



cms
Charlotte-Mecklenburg Schools

2019-2020 Proposed Budget

We Are Partners

Our community is at a critical point.

**Our kids need all of us
to do what is best for them.**

**We share common
values and goals.**

Access to opportunity.

Equity.

Economic mobility.

The CMS 2019-2020 proposed budget builds on those shared values for our students.

Equity
People
Support

2 commitments

- **Equity**
- **Culture**

3 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**

2 strategies

- **Focus on the core of student, teacher, content**
- **Manage our performance**

**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.



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.



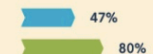
% of students completing Math 1 by the end of 8th grade



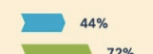
% of students completing at least one college level course



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

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.



Create aligned work plans in every school and department.

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

TARGETS

■ 2018 CURRENT ■ 2024 TARGET



% of employees report highest job satisfaction



% of employees refer others to work at CMS



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

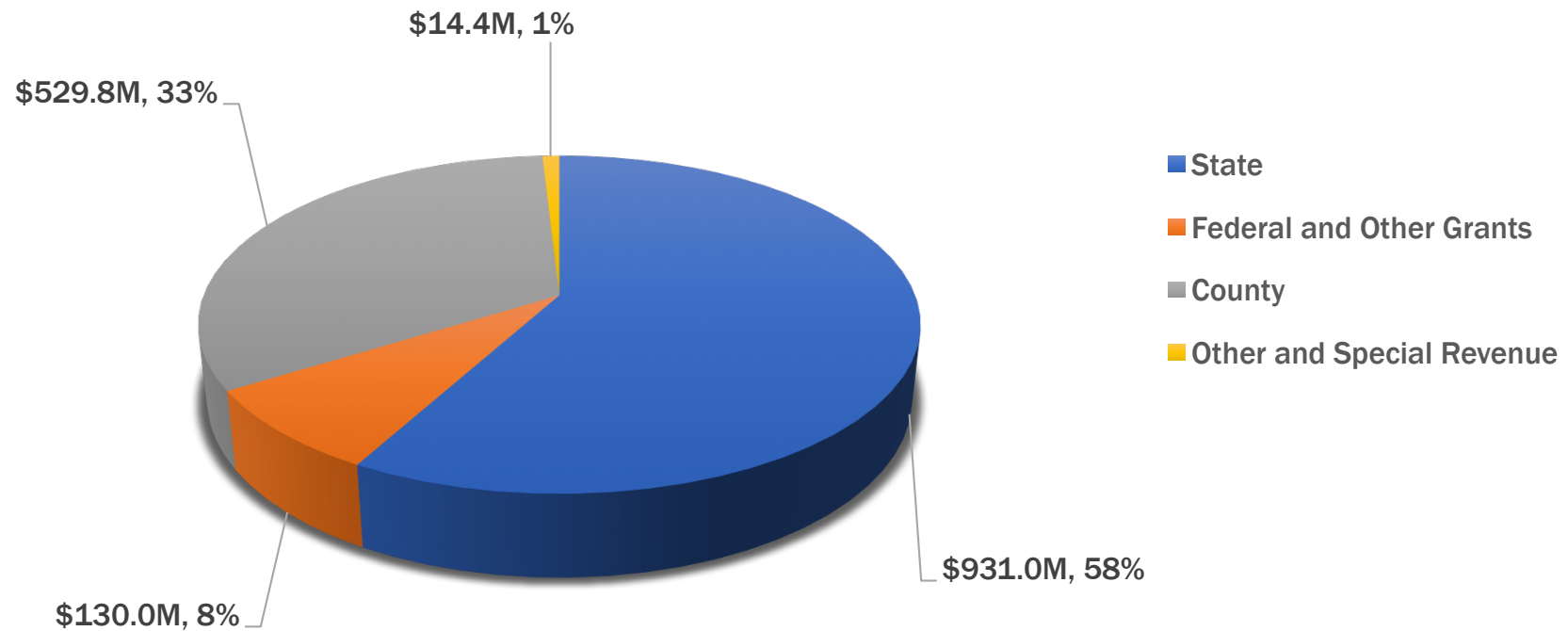
2024 Strategic Plan What Matters Most

Budget Building

Where does our funding come from?

2019-20 proposed budget*

Sources (in millions)



