

## Leadership Focus and Strategic Direction

The Wake County Public School System (WCPSS) Plan for Student Success summarizes our financial plan for fiscal year 2005-2006.

**Wake County Public School System was named third in the nation on its Top Ten List for “The Best Education In The Biggest Cities” as published in Forbes magazine. WCPSS has also recently earned a Blue Ribbon designation for being a good, solid school district by Expansion Management magazine. Wake County has been designated as one of the Top 10 Places to Live for families in the United States.** WCPSS is a major reason the area received this recognition. Located in the heart of the Research Triangle, WCPSS serves children from some of the most educated families in the nation. Parents are well educated and have very high educational expectations for their children. In addition, business leaders expect a world-class education system to fuel continued economic development. Taxpayers and those elected to represent them want to be sure they are receiving high value for their tax dollars. The mission and strategies of WCPSS respond to this need for accountability.

**Our mission is to educate each student to be a responsible and productive citizen who can effectively manage future challenges.**

We will pursue this mission in the spirit of openness, integrity, and accountability through active communication and collaboration with parents and a demanding and caring community. Student performance and safety are the top priorities in all schools in WCPSS.

Goal 2008, adopted on November 5, 2003, by the Wake County Board of Education, commences five years of hard work and sustained academic growth for Wake County's elementary, middle, and high school students. All of the Wake County Public School System's efforts are aligned towards achieving Goal 2008 and carrying out the system's mission.

**Goal 2008 states, “WCPSS is committed to academic excellence. By 2008, 95 percent of students in grades 3 through 12 will be at or above grade level as measured by the State of North Carolina End-of-Grade (NC EOG) or Course tests, and all student groups will demonstrate high growth.”**

In pursuit of this goal, we will:

- ❖ Increase challenging educational opportunities for all students,
- ❖ Increase student participation and success in advanced classes at the high school level,
- ❖ Increase the percent of 9<sup>th</sup> grade students graduating from high school within four years,
- ❖ Recruit, develop, support, and retain a highly qualified workforce to ensure student success,
- ❖ Identify and seek resources necessary to support student success,
- ❖ Build a consensus of support through community collaboration.

# Superintendent's Message

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The previous achievement goal, Goal 2003, was adopted in 1998 with a target of having 95 percent of third- and eighth-grade students achieving at or above grade level in reading and math. Although WCPSS narrowly missed that target in 2003, phenomenal academic growth and a steadily narrowing achievement gap proved the power of focused effort toward a unified goal. During those five years, the percentage of students at or above grade level increased for all groups of students in elementary and middle school – with 95 percent or more of fourth and fifth grade students meeting grade level standards in math in 2003. Also, the percentage of third through eighth grade students performing at the highest level measured by the state's EOG tests rose since 1998 by 8.7 points in reading and 17.3 points in math.

An eighteen-month community effort led to the development of Goal 2008. More than 1,850 citizens offered priorities, changes, and goals for the future through the Voices and Choices community meetings across Wake County. The results were announced and synthesized during the 2003 Wake Education Summit, attended by more than 850 community, business, and parent leaders. The Wake County Board of Education, working with the school system administration and consulting with the Wake County Board of Commissioners and county staff, worked for six months to finalize Goal 2008.

The new goal is ambitious and inclusive. Students from grades three through twelve are included. High academic growth is expected among all groups of students. Advanced and struggling students alike are expected to receive the quality of instruction and resources they deserve in order to make the most of their opportunity for success.

Central to all of WCPSS's strategies will be community partnership and collaboration. Goal 2008 was not created in a vacuum, but grew from the hopes and expectations of Wake County citizens of every background, from every corner of the county. It will take a similar level of community involvement and openness for the Wake County Public School System to meet the challenge it has embraced.

The board establishes a strategic plan and goals for the superintendent based on system goals. The superintendent and senior leaders assess system performance on an annual basis in light of the strategic plan and the superintendent's goals for WCPSS. Strategies to accomplish goals are based on the analysis of gaps between current performance and desired future results. Once strategies have been developed, senior leaders determine how to implement them. This includes identifying and communicating improvement priorities, organizing work systems, and allocating resources to align the work of central-level and school processes to support goal attainment.

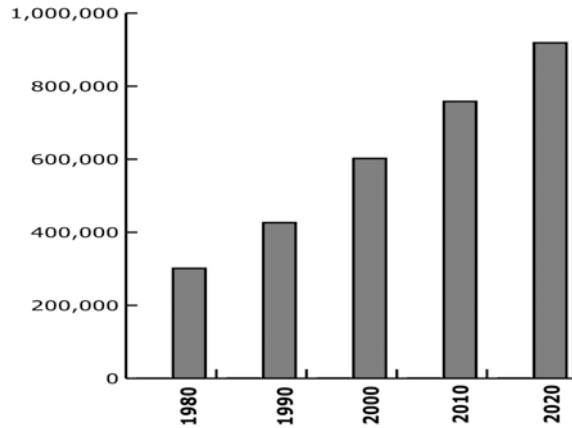
## Trends/Events/Initiatives

**Wake County is consistently rated as one of the best places to live and work in America as indicated in various publications and polls.** Our moderate climate, geographic location, outstanding public school system, and institutions of higher learning, as well as a strong emphasis on sports, culture, and recreation, attract newcomers from near and far.

# Superintendent's Message

This continuous influx of newcomers into Wake County has resulted in the county's population growing from 517,000 residents in 1995 to more than 699,503 in July 2003. As the county's population continues to grow, so does the student population enrolled in the Wake County Public School System.

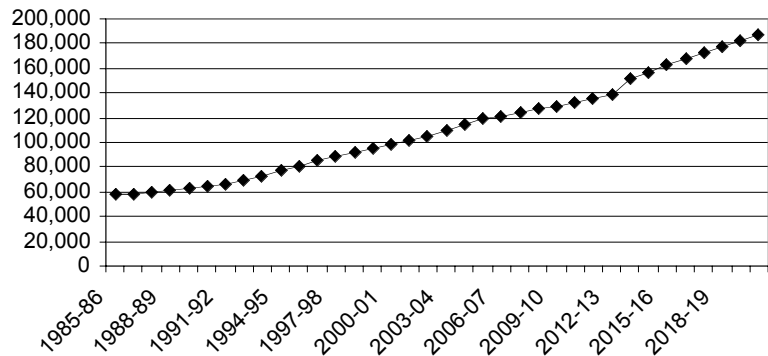
**Wake County  
Population Growth Projections**



Each year, WCPSS gains between 4,000 and 5,000 new students. This year, the school system experienced the largest growth in its history with the addition of 4,926 students, putting the student population at 114,068 students. County projections of February 2005 put the WCPSS student population at more than 187,000 students by the year 2020. With the student population expected to grow by more than 70,000 over the next 15 years, Wake County will need approximately 90 new schools. Within the next two years, WCPSS' enrollment will be roughly 20 times the number of students in an average United States school district. The average district has 6,000 students. Wake County will have more than 120,000.



