



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



**2012-2013  
PROPOSED BUDGET  
RECOMMENDATION**

Hugh Hattabaugh  
Interim Superintendent

March 13, 2012



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

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# OVERVIEW

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## **TIME TO REBUILD**

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

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After four consecutive years of budget cuts, we believe that Charlotte-Mecklenburg Schools has reached the tipping point. Continued cutting of our budget will damage our schools and delay or even deter our students' academic progress. It will also further fray the bonds of trust between CMS and its employees, parents and the community – bonds that we have worked very hard to strengthen in recent years.

During the four years of economic downturn since 2008, CMS has reduced or redirected more than \$212 million – an amount equivalent to almost one-fifth of our annual operating budget. We have reduced our workforce by nearly 2,000 positions. We have closed 11 schools. We have shifted our transportation model to shuttle and common stops to save millions of dollars, and altered school bell schedules to make even further reductions in transportation. We have shifted to our students and their families the costs of academic tests in Advanced Placement and International Baccalaureate courses, and we have asked our families to help fund athletics by paying fees. We have reduced the costs of utilities at our schools by nearly \$2 million through careful management and conservation practices. We have made these cuts even as we continued to see steady growth in our enrollment, meaning that less money had to cover more students and teachers. Our employees have had no salary increases in four years, even as we asked them to shoulder a larger share of their benefits costs.

We have covered the costs of increases in utilities, retirement payments and health care while receiving reduced funding from the state and the county – forcing us to shift even more money away from the academic and school-based programs that help our students.

Our academic gains in recent years have garnered us national and regional recognition. We were named the 2011 winner of the prestigious Broad Prize in urban education, given to a school district which is raising overall academic achievement while simultaneously closing the achievement gap. This award formally recognized what we had been seeing for the past four years: We were making dramatic gains in our schools. We were moving all students ahead and moving struggling students ahead at a faster rate.

There have been other indicators of our progress as well. We received reaccreditation, and praise for our reform initiatives, from AdvancEd. The U. S. Secretary of Education, Arne Duncan, visited CMS to see our Strategic Staffing Initiative in action. Our fourth- and eighth-graders continue to earn top marks on the National Assessment of Educational Progress, sometimes referred to as the nation's report card because it compares all 50 states.

Given the progress we have made in recent years, it is alarming to see our students' progress decline on state tests, as they did in 2011. We do not want to lose the ground we have gained. We believe we must begin rebuilding in core areas to prevent decline in academic progress.

So we are seeking funding from Mecklenburg County, our second-largest source of funds, to help us begin moving forward again. Mecklenburg County expects local revenues to rise slightly this year and there are other signs that the economic downturn may at last be easing. For this reason, as well as our concern that the repeated cuts are taking a toll on our schools' performance, the budget we are proposing for 2012-2013 seeks an increase in local funding.

As we have in years past, we will fund our new initiatives and some of our higher costs by redirecting money and making cuts in our budget. But this year, we are also asking Mecklenburg County to help

## **TIME TO REBUILD**

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

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us pay some of the costs of sustaining operations and of growth. We are asking the county to help us pay for the higher costs we cannot control – utilities, health benefits and retirement costs – as well as growth in our enrollment. We believe our employees deserve a three percent cost of living increase and we are asking the county to help us pay for two percent of that; we'll redirect money for the other one percent.

We expect that our costs for sustaining operations and growth in the 2012-2013 budget year will total \$77.9 million. To that we have added \$4.8 million for new initiatives to restore staffing levels at our high schools, expand the successful Truancy Court program, add instructional-technology positions in our high schools and multimedia support to our communications department. These initiatives are needed to help us restore some of the capacity we have lost over the past four years. We have also identified a total of \$23.3 million in reductions and redirections in state and county funding to offset the rising costs.

Our proposed budget for county funding includes an increase of \$43.9 million to help address growth, sustaining operations and new initiatives. We have identified \$16.4 million in reductions and redirections of county funding to help cover this increase. So we are asking Mecklenburg County for \$355.9 million, an increase of \$27.5 million over last year. We believe this is a request that is both reasonable and urgent. We cannot continue to make multimillion-dollar cuts that diminish our staff and our schools without losing the ground we have gained since 2008. After four very financially challenging years, it is appropriate to ask the community to support our schools, our students and our staff with adequate funding this year.

Sincerely,



Hugh E. Hattabaugh  
Interim Superintendent, Charlotte-Mecklenburg Schools



*Chairperson, At-Large*

**Ericka Ellis-Stewart**

704-763-5400

ericka.ellis-stewart@cms.k12.nc.us



*Vice-Chairperson, At-Large*

**Mary McCray**

704-281-6074

maryt.mccray@cms.k12.nc.us



*At-Large*

**Timothy S. Morgan**

704-577-3102

tim.morgan@cms.k12.nc.us



*District 1*

**Rhonda Lennon**

704-564-3382

rhonda.lennon@cms.k12.nc.us



*District 2*

**Richard Allen McElrath, Sr.**

704-488-5350

richard.mcelrath@cms.k12.nc.us



*District 3*

**Dr. Joyce Davis Waddell**

704-549-4777

joyce.waddell@cms.k12.nc.us



*District 4*

**Tom Tate**

704-502-3093

tom.tate@cms.k12.nc.us



*District 5*

**Eric C. Davis**

704-651-0217

ericc.davis@cms.k12.nc.us



*District 6*

**Amelia Stinson-Wesley**

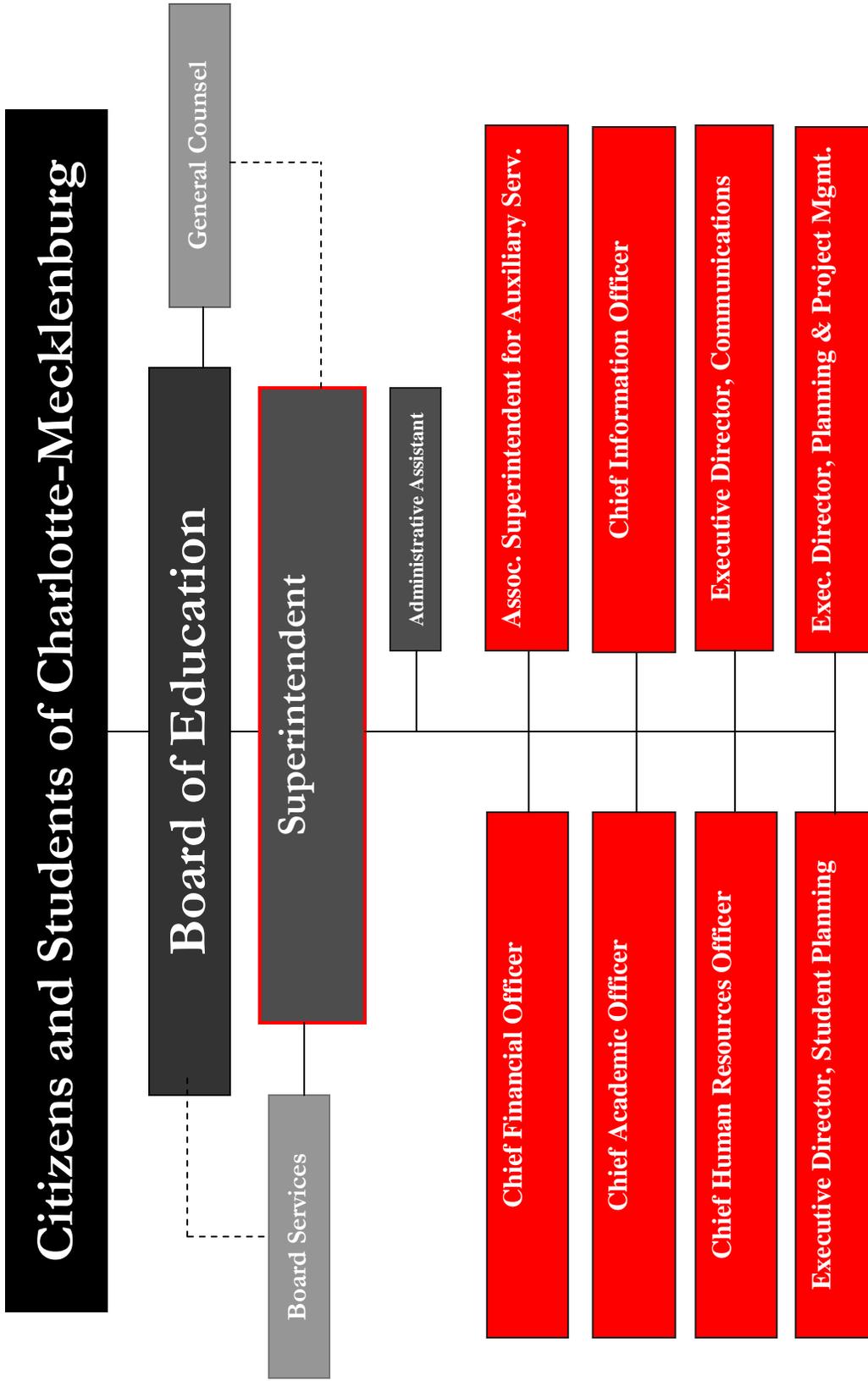
704-889-1803

a.stinson-wesley@cms.k12.nc.us

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

# CHARLOTTE MECKLENBURG SCHOOLS

## DISTRICT ORGANIZATION CHART



# WOW! Did you know?

The district won the 2011 Broad Prize for Urban Education given by the Eli and Edythe Broad Foundation. The annual prize is the largest education prize in the country. As the winner, CMS received \$550,000 in college scholarships for the class of 2012.

- ▶ The Broad Foundation recognized CMS for demonstrating strong academic gains and improvement while narrowing achievement gaps between income and ethnic groups.

How CMS stands out among the 75 largest urban school districts in America:

- Narrowed ethnic achievement gaps. In recent years, CMS has narrowed achievement gaps between African-American and white students in reading and math at all school levels (elementary, middle and high school). From 2007 to 2010, achievement gaps between African-American and white students decreased by 11 percentage points in high school reading. In addition, CMS narrowed achievement gaps between Hispanic and white students in math at all school levels, and in middle and high school reading.
- In recent years, the pace of improvement at which CMS narrowed achievement gaps between African-American and white students was among the fastest third of North Carolina districts in elementary and high school reading and math. In addition, the pace at which CMS narrowed achievement gaps between Hispanic and white students was among the fastest third of North Carolina districts in math at all school levels and in middle and high school reading.
- Boosted percentage of low-income students performing at high levels. In recent years, CMS increased the percentage of low-income students who performed at the highest achievement level (Level IV) in middle and high school reading and math faster than other North Carolina districts.

Between 2007 and 2010, the percentage of low-income students performing at the highest achievement level increased an average of six percentage points per year in high school math compared with an average of two percentage points per year for other North Carolina districts.

- Demonstrated strong college-readiness levels. In 2010, 62 percent of CMS African-American seniors participated in the SAT exam. This marked the highest SAT participation rate for African-American seniors among all 75 large urban school districts eligible for the Broad Prize.

Fourth-graders in Charlotte-Mecklenburg Schools outperformed their peers in all other urban districts in math on the National Assessment of Educational Progress (NAEP), often called the nation's report card. CMS fourth-graders also ranked in the top three in reading. CMS eighth-graders were ranked first in reading and in the top three for math.

- ▶ Piedmont IB Middle was named a 2011 Blue Ribbon School by the U.S. Department of Education. The school was one of eight schools in North Carolina and 304 nationwide to receive the distinction in 2011. Piedmont IB received the award for overall academic excellence and for success in closing achievement gaps.

The class of 2011 earned \$63 million on college scholarships. Sixteen high schools earned at least \$1 million or more and five earned more than \$4 million.

- ▶ Nearly 5,240 students, or 68.5 percent of eligible students, took the SAT, up from 5,008 in 2010. The statewide participation rate is 67 percent. In 2011, the CMS average SAT score was 1482 compared to the state average SAT score of 1475.

# Did You Know?, *continued*

The number of CMS middle schools making high growth and expected growth increased in 2011. In elementary schools, 41 schools made expected growth, up from 36 a year ago.

- ▶ Charlotte-Mecklenburg Schools was among six urban districts chosen to receive a Wallace Foundation grant to develop a pipeline of school leadership and measure its effect on student achievement.

The grant will help CMS build a larger pool of prospective principals. CMS will receive \$7.5 million, \$2 million in the 2011-2012 school year and the balance over the remaining four years.

The Magnet Schools of America gave Cotswold Elementary School's International Baccalaureate Primary Years Program magnet program the 2011 MSA Special Recognition Award for Elementary School of Excellence. The award recognizes one of the two top magnet elementary schools in the nation.

- ▶ CMS Child Nutrition Services earned two HealthierUS Challenge Bronze Awards from the U.S. Department of Agriculture. The awards recognized the district for making changes to the school nutrition environment in order to improve the quality of the foods served, providing students with nutrition education, and providing students with opportunities for physical activity.

In 2011, 21 CMS students were selected to attend the Governor's School of North Carolina. The high school juniors and seniors are among 600 North Carolina students selected to study dance, science, English, drama and more. The Governor's School is the nation's oldest statewide summer residential program for academically gifted high school students.

- ▶ For the 2010-2011 school year, nearly 300 CMS teachers received National Board certification. CMS ranks second among North Carolina school districts in newly certified teachers.

The significant energy savings realized by Charlotte-Mecklenburg Schools helped the district in a 2011 competition sponsored by the U.S. Environmental Protection Agency (EPA). CMS was the only North Carolina school district taking part. Five CMS schools earned a total cost savings of \$103,935.28, reduced energy use by 60 percent and decreased greenhouse gas emissions by 388.28 metric tons between August 2010 and August 2011.

- ▶ Dee Gardner, principal at Piedmont IB Middle School, received the Terri H. Bell award for outstanding leadership from the U.S. Department of Education. Gardner was one of seven principals nationally recognized for fostering successful teaching and learning and helping students to meet high standards.

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

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Has Charlotte-Mecklenburg Schools reached the tipping point, the point of diminishing returns where continued budget reductions will make progress impossible? As a public school district, we are expected to educate the children of our community. The citizens of Charlotte and Mecklenburg County want and expect continued academic progress from their public schools – and between 2006 and 2011, CMS showed significant improvements in many areas. Student scores on state tests improved significantly over the five-year period. Our students continued to be among the top scorers on the National Assessment of Educational Progress, often called the nation's report card. CMS was moving all students and moving struggling students at a faster rate – and we were named the 2011 winner of the Broad Prize, the most prestigious award in urban education, for our successes in showing progress and closing achievement gaps.

But while we were moving forward, the economy was in free fall. State and local budgets shrank. So did our funding. For four consecutive years, we have had to make multimillion-dollar cuts in our budget each year. In all, we have reduced or redirected more than \$212 million since 2008. We have had the first reduction in force since the Great Depression of the 1930s, shrinking our workforce by almost 2,000 positions. We closed 11 schools. We made significant changes in our delivery of transportation services to students, using common and shuttle stops to save money. We reduced support staff in schools and decreased overall staffing in central offices and in schools.

Now, in 2012, we believe that continuing to underfund public education in Mecklenburg County will prevent academic progress and prevent us from achieving the strategic goals we have set for our district. The first warning signs are there: Our scores on state tests declined or stayed flat in 2011 for the first time in four years.

While our funding has been going down, our costs and our enrollment have been going up. So the reduced funding hurts in two ways: We must make reductions to balance our budget, and then we must spread the money we have among more students and higher costs for utilities and benefits.

For CMS to continue the path of reform and achievement of recent years, it is necessary to reverse the trend of annual funding cuts. We can no longer find millions and millions of dollars each year without hurting our schools and our students directly. So this year we have prepared a budget proposal that seeks an increase in funding from Mecklenburg County. We believe that our district is at a critical juncture: We must begin to restore some core areas in order to continue academic progress in our schools.

Our new initiatives for next year address these core areas: attracting and retaining high-performing staff, expanding the successful Truancy Court program, restoring staffing and adding instructional-technology positions in our high schools and adding multimedia support positions to our communications department.

It is also important to remember the context in which this budget has been prepared. We are in the midst of the search process for a new superintendent. We continue to experience enrollment growth. We continue to see increases in operating costs, such as utilities, health benefits and retirement – costs we do not control but must pay nonetheless.

**EXECUTIVE SUMMARY: PROPOSED OPERATING BUDGET**

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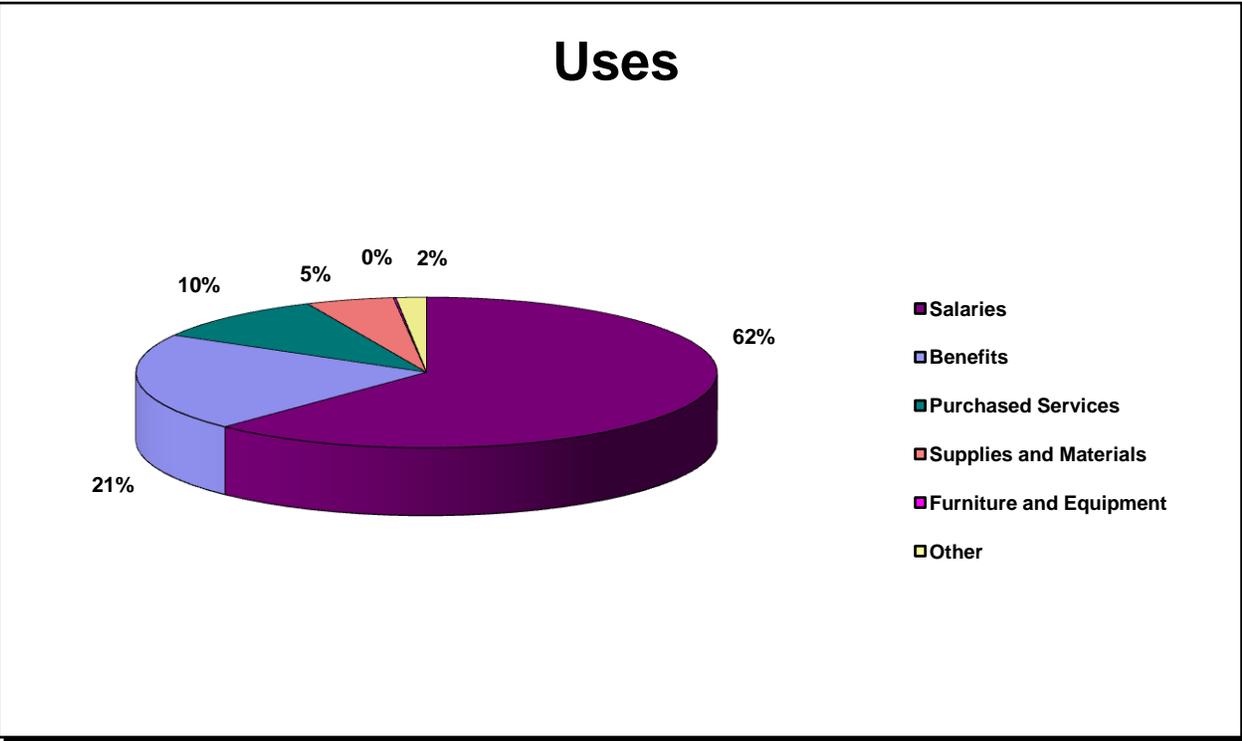
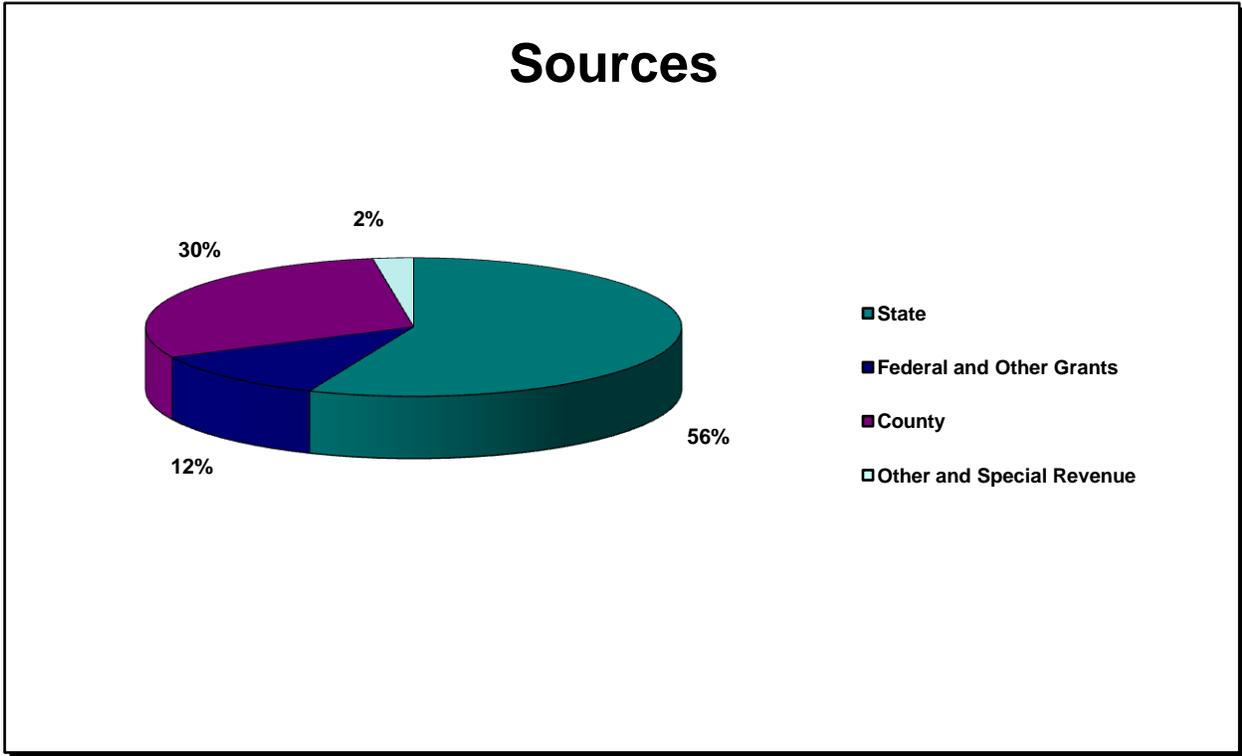
In addition, next year North Carolina schools will begin using the new Common Core standards. These standards are more rigorous and broad-reaching than the current state standards. Teachers, principals and school personnel are being retrained in these standards and we expect that more professional development will be needed next year and in the future.

We also believe that it is time to acknowledge our employees' dedication and persistence through the past four years of hard times. We have included a three percent cost of living increase for our employees in this budget proposal, the first such increase in nearly four years. In keeping with the economic realities of recent years, we will pay for one percent of this through reductions and redirections; we are asking the county to fund the remaining two percent.

In all, we are seeking an increase of \$27.5 million from Mecklenburg County. We will continue to look for ways to operate more efficiently and more effectively – but to continue our academic progress, we need adequate funding for public education. We hope the citizens of Mecklenburg County will recognize the value of an outstanding school district by providing that funding.

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# 2012-2013 PROPOSED BUDGET: SOURCES AND USES



**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
COMPARISON TO PRIOR YEAR**

	<b>2012-13 Proposed Budget</b>	<b>2011-12 Adopted Budget</b>	<b>% Change</b>
<b>REVENUES</b>			
State of North Carolina	\$ 673,508,028	\$ 662,331,403	1.7%
Federal and Other Grants	137,121,206	160,473,882	-14.6%
Mecklenburg County Appropriation	355,862,561	328,339,101	8.4%
Other and Special Revenue	<u>29,377,331</u>	<u>18,254,240</u>	<u>60.9%</u>
<b>TOTAL REVENUES</b>	<b><u>\$ 1,195,869,126</u></b>	<b><u>\$ 1,169,398,626</u></b>	<b><u>2.3%</u></b>
<b>EXPENDITURES</b>			
Instructional			
Regular Instructional	\$ 584,633,164	\$ 576,091,576	1.5%
Special Populations	139,979,574	138,807,339	0.8%
Alternative Programs and Services	79,445,366	81,389,556	-2.4%
Co-Curricular	5,279,689	4,219,525	25.1%
School-Based Support	<u>57,142,945</u>	<u>52,478,716</u>	<u>8.9%</u>
Total Instructional	866,480,738	852,986,712	1.6%
Instructional Support			
Support and Development	5,895,623	5,775,133	2.1%
Special Population Support and Development	3,449,634	3,761,758	-8.3%
Alternative Programs Support and Development	4,827,760	4,973,907	-2.9%
System-wide Pupil Support	<u>3,280,517</u>	<u>3,322,052</u>	<u>-1.3%</u>
Total Instructional Support	17,453,534	17,832,850	-2.1%
Operations			
Technology Support	16,052,108	12,501,587	28.4%
Operational Support	162,415,741	158,250,476	2.6%
Financial and Human Resource Services	19,223,896	18,481,301	4.0%
Accountability	6,808,748	6,644,484	2.5%
Community Services	542,164	560,811	-3.3%
Nutrition Services	1,023,815	925,815	10.6%
Debt Service	582,736	582,736	-
Other	<u>3,195,857</u>	<u>3,451,696</u>	<u>-7.4%</u>
Total Operations	209,845,065	201,398,906	4.2%
Leadership			
Policy, Leadership and Public Relations	12,749,282	11,129,865	14.6%
School Leadership Services	<u>69,071,888</u>	<u>69,093,935</u>	<u>0.0%</u>
Total Leadership	81,821,170	80,223,800	2.0%
Charter School Funds	20,268,619	16,956,358	19.5%
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,195,869,126</u></b>	<b><u>\$ 1,169,398,626</u></b>	<b><u>2.3%</u></b>

**BUDGET CALENDAR FY 2012-13**

Date	Activity	Location
November 7 <sup>th</sup>	Cabinet meeting to set 2012-13 budget priorities	Leadership Academy
November 15 <sup>th</sup> - 17 <sup>th</sup>	Kickoff: Meetings with Department Heads to review budget process and deliver packets	Government Center
December 5 <sup>th</sup> -9 <sup>th</sup>	Departments meet with Executive Staff to review budgets and identify reduction opportunities	
December 12 <sup>th</sup>	Executive Staff submits final budget recommendations to the Budget Department	
TBD	Professional Organizations present budget requests to Budget Committee/Requests forwarded to Board of Education	Government Center
January 9 <sup>th</sup> -13 <sup>th</sup>	Executive Staff budget work sessions with Budget Staff to discuss priority recommendations	Government Center
January 10 <sup>th</sup>	Board of Education budget work session	Government Center
January 17 <sup>th</sup> -27 <sup>th</sup>	Executive Staff budget work sessions with Interim Superintendent and Chief Financial Officer to discuss priority recommendations	Government Center
January 24 <sup>th</sup>	Board of Education budget work session	Government Center
February 6 <sup>th</sup>	Budget Message and Interim Superintendent's budget recommendations due in Budget department in order to compile budget document	
February 14 <sup>th</sup>	Board of Education budget work session	Government Center
February 28 <sup>th</sup>	Board of Education budget work session	Government Center
March 12 <sup>th</sup>	Interim Superintendent's 2012-13 Budget Recommendation presented to Executive Staff	Government Center
March 13 <sup>th</sup> 6:00 pm	Interim Superintendent's 2012-13 Budget Recommendation presented to Board of Education	BOE Meeting
March 19 <sup>th</sup>	Board of Education budget work session	Government Center
TBD	2012-13 Budget community presentations in all Zones	TBD
March 27 <sup>th</sup> 3:00pm	Board of County Commissioners Workshop on CMS Budget	Government Center
March 27 <sup>th</sup> 6:00 pm	Public Hearing on Interim Superintendent's 2012-13 Budget Recommendation	BOE Meeting
March 28 <sup>th</sup>	Board of Education budget work session	Government Center
April 10 <sup>th</sup> 6:00 pm	Board of Education's 2012-13 Proposed Budget including county request approved	BOE Meeting
May 1 <sup>st</sup>	Board of Education's 2012-13 Proposed Budget including county request delivered to County Manager	Government Center
May 9 <sup>th</sup> 3:00pm	Board of County Commissioners' 2012-13 Budget Workshop for CMS & CPCC	Government Center
May 15 <sup>th</sup>	County Manager's Recommended Operating and Capital Budgets presented to Board of County Commissioners	Government Center
May 24 <sup>th</sup>	Public hearing on Board of County Commissioners' 2012-13 Budget	Government Center
June 5 <sup>th</sup>	FY 2012-13 County Operating Budget and 3-year CIP adopted at regular meeting of Board of County Commissioners	Government Center

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# GOALS AND OBJECTIVES

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

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### **Vision:**

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

### **Mission:**

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

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

We believe 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

## **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.

## **STRATEGIC PLAN 2014 – AREAS OF FOCUS AND STRATEGIES**

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### **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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Many of the challenges for Charlotte-Mecklenburg Schools are those shared by public education across America: increasing academic achievement, raising the graduation rate, improving the quality of teaching and leadership in schools. These are substantive challenges that we have identified and addressed in our strategic planning.

But they are not the only challenges for CMS. During the past four years, CMS has reduced or redirected more than \$212 million in its annual operating budget. We have closed 11 schools. We have moved to a less costly (and less convenient for families) model of transportation using shuttle and common stops, as well as staggered school bell schedules to further reduce our transportation costs. We have shifted some of the costs for benefits to our employees, who have not received a raise in nearly four years. We have shifted some of the costs of athletic and academic programs to families. The past four years have been the most economically challenging faced by CMS and Mecklenburg County since the Great Depression of the 1930s.

Other challenges face CMS as well. Next year, North Carolina will move to the national Common Core standards, which will increase rigor in the curriculum. This will mean changes in teaching and learning, as well as in how we train our teachers and principals to be effective. The effects of the Common Core adoption will be felt in every classroom in every school, and much remains to be done to prepare our teachers and school staff.

CMS is also seeking a new superintendent who is expected to be on board by midsummer. This will bring about a transition for central office staff who work directly with the superintendent and could also require fine-tuning of district goals and tactics.



Finally, there are issues of recruiting and retaining staff that CMS must address. Our employees have endured several reductions in force and all of the anxiety and turmoil that creates. They have not had a raise in nearly four years, while they have been asked to take on extra work and pay more for their benefits. We are fortunate to have so many dedicated employees willing to put in long hours in our schools and offices but we cannot expect them to continue indefinitely in this way. We want to be attractive to current and prospective employees.

As we head into the 2012-2013 budget year, we are aware of the obstacles and challenges we face. We believe that our most important task is to rebuild the academic momentum that has slowed after four years of large budget cuts. For the first time in four years, our students' performance on state tests declined or stayed flat at the end of the 2011 school year. We remain committed to improving our schools and our students' performance – and we regard the change in our academic performance with alarm.

Our academic gains in recent years have garnered us national and regional recognition. Given that progress, it is alarming to see our students' progress decline on state tests. We do not want to lose the ground we have gained. So we are seeking funding from Mecklenburg County, our second-largest source of funds, to help us rebuild some core areas so that we can begin moving forward again.

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

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We also remain committed to our long-term strategic goals that have helped us make this progress. That is the reason that our 2012-2013 budget proposal commits \$4.8 million to five new or continuing initiatives that we think are needed to keep CMS moving ahead. We want to continue our work in attracting and retaining top performers in our schools. We want to expand the Truancy Court program, which has shown success in reducing student absenteeism. We want to restore some of the cuts in high school staffing made in recent years, because we think the cuts have hurt the quality of education. We want to add instructional technology positions in our high schools to ensure that technology is effectively integrated into the teaching and learning environment, and we want to add two multimedia positions to our communications department, which has been drastically cut over the past four years.

We are also dealing with rising costs that we do not control: increases in our costs for school resource officers, for utilities, for our charter-school payments and [state mandated benefit](#) costs for our employees. These are among the costs that have increased but that we must pay – and this steady increase represents a budget challenge for us each year. Finally, we face the challenge of continued growth. We have not received support from Mecklenburg County in recent years for growth, although we have continued to gain students each year. So we are asking for money to help us cover the costs of educating a larger number of students.



We are committed to making Charlotte-Mecklenburg Schools a top district in every way. We want to educate our students well. We want to attract top talent to our district, and we want to keep the substantial talent we already employ. We want to continue to raise our graduation rate so more of our students finish high school. But we need the resources and the support of the public to help us successfully meet the substantial challenges we face. It is our hope that the citizens and the government of Mecklenburg County will support public education by providing adequate funding for it.

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# PROPOSED OPERATING BUDGET

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**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
SUMMARY OF CHANGES TO 2011-2012 BASE BUDGET**

	State	County	Federal and Other Grants	Other and Special Revenue	Total
<b>2011-2012 ADOPTED BUDGET</b>	\$ 662,331,403	\$ 328,339,101	\$ 160,473,882	\$ 18,254,240	\$ 1,169,398,626
<b>REVISIONS TO 2011-2012 ADOPTED BUDGET</b>					
A. Revisions to Base Budget*	<u>1,143,323</u>	<u>-</u>	<u>(30,562,299)</u>	<u>(3,431,089)</u>	<u>(32,850,065)</u>
<b>Sub-Total</b>	<b>1,143,323</b>	<b>-</b>	<b>(30,562,299)</b>	<b>(3,431,089)</b>	<b>(32,850,065)</b>
<b>2011-2012 BASE BUDGET</b>	<b>663,474,726</b>	<b>328,339,101</b>	<b>129,911,583</b>	<b>14,823,151</b>	<b>1,136,548,561</b>
<b>I. REDIRECTIONS/REDUCTIONS</b>					
A. Redirection of Funds to Alternative Uses	<u>(6,877,309)</u>	<u>(16,417,334)</u>	<u>-</u>	<u>-</u>	<u>(23,294,643)</u>
<b>Sub-Total</b>	<b>(6,877,309)</b>	<b>(16,417,334)</b>	<b>-</b>	<b>-</b>	<b>(23,294,643)</b>
<b>II. SUSTAINING OPERATIONS</b>					
A. Salaries and Benefits	8,618,702	28,809,318	3,159,604	32,076	40,619,700
B. Program Continuation	<u>-</u>	<u>6,069,116</u>	<u>4,050,019</u> <sup>A</sup>	<u>14,522,104</u> <sup>B</sup>	<u>24,641,239</u>
<b>Sub-Total</b>	<b>8,618,702</b>	<b>34,878,434</b>	<b>7,209,623</b>	<b>14,554,180</b>	<b>65,260,939</b>
<b>III. STUDENT GROWTH</b>					
A. Enrollment Increases	<u>8,291,909</u>	<u>4,301,430</u>	<u>-</u>	<u>-</u>	<u>12,593,339</u>
<b>Sub-Total</b>	<b>8,291,909</b>	<b>4,301,430</b>	<b>-</b>	<b>-</b>	<b>12,593,339</b>
<b>IV. PROGRAM EXPANSION AND NEW INITIATIVES</b>					
A. Attracting/Retaining High Performers	-	125,000	-	-	125,000
B. Truancy Court Expansion	-	75,000	-	-	75,000
C. High School Class Size Adjustment - 9th Grade	-	3,023,430	-	-	3,023,430
D. Instructional Technology Positions for High Schools	-	1,322,500	-	-	1,322,500
E. Multimedia Support	<u>-</u>	<u>215,000</u>	<u>-</u>	<u>-</u>	<u>215,000</u>
<b>Sub-Total</b>	<b>-</b>	<b>4,760,930</b>	<b>-</b>	<b>-</b>	<b>4,760,930</b>
<b>TOTAL 2012-2013 PROPOSED CURRENT EXPENSE BUDGET</b>	<b><u>\$ 673,508,028</u></b>	<b><u>\$ 355,862,561</u></b>	<b><u>\$ 137,121,206</u></b>	<b><u>\$ 29,377,331</u></b>	<b><u>\$ 1,195,869,126</u></b>

\* Includes state revisions, reduction for prior year one-time fund balance appropriation and anticipated revenue adjustments to 2011-12 Adopted Budget.

**A** Includes funding from Project L.I.F.T. that will pass through CMS in 2012-13, primarily as reimbursement for staff salaries, bonuses and stipends as part of the Project L.I.F.T. initiatives.

**B** Includes a one-time increase in fund balance appropriation of \$14.5 million for movement of mobile units (\$1.8m), deferred maintenance projects (\$9.0m) and Common Core support (\$3.7m).

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## **FACTORS AFFECTING THE OPERATING BUDGET**

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The 2012-2013 Operating Budget incorporates the impact of increasing costs to sustain current operations and to provide resources for enrollment growth. Key factors contributing to higher operating costs for 2012-13 include salary and benefit increases, increase in utility rates, school safety, charter school rate increase, increase in service level for response to intervention, communities in schools cost model adjustment, Project Lift support, insurance increases and resources required to address enrollment growth for the district and charter schools. These increases are offset by reductions in State and County budgets.

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

It has been four years since the state has provided a salary increase. The district believes that a key strategy for recruiting and retaining effective staff is a competitive salary and benefits package. Therefore the budget proposal includes a 3% cost of living increase for all employees. The district also requests funds to continue a market step-adjustment for certain employees, as outlined in the district's 2007-2008 comprehensive compensation study. These increases total \$18,555,613.

Health care costs continue to drive up the cost of employee benefits. It is anticipated that the employer paid premium for health insurance will increase by 5.3% to \$5,192 per covered employee as of July 1, 2012. CMS is required to participate in the state's health plan and the rates are mandated by state legislature.

The state's 2011-13 biennial budget includes a retirement rate increase in the 2012-2013 budget year. The increase from 13.12% to 14.31% of employees' salaries is a mandated cost that is borne by the employer.

The total cost of the proposed increases in salaries and benefits is \$40.6 million including \$28.8 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, utilities are expected to have increases of approximately 7% for electricity, 3% for natural gas and 10% for water. Costs for contracted school resource officers from the city of Charlotte are also projected to increase moving our responsibility to 70% of 100% of their fully loaded cost.

Project L.I.F.T (Leadership and Investment for Transformation) and Response to Instruction (RTI) screening are two programs that began in the 2011-2012 school year. The annual cost of the support for these programs is included in the county funding.

Rate adjustments for insurance premiums and charter schools are factors that also increase the operating budget.

Also included in the proposed budget is the designation of fund balance, \$14.5 million (one-time funds), to address deferred maintenance needs, mobile unit movement and common core training and support.

## **FACTORS AFFECTING THE OPERATING BUDGET**

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Program continuation items as outlined above total \$24.6 million including \$6.1 million included in county funding.

### ***Enrollment Increases***

Steady enrollment growth continues to contribute to the need for additional funding. Increases in the student population we serve impact most aspects of the operating budget including instructional staff and school-based support positions, transportation costs, and instructional materials (textbooks and supplies) for the new students.

Student enrollment is expected to increase by approximately 1,998 students in 2012-13, which represents a 1.4 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. Funding for many of the positions will come from state resources, with local funding required to cover the local supplemental pay for those state paid teachers and other certified staff. As noted above, non-personnel resources are also needed and are included in the budget. Additionally, the state provides a small per-student allocation for supplies and materials.

Charter School enrollment is expected to increase by approximately 995 students in Mecklenburg County based on the current state projection of enrollment for 2012-13. This is in addition to CMS' projected student enrollment increase of 1,998 new students. An increase in county funding of \$2.1 million is included to accommodate this growth in charter schools.

In 2012-13 the total proposed budget increase related to student population growth is \$12.6 million, including \$4.3 million in county funding.

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

The factors described above are driving an increase in the operating budget to sustain current service level and provide resources for the expected growth. The funding requested for new initiatives is focused on attracting and retaining high performers, improving student attendance, via an expansion in the Truancy Court program, reducing high school class size, increasing the technology support in high schools, and increasing the reach of our communications to external and internal audiences. These initiatives are in alignment with the Strategic Plan 2014 goals and objectives. The cost of these key initiatives is approximately \$4.8 million in county funding. The new initiatives are more fully explained in the 2012-2013 Program Changes later in this section.

### ***Summary***

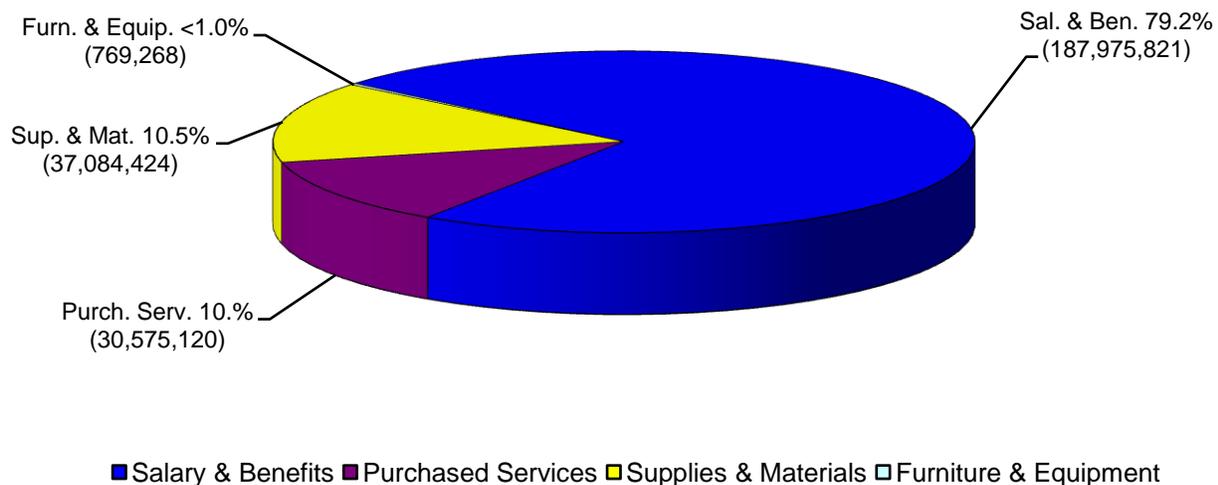
The factors described above necessitate increases in many categories across the various funding sources to sustain current service levels, provide resources for the expected enrollment growth and for a limited but critical number of new initiatives. In order to help offset these rising costs, the proposed operating budget includes \$23.3 million in budget reductions and redirections. The details of the budget reductions and redirections are fully explained in the 2012-13 Program Changes later in this section.

## REDIRECTION OF RESOURCES

As a part of Charlotte-Mecklenburg Schools continuous effort to remain fiscally responsible and cost effective, the Proposed Budget for 2012-13 includes \$16,417,334 in reductions and redirections of resources from within the current county funded budget. These resources are being used to offset the additional costs for next year including the increases for employee benefits, sustaining operations and enrollment increases. These reductions and redirections are the result of organizational efficiencies within program and service (\$15.0 million) as well as other cuts from Central Office (\$1.4 million). After each program is reviewed and evaluated, recommendations regarding the future of the program or service are made. Recommendations can include reduction, expansion, elimination or maintaining status quo depending on the effectiveness of the program or service. In addition, each year all areas have been asked to drill down to the expenditure level to see how they could use their resources more effectively to accomplish the goals of their department. The alignment of resources to specific CMS Strategic Plan 2014 objectives assists in scrutinizing each item in the budget based on its relevance to the overall strategic plan and goals of the district. These processes and other continuous improvement efforts result in a more efficient operation. More details on the redirections and reductions can be found in the Adopted Operating Budget section.

This year's total reductions and redirections of \$23,294,643 million is on top of \$233.1 million in net reductions and redirections over the last five years from state, federal and county sources for a total of \$256.4 million. Since 2007-08, nearly \$139.2 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.

**Total Budget Reductions and Redirections from  
FY2008-2013 = \$256,404,633**



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2012-13 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>Adjust Bell Schedules</u>			
Transportation expenses will be reduced by adjusting bell schedules and implementing at ten schools. This will result in the elimination of bus driver hours and the reduction of expenses for fuel and bus parts.	Salaries & Benefits		(\$441,898)
	Supplies & Materials		(\$182,252)
	Total		<u>(\$624,150)</u>
2. <u>Reduce Utilities Consumption</u>			
In 2009-10, the district adopted the Energy Star Model in an effort to reduce the annual expenses for electric, gas and water utilities. These efforts will continue for the 2012-13 year. Additionally, other efforts to reduce consumption will be implemented for 2012-13 in order to reduce these costs. These efforts include lighting retrofits, energy efficient HVAC and plumbing equipment replacement, retro-commissioning activities, real time metering, storm water credits, and water conservation projects.	Purchased Services		<u>(\$1,143,758)</u>
3. <u>Reduce Contracted Legal Fees</u>			
Funds for legal services were reduced for the 2012-13 year. The remaining budgeted funds should be adequate to cover legal services in our current legal climate.	Purchased Services		<u>(\$163,424)</u>
4. <u>Eliminate Leased Space Cost</u>			
The district has ended four administrative site leases and has moved staff into existing district owned facilities. Therefore, the funding for these leases can be eliminated.	Purchased Services		(\$507,116)
	Supplies & Materials		(\$11,534)
	Total		<u>(\$518,650)</u>
5. <u>Eliminate Contract Staff for Opening Schools Info Line</u>			
With the elimination of the call center in 2011-12, the district has implemented a new model for handling calls regarding the opening of schools. This model enables the district to eliminate the need for contract staff, therefore, the funds can be eliminated.	Purchased Services		<u>(\$150,000)</u>
6. <u>Transportation Efficiency Savings</u>			
Due to a higher than anticipated state transportation efficiency rating, state funding received for 2011-12 was more than planned. With the current model in place, it is likely that the rating for 2012-13 will remain in the same range as 2011-12, therefore local funding can be reduced. Final transportation efficiency ratings are not computed until the fall of each year.	Salaries & Benefits		(\$390,376)
	Supplies & Materials		(\$1,154,924)
	Total		<u>(\$1,545,300)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2012-13 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
7. <u>Adjust Budgeted Average Salary</u> The budgeted average salary was compared to the actual average salary paid in the current fiscal year for all staff. Based upon this analysis the actual average salary for some certified staff and administrators is declining, thus an adjustment to budgeted average salary was made resulting in a savings to the local budget.	Salaries & Benefits		<u>(\$3,891,984)</u>
8. <u>Reduced Extended Day Allotment to Schools</u> Funding for extended employment has been reduced. Fewer teachers will be paid extended employment during the school year. Also, funding for supplies has been reduced.	Salaries & Benefits		(\$240,848)
	Supplies & Materials		(\$16,340)
	Total		<u>(\$257,188)</u>
9. <u>Eliminate DIBELS and Utilize RTI Universal Screening Tool</u> DIBELS (Dynamic Indicators of Basic Early Literacy Skills) is being eliminated as a strategy to assess oral fluency in order to implement a balanced literacy approach which will be complemented by our implementation of RTI (Response to Intervention) during the 2012-2013 school year. Schools have asked for a more comprehensive approach to assessing literacy with a particular need identified in the area of assessing reading comprehension. Our RTI implementation will allow for a more holistic assessment of student academic progress in reading. Therefore, funding for the DIBELS software license can be eliminated.	Supplies & Materials		<u>(\$651,321)</u>
10. <u>Eliminate TIF-LEAP Local Funding Match</u> The TIF-LEAP (Teacher Incentive Fund - Leadership for Educators' Advanced Performance) grant ends in 2011-12. This is the last year that eligible school staff can earn differentiated pay provided for in this grant. The local match for this grant is being eliminated for next year.	Salaries & Benefits		<u>(\$2,896,641)</u>
11. <u>Reduce New Leaders for New Schools Program Contribution</u> In 2009-10, the district implemented the New Leaders for New Schools program. It is a partnership with a nonprofit organization to train principal candidates. The district committed funding for leadership coaches and training costs as well as funding for 14 resident principals. Due to budget constraints and return on investment, the district has eliminated four vacant resident principal positions and eliminated the program cost associated with coaching and training of resident principals.	Salaries & Benefits		(\$288,580)
	Contracted Services		(\$710,755)
	Total		<u>(\$999,335)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2012-13 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
12. <u>Reduce Funding for Magnet Expansion</u> In 2009-10 funding was provided for a K-8 expansion program at Morehead, Collinswood and Oaklawn where 6 <sup>th</sup> , 7 <sup>th</sup> and 8 <sup>th</sup> grades were added through a phase-in process. The expansion was completed in 2011-12. Therefore, funding for training and materials can be reduced.	Salaries & Benefits		(\$4,795)
	Purchased Services		(\$7,050)
	Supplies & Materials		(\$81,500)
	Total		<u>(\$93,345)</u>
13. <u>Increase in LEA Discretionary Reduction/ Eliminate Teachers for Zones</u> Due to higher than anticipated state funding in the 2011-12 adopted budget, 140 teacher positions were added back for allocation to zones and to replace teachers on leave. The district's plan was to allocate these positions for one year and eliminate them in 2012-13 to cover the increase in the LEA discretionary reduction of \$6.9 million that was outlined in the state's biennial budget adopted in June 2011. Approximately 115 of these positions were eliminated to cover the state's LEA reduction. The remaining 25 positions will also be eliminated from the local budget. It is anticipated that through retirements and attrition, these positions will be vacant.	Salaries & Benefits	<u>(\$6,877,309)</u>	<u>(\$1,237,658)</u>
14. <u>Reduce Local Exceptional Children Funding</u> Due to an increase in federal Exceptional Children funding, four local therapist positions can be funded with federal funds and local funds can be reduced. In addition, funds for workshops and software were also reduced.	Salaries & Benefits		(\$280,733)
	Purchased Services		(\$432,792)
	Supplies & Materials		(\$149,174)
	Total		<u>(\$862,699)</u>
15. <u>Central Office Reductions</u> At the request of the Superintendent, all departments were instructed to evaluate their total operating budget to ensure that the funds were being used in the most effective manner and that the planned expenditures were aligned with the goals and objectives of the district. Each suggested reduction was validated with a supporting action plan and impact of the cut. After careful review and consideration of all the reductions submitted, the following areas have been identified for reduction or redirection in 2012-13:  <b>Central Office staffing reductions:</b> A vacant specialist and analyst supporting the TIF-LEAP program were eliminated. One vacant alternative education data administrator was eliminated. One vacant bilingual assistant, one vacant budget assistant and seven clerical positions were also eliminated. Funding for Central Office overtime, extended employment, and training was also reduced.	Salaries & Benefits		<u>(\$937,523)</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2012-13 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
15. <u>Central Office Reductions (Continuation)</u> <b>Non-personnel expense reductions:</b> Other expense reductions made at the Central Office level include reducing funds budgeted for supplies and materials, equipment, printing, workshops, contracted services, travel, and software licenses.	Purchased Services  Supplies & Materials  Total		(\$248,623)  (\$195,735)  <u>(\$444,358)</u>
<b>Total Redirection of Funds</b>		<b><u>(\$6,877,309)</u></b>	<b><u>(\$16,417,334)</u></b>

**II. Sustaining Operations**

**Change Reference: II.A**

Explanation of Change	Description	State Cost	Local Cost
<b>A. <u>Salaries and Benefits</u></b>			
1. <u>1% Cost of Living Increase</u> In the last four years, the CMS team has continued to deliver strong results through the worst recession this generation has known. They have lived through the district’s dramatic budget challenges. During this time, decisions were made to reduce expenses in ways that would least impact student achievement mostly protecting school based resources – and for the most part, asking our team members to provide more with less - including forgoing cost of living salary adjustments all employees. That strategy has paid off. CMS student achievement results have improved since 2008. However, that trend is beginning to turn against our student’s favor, in part, due to the cumulative impacts of continued financial challenges facing our CMS team members. These challenges include: (a) no COLA increases since July 2008, (b) between 2008 and 2010 the cost of living in Mecklenburg county has increased 7.58%, and, (c) employee medical expenses continue to rise including a 4.5% increase in 2012. Since 2008, signs of stress within the workforce have been observed including (a) an increase in the number of employees taking hardship withdrawals against their tax sheltered annuities (403b and 457s) that are meant for their retirement, (b) Employee Assistance Program (EAP) is reporting a higher number of cases attributed to job related stress, (c) voluntary turnover rates currently at 20% up 19.5% since 2008, (d) Employees voluntarily resigning from the district for “better pay” as their primary reason for leaving has increased 39% between 2008 and 2011, and, (e) anecdotal feedback from our leaders suggest more professionals holding second jobs during academic year. A cost of living	Salaries & Benefits		<u>\$7,480,112</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2012-13 PROPOSED PROGRAM CHANGES**

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**II. Sustaining Operations**

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

Explanation of Change	Description	State Cost	Local Cost
<p>1. <u>1% Cost of Living Increase (Continuation)</u>            increase is necessary in order to retain our current team and to improve our ability to attract top performers to the district.</p> <p>Due to dramatic budget challenges, the state has not provided a cost of living increase in nearly four years. Typically funds for state mandated salary increases are provided by the state for state paid employees and the district requests funds from the county for the locally funded employees. The district is recommending that all CMS employees receive a county funded 3% average cost of living salary increase. The district is also requesting funds to continue a market step-adjustment for employees, as outlined in the district's 2007-2008 comprehensive compensation study. The implementation of the compensation study was paused due to the dire budget situation and significant reductions in recent years. For all the reasons noted above, it is recommended that employees receive a 1% salary increase in 2012-13 using funds from the reductions and redirections explained earlier (See Redirections/Reductions section).</p>			
<p>2. <u>Additional 2% Cost of Living Increase and Market Adjustment</u>            The district recommends that employees receive an additional 2% cost of living and market adjustment in 2012-13 (see justification above). Additional funding is requested from the county to provide this portion (2%) of the total 3% increase proposed.</p>	Salaries & Benefits		<u>\$18,555,613</u>
<p>3. <u>Health Insurance Rate Increase</u>            It is anticipated at this time that the employer-paid portion of the state health insurance rate will increase from \$4,931 to \$5,192 annually, which represents a 5.3% increase. Funds are needed to provide the state mandated increase for all full-time positions.</p>	Salaries & Benefits	<u>\$3,207,965</u>	<u>\$720,477</u>
<p>4. <u>Retirement Rate Increase</u>            The state's 2011-13 biennial budget included an increase in the employer-paid portion of the state retirement plan from 13.12% to 14.31% annually. Funds are needed to provide the state mandated increase on all retirement eligible earnings.</p>	Salaries & Benefits	<u>\$5,410,737</u>	<u>\$2,053,116</u>
<b>Total Salaries and Benefits</b>		<b><u>\$8,618,702</u></b>	<b><u>\$28,809,318</u></b>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2012-13 PROPOSED PROGRAM CHANGES**

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Change Reference: **II.B**

Explanation of Change	Description	State Cost	Local Cost
<b>B. <u>Program Continuation</u></b>			
1. <u>CMPD School Resource Officer Contract Increase</u> The Charlotte-Mecklenburg Police Department School Resource Officer contract that covers 48 officers and 1 sergeant is expected to increase due to a rate increase from the City of Charlotte. Currently CMS is charged 50% of 80% of the annual computed fully loaded cost. In 2012-13 this will increase to 70% of 100% of the annual computed cost, ultimately increasing to 80% of 100% in 2013-14.	Purchased Services		<u>\$2,078,728</u>
2. <u>Utilities Rate Increase</u> Utility costs for the school district are expected to increase approximately 7% for electric, 3% for gas, and 10% for water and sewage over the prior year due to price increases. Therefore, funding is requested to increase the utilities budget for 2012-13 to cover the projected rate increase.	Purchased Services		<u>\$1,838,100</u>
3. <u>Charter Schools Rate Adjustment</u> The per pupil funding allocation provided to any charter school enrolling Mecklenburg County students increased in the 2011-2012 school year due to the increase in funding received from the county. The 2011-2012 charter school budget estimate did not adequately account for this rate increase. Therefore, the 2012-13 budget must be adjusted to cover this program continuation cost.	Other		<u>\$1,121,122</u>
4. <u>Response to Instruction(RTI) Screening</u> In support of Strategic Plan 2014 and Goal 3: Graduation Cohort Rate, the district will be initiating a universal screening process in grades K-8 for literacy and math to support classroom teachers in adjusting instructional strategies and approaches to meet the unique learning needs of each student. Funding is requested for contracted services.	Purchased Services		<u>\$645,362</u>
5. <u>Communities in School Cost Model Adjustment</u> In order to sustain our existing partnership with Communities in Schools and support 16 school sites with a full-time site coordinator and wrap around support services, there is an adjustment in the cost model to more accurately reflect actual costs of the program. The mission of Communities in Schools is to decrease the dropout rate, increase the on-time graduation rate and close the achievement gap.	Purchased Services		<u>\$71,669</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2012-13 PROPOSED PROGRAM CHANGES**

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

Explanation of Change	Description	State Cost	Local Cost
<p>6. <u>Project L.I.F.T. Support</u>            The Project L.I.F.T. (Leadership and Investment For Transformation) program was created to address educational issues in the West Charlotte corridor. The project will focus on enhanced teacher and school leadership quality, more time spent on task (including extended day, out of school time, and pre-kindergarten programs), access to technology, and policy changes that will allow school leadership more freedom. An extensive outreach program is also planned to engage community and business leaders, faith communities and others in ensuring that students get the most out of their educational opportunities.</p>	<p>Salaries &amp; Benefits            Purchased Services            Total</p>		<p>\$183,009            \$22,355  <u>\$205,364</u></p>
<p>The program will seek to provide \$55 million in private funding over the next five years, which will support additional services and educational enhancements for Charlotte-Mecklenburg students in the West Charlotte corridor, defined as West Charlotte High School and the middle and elementary schools that feed into it.</p>			
<p>Funding for the Zone Superintendent, an Executive Director of Evaluation and Project Management, and a Human Resources Specialist will be funded by Project L.I.F.T. and will pass through CMS. Funding to pay for school staffing recruitment and retention bonuses, performance bonuses, teacher stipends and the L.I.F.T. Academy for Acceleration will also pass through CMS but will be fully reimbursed by the program. Approximately \$4 million in Project L.I.F.T. funding is projected to flow through CMS in 2012-13.</p>			
<p>The program has requested that CMS provide funds for an Executive Director and a secretary, as well as limited operational expenses such as cell phone costs and utilities for office space, to support this program. Local funding is requested to provide that support.</p>			
<p>7. <u>Insurance Increase</u>            Citing market conditions, the Division of Insurance and Risk Management has advised CMS to expect an increase for various insurance premiums in our next renewal cycle. Funding is requested to cover the projected premium rate increase as well as an increase in Division of Insurance and Risk Management support.</p>	<p>Purchased Services</p>		<p><u>\$108,771</u></p>
<p><b>Total Program Continuation</b></p>			<p><b><u>\$6,069,116</u></b></p>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2012-13 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>Attracting/Retaining High Performers</u></b>            The district will aggressively promote our hiring opportunities locally, regionally, and in selective national markets. These funds will allow the district to fill hard to fill positions, establish and maintain relationships with high performers, and attract talent.</p>	Salaries & Benefits		<u>\$125,000</u>
<p><b>B. <u>Truancy Court Expansion</u></b>            Truancy Court is a partnership with Mecklenburg County juvenile and superior court judges currently serving 13 elementary and middle schools. The goal is to improve student attendance in support of the Graduation Cohort Goal of Strategic Plan 2014. The expansion will allow Truancy Court to serve 10 new schools and continue 3 existing school sites.</p>	Supplies & Materials		<u>\$75,000</u>
<p><b>C. <u>High School Class Size Adjustment – 9<sup>th</sup> Grade</u></b>            The high school class size adjustment based on 9th grade enrollment creates much needed flexibility for the high school principal to provide additional teachers in needed subject areas, reduce class size or hire a specialized teacher in an area such as reading. Funding is requested to provide 62 teacher-level positions.</p>	Salaries & Benefits		<u>\$3,023,430</u>
<p><b>D. <u>Instructional Technology Positions for High Schools</u></b>            Strategic Plan 2014 challenges us to build effective educators and expand the use of technology by our students and staff. In order for CMS to effectively expand the use of technology, we must ensure that our educators are equipped with the knowledge to effectively integrate the tools of technology. The placement of an instructional technology facilitator in each of our high schools will provide an on-site professional development expert. The instructional technology facilitator will provide a variety of professional development experiences for teachers which will help ensure that technology is effectively integrated into the teaching and learning environment.</p>	Salaries & Benefits		<u>\$1,322,500</u>
<p><b>E. <u>Multimedia Support</u></b>            Additional positions will create and envision new uses for cutting edge communication technologies. The core area of responsibilities includes the strategic development of a variety of informative, interactive, and instructional communication channels to reach external and internal audiences, including parents, teachers, students, community, corporate and governmental institutions. The district requests funds for two specialists as well as funding for software licenses.</p>	Salaries & Benefits		\$180,000
	Supplies & Materials		\$35,000
	Total		<u>\$215,000</u>

**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
DEPARTMENTAL BUDGETS BY FUNDING SOURCE**

DIVISION	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE/ OTHER	TOTAL
<b>ADMINISTRATION AND OPERATIONS DIVISION</b>				
Office of the Superintendent of Schools	172,847	349,216	-	522,063
Board of Education/Board Services	-	382,162	-	382,162
Chief Operating Officer	127,192	153,861	-	281,053
Legal	-	2,666,795	314,291	2,981,086
Communications Office and Strategic Partnerships	-	1,680,192	498,573	2,178,765
Finance	127,191	6,134,581	563,829	6,825,601
Chief Information Office-Technology Services	768,610	14,341,636	4,937,504	20,047,750
Chief Information Office-Accountability	180,000	4,300,256	1,554,782	6,035,038
Human Resources	519,236	5,554,081	2,820,009	8,893,326
Planning and Project Management	109,209	338,270	-	447,479
Planning and Development Services	-	1,441,642	15,676	1,457,318
School Law Enforcement	7,177,509	3,734,608	5,748	10,917,865
Athletics	-	3,678,390	1,364,813	5,043,203
Alternative Education & Safe Schools	1,157,028	1,340,171	-	2,497,199
Associate Superintendent for Auxiliary Services	127,186	670,242	2,090	799,518
Building Services	18,020,807	48,718,848	20,388,208	87,127,863
Inventory Management and Distribution	2,039,499	6,045,759	265,448	8,350,706
Graphic Production Center	-	832,259	-	832,259
Safety	-	547,727	-	547,727
Transportation	52,029,333	7,175,208	-	59,204,541
Community Use of Facilities	-	-	542,164	542,164
Enterprise Funds Program Support	45,938	470,877	-	516,815
<b>Subtotal</b>	82,601,585	110,556,781	33,273,135	226,431,501
<b>ACADEMIC SERVICES DIVISION</b>				
Chief Academic Officer	127,192	938,519	279,419	1,345,130
Talent Development/Advanced Studies/AVID	6,048,727	1,213,973	-	7,262,700
Humanities	-	1,463,475	303,428	1,766,903
Magnet Schools Program	-	445,015	-	445,015
PreK-12 Curriculum Support Programs	-	247,995	267,880	515,875
International Baccalaureate Program	-	617,541	-	617,541
ROTC Program	-	1,511,559	2,761,325	4,272,884
Drivers Education	2,845,847	2,196	-	2,848,043

**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
DEPARTMENTAL BUDGETS BY FUNDING SOURCE**

DIVISION	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE/ OTHER	TOTAL
Extended Day Programs and Services	9,050,428	1,168,906	650,519	10,869,853
Arts Education	96,801	1,299,046	346,952	1,742,800
North Carolina Pre-K Program	-	-	10,576,822	10,576,822
Bright Beginnings Pre-K Program	-	9,434,540	11,444,316	20,878,856
Math and Science Instruction	-	940,234	715,336	1,655,570
Career and Technical Education	26,775,282	5,124,852	1,731,807	33,631,941
Professional Development	-	2,553,893	9,935,077	12,488,970
ESL Student Education	12,166,688	6,722,793	2,313,494	21,202,975
Federal and State Compliance Services	-	205,547	-	205,547
ESEA Title I - Part A Basic Programs	-	-	39,544,353	39,544,353
Media Services	195,335	1,281,466	-	1,476,801
TIF-LEAP Program	-	-	1,083,971	1,083,971
Exceptional Children Services	60,114,868	13,829,190	43,301,756	117,245,814
Support Services	466,356	2,240,729	1,975,934	4,683,019
Family and Community Services	-	693,522	3,635	697,157
Zones	704,279	2,766,247	-	3,470,526
Project L.I.F.T	-	205,364	4,050,019	4,255,383
<b>Subtotal</b>	<u>118,591,803</u>	<u>54,906,602</u>	<u>131,286,043</u>	<u>304,784,449</u>
<b>SCHOOLS DIVISION</b>				
School Admin. Support Services	38,974,666	53,427,793	1,939,359	94,341,818
Classroom Teachers	373,443,689	84,627,347	-	458,071,036
Support Positions	33,374,762	18,958,705	-	52,333,467
Assistants	26,521,523	13,116,714	-	39,638,237
Charter Schools	-	20,268,619	-	20,268,619
<b>Subtotal</b>	<u>472,314,640</u>	<u>190,399,178</u>	<u>1,939,359</u>	<u>664,653,177</u>
<b>TOTAL</b>	<u>\$ 673,508,028</u>	<u>\$ 355,862,561</u>	<u>\$ 166,498,537</u>	<u>\$ 1,195,869,127</u>

**2012-2013 PROPOSED REVENUE BUDGET:  
REVENUE CATEGORIES BY FUNDING SOURCE**

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE/ OTHER	TOTAL
Classroom Teachers	\$ 351,901,817	\$ -	\$ -	\$ 351,901,817
Central Office Administration	3,313,371	-	-	3,313,371
Non-Instructional Support Personnel	32,435,709	-	-	32,435,709
School Building Administration	21,721,186	-	-	21,721,186
Instructional Support Personnel	26,595,243	-	-	26,595,243
Dollars for K-3 Teachers	15,828,178	-	-	15,828,178
Non-Contributory Employee Benefits	10,277,498	-	-	10,277,498
Driver Training	2,845,847	-	-	2,845,847
Voc. Ed. - Months of Employment	25,907,627	-	-	25,907,627
Voc. Ed.- Program Support	770,854	-	-	770,854
School Technology Fund	1,315,045	-	-	1,315,045
Disadv. Student Supplemental Funding	4,228,375	-	-	4,228,375
Teacher Assistants	26,573,072	-	-	26,573,072
Behavioral Support	284,575	-	-	284,575
Children with Disabilities	48,667,244	-	-	48,667,244
Children with Disabilities - Special	2,698,880	-	-	2,698,880
Academically/Intellectually Gifted	5,961,309	-	-	5,961,309
Limited English Proficiency	11,450,278	-	-	11,450,278
Transportation of Pupils	51,930,470	-	-	51,930,470
Classroom Materials/Supplies	5,041,966	-	-	5,041,966
Assistant Principal Interns - MSA	40,702	-	-	40,702
At-Risk/Alternative Schools	21,163,679	-	-	21,163,679
School Connectivity	432,919	-	-	432,919
Special Position Allotment	82,685	-	-	82,685
State Textbook Allotment	2,039,499	-	-	2,039,499
Mecklenburg County	-	355,862,561	-	355,862,561
Voc. Ed. - Program Improvement	-	-	1,731,807	1,731,807
McKinney-Vento Homeless	-	-	75,000	75,000
IDEA VI-B - Preschool Handicapped	-	-	621,999	621,999
ESEA Title I - Basic	-	-	45,980,067	45,980,067
North Carolina Pre-K	-	-	10,576,822	10,576,822
IDEA Title VI-B	-	-	38,715,444	38,715,444
IDEA Early Intervening Services (EIS)	-	-	984,890	984,890
IDEA VI B - Special Education State	-	-	20,000	20,000
Title IV - 21st Century Community	-	-	267,880	267,880
IDEA VI B – Children with Disabilities	-	-	685,864	685,864
Title II - Improving Teacher Quality	-	-	4,188,222	4,188,222
Title III - Language Acquisition	-	-	2,313,494	2,313,494
Title I - School Improvement	-	-	500,000	500,000
Title I - School Improvement - 1003G	-	-	3,171,915	3,171,915
IDEA VI-B Special Needs	-	-	20,000	20,000
IDEA Preschool Targeted Assistance	-	-	60,000	60,000
ARRA - School Improvement Grant	-	-	1,261,687	1,261,687

**2012-2013 PROPOSED REVENUE BUDGET:  
REVENUE CATEGORIES BY FUNDING SOURCE**

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE/ OTHER	TOTAL
ARRA - Race to the Top	-	-	10,085,758	10,085,758
Teacher in Residence	-	-	10,639	10,639
Teacher Incentive Fund	-	-	1,083,971	1,083,971
Asthma	-	-	160,503	160,503
Raise	-	-	87,584	87,584
DSS Reimbursement	-	-	230,972	230,972
National Board Services	-	-	20,000	20,000
ROTC Reimbursement	-	-	2,761,325	2,761,325
Administrative Outreach - Medicaid	-	-	4,000,000	4,000,000
Measuring Teacher Effectiveness Grant	-	-	200,000	200,000
Broad Fellows	-	-	45,000	45,000
Textbook Publishers' Reimbursement	-	-	328,751	328,751
Project L.I.F.T	-	-	4,050,019	4,050,019
Foreign Language Assistance Program	-	-	78,290	78,290
KCS Math & Science Partnership	-	-	541,836	541,836
No Easy Walk	-	-	166,061	166,061
Supplemental Educational Services	-	-	650,519	650,519
Literacy Design Grant	-	-	69,887	69,887
Wallace Grant	-	-	1,375,000	1,375,000
Athletics	-	-	1,351,413	1,351,413
Rental of School Property	-	-	2,000,000	2,000,000
Indirect Costs	-	-	8,400,000	8,400,000
Tuition & Fees	-	-	500,000	500,000
Interest Earned on Investment	-	-	750,814	750,814
Restitution	-	-	3,000	3,000
Police Sales	-	-	250,000	250,000
Fund Balance	-	-	16,122,104	16,122,104
<b>TOTAL</b>	<b>\$ 673,508,028</b>	<b>\$ 355,862,561</b>	<b>\$ 166,498,537</b>	<b>\$ 1,195,869,126</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.

