• 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**
- State: 57%
- County: 32%
- Federal and Other Grants: 10%
- Other and Special Revenue: 1%

**Uses**
- Salaries: 57%
- Benefits: 23%
- Purchased Services: 9%
- Supplies and Materials: 7%
- Funds and Equipment: <1%
- Charter School Pass-through: 4%

$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 Categorical Allotment: 13%
- Federal/Other Categorical Allotments: 10%
- Federal/Other Dollar Allotments: 1%
- State Dollar Allotments: 7%
- State Position Allotment: 37%
- County Purpose/Function: 32%
- Dollar: 8%
Overview of District Finances

Sources of Revenue

% of revenue by source holding relatively consistent in recent years

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>County</td>
<td>28.1%</td>
<td>28.1%</td>
<td>28.7%</td>
<td>29.6%</td>
<td>30.0%</td>
<td>30.0%</td>
<td>30.4%</td>
<td>30.8%</td>
<td>32.3%</td>
<td>31.5%</td>
</tr>
<tr>
<td>State</td>
<td>56.6%</td>
<td>57.9%</td>
<td>57.6%</td>
<td>57.1%</td>
<td>57.8%</td>
<td>58.5%</td>
<td>59.4%</td>
<td>59.3%</td>
<td>58.2%</td>
<td>57.1%</td>
</tr>
<tr>
<td>Federal /Other Grants</td>
<td>13.7%</td>
<td>12.0%</td>
<td>12.2%</td>
<td>11.7%</td>
<td>10.6%</td>
<td>10.0%</td>
<td>8.8%</td>
<td>8.7%</td>
<td>8.5%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Other/Special Revenue</td>
<td>1.6%</td>
<td>2.0%</td>
<td>1.5%</td>
<td>1.6%</td>
<td>1.5%</td>
<td>1.5%</td>
<td>1.3%</td>
<td>1.2%</td>
<td>0.9%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>
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*

<table>
<thead>
<tr>
<th>Year</th>
<th>CMS Budgeted Per Pupil (without charter $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY12</td>
<td>$8,350</td>
</tr>
<tr>
<td>FY13</td>
<td>$8,375</td>
</tr>
<tr>
<td>FY14</td>
<td>$8,553</td>
</tr>
<tr>
<td>FY15</td>
<td>$8,821</td>
</tr>
<tr>
<td>FY16</td>
<td>$9,071</td>
</tr>
<tr>
<td>FY17</td>
<td>$9,196</td>
</tr>
<tr>
<td>FY18</td>
<td>$9,755</td>
</tr>
<tr>
<td>FY19</td>
<td>$10,314</td>
</tr>
<tr>
<td>FY20</td>
<td>$11,388</td>
</tr>
<tr>
<td>FY21</td>
<td></td>
</tr>
</tbody>
</table>

- **"Real" County (without charter pass through funding)**
- **Computed County (including charter pass through funding)**
- **State**
- **Other/Special Revenue**
- **Federal/Other Grants**

- Increased 41.5% since 2012
- Increased 57.5% since 2012 (44.2%)
- Increased 5.2% since 2012
- Decreased 8.3% since 2012

---

8
Uses of Total Operating Budget Increase Since FY2011: A Different Perspective

Total Increase since FY2011: $514.2 million

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Increase since FY2011</td>
<td>$514.2</td>
<td></td>
</tr>
<tr>
<td>Charter School Pass-through increase</td>
<td>-$53.4</td>
<td>$460.8</td>
</tr>
<tr>
<td>Primarily state mandated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary &amp; Benefit increases</td>
<td>-$424.9</td>
<td>$35.9</td>
</tr>
<tr>
<td>Primarily state mandated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustaining, Growth and New Space</td>
<td>-$134.9</td>
<td>-$99.0</td>
</tr>
<tr>
<td>Day-to-day operating expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reductions and Redirections</td>
<td>$156.6</td>
<td>$57.6</td>
</tr>
<tr>
<td>Realignment of existing resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What was left</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New initiatives to support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Plan goals</td>
<td>$57.6</td>
<td></td>
</tr>
</tbody>
</table>
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