**WCPSS  
Student Population Projections**



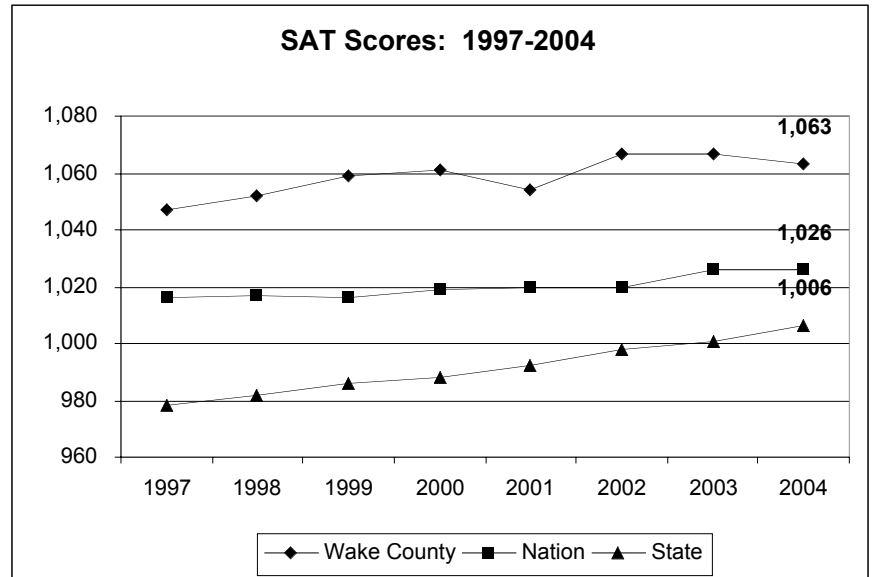
## Superintendent's Message

The relocation of people from other parts of the country and the world to Wake County brings new educational expectations and standards for district performance. Managing the demand for school facilities and services created by growth, while meeting high educational expectations, continues to be both a challenge and an opportunity.

For over ten years, the system has compared its performance on selected measures with other school systems as well as to state and national norms. Our principal competitors for students are a growing number of charter, private, parochial/church schools, and an increasing number of families who choose to home school their children. Charter schools are unique competitors because they decrease the amount of funding available for our schools.

The SAT is a national examination offered through the College Board. The exam is designed to assess a student's potential for success at the college level and is required for admission to many colleges and universities. Starting March 2005, college-bound Wake County high school students will have to contend with the new SAT. The dramatically revised test features a new writing section, including an essay question, as well as changes to the Critical Reading (Verbal) and Math sections.

The participation rate of the WCPSS senior class decreased slightly from 80 percent of graduating seniors in 2002-03 to 77 percent in 2003-04. **SAT rates continue to stay well above the national average of 48 percent.**

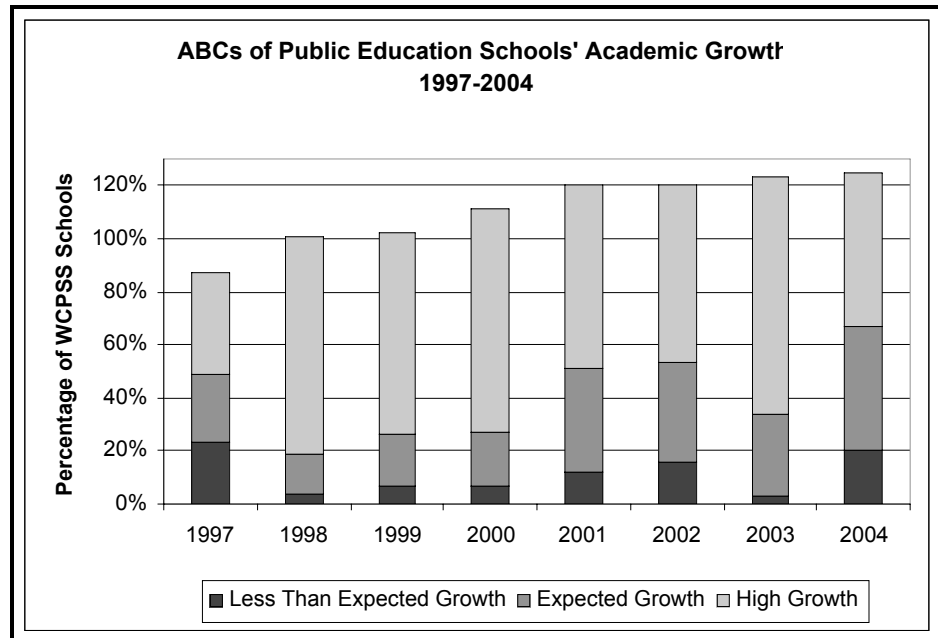


Although EOG test scores were down slightly from the previous year, the percentage of all scores at or above grade level (Level 3 or 4) in 2004 surpassed 90 percent for the second year in a row. The composite percentage, which includes reading and math scores for all grade 3-8 students who took an EOG exam, declined from 91.3 percent in 2003 to 91.1 percent in 2004.

2004 End-of-Grade Test Results: Percentage at or above Grade Level						
	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8
Reading	88.1	89.5	93.5	87.1	90.2	91.6
Math	92.1	96.4	95.7	92.3	88.5	88.1

The ABCs of Public Education is a statewide accountability model that measures growth in student achievement from one year to the next in individual schools as well as the percentage of students at or above grade level. A total of 126 WCPSS schools participated in the state ABCs program. High schools performed the best, with 75 percent achieving high growth. None of the schools were considered low performing.

**Among the county's schools, 64 schools were named Schools of Excellence. This is 15 more than last year, according to the results of the 2003-2004 state ABCs of Public Education. Schools of Excellence have 90 percent or more of students tested at or above grade level, as well as meeting expected or high growth for the year.**



In another first, 22 of Wake County's schools had ABCs performance composite scores above 95 percent, and 13 of those 22 schools also met the high growth standard.

# Superintendent's Message

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**The district is currently in the process of crafting a new technology plan to replace the existing approved five-year technology plan.** Both the new plan and the existing one are designed to advance student achievement, teacher effectiveness, and communications. A technology plan is a collaborative effort of district administrators, business and community leaders, and teachers who share the vision that technology is a tool to enhance learning, not a replacement for academic endeavor. This vision calls for ongoing comprehensive staff development opportunities for teachers and administrative personnel; maintaining a proper networking infrastructure (both voice and data) that will connect classrooms and administrative personnel to each other and to the Internet; and providing the needed "tools" in the way of hardware, software, and an email messaging service. Email is provided to all faculty and staff and a majority of students at the secondary level. Elementary students are granted access to email when requested. The district manages both an Internet and Intranet site. The Internet site ([www.wcpss.net](http://www.wcpss.net)) can be accessed by anyone on the world wide web and provides a district profile as well as pertinent information on past, present, and future events. The Intranet site ([www2.wcpss.net](http://www2.wcpss.net)) is accessible from within the district's network and is filled with valuable information for internal staff. All technology initiatives being utilized should enable the district to graduate students who are armed with the skills needed to succeed in the global information economy, whether the path leads to higher education or the working world.

**WCPSS is strengthening partnerships and building new alliances.** The Wake Education Partnership (WEP) has taken a significant leadership role in galvanizing community support. Other alliances, such as the Business Education Leadership Council (BELC), are also increasing their involvement. The district is working closely with the Wake County Department of Human Services and other community groups to better align options and opportunities for students.

**Magnet schools offer choice in WCPSS.** The opening of new schools and development of new programs have impacted the capacity of some magnet programs to attract students. The magnet programs will begin another continuous improvement cycle to create new program models to increase student and parent interest.

**The most significant and far-reaching effort has been the progress of a single, community-driven goal. The goal has had a dramatic impact on the focus and clarity of our continuous improvement efforts. The district envisions a collaborative journey from being an exemplary school system to a school system that serves as a benchmark for all others in the nation.**

## Budget Process

Budget development is a year-round process, beginning in the fall and culminating with the adoption of the official budget in June by the Wake County Board of Education. Participation in the process of development includes input from schools and central office departments, as well as other stakeholders. The process of budget development has been focused by our efforts to have 95 percent of students at or above grade level.

# Superintendent's Message

The superintendent's management team develops the Plan for Student Success to be delivered to the board of education. Following review, a public hearing, and action, the board approves a Plan for Student Success to be delivered to the Wake County Board of Commissioners by May 15. The budget is adopted following action by the board of commissioners.

Three issues played an important role in the development of the 2005-06 budget for our school system.