**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>001</b>	<b><u>Classroom Teachers</u></b>	<b>\$351,901,817</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>\$3,313,371</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>\$32,435,709</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>\$21,721,186</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>\$26,595,243</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>008</b>	<b><u>Dollars for K-3 Teachers</u></b>	<b>\$15,828,178</b>
Provides a separate account into which LEAs may transfer funds from Teacher Assistants to hire teachers to serve K-3.		
<b>009</b>	<b><u>Non-Contributory Employee Benefits</u></b>	<b>\$10,277,498</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>\$2,845,847</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>\$25,907,627</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>\$770,854</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>\$1,315,045</b>
Provides funding for the development and implementation of a local school technology plan.		
<b>024</b>	<b><u>Disadvantaged Student Supplemental Funding</u></b>	<b>\$4,228,375</b>
Provides funding to support disadvantaged students.		
<b>027</b>	<b><u>Teacher Assistants</u></b>	<b>\$26,573,072</b>
Provides funding for salaries and associated benefits for teacher assistants in regular and self-contained classrooms.		

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

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<b>029</b>	<b><u>Behavioral Support</u></b>	<b>\$284,575</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>\$48,667,244</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>\$2,698,880</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>\$5,961,309</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>\$11,450,278</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>\$51,930,470</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>\$5,041,966</b>
Provides funding for instructional materials and supplies, instructional equipment, and testing support.		
<b>067</b>	<b><u>Assistant Principal Intern-MSA</u></b>	<b>\$40,702</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>\$21,163,679</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>\$432,919</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>\$82,685</b>
Provides funding for salary and associated benefits for local teacher on loan to the state.		
<b>130</b>	<b><u>State Textbook Allotment</u></b>	<b>\$2,039,499</b>
Provides funding for purchase of prescribed textbooks purchased for pupils or group of pupils, and furnished free to them. Funding is reflected in the Other Local Category. Note: this is reflected under other local revenue as required by statute.		
	<b><u>Mecklenburg County</u></b>	<b>\$355,862,561</b>
Provides funding to support the education of all children throughout Mecklenburg County in the amount approved by the Board of County Commissioners.		

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

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<b>017</b>	<b><u>Vocational Education – Program Improvement</u></b>	<b>\$1,731,807</b>
	Provides funding to assist in developing the academic, vocational and technical skills of students who elect to enroll in vocational and technical education programs that will prepare them for occupations requiring other than a baccalaureate or advanced degree.	
<b>026</b>	<b><u>McKinney-Vento Homeless</u></b>	<b>\$75,000</b>
	Provides funds to develop services to meet the educational and related needs of homeless students (e.g. tutoring, counseling, enrollment, attendance, staff development, parent training, etc.).	
<b>049</b>	<b><u>IDEA VI-B – Preschool Handicapped</u></b>	<b>\$621,999</b>
	Provides funds to initiate and expand preschool special education programs for children with disabilities ages 3-5.	
<b>050</b>	<b><u>ESEA Title I – Basic</u></b>	<b>\$45,980,067</b>
	Provides funding to supplement and provide special help to educationally deprived children from low-income families.	
<b>413</b>	<b><u>North Carolina Pre-K</u></b>	<b>\$10,576,822</b>
	Provides funding for high quality educational experiences in order to enhance Kindergarten readiness for four-year-olds who are at risk of school failure.	
<b>060</b>	<b><u>IDEA Title VI-B</u></b>	<b>\$38,715,444</b>
	Provides funding to initiate, expand, and continue special education to handicapped children ages 3 through 21.	
<b>070</b>	<b><u>IDEA Early Intervening Services (EIS)</u></b>	<b>\$984,890</b>
	Provides funding to develop and implement coordinated, early intervening services, which may include interagency financing structures, for students in kindergarten through grade 12 (with a particular emphasis on students in kindergarten through grade 3) who have not been identified as needing special education or related services but who need additional academic and behavioral support to succeed in a general education environment.	
<b>082</b>	<b><u>IDEA VI B - Special Education State Improvement Grant</u></b>	<b>\$20,000</b>
	The Special Education State Improvement Grant (State Personnel Development Grant) provides personnel development and program support services to significantly improve the performance and success of students with disabilities in local education agencies (LEA), charter schools and state-operated programs in North Carolina. Funds support the implementation of researched based practices in reading/writing and/or mathematics using sites and centers established by grant recipients.	
<b>110</b>	<b><u>Title IV – 21st Century Community</u></b>	<b>\$267,880</b>
	Provides funding to support programs that prevent violence in and around schools; that prevent the illegal use of alcohol, tobacco, and drugs; that involve parents and communities; and that are coordinated with related Federal, State, school, and community efforts and resources to foster a safe and drug-free learning environment that supports student academic achievement.	
<b>114</b>	<b><u>IDEA VI B – Children with Disabilities – Risk Pool</u></b>	<b>\$685,864</b>
	Provides IDEA, Title VI, Part B funds to “high need” students with disabilities served in local education agencies (LEAs). These funds are to be used for the student’s special education and related service needs.	
<b>103</b>	<b><u>Title II - Improving Teacher Quality</u></b>	<b>\$4,188,222</b>
	Provides funding to help increase the academic achievement of all students by ensuring that all teachers are highly qualified to teach.	
<b>104</b>	<b><u>Title III - Language Acquisition</u></b>	<b>\$2,313,494</b>
	Provides funding to assist children who are Limited English Proficient (LEP), including immigrant children and youth, develop high levels of academic attainment in English and meet the same state academic content and student achievement standards as all children. Also, provide assistance to LEAs/Charter Schools in building their capacity to establish, implement, and sustain language instructional educational programs and programs of English language development for LEP children.	

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

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<b>105</b>	<b><u>Title I – School Improvement</u></b>	<b>\$500,000</b>
Provides assistance for schools, which have been identified for School Improvement, Corrective Action, and Restructuring.		
<b>117</b>	<b><u>Title I – School Improvement -1003G</u></b>	<b>\$3,171,915</b>
Provides assistance for schools, which have been identified for Corrective Action, and Restructuring and have shown progress in improving student performance.		
<b>118</b>	<b><u>IDEA VI-B Special Needs</u></b>	<b>\$20,000</b>
The Individuals with Disabilities Education Act 2004 provides funds to local education agencies, charter schools and state-operated programs for specific areas of need for students with disabilities. These targeted areas include the establishment and coordination of reading/writing coordinators and training, math coordinators and training, early literacy activities, Positive Behavior Interventions and Support coordinators and training, Responsiveness to Instruction coordinators and training, related services support, autism and low incidence support and training and transition training.		
<b>119</b>	<b><u>IDEA Preschool Targeted Assistance</u></b>	<b>\$60,000</b>
The Individuals with Disabilities Education Act 2004 provides funds to local education agencies specific areas of need for students with disabilities. These targeted areas include the establishment and coordination of preschool demonstration classes and preschool assessment centers, preschool program network consultants and training, improving preschool LRE opportunities for handicapped preschoolers, and improving LEA family involvement activities.		
<b>143</b>	<b><u>ARRA - School Improvement Grant</u></b>	<b>\$1,261,687</b>
Provides assistance for schools, which have been identified for Corrective Action or Restructuring and have shown progress in improving student performance.		
<b>156</b>	<b><u>ARRA Race to the Top</u></b>	<b>\$10,085,758</b>
Provides funding to develop assessments that are valid, support and inform instruction, provide accurate information about what students know and can do, and measure student achievement against standards designed to ensure that all students gain the knowledge and skills needed to succeed in college and the workplace.		
<b>083</b>	<b><u>Teacher in Residence</u></b>	<b>\$10,639</b>
Provides funding for operating expenses reimbursed by DPI for coordination of regional projects for instructional personnel.		
<b>084</b>	<b><u>Teacher Incentive Fund</u></b>	<b>\$1,083,971</b>
Provides funding to develop and implement performance-based teacher and principal compensation systems in high-need schools.		
<b>084</b>	<b><u>Asthma</u></b>	<b>\$160,503</b>
Provides funding for the development and implementation of joint policies and programs with the Mecklenburg County Health Department (MCHD) that will create a safe and supportive learning environment for students with asthma and allow them to successfully manage their asthma.		
<b>084</b>	<b><u>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>810</b>	<b><u>DSS Reimbursement</u></b>	<b>\$230,972</b>
Provides funding to allow local school districts to be reimbursed under the federal Medicaid program for a portion on the administrative cost associated with providing school based health services.		
<b>880</b>	<b><u>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>301</b>	<b><u>ROTC Reimbursement</u></b>	<b>\$2,761,325</b>
Provides funding for salaries and associated benefits for ROTC classroom teachers.		

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

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<b>306</b>	<b><u>Administrative Outreach Claiming for Education Program</u></b>	<b>\$4,000,000</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>\$200,000</b>
	Provides funding for building the capacity of the district to improve student achievement by using evidence-based measures to assess effective teaching.	
<b>889</b>	<b><u>Broad Fellows</u></b>	<b>\$45,000</b>
	Provides funding for salaries and associated benefits for a human resources director and an auxiliary services director.	
<b>889</b>	<b><u>Textbook Publishers' Reimbursement</u></b>	<b>\$328,751</b>
	Provides funding for salaries and associated benefits for four resource teachers in science and math.	
<b>927</b>	<b><u>Project L.I.F.T</u></b>	<b>\$4,050,019</b>
	The Project L.I.F.T. (Leadership and Investment For Transformation) program was created to address educational issues in the West Charlotte Corridor. The project will focus on enhanced teacher and school leadership quality, more time spent on task (including extended day, out of school time, and pre-kindergarten programs), access to technology, and policy changes that will allow school leadership more freedom.	
<b>084</b>	<b><u>Foreign Language Assistance Program</u></b>	<b>\$78,290</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>\$541,836</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>084</b>	<b><u>No Easy Walk</u></b>	<b>\$166,061</b>
	Provides funding for middle school students to provide them with skills to resist gang influences and involvement.	
<b>950</b>	<b><u>Supplemental Educational Services</u></b>	<b>\$650,519</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.	
<b>886</b>	<b><u>Literary Design Grant</u></b>	<b>\$69,887</b>
	Provides funding for the development of prototype literacy assessments and instructional tools, including model lesson units.	
<b>887</b>	<b><u>Wallace Grant</u></b>	<b>\$1,375,000</b>
	The Wallace Foundation is launching a new initiative to help selected urban districts develop a much larger corps of effective principals and to determine whether this makes a difference in student learning in their schools. The grant will help selected districts establish what's needed to cultivate principals fully equipped to boost student achievement in partnership with principal training programs. Based on 10 years of research, Wallace has four key parts of a principal pipeline that can develop and ensure the success of a sufficient number of principals to meet district needs: rigorous job requirements, high quality training, selective hiring, evaluation and on-the-job support.	
<b>815</b>	<b><u>Athletics</u></b>	<b>\$1,351,413</b>
	Provides funding for the support and operations of the district's middle schools athletics program.	
	<b><u>Rental of School Property</u></b>	<b>\$2,000,000</b>
	Provides funding for the operational costs of using school facilities after school hours and on the weekend.	

## PROPOSED BUDGET BY REVENUE CATEGORY

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<b><u>Indirect Costs</u></b>	<b>\$8,400,000</b>
Provides funding for the cost necessary for the functioning of the District as a whole, but which cannot be directly assigned to one service.	
<b><u>Tuition &amp; Fees</u></b>	<b>\$500,000</b>
Provides funding for the education of students residing outside of Mecklenburg County but enrolled in the school district.	
<b><u>Interest Earned on Investments</u></b>	<b>\$750,814</b>
Provides funding for the cost necessary for the functioning of the District as a whole, but which cannot be directly assigned to one service.	
<b><u>Restitution</u></b>	<b>\$3,000</b>
Provides funding for the repair or replacement of District property destroyed due to the negligence of an individual.	
<b><u>Police Sales</u></b>	<b>\$250,000</b>
Provides funding for the cost necessary for the functioning of the District as a whole, but which cannot be directly assigned to one service.	
<b><u>Fund Balance</u></b>	<b>\$16,122,104</b>
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.	

**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
EXPENDITURES BY FUNDING SOURCE**

	2012-13 Proposed State Funds	2012-13 Proposed County Appropriation	2012-13 Proposed Federal/Special Revenue/Other	2012-13 Proposed Total Budget
<b>EXPENDITURES</b>				
<b>Instructional</b>				
Regular Instructional	\$ 444,155,052	\$ 123,973,033	\$ 16,505,079	\$ 584,633,164
Special Populations	77,404,139	20,494,897	42,080,538	139,979,574
Alternative Programs	16,195,738	9,842,483	53,407,145	79,445,366
Co-Curricular	-	3,976,876	1,302,813	5,279,689
School-Based Support	27,129,029	22,681,082	7,332,834	57,142,945
<b>Total Instructional</b>	<b>564,883,958</b>	<b>180,968,371</b>	<b>120,628,409</b>	<b>866,480,738</b>
<b>Instructional Support</b>				
Support and Development	398,418	5,202,558	294,647	5,895,623
Special Pop. Support and Development	295,296	1,833,366	1,320,972	3,449,634
Alternative Prog Support and Development	83,464	1,366,945	3,377,351	4,827,760
System-wide Pupil Support	-	3,245,482	35,035	3,280,517
<b>Total Instructional Support</b>	<b>777,178</b>	<b>11,648,351</b>	<b>5,028,005</b>	<b>17,453,534</b>
<b>Operations</b>				
Technology Support	768,610	10,709,983	4,573,515	16,052,108
Operational Support	73,859,878	65,426,281	23,129,582	162,415,741
Financial and Human Resource Services	563,742	14,675,115	3,985,039	19,223,896
Accountability	180,000	4,949,069	1,679,679	6,808,748
Community Services	-	-	542,164	542,164
Nutrition Services	45,938	687,707	290,170	1,023,815
Debt Service	-	582,736	-	582,736
Contingency	-	-	-	-
Other	-	-	3,195,857	3,195,857
<b>Total Operations</b>	<b>75,418,168</b>	<b>97,030,891</b>	<b>37,396,006</b>	<b>209,845,065</b>
<b>Leadership</b>				
Policy, Leadership and Public Relations	1,258,696	8,615,064	2,875,522	12,749,282
School Leadership Services	31,170,028	37,331,265	570,595	69,071,888
<b>Total Leadership</b>	<b>32,428,724</b>	<b>45,946,329</b>	<b>3,446,117</b>	<b>81,821,170</b>
<b>Charter School Funds</b>	<b>-</b>	<b>20,268,619</b>	<b>-</b>	<b>20,268,619</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 673,508,028</b>	<b>\$ 355,862,561</b>	<b>\$ 166,498,537</b>	<b>\$ 1,195,869,126</b>

**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/ Special Revenue/ Other	Grand Total
<b>Salaries</b>				
Board Member Fees	\$ -	\$ 157,524	\$ 135,820	\$ 293,344
Superintendent	137,467	137,699	-	275,166
Assoc. Supt./Chief Officer	400,131	277,348	-	677,479
Director/Supervisor	1,355,263	7,217,828	2,079,160	10,652,251
Principal	10,447,880	5,046,094	84,845	15,578,819
Assistant Principal	6,261,412	10,135,234	104,879	16,501,525
Area/Assistant Superintendent	698,875	470,354	150,000	1,319,229
Bonus	-	29,400	-	29,400
<i>Administration</i>	<u>\$ 19,301,028</u> 2.87%	<u>\$ 23,471,481</u> 6.60%	<u>\$ 2,554,704</u> 1.53%	<u>\$ 45,327,213</u> 3.79%
Teacher	327,958,089	31,208,831	26,088,834	385,255,754
ROTC Instructor	-	1,124,213	2,140,419	3,264,632
Extended Contracts	1,093,610	294,488	1,554,825	2,942,923
Social Worker/Counselor/ Media Spec.	15,175,196	8,852,775	918,014	24,945,985
Speech Pathologist/Audiologist	6,198,053	603,287	1,249,119	8,050,459
Psychologist	3,589,486	249,709	227,059	4,066,254
Lead Teacher/Mentor Teacher	839,021	570,357	5,191,640	6,601,018
Supplementary Pay	-	55,627,780	4,513,302	60,141,082
Substitute - Certified	7,375,944	265,655	323,915	7,965,514
Bonus	-	796,160	2,084,193	2,880,353
Additional Responsibility Stipend	-	2,225,160	2,242,289	4,467,449
Staff Development Pay	40,715	558,659	2,408,993	3,008,367
Mentor Pay	-	-	21,185	21,185
<i>Professional Educator</i>	<u>\$ 362,270,114</u> 53.79%	<u>\$ 102,377,074</u> 28.77%	<u>\$ 48,963,787</u> 29.41%	<u>\$ 513,610,975</u> 42.95%
Teacher/Media Assistant	26,455,237	12,214,444	8,636,541	47,306,222
Tutor	200,000	-	2,257,053	2,457,053
Interpreter/Translator	61,682	1,851	1,624,410	1,687,943
Physical/ Occupational Therapist	3,637,030	109,107	1,279,206	5,025,343
School-based Non-certified Support	963,377	1,779,093	2,923,053	5,665,523
Monitors	1,531,598	1,305,590	-	2,837,188
Non-Cert. Instructor - Driver/Alt Ed	205,732	-	-	205,732
Resource Officer/Campus Sec.	2,913,006	334,850	-	3,247,856
<i>Instructional Support Non-certified</i>	<u>\$ 35,967,662</u> 5.34%	<u>\$ 15,744,935</u> 4.42%	<u>\$ 16,720,263</u> 10.04%	<u>\$ 68,432,860</u> 5.72%

**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/ Special Revenue/ Other	Grand Total
Office Support	5,097,788	16,813,139	634,639	22,545,566
Technician- Technology	-	3,883,888	-	3,883,888
Administrative Specialist	-	13,662,362	1,594,772	15,257,134
Bonus	-	-	-	-
Staff Development Pay	-	32,875	378,152	411,027
<i>Technical and Administrative Support</i>	<u>\$ 5,097,788</u>	<u>\$ 34,392,264</u>	<u>\$ 2,607,563</u>	<u>\$ 42,097,615</u>
	0.76%	9.66%	1.57%	3.52%
Driver	20,510,988	1,750,469	-	22,261,457
Driver Overtime	67,126	-	-	67,126
Custodian	12,396,966	5,751,560	-	18,148,526
Cafeteria Worker	-	291,599	-	291,599
Skilled Trades	5,011,271	13,121,395	-	18,132,666
Operational Support Manager	-	599,303	-	599,303
Day Care/Before/After School	-	137,446	-	137,446
Longevity Pay	6,088,707	1,675,509	798,474	8,562,690
Overtime Pay	29,830	1,863,624	532,024	2,425,478
Annual Leave	1,654,677	797,038	-	2,451,715
Disability Pay	722,434	94,183	1,009	817,626
Staff Development Pay	-	42,555	-	42,555
<i>Operational Support and Other</i>	<u>\$ 46,481,999</u>	<u>\$ 26,124,681</u>	<u>\$ 1,331,507</u>	<u>\$ 73,938,187</u>
	6.90%	7.34%	0.80%	6.18%
<b>Total Salaries</b>	<u>\$ 469,118,591</u>	<u>\$ 202,110,435</u>	<u>\$ 72,177,824</u>	<u>\$ 743,406,850</u>
	69.65%	56.79%	43.35%	62.16%
<b>Employee Benefits</b>				
Employer's Social Security	35,803,895	15,484,583	5,470,673	56,759,151
Employer's Retirement	65,914,969	29,201,807	9,888,257	105,005,033
Employer's Hospitalization Ins.	64,693,655	14,950,127	7,578,608	87,222,390
Employer's Workers' Comp. Ins.	-	-	279,286	279,286
Employer's Unemployment Ins.	-	2,359,903	-	2,359,903
Employer's Life Insurance	-	155,349	15,026	170,375
<b>Total Employee Benefits</b>	<u>\$ 166,412,519</u>	<u>\$ 62,151,769</u>	<u>\$ 23,231,850</u>	<u>\$ 251,796,138</u>
	24.71%	17.47%	13.95%	21.06%
<b>Total Salaries/Employee Benefits</b>	<u>\$ 635,531,110</u>	<u>\$ 264,262,204</u>	<u>\$ 95,409,674</u>	<u>\$ 995,202,988</u>
	94.36%	74.26%	57.30%	83.22%

**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/ Special Revenue/ Other	Grand Total
<b>Non-personnel Costs</b>				
Contracted Services	9,534,729	15,113,182	29,666,600	54,314,511
Workshop Expenses	108,029	1,829,053	3,134,904	5,071,986
Advertising Cost	-	107,400	58,715	166,115
Printing and Binding Fees	20,000	294,012	577,427	891,439
Reproduction Costs	-	60,125	21,075	81,200
Other Prof & Tech Services	15,000	-	-	15,000
Public Utilities - Electric Services	-	6,575,576	9,455,446	16,031,022
Public Utilities - Natural Gas	-	4,051,560	-	4,051,560
Public Utilities – Water and Sewer	-	3,714,632	132,762	3,847,394
Waste Management	-	1,174,609	-	1,174,609
Contracted Repairs & Maintenance	789,319	5,490,543	9,207,173	15,487,035
Rentals/Leases	-	377,947	75,532	453,479
Pupil Transportation - Contracted	2,084,601	1,654,405	2,059,937	5,798,943
Travel Reimbursement	-	1,305,287	285,553	1,590,840
Field Trips	56,129	59,469	228,806	344,404
Telephone/Telecommunication	10,000	2,635,576	470,732	3,116,308
Postage	33,072	189,455	33,485	256,012
Employee Education Reimbursement	49,000	-	20,000	69,000
Membership Dues and Fees	144,200	661,551	4,650	810,401
Liability Insurance	-	1,135,200	-	1,135,200
Vehicle Liability Insurance	180,000	1,200	-	181,200
Property Insurance	-	949,453	415,547	1,365,000
Fidelity Bond Premium	-	7,375	-	7,375
Other Insurance and Judgments	-	66,500	7,000	73,500
Debt Service-Principal	-	398,428	-	398,428
Debt Service-Interest	-	184,308	-	184,308
Indirect Cost	-	-	3,262,574	3,262,574
Unallocated Funds	-	-	-	-
<b>Total Purchased Services</b>	<b>\$ 13,024,079</b>	<b>\$ 48,036,846</b>	<b>\$ 59,117,918</b>	<b>\$ 120,178,843</b>
	1.93%	13.50%	35.51%	10.05%

**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/ Special Revenue/ Other	Grand Total
Supplies and Materials	6,854,578	12,483,313	3,772,616	23,110,507
State Textbooks	2,039,499	-	-	2,039,499
Other Textbooks	8,998	3,421,754	43,504	3,474,256
Library Books	115,335	491,920	27,213	634,468
Computer Software and Supplies	2,530,679	2,464,611	1,588,239	6,583,529
Repair Parts, Grease, and Anti-Freeze	2,939,023	1,374,394	78,320	4,391,737
Gas/Diesel Fuel	8,387,511	415,073	-	8,802,584
Oil	168,123	7,562	-	175,685
Tires and Tubes	957,865	76,490	-	1,034,355
Food Purchases -PreK/Extend. Day	50,000	238,984	363,158	652,142
Furniture & Equipment - Inventoried	19,799	1,109,566	1,253,679	2,383,044
Computer Equipment - Inventoried	630,555	308,015	4,415,045	5,353,615
<b>Total Supplies and Materials</b>	<u>\$ 24,701,965</u> 3.67%	<u>\$ 22,391,682</u> 6.29%	<u>\$ 11,541,774</u> 6.93%	<u>\$ 58,635,421</u> 4.90%
Equipment - Capitalized	6,440	679,505	227,721	913,666
Computer Hardware - Capitalized	-	223,705	201,451	425,156
Vehicles	118,894	-	-	118,894
License and Title Fees	125,540	-	-	125,540
<b>Total Equipment and Vehicles</b>	<u>\$ 250,874</u> 0.04%	<u>\$ 903,210</u> 0.25%	<u>\$ 429,172</u> 0.26%	<u>\$ 1,583,256</u> 0.13%
Transfers to Charter Schools	-	20,268,619	-	20,268,619
<b>Total Fund Transfers</b>	<u>\$ -</u> 0.00%	<u>\$ 20,268,619</u> 5.70%	<u>\$ -</u> 0.00%	<u>\$ 20,268,619</u> 1.69%
<b>Grand Total</b>	<u>\$ 673,508,028</u> 100.00%	<u>\$ 355,862,561</u> 100.00%	<u>\$ 166,498,537</u> 100.00%	<u>\$ 1,195,869,126</u> 100.00%

**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
ALIGNMENT WITH STRATEGIC PLAN 2014 AREAS OF FOCUS  
BY FUNDING SOURCE**

	<b>2012-13 Proposed State Funds</b>	<b>2012-13 Proposed County Approp.</b>	<b>2012-13 Proposed Federal and Other</b>	<b>2012-13 Proposed Other and Special Rev.</b>	<b>2012-13 Proposed Total Budget</b>
I. Effective Teaching and Leadership	31.56%	27.45%	24.02%	8.78%	28.91%
II. Performance Management	16.94%	15.42%	11.52%	18.19%	15.90%
III. Increasing the Graduation Rate	22.93%	18.92%	44.42%	16.73%	24.05%
IV. Teaching and Learning Through Technology	8.64%	9.88%	5.83%	1.92%	8.52%
V. Environmental Stewardship	3.60%	8.15%	0.24%	32.95%	5.29%
VI. Parent and Community Connections	14.34%	13.65%	9.60%	6.98%	13.41%
VII. Regulatory and Compliance	1.99%	6.54%	4.38%	14.44%	3.92%
<b>Total Funding</b>	100.00%	100.00%	100.00%	100.00%	100.00%

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# PROPOSED COUNTY APPROPRIATION

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**DETAIL OF CHANGES TO 2011-2012 COUNTY APPROPRIATION**

<b>2011-2012 ADOPTED BUDGET</b>	<b>\$ 328,339,101</b>
<b>I. REDIRECTIONS/REDUCTIONS</b>	
A. Redirection of Funds to Alternative Uses	<u>(16,417,334)</u>
<b>Total Reductions/Redirections</b>	<b>(16,417,334)</b>
<b>II. SUSTAINING OPERATIONS</b>	
A. Salaries and Benefits	
1. 1 % Cost of Living Increase (funded from redirections above)	7,480,112
2. Additional 2% Cost of Living Increase and Market Adjustment	18,555,613
3. Health Insurance Rate Increase from \$4,931 to \$5,192	720,477
4. Retirement Rate Increase - 13.12% to 14.31%	2,053,116
B. Program Continuation	
1. CMPD SRO Contract Increase	2,078,728
2. Utilities Rate Increase	1,838,100
3. Charter School Rate Adjustment	1,121,122
4. Response To Intervention Screening	645,362
5. Communities in Schools Cost Model Adjustment	71,669
6. Project Lift Support	205,364
7. Insurance Increase	<u>108,771</u>
<b>Total Sustaining Operations</b>	<b>34,878,434</b>
<b>III. STUDENT GROWTH</b>	
A. Enrollment Increases	
1. Enrollment - Staffing and Non-Personnel	2,110,291
2. Charter School Enrollment Growth - 995 students	<u>2,191,139</u>
<b>Total Student Growth</b>	<b>4,301,430</b>
<b>TOTAL FOR SUSTAINING OPERATIONS AND GROWTH</b>	<b>39,179,864</b>
<b>IV. PROGRAM EXPANSION AND NEW INITIATIVES</b>	
A. Attracting/Retaining High Performers	125,000
B. Truancy Court Expansion	75,000
C. High School Class Size Adjustment - 9th Grade	3,023,430
D. Instructional Technology Positions for High Schools	1,322,500
E. Multimedia Support	<u>215,000</u>
<b>Total Program Expansion and New Initiatives</b>	<b>4,760,930</b>
 <b>TOTAL FOR SUSTAINING OPERATIONS, GROWTH AND NEW INITIATIVES</b>	 <b>43,940,794</b>
 <b>2012-2013 PROPOSED COUNTY APPROPRIATION</b>	 <u><b>355,862,561</b></u>
 <b>REQUESTED INCREASE ABOVE 2011-2012 COUNTY APPROPRIATION</b>	 <u><b>\$ 27,523,460</b></u>

**2012-2013 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	\$104,906,164	\$ 4,705,829	\$ 13,707,555
Special Populations	19,975,889	323,983	195,025
Alternative Programs	7,701,061	1,811,858	329,564
School Leadership Services	36,706,905	-	624,360
Co-Curricular	2,846,740	964,365	151,544
School-Based Support	19,726,832	2,188,578	750,672
Support and Development	4,670,996	420,168	110,246
Special Population Support and Development	1,804,793	-	28,573
Alternative Programs Support and Development	1,222,417	41,760	102,411
Technology Support	7,268,395	2,212,920	1,228,668
Operational Support	34,442,177	26,653,454	4,120,990
Financial and Human Resource Services	10,190,165	4,211,369	270,227
Accountability	3,484,260	1,322,912	135,918
System-wide Pupil Support	2,710,334	423,177	111,971
Policy, Leadership and Public Relations	6,605,076	1,702,860	307,128
Nutrition Services	-	470,877	216,830
Payments to Charter Schools	-	-	-
Debt Service	-	582,736	-
<b>TOTAL EXPENDITURES</b>	<b><u>\$264,262,204</u></b>	<b><u>\$ 48,036,846</u></b>	<b><u>\$ 22,391,682</u></b>
<b>PERCENTAGE OF TOTAL</b>	<b>74.26%</b>	<b>13.50%</b>	<b>6.29%</b>

**2012-2013 PROPOSED CURRENT EXPENSE BUDGET:  
PROPOSED COUNTY APPROPRIATION**

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Furniture and Equipment	Other	Total	% of Total Budget
\$ 653,485	\$ -	\$ 123,973,033	34.84%
-	-	20,494,897	5.76%
-	-	9,842,483	2.77%
-	-	37,331,265	10.49%
14,227	-	3,976,876	1.12%
15,000	-	22,681,082	6.37%
1,148	-	5,202,558	1.46%
-	-	1,833,366	0.52%
357	-	1,366,945	0.38%
-	-	10,709,983	3.01%
209,660	-	65,426,281	18.39%
3,354	-	14,675,115	4.12%
5,979	-	4,949,069	1.39%
-	-	3,245,482	0.91%
-	-	8,615,064	2.42%
-	-	687,707	0.19%
-	20,268,619	20,268,619	5.70%
-	-	582,736	0.16%
<u>\$ 903,210</u>	<u>\$ 20,268,619</u>	<u>\$ 355,862,561</u>	<u>100.00%</u>
0.25%	5.70%	100.00%	

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## **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**

**\$123,973,033**

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**

**\$20,494,897**

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

##### Children With Disabilities Curricular Services

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

##### Children With Disabilities CTE Curricular Services

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

##### Pre-K Children With Disabilities Curricular Services

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

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

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### Speech and Language Pathology Services

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

### Audiology Services

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

### Academically/Intellectually Gifted Curricular Services

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

### Limited English Proficiency Services

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

## **5300 Alternative Programs and Services**

**\$9,842,483**

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**

**\$37,331,265**

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**

**\$3,976,876**

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**

**\$22,681,082**

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**

**\$5,202,558**

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**

**\$1,833,366**

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 \$1,366,945**

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 \$10,709,983**

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 \$65,426,281**

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**

**\$14,675,115**

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**

**\$4,949,069**

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**

**\$3,245,482**

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**

**\$8,615,064**

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 thorough various news media or personal contact. This area includes marketing and public information services associated with promoting the school system as a positive entity.

## **Ancillary Services**

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

## **7200 Nutrition Services**

**\$687,707**

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

**PROPOSED COUNTY APPROPRIATION BY MAJOR FUNCTION**

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**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 \$20,268,619**

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

**8300 Debt Services \$582,736**

Include debt service payments for lease purchases or installment contracts.

**Capital Outlay**

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

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# CAPITAL REPLACEMENT

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## **CAPITAL REPLACEMENT DESCRIPTION**

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

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

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

# 2012-2013 PROPOSED CAPITAL REPLACEMENT BUDGET

## SCHEDULE OF REVENUES AND EXPENDITURES

	2012-13 Proposed Budget	2011-12 Adopted Budget	2010-11 Adopted Budget	2009-2010 Adopted Budget
<b>REVENUES</b>				
State Public School Building Capital Fund	\$ -	\$ -	\$ -	\$ -
Other	4,960,000	4,960,000	4,960,000	5,200,000
<b>TOTAL CAPITAL REPLACEMENT REVENUES</b>	<b><u>\$ 4,960,000</u></b>	<b><u>\$ 4,960,000</u></b>	<b><u>\$ 4,960,000</u></b>	<b><u>\$ 5,200,000</u></b>
<b>EXPENDITURES</b>				
<u>Buildings and Sites</u>				
Roofs	\$ 300,000	\$ 345,000	\$ 345,000	\$ 175,250
Heating and Air Conditioning	2,346,616	1,987,000	1,987,000	3,189,750
Asphalt Resurfacing	50,000	127,000	127,000	85,000
Carpeting	128,000	94,000	94,000	150,000
Stage Curtains	25,000	28,000	28,000	25,000
Sites	235,000	505,808	505,808	625,000
Renovations	400,000	419,808	419,808	400,000
Electrical	725,000	703,000	703,000	300,000
Total Buildings and Sites	<u>\$ 4,209,616</u>	<u>\$ 4,209,616</u>	<u>\$ 4,209,616</u>	<u>\$ 4,950,000</u>
<u>Furniture and Equipment</u>				
Classroom and Office Equipment	\$ 550,384	\$ 550,384	\$ 550,384	\$ 150,000
Computer Equipment - Instructional	100,000	100,000	100,000	-
Insurance Claims	100,000	100,000	100,000	100,000
Total Furniture and Equipment	<u>\$ 750,384</u>	<u>\$ 750,384</u>	<u>\$ 750,384</u>	<u>\$ 250,000</u>
<b>TOTAL CAPITAL REPLACEMENT EXPENDITURES</b>	<b><u>\$ 4,960,000</u></b>	<b><u>\$ 4,960,000</u></b>	<b><u>\$ 4,960,000</u></b>	<b><u>\$ 5,200,000</u></b>

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# ENTERPRISE PROGRAMS

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## **CHILD NUTRITION PROGRAM DESCRIPTION**

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The mission of Child Nutrition Services is to contribute to a successful academic experience and encourage a lifetime of healthy eating for each student by providing affordable meals that are nutritious, appealing, and served by caring professionals in a pleasant environment.

The Healthy, Hunger-Free Kids Act of 2010 (Public Law 111-296) authorized establishment of nutrition standards for all foods served in schools. This law also includes a provision for equity in pricing which will result in annual increases in the price of lunch until the paid lunch price is equivalent to the amount received for free lunches. The lunch price for CMS increased five cents in 2011-12 and an additional five cents increase is proposed for 2012-13 to comply with this law.

Child Nutrition Services serves more than 30,000 breakfasts and 80,000 lunches each day. Another 15,000 customers are reached each day through adult meals and supplemental food sales. Charlotte-Mecklenburg Schools' before and After School programs consume 9,500 snacks per day. There are 162 full service cafeteria operations. Two schools transport meals to 3 satellite locations that house small specialty education programs. 54.42% of CMS students qualify for free or reduced price meals in SY 2011-2012.

# CHILD NUTRITION PROGRAM

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

	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
<b>OPERATING REVENUES:</b>				
Student Meals	\$ 9,097,237	\$ 9,624,443	\$ 8,675,930	\$ 10,598,127
Supplemental Sales	9,227,282	10,051,356	9,540,234	9,702,904
Total Operating Revenues	<u>18,324,519</u>	<u>19,675,799</u>	<u>18,216,164</u>	<u>20,301,031</u>
<b>OPERATING EXPENSES:</b>				
Food and Commodities	23,444,299	24,256,189	23,091,177	20,648,476
Salaries	23,569,249	24,713,400	22,460,884	23,203,846
Employee Benefits	5,656,620	5,436,948	4,850,350	4,715,309
Materials and Supplies	2,214,053	2,704,973	2,247,828	2,424,745
Depreciation	1,932,523	1,862,268	1,697,115	1,436,887
Contracted Services	2,194,528	1,832,210	1,425,075	1,585,562
Other	5,199,826	5,693,214	5,077,625	5,020,594
Total Operating Expenses	<u>64,211,098</u>	<u>66,499,202</u>	<u>60,850,054</u>	<u>59,035,419</u>
<b>OPERATING INCOME (LOSS)</b>	(45,886,579)	(46,823,403)	(42,633,890)	(38,734,388)
U.S. Government Subsidy and Commodities	45,210,311	46,101,756	44,196,016	40,542,022
Interest Revenue and Other Misc. Revenue	<u>159,453</u>	<u>204,832</u>	<u>954,307</u>	<u>2,051,634</u>
Total Non-Operating Revenue	<u>45,369,764</u>	<u>46,306,588</u>	<u>45,150,323</u>	<u>42,593,656</u>
<b>INCOME (LOSS) BEFORE OPERATING TRANSFER</b>	(516,815)	(516,815)	2,516,433	3,859,268
<b>OPERATING TRANSFER FROM GENERAL FUND</b>	<u>516,815</u>	<u>516,815</u>	<u>516,815</u>	<u>516,815</u>
<b>NET INCOME (LOSS)</b>	-	-	3,033,248	4,376,083
<b>INCREASE (DECREASE) IN RETAINED EARNINGS</b>	-	-	3,033,248	4,376,083
<b>RETAINED EARNINGS - Beginning of Year</b>	22,437,496	22,437,496	19,404,248	15,028,165
<b>RETAINED EARNINGS - End of Year</b>	<u>\$ 22,437,496</u>	<u>\$ 22,437,496</u>	<u>\$ 22,437,496</u>	<u>\$ 19,404,248</u>

**CHILD NUTRITION PROGRAM**  
**COMPARISON OF MEAL PRICES**

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	BREAKFAST			LUNCH		
	Elementary	Secondary	Adult	Elementary	Secondary	Adult
<b>2012-13 Proposed</b>	\$1.25	\$1.25	A La Carte	\$2.10	\$2.10	A La Carte
<b>2011-12</b>	\$1.25	\$1.25	A La Carte	\$2.05	\$2.05	A La Carte
<b>2010-11</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. The curriculum is being updated to correlate with the Common Core and Essential Standards. 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 eighty-one elementary schools, 20 K-8 and middle schools and six Pre-K centers throughout the district. ASEP will serve over 5,000 students per week.

The 2012-13 adopted budget includes no program price increase for the Before School and After School programs. The price for each program varies pending the end of day bell schedule:

	<u>Before School</u>	<u>After School</u>
2:45 bell schedule	\$20	\$65
3:00 bell schedule	\$25	\$60
3:15 bell schedule	\$30	\$55
3:30 bell schedule	\$35	\$50
3:45 bell schedule	\$40	\$45
4:15 bell schedule	\$50	\$35

# AFTER SCHOOL ENRICHMENT PROGRAM

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

	FY2012-13 Proposed Budget	FY2011-12 Adopted Budget	FY2010-11 Actual Expenditures	FY2009-10 Actual Expenditures
<b>OPERATING REVENUES:</b>				
Participant Fees	\$ 13,901,796	\$ 14,928,621	\$ 14,718,103	\$ 14,582,630
<b>OPERATING EXPENSES:</b>				
Food Costs	728,804	877,813	794,479	768,441
Salaries	8,865,414	9,117,881	9,243,319	9,307,985
Benefits	1,853,352	1,958,781	1,938,747	1,862,095
Material and Supplies	513,162	679,848	320,494	334,944
Contracted Services	396,115	553,478	104,932	171,873
Other	1,570,749	1,772,820	1,809,148	1,639,053
Total Operating Expenses	<u>13,927,596</u>	<u>14,960,621</u>	<u>14,211,119</u>	<u>14,084,391</u>
<b>OPERATING INCOME (LOSS)</b>	(25,800)	(32,000)	506,984	498,239
<b>NON-OPERATING REVENUES:</b>				
Interest Income	25,800	32,000	27,176	35,493
Contributions and Grants	-	-	-	-
Total Non-Operating Revenue	<u>25,800</u>	<u>32,000</u>	<u>27,176</u>	<u>35,493</u>
<b>NET INCOME (LOSS)</b>	-	-	534,160	533,732
<b>RETAINED EARNINGS - Beginning of Year*</b>	<u>2,119,073</u>	<u>2,119,073</u>	<u>1,584,913</u>	<u>1,051,181</u>
<b>RETAINED EARNINGS - End of Year</b>	<u><b>\$ 2,119,073</b></u>	<u><b>\$ 2,119,073</b></u>	<u><b>\$ 2,119,073</b></u>	<u><b>\$ 1,584,913</b></u>
Average number of participants students per week	<u>5,025</u>	<u>5,765</u>	<u>6,263</u>	<u>6,263</u>

\* Based on prior year actuals

Fees will vary based on bell schedule:

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# RESULTS AND ACCOUNTABILITY

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# ACADEMIC ACHIEVEMENT

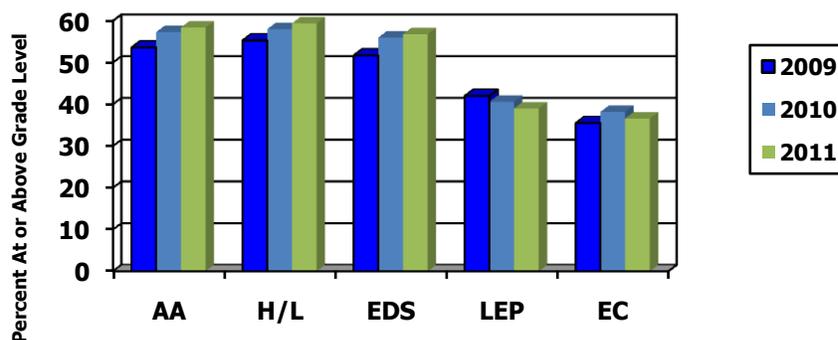
## End-of-Grade Tests\*

Overall in 2011, 70.1% of students in grades 3 through 8 scored at or above grade level in reading. In mathematics, 81.7% of students in grades 3 through 8 scored at or above grade level.

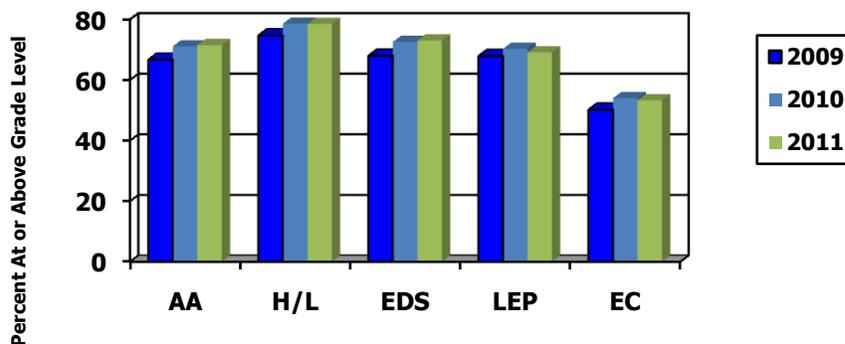
Grade	Reading Percent at or Above Grade Level			Math Percent at or Above Grade Level		
	2009	2010	2011	2009	2010	2011
3	66.1	67.7	67.0	79.5	82.1	80.2
4	70.2	70.9	71.1	80.4	82.6	84.5
5	68.8	72.2	71.9	80.8	82.5	82.5
6	70.0	74.4	74.1	75.8	78.7	78.7
7	62.5	65.8	66.7	75.3	78.8	79.3
8	65.6	68.5	69.7	79.5	84.2	84.8

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

**Reading  
Grades 3 through 8**



**Mathematics  
Grades 3 through 8**

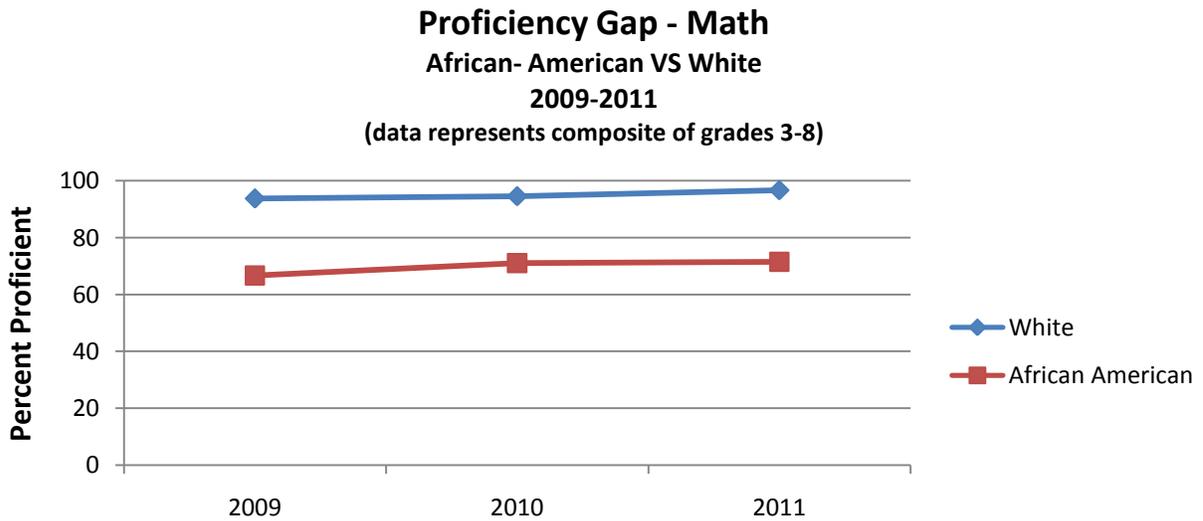
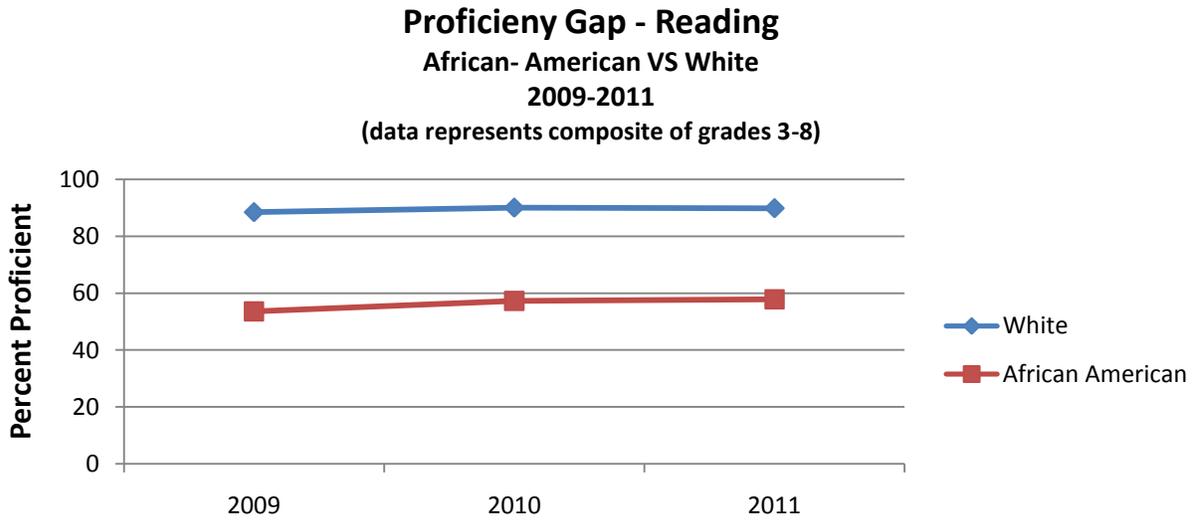


# ACADEMIC ACHIEVEMENT

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## The Achievement Gap\*

The graphs below illustrate the achievement gap in actual student proficiency between White and African American students in grades 3-8 for the past 3 years.

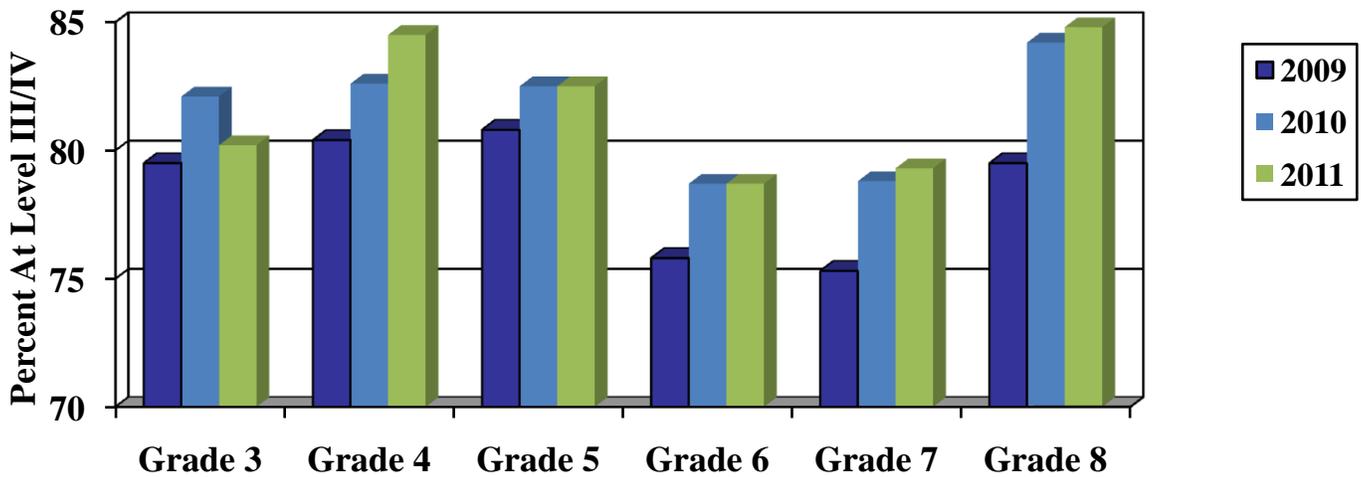
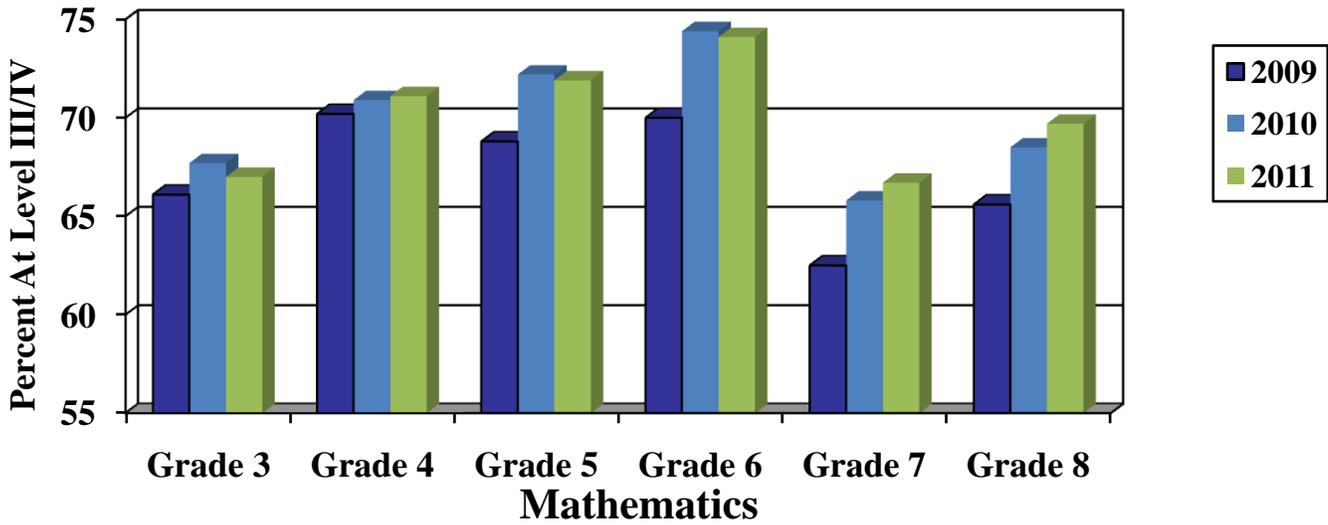


\* All EOG/EOC data is based on original and retest results

# ACADEMIC ACHIEVEMENT

## Academic Achievement\*

### Reading



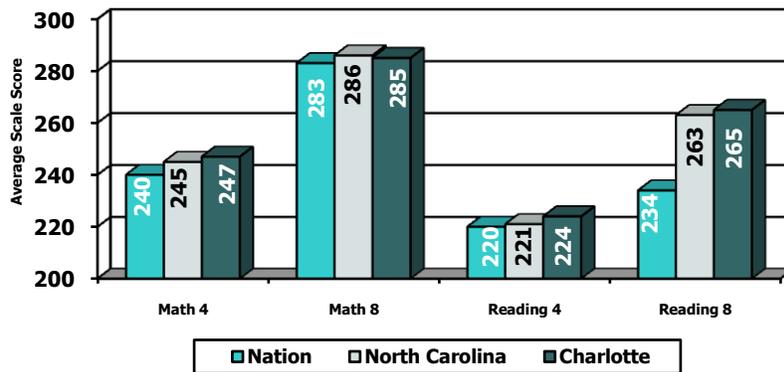
\* All EOG/EOC data is based on original and retest results

# ACADEMIC ACHIEVEMENT

## NAEP 2011 (Next test cycle: 2013)

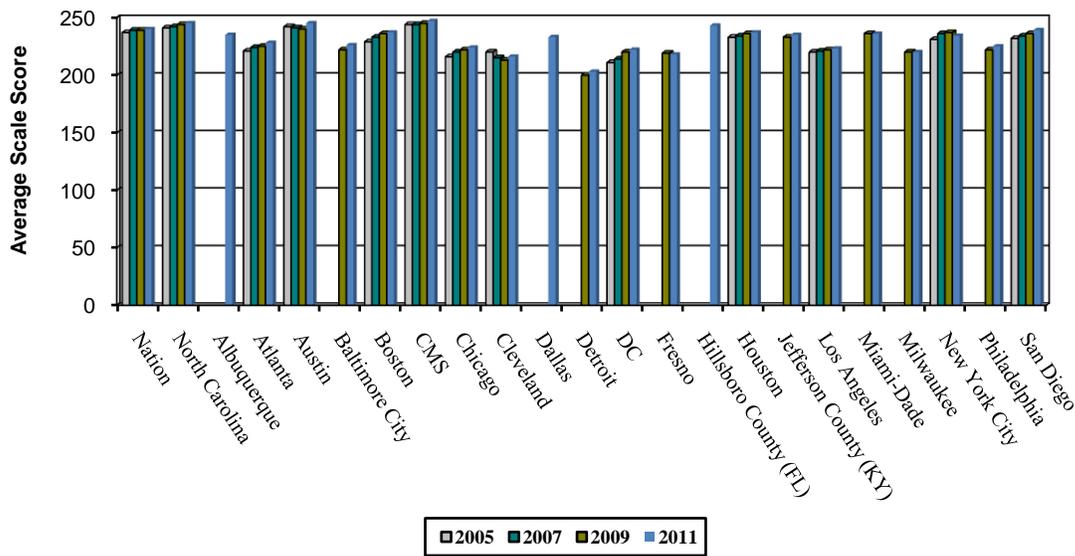
NAEP is a national assessment administered every two years to a sample of students in each state and across the nation. In the 2009 cycle, eighteen large school districts including Charlotte-Mecklenburg participated in NAEP as part of the Trial Urban District Assessment (TUDA), but beginning in 2011, this was expanded to twenty-one large school districts. For TUDA districts, NAEP assesses 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 show that CMS students achieved a higher average score in grades 4 and 8 than North Carolina or the Nation.



CMS students scored higher than students in all other districts in grades 4 and 8 mathematics.

### NAEP 2005 - 2011 Grade 4 Mathematics

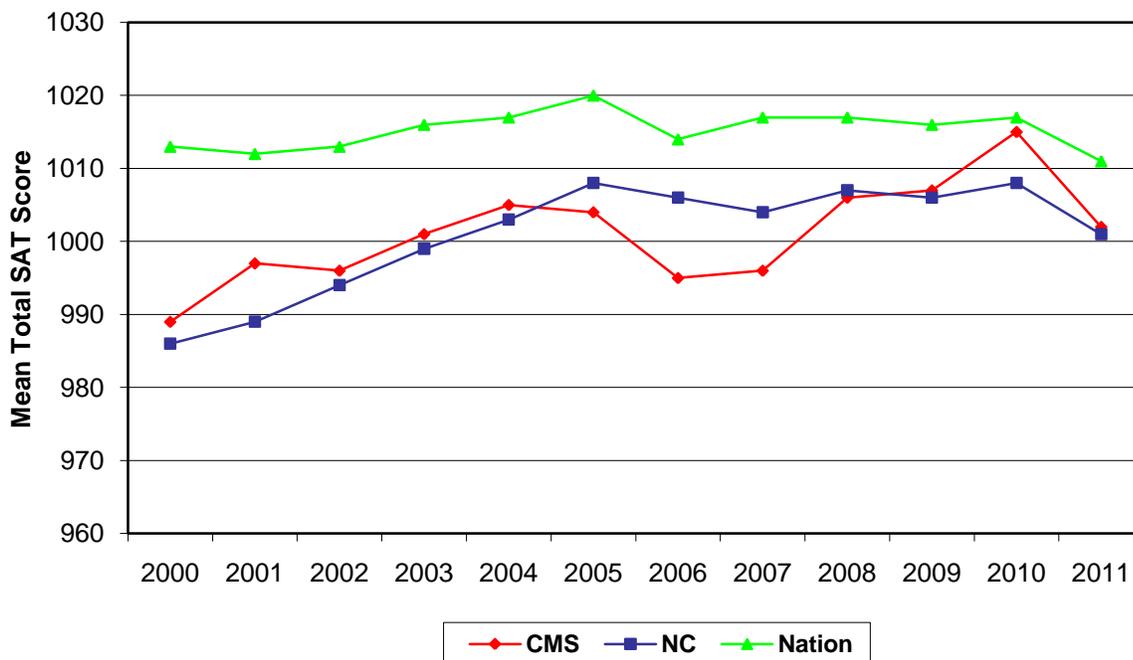


## ACADEMIC ACHIEVEMENT

### Other Indicators of Academic Progress

- The average enrollment in AP/IB courses in 2010 and 2011 was 16,793.

### 2011 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/ End-of-Course Tests\*

- For grades 3 through 8 combined, the performance gap at/or above proficient between African-American students and White students is 32 percentage points in reading and 23 percentage points in math.
- For all EOCs combined, the performance gap at/or above proficient between Economically Disadvantaged Students and students not Economically Disadvantaged is 12 percentage points.

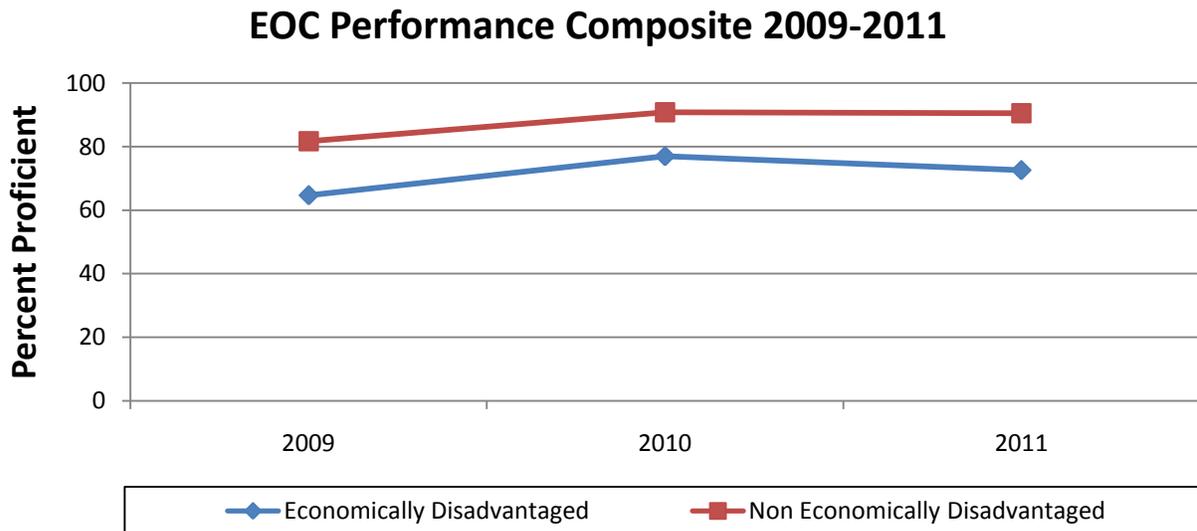
\* All EOG/EOC data is based on original and retest results

# ACADEMIC ACHIEVEMENT

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## End-of-Course Tests\*

- The gap between students participating in EOCs who are Economically Disadvantaged as compared to those who are not Economically Disadvantaged continues to vary. As the chart below shows, more work needs to be done at the high school level to close the gap between students in these groups.



## **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 assistant principals who are participating in a program for building leadership capacity. This training includes cash management, requisition procedures, accurate account coding, fund flexibility, budget status and management, procurement, 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** – With the Lawson financial system, requisitions are processed online. This control is designed into the workflow pathway within the Lawson system 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 (FY2003-2013)**

**SELECTED TRENDS**

FISCAL YEAR	2002-	2003-	2004-	2005-	2006-	2007-	2008-	2009-	2010-	2011-	Proposed
	03	04	05	06	07	08	09	10	11	12	2012-13
<b>ENROLLMENT</b>											
Total K-12 Enrollment on 20th Day	109,605	113,859	118,599	123,789	129,011	132,281	134,060	133,664	135,638	138,012	140,010
LEP Students*	9,885	10,944	11,510	12,493	14,883	17,035	18,407	18,407	16,220	15,505	
Economically Disadvantaged Students	41.67%	43.71%	47.93%	46.99%	45.50%	47.25%	48.74%	51.55%	53.41%	54.42%	
<b>COST PER PUPIL</b>											
Budgeted Total Cost Per Pupil	\$7,294	\$7,288	\$7,498	\$7,626	\$8,148	\$8,868	\$8,912	\$8,533	\$8,480	\$8,473	\$8,541
Budgeted Local Cost Per Pupil	\$2,418	\$2,327	\$2,234	\$2,354	\$2,451	\$2,581	\$2,621	\$2,374	\$2,228	\$2,379	\$2,542
<b>NUMBER OF SCHOOLS</b>											
Elementary	92	93	93	95	98	99	104	108	108	88	88
Middle	27	28	28	30	30	31	31	33	33	39	39
High	16	17	17	17	25	31	32	31	33	28	28
Alternative	7	5	5	5	5	4	4	4	4	4	4
Total Schools Operating	142	143	143	147	158	165	171	176	178	159	159
New Schools Opened	4	4	0	4	13	7	6	6	2	0	0
% County	33.14%	31.93%	29.80%	30.87%	30.08%	29.10%	29.41%	27.83%	26.28%	28.08%	29.76%
% State	58.35%	58.32%	59.65%	59.01%	59.34%	59.92%	60.15%	55.73%	55.19%	56.64%	56.32%
% Federal & Other Grants	6.89%	7.87%	8.68%	7.69%	7.41%	8.19%	8.51%	14.54%	16.16%	13.72%	11.47%
% Other /Special Revenue	0.91%	1.06%	1.10%	1.82%	1.81%	.91%	1.05%	1.12%	1.03%	1.01%	1.10%
% Fund Balance	0.70%	0.81%	0.77%	0.61%	1.37%	1.88%	.88%	.78%	1.35%	0.55%	1.35%
<b>PERSONNEL CHANGES</b>											
Principals/Assistant Principals	411	417	420	423	442	444	429	396	405	382	373
Teachers/Support Staff	8,631	8,867	9,260	9,554	10,004	10,455	10,497	10,343	10,050	10,471	10,505
Assistants/Tutors	2,064	2,103	2,281	2,256	2,555	2,740	2,591	2,258	2,117	2,434	2,487
Admin./Office Personnel	1,005	1,017	1,069	1,095	1,145	1,211	1,255	1,221	1,174	1,128	1,166
Transportation	1,277	1,310	1,349	1,391	1,422	1,486	1,506	1,506	1,453	1,323	1,354
Building Services/Other	1,237	1,186	1,209	1,254	1,309	1,364	1,319	1,221	1,197	1,054	1,064
Total Personnel	14,625	14,900	15,587	15,972	16,877	17,700	17,596	16,945	16,396	16,792	16,949
<b>TRANSPORTATION</b>											
# of Yellow Buses-Operating	1,132	1,170	1,097	1,200	1,256	1,289	1,314	1,329	1,075	919	971

\*Limited English Proficiency (LEP) Students enrolled as of October in years 2004-2011. Prior years LEP cumulative count of LEP enrollment at any time in the school year.

\*\*Projected enrollment

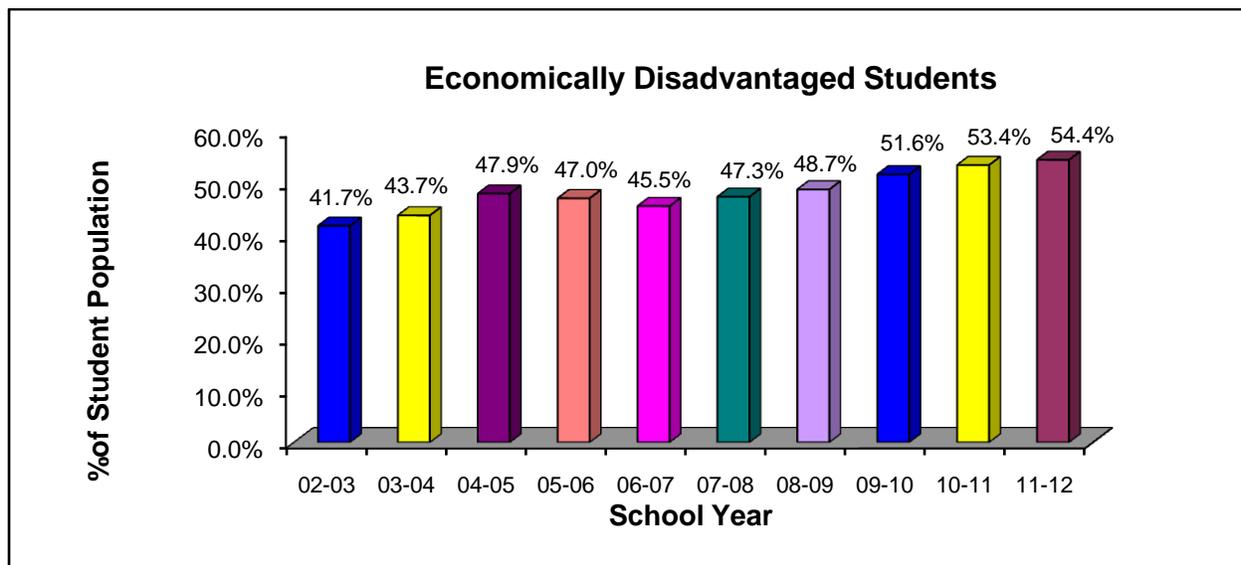
## STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

### *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.

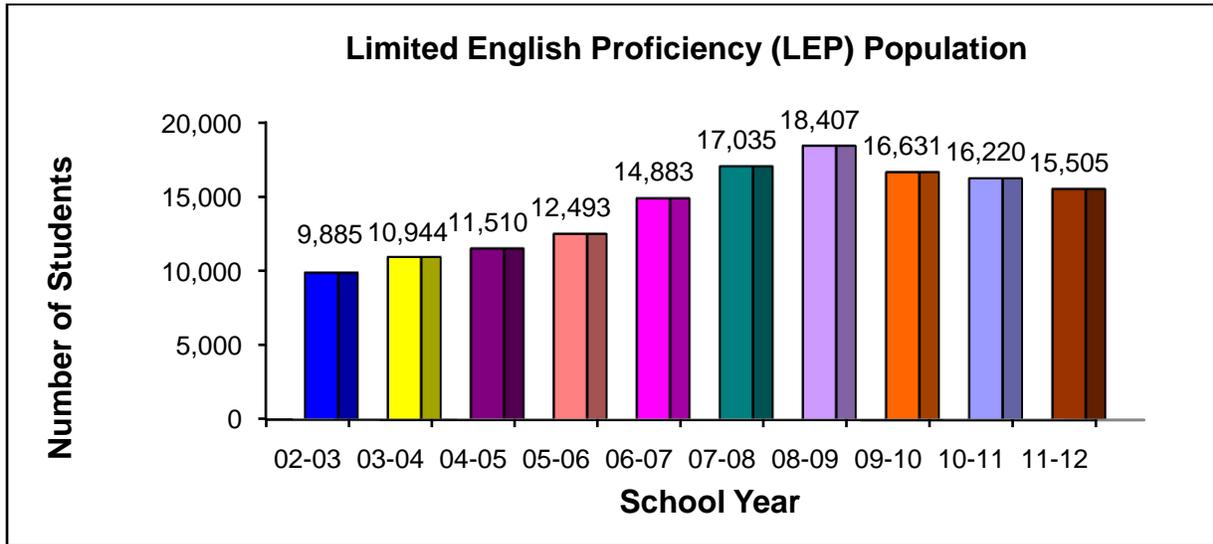
CMS serves an increasing number of economically disadvantaged students (EDS) who qualify for the federal assistance lunch program. The number of CMS students who qualify for federal assistance grew to 53.4% in 2010-2011.