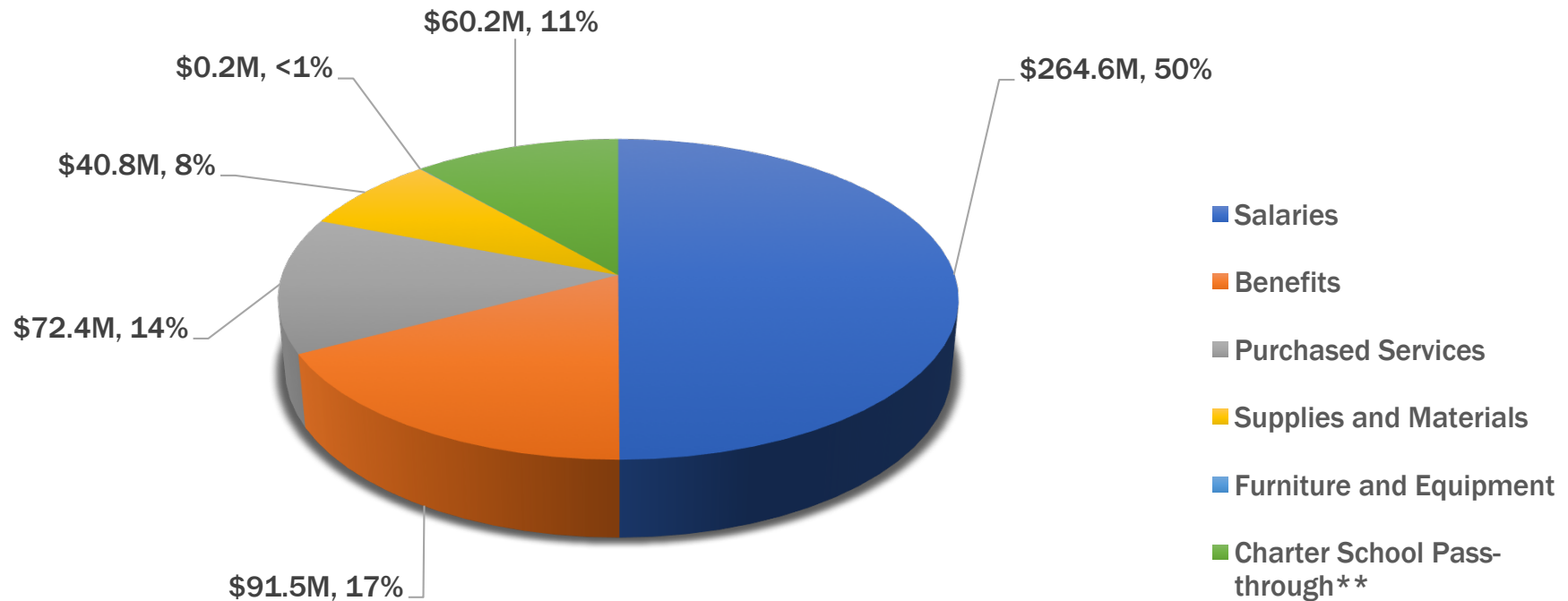
Total operating budget is \$1.61 billion

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

How are those funds used? (County Funding)

2019-20 proposed budget*

Uses
(in millions)



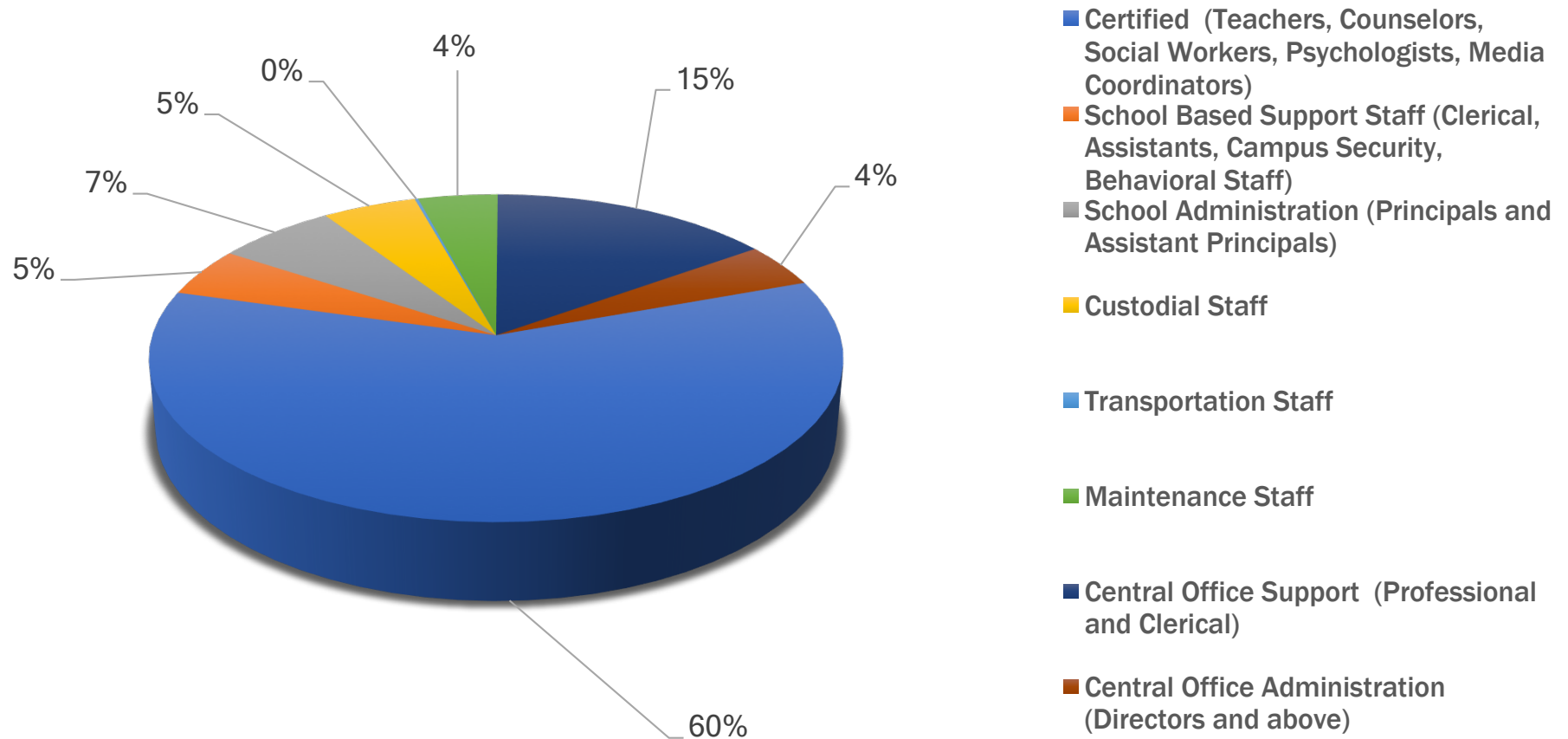
Total operating budget is \$529.8 million (County Funding)