- **Growth, Part I:**

Last year, our student population grew significantly higher than predicted. We will be watching the twentieth-day numbers next fall with great interest. We don't anticipate a significant slowdown in our enrollment, though. Again, we can expect additional students in our classrooms next year. More teachers, more supplies, and more support will be required to meet their needs. This is a familiar challenge, as our enrollment has been growing at this rate for years.

- **Growth, Part II:**

Five new schools will open in 2005-06. Two will be in permanent buildings and three will be modular units. The modular units will be sited on property owned by the system for a future permanent building or an existing school campus, and on leased property. This will mean a significant increase in our expenditures for maintenance, utilities, staffing, and all the other things that come with operating a school facility.

- **The State Legislature:**

The General Assembly is in session. During this time the House and Senate may pass legislation that may affect our funding from The North Carolina Department of Public Instruction (NCDPI). Also, any adjustment that the state legislature makes in the salary schedules for state-funded employees would affect both our salary schedules for locally-funded employees and our local supplementary pay.

We will be monitoring these three subjects carefully. At the same time, we'll be evaluating programs and strategies for reaching Goal 2008, and communicating with Wake County staff as we attempt to project what resources will be available in the coming year.

## Total Budget

**The total budget for 2005-2006 is \$1,263,323,278.** This is composed of current expense, capital outlay, and capital improvement dollars. The current expense budget includes items of a recurring nature covering salaries, services, and supplies. The capital outlay budget includes the purchase of property; the purchase, construction, or renovation of buildings; and the purchase or replacement of furniture, equipment, and vehicles. Capital improvement dollars include local funds identified solely for the building program.

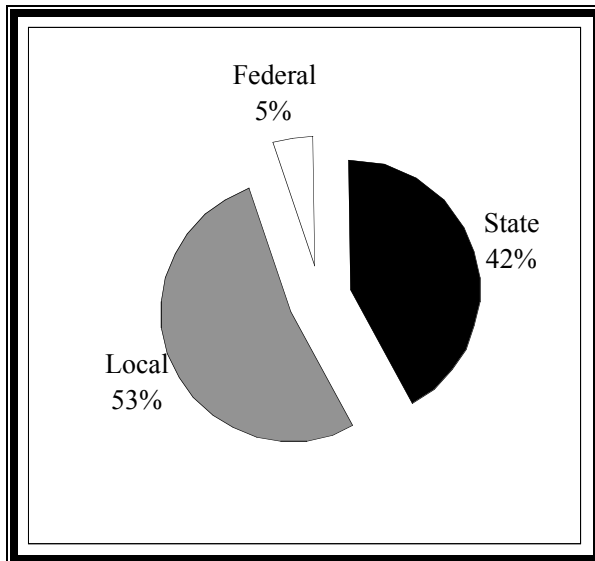
# Superintendent's Message

Current Expense	\$904,448,708
Capital Outlay	\$5,228,256
<b>Operating Budget</b>	<b>\$909,676,964</b>
Capital Improvements (building program)	\$353,646,314
<b>Total Budget</b>	<b>\$1,263,323,278</b>

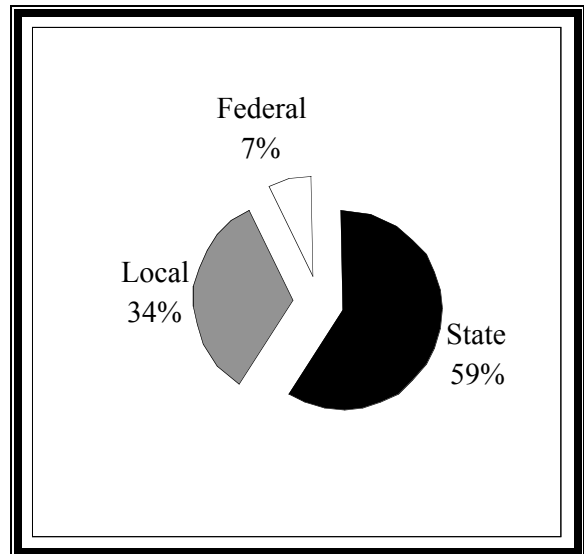
Total Budget FY 2005-2006						
	Current Expense		Capital Outlay		Total	
State	\$ 536,502,909	59%	\$ 0	0%	\$ 536,502,909	42%
County Appropriation	245,139,744	27%	3,128,256	1%	248,268,000	20%
Local Capital Improvements	0	0%	353,646,314	98%	353,646,314	28%
Federal	64,849,409	7%	0	0%	64,849,409	5%
Enterprise Funds	32,214,602	4%	0	0%	32,214,602	3%
Other Local	25,742,044	3%	2,100,000	1%	27,842,044	2%
	<b>\$ 904,448,708</b>	<b>100%</b>	<b>\$ 358,874,570</b>	<b>100%</b>	<b>\$ 1,263,323,278</b>	<b>100%</b>

## Where Do Funds Come From?

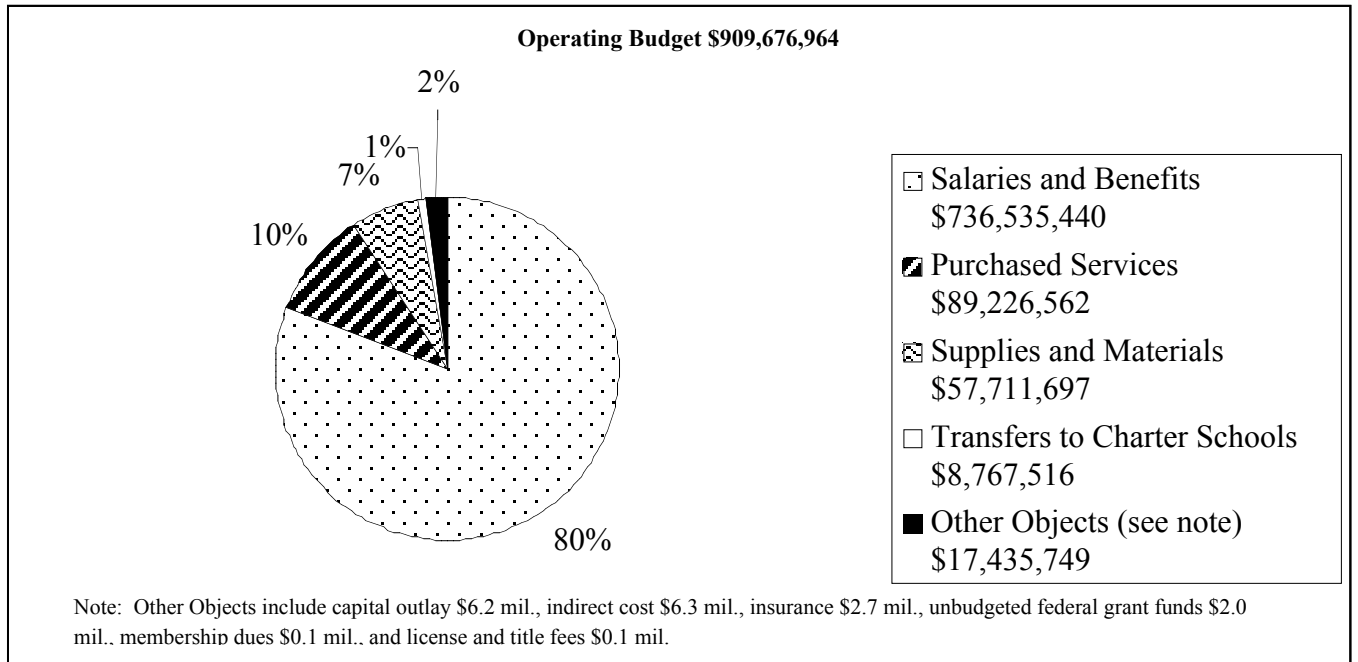
**Total Budget**  
\$1,263,323,278



**Operating Budget**  
\$909,676,964



**Where Are Funds Spent?**



**State Funding**

**State allotments are funded on a formula basis. The state funds schools with three basic types of allotments: position allotments, dollar allotments, and categorical allotments.** Due to our phenomenal growth rate, we continue to receive additional state funding. The state budget is expected to increase by five percent in 2005-2006.