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 74 in the 2011-12 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. Beginning in the 2011-12 school year, each EDS student also receives an additional 30 percent in funding for instructional materials and supplies.

Although the number of Limited English Proficiency (LEP) students declined in 2010-11, our need for English as a Second Language instruction is still great. Currently, CMS serves students from 168 countries who speak 165 languages other than English. More than 15,500 students with limited English proficiency -- approximately 11.0 percent of our total student population -- are currently enrolled in CMS. That represents a 57% growth rate since the 2002-2003 school year. The chart below shows the trend in this population of students.

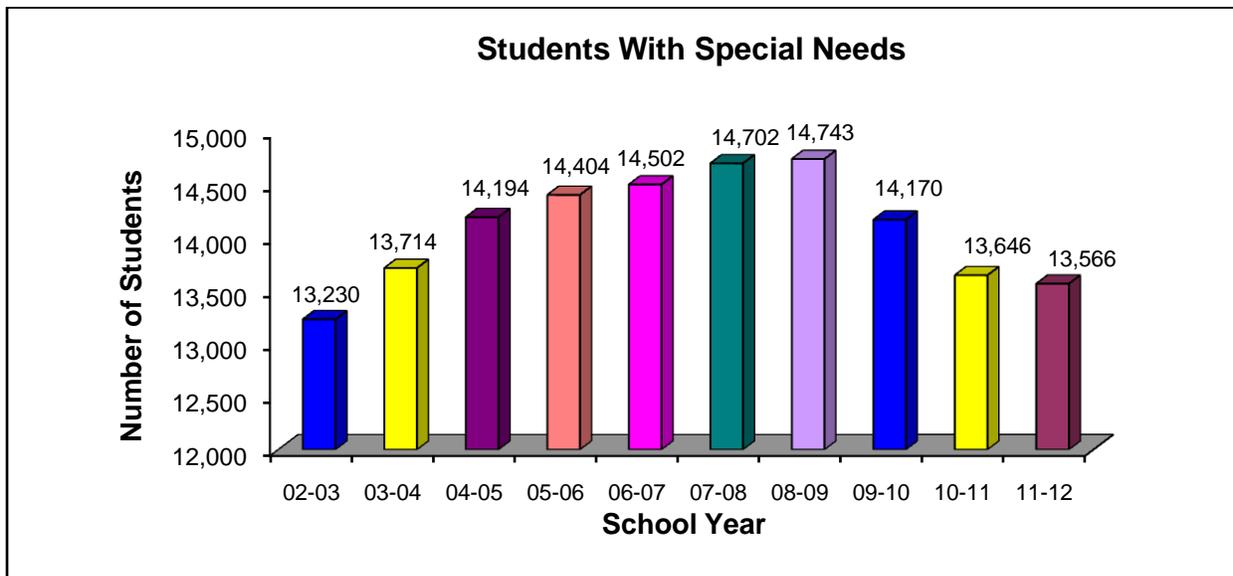
# STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS



Note: LEP Students enrolled as of October for 2004 through 2011. 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, 13,566 CMS students –9.8% 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 approximately 14,000 gifted and talented students.

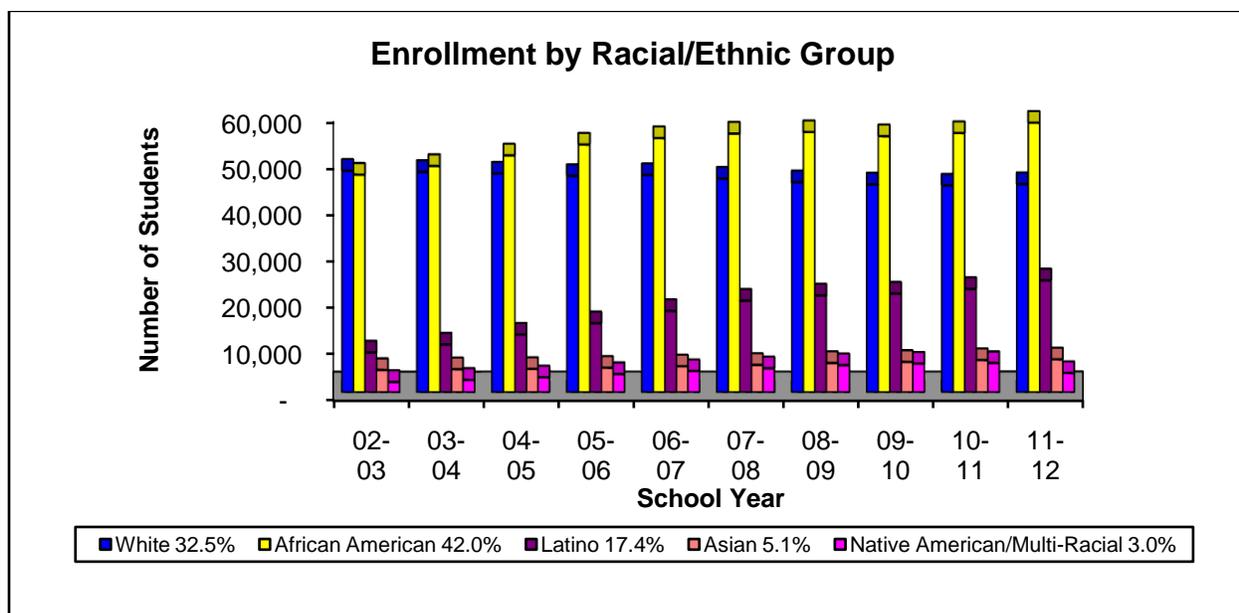


CMS is committed to providing a high quality education for every student. The district's goal is to ensure that programs and resources are in place to support the individual needs of each student. However, funding must be available to make this goal a reality.

# STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

## CMS Student Population At A Glance 2011-2012

- Native American/Multiracial = 3.0%
- Asian = 5.1%
- African-American = 42.0%
- Hispanic/Latino = 17.4%
- White = 32.5%
- Economically Disadvantaged Students = 54.4%
- Native languages = 165
- Countries represented = 168
- Limited English Proficient – 15,505
- Students with disabilities = 13,646



## 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.

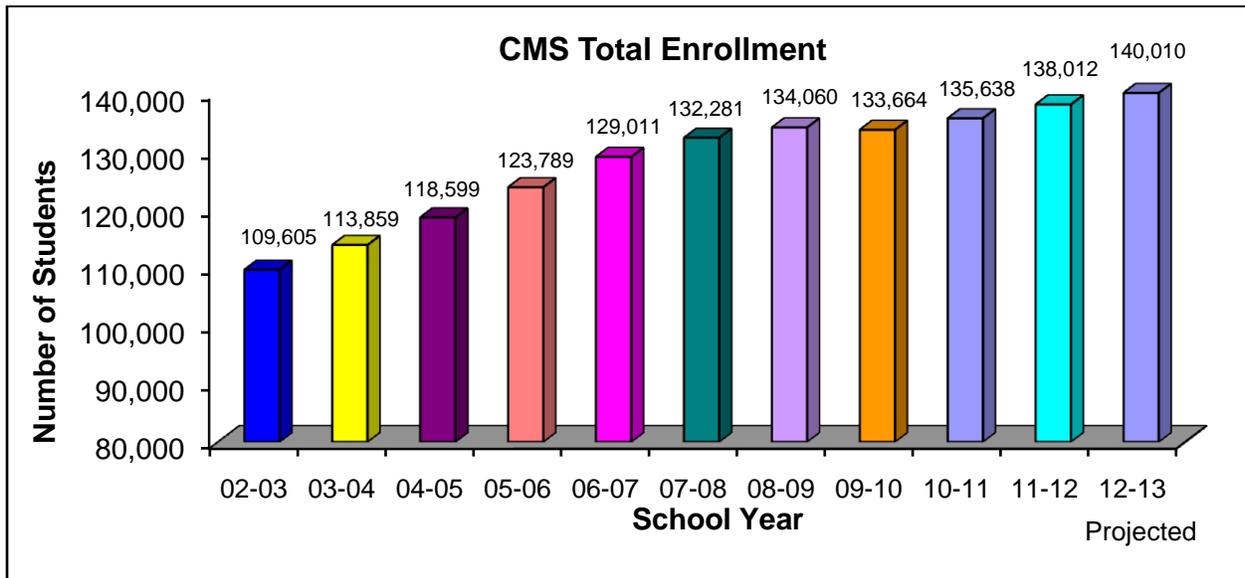
However, the county’s decision to reduce debt issuance has restricted our ability to keep our 2007 bond promises. We have met the goal in Strategic Plan 2010 to reduce usage of mobile classrooms by 30% through the opening of six new elementary and middle schools in 2009-10 and two high new schools in 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 2012-13 is projected to grow by approximately 1.4%. It is anticipated that enrollment will continue to grow in 2013-14. With no additional capacity coming on line to offset this growth, many schools in the district will continue to be severely overcrowded.

Since 2002-03, CMS has grown from a little over 109,600 students to more than 138,000 students. We anticipate serving another 1,988 students next year (in 2012-13).



### 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.

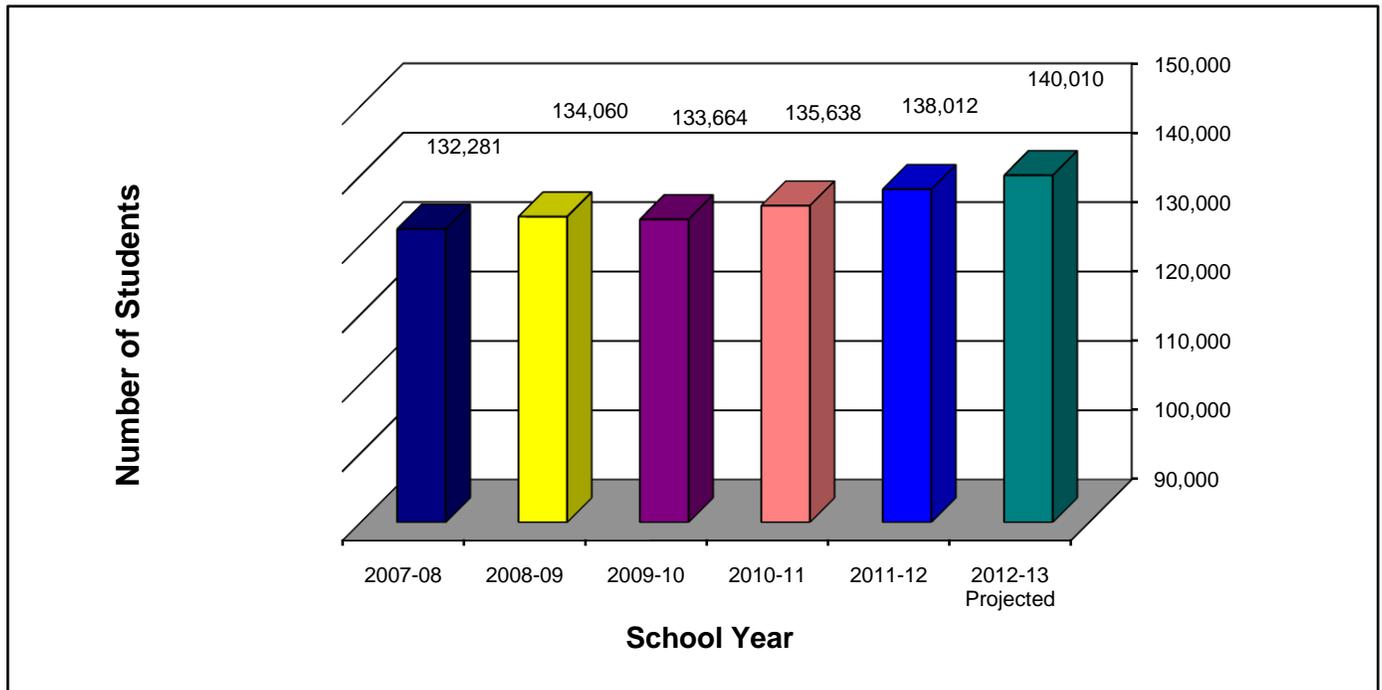
Enrollment continues to grow, although the pace has slowed. We have eased overcrowding in some of our most crowded schools with six new schools that opened in 2008-2009 and two high schools in 2010-11.

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

## SIX YEAR ENROLLMENT COMPARISON BY GRADE LEVEL

Grades	2012-13 Proposed	2011-2012 Actual*	2010-11 Actual*	2009-2010 Actual*	2008-09 Actual*	2007-2008 Actual*
K	12,221	11,871	11,652	10,326	11,401	11,257
1	11,957	11,736	10,564	11,377	11,271	11,386
2	11,702	10,533	11,333	11,243	11,396	11,083
3	10,649	11,458	11,395	11,482	11,224	10,869
4	11,234	11,172	11,090	10,922	10,670	10,259
5	11,036	10,955	10,703	10,470	9,957	9,731
6	10,765	10,517	10,074	9,878	9,649	9,459
7	10,491	10,049	9,995	9,677	9,529	9,578
8	10,032	9,978	9,671	9,508	9,673	9,704
9	11,874	11,509	11,844	12,034	12,349	12,578
10	9,645	9,926	9,811	9,790	9,634	9,708
11	8,214	8,119	8,157	7,583	7,751	7,528
12	7,921	7,958	7,187	7,045	6,771	6,304
Special	2,270	2,231	2,162	2,329	2,785	2,837
<b>TOTAL ENROLLMENT</b>	<b><u>140,010</u></b>	<b><u>138,012</u></b>	<b><u>135,638</u></b>	<b><u>133,664</u></b>	<b><u>134,060</u></b>	<b><u>132,281</u></b>

\* End of First Month (20th Day)



# CURRENT EXPENSE SIX YEAR EXPENDITURE COMPARISON

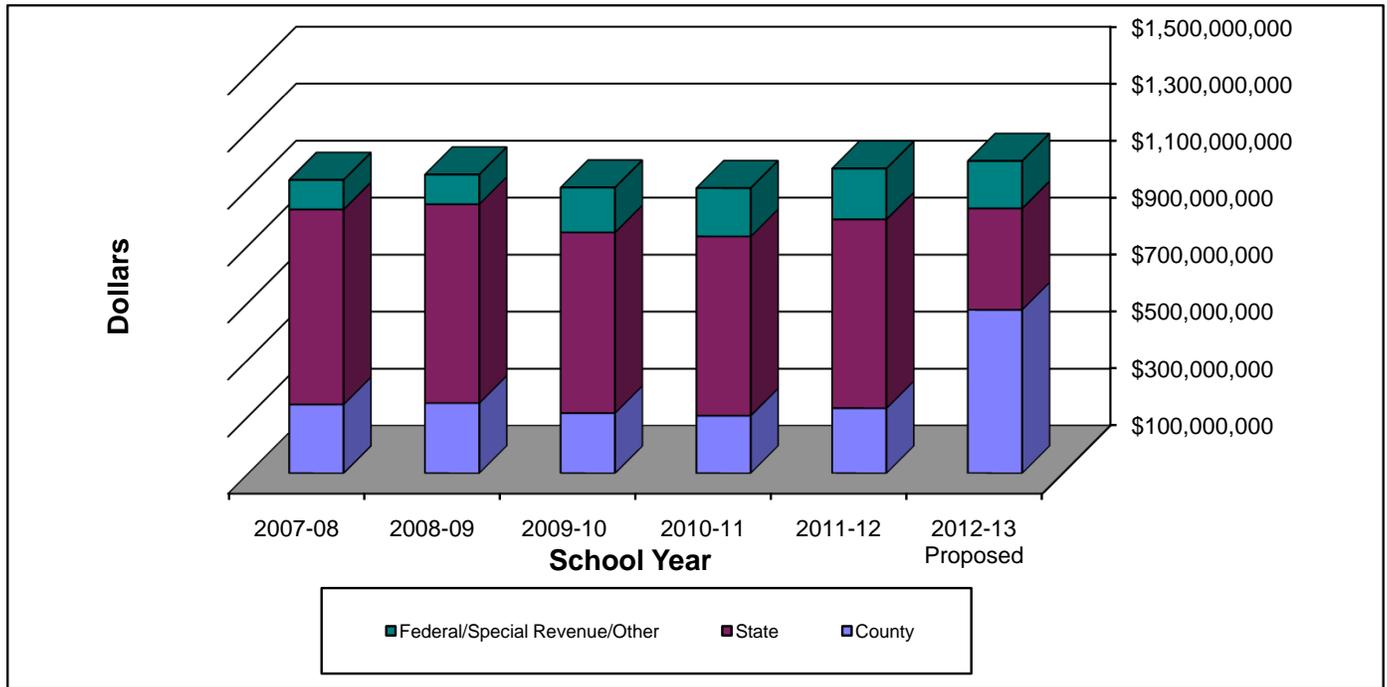
County		State		Federal/Special Revenue/Other		Total	
Dollars	% Incr.	Dollars	% Incr.	Dollars	% Incr.	Dollars	% Incr.

2012-13 Proposed Budget	\$ 673,508,028	105.1%	\$ 355,862,561	-46.3%	\$ 166,498,537	-6.8%	\$ 1,195,869,126	2.3%
2011-2012 Adopted Budget	\$ 328,339,101	8.6%	\$ 662,331,403	5.4%	\$ 178,728,122	5.2%	\$ 1,169,398,626	6.2%
2010-2011	\$ 302,250,000	-2.8%	\$ 628,532,386	-0.9%	\$ 169,933,672	7.9%	\$ 1,100,716,059	-0.2%
2009-2010*	\$ 311,067,391	-10.2%	\$ 634,023,425	-9.1%	\$ 157,454,323	50.9%	\$ 1,102,545,139	-4.0%
2008-2009**	\$ 346,366,785	1.5%	\$ 697,419,281	1.9%	\$ 104,369,455	0.7%	\$ 1,148,155,521	1.7%
2007-2008	\$ 341,366,785	28.8%	\$ 684,353,902	34.7%	\$ 103,595,654	13.9%	\$ 1,129,316,341	30.7%

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

\*Includes one-time reversion to County of \$6.3 million in 2009-10

\*\*Includes one-time reversion to County of \$5.0 million in 2008-09



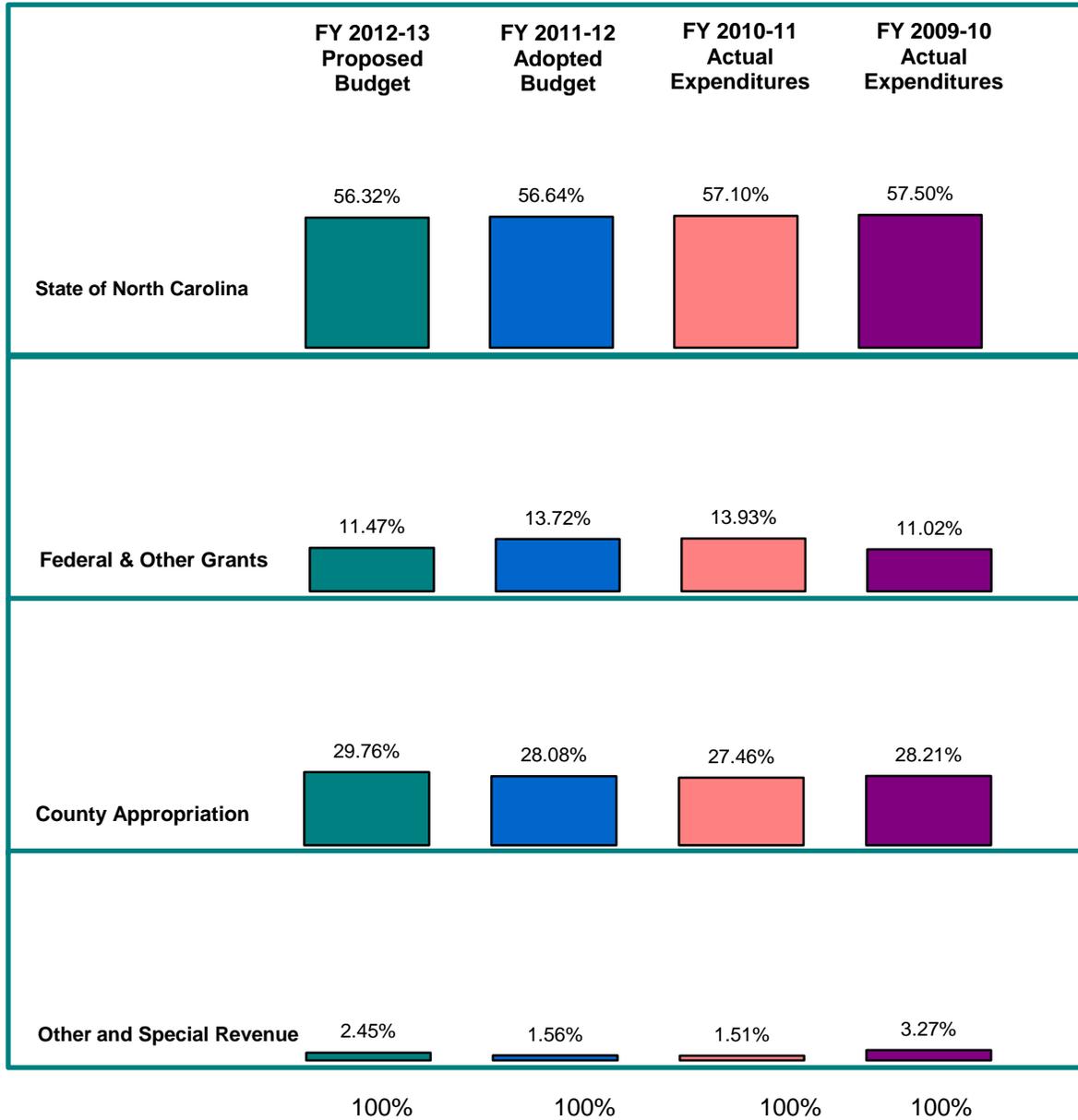
**COMPARATIVE EXPENDITURES BY FUNDING SOURCE**

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	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
State of North Carolina	\$ 673,508,028	\$ 662,331,403	\$ 628,532,386	\$ 634,023,425
Federal and Other Grants	137,121,206	160,473,882	153,278,114	121,533,660
County Appropriation*	355,862,561	328,339,101	302,250,000	311,067,391
Other and Special Revenue	<u>29,377,331</u>	<u>18,254,240</u>	<u>16,655,558</u>	<u>35,940,663</u>
Total	<u>\$ 1,195,869,126</u>	<u>\$ 1,169,398,626</u>	<u>\$ 1,100,716,059</u>	<u>\$ 1,102,565,139</u>

\*Includes one-time reversion to County of \$6.3 million in 2009-10

## COMPARATIVE EXPENDITURES PERCENTAGE BY SOURCE

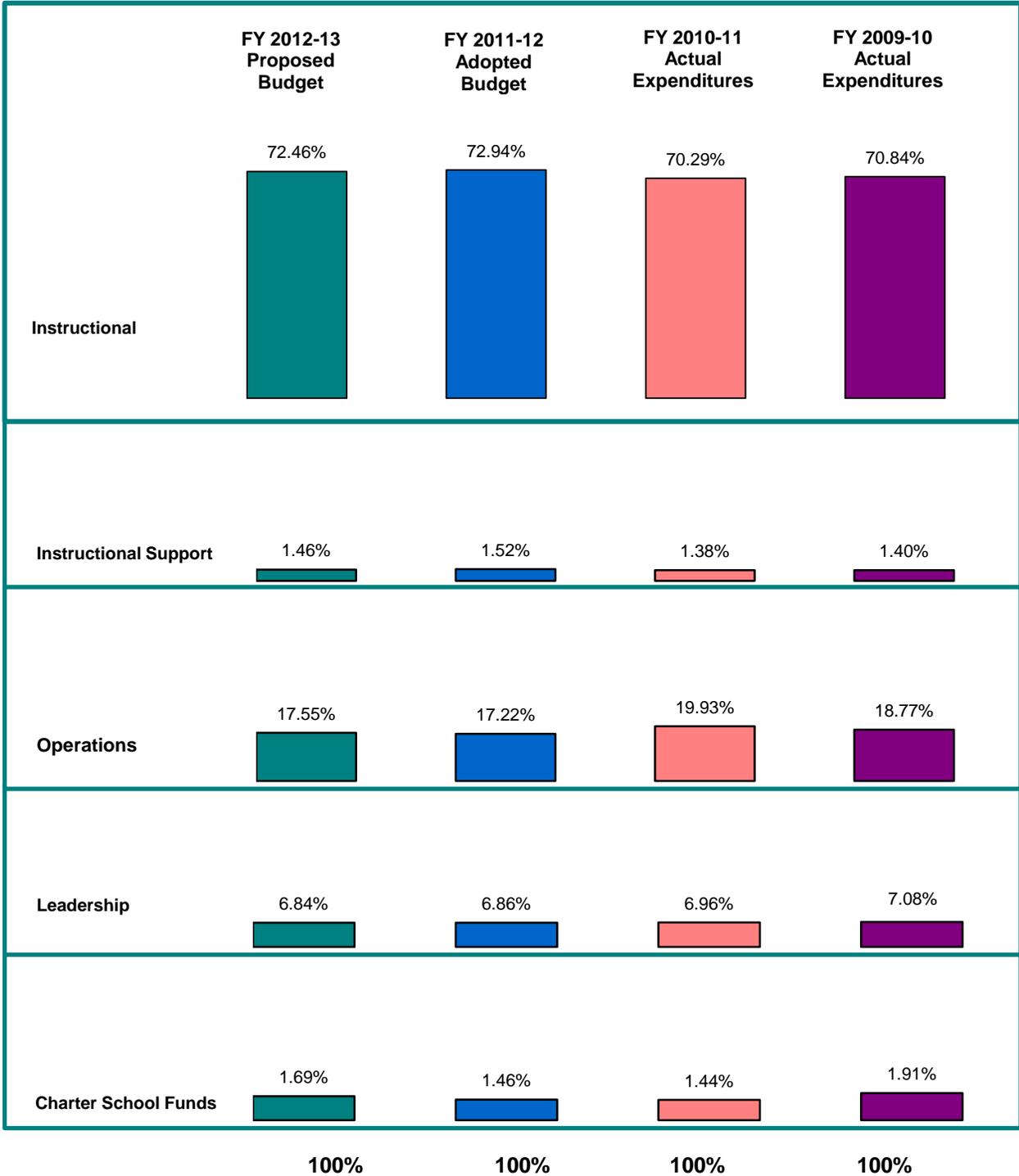


Note: Vertical bar graphs are not intended to be proportional across categories.

**COMPARATIVE EXPENDITURES BY MAJOR FUNCTION**

	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
<b>Instructional</b>				
Regular Instructional	\$ 584,633,164	\$ 576,091,576	\$ 521,903,651	\$ 531,602,338
Special Populations	139,979,574	138,807,339	127,928,579	132,083,377
Alternative Programs	79,445,366	81,389,556	68,521,130	58,287,456
Co-Curricular	5,279,689	4,219,525	5,183,976	4,732,566
School-Based Support	57,142,945	52,478,716	50,183,941	54,578,538
<b>Total Instructional</b>	<b>866,480,738</b>	<b>852,986,712</b>	<b>773,721,277</b>	<b>781,284,275</b>
<b>Instructional Support</b>				
Support and Development	5,895,623	5,775,133	5,624,591	5,735,188
Special Population Support and Development	3,449,634	3,761,758	3,476,501	3,459,818
Alternative Programs Support and Development	4,827,760	4,973,907	3,201,367	3,116,836
System-wide Pupil Support	3,280,517	3,322,052	2,925,378	3,087,074
<b>Total Instructional Support</b>	<b>17,453,534</b>	<b>17,832,850</b>	<b>15,227,836</b>	<b>15,398,916</b>
<b>Operations</b>				
Technology Support	16,052,108	12,501,587	16,228,874	14,933,320
Operational Support	162,415,741	158,250,476	169,592,159	161,072,970
Financial and Human Resource Services	19,223,896	18,481,301	17,465,904	18,989,604
Accountability	6,808,748	6,644,484	9,815,588	6,744,467
Community Services	542,164	560,811	569,776	609,891
Nutrition Services	1,023,815	925,815	964,150	1,307,064
Debt Service	582,736	582,736	582,737	582,737
Other	3,195,857	3,451,696	4,181,241	2,816,990
<b>Total Operations</b>	<b>209,845,065</b>	<b>201,398,906</b>	<b>219,400,429</b>	<b>207,057,043</b>
<b>Leadership</b>				
Policy, Leadership and Public Relations	12,749,282	11,129,865	10,817,617	13,292,023
School Leadership Services	69,071,888	69,093,935	65,810,585	64,766,783
<b>Total Leadership</b>	<b>81,821,170</b>	<b>80,223,800</b>	<b>76,628,202</b>	<b>78,058,806</b>
<b>Charter School Funds</b>	<b>20,268,619</b>	<b>16,956,358</b>	<b>15,738,315</b>	<b>21,066,099</b>
<b>Total</b>	<b><u>\$1,195,869,126</u></b>	<b><u>\$ 1,169,398,626</u></b>	<b><u>\$1,100,716,059</u></b>	<b><u>\$ 1,102,865,139</u></b>

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



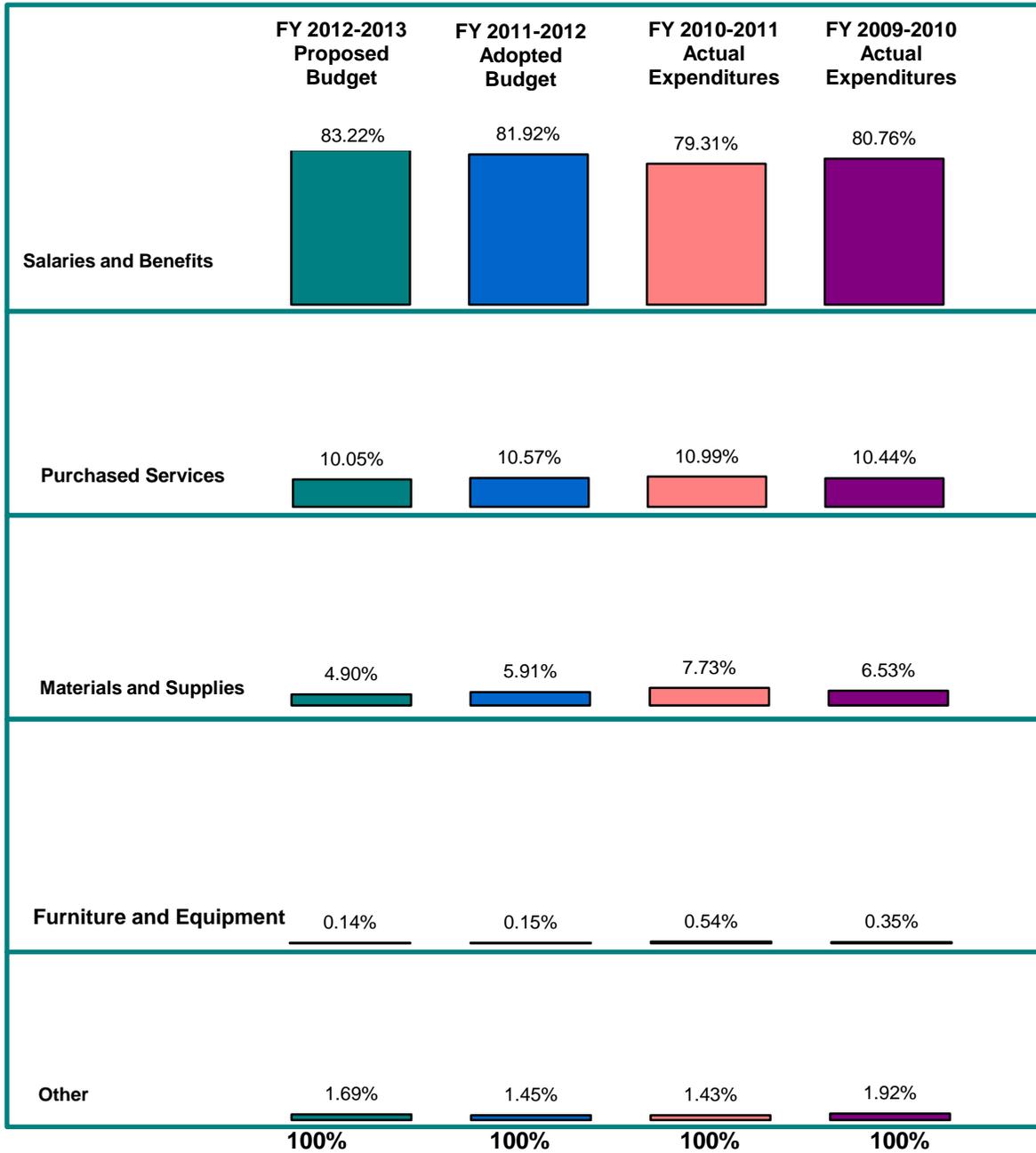
Note: Vertical bar graphs are not intended to be proportional across categories.

**COMPARATIVE EXPENDITURES BY OBJECT CODE**

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	<b>FY 2012-13 Proposed Budget</b>	<b>FY 2011-2012 Adopted Budget</b>	<b>FY 2010-2011 Actual Expenditures</b>	<b>FY 2009-2010 Actual Expenditures</b>
Salaries	\$ 743,406,850	\$ 725,785,916	\$ 679,845,129	701,904,463
Benefits	251,796,138	232,201,401	193,193,749	188,795,683
Purchased Services	120,178,843	123,557,710	120,935,840	115,131,389
Materials and Supplies	58,635,421	69,157,438	85,066,934	72,040,880
Furniture and Equipment	1,583,256	1,739,803	5,936,092	3,826,625
Other	<u>20,268,619</u>	<u>16,956,358</u>	<u>15,738,315</u>	<u>21,166,099</u>
Total	<u>\$1,195,869,126</u>	<u>\$1,169,398,626</u>	<u>\$1,100,716,059</u>	<u>\$1,102,865,139</u>

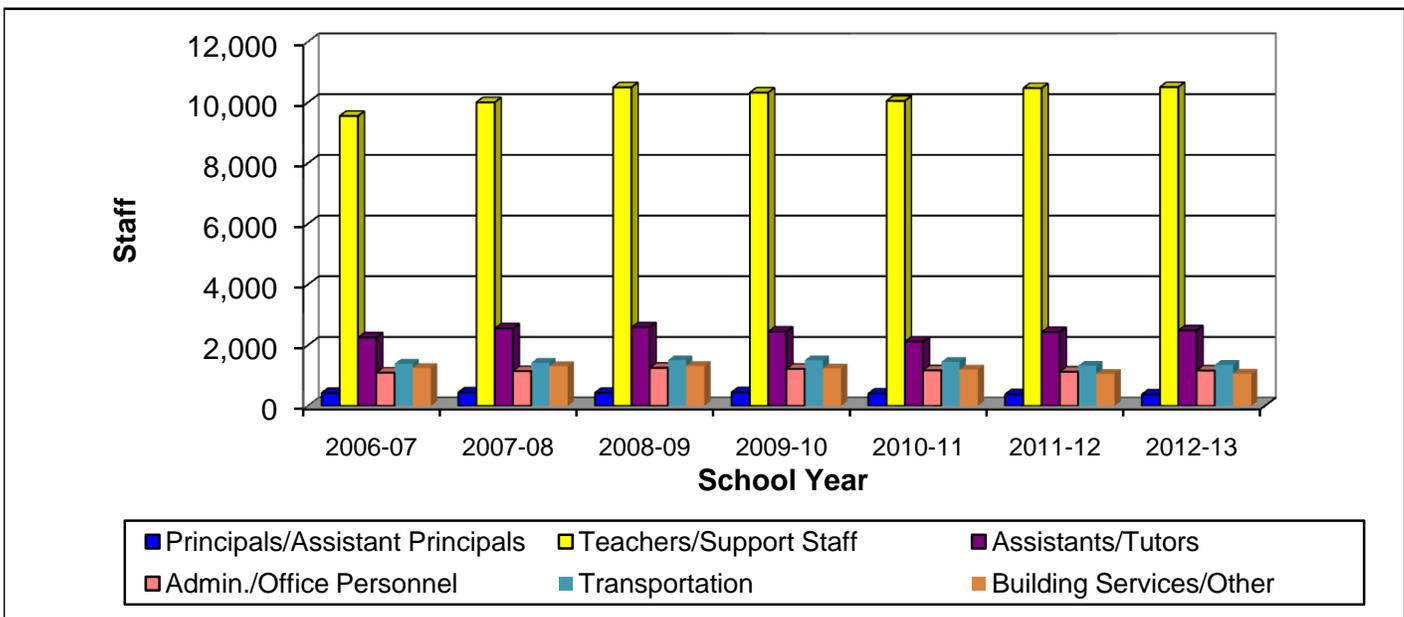
# PRIMARY INVESTMENT IS IN OUR PEOPLE



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

# SUMMARY OF STAFFING

	State	County	Federal/ Special Revenue/ Other	2012-13 Proposed Budget	2011-12 Amended Budget	Inc./Dec. for 2012- 2013	2010-11 Adopted Budget
Principals and Assistant Principals	272.60	98.40	2.00	373.00	371.50	1.50	395.54
Teachers and Support Staff	8,817.24	906.89	781.00	10,505.13	10,457.63	47.50	10,343.27
Assistants, Tutors and Support	1,394.45	503.80	589.50	2,487.75	2,445.75	42.00	2,257.75
Administration and Office Personnel	206.50	872.60	87.50	1,166.60	1,142.00	24.60	1,221.38
Transportation	1,267.50	86.00	-	1,353.50	1,323.50	30.00	1,505.50
Building Services and Other	632.00	431.50	0.00	1,063.50	1,063.50	-	1,221.50
<b>Total</b>	<b>12,590.29</b>	<b>2,899.19</b>	<b>1,460.00</b>	<b>16,949.48</b>	<b>16,803.88</b>	<b>145.60</b>	<b>16,944.94</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>						
Resident Principals	1.A.11	New Leaders Contribution		(4.00)		(4.00)
Asst. Principals	II.A.1	Enrollment Increases	3.50			3.50
Asst. Principals	III.A.	Project L.I.F.T.		2.00		2.00
		Subtotal - Principals & Asst. Principals	3.50	(2.00)	0.00	1.50
<b>Teachers and Support Staff</b>						
Regular Education Teachers	I.A.13	LEA Discretionary	(115.00)			(115.00)
Regular Education Teachers	I.A.13	Teachers for Zones		(25.00)		(25.00)
Therapists	I.A.14	Exceptional Children		(4.00)		(4.00)
Regular Education Teachers	III.A.1	Enrollment Increases	97.00	25.00		122.00
Arts Education Teacher	III.A.1	Enrollment Increases		1.50		1.50
Support (Media, Counselors, Facilitators)	III.A.1	Enrollment Increases	6.00			6.00
Regular Education Teachers	IV.C.	High School Class Size		62.00		62.00
		Subtotal Teachers & Support Staff	(12.00)	59.50	0.00	47.50
<b>Assistants, Tutors and Support</b>						
Bilingual Assistant	I.A.15	Central Office Reductions		(1.00)		(1.00)
Regular Teacher Assistants	II.A.1	Enrollment Increases	42.00			42.00
ASIA Assistant	II.A.1	Enrollment Increases	1.00			1.00
		Subtotal Assistants & Tutors	43.00	(1.00)	0.00	42.00
<b>Administrative and Office Personnel</b>						
Administrative Professional Staff	I.A.15	Central Office Reductions		(3.40)		(3.40)
Sr. Admin./Admin Asst.	I.A.15	Central Office Reductions		(6.00)		(6.00)
Clerical/Technicians	I.A.15	Central Office Reductions		(2.00)		(2.00)
Zone Superintendent	II.B.6	Project L.I.F.T. Support			1.00	1.00
Executive Directors	II.B.6	Project L.I.F.T. Support		1.00	1.00	2.00
HR Specialist	II.B.6	Project L.I.F.T. Support			1.00	1.00
Secretary	II.B.6	Project L.I.F.T. Support		1.00		1.00
School Sr. Admin./Admin. Secr.	III.A.1	Enrollment Increases	5.00			5.00
Clerical/Technicians	III.A.1	Enrollment Increases		1.00		1.00
Technology Facilitators	IV.D.	Instructional Technology		23.00		23.00
Multimedia Specialists	IV.E.	Multimedia Support		2.00		2.00
		Subtotal - Administrative/Office Personnel	5.00	16.60	3.00	24.60
<b>Transportation</b>						
Bus Drivers	III.A.1	Enrollment Increases	30.00			30.00
		Subtotal - Transportation	30.00	0.00	0.00	30.00
		<b>GRAND TOTAL</b>	<b>69.50</b>	<b>73.10</b>	<b>3.00</b>	<b>145.60</b>

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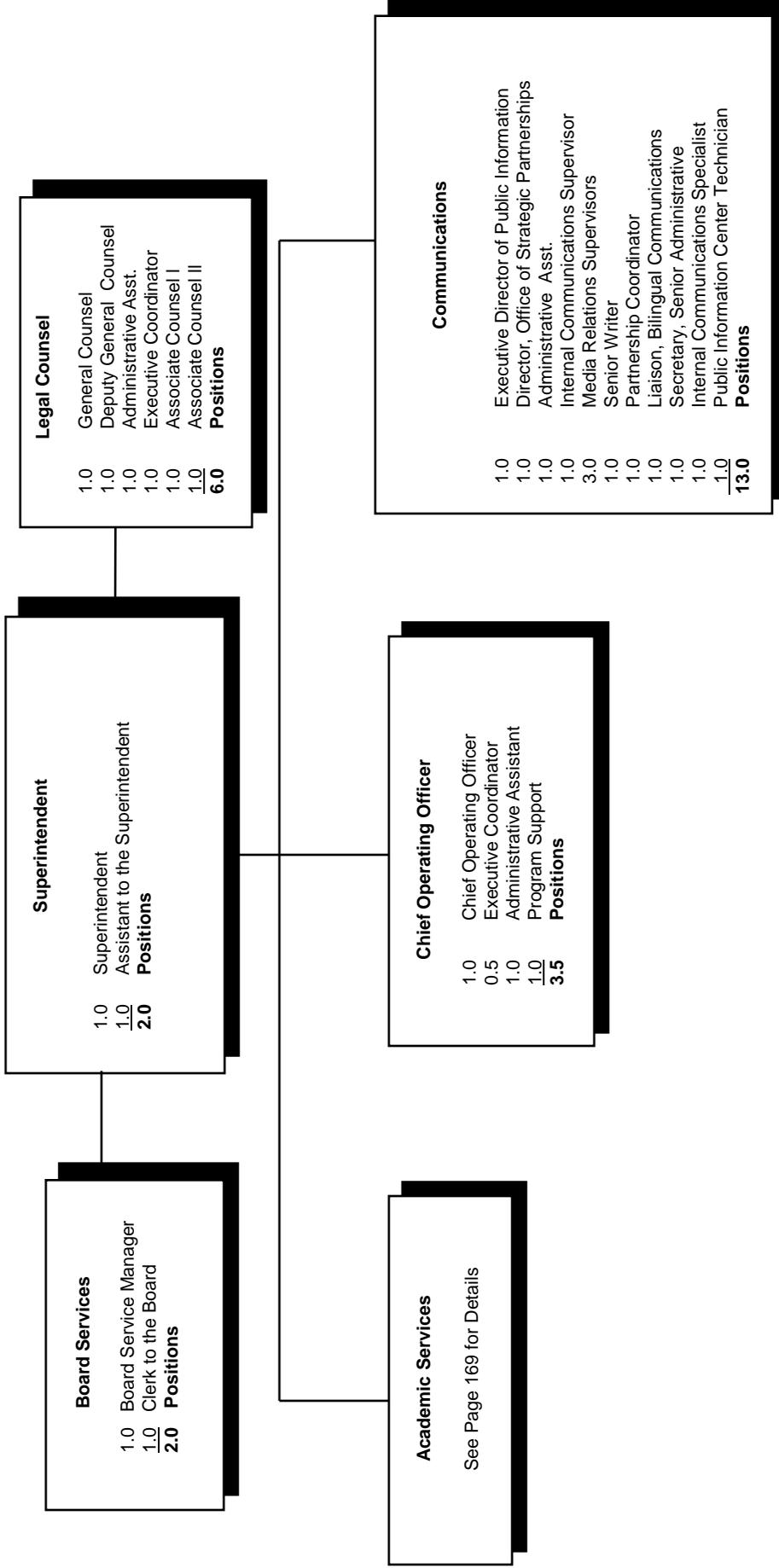
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# ADMINISTRATION AND OPERATIONS DIVISION

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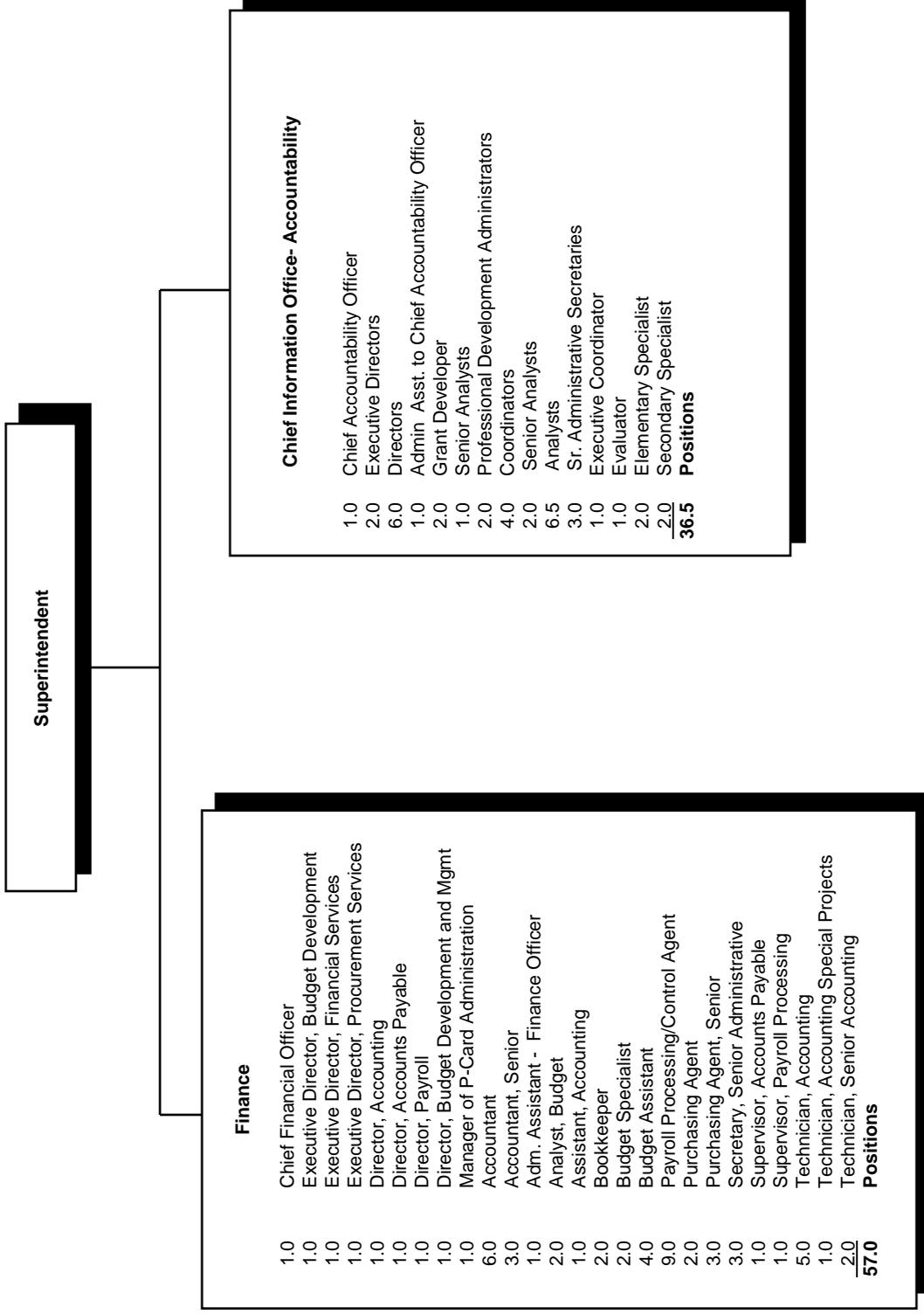


# Administration and Operations Division Page 1



# Administration and Operations Division

## Page 2



# Administration and Operations Division

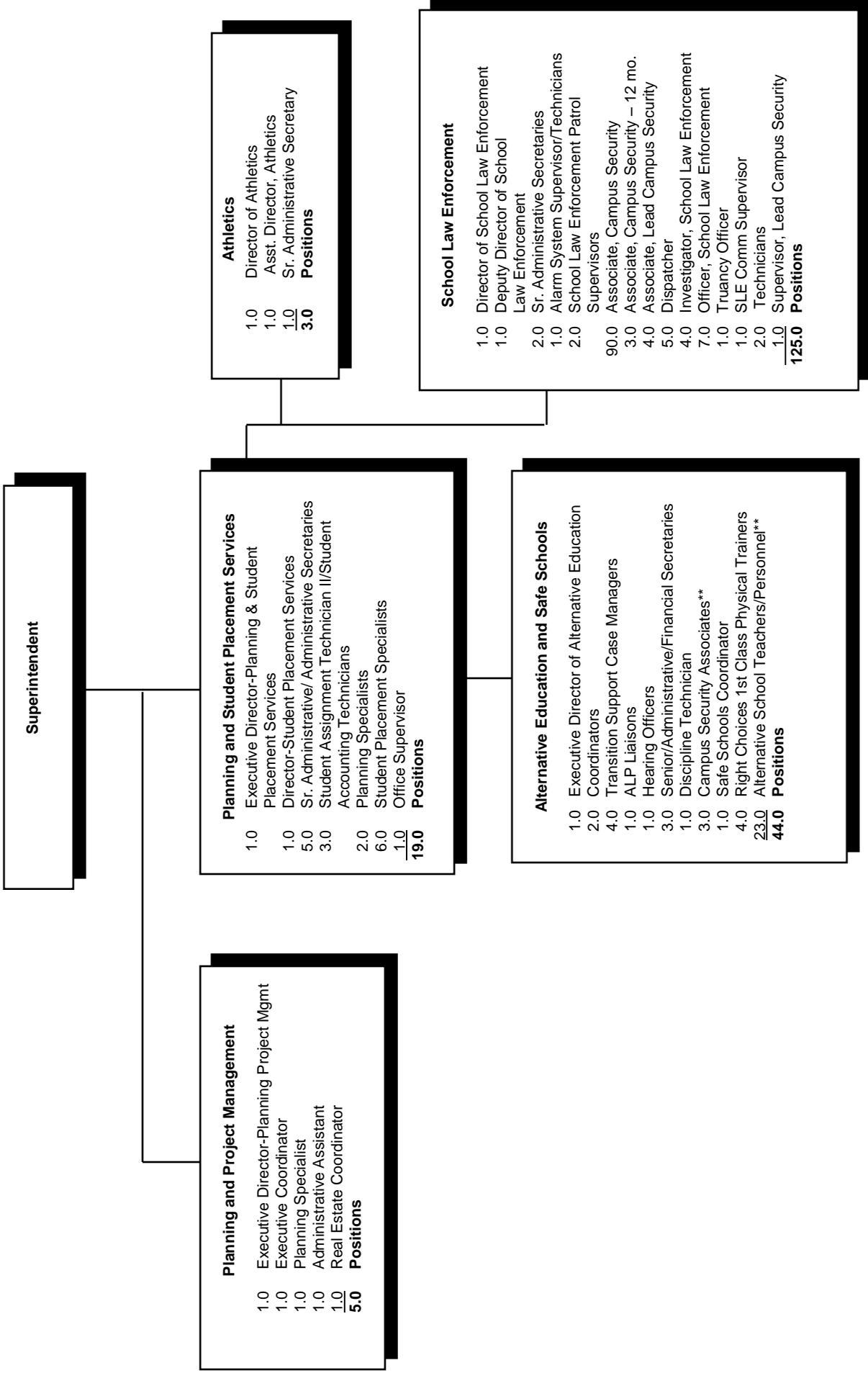
## Page 3

Superintendent

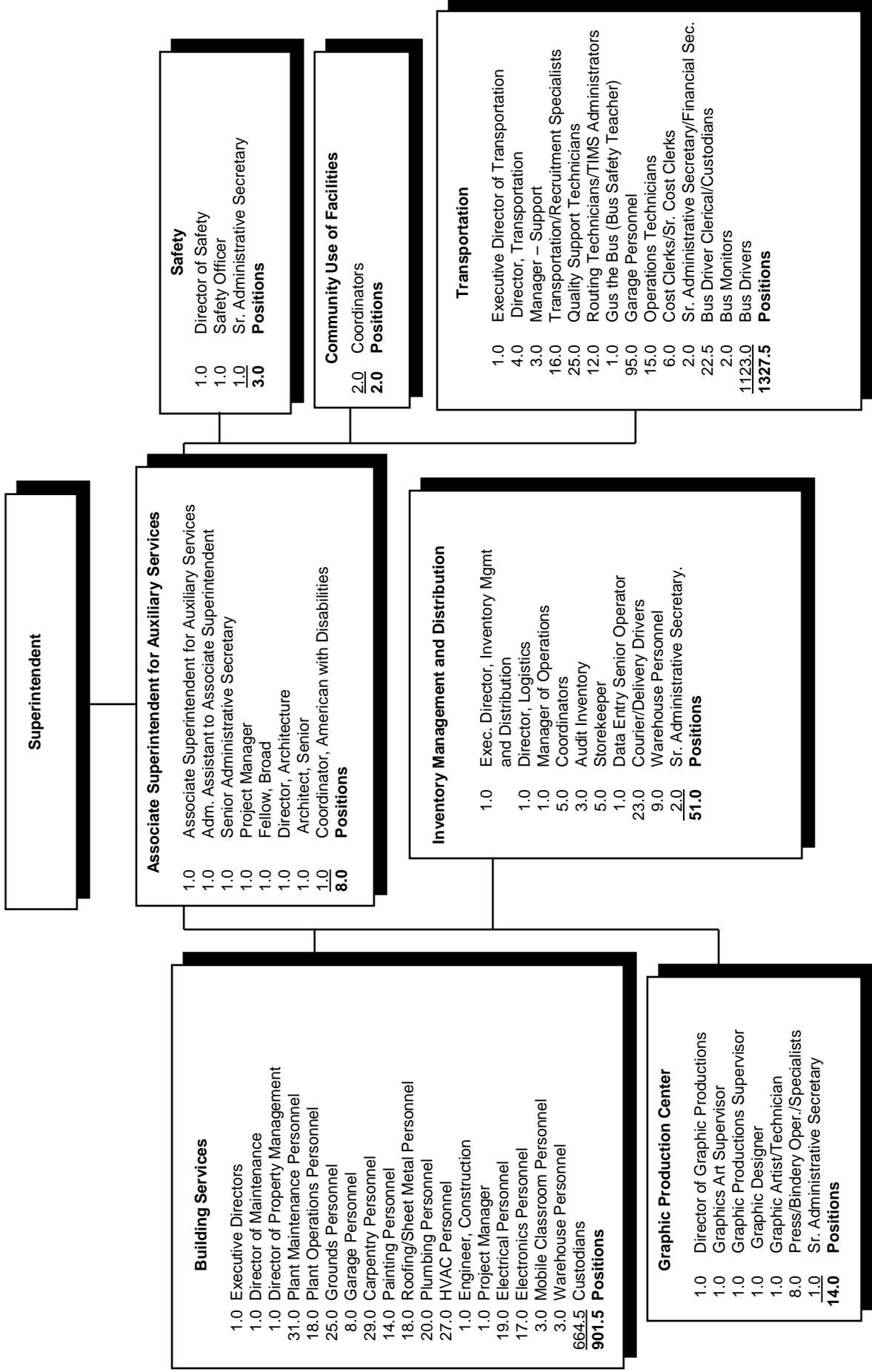
<b>Chief Information Office- Technology Services</b>	
1.0	Chief Information Officer
15.0	Analyst
1.0	Assistant Director, Help Desk
1.0	Assistant Director, Network Systems & Workstation
1.0	Assistant Director, Technical Services Operations
1.0	Assistant Director, Student Process
2.0	Assistant Director, Telecommunications
9.0	Coordinator, Help Desk
6.0	Coordinators
1.0	Administrator, SharePoint
1.0	Administrator, Security
2.0	Data Base Administrator
1.0	Director - Data Center Operation
1.0	Director - Business Systems
1.0	Director - Financial Systems Support
1.0	Director - Instructional Technology
1.0	Director - Student Applications Development
3.0	Director - Lawson Integration
1.0	Director - Student Processing
1.0	Director – Telecommunications
23.0	Engineer
1.0	Admin. Assist
1.0	Manager, Student Data
2.0	Manager, Telephone Services
2.0	Operator, Computer
1.0	Operator, Computer Senior
2.0	Secretary, Senior Administrative
6.0	Specialist
2.0	Web Developer
<b>91.0</b>	<b>Positions</b>

<b>Human Resources</b>	
1.0	Chief Human Resource Officer
1.0	Exec. Director-HR Administration
1.0	Exec. Director-Employee Relations
1.0	Exec. Director – Staffing & Licensure
1.0	Exec. Director – Plan & Workforce
1.0	Exec. Director
1.0	Director
1.0	Director-Comp. and Benefits
1.0	Director, Performance Management
1.0	Director – Licensure Administration
1.0	HRIS Director
15.0	Coordinators
11.0	Recruiters
14.0	Managers
2.2	Teacher in Residence
1.0	Admin. Assist. - Chief Human Resources
6.0	Secretaries
7.0	Analysts
1.0	Assistant, Applicant Services
9.0	Specialist
1.0	Supervisor
4.0	Technician
1.0	Program Management
1.0	Project Manager
1.0	Human Capital Analyst
<b>85.2</b>	<b>Positions</b>

# Administration and Operations Division Page 4



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# ADMINISTRATION AND OPERATIONS DIVISION

## Goals, Objectives and Accomplishments

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### OFFICE OF THE SUPERINTENDENT AND BOARD OF EDUCATION

#### Goals 2012-2013

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. Overall objectives and year one (school year 2010-11) results are as follows:

#### Areas of Focus 2012-2013

- Area of Focus 1: Effective Teaching and Leadership
  - **Measurement:** 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.
  - **Results & Targets:** Change in achievement gap (narrowed)

2009-10 Results	2010-11 Projections	2010-11 Results	2011-12 Projection
EOG Read: 32.8%	EOG Read: 28.7%	EOG Read: 32%	EOG Read: 24.6%
EOG Math: 23.5%	EOG Math: 20.6%	EOG Math: 23.2%	EOG Math: 17.6%
EOG Science: 37.4%	EOG Science: 32.7%	EOG Science: 31.3	EOG Science: 28.1%
EOC: 17.6%	EOC: 15.4%	EOC: 21.4%	EOC: 13.2%

- Area of Focus 2: Performance Management
  - **Measurement:** Ninety percent of all employees will meet or exceed expectations by 2014.
  - **Results & Targets:** To be determined.
- 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.
  - **Results & Targets:**

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**Goals, Objectives and Accomplishments**

	<b>2009-10 Baseline</b>	<b>2010-11 Projection</b>	<b>2012-11 Actual</b>	<b>2011-12 Projection</b>
<b>Percent of schools with a 95% attendance rate each day</b>	72% (2009-10)	79%	65.7%	86.0%
<b>The percent of students who have over 10 absences</b>	25% (2009-10)	20%	9.9%	15%

- 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.
- **Results & Targets:**

	<b>2009-10 Baseline</b>	<b>2010-11 Projection</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>
<b>The number of days per month where Internet Bandwidth Utilization is over 90%</b>	13 (2009-10)	10	3	7
<b>Percent of time (during school days) the network is available</b>	95% (2009-10)	96%	99.5	97%
<b>Percent of help desk calls abandoned</b>	50.3% (2009-10)	40.30%	13.6	30.30%

- Area of Focus 5: Environmental Stewardship

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

	<b>2009-10 Baseline</b>	<b>2010-11 Projection</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>
<b>The district's energy consumption in KBTU's per square foot</b>	59.96% (2007-08)	57	52.6	54
<b>The percent of district solid waste recycled</b>	10.19% (2009-10)	12.5%	14.9	15%

## ADMINISTRATION AND OPERATIONS DIVISION

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- Area of Focus 6: Parent and Community Connections
  - **Measurement:** Increase the number of family members who participate in Parent University courses to 30,000 by 2014. A district family survey will indicate 85 percent of parents believe that family involvement is valued in their child’s school. District partners will be surveyed annually and indicate a 75 percent or higher satisfaction rate on partnership effectiveness.
  - **Results and Targets:**

	2009-10 Baseline	2010-11 Projection	2010-11 Actual	2011-12 Projection
<b>The number of parents attending parent university courses</b>	21,516 (2009-10)	28,716	31,429	35,916
<b>The percent of families participating in parent university workshops that have children in focus, strategic staffing or Title I schools</b>	60% (2009-10)	63%	72.9%	65%
<b>The percent of parents that believe family involvement is valued in their child’s school</b>	90.2 (2009-10)	92%	92%	93%
<b>The percent of parents that believe they are an important partner in the educational process</b>	82.6 (2009-10)	85%	97%	88%

#### Accomplishments 2011-2012

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

- **State Assessment Results:** The 2011 state assessment results indicated that student proficiency rates improved on 7 of the 22 End-of-Course (EOC) and End-of-Grade (EOG) assessments with available year-to-year comparative data. Of the district’s 174 schools, 86.2 percent made high or expected growth, well above the goal of 80 percent.
- **Career and Technical Education Information (CTE), VoCATS Results:** In 2010-11, CTE implemented a new state-wide Instructional Management System using Thinkgate’s Elements software. The Elements program enables classroom teachers to access individual student data on a continuous basis throughout the term of the course. The Elements program also replaced the CTE VoCATS end-of-course assessments delivery and reporting methods, allowing for on-line assessment in many CTE courses. Currently the CTE Elements system is undergoing final data-reporting review and adjustments before the CTE post-assessment results for 2010-11 are released.
- **Scholarships:** The graduating class of 2011 in Charlotte-Mecklenburg Schools earned a total of \$63 million in scholarship money. Nearly all – almost \$55 million – were in academic

## ADMINISTRATION AND OPERATIONS DIVISION

### Goals, Objectives and Accomplishments

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scholarships, with athletic scholarships accounting for \$8.2 million. The academic total included military scholarships for about \$3 million.

- **AdvancED SACS-CASI Accreditation:** The district received accreditation from AdvancED SACS-CASI resulting from a rigorous quality assurance review. A team of 36 highly trained educators from across the nation visited 36 schools and interviewed more than 1,000 stakeholders within the district, including board members, administrators, teachers, support staff, students, parents and community partners. The review team commended the district's commitment to continuous improvement planning, collaborative leadership culture including highly functional professional learning communities, strategic staffing initiative and improvement in student performance in the last two years despite significant reductions in funding.
- **Response to Instruction (Rtl):** During the 2010-11 school year, leadership teams were given training in the Response to Instruction framework. The Rtl management coordinator worked with a team composed of intervention team specialists, Exceptional Children staff and the Rtl coordinators to build the Rtl portion of the EdPlan platform. The Rtl behavior coordinator worked with the same team to align district processes with the Behavior Plus platform.
- **New Teacher Induction Program (NTIP):** Curriculum and Instruction provided year three of the New Teacher Induction Program (NTIP) to address the unique needs of 1st-through 5th-year teachers throughout the district. During the 2010-11 school year, an additional 174 new teachers enrolled, bringing the total to 795 teachers over three years. Additionally, the New Teacher Academy (NTA) expanded its offerings for teachers enrolled in the NTIP by offering a NTA III in addition to NTA I and II. The NTIP boasts a 56 percent participation rate and an 89 percent retention rate over three years and will expand by two additional academies next year.
- **Virtual Learning:** Throughout the 2010-11 school year, professional developed implanted various online sites including virtual learning support site for course developers and a curriculum support site. In addition, Moodle was launched, a new online learning management system. Three courses were created to assist course developers in designing online courses. Overall, 171 course developers participated in these professional development opportunities to learn about the new initiatives. The new initiatives increased online learning opportunities in CMS by 30 percent.
- **Professional Development Master Teacher (PDMT) Initiative:** During 2010-11, 1,325 teachers visited PDMT Learning Labs for professional development experiences tailored to their needs. Follow-up was provided by the PDMTs and PD course instructors. In addition, 14 PDMT PD Instructors offered 17 PD courses to CMS teachers during the year.
- **National Board Certified Teachers (NBCTs):** In 2010-11, a record 288 CMS educators received National Board certification. In addition, 49 CMS educators renewed their certifications. During the 2010-11 school year 1500, or 14.84 percent, of all CMS licensed employees held National Board certification. Ninety-four percent are in school-based instructional positions. The remaining six percent of CMS NBCTs hold school-based, zone, or central office leadership positions.

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- **Charlotte Teachers Institute:** Since launching in 2009, CTI has doubled its annual programming and made great strides in providing professional development opportunities for CMS teachers and garnering support from national and local community partners and foundations. CTI has conducted a total of 4,500 hours of professional development seminars for more than 150 CMS teachers who have in turn taught more than 16,000 CMS students in grades K-12. CTI has also coordinated local teachers' involvement in summer seminars at Yale University, boosting CTI's total professional development contribution to more than 5,000 hours. In 2010, 91 educators completed CTI seminars at Davidson College, UNC Charlotte and the Bechtler Museum of Modern Art for a total of more than 2,700 hours of professional development.
- **Assistant Principal/Principal Talent Pool:** To identify potential school leaders, CMS introduced a new process called Assistant Principal/Principal Talent Pool. Candidates underwent a rigorous screening and selection process. The goals were to minimize the amount of time taken to fill assistant principal and principal positions, build a reserve of competitive talent and clarify district expectations for assistant principal and principal candidates. The application period for the pool will open four times a year in February, June, August and November. All potential candidates for assistant principal and principal positions will be selected from the talent pools.
- **Teacher Alliances:** Teacher Alliances continue to address the core curriculum areas. Training provided opportunities for teachers to discuss and prepare for units prior to the unit implementation. Other alliances addressed the professional development of world language, social studies, high school EOC courses, and IMAGINE IT!.
- **Gates Math Formative Assessment Grant Funds Received:** CMS received more than \$100,000 in grants from 2010-11 to increase the rigor of teaching in high school math. Participants worked with the Silicon Valley Math Initiative to modify and implement formative assessments for Algebra 1, Geometry and Algebra 2 classes. These participants also began dissecting the Common Core State Standards.
- **Measures of Effective Teaching (MET) Project:** The second year focused on validating the most promising measures of effective teaching. Three hundred thirty-four teachers in 48 schools successfully completed the second and final year of the MET project. Nearly 2,000 classroom lessons were videotaped during the school year. Teachers also provided written commentary as context for the videotaped lessons and to share their reflections. Student perception surveys and assessments for students and teachers were also administered. Final study results are expected in winter 2011.
- **Title I Schools Increased:** The number of CMS schools identified for Title I monies increased to 58 in the 2009-10 school year and will rise to 64 schools in the upcoming 2010-11 year. Schools with 75 percent or more economically disadvantaged students qualify for Title I status.
- **Differentiation Academy:** The academy was extended to include Differentiation Academy II with a focus on more rigorous differentiated instruction. By June 2010, the academies had served nearly 1,500 teachers. Growth is measured by the increase in value-added for each

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cohort. The 2008 cohort had value-added of less than 180 days while the 2010 cohort had value-added of more than 180 days. The academies are linked to: Rtl, DataWise and to the North Carolina Teacher Evaluation Process, Strategic Plan 2014, and the graduation rate.

- **Magnet Programs:** Thirteen CMS magnet schools received national Magnet Schools of Merit awards from Magnet Schools of America at the 29<sup>th</sup> annual MSA conference in May 2011, an increase from 10 CMS schools recognized in 2009-10. Seven of the 13 magnet schools qualified in the top five percent of magnet schools in the country and were recognized as Schools of Excellence. The other six magnet schools qualified in the top 15 percent and were recognized as Schools of Distinction. For the second year in a row, a magnet school from Charlotte-Mecklenburg was among the five top magnet schools in America. Cotswold Elementary won a Special Recognition Award and cash prize. CMS was cited in the April 2011 Council of the Great City Schools newsletter *Urban Educator* for “having more top magnet schools than any other district in the nation.”
- **Math Forward Initiative:** Math Forward is a standards-based, targeted assistance program that provides teachers with strategies to help all students succeed. Students leave middle school prepared for success in math in high school and beyond. Participating in this program provides these students with increased opportunities for future employment. The program engages teachers, students, administrators, parents and community stakeholders. Texas Instruments aligns the pedagogy and technology with the district, adopted textbook series, available for seventh grade through precalculus classes.
- **After-School Enrichment Program:** The Office of After-School Enrichment Programs was awarded two 21st Century Community Learning Center grants totaling \$700,000. Eight Academic Culture Enrichment 21<sup>st</sup> Century Community Learning Centers are operated in the After-School Enrichment Program. In September 2010, West Charlotte Scholars Academy began offering an array of services focused on academic achievement and leadership development. The program provides services for 40 students in grades nine-12 who are most at risk of academic failure. In partnership with Communities in Schools and other community partners such as Wells Fargo, Goodwill Industries, Junior Achievement, Urban Literacy Project and the faith-based community, the West Charlotte Scholars Academy has been able to meet the complex needs of students. The program has afforded the students opportunities to learn financial literacy, visit post-secondary institutions of higher learning and engage in co-curricular programs. The goal of the program is to expose students to learning outside the classroom. Other schools participating in the 21<sup>st</sup> Century Community Learning Centers are Spaugh, Ranson, Wilson, John Taylor Williams and Sedgefield middle schools, and Westerly Hills and Walter G. Byers elementary schools.
- **ASEP Summer Camps:** The Office of After-School Enrichment Programs is offering a free summer camp with intensive academic tutoring for 75 students who scored either a Level 1 or Level 2 on state exams and attended a low-performing or high priority Title I school. Two grants will provide tuition for the students to attend the summer camp. Participants will be selected from Sedgefield, Spaugh, Ranson and Wilson middle schools. The camp is being held at Sedgefield Middle School. Students will receive tutoring in math and literacy, character education and art classes along with physical activities and related field trips. This activity includes both parents and students.

