



2008–2009 CMC SS BUDGET

Adopted by County Commission September 8, 2008

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2008-09 School System Budget

The FY 2008-09 Budget Request reflects the School Board's Goals and System's Strategic Plan for improving student achievement and is consistent with the Governor's proposed budget initiatives, as well as Federal "No Child Left Behind" mandates. Our proposed budget seeks to present a viable and fiscally sound plan that aligns resources and focuses on our commitment to address the needs of all of our children.

Initiatives include addressing student enrollment growth; opening of the new West Creek Elementary School; the new Middle College High School at Austin Peay State University; preliminarily earmarking resources for negotiating a proposed pay policy; meeting the needs of our at-risk student population, and improving our high school graduation rate.

Recognizing the tremendous gap that exists between student needs and the availability of financial resources to support those needs, the proposed budget does not address all of the needs of the district. It does lay a solid foundation for an incremental approach to implementation over the next several years. The Senior Leadership Team and Principals' efforts to analyze data have resulted in the most critical needs being

targeted. This budget draft as proposed is in balance with projected revenue. The request addresses resources that are essential for maintaining the current level and quality of services that are needed for student success. However, a major concern is the fiscal impact that opening two new schools will have on the General Purpose and Transportation Fund during FY 2009-10.

The presentation of this balanced budget reflects our commitment to being fiscally responsible. It is imperative for all citizens to work cooperatively if we are to raise the value of education in Clarksville and Montgomery County. The continued prosperity of our community requires that education be of the highest quality.

Respectfully submitted,

A handwritten signature in black ink that reads "Michael T. Harris". The signature is written in a cursive style.

Michael T. Harris, Director of Schools

The State of CMCSS

The school system receives an array of achievement data from the Tennessee State Department of Education. The summative reports received from the state are now being supplemented with data from the district's data warehouse. This data, along with daily student work, is providing teachers with more feedback they can use to develop appropriate learning opportunities for all students.

As a system, CMCSS has outperformed the state average for the last three years in reading and math. In most instances, disaggregated subgroup scores show the same pattern of scoring. There has been a positive trend in overall achievement in math and language arts for all students in the past three years. Beginning in 2005-2006, all students' assessment results in grades 3-8 were used in calculation of the schools' report card.

The school system met the NCLB standards and is identified as a system in "Good Standing."

In grades 3-8, students achieving proficiency in math increased from 87.9 % in 2003 to 93% in 2007. Students with Disabilities achieving proficiency in math increased from 45% in 2003 to 70% in 2007. Economically disadvantaged students achieving proficiency in math increased from 80.5% in 2003 to 90% in 2007.

In grades 3-8, students achieving proficiency in reading/language arts increased from 88.6% in 2003 to 94% in 2007. Students with Disabilities achieving proficiency in reading/language arts increased from 45.1% in 2003 to 77% in

2007. Economically disadvantaged students achieving proficiency in reading/language arts increased from 82.1% in 2003 to 91% in 2007.

In grades 5, 8, and 11, students scoring competent, strong or outstanding in writing increased from 77% in 2003 to 80 % in 2007. Students scoring competent, strong or outstanding in elementary school increased from 75% in 2003 to 80% in 2007. Students scoring competent, strong or outstanding in middle school increased from 82% in 2003 to 85% in 2007. Students scoring competent, strong or outstanding in high school increased from 74% in 2003 to 80% in 2007.

In high schools, students achieving proficiency in math increased from 85.4 % in 2003 to 86% in 2007. Students with Disabilities achieving proficiency in math decreased from 72% in 2003 to 50% in 2007. Economically disadvantaged students achieving proficiency in math remained constant moving from 79.4 % in 2003 to 80% in 2007.

In high schools, students achieving proficiency in reading/language arts decreased from 92% in 2003 to 91% in 2007. Students with Disabilities achieving proficiency in reading/language arts increased from 38.7% in 2003 to 69% in 2007. Economically disadvantaged students achieving proficiency in reading/language arts remained static moving from 86.1% in 2003 to 86% in 2007.

Evaluation of achievement in terms of ethnicity reveals that although gaps remain, they have continued to close, with a 4 point difference in percent of White, Black and Hispanic students scoring proficient in grades 3-8 remaining in elementary/middle language arts and 5 point difference for

math. The gap in high school reading/language arts continues to close as well with a 7 point difference in percent of White, Black and Hispanic students scoring proficient remaining.

Writing scores across the district have revealed a downward trend from 2006 to 2007. The percentage of students scoring competent or better has decreased from 83% to 80% district wide.

For the first time in years, ACT scores were higher than both the state and the nation, a positive sign of progress.

- Elementary (grades 3, 5, and 8) increased the percentage of students demonstrating proficiency in math from 92% to 93%. Economically disadvantaged students in this subject increased from 88% to 90%. Students with disabilities increased significantly from 66% to 70%.
- In elementary and middle school reading/writing scores, the system's percent proficient increased from 93% to 94%. In reviewing the scores across all ethnicity groups it was noted that all groups had increased in the level of proficiency: the gap between the groups has decreased. Students with disabilities demonstrated an increase in proficiency from 71% to 77%.
- High schools remained consistent with 87% of students demonstrating proficiency in math. Economically disadvantaged students in this subject increased from 79% to 80%. Students with disabilities math proficiency increased at 43% to 51%.

- High school reading and writing percent proficient decreased from 94% to 91%. Ethnic groups' proficiency gap ranged approximately 7 percentage points, an indication of significantly addressing the achievement gap at this level. Students with disabilities increased from 58% to 69% in proficiency.
- Writing Proficiency Three-Year Comparison
 - Elementary 75%- 80%
 - Middle 82%-85%
 - High 74%-80%

Non Academic Data:

- High school graduation rate is 85.7% for the district. This is above the state rate of 81.8%, but below the AYP target of 90%.
- Attendance rate for the elementary and middle schools continues to improve and is above state expectations.
- The overall suspension and expulsion rates have remained the same as previous years' data.

Norm-Referenced Information:

- A comparison of ACT scores indicates Montgomery County students are performing on average higher than the state. In a comparison of scores for the 2006-07 school year, CMCSS students' average ACT composite scores were 21.2 while the state demonstrated a 20.7 average.

Challenges:

- Continue to address the achievement gap which is associated with economically disadvantaged students.
- Meet the required proficiency level for special education students in elementary, middle, or high school in the area of math and language arts.
- Continue to improve the high school graduation rate.

Academic Testing: (Please see charts on pages 6 to 10)

The state administered achievement test, which is given each spring to all students in grades 3-8, is the means by which the state determines if the school has made adequate yearly academic progress- has the school demonstrated that their students have grown one academic year. These tests are given in math, language arts, science, and social studies.

In high school, Gateway exams are given in math, language arts and science. Tenth grade students are assessed in language arts and 11th grade students are assessed on their writing skills to determine their language arts level of proficiency. In addition, upon completion of the Algebra 1 course, students are assessed to determine their level of math proficiency. Adequate yearly progress is measured by the math and language arts test scores, but all Gateway exams must be passed in order for a student to earn a high school diploma. A review of the Algebra I scores shows that math is our greatest area of concern.

A review of the data:

A review of the elementary and middle school language arts scores indicates improvement; however, the Special Education subgroup is not making the desired progress.

A review of the elementary and middle school math scores indicates that progress has been made in all subgroups; however, the Special Education subgroup continues to show a significant learning gap.

A review of the high school math scores indicates growth among all subgroups, but there was a downward trend in the overall scores and in some subgroups last year. The Special Education subgroup is scoring significantly lower and has made no progress in the last three years.

A review of the high school language arts scores indicates growth in subgroups, but the Special Education subgroup had a downward trend last year and has had a trend of significantly lower achievement over the last few years.

The Tennessee State Report Card is designed by the Department of Education to give stakeholders information about their school system. The yearly report reveals achievement scores and academic growth (Tennessee Value Added Scores, TVASS) as determined by Tennessee's Comprehensive Assessment Program. All students in grades 3-8 are evaluated and their assessment scores are used in the state and local report card calculations.

Letter grades are assigned to the district and each individual elementary and middle school to indicate the progress toward the state's expectations for both achievement and TVAAS/Value Added. Letter grades for the School System and individual schools are assigned in the following manner: schools and school systems demonstrating average achievement and average growth are assigned the letter "C." Average growth is indicated when students have made one year's academic growth as determined using the state test, Terra Nova. Average achievement is also determined using the state test. Grades above the "C" represent growth that is above what is expected in one year. Any grade below a "C" indicates an opportunity for improvement.

CMCSS Graduation Rate Data:

(Please see charts on pages 11 to 12)

When the state began monitoring graduation rates, each school and the system had a beginning graduation point. Now, each school and system has an annual graduation rate target that they must attain in order to meet the No Child Left Behind federal mandate. This annual incremental gain for each school is different, but the end result is the same, a 100% graduation rate by 2013-14.

The CMCSS high school graduation rate improved dramatically from 2004-05 to 2006-07, but is still below the state target of 90%. The district graduation average for 2006-07 is 85.7%, a 7.2% increase from 2005-06.

**Midstate Systems' Value Added Performance For
2005-06 And 2006-07 In Terms Of All A's**

School System	SES %*	Number of schools	Number of schools scoring all A's		Percent of Schools scoring all A's	
			2005-06	2006-07	2005-06	2006-07
Montgomery	44.0%	31	12	12	40%	40%**
Williamson	8.9%	36	10	10	28%	28%
Metro Nashville	81.4%	133	8	19	6%	14%
Rutherford	34.4%	41	7	9	18%	22%
Dickson	51.6%	15	6	8	40%	53%
Sumner	32.7%	42	6	6	14%	14%
Wilson	22.7%	19	6	6	32%	32%
Maury	48.2%	19	4	7	22%	37%
Franklin City	34.7%	8	3	2	38%	25%
Robertson	41.0%	18	3	6	18%	33%
Murfreesboro	47.4%	11	2	2	18%	18%
Cheatham	34.3%	13	1	2	8%	15%
Lebanon City	52.7%	5	1	2	20%	40%

* Socio-economic status as defined by free & reduced lunch eligibility

** Barkers Mill not included in calculation, new school

Source: 2006-07 State Report Card

Created: 11.9.2007 Sucharski.Tomes

CMCSS Report Card Value Added Snapshot 2003-2007

School	2003 TVAAS				2004 TVAAS				2005 TVAAS				2006 TVAAS				2007 TVAAS			
	Rdg/Lng	Math	Sci	SS	Rding	Math	Sci	SS	Rding	Math	Sci	SS	Rding	Math	Sci	SS	Rding	Math	Sci	SS
CMCSS	C/C	C	B	C	C	C	B	C	B	B	A	A	A	B	A	A	A	B	A	A
Barkers Mill	New School, opened Fall 2006-07: Not a 3 year growth standard																			
Barksdale	D/D	A	D	B	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
Burt	C/F	C	B	D	D	C	C	B	B	D	B	A	A	C	A	A	A	C	A	A
Byrns Darden	F/F	F	F	F	F	F	F	F	F	F	F	F	D	F	B	D	A	C	A	A
Cumb. Hgts	D/D	A	A	B	A	A	A	A	A	B	A	A	A	A	A	A	A	A	A	A
East Montgomery	F/F	B	C	D	F	B	D	F	C	C	A	A	A	A	A	A	A	C	A	A
Glenellen	C/D	A	A	B	C	B	A	A	A	B	A	A	A	A	A	A	A	A	A	A
Hazelwood	B/D	A	A	C	C	A	B	D	A	B	A	A	A	D	A	A	A	D	A	A
Kenwood	F/F	A	F	C	C	A	A	D	A	A	A	A	A	A	A	A	A	A	A	A
Liberty	A/F	B	A	A	C	C	B	C	A	B	A	A	A	A	A	A	A	A	A	A
Minglewood	C/D	A	B	A	C	A	C	C	A	A	B	A	A	A	A	A	A	A	A	A
Mont. Cent. Elem	F/F	B	A	D	D	B	A	C	C	B	A	A	A	A	A	A	A	A	A	A
Moore	F/F	B	F	F	F	B	D	D	F	A	B	A	C	A	A	A	A	A	A	A
Norman Smith	F/F	B	F	D	F	A	F	D	C	D	C	D	A	D	F	F	A	F	C	B
Northeast	B/F	B	A	A	C	A	A	B	A	A	B	A	A	A	A	A	A	A	A	A
Ringgold	A/C	A	A	A	A	A	A	A	A	B	A	A	A	A	A	A	A	B	A	A
Sango	A/D	A	A	C	B	B	A	C	A	D	B	C	A	C	A	A	A	B	A	A
St. Bethlehem	A K-3 elementary school																			
Woodlawn	B/F	C	C	C	B	B	C	C	D	D	B	A	C	C	A	A	B	C	A	A
Kenwood Middle	B/A	D	C	B	C	C	C	C	B	B	A	B	A	B	A	A	A	C	A	B
Mont. Cent. Middl	B/C	C	C	D	F	C	B	F	C	B	B	C	B	B	A	C	A	A	A	B
Northeast Middle	A/A	C	A	A	C	C	A	B	B	B	A	B	A	A	A	A	A	A	A	A
New Prov. Middle	B/A	D	C	F	C	C	C	F	A	A	A	B	A	A	A	B	A	A	A	A
Richview Middle	B/A	C	C	B	C	C	C	D	C	B	A	C	B	C	A	C	A	C	A	C
Rossvie Middle	B/A	C	B	C	C	C	A	B	A	A	A	A	A	A	A	A	A	A	A	A

Deficient
Below
Average
Above Average
Exemplary

NOTE: In 2003 Reading and Language Arts received separate grades. Color coded to lowest grade.
 Source: 2003 - 2006 State Report Card for CMCSS, 2007 EVAAS SITE
 Created: 10/25/07 Sucharski.Tomes

CMCSS Report Card Achievement Snapshot 2003-2007

School	2003 Achievement				2004 Achievement				2005 Achievement				2006 Achievement				2007 Achievement			
	MATH	Rdg/Lg	SS	SCI	MATH	READ	SS	SCI	MATH	READ	SS	SCI	MATH	READ	SS	SCI	MATH	READ	SS	SCI
CMCSS	B	B/B	B	B	A	B	B	B	A	B	B	B	A	B	B	B	A	A	B	A
Barkers Mill																	A	B	B	B
Barksdale	A	B/A	B	B	A	B	B	B	A	A	A	A	A	A	A	A	A	A	A	A
Burt	C	C/C	C	C	B	C	C	C	B	C	C	C	B	B	B	B	A	A	B	B
Byrns Darden	C	C/C	C	D	C	C	C	D	C	C	D	D	C	C	D	D	B	B	C	C
Cumb. Hgts	C	C/B	C	C	B	C	C	C	B	B	B	B	A	B	B	B	A	A	B	A
East Montgomery	B	A/A	B	B	A	B	B	B	A	A	B	B	A	A	B	A	A	A	A	A
Glenellen	B	B/B	C	C	A	B	C	A	A	B	B	B	A	A	B	A	A	A	A	A
Hazelwood	B	B/B	B	B	A	B	B	C	A	B	B	B	A	A	B	B	A	A	B	A
Kenwood	B	B/B	C	C	B	B	C	C	A	B	B	B	A	A	B	A	A	A	A	A
Liberty	C	C/C	C	C	B	C	C	C	B	C	C	C	B	B	C	C	A	B	B	B
Minglewood	B	C/B	C	C	B	C	C	C	B	C	C	C	B	B	B	B	A	B	B	A
Mont. Cent. Elem	B	B/B	B	B	B	B	B	B	A	B	B	B	A	B	B	B	A	A	B	A
Moore	C	C/C	C	D	B	C	C	C	B	B	C	C	A	B	B	B	A	B	B	A
Norman Smith	B	B/B	B	B	B	C	B	B	A	B	B	B	A	B	B	B	A	B	B	B
Northeast	C	B/B	B	C	B	B	C	C	B	B	B	B	A	B	B	B	A	A	B	A
Ringgold	C	C/B	C	C	B	C	C	C	B	B	C	C	A	B	B	B	A	A	B	A
Sango	A	A/A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
St. Bethlehem	B	B/B	C	C	B	C	C	C	A	B	B	B	A	A	B	B	A	A	B	A
Woodlawn	B	B/B	B	B	A	B	B	B	A	A	B	B	A	A	B	A	A	A	B	A
Kenwood Middle	C	C/C	C	C	C	C	C	C	B	C	C	C	B	B	C	C	B	A	C	B
Mont. Cent. Middle	B	B/B	B	B	B	B	C	C	A	B	B	B	A	B	B	B	A	A	B	A
Northeast Middle	B	B/B	B	B	B	B	B	B	B	B	B	B	A	A	B	A	A	A	B	A
New Prov. Middle	C	C/B	C	C	B	B	C	C	A	A	C	C	A	B	C	B	A	A	B	A
Richview Middle	B	B/B	B	B	A	B	B	B	A	A	B	B	A	A	B	B	A	A	B	A
Rossvie Middle	A	B/A	B	B	A	B	B	B	A	A	A	A	A	A	A	A	A	A	A	A

Deficient
Below
Average
Above Average
Exemplary

NOTE: In 2003 Reading and Language Arts received separate grades. Color coded to lowest grade.

Source: 2003 - 2006 State Report Card for CMCSS, 2007 EVAAS Site

Created: 11.05.07 Sucharski.Tomes

CMCSS Report Card Achievement Snapshot 2004-2007																
	2004 Achievement				2005 Achievement				2006 Achievement				2007 Achievement			
	MATH	READ	SS	SCI	MATH	READ	SS	SCI	MATH	READ	SS	SCI	MATH	READ	SS	SCI
CMCSS	A	B	B	B	A	B	B	B	A	B	B	B	A	A	B	A
Percent of Schools equaling or exceeding achievement standards (C,B, or A)	100%	100%	100%	96%	100%	100%	96%	96%	100%	100%	96%	96%	100%	100%	100%	100%
Percent of Schools exceeding achievement standards (B or A)	92%	58%	42%	42%	96%	79%	67%	67%	96%	96%	83%	88%	100%	100%	96%	88%

CMCSS Report Card Value Added Snapshot 2003-2007																
	2004 TVAAS				2005 TVAAS				2006 TVAAS				2007 TVAAS			
	Rdg	Math	Sci	SS	Rdg	Math	Sci	SS	Rdg	Math	Sci	SS	Rdg	Math	Sci	SS
CMCSS	C	C	B	C	B	B	A	A	A	B	A	A	A	B	A	A
Percent of Schools equaling or exceeding expected growth (C,B, or A)	70%	96%	83%	61%	87%	78%	97%	91%	96%	87%	96%	91%	100%	92%	100%	100%
Percent of Schools exceeding expected growth (B or A)	22%	57%	57%	35%	65%	74%	91%	78%	87%	70%	96%	83%	100%	67%	96%	96%

Source: CMCSS 2005-06 State Report Card: 2007 EVAAS Site
 Created 7.2007 Sucharski.Tomes

After School Programs Fall 2007-08

Number of Participants	4752
Program	Student progress
K-2 Reading	86% of participants experienced growth
K-2 Math	89% of participants experienced growth
3rd - 8th Reading	87% of participants experienced growth
3rd - 8th Math	84% of participants experienced growth
High School Grade Recovery	82% of participants successfully completed
High School Credit Recovery	75% of participants successfully completed
High School Gateway Prep	100% of participants achieved proficiency on Gateway
High School Tutoring	91% of participants experienced growth

CMCSS Graduation Rate Data

School	2005-06 Graduation rate	2005-06 Target	2006-07 Graduation rate	2006-07 Target	2007-08 Graduation rate target	2008-09 Graduation rate target	2009-10 Graduation rate target	2010-11 Graduation rate target	2011-12 Graduation rate target	2012-13 Graduation rate target	2013-14 Graduation rate target	2014-2015 NCLB
CHS	74.55%	77.70%	86.70%	79.2%	80.7%	82.2%	83.6%	85.1%	86.6%	88.0%	89.5%	100%
KHS	76.30%	76.80%	80.10%	78.4%	80.0%	81.6%	83.1%	84.7%	86.3%	87.9%	89.5%	100%
MCHS	75.13%	79.50%	87.20%	80.8%	82.0%	83.2%	84.5%	85.8%	87.0%	88.2%	89.5%	100%
NEHS	88.60%	84%	89.70%	84.7%	85.4%	86.0%	86.7%	87.4%	88.1%	88.8%	89.5%	100%
NWHS	72.05%	72%	83.90%	74.2%	76.4%	78.6%	80.7%	82.9%	85.1%	87.3%	89.5%	100%
RHS	81.02%	81.60%	86.30%	82.6%	83.6%	84.6%	85.5%	86.5%	87.5%	88.5%	89.5%	100%
CMCSS	78.52%	78.60%	85.70%	80%	81.3%	82.7%	84.0%	85.4%	86.8%	88.1%	89.5%	100%
State	80.70%	90%	81.8%	Always listed as 90% for the State								100%
Source: CMCSS Graduation data												
Created: 2.28.08 Sucharki.Tomes												

The Economic Effect of Not Graduating from High School

- **Employment** – High school graduates have higher rates of employment. In 2001, high school graduates had a 74% rate of employment, while high school dropouts had a 55% rate of employment (Martin & Halperin, 2006).
- **Personal Income** – On average, high school graduates earn \$9,245 more per year than high school dropouts (National Dropout Prevention Center/Network).
- **Health** – High school graduates have better health (Levin, 2005), and tend to live longer (Levin, 2005) than high school dropouts.
- **Criminal Activity** - High school dropouts are 3.5 times more likely to be arrested in their lifetime than high school graduates (National Dropout Prevention Center/Network), and are more likely to be repeat offenders (Alliance for Excellent Education, 2006, August).
- **Taxes** - High school dropouts pay less tax than high school graduates, with the graduate paying about \$60,000 more in taxes than the dropout over a lifetime (Levin, 2005).
- **Public Assistance** - Savings to the public assistance system would be approximately \$10.8 billion annually if one third of high school dropouts were to earn a diploma (Martin & Halperin, 2006).
- **Civic Costs** - Among those who voted in the 2004 election, 56% of those with either a high school diploma or a GED reported voting, while 40% of those who had completed 9th to 12th, no diploma, reported voting (Levin, 2005)

Graduation Rates and Targets

CMCSS: 2005-06: **78.5%** Actual 2006-07: **85.7%** Actual 2007-08: **81.3%**

State: 2005-06: **80.7%** Actual 2006-07: **81.8%** Actual

Fast Facts About CMCSS

About Our Students

Population: 28,330

Demographics: White: 62%
 Black: 27.5%
 Hispanic: 7.4%
 Asian: 2%
 Native American: 0.5%
 Pacific Islander: 0.6%

Limited English Proficient: 1.6%

Students with Disabilities: 13.8%

Economically Disadvantaged: 44%

Title I: 17.1%

SIPS Approved & SACS Accredited: 100%

Safe School Status: All Safe

About Our Staff

Total Employees: 3,829

Total Certified Staff: 1,980

Total Classified Staff: 1,692

Total Administrators: 157

We process approximately 2,100 applications a year for all employee groups.