- State, $65,900,000
  - GEER, $60,000,000
  - ESSER & allocated State Reserve, $387,678,308
  - State Level and Admin, $7,571,741

- CRF, $316,363,029
  - Expires Dec. 31, 2021

Expires Dec. 31, 2021

$62M expired June 30, 2020
CMS Coronavirus Relief Funds (CRF) Allotment Totals = $23.5M

- $6.6M Summer learning
- $6.7M School nutrition*
- $1.4M Personal Protective Equipment
- $2.6M Student devices
- $2.7M EC Grants
- $1M Mental Health Supports
- $.3M Cybersecurity
- $.5M Personnel devices
- $.3M Non-digital resources
- $1.4M Home and Community WIFI

* $3M spent in fiscal year 2020

Highlighted categories expire Dec 30, 2020 or June 30, 2021; all other categories expire December 31, 2021
<table>
<thead>
<tr>
<th><strong>Coronavirus Relief Funding (CRF):</strong></th>
<th>For targeted purposes in response to COVID-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Summer Learning Program</strong> – e-books, professional development, math resources and iPads for 1st grade</td>
<td><strong>$ 6.6M</strong></td>
</tr>
<tr>
<td><strong>Physical/Mental Health Supports</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Licensed practical nurses to provide coverage for isolation rooms and support for schools with nursing vacancies</td>
<td></td>
</tr>
<tr>
<td>▪ Contracting with private psychologists to support the EC evaluations delayed due to school closures in spring</td>
<td></td>
</tr>
<tr>
<td><strong>Non-digital Resources</strong> – print resources</td>
<td><strong>0.3M</strong></td>
</tr>
<tr>
<td><strong>Student Computers and Devices</strong> – additional Chromebooks and iPads for remote learning and to maintain 1:1 device ratio</td>
<td><strong>2.6M</strong></td>
</tr>
</tbody>
</table>
### STATE CORONAVIRUS RELIEF FUNDING (CRF): $23.5M

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

PLANNED INITIATIVES

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

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

Original Budget: $6,347,404

Revised Budget: $6,587,904

Encumbered/Paid: $5,056,361

Planned Initiatives: $1,531,543

Strategy 1: Focus on the Core
Action: Personalize Learning for Students

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

Strategy 1: Focus on the Core
Action: Personalize Learning for Students
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

**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 googles
- 450 hand sanitizer stands, 150 dispensers, 1,000 Desk Shields; 100 Reception Barriers
- Bottle Filler Water Stations

**CARES Act Total Budget Status**

- **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
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: $1,842,044
Revised Budget: $349,246
Encumbered/Paid: -
Pending Initiatives: $349,246

Original Budget: $1,842,044
Revised Budget: $349,246
Encumbered/Paid: -
Pending Initiatives: $349,246
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

**Strategy 2:** Manage our Performance

**Action:** Create Aligned Work Plans in Every School & Department

**Staff:**
- 2 Program Specialists
- 1 Sr. Administrative Secretary
- 1 Salary Differential

**Indirect Cost @ 2.467%**

**funded through September 30, 2022 (Tydings Amendment)**
CARES Act Total Budget Status Update - $33,558,253

UNBUDGETED RESERVES

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

Original Budget: $7,360,359
Revised Budget: $8,272,117
Encumbered/Paid: $2,620,332
Planned Initiatives: $5,651,785

