

Approved by the Charlotte-  
Mecklenburg Board of Education  
September 11, 2007  
Regular Board Meeting



Charlotte, North Carolina

April 10, 2007

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on April 10, 2007. The meeting began at 4:36 p.m. and was held in Room CH-14 of the Government Center.

Present: Joe I. White, Jr., Chairperson;  
Molly Griffin, Vice-Chairperson, (District 5);  
Kaye McGarry, Member At-Large;  
Trent Merchant, Member At-Large;  
Larry Gauvreau (District 1);  
Vilma D. Leake (District 2);  
George Dunlap (District 3);  
Tom Tate (District 4); and  
Ken Gjertsen (District 6)

Absent: There were no absences

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Maurice Green, Chief Operating Officer; James G. Middlebrooks, attorney from Helms Mulliss & Wicker, PLLC, representing the Board; and Nancy Daughtridge, Clerk to the Board.

**Upon motion by Mr. Tate, seconded by Ms. Griffin, the Board voted unanimously of those present for approval to go into Closed Session for the following purposes:**

- **To consult with the Board's attorneys on matters covered by attorney-client privilege including but not limited to the litigation against (a) Chris and Wendy Hawkins and (b) Randy Thomas;**
- **To consider the performance of specific employees; and**
- **To instruct the Board's attorneys and negotiating agents concerning the Board's position in negotiating the price and other material terms of proposed contracts for the acquisition of real estate.**

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

Chairperson White reconvened the Regular Board Meeting at 6:18 p.m. in the Meeting Chamber of the Government Center. CMS TV Channel 3 televised the meeting.

Present: Joe White, Chairperson;  
Molly Griffin, Vice Chairperson, (District 5);  
Kaye McGarry, Member At-Large;  
Trent Merchant, Member At-Large;  
Larry Gauvreau (District 1);  
Vilma D. Leake (District 2);  
George Dunlap (District 3);  
Tom Tate (District 4); and  
Ken Gjertsen (District 6)

Absent: There were no absences

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Members of Executive and Senior Staffs; James G. Middlebrooks, Attorney from Helms Mulliss & Wicker, PLLC, representing the Board; Carole Hamrick, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

## **I. CALL TO ORDER**

Chairperson White welcomed everyone to the Board's Regular monthly business meeting. He apologized for starting the meeting late and noted that the Board had been conducting business in Closed Session.

### **A. Pledge of Allegiance**

Chairperson White introduced Michaela Amato, an eighth grade student at Davidson International Baccalaureate Middle School, to lead those present and in the viewing audience in the Pledge of Allegiance and speak to the April character trait of "perseverance." Chairperson White said Michaela is a student who always strives to do her best both at school and outside the classroom. She has maintained an academic position on the Honor Roll; ranks in the top five percent of her class; and has received state recognition for the Duke Tips Program. Michaela exceeded the expectations of the IB Program by completing over 150 hours of community service. She has been involved as a team volunteer for the Cornelius Elementary School's Odyssey of the Mind Program and as an after-school tutor for ESL students. Her leadership is shown daily in the halls and classrooms of Davidson IB Middle School by her positive attitude and willingness to help anyone in need. She is a member of the National Junior Honor Society and a past winner of the Do the Right Thing Award. She plays soccer, piano, and is an active member in her church youth group. Chairperson White introduced Michaela's parents, Michael and Patricia Amato, and her principal, Dr. Jo Carney. Michaela said perseverance is the way to live life and, as people, we should strive each day to be a better version of ourselves. Perseverance provides us the initiative to reach our potential and to succeed. Michaela invited everyone to stand and join her in reciting the Pledge of Allegiance.

### **B. Adoption of Agenda**

**Mr. Tate moved, seconded by Ms. Griffin, that the Board approve the adoption of the agenda, and a discussion followed.**

**Mr. Gjertsen moved that the Board approve adding an Action Item to authorize a request to the Board of County Commissioners for Certificates of Participation (COPs) to fund any of the public/private partnership projects, seconded by Ms. McGarry, and the Board voted 9-0 to approve the motion.**

Chairperson White said this item would be added to the agenda as IV.C.

**Mr. Dunlap moved, seconded by Ms. McGarry, that the Board adopt the agenda as amended, and the Board voted 9-0 to approve the motion.**

C. Community Report

▪ Equity Committee

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman said this item is the Annual Report from the Equity Committee. Dr. Gorman called upon Tom Tate, Board liaison to the Equity Committee, to make comments and Julian Wright, Chairperson of the Equity Committee, to present the report. Mr. Tate commended the Equity Committee for their hard work on verifying that CMS is providing equal educational opportunities for all students to achieve at their highest level of potential. Mr. Wright recognized the members of the Equity Committee; reviewed the definition of equity as defined by the Equity Committee and endorsed by the Board; and reviewed the role, goals, and task of the Equity Committee. The role of the committee is to help the Board and administration to monitor equity and serve as a watch dog so that equity (the fair distribution of resources) can be better achieved. The goal is to ensure that every school has the same resources in terms of numbers of teachers, textbooks, computers, and supplies it needs to educate all the children that it serves. The task is to ensure that no students are left behind or allowed to unnecessarily fall behind other students because of the resources that CMS can and does provide. Mr. Wright reviewed a school grading system that was developed by the Equity Committee based on the percentage of students the school had at the end of the 2006 academic year which included testing on grade level, disparities in achievement by geography, socio-economic status, and race found throughout the district. The data for geographic disparities by Learning Communities among the schools suggests to the Equity Committee the following:

- CMS is a long way from achieving equity.
- More needs to be done or more students in the northeast and west will find it harder to compete “locally, nationally, and internationally.”
- Without change, problems will persist in these geographic areas as students matriculate through CMS.

The data for disparities by socio-economic status and race suggests to the Equity Committee the following:

- Gaps are lowest in elementary schools.
- Gaps are highest in high schools.
- African-American, Hispanic, and free-and-reduced lunch students in particular confront equity challenges.
- The aggregation of poverty impedes achievement and threatens to thwart equity.

Mr. Wright reviewed specific equity challenges for 2007 as follows:

- Quality teachers and faculty.
- Buildings and Bonds.
- Communication about Equity.
- Hard conversations.
- Hopes and concerns from the *CMS Strategic Plan 2010*.

