



# We Are CMS

# TABLE OF CONTENTS

## Overview

An Open Letter from the Board Chairperson and Superintendent .....	1
Charlotte-Mecklenburg Board of Education .....	2
CMS Organization Chart .....	3
Vision, Mission, Core Beliefs and Commitments.....	4
Executive Summary .....	5
CMS 2024 Strategic Plan.....	6-7
Proposed Budget – Sources and Uses .....	8
Proposed Budget – Comparison to Prior Year.....	9
Budget Process Calendar .....	10-11

## Proposed Operating Budget

Summary of Changes to 2019-20 Base Budget.....	13
Proposed Program Changes.....	14-21
Departmental Budgets by Funding Source .....	22-23
Revenue Categories by Funding Source .....	24-25
Proposed Budget by Revenue Category.....	26-32
Fund Descriptions and Structure.....	33
Expenditures by Funding Source .....	34
Detail Expenditures by Funding Source.....	36-38
Alignment with District Priorities by Funding Source.....	39

## Proposed County Appropriation

Detail of Changes to 2019-20 County Appropriation.....	41
Proposed County Appropriation by Function and Category .....	42-43
Proposed County Appropriation by Major Function .....	44-51

## Capital Outlay/Leases

Fund Description .....	53
Schedule of Revenues and Expenditures .....	54
Lease/Installment Contracts & Debt Management.....	55

## Enterprise Programs

School Nutrition Services	
Program Description .....	57
Schedule of Revenues, Expenses and Changes.....	58
Comparison of Meal Prices .....	59
After-School Enrichment Program	
Program Description .....	60
Schedule of Revenues, Expenses and Changes .....	61

# TABLE OF CONTENTS

## Results and Accountability

Academic Achievement .....	63-70
Understanding the Budget.....	71
Factors Affecting the Budget .....	72-74
School Budget and Fiscal Control .....	75-84
Budget Process, Administration and Management .....	85-88

## Trends and Statistics

Key Statistics .....	89
Student Population Trends .....	90-93
Six Year Enrollment Comparison by Grade Level .....	94
Six Year Expenditure Comparison .....	95
Redirection of Resources .....	96
Comparative Expenditures by Funding Source .....	98
Comparative Expenditures Percentage by Funding Source.....	99
Comparative Expenditures by Major Function.....	100
Instruction Takes Top Priority .....	101
Comparative Expenditures by Object Code.....	102
Primary Investment Is In Our People.....	103
Summary of Staffing .....	104
Summary of Staffing Details .....	105

## Administrative & Central Support

Organizational Chart.....	107-108
Goals, Objectives and Accomplishments .....	109-113
Administrative & Central Support Totals: Expenditures.....	114
Administrative & Central Support Totals: Sources and Uses .....	115
Office of the Superintendent of Schools .....	116-117
Office of General Counsel and Board Services .....	118-119
Office of Compliance and Transparency .....	120-121
Financial Services .....	122-123
Chief of Staff.....	124-125
Community Relations & Engagement, Ombudsman .....	126-127
Communications Services .....	128-129
Human Resources Services .....	130-131

## Operational Service

Organizational Chart.....	133-134
Goals, Objectives and Accomplishments.....	135-141
Operational Services Totals: Expenditures.....	142
Operational Services Totals: Sources and Uses.....	143
Deputy Superintendent, Operations.....	144-145
Operations Support Services.....	146-147
Graphic Production Center.....	148-149
Technology.....	150-151

# TABLE OF CONTENTS

Building Services.....	152-153
Inventory Management .....	154-155
Safety, Environmental Health, and Risk Management.....	156-157
Transportation .....	158-159
Athletics.....	160-161
CMS Police Department.....	162-163
Community Use of Facilities.....	164
Enterprise Funds Program Support .....	165

## Learning Services

Organizational Chart .....	167-170
Goals, Objectives and Accomplishments.....	171-190
Learning Services Totals: Expenditures.....	192
Learning Services Totals: Sources and Uses .....	193
Academic Services.....	194-195
Department Educational Leadership.....	196-197
Office of School Performance and Student Wellness .....	198-199
Learning and Teaching Pre-K-5 .....	200-201
Elementary Curriculum.....	202-203
K-12 Literacy .....	204-205
North Carolina Pre-K Program .....	206-207
Bright Beginnings Pre-K Program .....	208-209
Learning and Teaching 6-12 .....	210-211
Secondary Curriculum.....	212-213
Advanced Studies .....	214-215
Virtual Learning .....	216-217
Drivers Education.....	218-219
Fine Arts, Health, and Physical Education .....	220-221
Learning Communities .....	222-223
Federal Programs .....	224-225
Exceptional Children Services .....	226-227
English Learner Services .....	228-229
Student Discipline and Behavior Support.....	230-231
Student Records and Placement.....	232-233
Accountability Services.....	234-235
Equity Services.....	236-237
Student Assignment and School Choice.....	238-239
Career and Technical Education .....	240-241
ROTC .....	242

## Schools

Schools: Expenditures .....	243
Schools: Sources and Uses .....	244
School Administration Support Services .....	245
Classroom Teachers .....	246
Support Positions .....	247
Assistants.....	248
Charter Schools .....	249

# TABLE OF CONTENTS

## Appendices

Glossary of Terms .....	251-256
2019-2020 School Allotment Formulas (Non-personnel) .....	257
School Allotment Formulas .....	258-263
State Teacher Salary Schedule – Non-NBPTS.....	264-265
State Teacher Salary Schedule – NBPTS .....	266-267
State Psychologist Salary Schedule .....	268
After School Enrichment, Tutor, Title 1 and AVID Salary Schedule.....	269
Substitutes and Non-Athletic Stipends.....	270
State Principals Salary Schedule .....	271
State Assistant Principals Salary Schedule .....	272
Master Salary Schedule for Exempt Positions .....	273-279
Master Salary Schedule for Non-Exempt Positions .....	280-285
Coaching Stipends Comparative Data .....	286

# Overview

## OUR KIDS NEED EQUITY, PEOPLE, AND SUPPORT

An open letter from the board chairperson and the superintendent

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To the Charlotte-Mecklenburg Board of Education:

This budget proposal comes to you amid the challenges of an unparalleled health crisis caused by the COVID-19 pandemic. In addition, we did not have a state budget enacted for the current year, and there is again uncertainty surrounding the timing of a new state budget. However, we are committed to looking ahead and preparing for the future needs of our students and staff. Our budget proposal is built on our top priority of educating every student as well as possible. Our proposal for the 2020-2021 operating budget requires local funding in four categories. These are: sustaining operations, investing in our employees, student growth and additional space, and program expansion and new initiatives.

Sustaining operations addresses our ability to maintain services we currently provide. We are requesting \$1.3 million for the second year of our Enterprise Resource Planning Systems modernization project. In all, we are requesting a total increase for sustaining operations of \$1.3 million.

For investing in our employees, we are requesting \$3.3 million in local funds to provide salary increases for locally funded staff. In addition, there are adjustments that will make the district more competitive in hiring and set a new minimum pay rate at \$14.11 per hour for all hourly staff. There are also state-mandated increases in health insurance and retirement rates. In all, we are seeking \$11.7 million for investing in our employees.

We have budgeted \$12 million for student growth and additional space. This includes a \$9.9 million increase for growth in student enrollment and charter school enrollment. We also are requesting \$2.1 million for additional facility maintenance and operating costs.

For the final category, program expansion and new initiatives, we are requesting \$11.7 million. This includes an increase of \$3.4 million as we continue to add student support staffing and social and emotional learning support, and \$1.9 million for Exceptional Children staffing and special education support. The increase also covers safety and security, Building Services staffing and preventive maintenance and compliance office and legal support.

We do not know the economic and financial impacts we will face as a result of COVID-19, but our mission remains clear. This budget proposal is built on our commitment to educating every student. We hope you will support it.

Sincerely,

DocuSigned by:

*Elyse Dashew*

0B6DA9D9C2D345B...

Elyse Dashew, Chairperson  
Charlotte-Mecklenburg Board of Education

DocuSigned by:

*Earnest Winston*

11292E2356504A5...

Earnest Winston, Superintendent  
Charlotte-Mecklenburg Schools



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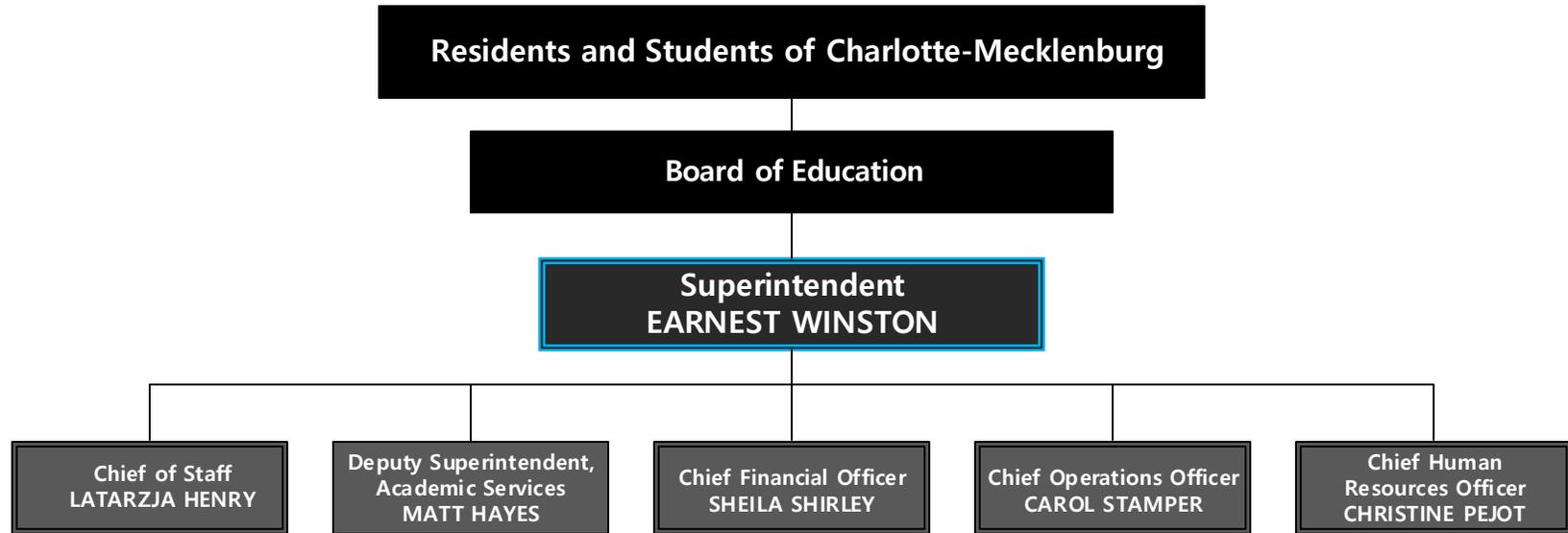
**Board of Education Office**

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# Charlotte-Mecklenburg Schools

District Organization Chart

2019 – 2020





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## VISION

The vision of Charlotte-Mecklenburg Schools is to lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

## MISSION

The mission of Charlotte-Mecklenburg Schools is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

## CORE BELIEFS

### We believe that:

- Public education is essential to democracy and necessary for economic opportunity, mobility and the broader public good.
- We are responsible for building and maintaining a high performing school district.
- Each student is uniquely capable and deserves an engaging, relevant, and challenging educational experience.
- Our principals and teachers make the critical difference in student achievement and building a positive school community.
- The school system, families and communities are necessary partners in ensuring the academic, social, emotional and behavioral success of our students.

### Based on these Core Beliefs, we are committed to:

- Providing a clear Theory of Action and an effective Superintendent to lead its implementation.
- Ensuring that all students achieve their full potential.
- Ensuring that each student has an effective teacher.
- Ensuring that an effective principal leads every school.
- Giving all students access to a well-rounded, rigorous curriculum that is evidence-based and data-informed.
- Preparing all students to be successful in institutions of higher learning or the workforce.
- Creating safe and orderly working and learning environments.
- Securing and allocating the necessary resources to pursue our vision and mission.
- Operating effectively and efficiently with fiscal accountability.
- Embracing our community's diversity and using it to enhance the educational environment.
- Providing and encouraging engagement opportunities for all students' families.
- Partnering with community members to maximize student learning.

## **EXECUTIVE SUMMARY**

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Our district is operating in uncertain times caused by the COVID-19 pandemic. We have challenges that were once unthinkable – but we are continuing to meet the needs of our students as well as possible during the state-mandated schools closure currently in place. We are offering supplemental online-learning opportunities and providing thousands of nourishing meals for students who need them most.

There also continues to be uncertainty surrounding a new state budget. Nonetheless, Charlotte-Mecklenburg Schools remains committed to moving forward and preparing for the future needs of our students and staff. Our budget proposal reflects what will always be our top priority: the well-being and education of our students.

In our proposal for the 2020-2021 operating budget, we are requesting support from Mecklenburg County in four areas: sustaining operations, investing in our employees, student growth and additional space, and program expansion and new initiatives.

- **Sustaining operations:** We are asking the county for \$1.3 million to maintain the same level of services we currently provide. The funds will cover year 2 of the modernization of our Enterprise Resource Planning Systems.
- **Investing in our employees:** This request will allow us to provide salary increases for locally funded staff and to make pay adjustments to keep the district competitive in hiring. We also will increase the minimum wage for employees to \$14.11 per hour and cover state-mandated increases in the employer-paid portions of health insurance and retirement rates. The total request for employee investment comes to \$11.7 million.
- **Student growth and additional space:** To meet the increase in student enrollment, we are seeking \$9.9 million, the majority of which will cover the continued enrollment growth in charter schools. The request also includes \$1.6 million for additional facility space, and maintenance and operating costs. The total request for student growth and additional space is \$12 million.
- **Program expansion and new initiatives:** We are requesting a total of \$11.7 million; \$3.4 million of that will allow us to continue to add student support staffing, and social and emotional learning support. The remainder will cover Exceptional Children staffing and special education support, safety and security, the Building Services staffing and preventive maintenance and compliance office and legal support.

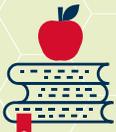
Our budget reflects our top priority: to ensure the success of our students. We are committed to helping every student learn and achieve during these unprecedented times and beyond.

# What Matters Most

## GOALS



1. Every student graduates with meaningful employment or higher education opportunities.



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



3. Every student has access to more social and emotional support.

## COMMITMENTS

### EQUITY

Each student's needs may be different, but those needs should be met at every school in CMS.

### CULTURE

Students, teachers, parents, families, staff, leaders and partners work together to achieve.



## STRATEGY 1

### FOCUS ON THE CORE



**Students**  
How students participate in their education



**Teachers**  
Knowledge and skill of the teachers



**Content**  
Level and complexity of content students are asked to learn

### ACTIONS



**Guarantee a viable curriculum for every student.**

A consistent K-12 curriculum supports clear expectations and outcomes.



**Challenge students with rigorous tasks and work.**

High expectations boost student achievement regardless of student background.



**Teach students in ways that reflect their cultures, identities and experiences.**

Students learn best when we meet them where they are in life through the work they do.



**Increase social, emotional and mental health resources and access.**

Students face enormous pressures today that can distract them from learning.

## STRATEGY 2

### MANAGE OUR PERFORMANCE



**Build on strengths**



**Adapt new ways of working**



**Measure our progress**

### ACTIONS



**Develop a performance management system.**

We will improve overall performance when we are clear about what success looks like, how we work and measure progress.



**Implement a continuous improvement program.**

We can improve each year if we can adapt to improve based on shared plans, measurable outcomes and clear communications.

# CMS 2024 Strategic Plan



## Personalize learning for students.

Students learn in different ways and succeed when we build on their strengths.



## Use interventions proven to work.

Opportunities for growth are lost when time is taken away from learning.



## Put grade-level text at the center of teaching in every classroom.

Grade-level texts boost student achievement.



## Support teachers with development equal to performance expectations.

Teachers must be equipped to meet students' varied needs to succeed.



## Build a CMS culture of shared focus.

The work of every CMS team member affects teaching and learning.

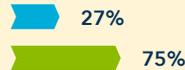
### TARGETS ■ 2018 CURRENT ■ 2024 TARGET



## Graduate 100% of students.



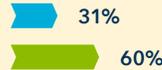
% of students graduate with their 4-year cohort



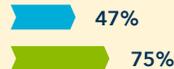
% of students graduate with at least one DPI endorsement



## Increase access to rigorous coursework.



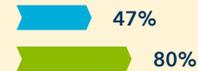
% of students completing Math 1 by the end of 8th grade



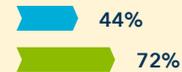
% of students completing at least one college level course



## Cut achievement gaps of college and career readiness by at least half (50%) overall and for each sub-group.



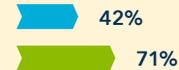
3rd Grade English/Language Arts



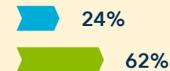
5th Grade English/Language Arts



5th Grade Math



8th Grade English/Language Arts



8th Grade Math



## Create aligned work plans in every school and department.

We can drive collaboration with clear expectations, accountability and shared focus.



% of employees report highest job satisfaction

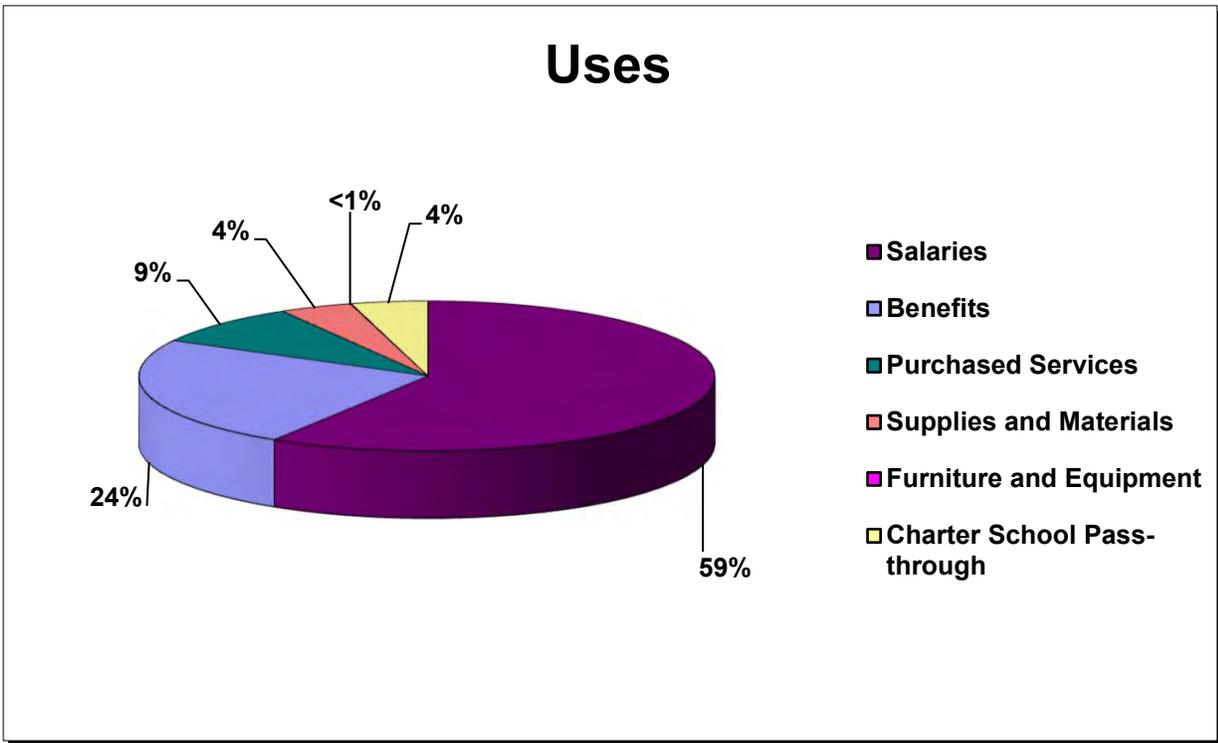
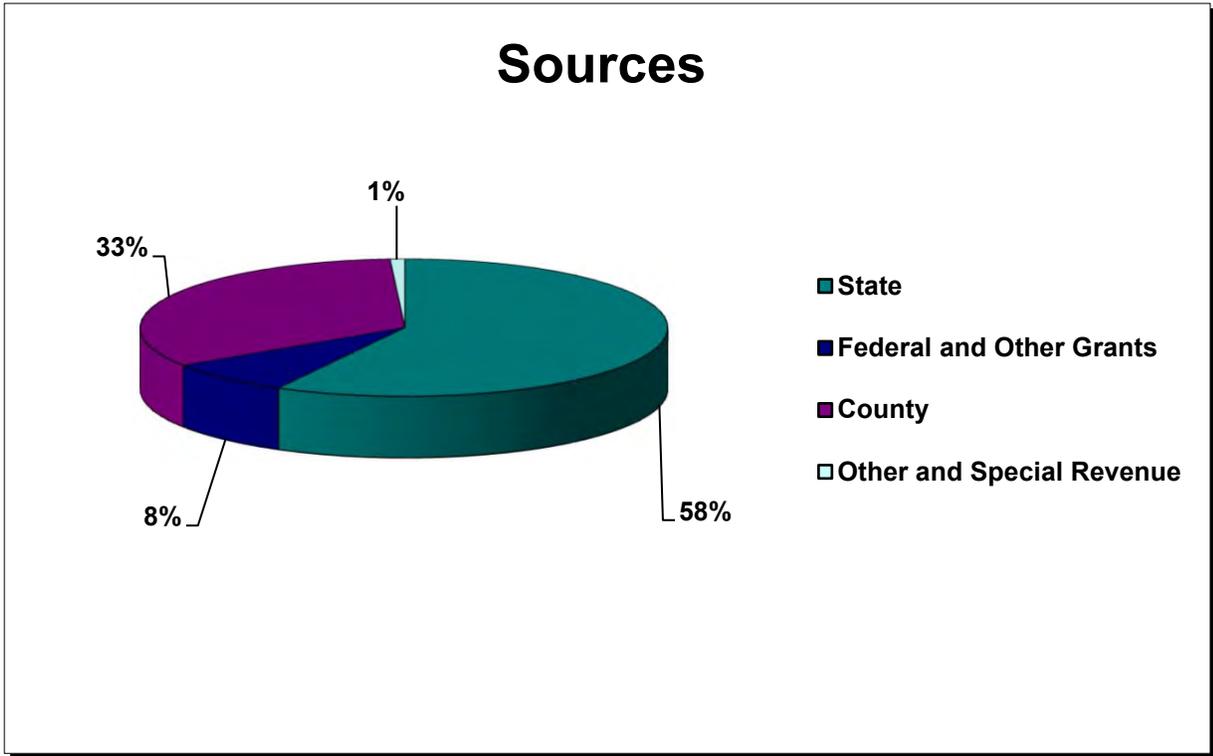


% of employees refer others to work at CMS



% of school-age children in Mecklenburg attend a CMS school

# 2020-21 PROPOSED BUDGET: SOURCES AND USES



**2020-21 PROPOSED CURRENT EXPENSE BUDGET:  
COMPARISON TO PRIOR YEAR**

	<b>2020-21 Proposed Budget</b>	<b>2019-20 Adopted Budget</b>	<b>% Change</b>
<b>REVENUES</b>			
State of North Carolina	\$ 933,948,000	\$ 917,276,105	1.8%
Federal and Other Grants	126,376,446	133,941,671	-5.6%
Mecklenburg County Appropriation	538,111,951	509,451,701	5.6%
Other and Special Revenue	<u>14,515,000</u>	<u>14,336,697</u>	<u>1.2%</u>
<b>TOTAL REVENUES</b>	<b><u>\$ 1,612,951,397</u></b>	<b><u>\$ 1,575,006,174</u></b>	<b><u>2.4%</u></b>
<b>EXPENDITURES</b>			
Instructional			
Regular Instructional	\$ 761,924,856	\$ 744,293,638	2.4%
Special Populations	180,517,262	174,213,418	3.6%
Alternative Programs and Services	109,878,321	109,774,604	0.1%
Co-Curricular	6,778,180	6,673,760	1.6%
School-Based Support	<u>90,208,361</u>	<u>87,943,752</u>	<u>2.6%</u>
Total Instructional	1,149,306,980	1,122,899,172	2.4%
Instructional Support			
Support and Development	13,309,521	12,714,670	4.7%
Special Population Support and Development	4,314,915	5,087,918	-15.2%
Alternative Programs Support and Development	5,419,580	5,698,737	-4.9%
System-wide Pupil Support	<u>3,999,824</u>	<u>3,977,986</u>	<u>0.5%</u>
Total Instructional Support	27,043,840	27,479,311	-1.6%
Operations			
Technology Support	23,112,609	32,079,207	-28.0%
Operational Support	210,137,803	202,493,016	3.8%
Financial and Human Resource Services	23,742,910	23,012,445	3.2%
Accountability	5,522,975	5,393,773	2.4%
Community Services	561,025	549,353	2.1%
Nutrition Services	349,705	350,648	-0.3%
Other	<u>3,143,344</u>	<u>3,205,331</u>	<u>-1.9%</u>
Total Operations	266,570,371	267,083,773	-0.2%
Leadership			
Policy, Leadership and Public Relations	18,094,587	17,870,118	1.3%
School Leadership Services	<u>82,749,376</u>	<u>79,486,836</u>	<u>4.1%</u>
Total Leadership	100,843,963	97,356,954	3.6%
Charter School Pass-through	69,186,243	60,186,964	15.0%
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,612,951,397</u></b>	<b><u>\$ 1,575,006,174</u></b>	<b><u>2.4%</u></b>

# 2020-21 Budget Process Calendar

Nov 12-22, 2018	Budget Kick Off Meetings with Fund Owners
Jan 13 - Feb 13	Cabinet Strategy Work Sessions
Feb 4 6:30pm-8:00p	Student Advisory Council- <i>Budget Engagement</i> (CMGC)
Feb 25	CFO and budget staff budget review executive staff
March 5	Professional Organizations – <i>Budget Engagement</i>
<b>March 5</b>	<b>Board of Education Work Session - <i>Budget update</i></b> (1:00 p.m., Small Group Meeting)
March 5 6:30pm-8:00p	Community Engagement Workshop – <i>gather feedback</i> Rama Road Elementary School
March 12 6:30pm-8:00p	Community Engagement Workshop – <i>gather feedback</i> Frances Bradley Middle School
March 17	Leadership Team Meeting – <i>Budget update</i>
March 18	Superintendent’s Teacher Advisory Council (STAC) – <i>Budget Update</i> (Cancelled)
<b>March 24</b>	<b>Superintendent presents 2020-2021 Budget Recommendation</b> (6:00 p.m. Regular BOE Meeting)
April 2 6:30pm-8:00p	Community Engagement Workshop – <i>gather feedback</i> Westerly Hills Academy (Cancelled)
<b>April 8</b>	<b>Public hearing on Superintendent’s budget recommendation / tentative budget work session</b> (6:00 p.m. Regular BOE Meeting)
April 9 6:30pm-8:00p	Community Engagement Workshop – <i>gather feedback</i> Polo Ridge Elementary School (Cancelled)
<b>April 28</b>	<b>Board of Education approval of 2020-2021 Budget Request</b> (6:00 p.m., Regular BOE Meeting)
May 1	Board of Education’s 2020-2021 Budget Request submitted to the county
<b>May 1</b>	County Manager’s Recommended Operating and Capital Budgets presented to BOCC (TBD)

## 2020-21 Budget Process Calendar

May 12	<b>Board of Education/Board of County Commissioners workshop on budget</b> (6:00 p.m., CMGC Meeting Chamber)
May 13	Public hearing on county's budget (6:00 p.m., CMGC Meeting Chamber)
May 26-27	BOCC Straw vote to approve budget (6:00 p.m., CMGC Meeting Chamber)
June 2	County adopts 2020-2021 Operating Budget (6:00 p.m., CMGC Meeting Chamber)
TBD	2020-2021 Operating Budget finalized and approved by BOE

NOTE: Public engagement sessions cancelled due to concerns surrounding COVID-19.

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# Proposed Operating Budget

Proposed  
Operating Budget

**2020-2021 PROPOSED CURRENT EXPENSE BUDGET:  
SUMMARY OF CHANGES TO 2019-2020 BASE BUDGET**

	State	County	Federal and Other Grants	Other and Special Revenue	Total
<b>2019-2020 ADOPTED BUDGET</b>	<b>\$ 917,276,105</b>	<b>\$ 509,451,701</b>	<b>\$ 133,941,671</b>	<b>\$ 14,336,697</b>	<b>\$ 1,575,006,174</b>
<b>REVISIONS TO 2019-2020 ADOPTED BUDGET</b>					
Revisions to Base Budget*	(15,906,925)	(8,000,000)	(10,152,307)	136,860	(33,922,372)
<b>Sub-Total</b>	<b>(15,906,925)</b>	<b>(8,000,000)</b>	<b>(10,152,307)</b>	<b>136,860</b>	<b>(33,922,372)</b>
<b>2019-2020 BASE BUDGET</b>	<b>901,369,180</b>	<b>501,451,701</b>	<b>123,789,364</b>	<b>14,473,557</b>	<b>1,541,083,802</b>
<b>I. SUSTAINING OPERATIONS</b>					
A. Program Continuation	1,864,182	1,300,000	-	-	3,164,182
<b>Sub-Total</b>	<b>1,864,182</b>	<b>1,300,000</b>	<b>-</b>	<b>-</b>	<b>3,164,182</b>
<b>II. INVESTING IN OUR EMPLOYEES</b>					
A. Salaries and Benefits	30,073,576	11,689,813	2,587,082	41,443	44,391,914
<b>Sub-Total</b>	<b>30,073,576</b>	<b>11,689,813</b>	<b>2,587,082</b>	<b>41,443</b>	<b>44,391,914</b>
<b>III. STUDENT GROWTH AND ADDITIONAL SPACE</b>					
A. Enrollment Growth	-	9,869,361	-	-	9,869,361
B. Additional Facility Space	641,062	2,082,684	-	-	2,723,746
<b>Sub-Total</b>	<b>641,062</b>	<b>11,952,045</b>	<b>-</b>	<b>-</b>	<b>12,593,107</b>
<b>IV. PROGRAM EXPANSION</b>					
A. Student Support Staffing/Social & Emotional Learning	-	3,393,859	-	-	3,393,859
B. Exceptional Children Staffing	-	1,891,288	-	-	1,891,288
C. Safety and Security	-	796,443	-	-	796,443
D. Building Services Staffing and Preventive Maintenance	-	5,139,873	-	-	5,139,873
E. Compliance Office and Legal Support	-	496,929	-	-	496,929
<b>Sub-Total</b>	<b>-</b>	<b>11,718,392</b>	<b>-</b>	<b>-</b>	<b>11,718,392</b>
<b>TOTAL 2020-2021 PROPOSED CURRENT EXPENSE BUDGET</b>	<b>\$ 933,948,000</b>	<b>\$ 538,111,951</b>	<b>\$ 126,376,446</b>	<b>\$ 14,515,000</b>	<b>\$ 1,612,951,397</b>

\* Includes state and federal revisions as well as a reduction for prior year one-time County funding allocated to modernization project (\$3M) and preventative maintenance (\$5M).

Explanation of Change	Description	State Cost	Local Cost
<b>I. Sustaining Operations</b>			
<b>Change Reference: I.A.</b>			
<b>A. <u>Program Continuation</u></b>			
1. <u>Enterprise Resource Planning (ERP) Systems Modernization</u>	Purchased Services		<u>1,300,000</u>
<p>Recognizing our dated technology is rapidly becoming unsustainable, the State Board of Education has commenced a multiyear project to modernize core systems (finance, payroll, human resources, capital planning) used by DPI and local school administrative units.</p>			
<p>The modernization program will improve process and data integration (e.g. state/local licensure) while increasing operational efficiency, data management, and compliance monitoring. The integrated platform will provide common state and local reporting with advanced analytics to enable more informed decisions and actionable insights. The contemporary technology (Software-as-a-Service – Cloud) will constantly evolve with new capabilities and enhancements delivered annually to improve process automation, reduce errors and deliver a better employee experience allowing CMS to reinvest efficiency gains into our core mission. Funding is included for ERP licensing and implementation support for year 2 of the modernization project.</p>			
<b>Total Investing In Our Employees</b>		<b>-</b>	<b><u>1,300,000</u></b>

**II. Investing In Our Employees**

**Change Reference: II.A**

Explanation of Change	Description	State Cost	Local Cost
<b>A. Salaries and Benefits</b>			
<b>1. Salary Increase</b>			
While the state budget for fiscal year 2020 was not enacted, we are planning for salary increases consistent with the Conference budget approved by the state legislature in June 2019. This plan includes salary increases of an average 2.1% for school administration, an average 2.1% for certified staff, and 1% for non-certified staff. If approved the state will make the appropriate state budget adjustments to cover this increase for state paid employees. Local funds are needed to provide an equivalent increase for locally funded staff.	Salaries & Benefits	<u>15,055,828</u>	<u>3,347,362</u>
<b>2. Phase II Market Rate Adjustments</b>			
In an effort to align ourselves with the national, state and local trend toward increasing the minimum wage and establish a minimum pay comparable to the Charlotte living wage, we will set the CMS minimum pay rate \$14.11 per hour. All employees who currently earn under \$14.11 will be moved to the new minimum. To address compression and equity within the district, employees will be placed at or above the minimum based on experience. Funds are included to implement Phase II as described above for hourly staff.	Salaries & Benefits		<u>2,865,144</u>
<b>3. Health Insurance Rate Increase</b>			
It is estimated that the employer-paid portion of the state health insurance rate will increase from \$6,306 to \$6,647 annually which represents a 5% increase. It is anticipated that the state will make the appropriate state budget adjustments to cover this increase for state paid staff, however, local funding is needed to cover the estimated increase for locally paid staff.	Salaries & Benefits	<u>4,398,298</u>	<u>1,087,384</u>
<b>4. Retirement Rate Increase</b>			
The employer-paid portion of the state retirement plan rate is anticipated to increase from 19.70% to 21.44% of eligible earnings annually. Funds are included to provide the state mandated increase for all full-time positions.	Salaries & Benefits	<u>10,619,450</u>	<u>4,389,923</u>
<b>Total Investing In Our Employees</b>		<u><b>30,073,576</b></u>	<u><b>11,689,813</b></u>

**III. Student Growth and Additional Space**

Change Reference: III. A

Explanation of Change	Description	State Cost	Local Cost																					
<b>A. Student Enrollment Growth Costs</b>																								
<b>1. Special Populations Growth - Exceptional Children Staffing</b>																								
<p>Student enrollment is expected to increase by 315 students in 2020-21 for a total enrollment of 147,203. According to the Individuals with Disabilities Education Act (IDEA), students with disabilities (SWD) must be afforded a Free and Appropriate Public Education (FAPE) with supplemental aids and supports that are required to access the Least Restrictive Environment (LRE) in accordance with students' Individualized Education Programs (IEPs). Programs for Exceptional Children (EC) focus on providing special education and related services via an inclusive practices model that maximizes opportunities for students in the LRE. Related services include but are not limited to speech-language therapy, occupational therapy, and individual nursing care. The provision of additional teachers and related service providers aligns with the district's goal of providing great teachers and rigorous academic instruction with graduation as the goal.</p> <p>The Department of Public Instruction (DPI) provides EC Teacher class size and caseload capacities for all North Carolina school districts. As more students are identified who require the Extensions Program, grades K-12, or a Preschool Separate Class setting, additional classes have been opened across the district. The classes are strategically located in schools to allow students to attend school with their cohort of non-disabled peers through elementary, middle and high school and the distribution of classes aligns with the current district student assignment plan. The additional classes impact the number of Extensions Teachers, EC Pre-K Teachers, and the Assistants needed to support the programs. The number of students who require speech-language therapy has increased over the past few years. Child count funding does not include funds for related services. In order to meet student service needs and address class size caseload requirements, the following teacher positions are needed: 2 PreK Teachers, and 2 PreK Assistants, 3 Speech Pathologists, 5 Extensions Teachers.</p>	Salaries & Benefits	870,082																						
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;"></th> <th style="text-align: center; border-bottom: 1px solid black;"><u>State</u></th> <th style="text-align: center; border-bottom: 1px solid black;"><u>Local</u></th> </tr> </thead> <tbody> <tr> <td>EC Staffing</td> <td></td> <td></td> </tr> <tr> <td>    Speech Therapists</td> <td></td> <td style="text-align: center;">3.0</td> </tr> <tr> <td>    EC Teachers</td> <td></td> <td style="text-align: center;">5.0</td> </tr> <tr> <td>    Teachers</td> <td></td> <td style="text-align: center;">2.0</td> </tr> <tr> <td>    Teacher Assistants</td> <td style="text-align: center;">-</td> <td style="text-align: center; border-bottom: 1px solid black;">2.0</td> </tr> <tr> <td>    Total</td> <td style="text-align: center;">-</td> <td style="text-align: center;">12.0</td> </tr> </tbody> </table>					<u>State</u>	<u>Local</u>	EC Staffing			Speech Therapists		3.0	EC Teachers		5.0	Teachers		2.0	Teacher Assistants	-	2.0	Total	-	12.0
	<u>State</u>	<u>Local</u>																						
EC Staffing																								
Speech Therapists		3.0																						
EC Teachers		5.0																						
Teachers		2.0																						
Teacher Assistants	-	2.0																						
Total	-	12.0																						
<b>2. Charter School Enrollment Growth</b>																								
<p>Based on the projected increase in charter school student enrollment and additional county funding, funding is included to increase our charter school pass-through budget so we can meet our statutory obligation to charter schools. Charter school enrollment of Mecklenburg County students is expected to increase by 1,807 students.</p>	Other	8,999,279																						
<b>Total Student Enrollment Growth</b>		-	<b>9,869,361</b>																					

**III. Student Growth and Additional Space**

Change Reference: III. B

Explanation of Change	Description	State Cost	Local Cost
<b>B. New Schools - Staffing and Operating Costs</b>			
<b>1. Additional Staffing</b>			
One new K-8 school and two replacement schools are scheduled to open in August 2020. The schools require staffing to provide instruction and support services. This request also includes the local supplement for state and locally paid positions including 3 teachers, 3 Arts Education, and 1 Media Coordinator . Estimated additional positions are as follows:	Salaries & Benefits	641,062	379,955
		<u>State</u>	<u>Local</u>
Principals		1.0	
Media Coordinator		1.0	
Facilitators			3.0
In-School Suspension Assistant		1.0	
Teachers, K-3		6.0	
Secretary, Administrative		2.0	1.0
Total		<u>11.0</u>	<u>4.0</u>
<b>2. SRO Contract</b>			
The safety of our students is important. By providing additional school resource officers to our school campuses we demonstrate the value we have to provide a safe learning environment for all students. It also shows our staff that we care about the safety of everyone. School Resource Officers can help prevent school violence, provide support and assistance to at risk children, divert youth from the criminal justice process and create a safe, secure learning and teaching environment. A school resource officer is included in this budget request for adding an additional grade level at a K-8 school.	Purchased Services		60,000
<b>3. Maintenance and Operating Costs for All Additional Space</b>			
The opening of one new school, two replacement schools, and major facility renovations coming on line will result in the addition of 338,707 total square feet in our facilities. In order to properly maintain this additional square footage, funds are included at a minimum of \$4.85 per square foot to cover staffing, utilities, and various contracted services.	Salaries & Benefits		971,365
	Supplies & Materials		324,085
	Purchased Services		<u>347,279</u>
		<u>State</u>	<u>Local</u>
Head Custodian I			1.0
Head Custodian II			1.0
Custodian			10.0
Roofer II			2.0
HVAC			2.0
Facilities Project Managers			<u>2.0</u>
Total		<u>-</u>	<u>18.0</u>
Total Maintenance and Operating Costs			
<b>Total New Schools - Staffing and Operating Costs</b>		<b><u>641,062</u></b>	<b><u>2,082,684</u></b>

**IV. Program Expansion and New Initiatives**

Change Reference: **IV.A.**

Explanation of Change	Description	State Cost	Local Cost
<b>A. Student Support Staffing/Social and Emotional Learning Support</b>			
CMS is committed to maximizing academic achievement and ensuring that all schools are safe places where every child feels welcome, engaged and nurtured. A growing body of evidence shows that social and emotional well-being is the foundation for emerging cognitive abilities. In the school setting, student services staff are key personnel in the development of healthy social and emotional mindsets for children. To best prepare students for academic growth and development, CMS must have counselors, psychologists and social workers in schools to support all students.	Salaries & Benefits		3,124,177
	Supplies & Materials		24,682
	Purchased Services		<u>245,000</u>
			<u><u>3,393,859</u></u>

In the 2019-2020 budget year, a total of 80 student services positions were added - 55 funded by the county and 25 funded by the state House Bill 75. This resulted in a continuing reduction in ratios. Additionally, the department developed new supports to improve services for non-English speaking students as well as supports to strengthen practices for students with diagnosed medical conditions. The 2019-2020 ratios below reflect staff to student ratios after the addition of the traditional school counselor, social worker, and psychologist positions. For fiscal year 2020-2021, there is a request to add 15 school counselors, 15 social workers, 5 school psychologists and 2 intensive behavioral specialists.

Job Title	2018-19	2019-20	2020-21	National Recommended Ratios
School Counselor ratio	1:363	1:332	1:322	1:250
School Social Worker ratio	1:2302	1:1614	1:1389	1:250
School Psychologist ratio	1:1797	1:1597	1:1518	1:700
Enrollment	147,352	146,888	147,203	

\*The department also previously added 5 bilingual service providers and 10 Section 504 counselors; these are not included in the ratio calculations above since they serve a targeted high risk student population rather than all students.

**IV. Program Expansion and New Initiatives**

Change Reference: **IV.B.**

<b>Explanation of Change</b>	<b>Description</b>	<b>State Cost</b>	<b>Local Cost</b>
<b>B. Exceptional Children Staffing/Special Education Support</b>			
According to the Individuals with Disabilities Education Act (IDEA), students with disabilities (SWD) must be afforded a Free and Appropriate Public Education (FAPE) with supplemental aids and supports that are required to access the Least Restrictive Environment (LRE) in accordance with students' Individualized Education Programs (IEPs).	Salaries & Benefits		1,041,288
	Purchased Services		<u>850,000</u>
Programs for Exceptional Children (EC) focuses on providing special education and related services via an inclusive practices model that maximizes opportunities for students in the LRE. Related services include but are not limited to speech-language therapy, occupational therapy, and individual nursing care. The provision of additional teachers and related service providers aligns with the district's goal of providing great teachers and rigorous academic instruction with graduation as the goal.			1,891,288
<p>70 Meck PreK classes will open in 2020-2021, with an approximate 70 more preschool SWDs who require special education services. The Occupational Therapists (OT) now have additional responsibilities which includes a new OT evaluation requirement in the state policies per the Autism category, increased focus on and requests for handwriting intervention due to the newly adopted EL curriculum, and Section 504 evaluations and services. In order to meet services to students and address class size caseload requirements, the following related service positions are needed: 5 Teachers, 5 Teacher Assistants, 4 Itinerant Pre-K Teachers and 2 Occupational Therapists.</p>			
<p>Evolving medical practices have afforded students who are diagnosed with significant health conditions the opportunity to attend school and receive FAPE with healthcare supports in place during the school day and during transport to and from school. The number of students who require nursing as a related service has increased over the past few years from 52 in 2015-16 to 84 as of December 1, 2019. and the costs have increased as well. Contracted services are utilized to support students with nursing needs. The EC Program submits applications to DPI for Risk Pool and Special State Reserve funding to supplement healthcare costs for individual students; however, the funding awards only cover a portion of the students who require nursing and cover only a portion of the total amount needed to manage their care. Nursing services cost approximately \$2,000,000.00 per year. An additional \$850,000 is needed to cover healthcare costs for 2020-2021.</p>			

**IV. Program Expansion and New Initiatives**

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

<b>Explanation of Change</b>	<b>Description</b>	<b>State Cost</b>	<b>Local Cost</b>
<p>IDEA requires that SWD have access to the general education curriculum since all students are general education students first and it is expected that the majority of students will take state assessments and score proficient or higher. The Academic performance of SWD indicates the need for additional research-based training of teachers and school leaders. The EC Program provided professional development to the 99 TSI schools through Targeted Support and Improvement School funds during 2019-2020. The trainings now need to be replicated with the 80 non-TSI schools during 2020-2021. To meet Every Student Succeeds Act (ESSA) requirements, instruction for SWD must be improved. This professional development aligns with providing standards-aligned instruction for students. Existing funding will be used for professional development activities and teacher substitutes so teachers can participate in these professional development sessions.</p>			

**IV. Program Expansion and New Initiatives**

**Change Reference: IV.C.**

<b>Explanation of Change</b>	<b>Description</b>	<b>State Cost</b>	<b>Local Cost</b>
<p><b>C. Safety and Security</b>                      The safety of our students is important. By providing additional security personnel to our school campuses we demonstrate the value we have to provide a safe learning environment for all students. It also shows our staff that we care about the safety of everyone. Funding for 15 additional campus security associates is requested. Additionally, CMS has already installed electronic door locks on most doors at all CMS school sites. These locks are crucial to provide a safe learning environment for CMS students. However, these locks need to be maintained, repaired and replaced on a consistent basis. Funding is being requested to add 2 Locksmiths and electronic specialists to maintain, repair and replace these locks. Funds are also requested to cover costs associated with providing off-duty police officers at locations with increased traffic.</p>	Salaries & Benefits		<u>796,443</u>

**Change Reference: IV.D.**

<b>Explanation of Change</b>	<b>Description</b>	<b>State Cost</b>	<b>Local Cost</b>
<p><b>D. Building Services Preventive Maintenance</b>                      Preventive Maintenance (PM) is the foundation for effectively managing facilities assets. A good PM program ensures that equipment and systems perform reliably and efficiently and obtain their anticipated longevity. Preventive maintenance aims to maintain equipment in optimal condition, reduce the risk of system breakdowns and emergency repairs, and optimize the operating costs. As the name implies, PM work is carried out on schedule before failure occurs thereby extending the life and performance of equipment and avoiding breakdowns that often have a direct and significant impact on the achievement of students and the effectiveness of teachers. Funding is requested to cover the expenses associated with maintaining HVAC, ceiling tiles, doors, windows and electrical systems and the addition of a Facilities Planning director.</p>	Purchased Services		<u>5,139,873</u>

Change Reference: **IV.E.**

Explanation of Change	Description	State Cost	Local Cost
<b>E. Compliance Office and Legal Support</b>			
<p>The Charlotte-Mecklenburg Board of Education ("Board") is committed to fostering a culture of compliance, integrity, transparency and responsible risk management. As part of its' commitment, the Board is creating the Office of Compliance and Transparency. This office will provide on-going evaluation of the effectiveness of the District's compliance programs as it relates to federal, state, local, and internal regulatory requirements, provide guidance to staff on best practices related to compliance and serve as public spokesperson for the Board on compliance and risk management. Funding is requested for one Chief Compliance and Transparency Officer, one administrative support staff position and to support the purchase of general office supplies.</p> <p>Additionally, funding is requested for the addition of one Public Records Officer/Legal Specialist position which will oversee and ensure compliance of the Board's public record disclosure requests in accordance with the North Carolina Public Records Act; prepare and maintain appropriate redaction and exemption logs of public record disclosures; develop and implement procedures to ensure compliance with public record retention schedules; coordinate e-discovery and discovery, including subpoenas and legal hold document retention; provide consultation and training to district staff on the requirements of the Public Records Act and public record retention schedules; and provide administrative supervisory support to the Office of General Counsel. Additional funding is also requested to support training, computers and software and other supplies.</p>	Salaries & Benefits		450,095
	Purchased Services		16,711
	Supplies & Materials		<u>30,123</u>
			<u><u>496,929</u></u>
<b>Total Program Expansion and New Initiatives</b>		<u>-</u>	<u><u>11,718,392</u></u>

**2020-21 PROPOSED CURRENT EXPENSE BUDGET:  
DEPARTMENTAL BUDGETS BY FUNDING SOURCE**

DIVISION	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE/ OTHER	TOTAL
<b>ADMINISTRATIVE &amp; OTHER SERVICES</b>				
Office of the Superintendent of Schools	194,160	502,514	-	696,674
Office of General Counsel and Board Services	-	3,338,507	-	3,338,507
Office of Compliance and Transparency	-	320,221	-	320,221
Financial Services	290,592	11,222,571	481,738	11,994,901
Chief of Staff	145,296	372,376	331,479	849,151
Community Relations & Engagement, Ombudsman	289,758	2,262,479	379,672	2,931,909
Communications Services	-	2,098,479	-	2,098,479
Human Resources Services	1,104,024	15,084,756	305,778	16,494,558
<b>Subtotal</b>	<b>2,023,830</b>	<b>35,201,903</b>	<b>1,498,667</b>	<b>38,724,400</b>
<b>OPERATIONAL SERVICES</b>				
Deputy Superintendent of Operations	145,296	212,277	-	357,573
Operations Support Services	-	272,371	-	272,371
Graphic Production Center	-	980,604	-	980,604
Technology Services	8,728,396	17,089,844	345,681	26,163,921
Building Services	22,537,568	70,672,331	10,369,623	103,579,522
Inventory Management	4,790,201	4,902,253	-	9,692,454
Safety, Environmental Health & Risk Management	583,184	896,533	-	1,479,717
Transportation	66,252,469	13,757,209	-	80,009,678
Athletics	-	4,961,356	1,573,220	6,534,576
CMS Police Department	11,985,176	3,262,586	-	15,247,762
Community Use of Facilities	-	-	561,025	561,025
Enterprise Funds Program Support	-	45,643	304,062	349,705
<b>Subtotal</b>	<b>115,022,290</b>	<b>117,053,007</b>	<b>13,153,611</b>	<b>245,228,908</b>
<b>LEARNING SERVICES</b>				
Academic Services	220,489	2,966,139	64,783	3,251,411
Department of Educational Leadership	-	987,483	295,692	1,283,175
Office of School Performance and Student Wellness & Academic Support	2,839,842	6,084,083	2,395,818	11,319,743
Learning and Teaching PreK-5	-	461,240	-	461,240
Elementary Curriculum	-	737,896	-	737,896
K-12 Literacy	10,855,361	1,499,257	-	12,354,618
North Carolina Pre-K Program	-	-	15,242,316	15,242,316
Bright Beginnings Pre-K Program	-	12,324,275	14,930,879	27,255,154
Learning and Teaching 6-12	-	1,741,652	251,065	1,992,717
Secondary Curriculum	-	1,498,252	-	1,498,252
Advanced Studies	7,928,499	3,161,266	-	11,089,765

**2020-21 PROPOSED CURRENT EXPENSE BUDGET:  
DEPARTMENTAL BUDGETS BY FUNDING SOURCE**

DIVISION	STATE	COUNTY	FEDERAL/ SPECIAL REVENUE/ OTHER	TOTAL
<b>LEARNING SERVICES (continued)</b>				
Virtual Learning and Media Services	195,335	1,038,845	-	1,234,180
Drivers Education	3,150,590	6,055	-	3,156,645
Fine Arts, Health, and Physical Education	-	1,670,188	-	1,670,188
Learning Communities	1,014,330	3,975,342	707,186	5,696,858
Federal Programs	-	-	43,130,056	43,130,056
Exceptional Children Services	90,013,836	12,877,415	36,990,806	139,882,057
English Learner Services	20,960,711	10,005,647	4,038,432	35,004,790
Student Discipline & Behavior Support	1,424,187	827,597	241,106	2,492,890
Student Records, Placement, and Planning Services	-	1,634,013	-	1,634,013
Accountability Services	1,200,739	4,140,221	150,776	5,491,736
Equity Services	435,888	1,034,213	-	1,470,101
Student Assignment and School Choice	852,156	1,123,942	-	1,976,098
Career and Technical Education	48,479,308	8,800,118	2,170,509	59,449,935
ROTC Program	-	3,909,219	1,859,078	5,768,297
<b>Subtotal</b>	<b>189,571,271</b>	<b>82,504,358</b>	<b>122,468,502</b>	<b>394,544,131</b>
<b>SCHOOL PERFORMANCE SERVICES</b>				
<b>SCHOOLS DIVISION</b>				
School Admin. Support Services	78,258,561	62,103,987	3,770,666	144,133,214
Classroom Teachers	474,019,082	137,541,231	-	611,560,313
Support Positions	46,071,526	28,530,258	-	74,601,784
Assistants	28,981,440	5,990,964	-	34,972,404
Charter Schools	-	69,186,243	-	69,186,243
<b>Subtotal</b>	<b>627,330,609</b>	<b>303,352,683</b>	<b>3,770,666</b>	<b>934,453,958</b>
<b>TOTAL</b>	<b>\$ 933,948,000</b>	<b>\$ 538,111,951</b>	<b>\$ 140,891,446</b>	<b>\$ 1,612,951,397</b>

**2020-21 PROPOSED REVENUE BUDGET:  
REVENUE CATEGORIES BY FUNDING SOURCE**

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/SPECIAL REVENUE/ OTHER	TOTAL
Classroom Teachers	\$ 474,863,003	\$ -	\$ -	\$ 474,863,003
Central Office Administration	3,246,857	-	-	3,246,857
Non-Instructional Support Personnel	43,978,849	-	-	43,978,849 *
School Building Administration	34,176,508	-	-	34,176,508
Instructional Support Personnel	55,626,514	-	-	55,626,514
Non-Contributory Employee Benefits	7,449,243	-	-	7,449,243
Driver Training	3,150,590	-	-	3,150,590
Career & Technical Ed. - Months of Employment	46,547,046	-	-	46,547,046
Career & Technical Ed. - Program Support	1,932,262	-	-	1,932,262
School Technology Fund	2,876,702	-	-	2,876,702
Summer Reading Camps	5,033,174	-	-	5,033,174
Advanced Teaching Roles	687,808	-	-	687,808
Disadv. Student Supplemental Funding	5,546,044	-	-	5,546,044
Teacher Assistants	40,594,113	-	-	40,594,113
Behavioral Support	295,406	-	-	295,406
Digital Learning	75,193	-	-	75,193
Children with Disabilities	68,217,015	-	-	68,217,015
Academically/Intellectually Gifted	8,260,725	-	-	8,260,725
Limited English Proficiency	20,064,686	-	-	20,064,686
High School Learn and Earn	900,000	-	-	900,000
Transportation of Pupils	63,910,437	-	-	63,910,437
Classroom Materials/Supplies	1,302,684	-	-	1,302,684 *
Children w/Special Needs	1,316,864	-	-	1,316,864
Assistant Principal Intern - MSA Student	36,298	-	-	36,298
At-Risk/Alternative Schools	29,278,371	-	-	29,278,371
School Connectivity	751,969	-	-	751,969
Special Position Allotment	121,381	-	-	121,381
State Textbook Allotment	4,004,071	-	-	4,004,071 *
Textbook and Digital Resources	2,789,873	-	-	2,789,873 *
Modernization	6,914,314	-	-	6,914,314
Mecklenburg County	-	538,111,951	-	538,111,951
Career & Technical Ed. - Program Improvement	-	-	2,170,509	2,170,509
McKinney-Vento Homeless	-	-	75,000	75,000
IDEA VI-B - Preschool Handicapped	-	-	636,246	636,246
ESEA Title I - Basic	-	-	47,032,944	47,032,944
North Carolina Pre-K	-	-	15,242,316	15,242,316
IDEA Title VI-B	-	-	25,232,157	25,232,157
IDEA Early Intervening Services (EIS)	-	-	5,516,856	5,516,856
IDEA VI B - Special Education State Improvement Grant	-	-	10,000	10,000
IDEA VI B – Children with Disabilities	-	-	710,209	710,209
IDEA VI-B Special Needs	-	-	11,422	11,422
IDEA Preschool Targeted Assistance	-	-	46,353	46,353
Title II - Improving Teacher Quality	-	-	5,573,744	5,573,744
Title III - Language Acquisition	-	-	3,496,235	3,496,235
Title III - Language Acquisition Sign. Inc.	-	-	453,717	453,717
Title I - School Improvement	-	-	4,219,215	4,219,215
Title I - School Improvement - 1003G	-	-	2,118,013	2,118,013
Title VII – Indian Education Grant	-	-	24,750	24,750
ESEA Title IV - Student Supp. & Acad. Enrichment	-	-	3,790,075	3,790,075

**2020-21 PROPOSED REVENUE BUDGET:  
REVENUE CATEGORIES BY FUNDING SOURCE**

REVENUE CATEGORY	STATE	COUNTY	FEDERAL/SPECIAL REVENUE/ OTHER	TOTAL
21st Century Grant	-	-	261,107	261,107
National Institute of Justice - Discipline Disparities	-	-	659,197	659,197
Teacher in Residence	-	-	22,754	22,754
DSS Reimbursement	-	-	824,784	824,784
National Board Services	-	-	5,383	5,383
ROTC Reimbursement	-	-	1,939,910	1,939,910
Admin Outreach/Direct Svcs - Medicaid	-	-	4,936,331	4,936,331
Regional Alternative Licensing Center	-	-	283,024	283,024
County Sheriff Reimbursement	-	-	313,020	313,020
County Bond Reimbursement	-	-	374,781	374,781
Burroughs Wellcome Fund	-	-	29,480	29,480
CMS Foundation	-	-	276,517	276,517
Broad Residency in Urban Education	-	-	59,400	59,400
MDRC Grant	-	-	30,997	30,997
Athletics	-	-	1,475,000	1,475,000
Rental of School Property	-	-	1,620,000	1,620,000
Indirect Costs	-	-	7,605,000	7,605,000
Tuition & Fees	-	-	535,000	535,000
Interest Earned on Investment	-	-	1,625,000	1,625,000
Restitution	-	-	30,000	30,000
Police Sales	-	-	25,000	25,000
Fund Balance	-	-	1,600,000	1,600,000
<b>TOTAL</b>	<b>\$ 933,948,000</b>	<b>\$ 538,111,951</b>	<b>\$ 140,891,446</b>	<b>\$ 1,612,951,397</b>

\* Includes impact of planned ABC transfers.

**Green** 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.

**Pink** Dollar Allotment - Funds are used to hire employees or purchase goods for a specific purpose, but must stay within the allotted dollar amount.

**Blue** 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**

<b>001</b>	<b><u>Classroom Teachers</u></b>	<b>\$474,863,003</b>
	Provides guaranteed funding for salaries for classroom teachers, including Program Enhancement Teachers. 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>\$3,246,857</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>\$43,978,849</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>\$34,176,508</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>\$55,626,514</b>
	Provides funding for salaries and associated benefits for certified instructional support personnel who provide service to students who are at risk of school failure and their families. The funds may be used for personnel including: Media Specialist, Counselor, Psychologist, Social Worker, Student Services Specialist, Hearing Officer and Media Assistant.	
<b>009</b>	<b><u>Non-Contributory Employee Benefits</u></b>	<b>\$7,449,243</b>
	Provides funding for salaries and associated benefits to provide for annual leave, short-term disability and longevity.	
<b>012</b>	<b><u>Driver Training</u></b>	<b>\$3,150,590</b>
	Provides funding for making available public education to all students on driver safety and training.	
<b>013</b>	<b><u>Career &amp; Technical Education - Months of Employment</u></b>	<b>\$46,547,046</b>
	Provides funding for salaries and associated benefits for classroom teachers of secondary students who elect to enroll in Career and Technical Education programs.	
<b>014</b>	<b><u>Career &amp; Technical Education - Program Support</u></b>	<b>\$1,932,262</b>
	Provides funding to assist in expanding, improving, modernizing, and developing quality Career and Technical Education programs.	
<b>015</b>	<b><u>School Technology Fund</u></b>	<b>\$2,876,702</b>
	Provides funding for the development and implementation of a local school technology plan.	
<b>016</b>	<b><u>Summer Reading Camps</u></b>	<b>\$5,033,174</b>
	Funding to provide additional educational programs outside of the instructional calendar to any 3rd grade student who does not demonstrate reading proficiency and any first or second grade student who demonstrates reading comprehension below grade level as identified through administration of formative and diagnostic assessments in accordance with G.S. 115C-83.6.	

**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>022</b>	<b><u>Advanced Teaching Roles</u></b> Provides funding to develop and support highly effective teachers, to increase the access to effective and highly-effective teachers for students in low-achieving and high-poverty schools relative to their higher-achieving and lower-poverty peers.	<b>\$687,808</b>
<b>024</b>	<b><u>Disadvantaged Student Supplemental Funding</u></b> Provides funding to support the needs of disadvantaged students.	<b>\$5,546,044</b>
<b>027</b>	<b><u>Teacher Assistants</u></b> Provides funding for salaries and associated benefits for teacher assistants in regular and self-contained classrooms.	<b>\$40,594,113</b>
<b>029</b>	<b><u>Behavioral Support</u></b> Provides funding for Assaulting and Violent Children programs which provide appropriate educational programs to students under the age of 18 who suffer from emotional, mental, or neurological disabilities accompanied by violent or assaulting behavior.	<b>\$295,406</b>
<b>030</b>	<b><u>Digital Learning Initiative</u></b> State competitive grant to support the development and dissemination of local innovative digital learning models. The goal is to have effective digital learning practices spread across all North Carolina K-12 public schools, as part of the Digital Learning Plan.	<b>\$75,193</b>
<b>032</b>	<b><u>Children with Disabilities</u></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>\$68,217,015</b>
<b>034</b>	<b><u>Academically or Intellectually Gifted</u></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. 115C-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.	<b>\$8,260,725</b>
<b>054</b>	<b><u>Limited English Proficiency</u></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>\$20,064,686</b>
<b>055</b>	<b><u>High School Learn and Earn</u></b> Provides funding to create rigorous and relevant high school options that provide students with the opportunity and assistance to earn an associate degree or two years of college credit by the conclusion of the year after their senior year in high school.	<b>\$900,000</b>
<b>056</b>	<b><u>Transportation of Pupils</u></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 including expenses for contract transportation when furnishing transportation by yellow bus for eligible school age (K-12) students for travel to and from school and between schools becomes impracticable.	<b>\$63,910,437</b>

**PROPOSED BUDGET BY REVENUE CATEGORY**

<b>061</b>	<b><u>Classroom Materials/Instructional Supplies/Equipment</u></b> Provides funding for instructional materials and supplies, instructional equipment, and testing support.	<b>\$1,302,684</b>
<b>063</b>	<b><u>Children with Disabilities – Special Funds</u></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>\$1,316,864</b>
<b>067</b>	<b><u>Assistant Principal Intern - MSA Student</u></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>\$36,298</b>
<b>069</b>	<b><u>At-Risk Student Services/Alternative Schools</u></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>\$29,278,371</b>
<b>073</b>	<b><u>School Connectivity</u></b> Provides funding to support the enhancement of the technology infrastructure for public schools.	<b>\$751,969</b>
<b>096</b>	<b><u>Special Position Allotment</u></b> Provides funding for salary and associated benefits for local teacher on loan to the state.	<b>\$121,381</b>
<b>130</b>	<b><u>State Textbook Allotment</u></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>\$4,004,071</b>
<b>131</b>	<b><u>State Textbook Allotment</u></b> Used to transfer funds for textbooks and digital resources not purchased through the Textbook Warehouse.	<b>\$2,789,873</b>
<b>153</b>	<b><u>Modernization</u></b> Funds are appropriated to implement the State Board of Education School Business System Modernization Plan and support the modernization of local education agency (LEA) business systems, particularly those that support financial, payroll, human resources, and related human capital functions. NOTE: This amount reflects the initial State allocation for modernization. Funding will be adjusted to reflect the new State funding model when the NEXT fiscal year budget is adopted.	<b>\$6,914,314</b>
	<b><u>Mecklenburg County</u></b> Provides funding to support the education of all children throughout Mecklenburg County in the amount approved by the Board of County Commissioners.	<b>\$538,111,951</b>
<b>017</b>	<b><u>Career &amp; Technical Education – Program Improvement</u></b> Provides funding to assist in developing the academic, career and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs.	<b>\$2,170,509</b>
<b>026</b>	<b><u>McKinney-Vento Homeless</u></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>\$75,000</b>

**PROPOSED BUDGET BY REVENUE CATEGORY**

<b>049</b>	<b><u>IDEA VI-B – Preschool Handicapped</u></b>	<b>\$636,246</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>\$47,032,944</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>\$15,242,316</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>\$25,232,157</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>\$5,516,856</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	
<b>082</b>	<b><u>IDEA VI B – Special Education State Improvement Grant</u></b>	<b>\$10,000</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>114</b>	<b><u>IDEA VI B – Children with Disabilities – Risk Pool</u></b>	<b>\$710,209</b>
	Provides IDEA, Title VI, Part B funds to “high need” students with disabilities served in local education agencies (LEAs). These funds are to be used for the student’s special education and related service needs.	
<b>118</b>	<b><u>IDEA VI-B Special Needs</u></b>	<b>\$11,422</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.	
<b>119</b>	<b><u>IDEA Preschool Targeted Assistance</u></b>	<b>\$46,353</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>103</b>	<b><u>Title II – Improving Teacher Quality</u></b>	<b>\$5,573,744</b>
	Provides funding to help increase the academic achievement of all students by ensuring that all teachers are highly qualified to teach.	

**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>104</b>	<b><u>Title III – Language Acquisition</u></b>	<b>\$3,496,235</b>
	Provides funding to assist children who are Limited English Proficient (LEP), including immigrant children and youth, develop high levels of academic attainment in English and meet the same state academic content and student achievement standards as all children. Also, provide assistance to LEAs/Charter Schools in building their capacity to establish, implement, and sustain language instructional educational programs and programs of English language development for LEP children.	
<b>111</b>	<b><u>Title III – Language Acquisition Significant Increase</u></b>	<b>\$453,717</b>
	Provides funding for enhanced instructional opportunities for immigrant children and youth designed to assist them in achieving in elementary and secondary schools, including activities designed to assist parents in becoming active participants in the education of their children and activities designed to support personnel to provide services specifically to immigrant children and youth. Also provides funds for additional basic instructional services that are directly attributable to the presence of eligible immigrant children and youth.	
<b>105</b>	<b><u>Title I – School Improvement</u></b>	<b>\$4,219,215</b>
	To provide assistance for schools, which have been identified as schools in need of Comprehensive Support and Improvement (CSI) under the State's federally-approved plan for the Every Student Succeeds Act (ESSA).	
<b>117</b>	<b><u>Title I – School Improvement -1003G</u></b>	<b>\$2,118,013</b>
	Provides assistance for schools, which have been identified for Corrective Action, and Restructuring and have shown progress in improving student performance.	
<b>310</b>	<b><u>Title VII – Indian Education Grant</u></b>	<b>\$24,750</b>
	Funding to meet the unique cultural, language, and educational needs of Indian students and ensure that all students meet the challenging State academic standard. Funds support such activities as culturally-responsive after-school programs, Native language classes, early childhood education, tutoring, and dropout prevention.	
<b>108</b>	<b><u>ESEA Title IV - Student Support &amp; Academic Enrichment</u></b>	<b>\$3,790,075</b>
	Funding to promote equitable access to educational opportunity, including holding all students to high academic standards, ensuring meaningful action is taken to improve the lowest-performing schools and schools with underperforming student groups, and providing more children with access to high-quality preschool.	
<b>110</b>	<b><u>21st Century Grant</u></b>	<b>\$261,107</b>
	The purpose is to establish 21st Century Community Learning Center (21st CCLC) programs that provide students with afterschool academic and enrichment opportunities, along with activities designed to complement the regular school day. An emphasis must be on providing literacy and math strategies, as well as a broad array of additional services that may include the following: youth development activities, drug and violence prevention, counseling and mentoring, art, music and character education.	
<b>374</b>	<b><u>Discipline Disparities - (NIJ)</u></b>	<b>\$659,197</b>
	Provides funding to improve the outcomes for African American males in CMS high schools by reducing out of school suspensions and increase academic achievement.	
<b>083</b>	<b><u>Teacher in Residence</u></b>	<b>\$22,754</b>
	Provides funding for operating expenses reimbursed by DPI for coordination of regional projects for instructional personnel.	

**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>812/813</b>	<b><u>DSS Reimbursement</u></b>	<b>\$824,784</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>\$5,383</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>\$1,939,910</b>
	Provides funding for salaries and associated benefits for ROTC classroom teachers.	
<b>305/306</b>	<b><u>Administrative Outreach Claiming for Education Program</u></b>	<b>\$4,936,331</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>499</b>	<b><u>Regional Alternative Licensing Center</u></b>	<b>\$283,024</b>
	Provides funding to assist lateral entry teachers in NC to achieve a full professional educator's license.	
<b>069</b>	<b><u>County Sheriff Reimbursement</u></b>	<b>\$313,020</b>
	Provides funding for salaries and associated benefits for positions supporting the jail education program in the Alternative Education department.	
<b>980</b>	<b><u>County Bond Reimbursement</u></b>	<b>\$374,781</b>
	Provides funding for salaries and associated benefits for positions supporting the capital program.	
<b>811</b>	<b><u>Burroughs Wellcome Fund</u></b>	<b>\$29,480</b>
	Provides funding to support creative science enrichment activities for 9th-12th grade students and also provides opportunities for professional development and collaboration for math and science teachers.	
<b>970</b>	<b><u>MDRC Grant</u></b>	<b>\$30,997</b>
	The MDRC Grant funds a random assignment evaluation project that introduces multi-tiered systems of support for behavior into selected elementary schools nationwide. The goal of the project is to answer questions about the effectiveness of implementing the MTSS-B infrastructure and universal supports with fidelity. Additionally, the project will consider the added value of implementing targeted interventions once the MTSS-B infrastructure and universal supports are in place. Participating CMS schools are: Barringer Academic Center, Berewick Elementary, David Cox Road Elementary, Eastover Elementary, Huntingtowne Farms Elementary, Nations Ford Elementary, Oakdale Elementary and Tuckaseegee Elementary.	

**PROPOSED BUDGET BY REVENUE CATEGORY**

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<b>815</b>	<p><b><u>Athletics</u></b> <span style="float: right;"><b>\$1,475,000</b></span>                  Provides funding for the support and operations of the district’s middle schools athletics program.</p> <p><b><u>Rental of School Property</u></b> <span style="float: right;"><b>\$1,620,000</b></span>                  Provides funding for the operational costs of using school facilities after school hours and on the weekend.</p> <p><b><u>Indirect Costs</u></b> <span style="float: right;"><b>\$7,605,000</b></span>                  Provides funding for the cost necessary for the functioning of the District as a whole, but which cannot be directly assigned to one service.</p> <p><b><u>Tuition &amp; Fees</u></b> <span style="float: right;"><b>\$535,000</b></span>                  Provides funding for the education of students residing outside of Mecklenburg County but enrolled in the school district.</p> <p><b><u>Interest Earned on Investments</u></b> <span style="float: right;"><b>\$1,625,000</b></span>                  Provides funding for the cost necessary for the functioning of the District as a whole, but which cannot be directly assigned to one service.</p> <p><b><u>Restitution</u></b> <span style="float: right;"><b>\$30,000</b></span>                  Provides funding for the repair or replacement of District property destroyed due to the negligence of an</p> <p><b><u>Police Sales</u></b> <span style="float: right;"><b>\$25,000</b></span>                  Provides funding for the cost necessary for the functioning of the District as a whole, but which cannot be directly assigned to one service.</p> <p><b><u>Fund Balance</u></b> <span style="float: right;"><b>\$1,600,000</b></span>                  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.</p>
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## **FUND DESCRIPTIONS AND STRUCTURE**

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### **Governmental Funds**

**General Fund:** The General Fund is the general operating fund of the Board. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. This fund is the “Local Current Expense Fund,” which is mandated by State law [G.S. 115C-426].

**State Public School Fund:** The State Public School Fund includes appropriations from the Department of Public Instruction for the current operating expenditures of the public school system.

**Federal Grants Administered Through the State Fund:** The Federal Grants Administered Through the State Fund is used to account for grant monies from the US Department of Education that pass through the state and allotted to the LEAs.

**Direct Federal Grants Fund:** The Direct Federal Grants Fund is used to account for grant monies administered through the US Department of Education, US Department of Health and Human Services and other federal grants from various government agencies.

**Special Revenue Fund:** The Special Revenue Fund is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes including local, state, and federal government grants and private donations received from individual and corporate donors.

**Individual Schools Fund:** The Individual Schools Fund includes revenues and expenditures of the activity funds of the individual schools. The primary revenue sources include funds held on the behalf of various clubs and organizations, receipts from athletic events, and proceeds from various fund raising activities. The primary expenditures are for athletic teams, club programs, activity buses, and instructional needs.

**Capital Projects Fund:** The Capital Projects Fund accounts for financial resources to be used for the acquisition and construction of major capital facilities (other than those financed by proprietary funds and trust funds). It is mandated by State law [G.S. 115C-426]. Capital projects are funded by Mecklenburg County appropriations and proceeds of Mecklenburg County bonds issued for public school construction.

### **Enterprise Funds**

**After School Enrichment Program:** The After School Enrichment Program fund is used to account for instructional services provided to students beyond the regular school day.

**Child Nutrition Program:** The Child Nutrition Program fund is used to account for the food service program within the school system.

### **Fund Balance**

The Board of Education recognizes its fiduciary responsibility to adopt a balanced budget and will seek to do so by considering all cost savings and efficiency options as well as maximizing the use of all funding sources. If projected expenditures exceed projected revenue, budget redirections or reductions may become necessary. One-time solutions, including the use of fund balance reserves, will be considered with caution and appropriately factored in to mitigate the impact of budget shortfalls. The board’s use of fund balance reserves is consistent with district priorities.