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

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

- CARES Act - Emergency Relief Fund, $33.6M
- *CARES Act - Digital Curricula, $1.0
- *CARES Act - Learning Mgmt. System, $0.5
- GEER Student Health Support, $3.4
- GEER Supplemental Instructional Services, $1.8
- Summer Learning, $6.6
- School Health Support, $1.0
- Non-Digital Resources, $0.3
- Student Computers, $2.6
- **School Nutrition, $6.7
- Personnel Devices, $0.5
- Hotspots, $1.4
- EC Grants, $2.7
- Personal Protective Equipment, $1.4
- Cyber security, $0.3

*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
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
What are they?
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

<table>
<thead>
<tr>
<th>Category</th>
<th>Characteristics</th>
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<tbody>
<tr>
<td><strong>ESSENTIAL</strong></td>
<td>• Work directly linked to strategic outcomes</td>
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<td></td>
<td>• Demonstrated significant positive impact</td>
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<td></td>
<td>• No significant barriers that cannot be overcome</td>
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<tr>
<td></td>
<td>• Legally required</td>
</tr>
<tr>
<td><strong>NICE TO HAVE</strong></td>
<td>• Work supports conditions required for strategic outcomes</td>
</tr>
<tr>
<td></td>
<td>• Work likely to have positive impact</td>
</tr>
<tr>
<td></td>
<td>• Limited barriers to success</td>
</tr>
<tr>
<td><strong>DO NOT PRIORITIZE</strong></td>
<td>• Not linked to strategic outcomes</td>
</tr>
<tr>
<td></td>
<td>• May have negative impact on strategic outcomes</td>
</tr>
<tr>
<td></td>
<td>• Extensive barriers to success that cannot be overcome (time, people, money)</td>
</tr>
</tbody>
</table>
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.
<table>
<thead>
<tr>
<th>For Each Focus Area:</th>
<th>Explanation</th>
</tr>
</thead>
</table>
| **1** Review each focus area summary.  
Champions & Team Leads will briefly share an overview of initial outputs from their teams. | • Present summary slide - strategies and initiatives for 21-22 |
| **2** Ask clarifying questions & independently note alignment/potential disconnect  
Each board member will have 1 minute for clarifying questions after each summary slide. | • Clarifying questions are matters of fact  
○ Are there any additional facts you need?  
○ Is there any information you need in order to better understand any of the priorities? |
| **3** Provide warm & cool feedback  
Each Board member will have 2 minutes each for warm & 2 minutes each for cool feedback. | Warm feedback: areas of alignment, agreement  
• “It seems important…”  
• “I want to make sure to keep…”  
• “Considering the targeted outcomes, I appreciate…”  
Cool feedback: possible disconnects or gaps, things to explore  
• “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.

01 Staff Support

*Build internal capacity to support student wellness.*

- Increase counselors, social workers and psychologists in schools
- Professional learning for Student Services Professionals aligned to national model
- Build faculty and staff knowledge of effective school culture / discipline practice
- Support for schools and teachers in establishing inclusive classroom climates and effective core behavior practices

02 Tools & Resources

*Invest in high quality tools and resources to provide to schools.*

- Social Emotional Learning Curriculum (K-12)
- SEL Screener
- Integration of physical wellness supporting link with social-emotional wellness
- Restorative practices
- Evidence based SEL intervention resources

03 Student Support

*Broaden access to student supports for specific populations.*

- Increased first language support for EL students to access social and emotional supports
- Access to school based mental health services
- Access to required enrichment for homeless student
- Continued CMS mobile crisis team support
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.

01 Student Supports
Implement systems that surface and capture every student’s hopes and dreams, and their progress toward, and ultimate readiness to pursue them.

02 School and Staff Supports
Provide centralized supports to help schools implement structures and routines in response to student aspirations and progress toward goals.

03 Advanced Courses
Provide a portfolio of equitably distributed, high quality advanced coursework options and associated programs.

