

2021-22 Budget Work Session

Charlotte-Mecklenburg Board of Education

January 26, 2021

AGENDA

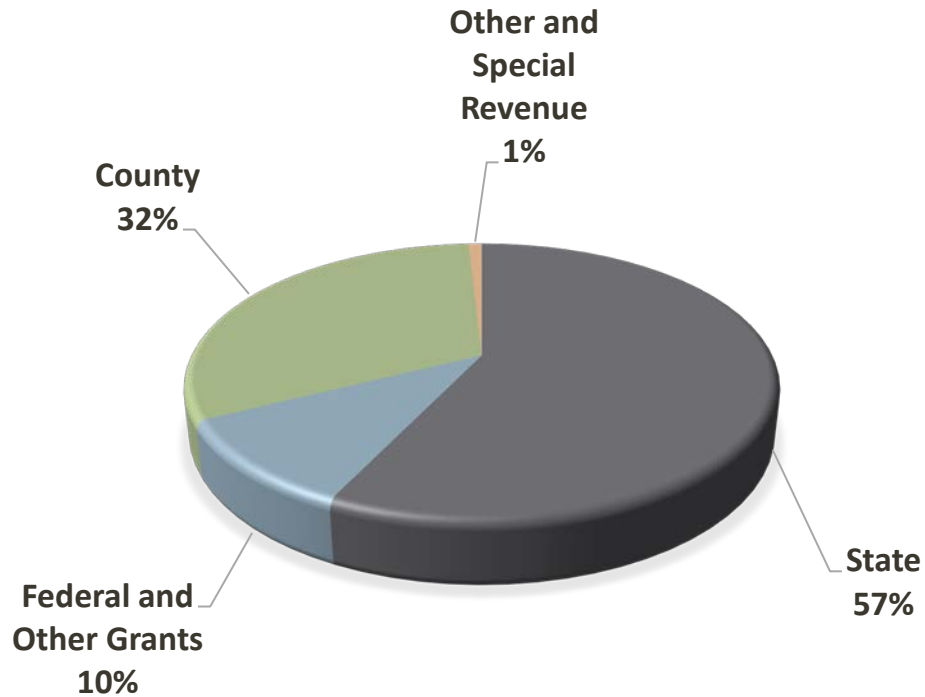
- **Budget Overview & Context**
- **COVID-related Funding Updates**
 - **Coronavirus Relief Funding (CRF)**
 - **CARES Act Funding**
 - **GEER Funding**
 - **Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA)**
- **Focus Area Teams' Work**
- **Board Feedback**
- **Capital Update**

Budget Overview & Context

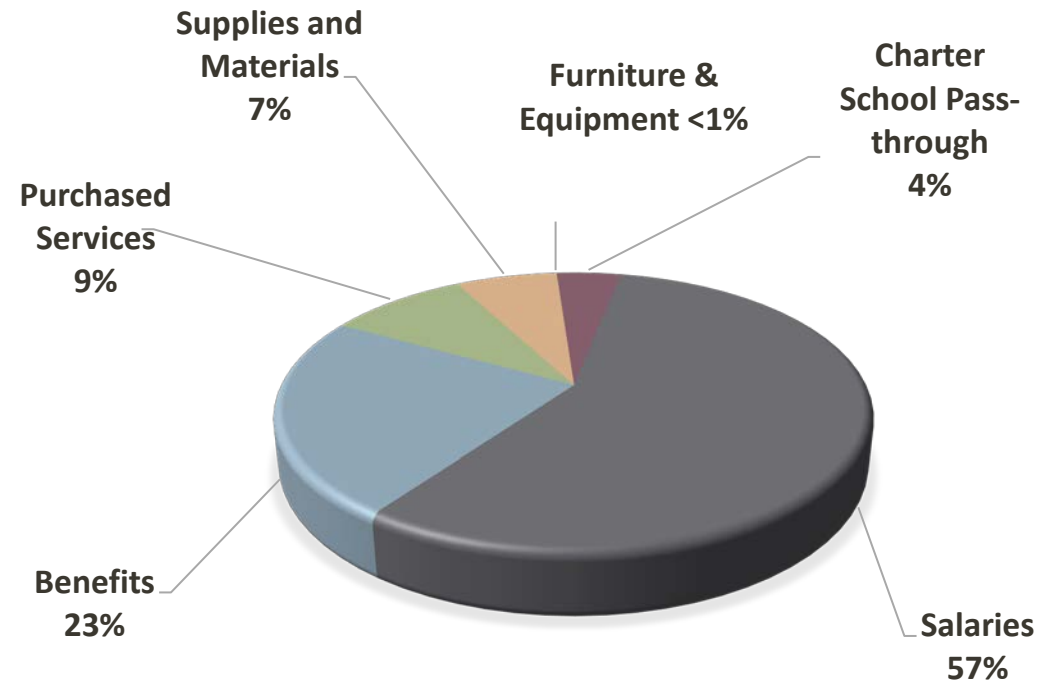
Overview of District Finances

2020-21 Operating Budget

SOURCES



USES



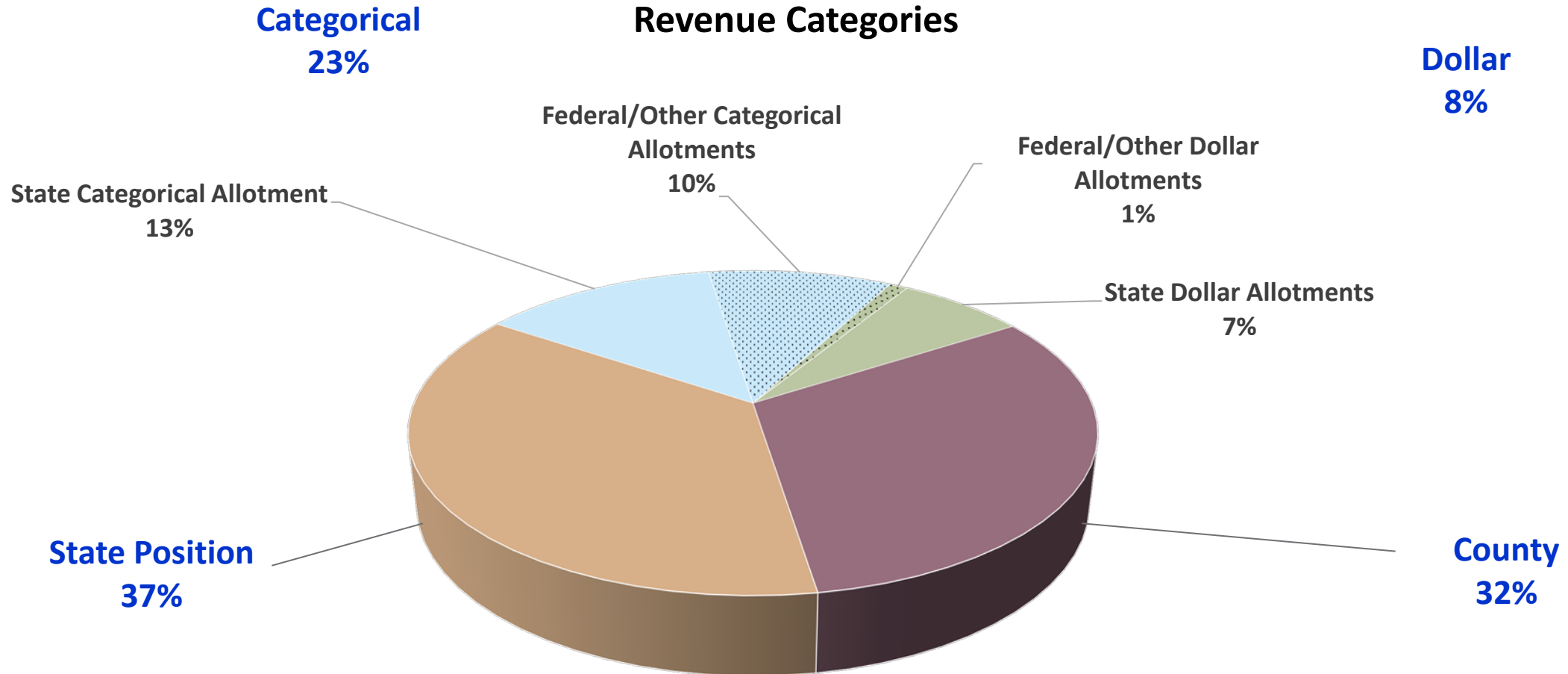
\$1.67 billion – 2020-21 Operating Budget*
140,073 20th Day Enrollment

\$11,388 Budgeted Cost per Pupil (without charter school pass-through funding)

