



Preparing All Students for Endless Possibilities

May 8, 2024

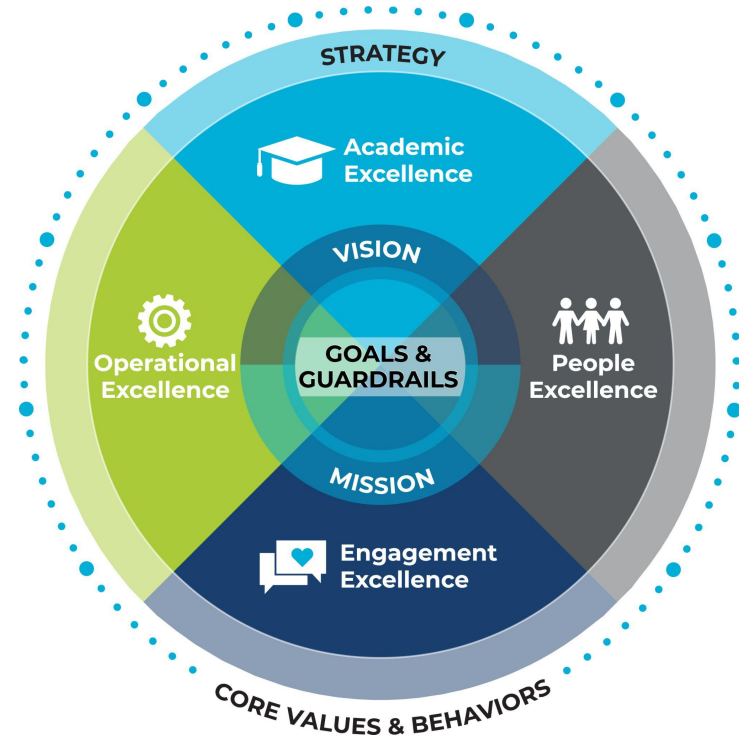
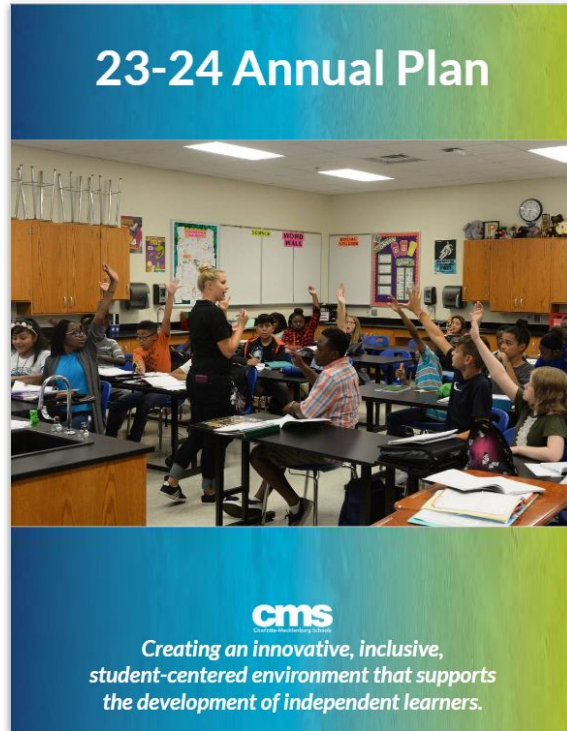
Building on Success: Endless Possibilities

- **ALL reading and math composite scores increased**, including improvements in third grade literacy and high school Math I
- District student growth **met or exceeded state projections in ALL content areas**, exceeding growth in reading math, grade 5 science, English II and biology and exceeded district growth pre-pandemic
- Most recent **student membership numbers* highest since 2019-2020** (pre-pandemic)



* Student membership numbers are calculated as membership last day (MLD) and average daily membership (ADA). Using both calculations, Month 6 student membership numbers have increased yearly since 2019-20. Detailed numbers are in the appendix of this presentation and always available on the CMS website.

2023-24 Annual Plan



Supporting All Learners

CMS provides comprehensive curricula and resources aligned to North Carolina standards to support all learners.

- **Language Dives** support the use and understanding of complex language.
- **Conversation Cues** provide scaffolds to support students express their ideas clearly.
- **Mathematical Language Routines (MLRs)** require students to explain their approach to solving math problems.



Staff Recruitment, Retention & Engagement

Growing our Own:

- STEP pilot
- Internal Career Fair
- Teacher Assistant to Teacher program

Attracting Teacher to CMS:

- Marketing
- CMS Teacher Residency

Retaining Teachers:

- Robust onboarding
- Expanded Teacher Leader Pathway



PreKindergarten

CMS/Meck Pre-K Dual Placement Workgroup

- Bi-Weekly Meetings
- Document created to clarify the differences and similarities of both programs
- Process improvement to identify families that applied for both programs; increased communication
 - August 2022, 300+ children were placed in both programs
 - Week 1: 195 families applied for both programs by week 10 there were only 36 waiting for enrollment
 - Fewer withdrawals in August 2023