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- **Camp Invention:** Camp Invention was held in 53 CMS elementary schools in summer 2010, including 19 Title I sites. This program provided professional development for teachers as well as inquiry immersion for K-5 students.
- **TIF/LEAP:** In the 2010-11 school year, the initiative continued in 20 high-need schools. Year four compensation opportunities included performance-based bonuses for successful attainment of Student Learning Objectives and tiered rewards based on a value-added growth measure.
- **English as a Second Language (ESL) Student Education Department:** The ESL Department developed a targeted SIOP (Sheltered Instruction Observation Protocol) support rubric to provide ongoing strategic support to schools.
- FLARE Grant schools completed year two of the three-year national FLARE (Formative Language Assessment Records for English Language Learners) grant project. Teachers developed language learning targets in English language arts and other core content areas for English-language learners focused on academic literacy. Activities also included book studies on formative assessments as well as online discussions through CMS Wiki and the WIDA FLARE Discussion Forum on the FLARE Web site.
- **Talent Development/Advanced Studies/AVID :** During the 2010-11 school year, the Talent Development/Advanced Studies/AVID department focused on implementing Reach Further 2013, the CMS plan for gifted education. Emphasis was placed on identifying a broader range of students for gifted services as well as providing additional challenge and enrichment for our high-ability students. Participation in Parent University was expanded to include two different classes at 10 different schools. The TD/Advanced Studies team also continued providing professional development throughout the district, helping schools define and provide rigor. In addition, student work samples were shared with teachers and administrators so that, as a district, a common and consistent understanding of rigor could be achieved. Current initiatives in progress include a district-wide walk-through form; online modules focusing on best practices designed to help schools further their PLC work; and developing exemplar work samples that align with the Common Core Standards. These initiatives and programs reinforce the ideas and vision of Effective Teaching and Leadership in Strategic Plan 2014.
- **No Easy Walk:** No Easy Walk is a gang awareness and social responsibility program aimed at increasing school connectedness while providing middle school youth with skills and alternatives to resist gang influence and involvement. No Easy Walk's foundation provides an intense team building/social responsibility intervention that will change behaviors and attitudes of students and educators. No Easy Walk's integrated curriculum emphasizes healthful living, self-ownership, interpersonal communication and relationships complementing the core subjects of the North Carolina Standard Course of Study throughout the year's experience. No Easy Walk is active in seeking community affiliates and reaching out to enrich educators. No Easy Walk integrated valuable new project-based academic strategies and focused on relationship building to enhance school climate.
- **CMS Teachers Partner with the Metropolitan Opera:** For the third consecutive year, CMS was chosen as one of 23 school districts in 17 states to collaborate with The Metropolitan

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Opera in New York to introduce their educational program, *The Met: HD Live in Schools*. Participating CMS teachers received professional development (conducted by CMS staff with training provided by the Met staff) and an extensive study guide that includes classroom activities, musical highlights, story synopses, and additional tools designed to help students become familiar with the operas before their attendance at the live transmissions. Free tickets were distributed to participating schools for the HD broadcasts of the live opera performances.

- **Scholastics Art and Writing Awards:** The Visual Arts Department collaborated with local universities, visual arts businesses and organizations, and professional artists to conduct the Mid-Carolina region Scholastics Art and Writing Awards. Participation in CMS grew by 30 percent. Out of 185,000 entries across the nation, 1,000 entries received National Medals. Ten CMS students were awarded National Medals and were recognized at Carnegie Hall, in New York, and the North Carolina Governor's Mansion.
- **Integrated Professional Development:** Levine Museum of the New South, in collaboration with local universities and Arts & Science Council, sponsored integrated professional development for school teams of high school teachers focused on the revival of their award-winning exhibition, "New Courage: Brown vs. Board of Education."
- **Exceptional Children (EC) Support:** The EC department participated in two national grants to provide curriculum access to students with significant disabilities. In addition, the Preschool Assessment Center was established as part of a state grant. The EC and STEM Departments implemented Math Forward in high school Algebra I co-taught classes. This included purchasing equipment, providing professional development, and providing on-going coaching to teachers.
- **Coordinated School Health (CSH):** Throughout 2010-11, numerous workshops were attended by 52 school personnel representing 42 school staff, nurses and community members. CSH supported and expanded School Health Team development in CMS schools as delineated in the Student Wellness Policy. The annual principal survey (administered in June of each school year) indicates an increase in school health teams from 72 in 2009 to 122 in 2010. The number of schools that completed the School Health Index or other assessment tool to evaluate programs and policy increased from 19 in 2009 to 79 in 2010.
- **Discovery Education:** Implementation continued during the 2010-11 school year. All CMS schools received streaming digital content and participated in targeted professional development. Principals received training from Discovery Education's Hall Davidson. The Northeast Zone principals participated in DE training to learn how to interpret their school's usage, and create their own digital media messages using green screens and Discovery Education content. Discovery Education digital content has been accessed more than 1 million times since its implementation in 2009.

#### Area of Focus 2: Performance Management

- The Center for Information Visualization and Innovation (CIVI), formerly known as the Managing for Performance team, has continued work on enhancing the Managing for Performance data portals. New developments in the portals are based on feedback from

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

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principals who make up a principal cadre and priorities set by the project owners (chief information officer, chief academic officer and chief human resources officer).

- The director of CIVI conceptualized the idea of a principal portal cadre. This 12-member cadre, representing all school levels and zones, meets quarterly to brainstorm and discuss data needs on the portals.
- Since August 2011, the CIVI team has released 15 enhanced data reports on the portal.
- 30 trainings on the portals and data use, totaling 53 hours in professional development, have been conducted for CMS staff members since August 2011.
- Presentations on the Managing for Performance portals have been conducted for the Office of Special Education Programs; state commissioner of education for Tennessee; the TIDES Group in San Diego; Duval County Public Schools; as well as at the Mecklenburg County Technology Summit.
- The Center for Research and Evaluation (CRE) in the Office of Accountability completed comprehensive program evaluations on Data Wise, K-3 Intensive Reading, Teach for America, and five district-wide surveys.
- Increased number of district formatives offered from year one to year two by 200% adding science and social studies for all K-8 students and additional high school content area courses.
- Increased the use of online assessment through the Thinkgate Platform from zero to over 100,000.
- Increased total Thinkgate data reports generated from 6,500 to just under 500,000 as of January 2012.
- Conducted over 160 site-based professional development sessions connected to needs assessments determined by schools and zone staff.
- Conducted 45 professional development sessions for district leadership groups around using data to drive instructional decision making.
- Created a Formative Assessment Council to work with 200 teachers in educating them around the formative assessment process and philosophy used by CMS.
- Implementation of an Item Writing Cadre of 50 teachers and facilitators to create a rich bank of items for the teachers by the teachers at the classroom level across the district in the Thinkgate platform.
- Established working teams, design teams or cohorts (to design and develop scorecards or evaluation tools and performance matrices) for all of the work streams involved in the effort (District Services, Executive Staff, AP/Principals and Instructional).

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- Began process of developing individual level scorecards or evaluation forms for CMS employees (District services – in progress, Executive Staff – in progress and almost complete, AP/Principals – in progress, Instructional – evaluating measures to develop an evaluation instrument).
- Developed requirements for a technological solution that will meet the needs of all work streams involved in the effort (District Services, Executive Staff, AP/Principals and Instructional).
- Engaged focus groups to begin to discuss scorecards or evaluation tools that are being designed (District Services, Executive Staff, Principals and Instructional).
- Informal RFI process completed for this effort (District Services, Executive Staff, AP/Principals and Instructional).
- Formal RFP process in progress – in partnership with the NC DPI (District Services, Executive Staff, AP/Principals and Instructional).

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

- Magnet student enrollment remained stable and reflective of the district's diversity in 2010-11. This was achieved as changes and modifications resulting from the 2008 Comprehensive Review reduced the offering of 2010-11 district magnet themes from 14 to 11 and the number of magnet schools from 50 to 41 schools. In addition, in response to budget cuts, a new magnet shuttle stop transportation format was proposed in May 2010 and implemented during the 2010-11 school year for 11 full magnet schools which eliminated neighborhood bus stops for these families.
- The on time cohort graduation rate of JROTC seniors was 98.4 percent. Students earned \$10.2 million plus in academic scholarships, the highest amount in the program's history. In order to continue to promote quality instruction JROTC coordinated with all four Service Headquarters and CMS Human Resources in hiring eight new military instructors for six high schools. One new senior instructor received a Distinguished Unit with Merit Inspection rating, highest possible, after assuming command of the Unit in July 2010 that had failed all areas the previous year and was on probation.
- The success of the program academically has resulted in two CMS JROTC schools being selected out of 1,700 plus JROTC competitors to compete with 36 other schools nationwide in the Junior Leadership Academic Bowl Championships in Washington, DC in June 2011. The JROTC enrollment continues to expand by 10 percent due to quality instruction and implementation of the most current instructional technology, curriculum manager a software application that organizes curriculum materials into a centralized integrated object repository that is seamlessly integrated with eInstruction or the automated Classroom Performance System.
- CMS expanded the CMS Truancy Court program from 11 sites to 14 sites which resulted in an improved attendance rate at the participating sites. Truancy Safe Neighborhoods site program also increased from 11 to 14 sites.

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- CMS developed and delivered Parent University classes to improve parents' knowledge of EOG/EOC preparation. In addition, courses were presented to empower parents to successfully navigate the high school years. Furthermore, Pre K-12 Support Services created Counselor Academy to enhance high school counselors' ability to strategically advise and provide guidance for high school course selection.
- All Pre-Kindergarten Teachers in Bright Beginnings and More at Four were trained in Data Wise and implemented Professional Learning Communities focused on literacy. CMS trained in the new NC Teacher Evaluation system and provided both mentors and support to 60 licensed More at Four teachers and 26 directors.
- There were 76 designated FOCUS schools during the 2010-11 school year. Identification of schools that qualify for FOCUS status includes the use of economically disadvantaged students (EDS) rates that vary by level. There were 73 designated FOCUS Schools during the 2009-10 school year.

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

- Significantly expanded the on-line collaborative environment for teachers, principals and administrators through the successful implementation of the Managing for Performance portals.
- Relocated 50% of the Data Center equipment to Class A leased space, enabling a significantly higher level of service for key education and business services.
- Completed major infrastructure upgrades by replacing 31 school networks, replacing the network core at the Data Center and replacing over 13,000 desktops in all classrooms.
- Supported the delivery of over 7,000 courses for CMS students enrolled in the North Carolina Virtual Public School.

#### Area of Focus 5: Environmental Stewardship

- CMS facilitates the largest school recycling program in the Carolinas with 1,834.5 tons recycled material in 2010-11. Recycled materials have increased 82% over baseline year 2007.
- CMS earned the Outstanding Education and Outreach Award from the Carolina's Recycling Association.
- CMS achieved the highest number of schools United States Environmental Protection Agency Energy Star Certified in North Carolina and fourth highest in the U.S. at 50.
- CMS reduced energy consumption an additional 3.5% in the 2010-11 school year bringing total reduction per square foot to 13.5% since baseline year 2007-08. 2010-11 utilities' expenditures were under budget \$787,908.
- CMS voluntarily joined with Mecklenburg County and six municipalities in the National Pollutant Discharge Elimination System (NPDES) to protect Mecklenburg County surface waters. Storm water pollution prevention plans have been developed for seven school bus

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staging sites with 57 sites having been inspected under the program.

- CMS developed an environmentally sustainable purchasing program and guide to track district procurement that meets green certification standards.
- CMS achieved 100% of school principals endorsing the Board of Education Policy ECF Environmental Stewardship entering partnership with the environmental stewardship program.

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

- **Parent University:** Since the launch of Parent University in August 2008, over 46,000 individuals have participated in free Parent University workshops and Family Fun and Education Days. Sixty-three (63) percent of parents who have participated in Parent University courses since the initiation of the program had children who attended a CMS Title I school.
- In the fall of 2011, 45 workshop topics were presented 190 times in schools, houses of worship, and in community agency settings. In the spring of 2012, Parent University is offering 55 workshop topics, 210 times throughout Mecklenburg County. Of the total Parent University course offerings in the spring 2012, 102 were interpreted in the Spanish language.
- Sixty-two schools had 93 percent or higher participation in parent-teacher conferences. Nine schools had 100 percent participation. The “Effective Parent-Teacher Conferences” workshop was offered more than 20 times in schools and in the community.
- The Family and Community Services/Parent University Department provided professional development training at the Summer Teachers’ Conference on “How to Make Your School and Classroom Warm, Friendly, and Inviting for Families.”
- **Data Collection:** The Center for Research and Evaluation in the Office of Accountability added multiple parent-related items to the family district-wide survey. The survey data serves as a baseline to understanding parent perceptions of school involvement and parent-staff communication. Future analyses will include year-over-year comparisons.
- **Minority, Women, and Small Business Enterprise Program (MWSBE):** In spite of the challenging economic conditions, CMS successfully exceeded the overall aspirational goals in construction, architecture and engineering, contracted services and goods for the fourth consecutive year with increases ranging from four to 12 percent during the previous fiscal year. Overall, 15 percent of eligible expenditures have been spent with MWSBE firms.
- **Magnet Programs Outreach Initiative:** Community outreach initiatives were increased during the 2010-11 school year to provide information and to promote CMS magnet program options to families of the county. Twenty-one outreach programs, an average of more than two events each month of the school year, were conducted at sites within Mecklenburg County ranging from public, parochial, charter and private schools, area houses of faith, and community centers.

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- **Volunteers and Partnerships – Central Zone Partnership Initiative:** The process to create sustainable relationships between the schools and partners resulting in the partners returning each year and expanding their involvement was initiated this school year with the non-CIS Central Zone Schools. Principals and key school staff were provided support in recruiting and engaging volunteers and partners more strategically. Schools were assisted in hosting periodic roundtable meetings with partners and developing a specific plan for their school.
- **Case for Continuous Improvement-A Comprehensive Review:** The communications staff supported a series of community forums providing opportunity for public comment on budget proposals. Twelve forums were held at high schools throughout the county. More than 3,000 individuals attended and shared their comments with Board of Education members. The communications team also responded to more approximately 300 budget emails from the public. Nearly a dozen mass emails on the Comprehensive Review and budget process were sent to about 1,000 subscribers.
- **Science, Technology, Engineering & Mathematics (STEM) Partnerships:** Partnerships between CMS STEM, Coca Cola, Goodrich, Richard Petty Racing, Hendricks Motorsports, Bank of America, Duke Energy, the SPEED channel, Metrolina Greenhouses, and Gerdau Ameristeel produced virtual field trips that will be used in 4<sup>th</sup>-12<sup>th</sup> grade math and science classes. CMS Master science and math teachers created units and lessons that will provide students with opportunities to see the connections between their science and math classes and STEM jobs in our local community.
- The Truancy/Safe Neighborhoods and the Truancy Court initiative have been expanded from 11 to 14 sites in targeted middle and high schools. CMS continued the Long Term Suspension site in conjunction with CMS's Right Choices Program at Bank Street. CMS opened a night school program at Bank Street in conjunction with CMS' Right Choices Program also located at Bank Street.

### LEGAL

#### Goals 2012-2013

- Advance Strategic Plan 2014 objectives by providing exceptional legal services
- Continue to provide high quality, comprehensive legal services to Board of Education, Superintendent and District staff
- Increase accessibility to Legal Department
- Integration of Employee Relations staff and business model to enhance overall provision of Legal Department services

#### Objectives 2012-2013

- Emphasize proactive measures (e.g. legal training, process review) in order to reduce potential District legal liability and costs
- Manage legal resources efficiently by rigorously monitoring and selecting outside counsel and seeking ways by which to reduce District's overall legal spend and exposure to liability
- Continue to visit all District worksites in an effort to establish regular and active engagement between the members of the Legal Department and District staff

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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#### **Accomplishments 2012-2013**

- Provided legal advice and counsel to Board of Education, Superintendent and District staff
- Successfully defended and/or negotiated favorable resolutions to disputed claims, lawsuits and governmental inquiries
- Facilitated and/or conducted training on legal issues related to labor and employment, compulsory attendance, contracts administration and various other legal matters
- Represented District in student discipline and personnel matters
- Chaired Governance Committee for accreditation
- Revised internal business processes to increase efficiency and save costs
- Continued to provide legal and policy advice with reduced reliance of external counsel

#### **COMMUNICATIONS AND STRATEGIC PARTNERSHIPS**

##### **Goals 2012-2013**

- Communications supports the district's strategic goals of improving teaching and managing performance by keeping employees and the public informed. The CMS communications department is responsible for providing accurate and timely information to two large audiences. One audience is the district's 18,000 employees. The other is our 138,000 students, their families and the community at large.
- The 13-member communications staff provides information about a wide range of issues. Communications is charged with providing information about the day-to-day operations of CMS as well as its long term goals. The department keeps employees informed about district issues and provides timely information to all employees' work. Communications also supports school-based communication efforts and works with the media and other key groups. The department also maintains the district's homepage and affiliated web pages.
- Communications conducts periodic opinion polls and research and provides support and counsel to the superintendent and other administrators.

##### **Objectives 2012-2013**

- Highlight examples of effective teaching and leadership throughout the district
- Effectively communicate the current graduation rate and progress toward 2014 goal
- Share stories of district success and student achievement
- Model technology use as we support/communicate district progress on technology and highlight district success
- Manage volunteers and partners across the district

##### **Accomplishments 2011-2012**

- Increased the number of mentoring and volunteer hours from approximately 69,000 to more than 74,000 hours of service during the same time frame last year.
- Increased our social media community by 50 percent from August to January 2012.
- Garnered 27 national media stories about effective teaching and leadership in CMS.
- Posted more than 200 stories on our website related to initiatives, parent information and good news about the district, staff and students.
- Provided communication support during superintendent search.
- Posted 17 stories about district conservation efforts at the school and district levels.

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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#### **FINANCE**

##### **Goals 2012-2013**

- 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 2012-2013**

- 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
- Supports schools as necessary to positively impact the graduation rate

##### **Accomplishments 2011-12**

- Received an unqualified audit opinion from the external audit for the fiscal year 2011 – the opinion was included in the Comprehensive Annual Financial Report prepared by the accounting staff
- Successfully orchestrated year end close-out of all state allotments resulting in the maximization of state and local funds with no reversion of state funding
- Implemented a process to verify vendor provided W-9 information with the related IRS database
- Worked in conjunction with Human Resources and Business Systems Technology to complete the successful implementation of an automated timekeeping system for non-exempt employees
- Designed and implemented an automated process for employee mileage reimbursement
- Converted to an electronic work flow process for budget transfers
- Facilitated a budget management process that included the identification of \$23.2 million in budget reductions for the FY12-13 BOE Budget Request
- Provided financial leadership and support for district staff by providing numerous training opportunities such as:
  - Financial Secretaries Annual In-Service
  - Year-end Procedures Training by Learning Zone
  - Finance 101 for Aspiring Leaders
  - Numerous one on one training sessions for school and departmental financial secretaries as requested

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Developed new report to capture the percent of ecological (environmentally friendly) procurements made in support of SP2014 goals
- Five members of the Finance Division earned specialty certifications through the North Carolina Association of School Business Officials (NCASBO)
- Received recognition and awards for excellence in financial reporting from both the Government Finance Officers Association and Association of School Business Officials for the 2010 Comprehensive Annual Financial Report
- Attained "Best Performing School District" designation for Finance Operations – Council of Great City Schools, 2009-10 Overall KPIs (most recent period measured)
- Attained "Best Performing School District" designation for Procurement Services Council of Great City Schools, 2009-10 Functional Area KPIs (most recent period measured)

#### **CHIEF INFORMATION OFFICE - TECHNOLOGY SERVICES**

##### **Goals 2012-2013**

- Implement a professional development plan focused on the effective integration of technology which targets teachers and administrators
- Expand student and staff on and off-premise access to technology
- Continue to invest in technology infrastructure to meet predicted demands for service
- Explore opportunities for new services and cost reductions through the Race to the Top NC Education Cloud
- Increase the number of students and teachers taking virtual courses
- Align all investments in technology with district strategic planning and budgeting processes

##### **Objectives 2012-2013**

- Add a full time instructional technology facilitator to each high school in CMS
- Create a Bring Your Own Technology (BYOT) environment Phase I (guest network) and Phase II (document storage/exchange)
- Design and develop BYOT Phase III (application services)
- Provide ongoing professional development for teachers and administrators focused on effective integration of technology
- Develop and build a private cloud environment
- Significantly expand the number of teacher and student devices in classrooms
- Significantly expand the number of online learning opportunities for students and staff members

##### **Accomplishments 2011-2012**

- Equipped all principals, assistant principals, deans and facilitators with professional development, tablet technology and job-appropriate applications
- Designed, developed and implemented a grant process which provided 2,000 teachers with professional development, tablet technology, appropriate applications and student devices
- Successfully transitioned CMS' NC WISE application to the State of NC Western Data Center, placing the application under DPI's management
- Implemented a new service-provisioning and support process for all technology clients
- Launched the re-engineered intranet with more technology self-service options for all CMS staff

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Significantly expanded the on-line collaborative environment for teachers, principals and administrators through the successful implementation of the Managing for Performance portals
- Fully implemented a biometric attendance system for non-exempt staff that has increased payroll accuracy and reduced clerical, manual preparation time
- Supported the delivery of over 7,000 courses for CMS students enrolled in the North Carolina Virtual Public School
- Refreshed over 20,000 desktop computers throughout CMS
- Completed infrastructure upgrades ensuring that 100% of schools are wireless

#### **CHIEF INFORMATION OFFICE - ACCOUNTABILITY**

##### **Goals 2012-2013**

- Ensure effective and efficient use of the Managing for Performance digital tools.
- Continue to refine the formative assessment system for quality by using extensive psychometric testing.
- Implement professional development around assessment literacy and accountability tools using the Data Wise process.
- 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 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.
- Support the improvement of the cohort graduation rate by providing meaningful information and relevant research.
- Streamline the flow of data requests to improve service to direct stakeholders.

##### **Objectives 2012-2013**

- Align School Improvement efforts and interventions.
- Meet all deadlines on assigned program evaluations.
- Continue training in Data Wise and in use of the Managing for Performance portals.
- 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.
- 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 2011-2012**

- Increased the usage and functionality of portals (teacher, principal, and superintendent)
- Increased and improved the use of formative assessment data by schools.

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Implemented new formative and summative assessments in subjects without assessments and extensively reviewed the quality of all items.
- Incorporated the Common Core into the development of formative and summative assessments.
- Developed and piloted performance-based assessments in fine arts, performing arts, physical education, and world languages.
- Administered various district surveys.
- Assigned a Data Wise coach to each Zone.
- Provided differentiated professional development to schools in the Data Wise process.
- Abided by all state testing requirements.
- Administered over 300,000 state tests.
- Continued a Title VII program providing resources to students.
- Revised and generated the annual School Progress Reports.
- Supported schools and the district in the development of grant proposals.

### **HUMAN RESOURCES**

#### **Goals 2012-2013**

- Improve district talent acquisition processes to ensure we attract and select high caliber educators.
- Lead the Talent Effectiveness Project through program development and piloting and ready the district for formal deployment beginning fall 2013.
- Define and implement a streamlined HR department service delivery model that aligns department resources with strategic district priorities and enables high customer services for our employees.
- Support on-boarding of the new superintendent and related leadership team building.

#### **Objectives 2012-2013**

- Recruiting - Develop strategic candidate sourcing and selection plans to meet the varied needs of our schools and departments with specific emphasis on hard to fill positions and schools (SSI, Title 1, Project LIFT).
- Administration: (HRIS) Lead a successful implementation of the talent management system in support of the Talent Effectiveness Project with a targeted go live date of 2/1/2013. (Benefits) Conduct evaluation of CMS employee health and medical benefits offerings and make recommendations for enhancements and cost savings measures for the 2013/14 coverage year.
- Workforce Planning: (Licensure) Define a service delivery model for the licensure team/process that clearly articulates the roles and responsibilities of all parties (candidates, employees, district, state, etc.) and define and implement process improvements to meet objectives. (Performance Mgt) Conduct pilot performance management processes for selected schoolhouse and department roles. (Project Mgt) Develop integrated HR department project planning and monitoring processes.
- Human Capital: Develop and pilot teacher and principal effectiveness measures and ready solutions for 2013/14 deployment. Ready key stakeholders/process owners to successfully perform deployment roles. Manage district change management to improve acceptance and adoption through transition.

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Relationship Mgt: Develop and implement HR Matrix Teams to align resources and relationships with departments and schools. Support the design and implementation of district-wide school and department initiatives as outlined in the 2011/12 HR goals and district 2014 strategic plan.

#### **Accomplishments 2011-2012**

- Restructured Human Resources Department and hired and on-boarded new heads of Relationship Management and Talent Acquisition.
- Successfully implemented unplanned hiring of approximately 1,200 teacher level roles created as a result of improved funding.
- Transitioned the Pay for Performance initiative to the Talent Effectiveness Project and repurposed strategy, timing and approach to stakeholder engagement.
- Established strong partnerships with NCDPI to guide workforce impacting policy decisions (Standards 6 & 8, teacher multiple measures, systems implementations).
- Begun migration of Human Resources department toward adding increased consultative value through design and support of key people impacting initiatives: TIF/LEAP, SIG, Project LIFT, workforce planning, performance management, etc.
- Contracted improved term life insurance benefits and reduced costs to employees and the district.
- Implemented interim educator sourcing and selection techniques to improve candidate and hire quality.
  
- Begun migration of Human Resources department toward adding increased consultative value through design and support of key people impacting initiatives: TIF/LEAP, SIG, Project LIFT, workforce planning, performance management, etc.
- Contracted improved term life insurance benefits and reduced costs to employees and the district.
- Implemented interim educator sourcing and selection techniques to improve candidate and hire quality.

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

##### **Goals 2012-2013**

- Provide strategic planning leadership to the district
- Manage (document, measure, organize, coach and accomplish) the district's strategic plan through the work of the Plan Management Oversight Committee (PMOC)
- Employ project management and TregoEd expertise to enhance the work of the district
- Provide long range facility planning and analysis for the district's efforts to build additional capacity, renovate or replace existing capacity, accomplish facility initiatives and comply with all legal mandates related to facilities
- Improve and refine public access to data related to the district's planning efforts for the purpose of increasing stakeholder participation
- Serve as staff liaison through the Joint Use Task Force and other vehicles between the district and the various municipal and county agencies whose work may impact or be affected by the work of the district
- Contribute to increasing the on time graduation rate throughout the district
- Objectives 2012-2013

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Continue to work with the Plan Management Oversight Committee to ensure that all strategies, objectives and tactics within Strategic Plan 2014 are regularly reviewed for timeliness, effectiveness and results.
- Teach and utilize the TregoEd Analytic Processes as a method to evaluate and document all key district decisions
- Begin the review of strategic initiatives and direction with the new superintendent in order to formulate the new strategic plan (SP 2014 was the result of staff work in 2008 and 2009)
- Produce the annual Capital Needs Assessment together with a capital project funding request
- Work with county staff to modify the existing county funding prioritization model to increase recognition of the need for some agencies to have capital projects that increase capacity
- Increase community participation in the planning processes
- Implement the recommendations of the Privatization Advisory Committee and continue to provide staff support to the committee
- Begin research and analysis on our organizational culture and how it can be improved

#### **Accomplishments 2011-2012**

- Worked with the Board of Education to successfully redraw the voting district boundaries in accordance with their guidelines, the current redistricting regulations, and the 2010 census data
- Advised the Board of Education as to the capital requirements for the district for the next ten years and documented the analysis and the current inventory
- Successfully leased the vacant school buildings that were not used for administrative purposes
- Moved all district administrative functions out of leased space and into CMBOE properties
- Provided program management services to the Talent Effectiveness Project and leadership to the Executive Staff work stream
- Continued to advance the work of Strategic Plan 2014 through weekly tactic progress reports, monthly strategic discussions with senior staff, and frequent (monthly and quarterly) reporting to the Board and the public
- Created a correlation document that explained the alignment of Strategic Plan 2014 to the Board's vision, mission, core beliefs and commitments, and theory of action as well as advising the Board on progress to date for each tactic

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

##### **Goals 2012-2013**

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

##### **Objectives 2012-2013**

- Implement conversion of reassignment/transfer Access database to district data warehouse to maintain database integrity and develop tools to help promote efficiency and transparency

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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for parents and staff. Provide additional notification options to schools that reduce time and paper.

- Provide continuous on-line student assignment screen for parental access to determine school placement. Make ALDI (street index lookup) portal available for schools and public via web. Explore development of new student enrollment online portal.
- 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 Continuous Improvement to provide recommendation that realizes improved building utilization and efficiencies.
- Further refine student records internal and external workflow processes to create greater efficiencies that benefit the customer and school personnel. Expand use of online tools for internal and external customers for requesting student records. Explore expansion of online records request portal to school sites.
- Develop training and assessment tool for school registrars that utilize webinars, small group, and formal presentations.

#### **Accomplishments 2011-2012**

- Implemented paperless reassignment/transfer process to promote efficiency and transparency for parents and staff.
- Executed 2011-12 student assignment plan and lottery.
- Processed over 6,000 new student enrollment applications prior to the first day of school.
- Processed over 7,200 student reassignment/transfer requests; facilitated approximately 120 appeals to the Board.
- Provided school district demographic data and maps to staff, Board and community.
- Implemented student assignment changes that included closing 11 school buildings; consolidating students and programs at five schools; relocating two programs; expanding eight schools to pre-kindergarten through eighth grade and one to K-12; expanding one school to grades six through 12; adjusting boundaries for 13 schools; providing targeted assistance to nearly 30 schools and creating two new home schools and two new magnet programs.
- Implemented an online portal for requesting and paying for student records requests. Put into operation new student records fee structure for transcripts.
- Processed Principals Monthly Report (PMR) and completed graduate report as required by the Department of Public Instruction (DPI).
- Supported transition to student information system to state-wide server.

#### **SCHOOL LAW ENFORCEMENT**

##### **Goals 2012-2013**

- Complete all safety audits in a timely manner so as to provide needed resources for untimely events at schools.
- Provide Security Associates additional training in bullying, drug and gang awareness, and National Incident Management.
- Reduce Fuel consumption in all CMSPD vehicles.
- Continue Dispatcher training and accomplish NC State certification for all Dispatchers.

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Work closely with our Law Enforcement partners to ensure a safe environment for our schools and staff during the Democratic National Convention.
- Identify gang trends and provide gang training to CMS Staff
- Provide training to CMS staff on Registered Sex Offenders and Cyber crimes.

#### **Accomplishments 2011-12**

- Completed consolidating the Communications and KBCOPS record keeping system.
- Answered over 73000 calls to the Dispatch Center.
- Responded to over 4000 calls for service.
- Investigated 300 case assignments
- Provided security for BOE meetings, athletic events, graduations, and other CMS events.
- Monitored 75,000 volunteers.
- Secured shuttle stops while reducing costs using Security Associates as opposed to Police Officers with no loss in effectiveness.
- All Officers completed all State mandated training as well as firearms qualification with NO remedial training being necessary.
- There were no sustained complaints on any CMS Police Officers or any negligent traffic accidents.
- We have coordinated the replacement of school based radios and UHF repeater systems in many of our schools therefore providing a greater level of safety to the school.
- We ranked **Number 1** in the Principal service satisfaction survey this year.

#### **ATHLETICS**

##### **Goals 2012-2013**

- Promote an environment of fair and equitable athletic opportunity in our schools.
- Operate in compliance with NCHSAA and CMS regulations and policies.
- Partner with schools to support overall student-athlete well-being and enhance the student-athlete experience in our schools.
- Foster an expectation of demonstrated sportsmanship in our athletic directors, coaches and student-athletes.
- Highlight achievements and activities of our student-athletes and coaches.
- Provide excellent customer service to our constituents.

##### **Objectives 2012-2013**

- Improve on-going athletic eligibility training for school personnel to include athletic directors, principals, coaches, registrars, financial secretaries and school counselors.
- Maintain strong lines of communication with schools personnel and CMS departments that directly impact athletic eligibility, including but not limited to Student Placement, Student Information Systems and School Counseling.
- Expand staff development training for athletic directors, coaches and athletic trainers/sports medicine responders to enhance their professional development.
- Format the on-line presentation of athletic eligibility requirements on the CMS web-site to include information in a format that parents and the public can understand and use.
- Develop strategies to promote and communicate the correlation between athletic participation and increased student achievement and leadership development.

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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#### **Accomplishments 2011-2012**

- Generated revenue to fund middle school athletics, and a percentage of the high school athletics budget, through participation fees, \$1 surcharge on regular season high school ticket sales and community donations.
- Coordinated meetings of the athletic eligibility team, comprised of Directors from CMS Athletics, Legal and Student Placement, to manage athletic eligibility issues.
- Expanded forms and procedures to better assist school personnel in determining and reporting athletic eligibility.
- Created electronic forms to enhance the accuracy of reporting and processing coaching stipend payments, police reimbursements and mileage payments.
- Updated the local athletic procedural manual for school athletic directors.
- Conducted seasonal coaches meetings that involved eligibility training and promoted sportsmanship.
- Completed Phase II of a 5-year partnership with Carolinas Medical Center to place certified athletic trainers in CMS high schools.
- Organized regional athletic summit attended by superintendents, high school principals and athletic directors.
- Coordinated and directed graduation exercises for 25 high schools in May/June, as well as, mid-year graduations and summer school graduations.

#### **ALTERNATIVE EDUCATION AND SAFE SCHOOLS**

##### **Goals 2012-2013**

- Students, parents and community members will consider schools safe and orderly learning environments.
- Integrate a therapeutic approach as well as the academic component while students are in an alternative placement.
- Alternative learning programs will provide educational settings with academic and behavioral components for students at risk of failure due to discipline issues.

##### **Objectives 2012-2013**

- Provide an updated district Safe School Plan by August 2012.
- Provide Safe School Audits with all schools scoring at or above 90%.
- Ensure schools have viable evacuation plans submitted and evaluated within the first 20 days of the school year.
- Provide discipline, violence and substance abuse prevention programs and services that meet the needs of CMS students and staff members resulting in 80% of the students feeling safe at school and 75% of the parents and community members believing that schools are safe.
- Monitor all schools reporting state-reportable incidents of inappropriate behavior to improve the accuracy of reporting.
- Provide commensurate course work and academic offering for all students to ensure seamless transition to previous school assignment.
- Monitor all due process hearings and discipline team meetings (DTM) to ensure that discipline issues are managed equitably.
- Successfully complete all Triage interviews within 24 hours of appointment with students placed in appropriate educational settings.

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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#### **Accomplishments 2011-2012**

- Updated and implemented district Safe Schools Plan, including conflict management training and violence and substance abuse prevention/intervention programs.
- Provided Safe Schools Audits of all Charlotte-Mecklenburg schools.
- Provided in-service/training for school staff, students and parents on discipline, conflict management, gang awareness and substance abuse prevention, as requested.
- Provided due process hearings for students alleged to have broken the students behavior guidelines, as requested.
- Provided the Criminal Watch program for students 16 years of age and older who were charged with committing a felony or a very serious (violent) misdemeanor. The program involves collaboration with court services, law enforcement and CMS administrators. Principals are notified of the charges and a Transitional Support Case Manager monitors the behavior, attendance and academic progress of the students.
- Assisted with the update of district discipline Board policies in accordance to recent state law changes. Also assisted with the update of the district Code of Conduct.
- Provided social skills programs in the alternative learning programs to aid students in the development of appropriate behaviors.
- Provided discipline strategies such as Violence Is Preventable (VIP) and Sexual Harassment Is Preventable (SHIP) programs, community service experiences, and Triage interviews to meet the identified needs of students.
- Provided the Alternative to Suspension program, that includes two short-term sites (1-10 days) and one long-term site (1-30 days), for secondary students who were suspended from regular school programs.

#### **BUILDING SERVICES**

##### **Goals 2012-2013**

- Open four (4) new schools before August 2013
  - Bain ES 39 CR full replacement school
  - McClintock MS 54 CR full replacement school
  - Stumptown ES New 39 CR school
  - Pineville ES 39 CR full replacement school
- New roofing of Nathaniel Alexander, James Martin MS, Morehead ES, Vance HS
- Achieve ISO-9001:2008 re-certification
- Improve efficiency of CMS mobile management process (financial processes, mobile classroom condition index for ± 1240 MCRs, expanded bidder pool, inspections)

##### **Objectives 2012-2013**

- Achieve Environmental Management System Tactical Plan deliverables including 2012-13 energy reduction improvement to 49.17 KBTU/sq-ft.
- Incorporate Community Use of Schools into ISO 9001:2008 umbrella and baseline Department Scorecard metrics
- Utilize Six-Sigma and technology enhancements to improve efficiencies
- Implement pro-active strategies to insure adequate facilities that are conducive to learning

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Department Scorecard metric % of schools or school buildings that achieve a minimum defined IAQ (ventilation) threshold
- Complete IAQ ventilation design study to support project planning
- Achieve emergency/urgent IAQ investigation response targets

#### **Accomplishments 2011-2012**

- Achieved 2011 opening school deliverables
  - Pre K- 8 and other school consolidations
  - Relocating and placing over 300 mobile classrooms back into service
- Capital Projects for 2012 Opening of Schools on track:
  - Alexander Graham MS gym expansion renovation
  - First Ward bus parking lot and site improvements
  - South Mecklenburg HS parking lot and stormwater improvement project
- Achieved ISO 9001:2008 certification in May 2011
- On track to finish CMS Administrative Use consolidation projects at former closed schools (Smith, Spaugh, Villa Heights, Starmount, Oakhurst)
- Achieved CMS Strategic Plan Environmental Management System key targets
  - 50.97 KBTU/Sq-ft and 57 energy star certified (labeled) schools
  - \$153,000 waste disposal fee savings July 1-Dec. 31, 2011 (recycling increased 111 tons, solid waste reduced 93.5 tons)
- Summer 2012 Maintenance Projects are on track for funding decisions include:
  - Roofing Projects (10)
  - Berryhill ES Waste Water Treatment Plant expansion
  - Morgan relocation to Lincoln Heights
  - HVAC Projects (74), Risk Management Projects (40), Site improvements (6)
  - Demo Old Sedgfield
- Employed six-sigma to increase productivity rate of Electrical shop by reducing windshield time.
- Implemented improved processes to manage playground safety and Phase II Stormwater Permit Compliance

#### **INVENTORY MANAGEMENT AND DISTRIBUTION**

##### **Goals 2012-2013**

- Meet or exceed district 10th day textbooks service standard.
- Increase surplus management opportunities in support of district environmental objectives
- Increase services levels for all stocked inventory and minimize financial investment for inventories through process accountability and improvement.
- Create program that targets employee development and growth in areas that will support both individual and organizational goals.
- Support practices and activities that will align district business objectives.

##### **Objectives 2012-2013**

- All textbooks that schools order by June 30th will be available and delivered by the 10th day of school. Provide resources for focused interventions for students needing to master additional learning objectives in order to perform on grade level
- Identify communication format for offering surplus to district customers and expand internal reuse program

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Create process and procedures for district departments and schools to deliver surplus supplies and materials to Classroom Central through use of warehouse service.
- Stock inventory items will be serviced at 98% or higher with inventory accuracy rates of 97% or higher.
- Inventory turn ratios for high volume stocked items will exceed 5 turns per year
- Professional development opportunities will be expanded for all levels of employees  
Department will improve the reach out to district customers through the use of the department web site by offering service surveys, surplus and tracked inventory procedures for customers and operation awareness
- Implement customer survey site on departmental website.
- Identify one key training program and roll out in department through a successful train-the – trainer program

#### **Accomplishments 2011-2012**

- Implemented warehouse fleet scheduling process that increases ability to measure tasks and resource availability.
- Completed annual business cost analysis with comparison to external service provider costs.
- Successfully managed move of furniture, equipment and curriculum materials for close of 11 school and expansion of 8 prek-8 schools.
- Successfully fulfilled all June 30th school based textbook orders by the 10th day of school.
- Successfully procured and distributed \$13,000,000 in new textbook programs for elementary social studies, secondary math and secondary literacy.
- Successfully completed Six Sigma project that resulted in certification of 3 department employees.
- Successfully consolidated Child Nutrition drink inventory to Craig Avenue warehouse with no increase in Craig Avenue labor due to improved efficiency.
- Increased overall inventory accuracy above previous year goal of 97%
- Successfully implemented department wide safety program and decreased department accidents

#### **GRAPHIC PRODUCTION CENTER**

##### **Goals 2012-2013**

- 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

##### **Objectives 2012-2013**

- 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.

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Implement web based job submissions utilizing a digital storefront.

#### **Accomplishments 2011-2012**

- Implemented Lean Six Sigma Waste management Initiatives reducing waste by 90%.
- Increased Community Client base adding 45 external clients.
- Integrated Computer Data Center print production into the Graphic Production workflow.

#### **SAFETY**

##### **Goals 2012-2013**

- Incorporate strategies to reduce OSHA Injury and Illness Rates
- Assure compliance with NC Occupational Safety & Health Standards
- Implement programs to improve playground safety
- Effectively manage the disposal of chemical and biological waste
- Conduct training through the use of web-based opportunities

##### **Objectives 2012-2013**

- Identify and conduct inspections of pre-selected number of cafeteria kitchens
- Submit Occupational injury surveys to Bureau of Labor Statistics within 30 days
- Inspect 100% of sites due for Departmental comprehensive playground inspection
- Train 100% of chemical hygiene officers on hazardous chemical disposal procedures
- Create a minimum of 2 additional training modules utilizing the MyPD based system

##### **Accomplishments 2011-2012**

- Hired a full-time Safety Specialist to implement programs to reduce occupational Injuries
- Exempt Staff achieved the designations of Certified Playground Safety Inspectors
- Created a Department Scorecard with key performance indicators as part of Cohort 5
- Certified over 350 school emergency responders in CPR/AED/First-Aid
- Conducted the 14th Annual Building Services Safety Conference, providing necessary training to comply with OSHA regulations and to improve safe work practices

#### **TRANSPORTATION**

##### **Goals 2012-2013**

- Successfully achieve transportation operations related support and services for the Strategic Plan 2014 objectives and goals
- Support Talent Effectiveness Program through implementation of the approved district services scorecard, performance standards and individual employee evaluation and professional development
- Provide delivery services and equitable access to learning environments for all Pre K – 12 transportation eligible students as defined by the student assignment plan
- Continue review and implementation of the Transportation Continuous Improvement Plan (CIP) strategies and recommendations to improve department efficiencies and effectiveness

##### **Objectives 2012-2013**

- Maintain timely and quality transportation to all students utilizing CMS busses

## **ADMINISTRATION AND OPERATIONS DIVISION**

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

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- Schedule bus routes to efficiently and effectively support the expansion of all elementary schools instructional length of day to seven hours
- 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
- Maintain or improve the annual state fleet audit rating to meet or exceed the state average rating
- Fully implement electronic time keeping for all non-exempt transportation staff

#### **Accomplishments 2011-2012**

- 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
- Improved percent of preventable versus non-preventable accidents involving school buses
- Improved overall annual state fleet audit rating in comparison to previous year resulting in one of the top vehicle safety ratings in the state
- Working towards and scheduled to become ISO-9001 certified in CMS Transportation

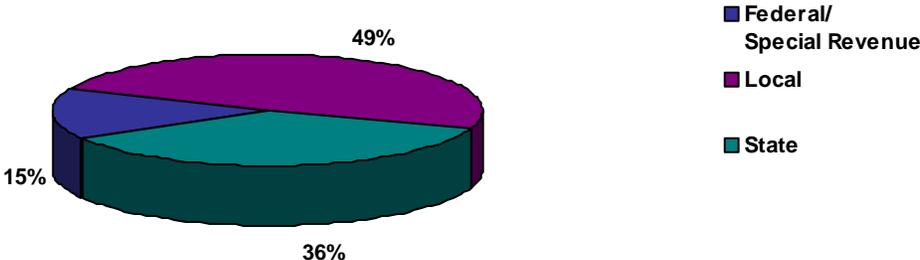
**ADMINISTRATION AND OPERATIONS DIVISION**

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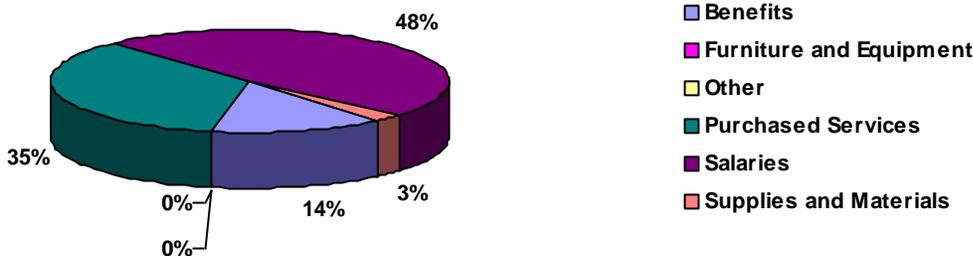
<b>Expenditures</b>	<b>FY 2012-13 Proposed Budget</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2010-11 Actual Expenditures</b>	<b>FY 2009-10 Actual Expenditures</b>
Salaries	\$ 93,505,891	\$ 90,945,030	\$ 91,524,686	\$ 99,641,124
Benefits	34,572,736	32,509,882	30,915,573	29,451,320
Purchased Services	68,311,322	67,238,808	77,658,993	73,459,985
Supplies and Materials	29,714,555	23,919,734	47,707,058	42,342,370
Furniture and Equipment	326,997	296,817	5,498,158	3,500,166
Other	-	-	-	-
	<u>\$ 226,431,501</u>	<u>\$ 214,910,271</u>	<u>\$ 253,304,468</u>	<u>\$ 248,394,965</u>

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ADMINISTRATION AND OPERATIONS 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:**

Hugh Hattabaugh  
Interim Superintendent

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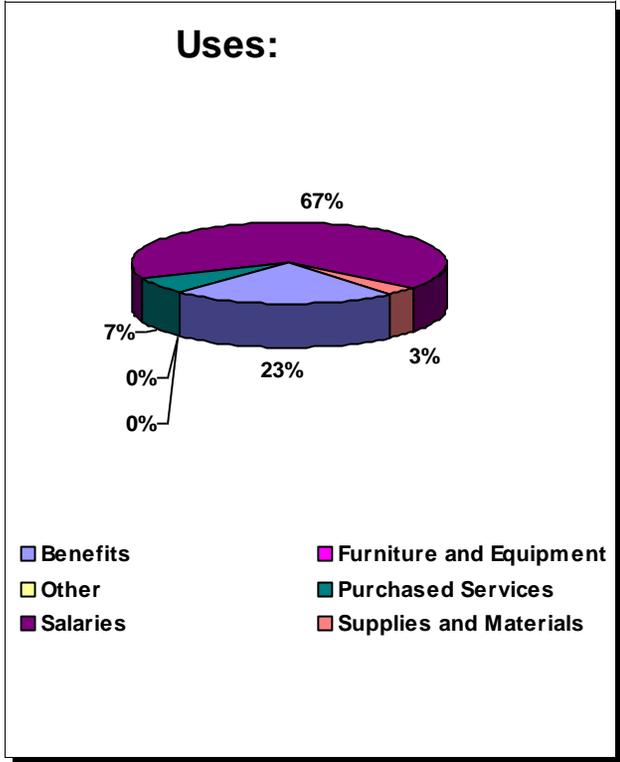
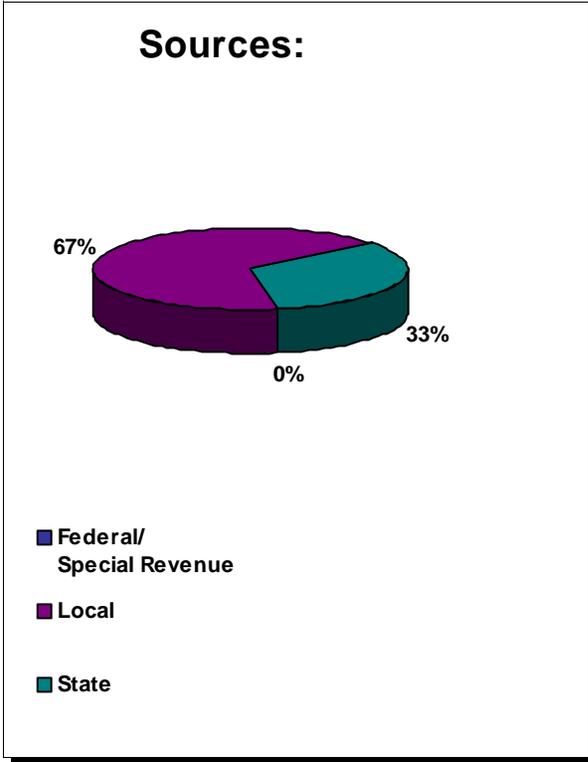
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 12,300
Benefit Increase	4,544
Average Salary Adjustment	(848)
<b>Supplies and Materials</b>	
Central Office Reductions - reduced supplies and materials	(15,651)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**OFFICE OF THE SUPERINTENDENT OF SCHOOLS**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	346,188	338,005	345,369	397,322
Benefits	121,843	114,027	93,709	102,335
Purchased Services	36,120	36,120	293,935	119,038
Supplies and Materials	17,912	33,563	48,331	20,636
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 522,063</u>	<u>\$ 521,715</u>	<u>\$ 781,344</u>	<u>\$ 639,331</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 Services

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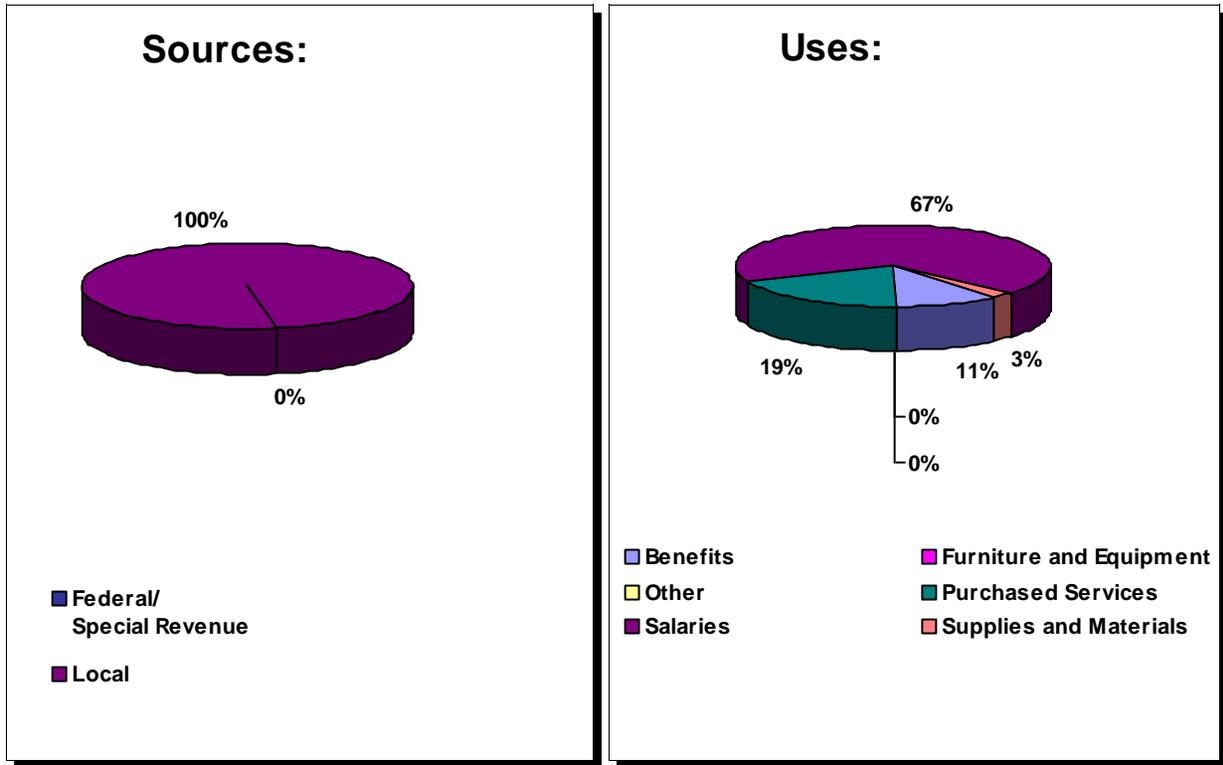
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 7,698
Benefit Increase	1,639
Average Salary Adjustment	15
<b>Purchased Services</b>	
Central Office Reductions - reduced purchased services	(11,530)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 257,936	\$ 247,883	\$ 214,915	\$ 244,007
Benefits	41,019	41,720	40,610	47,650
Purchased Services	73,453	84,983	96,098	161,444
Supplies and Materials	9,754	9,754	11,361	16,799
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 382,162</u>	<u>\$ 384,340</u>	<u>\$ 362,984</u>	<u>\$ 469,900</u>



## **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:**

Vacant

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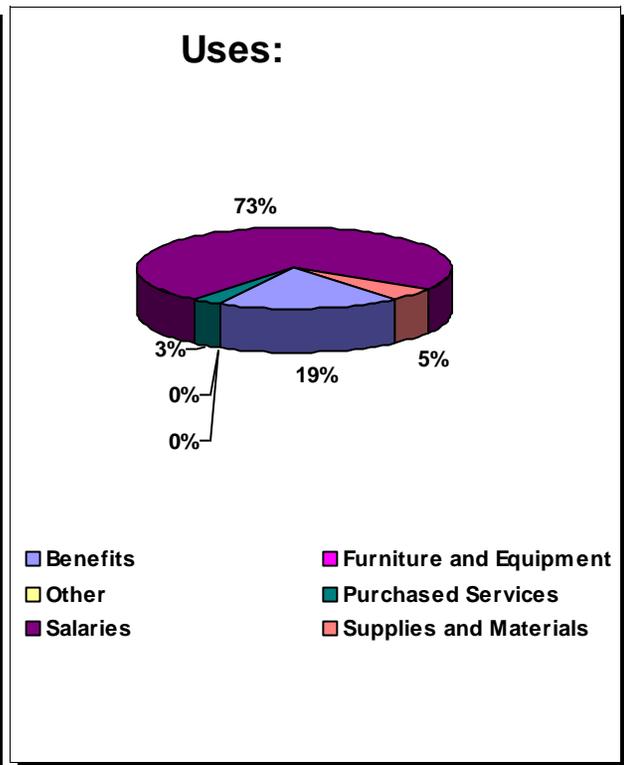
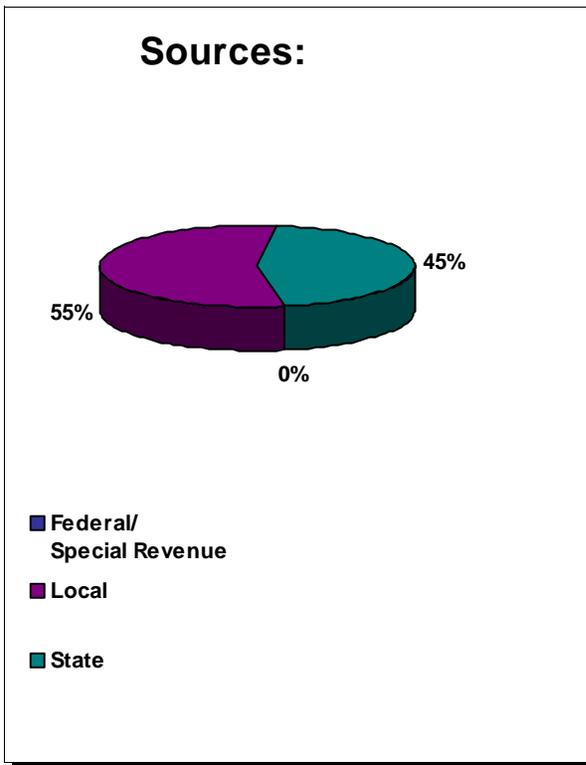
### **SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 7,314
Benefit Increase	2,777
Average Salary Adjustment	(2,914)
Central Office Reductions - eliminated administrative assistant position	(77,701)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 205,887	\$ 291,068	\$ 314,803	\$ 305,432
Benefits	53,140	78,606	66,721	59,752
Purchased Services	8,149	8,149	196,075	65,981
Supplies and Materials	13,877	13,877	4,247	10,918
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 281,053</u>	<u>\$ 391,700</u>	<u>\$ 581,846</u>	<u>\$ 442,083</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:**

George Battle  
General Counsel

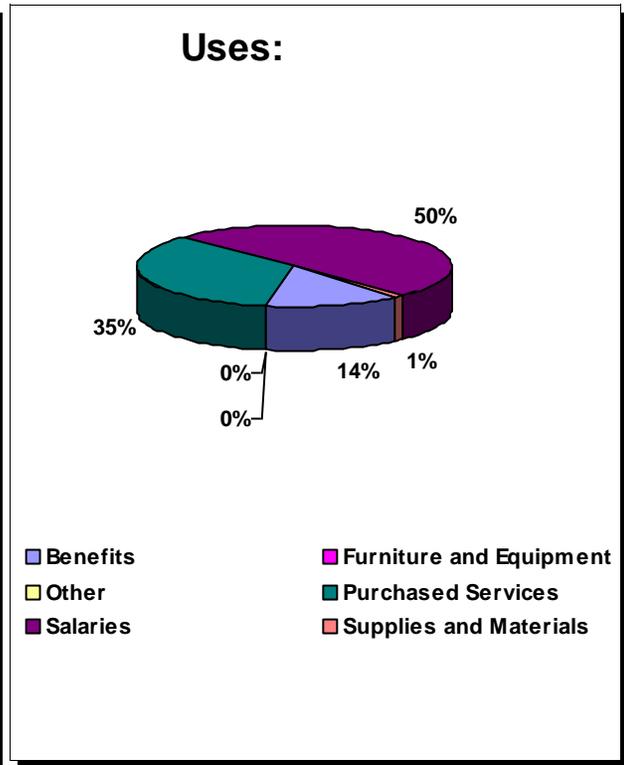
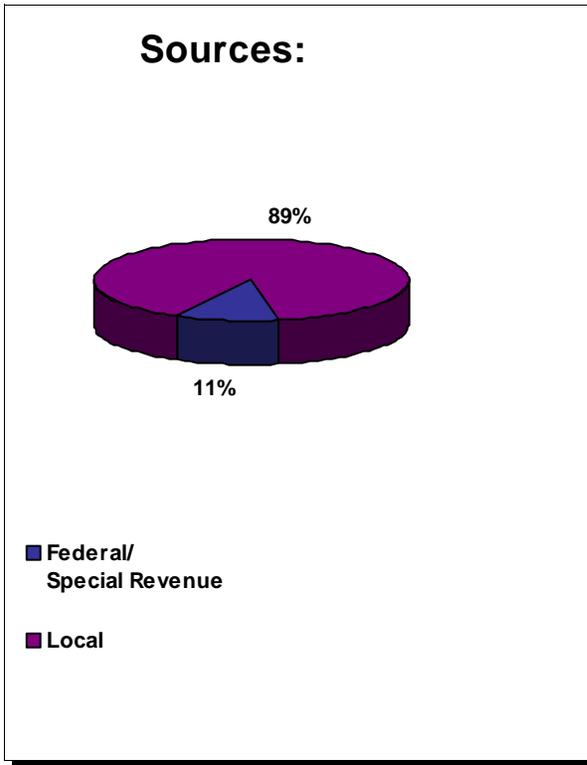
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 52,626
Benefit Increase	17,762
Average Salary Adjustment	62,377
Redirected funds for two associate counsel and one admin. asst. position from contracted legal fees	317,327
Redirected funds for ten employee relations positions from Human Resources	729,355
<b>Purchased Services</b>	
Redirected funds for employee relations purchased services from Human Resources	328,416
Redirected funds from contracted legal fees for two associate counsel and one admin. asst. position	(317,327)
Central Office Reductions - reduced legal fees	(163,424)
<b>Supplies and Materials</b>	
Redirected funds for employee relations supplies from Human Resources	6,500

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**LEGAL**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 1,495,066	\$ 578,335	\$ 500,919	\$ 418,862
Benefits	412,470	149,754	106,000	73,624
Purchased Services	1,042,604	1,194,939	1,169,896	1,413,334
Supplies and Materials	30,946	24,446	10,600	8,358
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 2,981,086</u>	<u>\$ 1,947,474</u>	<u>\$ 1,787,415</u>	<u>\$ 1,914,178</u>



**COMMUNICATIONS OFFICE AND STRATEGIC PARTNERSHIPS**

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**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.

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**BUDGET ACCOUNTABILITY:**

LaTarzja Henry  
Executive Director of Communications

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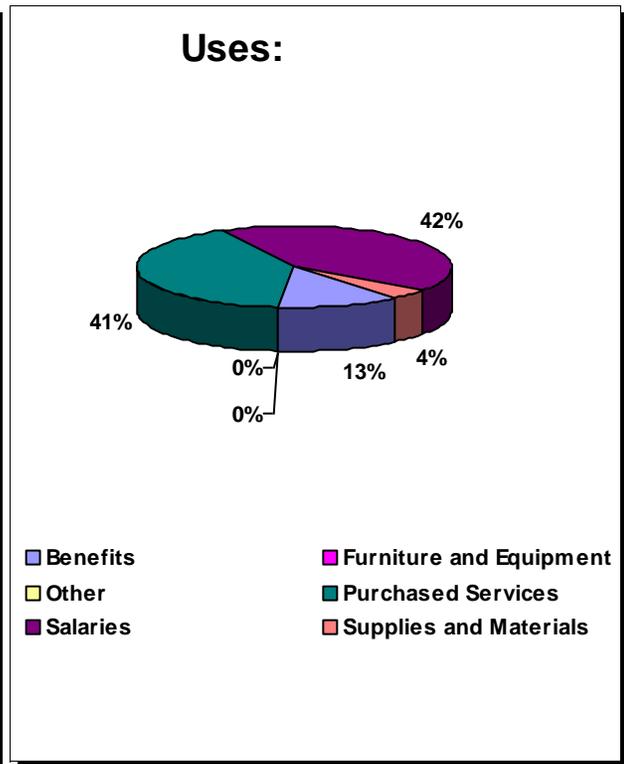
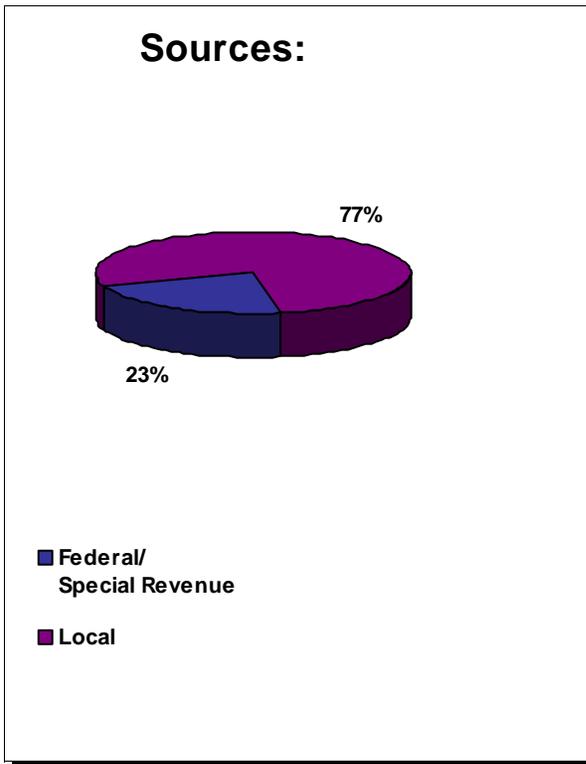
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 28,703
Benefit Increase	12,210
Average Salary Adjustment	(5,321)
Central Office Reductions - eliminated one clerical position	(44,179)
Multimedia Support - two specialist positions	185,000
<b>Purchased Services</b>	
Central Office Reductions - reduced purchased services	(42,523)
<b>Supplies and Materials</b>	
Multimedia Support - funds for software licenses	35,000

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# COMMUNICATIONS OFFICE AND STRATEGIC PARTNERSHIPS

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 926,251	\$ 794,938	\$ 707,353	\$ 1,028,410
Benefits	276,275	236,175	180,659	250,254
Purchased Services	894,101	936,624	828,086	874,393
Supplies and Materials	82,138	47,138	28,221	18,201
Furniture and Equipment	-	-	-	25,597
Other	-	-	-	-
	<u>\$ 2,178,765</u>	<u>\$ 2,014,875</u>	<u>\$ 1,744,319</u>	<u>\$ 2,196,855</u>



**FINANCE**

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

**BUDGET ACCOUNTABILITY:**

Sheila W. Shirley  
 Chief Financial Officer

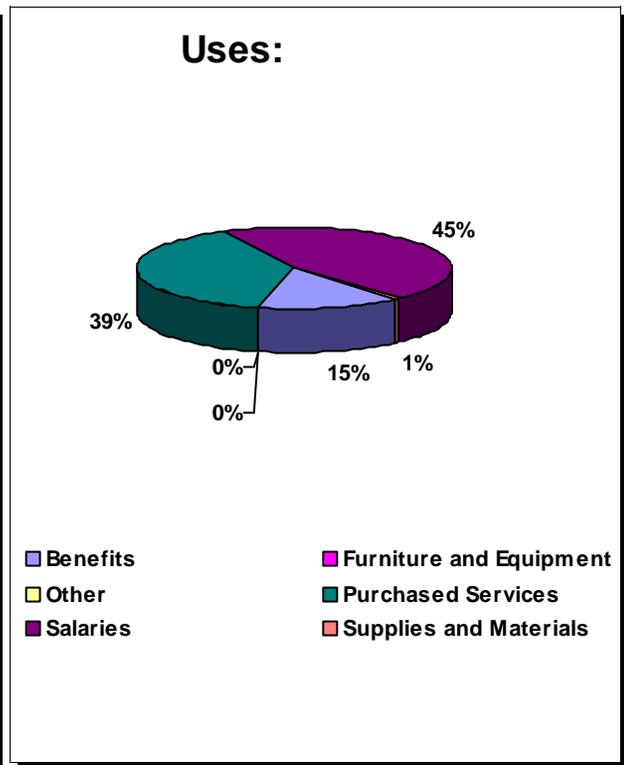
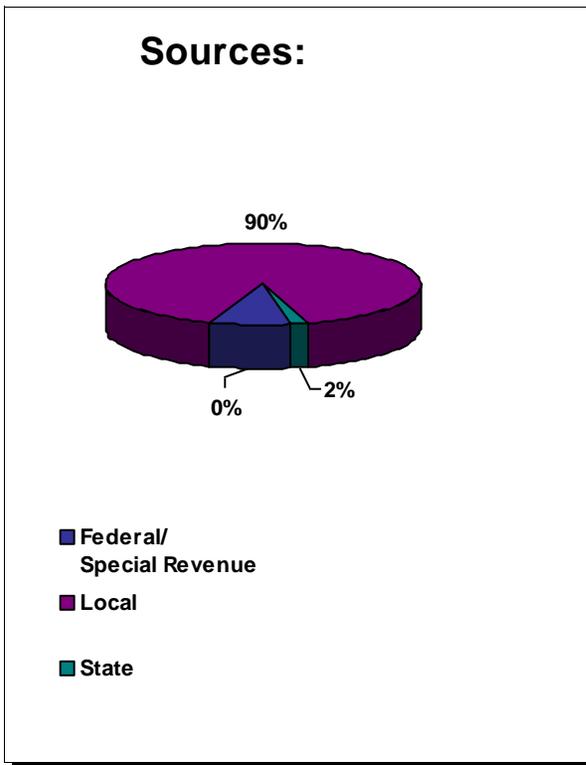
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	127,798
Benefit Increase	51,077
Average Salary Adjustment	(70,505)
Redirected funds for budget analyst position	51,515
Central Office Reductions - eliminated vacant budget assistant position	(62,672)
<b>Purchased Services</b>	
Redirected funds for insurance premiums from Building Services department	72,100
Insurance Increase	108,771

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# FINANCE

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 3,112,019	\$ 3,068,583	\$ 2,844,756	\$ 2,911,115
Benefits	997,902	914,913	761,204	717,379
Purchased Services	2,679,833	2,498,562	4,574,617	5,563,907
Supplies and Materials	35,847	36,247	26,916	58,023
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 6,825,601</u>	<u>\$ 6,518,305</u>	<u>\$ 8,207,493</u>	<u>\$ 9,250,424</u>



## CHIEF INFORMATION OFFICE-TECHNOLOGY SERVICES

**Student Applications and Web Development, Information Systems and Support, Data Operations, Instructional Technology, and Business Systems Technology**

**Description:** The Technology Services Division delivers sophisticated and integrated systems and services to support instructional, administrative and business operations through its five departments: Business Systems, Data Center Operations, Student Information Services, Instructional Technology, and Information Systems and Support. 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 range from the small off-the-shelf software application through highly integrated enterprise systems to web-based systems. Data management operations provide critical information to support Strategic Plan 2014 goals.

