

Approved by the Charlotte-
Mecklenburg Board of Education
May 10, 2016
Regular Board Meeting



Charlotte, North Carolina

February 23, 2016

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 23, 2016. The meeting began at 5:15 p.m. and was held in Room CH-14 of the Government Center.

Present: Mary T. McCray, Chairperson, Member At-Large
Elyse C. Dashew, Vice Chairperson, Member At-Large
Ericka Ellis-Stewart, Member At-Large
Rhonda Lennon, District 1
Thelma Byers-Bailey, District 2
Dr. Ruby M. Jones, District 3
Eric C. Davis, District 5

Absent: Tom Tate, District 4
Paul Bailey, District 6

Also present at the request of the Board were Ann Clark, Superintendent; George E. Battle, III, General Counsel; and Nancy Daughtridge, Clerk to the Board.

Upon motion by Ericka Ellis-Stewart, seconded by Elyse Dashew, the Board voted unanimously of those present to go into Closed Session for the following purpose:

- **To discuss student information that is privileged, confidential and not a public record as set forth in Title 20, Section 1232g of the United States Code and Section 115C-402 of the North Carolina General Statutes,**

The motion was made pursuant to Sections 143-318.11(a)(1) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 5:15 p.m. until 5:25 p.m. in Room CH-14.

Chairperson McCray reconvened the Regular Board Meeting at 6:04 p.m. in the Meeting Chamber of the Government Center. CMS TV televised the meeting.

Present: Mary T. McCray, Chairperson, Member At-Large
Elyse C. Dashew, Vice Chairperson, Member At-Large
Ericka Ellis-Stewart, Member At-Large
Rhonda Lennon, District 1

Thelma Byers-Bailey, District 2
Dr. Ruby M. Jones, District 3
Tom Tate, District 4
Eric C. Davis, District 5

Absent: Paul Bailey, District

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

I. CALL TO ORDER

Chairperson McCray welcomed everyone to the February 23, 2016 Regular Board meeting which was held in the Meeting Chamber. Chairperson McCray reported Paul Bailey was traveling and had planned to fly in to attend the meeting but his flight was cancelled due to inclement weather.

A. Adoption of the Agenda

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

Upon motion by Ericka Ellis-Stewart that the Board adopt the agenda as presented, seconded by Thelma Byers-Bailey, the motion passed upon 8-0 voice vote of the Board. Paul Bailey was absent.

B. Pledge of Allegiance

Chairperson McCray called upon Elyse Dashew to lead those present and in the viewing audience in the Pledge of Allegiance. Ms. Dashew invited everyone to stand to join her in reciting the Pledge of Allegiance.

II. CONSENT ITEMS

A. Construction/Real Estate

1. Recommend Approval of the Interlocal Agreement Regarding Cooperation in Connection With Google Fiber Initiative in Charlotte ("Interlocal Agreement") Between Charlotte-Mecklenburg Schools and city of Charlotte to Work With Google Fiber to Place Google Fiber Huts at Kennedy Middle School, Olde Providence Elementary School, and Barringer Academy.

The city is working with Google Fiber to bring its services to Charlotte. As part of this project, Google Fiber will need rights to occupy and use three sites (School Hut Sites) that are owned by CMBE for the purpose of using a portion of the site for locations of a Google network hut. The 3 CMS sites that are involved are Kennedy Middle School, Olde Providence Elementary School, and Barringer Academy Center. The City of Charlotte and CMS desire to enter into an Interlocal Agreement for the use of the School Hut Sites. CMBE will give to the City an easement for the School Hut Sites, including right of way and easement during the term of the Interlocal Agreement, seven days a week, 24 hours a day. Fiscal Implications: City agrees to pay to CMBE all fees the City is paid by Google Fiber for use of the School Hut Sites under the City-Google Agreement. The fees shall be paid on an annual basis and are estimated to be \$3,000/year per School Hut Site.

2. Recommend Approval of Proposal to Accept Offers to Purchase Surplus Real Estate and Commence Upset Bid Process; Propose to Declare Additional Properties as Surplus.

- *The Board of Education previously declared its intent to sell certain land as surplus property that was presented at the October 13, 2015 BOE meeting.*
- *CMS staff has solicited offers to purchase the Property.*
- *Terms of the most favorable offers are identified in Exhibit A (Surplus Tracker)*
- *CMS recommends that the Board of Education propose to accept the offers most beneficial to CMS and instruct staff to commence the upset bid process in accordance with state law.*
- *CMS recommends declaring as surplus the properties identified in Exhibit B. CMS staff will begin the process of accepting offers for sale if declared surplus.*

Fiscal Implications: There is no immediate fiscal implications. There may be revenue received by CMS after possible sale.

Exhibit A -Property Declared Surplus by BOE October 13, 2015 - Offers to be Negotiated February 23, 2016

<u>Facility</u>	<u>Potential Purchaser</u>	<u>Address</u>	<u>Parcel #</u>	<u>Approximate Acres</u>
Vacant Land adjacent to Auxiliary Services	Green Courte Acquisition IV, LLC	3301 Stafford Dr., Charlotte	061-266-01	38.5
Vacant Land adjacent to Barringer Academy	City of Charlotte	1546 Walton Rd., Charlotte, NC	portion of 145-103-23	3.8
Vacant Land adjacent to Croft ES	City of Charlotte	4911 Hucks Rd. Charlotte	portion of 027-153-18	8.4
Vacant Land adjacent to Mallard Creek ES	City of Charlotte	9801 Mallard Creek Rd., Charlotte	portion of 027-264-31	14
Vacant Land adjacent to Mint Hill MS	Jeffrey J. Roach	11501 Idlewild Rd., Mint Hill	portion of 135-321-07	20.66
Vacant Land adjacent to Lebanon Rd. ES	SXCW PROPERTIES, LLC	7300 Lebanon Rd. Mint Hill	portion of 135-221-08	1.781
Vacant Land near Phillip O. Berry Academy of Technology	City of Charlotte	Alleghany St., Charlotte	067-113-42	2.7
Vacant land near Sedgfield MS	Hopper Communities	2700 Dorchester Place Charlotte	portion of 147-081-78	

Exhibit B – Potential Surplus Property – Round 2 (February 23, 2016)

Facility/School/Property Name	Surplus Area	Street	Municipality	Portion of or Entire Parcel ID
Midwood School	Leased to third party	1817 Central Ave.	Charlotte	09507803

3. Recommend Approval of Proposal to Permit the Town of Matthews to Obtain a Loan and Grant a Deed of Trust for the Property Known as the Matthews Community Center.

- *The Board of Education transferred property to the Town of Matthews in 1983 and reserved a right of reverter.*
- *The Town is seeking to obtain a loan for repairs to the property (Community Center).*
- *The lender is requesting that CMBE approve the granting of the deed of trust to secure the loan.*

- *CMS staff recommends that the Board of Education approve the Town of Matthews's grant of a deed of trust for the Community Center. No rights under the original deed shall be impaired.*

Fiscal Implications: None.

4. Recommend Approval of the Construction Phase of Work for Phase 5 Atrium Corporate Center Renovations.

The Phase 5 Construction project for the Atrium Corporate Center renovation of building 4421 was bid on February 9, 2016. Staff recommends approval of the general construction contract to the lowest most qualified contractor, Miles McClellan Construction, Inc. The Atrium Corporate Center building 4421 scope of work will include architectural, mechanical, plumbing, electrical improvements to enhance the administration facility. The project is scheduled to be completed by August 2016. MWSBE participation: 100%. Fiscal Implications: Local Funds - \$640,700.00.

5. Recommend Approval of the Mobile Classroom Repairs Project at Nations Ford Elementary School.

The Mobile Classroom Repairs Project at Nations Ford Elementary School was bid on February 19, 2016. Staff recommends the approval of this project to the lowest responsive bidder, L & R Construction. The contractor agrees to provide the architectural type repairs, roofing and mechanical, plumbing and electrical up fit, utility disconnects and site cleanup. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. MWSBE participation: 0%. Fiscal Implications: Local Funds - \$131,325.00.

6. Recommend Approval of the Pool HVAC Unit Replacement at West Charlotte High School.

Replacement of the HVAC unit in the Pool Area Project was bid on January 28, 2016. Staff recommends the approval of this project to the lowest competent bidder; Mechanical Contractors Inc. in the amount of \$206,930. The contractor agrees to provide the labor, services, equipment, and materials needed to remove and replace the existing Pool HVAC unit. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. MWSBE participation: 0%. Fiscal Implications: Local Funds - \$206,930.00.

- B. Recommend Approval of Licensed/Non-Licensed Hires, Promotions, and Separations through February 23, 2016.

The report includes prior hires not processed when the report was presented at the Board meeting on February 9, 2016.