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

** Charter enrollment increasing by 1552 students adds \$6.2 million to budget for charter pass-through

Investing in our employees (County Funding)

Salaries and Benefits by Area

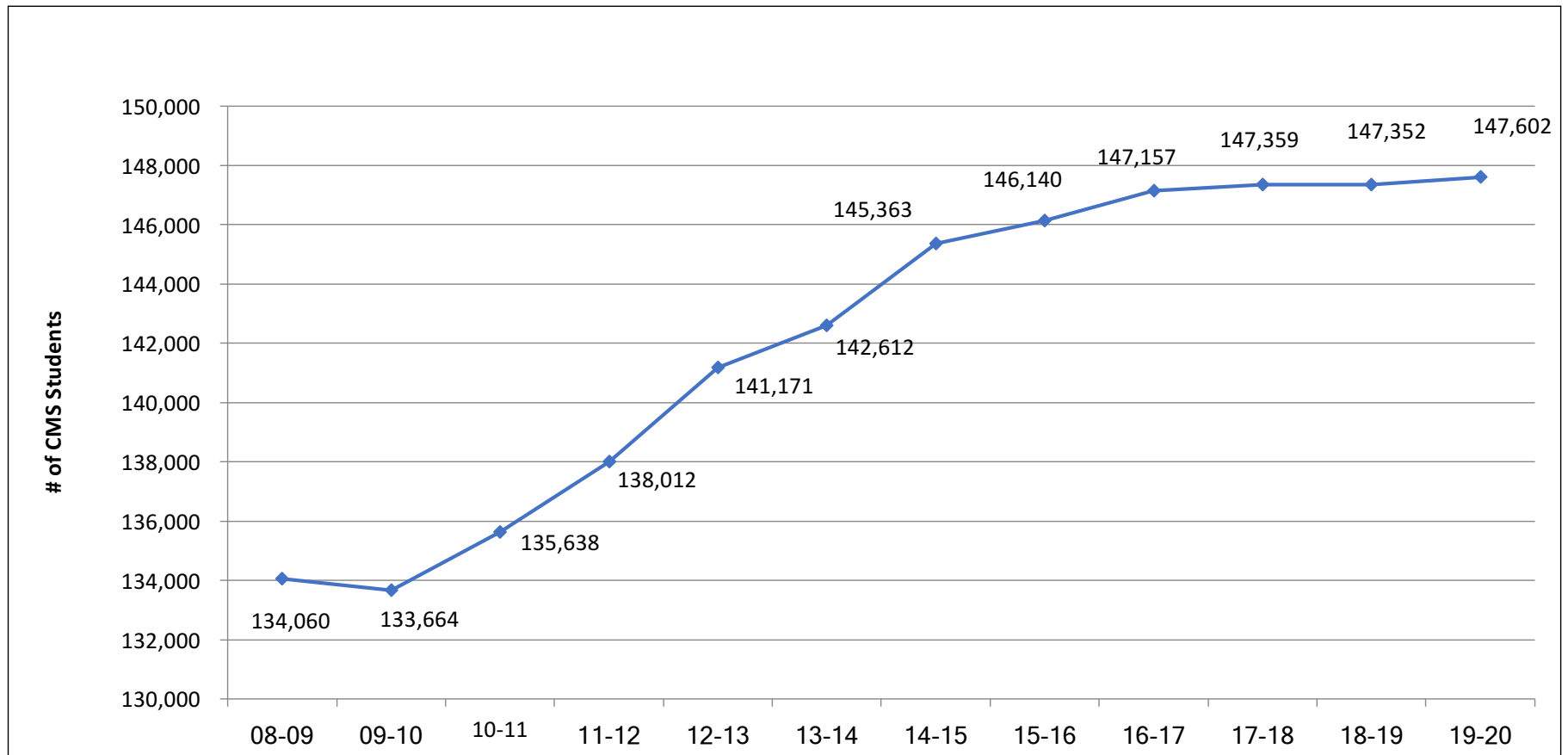


67% of our County funding is allocated to salaries and benefits.
More than 76% of that amount is for school-based staffing

CMS enrollment growth trend

**20th Day projected enrollment for 2019-20 is 147,602 students
- up 13,542 students or 10% since 2009**

Student Enrollment Growth (20th day)