**2020-21 PROPOSED CURRENT EXPENSE BUDGET:  
EXPENDITURES BY FUNDING SOURCE**

	2020-21 Proposed State Funds	2020-21 Proposed County Appropriation	2020-21 Proposed Federal/Special Revenue/Other	2020-21 Proposed Total Budget
<b>EXPENDITURES</b>				
<b>Instructional</b>				
Regular Instructional	\$ 573,835,743	\$ 180,579,337	\$ 7,509,776	\$ 761,924,856
Special Populations	116,777,808	28,309,721	35,429,733	180,517,262
Alternative Programs	25,298,237	19,196,815	65,383,269	109,878,321
Co-Curricular	-	5,392,755	1,385,425	6,778,180
School-Based Support	<u>55,830,119</u>	<u>25,437,042</u>	<u>8,941,200</u>	<u>90,208,361</u>
<b>Total Instructional</b>	<b>771,741,907</b>	<b>258,915,670</b>	<b>118,649,403</b>	<b>1,149,306,980</b>
<b>Instructional Support</b>				
Support and Development	633,823	11,651,579	1,024,119	13,309,521
Special Pop. Support and Development	2,334,658	1,756,380	223,877	4,314,915
Alternative Prog Support and Development	399,171	1,740,898	3,279,511	5,419,580
System-wide Pupil Support	<u>133,076</u>	<u>3,866,748</u>	<u>-</u>	<u>3,999,824</u>
<b>Total Instructional Support</b>	<b>3,500,728</b>	<b>19,015,605</b>	<b>4,527,507</b>	<b>27,043,840</b>
<b>Operations</b>				
Technology Support	7,811,579	15,301,030	-	23,112,609
Operational Support	92,111,093	106,935,971	11,090,739	210,137,803
Financial and Human Resource Services	585,407	22,162,303	995,200	23,742,910
Accountability	302,542	5,069,657	150,776	5,522,975
Community Services	-	-	561,025	561,025
Nutrition Services	-	45,643	304,062	349,705
Other	<u>-</u>	<u>-</u>	<u>3,143,344</u>	<u>3,143,344</u>
<b>Total Operations</b>	<b>100,810,621</b>	<b>149,514,604</b>	<b>16,245,146</b>	<b>266,570,371</b>
<b>Leadership</b>				
Policy, Leadership and Public Relations	2,080,266	14,553,652	1,460,669	18,094,587
School Leadership Services	<u>55,814,478</u>	<u>26,926,177</u>	<u>8,721</u>	<u>82,749,376</u>
<b>Total Leadership</b>	<b>57,894,744</b>	<b>41,479,829</b>	<b>1,469,390</b>	<b>100,843,963</b>
<b>Charter School Pass-through</b>	<b>-</b>	<b>69,186,243</b>	<b>-</b>	<b>69,186,243</b>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 933,948,000</u></b>	<b><u>\$ 538,111,951</u></b>	<b><u>\$ 140,891,446</u></b>	<b><u>\$ 1,612,951,397</u></b>

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**2020-21 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/Special Revenue/Other	Grand Total
<b>Salaries</b>				
Board Member Salary/Exp. Allowance	\$ -	\$ 253,821	\$ -	\$ 253,821
Superintendent	145,721	156,313	-	302,034
Assoc. Supt./Chief Officer	1,288,344	1,069,671	176,347	2,534,362
Director/Supervisor	1,310,773	10,289,948	1,599,331	13,200,052
Principal	15,455,830	4,847,885	-	20,303,715
Assistant Principal	9,675,898	10,948,701	-	20,624,599
Area/Assistant Superintendent	107,714	789,907	-	897,621
<i>Administration</i>	<u>\$ 27,984,280</u>	<u>\$ 28,356,246</u>	<u>\$ 1,775,678</u>	<u>\$ 58,116,204</u>
	3.00%	5.27%	1.26%	3.60%
Teacher	414,526,388	43,859,501	13,991,626	472,377,515
ROTC Instructor	-	1,874,099	1,464,561	3,338,660
Extended Contracts	-	331,563	-	331,563
Social Worker/Counselor/ Media Spec.	32,404,477	11,318,374	2,498,350	46,221,201
Speech Pathologist/Audiologist	10,134,431	213,403	-	10,347,834
Psychologist	4,344,256	1,629,510	180,907	6,154,673
Deans/Facilitators	13,030,966	9,832,189	7,519,388	30,382,543
Supplementary Pay	-	87,078,058	6,853,858	93,931,916
Substitute - Certified	466,242	4,822,670	1,333,506	6,622,418
Bonus	-	60,000	152,175	212,175
Additional Responsibility Stipend	29,035	3,311,656	694,199	4,034,890
Staff Development Pay	390,402	411,101	2,286,627	3,088,130
<i>Professional Educator</i>	<u>\$ 475,326,197</u>	<u>\$ 164,742,124</u>	<u>\$ 36,975,197</u>	<u>\$ 677,043,518</u>
	50.89%	30.61%	26.24%	41.98%
Teacher/Media Assistant	26,544,460	5,563,671	12,639,209	44,747,340
Tutor	1,655,692	-	3,119,498	4,775,190
Interpreter/Translator	102,812	41,306	1,768,853	1,912,971
Physical/ Occupational Therapist	4,711,941	137,105	-	4,849,046
School-based Non-certified Support	2,197,143	377,594	4,913,158	7,487,895
Monitors	1,144,189	1,695,736	-	2,839,925
Non-Cert. Instructor - Driver/Alt Ed	300,940	-	-	300,940
Resource Officer/Campus Sec.	3,767,648	886,626	-	4,654,274
Market Adjustment	-	-	-	-
<i>Instructional Support Non-certified</i>	<u>\$ 40,424,825</u>	<u>\$ 8,702,038</u>	<u>\$ 22,440,718</u>	<u>\$ 71,567,581</u>
	4.33%	1.62%	15.93%	4.44%
Office Support	15,123,448	8,576,330	523,800	24,223,578
Technician- Technology	-	5,858,527	-	5,858,527
Administrative Specialist	1,501,189	20,614,197	1,821,459	23,936,845
Staff Development Pay	-	107,916	-	107,916
Market Adjustment	-	-	-	-
<i>Technical and Administrative Support</i>	<u>\$ 16,624,637</u>	<u>\$ 35,156,970</u>	<u>\$ 2,345,259</u>	<u>\$ 54,126,866</u>
	1.78%	6.53%	1.66%	3.36%

**2020-21 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/Special Revenue/Other	Grand Total
Driver	30,408,677	97,854	-	30,506,531
Driver Overtime/Additional Pay	64,476	1,372	104,500	170,348
Custodian	14,851,233	9,606,373	-	24,457,606
Skilled Trades	10,192,265	13,103,362	93,484	23,389,111
Operational Support Manager	-	430,154	-	430,154
One-time Bonus	-	694,000	-	694,000
Longevity Pay	1,590,070	611,845	629,275	2,831,190
Overtime Pay	396,788	876,533	202,881	1,476,202
Annual Leave	3,487,214	748,786	-	4,236,000
Disability Pay	692,519	94,183	-	786,702
Staff Development Pay	-	571	-	571
Market Adjustment	-	-	-	-
<i>Operational Support and Other</i>	<u>\$ 61,683,242</u>	<u>\$ 26,265,033</u>	<u>\$ 1,030,140</u>	<u>\$ 88,978,415</u>
	6.60%	4.88%	0.73%	5.52%
<b>Total Salaries</b>	<u>\$ 622,043,181</u>	<u>\$ 263,222,411</u>	<u>\$ 64,566,992</u>	<u>\$ 949,832,584</u>
	66.60%	48.92%	45.83%	58.89%
<b>Employee Benefits</b>				
Employer's Social Security	46,415,478	19,913,716	4,940,277	71,269,471
Employer's Retirement	129,755,886	53,655,546	13,545,261	196,956,693
Employer's Hospitalization Ins.	88,355,981	20,972,867	7,889,894	117,218,742
Employer's Workers' Comp. Ins.	-	-	219,467	219,467
Employer's Unemployment Ins.	-	306,000	-	306,000
Employer's Life Insurance	40	166,648	12,775	179,463
<b>Total Employee Benefits</b>	<u>\$ 264,527,385</u>	<u>\$ 95,014,777</u>	<u>\$ 26,607,674</u>	<u>\$ 386,149,836</u>
	28.32%	17.66%	18.89%	23.94%
<b>Total Salaries/Employee Benefits</b>	<u>\$ 886,570,566</u>	<u>\$ 358,237,188</u>	<u>\$ 91,174,666</u>	<u>\$ 1,335,982,420</u>
	94.93%	66.57%	64.71%	82.83%
<b>Non-personnel Costs</b>				
Contracted Services	17,180,046	28,112,593	24,152,287	69,444,926
Workshop Expenses	539,036	2,148,182	1,519,690	4,206,908
Advertising Cost	-	51,860	-	51,860
Printing and Binding Fees	48,007	67,494	267,093	382,594
Reproduction Costs	49,000	189,570	29,000	267,570
Other Prof & Tech Services	5,170,833	-	96,000	5,266,833
Public Utilities - Electric Services	-	9,995,274	9,407,546	19,402,820
Public Utilities - Natural Gas	-	2,940,759	-	2,940,759
Public Utilities - Water and Sewer	-	5,193,302	735,285	5,928,587
Waste Management	-	1,024,609	-	1,024,609
Contracted Repairs & Maintenance	24,500	8,773,069	68,057	8,865,626
Rentals/Leases	-	752,507	-	752,507
Pupil Transportation - Contracted	4,186,585	3,021,918	249,246	7,457,749

**2020-21 PROPOSED CURRENT EXPENSE BUDGET:  
DETAIL EXPENDITURES BY FUNDING SOURCE**

Description	State	County	Federal/Special Revenue/Other	Grand Total
Travel Reimbursement	199,302	1,109,481	190,135	1,498,918
Field Trips	165,000	37,138	142,442	344,580
Telephone/Telecommunication	1,047,333	1,647,344	412,919	3,107,596
Postage	13,800	165,841	1,500	181,141
Employee Education Reimbursement	86,000	2,000	50,000	138,000
Membership Dues and Fees	180,000	590,761	304,062	1,074,823
Liability Insurance	-	3,940,602	211,814	4,152,416
Vehicle Liability Insurance	128,000	1,521	-	129,521
Property Insurance	-	1,485,443	107,128	1,592,571
Fidelity Bond Premium	-	18,096	-	18,096
Other Insurance and Judgments	-	66,500	7,000	73,500
Indirect Cost	-	-	3,143,344	3,143,344
<b>Total Purchased Services</b>	<b>\$ 29,017,442</b>	<b>\$ 71,335,864</b>	<b>\$ 41,094,548</b>	<b>\$ 141,447,854</b>
	3.11%	13.26%	29.17%	8.77%
Supplies and Materials	2,675,945	14,198,706	6,135,466	23,010,117
State Textbooks	5,373,049	-	-	5,373,049
Other Textbooks	786,130	2,700,592	-	3,486,722
Library Books	115,335	396,124	-	511,459
Computer Software and Supplies	3,892,750	4,183,872	450,070	8,526,692
Repair Parts, Grease, and Anti-Freeze	196,772	4,809,811	-	5,006,583
Gas/Diesel Fuel	2,046,008	7,118,741	-	9,164,749
Oil	101,484	39,303	-	140,787
Tires and Tubes	157,844	647,050	-	804,894
Food Purchases -PreK/Extend. Day	77,778	408,540	166,825	653,143
Furniture & Equipment - Inventoried	55,365	2,303,602	685,560	3,044,527
Computer Equipment - Inventoried	2,490,992	2,352,704	1,011,620	5,855,316
<b>Total Supplies and Materials</b>	<b>\$ 17,969,452</b>	<b>\$ 39,159,045</b>	<b>\$ 8,449,541</b>	<b>\$ 65,578,038</b>
	1.92%	7.28%	6.00%	4.07%
Equipment - Capitalized	350,000	84,114	61,240	495,354
Computer Hardware - Capitalized	-	109,497	111,451	220,948
License and Title Fees	40,540	-	-	40,540
<b>Total Equipment and Vehicles</b>	<b>\$ 390,540</b>	<b>\$ 193,611</b>	<b>\$ 172,691</b>	<b>\$ 756,842</b>
	0.04%	0.04%	0.12%	0.05%
Transfers to Charter Schools	-	69,186,243	-	69,186,243
<b>Total Fund Transfers</b>	<b>\$ -</b>	<b>\$ 69,186,243</b>	<b>\$ -</b>	<b>\$ 69,186,243</b>
	0.00%	12.86%	0.00%	4.29%
<b>Grand Total</b>	<b>\$ 933,948,000</b>	<b>\$ 538,111,951</b>	<b>\$ 140,891,446</b>	<b>\$ 1,612,951,397</b>
	100.00%	100.00%	100.00%	100.00%

**2020-2021 PROPOSED CURRENT EXPENSE BUDGET:  
ALIGNMENT WITH THE DISTRICT'S PRIORITY INVESTMENT AREAS  
BY FUNDING SOURCE DETAIL**

	2020-21 Proposed State Funds	2020-21 Proposed County Approp.	2020-21 Proposed Federal and Other	2020-21 Proposed Total Budget
<b>FOCUS ON CORE: STUDENTS, TEACHERS AND CONTENT</b>				
> Focusing on the instructional core	21.88%	8.45%	3.69%	34.02%
> Maximizing student time on instruction	10.63%	3.81%	0.68%	15.12%
> Increasing Access to Advanced/Rigorous Courses or Coursework	6.30%	2.39%	0.63%	9.33%
> Increasing access to great teachers	3.61%	1.74%	0.90%	6.25%
> Increasing social, emotional, and mental health supports	<u>3.60%</u>	<u>1.29%</u>	<u>0.97%</u>	<u>5.86%</u>
<b>Subtotal</b>	46.03%	17.68%	6.86%	70.57%
<b>MANAGING OUR PERFORMANCE</b>				
> Managing our performance	6.73%	3.87%	0.76%	11.36%
> Increasing Overall Employee Job Satisfaction	<u>5.14%</u>	<u>11.81%</u>	<u>1.12%</u>	<u>18.08%</u>
Subtotal	11.87%	15.68%	1.88%	29.43%
<b>Grand Total</b>	57.90%	33.36%	8.74%	100.00%

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# Proposed County Appropriation

Proposed  
County Appropriation



**DETAIL OF CHANGES TO 2019-2020 COUNTY APPROPRIATION**

<b>2019-2020 ADOPTED BUDGET</b>	<b>\$ 509,451,701</b>
<b>REVISIONS</b>	
1. Enterprise Resource Planning (ERP) Systems Modernization	(3,000,000)
2. Building Services Preventative Maintenance	<u>(5,000,000)</u>
<b>Total Revisions for One-Time Funding</b>	<b>(8,000,000)</b>
<b>2019-2020 BASE BUDGET</b>	<b>\$ 501,451,701</b>
<b>I. SUSTAINING OPERATIONS</b>	
A. Program Continuation	
1. Enterprise Resource Planning (ERP) Systems Modernization - Year 2	<u>1,300,000</u>
<b>Total Sustaining Operations</b>	<b>\$ 1,300,000</b>
<b>II. INVESTING IN OUR EMPLOYEES</b>	
A. Salaries and Benefits	
1. Salary Increases - average 2.1% for certified staff, average 2.1% for principals and AP's and 1% for non-certified staff	\$ 3,347,362
2. Phase II Market Rate Adjustments - all hourly staff increase to \$14.11 minimum + compression adjustments	2,865,144
3. Health Insurance - currently \$6,306; proposed \$6,647	1,087,384
4. Retirement Rate Increase - currently 19.70%; proposed at 21.44%	<u>4,389,923</u>
<b>Total Investing In Our Employees</b>	<b>\$ 11,689,813</b>
<b>III. STUDENT GROWTH AND ADDITIONAL SPACE</b>	
A. Student Enrollment Growth Costs	
1. Enrollment Growth - 315 new students	
Special Populations Growth - Exceptional Children staffing	<u>870,082</u>
<b>Total CMS Enrollment Growth Costs</b>	<b>870,082</b>
2. Charter School Enrollment Growth - 1,807 new students	<u>\$ 8,999,279</u>
<b>Total Student Enrollment Growth Costs</b>	<b>\$ 9,869,361</b>
B. New Schools - Staffing and Operating Costs	
1. Additional Staffing	379,955
2. SRO contract - Addition of grade 7 at K-8 school	60,000
3. Maintenance and Operating Costs for All Additional Space (1 new, 2 replacement schools)	<u>1,642,729</u>
<b>Total Additional Facility Space Costs</b>	<b>\$ 2,082,684</b>
<b>Total Student Growth and Additional Space Costs</b>	<b>\$ 11,952,045</b>
<b>IV. PROGRAM EXPANSION AND NEW INITIATIVES</b>	
A. Student Support Staffing/Social and Emotional Learning Support	\$ 3,393,859
B. Exceptional Children Staffing and Special Education Support	1,891,288
C. Safety and Security	796,443
D. Building Services Preventive Maintenance and Staffing	5,139,873
E. Compliance Office and Legal Support	<u>496,929</u>
<b>Total Program Expansion and New Initiatives</b>	<b>\$ 11,718,392</b>
<b>2019-2020 PROPOSED COUNTY APPROPRIATION</b>	<b>\$ 538,111,951</b>
<b>CHANGE FROM PRIOR YEAR APPROPRIATION</b>	<b>\$ 28,660,250</b>
<b>INCREASE IN TOTAL COUNTY APPROPRIATION AFTER ONE-TIME FUNDING REVISION</b>	<b>\$ 36,660,250</b>

**2020-21 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	\$ 153,830,311	\$ 10,187,341	\$ 16,432,946
Special Populations	22,704,570	4,270,817	1,334,334
Alternative Programs	18,113,409	437,804	645,602
School Leadership Services	26,427,460	-	498,717
Co-Curricular	3,128,476	2,057,489	206,790
School-Based Support	24,488,344	358,931	589,767
Support and Development	9,219,804	965,407	1,466,368
Special Population Support and Development	1,516,576	208,627	31,177
Alternative Programs Support and Development	1,684,254	25,981	30,663
Technology Support	9,424,898	2,544,475	3,331,657
Operational Support	52,639,218	39,898,028	14,333,853
Financial and Human Resource Services	14,004,426	7,471,283	686,594
Accountability	4,545,751	392,464	131,442
System-wide Pupil Support	3,585,173	44,293	237,282
Policy, Leadership and Public Relations	12,178,875	2,072,924	301,853
Nutrition Services	45,643	-	-
Charter School Pass-through	-	-	-
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 357,537,188</u></b>	<b><u>\$ 70,935,864</u></b>	<b><u>\$ 40,259,045</u></b>
<b>PERCENTAGE OF TOTAL</b>	<b>66.44%</b>	<b>13.18%</b>	<b>7.48%</b>

Note: The description for each category is on the following pages 48-55

**2020-21 PROPOSED CURRENT EXPENSE BUDGET:  
PROPOSED COUNTY APPROPRIATION**

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Furniture and Equipment	Charter School Pass-through	Total	% of Total Budget
128,739	-	\$ 180,579,337	33.56%
-	-	28,309,721	5.26%
-	-	19,196,815	3.57%
-	-	26,926,177	5.00%
-	-	5,392,755	1.00%
-	-	25,437,042	4.73%
-	-	11,651,579	2.17%
-	-	1,756,380	0.33%
-	-	1,740,898	0.32%
-	-	15,301,030	2.84%
64,872	-	106,935,971	19.87%
-	-	22,162,303	4.12%
-	-	5,069,657	0.94%
-	-	3,866,748	0.72%
-	-	14,553,652	2.70%
-	-	45,643	0.01%
-	69,186,243	69,186,243	12.86%
<u>\$ 193,611</u>	<u>\$ 69,186,243</u>	<u>\$ 538,111,951</u>	<u>100.00%</u>
0.04%	12.86%	100.00%	

## **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 \$180,579,337**

Costs of activities that provide students in grades K-12 with learning experiences to prepare them for activities as workers, residents, 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 \$28,309,721**

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**

**\$19,196,815**

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**

**\$26,926,177**

Costs of activities concerned with directing and managing the learning opportunities for students within a particular school. They include costs of the activities performed by the principal and assistant principals while they supervise and evaluate the staff members of the school, assign duties to staff members, supervise and maintain the records of the school, communicate the instructional needs and successes of the students to the various school stakeholders and community, and coordinate school instructional activities with those of the LEA. These activities also include the work of clerical staff, in support of the teaching and leadership functions.

### **5500 Co-Curricular Services**

**\$5,392,755**

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**

**\$25,437,042**

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

Costs 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**

**\$11,651,579**

Costs 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, residents, 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**

**\$1,756,380**

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 \$ 1,740,898**

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 \$15,301,030**

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 \$106,935,971**

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. Does 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**

**\$22,162,303**

Costs of activities concerned with acquisition, management, reporting and protection of financial resources; and with recruitment, retention, placement, and development of human resources for the LEA.

### Financial Services

Costs of activities concerned with the financial operations of the LEA. These operations include budgeting, receiving and disbursing of funds, financial and property accounting, payroll, purchasing, risk management, inventory control, and managing funds as required in the School Budget and Fiscal Control Act.

### Human Resource Services

Costs of activities concerned with maintaining an efficient, effective staff for the LEA including such activities as recruitment, retention, placement, and development of human resources for the LEA.

### **6700 Accountability Services**

**\$5,069,657**

Costs 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**

**\$3,866,748**

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**

**\$14,553,652**

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

Costs of activities concerned with providing legal advice and counsel to the Board of Education and/or school system.

### Audit Services

Costs of activities concerned with the annual independent financial audit as well as the internal audit functions in a school system.

### Leadership Services

Costs of activities performed by the superintendent and such assistants as deputy, associate, assistant superintendents, and other system-wide leadership positions generally directing and managing all affairs of the LEA. These include all personnel and materials in the office of the chief executive officer.

### Public Relations and Marketing Services

Costs of activities concerned with writing, editing, and other preparation necessary to disseminate educational and administrative information to the public through various news media or personal contact. This area includes marketing and public information services associated with promoting the school system as a positive entity.

## **Ancillary Services**

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

## **7200 Nutrition Services**

**\$45,643**

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**

**\$69,186,243**

Include payments to other LEAs (including charter schools) or governmental units, which are generally for tuition and transportation for services rendered to pupils residing in the paying LEA. It is also used for indirect cost when used in conjunction with object code 392.

**Capital Outlay**

Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. Does 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 Outlay/Leases

## **CAPITAL OUTLAY 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.

Public School Capital Building Fund is funded 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 Outlay Budget. However, since 2006-07 these funds have been used for debt service on school related debt and the Capital Outlay Budget has been funded with County revenues.

The Capital Outlay 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.

**CAPITAL OUTLAY BUDGET**  
**SCHEDULE OF REVENUES AND EXPENDITURES**

	2020-21 Proposed Budget	2019-20 Adopted Budget	2018-19 Adopted Budget	2017-18 Adopted Budget
<b>REVENUES</b>				
County	32,860,000	27,560,000	27,560,000	22,960,000
<b>TOTAL CAPITAL OUTLAY REVENUES</b>	<b>\$ 32,860,000</b>	<b>\$ 27,560,000</b>	<b>\$ 27,560,000</b>	<b>\$ 22,960,000</b>
<b>EXPENDITURES</b>				
<u>Buildings and Sites</u>				
Roofs	\$ 4,845,293	\$ 4,845,293	\$ 4,845,293	\$ 5,451,889
Heating and Air Conditioning	5,485,939	5,485,939	5,485,939	3,899,014
Asphalt Resurfacing & Paving	3,313,384	3,313,384	3,313,384	3,294,577
Plumbing	1,070,000	1,070,000	1,070,000	-
Carpeting	-	-	-	391,372
Stage Curtains	-	-	-	25,000
Sites	4,125,000	4,125,000	4,125,000	4,560,970
Renovations	907,000	907,000	907,000	3,341,539
Electrical	2,263,000	2,263,000	2,263,000	1,085,255
Total Buildings and Sites	<b>\$ 22,009,616</b>	<b>\$ 22,009,616</b>	<b>\$ 22,009,616</b>	<b>\$ 22,049,616</b>
<u>Furniture and Equipment</u>				
Classroom and Office Equipment	\$ 550,384	\$ 550,384	\$ 550,384	\$ 550,384
Computer Equipment - Instructional	100,000	100,000	100,000	100,000
Vehicles	200,000	200,000	200,000	160,000
Insurance Claims	100,000	100,000	100,000	100,000
Total Furniture and Equipment	<b>\$ 950,384</b>	<b>\$ 950,384</b>	<b>\$ 950,384</b>	<b>\$ 910,384</b>
<u>Additional Capital Projects</u>				
School security enhancement	\$ -	\$ 4,600,000	\$ 4,600,000	\$ -
Bus garages and washing stations	9,900,000	-	-	-
Total Additional Capital Projects	<b>\$ 9,900,000</b>	<b>\$ 4,600,000</b>	<b>\$ 4,600,000</b>	<b>\$ -</b>
<b>TOTAL CAPITAL OUTLAY EXPENDITURES</b>	<b>\$ 32,860,000</b>	<b>\$ 27,560,000</b>	<b>\$ 27,560,000</b>	<b>\$ 22,960,000</b>

## **LEASE, INSTALLMENT CONTRACTS & DEBT MANAGEMENT**

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The Charlotte-Mecklenburg Board of Education is limited by North Carolina General Statutes with regards to the types of debt it can issue and for what purpose that debt can be used. Local Boards of Education in North Carolina have no direct tax levying and limited borrowing authority. The Board's long-term debt obligations include installment purchases for school buses, compensated employee absences, energy performance contracts for the purpose of furnishing certain professional services designed to reduce energy consumption and operational costs, capital leases and various annual leases principally for office equipment. Mecklenburg County holds all debt issued for school capital construction.

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. Operating Leases**

The Board has various annual lease agreements principally for office equipment, which are classified as operating leases. Operating lease expense for the year ended June 30, 2019 totaled \$1.0 million.

### **b. Installment Purchases**

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 payments on financing contracts entered into pursuant to G.S. 115C-528. The State has accepted the bid to purchase buses through a special third party financing arrangement at total payments less than the purchase price.

The future minimum payment of the installment purchases as of June 30, 2019, are as follows (expressed in thousands):

<u>Year Ending June 30</u>	<u>Government Activities</u>
2020	\$ 3,447
2021	2,038
2022	<u>477</u>
Total Payments	<u>\$ 5,962</u>

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# Enterprise Programs



## **SCHOOL NUTRITION SERVICES DESCRIPTION**

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The mission of School Nutrition Services is to have caring professionals offer students nutritious, appealing, and affordable meals in support of academic success.

The Healthy, Hunger-Free Kids Act of 2010 (Public Law 111-296) authorized establishment of nutrition standards for all foods served in schools and it provided for an alternative to household applications for free and reduced meals in high poverty schools under the Community Eligibility Provision (CEP). The overall purpose of CEP is to improve access to nutritious meals in high poverty schools by providing meals to all students at no cost. Students in 68 Charlotte-Mecklenburg Schools are participating in CEP and are receiving all meals at no cost. In addition, School Nutrition Services provides a Universal Breakfast program that makes breakfast available to students in non-CEP schools at no cost.

School Nutrition Services serves more than 41,000 breakfasts and 80,000 lunches each day. Another 12,000 customers are reached each day through adult meals and supplemental food sales. Charlotte-Mecklenburg Schools' Before School, After School and Extended Year tutoring programs consume 10,500 snacks and supper meals per day. There are 166 full service cafeteria operations. Meals are transported to five satellite locations that house small specialty education programs, six short term suspension sites, and five alternative and academy programs. In 2019-20, economically disadvantaged students were 48.63% of the total CMS population.

**SCHOOL NUTRITION SERVICES**

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

	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actuals</b>	<b>FY 2017-18 Actuals</b>
<b>OPERATING REVENUES:</b>				
Student Meals	6,996,371	6,496,371	5,548,869	\$ 5,065,275
Supplemental Sales	6,528,938	6,259,538	6,001,549	6,243,471
Total Operating Revenues	13,525,309	12,755,909	11,550,418	11,308,746
<b>OPERATING EXPENSES:</b>				
Food and Commodities	28,650,000	27,775,000	28,632,226	27,944,304
Salaries	28,495,332	27,414,600	22,922,211	22,773,053
Employee Benefits	6,243,749	6,103,253	5,489,273	7,128,492
Materials and Supplies	2,103,928	2,000,000	2,210,654	1,943,894
Depreciation	2,000,000	1,500,000	1,505,694	1,687,126
Contracted Services	4,550,000	4,150,000	6,559,142	4,035,486
Other	4,750,000	4,560,024	4,368,333	4,300,182
Total Operating Expenses	76,793,009	73,502,877	71,687,533	69,812,537
<b>OPERATING INCOME (LOSS)</b>	(63,267,700)	(60,746,968)	(60,137,115)	(58,503,791)
U.S. Government Subsidy and Commodities	61,917,700	59,396,968	58,530,865	58,691,135
Interest Revenue and Other Misc. Revenue	1,000,000	1,000,000	734,025	487,714
Total Non-Operating Revenue	62,917,700	60,396,968	59,264,890	59,178,849
<b>INCOME (LOSS) BEFORE OPERATING TRANSFER</b>	(350,000)	(350,000)	(872,225)	675,058
<b>OPERATING TRANSFER FROM GENERAL FUND</b>	350,000	350,000	300,000	234,237
<b>Change in Net Position</b>	-	-	(572,225)	909,295

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SCHOOL NUTRITION SERVICES**  
**COMPARISON OF MEAL PRICES**

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		BREAKFAST			LUNCH		
		Elementary	Secondary	Adult	Elementary	Secondary	Adult
<b>2020-21</b>	<b>Proposed</b>	No Charge	No Charge	A La Carte	\$ 2.75	\$ 3.00	A La Carte
<b>2019-20</b>	<b>Adopted</b>	No Charge	No Charge	A La Carte	\$ 2.75	\$ 3.00	A La Carte
<b>2018-19</b>		No Charge	No Charge	A La Carte	\$ 2.25	\$ 2.50	A La Carte
<b>2017-18</b>		No Charge	No Charge	A La Carte	\$ 2.25	\$ 2.50	A La Carte
<b>2016-17</b>		No Charge	No Charge	A La Carte	\$ 2.25	\$ 2.50	A La Carte
<b>2015-16</b>		No Charge	No Charge	A La Carte	\$ 2.25	\$ 2.50	A La Carte
<b>2014-15</b>		No Charge	No Charge	A La Carte	\$ 2.25	\$ 2.50	A La Carte
<b>2013-14</b>		No Charge	No Charge	A La Carte	\$ 2.25	\$ 2.25	A La Carte
<b>2012-13</b>		\$ 1.25	\$ 1.25	A La Carte	\$ 2.15	\$ 2.15	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

## **AFTER SCHOOL ENRICHMENT PROGRAM DESCRIPTION**

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The mission of the After School Enrichment Program is to provide families with: (1) affordable licensed after-school care, (2) a safe environment beyond school hours, (3) experiences linking education, enrichment and exploration and (4) people who are committed to competitively preparing students for the 21<sup>st</sup> Century. 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. ASEP provides academic tutoring by certified teachers on extended pay to work with children in small groups who perform below grade level. Currently the ASEP curriculum is correlated with the NC Common Core and Essential Standards. ASEP Site Coordinators, school administrators and teachers work together to ensure that the 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 90 K-8, 8 middle schools only, and five Pre-K centers throughout the district. ASEP operates 56 Before School programs and serve 1,682 students per week in Before School and 4,877 students in the After School Programs. ASEP operates on an Enterprise Budget.

The 2020-21 proposed budget does not include a program price increase for the Before School and After School programs. The price for each program varies depending on the end of day bell schedule:

	<u>Before School</u>	<u>After School</u>
2:30 bell schedule	\$22	\$77
2:45 bell schedule	\$27	\$72
3:00 bell schedule	\$32	\$67
3:15 bell schedule	\$37	\$62
3:30 bell schedule	\$42	\$57
3:45 bell schedule	\$47	\$52
4:15 bell schedule	\$57	\$42

**AFTER SCHOOL ENRICHMENT PROGRAM**

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

	2020-21 Proposed Budget	2019-20 Adopted Budget	2018-19 Actuals	2017-18 Actuals
<b>OPERATING REVENUES:</b>				
Participant Fees	\$ 16,092,639	\$ 15,762,857	\$ 13,157,784	\$ 13,854,387
<b>OPERATING EXPENSES:</b>				
Salaries	10,475,485	10,248,153	8,657,827	9,002,598
Benefits	2,875,522	2,809,391	1,897,116	2,561,813
Food Costs	425,000	435,780	404,017	418,369
Material and Supplies	483,188	429,968	298,200	1,043,825
Contracted Services	375,000	514,102	296,525	397,878
Other	1,573,445	1,411,443	1,469,840	1,568,216
Total Operating Expenses	<u>16,207,639</u>	<u>15,848,837</u>	<u>13,023,525</u>	<u>14,992,699</u>
<b>OPERATING INCOME (LOSS)</b>	(115,000)	(85,980)	134,259	(1,138,312)
<b>NON-OPERATING REVENUES:</b>				
Interest Income	115,000	85,980	115,011	86,788
Contributions and Grants	-	-	250	-
Total Non-Operating Revenue	<u>115,000</u>	<u>85,980</u>	<u>115,261</u>	<u>86,788</u>
<b>Change in Net Position</b>	-	-	249,520	(1,051,524)

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# Results and Accountability

## ACADEMIC ACHIEVEMENT

### End-of-Grade Overall Performance

End-of-Grade (EOG) assessments are given to all students in grades 3-8 and are designed to measure a student's mastery of grade-level standards outlined in the North Carolina Standard Course of Study. Students are tested in three subject areas – Reading (grades 3-8), Mathematics (grades 3-8), and Science (grades 5 & 8). Students that score a level 4 or 5 are considered college and career ready (CCR).

In 2018-19, 44.0% of CMS students in grades 3-8 were college and career ready in reading on the EOG assessment. Reading college and career readiness rates in CMS are 1.2 percentage points lower than the state. In math, 47.4% of CMS students in grades 3-8 were college and career ready, 6.5 percentage points higher than the state. In science, 66.0% of CMS students in grades 5 and 8 were college and career ready in 2018-19, a readiness rate slightly higher than the state (0.1 percentage point).

#### 2018-19 Reading Percent of Students Scoring Level 4 or 5 (College and Career Ready)

Test	CMS 2018-19 Percent CCR	NC 2018-19 Percent CCR	Difference between CMS and NC
Reading 3	46.1%	45.2%	+0.9 points
Reading 4	41.1%	43.9%	-2.8 points
Reading 5	39.0%	41.4%	-2.4 points
Reading 6	47.6%	49.1%	-1.5 points
Reading 7	46.6%	48.1%	-1.5 points
Reading 8	43.9%	43.5%	+0.4 points
<b>Reading 3-8</b>	<b>44.0%</b>	<b>45.2%</b>	<b>-1.2 points</b>

Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

#### 2018-19 Mathematics\* Percent of Students Scoring Level 4 or 5 (College and Career Ready)

Test	CMS 2018-19 Percent CCR	NC 2018-19 Percent CCR	Difference between CMS and NC
Math 3	51.3%	44.1%	+7.2 points
Math 4	45.9%	39.5%	+6.4 points
Math 5	48.6%	41.9%	+6.7 points
Math 6	46.7%	41.4%	+5.3 points
Math 7	49.6%	44.1%	+5.5 points
Math 8	42.0%	34.3%	+7.7 points
<b>Math 3-8</b>	<b>47.4%</b>	<b>40.9%</b>	<b>+6.5 points</b>

\*As of 2017-18, Grade 8 Students take the test for the course they are enrolled in: either NC Math 1 or Grade 8 Math EOG, but not both. The Grade 8 rate is the percentage of students who score CCR in either Grade 8 EOG or Math 1. Grades 3-8 Math includes the Math I EOG for Grade 8 students who took it as their Math exam.

Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

# ACADEMIC ACHIEVEMENT

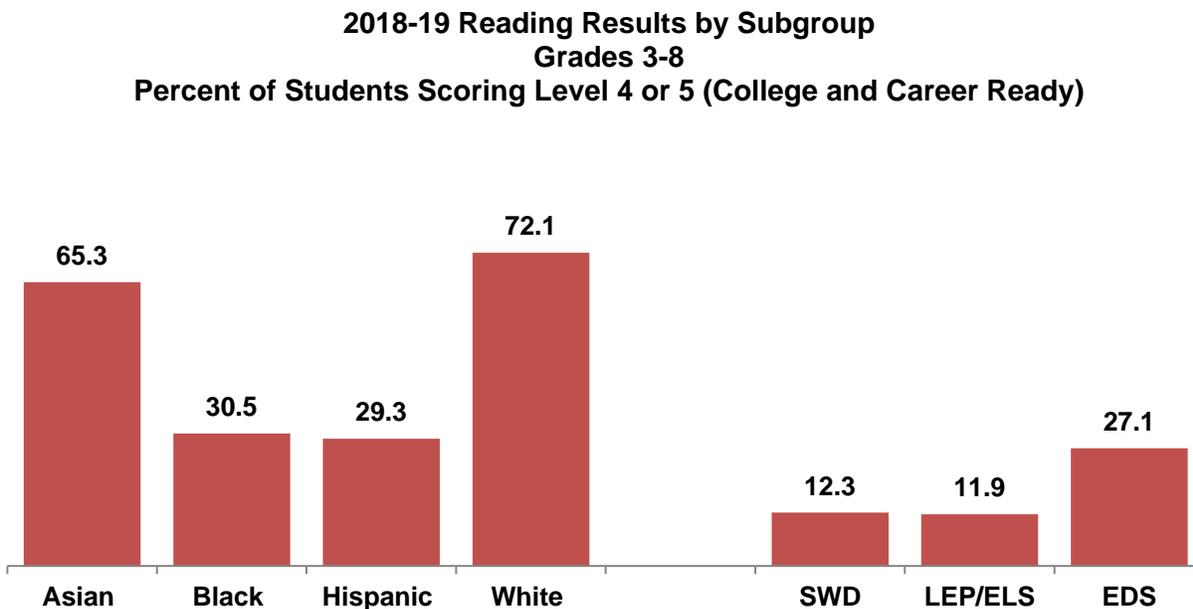
**2018-19 Science**  
**Percent of Students Scoring Level 4 or 5 (College and Career Ready)**

Test	CMS 2018-19 Percent CCR	NC 2018-19 Percent CCR	Difference between CMS and NC
Science 5	64.3%	61.9%	+2.4 points
Science 8	67.9%	70.2%	-2.3 points
<b>Science 5 &amp; 8</b>	<b>66.0%</b>	<b>65.9%</b>	<b>+0.1 points</b>

Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

## End-of-Grade Subgroup Performance

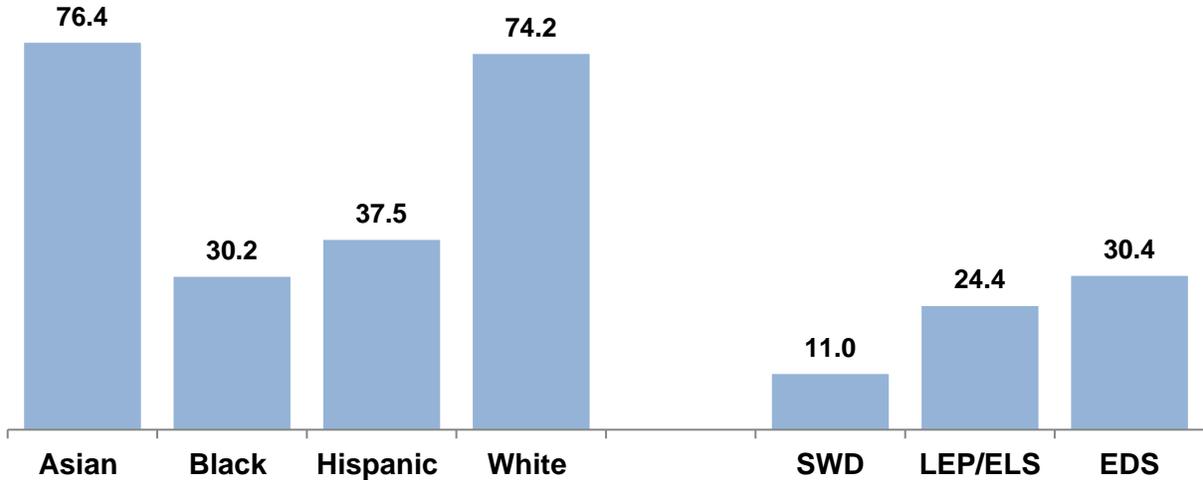
Differences in college and career readiness rates occur by subgroup in Reading, Mathematics, and Science EOG assessments. For example, in 2018-19, 65.3% of Asian students and 72.1% of white students were college and career ready in reading, double the rates of black students and Hispanic students (30.5% and 29.3%, respectively). Students with disabilities (SWD), English learner students (ELS), and economically disadvantaged students (EDS) also have college and career readiness rates that lag district and state averages in Reading and Math. In Science, EDS college and career readiness rates are close to the district average. SWD and ELS students also have higher rates of college and career readiness in science than reading and math.



Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

# ACADEMIC ACHIEVEMENT

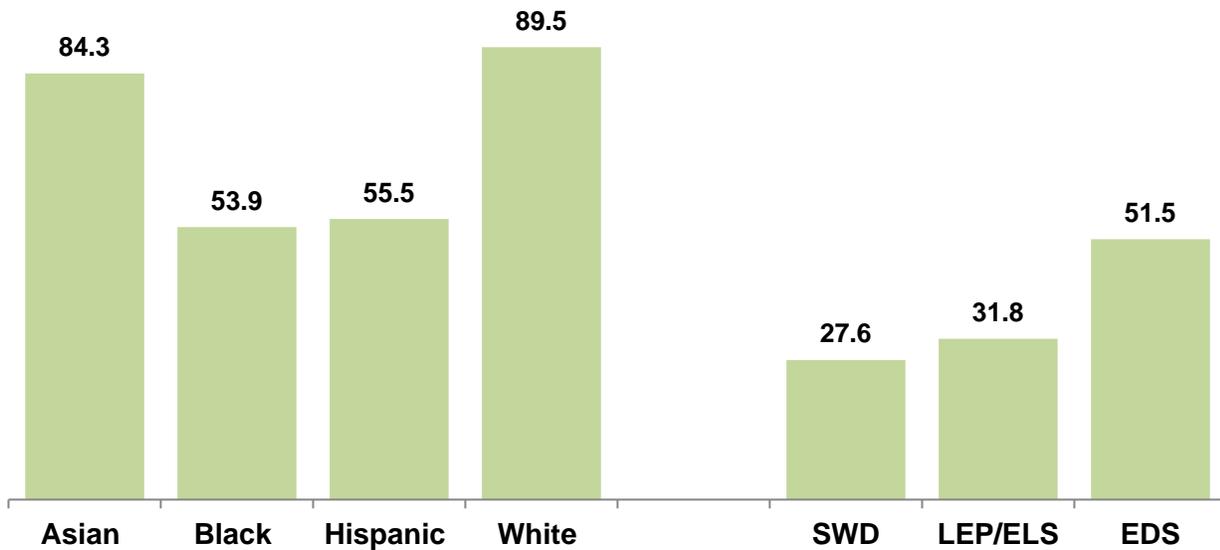
**2018-19 Mathematics Results by Subgroup**  
**Grades 3-8\***  
**Percent of Students Scoring Level 4 or 5 (College and Career Ready)**



\*As of 2017-18, Grade 8 Students take the test for the course they are enrolled in: either NC Math 1 or Grade 8 Math EOG, but not both. Grades 3-8 Math includes the Math I EOC for Grade 8 students who took it as their Math exam.

Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

**2018-19 Science Results by Subgroup**  
**Grades 5 and 8**  
**Percent of Students Scoring Level 4 or 5 (College and Career Ready)**



Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

# ACADEMIC ACHIEVEMENT

## End-of-Course Overall Performance

End-of-Course (EOC) assessments are given to assess a student's mastery of subject-related concepts as outlined in the North Carolina Standard Course of Study. Students are tested in three subject areas—English II, NC Math 1, NC Math 3, and Biology. Students that score a level 4 or 5 are considered college and career ready.

In 2018-19, 52.5% of CMS students were college and career ready on the state’s annual EOC English II assessment. English II college and career readiness rates in CMS were 2.2 percentage points higher than the state. On the Math 1 assessment (9-12<sup>th</sup> grade only), 16.4% of CMS students were college and career ready, 1.6 percentage points higher than the state. Math 3 (9-12<sup>th</sup> grade only) had slightly higher college and career readiness rates at 29.8%. Again, this was higher than the state by 3.6 percentage points. In Biology, 53.5% of CMS students were college and career ready in 2018-19, a readiness rate 2.5 percentage points higher than the state.

**2018-19 End of Course Exams  
Percent of Students Scoring Level 4 or 5 (College and Career Ready)**

Test	CMS 2018-19 Percent C & C Ready	NC 2018-19 Percent C & C Ready	Difference between CMS and NC
English II	52.5%	50.3%	+2.2 points
Math 1 9-12*	16.4%	14.8%	+1.6 points
Math 3 9-12**	29.8%	26.2%	+3.6 points
Biology	53.5%	51.7%	+1.8 points
<b>Grade 9-12 Composite</b>	<b>40.0%</b>	<b>37.5%</b>	<b>+2.5 points</b>

\*Only includes students who took Math I in 9<sup>th</sup>-12<sup>th</sup> grade. Students that took Math I in 8<sup>th</sup> grade are included in the Math 3-8 results.

\*\*Math 3 is a new end-of-course test in 2018-19.

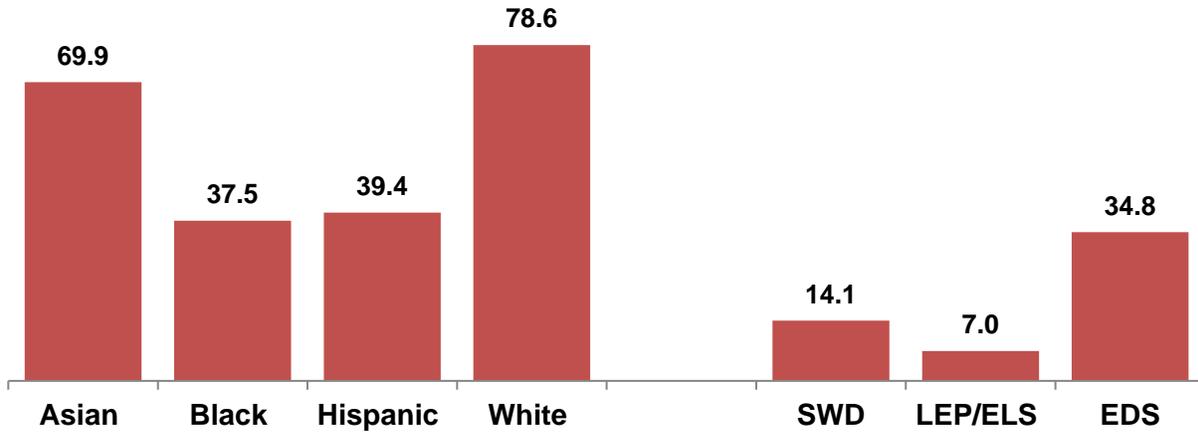
Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

## End-of-Course Exam Subgroup Performance

Differences in college and career readiness rates exist by subgroup in English II, Math 1, Math 3 and Biology EOC assessments. For example, in 2018-19, 59.4% of Asian students and 53.5% of white students scores within the college and career readiness range on the Math 3 exam, at nearly three times the rate of black and Hispanic students (19.2 and 12.8%, respectively). Students with disabilities (SWD), English learner students (ELS), and economically disadvantaged students (EDS) also have college and career readiness rates that lag district and state averages on all EOC assessments.

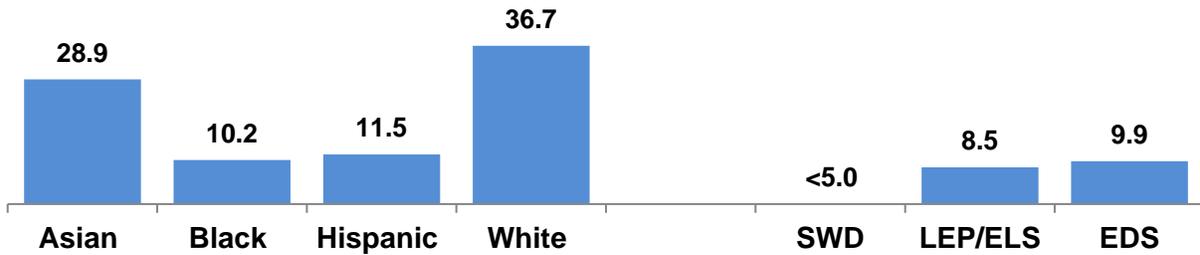
# ACADEMIC ACHIEVEMENT

**2018-19 English II Results by Subgroup**  
Percent of Students Scoring Level 4 or 5 (College and Career Ready)



Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

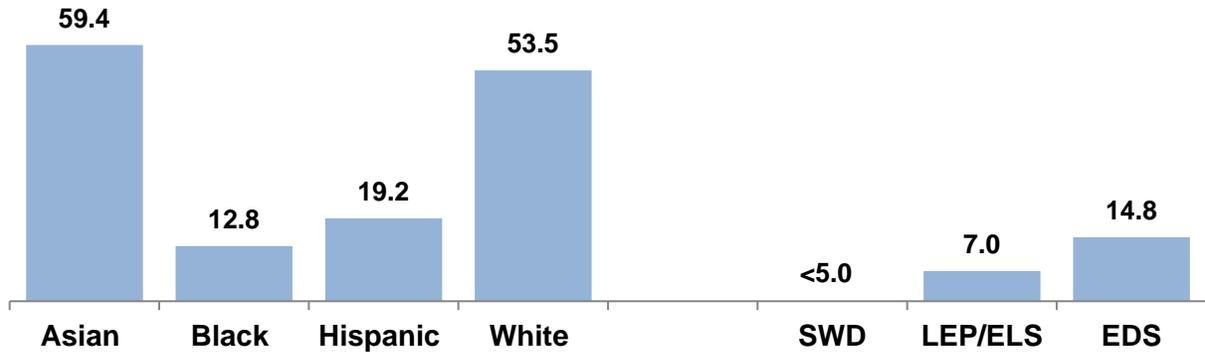
**2018-19 Math 1 9-12 Results by Subgroup\***  
Percent of Students Scoring Level 4 or 5 (College and Career Ready)



\*Only includes students who took Math I in 9<sup>th</sup>-12<sup>th</sup> grade. Students that took Math I in 8<sup>th</sup> grade are included in the Math 3-8 results.  
Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

# ACADEMIC ACHIEVEMENT

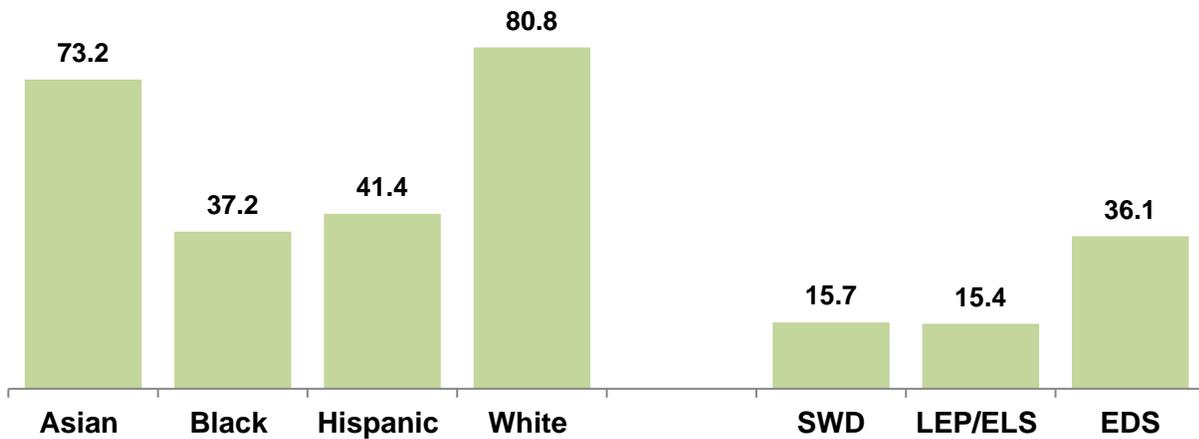
**2018-19 Math 3 9-12 Results by Subgroup\***  
**Percent of Students Scoring Level 4 or 5 (College and Career Ready)**



\*Math 3 is a new end-of-course test in 2018-19.

Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

**2018-19 Biology Results by Subgroup**  
**Percent of Students Scoring Level 4 or 5 (College and Career Ready)**



Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/accountability-data-sets-and-reports>

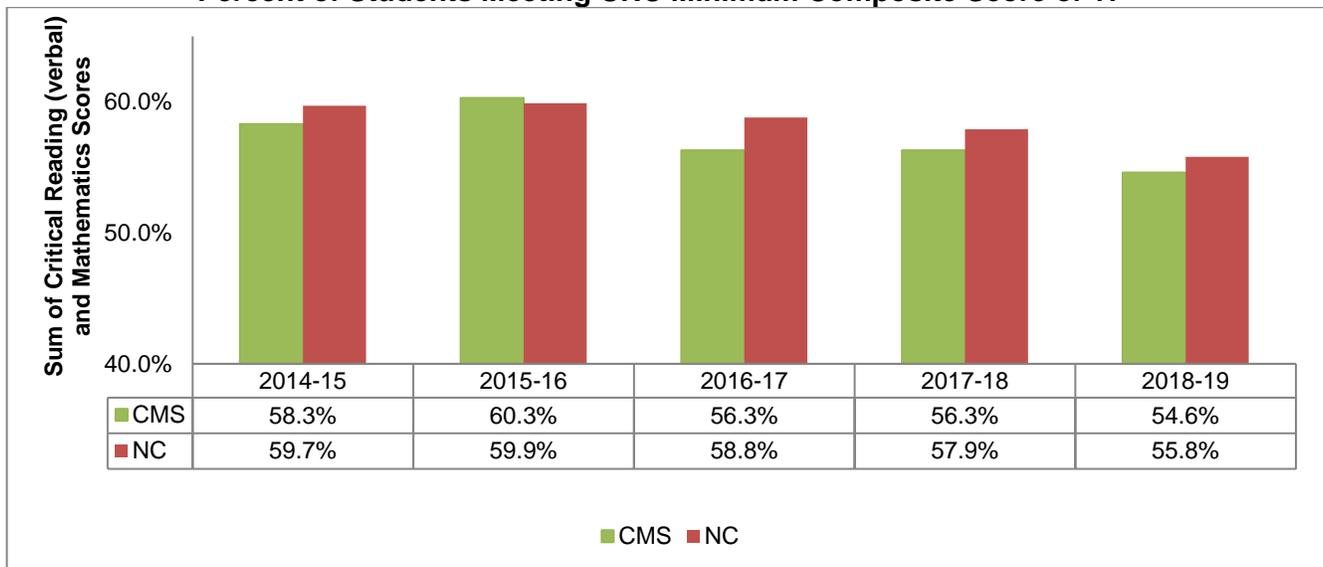
# ACADEMIC ACHIEVEMENT

## ACT Results

The ACT is given to all eleventh-grade students in North Carolina as a part of the READY Accountability Model. The ACT is a content-based, multiple-choice test with English, math, reading, and science subject tests, and an optional writing section. The ACT is also used as a college admissions test measuring what a student learned in high school to determine academic readiness for college. Scores range from 1-36 in each subject. A composite (overall) score consisting of the average of the four subject scores is reported. In the READY Accountability Model, the benchmark for ACT is the percent of students who reach the minimum composite score of 17 required for entrance into UNC system colleges.

In 2018-19, 54.6% of CMS students had a composite score on the ACT that met the UNC minimum, 1.2 percentage points lower than the state. From 2014-15 to 2018-19, the percent of CMS students meeting the UNC minimum has decreased by 3.7 percentage points.

**2015 – 2019 ACT Results**  
**Percent of Students Meeting UNC Minimum Composite Score of 17\***



Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/north-carolina-sat-and-ap-reports#sat-reports>

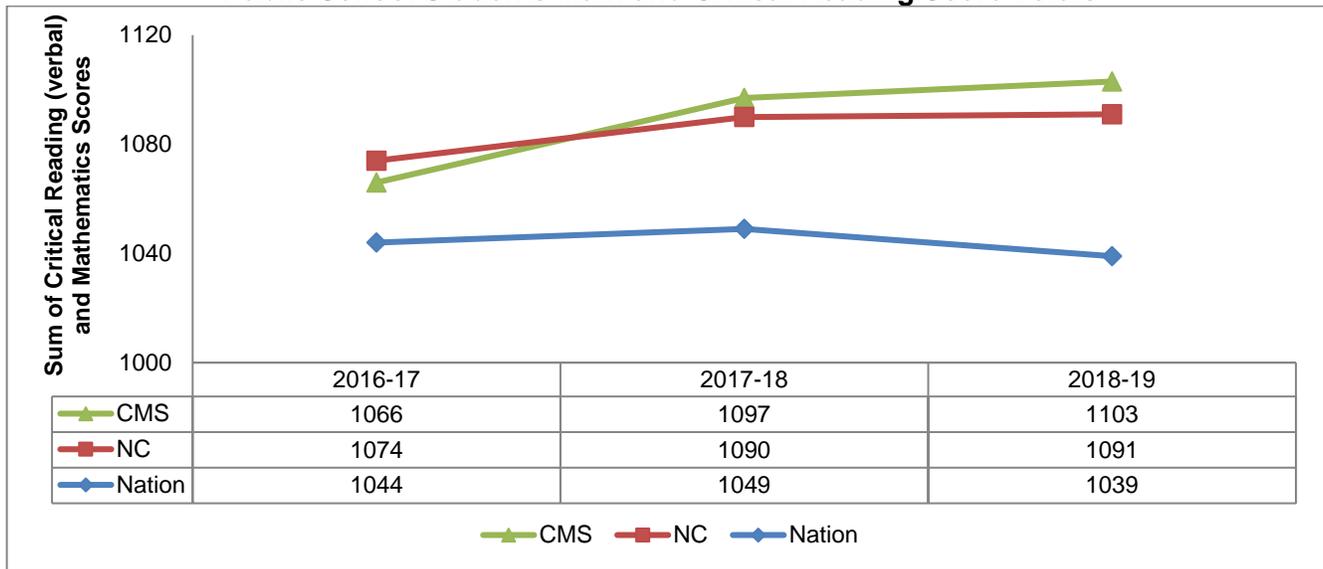
## SAT® Results

The SAT® is a standardized test that measures college preparedness and is administered by the College Board™. Students in CMS are not required to take the SAT® as part of their coursework. Participation is voluntary and done outside school hours.

In 2018-19, the average SAT® score for CMS students (1103) was twelve points above the average score for NC (1091) and sixty-four points above the national average (1039). From 2016-17 to 2018-19, scores among CMS students increased by thirty-seven points or 3.5%.

# ACADEMIC ACHIEVEMENT

**2017 – 2019 SAT® Results  
Public School Students Math and Critical Reading Score Totals\***



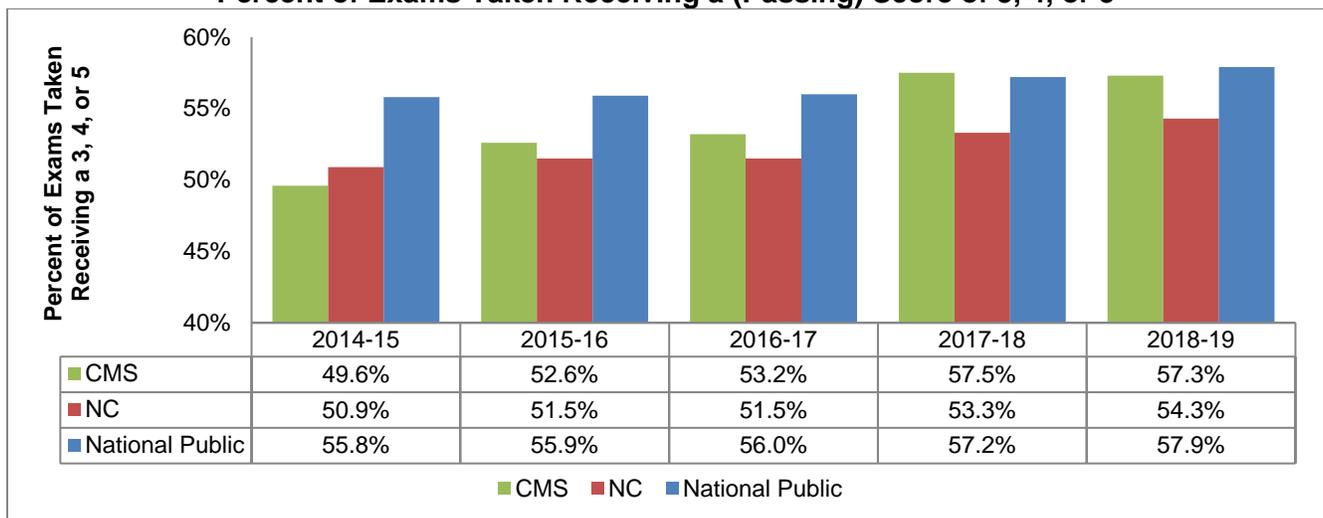
\*In 2017, the SAT® underwent a major change. The number of questions and the scores in the 25th, 50th, and 75th percentiles nationally changed substantially and it is not recommended to compare old scores to the new scores.

Source: North Carolina Department of Public Instruction <https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/north-carolina-sat-and-ap-reports#sat-reports>

## Advanced Placement® (AP) Exam Performance

AP® courses are college-level classes offered in a wide variety of subjects that can be taken while in high school. AP® exams, a type of national final exam, are offered in each subject annually across the country. They are scored on a scale from 1 to 5, with 1 being the lowest possible score, and 5 being the highest possible score. Scores of a 3, 4, or 5 are considered passing marks. In 2019, 57.3% of AP® exams taken by CMS students received a 3, 4, or 5, which is 3 percentage points higher than the state of North Carolina and 0.6 points lower than national public schools. From 2014-15 to 2018-19, the percent of CMS exams receiving an AP® passing score has increased 7.7 percentage points.

**2015 – 2019 Advanced Placement® Exam Performance  
Percent of Exams Taken Receiving a (Passing) Score of 3, 4, or 5**



Source: Source: North Carolina Department of Public Instruction [https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/north-carolina-sat-and-ap-reports#advanced-placement-\(ap\)-reports](https://www.dpi.nc.gov/districts-schools/testing-and-school-accountability/school-accountability-and-reporting/north-carolina-sat-and-ap-reports#advanced-placement-(ap)-reports); National Public <https://files.nc.gov/dpi/documents/accountability/reporting/ncps-overview-2018-19.pdf>

## **UNDERSTANDING THE BUDGET**

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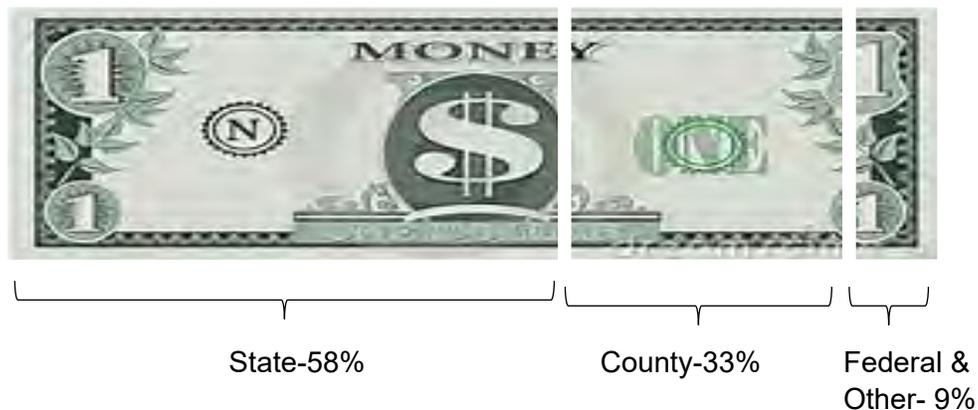
Charlotte Mecklenburg Schools (CMS) is the second-largest school district in North Carolina and the 17th-largest in the U.S. It is also one of the largest employers in Mecklenburg County, with more than 17,000 full-and part-time employees. Like most school districts in the state, CMS does not have taxing authority and relies primarily on funding from these sources:

**County** - County funding is a major source of operating revenue for CMS. Therefore, the County's economic outlook directly affects that of the school district. County revenues come from several different sources, including property taxes on homes and businesses, county sales taxes and fees.

**State** - Each year, the North Carolina General Assembly approves the state budget. Money for education is allocated to North Carolina's Department of Public Instruction, which divides funds among the 115 school districts in the state and charter schools. Individual district allocations are based on the number of students and their special needs, family-income levels and other factors. Most state funding must be used for specific purposes or programs determined by the state.

**Federal** - Most federal funds are categorical for specific educational programs. Most federal entitlement funds, such as Title I (based on Census poverty data), are formula based allotments with the state as the pass through entity. In other cases, the school district must submit competitive grant applications either to the State or U.S. Department of Education.

The total budget for the district is actually two separate budgets – an operating budget and a capital budget. The two budgets are equally important but they are separately funded. The district's operating budget pays for the day-to-day expenses of operating schools and administrative offices. It includes expenses such as utilities, supplies, transportation and salaries and benefits. For the 2020-21 school year, the operating budget is funded as follows:



Salaries and benefits account for 83 percent of the total operating budget. Of that amount, 88 percent of the total staff is based in schools. Of the school-based employees, 72 percent are teachers. Principals, guidance counselors, media specialists, teacher assistants, cafeteria workers and other support staff make up the rest of school-based employees.

The capital budget is similar to the structural costs of a home, such as necessary renovations or improvements. It pays for the design and construction of new schools, expansion of existing schools and major renovation and replacement of older facilities to meet education and safety standards. The capital budget is primarily funded through bonds approved by voters and issued by the county.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**FACTORS AFFECTING THE BUDGET**

The CMS budget is affected by several key factors including the economy, district and charter school enrollment and sustaining operations.

**Economy**

Although Charlotte is widely known as a banking town, the economy of the city and Mecklenburg County has a broad and diverse base. Construction, educational services, finance and insurance, information, manufacturing, real estate, retail, transportation, and warehousing are well represented. The County's economic outlook is positive and growth continues to expand. Additionally, the state provides the majority of the Board's funding and remains in a relatively better financial position than some states.

MECKLENBURG COUNTY, NORTH CAROLINA TOP 10 EMPLOYERS CURRENT YEAR AND NINE YEARS AGO						
Employer	2019 (1)			2010 (2)		
	Employees	Rank	% of Total County Employment	Employees	Rank	% of Total County Employment
Atrium HealthCare	35,700	1	5.84%	26,283	1	6.01%
Wells Fargo Bank	24,000	2	3.93%	20,000	2	4.57%
CMS	18,495	3	3.02%	19,485	3	4.46%
Bank of America Corp.	15,000	4	2.45%	13,960	4	3.19%
Novant Health	11,698	5	1.91%	9,000	6	2.06%
American Airlines	11,000	6	1.80%	5,955	10	1.36%
Harris Teeter	8,239	7	1.35%	-	-	-
Duke Energy	7,900	8	1.29%	7,757	8	1.77%
State of North Carolina	7,600	9	1.24%	7,479	9	1.71%
City of Charlotte	6,800	10	1.11%	-	-	-

NOTES: (1) Mecklenburg County, North Carolina Comprehensive Financial Annual Report for the year ended June 30, 2019 and the Charlotte Chamber of Commerce  
(2) Data per Charlotte Chamber of Commerce publication, Charlotte's Largest Employers, dated 2010.

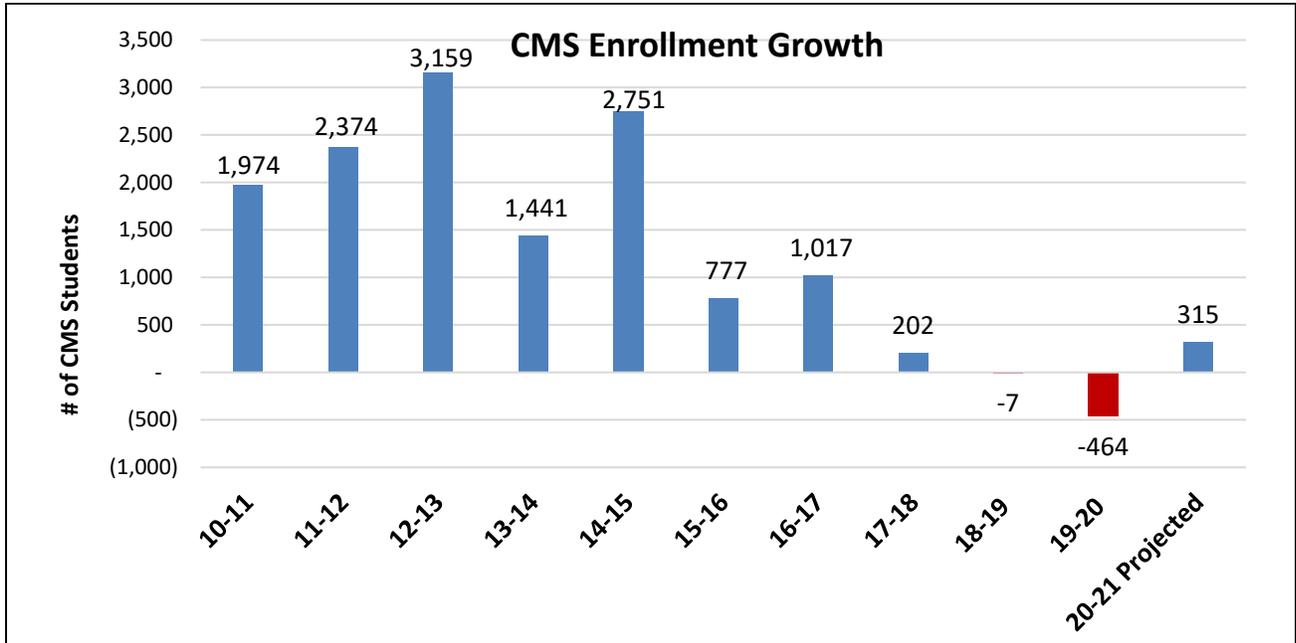
MECKLENBURG COUNTY, NORTH CAROLINA DEMOGRAPHIC STATISTICS LAST TEN YEARS						
Year	Population	Total Personal Income	Per Capita Income	Median Age	School Enrollment*	Unempl Rate
2019	1,115,571	N/A	N/A	N/A	147,352	4.1%
2018	1,093,901	N/A	N/A	N/A	147,359	4.0%
2017	1,076,837	\$ 61,775,890	\$ 57,368	34.9	147,157	4.3%
2016	1,057,237	58,469,183	55,304	34.7	146,140	4.9%
2015	1,034,442	55,925,668	54,064	34.5	145,363	5.7%
2014	1,011,315	51,980,697	51,399	34.3	142,612	6.8%
2013	991,619	48,823,565	49,236	34.2	141,171	8.1%
2012	968,204	54,501,955	56,292	34.0	138,012	9.2%
2011	944,943	45,401,491	48,047	33.9	135,638	10.6%
2010	923,202	42,655,221	46,204	33.8	133,664	10.7%

NOTES: N/A = Data not available  
Data provided by the Mecklenburg County, North Carolina Comprehensive Annual Financial Report for the Year Ended June 30, 2019 (most current). Prior Years restated to reflect change in source (US Bureau of Economic Analysis).

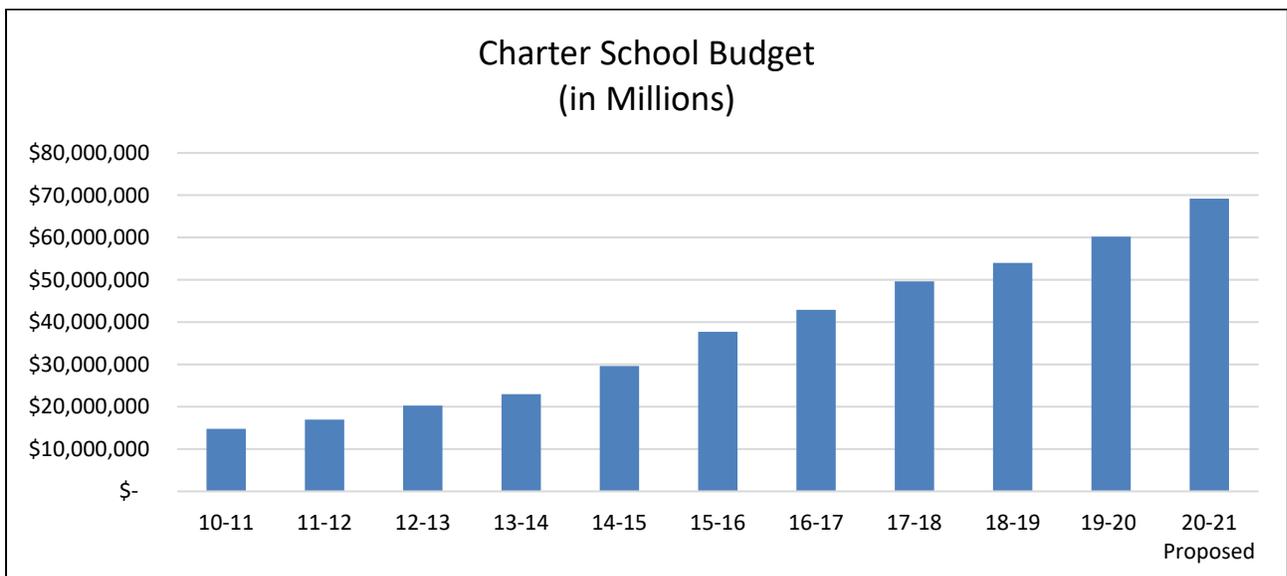
\*Enrollment is as of ninth month

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**FACTORS AFFECTING THE BUDGET**

**Enrollment** - More students require more resources, including teachers and school-based staff. 20<sup>th</sup> day student enrollment for 2019-20 was 146,888, down 464 or 31 percent over last school year. Overall student enrollment has grown by 11,565 or 8.52 percent since the 2010-11 school year. It is estimated that enrollment will increase by 315 students in 2020-21.

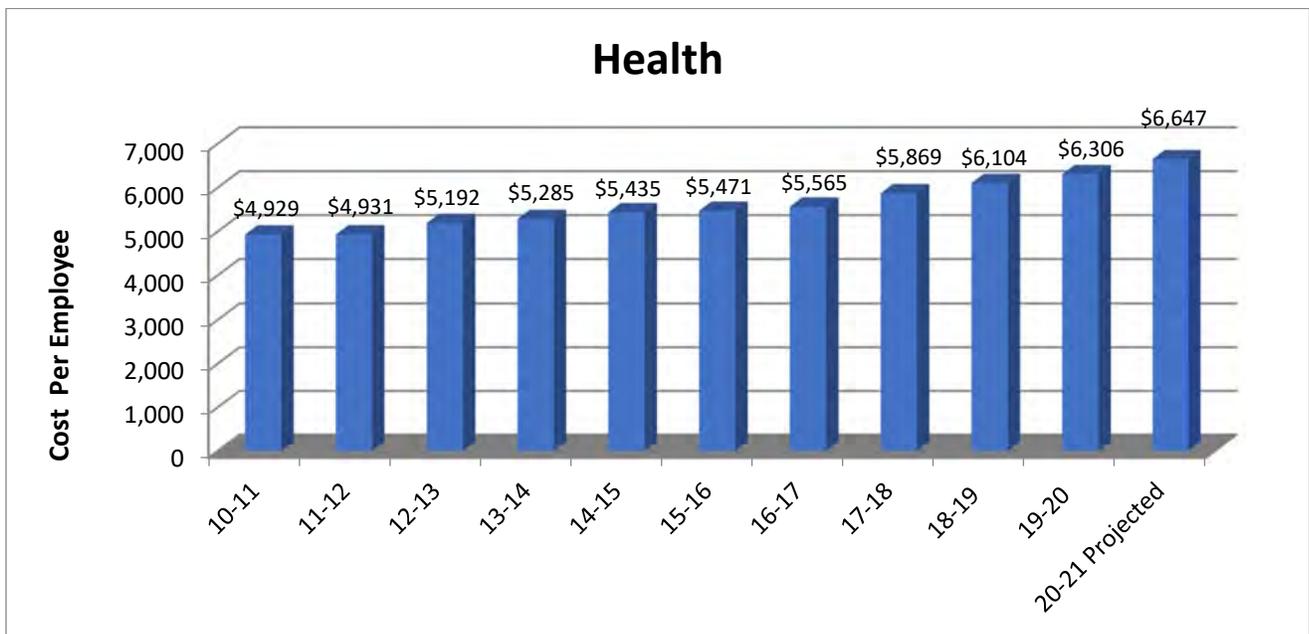
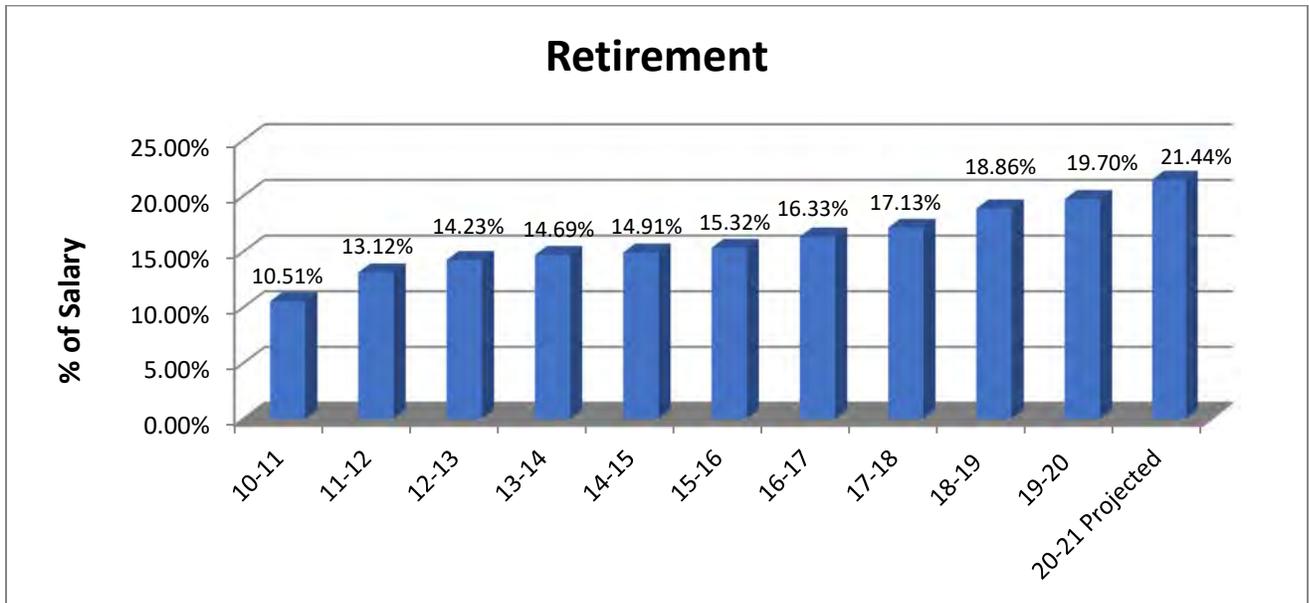


**Charter schools** - CMS is statutorily obligated to provide funding for all Mecklenburg County students in charter schools. Funding for charter schools is included in the CMS budget but is not retained by CMS. The chart below shows the adopted budget for charter school payments each year. It is estimated that charter payments will increase in 2020-21 to \$69.2 million.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**FACTORS AFFECTING THE BUDGET**

**Sustaining Operations and Investing in Our People**– Funding is required to maintain current service levels and to meet state mandated salary and benefit increases. As of 2019-20, the retirement rate has increased 9.19 percentage points (87%) and the annual health insurance contribution by \$1,377 per eligible employee (28%) since 2010-11. The estimated increase for 2020-21 in the retirement rate is 1.74% and the health insurance contribution is estimated to increase by 5.4%.



Note: These increases are determined by the state and have a significant impact on overall budget increase since 83% of our budget is for salaries and benefits.

## **SCHOOL BUDGET AND FISCAL CONTROL**

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The Charlotte Mecklenburg Board of Education budget is adopted in compliance with the statutory requirements of the North Carolina School Budget and Fiscal Control Act. This act contains the following statutes related to the budget process:

### **115C-425. Annual balanced budget resolution.**

(a) Each local school administrative unit shall operate under an annual balanced budget resolution adopted and administered in accordance with this Article. A budget resolution is NC General Statutes - Chapter 115C Article 31 2 balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations. Appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year. The budget resolution shall cover one fiscal year.

(b) It is the intent of this Article that all moneys received and expended by a local school administrative unit should be included in the school budget resolution. Therefore, notwithstanding any other provisions of law, after July 1, 1976, no local school administrative unit may expend any moneys, regardless of their source (including moneys derived from federal, State, or private sources), except in accordance with a budget resolution adopted pursuant to this Article.

(c) Subsection (b) of this section does not apply to funds of individual schools, as defined in G.S. 115C-448. (1975, c. 437, s. 1; 1981, c. 423, s. 1; 1993, c. 179, s. 1.)

### **115C-426. Uniform budget format.**

(a) The State Board of Education, in cooperation with the Local Government Commission, shall cause to be prepared and promulgated a standard budget format for use by local school administrative units throughout the State.

(b) The uniform budget format shall be organized so as to facilitate accomplishment of the following objectives: (i) to enable the board of education and the board of county commissioners to make the local educational and local fiscal policies embodied therein; (ii) to control and facilitate the fiscal management of the local school administrative unit during the fiscal year; and (iii) to facilitate the gathering of accurate and reliable fiscal data on the operation of the public school system throughout the State.

(c) The uniform budget format shall require the following funds:

- (1) The State Public School Fund.
- (2) The local current expense fund.
- (3) The capital outlay fund.

In addition, other funds may be used to account for reimbursements, including indirect costs, fees for actual costs, tuition, sales tax revenues distributed using the ad valorem method pursuant to G.S. 105-472(b)(2), sales tax refunds, gifts and grants restricted as to use, trust funds, federal appropriations made directly to local school administrative units, municipal appropriations made directly to local school administrative units under G.S. 160A-700, and funds received for prekindergarten programs. In addition, the appropriation or use of fund balance or interest income by a local school administrative unit shall not be construed as a local current expense appropriation included as a part of the local current expense fund.

## **SCHOOL BUDGET AND FISCAL CONTROL**

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Each local school administrative unit shall maintain those funds shown in the uniform budget format that are applicable to its operations.

(d) The State Public School Fund shall include appropriations for the current operating expenses of the public school system from moneys made available to the local school administrative unit by the State Board of Education.

(e) The local current expense fund shall include appropriations sufficient, when added to appropriations from the State Public School Fund, for the current operating expense of the public school system in conformity with the educational goals and policies of the State and the local board of education, within the financial resources and consistent with the fiscal policies of the board of county commissioners. These appropriations shall be funded by revenues accruing to the local school administrative unit by virtue of Article IX, Sec. 7 of the Constitution, moneys made available to the local school administrative unit by the board of county commissioners, supplemental taxes levied by or on behalf of the local school administrative unit pursuant to a local act or G.S. 115C-501 to 115C-511, State money disbursed directly to the local school administrative unit, and other moneys made available or accruing to the local school administrative unit for the current operating expenses of the public school system.

(f) The capital outlay fund shall include appropriations for:

- (1) The acquisition of real property for school purposes, including but not limited to school sites, playgrounds, athletic fields, administrative headquarters, and garages.
- (2) The acquisition, construction, reconstruction, enlargement, renovation, or replacement of buildings and other structures, including but not limited to buildings for classrooms and laboratories, physical and career and technical educational purposes, libraries, auditoriums, gymnasiums, administrative offices, storage, and vehicle maintenance.
- (3) The acquisition or replacement of furniture and furnishings, instructional apparatus, data-processing equipment, business machines, and similar items of furnishings and equipment.
- (4) The acquisition of school buses as additions to the fleet.
- (5) The acquisition of activity buses and other motor vehicles.
- (6) Such other objects of expenditure as may be assigned to the capital outlay fund by the uniform budget format.

The cost of acquiring or constructing a new building, or reconstructing, enlarging, or renovating an existing building, shall include the cost of all real property and interests in real property, and all plants, works, appurtenances, structures, facilities, furnishings, machinery, and equipment necessary or useful in connection therewith; financing charges; the cost of plans, specifications, studies, reports, and surveys; legal expenses; and all other costs necessary or incidental to the construction, reconstruction, enlargement, or renovation.

No contract for the purchase of a site shall be executed nor any funds expended therefor without the approval of the board of county commissioners as to the amount to be spent for the site; and in case of a disagreement between a board of education and a board of county commissioners as to the amount to be spent for the site, the procedure provided in G.S. 115C-431 shall, insofar as the same may be applicable, be used to settle the disagreement.