Process Improvement

- Create plans
- Execute plans
- Monitor plans
- Continuously Improve

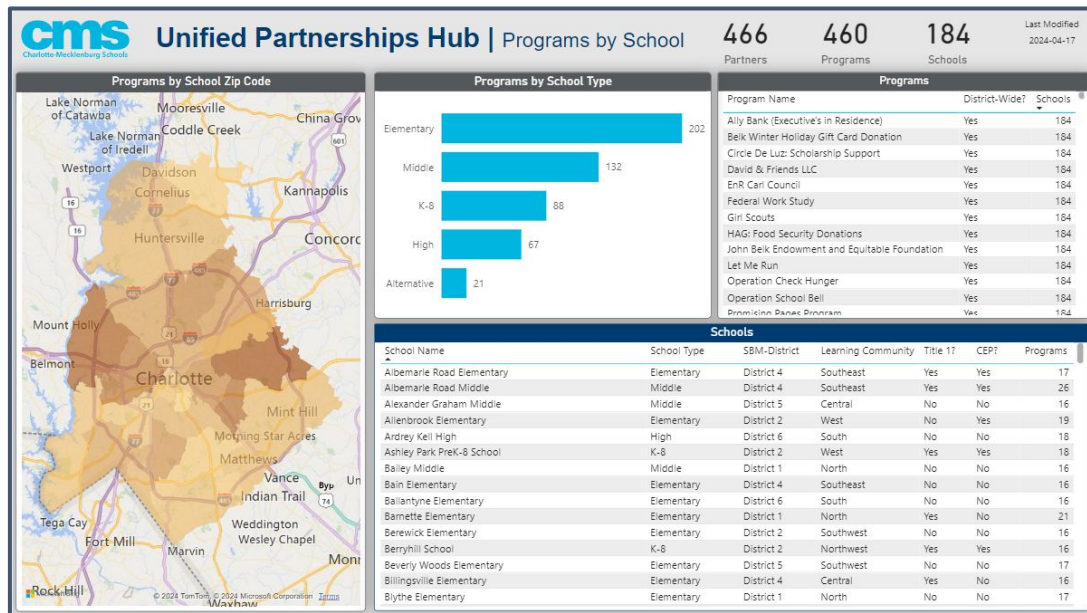


Safety and Security

- CMS Police Department
- Safety Cameras
- Signage and Emergency Books at All Sites
- Say Something Anonymous Reporting System
- Safe Schools Plans
- Safety Audits
- Weapon Detection Systems
- Staff Training



Strategic Partnerships



- Partnership requests
- Partnership agreements
- Matching partners with schools
- Partnership mapping

Endless Possibilities

- Celebrate and support post-graduation plans for seniors:
 - Road to Hire's Annual Commitment Day
 - Undecided Day
 - What's Your E?
- Provided guidance and recognition to more than 1,600 students over the course of these three events
- Adopted a goal that acknowledges the myriad of options available to students to ensure they are enrolled, enlisted, or employed after graduation





MISSION

Create an innovative, inclusive, student-centered environment that supports the development of independent learners

VISION

Lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

Building for the Future

Early Literacy

Percent of Kindergarten through 2nd grade students scoring at or above benchmark in early literacy as measured by DIBELS will increase from **67%** in June 2023 to **91%** by June 2029

Grades 3-8 Literacy

Percent of students scoring CCR (college and career ready) on reading end of grade assessments in grades 3-8 will increase from **30.5%** in September 2023 to **50%** by June 2029

Math I

Percent of students scoring CCR (college and career ready) on Math I assessments will increase from **27.4%** in September 2023 to **57%** by June 2029

Postsecondary Readiness

Percent of rising 12th grade students on track to graduate from high school enrolled, enlisted or employed will increase from ___% to ___% by June 2029

Equity over Equality: Equitable Distribution of Outcomes (Closing Gaps)

While ensuring schools have the resources needed to meet student needs, the Superintendent shall not neglect strategies or resources for **significantly reducing achievement gaps**.

Safety

The Superintendent shall not allow an unsafe environment in schools, at school-related events, or on transportation.

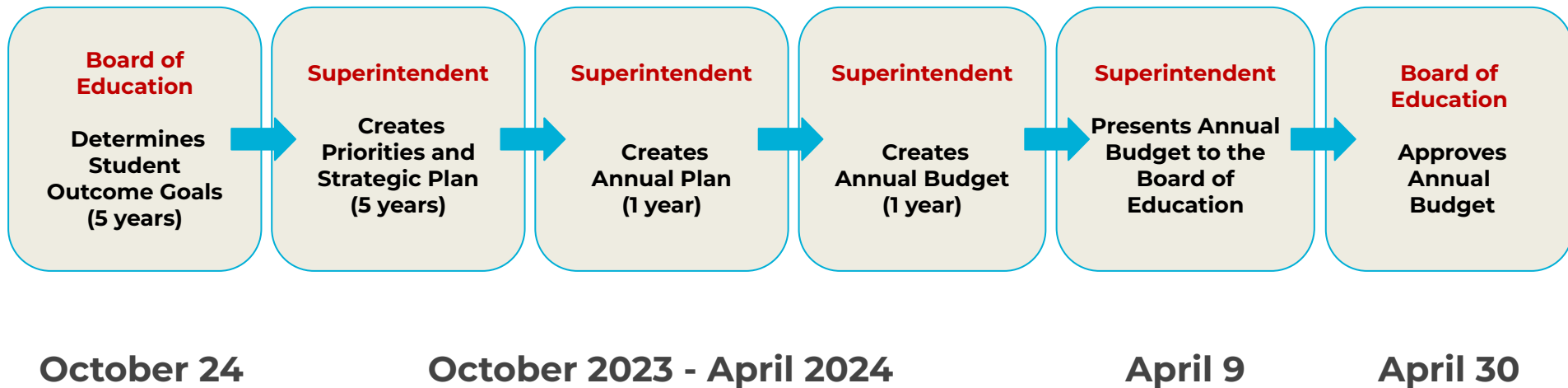
Attend to the Whole Child: Student Well-Being & Engagement

The Superintendent shall not neglect social-emotional support; character development support; attendance support; or access to enrichment activities that successfully engage students.

Staffing: Teacher Recruitment, Retention & Engagement

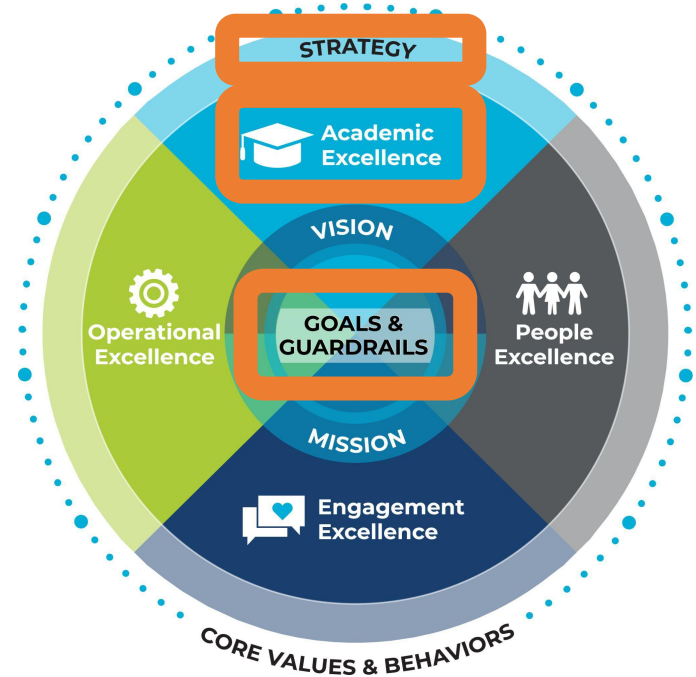
While ensuring all schools have teachers equipped to deliver high-quality instruction, the Superintendent shall neither neglect targeted nor comprehensive strategies for teacher recruitment, retention and engagement.