- *Total Hires July 1, 2015 - June 30, 2016: 3,234 (Licensed Hires: 1,699/Non-Licensed Hires: 1,535).*
- *Total Promotions July 1, 2015 - June 30, 2016: 847. (Licensed Promotions: 340/Non-licensed Promotions: 507).*
- *Total Selected Positions Separations: July 1, 2015 – June 30, 2016: 12.*

- C. Recommend Approval of Resolution Authorizing the Executive Director of Inventory and Distribution Management to Dispose of Surplus Property by Way of Online Bid in Auction Format.

The Board approved the adoption of a resolution for the disposal of surplus school property by way of online bid in auction format. The online auction time span will encompass the February 25-March 22, 2016 period. GovDeals, (www.govdeals.com) an experienced and proven online government surplus sales service provider, will facilitate the process. Action necessary, pursuant to N.C.G.S. 160A-266-270, in order to dispose of surplus property. Fiscal Implications: The auctions usually generate \$500 to \$15,000 in revenue.

D. Approve Amendment to Superintendent's Employment Agreement.

This amendment to employment agreement (this "Amendment") is effective as of February 9, 2016 and is made and entered into by and between The Charlotte-Mecklenburg Board of Education (the "Board") and Ann Clark. The parties entered into an employment agreement dated January 27, 2015 (as further amended, modified, restated or supplemented from time to time, the "Agreement"). The parties desire to extend the term of the Agreement to June 30, 2017. The Amendment to the Agreement effective as of February 9, 2016 make the following changes to Section 4 (Term: Residency):

- a. Replace the date "July 31, 2016" where it is found in Section 4, with the date "June 30, 2017."*
- b. Replace the "May 1, 2016" where it is found in Section 4, with the date "April 30, 2017."*

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

Upon motion by Eric Davis that the Board adopt Consent Items A. through D. as presented, seconded by Tom Tate, a Board discussion followed.

Dr. Ruby Jones pulled Consent Item B.
Ericka Ellis-Stewart pulled Consent Item A.2.

Chairperson McCray called for the Board vote to approve Consent Items A.1, A.3., A.4., A.5., A.6., C., and D., and the motion passed upon 8-0 voice vote of the Board. Paul Bailey was absent.

The Board discussed Consent Item A.2. Ms. Ellis-Stewart asked Ann Clark to explain the Upset Bid process to make it clear for the public. Superintendent Clark called upon Peggy Hey, Executive Director Facilities Planning and Management, to provide information on the Upset Bid process. Peggy Hey reported this is a statutory process that CMS is required to complete. After negotiating and determining a contract CMS must acquire several approvals (includes Joint Use Task Force, Planning Commission, etc.) and list the property for Upset Bid for a period that is set by statute. The list is posted in the Mecklenburg Times and on the CMS Website to give the public an opportunity to review the offer. Ms. Ellis-Stewart said this item is for surplus property and the Board has discussed the impact of housing on our schools. Ms. Ellis-Stewart asked did staff discuss opportunities to use the land for workforce housing with the city, county, or potential developers? Superintendent Clark said the city is interested in several of the CMS properties, she discussed options for workforce housing with the city manager, and he is excited about those possibilities. Ms. Ellis-Stewart asked if the Board votes on this item tonight will it preclude CMS from entering into partnerships with the city, county, or developers to use the parcels for workforce housing? Ms. Hey said the city is interested in four of the properties for tree canopy preservation, commercial use, and residential use and approving this item tonight will not preclude CMS staff from having conversations on the use of the land.

Chairperson McCray invited Dr. Jones to discuss Consent Item B. Dr. Jones said she wanted to discuss A.2. B., regarding listing Midwood School as surplus property and not Consent Item B. Dr. Jones will not support declaring Midwood as surplus property because it is good CMS property. The property is located in an area accessible to public transportation and could address the unique hours of the over-aged, under-credited needs of the students in the Garinger L.I.F.T. program; located close to Central Piedmont Community College where collaboration can be fostered to lift students to a post high school program of study; an area that a large segment of the Hispanic

population is familiar with; and using this property could allow Villa Heights the opportunity to have a diverse Magnet or neighborhood elementary school. Dr. Jones discussed better uses of the Midwood property and does not support Villa Heights being used for the Garinger L.I.F.T. Academy.

Chairperson McCray called for a motion to adopt Consent Item A.2.

Upon motion by Eric Davis that the Board adopt Consent Item A.2. as presented, seconded by Tom Tate, and the motion passed upon a 5-3 Board vote.

Aye: Board members Dashew, Lennon, Jones, Tate, and Davis.

Nay: Board members McCray, Ellis-Stewart, and Byers-Bailey.

Absent: Paul Bailey.

Chairperson McCray called for a motion to adopt Consent Item B. which was pulled by Dr. Jones.

Upon motion by Eric Davis that the Board adopt Consent Item B. as presented, seconded by Ericka Ellis-Stewart, and the motion passed upon 7-1 Board vote.

Aye: Board members McCray, Dashew, Ellis-Stewart, Lennon, Byers-Bailey, Tate, and Davis.

Nay: Dr. Ruby Jones.

Absent: Paul Bailey.

Prior to the close of the meeting Dr. Ruby Jones asked the Board for consideration for allowing her to change her vote on Consent Item A. 2.

Dr. Jones stated she voted incorrectly on Consent Item A.2., and asked the Board for consideration to allow her to change her vote from 'aye to nay.' Per George Battle, Dr. Jones may change her vote with approval by the full Board. The original Board vote on Consent Item A.2., passed upon 5-3 vote of the Board. Board members Dashew, Lennon, Jones, Tate, and Davis voted in support of the motion. Board members McCray, Ellis-Stewart, and Byers-Bailey voted against the motion. Paul Bailey was absent.

Chairperson McCray called for the Board vote to allow Dr. Jones to change her vote from 'aye to nay' on Consent Item A.2. Board members McCray, Dashew, Ellis-Stewart, Lennon, Byers-Bailey, Tate, and Davis voted in support of allowing Dr. Jones to change her vote and the motion passed upon 7-0 voice vote of the Board. Dr. Jones did not vote and Paul Bailey was absent.

Following the Board action, Consent Item A. 2. failed with a 4-4 Board vote.

Aye: Board members Dashew, Lennon, Tate, and Davis.

Nay: Board members McCray, Ellis-Stewart, Byers-Bailey, and Jones.

Absent: Paul Bailey.

Eric Davis noted this Board action does not prohibit the Superintendent from bringing this matter back before the Board at a later meeting.

III. ACTION ITEMS

A. Recommend Approval of Student Assignment Goals

Correlation to Board of Education Vision, Mission, and Core Beliefs: Providing all students with the opportunity to perform to their fullest potential and ensuring that there is no discernible difference between the achievement levels of students by race, gender or economic level.

Chairperson McCray called upon Tom Tate to present Recommend Approval of Student Assignment Goals.

Tom Tate moved that the Board of Education adopt the Goals for the Student Assignment Plan developed by the Policy Committee. The motion was presented through the Policy Committee and did not require a second.

Mr. Tate reported at the request of the Board, the Policy Committee has been reviewing the 2010 Guiding Principles for student assignment for several months. In December, the Policy Committee decided to develop goals for student assignment to give direction for further discussion of guiding principles. The Committee drafted the goals and presented the Draft Goals for student assignment to the Board at the Regular Board meeting held on January 26, 2016, and held a Public Hearing on the Draft Goals at the Regular Board Meeting held on February 9, 2016. The members of the Policy Committee reviewed the input from the public and the Board at their meeting on February 11, 2016 and revised the previous Draft Goals. The revised language has been shared with the full Board. Five members (Tate, Ellis-Stewart, Byers-Bailey, Jones, and Bailey) of the six member Policy Committee were present. Eric Davis was absent due to a business obligation. The meeting was also attended by Board members Lennon, Dashew, and McCray. Everyone present had input into the revised document. Tom Tate previewed the document entitled Draft Goals for the Student Assignment Plan.

DRAFT - GOALS FOR THE STUDENT ASSIGNMENT PLAN DEVELOPED BY POLICY COMMITTEE

Revised February 11, 2016

The following goals are the Board's long term aspirations for Student Assignment and indicate what an ideal Student Assignment Plan should consider. They do not represent the Plan itself, nor are they a signal that the Board has made any decisions about how it will achieve the stated goals.

The goals are intentionally not listed in any prioritized order. Instead, the goals should be viewed as a collective against which student assignment options and methodologies will be evaluated for their ability to accomplish, to the extent possible, the goals.

The Mission of Charlotte-Mecklenburg Schools is to maximize academic achievement by every student in every school.

The Board of Education believes that the Student Assignment Plan ("the Plan") is a vital resource for accomplishing this mission.

It is the Board's intent that CMS will employ a variety of options and methodologies to develop a Plan that takes into account our Vision of providing every student the best education available anywhere, preparing every child to lead a rich and productive life.