**Ninety-four percent of state funding is spent on salaries and employee benefits.** We anticipate 4,333.00 net new months of employment based on growth in student projections:

	<b>Reference Page</b>
2,300.00 Regular Education Teacher months	187
893.00 Teacher Assistant months	188
290.00 Children with Special Needs Teacher months	189
265.00 School-Based Clerical months	231
172.00 Career and Technical Education Teacher months	200
112.00 Counselor months	213
96.00 Principal months	228
83.00 Assistant Principal months	229
50.00 Media Specialist months	196
44.00 At-Risk Student Services Teacher months	307
40.00 Academically/Intellectually Gifted Teacher months	193
36.00 Social Worker months	215
12.00 At-Risk Student Services Behavior Specialist months	307
(60.00) Shift of Teacher Trainers to Title II	

# Superintendent's Message

The state portion of this budget was based upon applying 2004-05 formulas to 2005-06 projected student membership. Planning allotments were received after the figures for this document were prepared. We assumed the discretionary budget reduction of over \$5.9 million in 2004-05 would recur in 2005-06. Budget adjustments required due to action of the General Assembly will be incorporated after the state budget is finalized. The impact of these items will be recorded in the school system's budget and will be reported to the board in the first quarter of 2005-06.

<b>State Months of Employment Comparison</b>					
	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>Increase</b>	<b>Percent</b>
Administration	3,633.60	3,718.44	3,897.44	179.00	5%
Professional Educator	68,262.70	72,703.00	75,681.00	2,978.00	4%
Professional - Other	1,758.90	1,834.55	1,852.55	18.00	10%
Technical	17,819.00	19,114.75	20,007.75	893.00	5%
Office/Clerical	4,080.11	4,517.00	4,782.00	265.00	6%
Crafts/Trades	924.00	924.00	924.00	0.00	0%
Other	13,362.59	14,069.59	14,069.59	0.00	0%
<b>Total</b>	<b>109,840.90</b>	<b>116,881.33</b>	<b>121,214.33</b>	<b>4,333.00</b>	<b>4%</b>

Budget 2005-2006	\$529,528,861
Budget 2004-2005	\$504,987,872
<b>Increase</b>	<b>\$24,540,989</b>

## County Appropriation

Development of the 2005-2006 budget presented a great challenge. Projections for new student growth for the coming year exceed 5,000. Five new schools and significant expansions are adding a total of over 395,343 square feet of space. Health insurance premiums are projected to increase 10 percent; retirement is projected to increase 1.4 percent; property and liability insurance premiums are also increasing. The school system has utilized resources efficiently and has reallocated available financial and human resources in order to support efforts to reach Goal 2008. The impact of growth and inflation on budgets has been substantial. The budget was based on several assumptions.

## Superintendent's Message

(1) **Additional local expenditures are projected for the 2005-06 school year for legislative issues for salary increases and employer's matching benefit changes.**

Salary and Benefit Issues	Increase/ (Decrease)	Cost/(Savings) per Student
Certified employees – one step increase. Raises range from 0% to 5.9%. Average increase is 2.16%.	\$1,079,854	\$9.06
Supplementary pay increase due to step increase.	\$1,292,436	\$10.85
Certified employees – one percent increase to pay scales.	\$322,897	\$2.71
Supplementary pay increase due to pay scale increase.	\$506,626	\$4.25
Central office administrative staff and noncertified employees – 2.5% salary increase.	\$1,350,928	\$11.34
Central office administrator performance pay (2004-05 2%; decrease in 2005-06 to 0.5%).	\$84,636	\$0.71
Principals and assistant principals – one step increase. Raises range from 0% to 5.9%. Average increase is 2.16%.	\$237,330	\$1.99
Principals and assistant principals – one percent increase to pay scales	\$109,875	\$0.92
BOE member fees at 3% increase.	\$3,492	\$0.03
Upgrade salaries for interpreters and transliterators based on NCDPI pay scale	\$141,938	\$1.19
<b>Salary Increases Subtotal</b>	<b>\$5,130,012</b>	<b>\$43.05</b>
Employer's matching retirement (2004-05 5.815%; 2005-06 5.9%)	\$112,000	\$0.94
Employer's matching hospitalization (2004-05 \$3,432; 2005-06 \$3,775)	\$800,000	\$6.72
<b>Employer's Matching Benefit Increases Subtotal</b>	<b>\$912,000</b>	<b>\$7.66</b>
<b>Subtotal Salary and Benefit Issues</b>	<b>\$6,042,012</b>	<b>\$50.71</b>

(2) **Additional local expenditures projected for the 2005-06 school year based on growth and inflation.** The additional expenditures in the budget request include:

Growth-Related Increases	Reference Page	Increase/ (Decrease)	Cost/(Savings) per Student
Flow through funds for charter schools for county appropriation and fines and forfeitures	185	\$892,978	\$7.49
Classroom teachers	187	\$1,664,769	\$13.97
Teacher Assistants	188	\$20,718	\$0.17
Special education teachers	189	\$121,779	\$1.02
Special education teacher assistants/transition training facilitators	191	\$620,101	\$5.21
Academically gifted (AG) Months of Employment (MOE) allotment	193	\$132,147	\$1.11
Media Specialists	196	\$20,996	\$0.18
Career and Technical Education (CTE) MOE	200	\$72,155	\$0.61
School Psychology	202	\$256,709	\$2.15
Occupational Therapists	205	\$111,053	\$0.93
Physical Therapists	207	\$55,526	\$0.47
Curriculum and Instruction (C&I) MOE allotment	209	\$230,734	\$1.94
Local literacy teachers to support K-2 intervention	211	\$76,911	\$0.65
School counselor months due to student enrollment growth	213	\$73,247	\$0.61
Social work services at the elementary and middle school level in proportion to increased enrollment	215	\$32,344	\$0.27

## Superintendent's Message

<b>Growth-Related Increases</b>	<b>Reference Page</b>	<b>Increase/ (Decrease)</b>	<b>Cost/(Savings) per Student</b>
Psychologists for preschool services	217	\$106,619	\$0.90
Test coordinator travel	218	\$1,400	\$0.01
Extra duty budget to accommodate new schools	219	\$34,065	\$0.29
Classroom materials, instructional supplies, equipment	223	\$254,777	\$2.14
Sick leave substitute pay for noncategorical state and local teachers	225	\$263,541	\$2.21
Contracted services for schools	227	\$32,275	\$0.27
Principals	228	\$125,054	\$1.05
School-based assistant principals	229	\$289,373	\$2.43
School-based clerical allotment	231	\$5,778	\$0.05
Contracted services – Occupational Safety and Health Administration (OSHA) nurse	234	\$2,215	\$0.02
Criminal record checks	235	\$28,480	\$0.24
WCPSS Student Parent Handbook proportionate to student growth	237	\$10,000	\$0.08
Provide rehearsal and graduation facilities for eighteen high schools in the district	238	\$19,000	\$0.16
Mandated Individuals with Disabilities Act (IDEA) Child Find/Screening services	239	\$38,842	\$0.33
Early hires, purchased services, and staff development dollars for new schools less reduction for prior year one-time costs	241	(\$47,848)	(\$0.40)
Preliminary Scholastic Aptitude Test (PSAT) testing	244	\$24,882	\$0.21
Central Carolina Regional Education Service Alliance (RESA) increase in dues	245	\$300	\$0.00
Seasonal Overtime for Testing Office Support Staff	246	\$1,331	\$0.01
Online resources for new schools	247	\$19,262	\$0.16
Application Services Operations (ASO)	248	\$32,640	\$0.27
Instructional Desktop Support (IDS)	249	\$164,701	\$1.38
Directory services	250	\$1,944	\$0.02
Disaster Recovery Services (DRS)	251	\$34,427	\$0.29
Administrative growth	252	\$2,000	\$0.02
Network operations	253	\$322,510	\$2.71
Oracle financial applications – information systems	254	\$12,770	\$0.11
Oracle financial applications – application services	255	\$195,076	\$1.64
Student Information Systems (SIS) – application services	256	\$352,370	\$2.96
SIS – information systems	257	46,107	\$0.39
Software	258	\$478,945	\$4.02
Storage subsystems	259	\$480	\$0.00
Technical support	260	\$71,888	\$0.60
Technical services operations	261	\$46,624	\$0.39
Voice and web services	262	\$207,565	\$1.74
Custodial dollars to maintain new square footage	263	\$510,000	\$4.28
Utility dollars to maintain new square footage	264	\$445,000	\$3.74
Maintenance dollars to maintain new square footage	266	\$355,000	\$2.98
Maintenance dollars to maintain new acreage	267	\$70,000	\$0.58
Relocation of mobiles, lease of mobiles	268	\$299,043	\$2.51
Capital outlay plan	270	\$15,000	\$0.13
Funds for security supplies	273	\$5,270	\$0.04
Telephone expenditures to equip additional personnel	275	\$1,500	\$0.01