Investing For Equity

Budget Request Highlights

- **Our kids need investments in equity** **\$9.0M**
 - Guarantee a viable curriculum and access to fine arts
 - Cultural proficiency training for staff and students
 - Deeper professional development for educators
 - **Our kids need investments in people** **\$32.5M**
 - Local supplement increase for teachers and certified staff, state driven salary and benefit increases and phase I: Market driven adjustments for non-certified staff
 - Increase teacher assistant hours from 37.5 to 40 weekly
 - Local supplement for state-provided enhancement teachers
 - Benefit rate increases
 - Employee recognition program**\$22.2M**
 - **Our kids need investments in student support**
 - Social, emotional, mental health -54 social workers, 16 counselors, 10 psychologists, 8 coordinators, expansion of Communities in Schools support and SEL training
 - School safety and security -15 CSA's and digital monitoring services
 - Add 37 custodians in schools, on-site maintenance staff and contracted services for clean, healthy learning environments
 - Increase for homeless and pre-k students' transportation
 - Modernize HR and business information systems
 - Maintenance and operating costs for additional facility space
 - Single sign-on to digital resources for students and staff
- | | |
|--|----------------|
| Requested increase for CMS: | \$63.7M |
| Charter pass-through funding increase | \$6.2M |
| TOTAL REQUESTED INCREASE FROM THE COUNTY: | \$69.9M |

County Manager's Recommended Budget Increases FY2020 for CMS

**Total operating investment of \$509.5 million dollars
Increase of \$49.6 million (10%)**

- **\$8 million to increase the local supplement for teachers.**
- **\$7.4 million to fund salary increases for locally funded employees**
- **\$7.3 million phase one market adjustments for hourly staff to \$13.22 an hour**
- **\$.9 million for HB 90 Enhancement teachers' local supplement**
- **\$6.2 million for charter school enrollment growth**
- **\$6.0 million for building services and preventive maintenance**

County Manager's Recommended Budget Increases FY2020 for CMS

Total operating investment of \$509.5 million dollars

Increase of \$49.6 million (10%):

- \$5.8 million for school mental health support staff (27 social workers, 10 psychologists, 10 counselors, eight coordinators, and training)**
- \$4.3 million for increased costs health insurance and retirement costs**
- \$3 million for IT system modernization**
- \$.7 million to support the costs for new and expanding facilities**

Capital funding:

- \$4.6 million in capital funds for school security enhancements**
- \$18 million in sustainment capital funding**
- \$ 5 million in capital outlay funding**

Thank you

Operating investments remaining

- **Our kids need investments in equity**
 - Guarantee a viable curriculum and access to fine arts **\$4.2M**
 - Cultural proficiency training for staff and students **\$3.7M**
 - Deeper professional development for educators **\$1.1M**

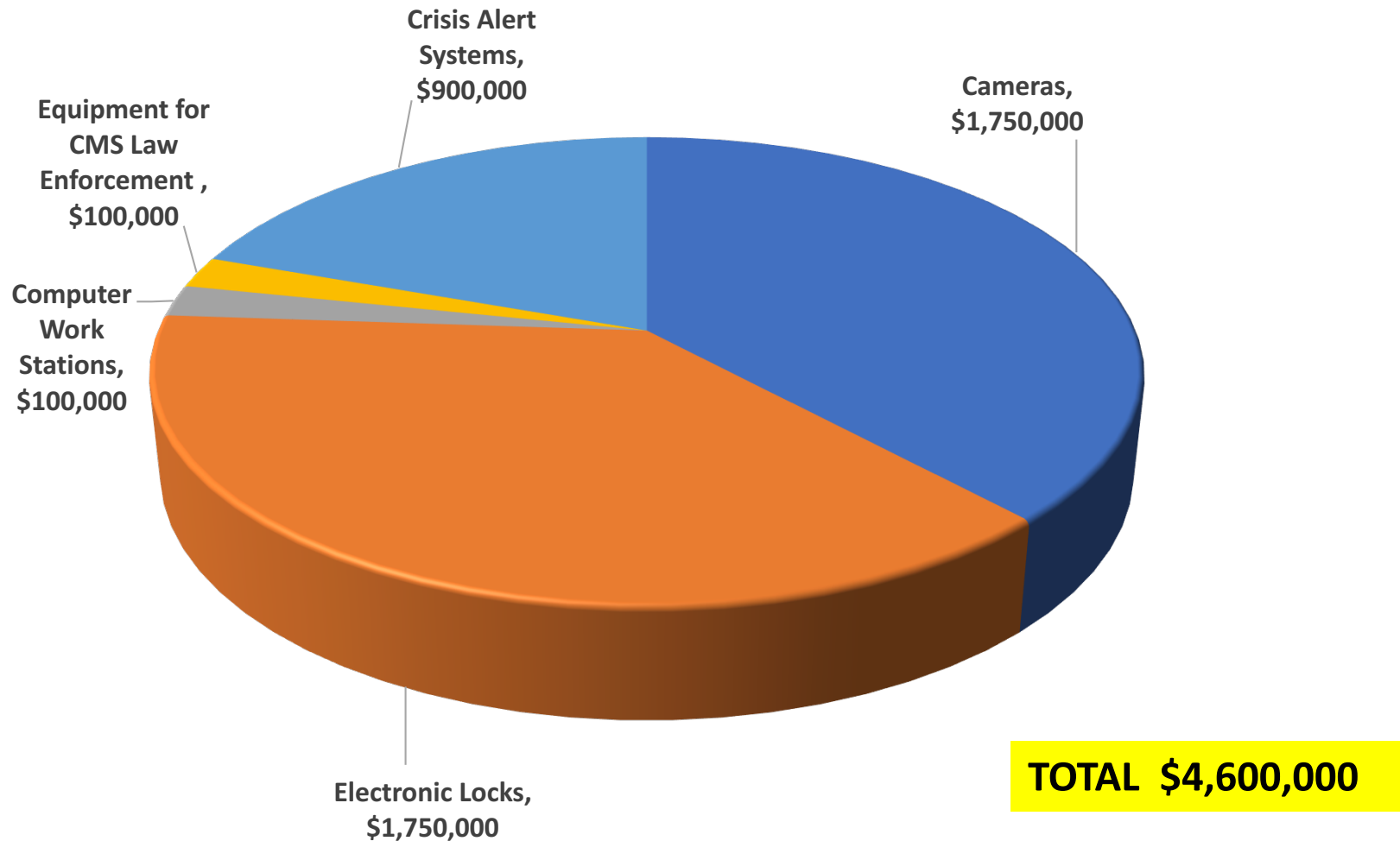
- **Our kids need investments in people**
 - Increase teacher assistant hours from 37.5 to 40 weekly **\$1.8M**
 - Phase I market adjustments for exempt staff **\$2.6M**
 - Employee recognition program **\$.2M**