### BUDGET ACCOUNTABILITY:

Scott Muri  
Chief Information Officer

### SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET

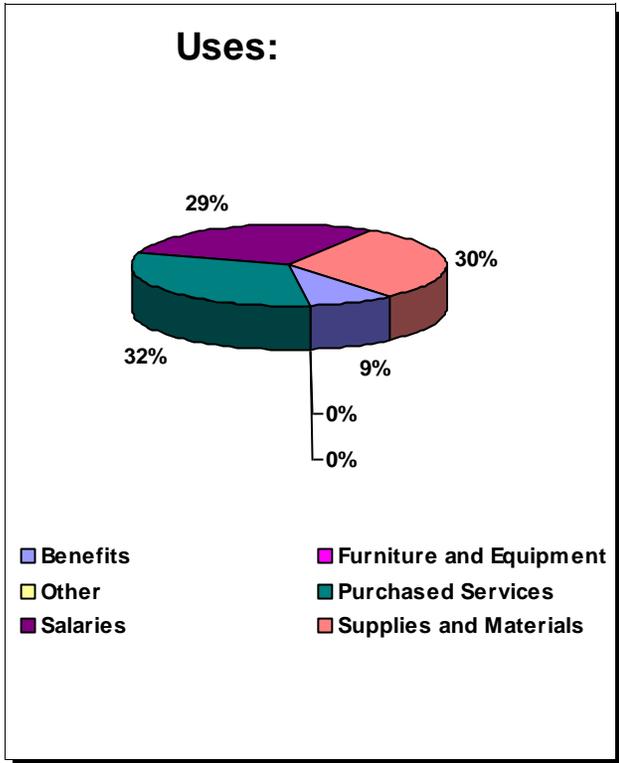
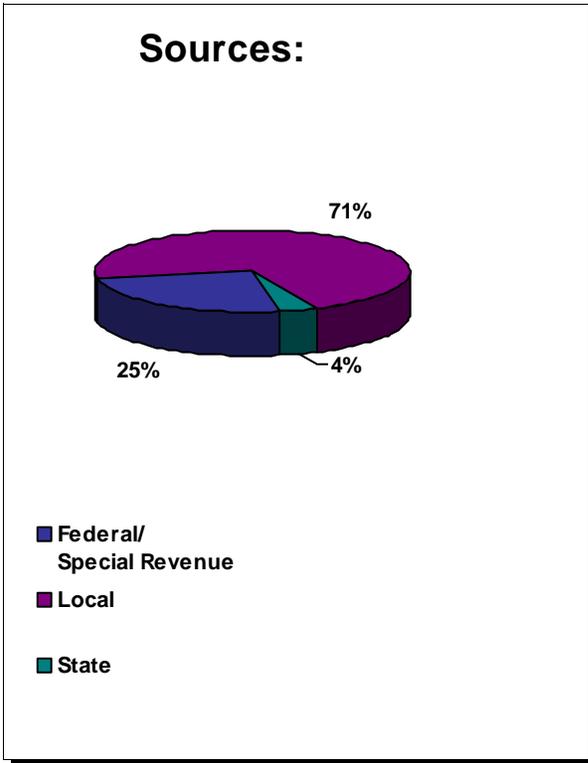
Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 215,694
Benefit Increase	94,348
Average Salary Adjustment	(138,523)
Redirected funds for two database administrator positions to Accountability office	(221,858)
Central Office Reductions - reduced overtime and staff development expenses	(7,378)
<b>Purchased Services</b>	
Redirect funds from purchased services to supplies and materials	(111,061)
Enrollment growth- telephone expenses	2,368
Rate Increase for Utilities - off-site storage facility	46,100
Eliminate leased space cost	(141,400)
Central Office Reductions - reduced purchased services	(116,572)
Federal Adjustment - Race to the Top grant purchased services	568,285
<b>Supplies and Materials</b>	
State allotment adjustment - NC Ren funds	6,578
Redirect funds to supplies and materials from purchased services	111,061
Central Office Reductions - reduced supplies and materials	(59,377)
Federal Adjustment - Race to the Top grant supplies and materials	3,161,223
Redirect funds from supplies and materials for printing to Graphic Productions	(6,000)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# CHIEF INFORMATION OFFICE-TECHNOLOGY SERVICES

Student Applications and Web Development, Information Systems and Support, Data Operations, Instructional Technology, and Business Systems Technology

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 5,835,536	\$ 5,967,750	\$ 5,377,933	\$ 5,466,151
Benefits	1,768,550	1,692,053	1,354,166	1,264,008
Purchased Services	6,395,181	6,153,461	7,594,381	7,235,366
Supplies and Materials	6,048,483	2,828,997	12,829,497	16,664,004
Furniture and Equipment	-	-	1,796,182	2,925,842
Other	-	-	-	-
	<u>\$ 20,047,750</u>	<u>\$ 16,642,261</u>	<u>\$ 28,952,159</u>	<u>\$ 33,555,371</u>



## CHIEF INFORMATION OFFICE-ACCOUNTABILITY

### Research, Analysis, and Data Utilization and State and Federal Programs

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

#### BUDGET ACCOUNTABILITY:

Scott Muri  
Chief Information Officer

#### SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET

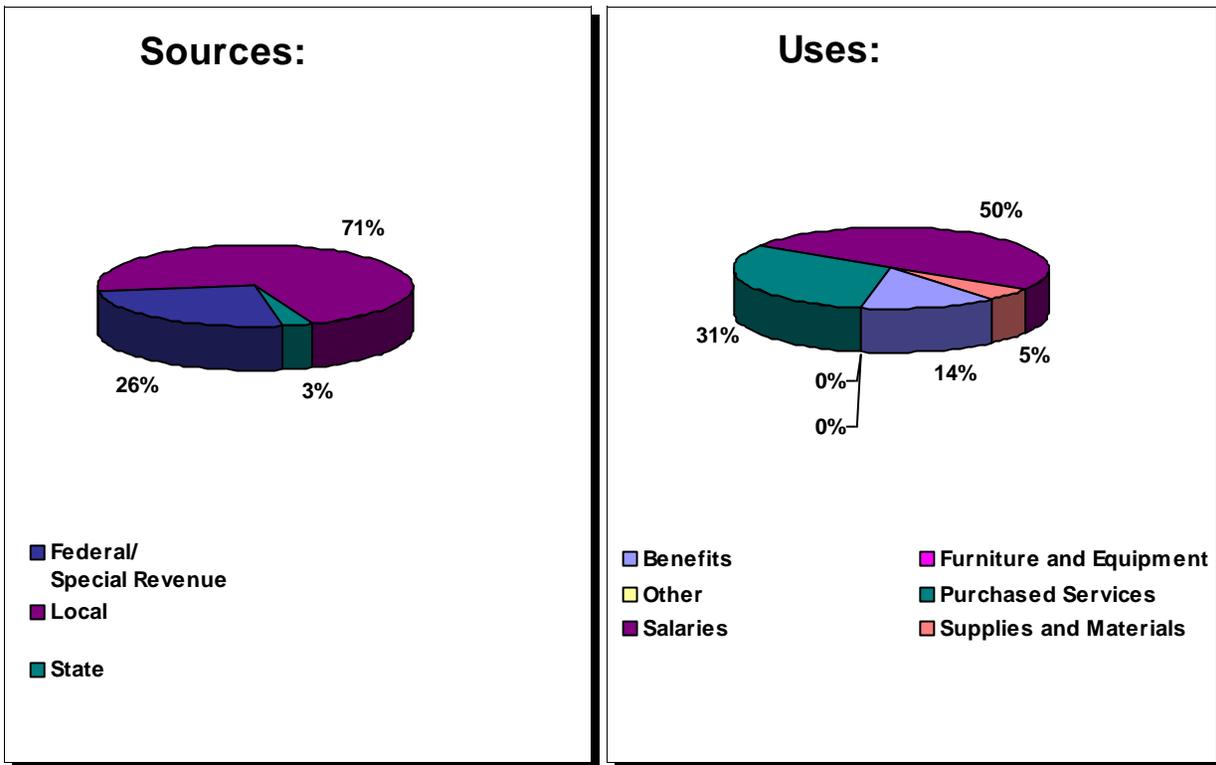
Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 96,561
Benefit Increase	40,786
Average Salary Adjustment	14,198
Redirected funds for two database administrator positions from Technology Services	221,858
Redirected funds for data integrity analyst position	88,205
Reduction of prior year fund balance for summative test and performance management test design	(432,240)
Gates Grant adjustment- eliminated funds for human capital analyst	(111,283)
Central Office Reductions - eliminated administrative assistant position	(67,917)
<b>Purchased Services</b>	
Gates Grant adjustment - reduced contracted services	(317,144)
Dell/Broad Grant adjustment - reduced contracted services	(130,550)
Federal Adjustment- Medicaid Reimbursement	155,000
Redirected funds for workshops and membership dues	87,000
<b>Supplies and Materials</b>	
Redirected funds for software	6,000

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

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

Research, Analysis, and Data Utilization and State and Federal Programs

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 2,978,677	\$ 3,166,240	\$ 2,992,603	\$ 2,167,221
Benefits	849,168	814,437	694,306	466,230
Purchased Services	1,891,800	2,101,212	4,959,300	4,758,921
Supplies and Materials	315,393	309,393	432,485	774,459
Furniture and Equipment	-	-	175,383	-
Other	-	-	-	-
	<u>\$ 6,035,038</u>	<u>\$ 6,391,282</u>	<u>\$ 9,254,077</u>	<u>\$ 8,166,831</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:**

Daniel Habrat  
Chief Human Resources Officer

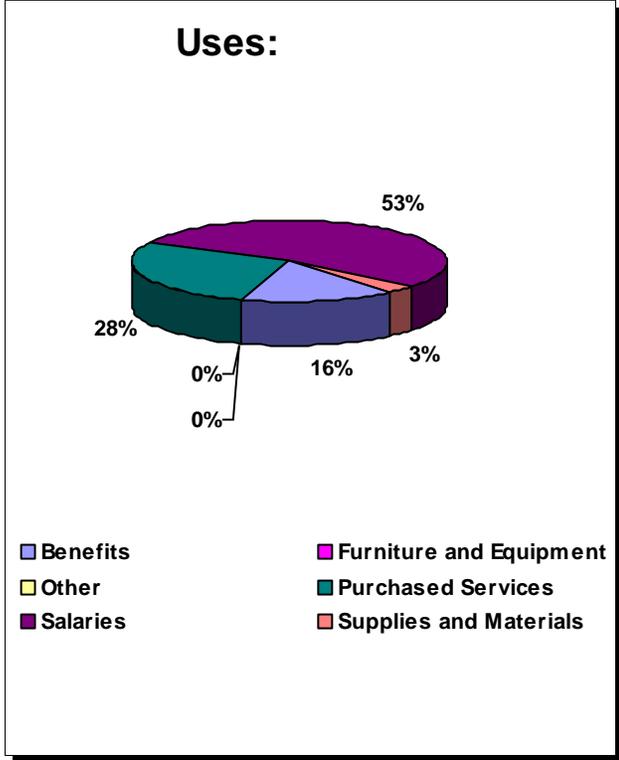
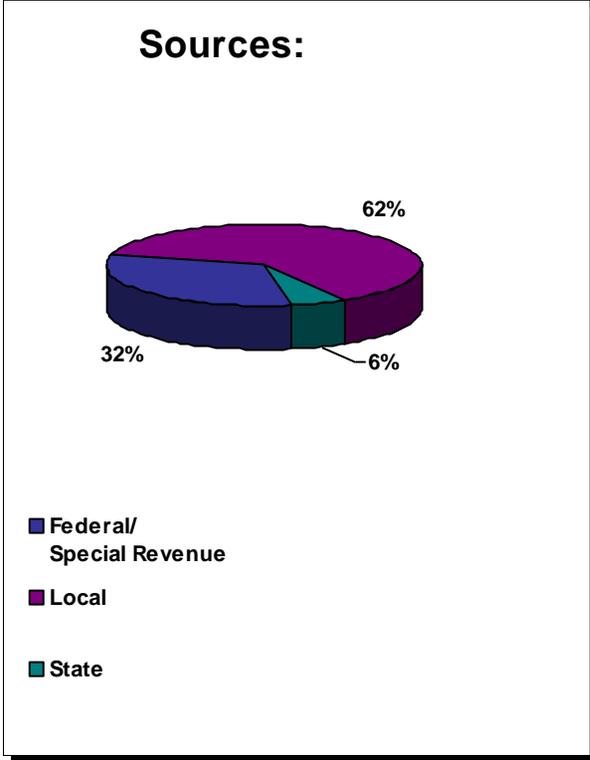
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 178,785
Benefit Increase	70,924
Average Salary Adjustment	(11,935)
Redirected funds for ten employee relations positions to Legal department	(729,355)
Federal Adjustment- Race to the Top grant- added 1 program manager, 1 sr. human capital analyst, 1 human capital analyst and .5 systems analyst	353,964
Central Office Reductions - eliminated for temporary staffing and substitutes	(79,683)
<b>Purchased Services</b>	
Redirected funds for employee relations purchased services to Legal department	(328,416)
Eliminate contract staff for student info lines	(150,000)
Central Office Reductions - reduced purchased services	(2,500)
Eliminate leased space cost	(81,696)
Attracting/Retaining High Performers	123,500
<b>Supplies and Materials</b>	
Redirected funds for employee relations supplies to Legal department	(6,500)
Central Office Reductions - reduced supplies	(3,411)
Eliminate leased space cost	(11,534)
Attracting/Retaining High Performers	1,600

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# HUMAN RESOURCES

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 4,713,399	\$ 4,866,551	\$ 4,436,180	\$ 5,246,808
Benefits	1,435,780	1,423,827	1,191,979	1,300,482
Purchased Services	2,478,222	2,917,434	2,965,198	3,061,257
Supplies and Materials	265,925	285,770	123,952	307,107
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 8,893,326</u>	<u>\$ 9,493,582</u>	<u>\$ 8,717,309</u>	<u>\$ 9,915,654</u>



## PLANNING AND PROJECT MANAGEMENT

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**Description:** Planning and Project Management directs the strategic planning, facilities planning, real estate, student planning and placement for the district. The strategic planning effort involves managing 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.

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### BUDGET ACCOUNTABILITY:

Michael Raible

Executive Director of Planning and Project Management

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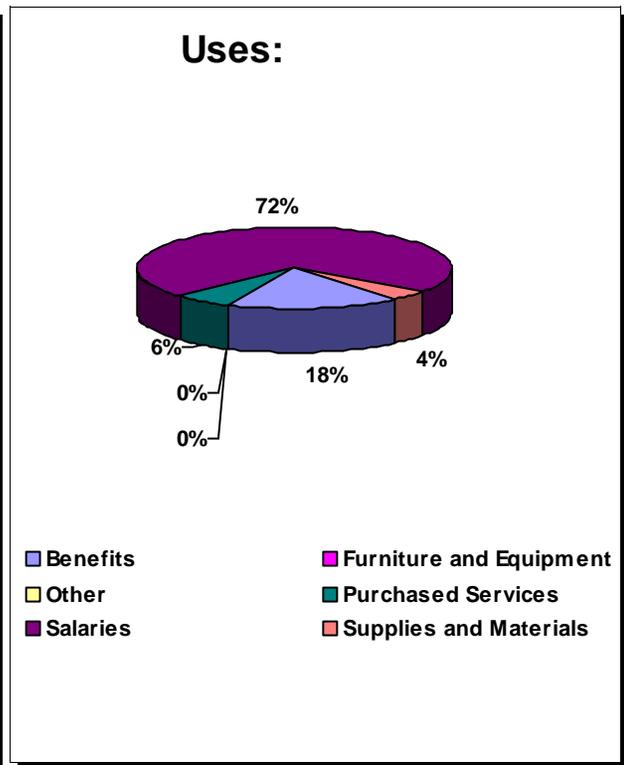
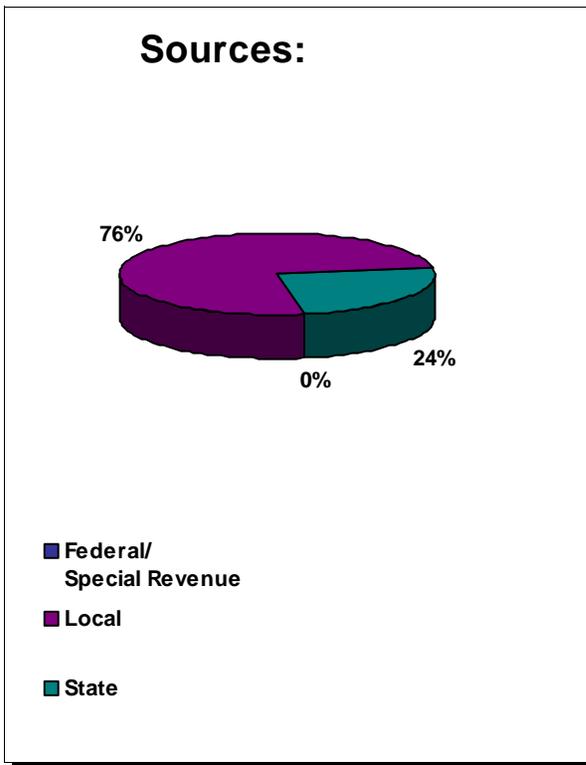
### SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 11,472
Benefit Increase	4,208
Average Salary Adjustment	46,191
Central Office Reductions - eliminated admin. asst. position and reduced coord. to part time	(93,162)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 322,820	\$ 338,919	\$ 377,395	\$ 407,582
Benefits	81,261	96,453	93,836	95,735
Purchased Services	25,498	25,498	21,212	625,601
Supplies and Materials	17,900	17,900	13,073	7,071
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 447,479</u>	<u>\$ 478,770</u>	<u>\$ 505,516</u>	<u>\$ 1,135,989</u>



**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.

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**BUDGET ACCOUNTABILITY:**

Scott McCully  
 Executive Director of Planning and Student Placement

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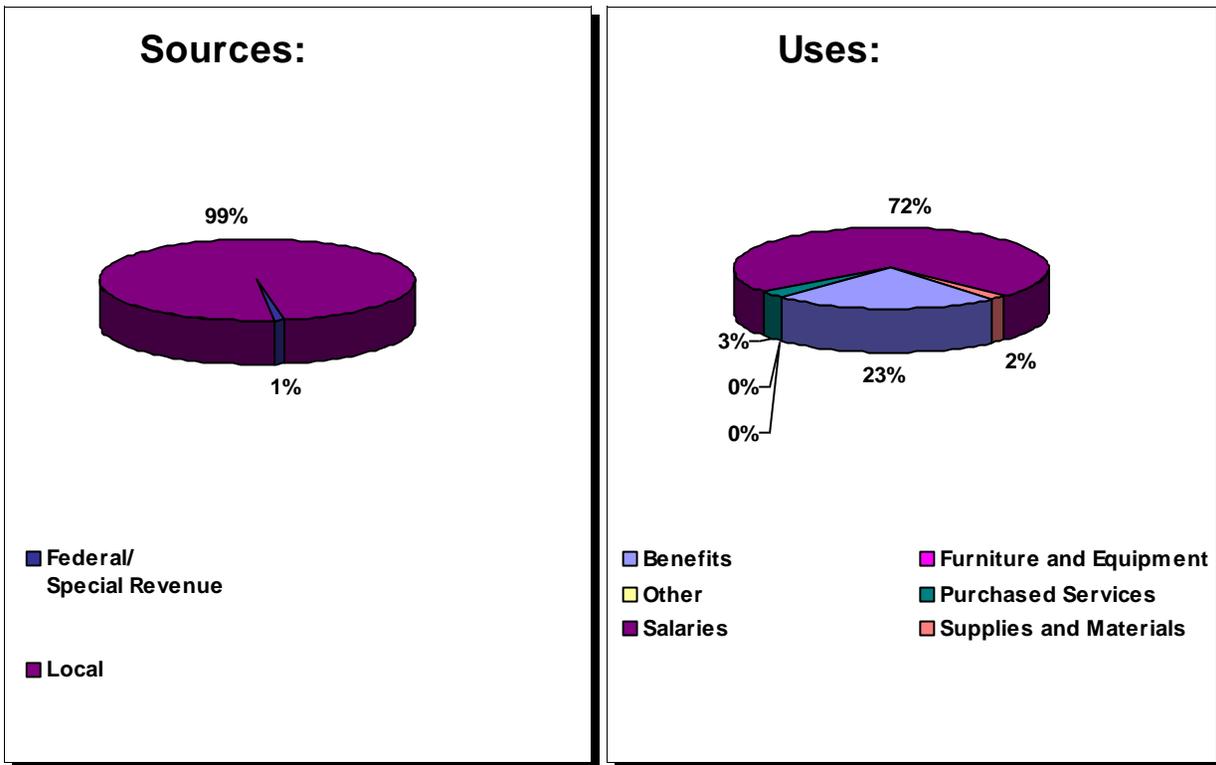
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 38,384
Benefit Increase	17,369
Average Salary Adjustment	(63,821)
Enrollment Growth - added a clerical position	27,610
<b>Purchased Services</b>	
Central Office Reductions - reduced purchased services	(14,258)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# PLANNING AND DEVELOPMENT SERVICES

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 1,053,820	\$ 1,042,344	\$ 910,944	\$ 993,142
Benefits	339,877	331,811	243,938	243,493
Purchased Services	40,100	58,239	136,848	268,812
Supplies and Materials	23,521	23,521	30,682	22,702
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,457,318</u>	<u>\$ 1,455,915</u>	<u>\$ 1,322,412</u>	<u>\$ 1,528,149</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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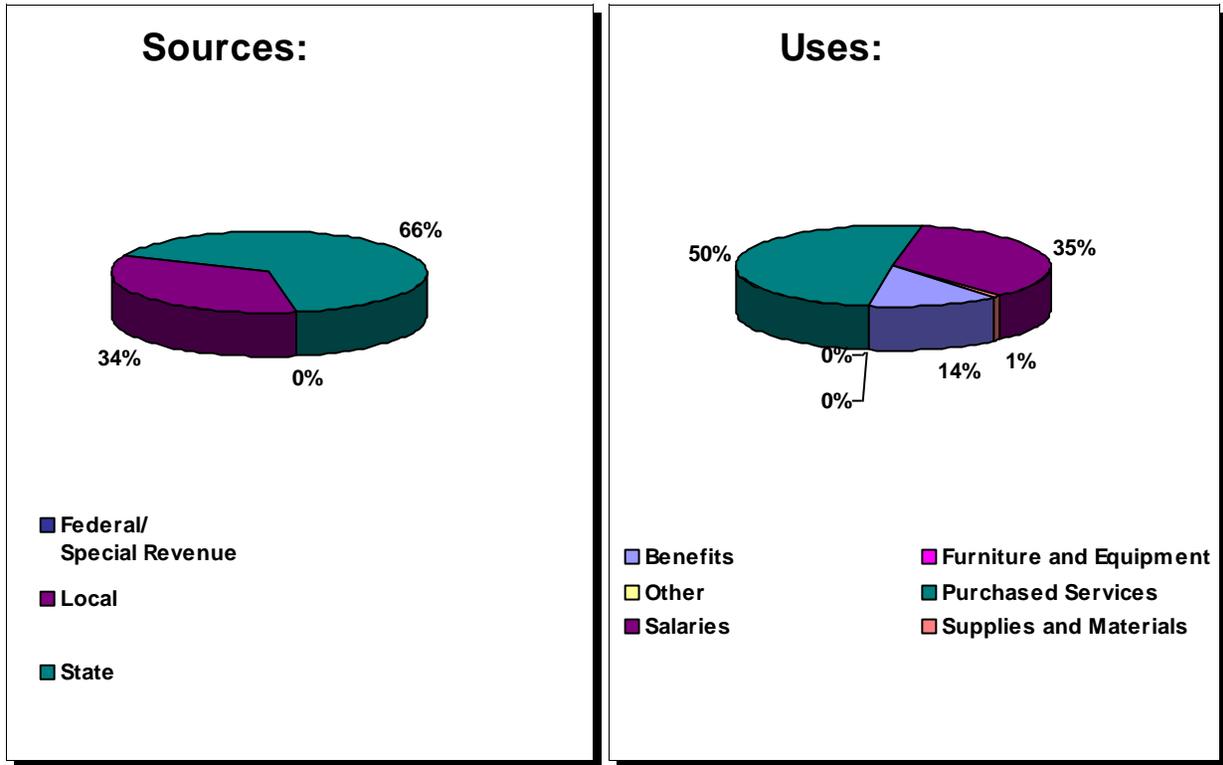
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 145,673
Benefit Increase	77,261
Average Salary Adjustment	25,564
<b>Purchased Services</b>	
CMPD School Resource Officer Contract Increase	2,078,728

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 3,839,974	\$ 3,725,394	\$ 4,399,885	\$ 4,361,075
Benefits	1,499,833	1,365,915	1,408,362	1,454,729
Purchased Services	5,501,515	3,590,912	3,348,603	3,213,007
Supplies and Materials	76,543	76,543	347,398	196,940
Furniture and Equipment	-	-	69,035	-
Other	-	-	-	-
	<u>\$ 10,917,865</u>	<u>\$ 8,758,764</u>	<u>\$ 9,573,283</u>	<u>\$ 9,225,751</u>



**ATHLETICS**

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**Description:** The Department of Athletics provides support through administrative and technical assistance in interscholastic athletics for 32 middle schools, 22 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 25 high school graduations, mid-year graduations and summer school graduations.

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**BUDGET ACCOUNTABILITY:**

Sue Doran  
 Director of Athletics

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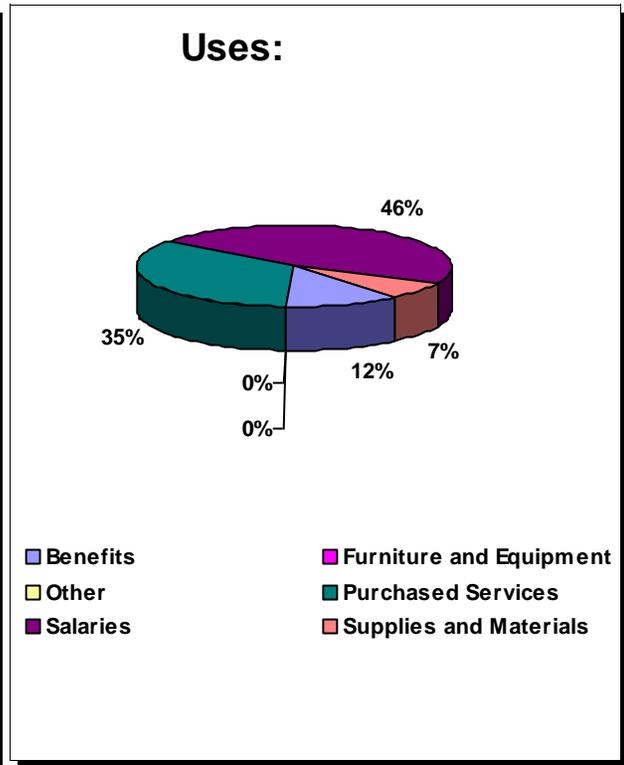
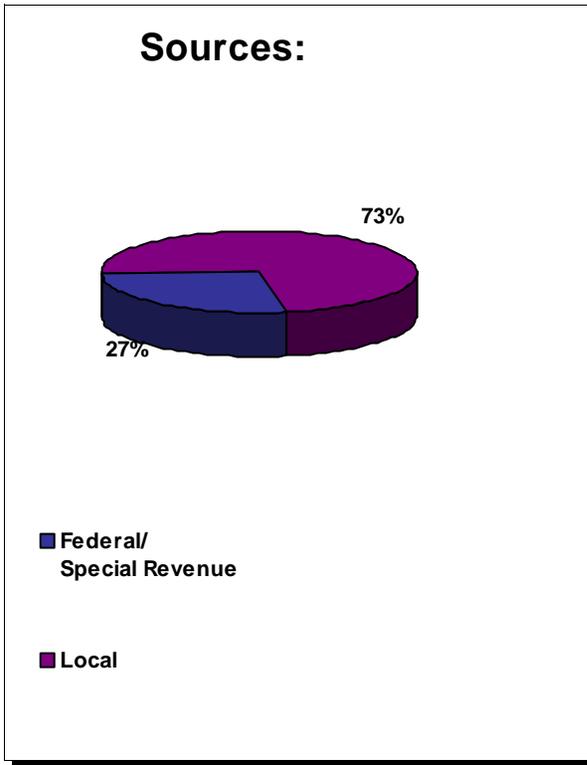
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 26,253
Benefit Increase	6,804
Average Salary Adjustment	(1,668)
Redirected funds from stipends to contracted services	(185,051)
Special revenue adjustment	664,800
<b>Purchased Services</b>	
Redirected funds to contracted services from stipends	185,051
Special revenue adjustment	471,613
<b>Supplies and Materials</b>	
Special revenue adjustment	215,000

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# ATHLETICS

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 2,321,631	\$ 1,952,828	\$ 2,125,324	\$ 2,150,801
Benefits	599,786	457,941	393,240	252,099
Purchased Services	1,755,242	1,095,588	2,101,311	1,862,415
Supplies and Materials	366,544	154,044	76,286	120,845
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 5,043,203</u>	<u>\$ 3,660,401</u>	<u>\$ 4,696,161</u>	<u>\$ 4,386,160</u>



## ALTERNATIVE EDUCATION AND SAFE SCHOOLS

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**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.

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### BUDGET ACCOUNTABILITY:

Lisa Barnes  
Executive Director of Alternative Education and Safe Schools

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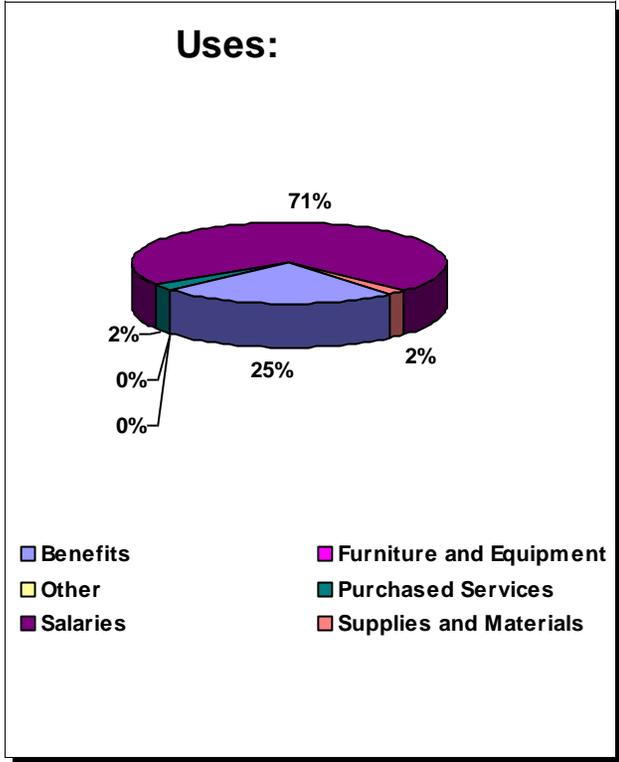
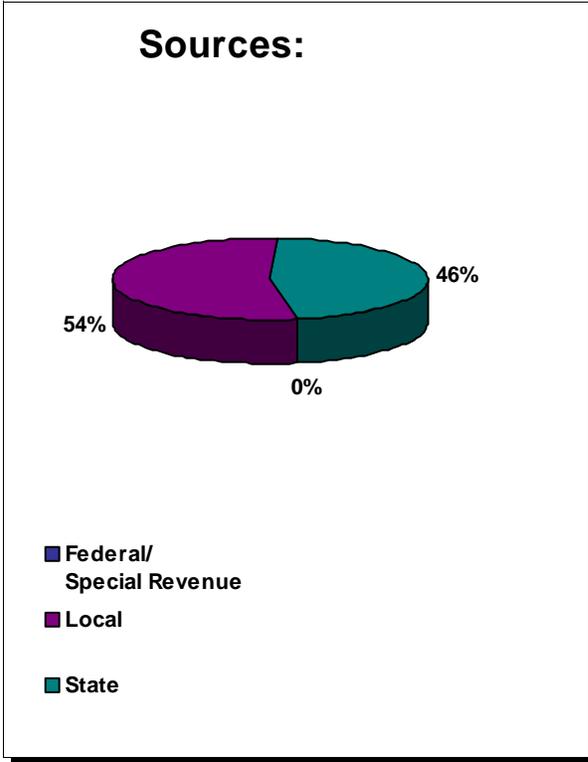
### SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 67,223
Benefit Increase	31,886
Average Salary Adjustment	(43,488)
Central Office Reductions - eliminated data administrator position	(112,630)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# ALTERNATIVE EDUCATION AND SAFE SCHOOLS

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 1,771,159	\$ 1,836,237	\$ 3,136,711	\$ 3,399,506
Benefits	616,967	608,918	924,507	897,670
Purchased Services	59,681	59,681	61,139	40,332
Supplies and Materials	49,035	49,035	28,817	59,895
Furniture and Equipment	357	357	-	-
Other	-	-	-	-
	<u>\$ 2,497,199</u>	<u>\$ 2,554,228</u>	<u>\$ 4,151,174</u>	<u>\$ 4,397,403</u>



## **ASSOCIATE SUPERINTENDENT FOR AUXILIARY SERVICES**

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

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### **BUDGET ACCOUNTABILITY:**

Guy Chamberlain III  
Associate Superintendent for Auxiliary Services

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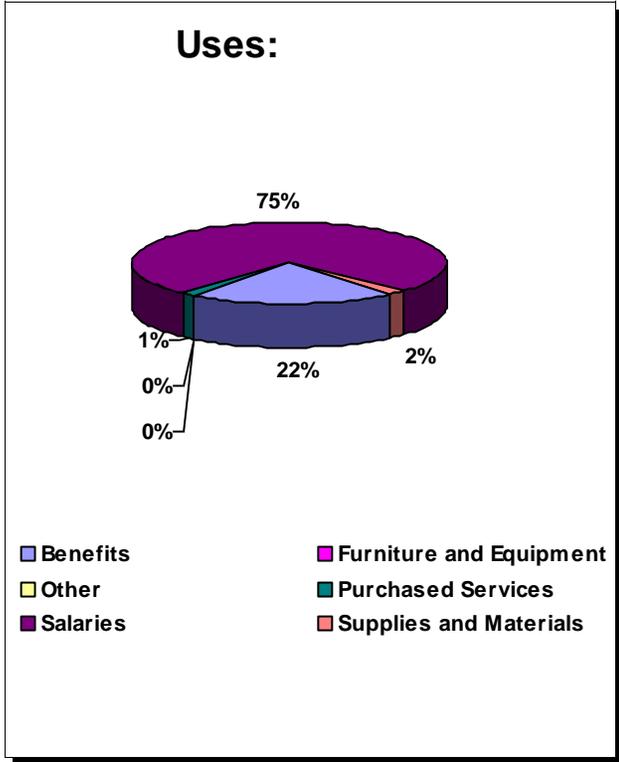
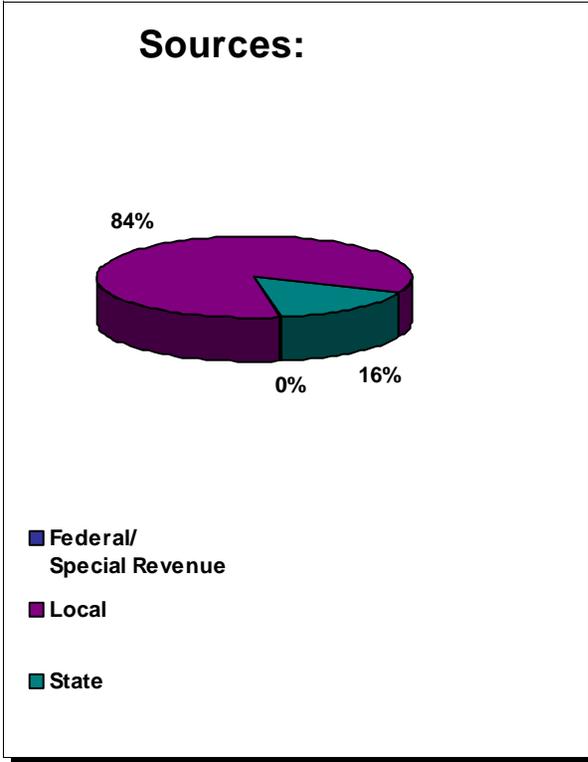
### **SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 19,764
Benefit Increase	8,970
Average Salary Adjustment	\$ (18,922)
<b>Purchased Services</b>	
Redirected funds from contracted services to supplies	(2,749)
<b>Supplies and Materials</b>	
Redirected funds to supplies from contracted services	2,749

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**ASSOCIATE SUPERINTENDENT FOR AUXILIARY SERVICES**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 601,515	\$ 634,157	\$ 612,967	\$ 583,861
Benefits	171,961	174,507	145,339	121,566
Purchased Services	9,700	12,449	9,476	16,071
Supplies and Materials	16,342	13,593	3,140	5,135
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 799,518</u>	<u>\$ 834,706</u>	<u>\$ 770,922</u>	<u>\$ 726,633</u>



## 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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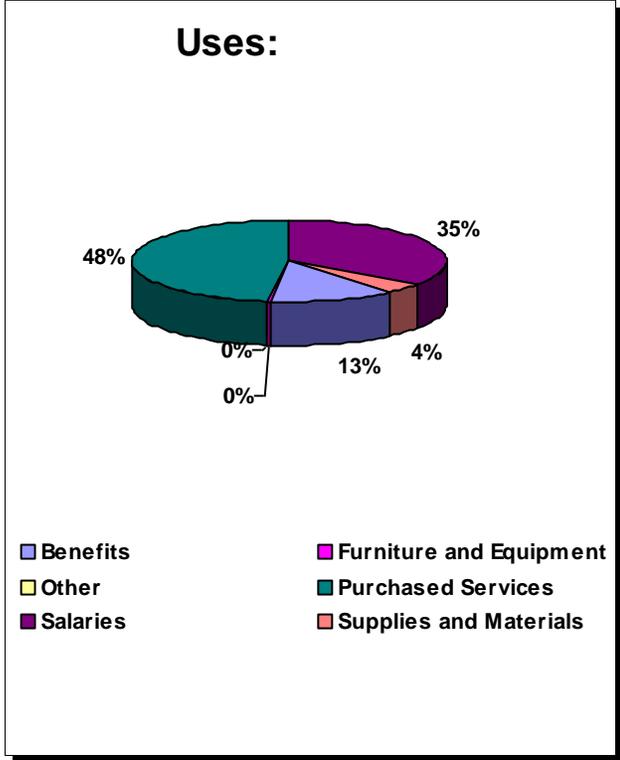
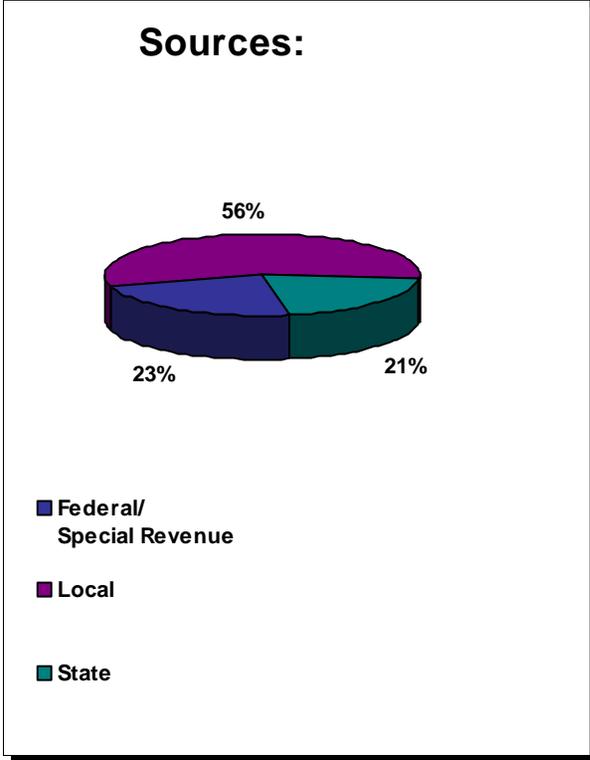
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 1,593,105
Benefit Increase	581,927
Average Salary Adjustment	(448,858)
Redirected funds from salaries to contracted services	(644,000)
<b>Purchased Services</b>	
Reduction of prior year fund balance for maintenance projects and mobile units	(3,200,000)
Reduction in utilities consumption	(1,143,758)
Reduction of prior year funds for one time projects - deferred maint. and move management	(10,329,690)
Redirected funds for insurance premiums to Finance department	(72,100)
Redirected funds for contracted services from salaries	644,000
Utility rate increase	1,792,000
Fund balance appropriation for maintenance projects and mobile units	10,800,000
<b>Supplies and Materials</b>	
Enrollment growth- custodial equipment	20,843

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**BUILDING SERVICES**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 30,210,001	\$ 29,673,749	\$ 27,098,737	\$ 31,778,848
Benefits	11,370,470	10,824,548	10,346,423	9,648,015
Purchased Services	41,762,453	43,278,164	44,359,953	39,322,443
Supplies and Materials	3,575,279	3,554,436	5,159,645	4,441,304
Furniture and Equipment	209,660	209,660	1,588,038	131,757
Other	-	-	-	-
	<u>\$ 87,127,863</u>	<u>\$ 87,540,557</u>	<u>\$ 88,552,796</u>	<u>\$ 85,322,367</u>



## INVENTORY MANAGEMENT AND DISTRIBUTION

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**Description:** The Inventory Management and Distribution 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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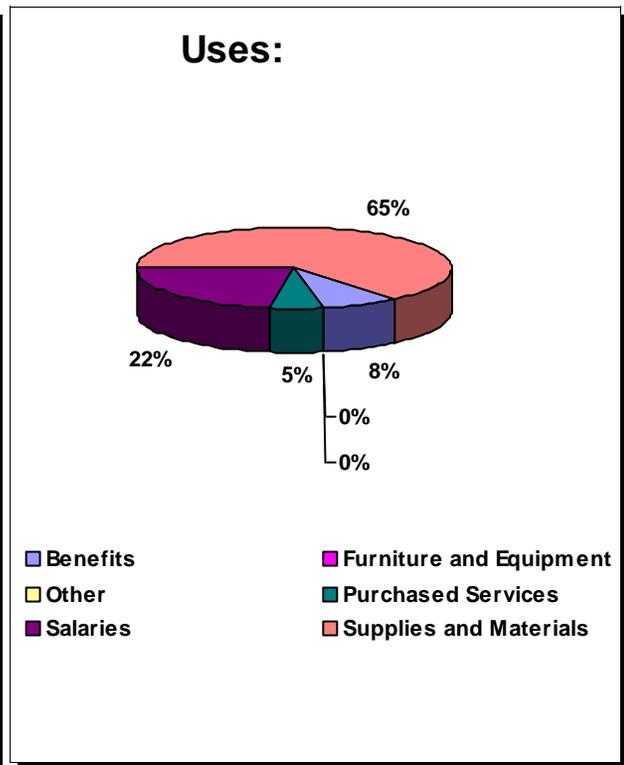
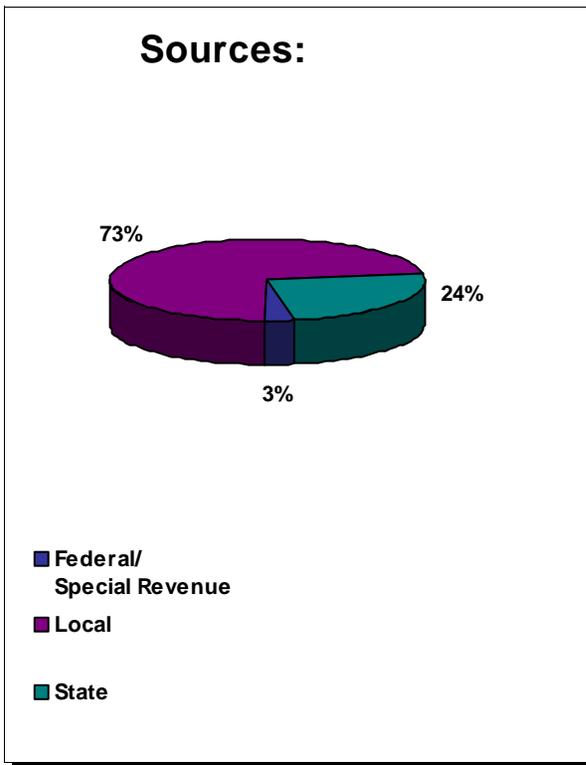
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 66,444
Benefit Increase	35,296
Average Salary Adjustment	(35,387)
<b>Purchased Services</b>	
Redirected funds for contracted services to Transportation	(45,000)
<b>Supplies and Materials</b>	
Redirected funds from textbooks to Career and Technical Education	(121,500)
State Adjustment - textbooks	5,661

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# INVENTORY MANAGEMENT AND DISTRIBUTION

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 1,871,700	\$ 1,846,036	\$ 1,802,626	\$ 1,913,776
Benefits	682,695	642,006	578,669	561,496
Purchased Services	457,547	502,547	1,020,060	455,962
Supplies and Materials	5,338,764	5,454,603	17,058,143	8,607,367
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 8,350,706</u>	<u>\$ 8,445,192</u>	<u>\$ 20,459,498</u>	<u>\$ 11,538,601</u>



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 advantages to the district and numerous community partners.

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**BUDGET ACCOUNTABILITY:**

Alvin B. Griffin  
Director of Graphic Production

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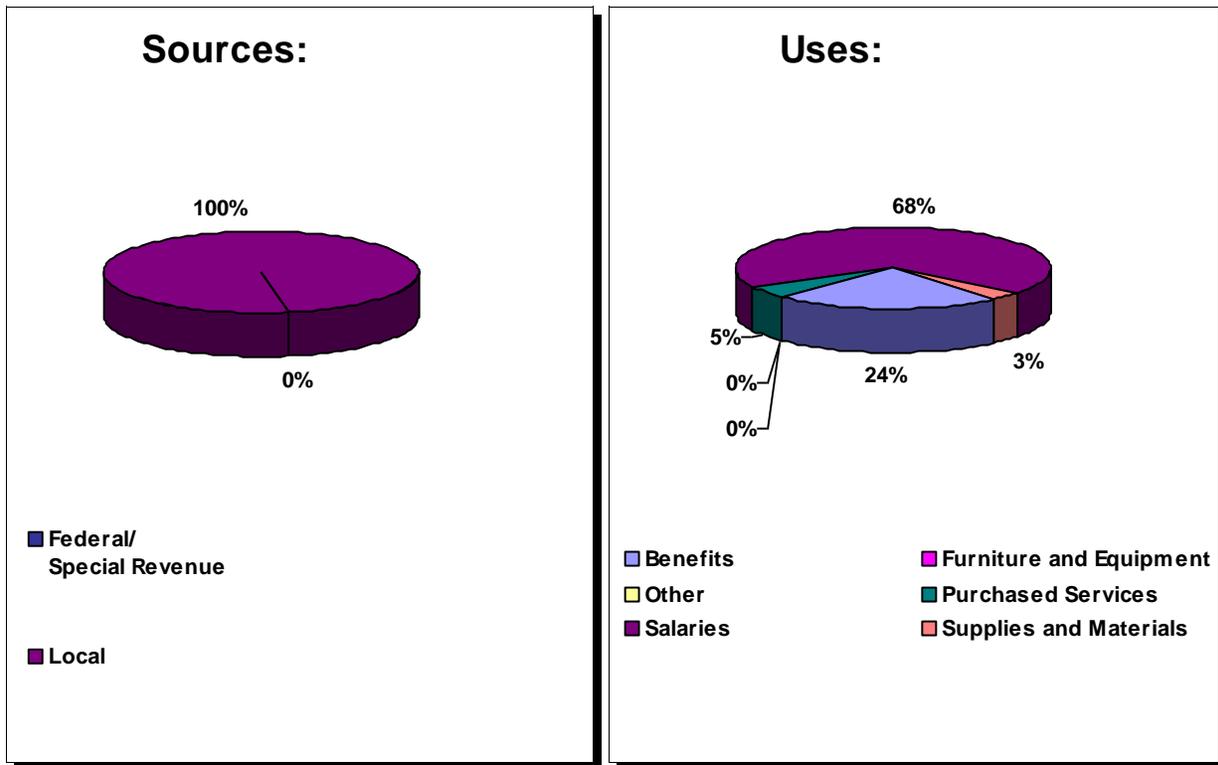
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 24,706
Benefit Increase	10,172
Average Salary Adjustment	(962)
<b>Supplies and Materials</b>	
Redirect funds to supplies and materials for printing from Technology Services	6,000

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 566,525	\$ 547,238	\$ 539,499	\$ 552,074
Benefits	197,457	182,828	161,277	149,163
Purchased Services	39,877	39,877	106,308	35,058
Supplies and Materials	28,400	22,400	50,585	27,382
Furniture and Equipment	-	-	26,250	-
Other	-	-	-	-
	<u>\$ 832,259</u>	<u>\$ 792,343</u>	<u>\$ 883,919</u>	<u>\$ 763,677</u>



## **SAFETY**

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

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### **BUDGET ACCOUNTABILITY:**

Kevin Earp  
Director of Safety

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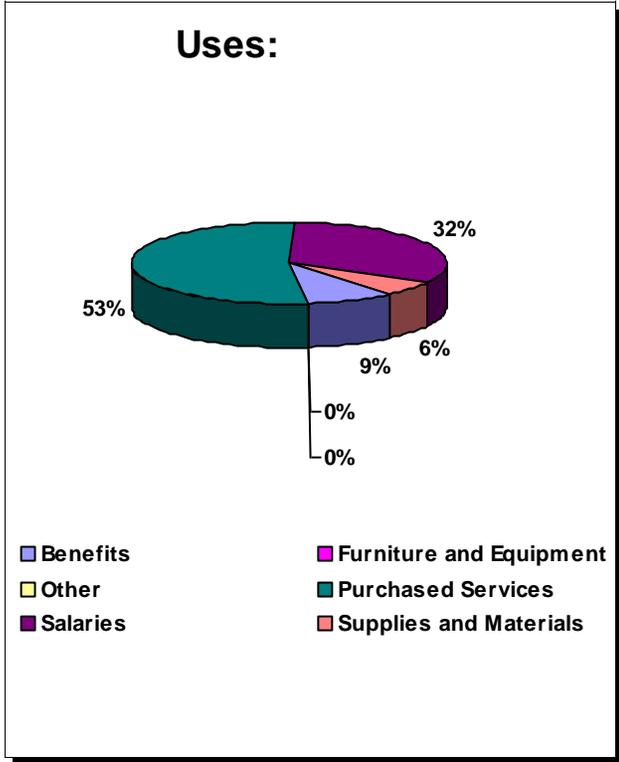
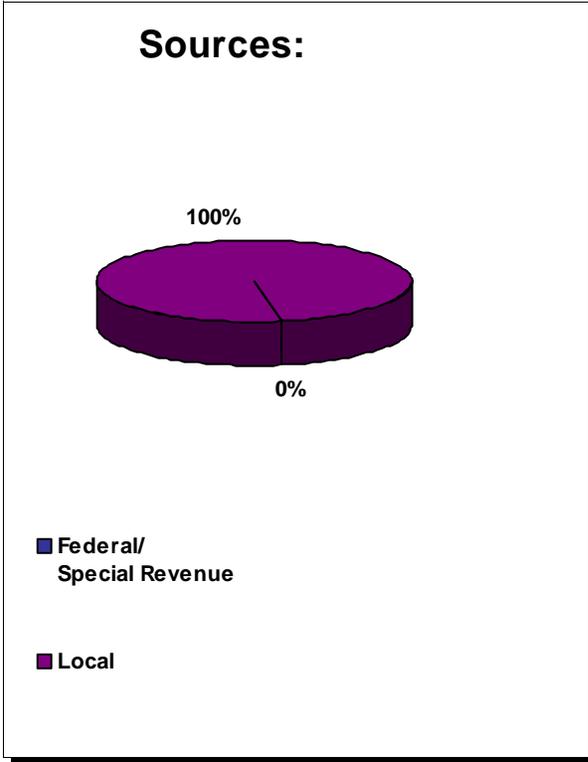
### **SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 6,255
Benefit Increase	2,584
Average Salary Adjustment	19,763

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**SAFETY**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 176,124	\$ 151,233	\$ 111,100	\$ 110,985
Benefits	49,944	46,233	29,994	27,444
Purchased Services	287,528	287,528	252,494	218,766
Supplies and Materials	34,131	34,131	37,720	35,031
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 547,727</u>	<u>\$ 519,125</u>	<u>\$ 431,308</u>	<u>\$ 392,226</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: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

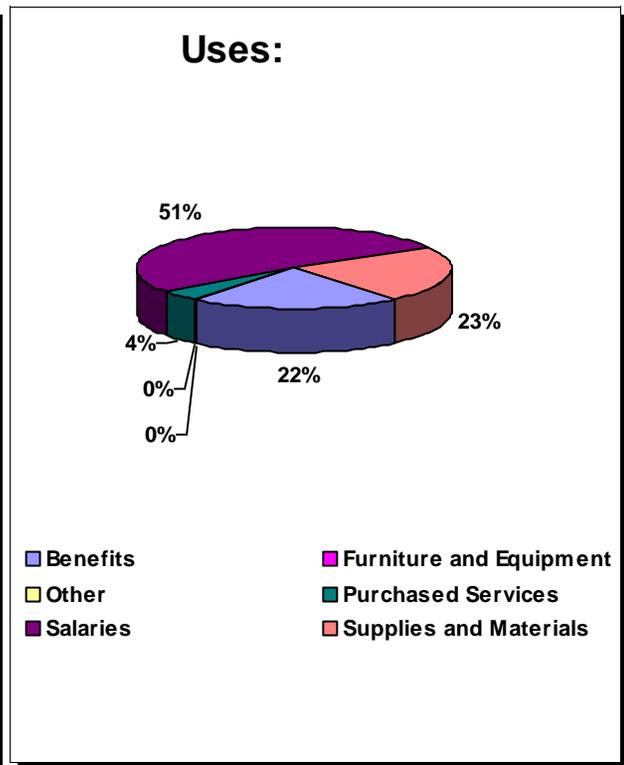
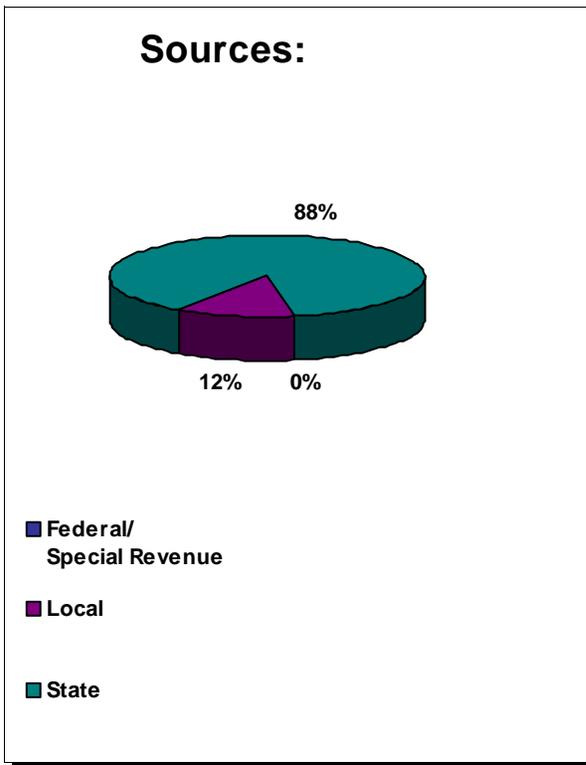
Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 1,804,795
Benefit Increase	642,836
Average Salary Adjustment	(287,025)
Enrollment Growth- added 30 new bus driver positions	876,441
Adjust Bell Schedules	(441,989)
Transportation Efficiency Savings	(390,376)
<b>Supplies and Materials</b>	
State allotment adjustment	3,770,688
Adjust Bell Schedules	(182,252)
Transportation Efficiency Savings	(1,154,924)
Enrollment Growth - oil for buses	3,966
Redirected funds for contracted services from Inventory Management	45,000
<b>Furniture and Equipment</b>	
Enrollment Growth - license and title fees for buses	30,180

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**TRANSPORTATION**

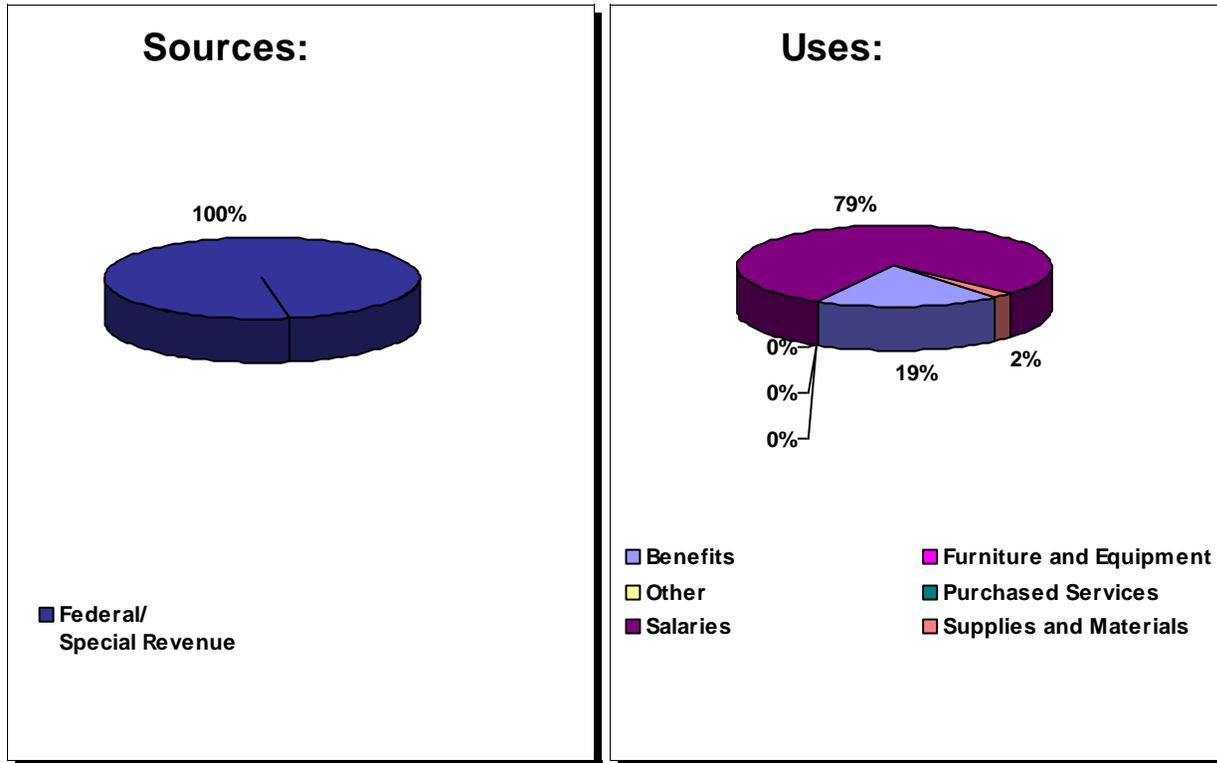
Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 30,437,417	\$ 28,991,077	\$ 32,130,284	\$ 33,070,357
Benefits	12,892,962	12,134,529	11,988,758	11,275,361
Purchased Services	2,401,656	2,356,656	3,118,623	3,344,383
Supplies and Materials	13,355,526	10,918,048	11,386,005	10,918,257
Furniture and Equipment	116,980	86,800	1,843,270	419,859
Other	-	-	-	-
	<u>\$ 59,204,541</u>	<u>\$ 54,487,110</u>	<u>\$ 60,466,940</u>	<u>\$ 59,028,217</u>



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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 425,726	\$ 445,772	\$ 475,083	\$ 486,094
Benefits	103,958	102,559	91,225	83,195
Purchased Services	185	185	917	30,926
Supplies and Materials	12,295	12,295	2,553	9,669
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 542,164</u>	<u>\$ 560,811</u>	<u>\$ 569,778</u>	<u>\$ 609,884</u>

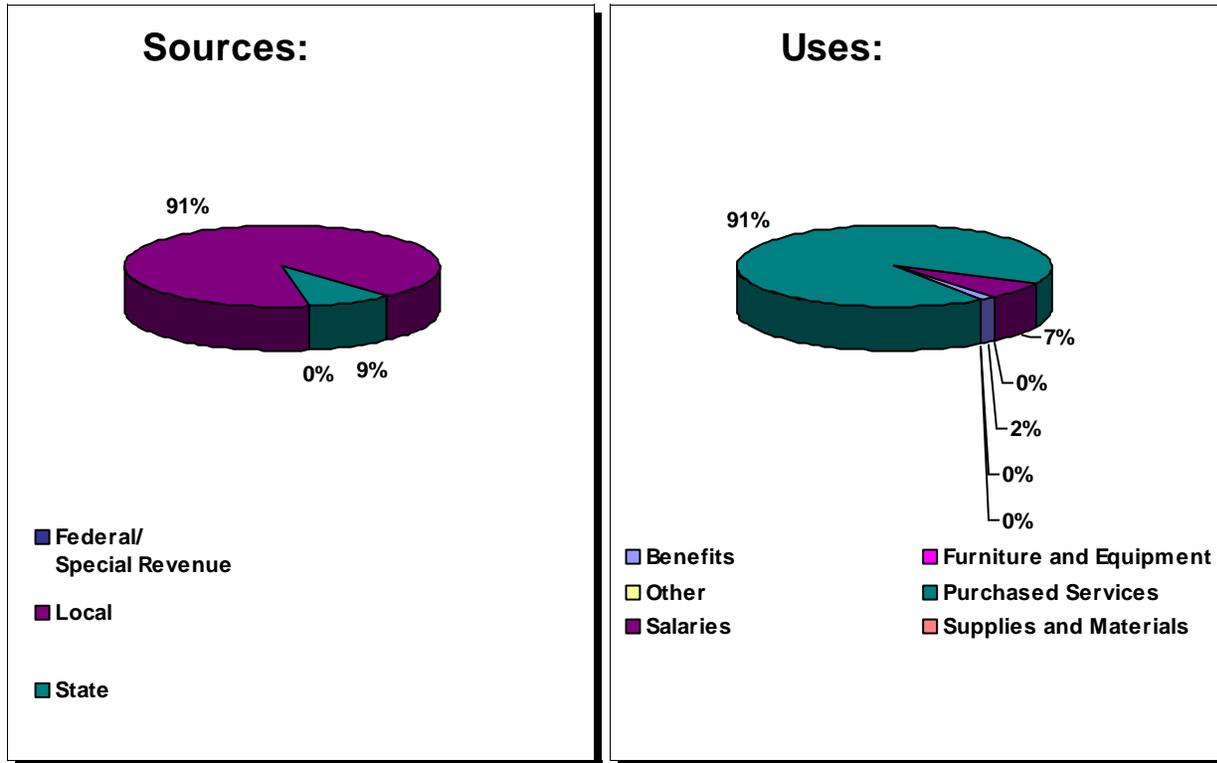
Note: Significant Changes: Cost of Living Increase and Market Adjustment of \$2,508. Benefit Increases of \$5,570. Average Salary Adjustment of (\$6,478). Central Office Reductions for overtime of \$20,247.