## Superintendent's Message

Growth-Related Increases	Reference Page	Increase/ (Decrease)	Cost/(Savings) per Student
Supplies, reproduction costs, and contracted services for growth management.	276	\$6,815	\$0.06
School transportation.	277	\$172,697	\$1.45
<b>Subtotal Growth</b>		<b>\$9,441,885</b>	<b>\$79.26</b>

(3) Additional local expenditures are projected for systemwide issues.

Systemwide Issues	Reference Page	Increase/ (Decrease)	Cost/(Savings) per Student
Insurance	299	\$438,737	\$3.68
Utility fee for impervious surfaces for schools in the City of Raleigh	301	\$110,000	\$0.92
Utility rate increase for existing and new square footage	302	\$610,000	\$5.12
Increase gasoline/diesel budget due to significant changes in fuel costs	304	\$140,000	\$1.18
Oracle 11i upgrade	305	\$499,200	\$4.19
NC Department of Public Instruction (NCDPI) NC Wise integration	306	\$384,000	\$3.22
<b>Subtotal Systemwide Issues</b>		<b>\$2,181,937</b>	<b>\$18.31</b>

(4) Additional local expenditures are projected for commitments by the Board of Education to programs for future funding.

Commitments by Board of Education	Reference Page	Increase/ (Decrease)	Cost/(Savings) per Student
River Oaks Middle School	307	\$402,889	\$3.38
East Wake High School of Health Science, School of Education, two small schools to be determined and campus administration	310	\$137,346	\$1.15
Growth and phase-in of board approved International Baccalaureate (IB) Programmes at Daniels, Farmington, Joyner, Millbrook Elem., E. Millbrook Middle, East Garner Middle, North Garner Middle, Broughton, Enloe, and Garner Sr.	316	303,839	\$2.55
Growth and phase-in of board approved IB Programme: Garner Senior High School	318	\$125,880	\$1.06
Growth and phase-in of board approved IB Programme middle years programme: foreign language (Daniels, E. Millbrook, N. Garner, E. Garner)	320	\$153,839	\$1.29
Administration and warehouse leases	321	(\$579,212)	(\$4.86)
<b>Subtotal Commitments by Board of Education</b>		<b>\$544,581</b>	<b>\$4.57</b>
<b>Subtotal Prior to New Programs</b>		<b>\$18,210,415</b>	<b>\$152.85</b>

## Superintendent's Message

(5) Additional local expenditures are projected for new programs or increased funding for existing programs.

New Programs or Increased Funding for Existing Programs	Reference Page	Increase/ (Decrease)	Cost/(Savings) per Student
Upgrade extra duty compensation	323	\$303,127	\$2.54
Reduction of funding for annual replacement of support vehicles	327	(\$10,750)	(\$0.09)
Reduction of funding for grounds' equipment replacement	329	(\$447)	(\$0.00)
Reduction of funding for repairs in annual DPI reports provided by Risk Management	330	(\$343)	(\$0.00)
Retention of school resource officer program (COPS in Schools Grant) in Wake County middle schools with the Wake County Sheriff's Department	331	\$188,756	\$1.58
Alertnow – rapid notification system to be able to notify parents in a critical or crisis incident (previously grant-funded) continuation	332	\$20,000	\$0.17
<b>Subtotal New Programs or Increased Funding for Existing Programs</b>		<b>\$500,343</b>	<b>\$4.20</b>

(6) Savings and reduction of one-time costs from the previous year were identified.

Savings and reductions	Increase/ (Decrease)	Cost/(Savings) per Student
Carryforward purchase orders	(\$4,014,730)	(\$33.70)
Eliminate dental insurance	(\$3,287,401)	(\$27.59)
Balance in "over/under" from 2004-05	(\$2,440,418)	(\$20.49)
Savings in Transportation due to ongoing audit	(\$2,000,000)	(\$16.79)
Increase teacher assistant formula by 1	(\$1,159,820)	(\$9.73)
Freeze central office positions for 90 days each time a vacancy occurs	(\$1,000,000)	(\$8.39)
2004-05 one-time allotments to schools for small school scheduling, class size overages, and leave situations.	(\$983,851)	(\$8.26)
Reduce technology support	(\$800,000)	(\$6.71)
Workers' Compensation	(\$680,000)	(\$5.70)
Reduce central office contracted services, workshop expenses, and travel	(\$645,000)	(\$5.41)
Evaluate central office positions and eliminate 2% over the course of the year	(\$600,000)	(\$5.03)
Prior year capital outlay expenditures	(\$566,575)	(\$4.76)
2004-05 salary audit	(\$483,759)	(\$4.06)
Municipal collaboration funds – special projects	(\$430,991)	(\$3.62)
2004-05 10 <sup>th</sup> day unresolved overages at the schools	(\$373,737)	(\$3.14)
Reduce budget for recruitment/retention bonuses	(\$250,000)	(\$2.09)
Reduce Challenged Schools and Accelerated Learning Program budgets	(\$188,445)	(\$1.58)
Mandate direct deposit	(\$100,000)	(\$0.83)
Wake County will pay resource officers for Moore Square and Heritage Middle schools	(\$68,000)	(\$0.57)
Server for Substitute Management System	(\$20,874)	(\$0.18)
Human Resources 800 number has been switched to new communications provider resulting in savings	(\$10,000)	(\$0.08)
<b>Subtotal Budget Reductions</b>	<b>(\$20,103,601)</b>	<b>(\$168.71)</b>

## Superintendent's Message

<b>NET DECREASE IN LOCAL NONCATEGORICAL EXPENDITURES</b>	<b>(\$1,392,843)</b>	<b>(\$11.66)</b>
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**(7) Changes in noncategorical local revenues were identified.**

	<b>Increases/Decreases</b>
Fund Balance Appropriation 2004-05	(\$23,107,174)
Vending Revenues	(\$473,000)
Interest	(\$150,000)
Regular Tuition	(\$10,000)
Fund Balance Appropriation 2005-06	\$9,000,000
Parking Fees	\$800,000
Fines and Forfeitures	\$400,000
Indirect Cost – Child Nutrition	\$200,000
Interest – Capital Outlay	\$50,000
E Rate	\$26,831
Cell Tower Lease	\$7,500
<b>Net Changes in Local Revenues</b>	<b>(\$13,255,843)</b>

Based upon an analysis of 2004-05 expenditure and revenue patterns, \$9 million of fund balance can be appropriated toward the 2005-06 budget.

The budget development process is based upon a strategic plan to maintain personnel and programs. The focus of the budget has been, and continues to be, goal attainment. The use of \$9 million from fund balance is clearly necessary and represents the strong commitment of WCPSS to focus all available resources on student achievement.

**(8) The amount of dollars to request from Wake County Commissioners was identified.** Wake County approved an increase of \$11,863,000 for a total appropriation of \$248,268,000. Wake County set aside \$3.3 million to fund dental insurance. The Board of Education must request these funds from the Board of Commissioners. This request was submitted in July 2005. The commissioners approved it and the \$3.3 million was recorded as a budget amendment in the first quarter of 2005-06. WCPSS had requested an increase of \$29,355,610 in county appropriation for a total appropriation of \$265,760,610.

# Superintendent's Message

	<u>2004-2005</u>	<u>2005-2006</u>	<u>Increase</u>	<u>Percent</u>
County Appropriation				
Current Expense - WCPSS	\$ 225,796,986	\$ 236,492,167	\$ 10,695,181	5%
Current Expense – Charter Schools	7,773,807	8,647,577	873,770	11%
Capital Outlay	2,834,207	3,128,256	294,049	10%
	<u>\$ 236,405,000</u>	<u>\$ 248,268,000</u>	<u>\$ 11,863,000</u>	5%
Student Membership				
WCPSS	114,068	119,127	5,059	4%
Charter Schools	4,044	4,356	312	8%
	<u>118,112</u>	<u>123,483</u>	<u>5,371</u>	5%
Allocations per student	\$ 2,002	\$ 2,011	\$ 9	0%

## Local Current Expense Fund

**The local current expense budget includes all local revenues of the school system. The largest of these is the county appropriation. Others include fines and forfeitures, indirect cost, interest earned, E Rate, tuition and parking fees, fund balance appropriation, and categorical programs.** The “Budget by Funding Source” section of this document shows budget line items by source of funds whether state, federal, enterprise, other local, or county appropriation.

The local current expense budget for 2005-2006 is \$278,898,401, which is a decrease of \$5,242,493 from 2004-2005.

Ongoing, rapid growth and efforts to improve student achievement continue to be the most significant fiscal challenges for our school system. Student membership projections total 119,127 students (excluding 4,356 students projected to be enrolled in charter schools). Our net projected increase in students for 2005-2006 is 5,059 students or four percent.

**WCPSS manages resources in an efficient and effective manner, which has been confirmed by numerous audits and studies by independent citizen groups.** We are proud of our efficiency, and we continually seek ways to make the best use of every dollar spent. We utilize a purchasing card throughout the system to decrease the time between order and delivery by teachers and other staff, as well as to reduce purchase orders and accounts payable transactions. We utilize a systemwide email system to reduce paper transactions and improve timeliness of communication. During the 2002-03 year, we eliminated option pay from WCPSS processes. The service was privatized and is still available for ten- and eleven-month staff through their financial institutions. There was a savings in processing time, printing costs, and postage in the 2003-04 budget as a result of this. Salary audit costs from NCDPI have reduced significantly.

## Superintendent's Message

**During the year, vacancies occur in positions in the school system as employee turnover occurs. Dollar savings occur for each day positions remain vacant and salaries are not paid. Based on historical experience, data generated from our financial system, and the state of the economy, we are able to track where and how often this occurs. In order to gain maximum use of our resources, we include positions in our budget with no assigned costs to be paid from these lapsed dollars.** We budget 88 positions to be paid from lapsed salaries, including 20 clerical positions, 20 teacher assistants, 17 custodians, 17 regular education teachers, 10 special education teachers, 3 central office administrators, and 1 security investigator. This is very aggressive and can vary based on turnover. We constantly monitor these areas throughout the year to make sure we will be within budgeted dollars.

**We continually monitor state funding. We shift local costs onto state dollars whenever possible to make the most of state funding. We charge indirect costs on all enterprise programs to help support the local budget.**

**Schools process conversions during the year within State ABC transfer policies.** This allows schools to move dollars between program codes as defined in legislation in order to meet the needs of that particular school. Funds checking rules have been expanded on the local budget to allow central office departments to gain the use of lapsed salary dollars. These processes allow schools and departments to make the best use of all dollars budgeted.

**We allocate fund balance as part of our beginning budget. At the same time, we attempt to maintain a reserve at a level we feel is necessary to support the district in cases of emergency, unusual circumstances, or negative budget variances.**

**We constantly seek additional sources of revenue. The grants office supports schools and assists with identification of new sources of funding.** We have entered into cellular tower agreements. We adjust fees annually as needed for tuition and parking fees.

	REVENUES BY SOURCE		INCREASE/DECREASE	
	2004-2005	2005-2006	Dollars	Percent
County Appropriation	\$ 233,570,793	\$ 245,139,744	\$ 11,568,951	5%
Fund Balance Appropriated	17,129,760	7,000,000	(10,129,760)	(59%)
Local Sources-Unrestricted	9,108,064	8,750,000	(358,064)	(4%)
State (Textbooks, Grants)	13,573,472	6,974,048	(6,599,424)	(49%)
Local Sources-Restricted	4,647,881	4,337,669	(310,212)	(7%)
Operating Transfers In	4,030,059	3,992,335	(37,724)	(1%)
Local Sources – Tuition/Fees	922,791	1,662,040	739,249	80%
Federal (Impact Area Grants, ROTC)	1,158,074	1,042,565	(115,509)	(9%)
<b>Total</b>	<b>\$ 284,140,894</b>	<b>\$ 278,898,401</b>	<b>\$ (5,242,493)</b>	<b>(2%)</b>

# Superintendent's Message

<b>Local Months of Employment Comparison</b>					
	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>Increase/ Decrease</b>	<b>Percent</b>
Administration	3,219.59	3,534.60	3,370.40	(164.20)	(5%)
Professional Educator	7,031.30	7,854.50	8,044.70	190.20	2%
Professional - Other	1,098.55	1,260.05	1,319.65	59.60	5%
Technical	3,343.48	3,766.70	3,497.70	(269.00)	(7%)
Office/Clerical	6,170.65	6,275.76	6,336.76	61.00	1%
Crafts/Trades	1,656.00	1,740.00	1,740.00	0.00	0%
Other	3,101.10	3,123.10	3,123.10	0.00	0%
<b>Total</b>	<b>25,620.67</b>	<b>27,554.71</b>	<b>27,432.31</b>	<b>(122.40)</b>	<b>0%</b>

## Federal Funding

The federal funding budget for 2005-2006 is \$51,328,103, which is a decrease of \$8,208,944 or fourteen percent from 2004-2005.

The federal budget included in the Plan for Student Success was built based on grant awards from 2004-05, including an estimate of carryover amounts. Federal grants typically have different fiscal years than those of the school district. Therefore, carryover funds will occur. We will adjust the estimated carryover to the actual carryover in early July. These figures are reported to the board in the first quarterly budget report. As we receive more specific information, the federal grants will be adjusted to reflect a better estimate of funding for 2005-2006.

<b>Federal Months of Employment Comparison</b>					
	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>Increase/ Decrease</b>	<b>Percent</b>
Administration	168.36	161.26	136.00	(25.26)	(16%)
Professional Educator	4,402.20	4,535.40	4,583.40	48.00	1%
Professional - Other	532.80	423.60	575.60	152.00	36%
Technical	1,010.00	1,158.00	1,178.00	20.00	2%
Office/Clerical	101.00	90.00	90.00	0.00	0%
Other	12.00	97.50	97.50	0.00	0%
<b>Total</b>	<b>6,226.36</b>	<b>6,465.76</b>	<b>6,660.50</b>	<b>194.74</b>	<b>3%</b>

Special education growth from April 2001 to April 2004 averaged 4.3 percent per year. December 2004 special education child count indicates that more than 14 percent of projected student growth will require special education services.