Plant Facilities/Building Maintenance

- 20 Elementary Schools (West Creek opens August 2008)
- 7 Middle Schools
- 6 High Schools
- 1 Middle College (located on APSU campus)
- Central Administration, Greenwood Complex, Learning Center
- Operations Complex
- Liberty Complex
- 103 Acres of building space
- 1,336 acres property
- 3 Radio towers

Facilities range in age from 2-67 years old:

- 47% of our facilities over 30 years old
- 15% of our facilities are less than 10 years old
- 38% of our facilities are 10-30 years old not including major additions

On a yearly basis these facilities consume approximately the following utilities:

- 45,267,659 KWH of Electricity
- 7,408,364 Gallons of Water
- 621,907 CCFs Natural Gas
- 15,330 gallons of Propane Gas
- 3,287,752 gallons of sewage service

Maintenance

- Over 19,500 work requests per year
- Building square footage maintained 4,663,239 SF
- Square footage per skilled worker 160,801 SF
- National median per skilled worker 100,720 SF
- Grounds maintained per grounds worker 104 acres
- National median per grounds worker 40 acres
- National median for systems with over 3,500 students 37 acres

Custodial Operations

- 4,663,239 square footage of buildings cleaned/maintained
- Square footage per custodian 24,500
- National Median per custodian 25,173 SF
- National median per custodian for systems with over 3,500 students 22,772 SF
- 25 acres grounds mowed, maintained and landscaped around buildings per custodian

Transportation

- 28,330 Students
- 20,068 Approximate ridership enrollment
- 19,409 Average Daily Road Miles
- Traveled 4.8 million last year
- 237 Daily bus routes
- 705 Miles city roads provide service to
- 733 Miles county roads provide service to
- 6,480 Bus stops serviced daily

Vehicles

- 252 Daily route buses(Regular Ed, Special Ed, & PreK)

Liberty Complex

- 10 Spare Buses

Service Complex

- 9 Spare Buses

Athletic Buses

- 4 Spare Buses (Parked on school campus)

Total Buses:

- 275

Maintenance:

- 68 Vehicles

Transportation:

- 12 Vehicles
- 12 Vans

Pre-K :

- 17 Buses/vans

All Other:

- 24 Vehicles

Total for Maintenance and Service

- 420 Vehicles Serviced (Not to include, EMS Ambulances)
- 35 Average vehicles serviced per mechanic
- 30 National average vehicles serviced per mechanic

General Purpose Fund Budget Summary

In our continued effort to be accountable, extensive narrative explanations are provided to better inform stakeholders.

Priorities For Building the FY 2008-09 Budget

(Please reference “FY 2008-09 Summary of Improvements” starting on page 17.)

The Clarksville-Montgomery County School System is committed to all students having the opportunity to reach their potential. The priorities in this budget include personnel and programs that will assist the system in helping all students achieve this goal.

Over the past five years, there has been a focus on improving literacy skills across the district. This effort has led to higher test scores in many areas, but an examination of individual achievement reveals there are still areas for improvement. All requested personnel and programs in this budget are research based and will help each student to graduate with the knowledge and skills to become productive citizens.

Recruiting and Retaining Quality Staff

Step Increase – All employee pay matrices include experience steps. The teachers’ matrix also includes steps for attaining additional education. This draft includes the actual expense for those due an experience step and the predicted cost for additional teacher degrees.

Pay Incentive Plan- New state legislation requires (but does not fund) all districts to develop a diversified pay plan to be

implemented by Fall 2008. This plan has to first be negotiated by the Clarksville-Montgomery County Education Association and CMCSS and then be approved by the State Department of Education. The final amount and where it will impact students will depend on this process. This expenditure can only be used in one or more of the following areas:

- Recruiting for difficult to staff schools
- Recruiting new teachers
- Filling specific academic area shortages
- Retaining effective teachers

Student Enrollment Growth

Positions included in this area primarily are related to the opening of the West Creek Elementary School and growth in the community. Although there are some positions that will be filled from other schools that are losing students, there are core positions, such as custodians, guidance counselor, clerical support, administrators, and other staff that have to be hired as new positions. The growth in the community has increased during the last few years and has already led to expansions of the middle school facilities, as well as the addition of portables on sites and construction of new facilities. Other growth positions requested are for those schools that have grown to a level that additional support is required.

The projected student growth for the 2008-09 school year is 500. This drives the need for an additional 26 teachers in order to comply with the state Basic Education Program (BEP) mandated class sizes. The number of teachers is estimated based on the mandated student to teacher ratio.

Core Staff for West Creek High School and Rossvie

Elementary School- These positions are essential to the opening of these new schools in the 2009-10 school year. The principal for each school is typically hired during the middle of the year preceding the opening. A librarian, bookkeeper and lead custodian are hired later in that year. A guidance counselor is also added for a high school. (Please reference page 18.)

At Risk Students

Middle College- (1 Bookkeeper) The Middle College at Austin Peay State University is slated to open in the fall of 2008. This school will provide the opportunity for high school students to be enrolled high school and college courses at the same time while on a college campus. Six teachers and one bookkeeper will be hired to complete the staff for the school.

FY 2008-09 Summary of Improvement Requests

	Proposed Improvements	Recruiting/Retaining Quality Staff	Student Enrollment Growth		At-Risk Students		Program Cuts
		Pay Policy Step Inc., Incentive Pay	Core Staff WCES,WCHS, RES	Enrollment Growth	Middle College H. S.	Pre-K Program	Budget Reductions
Salaries	2,705,755	1,477,872	759,331	987,194	21,285	20,993	(560,920)
Benefits	806,774	357,018	249,994	330,346	10,523	296	(141,403)
Total Salary & Benefits	3,512,529	1,834,890	1,009,325	1,317,540	31,808	21,289	(702,323)
Supplies & Materials	(1,094,745)			129,922			(1,224,667)
Utilities	285,344		285,344	-			-
Contracted Service	(275,004)			434,086	237,160	(21,289)	(924,961)
Insurance Premiums	(689,789)			-			(689,789)
Trustee's Commission	10,292			10,292			
Equipment	(3,044,216)						(3,044,216)
Inter-Fund Transfers	107,061			107,061			
Staff Development/Other	(220,513)						(220,513)
Total Improvements	(1,409,041)	1,834,890	1,294,669	1,998,901	268,968	0	(6,806,469)
New Positions (Net)	45.5		30.5 Established Positions on Page 18	28.0 27.5 Teachers .5 Media Asst.	1.0 Bookkeeper	1.0 Teacher Aide (Pre-K Class at APSU)	-15.0 -12 Custodians -.5 Read 180 Teacher -1.0 Literacy Coach -1.0 Education Asst. -.5 Office Asst.

FY 2008-09 G. P. Budget Request - Personnel

		2008-09 # Positions	Proposed New Positions Classifications	Salaries	Benefits	Total S & B
Core Positions - West Creek Elementary School (Growth)						
71100	116	1.0	ELL Teacher	\$ 37,969	\$ 12,276	\$ 50,245
71100	163	1.0	ELL Education Assistant	\$ 14,982	\$ 6,960	\$ 21,942
71100	116	5.0	Music, Art, P.E.(3) Teacher	\$ 189,845	\$ 61,378	\$ 251,223
71100	163	3.0	Education Assistant	\$ 41,535	\$ 20,132	\$ 61,667
71200	171	1.0	Speech Therapist	\$ 42,279	\$ 12,881	\$ 55,160
72120	131	1.0	School Nurse	\$ 19,976	\$ 8,059	\$ 28,035
72130	123	1.0	Guidance Counselor	\$ 45,600	\$ 13,349	\$ 58,949
72130	163	1.0	Cafeteria Monitor	\$ 4,219	\$ 966	\$ 5,185
72210	189	0.5	Academic Coach	\$ 23,426	\$ 6,763	\$ 30,189
72210	163	1.0	Media Asst.	\$ 16,967	\$ 7,397	\$ 24,364
72410	139	1.0	Asst. Principal	\$ 66,812	\$ 16,333	\$ 83,145
72410	162	2.0	Office Asst.	\$ 38,282	\$ 15,752	\$ 54,034
72610	166	3.0	Custodian	\$ 66,369	\$ 25,593	\$ 91,962
		<u>21.5</u>	Total Core Staffing (25.5)*	<u>\$ 608,261</u>	<u>\$ 207,839</u>	<u>\$ 816,100</u>

*Principal, Accounting Associate, Librarian, & Lead Custodian were established during FY 2007-08.

Core Positions - Rossvie Elementary School (Growth)						
72210	129	1	Librarian (March 1, 2009)	\$ 15,470	\$ 4,464	\$ 19,934
72410	104	1	Principal (Jan. 1, 2009)	\$ 38,269	\$ 8,852	\$ 47,121
72410	119	1	Bookkeeper (March 1, 2009)	\$ 6,971	\$ 2,743	\$ 9,714
72610	166	1	Lead Custodian (March 1, 2009)	\$ 7,301	\$ 2,816	\$ 10,117
		<u>4</u>	Total	<u>\$ 68,011</u>	<u>\$ 18,875</u>	<u>\$ 86,886</u>

Core Positions - West Creek High School (Growth)						
72130	123	1	Counselor (March 1, 2009)	\$ 15,048	\$ 4,405	\$ 19,453
72210	129	1	Librarian (March 1, 2009)	\$ 15,470	\$ 4,464	\$ 19,934
72410	104	1	Principal (Jan. 1, 2009)	\$ 38,269	\$ 8,852	\$ 47,121
72410	119	1	Bookkeeper (March 1, 2009)	\$ 6,971	\$ 2,743	\$ 9,714
72610	166	1	Lead Custodian (March 1, 2009)	\$ 7,301	\$ 2,816	\$ 10,117
		<u>5</u>	Total	<u>\$ 83,059</u>	<u>\$ 23,280</u>	<u>\$ 106,339</u>

General Purpose School Fund FY 2008-09 Equipment Requests

CMCSS

<u>page #</u>	<u>Equipment Improvements</u>	<u>Total</u>
48	71100 - Instruction: Band Equip. Allocations for Middle & High Schools	\$ 22,500
50	71200 - Special Ed. Equip. As required, based on needs of students	\$ 15,000
51	71300 - Vocational Ed. Equip. Pre-Engineering & Mechatronics Program (CHS)	\$ 10,000
53	72120 - Health Services Equip. Scales - school clinics (33)	\$ 13,000
63	72320 - Printing & Communications Camera Equipment for Web Video Production	\$ 6,000
64	72410 - Office of the Principal Unscheduled Equipment	\$ 10,000
68	72510- Business Affairs Warehouse Lift for Textbook Processing	\$ 20,000
71	72520 - Human Resources Schredder \$ 4,000 Office Furniture, File Cabinet \$ 2,500	\$ 6,500
74	72610 - Operations Classroom Furniture, Emergency Replacements \$ 100,000 Office Furniture for Technology (14 offices) \$ 50,000 Unscheduled Equipment \$ 7,500	\$ 157,500
75	72620 - Maintenance Unscheduled Equipment	\$ 5,000
77	72810 - Technology Operations - Districtwide, 4 yr. R/C \$ 306,900 Instruction - High Priority Replacement \$ 2,383,200	\$ 2,690,100
78	73400 - Early Childhood Education Furniture for Pre-K classrooms	\$ 42,200
Total Equipment Requests		<u>\$ 2,997,800</u>

*Consolidated
Budget
Summary*

Consolidated Budget Summary

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed
<i>Revenues, Beginning Reserves and Fund Balance</i>			
Local Revenues:	61,922,105.22	67,690,557	75,260,972
State Revenues:	93,553,621	111,742,162	113,933,498
Federal Revenues:	21,972,412.24	26,313,207	18,738,030
Non-Revenue Sources:	23,967,252.40	78,095,070	5,133,953
Total Estimated Revenues	210,045,884.94	283,840,996	213,066,453
Beginning Reserves on July 1	1,654,455.00	1,725,735	2,859,605
Beginning Fund Balance on July 1	4,569,851.71	20,788,031	25,466,983
Total Available Funds	216,270,191.65	306,354,762	241,393,041
<i>Expenditures, Ending Reserves and Fund Balance</i>			
Total Expenditures	191,082,684.01	282,281,259	215,447,823
Ending Reserves on June 30	1,725,734.00	1,925,037	3,694,771
Ending Fund Balance on June 30	23,461,773.64	20,441,037	22,250,447

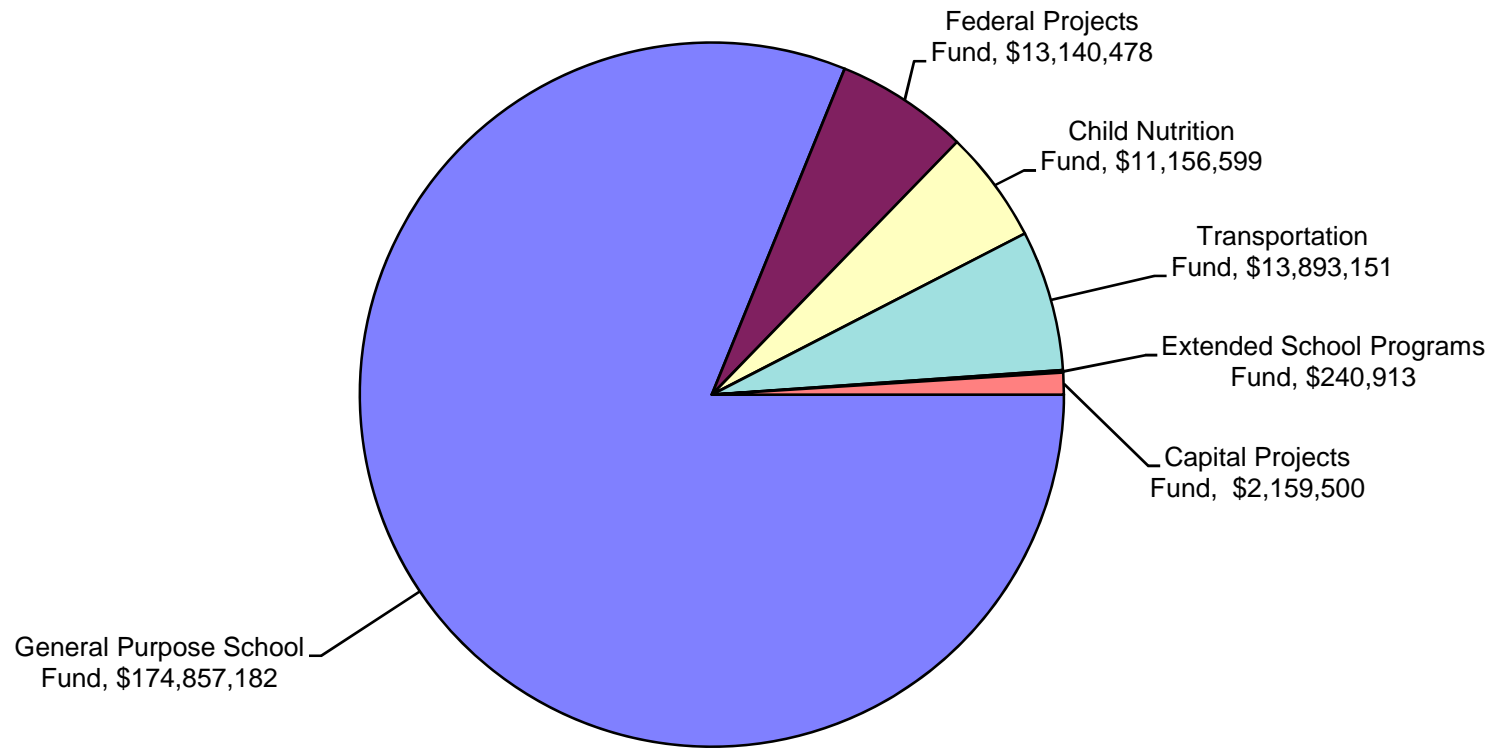
Consolidated Budget Summary

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed
<i>Analysis of Budget Increases</i>			
Expenditures (By Object)			
Salaries	113,847,495.74	131,290,272	133,526,459
Employee Benefits	32,222,544.08	37,660,833	38,028,649
Supplies & Materials	13,395,449.49	15,582,286	14,980,945
Capital Outlay	13,487,726.58	75,332,760	8,914,444
Utilities	4,792,579.69	5,564,580	5,856,924
Contracted Services	7,655,127.57	10,862,822	8,814,160
Insurance Premiums	1,806,481.23	1,982,357	1,243,805
Debt Services	11,078.69	-	-
Trustee's Commission	1,103,666.09	1,125,733	1,138,778
Other Charges	1,297,128.63	1,870,106	1,869,085
Transfers & Refunds	1,385,609.86	1,012,705	1,074,574
Total Expenditures	191,082,684.01	282,284,454	215,447,823

