

ORANGE COUNTY
BOARD OF EDUCATION

AGENDA ITEM ABSTRACT

Meeting Date: April 14, 2014

AGENDA ITEM No. 14-04-14

ACTION ITEM: (Y/N) N

SUBJECT: Revised Superintendent's Recommended Budget

INFO. CONTACT: Dr. Gerri P. Martín, Superintendent PHONE: 919-732-8126

ATTACHMENTS:

1. NCDPI – State Planning Allotment – Fiscal Year 2014-15 ADM
2. OCS Total Average Daily Membership, 2003-2015 Chart
3. PowerPoint Presentation
4. Superintendent's Budget Message
5. 2014-2015 Budget Drivers
6. 2014-2015 Recommended Local Budget
7. Business Cases (9)
8. Budget Calendar Fiscal Year 2014-2015

PURPOSE: The purpose of this agenda item is to provide the Board of Education recommendations to consider for the local operating budget.

BACKGROUND: Public School districts operate on revenue received from various sources. These include state, local, and federal. Funding varies from year to year. Many factors will impact funding for the operation of Orange County Schools in 2014-2015. These include:

- ❖ Board priorities
- ❖ increased student enrollment
- ❖ proposed salary increases by the Governor and General Assembly
- ❖ charter school payments
- ❖ rising costs of employee benefits
- ❖ a smaller fund balance than previous years
- ❖ unknown state and county appropriations

When developing the 2014-2015 budget, all of these factors must be considered. In addition, in previous years, the planning allotments from the state have usually been received by February. Those allotments arrived April 7 and will be considered in the final budget development.

Increased Student Enrollment

The school system receives appropriations from local government based on the number of students enrolled. Student enrollment in Orange County Schools has risen 6 of the last 7 years and is expected to do so again this year. Our projected enrollment is 197 students more than last year for a total of

7,698. Based on the current per-pupil appropriation of \$3,269 used last year, the county appropriation would increase by \$643,993 to accommodate increased enrollment alone.

Proposed Salary Increase by the Governor

The Governor has released his plan to increase the salaries of 0-7 year teachers over a two-year period. The estimated cost to the local budget that would be required to implement such salaries as well as the local supplement would be approximately \$290,000 for the 2014-2015 year only.

The recommendation from the North Carolina Department of Public Instruction budget department is that school systems build in a 3% salary increase across the board for all employees which will impact both local salaries and supplements. The estimated impact is approximately \$461,426 for 2014-2015.

Charter School Payments

For the current fiscal year, the OCS budget includes \$1,091,847 to pay for 325 students attending different charter schools. Next year's estimate is 345 students. This funding could change significantly since the legislation lifting the limit on charters makes it impossible to know what charters may open.

Rising Costs of Employee Benefits

Employee benefit costs are projected to go up and these mandated expenses will have an effect on the school system's budget. The estimated increase of health insurance will require an additional \$36,500 from the local appropriation. Additionally, mandated increases in the retirement contribution rates will require an additional \$137,500 appropriation from local funds.

Smaller Fund Balance than Previous Years

There is significantly less fund balance available for use in the 2014-2015 budget. For the past several years, the Board of Education has successfully cut costs and improved operational efficiencies which have resulted in increased fund reserves. Last year, the Board appropriated nearly \$900,000 of its reserves for district operations. In balancing the budget with this appropriation, the Board was able to avoid further staffing cuts, maintain class sizes, complete the digital learning conversion, and prevent program elimination. The audited fund balance reserve on June 30, 2013 was \$2,543,699. The 2014-2015 budget includes a recommendation to appropriate \$495,050 of fund balance to support the existing budget and a limited number of expansion items.

State Funding Appropriations

The Department of Public Instruction's Finance and Business Office annually issues its financial planning allotments to school systems across the state. This usually occurs in February. At the time of our budget development, that had not yet occurred. In spite of that fact, we know we have approximately 75 more students than last year and as of April 7th, have learned that NCDPI has projected our enrollment to increase another 122 students for a total increase of 197 students.

In order to maintain our current programs and projected personnel costs, the Superintendent recommends that the board request an increase of \$175 in the per-pupil appropriation. With enrollment increases as projected, this will provide an additional \$2,020,018 for a total county appropriation of \$27,080,172 for fiscal year 2014-2015. Additionally, it is recommended that the Board of Education appropriate \$495,050 of its fund balance reserves to balance the budget, keep existing programs intact, and fund \$1,087,988 in expansion requests.

Expansion Requests

The budget recommendations include a limited number of expansion requests. Specific needs as they relate to district priorities include:

- a Contracted District Math Specialist to address the new Standards, support for teachers, and assist in raising the low proficiencies in Math I (\$40,000)
- partial funding for a Pre-K Program Specialist (\$23,000)
- raise all employee salaries to the minimum living wage (currently \$10.97) set by the BOCC (\$75,000)
- a Secondary Literacy Specialist to serve both OHS and CRHS as the district expands the Whole-to-Part initiative to the high school level (\$65,000)
- an Academic Support Specialist position to address the gap issues across the district (\$60,000)
- allocate funds to address Safe Havens report (\$320,000)
- reinstate a maintenance position to begin to address the deferred maintenance identified in the Facilities Assessment Report (\$47,180)
- increase funding to address deferred maintenance (\$150,000)
- Family Specialists/Social Workers (8) that had previously been employed by DSS and partially funded by Medicaid reimbursement (\$307,808)

The projected cost of these expansion items is \$1,087,988 in expansion requests.

Other expansion items discussed include (with estimated costs):

- Expanded free breakfast for all K-5 students (\$347,333)
- Addressing salary compression (local supplements, recruitment/retention classified held harmless (\$350,000)
- Providing Dental/Vision benefit for employees (\$500,000)

Summary- Orange County Schools continues to provide excellent educational opportunities for all students. Such education has an important and identifiable impact on the economic well-being of the county at large. This recommended budget focuses on areas of priority to continue this tradition of excellence. Classroom instruction and student achievement are at the forefront of the budget discussions. Student and staff health and safety are of utmost significance and thus reflected in the budget.

FINANCIAL IMPACT: Financial impact for this agenda item will be determined by the per-pupil appropriation provided by the Board of County Commissioners. \$27,080,172 in revenue would be provided to the Board of Education. Should the Board of Education approve the recommended budget, an increase of \$175 per pupil would be requested. Such funding would provide \$27,080,172 in county appropriation. The recommended operational budget also includes a \$495,050 appropriation of fund balance reserves and other revenues of \$762,000 for a total of \$28,337,222 for the local current expense budget.

RECOMMENDATION(S): The Superintendent recommends the Board of Education receive and discuss the 2014-2015 Superintendent's Recommended Budget and provide direction to staff.



Public Schools of North Carolina
North Carolina Department of Public Instruction

State Planning Allotment - Fiscal Year 2014-15
ADM

Enter LEA#

680

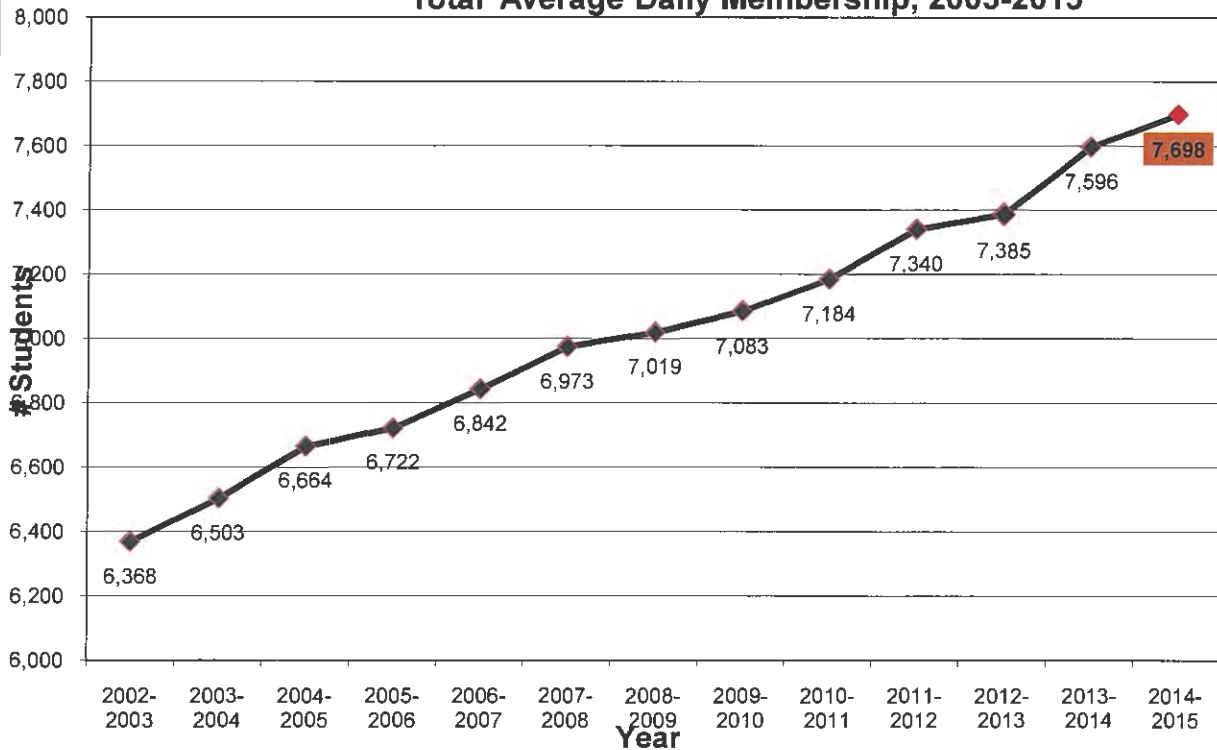
Orange County

	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>ALLOTTED</u>
KINDERGARTEN	560	569	569
GRADE 1	582	583	583
GRADE 2	603	607	607
GRADE 3	586	622	622
GRADE 4	515	603	603
GRADE 5	584	502	502
GRADE 6	610	588	588
GRADE 7	557	623	623
GRADE 8	586	575	575
GRADE 9	672	651	651
GRADE 10	647	638	638
GRADE 11	586	638	638
GRADE 12	508	499	499
TOTAL	7,596	7,698	7,698

RECEIVED APRIL 7, 2014

<u>2013-2014 ADM DPI Projection</u>	<u>From OCS Month 4 Report (Used in Recommended Budget)</u>	<u>2014-2015 ADM DPI Projection (Used in revised Recommended Budget)</u>	
7501	7576	7698	
	(75 additional students)	(122 additional students)	=197 total projected additional students for 2014-2015