The Board believes that a Plan that promotes the Vision and Mission of the Board will, to the extent possible:

- Provide choice and promote equitable access to varied and viable programmatic options for all children;
- Maximize efficiency in the use of school facilities, transportation and other capital and operational resources to reduce overcrowding;
- Reduce the number of schools with high concentrations of poor and high needs children; and
- Provide school assignment options to students assigned to schools that are not meeting performance standards established by the state; and
- Preserve and expand schools and programs in which students are successfully achieving the Mission and Vision of the Board.

Chairperson McCray thanked the members of the Policy Committee for their good work and invited Board members to ask questions and provide comments.

Superintendent Clark informed the Board that Paul Bailey had joined the meeting via telephone to participate in the discussion on the proposed goals. Chairperson McCray noted Mr. Bailey was on a business trip and planned to fly into Charlotte to attend the meeting but all flights out and in of New Orleans were cancelled because of tornado warnings in the area.

Paul Bailey apologized for not being able to attend the meeting due to his flight being cancelled. Mr. Bailey expressed concern regarding the content of the preamble and asked the Board to consider amending the first few paragraphs to provide additional clarity. Mr. Bailey asked the Board to approve the goals tonight but not the preamble statements and to send the preamble piece back to the Policy Committee for further review.

Elyse Dashew moved that the Board of Education amend Mr. Tate's motion by deleting paragraphs one through five from the document entitled Draft Goals For The Student Assignment Plan, seconded by Mary McCray, a Board discussion followed.

Ms. Dashew said Paul Bailey is a key member of the Board and Policy Committee and Mr. Bailey had reservations about the language in the preamble and would like the Board to further discuss this item. In his absence, we recommend the Board only adopt the proposed goals and further review the preamble at the next Policy Committee meeting scheduled on March 10, 2016.

Chairperson McCray invited Board members to discuss the motion as amended. A Board discussion followed.

Eric Davis recommended the Board not vote on the goals tonight and the Board regroup, take more time to get it right, and come back in two weeks to adopt the document. Mr. Davis does not support removing the preamble language because it provides clarity that the purpose of the Charlotte-Mecklenburg School system is to maximize academic achievement for every student in every school. Mr. Davis appreciates Mr. Bailey's efforts to speak at this meeting and the work of the Board. The Board's Mission is referenced in Ms. Dashew's amendment to the motion but keeping the preamble in the motion is important. The community believes the Board of Education's job is to educate children and the preamble confirms the responsibility of the Board is to educate children and how we may use the goals of student assignment as a potential strategy to accomplish that task.

Board members Byers-Bailey and Ellis-Stewart urged the Board to move forward with adopting the goals tonight.

- Thelma Byers-Bailey said the timeline for the student assignment plan is tight and any further delay may result in the Board not meeting its end goal of completing the work for the 2017-2018 school year. The next Policy Committee meeting is March 10th which is after the next Regular Board Meeting scheduled for March 8th. Mr. Davis' recommendation would delay the Board vote until March 22, 2016. Ms. Byers-Bailey urged the Board to vote on the draft goals tonight and vote on the preamble at the March 22, 2016, Regular Board meeting.
- Ericka Ellis-Stewart said all Board members except one participated in the discussion at the February 11th Policy Committee and had ample opportunity to provide input. Ms. Ellis-Stewart said the Board has discussed this document and recommended the Board move forward with the Board action so the Board can adhere to the established timeline.

Eric Davis said many members in the community are concerned about the home school assignment and whether the Board will honor the existing policy of a guaranteed seat with proximity for home schools. Mr. Davis said he supports continuing the home school guarantee and this conversation should be addressed by the Board tonight. The conversation should include ideas for how to improve academic performance and increase accessibility for more students to programs that are successful while improving the socio-economic balance in our schools. Mr. Davis urged the Board to have this healthy conversation to add clarity to the student assignment process.

Board members Dashew, Jones, Byers-Bailey, Ellis-Stewart, and Tate urged the Board to take action on the draft goals tonight.

- Elyse Dashew has heard the concerns of the community and the push for 'no forced busing.' The Board has not discussed using 'forced busing or cross-town busing' as a tool for student assignment. The Board has an awareness that high concentrations of poverty has increased in our community, neighborhoods, and schools over the past few years. We understand the research on the predictive links of poverty which talks about if you are a child born in poverty you are more likely to remain in poverty. This is a complicated, deep problem that impacts everyone and it must be addressed by everyone in the community. Student assignment alone will not fix the issue but breaking up high concentrations of poverty will help. There are other solutions for breaking up concentrations of poverty without forced busing and breaking up neighborhoods. The community views their home school as the anchor of their neighborhood and that is valuable. At this time the Board does not have a student assignment plan and developed the aspirational goals to use in a student assignment plan. Many people in the community have urged the Board to add a goal about proximity or a guaranteed home school but those items should be included in guiding principles and not the aspirational goals.
- Dr. Ruby Jones said the second bullet talks about 'maximize efficiency' in the use of transportation to reduce overcrowding which indicates CMS will avoid miles and miles of busing. In addition, CMS does not have the capital to increase busing. The language of the aspirational goals were developed carefully and they should help to lessen the fear of some members of the community. Seeking efficiency means promoting cost effective methods and effectiveness means maintaining what is working. Dr. Ruby Jones attended many community meetings throughout the county and the community is sharing their voices. We must have talks across district lines to resolve the different perspectives into actionable steps for an excellent education for all children. The goals will help to develop a student assignment plan.

- Thelma Byers-Bailey understands the importance of a neighborhood school to a community. The aspirational goals work in conjunction with the guiding principles. The fifth bullet will ‘preserve and expand schools and programs in which students are successfully achieving’ and this bullet could address the home/neighborhood school. The goals encompass many of the concerns expressed at the last meeting. The last time the Board reviewed the guiding principles was 2010 and that was during a time of economic downturn. Charlotte-Mecklenburg is growing and the new guiding principles will help us plan for the future. Many of the CMS schools are overcrowded and the Board must take steps to relieve the pressures of overcrowding to better serve our current and future students.
- Ericka Ellis-Stewart talked about the realities of Mecklenburg County: some schools are doing exceptionally well and some are struggling to educate children; some schools are isolated by race and socio-economic status and many schools are segregated; some parents are concerned the school Board may return to busing and some are concerned their children are not getting the best possible education; Mecklenburg County is a community of juxtaposition and dichotomy (our community boast great wealth but based on a recent study we were ranked at the bottom on economic mobility meaning a child born in poverty in Mecklenburg County is unlikely to move beyond that economic status). The work on student assignment is complex and the next steps should include how do we do what is best for all and what is the greatest good. We must do right by all children. We must listen and be intentional and consider creative options to reach solutions to help all students become productive citizens. This work will involve the work of the Board, other elected bodies, and the community. Ms. Ellis-Stewart supports the draft goals and urged the Board to adopt the goals tonight and have more conversation about the goals and guiding principles linked to community conversations about the next steps and the priorities of public education in this community. We must find commonality to do what is best for the community.
- Tom Tate thanked the members of the Policy Committee and the Board for their good work. Mr. Tate supports the goals because they are aligned to the Board’s Vision, Mission, and Core Beliefs and Commitments and recognize that student assignment is a matter of justice for all. Mr. Tate urged the Board to adopt the goals as presented and move forward as a Board of Education to undo the injustice that many of our children experience each day. The Board has the responsibility of assigning students to schools and we must do something better to ensure all students have access to a quality learning environment. Student assignment is a strategy to ensure all students are successful. The goals are aspirational goals and should not include strategies or tactics of the how. This work must involve the work of the Board and the community and we must ensure we hear all the voices of the community, especially those who are unable to attend Board meetings. A high priority of the Board is developing a student assignment plan that comes close to educating every student in our schools. The process includes hiring a consultant to provide guidance on drafting a student assignment plan and they can assist with the verbiage. The Policy Committee will review the preamble for changes at their next meeting and return to the Board with a recommendation at the next available time. This task must be a Board priority to ensure every child learns to the best of their ability because every child can learn.

Rhonda Lennon will not support the goals because the preamble and the goals are complicated and convoluted. Ms. Lennon supports neighborhood schools and believes diversity is a benefit to a child. The Board has a Mission to maximize academic achievement by every student in every school. The Board also has a Vision and the strategic plan is built on the Board’s documents. Ms.

Lennon does not believe the Board needs goals for a student assignment plan. The Board should tell the community they will not be ‘busing’ children and they will be guaranteed a seat in a school close to home but because of the layout of the county it may not be the school closest to home.

Eric Davis likes the goals and highlighted the strengths of the goals individually and collectively. If we overreach in one direction it will hurt the district and if we underreach in another direction we will not move the district forward. The first bullet speaks to the parents who have found great success in the existing Magnet programs but many more families need access to those successful programs. The second bullet speaks to the Board’s fiduciary responsibilities to the taxpayers and is vital given our restrained resources. CMS has made great gains in increasing academic achievement of all students. The third bullet speaks to despite that progress there are still many students not making the progress we need for them to make. We must make changes to affect better outcomes for all students. The fourth bullet meets children where they are and creates options to help their performance thrive. The last bullet speaks to what is working today. Mr. Davis recommended the Board amend the fifth bullet to add ‘such as the existing home school proximity seat guarantee.’ This will set the Board up for a more constructive ongoing conversation with our community to help us make more progress on the first four goals.