Mr. Wright said the Equity Committee makes the following pledges:

- Continue to work with the Board towards equity.
- Improve communications.
- Examine Talent Development and Exceptional Children Programs.
- Hard conversations.
- Probe student achievement data.
- Continue school tours.
- Promote equity and continue to persevere.

A discussion with Board members followed.

Mr. Tate thanked the committee for their hard work and noted that there is still much work to be done to reach equity. He said the Board agreed to meet with the Equity Committee on a regular basis and he will follow up on coordinating those meetings. Ms. Leake said this is a committee that is appointed by the Board and the Board appreciates their hard work and the accurate information they provide. Ms. Leake said it is important that the Board take action regarding the Equity Report. She said education is our core business and this information should be given to Dr. Gorman so that he can address these concerns with staff. Ms. Leake offered a motion to address this concern.

**Ms. Leake moved that the Board authorize Dr. Gorman to work with staff, based upon the recommendations, to move forward in correcting some of the ills in the schools, and a discussion followed.**

Chairperson White said we have always done this in the past and invited Dr. Gorman to respond. Dr. Gorman said he looks forward to working on issues and attending the Joint Meeting with the Equity Committee which will provide a better understanding of the specific direction the Board would like staff to take on redirecting resources for funding. Dr. Gorman believes these topics will be discussed at the Joint Meeting. Ms. Leake said this did not address her motion to the Board to authorize the Superintendent and to support the Equity Committee's recommendations. She expressed concern that historically the Board has only received the annual reports from the Equity Committee and has never taken action on the recommendations. Ms. Leake asked that her motion be voted upon by the Board. Dr. Gorman asked Ms. Leake to clarify her motion because the recommendations from the Equity Committee are very broad and does not provide a checklist that can be immediately responded to.

**Ms. Leake moved that the Board authorize Dr. Gorman to work with the Equity**

**Committee and staff and, based upon the recommendations, to correct those that can be corrected through the process, and that staff support correcting the problems within the district, seconded by Mr. Dunlap, and a discussion followed.**

Chairperson White believes it would be more appropriate to discuss this at the Joint Meeting with the Equity Committee but because there is a motion on the floor with a second it must be discussed at this time. Mr. Merchant said the report is very powerful and it should be a wake up call to the Board. The report was an effective way of putting the information together but it does not include specific recommendations that should be implemented. He is not sure what action can be taken at this time. He suggested the Board continue with a renewed emphasis to its commitment to address these concerns. Mr. Merchant does not believe a motion is needed at this time. Mr. Dunlap said he seconded the motion because he believes the Board should meet with the Equity Committee to clarify the specific points the Board would like to focus on and he knew the motion could not be discussed without a second.

**The Board voted 1-8 on the motion and the motion failed. Ms. Leake voted in support of the motion. Chairperson White, Ms. Griffin, Ms. McGarry, Mr. Merchant, Mr. Gauvreau, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted against the motion.**

## **II. REQUESTS FROM THE PUBLIC**

The following people discussed their concerns regarding Garinger High School which focused on school staff; the needs of the students; displacement of staff; and the athletic department:

- Darrell Grier
- Maxine Goodwin
- Marvin Goodwin

Blanche Penn discussed the Positive Student Impact Project and encouraged the community to pull together to positively influence children. One of the initiatives of this effort is a Pull'em Up campaign which is focused on pulling up for success, test scores, grades, attitudes, respect, and pants. A workshop for parents and a press conference is scheduled for April 28<sup>th</sup>.

Pam Grundy represented Mecklenburg ACTS. She discussed the importance of smaller class size. She encouraged the Board to budget for additional elementary teachers especially in the poverty schools.

Petronila Clark represented the Winners Plus Agency. This is a youth advocacy agency which provides support to at-risk teens, teens with disabilities, and their siblings. These students will present a play on the peer pressures they face in and out of school. The play will be held at West Charlotte High School on May 20<sup>th</sup> at 3:00 p.m. and 7:00 p.m.

Deborah Dogan has two grandchildren in the CMS system. She expressed concern that CMS has continued to fail black children. She encouraged Dr. Gorman to close the achievement gap between white and black children.

Dwayne Collins discussed The Pull'em Up campaign which is focused on positively impacting students regarding their education, dress, respect, and attitudes. He encouraged the whole

community to support this campaign.

Patsy Burkins spoke on behalf of Dr. Ricky Woods, representing the Baptist Ministers' Conference. She encouraged the Board to make the Equity Committee's recommendations a high priority and to provide more funding in the classrooms and delivering academics.

### III. CONSENT ITEMS

- A. Recommend approval of minutes.
  - March 23, 2007 Work Session
  - March 22, 2007 Closed Session
  - March 20, 2007 Work Session (two sets)
  - March 15, 2007 Work Session
  - March 13, 2007 Closed Session
  - February 27, 2007 Closed Session
- B. Construction Items.
  1. Recommend approval of an Energy United Electric Membership Corporation easement agreement on CMBOE property regarding Town of Huntersville's Canipe Park.
  2. Recommend approval of an easement agreement on CMBOE property regarding City of Charlotte (CATS) Shelter/Bench Project.
  3. Recommend approval to purchase a modular unit for Garinger High School.
  4. Recommend approval of construction contract for new Bradley Elementary School.
  5. Recommend approval of site package contract for new Belmeade Elementary School.
- C. Recommend approval of appointment of administrative personnel.
- D. Recommend approval of licensed/non-licensed hires for February 2007.
- E. Recommend approval for naming of new Elon Park Elementary School.
- F. Recommend approval of supplementary funding from North Carolina Department of Public Instruction: Title I, Part B for *William F. Goodling Even Start Family Literacy Program* for Even Start.
- G. Recommend approval of supplementary funding from US Department of Education, Office of Innovation and Improvement, for *Transition to Teaching Program* for Human Resources.

**Ms. Griffin moved that the Board approve Consent Items A. thru G., seconded by Ms. McGarry, and the Board voted 9-0 to approve the motion.**

Dr. Gorman reviewed the administrative appointments as follows:

- Katherine Meads named Executive Director of English as a Second Language (ESL) Education. Ms. Meads previously served as Director of Second Languages.
- Karin Dancy named Director of Grant Development. Ms. Dancy has worked as a Grant Developer in CMS since 1998.
- Katy Dula named Director of Pre-kindergarten through Twelve Literacy and Writing. Ms. Dula previously served as Executive Coordinator of Education Services.