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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 36,520	\$ 440,693	\$ 43,616	\$ 291,102
Benefits	9,418	76,122	11,816	58,756
Purchased Services	470,877	-	442,986	548,309
Supplies and Materials	-	-	1,106	-
Furniture and Equipment	-	-	-	(2,889)
Other	-	-	-	-
	<u>\$ 516,815</u>	<u>\$ 516,815</u>	<u>\$ 499,524</u>	<u>\$ 895,278</u>

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



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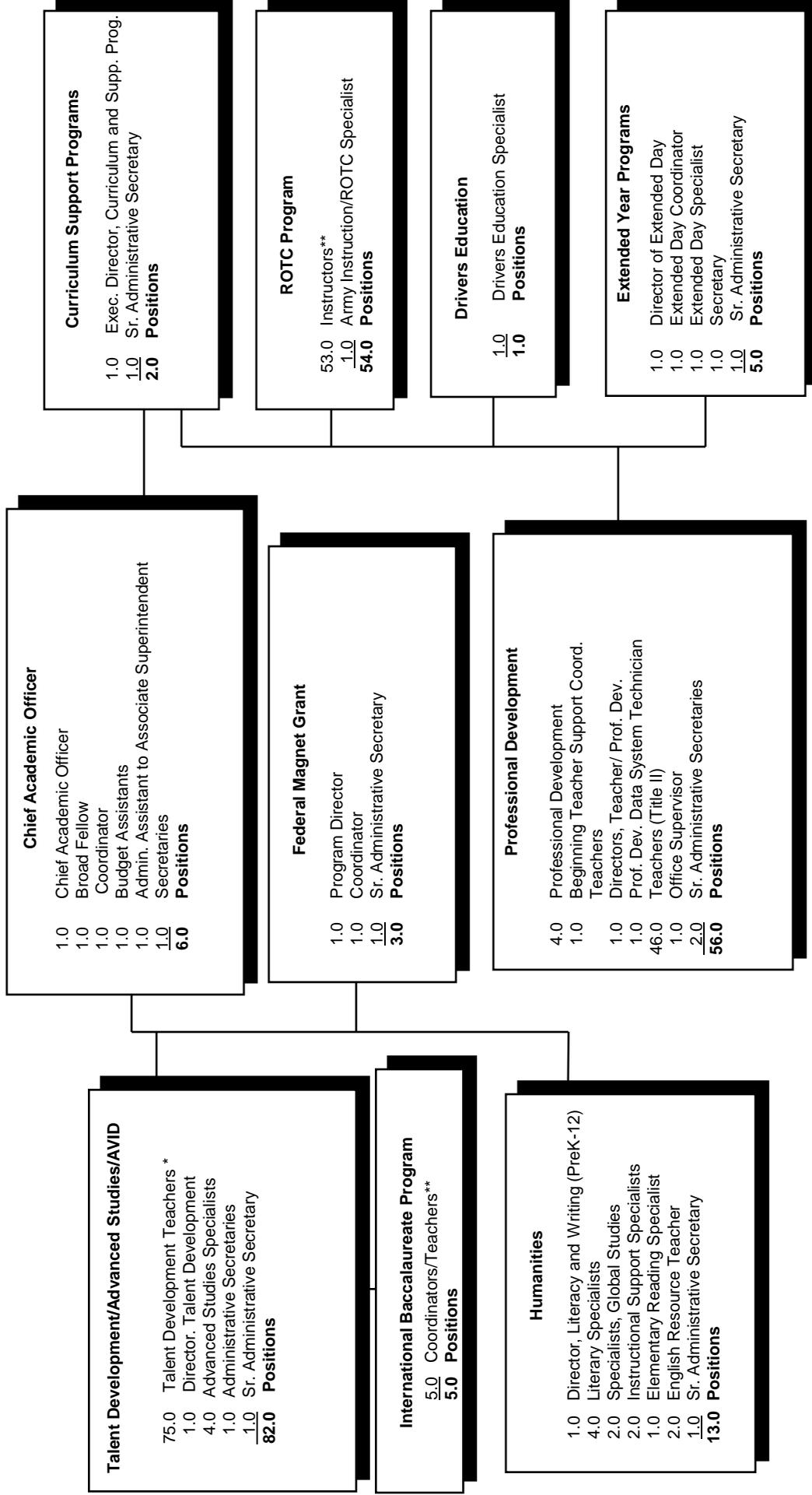
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# ACADEMIC SERVICES DIVISION

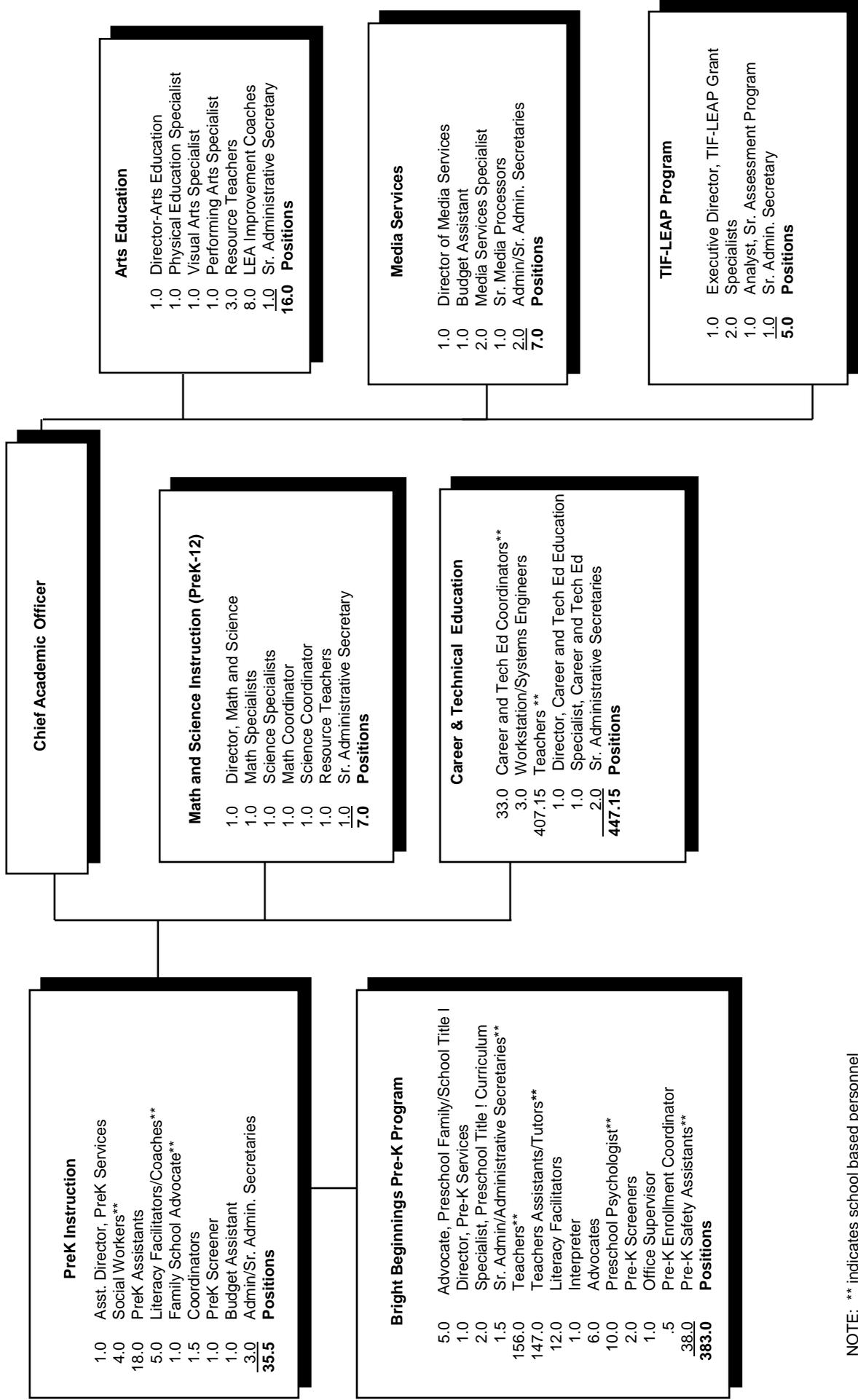
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# Academic Services Division Page 1



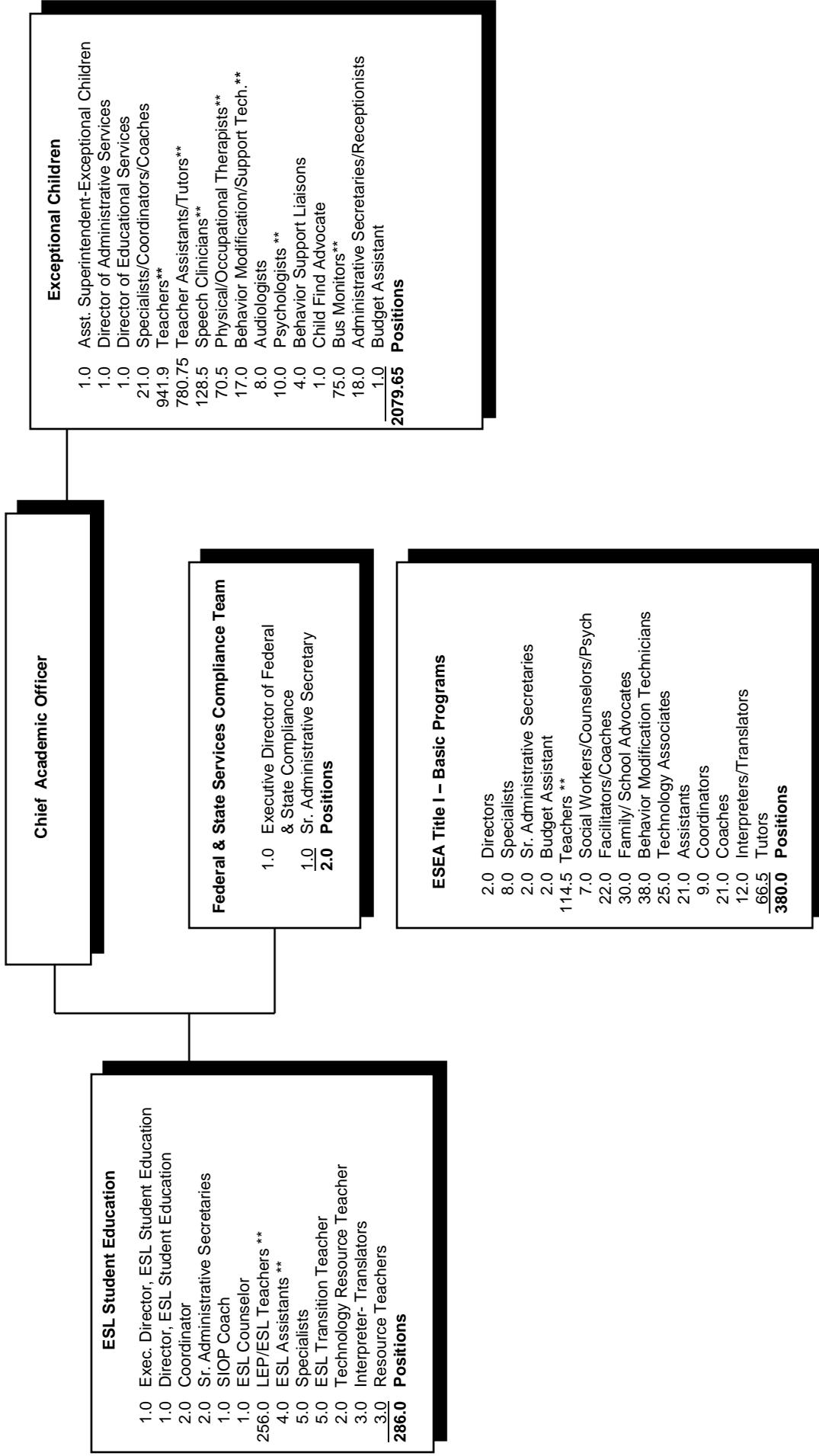
# Academic Services Division Page 2



NOTE: \*\* indicates school based personnel  
This Organizational Chart represents the FY 2011-12 Adopted Budget

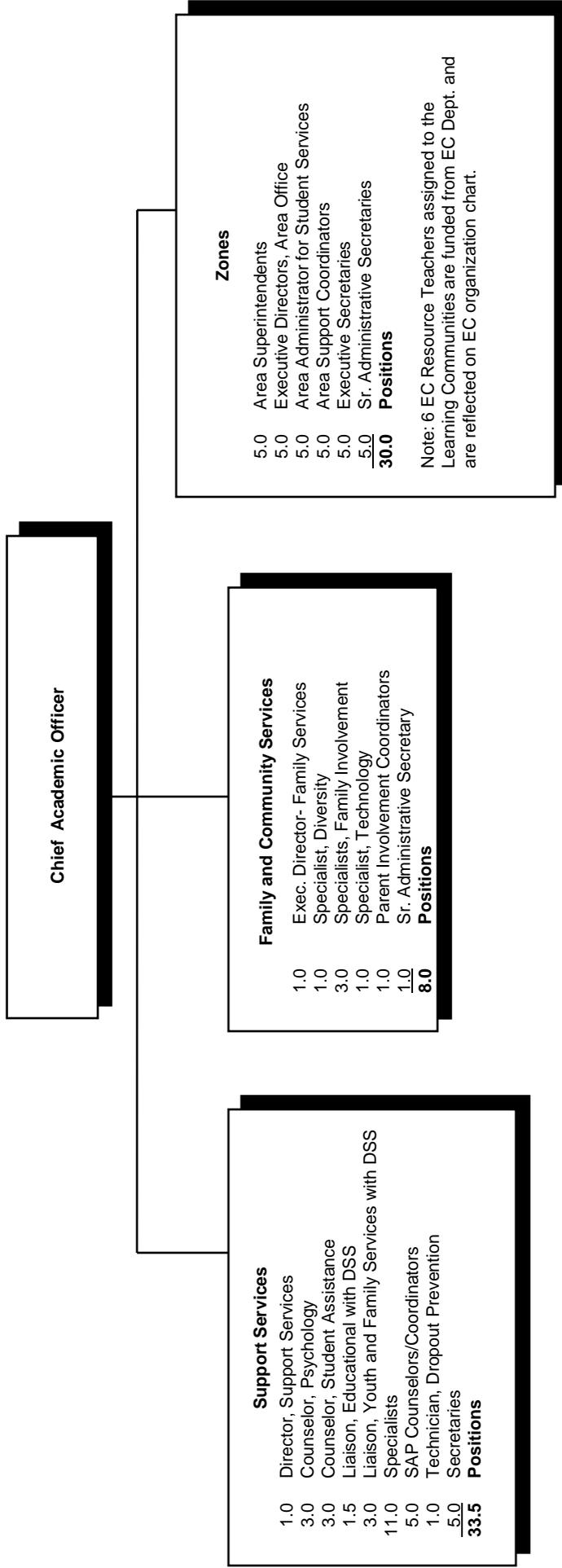
# Academic Services Division

## Page 3



NOTE: \*\* indicates school based personnel

# Academic Services Division Page 4



## **ACADEMIC SERVICES DIVISION**

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

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

##### **Goals 2012-2013**

- 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
- Support the middle school gifted program to ensure that gifted students and students who have high academic potential are being appropriately served
- 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
- Revise TD Identification in CMS 2012-2015 Gifted Education Plan
- Clarify Catalyst Model in CMS 2012-2015 Gifted Education Plan

##### **Objectives 2012-2013**

- 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
- Train teachers and administrators in differentiating curriculum and instructional delivery to better serve all students, especially potential drop-outs
- Maintain 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
- Facilitate and provide guidance in the implementation of the CMS 2010-2013 Gifted Education Plan
- Improve the technology and resource opportunities in Horizons classrooms, grades 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 incorporating 21st century skills in order to raise the level of thinking, production, and challenge.
- Facilitate and provide guidance in the implementation of the COGAT7 test for TD identification
- Revise the CMS Gifted Plan with a focus on middle school services and identification
- Expand the second grade pilot program for TD identification to include all LEP students

##### **Accomplishments 2011-2012**

- Provided training and support in differentiation strategies/activities for students at or above grade level in mathematics and reading, grades K-8
- Built and refined AVID programs, supported data collection, monitored and supported AVID certification process
- Expanded the district initiative on instructional rigor by increasing the number of teachers and administrators directly trained and offering more comprehensive plans focused on specific strategies and instructional practice.
- 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

## **ACADEMIC SERVICES DIVISION**

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

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- Provided extensive training to teachers and administrators K-12 throughout the district through programming and strategies: AVID, AP/IB (training institutes and professional alliances), Magnet Institute, Academic Facilitators, Elementary Catalyst teachers, etc...
- Expanded the second grade LEP pilot program to five schools for TD identification
- Created the Teachscape CMS Instructional Coaching Tool to facilitate data collection for district-wide professional development needs
- Implemented Talent Development Update to evaluate the elementary TD program during the current school year.
- Revised the TD Catalyst teacher placement process to include principal feedback.
- Provided M2 and Junior Great Books resources and training to LI/TD Magnet Schools.
- Selected TD Catalyst teachers to become Hands-On Equations trainers for the department and arranged for TD Catalyst teachers to participate in Hands-On Equations conference.

### **HUMANITIES**

#### **Goals 2012-2013**

- Ninety-five percent of students will achieve at or above standard on reading End-of-Grade (EOG) tests in grades three through eight.
- Eighty percent of students will achieve at or above standard on the End-of-Course (EOC) composite tests.
- Disparity based on race, ethnicity and socioeconomic status will not exceed 10 percentage points on all academic measures.
- Provide principals and teachers the tools they need to work effectively.

#### **Objectives 2012-2013**

- Write teacher-friendly curriculum guides aligned to the new Common Core State Standards and NC Essential Standards for all courses.
- Develop performance assessments for all courses.
- Provide excellent professional development for teachers, principals and other stakeholders for the implementation of the new Common Core State Standards and NC Essential Standards.
- Serve in state and national leadership roles for literacy and global education
- Expand community partnerships
  - Collaborate with Parent University to offer global speaker series throughout the district
  - Develop partnerships to support scholarships for study abroad
- Increase the number of students participating in Study Abroad experiences
- Increase international school partnerships

#### **Accomplishments 2011-2012**

- In preparation for the dramatic shift to the new Common Core State Standards and the NC Essential Standards, the Humanities Department designed and provided five full days of Common Core and Essential Standards training in 2011-2012 as designated by the North Carolina legislature.
- All principals, teachers, zone personnel, and Curriculum and Instruction division personnel attended this state-mandated training. CMS is well-prepared for the shift in standards that will occur in 2012-2013. This training also provided solid professional development to improve North Carolina End-of-Grade (EOG) and End-of-Course (EOC) tests for the 2011-2012 school year.
- In addition, the Humanities Department has provided monthly professional development for principals, assistant principals of instruction, literacy facilitators, academic facilitators, curriculum and instruction division members, department chairs, and alliance members.

## **ACADEMIC SERVICES DIVISION**

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

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#### **MAGNET SCHOOL PROGRAMS**

##### **Goals 2012-2013**

- Magnet school programs will assist CMS in achieving systemic reforms and providing students the opportunity to meet challenging State academic content standards and student academic achievement standards by providing innovative instruction, distinctive environments and novel experiences in order to actively engage students in the learning process, resulting in higher student achievement on formal and common assessments.
- Courses of instruction within magnet schools will substantially strengthen the knowledge of academic subjects and attainment of tangible and marketable vocational, technological and professional skills of students by raising academic expectations and motivating students to graduate on time and ready to continue with postsecondary education and/or productive employment in the 21st century workplace.
- The development and design of innovative educational methods and practices will increase choices and promote diversity in CMS elementary and secondary schools by purposefully implementing distinctive and rigorous thematic components to attract diverse student populations and to ensure that magnet students are well-prepared, future global citizens. Parent and community connections will be enhanced through the delivery of high-quality magnet programs which build and sustain family interest, involvement and support.

##### **Objectives 2012-2013**

- Plan for and initiate implementation of an elementary Year-Round, Multi-Track Visual and Performing Arts magnet program at First Ward Creative Arts Academy in July 2013.
- Continue growth of Mandarin Chinese magnet program at Waddell Language Academy with implementation of grade 6 and complete K-8 expansion initiative to achieve an established middle school component on-site with addition of grade 8 at Collinswood and Oaklawn Language Academies and Morehead STEM Academy.
- Review and monitor all magnet programs for increased student achievement, enrollment and retention as well as to strengthen, improve or modify programs as appropriate.
- Positively reinforce parent and community connections by providing exemplary customer service and communicating accurate and concise information about magnet programs processes to all magnet program customers.

##### **Accomplishments 2011-2012**

- Added grade five to Chinese Immersion at Waddell Academy, grade 6 to Chantilly Montessori, grade 7 to Collinswood and Oaklawn Language Academies and Morehead STEM Academy, and grade 8 to the Montessori program at Sedgely Middle School.
- Sustained high academic performance with magnet students achieving higher rates of proficiency, growth, gap reduction and cohort graduation than their non-magnet peers.
- Recognized by Magnet Schools of America with magnet schools receiving ten School of Excellence and three School of Distinction National Magnet Merit Awards for 2012.
- Maintained magnet school applications, wait pools and enrollment in spite of impact of shuttle-stop transportation at 11 magnet schools and the reduction from 41 to 37 schools and from 11 to 10 magnet programs for 2011-12 resulting from Comprehensive Review.
- Provided professional development for magnet school staff through local, state and national collaborations with IBM, UNC at Charlotte, Queens University, ImaginOn, World View, Magnet Schools of America and the CMS Advanced Studies department.

#### **PREK-12 CURRICULUM SUPPORT PROGRAMS**

##### **Extended Day, Response to Instruction, Supplemental Educational Services (SES)**

## **ACADEMIC SERVICES DIVISION**

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

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#### **Goals 2012-2013**

- Design and implement a Response to Instruction (Rtl) model for CMS that will help teachers adjust instruction as needed for struggling students
- Provide alternative settings or means for students to earn credits towards graduation
- Students graduating on time will increase by 3 percent
- The dropout rate will be reduced among all populations of students

#### **Objectives 2012-2013**

- 100% of students achieve more than a year's worth of growth in a year's time
- 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 additional academic support in order to meet graduation requirements
- Provide leadership and support to schools offering Distance Learning programs
- Implement Supplemental Educational Services (SES) for CMS schools

#### **Accomplishments 2011-2012**

- Administered extended day before and after school academic tutorials and Saturday programs for elementary, middle and high schools
- Supported the implementation Credit-Recovery programs in high schools
- Implemented summer academic programs in core content areas as well as ESL
- Directed the administration of Distance Learning Programs such as North Carolina Virtual Public School (NCVPS)
- Increased the number of students who successfully completed a distance learning course in CMS
- Provided after school tutorials to 22 Title I schools and over 600 students through CMS-SES program
- Provided professional development to Rtl implementation sites so that schools could provide interventions to struggling students
- Increased the number of school-based behavior support staff who received training in functional behavior support

### **DRIVERS EDUCATION**

#### **Goals 2012-2013**

- Utilize the NC SBE adopted standard Driver Education Curriculum in all classes.
- Increase number of students who take a course in Driver Education.
- Maintain high level of involvement with DE contractor supervisors and staff evaluators.
- Participate in CMS initiative – BYOT.
- Align CMS Driver Education goals with state and national administrative standards.
- Engage parents in continuing to teach and monitor their child in BTW practical experience.
- Insure that all Driver Education teachers are First Aid, CPR and AED certified.

#### **Objectives 2012-2013**

- All CMS Driver Education teachers will teach using the standard State Board of Education Driver Education curriculum.
- Publish a schedule for and offer a course in Driver Education and Vehicular Safety to all eligible students in Mecklenburg County.
- Supervise CMS Driver Education contractor and encourage improvement in classroom teaching and student learning.
- Offer professional development aimed at teaching the use of technology tools in the classroom – with an eye on emphasizing Digital Citizenship.

## **ACADEMIC SERVICES DIVISION**

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

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- Work with NC DPI to implement national administrative standards statewide.
- Offer parent night sessions aimed at providing parents with good information on how to best assist their child in BTW sessions
- Offer a professional development course in First Aid, CPR and AED training.

#### **Accomplishments 2011-2012**

- Provided professional development opportunities and training support for all CMS Driver Education staff.
- Participated in monthly DE teacher staff meetings.
- Responded to all parent and community concerns and provided solutions and resolutions to problems.
- Held semi-annual meetings with DE Site Coordinators to disseminate new and important information.
- Provided support for DE Site Coordinators in fulfilling their duties.
- Offered a course in Driver Education to all eligible students in Mecklenburg County.
- Maintained a safe, attractive and dependable fleet of instructional vehicles.
- CMS Driver Education Specialist elected president of national Driver Education Association (ADTSEA)
- CMS Driver Education Specialist appointed as Executive Director of NC Driver Education Association (NCDTSEA)
- CMS Driver Education Specialist was appointed to the state DE Advisory Board.
- CMS Driver Education Specialist was appointed to the state Unintentional Death Committee – a subcommittee of the NC Governor’s Child Fatality Task Force.
- Developed and implemented a friendly process for students to pay the \$45.00 fee for a course in Driver Education.
- Organized and conducted the annual CMS/JDS “Driver Education Rodeo”.
- Presented Driver Education information at state, regional and national Driver Education conferences.

#### **ARTS EDUCATION**

##### **Goals 2012-2013**

- Conduct an Arts Education Program Review, gathering district data to determine the “State of the Arts” in Charlotte-Mecklenburg Schools. Program review will include all Arts disciplines: Dance, Music, Theatre Arts, and Visual Arts at all grade levels.
- Facilitate implementation and professional development on the North Carolina Arts Education Essential Standards and integration of the Common Core State Standards.
- 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.
- Maintain partnerships between community arts organizations and CMS Arts Education department.

##### **Objectives 2012-2013**

- Design an Arts Education Program Review instrument with assistance from a committee comprised of CMS Visual Arts and Performing Arts specialists, administrators, and teachers.
- Analyze data from Program Review to develop Summary report on CMS ‘State of the Arts’.
- Collaborate with the NC Department of Instruction for the development of common assessments in the Arts.
- Align Essential Standards and CMS course offerings to the new course code structure implemented by the Department of Public Instruction.
- Fully implement SmartMusic technology for all middle and high school music programs.

## **ACADEMIC SERVICES DIVISION**

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

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- Develop long range sustainable technology plan for implementation in visual arts courses.
- Support utilization of “Bring Your Own Technology” in arts education courses.
- Collaborate with Arts and Science Council to promote success of ‘Theory of Action’ initiative.

#### **Accomplishments 2011-2012**

- Successfully coordinated dissemination of equipment and supplies from the closing of CMS elementary, middle and high schools.
- Drafted benchmarks to assist in the pilot of common assessments in Arts Education
- Arts Education Specialists participated in training from NC Department of Public Instruction regarding implementation of the NC Essential Standards.
- Provided professional development sessions for principals at the annual Leadership Academy.
- Conducted Professional Development for all Arts Education Teachers focused on new Essential Standards, including assessment and 21st Century Learning, and on implementation of Common Core State Standards.
- Provided training for all secondary music teachers in SmartMusic technology for use in pilot assessments.
- Utilized Wikispaces, Webinars, VoiceThreads, YouTube, Photoshop, and Survey Monkey to introduce teachers to various technologies for use in their classrooms and personal professional development.
- Performing Arts Department hosted Elementary Honors Chorus, Middle School Honors Chorus, Middle School Honors Band and Middle School Honors Orchestra events for students who excel in music.
- Dance Department hosted the first K-12 Honors Dance under the Arts Education Department for students who excel in dance.
- Performing Arts Specialist attended the National Association for Music Education Conference and held monthly webinar meetings as part of the Chair-Elect responsibilities for the National Council of School Program Leaders.
- Visual Arts Specialist participated in the National Art Education Association Research Delegation to Cuba to study arts education.
- Visual Arts Specialist serves on the National Coalition for Core Arts Standards Visual Arts Writing Committee.
- Arts Education Specialists serve on the Arts and Science Council (ASC) Grant Review Board to determine provisions, curriculum alignment and funding levels for artists-in-residency programs at CMS schools.
- Collaborated with Opera Carolina, Charlotte Symphony, North Carolina Dance Theatre and ASC to plan a 2012-2013 fifth grade field trip.
- Visual Arts Department planned, organized, and implemented a field trip for over 10,000 fifth graders to the Romare Bearden Exhibition at the Mint Museum.
- Visual Arts Department planned, organized and implemented professional development for all visual arts teachers at the Mint Museum, Gantt Center for African American Arts, and the Bechtler Museum of Modern Art.
- Performing Arts Department collaborated with Charlotte Concerts to host a ‘Phantom of the Organ’ field trip for select elementary schools and after school programs.
- Visual Arts Department and Wells Fargo collaborated to create artistically painted oversized Rocking Chairs which were exhibited during the Wells Fargo Community Day and later auctioned to raise money for the ASC.
- Performing Arts Department collaborated with Lorrie Mauney to host the Youth Harmony Festival.
- Arts Education Department collaborated on student programs, community projects, and professional development opportunities with the following organizations: Parent University, Metropolitan Opera (NYC), Winthrop University, University of North Carolina at Charlotte, University of North Carolina at Chapel Hill, Appalachian State University, Meredith University, Barton College,

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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Bechtler Museum of Modern Art, Mint Museum, Voice Workshop (NYC), Gantt Center for African American Arts, Levine Museum of the New South, McColl Center for Fine Arts, North Carolina Museum of Art, Opera Carolina, Children's Theatre of Charlotte, Charlotte Symphony, North Carolina Dance Theatre, Discovery Place, Charlotte Concerts, Youth Harmony Festival, Wells Fargo Community Outreach and Blumenthal Performing Arts Center.

#### CHARACTER HEALTH AND BULLY-HARASSMENT PREVENTION

##### Goals 2012-2013

- Support the cultivation of positive school climates promoting safe learning environments free of bullying and harassing behaviors.
- Foster the 'Whole Child' approach to create a healthy, safe, engaged, supported and challenging learning environments for students through interdepartmental collaboration
- Increase accountability for district policies, regulations, guidelines and curriculum related to school climate and safety that support student engagement and academic success
- Identify and expand strategic partnerships to integrate effective character programs and services to students, staff and families

##### Objectives 2012-2013

- Provide ongoing professional development and technical assistance to schools and teams (bully prevention and character development teams). This includes leadership training on current policy and regulation changes.
- Revise Bullying Prevention Policy Implementation and Accountability Plan to help close the gap on school related incidents.
- Increase the number of active school contacts to 100% (currently 85%)
- Increase the number of strategic partnerships by 5.
- Visit and assess character and bully prevention programs at a minimum of 10 schools at each level by May, 2013
- Collaborate with department staff to develop an effective, integrated data management system to collect outcome data to inform internal and external stakeholders.
- Increase the number of Parent University workshops on Bullying and Harassment prevention strategies by 30%. The focus will be community and parental presentations.
- Build and implement the Making it Better campaign that includes one Engage summit.
- Work in close alignment with Coordinated School Health to include school climate data collection.
- Expand No Easy Walk

##### Accomplishments 2011-2012

###### Created Making Monday Count Initiative

- Making Mondays Count is part of a comprehensive approach to Character Development and Bullying-Harassment Prevention. The focus is one that uses all phases of school life as opportunities to positively impact school climates across CMS. There has been an important component of education missing in our schools: the blending of character development with academics.
- The district-wide bullying prevention and character education process, Make Mondays Count, began Monday, August 22, 2011. It enables us as a district to focus on one theme per month and one thought per week, coordinated using the *Every Monday Matters* book and concept. The idea is not to add work but to compliment what we do. The expectation is that everyone across the district will be focused with one main idea.

###### Developed Bullying-Harassment Prevention Action Plan

- Established Bullying-Harassment Steering Committee
- United CMS departments to develop greater support, implementation, and accountability

## **ACADEMIC SERVICES DIVISION**

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

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- Revised CMS Bullying-Prevention Implementation and Accountability Plan
- Established leadership trainings
- Established community training modules
- Established and launched technology platforms to support community and district wide prevention information
- Assisted in developing and implementing a pilot-program providing ways of tracking recorded incidents and recognizing bullying trends.

#### **Professional Development**

- Parent University Classes: school-based and community based
- Leadership training for school leadership teams
- ASEP Bully Prevention workshops
- Community bully prevention conferences and workshops

#### **Character All-Stars**

- Charlotte-Mecklenburg Schools, Harris Teeter, and the Carolina Panthers partnered this year to recognize outstanding students and schools that exemplify the district's character development initiative.
- Revised Character development to create main focus to recognize students and staff that affect positive change on the collective character of the school through four dimensions; intellectual character, moral character, performance character, and civic character.

#### **No Easy Walk**

- Implemented No Easy Walk into Hawthorne HS: Through a strong foundation of experiential and adventure based teambuilding, positive relationships are bonded and extended through the students and staff. Teams of empowered students use critical thinking, collaborative caring and positive decision making that directly impacts their school and community.
- Submitted No Easy Walk grant application into Project Lift

#### **New Partnerships**

- Mecklenburg County Worksite Wellness Council Advisory Council
- Food Policy Council Expert Panel
- UNCC Health and Human Services Committee
- Advisory Council for MCHD Core Student Advisory Group

#### **Developed Making it Better Campaign**

- Empowers students to take ownership in their school and community through a student-led community collaboration.
- launched a student empowerment initiative, called Engage to enhance school climates with a particular focus on building support teams
- Organized the Engage Summit on March 21st

#### **Expanded Field to Fork**

- Co-developed grant application to the 704 project which allowed our group to award 14 elementary Field to Fork garden grants
- Developed wiki site and Facebook page for Field to Fork

#### **PRE-K PROGRAMS = NORTH CAROLINA AND BRIGHT BEGINNINGS**

#### **Goals 2012-2013**

## **ACADEMIC SERVICES DIVISION**

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

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- Maximize impact of Pre-Kindergarten program on increased student achievement and graduation rate
- Meet social and academic learning needs of Pre-Kindergarten students to ensure readiness for Kindergarten
- Provide support and resources to schools to improve parent and community collaboration, which will serve to strengthen children's education and success

#### **Objectives 2012-2013**

- Provide professional development and materials to implement research based curriculum and practices with fidelity
- Develop practices aligned with the kindergarten literacy and math common core standards
- Provide expectations, direction, and leadership to schools to support curriculum implementation, effective practices and compliance
- Strengthen the differentiated coaching model to increase rigor for increased student achievement
- Provide high quality service to families and students who participate in the Bright Beginnings and NC Pre-Kindergarten Program intake process
- Support schools in providing high quality customer service and educational support to parents

#### **Accomplishments 2011-2012**

- Managed program movement and provided support to new site administrators
- While revising the service level, maintained program fidelity
- Continued PLC focus on Pre-K literacy
- Implemented a refined coaching model to increase rigor, differentiation, and improve instruction
- Provided framework and support for increased Pre-K – Kindergarten alignment, especially with the Common Core Standards and pre-requisites
- Incorporated modified "Writer's Workshop" in Pre-K classes
- Provided high quality customer service to the families who applied for Bright Beginnings and NC Pre-K
- Ensured communication with minority language parents through bilingual interpreters

### **MATH AND SCIENCE INSTRUCTION**

#### **Goals 2012-2013:**

- 85% of students will achieve at or above standard on mathematics (EOG) tests in grades 3-8 (81.7% with re-tests in 2010-2011)
- 75% of students will achieve at or above standard on science (EOG) tests in grade 5 and 8 (73.2% in 2010-2011 with re-tests)
- 75% of Algebra 1 students will achieve at or above standard on the Algebra 1 EOC (73.9% with no re-tests in 2010-2011)
- 80% of Biology students will achieve at or above standard on the Biology EOC (77.6% with no re-tests in 2010-2011)
- STEM teachers will increase their usage of Discovery Education by 10% to engage students and explore STEM careers
- STEM classes will provide students with experiences that help them reduce utility consumption at school and at home by 20%, solid wastes by 5% and pollutants by 20%

#### **Accomplishments 2011-2012**

- **Gates Math Formative Assessment Grant Funds Received:** CMS received more than \$100,000 in grant from 2010-2011 to use with high school math teachers to increase the rigor of their math teaching. Participants worked with the Silicon Valley Math Initiative to modify and implement

**ACADEMIC SERVICES DIVISION**

**Goals, Objectives and Accomplishments**

formative assessments for Algebra 1, Geometry and Algebra 2 classes. These participants also began dissecting the Common core State Standards in this work.

- **Math Forward:** The Math Forward program was implemented at 11 Title I middle schools to address seventh and eighth grade math competencies. This included purchasing equipment for new seventh and eighth grade teachers and training and coaching teachers involved in the program. The student achievement at these schools continues to improve and gaps between sub-groups are closing. When the middle school data from 2008-2009 was disaggregated, the EC and LEP students showed 4-5 years' growth in MathForward classes, so the EC department used ARRA funds to put MathForward into 40 high school Algebra 1 inclusion classes. These teaching pairs received intensive PD on using the technology, research-based best practices in math and formative assessment. Another cohort of 38 high school Algebra 1 teachers received MathForward in January 2011. For fall 2011, all middle school math teachers in the PreK-8 schools were included in MathForward, as well as all 6<sup>th</sup>-8<sup>th</sup> grade math teachers in other Title 1 middle schools.
- **Camp Invention:** Camp Invention was held in 45 CMS elementary schools in summer 2011, as well as in 2 middle schools. This program provided professional development for teachers as well as inquiry immersion for K-7 students.
- **Investigations Elementary Math PD was provided by an MSP (Math, Science Partnership Grant) with UNCC and Kannapolis City Schools:** 500 CMS elementary teachers spent 10 days immersed in doing inquiry for math teaching and learning during the summer. This learning experience provided teachers with the opportunity to explore best practices and pedagogy for elementary math learning and is growing the capacity of CMS elementary teachers.
- **Discovery Education Implementation Continued:** During the 2010-2011 school year, all CMS schools participated in Discovery Education and received professional development based upon 21<sup>st</sup> Century Skills. STEM Alliance meetings, Math Facilitator meetings and Department Chair meetings included best practices for STEM teaching and learning using Discovery Education

2010-2011 Math EOG Results						
Grade	2007	2008	2009 (retests)	2010 (retests)	2011 (with retests)	Growth Status
3	70	70	79.5	82.1	80.2	Expected
4	69	71	80.4	82.6	84.5	High Growth
5	69	72	80.8	82.5	82.5	High Growth
6	62	65	75.8	78.7	78.7	Expected
7	60	64	75.3	78.8	79.3	Expected
8	63	65	79.5	84.2	84.8	High Growth
Composite	66	68	78.6	81.5	81.7	High Growth

2010-2011 Math EOC Results					
Subject	2008	2009	2010 (no retests)	2011 (no retests)	Growth status
Algebra 1	70.9	76.7	82.0	73.9	Expected
Algebra 2	65.2	75.1	78.2	72.1	
Geometry	65.4	72.9	77.3		

2010-2011 Science EOG Results					
Grade	2008	2009 (retests)	2010 (retests)	2011 (retests)	1 year change
5	40	60.1	68.7	71.9	+3.2
8	47	63.9	69.8	74.7	+4.9
	43	62.0	69.2	73.2	+ 4.1

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<b>2010-2011 Science EOC Results</b>					
<b>Subject</b>	<b>2006-07</b>	<b>2007-2008</b>	<b>2008-2009 (no retests)</b>	<b>2009-2010 (no retests)</b>	<b>2010-2011 (no retests)</b>
Biology	62.90	71.9	78.1	78.3	77.6
Chemistry		63.9	74.9		
Physical Science		53.0	61.0	64.4	63.5
Physics		76.7	87.3		

- Goal 7- Increased Partnerships and Volunteers Across Our Community: Partnerships between CMS STEM, Coca Cola, Goodrich, Richard Petty Racing, Hendricks Motorsports, Bank of America, Duke Energy, the SPEED channel, Metrolina Greenhouses, and Gerdau Ameristeel produced virtual field trips that will be used in 4th-12th grade math and science classes. CMS Master science and math teachers created units and lessons that will provide students with opportunities to see the connections between their science and math classes and STEM jobs in our local community.
- CMS partnered with N.C. State to provide Engineering is Elementary for 32 CMS elementary schools. These curriculum materials allow students to encounter problems in global settings, read about engineering solutions and then conduct their own investigations to solve the problems.
- CMS partnered with N.C. Science Olympiad to host the largest “Science Olympiad-It’s Elementary” competition in the US. Thirty seven CMS elementary schools participated in engaging events that provided students with opportunities to see future STEM career choices.
- CMS partnered with Discovery Place to create the CMS STEM Fellows. Teams of three teachers from middle and elementary schools participated in ongoing professional development, which culminated in spending their spring break in the wilds of western N.C., immersed in inquiry. The CMS STEM Fellows are also involved in providing 100 hours of volunteer time as inquiry leaders at Discovery Place.
- The CMS STEM team partnered with the STEM Education Center at UNCC to provide professional development and materials to science and math teachers on using KNex in their classrooms. KNex are building materials similar to LEGOS that may be used to model abstract science and math concepts with students. Teachers spent 5 hours in PD, and left with \$500 in materials and lessons to being implementation. Teachers were trained in K-2 math, 3-5, math, K-8 engineering and K-8 construction. More than 500 teachers were trained on using KNex.
- CMS partnered with Queens University to offer 15 teachers a weeklong Field Biology class. The participants received supplies to do field studies with their students and spent the week at RedLair experiencing the eureka of inquiry.
- CMS partnered with Reedy Creek Park and McDowell Nature Preserve to provide 25 teachers with a weeklong Field Ecology class. The participants used Field Guides, collection kits, internet resources, microscopes and probes to explore their environment. They left with the resources needed to conduct these studies with their students at their schools.
- The CASTLE Coalition (Charlotte Area STEM Teaching and Learning Environment) met monthly to bring together STEM industry leaders, STEM university professors, informal educators, Boy Scouts, Girl Scouts, Parks and Rec, interested nonprofits and the CMS STEM team to develop partnerships and maximize effort to improve STEM Education.
- The CMS STEM team partnered with Time Warner Cable and the Connect a Million Minds to STEM Initiative to provide the “Passport to STEM” event for middle school students and parents. The 2011 fall event was hosted at Central Piedmont Community College by the STEM and Sustainability department. It included 40 local businesses such as: Siemens, Livingston and Haven, Carolinas Medical Center, the SPEED Channel, Gerdau Ameristeel, Stainless Valve Company, Society of Women Engineers, as well as institutions of higher learning (UNCC, CPCC, Carolinas College of

## **ACADEMIC SERVICES DIVISION**

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

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Health Sciences). More than 500 middle school students and their families participated in this 3rd annual event about future opportunities in STEM in the Charlotte area.

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

##### **Goals 2012-2013**

- 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 CTE 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 an internship program
- CTE Completers will increase enrollments in both Advanced Placement and e-Learning Academy courses

##### **Objectives 2012-2013**

- Increase the number of CTE students scoring at the Proficient Level to 80% or above on CTE post-assessments in grades 9-12
- Implement the new CTE Instructional Management System at the middle school level.
- Increase the number of CTE students in grades 9-12 enrolling in Advanced Placement and college level courses
- Implement the Pro Start Culinary/Hospitality program in 2 high schools
- Implement the Project Lead the Way Principles of Biomedical Sciences course within 3 high schools
- Expand the CTE Group and Individual placements through the Academic Internship Program
- Support the Year-of-Planning for 1 additional National Academy Foundation academy programs at the high school level

##### **Accomplishments 2011-2012**

- CTE students had a composite score of 75.7% (2010) proficiency on the CTE post assessments
- CTE completers had a cohort graduation rate of 84.1% (2010)
- Implemented the CTE PK-8 program in the conversion schools
- Expanded the CTE Middle School Technology Enrichment camps for rising 8th grade students
- Implemented the 3rd cohort for the CTE Lateral Teacher Assistance Program (LTAP) for initial licensure
- Supported the Project Lead the Way certification/re-certification in three additional high schools
- Expanded the implementation of the Project Lead the Way Principles of Biomedical Sciences program at 2 high schools

#### **PROFESSIONAL DEVELOPMENT**

##### **Goals 2012-2013**

###### **Effective Teaching and Leadership**

- Expand professional development for PreK-12 teachers to provide a variety of instructional strategies so that all student needs are met (Differentiation Academy).
- Provide training modules for K-12 to address rigor in instruction.
- Refine and expand district-wide instructional coaching models.
- Design teacher professional development that is linked to teacher effectiveness.
- Increase graduation rate.

###### **Teaching and Learning through Technology**

## **ACADEMIC SERVICES DIVISION**

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

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- Expand online learning opportunities and support course developers in an effort to assist teachers in meeting the goal of successfully completing at least one renewal credit through an online/virtual course to fulfill the renewal requirement.

#### **Objectives 2012-2013**

- Coordinate professional development services to impact student achievement.
- Create circular PD experience for teachers including follow-up and monitoring components to increase individual capacity for improvement in instructional practices.
- Offer Differentiation Academy in multiple formats including face to face, blended and web-based.
- In addition to Supportive Interaction Academy I, which solidifies the basics of communicating across the three stances (coaching, consulting, and collaborating), develop and implement Supporting Interaction Academy II based on participant feedback from the first academy to include working with resistant teachers and using data to improve teacher practice.
- Update the twelve (12) identified professional development priorities aligned to the identified measures of teacher effectiveness, including the addition of a searchable database in CMS Intranet and development of the next set of prioritized courses.
- Increase online professional development opportunities by 20%.
- Plan and implement Summer Teacher Conference, aligned with Common Core and Essential Standards implementation, as well as develop year-long follow-up professional development.

#### **Accomplishments 2011-2012**

- Served 234 participants in Differentiation Academy I and provided follow-up in schools focused on differentiated instruction of core curriculum (Rtl) and rigorous, complex, unit design.
- Served 73 of district-wide support personnel and administrators in four Supportive Interaction Academy I (Instructional Coaching).
- Served 505 teachers in Learning Lab visits to Professional Development Master Teacher (PDMT) classrooms.
- Supported 122 teachers in achieving National Board Certification and 57 National Board certified teachers in renewing their certification. (13<sup>th</sup> year CMS is recognized in top 5 districts in nation for new National Board Certified Teachers).
- Aligned professional development courses to the measures of teacher effectiveness and identified twelve (12) professional development priorities needed to support CMS staff according to the identified measures.
- Served 150 Central Office and school-based employees in Moodle training opportunities and added 12 new online courses.
- Served over 1,500 teachers during the 2011 Summer Teacher Conference by offering 99 courses provided by 14 CMS departments.

### **ESL STUDENT EDUCATION**

#### **Goals 2012-2013**

- Meet Annual Measurable Achievement Objectives for NCLB Title III
- Provide comprehensible instruction and appropriate testing accommodations for Limited English Proficient (LEP) students
- Extend communication with LEP families
- Integrate technology into the ESL curriculum

#### **Objectives 2012-2013**

- Provide support and professional development to ESL teachers and classroom teachers to effectively implement co-teaching as part of the method of instruction in the district
- Integrate technology into the ESL curriculum with a focus on content learning

## **ACADEMIC SERVICES DIVISION**

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

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- Continue to build capacity at the individual school level to address the specific needs of English Language Learners
- Provide ExC-ELL training for administrators and teachers to facilitate use of ExC-ELL strategies as a method of instruction
- Continue implementation of SIOP professional development initiative for teachers and administrators
- Increase ESL and classroom teacher knowledge and use of the WIDA standards. ESL and classroom teachers will incorporate this learning into the development of lesson plans that are challenging and appropriate for English Language Learners
- Collaborate with content area teachers and provide state English Language Proficiency standards training to meet the LEP students' academic and language learning needs.
- Provide support and training for school-based LEP Committee Chairpersons
- Collaborate with CMS Parent University to provide parent outreach on CMS 101, Graduation Requirements, and NC State Testing (EOG, EOC, etc.)
- Develop "CMS Parent Outreach" module/product to increase the parent involvement activities for all CMS schools
- Ensure high quality customer service to schools and departments that request interpreters

#### **Accomplishments 2011-2012**

- Met the Reading AYP goals for LEP students in grades 3-8 in 2011
- Met the NCLB English language Progress and Proficiency goal
- In 104 of 137 schools, 70% or more of LEP students made at least one year's growth as measured by the NC ABCs
- Developed a targeted SIOP support rubric and provided on-going strategic support
- Provided multifaceted and differentiated SIOP professional development courses to meet various PD needs
- Completed year 3 of three-year national FLARE (Formative Language Assessment Records for English Language Learners) grant project
- Led school LEP chairpersons through a reflective analysis of school and district data relative to LEP student performance and trained staff to use the Management for Performance data portal
- Responded efficiently and expertly to school/department requests for interpretation
- Implemented use of Transact online parent communication documents in 22 languages
- Provided focused staff development to all ESL teachers in use of Discovery Education and aligned Discovery Education content with high school ESL curriculum

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

##### **Goals 2012-2013**

- Facilitate, support and monitor the implementation of No Child Left Behind programs for Title I, Title II, Title III, Title IV, Part B 21<sup>st</sup> Century Community Learning Center, Title V, Title IX, and Title X
- Apply for McKinney-Vento Grant funding to serve the needs of Charlotte-Mecklenburg Schools homeless students
- Monitor and coordinate Central Zone Title I, School Improvement Grant (SIG) and Race to the Top (RT3) Instructional Coaches, in identified schools
- Monitor compliance for three School Improvement Grant Schools (SIG): Billingsville, West Mecklenburg, and West Charlotte
- Work with Professional Development Specialists and Instructional Coaches to provide Differentiated Training for all Title I schools in accordance with Strategic Plan 2014
- Provide support for of implementation Common Core State Standards

##### **Objectives 2012-2013**

## **ACADEMIC SERVICES DIVISION**

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

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- Eighty percent of schools will make expected or high growth on ABCs
- 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, 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 tests in grades three through eight
- Eighty percent of students will achieve at or above standard on state writing assessment in grades four, seven and ten
- Eighty percent of students achieving at or above standard on the End-of-Course composite tests
- Disparity based on race, ethnicity and socioeconomic status will not exceed 10 percentage points on all academic measures

#### **Accomplishments 2011-2012**

- Collected recommendations for the revision of the District Title I Parent involvement Plan for Title I schools
- Conducted workshops with all CMS schools around the guidance for Title X, trained all McKinney-Vento Liaisons in compliance of the law, addressing the need to properly code services for homeless students at the point of enrollment
- Conducted a consultation meeting for all non-public schools interested in accessing Federal Title funds
- Reviewed the School Improvement Plan of all Non-Title I schools failing to make adequate Yearly Progress for two consecutive years
- Monitored CMS Supplemental Educational Services Provider Enterprise for Title I schools in school improvement needing to offer Supplemental Educational Services
- Worked to ensure all correspondence pertaining to No Child Left Behind were communicated to parents of both Title I and Non-Title I schools
- Coordinated and monitored Time and Effort Reporting for Title I and ARRA funds
- Monitored Title I equipment and materials inventory
- Applied for and received School Improvement Grant for Billingsville Elementary and West Charlotte High
- Monitored the application of School Improvement Grant funds and initiatives for West Mecklenburg High, West Charlotte High, and Billingsville Elementary
- Monitored McKinney-Vento Social Workers at five schools
- Coordinated and monitored After School Enrichment Program funding for McKinney-Vento students
- Coordinated and monitored tutoring for McKinney-Vento students
- Applied for, received, and monitored the McKinney-Vento grant funding
- Executive Director served on the NC Committee of Practitioners for the North Carolina to review before publication of any proposed or final State rule or regulation pursuant to Title I
- Executive Director served on NC School Improvement Grant (SIG) Advisory Team as a SIG Coordinator
- Worked in the identification, development, and monitoring of single-gender classes under Title IX
- Direct, transfer, and monitor Title I equipment and materials of closing Title I schools to Title I Pre K-8 schools
- Monitor and coordinate Central Zone Title I, School Improvement Grant (SIG) and Race to the Top (RT3) Instructional Coaches, in identified schools

#### **ESEA TITLE I – PART A BASIC PROGRAMS**

##### **Goals 2012-2013**

Through supplemental support,

## **ACADEMIC SERVICES DIVISION**

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

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- Accelerate student academic growth and narrow the achievement gap
- Increase the graduation rate
- Increase family engagement
- Modify and monitor School Improvement Plans for Title I schools

#### **Objectives 2012-2013**

- Provide supplemental academic services to Title I 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
- Provide professional development resources to Title I schools

#### **Accomplishments 2011-2012**

- 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 Title I principals and Title I financial secretaries
- Provided significant professional development to address LEA District Improvement status
- Provided significant technical assistance regarding schools in Planning for Restructuring
- Provided academic and technical assistance to children in a local neglected and delinquent institution, non-public schools and homeless
- 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 28 Title I schools
- Collaborated with the Central Learning Zone in providing additional support to Title I schools
- Constructed and submitted on behalf of the district an annual application for Title I funds

### **MEDIA SERVICES**

#### **Goals 2012-2013**

- Increase graduation rate as students improve academic achievement and attain 21<sup>st</sup>-Century student outcomes by increasing their information literacy skills.
- Create a school-wide focus on the Big6™ research model to allow media specialists to transition to the role of teacher librarian.
- Advocate the expansion of district-wide online resources and other Web 2.0 technologies.
- Offer online/virtual courses to fulfill the renewal requirement for certified personnel.

## ACADEMIC SERVICES DIVISION

### Goals, Objectives and Accomplishments

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#### Objectives 2012-2013

- Leverage web-based meetings and webinar tools to reduce face-to-face training by 30% while providing credits for online courses.
- Increase the number of teacher-directed research projects using the Big6™ research model.
- Develop a Big6™ online resource for media specialists and teachers to gain access to lesson plans.
- Create pacing guides to help media personnel stay on track for implementation of *Information and Technology Essential Standards*.
- Provide additional resources and services, if needed, for schools affected by Continuous Improvement Projects.

#### Accomplishments 2011-2012

- Administered a million dollar operating budget.
- Delivered a series of Big6™ webinars on developing lessons and applying best practices.
- Developed work plans and tools for closing schools, relocating schools, and expanding grades.
- Processed payrolls totaling \$237,000 for 27 summer employees working on Continuous Improvement Projects.
- Coordinated the 2011-12 Target and Heart of America Foundation® Extreme Media Center Makeover at Shamrock Gardens Elementary.
- Piloted “GoToMeeting” and “GoToWebinar” training tools that increased participation, provided ready access to training documents, and decreased travel time.
- Provided *Horizon* training for new and experienced personnel.
- Revised *Coping with Resource Challenges*, *Procuring Library Media Center Resources*, and *Determining Charges for Lost, Damaged, or Overdue Library Books*.
- Reviewed plans for one new school and three replacement schools scheduled to open in 2013-14.

#### TIF-LEAP PROGRAM

##### Goals 2012-2013

- Implement differentiated compensation model for teachers and principals that is based on increased student achievement and evaluation protocol.

##### Objectives 2012-2013

- Process eligible bonuses earned during the 2011-2012 school year.
- Analyze the results of the differentiated compensation system and develop recommendations for continuing and/or expanding the system beyond the scope of the pilot.

##### Accomplishments 2011-2012

- Implemented a research-based Student Learning Objective (SLO) model to positively affect both student learning and teacher instructional practices:
  - Increased teacher knowledge and use of data, use of divergent assessment items, curricular focus in the classroom, and academic discussions between administrators and teachers.
  - Created a transferable process of measurement.
- Worked with IT department to improve web-based system to manage SLO documents through the development and approval process.
- Provided differentiated professional development and extensive site-based support.
- Awarded performance-based supplements to those who met evaluation requirements and attained SLO goals and/or ranked in the top 30% of the district using the local Value-Added Measure (VAM) for individual payouts and/or in the top 40% for school wide bonuses.
- Collaborated with other local, state, and national reform efforts:
  - NC Race to the Top (RttT)
  - American Federation of Teachers (AFT)

## **ACADEMIC SERVICES DIVISION**

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

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- National Teacher Incentive Fund (TIF) evaluation
- TIF II grantees
- National Center for Teacher Effectiveness (NCTE)
- Center for Educator Compensation Reform (CECR)

#### **EXCEPTIONAL CHILDREN SERVICES**

##### **GOALS 2012-2013**

- Increase Effective Teaching and Leadership
- Increase the Graduation Rate

##### **OBJECTIVES 2012-2013**

- Students with disabilities will achieve more than one year's growth in a year's time.
- Teachers and leaders will narrow the achievement gap between students with disabilities and their non-disabled peers
- The rate for EC students graduating with a regular diploma will increase.

##### **ACCOMPLISHMENTS 2011-2012**

- Continued differentiated training of Inclusive Practices for identified schools.
- Increased number of students served in the least restrictive environment.
- Provided training for elementary EC teachers in both Reading Foundations, Orton –Gillingham and math Foundations.
- Provided training on Kansas Strategies to secondary teachers.
- Provided focused training and monitoring in scheduling for students with disabilities at the high school level.

#### **SUPPORT SERVICES**

##### **Goals 2012-2013**

- The number of students graduating with their cohort will exceed 78%
- The number of students participating in Study Abroad programs will exceed the 2011-12 participation rate by 5%
- The number of unexcused absences will decline at all grade levels when compared to the 2011-12 unexcused absence rate
- The dropout rate will be reduced among all populations of students
- Highly functioning intervention teams will increase the academic performance of students served by the school-based teams

##### **Objectives 2012-2013**

- Provide resources for focused academic and behavioral interventions for students
- Develop counselor training based on Graduation Success Initiative data
- Collaborate with Planning Department to enhance registrar skill level through comprehensive training
- Expand Truancy Court to additional sites

##### **Accomplishments 2011-2012**

- Developed a district-wide crisis response model for preK-12 support services staff
- Psychologists implemented Parent Clinic to support student success via consultative opportunities for parents
- Completed Graduation Success Initiative, a comprehensive review of transcripts of more than 7500 students in the 2012 graduation cohort

## **ACADEMIC SERVICES DIVISION**

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

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- Improved the attendance rates of students participating in CMS Truancy Court

#### **HEALTH AND PHYSICAL EDUCATION**

##### **Goals 2012-2013**

- Systematically create staff development (K-12) reflective of 21st Century Learning Skills 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

##### **Objectives 2012-2013**

- Improve online presence through website, webinars, wiki and other technology
- Create programs to strategically support teachers in the pursuit of additional health and physical education
- Provide more specific data on the impact that each of our individual programs have on student achievement and learning

##### **Accomplishments 2011-2012**

###### **Professional Development**

- Implemented new Healthful Living Essential Standards through several trainings for every Health and Physical Education teacher across the district
- Supported Common Core Implementation in district-wide training for every Health and Physical Education teacher
- Developed teacher based wikis for Elementary, Middle and High School support

###### **Departmental Changes**

- Reorganized the Health and Physical Education Resource Teachers to better reflect the needs of our district

###### **Curriculum Development**

- Created non-traditional sport curriculum for nationally recognized United States Youth Cricket Association
- Updated the Reproductive Health and Safety Education Curriculum to enhance the classroom experience at the Elementary level

###### **Teacher Accountability**

- Created performance assessment protocols to be piloted this spring

###### **Improving health and physical education at every school**

- Engaged eighteen schools (elementary, middle and high) in the development of fitness laboratories

###### **Data Driven Methods**

- Implemented new Reproductive Health and Safety Education Curriculum Update with data from Mecklenburg County Health and the Youth Risk Behavior Surveillance System
- Investigated impact of fitness lab at Morehead STEM Academy
- Developed methods to utilize data from district wide fitness testing, including creating principal access to reports

## **ACADEMIC SERVICES DIVISION**

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

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#### **FAMILY AND COMMUNITY SERVICES**

##### **Goals 2012-2013**

- The number participating in Parent University workshops will increase by 12,000.
- Parent University will increase the number of collaborative community, agency, corporate, and faith partners who participate in program delivery.
- Parent University will increase its offerings of research-based courses.
- Family involvement in education (at school and at home) will increase as demonstrated by information from the CMS family survey and Parent University.
- The CMS district family survey will indicate that at least 85% of families believe they are an important partner in the educational process.
- Parent University will increase the number of participants who participate in technology enhanced courses.

##### **Objectives 2012-2013**

- Parent University will assist schools with strategies that support increasing the graduation rate with CMS high schools.
- Parent University course offerings that focus on the Common Core curriculum will increase.
- Professional development will be offered for teachers and administrators at the school level, and in the Zones, with regard to understanding issues related to poverty, faith diversity, and cultural issues that affect student learning.
- Parent University will look to increase corporate and foundation giving that supports the Parent University model.

##### **Accomplishments 2011-2012**

- More than 400 CMS teachers, administrators, counselors, as well as community and business leaders, offered in-kind support for Parent University by serving as presenters, advisory council members, and volunteers.
- The CMS Family and Community Services Department participated in more than 163 community events, festivals, fairs, and information gatherings to share information and resources with parents to increase student achievement and school success during the year.
- Parent University offered over 70 workshop topics that accounted for 340 free workshops and events across the district.
- A bi-weekly Spanish radio show regarding Family and Community Services/Parent University activities was sponsored by Norsan Multimedia and educational news articles were published in *Hola Noticias* and *Mi Gente* newspapers.
- The Leadership Charlotte class (33) adopted Parent University as their community service project. Four specialized teams were created based on the expertise of the professional leaders within the class to work with three designated schools on parental involvement strategies, and assist in developing a plan for a Speaker's Bureau.

#### **ZONES**

##### **Goals 2012-2013**

- 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

## **ACADEMIC SERVICES DIVISION**

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

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- 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 2012-2013**

- 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
- Continue the implementation of a districtwide Response to Instruction Model in reading, mathematics and behavior
- Provide focused professional development to Zone schools in the areas of math, reading, science, social studies and writing
- Implement a balanced literacy program in grades K-5
- Prepare all school based staff to support and implement the Common Core State Standards and the N.C. Essentials Standards
- Assist schools with the development of a master schedule designed to maximize the opportunity for our academically neediest students to have the most effective teachers
- 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
- Expand the use of technology as a tool for school leaders

#### **Accomplishments 2011-2012**

- Continued to focus on communication with schools and parents during budget hearings
- Increased the accuracy of the exceptional children headcount
- Utilized the zone offices as training and meeting locations for convenience of school-based employees and community members
- Involved zone superintendents and zones with local businesses, faith and government agencies
- Provided leadership development programs for assistant principals and principals
- Implemented a new teacher evaluation process
- Deployed human resource capital strategically across schools within each zone
- Provided Common Core State Standards training to principals, assistant principals and literacy / academic facilitators

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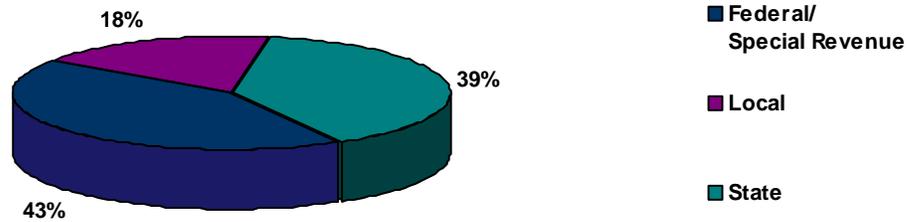
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<b>Expenditures</b>	<b>FY 2012-13 Proposed Budget</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2010-11 Actual Expenditures</b>	<b>FY 2009-10 Actual Expenditures</b>
Salaries	\$ 184,481,939	\$ 180,343,363	\$ 164,831,916	\$ 169,798,873
Benefits	60,580,916	55,275,430	44,721,920	42,363,378
Purchased Services	46,355,850	48,920,965	39,600,622	37,761,219
Supplies and Materials	13,200,369	14,973,297	26,510,666	16,689,846
Furniture and Equipment	165,375	182,738	424,857	271,295
Other	-	-	-	-
	<u>\$ 304,784,449</u>	<u>\$ 299,695,793</u>	<u>\$ 276,089,981</u>	<u>\$ 266,884,611</u>

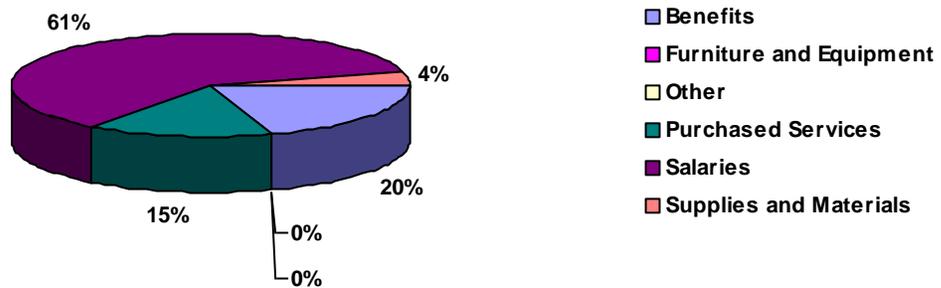
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**ACADEMIC SERVICES DIVISION**

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## Sources



## Uses



**CHIEF ACADEMIC OFFICER**

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

**BUDGET ACCOUNTABILITY:**

Ann Clark  
Chief Academic Officer

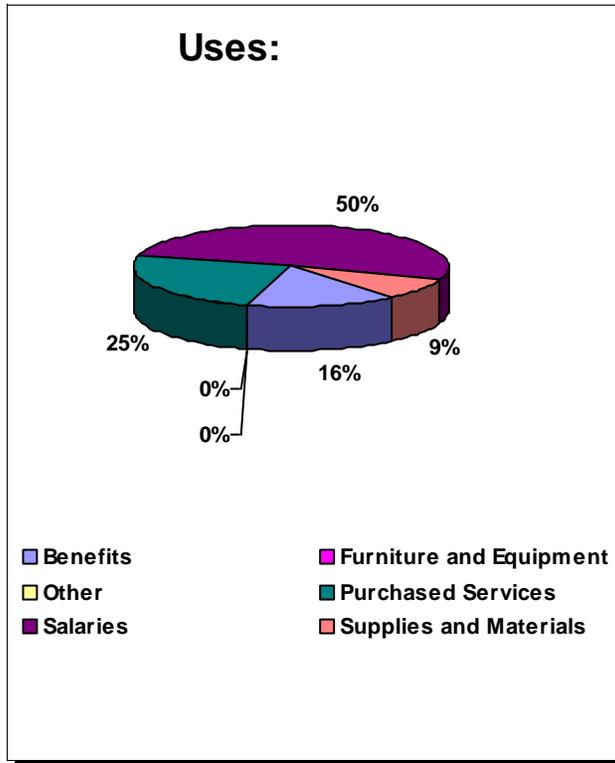
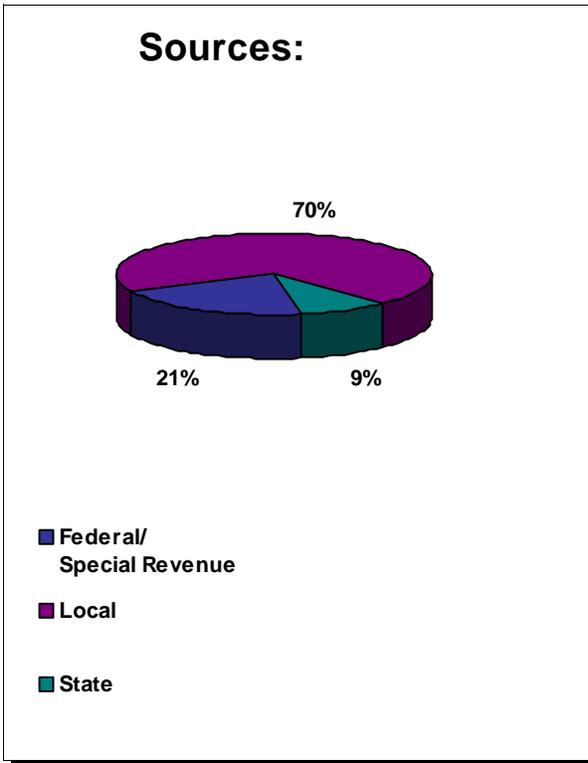
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 16,511
Benefit Increase	9,539
Average Salary Adjustment	(28,026)
Federal Adjustment- Teacher Effectiveness grant	38,309
Federal Adjustment- Mathematics Assessment grant	(10,030)
<b>Purchased Services</b>	
Federal Adjustment- Teacher Effectiveness grant	(136,188)
Federal Adjustment- Mathematics Assessment grant	(7,500)
Redirected to purchased services from supplies and materials	41,110
Central Office Reduction- purchased services	(8,502)
Reduce New Leaders for New Schools Program Contribution	(252,433)
<b>Supplies and Materials</b>	
Redirected from supplies and materials to purchased services	(41,110)
Central Office Reduction- supplies and materials	(2,401)
Federal Adjustment- Teacher Effectiveness grant	(13,468)
Federal Adjustment- Mathematics Assessment grant	(19,098)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 690,066	\$ 664,721	\$ 1,208,617	\$ 741,617
Benefits	209,515	208,567	256,094	146,047
Purchased Services	329,716	687,123	648,425	661,487
Supplies and Materials	115,833	191,910	132,649	179,890
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,345,130</u>	<u>\$ 1,752,321</u>	<u>\$ 2,245,785</u>	<u>\$ 1,729,041</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:**

Kathleen Koch  
 Director of Talent Development /Advanced Studies

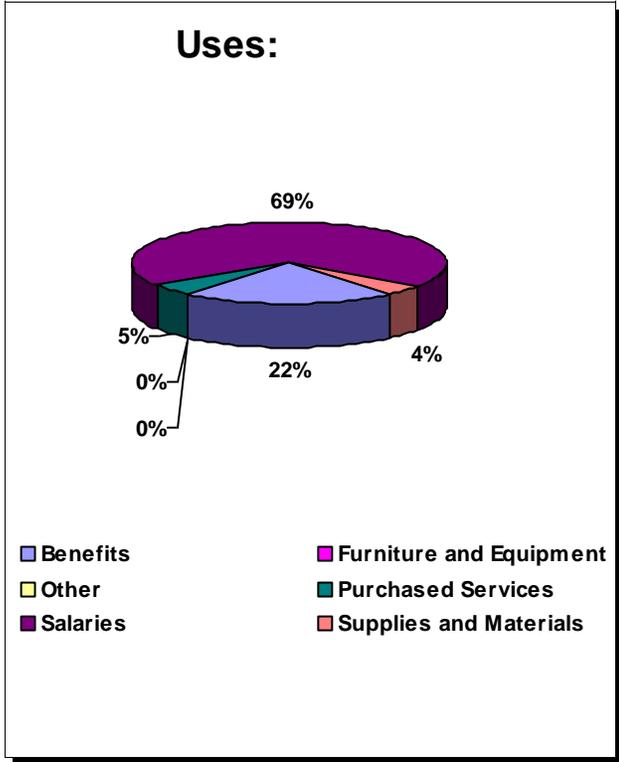
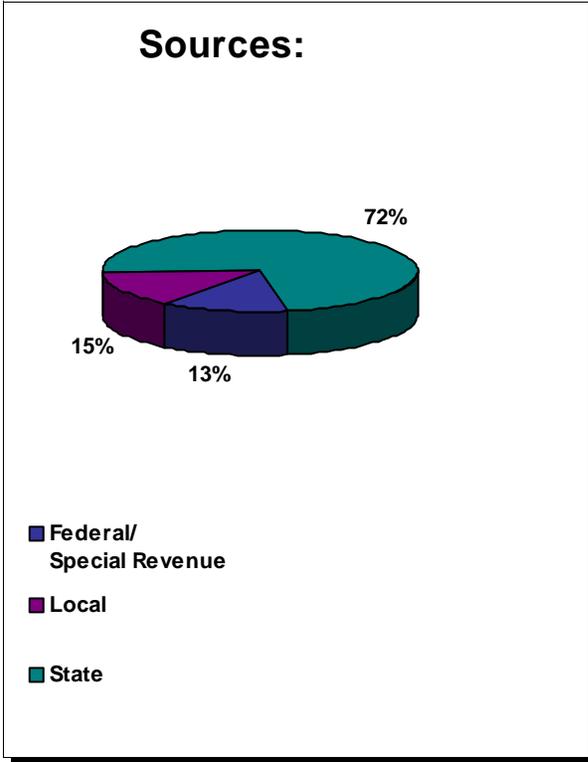
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 176,067
Benefit Increase	83,926
Average Salary Adjustment	(34,745)
<b>Purchased Services</b>	
Central Office Reductions - reduced purchased services	(8,000)
Redirected funds from purchased services to Professional Development department	(15,771)
<b>Supplies and Materials</b>	
State allotment adjustment	5,670
Redirected funds from supplies and materials to Professional Development department	(6,000)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**TALENT DEVELOPMENT/ADVANCED STUDIES/AVID**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 5,015,588	\$ 4,904,658	\$ 4,786,067	\$ 4,940,889
Benefits	1,612,105	1,497,787	1,234,251	1,170,081
Purchased Services	339,922	363,693	647,459	465,390
Supplies and Materials	295,085	295,415	811,440	971,345
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 7,262,700</u>	<u>\$ 7,061,553</u>	<u>\$ 7,479,217</u>	<u>\$ 7,547,705</u>



## HUMANITIES

**Description:** The Humanities 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. The Humanities department also develops and supports curriculum and global education initiatives. We develop the understanding and knowledge of civic responsibility, personal financial literacy and history of our state, nation and the world. We also provide students with the opportunity to learn and develop proficiency in on of seven languages offered in the district.

