

Approved by the Charlotte-
Mecklenburg Board of Education
May 12, 2015
Regular Board Meeting



Charlotte, North Carolina

February 10, 2015

**REGULAR MEETING
of the
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 10, 2015. The meeting began at 5:05 p.m. and was held in CH-14 of the Government Center.

Present: Mary T. McCray, Chairperson, Member At-Large
Timothy S. Morgan, Vice Chairperson, Member At-Large
Ericka Ellis-Stewart, Member At-Large
Thelma Byers-Bailey, District 2
Tom Tate, District 4
Eric C. Davis, District 5
Paul Bailey, District 6

Absent: Rhonda Lennon, District 1
District 3 Seat Vacant

Timothy Morgan served as Clerk to the Board.

Upon motion by Tim Morgan, seconded by Tom Tate, the Board voted unanimously of those present to go into Closed Session for the following purpose:

- **To discuss specific personnel matters.**

The motion was made pursuant to Sections 143-318.11(a)(6) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 5:05 p.m. until 5:55 p.m. in Room CH-14.

Chairperson McCray reconvened the Regular Board Meeting at 6:00 p.m. in the Meeting Chamber of the Government Center. CMS TV televised the meeting.

Present: Mary T. McCray, Chairperson, Member At-Large
Timothy S. Morgan, Vice Chairperson, Member At-Large
Ericka Ellis-Stewart, Member At-Large
Rhonda Lennon, District 1
Thelma Byers-Bailey, District 2
Tom Tate, District 4
Eric C. Davis, District 5
Paul Bailey, District 6

Absent: District 3 Seat Vacant

Also present at the request of the Board were Ann Clark, Superintendent; George E. Battle, III, General Counsel; Members of Executive Staff; Judith Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson McCray welcomed everyone to the February 10, 2015 Regular Board meeting which was held in the Meeting Chamber. Chairperson McCray noted that Rhonda Lennon would be arriving to the meeting shortly.

Chairperson McCray gave special recognition that February is Teen Dating Violence Awareness Month and she commended Board members who were wearing orange in observance of Teen Dating Violence Prevention.

A. Adoption of Agenda

Chairperson McCray called for a motion to adopt the proposed agenda.

Upon motion by Thelma Byers-Bailey that the Board adopt the agenda as presented, seconded by Tom Tate, and the motion passed upon 7-0 voice vote of the Board. Rhonda Lennon was absent at the time of vote. District 3 Seat Vacant.

B. Pledge of Allegiance

Chairperson McCray called upon Tom Tate to introduce the student to lead those present and in the viewing audience in the Pledge of Allegiance and to speak to the February character trait of *citizenship*. Mr. Tate reported Jonah Lundy-Williams, a fifth grade student at Winterfield Elementary School, was scheduled to join the Board to present the Pledge of Allegiance but unfortunately Jonah will not be able to join us tonight. Mr. Tate invited everyone to stand and join him in reciting the Pledge of Allegiance.

C. Swearing In of Superintendent Ann Clark

Chairperson McCray called upon District Court Judge Yolanda Trotman to preside over the Swearing In Ceremony for Ann B. Clark as Superintendent for Charlotte-Mecklenburg Schools. Judge Trotman was born in High Point, North Carolina and has lived in Charlotte for nineteen years. She is an honor graduate of UNC-Charlotte with a Bachelor of Arts in History and was a North Carolina Teaching Fellow. After graduation, she was a high school history teacher, debate and speech coach, and mock trial coach for three years at North Mecklenburg High School. She was honored by CMS as the First Year Teacher of the Year and in 1999. Judge Trotman left CMS to attend law school at the University of Pittsburg where she graduated in May 2002 with her Juris Doctor Degree. After law school, she returned to Charlotte to begin her legal career as an assistant public defender and handled criminal matters in District and Superior Court. In 2005, she opened her own law practice, The Law Office of Yolanda M. Trotman, PLLC where she focused her practice in the areas of criminal defense and family law. On November 4, 2014, she was elected District Court Judge in North Carolina's 26th Judicial District.

Following the Swearing In Ceremony for Ann Clark, the Board and audience gave Ms. Clark a standing ovation to welcome her as Superintendent of Charlotte-Mecklenburg Schools.

D. Public Hearing on proposed revisions to Policy JLCE, *First Aid and Emergency Medical Care*

Chairperson McCray reported this is the Public Hearing on proposed revisions to Policy JLCE, *First Aid and Emergency Medical Care*. Chairperson McCray reported there were no public speakers to speak regarding Policy JLCE and she called the Public Hearing closed.

E. Public Hearing on proposed amendments to Policy GCO, *Employee Performance and Nonrenewal Process for Teachers and Administrators*, and Policy GCOB, *Plans for Growth and Improvement of Teachers and Licensed Employees*

Chairperson McCray reported this is the Public Hearing on proposed amendments to Policy GCO and Policy GCOB. Chairperson McCray called upon Tom Tate, Chair of the Policy Committee, to provide additional information regarding amendments to Policy GCO and GCOB. Mr. Tate reported it is important to note that the Policy Committee has recommended a change to Policy GCO from what was previously presented at First Reading to the Board on January 13, 2015. A part of policy development includes vetting the proposed policy with CMS employees and the community. Mr. Tate said after considering the feedback, the Policy Committee makes the following recommendation to Policy GCO: reinstate a portion of the original verbiage in Policy GCO that reads, "the notice shall include the reason for the superintendent's recommendation and the information that the superintendent may share with the Board to support the recommendation for non-renewal." Mr. Tate reported the members of the Policy Committee support this change and it will be reflected in the recommendation to approve proposed amendments to Policy GCO under Action Item IV. B.

Chairperson McCray thanked Mr. Tate for the update on Policy GCO. Chairperson McCray reported there were no public speakers to speak to Policy GCO and GCOB and she called the Public Hearing closed.

F. Public Hearing on proposed amendments to Policy DDA, *Grant Funding*

Chairperson McCray reported this is the Public Hearing on proposed amendments to Policy DDA. Chairperson McCray reported there were no public speakers to speak regarding Policy DDA and she called the Public Hearing closed.

Chairperson McCray called the public hearings closed at 6:08 p.m.