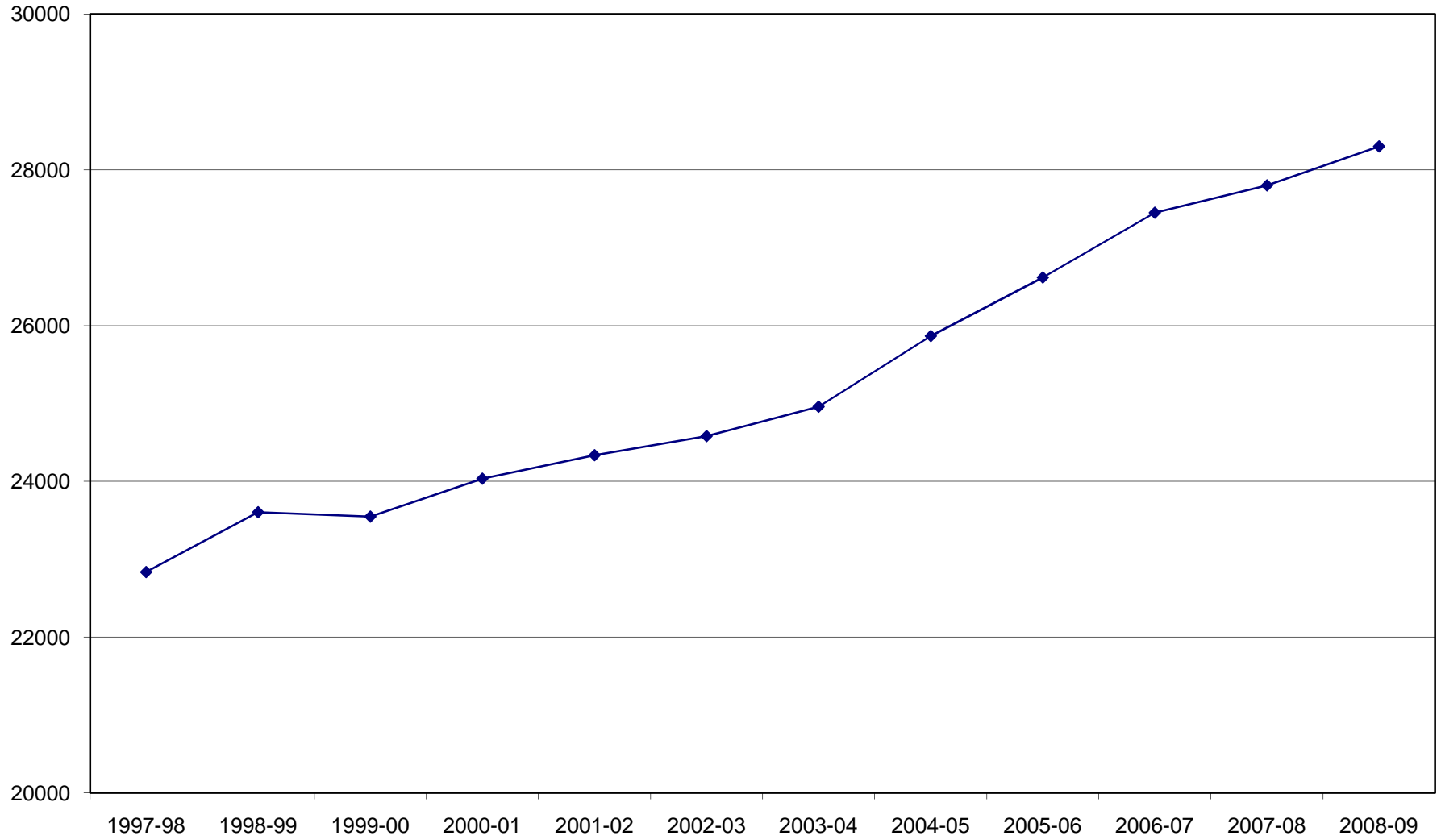
Consolidated Budget Summary

	2006-07	<i>Amended</i> 2007-08	<i>Proposed</i> 2008-09
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<i>Statistical Data:</i>			
Average Daily Membership	28,042	28,343	28,843
Operating Expenditures per Pupil	6,814.16	10,020	7,470
General Purpose School Fund	5,414.44	6,219	6,062
Federal Projects Fund	464.99	561	456
Child Nutrition Fund	361.41	384	387
Transportation Fund	296.35	412	482
Capital Projects Fund	268.46	2,436	75
Extended School Program Fund	8.51	8	8
Value of One (1) Cent Property Tax	219,400	230,677	246,532
School Property Tax Rate			
General Purpose School Fund	1.020	1.020	1.020
Transportation Fund	0.068	0.068	0.088
Debt Service Fund (School Portion)	0.547	0.547	0.547
Total School Property Tax Rate	1.635	1.635	1.655

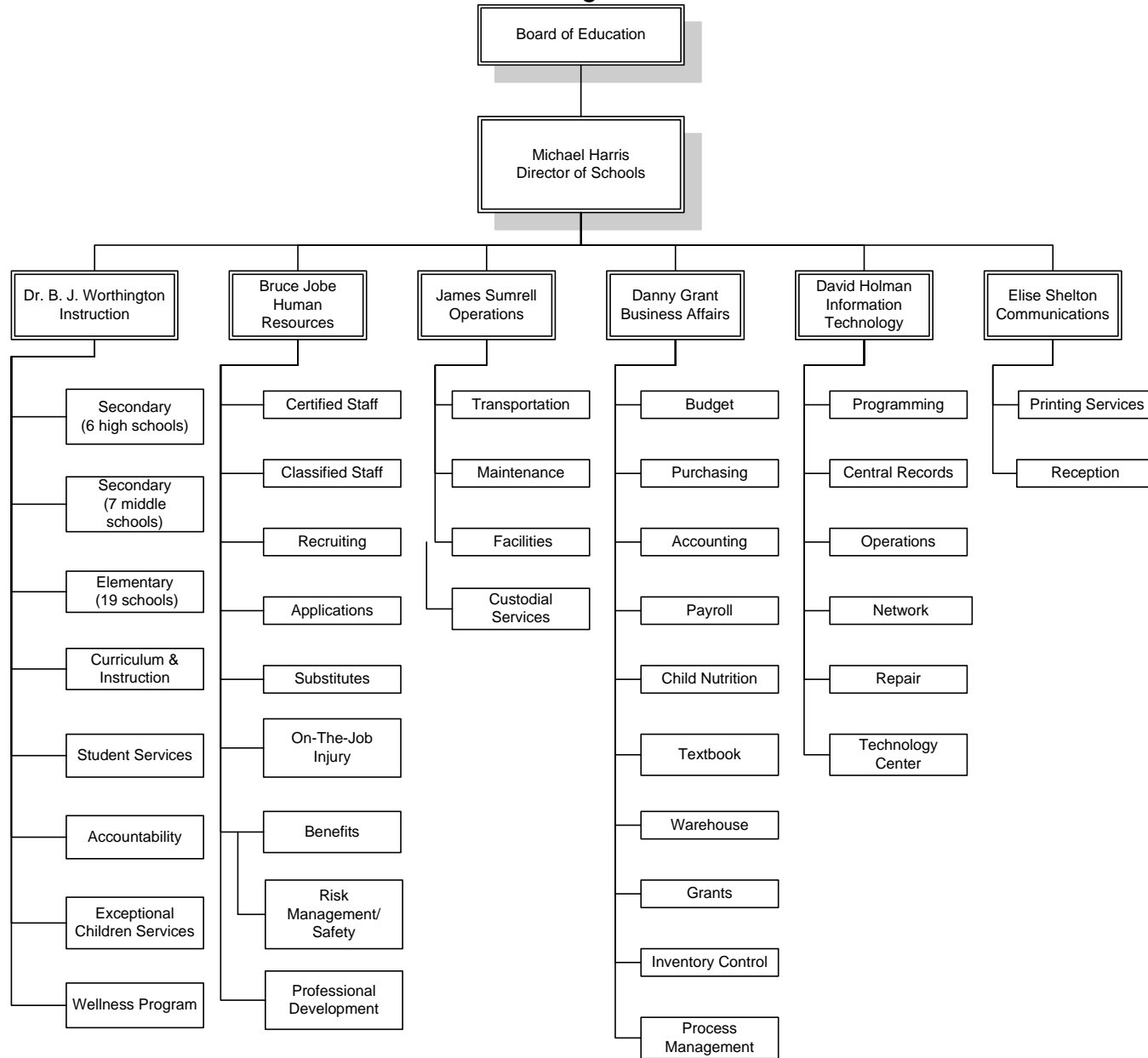
**CMCSS FY 2008-09 Consolidated Budget Summary
Projected Expenditures - \$215,447,823**



Student Enrollment Growth (Average Daily Membership)



CMCSS Organization Chart



*General Purpose
Fund*

General Purpose Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
<u>Estimated Revenues</u>				
Local Revenues				
40110 Current Property Tax	21,602,479.61	22,917,297	24,492,560	6.87 %
40120 Trustees Collection - Prior Years	755,341.61	664,156	664,156	-
40140 Interest & Penalties	236,901.20	142,837	142,837	-
40162 Payments In Lieu of Taxes (Utility)	641,146.99	604,391	653,806	8.18 %
40210 Local Option Sales Tax	31,838,875.85	31,490,000	31,919,700	1.36 %
40270 Business Tax	470,581.86	450,000	450,000	-
40320 Bank Excise Tax	127,937.51	119,634	95,000	(20.59) %
40350 Interstate Telecommunications Tax	22,310.94	20,400	20,400	-
43511 Tuition - Regular Day Students	24,103.58	15,000	15,000	-
43516 Tuition - Out-of-State	6,005.97	-	-	-
43583 Criminal Background Fee	22,568.00	26,648	22,000	(17.44) %
44120 Lease/Rentals	33,055.88	73,000	35,000	(52.05) %
44130 Sale of Materials & Supplies	17,181.57	25,000	25,000	-
44110 Interest Earned	-	56,542	-	(100.00) %
44145 Sale of Recycled Materials	1,448.15	1,462	1,000	(31.60) %
44170 Stupski Foundation Grant	281,638.02	100,000	-	(100.00) %
44170 Misc. Refund - Technology	572,929.97	441,024	145,000	(67.12) %
44170 Misc. Refund - Other	28,286.93	3,500	3,500	-
44170 Misc. Refund - Procurement Cards	-	13,598	30,000	120.62 %
44530 Sale of Equipment	2,000.00	264,526	225,000	(14.94) %
44560 Damages from Individuals	1,003.43	500	500	-
44570 Contributions & Gifts	80,758.08	50,000	40,000	(20.00) %
Total Local Revenues	56,766,555.15	57,479,515	58,980,459	2.61 %

General Purpose Fund

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget
State Revenues - BEP				
46511 Basic Education Program	89,407,763.40	102,316,700	104,821,000	2.45 %
46515 Early Childhood Education	951,456.19	1,707,316	1,707,316	-
46590 Other State Education Funds	575,040.76	37,300	166,300	345.84 %
46610 Career Ladder Program	1,081,286.01	1,039,820	900,000	(13.45) %
46612 Career Ladder Extended Contracts	361,974.00	361,974	361,974	-
46820 Income Tax	-	169,585	73,700	(56.54) %
46850 Mixed Drink Tax	236,019.84	230,000	205,000	(10.87) %
Total State Revenues - BEP	92,613,540.20	105,862,695	108,235,290	2.24 %
Federal Revenues				
47143 Educ. of the Handicapped Act	710.82	35,000	35,000	-
47590 Other Federal Funds	133,342.11	-	-	-
47630 Impact Aid	3,832,172.22	4,400,000	4,000,000	(9.09) %
47640 JROTC	388,472.30	394,631	400,000	1.36 %
47990 Other Direct Federal	-	15,789	-	(100.00) %
48140 Adult Literacy	28,730.17	29,535	29,535	-
Total Federal Revenues	4,383,427.62	4,874,955	4,464,535	(8.42) %
Non-Revenue Sources				
49700 Insurance Recovery	76,604.70	50,000	50,000	-
49800 Operating Transfers	544,281.86	498,876	546,183	9.48 %
Total Non-Revenue Sources	620,886.56	548,876	596,183	8.62 %

General Purpose Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
Total Revenues	154,384,409.53	168,766,041	172,276,467	2.08 %
Estimated Fund Balance				
Beginning Fund Balance	11,068,698.00	11,306,238	8,632,700	(23.65)%
Beginning Reserves & Fund Balance				
34291 Reserve for On-The-Job Injury	1,052,818.00	1,141,335	1,375,218	20.49%
34292 Reserve for Property and Liability Ins.	-	-	700,000	100.00%
34379 Reserve for Extended Contract	551,027.00	524,290	622,402	18.71 %
34380 Reserve for Career Ladder	50,610.00	60,110	161,985	169.48 %
Total Reserves	1,654,455.00	1,725,735	2,859,605	65.70 %
Total Reserves & Fund Balance	12,723,153.00	13,031,973	11,492,305	(11.81)%
Total Available Funds	167,107,562.53	181,798,014	183,768,772	1.08 %

General Purpose Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
<u>Expenditures (Appropriations)</u>				
<i>71100 - Regular Instruction Program</i>				
Salaries	57,684,185.27	65,174,876	67,166,286	3.06 %
Employee Benefits	14,890,599.66	16,610,728	17,221,211	3.68 %
Contracted Services	1,561,702.00	1,836,386	2,282,590	24.30 %
Supplies and Materials	3,719,832.07	4,647,597	3,718,535	(19.99) %
Other Charges	153,154.00	264,000	290,400	10.00 %
Equipment	21,200.00	30,416	22,500	(26.03) %
Total 71100 - Regular Instruction Program	78,030,673.00	88,564,003	90,701,522	2.41 %
 <i>71150 - Alternative School</i>				
Salaries	393,105.97	586,433	593,480	1.20 %
Employee Benefits	88,360.49	115,285	117,331	1.77 %
Contracted Services	21,131.03	31,000	34,000	9.68 %
Supplies and Materials	1,316.22	2,800	2,800	-
Total 71150 - Alternative School	503,913.71	735,518	747,611	1.64 %
 <i>71200 - Special Education Program</i>				
Salaries	9,893,462.48	10,563,394	10,793,677	2.18 %
Employee Benefits	2,733,295.48	2,913,107	2,998,042	2.92 %
Contracted Services	816,652.82	1,067,411	1,111,679	4.15 %
Supplies and Materials	188,736.35	224,000	119,000	(46.88) %
Equipment	17,121.52	20,000	15,000	(25.00) %
Total 71200 - Special Education Program	13,649,268.65	14,787,912	15,037,398	1.69 %

General Purpose Fund

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget
71300 - Vocational Education Program				
Salaries	2,503,397.21	2,802,394	2,838,852	1.30 %
Employee Benefits	657,873.29	912,791	918,576	0.63 %
Contracted Services	49,962.54	61,500	57,000	(7.32) %
Supplies and Materials	181,926.77	253,570	253,570	-
Equipment	4,800.77	5,000	10,000	100.00 %
Total 71300 - Vocational Education Program	3,397,960.58	4,035,255	4,077,998	1.06 %
72110 - Attendance				
Salaries	339,855.45	465,364	467,961	0.56 %
Employee Benefits	74,572.25	112,673	113,771	0.97 %
Contracted Services	4,607.79	6,350	6,350	-
Supplies and Materials	11,296.83	13,860	3,860	(72.15) %
Other Charges	9,029.78	10,400	10,400	-
Total 72110 - Attendance	439,362.10	608,647	602,342	(1.04) %
72120 - Health Services				
Salaries	283,885.98	699,665	728,469	4.12 %
Employee Benefits	108,067.30	239,833	248,759	3.72 %
Contracted Services	4,369.20	8,500	6,000	(29.41) %
Supplies and Materials	15,205.29	15,945	16,545	3.76 %
Other Charges	589.72	-	-	-
Equipment	9,147.47	10,200	13,000	27.45 %
Total 72120 - Health Services	421,264.96	974,143	1,012,773	3.97 %

General Purpose Fund

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget
72130 - Other Student Support				
Salaries	4,125,597.73	5,463,707	5,354,402	(2.00) %
Employee Benefits	963,658.95	1,247,861	1,250,954	0.25 %
Contracted Services	56,338.90	1,014,349	181,400	(82.12) %
Supplies and Materials	914.84	67,987	68,500	0.75 %
Other Charges	25.00	-	-	-
Total 72130 - Other Student Support	5,146,535.42	7,793,904	6,855,256	(12.04) %
72210 - Regular Instruction Staff				
Salaries	3,928,603.22	4,434,474	4,546,201	2.52 %
Employee Benefits	996,946.51	1,192,479	1,236,022	3.65 %
Contracted Services	163,330.06	44,375	43,100	(2.87) %
Supplies and Materials	623,151.84	828,255	665,309	(19.67) %
Other Charges	228,695.16	348,646	247,846	(28.91) %
Total 72210 - Regular Instruction Staff	5,940,726.79	6,848,229	6,738,478	(1.60) %
72215 - Alternative School Support				
Salaries	19,370.89	22,195	22,595	1.80 %
Employee Benefits	7,850.90	15,443	8,672	(43.85) %
Total 72215 - Alternative School Support	27,221.79	37,638	31,267	(16.93) %

General Purpose Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
72220 - Special Education Staff				
Salaries	743,748.27	841,917	849,291	0.88 %
Employee Benefits	168,439.56	229,840	232,342	1.09 %
Contracted Services	15,020.35	15,250	15,250	-
Supplies and Materials	33,234.59	48,850	64,550	32.14 %
Other Charges	23,323.22	21,500	16,150	(24.88) %
Total 72220 - Special Education Staff	983,765.99	1,157,357	1,177,583	1.75 %
72230 - Vocation Education Staff				
Salaries	85,944.43	90,541	90,812	0.30 %
Employee Benefits	21,880.02	24,735	24,912	0.72 %
Contracted Services	782.65	900	900	-
Supplies and Materials	1,097.42	1,000	1,300	30.00 %
Other Charges	349.03	1,000	1,000	-
Total 72230 - Vocation Education Staff	110,053.55	118,176	118,924	0.63 %
72260 - Adult Education Staff				
Salaries	57,100.17	60,639	62,300	2.74 %
Employee Benefits	8,272.06	12,044	12,529	4.03 %
Total 72260 - Adult Education Staff	65,372.23	72,683	74,829	2.95 %

General Purpose Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
72310 - Board of Education				
Salaries	44,222.17	59,756	59,756	-
Employee Benefits	8,682.59	11,886	11,845	(0.34) %
Contracted Services	79,957.65	131,500	111,500	(15.21) %
Other Charges	37,856.13	65,000	65,000	-
Total 72310 - Board of Education	170,718.54	268,142	248,101	(7.47) %
72320 - Director of Schools/Printing and Communications				
Salaries	446,852.61 **	496,540	502,356	1.17 %
Employee Benefits	149,463.84	159,659	169,166	5.95 %
Contracted Services	144,988.74	171,400	152,400	(11.09) %
Supplies and Materials	55,996.30	66,778	60,966	(8.70) %
Other Charges	21,043.70	24,500	24,500	-
Equipment	6,901.74	21,000	6,000	(71.43) %
Total 72320 - Director of Schools	825,246.93	939,877	915,388	(2.61) %
** contract for Director implemented 8/1/2006; was not compensated full annual salary				
72410 - Office of the Principal				
Salaries	7,894,697.49	9,190,238	9,505,254	3.43 %
Employee Benefits	2,140,971.02	2,554,018	2,637,039	3.25 %
Contracted Services	21,397.00	25,104	26,877	7.06 %
Other Charges	31,000.00	32,000	34,000	6.25 %
Equipment	631.18	65,000	10,000	(84.62) %
Total 72410 - Office of the Principal	10,088,696.69	11,866,360	12,213,170	2.92 %

General Purpose Fund

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget
72510 - Fiscal Services				
Salaries	1,109,952.77	1,294,298	1,295,617	0.10 %
Employee Benefits	364,374.14	419,156	420,279	0.27 %
Contracted Services	60,146.88	128,850	112,400	(12.77) %
Supplies and Materials	38,961.61	44,700	39,000	(12.75) %
Insurance Premiums	8,500.00	8,500	8,500	-
Trustee's Commission	1,031,968.24	1,053,297	1,063,589	0.98 %
Other Charges	174,114.83	230,000	199,500	(13.26) %
Equipment	70,072.90	70,000	20,000	(71.43) %
Total 72510 - Fiscal Services	2,858,091.37	3,248,801	3,158,885	(2.77) %
72520 - Human Resources				
Salaries	1,169,719.36	843,124	982,964	16.59 %
Employee Benefits	882,076.40	987,329	1,004,328	1.72 %
Contracted Services	39,938.69	139,400	91,805	(34.14) %
Supplies and Materials	87,159.87	97,800	110,800	13.29 %
Other Charges	580,428.63	905,000	315,000	(65.19) %
Equipment	1,853.00	2,500	6,500	160.00 %
Total 72520 - Human Resources	2,761,175.95	2,975,153	2,511,397	(15.59) %

General Purpose Fund

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget
72610 - Operation of Plant				
Salaries	3,422,922.85	4,290,838	4,134,237	(3.65) %
Employee Benefits	1,420,451.64	1,804,156	1,734,725	(3.85) %
Contracted Services	398,428.05	500,785	415,390	(17.05) %
Supplies and Materials	371,022.16	402,535	403,533	0.25 %
Utilities	4,653,876.05	5,341,080	5,626,424	5.34 %
Insurance Premiums	975,620.00	989,572	789,334	(20.23) %
Other Charges	1,736.84	3,000	2,000	(33.33) %
Equipment	190,197.32	157,400	157,500	0.06 %
Total 72610 - Operation of Plant	11,434,254.91	13,489,366	13,263,143	(1.68) %
72620 - Maintenance of Plant				
Salaries	2,005,800.94	2,174,758	2,209,352	1.59 %
Employee Benefits	760,183.91	839,389	843,462	0.49 %
Contracted Services	397,829.10	478,435	465,300	(2.75) %
Supplies and Materials	873,376.42	988,782	1,048,446	6.03 %
Insurance Premiums	68,400.00	68,400	58,849	(13.96) %
Other Charges	2,747.63	8,000	5,000	(37.50) %
Equipment	167.89	479,000	5,000	(98.96) %
Total 72620 - Maintenance of Plant	4,108,505.89	5,036,764	4,635,409	(7.97) %