### BUDGET ACCOUNTABILITY:

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

### SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET

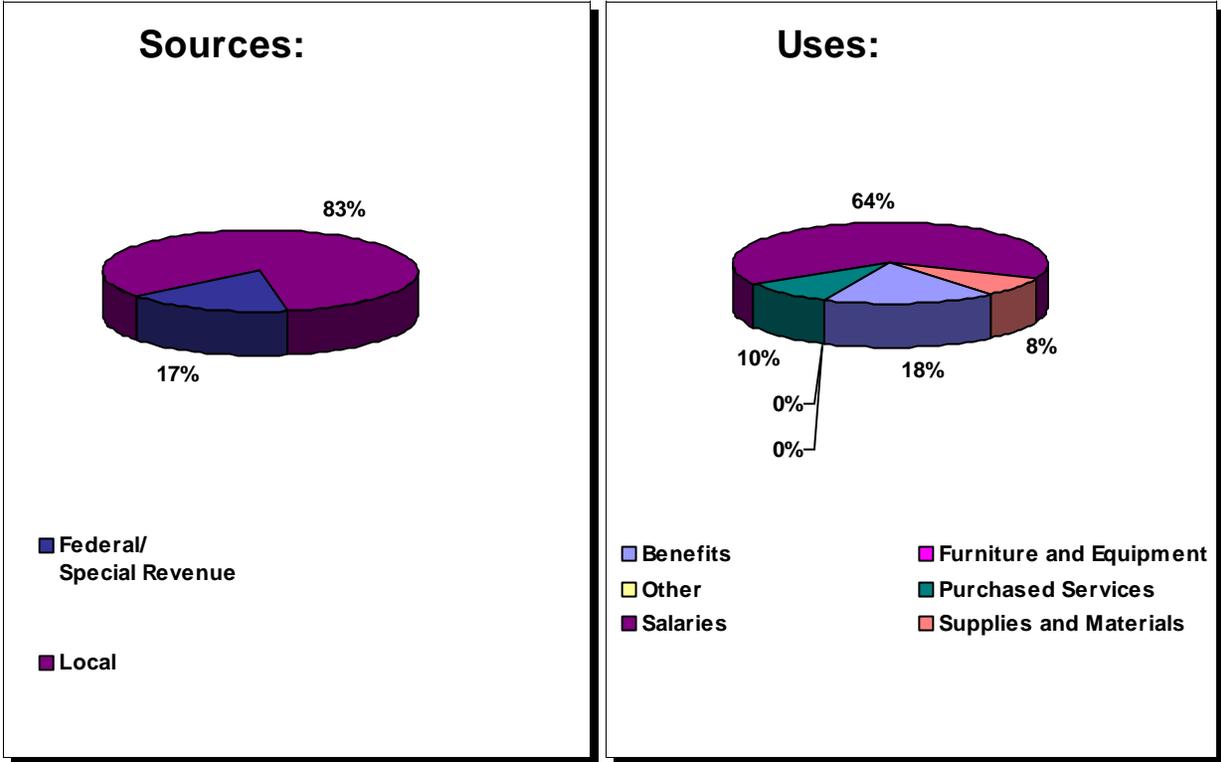
Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 33,555
Benefit Increase	16,169
Average Salary Adjustment	(92,806)
Federal Adjustment- Foreign Language Assistance Program grant	(36,760)
Federal Adjustment- Literacy Design grant	(30,761)
Redirected funds to stipends from Arts Education department	6,000
<b>Purchased Services</b>	
Redirected funds to purchased services from Arts Education department	35,681
Federal Adjustment - Foreign Language Assistance Program grant	(87,363)
<b>Supplies and Materials</b>	
Federal Adjustment - Foreign Language Assistance Program grant	(54,535)
<b>Furniture and Equipment</b>	
Federal Adjustment - Foreign Language Assistance Program grant	(17,262)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**HUMANITIES**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 1,138,814	\$ 1,279,447	\$ 1,267,030	\$ 1,196,741
Benefits	316,697	280,667	309,215	269,890
Purchased Services	174,136	225,818	(155,074)	37,550
Supplies and Materials	137,256	191,791	1,753,719	238,719
Furniture and Equipment	-	17,363	-	-
Other	-	-	-	-
	<u>\$ 1,766,903</u>	<u>\$ 1,995,086</u>	<u>\$ 3,174,890</u>	<u>\$ 1,742,900</u>

Note: Due to departmental reorganization, the 2011-12 Adopted Budget and historical expenditures may differ from prior presentations.



**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

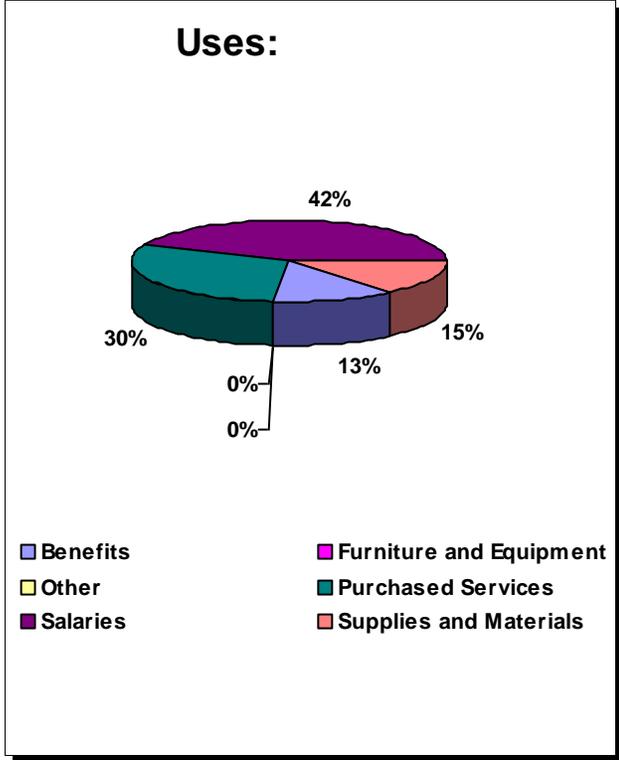
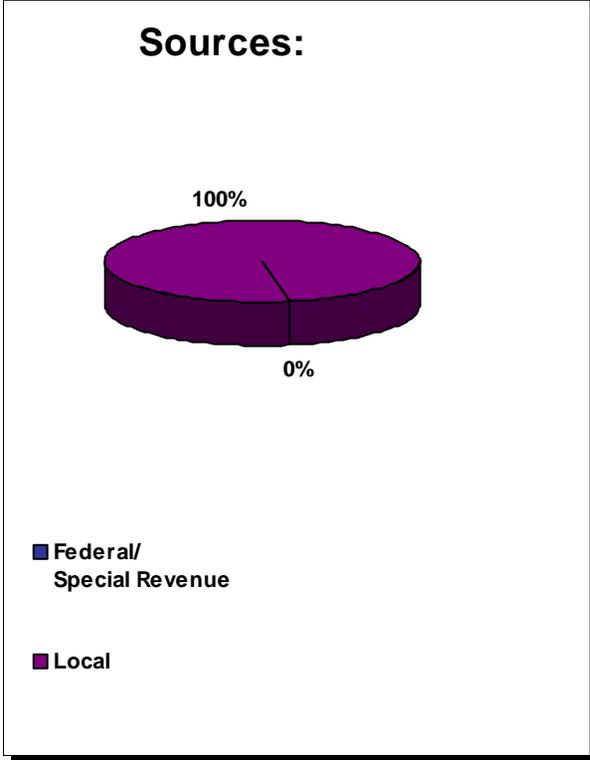
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 6,795
Benefit Increase	2,941
Average Salary Adjustment	3,231
Reduce Funding for Magnet Expansion	(4,795)
<b>Purchased Services</b>	
Central Office Reductions - reduced purchased services	(1,250)
Reduce Funding for Magnet Expansion	(7,050)
Redirected to purchased services from supplies and materials	33,150
<b>Supplies and Materials</b>	
Reduce Funding for Magnet Expansion	(81,500)
Redirected from supplies and materials to purchased services	(33,150)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**MAGNET SCHOOLS PROGRAM**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 191,208	\$ 185,208	\$ 159,749	\$ 156,821
Benefits	56,637	54,465	41,192	38,194
Purchased Services	132,320	107,470	76,579	89,464
Supplies and Materials	64,850	179,500	46,696	121,558
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 445,015</u>	<u>\$ 526,643</u>	<u>\$ 324,216</u>	<u>\$ 406,037</u>



## PREK-12 CURRICULUM SUPPORT PROGRAMS

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

**BUDGET ACCOUNTABILITY:**

Anna Renfro  
Executive Director, Curriculum Support Programs

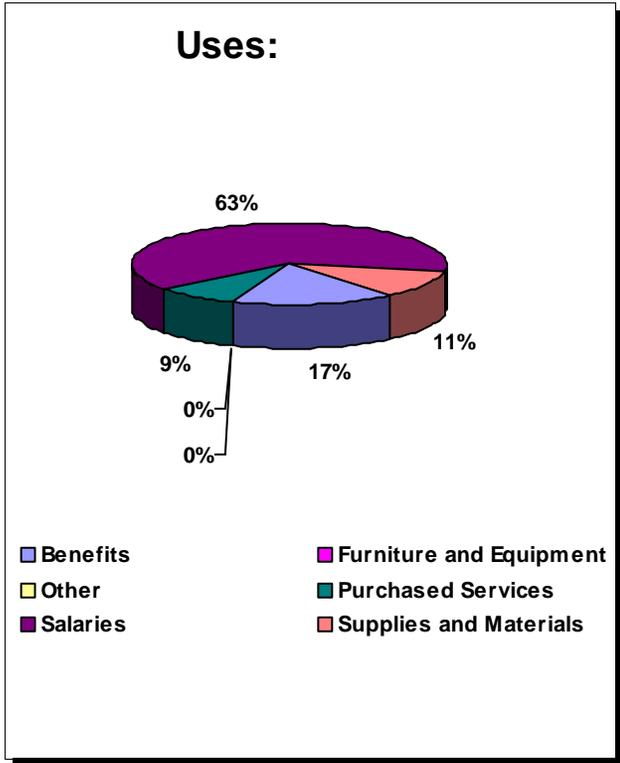
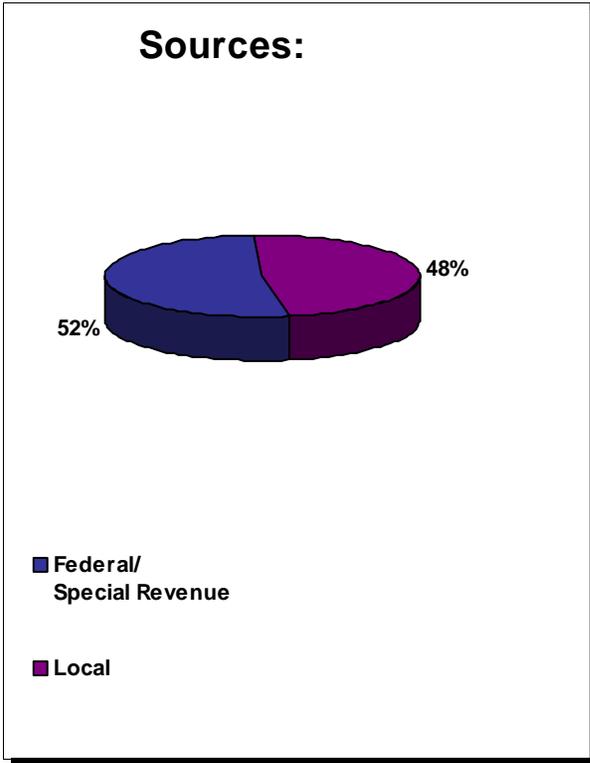
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 5,097
Benefit Increase	2,222
Average Salary Adjustment	(3,516)
Federal Adjustment- 21st Century grant	227,850
<b>Purchased Services</b>	
Federal Adjustment- 21st Century grant	40,000
<b>Supplies and Materials</b>	
Central Office Reductions - reduced supplies and materials	(7,593)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PREK-12 CURRICULUM SUPPORT PROGRAMS**

<b>Expenditures</b>	<b>FY 2012-13 Proposed Budget</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2010-11 Actual Expenditures</b>	<b>FY 2009-10 Actual Expenditures</b>
Salaries	\$ 326,128	\$ 142,874	\$ 158,406	\$ 150,684
Benefits	87,986	39,557	38,140	32,009
Purchased Services	45,000	6,300	149,682	336,529
Supplies and Materials	56,761	64,354	77,543	93,129
Furniture and Equipment	-	-	321	-
Other	-	-	-	-
	<b>\$ 515,875</b>	<b>\$ 253,085</b>	<b>\$ 424,092</b>	<b>\$ 612,351</b>

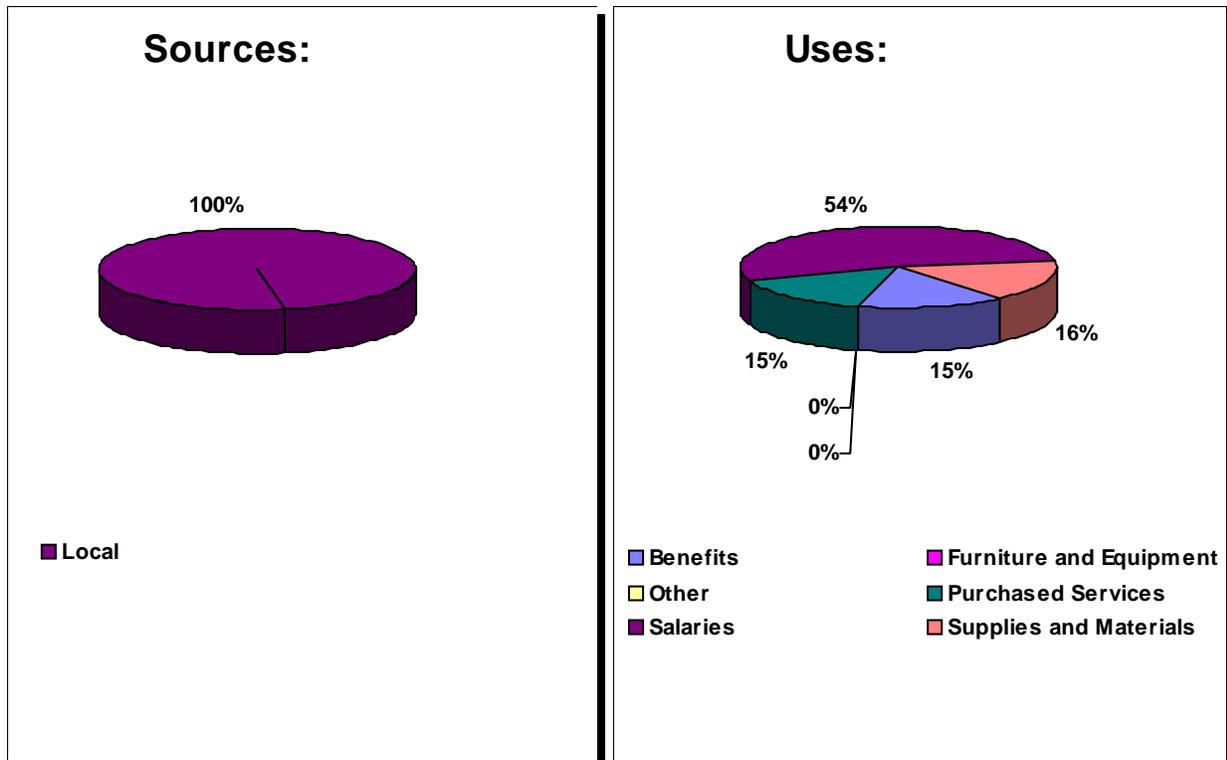


CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**INTERNATIONAL BACCALAUREATE PROGRAM**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	328,411	319,267	2,421	4,797
Benefits	94,968	93,561	185	392
Purchased Services	94,162	94,162	132,116	243,588
Supplies and Materials	100,000	100,000	78,317	60,145
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 617,541</b>	<b>\$ 606,990</b>	<b>\$ 213,039</b>	<b>\$ 308,922</b>

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

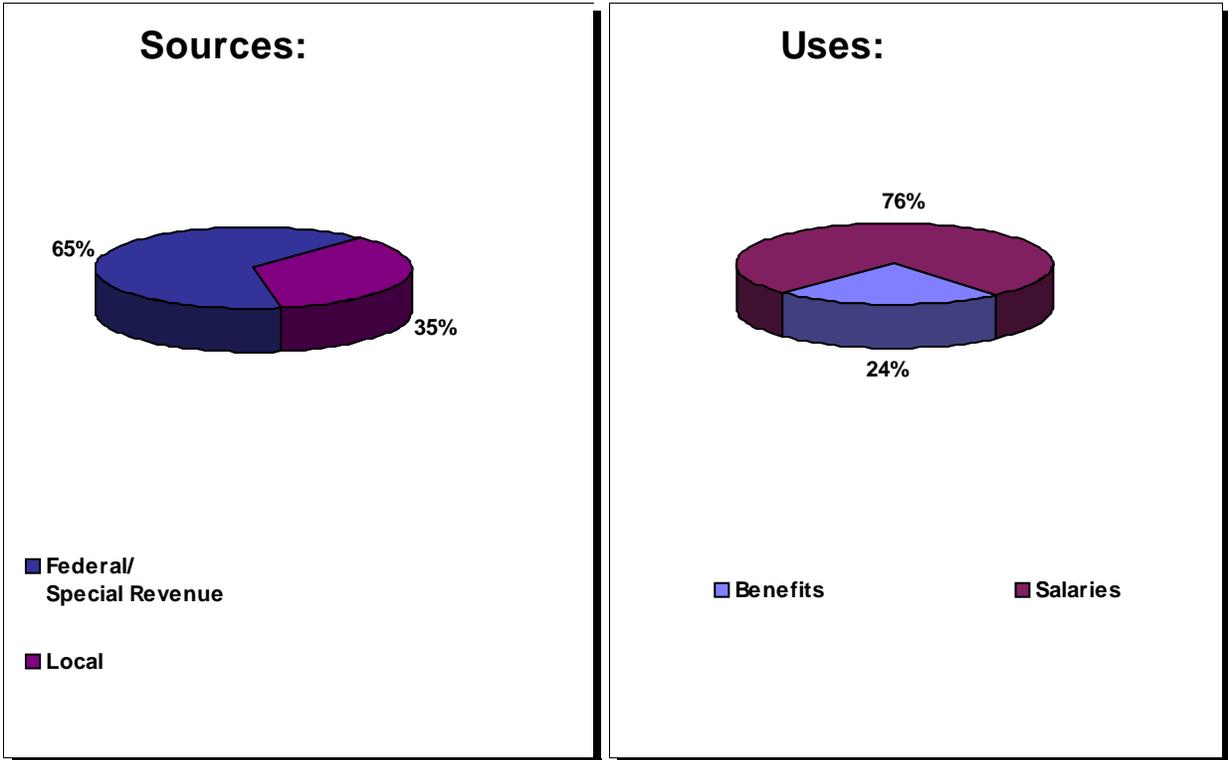
Note: Significant Changes: Cost of Living Increase and Market Adjustment of \$11,151. Benefit Increases of \$4,934. Average Salary Adjustment of (\$5,534).



**ROTC PROGRAM**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	3,264,632	2,562,861	3,444,880	3,430,017
Benefits	1,008,252	735,605	806,558	742,316
	<u>\$ 4,272,884</u>	<u>\$ 3,298,466</u>	<u>\$ 4,251,438</u>	<u>\$ 4,172,333</u>

Note: Significant Changes: Salary increase and market adjustment of \$115,996. Benefit increases of \$52,353. Federal adjustment-ROTC of \$806,069.



## 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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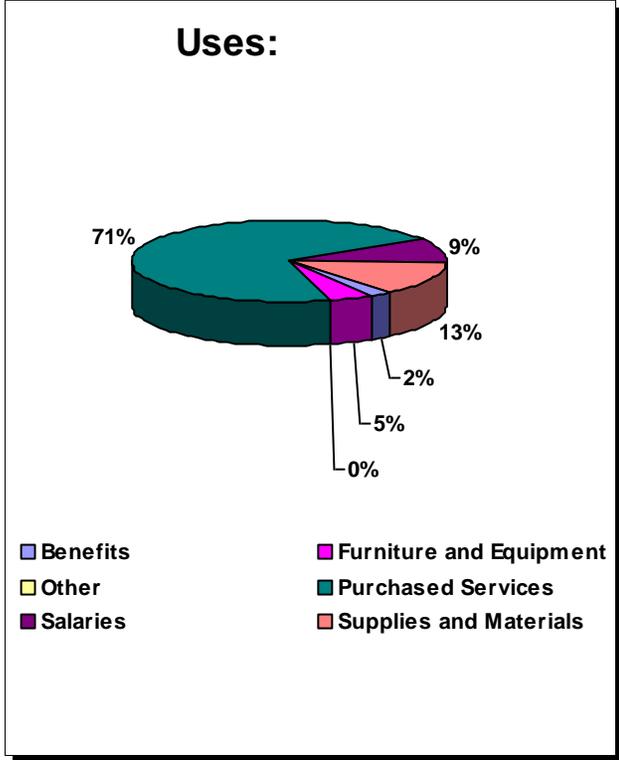
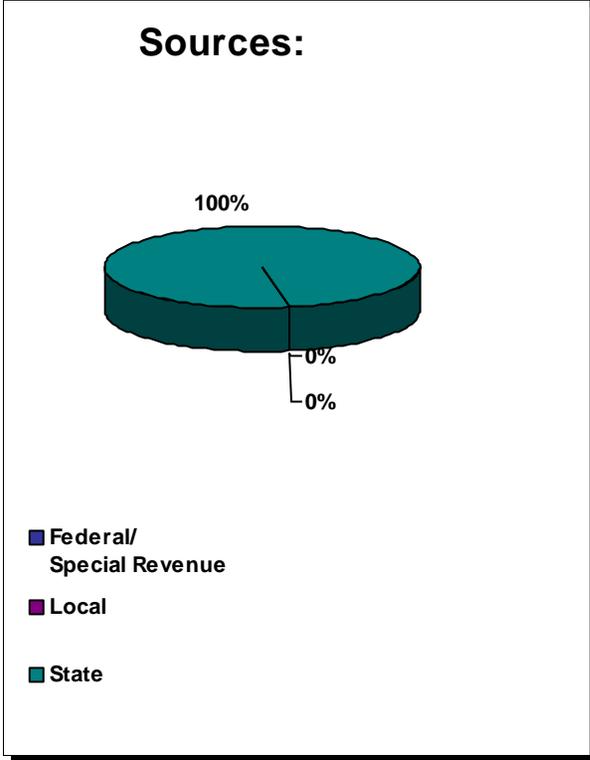
### SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 2,196
Benefit Increase	3,139
<b>Purchased Services</b>	
State allotment adjustment	14,128

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# DRIVERS EDUCATION

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 267,498	\$ 267,098	\$ 290,704	\$ 289,040
Benefits	61,344	56,409	56,802	50,765
Purchased Services	2,005,307	1,991,179	2,814,269	2,841,383
Supplies and Materials	380,000	380,000	175,401	178,722
Furniture and Equipment	133,894	133,894	83,270	177,539
Other	-	-	-	-
	<u>\$ 2,848,043</u>	<u>\$ 2,828,580</u>	<u>\$ 3,420,446</u>	<u>\$ 3,537,449</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

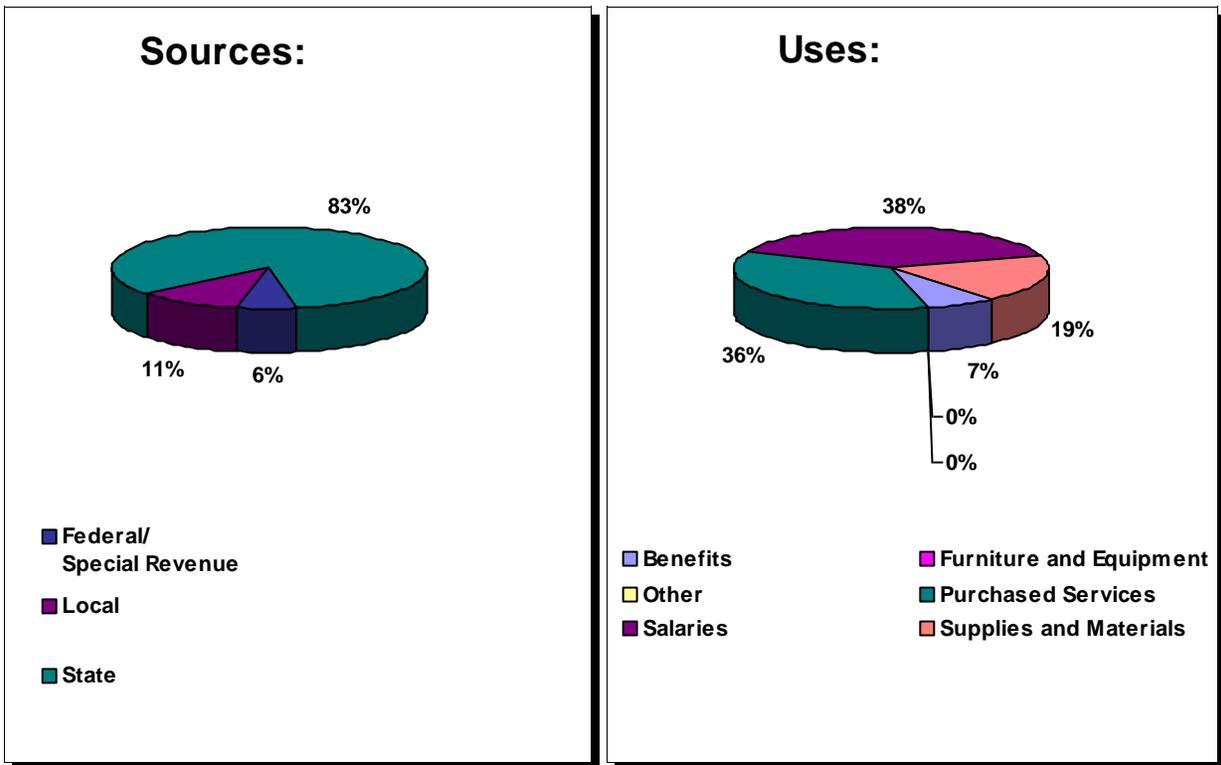
### SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 11,250
Benefit Increase	43,069
Average Salary Adjustment	(3,244)
State allotment adjustment- At-Risk program (adjustment of carryover)	(1,447,090)
Reduced Extended Day Allotment to Schools	(240,848)
<b>Purchased Services</b>	
Federal Adjustment- Title I Supplemental Education Services Program	(515,094)
Response to Instruction(RTI) Screening	645,362
<b>Supplies and Materials</b>	
State allotment adjustment- At-Risk program (adjustment of carryover)	(328,781)
State allotment adjustment- At-Risk program (reduced allotment over prior year adopted)	(1,265,821)
Reduced Extended Day Allotment to Schools	(16,340)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

## EXTENDED DAY PROGRAMS AND SERVICES

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 4,155,203	\$ 5,795,273	\$ 5,503,256	\$ 5,065,174
Benefits	794,744	789,842	1,152,597	851,635
Purchased Services	3,878,792	3,579,094	1,073,252	1,746,461
Supplies and Materials	2,041,114	3,655,066	3,599,787	536,829
Furniture and Equipment	-	-	10,778	-
Other	-	-	-	-
	<u>\$ 10,869,853</u>	<u>\$ 13,819,275</u>	<u>\$ 11,339,670</u>	<u>\$ 8,200,099</u>



**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: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

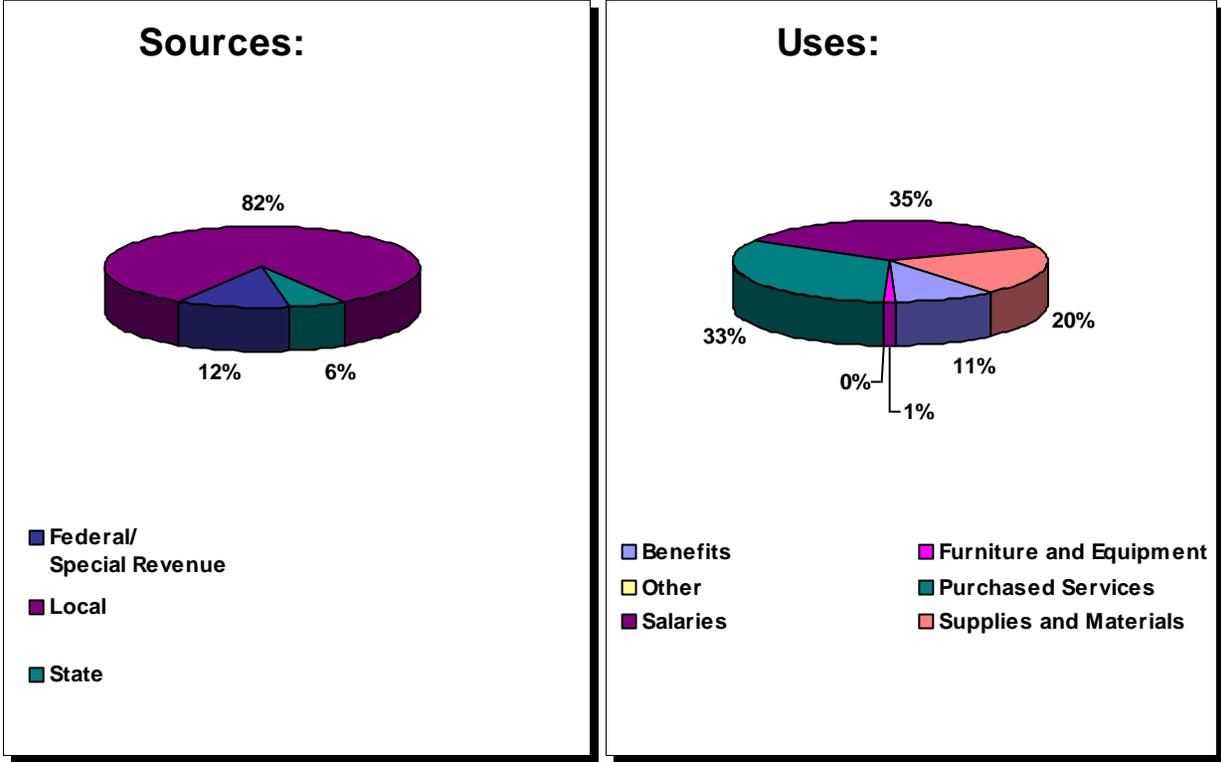
Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 20,649
Benefit Increase	9,669
Average Salary Adjustment	(22,275)
Redirected school health specialist position from Support Services department	89,632
Federal Adjustment- No Easy Walk grant	(62,463)
Redirected funds from stipends to Humanities and Science and Math department	(27,400)
<b>Purchased Services</b>	
Federal Adjustment- No Easy Walk grant	(46,329)
Redirected funds from purchased services to Humanities and Science and Math department	(82,014)
Redirected funds to purchased services for Music Factory lease	29,227
Federal Adjustment- Asthma grant	117,060
<b>Supplies and Materials</b>	
Federal Adjustment- Asthma grant	3,402

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**ARTS EDUCATION**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 623,632	\$ 642,997	\$ 727,917	\$ 735,540
Benefits	186,214	159,037	177,582	150,861
Purchased Services	574,479	552,140	630,540	768,631
Supplies and Materials	341,994	342,986	912,416	943,016
Furniture and Equipment	16,481	16,481	-	13,912
Other	-	-	-	-
	<u>\$ 1,742,800</u>	<u>\$ 1,713,641</u>	<u>\$ 2,448,455</u>	<u>\$ 2,611,960</u>

Note: Due to departmental reorganization, the 2011-12 Adopted Budget and historical expenditures may differ from prior presentations.



## **NORTH CAROLINA PRE-K PROGRAM**

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**Description:** The Charlotte-Mecklenburg Schools serve as the contract administrator for the Mecklenburg County North Carolina Pre-Kindergarten Program. NC 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 the Division of Child Development and Early Education . Smart Start of Mecklenburg County and CMS 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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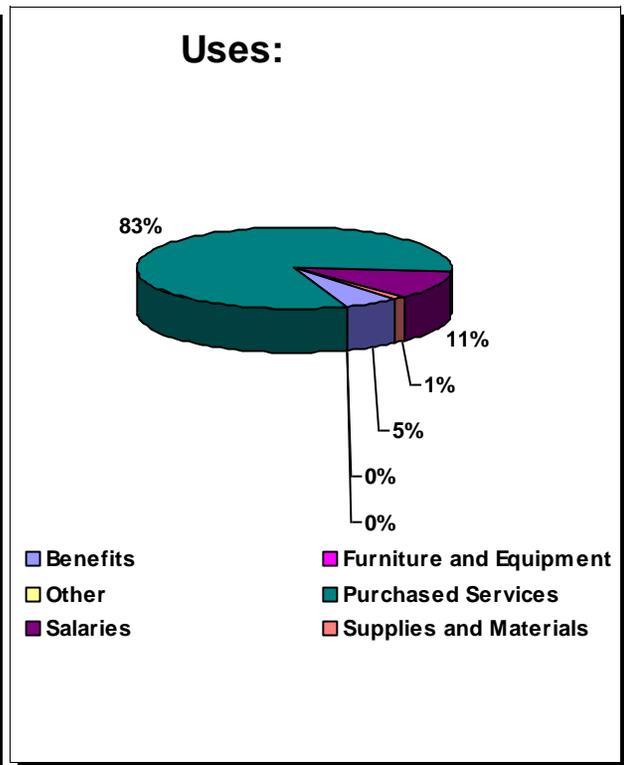
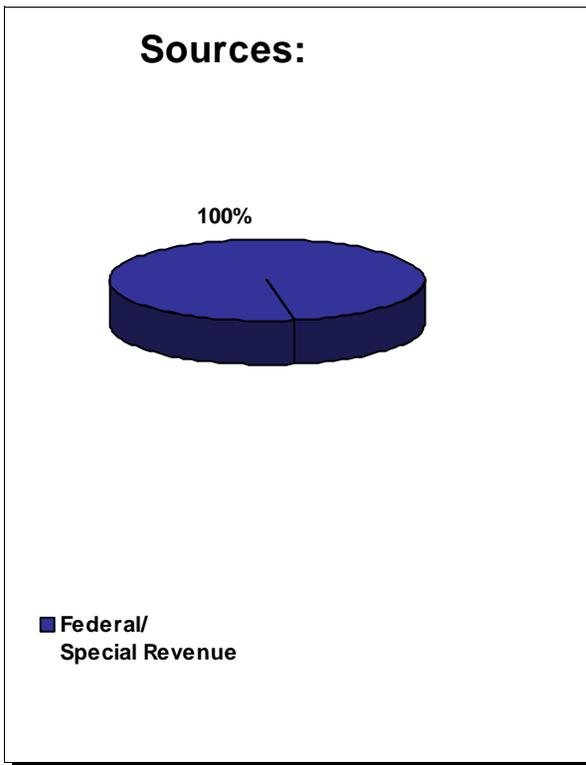
### **SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>		<b>Amount</b>
<b>Salaries and Benefits</b>		
Cost of Living Increase and Market Adjustment	\$	41,793
Benefit Increase		29,429
<b>Purchased Services</b>		
Federal Adjustment - NC Pre-K		(37,302)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# NORTH CAROLINA PRE-K PROGRAM

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 1,190,397	\$ 1,361,745	\$ 686,336	\$ 937,033
Benefits	579,355	336,785	192,693	228,527
Purchased Services	8,669,435	8,706,737	9,533,120	8,262,655
Supplies and Materials	137,635	137,635	168,155	89,870
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 10,576,822</u>	<u>\$ 10,542,902</u>	<u>\$ 10,580,304</u>	<u>\$ 9,518,085</u>



## **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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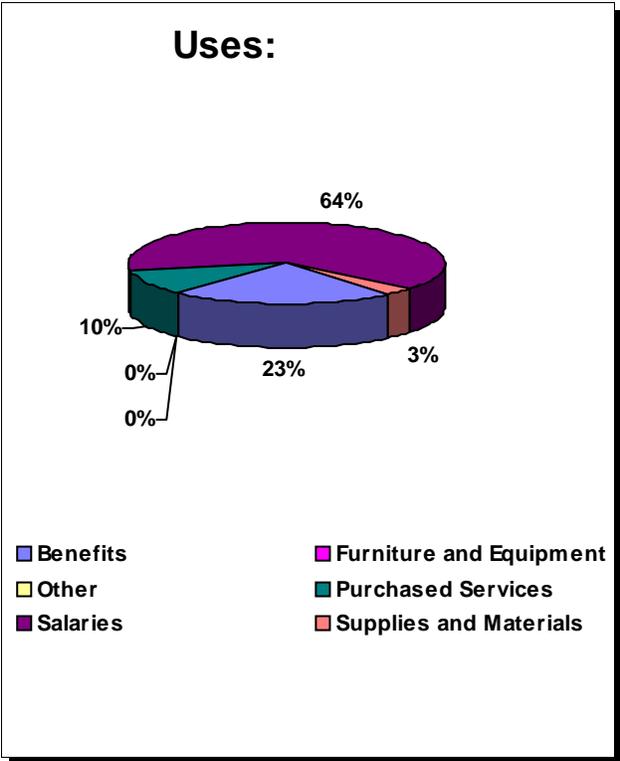
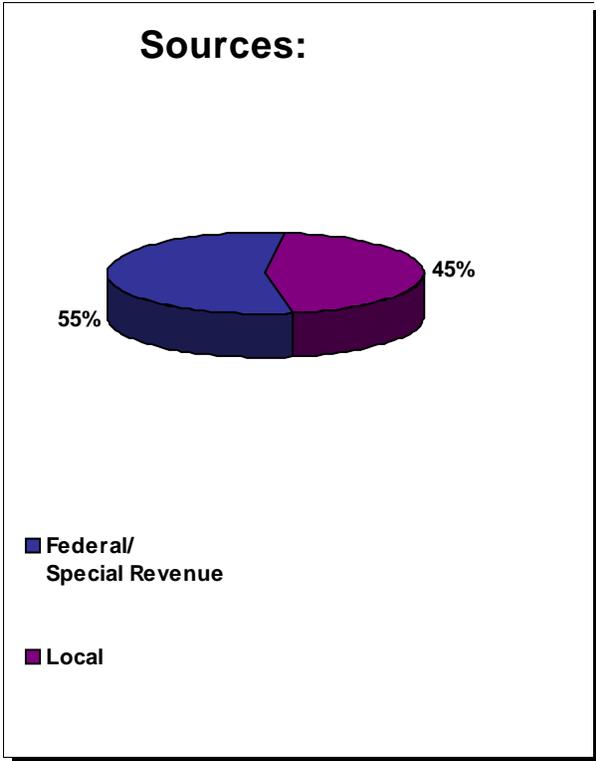
### **SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 537,996
Benefit Increase	243,936
Average Salary Adjustment	(16,023)
Redirected funds from salaries and benefits to purchased services and supplies	(177,418)
<b>Purchased Services</b>	
Redirected funds to purchased services from salaries and benefits	52,918
<b>Supplies and Materials</b>	
Redirected funds to supplies from salaries and benefits	124,500

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	13,238,082	12,947,993	13,519,017	13,089,425
Benefits	4,794,098	4,495,696	4,213,671	3,765,517
Purchased Services	2,179,770	2,126,852	1,793,432	1,533,778
Supplies and Materials	666,906	542,406	572,115	275,090
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 20,878,856</u>	<u>\$ 20,112,947</u>	<u>\$ 20,098,235</u>	<u>\$ 18,663,810</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:**

Nancy Addison  
 Director, Math and Science Instruction

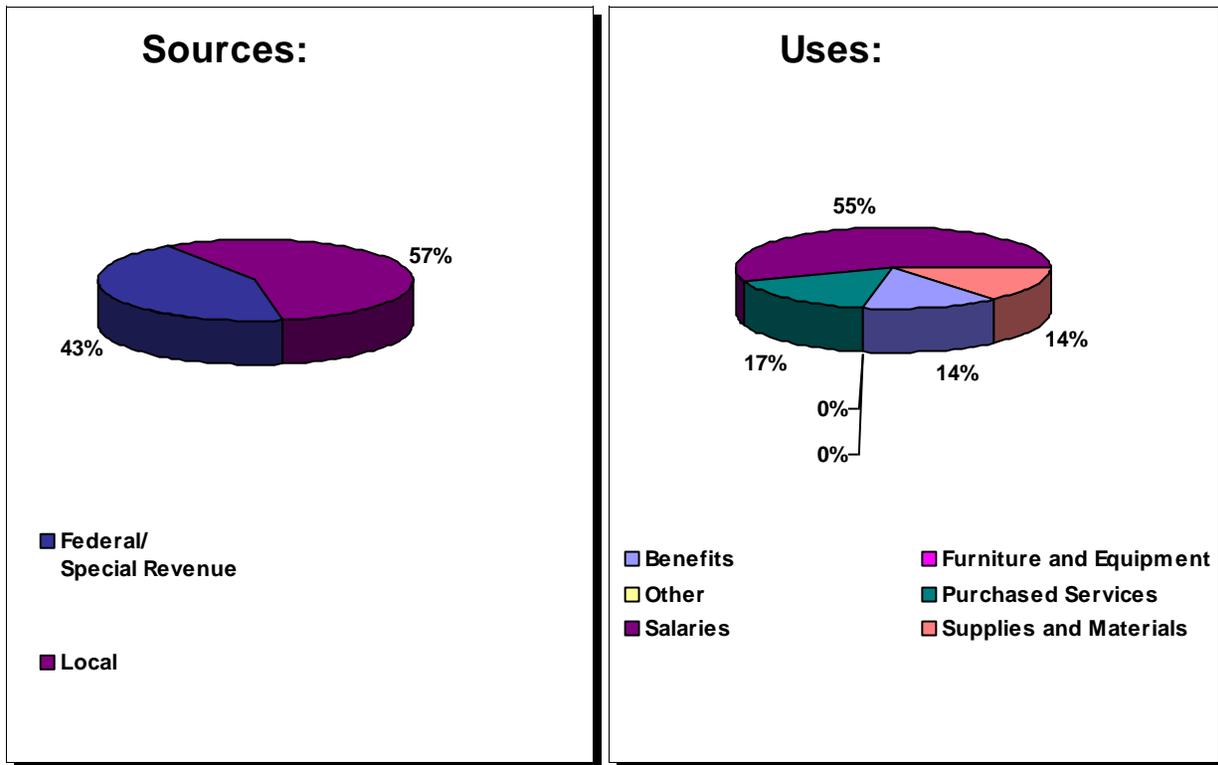
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 20,766
Benefit Increase	14,094
Average Salary Adjustment	18,932
Additional resource teacher position funded by textbook publisher	88,975
Federal Adjustment- Kannapolis City Schools Math and Science grant	(183,331)
Redirected funds to stipends from Arts Education department	27,400
Central Office Reductions - reduced extended employment	(16,314)
<b>Purchased Services</b>	
Redirected funds to purchased services from Arts Education department	50,214
<b>Supplies and Materials</b>	
Central Office Reductions - reduced supplies and materials	(9,511)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**MATH AND SCIENCE INSTRUCTION**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 911,852	\$ 949,058	\$ 736,778	\$ 514,639
Benefits	235,506	228,748	162,075	107,381
Purchased Services	276,564	226,350	295,013	79,114
Supplies and Materials	231,648	241,159	2,609,266	215,187
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,655,570</u>	<u>\$ 1,645,315</u>	<u>\$ 3,803,132</u>	<u>\$ 916,321</u>



**CAREER AND TECHNICAL EDUCATION**

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**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.

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**BUDGET ACCOUNTABILITY:**

Jimmy Chancey  
 Director of Career and Technical Education

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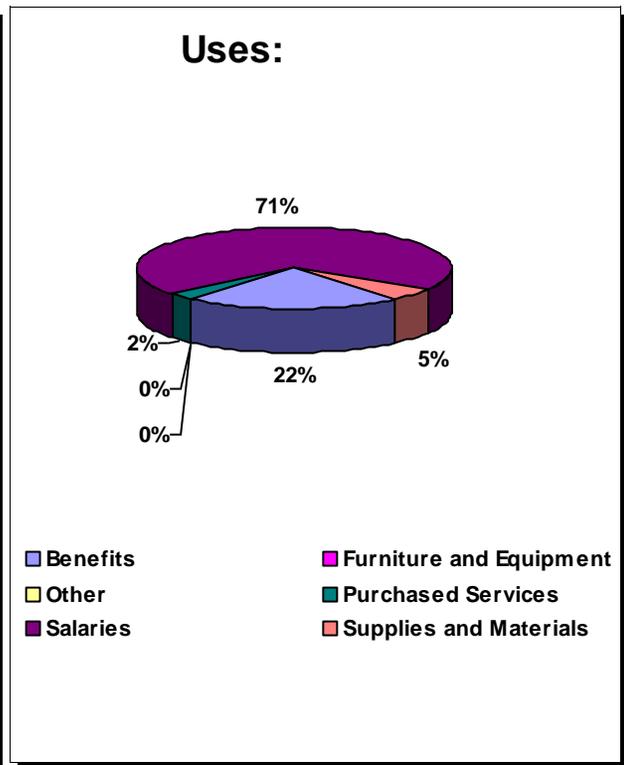
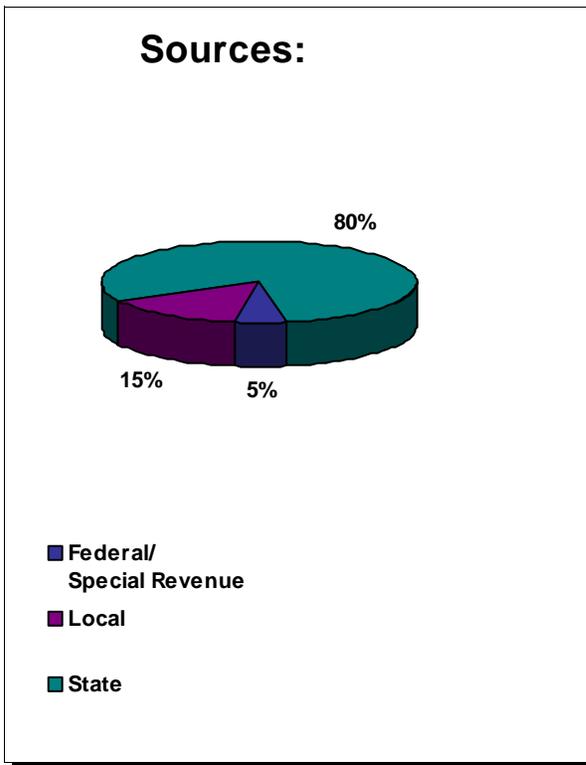
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 831,963
Benefit Increase	392,761
Average Salary Adjustment	(7,133)
State allotment adjustment	26,587
<b>Purchased Services</b>	
Redirected funds to purchased services from supplies and materials	76,000
Redirected funds to purchased services from Inventory Management	121,500
<b>Supplies and Materials</b>	
Redirected funds from supplies and materials to purchased services	(76,000)
State allotment adjustment	14,144
Federal Adjustment - supplies and materials	27,634

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CAREER AND TECHNICAL EDUCATION**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 23,516,326	\$ 22,933,758	\$ 22,481,137	\$ 25,740,472
Benefits	7,561,677	6,900,067	6,054,149	6,399,852
Purchased Services	838,105	640,605	932,853	707,484
Supplies and Materials	1,715,833	1,750,055	3,554,634	1,939,352
Furniture and Equipment	-	-	121,988	-
Other	-	-	-	-
	<u>\$ 33,631,941</u>	<u>\$ 32,224,485</u>	<u>\$ 33,144,761</u>	<u>\$ 34,787,160</u>



**PROFESSIONAL DEVELOPMENT**

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

**BUDGET ACCOUNTABILITY:**

Ann Clark  
Chief Academic Officer

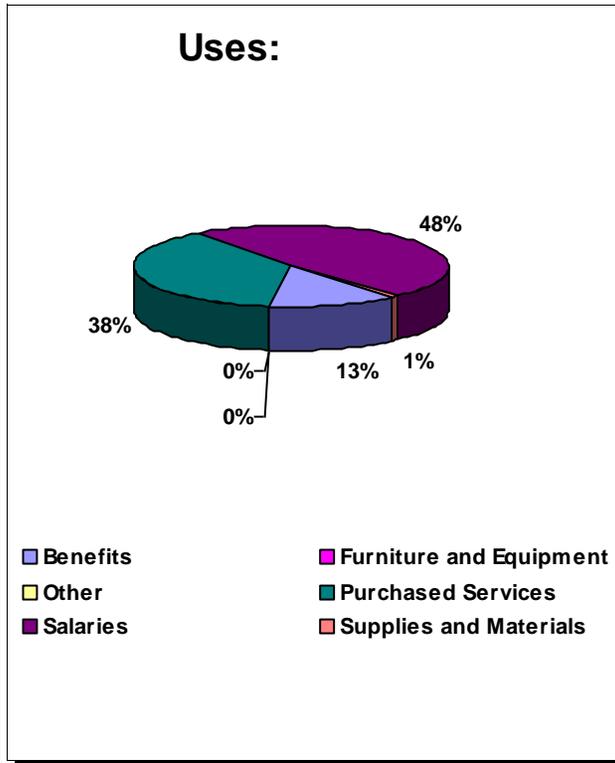
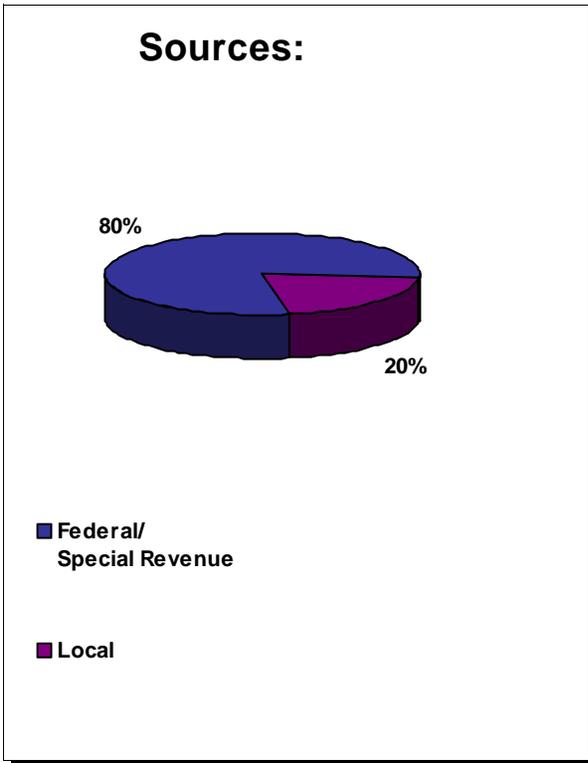
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 83,617
Benefit Increase	54,806
Average Salary Adjustment	(8,931)
Federal Adjustment- Race to the Top grant	152,500
Fund Balance appropriated for Common Core training	3,352,104
Redirected funds to stipends from purchased services and supplies	23,000
<b>Purchased Services</b>	
Federal adjustment- Title II Improving Teacher Quality	(1,055,919)
Federal adjustment- Wallace grant	1,323,133
Central Office Reduction- purchased services	(49,495)
Reduce New Leaders for New Schools Program Contribution	(458,322)
Fund Balance appropriated for Common Core training	370,000
Redirected funds to purchased services from Talent Development department	21,771
Redirected funds from purchased services to stipends	(13,000)
<b>Supplies and Materials</b>	
Federal adjustment- Wallace grant	51,867
Redirected funds from supplies to stipends	(10,000)
Federal adjustment- National Board Services	(18,621)
Federal Adjustment- Race to the Top grant	(6,542)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**PROFESSIONAL DEVELOPMENT**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 5,998,509	\$ 3,092,108	\$ 3,552,075	\$ 3,811,079
Benefits	1,667,442	916,847	912,434	862,696
Purchased Services	4,721,042	4,582,973	2,378,389	2,360,356
Supplies and Materials	101,977	85,273	45,177	97,842
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 12,488,970</u>	<u>\$ 8,677,201</u>	<u>\$ 6,888,075</u>	<u>\$ 7,131,973</u>



## 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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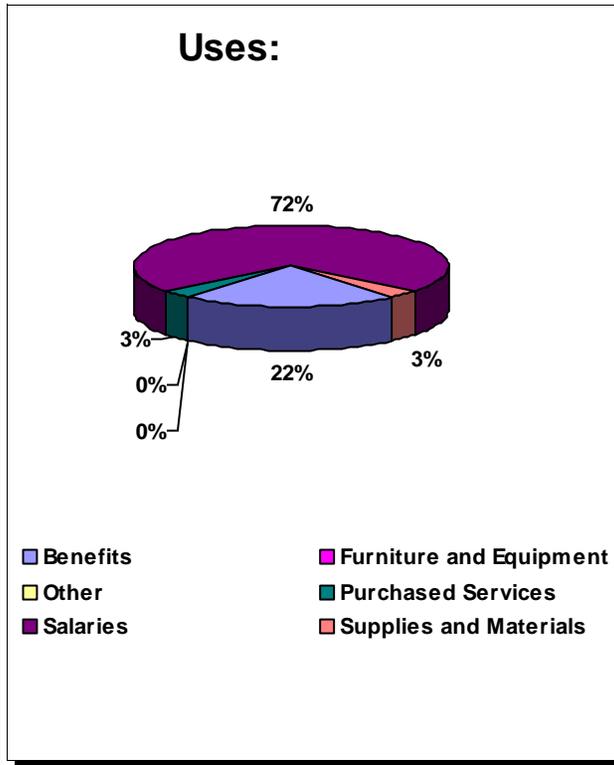
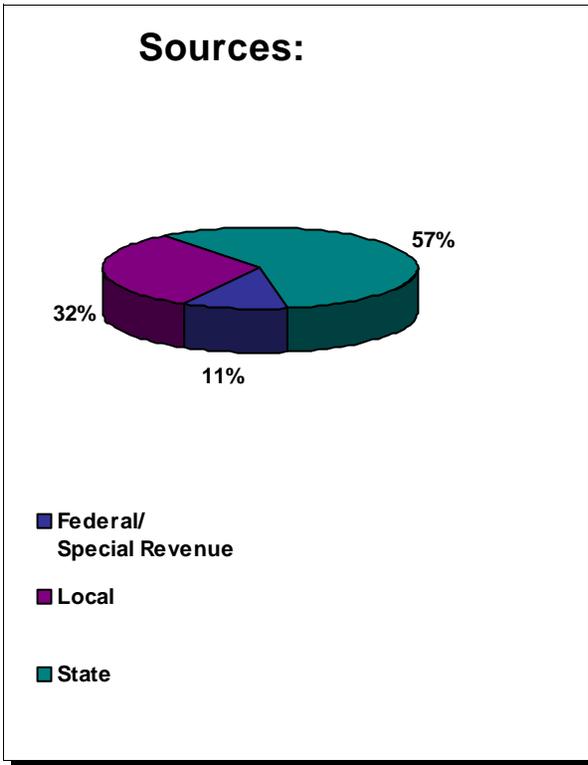
### **SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 524,551
Benefit Increase	246,264
Average Salary Adjustment	(70,033)
Central Office Reductions - eliminate vacant bilingual assistant position	(37,354)
<b>Purchased Services</b>	
Federal adjustment- Language Acquisition grant	(215,605)
<b>Supplies and Materials</b>	
Central Office Reductions - reduced supplies and materials	(6,572)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ESL STUDENT EDUCATION**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 15,030,945	\$ 14,614,415	\$ 13,463,465	\$ 13,828,877
Benefits	4,753,509	4,506,611	3,354,779	3,172,506
Purchased Services	704,184	919,789	672,462	466,033
Supplies and Materials	714,337	720,909	752,485	1,290,913
Furniture and Equipment	-	-	-	6,205
Other	-	-	-	-
	<u>\$ 21,202,975</u>	<u>\$ 20,761,724</u>	<u>\$ 18,243,191</u>	<u>\$ 18,764,534</u>



## 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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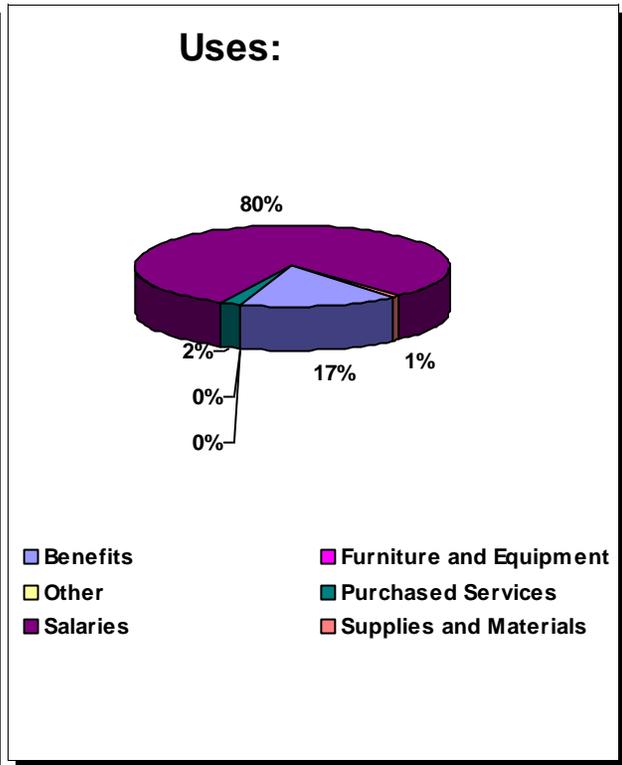
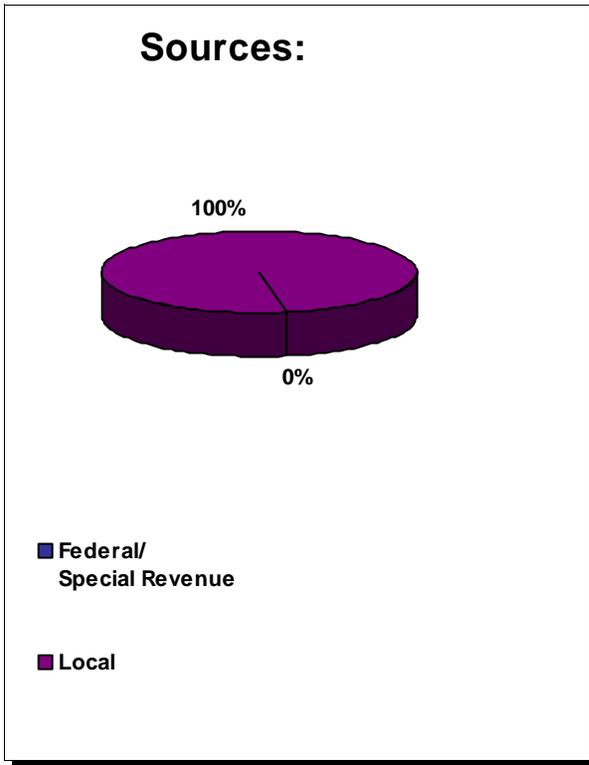
### **SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 5,583
Benefit Increase	1,739
Average Salary Adjustment	60,429

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**FEDERAL AND STATE COMPLIANCE SERVICES**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 165,568	\$ 102,245	\$ 165,743	\$ 87,277
Benefits	33,917	29,189	37,109	15,946
Purchased Services	4,220	4,220	20,078	2,645
Supplies and Materials	1,842	1,842	1,645	1,729
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 205,547</u>	<u>\$ 137,496</u>	<u>\$ 224,575</u>	<u>\$ 107,597</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

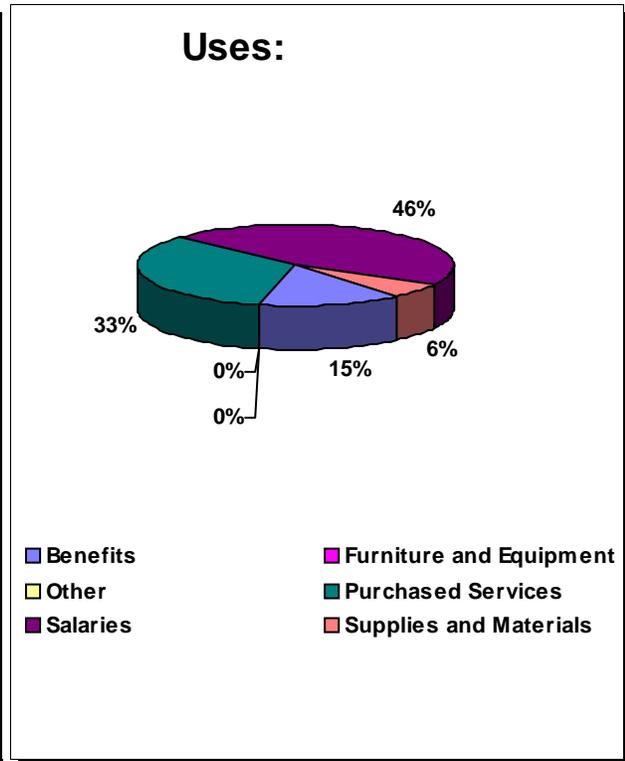
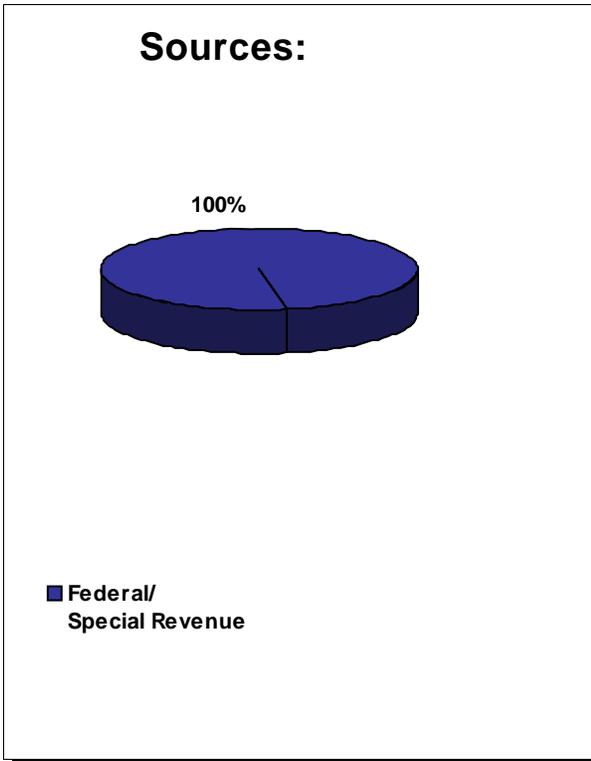
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 547,071
Benefit Increase	300,700
Average Salary Adjustment	1,121,987
Federal Adjustment- ARRA School Improvement 1003G	(575,136)
Federal Adjustment- ARRA School Improvement	(247,151)
<b>Purchased Services</b>	
Federal adjustment- Title I	(3,036,153)
Federal adjustment- School Improvement 1003G	309,251
Federal Adjustment- ARRA McKinney Vento	28,176
Federal Adjustment- ARRA School Improvement 1003G	(15,381)
<b>Supplies and Materials</b>	
Federal adjustment- Title I School Improvement	(594,170)
Federal adjustment- Title I	(800,000)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

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

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	18,169,829	18,118,120	9,353,741	10,298,719
Benefits	5,871,583	4,776,324	2,263,877	2,237,392
Purchased Services	13,117,871	15,831,976	8,415,937	7,937,886
Supplies and Materials	2,385,070	3,779,240	5,134,339	2,561,141
Furniture and Equipment	-	-	60,206	-
Other	-	-	-	-
	<u>\$ 39,544,353</u>	<u>\$ 42,505,660</u>	<u>\$ 25,228,100</u>	<u>\$ 23,035,138</u>



## **MEDIA SERVICES**

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**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.

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### **BUDGET ACCOUNTABILITY:**

Gloria Miller  
Director, Media Services

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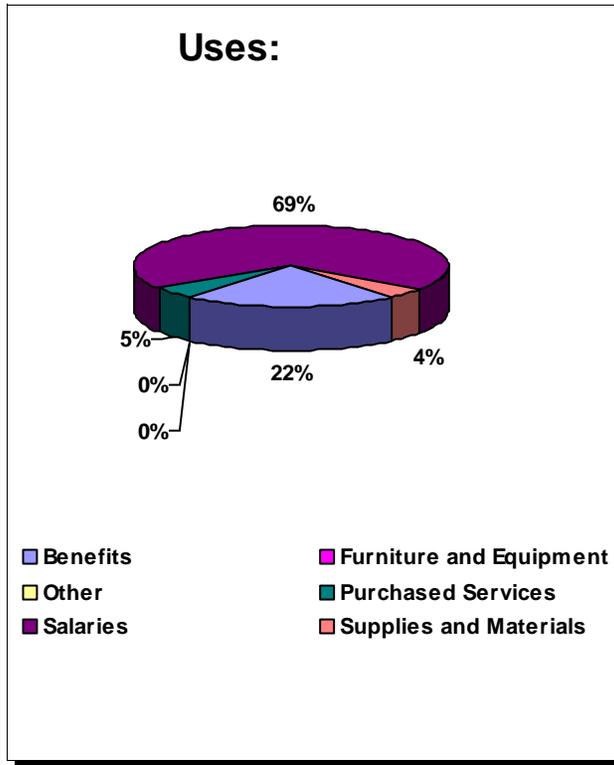
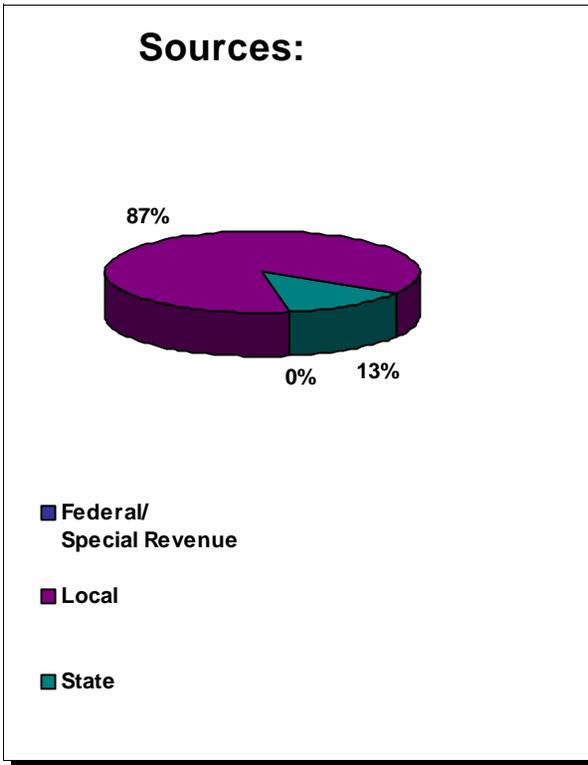
### **SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 13,333
Benefit Increase	6,222
Average Salary Adjustment	(38,673)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

**MEDIA SERVICES**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 341,475	\$ 369,112	\$ 492,987	\$ 408,182
Benefits	119,876	111,357	116,914	98,911
Purchased Services	95,100	95,100	112,684	221,362
Supplies and Materials	905,350	905,350	2,249,035	963,259
Furniture and Equipment	15,000	15,000	59,078	-
Other	-	-	-	-
	<u>\$ 1,476,801</u>	<u>\$ 1,495,919</u>	<u>\$ 3,030,698</u>	<u>\$ 1,691,714</u>



**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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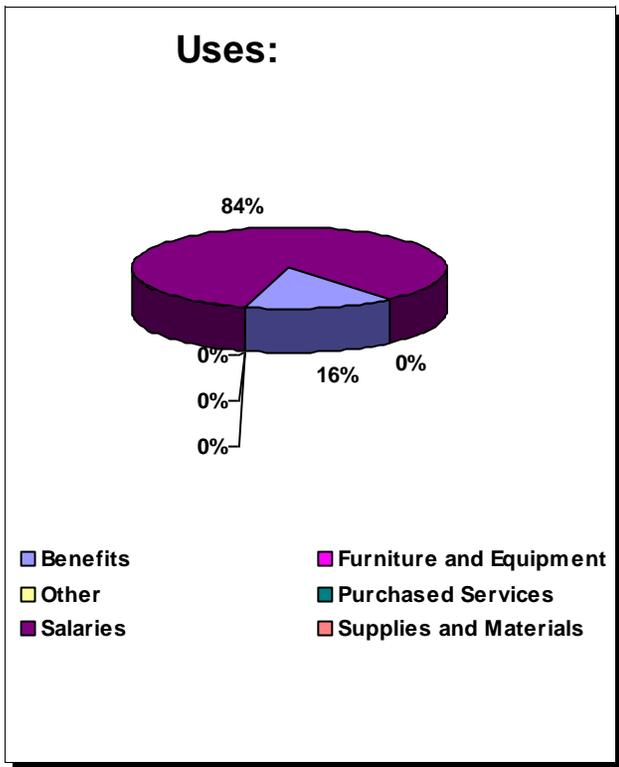
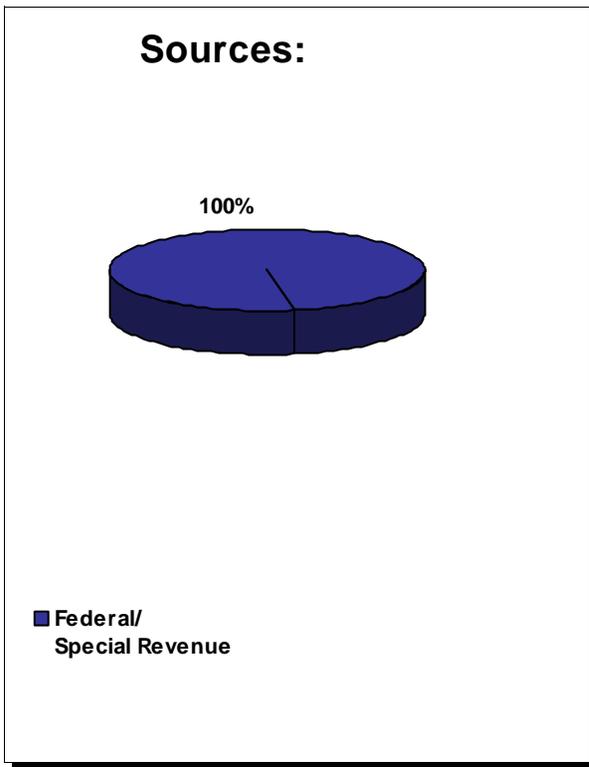
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Benefit Increase	\$ 5,862
Federal Adjustment - TIF grant	(1,015,945)
Eliminate TIF-LEAP Local Funding Match	(2,896,641)
Central Office Reduction - eliminate specialist, analyst and secretary positions	(241,222)
<b>Purchased Services</b>	
Federal Adjustment - TIF grant	(22,395)
<b>Supplies and Materials</b>	
Federal Adjustment - TIF grant	(2,000)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# TIF-LEAP PROGRAM

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 913,951	\$ 4,494,716	\$ 3,495,642	\$ 2,433,362
Benefits	170,020	737,201	419,709	297,066
Purchased Services	-	22,395	7,373	(2,213)
Supplies and Materials	-	2,000	7,555	4,907
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,083,971</u>	<u>\$ 5,256,312</u>	<u>\$ 3,930,279</u>	<u>\$ 2,733,122</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**EXCEPTIONAL CHILDREN SERVICES**

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**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.