Appropriations in the capital outlay fund shall be funded by revenues made available for capital outlay purposes by the State Board of Education and the board of county commissioners, supplemental taxes levied by or on behalf of the local school administrative unit pursuant to a

## **SCHOOL BUDGET AND FISCAL CONTROL**

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local act or G.S. 115C-501 to 115C-511, the proceeds of the sale of capital assets, the proceeds of claims against fire and casualty insurance policies, and other sources.

(g) Other funds shall include appropriations for such purposes funded from such sources as may be prescribed by the uniform budget format. (1975, c. 437, s. 1; 1981, c. 423, s. 1; 2010-31, s. 7.17(a); 2013-355, s. 2(a); 2017-57, s. 7.23H(h); 2018-5, s. 38.8(f).)

### **115C-426.1. Vending facilities.**

Moneys received by a local school administrative unit on account of operation of vending facilities shall be deposited, budgeted, appropriated, and expended in accordance with the provisions of this Article. (1983 (Reg. Sess., 1984), c. 1034, s. 168.)

### **115C-426.2. Joint planning.**

In order to promote greater mutual understanding of immediate and long-term budgetary issues and constraints affecting public schools and county governments, local boards of education and boards of county commissioners are strongly encouraged to conduct periodic joint meetings during each fiscal year. In particular, the boards are encouraged to assess the school capital outlay needs, to develop and update a joint five-year plan for meeting those needs, and to consider this plan in the preparation and approval of each year's budget under this Article. (1995 (Reg. Sess., 1996), c. 666, s. 2.)

### **115C-427. Preparation and submission of budget and budget message.**

(a) Before the close of each fiscal year, the superintendent shall prepare a budget for the ensuing year for consideration by the board of education. The budget shall comply in all respects with the limitations imposed by G.S. 115C-432.

(b) The budget, together with a budget message, shall be submitted to the board of education not later than May 1. The budget and budget message should, but need not, be submitted at a formal meeting of the board. The budget message should contain a concise explanation of the educational goals fixed by the budget for the budget year, should set forth the reasons for stated changes from the previous year in program goals, programs, and appropriation levels, and should explain any major changes in educational or fiscal policy. (1975, c. 437, s. 1; 1981, c. 423, s. 1.)

### **115C-428. Filing and publication of the budget; budget hearing.**

(a) On the same day that he submits the budget to the board of education, the superintendent shall file a copy of it in his office where it shall remain available for public inspection until the budget resolution is adopted. He may also publish a statement in a newspaper qualified under G.S. 1-597 to publish legal advertisements in the county that the budget has been submitted to the board of education, and is available for public inspection in the office of the superintendent of schools. The statement should also give notice of the time and place of the budget hearing authorized by subsection (b) of this section.

(b) Before submitting the budget to the board of county commissioners, the board of education may hold a public hearing at which time any persons who wish to be heard on the school budget may appear. (1975, c. 437, s. 1; 1981, c. 423, s. 1.)

## **SCHOOL BUDGET AND FISCAL CONTROL**

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### **115C-429. Approval of budget; submission to county commissioners; commissioners' action on budget.**

(a) Upon receiving the budget from the superintendent and following the public hearing authorized by G.S. 115C-428(b), if one is held, the board of education shall consider the budget, make such changes therein as it deems advisable, and submit the entire budget as approved by the board of education to the board of county commissioners not later than May 15, or such later date as may be fixed by the board of county commissioners.

(b) The board of county commissioners shall complete its action on the school budget on or before July 1, or such later date as may be agreeable to the board of education. The commissioners shall determine the amount of county revenues to be appropriated in the county budget ordinance to the local school administrative unit for the budget year. The board of county commissioners may, in its discretion, allocate part or all of its appropriation by purpose, function, or project as defined in the uniform budget format.

(c) The board of county commissioners shall have full authority to call for, and the board of education shall have the duty to make available to the board of county commissioners, upon request, all books, records, audit reports, and other information bearing on the financial operation of the local school administrative unit.

(d) Nothing in this Article shall be construed to place a duty on the board of commissioners to fund a deficit incurred by a local school administrative unit through failure of the unit to comply with the provisions of this Article or rules and regulations issued pursuant hereto, or to provide moneys lost through misapplication of moneys by a bonded officer, employee or agent of the local school administrative unit when the amount of the fidelity bond required by the board of education was manifestly insufficient.

(e) A local board of education may request appropriations directly from a city, as authorized by G.S. 160A-700. (1975, c. 437, s. 1; 1981, c. 423, s. 1; 2018-5, s. 38.8(g).)

### **115C-430. Apportionment of county appropriations among local school administrative units.**

If there is more than one local school administrative unit in a county, all appropriations by the county to the local current expense funds of the units, except appropriations funded by supplemental taxes levied less than countywide pursuant to a local act of G.S. 115C-501 to 115C-511, must be apportioned according to the membership of each unit. County appropriations are properly apportioned when the dollar amount obtained by dividing the amount so appropriated to each unit by the total membership of the unit is the same for each unit. The total membership of the local school administrative unit is the unit's average daily membership for the budget year to be determined by and certified to the unit and the board of county commissioners by the State Board of Education. (1975, c. 437, s. 1; 1981, c. 423, s. 1; 1985 (Reg. Sess., 1986), c. 1014, s. 78.)

### **115C-431. Procedure for resolution of dispute between board of education and board of county commissioners.**

## **SCHOOL BUDGET AND FISCAL CONTROL**

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(a) If the board of education determines that the amount of money appropriated to the local current expense fund, or the capital outlay fund, or both, by the board of county commissioners is not sufficient to support a system of free public schools, the chairman of the board of education and the chairman of the board of county commissioners shall arrange a joint meeting of the two boards to be held within seven days after the day of the county commissioners' decision on the school appropriations.

Prior to the joint meeting, the Senior Resident Superior Court Judge shall appoint a mediator unless the boards agree to jointly select a mediator. The mediator shall preside at the joint meeting and shall act as a neutral facilitator of disclosures of factual information, statements of positions and contentions, and efforts to negotiate an agreement settling the boards' differences.

At the joint meeting, the entire school budget shall be considered carefully and judiciously, and the two boards shall make a good-faith attempt to resolve the differences that have arisen between them.

(b) If no agreement is reached at the joint meeting of the two boards, the mediator shall, at the request of either board, commence a mediation immediately or within a reasonable period of time. The mediation shall be held in accordance with rules and standards of conduct adopted under Chapter 7A of the General Statutes governing mediated settlement conferences but modified as appropriate and suitable to the resolution of the particular issues in disagreement.

Unless otherwise agreed upon by both boards, the following individuals shall constitute the two working groups empowered to represent their respective boards during the mediation:

- (1) The chair of each board or the chair's designee;
- (2) The superintendent of the local school administrative unit and the county manager or either's designee;
- (3) The finance officer of each board; and
- (4) The attorney for each board.

Members of both boards, their chairs, and representatives shall cooperate with and respond to all reasonable requests of the mediator to participate in the mediation. Notwithstanding Article 33C of Chapter 143 of the General Statutes, the mediation proceedings involving the two working groups shall be conducted in private. Evidence of statements made and conduct occurring in a mediation are not subject to discovery and are inadmissible in any court action. However, no evidence otherwise discoverable is inadmissible merely because it is presented or discussed in a mediation. The mediator shall not be compelled to testify or produce evidence concerning statements made and conduct occurring in a mediation in any civil proceeding for any purpose, except disciplinary hearings before the State Bar or any agency established to enforce standards of conduct for mediators. Reports by members of either working group to their respective boards shall be made in compliance with Article 33C of Chapter 143 of the General Statutes.

Unless both boards agree otherwise, or unless the boards have already resolved their dispute, the mediation shall end no later than August 1. The mediator shall have the authority to determine that an impasse exists and to discontinue the mediation. The mediation may continue beyond August 1 provided both boards agree. If both boards agree to continue the mediation

## **SCHOOL BUDGET AND FISCAL CONTROL**

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beyond August 1, the board of county commissioners shall appropriate to the local school administrative unit for deposit in the local current expense fund a sum of money sufficient to equal the local contribution to this fund for the previous year.

If the working groups reach a proposed agreement, the terms and conditions must be approved by each board. If no agreement is reached, the mediator shall announce that fact to the chairs of both boards, the Senior Resident Superior Court Judge, and the public. The mediator shall not disclose any other information about the mediation. The mediator shall not make any recommendations or public statement of findings or conclusions.

The local board of education and the board of county commissioners shall share equally the mediator's compensation and expenses. The mediator's compensation shall be determined according to rules adopted under Chapter 7A of the General Statutes.

(b1) If agreement is not reached in mediation on the amount of money appropriated to the local current expense fund, and the amount to be appropriated has not been calculated pursuant to this subsection for longer than the prior year, the sum to be appropriated for the budget year in dispute shall be calculated as follows:

(1) The amount of moneys appropriated to the local current expense fund by the board of county commissioners in the prior fiscal year that are expended in that year by the local school administrative unit or transferred as required by G.S. 115C-75.10, 115C-218.105, 115C-238.70, and 116-239.11 shall be divided by the sum of the following: the average daily membership of the local school administrative unit plus the share of the average daily membership of any innovative, charter, regional, or laboratory school whose students reside in the local school administrative unit for the prior school year.

(2) The amount from subdivision (1) of this subsection, rounded to the nearest penny, shall then be multiplied by the sum of one plus the twelve month percent change in the second quarter Employment Cost Index for elementary and secondary school workers as reported by the Federal Bureau of Labor Statistics.

(3) The amount from subdivision (2) of this subsection, rounded to the nearest penny, shall then be multiplied by the sum of the following: the allotted average daily membership for the school year plus the share of the average daily membership of any innovative, charter, regional, or laboratory school whose students reside in the local school administrative unit for the budget year in dispute.

The board of county commissioners shall appropriate to the local current expense fund the sum from subdivision (3) of this subsection, rounded to the nearest penny, to the local board of education for the budget year in dispute.

(b2) If agreement is not reached in mediation, and the amount to be appropriated has been calculated pursuant to subsection (b1) of this section to the local current expense fund for the prior two years, the sum to be appropriated for the budget year in dispute shall be calculated as follows:

(1) The amount of moneys appropriated to the local current expense fund by the board of county commissioners in the prior fiscal year that are expended in the prior fiscal year by the local school administrative unit and transferred as required by G.S. 115C-75.10, 115C-218.105, 115C-238.70, and 116-239.11 shall be divided by the sum of the following: the average daily membership plus the share of the average daily membership of any innovative, charter, regional, or

## **SCHOOL BUDGET AND FISCAL CONTROL**

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- laboratory school whose students reside in the local school administrative unit for the prior school year.
- (2) The twelve month percent change in the second quarter Employment Cost Index for elementary and secondary school workers as reported by the Federal Bureau of Labor Statistics shall be increased by three percent (3%).
  - (3) The amount from subdivision (1) of this subsection, rounded to the nearest penny, shall then be multiplied by the sum of one plus the sum from subdivision (2) of this subsection, rounded to the nearest penny.
  - (4) The amount from subdivision (3) of this subsection shall then be multiplied by the sum of the following: the allotted average daily membership for the school year plus the share of the average daily membership of any innovative, charter, regional, or laboratory school whose students reside in the local school administrative unit for the budget year in dispute.

The board of county commissioners shall appropriate to the local current expense fund the sum from subdivision (4) of this subsection, rounded to the nearest penny, to the local board of education for the budget year in dispute.

(b3) Neither the local board of education nor the board of county commissioners shall file any legal action challenging the determination as to the funds to be appropriated by the board of county commissioners to the local current expense fund in accordance with the formulas found in subsections (b1) and (b2) of this section.

(c) Within five days after an announcement of no agreement on the amount of money to be appropriated to the capital outlay fund by the mediator, the local board of education may file an action in the superior court division of the General Court of Justice. Either board has the right to have the issues of fact tried by a jury. When a jury trial is demanded, the cause shall be set for the first succeeding term of the superior court in the county, and shall take precedence over all other business of the court. However, if the judge presiding certifies to the Chief Justice of the Supreme Court, either before or during the term, that because of the accumulation of other business, the public interest will be best served by not trying the cause at the term next succeeding the filing of the action, the Chief Justice shall immediately call a special term of the superior court for the county, to convene as soon as possible, and assign a judge of the superior court or an emergency judge to hold the court, and the cause shall be tried at this special term. The judge shall find, or if the issue is submitted to the jury, the jury shall find the amount of money legally necessary from the board of county commissioners to provide the local school administrative units with buildings suitably equipped, as required by G.S. 115C-521, in order to maintain a system of free public schools as defined by State law and State Board of Education policy. In making the finding, the judge or the jury shall consider the educational goals and policies of the State and the local board of education, the budgetary request of the local board of education, the financial resources of the county and the local board of education, and the fiscal policies of the board of county commissioners and the local board of education.

All findings of fact in the superior court, whether found by the judge or a jury, shall be conclusive. When the facts have been found, the court shall give judgment ordering the board of county commissioners to appropriate a sum certain to the local school administrative unit for the amount of money to be appropriated to the capital outlay fund and to levy such taxes on property as may be necessary to make up this sum when added to other revenues available for the purpose.

**SCHOOL BUDGET AND FISCAL CONTROL**

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(d) An appeal from the judgment entered as provided in subsection (c) of this section may be taken to the appellate division of the General Court of Justice, and notice of appeal shall be given in writing within 10 days after entry of the judgment. All papers and records relating to the case shall be considered a part of the record on appeal. The conclusion of the school or fiscal year shall not be deemed to resolve the question in controversy between the parties while an appeal is still pending. Any final judgment shall be legally binding on the parties at the conclusion of the appellate process. The payment of any final judgment by the county in favor of the local school administrative unit shall not be considered, or used in any manner, to deny or reduce appropriations to the local school administrative unit by the county in fiscal years subsequent to the one at issue to offset such payment of a final judgment.

(e) If, in an action filed under subsection (c) of this section, the final judgment of the General Court of Justice is rendered after the due date prescribed by law for property taxes, the board of county commissioners is authorized to levy such supplementary taxes as may be required by the judgment, notwithstanding any other provisions of law with respect to the time for doing acts necessary to a property tax levy. Upon making a supplementary levy under this subsection, the board of county commissioners shall designate the person who is to compute and prepare the supplementary tax receipts and records for all such taxes. Upon delivering the supplementary tax receipts to the tax collector, the board of county commissioners shall proceed as provided in G.S. 105-321.

The due date of supplementary taxes levied under this subsection is the date of the levy, and the taxes may be paid at par or face amount at any time before the one hundred and twentieth day after the due date. On or after the one hundred and twentieth day and before the one hundred and fiftieth day from the due date there shall be added to the taxes interest at the rate of two percent (2%). On or after the one hundred and fiftieth day from the due date, there shall be added to the taxes, in addition to the two percent (2%) provided above, interest at the rate of three-fourths of one percent (3/4 of 1%) per 30 days or fraction thereof until the taxes plus interest have been paid. No discounts for prepayment of supplementary taxes levied under this subsection shall be allowed. (1975, c. 437, s. 1; 1981, c. 423, s. 1; 1989, c. 493, s. 2; 1995 (Reg. Sess., 1996), c. 666, s. 3; 1997-222, s. 1; 2007-92, s. 1; 2013-141, s. 1; 2018-83, s. 1.)

**115C-432. The budget resolution; adoption; limitations; tax levy; filing.**

- (a) After the board of county commissioners has made its appropriations to the local school administrative unit, or after the appeal procedure set out in G.S. 115C-431 has been concluded, the board of education shall adopt a budget resolution making appropriations for the budget year in such sums as the board may deem sufficient and proper. The budget resolution shall conform to the uniform budget format established by the State Board of Education.
- (b) The following directions and limitations shall bind the board of education in adopting the budget resolution:
  - (1) If the county budget ordinance allocates appropriations to the local school administrative unit pursuant to G.S. 115C-429(b), the school budget resolution shall conform to that allocation. The budget resolution may be amended to change allocated appropriations only in accordance with G.S. 115C-433.
  - (2) Subject to the provisions of G.S. 115C-429(d), the full amount of any lawful deficit from the prior fiscal year shall be appropriated.

## SCHOOL BUDGET AND FISCAL CONTROL

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- (3) Contingency appropriations in a fund may not exceed five percent (5%) of the total of all other appropriations in that fund. Each expenditure to be charged against a contingency appropriation shall be authorized by resolution of the board of education, which resolution shall be deemed an amendment to the budget resolution, not subject to G.S. 115C-429(b) and 115C-433(b), setting up or increasing an appropriation for the object of expenditure authorized. The board of education may authorize the superintendent to authorize expenditures from contingency appropriations subject to such limitations and procedures as it may prescribe. Any such expenditure shall be reported to the board of education at its next regular meeting and recorded in the minutes.
- (4) Sufficient funds to meet the amounts to be paid during the fiscal year under continuing contracts previously entered into shall be appropriated.
- (5) The sum of estimated net revenues and appropriated fund balances in each fund shall be equal to appropriations in that fund.
- (6) No appropriation may be made that would require the levy of supplemental taxes pursuant to a local act or G.S. 115C-501 to 115C-511 in excess of the rate of tax approved by the voters, or the expenditure of revenues for purposes not permitted by law.
- (7) In estimating revenues to be realized from the levy of school supplemental taxes pursuant to a local act or G.S. 115C-501 to 115C-511, the estimated percentage of collection may not exceed the percentage of that tax actually realized in cash during the preceding fiscal year, or if the tax was not levied in the preceding fiscal year, the percentage of the general county tax levy actually realized in cash during the preceding fiscal year.
- (8) Amounts to be realized from collection of supplemental taxes levied in prior fiscal years shall be included in estimated revenues.
- (9) No appropriation may be made to or from the capital outlay fund to or from any other fund, except as permitted by G.S. 115C-433(d).

(c) If the local school administrative unit levies its own supplemental taxes pursuant to a local act, the budget resolution shall make the appropriate tax levy in accordance with the local act, and the board of education shall notify the county or city that collects the levy in accordance with G.S. 159-14.

(d) The budget resolution shall be entered in the minutes of the board of education, and within five days after adoption, copies thereof shall be filed with the superintendent, the school finance officer and the county finance officer. (1975, c. 437, s. 1; 1981, c. 423, s. 1; 1987 (Reg. Sess., 1988), c. 1025, s. 13; 1993, c. 57, s. 1; 2018-83, s. 2.)

### **115C-433. Amendments to the budget resolution; budget transfers.**

(a) Subject to the provisions of subsection (b) of this section, the board of education may amend the budget resolution at any time after its adoption, in any manner, so long as the resolution as amended continues to satisfy the requirements of G.S. 115C-425 and 115C-432.

(b) If the board of county commissioners allocates part or all of its appropriations pursuant to G.S. 115C-429(b), the board of education must obtain the approval of the board of county commissioners for an amendment to the budget that (i) increases or decreases expenditures from the capital outlay fund for projects listed in G.S. 115C-426(f)(1) or (2), or (ii) increases or

**SCHOOL BUDGET AND FISCAL CONTROL**

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decreases the amount of county appropriation allocated to a purpose or function by twenty-five percent (25%) or more from the amount contained in the budget ordinance adopted by the board of county commissioners: Provided, that at its discretion, the board may in its budget ordinance specify a lesser percentage, so long as such percentage is not less than ten percent (10%).

(c) The board of education may by appropriate resolution authorize the superintendent to transfer moneys from one appropriation to another within the same fund, subject to such limitations and procedures as may be prescribed by the board of education or State or federal law or regulations. Any such transfers shall be reported to the board of education at its next regular meeting and shall be entered in the minutes.

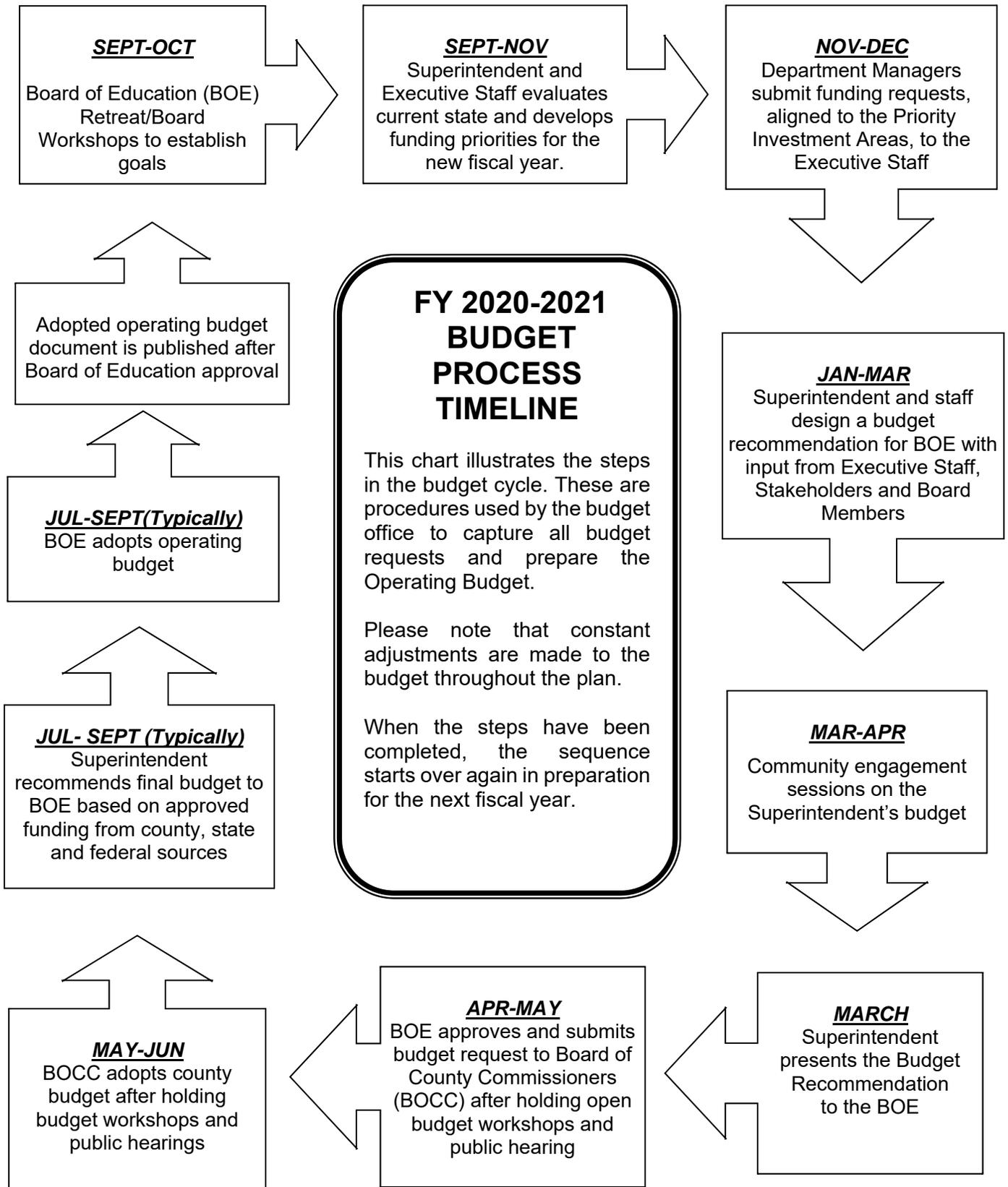
(d) The board of education may amend the budget to transfer money to or from the capital outlay fund to or from any other fund, with the approval of the board of county commissioners, to meet emergencies unforeseen and unforeseeable at the time the budget resolution was adopted. When such an emergency arises, the board of education may adopt a resolution requesting approval from the board of commissioners for the transfer of a specified amount of money to or from the capital outlay fund to or from some other fund. The resolution shall state the nature of the emergency, why the emergency was not foreseen and was not foreseeable when the budget resolution was adopted, what specific objects of expenditure will be added or increased as a result of the transfer, and what objects of expenditure will be eliminated or reduced as a result of the transfer. A certified copy of this resolution shall be transmitted to the board of county commissioners for (its) approval and to the boards of education of all other local school administrative units in the county for their information. The board of commissioners shall act upon the request within 30 days after it is received by the clerk to the board of commissioners or the chairman of the board of commissioners, after having afforded the boards of education of all other local school administrative units in the county an opportunity to comment on the request. The board of commissioners may either approve or disapprove the request as presented. Upon either approving or disapproving the request, the board of commissioners shall forthwith so notify the board of education making the request and any other board of education that exercised its right to comment thereon. Upon receiving such notification, the board of education may proceed to amend the budget resolution in the manner indicated in the request. Failure of the board of county commissioners to act within the time allowed for approval or disapproval shall be deemed approval of the request. The time limit for action by the board of county commissioners may be extended by mutual agreement of the board of county commissioners and the board of education making the request. A budget resolution amended in accordance with this subsection need not comply with G.S. 115C-430. (1975, c. 437, s. 1; 1981, c. 423, s. 1.)

**115C-434. Interim budget.**

In case the adoption of the budget resolution is delayed until after July 1, the board of education shall make interim appropriations for the purpose of paying salaries and the usual ordinary expenses of the local school administrative unit for the interval between the beginning of the fiscal year and the adoption of the budget resolution. Interim appropriations so made and expended shall be charged to the proper appropriations in the budget resolution. (1975, c. 437, s. 1; 1981, c. 423, s. 1.)

# BUDGET PROCESS, ADMINISTRATION AND MANAGEMENT

The budget process timeline is as follows:



## **BUDGET PROCESS, ADMINISTRATION AND MANAGEMENT**

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CMS operates under an annual balanced budget adopted and administered in accordance with Section 115C-425(a) of the North Carolina School Budget and Fiscal Control Act (Article 31). A budget resolution is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations (i.e. current expenditures are supported by current revenues). The budget resolution shall cover one fiscal year, from July 1<sup>st</sup> through June 30<sup>th</sup>. Article 31 further requires that all monies received and expended by each local school administrative units be included in the budget resolution.

The State law promulgates a standard budget format, which defines budgetary control at the fund, purpose/function or project level. Annual budgets are adopted for all funds, except the individual schools fund, as required by the North Carolina General Statutes. All budgets are prepared using the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The Board considers all revenues reported in the governmental funds to be available if the revenues are collected within sixty days after year-end. These could include federal, state, and county grants, and some charges for services. Expenditures are recorded when the related fund liability is incurred, except for claims and judgments and compensated absences, which are recognized as expenditures to the extent they have matured. The primary sources of revenues for the General Fund are budgeted allocations and appropriations from the State of North Carolina, Mecklenburg County and the Federal Government.

The Board discusses, reviews and may amend the superintendent's budget proposal before approving a final recommendation, which is then submitted to the Mecklenburg Board of County Commissioners. The commissioners review the CMS budget request along with those from other county service providers such as parks and recreation and public libraries. The commission makes adjustments and ultimately approves a county budget that includes funding for CMS. If the allocated and requested amounts differ, CMS will adjust its budget plans.

Per state statute, the Board may amend the budget in any manner, so long as the amended budget remains balanced and still conforms to the uniform budget format established by the State Board of Education. The BOE must obtain approval from the BOCC for any amendment to the budget that increases or decreases expenditures from the capital outlay plan fund or that increases or decreases the amount of county appropriation allocated to a purpose or function by twenty-five percent (25%) or more from the amount contained in the budget ordinance adopted by the BOCC. At its discretion, the BOCC may specify a lesser percentage but not less than ten percent (10%).

Throughout 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 (BOE) adopts a budget, that budget becomes the fiscal management tool for administering and controlling expenditures throughout the organization.

The superintendent works with department heads, managers, school leaders, Board of Education members and the Charlotte-Mecklenburg community to develop an operating budget recommendation to be presented to the Board of Education. The recommendation reflects the fiscal realities facing the district and the most pressing needs to help CMS prepare every student to graduate college and career ready.

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.

## **BUDGET PROCESS, ADMINISTRATION AND MANAGEMENT**

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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 Financial 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. Training is also provided to department heads and fund owners on developing their budget requests.
- **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.
- **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

## **BUDGET PROCESS, ADMINISTRATION AND MANAGEMENT**

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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 Financial 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.

# Trends and Statistics

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**KEY STATISTICS (FY2011-2021)**

**SELECTED TRENDS**

FISCAL YEAR	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>ENROLLMENT</b>											
Total K-12 Enrollment - 20th Day	135,638	138,012	141,171	142,612	145,363	146,140	147,157	147,359	147,352	146,888	147,203*
EL Students	16,220	15,505	14,830	15,176	17,146	16,938	17,210	19,794	21,145	24,064	
Economically Disadvantaged Students	53.4%	54.4%	54.3%	57.3%	58.5%***	56.5%***	60.2%***	51.7%***	47.6%***	48.6%***	
<b>COST PER PUPIL</b>											
Budgeted Total Cost	\$8,480	\$8,473	\$8,518	\$8,714	\$9,025	\$9,215	\$9,363	\$9,568	\$10,122	\$10,723	\$10,957
Budgeted Local Cost	\$2,228	\$2,379	\$2,390	\$2,500	\$2,671	\$2,766	\$2,810	\$2,910	\$3,121	\$3,468	\$3,656
Budgeted Local Cost w/o Charter Sch Passthrough	\$2,119	\$2,256	\$2,247	\$2,339	\$2,467	\$2,508	\$2,518	\$2,573	\$2,755	\$3,059	\$3,186
<b>NUMBER OF SCHOOLS</b>											
Elementary	108	88	88	89	91	95	95	94	95	95	95
Middle	33	39	39	39	39	39	39	44	46	46	47
High	33	28	28	28	31	31	33	35	31 <sup>^</sup>	31	31
Alternative	4	4	4	4	3	3	3	3	3	3	3
Total Schools Operating	178	159	159	160	164	168	170	176	175	175	176
New Schools Opened	2	0	0	1	4	4	2	6	3	0	1
<b>% OF TOTAL OPERATING BUDGET</b>											
% County	26.28%	28.08%	28.06%	28.69%	29.59%	30.02%	30.01%	30.41%	30.83%	33.00%	33.36%
% State	55.19%	56.64%	57.95%	57.58%	57.13%	57.84%	58.53%	59.42%	59.27%	58.00%	57.90%
% Federal & Other Grants	16.16%	13.72%	12.00%	12.20%	11.71%	10.55%	10.00%	8.83%	8.67%	8.1%	7.84%
% Other /Special Revenue	1.03%	.01%	0.95%	0.91%	0.88%	1.03%	.86%	.99%	0.96%	0.79%	0.90%
% Fund Balance	1.35%	0.55%	1.04%	0.62%	0.69%	0.56%	.60%	.34%	0.27%	0.10%	0.0%
<b>PERSONNEL CHANGES</b>											
Principals/Assistant Principals	405	382	373	380	385	410	415	436	414	416	416
Teachers**	10,050	10,471	10,611	10,798	9,513	9,811	9,904	9,736	9,633	9,825	9,817
Support Staff**					1,344	1,412	1,390	1,496	1,499	1,608	1,645
Assistants/Tutors	2,117	2,434	2,488	2,322	2,257	2,342	2,303	2,326	2,330	2,278	2,286
Admin./Office Personnel	1,174	1,128	1,143	1,161	1,192	1,230	1,245	1,238	1,237	1,207	1,207
Transportation	1,453	1,323	1,354	1,381	1,388	1,386	1,435	1,444	1,444	1,363	1,363
Building Services/Other	1,197	1,054	1,063	1,080	1,078	1,127	1,139	1,153	1,178	1,216	1,252
Total Personnel	16,396	16,792	17,032	17,122	17,157	17,718	17,831	17,829	17,735	17,913	17,986
<b>TRANSPORTATION</b>											
# of Yellow Buses	1,075	919	971	1,001	1,011	1,017	1,048	1,079	1,109	1,100	1,100

\* Projected enrollment

\*\*For years prior to fiscal year 2015, Teachers and Support Staff were combined.

\*\*\* Due to the 2014-15 implementation of the USDA Community Eligibility Provision, the district is using a formula designed by USDA for calculating the district poverty rate. The new formula uses the percentage of enrolled students that have been identified by the state agency as qualifying for free meals based on eligibility for poverty based programs. The percentage of identified students is then multiplied by a factor as determined by USDA to get the official EDS as determined by the USDA. The current factor is 1.6.

<sup>^</sup> Five Olympic High School academies, each with its own school number, were merged into one location, now having one designated school number.

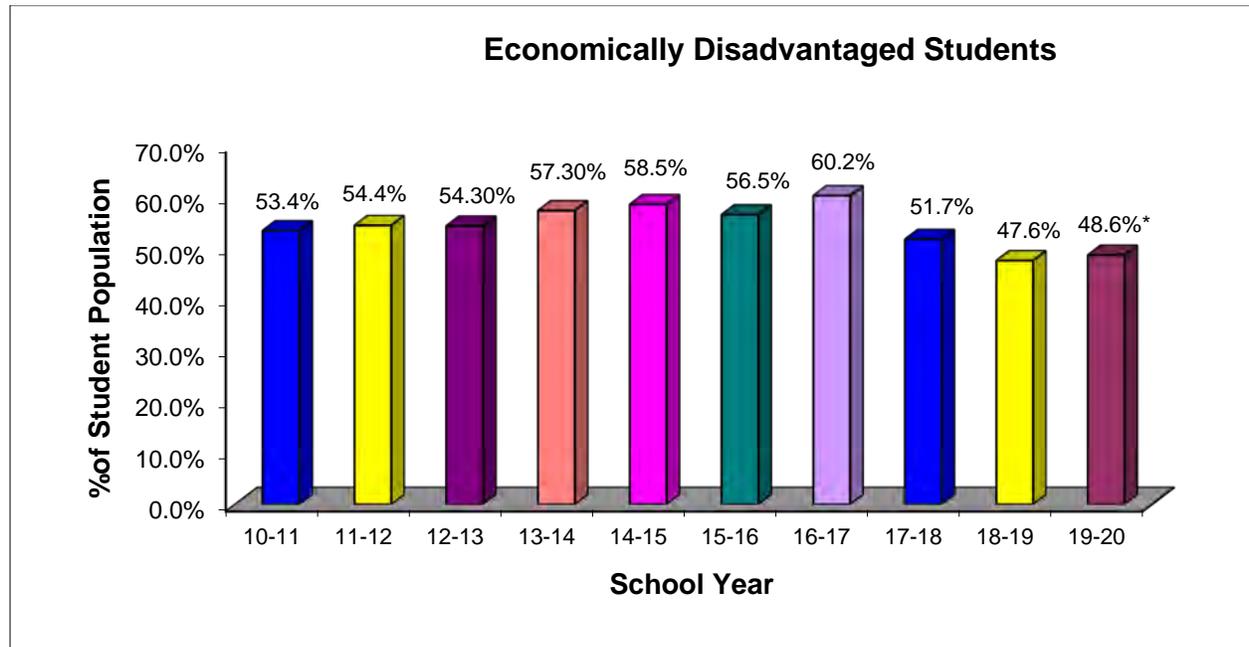
# STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

## *Diversity and complex learning needs*

As our community continues to become increasingly diverse, Charlotte-Mecklenburg Schools (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.

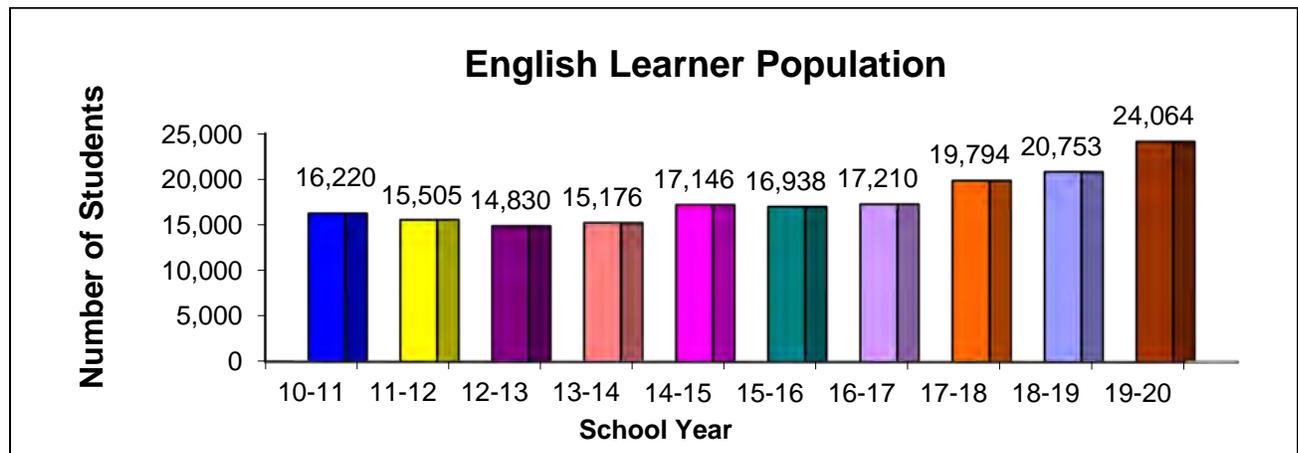
CMS serves a large number of economically disadvantaged students (EDS) who qualify for the federal assistance lunch program. The number of CMS students who qualify for federal assistance decreased to 48.63% in 2019-20 as calculated by the new formula noted below.



\* Due to the 2014-15 implementation of the USDA Community Eligibility Provision, the district is using a formula designed by USDA for calculating the district poverty rate. The new formula uses the percentage of enrolled students that have been identified by the state agency as qualifying for free meals based on eligibility for poverty based programs. The percentage of identified students is then multiplied by a factor as determined by USDA to get the official EDS as determined by the USDA. The current factor is 1.6. This percentage is calculated as of April 1<sup>st</sup> of each year.

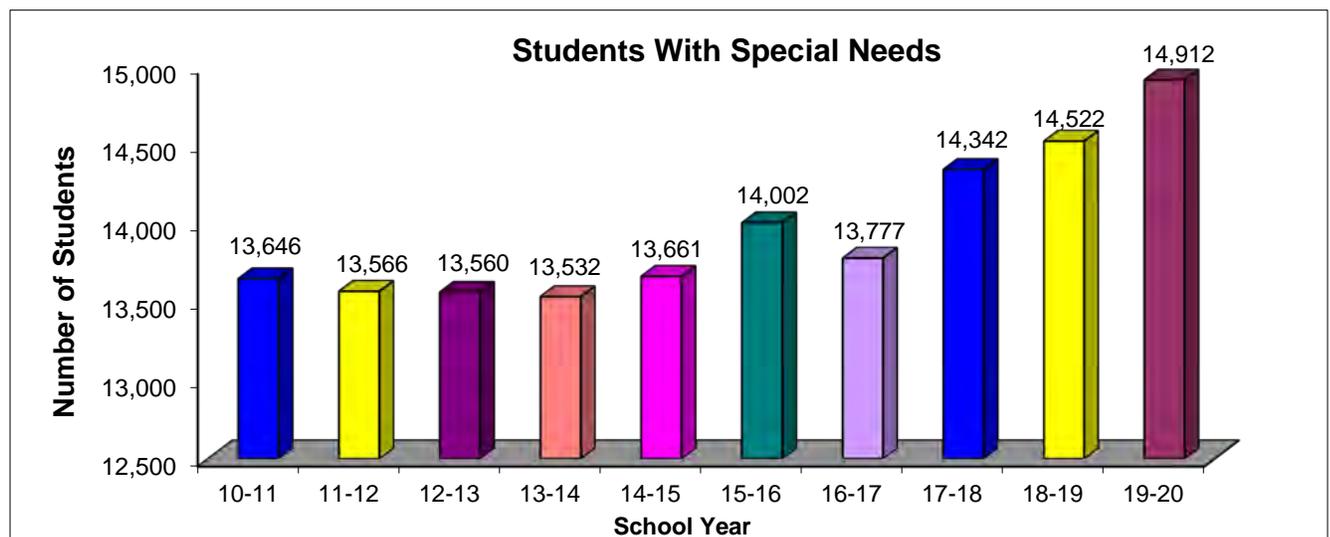
## STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

The number of English Learner (EL) students increased in 2019-20. This year's PreK-12 EL count is 24,064 - an increase from last year's count (20,753) by 3,311. Within CMS, more than 47,174 K-12 students speak a language other than English at home. CMS students speak 204 different languages and come from 187 countries. The top five home languages are Spanish, Vietnamese, Arabic, French and Telugu. That represents a 48% growth rate since the 2010-2011 school year. The following chart shows the trend in this population of students.



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.

According to the December 1, 2019 child count, 14,912 CMS students – 10.1% 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.



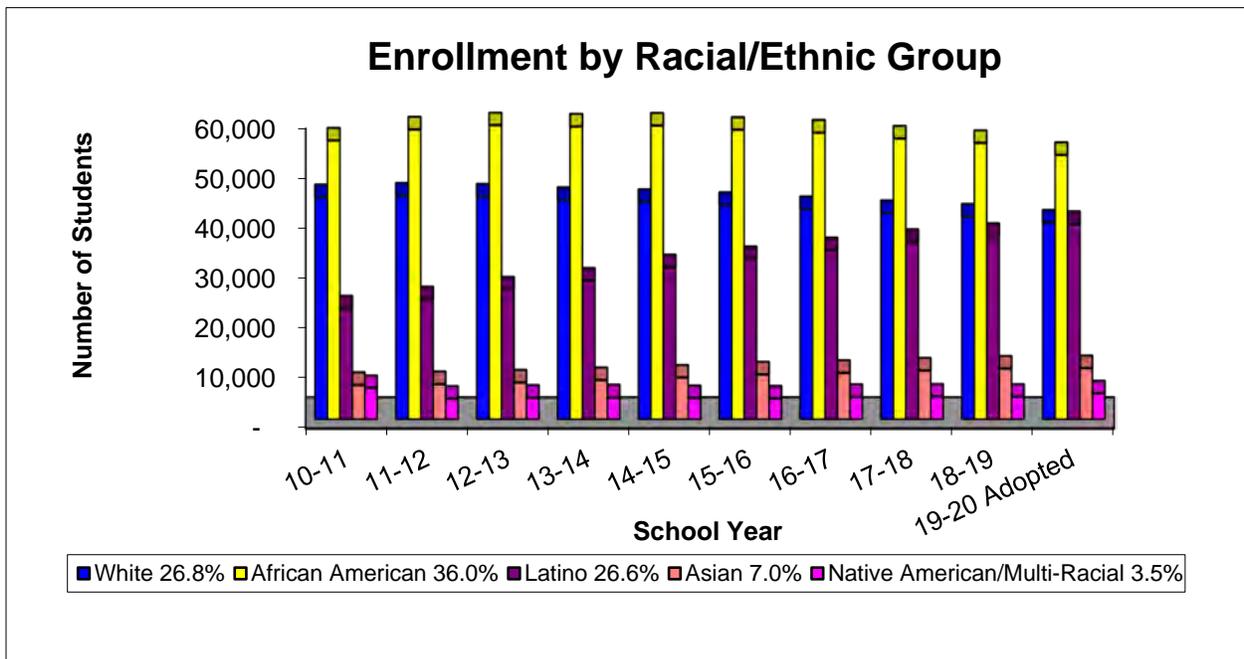
CMS also serves approximately 17,066 identified gifted and talented students.

# STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

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

### **CMS Student Population At A Glance 2019-20\***

American Indian/Multiracial/Pacific Islander	3.5%
Asian	7%
African-American	36%
Hispanic/Latino	27%
White	27%
Economically Disadvantaged Students	47.6%
Native languages	204
Countries represented	187
English Learners	24,064
Students with Special Needs	14,912

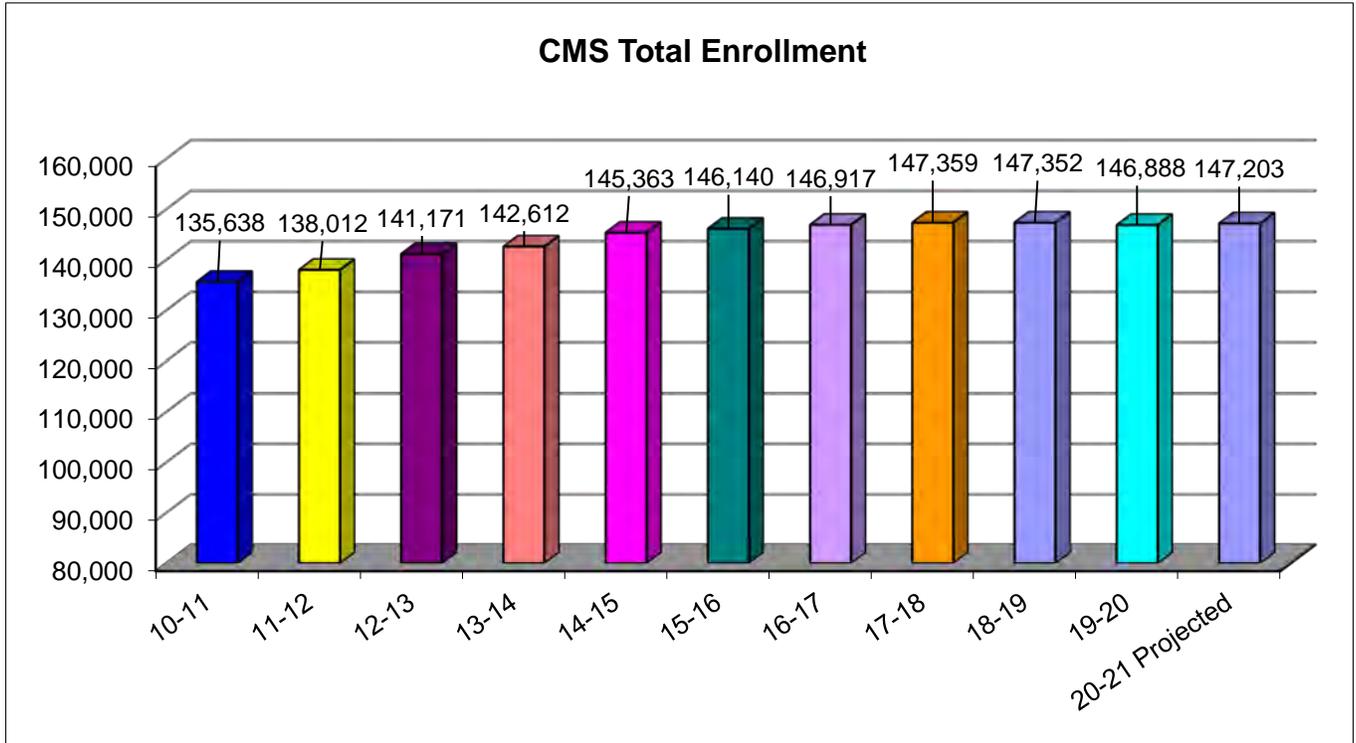


\*CMS 20th day count

# STUDENT POPULATION TRENDS IN CHARLOTTE-MECKLENBURG SCHOOLS

## Enrollment

Enrollment in 2019-20 fell by 464 students. Since 2010-11, CMS has grown by 11,250 students to an enrollment of 146,888\* students in the 2019-20 school year. Enrollment for the 2020-21 school year is projected to increase by 315 students.

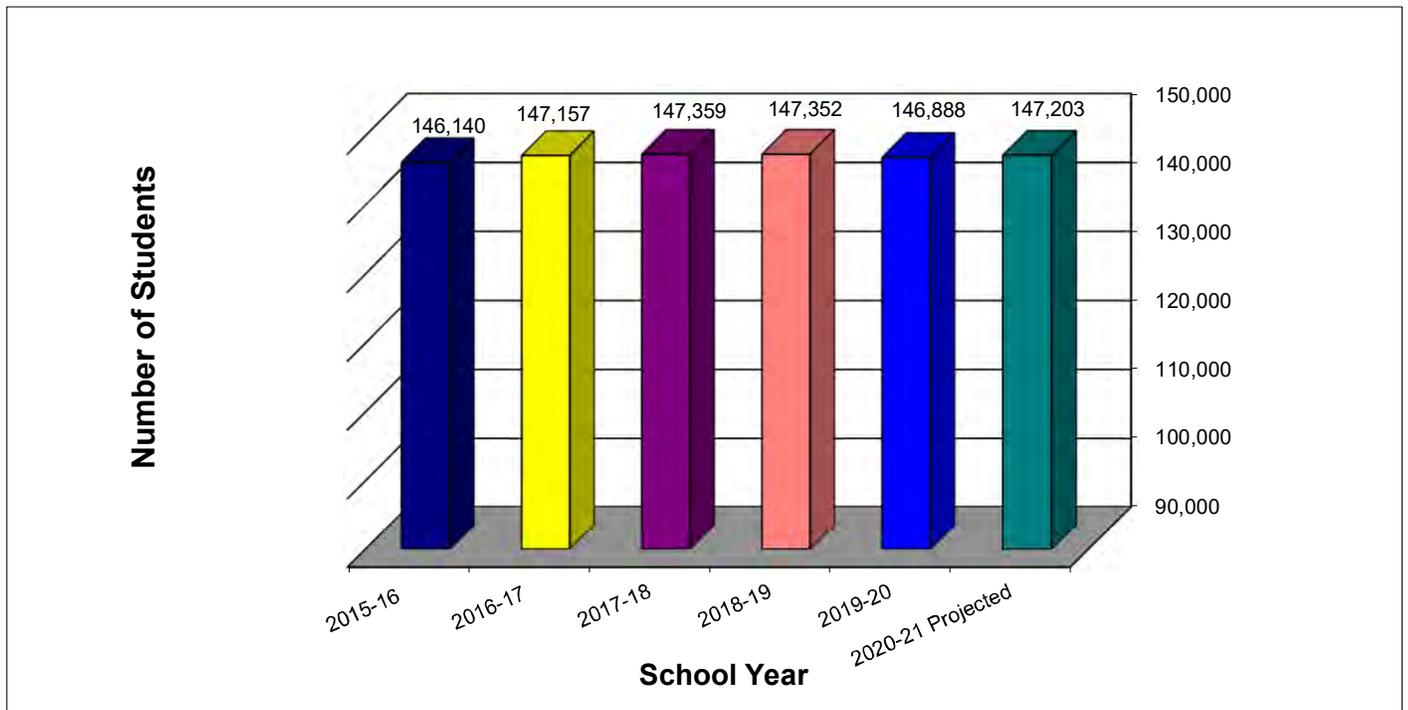


\*CMS 20<sup>th</sup> day count

## SIX YEAR ENROLLMENT COMPARISON BY GRADE LEVEL

Grades	2020-21 Projected	2019-20 Actual*	2018-19 Actual*	2017-18 Actual*	2016-17 Actual*	2015-16 Actual*
K	10,693.00	10,750	10,824	11,067	11,263	11,734
1	11,267.00	11,103	11,260	11,214	11,743	12,107
2	11,195.00	11,043	11,153	11,433	12,029	12,160
3	11,175.00	11,046	11,409	11,949	12,204	12,027
4	11,492.00	11,345	11,850	12,039	11,867	11,562
5	11,211.00	11,678	11,788	11,611	11,386	11,126
6	11,436.00	11,529	11,365	11,018	10,768	9,994
7	11,306.00	11,375	11,075	10,861	10,156	10,781
8	11,286.00	11,308	11,012	10,229	10,925	10,617
9	12,942.00	12,952	11,978	12,702	12,488	12,962
10	11,957.00	10,787	11,553	11,506	11,648	11,259
11	9,586.00	9,964	10,028	10,170	9,851	9,234
12	9,634.00	9,970	10,097	9,702	8,997	8,830
Special	2,023.00	2,038	1,960	1,858	1,832	1,747
<b>TOTAL ENROLLMENT</b>	<b><u>147,203</u></b>	<b><u>146,888</u></b>	<b><u>147,352</u></b>	<b><u>147,359</u></b>	<b><u>147,157</u></b>	<b><u>146,140</u></b>

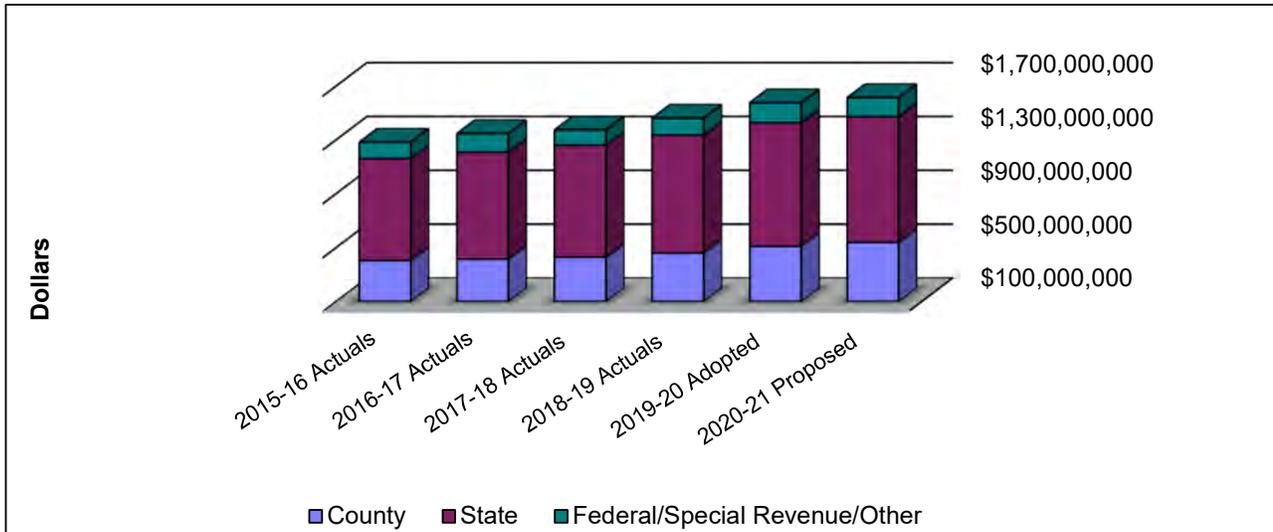
\* End of First Month (20th Day)



## CURRENT EXPENSE SIX YEAR EXPENDITURE COMPARISON

	County		State		Federal/Special Revenue/Other		Total	
	Dollars	% Incr.	Dollars	% Incr.	Dollars	% Incr.	Dollars	% Incr.
2020-21 Proposed Budget	\$ 538,111,951	5.6%	\$ 933,948,000	1.8%	\$ 140,891,446	-5.0%	\$ 1,612,951,397	2.4%
2019-20 Adopted Budget	\$ 509,451,701	10.8%	\$ 917,276,105	5.0%	\$ 148,278,368	16.8%	\$ 1,575,006,174	7.9%
2018-19 Actuals	\$ 459,864,612	7.4%	\$ 873,526,095	5.1%	\$ 126,949,812	11.6%	\$ 1,460,340,519	6.3%
2017-18 Actuals	\$ 428,136,763	3.5%	\$ 831,244,689	4.7%	\$ 113,764,919	-17.5%	\$ 1,373,146,371	2.0%
2016-17 Actuals	\$ 413,493,792	2.3%	\$ 794,257,003	4.9%	\$ 137,826,349	14.2%	\$ 1,345,577,144	5.0%
2015-16 Actuals	\$ 404,286,016	4.1%	\$ 756,804,591	4.3%	\$ 120,650,904	-7.5%	\$ 1,281,741,511	3.0%

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

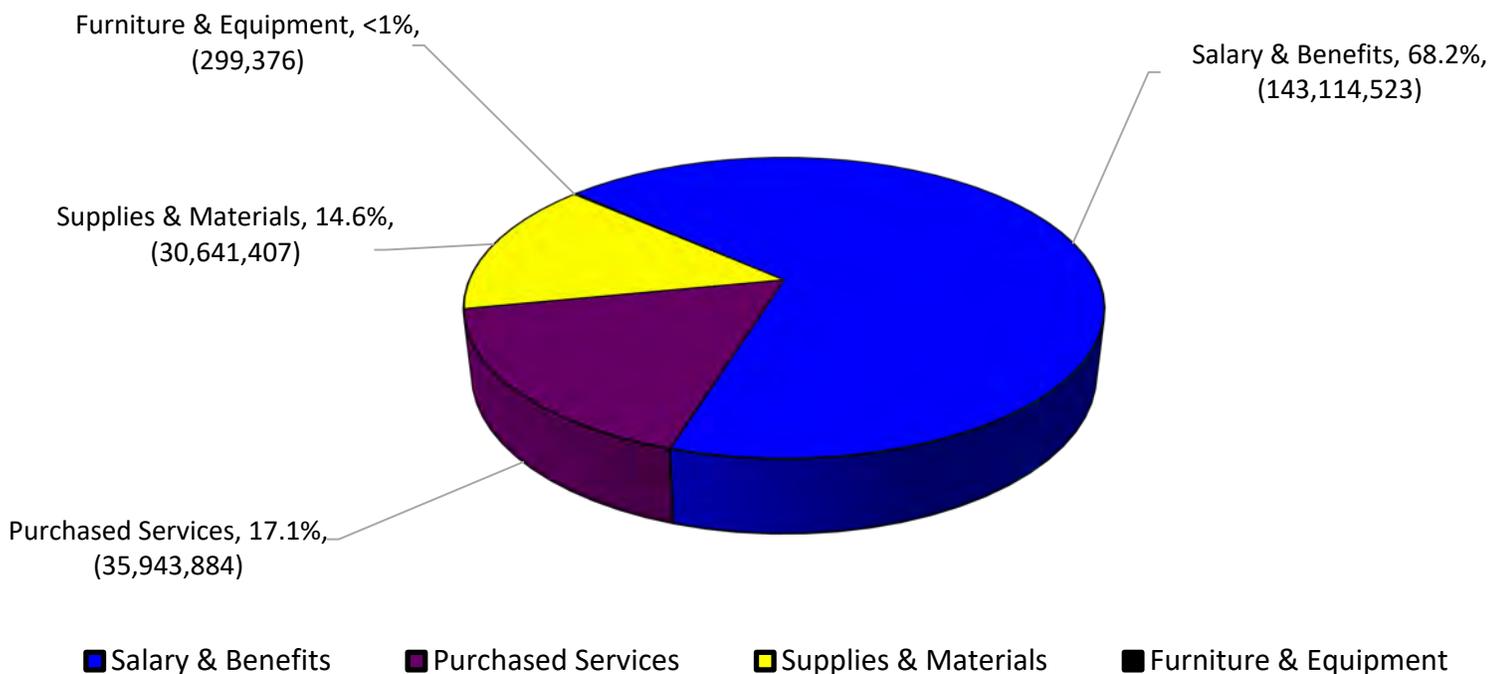


## REDIRECTION OF RESOURCES

As a continued part of Charlotte-Mecklenburg Schools budget development process to remain fiscally responsible and cost effective, each area is reviewed and evaluated and recommendations regarding the future of programs or services 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 the goals outlined in the priority focus areas assists in scrutinizing each item in the budget based on its relevance to the overall plan and goals of the district. These processes and other continuous improvement efforts result in a more efficient operation.

The following charts reflect the net reductions and redirections over the last ten years from state, federal and county sources for a total of \$210 million. From 2010-11 to 2019-20, nearly \$138.4 million has been redirected within the county funded portion of the budget to offset the budget increases needed for growth, new schools and sustaining operations at current service levels. Although all redirections ultimately impact the school level, there has been a focused effort to try to minimize the impact on the classroom and, most importantly, our students.

**Total Budget Reductions and Redirections  
from FY 2011-2020 = \$209,999,190**



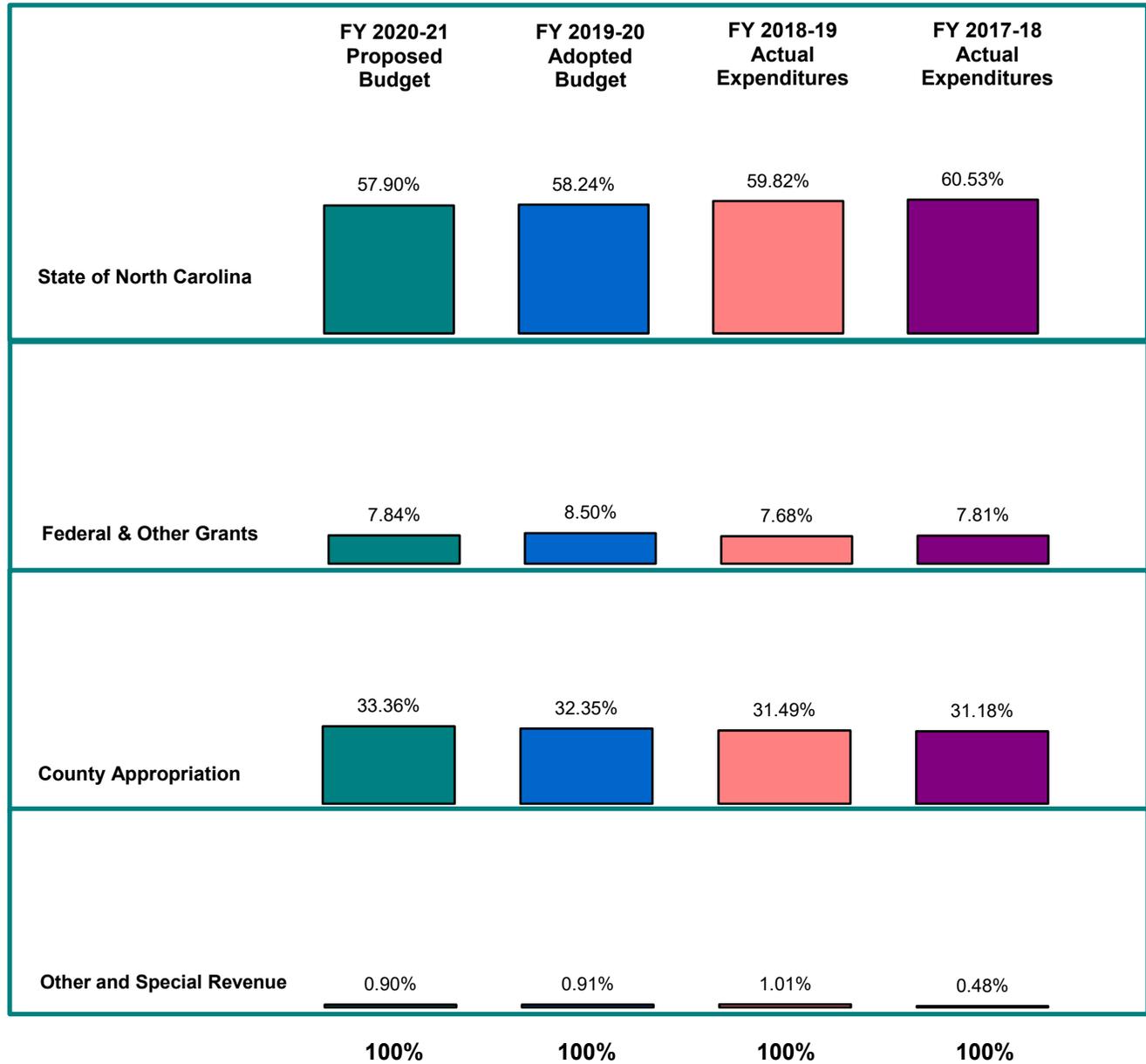
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**COMPARATIVE EXPENDITURES BY FUNDING SOURCE**

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	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
State of North Carolina	\$ 933,948,000	\$ 917,276,105	\$ 873,526,095	\$ 831,244,689
Federal and Other Grants	126,376,446	133,941,671	112,202,773	107,202,456
County Appropriation	538,111,951	509,451,701	459,864,612	428,136,763
Other and Special Revenue	14,515,000	14,336,697	14,747,039	6,562,463
<b>Total</b>	<b>\$ 1,612,951,397</b>	<b>\$ 1,575,006,174</b>	<b>\$ 1,460,340,519</b>	<b>\$ 1,373,146,371</b>

## COMPARATIVE EXPENDITURES PERCENTAGE BY SOURCE

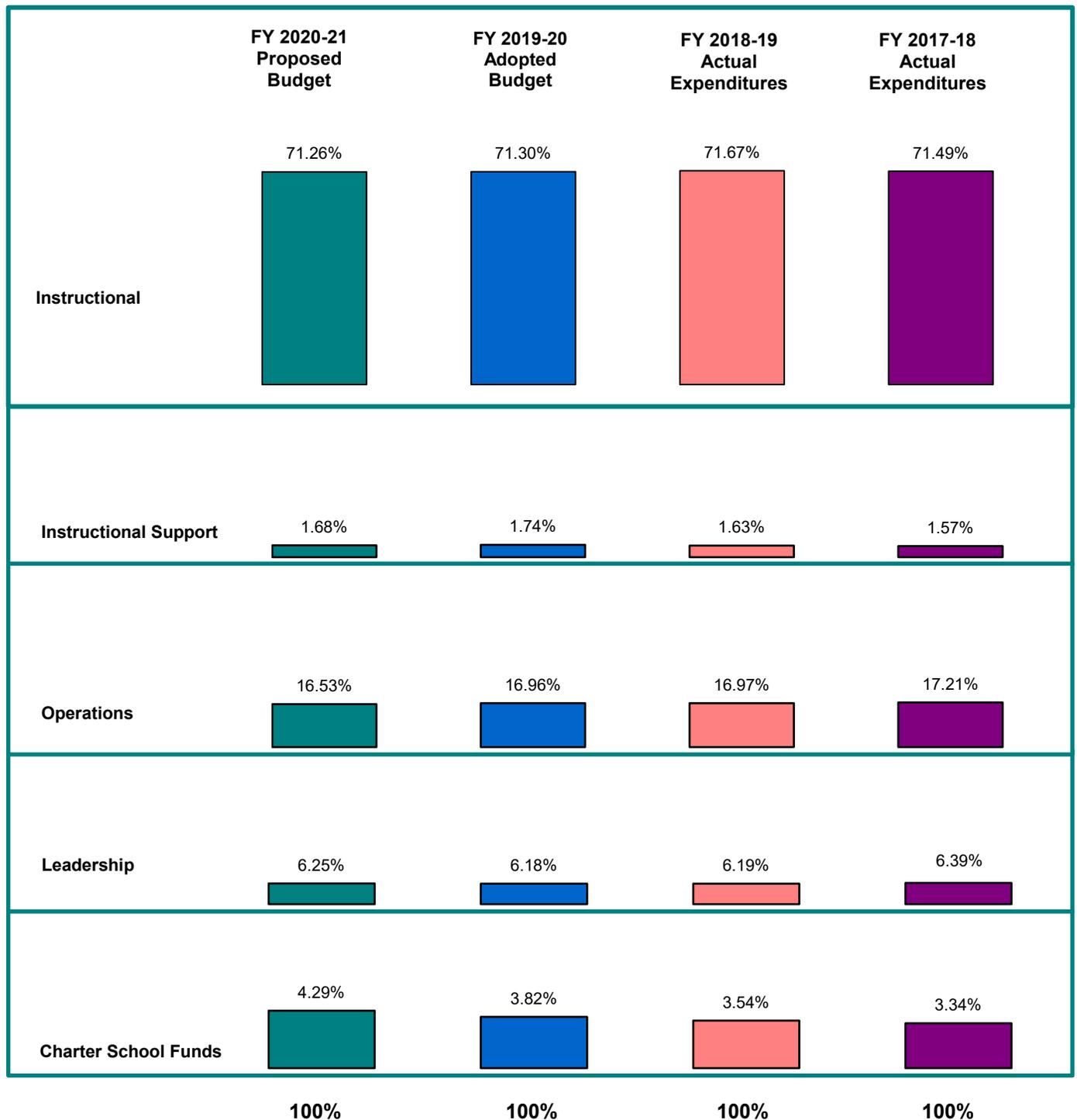


Note: Vertical bar graphs are not intended to be proportional across categories.

**COMPARATIVE EXPENDITURES BY MAJOR FUNCTION**

	2020-21 Proposed Budget	2019-20 Adopted Budget	2018-19 Actual Expenditures	2017-18 Actual Expenditures
<b>Instructional</b>				
Regular Instructional	\$ 761,924,856	\$ 744,293,638	\$ 711,108,377	\$ 662,810,566
Special Populations	180,517,262	174,213,418	158,632,543	151,401,221
Alternative Programs	109,878,321	109,774,604	93,960,281	90,770,863
Co-Curricular	6,778,180	6,673,760	6,755,262	6,576,596
School-Based Support	90,208,361	87,943,752	76,130,161	70,111,676
<b>Total Instructional</b>	<u>1,149,306,980</u>	<u>1,122,899,172</u>	<u>1,046,586,624</u>	<u>981,670,922</u>
<b>Instructional Support</b>				
Support and Development	13,309,521	12,714,670	11,850,121	10,016,145
Special Population Support and Development	4,314,915	5,087,918	3,593,289	3,505,552
Alternative Programs Support and Development	5,419,580	5,698,737	4,579,839	3,982,363
System-wide Pupil Support	<u>3,999,824</u>	<u>3,977,986</u>	<u>3,714,592</u>	<u>4,067,313</u>
<b>Total Instructional Support</b>	<u>27,043,840</u>	<u>27,479,311</u>	<u>23,737,841</u>	<u>21,571,373</u>
<b>Operations</b>				
Technology Support	23,112,609	32,079,207	13,677,508	14,711,882
Operational Support	210,137,803	202,493,016	205,277,445	192,780,856
Financial and Human Resource Services	23,742,910	23,012,445	20,669,362	21,393,345
Accountability	5,522,975	5,393,773	4,505,596	3,912,882
Community Services	561,025	549,353	721,616	772,792
Nutrition Services	349,705	350,648	735,061	249,487
Debt Service	-	-	-	581,648
Other	<u>3,143,344</u>	<u>3,205,331</u>	<u>2,272,591</u>	<u>1,911,113</u>
<b>Total Operations</b>	<u>266,570,371</u>	<u>267,083,773</u>	<u>247,859,179</u>	<u>236,314,005</u>
<b>Leadership</b>				
Policy, Leadership and Public Relations	18,094,587	17,870,118	15,529,390	16,825,609
School Leadership Services	<u>82,749,376</u>	<u>79,486,836</u>	<u>74,869,485</u>	<u>70,853,991</u>
<b>Total Leadership</b>	<u>100,843,963</u>	<u>97,356,954</u>	<u>90,398,875</u>	<u>87,679,600</u>
<b>Charter School Funds</b>	69,186,243	60,186,964	51,758,000	45,910,471
<b>Total</b>	<u>\$ 1,612,951,397</u>	<u>\$ 1,575,006,174</u>	<u>\$ 1,460,340,519</u>	<u>\$ 1,373,146,371</u>

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



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

**COMPARATIVE EXPENDITURES BY OBJECT CODE**

	<b>2020-21 Proposed Budget</b>	<b>2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	\$ 949,832,584	\$ 923,959,876	\$ 870,933,259	\$ 823,950,347
Benefits	386,149,836	362,696,201	313,473,755	285,240,099
Purchased Services	141,447,854	153,010,515	139,874,773	133,531,606
Materials and Supplies	65,578,038	74,430,711	77,365,288	78,053,965
Furniture and Equipment	756,842	721,907	6,935,444	6,459,883
Charter School Pass-through	<u>69,186,243</u>	<u>60,186,964</u>	<u>51,758,000</u>	<u>45,910,471</u>
<b>Total</b>	<b><u>\$ 1,612,951,397</u></b>	<b><u>\$ 1,575,006,174</u></b>	<b><u>\$ 1,460,340,519</u></b>	<b><u>\$ 1,373,146,371</u></b>

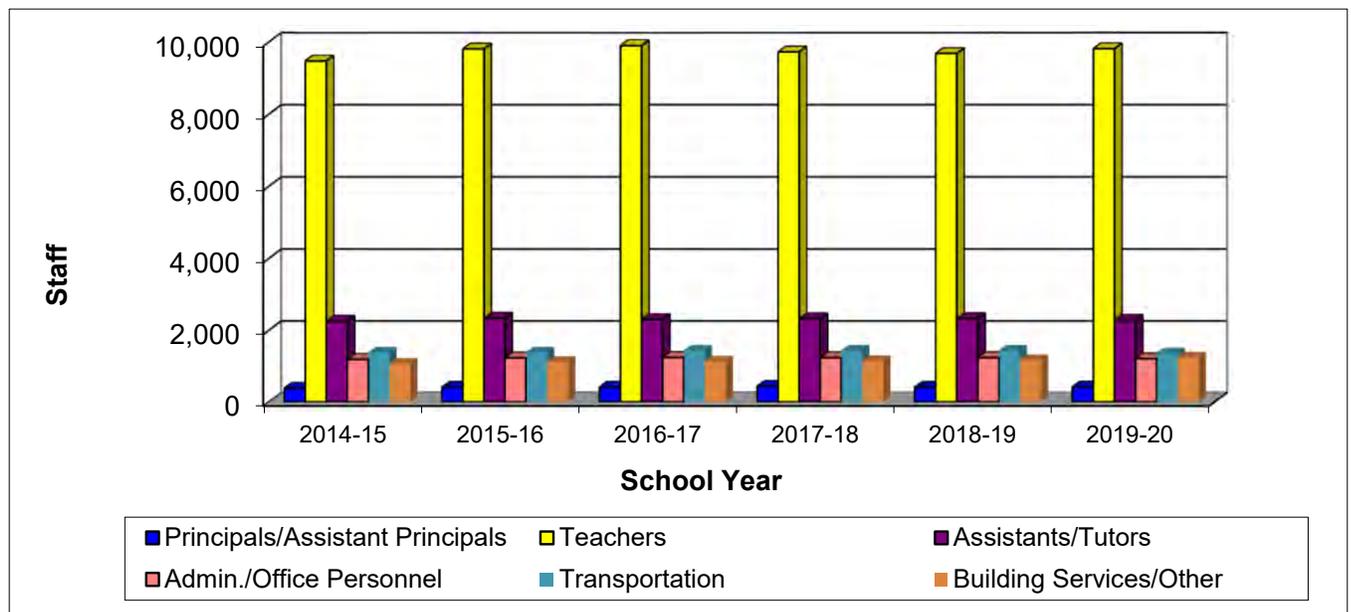
# PRIMARY INVESTMENT IS IN OUR PEOPLE



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

## SUMMARY OF STAFFING

	State	County	Federal/ Special Revenue/ Other	2020-21 Adopted Budget	2019-20 Amended Budget	Inc./ (Dec.) for 2020-21	2018-19 Adopted Budget
Principals and Assistant Principals	314.00	101.91	0.30	416.21	415.21	1.00	413.70
Teachers	8,341.02	1,141.94	334.50	9,817.46	9,800.46	17.00	9,629.92
Support Staff	1,116.45	351.75	177.00	1,645.20	1,601.20	44.00	1,498.01
Assistants, Tutors and Support	1,269.10	290.50	726.00	2,285.60	2,278.60	7.00	2,330.55
Administration and Office Personnel	489.25	657.00	60.50	1,206.75	1,199.75	7.00	1,242.90
Transportation	1,350.50	12.38	-	1,362.88	1,362.88	-	1,444.88
Building Services and Other	624.00	620.00	8.00	1,252.00	1,216.00	36.00	1,175.00
<b>Total</b>	<b>13,504.32</b>	<b>3,175.48</b>	<b>1,306.30</b>	<b>17,986.10</b>	<b>17,874.10</b>	<b>112.00</b>	<b>17,734.96</b>



## SUMMARY OF STAFFING DETAILS

	Program Reference	Program Change Description	State	County	Federal/Other	Total
<b>Principals and Assistant Principals</b>						
Principal	III.B.1	New Schools - Staffing & Operating Costs	1.00			1.00
		Subtotal Principals and Assistant Principals	1.00	0.00	0.00	1.00
<b>Teachers</b>						
Exceptional Children Teachers	III.A.1	Student Enrollment Growth		7.00		7.00
Regular Education Teachers	III.B.1	New Schools - Staffing & Operating Costs	6.00			6.00
Exceptional Children Teachers	IV.B.	Exceptional Children Staffing		4.00		4.00
		Subtotal Teachers	6.00	11.00	0.00	17.00
<b>Assistants</b>						
Exceptional Children Teacher Assistants	III.A.1	Student Enrollment Growth		2.00		2.00
In-School Suspension Assitant	III.B.1	New Schools - Staffing & Operating Costs	1.00			1.00
Intensive Behavioral	IV.A.	Student Support Staffing		2.00		2.00
Exceptional Children Teacher Assistants	IV.B.	Exceptional Children Staffing		2.00		2.00
		Subtotal Assitants	1.00	6.00	0.00	7.00
<b>Support Staff</b>						
Speech Therapists	III.A.1	Student Enrollment Growth		3.00		3.00
Media Coordinator	III.B.1	New Schools - Staffing & Operating Costs	1.00			1.00
Facilitators	III.B.1	New Schools - Staffing & Operating Costs		3.00		3.00
Counselors	IV.A.	Student Support Staffing		15.00		15.00
Psychologists	IV.A.	Student Support Staffing		5.00		5.00
Social Workers	IV.A.	Student Support Staffing		15.00		15.00
Occupational Therapists	IV.B.	Exceptional Children Staffing		2.00		2.00
		Subtotal Support Staff	1.00	43.00	0.00	44.00
<b>Administrative and Office Personnel</b>						
Secretary, Administrative	III.B.1	New Schools - Additional Staffing	2.00	1.00		3.00
Facilities Planning Director	IV.D.	Building Services PM		1.00		1.00
Chief Compliance and Transparency Officer	IV.E.	Program Expansion and New Initiatives		1.00		1.00
Secretary, Administrative	IV.E.	Program Expansion and New Initiatives		1.00		1.00
Public Records Officer/Legal Specialist	IV.E.	Program Expansion and New Initiatives		1.00		1.00
		Subtotal Admin and Office Personnel	2.00	5.00	0.00	7.00
<b>Building Services and Others</b>						
Head Custodian I	III.B.3	New Schools - Staffing & Operating Costs		1.00		1.00
Head Custodian II	III.B.4	New Schools - Staffing & Operating Costs		1.00		1.00
Custodian	III.B.5	New Schools - Staffing & Operating Costs		10.00		10.00
Roofer II	III.B.6	New Schools - Staffing & Operating Costs		2.00		2.00
HVAC	III.B.7	New Schools - Staffing & Operating Costs		2.00		2.00
Facilities Project Managers	III.B.8	New Schools - Staffing & Operating Costs		2.00		2.00
Security Associate	IV.C.	Safety & Security		15.00		15.00
Locksmith	IV.C.	Safety & Security		2.00		2.00
Fire Alarm Specialist	IV.C.	Safety & Security		1.00		1.00
		Subtotal - Building Services & Other	0.00	36.00	0.00	36.00
<b>Program Continuation</b>						
		<b>GRAND TOTAL</b>	<b>11.00</b>	<b>101.00</b>	<b>0.00</b>	<b>112.00</b>

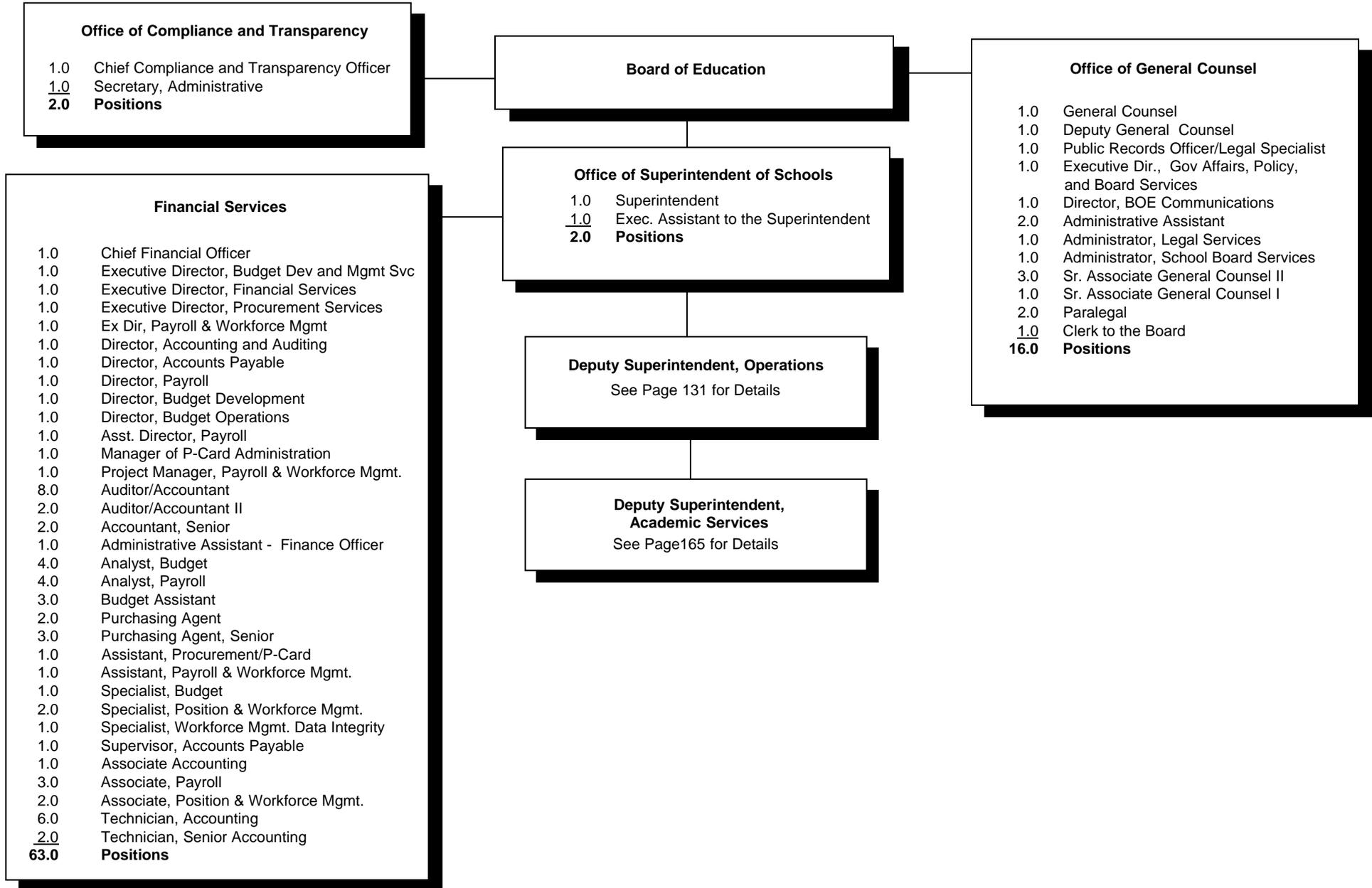
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# Administrative and Central Support

Administrative  
and Central Support

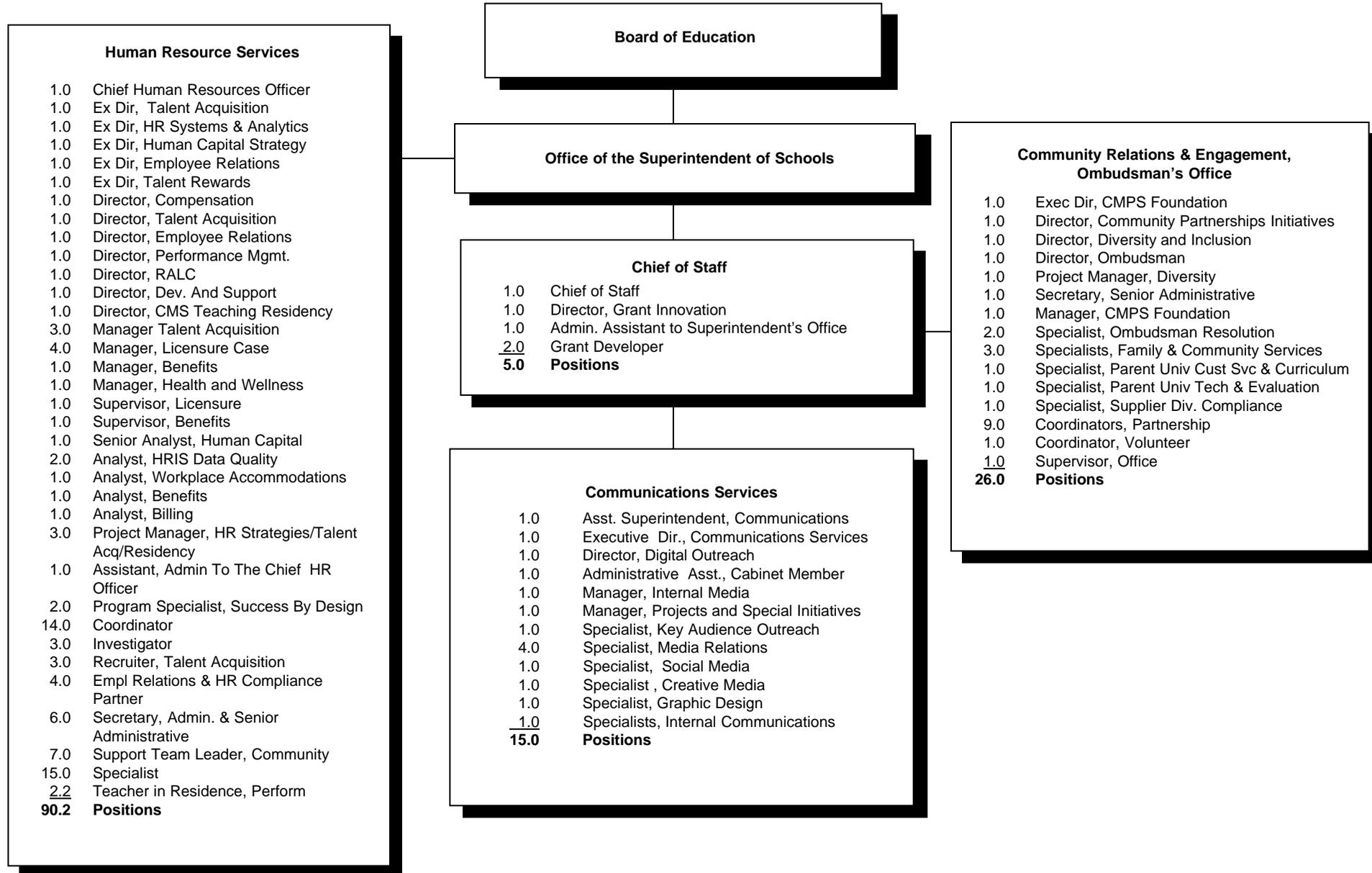


# Administrative & Central Support



# Administrative & Central Support

## Page 2



## **ADMINISTRATIVE & CENTRAL SUPPORT**

### **Work Accomplished and Focus Areas**

---

#### **OFFICE OF THE SUPERINTENDENT**

##### **Focus Areas for 2020-2021**

Advance the work of our strategic 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

By ensuring we:

- Focus on the Instructional Core
  - Students – How students participate in their education
  - Teachers – The knowledge & skills of teachers
  - Content – The level & complexity of content students are asked to learn
- Manage our Performance
  - Build on strengths
  - Adapt new ways of working
  - Measure our progress

#### **OFFICE OF GENERAL COUNSEL AND BOARD SERVICES**

##### **Work Accomplished 2019-2020**

- Continued to bring legal work in-house to reduce legal spend to the district and develop areas of expertise
- Successful implementation of the Board's current legislative agenda
- Successful consolidation of legal and board services departments

##### **Focus Areas for 2020-2021**

- Provide additional education and training for CMS Board and employees on pertinent legal issues
- Increase capacity to bring more legal work in-house
- Increase efficiencies in board service operations. Including board service communications and constituent services
- Telecommuting, if necessary

#### **FINANCIAL SERVICES**

##### **Work Accomplished 2019-2020**

- Received an unmodified audit opinion (clean opinion) from the external audit for the fiscal year 2019– the opinion was included in the Comprehensive Annual Financial Report (CAFR) prepared by the accounting staff
- Successfully orchestrated year-end close out of all state allotments resulting in the maximization of all funding sources
- Working closely with Strategy Management team, continued to improve upon the budget process to create direct alignment of resource allocations to solutions identified that address root causes of the gaps in current and desired state as defined in the Strategic Plan 2024
- Actively engaged in system modernization program in partnership with Human Resources and Business Technology with a goal of more streamlined, automated and integrated

## **ADMINISTRATIVE & CENTRAL SUPPORT**

### **Work Accomplished and Focus Areas**

---

#### **FINANCIAL SERVICES (Continued)**

- systems and processes that will enhance effectiveness and efficiency of financial operations and improve customer experience
- Redesigned Procurement Department website to facilitate a better user experience and provide updated information
- Received recognition and awards for excellence in financial reporting from both the Government Finance Officers Association and Association of School Business Officials for the 2018 Comprehensive Annual Financial Report (CAFR)
- Achieved high audit satisfaction scores from school principals and staff
- Continued to support key business functions such as payroll, paying vendors, contract management, and other accounting and budget management activities in a remote working environment necessitated by the COVID-19 health crisis
- Provided financial leadership and support for district staff by providing numerous face-to-face training opportunities such as:
  - o Financial secretaries annual In-Service
  - o On-demand training for new financial secretaries
  - o Year-end procedures training for school financial secretaries
  - o Personalized training sessions for school and department financial staff as requested

#### **Focus Areas 2020-2021**

- Receive an unmodified audit opinion (clean 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
- Demonstrate improved performance and customer satisfaction in the financial services division
- Continue to evolve the budget process to execute resource allocations and realignments as needed for the most effective use of resources in clear alignment to Strategic Plan 2024 and interim solutions
- Implement annual and ongoing continuous process improvements (CIP) with an emphasis on improving efficiencies while maintaining a customer focused approach – a key CIP for FY 2020-21: Finance will continue to engage heavily in the system modernization work to meet target go-live dates for the various ERP modules. The modernized technology will improve systems and processes, create efficiencies, enhance reporting and improve the employee/customer experience
- Support schools as necessary to positively impact efforts to eliminate student performance and opportunity gaps and improve academic outcomes

## **ADMINISTRATIVE & CENTRAL SUPPORT**

### **Work Accomplished and Focus Areas**

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#### **COMMUNICATIONS**

##### **Work Accomplished 2019-20**

- Continued with re-design of the CMS website.
- Improve messaging platforms of all CMS channels.
- Revisit and refresh CMS brand identity and design standards

##### **Focus Areas 2020-21**

The CMS Communications Services department supports the CMS mission to support academic achievement for all students with the following goals for 2020-2021

- Bolster access and use of information by families, parents and students that impact student achievement and make clear the options and choices open to students.
- Continue to open access to data and information that empower families, parents and students with information to drive achievement.
- Strengthen crisis, incident and emergency response communications.
- Increase awareness of Career & Technical Education pathways, EC programs, and robust Academics curriculum across the district.
- Support communications that drive improvements on key levers identified by the efforts of the Equity Committee.
- Increase the quality and engagement of employees across the district.
- Centralize platforms, tools and outlets for communications with digital outreach as a prominent focus.
- Increase access to information among all families, students and stakeholders.
- Build greater engagement around Superintendent's priorities and engagement within community on those priorities.
- Enhance communications training opportunities for executive leaders and principals.