Building for the Future



2024-29 Strategic Plan

- The **goals and guardrails** set by the BOE are appropriately focused on student outcomes - that is ultimately the focus for all of us.
- There are four **pillars of excellence**. While the academic pillar is most closely aligned with the goals, the other three pillars - people, operations, and engagement - are critical to the achievement of the goals.
- Within each pillar, district leadership identified **priorities**, 18 total priorities, that will support goal achievement.
- Action-oriented **strategies** were identified to support each priority. These 70 strategies will comprise our plan of action.



Building for the Future

**April-
June**

- Finalize measures of success and process for cascading throughout the organization
- Prepare for 2024-29 Strategic Plan District Launch at the CMS Summer Leadership Conference (June 2024), including internally and externally facing comprehensive 2024-29 Strategic Plan resources and guides

How did we get here?



Building for the Future

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PILLARS OF EXCELLENCE



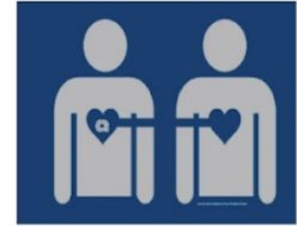
**ACADEMIC
EXCELLENCE**



**PEOPLE
EXCELLENCE**



**OPERATIONAL
EXCELLENCE**



**ENGAGEMENT
EXCELLENCE**

Trego Budget Objectives

Academic Excellence	People Excellence	Operational Excellence	Engagement Excellence
Positive impact on student outcomes	Recruitment of effective teachers and staff	Efficiencies for preventative maintenance	Effective communication to stakeholders
Positive impact on SOFG Goals	Retention of effective teachers and staff	Safe and secure environment in schools	
Impact on reducing the achievement gap	Mental health resources	Access to and support for technology	
Access to Choice Programs	Relevant professional development opportunities for all staff	Efficiency of student transportation	
Access to enrichment activities/programs that successfully engage students		Safe environment at school related events	
Access to standard aligned culturally relevant curriculum		Safe environment on transportation	
Access to character development programs			
Resources to support diverse discipline approaches			

Stakeholder Input

Engagement Opportunities

February 5	Board of Education Work Session – Budget Update
February 15	Employee Engagement Session (Virtual)
February 21	Community Engagement Session – Mallard Creek High School
February 22	Superintendent's Teacher Advisory Council (STAC) Budget Presentation
February 26	Principal Leadership Advisory Team (PLAT) Budget Presentation
March 5	Superintendent's Parent and Family Advisory Council (SPFAC) Budget Presentation
March 6	Community Engagement Session – Olympic High
March 19	Char-Meck Student Advisory Council Budget Presentation

ThoughtExchange Question: Based on what you've heard today about the 24-25 school year budget, what should we be spending more time on or putting a greater emphasis on to meet the goals?