II. REQUESTS FROM THE PUBLIC

Chairperson McCray reported the Public Requests section is an opportunity to hear from the public and she provided an overview of the protocol for public speakers. Each speaker will have three minutes to address the Board on any topic of their choosing but personal and individual matters should not be addressed in this forum. CMS employees and their families should not be addressed in the comments and the use of profanity or inappropriate language should not be used. The Board reserves the right to cut off any speaker who violates these

rules. Fourteen speakers were signed up to speak before the Board.

Nick Triplett is a CMS parent, former teacher, and Doctorial fellow at UNC-Charlotte. Mr. Triplett conducted a research survey on Community Perceptions Concerning Assigned Public Schools with a diverse sample of parents choosing alternatives to CMS neighborhood schools. He addressed concerns regarding the ability of CMS neighborhood schools meeting the needs of children, equity, and impact of the perception of school quality on residential patterns. Mr. Triplett will provide the Board the research results upon completion.

Two people discussed the great things happening at Metro School. Metro is a successful school with a great environment that provides an innovative curriculum to teach students with severe cognitive delays. The administrative team is supportive, respectful and caring.

- Paula Taylor, elementary teacher at Metro School, is proud to be a Metro Tiger.
- Robin Decker, teacher, librarian at Metro School.

Arthur Griffin, former Board of Education member and Chairperson, provided the Board with concerns regarding *Strategic Plan 2018* and School Performance Grades. The focus of academic achievement was to measure students from the top to ensure all students were moving out of below basic, from basic to proficient, and from proficient to advanced. Mr. Griffin provided the Board with recommendations to reshape the Strategic Plan to not review the Tutor Program as a program for low income children and to ensure the goals include metrics that focus on college and career readiness. Mr. Griffin addressed concern about the hyper segregated schools the Board created on the west side and implementing a K-8 configuration in facilities built for K-5 and he asked the Board to act with a sense of urgency to correct those conditions.

Alonda Clayborn, a researcher and Doctorial fellow at UNC-Charlotte, surveyed constituents on concerns about local educational policies. Results indicated concern for the percentages assigned to weighted grades, the number of assessments given to middle and high school students, and the limitation of percentages for the two categories: 65% formal and 35% informal in middle school and 70% formal and 30% informal in high school. Assessments may be infrequent and one below average score could significantly drop a student's average and GPA which could affect higher educational opportunities. The Board will be provided the policy brief in the near future.

Five speakers presented the Board with information regarding Repower Charlotte and Durham School Districts with 100% Renewable Energy Campaign - Solar energy is the right thing to do. They discussed the importance of protecting parks and lands and the promotion of renewable energy. They urged the Board to repower schools with solar power because that will promote clean air, protect children's health, protect the future of our children, and eventually save money by reducing utility bills which will reduce the budgetary needs of the District. Integrating green technology in classrooms will increase awareness, promote STEM academics, and expose children to future careers.

- Andrew Herman.
- Danielle Hilton, mother of CMS students.
- Sally Kniedel, CMS science teacher.
- Nakeshia Glover.
- Ken Kniedel, retired Biology teacher.

Meagan Bullock, senior social worker with the Community Support Services and Women's Mission, thanked the Board for their focus on Teen Dating Violence Awareness Month and provided the Board with statistics regarding teen violence. One in three adolescent girls is a victim of physical, emotional, or verbal dating abuse. Nearly, half of the teens who experience dating violence and report that incident, indicate the abuse took place in a school building or on school grounds. It is essential to raise awareness and provide training for counselors and school staff to recognize when a student is exhibiting signs of dating violence. The establishment of Teen Dating Violence Awareness and Prevention Month benefits young people, their family, schools, and communities regardless of socioeconomic status, gender, sexual orientation, or ethnicity. Everyone has a right to a healthy relationship, free of abuse. Mike Sexton urged everyone to be aware of teen violence to pay attention to the Wells Fargo Building which will be lit up in orange tonight in honor of Teen Dating Violence Awareness.

Dymilah Hewitt and Michelle Pass, Doctoral students at UNC-Charlotte, provided the Board with information regarding research survey of constituents in the west Charlotte corridor on concerns they feel students graduating from West Charlotte High School experience when applying to universities. The participants indicated students were unprepared to be competitive at universities, lacked materials and supplies compared to other CMS schools, students needed more exposure to universities, and lacked parental involvement. Recommendations to address these concerns included focus on better preparing students to get into college/universities, ensure all students have access to college, and develop plans to generate parental involvement. The Board will be provided the results of the research.

Chairperson McCray thanked the public speakers for their comments and called the Requests From The Public closed at 6:45 p.m.

III. CONSENT ITEMS

A. Approval of Minutes:

1. Recommend approval of Closed Session Minutes.
 - *November 19, 2014*
 - *December 9, 2014*
 - *January 1, 2015*
 - *January 22, 2015*
2. Recommend approval of Open Session Minutes.
 - *November 19, 2014 Regular Board Meeting*
 - *February 3, 2015, Special Meeting*

B. Construction and Real Estate:

1. Recommend approval of construction phase of work for Oakhurst and Starmount Elementary Schools.

The Oakhurst and Starmount elementary schools construction phase was publicly bid and final pricing received on January 29, 2015. Staff recommends approval of the construction phase to Turner Construction Company. The contract includes site work, building, fire protection/alarm, HVAC, plumbing, electrical, and data cabling modifications required to repurpose the elementary school facilities. The project is estimated for completion in August 2015. The MWSBE percentage for this project is 41.18%. Fiscal Implications: Local Bonds - \$3,452,583.

2. Recommend approval of contract for Mobile Classrooms and Restroom Renovation Project at Ranson Middle School.

The Ranson Renovation Project was bid on February 5, 2015. Staff recommends the approval of this contract to the lowest responsive bidder: L&R Construction. The overall scope includes interior renovations to eight classroom units and one restroom unit (one classroom is from Vance High School) in preparation for students and staff use at CPCC Harper this fall. CPCC Harper will receive seven of the units and the recipient of the rest is to be determined at a later date. MWSBE participation is 0%. Fiscal Implications: Local Funds - \$158,171.

C. Human Resources:

1. Recommend approval of Licensed/Non-Licensed Hires, Promotions, and Selected Position Separations for January 2015.

Monthly hire report includes prior month(s) hires not processed when report was presented to the Board of Education last month.