Eric Davis moved to amend Ms. Dashew’s amendment to the motion that the Board approve changing the fifth bullet to read: preserve and expand schools and programs in which students are successfully achieving the Mission and Vision of the Board ‘such as the existing home school proximity seat guarantee.’ The amendment was seconded by Rhonda Lennon. A Board discussion followed.

Rhonda Lennon supports Mr. Davis’ amendment and will only adopt the goals if the fifth bullet includes ‘home school proximity seat guarantee.’ Ms. Lennon said many families are fearful they will lose their home school option and this statement will lessen that fear.

Board members Ellis-Stewart, Dashew, Tate, and Bailey urged the Board to adopt the goals as presented in Ms. Dashew’s motion.

- Ericka Ellis-Stewart understands the spirit of Mr. Davis’ amendment but the goals are aspirational and the added statement does not belong in the goals. The guiding principles will be more prescriptive in nature and this tactic would belong in the guiding principles.
- Elyse Dashew said the home school proximity is important but that should be referenced in the guiding principles. The Board worked together to develop the aspirational goals and the goals are not the student assignment plan. It is the Board’s job to develop a plan and provide staff clear direction to their job.

Chairperson McCray asked Ann Clark to provide clarity on the goals and guiding principles. Superintendent Clark said the 2010 Guiding Principles address home schools and Magnet schools and the role they play in student assignment; the words stability and predictability; diversity; and effective use of resources.

Superintendent Clark, on behalf of the Superintendent and staff, urged the Board to adopt the goals tonight. Staff is eager to begin the work on the guiding principles and provide clarity to the student assignment plan. This is an opportunity for the Board to redefine student assignment without a court order mandating what to do. Any goal that may limit staff’s ability to put new creative ideas before the Board and community is a missed opportunity. Superintendent Clark said she attended most of the community meetings and believes it is important to provide the community clarity. The

goals will serve as the guardrails for the guiding principles and the guiding principles will be mapped to the goals. Adopting the goals tonight will provide staff direction to advance the work on the student assignment plan. This will provide a clear commitment that our guiding principles must be framed well and as quickly as possible to provide clarity to our community of what is and is not going to happen.

- Tom Tate does not support adding the statement to the goals because it mixes the aspirational goals with the tactics for accomplishing the work and it does not provide clarity on the definition of home school and proximity. The recommendation does not provide the flexibility needed to move forward in the best way for all students.
- Paul Bailey asked the Board members to adopt the goals as presented in Ms. Dashew's motion and to send the preamble back to the Policy Committee for further review and consideration of adding items to provide clarity. Mr. Bailey said he suggested this at the last Policy Committee but it did not move forward. Mr. Bailey supports Superintendent Clark's comments and noted the 2010 Guiding Principles are still in place and they represent the crux of the student assignment process. Mr. Bailey said the Board should take small steps as we consider the opinions of all Board members.

Ericka Ellis-Stewart *Called for the Question.*

Chairperson McCray called for the Board vote on Mr. Davis' amendment to Ms. Dashew's amendment to the motion as presented by Mr. Tate.

Eric Davis moved to amend Ms. Dashew's amendment to the motion that the Board approve changing the fifth bullet to read: preserve and expand schools and programs in which students are successfully achieving the Mission and Vision of the Board 'such as the existing home school proximity seat guarantee.' The amendment was seconded by Rhonda Lennon.

The Board voted 2-6 and Mr. Davis' amendment failed.

Aye: Board members Lennon and Davis.

Nay: Board members McCray, Dashew, Ellis-Stewart, Byers-Bailey, Jones, and Tate.

Absent: Paul Bailey.

Chairperson McCray called for the Board vote on Ms. Dashew's amendment to Mr. Tate's original motion.

The Board voted on Elyse Dashew's amendment to the motion that the Board of Education adopt the document entitled Draft Goals For the Student Assignment Plan with paragraphs one through five deleted and that the Board send the preamble piece back to Policy Committee for further review and recommendations to be presented to the Board at a future meeting, seconded by Mary McCray.

The amendment to the motion passed upon 7-1 vote of the Board.

Aye: Board members McCray, Dashew, Ellis-Stewart, Byers-Bailey, Jones, Tate, and Davis.

Nay: Rhonda Lennon.

Absent: Paul Bailey.

Chairperson McCray called for the Board discussion and vote to adopt Mr. Tate's original motion as amended.

The original motion as amended: That the Board adopt the document entitled Draft Goals for Student Assignment Plan with paragraphs one through five deleted and that the Board send the preamble piece back to the Policy Committee for further review and recommendations to be presented to the full Board at a future meeting.

The Policy Committee is scheduled to meet March 10, 2016 in Room 267 of the Government Center from 6:00 p.m. to 8:00 p.m.

There was no Board discussion and Chairperson McCray called for the Board vote on the motion as amended.

The motion as amended passed upon a 7-1 vote of the Board.

Aye: Board member McCray, Dashew, Ellis-Stewart, Byers-Bailey, Jones, Tate, and Davis.

Nay: Rhonda Lennon.

Absent: Paul Bailey.

B. Recommend Approval of Superintendent Search Timeline

Correlation to Board of Education Vision, Mission, and Core Beliefs: Providing a clear Theory of Action and an effective Superintendent to lead its implementation.

Chairperson McCray reported this item is Recommend Approval of Superintendent Search Timeline. Chairperson McCray called Thelma Byers-Bailey to present the recommendation.

Chairperson McCray called upon Thelma Byers-Bailey to present the recommendation.

Thelma Byers-Bailey moved that the Board adopt the following timeline to select a search firm or consultant to provide assistance to the Board in hiring a Superintendent:

- **February 23, 2016: Board of Education ("BOE") adopts superintendent search timeline.**
- **February 25, 2016: Each BOE member, except for the Chair and Vice Chair, may submit the name and contact information of no more than one search firm or consultant to either the Chair or Vice Chair by 2:00 pm.**
- **February 26, 2016: The General Counsel will contact each search firm or consultant submitted by BOE by either letter and/or email inviting such search firm/consultant to submit a written proposal to the BOE by 2:00 pm on Friday, March 4, 2016.**
- **March 4, 2016: Members of BOE will receive copies of written proposals submitted by search firms/consultants.**
- **March 8, 2016: Half of the search firms/consultants present proposals to BOE in person for ten minutes apiece.**
- **March 22, 2016: Remaining search firms/consultants present proposals to BOE in person for ten minutes apiece.**
- **April 12, 2016: BOE formally selects search firm/consultant.**
- **April 26, 2016: BOE and selected search firm/consultant meet to develop a plan for the search.**

The motion was seconded by Elyse Dashew.

Thelma Byers-Bailey provided comments to urge the Board to support the motion. The timeline was designed to only include the timespan prior to hiring the consultant in an effort to allow the

consultant an opportunity to provide input on the timeline for the superintendent search process. The timeline provides the Board time to thoughtfully listen to the presentations of the search firms/consultants, contact other schools districts who have conducted successful searches, and select a firm.

Chairperson McCray invited Board members to ask questions and provide comments to Ms. Byers-Bailey motion. A Board discussion followed.

- Board members Dashew and Jones support the motion.
 - Elyse Dashew said two weeks ago the Board was divided on the next steps for the Superintendent Search Process and this was an effort to develop a plan that worked for the full Board. The timeline allows time for the Board to get the best search firm possible and to work with a firm to hire the best and brightest to lead the District when Superintendent Clark is no longer with CMS.
 - Dr. Ruby Jones was glad the Board could work collaboratively and believes the timeline provides clarity on the search process and shows the Board acting as good stewards of their responsibilities.

Eric Davis expressed concern that the motion is asking individual Board members to recommend vendors for hire and suggested the Board follow a Request for Proposal approach.

- Mr. Davis said the Board is responsible for hiring two individuals, superintendent and Board attorney, and that should follow an open process. Asking individual Board members to recommend firms puts them in a precarious position that could be misconstrued as showing favoritism. A more customary approach for the Board would be to issue a Request for Proposal (RFP) to a group of vendors without connection to individual board members, receive responses, construct a vetting process to vet the firms, and then make a Board decision. During the last search, the full Board met with a select group of firms and that process worked well. The process was transparent, fair, and did not rely on individuals to select a particular vendor. Mr. Davis is okay with the timeline but would recommend the Board use a RFP process.
- Rhonda Lennon agreed with Mr. Davis and supports the Board using a RFP process. Ms. Lennon said the timeline should have been established a year ago and that would have eliminated the drama of last week. Ms. Lennon will not support the motion because of the attached list of vendors.
- Chairperson McCray said Michael Casserly, Executive Director with The Council of Great City Schools (CGCS), provided the Board with the list of vendors at a previous Board Work Session. The firms were vetted by CGCS, but they do not recommend firms. Board members may add firms to the list such as North Carolina School Boards Association which conducts superintendent searches. The vendor recommendations will be made by Board members and not the Board Chair or Vice Chair.
- Mr. Davis suggested the Board issue an RFP to vendors listed on the list and any other firms that Board members may want to add to the list.
- Chairperson McCray suggested the Board have the selected firms meet with the full Board to present their proposals.