04 Professional Development
Providing proper training and resources for students and staff to extend access to advanced coursework equitably

- Access 2024
- Student Advisory (beyond the counseling suite)
- AVID
- AVID Identification
- School Counseling Dashboard
- Naviance
- Advanced Placement
- Math I for Middle School Students
- International Baccalaureate
- Cambridge
- Dual Enrollment
- TD/Catalyst
- Career and Technical Education
- Race, mindset and bias for teachers, teacher leaders and building leaders
- AVID, AIG licensure
- Content specific professional development (e.g., CTE, IB, etc.)
We will focus on maximizing instructional time for students, reducing chronic absenteeism and out-of-school suspension disproportionality.

**Time (OSS/ISS)**

- **01**
  - Restorative Practices
  - Implement a system of practices, rooted in social justice, that promotes equity, social-emotional learning and positive school cultures.

- **02**
  - In-School Suspension Support
  - Provide equitable ISS experiences across CMS, which extend learning and social emotional supports to students.

- **03**
  - Staff Support
  - Build knowledge and skill of all staff, shift deficit mindsets, biases, and issues of power & race.

- **●** Implement a comprehensive framework that allows schools to engage in practices that attend to school safety, create a positive school climate, address stakeholders’ needs, acknowledge any wrongdoing, and allow for re-integration back into the school community

- **●** Standardized protocol for In-School Suspensions (ISS)

- **●** Training & skill development for staff

- **●** Training and experiences that address race, power and bias

- **●** Addressing inequitable systems and practices in schools and district
### 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.

<table>
<thead>
<tr>
<th>01</th>
<th>Universal Screening</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Identify students with significant academic need.</td>
</tr>
<tr>
<td>02</td>
<td>Data-informed decision making</td>
</tr>
<tr>
<td></td>
<td>Create support structures that enable us to identify students with significant academic need.</td>
</tr>
<tr>
<td>03</td>
<td>Evidence-Based interventions</td>
</tr>
<tr>
<td></td>
<td>Provide students targeted assistance in areas of need.</td>
</tr>
<tr>
<td>04</td>
<td>Progress Monitoring</td>
</tr>
<tr>
<td></td>
<td>Monitor progress to identify if targeted assistance improved academic skills.</td>
</tr>
</tbody>
</table>

- **Timely administration of a valid and reliable screener of ELA and mathematics basic skills**
- **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)**
- **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**
- **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 | • Streamline and improve processes  
|    |               | • Invest in new software and software enhancements |
| 02 | Infrastructure Repair & Sustainability | • Preventative Maintenance  
|    | Sustain investments in CMS assets. | • Sustainment of major capital components of facilities  
|    |                       | • Transportation Maintenance Facilities |
| 03 | Human Capital Resources | • Substitute Management  
|    | Invest in building and maintaining a premier workforce. | • Enhancing recruitment and retention initiatives  
|    |                       | • Employee wellness support |
| 04 | Health and Safety | • District Wide PPE and other supplies & equipment  
|    | Invest in improvements to our systems to promote health and safety of CMS students & staff. | • Qualtrics Symptoms Screening  
|    |                       | • Security enhancements |
• 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.
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

Roofing, $59,047,501
Paving/Sitework, $32,677,950
Athletic Facilities, $18,260,000
HVAC, $14,355,000
Electrical, $8,583,000
Finishes & Specialties, $7,983,000
Concrete, Masonry, Steel, $2,500,000
Playgrounds, $2,470,000
Stormwater, $2,126,900
Conveying Systems, $550,000
Plumbing, $2,072,000
Roofing, $59,047,501

Estimated Total
$150,625,351
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
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

Concrete, Masonry, Steel, $1,625,000
Playgrounds, $2,652,000
Plumbing, $2,890,000
Stormwater, $4,960,000
Electrical, $6,446,500
Finishes & Specialties, $12,183,874
Mobiles, $17,272,640
Athletic Facilities, $19,565,000
HVAC, $25,134,000
Paving/Sitework, $25,848,320
Roofing, $49,673,253

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
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