- *Total Hires July 1, 2014 - June 30, 2015: 2,842. (Licensed Hires: 1,647/Non-Licensed Hires: 1,195).*
- *Total Promotions July 1, 2014 - June 30, 2015: 725. (Licensed Promotions: 385/Non-licensed Promotions: 340).*
- *Total Selected Positions Separations: July 1, 2014 – June 30, 2015: 26.*

2. Recommend approval of administrative personnel appointments.

Appointments:

- *Nancy Martinez named principal at Starmount Elementary School which will be opening fall 2015. Ms. Martinez has a Principal Certification Program, New Leaders for New Schools; Master's in Education in School Counseling, Marquette University; and Bachelor of Arts and Science in High School Education Math and Spanish. Ms. Martinez previously served as principal at Albert Kagel Elementary in Milwaukee Public Schools, Milwaukee, Wisconsin.*

- D. Recommend approval of request for Metro School, Lincoln Heights Academy, and Turning Point Academy to use the State's Alternative Accountability Model.

This year, the North Carolina Department of Public Instruction (DPI), by directive of the North Carolina State Legislature, will issue School Performance Grades for schools. This grading system is a type of school accountability system by which schools are held accountable for student academic growth and students' attainment of a proficiency rating on End-of-Grade (EOG) or End-of-Course (EOC) exams. However, DPI is allowed to offer alternative schools throughout the State, an alternative accountability model by which to account for their performance. Schools and school districts are given four (4) options to choose from. CMS has three alternative schools that have been extended this option: Turning Point Academy, Metro School, and Lincoln Heights Academy. Before each school's selection can be advanced to the State Board of Education, the CMS Board must approve each school's selection.

LEA/Charter Name: Charlotte-Mecklenburg Schools LEA/Charter Number: 600

List the alternative school(s) and the option determined (i.e., A, B, C, or D) by the local board.

School Name	School Code	Option Selected
Turning Point Academy	600436	C
Lincoln Heights Academy	600461	C
Metro School	600454	C

- E. Recommend approval of 2015-2016 Project L.I.F.T. Instructional Calendars for Continuous Learning (CLC) Schools.

Like traditional CMS calendar schools, the proposed 2015-2016 Continuous Learning Calendar for Bruns Academy and Walter G. Byers School includes 180 days/1080 instructional hours, 55 hours over the state-required minimum. With 199 instructional days/1194 instructional hours, the proposed 2015-2016 Continuous Learning Calendar with Extended Time for Druid Hills Academy and Thomasboro Academy far exceed the state-required minimum. Fiscal Implications: None. Project L.I.F.T. already assumes all CLC implementation costs.

Chairperson McCray called for a motion to adopt the Consent Agenda as presented.

Upon motion by Ericka Ellis-Stewart that the Board adopt Consent Items A. through E., seconded by Paul Bailey, and with no Board discussion the motion passed upon 7-0 voice vote. Rhonda Lennon was absent at the time of vote. District 3 Seat Vacant.

Chairperson McCray called upon Ann Clark to present the personnel appointments. Ms. Clark provided an overview of the appointment of Nancy Martinez, as noted in Consent Item C.2. Ms. Martinez will be joining CMS on March 11, 2015 and CMS will begin the work of opening that new school in fall 2015. Ms. Clark also provided the Board with recommendations for principal transfers to schools scheduled to open fall 2015 which did not require Board approval:

- Teshia Greene, principal at Hidden Valley Elementary, will move to Oakhurst STEM which will open fall 2015.
- Dianna Newman, principal at Barnette Elementary, will move to Highland Creek Relief School which will open fall 2015.
- Kimberly Vaught, principal at Highland Renaissance Academy, will move to Hickory Grove Elementary Relief School which will open fall 2015.

Chairperson McCray congratulated the principals on their new appointments and invited those attending the Board meeting to stand to be recognized by the Board and audience.

IV. ACTION ITEMS

- A. Recommend approval of proposed revisions to Policy JLCE, *First Aid and Emergency Medical Care*

Correlation to Board of Education Vision, Mission, and Core Beliefs: Providing safe and orderly learning and working environments.

Chairperson McCray called upon Tom Tate, Chairperson of the Policy Committee, to present the recommendation of adoption of proposed revisions to Policy JLCE, *First Aid and Emergency Medical Instructional Policies and Exhibits*. Tom Tate said proposed amendments to Policy JLCE, *First Aid and Emergency Medical Care*, is before the Board for adoption. The General Assembly enacted a statute in August 2014 that requires local boards of education to provide for a supply of emergency epinephrine auto-injectors for use during the school day and at school-sponsored events on school property. Policy JLCE has been extensively rewritten to incorporate these statutory provisions. In addition, it is recommended that CMS Policy JLCEE, *Automatic External Defibrillators*, be incorporated into Policy JLCE with slight revisions, so that all provisions for rendering emergency health

care will be available in one Board policy. The Board's approval of the proposed amendments to Policy JLCE would therefore result in the deletion of current Policy JLCEE from the Policy Manual. The Policy Committee approved the proposed amendments to this policy at its meeting on December 11, 2014. Fiscal implications include: Dollars will be budgeted in the 2015-2016 Budget to cover replacement of expired epinephrine auto-injector devices. The Board received First Reading on Policy JLCE on January 13, 2015, the information was posted on the CMS Website for public review, and the Board held a public hearing on January 27 and February 10, 2015.

Tom Tate made a motion that the Board adopt proposed revisions to Policy JLCE and the deletion of Policy JLCEE. The recommendation was presented through the Policy Committee and did not require a second.

Chairperson McCray opened the floor for Board member comments and there was no Board discussion.

Chairperson McCray called for the Board vote on the motion to adopt proposed amendments to Policy JLCE and the deletion of Policy JLCEE, and the motion passed upon 7-0 voice vote of the Board. Rhonda Lennon was absent at the time of vote. District 3 Seat Vacant.

- B. Recommend approval of proposed amendments to Policy GCO, *Employee Performance and Nonrenewal Process for Teachers and Administrators*, and Policy GCOB, *Plans for Growth and Improvement of Teachers and Licensed Employees*

Correlation to Board of Education Vision, Mission, and Core Beliefs: Ensuring that an effective principal leads every school; Ensuring that an effective teacher instructs each class.