*Operating Budget only – does not include Capital or Enterprise Funds

Overview of District Finances

2020-21 Adopted Budget Revenue Categories



■ State Position Allotment

■ State Categorical Allotment

■ Federal/Other Categorical Allotments

■ Federal/Other Dollar Allotments

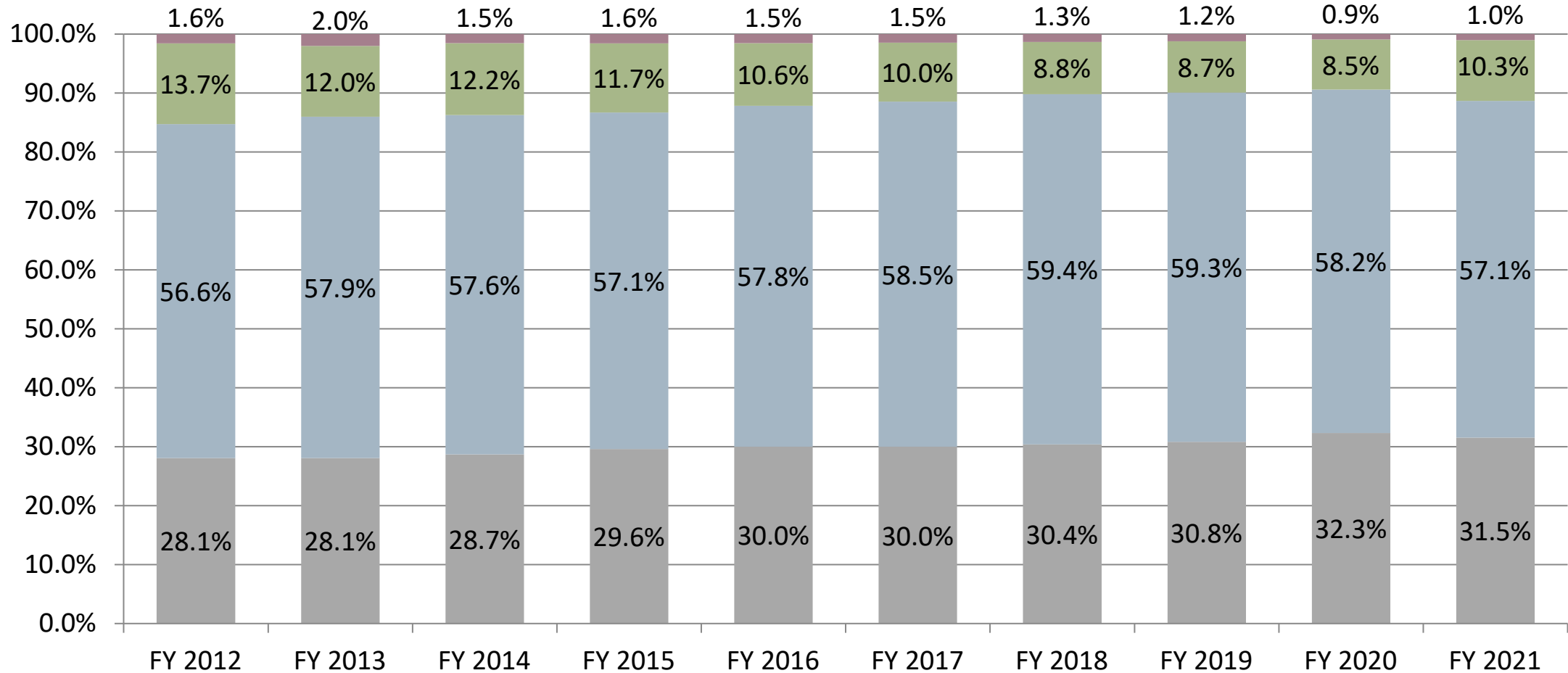
■ State Dollar Allotments

■ County Purpose/Function

Overview of District Finances

Sources of Revenue

% of revenue by source holding relatively consistent in recent years



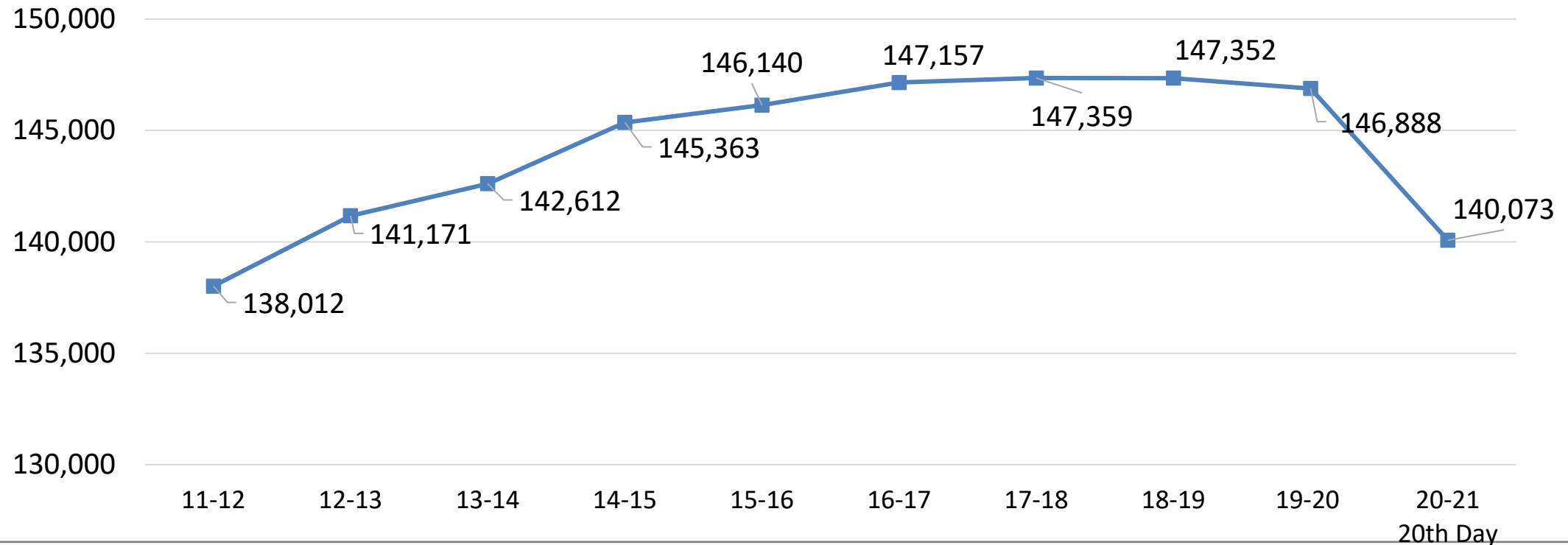
■ County ■ State ■ Federal /Other Grants ■ Other/Special Revenue

CMS Enrollment Trend

20th Day enrollment for 2020-21 is 140,073 students

- significant decline from prior year likely due to pandemic circumstances

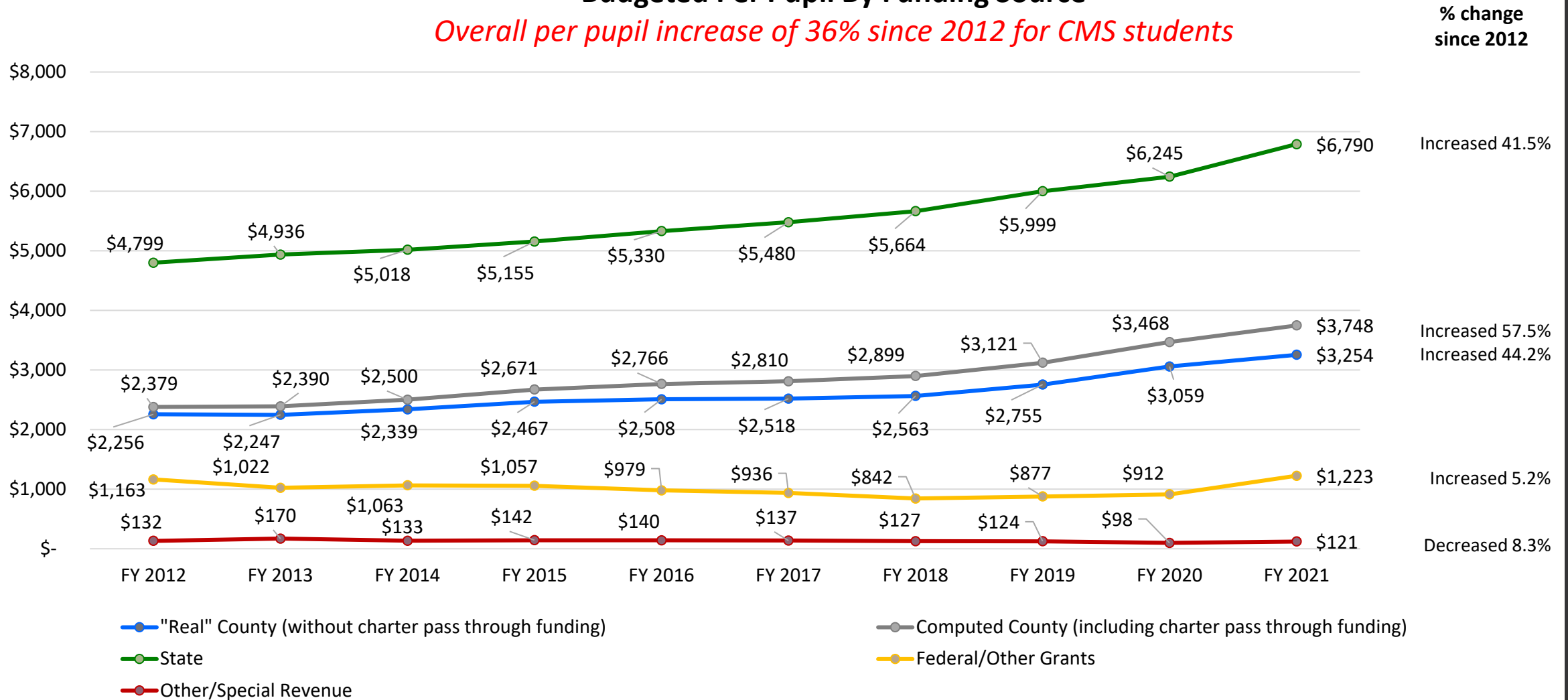
Student Enrollment (20th day)



