

Approved by the Charlotte-
Mecklenburg Board of Education
April 13, 2010
Regular Board Meeting



Charlotte, North Carolina

March 9, 2010

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on March 9, 2010. The meeting began at 5:20 p.m. and was held in Room CH-14 of the Government Center.

Present: Eric C. Davis, Chairperson, (District 5);
Tom Tate, Vice-Chairperson, (District 4);
Kaye Bernard McGarry, Member At-Large;
Joe I. White, Jr., Member At-Large;
Rhonda Lennon (District 1);
Richard Allen McElrath, Sr. (District 2);
Dr. Joyce Davis Waddell (District 3); and
Timothy S. Morgan (District 6)

Absent: Trent Merchant, Member At-Large

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; André F. Mayes, Acting General Counsel/Deputy General Counsel; Hugh Hattabaugh, Chief Operating Officer; LaToya Walker, Executive Director to the Office of the Superintendent; and Nancy Daughtridge, Clerk to the Board.

Upon motion by Dr. Waddell, seconded by Mr. Morgan, the Board voted unanimously of those present for approval to go into Closed Session for the following purpose:

- **To consult with the Board's attorneys on matters to preserve the attorney-client privilege.**

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

The Board held a Closed Session meeting from 5:20 p.m. until 6:00 p.m. in CH-14.

Chairperson Davis reconvened the Regular Board Meeting at 6:07 p.m. in the Meeting Chamber of the Government Center. CMS-TV Channel 3 televised the meeting.

Present: Eric C. Davis, Chairperson, (District 5);
Tom Tate, Vice-Chairperson, (District 4);
Kaye Bernard McGarry, Member At-Large;
Joe I. White, Jr., Member At-Large;
Rhonda Lennon (District 1);
Richard Allen McElrath, Sr. (District 2);

Dr. Joyce Davis Waddell (District 3); and
Timothy S. Morgan (District 6)

Absent: Trent Merchant, Member At-Large

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; André F. Mayes, Acting General Counsel/Deputy General Counsel; Members of Executive and Senior Staffs; Judy Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson Davis called the meeting to order at 6:07 p.m. Chairperson Davis welcomed everyone to the Board's first meeting of the month. He thanked everyone for joining the Board in their work of reform of the school system. Chairperson Davis noted that Mr. Merchant was under the weather and would not be attending the meeting.

A. Pledge of Allegiance

Chairperson Davis called upon Richard McElrath to introduce the student to lead those present and in the viewing audience in the Pledge of Allegiance and to speak to the March character trait of "courage." Mr. McElrath introduced Tyler Smith who is the Commander of the Olympic High School Trojan Brigade which is the largest of seventeen Charlotte-Mecklenburg JROTC Schools with over 450 cadets. Cadet Smith has a 3.75 GPA (4.5 weighted) and ranks 4 of 76, the Vice President of the senior class of the School of Math, Engineering, Technology, and Science, the secretary of the National Honor Society, and Co-president of his church Student Leadership Team. Cadet Smith is a four year letter winner, current commander of the JROTC Raider Team, and a two year member of the soccer team. This year, Cadet Smith was appointed Charlotte-Mecklenburg JROTC District Commander and next year he plans to attend either the United States Military Academy at West Point where he received a nomination or UNC-Chapel Hill on a ROTC Scholarship. Accompanying Cadet Smith were his mother and step-father, Mr. and Mrs. Lofton; his teacher, Lieutenant Colonel Neal; and the five principals at Olympic Community of Schools: Angela Bozeman, Donevin Hoskins, Richard Reynolds, Melody Sears, and Matthew Hayes. Cadet Smith invited everyone to stand and join him in reciting the Pledge of Allegiance. Following the pledge, Cadet Smith discussed the character trait of "courage." Courage can be defined in many ways but good examples include courage is understanding your fear and overcoming the obstacles that have been placed before you; standing up for what is right even when you are hurt, taunted, or persecuted; a selfless act done for the common good; a student saying no to drugs and gangs when peers are participating in that activity; and a soldier fighting for the safety and freedom of those at home. Everyone has the potential to be courageous and with courage we can take risks. Courage is the foundation of integrity.

B. Adoption of Agenda

Chairperson Davis called for a motion to adopt the agenda.

Ms. McGarry moved, seconded by Mr. Tate, that the Board adopt the agenda as

presented, and the Board voted 8-0 in support of the motion. Mr. Merchant was absent.

C. Public Hearing on proposed amendments to Policy JICK, Bullying

Chairperson Davis said this is a Public Hearing on proposed amendments to Policy JICK, Bullying. Two weeks ago the Board also held a Public Hearing on the proposed amendments in response to feedback from the community wanting the Board to enable the community opportunity to provide feedback to the Board in advance of the meeting in which the Board made its decisions. This will become a part of the Board's policy. Chairperson Davis said no one has signed up to speak to this item and he called the Public Hearing closed.

II. REQUEST FROM THE PUBLIC

Chairperson Davis said this is an opportunity to hear from the public. He encouraged the audience to be mindful of showing respect to the speakers and to refrain from either showing support or displeasure. Each speaker will be given three minutes to address the Board. He asked speakers to direct comments to him as the representative of the Board and to refrain from comments directed at staff members.

Robin Bradford is a concerned taxpayer and citizen and she encouraged the Board to not follow Wake County's decision to return to a neighborhood school system. She discussed the importance of CMS being equitable throughout the district and focusing on high performing teachers, decreasing the gap, and quality in all schools. She asked the Board to consider Consolidating the Learning Communities as a budget reduction.

Six speakers represented the Friendship/Wallace Pruitt Circle *which* is a group of citizens working to improve academic outcomes for CMS students in the Achievement Zone in order for more students to graduate ready for higher education, work, and a successful life path. They discussed the importance of *Achieving Together* and presented a document to the Board and asked that their questions be answered.

- Dorothy Waddy.
- Carrie Gibson.
- Blanche Penn.
- Melik Clark, 4th grade student at Newell Elementary School.
- Annaha Grace, student at Oaklawn Language Academy.
- Bethany Clark.

Mitzi Porter said equity is the quality of being fair and just. She discussed the importance of equity in all schools, smaller class size, strong experienced teachers, and closing the achievement gap. She encouraged the Board to ensure the schools in the Achievement Zone were not negatively impacted by the proposed budget cuts because smaller class size is an important criterion for teachers.

Carol Sawyer represented the School Leadership Team at East Mecklenburg High School and she encouraged the Board to not make budget cuts to the Career and Technical Education (CTE) Program. East Mecklenburg has several CTE Programs and those

courses are vital to the students. The courses may be expensive with limited enrollment but they provide value beyond the costs because they provide students who might fall through the cracks with potential careers.

Rachel Hunt Nilendar, represented the League of Women Voters, and she encouraged the Board to develop a policy or guarantee smaller class size in Focus schools, especially in elementary, because research indicates that small class size (13-17 students) helps academic achievement particularly for poor and minority students. She expressed concern that the proposed budget cuts increase class size and eliminates funding for advanced degrees. Teachers advocate for smaller class size.

Pamela Grundy discussed concerns for teacher staffing and budget cuts at Shamrock Gardens Elementary School. She reviewed the successes of Shamrock Gardens which was achieved by the hard work by staff, students, and parents. The teachers have succeeded and students are producing results and a smaller class size contributed to the successes of the school. Shamrock Gardens is an example of a high poverty school producing results. Ms. Grundy encouraged the Board to not abandon a proven strategy that works.

III. CONSENT ITEMS

- A. Recommend approval of Closed Session meeting minutes:
 - January 28, 2010.
 - February 9, 2010.
 - February 18, 2010.
 - February 23, 2010.
- B. Recommend approval of Open Session meeting minutes:
 - August 11, 2009 Regular Board Meeting.
 - January 26, 2010 Regular Board Meeting.
 - February 5, 2010 RGA Sustainability Work Session.
 - February 9, 2010 Regular Board Meeting.
 - February 17, 2010 Budget Work Session.
- C. Recommend approval of licensed/non-licensed hires and promotions for February 2010.
- D. Recommend approval of Storm Water Management Program Interlocal Agreement.

Under the National Pollutant Discharge Elimination System (NPDES) Phase II statute, Charlotte-Mecklenburg Board of Education (CMBE) is required to apply for storm water permits. Mecklenburg County has offered to submit a consolidated application for the County, Charlotte-Mecklenburg Board of Education, and the towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville.

**THE CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
RESOLUTION AUTHORIZING EXECUTION OF
WATER QUALITY SERVICES INTERLOCAL AGREEMENTS WITH
MECKLENBURG COUNTY**

*WHEREAS, Mecklenburg County (County) and The Charlotte-Mecklenburg Board of Education (CMBE) wish to enter into an interlocal agreement for water quality services; and
WHEREAS, CMBE and the County have the power pursuant to General Statute 153A-445(a)(1) and Article 20 of Chapter 160A of the North Carolina General Statutes to contract with the other for the*

exercise of any governmental function which they have been granted the power to exercise alone, and to enter into interlocal cooperation agreements to specify the details of these undertakings; and
WHEREAS, CMBE requests that the County conduct the activities necessary to fulfill the National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Permit requirements for CMBE with the understanding that CMBE will cooperate with the County in the completion of specific activities at their facilities to ensure permit compliance, including but not limited to proper maintenance and housekeeping as well as pollution prevention measures and other best management practices as specified in the attached agreement; and

WHEREAS, N.C. Gen. Stat. § 160A-461 requires that such agreement "...shall be ratified by resolution of the governing board of each unit spread upon its minutes"; now, therefore, be it

RESOLVED by The Charlotte-Mecklenburg Board of Education (i) does hereby approve the Water Quality Services Interlocal Agreement with the County and (ii) authorizes the Superintendent to (a) execute such Agreement in substantially the form attached to this resolution and (b) execute and deliver such other documents, certificates, undertakings, agreements and other instruments as, with the advice of counsel, he may deem necessary or appropriate to effectuate the compliance with applicable storm water and water quality legal requirements including without limitation any Declaration of Covenants or other similar documents required by local ordinances; and (iii) that this resolution shall be spread upon the minutes.

- E. Recommend approval of adoption of a resolution authorizing the Director of Storage and Distribution to dispose of surplus school property by way of on-line bid in auction format.

The on-line auction time span will encompass the April 1 through April 16, 2010 period. GovDeals, (www.govdeals.com) an experienced and proven on-line government surplus sales service provider will facilitate the process.

- F. Recommend approval of supplementary funding request for Connecting Communities with Student Mental Health Needs.

To improve systemic integration of mental health services for school-age students in our local community by enhancing our collaboration with the local mental health authority, juvenile justice authority, and other community partners. Funding requested from U.S. Department of Education, Office of Safe and Drug-Free Schools in the amount of \$378,522.

Chairperson Davis called for a motion to adopt the Consent Agenda.

Mr. White moved, seconded by Dr. Waddell, that the Board adopt Consent Items A. through F., and a discussion followed.

Ms. McGarry pulled Consent Item F.

Mr. White moved that the Board adopt Consent Items A. through E., seconded by Mr. Tate, and the Board voted 8-0 in support of the motion. Mr. Merchant was absent.

The Board discussed Consent Item F. Ms. McGarry asked what areas of support services will the \$378,000 grant cover and will the services take place during the school day or after the school day? Barbara Pellin, Assistant Superintendent for Pre-K-12 Support Programs, said the grant will cover a variety of support services including internal staff and partnerships with external partners. The intervention pieces will take place in order to not disrupt the instructional time and will take place before school, after school, break times

exercise of any governmental function which they have been granted the power to exercise alone, and to enter into interlocal cooperation agreements to specify the details of these undertakings; and **WHEREAS**, CMBE requests that the County conduct the activities necessary to fulfill the National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Permit requirements for CMBE with the understanding that CMBE will cooperate with the County in the completion of specific activities at their facilities to ensure permit compliance, including but not limited to proper maintenance and housekeeping as well as pollution prevention measures and other best management practices as specified in the attached agreement; and

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Chairperson Davis called for a motion to adopt the Consent Agenda.

Mr. White moved, seconded by Dr. Waddell , that the Board adopt Consent Items A. through F., and a discussion followed.

Ms. McGarry pulled Consent Item F.

Mr. White moved that the Board adopt Consent Items A. through E., seconded by Mr. Tate, and the Board voted 8-0 in support of the motion. Mr. Merchant was absent.

The Board discussed Consent Item F. Ms. McGarry asked what areas of support services will the \$378,000 grant cover and will the services take place during the school day or after the school day? Barbara Pellin, Assistant Superintendent for Pre-K-12 Support Programs, said the grant will cover a variety of support services including internal staff and partnerships with external partners. The intervention pieces will take place in order to not disrupt the instructional time and will take place before school, after school, break times

for students, and in other community settings as well. This grant will benefit all of our students and families.

Mr. Morgan moved that the Board adopt Consent Item F., seconded by Ms. McGarry, and the Board voted 8-0 in support of the motion. Mr. Merchant was absent.

IV. ACTION ITEMS

A. Recommend approval of proposed amendments to Policy JICK, Bullying

Chairperson Davis called upon Tom Tate, Chairperson of the Policy Committee, to introduce the recommendation. Mr. Tate said before the Board for approval is proposed amendments to Policy JICK, Bullying. Policy JICK was adopted by the Board on March 11, 2008. On June 30, 2009, the North Carolina General Assembly enacted N.C.G.S. §115C- 407.5 – 407.8, School Violence Prevention Act. The new statute requires each local board of education to adopt a policy prohibiting bullying or harassing behavior. The policy must also include particular provisions enumerated in the law. While the current CMS policy generally complies with the statute, specific language must be added or changed in order for Policy JICK meets all statutory requirements. Therefore, proposed amendments to the current policy are proposed for Board adoption so that CMS is in strict compliance with North Carolina law. The primary change affects the defining characteristics of those most likely to be the targets of bullying and harassment. The law mandates that the policy include at a minimum these differentiating characteristics: race, color, religion, ancestry, national origin, gender, socioeconomic status, academic status, gender identity, physical appearance, sexual orientation, or mental, physical, developmental, or sensory disability. The policy adopted in March 2008 does not include three of the characteristics: ancestry, academic status, and developmental disability. Therefore, proposed amendments to the current policy add these categories. In addition, as required by the law, the amendments add language providing for behavior expectations, anonymous reporting, procedures for investigation of claims, and prohibitions against retaliation against those making reports. Finally, slight changes have been made to update the policy language. None of these amendments will require changes to the Bullying Prevention Program established in 2008 to implement the policy requirements. The Policy Committee reviewed and approved the proposed amendments on January 28, 2010. Mr. Tate said the policy does not include protected classes and prohibits any and all forms of harassment or bullying on Board property or at Board sanctioned events. All learning environments are to be free from harassment or bullying. Recognizing that bullying may cause a situation where a student may not wish to return to school, the behavioral section specifically states that persons on CMS campuses or at CMS events are expected to conduct themselves in a manner that promotes a positive educational environment. CMS will not tolerate bullying in any form. The policy lists a number of distinguishing characteristics about which bullying might occur but is careful to include that freedom from harassment or bullying includes but is not limited to these distinguishing characteristics. In addition, it is a violation of the policy for bullying to be tolerated by CMS staff. Targets of bullying shall be able to report bullying anonymously as the State law requires. The revisions are offered in strict compliance with the State statute; to foster an environment of understanding and respect for all individuals; and to provide the best

education available anywhere for all CMS students in all CMS schools. The proposed amendments were posted on the CMS Website for community feedback and the Board held two Public Hearings (February 23rd and March 9th) in which no speakers signed up to speak. This item is now before the Board for a Board vote.

Mr. Tate moved that the Board approve the proposed amendments to Policy JICK, Bullying, the motion was presented through the Policy Committee and a second was not required, and a discussion followed.

Board members were invited to make comments and ask questions.

- Ms. McGarry believes the classifications do include protected classes. Ms. McGarry said this includes annual training for CMS staff, students, and community about techniques to support enforcement of this policy. Ms. McGarry asked how much time does this take away from the classroom each year, what are the costs associated with the training, and who is providing the training manuals? Dr. Gorman said this information was included the *Board Update* a few weeks ago. Training was held in each Learning Community for each school. Each school has a designated bullying prevention staff member who is the liaison for the school. The bullying staff member received training and they returned to the school to train the staff at the school. Individual trainings were also held for bus drivers, nutrition cafeteria staff, Building Services staff, and outside providers such as nurses. New employees are trained through their Human Resources orientation process. Parents and communities have been offered training through Parent University classes. The student component is a skill building approach that is grade and age specific training that has been held for all students and the Board has been provided the teaching materials. CMS has partnered with University of North Carolina-Charlotte and the Institute of Social Capital to measure the program outcomes and to inform the program development. The CMS research has shown that there the number one experience of bullying is related to body size and shape and the most predominate type of bullying was verbal bullying which was 67%. School buses have been a hot spot for this type of bullying which equated to 65% and as a result of this data this will be a focus of future training. There has been a decrease in the bullying incidents from 829 to 582 which represents a 30% reduction in bullying. Every grade level and every major subgroup experienced a significant drop. Dr. Gorman said he would provide the financial information and the time commitment at a later time. Ms. McGarry said she believes the public needs to be aware that this is in the elementary schools as well because that was a hot topic a year ago. She encouraged the parents to review the materials to ensure they approve of the materials.

Mr. McElrath made an amendment to the motion that the Board approve the elimination of the word “educational” on page 1 of 2, paragraph 2 which states the following: All persons on CMS campuses or present at CMS sponsored events are expected to conduct themselves in ways that promote a positive “educational” environment, consistent with the behavioral expectations set forth in this policy, seconded by Ms. Lennon, and a discussion followed.

- Mr. McElrath said CMS sponsored events would include football or other type events

in which people are eating food, hollering, and shouting and that is not an “educational” environment.

Chairperson Davis called for a vote to approve the amendment to the motion to eliminate the word “educational” from page 1 of 2, paragraph 2.

The Board voted 6-2 in support of the amendment to the motion. Board members McGarry, White, Lennon, McElrath, Waddell, and Morgan voted in support of the amendment to the motion. Board members Davis and Tate voted against the amendment to the motion. Mr. Merchant was absent.

The Board discussed the motion as amended.

- Dr. Waddell is happy that staff is keeping an analysis of bullying and there is a reduction in the number of incidents. Dr. Waddell asked when other people use CMS properties are they obligated to follow these rules, and are they given a handbook to ensure they know about the Bullying Policy and how they are expected to act? Dr. Gorman said they are given information and they must abide by CMS policies. Dr. Gorman said he would follow up on this question and provide the information at a later time.
- Ms. Lennon said she would support the amendments to this policy but she would have preferred to have had a more simple and basic policy that stated “kids are not suppose to bully anybody” and not have the verbiage about the protected classes because anybody bullying anybody for any reason is unacceptable. She would have preferred a clean cut policy that stated “bullying would not be tolerated in any manner on any CMS property at any event.”
- Mr. White thanked Tom Tate and the Policy Committee for their good work. He said the easy part is for the Board to approve the policies. The tough job is for those who work with the children who have to make it understood in the classrooms, on the teams, in the gym, or on the buses that bullying is not acceptable and it will not be tolerated.

Chairperson Davis called for the Board vote to approve Policy JICK as amended.

The Board voted 7-1 in support of the motion as amended. Board members Davis, White, Lennon, McElrath, Waddell, Tate, and Morgan voted in support of the motion as amended. Ms. McGarry voted against the motion as amended. Mr. Merchant was absent.

B. Recommend approval of Revised Budget Calendar for FY 2010-2011

Chairperson Davis called upon Dr. Gorman to introduce the revisions to the Budget Calendar for FY 2010-2011. Dr. Gorman provided an overview of the changes. He said staff has received very positive feedback from the small group Work Sessions. Staff anticipates the possibility that the March 23rd date may be a full Board Work Session or a small group Work Session and the Board would meet again on March 30th for a Board Budget Work Session. This will allow time to prepare for the formal Budget presentation to the Board scheduled for April 13th. The process will include a Public Hearing on April

27th and a Board vote on May 11th.

Chairperson Davis called for a motion to approve the revised Budget Calendar for FY 2010-2011.

Mr. Tate moved, seconded by Dr. Waddell, that the Board approve the revised Budget Calendar for FY 2010-2011, and the Board voted 8-0 in support of the motion. Mr. Merchant was absent.

V. REPORT/INFORMATION ITEMS

A. Report on Budget Amendments for January 2010

Dr. Gorman said Report Items A. and B. are the monthly reports and they are as presented.

B. Report on Financial Statements for January 2010

Report Item B. was presented with Report Item A.

C. First Reading on Proposed Amendments to Exhibit BA-E1, Board of Education Vision, Mission, and Core Beliefs and Commitments

Chairperson Davis called upon Tom Tate, Chairperson of the Policy Committee, to introduce the recommendation. Mr. Tate said before the Board for First Reading is proposed amendments to Exhibit BA-E1, Board of Education Vision, Mission, and Core Beliefs and Commitments. The document was first approved by the Board on February 14, 2006. Changes to this exhibit have been discussed by the Board at its retreats in January and February 2010 and the Policy Committee was charged with developing a revised version incorporating the viewpoints expressed by Board members. The Policy Committee, with all members present, met on February 25, 2010 and began working on a revised Vision, Mission and Core Beliefs and Commitments statement. The Committee then convened on March 5th with Mr. Tate, Mr. McElrath and Ms. Lennon, only, as Mr. Merchant was out of town. The three members present at that meeting agreed upon the proposed amendments. The proposed amendments will be posted on the CMS Website effective tomorrow for public comment. The public will have an opportunity to comment on the proposed amendments at Public Hearings during the Board meetings on March 23 and April 13, 2010. A Board vote is scheduled at the April 13, 2010 Regular Board Meeting. Chairperson Davis said this will be an important action item for the Board because it will state what the Board believes in and our commitments to the community. He looks forward to hearing from the community at the March 23rd and April 13th Board meetings.

D. Report on Environmental Stewardship as required by Policy ECF, Environmental Stewardship

Chairperson Davis called upon Dr. Gorman to introduce the report. Dr. Gorman called upon Guy Chamberlain, Associate Superintendent for Auxiliary Services, to present the report of Environmental Stewardship. Dr. Gorman said this item is in alignment with *Strategic Plan 2014* and is a new topic that did carryover from the *Strategic Plan 2010*. Mr. Chamberlain introduced Brian Kasher, Director of Environmental Health and Safety.

Mr. Kasher has been responsible for the response effort developed in Building Services for mold and mildew; he is knowledgeable and quick to assess the situation, marshal the resources, and to take care of the problem; and he has saved CMS millions of dollars in expenses, remediation, and potential lawsuits. Mr. Chamberlain said in July 2008 the Board adopted Policy ECF, Environmental Stewardship, and a key element to that was the charge to the Superintendent with developing an Environmental Management System based upon ISO 14000 standards and to report upon that to the Board periodically. Dr. Gorman felt that this item was so important and he included it in the *Strategic Plan 2014*.

Mr. Chamberlain provided an overview of Policy ECF, Environmental Stewardship.

- Key Stewardship Functions:
 - Regulatory compliance.
 - Energy use management and reduction.
 - Water use management and reduction.
 - Solid waste reduction (those items that go into the landfill).
 - Sustainable purchasing (focused on buying items that are friendly to environment or consist of recycle products while paying a competitive price).
 - Behavioral change (goal is to change the behavior of staff, students, and engage the public to participate).
- Governance:
 - Board Policy ECF.
 - *Strategic Plan 2014* (area of Focus 4).
 - Resource Conservation and Recovery Act.
 - Toxic Substances Control Act.
 - Asbestos Hazard Emergency Response Act.
 - Federal Insecticide, Fungicide, and Rodenticide Act.
 - North Carolina State Statutes.
- Potential Savings:
 - Reduction in solid waste (hope to significantly reduce the \$1.4 million budget for the trash generated in the schools through recycling and identifying the waste stream and methods of reduction).
 - Reduction in electricity, natural gas, and water consumption.
 - Reduction in petroleum consumption.
 - Research shows implementation of environmental measures foster conditions conducive to enhanced student performance and health. The fundamental elements to indoor environmental quality are the level of sound/background noise, ventilation, and lightening levels.
 - More efficient use of natural and fiscal resources.
- Goals:
 - Engage students, staff, and community. This must be an all hands on deck evolution that engages everybody.
 - Implement Environmental Management System. This is a document that is in progress and based upon ISO 14000 Standards. The document will become the guideline for the program and will be listed on the CMS Website. The public will be able to view how CMS is managing its resources and being good environmental stewards.

- Reduce electricity and natural gas per square foot (the goal in the *Strategic Plan 2014* is to have 5% savings every year through 2014).
- Secure alternate funding sources.
- Reduce total waste stream.
- Improve mileage and reduce vehicle emissions.
- Implement sustainable development.
- Implement sustainable purchasing.
- Major initiatives:
 - School energy, recycling, and integrated pest management coordinators. There are volunteer coordinators at each school and they will be instrumental in turning the corner on the involvement of students and staff.
 - North Carolina Environmental Stewardship partnerships. CMS entered this partnership three years ago and committed to abide by good practices in the environment and in return we receive assistance from them. They are helping CMS to develop its Environmental Management System. CMS is the only K-12 school district to have entered into this partnership and the only entity, public or private, in Mecklenburg County to have entered into this partnership.
 - Energy Management Plan.
 - Transportation Grants.
 - High performance design guidelines.
 - Improved resource recovery/salvage.
 - Storm Water Pollution Prevention Plans.
 - Chemical inventories (material safety data sheets).
- Results:
 - Energy savings of \$2.5 million in 2009.
 - Implemented Energy Star-certification Program.
 - Recycled 1,327 tons of solid waste.
 - Established “Special Maintenance Assignment Response Team.”
 - Chemical inventories (material safety data sheets).
 - Consolidated bus stops for savings of \$2.4 million (30 metric tons of carbon emissions daily).
 - Received Environmental Protections Agency National Model of Sustained Excellence Award.
 - Received Mentor of the Year Award in 2008 for CMS’ involvement in training other school districts across the country.
- Next Steps:
 - Fully implement district wide recycling (The County will implement single stream recycling at all schools effective July 1st. This will substantially reduce the solid waste that goes into the landfill).
 - Conduct waste characterization audit (this will include a “dumpster dive” to characterize the waste at schools). We anticipate that 50% to 60% of the waste is from the kitchens and there may be options to recycle those materials to avoid them going to the landfill).
 - Pursue Energy-Star rating for forty schools.
 - Implement Strategic Communication Plan. Working with Public Information and the communications of staff’s efforts in this area is key to make this successful and

- to engage staff, students, parents, and the community.
- Reduce energy consumption by 5% in 2009-2010.
- Implement sustainable purchasing.
- “Right size” fleet. This will include tactical use of vehicles, reducing the size of vehicles (cars in lieu of big trucks), and limiting the use of employees who are allowed to take home their vehicles.
- Build Leadership Energy Environmental Design (LEED) Certified School.
- Develop and implement Environmental Stewardship Incentive Plan for schools.
- Challenges:
 - Inertia of District.
 - Magnitude of District environment footprint.
 - Unfunded regulatory mandates.
 - Institutional, cultural, and behavioral change.
 - Funding and staff limitations.
 - Fostering individual commitment. This initiative will take 100% effort from everyone in the district.

Board members were invited to make comments and ask questions.

- Dr. Waddell thanked staff for their hard work and thorough report. She commended staff for their environmental efforts because this is very important. Dr. Waddell said this involves work on behalf of principals and teachers and they often are concerned about having one more thing to do. Dr. Waddell asked is this being incorporated into an existing curriculum program so that it does not seem like added work. Mr. Chamberlain said there are components of environmental stewardship in the Science curriculum. He believes the majority of people will embrace environmental stewardship and we have found that there is already a lot of energy at the schoolhouse level with environmental clubs and encouraging the students to practice good habits such as turning off lights. The energy is there and this will reinforce environmental efficiencies. Dr. Waddell is happy that the schools are being recognized for the good work that they are doing because that will encourage other schools to get involved and to practice good environmental stewardship.
- Mr. McElrath asked does CMS have waterless commodes in the schools? Mr. Chamberlain said CMS does not use waterless commodes because we experienced maintenance issues with them but we do install ultra low flush urinals which uses about one cup of water. Mr. McElrath asked does the cafeteria waste reduction include composting? Mr. Chamberlain said, possibly. Mr. McElrath encouraged the use of composting. Mr. McElrath said the City is getting rid of the red buckets and he asked would it profit CMS to ask parents to bring those to the school? Mr. Chamberlain said CMS would be happy to take them.
- Mr. Morgan has heard concerns regarding the cost of the artificial turf at the new high schools but he believes those costs would be offset by savings on water, pesticides, seeds, and maintenance. Mr. Chamberlain said staff estimated that the savings on herbicides, pesticides, maintenance, and the other related items could amount to \$35,000 per year. More importantly, those fields are used extensively throughout the year and are an amenity for the community which equates to a tremendous value.
- Mr. Tate thanked staff for their good work because it is an important topic for everyone

to be good stewards of the environment. Mr. Tate is especially pleased that this initiative includes the implementation of environmental measures to foster conditions conducive to enhance student learning and health such as lighting and ventilation. Mr. Tate said increased student learning is important and he would like more information on those studies.

- Mr. White said he has been very serious about saving the environment for many years. It is absolutely important that CMS be a leader in this endeavor and he thanked Dr. Gorman and staff for their efforts to be environmentally friendly. It is important to educate young people but it is also vitally important that they have clean air to breathe and clean water to drink. Mr. White said for him this is literally a life and death affair and he wants everyone to have a healthy world in which to live.
- Ms. Lennon commended staff for developing sustainable initiatives that will garner savings in order to continue and expand the programs. She is pleased that in this time of budget crisis, the programs that are being implemented are sustainable.
- Chairman Davis thanked staff for their hard work and terrific results.

E. Report/Update of the 2009-2010 Capital Needs Assessment (formerly titled the Long Range Facility Master Plan as required by Policy BBA, Duties of the Board of Education

Chairperson Davis called upon Dr. Gorman to introduce the report on the 2009-2010 Capital Needs Assessment. Chairperson Davis said we are clearly in a new economic reality in our community in which sales tax revenue is dropping, property values are decreasing, and a new era of decreased operating funds and, likely, non-existing capital funds. To deal with this reality we must face it head on but that does not change the condition of facilities. CMS has many facilities that are old, aging, that need additional investments, or overcrowded and some that are underutilized. The Board has asked for a report on the current conditions of CMS. This portion of the real estate plan is not separate and is a part of the total planning effort of the Board, particularly, regarding student assignment planning. For these reasons, the Board asked for a Capital Needs Assessment and not a Master Plan or what we should be doing. The Board will review the Capital Needs Assessment and determine what guidance to give the Superintendent and staff. This process will incorporate input from the Board of County Commissioners and in a series of Work Sessions going forward provide input to staff in order for them to develop a plan for CMS. The focus of tonight is on a Capital Needs Assessment as opposed to a plan which the Board will develop together in the future. Dr. Gorman called upon Mike Raible, Executive Director for Planning and Project Management, and Dennis LaCaria, Facilities Planning Specialist, to present the report. Mr. Raible said the draft Capital Needs Assessment document is based upon substantial analysis of current conditions. The context does not include specific solutions to the issues that are documented and those recommendations will follow once assumptions are verified, standards are agreed upon, and solutions are prioritized according to the methodology included. What is clear is that any recommended solution that solves for utilization across the District will have many parts such as capital projects, student assignment, boundary adjustments, building standards, and maximum and minimum school sizes. All of these pieces are related. When finished, the document will be a comprehensive living document managing growth, improving facilities, and complying with mandates and initiatives. Mr. Raible reviewed the following information:

- Overview:
 - CMS is the 19th largest K-12 school system in the U.S.
 - 5,000 acres.
 - 20,000,000 square feet of building inventory.
 - Development of a comprehensive, living document:
 - Manage growth by relieving the most overcapacity school first.
 - Improve facilities with the greatest capital needs.
 - Comply with mandates and support initiatives.
 - Develop plan in priority order a complete list of capital needs required from 2009-2010.
- Assumptions:
 - School start date of August 25th and end date of June 10th.
 - “Traditional” 10 month calendar.
 - Current student assignment process and boundaries.
 - Current enrollment patterns.
 - Current graduation rates.
 - Current weighted staffing ratios.
 - Current grade configurations.
 - Four period days at middle and high schools.
 - Mobile/modular classrooms are not intended, nor counted, as permanent capacity.
 - Every student guaranteed a seat in their “home” school.
 - School size: Current schools specifications.
 - 39 classroom elementary schools.
 - 54 classroom middle schools.
 - 100 classroom high schools.
 - Board considerations: Is this the right size? Are there minimums?
- Support Facilities:
 - Encompasses all non-instructional functions.
 - Adequately and efficiently support the CMS mission.
 - Leased space not preferred to space owned by CMS.

Mr. LaCaria reviewed methodology and estimated costs.

- Methodology: Managing Growth:
 - Transportation Analysis Zones (TAZs).
 - Mecklenburg County divided into 1,024 TAZs.
 - “Projected households.”
 - “Student yields” Historically +/- 3% of actuals.
 - Capacity/Utilization:
 - Ratio of Teachers to Adjusted Teaching Stations:
 - Mobile/Modular Classrooms v. Core Capacity.
 - Student Weighted Staffing.
 - “Floating.”
 - “Classrooms Needed:”
 - Ten-year, school-by school projection.
 - Each classroom in use, every period.
 - Real Estate acquisitions necessary to prepare for future schools and support sites.

- Support Facilities needed to support the educational mission.
- Methodology: Improving Facilities/Mandates/Initiates:
 - Once every thirty years:
 - 1/3 of 20,000,000.
 - 33 elementary, 10 middle, and 7 high school.
 - More than sticks and bricks.
 - Facility condition assessment (older schools must be renovated to meet the needs of new technology).
 - Categorical work (plumbing, roofing, electrical, etc.).
 - Real Estate and Facility Inventories.
 - Mandates (Americans with Disabilities Act of 1990 (ADA) and Asbestos Hazardous Emergency Response Act (AHERA)).
 - Initiatives (Instructional Technology, Career and Technical Education, 21st Century Classroom).
- Prioritization: All projects are ranked according to the following formula:
 - The sum of Total Weighted Criteria divided by...
 - Product of the Category Number and the Category Priority...
 - Equals the Priority Quotient.
 - Weighted Criteria Components:
 - Health and Safety: 300.
 - Legal Mandates: 200.
 - Continuity: 200.
 - Capacity:
 - Immediate: 400.
 - Short-term: 200.
 - Within the decade: 100.
 - Lifecycle Replacements: 300.
 - Initiatives: 200.
 - Logistical Impact: -1000.
 - Weighted Criteria: Category Numbers assigned based on relative importance:
 - Category Number 1: Growth projects, comprehensive renovations, replacement schools.
 - Category Number 2: Pre-K centers, support facilities, demolition.
 - Category Number 3: ADA, indoor air quality.
 - Category Number 4: Site acquisition, food service upgrades, instructional technology.
 - Category Number 5: Fire alarm upgrades, roofing.
 - Category Number 6: HVAC, electrical, plumbing.
 - Category Number 7: Paving/site work, surveillance systems.
 - Category Number 8: Structural evaluation/repair.
 - Category Number 9: High school athletics, playgrounds, sound field.
 - Category Number 10: Performance contracting.
 - Category Priority assessed through relevant methodology.
- Estimated Cost:
 - Once Board priorities are determined, a comprehensive and strategic Capital Needs Assessment (CNA) will be developed. The CNA will feature a utilization plan that

includes capital projects to manage growth and improve facilities.

- This CNA will consider new boundary adjustments that are based upon facility use assumptions that align with Board priorities.
- This CNA will rank these solutions in priority order.
- The cost for this CNA will depend upon the assumptions which are revised or reaffirmed.

Mr. Raible reviewed next steps.

- Next Steps:
 - Establish Board priorities regarding facilities utilization.
 - Board review of assumptions including current student assignment plan.
 - Staff develops proposed solutions to issues currently identified.
 - Capital Needs Assessment and Plan presented to and adopted by the Board.
 - Prepare for future capital funding.
 - Future student assignment boundaries.

Dr. Gorman said the development of this manual was time consuming and this process could result in a year long journey. It is important to remember the complexity and the interwoven nature of the various topics.

Board members were invited to ask questions and make comments.

- Ms. McGarry said last year CMS submitted shovel ready projects to the State and she asked what happens to the order of priorities? Mr. Raible said this involved the 2007 Bond projects and the Board adopted a list of six projects to submit for funding and we do not know what the County will do regarding that capital funding for this year. Of the 2007 Bond projects, there are over \$300 million in Bonds yet to be sold and there are a number of projects remaining. Dr. Gorman said those projects were in relation to the federal ARRA funds and the application was available in which we could apply for the ability to issue Bonds. Ms. McGarry said we build schools to last fifty years but ideally we do not know what a school will look like in the next ten or twenty years as well as the impact of virtual learning. Ms. McGarry asked does staff brainstorm on future needs because at that point schools may only need to be half of the current size? Mr. LaCraia said staff has begun the process of reviewing the criteria for a 21st century classroom and he encouraged the Board members to also share their thoughts on the schoolhouse needs in the future. Ms. McGarry said she believes the schoolhouse should be two stories; no buses and all students walk, ride their bike, or skateboard to school; and a better utilization of space. She encouraged staff to review money saving options. She said CMS is committed to K-12 education but CMS also took on the responsibility of Pre-K. She believes it would be better to allow another community source to handle Pre-K because that would allow CMS to focus on its real mission mandated by the state of North Carolina which is K-12 education.
- Ms. Lennon thanked staff for the information. She said regarding Category Number 1, she would like for that to also include previous growth because there are many areas that are not focused on future growth. District 1 and the southern portions of the county are still building out of deficit need to catch up where schools were not built for the last decade. Mr. LaCaria said that is captured in the weighted criteria with current

overcapacity with a weight of 400. Typically, historical overcapacity issues are also current conditions. Ms. Lennon asked do the weighted criteria recognize a priority for schools overcapacity with many mobiles? