initiative</b>	<b>3,698,033</b>
<b>2010-11 PROPOSED COUNTY APPROPRIATION</b>	<b><u>332,852,706</u></b>
<b>CHANGE FROM 2009-2010 COUNTY APPROPRIATION</b>	<b><u>\$ 15,485,315</u></b>

**2010-2011 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	\$103,839,676	\$ 6,582,646	\$ 12,882,706
Special Populations	16,907,675	454,827	877,060
Alternative Programs	2,956,182	983,765	158,696
School Leadership Services	22,270,437	253,433	605,760
Co-Curricular	3,504,518	1,566,390	490,172
School-Based Support	9,278,145	127,072	1,027,115
Support and Development	4,523,566	482,723	260,671
Special Population Support and Development	1,655,204	-	29,773
Alternative Programs Support and Development	1,130,895	19,225	71,065
Technology Support	7,735,479	2,158,703	1,590,993
Operational Support	44,101,339	27,508,289	7,124,024
Financial and Human Resource Services	10,760,736	3,633,615	318,482
Accountability	3,435,059	1,652,540	135,869
System-wide Pupil Support	2,636,197	418,628	109,971
Policy, Leadership and Public Relations	6,197,710	2,652,769	311,234
Nutrition Services	-	-	-
Payments to Charter Schools	-	-	-
Debt Service	-	582,736	-
	<b>\$240,932,818</b>	<b>\$ 49,077,361</b>	<b>\$ 25,993,591</b>
<b>TOTAL EXPENDITURES</b>			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

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

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Furniture and Equipment	Other	Total	% of Total Budget
\$ 371,485	\$ -	\$ 123,676,513	37.16%
-	-	18,239,562	5.48%
-	-	4,098,643	1.23%
-	-	23,129,630	6.95%
14,227	-	5,575,307	1.68%
74,587	-	10,506,919	3.16%
1,148	-	5,268,108	1.58%
-	-	1,684,977	0.51%
357	-	1,221,542	0.37%
1,364	-	11,486,539	3.45%
309,660	-	79,043,312	23.75%
3,354	-	14,716,187	4.42%
5,979	-	5,229,447	1.57%
-	-	3,164,796	0.95%
-	-	9,161,713	2.75%
-	-	-	0.00%
-	16,066,775	16,066,775	4.83%
-	-	582,736	0.18%
<u>\$ 782,161</u>	<u>\$ 16,066,775</u>	<u>\$ 332,852,706</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 \$123,676,513**

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 \$18,239,562**

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**

**\$4,098,643**

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**

**\$23,129,630**

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**

**\$5,575,307**

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

**5800 School-Based Support Services**

**\$10,506,919**

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**

**\$5,268,108**

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**

**\$1,684,977**

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 \$1,221,542**

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 \$11,486,539**

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

**6500 Operational Support Services \$79,043,312**

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**

**\$14,716,187**

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**

**\$5,229,447**

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

### Student Testing Services

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

### Planning, Research Development and Program Evaluation

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

### **6800 System-wide Pupil Support Services**

**\$3,164,796**

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**

**\$9,161,713**

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.

**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**

**\$16,066,775**

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.

**PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION**

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**8300 Debt Services**

**\$582,736**

Include debt service payments for lease purchases or installment contracts.

**Capital Outlay**

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

**2010-2011 PROPOSED BUDGET**

**NEW INITIATIVES ALIGNED TO STRATEGIC PLAN 2014**

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

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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, and equipment.

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

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

**2010-2011 PROPOSED CAPITAL REPLACEMENT BUDGET**

**SCHEDULE OF REVENUES AND EXPENDITURES**

	<b>2010-11 Proposed Budget</b>	<b>2009-2010 Adopted Budget</b>	<b>2008-2009 Adopted Budget</b>	<b>2007-2008 Adopted Budget</b>
<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	\$ 345,000	\$ 175,250	\$ 175,250	\$ 513,100
Heating and Air Conditioning	2,227,000	3,189,750	3,250,000	2,850,000
Asphalt Resurfacing	127,000	85,000	79,350	210,600
Carpeting	94,000	150,000	150,000	350,000
Stage Curtains	28,000	25,000	20,600	21,600
Sites	756,000	625,000	574,800	350,000
Renovations	670,000	400,000	375,000	304,700
Electrical	703,000	300,000	325,000	350,000
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 30,000 breakfasts and 80,000 lunches each day. Another 22,000 customers are reached each day through adult meals and supplemental food sales. Charlotte-Mecklenburg Schools' Before and After School programs consume 10,000 snack meals per day.

**CHILD NUTRITION PROGRAM**

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

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

**CHILD NUTRITION PROGRAM**

**COMPARISON OF MEAL PRICES**

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	BREAKFAST			LUNCH		
	Elementary	Secondary	Adult	Elementary	Secondary	Adult
<b>2010-11 Proposed</b>	\$1.25	\$1.25	A La Carte	\$2.00	\$2.00	A La Carte
<b>2009-10</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-four elementary schools, ten middle schools and five Pre-k centers throughout the district. The ASEP will operate two new Pre -K programs for the 2010-2011 school year. ASEP will serve over 5,700 students per week.

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

**AFTER SCHOOL ENRICHMENT PROGRAM**

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

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

\* Includes revenue and associated costs for the SES program

\*\* Based on prior year actuals

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# RESULTS AND ACCOUNTABILITY

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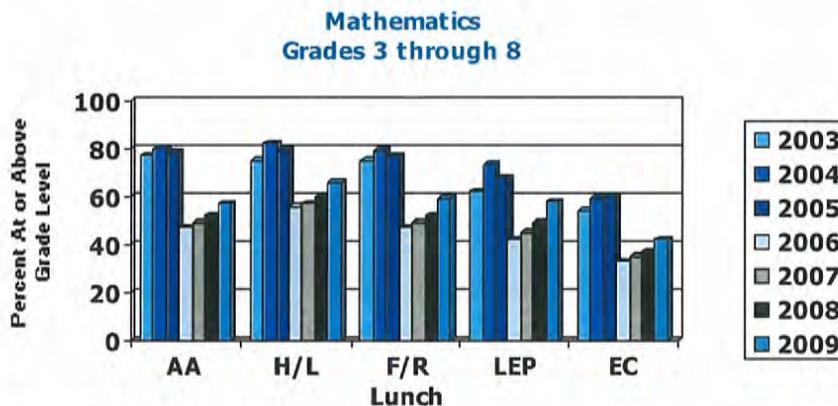
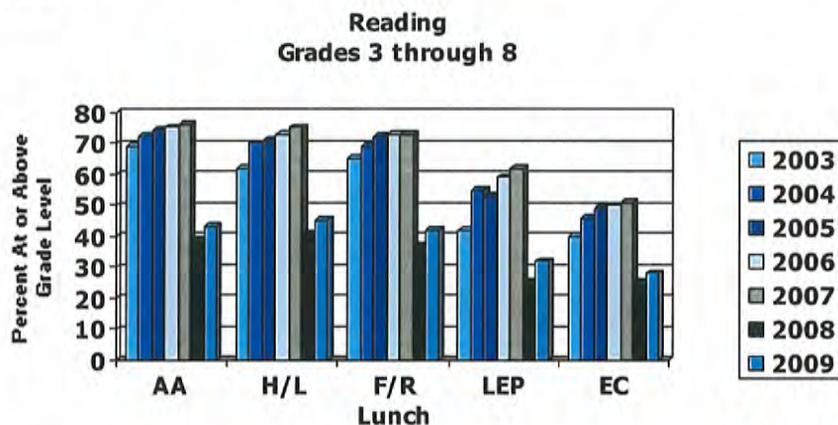
# ACADEMIC ACHIEVEMENT

## End-of-Grade Tests

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

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

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

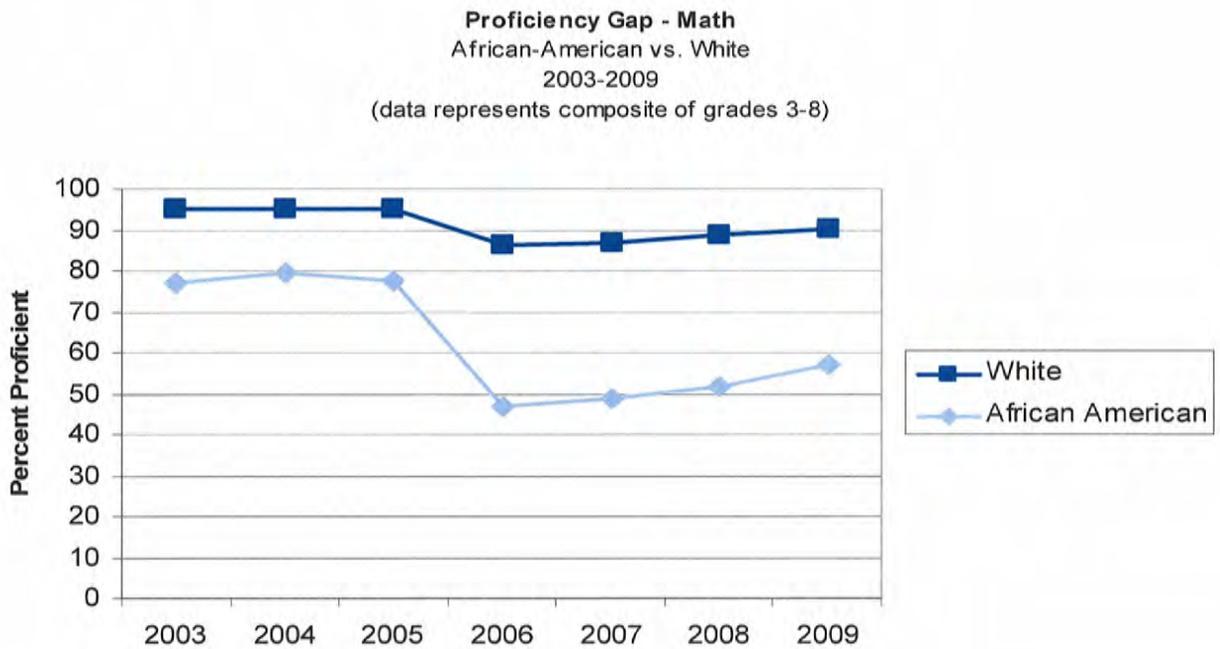
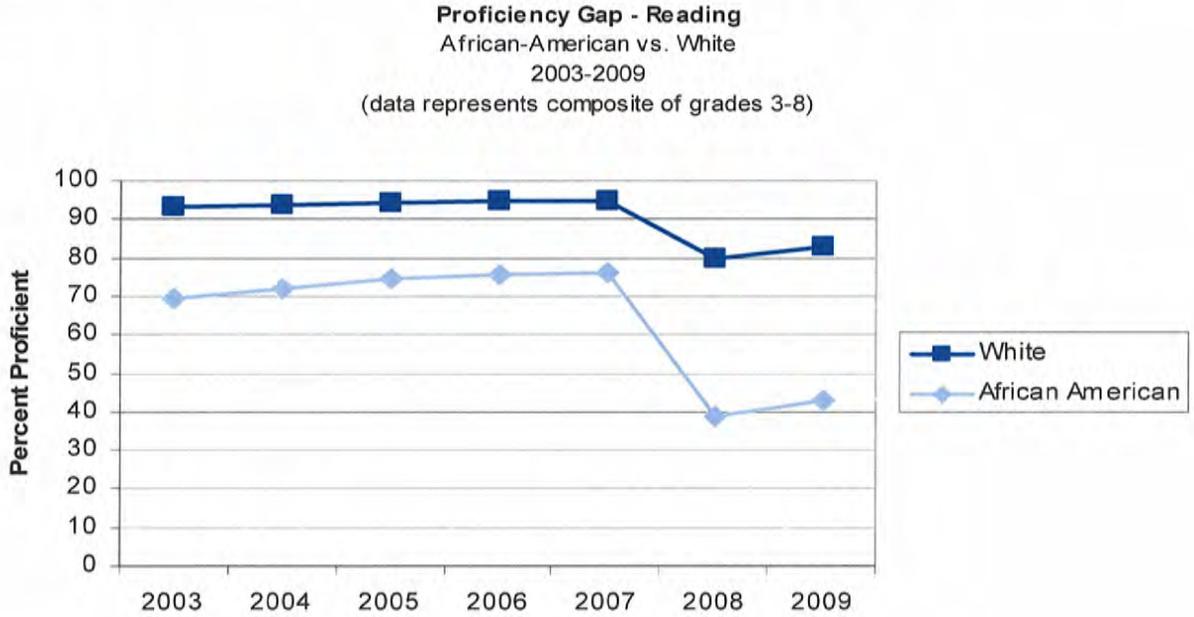


\* All EOG data is based on original test results (retests are NOT included)

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

**The Achievement Gap**

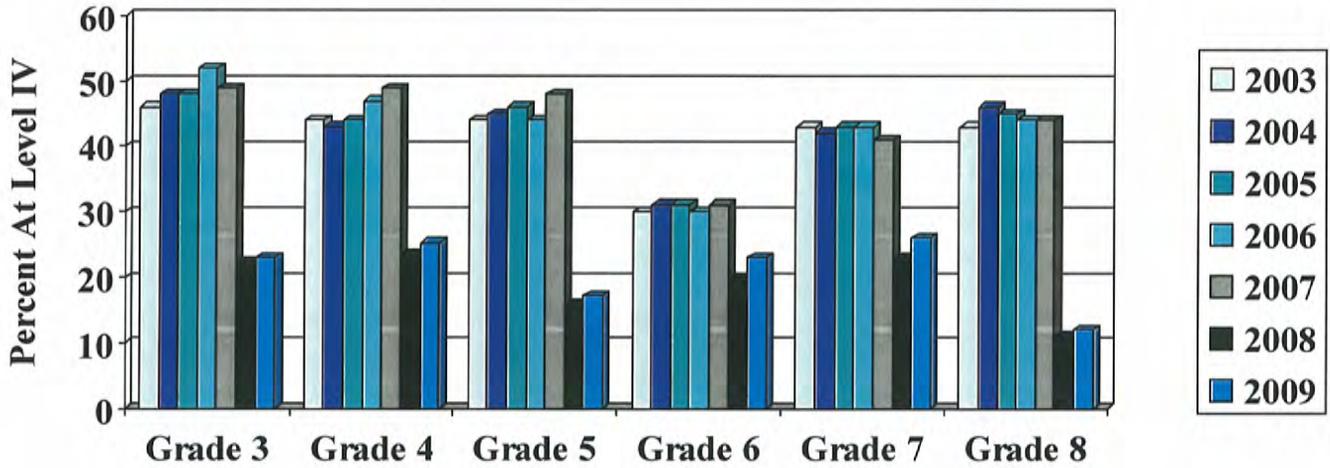
The graphs below illustrate actual student proficiency in grades 3-8 for the past 7 years.



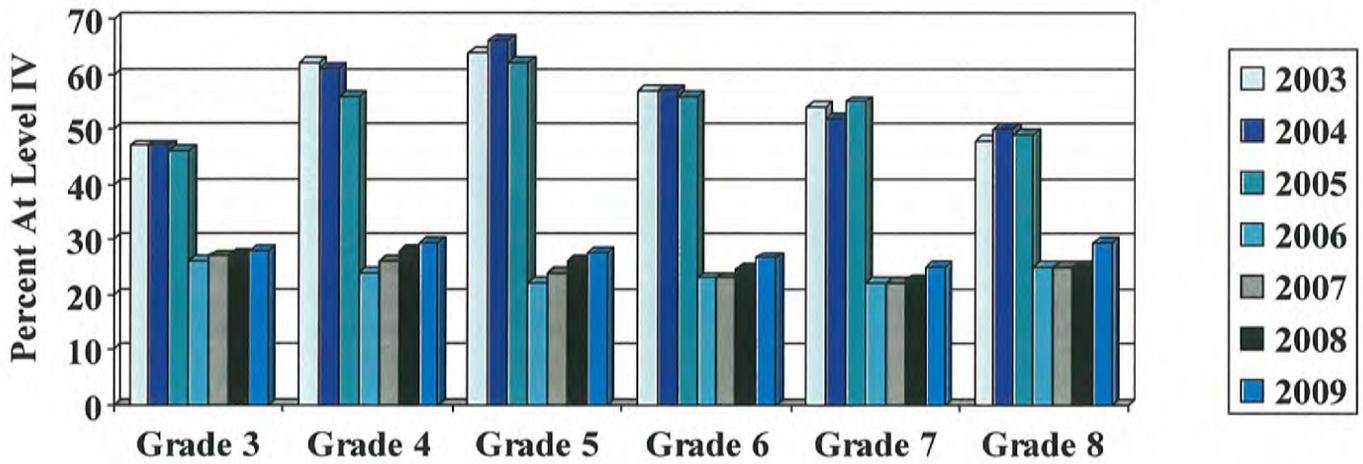
\* All EOG data is based on original test results (retests are NOT included)

*High Academic Achievement*

**Reading**



**Mathematics**



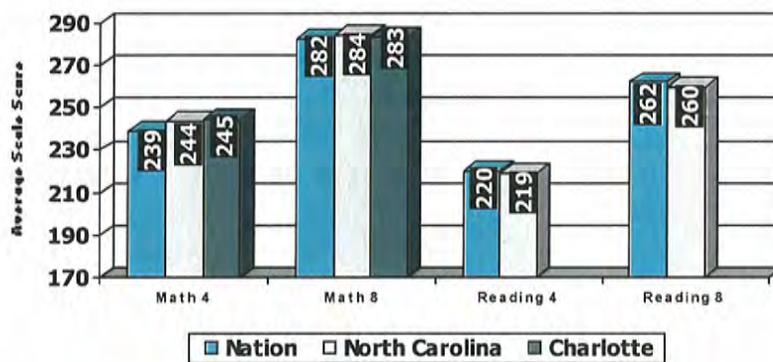
\* All EOG data is based on original test results (retests are NOT included)

# ACADEMIC ACHIEVEMENT

## NAEP 2009 (Next test cycle: 2011)

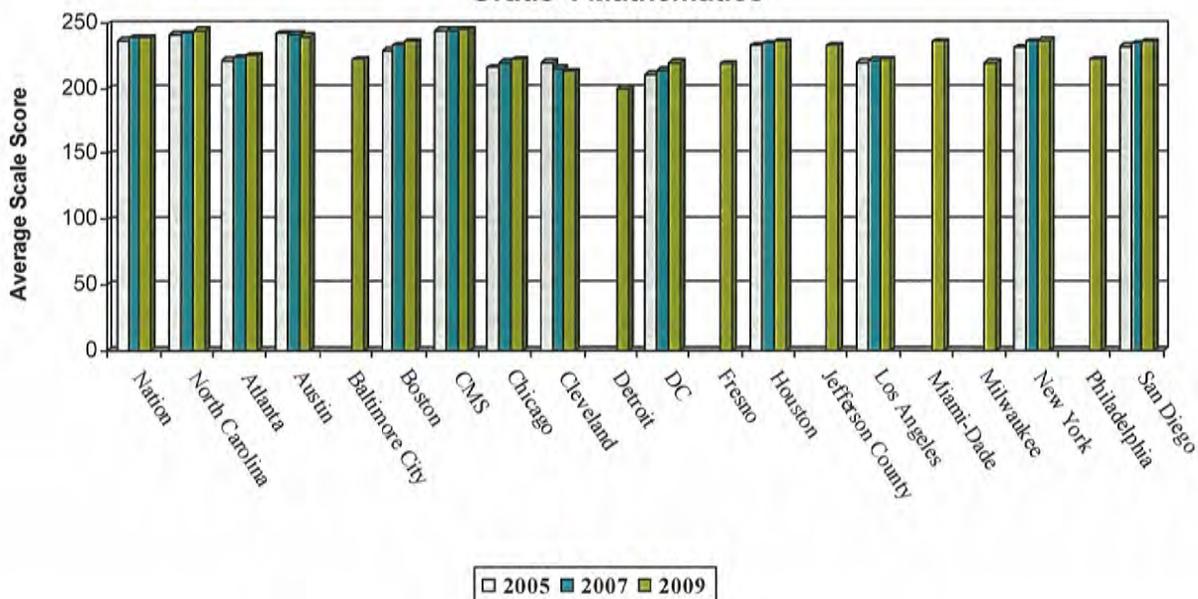
NAEP is a national assessment administered every two years to a sample of students in each state and across the nation. In the 2007 cycle, eleven large school districts including Charlotte-Mecklenburg participated in NAEP as part of the Trial Urban District Assessment (TUDA), but beginning in 2009, this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

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



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

NAEP 2005 - 2009  
Grade 4 Mathematics

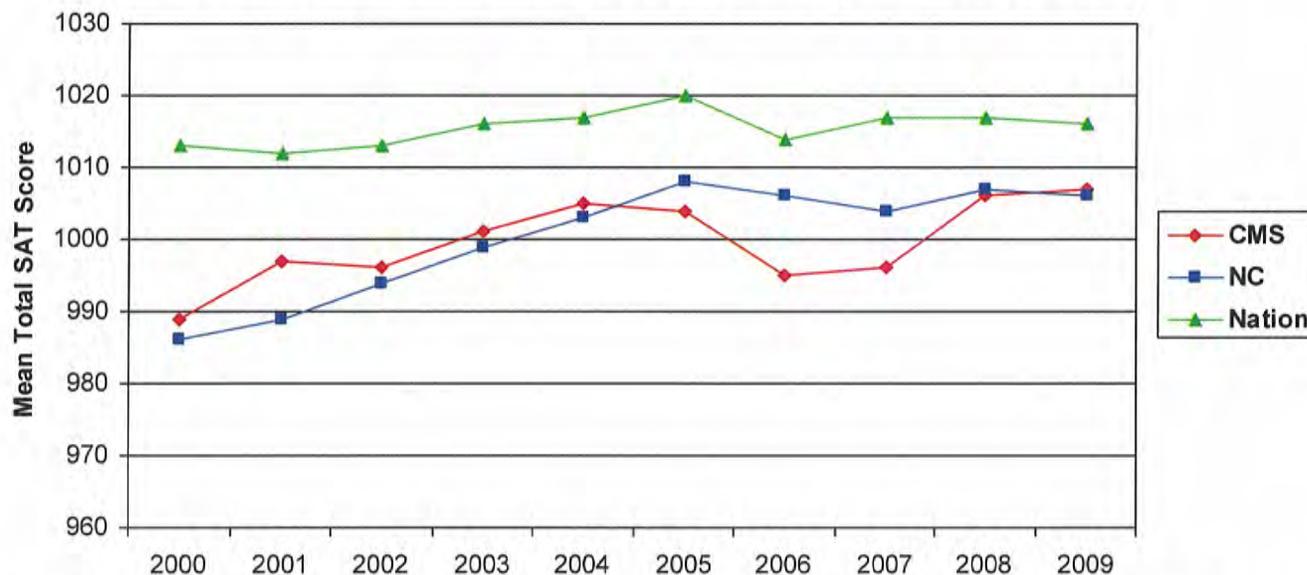


# ACADEMIC ACHIEVEMENT

## Other Indicators of Academic Progress

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

## 2008 SAT Results – Public School Students Only



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

## CHALLENGES

### End-of-Grade Tests

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

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

**End-of-Course Tests**

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

**Achievement Gap**

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

**EOC Performance Composite - 2003-2008**



## **BUDGET ADMINISTRATION AND MANAGEMENT**

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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 (FY2001-2011)**

**SELECTED TRENDS**

FISCAL YEAR	2000-	2001-	2002-	2003-	2004-	2005-	2006-	2007-	2008-	2009-	Proposed
	01	02	03	04	05	06	07	08	09	10	2010-11
<b>ENROLLMENT</b>											
Total K-12 Enrollment on 20th Day	103,144	106,192	109,605	113,859	118,599	123,789	129,011	132,281	134,060	133,664	134,951
LEP Students* Economically Disadvantaged Students	6,822	8,035	9,885	10,944	11,510	12,493	14,883	17,035	18,407	18,407	
	37.09%	39.84%	41.67%	43.71%	47.93%	46.99%	45.50%	47.25%	48.74%	51.55%	
<b>COST PER PUPIL</b>											
Budgeted Total Cost Per Pupil	\$6,818	\$7,149	\$7,294	\$7,288	\$7,498	\$7,626	\$8,148	\$8,868	\$8,912	\$8,533	\$8,574
Budgeted Local Cost Per Pupil	\$2,214	\$2,504	\$2,418	\$2,327	\$2,234	\$2,354	\$2,451	\$2,581	\$2,621	\$2,374	\$2,466
<b>NUMBER OF SCHOOLS</b>											
Elementary	87	91	92	93	93	95	98	99	104	108	108
Middle	26	27	27	28	28	30	30	31	31	33	33
High	14	14	16	17	17	17	25	31	32	31	33
Alternative	7	10	7	5	5	5	5	4	4	4	4
Total Schools Operating	134	142	142	143	143	147	158	165	171	176	178
New Schools Opened	0	5	4	4	0	4	13	7	6	6	2
% County	32.47%	35.02%	33.14%	31.93%	29.80%	30.87%	30.08%	29.10%	29.41%	27.83%	28.77%
% State	61.91%	58.84%	58.35%	58.32%	59.65%	59.01%	59.34%	59.92%	60.15%	55.73%	55.25%
% Federal	4.46%	5.01%	6.89%	7.87%	8.68%	7.69%	7.41%	8.19%	8.51%	14.54%	15.68%
% Other Local	0.93%	0.92%	0.91%	1.06%	1.10%	1.82%	1.81%	.91%	1.05%	1.12%	.16%
% Fund Balance	0.23%	0.21%	0.70%	0.81%	0.77%	0.61%	1.37%	1.88%	.88%	.78%	.14%
<b>PERSONNEL CHANGES</b>											
Principals/Assistant Principals	374	385	411	417	420	423	442	444	429	396	405
Teachers/Support Staff	7,638	8,373	8,631	8,867	9,260	9,554	10,004	10,455	10,497	10,343	10,399
Assistants/Tutors	2,023	2,305	2,064	2,103	2,281	2,256	2,555	2,740	2,591	2,258	2,288
Admin./Office Personnel	978	944	1,005	1,017	1,069	1,095	1,145	1,211	1,255	1,221	1,204
Transportation	1,222	1,240	1,277	1,310	1,349	1,391	1,422	1,486	1,506	1,506	1,505
Building Services/Other	1,085	1,127	1,237	1,186	1,209	1,254	1,309	1,364	1,319	1,221	1,240
Total Personnel	13,320	14,374	14,625	14,900	15,587	15,972	16,877	17,700	17,596	16,945	17,041
<b>TRANSPORTATION</b>											
# of Yellow Buses-Operating	997	1,023	1,132	1,170	1,097	1,200	1,256	1,289	1,314	1,329	1,175

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

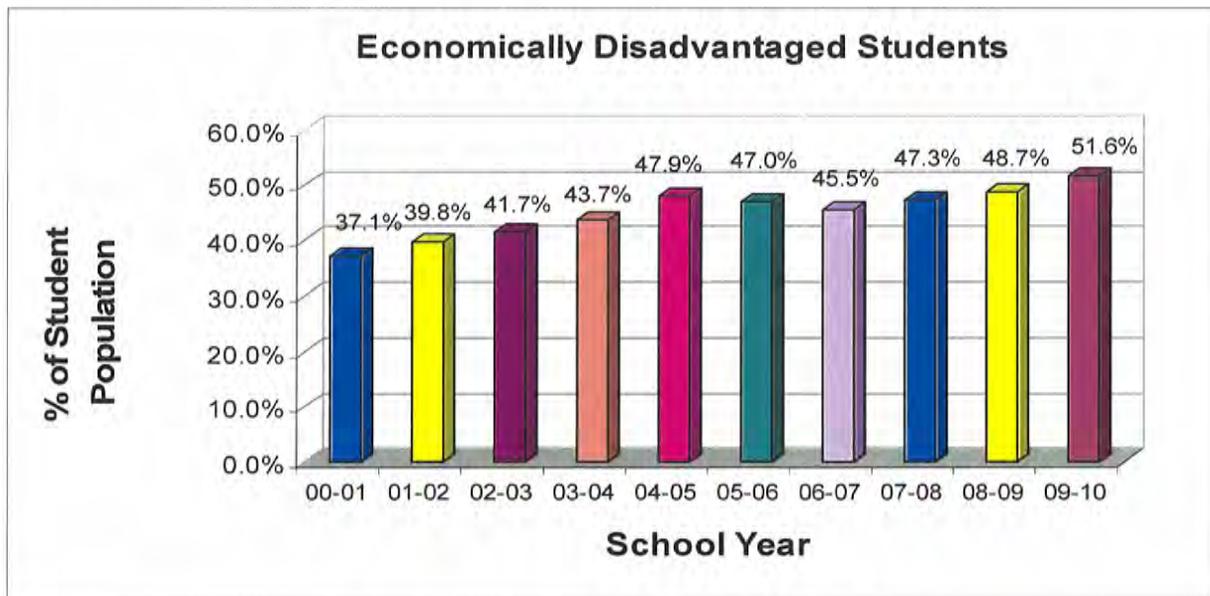
## STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

### *Diversity and complex learning needs*

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

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

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

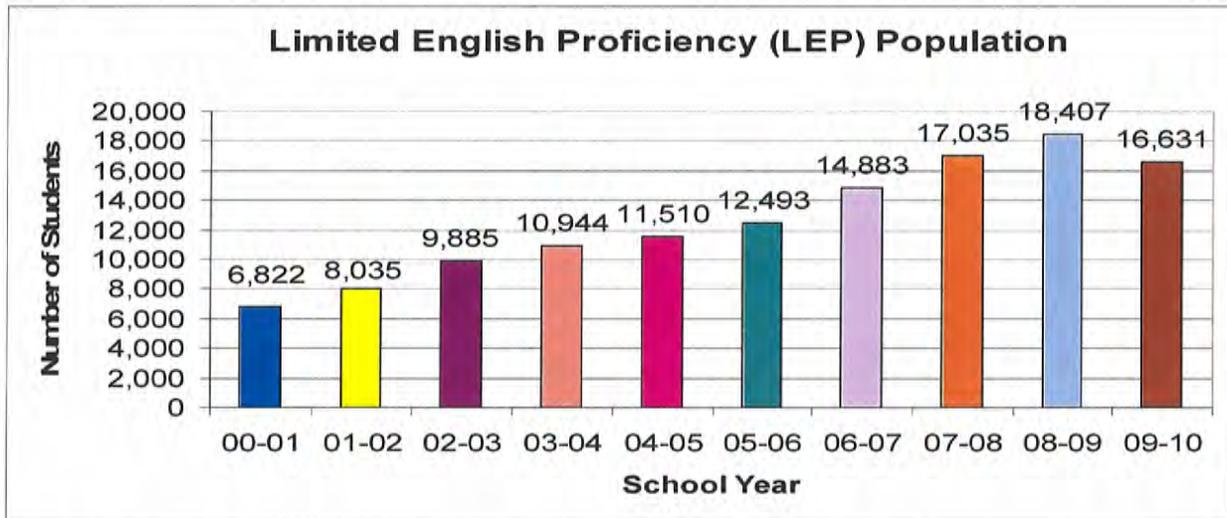


As a result of growth in the high poverty student population, CMS has increased the number of schools qualifying for FOCUS benefits from 54 in 2005-06 to 76 in the 2010-11 proposed budget. During 2005-06, these needs were met through differentiated staffing for FOCUS schools which resulted in lower class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

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

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

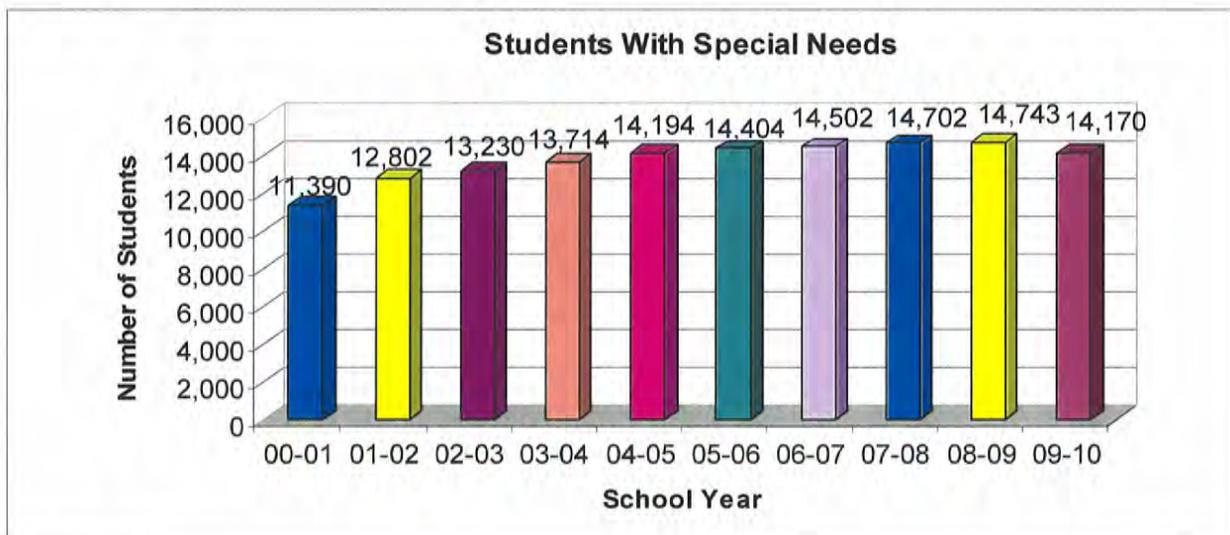
population – are currently enrolled in CMS. That’s almost two and one-half times the number we had in 2000-2001. The chart below shows the trend in this population of students.



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

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

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

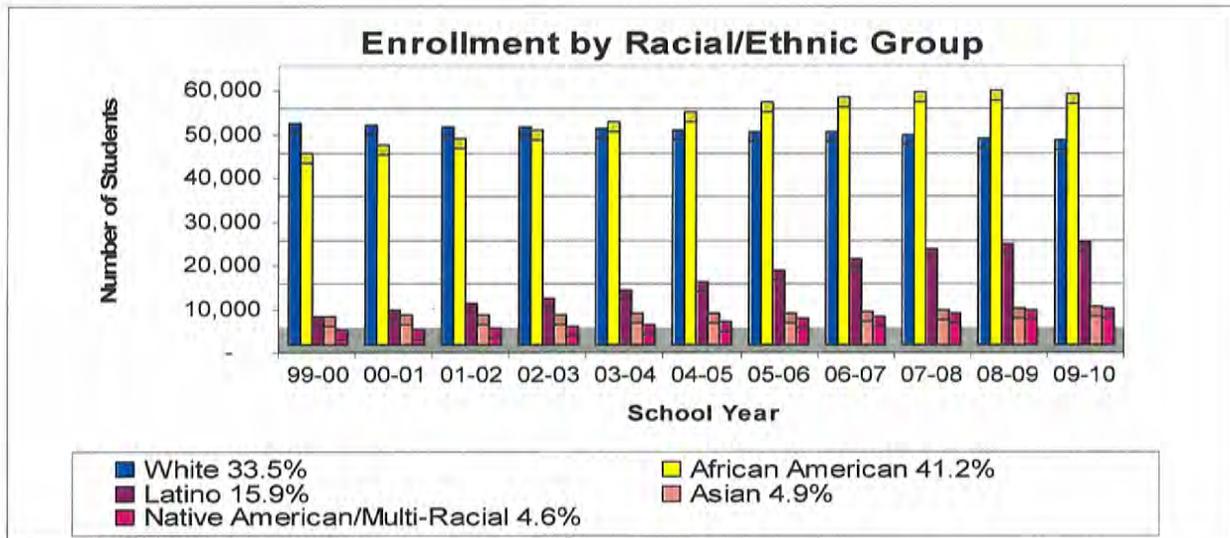


# STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

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

### **CMS Student Population At A Glance 2009-2010**

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



### **Enrollment and capacity**

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

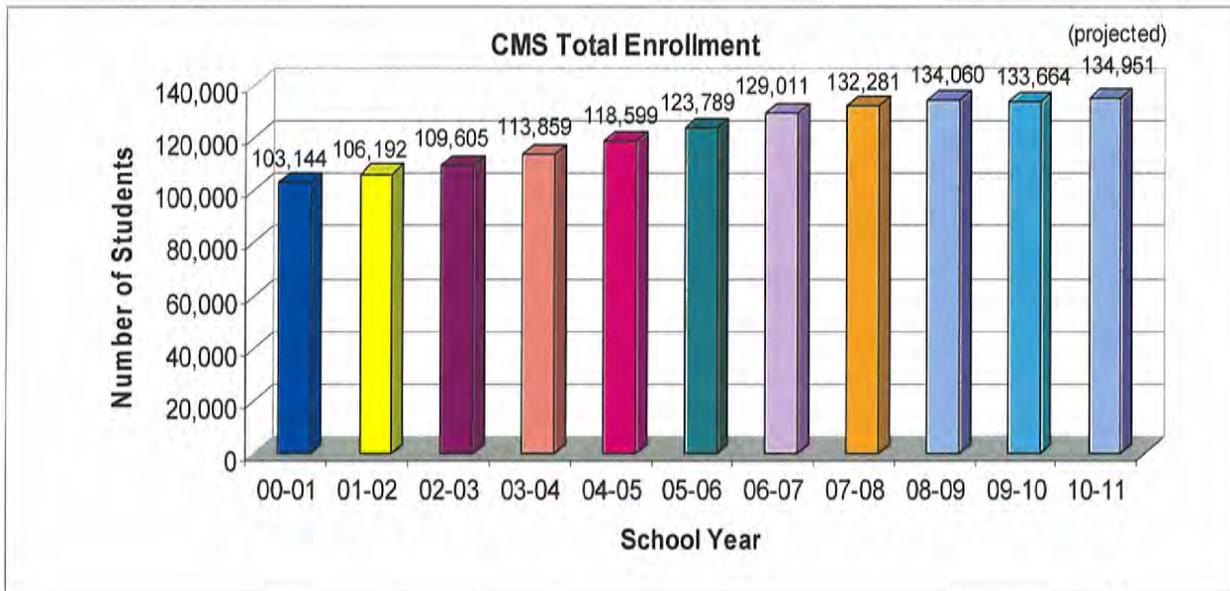
However, the county's decision to reduce debt issuance has restricted our ability to keep our 2007 bond promises. We have met the goal in Strategic Plan 2010 to reduce usage of mobile classrooms by 30% through the opening of six new elementary and middle schools in 2009-10 and two high new schools in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

## STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

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

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

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



### Conclusion

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

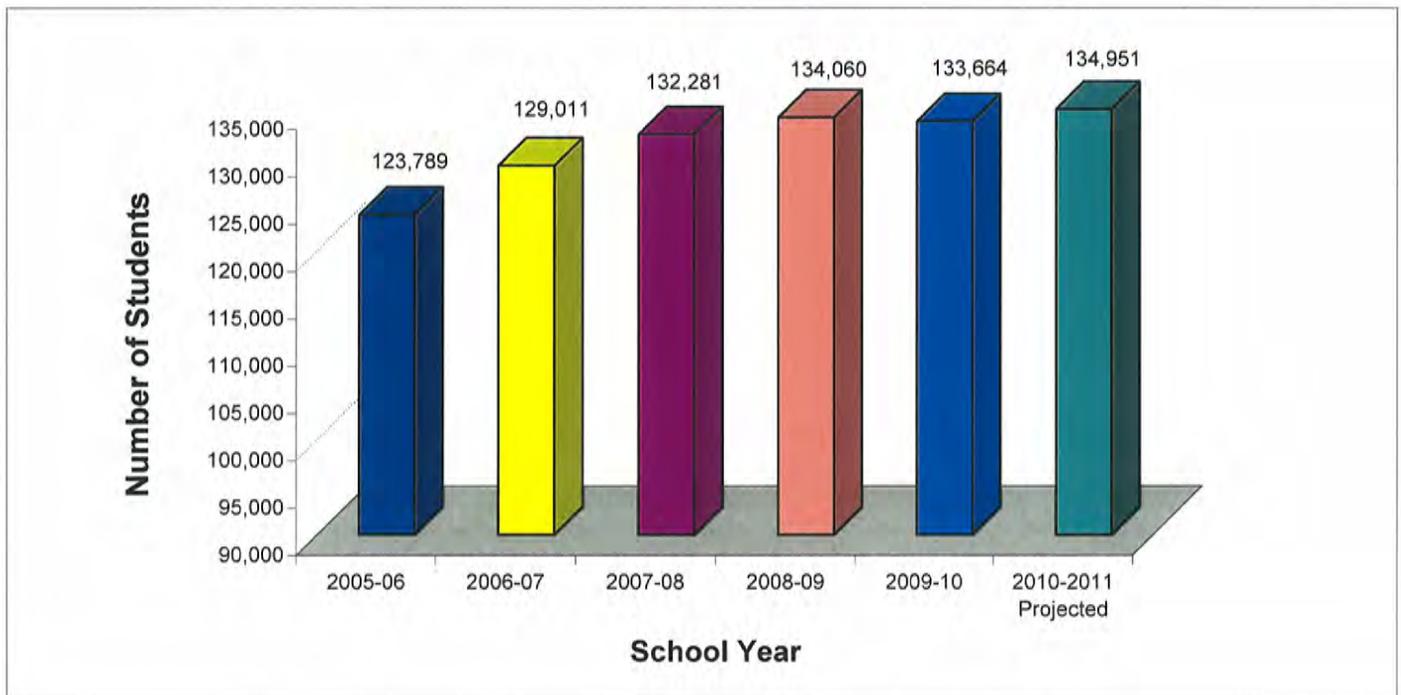
Enrollment continues to grow, although the pace has slowed. We have eased overcrowding in some of our most crowded schools with six new schools that opened in 2008-2009 and two high schools coming on line in 2010-11.

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

## SIX YEAR ENROLLMENT COMPARISON BY GRADE LEVEL

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

\* End of First Month (20th Day)



## CURRENT EXPENSE SIX YEAR EXPENDITURE COMPARISON

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

2010-2011

Proposed

Budget	\$ 332,852,706	4.9%	\$ 639,305,791	0.6%	\$ 184,928,695	-1.4%	\$ 1,157,087,192	1.5%
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2009-2010

Adopted

Budget	\$ 317,367,391	-8.4%	\$ 635,656,201	-8.9%	\$ 187,485,628	79.6%	\$ 1,140,509,220	-0.7%
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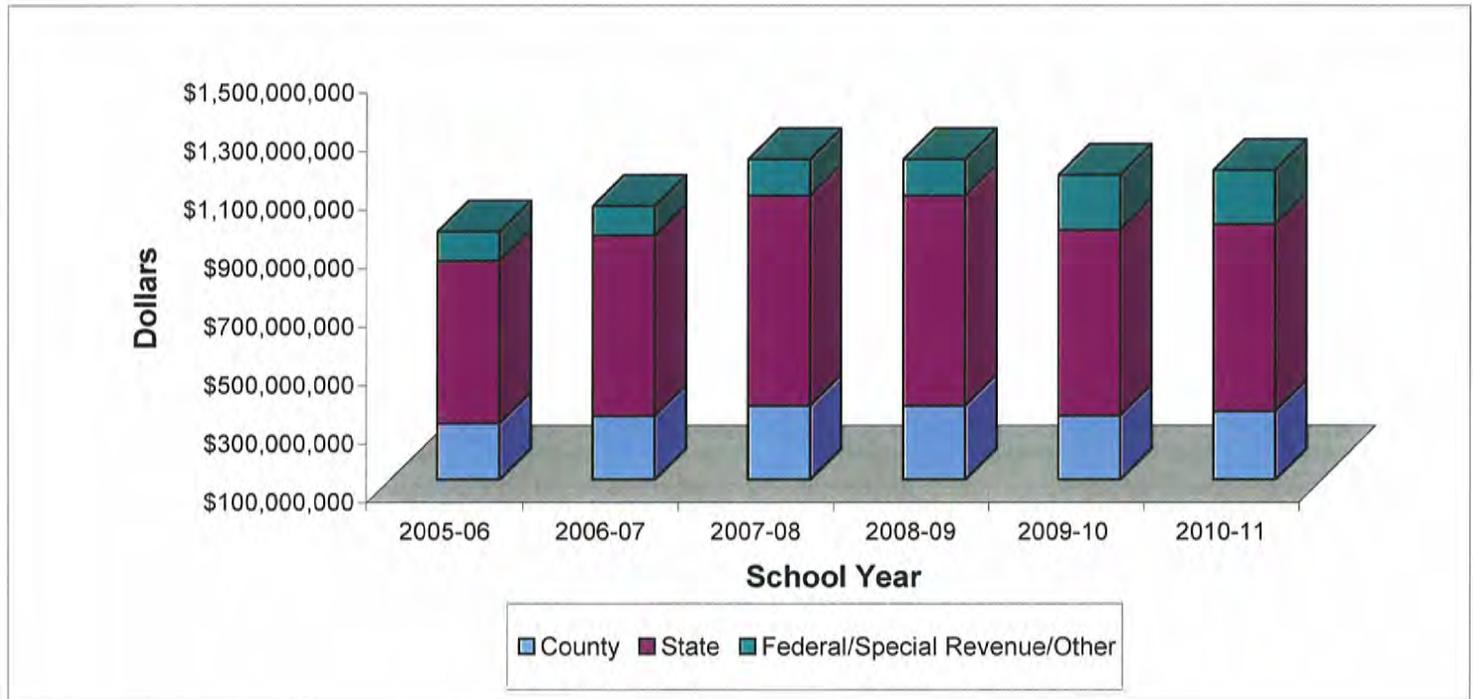
2008-2009	\$ 346,366,785	1.5%	\$ 697,419,281	1.9%	\$ 104,369,455	4.3%	\$ 1,148,155,521	11.0%
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2007-2008	\$ 341,366,785	8.0%	\$ 684,353,902	10.8%	\$ 103,595,654	3.5%	\$ 1,129,316,341	9.2%
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2006-2007	\$ 316,160,298	8.5%	\$ 617,802,853	11.2%	\$ 100,047,338	-0.3%	\$ 1,034,010,489	9.2%
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2005-2006	\$ 291,400,000	10.0%	\$ 555,556,487	9.3%	\$ 100,351,390	10.3%	\$ 947,307,877	9.6%
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Note: % Increase represents the percentage increase over the prior year.



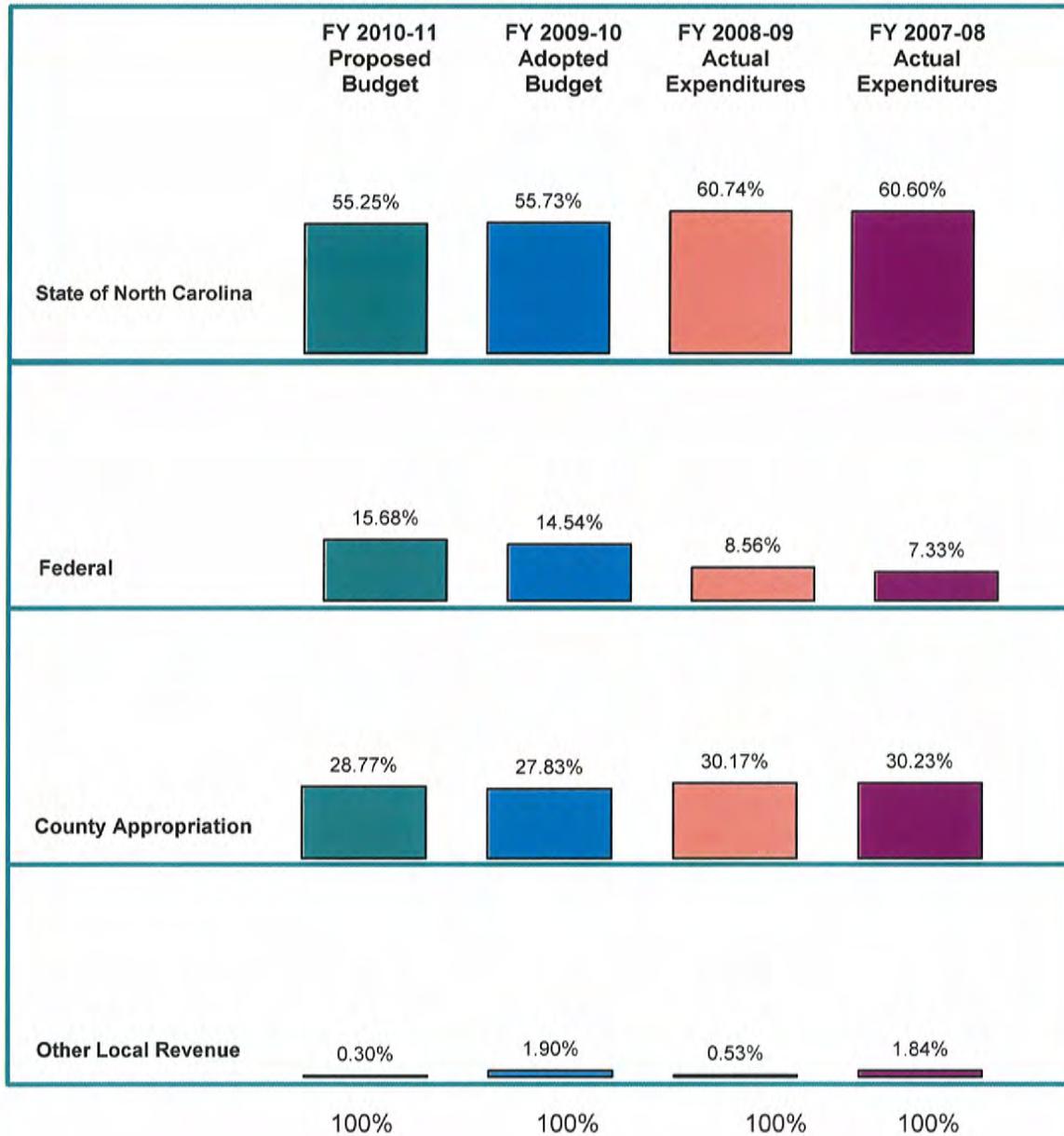
**COMPARATIVE EXPENDITURES BY FUNDING SOURCE**

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	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
State of North Carolina	\$ 639,305,791	\$ 635,656,201	\$ 697,419,281	\$ 684,353,902
Federal	181,426,695	165,827,056	98,291,419	82,833,459
County Appropriation*	332,852,706	317,367,391	346,366,785	341,366,785
Other Local Revenue	<u>3,502,000</u>	<u>21,658,572</u>	<u>6,078,036</u>	<u>20,762,195</u>
Total	<u>\$ 1,157,087,192</u>	<u>\$ 1,140,509,220</u>	<u>\$ 1,148,155,521</u>	<u>\$ 1,129,316,341</u>

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

## COMPARATIVE EXPENDITURES PERCENTAGE BY SOURCE

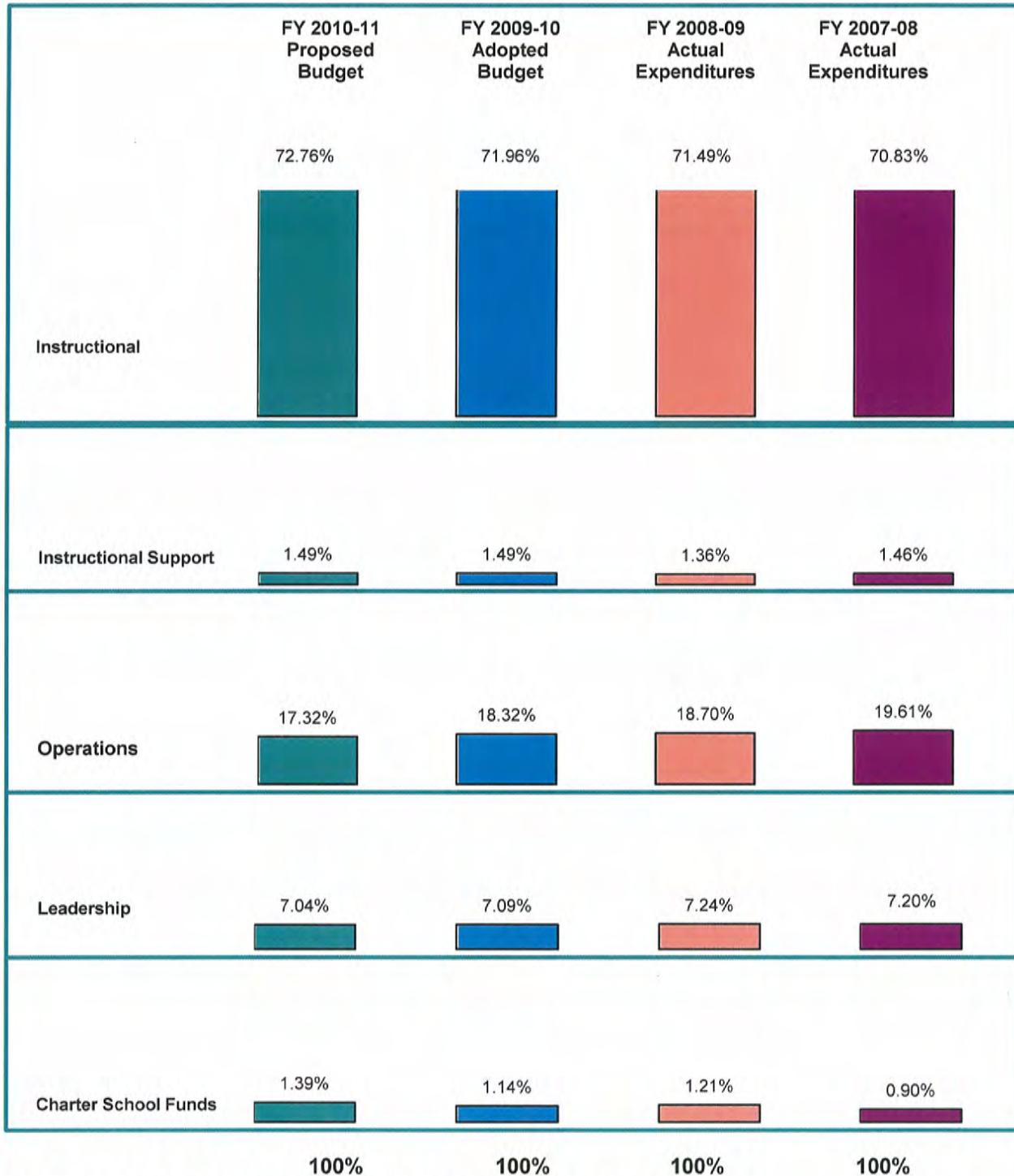


Note: Vertical bar graphs are not intended to be proportional across categories.

**COMPARATIVE EXPENDITURES BY MAJOR FUNCTION**

	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
<b>Instructional</b>				
Regular Instructional	\$ 560,745,117	\$ 549,880,433	\$ 561,438,751	\$ 550,254,112
Special Populations	145,141,103	139,780,663	135,507,095	132,850,672
Alternative Programs	67,027,633	63,547,539	63,497,987	53,522,483
Co-Curricular	5,588,707	5,187,345	4,807,961	4,692,649
School-Based Support	<u>63,547,744</u>	<u>62,306,694</u>	<u>55,537,241</u>	<u>58,573,554</u>
<b>Total Instructional</b>	842,050,304	820,702,674	820,789,035	799,893,470
<b>Instructional Support</b>				
Support and Development	5,899,527	6,388,339	5,803,214	5,941,047
Special Population Support and Develop	3,766,096	3,576,203	3,277,715	3,141,690
Alternative Programs Support and Devel	4,319,544	4,026,019	3,078,565	3,858,053
System-wide Pupil Support	<u>3,205,430</u>	<u>2,994,193</u>	<u>3,471,399</u>	<u>3,585,087</u>
<b>Total Instructional Support</b>	17,190,597	16,984,754	15,630,893	16,525,877
<b>Operations</b>				
Technology Support	12,258,245	14,803,793	15,139,236	12,869,773
Operational Support	158,721,987	163,074,513	164,763,431	179,177,896
Financial and Human Resource Services	16,125,767	17,315,411	21,458,300	18,983,394
Accountability	7,398,655	7,747,800	8,434,034	5,594,592
Community Services	549,162	540,756	736,129	649,386
Nutrition Services	1,045,671	1,167,808	1,300,774	1,105,404
Debt Service	582,736	582,736	582,737	582,736
Other	<u>3,674,723</u>	<u>3,723,522</u>	<u>2,289,924</u>	<u>2,488,417</u>
<b>Total Operations</b>	200,356,946	208,956,339	214,704,565	221,451,598
<b>Leadership</b>				
Policy, Leadership and Public Relations	11,589,453	13,532,306	14,325,853	14,282,594
School Leadership Services	<u>69,833,117</u>	<u>67,355,910</u>	<u>68,769,684</u>	<u>67,015,421</u>
<b>Total Leadership</b>	81,422,570	80,888,216	83,095,537	81,298,015
<b>Charter School Funds</b>	16,066,775	12,977,237	13,935,491	10,147,381
<b>Total</b>	<u>\$ 1,157,087,192</u>	<u>\$ 1,140,509,220</u>	<u>\$ 1,148,155,521</u>	<u>\$ 1,129,316,341</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**INSTRUCTION TAKES TOP PRIORITY**



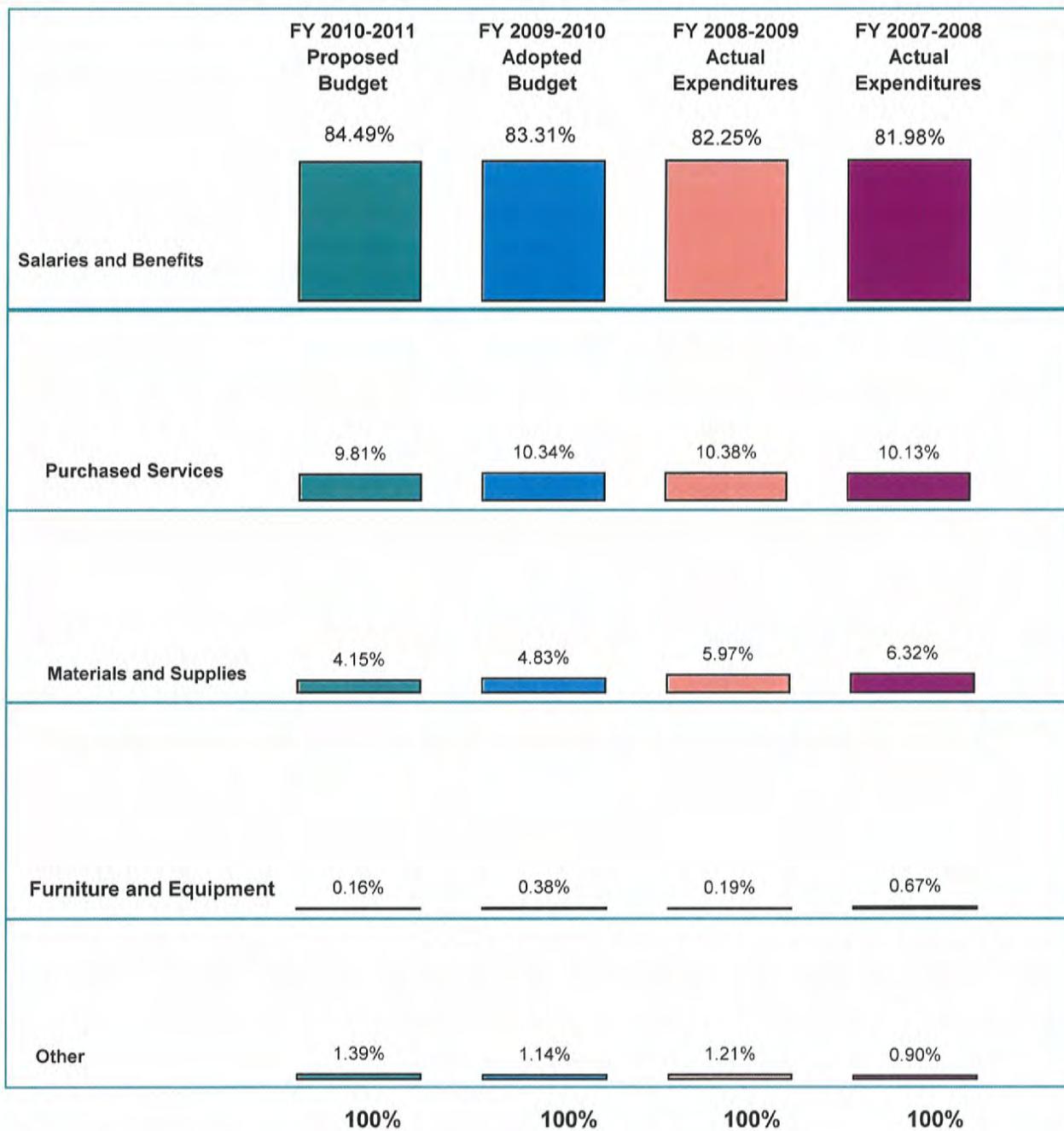
Note: Vertical bar graphs are not intended to be proportional across categories.

**COMPARATIVE EXPENDITURES BY OBJECT CODE**

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	<b>FY 2010-2011 Proposed Budget</b>	<b>FY 2009-2010 Adopted Budget</b>	<b>FY 2008-2009 Actual Expenditures</b>	<b>FY 2007-2008 Actual Expenditures</b>
Salaries	\$ 755,287,053	\$ 749,244,478	756,147,128	\$ 745,025,731
Benefits	222,347,444	200,838,770	188,183,377	180,824,577
Purchased Services	113,489,081	117,937,357	119,133,674	114,368,284
Materials and Supplies	48,010,380	55,130,313	68,539,225	71,410,588
Furniture and Equipment	1,886,459	4,381,065	2,216,626	7,539,780
Other	<u>16,066,775</u>	<u>12,977,237</u>	<u>13,935,491</u>	<u>10,147,381</u>
Total	<u>\$ 1,157,087,192</u>	<u>\$ 1,140,509,220</u>	<u>\$ 1,148,155,521</u>	<u>\$ 1,129,316,341</u>

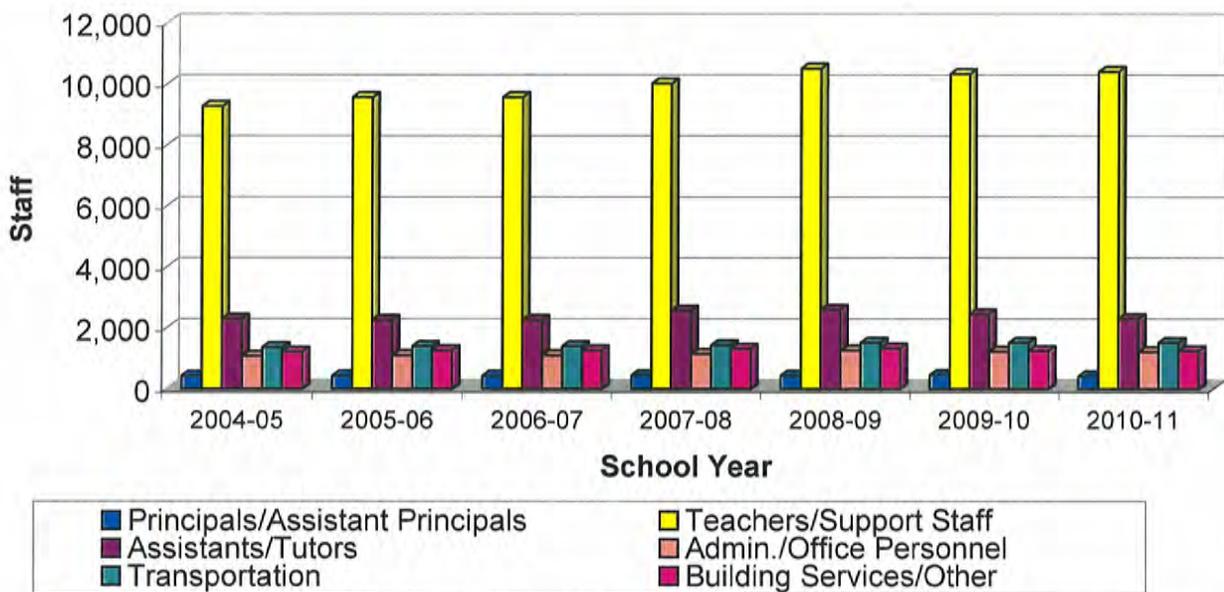
# PRIMARY INVESTMENT IS IN OUR PEOPLE



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

## SUMMARY OF STAFFING

	State	County	Federal/ Special Revenue/ Other	2010-11 Proposed Budget	2009-2010 Amended Budget	Inc./Dec. for 2010- 2011	2008-2009 Adopted Budget
Principals and Assistant Principals	277.04	128.50	0.00	405.54	396.54	9.00	438.64
Teachers and Support Staff	8,697.43	859.31	842.00	10,398.74	10,248.44	150.30	10,468.08
Assistants, Tutors and Support	1,601.75	110.80	575.00	2,287.55	2,258.55	29.00	2,552.88
Administration and Office Personnel	25.00	593.63	585.00	1,203.63	1,232.98	(29.35)	1,275.83
Transportation	1,394.50	111.00	-	1,505.50	1,505.50	-	1,505.50
Building Services and Other	126.00	736.50	377.50	1,240.00	1,221.50	18.50	1,314.50
<b>Total</b>	<b>12,121.72</b>	<b>2,539.74</b>	<b>2,379.50</b>	<b>17,040.96</b>	<b>16,863.51</b>	<b>177.45</b>	<b>17,555.43</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	2.00			2.00
Asst. Principals	III.B.1	New Schools	3.00			3.00
Principal Interns	IV.D	New Leaders		4.00		4.00
		Subtotal - Principals & Asst. Principals	5.00	4.00	0.00	9.00
<b>Teachers and Support Staff</b>						
Resource Teachers	I.A.1	Learning Comm./Achiev. Zone		(8.00)		(8.00)
Resource Teachers	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
ADM Teachers	I.A.1	Learning Comm./Achiev. Zone	(2.00)			(2.00)
Alternative Ed Teachers	I.A.1	Learning Comm./Achiev. Zone	(2.00)			(2.00)
Regular Education Teachers	III.A.1	Enrollment Increases	63.00			63.00
Counselors	III.A.1	Enrollment Increases		4.30		4.30
Regular Education Teachers	III.B.1	New Schools		31.00		31.00
Talent Development Teachers	III.B.1	New Schools	2.00			2.00
CTE Teachers	III.B.1	New Schools		28.00		28.00
Counselors	III.B.1	New Schools	7.00	1.00		8.00
Arts Ed Teachers	III.B.1	New Schools	3.00			3.00
Instructional Facilitator	III.B.1	New Schools		2.00		2.00
CTE Teachers	IV.B	Magnet Program		3.00		3.00
Regular Education Teachers	IV.B	Magnet Program		19.00		19.00
		Subtotal Teachers & Support Staff	71.00	79.30	0.00	150.30
<b>Assistants, Tutors and Support</b>						
Behavior Modification Tech.	I.A.1	Learning Comm./Achiev. Zone	(2.00)			(2.00)
Regular Teacher Assistants	II.A.1	Enrollment Increases	29.00			29.00
Admin. Student Intervention Assistants	II.B.1	New Schools	2.00			2.00
		Subtotal Assistants & Tutors	29.00	0.00	0.00	29.00
<b>Administrative and Office Personnel</b>						
Producer	I.A.1	CMS TV		(1.00)		(1.00)
Secretary	I.A.1	Bright Beginnings		(0.50)		(0.50)
Area Superintendents	I.A.1	Learning Comm./Achiev. Zone		(2.00)		(2.00)
Ececutive Directors	I.A.1	Learning Comm./Achiev. Zone		(3.00)		(3.00)
Area Discipline Administrator	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Area Support Coordinator	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Resource Specialist	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Media Relations Specialist	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Executive Secretaries	I.A.1	Learning Comm./Achiev. Zone		(2.00)		(2.00)
Sr. Administrative Secretaries	I.A.1	Learning Comm./Achiev. Zone		(3.00)		(3.00)
Human Resources positions	I.A.1	Learning Comm./Achiev. Zone		(4.00)		(4.00)
CTE Specialist	I.A.1	Career and Technical		(1.00)		(1.00)
Secretary	I.A.1	Career and Technical		(1.00)		(1.00)
Special Events Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
Executive Director of Assessment	I.A.2	Central Office Reductions		(1.00)		(1.00)
Directors of Assessment	I.A.2	Central Office Reductions		(3.00)		(3.00)
Assessment Analysts	I.A.2	Central Office Reductions		(3.00)		(3.00)
Data Support Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
Accountability Programming Manager	I.A.2	Central Office Reductions		(1.00)		(1.00)

**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>
Senior Operations Specialist	I.A.2	Central Office Reductions		(1.00)		(1.00)
Director of Performance Management	I.A.2	Central Office Reductions		(0.40)		(0.40)
Exec. Dir., School Improvement	I.A.2	Central Office Reductions		(1.00)		(1.00)
School Improvement Coordinator	I.A.2	Central Office Reductions		(1.00)		(1.00)
Admin/Sr. Administrative Secretaries	I.A.2	Central Office Reductions		(5.00)		(5.00)
Exec. Dir., Performance Management	I.A.2	Central Office Reductions		1.00		1.00
Exec. Dir., Fed. & State Programs	I.A.2	Central Office Reductions		1.00		1.00
Director, School Improvement	I.A.2	Central Office Reductions		1.00		1.00
Director, Data Processing	I.A.2	Central Office Reductions		1.00		1.00
Director, State Testing	I.A.2	Central Office Reductions		1.00		1.00
Measurement Analyst	I.A.2	Central Office Reductions		1.00		1.00
Prof. Development Administrators	I.A.2	Central Office Reductions		2.00		2.00
Sr. Assesment Analyst	I.A.2	Central Office Reductions		1.00		1.00
Measurement Operations Coordinator	I.A.2	Central Office Reductions		1.00		1.00
Human Resources positions	I.A.2	Central Office Reductions		(6.00)		(6.00)
Systems Engineer	I.A.2	Central Office Reductions		(1.00)		(1.00)
Student Data Manager	I.A.2	Central Office Reductions		(1.00)		(1.00)
Finance positions	I.A.2	Central Office Reductions		(2.25)		(2.25)
Executive Director, Supt. Office	I.A.2	Central Office Reductions	(1.00)			(1.00)
Driver's Education Specialist	I.A.2	Central Office Reductions		(1.00)		(1.00)
Assistant Director, Athletics	I.A.2	Central Office Reductions		(1.00)		(1.00)
Support Services Position	I.A.2	Central Office Reductions		(1.00)		(1.00)
Sr. Media Processor	I.A.2	Central Office Reductions		(1.00)		(1.00)
School Sr. Admin./Admin. Secretary	II.A.1	Enrollment Increases		1.50		1.50
School Sr. Admin./Admin. Secretary	II.B.1	New Schools		11.50		11.50
Data Adminstrator	IV.B	Managing for Performance		0.60		0.60
Database Adminstrator	IV.B	Managing for Performance		0.60		0.60
Sr. Computer Systems Analyst	IV.B	Managing for Performance		0.60		0.60
Safety Officer	III.B.3	New Schools-Maint.		1.00		1.00
Subtotal - Administrative/Office Personnel			(1.00)	(28.35)	0.00	(29.35)
<b>Building Services and Other</b>						
Custodians	I.A.1	Learning Comm./Achiev. Zone		(3.00)		(3.00)
Regional Property Manager	I.A.1	Learning Comm./Achiev. Zone		(1.00)		(1.00)
Custodian	I.A.1	Bright Beginnings		(0.50)		(0.50)
Delivery Driver	I.A.1	Storage and Distribution		(2.00)		(2.00)
School Law Enforcement Officer	I.A.2	Central Office Reductions	(1.00)			(1.00)
Campus Security Associates	II.B.1	New Schools	4.00			4.00
Custodian	III.B.3	New Schools-Maint.		10.00		10.00
Custodian, Head III	III.B.3	New Schools-Maint.		2.00		2.00
Electronic Technician II	III.B.3	New Schools-Maint.		1.00		1.00
Roofer	III.B.3	New Schools-Maint.		2.00		2.00
HVAC Specialist	III.B.3	New Schools-Maint.		2.00		2.00
Electricians II	III.B.3	New Schools-Maint.		1.00		1.00
Plumbing Specialist	III.B.3	New Schools-Maint.		1.00		1.00
Equipment Mechanic	III.B.3	New Schools-Maint.		1.00		1.00
Real Estate Specialist	III.B.3	New Schools-Maint.		1.00		1.00
Senior Construction Engineer	III.B.3	New Schools-Maint.		1.00		1.00
Subtotal - Building Services & Other			3.00	15.50	0.00	18.50
<b>GRAND TOTAL</b>			<b>107.00</b>	<b>70.45</b>	<b>0.00</b>	<b>177.45</b>

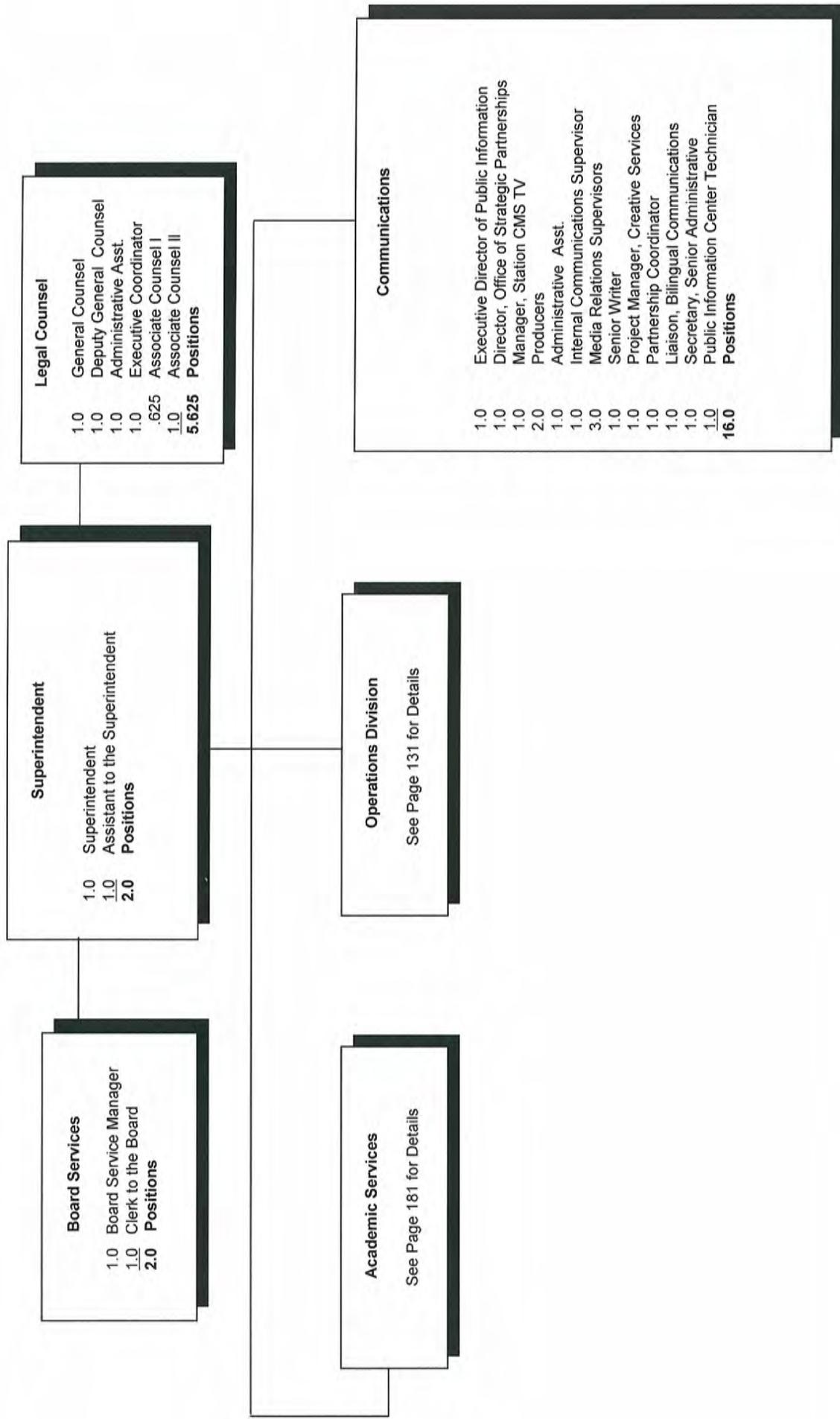
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# SUPERINTENDENT DIVISION

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# Superintendent Division Page 1



### Board Services

1.0 Board Service Manager  
1.0 Clerk to the Board  
**2.0 Positions**

### Superintendent

1.0 Superintendent  
1.0 Assistant to the Superintendent  
**2.0 Positions**

### Legal Counsel

1.0 General Counsel  
1.0 Deputy General Counsel  
1.0 Administrative Asst.  
1.0 Executive Coordinator  
.625 Associate Counsel I  
1.0 Associate Counsel II  
**5.625 Positions**

### Academic Services

See Page 181 for Details

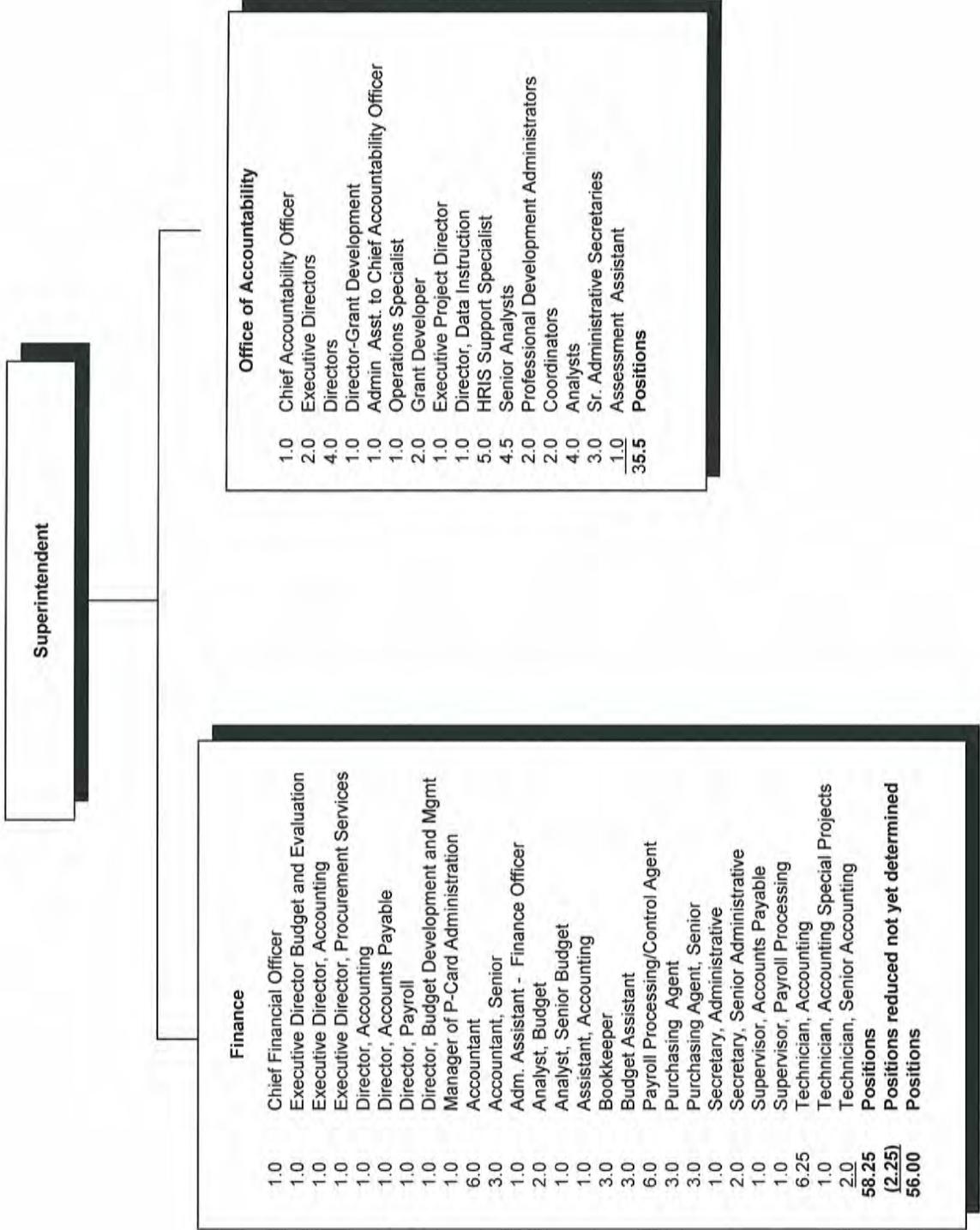
### Operations Division

See Page 131 for Details

### Communications

1.0 Executive Director of Public Information  
1.0 Director, Office of Strategic Partnerships  
1.0 Manager, Station CMS TV  
2.0 Producers  
1.0 Administrative Asst.  
1.0 Internal Communications Supervisor  
3.0 Media Relations Supervisors  
1.0 Senior Writer  
1.0 Project Manager, Creative Services  
1.0 Partnership Coordinator  
1.0 Liaison, Bilingual Communications  
1.0 Secretary, Senior Administrative  
1.0 Public Information Center Technician  
**16.0 Positions**

# Superintendent Division Page 2



## **SUPERINTENDENT DIVISION**

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

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

##### **Goals 2010-2011**

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

##### Area of Focus 1: Effective Teaching and Leadership

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

##### Area of Focus 2: Performance Management

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

##### Area of Focus 3: Increasing the Graduation Rate

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

##### Area of Focus 4: Teaching and Learning Through Technology

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

##### Area of Focus 5: Environmental Stewardship

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

##### Area of Focus 6: Parent and Community Connections

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

##### **Accomplishments 2009-2010**

###### Goal 1, High Academic Achievement

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

## SUPERINTENDENT DIVISION

### Goals, Objectives and Accomplishments

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

#### Goal 2, Effective Educators

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

#### ***Strategic Staffing Results:***

##### *First cohort:*

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

## **SUPERINTENDENT DIVISION**

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

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#### *Second cohort:*

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

#### Goal 3, Adequate Resources and Facilities

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

#### Goal 4, Safe and Orderly Schools

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

## **SUPERINTENDENT DIVISION**

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

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

#### Goal 5, Freedom and Flexibility with Accountability

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

#### Goal 6, World-Class Service

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

#### Goal 7, Strong Parent and Community Connections

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

## **LEGAL**

### **Goals 2010-2011**

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

## **SUPERINTENDENT DIVISION**

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

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

#### **Objectives 2010-2011**

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

#### **Accomplishments 2009-2010**

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

### **COMMUNICATIONS**

#### **Goals 2010-2011**

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

#### **Objectives 2010-2011**

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

## **SUPERINTENDENT DIVISION**

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

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#### **Accomplishments 2009-2010**

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

#### **Stories produced by learning community**

North - 27

South - 35

East - 33

West - 31

Northeast - 28

Central - 74

Achievement - 29

## **SUPERINTENDENT DIVISION**

# **Goals, Objectives and Accomplishments**

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### **Strategic Plan 2010 stories by goal**

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

## **FINANCE**

### **Goals 2010-2011**

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

### **Objectives 2010-2011**

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

### **Accomplishments 2009-2010**

- Successful close-out of all state allotments resulting in maximization of state and local funds with no reversion of state funding
- Received an unqualified audit opinion on the external audit for the fiscal year ending June 2009 – the opinion was included in the Comprehensive Annual Financial Report prepared by the accounting staff
- Received both the Government Finance Officers Association and Association of School Business Officials Certificate of Excellence in Financial Reporting award for the 2009 Comprehensive Annual Financial Report
- Minimized the impact on the district's operations while still complying with the required reversion of \$6.5 million in local funds
- Executed a budget management process that included the identification of more than \$78 million in budget reduction options for the FY 2010-11 Budget Request
- Improved Procurement Administrative Lead Time (PALT) from 2.67 days to 1.982 days, a 183% improvement over 2 years ago of 5.62 days average (this is the average of all procurement processes, including formal and informal bidding)
- Completed two American Recovery and Reinvestment Act (ARRA) Stimulus funded bids to date which included all contractual obligations, language, advertising, and reporting

## **SUPERINTENDENT DIVISION**

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

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

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

#### **OFFICE OF ACCOUNTABILITY**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

## **SUPERINTENDENT DIVISION**

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

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- Provide timely reports empowering schools around the cohort graduation rate
- Eliminate work on extraneous data requests that do not benefit the strategic goals of the district

#### **Accomplishments 2009-2010**

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

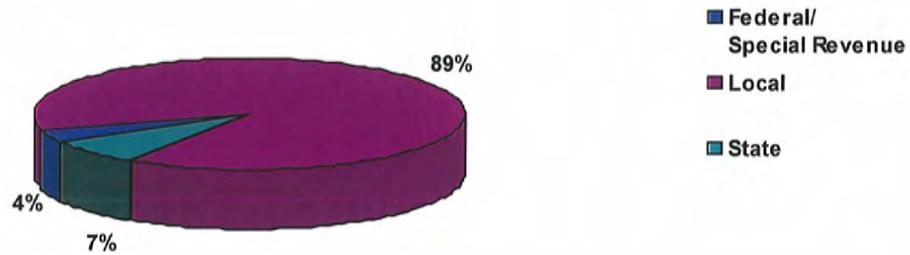
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SUPERINTENDENT DIVISION**

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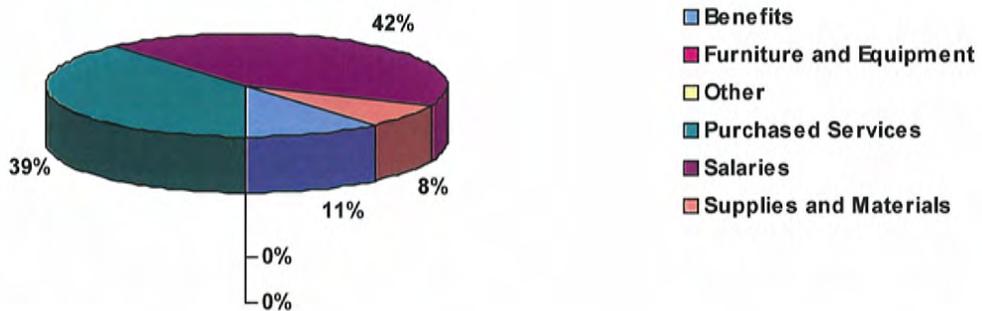
<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 7,950,282	\$ 10,631,974	\$ 9,584,710	\$ 8,545,932
Benefits	2,047,322	2,538,125	2,118,815	1,921,460
Purchased Services	7,204,147	8,247,942	13,871,011	10,267,448
Supplies and Materials	1,412,660	1,545,486	1,696,507	1,096,783
Furniture and Equipment	-	-	5,934	101,967
Other	-	-	-	-
	<u>\$ 18,614,411</u>	<u>\$ 22,963,527</u>	<u>\$ 27,276,977</u>	<u>\$ 21,933,590</u>

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

### Sources



### Uses



**OFFICE OF THE SUPERINTENDENT OF SCHOOLS**

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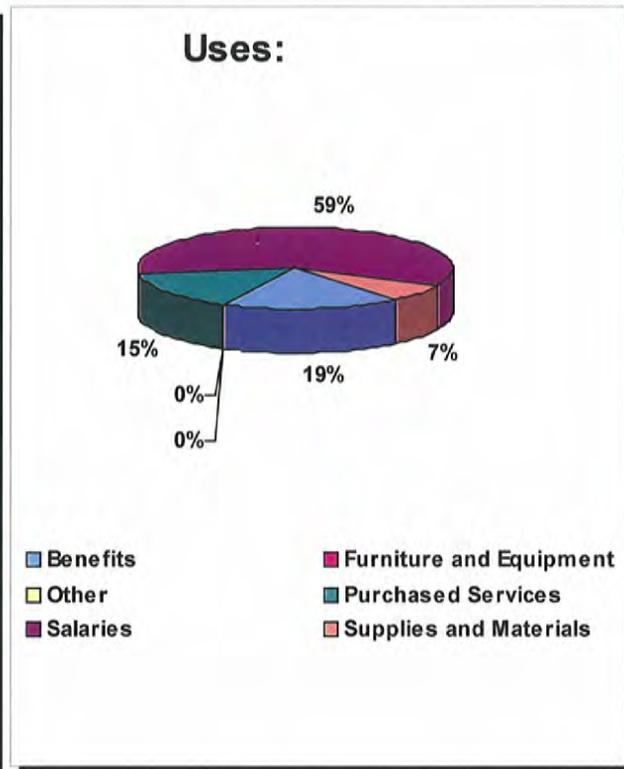
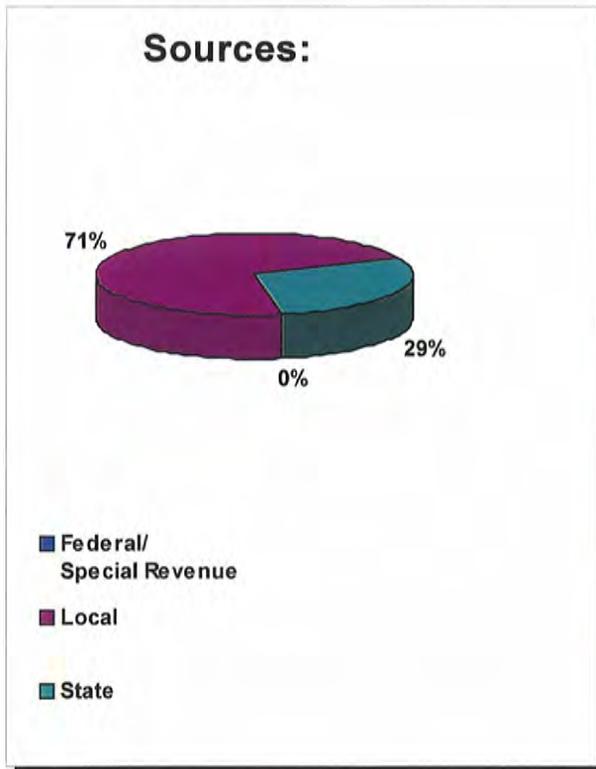
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 6,726
Central Office Reduction - eliminated executive director position	(153,545)
<b>Supplies and Materials</b>	
Central Office Reduction - supplies	(2,375)

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 338,005	\$ 465,911	\$ 532,018	\$ 518,679
Benefits	106,463	125,376	90,149	115,951
Purchased Services	88,120	88,120	131,222	227,400
Supplies and Materials	38,663	41,038	38,536	52,811
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 571,251</u>	<u>\$ 720,445</u>	<u>\$ 791,925</u>	<u>\$ 914,841</u>



**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. The Board Services Office coordinates board meetings, provides administrative assistance to board members, and serves as the liaison between board members and staff members.

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**BUDGET ACCOUNTABILITY:**

Board of Education

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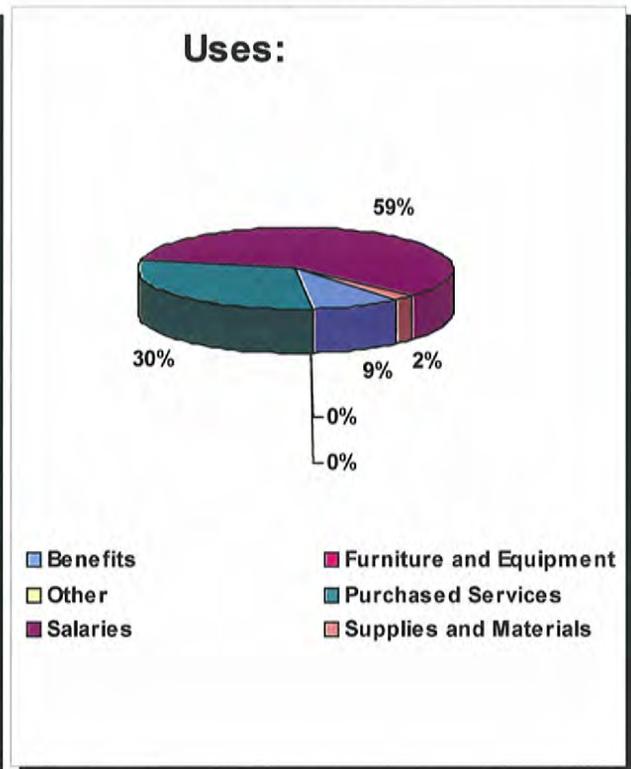
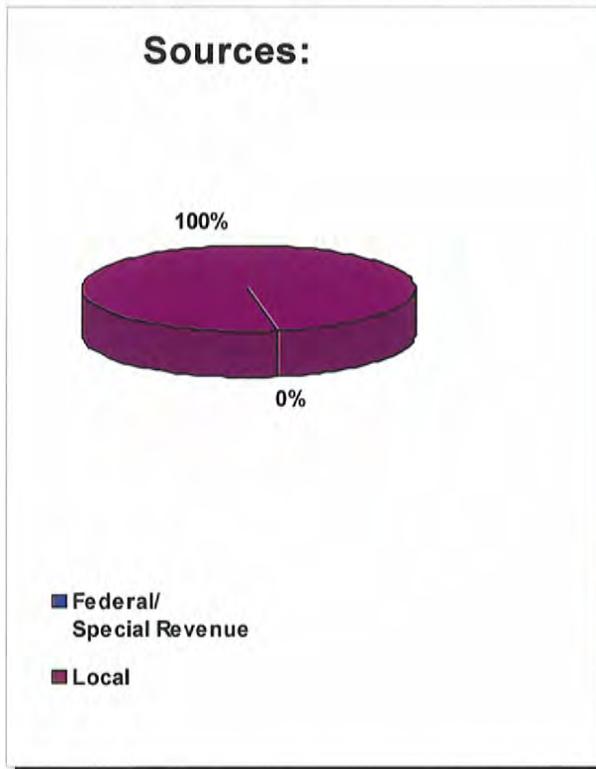
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 2,454
Central Office Reduction - eliminated secretary position	(44,562)
<b>Purchased Services</b>	
Central Office Reduction - reduced travel	(2,057)
Redirected funds from contracted services to supplies	(5,000)
<b>Supplies and Materials</b>	
Redirected funds to supplies from contracted services	5,000

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 247,883	\$ 282,161	\$ 240,861	\$ 249,296
Benefits	39,645	46,773	47,073	47,775
Purchased Services	127,415	134,472	138,263	175,856
Supplies and Materials	9,754	4,754	11,282	8,627
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 424,697</u>	<u>\$ 468,160</u>	<u>\$ 437,479</u>	<u>\$ 481,554</u>



**LEGAL**

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

**BUDGET ACCOUNTABILITY:**

Andre Mayes  
Acting General Counsel

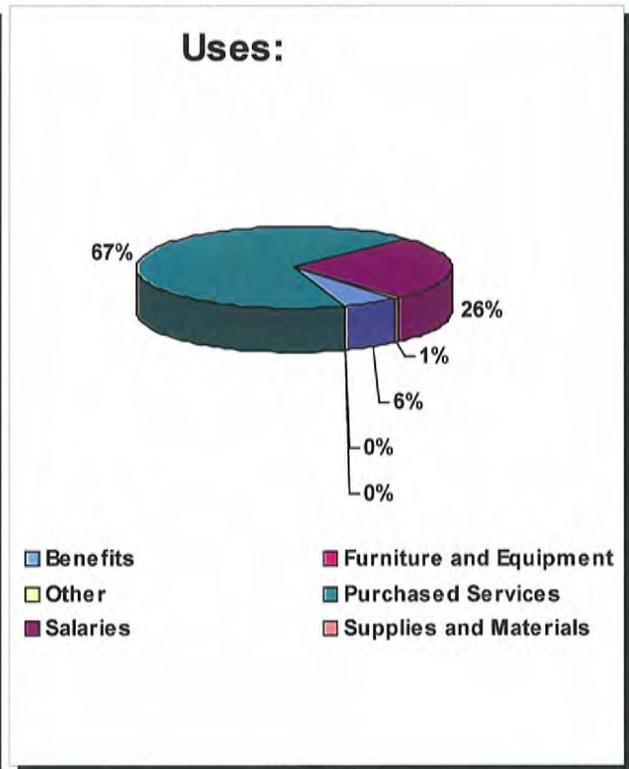
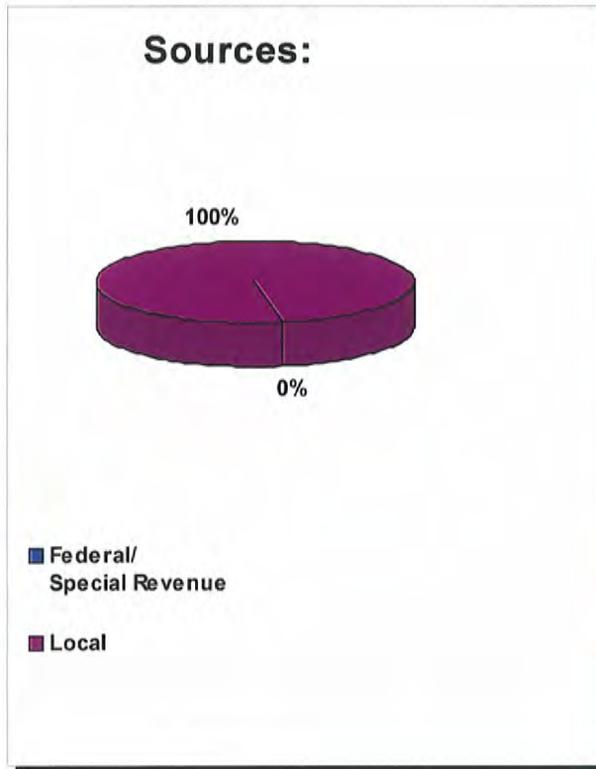
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 11,738
<b>Purchased Services</b>	
Legal Services Reduction - contracted legal services	(61,204)
Legal Services Reduction - travel, subscriptions, and memberships	(2,240)
<b>Supplies and Materials</b>	
Legal Services Reduction - supplies	(14,314)

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

**LEGAL**

<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 552,835	\$ 552,835	\$ 512,800	\$ 280,801
Benefits	125,704	113,966	96,636	56,954
Purchased Services	1,463,339	1,526,783	1,852,612	1,455,507
Supplies and Materials	14,046	28,360	15,701	12,827
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 2,155,924</b>	<b>\$ 2,221,944</b>	<b>\$ 2,477,749</b>	<b>\$ 1,806,089</b>



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

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

**BUDGET ACCOUNTABILITY:**

LaTazja Henry  
Executive Director of Communications

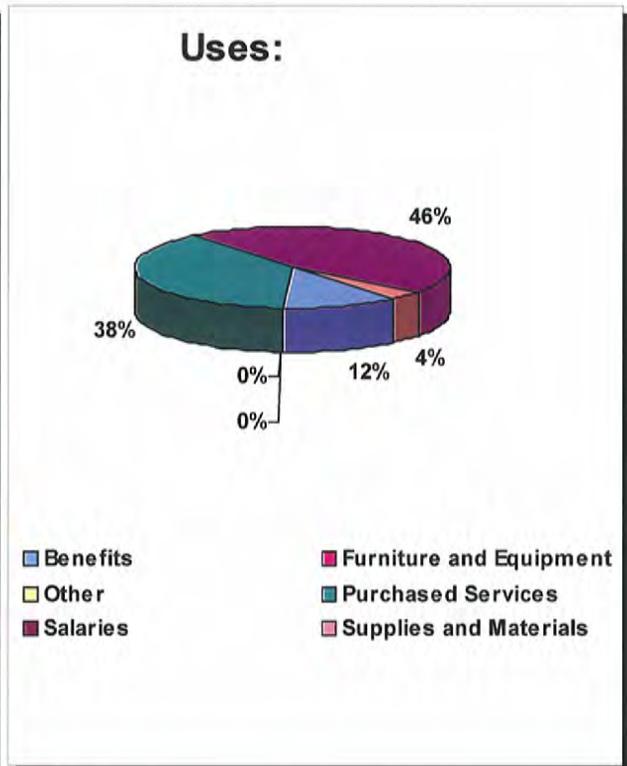
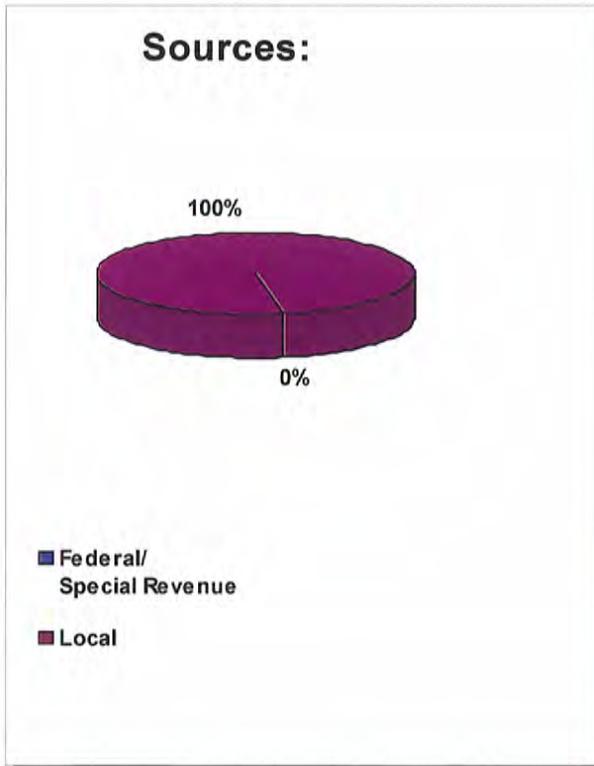
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 23,757
CMS TV - eliminated producer position	(66,899)
Central Office Reduction - eliminated special events coordinator position	(76,357)
<b>Purchased Services</b>	
CMS TV - repairs and maintenance	(7,000)
Central Office Reduction - advertising, workshops, travel, printing and contracted services	(122,000)
Redirected funds to purchased services from supplies and materials	22,500
<b>Supplies and Materials</b>	
CMS TV - supplies and equipment	(2,553)
Central Office Reduction - supplies and equipment	(25,000)
Redirected funds from supplies and materials to purchased services	(22,500)

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 980,043	\$ 1,100,217	\$ 1,348,641	\$ 1,472,944
Benefits	259,674	263,999	313,176	335,823
Purchased Services	816,165	917,665	928,785	1,563,176
Supplies and Materials	78,138	128,191	93,737	174,205
Furniture and Equipment	-	-	5,934	101,967
Other	-	-	-	-
	<u>\$ 2,134,020</u>	<u>\$ 2,410,072</u>	<u>\$ 2,690,273</u>	<u>\$ 3,648,115</u>



## FINANCE

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

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### BUDGET ACCOUNTABILITY:

Sheila W. Shirley  
Chief Financial Officer

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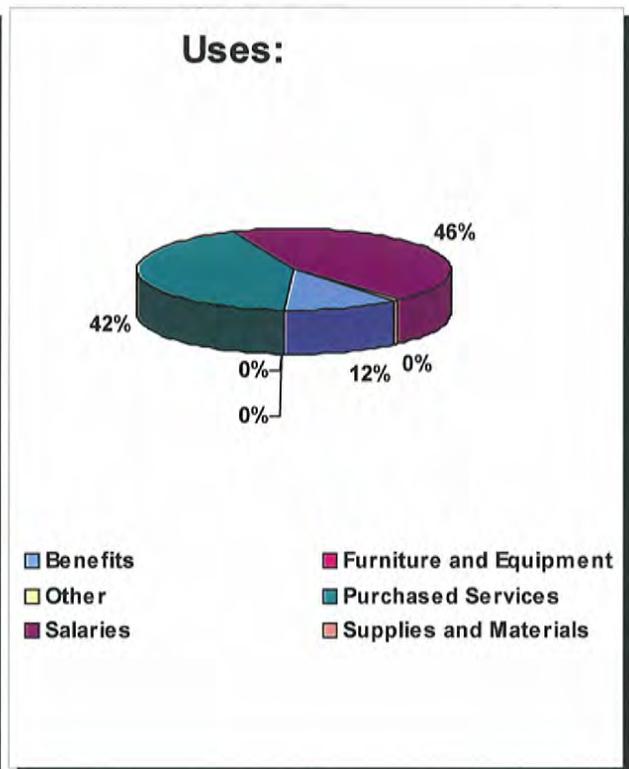
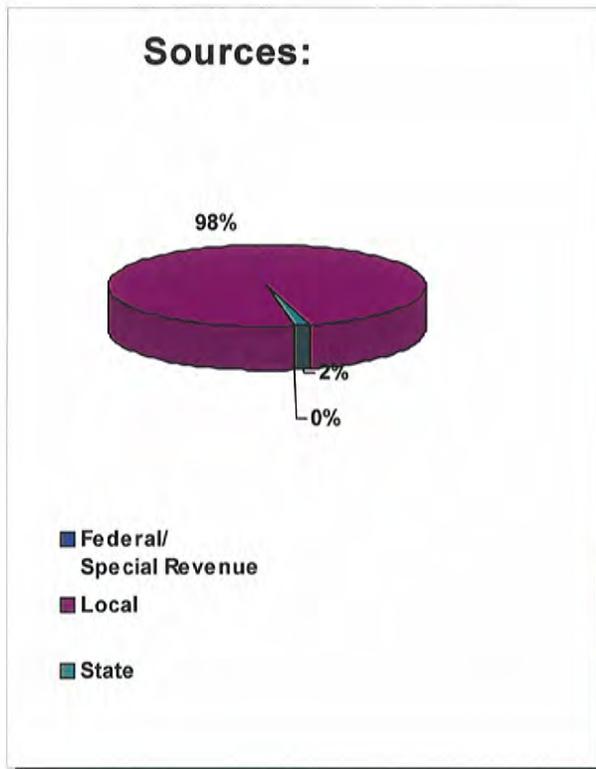
### SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 77,266
Central Office Reductions -eliminated 3 positions	(134,930)

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

**FINANCE**

<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 3,107,559	\$ 3,211,970	\$ 3,100,122	\$ 3,022,971
Benefits	848,410	798,758	762,168	712,129
Purchased Services	2,941,322	2,941,322	7,411,778	5,052,697
Supplies and Materials	31,715	31,715	90,445	58,816
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 6,929,006</u>	<u>\$ 6,983,765</u>	<u>\$ 11,364,513</u>	<u>\$ 8,846,613</u>



**OFFICE OF ACCOUNTABILITY**

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

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**BUDGET ACCOUNTABILITY:**

Robert Avossa  
Chief Accountability Officer

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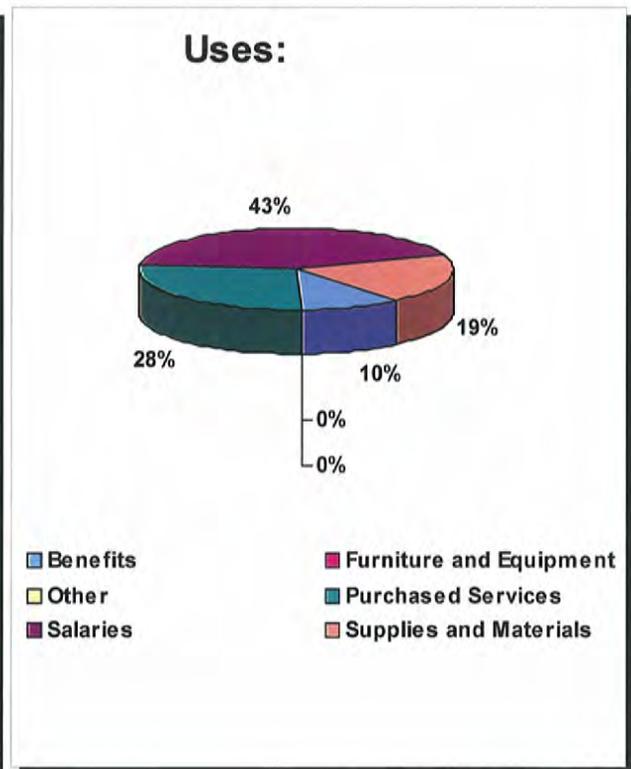
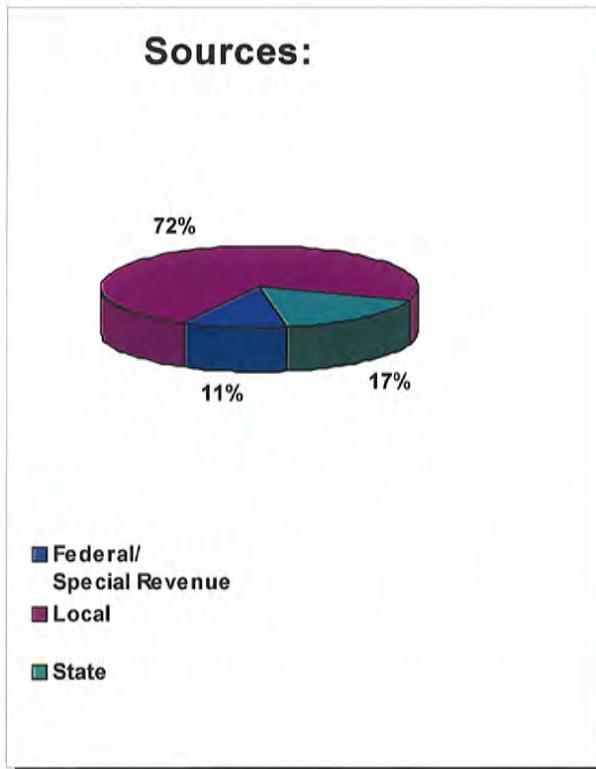
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 56,346
Redirected executive coordinator position to Planning and Project Management	(76,855)
Redirected warehouse worker and storekeeper positions to Storage and Distribution	(76,959)
Harvard grant adjustment - eliminated 2 sr. assessment analyst	(207,225)
Performance Management Grant adjustment - eliminated exec. director	(78,728)
Redirected Gates Grant positions from Achievement Zone - exec. dir., dir. and 5 specialists	675,935
<b>Purchased Services</b>	
Central Office Reduction - school quality reviews, progress reports and data dashboard	(110,000)
Redirected funds for contracted services from supplies	90,328
Effective Teaching: Student Assessments - develop summative and formative assessments	1,259,419
Performance Management Grant adjustment - eliminated contracted services	(1,979,138)
Redirected funds for SACS membership from School Improvement	88,358
<b>Supplies and Materials</b>	
Central Office Reduction - SAS license and computer equipment	(31,000)
Redirected funds for AP exams and PSAT exams	156,702
Redirected funds from supplies to contacted services	(90,328)

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 2,723,957	\$ 2,535,158	\$ 2,344,924	\$ 1,961,199
Benefits	667,426	574,018	500,183	435,789
Purchased Services	1,767,786	2,448,819	3,196,015	1,584,577
Supplies and Materials	1,240,344	1,204,970	1,369,621	725,728
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 6,399,513</u>	<u>\$ 6,762,965</u>	<u>\$ 7,410,743</u>	<u>\$ 4,707,293</u>



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# OPERATIONS DIVISION

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# Operations Division Page 1

## Chief Operating Officer

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

## School Law Enforcement

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

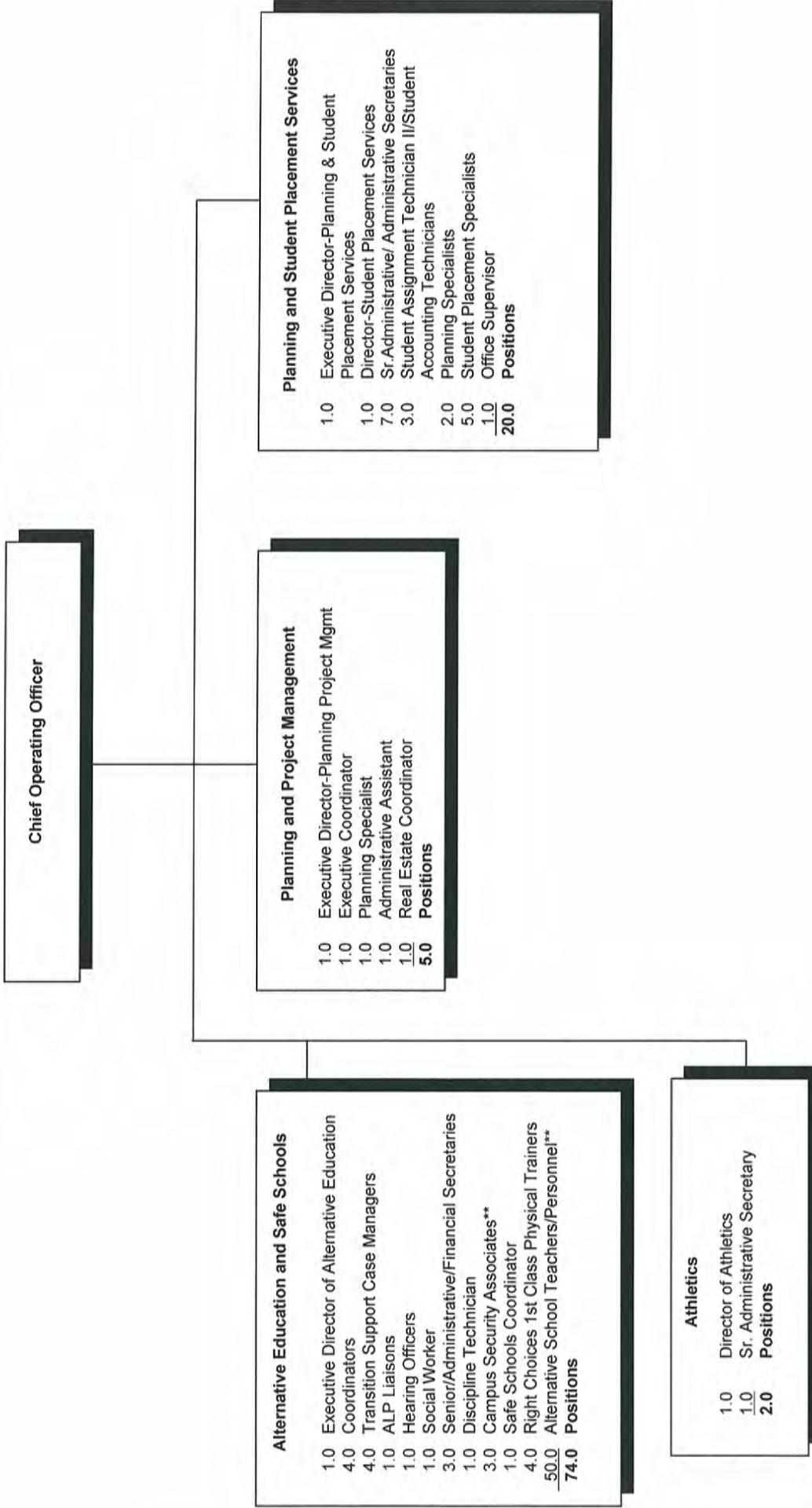
## Technology Services

- 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
- 22.0 Engineer
- 1.0 Manager, Student Data
- 1.0 Manager, Telephone Services
- 3.0 Operator, Computer
- 1.0 Operator, Computer Senior
- 1.0 Project Manager-Data Voice System
- 2.0 Secretary, Senior Administrative
- 7.0 Specialist
- 2.0 Web Developer
- 95.0 Positions**

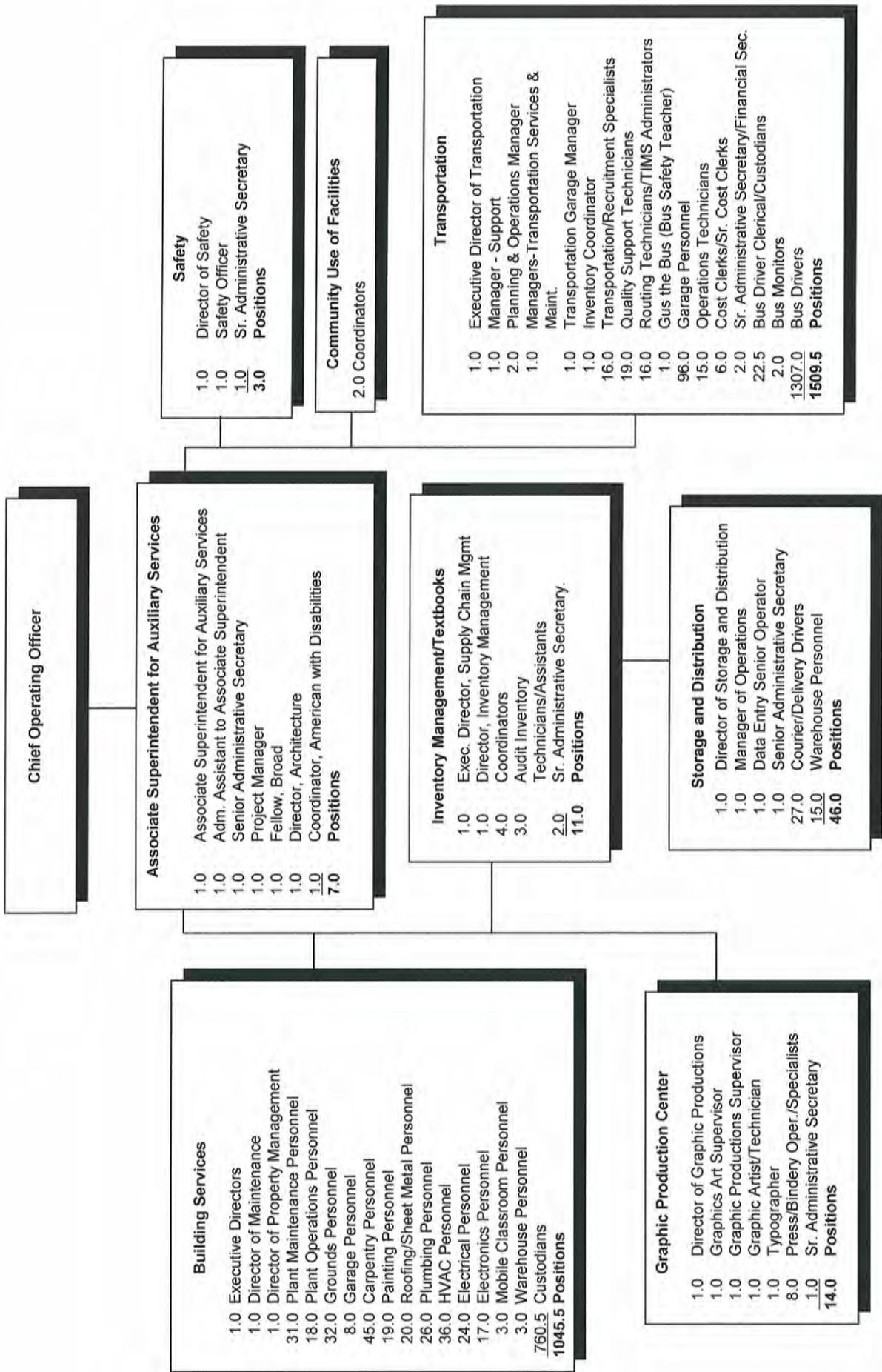
## Human Resources

- 1.0 Chief Human Resource Officer
- 1.0 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
- 7.0 Coordinators
- 15.0 Recruiters
- 15.0 Managers
- 1.2 Teacher in Residence
- 1.0 Admin. Assist.- Chief Human Resources Secretaries
- 6.0 Secretaries
- 18.0 Customer Service Representatives
- 1.0 Assistant, Applicant Services Specialist
- 11.0 Specialist
- 1.0 Supervisor, Shared Service Center
- 8.0 Technician
- 101.2 Positions**
- (10.0) Positions reduced not yet determined**
- 91.2 Positions**

# Operations Division Page 2



# Operations Division Page 3



## **OPERATIONS DIVISION**

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

---

#### **TECHNOLOGY SERVICES**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## **OPERATIONS DIVISION**

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

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#### **HUMAN RESOURCES**

##### **Goals 2010-2011**

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

##### **Accomplishments 2009-2010**

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

#### **SCHOOL LAW ENFORCEMENT**

##### **Goals 2010-2011**

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

## **OPERATIONS DIVISION**

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

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#### **Accomplishments 2009-2010**

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

#### **ATHLETICS**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

#### **Accomplishments 2009-2010**

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

## **OPERATIONS DIVISION**

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

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

#### **ALTERNATIVE EDUCATION**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## **OPERATIONS DIVISION**

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

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

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

##### **Goals 2010-11**

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

##### **Objectives 2010-11**

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

##### **Accomplishments 2009-10**

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

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

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

## **OPERATIONS DIVISION**

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

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

#### **Accomplishments 2009-2010**

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

#### **BUILDING SERVICES**

##### **Objectives 2010 – 2011**

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

## OPERATIONS DIVISION

### Goals, Objectives and Accomplishments

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#### Accomplishments 2009 - 2010

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

## **OPERATIONS DIVISION**

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

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

- Playground Management Program

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

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

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

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

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

- Special Maintenance Assignment response Team (SMART Team)

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

### **INVENTORY MANAGEMENT/TEXTBOOKS**

#### **Goals 2010-2011**

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

#### **Objectives 2010 – 2011**

- Support Strategic Plan 2014 Waste Reduction Tactic

## **OPERATIONS DIVISION**

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

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

#### **Accomplishments 2009 - 2010**

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

#### **STORAGE AND DISTRIBUTION**

##### **Goals 2010-2011**

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

##### **Objectives 2010 – 2011**

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

##### **Accomplishments 2009 - 2010**

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

## **OPERATIONS DIVISION**

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

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

#### **GRAPHIC PRODUCTIONS**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

#### **SAFETY**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

## **OPERATIONS DIVISION**

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

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#### **Accomplishments 2009-2010**

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

#### **TRANSPORTATION**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

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

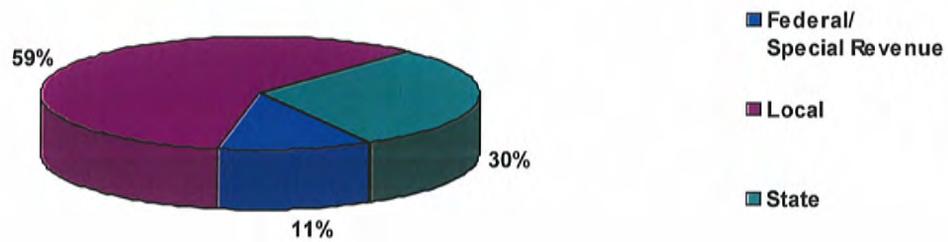
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<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 93,609,343	\$ 93,045,585	\$ 97,102,598	\$ 93,505,126
Benefits	31,460,610	28,413,693	27,406,366	26,740,620
Purchased Services	48,926,267	54,374,103	55,713,191	58,264,711
Supplies and Materials	21,670,504	27,299,166	35,158,595	42,532,143
Furniture and Equipment	397,824	2,933,318	1,773,282	6,857,691
Other	-	-	-	-
	<u>\$ 196,064,548</u>	<u>\$ 206,065,865</u>	<u>\$ 217,154,032</u>	<u>\$ 227,900,291</u>

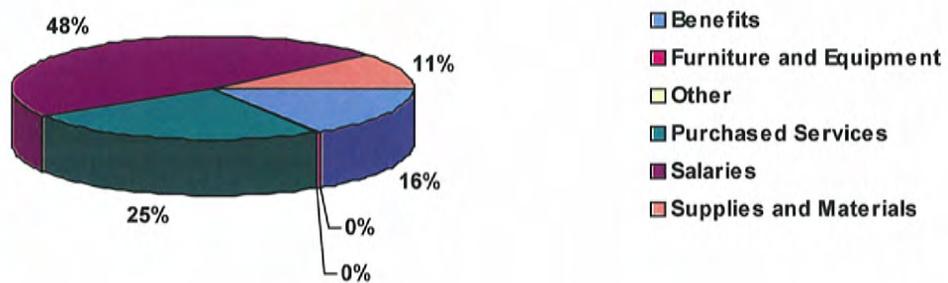
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**OPERATIONS DIVISION**

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### 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, Athletics, Alternative Education & Safe Schools, and Technology.

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### BUDGET ACCOUNTABILITY:

Hugh Hattabaugh  
Chief Operating Officer

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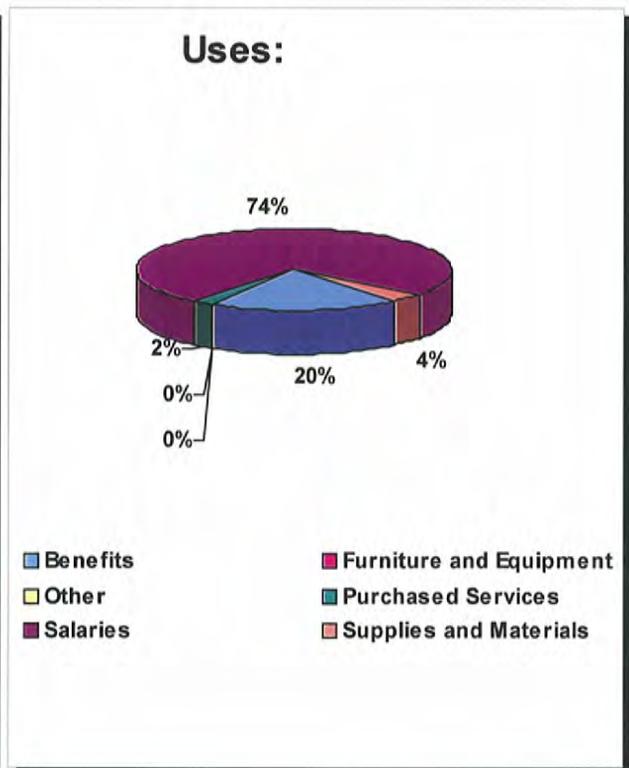
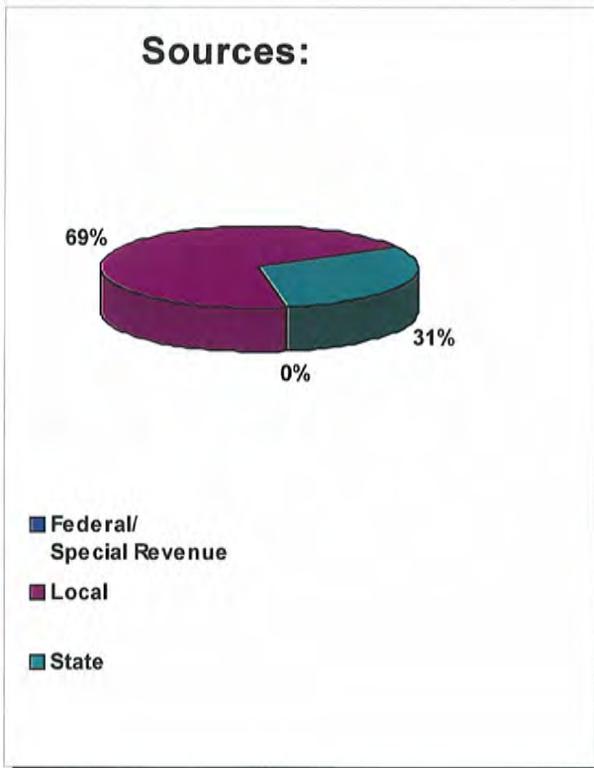
### SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 6,501
<b>Purchased Services</b>	
Central Office Reduction - professional development, memberships, and travel	(12,500)
<b>Supplies and Materials</b>	
Central Office Reduction - supplies	(2,015)

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

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

Expenditures	FY 2010-11 Adopted Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 300,066	\$ 300,066	\$ 286,437	\$ 321,055
Benefits	79,824	73,323	52,134	55,970
Purchased Services	8,695	21,195	211,915	7,725
Supplies and Materials	14,677	16,692	11,333	6,774
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 403,262</b>	<b>\$ 411,276</b>	<b>\$ 561,819</b>	<b>\$ 391,524</b>



## TECHNOLOGY SERVICES

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

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### BUDGET ACCOUNTABILITY:

Susan Johnson  
Chief Information Officer

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

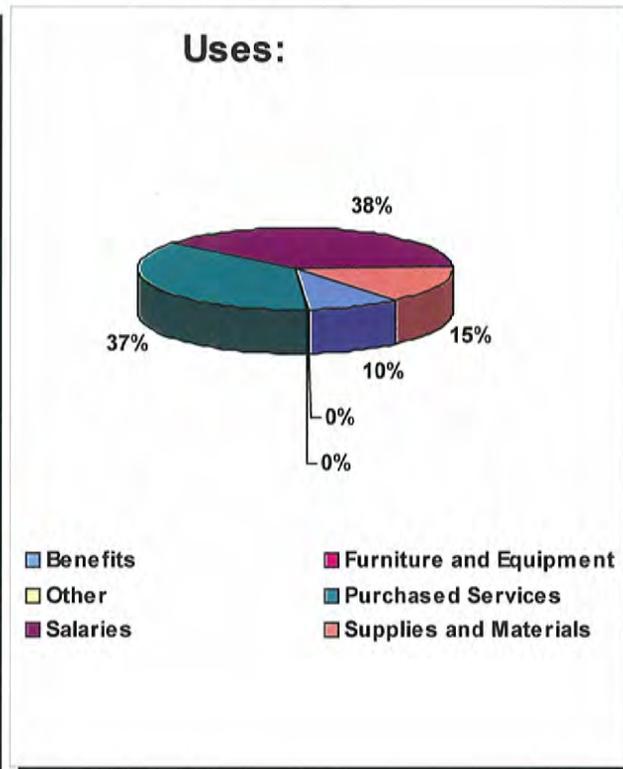
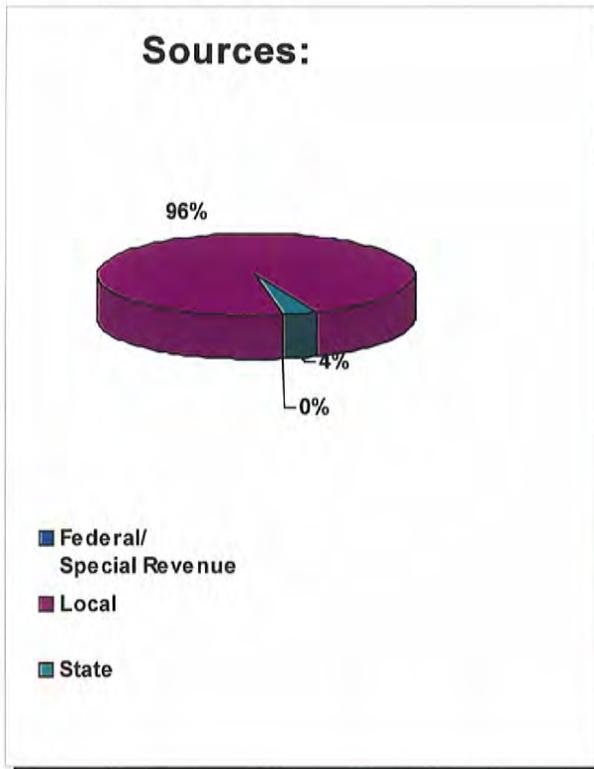
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Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 144,389
Central Office Reduction - eliminated student data manager, engineer and secretary positions	(227,166)
Managing for Performance - added .6 administrator, .6 analyst, and .6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

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

# TECHNOLOGY SERVICES

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 6,249,011	\$ 6,467,968	\$ 5,627,373	\$ 5,370,671
Benefits	1,609,594	1,516,775	1,249,527	1,200,842
Purchased Services	6,075,185	7,521,350	7,354,666	6,700,620
Supplies and Materials	2,396,337	2,299,311	8,439,228	2,758,329
Furniture and Equipment	1,364	41,364	660,533	2,072,514
Other	-	-	-	-
	<u>\$ 16,331,491</u>	<u>\$ 17,846,768</u>	<u>\$ 23,331,327</u>	<u>\$ 18,102,976</u>



**HUMAN RESOURCES**

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

**BUDGET ACCOUNTABILITY:**

Maurice Ambler  
Chief Human Resource Officer

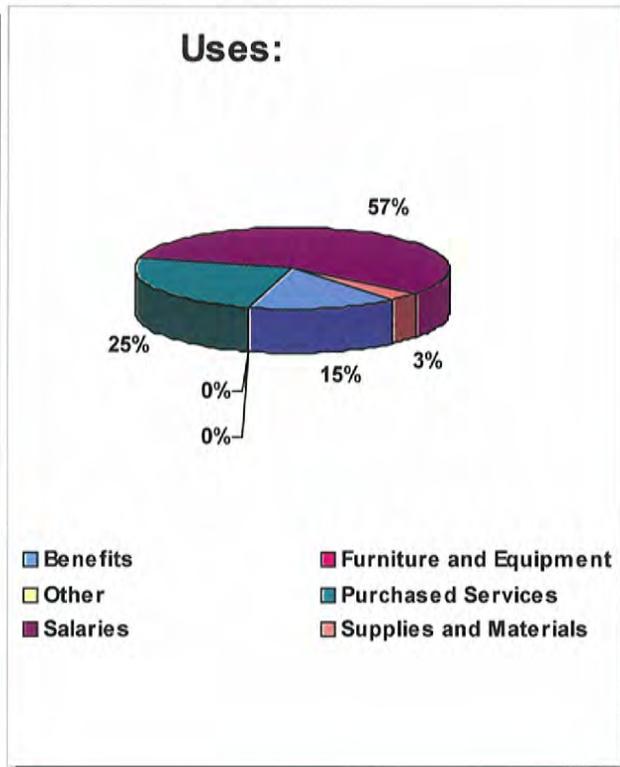
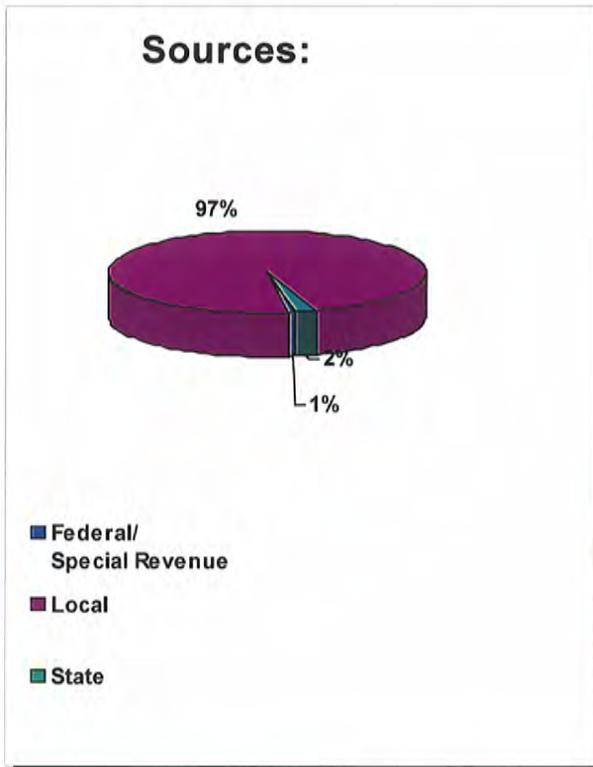
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

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

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

# HUMAN RESOURCES

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 5,081,497	\$ 5,484,883	\$ 5,646,996	\$ 5,122,766
Benefits	1,385,937	1,354,017	1,277,910	1,096,754
Purchased Services	2,216,100	1,028,031	1,236,284	1,748,588
Supplies and Materials	291,220	1,010,722	202,980	427,387
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 8,974,754</u>	<u>\$ 8,877,653</u>	<u>\$ 8,364,170</u>	<u>\$ 8,395,495</u>



**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. The School Police Department manages, trains and equips the Security Associates and manages the installation of new alarm systems and CCTV.

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**BUDGET ACCOUNTABILITY:**

Bud Cesena  
 Director of School Law Enforcement

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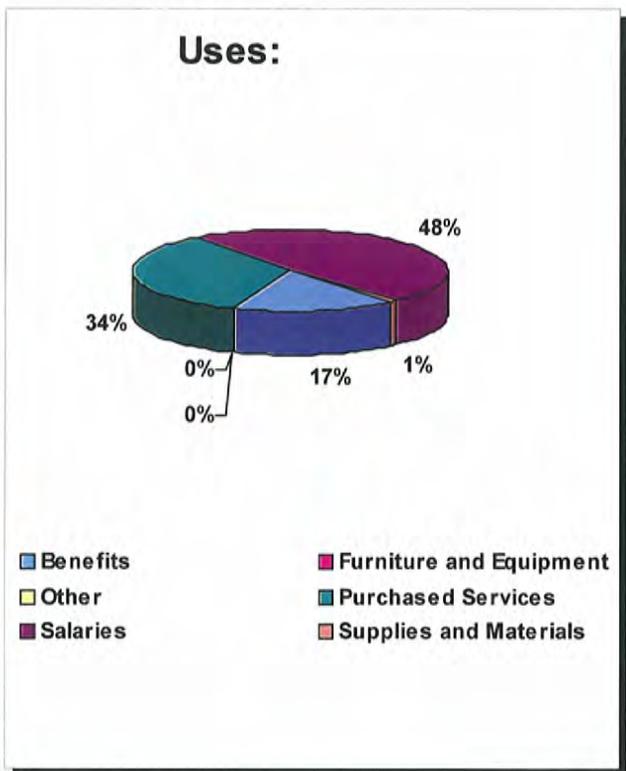
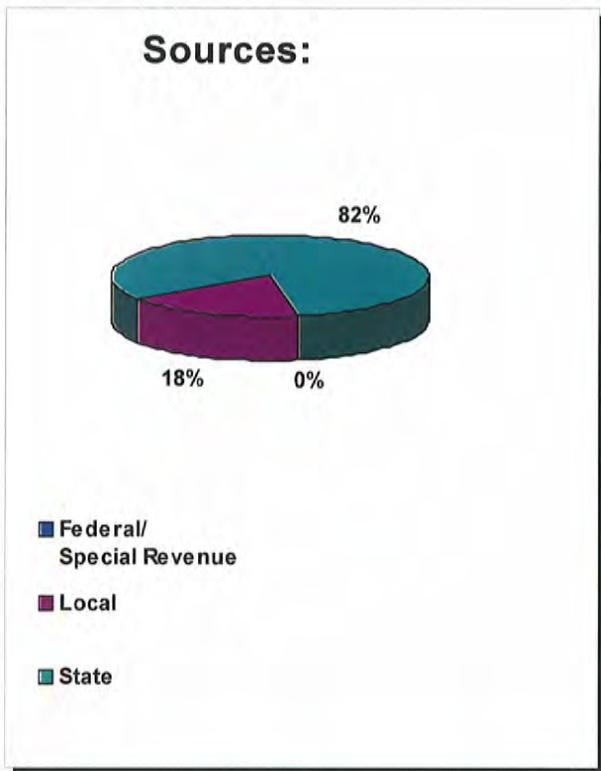
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 127,080
Redirected truancy officer and 11 campus security positions from Achievement Zone	409,442
Central Office Reduction - eliminate vacant law enforcement officer	(49,038)
New Schools - added 4 campus security associates	134,001
<b>Purchased Services</b>	
Central Office Reduction- mileage and alarm fees	(11,000)
<b>Supplies and Materials</b>	
Central Office Reduction - supplies and fuel	(14,500)

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 4,210,314	\$ 3,834,945	\$ 4,976,687	\$ 4,194,608
Benefits	1,476,072	1,214,541	1,483,758	1,270,141
Purchased Services	2,991,359	3,002,359	3,076,545	2,908,719
Supplies and Materials	76,543	91,043	90,708	132,644
Furniture and Equipment	-	-	1,700	79,032
Other	-	-	-	-
	<u>\$ 8,754,288</u>	<u>\$ 8,142,888</u>	<u>\$ 9,629,398</u>	<u>\$ 8,585,144</u>



## ATHLETICS

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

### BUDGET ACCOUNTABILITY:

Vicki Hamilton  
Director of Athletics

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

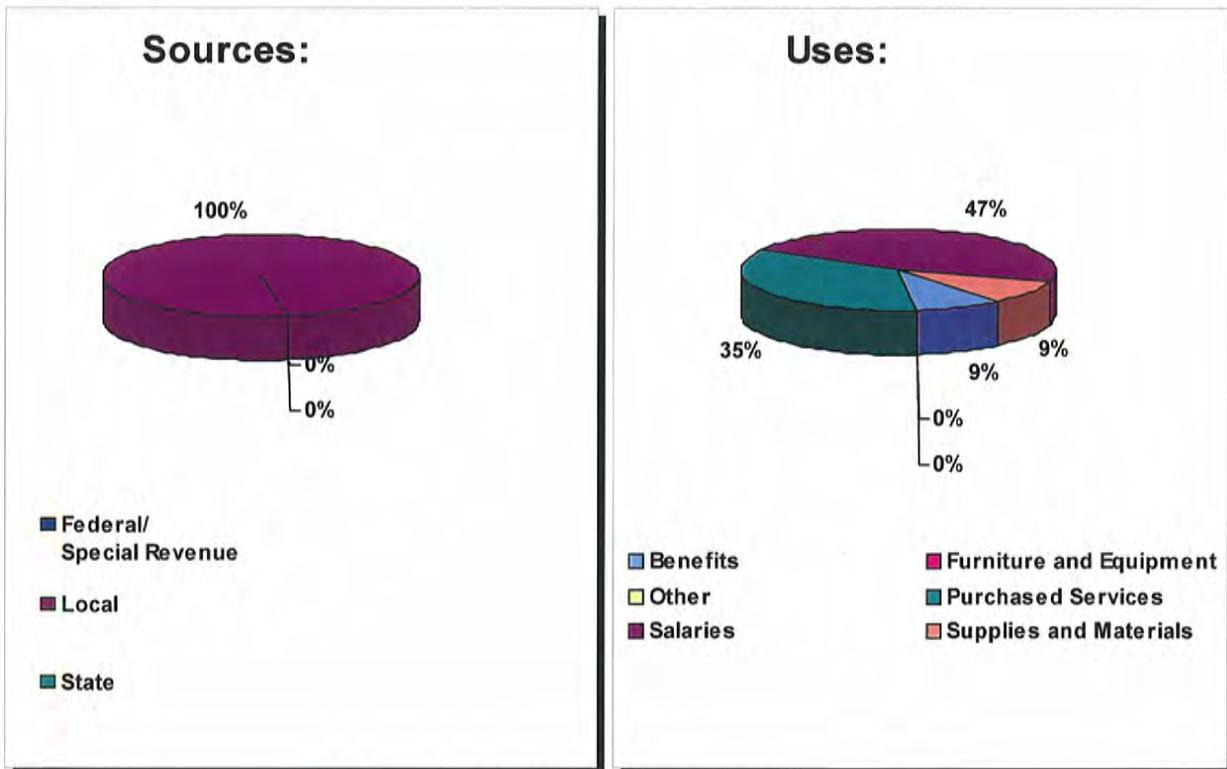
Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 41,352
Central Office Reduction - eliminate assistant director	\$ (87,137)
Redirected funds from salaries and benefits to purchased services and supplies and materials	(111,796)
New Schools Athletics - stipends for high school and middle school athletic directors	215,382
<b>Purchased Services</b>	
Redirected funds from salaries and benefits to purchased services	35,400
Central Office Reduction - insurance	\$ (8,800)
New Schools Athletics - contracted services, insurance, and travel	111,596
Graduation Expenses - contracted services for graduations	82,550
<b>Supplies and Materials</b>	
New Schools Athletics - supplies and equipment	23,746
Redirected funds from salaries and benefits to supplies and materials	76,396

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

# ATHLETICS

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 2,388,220	\$ 2,394,801	\$ 2,186,633	\$ 2,028,380
Benefits	468,194	403,812	345,426	322,801
Purchased Services	1,827,318	1,606,572	1,581,240	1,656,394
Supplies and Materials	490,172	390,030	122,059	44,482
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 5,173,904</u>	<u>\$ 4,795,215</u>	<u>\$ 4,235,358</u>	<u>\$ 4,052,057</u>

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



## ALTERNATIVE EDUCATION AND SAFE SCHOOLS

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

**BUDGET ACCOUNTABILITY:**

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

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

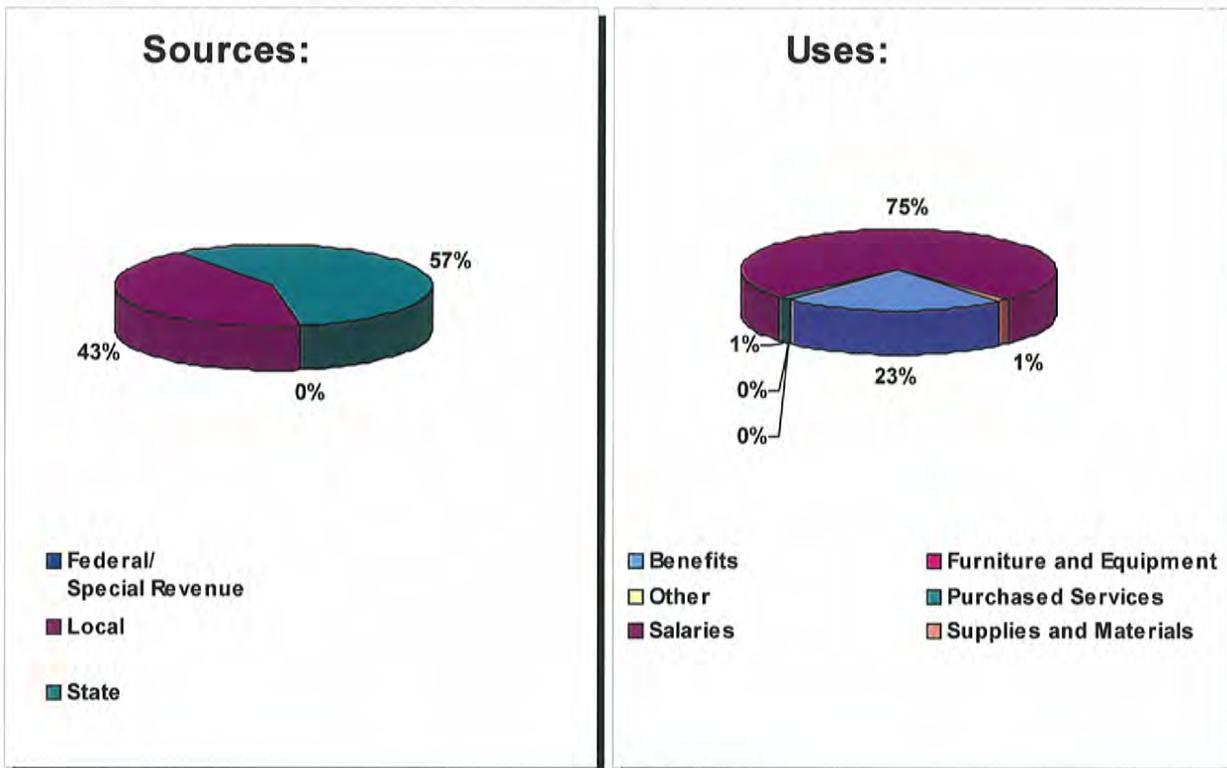
Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 79,636
Learning Communities/Achievement Zone - eliminated four positions	(168,253)
<b>Purchased Services</b>	
Central Office Reduction - mileage, postage, and contracted services	(10,685)
<b>Supplies and Materials</b>	
Central Office Reduction - supplies and software	(5,000)

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

# ALTERNATIVE EDUCATION AND SAFE SCHOOLS

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 2,857,586	\$ 2,973,730	\$ 3,679,275	\$ 3,529,141
Benefits	892,588	850,105	943,750	899,013
Purchased Services	55,146	65,831	109,445	415,849
Supplies and Materials	49,392	54,392	54,658	232,159
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 3,854,712</u>	<u>\$ 3,944,058</u>	<u>\$ 4,787,128</u>	<u>\$ 5,076,162</u>

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



## PLANNING AND PROJECT MANAGEMENT

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

### BUDGET ACCOUNTABILITY:

Michael Raible

Executive Director of Planning and Project Management

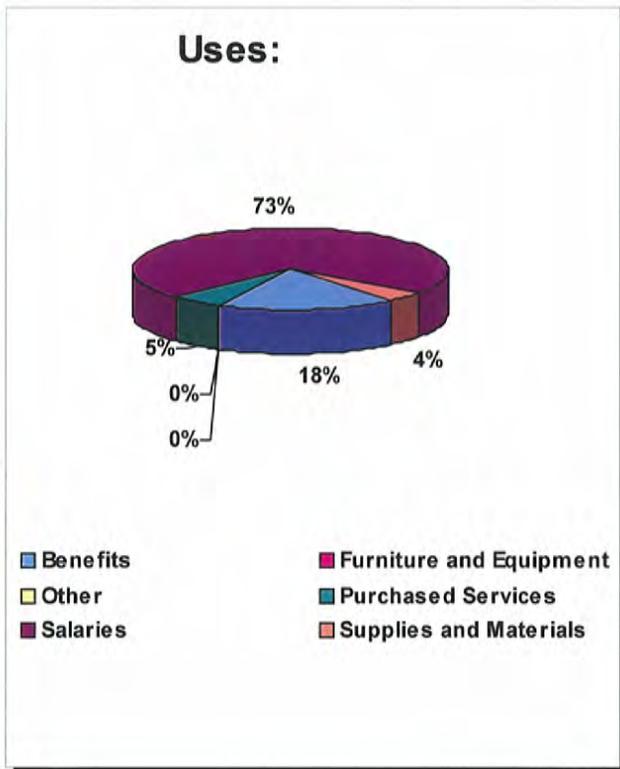
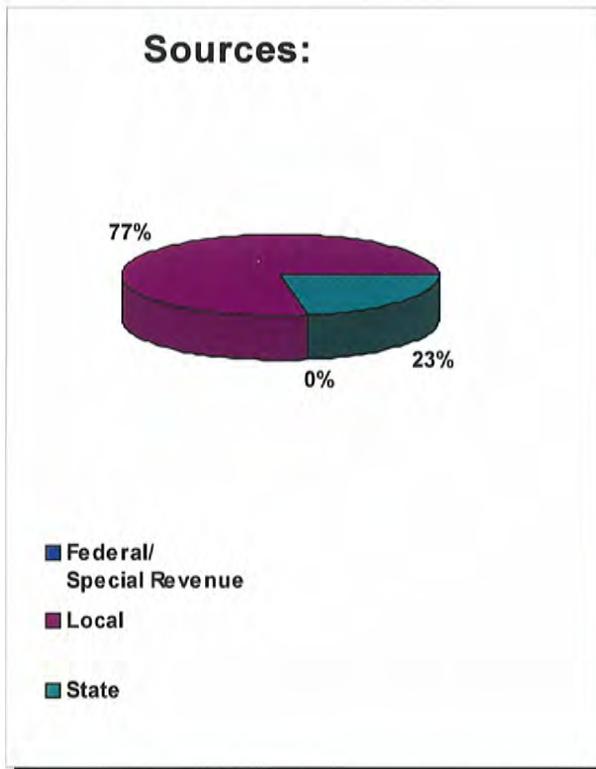
### SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 7,974
Redirected executive coordinator position from Accountability	76,855
<b>Purchased Services</b>	
Central Office Reduction - technology enhancement, vendor services, and mileage	(21,274)
<b>Supplies and Materials</b>	
Central Office Reduction- supplies and materials	(3,000)

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 338,919	\$ 276,790	-	-
Benefits	86,735	64,035	-	-
Purchased Services	25,498	46,772	-	-
Supplies and Materials	17,900	20,900	-	-
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 469,052</b>	<b>\$ 408,497</b>	<b>-</b>	<b>-</b>



**PLANNING AND DEVELOPMENT SERVICES**

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

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

**BUDGET ACCOUNTABILITY:**

Scott McCully

Executive Director of Planning, Student Placement and Records

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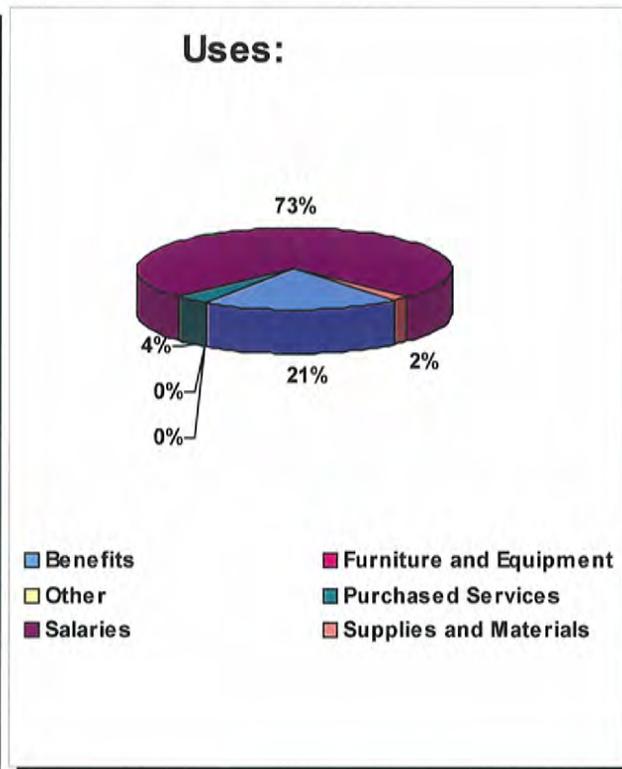
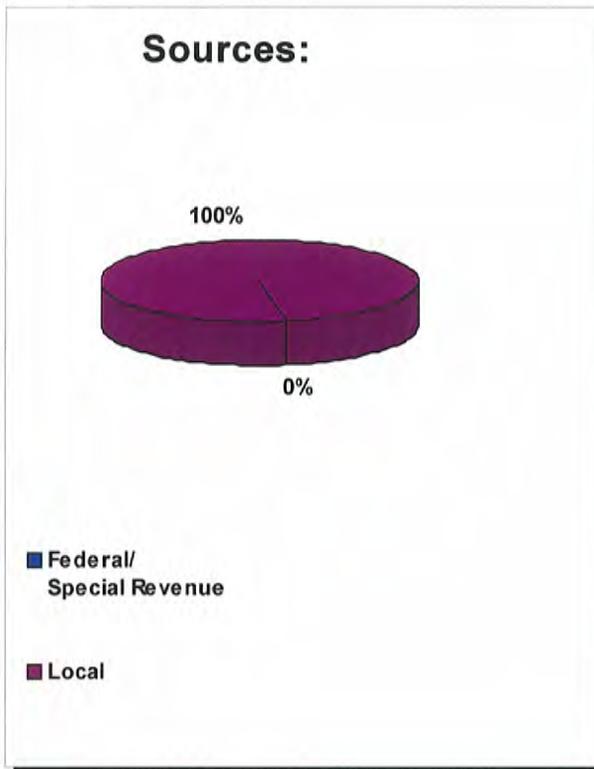
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 26,339

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

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

<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 1,039,939	\$ 1,038,712	\$ 1,044,583	\$ 991,758
Benefits	290,112	263,572	247,185	233,332
Purchased Services	49,630	49,630	51,761	56,100
Supplies and Materials	23,520	23,520	26,508	35,364
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 1,403,201</b>	<b>\$ 1,375,434</b>	<b>\$ 1,370,037</b>	<b>\$ 1,316,554</b>



**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, and Transportation.

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**BUDGET ACCOUNTABILITY:**

Guy Chamberlain III  
 Associate Superintendent for Auxiliary Services

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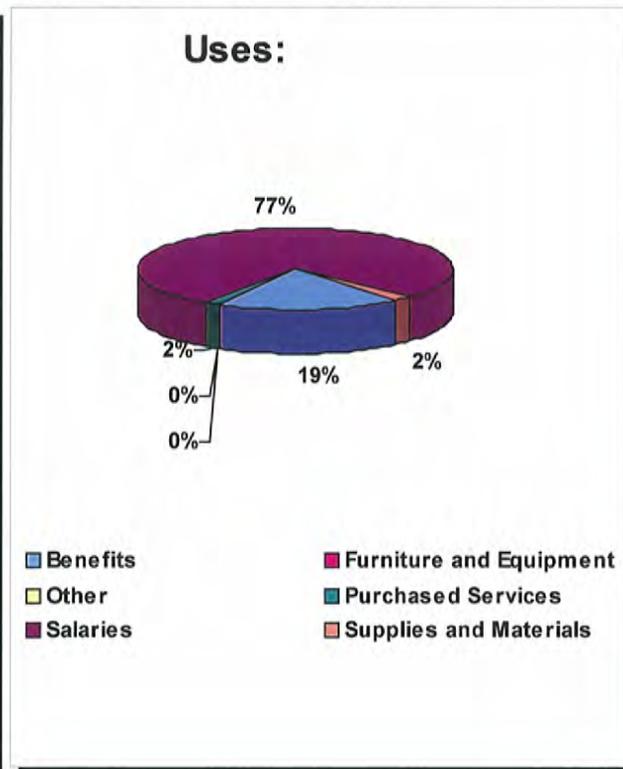
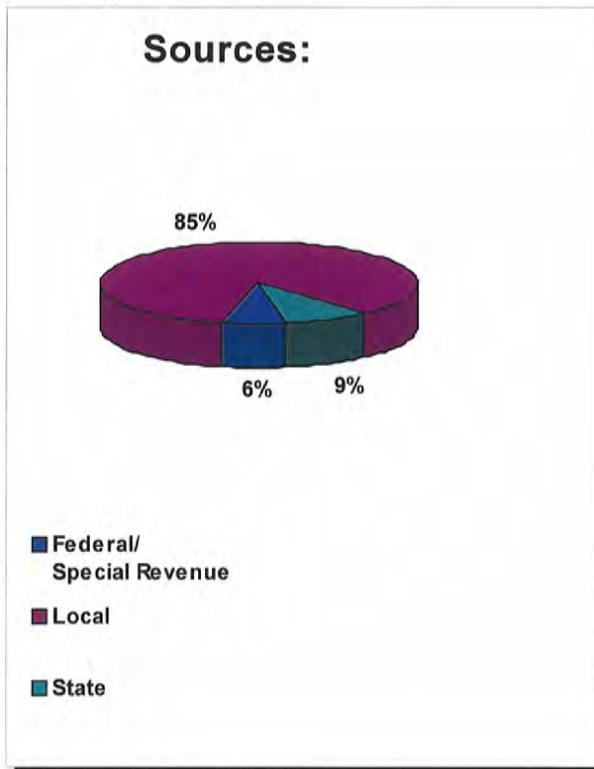
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 12,563
<b>Purchased Services</b>	
Central Office Reduction - training	(10,000)
Redirected funds from purchased services to supplies and materials	(5,000)
<b>Supplies and Materials</b>	
Redirected funds to supplies and materials from purchased services and furniture and equipment	18,357
Central Office Reduction - funds for supplies and equipment	(24,342)
<b>Furniture and Equipment</b>	
Redirected funds from furniture and equipment to supplies and materials	(13,357)

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

# ASSOCIATE SUPERINTENDENT FOR AUXILIARY SERVICES

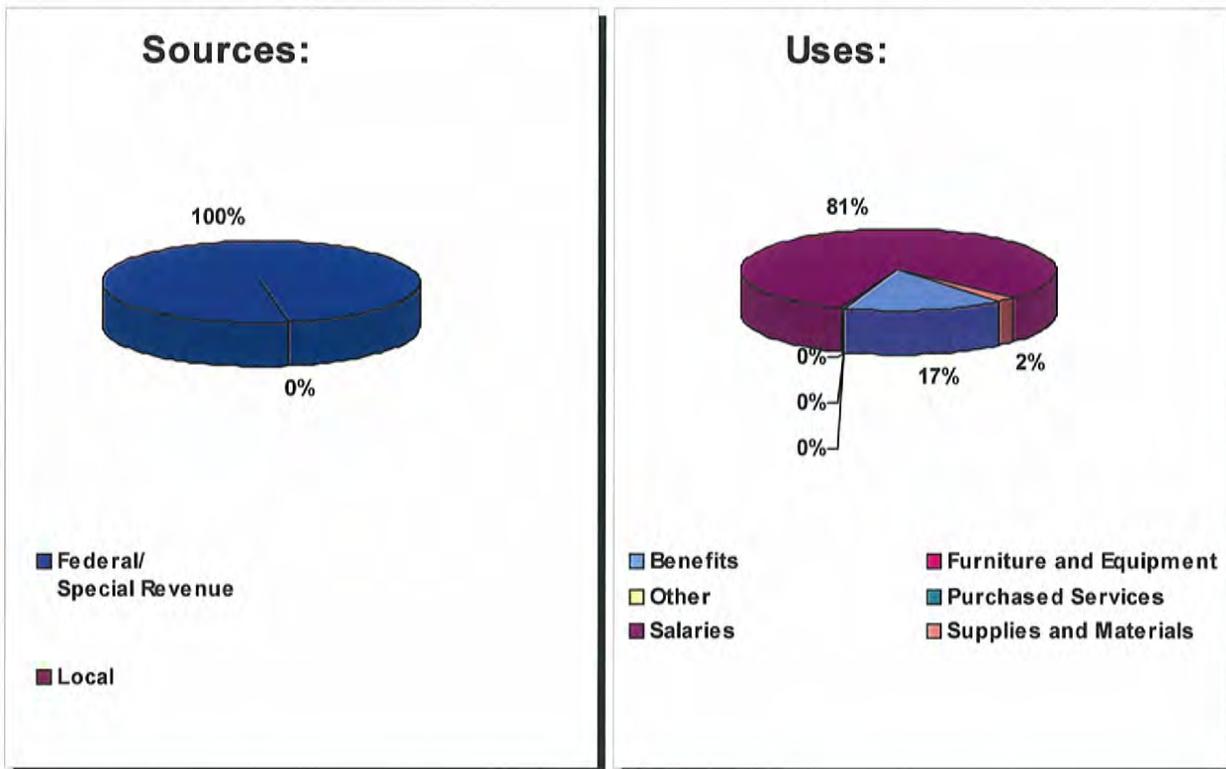
Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 550,051	\$ 550,051	\$ 282,010	\$ 192,038
Benefits	136,053	123,490	54,521	35,174
Purchased Services	12,449	27,449	7,564	6,387
Supplies and Materials	13,593	19,578	3,697	28,864
Furniture and Equipment	-	13,357	-	-
Other	-	-	-	-
	<u>\$ 712,146</u>	<u>\$ 733,925</u>	<u>\$ 347,792</u>	<u>\$ 262,463</u>



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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 445,772	\$ 446,272	\$ 587,572	\$ 553,065
Benefits	91,410	82,504	103,607	89,553
Purchased Services	1,185	2,710	17,159	5,815
Supplies and Materials	10,795	9,270	27,791	953
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 549,162</u>	<u>\$ 540,756</u>	<u>\$ 736,129</u>	<u>\$ 649,386</u>

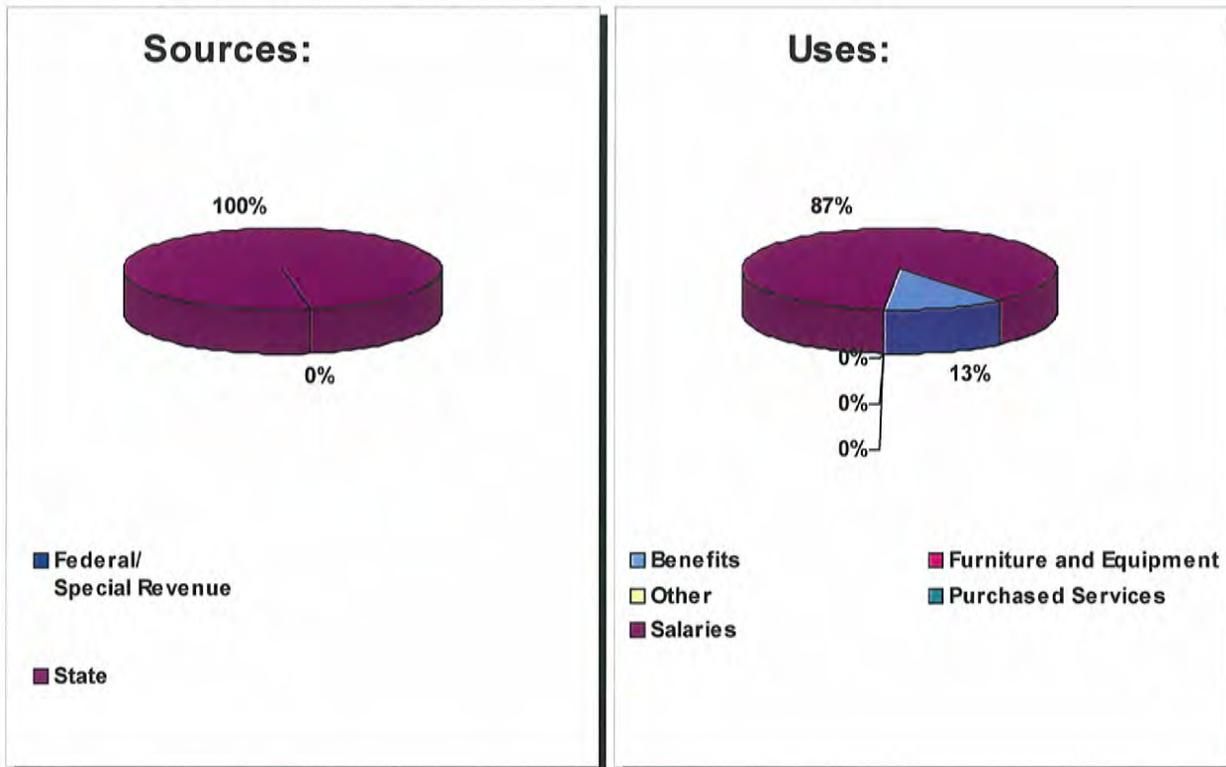
Note: Significant Benefit increases of \$8,656.



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

<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 450,226	\$ 450,226	\$ 451,519	\$ 432,128
Benefits	66,589	66,589	99,114	105,936
Purchased Services	-	-	206,925	-
Furniture and Equipment	-	122,137	122,138	-
Other	-	-	-	-
	<u>\$ 516,815</u>	<u>\$ 638,952</u>	<u>\$ 879,696</u>	<u>\$ 538,064</u>

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



**BUILDING SERVICES**

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**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.

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**BUDGET ACCOUNTABILITY:**

Guy Chamberlain III  
Associate Superintendent for Auxiliary Services

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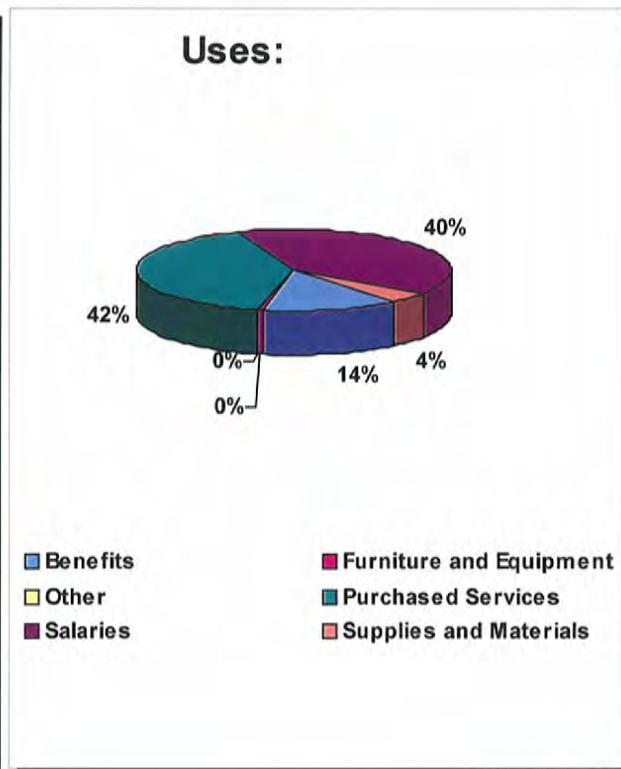
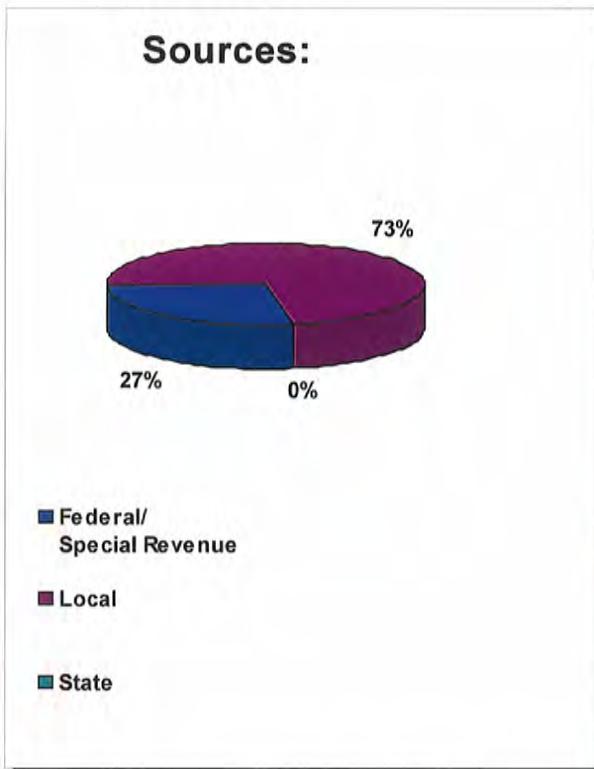
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 965,622
Learning Communities/Achievement Zone - eliminated four position	(174,482)
New Schools Maintenance - 12 custodial positions and 11 maintenance positions	991,519
<b>Purchased Services</b>	
Leases - reduction to Walton Plaza lease	(176,986)
Utilities - decrease in utilities expenses	(1,710,567)
New Schools Maintenance - utilities and contracted services	488,340
Increase in Utilities - rate increase in utilities	914,684
Reduction of prior year fund balance for the movement of mobile units	(3,116,000)
<b>Supplies and Materials</b>	
Enrollment growth - custodial equipment	13,003
New Schools Maintenance - custodial contracted services	50,000
Reduction of prior year fund balance for the movement of mobile units	(820,000)

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

# BUILDING SERVICES

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 32,241,314	\$ 31,640,463	\$ 34,095,784	\$ 33,721,080
Benefits	11,380,596	10,142,149	9,681,089	9,809,781
Purchased Services	32,440,960	37,040,775	37,057,909	39,921,679
Supplies and Materials	3,590,275	3,527,272	4,656,640	6,241,999
Furniture and Equipment	309,660	1,129,660	184,788	2,868,303
Other	-	-	-	-
	<u>\$ 79,962,805</u>	<u>\$ 83,480,319</u>	<u>\$ 85,676,210</u>	<u>\$ 92,562,842</u>



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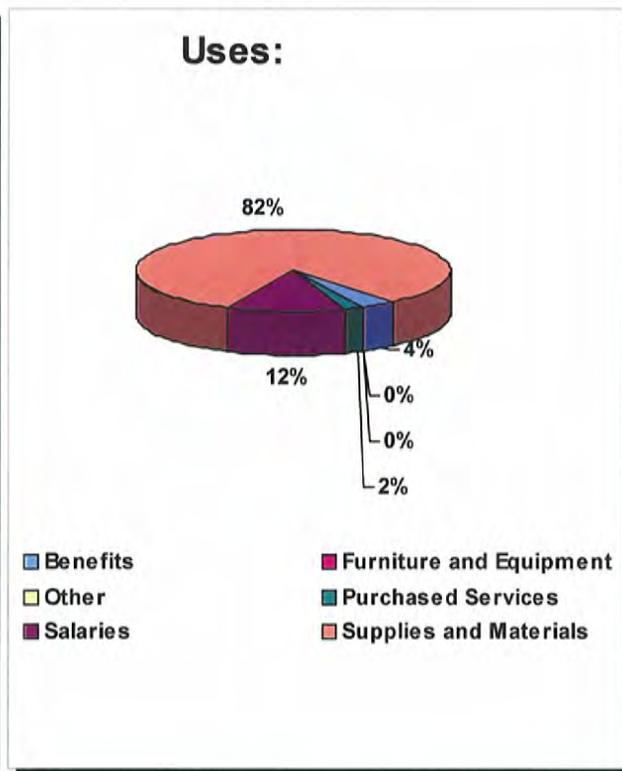
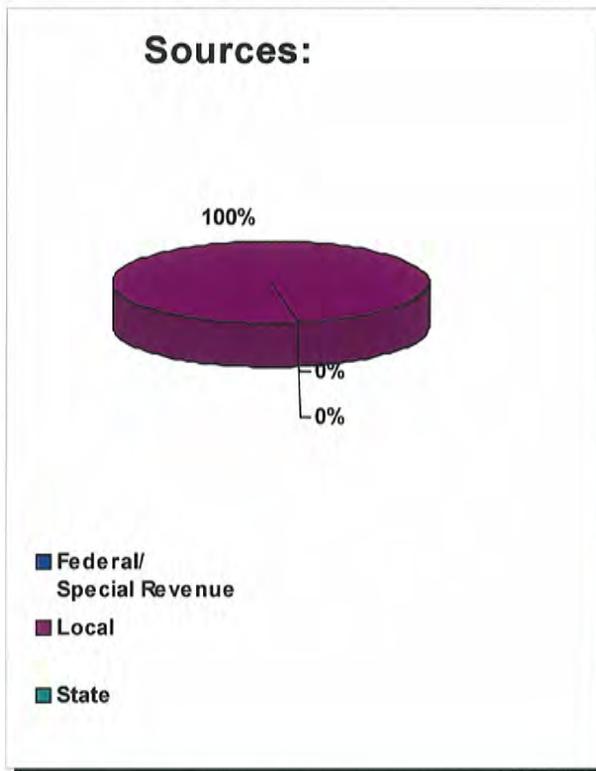
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 13,363
<b>Purchased Services</b>	
Redirected funds for warehouse overtime from Accountability	64,104
<b>Supplies and Materials</b>	
Textbook Reduction - state textbook allotment eliminated	(5,435,273)

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

# INVENTORY MANAGEMENT/TEXTBOOKS

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 512,081	\$ 511,155	\$ 446,542	\$ 312,990
Benefits	147,965	134,450	110,359	72,547
Purchased Services	80,531	16,427	12,399	4,547
Supplies and Materials	3,385,526	8,825,118	10,696,998	16,425,041
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 4,126,103</u>	<u>\$ 9,487,150</u>	<u>\$ 11,266,298</u>	<u>\$ 16,815,125</u>



## STORAGE AND DISTRIBUTION

---

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

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**BUDGET ACCOUNTABILITY:**

Kenneth Wilson  
Director of Storage and Distribution

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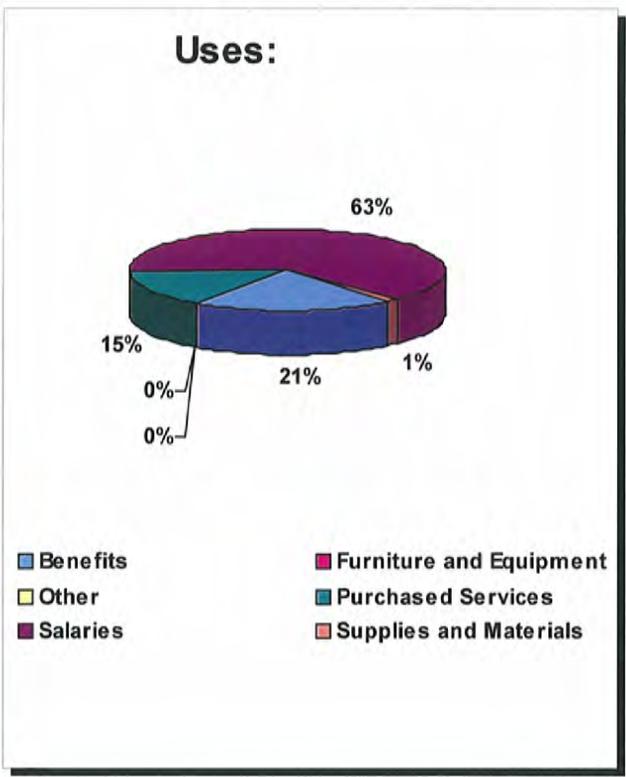
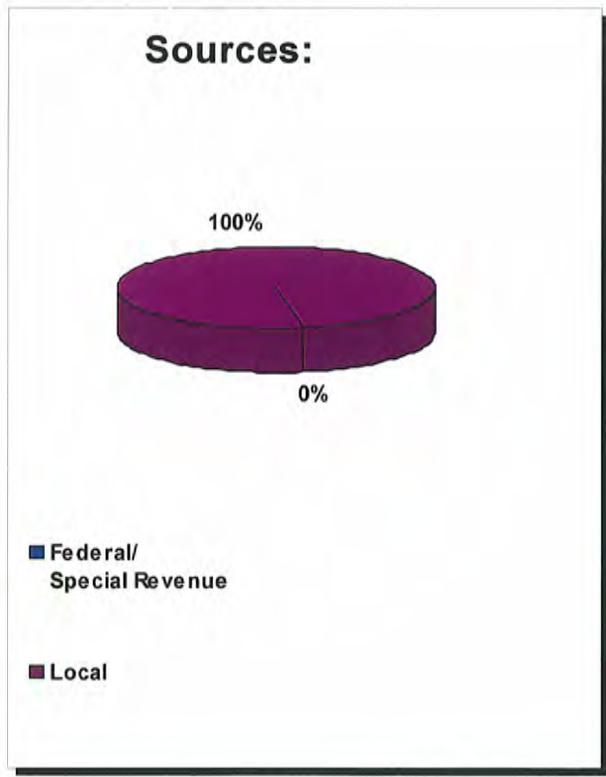
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 45,877
Central Office Reduction - Eliminate 2 drivers	(77,078)
Redirected storekeeper and warehouse worker for Accountability	76,959
<b>Purchased Services</b>	
Central Office Reduction - postage	(92,211)

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

# STORAGE AND DISTRIBUTION

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 1,557,085	\$ 1,556,259	\$ 1,551,997	\$ 1,636,176
Benefits	515,535	469,659	455,142	473,661
Purchased Services	366,702	490,163	310,111	584,400
Supplies and Materials	35,653	38,507	212,569	71,992
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 2,474,975</b>	<b>\$ 2,554,588</b>	<b>\$ 2,529,819</b>	<b>\$ 2,766,229</b>



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

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

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**BUDGET ACCOUNTABILITY:**

Alvin B. Griffin  
Director of Graphic Production

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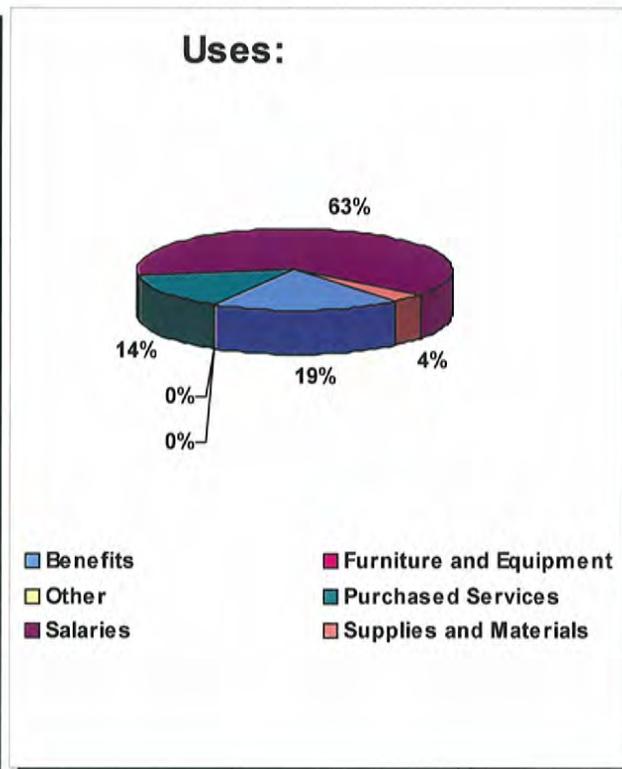
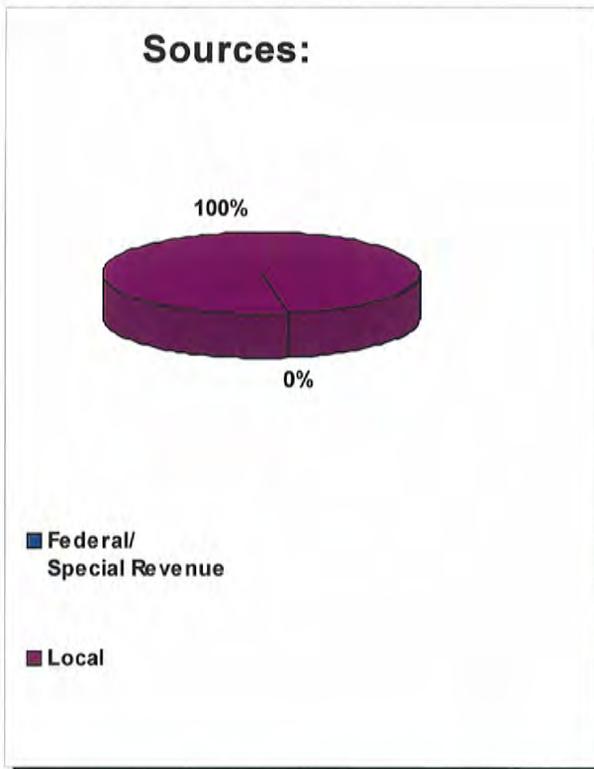
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 15,257

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 547,238	\$ 546,926	\$ 547,864	\$ 529,247
Benefits	170,268	154,960	143,736	138,147
Purchased Services	126,325	126,325	674,047	324,142
Supplies and Materials	32,400	32,400	17,529	98,729
Furniture and Equipment	-	-	36,342	59,870
Other	-	-	-	-
	<u>\$ 876,231</u>	<u>\$ 860,611</u>	<u>\$ 1,419,518</u>	<u>\$ 1,150,135</u>



**SAFETY**

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

**BUDGET ACCOUNTABILITY:**

Kevin Earp  
 Director of Safety

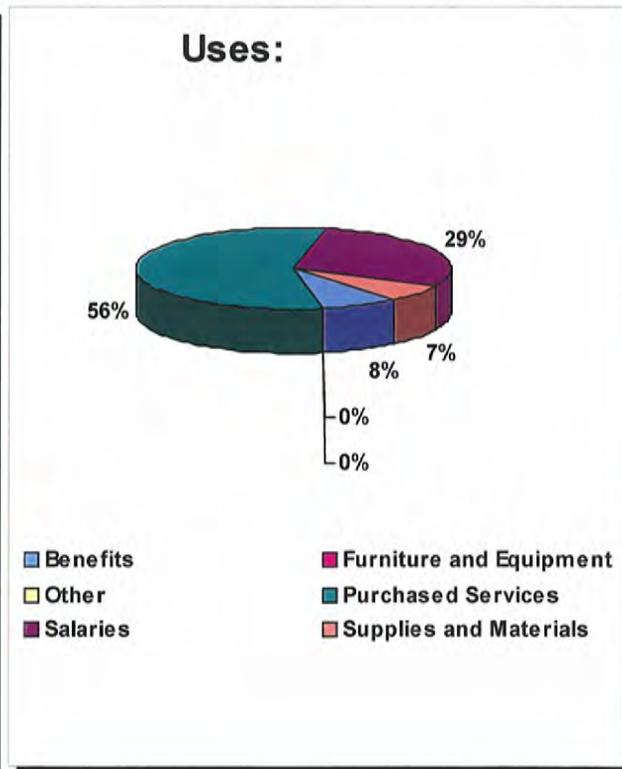
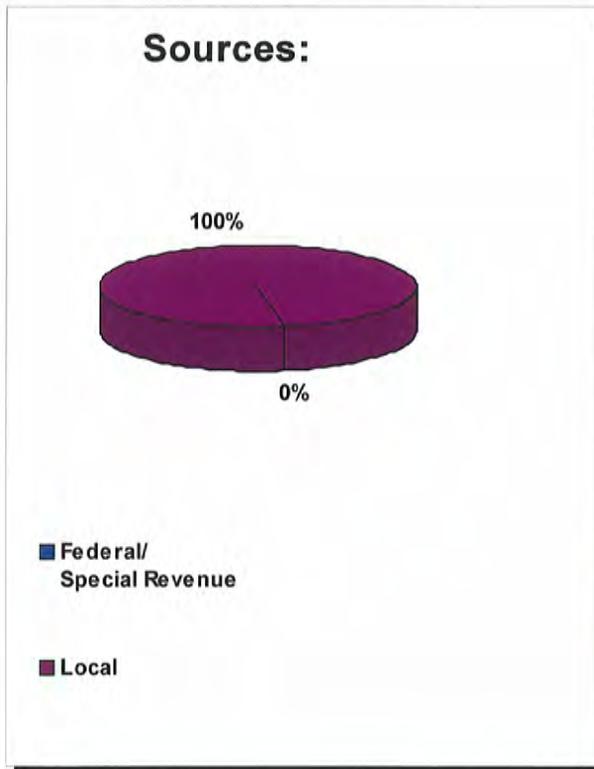
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 2,769
New Schools Maintenance - Added safety officer	51,690
<b>Purchased Services</b>	
Central Office Reduction - contracted services and travel	(7,531)
Redirected funds to purchased services from supplies and materials	1,350
New Schools - contracted services for traffic safety	60,480
<b>Supplies and Materials</b>	
Redirected funds from supplies and materials to purchased services	(1,350)

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

**SAFETY**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 151,233	\$ 111,668	\$ 110,828	\$ 96,569
Benefits	42,530	27,636	26,228	22,299
Purchased Services	292,528	238,229	238,025	188,750
Supplies and Materials	34,131	35,481	38,908	33,823
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 520,422</u>	<u>\$ 413,014</u>	<u>\$ 413,989</u>	<u>\$ 341,441</u>



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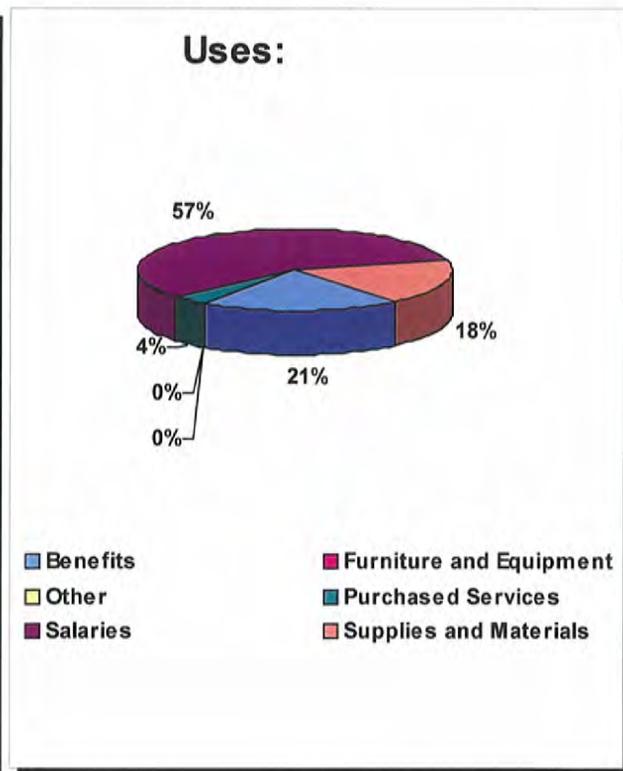
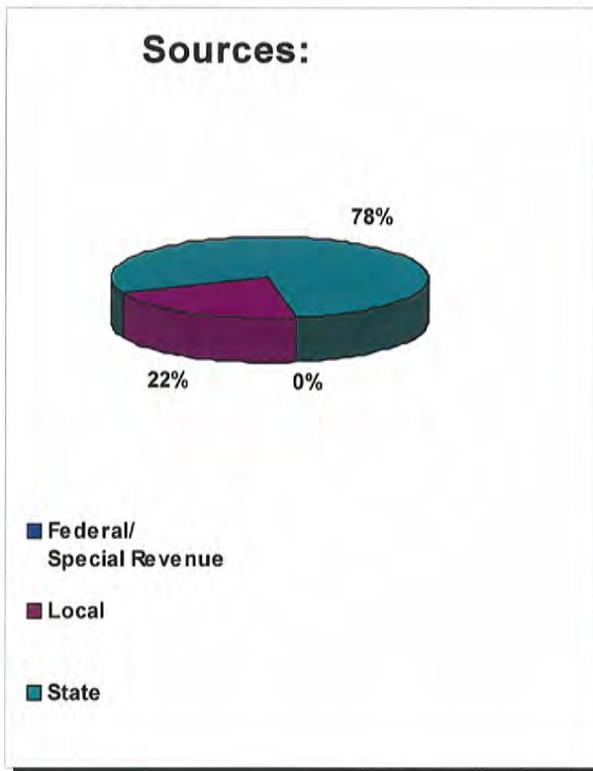
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 1,111,257
<b>Purchased Services</b>	
Transportation - reduction of contracted pupil transportation	(612,129)
Leases - reduction of airport center lease	(121,500)
<b>Supplies and Materials</b>	
Transportation - reduction for fuel	(129,902)
State allotment adjustment	453,302
<b>Furniture and Equipment</b>	
Reduction of prior year fund balance appropriation for buses	(1,540,000)

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

# TRANSPORTATION

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 34,688,791	\$ 34,460,670	\$ 35,580,498	\$ 34,473,454
Benefits	12,620,608	11,472,076	11,132,880	10,914,669
Purchased Services	2,356,656	3,090,285	3,567,196	3,734,996
Supplies and Materials	11,208,370	10,904,930	10,556,989	15,993,603
Furniture and Equipment	86,800	1,626,800	767,781	1,777,972
Other	-	-	-	-
	<u>\$ 60,961,225</u>	<u>\$ 61,554,761</u>	<u>\$ 61,605,344</u>	<u>\$ 66,894,694</u>



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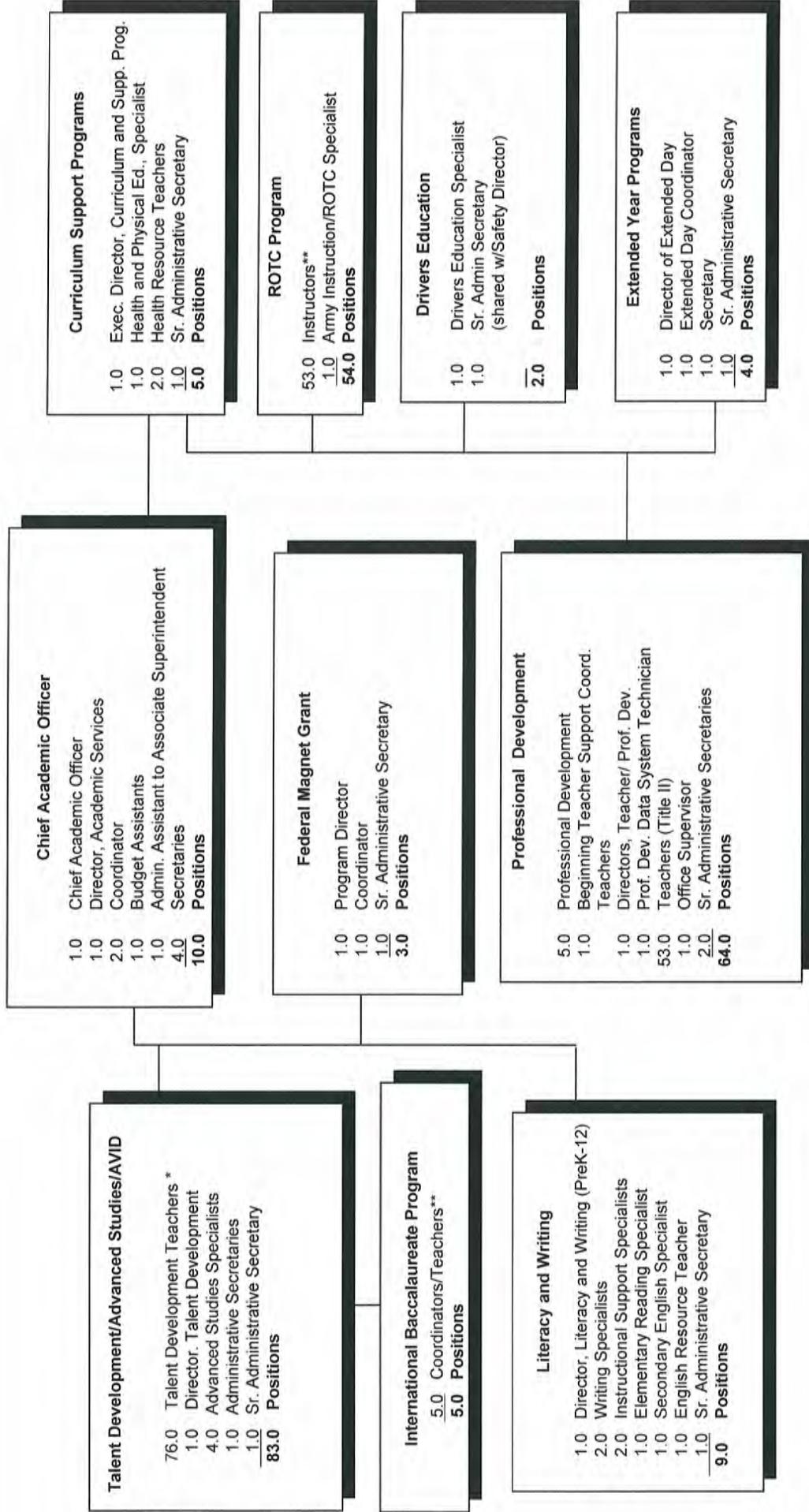
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# ACADEMIC SERVICES DIVISION

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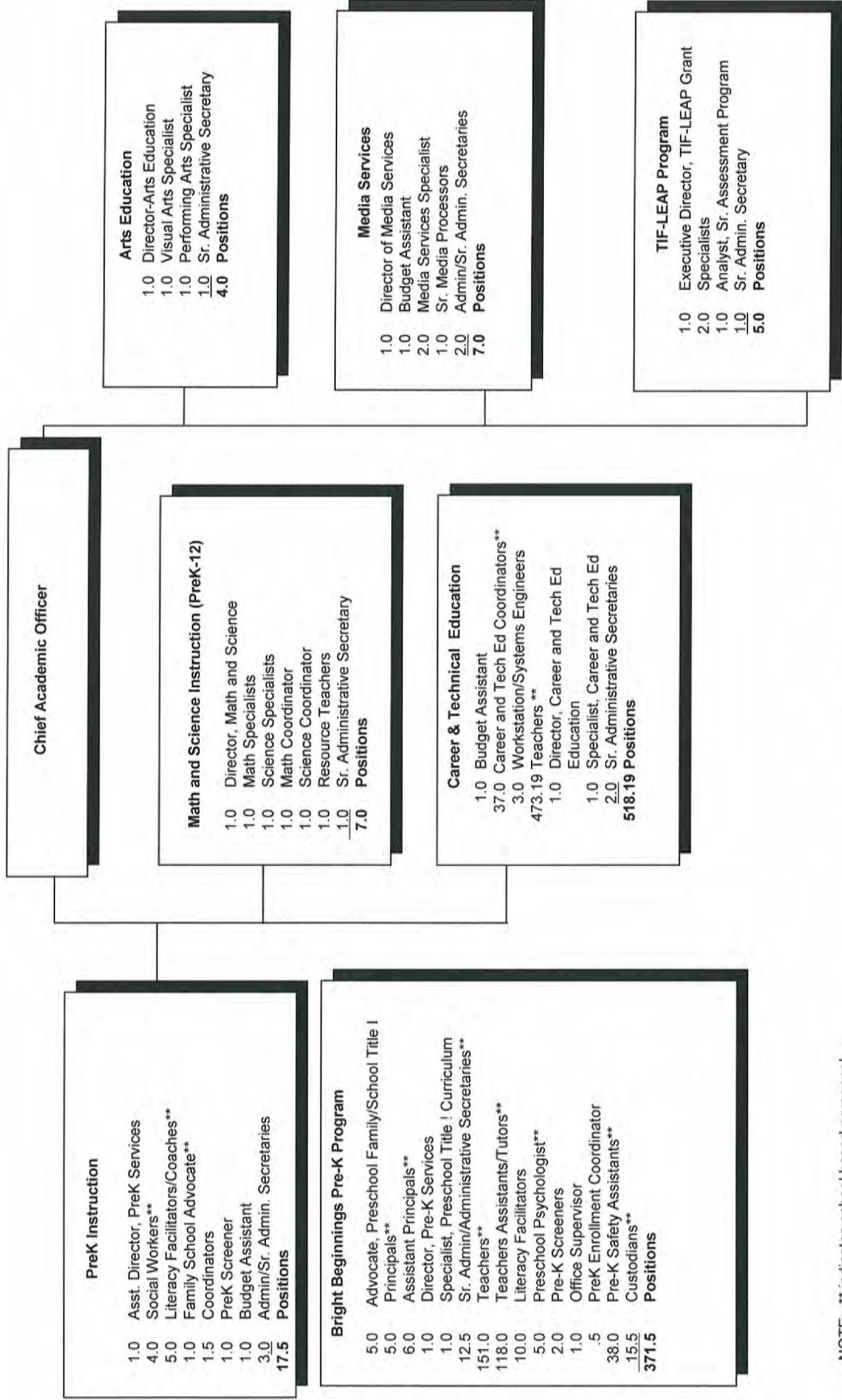
# Academic Services Division Page 1



NOTE: \*\* indicates school based personnel

This Organizational Chart represents the FY 2010-11 Proposed Budget

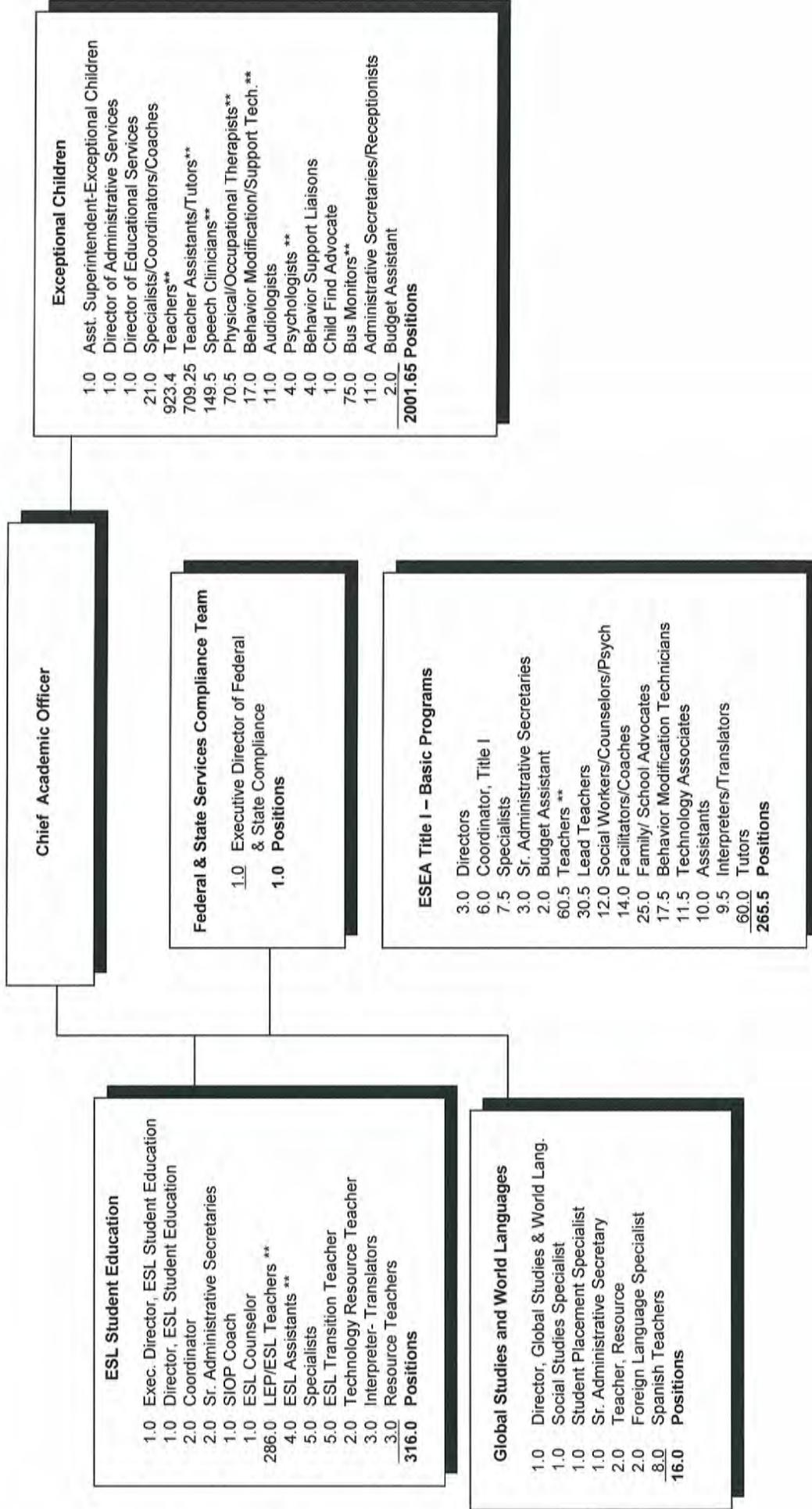
# Academic Services Division Page 2



NOTE: \*\* indicates school based personnel

This Organizational Chart represents the FY 2010-11 Proposed Budget

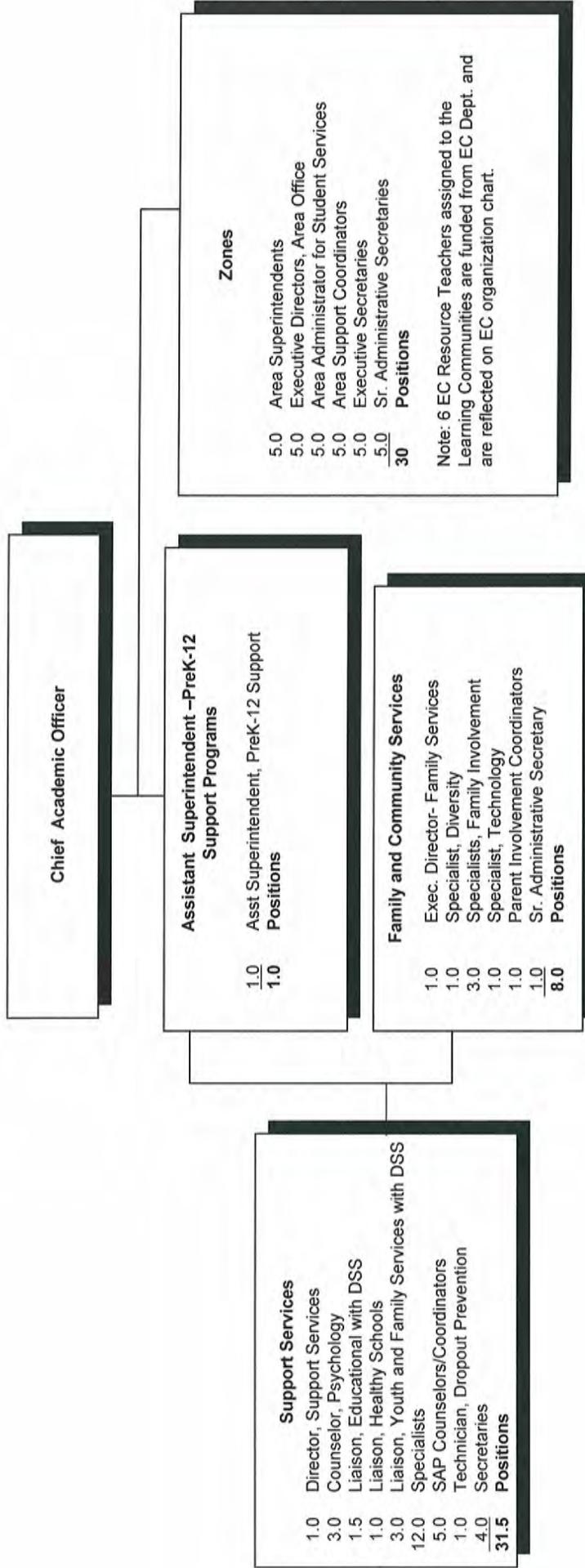
# Academic Services Division Page 3



NOTE: \*\* indicates school based personnel

This Organizational Chart represents the FY 2010-11 Proposed Budget

# Academic Services Division Page 4



NOTE: \*\* indicates school based personnel

This Organizational Chart represents the FY 2010-11 Proposed Budget

## **ACADEMIC SERVICES DIVISION**

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

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

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

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

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

#### **MAGNET SCHOOLS PROGRAM**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

## **ACADEMIC SERVICES DIVISION**

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

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#### **Accomplishments 2010-2011**

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

#### **CURRICULUM SUPPORT PROGRAMS**

##### **Goals 2010-2011**

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

## **ACADEMIC SERVICES DIVISION**

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

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#### **Objectives 2010-2011**

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

#### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

### **JROTC**

#### **Goals 2010-2011**

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

#### **Objectives 2010-2011**

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

## **ACADEMIC SERVICES DIVISION**

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

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

#### **Accomplishments 2010-2011**

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

### **DRIVERS EDUCATION**

#### **Goals 2010-2011**

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

#### **Objectives 2010-2011**

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

#### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

#### **EXTENDED YEAR PROGRAMS**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

#### **ARTS EDUCATION**

##### **Goals 2010-2011**

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

## **ACADEMIC SERVICES DIVISION**

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

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#### **Objectives 2010-2011**

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

#### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

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

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

### **MATH AND SCIENCE**

#### **Goals 2010-2011**

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

#### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

#### **CAREER AND TECHNICAL EDUCATION**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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#### **ESL STUDENT EDUCATION**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

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

##### **Goals 2010-11**

###### Social Studies

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

###### World Languages

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

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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

#### Study Abroad

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

#### **Objectives 2010-11**

##### Social Studies

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

##### World Languages

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

##### Study Abroad

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

#### **Accomplishments 2009-2010**

##### Social Studies

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

## **ACADEMIC SERVICES DIVISION**

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

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

#### World Languages

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

#### Study Abroad

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

### **FEDERAL AND STATE COMPLIANCE**

#### **Goals 2010-2011**

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

## **ACADEMIC SERVICES DIVISION**

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

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#### **Objectives 2010-2011**

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

#### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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#### **ESEA TITLE I**

##### **Goals 2010-2011**

Through supplemental support,

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

#### **MEDIA SERVICES**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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#### TIF-LEAP PROGRAM

##### Goals 2010-2011

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

##### Objectives 2010-2011

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

##### Accomplishments 2009-2010

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

## **ACADEMIC SERVICES DIVISION**

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

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

#### **EXCEPTIONAL CHILDREN SERVICES**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

#### **SUPPORT SERVICES**

##### **Goals 2010-2011**

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

##### **Objectives 2010-11**

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

## **ACADEMIC SERVICES DIVISION**

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

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

#### **Accomplishments 2009- 2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

## **ACADEMIC SERVICES DIVISION**

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

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#### **ZONES**

##### **Goals 2010-2011**

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

##### **Objectives 2010-2011**

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

##### **Accomplishments 2009-2010**

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

**ACADEMIC SERVICES DIVISION**

**Goals, Objectives and Accomplishments**

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

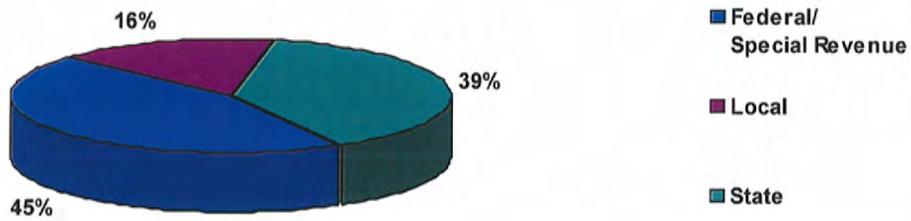
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ACADEMIC SERVICES DIVISION**

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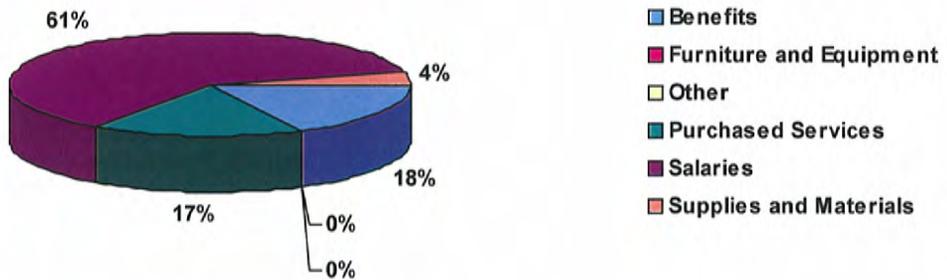
<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 187,248,653	\$ 185,189,238	\$ 165,394,558	\$ 157,720,552
Benefits	53,737,326	48,852,801	39,933,203	37,961,487
Purchased Services	52,795,522	49,309,781	43,643,243	40,436,999
Supplies and Materials	12,866,896	13,444,455	18,372,579	14,060,592
Furniture and Equipment	225,844	178,881	373,189	549,624
Other	-	-	-	-
	<u>\$ 306,874,241</u>	<u>\$ 296,975,156</u>	<u>\$ 267,716,772</u>	<u>\$ 250,729,254</u>

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

### Sources



### Uses



## CHIEF ACADEMIC OFFICER

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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:

Ann Clark  
Chief Academic Officer

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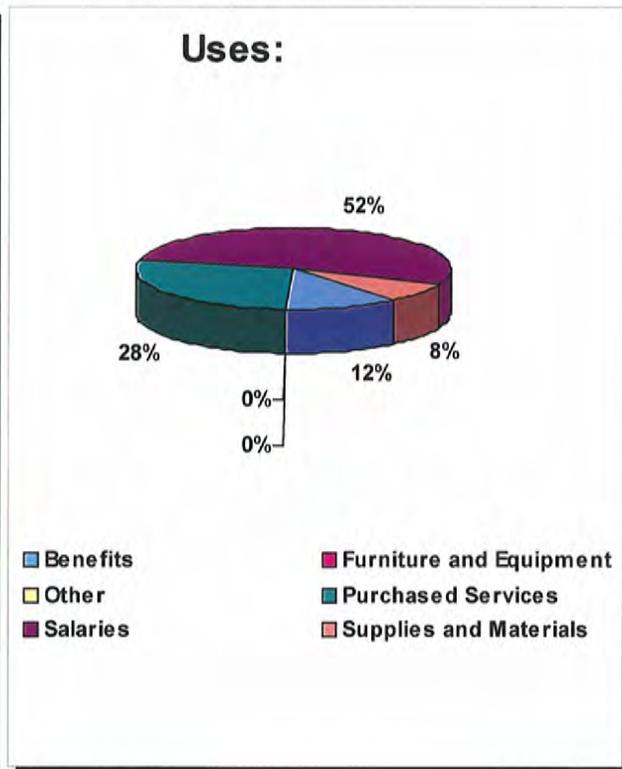
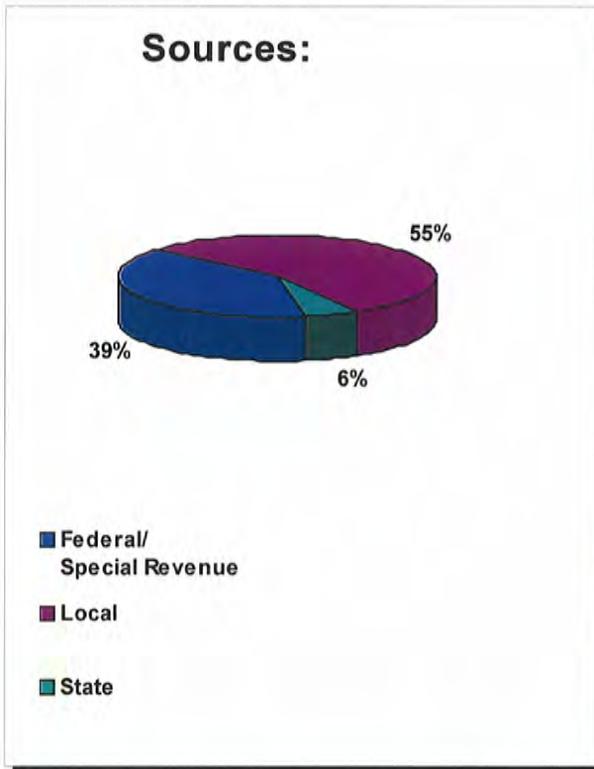
### SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 11,398
Federal Adjustment - Measuring Teacher Effectiveness grant	787,160
<b>Purchased Services</b>	
Central Office Reduction - telephone, mileage and professional development	(7,150)
Federal Adjustment - Measuring Teacher Effectiveness grant	62,282
<b>Supplies and Materials</b>	
Central Office Reduction - supplies and equipment	(9,651)
Federal Adjustment - Measuring Teacher Effectiveness grant	13,468

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 1,147,639	\$ 493,900	\$ 755,503	\$ 860,119
Benefits	264,111	119,292	149,014	174,458
Purchased Services	603,802	548,670	528,442	830,089
Supplies and Materials	172,653	168,836	201,983	316,423
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 2,188,205</u>	<u>\$ 1,330,698</u>	<u>\$ 1,634,942</u>	<u>\$ 2,181,089</u>



**TALENT DEVELOPMENT/ADVANCED STUDIES/AVID**

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

**BUDGET ACCOUNTABILITY:**

Stephanie Range  
 Director of Talent Development /Advanced Studies

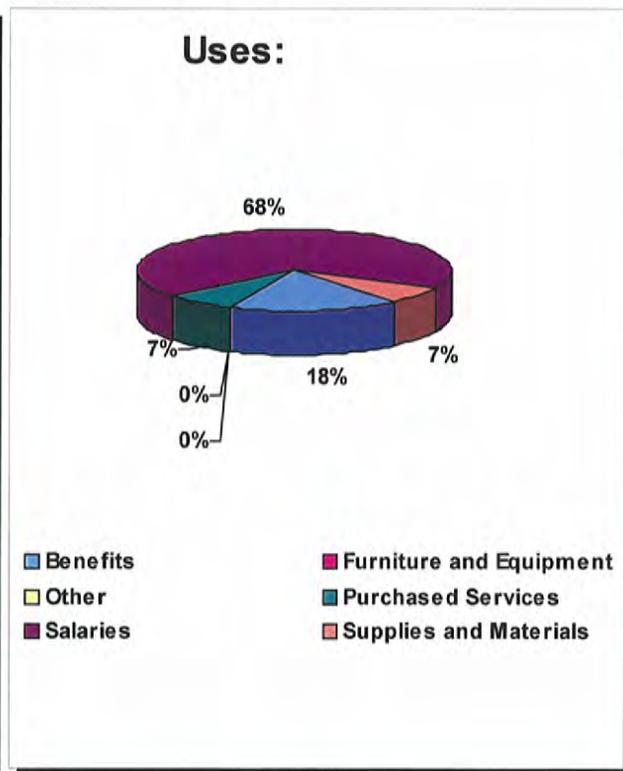
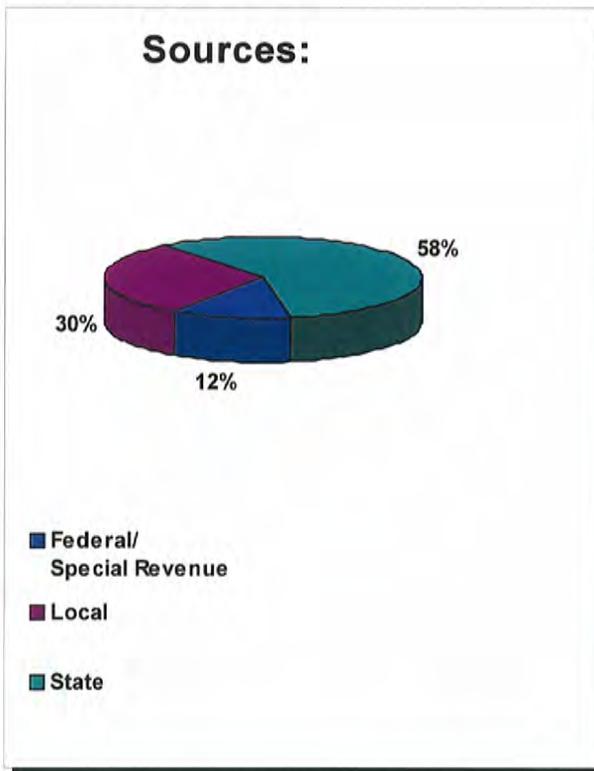
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 124,214
Redirected funds form stipends to contracted services	(22,434)
New Schools - added 2 talent development teacher positions	147,710
<b>Purchased Services</b>	
Redirected funds to contracted services from salaries and benefits and supplies and materials	67,434
<b>Supplies and Materials</b>	
Redirected funds from supplies to contracted services	(45,000)

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

# TALENT DEVELOPMENT/ADVANCED STUDIES/AVID

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 5,331,407	\$ 5,256,954	\$ 5,182,177	\$ 4,751,764
Benefits	1,388,793	1,237,976	1,123,409	1,008,629
Purchased Services	571,941	504,507	696,019	848,811
Supplies and Materials	549,858	606,006	501,571	793,898
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 7,841,999</u>	<u>\$ 7,605,443</u>	<u>\$ 7,503,176</u>	<u>\$ 7,403,102</u>



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

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

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**BUDGET ACCOUNTABILITY:**

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

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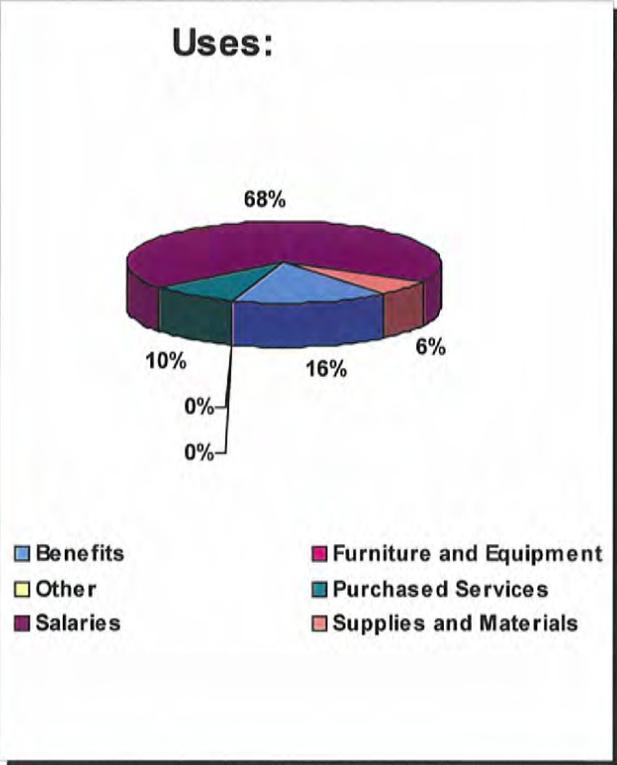
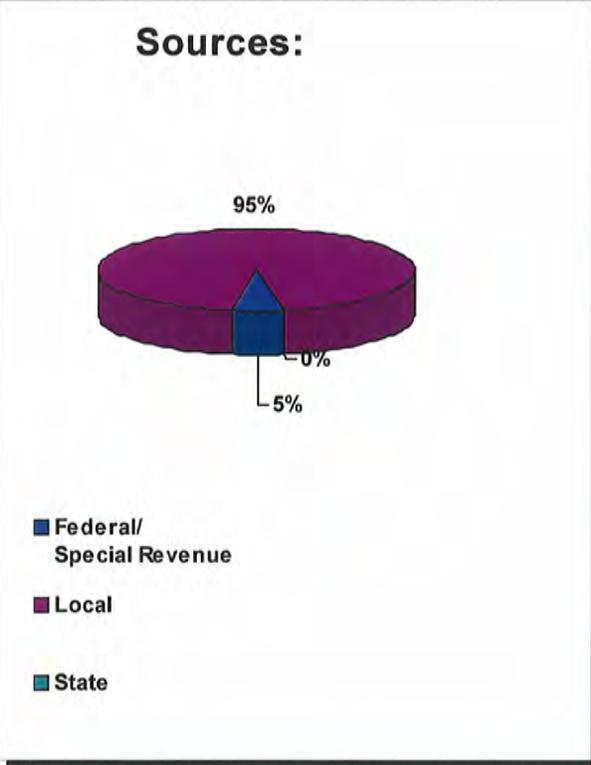
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 16,562
Central Office Reduction - reduced stipends	(19,385)
<b>Purchased Services</b>	
Central Office Reduction - printing and binding services	(25,000)
<b>Supplies and Materials</b>	
Central Office Reduction - supplies and materials	(10,000)

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 749,954	\$ 765,527	\$ 850,624	\$ 1,010,720
Benefits	180,509	167,133	177,066	190,928
Purchased Services	105,288	131,032	97,085	116,845
Supplies and Materials	71,345	81,345	113,360	150,706
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 1,107,096</b>	<b>\$ 1,145,037</b>	<b>\$ 1,238,135</b>	<b>\$ 1,469,199</b>



**MAGNET SCHOOLS PROGRAM**

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

**BUDGET ACCOUNTABILITY:**

Jeffrey Linker  
 Director of Magnet Schools

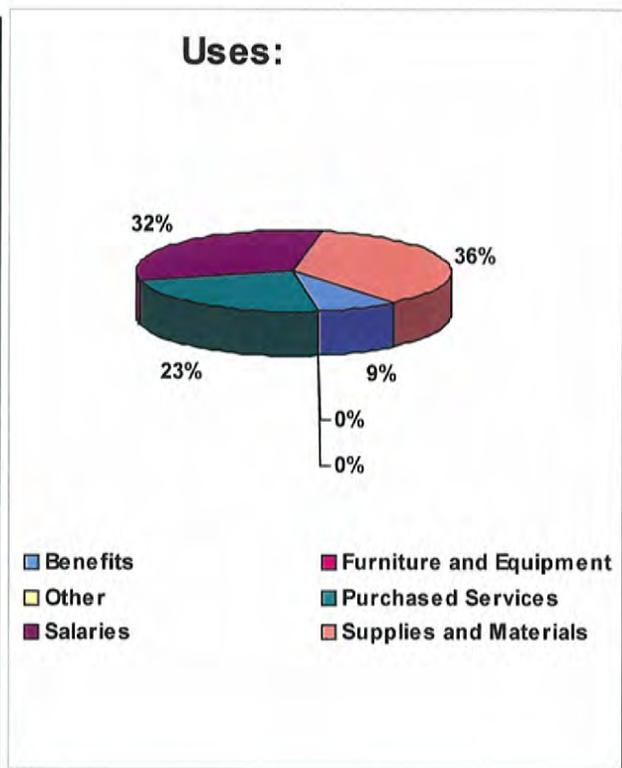
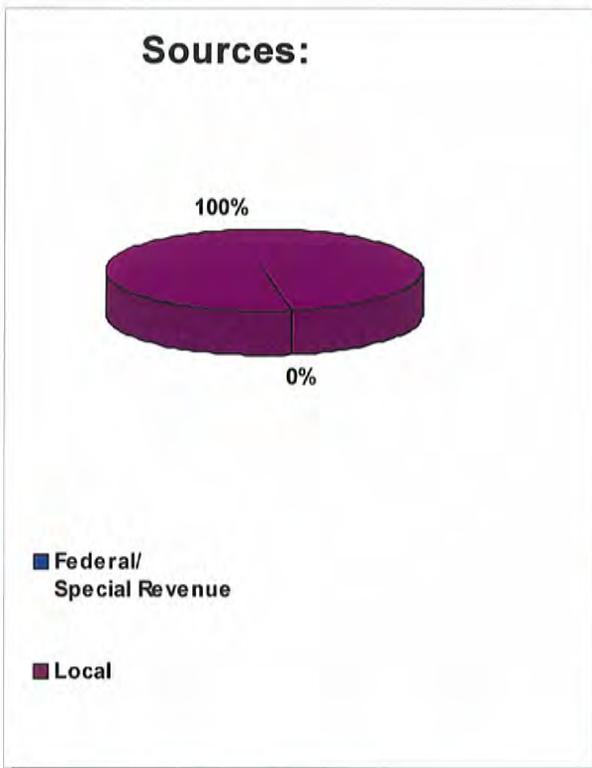
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

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

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**MAGNET SCHOOLS PROGRAM**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 186,266	\$ 187,896	\$ 305,721	\$ 329,051
Benefits	50,017	45,631	64,523	68,052
Purchased Services	136,180	136,389	154,568	291,915
Supplies and Materials	207,500	261,444	165,075	260,909
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 579,963</b>	<b>\$ 631,360</b>	<b>\$ 689,887</b>	<b>\$ 949,927</b>



## PREK-12 CURRICULUM SUPPORT PROGRAMS

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

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### BUDGET ACCOUNTABILITY:

Anna Renfro  
Executive Director, Curriculum Support Programs

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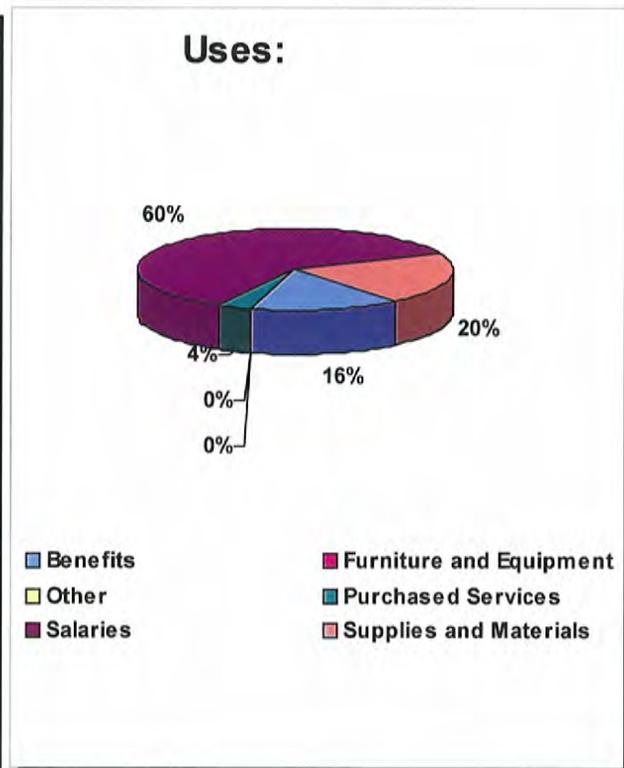
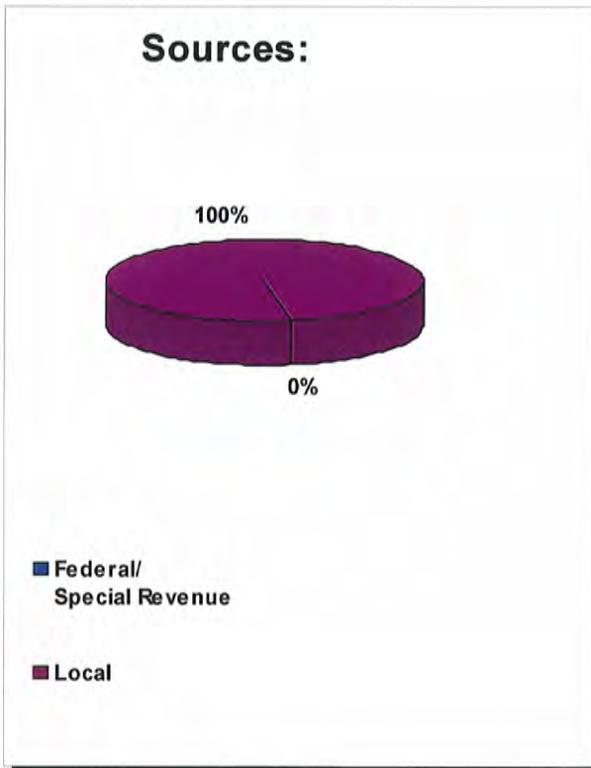
### SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 7,954
<b>Purchased Services</b>	
Central Office Reduction - contracted services (PEAK)	(69,288)
<b>Supplies and Materials</b>	
Central Office Reduction - equipment	(8,748)

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

## PREK-12 CURRICULUM SUPPORT PROGRAMS

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 337,766	\$ 338,846	\$ 361,343	\$ 394,186
Benefits	86,652	78,781	78,326	84,969
Purchased Services	20,185	82,473	182,479	172,339
Supplies and Materials	112,711	127,296	165,322	35,990
Furniture and Equipment	-	-	-	27,768
Other	-	-	-	-
	<b>\$ 557,314</b>	<b>\$ 627,396</b>	<b>\$ 787,470</b>	<b>\$ 715,252</b>

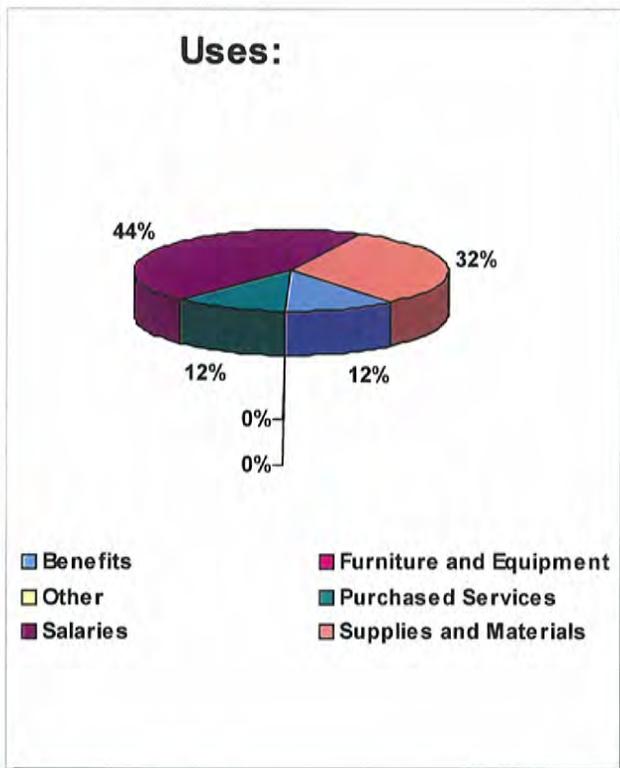
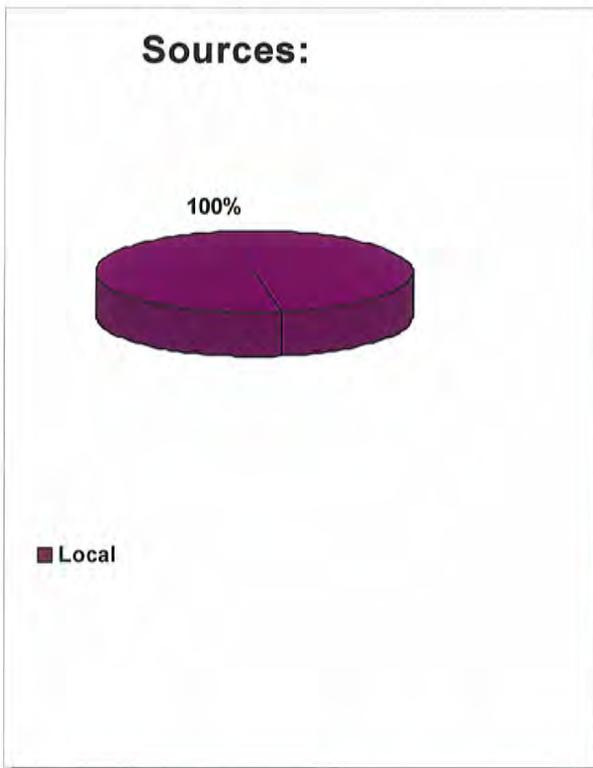


# INTERNATIONAL BACCALAUREATE PROGRAM

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 348,531	\$ 350,618	\$ 15,898	\$ 3,936
Benefits	90,767	82,503	1,865	270
Purchased Services	94,162	92,075	246,032	9,466
Supplies and Materials	246,337	246,337	225,482	108,990
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 779,797</u>	<u>\$ 771,533</u>	<u>\$ 489,277</u>	<u>\$ 122,662</u>

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

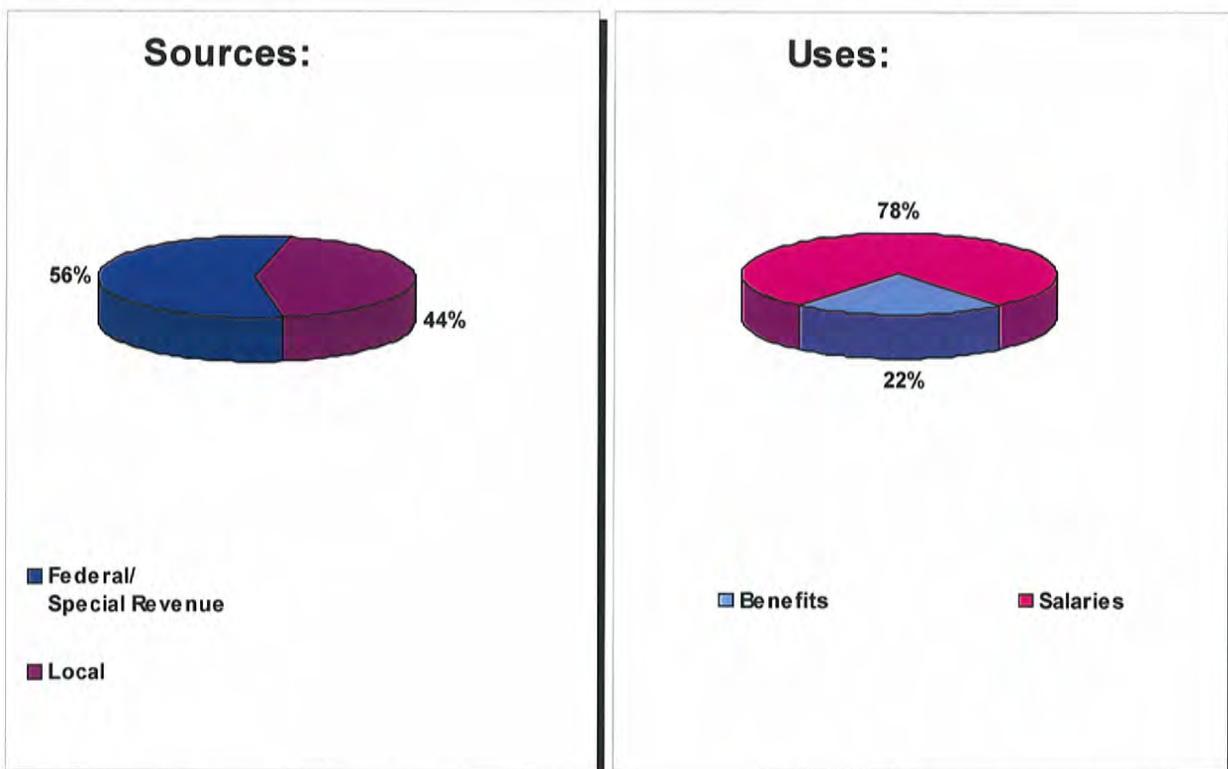
Note: Significant Changes: Certified salary and benefit increases for \$8,264..



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ROTC PROGRAM**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 2,556,969	\$ 2,299,193	\$ 3,454,198	\$ 3,088,768
Benefits	716,334	604,546	724,279	638,998
	<u>\$ 3,273,303</u>	<u>\$ 2,903,739</u>	<u>\$ 4,178,477</u>	<u>\$ 3,727,766</u>

Note: Significant Changes: Certified salary and benefit increases of \$59,956. Average Salary adjustment of \$309,608.



## DRIVERS EDUCATION

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

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### BUDGET ACCOUNTABILITY:

Connie Sessoms  
Driver Education Specialist

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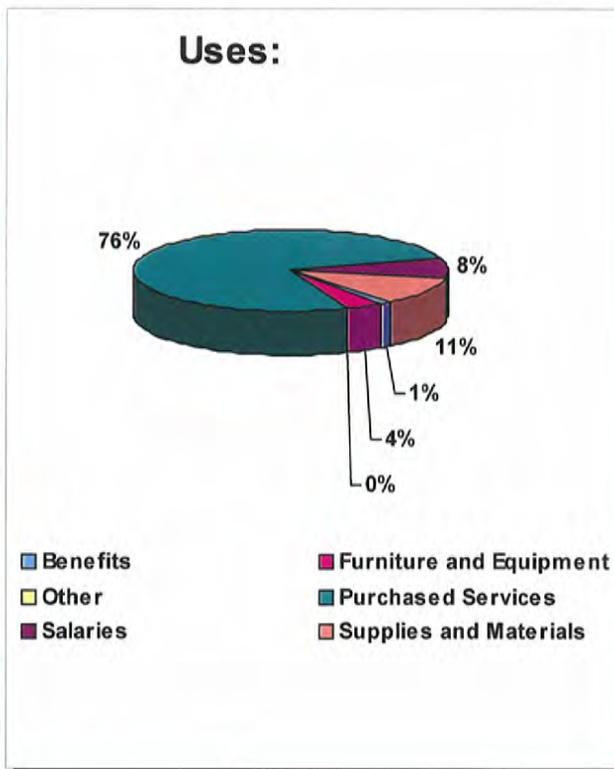
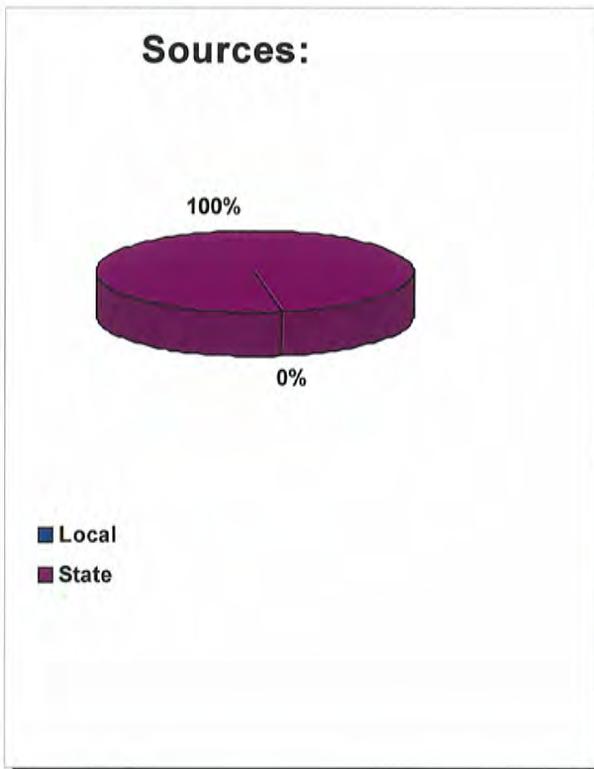
### SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 3,805
<b>Purchased Services</b>	
State allotment adjustment	(72,825)

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

# DRIVERS EDUCATION

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 267,098	\$ 267,098	\$ 287,184	\$ 279,283
Benefits	50,370	50,103	49,244	47,169
Purchased Services	2,597,313	2,670,138	2,832,324	2,726,796
Supplies and Materials	380,000	380,000	255,646	245,875
Furniture and Equipment	133,894	133,894	276,004	223,551
Other	-	-	-	-
	<u>\$ 3,428,675</u>	<u>\$ 3,501,233</u>	<u>\$ 3,700,402</u>	<u>\$ 3,522,674</u>



## EXTENDED DAY PROGRAMS AND SERVICES

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

**BUDGET ACCOUNTABILITY:**

Ann Marie Clinton  
 Director of Extended Day

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

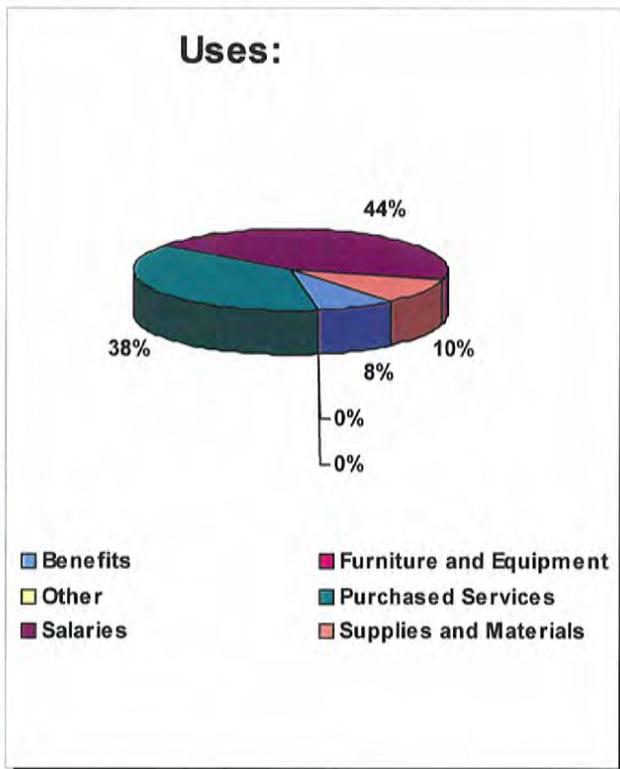
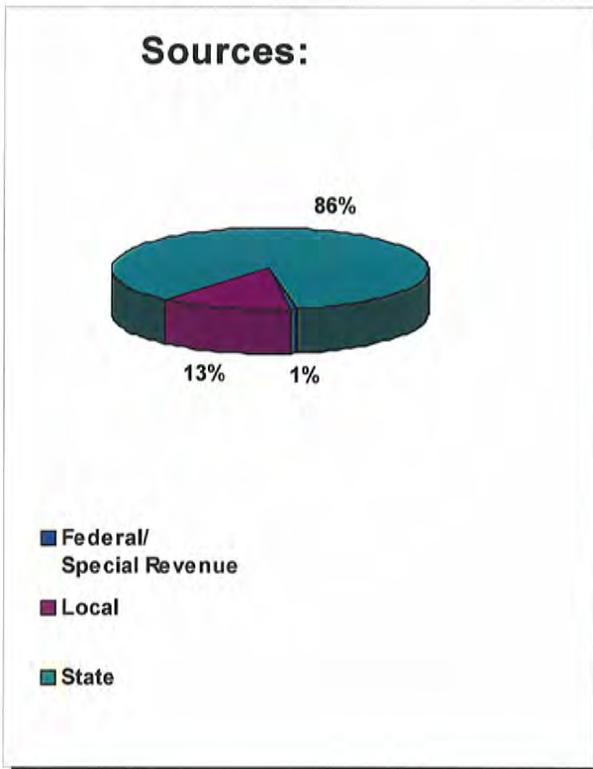
Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 44,727
Credit Recovery Pilot - funds for extended employment	295,400
Reduction of prior year carryover	(1,484,393)
Federal adjustment - 21st Century grant	(186,673)
<b>Purchased Services</b>	
Federal adjustment - 21st Century grant	(69,179)
<b>Supplies and Materials</b>	
Federal adjustment - 21st Century grant	(49,289)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**EXTENDED YEAR PROGRAMS**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 2,759,064	\$ 3,956,812	\$ 4,367,227	\$ 4,608,055
Benefits	520,133	660,605	881,302	941,984
Purchased Services	2,406,132	2,475,311	2,045,708	3,055,817
Supplies and Materials	635,120	670,038	1,382,504	233,023
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 6,320,449</u>	<u>\$ 7,762,766</u>	<u>\$ 8,676,741</u>	<u>\$ 8,838,879</u>

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



**ARTS EDUCATION**

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

**BUDGET ACCOUNTABILITY:**

Debra Kaclik  
 Director for Arts Education

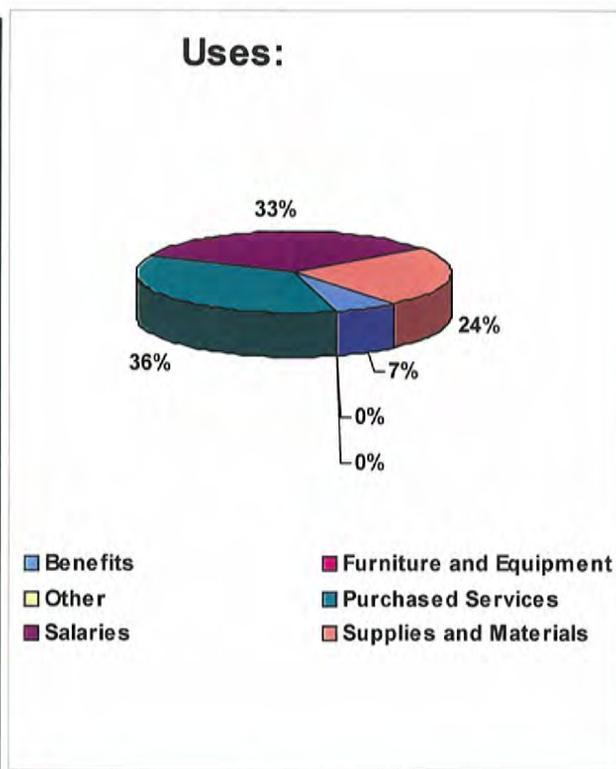
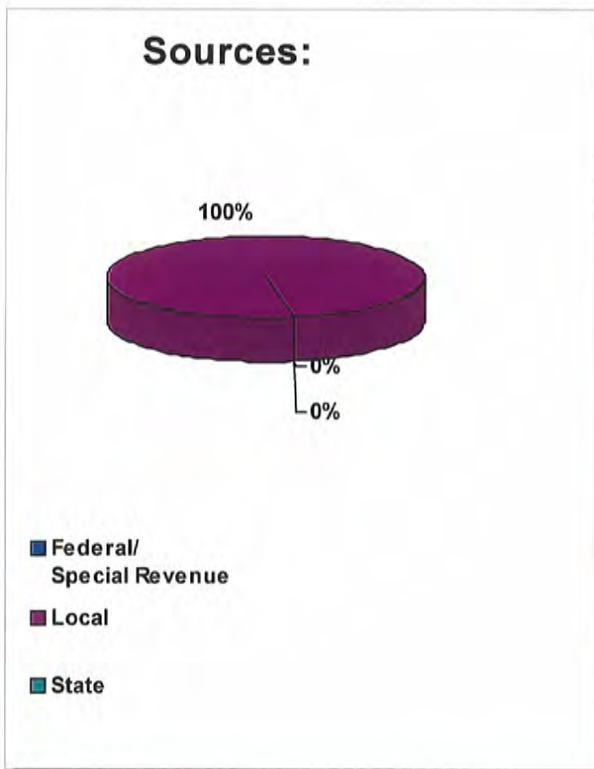
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

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

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

# ARTS EDUCATION

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 400,894	\$ 397,026	\$ 470,184	\$ 455,834
Benefits	80,517	72,273	94,134	92,649
Purchased Services	442,114	498,614	507,476	519,335
Supplies and Materials	286,606	277,218	201,555	281,780
Furniture and Equipment	-	-	-	15,638
Other	-	-	-	-
	<u>\$ 1,210,131</u>	<u>\$ 1,245,131</u>	<u>\$ 1,273,349</u>	<u>\$ 1,365,236</u>



## **MORE at FOUR PRE-K PROGRAM**

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

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### **BUDGET ACCOUNTABILITY:**

Julie Babb  
Director, PreK Instruction

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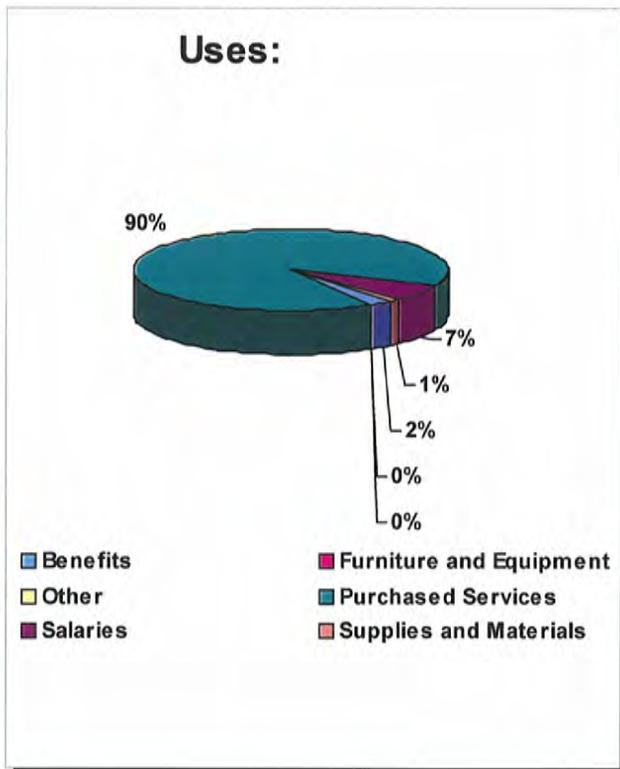
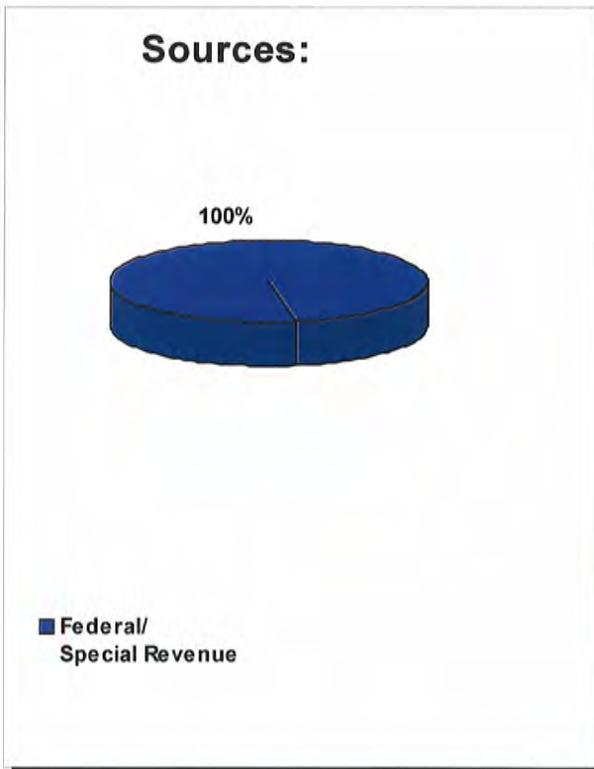
### **SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 26,974
Federal adjustment - More at Four carryover	330,829
<b>Purchased Services</b>	
Federal adjustment - More at Four carryover	1,555,840

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

**MORE at FOUR PRE-K PROGRAM**

<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 839,745	\$ 585,539	\$ 1,496,830	\$ 1,411,777
Benefits	308,772	152,627	356,608	330,021
Purchased Services	11,534,818	10,023,426	9,938,392	9,315,788
Supplies and Materials	137,635	148,363	267,749	807,528
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 12,820,970</b>	<b>\$ 10,909,955</b>	<b>\$ 12,059,579</b>	<b>\$ 11,865,114</b>



## BRIGHT BEGINNINGS PRE-K PROGRAM

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

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### BUDGET ACCOUNTABILITY:

Julie Babb  
Director, PreK Instruction

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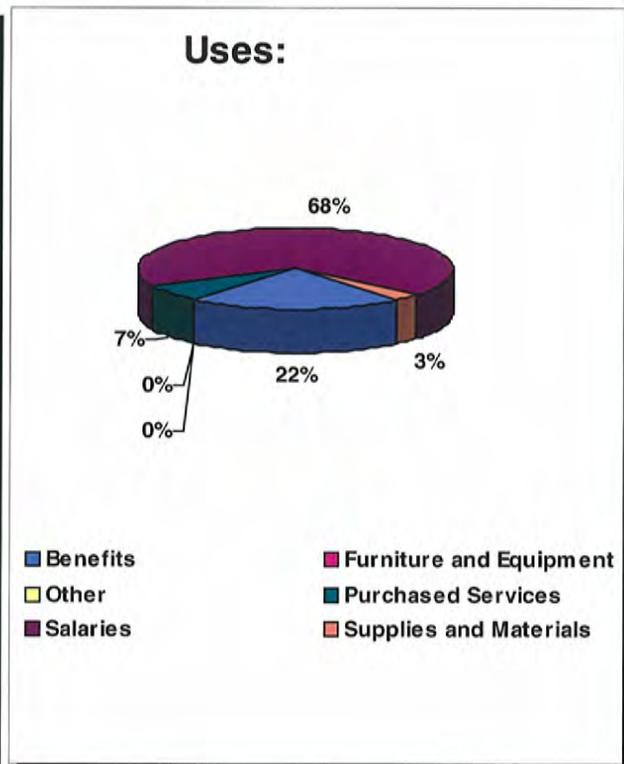
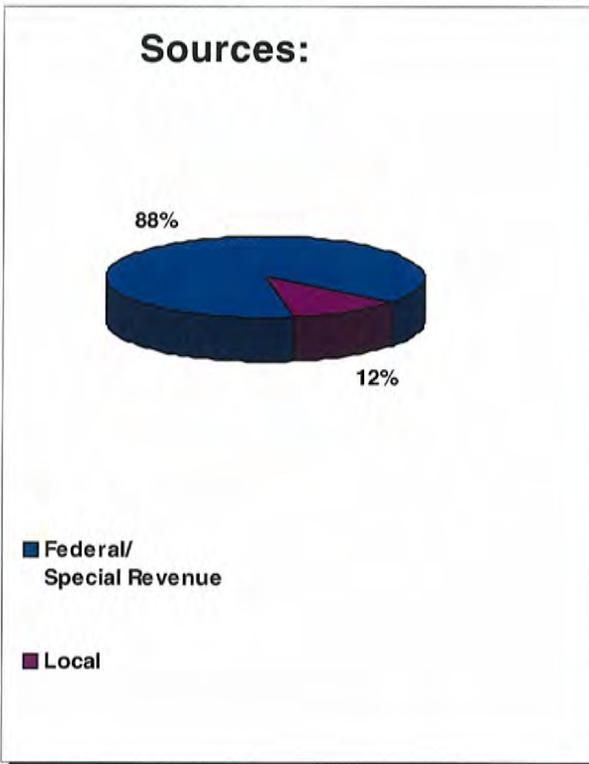
### SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 420,670
Bright Beginnings - eliminate .5 secretary position and .5 custodial position	(31,836)
<b>Supplies and Materials</b>	
Bright Beginnings - reduce furniture expenses	(45,000)

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

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

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 14,660,656	\$ 14,684,107	\$ 15,141,920	\$ 14,751,790
Benefits	4,813,346	4,356,610	4,083,642	3,922,527
Purchased Services	1,604,286	1,603,730	1,998,869	1,854,689
Supplies and Materials	627,870	670,705	679,722	733,113
Furniture and Equipment	-	-	-	472
Other	-	-	-	-
	<u>\$ 21,706,158</u>	<u>\$ 21,315,152</u>	<u>\$ 21,904,153</u>	<u>\$ 21,262,591</u>



**MATH AND SCIENCE INSTRUCTION**

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

**BUDGET ACCOUNTABILITY:**

Cindy Moss  
 Director, Math and Science Instruction

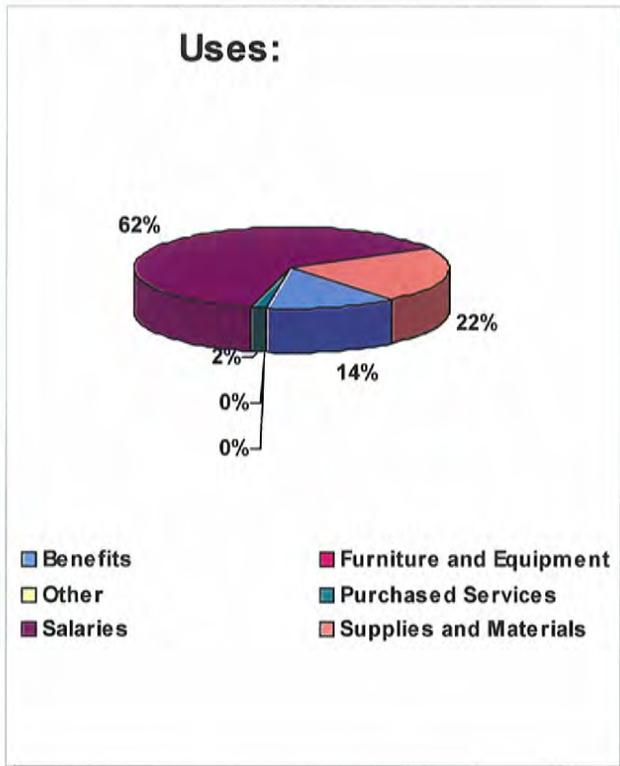
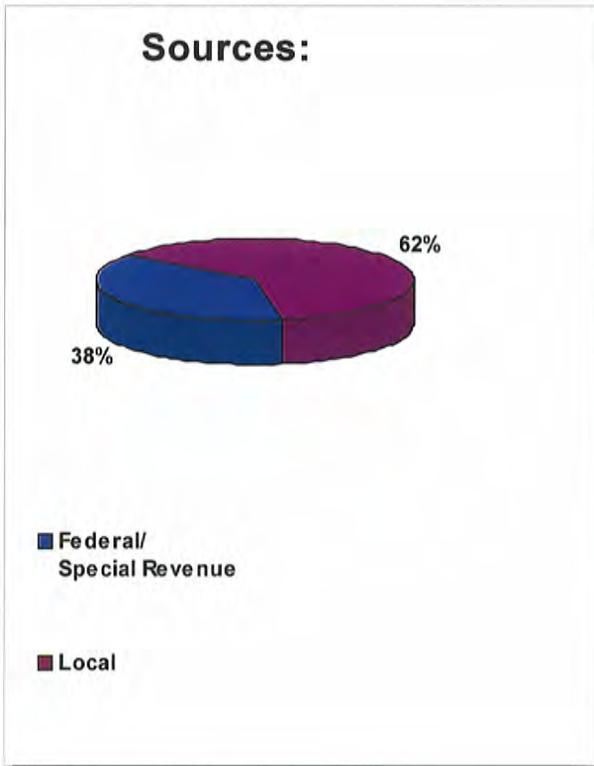
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 11,641
Central Office Reduction - eliminated extended employment	(31,077)
Federal adjustment - KCS Math and Science grant	513,836
Eliminated two textbook funded positions	(102,065)
<b>Supplies and Materials</b>	
Central Office Reduction - math and science equipment	(18,032)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**MATH AND SCIENCE INSTRUCTION**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 953,825	\$ 625,777	\$ 695,775	\$ 696,692
Benefits	206,464	142,177	157,227	154,182
Purchased Services	25,000	25,000	262,944	463,221
Supplies and Materials	335,427	353,459	245,772	315,996
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,520,716</u>	<u>\$ 1,146,413</u>	<u>\$ 1,361,718</u>	<u>\$ 1,630,091</u>



**CAREER AND TECHNICAL EDUCATION**

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

**BUDGET ACCOUNTABILITY:**

Jimmy Chancey  
 Director of Career and Technical Education

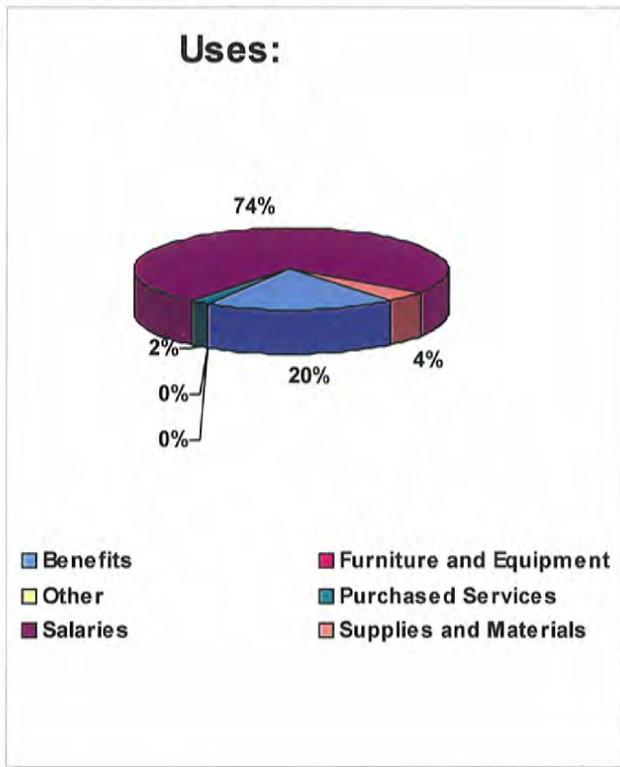
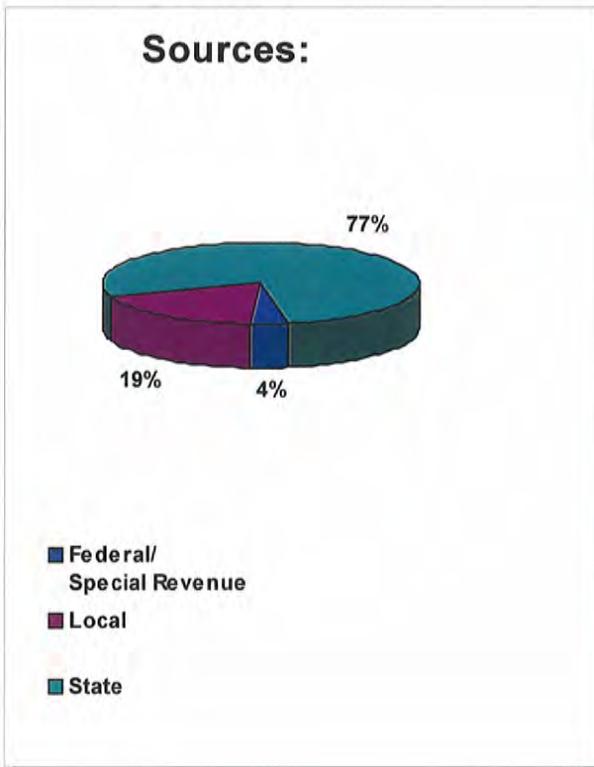
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 654,776
Career and Technical - eliminated specialist and redirected secretary positions to federal	(141,905)
New Schools - 28 teacher positions	1,857,341
Magnet - 3 teacher positions	195,261
Redirected funds from stipends to supplies and equipment and purchased services	(125,732)
<b>Purchased Services</b>	
Redirected funds to purchased services from salaries and benefits	24,019
<b>Supplies and Materials</b>	
Career and Technical - college experience program	(87,000)
Redirected funds to supplies and materials from salaries and benefits	101,713
Federal adjustment - Voc Ed - Program Improvement	(161,786)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CAREER AND TECHNICAL EDUCATION**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-109 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 28,070,717	\$ 26,655,278	\$ 28,809,458	\$ 28,264,315
Benefits	7,651,215	6,588,870	6,770,858	6,353,308
Purchased Services	749,112	728,077	982,363	1,125,951
Supplies and Materials	1,703,794	1,850,867	3,279,663	2,870,666
Furniture and Equipment	-	-	32,457	279,631
Other	-	-	-	-
	<u>\$ 38,174,838</u>	<u>\$ 35,823,092</u>	<u>\$ 39,874,799</u>	<u>\$ 38,893,871</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PROFESSIONAL DEVELOPMENT**

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

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**BUDGET ACCOUNTABILITY:**

Ann Clark  
Chief Academic Officer

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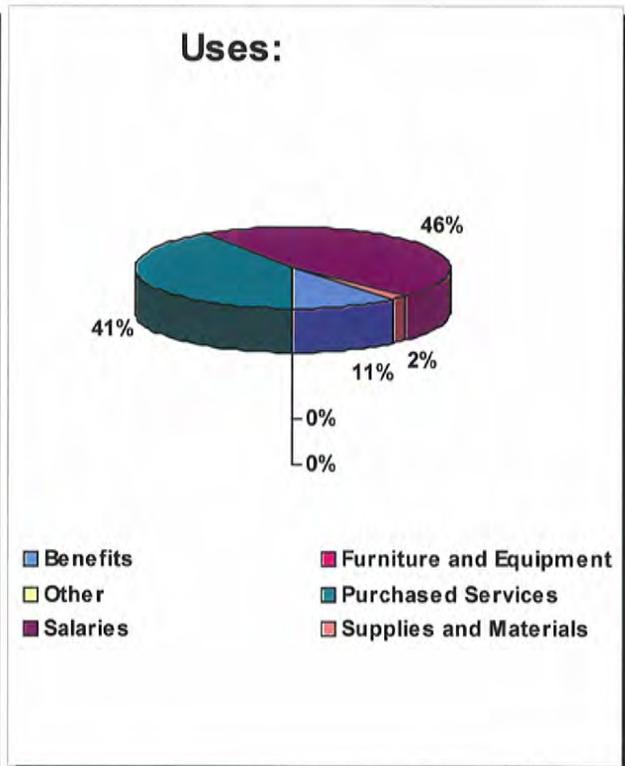
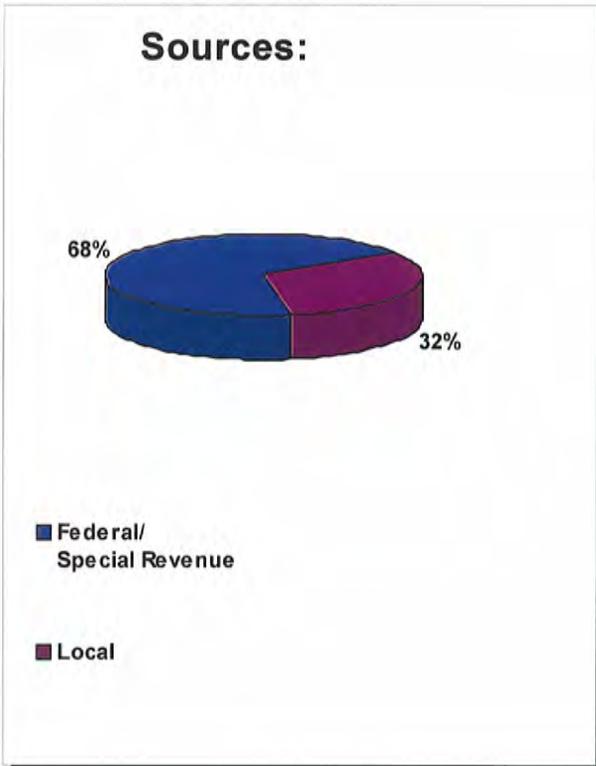
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 91,175
Central Office Reduction - eliminate national board stipends	(7,889)
<b>Purchased Services</b>	
Federal adjustment - Title II Improving Teacher Quality	(455,271)
<b>Supplies and Materials</b>	
Federal adjustment - Title II Improving Teacher Quality	(13,250)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PROFESSIONAL DEVELOPMENT**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 4,377,836	\$ 4,389,237	\$ 3,650,938	\$ 4,613,663
Benefits	1,027,445	929,645	847,498	986,829
Purchased Services	3,785,793	4,212,540	2,241,708	2,123,074
Supplies and Materials	145,281	159,323	134,545	252,182
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 9,336,355</u>	<u>\$ 9,690,745</u>	<u>\$ 6,874,689</u>	<u>\$ 7,975,748</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ESL STUDENT EDUCATION**

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

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**BUDGET ACCOUNTABILITY:**

Kathy Meads  
Executive Director, ESL Student Education

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

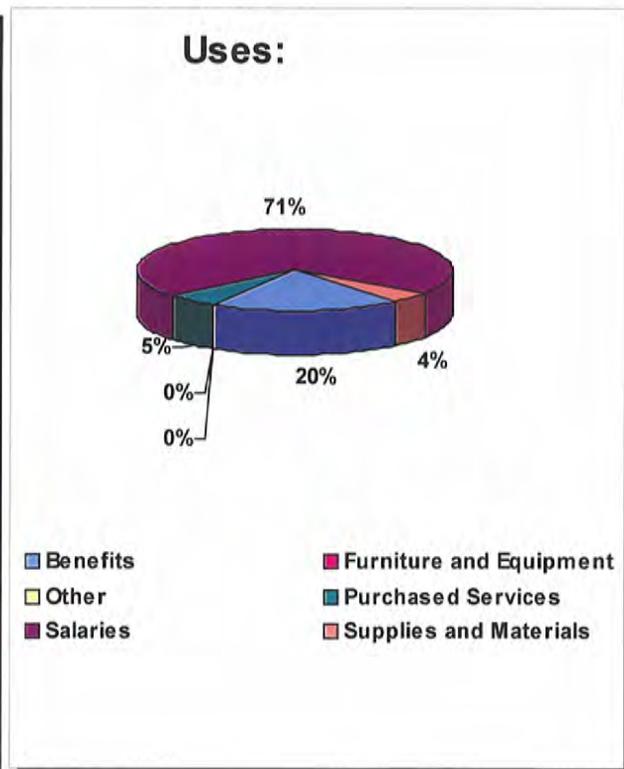
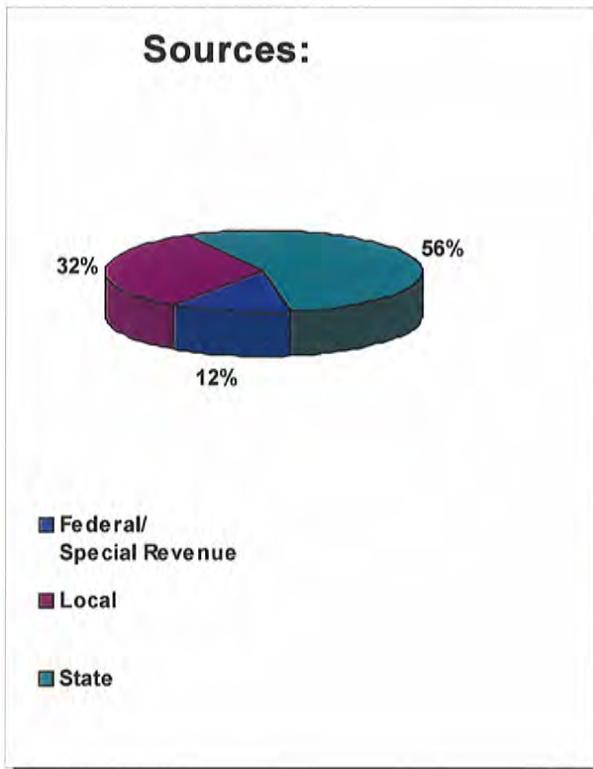
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 406,671
Redirected funds to extended employment from purchased services and supplies and materials	37,914
<b>Purchased Services</b>	
Redirected funds from purchased services to salaries and benefits	(2,000)
Federal Adjustment - Language Acquisition grant	638,293
<b>Supplies and Materials</b>	
Redirected funds from supplies and materials to salaries and benefits	(35,914)
State adjustment	(104,565)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ESL STUDENT EDUCATION**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 16,001,906	\$ 15,959,385	\$ 4,362,978	\$ 3,942,621
Benefits	4,499,463	4,082,491	758,569	743,170
Purchased Services	1,195,314	558,709	385,058	389,641
Supplies and Materials	1,011,027	1,168,713	1,324,801	1,019,247
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 22,707,710</u>	<u>\$ 21,769,298</u>	<u>\$ 6,831,406</u>	<u>\$ 6,094,679</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**

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

**BUDGET ACCOUNTABILITY:**

Kelly Price  
 Director, Global Studies and World Languages

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

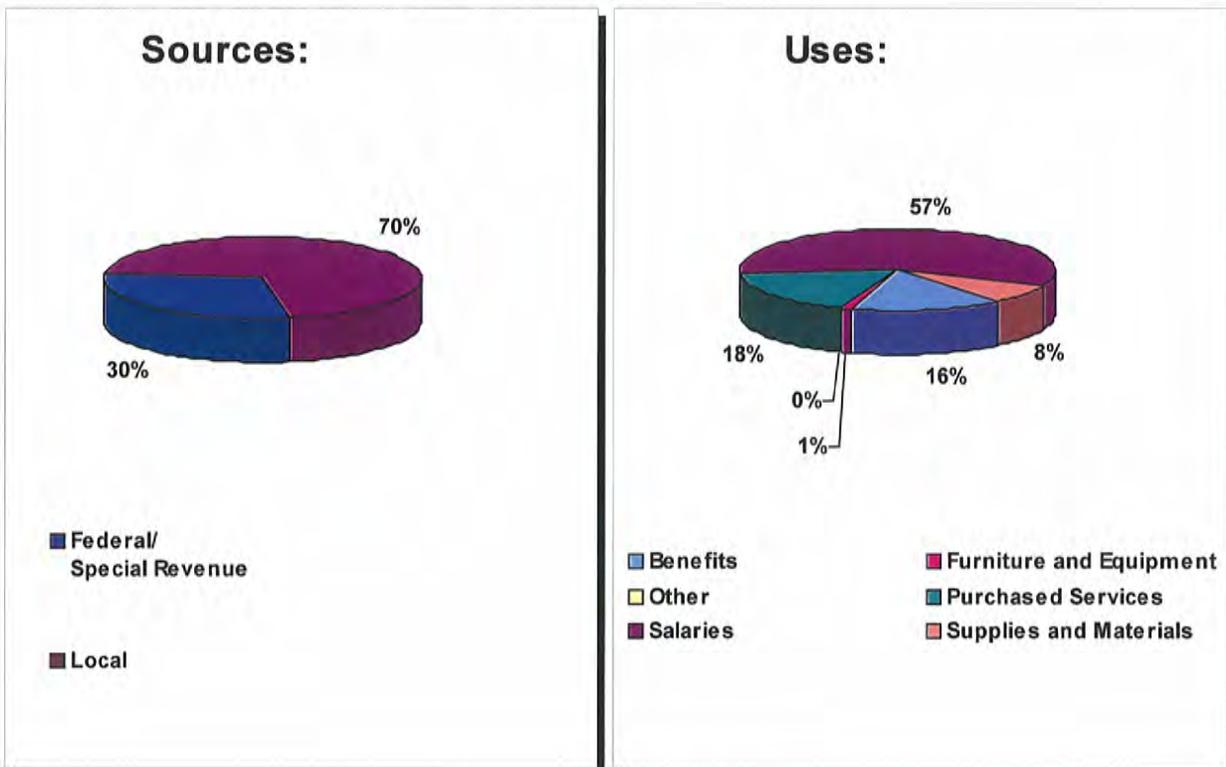
Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 21,625
Central Office Reduction - extended employment	(22,177)
Redirected funds for extended employment to supplies and materials	(4,162)
Federal adjustment - Foreign Language Assistance Program grant	10,219
<b>Purchased Services</b>	
Central Office Reduction - travel	(1,069)
Redirected funds for contracted services to supplies and materials	(6,572)
Federal adjustment - Foreign Language Assistance Program grant	219,870
<b>Supplies and Materials</b>	
Central Office Reduction - materials and supplies	(414)
Redirected funds to supplies from salaries and benefits and purchased services	10,734
Federal adjustment - Foreign Language Assistance Program grant	63,898
<b>Furniture and Equipment</b>	
Federal adjustment - Foreign Language Assistance Program grant	17,363

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

# GLOBAL STUDIES AND WORLD LANGUAGES

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 875,279	\$ 887,424	\$ 499,328	\$ 305,907
Benefits	239,321	221,489	106,503	64,964
Purchased Services	269,929	57,700	379,712	386,755
Supplies and Materials	116,536	42,318	62,054	107,695
Furniture and Equipment	17,363	-	-	-
Other	-	-	-	-
	<u>\$ 1,518,428</u>	<u>\$ 1,208,931</u>	<u>\$ 1,047,597</u>	<u>\$ 865,321</u>

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



## FEDERAL AND STATE COMPLIANCE SERVICES

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

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### **BUDGET ACCOUNTABILITY:**

Ron Thompson

Executive Director for Federal/State Programs and Compliance

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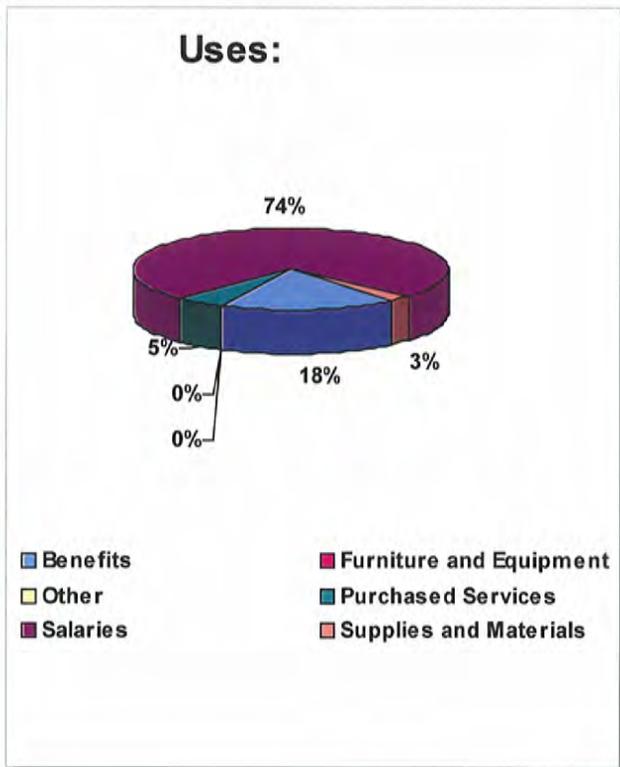
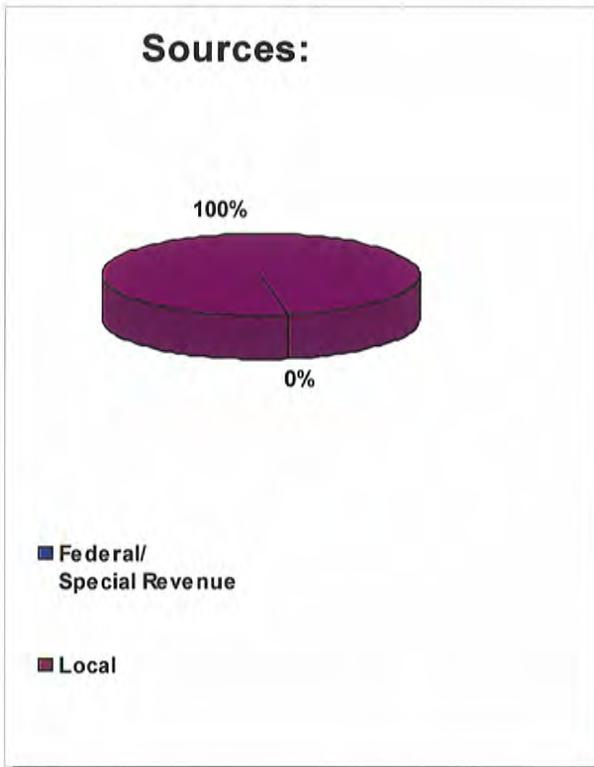
### **SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 1,450
Central Office Reduction - eliminated secretary position	(45,559)

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

**FEDERAL AND STATE COMPLIANCE SERVICES**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 64,035	\$ 98,645	\$ 150,313	\$ 151,392
Benefits	16,003	25,502	22,315	22,250
Purchased Services	4,520	4,520	3,925	1,705
Supplies and Materials	2,216	2,216	1,400	8,387
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 86,774</u>	<u>\$ 130,883</u>	<u>\$ 177,953</u>	<u>\$ 183,734</u>



**ESEA TITLE I-Part A BASIC PROGRAMS**

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

**BUDGET ACCOUNTABILITY:**

Anthony Bucci  
 Director of Title I Services

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

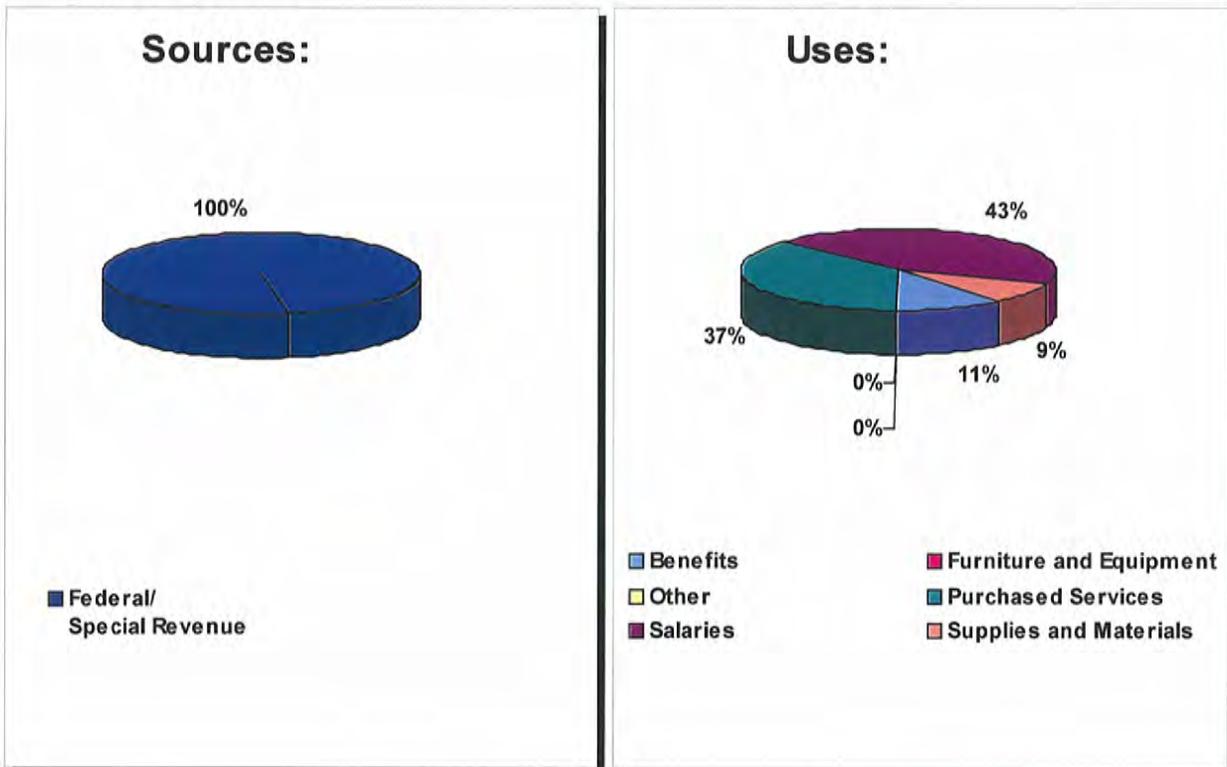
Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 339,364
Federal Adjustment - Title I	255,813
Federal Adjustment - Title I School Improvement 1003G	6,852
Federal Adjustment - ARRA - Title I	3,650,303
<b>Purchased Services</b>	
Federal Adjustment - Title I	292,461
Federal Adjustment - Title I School Improvement	(777,215)
Federal Adjustment - ARRA - Mckinney Vento	95,013
Federal Adjustment - ARRA - Title I	3,620
Federal Adjustment - Title I School Improvement 1003G	(13,704)
<b>Supplies and Materials</b>	
Federal Adjustment - ARRA - Title I	(54,250)
Federal Adjustment - Title I School Improvement 1003G	(203,962)

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

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

<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 17,323,171	\$ 14,023,274	\$ 7,200,019	\$ 6,895,547
Benefits	4,513,737	3,561,302	1,593,445	1,458,102
Purchased Services	14,695,726	15,095,551	12,409,579	6,751,491
Supplies and Materials	3,437,736	3,695,948	5,431,623	2,851,904
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 39,970,370</u>	<u>\$ 36,376,075</u>	<u>\$ 26,634,666</u>	<u>\$ 17,957,044</u>

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



**MEDIA SERVICES**

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

**BUDGET ACCOUNTABILITY:**

Gloria Miller  
 Director, Media Services

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

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

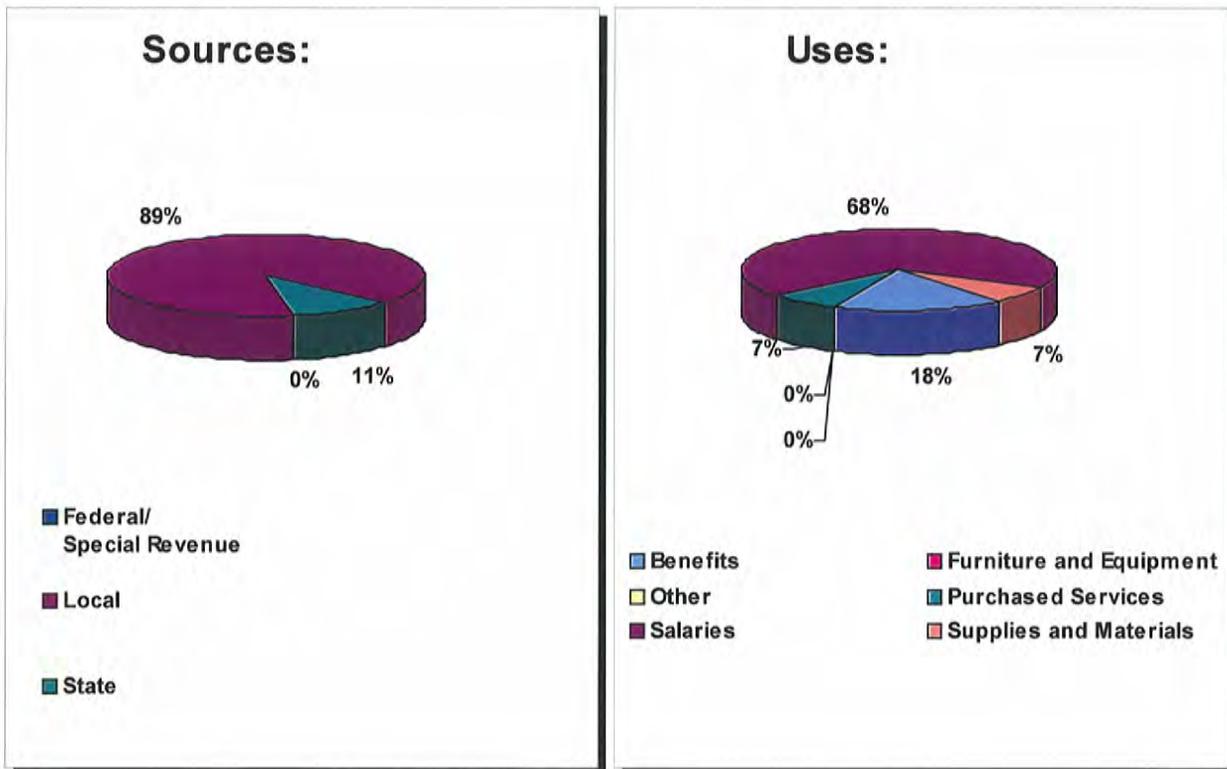
Note: Changes listed are not intended to agree exactly to variance between 2009-10 and 2010-11 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**MEDIA SERVICES**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 369,112	\$ 397,423	\$ 502,450	\$ 532,057
Benefits	102,711	102,553	118,827	123,739
Purchased Services	95,100	23,500	54,368	46,320
Supplies and Materials	1,160,905	1,138,011	979,648	1,199,206
Furniture and Equipment	74,587	39,987	-	-
Other	-	-	-	-
	<u>\$ 1,802,415</u>	<u>\$ 1,701,474</u>	<u>\$ 1,655,293</u>	<u>\$ 1,901,322</u>

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



## TIF-LEAP PROGRAM

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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: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

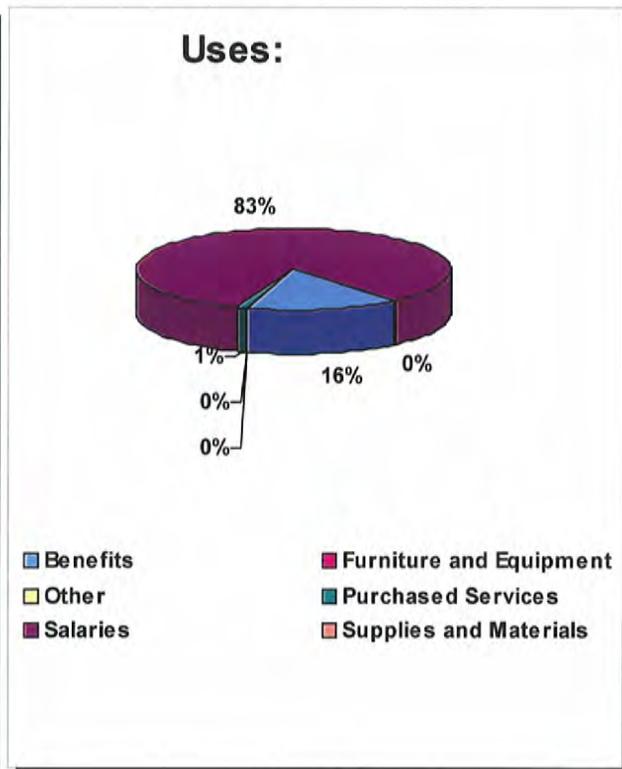
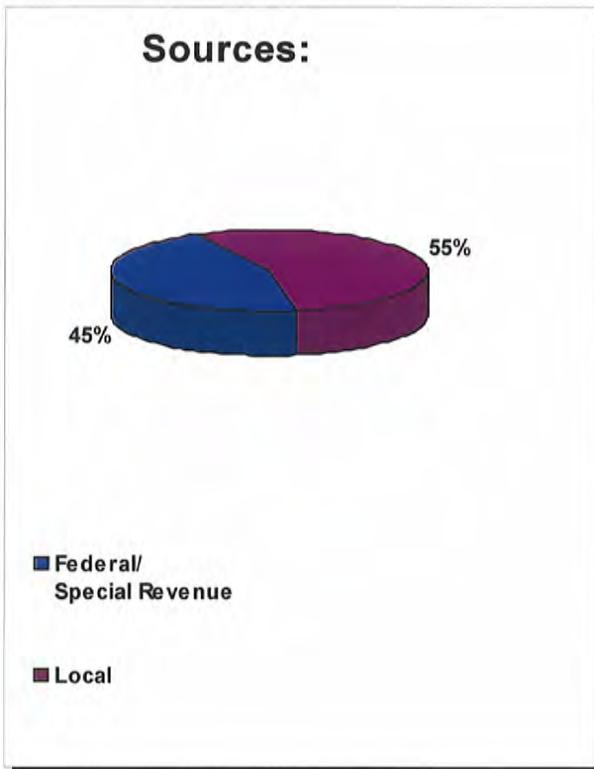
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 43,119
Federal adjustment - TIF grant	(1,261,772)
<b>Purchased Services</b>	
Federal adjustment - TIF grant	(12,884)
<b>Supplies and Materials</b>	
Federal adjustment - TIF grant	(750)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**TIF-LEAP PROGRAM**

<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 2,365,590	\$ 3,411,952	\$ 1,663,997	\$ 173,464
Benefits	448,578	620,869	191,185	35,683
Purchased Services	31,762	44,646	15,545	177,363
Supplies and Materials	6,448	7,198	5,247	20,031
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 2,852,378</b>	<b>\$ 4,084,665</b>	<b>\$ 1,875,974</b>	<b>\$ 406,541</b>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**EXCEPTIONAL CHILDREN SERVICES**

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

**BUDGET ACCOUNTABILITY:**

Dr. Jane Rhyne  
 Assistant Superintendent for Exceptional Children

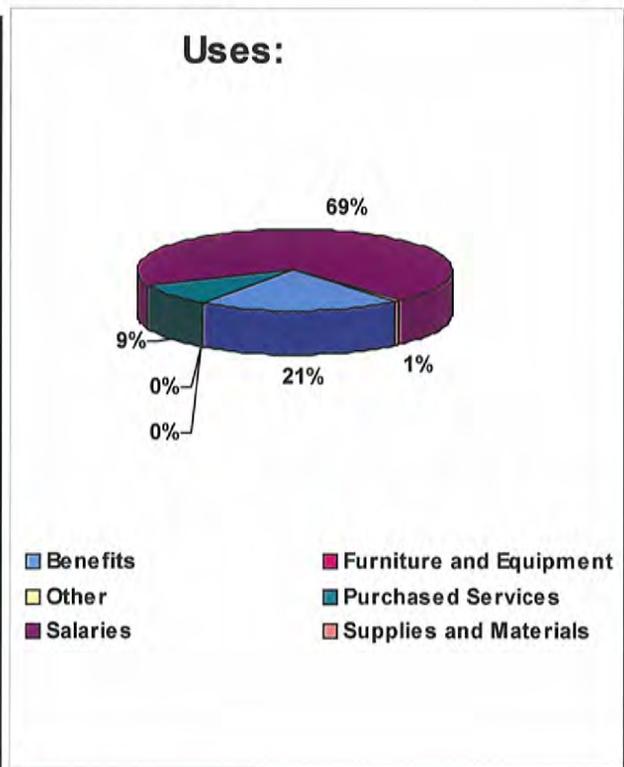
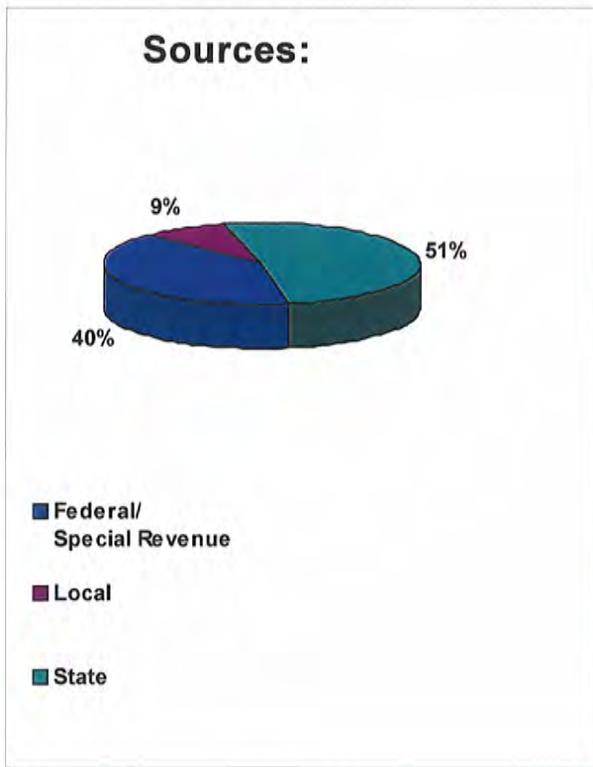
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 2,193,067
State allotment adjustment - Exceptional Children	(4,700,320)
Federal Adjustment- ARRA IV-B grant	3,310,764
Federal Adjustment - ARRA IDEA Preschool grant	407,428
<b>Purchased Services</b>	
State allotment adjustment - Exceptional Children	4,362,974
State allotment adjustment - Exceptional Children Special Funds	(998,068)
Federal Adjustment - IDEA Early Intervening Services	(510,881)
Federal Adjustment - Medicaid Reimbursement	(469,495)
<b>Supplies and Materials</b>	
Federal Adjustment- IV-B grant	(125,103)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**EXCEPTIONAL CHILDREN SERVICES**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 82,116,839	\$ 82,813,628	\$ 78,090,135	\$ 73,388,784
Benefits	25,212,680	23,509,250	20,090,393	19,100,671
Purchased Services	10,630,248	7,991,238	5,123,020	6,583,923
Supplies and Materials	704,022	829,125	2,072,856	832,971
Furniture and Equipment	-	-	64,728	-
Other	-	-	-	-
	<u>\$ 118,663,789</u>	<u>\$ 115,143,241</u>	<u>\$ 105,441,132</u>	<u>\$ 99,906,349</u>



## PREK-12 SUPPORT SERVICES

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**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.

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**BUDGET ACCOUNTABILITY:**

Barbara Pellin  
Assistant Superintendent, PreK-12 Support Programs

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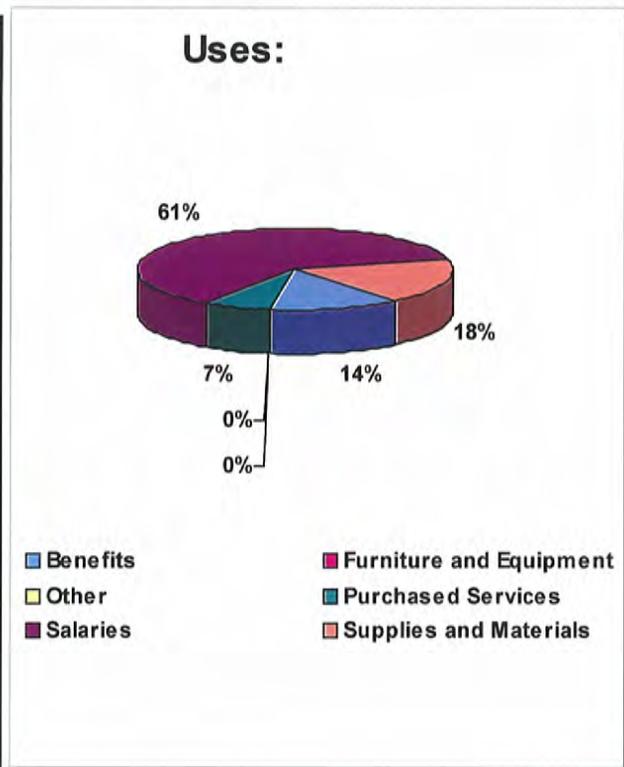
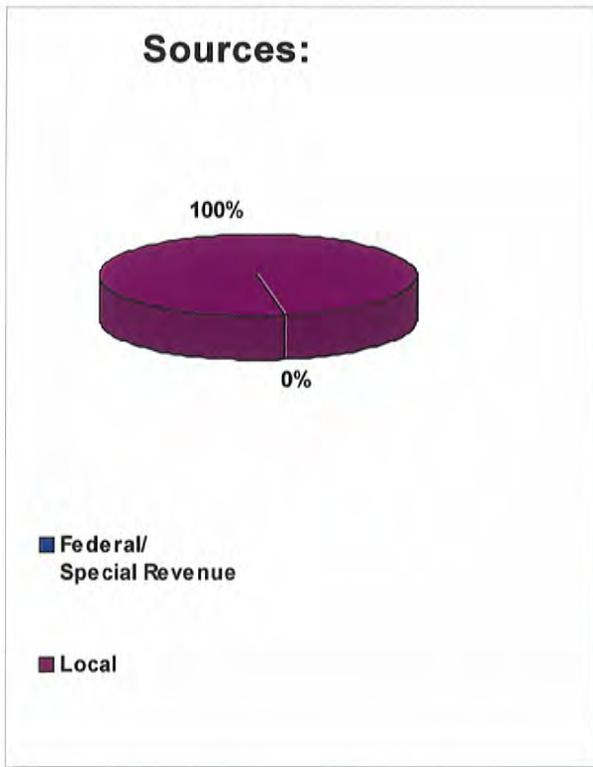
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 2,613
Central Office Reduction - eliminate secretary and support services positions	(142,774)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PREK-12 SUPPORT PROGRAMS**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 125,660	\$ 240,307	\$ 237,485	\$ 197,568
Benefits	27,881	53,391	49,034	41,538
Purchased Services	14,417	20,417	45,342	16,579
Supplies and Materials	36,532	38,532	39,213	76,240
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 204,490</u>	<u>\$ 352,647</u>	<u>\$ 371,074</u>	<u>\$ 331,925</u>



**SUPPORT SERVICES**

**Description:** Provides assistance for students through multi-disciplinary support services. The department includes school counselors, school psychologists, school social workers and substance abuse program counselors. Additionally, coordinated school health services and section 504 services are housed in this area. Pre-k–12 Support Services Department focuses on the identification and elimination of barriers to academic achievement for all students. The department supports the academic and personal development of all students through school-based services, outreach and referrals to community agencies and parental involvement.

**BUDGET ACCOUNTABILITY:**

Karen Thomas  
Executive Director, Support Services

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

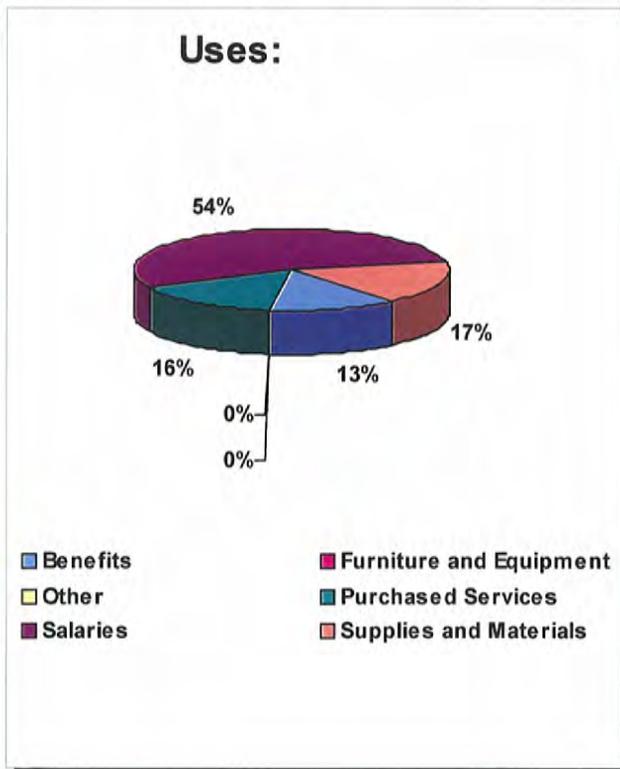
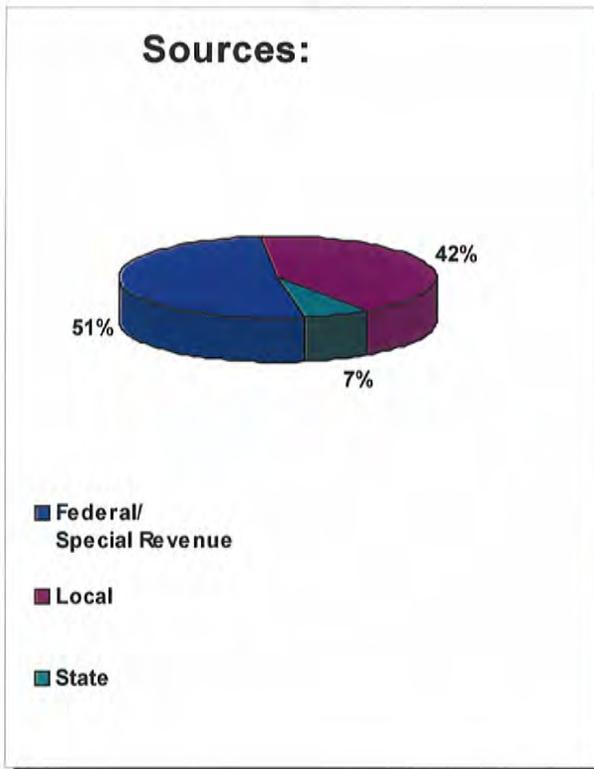
Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 40,849
Federal Adjustment - Drug Free Schools grant	(449,274)
Federal Adjustment - HRAAP Drug Free Schools grant	21,298
<b>Purchased Services</b>	
Federal Adjustment - Drug Free Schools grant	(36,393)
<b>Supplies and Materials</b>	
Central Office Reduction - supplies and software purchases	(39,128)
Federal Adjustment - Medicaid Reimbursement	444,872
Federal Adjustment - Abstinence grant	(57,019)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**SUPPORT SERVICES**

<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 2,123,356	\$ 2,318,197	\$ 2,331,169	\$ 2,262,945
Benefits	521,728	524,013	489,527	474,569
Purchased Services	617,556	659,507	1,225,870	1,458,318
Supplies and Materials	687,562	343,592	361,776	269,998
Furniture and Equipment	-	5,000	-	2,564
Other	-	-	-	-
	<u>\$ 3,950,202</u>	<u>\$ 3,850,309</u>	<u>\$ 4,408,342</u>	<u>\$ 4,468,394</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**FAMILY AND COMMUNITY SERVICES**

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**Description:** The Family and Community Services Department is responsible for developing and implementing plans to increase family involvement in the schools and within the district. The department works closely with PTAs, PTOs, School Leadership Teams, and the Title I office to provide parents with information to help them help their children become successful in school. The Family and Community Services staff members work to increase family support and involvement in education by providing information, training, and increased access to resources. The department builds collaborations and partnerships with outside agencies, organizations, and the community to support family involvement in the schools.

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**BUDGET ACCOUNTABILITY:**

Jerri Haigler  
Executive Director, Family and Community Services

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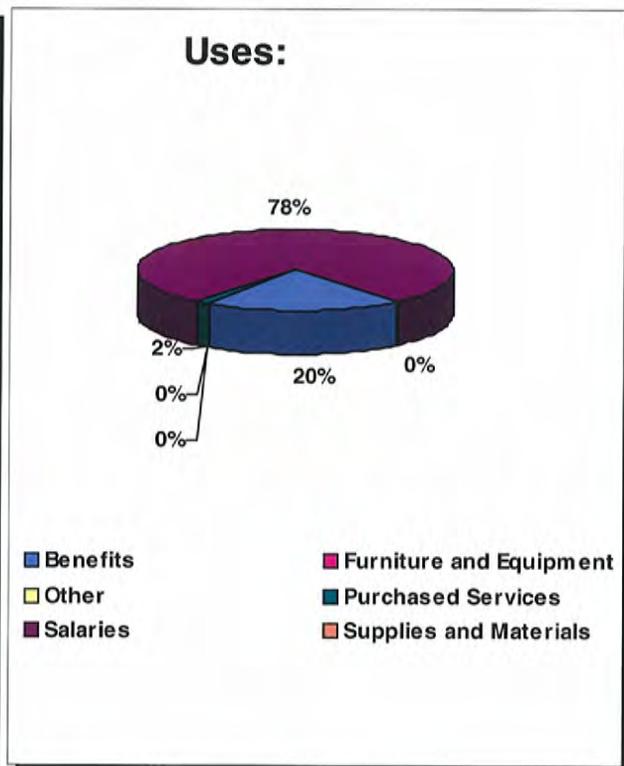
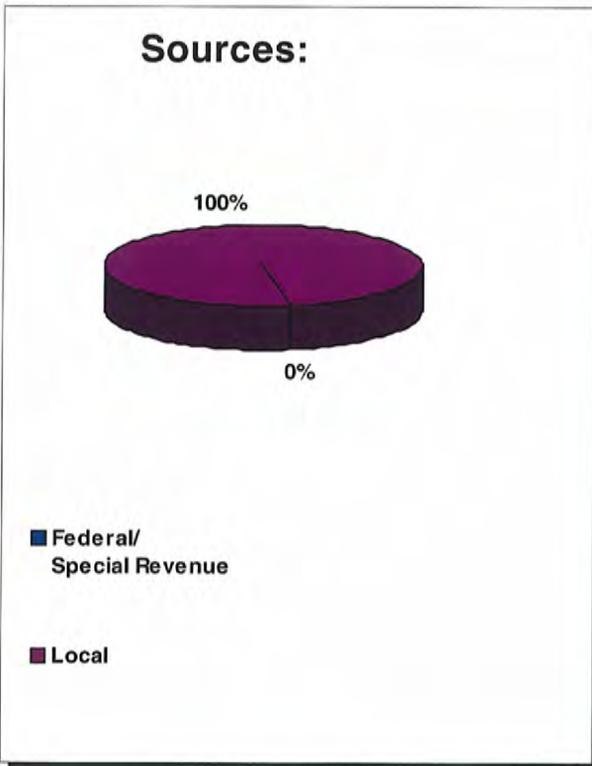
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Benefit increase	\$ 12,388

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**FAMILY AND COMMUNITY SERVICES**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 521,200	\$ 521,200	\$ 503,589	\$ 395,088
Benefits	135,155	122,767	111,709	88,850
Purchased Services	10,712	10,712	218,997	8,791
Supplies and Materials	2,135	2,135	53,296	2,599
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 669,202</u>	<u>\$ 656,814</u>	<u>\$ 887,591</u>	<u>\$ 495,328</u>



**ZONES**

**Description:** The zones are designed to place support for instructional programs closer to the classroom. The goal is to improve services to schools and make the district more responsive to community concerns.

**BUDGET ACCOUNTABILITY:**

Tyler Ream, Curtis Carroll, Monique Gardner-Witherspoon, Scott Muri, Joel Ritchie  
Area Superintendents

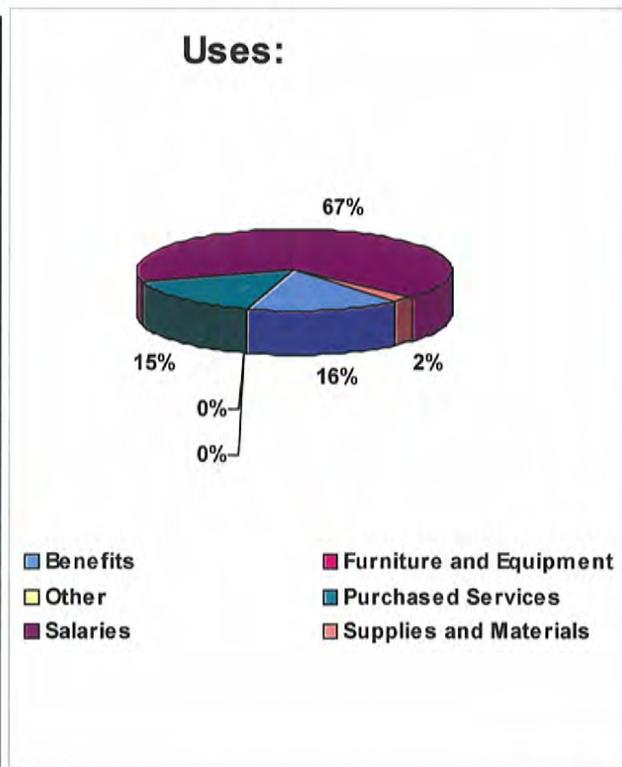
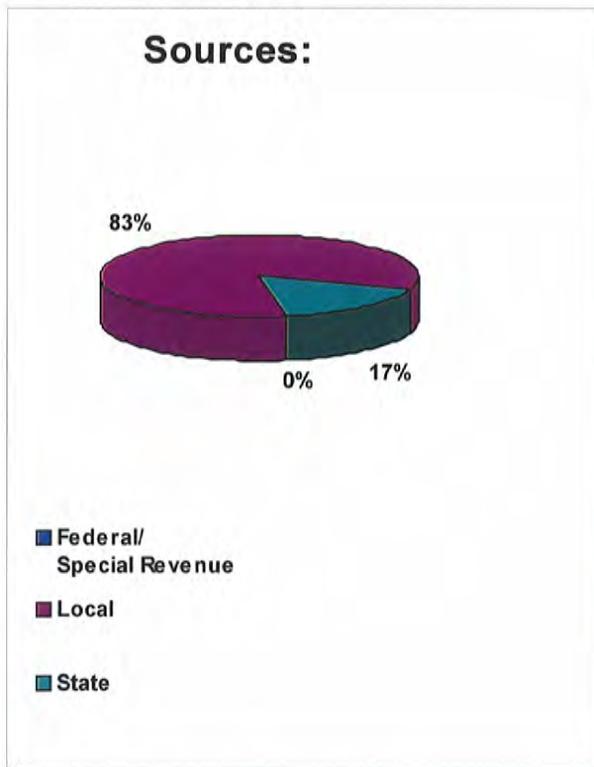
**SIGNIFICANT CHANGES: 2010-11 PROPOSED BUDGET VS. 2009-10 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit increase	\$ 53,860
Learning Communities/Achievement Zone - eliminated 1 area supt., 2 exec. director, 8 resource teacher and 3 secretary positions	(1,100,041)
<b>Purchased Services</b>	
Learning Communities/Achievement Zone - leases, contracted services, electric, and telephone	(552,187)
<b>Supplies and Materials</b>	
Learning Communities/Achievement Zone - office supplies	(90,790)

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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ZONES**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 2,374,138	\$ 3,263,995	\$ 4,008,115	\$ 3,942,150
Benefits	584,624	740,402	842,701	811,202
Purchased Services	554,112	1,111,299	1,067,418	1,161,977
Supplies and Materials	89,640	175,430	220,716	265,235
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 3,602,514</u>	<u>\$ 5,291,126</u>	<u>\$ 6,138,950</u>	<u>\$ 6,180,564</u>



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# SCHOOLS

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CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SCHOOLS: EXPENDITURES**

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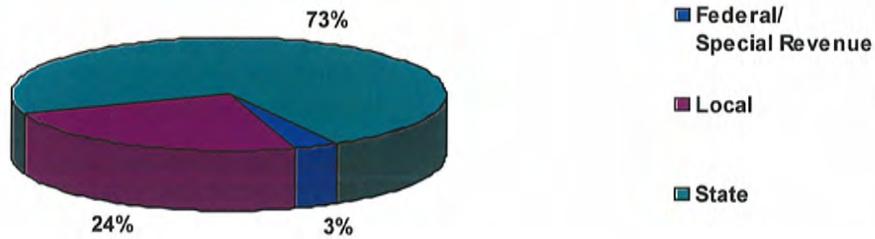
<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 466,478,775	\$ 460,377,681	\$ 484,065,262	\$ 485,254,121
Benefits	135,102,186	121,034,151	118,724,993	114,201,010
Purchased Services	4,563,145	6,005,531	5,906,229	5,399,126
Supplies and Materials	12,060,677	12,841,563	13,328,976	13,711,024
Furniture and Equipment	1,262,434	1,268,509	46,789	40,544
Other	16,066,775	12,977,237	13,935,491	10,147,381
	<u>\$ 635,533,992</u>	<u>\$ 614,504,672</u>	<u>\$ 636,007,740</u>	<u>\$ 628,753,206</u>

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

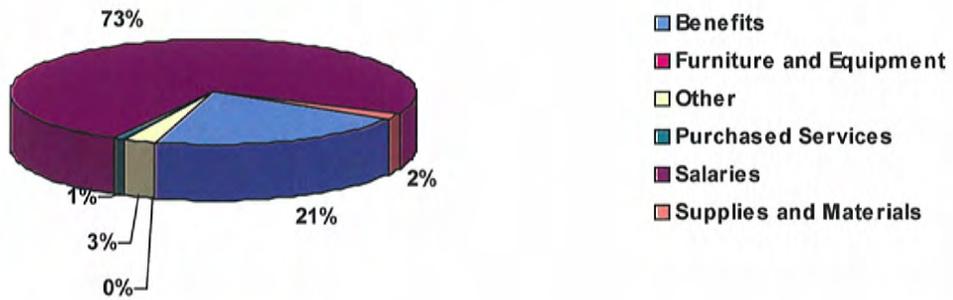
Benefit increase	\$11,776,659
Enrollment Increases	5,092,370
New Schools	3,486,735
Charter Schol Increase	3,089,538

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SCHOOLS: SOURCES AND USES**

### Sources



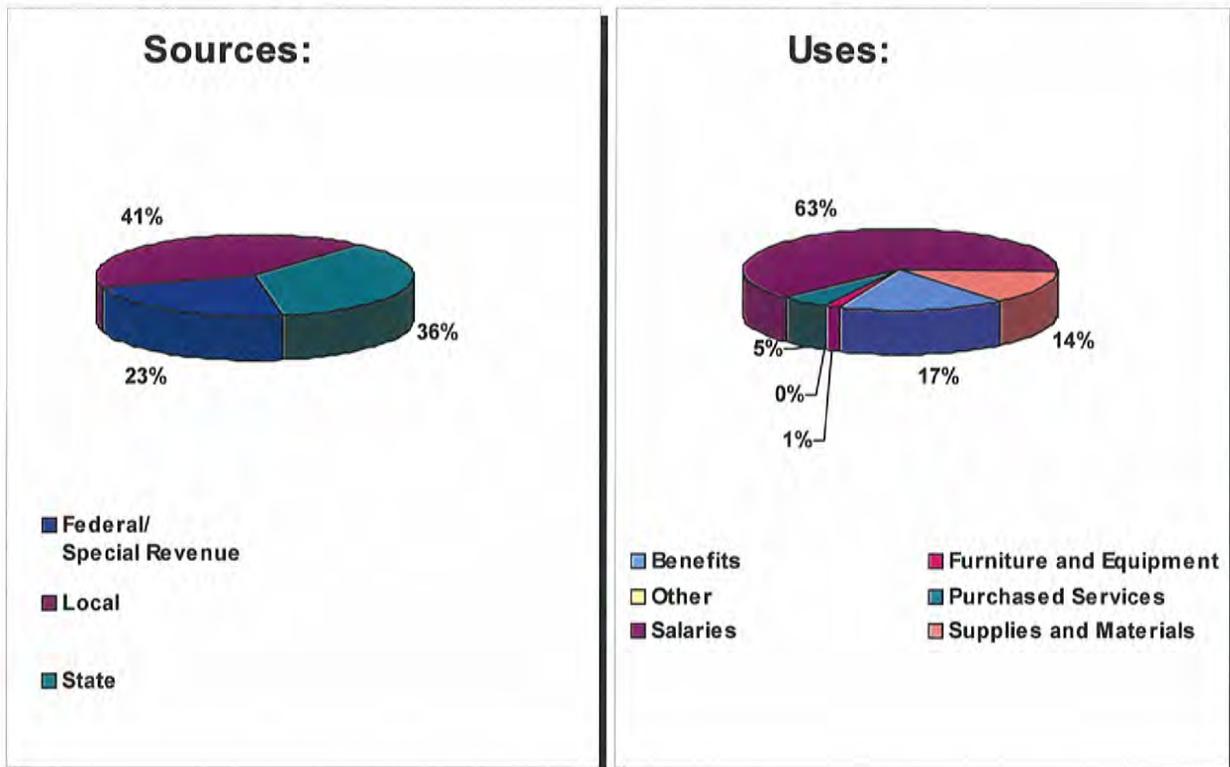
### Uses



**SCHOOL ADMINISTRATION SUPPORT SERVICES  
(Principals, Assistant Principals, Clerical)**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 54,966,744	\$ 54,694,836	\$ 59,773,555	\$ 57,127,328
Benefits	15,299,688	13,660,955	14,495,950	14,094,663
Purchased Services	4,563,145	6,005,531	5,906,229	5,399,126
Supplies and Materials	12,060,677	12,841,563	13,328,976	13,711,024
Furniture and Equipment	1,262,434	1,268,509	46,789	40,544
Other	-	-	-	-
	<u>\$ 88,152,688</u>	<u>\$ 88,471,394</u>	<u>\$ 93,551,499</u>	<u>\$ 90,372,685</u>

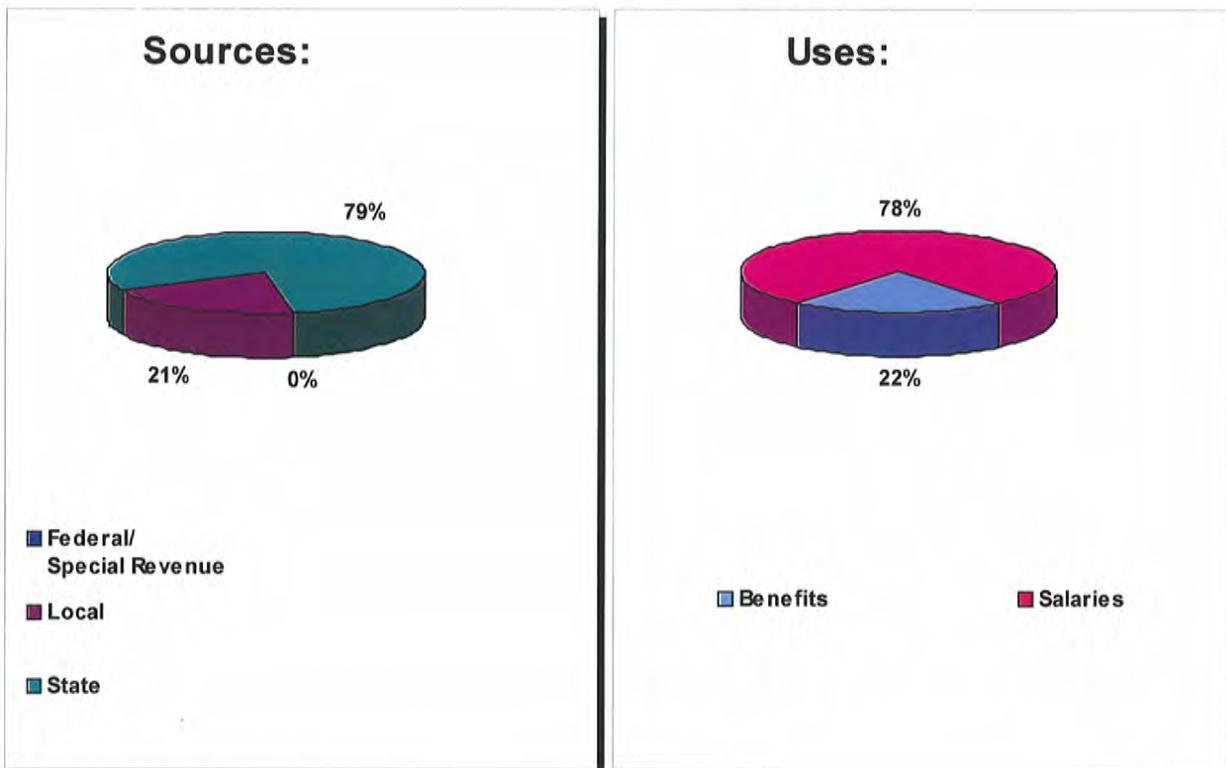
Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CLASSROOM TEACHERS**

<b>Expenditures</b>	<b>FY 2010-11 Proposed Budget</b>	<b>FY 2009-10 Adopted Budget</b>	<b>FY 2008-09 Actual Expenditures</b>	<b>FY 2007-08 Actual Expenditures</b>
Salaries	\$ 349,497,075	\$ 345,698,662	\$ 358,264,982	\$ 359,650,599
Benefits	99,186,813	89,183,601	85,996,285	81,549,181
	<u>\$ 448,683,888</u>	<u>\$ 434,882,263</u>	<u>\$ 444,261,267</u>	<u>\$ 441,199,780</u>

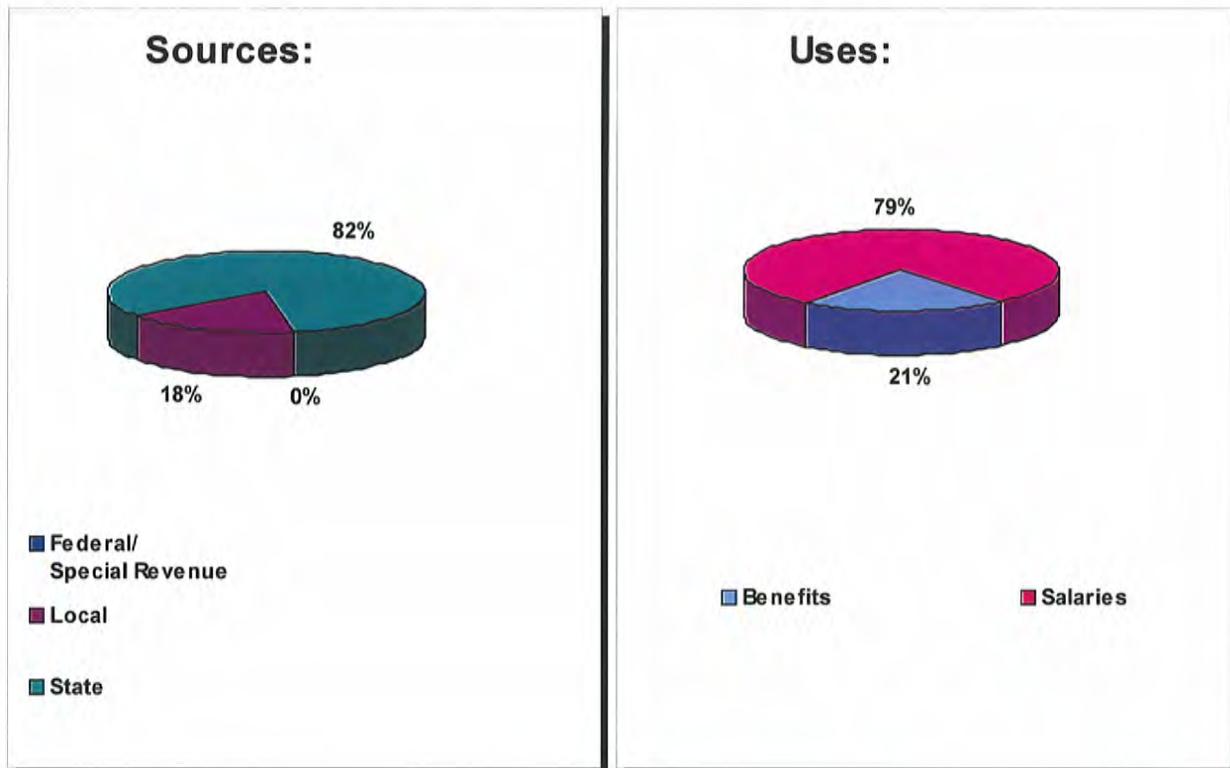
Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



## SUPPORT POSITIONS (Media Specialist, Social Worker, Counselor, Psychologist)

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 37,943,700	\$ 36,862,382	\$ 36,256,015	\$ 40,519,496
Benefits	10,383,591	9,190,687	8,332,159	9,183,877
	<u>\$ 48,327,291</u>	<u>\$ 46,053,069</u>	<u>\$ 44,588,174</u>	<u>\$ 49,703,373</u>

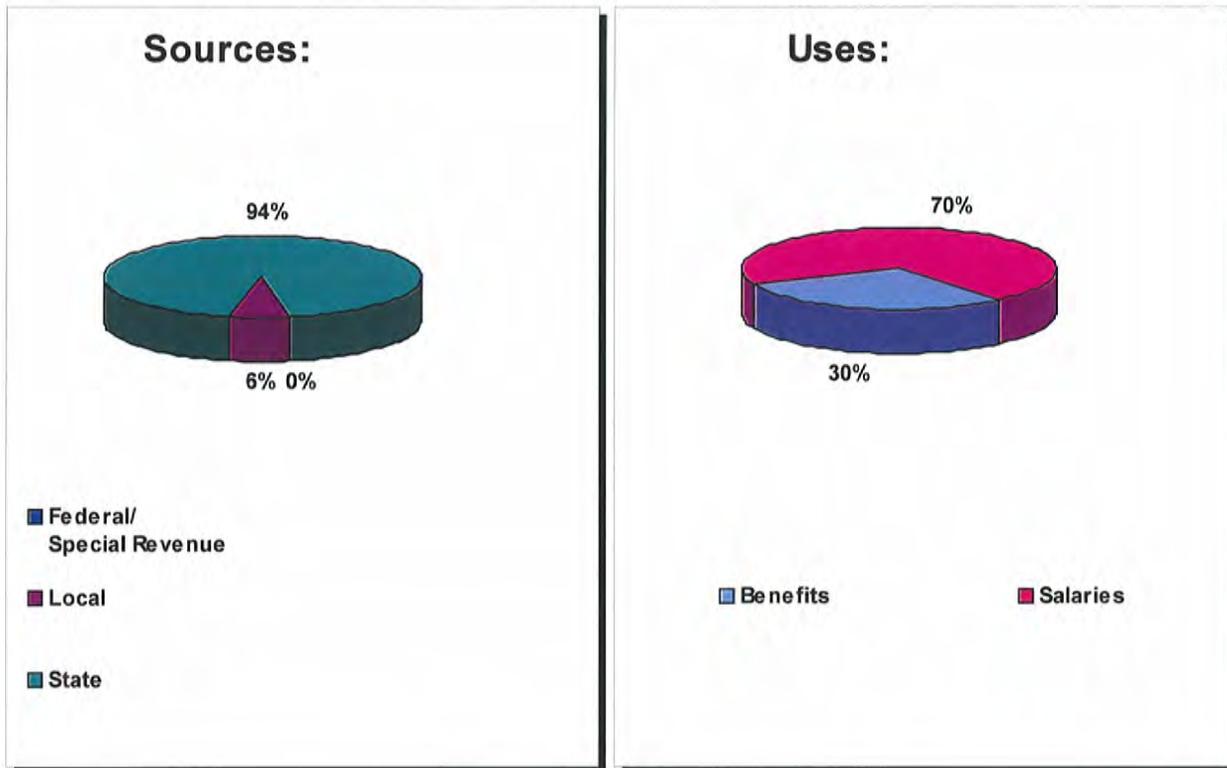
Note: Due to departmental reorganization, the 2008-09 Adopted Budget and historical expenditures may differ from prior presentations.



## ASSISTANTS (Teacher Assistants, Media Assistants, Administrative Assistants)

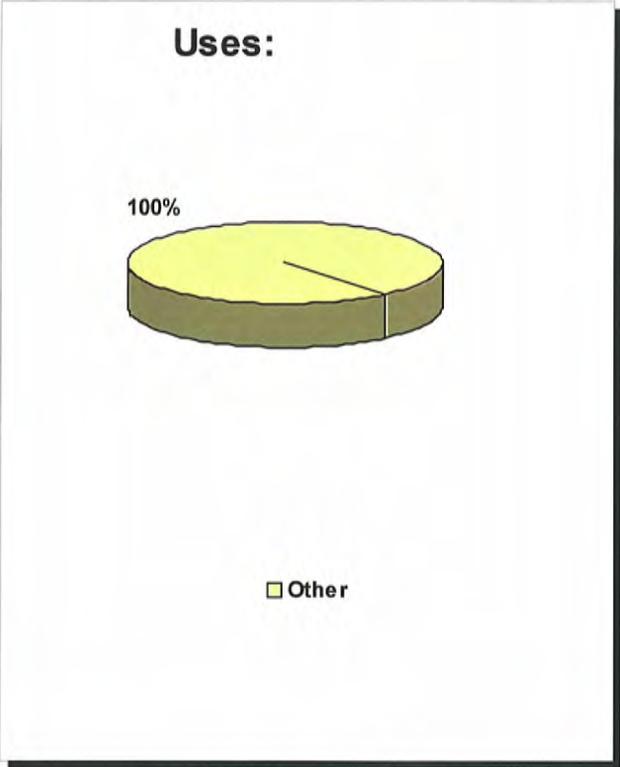
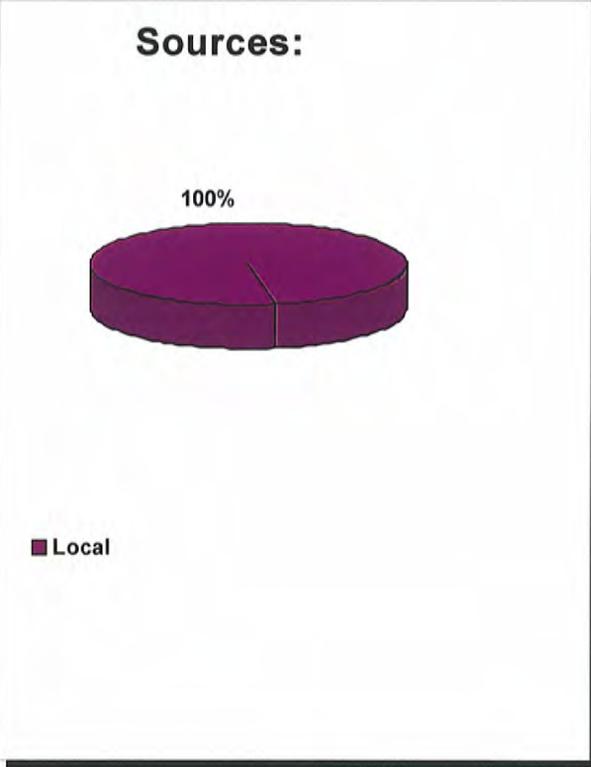
Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Salaries	\$ 24,071,256	\$ 23,121,801	\$ 29,770,710	\$ 27,956,698
Benefits	10,232,094	8,998,908	9,900,599	9,373,289
	<u>\$ 34,303,350</u>	<u>\$ 32,120,709</u>	<u>\$ 39,671,309</u>	<u>\$ 37,329,987</u>

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



**CHARTER SCHOOLS**

Expenditures	FY 2010-11 Proposed Budget	FY 2009-10 Adopted Budget	FY 2008-09 Actual Expenditures	FY 2007-08 Actual Expenditures
Other	\$ 16,066,775	\$ 12,977,237	\$ 13,935,491	\$ 10,147,381
	<u>\$ 16,066,775</u>	<u>\$ 12,977,237</u>	<u>\$ 13,935,491</u>	<u>\$ 10,147,381</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  
**2009-2010 SCHOOL ALLOTMENT FORMULAS**  
**ELEMENTARY SCHOOLS**

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**Classroom Teachers (ADM):**

**K-3rd:**

1:22 teacher/student ratio based on weighted student population (FRL students receive weight of 1.3)

**4-5th:**

1:27.5 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 1:17 for K-3rd grade

**K-3rd Teacher Assistants**

**K:**

1:25 teacher/student ratio

**1st-2nd:**

1:38 teacher/student ratio

**Support Formulas**

Assistant Principal	0.5	per school**
	1	per 501+ students (FRL students receive weight of 1.3)
		** SSI schools will receive a minimum of 1
Teaching Asst. Principal (stipend)	1	less than 501 students (FRL students receive weight of 1.3)
	1	per 751+ students (FRL students receive weight of 1.3)
Counselor	1	per school
Media Specialist	1	per school
	2	per 1,201+ students
Media Assistant	1	per 1,001-1,200 students
Secretary	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  
**2009-2010 SCHOOL ALLOTMENT FORMULAS**  
**MIDDLE SCHOOLS**

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**Classroom Teachers (ADM):**

1:24.5 teacher/student ratio based on weighted student population (FRL students receive weight of 1.3)

**Support Formulas**

Assistant Principal	0.5	per school
	1	per 401-1,000 students (FRL students receive weight of 1.3)
	2	per 1,001+ students (FRL students receive weight of 1.3)
Counselor	1	per school
	2	per 526-1,050 students
	3	per 1,051-1,575 students
	4	per 1,526-2,100 students
	5	per 2,101+ students
Media Specialist	1	per school
	2	per 1,201+ students
Media Assistant	1	per 1,001-1,200 students
ISS Assistant	1	per school
Secretary	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  
**2009-2010 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)

**Support Formulas**

Assistant Principal	1	per school
	2	per 1,001-2,300 students (FRL students receive weight of 1.3)
	3	per 2,301+ students (FRL students receive weight of 1.3)
Counselor	1	per school
	2	per 426-850 students
	3	per 851-1,275 students
	4	per 1,276-1,700 students
	5	per 1,701-2,125 students
	6	per 2,126-2,550 students
	7	per 2,551-2,975 students
	8	per 2,976-3,400 students
	9	per 3,401+ students
Media Specialist	1	per school
	2	per 2,201-3,300 students
	3	per 3,301+ students
Adm. Student Intervention Asst.	1	per school
Secretary	5.5	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  
**2009-2010 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.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 STATE TEACHER SALARY SCHEDULE  
NON-NBPTS**

**BACHELOR "A" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>ANNUAL STATE BASE AMOUNT</b>	<b>PERCENT OF ANNUAL STATE BASE AMOUNT</b>	<b>ANNUAL LOCALLY PAID BASE AMOUNT</b>	<b>TOTAL TEN MONTH BASE ANNUAL SALARY</b>
0	\$30,430.00	13.00%	\$3,955.90	\$34,385.90
1	\$30,430.00	13.00%	\$3,955.90	\$34,385.90
2	\$30,850.00	13.00%	\$4,010.50	\$34,860.50
3	\$31,290.00	13.00%	\$4,067.70	\$35,357.70
4	\$32,640.00	13.00%	\$4,243.20	\$36,883.20
5	\$34,040.00	13.00%	\$4,425.20	\$38,465.20
6	\$35,380.00	13.00%	\$4,599.40	\$39,979.40
7	\$36,670.00	13.00%	\$4,767.10	\$41,437.10
8	\$37,710.00	13.00%	\$4,902.30	\$42,612.30
9	\$38,190.00	13.00%	\$4,964.70	\$43,154.70
10	\$38,680.00	13.00%	\$5,028.40	\$43,708.40
11	\$39,180.00	13.00%	\$5,093.40	\$44,273.40
12	\$39,670.00	13.50%	\$5,355.50	\$45,025.50
13	\$40,180.00	13.50%	\$5,424.30	\$45,604.30
14	\$40,690.00	13.50%	\$5,493.20	\$46,183.20
15	\$41,220.00	13.50%	\$5,564.70	\$46,784.70
16	\$41,760.00	13.50%	\$5,637.60	\$47,397.60
17	\$42,310.00	13.50%	\$5,711.90	\$48,021.90
18	\$42,860.00	13.50%	\$5,786.10	\$48,646.10
19	\$43,450.00	14.00%	\$6,083.00	\$49,533.00
20	\$44,030.00	14.00%	\$6,164.20	\$50,194.20
21	\$44,610.00	14.00%	\$6,245.40	\$50,855.40
22	\$45,230.00	14.00%	\$6,332.20	\$51,562.20
23	\$45,840.00	14.00%	\$6,417.60	\$52,257.60
24	\$46,500.00	14.00%	\$6,510.00	\$53,010.00
25	\$47,140.00	14.00%	\$6,599.60	\$53,739.60
26	\$47,790.00	15.00%	\$7,168.50	\$54,958.50
27	\$48,450.00	15.00%	\$7,267.50	\$55,717.50
28	\$49,130.00	15.00%	\$7,369.50	\$56,499.50
29	\$49,840.00	15.00%	\$7,476.00	\$57,316.00
30	\$50,550.00	15.00%	\$7,582.50	\$58,132.50
31	\$51,530.00	15.00%	\$7,729.50	\$59,259.50
32+	\$52,550.00	15.00%	\$7,882.50	\$60,432.50

CHARLOTTE MECKLENBURG BOARD OF EDUCATION

**2009-2010 STATE TEACHER SALARY SCHEDULE  
NON-NBPTS**

**MASTER "M" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>ANNUAL STATE BASE AMOUNT</b>	<b>PERCENT OF ANNUAL STATE BASE AMOUNT</b>	<b>ANNUAL LOCALLY PAID BASE AMOUNT</b>	<b>TOTAL TEN MONTH BASE ANNUAL SALARY</b>
0	\$33,470.00	13.00%	\$4,351.10	\$37,821.10
1	\$33,470.00	13.00%	\$4,351.10	\$37,821.10
2	\$33,940.00	13.00%	\$4,412.20	\$38,352.20
3	\$34,420.00	13.00%	\$4,474.60	\$38,894.60
4	\$35,900.00	13.00%	\$4,667.00	\$40,567.00
5	\$37,440.00	13.50%	\$5,054.40	\$42,494.40
6	\$38,920.00	13.50%	\$5,254.20	\$44,174.20
7	\$40,340.00	13.50%	\$5,445.90	\$45,785.90
8	\$41,480.00	13.50%	\$5,599.80	\$47,079.80
9	\$42,010.00	13.50%	\$5,671.40	\$47,681.40
10	\$42,550.00	13.50%	\$5,744.30	\$48,294.30
11	\$43,100.00	13.50%	\$5,818.50	\$48,918.50
12	\$43,640.00	14.50%	\$6,327.80	\$49,967.80
13	\$44,200.00	14.50%	\$6,409.00	\$50,609.00
14	\$44,760.00	14.50%	\$6,490.20	\$51,250.20
15	\$45,340.00	14.50%	\$6,574.30	\$51,914.30
16	\$45,940.00	14.50%	\$6,661.30	\$52,601.30
17	\$46,540.00	14.50%	\$6,748.30	\$53,288.30
18	\$47,150.00	14.50%	\$6,836.80	\$53,986.80
19	\$47,800.00	15.50%	\$7,409.00	\$55,209.00
20	\$48,430.00	15.50%	\$7,506.70	\$55,936.70
21	\$49,070.00	15.50%	\$7,605.90	\$56,675.90
22	\$49,750.00	15.50%	\$7,711.30	\$57,461.30
23	\$50,420.00	15.50%	\$7,815.10	\$58,235.10
24	\$51,150.00	15.50%	\$7,928.30	\$59,078.30
25	\$51,850.00	15.50%	\$8,036.80	\$59,886.80
26	\$52,570.00	16.50%	\$8,674.10	\$61,244.10
27	\$53,300.00	16.50%	\$8,794.50	\$62,094.50
28	\$54,040.00	16.50%	\$8,916.60	\$62,956.60
29	\$54,820.00	16.50%	\$9,045.30	\$63,865.30
30	\$55,610.00	16.50%	\$9,175.70	\$64,785.70
31	\$56,680.00	16.50%	\$9,352.20	\$66,032.20
32+	\$57,810.00	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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 STATE TEACHER SALARY SCHEDULE  
NBPTS**

**BACHELOR "A" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>ANNUAL STATE BASE AMOUNT</b>	<b>PERCENT OF ANNUAL STATE BASE AMOUNT</b>	<b>ANNUAL LOCALLY PAID BASE AMOUNT</b>	<b>TOTAL TEN MONTH BASE 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	\$ 35,040.00	13.00%	\$4,555.20	\$39,595.20
4	\$ 36,560.00	13.00%	\$4,752.80	\$41,312.80
5	\$ 38,120.00	13.00%	\$4,955.60	\$43,075.60
6	\$ 39,630.00	13.00%	\$5,151.90	\$44,781.90
7	\$ 41,070.00	13.00%	\$5,339.10	\$46,409.10
8	\$ 42,240.00	13.00%	\$5,491.20	\$47,731.20
9	\$ 42,770.00	13.00%	\$5,560.10	\$48,330.10
10	\$ 43,320.00	13.00%	\$5,631.60	\$48,951.60
11	\$ 43,880.00	13.00%	\$5,704.40	\$49,584.40
12	\$ 44,430.00	13.50%	\$5,998.10	\$50,428.10
13	\$ 45,000.00	13.50%	\$6,075.00	\$51,075.00
14	\$ 45,570.00	13.50%	\$6,152.00	\$51,722.00
15	\$ 46,170.00	13.50%	\$6,233.00	\$52,403.00
16	\$ 46,770.00	13.50%	\$6,314.00	\$53,084.00
17	\$ 47,390.00	13.50%	\$6,397.70	\$53,787.70
18	\$ 48,000.00	13.50%	\$6,480.00	\$54,480.00
19	\$ 48,660.00	14.00%	\$6,812.40	\$55,472.40
20	\$ 49,310.00	14.00%	\$6,903.40	\$56,213.40
21	\$ 49,960.00	14.00%	\$6,994.40	\$56,954.40
22	\$ 50,660.00	14.00%	\$7,092.40	\$57,752.40
23	\$ 51,340.00	14.00%	\$7,187.60	\$58,527.60
24	\$ 52,080.00	14.00%	\$7,291.20	\$59,371.20
25	\$ 52,800.00	14.00%	\$7,392.00	\$60,192.00
26	\$ 53,520.00	15.00%	\$8,028.00	\$61,548.00
27	\$ 54,260.00	15.00%	\$8,139.00	\$62,399.00
28	\$ 55,030.00	15.00%	\$8,254.50	\$63,284.50
29	\$ 55,820.00	15.00%	\$8,373.00	\$64,193.00
30	\$ 56,620.00	15.00%	\$8,493.00	\$65,113.00
31	\$ 57,710.00	15.00%	\$8,656.50	\$66,366.50
32+	\$ 58,860.00	15.00%	\$8,829.00	\$67,689.00

NBPTS: National Board Professional Teaching Standards certification

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 STATE TEACHER SALARY SCHEDULE  
NBPTS**

**MASTER "M" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>ANNUAL STATE BASE AMOUNT</b>	<b>PERCENT OF ANNUAL STATE BASE AMOUNT</b>	<b>ANNUAL LOCALLY PAID BASE AMOUNT</b>	<b>TOTAL TEN MONTH BASE 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	\$38,550.00	13.00%	\$5,011.50	\$43,561.50
4	\$40,210.00	13.00%	\$5,227.30	\$45,437.30
5	\$41,930.00	13.50%	\$5,660.60	\$47,590.60
6	\$43,590.00	13.50%	\$5,884.70	\$49,474.70
7	\$45,180.00	13.50%	\$6,099.30	\$51,279.30
8	\$46,460.00	13.50%	\$6,272.10	\$52,732.10
9	\$47,050.00	13.50%	\$6,351.80	\$53,401.80
10	\$47,660.00	13.50%	\$6,434.10	\$54,094.10
11	\$48,270.00	13.50%	\$6,516.50	\$54,786.50
12	\$48,880.00	14.50%	\$7,087.60	\$55,967.60
13	\$49,500.00	14.50%	\$7,177.50	\$56,677.50
14	\$50,130.00	14.50%	\$7,268.90	\$57,398.90
15	\$50,780.00	14.50%	\$7,363.10	\$58,143.10
16	\$51,450.00	14.50%	\$7,460.30	\$58,910.30
17	\$52,120.00	14.50%	\$7,557.40	\$59,677.40
18	\$52,810.00	14.50%	\$7,657.50	\$60,467.50
19	\$53,540.00	15.50%	\$8,298.70	\$61,838.70
20	\$54,240.00	15.50%	\$8,407.20	\$62,647.20
21	\$54,960.00	15.50%	\$8,518.80	\$63,478.80
22	\$55,720.00	15.50%	\$8,636.60	\$64,356.60
23	\$56,470.00	15.50%	\$8,752.90	\$65,222.90
24	\$57,290.00	15.50%	\$8,880.00	\$66,170.00
25	\$58,070.00	15.50%	\$9,000.90	\$67,070.90
26	\$58,880.00	16.50%	\$9,715.20	\$68,595.20
27	\$59,700.00	16.50%	\$9,850.50	\$69,550.50
28	\$60,520.00	16.50%	\$9,985.80	\$70,505.80
29	\$61,400.00	16.50%	\$10,131.00	\$71,531.00
30	\$62,280.00	16.50%	\$10,276.20	\$72,556.20
31	\$63,480.00	16.50%	\$10,474.20	\$73,954.20
32+	\$64,750.00	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

**2009-2010 STATE PSYCHOLOGIST SALARY SCHEDULE**

**MASTER "M" CERTIFICATE**

<b>YEARS OF EXPERIENCE</b>	<b>ANNUAL STATE BASE AMOUNT</b>	<b>PERCENT OF ANNUAL STATE BASE AMOUNT</b>	<b>ANNUAL LOCALLY PAID BASE AMOUNT</b>	<b>TOTAL TEN MONTH BASE ANNUAL SALARY</b>
0	\$38,920.00	19.00%	\$7,394.80	\$46,314.80
1	\$38,920.00	19.00%	\$7,394.80	\$46,314.80
2	\$40,340.00	19.00%	\$7,664.60	\$48,004.60
3	\$41,480.00	19.00%	\$7,881.20	\$49,361.20
4	\$42,010.00	19.00%	\$7,981.90	\$49,991.90
5	\$42,550.00	20.00%	\$8,510.00	\$51,060.00
6	\$43,100.00	20.00%	\$8,620.00	\$51,720.00
7	\$43,640.00	20.00%	\$8,728.00	\$52,368.00
8	\$44,200.00	20.00%	\$8,840.00	\$53,040.00
9	\$44,760.00	20.00%	\$8,952.00	\$53,712.00
10	\$45,340.00	20.50%	\$9,294.70	\$54,634.70
11	\$45,940.00	20.50%	\$9,417.70	\$55,357.70
12	\$46,540.00	21.00%	\$9,773.40	\$56,313.40
13	\$47,150.00	21.00%	\$9,901.50	\$57,051.50
14	\$47,800.00	21.00%	\$10,038.00	\$57,838.00
15	\$48,430.00	21.50%	\$10,412.50	\$58,842.50
16	\$49,070.00	21.50%	\$10,550.10	\$59,620.10
17	\$49,750.00	21.50%	\$10,696.30	\$60,446.30
18	\$50,420.00	21.50%	\$10,840.30	\$61,260.30
19	\$51,150.00	21.50%	\$10,997.30	\$62,147.30
20	\$51,850.00	21.50%	\$11,147.80	\$62,997.80
21	\$52,570.00	21.50%	\$11,302.60	\$63,872.60
22	\$53,300.00	21.50%	\$11,459.50	\$64,759.50
23	\$54,040.00	21.50%	\$11,618.60	\$65,658.60
24	\$54,820.00	21.50%	\$11,786.30	\$66,606.30
25	\$55,610.00	21.50%	\$11,956.20	\$67,566.20
26	\$56,680.00	21.50%	\$12,186.20	\$68,866.20
27	\$57,810.00	21.50%	\$12,429.20	\$70,239.20
28	\$58,730.00	21.50%	\$12,627.00	\$71,357.00
29	\$59,670.00	21.50%	\$12,829.10	\$72,499.10
30	\$60,620.00	21.50%	\$13,033.30	\$73,653.30
31	\$61,590.00	21.50%	\$13,241.90	\$74,831.90
32+	\$62,580.00	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 2009-2010**

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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 2009-2010**

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**SUBSTITUTE TEACHERS**

**Effective July 1, 2009**

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, 2009**

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, 2009**

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, 2009**

Third Year VIF Teacher	\$3,440.00	Monthly
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**COMMUNITY USE OF SCHOOLS**

**Effective July 1, 2009**

Custodians	Hourly Rate	
Non-Exempt Non-Custodians	\$10.59	per hour
Exempt Employees	\$12.00	per hour

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2009-2010 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>	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.

**2009-10 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		

**2009-10 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			

**2009-10 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		

**2009-10 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		

**2009-10 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		

**2009-10 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
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		

**2009-10 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			

**2009-10 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			

**2009-10 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		

**2009-10 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		

**2009-10 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS**

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
3	CLERK, SENIOR CHILD NUTRITION	12	\$ 2,242.93	\$ 2,856.53
	CLERK, SENIOR COST	12		
	COORDINATOR, CURR AND INSTRUCTION INVENTORY	12		
	COORDINATOR, DRIVER EDUCATION - SITE	10		
	COORDINATOR, FOOD SERVICE EQUIPMENT	12		
	COORDINATOR, TESTING MATERIALS INVENTORY			
	COORDINATOR, TRACKED INVENTORY	12		
	CREW CHIEF, CARPENTER	12		
	CREW CHIEF, GROUNDS	12		
	CREW CHIEF, PAINTING	12		
	CREW CHIEF, SUPPLY	12		
	CUSTODIAN, AREA LEADER	12		
	DISPATCHER	12		
	DRIVER, BUS LEAD	9		
	DRIVER, BUS LEAD NON-DRIVING	9		
	INTERN, AUXILIARY SERVICES-PROFESSIONAL	12		
	INTERN, CHILD NUTRITION-PROFESSIONAL	12		
	LIFEGUARD - METRO SCHOOL	10		
	MECHANIC, EQUIPMENT	12		
	OPERATOR, HEAVY EQUIPMENT	12		
	OPERATOR, HIGH VOLUME COPIER	12		
	OPERATOR, PEST CONTROL	12		
	OPERATOR, PRESS	12		
	PROCESSOR, MEDIA -SENIOR	12		
	REPRESENTATIVE I, CUSTOMER SERVICE	12		
	REPRESENTATIVE, BUILDING SERVICES TECHNICIAN	12		
	REPRESENTATIVE, POINT OF SALE TECHNOLOGY	12		
	REPRESENTATIVE, POINT OF SALE TECHNOLOGY 11 MOS	11		
	SECRETARY	10		
	SECRETARY, 12 MONTHS	12		
	SECRETARY, ADMINISTRATIVE	12		
	SUBSTITUTE, CAFETERIA MANAGER I	10		
	TECHNICIAN I, TRANSPORTATION	12		
	TECHNICIAN, ACCOUNTING	12		
	TECHNICIAN, COMPUTER SYSTEMS	12		
	TECHNICIAN, EC ASSISTIVE TECHNOLOGY	12		
	TECHNICIAN, EPA CERTIFIED ASBESTOS	12		
	TECHNICIAN, FACILITY DATA	12		
	TECHNICIAN, INVENTORY SYSTEMS	12		
	TECHNICIAN, PAYABLES SUPPORT	12		
	TECHNICIAN, PAYROLL	12		
	TECHNICIAN, PLANNING	12		
	TECHNICIAN, PROFESSIONAL DEVELOPMENT DATA SYSTEI	12		
	TECHNICIAN, SECURITY ALARM I	12		
	TECHNICIAN, SENIOR STUDENT ACCOUNTING	12		
	TECHNICIAN, STUDENT ASSIGNMENT II	12		
	TECHNICIAN, SUPPORT SERVICES	12		
	TECHNICIAN, TRANSPORTATION TIRE	12		
	TRAINEE, CAFETERIA MANAGER - EXTERNAL	10		
	TRAINER, LEAD FIRST CLASS PHYSICAL	10		
	TRANSLITERATOR, CUED SPEECH I	10		

**2009-10 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			

**2009-10 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS**

<u>PAY GRADE</u>	<u>POSITION TITLE</u>	<u>MO</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
4	TECHNICIAN, EMPLOYEE PROGRAMS	12	\$ 2,579.20	\$ 3,284.67
	TECHNICIAN, ENGINEERING	12		
	TECHNICIAN, HRIS	12		
	TECHNICIAN, INVESTIGATIVE	12		
	TECHNICIAN, POLLUTION CONTROL	12		
	TECHNICIAN, SECURITY ALARM II	12		
	TECHNICIAN, SENIOR ACCOUNTING	12		
	TECHNICIAN, SENIOR PAYROLL	12		
	TECHNICIAN, TRANSPORTATION OPERATIONS	12		
	TECHNICIAN, TRANSPORTATION QUALITY SUPPORT	12		
	TRANSPORTATION, OPERATIONS ADMINISTRATIVE ASSIST,	12		
5	ASSISTANT SUPERVISOR, PAINT	12	\$ 2,965.73	\$ 3,778.67
	ASSISTANT SUPERVISOR, ROOFING	12		
	ASSISTANT, OCCUPATIONAL THERAPY	10		
	ASSISTANT, PHYSICAL THERAPY	10		
	ASSOCIATE, WEB	12		
	BRAILLIST	10		
	COACH, FAMILY	10		
	COORDINATOR, BENEFITS			
	CREW CHIEF, LOCKSMITH	12		
	CREW CHIEF, SIGN SHOP	12		
	ELECTRICIAN II	12		
	INTERPRETER-TUTOR, HEARING IMPAIRED II	10		
	INTERVENER, DEAF BLIND	10		
	MANAGER, LICENSURE CASE	12		
	MECHANIC, HVAC I	12		
	PLUMBER II	12		
	SECRETARY, EXECUTIVE	12		
	SUPERVISOR, LEAD CAMPUS SECURITY ASSOCIATE	11		
	SUPERVISOR, SCHOOL LAW ENFORCEMENT PATROL	12		
	TECHNICIAN, DIETETIC	12		
	TECHNICIAN, ELECTRONIC II	12		
TECHNICIAN, ROUTING	12			
TECHNICIAN, TRANSPORTATION MASTER	12			
TRANSLITERATOR, CUED SPEECH II	10			
6	ASSISTANT SUPERVISOR, ELECTRONICS	12	\$ 3,409.47	\$ 4,345.47
	ASSISTANT SUPERVISOR, PLUMBING	12		
	COORDINATOR, TELEPHONE SERVICES	12		
	COORDINATOR, TRANSPORTATION INVENTORY	12		
	CREW CHIEF, PARTS	12		
	MECHANIC II, HVAC	12		
	SPECIALIST, ELECTRONIC FIRE ALARM-LIFE SAFETY	12		
	SPECIALIST, PLUMBING	12		
	SUPERVISOR, GRAPHIC ART	12		
7	ASSISTANT SUPERVISOR, ELECTRICAL	12	\$ 3,922.53	\$ 4,997.20
	ASSISTANT SUPERVISOR, HVAC	12		
	SPECIALIST, ELECTRICAL CONTROL	12		
	SPECIALIST, HVAC CONTROL	12		

# COACHING STIPENDS COMPARATIVE DATA

## SENIOR HIGH SCHOOL PROGRAMS COACHING STIPENDS 2009-10

		CMS	Wake County	Guilford County	Cumberland County	Winston/ Forsyth County	Gaston County
Athletic Director		11 mo. plus \$5,181 1/2 load \$1,200 mileage	12 mo. plus \$9,687-14,535 1/2 load	12 mo. plus \$3,500-5,200 1/2 load	12 mo. Asst. Principal	11 mo. plus \$8,536-14,225 1/2 load	11 mo. plus \$3,866-4,833 1/2 load
Football	Head	4,172	3,229-4,845	3,400-5,100+	2,550-3,380+*	3,563-5,936	3,402-4,253
	JV	2,038	2,018-3,028	1,300-2,700+	1,370-1,930+*	2,041-3,738	1,994-2,492
Basketball	Head	2,878	2,421-3,635	2,300-3,800	1,990-3,100*	2,892-4,812	2,272-2,840
	JV	1,499	1,210-1,817	1,200-2,100	920-1,340*	1,572-2,616	797-1,495
Baseball	Head	2,878	2,018-3,028	1,800-3,000	1,370-1,930*	2,090,3,479	1,714-2,143
	JV	1,499	1,210-1,817	900-1,750	690-970*	1,208-2,020	797-1,329
Track	Head	2,878	2,018-3,028	1,500-2,500	1,140-1,410*	2,079-3,455	1,701-2,126
	Assistant	1,499	1,210-1,817	900-1,850	690-970*	1,208-2,020	665-831
Wrestling	Head	2,878	2,018-3,028	1,800-2,700	1,140-1,410*	2,388-3,976	1,714-2,143
	Assistant	1,499		900-1,700	690-970*	1,388-2,308	665-831
Soccer	Head	2,878	2,018-3,028	1,500-2,250+	910-1,220*	2,079-3,455	1,289-1,611
	JV	1,499	1,210-1,817	900-1,600+	690-970*	1,208-2,020	665-997
Softball	Head	2,878	2,018-3,028	1,800-3,000	1,370-1,930*	2,090,3,479	1,714-2,143
	JV	1,499	1,210-1,817	900-1,750	690-970*	1,208-2,020	797-1,329
Swimming	Head	1,799	2,018-3,028	1,500-2,250		2,096-3,496	997-1,246
	Assistant	600		800-1,200		1,032-1,716	532-665
Tennis		1,799	1,210-1,817	1,000-2,000+	770-1,040*	1,281-2,135	997-1,246
Golf		1,799	1,210-1,817	900-1,750	770-1,040*	1,281-2,135	997-1,246
Cross Country	Head	1,799-2,158	1,210-1,817	1,000-1,900+	770-1,040*	1,344-2,244	997-1,246
	Assistant	1,199		700-1,050+		903-1,502	
Volleyball	Head	1,799	1,618-2,421	1,400-2,200+	770-1,040*	1,521-2,532	997-1,246
	JV	1,019	1,210-1,817	800-1,600+	550-820*	963-1,608	532-665
Cheerleader Coach	Varsity	2,697	4,842-7,270	2,000-3,400+	1,290-1,710*	2,800-4,655	1,435-1,794
	JV	1,529	3,236-4,842	1,500-2,400+	1,000-1,480*	2,016-3,346	1,063-1,329
Athletic Trainers Ctf./Non-ctfd.	Head	3,022-3,885	11 mo. plus 9,687-14,535 2/3 load	3,600-7,200+	2,640-4,050+*	4,576-7,623	3,805-4,757
	Assistant	2,158-2,398	4,854-7,263	1,900-2,850+		2,296-3,829	3,262-4,078

+ = Pre-Season Supplement also  
 \* = Post Season Supplement also  
 \*\* = Plus one month's teacher salary

## **LEASE AND/OR INSTALLMENT PURCHASE CONTRACTS**

As required by General Statute §115C-528(g), the Board of Education is submitting information concerning lease purchase contracts and installment purchase contracts as part of the annual budget. The following information is submitted in order to comply with the Statute's requirement.

### **LEASE AGREEMENTS**

The Board leases equipment that is accounted for in General Fund and is reflected in the government-wide statements. Assets recorded under capital leases at June 30, 2009 amounted to \$2.3 million. Accumulated depreciation relating to these assets was \$1.7 million.

Under the terms of these leases, the Board's obligation to pay is contingent upon continued appropriation of funds by Mecklenburg County for that purpose. At the end of the lease period, the lessor will transfer title of the equipment to the Board.

The following is a schedule by year of future minimum lease payments and present value of the net minimum lease payments as of June 30, 2009.

Year Ending June 30:	(In Thousands)
2010	\$ 365
2011	179
2012	39
2013	33
2014	<u>5</u>
Total Minimum Lease Payments	621
Less: Interest	<u>(29)</u>
Present Value of Net Minimum Lease Payments	\$ <u><u>592</u></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, 2009 totaled \$243,169.

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REACH FURTHER.



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*In compliance with federal law, Charlotte-Mecklenburg Schools administers all education programs, employment activities and admissions without discrimination against any person on the basis of gender, race, color, religion, national origin, age or disability.*