#### **COMMUNITY RELATIONS & ENGAGEMENT, OMBUDSMAN**

##### **Work Accomplished 2019-2020**

- Received and assisted with more than 400 inquiries from families, staff members, students and community members. Inquiries included questions, concerns and issues at the school and district level. The Ombudsman's Office worked with CMS to answer questions and assist with resolution whenever possible.
- Increased awareness of the work of the Ombudsman's Office by making more than 50 presentations to internal and external audiences and hosting information booths. Presentations were made to principals, departments, internal leadership groups and external groups such as the Latin American Coalition, Mecklenburg County Community Resource Centers, Black Women's Caucus, YWCA, Enlace, Literacy Roundtable, Charlotte Regional Realtors Association and others.
- Created a quarterly report to provide information to executive staff regarding data such as volume of inquiries, types of inquiries, inquiries by Learning Community and other information. This information will help build on areas of strength and address

## **ADMINISTRATIVE & CENTRAL SUPPORT**

### **Work Accomplished and Focus Areas**

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#### **COMMUNITY RELATIONS & ENGAGEMENT, OMBUDSMAN (Continued)**

opportunities for growth.

##### **Focus Areas 2020-2021**

- Develop intermediary practices and procedures for additional professional development on customer service for front office staff.
- Address responsiveness from district/school staff by:
  - Setting high expectations at all levels for quality customer service and quick response time.
  - Communicating district-wide expectations internally and externally and holding each other accountable for meeting those expectations.
- Continue to increase awareness of the work of the Ombudsman's Office externally and build a reputation for professionalism, credibility, and neutrality with those we serve.

#### **HUMAN RESOURCE SERVICES**

##### **Work Accomplished 2019-20**

- Implemented near real-time data dashboard for school-based teacher observation data through Microsoft BI tool
- Effective January 31, 2020, all active employees are compliant with the CMS fingerprinting policy.
- Successfully implemented the DHHS fingerprint requirement across licensed child-care providing schools, with on-site fingerprint and background checks.
- Human Trafficking Training
- Per Senate Bill 199, employees and new hires will begin to access the training during Summer 2020.
- Successfully implemented the Commercial Driver (CDL) Clearinghouse for Drug & Alcohol Violations for the district on all current and prospective drivers.
- Successful New Teacher Orientation for approx. 850 teachers
- Successfully merged Project LIFT and Success by Design into one cohesive advanced role program spanning over 1/3 of CMS schools.
- CMS Teaching Residency almost doubled the # of teachers hired the first day of school 2019, 88 teachers compared to 48 in 2018.

##### **Focus Areas 2020-2021**

- Successfully implement phase one of the CMS Business Modernization project including cloud-based modules for core HR function and payroll.
- Attract and hire top talent for CMS students and a workforce reflective of our diverse community and student body.
- Fully embrace the Human Capital Partner Service Model providing principals and other hiring managers with strategies and support tailored to their needs through a dedicated HR team.

## **ADMINISTRATIVE & CENTRAL SUPPORT**

### **Work Accomplished and Focus Areas**

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#### **HUMAN RESOURCE SERVICES (Continued)**

- Understand and improve retention of top talent and improved levels of employee engagement, driving student engagement and achievement.
- Convert excellent student teacher candidate to full time CMS teachers through a strategic student teacher pipeline.
- Properly align work based upon key functional areas of Human Resources to best industry standards.
- Eliminate duplicative work and provide clear points of contact for principals and other hiring managers.
- Establish uniform and consistent guidelines to ensure compliance with all laws and regulations and clear communication regarding HR processes & procedures.
- Continue to improve licensure verification process focusing on quicker turnaround timelines and tracking systems
- Develop virtual career fair and interviewing processes
- Expand the CMS Teacher Residency program.
- Enhance the CMS & UNCC partnership through the Student-Teacher Project.
- Utilize data-driven cross-functional strategic projects like the Teacher Retention Project to increase retention of top-talent throughout the district.

**ADMINISTRATIVE & CENTRAL SUPPORT**

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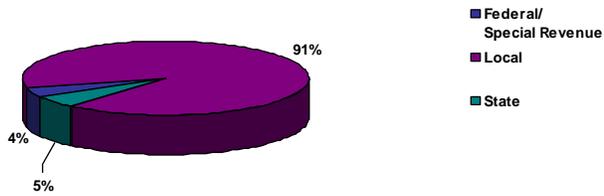
<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	16,952,394	16,251,871	15,158,594	13,963,250
Benefits	6,151,726	5,635,616	5,046,012	4,452,383
Purchased Services	14,717,963	15,475,756	10,099,979	10,795,868
Supplies and Materials	902,317	998,582	645,100	895,015
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 38,724,400</u>	<u>\$ 38,361,825</u>	<u>\$ 30,949,685</u>	<u>\$ 30,106,516</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.

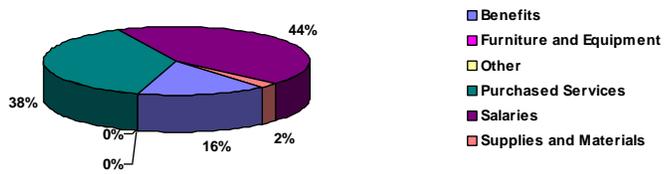
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ADMINISTRATIVE & CENTRAL SUPPORT**

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### 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, establishing and administering regulations for the system, and adhering to and advancing the strategic plan for Charlotte- Mecklenburg District. .

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**BUDGET ACCOUNTABILITY:**

Earnest Winston  
Superintendent

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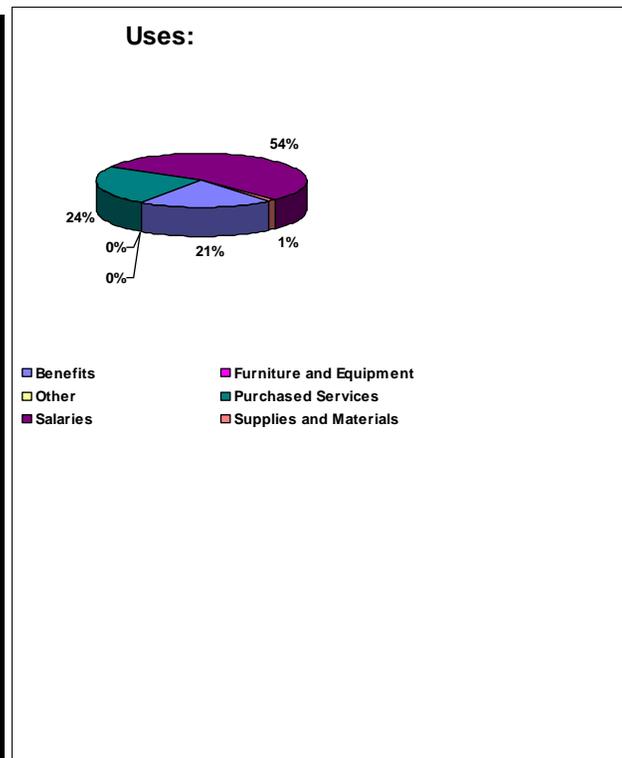
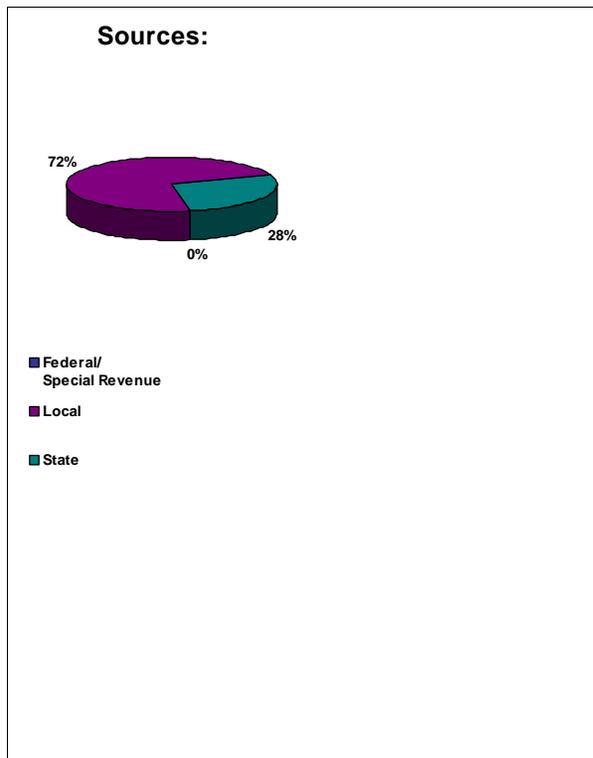
**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 14,083
<b>Purchased Services</b>	
Redirected from purchased services to supplies and materials	(2,500)
<b>Supplies and Materials</b>	
Redirected to supplies and materials from purchased services	2,500

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	376,128	370,008	474,454	590,602
Benefits	145,486	137,523	127,687	142,680
Purchased Services	166,298	168,798	260,329	271,761
Supplies and Materials	8,762	6,262	6,405	43,612
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 696,674</b>	<b>\$ 682,591</b>	<b>\$ 868,875</b>	<b>\$ 1,048,655</b>



## OFFICE OF GENERAL COUNSEL AND BOARD SERVICES

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**Description:** The General Counsel oversees the Office of General Counsel. The Office of General Counsel provides Legal services, including Legal representation of the Charlotte Mecklenburg Board of Education, the Superintendent and the Superintendent's designees, CMS staff and oversees the provision of such advice and representation by outside counsel.

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**BUDGET ACCOUNTABILITY:**

Andre Mayes  
General Counsel

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

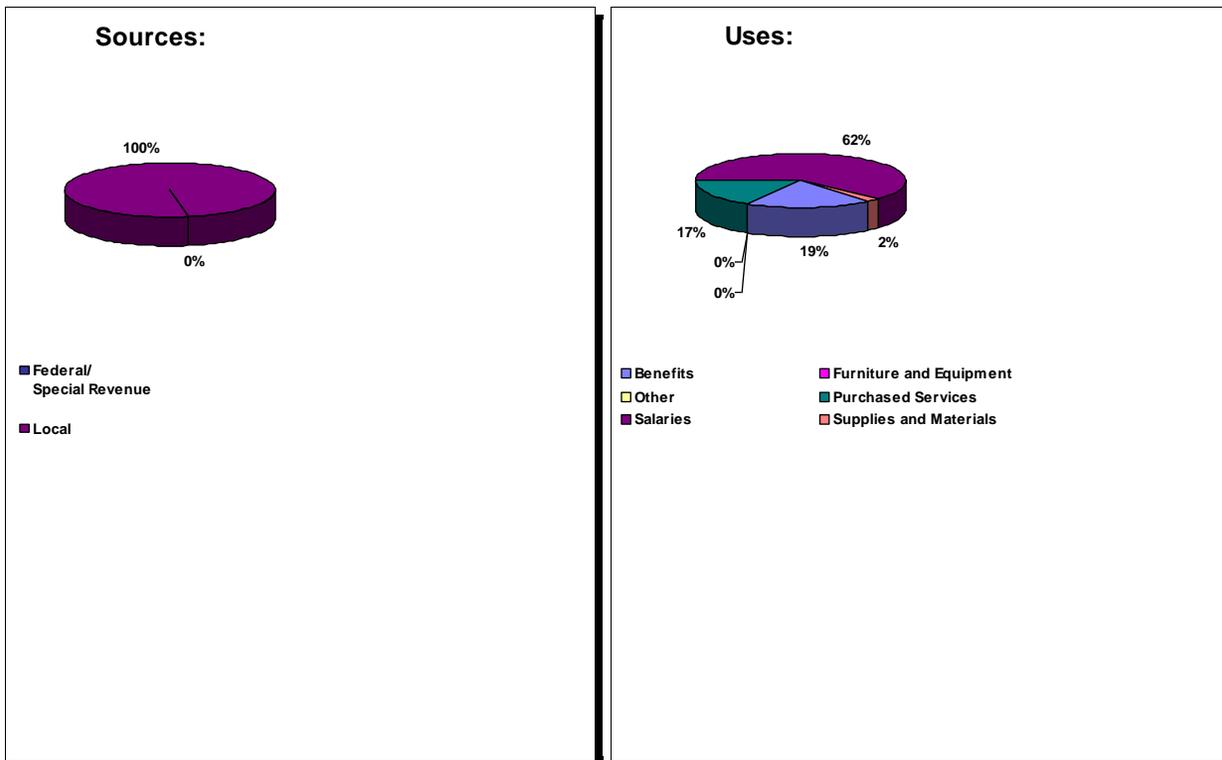
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 65,873
Compliance and Legal Support - funds for one Public Records Specialist	139,874
<b>Purchased Services</b>	
Compliance and Legal Support	13,711
<b>Supplies and Materials</b>	
Compliance and Legal Support	23,123

Note: Changes listed are not intended to agree exactly to variance between budgets.

**OFFICE OF GENERAL COUNSEL AND BOARD SERVICES**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	2,057,492	1,925,883	1,646,672	1,474,933
Benefits	649,647	575,509	442,002	387,125
Purchased Services	558,618	544,907	417,795	340,520
Supplies and Materials	72,750	49,627	101,986	74,260
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u><u>\$ 3,338,507</u></u>	<u><u>\$ 3,095,926</u></u>	<u><u>\$ 2,608,455</u></u>	<u><u>\$ 2,276,838</u></u>

Board members may use all expense account funds for any allowable, Board-related expense they incur as set forth in Board Policy BID. Nothing herein shall be construed to increase the total amount of expense funds available to any Board member. Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## OFFICE OF COMPLIANCE AND TRANSPARENCY

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**Description:** The Office of Compliance and Transparency provides on-going evaluation of the effectiveness of the District's compliance programs as it relates to federal, state, local, and internal regulatory requirements, provide guidance to staff on best practices related to compliance and serve as public spokesperson for the Board on compliance and risk management.

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**BUDGET ACCOUNTABILITY:**

Vacant  
Chief Compliance and Transparency Officer

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

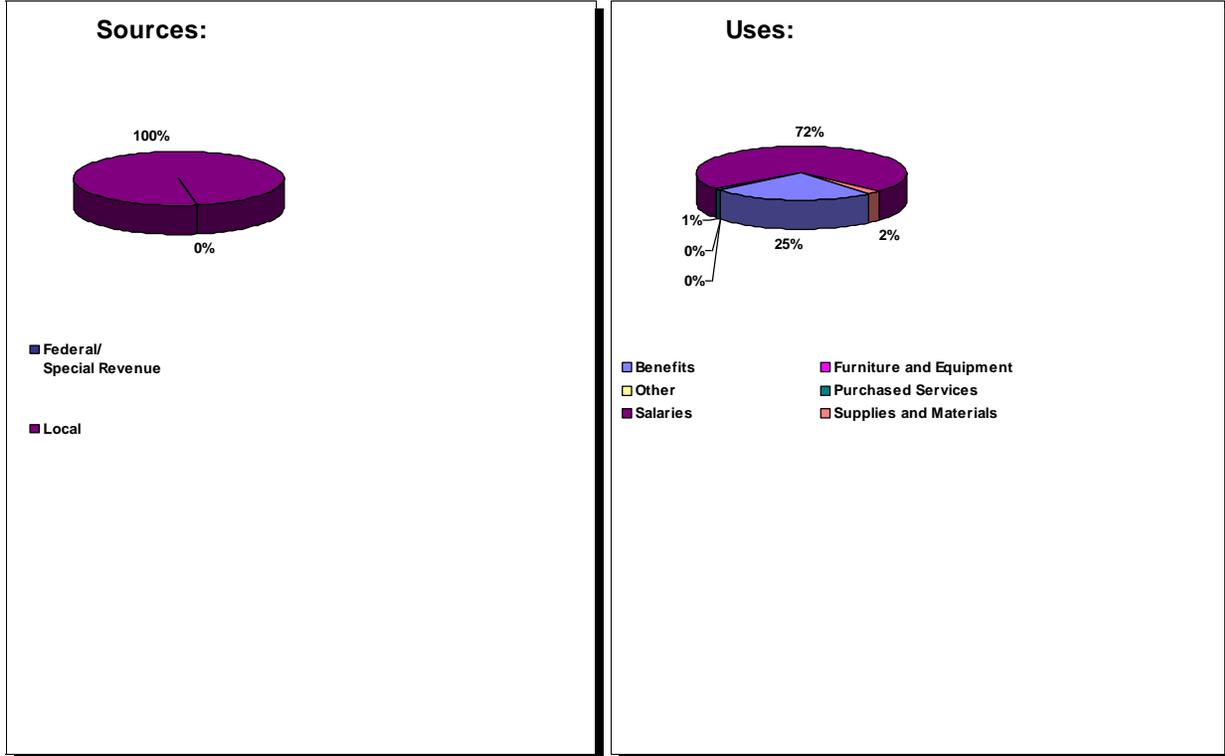
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Compliance and Legal Support - funds for one Chief Compliance and Transparency Officer and one administrative support specialist position	\$ 310,221
<b>Purchased Services</b>	
Compliance and Legal Support	3,000
<b>Supplies and Materials</b>	
Compliance and Legal Support	7,000

Note: Changes listed are not intended to agree exactly to variance between budgets.

**OFFICE OF COMPLIANCE AND TRANSPARENCY**

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	230,000	-	-	-
Benefits	80,221	-	-	-
Purchased Services	3,000	-	-	-
Supplies and Materials	7,000	-	-	-
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 320,221</b>	-	-	-

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## FINANCIAL SERVICES

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

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**BUDGET ACCOUNTABILITY:**

Sheila W. Shirley  
Chief Financial Officer

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

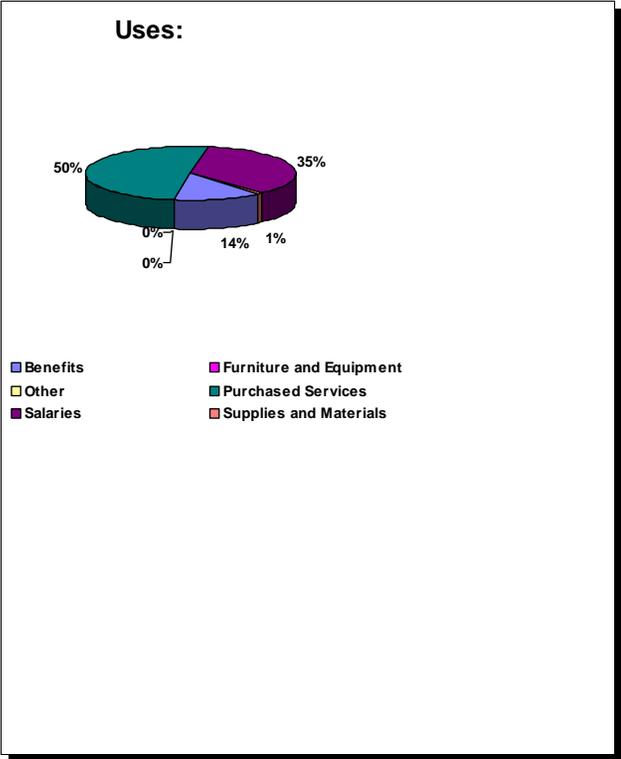
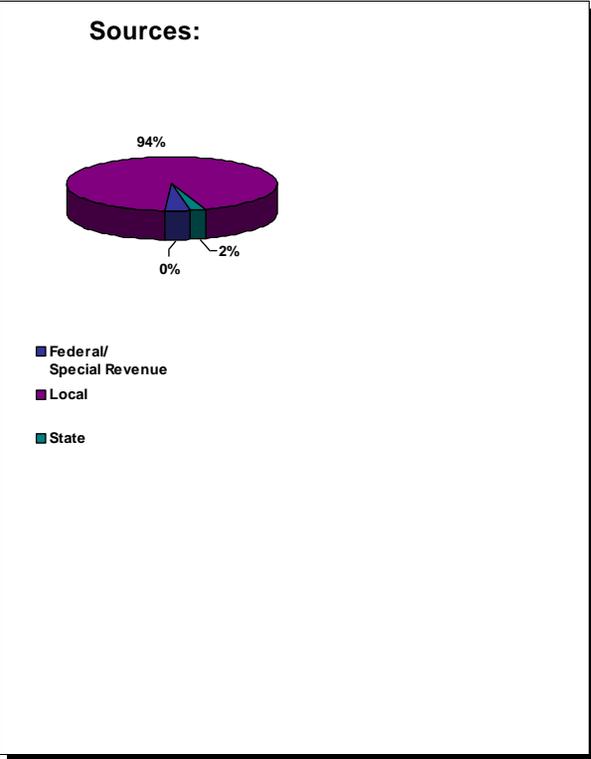
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 138,915

Note: Changes listed are not intended to agree exactly to variance between budgets.

# FINANCIAL SERVICES

Expenditures	FY 2019-20 Adopted Budget	FY 2018-19 Adopted Budget	FY 2017-18 Actual Expenditures	FY 2016-17 Actual Expenditures
Salaries	4,244,235	4,199,703	3,854,178	3,606,577
Benefits	1,638,258	1,543,875	1,348,417	1,181,529
Purchased Services	6,018,104	6,018,104	5,995,112	7,347,292
Supplies and Materials	94,304	94,304	36,747	109,762
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 11,994,901</u>	<u>\$ 11,855,986</u>	<u>\$ 11,234,454</u>	<u>\$ 12,245,160</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## CHIEF OF STAFF

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**Description:** The Office of the Chief of Staff supports the Superintendent in all projects and initiatives designed to further the growth and success of Charlotte-Mecklenburg Schools. The Chief of Staff supports and directs the work of the following departments: Communications, Community Partnerships and Family Engagement, Diversity and Inclusion, Ombudsman’s Office, CMS Foundation and the Grant’s Innovation Team.

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**BUDGET ACCOUNTABILITY:**

LaTazja Henry  
Chief of Staff

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

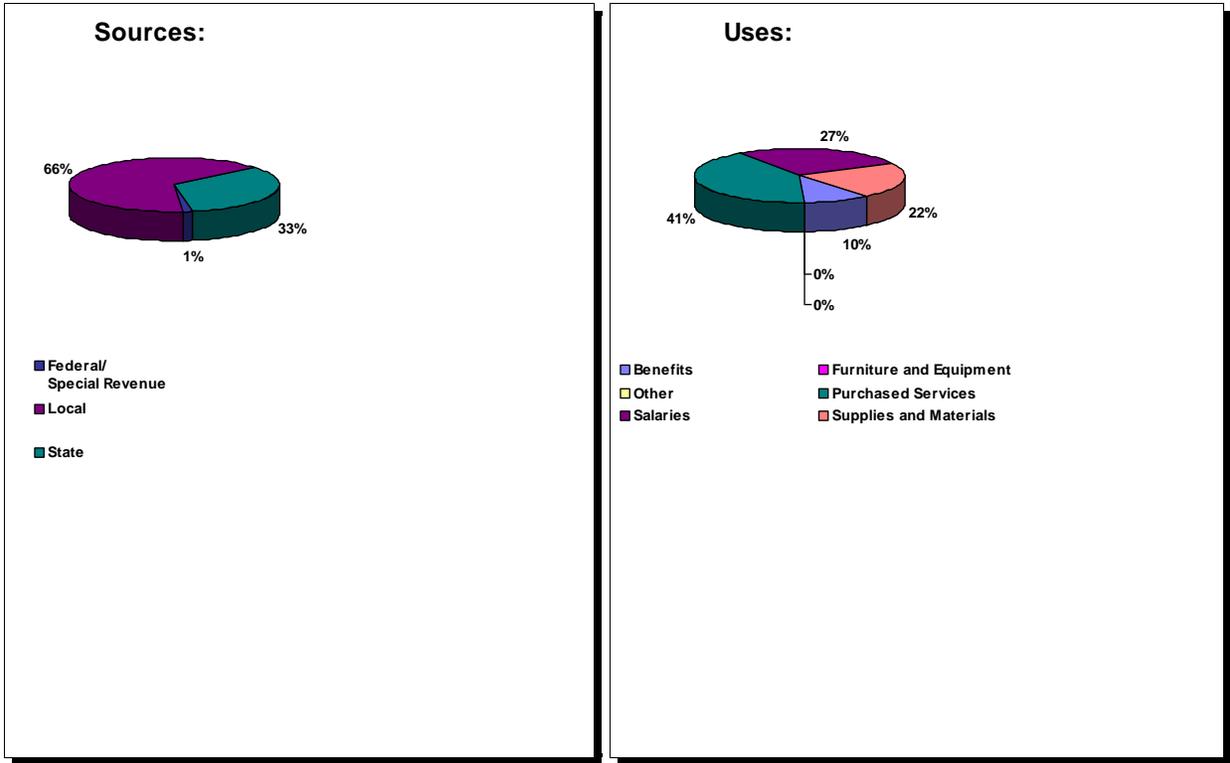
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 15,259

Note: Changes listed are not intended to agree exactly to variance between budgets.

**CHIEF OF STAFF**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	497,098	490,763	316,929	250,917
Benefits	154,110	145,186	93,172	70,480
Purchased Services	159,170	159,170	86,600	-
Supplies and Materials	38,773	38,773	39,913	270
Other	-	-	-	-
	<b>\$ 849,151</b>	<b>\$ 833,892</b>	<b>\$ 536,614</b>	<b>\$ 321,667</b>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## COMMUNITY RELATIONS & ENGAGEMENT, OMBUDSMAN'S OFFICE

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**Description:** The Ombudsman's Office is responsible for assisting parents, community members and employees with school-related concerns and issues. They work to help those who have questions or concerns to find the best channels for resolving them. The mission of the Community Partnerships team is to establish partnerships with private, public, non-profit and faith communities to promote student academic achievement and create safe environments by identifying needs and mobilizing/leveraging resources. The Family Engagement arm of the team works to engage and empower families to become participants in their child's educational journey. The team is also responsible for volunteer management.

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### **BUDGET ACCOUNTABILITY:**

Rosanna Saladin-Subero and Jerri Haigler

Directors, Community Partnerships & Family Engagement and Office of the Ombudsman

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### **SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

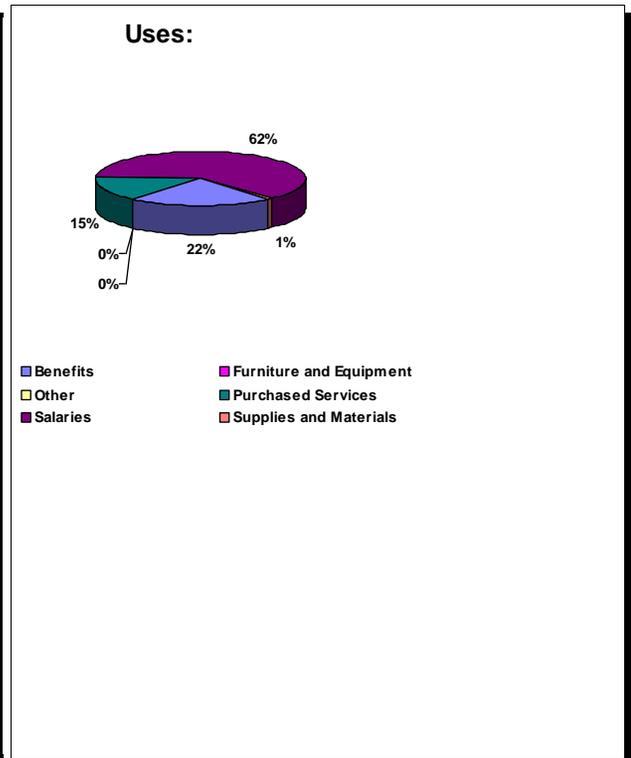
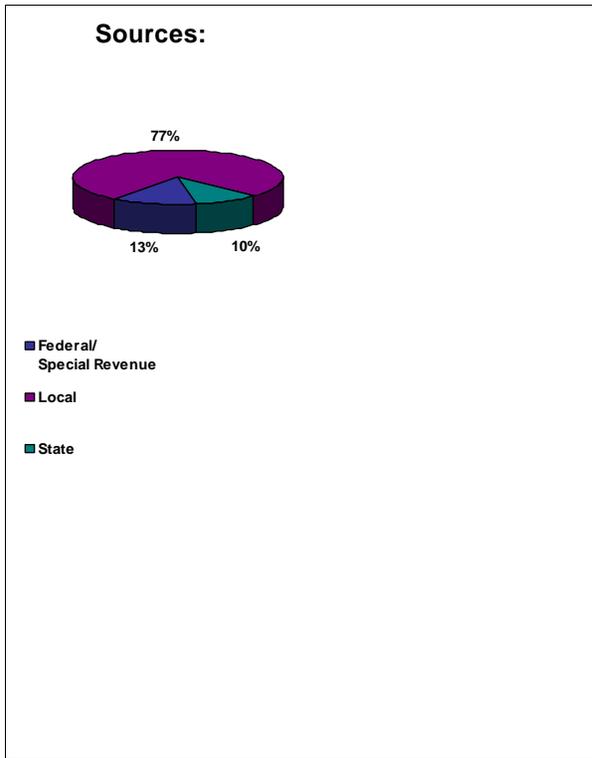
<b>Description</b>		<b>Amount</b>
<b>Salaries and Benefits</b>		
Salary and Benefit Adjustments	\$	53,062
Redirected from salaries and benefits to purchased services		(914)
<b>Purchased Services</b>		
Federal adjustment - Title VII Indian Education		7,977
Redirected to purchased services from salaries and benefits		914

Note: Changes listed are not intended to agree exactly to variance between budgets.

**COMMUNITY RELATIONS & ENGAGEMENT, OMBUDSMAN**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	1,809,269	1,787,495	1,959,420	1,773,167
Benefits	648,369	617,995	666,174	572,205
Purchased Services	446,352	437,461	835,194	747,922
Supplies and Materials	27,919	27,919	39,252	28,404
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u><u>\$ 2,931,909</u></u>	<u><u>\$ 2,870,870</u></u>	<u><u>\$ 3,500,040</u></u>	<u><u>\$ 3,121,698</u></u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## COMMUNICATIONS SERVICES

---

**Description:** The Communications Team is responsible for maintaining effective communications within Charlotte-Mecklenburg Schools. They deliver clear, timely and accurate information about CMS and communicate the objectives and accomplishments of CMS so that the public effectively understands district functions and goals. They also provide employees with timely information, encourages and coordinates news coverage with media, arranges staff interviews and provides responses to requests for information to promote full public understanding of CMS issues, policies and accomplishments.

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**BUDGET ACCOUNTABILITY:**

Renee McCoy  
Executive Director, Communications

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

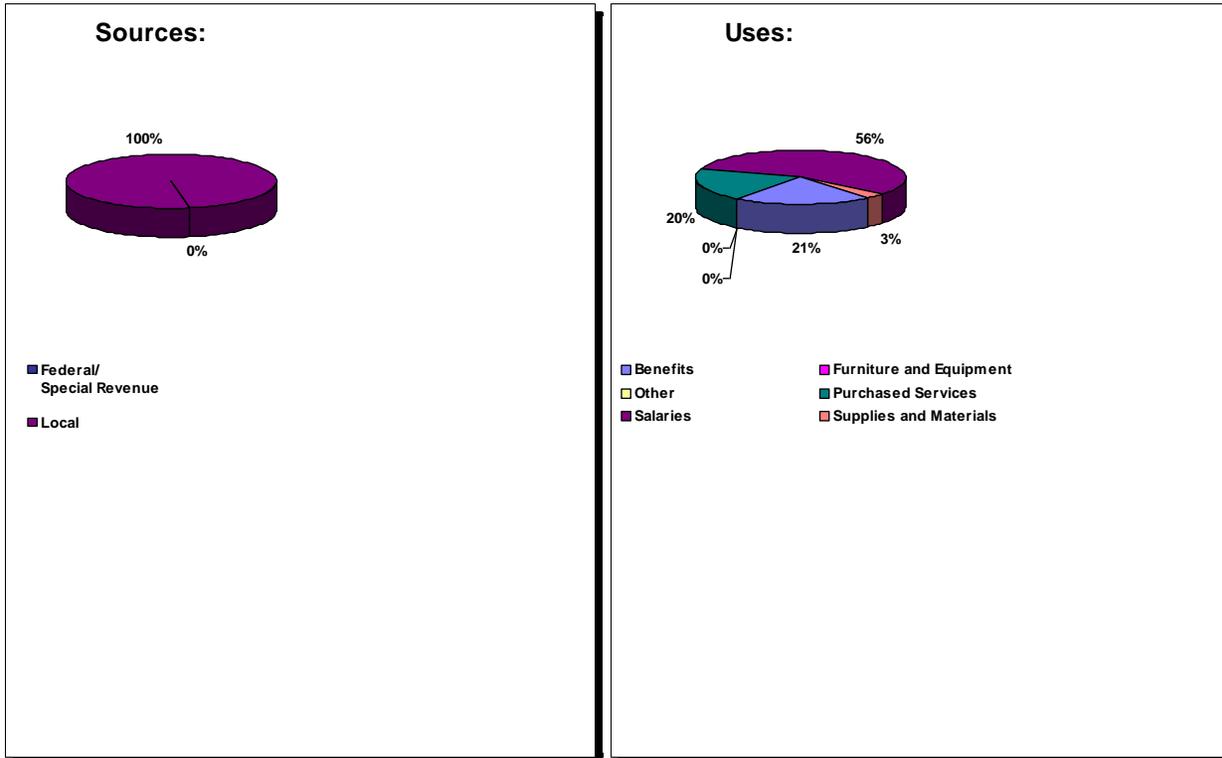
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 40,739
<b>Purchased Services</b>	
Redirect for curriculum adoption and sustaining operations - software platforms	(380,000)
Redirected from purchased services to supplies and materials	(20,707)
<b>Supplies and Materials</b>	
Redirected to supplies and materials from purchased services	20,707

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	1,168,257	1,153,370	1,130,878	936,384
Benefits	448,500	422,648	372,790	297,547
Purchased Services	418,657	819,364	695,327	622,260
Supplies and Materials	63,065	42,358	61,813	252,491
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 2,098,479</u>	<u>\$ 2,437,740</u>	<u>\$ 2,260,808</u>	<u>\$ 2,108,682</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## HUMAN RESOURCES SERVICES

---

**Description:** Human Resources will enhance the employee experience through a simplification and modernization of current processes in order to support positive outcomes for every CMS student. The Human Resource organization will work to serve stakeholders, build relationships and increase impact through core HR operations, talent acquisition, learning & leadership development, client services and employee relations.

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**BUDGET ACCOUNTABILITY:**  
Christine Pejot  
Chief Human Resources Officer

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### SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET

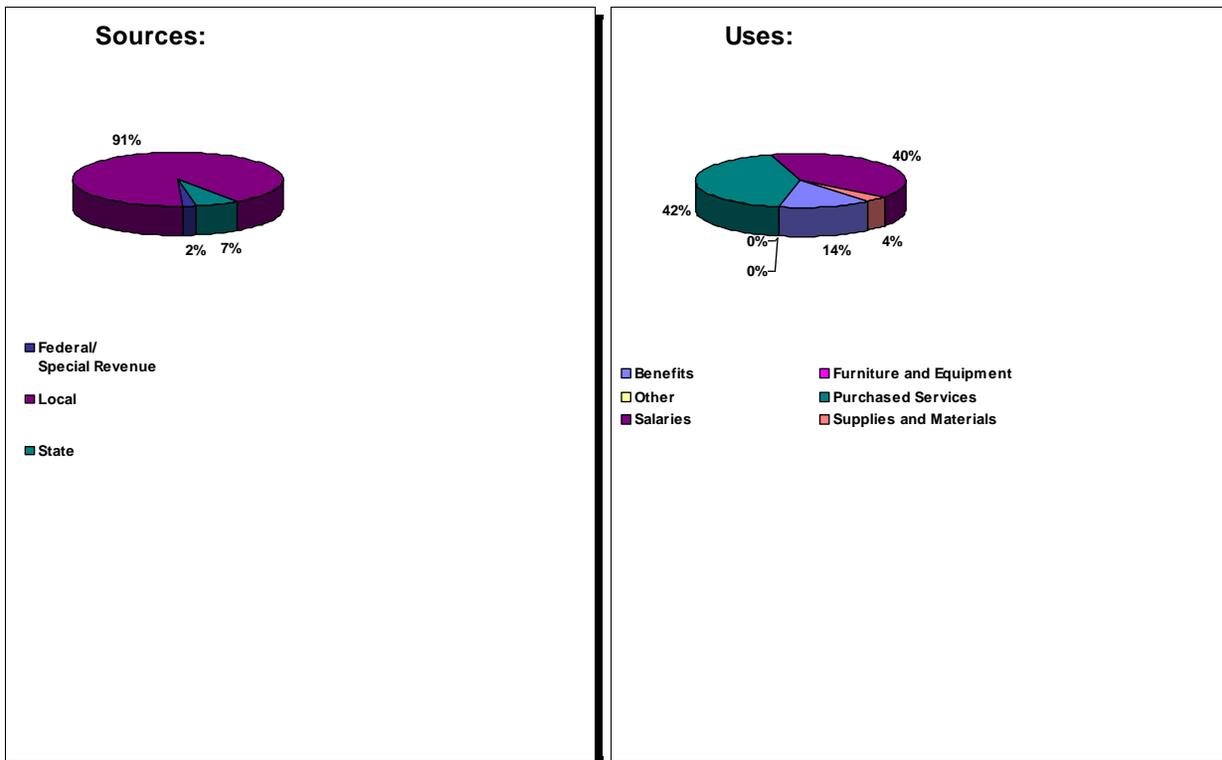
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 222,950
Central Office Reorganization - salaries and benefits for one director and one program manager	216,571
<b>Purchased Services</b>	
Advanced Teaching Roles grant - carryover adjustment	(539,637)
Federal Adjustment - Regional Alternative Licensing Center	27,824
Redirected purchased services for fingerprinting and background checks	134,825
Redirected from purchased services to supplies and materials	(3,200)
<b>Supplies and Materials</b>	
Advanced Teaching Roles grant - carryover adjustment	(149,795)
Redirected to supplies and materials for background checks	(3,000)
Redirected to supplies and materials from purchased services	3,200

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**HUMAN RESOURCES SERVICES**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	6,569,915	6,324,649	5,776,063	5,330,670
Benefits	2,387,135	2,192,880	1,995,770	1,800,817
Purchased Services	6,947,764	7,327,952	1,809,622	1,466,113
Supplies and Materials	589,744	739,339	358,984	386,216
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 16,494,558</u>	<u>\$ 16,584,820</u>	<u>\$ 9,940,439</u>	<u>\$ 8,983,816</u>

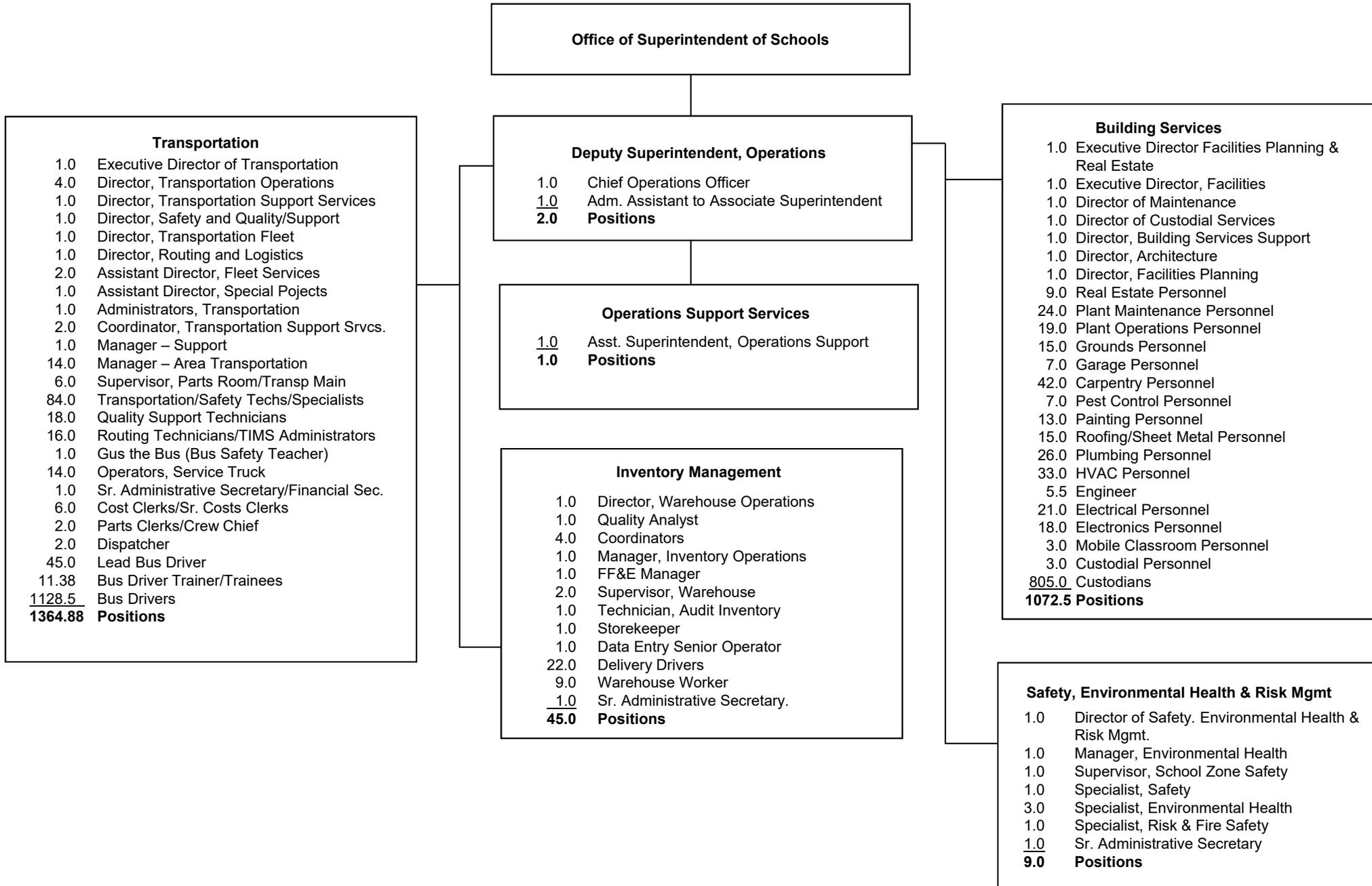
Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



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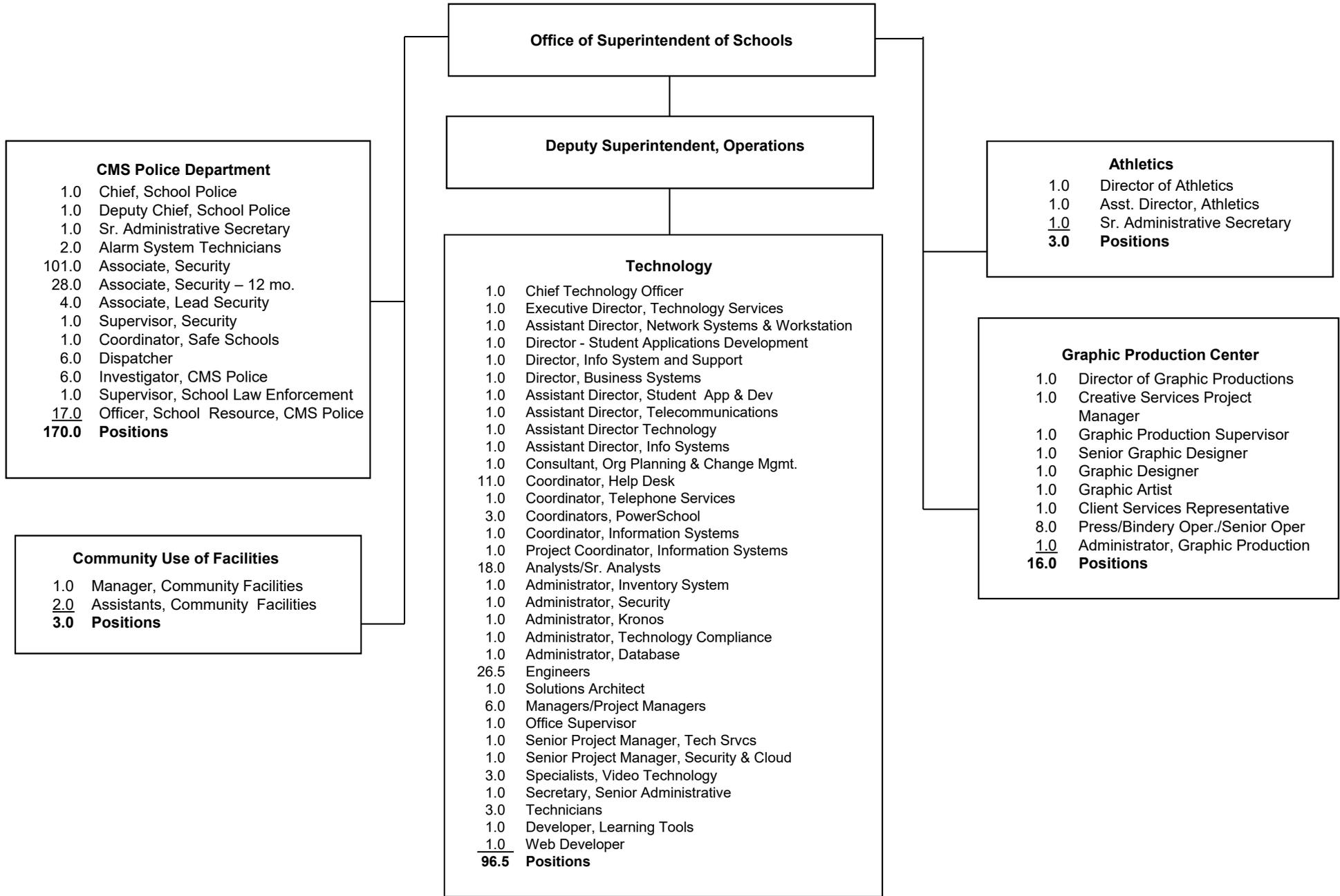
# Operational Services

# Operational Services



# Operational Services

## Page 2



## **OPERATIONAL SERVICES**

### **Work Accomplished and Focus Areas**

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#### **TECHNOLOGY**

##### **Work Accomplished 2019-2020**

- Business Modernization Project
  - Completed vendor selection for ERP business system
  - Performed data conversion and interface development support
  - Business requirements documented along with gap solutioning
- Supported 12 monthly, 26 bi-weekly, 50+ off-cycle payrolls
- Supported 12 Finance monthly close processes and end of fiscal year close-out
- Conducted 24 training sessions for Infor/Lawson and Kronos
- Successful roll out of Chromebook refresh at four high schools and three middle schools
- Deployed 3850 iPads and 4000 headphones for IStation Program
- Installed extra wireless coverage in common areas at 76 schools
- Installed new UPS for Network switches at 76 schools
- Installed new network switches at 34 schools with ERate funds
- Installed new network access points at 46 schools with ERate funds
- Completed Safari Montage upgrade at every school
- Over 1000 CMS laptops now managed in Intune
- Transitioning classrooms to new Promethean Board standard with over 750 new boards installed
- Migrated public web presence from a third-party platform to a hosted, on-premise SharePoint environment
- Developed and published virtual PowerSchool Data Manager training using Canvas along with an online test to measure job proficiency
- Developed and published virtual training course for PowerSchool Registrars
- Delivered PowerSchool contacts training online through an in-house developed Canvas course for school staff
- Administered performance-based exams for technical roles: Tech contacts & PowerSchool Registrars and Data Managers
- Provided professional development on the use and management of Canvas and G-Suite to over 6,000 CMS Employees with a support team of 1.5 employees
- Improved documentation for technical Canvas and G-Suite processes
- Supported the technical logistics and automation of CMS Conferences (2019 Leadership Conference, Symposium, and New Teacher Orientation)
- Developed student Acceptable Use Policy application to ensure students agree to CMS acceptable use
- Customized Canvas to provide a unique CMS experience
- Created and deployed an application that the Transportation department uses to communicate the status of each of their buses' arrival to the schools.
- Saved schools over 3000 hours of manual data entry by developing a custom program to import student contact information into PowerSchool as part of a state-wide upgrade

## **OPERATIONAL SERVICES**

### **Work Accomplished and Focus Areas**

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#### **TECHNOLOGY (Continued)**

##### **Focus Areas 2020-2021**

- Modernization
  - Complete all testing, support, and documentation
  - Successful launch of business ERP System for Human Capital Management/Payroll
  - Support for next implementation phase (Finance)
- Refresh 40,000 end-of-life Chromebooks
- Move all new staff laptops distributions to management system, Intune
- Upgrade wireless Access Points at all High Schools
- Migrate entire CMS telephony to be SIP compliant
- Student Attendance for Emergencies (SAFE) application
  - Continue to build and test the application that will allow schools to gather location information for each student and employee at their school during a modified lockdown
- Provide and expand professional development offerings aligned to the district's technical and digital learning goals
- Support other departments technical needs for customized solutions (Examples: Transportation [Bus app], Behavior Support [ISS/OSS documentation management])
- Migrate PowerSchool student contacts into Blackboard Connect 5 district messaging system
- Increase student use of technology and provide more reporting to school leaders
- Provide improved communication around CMS technology and tools via the student portal.

#### **BUILDING SERVICES/FACILITIES**

##### **Work Accomplished 2019-2020**

- Successful FY 2019-2020 Opening of Schools
  - (All targets achieved on-time & on budget)
- On Track FY 2020-2021 Opening of School Deliverables:
  - Collingswood Language Academy (63 CR Replacement)
  - Montclair Elementary (45 CR Replacement)
  - Rea Farms K-8 (STEAM) New Magnet School
  - Harding University HS (New Gymnasium and Cafeteria/Kitchen Upgrades)
  - Lincoln Heights (Swing Site for Shamrock Gardens)
  - Sustainment Plan, Maintenance Projects and Summer Programs On-Track subject to June – August School Building and Site Availability
- 5 Years Facilities Sustainment Plan - Update completed to support funding extension request. Third party HS Athletic Assessment on track for May 2020 completion
- Successfully implemented proactive Maintenance & Custodial strategies that supported substantial Improvement in School Health Inspection grades.
- Implemented data and organizational driven energy management strategies that we believe will result in significant consumption reduction without adverse impacts.

## **OPERATIONAL SERVICES**

### **Work Accomplished and Focus Areas**

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#### **BUILDING SERVICES/FACILITIES (Continued)**

##### **Focus Areas 2020-2021**

- FY 2020-2021 Opening of Schools deliverables to include:
  - New 71 CR Immersion Magnet (South)
  - New 66 CR Immersion Magnet (North)
  - New Elementary School (Relieves Nations Ford, Sterling & Steele Creek)
  - Lansdowne 45 CR Replacement School (Relieves Elizabeth Lane)
  - Briarwood 45 CR Replacement School
  - Sharon Elementary 16 CR addition & cafeteria expansion
  - West Mecklenburg HS New gymnasium
  - Harding HS (complete existing gymnasium renovation)
- Minimize Principal time related to Facilities Operational issues & improve response time and communications (Customer Service Call Center)
- Continue to build on facilities sustainment plan accomplishments and promote proactive initiatives to reduce school safety, security and operations risk
- Expand use of DMAIC (Define, Measure, Analyze, Improve, Correct) approaches, metrics and analytics to support maintenance and custodial improvement strategies.
- Initiate process to replace antiquated Infor®MP-2 Computer Maintenance Management Software (CMMS) with 21<sup>st</sup> Century Cloud based Enterprise Asset Management System.

#### **INVENTORY MANAGEMENT**

##### **Work Accomplished 2019-2020**

- Completed migration of textbook inventory from Lawson to Hayes
- Implemented electronic tablet system to replace warehouse shipping paperwork for textbooks
- Distributed new elementary math curriculum and ELA curriculum for K-3, 6
- Achieved top 20 ranking for GovDeals.com North Carolina clients - #15 with \$227,283 in revenue
- YTD Physical Inventory Accuracy:
  - Overall Dept.: 99.26%
  - Food: 98.84%
  - Textbooks: 99.41%

##### **Focus Areas for 2020-2021**

- ELA curriculum replacement/distribution for grades 4,5,7 and 8
- Finalize and implement a salary increase for delivery drivers and warehouse workers that raises minimum salary to \$15/hour to be competitive with the local market
- Continue to fine tune the GovDeals.com auction process and increase amount of revenue generated from scrap/unusable items

## **OPERATIONAL SERVICES**

### **Work Accomplished and Focus Areas**

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#### **SAFETY, ENVIRONMENTAL HEALTH & RISK MANAGEMENT**

##### **Work Accomplished 2019-2020**

- Achieved 98% Crossing Guard coverage at CDOT approved school crosswalks
- Certified 300+ school emergency responders in CPR, AED, First-Aid
- Conducted 100+ in-house proactive health inspection audits at schools
- Conducted 22nd annual Building Services safety conference
- Completed 90 AHERA required 3-year management plans
- Processed multiple property claims for insurance reimbursement
- Investigated multiple indoor air quality concerns and recommended corrective actions

##### **Focus Areas 2020-2021**

- Combine multiple plans in Operations division into one comprehensive Safety Operations Plan
- Continue to implement updated emergency evacuation plans at administrative sites
- Develop addition job hazard analysis of potentially hazardous maintenance tasks
- Support Capital construction program projects
- Review Lead Poisoning Hazards in Child Care Centers amendment to 15A NCAC 18A .2816

#### **TRANSPORTATION**

##### **Work Accomplished 2019-2020**

- Worked with Safety/Training Director to increase bus driver class numbers and quality of recruits. This resulted in the lowest number of vacancies since 2016. Before school was closed in March 2020, we had five regular bus driver vacancies.
- Area Transportation Managers worked hard during the school year to reduce the number of regular running yellow buses to 1063 from 1088. This will allow us the flexibility to add buses to the road for the 2020-2021 school year without having to purchase new buses.
- Brought the Quality Assurance Manager position back to the department and worked closely with this position to perform spot check inspections across the fleet. As a result of the entire department's hard work, we were able to reduce of average DPI Audit Inspection score from a 63 to 51 and our activity bus average inspection score from a 63 to a 33.
- The overall number of accidents had also reduced prior to the close of schools in March 2020. We reduced the number of accidents from 377 during the 2018-2019 year to 224 as of March 2020.

##### **Focus Areas 2020-2021**

- Continue the work built this school year on recruitment and retention. We want to have every bus covered with a permanent driver.
- Expand the spot check inspection plan and include bus drivers so they know what to look for and how to report the defects on their buses
- Provide additional behind-the-wheel training for all drivers and more professional development training for office staff.

## **OPERATIONAL SERVICES**

### **Work Accomplished and Focus Areas**

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#### **TRANSPORTATION (Continued)**

- Provide a more detailed school bus driver training plan for our new recruits and each school bus driver class.

#### **ATHLETICS**

##### **Work Accomplished 2019-2020**

- Facilitated monthly training and education for 19 high school, 30 middle school and eight K-8 athletic directors.
- Generated \$1.3+ million in revenue to fund middle school athletics programs on 30 middle school and eight K-8 school campuses impacting over 6,100 middle school student-athletes.
- Managed the Atrium Health partnership which impacts the health and safety of over 16,400 student-athletes in our schools.
  - a) Ensures every high school with a North Carolina High School Athletic Association (NCHSAA) athletics program has a certified athletic trainer on their campus.
  - b) Provided 100+ middle school coaches with free First Aid/CPR/AED certification.
  - c) Provided IMPACT concussion baseline testing for all 9<sup>th</sup> grade and/or first-time student-athletes enrolled in a CMS high school.
- Hosted the NCHSAA Region 6 annual meeting attended by superintendents, high school principals and athletic directors from high schools that make up Region 6.
- Coordinated summer, mid-year, and (TBD) end-of-year graduation ceremonies.

##### **Focus Areas 2020-2021**

- Generate necessary revenue to operate and sustain middle school athletics on CMS campuses.
- Implement live streaming of high school athletic events in CMS HS football stadiums and gymnasiums.
- Advance the nutrition education piece of the Atrium Health partnership.
- Initiate the transition of the high school athletic director position to a 12-month position.
- Coordinate successful graduation ceremonies.

#### **CMS POLICE DEPARTMENT**

##### **Work Accomplished 2019-2020**

- Successful joint local and federal Law Enforcement relaunch of the Social Media Campaign #THINK BEFORE YOU POST and “SEE SOMETHING, SAY SOMETHING”
- Provided Active Survival Training to 4 High Schools, 13 Middle/K8 Schools, 29 Elementary Schools and 13 CMS Departments totaling 5037 CMS Employees
- Secured funding to purchase two Metal Detectors for use in the Safety Screenings for weapons to increase detection and efficiency
- Successfully implemented 32 High School Safety Screenings (initiated September 2019)
- Successfully implemented 10 Middle/K8 School Safety Screenings (initiated January 2020)
- Acquired per request of Superintendent Compact Rescue System Kit (first response first aid kit) and distributed to all CMS schools to enable response to life threatening injuries in emergencies
- Provided Radio assessments and service to 125 CMS schools (evaluation for repair/replacement)

## **OPERATIONAL SERVICES**

### **Work Accomplished and Focus Areas**

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#### **CMS POLICE DEPARTMENT (Continued)**

- Successful completion of the 40-hour CIT (Crisis Intervention Team) by all CMSPD SROs and Patrol Officers
- Received General Certification of all CMSPD School Resource Officers in the newly mandated NC State Criminal Justice Education and Training Commission legislative bill requiring all SROs to complete to serve in NC schools
- Recertification of all CMSPD Dispatchers as Public Safety Telecommunicators through APCO International
- Successfully referred 528 juveniles to the Youth Diversion Program; 409 juveniles were diverted from entering the Juvenile Criminal Justice System by utilization of the Youth Diversion Program
- Safe School Coordinator and Active Survival Instructor/Detective reviewed and updated the CMS School Safety Plans/Lockdown procedures for 2019-2020 to incorporate the Active Survival plan and tactics
- Secured the Bureau of Justice Assistance: STOP School Violence Grant Program in partnership with Matthews Police Department and CRISIS GO
- Supported all schools daily with the Lobby Guard system for sex offender violations

#### **Focus Areas for 2020-2021**

- Obtain support and funding for purchase and implementation of new Firearms for the CMSPD
- Implementation of the grant STOP School Violence partnership with Matthews PD and CRISIS GO in CMS Butler High School (instruction to staff, students, first responders, threat assessment, technical assistance and social network monitoring)
- Obtain support and funding for the creation of a permanent Safety Screening Team consisting of 15 Security Associates
- Provide Active Survival Training to all CMS employees at all locations
- Execute successful Random Safety Screenings at all High Schools and Middle/K8 Schools

#### **COMMUNITY USE OF SCHOOLS**

##### **Work Accomplished 2019-2020**

- Customization work completed in Schedule FM for FY19-20.
- Developed executive summary report in Schedule FM to report statistical data on facility usage.
- Trained new Community Facilities Assistant on the usage and maintenance of the Schedule FM System.

##### **Focus Areas 2020-2021**

- Deliver world class customer service by providing timely, accurate, and responsive service to Internal/External customers.
- Prioritize Schedule FM wish list. Plan/complete customization work for FY20-21.
- Finalize Football Stadium Process, specifically, compensation to employees covering Football Stadium usage.

**OPERATIONAL SERVICES**

**Work Accomplished and Focus Areas**

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**COMMUNITY USE OF SCHOOLS (Continued)**

- Conduct on-going training for school personnel and building services staff on the usage and maintenance of the Schedule FM system

**OPERATIONAL SERVICES**

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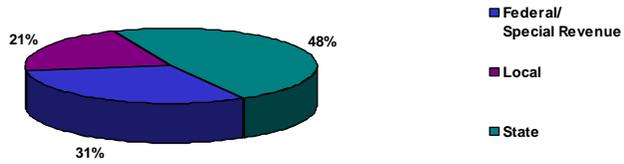
<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	100,388,449	97,969,590	93,292,915	87,367,635
Benefits	45,612,131	42,509,712	36,919,107	34,013,102
Purchased Services	69,108,840	76,017,636	70,987,075	70,715,667
Supplies and Materials	30,044,076	32,755,281	26,727,792	35,944,018
Furniture and Equipment	75,412	75,412	3,233,536	5,378,266
Other	-	-	-	-
	<u>\$ 245,228,908</u>	<u>\$ 249,327,631</u>	<u>\$ 231,160,425</u>	<u>\$ 233,418,688</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.

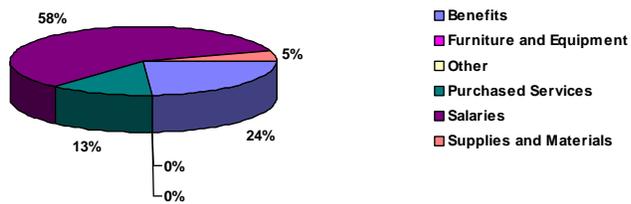
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**LEARNING SERVICES**

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### Sources



### Uses



## DEPUTY SUPERINTENDENT OF OPERATIONS

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**Description:** The Deputy Superintendent of Operations oversees the day-to-day operations of the school district. This office is directly responsible for the oversight of the following departments: Building Services, Custodial Services, School Nutrition, Inventory Management, Safety, Transportation, Facility Planning, Capital Program Services, Athletics, CMS Police, Technology, Graphic Design, and Community Use.

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**BUDGET ACCOUNTABILITY:**

Carol Stamper  
Deputy Superintendent of Operations

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**SIGNIFICANT CHANGES: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET**

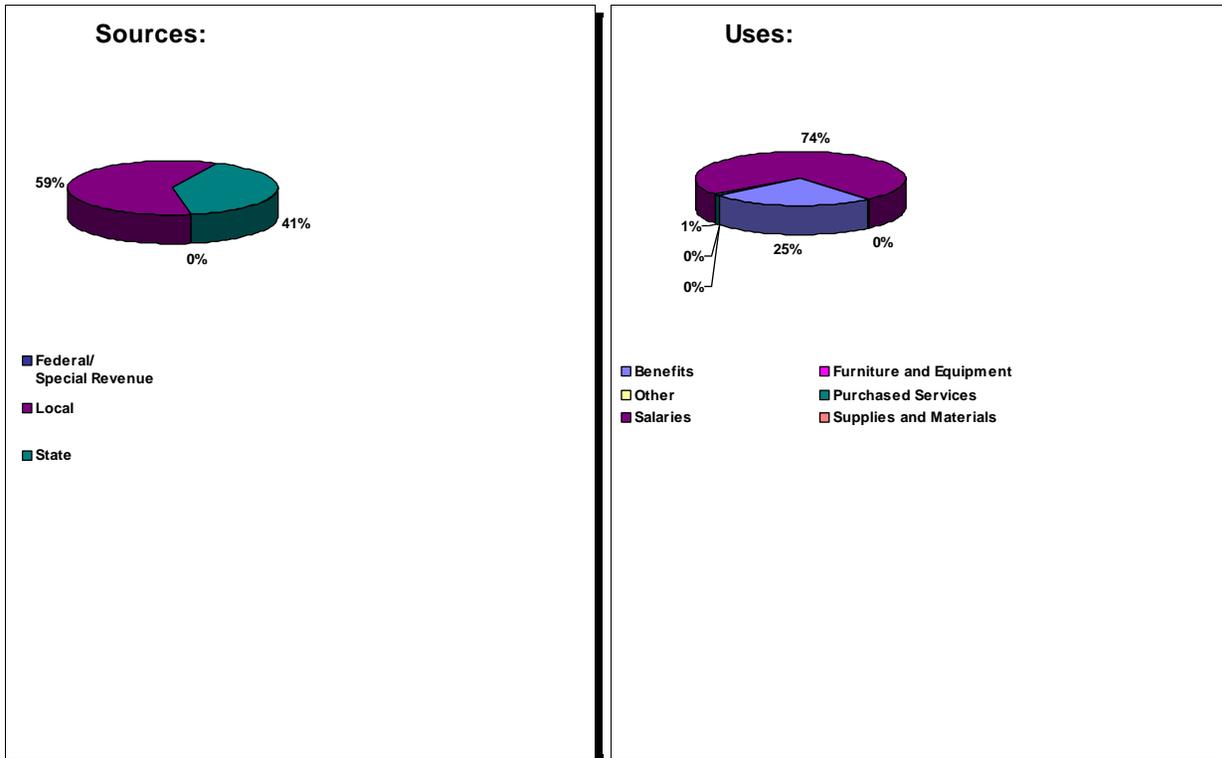
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 8,562

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**DEPUTY SUPERINTENDENT OF OPERATIONS**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	263,344	259,988	267,786	247,510
Benefits	88,944	83,738	78,723	69,010
Purchased Services	4,285	4,285	6,264	4,581
Supplies and Materials	1,000	1,000	(157)	1,000
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 357,573</b>	<b>\$ 349,011</b>	<b>\$ 352,616</b>	<b>\$ 322,101</b>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**OPERATIONS SUPPORT SERVICES**

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**Description:** Operations Support Services supports the work of the Transportation, Warehouse/Inventory, School Nutrition Services, Graphics/Printing Center, and Athletics departments. Working closely with the Deputy Superintendent for Operations, we ensure the efficient and effective operations of support services to best serve the needs of CMS students and families.