Overview of District Finances

Budgeted Per Pupil By Funding Source

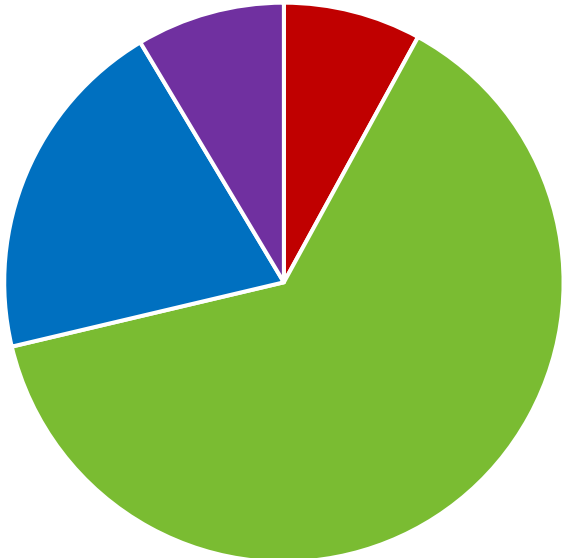
Overall per pupil increase of 36% since 2012 for CMS students



	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
CMS Budgeted Per Pupil (without charter \$\$)	\$8,350	\$8,375	\$8,553	\$8,821	\$8,957	\$9,071	\$9,196	\$9,755	\$10,314	\$11,388

Uses of Total Operating Budget Increase Since FY2011: A Different Perspective

Total Increase
\$514.2 million
Since FY2011



Total Increase since FY2011

Charter School Pass-through increase
\$ Not retained for CMS students

Salary & Benefit increases
Primarily state mandated

Sustaining, Growth and New Space
Day-to-day operating expenses

Reductions and Redirections
Realignment of existing resources

What was left
*New initiatives to support
Strategic Plan goals*

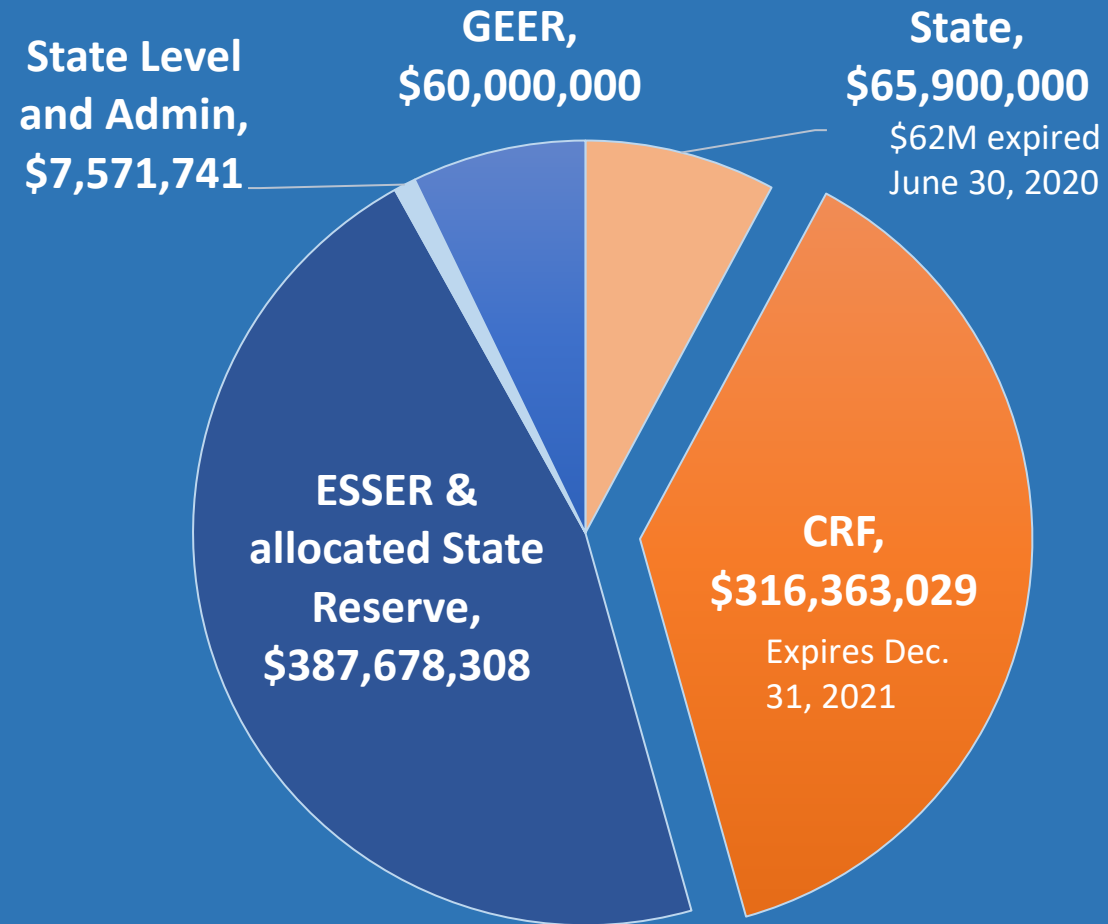
	<u>Total</u>	<u>Remaining</u>
Total Increase since FY2011	\$514.2	
Charter School Pass-through increase <i>\$ Not retained for CMS students</i>	-\$53.4	\$460.8
Salary & Benefit increases <i>Primarily state mandated</i>	-\$424.9	\$35.9
Sustaining, Growth and New Space <i>Day-to-day operating expenses</i>	-\$134.9	-\$99.0
Reductions and Redirections <i>Realignment of existing resources</i>	\$156.6	\$57.6
What was left <i>New initiatives to support Strategic Plan goals</i>	\$57.6	

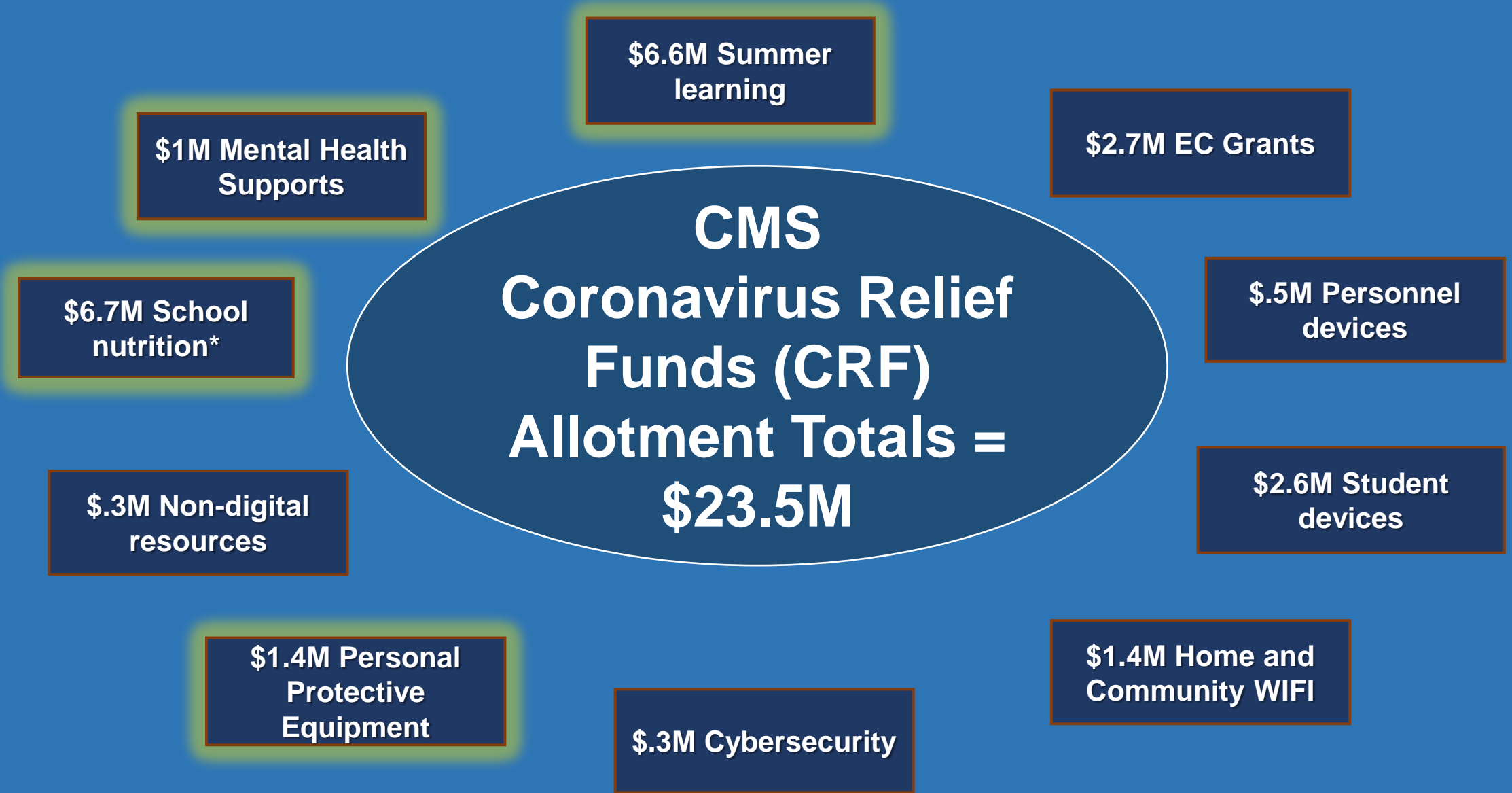
COVID Related Funding Update

Breakdown of COVID Funds

Total COVID funds \$837,513,078

2019-20 Total K-12 State Fund
\$10,367,586,225





*\$3M spent in fiscal year 2020

Highlighted categories expire Dec 30, 2020 or June 30, 2021; all other categories expire December 31, 2021

STATE CORONAVIRUS RELIEF FUNDING (CRF): \$23.5M

Coronavirus Relief Funding (CRF):