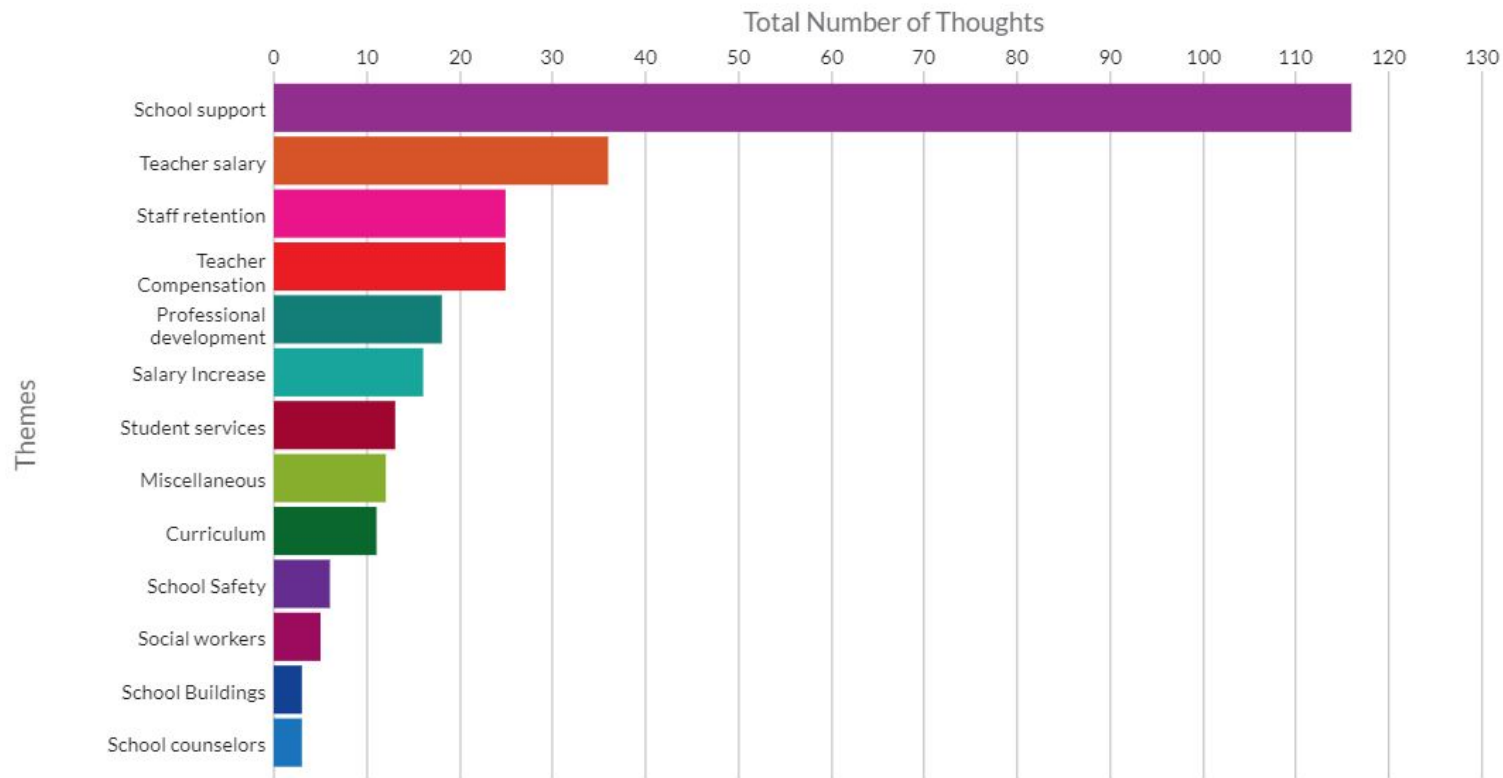


176
Thoughts

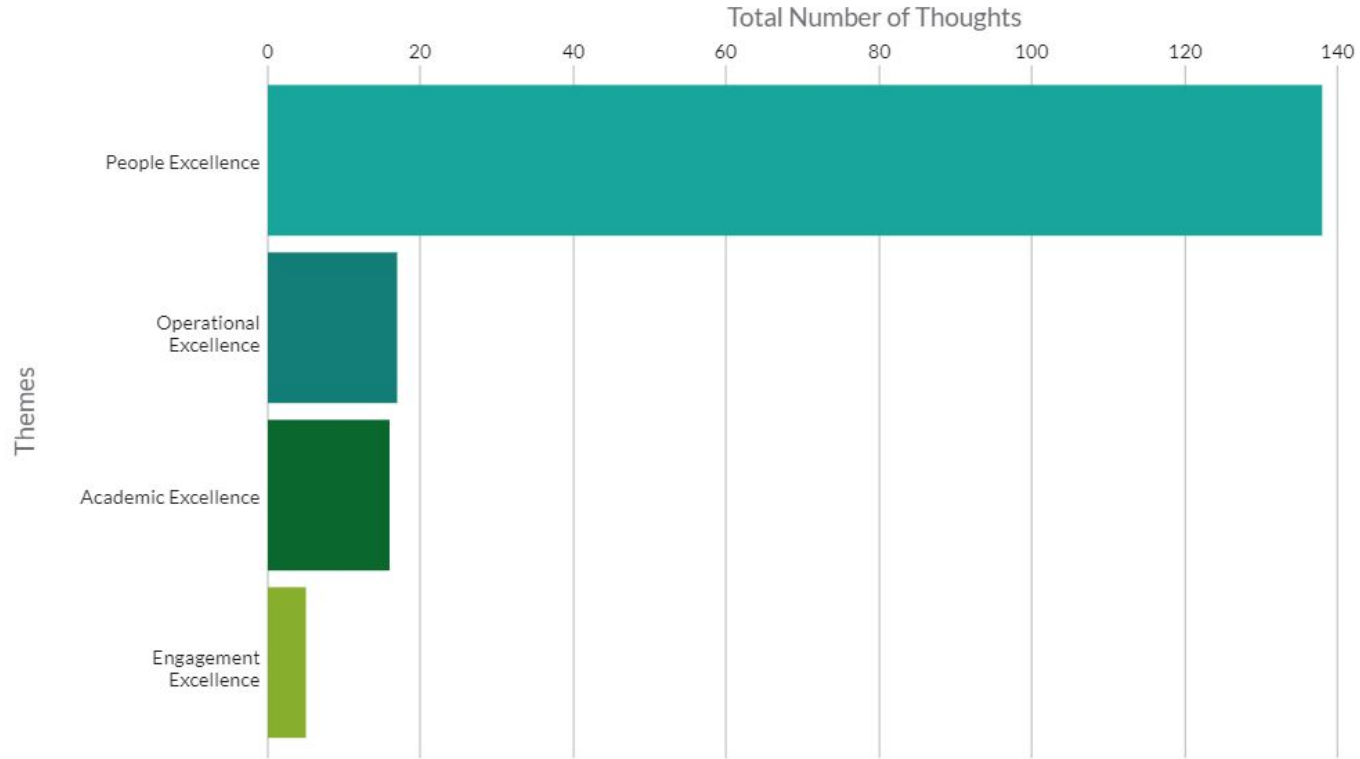


2,319
Ratings

ThoughtExchange Results by Theme



ThoughtExchange Results by Pillar of Excellence



ThoughtExchange Results



Data

Teacher Salary + Supplement + Projection

	State Salary	Local Supplement	Total
Beginning Teacher - Current Year	\$39,000	\$7,302 (18.63%)	\$46,302
Beginning Teacher Projection - SY24.25	\$41,000	\$7,636 (18.63%)	\$48,636
Teacher - 25 years - Current Year	\$55,100	\$11,457 (20.79%)	\$66,557
Teacher - 25 years Projection - SY 24.25	\$55,950	\$12,169 (21.75%)	\$68,119

Livable Wage In Charlotte

Average Listing Price for Home Ownership & Home Rental

Ownership: Average Listing Price (Dec 2022) in Charlotte ¹	\$522,000
Rental: Average Cost to Rent a One-Bedroom Apartment in Charlotte (\$1,435/month) ²	\$17,220/yr
Income Needed to Rent a One-Bedroom Apartment in Charlotte ² <i>* Based on average cost for a one-bedroom apartment of \$1435 a month</i>	\$61,479/yr