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**BUDGET ACCOUNTABILITY:**

Laura Francisco  
Assistant Superintendent, Operations Support Services

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**SIGNIFICANT CHANGES: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET**

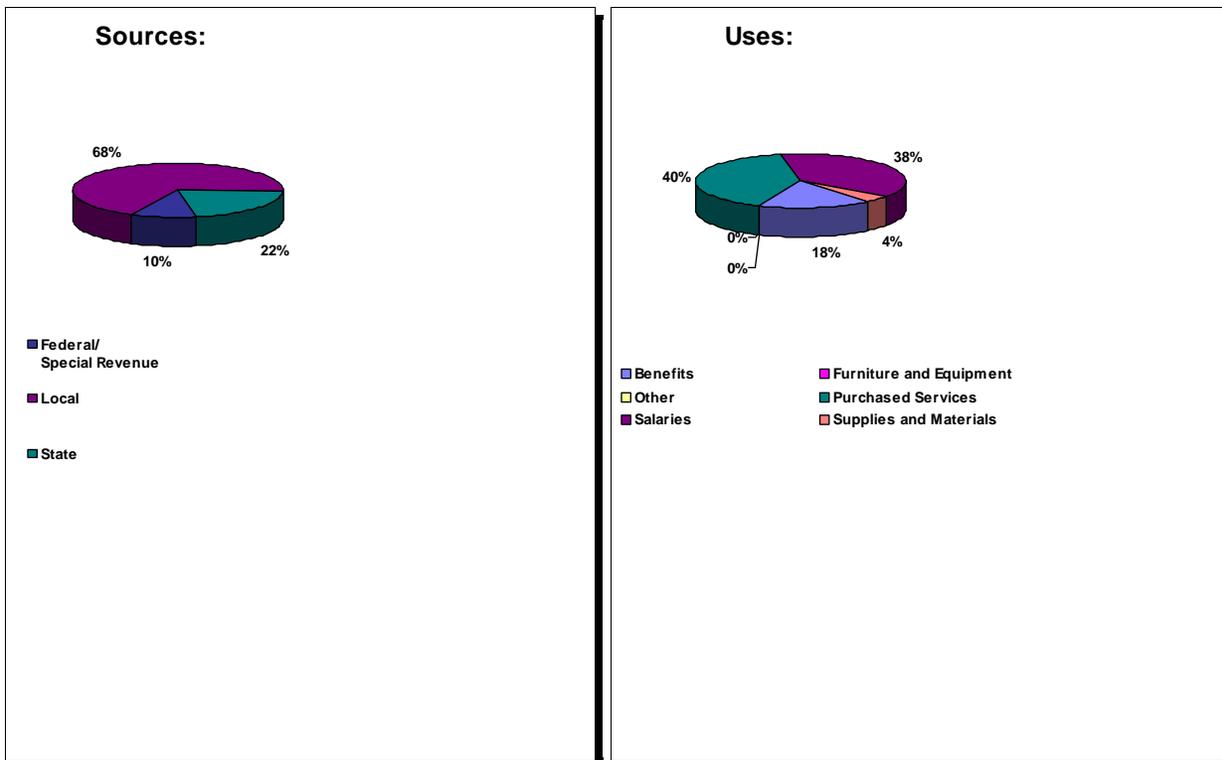
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 7,027
Redirected Director Crisis Assistance position to Chief School Performance	(79,067)
<b>Purchased Services</b>	
Central office redirect to purchased services	3,500
<b>Supplies and Materials</b>	
Central office redirect to supplies and materials	1,500

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**OPERATIONS SUPPORT SERVICES**

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	188,053	256,599	93,927	91,190
Benefits	79,318	82,812	30,996	28,507
Purchased Services	3,500	-	-	-
Supplies and Materials	1,500	-	-	-
Other	-	-	-	-
	<u>\$ 272,371</u>	<u>\$ 339,411</u>	<u>\$ 124,923</u>	<u>\$ 119,697</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## 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: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET**

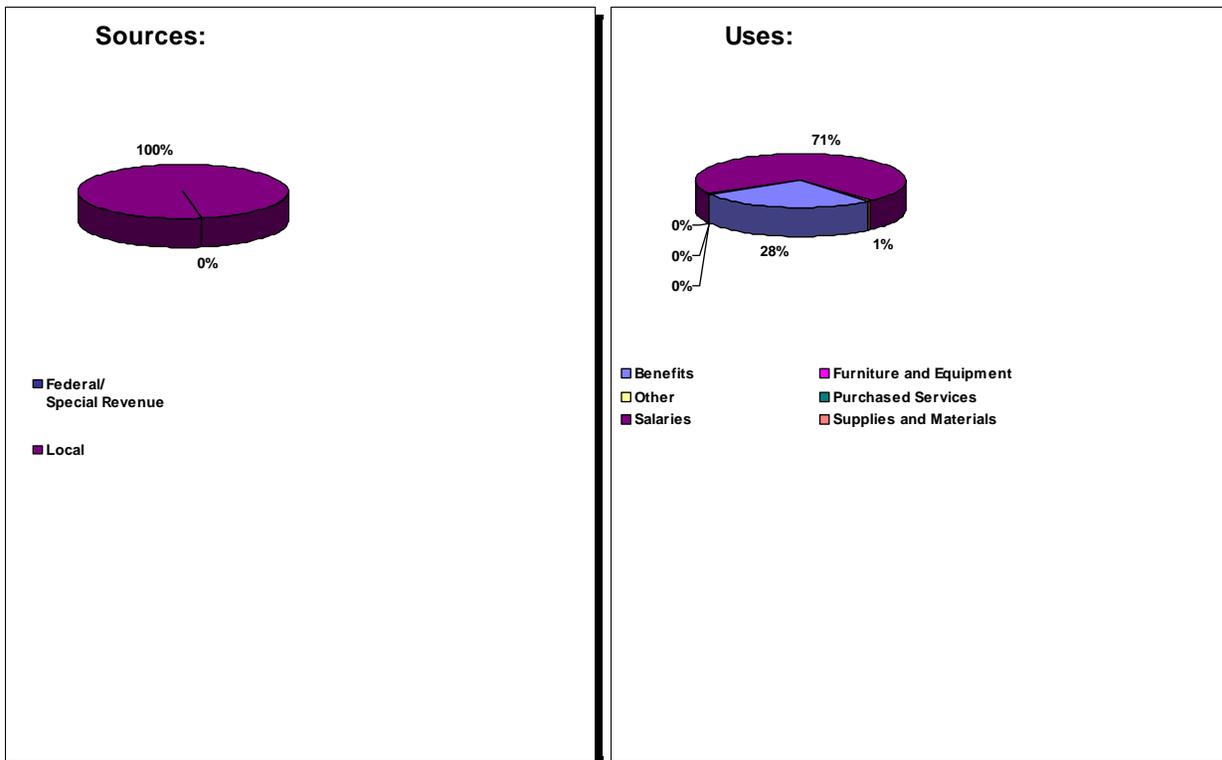
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Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 23,515

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	699,679	690,780	586,216	569,769
Benefits	273,659	259,043	228,957	212,451
Purchased Services	2,266	2,266	29,147	571,829
Supplies and Materials	5,000	5,000	114,578	234,214
Furniture and Equipment	-	-	(12,511)	(14,142)
Other	-	-	-	-
	<u>\$ 980,604</u>	<u>\$ 957,089</u>	<u>\$ 946,387</u>	<u>\$ 1,574,121</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## TECHNOLOGY SERVICES

**Description:** Our mission is to support an environment that delivers high quality, reliable technology services to all CMS staff, students, families and operational groups. The Technology Services teams provide schools, administrative leaders, and key stakeholders with information, research, and digital resources to facilitate data-driven decisions for improving student performance, as well as streamlined business operations. Technology Services also provides project management, technology implementation oversight and support for a variety of business systems and school/student deployments in Charlotte-Mecklenburg Schools.

### BUDGET ACCOUNTABILITY:

Derek Root  
Chief Technology Officer

### SIGNIFICANT CHANGES: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET

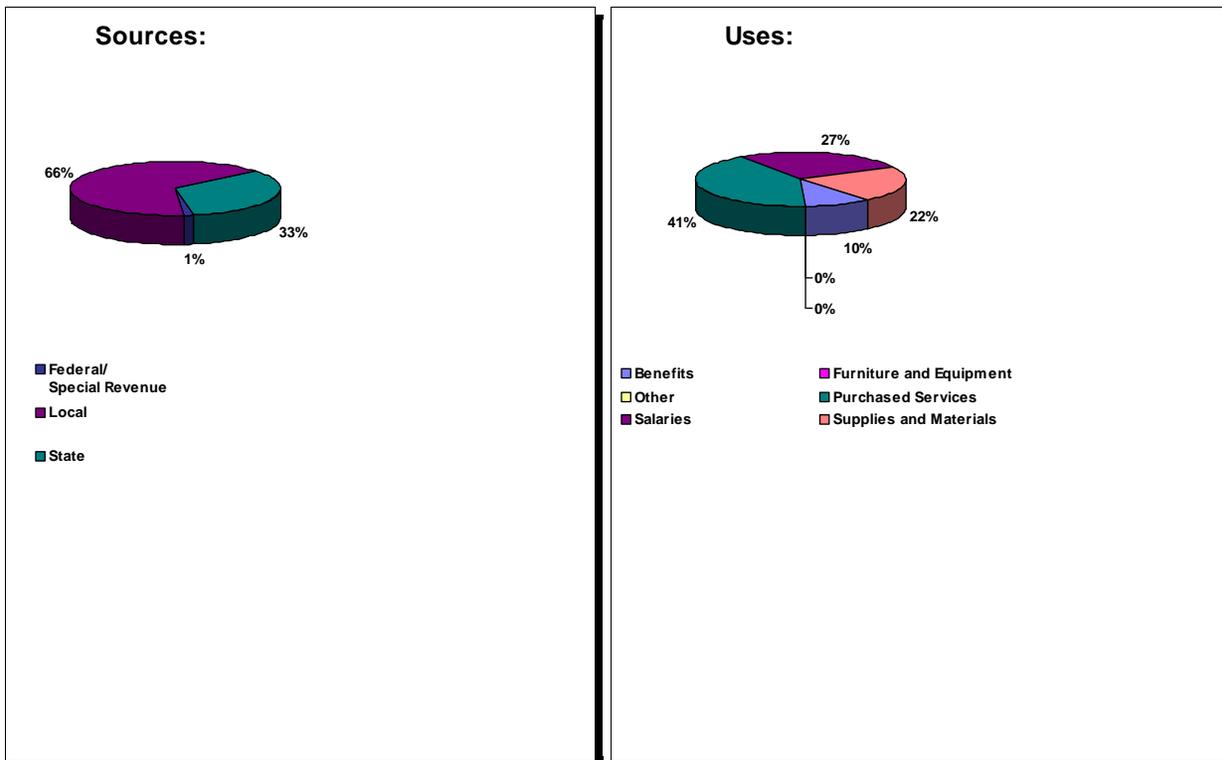
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 244,162
<b>Purchased Services</b>	
Reduction in one time funding - Modernization implementation fees	(57,000)
Redirect for curriculum adoption and sustaining operations - purchased services for software maintenance	37,489
Redirected from purchased services for student devices	(72,738)
State allotment adjustment - modernization funding	(7,006,673)
<b>Supplies and Materials</b>	
School Connectivity carryover adjustment	(428,039)
Redirected from supplies and materials for student devices	(342,214)
Reduction in one time funding - Enterprise Resource Platform software licensing fees	(2,943,000)
Redirect for curriculum adoption and sustaining operations for software maintenance	278,242
Sustaining operations - funds for Enterprise Resource Planning modernization	1,300,000

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	7,039,484	6,949,815	4,932,351	5,843,241
Benefits	2,692,501	2,538,008	1,701,862	1,939,797
Purchased Services	10,784,575	17,883,497	3,541,153	4,617,537
Supplies and Materials	5,647,361	7,782,372	1,963,993	3,607,600
Furniture and Equipment	-	-	95,236	708,806
Other	-	-	-	-
	<u>\$ 26,163,921</u>	<u>\$ 35,153,692</u>	<u>\$ 12,234,595</u>	<u>\$ 16,716,981</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



**BUILDING SERVICES**

**Description:** Building Services is comprised of Maintenance, Custodial, Facility Planning & Real Estate, Capital Program Services, Mobile Classrooms, and Support. The mission of these departments is to provide safe, clean, and healthy environments that support quality and equitable school facilities for all children.

**BUDGET ACCOUNTABILITY:**  
 Carol Stamper  
 Deputy Superintendent of Operations

**SIGNIFICANT CHANGES: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET**

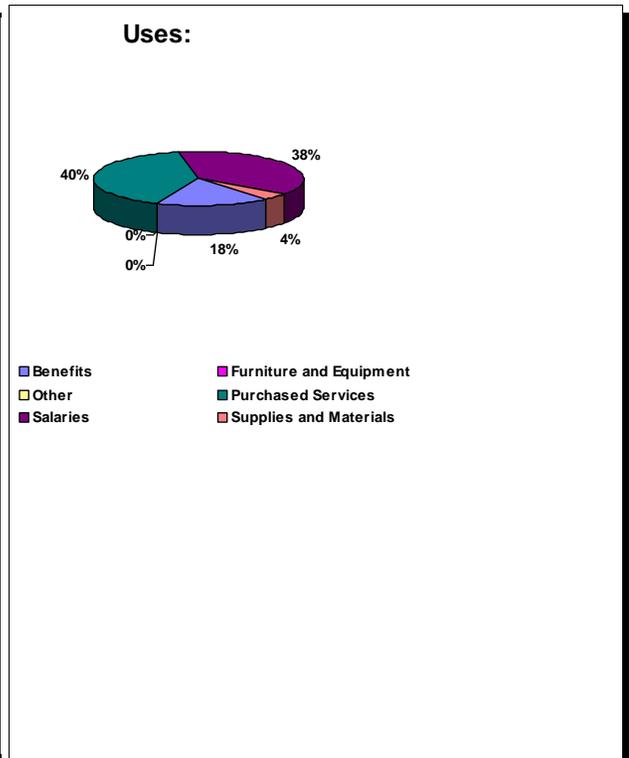
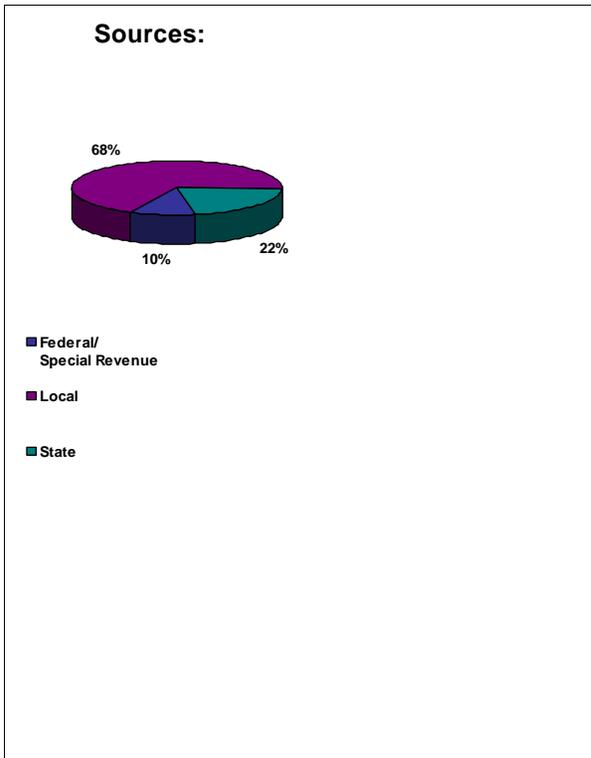
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 1,504,433
State enrollment adjustment - Non-instructional Support	(145,971)
Additional Facility Space/New Schools - salaries and benefits for two managers, two roofers, two HVAC, ten custodians and two head custodians positions	971,365
Safety and Security - salary and benefits for two locksmiths and one fire alarm specialist	182,510
Building Services Preventative Maintenance and Facilities Planning - salary and benefits for one facilities director	139,873
<b>Purchased Services</b>	
Medicaid Administrative Claiming Adjustment - Utilities	(578,415)
Reduction of one-time funding for Preventative Maintenance	(5,000,000)
Additional Facility Space/New Schools - purchased services from repair and maintenance	347,279
Building Services Preventative Maintenance	5,000,000
Redirect for curriculum adoption and sustaining operations for leases	43,392
Redirected funds to purchased services for utilities increases	84,058
<b>Supplies and Materials</b>	
Additional Facility Space/New Schools - for custodial supplies and materials	324,085

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	39,269,330	37,980,247	35,523,637	33,247,786
Benefits	18,231,532	16,868,405	14,257,758	13,212,945
Purchased Services	41,791,134	41,894,820	49,083,582	48,784,360
Supplies and Materials	4,253,260	3,929,175	7,111,627	6,971,504
Furniture and Equipment	34,266	34,266	2,195,519	4,237,873
Other	-	-	-	-
	<u>\$ 103,579,522</u>	<u>\$ 100,706,913</u>	<u>\$ 108,172,123</u>	<u>\$ 106,454,468</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## INVENTORY MANAGEMENT

**Description:** Inventory Management provides storage/distribution of all district food, furniture, textbooks, curriculum and instruction materials, copy paper, district forms, and school security supplies. In addition, we manage the Textbook Office, district mail center, courier process, Furniture Fixtures and Equipment Team for new and renovated schools, and surplus property disposition and auction. We're also partnered with Classroom Central, allowing use of part of our facility for storage of donated goods received from their partners and assisting in distribution of those goods to qualifying schools. We have two locations. The Craig Avenue facility houses food, re-usable Child Nutrition equipment, and the Classroom Central operation. The Hovis Road facility contains all other aspects of the operation.

**BUDGET ACCOUNTABILITY:**

Jeff Jackson  
 Director of Warehouse Operations

**SIGNIFICANT CHANGES: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET**

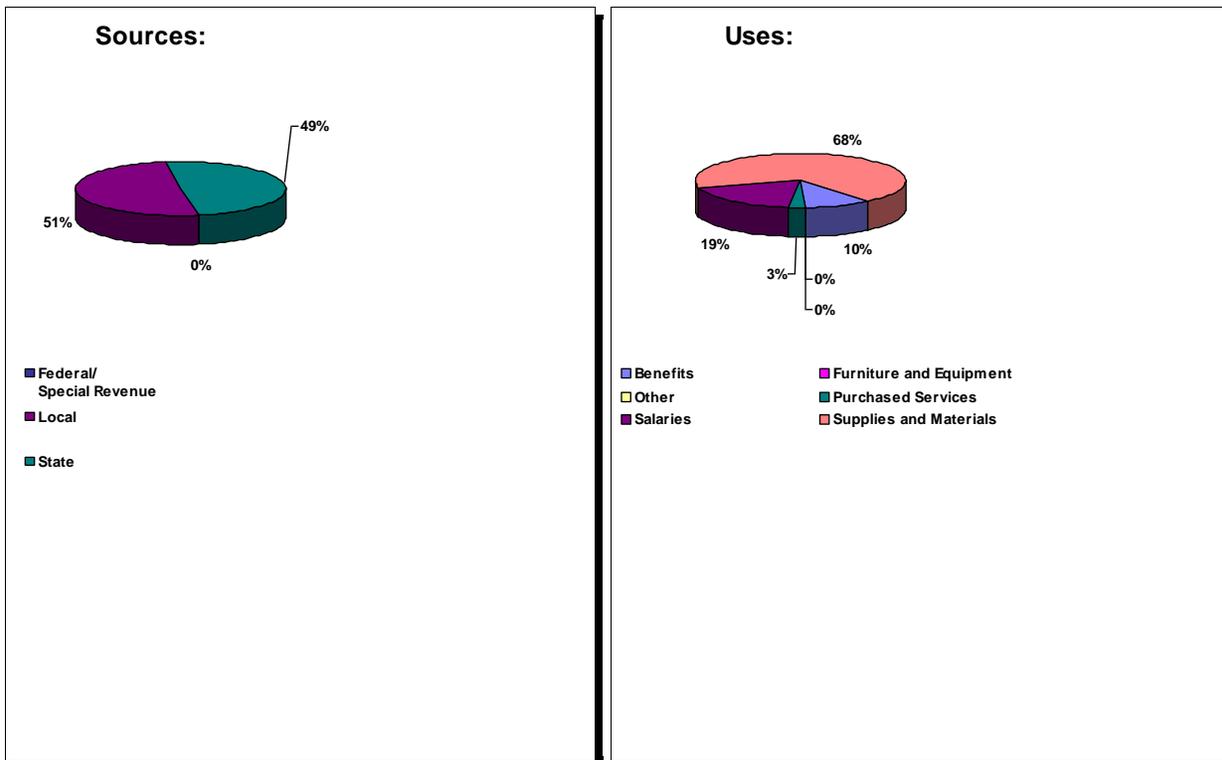
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 80,107
<b>Purchased Services</b>	
Redirected funds from purchased services to supplies and materials	(7,732)
<b>Supplies and Materials</b>	
Revision of textbook to digital tools transfer amount	2,591,776
State allotment carryover adjustment	(3,366,479)
Student enrollment adjustment - textbooks	(17,356)
Redirected funds to supplies and materials from purchased services	7,732

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	1,836,893	1,813,738	1,720,628	1,935,181
Benefits	1,001,874	944,922	685,938	749,242
Purchased Services	257,718	265,450	931,701	412,456
Supplies and Materials	6,595,969	7,380,296	4,089,721	10,455,024
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 9,692,454</u>	<u>\$ 10,404,406</u>	<u>\$ 7,427,988</u>	<u>\$ 13,551,903</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



**SAFETY, ENVIRONMENTAL HEALTH & RISK MANAGEMENT**

**Description:** The Safety, Environmental Health and Risk Management Department coordinates the district's safety, environmental, and risk management program by providing guidance to schools and departments in maintaining a safe physical environment and adhering to applicable safety standards including; regulatory compliance, risk management, car pool & traffic control, school crossing guards, general liability claims, fire prevention, indoor air quality (IAQ), accident investigations, storm water pollution prevention, playground safety audits, personal protective equipment and maintaining pertinent records. Serves as district liaison with multiple public agencies and organizations including OSHA, DOT, Fire Departments, Risk Management, Emergency Management, All-Hazards Advisory Committee, Emergency Operations Center and Red Cross on various issues and programs.

**BUDGET ACCOUNTABILITY:**

Kevin Earp  
 Director of Safety, Environmental Health & Risk Management

**SIGNIFICANT CHANGES: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET**

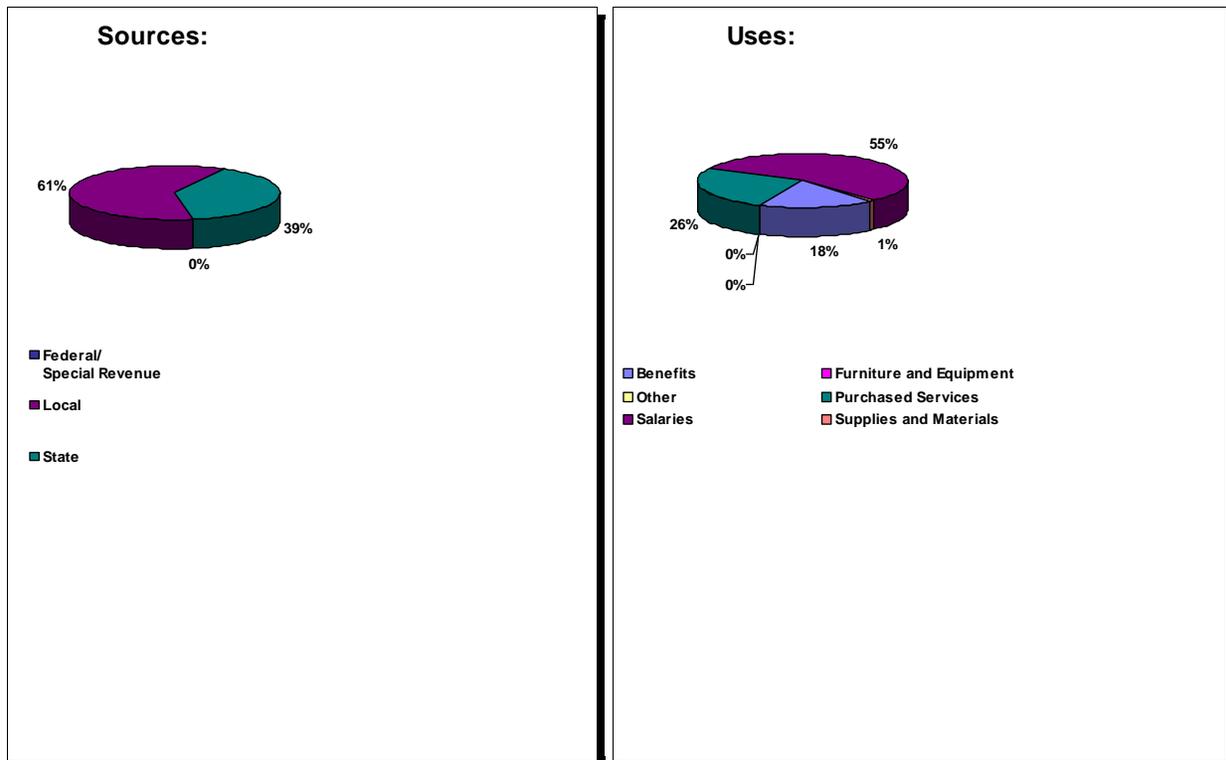
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 25,099
<b>Purchased Services</b>	
Redirect for curriculum adoption and sustaining operations for off-duty police officers rate increase	19,801
Safety and Security - off-duty police officer; new school and increased traffic	36,816

Note: Changes listed are not intended to agree exactly to variance between budgets.

# SAFETY, ENVIRONMENTAL HEALTH & RISK MANAGEMENT

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	815,698	805,302	713,544	687,611
Benefits	264,867	250,164	207,314	193,624
Purchased Services	385,121	328,504	305,012	290,861
Supplies and Materials	14,031	14,031	34,777	40,485
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,479,717</u>	<u>\$ 1,398,001</u>	<u>\$ 1,260,647</u>	<u>\$ 1,212,581</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



**TRANSPORTATION**

Description: The Transportation Department is responsible for transporting over 100,000 students to and from school daily. We maintain a fleet of nearly 1,350 buses including spare and activity buses, and our regular yellow fleet log almost 130,000 daily miles.

**BUDGET ACCOUNTABILITY:**

Adam Johnson  
Executive Director of Transportation

**SIGNIFICANT CHANGES: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET**

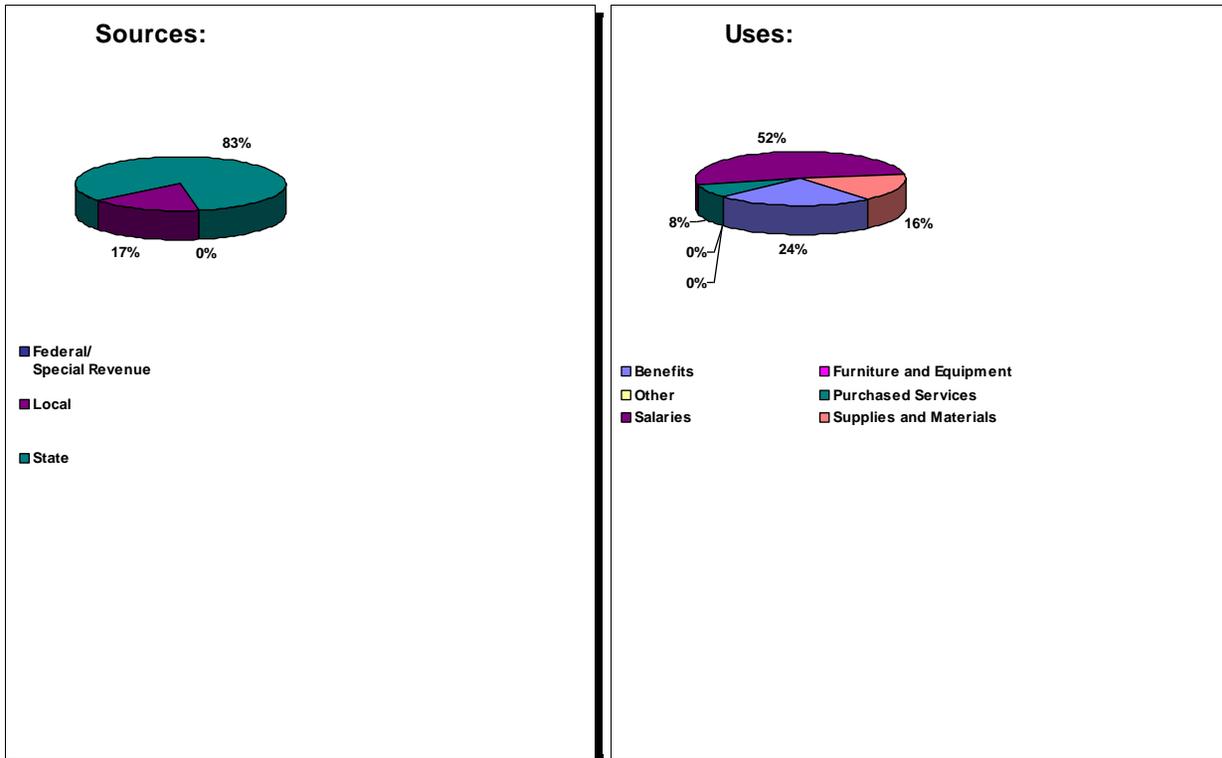
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	1,616,264
Redirect to salaries and benefits from supplies and materials for one assistant director	84,157
<b>Purchased Services</b>	
State revision adjustment	85,254
Redirect to purchased services from supplies and materials	28,495
<b>Supplies and Materials</b>	
Redirect from supplies and materials to purchased services	(28,495)
Redirect from supplies and materials to salaries and benefits for one assistant director	(84,157)

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**TRANSPORTATION**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	41,124,089	40,515,307	40,934,837	36,542,326
Benefits	19,370,754	18,279,115	16,775,094	14,875,214
Purchased Services	6,600,609	6,486,860	8,211,062	7,187,082
Supplies and Materials	12,873,080	12,985,732	12,837,854	13,807,010
Furniture and Equipment	41,146	41,146	920,991	445,729
Other	-	-	-	-
	<u>\$ 80,009,678</u>	<u>\$ 78,308,160</u>	<u>\$ 79,679,838</u>	<u>\$ 72,857,361</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## ATHLETICS

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**Description:** The CMS athletics department supports athletic programs on 19 high school, 30 middle school, and six K-8 campuses through on-going education based training, professional development opportunities, and accountability processes for school based athletic directors. Athletic programs on CMS campuses strive to support the academic mission of the district through athletic experiences that motivate some students to stay in school, others to excel in school, and every level in-between. Annually, more than 10,500 high school and 6,400 middle / K-8 school student-athletes fill athletic roster spots on CMS school based athletic teams. Participation impacts a student's educational, social, and emotional growth through experiences that just do not take place in a traditional classroom. And, athletics promotes an atmosphere of school pride that keeps students connected to their school long after they graduate.

The CMS athletics department also coordinates and manages high school graduation ceremonies consisting of one summer, two mid-year, and 30 end-of-year graduation ceremonies that annually result in over 11,000 students graduating at six different venues in the Charlotte area.

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**BUDGET ACCOUNTABILITY:**

Sue Doran  
 Director of Athletics

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**SIGNIFICANT CHANGES: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET**

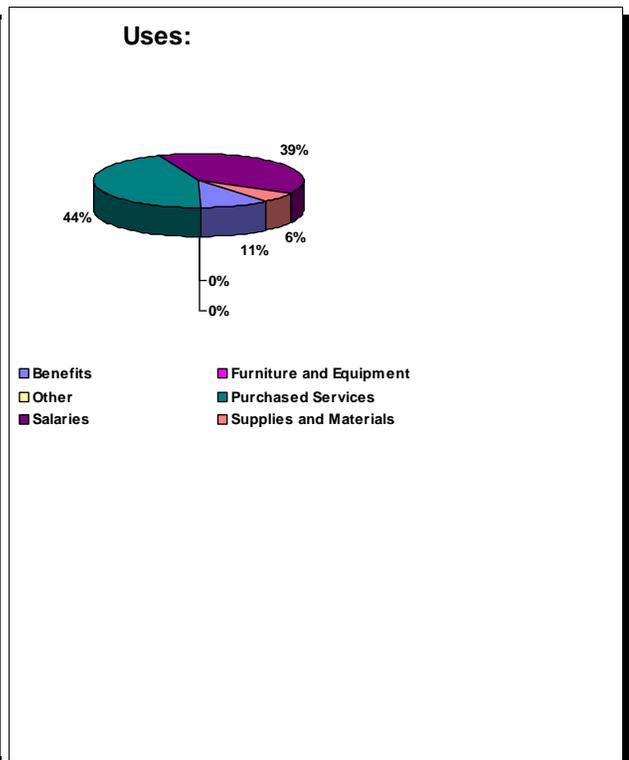
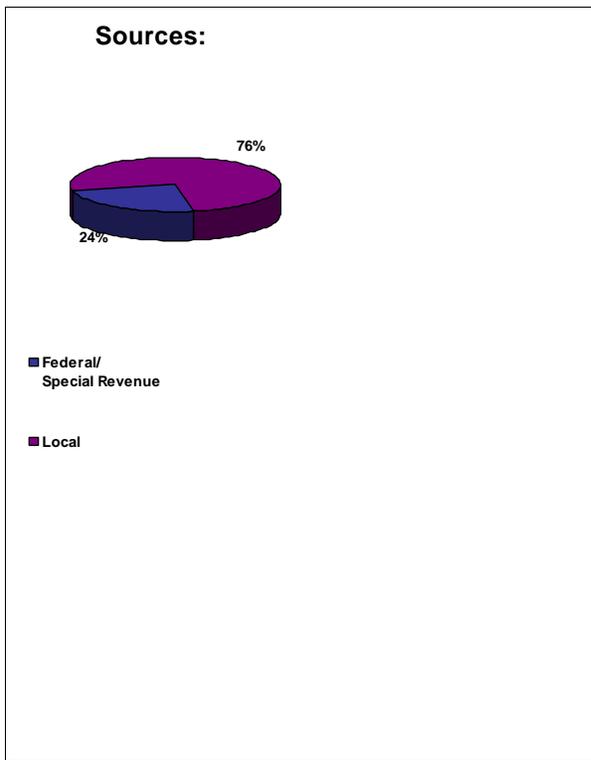
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 45,106
<b>Purchased Services</b>	
Redirect for curriculum adoption and sustaining operations for purchased services (MEDIC, Showpro's, etc.)	67,678

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ATHLETICS**

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	2,562,493	2,559,640	2,580,718	2,662,609
Benefits	709,807	667,554	664,142	644,516
Purchased Services	2,881,186	2,813,508	2,612,076	2,501,731
Supplies and Materials	381,090	381,090	363,162	373,591
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 6,534,576</u>	<u>\$ 6,421,792</u>	<u>\$ 6,220,098</u>	<u>\$ 6,182,447</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## CMS POLICE DEPARTMENT

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Description: The CMS Police Department conducts investigations of alleged inappropriate conduct by employees and of crimes against school board property. Preventive patrols of property are conducted with alarm response and apprehension and prosecution of persons committing crimes against Board owned property, students and staff. The CMS Police Department manages, trains and equips the Security Associates and manages the installation of new alarm systems and CCTV. Last but not least, intruder prevention training is conducted with CMS staff and wandering has been added as an additional source to the existing methods of security.

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### BUDGET ACCOUNTABILITY:

Melissa Mangum  
Chief of Police

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### SIGNIFICANT CHANGES: 2020-21 ADOPTED BUDGET VS. 2019-20 ADOPTED BUDGET

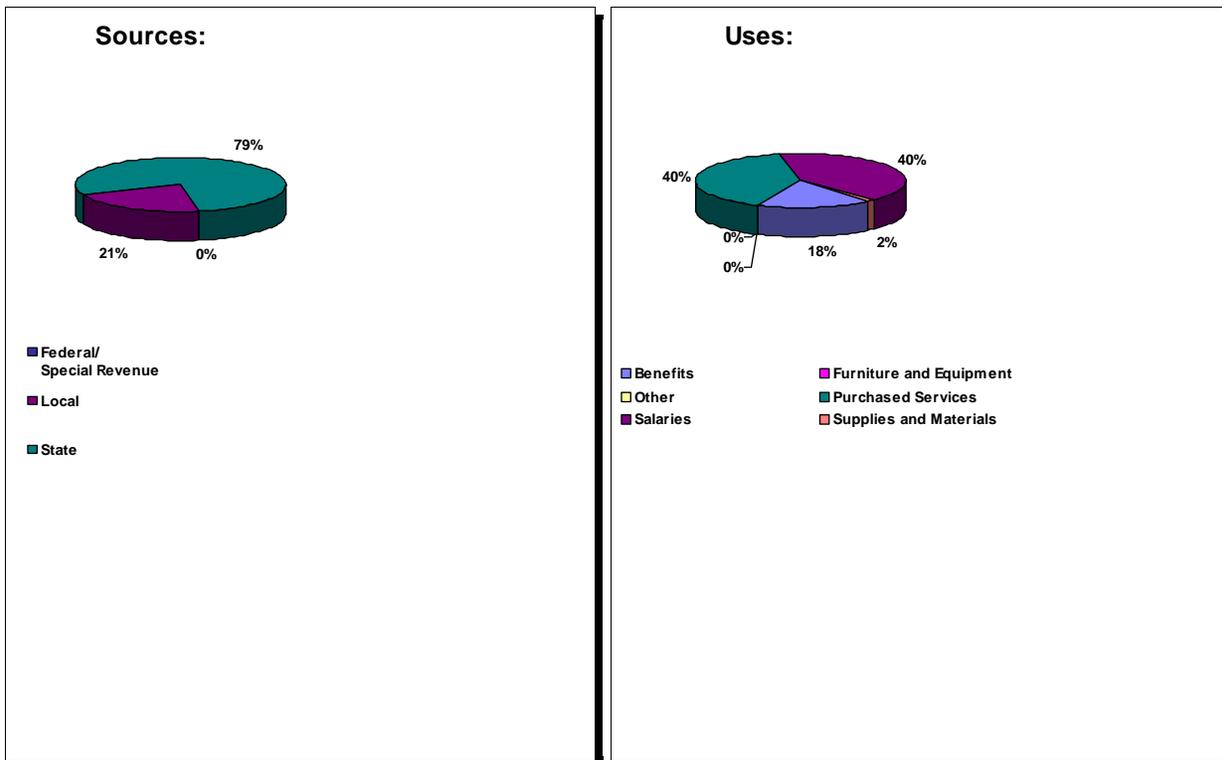
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 226,290
Safety and Security - salaries and benefits for 15 security associates	577,117
<b>Purchased Services</b>	
Additional Facility Space/New Schools - purchased services for School Resource Officer contract	60,000
<b>Supplies and Materials</b>	
Redirect for curriculum adoption and sustaining operations	(4,800)

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**CMS POLICE DEPARTMENT**

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	6,198,343	5,747,968	5,124,270	4,959,589
Benefits	2,723,484	2,370,452	2,066,202	1,926,361
Purchased Services	6,094,384	6,034,384	5,933,945	6,122,677
Supplies and Materials	231,551	236,351	126,319	395,245
Furniture and Equipment	-	-	27,176	-
Other	-	-	-	-
	<u>\$ 15,247,762</u>	<u>\$ 14,389,155</u>	<u>\$ 13,277,912</u>	<u>\$ 13,403,872</u>

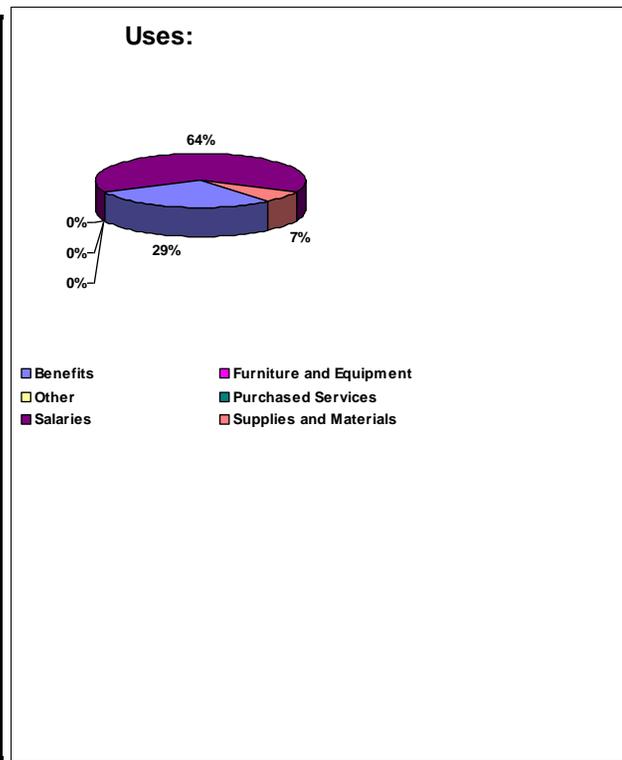
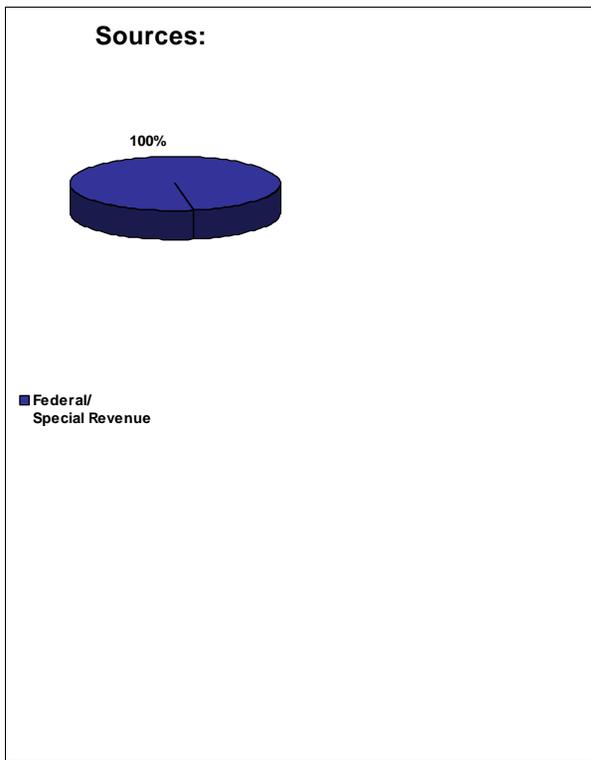
Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



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

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	355,301	353,358	475,728	543,429
Benefits	165,490	155,761	141,217	152,014
Purchased Services	-	-	11,432	20,503
Supplies and Materials	40,234	40,234	85,953	56,846
Furniture and Equipment	-	-	7,125	-
Other	-	-	-	-
	<b>\$ 561,025</b>	<b>\$ 549,353</b>	<b>\$ 721,455</b>	<b>\$ 772,792</b>

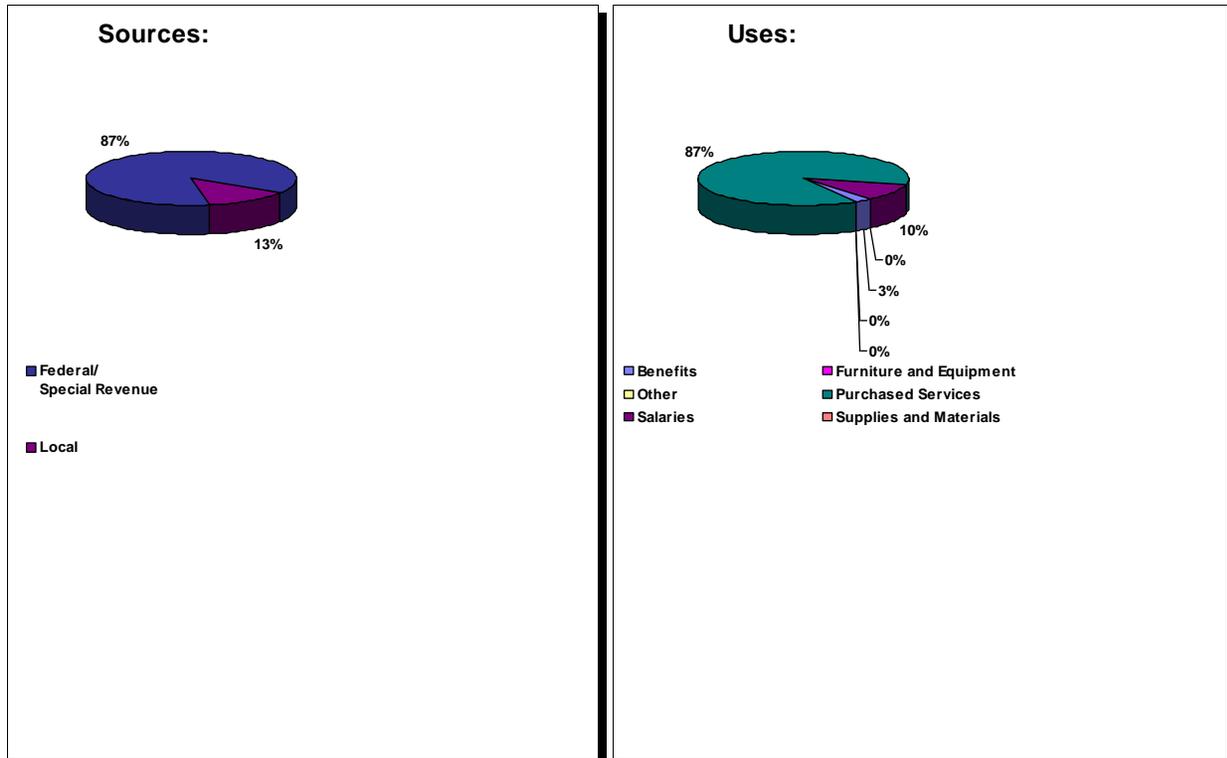
Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	35,742	36,848	339,273	37,394
Benefits	9,901	9,738	80,904	9,421
Purchased Services	304,062	304,062	321,701	202,050
Supplies and Materials	-	-	(35)	1,499
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 349,705</u>	<u>\$ 350,648</u>	<u>\$ 741,843</u>	<u>\$ 250,364</u>

Operating transfer to Child Nutrition Fund = \$300,000.

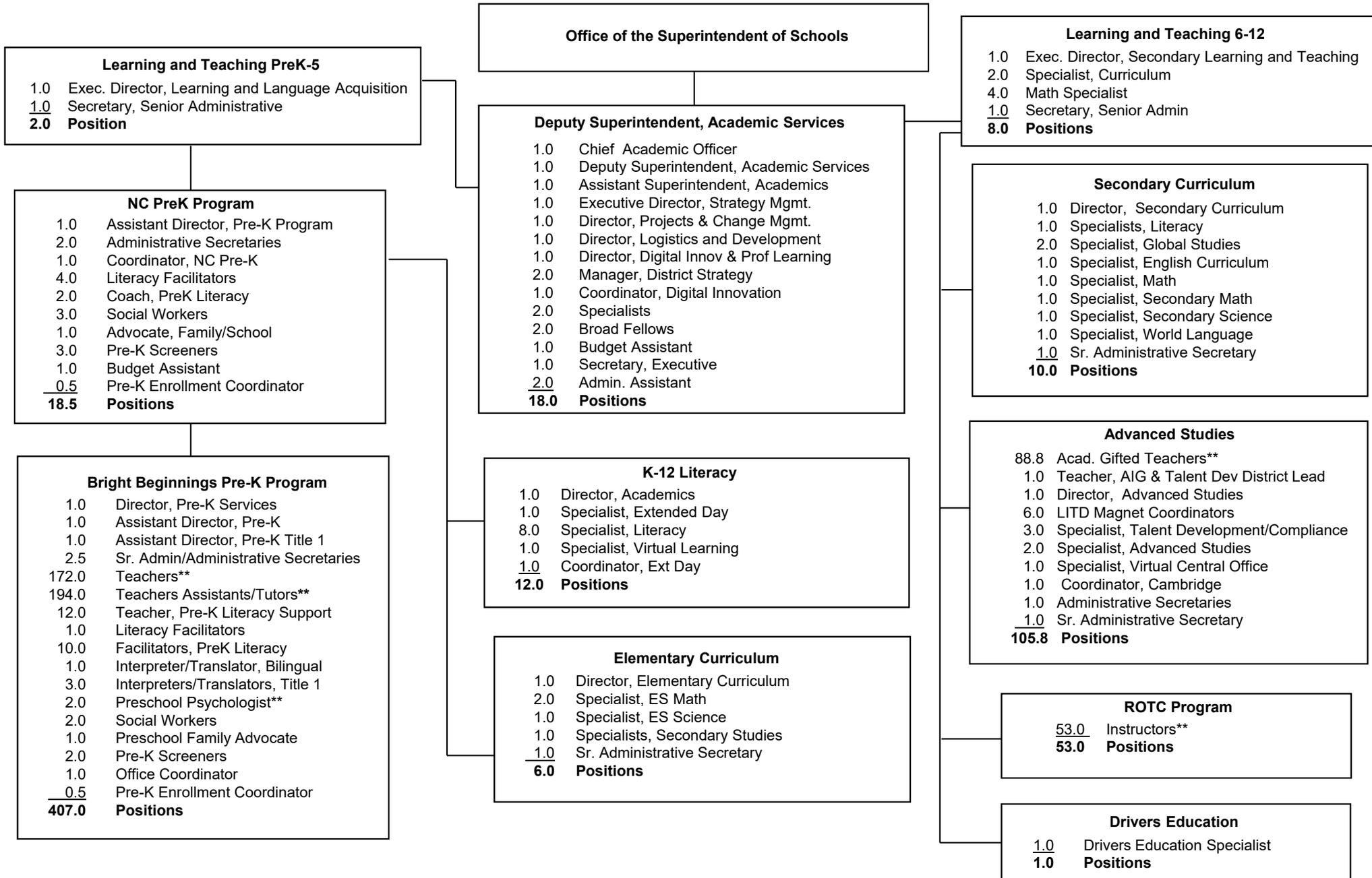


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# Learning Services



# Learning Services

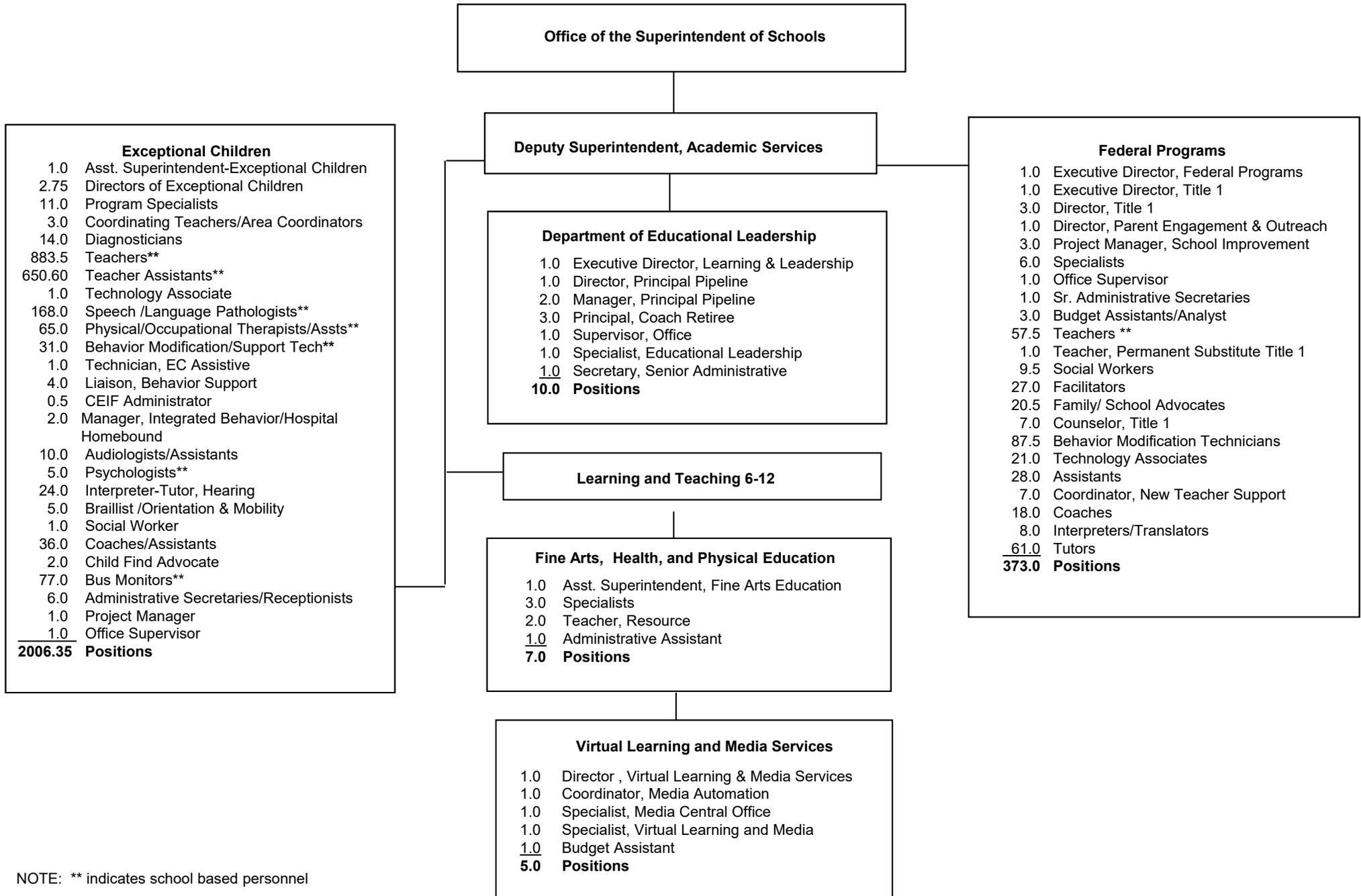


NOTE: \*\* indicates school based personnel

This Organizational Chart represents the FY 2020-21 Proposed Budget

# Learning Services

## Page 2

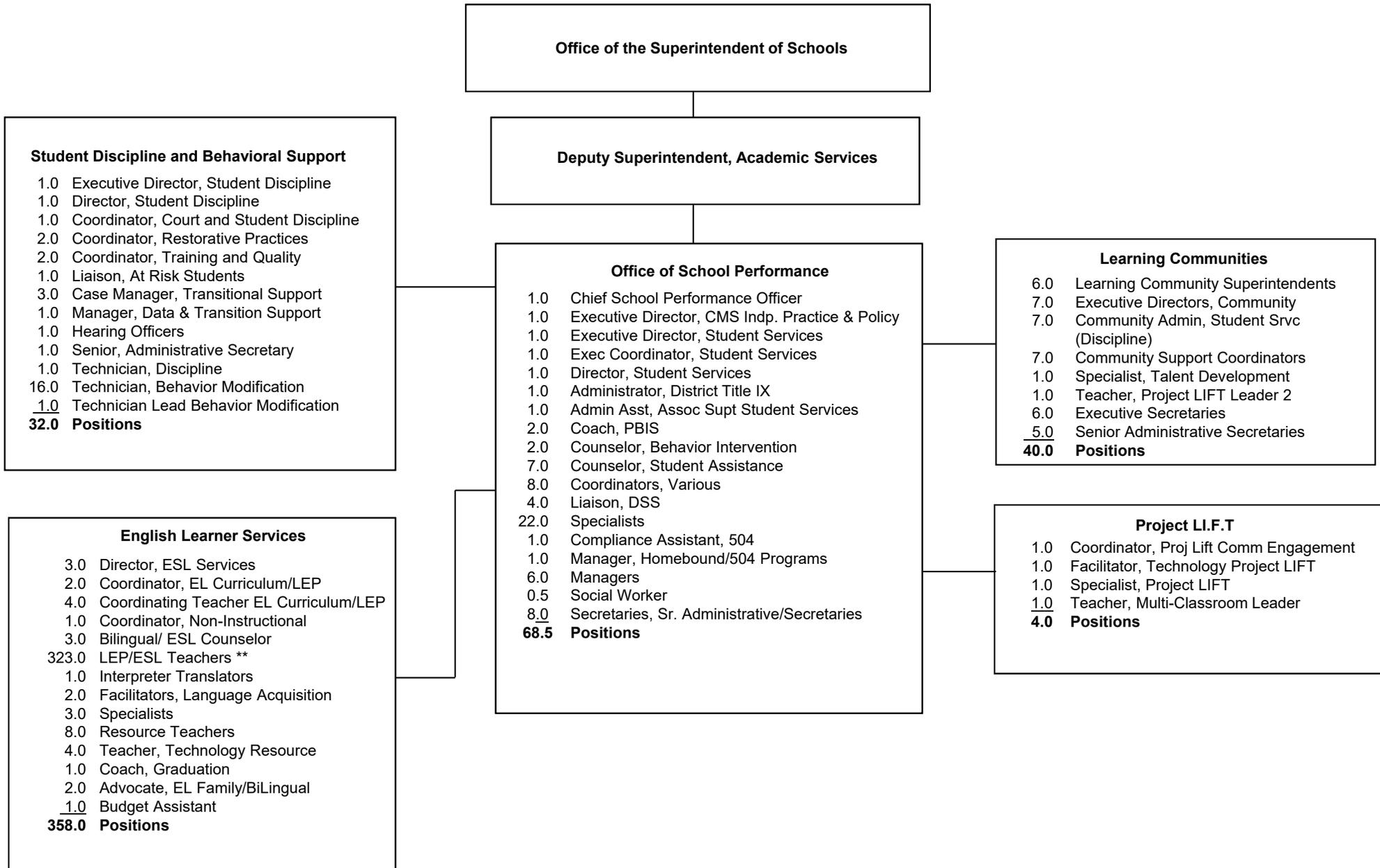


NOTE: \*\* indicates school based personnel

This Organizational Chart represents the FY 2019-20 Adopted Budget

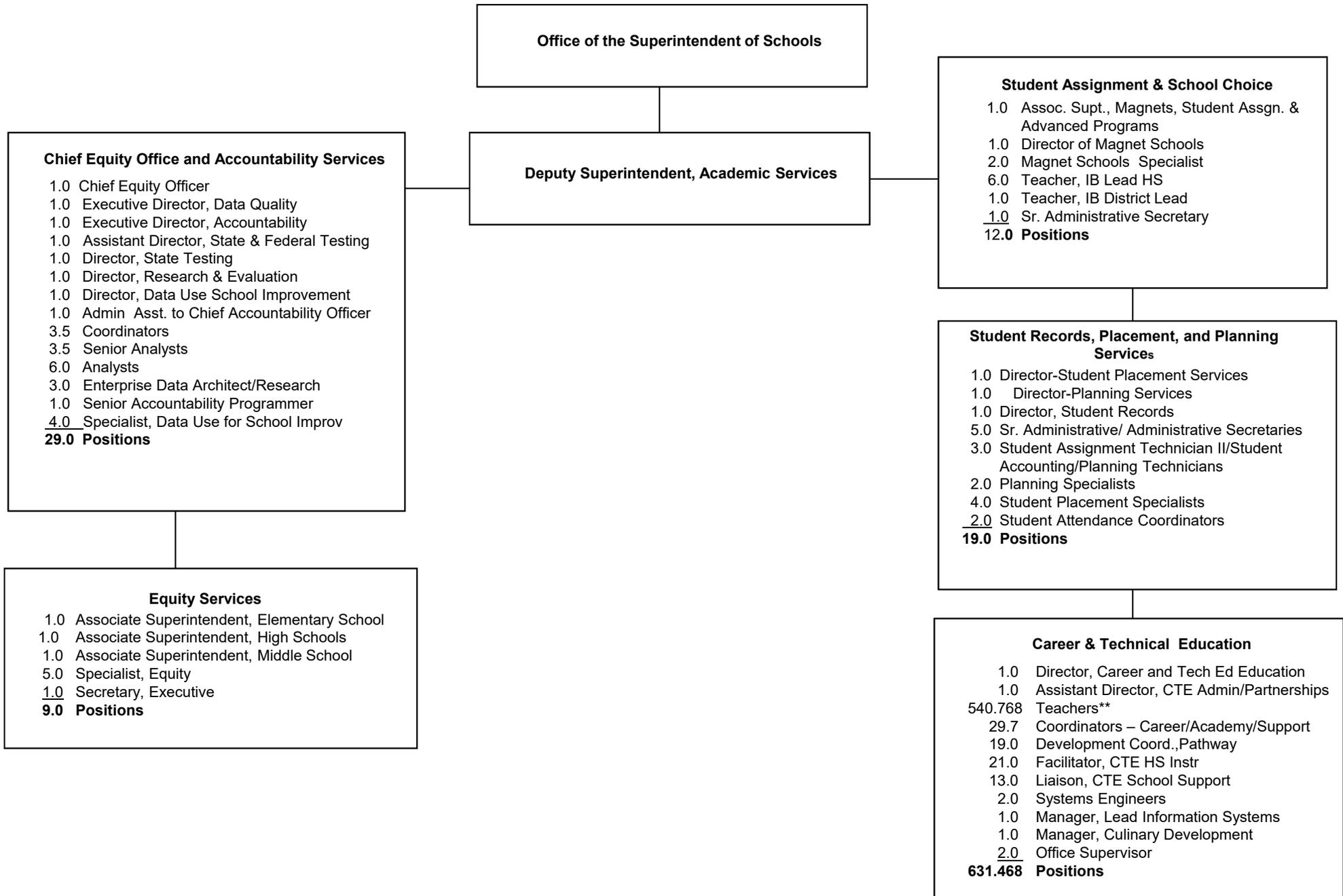
# Learning Services

## Page 3



# Learning Services

## Page 4



## LEARNING SERVICES

### Work Accomplished and Focus Areas

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#### DEPARTMENT OF EDUCATIONAL LEADERSHIP

##### Work Accomplished 2019-2020

###### Leadership Development

- Principal Pipeline Initiative – Pre-Service Programs:
  - 17 CMS Teacher Leaders are enrolled and learning at Winthrop University Leaders for Tomorrow program.
  - 18 CMS Teacher Leaders are enrolled and learning with the School Executive Leadership Academy with Queens University.
  - 16 CMS Teacher Leaders are participating in the Aspiring High School Principals Program with the University of North Carolina at Charlotte.
  - Hosted a successful Latino Night at Charlotte East Language Academy with 25 potential Hispanic future CMS Leaders.
- Principal Pipeline Initiative – Induction Programs:
  - 16 Assistant Principals successfully completed work with Queens University for the AP Program.
  - 12 of our 3<sup>rd</sup> Year Principals continued their learning and leadership with the Educational Leadership program with Queens University.
  - 12 of our 4<sup>th</sup> Year Principals continued their learning and leadership with the Principal Induction program through the Center of Intentional Leadership.
  - Maintained employment for 4 Retired Principals/Superintendents to provide targeted and intensive principal coaching supports.
- Principal Pipeline Initiative – Professional Learning:
  - Collaborated with Academics, Office of School Performance, and Accountability to design and facilitate monthly Principal and District leadership meetings.
  - Collaborated with Learning Community Executive Directors to organize and facilitate quarterly Assistant Principal and Dean professional learning sessions, including the design of the *Understanding by Design in the Culturally and Linguistically Diverse Classroom* book study.
- Leadership Development and Human Resources Collaboration:
  - Analyzed all functional competencies for all new job roles (approximately 40 roles) created within the District.
  - Trained 49 CMS Deans, Assistant Principals and Principals on the New Evaluator of Teacher Training.
- Personalized Digital Learning:
  - Collaborated with Learning and Teaching to design and launch remote processes for supplementary and new learning in response to COVID-19.
  - Designed and delivered professional learning as follows:
    - 67 virtual courses, 23 aligned to Digital Learning Competencies and 14 book studies, 34 in-person courses, and 79 school-site PD sessions.
    - 272 teachers completed DLC virtual courses and 960 teachers engaged in face-to-face DLC sessions during Summer Learning
    - Created Digital courses in Canvas for all K-12 students
    - Led 4 DLC micro-credentialing efforts for up to 300 educators
    - Designed and launched a coaching app for specialists and schools aligned to Core Actions and SAMR
    - Collaborated with Microsoft for the CMS Minecraft in Education initiative

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **DEPARTMENT OF EDUCATIONAL LEADERSHIP (Continued)**

- National Board:
  - 1209 participants attended NBCT PD and study sessions
  - 114 teachers were newly National Board certified
  - 136 teachers renewed National Board certification

#### **OFFICE OF SCHOOL PERFORMANCE AND STUDENT WELLNESS & ACADEMIC SUPPORT**

##### **Work Accomplished 2019-2020**

- Provided support and supervision of every school to maximize coordination and delivery of services aligned to School Improvement Plans.
- Interviewed and strategically placed school principals in collaboration with the superintendent.
- Conducted regular school walkthroughs with the Academics and Equity teams to provide actionable feedback and accountability for standards-aligned instruction.
- Streamlined and integrated academic, behavioral and social emotional services provided by: Exceptional Children, Section 504, Student Wellness and Academic Support and Student Discipline and Behavior Support.
- Built the capacity of school principals to supervise and lead improvements in Special Education service delivery.
- Integrated EC and general education hospital/homebound programs to create one coordinated team of teachers providing all instructional services.
- Staffed an additional 80 student services positions including school counselors, social workers, and psychologists to increase student access to direct services.
- Increased support for the growing number of students with Section 504 accommodations by hiring a cadre of ten school-based Section 504 counselors.
- Grew the number of schools delivering explicit instruction in Social-Emotional Learning (SEL) and piloted a universal screener for SEL in 30 schools.
- Provided excellent customer service at six short term suspension sites to increase student access to core instruction.
- Partnered with the Legal Department to review processes and provide aligned technical support to schools to comply with IDEA (Individuals with Disabilities Education Act) and the American with Disabilities Act Amendments Act (ADAAA).

##### **Focus Areas-2020-21**

- Support the effective performance management of school-based leadership.
- Increase student access to rigorous, standards aligned tasks and work.
- Provide integrated, evidence-based practices so every child has access to social-emotional and behavioral supports.
- Reduce chronic absenteeism and out-of-school suspensions.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

---

#### **OFFICE OF SCHOOL PERFORMANCE AND STUDENT WELLNESS & ACADEMIC SUPPORT** **(Continued)**

##### **Work Accomplished in 2019-2020**

###### **Increased Social and Emotional Supports**

- Added a total of 80 positions whose roles result in increased social, emotional, and academic supports for students via reduced ratios and expanded services
- Increased professional support and supervision for school counselors, social workers, and psychologists for the purpose of improving the quality of services they are delivering to students
- Expanded the number of schools delivering direct SEL instruction to students in grades k-8
- Increased high school student usage of college and career planning resources
- Completed a full year of SEL universal screening in 30 schools; grew SEL universal screening to include a total of 68 schools
- Added two additional school-based mental health program partners, increasing the total number of schools served to 131
- Successfully implemented professional development on all interventions that are included in the behavior standard treatment protocol
- Received National Association of School Psychologists (NASP) Emerging Leader District Award

##### **Focus Areas in 2020-2021**

- Increase school and district staff awareness of the roles and functions of school-based student services professionals for the purpose of maximizing their impact on student outcomes
- Improve the district's leadership stance on social and emotional learning for the purpose of creating broad support of SEL best practices adoption and integration
- Further clarify and improve the functioning of student services professional learning communities
- Lead the district in continued integration of the MTSS framework into day to day academic and behavioral practices and data-based decision-making practices

#### **K-12 LITERACY AND LEARNING AND TEACHING PRE-K-5**

##### ***Elementary Learning and Teaching/Curriculum (K-12 Literacy)***

##### **Work Accomplished 2019-2020**

- Implemented core curricula in:
  - Grades K-3 using EL Education
  - Grades K-5 Math using Envision 2020

## LEARNING SERVICES

### Work Accomplished and Focus Areas

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#### **K-12 LITERACY AND LEARNING AND TEACHING PRE-K-5 (Continued)**

- Created multiple options for professional learning by transforming Instructional Leadership Teams into Communities of Practice that focused on:
  - recognizing quality instruction through core actions, using curricular resources to impact core actions, mobilizing and coaching school leaders and teachers towards use of curricular resources to impact core actions, leading continuous improvement and creating the conditions for adaptive change and, interrupting practices that create, sustain and reproduce disparities based on race and bias.
- Continued to engage multiple stakeholders in the design and execution of practices aligned to the Core Actions.
- Partnered with multiple organizations to build internal capacity around the implementation of high quality curriculum, equitable instruction and professional learning and coaching including:
  - UnboundED, EL Education, and Envision 2020
- Developed curricular resources such as subject area curriculum guides, remote learning plans, Grades 4-5 literacy units, RTA Summer Camp curriculum for grades 1-5, crosswalk documents aligning supplemental resources to core curricular resources.
- Developed capacity of school-based leaders through monthly meetings to recognize core actions, reading institute to understand foundational reading skills, Istation training to understand assessment platform, school visits/modeled lessons to strengthen the implementation of core curriculum, new teacher topics to understand standards-aligned curriculum, facilitator onboarding sessions to understand the art of instructional coaching, and leadership meeting to engage in activities aligned to ELA and Math core actions.
- Supported implementation of the instructional core by facilitating virtual office hours and district content crews.
- Collaborated with district and school leaders to conduct learning walks to inform and support core curriculum implementation.
- Provided Extended Day programs to eligible students to enrich their learning.
- Collaborated with cross-functional departments to support schools, such as: remote learning rubrics co-developed with the MTSS specialists, K-3 data triangulation process co-developed with the DUSI specialists, EL Education specials crosswalk co-developed with the Fine Arts and PE department, EL Education TD crosswalk co-developed with the Talent Development specialists, Specialized School support plan co-developed with learning communities.

#### **Focus Areas for 2020-2021**

- Expand and maintain implementation of core curricula in:
  - Grades 4-5 ELA - begin implementation with fidelity and integrity by providing resources and professional learning to understand the curricular resources
  - Grades K-3 ELA and K-5 Math - maintain implementation with fidelity and integrity by providing resources and professional learning to enhance conceptual understanding
- Continue refining and deepening learning of Core Actions and Change Management using an adult learning plan that encompasses teachers, teacher leaders, school leaders and district leaders that formalizes implementation and support of high- quality curricular materials and equitable instruction.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **K-12 LITERACY AND LEARNING AND TEACHING PRE-K-5 (Continued)**

- Hire, train and support specialists to provide on-demand coaching, support, and job-embedded professional learning for implementation of core curricular resources for all subject areas.
- Develop an instructional framework for content and grade levels currently not receiving adopted curricula such as Science and Social Studies.
- Continue partnership with community partners, organizations, cross-functional departments to build capacity and alignment of curricular resources, adaptive leadership and high-quality professional learning.
- Continue to build school-based capacity in the area of math and the implementation of Envision 2020.
- Continue to develop capacity of school-based leaders through monthly meetings to recognize core actions, reading institute to understand foundational reading skills, assessment literacy, school visits/modeled lessons to strengthen the implementation of core curriculum, new teacher topics to understand standards-aligned curriculum, facilitator onboarding sessions to understand the art of instructional coaching, and leadership meeting to engage in activities aligned to ELA and Math core actions.
- Update curricular resources such as subject area curriculum guides and crosswalk documents to align supplemental resources with core curricular resources
- Continue to align goals and initiatives to close the achievement gap for subgroups.

#### **NORTH CAROLINA PRE-K PROGRAM AND BRIGHT BEGINNINGS**

##### **Work Accomplished 2019-2020**

- Successfully began the first phase of moving the Pre-Kindergarten application process from paper to digital process, increasing program accessibility and eliminating families' need to make multiple trips to the Smith Family Center, which better serves the needs of the community
- Worked in partnership with Mecklenburg County and Smart Start to support the startup of the Meck Pre-K program for 4 year-olds, who are not currently served in the Bright Beginnings or NC Pre-K programs
- Implemented an early language literacy assessment tool (MyIGDIs or my Individual Growth & Development Indicators (IGDIs), that allows for the greater capacity and more frequent ability to capture Pre-Kindergarten children's language development levels and allows for more timely coaching to the deficits that are indicated
- All Pre-Kindergarten literacy facilitators created and implemented data driven coaching plans that are based upon quantitative and qualitative data captured in the classroom, which is shared with all stakeholders (i.e. Teachers, Principals, CDC Directors, Instructional Support Teachers)
- Completed a successful fiscal and progress monitoring audit for the NC Pre-K program, with reduced and minimal need for program management corrections
- The Spring 2019 PreK Needs assessment data was used to develop data based professional development for classroom teachers and NC Pre-K Directors, such as Challenging Behaviors, Brain Body Behavior, Embedded Instruction, Preschool Pyramid Model, MTSS Framework for Pre-Kindergarten

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **NORTH CAROLINA PRE-K PROGRAM AND BRIGHT BEGINNINGS (Continued)**

- Streamlined the collection processes of cumulative folder collection for NC Pre-K and Meck Pre-K programs, increasing the accuracy of data that is transferred to schools at the beginning of the school year.
- Completed the entry of all Meck Pre-K children into PowerSchool creating the state student IDs
- Completed the required NC Pre-K monitoring tool compliance visits, with follow-up discussions for NC Pre-K site Directors
- Increased the number of Preschool Pyramid Model coaches available to expand this more intensive level of teacher support into more classrooms throughout the prekindergarten
- Parent School Advocates were trained to use the Positive Parenting Practices to engage PreK families and bridge the gap of school communication to home parenting practices
- Worked vertically to refine the Pre-Kindergarten transition to Kindergarten document to more accurately document the MTSS supports strategies that are needed for each PreK child to be successful, particularly in the language and social/emotional domains
- Collaborated with Elementary Education leadership to revise and align all Kindergarten Beginners' Day materials, including the expansion of languages available

#### **Focus Areas 2020-2021**

- Increase the capacity to identify and screen more 3 year-olds eligible for PreK programs
- Increase Literacy Facilitator skills by continuing to use a Data Driven Coaching Model
- Incorporate more phonemic awareness trainings to increase literacy skills in students
- Increase the amount of Pre-school Pyramid Model Coaches
- Continue to collaborate with Headstart, SmartStart, Meck Pre-K and other county agencies
- Continue to design and increase professional development based upon demonstrated need
- Continue to maintain the fidelity of the NC Pre-K Monitoring Tool and Follow Up
- Continue the implementation of the online application system

#### **SECONDARY CURRICULUM/ 6-12 TEACHING AND LEARNING**

##### **Work Accomplished 2019-2020**

- Implemented core curricula in:
  - Grades K-3 and Grade 6 ELA using EL Education
  - Grades K-5 Math using Envision 2020
  - Grade 8 Math using Open Up Resources
- Created multiple options for professional learning by transforming Instructional Leadership Teams into Communities of Practice that focused on:
  - recognizing quality instruction through core actions, using curricular resources to impact core actions, mobilizing and coaching school leaders and teachers towards use of curricular resources to impact core actions, leading continuous improvement and creating the conditions for adaptive change and, interrupting practices that create, sustain and reproduce disparities based on race and bias.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **SECONDARY CURRICULUM/ 6-12 TEACHING AND LEARNING (Continued)**

- Continued to engage multiple stakeholders (Community Superintendents, Equity Superintendents, Student Services, Professional Learning, and Learning and Teaching) in the design and execution of practices aligned to the Core Actions.
- Partnered with multiple organizations to build internal capacity around the implementation of high-quality curriculum, equitable instruction and professional learning and coaching including: UnboundED, EL Education, Open Up Resources, Envision 2020, New Teacher Center and BetterLesson.

#### **Focus Areas for 2020-2021**

- Expand implementation of core curricula in:
  - Grades, 4-5 and Grades 7-8 ELA using EL Education and
  - Grade 7 Math using Open Up Resources.
- Investigate implementation options for Math 1 curriculum.
- Continue refining and deepening learning of Core Actions and Change Management through the use of an adult learning plan that encompasses teachers, teacher leaders, school leaders and district leaders that formalizes implementation and support of high quality curricular materials and equitable instruction.
- Hire, train and support 12 new specialists to provide on-demand coaching, support, and job-embedded professional learning for implementation of core curricular resources for ELA and Math.
- Develop an instructional framework that supports Core Actions in Literacy for content and grade levels currently not receiving adopted curricula.
- Develop specific curricular help in high priority areas such as:
  - Elementary and Middle Grades--creating performance tasks in Social Studies and Science
  - High School--exploring the creation of a common list of anchor texts for ELA instruction that is representative of the CMS student body's race, culture and identity.
- Continue partnership with organizations to build capacity and alignment of curricular resources, adaptive leadership and high-quality professional learning.

#### **ADVANCED STUDIES**

##### **Work Accomplished 2019-2020**

Advanced Placement Expansion & Strengthening:

- AP teachers across CMS have engaged in AP Collaborative professional development sessions throughout the 2019-2020 school year. Sessions included a new curriculum from the College Board, effective use of online resources, culturally relevant teaching, and a variety of best practices for teaching all students in AP classes.
- The new AP Lead Teacher role for the district has been developed and current AP teachers are going through the application process. AP Lead Teachers will provide instructional support, resources, mentoring, and professional development to all AP teachers across the district that teach the same course.
- 10 core AP courses are being offered in all comprehensive high schools to increase student access to AP courses.

## LEARNING SERVICES

### Work Accomplished and Focus Areas

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#### ADVANCED STUDIES (Continued)

- AP teachers are continuing to engage in AP Summer Institute training. Additional high school teachers are being trained in AP courses to ensure vertical alignment and continuity.

#### AVID Expansion & Strengthening:

- 44 schools are successfully implementing AVID at their school sites. Over half of the 44 schools are within their first year of AVID implementation and are making great progress.
- Seven additional schools have indicated they are interested in becoming AVID schools for the 2020-2021 school year. Planning for implementation with these schools is underway.
- The second CMS AVID Summer Institute is scheduled for June 2020 for 350 CMS educators.
- Gifted Education
- The Gifted Advisory Group has continued work to support implementation of the 2019-2022 CMS AIG Plan.
- In December 2019, feedback from NCDPI was received that the 2019-2022 CMS AIG Plan is comprehensive and fully aligned to the NC AIG Program Standards.
- All elementary schools are using the TD Catalyst Model Implementation Tool to guide implementation and continuous improvement of the LI/TD model and TD Catalyst Model.
- Work to find and serve gifted English Language Learners is continuing through an effective partnership with the EL department.
- The new AIG Identification Procedures outlined in the 2019-2022 are being implemented to increase access for underrepresented students to gifted and advanced programs.
- Additional AIG Licensure opportunities have been provided to K-12 CMS teachers through CMS GiftED, Queens University, and University of North Carolina Charlotte.
- All gifted & advanced curriculum resources are being aligned to the core curriculum scope and sequence for math & ELA for elementary and middle school.

#### Focus areas for 2020-2021

- Continue to increase **access** for underrepresented students to gifted and advanced programs and appropriately challenging coursework
- Continue to increase **integrity** of gifted and advanced programs to ensure academic & social/emotional needs of all students are met
- Create systems to increase clear **communication** with all stakeholders.

#### VIRTUAL LEARNING AND MEDIA SERVICES

##### Work Accomplished 2019-2020

- Circulated 1,286,106 books and ebooks during the 2019-2020 school year (as of 4/1/20).
- Established a common eBook platform for all staff and student use for convenient access to academic, leisure, and professional development reading (Sora)
- Built an initial district ebook collection of 9,108 ebooks and audiobooks (2,677 unique titles)

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **VIRTUAL LEARNING AND MEDIA SERVICES (Continued)**

- Brought district-wide library collection age (print books) from 2005 to 2007 through extensive weeding of 200,806 aged or damaged books
- Completed updated inventories in 99% of school library media centers
- Worked to train and retain new hires through New Teacher Orientation for new/new to CMS Media Coordinators, New Media Coordinator Mentor Support Program, and year-long coaching and support
- Established professional development cohorts with corresponding Canvas courses surrounding best practices, including collection gentrification, EL curriculum support, and culturally sustaining library environment.
- Supported the professional development needs of media staff through strategic coaching and feedback; and through Canvas courses and webinars on practices/topics such as Maximizing Maker Mentality, ONE Access and Sora.
- Collaborated with departments within Learning and Teaching (i.e. literacy and math) to support and lead in the implementation of new curriculum; VLMS staff served on Content and Steering Crews
- Collaborated with multiple departments to provide high quality professional development (Advanced Studies, New Teacher Development, Student Support Service)
- Developed support documents, practices, and support for use by media staff in directly supporting implementation of EL Curriculum in grades K-3 and 6
- Created a plan for building capacity of district media staff in response to implementation of Board Equity Policy (June, 2019)
- Collaborated with the Charlotte Mecklenburg Public Library to provide targeted support with resources and programming; such as literacy nights, ONE Access support, Epic Fest (author presentations), Storyvine Festival and Summer Programming
- Supported media staff in development of strong collections to meet the needs of diverse learning communities; provided template, support and feedback with Collection Development and Maintenance Plans
- Provided guidance to schools (ex: Ballantyne, Hawk Ridge) in best practices/design for school funded media center refresh
- Created Video Usage Guidelines Toolkit to support administrators
- Provided support to schools and district leadership, in addressing multiple book challenges

#### **Focus Areas 2020-2021**

- Continue to improve collection age, quality, and relevancy of district libraries
- Provide PD, coaching, and support to build capacity in Media Coordinators across the district in tying in high-leverage support of curriculums with future ready media instruction
- Continue to emphasize diversity and representation as key focal points in helping all students to self-identify as readers

#### **DRIVERS EDUCATION**

##### **Work Accomplished 2019-2020**

- Offered a course in Driver Education and Traffic Safety to all eligible students in Mecklenburg County, including students in all public, private, charter and registered home schools.
- Provided a Driver Education Classroom Fee Waiver to all students who applied.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **DRIVERS EDUCATION (Continued)**

- Reduced wait time for in-car instruction after classroom is completed to four weeks for students.
- Updated/replaced a portion of the CMS Driver Education Automobile Fleet.
- Provided professional development opportunities and training support for all CMS Driver Education staff.
- Received contract bids for Driver Education through the RFP process.
- CMS Driver Education Specialist serves as Executive Director of the NC Driver and Traffic Safety Education Association (NCDTSEA).