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**BUDGET ACCOUNTABILITY:**

Dr. Jane Rhyne  
 Assistant Superintendent for Exceptional Children

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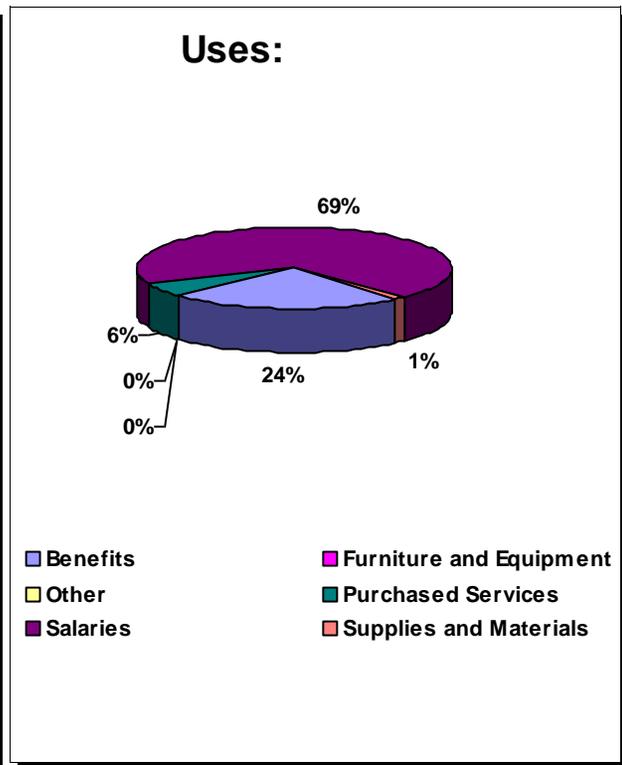
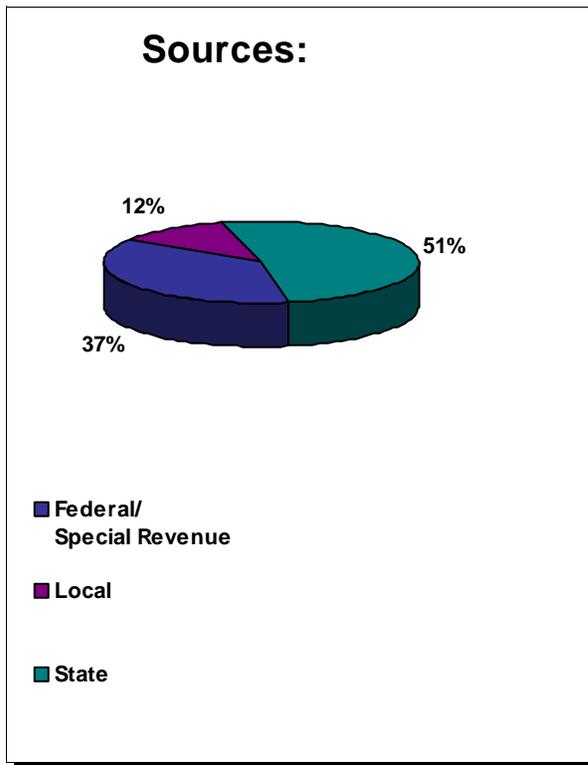
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 3,138,881
Benefit Increase	1,463,612
Average Salary Adjustment	4,823
Federal Adjustment- IDEA Early Intervening Services	(706,659)
Federal Adjustment- IDEA Preschool Handicapped	(401,465)
State allotment adjustment	61,346
Federal Adjustment- Capacity Building and Improvement	(114,433)
Federal Adjustment- IDEA VI B – Children with Disabilities	106,736
Reduce Local Exceptional Children Funding - eliminate 4 therapist positions	(280,733)
Central office reduction - eliminate two clerical positions	(88,053)
<b>Purchased Services</b>	
State allotment adjustment	6,054
Federal Adjustment- IDEA VI -B	674,529
Federal Adjustment- IDEA VI B – Children with Disabilities	579,128
Federal Adjustment- IDEA Early Intervening Services	(602,918)
Federal Adjustment- IDEA Preschool Targeted Assistance	4,188
Federal Adjustment- IDEA VI -B Special Needs	6,944
Federal Adjustment- Capacity Building and Improvement	(317,637)
Federal Adjustment- IDEA Preschool Handicapped	(13,636)
Reduce Local Exceptional Children Funding - reduce workshop expenses	(432,792)
<b>Supplies and Materials</b>	
Federal Adjustment- IDEA Early Intervening Services	(12,037)
Federal Adjustment- IDEA Preschool Handicapped	140,674
Federal Adjustment-IDEA VI B - Special Education State Improvement Grant	20,000
Federal Adjustment- Medicaid Reimbursement	778,271
Reduce Local Exceptional Children Funding - reduce software expenses	(149,174)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**EXCEPTIONAL CHILDREN SERVICES**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 80,615,831	\$ 79,428,769	\$ 74,399,331	\$ 75,091,567
Benefits	28,345,853	26,949,522	21,762,308	20,233,158
Purchased Services	6,770,040	6,414,892	7,329,023	6,480,031
Supplies and Materials	1,514,090	587,416	3,298,593	5,245,237
Furniture and Equipment	-	-	89,216	73,639
Other	-	-	-	-
	<u>\$ 117,245,814</u>	<u>\$ 113,380,599</u>	<u>\$ 106,878,471</u>	<u>\$ 107,123,632</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: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

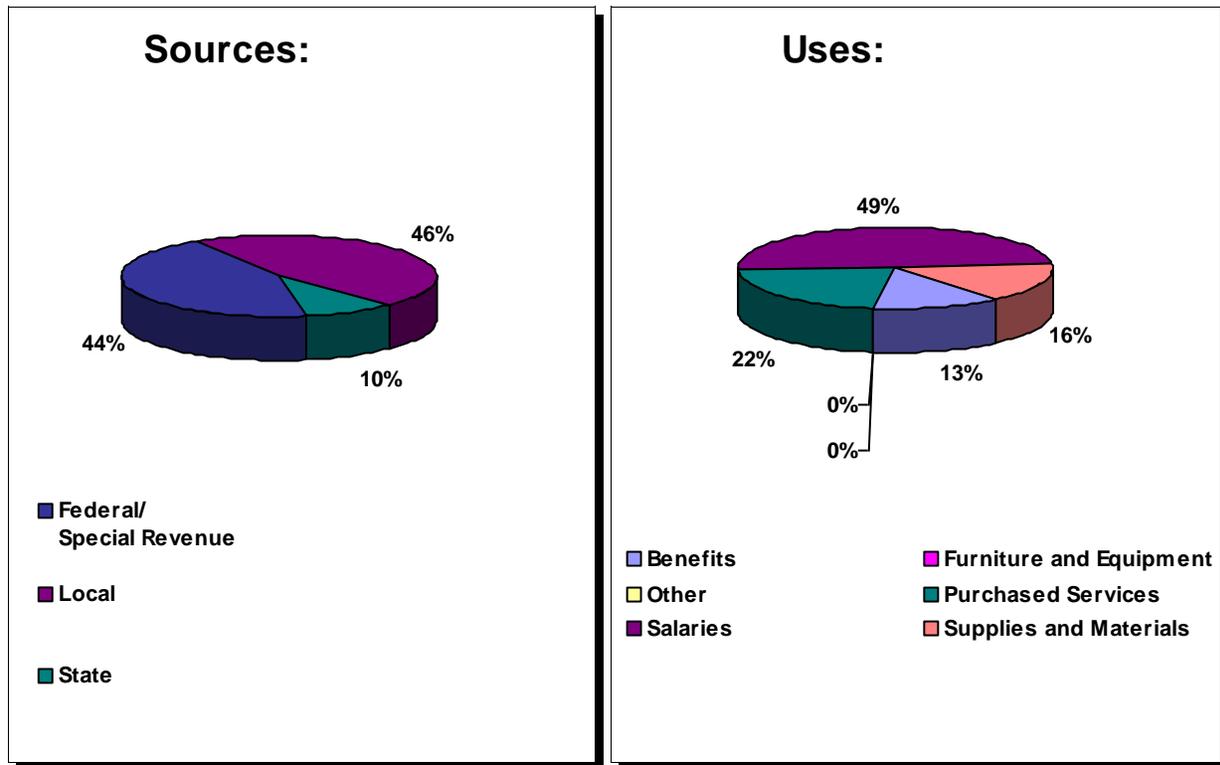
Description	Amount
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 63,981
Benefit Increase	29,650
Average Salary Adjustment	147,870
Redirected school health specialist position to Arts Education department	(89,632)
Federal Adjustment- Medicaid Reimbursement	266,974
Federal Adjustment- HRAAP grant	(395,914)
<b>Purchased Services</b>	
Federal Adjustment- HRAAP grant	(131,279)
Federal Adjustment- Safe and Drug Free Schools grant	(3,468)
<b>Supplies and Materials</b>	
Truancy Court Expansion	75,000
Federal Adjustment- Safe and Drug Free Schools grant	(43,984)
Federal Adjustment- HRAAP grant	(42,218)
Federal Adjustment- Medicaid Reimbursement	20,000

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

# SUPPORT SERVICES

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 2,279,685	\$ 2,299,707	\$ 1,915,167	\$ 2,440,745
Benefits	630,434	587,483	459,811	533,775
Purchased Services	1,039,426	1,174,173	1,216,377	1,192,363
Supplies and Materials	733,474	724,676	275,662	358,564
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 4,683,019</u>	<u>\$ 4,786,039</u>	<u>\$ 3,867,017</u>	<u>\$ 4,525,447</u>

Note: Due to departmental reorganization, the 2011-12 Adopted Budget and historical expenditures may differ from prior presentations.



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:**

Paul Holden  
Executive Director, Family and Community Services

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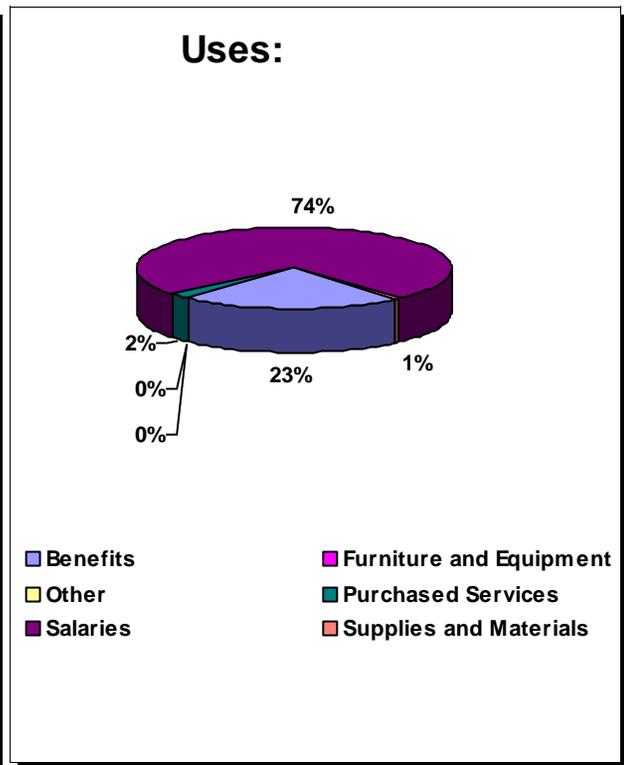
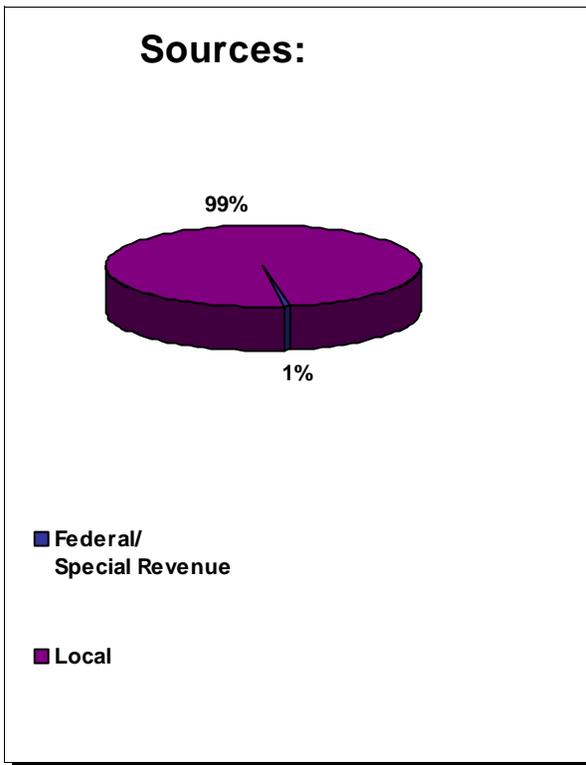
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 18,450
Benefit Increase	8,292
Average Salary Adjustment	(17,044)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**FAMILY AND COMMUNITY SERVICES**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 519,276	\$ 521,200	\$ 525,642	\$ 543,564
Benefits	159,395	147,773	131,553	131,853
Purchased Services	14,351	14,351	265,487	236,209
Supplies and Materials	4,135	4,135	112,313	106,545
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 697,157</u>	<u>\$ 687,459</u>	<u>\$ 1,034,995</u>	<u>\$ 1,018,171</u>



## ZONES

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**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.

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**BUDGET ACCOUNTABILITY:**

Tyler Ream, Charity Bell, Dawn Robinson, Katherine Rea, Kelly Gwaltney  
Area Superintendents

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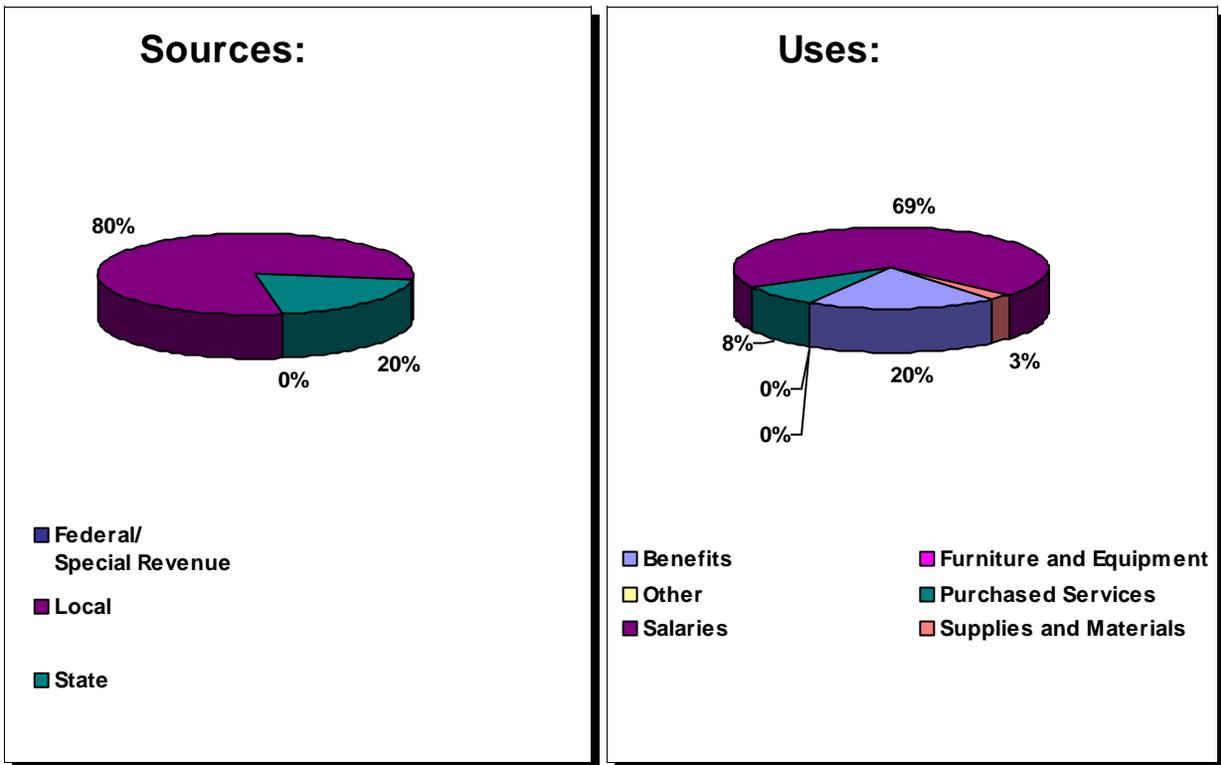
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Cost of Living Increase and Market Adjustment	\$ 87,841
Benefit Increase	35,755
Average Salary Adjustment	(20,145)
<b>Purchased Services</b>	
Redirected funds to purchased services for mileage	25,000
Eliminate Leased Space Cost	(284,020)

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ZONES**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 2,398,738	\$ 2,346,013	\$ 2,467,005	\$ 3,641,447
Benefits	687,056	636,330	562,380	778,312
Purchased Services	294,553	553,573	610,723	1,083,144
Supplies and Materials	90,179	90,179	141,724	211,990
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 3,470,526</u>	<u>\$ 3,626,095</u>	<u>\$ 3,781,832</u>	<u>\$ 5,714,893</u>



**PROJECT L.I.F.T**

**Description:** The CMS Investment Study Group has announced the creation of a program called Project L.I.F.T. (Leadership and Investment For Transformation), which will address educational issues in the West Charlotte Corridor. The program will seek to provide \$55 million in private funding, which will support additional services and educational enhancements for Charlotte-Mecklenburg students in the West Charlotte corridor, defined as West Charlotte High School and the middle and elementary schools that feed into it.

**BUDGET ACCOUNTABILITY:**

Denise Watts  
 Zone Superintendent

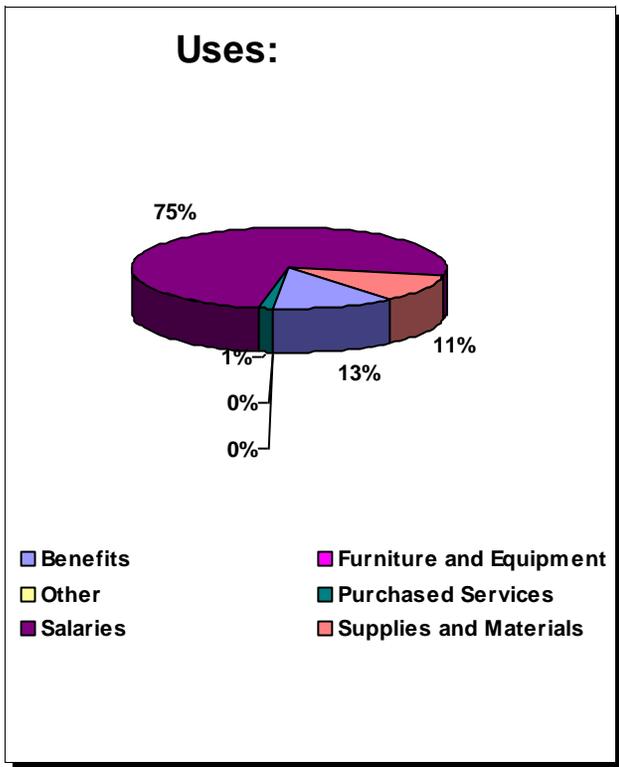
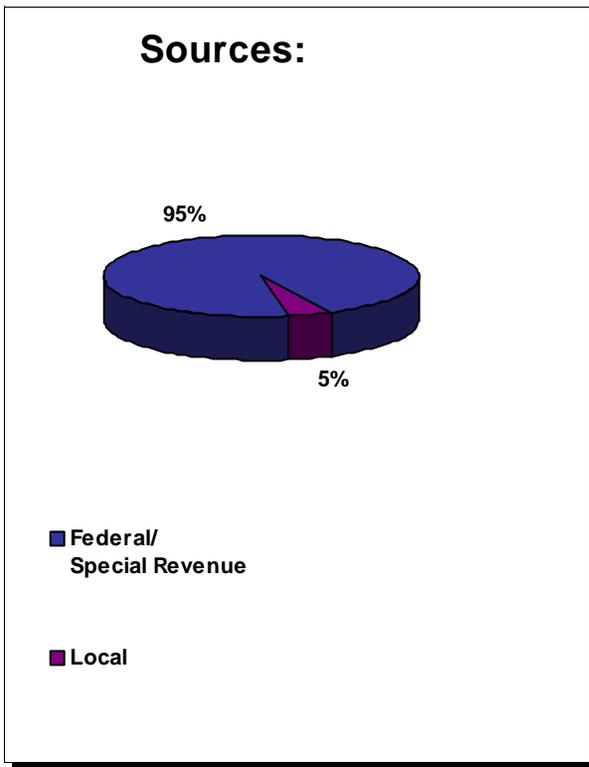
**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Project L.I.F.T. Support (local) - one executive director position and one secretary position	\$ 183,009
Project L.I.F.T. funds (flow-thru)- one zone superintendent, one executive director and one hr specialist as well as funds for school based extended employment, stipends and bonuses	3,550,019
<b>Purchased Services</b>	
Project L.I.F.T. Support (local) - operational expenses	22,355
Project L.I.F.T. funds (flow thru)- leased space	35,000
<b>Supplies and Materials</b>	
Project L.I.F.T. funds (flow thru) - student incentives, supplies and equipment	465,000

Note: Changes listed are not intended to agree exactly to variance between 2011-12 and 2012-13 Budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**Project L.I.F.T**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 3,190,295	-	-	-
Benefits	542,733	-	-	-
Purchased Services	57,355	-	-	-
Supplies and Materials	465,000	-	-	-
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 4,255,383</u>	<u>-</u>	<u>-</u>	<u>-</u>



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# SCHOOLS

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**SCHOOLS: EXPENDITURES**

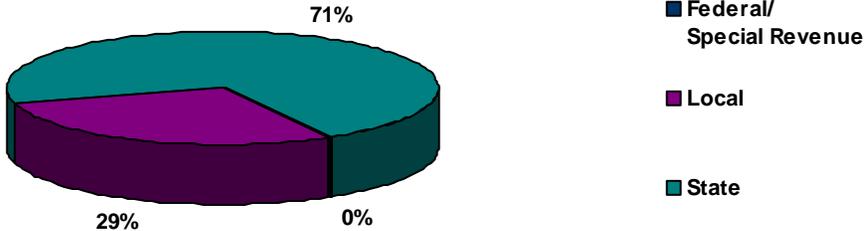
<b>Expenditures</b>	<b>FY 2012-13 Proposed Budget</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2010-11 Actual Expenditures</b>	<b>FY 2009-10 Actual Expenditures</b>
Salaries	465,419,020	454,225,636	423,488,514	432,464,520
Benefits	156,642,486	144,696,273	117,556,349	116,980,583
Purchased Services	5,511,671	7,397,361	3,676,206	3,910,193
Supplies and Materials	15,720,497	30,258,053	10,849,225	13,008,665
Furniture and Equipment	1,090,884	1,258,884	13,076	55,162
Other	20,268,619	16,956,358	15,738,315	21,166,099
	<u>\$ 664,653,177</u>	<u>\$ 654,792,565</u>	<u>\$ 571,321,685</u>	<u>\$ 587,585,222</u>

**SIGNIFICANT CHANGES: 2012-13 PROPOSED BUDGET VS. 2011-12 ADOPTED BUDGET**

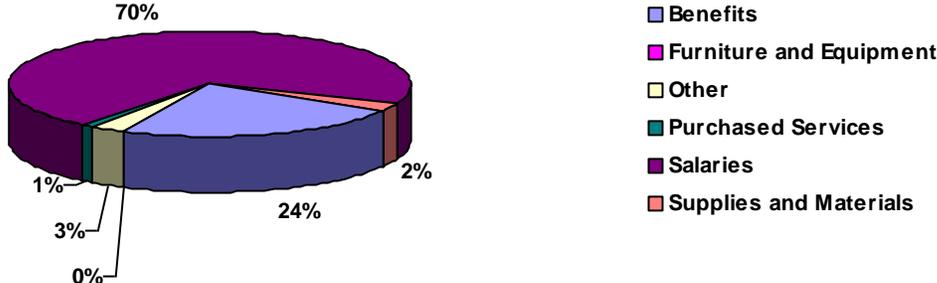
<b>Salaries and Benefits</b>	<b>Amount</b>
Salary Increase and Market Adjustment	\$ 17,278,161
Benefit Increase	7,713,207
Enrollment Growth	9,352,329
Instructional Technology Positions for High Schools	1,322,500
High School Class Size Adjustment - 9th Grade	3,023,430
Average Salary Reduction	(3,891,984)
Reduction of prior year fund balance appropriation for K-8 conversion	(392,000)
Increase in LEA Discretionary Reduction	(6,877,309)
Eliminate Teachers for Zones	(1,237,658)
Reduce New Leaders for New Schools Program Contribution	(288,580)
<b>Purchased Services</b>	
Communities in School Cost Model Adjustment	71,669
Reduction of prior year funds for one time technology projects	(2,160,169)
Reduction of prior year fund balance appropriation for Teachscape	(80,000)
<b>Supplies and Materials</b>	
Eliminate DIBELS and Utilize RTI Universal Screening Tool	(651,321)
Enrollment Growth	88,463
Reduction of prior year funds for one time technology projects	(8,284,519)
Reduction of prior year fund balance appropriation for Teachscape	(748,000)
State allotment adjustment - classroom materials	410,005
Reverse prior year carryover - school technology funds	(1,349,862)
Grant adjustment - donated funds	(3,535,959)
<b>Other</b>	
Charter School Enrollment Increase	2,191,139
Charter Schools Rate Adjustment	1,121,122

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SCHOOLS: SOURCES AND USES**

### Sources



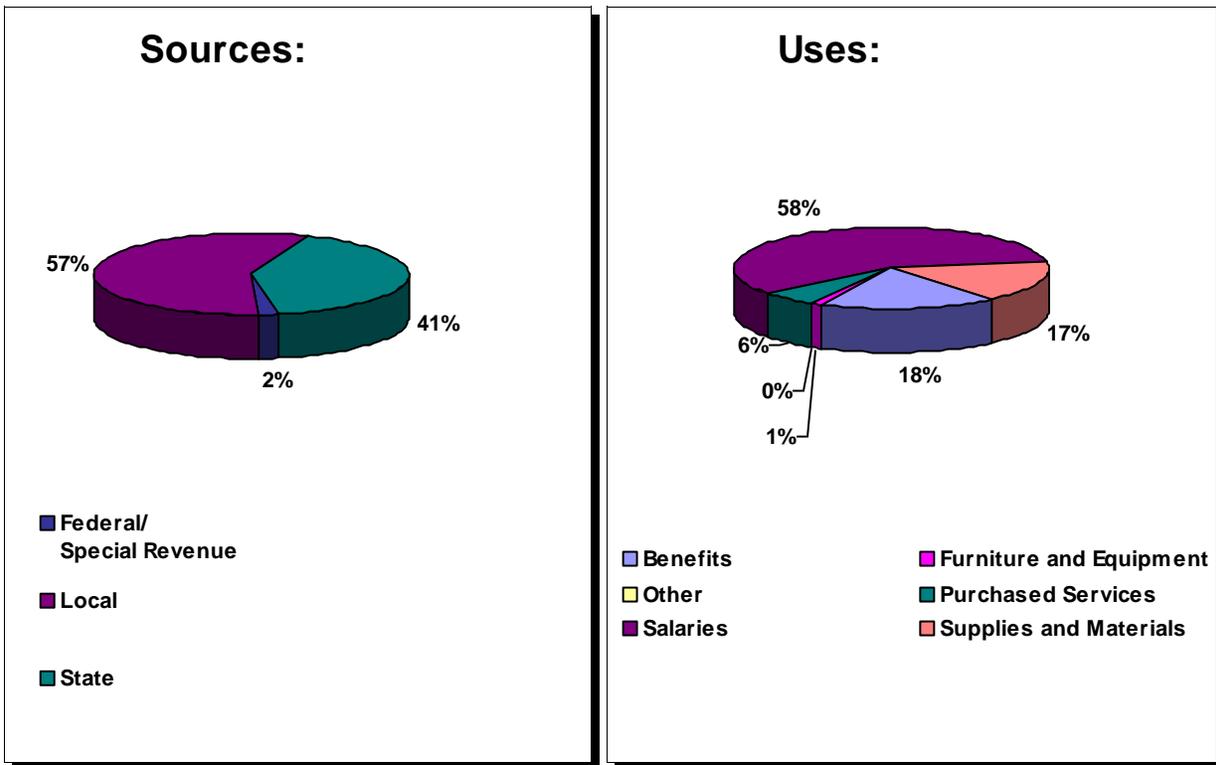
### Uses



**SCHOOL ADMINISTRATION SUPPORT SERVICES  
(Principals, Assistant Principals, Clerical)**

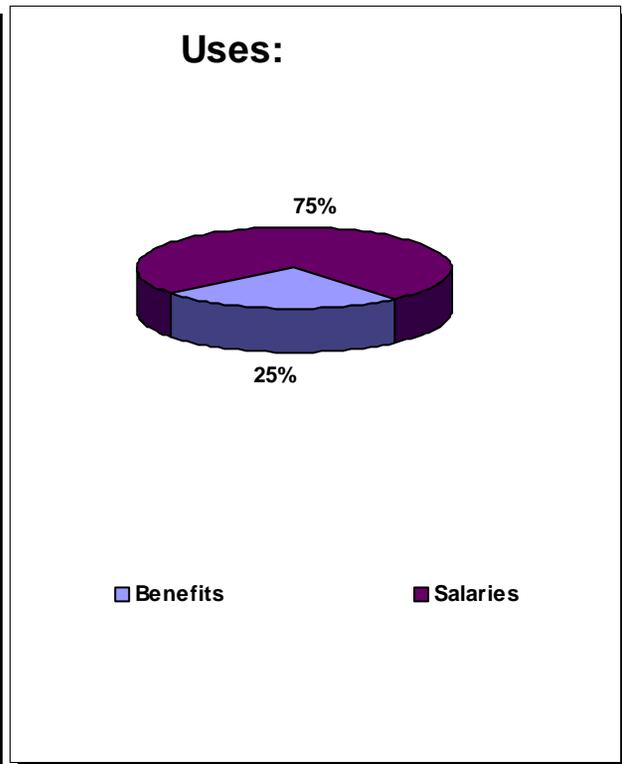
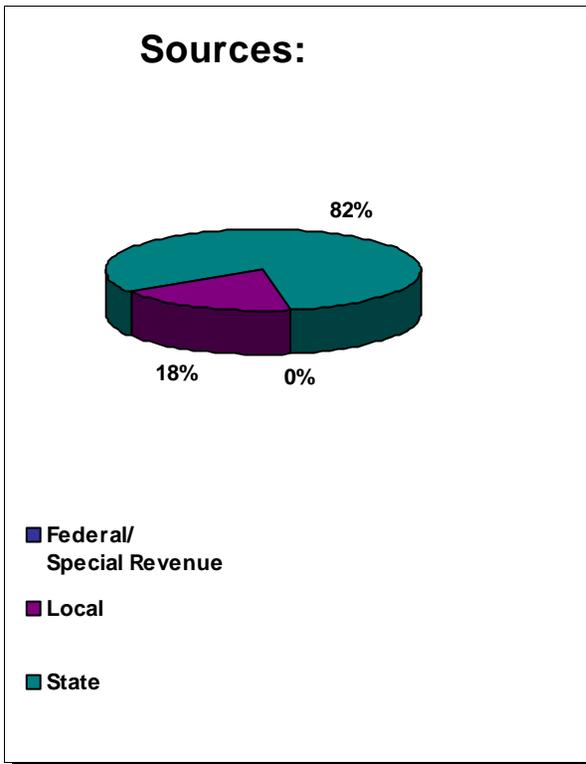
Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 54,654,637	\$ 54,105,451	\$ 55,342,565	\$ 52,146,795
Benefits	17,364,129	16,293,832	13,985,582	12,766,716
Purchased Services	5,511,671	7,397,361	3,676,206	3,910,193
Supplies and Materials	15,720,497	30,258,053	10,849,225	13,008,665
Furniture and Equipment	1,090,884	1,258,884	13,076	55,162
Other	-	-	-	-
	<u>\$ 94,341,818</u>	<u>\$ 109,313,581</u>	<u>\$ 83,866,654</u>	<u>\$ 81,887,531</u>

Note: Due to departmental reorganization, the 2011-12 Adopted Budget and historical expenditures may differ from prior presentations.



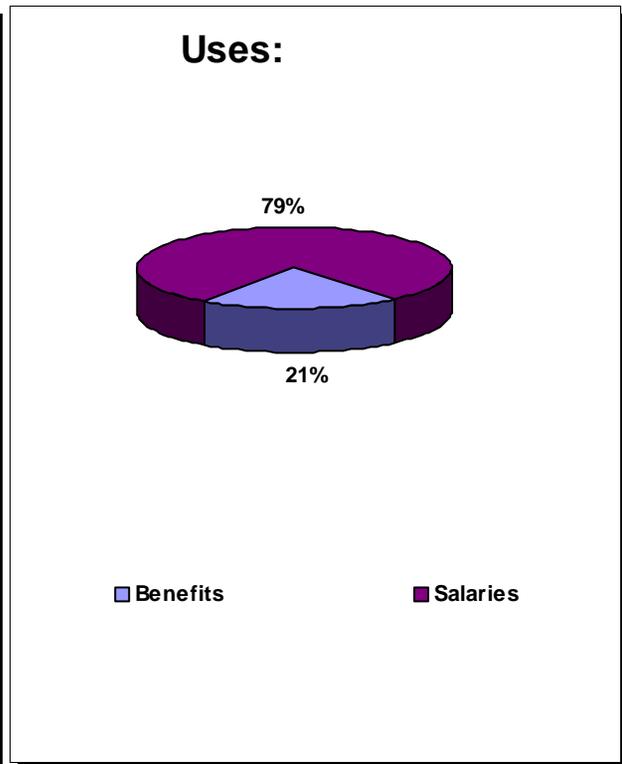
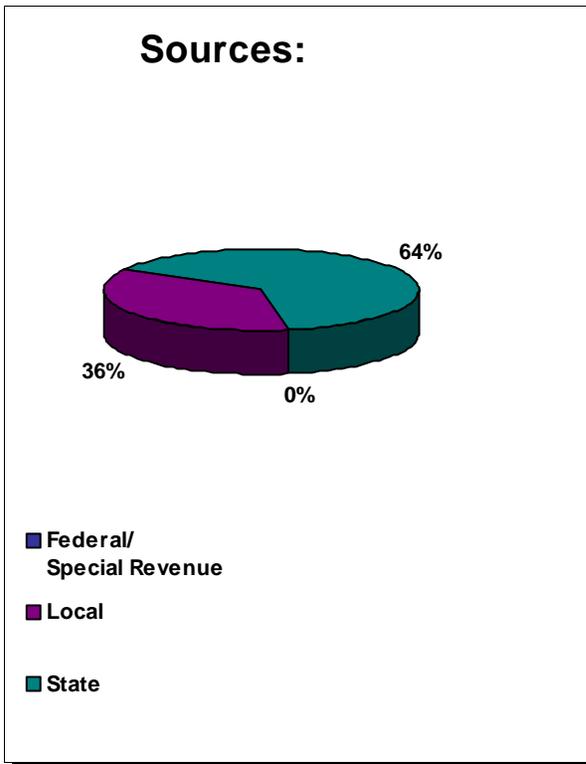
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CLASSROOM TEACHERS**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 342,052,228	\$ 335,989,469	\$ 316,194,768	\$ 323,660,589
Benefits	116,018,808	107,681,044	86,681,973	87,323,336
	<u>\$ 458,071,036</u>	<u>\$ 443,670,513</u>	<u>\$ 402,876,741</u>	<u>\$ 410,983,925</u>



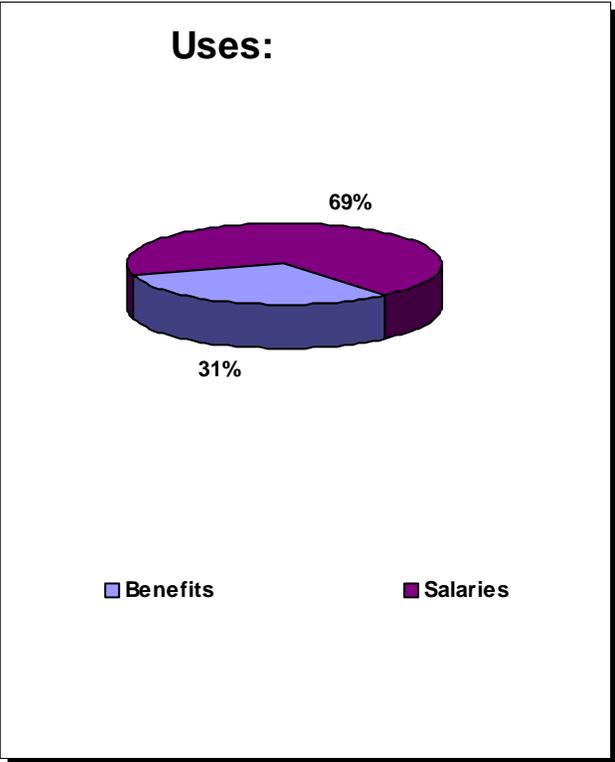
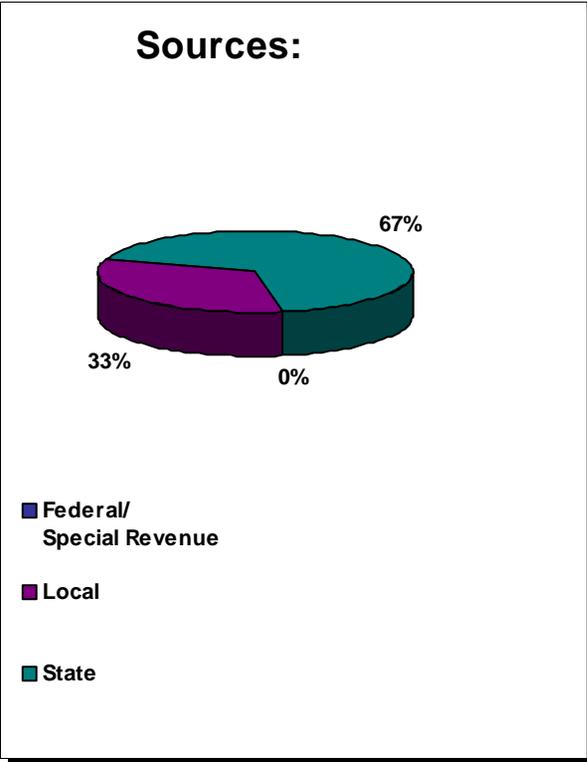
## SUPPORT POSITIONS (Media Specialist, Social Worker, Counselor, Psychologist)

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 41,490,475	\$ 39,586,715	\$ 31,018,645	\$ 32,280,907
Benefits	10,842,992	9,809,279	8,179,594	7,788,776
	<u>\$ 52,333,467</u>	<u>\$ 49,395,994</u>	<u>\$ 39,198,239</u>	<u>\$ 40,069,683</u>



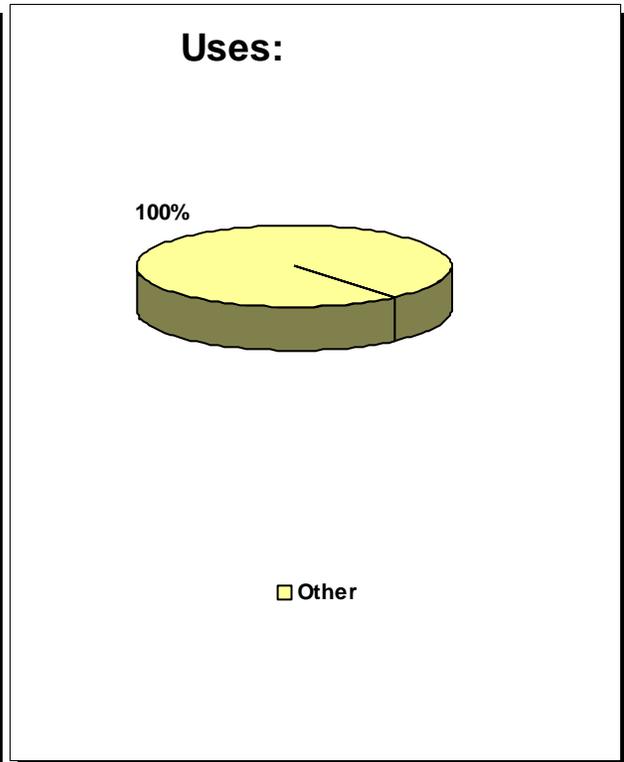
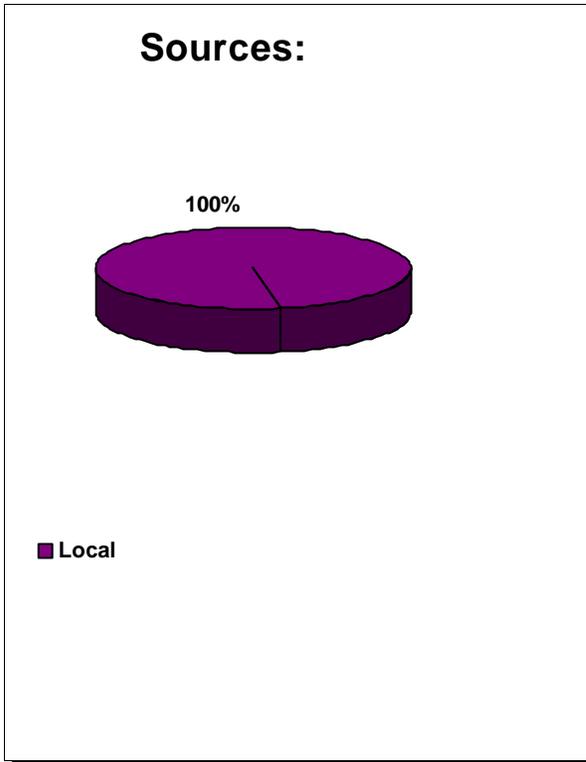
# ASSISTANTS (Teacher Assistants, Media Assistants, Administrative Assistants)

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Salaries	\$ 27,221,680	\$ 24,544,001	\$ 20,932,536	\$ 24,376,229
Benefits	12,416,557	10,912,118	8,709,200	9,101,755
	<u>\$ 39,638,237</u>	<u>\$ 35,456,119</u>	<u>\$ 29,641,736</u>	<u>\$ 33,477,984</u>



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CHARTER SCHOOLS**

Expenditures	FY 2012-13 Proposed Budget	FY 2011-12 Adopted Budget	FY 2010-11 Actual Expenditures	FY 2009-10 Actual Expenditures
Other	\$ 20,268,619	\$ 16,956,358	\$ 15,738,315	\$ 21,166,099
	<u>\$ 20,268,619</u>	<u>\$ 16,956,358</u>	<u>\$ 15,738,315</u>	<u>\$ 21,166,099</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.

### 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.

### Central Support Services

Activities concerned with directing and managing system-wide programs of personnel management, planning, research, communications, and data processing.

## **GLOSSARY OF TERMS**

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### 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.

### 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.

## **GLOSSARY OF TERMS**

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### 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.

### Media Operations

Cost of supplies, materials, and other routine expenses required in the operation of the school media centers (libraries).

## **GLOSSARY OF TERMS**

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### 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, general administration, employee benefits, and community services. See pp. 197-203 for a list of purpose codes.

## **GLOSSARY OF TERMS**

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### 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.

### 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.

## **GLOSSARY OF TERMS**

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### 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  
**2011-2012 SCHOOL ALLOTMENT FORMULAS**  
**ELEMENTARY SCHOOLS**

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**Classroom Teachers (ADM):**

**K-3rd:**

1:22 teacher/student ratio based on weighted student population (EDS students receive weight of 1.3)

**4-5th:**

1:27.5 teacher/student ratio based on weighted student population (EDS students receive weight of 1.)

**K-3rd Teacher Assistants**

**K:**

1:25 teacher/student ratio

**1st-2nd:**

1:38 teacher/student ratio

**Support Formulas**

Assistant Principal	0.5 1	per school** per 501+ students (EDS students receive weight of 1.3)
		** SSI schools will receive a minimum of 1
Teaching Asst. Principal (stipend)	1 1	less than 501 students (EDS students receive weight of 1) per 751+ students (EDS students receive weight of 1.3)
Counselor	1	per school
Media Specialist	1 2	per school per 1,201+ students
Media Assistant	1	per 1,001-1,200 students
Secretary	2 3 4	per school per 801-1,100 students per 1,101+ students
Art, Music & P.E. Teachers	0.5 1 1.5 2 2.5	per school per 386-770 students per 771-1,155 students per 1,156-1,540 students per 1,541+ students
Literacy Facilitator	1	per school

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2011-2012 SCHOOL ALLOTMENT FORMULAS**  
**MIDDLE SCHOOLS**

---

**Classroom Teachers (ADM):**

1:24.5 teacher/student ratio based on weighted student population (EDS students receive weight of 1.3)

**Support Formulas**

Assistant Principal	0.5	per school
	1	per 401-1,000 students (EDS students receive weight of 1.3)
	2	per 1,001+ students (EDS students receive weight of 1.3)
Counselor	1	per school
	2	per 526-1,050 students
	3	per 1,051-1,575 students
	4	per 1,526-2,100 students
	5	per 2,101+ students
Media Specialist	1	per school
	2	per 1,201+ students
Media Assistant	1	per 1,001-1,200 students
ISS Assistant	1	per school
Secretary	4	per school
	5	per 901-1,500 students
	6	per 1,501+ students
Academic Facilitator	1	per school

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2011-2012 SCHOOL ALLOTMENT FORMULAS**  
**HIGH SCHOOLS**

---

**Classroom Teachers (ADM):**

**9th (excl. 9th Grade Academy):**

1:25 teacher/student ratio based on weighted student population (EDS students receive weight of 1.3)

**10-12th:**

1:28.5 teacher/student ratio based on weighted student population (EDS students receive weight of 1.3)

**Support Formulas**

Assistant Principal	1	per school
	2	per 1,001-2,300 students (EDS students receive weight of 1.3)
	3	per 2,301+ students (EDS students receive weight of 1.3)
Counselor	1	per school
	2	per 426-850 students
	3	per 851-1,275 students
	4	per 1,276-1,700 students
	5	per 1,701-2,125 students
	6	per 2,126-2,550 students
	7	per 2,551-2,975 students
	8	per 2,976-3,400 students
	9	per 3,401+ students
Media Specialist	1	per school
	2	per 2,201-3,300 students
	3	per 3,301+ students
Adm. Student Intervention Asst.	1	per school
Secretary	5	per school
	6	per 1,501-2,500 students
	7	per 2,501+ students
Instructional Accountability Facilitator	1	per school

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2011-2012 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 Long Distance Telephone	\$ .36 per pupil Elementary School* \$ .88 per pupil Middle School* \$1.85 per pupil Senior High School*
Professional Travel Allotment	\$750 per School
School Athletic Supply and Equipment	\$6,373 per Middle School \$6,373 per Senior High School
School Custodial Supply and Summer Cleaning	\$9.07 per pupil

\*Note: Allotment based on weighted student population (EDS students receive weight of 1.3)

**2011-2012 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	\$ 30,430.00	13.00%	\$3,955.90	\$34,385.90
3	\$ 30,430.00	13.00%	\$3,955.90	\$34,385.90
4	\$ 30,850.00	13.00%	\$4,010.50	\$34,860.50
5	\$ 31,290.00	13.00%	\$4,067.70	\$35,357.70
6	\$ 32,640.00	13.00%	\$4,243.20	\$36,883.20
7	\$ 34,040.00	13.00%	\$4,425.20	\$38,465.20
8	\$ 35,380.00	13.00%	\$4,599.40	\$39,979.40
9	\$ 36,670.00	13.00%	\$4,767.10	\$41,437.10
10	\$ 37,710.00	13.00%	\$4,902.30	\$42,612.30
11	\$ 38,190.00	13.00%	\$4,964.70	\$43,154.70
12	\$ 38,680.00	13.00%	\$5,028.40	\$43,708.40
13	\$ 39,180.00	13.00%	\$5,093.40	\$44,273.40
14	\$ 39,670.00	13.50%	\$5,355.50	\$45,025.50
15	\$ 40,180.00	13.50%	\$5,424.30	\$45,604.30
16	\$ 40,690.00	13.50%	\$5,493.20	\$46,183.20
17	\$ 41,220.00	13.50%	\$5,564.70	\$46,784.70
18	\$ 41,760.00	13.50%	\$5,637.60	\$47,397.60
19	\$ 42,310.00	13.50%	\$5,711.90	\$48,021.90
20	\$ 42,860.00	13.50%	\$5,786.10	\$48,646.10
21	\$ 43,450.00	14.00%	\$6,083.00	\$49,533.00
22	\$ 44,030.00	14.00%	\$6,164.20	\$50,194.20
23	\$ 44,610.00	14.00%	\$6,245.40	\$50,855.40
24	\$ 45,230.00	14.00%	\$6,332.20	\$51,562.20
25	\$ 45,840.00	14.00%	\$6,417.60	\$52,257.60
26	\$ 46,500.00	14.00%	\$6,510.00	\$53,010.00
27	\$ 47,140.00	14.00%	\$6,599.60	\$53,739.60
28	\$ 47,790.00	15.00%	\$7,168.50	\$54,958.50
29	\$ 48,450.00	15.00%	\$7,267.50	\$55,717.50
30	\$ 49,130.00	15.00%	\$7,369.50	\$56,499.50
31	\$ 49,840.00	15.00%	\$7,476.00	\$57,316.00
32	\$ 50,550.00	15.00%	\$7,582.50	\$58,132.50
33	\$ 51,530.00	15.00%	\$7,729.50	\$59,259.50
34+	\$ 52,550.00	15.00%	\$7,882.50	\$60,432.50

**2011-2012 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	\$ 33,470.00	13.00%	\$4,351.10	\$37,821.10
3	\$ 33,470.00	13.00%	\$4,351.10	\$37,821.10
4	\$ 33,940.00	13.00%	\$4,412.20	\$38,352.20
5	\$ 34,420.00	13.00%	\$4,474.60	\$38,894.60
6	\$ 35,900.00	13.00%	\$4,667.00	\$40,567.00
7	\$ 37,440.00	13.50%	\$5,054.40	\$42,494.40
8	\$ 38,920.00	13.50%	\$5,254.20	\$44,174.20
9	\$ 40,340.00	13.50%	\$5,445.90	\$45,785.90
10	\$ 41,480.00	13.50%	\$5,599.80	\$47,079.80
11	\$ 42,010.00	13.50%	\$5,671.40	\$47,681.40
12	\$ 42,550.00	13.50%	\$5,744.30	\$48,294.30
13	\$ 43,100.00	13.50%	\$5,818.50	\$48,918.50
14	\$ 43,640.00	14.50%	\$6,327.80	\$49,967.80
15	\$ 44,200.00	14.50%	\$6,409.00	\$50,609.00
16	\$ 44,760.00	14.50%	\$6,490.20	\$51,250.20
17	\$ 45,340.00	14.50%	\$6,574.30	\$51,914.30
18	\$ 45,940.00	14.50%	\$6,661.30	\$52,601.30
19	\$ 46,540.00	14.50%	\$6,748.30	\$53,288.30
20	\$ 47,150.00	14.50%	\$6,836.80	\$53,986.80
21	\$ 47,800.00	15.50%	\$7,409.00	\$55,209.00
22	\$ 48,430.00	15.50%	\$7,506.70	\$55,936.70
23	\$ 49,070.00	15.50%	\$7,605.90	\$56,675.90
24	\$ 49,750.00	15.50%	\$7,711.30	\$57,461.30
25	\$ 50,420.00	15.50%	\$7,815.10	\$58,235.10
26	\$ 51,150.00	15.50%	\$7,928.30	\$59,078.30
27	\$ 51,850.00	15.50%	\$8,036.80	\$59,886.80
28	\$ 52,570.00	16.50%	\$8,674.10	\$61,244.10
29	\$ 53,300.00	16.50%	\$8,794.50	\$62,094.50
30	\$ 54,040.00	16.50%	\$8,916.60	\$62,956.60
31	\$ 54,820.00	16.50%	\$9,045.30	\$63,865.30
32	\$ 55,610.00	16.50%	\$9,175.70	\$64,785.70
33	\$ 56,680.00	16.50%	\$9,352.20	\$66,032.20
34+	\$ 57,810.00	16.50%	\$9,538.70	\$67,348.70

**2011-2012 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	\$ 34,080.00	13.00%	\$4,430.40	\$38,510.40
4	\$ 34,550.00	13.00%	\$4,491.50	\$39,041.50
5	\$ 35,040.00	13.00%	\$4,555.20	\$39,595.20
6	\$ 36,560.00	13.00%	\$4,752.80	\$41,312.80
7	\$ 38,120.00	13.00%	\$4,955.60	\$43,075.60
8	\$ 39,630.00	13.00%	\$5,151.90	\$44,781.90
9	\$ 41,070.00	13.00%	\$5,339.10	\$46,409.10
10	\$ 42,240.00	13.00%	\$5,491.20	\$47,731.20
11	\$ 42,770.00	13.00%	\$5,560.10	\$48,330.10
12	\$ 43,320.00	13.00%	\$5,631.60	\$48,951.60
13	\$ 43,880.00	13.00%	\$5,704.40	\$49,584.40
14	\$ 44,430.00	13.50%	\$5,998.10	\$50,428.10
15	\$ 45,000.00	13.50%	\$6,075.00	\$51,075.00
16	\$ 45,570.00	13.50%	\$6,152.00	\$51,722.00
17	\$ 46,170.00	13.50%	\$6,233.00	\$52,403.00
18	\$ 46,770.00	13.50%	\$6,314.00	\$53,084.00
19	\$ 47,390.00	13.50%	\$6,397.70	\$53,787.70
20	\$ 48,000.00	13.50%	\$6,480.00	\$54,480.00
21	\$ 48,660.00	14.00%	\$6,812.40	\$55,472.40
22	\$ 49,310.00	14.00%	\$6,903.40	\$56,213.40
23	\$ 49,960.00	14.00%	\$6,994.40	\$56,954.40
24	\$ 50,660.00	14.00%	\$7,092.40	\$57,752.40
25	\$ 51,340.00	14.00%	\$7,187.60	\$58,527.60
26	\$ 52,080.00	14.00%	\$7,291.20	\$59,371.20
27	\$ 52,800.00	14.00%	\$7,392.00	\$60,192.00
28	\$ 53,520.00	15.00%	\$8,028.00	\$61,548.00
29	\$ 54,260.00	15.00%	\$8,139.00	\$62,399.00
30	\$ 55,030.00	15.00%	\$8,254.50	\$63,284.50
31	\$ 55,820.00	15.00%	\$8,373.00	\$64,193.00
32	\$ 56,620.00	15.00%	\$8,493.00	\$65,113.00
33	\$ 57,710.00	15.00%	\$8,656.50	\$66,366.50
34+	\$ 58,860.00	15.00%	\$8,829.00	\$67,689.00

**NBPTS: National Board Professional Teaching Standards certification**

**2011-2012 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	\$ 37,490.00	13.00%	\$4,873.70	\$42,363.70
4	\$ 38,010.00	13.00%	\$4,941.30	\$42,951.30
5	\$ 38,550.00	13.00%	\$5,011.50	\$43,561.50
6	\$ 40,210.00	13.00%	\$5,227.30	\$45,437.30
7	\$ 41,930.00	13.50%	\$5,660.60	\$47,590.60
8	\$ 43,590.00	13.50%	\$5,884.70	\$49,474.70
9	\$ 45,180.00	13.50%	\$6,099.30	\$51,279.30
10	\$ 46,460.00	13.50%	\$6,272.10	\$52,732.10
11	\$ 47,050.00	13.50%	\$6,351.80	\$53,401.80
12	\$ 47,660.00	13.50%	\$6,434.10	\$54,094.10
13	\$ 48,270.00	13.50%	\$6,516.50	\$54,786.50
14	\$ 48,880.00	14.50%	\$7,087.60	\$55,967.60
15	\$ 49,500.00	14.50%	\$7,177.50	\$56,677.50
16	\$ 50,130.00	14.50%	\$7,268.90	\$57,398.90
17	\$ 50,780.00	14.50%	\$7,363.10	\$58,143.10
18	\$ 51,450.00	14.50%	\$7,460.30	\$58,910.30
19	\$ 52,120.00	14.50%	\$7,557.40	\$59,677.40
20	\$ 52,810.00	14.50%	\$7,657.50	\$60,467.50
21	\$ 53,540.00	15.50%	\$8,298.70	\$61,838.70
22	\$ 54,240.00	15.50%	\$8,407.20	\$62,647.20
23	\$ 54,960.00	15.50%	\$8,518.80	\$63,478.80
24	\$ 55,720.00	15.50%	\$8,636.60	\$64,356.60
25	\$ 56,470.00	15.50%	\$8,752.90	\$65,222.90
26	\$ 57,290.00	15.50%	\$8,880.00	\$66,170.00
27	\$ 58,070.00	15.50%	\$9,000.90	\$67,070.90
28	\$ 58,880.00	16.50%	\$9,715.20	\$68,595.20
29	\$ 59,700.00	16.50%	\$9,850.50	\$69,550.50
30	\$ 60,520.00	16.50%	\$9,985.80	\$70,505.80
31	\$ 61,400.00	16.50%	\$10,131.00	\$71,531.00
32	\$ 62,280.00	16.50%	\$10,276.20	\$72,556.20
33	\$ 63,480.00	16.50%	\$10,474.20	\$73,954.20
34+	\$ 64,750.00	16.50%	\$10,683.80	\$75,433.80

**NBPTS: National Board Professional Teaching Standards certification**

**2011-2012 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	\$ 38,920.00	19.00%	\$7,394.80	\$46,314.80
3	\$ 38,920.00	19.00%	\$7,394.80	\$46,314.80
4	\$ 40,340.00	19.00%	\$7,664.60	\$48,004.60
5	\$ 41,480.00	19.00%	\$7,881.20	\$49,361.20
6	\$ 42,010.00	19.00%	\$7,981.90	\$49,991.90
7	\$ 42,550.00	20.00%	\$8,510.00	\$51,060.00
8	\$ 43,100.00	20.00%	\$8,620.00	\$51,720.00
9	\$ 43,640.00	20.00%	\$8,728.00	\$52,368.00
10	\$ 44,200.00	20.00%	\$8,840.00	\$53,040.00
11	\$ 44,760.00	20.00%	\$8,952.00	\$53,712.00
12	\$ 45,340.00	20.50%	\$9,294.70	\$54,634.70
13	\$ 45,940.00	20.50%	\$9,417.70	\$55,357.70
14	\$ 46,540.00	21.00%	\$9,773.40	\$56,313.40
15	\$ 47,150.00	21.00%	\$9,901.50	\$57,051.50
16	\$ 47,800.00	21.00%	\$10,038.00	\$57,838.00
17	\$ 48,430.00	21.50%	\$10,412.50	\$58,842.50
18	\$ 49,070.00	21.50%	\$10,550.10	\$59,620.10
19	\$ 49,750.00	21.50%	\$10,696.30	\$60,446.30
20	\$ 50,420.00	21.50%	\$10,840.30	\$61,260.30
21	\$ 51,150.00	21.50%	\$10,997.30	\$62,147.30
22	\$ 51,850.00	21.50%	\$11,147.80	\$62,997.80
23	\$ 52,570.00	21.50%	\$11,302.60	\$63,872.60
24	\$ 53,300.00	21.50%	\$11,459.50	\$64,759.50
25	\$ 54,040.00	21.50%	\$11,618.60	\$65,658.60
26	\$ 54,820.00	21.50%	\$11,786.30	\$66,606.30
27	\$ 55,610.00	21.50%	\$11,956.20	\$67,566.20
28	\$ 56,680.00	21.50%	\$12,186.20	\$68,866.20
29	\$ 57,810.00	21.50%	\$12,429.20	\$70,239.20
30	\$ 58,730.00	21.50%	\$12,627.00	\$71,357.00
31	\$ 59,670.00	21.50%	\$12,829.10	\$72,499.10
32	\$ 60,620.00	21.50%	\$13,033.30	\$73,653.30
33	\$ 61,590.00	21.50%	\$13,241.90	\$74,831.90
34+	\$ 62,580.00	21.50%	\$13,454.70	\$76,034.70

**AFTER SCHOOL ENRICHMENT, TUTOR, TITLE I AND  
AVID PROGRAM SALARY SCHEDULE FOR 2011-2012**

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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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**SUBSTITUTE AND NON-ATHLETIC STIPENDS  
PAY RATES FOR 2011-2012**

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**SUBSTITUTE TEACHERS**

**Effective July 1, 2011**

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, 2011**

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, 2011**

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, 2011**

Third Year VIF Teacher	\$3,440.00	Monthly
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**COMMUNITY USE OF SCHOOLS**

**Effective July 1, 2011**

Custodians	Hourly Rate	
Non-Exempt Non-Custodians	\$10.59	per hour
Exempt Employees	\$12.00	per hour

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2011-2012 SALARY SCHEDULE FOR EXEMPT POSITIONS**

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<u>POSITION</u>	<u>PAY GRADE</u>	<u>MONTHS</u>	<u>SALARY INFORMATION</u>	
			<u>MINIMUM</u>	<u>MAXIMUM</u>
<b>PRINCIPAL</b>				
High School	P6	12	\$ 89,211.20	\$ 147,180.80
Essential and Specialty School	PS	12	75,317.55	124,280.00
Middle School	P5	12	73,736.00	121,659.20
Elementary School	P4	12	67,017.60	110,593.60
<b>ASSISTANT PRINCIPAL</b>				
High School	P3	11	53,043.47	87,516.00
Middle School	P2	11	49,401.73	81,529.07
Elementary School	P1	11	45,798.13	75,561.20
<b>EXECUTIVE DIRECTOR</b>				
<b>DIRECTOR</b>	11	12	82,305.60	131,705.60
<b>DIRECTOR</b>	10	12	71,572.80	114,524.80
<b>DIRECTOR</b>	9	12	62,233.60	99,590.40
<b>DIRECTOR</b>	8	12	54,121.60	86,590.40

Where Applicable:

Advanced Certificate, Doctorate, Longevity Payments, School-House Bonus and ABC Bonus will be added.

**2011-12 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		

**2011-12 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			

**2011-12 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		

**2011-12 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		

**2011-12 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		

**2011-12 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		

**2011-12 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>
<b>9</b>	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			
<b>10</b>	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		

**2011-12 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			

**2011-12 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		

**2011-12 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	REPAIRER, FILTER	12	\$ 1,743.73	\$ 2,159.73
	SUBSTITUTE, SECRETARY	12		
	WORKER, GROUNDS	12		
	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		

**2011-12 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	ASSOCIATE, TELECOMMUNICATIONS	12	\$ 2,242.93	\$ 2,856.53
	CARPENTER	12		
	CLERK, PARTS	12		
	CLERK, SENIOR CHILD NUTRITION	12		
	CLERK, SENIOR COST	12		
	COORDINATOR, CURR AND INSTRUCTION INVENTORY	12		
	COORDINATOR, DRIVER EDUCATION - SITE	10		
	COORDINATOR, FOOD SERVICE EQUIPMENT	12		
	COORDINATOR, TESTING MATERIALS INVENTORY			
	COORDINATOR, TRACKED INVENTORY	12		
	CREW CHIEF, CARPENTER	12		
	CREW CHIEF, GROUNDS	12		
	CREW CHIEF, PAINTING	12		
	CREW CHIEF, SUPPLY	12		
	CUSTODIAN, AREA LEADER	12		
	DISPATCHER	12		
	DRIVER, BUS LEAD	9		
	DRIVER, BUS LEAD NON-DRIVING	9		
	INTERN, AUXILIARY SERVICES-PROFESSIONAL	12		
	INTERN, CHILD NUTRITION-PROFESSIONAL	12		
	LIFEGUARD - METRO SCHOOL	10		
	MECHANIC, EQUIPMENT	12		
	OPERATOR, HEAVY EQUIPMENT	12		
	OPERATOR, HIGH VOLUME COPIER	12		
	OPERATOR, PEST CONTROL	12		
	OPERATOR, PRESS	12		
	PROCESSOR, MEDIA -SENIOR	12		
	REPRESENTATIVE I, CUSTOMER SERVICE	12		
	REPRESENTATIVE, BUILDING SERVICES TECHNICIAN	12		
	REPRESENTATIVE, POINT OF SALE TECHNOLOGY	12		
	REPRESENTATIVE, POINT OF SALE TECHNOLOGY 11 MOS	11		
	SECRETARY	10		
	SECRETARY, 12 MONTHS	12		
	SECRETARY, ADMINISTRATIVE	12		
	SUBSTITUTE, CAFETERIA MANAGER I	10		
	TECHNICIAN I, TRANSPORTATION	12		
	TECHNICIAN, ACCOUNTING	12		
	TECHNICIAN, COMPUTER SYSTEMS	12		
	TECHNICIAN, EC ASSISTIVE TECHNOLOGY	12		
	TECHNICIAN, EPA CERTIFIED ASBESTOS	12		
	TECHNICIAN, FACILITY DATA	12		
	TECHNICIAN, INVENTORY SYSTEMS	12		
	TECHNICIAN, PAYABLES SUPPORT	12		
	TECHNICIAN, PAYROLL	12		
	TECHNICIAN, PLANNING	12		
	TECHNICIAN, PROFESSIONAL DEVELOPMENT DATA SYSTEM	12		
	TECHNICIAN, SECURITY ALARM I	12		
	TECHNICIAN, SENIOR STUDENT ACCOUNTING	12		
	TECHNICIAN, STUDENT ASSIGNMENT II	12		

**2011-12 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	TECHNICIAN, SUPPORT SERVICES	12	\$ 2,242.93	\$ 2,856.53
	TECHNICIAN, TRANSPORTATION TIRE	12		
	TRAINEE, CAFETERIA MANAGER - EXTERNAL	10		
	TRAINER, LEAD FIRST CLASS PHYSICAL	10		
	TRANSLITERATOR, CUED SPEECH I	10		
	TYPOGRAPHER	12		
	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		

**2011-12 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 II, TRANSPORTATION	12	\$ 2,579.20	\$ 3,284.67
	TECHNICIAN, BEHAVIOR MODIFICATION	10		
	TECHNICIAN, BEHAVIOR MODIFICATION - T	10		
	TECHNICIAN, CLAIMS PROCESSING	12		
	TECHNICIAN, COMMUNICATION	12		
	TECHNICIAN, DISCIPLINE	12		
	TECHNICIAN, EMPLOYEE PROGRAMS	12		
	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		

**2011-12 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>
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 2011-12

		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	1,799	2,018-3,028	1,800-2,700	1,140-1,410*	2,388-3,976	1,714-2,143
	Assistant	600		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	1,349	4,842-7,270	2,000-3,400+	1,290-1,710*	2,800-4,655	1,435-1,794
	JV	764	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	2,158-3,022	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

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**LEASE AND/OR INSTALLMENT PURCHASE CONTRACTS**

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As required by General Statute §115C-528(g), the Board of Education is submitting information concerning lease purchase contracts and installment purchase contracts as part of the annual budget. The following information is submitted in order to comply with the Statute's requirement.

**a. Capital Leases**

The Board leases equipment that is accounted for in the General Fund and is reflected in the government-wide statements. Assets recorded under capital leases at June 30, 2011 amounted to \$3.2 million. Accumulated depreciation relating to these assets was \$1.3 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, 2011 (expressed in thousands):

Year Ending June 30:	
2012	\$ 557
2013	545
2014	492
2015	282
2016	<u>169</u>
Total Minimum Lease Payments	2,045
Less: Interest	<u>(97)</u>
Present Value of Net Minimum Lease Payments	<u>\$ 1,948</u>

The Board also has various annual lease agreements principally for office equipment, which are classified as operating leases. Operating lease expense for the year ended June 30, 2011 totaled \$194,210.

**b. Installment Purchase**

The Board is authorized to finance the purchase of school buses under G.S. 115C-528(a). Session law 2003-284, section 7.25 authorized the State Board of Education to allot monies for the payment, on financing contracts entered into pursuant to G.S. 115C-528. The State has accepted the bid to purchase Thomas Built Buses through a special third party financing arrangement.

The future minimum payments of the installment purchases as of June 30, 2011 (expressed in thousands), are as follows:

<u>Year Ending June 30:</u>	<u>Government Activities</u>
2012	<u>\$ 6,056</u>
Total Payments	<u>\$ 6,056</u>

**Global competitiveness starts here.**



**REACH FURTHER.**



Board of Education  
600 East Fourth Street  
Charlotte, NC 28202  
Phone: 980-343-5139  
Fax: 980-343-7128  
[www.cms.k12.nc.us](http://www.cms.k12.nc.us)

*In compliance with federal law, Charlotte-Mecklenburg Schools administers all education programs, employment activities and admissions without discrimination against any person on the basis of gender, race, color, religion, national origin, age or disability.*