Chairperson McCray called upon Tom Tate, Chairperson of the Policy Committee, to present the recommendation to adopt proposed amendments to Policy GCO and Policy GCOB. Tom Tate said proposed amendments to Policy GCO, *Employee Performance and Nonrenewal Processes for Teachers and Administrators*, and Policy GCOB, *Plans for Growth and Improvement of Teachers and Licensed Employees*, are before the Board for adoption. The proposed changes incorporate amendments to North Carolina law enacted by the General Assembly in 2013 and clarified in 2014. The statutory changes eliminate career status for teachers effective June 30, 2018 and change the process for decisions not to renew teacher contracts. The policies were reviewed by the Policy Committee on January 8, 2015 and recommended for Board adoption by the unanimous vote of the four members present. Proposed amendments to Policy GCO and GCOB do not include any fiscal implications.

At the direction of the Policy Committee, staff presented the proposed amendments to the policies to the Superintendent's Teacher Advisory Council (STAC) after the Policy Committee meeting. At the suggestion of STAC, staff recommends that text in Policy GCO originally recommended for removal be retained. With the agreement of members of the Policy Committee, the version of Policy GCO referencing IV. Nonrenewal of Teachers, which maintains the following statement on Page 4., will be adopted by the Board.

Statement to be retained in Policy GCO, Page 4.: 'The notice shall include the reasons for the Superintendent's recommendation and the information that the Superintendent may share with the Board to support the recommendation for nonrenewal.'

The Board received First Reading on proposed amendments to Policy GCO and GCOB on January 13, 2015, the information was posted on the CMS Website for public review, and the Board held a public hearing on January 27 and February 10, 2015.

Tom Tate made a motion that the Board adopt proposed amendments to Policy GCO and GCOB. The recommendation was presented through the Policy Committee and did not require a second.

Chairperson McCray opened the floor for Board member comments and there was no Board discussion.

Chairperson McCray called for the Board vote on the motion to adopt proposed amendments to Policy GCO and GCOB and the motion passed upon 7-0 voice vote of the Board. Rhonda Lennon was absent at the time of vote. District 3 Seat Vacant.

C. Recommend approval of proposed amendments to Policy DDA, *Grant Funding*

Correlation to Board of Education Vision, Mission, and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

Chairperson McCray called upon Tom Tate, Chairperson of the Policy Committee, to present the recommendation to adopt proposed amendments to Policy DDA, *Grant Funding*. Tom Tate said proposed amendments to Policy DDA, *Grant funding*, is before the Board for adoption. The amendments change the minimum amount for grant applications which must be approved by the Board prior to submission from \$15,000 to \$50,000 for grants that do not require a matching fund obligation. For grants that require a match, the minimum amount requiring prior Board approval will remain at \$15,000. In addition, the terminology in Section IV, "Alignment with CMS Goals," has been updated to reflect current district practices. The policy was reviewed by the Policy Committee on January 8, 2015 and recommended for Board adoption by three of the four members present. Proposed amendments to Policy DDA do not include any fiscal implications. The Board received First Reading on proposed amendments to Policy DDA on January 13, 2015, the information was posted on the CMS Website for public review, and the Board held a public hearing on January 27 and February 10, 2015.

Tom Tate made a motion that the Board adopt proposed amendments to Policy DDA. The recommendation was presented through the Policy Committee and did not require a second.

Chairperson McCray opened the floor for Board member comments.

- Ericka Ellis-Stewart reported she would not support the recommendation because she is not comfortable with changing the threshold for approval of the grants to what is being recommended.

Chairperson McCray called for the Board vote to adopt proposed amendments to Policy DDA and the motion passed upon 6-1 vote of the Board.

Ayes: Board members McCray, Morgan, Byers-Bailey, Tate, Davis, and Bailey.

Nays: Ericka Ellis-Stewart.

Absent: Rhonda Lennon. District 3 Seat Vacant.

V. REPORT/INFORMATION ITEMS

A. Report on Budget Amendments for December 2014

Correlation to Board of Education Vision, Mission, and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

As required by the Fiscal Year 2014-2015 Budget Resolution, Section IV, adopted September 23, 2014, a report of budget amendments shall be made to the Board of Education on a monthly basis. Budget amendments for December are as follows:

Fiscal Implications:

Fiscal Year 2014-15 State Operating Revenue decreased by \$15,238,050

Fiscal Year 2014-15 Federal Operating Revenue increased by \$2,968,016

Fiscal Year 2014-15 Other Operating Revenue increased by \$140,495

Fiscal Year 2014-15 State Operating Expenditures decreased by \$15,238,050

Fiscal Year 2014-15 Federal Operating Expenditures increased by \$2,968,016

Fiscal Year 2014-15 Other Operating Expenditures increased by \$140,495

Chairperson McCray called upon Ann Clark to present the report on Budget Amendments for December 2014. Ann Clark reported this is the monthly report and as presented.

B. Report on Financial Statements for December 31, 2014

Correlation to Board of Education Vision, Mission, and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

Chairperson McCray called upon Ann Clark to present the report on Financial Statements for December 31, 2014. Ann Clark reported this is the monthly report and as presented.

C. Report on Capital Project Ordinances for December 2014

Correlation to Board of Education Vision, Mission, and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

As required by the FY 2014-15 Budget Resolution, Section IV, adopted September 23, 2014, a report of budget amendments shall be made to the Board of Education on a monthly basis.

Fiscal Implications:

Fiscal Year 2014-15 County Capital Revenue increased by \$2,500,000

Fiscal Year 2014-15 Other Capital Revenue increased by \$1,946,418

Fiscal Year 2014-15 County Capital Expenditures increased by \$2,500,000

Fiscal Year 2014-15 Other Capital Expenditures increased by \$1,946,418

Chairperson McCray called upon Ann Clark to present the report on Capital Project Ordinances for December 2014. Ann Clark reported this is the monthly report and as presented.

D. Management Oversight Report on Human Resources

Correlation to Board of Education Vision, Mission, and Core Beliefs: We are responsible for building and maintaining a high performing organization that ensures all students will successfully acquire the knowledge, skills and values necessary for success.

Chairperson McCray called upon Ann Clark to introduce the Management Oversight Report

on Human Resources. Ann Clark called upon Avery Mitchell, Acting Chief Human Resources Officer, to present Management Oversight Report on Human Resources.

Avery Mitchell recognized representatives in the Human Resources Department who helped compile the Management Oversight Report on Human Resources and provided an overview of the Human Resources Department.

- Human Resources Overview:
 - Charlotte-Mecklenburg Schools achieves success for students through a highly engaged and productive workforce. CMS teachers, administrators and staff are among the best in the nation. It is imperative that the District attract, retain, develop, and support a world-class team of professionals who share a common goal of providing a great education for students. The work of the HR Department is critical to the success of CMS and if the work is done well, it will help to improve the academic outcomes of the students in the CMS.
 - Human Resources (HR) Department was reorganized December 2012 in an effort to improve collaboration between the departments and create a 'one-stop shop' for hiring managers and employees.
 - As a result of the reorganization, the HR department has made tremendous progress in the rate of satisfaction among principals for responsiveness to requests, providing accurate information, providing courteous service, and assisting with resolving problems.
 - The overall work since the reorganization is a step in the right direction but there is still work to be done.
 - Work aligns with *CMS Strategic Plan 2018* Goal 2: Recruit, develop, retain and reward a premier workforce.
 - CMS is working to create an opportunity culture that attracts and retains high-quality employees by providing them career paths that enable them to support more students and coach peers to increase their effectiveness. Through partnerships with Education Resource Strategies, Public Impact, and the Belk Foundation, this model has been implemented in Project L.I.F.T. and seventeen cohort schools.
 - Human Resources management, as a function, exists in each department of the District. The Human Resources department is a dedicated team of professional who provide programs, services, development, and consultation to enable the CMS leaders and employees to grow professionally and succeed in their work.
 - Organizational development and leadership development departments joined HR team in July 2014. The addition of these departments helped HR to more effectively expand its focus from compliance to developing and managing talent.
- Driving Governance:
 - Federal: Affordable Care Act, Family and Medical Leave Act (FMLA), Fair Labor Standards Act (FLSA), Americans with Disabilities Act (ADA), and Age Discrimination in Employment Act (ADEA).
 - State: G.S. 115C-325.1 - Employment and Rights of Principals and Teachers, G.S. 115C-333 - Evaluations of Certified Staff, G.S. 115C-339 - State Disability and State Retirement, G.S. 115C-340 - State Health Plan, G.S. 96 - State Unemployment Benefits, and G.S. 115C-337 - Workers Compensation Act.
 - Board of Education Policies and Regulations: GBC-R-Compensation Administration, GBE-Criminal Background Checks, GBEB-Standards of Conduct, GBGD-Workers

Compensation/On-the-Job Safety, GBK-Grievance by Employees, GBKA-Appeals to the Board of Education by Employees, GCC-Leave Benefits (has types of leave and clause about unpaid leave being an undue hardship on schools), GCCAK-Family and Medical Leave, GCKA-R-Instructional Staff Assignments and Transfers, GCO-Employee Performance, GCOB-Accountability of Staff/Action Plans for Improvement of Performance, GCQA/GCQB-Reduction-in-Force, GCBC-Overtime and Holiday Work.

- Human Resources Accomplishments:
 - Fewest number of teacher vacancies (131.5) on first day of school in three years despite increase in number of resignations received (2014-2015).
 - Improved communication to hiring managers/supervisors about HR initiatives and practices through the implementation of a monthly webinar.
 - Implementation of the MyTalent System (comprehensive talent management system). Modules include evaluation, licensure, My Learning, Mentoring, and Coaching. All employee evaluations and Professional Development Plans will be housed in the MyTalent System.
 - Integration of organizational development department into HR.
 - Establishment of a leadership development department and addition of a talent acquisition manager for leader recruitment in district.
 - Continued refinement of increasing the scope of the Principal Pipeline Initiative.
 - Investigator position added and hired within employee relations to more effectively respond to employee concerns.
 - Process improvements/efficiencies for some HR compliance functions including the outsourcing of employment verifications and I-9 forms.
 - Planning a district-wide career fair for April 25, 2015 at The Park Expo and Conference Center. This is a proactive effort to be earlier in the hiring process for the upcoming school year. The sourcing and onboarding team is working hard to have at least 2,000 qualified licensed candidates in Charlotte to meet with principals on April 25th in order to bring new employees to Charlotte next year.
- Human Resources Challenges:
 - Compensation: Teachers' salaries are well below national average; lower salaries reduced the ability for CMS to recruit and retain top quality candidates; North Carolina ranked in the bottom four states for beginning teacher salary; teacher pay increases in 2014 negatively impacted longevity pay for experienced teachers; market pay plan based on 2006 benchmark surveys; and the State has mandated increases in cost of benefits to employees and District.
 - New legislation and budget restraints: Senate Bill 402: Elimination of teacher tenure effective June 30, 2013; Senate Bill 744: Elimination of Master pay effective June 30, 2014; Late timeline for State budget approval—negatively impacts recruitment and hiring process; Reduction in teacher assistants in classroom – legislation effective July 1, 2013; Elimination of Teaching Fellows Programs—Reduction of teacher pipeline; *Affordable Care Act* Legislation effective January 1, 2015 in which retirees can only work twenty-eight hours per week; and North Carolina Retirement System's TSERS Pension Spiking Contribution-Base Benefit Cap—legislation effective January 1, 2015.
 - HR Systems—Costs and Technical Support: MyTalent - Development of modules, training and on-going maintenance costs; Leader Tracking System -

Development, training; Systems compatibility with one another; and Applicant Tracking System.

- **Human Resources Budget:**

Expenditures	FY 2011-12 Actual Expenditures	FY 2012-13 Actual Expenditures	FY 2013-14 Actual Expenditures	FY 2014-15 Adopted Budget
Salaries	\$4,474,145	\$4,146,277	\$4,588,379	\$4,600,042
Benefits	1,240,042	1,200,030	1,366,958	1,429,744
Purchased Services	1,792,814	1,193,350	943,682	1,881,969
Supplies and Materials	201,795	139,913	262,744	299,873
Furniture, Equipment, and Computer Hardware	26,270	127	-	-
Other	-	-	-	-
Total	\$7,735,066	\$6,679,698	\$7,161,763	\$8,211,628

- **Organizational Development Budget:**

Expenditures	FY 2011-12 Actual Expenditures	FY 2012-13 Actual Expenditures	FY 2013-14 Actual Expenditures	FY 2014-15 Adopted Budget
Salaries	\$3,282,198	\$3,206,765	\$3,321,214	\$4,258,473
Benefits	881,434	928,216	1,017,839	1,256,100
Purchased Services	2,513,640	3,144,903	3,227,829	3,142,052
Supplies and Materials	131,876	52,684	189,786	442,472
Total	\$6,809,148	\$7,332,568	\$7,756,668	\$9,099,097

Includes Wallace and Title II funds.