#### **Focus Areas for 2020-2021**

- Navigate CMS Driver Education back to full production after and in the wake of the Covid-19 Pandemic related shutdown.
- Provide the best “Learning to Drive Experience” possible for all eligible students in Mecklenburg County.
- Provide relevant professional development opportunities for all CMS Driver Education teachers.
- Educate our parent partners on what their “Next Steps” should be to continue the work that we have started with their new driver.

#### **FINE ARTS, HEALTH & PHYSICAL EDUCATION**

##### **CMS ARTS**

#### **Work Accomplished 2019-2020**

- Collaborated with Charlotte Arts Community to plan and implement Exposure, Experience, and Education (E3) arts field trips. The arts are the most effective way to create awareness of diverse cultures at a deep level and provide fertile ground to cultivate relationships across cultures. Exposure to the arts provides students with the ability to discover, build, and communicate knowledge based on students’ specific learning capital. Exposure to the arts builds student awareness of the rich and diverse arts offered in Charlotte while providing real world practice in 21st Century skill such as: critical thinking, communication, collaboration, and creativity. The E3 initiative is the most effective way to create awareness of diverse cultures at a deep level and provide fertile ground to cultivate relationships across cultures
- Exposing students to what the Charlotte Arts Community has to offer is worthy of investment in its own right. The additional benefits of fostering critical reflection and linking real-world experience to daily instruction, integrated with art and other content standards, provides a unique opportunity to engage students at a much deeper level and educate the whole child.

#### **Focus Areas 2020-2021**

- Continue providing E3 trips for all 5<sup>th</sup> grade students
- Expand to include an in-school performance for K-3 students
- Collaborate with arts partners to create E3 experiences with specific schools aligned to arts integration across the curriculum.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **CMS PHYSICAL EDUCATION & HEALTH**

##### **Work Accomplished 2019-2020**

- Expanded B3 schools to include: Idlewild ES, Berry Hill ES, Irwin Academic Center, Hornet's Nest ES, Highland Creek ES, Barringer ES and Hickory Grove ES
- Successfully completed 90-Day Extreme School Makeover: Movement Edition at Idlewild ES
- Conducted specific B3 training to include PreK Directors, PreK teachers & Extension Team staff
- Completed internal exploratory study of B3 highlighting:
  - student focus groups
  - teacher survey data
  - school insight data

##### **Focus Areas 2020-2021**

- Onboard more elementary schools to expand B3 programs
- Ensure schools receive professional development training to understand how to implement B3 with fidelity
- Ensure schools receive B3 resources
- Create a B3 middle school program

#### **FEDERAL PROGRAMS**

##### **Work Accomplished 2019-2020**

- Provided a web-based anti-bullying monitoring platform for students, staff and families that successfully tracked more than 1200 reported incidences to resolution.
- Formed the inaugural district Title I Parent Advisory Council to support the district in the implementation of federal programs
- Supported professional learning for the first year of training for the implementation EL and Open Up curricula
- Provided substitutes for Title I schools through Kelly Educational Services at an average 86% fill rate (up from 45% in 2019)
- Provided a summer institute and ongoing professional learning newly formed Targeted Support and Intervention School teams to address the needs of Exceptional Children (EC) identified students

##### **Focus Areas 2020-2021**

- Implement Title I, Part A programs and support in alignment with federal guidelines for the Every Student Succeeds Act (ESSA) and the district's Strategic Plan 2024: The Way Forward
- Support the implementation of initiatives under the Title IV - Student Support and Academic Enrichment- for well-rounded educational opportunities, safe and healthy learning environments and blended learning
- Provide high quality professional learning for teachers and school leaders through Title II-A that includes teacher and leadership academies, new teacher support, and training on the new math and ELA curriculum.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **FEDERAL PROGRAMS (Continued)**

- Support the turn-around efforts for three School Improvement Grant (SIG) schools in their final, sustainability year of program implementation
- Support the first year of implementation for two, three-year Innovative Partnership Grants (IGP) for Charlotte Mecklenburg Academy and Renaissance West STEAM Academy
- Support the turn-around efforts for ten schools in Comprehensive Support and Improvement (CSI) Status
- Provide sustained professional learning and supplemental instructional resources to address sub-group gaps in 99 schools in Targeted Support and Intervention (TSI) status
- Implement a comprehensive federal programs website for internal and external stakeholders that contains information required by Every Student Succeeds Act (ESSA) in an easily accessible format
- Provide options to all schools with a middle school component to support math content knowledge and the implementation of the Open Up math curriculum
- Offer supplemental student print materials for the EL curriculum in grades K-8
- Refine teacher leadership pathways and leadership development initiatives to expand the pool of promising candidates for assistant principal and principal roles
- Revise the district's Title I Parent and Family Engagement policy, create regulations and guidance in a language that is accessible and easy to understand

#### **EXCEPTIONAL CHILDREN SERVICES**

##### **WORK ACCOMPLISHED 2019-2020**

- Provided extensive training for schools in TSI status that included three areas of focus: Improve Special Education, Improve Gen Ed practices, Promote Inclusive Mindset
- Launched classroom visit tool and scoreboard to gather data on quality of special education
- Continued differentiated training of Inclusive Practices for identified schools.
- Provided training for elementary EC teachers in Reading Research to Classroom Practice, Orton–Gillingham and Math Foundations.
- Enhanced the implementation of FUSION Reading at middle schools.
- Provided focused training and monitoring in scheduling for students with disabilities at the high school level.
- Provided middle and high schools students following the NC Extended Content Standards more opportunities to attend home school.
- Provided full day business-based instruction to increase transition to adulthood opportunities.

##### **FOCUS AREAS 2020-2021**

- Accelerate academic achievement for every child with a disability to close achievement gaps so all students will graduate from CMS college- or career-ready.
- Further clarify and articulate instructional framework with increased accountability for student growth
- Teachers and leaders will narrow the achievement gap between students with disabilities and their non-disabled peers.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **EXCEPTIONAL CHILDREN SERVICES (Continued)**

- Improve post-secondary outcomes for students with a disability.
- The rate for students with a disability graduating with a diploma will increase.
- Expand inclusive practices to ensure all students following the NC Extended Content Standards to have the opportunity to attend their home school to the greatest extent possible.
- Provide magnet options for students following the NC Extended Content Standards.
- Increase community-based transition to adulthood opportunities for students with a disability between the ages of 18-22.

#### **ENGLISH LEARNER SERVICES**

##### **Work Accomplished 2019-2020**

- Created curriculum resources, exemplar units, and high-quality tasks which support English learners to succeed and interact with a variety of texts from all academic content areas.
- P.A.C.E. PD in K-12 Content Areas introduced tools and tasks to promote academic discourse in classrooms. Participants were not only involved in strategies to elevate rigor in academic discourse for all students, but also worked in teams to create lessons infused with these tasks to share across the district.
- Published P.A.C.E. website with K-12 curriculum resources and ways to integrate digital tools into the classroom. The resources were developed to amplify the district's core curriculum implementation.
- Talent Development and EL Services Department collaborated to create model lessons for TD and EL teachers to use to identify gifted ELs through portfolio projects, design professional development and create toolkit to meet the needs of meaningful, rigorous instruction for students dually identified as Academically Gifted (AG) and English Learner (EL).
- Reading Comprehension through G.L.A.D. Strategies PD was designed to introduce teachers to Guided Language Acquisition Design (GLAD) strategies that support reading comprehension with effective strategies through a "language" approach.
- Quality Teaching for ELs (QTEL) approach provides both elementary and secondary educators (including CTE and AP/IB) with the tools they need to accelerate language development, academic literacy, and disciplinary knowledge of all students, particularly English learners. QTEL supported teachers' development of expertise in providing students high challenge learning opportunities coupled with high support.
- The E.L.I.T.E. iPad Cohort VI project is a year-long course for English Learner teachers. Once teachers were selected for the cohort, they received iPads to use with students in their classroom. Participants created a digitally integrated curriculum resource that engages students in content and language while utilizing technology to increase student achievement. Participants were supported through an initial launch, mentoring from the Curriculum Digital Integration Team. Each member created a S.M.A.R.T. goal and pulled specific BOY data to track throughout the year to verify the effectiveness of the tool in instruction to compare to EOY data. Participants developed a video to capture their work as a culmination to share at the Digital Integration Conference.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **ENGLISH LEARNER SERVICES (Continued)**

- Instructional Excellence Leadership Pathway (IELP) Cohort is composed of English Learner and Content teacher leaders from the district to develop quality curriculum resources to support language and content development with digitally integrated tools to support innovative instruction in the classroom. Participants developed presentations to share with other teachers in the district during the Digital Integration Conference.
- Solicited feedback from parents of EL students in the district regarding the language support services they and their children have received from the district.
- Held International Day of Learning event: to share resources and information with parents that will help them support their child academically, build awareness of community support organizations, and celebrate the cultures represented by our students. Our guests had access to comprehensive workshops and access to resources involving community support to families and students.
- The Great Achievement through Non-Traditional Academic Support (GANAS) Initiative partnership continued between the EL Services department and the Latin- American Coalition. This initiative directly addressed the socio-emotional stressors that EL students face as they navigate a challenging environment.
- The Mentoring Excellency towards Academic Success (METAS) partnership continued between the EL Services department and the UNCC Latino fraternity and sorority organizations to create a lasting, fruitful, positive and empowering mentor-mentee relationship with targeted middle school students.
- The EL Services soccer incentive program provided an opportunity for our English Learners to participate on a school soccer team and extended day support to increase academic achievement. The EL soccer teams helped our students participate in an extracurricular activity, generate pride for their school, increase student attendance, and help increase our graduation rate.
- Provided supplementary language acquisition software programs (Rosetta Stone, Imagine Learning, Studysync, Book Creator and Language Live).
- The CMS English Learner Advisory Committee was established and implemented to increase the achievement and engagement of English Learners through continuous improvement of curriculum, instruction, assessment, and culture in alignment with the CMS strategic plan.
- Developed and curated resources for CMS Remote Learning for English Learners, including parent and community outreach website. Expanded our Language Assistance Team's services to include translations of instructional materials, and family and teacher remote language supports.
- Strategically disaggregated data district wide for every school to ensure intentional instruction of EL progress towards proficiency.
- Launched online self-paced Preparation for MS/HS ELA Canvas Courses to increase the number of dually certified EL/Content area teachers.
- Continued online self-paced ESL Praxis course as part of EL teacher recruitment strategy.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **ENGLISH LEARNER SERVICES (Continued)**

##### **Focus Areas for 2020-2021**

- Expand and finalize the P.A.C.E. (Personalized Academic Command of English) Curriculum and Instructional Design Framework for English Learners (ELs).
- Implement PD focused on instructional design, content, language, & literacy integration, unpacking curriculum, culturally and globally designed pedagogy.
- Meet federal and state Every Student Succeeds Act (ESSA) accountability for making progress and proficiency in English language learning and EL subgroup performance.
- Support the implementation of high-quality Language Instruction Educational Programs (LIEP) at all schools.
- Increase family and community engagement to better serve families of ELs.
- Promote cross-departmental/functional collaborations to streamline school supports.

#### **STUDENT DISCIPLINE AND BEHAVIORAL SUPPORT**

##### **Work Accomplished 2019-2020**

- Collaborated with various departments to provide monthly behavior support and professional development.
- Provided discipline strategies such as Violence Is Preventable (VIP) and Sexual Harassment Is Preventable (SHIP) programs, community service experiences to meet the identified needs of students.
- Provided due process hearings for students alleged to have violated the student behavior guidelines, as requested.
- Provided case management services for students 16 years of age and older who were charged with committing a felony.
- Monitored all schools reporting of state-reportable incidents (inappropriate behavior) to improve the accuracy of reporting.
- Monitored all due process hearings and discipline team meetings (DTM) as well as conducted weekly meetings with community administrators to ensure that discipline issues are managed equitably.
- Provided support to learning communities by responding to district requests for facilitating Non-violent Crisis Intervention Trainings.
- Opened six (6) short term suspension sites that were used to reduce out-of-school suspensions.

##### **Focus Areas 2020-2021**

Collaborate with various CMS departments to provide schools throughout the district with support in developing and implementing various behavioral, social and emotional supports for students, as well as provide staff training and support.

- Integrate a therapeutic approach into the academic component at the home based schools that addresses the social/emotional needs of students (Non-Crisis Intervention Trainings, and Restorative Practices Training).
- Provide mandatory training for learning communities and school administrators to develop a collaborative, cohesive team for managing student behavior and campus safety.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **STUDENT DISCIPLINE AND BEHAVIORAL SUPPORT (Continued)**

- Expand Community Service to collaborate with various community organizations to further promote social skills.
- Ensure that Restorative Practices is being implemented with fidelity in our current schools.
- Reduce out-of-school suspensions by utilizing the short term suspension sites as an alternative to suspension. Staff will continue training in Restorative Practices, Social
  - Emotional Learning (SEL) via Caring School Communities, Non-violent Crisis Intervention training, PowerSchool, CANVAS and Behavior Tools training.
- Monitor all schools reporting of state-reportable incidents (inappropriate behavior) and Title IX incidents to improve the accuracy of reporting.
- 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 (Felony Watch program).
- Respond to district requests for Non-violent Crisis Intervention and Restorative Practices Trainings.
- Update the district Code of Student Conduct.
- Provide discipline strategies such as Violence Is Preventable (VIP) and Sexual Harassment Is Preventable (SHIP) programs, community service experiences to meet the identified needs of students.
- Provide close supervision at the request of the learning community administrator for students who have been placed on probation due to CMS Code of Student Conduct or law violations.
- Provide mandatory ongoing professional development opportunities for behavior support staff and home based school administrators (via Monthly Behavior Modification Technician and Quarterly Assistant Principal, Principal and Dean meetings)
- Provide six (6) short term suspension sites across the county in collaboration with Park and Recreation to reduce out-of-school suspensions.

#### **STUDENT RECORDS, PLACEMENT, AND PLANNING SERVICES**

##### **Work Accomplished 2019-2020**

- 7, 728 families visited our office for assistance and were serviced
- 5,841 requests for reassignment/transfer processed
- 1,792 New Student Enrolments keyed for the 20-21 school year
  - 1,370 first lottery enrollments keyed
  - 422 second lottery enrollments keyed
- 682 Hardship Caregivers processed for people enrolling students they are not the biological parent/legal guardian of
- Processed appeals of denied requests for reassignment/transfer
  - 15 reassignment appeals which required representation of staff and BOE members
  - 117 transfer appeals
- 55 Revocations processed where students were sent back to their homeschools

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **STUDENT RECORDS, PLACEMENT, AND PLANNING SERVICES (Continued)**

- 3 Social media accounts created to communicate with out external customers faster. We now have a department presence on Instagram, Facebook and Twitter
- Continued to key enrollments after the second lottery enrollment deadline to ensure students are placed in schools prior to the start of school.
- Sent cumulative folders to schools four months earlier than in the past so schools could start working on schedules earlier for those students.

#### **Community Events**

- 7/22/19 Radio station Latina 102.3 to discuss enrolling in CMS
- 8/9/19 WPEG to discuss the importance of enrolling early
- 8/24/19 collaborated with the 100 Black Women of Charlotte to host Southside Homes Community Back to School Carnival
- 9/21/19 Latin American Festival: 9/21
- 10/15/19 Radio station Latina 102.3 to discuss enrolling in CMS
- 10/18/19 Charlotte Bilingual Pre-School to discuss the importance of enrolling early
- 10/19/19 School Choice Fair to discuss the importance of enrolling early
- 10/19/19 School Choice Fair to discuss the importance of enrolling early
- 10/28/19 Bethlehem Center School Readiness Fair to discuss the importance of enrolling early
- 10/30/19 Trunk or treat event at Smith where we collaborated with other departments at Smith and Collinswood to give out candy and information about enrolling for the 20-21 school year to the nearby residents.
- 11/19/19 Charlotte Bilingual school- Kinder Fair (lottery applications sign up)

#### **Products:**

- Created an Internal brochure on six student placement key functions
- Created an External brochure on six student placement key functions

#### **Revamps:**

- Sign-in process utilizing computers and google docs
- Microsoft Teams for office meeting and meeting with CMS schools
- Student Placement data system (google sheets)

#### **Focus Areas 2020-2021**

- Increase enrollments during the future enrollment period
- Educating our internal and external customers on Student Placement functions.

#### **ACCOUNTABILITY SERVICES**

##### **Work Accomplished 2019-2020**

- Completed transition to online assessment administration of End-of-Grade, End-of-Course and North Carolina Final Exams in grades 4-12.
- Managed the administration of over 315,000 Measures of Academic Progress (MAP) assessments, K-8.
- Provided face-to-face training on testing policy and procedures to more than one-hundred and seventy (170) school testing coordinators for more than twenty-five (25) different state or federally required assessments.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **ACCOUNTABILITY SERVICES (Continued)**

- Updated, enhanced or developed 115 reports and dashboards for district use in our Navigator Portal.
- Overall, Portal reports and dashboards were accessed by over 11,000 unique users over 600,000 times, with over 92% of principals agreeing or strongly agreeing that the Navigator Portal helped them make informed decisions that positively impact student achievement.
- Conducted and/or facilitated fifteen (15) program evaluations and analyses to inform decision making and improved student outcomes.
- Vetted over sixty (60) external research applications.
- Produced annual reviews in five (5) targeted areas and quarterly reviews in three (3) areas, aligning quarterly reviews with existing resources in the Navigator Portal to leverage reports that update nightly.
- Expanded our data process, serving over twenty-five (25) community partners quarterly.
- Fulfilled more than one hundred data requests of varying magnitudes and complexities.
- Administered and provided reports on five (5) district wide surveys for principals, students, and classroom teachers.
- Conducted over 450 hours of professional development, reaching over 3,000 instructional staff, providing supports to 65% of schools.

#### **Focus Areas 2020-2021**

- Provide school-based and central office staff service that is customer-focused, collaborative, consistent, and maximizes our expertise.
- Accurately transform data in order to get the right information to the right people at the right time to positively influence district decisions.
- Plan, conduct, and disseminate results from program evaluations and research studies to inform district investments.
- Ensure consistency and increase efficiency in the way we manage, oversee, and support high stakes student assessments.
- Provide technical assistance to schools and learning communities to use data to inform continuous improvement.
- Foster a working environment that is high performing, and cultivates caring, accountability, and high expectations for each team member.

#### **EQUITY SERVICES**

##### **Accomplishments 2019-2020**

In the inaugural year of the Equity Office, the team successfully:

- Launched the year with a fully constituted team by July 1, to hit the ground running.
- Developed and adopted an equity agenda and corresponding priority areas to provide vision and focus to the district's equity work.
- Completed over nine hundred and fifty (950) classroom visits to over 100 schools to develop a picture of the district's current alignment to standards, current levels of rigor and engagement, and existing beliefs and expectations of students.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **EQUITY SERVICES (Continued)**

- Created and led district-wide implementation of a standardized rubric and selection criteria for Math I student enrollment for the 2019-20 school year. It's first year implementation resulted in an increase in the number of African-American and Hispanic students enrolled in Math I in 8<sup>th</sup> grade by over 65 students and 120 students, respectively.
- Engaged eleven (11) high schools in work to increase access to advanced courses. Efforts resulted in over 1,500 students across the targeted schools enrolling in an Advanced Placement or International Baccalaureate course who were ready for extra challenge, but had not previously considered taking these advanced courses.

#### **Goals 2020-2021**

- Increase access to rigorous, standards-aligned instruction through support to school-based and central office staff.
- Increase access and performance in advanced courses in the middle and secondary grades for historically underserved and/or under-represented groups.
- Co-lead the launch of district-wide efforts to reduce disproportionality in out-of-school suspensions.
- Support and learn from an internal Equity Task Force of CMS employees to better foster equity for students and families throughout the school district.

#### **STUDENT ASSIGNMENT AND SCHOOL CHOICE**

##### **Worked Accomplished 2019-2020**

The office of Student Assignment and School Choice has had 21 magnet schools win merit awards for the 2019-2020 school year. Five schools received the top honor of being Magnet Schools of Excellence. Sixteen schools received Honors of Distinction. Additionally, this year, 2 schools, Landsdowne IB and Trillium Springs Montessori, were added to our total of certified magnet schools.

##### **Curriculum Projects**

- Sixth grade middle school International Baccalaureate English Language Arts classrooms across all 6 IB Middle schools worked to provide evidence of students engaged in rigorous tasks that are grade level, standards, and IB-aligned.
- Elementary STEM schools provided evidence of increased theme integration through unique programming in elective area classes. Staff received training in Project Based Learning and real time coaching in building units rooted in specific content areas that integrate the themes of their school.
- Visual and Performing Arts elementary schools provided evidence of increased theme integration through unique programming in elective area classes. This work included cross-collaboration with the CMS Arts department and elective area teachers across the four Visual and Performing Arts magnet schools.
- Teams in the three curriculum theme areas of IB, STEM, and Visual and Performing Arts evaluated program areas through learning walks and leadership conversations.
- Teams developed implementation plans to build integrated theme experiences across schools.

## **LEARNING SERVICES**

### **Work Accomplished and Focus Areas**

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#### **STUDENT ASSIGNMENT AND SCHOOL CHOICE (Continued)**

##### **Lottery Summary**

This report summarizes the tactics used for the 2020-2021 School Choice Lottery Campaign. The goals of this year's school choice campaign were to increase participation in the School Choice Lottery and increase awareness of the opportunities within Charlotte-Mecklenburg Schools to the current and potential families in Mecklenburg County. All efforts were focused on residents of Mecklenburg County.

Communications and marketing tactics were activated across digital and print platforms and in different languages. All communication was written and designed to be concise, eye-catching, and informative for recipients. Tactics for this campaign included: the School Choice and Enrollment Fair, internal CMS communications, external School Choice website, email marketing, video development and sharing, paid media, grassroots marketing, direct mail, and social media.

The 2020-2021 School Choice Lottery Campaign started in October 2019 and was complete in February 2020. Approximately 2,762,336 impressions yielded 26,424 applications.

##### **Focus Areas for 2020-2021**

- Continued work in parity across IB middle years programs in middle schools, specifically in Language and Literature
- Continued focus in elective areas for Elementary STEM and Visual Performing Arts in respect to theme integration in elective areas
- Increasing equity and access in K-12 magnet programming across 68 magnet schools and 97 magnet programs along with evaluation, prioritizing experience and relevance

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**LEARNING SERVICES**

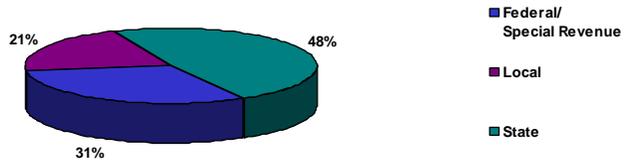
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<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	232,439,547	226,994,728	210,622,280	199,706,055
Benefits	93,718,210	88,184,515	75,315,380	68,518,961
Purchased Services	49,628,596	53,746,162	44,246,090	42,908,956
Supplies and Materials	18,377,778	22,285,271	17,842,188	22,606,429
Furniture and Equipment	380,000	320,000	424,790	920,843
Other	-	-	-	-
	<u>\$ 394,544,131</u>	<u>\$ 391,530,676</u>	<u>\$ 348,450,728</u>	<u>\$ 334,661,244</u>

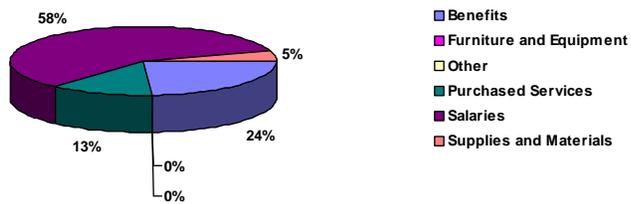
Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.

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

### Sources



### Uses



**ACADEMIC SERVICES**

**Description:** The Academic Services division for the Charlotte Mecklenburg School District is focused on promoting student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equitable access.

**BUDGET ACCOUNTABILITY:**

Dr. Matthew Hayes  
Deputy of Academics

**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

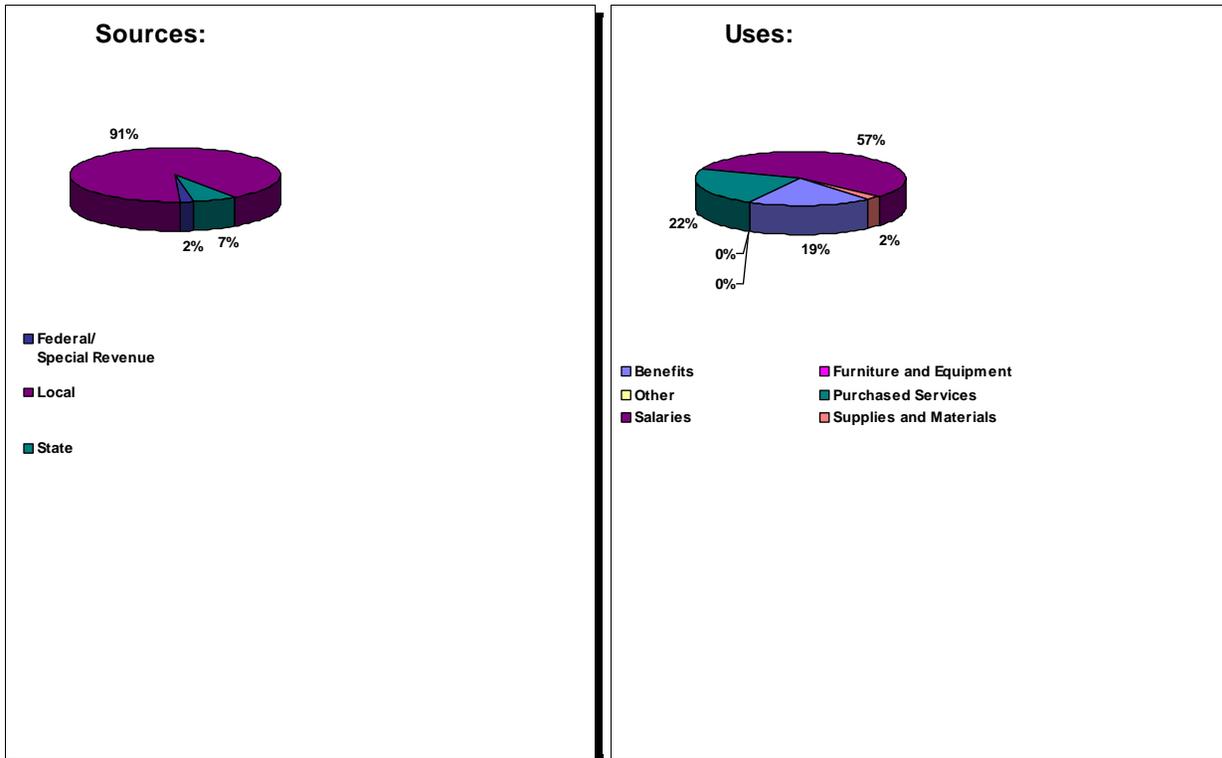
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 57,739
Teaching Residency adjustment - grant expiring	(310,645)
Federal adjustment - Improving Teacher Quality - carryover adjustment	(257,191)
Redirect for curriculum adoption and sustaining operations - staff development pay	(50,000)
Central office reorganization - redirected funds for four literacy specialists and four math specialists	(720,663)
<b>Purchased Services</b>	
Redirect for curriculum adoption and sustaining operations - workshop expenses	(2,000)
Redirected to purchased services from supplies and materials	6,600
Redirect from Literacy department for curriculum adoption and sustaining operations - vendor consulting	400,000
<b>Supplies and Materials</b>	
National Board Services adjustment	534
Federal adjustment - Improving Teacher Quality - carryover adjustment	(43,298)
Redirect for curriculum adoption and sustaining operations - supplies, equipment and food	(6,750)
Redirected from supplies and materials to purchased services	(6,600)

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	1,822,756	2,813,860	1,451,529	1,675,218
Benefits	620,345	910,001	478,232	514,498
Purchased Services	730,379	325,779	401,453	615,196
Supplies and Materials	77,931	134,045	103,937	59,183
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 3,251,411</u>	<u>\$ 4,183,685</u>	<u>\$ 2,435,151</u>	<u>\$ 2,864,095</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



**DEPARTMENT OF EDUCATIONAL LEADERSHIP**

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**Description:** The Department of Educational Leadership accelerate district outcomes by advancing the knowledge, practice, and development of school and district leaders.

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**BUDGET ACCOUNTABILITY:**

Penny Presley  
Executive Director, Professional Learning & Leadership Development

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

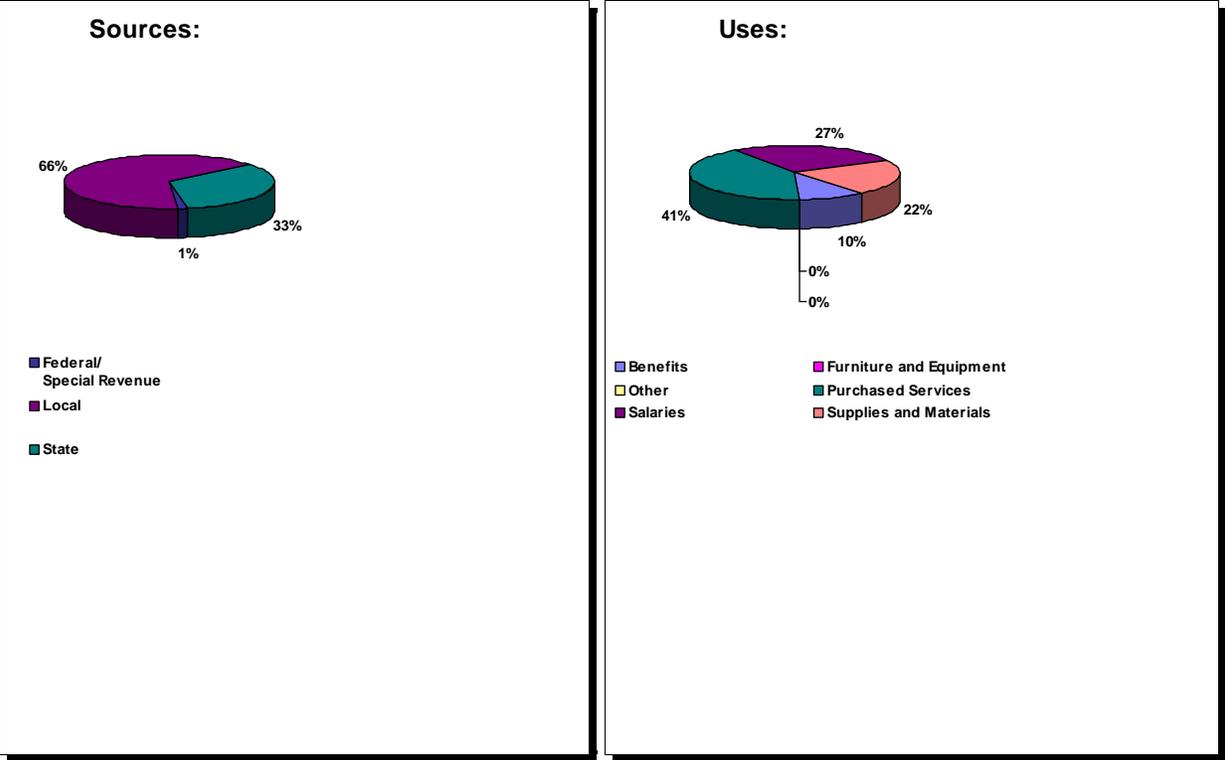
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 30,908
Central Office Reorganization - redirected salaries and benefits to Academic Services and Human Resources	(232,543)
<b>Purchased Services</b>	
Redirect for curriculum adoption and sustaining operations - workshops and contracted services for professional development	(53,000)
Redirected funds from purchased services to supplies and materials	(8,000)
<b>Supplies and Materials</b>	
Central Office Reorganization - redirected supplies and materials to Academic Services	(1,000)
Redirect for curriculum adoption and sustaining operations - supplies for professional development	(17,000)
Redirected funds to supplies and materials from purchased services	8,000

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**DEPARTMENT OF EDUCATIONAL LEADERSHIP**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	770,552	966,410	622,047	840,596
Benefits	365,997	371,774	189,006	217,105
Purchased Services	125,126	186,126	1,652,874	851,243
Supplies and Materials	21,500	31,500	273,999	227,825
Other	-	-	-	-
	<u>\$ 1,283,175</u>	<u>\$ 1,555,810</u>	<u>\$ 2,737,926</u>	<u>\$ 2,136,769</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



**OFFICE OF SCHOOL PERFORMANCE AND  
STUDENT WELLNESS AND ACADEMIC SUPPORT**

**Description:** The Division of Student Services provides leadership in the design, planning and implementation of all strategies for the following departments: Exceptional Children, Student Discipline & Behavior Support, English Learner Services, Section 504/Hospital Homebound and the Office of Student Wellness and Academic Support. The division also supports alternative programs at Turning Point Academy, monitors accountability standards related to state and federal guidelines and allocates resources to support schools and students.

**BUDGET ACCOUNTABILITY:**

Kathy Elling  
Chief of School Performance

**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

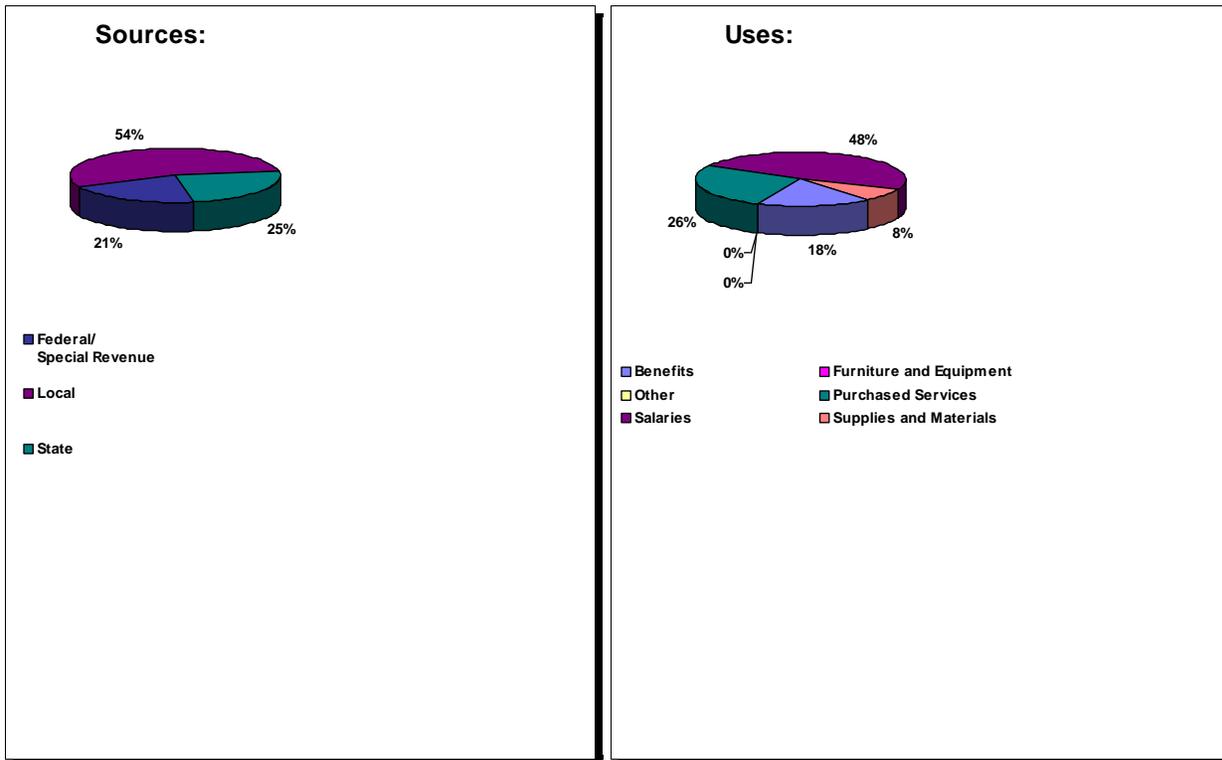
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 199,742
Federal adjustment - Safety & Mental Health - NIJ - grant expiring	(100,803)
Federal adjustment - Discipline Disparities - NIJ	(265,793)
Federal adjustment - SBMH Reimbursement	(12,621)
Central Office Reorganization - redirected Crisis Response specialist from Operations Support	62,910
Redirected funds to salaries and benefits for additional responsibility stipends	6,366
<b>Purchased Services</b>	
Federal adjustment - McKinney-Vento Homeless	(8,694)
Federal adjustment - Safety & Mental Health - NIJ - grant expiring	(494,600)
Federal adjustment - Medicaid Program	(200,000)
DSS Reimbursement adjustment	(6,409)
Federal adjustment - MDRC Grant	30,997
Redirected funds from purchased services to Exceptional Children department supplies and materials	(5,000)
Redirected funds from purchased services to salaries and benefits	(6,366)
Redirect for curriculum adoption and sustaining operations - workshops	(16,960)
Student Support Staffing/Social and Emotional Learning Support - 504 documentation platform	245,000
<b>Supplies and Materials</b>	
Federal adjustment - Safety & Mental Health - NIJ - grant expiring	(8,930)
Federal adjustment - Discipline Disparities - NIJ	289,657
Redirected to supplies and materials from schools	5,391
Student Support Staffing/Social and Emotional Learning Support	24,682

Note: Changes listed are not intended to agree exactly to variance between budgets.

**OFFICE OF SCHOOL PERFORMANCE AND STUDENT WELLNESS & ACADEMIC SUPPORT**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	5,397,638	5,527,830	7,049,226	5,593,142
Benefits	2,024,939	2,004,946	2,055,114	1,592,913
Purchased Services	2,976,545	3,438,577	2,364,108	1,901,415
Supplies and Materials	920,621	609,821	384,328	305,727
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 11,319,743</b>	<b>\$ 11,581,174</b>	<b>\$ 11,852,776</b>	<b>\$ 9,393,197</b>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## LEARNING AND TEACHING PREK - 5

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**Description:** The PreK-5 Learning and Teaching Department supports our Bright Beginnings, NC PreK, and K-5 Curriculum for all K-5 and K-8 schools. Our goal is to provide a high quality, evidence-based, and standards-aligned guaranteed viable curriculum with professional development support to classroom teachers that will result in academic growth for all students.

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**BUDGET ACCOUNTABILITY:**

Charlotte Nadja Trez

Executive Director, Learning and Language Acquisition

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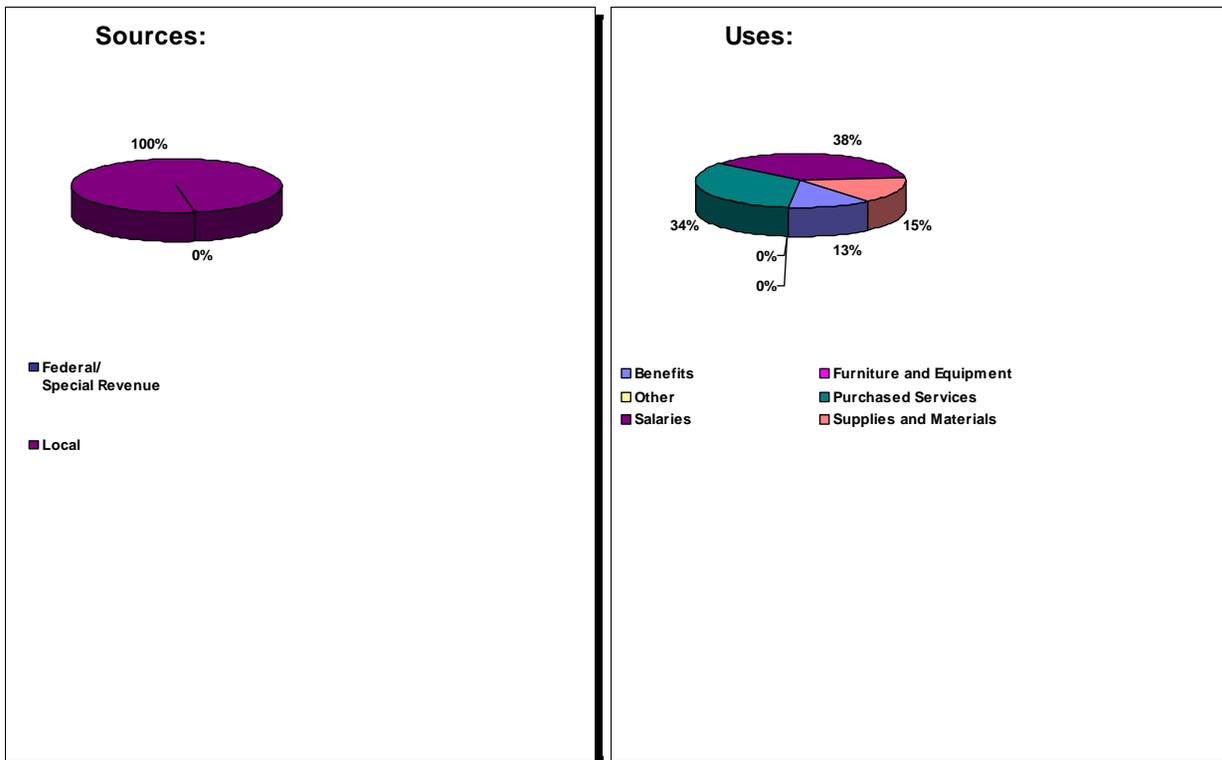
**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 5,632
Central office reorganization - redirect funds from Professional Learning for one secretary position	56,230

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**LEARNING AND TEACHING PREK-5**

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	173,456	132,101	251,235	220,884
Benefits	59,956	39,449	72,012	66,920
Purchased Services	157,099	157,099	152,024	289,529
Supplies and Materials	70,729	70,729	61,809	67,638
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 461,240</b>	<b>\$ 399,378</b>	<b>\$ 537,080</b>	<b>\$ 644,971</b>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## ELEMENTARY CURRICULUM

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**Description:** The Learning (PreK-5 Learning and Teaching) and Language Acquisition (K-12 English Learner Services) Department supports our Bright Beginnings, NC PreK, and K-5 Curriculum for all K-5 & K-8 schools as well as English Learner Services at all schools. Our goal is to provide a high quality, evidence-based, and standards-aligned guaranteed viable curriculum (Mathematics, Science, and Social Studies) with professional development support to classroom teachers that will result in academic growth for all students.

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**BUDGET ACCOUNTABILITY:**

Pa Thao

Director, Elementary Education

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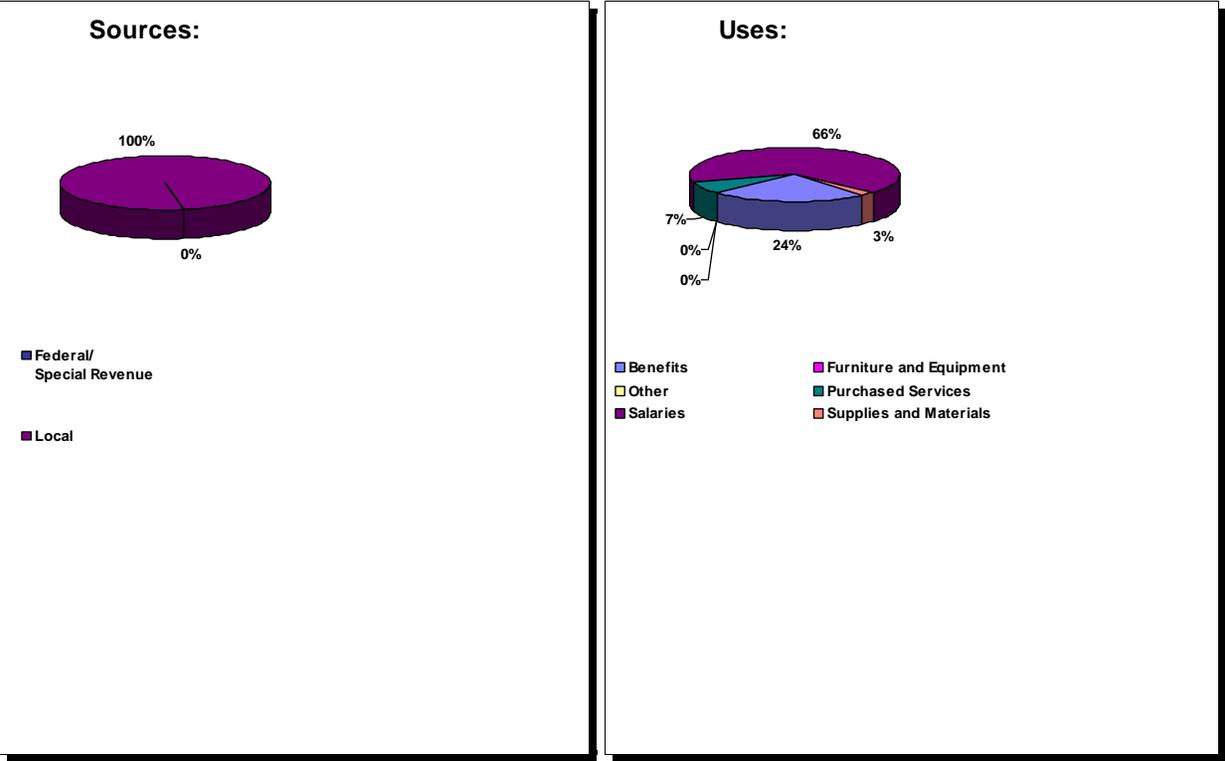
**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 16,530

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ELEMENTARY CURRICULUM**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	485,526	479,379	624,822	982,944
Benefits	179,105	168,722	192,850	280,381
Purchased Services	54,600	54,600	185,234	285,417
Supplies and Materials	18,665	18,665	85,328	75,711
Furniture and Equipment	-	-	-	(6,217)
Other	-	-	-	-
	<b>\$ 737,896</b>	<b>\$ 721,366</b>	<b>\$ 1,088,234</b>	<b>\$ 1,618,236</b>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## K-12 LITERACY

**Description:** The Learning (PreK-5 Learning and Teaching) and Language Acquisition (K-12 English Learner Services) Department supports our Bright Beginnings, NC PreK, and K-5 Curriculum for all K-5 & K-8 schools as well as English Learner Services at all schools. Our goal is to provide a high quality, evidence-based, and standards-aligned guaranteed viable curriculum (literacy) with professional development support to classroom teachers that will result in academic growth for all students. This team also ensures adherence to NC DPI (& CMS) policy and regulations, such as the Read to Achieve law.

**BUDGET ACCOUNTABILITY:**

Charlotte Nadja Trez  
 Executive Director, Learning and Language Acquisition

**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

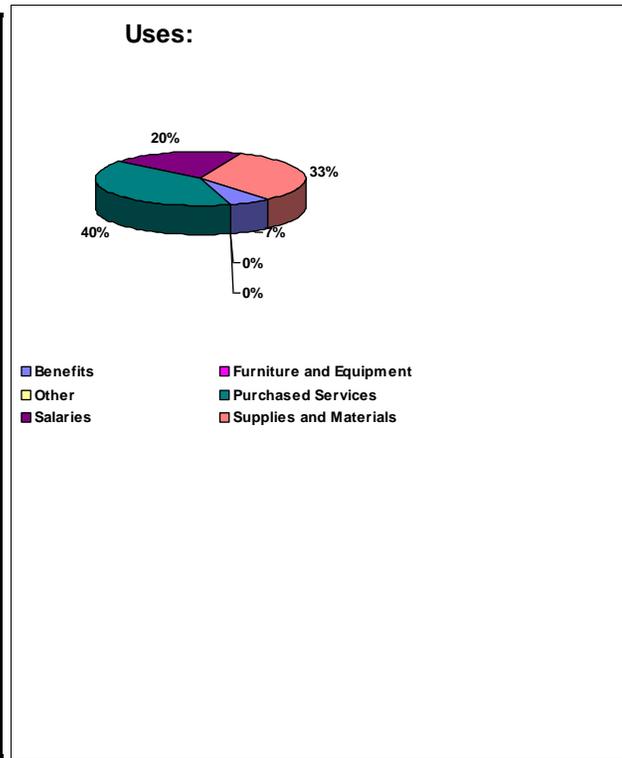
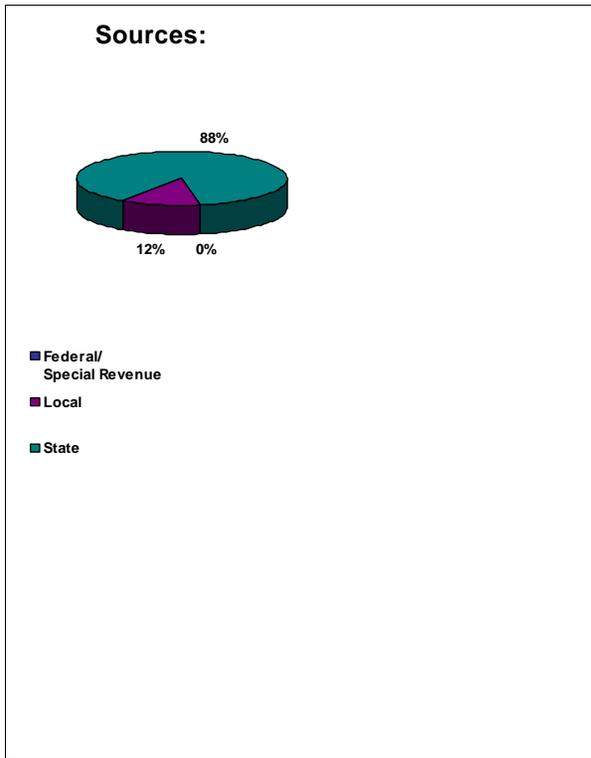
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 83,247
Central office reorganization - redirect funds from Personalized Digital Learning for four literacy specialist positions	408,684
Redirect for curriculum adoption and sustaining operations - high school summer school reduction	(200,000)
<b>Purchased Services</b>	
State allotment adjustment - Summer Reading	63,072
<b>Supplies and Materials</b>	
Revision of textbook to digital tools transfer amount	(1,483,181)
Redirectfor curriculum adoption and sustaining operations	1,122,246
Redirect to Academics and Secondary Curriculum departments for curriculum adoption and sustaining operations	(1,122,246)

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**K-12 LITERACY**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	2,527,774	2,342,976	3,092,248	3,194,888
Benefits	804,358	697,225	792,813	766,383
Purchased Services	4,998,865	4,935,793	3,024,664	3,561,623
Supplies and Materials	4,023,621	5,506,802	5,369,228	5,517,176
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 12,354,618</u>	<u>\$ 13,482,796</u>	<u>\$ 12,278,953</u>	<u>\$ 13,040,070</u>

Note: Due to departmental realignments, the 2019-20 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. NCPre-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 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:**

Charlotte Nadja Trez  
Executive Director, Learning and Language Acquisition

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

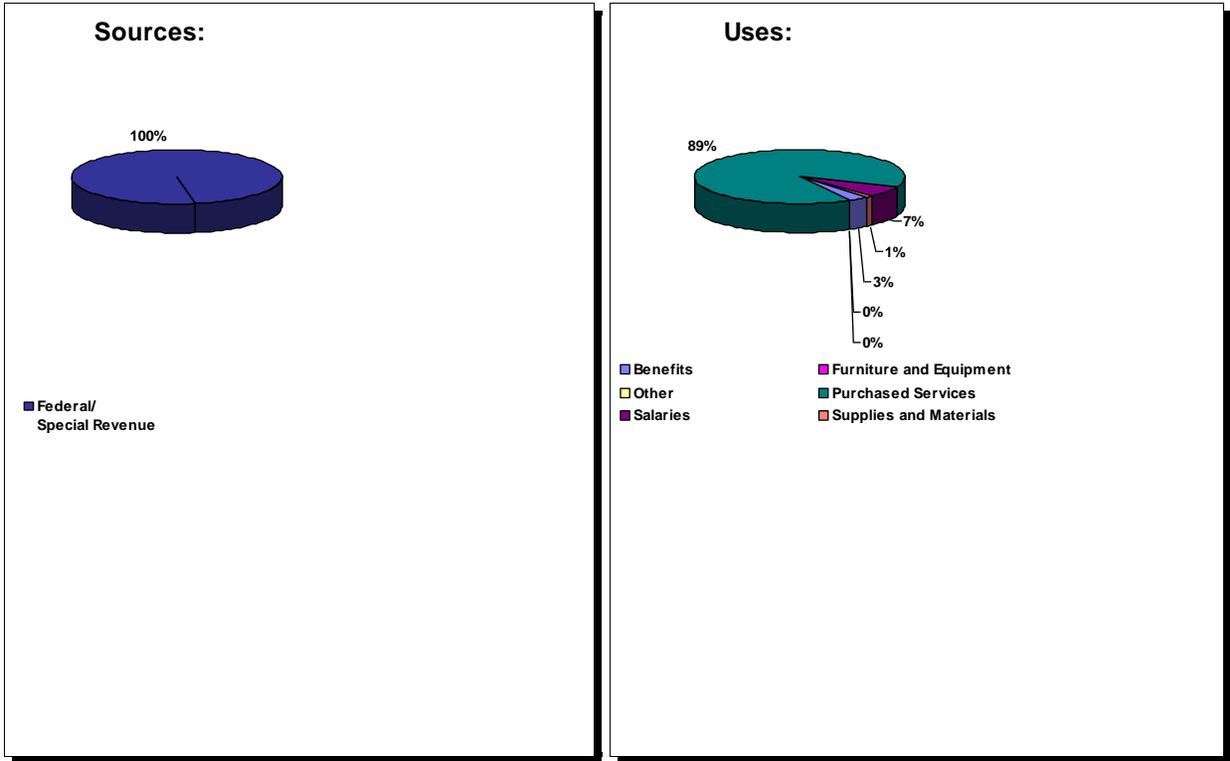
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 49,552
Redirected funds from extended employment to purchased services and supplies and materials	(50,197)
<b>Purchased Services</b>	
Federal Adjustment - NC Pre-K	473,390
Redirected funds to purchased services from salaries and benefits	19,507
<b>Supplies and Materials</b>	
Redirected funds to supplies and materials from salaries and benefits	30,690

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**NORTH CAROLINA PRE-K PROGRAM**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	1,085,298	1,126,322	1,244,580	1,026,664
Benefits	526,653	486,274	461,843	376,635
Purchased Services	13,472,224	12,979,327	11,231,124	9,319,942
Supplies and Materials	158,141	127,451	321,003	271,840
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u><u>\$ 15,242,316</u></u>	<u><u>\$ 14,719,374</u></u>	<u><u>\$ 13,258,550</u></u>	<u><u>\$ 10,995,081</u></u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## BRIGHT BEGINNINGS PRE-K PROGRAM

**Description:** Bright Beginnings is a Pre-Kindergarten program designed to ensure that students enter kindergarten with the skills necessary to succeed. Four-year-old children are selected for participation through a screening process that identifies children's educational needs. Students with the greatest educational needs are placed first. 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 and family engagement and education.

### BUDGET ACCOUNTABILITY:

Charlotte Nadja Trez  
Executive Director, Learning and Language Acquisition

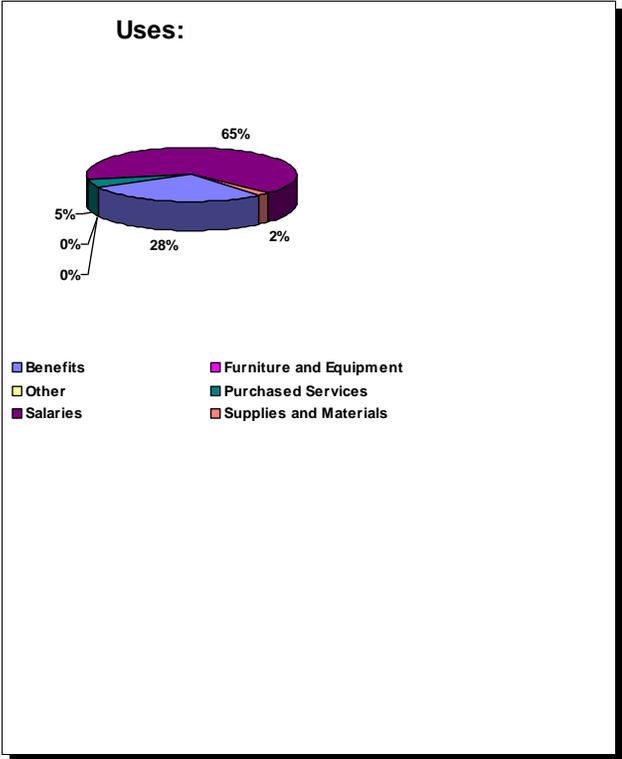
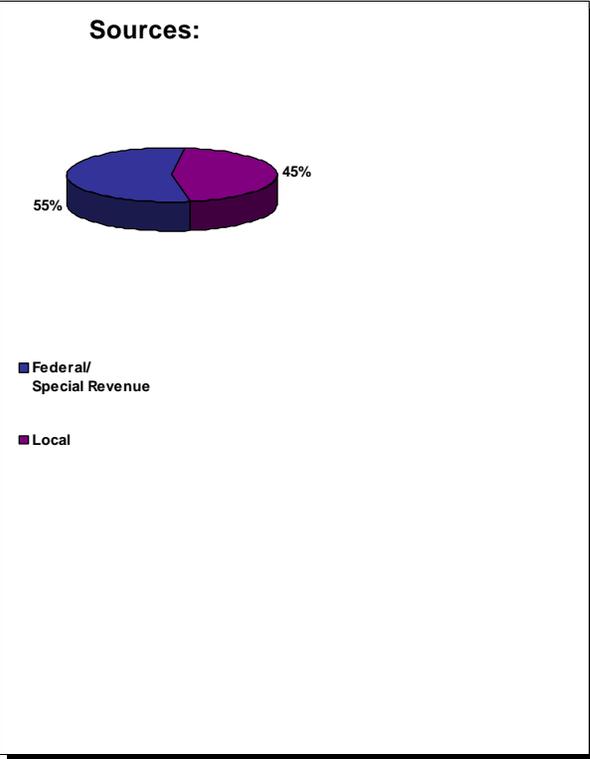
### SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 785,453
Exceptional Children Staffing and Special Education Support - redirected funding for five teachers and five teacher assistants to Bright Beginnings	524,018
Special Populations Growth - redirected funding for two teachers and two teacher assistants to Exceptional Children	(214,908)
Exceptional Children Staffing and Special Education Support - redirected funding for four itinerant teachers to Exceptional Children	(332,260)
Redirected funds from extended employment pay to supplies and materials	(14,000)
<b>Purchased Services</b>	
Redirected funds from purchased services to supplies and materials	(33,500)
<b>Supplies and Materials</b>	
Redirected funds to supplies and materials from salaries and benefits and purchased services	47,500

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	17,669,828	16,826,137	15,211,398	14,556,801
Benefits	7,740,778	7,074,090	5,935,844	5,425,036
Purchased Services	1,280,405	1,313,905	1,671,322	1,202,587
Supplies and Materials	564,143	516,643	580,878	740,427
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 27,255,154</u>	<u>\$ 25,730,775</u>	<u>\$ 23,399,442</u>	<u>\$ 21,924,851</u>



**LEARNING AND TEACHING 6 - 12**

**Description:** Learning and Teaching, 6-12 supports middle school and high school academics and professional development. The department also support Virtual Learning and Media Services and Advanced Studies.

**BUDGET ACCOUNTABILITY:**

Brandy Nelson  
Executive Director, Learning and Teaching

**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

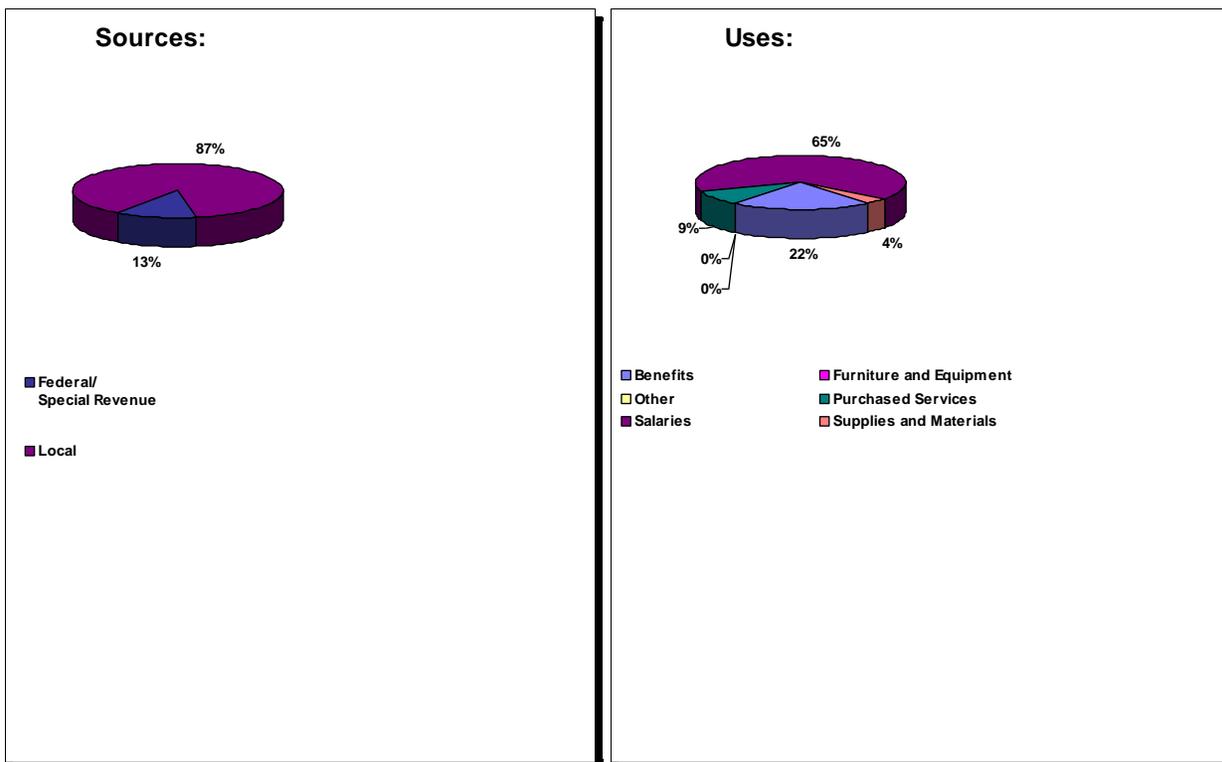
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 24,759
Redirected funds from salaries and benefits to purchased services	(21,460)
Central office reorganization - redirect funds from Professional Learning for four math specialists	474,254
Redirect for curriculum adoption and sustaining operations - substitute and curriculum development pay	(141,681)
Redirect from Literacy department for curriculum adoption and sustaining operations - extended employment and substitute pay	700,000
<b>Purchased Services</b>	
Redirected funds to purchased services from salaries and benefits and supplies and materials	25,477
Redirect for curriculum adoption and sustaining operations - contracted services for workshops	(130,000)
<b>Supplies and Materials</b>	
Redirected funds from supplies and materials to purchased services	(4,017)
Redirect for curriculum adoption and sustaining operations - Title IV instructional software	(1,094,806)

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**LEARNING AND TEACHING 6-12**

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	1,306,148	530,153	339,646	173,032
Benefits	432,669	172,792	143,740	58,750
Purchased Services	183,855	288,378	292,188	163,012
Supplies and Materials	70,045	1,168,868	39,204	348,986
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,992,717</u>	<u>\$ 2,160,191</u>	<u>\$ 814,778</u>	<u>\$ 743,780</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## SECONDARY CURRICULUM

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**Description:** The Secondary Curriculum Team is made up of 1 director, 1 administrative assistant, and 12 specialists that serve 6-12 grade students and their teachers and leaders in the following areas: Math, ELA, World Languages, Global Studies, Science, Social Studies, JROTC, and Driver's Ed. This team is responsible for the support and leadership of core actions, content knowledge and standards, and professional learning for over 75 schools within the district.

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### **BUDGET ACCOUNTABILITY:**

Jennifer Greene  
Director, Secondary Curriculum

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### **SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

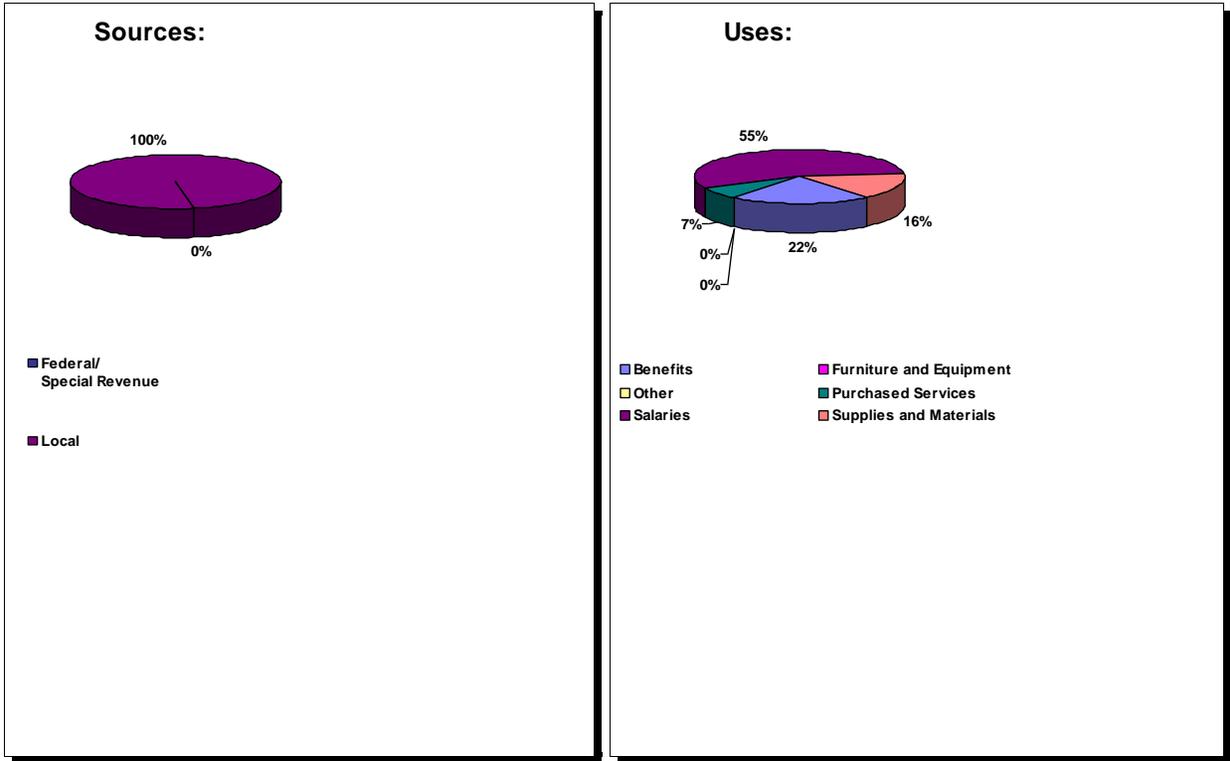
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 28,304
<b>Purchased Services</b>	
Redirected funds to purchased services from supplies and materials	5,000
<b>Supplies and Materials</b>	
Redirected funds from supplies and materials to purchased services	(5,000)

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**SECONDARY CURRICULUM**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	831,013	820,824	711,081	904,770
Benefits	325,069	306,954	235,516	269,235
Purchased Services	105,776	100,776	190,067	599,691
Supplies and Materials	236,394	241,394	7,288	907,312
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,498,252</u>	<u>\$ 1,469,948</u>	<u>\$ 1,143,952</u>	<u>\$ 2,681,008</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



**ADVANCED STUDIES**

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**Description:** The Advanced Studies department serves CMS students PreK-12. The Advanced Studies department supports programs such as the Elementary Talent Development Catalyst Program, the Learning Immersion and Talent Development Magnet Programs, Horizons K-12, Advancement Via Individual Determination (AVID), Middle School/High School Honors curriculum, International Baccalaureate Programs, and High School Advanced Placement Programs. The Advanced Studies department also supports Spectrum of the Arts, Mathapalooza, Chess, Governor's School, World Language High Fliers, and other initiatives that meet specific needs and interests of the students that we serve.

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**BUDGET ACCOUNTABILITY:**

Katie Sunseri  
 Director, Advanced Studies

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

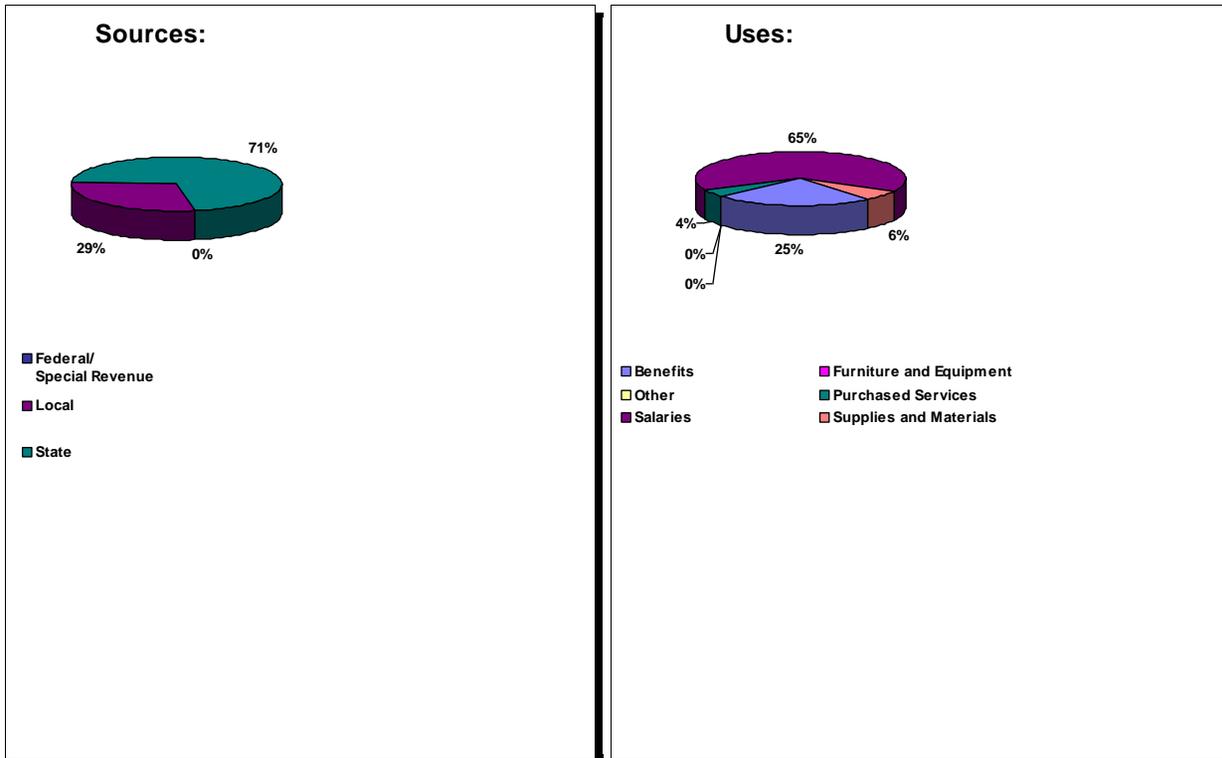
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 308,939
Redirected to salaries and benefits from purchased services for extended employment	24,970
Redirected funds to salaries and benefits from supplies and materials for extended employment	64,175
<b>Purchased Services</b>	
Redirected funds from purchased services to salaries and benefits	(24,970)
<b>Supplies and Materials</b>	
Redirected funds from supplies and materials to salaries and benefits	(64,175)

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ADVANCED STUDIES**

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	7,154,863	6,928,081	6,458,160	6,214,574
Benefits	2,736,760	2,565,458	2,240,831	2,065,119
Purchased Services	491,023	515,993	677,947	1,011,999
Supplies and Materials	707,119	771,294	303,949	456,095
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 11,089,765</u>	<u>\$ 10,780,826</u>	<u>\$ 9,680,887</u>	<u>\$ 9,747,787</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## VIRTUAL LEARNING AND MEDIA SERVICES

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**Description:** The Virtual Learning and Media Services department oversees the professional development and support for media staff across the district, funding and maintenance for media resources, and related media center programming. The department also consults on design and implementation of maker spaces, and pushes for high leverage support of curriculum implementation and content instruction.

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**BUDGET ACCOUNTABILITY:**

Kimberly King  
Director, Virtual Learning And Media Services

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

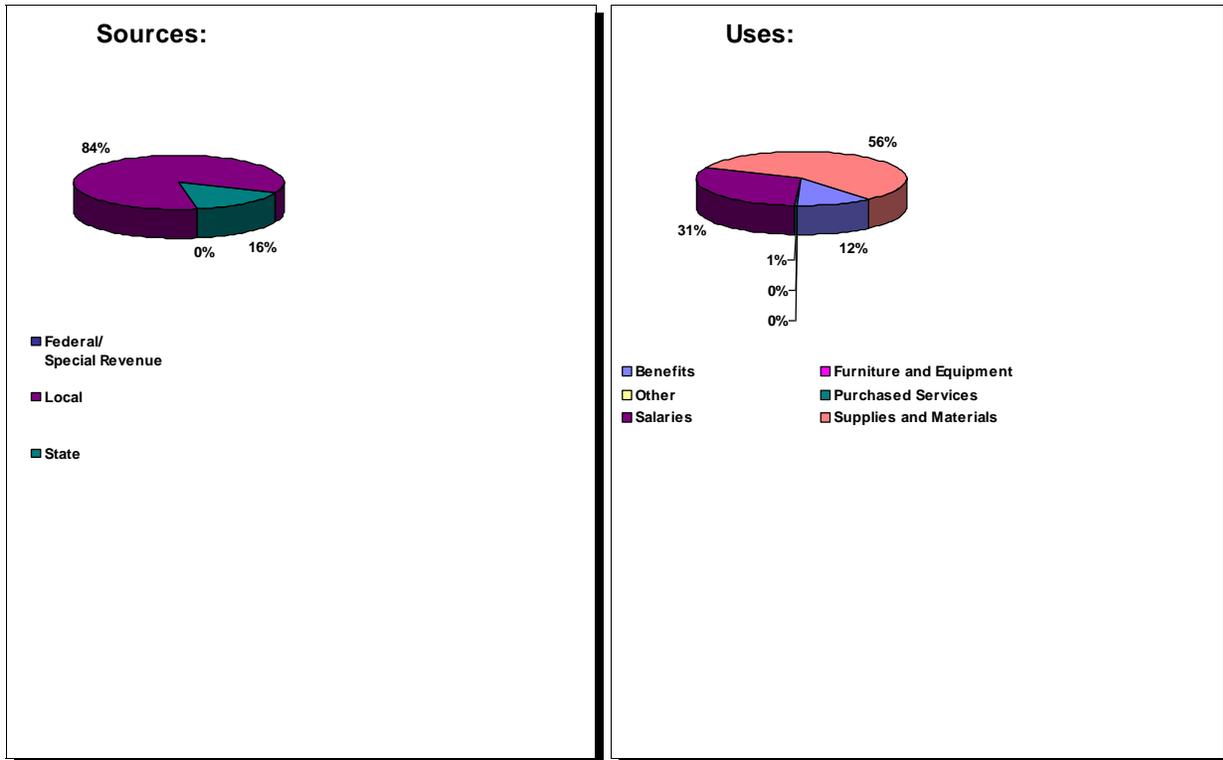
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 12,542
Redirected funds to salaries and benefits from purchased services for extended employment	61,482
<b>Purchased Services</b>	
Redirected funds from purchased services to salaries and benefits and supplies and materials	(61,999)
<b>Supplies and Materials</b>	
Redirected funds to supplies and materials from purchased services	517

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**VIRTUAL LEARNING AND MEDIA SERVICES**

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	381,815	329,300	418,996	541,480
Benefits	143,700	122,191	142,119	173,700
Purchased Services	7,000	68,999	86,486	89,549
Supplies and Materials	701,665	701,148	349,535	985,878
Furniture and Equipment	-	-	(41)	-
Other	-	-	-	-
	<u>\$ 1,234,180</u>	<u>\$ 1,221,638</u>	<u>\$ 997,095</u>	<u>\$ 1,790,607</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## DRIVERS EDUCATION

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**Description:** Provides funding for the expenses associated with classroom learning/teaching and practice driving skills for all eligible students in Mecklenburg County in the safe operation of motor vehicles.

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**BUDGET ACCOUNTABILITY:**

Connie Sessoms  
Driver Education Specialist

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

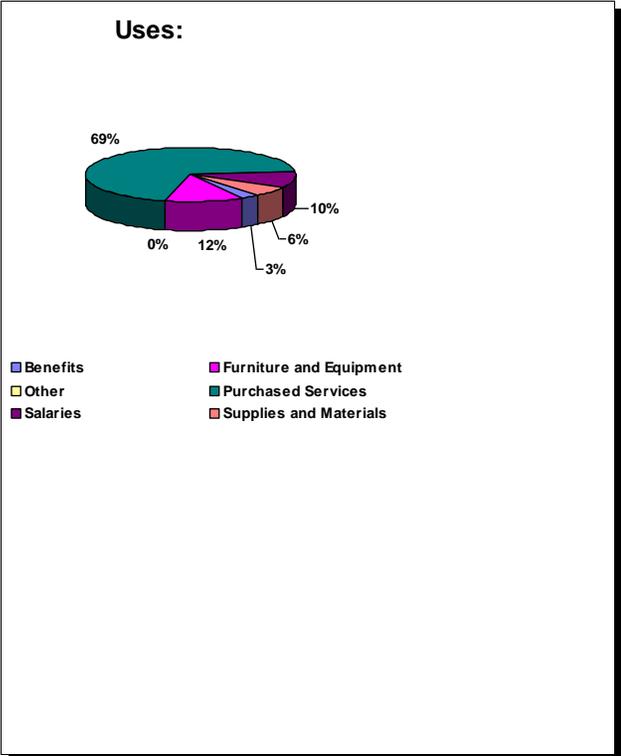
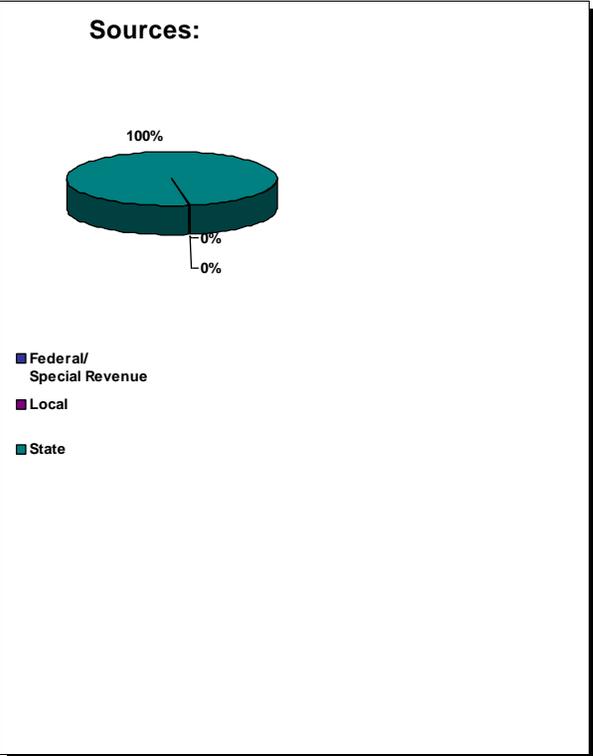
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 9,347
<b>Purchased Services</b>	
Redirected funds from purchased services to furniture and equipment	(60,000)
<b>Furniture and Equipment</b>	
Redirected funds to furniture and equipment from purchased services	60,000

Note: Changes listed are not intended to agree exactly to variance between budgets.