- **Our kids need investments in student support**
 - Increase for homeless and pre-k students' transportation **\$1.1M**
 - Additional Student Support Staffing **\$2.7M**
 - Building services staffing – maintenance/custodial **\$1.1M**
 - Single sign-on to digital resources for students and staff **\$.3M**
 - Safety and Security **\$1.1M**
 - SRO/Off-duty officer contract increases **\$.4M**
 - Staffing/non-personnel costs for enrollment growth **\$.1M**
- TOTAL INVESTMENTS REMAINING **\$20.3M****

Discussion

Addendum: Security Enhancements

2019 Security Enhancement Proposed Plan Funding by Category of Work



2019 Security Enhancement Proposed Plan Funding by Category of Work

- Expand electronic digital door access control (approximately 450 additional locks) across all schools. Targeted completion Fall of 2019.
- Upgrade video surveillance coverage at ES, K-8 and middle with specific emphasis on mobile classrooms, playgrounds, and outside venues. Targeted completion Summer 2019.
- Enhanced surveillance camera monitoring capability for all high schools. All installations completed.
- Crisis Alert System – installation complete at 17 high schools – remaining high schools are to be finished this summer.
- Enhanced safety and security initiatives for CMS Police to include 50 wands, portable metal detector, gun powder dog including upgraded vehicle, training and accessories. All procurement complete to support CMS Safety Plan.

Total proposed budget

Operating budget increase of 7.6% over prior year for investments in equity, people, and student supports.

Revenues by Source

State of North Carolina

Mecklenburg County

Federal and Other Grants

Other and Special Revenue

TOTAL OPERATING BUDGET

Capital Replacement

Additional Capital Projects

Enterprise Funds:

School Nutrition Services ¹

After School Enrichment Program ²

TOTAL PROPOSED BUDGET

Proposed Budget

\$ 930,966,071

529,779,896

130,063,117

14,350,353

\$ 1,605,159,437

22,960,000

13,100,000

73,895,974

15,876,976

\$ 1,730,992,387

1 - includes .50 per meal increase for paid meals (free and reduced meals not impacted by increase)

2 - \$7 increase per week for both before and after school ASEP sessions.

Per-Pupil Expenditure Ranking

In 2018 North Carolina ranked 39th - up from 43rd in 2017

State	Rank	Per Pupil		State	Rank	Per Pupil
District of Columbia	\$25,323	1		Arkansas	\$9,762	37
New York	\$23,519	2		Tennessee	\$9,547	38
Alaska	\$22,103	3		North Carolina	\$9,528	39
Connecticut	\$21,731	4		Alabama	\$9,354	40
New Jersey	\$21,118	5		Florida	\$9,225	41
Vermont	\$19,584	6		Maine	\$9,035	42
Massachusetts	\$18,072	7		South Dakota	\$9,022	43
Delaware	\$17,500	8		Mississippi	\$8,398	44
Wyoming	\$17,127	9		Oklahoma	\$8,327	45
New Hampshire	\$16,763	10		Nevada	\$8,177	46
Rhode Island	\$15,648	11		North Dakota	\$8,073	47
Pennsylvania	\$15,338	12		Arizona	\$7,474	48
Maryland	\$14,862	13		Utah	\$7,058	49
Illinois	\$14,321	14		Idaho	\$6,849	50
West Virginia	\$13,927	15		Indiana	\$6,673	51

National Average = \$11,934

Source: National Education Association Research, Estimated Expenditures for Public Schools 2017-18