General Purpose Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
72810 - Information Technology				
Salaries	1,363,048.12	1,839,940	1,875,991	1.96 %
Employee Benefits	431,530.39	600,278	605,203	0.82 %
Contracted Services	2,289,442.48	2,369,855	2,663,694	12.40 %
Supplies and Materials	1,094,786.71	593,500	626,500	5.56 %
Other Charges	54,144.01	49,750	51,487	3.49 %
Equipment	3,789,008.94	5,119,300	2,690,100	(47.45) %
Total 72810 - Information Technology	9,021,960.65	10,572,623	8,512,975	(19.48) %
73400 - Early Childhood Education				
Salaries	636,779.10	1,188,967	1,209,960	1.77 %
Employee Benefits	173,941.13	326,424	326,720	0.09 %
Contracted Services	62,589.99	65,780	44,491	(32.36) %
Supplies and Materials	36,851.42	64,900	64,900	-
Other Charges	1,550.65	19,045	19,045	-
Equipment	81,830.63	62,200	42,200	(32.15) %
Total 73400 - Early Childhood Education	993,542.92	1,727,316	1,707,316	(1.16) %
82130 - Debt Service				
	11,078.69	-	-	-
Total 82130 - Debt Service	11,078.69	-	-	- %

General Purpose Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
99100 - Interfund Transfers				
	841,328.00	408,356	515,417	26.22 %
Total 99100 - Interfund Transfers	841,328.00	408,356	515,417	26.22 %
Total Expenditures	151,831,614.53	176,266,223	174,857,182	-0.80 %

General Purpose Fund

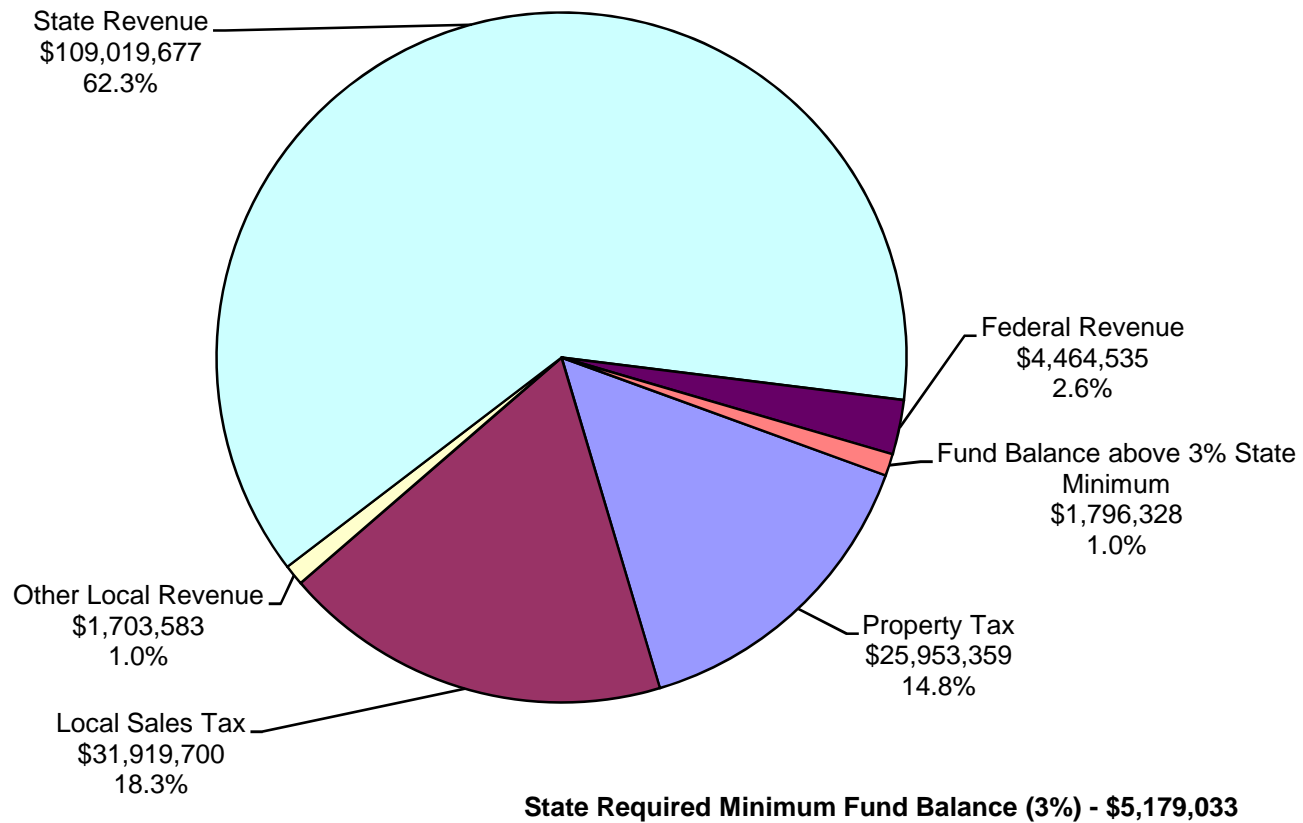
	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
Ending Reserves and Fund Balance				
Fund Balance	13,550,214.00	3,606,754	5,216,819	44.64 %
34291 On-The-Job Injury Reserve	1,141,335.00	1,141,335	1,375,218	20.49 %
34292 Property and Liability Reserve	-	-	1,475,000	100.00 %
34379 Extended Contract Reserve	524,289.00	621,974	720,513	15.84 %
34380 Career Ladder Reserve	60,110.00	161,728	124,040	(23.30)%
Total Reserves & Fund Balance	15,275,948.00	5,531,791	8,911,590	61.10 %
Total Expenditures, Reserves And Fund Balance	167,107,562.53	181,798,014	183,768,772	1.08 %
Total Employees (FTE)	2583.50	2784.90	2830.40	

Where Does Our Money Come From?

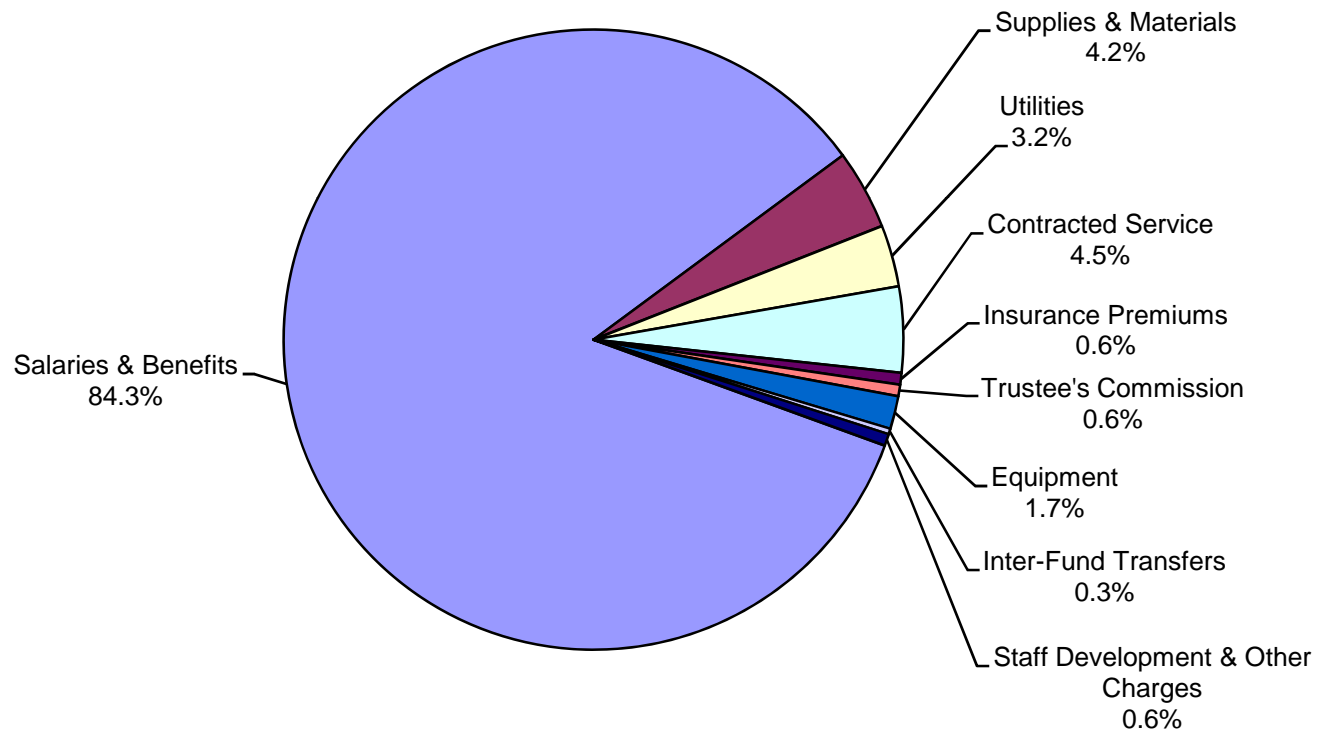
The graph on the next page illustrates the sources of General Purpose Fund (operating budget) money. The majority of our revenue is from state sources. State revenue primarily comes from the collection of sales tax.

- **State Revenue: 62.3% (\$109,019,677)** – State revenue is provided primarily through the BEP (Basic Education Program) funding formula which is driven by the average number of students enrolled. The level of BEP funding is approved each year by the State Legislature. Also included in state revenue are Extended Contract and Career Ladder reserves used for payments to qualifying teachers. Pre-Kindergarten classes are funded separately from the BEP and are supported by the state lottery which covers all of the costs except transportation and classroom space.
- **Local Revenue: 34.1% (\$59,576,642)** – Local revenue is generated from three sources:
 1. **Local Sales Tax: 18.3% (\$31,919,700)** – This comes from the portion of the local option sales tax (2.5% in Montgomery County) that is mandated by state law to go to the school fund and additional amounts approved by local referendum. The projection is based on a 3% increase.
 2. **Property Tax: 14.8% (\$25,953,359)** – The County Commission sets the rate of tax on real and personal property to fund all county operations. The rate is currently \$3.14 per \$100 of assessed value. Of this amount, the school system receives \$1.02 for the General Purpose Fund. The amount of revenue is determined by multiplying this rate by the estimated value of one cent of property tax as provided by the County Tax Assessor. An additional \$.897 is designated for payments on the county debt, the majority of which is the result of the construction of schools.
 3. **Other Local Revenue: 1% (\$1,703,583)** – Revenue from various sources including an amount expected from the Federal Projects Fund for indirect costs to help defray the expense of administration of many of its programs.
- **Rainy Day Fund Balance above the State Minimum: 1.0 % (\$1,796,328)** – The state requires that we maintain a minimum of 3% of operating expenditures for contingencies. All of the fund balance above the minimum will be used as a revenue source.
- **Federal Revenues: 2.6% (\$4,464,535)** – The majority of these funds are received as impact aid which partially compensates for the loss of revenue (i.e. property tax, sales tax) as the result of the location of Federal property in Montgomery County, in particular the Fort Campbell Military Installation.

FY 2008-09 General Purpose School Fund Budget Projected Funding Sources - \$174,857,182



**FY 2008-09 General Purpose School Fund Budget
Projected Expenditures - \$174,857,182**



Instructional Department

Instructional Support: (Page 55)

The Instructional Department improves student achievement by providing assistance and guidance in curriculum training and implementation, staff development, implementation of state and federal mandates, and school improvement planning.

Each school develops a school improvement plan to address the needs of their students with appropriate staff development and instruction. These plans are developed with input from school community stakeholders. Each plan includes the school's goals, disaggregated student data, a description of the school's community, and action plans with staff development to accomplish the school's goals. Individual school plans align with the district wide school improvement plan from which academic goals are developed. The system's goals are aligned with NCLB targets.

The following are the academic targets for the 2008-2009 school year:

- Language Arts- (reading) All subgroups will meet or exceed the state's annual yearly progress target. Progress will be determined by the state's annual yearly progress report (AYP).
- Math- All subgroups will meet or exceed the state's annual adequate yearly progress target. Progress will be determined by the state's annual yearly progress report (AYP).

- Language Arts (writing) - To increase the percentage of students scoring proficient as measured by the state's writing assessment.
- To increase the percentage of technical pathway students scoring advanced to proficient on the Gateway math and language arts assessments.
- Graduation rate- Meet or exceed the state's adequate yearly progress goal.

The No Child Left Behind Law is the most comprehensive mandate for which our district is responsible. This is the first time our Federal government has enacted such an educational reform in conjunction with an accountability system with sanctions for not meeting targeted goals. These sanctions can be costly to systems that do not make progress in student achievement or meet the guidelines as outlined by the federal law. The law coincides with local initiatives but does not provide the necessary funding to adequately support the programs necessary to meet the needs of all of the students.

This NCLB law also has impacted the staffing of schools as all teachers must be certified as highly qualified by fall of 2006. Aides who work in Title I schools must meet requirements in math and reading by passing a prescribed test.

Title III, the English Language Learner (ELL) program, is a federally mandated program designed to assist and integrate non-English speaking students into the schools. There are

approximately 550 students in grades K-12 in our system. These students receive English language instruction on a daily basis as well as support for all classes from the ELL teachers. Federal funds do not come close to covering the costs of the teachers or instructional assistants.

The Title I program is another federally mandated program that is designed to assist schools that have a large number of disadvantaged students (those who qualify for free and reduce lunch). There are nine elementary schools and two middle schools in our system that meet the federal criteria. Over 5,000 students benefit from this program as all students in the eleven schools may receive services from the programs. The additional funds these schools receive is usually spent for needed instructional materials for students who are at risk of failing in reading, writing, and math, and to add support staff to work with all students in the schools on a more individualized basis.

A state mandate with which the district must comply is the Basic Education Program (BEP) capacity. This law dictates the maximum number of children per class in a grade level and regular and vocational class size in the middle and high schools. The system reports this data each fall and faces monetary penalties if the mandate is not met.

Special Education: (Page 57)

The Special Education Department coordinates efforts to provide direct and support services for students with disabilities ages 3 through 21. A variety of programs offered throughout the system serve over 3,900 students. The Individuals with Disabilities Act (IDEA) Federal Funds additionally obligates the system to provide services to students

who meet the specified criteria. This department also assists schools in meeting special needs requirements.

Meeting the needs of special education students continues to be an increasing cost as a growing number of instructional and behavioral services must be offered by the school or on a contractual basis. A continuum of services must be provided along with staff training to ensure that appropriate instruction and implementation of programs are accomplished. A variety of services such as physical and occupational therapy, mobility training, and transportation of handicapped children are required for children ages 3 through graduation or through age 21. Post secondary services such as employment education and simulation assessments, along with transition services, require outside agency participation to assist students in preparation for self supported living. For those students who require an alternative means of communication, assistive technology is provided. These types of technology may range from a computer to more specialized devices. The system is also required to offer training and informational seminars for faculty and parents. Additional costs to the program may include independent evaluations and outside consultations. The federal funds received for special education do not come close to meeting the needs of special education students.

Section 504 of the Rehabilitation Act requires the system to provide services similar to those under IDEA to students identified as 504 who may have a disability or perceived disability. There are no federal or state funds awarded to school systems for these types of programs.

Student Services: (Page 52)

The Student Services Department assists students in accessing the various services throughout the district and community. Those services include homebound instruction, home school information, alternative school, attendance, and disciplinary hearings. Additionally, the department assists parents with custody issues, immunization information, school records, and enrollment information.

Career-Technical Education: (Page 58)

The Career Technical Education (CTE) Department assists schools by ensuring that appropriate programs are made available to students to explore technical fields and gain career skills for future employment. The programs across the district in middle and high schools mirror the needs of the school community and serve approximately 5,500 students. The class size mandate is lower in CTE classrooms (1:20). Currently, businesses and community members express a need for expanding and improving our CTE program offerings.

Adult Education: (Page 59)

The mission of the Adult Education program is to assist adults in obtaining the necessary skills to obtaining employment, assisting their children in school, and completing a secondary school education. Among these programs are basic language skills and GED preparation. This program serves approximately 900 students and is almost entirely funded by grants.

Alternative School: (Pages 49, 56)

The Alternative School provides an opportunity for students to remain in an alternative educational setting and receive their

academic work. This is an option to student suspensions and expulsions. The program has served over 350 students this year. The Juvenile Court Judges support this program. In its absence, the judges report an increase in costs to the Court system and crime prevention.

Homebound Instruction: (Page 48)

Homebound instruction is an educational program for students who are unable to attend regular school for an extended period of time due to a physical, mental, or emotional issue. Special education students may also take advantage of the service if it is part of their Individual Education Plan (IEP). Approximately 150 students are served annually through homebound instruction.

Elementary Schools

The Clarksville-Montgomery County School System currently includes 19 elementary schools that range in size from 240-1100 students and serve approximately 14,500 students. They are staffed according to state mandates on class size and programs that the community has decided are desirable for our students. All of our elementary schools met AYP federal benchmarks.

Middle Schools

The Clarksville-Montgomery County School System middle school program currently consists of seven middle schools ranging in size from 650 students to our largest of 1,100

students. The middle school programs serve approximately 6,300 students. The schools provide students with a variety of programs designed to meet the needs of special needs students as well as meeting the needs of advanced students. All middle schools met AYP targets, but there are subgroups that are a concern as the targets are increased.

High Schools

The Clarksville-Montgomery County School System high school program consists of six high schools ranging in size from 950 students to 1700 students. The high school programs serve approximately 8,100 students. Two high schools were on the AYP target list last year for not meeting their graduation rate in 05-06; however, they did meet their targets last year, but must maintain that rate for two consecutive years to be removed from the list.