¹ U.S. Census Bureau, NAR, Realtor.com

² WBTV Home Ownership

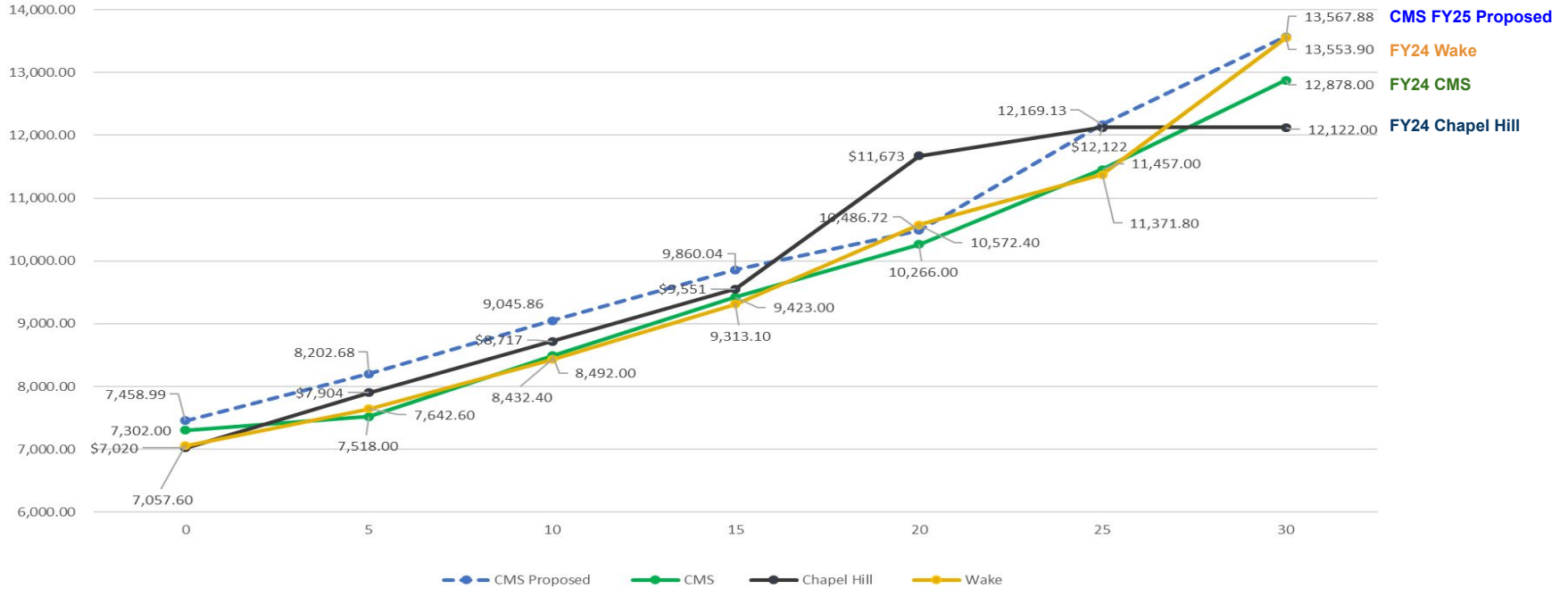
Teacher Supplements - AVERAGE

Rank	District	Local Supplement SY22.23	Local Supplement SY23.24	Proposed Local Supplement SY24.25	Beginning Teacher
1	Chapel Hill-Carrboro City Schools	\$10,650	\$10,650	\$10,863 (2%)	18%
2	Wake County	\$9,828	\$10,270 (4.5%)	\$10,270 (0%)	18.09%
3	Charlotte-Mecklenburg Schools	\$9,797	\$10,287 (5.0%)	\$10,801 (5%)	18.63%

Average teacher supplement is reported by DPI and NCACC by dividing the total amount of actual supplements paid by the total number of teachers. However, there are lots of variations in the tenure and make-up of each district that have an impact on this value. Also, there are differences in how each district applies the local supplement for years of experience or other factors. For example, the supplement for a first-year teacher at CMS is the highest in the state, however, New Hanover adds an even higher supplement for hard-to-fill positions. It should also be noted that **Orange County levies a special district tax of 19.8 Cents for the Chapel-Hill/Carrboro school district on top of the County's 83.53 cent rate.**

Teacher Supplement District Comparison

Current Schedule vs. CMS Proposed Increase



FY24 Local Supplement Rates for Wake, CMS & Chapel Hill versus CMS FY25 Proposed Local Supplement Rate.

Per Pupil Expenditure

District	State PPE	Federal PPE	Local PPE	Total PPE
Charlotte-Mecklenburg Schools	\$7,034.29	\$1,557.61	\$3,190.43	\$11,782.33
Chapel-Hill/Carrboro City Schools	\$7,115.73	\$890.48	\$8,155.09	\$16,161.30
Wake County Schools	\$6,897.41	\$1,055.02	\$3,354.00	\$11,306.43

111 of 115 districts receive supplemental funding from the state for teacher supplements including Chapel-Hill/Carrboro City Schools. Those that do not are : **Charlotte-Mecklenburg, Wake County, Guilford County, Durham County.**

*PPE- Per Pupil Expenditure

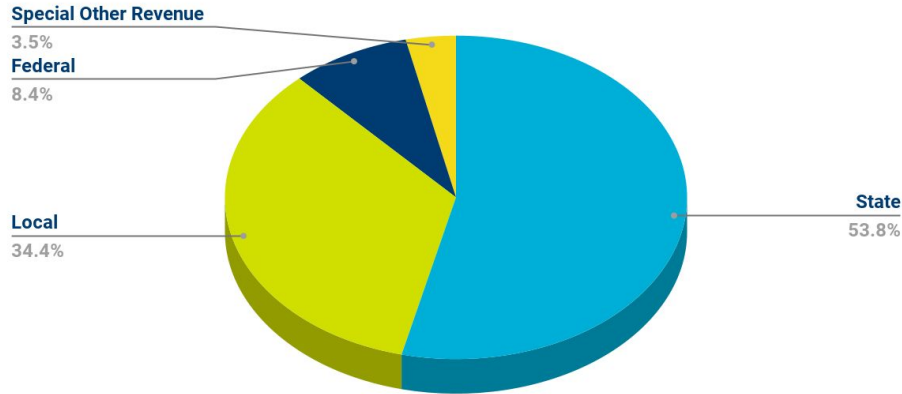
CMS % of County General Fund Budget

Fiscal Year	Ongoing Operating	1x Funding Operating*	County Funded Operating	General Fund Total	% of General Fund Budget
2010	317,367,391		317,367,391	1,342,883,374	24%
2011	302,250,000		302,250,000	1,273,336,133	24%
2012	328,339,101		328,339,101	1,039,160,222	32%
2013	337,432,664		337,432,664	1,060,416,737	32%
2014	356,544,548		356,544,548	1,079,419,240	33%
2015	388,236,594		388,236,594	1,151,240,065	34%
2016	402,202,352		402,202,352	1,181,738,548	34%
2017	413,493,792		413,493,792	1,226,844,496	34%
2018	428,744,699		428,744,699	1,273,633,517	34%
2019	459,864,612		459,864,612	1,289,512,928	36%
2020	501,451,701	3,000,000	504,451,701	1,437,105,273	35%
2021	520,815,366	1,300,000	522,115,366	1,447,183,759	36%
2022	538,015,366		538,015,366	1,528,867,823	35%
2023	557,956,214		557,956,214	1,584,469,750	35%
2024	596,915,849		596,915,849	1,606,715,733	37%