Per-Pupil Expenditure Ranking

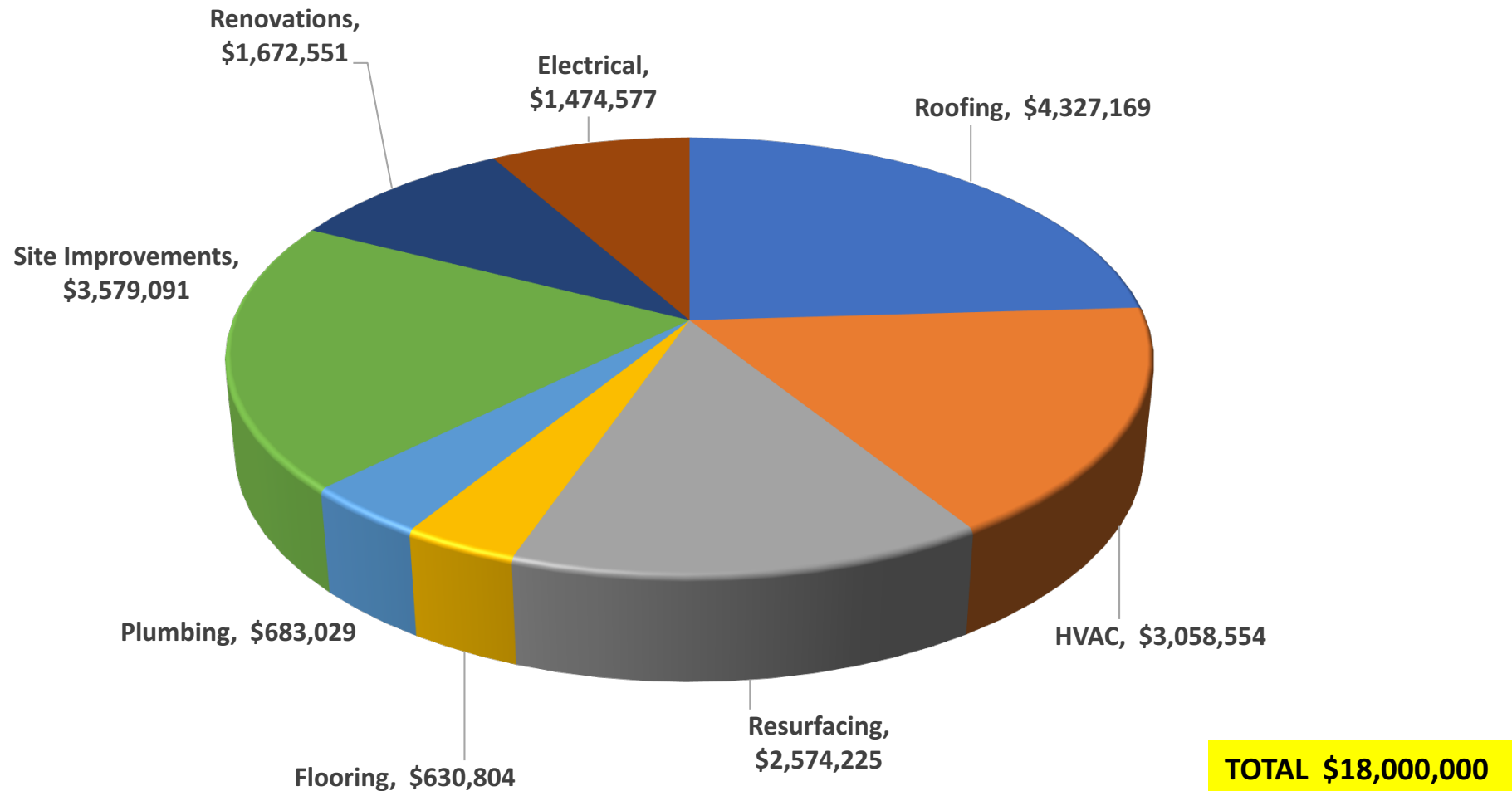
In 2018 Charlotte-Mecklenburg ranked 90th in the State

LEA Name	Final ADM	Total Per-Pupil Expenditures	Rank Per- Pupil Expenditures		LEA Name	Final ADM	Total Per-Pupil Expenditures	Rank Per- Pupil Expenditures
Hyde County Schools	569	\$18,283	1		Wake County Schools	158,970	\$9,080	97
Chapel-Hill/Carrboro City Schools	12,239	\$12,250	12		Cumberland County Schools	49,641	\$8,991	99
Durham County Schools	32,693	\$11,084	28		Gaston County Schools	31,293	\$8,794	107
Guilford County Schools	71,304	\$9,807	63		Union County Schools	41,202	\$8,670	110
Forsyth County Schools	54,105	\$9,612	73		Iredell-Statesville Schools	20,319	\$8,606	111
Charlotte-Mecklenburg County Schools	146,693	\$9,178	90		Cabarrus County Schools	32,400	\$8,556	112