General Purpose Fund**Expenditures (Appropriations)****71100 - Regular Instruction**

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
116 Teachers	55,893,622.54	63,306,247	65,291,532	3.14 %	
117 Career Ladder	567,487.36	552,342	552,342	-	
127 Extended Contract	141,724.00	146,612	146,185	(0.29) %	
128 Homebound	162,105.04	196,616	199,351	1.39 %	
163 Aides	728,354.35	972,059	975,876	0.39 %	
187 Overtime	-	1,000	1,000	-	
189 Permanent Sub. Tchrs.	190,891.98	-	-	-	
201 Social Security	3,466,282.23	4,041,829	4,164,309	3.03 %	
204 Retirement	3,629,240.60	4,146,723	4,387,880	5.82 %	
206 Life Insurance	81,770.24	96,217	98,175	2.03 %	
207 Medical Insurance	6,902,642.19	7,380,691	7,596,935	2.93 %	
212 Medicare	810,664.40	945,268	973,912	3.03 %	
336 Band Instr. Repair	9,300.00	11,400	11,400	-	
354 AVID Field Trips	3,386.30	9,576	9,576	-	
355 Travel	17,427.92	14,600	14,600	-	
356 Tuition - Middle College	-	-	237,160	100.00 %	
369 Contract for Substitute Teachers - Certified	606,759.23	650,000	715,000	10.00 %	
370 Contract for Substitute Teachers - Non Certified	899,341.05	1,100,000	1,235,000	12.27 %	
399 AVID Tutors	13,487.50	38,810	44,354	14.28 %	
399 JROTC Transportation	12,000.00	12,000	15,500	29.17 %	
406 Basic Skills	30,918.00	34,036	34,036	-	
429 Instructional Supplies and Materials	699,219.14	1,065,561	753,649	(29.27) %	
449 Textbooks	2,989,694.93	3,548,000	2,930,850	(17.39) %	
535 Student Fee Waivers	153,154.00	264,000	290,400	10.00 %	
722 Instructional Equipment	21,200.00	30,416	22,500	(26.03) %	
Total 71100 - Regular Instruction	78,030,673.00	88,564,003	90,701,522	2.41 %	

07/01/2008

General Purpose Fund**71150 - Alternative School**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
116	Teachers	385,799.59	580,695	587,742	1.21 %	
117	Career Ladder	4,996.38	5,738	5,738	-	
127	Extended Contract	2,310.00	-	-	-	
201	Social Security	23,727.81	36,359	36,796	1.20 %	
204	Retirement	24,141.78	36,593	38,101	4.12 %	
206	Life Insurance	494.34	812	811	(0.12) %	
207	Medical Insurance	34,447.17	33,018	33,018	-	
212	Medicare	5,549.39	8,503	8,605	1.20 %	
351	Copier Services	6,688.83	9,000	9,000	-	
369	Contract for Substitute Teachers - Certified	4,162.02	10,000	10,000	-	
370	Contract for Substitute Teachers - Non Certified	10,280.18	12,000	15,000	25.00 %	
429	Instructional Supplies and Materials	1,316.22	2,800	2,800	-	
Total 71150 - Alternative School		503,913.71	735,518	747,611	1.64 %	

07/01/2008

General Purpose Fund**71200 - Special Education**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
116	Teachers	7,126,375.80	7,908,645	8,007,458	1.25 %	
117	Career Ladder	99,114.36	95,444	95,444	-	
127	Extended Contract	39,270.00	18,898	18,898	-	
163	Educational Assistants	1,593,645.58	1,426,072	1,504,870	5.53 %	
171	Speech Therapists	1,035,056.74	1,113,835	1,166,507	4.73 %	
187	Overtime	-	500	500	-	
201	Social Security	591,463.57	654,931	669,208	2.18 %	
204	Retirement	718,929.18	774,708	809,772	4.53 %	
206	Life Insurance	14,820.95	16,030	16,282	1.57 %	
207	Medical Insurance	1,269,781.43	1,314,269	1,346,272	2.44 %	
212	Medicare	138,300.35	153,169	156,508	2.18 %	
312	Contracts with Private Agencies	633,596.39	838,411	855,179	2.00 %	
369	Contract for Substitute Teachers - Certified	52,607.10	60,000	60,000	-	
370	Contract for Substitute Teachers - Non Certified	111,449.33	150,000	165,000	10.00 %	
399	Other Contracted Services	19,000.00	19,000	31,500	65.79 %	
429	Instructional Supplies and Materials	188,736.35	224,020	119,000	(46.88) %	
725	Special Education Equipment	17,121.52	20,000	15,000	(25.00) %	
Total 71200 - Special Education		13,649,268.65	14,787,932	15,037,398	1.69 %	

07/01/2008

General Purpose Fund**71300 - Vocational Education**

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
116 Teachers	2,450,516.61	2,735,095	2,771,553	1.33 %	
117 Career Ladder	23,999.20	36,099	36,099	-	
127 Extended Contract	1,540.00	-	-	-	
140 Agriculture Instr. - Supplement	27,341.40	31,200	31,200	-	
201 Social Security	150,351.53	173,748	174,074	0.19 %	
204 Retirement	154,098.49	174,870	180,252	3.08 %	
206 Life Insurance	3,513.11	5,928	5,928	-	
207 Medical Insurance	314,758.07	517,611	517,611	-	
212 Medicare	35,152.09	40,634	40,711	0.19 %	
336 Maintenance and Repair Service	901.30	1,000	1,500	50.00 %	
355 Itinerant Teacher Travel	149.13	500	500	-	
369 Contract for Substitute Teachers - Certified	13,559.58	20,000	20,000	-	
370 Contract for Substitute Teachers - Non Certified	35,352.53	40,000	35,000	(12.50) %	
429 Instructional Supplies and Materials	101,926.77	123,570	123,570	-	
448 T. & I. Construction Materials	80,000.00	130,000	130,000	-	
730 Vocational Equipment	4,800.77	5,000	10,000	100.00 %	
Total 71300 - Vocational Education	3,397,960.58	4,035,255	4,077,998	1.06 %	

07/01/2008

General Purpose Fund**72110 - Student Services**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	<i>CMCSS</i>
105	Supervisor	84,918.96	87,689	87,689	-	
117	Career Ladder Program	8,000.04	8,119	8,119	-	
127	Extended Contract	600.00	5,065	5,066	0.02 %	
134	Pupil Personnel	193,213.00	308,600	310,093	0.48 %	
161	Administrative Assistant(s)	53,123.45	55,391	56,494	1.99 %	
187	Overtime	-	500	500	-	
201	Social Security	20,724.18	28,852	29,014	0.56 %	
204	Retirement	25,224.34	33,567	34,466	2.68 %	
206	Life Insurance	371.56	514	514	-	
207	Medical Insurance	23,405.52	42,993	42,993	-	
212	Medicare	4,846.65	6,747	6,784	0.55 %	
320	Dues and Membership	-	350	350	-	
355	Travel	4,607.79	6,000	6,000	-	
435	Office Supplies	3,088.51	3,860	3,860	-	
499	Other (Attendance Awards)	8,208.32	10,000	-	(100.00) %	
524	In Service/Staff Development	9,029.78	10,400	10,400	-	
Total 72110 - Student Services		439,362.10	608,647	602,342	(1.04) %	

07/01/2008

General Purpose Fund**72120 - Health Services**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	<i>CMCSS</i>
131	School Nurses	261,647.66	678,302	707,369	4.29 %	
168	Substitutes	22,183.30	21,263	21,000	(1.24) %	
187	Overtime	55.02	100	100	-	
201	Social Security	17,067.80	43,363	45,165	4.16 %	
204	Retirement	36,976.31	97,283	100,319	3.12 %	
206	Life Insurance	457.54	1,270	1,308	2.99 %	
207	Medical Insurance	49,573.88	87,776	91,404	4.13 %	
212	Medicare	3,991.77	10,141	10,563	4.16 %	
320	Dues and Membership	115.50	300	300	-	
355	Travel	488.70	-	-	-	
399	Calibration of Equipment	545.00	700	700	-	
399	Contracted Services	-	2,500	-	(100.00) %	
399	Employee Vaccines Injections	3,220.00	5,000	5,000	-	
435	Office Supplies	135.85	150	150	-	
499	Medical Supplies	15,069.44	15,795	16,395	3.80 %	
524	In-Service/Staff Development	589.72	-	-	-	
735	Health Services Equipment	9,147.47	10,200	13,000	27.45 %	
Total 72120 - Health Services		421,264.96	974,143	1,012,773	3.97 %	

07/01/2008

General Purpose Fund**72130 - Other Student Support**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
117	Career Ladder	34,899.40	34,400	34,400	-	
123	School Counselors	2,570,338.89	2,892,708	2,989,773	3.36 %	
127	Extended Contract	2,310.00	3,080	3,080	-	
130	Social Workers	-	81,409	83,232	2.24 %	
140	Supplemental Pay (Extra-Curr., After School)	1,172,273.46	2,019,791	1,800,627	(10.85) %	
162	Clerical Personnel	234,016.67	268,734	273,449	1.75 %	
163	Lunchroom Monitors	111,714.73	126,980	132,912	4.67 %	
168	Temporary Personnel	44.58	4,000	4,000	-	
187	Overtime	-	500	500	-	
189	Other Salaries	-	32,105	32,429	1.01 %	
201	Social Security	247,893.03	338,751	331,974	(2.00) %	
204	Retirement	269,618.71	375,954	378,150	0.58 %	
206	Life Insurance	4,104.14	5,158	5,279	2.35 %	
207	Medical Insurance	384,067.03	448,774	457,912	2.04 %	
212	Medicare	57,976.04	79,224	77,639	(2.00) %	
309	School Resource Officers	-	834,981	-	(100.00) %	
322	Evaluation and Testing	56,338.90	140,300	142,500	1.57 %	
399	Athletic Trainers	-	39,068	38,900	(0.43) %	
429	Scheduling & Grade Reporting	914.84	51,987	52,500	0.99 %	
499	After School Supplies and Materials	-	16,000	16,000	-	
524	In-Service/Staff Development	25.00	-	-	-	
Total 72130 - Other Student Support		5,146,535.42	7,793,904	6,855,256	(12.04) %	

General Purpose Fund**72210 - Regular Instruction Support**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
105	Supervisors	721,655.82	878,138	884,104	0.68 %	
117	Career Ladder	81,193.80	83,805	83,548	(0.31) %	
127	Extended Contract	25,792.00	9,177	9,176	(0.01) %	
129	Librarians	1,771,695.92	1,912,638	1,957,543	2.35 %	
137	Media Personnel	27,745.60	29,411	29,994	1.98 %	
140	Salary Stipends	161,742.50	171,913	171,913	-	
161	Administrative Assistant(s)	32,656.00	68,848	69,535	1.00 %	
162	Clerical	21,658.30	23,920	23,050	(3.64) %	
163	Aides	479,858.06	553,829	586,736	5.94 %	
168	Temporary Personnel	-	1,000	1,000	-	
187	Overtime	-	500	500	-	
189	Academic Coaches	560,832.15	649,952	681,244	4.81 %	
189	ROTC Property Officer	43,773.07	51,343	47,858	(6.79) %	
201	Social Security	234,674.33	272,298	281,865	3.51 %	
204	Retirement	284,329.70	328,685	346,881	5.54 %	
206	Life Insurance	4,561.16	6,051	6,181	2.15 %	
207	Medical Insurance	418,294.77	521,763	535,175	2.57 %	
212	Medicare	55,086.55	63,682	65,920	3.51 %	
302	Advertising - School Health	-	1,575	-	(100.00) %	
320	Accreditation & Dues	14,675.00	33,900	34,500	1.77 %	
355	Systemwide Travel	6,373.47	8,900	8,000	(10.11) %	
399	Contracted Svcs. - Teacher Center	-	-	600	100.00 %	
399	SACS Contracted Services	11,892.95	-	-	-	
399	Stupski Contracted Services	130,388.64	-	-	-	
411	Technology Supplies, Library	34,150.00	35,150	36,000	2.42 %	
432	School Allocation: Library Books	145,751.00	303,165	153,583	(49.34) %	
435	Office Supplies	8,026.73	8,500	8,500	-	
437	Periodicals	31,275.00	32,375	32,375	-	
499	AV Supplies & Materials	107,143.11	119,513	119,513	-	
499	High School Student Activities	200,550.00	213,550	213,550	-	
499	Schools' Other Supply Alloc.	96,256.00	101,788	101,788	-	
499	Supplies - School Health	-	14,214	-	(100.00) %	
524	In-Service/Staff Development	201,339.10	320,546	219,746	(31.45) %	
599	High School Scholarship & Graduation	27,356.06	28,100	28,100	-	
Total 72210 - Regular Instruction Support		5,940,726.79	6,848,229	6,738,478	(1.60) %	

07/01/2008

General Purpose Fund**72215 - Alternative School Support**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	<i>CMCSS</i>
162	Office Assistant	19,370.89	22,195	22,595	1.80 %	
201	Social Security	1,154.14	1,376	1,401	1.82 %	
204	Retirement	2,777.73	3,183	3,204	0.66 %	
206	Life Insurance	35.00	39	38	(2.56) %	
207	Medical Insurance	3,614.12	10,523	3,701	(64.83) %	
212	Medicare	269.91	322	328	1.86 %	
Total 72215 - Alternative School Support		27,221.79	37,638	31,267	(16.93) %	

07/01/2008

General Purpose Fund**72220 - Special Education Support**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	<i>CMCSS</i>
105	Supervisor	82,030.56	84,706	84,706	-	
117	Career Ladder	18,161.30	20,988	20,988	-	
124	Psychological Personnel	510,856.85	538,061	543,928	1.09 %	
127	Extended Contract	4,766.00	4,766	4,766	-	
161	Administrative Assistant(s)	26,291.20	27,685	28,247	2.03 %	
187	Overtime	-	100	100	-	
189	Occupational Therapist	101,642.36	165,611	166,556	0.57 %	
201	Social Security	44,613.77	52,198	52,655	0.88 %	
204	Retirement	47,750.97	54,786	56,723	3.54 %	
206	Life Insurance	711.52	1,318	1,318	-	
207	Medical Insurance	64,929.46	109,332	109,332	-	
212	Medicare	10,433.84	12,206	12,314	0.88 %	
320	Dues & Membership	1,742.00	1,750	1,750	-	
355	Travel	13,278.35	13,500	13,500	-	
435	Office Supplies	7,025.44	7,750	7,750	-	
437	Subscriptions	972.00	1,100	1,100	-	
499	Testing Supplies & Materials	25,237.15	40,000	55,700	39.25 %	
524	In-Service/Staff Development	23,323.22	21,500	16,150	(24.88) %	
Total 72220 - Special Education Support		983,765.99	1,157,357	1,177,583	1.75 %	

07/01/2008

General Purpose Fund**72230 - Vocation Education Support**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
105	Program Administrator	70,476.96	73,969	73,969	-	
117	Career Ladder	3,000.00	3,000	3,000	-	
161	Administrative Assistant(s)	12,467.47	13,572	13,843	2.00 %	
201	Social Security	5,228.30	5,613	5,630	0.30 %	
204	Retirement	6,291.95	6,749	6,905	2.31 %	
206	Life Insurance	79.71	101	101	-	
207	Medical Insurance	9,057.20	10,958	10,958	-	
212	Medicare	1,222.86	1,314	1,318	0.30 %	
320	Dues & Membership	189.00	200	200	-	
355	Travel	593.65	700	700	-	
435	Office Supplies	1,097.42	1,000	1,300	30.00 %	
524	In-Service/Staff Development	349.03	1,000	1,000	-	
Total 72230 - Vocation Education Support		110,053.55	118,176	118,924	0.63 %	

07/01/2008

General Purpose Fund

72260 - Adult Education Support

		<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>	<i>CMCSS</i>
105	Supervisor (ABE)	29,528.23	32,639	34,300	5.09 %	
117	Career Ladder	999.96	1,000	1,000	-	
123	Guidance, Literacy-Hourly	26,571.98	27,000	27,000	-	
201	Social Security	3,566.64	3,657	3,863	5.63 %	
204	Retirement	1,871.33	3,680	3,999	8.67 %	
206	Life Insurance	142.16	150	62	(58.67) %	
207	Medical Insurance	1,857.80	3,701	3,701	-	
212	Medicare	834.13	856	904	5.61 %	
Total 72260 - Adult Education Support		65,372.23	72,683	74,829	2.95 %	

Director's Office, Board of Education, Communications

The budgets for these areas encompass activities, which support children, their families, this community and CMCSS staff by setting and communicating the direction for the School System. Included within the Board of Education is the salary for the Board Secretary and pay for Board Member meeting attendance. Also included is an account for legal services. Staff development is included in all three areas, which involves School Board training with the Tennessee and National School Boards Associations; training for communications staff through the National School Public Relations Association; and training for the Director focusing on best practices in school district management and instructional leadership.

Contracted Services includes fees for consulting in areas that align with our System's goals of improving student achievement and being effective stewards of taxpayer funds. This budget also includes repair and maintenance contracts for printing equipment. System-wide postage for mailing information to students, their families and to employees also is included in this area.

A major portion of this budget account funds the Printing Services Department, which provides an efficient alternative to external printing of one-, two-color and multiple part forms. For example, by in-house printing of end-of-unit reading tests for grades 1-8, which adds up to about 1.7 million pages annually, the system not only saves \$38,000, but it supports collection of assessment data to help identify student needs and

accomplishments. This is one example of many documents in which cost savings apply. With the high accountability the system now experiences, teachers and schools are using more assessment tools to diagnose how students are performing and where teaching must be focused. As a result, the printing of benchmark tests have escalated considerably, adding another more than 1.5 million printed pages.

The school calendar, which has won national recognition for several years, is produced through this department with the printing paid for by its sponsor, Bi-County Solid Waste Management.

In responding to stakeholder feedback, the Communications Department is expanding its media options by providing an online electronic newsletter, with students, staff and programs featured through webcasts.

07/01/2008

General Purpose Fund**72310 - Board of Education**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	<i>CMCSS</i>
118	Secretary to Board	24,022.17	24,756	24,756	-	
191	Board of Education	20,200.00	35,000	35,000	-	
201	Social Security	2,717.17	3,705	3,705	-	
204	Retirement	3,444.73	3,550	3,510	(1.13) %	
206	Life Insurance	30.26	63	62	(1.59) %	
207	Medical Insurance	1,854.89	3,701	3,701	-	
212	Medicare	635.54	867	867	-	
320	Dues & Membership	25,785.00	41,500	41,500	-	
331	Legal Services	54,172.65	90,000	70,000	(22.22) %	
524	In-Service/Staff Development	24,128.22	50,000	50,000	-	
599	Other School Board Expenses	13,727.91	15,000	15,000	-	
Total 72310 - Board of Education		170,718.54	268,142	248,101	(7.47) %	

07/01/2008

General Purpose Fund**72320 - Director of Schools**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
101	Director's Salary	127,416.63 **	145,020	145,019	- %	
101	Vacation Buyback Option	4,400.00	5,347	5,346	(0.02) %	
101	Vehicle Allowance	-	4,800	4,800	-	
117	State CEO Supplement	-	1,000	1,000	-	
161	Administrative Assistant(s)	24,078.87	24,756	24,756	-	
162	Clerk/Typists	22,900.80	24,108	24,118	0.04 %	
201	Social Security	10,924.63	12,236	12,712	3.89 %	
204	Retirement	23,318.03	24,718	25,455	2.98 %	
206	Life Insurance	115.40	140	140	-	
207	Medical Insurance	14,996.62	16,091	16,091	-	
212	Medicare	2,554.89	2,863	2,975	3.91 %	
320	Dues & Membership	2,351.00	2,700	2,700	-	
348	Postage - Systemwide	46,528.06	47,300	47,300	-	
399	Community Relations Contracted Services	3,436.83	10,000	10,000	-	
435	Office Supplies	4,673.49	4,500	4,500	-	
499	Community Relations Supplies	337.26	1,312	500	(61.89) %	
524	In-Service/Staff Development	14,837.01	15,000	15,000	-	
599	Other Charges	751.40	-	-	-	
Total 72320 - Director of Schools		303,620.92	341,891	342,412	0.15 %	

** contract for Director implemented 8/1/2006; was not compensated full annual salary

07/01/2008

General Purpose Fund**72320 - Printing and Communications**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	<i>CMCSS</i>
137	Media Personnel	113,042.03	119,496	121,888	2.00 %	
162	Clerk/Typists	44,603.59	47,328	48,760	3.03 %	
168	Temporary Personnel	-	3,000	3,000	-	
189	Other Salaries	110,410.69	121,685	123,669	1.63 %	
201	Social Security	15,980.35	18,550	18,434	(0.63) %	
204	Retirement	37,916.65	33,407	41,734	24.93 %	
206	Life Insurance	321.76	356	355	(0.28) %	
207	Medical Insurance	39,597.99	46,959	46,959	-	
212	Medicare	3,737.52	4,339	4,311	(0.65) %	
302	Advertising	277.81	4,000	-	(100.00) %	
320	Dues & Membership	1,279.58	1,000	1,000	-	
355	Travel Expense	482.39	1,400	1,400	-	
399	Community Relations Contracted Services	90,633.07	105,000	90,000	(14.29) %	
414	Supplies & Materials - Central Printing	45,296.36	50,000	45,000	(10.00) %	
422	Partners in Education Supplies	1,379.84	2,000	2,000	-	
429	Supplies and Materials	-	450	450	-	
435	Office Supplies	3,132.02	3,000	3,000	-	
437	Subscriptions	238.00	516	516	-	
499	Community Relations Supplies	939.33	5,000	5,000	-	
524	In-Service/Staff Development	5,455.29	9,500	9,500	-	
790	Equipment	6,901.74	21,000	6,000	(71.43) %	
Total 72320 - Printing and Communications		521,626.01	597,986	572,976	(4.18) %	

07/01/2008

General Purpose Fund**72410 - Office of the Principal**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	<i>CMCSS</i>
104	Principals	2,447,847.72	2,737,483	2,835,496	3.58 %	
117	Career Ladder	99,428.84	96,267	96,267	-	
119	Accts/Bookkeepers	802,194.83	1,009,419	1,061,523	5.16 %	
127	Extended Contract	80,850.00	76,692	76,692	-	
139	Asst. Principals	3,182,887.12	3,601,083	3,707,793	2.96 %	
162	Clerical Personnel	1,275,641.79	1,660,294	1,718,483	3.50 %	
168	Temporary Personnel	5,072.62	7,000	7,000	-	
187	Overtime	774.57	2,000	2,000	-	
201	Social Security	474,689.86	569,390	589,326	3.50 %	
204	Retirement	648,844.00	789,035	825,672	4.64 %	
206	Life Insurance	8,298.20	10,081	10,288	2.05 %	
207	Medical Insurance	898,122.41	1,052,347	1,073,926	2.05 %	
212	Medicare	111,016.55	133,165	137,827	3.50 %	
320	Dues & Membership	14,250.00	14,250	15,750	10.53 %	
399	ISA Banking Fees	3,800.00	8,200	8,400	2.44 %	
399	ISA Technical Support	3,347.00	2,654	2,727	2.75 %	
524	In-Service/Staff Development	31,000.00	32,000	34,000	6.25 %	
701	Administrative Equipment	631.18	65,000	10,000	(84.62) %	
Total 72410 - Office of the Principal		10,088,696.69	11,866,360	12,213,170	2.92 %	

Business Affairs Department

The Business Affairs Department is responsible for providing centralized administrative services supporting all aspects of school system activities to maximize the use of financial resources for improving student achievement. Administrative software applications utilize best business practices for efficiency and enable the department to address the needs of the district in a fiscally responsible manner that insures financial integrity and accountability. To that end, the district will embark on developing a Performance Measurement and Monitoring System during the 2008-09 school year and incorporate the results in the budget process beginning with the 2009-10 budget.

Budgeting:

Based on district goals and objectives, this office gathers information from all department heads regarding future budget needs, develops revenue projections and prepares the budget document for approval by the Board of Education and presentation to the County Commission for funding. This office also closely monitors all salaries and benefit costs, which account for 83% of the budget. Fiscal responsibility begins with sound financial planning and for the first time this year's budget document gives a three year perspective with underlying assumptions. With the addition of performance measurements, the 2009-10 budget process will be further enhanced in the areas of accountability, strategic planning, budget and resource allocation, and communications with the public

Fiscal Services:

Accurate financial reporting and timely payment of the obligations of the school system are vital to its financial integrity. To accomplish these objectives, this division is organized as follows:

- Accounting-This area processes all payments for goods and services, establishes and collects accounts receivables to include sales and receipts of surplus property via an on-line auction, maintains the general ledger and prepares monthly and annual financial statements, all in accordance with accepted accounting principles. Other services provided include maintaining accounting records, requesting reimbursement for all Federal Programs, recording depreciation of fixed assets and reporting liability for compensated absences. All School Board accounts are audited annually by the State Comptroller's Office.
- Payroll- This section processes time and attendance data for approximately 3,800 full and part time employees and substitutes accurately and on time, maintains leave records, and ensures the correct and timely payment of payroll taxes, retirement contributions and deductions.
- Individual School Accounts- This office provides guidance and technical assistance to 47 bookkeepers located across the county in the 34 schools. Each school maintains its own set of accounts which are audited annually by a certified public accountant firm.

Quality Systems:

The Quality Systems team supports the district's efforts to maximize efficiency and effectiveness, and to promote responsible stewardship of district resources through the following functional areas:

- **Continual Improvement:** Support of the CMCSS Process Management System (PRM) which has been certified to the ISO 9001:2000 standard. This includes administering corrective and preventive action programs, training and coordinating the work of internal process auditors, supporting the Management Review Team, maintaining the current version of all PRM documents, and providing technical assistance to all departments regarding the development and publication of PRM documents. Support to the district in its pursuit of efficiency and effectiveness through the use of process mapping, performance measures, process interactions, root cause analysis, and cost/benefit analysis. Support the Business Affairs department commitment to Performance Based Budgeting.
- **Data Analysis:** Support the districts commitment to data driven decision making by providing data mining and analysis support.
- **Grants:** Assist schools and departments with grant applications and searching for opportunities to obtain private and public funding to enhance existing revenues.
- **Research:** Provide support with the collection of information and data to address ad hoc projects, recurring reports, publications, and information

requests as well as identifying best practices in business and industry.

Inventory Control:

This office provides assistance to all schools and departments by maintaining an inventory of equipment and other fixed assets as prescribed by policy for accountability and insurance replacement purposes. The current inventory value of equipment and vehicles tracked is approximately \$53 million and the value of all buildings and contents is over \$600 million.

Purchasing:

Using best business practices, this division continuously seeks the most economical means of meeting the school system's needs for goods and services in order to maximize the use of education dollars. The entire purchase order process has been automated in recent years, saving personnel time and expediting the delivery of orders. Additional responsibilities include the following:

- **Textbook Processing** – This section is responsible for the acquisition and distribution of the proper number and type of books and teaching materials for each grade level at each school. The ordering process for the schools has recently been automated to expedite delivery. A perpetual inventory is maintained to ensure accountability.
- **Warehouse** – This operation is responsible for the movement of everything from inter-system mail, to orders from our print shop, textbooks, furniture, and food and non-food supplies for the school cafeterias. A

centralized stores inventory is stocked with a limited number of items bought in bulk for purchase by the schools and departments who are able to realize the savings from volume buying. A courier service is provided to 38 building locations logging in excess of 100 miles per day.

Recognition For Financial Accountability

Audits are conducted on an on-going basis to provide assurance that efficient budgeting practices are being used and that resources are being utilized effectively and efficiently and align with the district's strategic plan. CMCSS currently is audited on an annual basis by the State Comptroller's Office and various Federal agencies. In addition, CMCSS continues to maintain its ISO 9001 certification through semi-annual external audits that validate processes for continual improvement.

07/01/2008

General Purpose Fund**72510 - Business Affairs**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
105	Supervisors	181,569.27	196,156	198,542	1.22 %	
119	Accounting Personnel	486,307.56	532,813	540,530	1.45 %	
122	Purchasing Personnel	55,515.20	58,469	59,634	1.99 %	
161	Administrative Assistant(s)	35,723.20	37,877	38,626	1.98 %	
168	Temporary Personnel	18,428.34	45,300	25,300	(44.15) %	
187	Overtime	31,382.30	50,000	50,000	-	
189	Other Personnel	301,026.90	373,683	382,985	2.49 %	
201	Social Security	66,661.36	80,246	80,329	0.10 %	
204	Retirement	158,721.21	179,106	180,130	0.57 %	
206	Life Insurance	1,133.90	1,242	1,240	(0.16) %	
207	Medical Insurance	122,267.29	139,794	139,794	-	
212	Medicare	15,590.38	18,768	18,786	0.10 %	
302	Advertising	659.79	1,000	500	(50.00) %	
305	Audit Services	29,400.00	31,900	48,000	50.47 %	
320	Dues & Membership	1,195.00	1,250	1,700	36.00 %	
329	Laundry Services	3,377.10	4,500	4,000	(11.11) %	
355	Travel	1,030.67	1,200	1,200	-	
399	Contracted Services	24,484.32	89,000	57,000	(35.96) %	
425	Gasoline	6,571.97	10,000	10,000	-	
435	Office Supplies	30,702.84	32,000	27,000	(15.63) %	
499	Other Supplies (Warehouse)	1,686.80	2,700	2,000	(25.93) %	
508	Surety Bonds	8,500.00	8,500	8,500	-	
510	Trustee's Commission	1,031,968.24	1,053,297	1,063,589	0.98 %	
515	Liability Claims	-	20,000	20,000	-	
516	Property Claims	-	60,000	60,000	-	
524	In-Service/Staff Development	24,505.81	30,000	24,500	(18.33) %	
599	Uninsured Losses	149,609.02	120,000	95,000	(20.83) %	
701	Administrative Equipment	10,717.90	513	-	(100.00) %	
790	Equipment	59,355.00	69,487	20,000	(71.22) %	
Total 72510 - Business Affairs		2,858,091.37	3,248,801	3,158,885	(2.77) %	

Human Resources Department

The Human Resources Department (HR) is responsible for all activities, which promote the recruitment, selection, development and retention of high quality employees in support of student achievement. Major HR functions include: Employment, Employee Benefits, Employee Relations, Professional Development, and Safety - Risk Management. The department strives to secure highly skilled, competent employees while protecting the rights of all employees and students, according to state and federal mandates. This is accomplished by hiring properly certified and qualified employees, as well as requiring fingerprinting and background investigations on every employee. CMCSS has approximately 3,829 employees. After Fort Campbell, CMCSS is the largest employer in the county.

All employees are processed through the Human Resources Department. Employees of CMCSS are categorized as either Certified or Classified employees. Employees holding positions requiring a license that is based on successfully completing standard requirements set forth by the State Department of Education for teachers, administrators, counselors, psychologists, etc. are considered certified staff. In response to NCLB, the Human Resources Department continues to provide additional in-service and recheck certification for every teacher and most teacher aides in the system.

Classified staff employees include bus drivers, office assistants, secretaries, aides, maintenance, etc. Human Resources maintains a pool of classified applicants to insure

staffing continuity for the various departments. Due to salary issues, staff turnover remains a particular challenge with custodians, food service assistants, and most recently, bus drivers.

The Human Resources Department is responsible for recruiting employees for the school system. The recruitment of teachers is done all year long with the biggest push taking place between February and May when several school system representatives attend a number of teacher job fairs in the southeast, south central and central regions of the country. In addition, the district conducts its own Job Fairs to recruit personnel for both Certified and Classified positions.

Job descriptions, evaluations and step increases are maintained and monitored by this department. Electronic posting of all vacancies and paper vacancy notices are posted in all building sites.

The Benefits Office provides assistance to CMCSS employees in regards to their medical, dental, vision, disability, life insurance, long-term care and retirement benefits. The Benefits Office operates in compliance with the following federal laws: COBRA (Consolidated Omnibus Budget Reconciliation Act), HIPPA (Health Insurance Portability and Accountability Act), and FMLA (Family Medical Leave Act).

The Sick Leave Bank (sick days donated by employees of the CMCSS to provide sick leave for employees who have health problems and have run out of sick leave) is the responsibility of this department.

The department is also responsible for hosting the district's Annual Service Awards and Retirement Program, providing public recognition to employees for their longstanding dedication to the district.

The Chief Human Resources Officer is the chief negotiator for the school system, representing the district system in negotiations between the teacher's association and the school system. The Chief Human Resources Officer also leads the "Meet and Confer" process with classified employees.

Professional development is key to maintaining a high quality staff. The department coordinates the provision of a myriad of professional development opportunities to assist department directors in identifying and meeting their employee's specific training needs. These activities range from basic communications skills to advanced leadership strategies, beginning classroom management skills to advanced instructional techniques and collaborative processes through professional learning communities.

Risk Management/Safety/Environmental:

The District provides for a broad range of school system needs regarding employee, student, and visitor safety. Responsibilities include risk management including all property, liability, and auto claims, crisis management and crisis planning, safety inspections, security/surveillance camera program, playground safety, ADA compliance, school recycling program, environmental/indoor air quality/ asbestos management, OSHA standards compliance, Employee Safety Incentive Award Program, On-the Job Injury Program self-administration, employee safety training, new employee

training, accident investigation, and medical case management, On-Site Healthcare, and Student Health Services.

General Purpose Fund**72520 - Human Resources**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
105	Supervisors	291,421.87	356,956	420,784	17.88 %	
140	Safety Incentive Awards	8,800.00	10,000	10,000	-	
161	Administrative Assistant(s)	302,001.20	351,416	357,386	1.70 %	
162	Clerical Personnel	1,545.60	30,303	30,594	0.96 %	
168	Temporary Personnel	761.76	6,000	6,000	-	
187	Overtime	4,541.21	8,000	8,000	-	
189	Personal Leave Reimbursement	19,226.36	20,200	20,200	-	
189	Risk Management/Safety Officer	52,579.66	60,249	-	(100.00) %	
199	Bonus Pay	488,841.70	-	130,000	100.00 %	
201	Social Security	70,820.96	53,997	60,943	12.86 %	
204	Retirement	121,779.23	124,032	128,444	3.56 %	
206	Life Insurance	1,255.41	806	735	(8.81) %	
207	Medical Insurance	65,411.51	80,017	71,328	(10.86) %	
209	Disability Insurance	332,805.44	380,858	393,635	3.35 %	
212	Medicare	16,564.40	12,629	14,253	12.86 %	
299	Retiree Insurance	273,439.45	334,990	334,990	-	
302	Advertising	13,554.53	26,500	29,500	11.32 %	
320	Dues & Membership	935.00	1,100	4,205	282.27 %	
355	Travel Expense	4,712.86	14,300	20,600	44.06 %	
399	Bloodborne Pathogen Program	5,986.93	11,000	11,000	-	
399	Personnel Consultant	-	47,500	7,500	(84.21) %	
399	Personnel Office - Recruitment	1,799.00	2,000	7,000	250.00 %	
399	Records Maintenance	12,950.37	37,000	12,000	(67.57) %	
435	Office Supplies	12,311.95	11,000	11,300	2.73 %	
499	Employee Award Program	51,241.29	53,300	68,000	27.58 %	
499	Employee ID Supplies	992.28	4,500	1,500	(66.67) %	
499	Recruitment Supplies	7,298.66	14,000	15,000	7.14 %	
499	Safety Materials	15,315.69	15,000	15,000	-	
513	On-The-Job Injury Program	491,483.04	680,000	200,000	(70.59) %	
524	In-Service/Staff Development	45,321.59	174,000	64,000	(63.22) %	
533	Background Investigations	43,624.00	51,000	51,000	-	
701	Administrative Equipment	1,853.00	2,500	6,500	160.00 %	
Total 72520 - Human Resources		2,761,175.95	2,975,153	2,511,397	(15.59) %	

Operations Department

Plant Facilities:

One of the smallest departments in the school system the Plant Facilities Department takes on one of the system's largest non-educational missions. Staffed by a Civil Engineer, a construction project manager, a capital & special projects manager, and an administrative assistant, this department manages a wide range of school system needs.

From foundations to furnishings the department provides safe and accommodating facilities in which to educate our students. With an inventory of 38 locations, Plant Facilities sustains, improves, and develops school facilities appropriately to foster a quality learning environment. In addition to the salary and benefits of the department, the facilities budget supports the professional design services of architects and engineers, transportation costs associated with moving temporary classrooms, and the daily utility usage for all school system buildings including water, sewer, gas and electricity purchased from nine different vendors.

The General Purpose budget supports facility improvements valued at less than \$10,000 per project as well as contracted services including ceiling and floor replacement, painting projects, ADA upgrades, restroom partitions, parking lot striping, and window and door replacement.

As part of the yearly Capital Projects budget planning process, a list of projects valued at more than \$10,000 is submitted to the school board and county commission. Once approved, these projects also become part of the Plant Facilities budget. Examples of capital projects include roofing projects, electrical upgrades, major HVAC replacements, and large paving

projects. Finally, the Capital Projects budget includes any additions, major renovations, or new school construction that has been approved for the current year.

Building Maintenance and Custodial:

From changing light bulbs and operating waste water treatment plants, to making structural repairs and maintaining and servicing our thousands of HVAC units and from stripping and waxing floors, to cutting and trimming the grass, the building maintenance department has the skilled maintenance professionals to support student achievement by ensuring that our schools are open and ready for students every single day.

The Building Maintenance Department budget funds a staff of 68.5 building maintenance professionals including carpenters, plumbers, electricians, HVAC technicians, and more. Also assigned to and funded by this department are the school system's 191 custodians charged with cleaning the schools and support facilities (4.7 million square feet), and the building maintenance manager who is responsible for the entire department.

This budget also funds all repair parts and materials needed to maintain the school systems buildings, building systems, and grounds (1,336 acres) as well as custodial supplies and replacement equipment for both maintenance and custodial operations. Finally, the building maintenance budget funds a variety of contracted services such as fire alarm vendors, security alarm vendors, and professional cleaning services.

General Purpose Fund**72610 - Operation of Plant**

		<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>	<i>CMCSS</i>
105	Supervisors	123,638.96	177,770	180,482	1.53 %	
140	Athletic Fields Maintenance	23,083.21	31,600	31,600	-	
141	Foreman	47,070.40	47,071	47,070	- %	
161	Administrative Assistant(s)	27,913.60	29,391	29,974	1.98 %	
166	Custodial Staff	3,168,596.91	3,949,376	3,826,481	(3.11) %	
168	Temps	13,846.74	18,000	-	(100.00) %	
187	Overtime	18,773.03	37,630	18,630	(50.49) %	
201	Social Security	204,188.45	266,031	256,321	(3.65) %	
204	Retirement	446,419.24	612,725	586,237	(4.32) %	
206	Life Insurance	5,642.59	7,047	6,343	(9.99) %	
207	Medical Insurance	716,446.16	856,135	825,877	(3.53) %	
212	Medicare	47,755.20	62,218	59,947	(3.65) %	
320	Dues & Membership	450.00	745	250	(66.44) %	
322	Evaluation and Testing	6,720.00	12,000	10,000	(16.67) %	
329	Laundry Services	63,443.83	69,390	69,390	-	
333	Licenses	6,154.00	12,000	12,000	-	
355	Travel	582.72	600	600	-	
399	Alarm Systems	55,396.38	60,000	60,850	1.42 %	
399	Architect Fees	50,209.46	120,000	75,000	(37.50) %	
399	Custodial Services	2,555.00	3,800	3,800	-	
399	Dumpster Tipping Fees	66,999.25	69,500	71,000	2.16 %	
399	Facilities Mgmt. - Copier Services	3,784.25	4,500	4,500	-	
399	Fire Protection	6,793.16	10,000	10,000	-	
399	Intercoms	-	1,500	-	(100.00) %	
399	Recycle Lamps/Balast	1,500.00	2,500	1,500	(40.00) %	
399	Relocate Portables	127,857.50	128,000	90,000	(29.69) %	
399	Testing (Fire Extinguishers)	5,982.50	6,250	6,500	4.00 %	
410	Custodial Supplies	310,752.23	327,535	336,033	2.59 %	
415	Electricity	3,609,126.28	4,030,030	4,115,500	2.12 %	
420	Fertilizer and Seed - Athletic Fields	30,000.00	30,000	30,000	-	
423	Propane	15,935.00	31,500	40,000	26.98 %	
434	Natural Gas	614,293.55	709,550	853,020	20.22 %	
435	Office Supplies	2,594.86	3,000	4,500	50.00 %	
454	Water and Sewer	414,521.22	570,000	617,904	8.40 %	
456	Gravel (Playgrounds)	9,150.36	20,000	15,000	(25.00) %	
499	Lamp Replacements	18,524.71	22,000	18,000	(18.18) %	

07/01/2008

General Purpose Fund

		2006-2007	2007-2008	2008-2009	Percent Change	CMCSS
		Actual	Amended	Proposed	Over/(Under)	
					Amended Budget	
502	Buildings and Ground Insurance	975,620.00	989,572	789,334	(20.23) %	
524	Staff Development - Plant Facilities	1,736.84	3,000	2,000	(33.33) %	
711	Furniture	99,058.02	100,000	150,000	50.00 %	
720	Plant Operation Equipment	91,139.30	57,400	7,500	(86.93) %	
Total 72610 - Operation of Plant		11,434,254.91	13,489,366	13,263,143	(1.68) %	

General Purpose Fund**72620 - Maintenance of Plant**

		2006-2007	2007-2008	2008-2009	Percent Change	CMCSS
		Actual	Amended	Proposed	Over/(Under)	
					Amended Budget	
105	Supervisor	62,389.44	66,214	67,407	1.80 %	
141	Foreman	46,585.60	48,922	49,879	1.96 %	
161	Administrative Assistant(s)	56,183.59	59,592	60,798	2.02 %	
167	Maintenance Workers	1,839,816.03	1,990,030	2,023,768	1.70 %	
187	Overtime	826.28	10,000	7,500	(25.00) %	
201	Social Security	119,799.47	134,835	136,979	1.59 %	
204	Retirement	287,388.59	311,859	313,286	0.46 %	
206	Life Insurance	2,473.05	2,526	2,525	(0.04) %	
207	Medical Insurance	322,505.92	358,636	358,636	-	
212	Medicare	28,016.88	31,533	32,036	1.60 %	
320	Dues & Membership	285.00	535	300	(43.93) %	
329	Laundry Services	11,177.32	14,000	14,000	-	
336	Service Contracts, Microscopes	5,200.10	5,000	5,000	-	
336	Service Contracts, Printing & Duplicating	210,150.48	250,000	260,000	4.00 %	
336	Service Contracts, Typewriters	23,069.20	25,000	25,000	-	
338	Maintenance/Repair Vehicles	6,907.43	16,590	10,000	(39.72) %	
351	Rentals	4,006.67	4,200	4,200	-	
399	Capital Projects Contracted Services	94,015.99	124,700	99,800	(19.97) %	
399	Other Contracted Services	43,016.91	45,000	47,000	4.44 %	
425	Gasoline	143,761.59	143,836	225,000	56.43 %	
433	Lubricants	2,602.66	3,502	3,000	(14.33) %	
435	Office Supplies	2,294.52	3,000	3,000	-	
450	Tires and Tubes	6,624.15	15,673	14,000	(10.68) %	
453	Vehicle Parts	32,835.97	47,754	30,000	(37.18) %	
468	Chemicals	24,237.74	32,000	34,500	7.81 %	
499	Anti-Freeze	694.27	1,126	1,000	(11.18) %	
499	Capital Projects Supplies	147,633.55	162,946	162,946	-	
499	Other Supplies & Materials	512,691.97	590,000	575,000	(2.54) %	
511	Vehicle and Equipment Insurance	68,400.00	68,400	58,849	(13.96) %	
524	In-Service/Staff Development	2,747.63	8,000	5,000	(37.50) %	
717	Maintenance Equipment	167.89	479,000	5,000	(98.96) %	
Total 72620 - Maintenance of Plant		4,108,505.89	5,054,409	4,635,409	(8.29) %	

Technology Department

The Technology Department budget provides for all of the technology resources used throughout the system, with the exceptions of Child Nutrition and Special Education. This includes hardware, software, network connections, communication systems, training and maintenance. The budget for instructional technology is distributed through all 33 schools.

Hardware consists of teacher work-stations that contain a computer, a TV or LCD projector, a printer and a cart to hold it; laboratory computers; computers for administrators and clerks; servers; and specialized computer furniture.

Software programs allow the computer to be used in a variety of ways including: improving reading and writing skills; researching through online sources; enhancing textbooks; video editing; and supporting student administrative systems, such as grade reporting and attendance. The wide area network (WAN) provides the connectivity between all locations and the Internet. The local area network (LAN) connects all the rooms within a building.

Communications systems within CMCSS consist of telephone systems within each building, cell phones for supervisors and principals and technicians who must contact vendor helpdesks from areas that do not have telephones nearby. A radio system provides communications between bus drivers, the transportation office and schools. A system wide email system

provides written communications between all locations and the world.

Central Records is the repository for all student records after a student graduates or leaves our system. Records must be maintained for 75 years although the state recommends keeping them on a permanent basis to use for historical research.

All hardware and software is purchased through a competitive bid process performed by the CMCSS or the State of Tennessee. We also cut costs by purchasing from other districts' bid process which requires an agreement between CMCSS and the other district.

This past year CMCSS was funded for a 4 1/2-year replacement cycle. Consistent funding is essential for formulating and executing any kind of plan. State law requires that all student data, attendance data, etc. be electronically transmitted to the State Department of Education.

General Purpose Fund**72810 - Information Technology**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
105	Supervisors	149,588.42	212,564	216,740	1.96 %	
120	Computer Programmers	228,324.75	285,756	291,125	1.88 %	
121	Data Processing Personnel	61,293.52	62,400	63,606	1.93 %	
138	Computer Network Technicians	604,498.25	781,837	795,721	1.78 %	
140	Salary Stipend - Technology	41,044.59	65,000	74,100	14.00 %	
161	Administrative Assistant(s)	28,024.56	33,073	33,717	1.95 %	
187	Overtime	22.33	1,000	1,000	-	
189	Computer Repair Technicians	155,622.87	161,868	126,680	(21.74) %	
189	Technology Trainers	94,628.83	236,442	273,302	15.59 %	
201	Social Security	81,732.44	114,076	116,312	1.96 %	
204	Retirement	162,606.57	263,847	266,015	0.82 %	
206	Life Insurance	1,143.32	1,627	1,627	-	
207	Medical Insurance	166,933.38	194,048	194,048	-	
212	Medicare	19,114.68	26,680	27,201	1.95 %	
307	Communication	912,039.72	839,380	935,237	11.42 %	
320	Dues & Membership	341.00	875	875	-	
336	Service Contracts	19,393.38	15,000	-	(100.00) %	
337	Computer Maintenance	-	3,000	-	(100.00) %	
355	Travel Expense	19,652.15	24,800	29,757	19.99 %	
399	Other Contracted Services	1,338,016.23	1,486,800	1,697,825	14.19 %	
411	Instructional Technology Supplies	852,584.35	309,000	341,350	10.47 %	
411	Operational Technology Supplies	240,764.53	283,000	283,650	0.23 %	
435	Office Supplies	1,437.83	1,500	1,500	-	
524	In-Service/Staff Development	54,144.01	49,750	51,487	3.49 %	
709	Operational Technology Equipment	291,105.43	314,000	306,900	(2.26) %	
790	Instructional Technology Equipment	3,497,903.51	4,805,300	2,383,200	(50.40) %	
Total 72810 - Information Technology		9,021,960.65	10,572,623	8,512,975	(19.48) %	

07/01/2008

General Purpose Fund**73400 - Early Childhood Education**

		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	CMCSS
116	Teachers	474,713.95	840,421	847,066	0.79 %	
163	Educational Assistants	140,718.05	265,592	290,398	9.34 %	
187	Overtime	-	350	350	-	
189	Bus Aides	-	29,705	19,248	(35.20) %	
189	Consulting Teacher	21,347.10	52,899	52,898	- %	
201	Social Security	38,282.86	73,714	74,997	1.74 %	
204	Retirement	42,648.39	98,646	101,685	3.08 %	
206	Life Insurance	993.54	2,142	3,254	51.91 %	
207	Medical Insurance	83,063.00	134,682	129,245	(4.04) %	
212	Medicare	8,953.34	17,240	17,539	1.73 %	
355	Travel	-	1,000	1,000	-	
369	Contract for Substitute Teachers - Certified	-	8,000	8,000	-	
370	Contract for Substitute Teachers - Non Certified	-	12,000	12,000	-	
399	Contracted Services	62,589.99	44,780	23,491	(47.54) %	
429	Instructional Supplies & Materials	36,851.42	64,900	64,900	-	
524	In-Service/Staff Development	1,550.65	19,045	19,045	-	
790	Instructional Equipment	81,830.63	62,200	42,200	(32.15) %	
Total 73400 - Early Childhood Education		993,542.92	1,727,316	1,707,316	(1.16) %	

07/01/2008

General Purpose Fund

82130 - Debt Service

602 Principal on Notes

Total 82130 - Debt Service

**2006-2007
Actual**

11,078.69

11,078.69

**2007-2008
Amended**

-

-

**2008-2009
Proposed**

-

-

**Percent Change
Over/(Under)
Amended Budget** *CMCSS*

-

- %

07/01/2008

General Purpose Fund

99100 - Interfund Transfers

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>	<i>CMCSS</i>
620 Debt Service	841,328.00	408,356	515,417	26.22 %	
Total 99100 - Interfund Transfers	841,328.00	408,356	515,417	26.22 %	

*Federal Projects
Fund*

Federal Projects Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
<u>Estimated Revenues</u>				
State Revenues				
46190 EL Civics	7,703.71	-	-	-
46590 LEAP	-	256,000	256,000	-
46590 Other State Education Funds	811,567.36	371,682	312,208	(16.00) %
Total State Revenues	819,271.07	627,682	568,208	(9.48) %
Federal Revenues				
47120 Adult Basic Education	141,823.72	189,023	189,023	-
47131 Vocational Education	485,430.00	434,517	407,221	(6.28) %
47139 Smaller Learning Communities	23,500.00	-	-	-
47141 Title I	4,509,711.92	5,713,928	5,103,807	(10.68) %
47142 Title V	46,853.00	39,701	-	(100.00) %
47143 Educ. of the Handicapped Act	4,803,260.26	4,955,176	4,736,432	(4.41) %
47145 Preschool	61,329.00	58,064	54,531	(6.08) %
47146 English Language Acquisition	-	78,228	-	(100.00) %
47147 21st CCLC	-	750,000	-	(100.00) %
47189 Title II	1,159,921.28	1,535,233	1,138,982	(25.81) %
47590 Title III, Drug Free Title IV	848,440.44	258,601	942,274	264.37 %
47990 Other Direct Federal	123,850.65	921,866	-	(100.00) %
Total Federal Revenues	12,204,120.27	14,934,337	12,572,270	(15.82) %
Total Revenues	13,023,391.34	15,562,019	13,140,478	(15.56) %
Beginning Fund Balance	347,881.66	331,885	17	(99.99) %
Total Available Funds	13,371,273.00	15,893,904	13,140,495	(17.32) %

Federal Projects Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
<u>Expenditures (Appropriations)</u>				
71100 - Regular Instruction Program				
Salaries	3,373,783.11	3,716,795	3,312,401	(10.88) %
Employee Benefits	835,882.80	1,098,655	894,579	(18.58) %
Contracted Services	289,679.34	251,922	242,484	(3.75) %
Supplies and Materials	337,665.90	560,042	396,036	(29.28) %
Equipment	136,018.24	67,668	28,615	(57.71) %
Total 71100 - Regular Instruction Program	4,973,029.39	5,695,083	4,874,115	(14.42) %
71200 - Special Education Program				
Salaries	1,285,316.42	1,909,109	1,695,124	(11.21) %
Employee Benefits	460,826.07	723,254	547,101	(24.36) %
Contracted Services	3,243.38	-	-	(100.00) %
Supplies and Materials	66,624.82	40,808	-	(100.00) %
Equipment	-	29,500	-	(100.00) %
Total 71200 - Special Education Program	1,816,010.69	2,702,671	2,242,225	(17.04) %
71300 - Vocational Education Program				
Salaries	17,226.55	17,673	17,673	-
Employee Benefits	12,118.69	12,609	12,609	-
Supplies and Materials	187,372.49	126,939	126,939	-
Other Charges	847.83	5,200	4,000	(23.08) %
Equipment	182,674.61	200,296	165,000	(17.62) %
Total 71300 - Vocational Education Program	400,240.17	362,717	326,221	(10.06) %
71600 - Adult Education Program				
Salaries	111,207.67	155,133	117,386	(24.33) %
Employee Benefits	8,507.26	11,240	13,478	19.91 %
Supplies and Materials	19,985.82	13,242	10,000	(24.48) %
Total 71600 - Adult Education Program	139,700.75	179,615	140,864	(21.57) %

Federal Projects Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
72120 - Health Services				
Salaries	349,624.38	17,907	-	(100.00) %
Employee Benefits	121,669.50	8,782	-	(100.00) %
Total 72120 - Health Services	471,293.88	26,688	-	(100.00) %
72130 - Other Student Support				
Salaries	143,660.47	86,398	79,390	(8.11) %
Employee Benefits	24,644.75	10,029	8,210	(18.14) %
Contracted Services	64,961.96	59,108	59,100	(0.01) %
Supplies and Materials	48,002.27	76,798	51,910	(32.41) %
Other Charges	49,458.50	55,700	59,085	6.08 %
Equipment	3,910.54	6,625	3,000	(54.72) %
Total 72130 - Other Student Support	334,638.49	294,659	260,695	(11.53) %
72210 - Regular Instruction Staff				
Salaries	1,099,164.09	1,429,928	1,041,762	(27.15) %
Employee Benefits	262,901.14	302,089	197,473	(34.63) %
Contracted Services	151,823.01	986,504	77,715	(92.12) %
Supplies and Materials	60,835.27	94,809	64,928	(31.52) %
Other Charges	380,952.70	419,456	673,738	60.62 %
Equipment	422.12	45,896	4,500	(90.20) %
Total 72210 - Regular Instruction Staff	1,956,098.33	3,278,682	2,060,116	(37.17) %
72220 - Special Education Staff				
Salaries	745,386.00	746,747	852,744	14.19 %
Employee Benefits	182,541.22	194,115	194,112	-
Contracted Services	21,100.00	2,368	-	(100.00) %
Supplies and Materials	6,565.87	46,984	-	(100.00) %
Other Charges	4,200.00	36,975	-	(100.00) %
Total 72220 - Special Education Staff	959,793.09	1,027,188	1,046,856	1.91 %

Federal Projects Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
72230 - Vocation Education Staff				
Contracted Services	478.68	500	500	-
Other Charges	2,350.02	4,000	4,000	-
Total 72230 - Vocation Education Staff	2,828.70	4,500	4,500	- %
72260 - Adult Education Staff				
Salaries	81,267.93	84,129	80,565	(4.24) %
Employee Benefits	24,903.96	28,396	23,667	(16.65) %
Contracted Services	1,259.00	35	35	-
Supplies and Materials	3,607.40	4,066	4,966	22.13 %
Other Charges	3,801.94	1,934	1,934	-
Total 72260 - Adult Education Staff	114,840.23	118,560	111,167	(6.24) %
72610 - Operation of Plant				
Contracted Services	94,557.33	28,600	14,000	(51.05) %
Equipment	60,700.88	206,192	150,029	(27.24) %
Total 72610 - Operation of Plant	155,258.21	234,792	164,029	(30.14) %
72710 - Transportation				
Salaries	825,742.20	1,211,828	1,200,882	(0.90) %
Employee Benefits	303,292.53	123,681	121,776	(1.54) %
Contracted Services	27,859.86	25,877	25,875	(0.01) %
Supplies and Materials	11,677.60	2,996	2,000	(33.25) %
Total 72710 - Transportation	1,168,572.19	1,364,382	1,350,533	(1.02) %
72810 - Information Technology				
Employee Benefits	287.58	-	-	-
Total 72810 - Information Technology	287.58	-	-	- %

Federal Projects Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
76100 - Building Improvements				
Equipment	2,514.44	-	-	-
Total 76100 - Building Improvements	2,514.44	-	-	- %
99100 - Operating Transfers				
Other Charges	544,281.86	604,349	559,157	(7.48) %
Total 99100 - Operating Transfers	544,281.86	604,349	559,157	(7.48) %
Total Expenditures	13,039,388.00	15,893,887	13,140,478	(17.32) %
Ending Fund Balance	331,885.00	17	17	(2.58) %
Total Expenditures and Fund Balance	13,371,273.00	15,893,904	13,140,495	(17.32) %
Total Employees (FTE)	260.10	293.40	285.60	

*Child Nutrition
Fund*

Child Nutrition Department

This division is responsible for all cafeteria operations including the preparation of school breakfast and lunch as well as providing meals through contracted services with Parks and Recreation during the summer months. There are currently 33 cafeterias, serving in excess of 25,000 meals per day.

The food service operation is totally self-supporting with all revenue generated by the department utilized in the operation for food, supplies, equipment, salaries and benefits of employees, utilities, etc. The Child Nutrition Department takes pride in the fact that their employees work hard daily to meet the financial obligations of the approximately eleven million dollar budget. They are a key component to the departmental effectiveness and efficiency to insure the lowest meal cost possible for our students and school community.

The Child Nutrition program must follow federal and state regulations. Tennessee School Nutrition programs are currently following the Traditional Meal Pattern, Offer-vs-Serve and are primarily self serve for the students. The department participates in the National School Lunch and National School Breakfast Programs under the United States Department of Agriculture guidelines to insure qualifying students of the Clarksville-Montgomery County School System can receive free or reduced priced meals.

Child Nutrition Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
<i>Estimated Revenues</i>				
<i>Local Revenues</i>				
43521 Lunch Payments - Children	2,823,660.00	2,665,000	3,142,014	17.90 %
43522 Lunch Payments - Adults	200,848.63	203,000	213,150	5.00 %
43523 Income from Breakfast	249,178.48	247,500	255,593	3.27 %
43525 Ala Carte Sales	1,237,895.06	1,411,300	1,481,865	5.00 %
43990 Contract Services - Headstart	238,309.00	54,000	54,000	-
44110 Interest Earned	53,432.93	165,000	105,000	(36.36) %
44130 Vending	150,174.92	130,000	130,000	-
44170 Miscellaneous Refunds	38,048.80	45,000	45,000	-
49700 Insurance Recovery	1,191.66	-	-	-
Total Local Revenues	4,992,739.48	4,920,800	5,426,622	10.28 %
<i>State Revenues - BEP</i>				
46520 School Food Service	120,810.00	127,485	130,000	1.97 %
Total State Revenues - BEP	120,810.00	127,485	130,000	1.97 %
<i>Federal Revenues</i>				
47111 Section 4 - Lunch Funds	4,260,660.69	4,079,000	4,313,842	5.76 %
47113 Breakfast Reimbursement	1,124,203.66	1,142,000	1,208,275	5.80 %
Total Federal Revenues	5,384,864.35	5,221,000	5,522,117	5.77 %
Total Revenues	10,498,413.83	10,269,285	11,078,739	7.88 %
<i>Estimated Fund Balance</i>				
Beginning Fund Balance	3,160,271.00	3,094,280	2,471,969	(20.11) %
Total Available Funds	13,658,684.83	13,363,565	13,550,708	1.40 %

Child Nutrition Fund

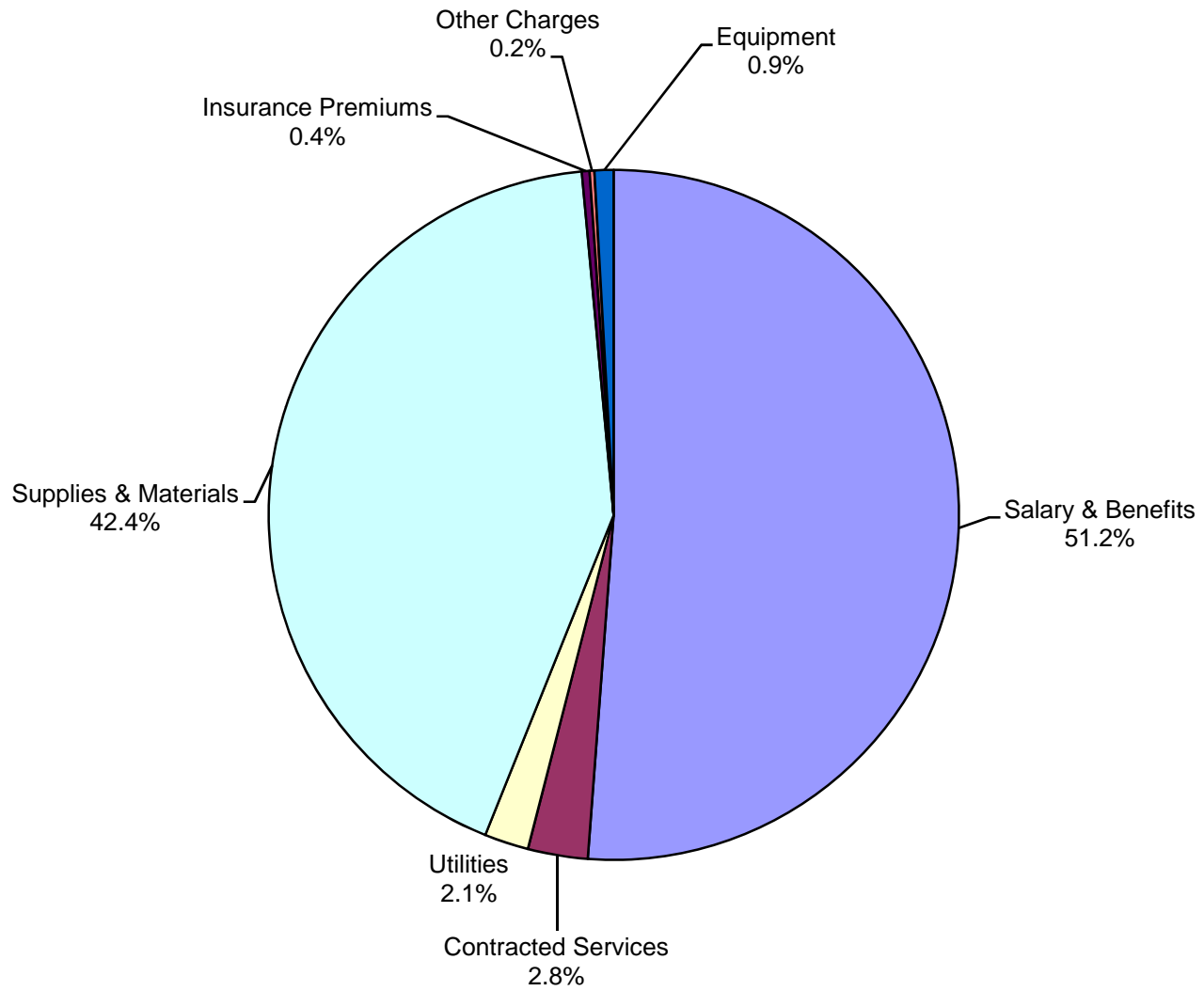
		2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget	
<u>Expenditures (Appropriations)</u>						
72510 - Fiscal Services						
510	Trustee's Commission	4,498.65	2,810	2,810	-	
	Total 72510 - Fiscal Services	4,498.65	2,810	2,810	-	%
73100 - Food Service						
105	Supervisors	146,730.72	157,482	159,867	1.51	%
140	Salary Supplements	15,000.00	15,000	15,000	-	
147	Warehouse Personnel	45,395.54	53,195	54,096	1.69	%
161	Administrative Assistant(s)	77,846.65	107,047	108,757	1.60	%
165	Cafeteria Personnel	2,775,704.30	3,043,757	3,170,659	4.17	%
166	Custodial Staff	158,123.50	178,391	181,168	1.56	%
168	Temporary (Substitutes)	68,115.25	70,000	-	(100.00)	%
187	Overtime	47,847.17	55,000	50,000	(9.09)	%
189	Field Supervisor/Maintenance Workers	221,243.06	282,404	286,640	1.50	%
201	Social Security	210,153.80	248,640	249,623	0.40	%
204	Retirement	468,536.20	563,607	570,914	1.30	%
206	Life Insurance	6,721.01	9,264	9,378	1.23	%
207	Medical Insurance	683,319.28	788,490	796,365	1.00	%
212	Medicare	49,151.27	58,150	58,380	0.40	%
302	Advertising	-	700	700	-	
307	Communication	-	400	400	-	
320	Dues & Membership	7,515.00	9,000	9,000	-	
329	Laundry Services	44,416.10	87,000	87,000	-	
333	Licenses	2,480.00	2,560	2,640	3.13	%
338	Maintenance/Repair Vehicles	340.00	1,000	1,000	-	
349	Printing Costs	6,622.88	5,000	5,000	-	
355	Travel	3,225.95	7,500	7,500	-	
399	Other Contracted Services	51,017.45	120,000	200,000	66.67	%
418	Equipment & Machinery Parts	47,695.62	50,000	50,000	-	
422	Food Purchases	3,850,041.54	4,139,603	4,245,444	2.56	%
425	Gasoline	7,999.86	10,000	12,000	20.00	%
433	Lubricants	94.53	500	500	-	
435	Office Supplies	27,362.33	35,000	35,000	-	

07/01/2008

CMCSS**Child Nutrition Fund**

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget
450 Tires and Tubes	244.65	2,100	2,100	-
451 Uniforms/Pins	5,494.74	7,400	7,400	-
452 Utilities	216,500.00	223,500	230,500	3.13 %
453 Vehicle Parts	1,808.95	3,000	3,000	-
499 Other Supplies & Materials	341,984.54	369,096	378,758	2.62 %
513 On-The-Job Injury Program	86,593.19	60,000	40,000	(33.33) %
524 In-Service/Staff Development	19,258.76	25,000	25,000	-
710 Food Service Equipment	435,556.13	100,000	100,000	-
Total 73100 - Food Service	10,130,139.97	10,888,786	11,153,789	2.43 %
Total Expenditures	10,134,638.62	10,891,596	11,156,599	2.43 %
Ending Fund Balance				
Fund Balance	3,524,046.21	2,471,969	2,394,109	(3.15) %
Total Expenditures and Fund Balance	13,658,684.83	13,363,565	13,550,708	1.40 %
Total Employees (FTE)	258.30	264.50	267.50	

FY 2008-09 Child Nutrition Fund Budget



*Transportation
Fund*

Transportation Department

Transportation and Vehicle Maintenance:

The Transportation Department is charged with supporting student achievement by providing all aspects of student transportation in Montgomery County. This includes all to and from school transportation, all special education transportation, and all extra curricular transportation such as field and athletic trips. In all, the department schedules, dispatches, and manages over 90,000 trips covering over 4.8 million miles every school year.

