

DRAFT



Charlotte, North Carolina

March 24, 2015

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on March 24, 2015. The meeting began at 4:38 p.m. and was held in Room 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
Rhonda Lennon, District 1
Thelma Byers-Bailey, District 2
Dr. Ruby M. Jones, District 3
Tom Tate, District 4
Eric C. Davis, District 5
Paul Bailey, District 6

Absent: There were no absences.

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 Tim Morgan, the Board voted unanimously 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,**
- **To discuss certain personnel matters, and**
- **To consult with the Board's attorneys on matters covered by the attorney-client privilege.**

The motion was made pursuant to Sections 143-318.11(a)(1), (a)(3), and (a)(6) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 4:38 p.m. until 6:00 p.m. in Room CH-14.

Chairperson McCray reconvened the Regular Board Meeting at 6:12 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
Dr. Ruby M. Jones, District 3
Tom Tate, District 4
Eric C. Davis, District 5
Paul Bailey, District 6

Absent: There were no absences.

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 March 24, 2015 Regular Board meeting.

A. Adoption of 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 Paul Bailey, and the motion passed upon unanimous voice vote of the Board.

II. CONSENT ITEMS

A. Recommend approval of resolution for the selection of Projects for Construction Manager At-Risk Delivery Method.

Staff recommends approval of the resolution concluding that utilizing the Construction Management At-Risk Project Delivery Method is in the overall best interest of the following projects in accordance with G.S. 143-128.1.

- *East Mecklenburg High School addition/renovation*
- *Northwest School of the Arts renovation*
- *South Mecklenburg High School addition/renovation*

Fiscal Implications: Not applicable.

Charlotte-Mecklenburg Board of Education

RESOLUTION

Selection of Projects for Construction Manager at Risk Delivery Method

March 24, 2015

*Whereas, the Charlotte-Mecklenburg Schools is engaged in a long-range building program; and
Whereas, Charlotte Mecklenburg Schools has approved the construction projects listed below as part of its 2013 Bond Program; and*

Whereas, Charlotte Mecklenburg Schools has compared the advantages and disadvantages of using the Construction Management at Risk method for the below projects in lieu of the delivery methods

*identified in G.S. 143-128(a1)(1) through G. S. 143-128(a1)(3); and
Whereas, Charlotte Mecklenburg Schools finds the Construction Management at Risk method allows for selection of the most qualified contractor for the project; and
Whereas, Construction Management at Risk provides an opportunity for involvement of the contractor during the design process for the purpose of providing the architect with feedback on constructability and other design issues; and
Whereas, Construction Management at Risk requires the Construction Manager to use prequalified subcontractors; and
Whereas, Construction Management at Risk allows for transparency of the overall bidding and construction process, including the costs incurred by the Construction Manager; and
Whereas, Construction Management at Risk has been shown to achieve significant MWSBE participation during the construction process; and
Whereas, Construction Management at Risk method has resulted in the consistent completion of projects on schedule; and
Whereas, Charlotte Mecklenburg Schools has concluded the Construction Management at Risk method is in the overall best interest of the below projects compared to the use of one of the delivery methods in G.S. 143-128(a1)(1) through G.S. 143-128(a1)(3):*

- South Mecklenburg High School - Renovation/Addition*
- Northwest School of the Arts – Renovation*
- East Mecklenburg High School – Renovation/Addition*

NOW, THEREFORE, BE IT HEREBY RESOLVED, that the Charlotte-Mecklenburg Board of Education selects the above projects for the Construction Management at Risk construction delivery method in accordance with G.S. 143-128.1.

B. Recommend approval of administrative personnel appointment.

- Harrison Conyers, Jr., named co-principal at Reid Park Academy. Mr. Conyers has a Bachelor of Science, Applied Mathematics, Voorhees College, Denmark, South Carolina and Master of Science, Educational Leadership, Cambridge College, Boston, Massachusetts. Mr. Conyers previously served as principal at Warlick Academy, Gaston County Schools, Gastonia, North Carolina.*

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. and B., seconded by Paul Bailey, and the motion passed upon unanimous voice vote of the Board.

Chairperson McCray called upon Ann Clark to introduce the personnel appointment. Ann Clark provided an overview of the appointment of Harrison Conyers, Jr. as noted under Consent Item B. Ms. Clark said we excited about the appointment of Mr. Conyers who is returning to the CMS family and the co-leadership model at Reid Park Academy. Ms. Clark invited Mr. Conyers to stand to be recognized by the Board.

Tim Morgan recognized Boy Scout Troop 79 from Carmel Presbyterian Church. The scouts attended the Board meeting as part of their work towards earning a Citizenship in the Community Merit Badge.

III. ACTION ITEMS

There were no Action Items on the agenda.

IV. REPORT/INFORMATION ITEMS

A. Report/Update on Strategic Plan

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

Chairperson McCray called upon Ann Clark to introduce the report on Strategic Plan. Ann Clark said the Board has previously received Strategic Plan updates on Departmental Scorecards and Key Performance Indicators. This report will provide an overview of a new approach to manage major projects that are critical to the success of the *Strategic Plan 2018*. CMS has followed a Project Management Oversight process and the new approach will enhance that process. Ann Clark called upon Talla Rittenhouse, Executive Director Strategy Management, and Shauna Bell, Broad Fellow, Strategy Management, to present the report. Shauna Bell provided the Board with an overview of the management process *Strategic Plan 2018: For a Better Tomorrow*.

- Alignment of District Work: Staff analyzed each department in CMS to understand how the organization is aligned. Balance scorecards were created for each department so the work of the department was directly aligned to the *Strategic Plan 2018*.
 - Strategic Plan identifies the mission, vision, goals, and objectives. Strategies and measures are developed to track results.
 - Balanced Scorecard: Internal tool for performance utilizing leading indicators to define department work for the year.
- *Strategic Plan 2018*, Goal 5: Optimize district performance and accountability by strengthening data use, processes, and systems.
 - Focus Area 1: Effective efficient process and systems.
 - Strategy 5: Create a clear process for new initiatives to go from concept to completion.
- Strategic Plan Management Tactics: The management process will ensure efforts are effective. Oversight will be utilized to ensure the desired outcomes and allow for checkpoints for remediation and control activities based upon the data.
 1. Implement a staged process for project creation.
 - Stage Gate Model.
 - Project Prioritization Model.
 2. Increase accountability of project through an oversight committee.
 - Strategic Initiative Management Committee (SIMC) formerly known as PMOC.
 - Project Management Oversight (PMO) for department level projects.
 3. Create and utilize standardized tools and electronic submissions.
 - Standard charter and project management documents.
 - SharePoint site.
- CMS Stage-Gate Model: A Stage-Gate Model is a project management technique where an initiative or project is divided into stages separated by gates. At each gate, the continuation of the project is decided by a manager or steering committee based on information available at the time. Gates: Discover → Analyze → Design → Plan → Implement →

Control.

- Next Steps:
 - Use the Stage Gate Model to test the feasibility and robustness of the process.
 - Complete and align prioritization model.
 - Finalize common documents.
 - Build SharePoint site for electronic submissions and document storage.
 - Create detailed roll-out plan and provide training of strategic plan management plan.

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

- Paul Bailey suggested staff review benchmarks from outside the CMS organization as well as other schools districts that may have gone through a similar project process. Ms. Bell said the Stage Gate model is mostly used in the private sector and one school district is in the early stages of implementing the model. Mr. Bailey asked will the process prioritize or rank projects? Ms. Bell said there is a lot of good work taking place in the District and leadership is ranking those projects but ongoing projects will have to be balanced with available resources. Ms. Clark said an early lens for evaluating project priorities are those that are the most cross-functional with dependencies in multiple departments or a true district-wide initiative such as Literacy. Mr. Bailey said a challenge of this type of process is that there are funds available for the first three or four years but after that you realize you may not have enough staffing and funding to do what you really want to do to accomplish the project. Ms. Clark said staff will welcome input from Board members who may have experienced this process in the private sector or recommend those in the community who would want to support CMS in this effort.
- Eric Davis said the Board decisions for what not to do are as important as what to do. Mr. Davis commended Superintendent Clark on staff's efforts to bring this initiative before the Board. This type of coordinated effort is critical for an organization such as CMS with limited resources in order to maximize the individual output of every team member as this approach provides a multiplier effect. This approach causes us to be forward thinking and not just satisfied with what we are doing today. This approach urges CMS to seek methods for improvement to continue moving in a forward motion. Ms. Clark said this effort will be valuable and serve CMS well as an organization.
- Ericka Ellis-Stewart said she supports the comments by Paul Bailey and Eric Davis. Ms. Ellis-Stewart asked questions regarding capacity building around skill sets for project management certification and asked if this process will drill-down to the schoolhouse? Ms. Clark reported project management training is a part of the strategy management process and every department in the district will participate in the initiative. The new way of doing business includes the development of process maps and process map execution for each department and principals will be able to participate in that training. Ms. Rittenhouse said for the process improvement and project management work we are seeking input from school leaders to identify projects to be included in a district-wide focus. At this time, the greater need is with our departments so they can better serve our schools. Ms. Ellis-Stewart urged staff to ensure an important part of the process includes identifying efficiencies in order to create cost savings because that will quantify as a measure of success. Ms. Clark said another opportunity of efficiency equates to freeing up staff time in order for it to be

redirected to a higher and best use which is beneficial to an organization.

- Tom Tate hopes the process will keep CMS moving forward even with the transition of staff. Ms. Bell said everything in the process will be completed electronically so that all information in every gate will be housed in one specific place. This will allow for the management of the project with the transition of staff because all the information and decisions made will be within that one space. Once the project is closed out, the closed out report will provide the information learned, outcomes, and what should have been done differently.

B. Report/Work Session on 2015-2016 Charlotte-Mecklenburg Schools 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 Board of Education 2015-2016 Operating Budget. Superintendent Clark said the report will provide a brief update on the 2015-2016 Budget process but at this time new information from the County and State is limited. Following the brief report by Sheila Shirley, Chief Financial Officer, and Dennis Covington, Executive Director of Budget Development and Planning, Board members may ask questions and provide feedback on the 2015-2016 Operating Budget. The opportunities for new initiatives will be limited because of the limited funding and the focus of the budget will be on growth and sustaining costs. Superintendent Clark will present the Superintendent's 2015-2016 Operating Budget recommendation to the Board at the April 14, 2015 Regular Board meeting. Ms. Clark thanked the community and Board members for attending the Community Engagement Meetings, *Superintendent Coffees*, and Budget Community Meetings. CMS will hold additional Community Engagement Meetings after the 2015-2016 Budget recommendation is presented to the Board in order to get community feedback on the proposed budget recommendation. Sheila Shirley and Dennis Covington provided an overview of the following:

- **2015-2016 Operating Budget Development:** The process began with an inclusive approach to budget development to establish 2015-2016 operating budget priorities. The process included feedback from Board of Education Budget Work Sessions, Superintendent's Teacher Advisory Council, Community Engagement Sessions, Student Engagement/Youth Advisory Council, and Hold'em Exercise with CMS Senior Leaders (executive staff, principals, executive directors, and directors).
- **Common Themes on Budget Priorities:** Common themes emerged based on feedback from various stakeholders:
- **District Leaders Priorities:** Literacy, Our North Star, Social and Emotional Support, Competitive Advantage/compensation, and Organizational Culture.
- **Staff and Community Groups Priorities:** Salary increase for all staff, maintain current level of teacher assistant positions, expanding literacy supports, and strengthen student support services.
- **CMS Senior Leaders' Priorities:** Quarterly School-based Professional Development, Maintain teacher assistant ratios for K-3, develop and implement Literacy Framework, and Phase II Social and Emotional Supports for Students.
- **STAC Priorities:** Maintain teacher assistant ratios for K-3, Salary increase for instructional staff, Salary increase for all staff, maintain current levels of transport

funding/services, and strengthen student support services.

- CMS Youth Advisory Council Priorities: Maintain teacher assistant ratios for K-3, expand school options – new schools and magnets, and 1% salary increase for certified staff.
- Community Engagement Sessions Priorities: Salary increases for all staff (beyond what the State does), salary increase for instructional staff (complete State increase), maintain current level of teacher assistants, expand literacy supports, strengthen student support services, maintain current levels of transportation funding/services, add more Pre-K classes, and provide mobile devices to more students.
- Governor’s Budget Proposal Overview.
- Sustaining Operations and Growth Cost Highlights.
- 2015-2016 Increase in County Funding Request:

Charter School pass-through funding (includes \$400,530 for Virtual Charter Schools)	\$ 8.0 million
Sustaining Operations (includes \$2.6 million for Driver Ed)	\$ 4.5 million
Student Growth and additional space	\$5.8 million
Investing in CMS Employees (includes \$5 million for local impact of state-mandated increases for certified staff and \$9.8 million for a 2% salary increase for remaining employees)	\$16.2 million
Literacy and Student Support Services	\$8.8 million
Reduction and Redirections	\$(3.4 million)
Increase over last year	\$39.9 million

- 2015-2016 Total Operating Budget (all funding sources):

	2015-2016 Proposed Budget	2014-2015 Adopted Budget	Percent Change
State of North Carolina (assumes State will fund growth)	\$773,040,553	\$749,327,262	3.2%
Mecklenburg County	\$428,129,792	\$388,236,594	10.3%
Federal and Other Grants	\$148,547,778	\$153,673,260	(3.3%)
Other and Special Revenues	\$19,397,730	\$20,658,033	(6.1%)
Total Revenues	\$1,369,115,853	\$1,311,895,149	4.4%

Ms. Shirley reported the numbers are preliminary and based upon information as of today and we reserve the right to make changes to the final numbers from the County and State. Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments.

- Rhonda Lennon addressed concern regarding the negative funding impact on CMS for virtual and charters that overestimate their enrollment, whether the State will recognize growth for school districts (CMS is anticipated to have an increase of 2,400 students and charter schools an increase of 2,000 students), and the decreased State funding for Driver Education (the per student cost to CMS is \$300 but CMS can only charge the student \$65.00). CMS must provide Driver Education for every student in Mecklenburg County and last year provided 8,800 students Driver Education and 25% of those students were non-CMS students. Ms. Lennon said it is important to note that \$37 million in the proposed CMS budget goes directly to charter schools.

- Paul Bailey expressed concern about the State decrease in Driver Education and asked what must CMS provide each student for Driver Education? Ann Clark provided an overview of State Statute 115C-215, *Administration of driver education program by the Department of Instruction* and Board members will be provided copies. Guidelines include six hours of instruction, six hours of actual driving experience, and one hour of motorcycle safety awareness training. Ms. Clark reported many people are concerned about the State making compromises to the quality and services of the Driver Education program because it minimizes the safety of our new drivers on the roads. In addition the statute states that a standardized program of driver education will be offered at the public high school for all physically and mentally qualified persons. It does not specify that a student must be enrolled in the school district. Mr. Bailey urged CMS to pursue clarification on the State statute, particularly regarding the non-CMS students.
- Ericka Ellis-Stewart urged staff to move quickly on finalizing the 2015-2016 Budget recommendation and she noted that if everything is put forth to advance the strategic plan, CMS is considering a \$55 million request from the County. She expressed concern that the County may be anticipating a funding shortfall and she hopes CMS staff is striving to create efficiencies within the proposed budget. Ms. Clark said in developing the CMS budget, each department was asked to utilize the strategic plan as their guide and seek opportunities to redirect or cut dollars in order to hold ourselves accountable to the Board and the community. Ms. Ellis-Stewart said she would like to begin the budget process using a zero-based budget and a multi-year budget projection.
- Eric Davis commended the Governor on his proposed 2015-2016 Budget because it focused on the need to increase funding for education (increased pay for early teachers, funding growth, and resources for textbooks and technology supplies). Mr. Davis hopes the proposed items in the Governor's Budget makes it through the legislative process and he agreed that CMS needs additional funding for increased pay for experienced teachers and an increase in the number of teacher assistants. Mr. Davis urged Superintendent Clark to assume growth will be funded and to start the process to aggressively hire the talent needed by CMS. Mr. Davis said his budget priorities are increased pay for teachers, funding for professional development and support for teachers, and funding for the resources teachers need. Mr. Davis said this report did not include information on transportation and Bell Schedules and he asked for an update on that information.
 - Ms. Clark called upon Brian Schultz, Chief Academic Officer, to provide information on Bell Schedules. Ms. Clark reported the School Time Task Force developed three recommendations: 1. Reduce the elementary school day by thirty to forty-five minutes. 2. Eliminate the 4:15 p.m. dismissal tier schedule for elementary and middle. 3. Consider a study at a later time on the start time for high schools. Ms. Clark reported for the schools with ratings of Ds and Fs, the Superintendent would not recommend to the Board that the time for the elementary school day be reduced by any number of minutes until the schools are at a level of student proficiency that meets the standards as set forth in the CMS *Strategic Plan* 2018. Ms. Clark said as a part of the School Time Task Force recommendation, she has communicated to the elementary school principals a district-wide non-negotiable that every elementary teacher has at least forty-five minutes of individual or team planning each day and this action will be effective the 2015-2016 school year.
 - Brian Schultz provided information on the Task Force Recommendations. Mr. Schultz

reported it is advantageous that the Board approved the early release dates in the calendar for next year because that will help add planning time for elementary teachers. Research indicates that quality planning time is equal to quality instruction. The recommendations of the Task Force included research on the importance of sleep and start times and its impact on learning and social/emotional issues. The recommendations also included research and discussion on time, people, and money. A key to moving students is having quality people in front of the students and that includes quality of staff and turnover rates. In reviewing the academic performance of the middle schools that shifted to the 4:15 Bell Schedule over the last three years, there was not a significant difference in academic achievement between the 4:15 and the non-4:15 schools. In the first year, there was a slight increase in meeting expected growth at the middle schools on the 4:15 Bell Schedule but in the following year they grew at a lesser rate than the non-4:15 schools. In the third year, the middle schools on the 4:15 Bell Schedule grew at a higher rate. The testing and growth models have changed over the years and it is difficult to depict a true trend on growth. The data over the past four years does not indicate a significant difference. At the elementary level, the schools on the 4:15 Bell Schedule showed a higher rate of meeting or exceeding growth than the non-4:15 schools. There is no preponderance of academic evidence that CMS should consider a change to the Bell Schedule. Regarding the people factor, the non-4:15 elementary schools had a higher turnover rate than the 4:15 schools. In fact, the 4:15 schools have a lower turnover rate than the district average and the non-4:15 schools. In the 2011-2012 school year, the turnover rate at the 4:15 middle schools was higher than the district average and the non-4:15 schools. For the two following years, the turnover rate at the 4:15 middle schools was lower than the district average and the non-4:15 schools. Mr. Schultz said based upon academic and people trends, there is not a need to make a change. The next factor is time. The research on time indicates that if you change times, elementary students are better suited to be on an earlier start time. Research also indicates that for middle and high school students, a later start time would be beneficial but from an academic perspective, as evidenced in CMS, there is no distinguishable difference for an earlier start time. There is a difference for the social and emotional piece (behavior, sleeping in class, etc). CMS is investing and will continue to invest in staffing for student support services.

- Impact of eliminating the 4:15 Bell Schedule: Changing the start time for the 4:15 students would impact over 52,000 students and for the most part these families have been participating in that schedule for three years. The financial impact on CMS would be approximately \$4.7 million in recurring costs and approximately \$500,000 in one-time non-recurring costs (costs would include buses, fuel, and bus drivers).
- Explore a later start time for high schools: To implement a later start time for high schools will create an impact on another area in CMS. In order to start high schools at a later time, CMS would need to purchase buses and reschedule all bell schedules which would impact all 147,000 CMS students. This option would cost approximately \$1 million in recurring funds and \$116,000 in non-recurring funds. CMS staff would not recommend this change. The Board could decide to wrap the recommendation to explore high school start times into the Comprehensive Student Assignment Review.

Mr. Davis thanked staff for the interesting facts. Mr. Davis understands why parents do not like the 4:15 Bell Schedule but he also knows many families that prefer the 4:15 schedule. The 4:15 schedule may cause a burden for some students who have after school activities and it may place a burden on some teachers. Unfortunately, CMS does not have unlimited resources and the Bell Schedule is a victim of reduced funding. The Superintendent has spent hours working with the community and staff looking for solutions in an effort to fix this issue but CMS has not found a solution that does not cost more money. This decision was made years ago in order to save jobs for teachers and minimize the impact in the classroom. Mr. Davis said until CMS is in a climate in which our funders are providing us more resources, we have done all we can do and he would not devote any more time to this effort. Mr. Davis urged staff to focus their time on the initiatives that will more greatly impact literacy, math and science skills, and professional development for teachers.

- Mary McCray reported boards of education throughout the United States are dealing with the same issues of school start time, pressure to improve student achievement, and not having enough time during the day to maximize student learning and provide teachers planning time. Ms. McCray recently attended a national conference that discussed adding time at the end of the day in order for teachers to do planning. Chairperson McCray expressed concern regarding verification of enrollment in virtual charter schools because that will negatively impact funding for CMS. Ms. Clark said this year will be the first registration process for virtual charter schools and CMS staff is reviewing the programmatic details and will keep the Board informed on how the new process will work.
- Tim Morgan addressed concern that of the \$27.6 million of the proposed CMS budget request from the County only \$19.6 million is actually for CMS because \$8 million of that request will go directly to charter schools. CMS does not have control over the funds that go to charter schools and charter schools do not have to come before the Board of Education or the County to discuss their student achievement or what they do with the funds. Ms. Clark said charter schools are not accountable to the Board of Education and not required to provide evidence of their school plans. Mr. Morgan said the Board of Education is responsible for public education in Mecklenburg County and has been working on the 2015-2016 Budget since November 2014. Mr. Morgan expressed concern regarding the CMS budget process with the State and the County because CMS must develop its budgets prior to knowing what it will receive from its budget partners (30% from the County and 60% from the State) for a budget year that begins July 1. CMS must present its budget request to the Board of County Commissioners by mid-May. Most often, CMS does not receive its funding determination from the County and State until late July or early September. Mr. Morgan would like to see changes to the budget timeline process.
- Thelma Byers-Bailey addressed concern that the best teachers available to accept new positions in school districts is in April but CMS does not know if they have approved funding to offer contracts to teachers until July or later. To get the most qualified teachers, CMS must be able to begin its hiring process in April.
- Tom Tate thanked staff for the report. Mr. Tate said this Board is a Board of Education and our primary responsibility is ensuring we do the best job of educating every student that comes to CMS. Education requires buses, cafeteria workers, teachers, teacher assistants, supplies, and time. If the Board cannot figure out ways to provide the best educationally for our students, students are the ones that will suffer. The Board's budget decisions must be for the purpose of educating every student and maximizing their ability to get what they

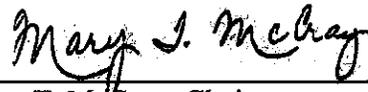
need in CMS and that includes school counselors, social workers, psychologists, and teachers. The Board must stay focused on education in moving forward.

ADJOURNMENT

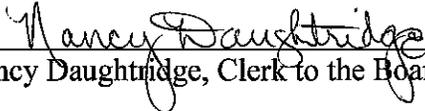
Chairperson McCray called for a motion to adjourn the meeting.

Upon motion Ericka Ellis-Stewart that the Board adjourn the meeting, seconded by Thelma Byers-Bailey, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 7:50 p.m.



Mary T. McCray, Chairperson



Nancy Daughtridge, Clerk to the Board