For targeted purposes in response to COVID-19

Summer Learning Program – e-books, professional development, math resources and iPads for 1 st grade	\$ 6.6M
Physical/Mental Health Supports <ul style="list-style-type: none">▪ Licensed practical nurses to provide coverage for isolation rooms and support for schools with nursing vacancies▪ Contracting with private psychologists to support the EC evaluations delayed due to school closures in spring	1.0M
Non-digital Resources – print resources	0.3M
Student Computers and Devices – additional Chromebooks and iPads for remote learning and to maintain 1:1 device ratio	2.6M

STATE CORONAVIRUS RELIEF FUNDING (CRF): \$23.5M

School Nutrition (\$6.7M allocated; \$3.7M carried into FY21) – to cover costs associated with meal continuity for students	\$ 6.7M
Personnel Computers and Devices – mobile computing technology (iPads/laptops) for teaching assistants based on school need	0.5M
Home and Community Wi-Fi – hotspots for students without reliable internet access at home	1.4M
Exceptional Children – supplies and staff stipends to complete required special education evaluations	2.7M
Cyber Security – support and development of third-party audit of technology security policies, standards and cyber incident response plan; implementation of formal technology continuity plan	0.3M
Personal Protective Equipment (PPE) – gloves, face masks, face shields, protective barriers, protective clothing, hand sanitizer, wipes, COVID-19 testing	1.4M

Coronavirus Relief Funds (CRF) Budget Status Update

Adopted Budget:	\$16,903,504
Revised Budget:	\$20,475,818 
Encumbered/Paid:	\$19,631,568
Planned Initiatives:	\$844,250

PLANNED INITIATIVES

- **Additional Student Computers and Devices**
- **Exceptions Children recovery services and extended employment**
- **Cybersecurity - firewalls and threat prevention software**
- **Additional Personal Protective Equipment**

CARES Act Total Budget Status Update - \$33,558,253

Original Budget: \$6,347,404

Revised Budget: \$6,587,904 ↑

Encumbered/Paid: \$5,056,361

Planned Initiatives: \$1,531,543

ACADEMICS

- Online learning tools
- Intervention & progress monitoring tools
- 8,990 new AP/IB textbooks with online access
- Over 1 Million SORA content credits for eBooks to support delivery of EL curriculum
- Master scheduling
- Curriculum development
- Student Enrollment Communications
- Flexible learning & change management PD

Strategy 1: Focus on the Core

Action: Personalize Learning for Students

CARES Act Total Budget Status Update - \$33,558,253

TECHNOLOGY

Original Budget: \$9,682,165

Revised Budget: \$9,915,165 ↑

Encumbered/Paid: \$9,909,809

Planned Initiatives: \$5,356

- Over 23,000 iPads for Kindergarten - 2nd grade (includes licenses, security software installation, protective case, & 3-year warranty)
- ZoomEDU platform for all instructional staff & students

Strategy 1: Focus on the Core

Action: Personalize Learning for Students

CARES Act Total Budget Status Update - \$33,558,253

Original Budget:	\$7,112,733
Revised Budget:	\$7,112,733
Encumbered/Paid:	\$2,654,734
Planned Initiatives:	\$4,457,998

Strategy 2: Manage our Performance
Action: Create Aligned Work Plans in Every School & Department

OPERATIONS

- 150,000+ pieces of COVID & safety related signage in all schools
- HVAC Air Optimization in 17 schools
- Needlepoint Bipolar Ionization Technology
- 200 Dehumidifiers, 225 Hand Dryers, 180 Backpack Sprayers & Disinfectant
- Personal Protective Equipment (PPE):
1,500 thermometers, 1,000 boxes of gloves, 40,000 face shields, & 500 safety goggles
- 450 hand sanitizer stands, 150 dispensers, 1,000 Desk Shields; 100 Reception Barriers
- Bottle Filler Water Stations

CARES Act Total Budget Status Update - \$33,558,253

Original Budget: \$1,842,044

Revised Budget: \$349,246 ↓

Encumbered/Paid: -

Pending Initiatives: \$349,246

PRIVATE SCHOOLS

- Initial calculation was based on total student count
- Following federal lawsuits, districts were instructed to recalculate proportionate share for equitable services based on Title I eligibility criteria
- Number of participating schools decreased from 32 to 17
- Currently consulting with schools on how to use their funds

CARES Act Total Budget Status Update - \$33,558,253

Original Budget: \$1,127,417

Revised Budget: \$1,321,086 

Encumbered/Paid: \$545,512

Planned Initiatives: \$775,573

ADMINISTRATION

Staff:

- 2 Program Specialists
- 1 Sr. Administrative Secretary
- 1 Salary Differential

**funded through September 30, 2022
(Tydings Amendment)**

- Indirect Cost @ 2.467%

Strategy 2: Manage our Performance

Action: Create Aligned Work Plans in Every School & Department

CARES Act Total Budget Status Update - \$33,558,253

UNBUDGETED RESERVES

Original Budget: \$7,360,359

Revised Budget: \$8,272,117 ↑

Encumbered/Paid: \$2,620,332

Planned Initiatives: \$5,651,785

- Change in proportionate share for equitable services for private schools
- Planned Initiatives:
 - Nurse Extenders
 - Unexcused Absence Letters
 - COVID Leave Pay (Phase I & Phase II)

Strategy 2: Manage our Performance

Action: Create Aligned Work Plans in Every School & Department

New COVID Stimulus Funds

Coronavirus Aid, Relief, Economic Security Act (CARES) includes additional funding streams that we anticipate receiving soon:

- Elementary & Secondary School Education Relief I (ESSER I):
 - Digital Curriculum (\$1,040,446)
 - Canvas Learning Management System (\$467,500)
- Governor's Emergency Education Relief I (GEER I):
 - Specialized Instructional Support Personnel (\$3,390,521)
 - Supplemental Instructional Services (\$1,763,222)

Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA)

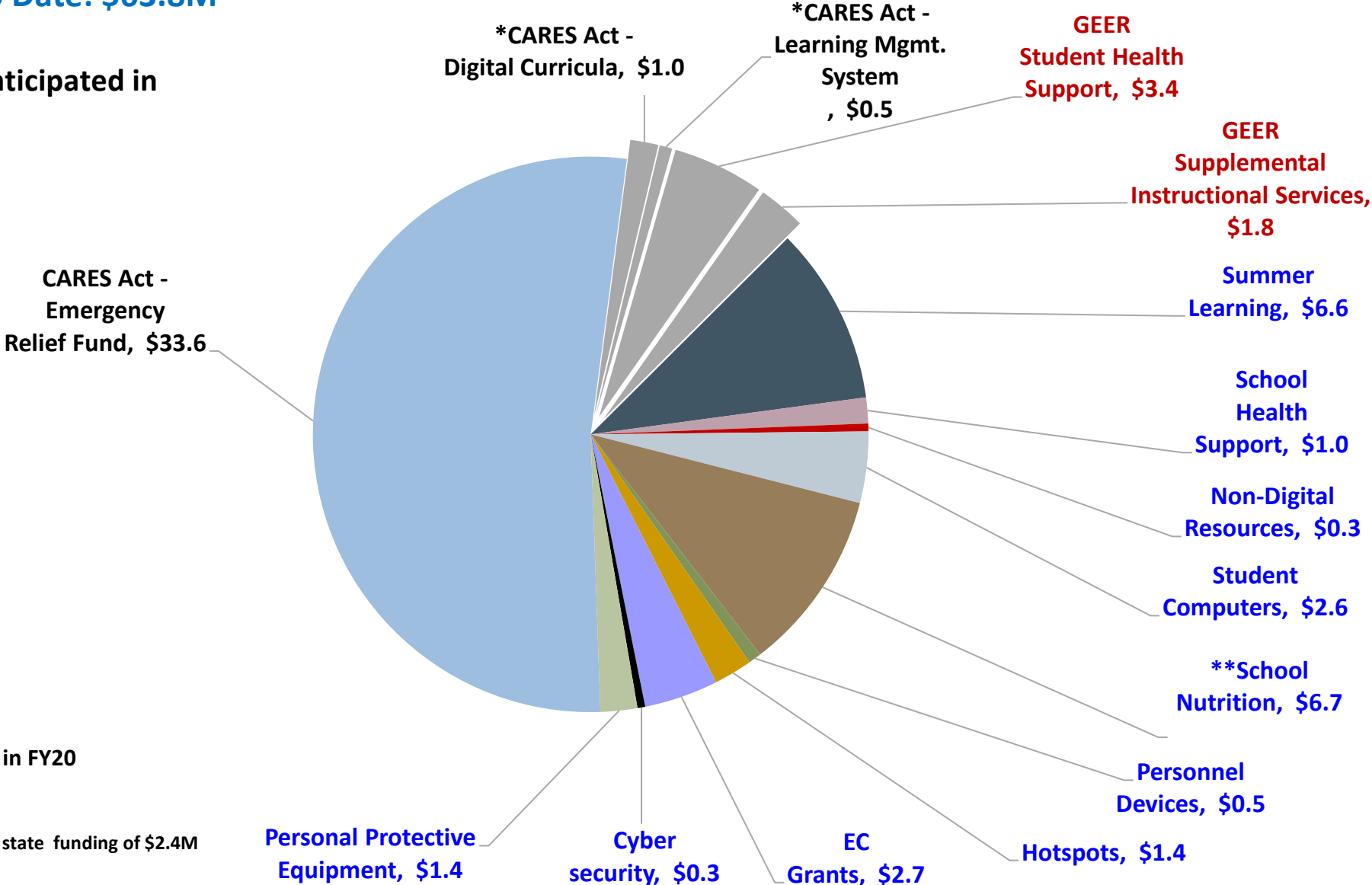
- Elementary & Secondary School Education Relief II (ESSER II)
 - Allowable uses of funds are similar to CARES Act ESSER I
 - Two additional uses: initiatives geared to combat learning loss and facility repairs/upgrades
- Governor's Emergency Education Relief II (GEER II)

Summary of COVID-19 Funding

(in millions)

Total COVID-19 Funding to Date: \$63.8M

Note: CRRSA Act (ESSER II) anticipated in late spring



* Reflects funding not yet received

** Initial allotment \$6.7M; \$3M spent in FY20

Note: graph does not reflect FY20 emergency state funding of \$2.4M

Focus Area Teams Work

Alignment with Strategic Plan 2024

Three Goals

Every student graduates with meaningful employment or higher education opportunities.