State Average = \$9,478

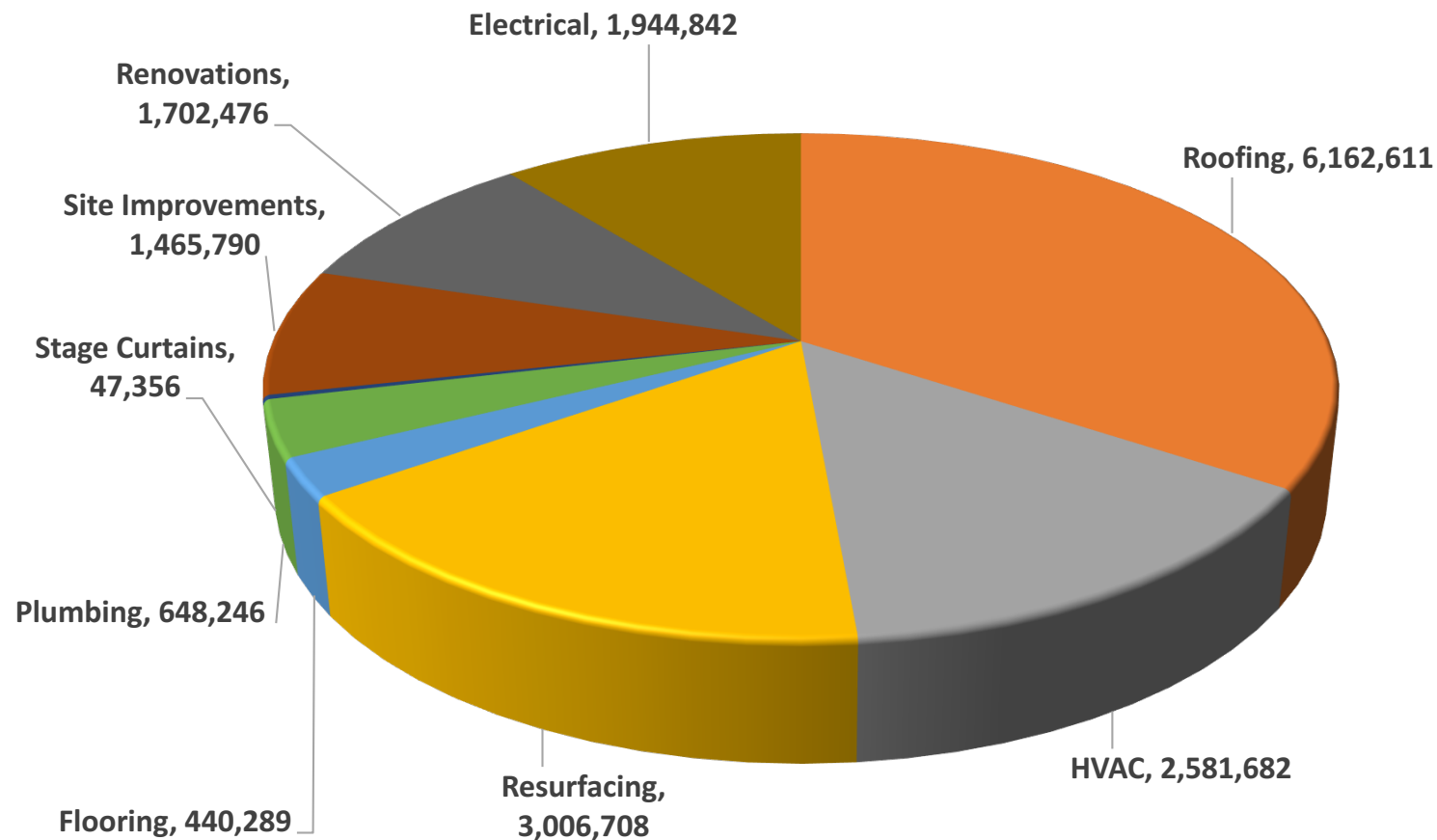
Source: NCDPI Statistical Profile, 2017-18

2017 Facility Sustainment Plan Expenditures by Category of Work



Impacted 105 schools and 98,924 students (based on 2016-17 20 day count)

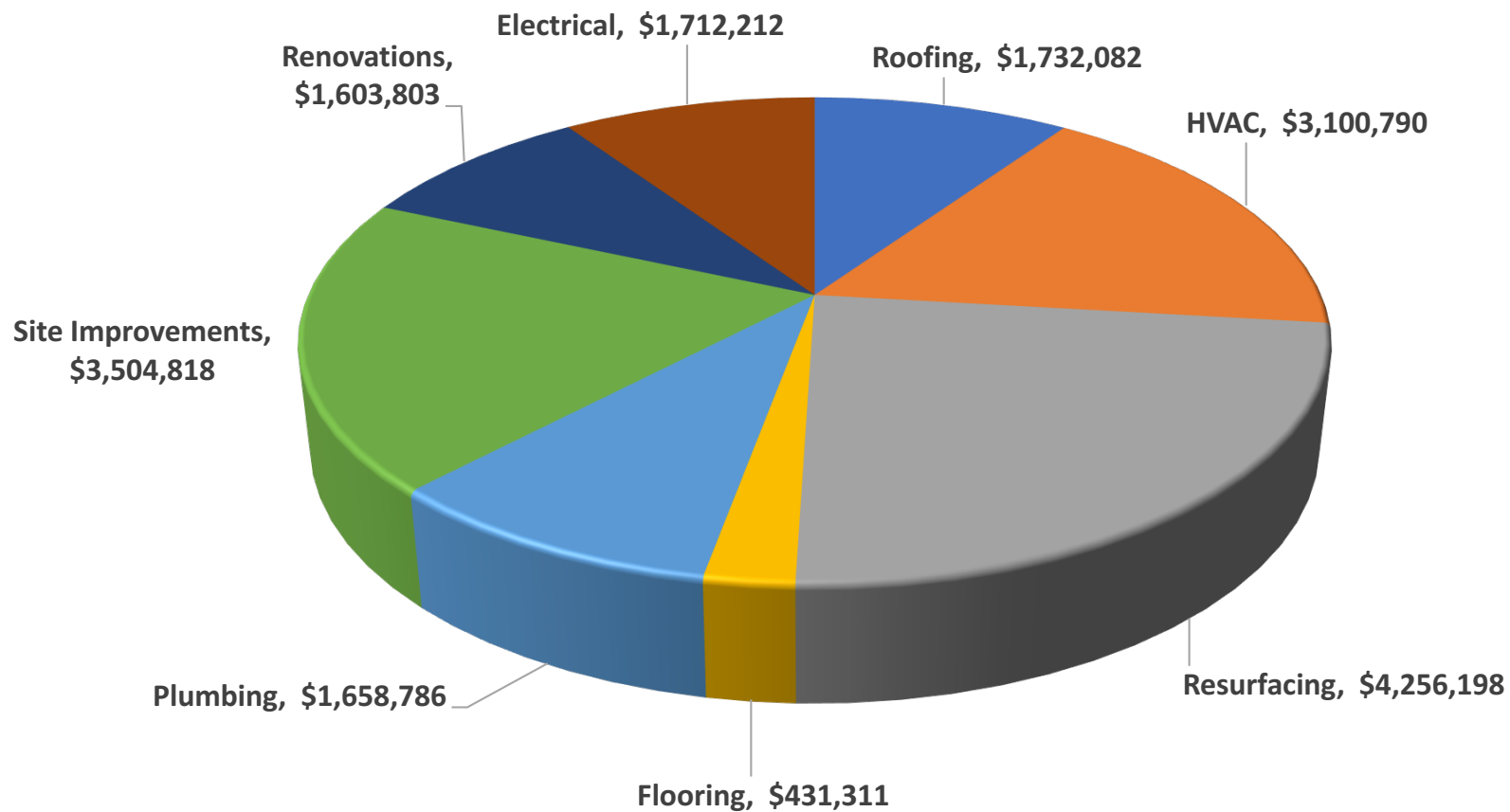
2018 Facility Sustainment Proposed Plan by Category of Work