#### IV. ACTION ITEMS

##### A. Recommend approval of the Capital Program Management Services Contract

Chairperson White called upon Dr. Gorman to introduce the recommendation. Dr. Gorman said this item is the approval of the Capital Program Management Services Contract and he called upon Guy Chamberlain, Associate Superintendent for Auxiliary Services, to provide a summary of the selection process. Mr. Chamberlain said Bovis Lend Lease has been providing program management services for CMS since 1998. The services include the supports necessary for planning, programming, bidding, managing construction, closing out contracts, and warranty follow-up. The Bovis personnel have been integrated into the CMS construction management organization and, on a day-to-day basis, it is a seamless organization. The compensation rate that CMS is currently paying Bovis Lend Lease is 1.98% times direct personnel expense compared to an industry average of 2.5% to 3.0% times direct personnel expense. Currently, the Bovis compensation is less than 2.4% of total project costs compared to the average rate across the country of 3% to 8%. The premium CMS pays to have Bovis on board is less than 1% and they provide a higher caliber of personnel than what CMS could provide through its own salary structure. On January 31, 2007, CMS issued a Request for Qualifications (RFQ) for program management and staff augmentation services was publicly advertised, and copies were e-mailed to ten firms that expressed an interest. Two management firms submitted qualification statements: Southern Management and Bovis Lend Lease. Mr. Chamberlain reviewed the qualifications of both firms. Mr. Chamberlain said staff recommends a contract extension to Bovis Lend Lease because they are integral to the planning of projects for the 2006 Bonds which have already been approved by the County, the 2006 COPs, the 2006 authorization for public/private partnerships, as well as any 2007 future funding. Mr. Chamberlain said the fees were not renegotiated because staff believes Bovis Lend Lease is providing their services at a rock bottom price. Mr. Chamberlain noted the contract could be renegotiated at any time going forward but he would not recommend that at this time.

**Mr. Dunlap moved, seconded by Ms. Leake, that the Board approve the Capital Program Management Contract with Bovis Lend Lease, and a discussion followed.**

- Mr. Gauvreau said he would not support the motion because he is opposed to the Minority and Women-Owned Business Enterprise (MWBE) language that is embedded in the contract and the contract was not renegotiated. He is not necessarily opposed to Bovis Lend Lease, the vitality of their services, or the caliber of their employees. He is opposed because CMS is relying on their services, it is costing CMS millions, and CMS is throwing money away. This is wrong and the process was a waste of time because it is the exact same contract that has been in place for ten years.
- Mr. Dunlap said this contract includes much more than was reviewed. A few years ago, CMS completed a Disparity Study and, based upon those results, the Board set MWBE goals so that more companies would have an opportunity to have a contract with CMS. This contract was put out to bid and the process established by the Board was followed. The results indicate that Bovis Lend Lease can provide the best services for the money. This process will not make everyone happy but it honors the goals set by the Board. Mr. Dunlap believes Bovis Lend Lease provides CMS quality staff and services for the money

and manages the contracts efficiently. He encouraged the Board to support the motion.

- Ms. McGarry said she was supportive of putting the RFQ out to bid. She believes it would make good business sense to renegotiate a contract after ten years. She does not mind staff's recommendation to select Bovis but she is opposed to the contract not being renegotiated. Ms. McGarry offered the following motion.

**Ms. McGarry moved to amend the motion that the Board authorize staff to renegotiate the contract with Bovis Lend Lease, a second was not given at this time, and a discussion followed.**

- Ms. McGarry asked did staff consider allowing Southern Management to do a portion of the business with CMS? Mr. Chamberlain said he is not opposed to renegotiating the terms of the contract if that is what the Board wishes. He said some of the staffing required for this service has been reduced over the last two years and we will continue to do that. CMS worked with two different program management companies in the past and that did not work well. Staff was impressed with Southern Management as there are other services that they provide, and staff is considering other opportunities for that firm. Ms. McGarry asked if it was appropriate to amend the motion. Chairperson White said that it would be in order to offer a substitute motion.

**Ms. McGarry made a substitute motion that the Board approve Bovis Lend Lease to provide the Construction Program Management Services and authorize staff to renegotiate the current contract, seconded by Mr. Gauvreau, and a discussion followed.**

- Mr. Gauvreau asked for clarification on the motion. He believes there is confusion regarding the motion and he wants it to be clear. Chairperson White said the substitute motion states that the Board will reapprove Bovis Lend Lease and will renegotiate the current contract. Ms. McGarry said that is the intent of her motion.
- Mr. Merchant said he believes it made good business sense to resubmit the RFQ but he does not believe it makes good business sense to now renegotiate a contract because we have identified Bovis as being the only qualified firm to meet our needs. He does not believe CMS is in a position, at this point, to renegotiate. Ms. McGarry said she compares this to when CMS agrees to purchase land and renegotiates the purchase for a better price. She believes the contract can be renegotiated for a better price.
- Mr. Gauvreau said this contract involves hundreds of millions of dollars and the contract must be redirected. He said previously that CMS should not have done a RFQ. Mr. Gauvreau asked how much has CMS paid Bovis in fees to-date? Mr. Chamberlain said that amount is a matter of record and he will be glad to share that with him at a later time. Mr. Gauvreau said he believes the amount is \$30 to \$50 million and he believes that is too much money to have been spent. CMS should have done an RFP for that amount of money. He believes this is not going far enough and the Board should put some scrutiny on what is clearly the mismanagement of a facility program.
- Ms. Leake said no one has ever brought charges against the Board to state that we have mismanaged money in this system. Mr. Gauvreau asked for a Point of Information and Ms. Leake declined the Point of Information. She said the general public does not have the perception that the Board mishandles funds.



- Mr. Tate said he would vote against the substitute motion. He expressed concern that Board members use language that alleges the Board has mismanaged funds or programs. He would like to avoid this type of language in the future because there is no evidence to substantiate mismanagement. He believes the Construction Management Program has been very effective and has saved CMS money. He will support the original motion.
- Ms. Griffin said she has the same concerns as Mr. Tate.
- Mr. Dunlap said the findings of the Martin Committee included CMS ran a good program and there were no indications of mismanagement. He does not believe it is necessary to renegotiate the contract at this time because Mr. Chamberlain explained that CMS currently has a price that is below industry average.
- Mr. Gauvreau said he has previously talked about the mismanagement of the programs. He said when there are tens of thousands of students without a seat in schools and there is no real viable plan to fix that, short-term or long-term that is financially possible, there is a problem. He said this is the responsibility of the Board in conjunction with program management services. He believes it is important the Board stress scrutiny in this matter. He said mismanagement is evident because high school construction has increased to \$57 million from \$47 million in one year.
- Ms. McGarry said she is not talking about mismanagement. She is talking about a two step process. One, to identify the program management company which the committee has identified as Bovis Lend Lease. Second, reviewing the contract to see if any parts of the contract should be changed which she believes there are some.