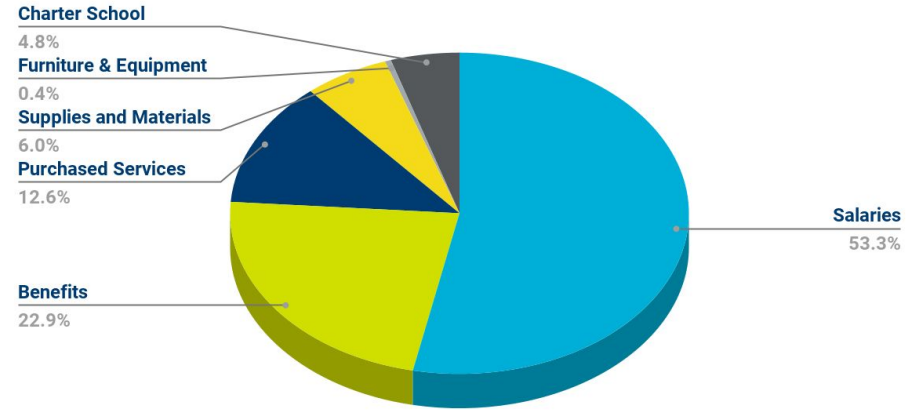
2024-25 Proposed Operating Budget

2024-25 Proposed Operating Budget

Sources



Uses



2024-25 Proposed Operating Budget: \$ 1,936,031,360
2024-25 Projected Enrollment: 141,149 Students
Budget Cost Per Pupil (excluding Charter School Passthrough): \$ 13,053

Operating Budget Assumptions

Revenue

- Revenue projections are not available this early in the year, so best **estimates** are included within the budget
 - County funding level is unknown, but optimistic that education is a priority (details outlined further below)
 - Federal grant allotments are not typically available until late spring - estimated based on current year allocations less any funds that may be expiring

Salary and Benefits

- Anticipated Salary Increases
 - Certified Staff (teachers and instructional support staff) is 4.5%
 - School-Based Administrators is 4.5%
 - Non-Certified Staff is 4.5%
- Anticipated increase for health insurance from \$7,557 to \$8,095
- Anticipated decrease in the retirement rate from 25.02% to 24.04%

Operating Budget Assumptions

Staffing

- State changed the funding model to be in **arrears**. We know that we will only be funded for our current students with no increase for growth until the **following year**

Enrollment

- Changes in enrollment in existing charter schools and addition of new charters next year in Mecklenburg county

Added Facility Space and New Schools

- Addt'l square footage due to building additions will increase utility and maintenance costs
- (2) new schools are scheduled to open in July 2024 that will require additional staff
 - Ballantyne Ridge High School
 - Knights View Elementary

2024-25 Proposed Recurring Operational County Appropriation

Proposed County Appropriation

(2024-25 Recurring Operational Cost)

Initiative Description	Total Amount	Pillar
Sustaining Operations <ul style="list-style-type: none">- Utilities	\$ 2,700,000	Operational Excellence
Investment in Our Employees <ul style="list-style-type: none">- Estimated State Driven Salary Increases & Benefit Rate Adjustments for locally paid employees	\$ 10,200,000	People Excellence
Investment in Our Employees <ul style="list-style-type: none">- Increase Teacher Supplement	\$ 7,400,000	People Excellence
Student Growth <ul style="list-style-type: none">- Charter School Enrollment Growth	\$ 4,000,000	Operational Excellence
New Schools & Additional Facility Space <ul style="list-style-type: none">- Ballantyne Ridge HS, Knights View ES	\$ 1,800,000	Operational Excellence

Proposed County Appropriation

(2024-25 Recurring Operational Cost)

Initiative Description	Total Amount	Pillar
Implementation of Compensation Study	\$ 9,800,000	People Excellence
Cyber Security	\$ 2,500,000	Operational Excellence
1:1 Device Refresh Replacement Cycle	\$ 4,000,000	Academic Excellence
Total Recurring Request	\$ 42,400,000	

Proposed County Appropriation

(2024-25 Recurring Operational Cost)

	Proposed County Appropriation
2023-24 Recurring Operational County Appropriation	\$ 596,915,849
Sustaining Operations	\$ 2,700,000
Investing in Our Employees	\$ 27,400,000
Student Growth and Additional Space	\$ 5,800,000
Program Expansion (Cyber Security & Devices)	\$ 6,500,000
2024-25 Proposed Recurring Operational County Appropriation	\$ 639,315,849

Proposed County Appropriation

(Comparison of 2023-24 and 2024-25 Recurring Operational Costs)

2023-24 Fully Funded County Recurring Appropriation	2024-25 Proposed County Recurring Appropriation
\$ 38,959,000	\$ 42,400,00
6.98% increase	7.10% increase

Compensation Study Recommendation

For Classified and/or Non-Certified Staff

Implementing Compensation Study

For Classified and/or Non-Certified Staff

- **Year 1 Targets**

- Increase minimum pay rate for pay grades 1-3 to \$17.25
- Provide a COLA Bonus for employees who are paid less than \$20 per hour
- Provide $\frac{1}{3}$ of state service steps (Year 1 of 3 year plan)

- **Year 2 Targets**

- Increase minimum pay rate to \$20 per hour permanently (no bonus needed)
- Provide $\frac{1}{3}$ of state service steps (Year 2 of 3 year plan)
- Implement compression pay of 1.5% between steps

- **Year 3 Targets**

- Provide final $\frac{1}{3}$ of state service steps (Year 3 of 3 year plan)
- Continue compression pay of 1.5% between steps
- Implement job reclassification for some pay grades

Target - defined as something we are trying to achieve. The state budget and other factors can significantly impact our ability to reach our targets. After those variables are determined, an updated recommendation will be provided.

Implementing Compensation Study

For Classified and/or Non-Certified Staff

Recurring Operational County Request	\$9,800,000
One-time Operational County Request <ul style="list-style-type: none">● COLA (Cost of Living Adjustment) Bonus	\$4,000,000
Other Funding Considerations (State, SNP*, ASEP*, Federal)	TBD

*ASEP - After School Enrichment Program *SNP - School Nutrition Program

Implementing Compensation Study

For Classified and/or Non-Certified Staff

- Not all staff will receive an increase
- Pay increases will vary
- A minimum of 3 years will be necessary to implement
- Decisions are not final and should not be considered guarantees

Capital Outlay

Charlotte-Mecklenburg Schools - CMS

CMS facility portfolio consists of **204** schools and facilities, **409** buildings of approximately **24 million** square feet on **5,085** acres across Mecklenburg County.

184 Schools

- 102 elementary schools
- 44 middle schools and K-8
- 34 high schools
- 4 specialty schools

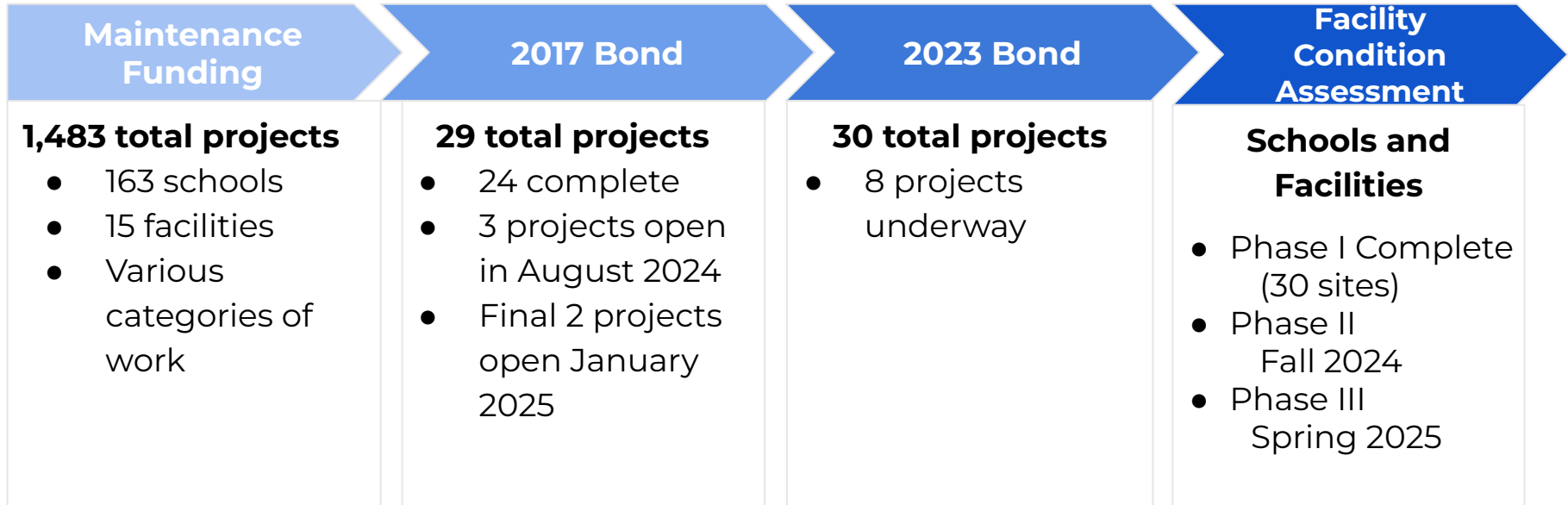
There are more than **1200** mobile classrooms and **200** restrooms in use.

Additional 2 elementary schools in 2024-25.



Our Approach to Improving CMS Facilities

1. Mecklenburg County capital maintenance funding in the annual operating budget
2. Capital improvement programs funded through general obligation bonds
3. Facility Conditions Assessment (FCA) to validate needs and provide inputs



Facility Condition Assessment (FCA)

- The Facility Conditions Assessment (FCA) evaluates the condition of the district facilities. Data is captured, analyzed and rated to determine the condition of our buildings.
- The results from the FCA are intended to develop the CMS **ten (10) year Facilities Master Plan** to repair or replace identified components and equipment.
- Phase I summary finding, identify \$57 million in needs

Facility Condition Assessment: Phase I

Facilities Assessed

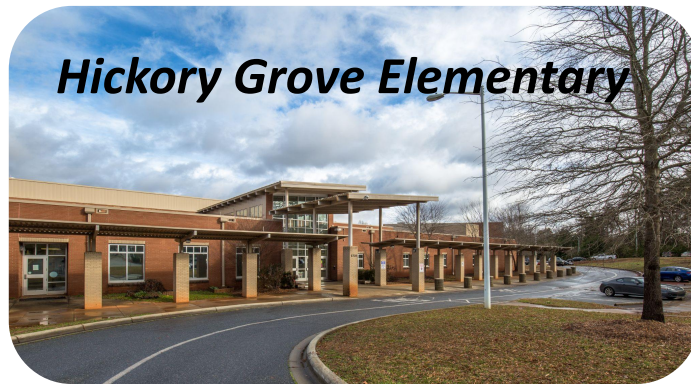
30 schools and facilities were evaluated
(54 buildings)

- 15-Elementary schools
- 6 - Middle schools
- 4 - K-8 schools
- 2 - High schools
- 3 - Support facilities

687 work items identified

6,766 Inventory records created

3,118,190 gross square footage assessed



Facility Condition Assessment: Phase I

Facilities Assessed Continued...

30 schools and facilities were evaluated
(54 buildings)

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Thomasboro Academy

Phase I FCA Schools- 27 Schools, 3 Facility Sites

Albemarle Road Elementary	Governors' Village STEM Academy (Lower)	James Martin Middle	Phillip O. Berry Academy of Technology	Turning Point Academy MS
Blythe Elementary School	Governors' Village STEM Academy (Upper)	Lake Wylie Elementary School	Sedgefield Middle	University Meadows Elementary School
Crestdale Middle	Greenway Park Elementary School	Mallard Creek Elementary School	Smithfield Elementary School	Walter G Byers School
David Cox Road Elementary School	Hawk Ridge Elementary School	McKee Road Elementary School	Thomasboro Academy	<i>Craig Avenue Graphic Productions</i>
Elizabeth Lane Elementary School	Hickory Grove Elementary School	Merry Oaks International Academy	Tuckaseegee Elementary School	<i>Craig Avenue Transportation Center Building A&B</i>
Francis Bradley Middle	Highland Renaissance Academy	Oaklawn Language Academy	Turning Point Academy HS	<i>Stafford Drive Facility</i>

Facilities Condition Assessment Results

Total repair and replacement cost 30 Sites	*74.6% of the components rated Very Poor or Poor ★	*25.4% of the components rated Fair to Very Good ★
\$57,450,581	\$42,853,563.00	\$14,597,018.00

- Recommendation to fund over 3 years
 - **Year 1 \$10,000,000**
 - \$11,700,000 savings from 2017 Bond
 - Year 2 \$16,600,386
 - Year 3 \$19,150,193



Updated from previous presentations where preliminary data was presented on April 9 and 30 CMBE meetings, CMS virtual staff session on Feb 15, BOCC/CMBE joint meeting Feb 21, and community meetings on Feb 21, Mar 4, Apr 22, Apr 29.

Proposed Capital Appropriation

Preventative Maintenance (<i>historical allocation</i>)	\$18,000,000
Capital Replacement (<i>historical allocation</i>)	\$4,960,000
2023-24 County Capital Appropriation	\$ 22,960,000
Facility Condition Assessment (Year 1)	\$ 10,000,000
Total 2024-25 Proposed County Capital Appropriation	\$ 32,960,000

One-time Request

Proposed County Appropriation

(2024-25 One-Time Costs)

Initiative Description	Total Amount	Pillar
Operating Request <ul style="list-style-type: none">• Compensation Study - Phase 1 COLA Bonus	\$ 4,000,000	People & Operational Excellence
Capital Request <ul style="list-style-type: none">• Facility Condition Assessment	\$ 10,000,000	Operational Excellence
Total One-Time Costs	\$ 14,000,000	

Enterprise Funds (Self Funded)

Enterprise Fund Budget Assumptions

School Nutrition

- No meal price change is recommended for the 2024-25 school year
- Meal prices for students have remained consistent since the 2019-20 school year

Breakfast	Elementary Lunch	Secondary Lunch
No Charge	\$ 2.75	\$ 3.00

After School Enrichment Program (ASEP)

- Increased operating costs have necessitated a 3.5% fee increase for ASEP for the 2024-25 school year

	Price Range Varies depending on EOD Bell Schedule	
Before School	\$ 38.00	\$ 66.00
After School	\$ 47.00	\$ 83.00

2024-25 Total Recommended Budget

2024-25 County Request Summary

Project Request	County Recurring	County One-Time	Capital Recurring (Historical)	Capital One-Time
Sustaining Operations - Utilities	2,700,000			
State Driven Salary Increase & Benefit Rate Adj.	10,200,000			
Average 5% Increase to Teacher Supplements	7,400,000			
Charter School Enrollment Growth	4,000,000			
New Schools and Addt'l Facility Space	1,800,000			
1:1 Device Replacement Plan	4,000,000			
Cyber Security	2,500,000			
Compensation Study (Local Portion)	9,800,000			
Compensation Study (Phase 1 COLA Bonuses)		4,000,000		
Capital - Replacement			4,960,000	
Capital - Preventative Maintenance			18,000,000	
Capital - Facility Condition Assessment (Phase 1)				10,000,000
	\$ 42,400,000	\$ 4,000,000	\$ 22,960,000	\$ 10,000,000
			Total Request	\$ 79,360,000

2024-25 Total Recommended Budget

Revenues by Source		Proposed Budget
State of North Carolina		1,045,550,667
Mecklenburg County		639,315,849
One-Time Funding Request		4,000,000
Federal Grants		162,566,338
Other and Special Revenue		68,089,608
Fund Balance Appropriation - Local Funds		16,508,898
Total Operating Budget		\$ 1,936,031,360
Capital Funding		
Preventative Maintenance		18,000,000
Capital Replacement		4,960,000
One-Time Funding Request		10,000,000
Enterprise Funds		
School Nutrition Services		91,796,689
After School Enrichment Program (ASEP)		9,800,034
Total Recommended Budget		\$ 2,070,588,083

Digital Budget Book

Digital Budget Book

Charlotte-Mecklenburg Schools 2024-25 Budget Recommendation (ClearGov)

Charlotte-Mecklenburg Schools

powered by  ClearGov

2024-25 Budget Recommendation

Proposed Version

Overview

Operating Budget

County Appropriation

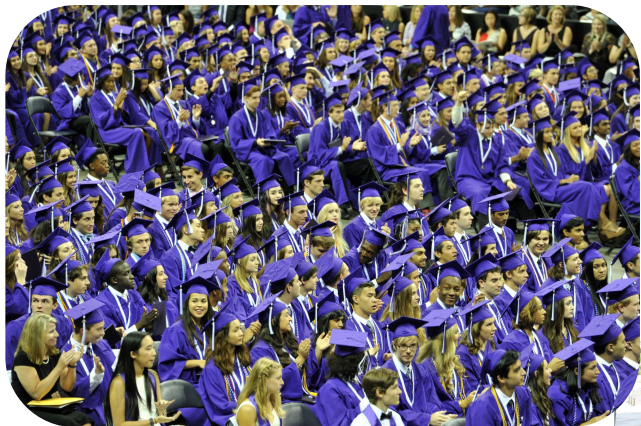
Capital Outlay/Leases

Enterprise Programs

 Print



Endless Possibilities Start in Charlotte-Mecklenburg Schools





Preparing All Students for Endless Possibilities

May 8, 2024