Using a projected ratio of one teacher per 13 new students and a projected increase in 2005-2006 of 745 students, 57 new special education teachers will be required to meet the needs of the additional students. Of this number, all 57 teacher positions can be funded from projected increases in state and federal funds.

But state and federal funds are not available to cover all required positions. State funding is capped at 12.5 percent, and federal dollars do not provide full funding. Twenty to twenty-five percent of students receiving special education services are served in full-time programs that require a classroom teacher assistant. Additionally, some students

## Superintendent's Message

require a one-on-one teacher assistant to meet their individual needs. A total of 24 teacher assistants will be required to meet the needs of these additional students.

Also, the Occupational Course of Study (OCS), one of the four pathways leading to a diploma, requires field-based training and employment experiences (600 hours/student). Due to increases in the number of students served, one transition training facilitator per high school is needed to provide the required field-based training for Occupational Course of Study students. Currently, there are 19 high schools and 14 transition training facilitators. For the 2005-2006 school year, five additional positions are required.

Of the total number of teacher assistants/transition training facilitators needed (29), only two positions can be funded from projected increases in state and federal funds. Local funding will be required for 27 positions.

Often special education students require related services. Three local positions, two occupational therapists and one physical therapist, are required for 2005-2006 to meet the very special need of some disabled students.

Positions funded with federal carryover dollars for the 2005-06 school year are recurring costs to the system and will require local support for subsequent years.

Budget 2005-2006	\$51,328,103
Budget 2004-2005	\$59,537,047
<b>Decrease</b>	<b>(\$8,208,944)</b>

### Multiple Enterprise

**The multiple enterprise fund includes the Child Nutrition program and other self-supporting programs such as Before- and After-School Care, NovaNet, Summer Camp, and Preschool Programs. Tuition or fees solely support these programs. We charge indirect costs at the unrestricted maximum rate of 14.448 percent on these programs.**

The multiple enterprise funding budget for 2005-2006 is \$44,693,343, a decrease of \$1,475,889 or three percent from 2004-2005. The budget includes \$33,785,430 for the Child Nutrition program and \$10,907,913 in tuition and fee-supported programs.

The Print Shop was removed from the multiple enterprise fund effective July 1, 2004. It is now an internal service fund in the local current expense fund.

The Child Nutrition budget includes anticipated salary increases of 2.5 percent and health insurance increase of 9.9 percent as well as inflationary increases for food and supplies.

# Superintendent's Message

Breakfast and lunch prices remained the same; however, breakfast was removed from the high school menu. The meal prices are comparable to the other large school systems in North Carolina.

<b>BREAKFAST</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>Inc./ Dec.</b>
Student Full-Paid K-5	\$0.80	\$0.80	\$0.80	\$0.00
Student Full-Paid 6-8	\$0.90	\$1.00	\$1.00	\$0.00
Student Full-Paid 9-12	\$1.00	\$1.00	N/A	N/A
Student Reduced	\$0.30	\$0.30	\$0.30	\$0.00
Adult	A la carte	A la carte	A la carte	N/A

<b>LUNCH</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>Inc./ Dec.</b>
Student Full-Paid K-5	\$1.75	\$1.75	\$1.75	\$0.00
Student Full-Paid 6-8	\$1.85	\$2.00	\$2.00	\$0.00
Student Full-Paid 9-12	\$2.00	\$2.00	\$2.00	\$0.00
Student Reduced	\$0.40	\$0.40	\$0.40	\$0.00
Adult	A la carte	A la carte	A la carte	N/A

## Multiple Enterprise Months of Employment Comparison

	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>Increase/ Decrease</b>	<b>Percent</b>
Administration	198.00	186.00	186.00	0.00	0%
Professional Educator	25.00	25.00	25.00	0.00	0%
Professional - Other	12.00	12.00	12.00	0.00	0%
Technical	78.00	87.00	87.00	0.00	0%
Office/Clerical	174.00	162.00	162.00	0.00	0%
Crafts/Trades	1,040.00	962.00	1,002.00	40.00	4%
Other	5,881.40	5,809.20	5,909.20	100.00	2%
<b>Total</b>	<b>7,408.40</b>	<b>7,243.20</b>	<b>7,383.20</b>	<b>140.00</b>	<b>2%</b>

Budget 2005-2006	\$44,693,343
Budget 2004-2005	\$46,169,232
<b>Decrease</b>	<b>(\$1,475,889)</b>

## Capital Outlay

The capital outlay budget for 2005-2006 totals \$358,874,570. The budget includes \$353,646,314 in building program funds, \$3,128,256 county appropriation, \$2,000,000 fund balance appropriation, and \$100,000 interest earned.

Developing the budget based on the board Goal 2008 requires focusing on classroom improvements and coordinating the needs of several departments. Our staff and support personnel provide the services to power the education of our children.

**The development of the long-term strategic plan of any department's operation helps the group prioritize expenditures and resources. Improving maintenance services to the school and the classroom is critical. By identifying the long-term plan of district needs, the resources are effectively applied.**

**Major efforts to expand regional maintenance teams and reorganization of administrative functions to support regional maintenance are nearly complete. Early results show a 22 percent reduction in emergency requests, a 20 percent increase in work orders completed, and an 8 percent decrease in response time.**

The Wake County Public School System is divided into five regional maintenance areas. Each region contains four or five maintenance clusters. A cluster consists of four maintenance personnel who perform daily maintenance for five to seven schools. The personnel are located at one of the schools. Personnel travel time is greatly reduced, facility familiarity is increased, customer relations are stronger and facility ownership is again an important factor.

**The support and voter approval of building program funding have helped Wake County Schools address the impact of student growth and slow the creation of deferred maintenance within our existing facilities.** PLAN 2000 dedicated over half of the funds to existing school renovations and replacement of equipment. PLAN 2004 addresses approximately \$260 million of renovations and equipment replacement. Identifying long-term needs of every building is vital to creation of a capital budget.

The current capital portion of the operating budget plan contains funds for the minor improvements that will need to be made in the schools and administrative areas. The major portion of the capital budget is for mobile unit relocations or leases.

Some replacement of roofs, carpet, mechanical, electrical, and computer network systems are being covered in the bond-funded building program. It is critical that as the proportion of bond-funded replacement projects decrease, the capital budget increases. Otherwise, Wake County Public Schools starts the cycle of "deferred" maintenance again. The planned replacement of infrastructure is critical to maintain and extend the useful life of a facility. Our community expects us to keep our facilities clean and useful for many generations. The capital fund should cover the scheduled replacement of building systems, and the operating fund provides for the maintenance and repair of the building.

Major capital spending results in additional facility and grounds square footage requiring maintenance and utilities. The maintenance consists of custodial, preventive maintenance, mowing, landscaping, storm water drainage, energy management/scheduling (rental of school property, after-hour usage, etc.), vehicle maintenance (other than buses), pest management, and minimal unscheduled maintenance. The utilities consist of electrical, gas, water, sewage, solid waste management, and fuels.

## Superintendent's Message

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These functions require additional manpower, supplies, computerized maintenance management, and vehicle support. If adequate resources are not provided for maintenance, the facility life is dramatically reduced, unscheduled work will increase, facility maintenance efficiency will be reduced, and energy costs will increase.