- **Human Resources Key Performance Indicators Historical Data – Result Comparisons from 2009-2010 school year to 2013-2014.**

- **Next Steps:**

- Define and implement a talent management strategy to recruit, hire, develop and retain a highly effective workforce to ensure positive outcomes for every CMS student:
 - Work collaboratively with the academics and office of school performance departments to define effectiveness.
 - Develop training and support plans for strategic hiring and performance management.
 - Develop career paths that identify competencies, training and skills needed for advancement.
 - Develop strategic recruitment and marketing plans for targeted schools.
- Design a strategic employee engagement model:
 - Develop and implement valid, reliable and comprehensive evaluation systems to ensure the CMS workforce functions at a high level within the tenets of a professional growth system.
 - Develop a comprehensive professional development program that promotes growth for all CMS staff.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments. Board members Bailey, Morgan, and Ellis-Stewart thanked staff for

the report, asked questions, and provided comments. Avery Mitchell and Ann Clark provided responses.

- Paul Bailey commended the Human Resources Department on the strategies regarding recruitment and retention of CMS employees and the addition of the Investigator Position. Mr. Bailey said the investigator process for employee grievances includes an employee expresses concern to supervisor/HR, an investigation is completed, and the employee is provided feedback or an answer. Mr. Bailey asked following the investigation and implementation of any change in process, does CMS review the solution at a later point in time to assess if the change is actually working? Avery Mitchell said there is a need to ensure Human Resources is responsive to the concerns of employees and this process requires collaboration between Human Resources, Employee Relations as well as the Legal and School Performance departments. CMS is developing training for supervisors to ensure they know how to listen and respond to employee concerns. Supervisors are on the frontline and it is important they know how to appropriately respond to the employee to address the next steps to reach resolution. CMS has a transparent process so that all employees and supervisors know the grievance process and the steps in the process. Ann Clark said training in this initiative is critical because we want to ensure employees feel comfortable going to their supervisors to have their concerns addressed and handled at the supervisory level.

Rhonda Lennon arrived at the Regular Board meeting at 7:18 p.m.

- Tim Morgan expressed concern that employees in Central Office were leaving CMS to take higher paying positions with the County or City and he asked what is the typical difference in salary? Avery Mitchell said recently a couple of employees made an additional \$12,000. Mr. Morgan addressed concern that a number of teachers and employees in a variety of positions left CMS to take employment opportunities in other school districts or the public sector to make more money. Ms. Mitchell said the majority of employees left CMS for career change, relocation, and teaching in another North Carolina school district or state. Mr. Morgan addressed concern that student attendance in Teacher Education Programs at some North Carolina universities were down 25% which is reducing the teacher pipeline. Another thing that is reducing the teacher pipeline for North Carolina is that surrounding states have a higher teacher pay scale ranging from \$5,000 to \$14,000 more per year. Mr. Morgan asked with this type of competition where is CMS getting teachers to backfill positions? Ms. Mitchell said the CMS recruitment efforts include recruiting from other North Carolina schools districts, at universities, and career fairs from across the country but it is getting harder to recruit. Mr. Morgan said it is important to understand that HR is not facing these challenges alone. The Board has addressed many of these concerns with our local and State funding partners and a number of the concerns from HR parallel with the items in the Board's 2015 Legislative Agenda (timeline for hiring teachers, recognition that the budget does not align with the school calendar, elimination of the teacher fellow program, teacher assistant reductions, and teacher pay issues) which will be presented to the General Assembly this year.
- Ericka Ellis-Stewart addressed concern that a number of principals may be retiring and she hopes steps are taken to enlarge the principal pipeline pool in order to fill those gaps in a timely manner. Avery Mitchell provided clarification noting that HR and community superintendents collaborated to identify specific skills and competencies critical to

becoming a first year principal or assistant principal/dean of students. CMS has a transparent process and that outline is posted on the CMS Website and provided to our higher education partners. CMS provides professional development to those already in the pool as well as potential participants and staff is proactively recruiting principals. Ms. Ellis-Stewart said CMS has a number of Pre-K-8 schools and she hopes CMS takes steps to prepare future leaders to deal with the special challenges of Pre-K-8 schools. Ann Clark said CMS has had a five-year principal induction program in place for seven years and recently added a two-year assistant principal induction program and that deep exposure will position leadership for their next path of succession. Ms. Ellis-Stewart urged staff to build a succession bench for Central Office because CMS is losing staff to higher paying positions with the City and County. Ms. Clark said this is an area that we must press and HR is working to build the talent management system to develop succession plan strategies for learning community superintendents, chiefs, and other positions to meet future staffing needs. Ms. Ellis-Stewart urged the Board to have a conversation regarding a new Market Rate Study so that CMS can be more competitive from a salary standpoint. Ms. Ellis-Stewart asked what are the associated costs and efficiencies gained by CMS outsourcing employment verification and I-9s as well as the return on investment for staff's time? Jan Richardson, Executive Director Talent Management, said the company is conducting our employment verifications and unemployment hearing investigations and research. CMS is paid for the employment verifications with a private sector individual and that could equate to approximately \$12,000 income per year. There is no charge for the employment verifications completed for the public sector. CMS must pay \$4.00 for each completed I-9. Ms. Ellis-Stewart asked do the surrounding states pay teachers longevity because that will also make CMS less competitive and will CMS join the efforts of Wake County to bring back teacher tenure? Ms. Clark said she participated on a conference call today with the North Carolina large districts' superintendents and the superintendent from Wake County is working on a policy regarding tenure and when that is finalized she will share the information with the Board. Vincent Smith, Executive Director Human Resources Administration, said we are in the process of contacting states and counties to research longevity pay. South Carolina does not provide a state-wide longevity pay but each county provides longevity on an individual basis. Some of the surrounding states do not provide longevity pay for teachers but do for their civil servants.

Chairperson McCray welcomed the Civics 101 Class, which is sponsored by the League of Women Voters, and recognized class facilitators former Board member and Chairperson Molly Griffin and former CMS executive director Mike Raible.

E. Report/Update on Pre-K-12 Literacy

Correlation to Board of Education Vision, Mission, and Core Beliefs: Preparing all students to be successful in institutions of higher learning or the workforce without a need for remediation.