TOTAL \$18,000,000

Impacted 92 schools and 93,524 students (based on 2017-18 20 day count)

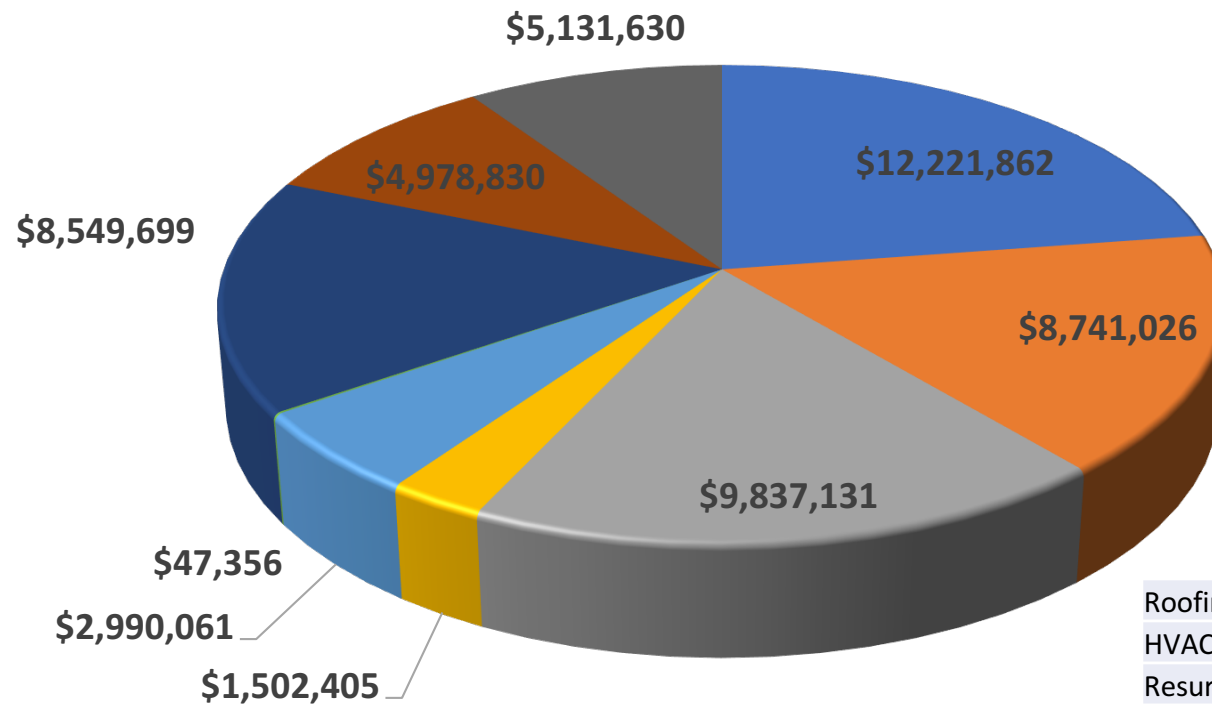
2019 Facility Sustainment Proposed Plan by Category of Work



TOTAL \$18,000,000

Impacted 92 schools and 81,518 students (based on 2018-19 20 day count)

3 Year Facility Sustainment Proposed Plan by Category of Work



The Work Impacted 151 schools – Total \$54,000,000

Roofing	\$ 12,221,862
HVAC	\$ 8,741,026
Resurfacing	\$ 9,837,131
Flooring	\$ 1,502,405
Plumbing	\$ 2,990,061
Stage Curtains	\$ 47,356
Site Improvements	\$ 8,549,699
Renovations	\$ 4,978,830
Electrical	\$ 5,131,630