Maintenance and Operations costs are compared on a continuous basis with industry standards/averages, benchmarked school systems, and local government agencies. **Maintenance funding remains at \$0.90 per square foot. The industry standard is \$1.80 per square foot for educational and public facilities.** The budget will fund an additional 395,343 square feet in new construction at the same \$0.90 per square foot and fund some new legislative mandates. An increase was requested to move towards the industry standard, but it was deferred for the fifth year in a row. Normal facility deterioration is estimated at two to four percent per year. A facility with deferred maintenance or maintenance backlog has a deterioration rate of four to eight percent. At current and reduced funding levels facilities new or old will continue to deteriorate at higher than normal rates. This pattern will result in at least \$16 million per year of deferred maintenance, which will increase the size of future capital programs.

PLAN 2000 and PLAN 2004, the current school building programs, are the fifth and sixth in a series of building phases that began in 1985. Despite building 51 new schools and expanding dozens of existing school facilities since 1986, the system needs more space to accommodate the influx of more than 4,000 new students each year and funding to address its aging facilities.

The PLAN 2000 (2001-2004) school building program, provides 14 new schools to accommodate more than 10,400 new students expected in our schools by 2004. Additionally, 35 schools will receive major renovations and expansions, and another 64 schools will get much needed maintenance and repair. A \$500 million bond referendum to finance PLAN 2000 was supported by a special citizens commission and approved by voters on November 7, 2000. Another \$50 million is being provided by Wake County government from general revenues. No tax increase is required to pay for this building program.

The PLAN 2004 (2004-2008) school building program provides 14 new schools, 18 major renovations, 49 systemwide improvement projects and 37 roof repairs or replacements. A \$450 million bond referendum approved by voters on October 7, 2003, will be combined with \$29.9 million of other county funds to finance the program. Additional funds will be necessary to fully fund the \$550 million PLAN 2004 building program scope of work. From 2004 to 2008, 16,000 new students are projected to enroll.

The county passed resolutions for \$370.6 million for PLAN 2000 in 2000-2001, resolutions totaling \$59.8 million in 2001-2002, and resolutions totaling \$95.6 million in 2002-2003. In 2003-2004, the County appropriated the balance of PLAN 2000 funding in the amount of \$24.0 million. PLAN 2000 appropriations through 2003-2004 equal \$550.0 million.

## Competitive Factors

We anticipate spending \$508.0 million from PLAN 2000 by the end of 2004-2005; leaving a rollover balance of approximately \$42.0 million for 2005-2006.

PLAN 2004 appropriation in fiscal year 2003-2004 equals \$110 million. The County will appropriate approximately \$231 million of PLAN 2004 funds in 2004-2005 and \$118 million in 2005-2006.

Budget 2005-2006	\$358,874,570
Budget 2004-2005	\$581,419,935
<b>Decrease</b>	<b>(\$222,545,365)</b>

The school system has faced many challenges over the past ten years. During this time, we have successfully managed a building program, which is one of the largest in the nation. We have received an “unqualified” audit opinion each of the last fourteen years.

For the past fifteen years, we have received the Certificate of Excellence in Financial Reporting from both the American School Business Officials (ASBO) and the Government Finance Officers Association (GFOA). We have also received the Distinguished Budget Presentation Award from the GFOA the past 12 years. This award is the highest form of recognition in governmental budgeting. We have received the Meritorious Budget Award from the ASBO for three years. In 1998, our school system was the only one in North Carolina to receive the Advancement Award of the North Carolina Quality Leadership Foundation – a process similar to the Malcolm Baldrige award criteria. We have aggressively managed our budget and wisely invested available resources. These accomplishments are the result of a dedicated and competent staff, a supportive board, and a caring and supportive community. The end result of all this has been continued improvement of programs and outcomes for our students.

## Conclusion

**“Wake falters after years of gains”** was the July 29, 2004, headline in *The News and Observer* describing student achievement data for the 2003-04 school year. Although the change in end-of-grade test scores varied from the prior year by only tenths of a percentage point, the movement was not upward as has been the trend in the past; we saw regression.

For the first time in years, the percentage and number of students performing below grade level in Wake County increased. Nearly 10,000 students in third through eighth grade did not reach proficiency as measured by end-of-grade testing. This is unacceptable.

Following a countywide public engagement process, the Wake County Board of Education demonstrated visionary leadership in developing and adopting Goal 2008, which expects high growth for all student subgroups and 95 percent of our students to perform at or above grade level, including those in high school. Nothing less is acceptable to our citizens and acceptable to us.

## Superintendent's Message

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The number of students enrolling in the Wake County Public School System reached an all time high this year. The growth exceeded all projections. Preliminary data indicated that in addition to the expected growth from families with school-age children, additional students entered our schools from home schools, charter schools, private schools, and religious schools in larger numbers than anticipated.

As we continue to grow, the students in our schools reflect the changing demographics in our county. The percentage of students eligible for free and reduced-price meals -- a measure of socio-economic status -- is increasing. The percentage of students requiring mandated special education services continues to exceed the percentage funded by the state. The percentage of students for whom English is a second language continues to grow. These students require more funding based on their instructional needs.

In 2004 the North Carolina General Assembly expanded the legislative mandate for class size reduction to include third grade in addition to reductions previously enacted for kindergarten through second grade. This action required the addition of 90 teachers, and the resources appropriate to support them, to our elementary schools. For the third consecutive year, school districts were required to return funds to the state as part of a mandatory funding reduction to balance the state budget. Wake County Public School System has lost \$6 million in state funds as a result of these reductions, and absorbed increased costs due to class size reductions and other legislated requirements through eliminating, reducing, and postponing services and programs. This has been accomplished by reductions in central office funds. Although the direct impact to schools has been limited, the indirect impact is felt more and more.

The percentage of teachers leaving the Wake County Public School System is increasing. Elementary and special education teachers in particular are leaving in greater numbers than in the past. Recruitment and retention of highly skilled, knowledgeable teachers requires signing bonuses, competitive salaries, and working conditions that allow time for parent conferences, training, and planning.

Our budget for 2004-2005 was not sufficient after paying for legislated costs, costs due to extreme growth, and systemwide cost increases. Funding provided by the county appropriation for the 2004-2005 school year was not sufficient to provide salary increases for Wake County Public School System teachers and support staff. Neither was funding sufficient for increased instruction for Academically Gifted students, support for special education teachers in our high schools, middle school instructional resource teachers, and a parent leadership institute to leverage the efforts of the dedicated parent volunteers in our schools.

Although our students have performed at a high level compared to our benchmark school districts, could the faltering test scores, extreme population growth, changing demographics, and teacher turnover foretell adverse changes that will be seen in student achievement in the near future? Are these the leading indicators that should warn of our presence on a slippery slope?

## Superintendent's Message

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Or could these be the leading indicators that energize our community to focus upon our single most valuable resource today and for our collective future: our children? Investment in developing valuable resources is a wise and prudent decision for an individual, a company, or a community.

The Plan for Student Success outlined in this document provides the foundation for the attainment of Goal 2008. It is a plan for investment in the future of our children. It is a plan for investment in the continued vitality and growth of the economy in Wake County. It is a plan for investment that allows the Wake County Public School System to continue to be an asset to our community, rather than a liability.

We have reached the current level of academic excellence through realignment of resources, focused effort, efficiency, and quality personnel. The Wake County Public School System is a very efficient organization, as has been cited in audit after audit during the past 10 years. However, efficiency isn't enough to reach Goal 2008. Hard work, dedication, and care for students aren't enough for our teachers and those who support them in the daily effort to reach each of our 114,000 students. Additional resources are required.

The mission of the Wake County Public School System is to educate each student to be a responsible and productive citizen who can effectively manage future challenges. The vehicle for accomplishing our mission is Goal 2008. Investment by our community is necessary for us to meet the goal. Just as in the past, our families and communities invested in our own futures; it is our mutual responsibility to do the same for our children.

The return on investment is a brighter future for each child in the Wake County Public School System, continued economic growth for Wake County, and the knowledge that our community is stronger because of our wise decision to invest in the most valuable resource of all.

Bill McNeal  
Superintendent