Total Annual Need $14,417,130
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 is 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Jan 26</strong></td>
<td>Board of Education Budget Engagement Session</td>
<td>Virtual meeting format</td>
</tr>
<tr>
<td><strong>Time: 6:00 p.m.</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Feb 3</strong></td>
<td>Char-Meck Youth Council- Budget Engagement</td>
<td>Virtual meeting format</td>
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<tr>
<td><strong>Time: 5:30 p.m.</strong></td>
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<tr>
<td><strong>Feb 16</strong></td>
<td>Community Engagement Workshop — gather feedback</td>
<td>Location and format of engagements TBD</td>
</tr>
<tr>
<td><strong>Feb 18</strong></td>
<td>Superintendent’s Teacher Advisory Council (STAC) – Budget Update</td>
<td>Format TBD</td>
</tr>
<tr>
<td><strong>Feb 23</strong></td>
<td>Board of Education Budget Engagement Session</td>
<td>Meeting format to be confirmed at a later date</td>
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<tr>
<td><strong>Time: TBD</strong></td>
<td></td>
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<tr>
<td><strong>Feb TBD</strong></td>
<td>Professional Organizations — Budget Engagement</td>
<td>Virtual meeting format</td>
</tr>
<tr>
<td><strong>Feb 24</strong></td>
<td>Community Engagement Workshop — gather feedback</td>
<td>Location and format of engagements TBD</td>
</tr>
<tr>
<td><strong>Time: 6:30 p.m.</strong></td>
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</tr>
<tr>
<td><strong>March 16</strong></td>
<td>Leadership Team Meeting — Budget update</td>
<td>Meeting format to be confirmed at a later date</td>
</tr>
<tr>
<td>Date</td>
<td>Activity</td>
<td>Location</td>
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<tr>
<td>March 23</td>
<td>Superintendent presents 2021-2022 Budget Recommendation</td>
<td>Meeting format to be confirmed at a later date</td>
</tr>
<tr>
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<tr>
<td>March 25</td>
<td>Community Engagement Workshop – gather feedback</td>
<td>Location and format of engagements TBD</td>
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<tr>
<td>March 30</td>
<td>Community Engagement Workshop – gather feedback</td>
<td>Location and format of engagements TBD</td>
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<tr>
<td>Time: 6:30pm</td>
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<tr>
<td>April 13</td>
<td>Public hearing on Superintendent’s budget recommendation</td>
<td>Meeting format to be confirmed at a later date</td>
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<td>Time: TBD</td>
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<tr>
<td>April 13 (tentative)</td>
<td>Board of Education Budget Engagement Work Session</td>
<td>Meeting format to be confirmed at a later date</td>
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<td>Time: TBD</td>
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<tr>
<td>April 27</td>
<td>Board of Education to approve 2021-2022 Budget Request</td>
<td>Meeting format to be confirmed at a later date</td>
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<tr>
<td>May 4 (tentative)</td>
<td>Board of Education presents 2021-2022 Budget Request to</td>
<td>Meeting format to be confirmed at a later date</td>
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<tr>
<td>Time: TBD</td>
<td>Board of County Commissioners</td>
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<tr>
<td>Date</td>
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<tr>
<td>May 5</td>
<td>Board of Education’s 2021-2022 Budget Request submitted to county</td>
<td></td>
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<tr>
<td>May 6</td>
<td>County Manager’s Recommended 2021-22 Budget presented to Board of County</td>
<td>Meeting format to be confirmed at a later date</td>
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<td>Commissioners</td>
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<td>May 12</td>
<td>Public hearing on Mecklenburg County’s budget</td>
<td>Meeting format to be confirmed at a later date</td>
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<tr>
<td>TBD</td>
<td>Mecklenburg County adopts 2021-2022 Budget</td>
<td>Location TBD</td>
</tr>
<tr>
<td>July-Sept (tentative)</td>
<td>2021-2022 Budget finalized and approved by Board of Education</td>
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Thank You