Every student has access to a rich, diverse and rigorous curriculum.

Every student has access to more social and emotional support.

Targets

Graduate 100% of students

95% of students graduate with their 4-year cohort

75% of students graduate with at least one DPI endorsement

Cut achievement gaps in college/career readiness by at least 50% overall and for each sub-group

Increase access to rigorous coursework overall and for each sub-group

Focus Areas

Great Teaching

Time (OSS/ISS)

Student Wellness

Access to Advanced Coursework

Academic Performance

Health of the District

Focus Area Teams

What are they?

Cross-functional groups of employees who develop a holistic and deep understanding of a focus area. These teams define the work and suggest the strategies to address the issues. The team serves as liaisons to departments and key stakeholders as experts in the focus area. The teams are responsible for monitoring and reporting results.

Objectives:

- Analyze current state of the focus area and identify the gaps/issues that need to be solved
- Recommend strategies to overcome the gaps
- Recommend budget priorities for 21-22
- Develop action plan which includes clear, measurable goals, key actions, leading and lagging outcomes
- Review progress toward goals, assess status of plans, share results



Focus Area Teams
are challenged with
discerning which
work is most
essential to the
district.

- We can provide the best education possible by focusing our people, resources and money on the strategies identified in SP2024.
- When we lack strategic focus we undermine our impact -- even if the work provides some benefit.
 - Schools are overwhelmed by options and competing priorities
 - Staff are stretched thin -- too many good things can be unsustainable.
- Building an understanding of our current state and the contributing scope of work will increase our ability to transform these focus areas.
- As an organization, in order to advance what's most essential to achieving our strategic plan targets, we will categorize current work and prioritize new initiatives.



Categorize the Work

	ESSENTIAL	<ul style="list-style-type: none">• Work directly linked to strategic outcomes• Demonstrated significant positive impact• No significant barriers that cannot be overcome• Legally required
	NICE TO HAVE	<ul style="list-style-type: none">• Work supports conditions required for strategic outcomes• Work likely to have positive impact• Limited barriers to success
	DO NOT PRIORITIZE	<ul style="list-style-type: none">• Not linked to strategic outcomes• May have negative impact on strategic outcomes• Extensive barriers to success that cannot be overcome (time, people, money)

Our Response to a Crisis

- Since March, our community has been impacted by a global health crisis.
- In the wake of the pandemic, our students and staff have experienced a radical shift in their day-to-day lives and learning environments.
- Our teams are developing unprecedented strategy during an unprecedented time in education.
- Investments in our core instruction and mitigating learning loss is mission critical.



For Each Focus Area:		Explanation
1	<p>Review each focus area summary.</p> <p><i>Champions & Team Leads will briefly share an overview of initial outputs from their teams.</i></p>	<ul style="list-style-type: none"> • Present summary slide - strategies and initiatives for 21-22
2	<p>Ask clarifying questions & independently note alignment/potential disconnect</p> <p><i>Each board member will have 1 minute for clarifying questions after each summary slide.</i></p>	<ul style="list-style-type: none"> • Clarifying questions are matters of fact <ul style="list-style-type: none"> ○ Are there any additional facts you need? ○ Is there any information you need in order to better understand any of the priorities?
After All Focus Area Presentations:		Explanation
3	<p>Provide warm & cool feedback</p> <p><i>Each Board member will have 2 minutes each for warm & 2 minutes each for cool feedback.</i></p>	<p>Warm feedback: areas of alignment, agreement</p> <ul style="list-style-type: none"> • “It seems important ...” • “I want to make sure to keep...” • “Considering the targeted outcomes, I appreciate...” <p>Cool feedback: possible disconnects or gaps, things to explore</p> <ul style="list-style-type: none"> • “I wonder if ...” • “One way to more closely align the purpose is ...” • “The team may consider exploring...”

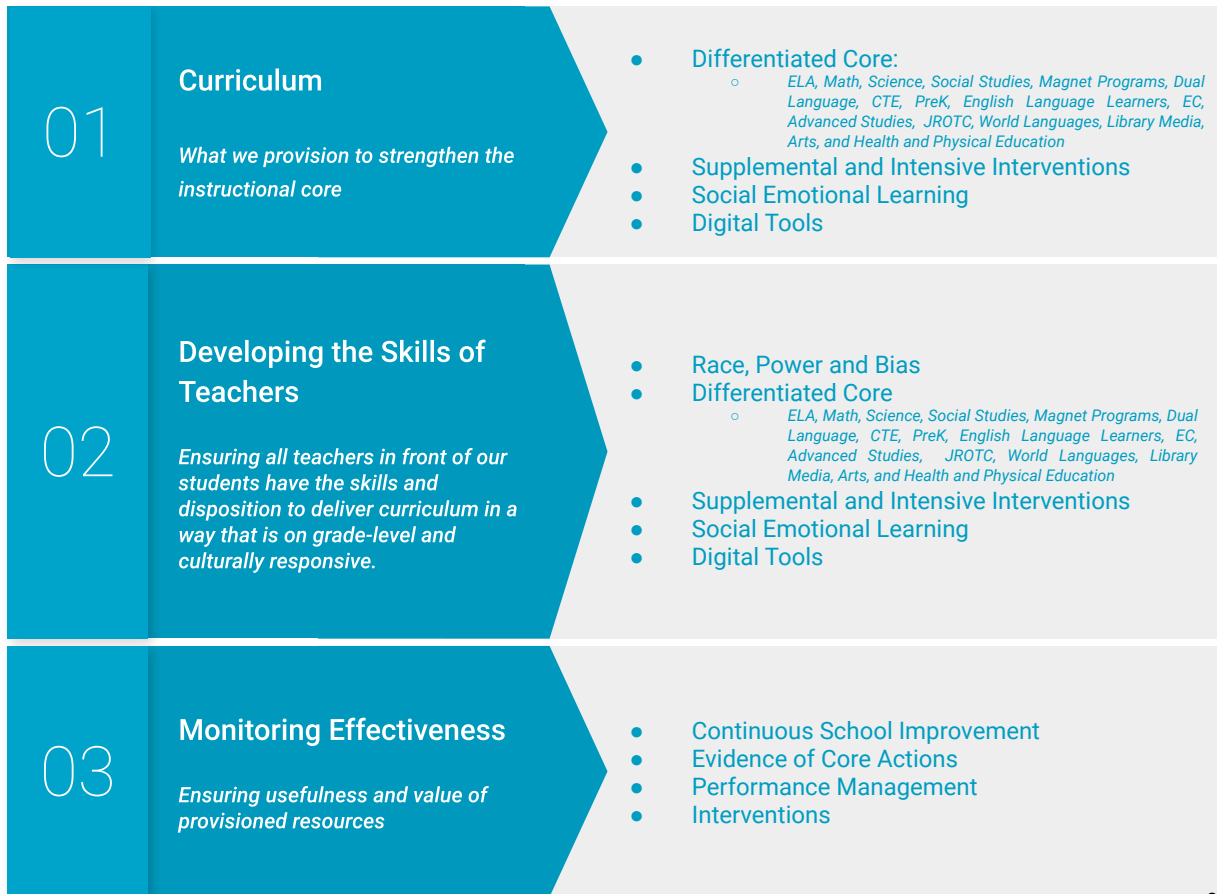
Feedback Process Overview

Great Teaching

— — —

We will focus on strengthening the instructional core by increasing the level and complexity of content, building the knowledge and skill of teachers, and increasing student engagement as independent learners.