# DRIVERS EDUCATION

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	300,940	297,104	251,015	241,614
Benefits	94,175	88,664	71,815	63,723
Purchased Services	2,196,030	2,256,030	2,192,014	2,029,167
Supplies and Materials	185,500	185,500	104,031	159,910
Furniture and Equipment	380,000	320,000	340,840	538,847
Other	-	-	-	-
	<u>\$ 3,156,645</u>	<u>\$ 3,147,298</u>	<u>\$ 2,959,715</u>	<u>\$ 3,033,261</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## **FINE ARTS, HEALTH, AND PHYSICAL EDUCATION**

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**Description:** The Health, Arts, and Physical Education mission is to work with learning communities and individual schools to fully engage all students by removing barriers to learning, facilitating effective leveraging of all students' individual learning capital, and ensuring understanding and application of the HAPE standards. Directly support curriculum implementation by improving instructional quality through curriculum/professional learning support.

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### **BUDGET ACCOUNTABILITY:**

Michael Chilcutt  
Assistant Superintendent, Fine Arts Education

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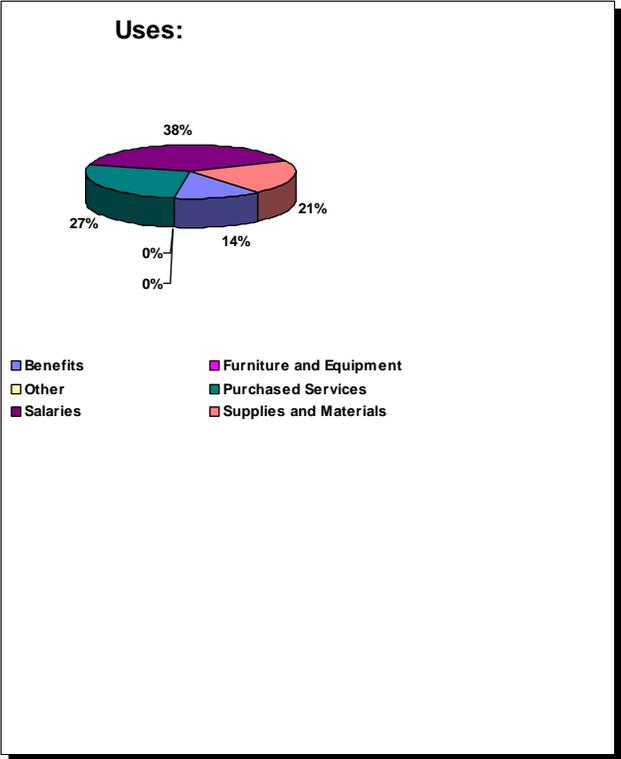
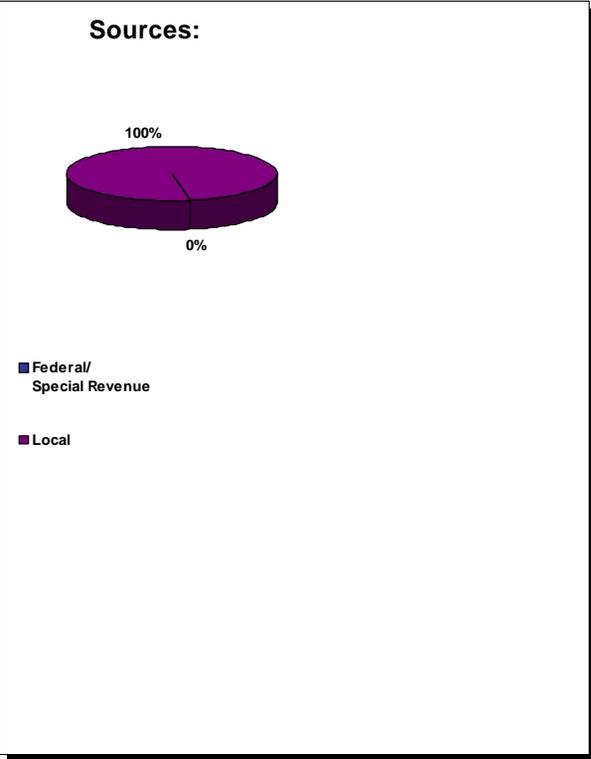
### **SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 22,470

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**FINE ARTS, HEALTH, AND PHYSICAL EDUCATION**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	642,283	633,106	752,852	612,671
Benefits	229,065	215,772	229,957	189,523
Purchased Services	448,983	448,983	408,569	232,299
Supplies and Materials	349,857	349,857	304,484	396,778
Furniture and Equipment	-	-	-	20,691
Other	-	-	-	-
	<u>\$ 1,670,188</u>	<u>\$ 1,647,718</u>	<u>\$ 1,695,862</u>	<u>\$ 1,451,962</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## LEARNING COMMUNITIES

**Description:** Our district has six learning communities each led by a learning community superintendent. Schools in the learning communities are aligned to increase instructional leadership support evenly throughout the district. The structure of the Charlotte-Mecklenburg Schools learning communities is intended to better support high schools and schools that feed into them. Organizing our learning communities in this way allows many of our students to be in the same learning community from kindergarten until graduation from high school. Such stability helps students to achieve at high levels and graduate on time. The learning communities are: Central 1, Central 2, Northeast, Northwest, Southeast and Southwest. These learning communities are based on a district-wide commitment to three key beliefs:

1. Schools are the unit of academic transformation and achievement for our students.
2. Every CMS employee and every functional area is crucial to maximize service to our schools.
3. Academic achievement for our students, and improving organizational effectiveness will strengthen service delivery to schools.

### BUDGET ACCOUNTABILITY:

Learning Community Superintendents

### SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET

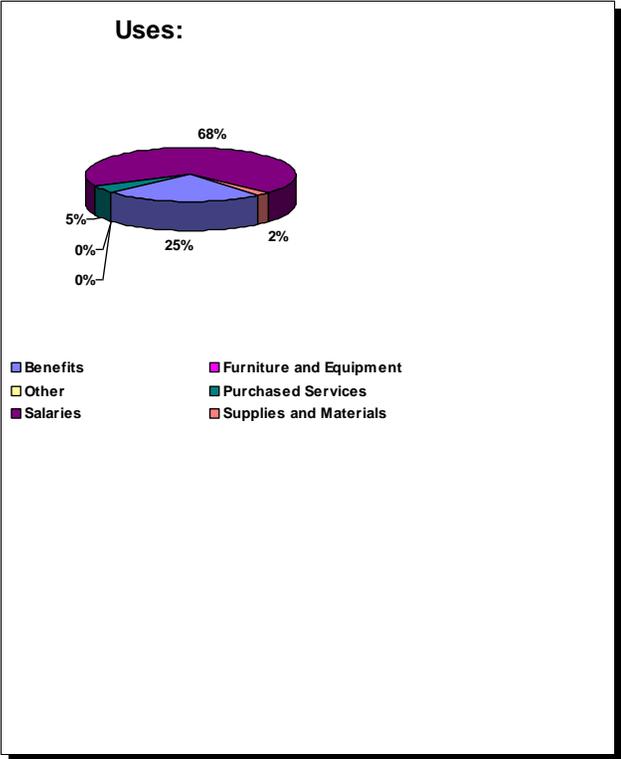
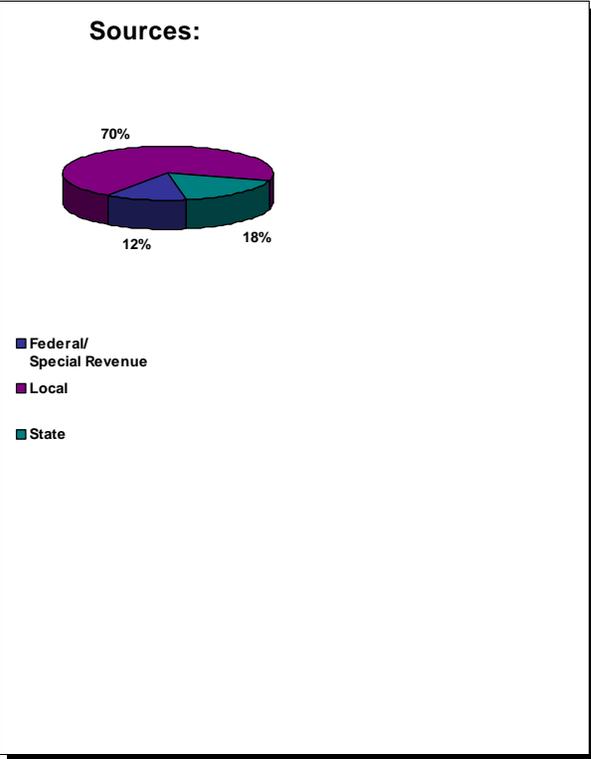
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 134,432
Project L.I.F.T. - grant expired	(531,583)
<b>Purchased Services</b>	
Project L.I.F.T. - grant expired	(142,900)
Redirected funds to purchased services from supplies and materials	2,273
<b>Supplies and Materials</b>	
Project L.I.F.T. - grant expired	(19,142)
Redirected funds from supplies and materials to purchased services	(2,273)

Note: Changes listed are not intended to agree exactly to variance between budgets.

# LEARNING COMMUNITIES

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	3,909,399	4,242,643	4,072,360	5,192,285
Benefits	1,400,646	1,464,553	1,306,417	1,586,527
Purchased Services	262,786	403,413	554,741	2,405,972
Supplies and Materials	124,027	145,442	150,455	39,963
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 5,696,858</u>	<u>\$ 6,256,051</u>	<u>\$ 6,083,973</u>	<u>\$ 9,224,747</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## FEDERAL PROGRAMS

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**Description:** The Federal Programs Department provides extensive support to district leadership and schools on coordination of federal funds to support student academic achievement, school turn-around efforts and teacher and leadership development. Department staff support program implementation, budget and compliance with all applicable laws and regulations.

Title I – A is designed to provide support to students who are failing or at risk of failing to meet state academic standards receive the support they need, hold schools responsible if all children do not perform at or above grade level and ensure that all students have access to a high quality teacher. Schools are identified for services based on poverty data. All services provided are supplemental and focus on supporting comprehensive reform in school-wide settings to accelerate student academic progress, support teacher professional development and promote family and community engagement.

Title II – A is designed to assist schools and school districts to increase student academic achievement by preparing, training and recruiting high quality teachers and school leaders.

Title IV – A is designed to support schools and school districts in providing well-rounded educational opportunities for students, supports that ensure students learn in a safe and healthy environment and that teachers know how to provide blended learning opportunities that include face-to-face teaching as well as technology-based instruction.

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### BUDGET ACCOUNTABILITY:

Kelly Price  
Executive Director, Federal Programs

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### SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET

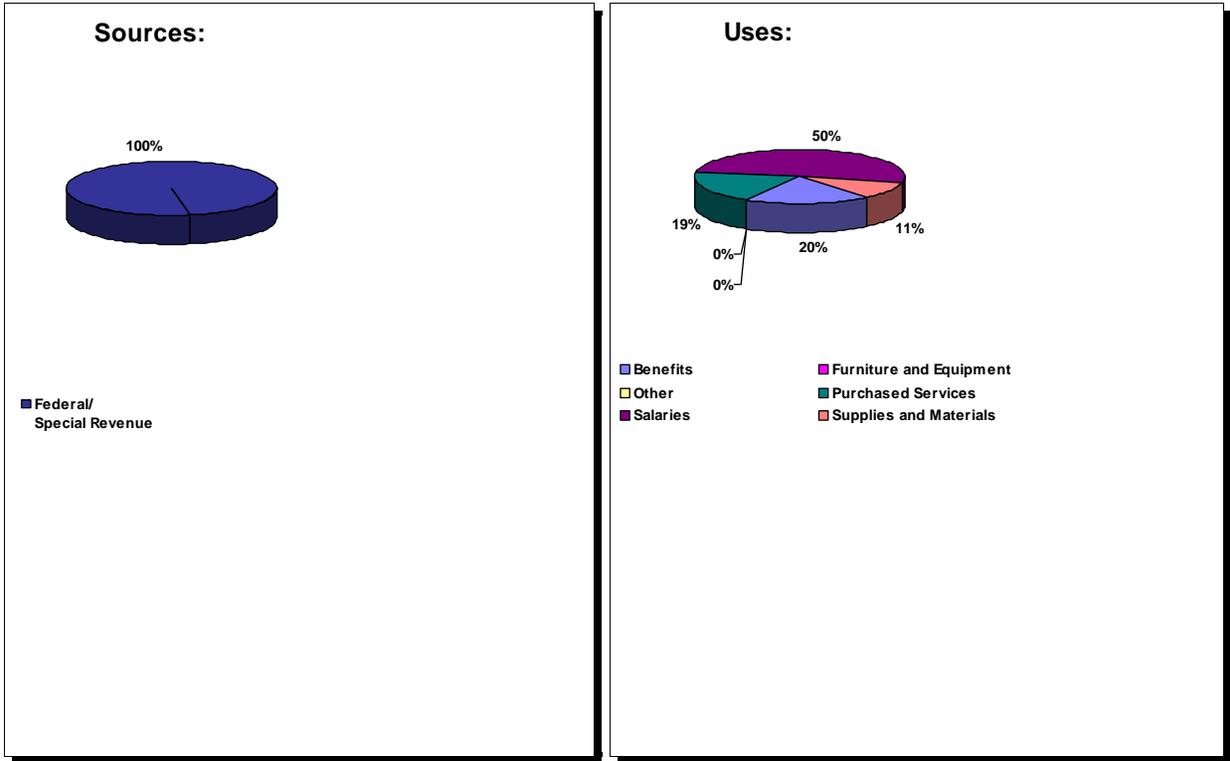
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 811,041
Federal adjustment - Title I carryover adjustment	(523,365)
Federal adjustment - ESEA Title I - Targeted Support and Improvement - grant expiring	(485,266)
<b>Purchased Services</b>	
Federal adjustment - Title I carryover adjustment	(775,000)
Federal adjustment - Improving Teacher Quality - Title II carryover adjustment	(2,501,362)
Federal adjustment - School Improvement	788,907
Federal adjustment - ESEA Title I - Targeted Support and Improvement - grant expiring	(504,734)
<b>Supplies and Materials</b>	
Federal adjustment - Title I carryover adjustment	(1,164,321)
Federal adjustment- School Improvement 1003G	(75,601)

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**FEDERAL PROGRAMS**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	21,915,961	22,411,710	16,805,472	16,929,187
Benefits	8,427,246	8,129,087	5,716,311	5,545,623
Purchased Services	8,184,235	11,176,424	3,907,148	5,362,691
Supplies and Materials	4,602,614	5,842,536	3,422,691	4,896,253
Furniture and Equipment	-	-	16,077	37,087
Other	-	-	-	-
	<u><u>\$ 43,130,056</u></u>	<u><u>\$ 47,559,757</u></u>	<u><u>\$ 29,867,699</u></u>	<u><u>\$ 32,770,841</u></u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



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

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**Description:** Programs for Exceptional Children serves students with disabilities from ages 3-22.

Vision: Programs for Exceptional Children positively impact academic and social outcomes for students with disabilities so they can be productive residents.

Mission: Programs for Exceptional Children promote success for students with disabilities, their families, staff and community to achieve positive post-secondary outcomes.

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**BUDGET ACCOUNTABILITY:**

Ann Stalnaker  
 Assistant Superintendent for Exceptional Children

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 4,126,948
Federal adjustment- IDEA VI -B Handicapped carryover adjustment	(265,870)
Federal adjustment- Medicaid Reimbursement	183,819
State allotment adjustment - Children with Special Needs	(276,457)
Special Populations Growth - funding for five extension teachers and three speech therapists	655,174
Exceptional Children Staffing and Special Education Support - two occupational therapists	185,010
Exceptional Children Staffing and Special Education Support - redirected five teachers and five teacher assistants to Bright Beginnings	(524,018)
Special Populations Growth - redirected funding for two teachers and two teacher assistants from Bright Beginnings	(214,908)
Exceptional Children Staffing and Special Education Support - redirected funding for four itinerant teachers from Bright Beginnings	332,260
<b>Purchased Services</b>	
State allotment adjustment - Children with Special Needs - Special Funds	(522,019)
Federal adjustment - IDEA Early Intervening Services	140,139
Federal adjustment- IDEA VI -B Handicapped carryover adjustment	(1,978,969)
Federal adjustment - IDEA VI B – Children with Special Needs	224,206
Federal adjustment - IDEA VI -B Special Needs Targeted Assistance	(11,994)
Federal adjustment - IDEA Preschool Targeted Assistance carryover adjustment	(6,648)
Redirected funds to purchased services from Student Services department	29,426
Exceptional Children Staffing and Special Education Support - nursing services contract	850,000
<b>Supplies and Materials</b>	
Federal adjustment - IDEA Preschool carryover adjustment	(47,002)
Federal adjustment - IDEA VI -B Special Needs Targeted Assistance	(278,688)
Federal adjustment - IDEA Preschool Targeted Assistance carryover adjustment	(21,916)
Federal adjustment - State Improvement Grant	(4,214)
Redirected funds to supplies and materials from Student Services department	5,000

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	91,778,354	89,112,131	86,840,280	84,139,683
Benefits	39,005,929	36,731,268	32,795,365	30,501,035
Purchased Services	8,023,927	9,299,786	8,716,168	8,395,134
Supplies and Materials	1,073,847	1,420,667	1,253,062	921,247
Furniture and Equipment	-	-	11,391	55,014
Other	-	-	-	-
	<u>\$ 139,882,057</u>	<u>\$ 136,563,852</u>	<u>\$ 129,616,266</u>	<u>\$ 124,012,113</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## ENGLISH LEARNER SERVICES

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**Description:** The English Learner (EL) Services department utilizes state, local, and federal funding to deliver specialized services, programs and resources to meet the individual needs of linguistically and culturally diverse students by providing equitable opportunities and advocating for every English learner in every school. The EL Services department empowers all English learners to be globally engaged by meeting their linguistic and academic needs within their socio-cultural contexts. We provide high-quality, rigorous, and engaging instructional supports through research/evidence-based practices. We collaborate with all stakeholders to ensure equitable access that impacts achievement and opportunity gaps, so English learners graduate college and career-ready.

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**BUDGET ACCOUNTABILITY:**

Charlotte Nadja Trez  
 Executive Director, Learning and Language Acquisition

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

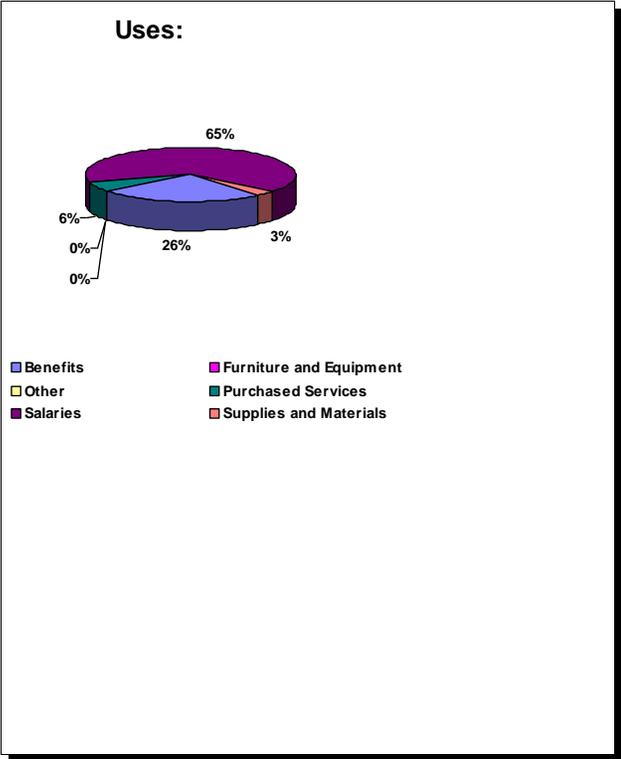
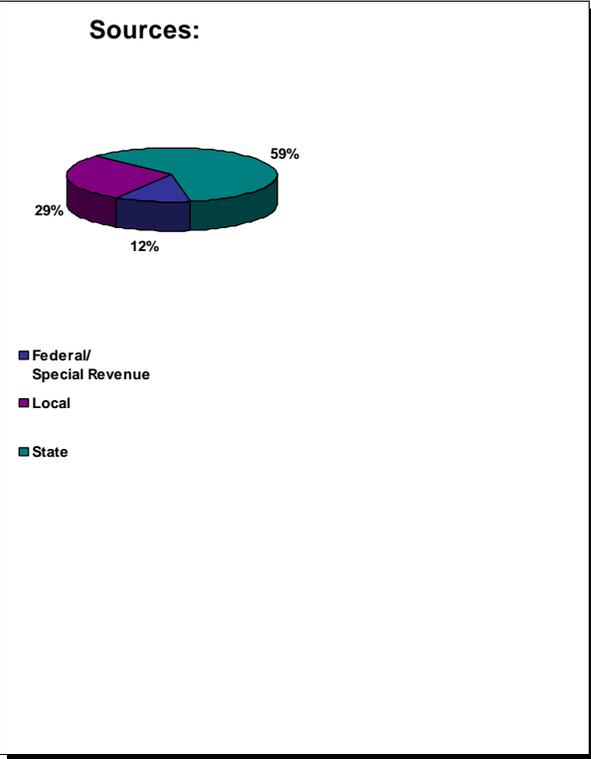
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 971,104
Redirected funds from vacant interpreter positions to purchased services	(213,604)
<b>Purchased Services</b>	
Redirected funds to purchased services from vacant interpreter positions	213,604
<b>Supplies and Materials</b>	
Federal adjustment- Language Acquisition grant	64,231
Federal adjustment- Language Acquisition Significant Increase grant carryover adjustment	(28,787)

Note: Changes listed are not intended to agree exactly to variance between budgets.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ENGLISH LEARNER SERVICES**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	22,935,740	21,142,597	19,354,732	17,131,345
Benefits	9,008,947	8,180,408	6,654,271	5,728,471
Purchased Services	2,023,857	1,810,253	1,042,682	967,176
Supplies and Materials	1,036,246	1,000,802	482,193	1,050,069
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u><u>\$ 35,004,790</u></u>	<u><u>\$ 32,134,060</u></u>	<u><u>\$ 27,533,878</u></u>	<u><u>\$ 24,877,061</u></u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## STUDENT DISCIPLINE AND BEHAVIOR SUPPORT

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**Description:** The mission of the Student Discipline and Behavior Support department (located on the former Bishop Spaugh Community Academy campus) is to provide programs and services for students who have specific needs that have not been met in a traditional educational setting. In addition, the department provides services and strategies to facilitate safe and orderly school environment.

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### BUDGET ACCOUNTABILITY:

Lisa Barnes

Executive Director of Student Discipline And Behavior Support

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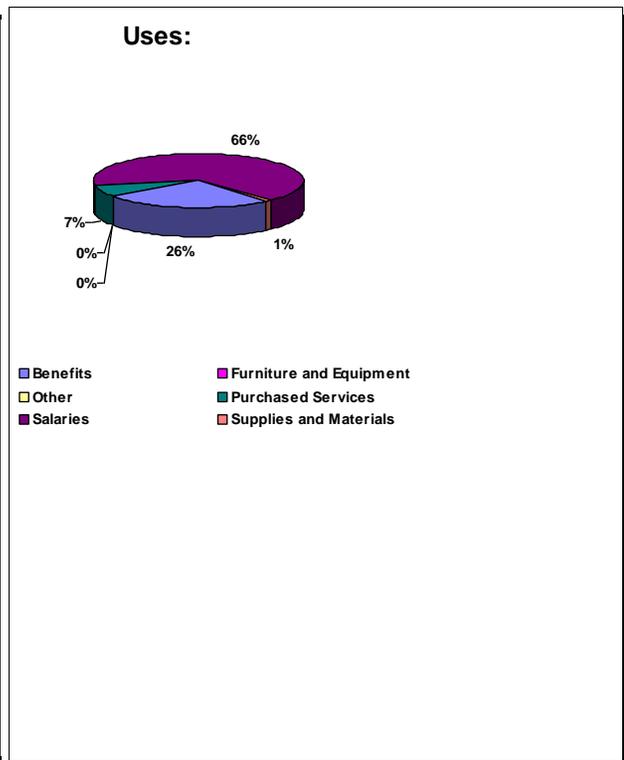
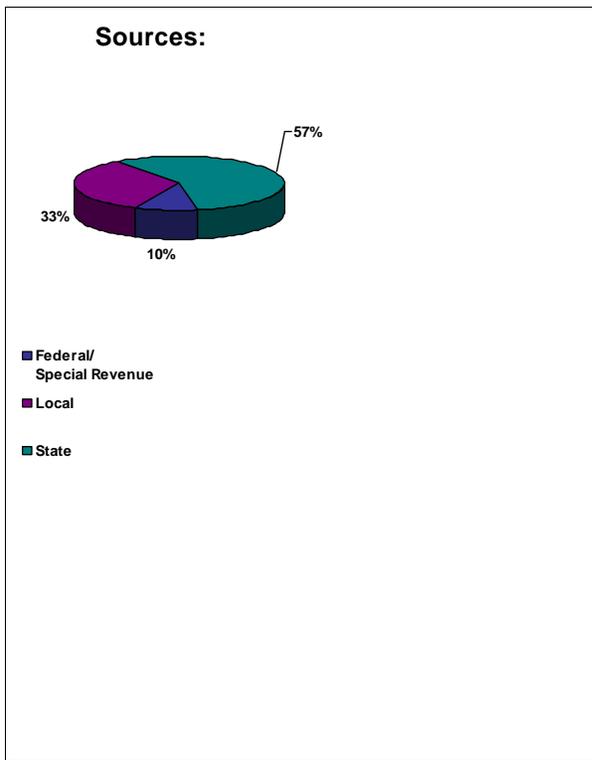
### SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET

Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 59,689

# STUDENT DISCIPLINE AND BEHAVIOR SUPPORT

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	1,642,504	1,621,012	1,157,323	849,231
Benefits	654,258	616,061	433,546	288,069
Purchased Services	169,400	169,400	70,148	34,670
Supplies and Materials	26,728	26,728	16,679	94,517
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 2,492,890</u>	<u>\$ 2,433,201</u>	<u>\$ 1,677,696</u>	<u>\$ 1,266,487</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## STUDENT RECORDS, PLACEMENT AND PLANNING SERVICES

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**Description:** The department of Student Records, Placement and Planning services are part of the office of Student Assignment and School Choice. Planning develops home school attendance areas and school feeder patterns taking into consideration the Board's goals for student assignment (Policy JCA), population growth, housing patterns and additional demographic data.

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**BUDGET ACCOUNTABILITY:**

Akeshia Craven-Howell

Associate Superintendent, Student Assignment & School Choice

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

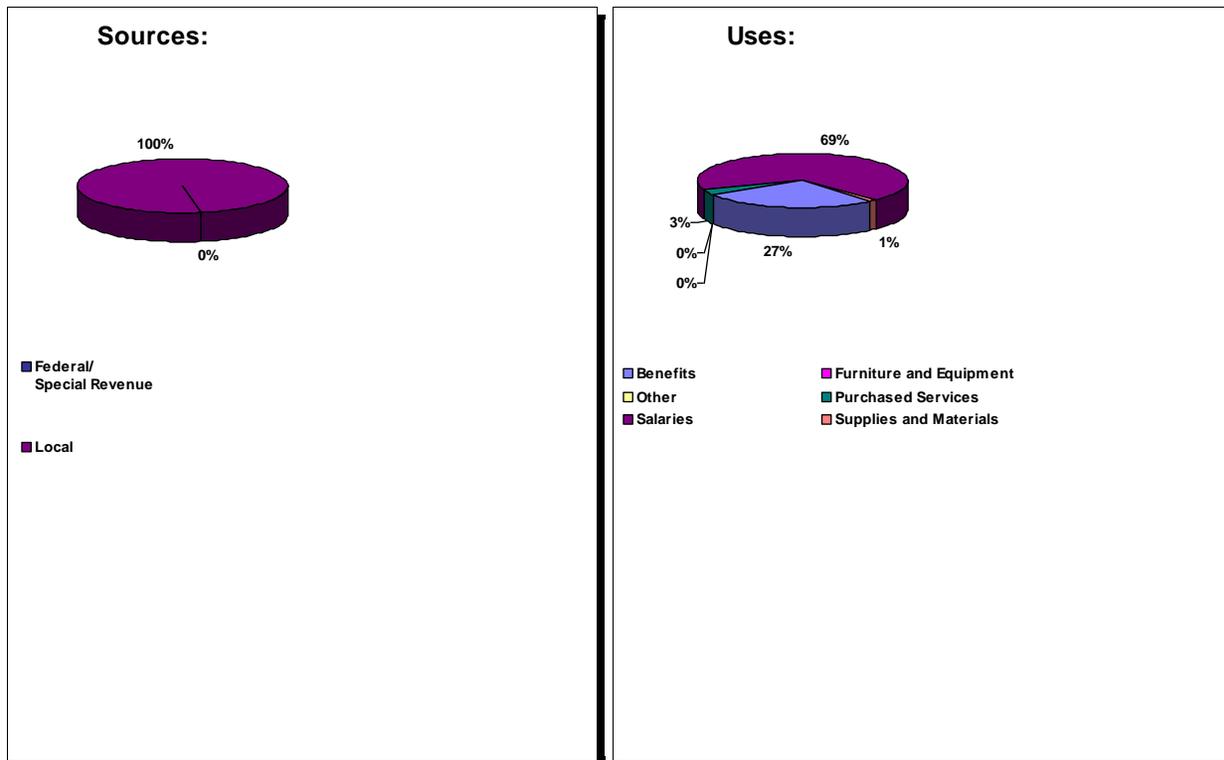
<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 39,743
<b>Purchased Services</b>	
Redirected funds from purchased services to supplies and materials	(2,700)
<b>Supplies and Materials</b>	
Redirected funds to supplies and materials from purchased services	2,700

Note: Changes listed are not intended to agree exactly to variance between budgets.

## STUDENT RECORDS, PLACEMENT AND PLANNING

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	1,111,667	1,097,498	871,112	900,045
Benefits	445,755	420,181	322,529	310,026
Purchased Services	53,941	56,641	107,784	76,785
Supplies and Materials	22,650	19,950	25,588	30,261
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 1,634,013</u>	<u>\$ 1,594,270</u>	<u>\$ 1,327,013</u>	<u>\$ 1,317,117</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## ACCOUNTABILITY SERVICES

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**Description:** The Accountability Services department manages Federal and State Assessments, Research, Evaluation & Analytics, Data Use for School Improvement, Data Quality and Program Evaluation coordination in CMS. The department provides information to improve organizational and instructional practices, including 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 Office also develops and oversees a district-wide data portal for teachers and administrators to assist in making timely and relevant data available to inform decisions on instruction and increase student achievement in every school.

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### BUDGET ACCOUNTABILITY:

Frank D. Barnes  
Chief Equity Officer

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### SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET

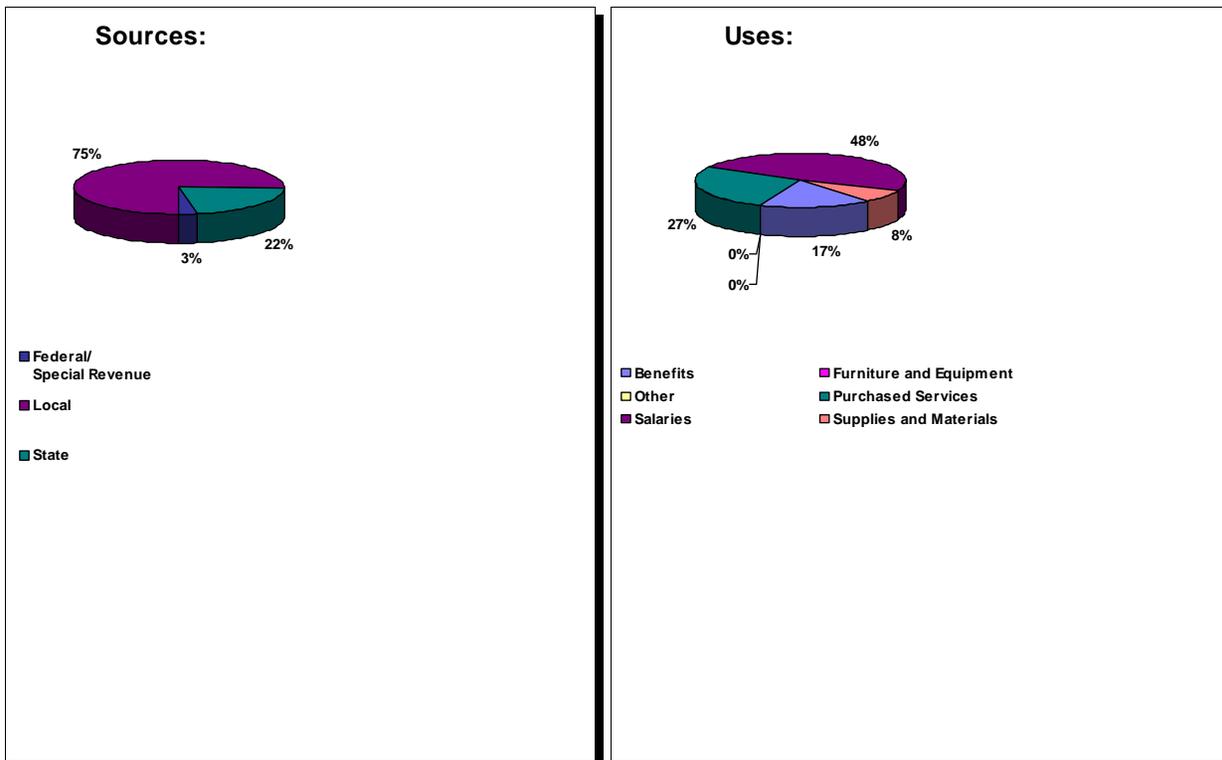
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 109,708
<b>Supplies and Materials</b>	
State allotment adjustment	(16,233)
Redirected funds to supplies and materials for PSAT exams	15,000

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	2,624,268	2,591,769	2,322,367	1,857,064
Benefits	940,905	863,696	750,410	564,544
Purchased Services	1,505,779	1,505,779	1,670,420	798,956
Supplies and Materials	420,784	422,017	58,242	888,369
Furniture and Equipment	-	-	(1,131)	-
Other	-	-	-	-
	<u>\$ 5,491,736</u>	<u>\$ 5,383,261</u>	<u>\$ 4,800,308</u>	<u>\$ 4,108,933</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## EQUITY SERVICES

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**Description:** The Office of Equity oversees, facilitates and executes efforts to foster greater levels of equity and excellence in schools across the school district. The department provides information and strategic guidance on improvements in instructional practices, resource allocation, and district priorities. Additionally, the Office supports cross-functional data monitoring to inform continuous improvement to maximize learning conditions in every school. This includes identification of promising practices, areas of organizational concern or improvement, and strategic levers that could lead to improvements within a single grade span (i.e., elementary, middle or high) or across grade spans.

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**BUDGET ACCOUNTABILITY:**

Trish Sexton, Avery Mitchell, Kondra Rattley  
Associate Superintendents

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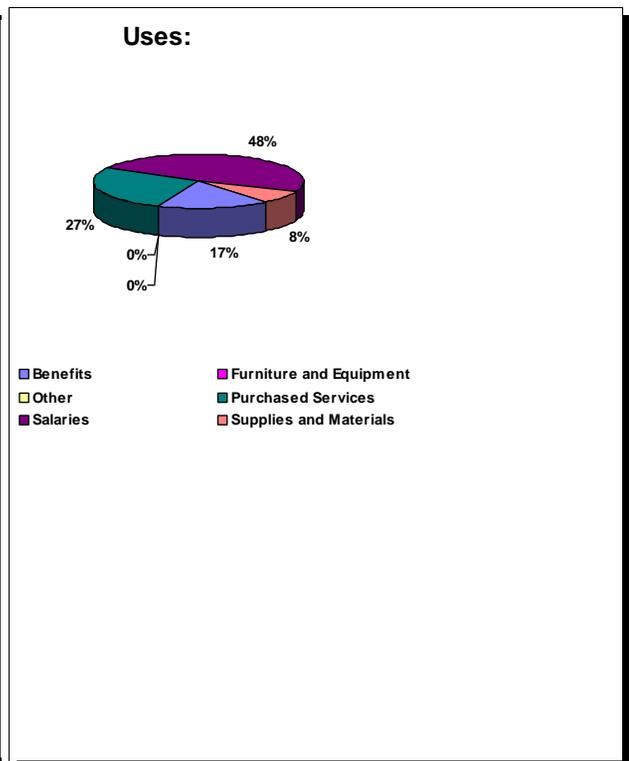
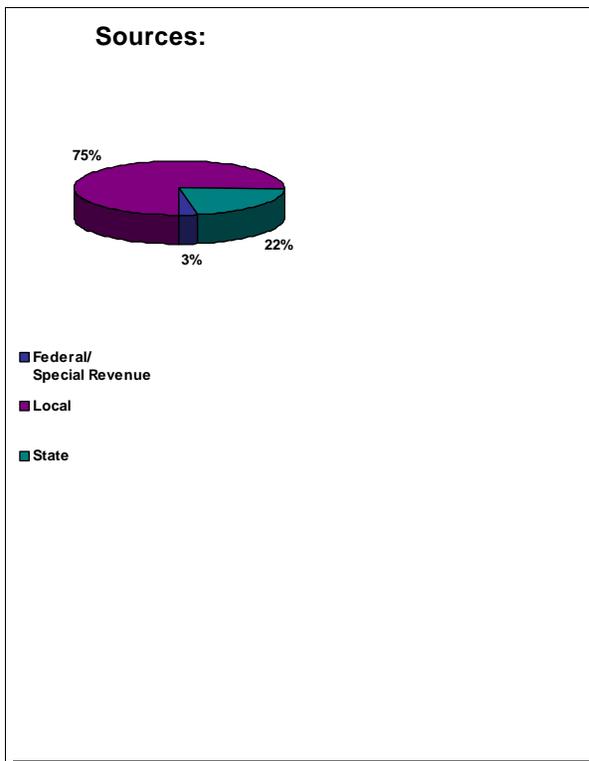
**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

<b>Description</b>	<b>Amount</b>
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 34,414
<b>Purchased Services</b>	
Redirected funds to purchased services from supplies and materials	15,000
<b>Supplies and Materials</b>	
Redirected funds from supplies and materials to purchased services	(15,000)

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	1,031,051	1,017,910	761,795	-
Benefits	364,050	342,777	234,668	-
Purchased Services	52,500	37,500	190,906	-
Supplies and Materials	22,500	37,500	16,093	-
	<u>\$ 1,470,101</u>	<u>\$ 1,435,687</u>	<u>\$ 1,203,462</u>	<u>-</u>



## STUDENT ASSIGNMENT AND SCHOOL CHOICE

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**Description:** The Office of Student Assignment and School Choice includes Magnet Programs, Career and Technical Education, Student Placement, Planning Services, and Attendance/Records/ International Admissions. The office exists to ensure families and students are aware of and have equitable access to a range of high quality school programs. The office takes into consideration student interests, county growth, the changing labor market and the district's current portfolio of schools when determining what programs CMS invests in and where.

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**BUDGET ACCOUNTABILITY:**

Akeshia Craven-Howell  
 Associate Superintendent, Student Assignment & School Choice

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**SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET**

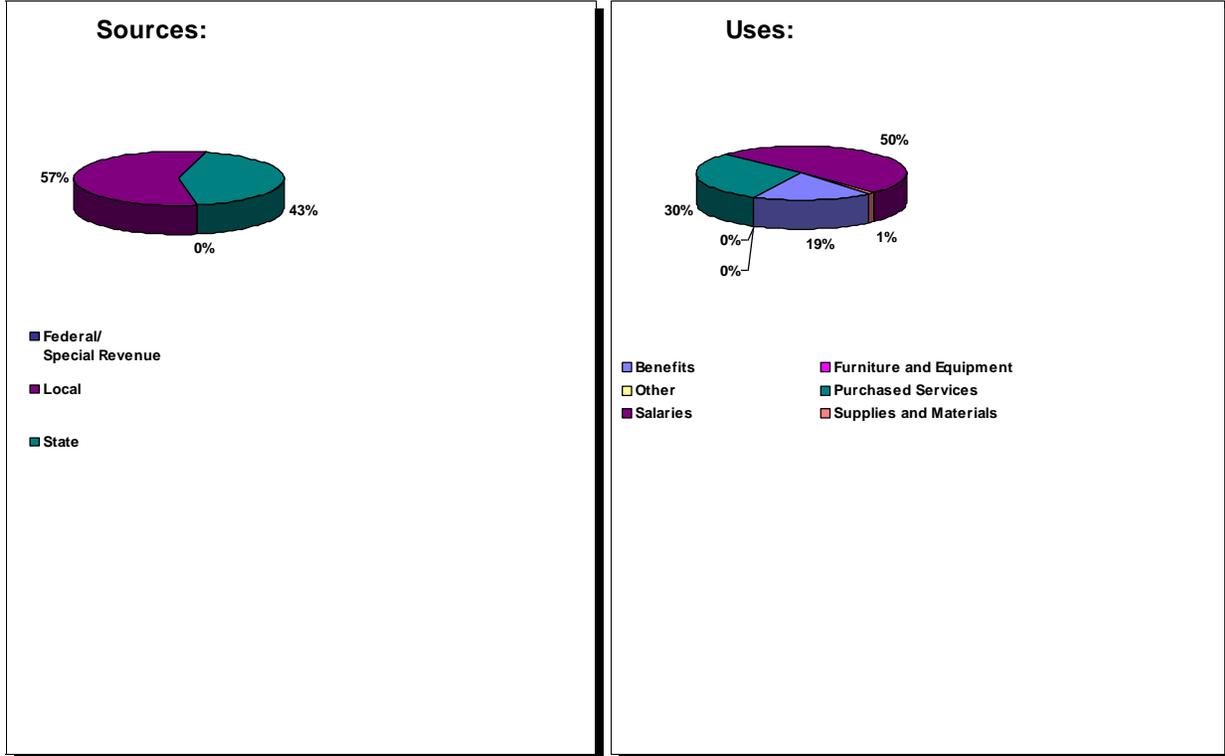
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 38,812
Redirected funds to salaries and benefits from Advances Studies dept.	
<b>Purchased Services</b>	
Redirected funds to purchased services from supplies and materials	11,600
Redirect for curriculum adoption and sustaining operations - contracted services for professional development	(103,940)
<b>Supplies and Materials</b>	
Redirected funds from supplies and materials to purchased services	(11,600)

Note: Changes listed are not intended to agree exactly to variance between budgets.

# STUDENT ASSIGNMENT AND SCHOOL CHOICE

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	999,265	981,690	436,684	473,917
Benefits	366,497	345,260	140,912	145,219
Purchased Services	590,034	682,374	392,643	157,183
Supplies and Materials	20,302	31,902	107,408	50,105
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<b>\$ 1,976,098</b>	<b>\$ 2,041,226</b>	<b>\$ 1,077,647</b>	<b>\$ 826,424</b>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



## CAREER AND TECHNICAL EDUCATION

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**Description:** CTE pathways cover a blend of early career discovery and skill development through hands-on courses. Discover your interests, unleash your talents, and soar into your future with a clear and bright direction. CMS offers 19 pathways in CTE to help equip students with the 21st century skills needed for a global economy.

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### BUDGET ACCOUNTABILITY:

Susan Gann  
Director of Career and Technical Education

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### SIGNIFICANT CHANGES: 2020-21 PROPOSED BUDGET VS. 2019-20 ADOPTED BUDGET

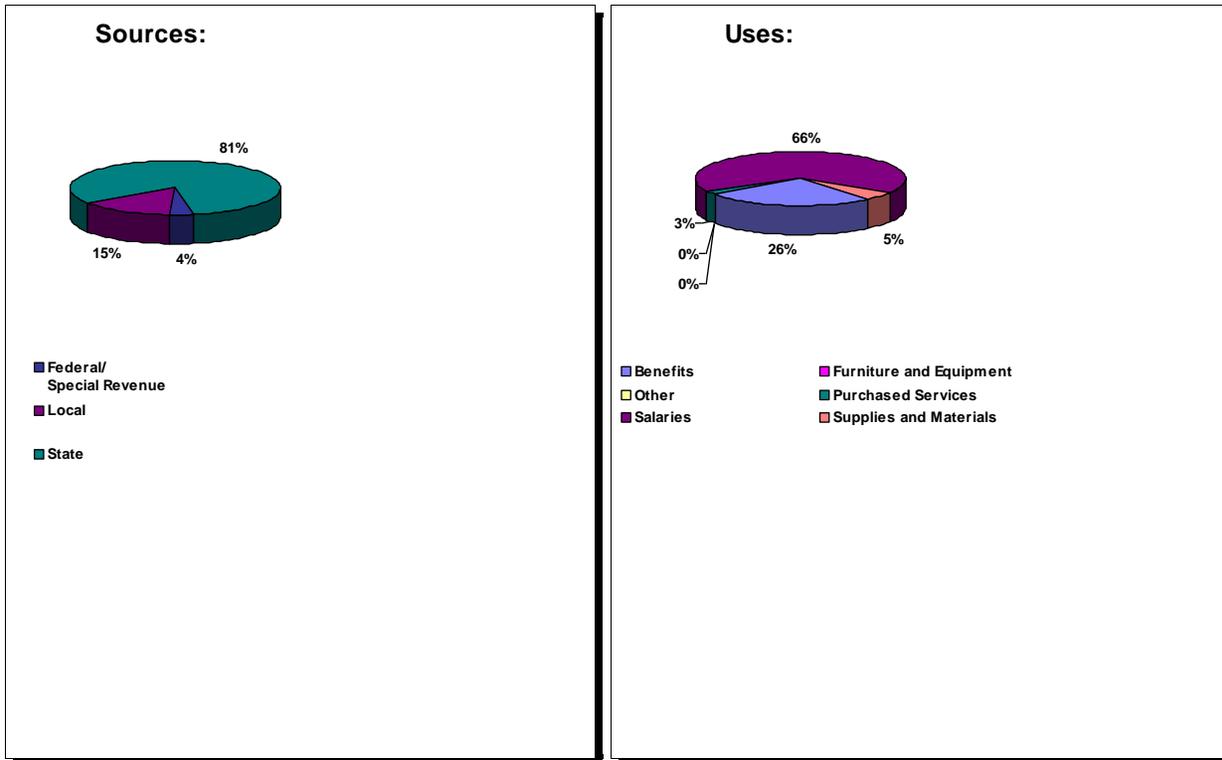
Description	Amount
<b>Salaries and Benefits</b>	
Salary and Benefit Adjustments	\$ 1,772,535
<b>Supplies and Materials</b>	
State allotment adjustment	25,368
State enrollment adjustment	(4,958)
Federal adjustment- Voc. Ed. - Program Improvement	(2,271)

Note: Changes listed are not intended to agree exactly to variance between budgets.

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

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	39,467,126	38,586,735	35,127,338	31,271,012
Benefits	15,526,433	14,634,289	12,360,863	10,528,353
Purchased Services	1,534,227	1,534,227	3,063,376	2,557,720
Supplies and Materials	2,922,149	2,904,010	4,020,776	4,115,159
Furniture and Equipment	-	-	57,654	275,421
Other	-	-	-	-
	<u>\$ 59,449,935</u>	<u>\$ 57,659,261</u>	<u>\$ 54,630,007</u>	<u>\$ 48,747,665</u>

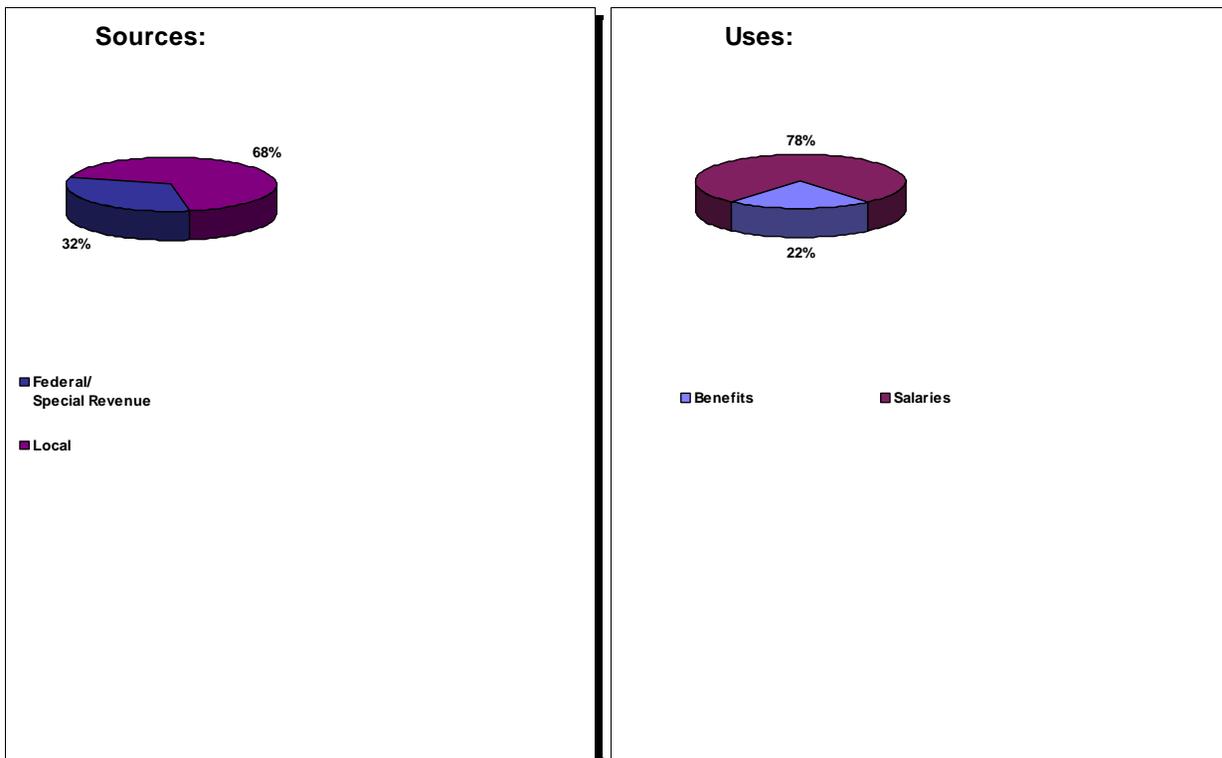
Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**ROTC PROGRAM**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	4,474,322	4,435,450	4,393,982	4,183,008
Benefits	1,293,975	1,232,623	1,358,396	1,261,173
	<u>\$ 5,768,297</u>	<u>\$ 5,668,073</u>	<u>\$ 5,752,378</u>	<u>\$ 5,444,181</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



# Schools

**SCHOOLS: EXPENDITURES**

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	600,052,194	582,743,687	551,825,217	522,913,407
Benefits	240,667,769	226,366,358	196,227,266	178,255,653
Purchased Services	7,992,455	7,770,961	14,541,755	9,111,115
Supplies and Materials	16,253,867	18,391,577	32,150,326	18,608,503
Furniture and Equipment	301,430	326,495	3,277,117	160,774
Other	69,186,243	60,186,964	51,758,000	45,910,471
	<u>\$ 934,453,958</u>	<u>\$ 895,786,042</u>	<u>\$ 849,779,681</u>	<u>\$ 774,959,923</u>

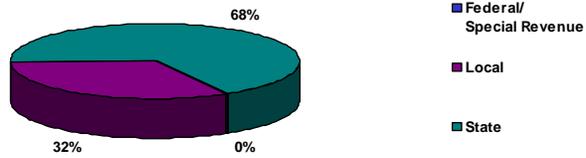
Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.

**SIGNIFICANT CHANGES: 2019-20 ADOPTED BUDGET VS. 2018-19 ADOPTED BUDGET**

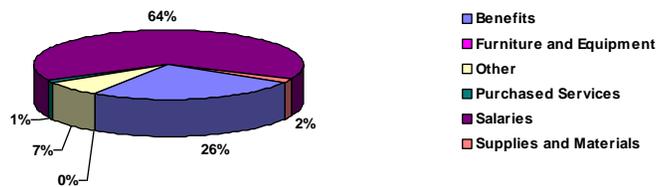
<b>Salaries and Benefits</b>	<b>Amount</b>
Salary and benefit Adjustment	\$ 30,303,442
State allotment adjustment	105,647
State enrollment adjustment	(2,527,609)
Federal allotment adjustment	(292,324)
House Bill 90 Enhancement Teachers - delayed phase-in of class size reduction	(6,690,715)
New Schools - Additional Staffing	1,021,017
Student Support Staffing/Social and Emotional Learning Support	3,124,177
Central office redirect	(124,432)
Federal Adjustment - Student Support and Academic Achievement - Title IV	649,827
<b>Purchased Services</b>	
Federal allotment adjustment	24,394
Central office redirect	(401,800)
<b>Supplies and Materials</b>	
State allotment adjustment	(2,439,606)
Federal allotment adjustment	141,267
Central office redirect	138,383
<b>Furniture and Equipment</b>	
Central office redirect	(25,065)
<b>Other</b>	
Charter School Enrollment Growth	8,999,279

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

### Sources



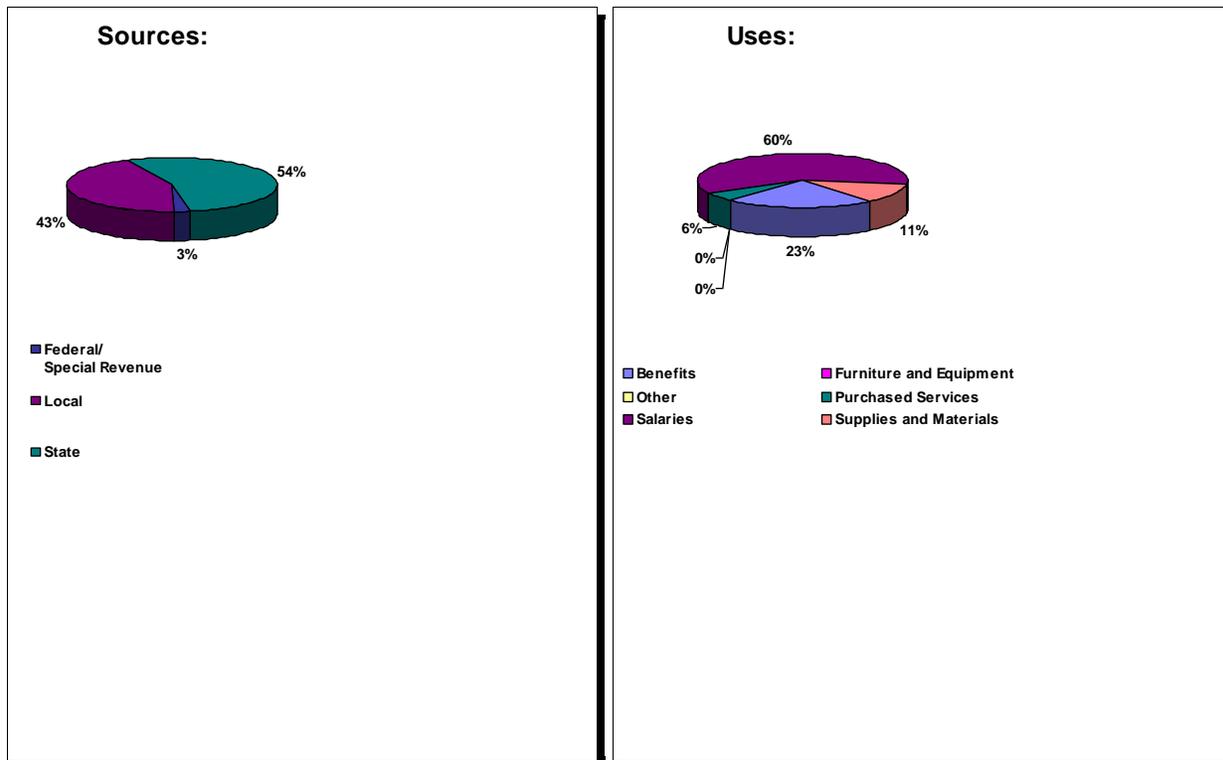
### Uses



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

Expenditures	FY 2019-20 Adopted Budget	FY 2018-19 Adopted Budget	FY 2017-18 Actual Expenditures	FY 2016-17 Actual Expenditures
Salaries	86,533,670	84,273,585	103,070,615	77,558,144
Benefits	33,051,792	31,101,141	35,604,919	25,591,939
Purchased Services	7,992,455	7,770,961	12,153,152	8,906,478
Supplies and Materials	16,253,867	18,391,577	30,651,383	16,572,488
Furniture and Equipment	301,430	326,495	3,277,117	116,144
Other	-	-	-	-
	<u>\$ 144,133,214</u>	<u>\$ 141,863,759</u>	<u>\$ 184,757,186</u>	<u>\$ 128,745,193</u>

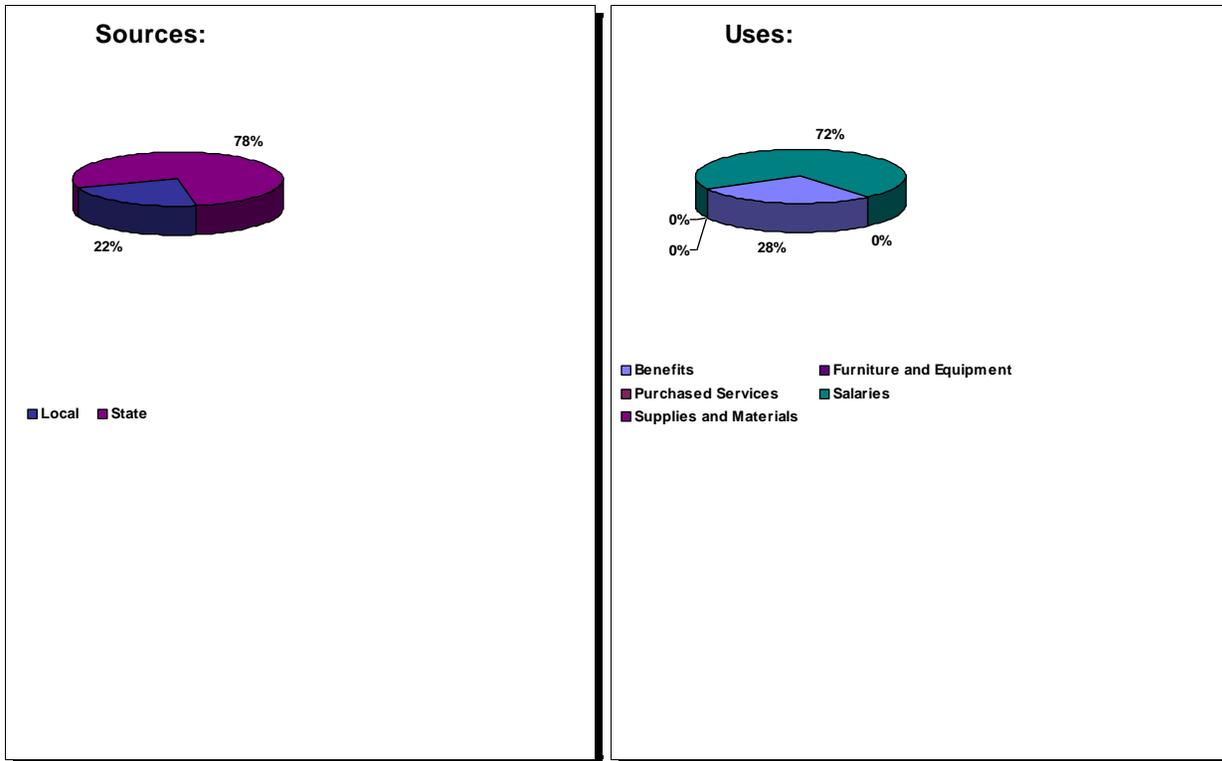
Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



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

<b>Expenditures</b>	<b>FY 2020-21 Proposed Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2018-19 Actual Expenditures</b>	<b>FY 2017-18 Actual Expenditures</b>
Salaries	438,133,553	426,557,392	391,273,881	391,184,083
Benefits	173,426,760	163,847,939	138,396,579	132,254,857
Purchased Services	-	-	2,324,603	204,637
Supplies and Materials	-	-	1,498,987	2,036,015
Furniture and Equipment	-	-	-	44,630
	<u>\$ 611,560,313</u>	<u>\$ 590,405,331</u>	<u>\$ 533,494,050</u>	<u>\$ 525,724,222</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.

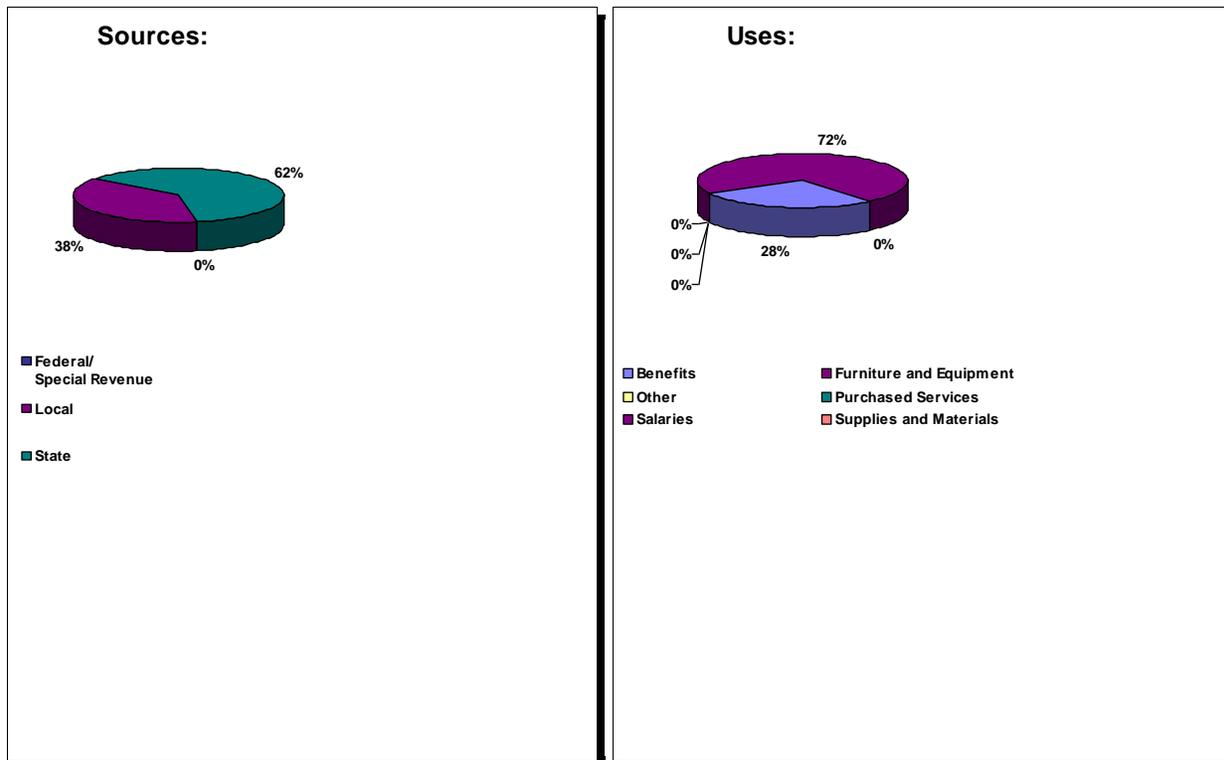


CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	53,384,605	49,835,312	39,844,766	35,576,037
Benefits	21,217,179	19,064,469	13,911,697	11,982,387
Purchased Services	-	-	64,000	-
Supplies and Materials	-	-	(44)	-
Furniture and Equipment	-	-	-	-
Other	-	-	-	-
	<u>\$ 74,601,784</u>	<u>\$ 68,899,781</u>	<u>\$ 53,820,419</u>	<u>\$ 47,558,424</u>

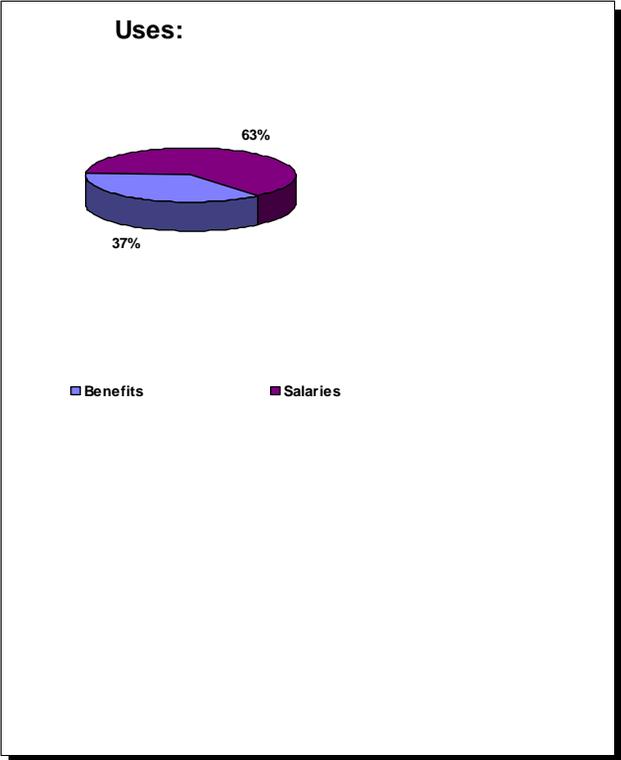
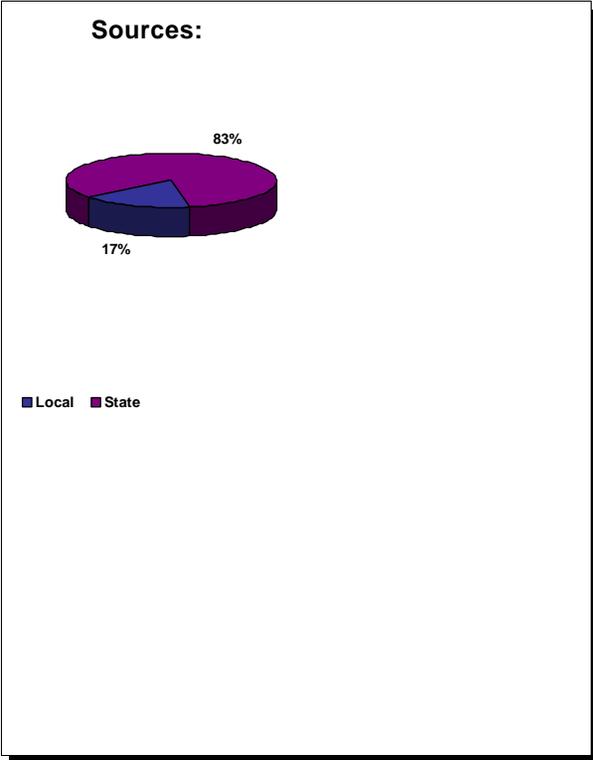
Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



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

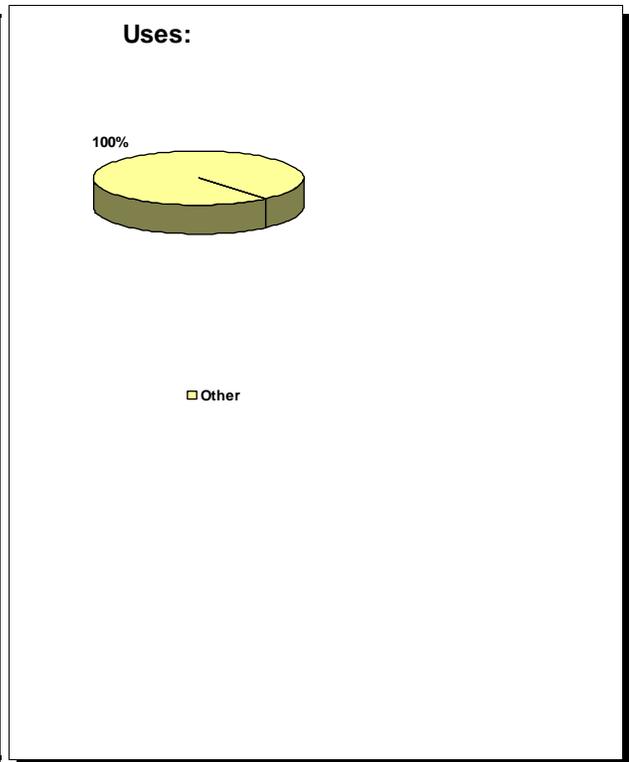
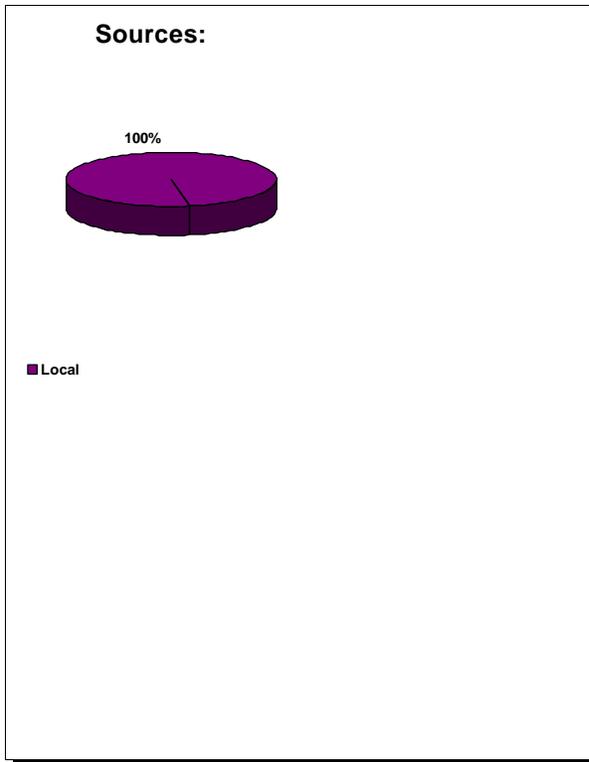
Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Salaries	22,000,366	22,077,398	17,635,955	18,595,143
Benefits	12,972,038	12,352,809	8,314,071	8,426,470
	<u>\$ 34,972,404</u>	<u>\$ 34,430,207</u>	<u>\$ 25,950,026</u>	<u>\$ 27,021,613</u>

Note: Due to departmental realignments, the 2019-20 Adopted Budget and historical expenditures may differ from prior presentations.



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

Expenditures	FY 2020-21 Proposed Budget	FY 2019-20 Adopted Budget	FY 2018-19 Actual Expenditures	FY 2017-18 Actual Expenditures
Other	69,186,243	60,186,964	51,758,000	45,910,471
	<u>\$ 69,186,243</u>	<u>\$ 60,186,964</u>	<u>\$ 51,758,000</u>	<u>\$ 45,910,471</u>



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# Appendices

## **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 Outlay

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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### School Nutrition Services

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.

### Education Value-Added Assessment System (EVAAS)

A customized software system for K-12 which provides North Carolina's educators with tools to improve student learning and to reflect and improve on their own effectiveness.

### Fiscal Year

The twelve month period of time to which the annual budget applies. All North Carolina school systems, by law, must observe a fiscal year that begins on July 1 and ends on June 30.

## **GLOSSARY OF TERMS**

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### Fund

A fund is an independent fiscal and accounting entity consisting of cash and other resources together with all related liabilities, obligations, reserves, and equities which are segregated by appropriate accounting techniques for the purpose of carrying on specific activities or attaining certain objectives in accordance with established legal regulations, restrictions, or limitations.

### Furniture and Equipment

Expenditures for the acquisition of fixed assets such as equipment, computer hardware, replacement furniture, etc.

### Generally Accepted Accounting Principles (GAAP)

Standards pertaining to financial accounting and reporting. These standards include the conventions, broad guidelines, rules, procedures, and detailed practices necessary to define acceptable accounting practice.

### Grant

A contribution or gift of cash or other assets from another party to be used or expended for a specific purpose, activity, or facility. Capital grants are restricted by the grantor for the acquisition and/or construction of fixed (capital) assets. All other grants are operating grants.

### Graphic Production Center

Furnishes printing, graphic arts, and audiovisual services to the schools and departments.

### Indirect Cost

Indirect cost represents support costs and incidental supplies furnished by the general support services of the school system to a specific program (usually a grant program).

### Information Services

Activities concerned with writing, editing, and other preparation necessary to disseminate educational and administrative information to pupils, staff, managers, or to the general public through direct mailing, the various news media, or personal contact.

### Information Systems

Costs associated with providing computerized records of personnel, financial information, and students for administrative units within the school system.

### Instructional Operating Costs

Costs of supplies, materials, and other operating expenses related to the instructional program.

### Instructional Staff Support Services

Activities which provide administration and logistical support to staff instructors. Included are curriculum development, in-service, and media services.

### Internal Services Fund

The Internal Services Fund reflects costs of services rendered to all departments of the school system by the Maintenance Department, the Data Processing Department, the Graphic Production Center, and the Telecommunications/Copier Department.

### Maintenance of Plant

Includes the cost of repairs and upkeep of physical facilities, equipment, and vehicles other than buses.

## **GLOSSARY OF TERMS**

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### Media Operations

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

### National Board Professional Teacher Standards (NBPTS) Certification

A nationally recognized certification which identifies and recognizes teachers who effectively enhance student learning and demonstrate a high level of skills, abilities and commitments. In order to be certified teachers must have a minimum of three years experience and must complete an extensive 1 to 3 year process of approximately 400 hours of extra performance-based assessments.

### Object Code

The service or commodity obtained as a result of a specific expenditure.

### Operation of Plant

Activities dealing with the day-to-day operations of the physical facilities, primarily composed of custodial services, security, and utilities.

### Other Expenditures

Amounts paid for goods and services which are not classified as salaries, employee benefits, purchased services, supplies and materials, and non-expendables. Items which could be included in this category are indirect costs, insurance, membership dues and fees, depreciation, license and title fees.

### Positions

Positions equate to the full-time equivalent individuals that can be assigned for the employment period represented by the allotment category. For example, a position in the classroom teacher allotment represents an employment period of 10 months. The number of full-time equivalent individuals that can be employed is limited to the number of months associated with the positions allotted by the State.

### Preaudit of Disbursements and Obligations

Preaudit is defined to mean the verification by the school finance officer that the budget resolution includes an appropriation authorizing the obligation, and that a sufficient unexpended and unobligated balance remains in an appropriation to provide for the liquidation of a liability which is or will be chargeable to a specific appropriation within the current fiscal year.

### Pupil Support Services

Activities which provide technical, personal and logistical support to facilitate instruction. Included are administrative activities that result in providing pupils with appropriate medical, dental, and nursing services.

### Purchased Services

Amounts paid for personal services rendered by personnel who are not on the payroll of the local school administrative unit and other services which the local school administrative unit may purchase.

## **GLOSSARY OF TERMS**

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### 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.

### Regular Instructional Programs

Instructional activities designed primarily to prepare pupils for activities as residents, 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.

## **GLOSSARY OF TERMS**

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### 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.

### 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<sup>st</sup>, 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  
**2019-2020 SCHOOL ALLOTMENT FORMULAS**  
**NON-PERSONNEL**

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**SUPPLIES AND OPERATING COSTS:**

School Instructional Supply	\$48.32 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 Telecommunications	\$ .36 per pupil Elementary School* \$ .88 per pupil Middle School* \$1.85 per pupil Senior High School*
Professional Support 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:** The School Instructional Supply allotments are allocated based on Concentration of Need Tiers . Schools are placed into tiers based on Identified Student Percentages (ISP). Tiers 2, 3 and 4 have associated weights (.30, .35 and .40 respectively), which are applied to the " identified students" meaning those who meet certain criteria for economic disadvantaged (homeless, runaway, migrant, Head Start/Even Start, etc.).