**The Board voted 2-7 and the substitution motion failed. Ms. McGarry and Mr. Gauvreau voted in support of the substitute motion. Chairperson White, Ms. Griffin, Mr. Merchant, Ms. Leake, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted against the substitute motion.**

**The Board voted 7-2 on the original motion and the motion passed. Chairperson White, Ms. Griffin, Mr. Merchant, Ms. Leake, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted in support of the motion. Ms. McGarry and Mr. Gauvreau voted against the motion.**

Mr. Gauvreau asked for a Point of Personal Privilege. He said he would like to point out some good news regarding the Consent Agenda. It included a contract for the new Bradley Elementary School which will cost \$1 million less than many elementary schools that have been built recently. He said this is a result of the bidding process and encouraged CMS to do this more often because they have the potential of saving millions of dollars in constructing schools. Mr. Dunlap asked for a Point of Personal Privilege. Mr. Dunlap expressed concern about misleading the public because it is difficult to realize construction cost savings with the current increases in the costs of construction materials such as steel, plastic, gasoline, etc.

**B. Recommend approval of proposed 2007-2008 Charlotte-Mecklenburg Board of Education Budget**

Chairperson White called upon Dr. Gorman to introduce the recommendation. Dr. Gorman said this is the recommendation for the proposed 2007-2008 Board of Education Budget. He said this is a process that involves many steps and after tonight there are still several steps to be completed. He commended the Board and staff for their many hours of hard work on

preparing the budget. This recommendation is a proposed budget that will not be complete until after we receive the final budget numbers from the County and the State which will happen later in the year. The resources of the budget have been focused on student achievement. The budgeting process has included a review of needs, expectations, sustaining operations, growth, and opening new schools. We have attempted to fund program expansions and new initiatives through redirections and reductions. Dr. Gorman called upon Maurice Green, Chief Operating Officer, to present the changes to the proposed 2007-2008 Budget recommendation. Mr. Green said the proposed 2007-2008 Budget recommendation has been aligned with the Strategic Plan 2010. Staff has attempted to fund all new programs, expansions, and new initiatives with existing money. Requests for additional monies will be applied to sustaining operations, growth, and new schools. As we worked through the budget process, the Board became aware that the request to the County was approximately \$346 million which is approximately \$30.373 million over last year. During the Work Session process, the Board raised concerns regarding class size reductions. Methods to address class size reductions in Focus Schools, particularly in K-3 Focus Schools at the highest level of poverty, were discussed at the Board Work Session on March 23, 2007. The recommendation was to realign the budget to provide for fifteen additional teachers positions at Focus Schools with the highest level of poverty which would cost approximately \$730,000. Staff offset this expense by reducing the number of Broad Residents from four to two positions which provided \$120,000; non-personnel funds directed to new and existing departments by \$260,000; strong parent and community connections by \$150,000; and new recruitment strategies by \$200,000. Since the Work Session, staff has further reviewed the budget for areas to realign the budget to provide additional funds to be focused on reducing class size in K-3 Focus Schools. Mr. Green made the following reduction recommendations for the Board's consideration:

- Refine Eight-Plus Programs by eliminating nine positions at the Ninth Grade Academy at schools that have low numbers of eligible students, \$438,575.
- Eliminate the two remaining Broad Residents, \$120,000.
- Eliminate the Tech Connect Programs, \$205,488.
- Eliminate the Call Center, \$453,450.

The elimination of these items will allow funding for an additional twenty-five teacher positions for K-3 class size reductions in Focus Schools. The combined two recommendations will reduce the budget by \$1,949,221 and will provide forty additional teacher positions in the K-3 class size reduction effort for Focus Schools. These positions will be allocated to Focus Schools and the result will be a class size of approximately 16:1 in the K-3 Focus Schools. Mr. Green said it is important to note that this recommendation is not a guarantee that the schools will remain at a 16:1 ratio throughout the school year and that is not the intent of this recommendation. At the time of allotments, there will be a class size of 16:1 but this ratio will be impacted by student fluctuations and this may result in an inability to maintain this ratio throughout the year. These budget adjustments will allow the increase from the 2006-2007 County appropriation to remain at \$30.373 million. The total proposed 2007-2008 Budget is as follows:

<b>Budget Item</b>	<b>\$\$\$</b>
County Current Expense	346,534,208
State Current Expense	696,862,205
Federal Current Expense	90,647,276
Other Local Current Expense	28,861,138
Capital Replacement	10,500,000
Child Nutrition	63,255,963
After School Enrichment	14,598,194
Total	1,251,258,984

**Mr. Merchant moved, seconded by Mr. Dunlap, that the Board approve the proposed 2007-2008 Budget as presented, and a discussion followed.**

Mr. Gauvreau said he would not support the budget and would prefer that the three, two, and one minute discussion rule be suspended for discussion on this agenda item.

**Ms. Griffin moved, seconded by Mr. Gauvreau, that the Board approve suspending the three, two, and one minute discussion rule for this agenda item, there was no objection from Board members, and Chairperson White suspended the rule.** A discussion followed.