The salary and benefits for the over 300 transportation professionals of the department are paid out of this budget. In addition, all of the State mandated annual training required of school bus drivers as well as the training of bus aides, mechanics, and the CPR training for all school system employees is funded out of this budget.

Located within the transportation department is the school system vehicle maintenance department consisting of 11 diesel mechanics and a vehicle maintenance manager. This highly skilled group of individuals is responsible for the inspection, service, recovery, repair, and maintenance of the school system's fleet of nearly 400 vehicles.

Also, funded in this portion of the budget are the school system's three tower microwave radio system; and all transportation consumables including diesel fuel, gasoline, lubricants, tires, and spare parts, required to keep the fleet safe,

well maintained, and running. Funding for school buses (when needed because of growth or state-mandated replacement cycles) is also included.

With the opening of West Creek Elementary School and the forecasted student growth across the district we have increased the staffing level to include nine additional drivers and two additional aide positions to adequately support the increased demand for student transportation services.

Transportation Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
Estimated Revenues				
Local Revenues				
40110 Current Property Tax	1,460,850.00	1,474,820	1,632,837	10.71 %
40120 Trustees Collection - Prior Years	-	44,900	45,000	0.22 %
40140 Interest & Penalties	-	8,100	8,000	(1.23) %
40162 Payments in Lieu of Taxes (Utility)	39,150.00	40,784	43,587	6.87 %
40240 Wheel Tax	3,547,215.00	3,474,000	3,768,960	8.49 %
44170 Miscellaneous Refunds	-	19,168	11,200	(41.57) %
44560 Damages from Individuals	-	470	500	6.38 %
Total Local Revenues	5,047,215.00	5,062,242	5,510,084	8.85 %
State Revenues - BEP				
46511 Basic Education Program	3,325,311.60	5,124,300	5,000,000	(2.43) %
Total State Revenues - BEP	3,325,311.60	5,124,300	5,000,000	(2.43) %
Federal Revenues				
47143 Educ. of the Handicapped Act	257,967.21	1,282,915	1,282,915	-
Total Federal Revenues	257,967.21	1,282,915	1,282,915	-
Non-Revenue Sources				
49200 Note Proceeds	-	-	2,378,270	-
Total Non-Revenue Sources	1,471,439.62	-	2,378,270	-
Total Revenues	8,630,493.81	11,469,457	14,171,269	23.56%
Estimated Fund Balance				
Beginning Fund Balance	24,843.07	345,003	139,445	(59.58)%
Total Available Funds	8,655,336.88	11,814,460	14,310,714	21.13 %

Transportation Fund

		2006-2007	2007-2008	2008-2009	Percent Change
		Actual	Amended	Proposed	Over/(Under)
					Amended Budget
Expenditures (Appropriations)					
72510 - Trustee's Commission					
510	Trustee's Commission	65,472.00	67,612	69,979	3.50 %
	Total 72510 - Trustee's Commission	65,472.00	67,612	69,979	3.50 %
72710 - Transportation					
105	Supervisors	151,903.25	166,429	174,815	5.04 %
140	Salary Supplements - Training	13,764.96	18,000	20,000	11.11 %
142	Mechanics	481,879.61	519,013	531,331	2.37 %
146	Bus Drivers	2,771,539.20	3,396,634	3,682,128	8.41 %
148	Dispatcher/Radio Operator	75,844.80	116,387	151,029	29.76 %
161	Administrative Assistant(s)	68,681.60	82,534	84,177	1.99 %
168	Substitutes	182,284.90	146,700	200,700	36.81 %
187	Overtime	15,263.94	12,682	11,000	(13.26) %
189	Bus Aides	140,845.67	719,290	755,352	5.01 %
201	Social Security	239,803.24	341,664	347,852	1.81 %
204	Retirement	519,928.05	790,236	795,572	0.68 %
206	Life Insurance	7,749.92	12,501	12,924	3.38 %
207	Medical Insurance	661,632.49	899,167	928,041	3.21 %
212	Medicare	56,082.81	79,906	81,354	1.81 %
313	Contracts with Parents	-	10,350	10,350	-
320	Dues and Membership	-	250	250	-
329	Laundry Services	5,460.16	8,000	8,000	-
333	Licenses	3,113.00	6,000	6,000	-
336	Repair Services	19,593.88	20,000	20,000	-
338	Maintenance/Repair Vehicles	7,219.82	13,800	13,800	-
340	Medical Services	1,282.45	15,000	15,000	-
354	Athletic/Special Trips	114,991.00	138,000	138,000	-
355	Travel	-	15,525	15,525	-
399	Other Contracted Services	17,588.14	30,000	30,000	-
424	Garage Supplies	6,116.78	7,350	7,350	-
425	Gasoline	704,374.51	1,300,800	2,000,000	53.75 %
433	Lubricants	16,096.65	17,000	17,000	-
435	Office Supplies	9,170.46	12,000	12,000	-
450	Tires and Tubes	63,972.68	60,300	50,000	(17.08) %
453	Vehicle Parts	230,315.68	225,000	225,000	-

7/01/2008

CMCSS

Transportation Fund

	2006-2007 Actual	2007-2008 Amended	2008-2009 Proposed	Percent Change Over/(Under) Amended Budget
499 Other Materials (Anti-Freeze)	3,084.02	5,500	5,500	-
511 Vehicle and Equipment Insurance	175,885.00	175,885	147,122	(16.35) %
524 Staff Development	7,953.59	20,000	20,000	-
729 Transportation Equipment	1,471,439.62	2,225,500	3,306,000	48.55 %
Total 72710 - Transportation	8,244,861.88	11,607,403	13,823,172	19.09 %
Total Expenditures	8,310,333.88	11,675,015	13,893,151	19.00 %
<i>Ending Fund Balance</i>				
Fund Balance	345,003.00	139,445	417,563	199.45 %
<i>Total Expenditures and Fund Balance</i>	8,655,336.88	11,814,460	14,310,714	21.13 %
Total Employees (FTE)	324.00	350.00	351.00	

**CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM
TRANSPORTATION FUND BUDGET**

SCHOOL BUS REQUEST

2008-09 Fiscal Year

38 Regular Education Buses	\$3,040,000	
2 Special Education Buses	\$160,000	
2 Special Education Pre-K Buses	\$106,000	
	<hr/>	\$3,306,000

2009-10 Fiscal Year

33 Regular Education Buses	\$2,722,500	
2 Special Education Buses	\$165,000	
2 Special Education Pre-K Buses	\$110,000	
	<hr/>	\$2,997,500

2010-11 Fiscal Year

28 Regular Education Buses	\$2,380,000	
4 Special Education Buses	\$340,000	
4 Special Education Pre-K Buses	\$226,600	
	<hr/>	\$2,946,600

*Extended School
Programs Fund*

Extended School Programs Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
<u>Estimated Revenues</u>				
<u>Local Revenues</u>				
43513 Tuition - Summer School	131,135.00	195,000	205,000	5.13 %
43517 Tuition - Credit Recovery	27,885.00	33,000	35,000	6.06 %
Total Local Revenues	159,020.00	228,000	240,000	5.26 %
Total Revenues	159,020.00	228,000	240,000	5.26 %
Beginning Fund Balance	177,514.31	97,874	98,450	0.59 %
Total Available Funds	336,534.31	325,874	338,450	3.86 %

Extended School Programs Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
<u>Expenditures (Appropriations)</u>				
71100 - Regular Instruction Program				
Salaries	161,065.90	150,804	166,000	10.08 %
Employee Benefits	24,103.44	21,271	23,822	11.99 %
Contracted Services	320.00	2,300	2,160	(6.09) %
Supplies and Materials	2,387.80	5,000	5,000	-
Total 71100 - Regular Instruction Program	187,877.14	179,375	196,982	9.82 %
72410 - Office of the Principal				
Salaries	39,503.83	35,075	30,000	(14.47) %
Employee Benefits	5,549.86	4,874	4,221	(13.40) %
Total 72410 - Office of the Principal	45,053.69	39,949	34,221	(14.34) %
72510 - Fiscal Services				
Trustee's Commission	1,598.00	2,000	2,400	20.00 %
Total 72510 - Fiscal Services	1,598.00	2,000	2,400	20.00 %
72610 - Operation of Plant				
Salaries	3,385.37	5,000	6,000	20.00 %
Employee Benefits	745.68	1,100	1,310	19.09 %
Total 72610 - Operation of Plant	4,131.05	6,100	7,310	19.84 %
Total Expenditures	238,659.88	227,424	240,913	5.93 %
Ending Fund Balance	97,874.43	98,450	97,537	(0.93) %
Total Expenditures and Fund Balance	336,534.31	325,874	338,450	3.86 %

*Capital Projects
Fund*

Capital Projects

The Clarksville – Montgomery County School System consists of 32 school buildings, a central office, a teacher’s center, two operations facilities, four gas stations, and a three tower microwave radio system. The district is situated on 1,336 acres of grounds. The appraised value of the facilities owned by the district is over a half a billion dollars (\$600,000,000). The buildings of the district are made up of thousands of ceilings, floors, walls, doors, and roofs. The buildings contain literally hundreds of air conditioners, water heaters, plumbing fixtures, electrical switch gear, lights, generators, pumps, and commercial kitchens. Our grounds contain miles and acres of asphalt and concrete infrastructure. All of these sub structures and mechanical systems fail over time. Each year we require funds to complete capital projects that allow our buildings to remain safe, fully operational, and structurally sound well into the future.

Of the district’s buildings 38% are between 10 and 30 years old and 47% of our buildings are over 30 years old. Each year we conduct detailed inspections of our facilities to compile our Capital Projects list. That list is reviewed by the Facilities Management Team consisting of the Chief Operations Officer, the Facilities Manager, the Building Maintenance Manager, the Capital Projects Manager, and the Construction Manager. Each project is classified as a Priority I, II, or III project. The Priority I projects are presented to the Director of Schools and the School Board for review, input, and approval. The fiscal presentation of the Priority I capital projects is presented in this budget document.

Capital Projects Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
<u>Estimated Revenues</u>				
Local Revenues				
44110 Interest Earned	4,982.25	-	-	- %
Total Local Revenues	4,982.25	-	-	- %
Non-Revenue Sources				
49100 Bonds Proceeds	22,595,174.18	77,546,194	2,159,500	(97.22) %
49800 Operating Transfers	750,000.00	-	-	- %
Total Non-Revenue Sources	23,345,174.18	77,546,194	2,159,500	(97.22) %
Total Revenues	23,350,156.43	77,546,194	2,159,500	(97.22)
Beginning Fund Balance	(10,209,356.33)	5,612,751	14,124,402	151.65
Total Available Funds	13,140,800.10	83,158,945	16,283,902	(80.42)

Capital Projects Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
<u>Expenditures (Appropriations)</u>				
72510 - Fiscal Services				
Trustee's Commission	129.20	14	-	(100.00) %
Total 72510 - Fiscal Services	129.20	14	-	(100.00) %
91300 - Building Program				
Contracted Services	526,363.26	918,393	-	(100.00) %
Building Construction	3,998,136.46	59,545,762	-	(100.00) %
Land Acquisition	-	2,810,212	-	(100.00) %
Site Development (BP)	-	10,000	-	(100.00) %
Total 91300 - Building Program	4,524,499.72	63,284,367	-	(100.00) %
91300 - Capital Projects				
Improvements	2,922,046.09	3,677,316	1,822,000	(50.45) %
Land Acquisition	-	-	100,000	100.00 %
Site Development (CP)	81,374.09	365,776	237,500	(35.07) %
Total 91300 - Capital Projects	3,003,420.18	4,043,092	2,159,500	(46.59) %
Total Expenditures	7,528,049.10	67,327,474	2,159,500	(96.79) %

Capital Projects Fund

	<u>2006-2007 Actual</u>	<u>2007-2008 Amended</u>	<u>2008-2009 Proposed</u>	<u>Percent Change Over/(Under) Amended Budget</u>
Ending Fund Balance	5,612,751.00	15,831,471	14,124,402	(10.78) %
Total Expenditures and Fund Balance	13,140,800.10	83,158,945	16,283,902	(80.42) %

**CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM
2008-09 CAPITAL PROJECTS FUND BUDGET**

BUILDING IMPROVEMENTS

Barksdale Elementary

HVAC	<u>\$80,000</u>	\$80,000
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Burt Elementary

Electrical Upgrade	<u>\$125,000</u>	\$125,000
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Cumberland Heights Elementary

Flashing Repair	<u>\$88,000</u>	\$88,000
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East Montgomery Elementary

Re-roof Cafeteria	<u>\$74,000</u>	\$74,000
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Moore Elementary

Electrical Upgrade	<u>\$125,000</u>	\$125,000
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**CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM
2008-09 CAPITAL PROJECTS FUND BUDGET**

Woodlawn Elementary

Replace Kitchen Serving Floor	<u>\$25,000</u>	\$25,000
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New Providence Middle

Re-Roofing	\$250,000	
AC Improvements	<u>\$75,000</u>	
		\$325,000

Clarksville High

Replace Boiler	\$185,000	
Replace Air Handlers	\$250,000	
Renovate Weight Room	<u>\$65,000</u>	
		\$500,000

Greenwood Complex

Fan Coil & Unit Vents	\$240,000	
Door Replacement	<u>\$50,000</u>	
		\$290,000

Central Office

Work Space Construction	<u>\$190,000</u>	
		<u>\$190,000</u>

5/28/2008

**CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM
2008-09 CAPITAL PROJECTS FUND BUDGET**

TOTAL BUILDING IMPROVEMENTS

\$1,822,000

5/28/2008

**CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM
2008-09 CAPITAL PROJECTS FUND BUDGET**

SITE DEVELOPMENT

Kenwood High

Re-surface Track

\$100,000

\$100,000

Systemwide

Systemwide

\$137,500

\$137,500

TOTAL SITE DEVELOPMENT

\$237,500

5/28/2008

**CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM
2008-09 CAPITAL PROJECTS FUND BUDGET**

LAND ACQUISITION

Land Acquisition \$100,000

TOTAL LAND ACQUISITION

\$100,000

Glossary of Budget Terms

ACT – American College Test

ADM – Average Daily Membership – student enrollment on any given school day. CMCSS collects the ADM data from four specific reporting periods, which the state then uses to determine the system’s funding allocation.

AVID – Achievement Via Individual Determination, a program which helps students with classroom study, organizational and note taking skills.

AYP – Adequate Yearly Progress, as defined by No Child Left Behind standards.

Basic Skills – K-3 math and language arts materials allocated to each school based on ADM.

BEP - Basic Education Program – the state’s funding formula for the Education Improvement Act. Often used as reference to the state-mandated pupil-teacher ratio.

Capital Projects Fund – accounts for acquisition or construction of major capital facilities and purchase of equipment.

Certified Staff -- Also referred to as certificated employees, or those who carry teaching or administrative certifications or licenses, including teachers, school counselors, librarians, school administrators, and psychologists.

Child Nutrition Fund – accounts for all cafeteria operations within the school system including the preparation of school breakfast and lunch. This fund is totally self-supporting with its primary sources of revenue being fees charged for meals and federal reimbursement.

Classified Staff – also referred to as support staff, or employees who support the educational process, but do not hold a Tennessee teaching license, including positions such as clerical staff, educational assistants, technicians, bus aides, bus drivers, nurses, bookkeepers, mechanics, maintenance workers, and custodians.

Contracted Services – includes monies spent for items such as radio and telecommunications, service contracts, technology site licenses/maintenance, printing, equipment repairs and renovations.

Debt Service – principle and interest payments on short-term notes.

Employee Benefits – employer’s contribution to include social security, retirement, and life and medical insurance.

Equipment – non-consumable items over \$500, including computers and school buses.

Extended School Programs Fund – accounts for activities related to summer school, which is solely funded by student tuition.

Federal Projects Fund - accounts for all entitlement and other federally funded programs (i.e. Title I, Special Education, etc.).

Fiscal Year -- The fiscal year for the Clarksville-Montgomery County Schools runs from July 1 through June 30.

Fund Balance – undesignated funds which serve as a cash-flow for the school system and includes a state mandated minimum balance of 3% of specified expenses to be used for emergency non-recurring expenditures only.

General Purpose School Fund – accounts for the financial resources needed for the daily operation of the school system except for those required to be accounted for in other funds.

Impact Aid – funds received from the U.S. Department of Education designed to partially relieve the burden placed upon school districts that have losses in local property tax because a military base, low-rent public housing or other federal land is located in Montgomery County.

Indirect Cost – An allowable amount charged to federal grants and projects to help defray the costs of overhead for administrative support (such as accounting, payroll, human resources, technology, maintenance, utilities, custodial services) based on a state calculated rate.

Insurance Premiums – payments for general liability, buildings and grounds, vehicle, and worker’s compensation.

Inter-Fund Transfers – payments to the County Debt Service Fund for notes funded from savings generated by installing energy efficient lighting, water and sewer, and heating/cooling systems.

Matrix (Pay) – A spreadsheet that reflects the steps of pay for staff. For Certified Staff the steps are based on years of experience and also level of education. For Classified Staff the steps are based on pay grade for the position and years of experience.

NCLB – No Child Left Behind, a federal mandate on accountability for school districts.

NEA – National Education Association

Other Charges – monies spent for items such as staff development, fee waivers for eligible students, students on free or reduced lunch, and high school graduation expenses.

Reserves – designated funds for specific programs to be used for emergency non-recurring expenditures only.

Salaries – compensation paid to all regular, part-time and temporary employees including substitutes.

Supplies and Materials – includes library books and materials, periodicals, instructional items, Basic Skills, BEP teacher materials, textbooks, audio-visual, custodial, computer software and repair parts, maintenance repair parts and transportation fuel and parts.

Trustee’s Commission – amount required by law that is paid to the County Trustee for maintaining and investing county funds.

Utilities - electricity, gas & water, natural gas and propane.

Our mission is to educate
and empower our students
to reach their potential.