Chairperson McCray called upon Ann Clark to introduce the Report on Pre-K-12 Literacy. Ann Clark said we are communicating that literacy is our 'North Star' and with the launch of Read Charlotte last week, it is important we keep the Board and the community updated on the CMS focus on literacy. Ms. Clark called upon Brian Schultz, Chief Academic Officer, to present the Report on Pre-K-12 Literacy. Brian Schultz, Chief Academic Officer, provided the Board with an in depth review of the work in Pre-K-12 Literacy.

- Literacy is the CMS North Star. The North Star remains constant and dependable in an ever-changing world. The North Star (Polaris) can be used in triangulation with the ‘pointer stars’ to find True North. True North in CMS can be referred to as a *high quality diploma*.
- Literacy in CMS – The Current Reality:
 - 2012-2013 Percent Reading Proficient compared to 2013-2014 Percent Career and College Ready (grades 3rd – 8th). CMS experienced growth but also some dips in proficiency.
 - CMS 2013-2014 Percent Career and College Ready compared to North Carolina 2013-2014 Percent Career and College Ready (grades 3rd – 8th). CMS has reason to celebrate and is above the State with the exception of 6th grade.
- What Does the North Star Look Like so Far?
 - Leveled Principal Meetings – Professional Learning.
 - Learning Community Leadership Training.
 - Leveled Literacy Intervention (LLI).
 - 4th Grade Scope and Sequence Professional Learning.
 - Compass Learning.
 - ACT Cross-Functional Team.
- What does the North Star look like going forward?
 - Office Academics Mission: The Office of Academics serves to produce a positive impact on student learning by ensuring quality interactions between teachers, students, and content.
- CMS Literacy Strategy:
 - Principles of Effective Strategy:
 1. Instruction Core: Are the initiatives aligned to the instructional core and focused on improving student learning and teacher quality?
 2. Focus, Coherence, Synergy: *Is there clear focus, coherence, and synergy? Are the elements of the initiative complementary and mutually reinforcing?*
 3. Visionary and Problem Solving: *Is problem solving done in such a way that it advances the vision of the district?*
 4. Ownership and Enactment: *Does everyone in the organization understand the initiative and know their responsibility for its implementation and do they carry it out?*
 - CMS Literacy Strategy:
 - Develop, expand, deliver literacy-based initiatives from pre-kindergarten through 12th grade to expand improvements in content, instruction, and programs that support students’ *active engagement in learning, critical for students to acquire the knowledge and skills to be successful in reading, writing, speaking, and listening in all content areas.*
 - *Build the capacity of all teachers* to deliver the instructional core and support high-quality instruction aligned to the standards through a balanced approach to literacy in their content area.
 - *Build the capacity of school and district leadership to lead literacy initiatives in schools through instructional leadership teams and professional learning communities* focused on continuous improvement that results in students’ readiness for college and career through the engagement of systematic and intentional collaboration to determine and respond to areas of focus based on

- teacher, school, and student needs.
- Create the conditions for all teachers and leaders to *use data from a balanced assessment system* to address teachers' and students' strengths and needs, ensuring all students move toward *mastery of the content and standards*.
- Literacy Action Teams:
 - CMS Literacy Floor Goal: 30%.
 - ✓ Mid-Year 2013-2014: 21 schools below College and Career Readiness.
 - ✓ Mid-Year 2014-2015: 15 schools below College and Career Readiness.
- 1. Scope and Sequence:
 - K-5 Scope and Sequence includes Balanced Approach, Complex Texts and Tasks, 6-Week Cycles, and Alignment to Common Core State Standards.
 - 6-12 Scope and Sequence includes Balanced Approach, Complex Texts and Tasks, 6-Week Cycles, and alignment to Common Core State Standards.
- 2. Professional Learning – District Foundational Structures and “Bright Spots:”
 - Foundational: Pre-5 Balanced Approach through Words Their Way, Making Meaning, and Reading and Writing Workshop. Professional Learning: *Read.Write.Inspire*.
 - Foundational 6-12 Balanced Approach through Reading Apprenticeship across ALL content areas. Professional Learning: WestEd Training, Reading Apprenticeship, and ILTs. Professional Learning: Cross-Community / Real-Time.
- 3. Assessments for Analysis and Instructional Planning: Common Interim Assessments Based on Scope and Sequence 6-Week Cycles; Aligned with Common Core State Standards; Results guide instructional practice, not district comparison.
- 4. Extended Learning: Tools and Partnerships:
 - Tools (to extend and enrich learning): Compass, APEX, Dreambox, Castle, Triumph, etc.
 - Partnerships (Grants and After-School): Community and CMS (ASEP) After-School Centers; Literacy-Based Grants; and Community-Based Partnerships.
- 5. Literacy is the topic of *EVERY* conversation.
- 6. Professional Learning Communities: High Performing PLCs guided by the tenets of data driven instruction.
- Literacy – Teaching and Learning Framework: Utilizing the components of the CMS Strategic Plan and Theory of Action to ensure all CMS students become globally competitive citizens.
 - Culture: Social and Emotional Learning and Development.
 - Planning: Instructional Planning and Best Practices.
 - Instruction: Focus on literacy.
 - Outcomes: Accountability Framework.
- Increasing *Literacy Proficiency for Every Student Next Steps*:
 - Reading Apprenticeship Professional Learning 6-12.
 - Build-out of Literacy Actions Teams.
 - Intervention structures using LLI as a foundation; K-8.
 - Summer Leadership Academy.
 - Use of Instruction Planning Guides - alignment of standards and practice.
 - Strengthen PLCs through the Data Driven Instruction tenets.

- Learn from each other; Bright Spots.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments. Board members Ellis-Stewart, Lennon, Byers-Bailey, and McCray thanked staff for the report, asked questions, and provided comments. Mr. Shultz and Superintendent Clark provided responses.