- Ms. Griffin said she would support Dr. Gorman’s budget recommendation including the changes made recently. She supports the concept of smaller class size as it is always a good thing for our neediest children. She said she wants to ensure that everyone is aware that Dr. Gorman’s proposed budget, as originally presented, was focused on equity to a very high degree and especially for the most at-risk children. Unfortunately, there is always more to do and it did not solve all of our problems. She said the Board had given Dr. Gorman direction to implement the Board’s Theory of Action, Core Beliefs, and Commitments. He developed a plan that in his opinion did that. The focus of the Board’s plan and Dr. Gorman’s plan was on closing the achievement gap and finding a way for every child to succeed. That is the goal of the Board and the goal of Dr. Gorman.
- Mr. Merchant thanked staff for being responsive to his ideas for improving the budget. He believes the revisions have improved the budget because it directs more resources to the schools with the highest needs. He agreed with the Equity Committee that aggregation of poverty does matter and it must be addressed. He is pleased that the bottom line has not increased from what was originally proposed. He realizes this is a lot of money and a compromised solution that incorporates suggestions from the Board members. He believes the proposed budget will help CMS be able to do its core business better. He encouraged the Board to support the recommendation.
- Mr. Dunlap thanked staff for being responsive to his questions and comments. He had concerns about the budget when it was first proposed. He is in favor of the changes and encouraged the Board to approve the budget recommendation as presented. He supports the concept of smaller class size because research has proven it helps those students who need it the most. This budget recommendation is responsive to the public because they also asked for smaller class size which this budget will deliver. He has closely reviewed the budget and he believes it offers the most opportunity for educating the most students. Mr. Dunlap supports the proposed budget because the budget supports teachers and

provides for smaller class sizes; deals with discipline and provides a designated location for chronic offenders; and provides for the Eight Plus Program which addresses the inefficiencies of students prior to entering high school to better prepare them for high school. Mr. Dunlap would prefer that the budget provide smaller class sizes for more students but he knows everybody cannot get what they want. He believes the budget is a step in the right direction in meeting the Board's commitment to teachers and educating students.

- Mr. Gauvreau expressed concern that the budget is a reckless continuation budget and not a zero-based budget. The budget is bureaucratic and its delivery to the public was deceptive. He questions each year whether the budget is educationally focused. He expressed concern that it dramatically increases the cost to taxpayers and grows the resource and employee base of CMS. He said this budget adds another layer between teacher and Superintendent but it is basically the same budget as in the past. This budget is an offshoot of a monopoly. Public education monopolies increase the cost to the consumer; lack innovation; and provide lower quality products as a result. Mr. Gauvreau said the budget is the most important thing the Board can do because it provides direction to a Superintendent. He said over a ten-year period, the CMS budget has increased 90% but student enrollment has only increased 35%. Mr. Gauvreau reviewed the increases in the budget compared to last year and ten years ago. This budget increased 10.6% compared to a 9.4% increase last year. Over the last ten years, employees have increased 5,000. Mr. Gauvreau believes the number of employees should be cut back to narrow focus towards programming that works. Public Information increased \$1 million which is a 25% increase over last year. Other concerning items in the budget include \$125,000 in advertising to the *Charlotte Observer*, media specialists assigned to the Achievement Zone which are unnecessary positions, and transportation costs increased \$8 million over last year and includes thirty-three additional buses which is a 75% increase in the last ten years. The Bright Beginnings Program data shows that results going forward are nil. This program can be reduced by \$7 million by serving 2,000 of the neediest students instead of 3,000. These funds could be used to reduce class size in the schools. The line item for student services and special populations is \$181 million. These two programs house many of the ESL Programs, bi-lingual education programs, and social programs that don't generate results. This item could be cut by 10% which would equate to \$18 million. He believes the Board should direct the Superintendent to redo the budget. Sustaining operations increased \$20 million and this item could be reduced by \$10 million. The \$9 million decentralization budget is a farce and should be eliminated from the budget. Mr. Gauvreau believes it would be more beneficial to include longer classroom instruction time in the budget rather than just one-hour in one elementary school pilot program. Mr. Gauvreau also expressed concern regarding the Magnet Programs and believes they should be scaled back. He expressed concern regarding the number of students that leave the school system during the year and believes that funding should be returned to the public or factored into the budget. He does not believe this budget is educationally sound, good for the kids, or fiscally responsible.

**Mr. Gauvreau made a substitute motion that the Board direct the Superintendent to revise the proposed 2007-2008 Budget and reduce it by \$50 million, seconded by Ms. McGarry, and a discussion followed.**

- Mr. Gauvreau said he has made recommendations to the Board and Superintendent where \$57 million could be cut from the budget and the school system would not miss a blink. This would show good faith to the public and should not be ignored by the Board.
- Mr. Merchant said Mr. Gauvreau makes good points and he would also be in favor of a longer school day at more schools. He said this budget shows innovation. This is a process that must take small steps and these are steps in the right direction. There are many magnet schools that are doing a great job in providing a great education. He encouraged the Board to approve the budget as amended and to continue to have these difficult conversations as this process continues.

**The Board voted 2-7 on the substitute motion and the substitute motion failed. Ms. McGarry and Mr. Gauvreau voted in support of the substitute motion. Chairperson White, Ms. Griffin, Mr. Merchant, Ms. Leake, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted against the substitute motion.**

The Board continued its discussion on the original motion.

- Ms. Leake said this budget belongs to the Board and the Superintendent. The Board is responsible for employing a Superintendent and presenting the budget. She has always voted to support the budget because of its value in the process of educating all children in the district. She believes it is all about the children and she has studied the budget to understand how it will impact the educational strength of the students and close the gap. She believes it is important to educate the students who need it the most because it is cheaper to educate rather than incarcerate. Ms. Leake said she has some concerns regarding decentralization and how it will impact the strength of educating the children throughout the district. She would like to see some of the people at Walton Plaza relocated to the classrooms where they are needed the most. She said this is a process of give and take but the items that are necessary for educating children should not be eliminated. She expressed concerns about maintaining programs in the budget that have not increased the test scores or academic achievement of students. She would like these programs removed from the budget. She has always supported the concept of smaller class size because it allows educators to work directly with children and it supports the weakest children. She would have liked for the budget to include extending the smaller class sizes to K-5 and middle school. She has struggled with making the right decisions for children. This budget will provide forty additional teachers in the schools that need it the most. She encouraged parents and the community to trust the Board to educate all children to be successful.
- Mr. Tate reviewed the Board's Vision and Mission statements and he noted they are focused on maximizing education for all students. The Board has spent a lot of time discussing this budget and it has been a process that involved give and take. This is a large budget but it is focused on educating all students throughout the district. There are items in the budget that could be tweaked including the weighted student-staffing model because it involves special challenges with the aggregation of poverty in certain schools. Mr. Tate said he wished there was more funding available so that all the proposed programs and additional teachers could be included in the budget. He commended Dr. Gorman for focusing the budget and the Strategic Plan 2010 on the Board's Vision, Mission, Core Beliefs and Commitments, and Theory of Action. He believes a budget is a

mission plan which puts the priorities in place. It is also a compromise which means a promise that we make together to commit to educating everyone. Mr. Tate said he would support the budget as presented.

- Mr. Gjertsen said he would support the budget. He has suggested that staff review every program, every position, and every penny that is spent to ensure that it is bringing CMS closer to academic achievement. The budget should be adopted only after we have made sure we are doing everything that we can. He believes this budget is taking steps to make positive changes. He supports the concept of smaller class sizes and the time spent with teachers engaged in education but to do this we must also have quality teachers which we are trying to recruit. We also must deal with the relevance of instruction and discipline, and these have been included in the budget. He questions whether it is worth eliminating the nine positions in the Ninth Grade Academy, the Tech Connect Program, the Broad residents, and the Call Center to provide the additional twenty-five teachers in the K-3 Focus Schools because those programs have a lot of value to offer CMS. He realizes it was a tough decision to make those cuts but understands we must work within our means. He would like to know the expected goals for each of the teachers, the current performance benchmarks for those students, and the expected goals for improvement for the smaller class sizes in the Focus Schools. He would also like a mid-year report on the results to better understand if this initiative is working. He is a results-driven person and he hopes the results will not show with the elimination of the valued programs that the costs are the same but the price was too high. He encouraged the Board to work with the Board of County Commissioners to stabilize the operational and capital funding for CMS because this budgeting process is insane. Mr. Gjertsen expressed concern that the Board would have to revise these numbers again in July or August after CMS has received the final numbers from the State and County.
- Ms. McGarry said there is a lot in the budget that is good; however, she has never supported the budget in the past because she believed it was misprioritized. She said this budget is inflated and not where she would like for it to be. She will vote to approve the budget but it is her second choice. She expressed concern that 86% of the expense of the budget is for people and CMS should review deployment methodologies and effectiveness. She asked if the deployment of central office is complete? Dr. Gorman said he would continue to review the reassignment of staff throughout the coming years and it will never be complete. He said the process for reorganization is contained in this budget but he would continue to make other staffing recommendations to the Board. Ms. McGarry asked should the debt service be on the operating side or the capital side? Sheila Shirley, Chief Finance Officer, said debt service would be paid for by the County and should be included in the operating budget. Ms. McGarry expressed concern that she submitted fifteen budget recommendations in February and never received a response. Her recommendations included expanding the extended school day for academics beyond one school; accountabilities for high school students; reevaluate or eliminate outdated or ineffective programs; hire retired corporate personnel as Lateral Entry Teachers; increase the number of Teach For America teachers; increase the merit-pay incentives; allow principals to recruit teachers at the school house level; increase accountability and responsibility at the school house level; and outsource non-instructional areas such as food service and transportation to better focus on the core business which is the education of K through twelve. Ms. McGarry said CMS should be an education system first rather than a

transportation system. She believes CMS should overhaul the transportation system to be more effective and efficient in transporting students. She also discussed her concerns regarding safety and tenure. She believes felons, thugs, and criminals should be expelled and CMS should partner with the sheriff. She believes the system should be able to work around tenure to be able to fire ineffective teachers. She also has a concern regarding the elimination of the Ninth Grade Academy and the Broad interns to provide funding to hire an additional twenty-five teachers for the K-3 Focus Schools because we are not fully staffed. She would prefer to keep the Ninth Grade Academy and the Broad Interns and she will not support that portion of the budget. She has concerns regarding decentralization, especially the number of offices and the square footage of those offices, but she will support this item at this time. She also has concerns regarding the increase in per pupil spending from \$8,148 to \$8,663. Per pupil spending has increased approximately \$500 each year over the past three years. Research has shown that it is not the money that gets results. She does not want to approve a budget that will cause the County Commissioners to raise taxes and hopes they will prioritize the monies in the county. Ms. McGarry expressed concern regarding the number of managers per staffers in some departments. She said she supports the reform initiatives in the budget.

**Ms. McGarry made a substitute motion that the Board amend the proposed 2007-2008 proposed Budget recommendation to eliminate the additional twenty-five teacher positions for K-3 Focus Schools and use that funding to include the programs that were eliminated or reduced (Ninth Grade Academy, the Broad Academy Interns, the Tech Connect Program, and Call Center), seconded by Mr. Gjertsen, and a discussion followed.**

- Ms. Griffin said she would not support the substitute motion, although she is also concerned about the elimination or reductions in the Eight Plus Program, Tech Connect, and the Broad Fellow interns because they are important programs. She would like the Superintendent to find other money or corporate funding to support those programs. She expressed concern about the schools that will not have adequate funding for the ninth grade students who are not on grade level. She suggested that those schools be given the specific expectations and the flexibility to use the available funds in the way they deem best. She will support the proposed budget as recommended by Dr. Gorman.
- Mr. Gauvreau expressed concern regarding the compromise to find dollars to accommodate a smaller class size.
- Mr. Dunlap said the Board could increase the budget by \$1.7 million to include those programs being eliminated or reduced.
- Ms. McGarry believes Dr. Gorman could find the additional funding to include those programs in the budget. She expressed concern regarding finding an additional twenty-five teachers when the teaching staff is not fully staffed. She suggested that the people at Walton Plaza be put back in the classroom to help with the shortages.
- Mr. Merchant asked if the funding for the Tech Connect Program was from a different source previously. Dr. Gorman said previously, it was funded from an outside source. The Chamber of Commerce, working in concert with others, provided funding for that program. This would have been the first year that we would have adopted the funding for that program.
- Ms. Leake wants to maintain the additional forty teachers for K-3 Focus Schools. She

suggested that the Broad Foundation provide the Broad interns at no cost to CMS and that the costs of decentralization be reduced to provide additional funding. She is happy that the budget includes a place for students who are suspended from one to ten days because she has been pushing this idea since 1997. She wants to ensure the new discipline plan will be fair, equitable, and legal for all students.

- Mr. Gjertsen said he agreed that small class size has value but he believes CMS would get better results from the programs that were eliminated in the proposed budget. He will support the motion.

**The Board voted 2-7 on Ms. McGarry's substitute motion and the motion failed. Ms. McGarry and Mr. Gauvreau voted in support of the substitute motion. Chairperson White, Ms. Griffin, Mr. Merchant, Ms. Leake, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted against the substitute motion.** The Board discussed the original motion on the floor.

- Mr. Gauvreau expressed concern that the budget includes sixteen transportation recruitment specialists.
- Chairperson White commended Dr. Gorman for his long hours and hard work on finalizing the budget recommendation. He said Dr. Gorman is dedicated to doing the right thing for children of the community. He also thanked staff and the Board for their hard work. He said the budget recommendation from the beginning was closely aligned and reflected the Board's Vision, Mission, Core Beliefs, and Theory of Action. He said he was reviewed the budget and there is not one item that someone in the community has requested. This budget is a compromise. He is happy it includes an additional twenty-five teachers and disappointed that important programs had to be reduced. He believes it would be irresponsible to present a request to the Board of County Commissioners that places them in a position to ask for a tax increase this year. This budget is about 133,000 students and he will support this budget.
- Mr. Gauvreau asked for ten copies of the 2006-2007 proposed Budget presented last year. He will personally point out the comparisons of the two budgets to the Board of County Commissioners for the two budgets.

**The Board voted 8-1 in support of the proposed 2007-2008 Budget. Chairperson White, Ms. Griffin, Ms. McGarry, Mr. Merchant, Ms. Leake, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted in support of the motion. Mr. Gauvreau voted against the motion.**

C. Recommend approval of a request for the Mecklenburg County Board of Commissioners to authorize Certificates of Participation

Chairperson White called upon Mr. Gjertsen to present the recommendation. Mr. Gjertsen presented the following motion:

**Mr. Gjertsen moved that the Board approve a request to the Board of County Commissioners to authorize Certificates of Participation (COPs) to fund the two elementary schools that were not feasible under the public-private partnership (Hucks Road and Lancaster Highway elementary schools) with the intent for those schools to open in August 2008 and authorize funding for renovations at Harding University High School, Idlewild Elementary School, Long Creek Elementary School, and South**



**Mecklenburg High School in the event that the pre-development agreements for public-private partnership do not prove feasible, seconded by Ms. McGarry, and the Board voted 9-0 in support of the motion.**

## **V. REPORTS/INFORMATION ITEMS**

### **A. Report/Update on the Strategic Plan Project Charter: Accountability Program**

Chairperson White called upon Dr. Gorman to introduce the report on the Accountability Program. Dr. Gorman said at the last Work Session, staff presented information on the Accountability System in relation to the Data Dashboard. This report will be an overview of the other pieces of the Accountability System. He introduced Jonathan Raymond, Chief Accountability Officer, to present the information. Mr. Raymond presented information on the Accountability Project Charter which includes the four elements of Data Dashboard, Balanced Scorecard, Performance Management System, and the Comprehensive Accountability Plan. Mr. Raymond said the Data Dashboard component was discussed at the last Work Session and this report will focus on the Comprehensive Accountability Plan. The Data Dashboard will provide measurable objectives and deliverables to comply with Board Policy AEC; build a comprehensive accountability system that includes robust performance indicators to build that system; and help maintain excellence in all the programs geared towards improving student achievement. The Balanced Scorecard is a management system that provides a framework around which CMS, through the implementation and execution of its Strategic Plan 2010, can make the changes that support the Board's Vision, Mission, Core Beliefs, and Theory of Action. The Balanced Scorecard will link together all the Central Office departments, divisions, and teams as well as all the various goals and performance indicators. The Performance Management System creates the performance management framework that a Balanced Scorecard brings. The purpose of Performance Management is to ensure alignment of the goals from the Strategic Plan with personnel evaluations and to create evaluation tools that will be based upon leadership performances matrixes. The Comprehensive Accountability Plan supports the Board's Reform Policy AE; creates the school performance classification system through Progress Reports; provides for rewards and sanctions; and communicates to the public through a report card. The bottom line of accountability is to improve student achievement and student achievement takes place at schools. The heart of the Accountability System is a cycle of continuous learning built around schools. Three key pieces of the Comprehensive Accountability System will be three independent reviews. Progress Reports will be reviewed for outcome measures; outcome measures will be used to build school improvement plans through a year-long process measuring system; and this will be supported by an independent School Quality Review or site visit. There are four critical actions to the Comprehensive Accountability System. This includes reviewing results through Progress Reports; reassessing the improvement process through Quality Reviews and by building capacity around the use of data (Data Smart); reporting the findings through School Report Cards; and providing the rewards and sanctioning the results. Progress Reports are measuring the values that schools add to students. The old Accountability System was strictly focused on performance and the performance snapshot drove the perception of the school. The old system only measured the target of proficiency; ignored outcomes at both the high and low ends; and did not include incentives to attract students most in need such as Limited English Proficient Students or students with learning or other disabilities. The new Accountability System is

focused on student learning. The system measures the school's contribution to a student's success; gives credit for growth in student achievement; measures achievement and persistence; and provides a rating for all schools and their staff. The Quality Review will help schools meet goals and improve performance. Quality Reviews include School Improvement Plans and School Quality Review. School Improvement Plans ensure the use of evidence-based programs to build effective practices; focuses plans and develops strategies; and monitors teacher performance and student learning through a year-long process. The School Quality Review provides a collaborative site visit team; evaluates using clearly identified quality expectations; assesses the quality of instruction and student learning; and reviews effective use of data in a school. The focus is centered on improving achievement and the individual school. It creates a cycle of continuous learning by using data effectively; by gathering and analyzing that data; by developing clear goals and strategies to improve student achievement with that data; to then build and align instructional capacity and practices to support those goals. It continuously monitors and evaluates progress (what is and is not working) and intervenes to adjust those instructional practices which is a key part of the Comprehensive Accountability System. Mr. Raymond reviewed reporting through School Report Cards. This includes reporting Progress Reports; reporting outcomes from the Quality Reviews; allowing schools the opportunity to have a narrative to put the year in context; and creates an effective communication tool to all members in all parts of the community. Based upon these results, rewards and sanctions will be provided and they will be reported through the School Report System. Mr. Raymond reviewed Phase One and Two of the implementation process. Currently, Phase One includes developing Progress Reports for all schools (available in this school year); building the Data Dashboard; building new evaluation tools for area superintendents and principals; and creating capacity around the use of data by focusing on the Achievement Zone schools first. Phase Two will begin the 2007-2008 school year. It will include developing the Data Dashboard for all schools and the seven Learning Communities; building the Balance Scorecard for Central Office (the framework for executing the Strategic Plan 2010 for the Central Office); continuing the Progress Reports for all schools and the Central Office; implementing the Quality Review component of the Comprehensive Accountability System; continuing the work to build capacity around the use of data for all schools; utilizing the School Report Cards for the 2007-2008 school year; providing rewards and sanctions consistent with Reform Policy AE; and building a new teacher evaluation tool.

Mr. Gauvreau left the meeting at 9:45 p.m.

A discussion with Board members followed.

- Mr. Tate said some of this data will be available at the end of the 2006-2007 school year but students will not be evaluated based upon that information at that point. This process will begin with the 2007-2008 school year and all the evaluations after that will be based on this plan. Mr. Raymond said that is correct, the 2006-2007 school year will be the base year for those Progress Reports. Mr. Tate asked when will this information be available? Mr. Raymond said probably beginning in August depending on when CMS receives the Rubric Test scores from the state.
- Ms. Griffin said this is a great outline and includes valuable information. She asked what will be included in the rewards and sanctions? Mr. Raymond said this is in the

preliminary stages and they have not been determined. The Service Integration Team, which includes many constituents, will be charged with developing those recommendations. Dr. Gorman said the direction from the Board included freedom and flexibility which allows more freedom with the greater the level of performance.

- Mr. Dunlap said regarding smaller class size, principals have the authority to buy positions and that could have an impact on increasing the student-teacher ratio. He asked what are the consequences should the performance of a school be tied to the principal's decision to not have a smaller student-teacher ratio? Dr. Gorman said this aspect, school allotments, and the process will need to be determined. Mr. Dunlap believes there should be consequences for making those types of decisions because ineffectiveness should not be rewarded. Dr. Gorman said he agreed but also rewards must match sanctions to make it worthwhile. Mr. Raymond said this is one of the reasons we are developing a system that includes three independent reviews. This involves reviewing the outcome data and a year-long process through school improvement planning where a school must develop a set of performance indicators and strategies that they must meet. This will be a year-long process where an area superintendent will engage and monitor that performance with that principal. The third independent review will be the School Quality Review where an independent team of evaluators are spending two days within the school getting a sense of the teaching and learning activities. This process will get a handle on the effective or ineffective practices which feed into the rewards and sanctions component. Mr. Dunlap asked how will the principals be trained to understand this data so they can be effective managers and make the right decisions for their particular school? Mr. Raymond said the Comprehensive Strategic Plan includes efforts to build capacity and this has begun. Principals in the Achievement Zone will start training next week and all principals will be trained in a systematic, strategic manner that will be on-going.

B. Report on Budget Amendments for February 2007

Chairperson White called upon Dr. Gorman to present the report. Dr. Gorman said agenda items B., C., and D. are the monthly reports and they are as presented.

C. Report on Capital Project Ordinances for February 2007

Presented with agenda item B.

D. Report on Financial Statements for February 2007

Presented with agenda item B.

## **VI. REPORT FROM SUPERINTENDENT**

Dr. Gorman thanked the Board for their support of the 2007-2008 Board of Education Budget. He invited Board members to join him in presenting the budget to the Board of County Commissioners. He will inform them of the dates and times in the near future. He thanked staff for their hard working on preparing the budget.

## VII. REPORTS FROM BOARD MEMBERS

Kaye McGarry served as a judge on the Senior Exit Review Board at West Mecklenburg High School. She was proud of the students and impressed that all they all exhibited a level of knowledge to different degrees of depth. She reported that she would be attending the National Schools Board Association conference in San Francisco and planned to participate in the 5k run and walk. She challenged her fellow Board members to join her.

Ken Gjertsen spent spring break in Florida and realized that the issues that CMS face such as dealing with budgets, attracting quality teachers, discipline problems, and class size are universal. He said he appreciates the hard work of Dr. Gorman and staff.

Tom Tate provided Board members with a copy the annual report for Communities-In-Schools (CIS), titled *Part of the Solution*. Mr. Tate said he is a member of the CIS Board along with Nora Carr, Chief Communications Officer; Dr. Ruth Perez, Chief Academic Officer; and Anne Clark, Regional Superintendent of High Schools. CIS is a dropout prevention agency that works directly with CMS and they work with seven elementary schools, eight middle schools, and ten high schools. This year they are working with approximately 2,000 students which include 198 seniors who, hopefully, will be graduating soon. CIS will be honoring those graduates at a luncheon on April 19<sup>th</sup>. Mr. Tate participated in the Communities Literacy and Envisioning Day at the library which included a Read to Me Charlotte Program. Dr. Gorman provided the kick-off for the event, and Trent Merchant and Kaye McGarry also participated. Shamrock Gardens Elementary School has a similar program. This is a relationship with the library for the public to provide books for students and read books to them.

Vilma Leake thanked the community for supporting policemen. She visited several schools prior to the spring break. She encouraged the district and the Legislators to support teachers by approving the proposed legislation regarding personal leave days for teachers.

George Dunlap had the pleasure of visiting several schools including West Charlotte High School; McKee Road Elementary; Joseph W. Grier Academy where he participated in a reading program with the children; and the Career Fair at Coulwood Middle School. He commended the staff working with the programs to address substance abuse at J.T. Williams Middle School and James Martin Middle School.

Trent Merchant also participated in the Communities Literacy and Envisioning Day at the library and was excited to learn about the new programs. He said the Charlotte Reads at the Library has a partnership with Shamrock Gardens Elementary School and Billingsville Elementary School. He participated in an effort to recruit Reading Buddies, mentors, and role models for the students at those schools, and was happy to report they recruited thirty volunteers. They will continue the recruiting efforts and he encouraged the public to participate. He thanked the Allen Tate Company for volunteering seventy-five hours per week to serve as Reading Buddies at Billingsville Elementary School. He said this is representative of the good hearts and corporate responsibility in Charlotte. He encouraged other corporations to share in this responsibility.

Joe White thanked the Board members for adopting the 2007-2008 Budget and COPs as these items will help the young people of the community. He thanked the Board, Dr. Gorman, and staff for their hard work on preparing the budget.

**ADJOURNMENT**

**Ms. McGarry moved, and by consensus, the Board agreed to adjourn the meeting.**

The Regular School Board Meeting adjourned at 10:11 p.m.

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Chairperson, Joe. I. White, Jr.

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Clerk to the Board, Nancy Daughtride