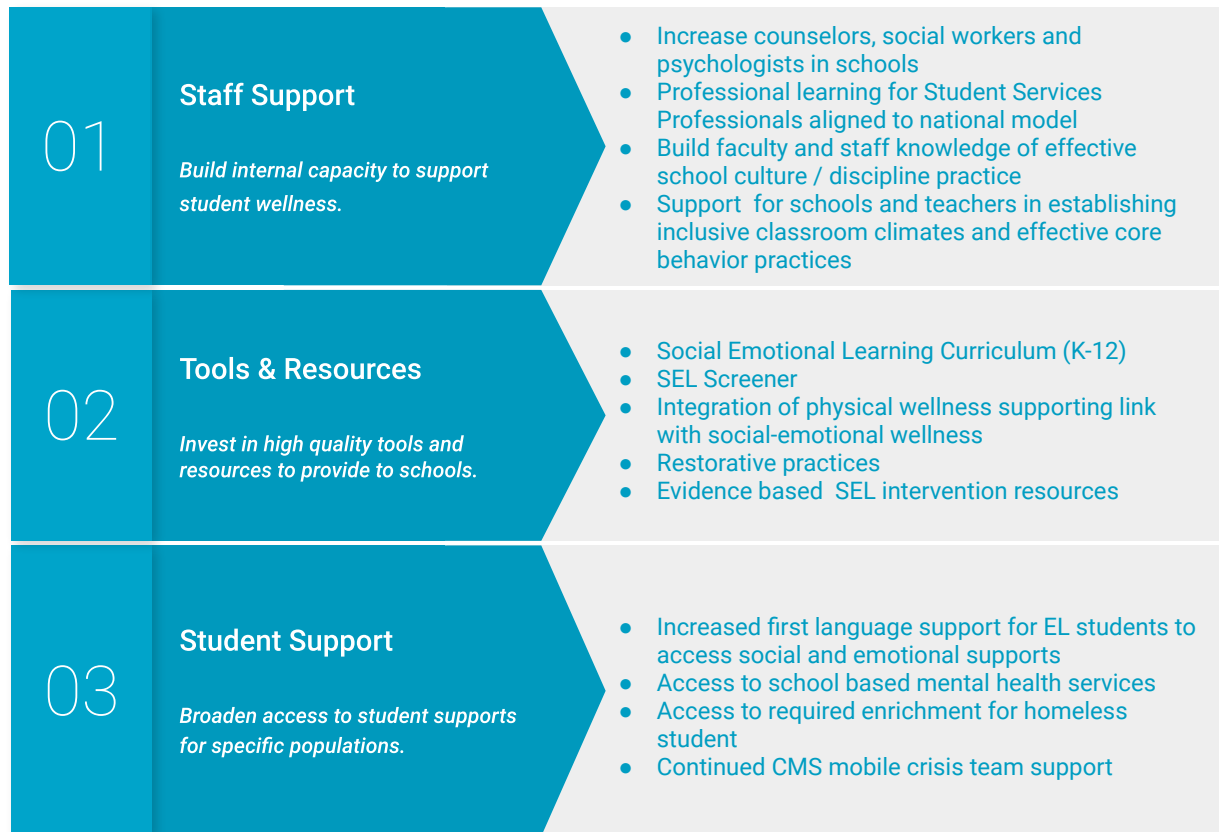
We will focus on ensuring all students are taught by certified, highly effective, well-trained teachers.



Student Wellness

— — —

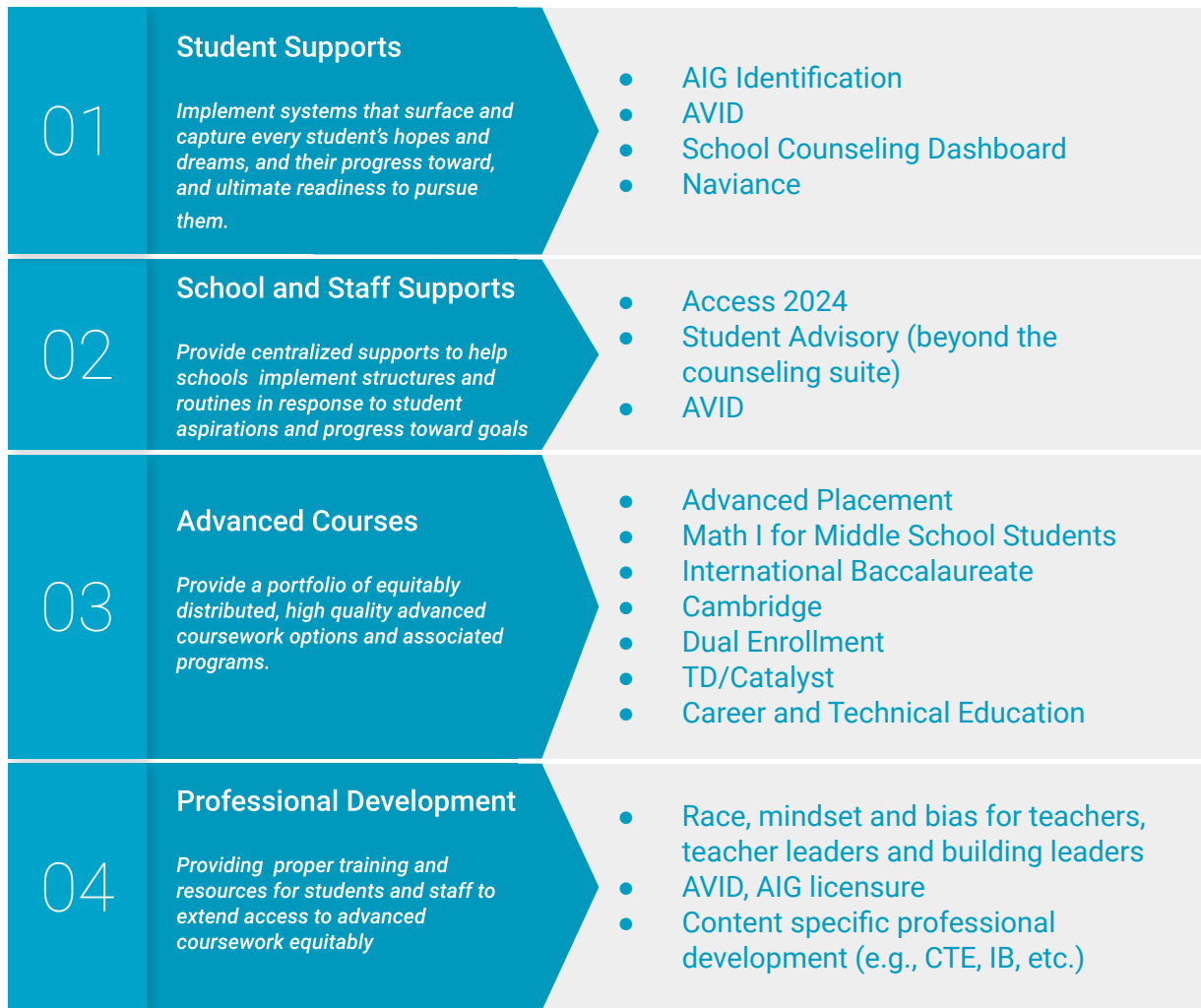
We will focus on increasing the social emotional and mental health supports provided to all students while developing an organizational culture that supports the social-emotional wellness of all members.



Access to Advanced Coursework

We will focus on ensuring all students, have access to and experience success in rigorous/advanced courses, with a particular focus on closing gaps among groups of students who are historically underrepresented in advanced courses.

We will increase the number of students graduating in 4 years with at least one Department of Public Instruction endorsement.



Time (OSS/ISS)

We will focus on maximizing instructional time for students, reducing chronic absenteeism and out-of-school suspension disproportionality.



Academic Performance

We will focus on building a system to support district-wide implementation of supplemental and intensive academic supports, that supplements but does not replace, high quality daily instruction.

Stated otherwise, we will build and implement a system that: 1) identifies students with significant academic need in ELA and mathematics, 2) provides evidence-based interventions at every school, to provide targeted assistance in the area of need, 3) ensures students receive the extra help they need as prescribed, and 4) monitors throughout the school year if that help results in improved academic skills.

01

Universal Screening

Identify students with significant academic need.

- Timely administration of a valid and reliable screener of ELA and mathematics basic skills

02

Data-informed decision making

Create support structures that enable us to identify students with significant academic need.

- Development and support of school-based teams to use screener data to connect students to needed supports
- Use of a diagnostic assessment to pinpoint learning assets (to build upon) and learning needs (to strengthen)

03

Evidence-Based interventions

Provide students targeted assistance in areas of need.

- Selection of supplemental and intensive interventions for ELA and math (K-12)
- Master schedule development to ensure availability of needed intervention time PD for volunteers, teachers, and/or "interventionists to implement intervention

04

Progress Monitoring

Monitor progress to identify if targeted assistance improved academic skills.

- Monitoring pace and dosage of intervention provision for students
- Monitoring student academic progress multiple times a year
- Communicating with families regarding academic progress, strengths and needs

Health of the District

We will focus on sustaining & improving high quality support services and investing in our people, both of which are critical to our success and provide a foundation for our work. We will focus on operational improvement and innovation in non-instructional areas.

01

Modernization

Modernize financial and human capital processes and systems.

- Streamline and improve processes
- Invest in new software and software enhancements

02

Infrastructure Repair & Sustainability

Sustain investments in CMS assets.

- Preventative Maintenance
- Sustainment of major capital components of facilities
- Transportation Maintenance Facilities

03

Human Capital Resources

Invest in building and maintaining a premier workforce.

- Substitute Management
- Enhancing recruitment and retention initiatives
- Employee wellness support

04

Health and Safety

Invest in improvements to our systems to promote health and safety of CMS students & staff.

- District Wide PPE and other supplies & equipment
- Qualtrics Symptoms Screening
- Security enhancements



**Charlotte-Mecklenburg Schools
Projected 5-year Facility Sustainment and
Preventive Maintenance Plans
FY2022 - FY2026**

Background

- Multiple requests in the late 1990's and early 2000's to fully fund comprehensive sustainment and preventive maintenance (PM) plans resulted in minimal and intermittent funding commitments. This created significant deferred maintenance over time.
- In 2014-2015, Building Services developed and presented 5-year proactive facility sustainment and PM plans (FY2017 to FY2021) to the Board of Education on December 8, 2015 and the Board of County Commissioners on February 9, 2016.
- In summary, the projected 5-year sustainment plan equaled approximately \$150 million or an *average* of \$30 million annually. The projected annual PM and minor repair plan reflected a need of \$16.9 million totaling \$84.5 million over five years.
- In June 2016, Mecklenburg County Commissioners approved a 5-year commitment of \$18 million/year for deferred maintenance/sustainment projects (2021 was reduced to \$13 million) to support this work; however, there was no recurrent commitment for PM projects.

Facility Sustainment and Preventive Maintenance Plans

Why is This Committed Funding So Important?