Eric Davis recommended the Board amend the motion to replace the February 25th line item, with the Board of Education will issue a Request for Proposal to firms on the list or any other firms that

Board members place on the list. This provides a degree of independence that creates the same effect for all BOE members. A Board discussion followed.

- Thelma Byers-Bailey wants to ensure issuing the RFP will not delay the process for a month or more and hopes the Board can receive the RFPs in a timely manner (perhaps by February 25, 2016 to not delay the process).
- Eric Davis said a first step for the Board would be to provide input on the contents of the RFP/the services desired, staff writing the RFP, issuing the RFP to vendors, and allowing adequate time for the vendors to respond to the RFP. Board members Lennon and Davis discussed the importance of customizing the RFP to avoid canned responses from vendors. The Board is seeking a vendor that understands the education system and the needs of CMS.

Superintendent Clark recommended the Board do an RFP and open the process as broadly as possible. The Board should be able to stay within the timeline and request responses within a week. Superintendent Clark believes issuing a RFP broadly is the best course of action. The Board would need to provide clarity about the role of the search firm and what the Board is seeking in a search firm. Staff has a RFP template and would need to know the specific services the Board would expect. The services desired would drive the responses.

- The RFP could be developed by the full Board or a subset of the Board.
- The services could include onboarding process, Board/Superintendent work sessions, community engagement, and background checks.

The Board discussed using the RFP from the last superintendent search and seeking assistance from a consultant/former Board member, who provided assistance for a previous Board search.

- Chairperson McCray said Trent Merchant, former Board member, has offered to help the Board with this process.
- Eric Davis said a first step for the Board would be to determine the services needed and the results of that work would provide staff direction to create a RFP. The search firm/consultant could source candidates and assist in vetting candidates and the selection process. Firms typically offer a sweep of services and the Board could choose from the services. The Board should determine the services needed upfront in order to provide staff the guidance of what to put into the RFP. Mr. Davis does not believe individual Board members should contact various firms to have multiple conversations.
- Rhonda Lennon said she texted Trent Merchant and he will assist the Board in writing the RFP by Friday if the Board can reach agreement on what to include. Mr. Merchant will provide this service as a member of the community. The Board must come to agreement on the range of the comprehensive services, development of a profile, community engagement, vetting candidates, and background checks. Mr. Merchant has expertise and knowledge from the last superintendent search process.
- Ericka Ellis-Stewart urged the Board to finalize the work tonight and map out the deliverables because the majority of the Board cannot meet later this week. The timeline may need to be slightly adjusted to allow the appropriate time for the firms to respond to a RFP and allow the Board time to make the decisions.

The Board discussed changing the timeline as presented to allow time to develop a RFP, issue an RFP to vendors, and get responses from vendors. A first step should be to develop a RFP and the process could take approximately two weeks. The Board could delay the vote on the timeline and return at the March 8, 2016 Regular Board meeting to adopt a timeline.

Rhonda Lennon made a motion that the Board withdraw the timeline, develop a Request for Proposal, and return March 8, 2016 with a timeline based upon the process, seconded by Eric Davis. A Board discussion followed.

George Battle informed the Board that under Robert's Rules of Order, Ms. Lennon would need to amend the current motion on the floor. The current motion must be amended and cannot be withdrawn.

Rhonda Lennon moved that the Board amend the motion regarding the Superintendent Search Timeline to only include March 8, 2016 as the date for the Board to establish the rest of the Timeline for the Superintendent Search, seconded by Eric Davis. A Board discussion followed.

Superintendent Clark highlighted that tonight the Board will need to determine the services needed by a search firm and a timeframe to allow vendors to submit proposals. The Board will return March 8, 2016 to build a Superintendent Search Timeline.

Ms. Lennon said following the vote on her amendment to the motion, she would recommend the Board authorize the Chair the ability to meet with the consultant to develop and approve a RFP, and it would take about two to three weeks for the Board to issue the RFP and receive responses from vendors.

Chairperson McCray called for the Board vote to accept Ms. Lennon's amendment to Ms. Byers-Bailey's motion.

The Board voted to accept Ms. Lennon's amendment to the motion that the Board adopt the Timeline by eliminating all the dates except March 8, 2016 as the date to establish the Timeline. The motion passed upon 5-3 Board vote.

Aye: Board members McCray, Dashew, Lennon, Jones, and Davis.

Nay: Board members Ellis-Stewart, Byers-Bailey, and Tate.

Absent: Paul Bailey.

The Board discussed and voted upon the motion as amended with the March 8, 2016 date. Rhonda Lennon highlighted by March 8, 2016 the Board will have met with the consultant to have the RFP process outlined and established a reasonable timeframe for the superintendent search process.

The Board voted on the motion as amended to adopt the Timeline and that the Board meet on March 8, 2016 to establish the timeline for the Superintendent Search. The motion passed upon a 7-1 Board vote.

Aye: Board members McCray, Dashew, Lennon, Byers-Bailey, Jones, Tate, and Davis.

Nay: Ericka Ellis-Stewart.

Absent: Paul Bailey.

Rhonda Lennon said she would like to make a motion that the Board authorize the Chair to meet with the consultant to develop and approve a RFP.

A Board discussion followed.

- Superintendent Clark urged the Board to include the CMS Procurement Department in the process so they can help facilitate the process and move it forward in a quick manner.
- Chairperson McCray reported Trent Merchant has tentatively proposed meeting on February 26, 2016.

- Rhonda Lennon reported Mr. Merchant indicates he can send a proposed RFP for Board review this week and it could be shared with the CMS Procurement Department.
- Ericka Ellis-Stewart said the Board could tentatively have a goal that the RFP be completed and ready for release by March 4, 2016. This would be in advance of the March 8, 2016 date for the Board to convene to discuss the timeline.

Eric Davis urged that the full Board meet with Mr. Merchant to determine the comprehensive services needed from a search firm, components of the RFP, and associated costs. This process should not be rushed. This first step and preparatory work will contribute to a successful search. The information will be shared with the CMS Procurement Office to create the RFP and the RFP issued to the vendors.

Rhonda Lennon agreed with Mr. Davis about the importance of ensuring the RFP is right because that will help the Board secure the best search firm/consultant and contribute to a successful search. **Rhonda Lennon’s motion did not have a second and it did not move forward.**

Board Next Steps:

- Chairperson McCray will work with the consultant to secure a date for the full Board to meet with the consultant to discuss the RFP. Chairperson McCray will report back to the Board on proposed dates. Board members may provide input to the Chair on components of a RFP.
- The Board will discuss the Superintendent Search Timeline at the March 8, 2016, Regular Board meeting.

C. Recommend Approval of Charlotte-Mecklenburg Board of Education Draft 2016 Legislative Agenda

Correlation to Board of Education Vision, Mission, and Core Beliefs: Public education is central to our democracy.

Chairperson McCray called upon Rhonda Lennon, Chair of the Intergovernmental Relationships Committee, to introduce Recommend Approval of Charlotte-Mecklenburg Board of Education Rhonda Lennon read The Charlotte-Mecklenburg Board of Education Draft 2016 Legislative Agenda. The proposed Legislative Agenda includes the Board’s priorities and request for consideration and action by the state and local governments.

**THE CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
DRAFT 2016 LEGISLATIVE AGENDA**

The Charlotte-Mecklenburg Board of Education (the “Board”) hereby adopts as its priorities and requests that the North Carolina General Assembly, Mecklenburg County, and all municipalities in Mecklenburg County take action on the items listed below. The Board emphasizes that these priorities are specific to Charlotte-Mecklenburg Schools. As such, the Board does not speak on behalf of other school districts, but does encourage other districts to join with this Board for the purpose of collaborating and advocating for shared priorities:

STATE ITEMS

1. Provide fair and equitable funding for public charter schools.

- Fund public charter schools in a manner that ties dollars directly with the specific services that they offer all students.



2. Initiate a study to identify and eliminate excessive state-mandated testing.

- Communities across the state agree that there is an excess of state-mandated testing that eats up valuable classroom instruction time.

3. Move North Carolina’s average teacher pay closer to the national average.

- The Board appreciates what the General Assembly has done to increase starting teacher pay and asks the State to build upon this progress by providing a teacher pay increase to all teachers so that North Carolina public schools can attract and retain the top teacher talent in the nation.

LOCAL ITEMS

Restore City of Charlotte funding for school resource officers in CMS to the 2010 level of support.

Rhonda Lennon moved that the Board of Education adopt the proposed Draft 2016 Legislative Agenda. The recommendation was presented through the Intergovernmental Relationships Committee and did not require a second.

Rhonda Lennon introduced Jonathan Sink, Associate General Counsel and Board liaison to the Intergovernmental Relationships Committee, to be available to answer Board member’s questions. Ms. Lennon said the upcoming General Assembly session will be a short session and the committee recommended a focused Legislative Agenda that covers the priority items: teacher pay, testing issues, and funding for charter schools. We believe the state board is currently pushing action to address testing issues and we will partner with the state board and the local parent groups to work on the issue of excessive state testing. Ms. Lennon provided comments about the importance of providing fair and equitable funding to public charter schools. There has been legislation that provides charter schools flexibilities and additional funding. Charter schools serve a vital role in our public education system and we would like to approach the legislators to provide funding to charter schools in a fair manner. Public charter schools should be funded in a manner that ties dollars directly with the specific services they offer to their students.

Jonathan Sink reported charter school funding is an item that is discussed by the General Assembly every year. This is an effort to partner with the relevant partners to craft a bill that provides charter schools funding in a fair manner. Charter schools should be funded for the services they actually provide for their students. For example, if a charter school does not offer a ROTC program they do not receive a portion of the state funding allocated to the ROTC program. Other examples would be funding for music, transportation, food services, etc. Mr. Sink reported the Intergovernmental Relationships Committee is now meeting on the first Friday of every month at 9:00 a.m., 5th Floor, of the Government Center. The next meeting will be held March 4, 2016 and the committee will review a list of all charters in Mecklenburg County and the services they offer.

Chairperson McCray thanked Ms. Lennon and Mr. Sink for the recommendation and invited Board members to ask questions and provide comments. A Board discussion followed.

- Tom Tate asked the impact this would have on past legal cases in which local education agencies were required to share certain funds with charter schools? Mr. Sink said the standing case law will remain the case law. This effort is to get on the front-end to craft a bill that provides clarity that funding for charter schools should be tied to the services they do or do not provide for their students.

- Dr. Ruby Jones noted this may motivate charter schools to provide additional services to get additional dollars.
- Chairperson McCray said the Legislative Agenda item was crafted because there is a concern charter schools can get access to the funds without providing the services. We want to ensure if they get the funds the charter school is providing those services.

Ericka Ellis-Stewart expressed concern regarding the language in item 1. Provide fair and equitable funding for public charter schools. Board members Tate and Davis agreed that the language sounds like we want to give charter schools more funding because the funding is not fair and equitable.

Eric Davis made a friendly amendment to the motion that the Board strike Item 1. and make the bullet (Fund public charter schools in a manner that ties dollars with the specific services that they offer all students) as Item 1. This provides clarity on the Board's intent for funding charter schools.

Rhonda Lennon and Jonathan Sink supported the recommendation and accepted the Friendly Amendment.

Superintendent Clark suggested that the Board remove 'all' from the statement because items such as exceptional children would not be for all students.

Rhonda Lennon accepted the recommendation. Item 1. of the draft 2016 Legislative Agenda will read: Fund public charter schools in a manner that ties dollars with the specific services that they offer students.

Mr. Tate said typically the Board's Legislative Agenda includes calendar flexibility and asked the reason calendar flexibility was not included this year? Mr. Sink said calendar flexibility was in the original draft but based upon feedback from the majority of the Board there was a desire to focus on three priority items which could be accomplished in the short session and moving teacher pay was a top priority.

Chairperson McCray called for the Board vote to adopt the 2016 Legislative Agenda as amended.

The motion to adopt the Draft 2016 Legislative Agenda as amended passed upon 8-0 Board vote. Paul Bailey was absent. The Board adopted the following 2016 Legislative Agenda:

**THE CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
2016 LEGISLATIVE AGENDA**

The Charlotte-Mecklenburg Board of Education (the "Board") hereby adopts as its priorities and requests that the North Carolina General Assembly, Mecklenburg County, and all municipalities in Mecklenburg County take action on the items listed below. The Board emphasizes that these priorities are specific to Charlotte-Mecklenburg Schools. As such, the Board does not speak on behalf of other school districts, but does encourage other districts to join with this Board for the purpose of collaborating and advocating for shared priorities:

STATE ITEMS

- 1. Fund public charter schools in a manner that ties dollars directly with the specific services that they offer students.**

NO
FISCAL
IMPACT

2. Initiate a study to identify and eliminate excessive state-mandated testing.

- Communities across the state agree that there is an excess of state-mandated testing that eats up valuable classroom instruction time.

3. Move North Carolina's average teacher pay closer to the national average.

- The Board appreciates what the General Assembly has done to increase starting teacher pay and asks the State to build upon this progress by providing a teacher pay increase to all teachers so that North Carolina public schools can attract and retain the top teacher talent in the nation.

LOCAL ITEM

Restore City of Charlotte funding for school resource officers in CMS to the 2010 level of support.

Rhonda Lennon left the Regular Board meeting 8:42 p.m.

IV. REPORT/INFORMATION ITEMS

A. Report/Work Session on Charlotte-Mecklenburg Schools 2016-2017 Operating Budget

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

Chairperson McCray called upon Ann Clark to introduce the Report on Charlotte-Mecklenburg Schools 2016-2017 Operating Budget. Superintendent Clark said this will begin the process of keeping the Board updated on the proposed 2016-2017 Operating Budget and next steps. Staff has been engaged with principals, teachers, advisory teams, and students to begin framing the budget priorities. The Work Session is an opportunity for the Board to provide feedback on proposed priorities and recommend budget items as we consider items to advance *Strategic Plan 2018*. Superintendent Clark introduced Dennis Covington, Executive Director of Budget Development and Management Services, and Kim Brazzell, Executive Director Planning and Workforce Management, to provide the Board an update on the progress of the proposed 2016-2017 Budget. Dennis Covington provided an overview of the landscape of the budget based upon the best information available at this time, potential county funding scenario, budget journey process, and potential investments for Board consideration. Following the presentation Board members will be invited to provide input.

- 2016-2017 Operating Budget: The items that CMS must provide before anything else (local dollar impact) - \$27 million:
 - \$1 million Sustaining Operations.
 - \$1 million Growth and new Space (+504 students).
 - \$8 million Charter Pass Through (+2,672 students).
 - \$1 million Employer Benefits (using the same rate of increase as last year).
 - \$.2 million State Class Size Reduction Local Supplement.
 - \$10 million - 2016-2017 State Projected Salary Increase (3% - All, 5% - Certified).
 - \$6 million - 2016-2017 Magnet Transportation.
- County Funding Scenario:
 - Percent of the county revenue: The trending percentage of the county funding for CMS was 33.6% in the 2008-2009 school year compared to 34.4% in 2015-2016.
 - The 2016-2017 Projected County Revenue is \$40,000,000.

- If the funding remains at the 2015-2016 level or 34.4%, the 2016-2017 projected CMS allocation would be \$13,760,000.
- CMS must make a strong case for a higher investment from the county given the items that CMS must fund.
- 2016-2017 Budget Process Journey: Staff identified resource needs to continue to advance the targets in the strategic plan, the new investments were prioritized, and all departments review budgets for potential cuts and redirections to offset the costs of the new investments while understanding the potential of approximately \$27 million in new costs for next year. The items being consider for cuts and redirects include efficiencies in technology, maintenance, contracts, teaching and learning, and Human Resources.
- 2016-2017 Potential Investments:
 - Seeking Board feedback on the following investments:
 - Phase II.B./III. – Student Services Support (counselors, psychologists, and social workers). Last year the county funded half of Phase II. and this would be to continue the other half of Phase II. and move into Phase III. Approximately 60 student support services positions.
 - Professional Development:
 - ✓ New Teacher Orientation Expansion – added time and inclusion of all new teachers to CMS. The state funds three days of orientation for beginning teachers. This would expand it to four days of training for all new teachers to CMS. Two days of training on Human Resources, one day on teaching and learning, and one day on instructional technology.
 - ✓ Digital Learning Integration Training: This is a four days of content-based technology infused training during the summer.
 - Digital Learning Devices Expansion – expanding 1:1 student devices to another grade level. Working to complete 10th grade and will begin completing 11th grade. Following the completion of 11th grade will advance to 12th grade or 4th grade.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and provide feedback.

Board members Tate, Jones, Dashew, Ellis-Stewart, Byers-Bailey, Davis, and McCray support Phase II.B./III, Student Services Support, as the top priority investment. Board member comments included the following:

- Tom Tate supports all three investments with Phase II.B./III. as the priority. Mr. Tate would like the associated costs for the potential investments. Mr. Covington said the costs are being developed and the costs would be impacted by the actual numbers in each investment.
- Dr. Ruby Jones supports Phase II.B./III. and professional development. Dr. Jones asked for clarification regarding the cuts and redirections and expanding the digital devices for students. Superintendent Clark said staff is assessing recommendations for cuts and redirections and it will be finalized when she presents the proposed budget to the Board on April 12, 2016. The county has some interest in continuing the student services investment and more information on that initiative will be available by April. Superintendent Clark said currently CMS has a 1:1 device initiative for every student in grades 5th through 10th. The next step for this initiative would be 11th grade so the current 10th graders would have a device for next year. Dr. Jones would like a report on how this initiative is actually working. Teachers are concerned that they

are going through reams of paper to supplement for the lack of textbooks, parents are concerned they cannot monitor their child's homework, and devices are being destroyed. Superintendent Clark said the only area in which a device has replaced a textbook is social studies and science at the middle school level. Textbooks are used for all the other grade levels and subjects. The device is a supplement to the basic core instructional materials. Students can only use the devices in school and may not take them home.

- Elyse Dashew supports Phase II.B./III. as the top priority and would like the associated costs prior to making a decision. Many of the positions in this area were cut during the recession and it is important to bring those positions back to make a difference in our ability to prepare our students to be successful. Professional development for new teachers is extremely important and that will help our initiative to retain quality teachers. Ms. Dashew noted that at this point and based on state mandates, for the 2016-2017 school year CMS will have to fund \$27 million in new expenses prior to funding any new initiatives. The \$27 million in new expenses includes the \$8 million that CMS must pass through to charter schools which is over the costs of last year. Mr. Covington said last year the adopted budget included \$37 million going to charter schools. Ms. Dashew said many of the new expenses are imposed on CMS because of legislation.
- Ericka Ellis-Stewart supports Phase II.B./III. Student Services Support. Ms. Ellis-Stewart urged staff to make additional investments at the elementary level to give all students a solid foundation and the building blocks needed to be academically on grade level or above. This will help lessen the achievement gaps in middle school and high school. Superintendent Clark said last year a new initiative was summer school for first and second grades and this year the state is proposing funding for that effort. Ms. Ellis-Stewart would like information on the investment needed and strategies to ensure students are reaching proficiency. Ms. Ellis-Stewart discussed the importance of investing in quality talent particularly in the neighborhood schools that are not making the grade.
- Thelma Byers-Bailey supports Phase II. B./III. as the top priority because many of the students in her district would benefit from this initiative and the cause of many of the behaviors that are disruptive in the classroom.
- Eric Davis supports Phase II.B./III as the first priority followed by professional develop, and the expansion of digital learning devices.
- Chairperson McCray supports Phase II.B./III. and professional development as the top priorities. Chairperson McCray said typically our ELL and EC students are our lowest performing students and asked do the proposed investments provide services for those students? Superintendent Clark said the teachers for these students are included in the new orientation investment, they will benefit from the support from the counselors, and the ELL and EC students participate in the 1:1 devices. Title III dollars can also be used to provide specialized software for ELL and EC students.

Kim Brazzell provided an update on the Student Weighted Staffing Redesign Project which was presented to the Board at the November 10, 2015, Regular Board meeting.

- Student Weighted Staffing Redesign.
 - Why Review Student Weighted Staffing (SWS) Now:
 - FRL information is no longer available for all schools.
 - CMS has not conducted a deep review since initial implementation.
 - Preparing for the anticipated tightening of state class size requirements

- Design Issue #1:
 - How to define student need in the absence of FRL data?
 - Guiding principles established by the working group:
 - ✓ Metric must have a high correlation to student performance outcomes.
 - ✓ Transparent, simple, and justifiable to stakeholders.
 - ✓ No unintended consequences – schools should not lose resources for improving student performance.
 - How to define student need in the absence of FRL data?
 - Two metrics were considered for measuring student need:
 - ✓ “Identified Students” under the Community Eligibility Provision (CEP) for all schools.
 - ✓ Hybrid Approach: Incoming students Performance for middle high schools. Identified students for elementary, K-8, and K-12 schools.
 - Staff recommends using Identified Student Percentages (ISP) as the student need metric because:
 - ✓ It is available for all schools, is similar (poverty metric) to what has been used and being used for Title I (identification and allocations).
 - ✓ The slightly higher correlations provided by incoming performance data do not warrant the loss of transparency and communication challenges associated with using two different metrics.
 - *note: Staff will continue efforts to identify student performance metrics for elementary, K-8 schools, and K-12 schools.
- Design Issue #2:
 - How to restructure SWS to best align resources with need?
 - The new allotment formula will address concerns that high concentrations of need have an impact on student performance:
 - ✓ Concentration of Need Tiers will be determined based on ISP and SWS weights will be assigned to each tier.
 - ✓ SWS weights will be applied to SWS-eligible students.
 - How will the new formula work?
 - All schools will receive a base allotment, which is more in line with the state’s methodology for allocating teacher positions.
 - SWS teacher positions will be allocated in addition to the base allotment.
 - Concentration of need tiers will be determined based on identified student percentages and SWS weights will be assigned to each tier.
 - ✓ Note: Tier 1 will not have a SWS weight assigned.
 - SWS weights will be applied to SWS-eligible students.
 - Available SWS positions will be allocated to schools.
 - ✓ Note: There will be a set number of SWS positions with a fluctuating student:teacher ratio (ratio will be the same for all grade levels)

Ms. Brazzell provided a review of a hypothetical calculation and an overview of the new baseline and SWS methodology compared to the current SWS formula.

Concentration of Need Tiers	Identified Student % (ISP) Bands	SWS Weights	Number of Schools Experiencing Teacher Allotment Changes of:		
			-3 to 5	-.5 to 2.5	0 or positive
1 (low need)	0-20%	n/a	0	4	40
2	21-35%	.30	5	6	22
3	36-55%	.35	4	7	25
4 (high need)	56-100%	0.40	0	4	39

The report included a list of schools under each tier.

Ms. Brazzell reported staff reviewed the information with the principals last week and principals will receive their allotment information on February 26, 2016.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and provide comments. Board members Dashew, Byers-Bailey, and Ellis-Stewart asked clarifying questions regarding the presentation and the hypothetical calculation. Ms. Brazzell provided responses.

- Eric Davis commended Ann Clark on her efforts to continue the strategies that work and commitment to make them better. Superintendent Clark said the Board indicated an interest for a metric for Kindergarten and staff is working to identify a metric for Kindergarten.
- Ericka Ellis-Stewart said the goal of this is to move the needle on teaching and learning for students. Ms. Ellis-Stewart asked what is the real time to see if it is working and will it provide a greater level of equity for students within schools? Ann Clark provided clarification noting the results will be reviewed throughout the year to assess the benefits; principals will utilize the information to assess the use of time, people, and money; and principals will use the data in the spring to determine teacher allotments for the next year. Coupling this initiative with the Title I dollars will help provide equity for students and more of the highest poverty schools will gain some positions. Approximately eighty-five percent or more of our principals are prepared to begin the new process and those who are not will receive additional support from the district leaders. Ms. Ellis-Stewart hopes the initiative can be implemented with fidelity across the schools and that staff and the Board will share the information with the Board of County Commissioners to keep them informed.
- Chairperson McCray would like to see the formula applied to a K-8 school and K-12 school.

B. Quarterly Report on Facilities and Capital Needs Assessment

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

Chairperson McCray called upon Ann Clark to introduce the Report on Facilities and Capital Needs Assessment. Superintendent Clark said we began on this journey last February and this report is the fourth of a series of reports to the Board regarding the Capital Needs Assessment process. Board members have been provided a notebook with all the pertinent information and there is more work to be done. The next steps will include a Board Work Session to discuss Board direction on the next steps the Board may like to take regarding the Capital Needs Assessment and a potential

Bond Referendum for November 2016. Superintendent Clark called upon Carol Stamper, Chief Operating Officer, and Peggy Hey, Executive Director Facilities Planning and Management, to present the report.

Carol Stamper reported that over the past year the Board was provided quarterly reports on the strategic process to assess the needs of CMS facilities the information included existing facilities, forecast to relieve overcrowded schools, growth, and improving conditions of the schools. Carol Stamper provided an overview of the report The focus of this report was the Long Range Facility Master Plan / Capital Needs Assessment.

- Building Blocks for Capital Needs Assessment Review – Quarterly Reports:
 - February 24, 2015: Overview of inventory and current facilities condition; 12-month goals and objectives.
 - June 9, 2015: Sustainment plan for facilities and benchmarks; capacity utilization; baseline school standards; real estate overview (leased and vacant).
 - September 22, 2015: 2007 and 2013 bond projects overview; alignment with Board of Education student assignment review; highest and best use of all properties; and surplus land recommendations.
 - December 8, 2015: Five-year Facility Sustainment Plan (operating and capital needs); projected 2020 growth patterns; land bank review and needs.
- CMS Facility Inventory and Investment:
 - Over 650 school buildings consisting of 21.5 million square feet of space, located on more than 5,100 acres (91 elementary and K-6 schools, 22 middle, 17 Pre-K and K-8, 31 high, and 3 special programs/schools).
 - Approximately 1,100 mobile units in use (568 mobile classrooms - elementary, 67 mobile classrooms - middle, 195 mobile classrooms - Pre-K-8, and 264 mobile classrooms - high).
- CMS Long Range Facilities Master Plan (LRFMP), Capital Needs Assessment (CNA).
 - The CMS LRFMP or CNA is a strategic and systematic approach to identifying capital needs to sustain and extend the life of the current facilities as well as projecting new construction needed for replacement, growth and/or relief schools. There are three major components of the capital needs plan, with some overlap until specified funding is approved:
 1. Sustainment and preservation of existing capital investments.
 2. New construction and renovation of buildings and facilities.
 3. Real estate (pre-bond funding need).
 - Facility Sustainment Plan (Five-Year Model: The Sustainment Plan is the foundation of how CMS will be able to continue to keep the facilities in a safe and healthy learning environment. Components include preventive maintenance (operating), major repair and replacement (capital), and unscheduled repairs (operational emergencies).
 - Capital Needs/Improvement Plan (CIP) include facility condition, facility utilization and capacity, projected student growth and population trends, and educational adequacy/standards.
 - Real Estate: Existing and potential land bank sites. CMS currently has a small list of land bank real estate and in order to support new construction and the relief of overcrowded schools CMS will need more properties. It will be more advantageous to secure new properties as quickly as possible.

- Five-Year Facility Sustainment Plan Projection FY 2017-2021:

Preventive Maintenance and Minor Repairs (Operating)	\$ 84,595,000
Repair and Replacement (Capital)	\$150,625,351
Unscheduled Repairs	\$ 37,825,985
Total	\$273,046,336

- The Five-Year Model will be assessed and updated annually. Variables include updated facility assessment, replacement cycle of systems, building utilization rate, preventive maintenance and inspection results, and rate of new construction (more square footage). An increase in completing preventive maintenance work will result in a decrease in the need for unscheduled repairs.
- CMS staff has reviewed every aspect of the CMS facility needs and the assessment will target and enhance the facility conditions. CMS will improve the utilization and capacity in the schools, strive to accommodate the growth in the county, and meet the current educational standards. The acquisition of real estate will assist in meeting the needs of the county.
 - The Board of County Commissioners have taken note of the facility needs of CMS and at their last Board Retreat proposed providing CMS an annual amount over five-years to address the CMS deferred maintenance needs.

Peggy Hey provided the Board with an overview of the Capital Needs Assessment Methodology, project ranking methodology, project type/category, weighted criteria and definitions, FY 2016-20125 Capital Needs Summary, CMS schools baseline standards, and next steps.

- FY 20160-2025 Capital Needs Summary:

Category	Number of Projects	Total Value
Number 1 - growth/renovations/replacement schools	76	\$1,606,133,333
Number 2 - instructional/technology/support facilities	6	\$60,000,000
Number 3 - American with Disabilities Act/air quality	7	\$22,500,000
Number 4 - site acquisition/food service upgrades	2	\$60,000,000
Number 5 - fire alarm upgrades/roofing/site work	2	\$119,047,501
Number 6 - heating/ventilation and HVAC/electrical	6	\$50,020,000
Number 7 - paving/site work/surveillance systems	2	\$65,667,950
Number 8 - structural evaluation/repair	1	\$1,000,000
Number 9 - high school athletics/playgrounds	2	\$20,000,000
Total	104	\$2,004,368,784

- CMS Schools Baseline Standards:

Grade level	Current Baseline Classrooms	Current Baseline Acreage	Modified Baseline Classrooms	Modified Baseline Acreage
Elementary	39	8 - 15	45	8 - 15
K-8	54	8 - 20	54	10 - 30
Middle	54	20 - 30	54	20 - 30
High	100	30 - 60	125	30 - 60

- Potential Funding Thresholds – Capital Improvement Plans:

Dollar Amount	*Number of Projects
\$500 million	22
\$750 million	34
\$1 billion	41
*The CIP may be modified based on further review and final approval. Stated number of projects in above example reflects the priority noted in the FY 2016-2015 CAN.	

- Real Estate Land Bank Sites:

Site #	Property Address	City	Land Acreage
1	16912 Davidson-Concord Road	Davidson	12.3
2	15444 Stumptown Road	Huntersville	57 +/-
3	13832 Stumptown Road	Huntersville	34.5
4	Huntersville –Concord Road	Huntersville	20.09
5	Freedom Drive	Charlotte	51.9
6	14847 York Road	Charlotte	73 +/-
7	16100 Steele Creek Road	Charlotte	30.5
Total			282.4

- Land Bank Proposed Areas: Proposed areas for eight elementary and three high schools.

Carol Stamper summarized the funding needs and next steps.

- CMS Estimated Capital Funding Needs

Capital Needs Assessment (CAN) 2016-2025 Projection	Greater than \$2 billion
Land Bank (pre-bond funding required to purchase sites and readiness to design and construct)	\$60 million
Facility Sustainment Plan – Five-Year Capital Repair and Replacement	\$151 million

- Next Steps:

- Align facility needs and educational standards, to the extent possible, with the Board of Education-approved guiding principles and student assignment comprehensive plan.
 - Gain Board approval for the final capital improvement plan to inform a bond referendum.
 - Obtain funding for land acquisitions in support of the 2016-2025 CNA.
 - Monitor progress on county’s recommendation for additional capital preservation funds to support the CMS repair and replacement sustainment projects.

Ms. Stamper highlighted the importance of securing funding for land acquisitions ahead of a bond package or authorized funds to begin the design and construction phase in an effort to be prepared to build as quickly as possible once the funds are approved. Superintendent Clark highlighted that CMS is seeking to sell land in order to buy land and addressed the importance of being poised to immediately move forward on the construction phase once the bond dollars become available. Superintendent Clark invited Board members to meet with her to discuss the information in the Capital Needs Assessment notebook. In addition, Superintendent Clark is working with the Chair and Vice Chair to schedule a Work Session (tentative date March 8th prior to the March 8, 2016 Regular Board meeting) to discuss the Capital Needs Assessment projects and outline a timeline to advance a bond request to the county.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and provide comments. A Board discussion followed. Board members Jones, Tate, Ellis-Stewart, Dashew, Davis, and McCray asked clarifying questions regarding the report. Carol Stamper, Peggy Hey, and Superintendent Clark provided responses.

- Dr. Ruby Jones expressed concern that the grounds and furnishings at some of the schools in District 3 are undesirable and she hopes those will be addressed in the recommendations. Dr. Jones recommended the K-8 schools be up fitted to make them more desirable. Superintendent Clark noted that some of the K-8 schools were updated in the 2013 Bond projects.
- Tom Tate would like to see the plans for building a K-8 school. Mr. Tate wants to ensure the K-8 model is successful before moving forward with building more K-8 schools.
- Ericka Ellis-Stewart expressed concern that the county has stated they are not willing to provide any more funding than the 2013 Bond which was about \$295 million. It is important that the Board and staff develop effective strategies to present a Bond request.
- Elyse Dashew would like comparison information on the building efficiency of CMS compared to other school districts/colleges/businesses because that will support a request for funds. The Board should consider working with the Bond Oversight Committee and sync them with the Planning Commission.
- Chairperson McCray urged that staff be strategic to coordinate CMS development with the development efforts of the county and city.
- Eric Davis reported the city has the five neighborhood areas that they are planning capital investments and plan a bond in November and perhaps we can work with the city to discuss opportunities to align projects of mutual interest.

Dr. Jones reported she wanted to change her vote regarding the Consent Agenda and that information is posted under the Consent Agenda section.

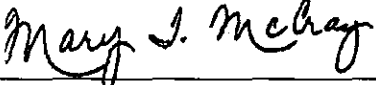
Dr. Ruby Jones requested a report from the Superintendent on teacher attrition by school, subject, and grade level since the beginning of the school year. Superintendent Clark reported she would include the report in the next *Board Update*.

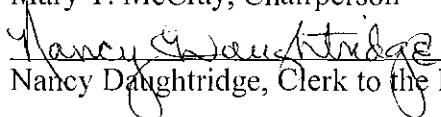
ADJOURNMENT

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

Upon motion by Ericka Ellis-Stewart that the Board adjourn the Regular Board meeting, seconded by Thelma Byers-Bailey, the motion passed upon 7-0 voice vote of the Board. Board members Lennon and Bailey were absent.

The Regular Board meeting adjourned at 10:40 p.m.



Mary T. McCray, Chairperson


Nancy Daughtride, Clerk to the Board