Orange County Schools Total Average Daily Membership, 2003-2015





Revised Local Budget Request

Orange County Board of Education
April 14, 2014


ORANGE COUNTY SCHOOLS
PROMOTING STUDENT ACHIEVEMENT AND INDIVIDUAL SUCCESS



District Celebrations

- Digital Learning Environment (Grades 3-12)
- C.W. Stanford Middle School designated as a “School to Watch”- only 2 chosen in North Carolina: dedicated to academic excellence, developmental responsiveness, social equity, and organizational structure and support
- A.L. Stanback Middle School was named as a 21st Century School by the Partnership for 21st Century Skills or “P21” for their successful 21st century learning environment
- Central Elementary School Engineering is Elementary STEM Program growth
- New Hope Elementary School was designated as a Lighthouse School by the NC Association Supervision & Curriculum Development Board of Directors for continued academic excellence during the last 4 years and developmental responsiveness

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District Celebrations

- 83% (10/12) traditional schools met or exceeded growth
- OCS met 92.1% (58/63) of its federal targets
- OCS met 86.5% (122/141) of its state targets
- Award Winning Athletic, Band, Choral, and Career and Technical Education Programs

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Education: The Key to Progress

• Education is a vital part of the Orange County Economy

• Academic evidence show linkage between educational improvement and virtually every standard of living measure

Orange
County
Schools



Spending impact in local economy



Economic value of degrees awarded



Future reduction in public costs



Economic impact on local wealth



Community impact

Sanford School of Public Policy, Duke University- November 2013

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Achievement Results

2012-2013	State	Orange County
Math 3-8	42.3	48.1
Reading 3-8	43.9	51.0
EOC Composite	44.1	47.6
Math I	36.3	36.6
English II	51.2	56.1
Biology	45.6	50.1
4-Year Graduation Rate	82.5	82.5

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Comparison of Student Achievement 2012-2013

County	ADM	SAT Scores (M+R)	Composite EOG	Composite EOC	Dropout Rate*	Graduation Rate
OCS	7,420	1,038	38.8	47.6	1.66	82.5%
DPS	32,263	965	22.2	36.4	2.46	79.6%
WCPSS	149,127	1,064	43.8	56.6	1.91	81.0%
CHCCS	12,094	1,192	59.2	71.7	.072	92.6%
JCS	33,195	1,001	30.5	40.0	1.76	82.5%

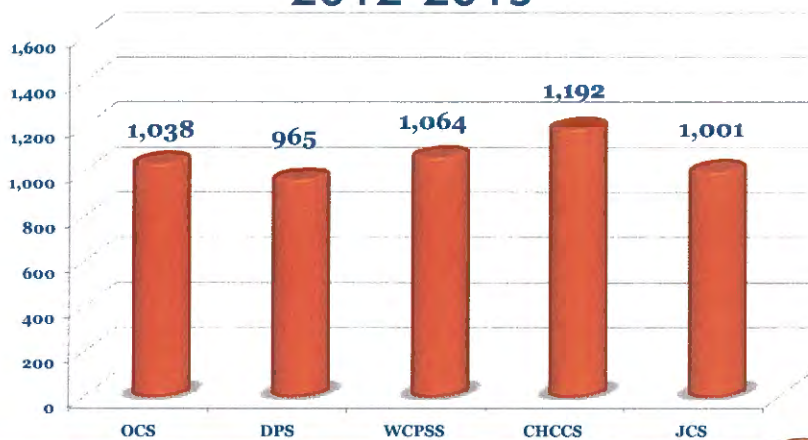
*2011-2012 data

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Comparison of High 5 SAT Scores 2012-2013

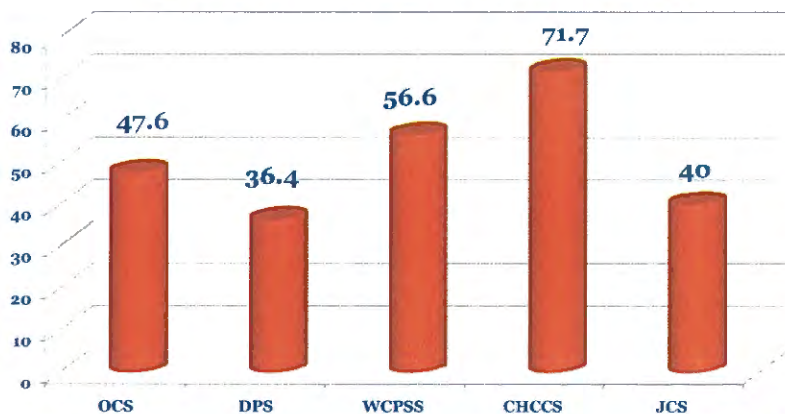


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Comparison of High 5 Composite EOC Scores 2012-2013

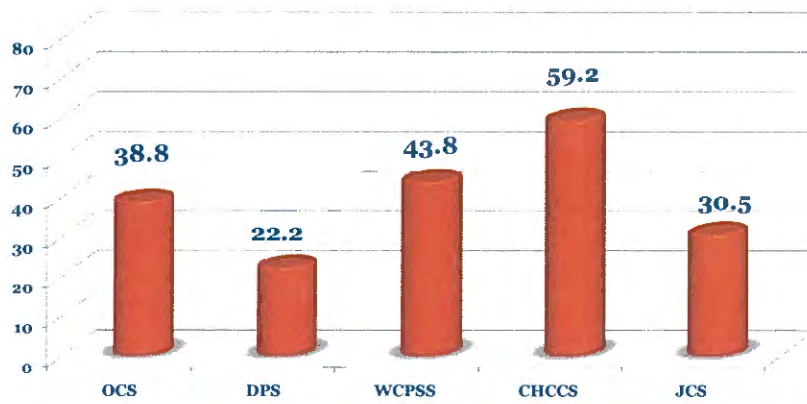


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Comparison of High 5 Composite EOG Scores 2012-2013



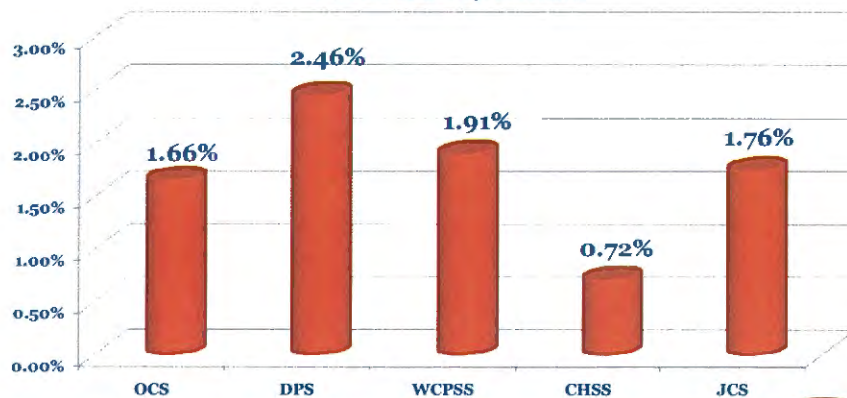
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Comparison of High 5 Dropout Rates 2011-2012*

*2012-2013 data not yet available

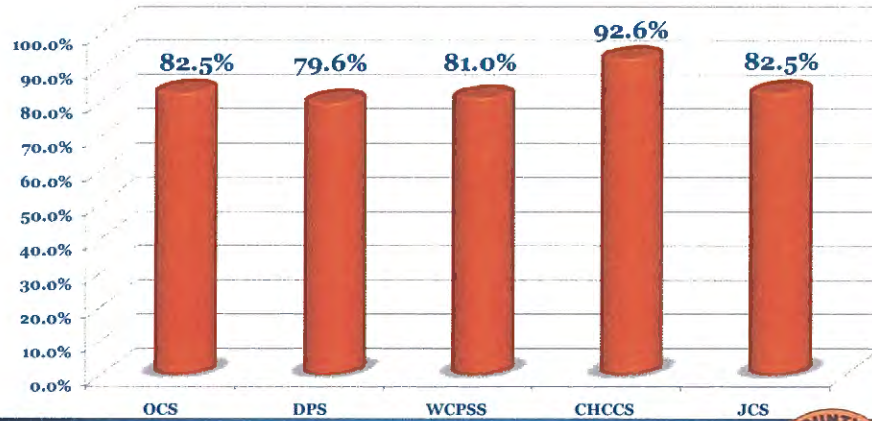


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Comparison of High 5 Cohort Graduation Rates 2011-2013



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Local Budget Request

There are two major components:

Local Current Expense Fund

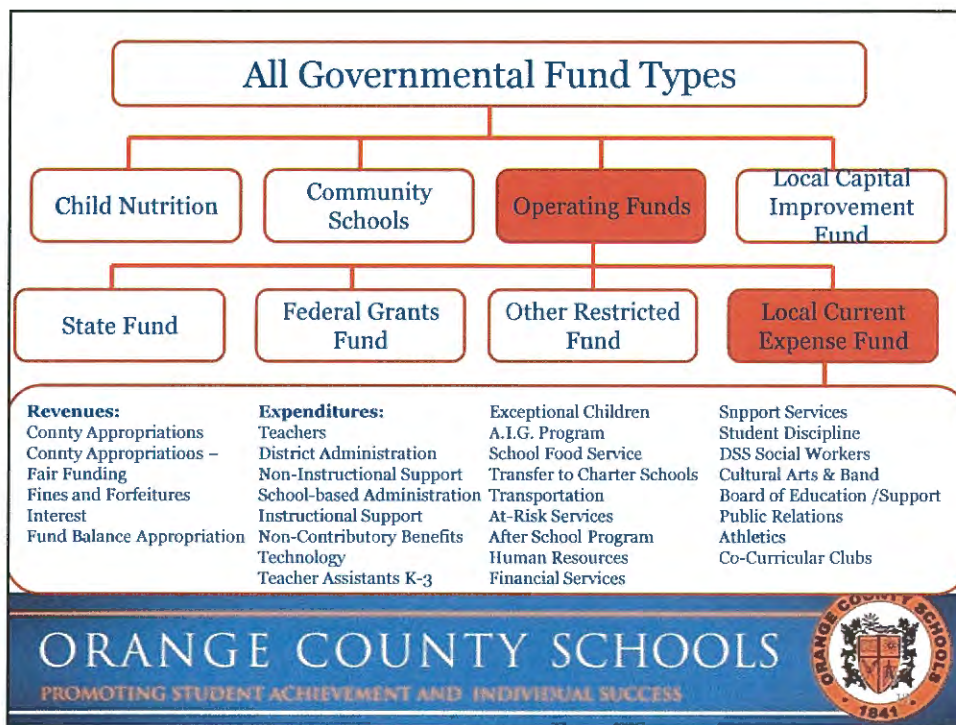
Capital Improvements Fund



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2013-2014 OCS Budget

Local :	\$29,088,153
State :	\$41,503,068
Federal :	\$ 4,025,649
Other Restricted :	\$ 1,645,499
Capital Improvement:	<u>\$ 7,981,264</u>
Total Funding for the 2013-2014 School Year:	\$84,243,633

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2013-2014 OCS Budget

Local :

*County Appropriation	\$ 25,554,154
*Fines & Forfeitures	\$ 200,000
*Interest	\$ 70,000
*Fund Balance Appropriated	\$ <u>3,263,999</u>