- Ericka Ellis-Stewart said culture is a pillar that should start at home and she hopes CMS takes steps to ensure parents are involved in the importance of literacy. Mr. Shultz said there is a focus on parent involvement, informing parents, and utilizing community partnerships. Ms. Ellis-Stewart asked questions regarding the effectiveness of the tools, targeted intervention to track slippage in middle grades, and high-level of literacy standards and Mr. Shultz provided responses. Ms. Ellis-Stewart asked what is needed from the Board. Mr. Shultz said it is import to ensure a district-wide alignment to ensure we are all focused and messaging the goals of literacy. Literacy gives us hope for the future of our students.
- Rhonda Lennon thanked staff for their commitment to literacy as the ‘North Star.’ This initiative focuses on what is needed to take us to the next level and reflects Superintendent Clark’s leadership. This is great work and the plan will guide our principal leadership to support our teachers, assistant teachers, and staff to ensure everyone is focused on literacy.
- Thelma Byers-Bailey said there are after-school centers in the community that would like to partner with CMS and she asked what are we doing to partner with those programs? Superintendent Clark said any community partner that has CMS students can contact LaTarzja Henry, Assistant Superintendent for Community Partnerships and Family Engagement, as her team is working with parents and community partnerships.
- Chairperson McCray asked questions regarding the bright spots; incorporating literacy in Art, Music, Career and Technical Education, English as Second Language and Exceptional Children; and training for Pre-K and ASEP staff. Mr. Shultz provided responses.

VI. DISTRICT 3 BOARD MEMBER SELECTION

Chairperson McCray provided an overview of the nominating and voting process to select a person to fill the remainder of the term for the District 3 seat ending December 2017.

1. Chair will call for nominations.
2. Each Board member will have an opportunity to nominate a candidate, no second needed.
3. After all nominations have been made, the Chair will declare the nominations closed.
4. Policy is silent on debate and discussion but the Chair will allow comments on those candidates who have been nominated.
5. The vote will begin, one candidate at a time, proceeding in the order of nomination.
6. Board members will have one vote for each round.
7. Voting will continue until a candidate receives a majority vote of the Board members present and voting. In this case, that would be five votes.
8. If there are multiple nominees, the nominee receiving the lowest number of votes shall be dropped from the voting and the voting shall continue until a nominee shall receive a majority vote of the Board members present and voting.

District 3 Applicants:

1. Angela Ambroise
2. Levester Flowers
3. Dr. Gyasi Foluke
4. Dionte' Grey
5. Dr. Ruby Jones
6. Pat Martinez
7. Morris McAdoo
8. Eddie Sanders
9. Charles Smith
10. Emanuel Thomason

Chairperson McCray called for nominations for the appointment to the District 3 Seat.

Ericka Ellis-Stewart nominated Dr. Ruby Jones.

Paul Bailey nominated Pat Martinez.

With no other nominations being presented by Board members, Chairperson McCray called the nominations closed. Chairperson McCray opened the floor to comments by Board members.

- Paul Bailey thanked all those who stepped forward to participate in the process for the District 3 Seat noting that each had something different to bring to the table. It is important as you sit in this seat on this Board that you represent your district but you also represent every child in CMS. It is important that Board members reach out to each other so that we understand what drives you and you understand what drives us. We all hail from different circumstances and times and together we will develop the best solutions. We have an opportunity to learn from each other.

Chairperson McCray called for the Board vote in the order of their nomination.

Dr. Ruby Jones received 5 votes: Board Members McCray, Morgan, Ellis-Stewart, Lennon, and Byers-Bailey.

Pat Martinez received 3 votes: Board members Tate, Davis, and Bailey.

Chairperson McCray reported the person elected to take the District 3 seat is Dr. Ruby Jones. Chairperson McCray congratulated Dr. Jones on her appointment to the Board and noted that the Swearing In Ceremony for Dr. Jones will be held at the next Regular Board meeting scheduled for February 24, 2015.

VI. REPORT FROM SUPERINTENDENT

Ann Clark provided information on the following items:

- Dates and places for opportunities for the community to become engaged, ask questions, and share concerns.
 - MeckEd Community Conversation, February 11, 2015, Piedmont Natural Gas Auditorium. Ms. Clark will provide an update to the State of Schools presentation and information regarding Pride in CMS and the focus on literacy.

- Youth Advisory Council Open Forum, February 11, 2015. Information gathered will inform the upcoming 2015-2015 Budget recommendation.
- *Coffee with Ann*, February 12, 2015, Crestdale Middle School.
- Ballantyne Breakfast Club, February 14, 2015.
- Teacher Voice Session, February 17, 2015, Providence High School.
- *Coffee with Ann*, February 18, 2015, Thomasboro Academy.
- Three Budget Community Engagement Sessions to gather community feedback: February 26, 2015 at Hopewell High School, March 2, 2015 at Southwest Middle School, and March 4, 2015 at Albemarle Road Middle School.
- March 12, 2015 and March 13, 2015 are scheduled Teacher Workdays and Superintendent Clark urged parents to involve their children in literacy and technology activities.

VII. REPORTS FROM BOARD MEMBERS

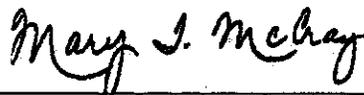
- Thelma Byers-Bailey enjoyed attending the Career Fair at Phillip O. Berry today which was a great event.
- Paul Bailey enjoyed attending the Mid-year Graduation Ceremony on February 2, 2015 at Bojangles' Coliseum in which nearly 600 students graduated. This was a great event and CMS is proud of the graduates.
- Ericka Ellis-Stewart reported that last week Ms. Byers-Bailey and she represented the Board at the Annual Advocacy Institute in Washington, DC hosted by the National School Boards Association. The event included several days of professional development for board members from across the nation, a day of advocacy on Capitol Hill, meeting with school board members from North Carolina, and meeting with members of congress to advocate on the pertinent matters impacting education.
- Mary McCray reported that on February 12, 2015 the National Association of Black School Educators will sponsor A Black Male Summit at West Charlotte High School and a Parent Forum at Friendship Missionary Baptist Church on Beatties Ford Road.

ADJOURNMENT

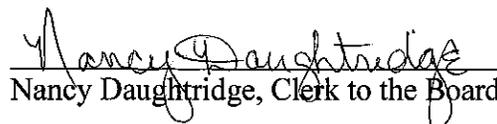
Chairperson McCray called for a motion to adjourn the Regular Board meeting.

Upon motion by Tim Morgan that the Board adjourn the meeting, seconded by Ericka Ellis-Stewart, and by consensus, the Board agreed to adjourn the meeting.

The Regular Board Meeting adjourned at 8:41 p.m.



Mary T. McCray, Chairperson



Nancy Daughtride, Clerk to the Board