Council of Great City Schools Study

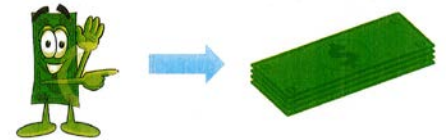
“Reversing the Cycle of Deterioration in the Nation’s Public School Buildings”

- Promotes safe and healthy learning environments. Numerous studies reveal a *correlation of student achievement and condition of school buildings* to include HVAC/indoor air quality, lighting, and acoustics. Decreases frequency of disruptions to delivering instructional programs.
- Allows for the preventive and regular maintenance, minor and capital repairs, and capital system and component replacements that are needed **to *extend the life of the facility to achieve its projected life expectancy.***
- ***Minimizes premature failure of buildings and equipment,*** requiring significant and often unbudgeted capital expenditures.

Maintenance Classification Categories of Work

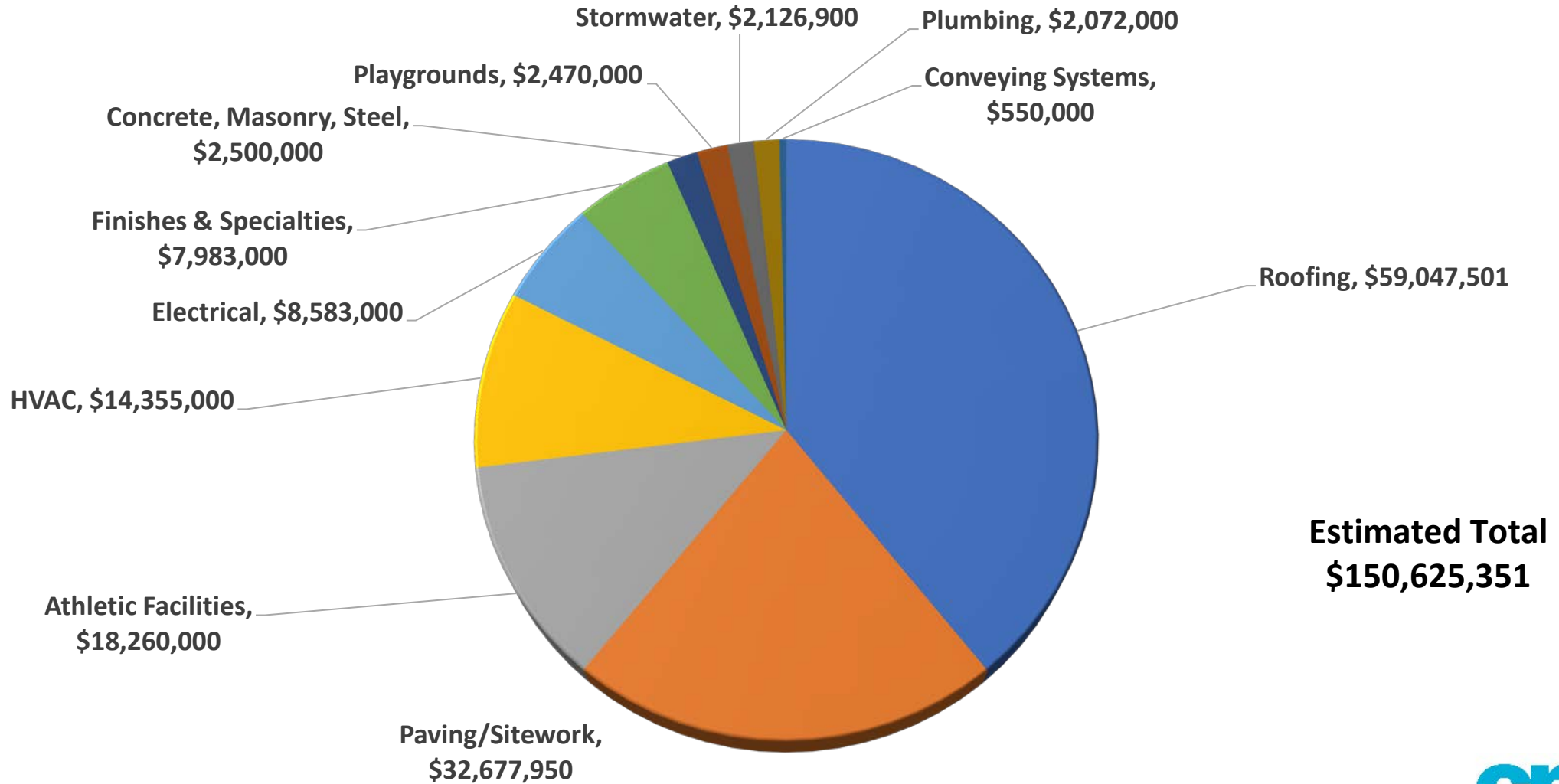
1. **Facility Sustainment** consists of component overhaul or major replacement tasks. These tasks extend a component lifetime and reset the PM schedule and minor repair tasks.
2. **Preventive Maintenance (PM) and minor repair** consist of scheduled tasks that sustain a component's level of service during a prescribed lifetime.

Studies indicate that every \$1 of preventive maintenance that is deferred will result in \$4 of future expenditures to ultimately repair or replace building systems.



3. **Unplanned Maintenance** consists of work orders in response to service calls, emergency responses and other tasks that cannot be individually anticipated.

FY2017 - FY2021 Sustainment Plan



FY2017 - FY2021 Sustainment Plan

- Funding of the sustainment plan over the last five years resulted in capital replacement and/or repair projects of varying scope of work at 169 schools
 - Where we stand today:
 - In total, we completed or will complete in 2021 projects valuing \$107.9 million
 - County provided Sustainment Funding \$85 million
 - Other Funding Sources (including annual capital outlay) \$22.9 million
 - Projects cancelled due to demolition, leased or sold \$7 million
 - Projects carried forward to FY2022 - FY2026 Plan \$35.7 million
- Total Projected \$150.6 million

5-Year Sustainment and Preventive Maintenance Plans FY2022 – FY2026 Funding Projection

Plan Category	Annual	5-Year
Preventive Maintenance Plan	\$14,417,130.00	\$72,085,650.00
Sustainment Plan	\$33,650,117.40	\$168,250,587.00
Total	\$48,067,247.40	\$240,336,237.00

The 5-year model will be assessed and updated annually.

Variables include:

An updated facility assessment

Replacement cycle of systems

Building utilization rate

Preventive maintenance findings

Rate of new construction – more square footage

Funding level from previous year(s) – deferred maintenance

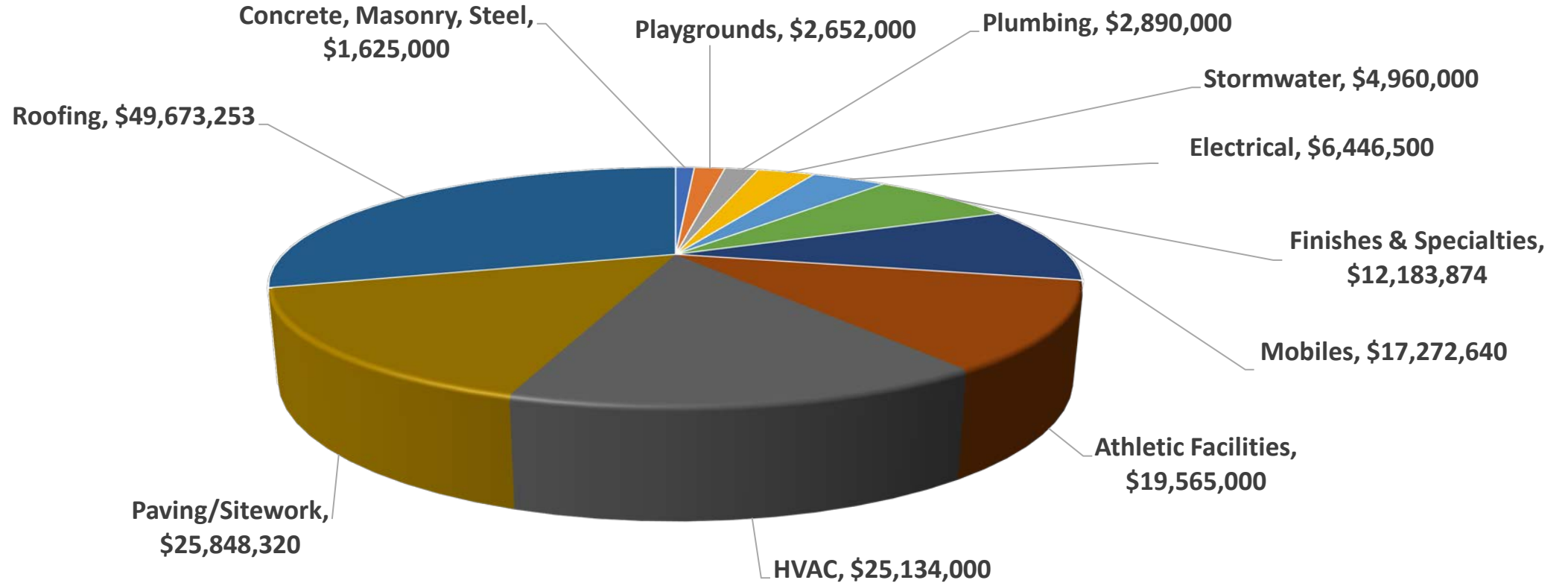
CMS Facility Sustainment Components

* Listed in alphabetical order

1. Air Quality
2. Athletic Facilities
3. Cabinetry & Casework
4. Concrete, Masonry, Steel
5. Conveying System
6. Door, Windows, Glass
7. Electrical
8. Finishes and Specialties
9. Fire Protection
10. HVAC
11. Mobile Classroom Renovations
12. Paving / Sitework
13. Playgrounds
14. Plumbing
15. Roofing
16. Storm Water Management
17. Thermal & Moisture

Operations staff developed criteria to assess and rate the existing condition for each component. This systematic and detailed approach was conducted for each CMS building and has informed the annual sustainment funding models.

FY2022 – FY2026 Projected Sustainment Plan Costs by Category



Total \$168,250,587

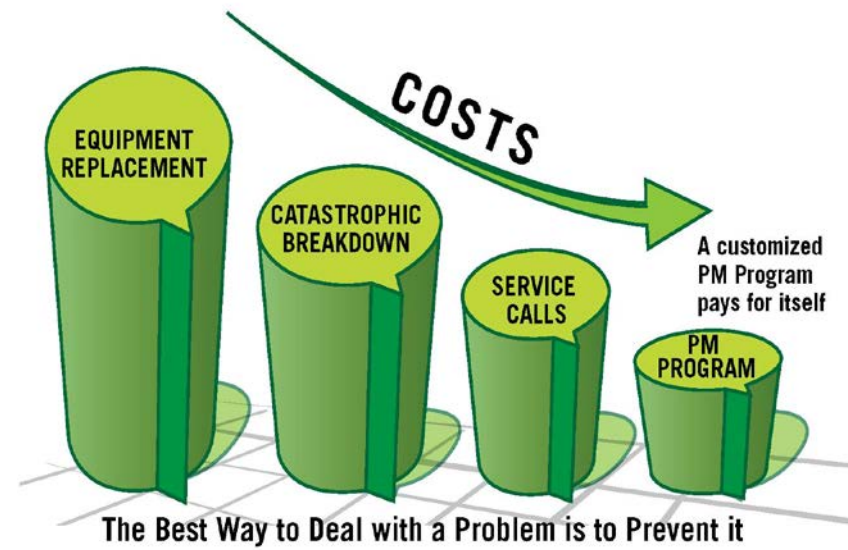
Note: Costs are projected and subject to change

Preventive Maintenance

- Annually, approximately \$2.1 million is spent by CMS on critical PM services as prioritized from our operating budget (e.g., fire safety services, sprinkler, fire alarm monitoring, elevator, surveillance camera, swimming pool, etc.)
- We are fortunate to have received one time funding from Mecklenburg County in the amount of \$5 million in FY2020 and \$2.82 million in FY2021 operating budgets to address some of our PM needs; however, our annual projected need is \$14.4 million

Other examples of PM services include:

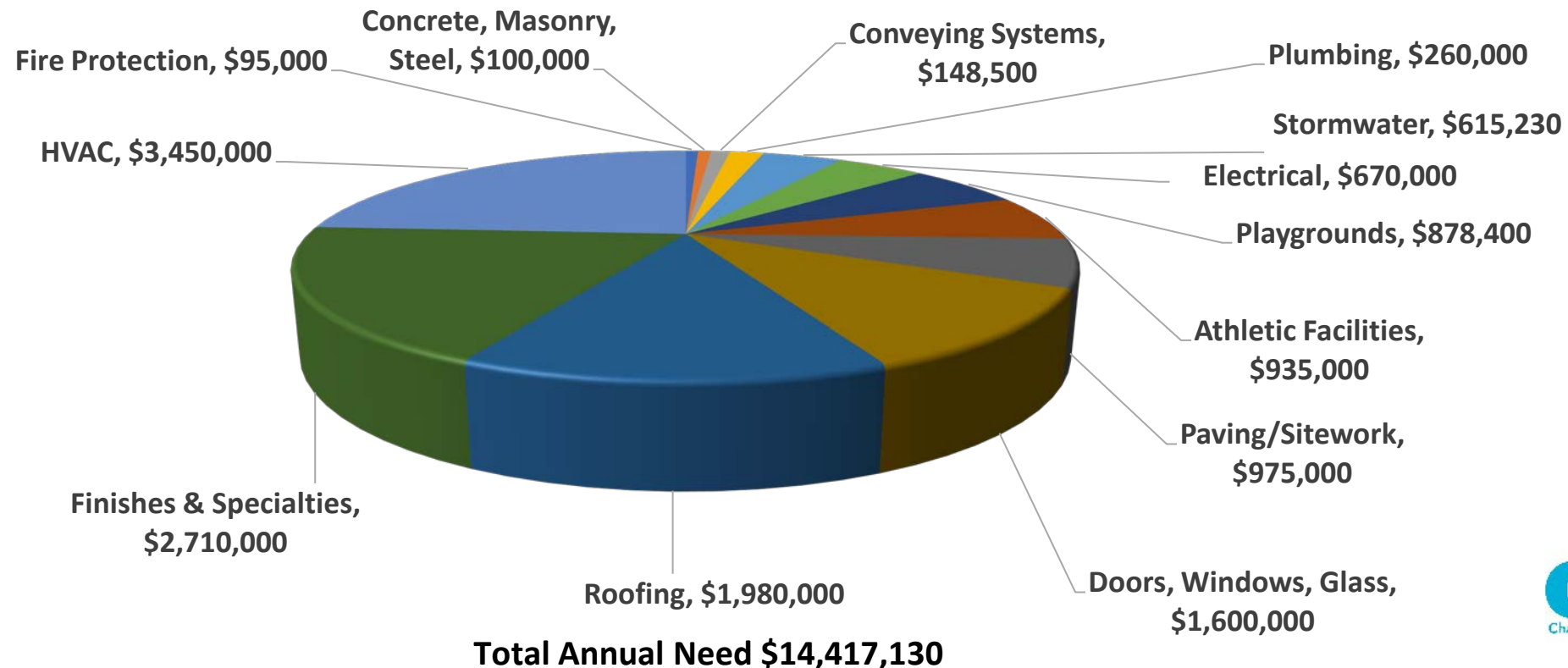
- Optimization of HVAC equipment
- HVAC filter replacement
- Chiller and Cooling Tower
- Roof cleaning
- Fire ant treatment
- Bleacher inspections
- Emergency generators



Annual Preventive Maintenance Need

By funding preventive maintenance, CMS will be able to:

- Impact all schools with various types of preventive maintenance needs
- Provide a better environment for students and staff
- Provide increased time between capital replacements
- Getting closer to moving from a reactive model to a predictive model



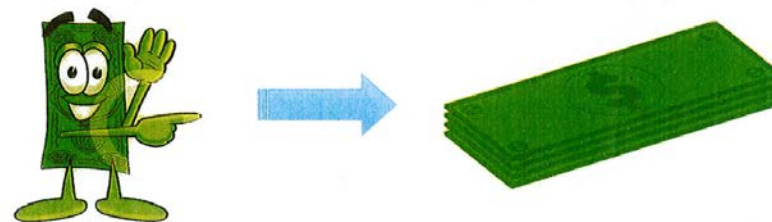
Facility Sustainment and Preventive Maintenance Plans

Why is This Committed and Consistent Funding So Important ?

If CMS receives full funding to support these plans ongoing, it expected that over time it would result in:

- Decreased frequency of disruptions to delivering instructional programs
- Increased funding to allow for the preventive and regular maintenance, minor and capital repairs, and capital system and component replacements that are needed **to extend the life of the facility to achieve its projected life expectancy**
- **Minimized premature failure of buildings and equipment**, requiring significant and often unbudgeted capital expenditures

Studies indicate that every \$1 of preventive maintenance that is deferred will result in \$4 of future expenditures to ultimately repair or replace building systems



Charlotte-Mecklenburg Schools



Key Dates

Date	Activity	Location
Jan 26 Time: 6:00 p.m.	Board of Education Budget Engagement Session	Virtual meeting format
Feb 3 Time: 5:30 p.m.	Char-Meck Youth Council- <i>Budget Engagement</i> (Virtual meeting format)	Virtual meeting format
Feb 16	Community Engagement Workshop – gather feedback	Location and format of engagements TBD
Feb 18	Superintendent’s Teacher Advisory Council (STAC) – <i>Budget Update</i>	Format TBD
Feb 23 Time: TBD	Board of Education Budget Engagement Session	Meeting format to be confirmed at a later date
Feb TBD	Professional Organizations – <i>Budget Engagement</i>	Virtual meeting format
Feb 24 Time: 6:30 p.m.	Community Engagement Workshop – gather feedback	Location and format of engagements TBD
March 16	Leadership Team Meeting – <i>Budget update</i>	Meeting format to be confirmed at a later date

Key Dates

Date	Activity	Location
March 23 Time: 6:00 pm	Superintendent presents 2021-2022 Budget Recommendation	Meeting format to be confirmed at a later date
March 25 Time: 6:30pm	Community Engagement Workshop – gather feedback	Location and format of engagements TBD
March 30 Time: 6:30pm	Community Engagement Workshop – gather feedback	Location and format of engagements TBD
April 13 Time: TBD	Public hearing on Superintendent’s budget recommendation	Meeting format to be confirmed at a later date
April 13 (tentative) Time: TBD	Board of Education Budget Engagement Work Session	Meeting format to be confirmed at a later date
April 27 Time: 6:00 p.m.	Board of Education to approve 2021-2022 Budget Request	Meeting format to be confirmed at a later date
May 4 (tentative) Time: TBD	Board of Education presents 2021-2022 Budget Request to Board of County Commissioners	Meeting format to be confirmed at a later date

Key Dates

Date	Activity	Location
May 5	Board of Education's 2021-2022 Budget Request submitted to county	
May 6 Time: 11:00 a.m.	County Manager's Recommended 2021-22 Budget presented to Board of County Commissioners	Meeting format to be confirmed at a later date
May 12	Public hearing on Mecklenburg County's budget	Meeting format to be confirmed at a later date
TBD	Mecklenburg County adopts 2021-2022 Budget	Location TBD
July-Sept (tentative)	2021-2022 Budget finalized and approved by Board of Education	

Thank You