Total Operating Budget Funding for the

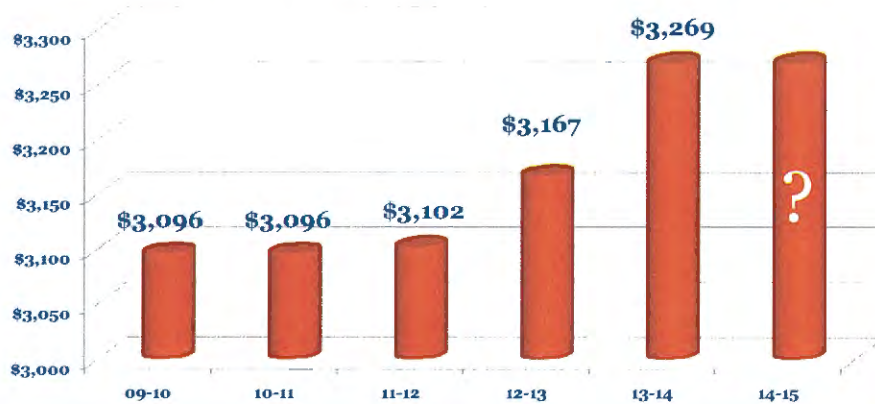
2013-2014 School Year: \$29,088,153

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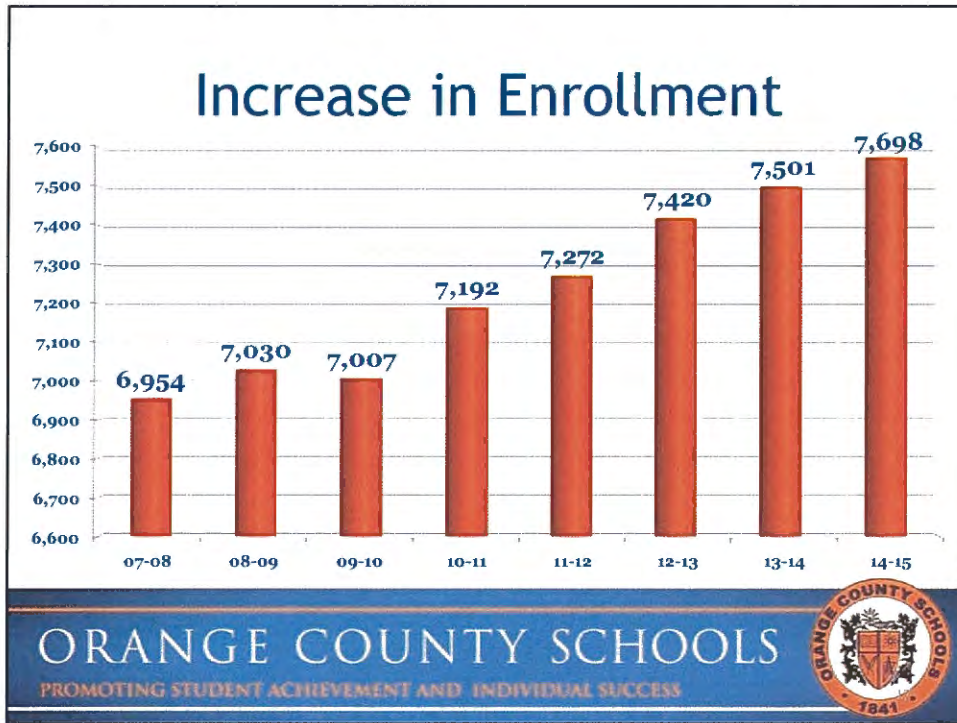
OCS Per-Pupil Appropriation



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OCS Historical Profile

School Year	Teaching Staff	Students	Pupil/Teacher ratio	% Poverty
2008-09	517	7030	14	35.33
2009-10	515	7007	14	38.99
2010-11	524	7192	14	39.82
2011-12	527	7272	14	40.08
2012-13	546	7420	13	40.20
2013-14	559	7501	13	41.47

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Local Funding and Student Enrollment

Year	Student Enrollment	Total County Funding	Local Funds Received by OCS	
			Current Expense*	Capital Improvement
2009-10	7,007	\$25,484,163	\$22,698,512	\$2,785,651
2010-11	7,192	\$25,415,641	\$23,271,992	\$2,143,649
2011-12	7,272	\$25,750,428	\$23,563,574	\$2,186,854
2012-13	7,420	\$27,104,762	\$24,515,695	\$2,589,067
2013-14	7,501	\$28,143,221	\$25,554,154	\$2,589,067

*Includes Fair Funding

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Budget Assumptions

1. State and federal budgets are not final.
2. The local budget will be adjusted according to state and federal budgets.
3. The majority of funding is in staff including salaries and benefits (around 85% of total operating budget).
4. Student enrollment has increased 6 of the last 7 years.

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Budget Assumptions

5. Anticipated salary increases impact local salaries and supplements.
6. The cost of benefits will increase.
7. The loss of Medicaid reimbursement will impact the local budget if we are to preserve the DSS Family Resource Specialists.
8. The impact of the increasing number of students attending charter schools will negatively impact the budget.

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Setting Priorities

In addition to the budget assumptions, the Superintendent's Cabinet reviewed:

- Board Priorities
- District programs
- District initiatives
- District data
- Recent reports on safety
- Maintenance needs

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Setting Priorities

- The Cabinet reviewed last year's unfunded business cases that represented district needs, but did not constitute an immediate funding priority.
- The Cabinet received feedback from directors and school-based administrators.

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Setting Priorities

- The Cabinet reviewed and prioritized the business cases as possible additions to the local budget.
- The business cases presented represent priorities as identified by the Superintendent and in line with Board priorities.

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Superintendent's Budget Priorities 2014-2015

1. High student achievement
2. Classroom instruction
3. Health and safety of all students and staff
4. Digital learning environment
5. Professional development to support staff with new NC Standard Course of Study and digital environment
6. Physical plant enhancements

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Expansion Budget Requests

- Add High School Literacy Teacher
- Add Pre-K Program Specialist (1/3 salary)
- Add Secondary Math Coach (Contract)
- Restore Maintenance Position
- Add Academic Support Position
- Preserve Family Specialists/School Social Workers
- Raise salary of all employees to the minimum living wage salary
- Increase funding to address deferred maintenance
- Allocate funds to address Safe Havens report

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2014-2015 Local Appropriation Projection

Per-Pupil Allocation	\$3,269
Projected Student Population (increase 197)	7,698
Projected additional funds	
with no increase:	\$ 643,993
2013-14 Allocation:	\$25,060,154
Predicted Local Appropriation:	\$25,704,147
(If no increase to the per-pupil allocation)	

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2014-2015 Local Funding Request

Current Expense Requested: \$27,080,172

Increase requested per pupil: \$175

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Message from the Superintendent



ORANGE COUNTY SCHOOLS

SUPERINTENDENT'S OFFICE
Dr. Gerri P. Martin, *Superintendent*

200 East King Street
Hillsborough, North Carolina 27278
PHONE: 919.732.8126
FAX: 919.732.8120

March 24, 2014

Dear Orange County Board of Education:

We are pleased to present the attached FY 2014-2015 budget proposal for your consideration.

Orange County Schools, in partnership with students, families and the community, is committed to providing challenging and engaging educational experiences that will develop responsible, knowledgeable and resourceful citizens prepared to contribute in our global society.

As a community, we have much of which to be proud! Our mission drives our work. There is a strong sense of commitment to education from all stakeholders in the community. There are many accomplishments from our staff and students that bring a great source of pride to Orange County Schools. As a district, our students have outperformed the state averages across virtually every measure. Our dropout rates are low and our graduation rates are of the highest in the state. We have accomplished the very coveted *Schools to Watch* distinction at two of our middle schools among many other accolades in academics and the arts. However, we believe in continuous improvement. We believe that the economic health of our community depends on the success of our school system. We must carefully review and study all available data to ascertain how to better meet the needs of each and every student in our district. We recognize our responsibility to provide the education that allows every student to graduate prepared for their future and prepared to be productive citizens. It is through our success in this endeavor that our community will flourish.

The 2014-2015 budget development process included conversations with key stakeholders. The Board of Education priorities were used in the process. District level directors and school based administrators collaborated in making recommendations for budget

Message from the Superintendent



consideration. The Superintendent's cabinet reviewed programs, initiatives, data, and safety and facility reports. In addition, the Superintendent's cabinet analyzed the 2013-2014 budget to identify potential areas for budget recommendations for the coming year. The mission of Orange County Schools is to provide challenging and engaging educational experiences that develop our citizens. Budget priorities were established to reflect the mission as stated.

Many factors will impact funding for the operation of Orange County Schools in 2014-2015. These include: increased student enrollment, proposed salary increases by the Governor and general assembly, charter school payments, rising costs of employee benefits, a smaller fund balance than previous years, and unknown state and county appropriations. When developing the 2014-2015 budget, all of these factors were considered. In addition, in previous years, the planning allotments from the state have usually been received by February and those allotments are not yet available.

Increased Student Enrollment: The school system receives appropriations from local government based on the number of students enrolled. Student enrollment in Orange County Schools has risen 6 of the last 7 years and is expected to do so again this year. Our current enrollment is 75 students more than last year for a total of 7576. Based on the current per-pupil appropriation of \$3269 used last year, the county appropriation would increase by \$245,175.

Proposed Salary Increase by the Governor: The Governor has released his plan to increase the salaries of 0-7 year teachers over a two-year period. The estimated cost to the local budget that would be required to implement such salaries as well as the local supplement would be approximately \$290,000 for the 2014-2015 year only. The recommendation from the NCDPI budget department is that school systems build in a 3% salary increase across the board for all employees which will impact both local salaries and supplements. The estimated impact is approximately \$461,426 for 2014-2015.

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Message from the Superintendent



amount assumes no county increase. This amount could change significantly since the legislation lifting the limit on charters makes it impossible to know what charters may open.

Rising Costs of Employee Benefits: Employee benefit costs are projected to go up and these mandated expenses will have an effect on the school system's budget. The estimated increase of health insurance will require an additional \$37,500 from the local appropriation. Additionally, mandated increases in the retirement contribution rates will require an additional \$137,500 appropriation from local funds.

Smaller Fund Balance than Previous Years: There is significantly less fund balance available for use in the 2014-2015 budget. For the past several years, the Board of Education has successfully cut costs and improved operational efficiencies which have resulted in increased fund reserves. Last year, the Board appropriated nearly \$900,000 of its reserves for district operations. In balancing the budget with this appropriation, the Board was able to avoid further staffing cuts, maintain class sizes, complete the digital learning conversion, and prevent program elimination. The audited fund balance reserve on June 30, 2013 was \$2,543,699. The 2014-2015 budget includes a recommendation to appropriate \$645,694 of fund balance to support the existing budget and a limited number of expansion items.

State Funding Appropriations: The Department of Public Instruction's Finance and Business Office annually issues its financial planning allotments to school systems across the state. This usually occurs in February. At the time of this message, that had not yet occurred. In spite of the fact that we know we have approximately 75 more students than last year, it is impossible to know what our planning allotments will be. We have built this budget using current year information and will incorporate the planning allotments at such time as they are available.

The Orange County Board of Education takes its responsibility very seriously, working tirelessly to provide the most effective educational tools to our students as well as the most effective staff. As available resources have declined over the last several years, the Orange County Board of Education and the Orange County Schools staff have monitored the available funds to maximize the effect on student achievement. The 2014-2015 Superintendent's budget has been developed with several driving factors in mind.

Message from the Superintendent



These include high student achievement, the safety and well-being of all students and staff, the proper maintenance and care of our 18 facilities, and recruiting and retaining the highest quality staff. The year will see a continued focus on supporting the digital learning environment investment that the Board of Education has made to our students and staff. We will continue to increase literacy rates among our students in English Language Arts, Mathematics, and Science. We will continue to focus on decreasing the dropout rate, raising the graduation rate, and closing the gaps in achievement that still exist among our students. In the coming year, we will always continue to work to identify areas of need while striving to minimize tax dollar expenditures. This recommended budget supports the Board of Education's priorities while maintaining existing programs and personnel and providing the best possible education experiences for our students.

As we continue to develop our young citizens, we sincerely thank the Orange County Board of County Commissioners for their tireless support and understanding of the value that a strong educational system has on the entire community. I look forward with great anticipation to working with both the Board of Education and the Board of County Commissioners to meet the high expectations we all share for educating the children within this community. We have seen that our students rise to high expectations. We must continue to strive to provide the highest quality education that our students deserve. Our citizens are fortunate to have such dedicated elected officials who value education and continue to provide the operational revenue that allows the district to maintain the level of service that produces results.

Respectfully submitted,

Gerri P. Martín

Gerri P. Martín, Ed. D.
Superintendent
Orange County Schools

Orange County Schools
2014-2015
Revised Budget Drivers

	PROJECTED ADDITIONAL REVENUES
Projected Increase in Student Enrollment of 197 students (197 x \$3,269)	\$ 643,993
Awarded Grants for Elementary Reserve Officers	\$ 160,000
POTENTIAL ADDITIONAL EXPENSES	
<u>Not in priority order:</u>	
3% Pay Raise for All Employees per NC Dept. of Public Instruction	\$ 461,426
Pay Raise for Teachers in Steps 0-7 at Governor's Recommendation	\$ 290,000
Anticipated State Mandated Increase in Employer State Retirement Match	\$ 137,490
Anticipated State Mandated Increase in Employee Health Insurance	\$ 36,509
Preservation of the DSS Social Workers due to Loss of Medicaid Reimbursement	\$ 307,808
Charter School Payments Increase due to Enrollment and Request for Per Pupil Increase in County Appropriation	\$ 126,786

(Continued)

Orange County Schools
2014-2015
Revised Budget Drivers

	POTENTIAL ADDITIONAL EXPENSES
Restoration of a Maintenance Position	\$ 47,180
Addition of an Academic Support Coach	\$ 60,000
Addition of a Secondary Literacy Specialist	\$ 65,000
Addition of a Secondary Math Coach	\$ 40,000
Addition of One-Third of a Pre-K Program Specialist	\$ 23,000
Facilities Study Implementation	\$ 150,000
Living Wage Adjustment	\$ 75,000
Safe Havens/District Safety	\$ 320,000
Expanded Free Breakfast for all K-5 students	\$ 347,333
Addressing Salary Compression	\$ 350,000
Providing Dental/Vision benefit for employees	\$ 500,000

ORANGE COUNTY SCHOOLS

Revised 2014-2015 Recommended Local Budget Summary

<u>REVENUES</u>		2013-2014 Budget	2014-2015 Recommended Budget	
		<u>7666 Students*\$3,269</u>	<u>7863 Students*\$3,444</u>	
2.4110	County Appropriation	\$ 25,060,154	\$ 27,080,172	Superintendent's recommended budget with a \$175 increase per pupil from \$3269 to \$3444 and reflects 197 more students
2.4110.007	County Appropriation - Health	494,000	494,000	
2.4410	Fines & Forfeitures	200,000	200,000	
2.4450	Interest	70,000	68,000	
2.4910	Fund Balance Appropriated	3,263,999	495,050	
TOTAL REVENUES		<u><u>\$ 29,088,153</u></u>	<u><u>\$ 28,337,222</u></u>	

<u>EXPENDITURES</u>		2013-2014 Budget	2014-2015 Recommended Budget	
PRC 001	REGULAR CLASSROOM TEACHERS (Salaries, Supplements, Benefits, Matching Funds, 6th & 9th Grade Academies and Vocational Rehabilitation Match)	\$ 7,424,798	\$ 7,778,664 (1) (2)	Includes the addition of a District Math Specialist and 1/3 of a Pre-K Program Specialist as well as Salary, Supplement and Benefit Increases
PRC 002	CENTRAL OFFICE ADMINISTRATION (Salaries, Supplements and Benefits)	\$ 1,290,674	\$ 1,333,418	Salary, Supplement and Benefit Increases
PRC 003	NON-INSTRUCTIONAL SUPPORT (Custodial, Clerical, Technology, and Substitute Salaries, Benefits and Custodial Contracted Services)	\$ 4,447,651	\$ 4,477,140 (3)	Reduction in Substitute costs, Reduction in Clerical and Custodial Salaries to actual with an increase for Salary, Supplement and Benefit Increases. Also included is \$40K to raise all employees' salary to the Minimum Living Wage set by the BOCC

ORANGE COUNTY SCHOOLS

Revised 2014-2015 Recommended Local Budget Summary

<u>EXPENDITURES</u>		<u>2013-2014 Budget</u>	<u>2014-2015 Recommended Budget</u>	
PRC 005	SCHOOL BUILDING ADMINISTRATION (Principal and Assistant Principal Salaries, Supplements, Benefits and Travel)	\$ 1,043,427	\$ 1,077,934	Salary, Supplement and Benefit Increases
PRC 007	INSTRUCTIONAL SUPPORT (Psychologists, Social Workers, Media Specialists, Guidance Counselors, Nurses, and Literacy Coaches Salaries and Benefits)	\$ 917,374	\$ 959,615 (4)	Includes the addition of a Secondary Literacy Specialist as well as Salary, Supplement and Benefit Increases
PRC 009	NON-CONTRIBUTORY BENEFITS (Longevity, Bonus Leave Payout, Annual Leave Payout and Benefits, Unemployment Insurance, Worker's Comp. Insurance and Life Ins.)	\$ 514,578	\$ 514,578	
PRC 013	CAREER AND TECHNICAL EDUCATION (Voc Ed. Network Certification Tests, Workshops and Student and Employee Travel)	\$ 4,248	\$ -	Increase in State Funding
PRC 015	TECHNOLOGY (Contracted Repairs and Maintenance, Travel, Computer Software and Supplies, and Computer Equipment)	\$ 957,549	\$ 122,000	2013-14 budget included one time funding to purchase the Elem. laptops, to refresh Admin, certified supp. staff & BOE computers & to purchase assistive technology for students in the EC program. 2014-15 budget includes \$100K to purchase laptops for 122 students and 12 teachers.
PRC 024	DSSF (Supplement Pay)	\$ 15,292	\$ 15,505	Supplement and Benefit Increases
PRC 027	TEACHER ASSISTANTS K-3 (Salaries, Substitute Pay and Benefits)	\$ 255,992	\$ 257,266	To reflect budget vs. actual and to reflect Salary and Benefit Increases
PRC 032	EXCEPTIONAL CHILDREN (Salaries, Benefits, Contracted Services, Staff Development, Travel, Supplies & Materials and Furniture & Equipment)	\$ 1,259,566	\$ 1,316,653	Salary, Supplement and Benefit Increases
PRC 034	ACADEMICALLY GIFTED PROGRAM (Teachers, Substitutes, Benefits, Staff Development, and Supplies and Materials)	\$ 349,341	\$ 368,552	Salary, Supplement and Benefit Increases
PRC 035	SCHOOL FOOD SERVICES (Unpaid Charged Meals)	\$ 1,200	\$ 1,000	

ORANGE COUNTY SCHOOLS

Revised 2014-2015 Recommended Local Budget Summary

<u>EXPENDITURES</u>		<u>2013-2014 Budget</u>	<u>2014-2015 Recommended Budget</u>	
PRC 036	TRANSFER TO CHARTER SCHOOLS (Per Pupil Allotment Sent to Charter Schools)	\$ 1,091,847	\$ 1,218,633	Increase of 20 students & increase in County appropriation
PRC 050	TITLE I (Supplement Pay)	\$ 58,485	\$ 70,036	Supplement and Benefit Increases
PRC 054	ENGLISH AS A SECOND LANGUAGE (Teachers, Substitutes, Benefits, Travel and Supplies & Materials)	\$ 320,588	\$ 278,956	One position now paid from additional state PRC 069 funds. Also includes Salary, Supplement and Benefit Increases
PRC 056	TRANSPORTATION (Salaries and Benefits, Repair Parts and Materials, Fuel, Tires & Tubes and Equipment)	\$ 535,943	\$ 406,041 (3)	Increase in State funding. (Route review; increased efficiency; no increased ride time) Also, included is \$35K to raise all employees' salary to the Minimum Living Wage set by the BOCC
PRC 060	IDEA TITLE VI-B (Supplement Pay)	\$ 177,400	\$ 165,754	Adjust to actual and reflect Supplement and Benefit Increases
PRC 061	INSTRUCTIONAL SUPPLIES (IB Exam Fees, Supplies & Materials and Library Books)	\$ 171,392	\$ 221,392	\$50K added for additional classroom materials and supplies
PRC 069	AT RISK STUDENT SERVICES (Salaries, Benefits, Contracted Services, Staff Development, Travel and Supplies & Materials)	\$ 200,000	\$ 260,000 (5)	Includes the addition of an Academic Support Specialist
PRC 103	TITLE II (Salary, Supplement and Benefits)	\$ 48,582	\$ 45,237	25% salary for a clerical support position now paid from PRC 003 offset by increase in Salary, Supplement and Benefits
PRC 701	AFTER SCHOOL PROGRAM (Middle School After School)	\$ 125,000	\$ 125,000	
PRC 706	NON-YELLOW BUS (Activity Buses and Bus Driver Supplements)	\$ 51,578	\$ 53,201	Supplement and Benefit Increases
PRC 801	CURRICULAR SERVICES (Salaries, Benefits, Contracted Services, Printing, Fieldtrips, Travel, Memberships, Supplies & Materials and Science Program Enhancements)	\$ 662,824	\$ 467,952	One time expenditure budgeted in 2013-14 not necessary to budget in 2014-15

ORANGE COUNTY SCHOOLS

Revised 2014-2015 Recommended Local Budget Summary

<u>EXPENDITURES</u>	<u>2013-2014 Budget</u>	<u>2014-2015 Recommended Budget</u>	
PRC 802 OPERATION OF PLANT (Maintenance Salaries, Benefits, District Wide Utilities, Contracted Services, Security Monitoring, Maintenance Projects, Supplies & Materials and Gas & Oil)	\$ 4,530,130	\$ 3,365,295	2013-14 budget included \$1M for the OHS Connector and \$80K to improve school based emergency communications. This offset Salary, Supplement and Benefit increases in 2014-2015. Also, \$100K for Resource Officers was moved to PRC 806, District Safety.
PRC 803 HUMAN RESOURCES (Criminal Records Check, Staff Development, Printing, Magellan Employee Assistance Program, Travel, HRMS Fees, Supplies, SubFinder, Scanning, Recruitment Travel and Recruitment Materials)	\$ 184,252	\$ 119,252	2013-14 budget included a one time expense of \$65K for a salary study
PRC 804 FINANCIAL SERVICES (Copier Costs, Contracted Services, Staff Development, Printing, Travel, Liability, Vehicle & Property Insurance, Student Accident & Boiler Ins., Office Supplies, Fidelity Bond, and Memberships)	\$ 448,325	\$ 448,325	
PRC 805 SUPPORT SERVICES (Mobile Communications, Staff Development and Supplies and Materials)	\$ 31,236	\$ 4,050	2013-2014 budget included \$30,000 for one time contracted services
PRC 806 DISTRICT SAFETY (Resource Officers and Reserve Officers)	\$ -	\$ 180,000	\$100K moved from PRC 802 for Resource Officers and \$80K budgeted for OCS match for Reserve Officers
PRC 807 SAFE HAVENS (Access Control, Security Monitoring)	\$ -	\$ 320,000 (6)	Includes the addition of \$320K to address issues mentioned in the Safe Havens report
PRC 808 FACILITIES STUDY IMPLEMENTATION (Additional Maintenance Position and Additional Maintenance Projects)	\$ -	\$ 197,180 (7) (8)	Includes the restoration of one maintenance position as well as \$150K for additional maintenance projects
PRC 840 DSS FAMILY SOCIAL WORKERS (School Social Workers' Salaries and Benefits)	\$ 387,192	\$ 695,000 (9)	Includes an additional \$307,808 to preserve the Family Specialist/Social Workers
PRC 850 PROJECT GRADUATION (Contracted Services and Supplies & Materials)	\$ 12,000	\$ 12,000	

ORANGE COUNTY SCHOOLS

Revised 2014-2015 Recommended Local Budget Summary

<u>EXPENDITURES</u>		<u>2013-2014 Budget</u>	<u>2014-2015 Recommended Budget</u>	
PRC 851	CULTURAL ARTS (Supplements, Benefits, Contracted Services and Supplies & Materials)	\$ 86,667	\$ 86,667	
PRC 854	BAND (Band Instrument Repair and Band Grants to Schools)	\$ 67,240	\$ 67,240	
PRC 860	ATHLETICS (Supplements, Benefits, Catastrophic Insurance and Athletic Grants to Schools)	\$ 629,203	\$ 631,117	Benefit Increases
PRC 861	CO-CURRICULAR CLUBS (Supplements, Benefits and Supplies and Materials)	\$ 49,522	\$ 49,657	Benefit Increases
PRC 890	BOARD OF EDUCATION (Salaries, Benefits, Contracted Services, Workshops, Travel and Supplies)	\$ 90,036	\$ 57,674	2013-2014 included \$47,000 for contracted services for policy updates. The expense for policy updates in 2014-2015 will be \$14,633.
PRC 891	EXECUTIVE ADMINISTRATION (Awards & Recognitions, Office Postage, Supplies and Materials and Staff Development)	\$ 26,574	\$ 29,050	Increases in staff development and membership fees and dues
PRC 892	BOARD AND ADMINISTRATION SUPPORT (Memberships & Fees, Legal Fees, Internal Auditor's Salary and Benefits and External Audit Costs)	\$ 535,800	\$ 452,800	Reduction in School Safety Contingency offset by an increase to PRC 807, Safe Havens
PRC 900	PUBLIC RELATIONS (Salary, Benefits, Printing/Promotional Materials, Supplies, and Membership Fees)	\$ 84,648	\$ 87,388	Increase in Salary and Benefits
	TOTAL EXPENSES	<u>\$ 29,088,153</u>	<u>\$ 28,337,222</u>	

(1) Add District Math Specialist \$40,000

(2) Add One-Third Pre-K Program Specialist \$23,000

(3) Raise All Employees' Salary to the Minimum Living Wage set by the BOCC \$75,000

ORANGE COUNTY SCHOOLS
Revised 2014-2015 Recommended Local Budget Summary

- (4) Add Secondary Literacy Specialist \$65,000
- (5) Add Academic Support Specialist \$60,000
- (6) Allocate Funds to Address Safe Havens Report \$320,000
- (7) Restore Maintenance Position \$47,180
- (8) Increase Funding to Address Deferred Maintenance \$150,000
- (9) Preserve Family Specialist/Social Workers \$307,808

**Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Budget
2014-2015**

Description	Proposed Budget
Operating Revenue Budget	
County Appropriation	\$ 27,080,172
County Appropriation - Fair Funding	494,000
Fines and Forfeitures	200,000
Interest Earned on Investments	68,000
Fund Balance Appropriated	495,050
	<hr/>
Total	\$ 28,337,222

Operating Expenditure Budget

PRC 001 - Classroom Teachers	\$ 7,778,664
PRC 002 - Central Office Administration	1,333,418
PRC 003 - Non-Instructional Support	4,477,140
PRC 005 - School Building Administration	1,077,934
PRC 007 - Instructional Support	959,615
PRC 009 - Non-Contributory Benefits	514,578
PRC 013 - Career and Technical Education	-
PRC 015 - Technology	122,000
PRC 024 - DSSF	15,505
PRC 027 - Teacher Assistants	257,266
PRC 032 - Exceptional Children	1,316,653

**Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Budget
2014-2015**

Description	Proposed Budget
Operating Expenditure Budget (Cont'd)	
PRC 034 - Academically Gifted Program	\$ 368,552
PRC 035 - School Food Services	1,000
PRC 036 - Transfer to Charter Schools	1,218,633
PRC 050 - Title I	70,036
PRC 054 - English as a Second Language	278,956
PRC 056 - Transportation	406,041
PRC 060 - IDEA Title VI-B	165,754
PRC 061 - Instructional Supplies	221,392
PRC 069 - At Risk Student Services	260,000
PRC 103 - Literacy Support	45,237
PRC 701 - After School Program	125,000
PRC 706 - Non-Yellow Bus	53,201
PRC 801 - Curricular Services	467,952
PRC 802 - Operation of Plant	3,365,295
PRC 803 - Human Resources	119,252
PRC 804 - Financial Services	448,325
PRC 805 - Support Services	4,050
PRC 806 - District Safety	180,000
PRC 807 - Safe Havens	320,000
PRC 808 - Facilities Study Implementation	197,180
PRC 840 - DSS Family Social Workers	695,000
PRC 850 - Project Graduation	12,000
PRC 851 - Cultural Arts	86,667
PRC 854 - Band	67,240
PRC 860 - Athletics	631,117

Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Budget
2014-2015

Description	Proposed Budget
Operating Expenditure Budget (Cont'd)	
PRC 861 - Co-Curricular Clubs	\$ 49,657
PRC 890 - Board of Education	57,674
PRC 891 - Executive Administration	29,050
PRC 892 - Board and Administration Support	452,800
PRC 900 - Public Relations	87,388
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Total	\$ 28,337,222
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**Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Budget Reconciliation
2014-2015**

Description	2013-2014 Budget	Increase/ (Decrease)	2014-2015 Proposed Budget
Operating Revenue Budget			
County Appropriation	\$ 25,060,154	\$ 2,020,018	\$ 27,080,172
County Appropriation - Fair Funding	494,000	-	494,000
Fines and Forfeitures	200,000	-	200,000
Interest Earned on Investments	70,000	(2,000)	68,000
Fund Balance Appropriated	3,263,999	(2,768,949)	495,050
Total	\$ 29,088,153	\$ (750,931)	\$ 28,337,222

Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Expenditures by Program Report Code (PRC)
X.XXXX.XXX.XXX
2014-2015

Description	2013-2014 Budget	Increase/ (Decrease)	2014-2015 Proposed Budget
Operating Expenditure Budget			
PRC 001 - Classroom Teachers	\$ 7,424,798	\$ 353,866	\$ 7,778,664
PRC 002 - Central Office Administration	1,290,674	42,744	1,333,418
PRC 003 - Non-Instructional Support	4,447,651	29,489	4,477,140
PRC 005 - School Building Administration	1,043,427	34,507	1,077,934
PRC 007 - Instructional Support	917,374	42,241	959,615
PRC 009 - Non-Contributory Benefits	514,577	1	514,578
PRC 013 - Career and Technical Education	4,248	(4,248)	-
PRC 015 - Technology	957,549	(835,549)	122,000
PRC 024 - DSSF	15,292	213	15,505
PRC 027 - Teacher Assistants	255,992	1,274	257,266
PRC 032 - Exceptional Children	1,259,566	57,087	1,316,653
PRC 034 - Academically Gifted Program	349,341	19,211	368,552
PRC 035 - School Food Services	1,200	(200)	1,000
PRC 036 - Transfer to Charter Schools	1,091,847	126,786	1,218,633
PRC 050 - Title I	58,485	11,551	70,036
PRC 054 - English as a Second Language	320,588	(41,632)	278,956
PRC 056 - Transportation	535,943	(129,902)	406,041
PRC 060 - IDEA Title VI-B	177,400	(11,646)	165,754
PRC 061 - Instructional Supplies	171,392	50,000	221,392
PRC 069 - At Risk Student Services	200,000	60,000	260,000
PRC 103 - Literacy Support	48,582	(3,345)	45,237
PRC 701 - After School Program	125,000	-	125,000
PRC 706 - Non-Yellow Bus	51,578	1,623	53,201
PRC 801 - Curricular Services	662,824	(194,872)	467,952
PRC 802 - Operation of Plant	4,530,130	(1,164,835)	3,365,295

Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Expenditures by Program Report Code (PRC)
X.XXXX.XXX.XXX
2014-2015

Description	2013-2014 Budget	Increase/ (Decrease)	2014-2015 Proposed Budget
Operating Expenditure Budget (Cont'd)			
PRC 803 - Human Resources	\$ 184,252	\$ (65,000)	\$ 119,252
PRC 804 - Financial Services	448,325	-	448,325
PRC 805 - Support Services	31,236	(27,186)	4,050
PRC 806 - District Safety	-	180,000	180,000
PRC 807 - Safe Havens	-	320,000	320,000
PRC 808 - Facilities Study Implementation	-	197,180	197,180
PRC 840 - DSS Family Social Workers	387,192	307,808	695,000
PRC 850 - Project Graduation	12,000	-	12,000
PRC 851 - Cultural Arts	86,667	-	86,667
PRC 854 - Band	67,240	-	67,240
PRC 860 - Athletics	629,203	1,914	631,117
PRC 861 - Co-Curricular Clubs	49,522	135	49,657
PRC 890 - Board of Education	90,036	(32,362)	57,674
PRC 891 - Executive Administration	26,574	2,476	29,050
PRC 892 - Board and Administration Support	535,800	(83,000)	452,800
PRC 900 - Public Relations	84,648	2,740	87,388
Total	\$ 29,088,153	\$ (750,931)	\$ 28,337,222

Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Expenditures by Purpose Code
X.XXXX.XXX.XXX
2014-2015

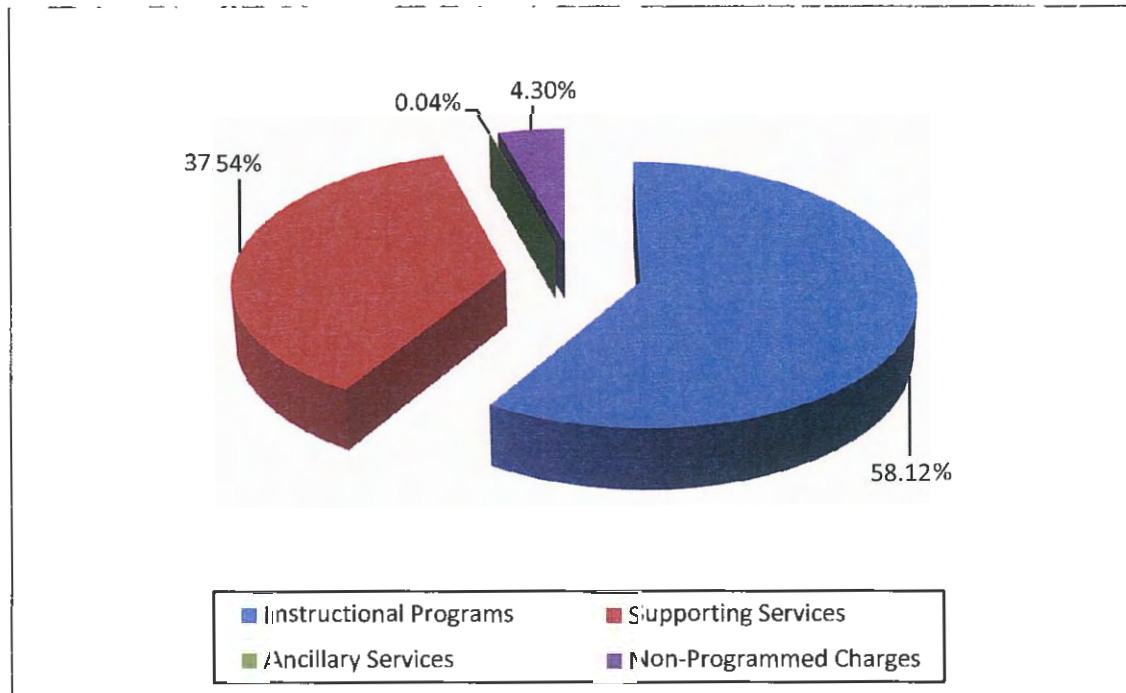
Description	2013-2014 Budget	2014-2015 Proposed Budget	Increase/ (Decrease)	Proposed % Mix
Operating Expenditure Budget				
INSTRUCTIONAL SERVICES				
5100 - Regular Instructional Services	\$ 8,412,932	\$ 8,734,213	\$ 321,281	30.82%
5200 - Special Population Services	2,206,757	2,231,162	24,405	7.87%
5300 - Alternative Programs and Services	652,991	1,048,115	395,124	3.70%
5400 - School Leadership Services	1,942,343	1,963,669	21,326	6.93%
5500 - Co-Curricular Services	934,829	937,019	2,190	3.31%
5800 - School Based Support Services	1,531,458	1,555,679	24,221	5.49%
TOTAL	<u>\$ 15,681,310</u>	<u>\$ 16,469,857</u>	<u>\$ 788,547</u>	<u>58.12%</u>
SYSTEM-WIDE SUPPORT SERVICES				
6100 - Support and Development Services	\$ 2,587,807	\$ 1,830,444	\$ (757,363)	6.46%
6200 - Special Population Support and Development Services	112,119	112,047	(72)	0.40%
6300 - Alternative Programs and Services Support and Development Services	17	17	-	0.00%
6400 - Technology Support Services	676,034	698,378	22,344	2.46%
6500 - Operational Support Services	6,045,191	5,165,867	(879,324)	18.23%
6600 - Financial and Human Resource Services	1,247,095	1,194,112	(52,983)	4.21%
6700 - Accountability Services	211,370	216,538	5,168	0.76%
6800 - System-wide Pupil Support Services	12,000	12,000	-	0.04%
6900 - Policy, Leadership and Public Relations Services	1,411,744	1,407,586	(4,158)	4.97%
TOTAL	<u>\$ 12,303,377</u>	<u>\$ 10,636,989</u>	<u>\$ (1,666,388)</u>	<u>37.54%</u>

Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Expenditures by Purpose Code
X.XXXX.XXX.XXX
2014-2015

Description	2013-2014 Budget	2014-2015 Proposed Budget	Increase/ (Decrease)	Proposed % Mix
Operating Expenditure Budget (Cont'd)				
ANCILLARY SERVICES				
7100 - Community Services	\$ 82	\$ 82	\$ -	0.00%
7200 - Nutrition Services	11,537	11,661	124	0.04%
TOTAL	<u>\$ 11,619</u>	<u>\$ 11,743</u>	<u>\$ 124</u>	<u>0.04%</u>
NON-PROGRAMMED CHARGES				
8100 - Payments to Other Governmental Units	\$ 1,091,847	\$ 1,218,633	\$ 126,786	4.30%
TOTAL	<u>\$ 1,091,847</u>	<u>\$ 1,218,633</u>	<u>\$ 126,786</u>	<u>4.30%</u>
TOTAL OPERATING BUDGET	<u>\$ 29,088,153</u>	<u>\$ 28,337,222</u>	<u>\$ (750,931)</u>	<u>100.00%</u>

**Orange County Schools
 Revised Local Current Expense Budget Proposal
 Proposed Operating Expenditures by Purpose Code
 2014-2015**

Description	Budget	%
Instructional Programs	\$ 16,469,857	58.12%
Supporting Services	10,636,989	37.54%
Ancillary Services	11,743	0.04%
Non-Programmed Charges	1,218,633	4.30%
Total	\$ 28,337,222	100.00%

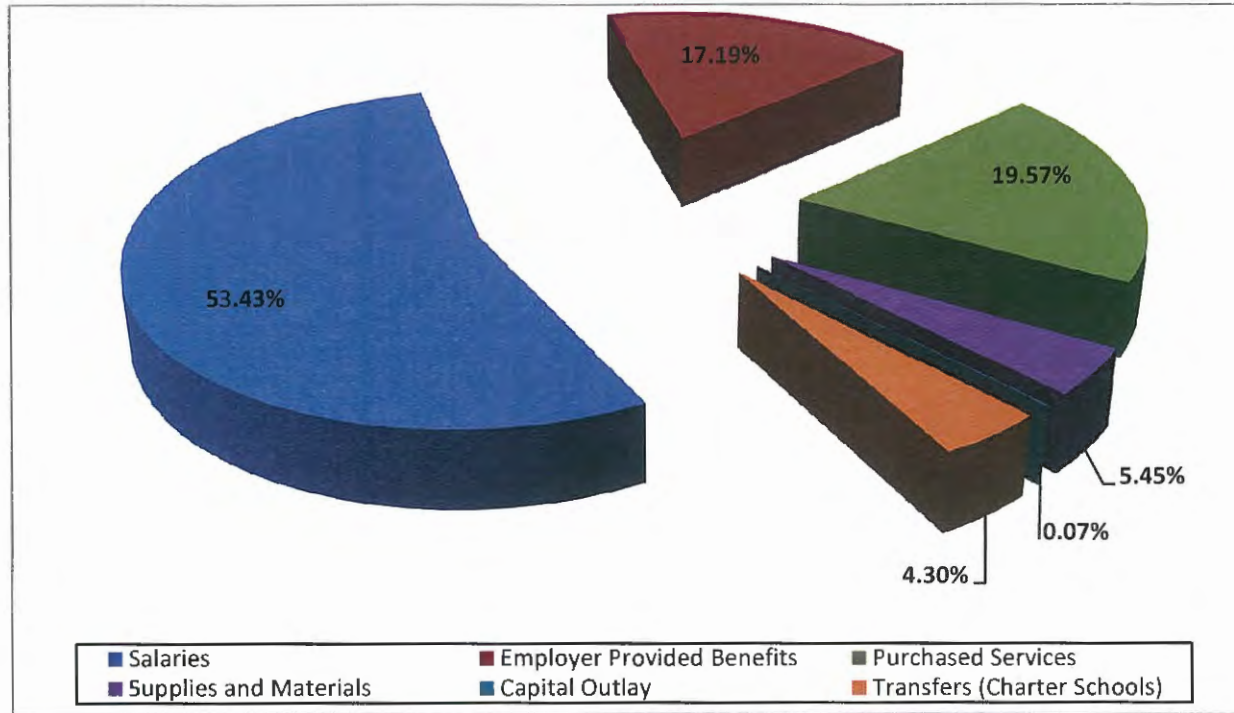


Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Expenditures by Object Code
X.XXXX.XXX.XXX
2014-2015

Description	2013-2014 Budget	2014-2015 Proposed Budget	Increase (Decrease)	Proposed % Mix
Operating Expenditure Budget				
100 - Salaries	\$ 14,741,250	\$ 15,139,649	\$ 398,399	53.43%
200 - Employer Provided Benefits	4,656,018	4,868,323	212,305	17.19%
300 - Purchased Services	5,496,393	5,546,204	49,811	19.57%
400 - Supplies and Materials	2,053,288	1,543,413	(509,875)	5.45%
500 - Capital Outlay	1,049,357	21,000	(1,028,357)	0.07%
700 - Transfers (Charter Schools)	1,091,847	1,218,633	126,786	4.30%
TOTAL	<u>\$ 29,088,153</u>	<u>\$ 28,337,222</u>	<u>\$ (750,931)</u>	<u>100.00%</u>

Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Expenditures by Object Code
2014-2015

Description	Budget	%
Salaries	\$ 15,139,649	53.43%
Employer Provided Benefits	4,868,323	17.19%
Purchased Services	5,546,204	19.57%
Supplies and Materials	1,543,413	5.45%
Capital Outlay	21,000	0.07%
Transfers (Charter Schools)	1,218,633	4.30%
Total	\$ 28,337,222	100.00%

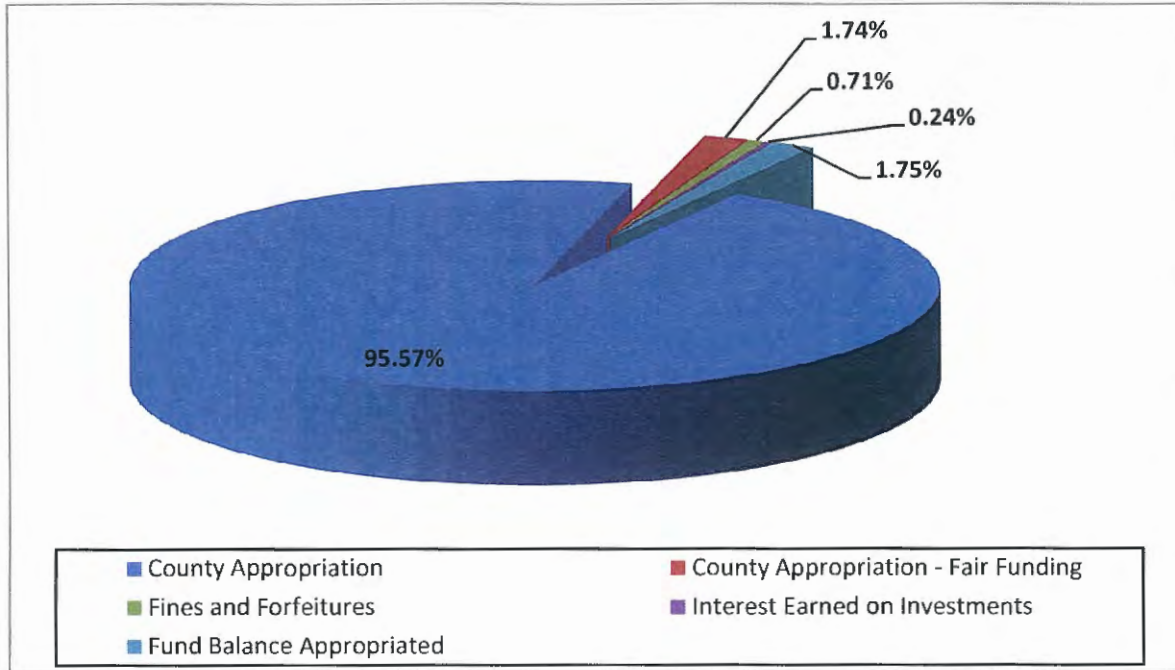


Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Operating Revenues by Source
2014-2015

Description	2013-2014 Budget	2014-2015 Proposed Budget	Increase/ (Decrease)	Proposed % Mix
Operating Revenue Budget				
County Funding:				
County Appropriation	\$ 25,060,154	\$ 27,080,172	\$ 2,020,018	95.57%
County Appropriation - Fair Funding	494,000	494,000	-	1.74%
Total County Funding	<u>25,554,154</u>	<u>27,574,172</u>	<u>2,020,018</u>	<u>97.32%</u>
Fines and Forfeitures	200,000	200,000	-	0.71%
Interest Earned On Investments	70,000	68,000	(2,000)	0.24%
Fund Balance Appropriated	<u>3,263,999</u>	<u>495,050</u>	<u>(2,768,949)</u>	<u>1.75%</u>
Total	<u>\$ 29,088,153</u>	<u>\$ 28,337,222</u>	<u>\$ (750,931)</u>	<u>100.00%</u>

**Orange County Schools
Revised Local Current Expense Budget Proposal
Proposed Revenue by Source
2014-2015**

Description	Budget	%
County Appropriation	\$ 27,080,172	95.57%
County Appropriation - Fair Funding	494,000	1.74%
Fines and Forfeitures	200,000	0.71%
Interest Earned on Investments	68,000	0.24%
Fund Balance Appropriated	495,050	1.75%
Total	\$ 28,337,222	100.00%





Initiative: Contract a District Math Specialist to work with secondary math teachers.

Implementation Timeline and Budget Needed

2014-2015	Amount	Notes
Contract with a secondary math specialist	\$40,000	This is non- recurring expenditure

Expected Results

When we look at the data below, it is indicative that our teachers need in-depth work with alignment of the math standards to the courses. A math specialist will be able to work with middle school on differentiation in the math plus classes and implementing the math practices. With high and middle school, a math specialist will be able to work specifically with the curriculum in Math 1. High school math teachers are still trying to capture the Math II and Math III curriculum. In addition, a fourth math course will be developed by the state and curriculum is unknown at this point. Professional development and PLC work is needed across the district. We have hired a consultant previously to work with middle school math this school year. She was able to offer professional development for 3 sessions. This PD was well-received by teachers and the time to work on alignment together as a district was very effective. However, best practice indicates that PD should be embedded on a consistent basis to make a shift in teaching and understanding.

Evidence or Reasoning for this Recommendation

It is an expectation that we would see a drop in proficiency scores when standards are re-aligned. We dropped approximately 40 % in 6th – 8th and also in Math I.

Grade Level	2012-2013 EOG Math Proficiency (%)
6 th grade	45 %
7 th grade	40.4 %
8 th grade	41.2 %
Math 1 (includes Middle and High School)	36.8 %

Contact Person: Patricia Harris, Director for College and Career Readiness, 919-245.4005 ext 17001



Initiative: 33% Funding requested for a 12 Month Pre-school Program Specialist

Implementation Timeline and Budget Needed

2013-2014	Amount	Notes
Additional position: PK Program Specialist	33% Salary and benefits of Approximately \$23,000.00 per year; remaining funding will come from Title I	Individual must possess a BK license. This is a 12 month position due to NC Child Find in-take and referral processes. This is a recurring expense.

Expected Results

- Coordination of PK services including Title 1 PK classes and EC separate classes
- Increased PK proficiency with concepts needed for Kindergarten
- Ongoing, embedded Professional development focused on language development, curriculum implementation and other PK related topics
- Maintain 5 star child care licenses in Title 1 classrooms
- Implementation of PK Curriculum—Creative Curriculum Gold
- Increased student outcomes as measured by the Dial 4 and Creative Curriculum Gold formative and summative assessments

Evidence or Reasoning for this Recommendation

Currently, Orange County Schools maintains 4 classes Title 1/Blended Pre-kindergarten classes (64 students) and 2 low incidence classes for students with disabilities (8 students) as well as housing 3 Headstart PK classrooms. In addition, there are 9 students with disabilities served in a 2 playgroups each meeting 2 times a week for 90 minutes and 8 students served itinerantly in their daycare settings. Students receiving speech only services (48 students) are served in a variety of settings throughout the district and 6 students are served at the Children’s Learning Center. **Between the EC services and Title1/blended classrooms, 145 children are served in Orange County Schools PK programs.**

Presently, the duties listed below are divided between 3 individuals. The goal of the proposed position is to bring consistency of programming as well as a single point of contact for families, staff and the district.

The PK program specialist would be responsible for the following:

- Coordinate the EC referral and placement process
- Facilitate and participate on the Trans-disciplinary Play-Based Assessment Team
- Provide coordination and maintenance of placements of PK students with disabilities
- Coordinate and participate in referral meetings from outside agencies including the CDSA, HeadStart, physician's offices and parents
- Coordinate the Title 1 application and enrollment process for PK classes
- Coordinate the Title 1 PK assessment process
- Conduct observations in all PK classes to ensure high quality instructional practices and implementation of the PK curriculum
- Coordinate and/or conduct professional development as needed.
- Monitor the Continuous Improvement Performance Plan Indicators (8 and 12)
- Monitor the compliance of licensing requirements for the PK classrooms to maintain 5 star facilities
- Participate in classroom Walk-Throughs with site-based Administration to build a cohesive model and district agreement of high quality Pre-K instruction
- Conduct Peer observations of teachers and related services personnel

Contact Person: Dr. Lisa Napp, Director of Elementary Instruction



Initiative: Raise the rate of pay for identified employees to that of the Living Wage as defined by Orange County Government

Implementation Timeline and Budget Needed

2014-2015	Amount	Notes
Raise the pay rate of identified employees who currently earn an hourly rate below the Living Wage, as defined by Orange County Government, which is currently \$10.97 per hour	\$75,000	Estimates are based on trends for each of the groups identified below

Expected Results

Improvement of salaries of the lowest paid employees in the district will improve morale as well as address the Orange County Board of Commissioners' goal of social justice.

Evidence or Reasoning for this Recommendation

At their September 2, 2010, regular meeting, the Orange County Board of County Commissioners adopted a Social Justice Goal for Orange County. The Vision for Social Justice includes an objective for "Ensuring economic self-sufficiency by fostering a sustainable community in which individuals can sufficiently provide for the physical, social, and mental needs of themselves and their dependents, and by providing safety net mechanisms for those who find themselves unable to do so." One of the specific actions to be implemented to ensure 'economic self-sufficiency' is to provide a living wage.

For the 2013-14 fiscal year, the Living Wage is \$10.97 per hour. Based on a review of all employees, some employees in the following groups would be impacted by an increase in their minimum hourly rate to the Living Wage (\$10.97). Not all employees in each of these groups would be impacted as they currently make more than the Living Wage.

- **Child Nutrition Substitutes** – currently child nutrition substitutes are paid an hourly rate of \$9.15 per hour, a difference of \$1.82 per hour.
- **After School Site Employees (Hourly)** – there are currently 17 after school employees who are not otherwise employed in another capacity by Orange County Schools; 9 of these employees earn less than the current Living Wage, between \$.32 and \$3.58 less per hour.
- **After School Substitutes** – currently there are 6 substitutes who serve in the After School Program and are paid \$3.58 less per hour than the Living Wage.
- **Substitute Teachers** – non-licensed substitute teachers earn \$75.00 per day; for a 7.5 hour day, that's \$10.00 per hour, a difference of \$.97 per hour.



Initiative: Add a Secondary Literacy Specialist position to share at OHS and CRHS

Implementation Timeline and Budget Needed

2014-2015	Amount	Notes
Hire a Secondary Literacy Specialist for OHS and for CRHS	\$65,000	10 month position & recurring expenditure

Expected Results

Since the implementation of literacy coaches K-8 in 2008 in OCS, the district's reading performance as measured by the 3-8th End-of-Grade reading test has increased 16.17% as compared to the state's average. By placing a literacy specialist in high school, we can maintain this trend. We will reduce the number of students not reading on grade level by offering targeted reading intervention thru 12th grade. Likewise, we will increase the reading level of student's already at or above grade level to meet the demands of college and career text levels. The Literacy Specialist will offer job-embedded professional development to content-area teachers who need reading and writing strategies to increase student reading comprehension in their subject areas. The Literacy Specialist will offer professional development to reading interventionists who analyze assessment data to determine why a reader is not reading with comprehension one level higher and offer targeted, daily instruction to meet a student's greatest area of need as a reader.

Evidence or Reasoning for this Recommendation

Based on rising 9th grade Whole-to-Part assessment data, 43% or 144 out of 335 students at CRHS and 39% or 133 out of 342 students at OHS are reading below grade level.

Reading Level	%	Level of Support Needed
8 th grade	25%	Moderate by content area teachers
5 th -7 th grade	63%	Strategic by content area teachers and reading interventionists
5 th grade & below	12%	Intensive by reading interventionist and literacy coach working with content area teachers

Based on EVAAS data, 49% or 281 8th graders are projected to have 40% or less proficiency on the 8th grade end-of-grade reading test.

Based on EVAAS data, 44% or 279 10th graders are projected to have 40% or less proficiency on the English II end-of-course reading test.

Based on NC ACT benchmark percentages, 62.6% of students at CRHS and 25% at OHS met proficiency on the reading portion of the ACT; 48.5% at CRHS and 45% at OHS met writing proficiency.

Contact Person: Vickie Smith, Director of Literacy 245.4001 ext 1550



INITIATIVE: Academic Support Specialist

Implementation Timeline and Budget Needed

Notes	Amount	2014-15
This amount represents the estimated total for salary and benefits. This is a recurring expense.	\$60,000	hire in summer and implement in the fall

Expected Results

The role of the academic support specialist would be to assist district leaders and schools in decreasing achievement gaps that exist for minority populations. The position would focus on data driven decision making, culturally proficient practices, and establishing equity teams and practices in schools. Staff development would be provided to school leaders in the area of culturally proficient teaching practices. The academic support specialist would work with the C&I team to establish areas within core curriculum and ongoing staff development that could infuse culturally proficient practices. A comprehensive district plan would be created to address achievement gap issues. The overall expected result would be a decrease in the achievement gaps between white and minority students and increase overall student growth.

Evidence or Reasoning for this Recommendation

The Achievement Gap is one of the nation's largest and most challenging educational reform topics (Lewis, Simon, Uzzell, Horwitz, & Casserly, 2010; Singham, 2003; 2005). Districts in essentially every state spend countless hours and resources investigating and implementing strategies to close the Achievement Gap and create schools that educate all children regardless of ethnicity. In their book, *Cultural Proficiency*, Lindsey et al. (2003) suggested that in the educational landscape today, teachers must not only understand their pedagogy, but must also utilize culturally proficient teaching strategies. Gay (2002) states, "Culturally responsive teaching can be defined as using the cultural knowledge, prior experiences, frames of reference, and performance styles of ethnically diverse students to make learning encounters more relevant and effective for them. It teaches to and through the strengths of these students. It is validating and affirming" (Gay, 2002, p. 29). According to researchers such as Donna Ford (1993) and Claude Steele (1997); "The extent to which students feel personally accepted, respected, included, and supported at school may be

an important factor in supporting academic achievement of minority youth. Although a sense of school belonging is important for all students, it may be especially critical to the academic survival of those students who are more likely to feel alienated and unaccepted in an environment whose values and beliefs seem incompatible with their own.”

The disaggregated student achievement data for Orange County Schools reveals that there is a need for increased achievement among minority populations. According to 2012-2013 EOG scores, African American and Hispanic students score significantly lower than white students in the areas of reading and math. One area specifically mentioned in the mission of Orange County Schools is to create challenging and engaging educational experiences for students. A core belief for Orange County Schools is to have outstanding student achievement and individual success. Orange County Schools is committed to serving all students regardless of ethnicity. In order to meet these district goals, a new position is being requested for an academic support specialist.

The role of an academic support specialist would include the following:

- ☐ district staff development in culturally proficient practices
- ☐ district data analysis
- ☐ collaboration with curriculum directors
- ☐ coaching for principals in equity
- ☐ facilitating a district equity advisory team
- ☐ researching best practices for closing achievement gaps
- ☐ Infusing equity practices with other district programs such as PBIS, literacy, Rtl, counseling services, etc.

The academic support specialist would report to the Chief Academic Officer.

The following chart outlines the gaps between White and African American students and White and Hispanic students for the 2012-2013 academic year. The following scores represent the actual gap totals and not the proficiency scores. For example, in the area of reading in 3rd grade, The gap between White students and African American students is 34.2 points. White students in 3rd grade scored 30.3 points higher in literacy in comparison with Hispanic students.

Grade	Reading		Math		Science	
	African American	Hispanic	African American	Hispanic	African American	Hispanic
3	34.2	30.3	46.9	28.8		
4	43.6	42	46.3	34.3		
5	28.5	33.7	42.5	23.6	36.6	21.6
6	29.7	37.9	35.9	28		
7	27.9	26.5	27.4	22.1		
8	29	20.7	31.7	21.9	33.9	9.8



**Initiative: Safe Havens Report Recommendations-Phase I Implementation:
Access Control/Enhanced Electronic Observations of School Properties**

Implementation Timeline and Budget Needed

2014-2015	Amount	Notes
Identify and install initial phases of access Systems and campus surveillance on all School campuses	\$320,000	This is a non-recurring cost.

Expected Results

- *Safer school campuses
- *Long-term solutions for building access and reliable surveillance systems are implemented.
- *Best practices adopted for how these tools are utilized and maintained.

Evidence or Reasoning for this Recommendation

Safe Havens International, a firm internationally recognized for their expertise in school safety, surveyed all District facilities and made recommendations for security enhancements and physical plant modifications at some facilities. Access control and enhanced electronic observation tools were two key areas where the District could experience some significant benefits relatively quickly. Through assistance from Safe Havens, OCS will identify specific technological applications that would provide a long-term solution to address both of these critical issues. While future capital appropriations would be needed to continue implementation of the Report's findings and recommendations, this important first step would make all schools and District buildings safer now.

Contact Person(s): Pam Jones, Interim Director of Auxiliary Services



Initiative: Restore a maintenance position to address identified significant areas of deferred maintenance throughout the district

Implementation Timeline and Budget Needed

2014-2015	Amount	Notes
Restore a Maintenance Technician position	\$47,180	Restoring a cut position; recurring expense; includes salary and benefit costs

Expected Results

Restoring a previously frozen position (vacancy from 2010 - 2011 timeframe that went unfilled) will allow the District to hire a Maintenance Technician with varying skills in carpentry, construction, painting, etc. who can work with the current staff to address items identified as deferred maintenance in the recent facilities study. Though this will not completely remedy the issues associated with deferred maintenance, staffing a position will provide more depth in the Maintenance Department to begin addressing the most pressing needs.

Evidence or Reasoning for this Recommendation

Refer to the recent Facilities Assessment for the catalog of deferred maintenance issues throughout the district.

Additional evidence:

- **Student Growth** – increase since 2007-08 (6,964) more than 600 students to the current 7,576 students (Month 4 Principals' Monthly Report Student Membership number)
- **Increase in facilities/square footage, with no increase in Maintenance personnel** – Gravelly Hill Middle School (2006); Partnership Academy (separate facility 2006); Administrative Annex (2012); Additional athletic fields/grounds maintenance with opening new facilities
- **Industry standards (square footage by employee)** – 2005 International Facility Management Association (IFMA) survey recommends a staffing ratio of 1 maintenance FTE (full time equivalent) position per 47,000 square feet; total district building square footage is 1,378,432, which at a ratio of 1:47,000 is a total of 29 FTE positions. There are currently 18 FTE positions in Maintenance.

Contact Person: Pam Jones, Interim Executive Director of Auxiliary Services



Initiative: Facilities Assessment Projects

Implementation Timeline and Budget Needed

2014-2015	Amount	Notes
An increase in the Maintenance Budget to address deferred maintenance and projects identified in the Facilities Assessment	\$150,000	Recurring cost

Expected Results

Improved facilities

Evidence or Reasoning for this Recommendation

During the 2013-14 school year, the district completed a Facilities Assessment. The Assessment identified a multitude of projects and areas of concern that need to be addressed. Many of these are the result of deferred maintenance, which has occurred since the initial budget decline in the mid- to late-2000s. The total estimate for the Facilities Assessment was a minimum of \$160,000,000 to address all needs. These funds will be for specific projects that may be more easily addressed with contracted services and having these as operating funds rather than in a specific position, which is a separate business case.

Contact Person(s): Pam Jones, Interim Director of Auxiliary Services



Initiative:

Funding School Social Workers/Family Specialists at each of the District's Schools

Implementation Timeline and Budget Needed

2013-2014	Amount	Notes
Fund and hire 8 School Social Workers to replace the D.S.S. Family Specialist Social Worker positions lost to the changes to/ reductions in Medicaid.	\$307,808	This is a recurring expenditure.

Expected Results

To provide services to our most needy students and their families.

Evidence or Reasoning for this Recommendation

Orange County Schools currently has four (4) district-based Social Workers (PES, ALS, CRHS and HES/PA) and eight (8) Family Specialist Social Workers through the Orange County Department of Social Services. The D.S.S. positions have historically been able to bill Medicaid for the services they provide to our students and families. These funds offset the cost of their salaries and benefits. The D.S.S. Family Specialist Social Workers will no longer be able to bill Medicaid and the Department of Social Services does not have the funding to support these positions.

The Social Workers provide critical services for our most needy students and their families. The loss of these positions will negatively impact the programs and safety nets we currently provide. The four (4) current OCS Social Workers will not be able to adequately or appropriately serve the needs of all of our students and families.

OCS currently budgets \$387,192 to fund the District's four (4) Social Workers and to cover the salaries and benefits of the D.S.S. Family Specialist Social Workers that are not funded through Medicaid. To fully fund Social Workers at each of the schools, the District would have to increase the budget by \$307,808 for a total budget of \$695,000.

**Orange County Schools
Revised Budget Calendar
Fiscal Year 2014-2015**

OCS – Board Approval	February 24, 2014	OCS Board of Education review/approval of Fiscal Year 2014-19 Capital Investment Plan
OCS – FY 2014-2019 Capital Investment Plan	February, 2014	FY 2014-19 Capital Investment Plan due to Orange County Financial Services from Orange County Schools
BOCC – Capital Investment Plan	March 11, 2014	Manager presents 2014-2019 Capital Investment Plan to Board of County Commissioners (Regular Work Session)
OCS – Budget Recommendation	March 24, 2014	Formal presentation made to Board of Education by the Superintendent on “Budget Recommendations”
BOCC – CIP Follow-up	April 10, 2014	Capital Investment Plan follow-up with BOCC (Budget Work Session)
OCS – Budget Consideration (Public Hearing) OCS – Work Session	April 14, 2014 7:00 P.M.	Public Hearing – Capital Funds Budget And Local Current Expense Budget. Board of Education participates in Budget Work session.
OCS – Budget Distribution	April 22, 2014	Draft Budget due to County Commissioners From Orange County Schools
OCS – Board Approval	April 28, 2014	Board of Education Adopts Local Current Expense Budget
OCS – Budget Distribution	April 29, 2014	Budget due to County Commissioners From Orange County Schools
BOCC – Work Session	April 29, 2014	Boards of Education Fiscal Year 2014-15 Budget Presentations to BOCC @ Work Session
BOCC – Work Session	May 15, 2014	Board of County Commissioners participates in CIP follow-up and Budget Drivers for 2014-15. (Budget Work Session)
BOCC – Manager Presents	May 20, 2014	Manager presents Fiscal Year 2014-15 Annual Operating Budget to Board of County Commissioners
BOCC – Budget Consideration	May 22, 2014	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings
BOCC – Budget Consideration	May 29, 2014	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings
BOCC – Work Session Discussion of School Budgets	June 5, 2014	Board of County Commissioners Participates in Board of Education Budget Work Session
BOCC – County Commissioners Adoption of Budget	June 17, 2014	County Commissioners adopt Fiscal Year 2014-15 Annual Operating Budget and 2014-19 Capital Investment Plan
OCS – Continuation Budget Approval	June 23, 2014	Board of Education adopts Continuation Budget