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2019-2020 SCHOOL ALLOTMENT FORMULAS**  
**ELEMENTARY SCHOOLS**

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<u>Position</u>	<u>Grade</u>	<u>Teacher/Student Ratio</u>
<b>ADM Teacher - Base Allotment</b> [Based on student enrollment (no weight); 1 "base" allotment position may be converted to cash]	K	1:18.5 students
	1st	1:16.5 students
	2nd-3rd	1:17.5 students
	4th-5th	1:27.5 students
<b>K-3 Teacher Assistant</b>	K-1st	1:27 students
<b>Assistant Principal</b> [Based on weighted student enrollment as determined by Concentration of Need Tiers]		1 per school
		2 per 1,201+ students
<b>Administrative (TAP) Stipend</b> [Based on weighted student enrollment]		1 per 751-1,200 students
<b>Professional Support Allotment</b>		1 per school
		2 per 476+ students
<b>Media Coordinator</b>		1 per school
<b>Media Assistant</b>		1 per 1,001-1,200 students
<b>Elementary Art, Music &amp; P.E. Teacher</b> [Reflects formula for <u>each</u> arts education area]		.5 per school
		1 per 386-770 students
		1.5 per 771-1,155 students
		2 per 1,156-1,540 students
		2.5 per 1,541+ students
<b>Literacy Facilitator</b>		1 per school
<b>Secretaries</b> [ES and PreK-6: one 12 month position; MS and PreK-8: two 12 month positions; HS, 6-12 and PreK-12: three 12 month positions]		2 per school
		3 per 801-1,100 students
		4 per 1,101+ students

**Note:** ADM Teacher/SWS Allotment - Student Weighted Staffing (SWS) positions are allocated based on Concentration of Need Tiers. Schools are placed into tiers based on Identified Student Percentages (ISP). Tiers 2, 3 and 4 have associated weights (.30, .35 and .40 respectively), which are applied to the " identified students" meaning those who meet certain criteria for economic disadvantaged (homeless, runaway, migrant, Head Start/Even Start, etc.). The allotment ratio for SWS may vary based on the number of SWS-eligible students (additional resources based on student need). ADM teachers and K-3 TAs are based on enrollment including Montessori Pre-K, excluding Bright Beginnings (BB) Pre-K and excluding Exceptional Children (EC) self-contained students. Elementary Arts Ed. teachers are based on enrollment including Montessori Pre-K and including EC self-contained students and excluding BB Pre-K. Other support positions are based on total enrollment.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2019-2020 SCHOOL ALLOTMENT FORMULAS**  
**MIDDLE SCHOOLS**

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<u>Position</u>	<u>Grade</u>	<u>Teacher/Student Ratio</u>
<b>ADM Teacher - Base Allotment</b> [Based on student enrollment (no weight); 1 "base" allotment position may be converted to cash]	6th 7th-8th	1:23 students 1:22.5 students
<b>ISS Assistant</b>		1 per school
<b>Assistant Principal</b> [Based on weighted student enrollment as determined by Concentration of Need Tiers]		1 per school 2 per 1,001+ students
<b>Professional Support Allotment</b>		1 per school 2 per 526-1,050 students 3 per 1,051-1,575 students 4 per 1,576-2,100 students 5 per 2,101+ students
<b>Media Coordinator</b>		1 per school
<b>Media Assistant</b>		1 per 1,001+
<b>Academic Facilitator</b>		1 per school
<b>Facilitator (unspecified)</b>		1 per school
<b>Band Teacher</b>		1 per school
<b>Orchestra Teacher</b>		.5 per school
<b>Secretaries</b> [ES and PreK-6: one 12 month position; MS and PreK-8: two 12 month positions; HS, 6-12 and PreK-12: three 12 month positions]		4 per school 5 per 901-1,500 students 6 per 1,501+ students

Note: ADM Teacher/SWS Allotment - Student Weighted Staffing (SWS) positions are allocated based on Concentration of Need Tiers. Schools are placed into tiers based on Identified Student Percentages (ISP). Tiers 2, 3 and 4 have associated weights (.30, .35 and .40 respectively), which are applied to the " identified students" meaning those who meet certain criteria for economic disadvantaged (homeless, runaway, migrant, Head Start/Even Start, etc.). The allotment ratio for SWS may vary based on the number of SWS-eligible students (additional resources based on student need). ADM teachers and K-3 TAs are based on enrollment including Montessori Pre-K, excluding Bright Beginnings (BB) Pre-K and excluding Exceptional Children (EC) self-contained students. Elementary Arts Ed. teachers are based on enrollment including Montessori Pre-K and including EC self-contained students and excluding BB Pre-K. Other support positions are based on total enrollment.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2019-2020 SCHOOL ALLOTMENT FORMULAS**  
**HIGH SCHOOLS**

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<u>Position</u>	<u>Grade</u>	<u>Teacher/Student Ratio</u>
<b>ADM Teacher - Base Allotment</b> [Based on student enrollment (no weight); 1 "base" allotment position may be converted to cash]	9th 10-12th	1:24.5 students 1:26.5 students
<b>Assistant Principal</b> [Based on weighted student enrollment as determined by Concentration of Need Tiers]		1 per school 2 per 851-1,700 students 3 per 1,701-2,550 students 4 per 2,551+ students
<b>Professional Support Allotment</b>		1 per school 2 per 376-750 students 3 per 751-1,125 students 4 per 1,126-1,500 students 5 per 1,501-1,875 students 6 per 1,876-2,250 students 7 per 2,251-2,625 students 8 per 2,626-3,000 students 9 per 3,001+ students
<b>Media Coordinator</b>		1 per school
<b>Instructional Acct. Facilitator (IAF)</b>		1 per school
<b>Technology Facilitator</b>		1 per school
<b>Band Teacher</b>		1 per school
<b>Orchestra Teacher</b>		.5 per school
<b>Secretaries</b> [ES and PreK-6: one 12 month position; MS and PreK-8: two 12 month positions; HS, 6-12 and PreK-12: three 12 month positions]		5 per school 6 per 1,501-2,500 students 7 per 2,501+ students

Note: ADM Teacher/SWS Allotment - Student Weighted Staffing (SWS) positions are allocated based on Concentration of Need Tiers. Schools are placed into tiers based on Identified Student Percentages (ISP). Tiers 2, 3 and 4 have associated weights (.30, .35 and .40 respectively), which are applied to the " identified students" meaning those who meet certain criteria for economic disadvantaged (homeless, runaway, migrant, Head Start/Even Start, etc.). The allotment ratio for SWS may vary based on the number of SWS-eligible students (additional resources based on student need). ADM teachers and K-3 TAs are based on enrollment including Montessori Pre-K, excluding Bright Beginnings (BB) Pre-K and excluding Exceptional Children (EC) self-contained students. Elementary Arts Ed. teachers are based on enrollment including Montessori Pre-K and including EC self-contained students and excluding BB Pre-K. Other support positions are based on total enrollment.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2019-2020 SCHOOL ALLOTMENT FORMULAS**  
**PREK-6TH GRADE SCHOOLS**

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<u>Position</u>	<u>Grade</u>	<u>Teacher/Student Ratio</u>
<b>ADM Teacher - Base Allotment</b> [Based on student enrollment (no weight); 1 "base" allotment position may be converted to cash]	PreK-K	1:18.5 students
	1st	1:16.5 students
	2nd-3rd	1:17.5 students
	4th-5th	1:27.5 students
	6th	1:23 students
<b>K-3 Teacher Assistant</b>	PreK-1	1:27 students
<b>Assistant Principal</b> [Based on weighted student enrollment as determined by Concentration of Need Tiers]		1 per school
		2 per 1,201+ students
<b>Administrative (TAP) Stipend</b> [Based on weighted student enrollment]		1 per 751-1,200 students
<b>Professional Support Allotment</b>		1 per school
		2 per 476+ students
<b>Media Coordinator</b>		1 per school
<b>Elementary Art, Music &amp; P.E. Teacher</b> [Reflects formula for <u>each</u> arts education area]		.5 per school
		1 per 386-770 students
		1.5 per 771-1,155 students
		2 per 1,156-1,540 students
	2.5 per 1,541+ students	
<b>Literacy Facilitator</b>		1 per school
<b>Miscellaneous Elective Teachers</b>		1 per school
<b>Secretaries</b> [ES and PreK-6: one 12 month position; MS and PreK-8: two 12 month positions; HS, 6-12 and PreK-12: three 12 month positions]		2 per school
		3 per 801-1,100 students
		4 per 1,101+ students

Note: ADM Teacher/SWS Allotment - Student Weighted Staffing (SWS) positions are allocated based on Concentration of Need Tiers. Schools are placed into tiers based on Identified Student Percentages (ISP). Tiers 2, 3 and 4 have associated weights (.30, .35 and .40 respectively), which are applied to the "identified students" meaning those who meet certain criteria for economic disadvantaged (homeless, runaway, migrant, Head Start/Even Start, etc.). The allotment ratio for SWS may vary based on the number of SWS-eligible students (additional resources based on student need). ADM teachers and K-3 TAs are based on enrollment including Montessori Pre-K, excluding Bright Beginnings (BB) Pre-K and excluding Exceptional Children (EC) self-contained students. Elementary Arts Ed. teachers are based on enrollment including Montessori Pre-K and including EC self-contained students and excluding BB Pre-K. Other support positions are based on total enrollment.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2019-2020 SCHOOL ALLOTMENT FORMULAS**  
**PREK-8/K-8 GRADE SCHOOLS**

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<u>Position</u>	<u>Grade</u>	<u>Teacher/Student Ratio</u>
<b>ADM Teacher - Base Allotment</b> [Based on student enrollment (no weight); 1 "base" allotment position may be converted to cash]	K	1:18.5 students
	1st	1:16.5 students
	2nd-3rd	1:17.5 students
	4th-5th	1:27.5 students
	6th	1:23 students
	7th-8th	1:22.5 students
<b>K-3 Teacher Assistant</b>	K-1	1:27 students
<b>ISS Assistant</b>		1 per school
<b>Assistant Principal</b> [Based on weighted student enrollment as determined by Concentration of Need Tiers]		1 per school 2 per 1,001+ students
<b>Professional Support Allotment</b>		2 per school (1 Elementary, 1 MS) 3rd position if: PreK/K-8 Enrollment of 1,001+ (3rd position will be allocated at the grade level with the greatest number of students)
<b>Media Coordinator</b>		1 per school
<b>Media Assistant</b>		1 per 1,001+
<b>Elementary Art, Music &amp; P.E. Teacher</b> [Reflects formula for <u>each</u> arts education area]		1 per school 1.5 per 771-1,155 students 2 per 1,156-1,540 students 2.5 per 1,541+ students (based on K-5 enrollment only)
<b>Literacy Facilitator</b>		1 per school
<b>Academic Facilitator</b>		1 per school
<b>Facilitator (unspecified)</b>		1 per school
<b>Miscellaneous Elective Teachers</b>		3 per school
<b>Secretaries</b> [ES and PreK-6: one 12 month position; MS and PreK-8: two 12 month positions; HS, 6-12 and PreK-12: three 12 month positions]		2 per school 3 per 601-900 students 4 per 901-1,200 students 5 per 1,201+ students

Note: ADM Teacher/SWS Allotment - Student Weighted Staffing (SWS) positions are allocated based on Concentration of Need Tiers. Schools are placed into tiers based on Identified Student Percentages (ISP). Tiers 2, 3 and 4 have associated weights (.30, .35 and .40 respectively), which are applied to the "identified students" meaning those who meet certain criteria for economic disadvantaged (homeless, runaway, migrant, Head Start/Even Start, etc.). The allotment ratio for SWS may vary based on the number of SWS-eligible students (additional resources based on student need). ADM teachers and K-3 TAs are based on enrollment including Montessori Pre-K, excluding Bright Beginnings (BB) Pre-K and excluding Exceptional Children (EC) self-contained students. Elementary Arts Ed. teachers are based on enrollment including Montessori Pre-K and including EC self-contained students and excluding BB Pre-K. Other support positions are based on total enrollment.

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION  
**2019-2020 SCHOOL ALLOTMENT FORMULAS**  
**6TH-12TH GRADE SCHOOLS**

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<u>Position</u>	<u>Grade</u>	<u>Teacher/Student Ratio</u>
<b>ADM Teacher - Base Allotment</b> [Based on student enrollment (no weight); 1 "base" allotment position may be converted to cash]	6th	1:23 students
	7th-8th	1:22.5 students
	9th	1:24.5 students
	10th-12th	1:26.5 students
<b>ISS Assistant</b>		1 per school
<b>Administrative Student Intervention Assistant (ASIA)</b>		1 per school
<b>Assistant Principal</b>		1 per school
		2 per 851-1,700 students
		3 per 1,701-2,550 students
		4 per 2,551+ students
<b>Professional Support Allotment</b>		2 per school (1 MS, 1 HS)
		3rd position if: (3rd position will be allocated at the grade level with the greatest number of students)
<b>Media Coordinator</b>		1 per school
<b>Academic Facilitator</b>		1 per school
<b>Facilitator (unspecified)</b>		1 per school
<b>Instructional Acct. Facilitator (IAF)</b>		1 per school
<b>Technology Facilitator</b>		1 per school
<b>Band Teacher</b>		1 per school
<b>Orchestra Teacher</b>		.5 per school
<b>Secretaries</b> [ES and PreK-6: one 12 month position; MS and PreK-8: two 12 month positions; HS, 6-12 and PreK-12: three 12 month positions]		5 per school
		6 per 1,501-2,500 students
		7 per 2,501+ students

Note: ADM Teacher/SWS Allotment - Student Weighted Staffing (SWS) positions are allocated based on Concentration of Need Tiers. Schools are placed into tiers based on Identified Student Percentages (ISP). Tiers 2, 3 and 4 have associated weights (.30, .35 and .40 respectively), which are applied to the "identified students" meaning those who meet certain criteria for economic disadvantaged (homeless, runaway, migrant, Head Start/Even Start, etc.). The allotment ratio for SWS may vary based on the number of SWS-eligible students (additional resources based on student need). ADM teachers and K-3 TAs are based on enrollment including Montessori Pre-K, excluding Bright Beginnings (BB) Pre-K and excluding Exceptional Children (EC) self-contained students. Elementary Arts Ed. teachers are based on enrollment including Montessori Pre-K and including EC self-contained students and excluding BB Pre-K. Other support positions are based on total enrollment.

**2019-2020 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	\$ 35,000.00	17.93%	\$ 6,276.00	\$ 41,276.00
1	\$ 36,000.00	17.45%	\$ 6,281.00	\$ 42,281.00
2	\$ 37,000.00	17.46%	\$ 6,459.00	\$ 43,459.00
3	\$ 38,000.00	17.15%	\$ 6,517.00	\$ 44,517.00
4	\$ 39,000.00	17.41%	\$ 6,791.00	\$ 45,791.00
5	\$ 40,000.00	16.99%	\$ 6,796.00	\$ 46,796.00
6	\$ 41,000.00	17.02%	\$ 6,978.00	\$ 47,978.00
7	\$ 42,000.00	16.63%	\$ 6,983.00	\$ 48,983.00
8	\$ 43,000.00	16.66%	\$ 7,164.00	\$ 50,164.00
9	\$ 44,000.00	16.52%	\$ 7,268.00	\$ 51,268.00
10	\$ 45,000.00	16.66%	\$ 7,498.00	\$ 52,498.00
11	\$ 46,000.00	16.31%	\$ 7,503.00	\$ 53,503.00
12	\$ 47,000.00	16.54%	\$ 7,776.00	\$ 54,776.00
13	\$ 48,000.00	16.24%	\$ 7,793.00	\$ 55,793.00
14	\$ 49,000.00	16.89%	\$ 8,275.00	\$ 57,275.00
15	\$ 50,000.00	16.80%	\$ 8,400.00	\$ 58,400.00
16	\$ 50,000.00	17.80%	\$ 8,900.00	\$ 58,900.00
17	\$ 50,000.00	17.80%	\$ 8,900.00	\$ 58,900.00
18	\$ 50,000.00	17.94%	\$ 8,972.00	\$ 58,972.00
19	\$ 50,000.00	18.42%	\$ 9,211.00	\$ 59,211.00
20	\$ 50,000.00	18.80%	\$ 9,401.00	\$ 59,401.00
21	\$ 50,000.00	18.80%	\$ 9,401.00	\$ 59,401.00
22	\$ 50,000.00	19.18%	\$ 9,589.00	\$ 59,589.00
23	\$ 50,000.00	19.18%	\$ 9,589.00	\$ 59,589.00
24	\$ 50,000.00	20.20%	\$ 10,100.00	\$ 60,100.00
25	\$ 52,000.00	19.44%	\$ 10,111.00	\$ 62,111.00
26	\$ 52,000.00	20.43%	\$ 10,626.00	\$ 62,626.00
27	\$ 52,000.00	20.43%	\$ 10,626.00	\$ 62,626.00
28	\$ 52,000.00	20.43%	\$ 10,626.00	\$ 62,626.00
29	\$ 52,000.00	22.68%	\$ 11,792.00	\$ 63,792.00
30	\$ 52,000.00	22.68%	\$ 11,792.00	\$ 63,792.00
31	\$ 52,000.00	23.67%	\$ 12,310.00	\$ 64,310.00
32	\$ 52,000.00	23.67%	\$ 12,310.00	\$ 64,310.00
33	\$ 52,000.00	23.67%	\$ 12,310.00	\$ 64,310.00
34	\$ 52,000.00	23.67%	\$ 12,310.00	\$ 64,310.00
35+	\$ 52,000.00	23.67%	\$ 12,310.00	\$ 64,310.00

**2019-2020 STATE TEACHER SALARY SCHEDULE  
NON-NBPTS**

**BACHELOR "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	\$ 38,500.00	18.44%	\$ 7,098.00	\$ 45,598.00
1	\$ 39,600.00	17.94%	\$ 7,103.00	\$ 46,703.00
2	\$ 40,700.00	17.95%	\$ 7,306.00	\$ 48,006.00
3	\$ 41,800.00	17.63%	\$ 7,370.00	\$ 49,170.00
4	\$ 42,900.00	17.89%	\$ 7,676.00	\$ 50,576.00
5	\$ 44,000.00	17.46%	\$ 7,683.00	\$ 51,683.00
6	\$ 45,100.00	17.49%	\$ 7,888.00	\$ 52,988.00
7	\$ 46,200.00	17.09%	\$ 7,894.00	\$ 54,094.00
8	\$ 47,300.00	17.12%	\$ 8,099.00	\$ 55,399.00
9	\$ 48,400.00	16.97%	\$ 8,214.00	\$ 56,614.00
10	\$ 49,500.00	17.12%	\$ 8,473.00	\$ 57,973.00
11	\$ 50,600.00	16.81%	\$ 8,505.00	\$ 59,105.00
12	\$ 51,700.00	17.00%	\$ 8,789.00	\$ 60,489.00
13	\$ 52,800.00	16.81%	\$ 8,874.00	\$ 61,674.00
14	\$ 53,900.00	17.34%	\$ 9,346.00	\$ 63,246.00
15	\$ 55,000.00	17.89%	\$ 9,839.00	\$ 64,839.00
16	\$ 55,000.00	18.91%	\$ 10,400.00	\$ 65,400.00
17	\$ 55,000.00	18.91%	\$ 10,400.00	\$ 65,400.00
18	\$ 55,000.00	18.91%	\$ 10,400.00	\$ 65,400.00
19	\$ 55,000.00	19.29%	\$ 10,609.00	\$ 65,609.00
20	\$ 55,000.00	20.00%	\$ 11,000.00	\$ 66,000.00
21	\$ 55,000.00	20.00%	\$ 11,000.00	\$ 66,000.00
22	\$ 55,000.00	20.00%	\$ 11,000.00	\$ 66,000.00
23	\$ 55,000.00	20.00%	\$ 11,000.00	\$ 66,000.00
24	\$ 55,000.00	20.71%	\$ 11,388.00	\$ 66,388.00
25	\$ 57,200.00	19.93%	\$ 11,399.00	\$ 68,599.00
26	\$ 57,200.00	20.93%	\$ 11,974.00	\$ 69,174.00
27	\$ 57,200.00	20.93%	\$ 11,974.00	\$ 69,174.00
28	\$ 57,200.00	20.93%	\$ 11,974.00	\$ 69,174.00
29	\$ 57,200.00	23.17%	\$ 13,256.00	\$ 70,456.00
30	\$ 57,200.00	23.17%	\$ 13,256.00	\$ 70,456.00
31	\$ 57,200.00	24.17%	\$ 13,826.00	\$ 71,026.00
32	\$ 57,200.00	24.17%	\$ 13,826.00	\$ 71,026.00
33	\$ 57,200.00	24.17%	\$ 13,826.00	\$ 71,026.00
34	\$ 57,200.00	24.17%	\$ 13,826.00	\$ 71,026.00
35+	\$ 57,200.00	24.17%	\$ 13,826.00	\$ 71,026.00

**2019-2020 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	\$ 42,560.00	17.39%	\$ 7,403.00	\$ 49,963.00
4	\$ 43,680.00	17.41%	\$ 7,606.00	\$ 51,286.00
5	\$ 44,800.00	16.99%	\$ 7,612.00	\$ 52,412.00
6	\$ 45,920.00	17.02%	\$ 7,816.00	\$ 53,736.00
7	\$ 47,040.00	16.63%	\$ 7,821.00	\$ 54,861.00
8	\$ 48,160.00	16.66%	\$ 8,025.00	\$ 56,185.00
9	\$ 49,280.00	16.52%	\$ 8,141.00	\$ 57,421.00
10	\$ 50,400.00	16.66%	\$ 8,399.00	\$ 58,799.00
11	\$ 51,520.00	16.31%	\$ 8,404.00	\$ 59,924.00
12	\$ 52,640.00	16.55%	\$ 8,711.00	\$ 61,351.00
13	\$ 53,760.00	16.21%	\$ 8,717.00	\$ 62,477.00
14	\$ 54,880.00	16.89%	\$ 9,269.00	\$ 64,149.00
15	\$ 56,000.00	16.79%	\$ 9,400.00	\$ 65,400.00
16	\$ 56,000.00	17.86%	\$ 10,000.00	\$ 66,000.00
17	\$ 56,000.00	17.86%	\$ 10,000.00	\$ 66,000.00
18	\$ 56,000.00	17.94%	\$ 10,049.00	\$ 66,049.00
19	\$ 56,000.00	18.42%	\$ 10,317.00	\$ 66,317.00
20	\$ 56,000.00	18.80%	\$ 10,529.00	\$ 66,529.00
21	\$ 56,000.00	18.80%	\$ 10,529.00	\$ 66,529.00
22	\$ 56,000.00	19.18%	\$ 10,741.00	\$ 66,741.00
23	\$ 56,000.00	19.18%	\$ 10,741.00	\$ 66,741.00
24	\$ 56,000.00	20.20%	\$ 11,312.00	\$ 67,312.00
25	\$ 58,240.00	19.45%	\$ 11,325.00	\$ 69,565.00
26	\$ 58,240.00	20.44%	\$ 11,902.00	\$ 70,142.00
27	\$ 58,240.00	20.44%	\$ 11,902.00	\$ 70,142.00
28	\$ 58,240.00	20.44%	\$ 11,902.00	\$ 70,142.00
29	\$ 58,240.00	22.68%	\$ 13,208.00	\$ 71,448.00
30	\$ 58,240.00	23.67%	\$ 13,788.00	\$ 72,028.00
31	\$ 58,240.00	23.67%	\$ 13,788.00	\$ 72,028.00
32	\$ 58,240.00	23.67%	\$ 13,788.00	\$ 72,028.00
33	\$ 58,240.00	23.67%	\$ 13,788.00	\$ 72,028.00
34	\$ 58,240.00	23.67%	\$ 13,788.00	\$ 72,028.00
35+	\$ 58,240.00	23.67%	\$ 13,788.00	\$ 72,028.00

**NBPTS: National Board Professional Teaching Standards certification**

**2019-2020 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	\$ 46,360.00	17.88%	\$ 8,287.00	\$ 54,647.00
4	\$ 47,580.00	17.90%	\$ 8,515.00	\$ 56,095.00
5	\$ 48,800.00	17.46%	\$ 8,521.00	\$ 57,321.00
6	\$ 50,020.00	17.49%	\$ 8,749.00	\$ 58,769.00
7	\$ 51,240.00	17.09%	\$ 8,755.00	\$ 59,995.00
8	\$ 52,460.00	17.12%	\$ 8,983.00	\$ 61,443.00
9	\$ 53,680.00	16.97%	\$ 9,111.00	\$ 62,791.00
10	\$ 54,900.00	179.23%	\$ 98,399.00	\$ 153,299.00
11	\$ 56,120.00	16.81%	\$ 9,432.00	\$ 65,552.00
12	\$ 57,340.00	17.00%	\$ 9,748.00	\$ 67,088.00
13	\$ 58,560.00	16.81%	\$ 9,843.00	\$ 68,403.00
14	\$ 59,780.00	17.34%	\$ 10,366.00	\$ 70,146.00
15	\$ 61,000.00	17.88%	\$ 10,905.00	\$ 71,905.00
16	\$ 61,000.00	18.93%	\$ 11,550.00	\$ 72,550.00
17	\$ 61,000.00	18.93%	\$ 11,550.00	\$ 72,550.00
18	\$ 61,000.00	18.93%	\$ 11,550.00	\$ 72,550.00
19	\$ 61,000.00	18.93%	\$ 11,550.00	\$ 72,550.00
20	\$ 61,000.00	19.29%	\$ 11,766.00	\$ 72,766.00
21	\$ 61,000.00	20.00%	\$ 12,200.00	\$ 73,200.00
22	\$ 61,000.00	20.00%	\$ 12,200.00	\$ 73,200.00
23	\$ 61,000.00	20.00%	\$ 12,200.00	\$ 73,200.00
24	\$ 61,000.00	20.71%	\$ 12,631.00	\$ 73,631.00
25	\$ 63,440.00	19.93%	\$ 12,644.00	\$ 76,084.00
26	\$ 63,440.00	20.93%	\$ 13,281.00	\$ 76,721.00
27	\$ 63,440.00	20.93%	\$ 13,281.00	\$ 76,721.00
28	\$ 63,440.00	20.93%	\$ 13,281.00	\$ 76,721.00
29	\$ 63,440.00	23.18%	\$ 14,703.00	\$ 78,143.00
30	\$ 63,440.00	23.18%	\$ 14,703.00	\$ 78,143.00
31	\$ 63,440.00	24.17%	\$ 15,335.00	\$ 78,775.00
32	\$ 63,440.00	24.17%	\$ 15,335.00	\$ 78,775.00
33	\$ 63,440.00	24.17%	\$ 15,335.00	\$ 78,775.00
34	\$ 63,440.00	24.17%	\$ 15,335.00	\$ 78,775.00
35+	\$ 63,440.00	24.17%	\$ 15,335.00	\$ 78,775.00

**NBPTS: National Board Professional Teaching Standards certification**

**2019-2020 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	\$ 44,000.00	22.62%	\$ 9,954.00	\$ 53,954.00
1	\$ 45,100.00	22.62%	\$ 10,203.00	\$ 55,303.00
2	\$ 46,200.00	22.62%	\$ 10,451.00	\$ 56,651.00
3	\$ 47,300.00	22.62%	\$ 10,700.00	\$ 58,000.00
4	\$ 48,400.00	22.62%	\$ 10,949.00	\$ 59,349.00
5	\$ 49,500.00	23.71%	\$ 11,738.00	\$ 61,238.00
6	\$ 50,600.00	23.71%	\$ 11,998.00	\$ 62,598.00
7	\$ 51,700.00	23.71%	\$ 12,259.00	\$ 63,959.00
8	\$ 52,800.00	23.71%	\$ 12,521.00	\$ 65,321.00
9	\$ 53,900.00	23.71%	\$ 12,782.00	\$ 66,682.00
10	\$ 55,000.00	24.24%	\$ 13,331.00	\$ 68,331.00
11	\$ 55,000.00	25.55%	\$ 14,050.00	\$ 69,050.00
12	\$ 55,000.00	25.55%	\$ 14,050.00	\$ 69,050.00
13	\$ 55,000.00	25.55%	\$ 14,050.00	\$ 69,050.00
14	\$ 55,000.00	25.55%	\$ 14,050.00	\$ 69,050.00
15	\$ 55,000.00	25.55%	\$ 14,050.00	\$ 69,050.00
16	\$ 55,000.00	26.55%	\$ 14,600.00	\$ 69,600.00
17	\$ 55,000.00	26.55%	\$ 14,600.00	\$ 69,600.00
18	\$ 55,000.00	26.55%	\$ 14,600.00	\$ 69,600.00
19	\$ 55,000.00	26.55%	\$ 14,600.00	\$ 69,600.00
20	\$ 57,200.00	25.52%	\$ 14,600.00	\$ 71,800.00
21	\$ 57,200.00	26.57%	\$ 15,200.00	\$ 72,400.00
22	\$ 57,200.00	26.57%	\$ 15,200.00	\$ 72,400.00
23	\$ 57,200.00	26.57%	\$ 15,200.00	\$ 72,400.00
24	\$ 57,200.00	26.57%	\$ 15,200.00	\$ 72,400.00
25	\$ 61,490.00	26.02%	\$ 16,000.00	\$ 77,490.00
26	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00
27	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00
28	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00
29	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00
30	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00
31	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00
32	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00
33	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00
34	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00
35+	\$ 61,490.00	26.67%	\$ 16,400.00	\$ 77,890.00

**AFTER SCHOOL ENRICHMENT, TUTOR, TITLE I AND  
AVID PROGRAM SALARY SCHEDULE FOR 2019-2020**

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**After School Enrichment Program**

Site Coordinator	Entry	\$14.88	per hour
Lead Associate	Entry	\$13.22	per hour
Teaching Associate	Entry	\$13.22	per hour
Assistant	Entry	\$13.22	per hour

<b><u>Tutor</u></b>		\$19.77	per hour
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**Title I Program**

Title I Certified Tutor		\$19.77	per hour
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**AVID Program**

Tutor		\$13.22	per hour
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**SUBSTITUTE AND NON-ATHLETIC STIPENDS  
PAY RATES FOR 2019-2020**

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**SUBSTITUTE TEACHERS**

Certified Substitute Teachers	\$103.00	per day
Non-Certified Substitute Teachers	\$80.00	per day
Teacher Assistants as Classroom Substitutes	\$162.79	per day
Certified Substitute Teachers (Permanent)	\$108.00	per day
Non-Certified Substitute Teachers (Permanent)	\$85.00	per day

**Effective July 1, 2017**

**OTHER SUBSTITUTE RATES**

Substitute EC Teacher Assistants	\$13.22	per hour
Substitute ASEP Assistants	\$13.22	per hour
Substitute Cafeteria Workers	\$13.22	per hour
Substitute Bus Drivers	\$13.22	per hour
Substitute Cafeteria Managers	Entry level for given position	
Substitute Secretaries	Entry level for given position	

**Effective July 1, 2017**

**STIPENDS**

Non-Athletic Stipends (Sr. High Only)	\$1,440.00	Annually
Lead Teacher/Alternative School	\$247.50	Monthly
Principal Fellow	\$1,587.20	Monthly
Honorarium	\$100.00	Per Point
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

**Effective July 1, 2017**

**COMMUNITY USE OF SCHOOLS**

Custodians	Hourly Rate	
Non-Exempt Non-Custodians	Hourly Rate	
Exempt Employees	\$12.00	per hour

**Effective July 1, 2017**

**TUTORS**

Tutor - 10 month	\$19.77	per hour
Tutor - 9 month	\$19.77	per hour
Title I Tutor - 10 month	\$19.77	per hour
Title I Tutor - 9 month	\$19.77	per hour

**Effective July 1, 2017**

## 2019-2020 STATE PRINCIPALS SALARY SCHEDULE

Effective July 1, 2017, the North Carolina legislature approved new principal schedules which are tied to ADM and School Growth Measures. The ADM used will be the best of month one or month two of ADM at the principal's school (PreK ADM is not included in the calculation). A principal's placement on the salary schedule shall be determined according to the average daily membership of the school supervised by the principal and the school growth scores for each school the principal supervised in at least two of the prior three school years, regardless of a break in service, and provided the principal supervised each school as a principal for at least a majority of the school year.

### PRINCIPAL (MONTHLY SCHEDULE)

ADM Range	BASE		GROWTH MET		GROWTH EXCEEDED	
	Schedule/ Pay Level	Monthly Salary	Schedule/ Pay Level	Monthly Salary	Schedule/ Pay Level	Monthly Salary
up to 400	B1	5,960.92	G1	6,557.00	E1	7,153.08
401-700	B2	6,244.83	G2	6,869.33	E2	7,493.83
701-1,000	B3	6,528.67	G3	7,181.50	E3	7,834.42
1,001 to 1,600	B4	6,812.50	G4	7,493.75	E4	8,175.00
over 1,600	B5	7,096.33	G5	7,806.00	E5	8,515.58

### PRINCIPAL (ANNUAL SCHEDULE)

ADM Range	BASE		GROWTH MET		GROWTH EXCEEDED	
	Schedule/ Pay Level	Annual Salary	Schedule/ Pay Level	Annual Salary	Schedule/ Pay Level	Annual Salary
up to 400	B1	71,531	G1	78,684	E1	85,837
401-700	B2	74,938	G2	82,432	E2	89,926
701-1,000	B3	78,344	G3	86,178	E3	94,013
1,001 to 1,600	B4	81,750	G4	89,925	E4	98,100
over 1,600	B5	85,156	G5	93,672	E5	102,187

NOTE: Effective July 1, 2017, Principals are no longer eligible for advanced degree, doctorate or longevity payments. Bonuses will be added based on principal's meeting additional state eligibility requirements related to school growth measures.

**2019-2020 STATE ASSISTANT PRINCIPALS SALARY SCHEDULE**

Master's Degree		Advanced Degree		Doctorate	
YRS OF EXPERIENCE	ANNUAL STATE AMOUNT	YRS OF EXPERIENCE	ANNUAL STATE AMOUNT	YRS OF EXPERIENCE	ANNUAL STATE AMOUNT
L00	\$ 45,815.00	LS00	\$ 47,201.00	LD00	\$ 48,598.00
L01	\$ 47,124.00	LS01	\$ 48,510.00	LD01	\$ 49,907.00
L02	\$ 48,433.00	LS02	\$ 49,819.00	LD02	\$ 51,216.00
L03	\$ 49,742.00	LS03	\$ 51,128.00	LD03	\$ 52,525.00
L04	\$ 51,051.00	LS04	\$ 52,437.00	LD04	\$ 53,834.00
L05	\$ 52,360.00	LS05	\$ 53,746.00	LD05	\$ 55,143.00
L06	\$ 53,669.00	LS06	\$ 55,055.00	LD06	\$ 56,452.00
L07	\$ 54,978.00	LS07	\$ 56,364.00	LD07	\$ 57,761.00
L08	\$ 56,287.00	LS08	\$ 57,673.00	LD08	\$ 59,070.00
L09	\$ 57,596.00	LS09	\$ 58,982.00	LD09	\$ 60,379.00
L10	\$ 58,905.00	LS10	\$ 60,291.00	LD10	\$ 61,688.00
L11	\$ 60,214.00	LS11	\$ 61,600.00	LD11	\$ 62,997.00
L12	\$ 61,523.00	LS12	\$ 62,909.00	LD12	\$ 64,306.00
L13	\$ 62,832.00	LS13	\$ 64,218.00	LD13	\$ 65,615.00
L14	\$ 64,141.00	LS14	\$ 65,527.00	LD14	\$ 66,924.00
L15	\$ 65,450.00	LS15	\$ 66,836.00	LD15	\$ 68,233.00
L16	\$ 65,450.00	LS16	\$ 66,836.00	LD16	\$ 68,233.00
L17	\$ 65,450.00	LS17	\$ 66,836.00	LD17	\$ 68,233.00
L18	\$ 65,450.00	LS18	\$ 66,836.00	LD18	\$ 68,233.00
L19	\$ 65,450.00	LS19	\$ 66,836.00	LD19	\$ 68,233.00
L20	\$ 65,450.00	LS20	\$ 66,836.00	LD20	\$ 68,233.00
L21	\$ 65,450.00	LS21	\$ 66,836.00	LD21	\$ 68,233.00
L22	\$ 65,450.00	LS22	\$ 66,836.00	LD22	\$ 68,233.00
L23	\$ 65,450.00	LS23	\$ 66,836.00	LD23	\$ 68,233.00
L24	\$ 65,450.00	LS24	\$ 66,836.00	LD24	\$ 68,233.00
L25	\$ 68,068.00	LS25	\$ 69,454.00	LD25	\$ 70,851.00
L26	\$ 68,068.00	LS26	\$ 69,454.00	LD26	\$ 70,851.00
L27	\$ 68,068.00	LS27	\$ 69,454.00	LD27	\$ 70,851.00
L28	\$ 68,068.00	LS28	\$ 69,454.00	LD28	\$ 70,851.00
L29	\$ 68,068.00	LS29	\$ 69,454.00	LD29	\$ 70,851.00
L30	\$ 68,068.00	LS30	\$ 69,454.00	LD30	\$ 70,851.00
L31	\$ 68,068.00	LS31	\$ 69,454.00	LD31	\$ 70,851.00
L32	\$ 68,068.00	LS32	\$ 69,454.00	LD32	\$ 70,851.00
L33	\$ 68,068.00	LS33	\$ 69,454.00	LD33	\$ 70,851.00
L34	\$ 68,068.00	LS34	\$ 69,454.00	LD34	\$ 70,851.00
L35	\$ 68,068.00	LS35	\$ 69,454.00	LD35	\$ 70,851.00

NOTE: Effective July 1, 2017, Assistant Principals are eligible for advanced degree and doctorate supplements but are longer eligible for longevity payments.

**CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**  
**2019-2020 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
5	COORDINATOR, ARTS AUDITIONS SUPERVISOR, SCHOOL LAW ENFORCEMENT COMMUNICATIONS SUPERVISOR, SCHOOL NUTRITION INVENTORY	2,965.82	4,744.18
6	ACCOUNTANT AUDITOR/ACCOUNTANT COORDINATOR, AMERICANS WITH DISABILITY COORDINATOR, LEAD BENEFITS CREW CHIEF, SUPPLY HEARING OFFICER LIAISON, AT-RISK STUDENTS INTERVENTION PURCHASING AGENT SUPERVISOR, AREA OPERATIONS SUPERVISOR, GRAPHIC PRODUCTION	3,409.50	5,456.58
7	ACCOUNTANT II ANALYST, BENEFITS ANALYST, BLDG SRVS & PRODUCTIVITY IMPROVEMENT ANALYST, BUDGET ANALYST, DATA INTEGRITY ANALYST, HRIS AUDITOR/ACCOUNTANT II COMPUTER SYSTEMS ANALYST COORDINATOR, DEVELOPMENT SUPPORT COORDINATOR, COMMUNICATIONS COORDINATOR, COMMUNITY SUPPORT COORDINATOR, COURT & STUDENT DISCIPLINE COORDINATOR, EL CURRICULUM COORDINATOR, EXCEPTIONAL CHILDREN TECHNOLOGY COORDINATOR, INFORMATION SYSTEMS COORDINATOR, MEASUREMENT OPERATIONS COORDINATOR, NC PRE-K COMPLIANCE COORDINATOR, OFFICE OF ACCOUNTABILITY COORDINATOR, PRE-K ENROLLMENT & RECRUITMENT COORDINATOR, PROF. LEARNING SUPPORT COORDINATOR, PROJECT LIFT COMMUNITY ENGAGEMENT COORDINATOR, RESIDENCY COORDINATOR, RESTORATIVE PRACTICE COORDINATOR, SCHOOL PARTNERSHIPS COORDINATOR, TITLE I NEW TEACHER SUPPORT DEVELOPER, GRANT LIAISON, DSS MANAGER, COMMUNITY USE OF SCHOOLS MANAGER, PROCUREMENT CARD NUTRITIONIST OPERATIONS COORDINATOR, CTE PROJECT MANAGER, CREATIVE SERVICES RECRUITER, TALENT ACQUISITION SPEC., DIGITAL MEDIA SPECIALIST, ASEP ELEMENTARY & MIDDLE SCHOOL SPECIALIST, CREATIVE MEDIA SPECIALIST, DRIVER EDUCATION SPECIALIST, EMPLOYEE RELATIONS SPECIALIST, FAMILY & COMMUNITY SERVICES SPECIALIST, GRAPHIC DESIGN - DIGITAL MEDIA SPECIALIST, INTERNAL COMMUNICATIONS SPECIALIST, KEY AUDIENCE OUTREACH SPECIALIST, MEDIA - CENTRAL OFFICE	3,922.58	6,274.67

**CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**  
**2019-2020 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
7	SPECIALIST, MEDIA RELATIONS	3,922.58	6,274.67
	SPECIALIST, PARENT UNIVERSITY CUSTOMER SERVICE & CURRICULUM		
	SPECIALIST, RISK & FIRE SAFETY	3,922.58	6,274.67
	SPECIALIST, SAFETY		
	SPECIALIST, SAFETY & TRAINING		
	SPECIALIST, STUDENT PLACEMENT		
	SPECIALIST, STUDENT RECORDS		
	SPECIALIST, TECHNOLOGY SUPPORT III		
	SPECIALIST, WEBMASTER/DIGITAL		
	SUPERVISOR, ACCOUNTS PAYABLE		
	SUPERVISOR, AREA SCHOOL NUTRITION		
	SUPERVISOR, ASSET INVENTORY		
	SUPERVISOR, BUILDING SERVICES WAREHOUSE		
	SUPERVISOR, EQUIPMENT MAINTENANCE		
	SUPERVISOR, FACILITIES OPERATIONS SUPPORT		
	SUPERVISOR, LICENSURE		
	SUPERVISOR, MAINTENANCE OPERATIONS I		
	SUPERVISOR, PAYROLL PROCESSING		
	SUPERVISOR, PEST MANAGEMENT		
	SUPERVISOR, SCHOOL NUTRITION BUSINESS SERVICES		
	SUPERVISOR, SCHOOL ZONE SAFETY		
	SUPERVISOR, TRANSPORTATION PARTS		
	SUPERVISOR, WAREHOUSE		
WRITER, SENIOR EDITOR			
8	ACCOUNTANT, SENIOR	4,510.17	7,215.92
	ADMINISTRATOR, CONTRACTS		
	ADMINISTRATOR, DATA BASE		
	ADMINISTRATOR, FLEET QUALITY A		
	ADMINISTRATOR, INVENTORY SYSTEM		
	ADMINISTRATOR, KRONOS SYSTEM		
	ADMINISTRATOR, LEGAL SERVICES		
	ADMINISTRATOR, SECURITY TECHNOLOGIES		
	ANALYST, ASSESSMENT PROGRAM		
	ANALYST, BUSINESS		
	ANALYST, BUSINESS SYSTEMS		
	ANALYST, DATA, SUCCESS BY DESIGN		
	ANALYST, SENIOR PROGRAMMER		
	ANALYST, SUMMATIVE MEASUREMENT		
	ASSISTANT DIRECTOR, ATHLETICS		
	ASSISTANT DIRECTOR, COMMUNITY PARTNERSHIP INITIATIVES		
	ASSISTANT DIRECTOR, INFORMATION SYSTEMS & SUPPORT		
	ASSISTANT DIRECTOR, PAYROLL		
	ASSISTANT DIRECTOR, TECHNOLOGY		
	COACH, PERSONALIZED LEARNING INSTRUCTIONAL		
	DEPUTY CHIEF OF POLICE		
	DIRECTOR, GRAPHIC PRODUCTION		
	EXECUTIVE COORDINATOR, STUDENT SERVICES SUPPORT		
	MANAGER, AREA TRANSPORTATION		
	MANAGER, BUILDING SERVICES SUPPORT		
	MANAGER, CAPITAL BUDGET DEVELOPMENT		
	MANAGER, DATA		
	MANAGER, FURNITURE, FIXTURES & EQUIPMENT		
	MANAGER, INFORMATION SYSTEMS (BUILDING SERVICES)		
	MANAGER, INTERNAL MEDIA & COMMUNICATIONS		
	MANAGER, INVENTORY OPERATIONS		
MANAGER, LEAD INFORMATION SYSTEMS			
MANAGER, PROJECTS AND SPECIAL INITIATIVES			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2019-2020 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
8	PROGRAM SPECIALIST, NIJ GRANT	4,510.17	7,215.92
	PROGRAM SPECIALIST, SUCCESS BY DESIGN		
	PROJECT MANAGEMENT AND OPERATIONAL IMPROVEMETN SPECIALIST		
	PROJECT MANAGER, DIVERSITY & INCLUSION		
	PROJECT MANAGER, ERATE	4,510.17	7,215.92
	PROJECT MANAGER, EXCEPTIONAL CHILDREN		
	PROJECT MANAGER, FACILITIES		
	PROJECT MANAGER, HUMAN CAPITAL STRATEGIES		
	PROJECT MANAGER, INFORMATION SYSTEMS & SUPPORT		
	PROJECT MANAGER, RESIDENCY		
	PROJECT MANAGER, TALENT ACQUISITION		
	PROJECT MANAGER, TITLE I SCHOOL IMPROVEMENT GRANT		
	PURCHASING AGENT, SENIOR		
	SPECIALIST, ADVANCED STUDIES		
	SPECIALIST, ARTS		
	SPECIALIST, ATTENDANCE AND TRUANCY		
	SPECIALIST, BUDGET		
	SPECIALIST, BULLYING PREVENTION		
	SPECIALIST, CMS TEACHING RESIDENCY		
	SPECIALIST, COMPENSATION II		
	SPECIALIST, COMPLIANCE TITLE IX		
	SPECIALIST, CURRICULUM & EXTENDED DAY		
	SPECIALIST, CURRICULUM & VIRTUAL LEARNING		
	SPECIALIST, DATA USE FOR SCHOOL IMPROVEMENT		
	SPECIALIST, EL DIGITAL INTEGRATION INSTRUCTIONAL		
	SPECIALIST, EL FAMILY & COMMUNITY ENGAGEMENT		
	SPECIALIST, ELEMENTARY LITERACY TITLE 1		
	SPECIALIST, ELEMENTARY MATH		
	SPECIALIST, ELEMENTARY SCIENCE		
	SPECIALIST, ENGLISH CURRICULUM		
	SPECIALIST, ENVIRONMENTAL HEALTH & STEWARDSHIP		
	SPECIALIST, EQUITY		
	SPECIALIST, EXCEPTIONAL CHILDREN BEHAVIORAL SUPPORT SERVICES		
	SPECIALIST, EXCEPTIONAL CHILDREN SECONDARY		
	SPECIALIST, FEDERAL PROGRAMS		
	SPECIALIST, GLOBAL STUDIES		
	SPECIALIST, HRIS SUPPORT		
	SPECIALIST, INTERVENTION TEAM		
	SPECIALIST, LEADERSHIP DEVELOPMENT		
	SPECIALIST, LITERACY		
	SPECIALIST, MAGNET PROGRAM		
	SPECIALIST, MATH		
	SPECIALIST, MTSS & EDPLAN PLATFORM		
	SPECIALIST, NCSTAR TITLE I		
	SPECIALIST, OMBUDSMAN RESOLUTION		
	SPECIALIST, PERFORMING ARTS		
	SPECIALIST, PERSONALIZED DIGITAL LEARNING		
	SPECIALIST, PHYSICAL EDUCATION		
	SPECIALIST, PLANNING		
	SPECIALIST, POSITION AND WORKFORCE MANAGEMENT		
SPECIALIST, PROFESSIONAL DEVELOPMENT			
SPECIALIST, PROFESSIONAL DEVELOPMENT NON-INSTRUCTIONAL SUPPT			
SPECIALIST, PROJECT LIFT PROFESSIONAL DEVELOPMENT			
SPECIALIST, SCHOOL HEALTH			
SPECIALIST, SCHOOL NUTRITION FACILITIES & EQUIPMENT			
SPECIALIST, SCHOOL NUTRITION TALENT DEVELOPMENT			
SPECIALIST, SECONDARY MATH			
SPECIALIST, SECONDARY MATH & PROFESSIONAL DEVELOPMENT			

**CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**  
**2019-2020 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
8	SPECIALIST, SECONDARY SCIENCE	4,510.17	7,215.92
	SPECIALIST, SECONDARY SOCIAL STUDIES		
	SPECIALIST, SUPPLIER DIVERSITY COMPLIANCE/PROJECT CONTROLS		
	SPECIALIST, TALENT DEVELOPMENT		
	SPECIALIST, TALENT DEVELOPMENT COMPLIANCE		
	SPECIALIST, TITLE I		
	SPECIALIST, TITLE I MCKINNEY-VENTO PROGRAM		
	SPECIALIST, TITLE II CURRICULUM & PD		
	SPECIALIST, TITLE III		
	SPECIALIST, TITLE IV		
	SPECIALIST, VIRTUAL LEARNING & MEDIA SERVICES		
	SPECIALIST, VISUAL ARTS		
	SPECIALIST, WELLNESS & MARKETING		
	SPECIALIST, WORKFORCE MANAGEMENT		
	SPECIALIST, WORKFORCE MANAGEMENT DATA INTEGRITY		
	SPECIALIST, WORLD LANGUAGE		
	SUPERVISOR, MAINTENANCE OPERATIONS II		
	SUPERVISOR, TRANSPORTATION MAINTENANCE SERVICES		
	9		
ANALYST, SENIOR COMPUTER SYSTEMS			
ARCHITECT, SENIOR FACILITIES			
ASISTANT DIRECTOR, STUDENT APPLICATIONS & DEVELOPMENT			
ASSISTANT DIRECTOR, PRE-K			
ASSISTANT DIRECTOR, ASEP			
ASSISTANT DIRECTOR, BUILDING SERVICES SUPPORT			
ASSISTANT DIRECTOR, CTE ADMINISTRATION & PARTNERSHIPS			
ASSISTANT DIRECTOR, FLEET SERVICES			
ASSISTANT DIRECTOR, NETWORK SYSTEMS			
ASSISTANT DIRECTOR, PRE-K TITLE I			
ASSISTANT DIRECTOR, STATE & FEDERAL TESTING			
ASSISTANT DIRECTOR, TECHNICAL SERVICES OPERATIONS			
ASSISTANT DIRECTOR, TRANS SPECIAL PROJECTS			
COMMUNITY ADMINISTRATOR, STUDENT SERVICES (DISCIPLINE)			
DATA FELLOW, REACH EVERY READER			
DEVELOPER, LEARNING TOOLS			
DIRECTOR, ACCOUNTS PAYABLE			
DIRECTOR, ATHLETICS			
DIRECTOR, BEGINNING TEACHER DEVELOPMENT & SUPPORT			
DIRECTOR, BOE COMMUNICATIONS			
DIRECTOR, ENGLISH LEARNER SERVICES			
DIRECTOR, REGIONAL ALTERNATIVE LLICENSING CENTER (RALC)			
DIRECTOR, SCHOOL NUTRITION OPERATIONS			
DIRECTOR, STUDENT DISCIPLINE & BEHAVIOR SUPPORT			
DIRECTOR, STUDENT PLACEMENT SERVICES			
DIRECTOR, STUDENT REC, ATTENDANCE, INTERNATIONAL ADMISSIONS			
DIRECTOR, STUDENT SERVICES			
DIRECTOR, VIRTUAL LEARNING & MEDIA SERVICES			
ENGINEER, SENIOR NETWORK			
MANAGER, BENEFITS			
MANAGER, CMPS FOUNDATION			
MANAGER, CULINARY DEVELOPMENT			
MANAGER, DISTRICT STRATEGY			
MANAGER, EC INSTRUCTIONAL PROGRAM			
MANAGER, EC PROGRAMS & RELATED SERVICES			
MANAGER, ENERGY			
MANAGER, ENVIRONMENTAL HEALTH & STEWARDSHIP			
MANAGER, FACILITIES CONTRACT ADMINISTRATION			

**CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**  
**2019-2020 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>		
9	MANAGER, HOSPITAL/HOMEBOUND INSTRUCTION	5,186.17	8,299.25		
	MANAGER, MENTAL HEALTH PROGRAM				
	MANAGER, SCHOOL COUNSELING PROGRAM				
	MANAGER, SCHOOL PSYCHOLOGY PROGRAM				
	MANAGER, SCHOOL SOCIAL WORK PROGRAM				
	MANAGER, SECTION 504 DEPARTMENT				
	MANAGER, SR. CIVIL ENGINEER				
	MANAGER, SR. CONSTRUCTION ENGINEERING				
	MANAGER, SR. ELECTRICAL ENGINEERING			5,186.17	8,299.25
	MANAGER, SR. MECHANICAL ENGINEERING				
	MANAGER, TALENT ACQUISITION				
	MANAGER, TRANSPORTATION SUPPORT				
	MGR, EC COMPLIANCE TECH SUPPORT				
	PARTNER, ER & HR COMPLIANCE				
	PROGRAM MANAGER, SUCCESS BY DESIGN				
	PROJECT MANAGER, SENIOR TECHNOLOGY SERVICES				
	PROJECT MANAGER, SR STRUCTURED CABLING				
	SENIOR ANALYST, HUMAN CAPITAL				
	SENIOR ANALYST, PROCESS				
	SENIOR ANALYST, RESEARCH & EVALUATION				
	SENIOR ANALYST, SOLUTIONS				
	SENIOR MANAGER, PROPERTY PORTFOLIO				
	SENIOR SYSTEMS ANALYST & MANAGER, STUDENT DATA				
	SPECIALIST, EC ACCOUNTABILITY				
	SR. PROJECT MGR., SECURITY AND CLOUD RELEASE MGT.				
	SUPPORT TEAM LEADER, COMMUNITY				
10	ADMINISTRATOR, INFOR LAWSON SYSTEM	5,964.42	9,543.75		
	CHIEF OF POLICE				
	DIR., FAMILY ENGAGEMENT & COMMUNITY OUTREACH, TITLE I				
	DIRECTOR, DATA USE FOR SCH IMPR				
	DIRECTOR, ACADEMICS				
	DIRECTOR, ACCOUNTING & AUDITING				
	DIRECTOR, ADVANCED STUDIES				
	DIRECTOR, AFTER SCHOOL ENRICHMENT PROGRAM (ASEP)				
	DIRECTOR, ARCHITECTURE				
	DIRECTOR, BUDGET DEVELOPMENT				
	DIRECTOR, BUDGET OPERATIONS				
	DIRECTOR, BUILDING SERVICES SUPPORT				
	DIRECTOR, BUSINESS SYSTEMS				
	DIRECTOR, CAREER TECHNICAL EDUCATION				
	DIRECTOR, CMS TEACHING RESIDENCY				
	DIRECTOR, COMPENSATION				
	DIRECTOR, CUSTODIAL SERVICES				
	DIRECTOR, DIGITAL INNOVATION & PERSONALIZED PROF LEARNING				
	DIRECTOR, DIGITAL OUTREACH				
	DIRECTOR, DISTRICT CRISIS RESPONSE				
	DIRECTOR, DIVERSITY & INCLUSION				
	DIRECTOR, ELEMENTARY EDUCATION				
	DIRECTOR, EMPLOYEE RELATIONS				
	DIRECTOR, EXCEPTION CHILDREN EDUCATIONAL SERVICES				
	DIRECTOR, EXCEPTIONAL CHILDREN ADMINISTRATIVE SERVICES				
	DIRECTOR, FLEET				
	DIRECTOR, GRANT INNOVATION				
	DIRECTOR, INFORMATION SYSTEMS & SUPPORT				
	DIRECTOR, LEADERSHIP DEVELOPMENT				
	DIRECTOR, LOGISTICS AND DEVELOPMENT				
	DIRECTOR, MAGNET PROGRAMS				

**CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**  
**2019-2020 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
10	DIRECTOR, MAINTENANCE & ENGINEERING	5,964.42	9,543.75
	DIRECTOR, OFFICE OF OMBUDSMAN		
	DIRECTOR, PAYROLL		
	DIRECTOR, PERFORMANCE MANAGEMENT		
	DIRECTOR, PLANNING SERVICES		
	DIRECTOR, PREK		
	DIRECTOR, PROPERTY AND QUALITY		
	DIRECTOR, RESEARCH & EVALUATION		
	DIRECTOR, ROUTING LOGISTICS AND SYSTEMS		
	DIRECTOR, SAFETY & QUALITY MANAGEMENT		
	DIRECTOR, SAFETY, ENVIORNMENTAL HEALTH & RISK MANAGEMENT		
	DIRECTOR, SCHOOL NUTRITION SPECIAL PROJECTS		
	DIRECTOR, SECONDARY CURRICULUM		
	DIRECTOR, STATE TESTING		
	DIRECTOR, STRATEGY MANAGEMENT		
	DIRECTOR, STUDENT APPLICATIONS		
	DIRECTOR, TALENT ACQUISITION		
	DIRECTOR, TITLE I		
	DIRECTOR, TRANSPORTATION OPERATIONS		
	DIRECTOR, TRANSPORTATION SUPPORT SERVICES		
DIRECTOR, WAREHOUSE OPERATIONS			
ENTERPRISE DATA ARCHITECT			
ENTERPRISE DATA RESEARCH ARCHI			
FELLOW, BROAD			
LIAISON, GOVERNMENTAL RELATIONS			
PROGRAM MANAGER, TECHNOLOGY SERVICES			
SOLUTIONS ARCHITECT			
11	CONSULTANT, ORGANIZATIONAL PLNG & CHNG MGMT	6,858.83	10,975.50
	ED, CMS IND PRAC & POL INST		
	ED, FACILITIES PLANNING & REAL ESTATE		
	EXEC DIR, STUD DISC & BEHAVIOR SUPPORT		
	EXECUTIVE DIRECTOR, ACCOUNTABILITY		
	EXECUTIVE DIRECTOR, CLIENT SERVICES		
	EXECUTIVE DIRECTOR, CMPS FOUNDATION		
	EXECUTIVE DIRECTOR, COMMUNICATIONS		
	EXECUTIVE DIRECTOR, COMMUNITY		
	EXECUTIVE DIRECTOR, COMMUNITY INTERIM		
	EXECUTIVE DIRECTOR, DATA QUALITY		
	EXECUTIVE DIRECTOR, GOV AFFAIRS, POLICY & BOARD SERVICES		
	EXECUTIVE DIRECTOR, HR SYSTEMS & ANALYTICS		
	EXECUTIVE DIRECTOR, LEADERSHIP DEVELOPMENT		
	EXECUTIVE DIRECTOR, LEARNING & TEACHING		
	EXECUTIVE DIRECTOR, PROJECT LIFT		
	EXECUTIVE DIRECTOR, STRATEGY MANAGEMENT		
	EXECUTIVE DIRECTOR, STUDENT SERVICES		
	SENIOR ASSOCIATE GENERAL COUNSEL I		
	12		
EXECUTIVE DIRECTOR, PAYROLL & WORKFORCE MANAGEMENT			
EXECUTIVE DIRECTOR, BUDGET DEVELOPMENT & MANAGEMENT SERVICES			
EXECUTIVE DIRECTOR, FACILITIES			
EXECUTIVE DIRECTOR, FINANCIAL SERVICES			
EXECUTIVE DIRECTOR, LEARNING & LANGUAGE ACQUISITION			
EXECUTIVE DIRECTOR, LEARNING & LEADERSHIP DEVELOPMENT			
EXECUTIVE DIRECTOR, PROCUREMENT			
EXECUTIVE DIRECTOR, SCHOOL NUTRITION			
EXECUTIVE DIRECTOR, TALENT ACQUISITION			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2019-2020 MASTER SALARY SCHEDULE FOR EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
12	EXECUTIVE DIRECTOR, TECHNOLOGY SERVICE EXECUTIVE DIRECTOR, TOTAL REWARDS EXECUTIVE DIRECTOR, TRANSPORTATION SENIOR ASSOCIATE GENERAL COUNSEL II	7,888.42	12,620.42
13	ASSISTANT SUPERINTENDENT, COMMUNICATIONS ASST SUPT, ACADEMICS ASST SUPT, EXCEPTIONAL CHILDREN ASST SUPT, FINE ARTS EDUCATION ASST SUPT, OPERATIONS SUPPORT SERVICES DEPUTY GENERAL COUNSEL	8,900.67	14,684.83
14	ASSC SUPT, SCHL PRGMS ES MS HS ASSOC SUPT, MAGNETS, STUD ASSGNMT & ADV PROG ASSOCIATE SUPERINTENDENT CAO CHIEF HUMAN RESOURCES OFFICER CHIEF OF STAFF CHIEF SCHOOL PERFORMANCE OFFICER COMMUNITY SUPERINTENDENT	10,235.33	16,887.92
15	CHIEF COMMUNITY RELATIONS & ENGAGEMENT OFFICER/OMBUDSMAN CHIEF EQUITY OFFICER CHIEF TECHNOLOGY OFFICER GENERAL COUNSEL	11,771.08	19,422.00
16	CHIEF FINANCIAL OFFICER DEPUTY SUPERINTENDENT	13,535.67	22,334.00
17	SUPERINTENDENT	15,567.08	25,684.58

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2019-2020 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
1	SUBSTITUTE, SECRETARY	1,006.00	1,565.00
	ASSISTANT, ALTERNATIVE EDUCATION	1,676.67	2,608.33
	ASSISTANT, ASEP	1,730.32	2,691.80
	ASSISTANT, ASEP W/OUT BENEFITS		
	CAFETERIA WORKER	1,743.73	2,712.67
	CAFETERIA WORKER, PART TIME		
	SUBSTITUTE, CAFETERIA		
	SUMMER ASSISTANT, ADM STUD, INTERVENTION (AASI)		
	ASSISTANT, LUNCH ROOM	1,788.44	2,782.22
	ASSISTANT, LUNCH ROOM RESTART		
	ASSISTANT, OFFICE		
	ASSISTANT, PRE-K SAFETY		
	BUS MONITOR		
	BUS MONITOR, TURNING POINT		
	CUSTODIAN		
	GROUNDS WORKER		
	GUARD, SCHOOL CROSSING		
	SUMMER ASSISTANT, ALTERNATIVE EDUCATION	1,922.58	2,990.89
	TRAINEE, BUS DRIVER		
	2	ASSISTANT MANAGER, CAFETERIA 6 HOURS	1,935.00
ASSISTANT MANAGER, CAFETERIA 7 HOURS			
ASSISTANT, INVENTORY AUDIT			
BUS DRIVER, FILL IN			
DRIVER, DELIVERY			
ADVOCATE, CHILD FIND			
ASSOCIATE, ASEP			
ASSOCIATE, INSTRUCTIONAL			
ASSOCIATE, INSTRUCTIONAL T1			
ASSOCIATE, SECURITY			
ASSOCIATE, SECURITY-12 MONTHS			
BUS DRIVER, ACTIVITY			
CLERK, FRONT DESK			
CREW CHIEF, ASSISTANT GROUNDS			
CUSTODIAN, HEAD I			
CUSTODIAN, HEAD II			
CUSTODIAN, HEAD III			
MONITOR, SECURITY			
PAINTER			
ROOFER			
STOREKEEPER			
SUBSTITUTE, BUS DRIVER			
TECHNICIAN, STUDENT ACCOUNTING			
CLERK, COST		2,000.00	3,200.00
CLERK, SCHOOL NUTRITION			
OPERATOR, BINDERY			
OPERATOR, SENIOR DATA ENTRY			
WAREHOUSE WORKER			
3	ASSOCIATE, ASEP - LEAD	2,225.68	3,560.40
	ASSOCIATE, SCHOOL-BASED ACCOUN		
	CARPENTER		
	CLERK, PARTS		
	CLERK, SENIOR COST		
	COORDINATOR, DRIVER EDUCATION		
	OPERATOR, HIGH VOLUME COPIER		

**CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**  
**2019-2020 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
3	WELDER	2,225.68	3,560.40
	WORKER II, SHEET METAL		
	AGENT, PAYROLL CUSTOMER SERVICE	2,242.93	3,588.00
	COORDINATOR, ASEP SITE TRAINEE		
	COORDINATOR, CURRICULUM & INSTRUCTION INVENTORY		
	COORDINATOR, FOOD SERVICE EQUIPMENT		
	COORDINATOR, FRONT DESK		
	COORDINATOR, TRACKED INVENTORY		
	CREW CHIEF, GROUNDS		
	CUSTODIAN, AREA LEADER		
	DISPATCHER, SECURITY		
	DISPATCHER, TRANSPORTATION		
	LEAD BUS DRIVER, NON-DRIVING		
	LIFEGUARD, METRO SCHOOL		
	MANAGER, CAFETERIA TRAINEE-EXTERNAL		
	OPERATOR, DIGITAL PRESS		
	OPERATOR, HEAVY EQUIPMENT		
	REPRESENTATIVE, CLIENT SERVICES.		
	SECRETARY		
	SECRETARY, ADMINISTRATIVE		
	SUBSTITUTE, DR. ED COORDINATOR		
	SUMMER SECRETARY		
	SUMMER TECHNICIAN, EC ASSISTIVE TECHNOLOGY		
TECHNICIAN, INVENTORY AUDIT			
TECHNICIAN, MARKETING			
TECHNICIAN, PLANNING			
TECHNICIAN, SCHOOL NUTRITION CUSTOMER SERVICE			
TECHNICIAN, SECURITY ALARM I			
TECHNICIAN, STUDENT ASSIGNMENT			
TRAINER, LEAD FIRST CLASS PHYSICAL			
SECRETARY, 12 MONTHS	2,300.44	3,680.00	
4	ADVOCATE, BILINGUAL EL FAMILY	2,559.36	4,093.60
	ADVOCATE, EL FAMILY TITLE III		
	ADVOCATE, PRESCHOOL FAMILY/SCHOOL		
	ARTIST, GRAPHIC		
	ASSISTANT, 504 COMPLIANCE PROGRAM		
	ASSISTANT, BUDGET		
	ASSISTANT, PROCUREMENT/P-CARD		
	ASSOCIATE, LEAD SECURITY		
	ASSOCIATE, SYSTEM ACCOUNT MAINTENANCE		
	BUS DRIVER		
	BUS DRIVER, PART TIME		
	COORDINATOR, CHILD CARE		
	COORDINATOR, MEDIA AUTOMATION		
	COORDINATOR, OFFICE		
	INTERPRETER - TRANSLATOR		
	INTERPRETER/TRANSLATOR EXCHANGE		
	INTERPRETER/TRANSLATOR, BILINGUAL		
	INTERPRETERS-TRANSLATORS, TITLE I 10 MONTHS		
	LOCKSMITH		
	TECHNICIAN, BEHAVIOR MODIFICATION		
	TECHNICIAN, INTEGRATED PEST MANAGEMENT		
	TECHNICIAN, SECURITY ALARM II		
	TECHNICIAN, SUPPORT SERVICES		
TECHNICIAN, TRANSPORTATION OPERATIONS			

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2019-2020 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
4	TECHNICIAN, TRANSPORTATION QUALITY SUPPORT	2,559.36	4,093.60
	TRAINER, BUS DRIVER		
	TREASURER, HIGH SCHOOL		
	ADVOCATE, FAMILY/SCHOOL	2,579.20	4,125.33
	ADVOCATE, FAMILY/SCHOOL TITLE I		
	ASSISTANT, COMMUNITY FACILITIES		
	ASSISTANT, PAYROLL AND WORKFORCE MANAGEMENT		
	ASSOCIATE, TECHNOLOGY		
	ASSOCIATE, TITLE I TECHNOLOGY		
	AUDITOR, SCHOOL NUTRITION INVENTORY CONTROL		
	BUS DRIVER NPK		
	CASE MANAGER, TRANSITIONAL SUPPORT		
	COORDINATOR, SITE ASEP		
	CREW CHIEF, MAINTENANCE		
	CREW CHIEF, PEST CONTROL		
	GRAPHIC DESIGNER		
	INTERPRETERS-TRANSLATORS, TITLE I 12 MONTHS		
	INTERPRETER-TUTOR, HEARING IMPAIRED		
	LEAD BUS DRIVER		
	MANAGER, CAFETERIA I		
	MANAGER, CAFETERIA I, 12 MONTH		
	MANAGER, CAFETERIA II		
	MANAGER, CAFETERIA SENIOR II		
	MANAGER, SENIOR CAFETERIA I		
	OPERATOR, COMPUTER		
	OPERATOR, SENIOR PRESS		
	OPERATOR, SERVICE TRUCK		
	REGISTRAR, HIGH SCHOOL		
	SECRETARY, FINANCIAL		
	SECRETARY, SENIOR ADMINISTRATIVE		
	SPECIALIST, TECHNOLOGY SUPPORT I		
	SUMMER ADVOCATE, FAMILY/SCHOOL TITLE I		
	SUMMER ASSOCIATE, TECHNOLOGY		
SUMMER TECHNICIAN, BEHAVIOR MODIFICATION			
TECHNICIAN, ACCOUNTING			
TECHNICIAN, BEHAVIOR MODIFICATION TITLE I			
TECHNICIAN, BEHAVIOR SUPPORT			
TECHNICIAN, BILINGUAL ENROLLMENT			
TECHNICIAN, DISCIPLINE			
TECHNICIAN, EXCEPTIONAL CHILDREN ASSISTIVE TECHNOLOGY			
TECHNICIAN, FACILITIES OPERATIONS SUPPORT			
SUMMER ASSOCIATE, TITLE I TECHNOLOGY	2,645.33	4,231.11	
SUMMER CASE MGR, TRANSITIONAL SUPPORT			
SUMMER INTERPRETER/TRANSLATOR, BILINGUAL T1 10 MTH			
SUMMER TECHNICIAN, BEH MOD T1			
5	CASE MANAGER, LICENSURE	2,942.92	4,707.64
	CLERK TO THE BOARD		
	COORDINATOR, BENEFITS		
	COORDINATOR, BUILDING SERVICES TECHNOLOGY		
	COORDINATOR, HRIS DATA QUALITY		
	COORDINATOR, PARTNERSHIP		
	COORDINATOR, POWERSCHOOL HELP DESK		
	TECHNICIAN, TRANSPORTATION TIRE REPAIR		
	ADMINISTRATOR, GRAPHIC PRODUCTION	2,965.73	4,744.13
	ASSISTANT SUPERVISOR, ROOFING		

**CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**  
**2019-2020 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
5	ASSISTANT, OCCUPATIONAL THERAPY	2,965.73	4,744.13
	ASSISTANT, PHYSICAL THERAPY		
	ASSOCIATE, ACCOUNTING		
	ASSOCIATE, PAYROLL		
	ASSOCIATE, POSITION AND WORKFORCE MANAGEMENT		
	BRAILLIST		
	COORDINATOR, BUSINESS SYSTEMS HELP DESK		
	COORDINATOR, EMPLOYEE RELATIONS		
	COORDINATOR, HELP DESK		
	COORDINATOR, SAFE SCHOOLS		
	COORDINATOR, STUDENT ATTENDANCE DATA		
	COORDINATOR, TESTING MATERIALS		
	COORDINATOR, TEXTBOOK INVENTORY		
	COORDINATOR, TRAINING & QUALITY		
	COORDINATOR, TRANSITION		
	COORDINATOR, TRANSPORTATION OFFICE SUPPORT		
	COORDINATOR, VOLUNTEER		
	COORDINATOR, WORKER'S COMPENSATION		
	CREW CHIEF, LOCKSMITH		
	DESIGNER, SR GRAPHIC		
	INTERPRETER, SIGN LANGUAGE		
	LEADER, SITE MAINTENANCE		
	MECHANIC I, HVAC		
	MECHANIC, EQUIPMENT		
	OFFICER, SCHOOL RESOURCE		
	PLUMBER I		
	SCREENER, PRE-K		
	SECRETARY, EXECUTIVE		
	SUMMER TECHNICIAN, LEAD BEH MOD		
	SUPERVISOR, OFFICE		
	SUPERVISOR, SECURITY		
	TECHNICIAN I, TRANSPORTATION		
	TECHNICIAN, DIETETIC		
TECHNICIAN, DISTRICT LEAD BEHAVIOR MODIFICATION			
TECHNICIAN, ELECTRONIC II			
TECHNICIAN, LEAD BEHAVIOR MODIFICATION			
TECHNICIAN, ROUTING			
TECHNICIAN, SENIOR ACCOUNTING			
TECHNICIAN, SENIOR TRANSPORTATION OPERATIONS			
TECHNICIAN, STAFFING			
AGENT, PAYROLL PROCESS/CONTROL	2,986.47	4,777.31	
SUMMER COORDINATOR, TRAINING & QUALITY			
TRANSLITERATOR, CUED SPEECH II			
6	ADMINISTRATIVE ASSISTANT, ASSOC. SUPT. STUDENT SRVCS	3,409.47	5,456.53
	ADMINISTRATIVE ASSISTANT, CABINET MEMBER		
	ADMINISTRATIVE ASSISTANT, CHIEF ACADEMIC OFFICER		
	ADMINISTRATIVE ASSISTANT, CHIEF ACCOUNTABILITY OFFICER		
	ADMINISTRATIVE ASSISTANT, CHIEF FINANCE OFFICER		
	ADMINISTRATIVE ASSISTANT, CHIEF HUMAN RESOURCES OFFICER		
	ADMINISTRATIVE ASSISTANT, CHIEF OPERATIONS OFFICER		
	ADMINISTRATIVE ASSISTANT, GENERAL COUNSEL		
	ADMINISTRATOR, SCHOOL BOARD SERVICES		
	ADMINISTRATOR, TECHNOLOGY COMPLIANCE		
	ADMINISTRATOR, TIMS DATABASE		
	ANALYST, BILLING		

**CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**  
**2019-2020 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>		
6	ANALYST, PAYROLL	3,409.47	5,456.53		
	ANALYST, WORKPLACE ACCOMMODATIONS				
	ASSISTANT SUPERVISOR, MAINTENANCE I				
	ASSISTANT, ADMINISTRATIVE TO CHIEF TECHNOLOGY OFFICER				
	COORDINATOR, EXTENDED DAY				
	COORDINATOR, POWERSCHOOL				
	COORDINATOR, REAL ESTATE				
	COORDINATOR, TALENT ACQUISITION				
	COORDINATOR, TELEPHONE SERVICES				
	COORDINATOR, TRANSPORTATION SUPPORT SERVICES				
	DETECTIVE, CMS POLICE DEPT.				
	DIETITIAN, REGISTERED				
	ELECTRICIAN II				
	ENGINEER, NETWORK 1				
	MANAGER, IT INVENTORY				
	MECHANIC II, HVAC				
	PLUMBER II				
	PROGRAM ASSISTANT, AFTER SCHOOL ENRICHMENT PROGRAM				
	PROGRAM ASSISTANT, MCKINNEY-VENTO TITLE I				
	SHOP FOREMAN, BUILDING SERVICES EQUIPMENT				
SPECIALIST, ELECTRONIC FIRE ALARMS					
SPECIALIST, TECHNOLOGY SUPPORT II					
7	ANALYST, QUALITY INVENTORY	3,892.36	6,226.40		
	TECHNICIAN II, TRANSPORTATION				
	ADMINISTRATIVE ASSISTANT, DEPUTY SUPERINTENDENT			3,922.53	6,274.67
	ASSISTANT SUPERVISOR, ELECTRIC				
	ASSISTANT SUPERVISOR, HVAC				
	ASSISTANT SUPERVISOR, PLUMBING				
	COORDINATOR, BEHAVIOR SUPPORT				
	ENGINEER, NETWORK 2				
	PARALEGAL				
	PLUMBER III, REGIONAL TRADES SPECIALIST				
	SPECIALIST, BUILDING SERVICES TECHNOLOGY				
	SPECIALIST, ELECTRICAL CONTROL				
	SPECIALIST, HVAC CONTROL				
SPECIALIST, TRANSPORTATION TECHNOLOGY					
SUMMER COORDINATOR, BEHAVIOR SUPPORT					
8	ENGINEER, NETWORK 3	4,510.13	7,215.87		
	EXECUTIVE ASSISTANT TO THE SUPERINTENDENT				
13	PRINCIPAL COACH-RETIREE	8,900.67	14,684.80		
TA	ASSISTANT, CHILD CARE	1,838.33	2,923.33		
	ASSISTANT, EXCEPTIONAL CHILDRE				
	ASSISTANT, EXCEPTIONAL CHILDREN				
	ASSISTANT, EXCEPTIONAL CHILDREN JOB COACH				
	ASSISTANT, IN-SCHOOL SUSPENSION RESTART				
	ASSISTANT, MEDIA				
	ASSISTANT, PRE-K				
	ASSISTANT, PRE-K EXCEPTIONAL CHILDREN				
	ASSISTANT, PRE-K MONTESSORI				
	ASSISTANT, SECONDARY				
	ASSISTANT, SECONDARY RESTART				
ASSISTANT, STUDENT TEACHER					

CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

**2019-2020 MASTER SALARY SCHEDULE FOR NON-EXEMPT POSITIONS**

<u>Pay Grade</u>	<u>POSITION TITLE</u>	<u>MONTHLY MINIMUM</u>	<u>MONTHLY MAXIMUM</u>
TA	ASSISTANT, TEACHER EXT FOR RESTART	1,838.33	2,923.33
	ASSISTANT, TEACHER K-3		
	ASSISTANT, TEACHER K-3 RESTART		
	ASSISTANT, TITLE I		
	ASSISTANT, TITLE I PRE-K		
	RESTART ASSISTANT, TEACHER K-3		
	SUMMER ASSISTANT, EXCEPTIONAL CHILDREN		
	ASSISTANT, JAPANESE IMMERSION	1,897.16	3,016.88
	STUDENT TEACHER		
	ASSISTANT, IN-SCHOOL SUSPENSION	1,911.87	3,040.27
	ASSISTANT, ADMINISTRATIVE STUDENT INTERVENTION (AASI)	1,960.89	3,118.22
	ASSISTANT, AUDIOLOGY		
	ASSISTANT, DISTANCE LEARNING		
	ASSISTANT, ESL TEACHER		
	ASSISTANT, EXCEPTIONAL CHILDREN RESTART		
	ASSISTANT, FRENCH IMMERSION		
	ASSISTANT, GERMAN IMMERSION		
	ASSISTANT, SPANISH IMMERSION		
	SUMMER ASSISTANT, PRE-K		
	SUMMER ASSISTANT, TEACHER K-3		
ASSISTANT, FOREIGN LANGUAGE IMMERSION	2,107.96	3,352.09	

**COACHING STIPENDS COMPARATIVE DATA**

**SENIOR HIGH SCHOOL PROGRAMS COACHING STIPENDS 2016-17**

		CMS***	Wake County	Guilford County	Cumberland County	Winston/ Forsyth County	Gaston County
Athletic Director		(1) 11 mo. plus \$6,217 1/2 load \$1,500 mileage	(1) 12 mo. plus \$4,022-5,171 1/2 load	(1) 12 mo. plus \$3,800-5,800	(1) 12 mo. Asst. Principal	(1) 11 mo. plus \$8,536-14,225 1/2 load (1) 4700-7,840	(1) 11 mo. plus \$3,866-4,833 1/2 load
Assistant A.D.							
Football	Head	(1) 5,006	(1) 4,022-5,171	(1) 3,800-5,700+	(1) 2,550-3,380*	(1) 3,563-5,936	(1) 3,402-4,253
	Assistant	(5) 2,446	(5) 2,801-3,868	(5) 1,300-2,700+	(7) 1,370-1,930+*	2,041-3,738	(1) 1,994-2,492
Basketball	Head	(1) 3,453	(1) 2,801-3,868	(1) 2,300-4,000	(1) 1,990-3,100*	(1) 2,892-4,812	(1) 2,272-2,840
Baseball	Head	(1) 3,453	(1) 2,801-3,868	(1) 1,800-3,000	(1) 1,370-1,930*	(1) 2,090,3,479	(1) 1,714-2,143
	Assistant	(2) 1,798	(1) 1,867-2,934	(2) 900-1,750	690-970*	1,208-2,020	(2) 797-1,329
Track	Head	(1) 3,453	(1) 2,801-3,868	(1) 1,500-2,500	(1) 1,140-1,410*	(1) 2,079-3,455	(1) 1,701-2,126
	Assistant	(1) 1,798	(1) 1,867-2,934	(1) 900-1,850	(1) 690-970*	1,208-2,020	(1) 665-831
Wrestling	Head	(1) 3,453	(1) 2,801-3,868	(1) 1,800-2,700	(1) 1,140-1,410*	(1) 2,388-3,976	(1) 1,714-2,143
	Assistant	(1) 1,798	(1) 1,867-2,934	(1) 900-1,700	690-970*	1,388-2,308	(1) 665-831
Soccer	Head	(1) 3,453	(1) 2,801-3,868	(1) 1,500-2,250+	(1) 910-1,220*	(1) 2,079-3,455	(1) 1,289-1,611
	Assistant	(1) 1,798	(1) 1,867-2,934	(2) 900-1,600+	690-970*	1,208-2,020	(2) 665-997
Softball	Head	(1) 3,453	(1) 2,801-3,868	(1) 1,800-3,000	(1) 1,370-1,930*	(1) 2,090,3,479	(1) 1,714-2,143
	Assistant	(1) 1,798	(1) 1,867-2,934	(2) 900-1,750	690-970*	1,208-2,020	(2) 797-1,329
Swimming	Head	(1) 3,453	(1) 2,801-3,868	(1) 1,500-2,250		(1) 2,096-3,496	(1) 997-1,246
	Assistant	(1) 1,798		(1) 800-1,200		1,032-1,716	(1) 532-665
Tennis		(1) 2,158	(1) 1,867-2,934	1,000-2,000	(1) 770-1,040*	(1) 1,281-2,135	997-1,246
Golf		(1) 2,158	(1) 1,867-2,934	900-1,750	(1) 770-1,040*	(1) 1,281-2,135	997-1,246
Cross Country	Head	(2) 2,158	(1) 1,867-2,934	(1) 1,000-1,900+	(2) 770-1,040*	(1) 1,344-2,244 903-1,502	(2) 997-1,246
Volleyball	Head	(1) 3,453	(1) 2,801-3,868	(1) 1,400-2,200+	(1) 770-1,040*	(1) 1,521-2,532	(1) 997-1,246
Cheerleader Coach	Varsity	(1) 2,158	(1) 2,801-3,868	(1) 2,000-3,400+	(1) 1,290-1,710*	(1) 2,800-4,655	(1) 1,435-1,794
	Assistant	(1) 2,589-2877	(1) 4,022-5,171	(1) 1,900-2,850	(2) 2,640-4,050+*	(1) 4,576-7,623	(1) 3,805-4,757
Athletic Trainers Ctf./Non-ctfd.							

( ) = # of Allotted Coaches

+ = Pre-Season Supplement also. (Cumberland - 1/2 to 1/3 mo. Pay)

\* = Post-Season Supplement also (Cumberland - 10% of listed supplement per week inplayoffs)

\*\* = Plus one month's teacher salary



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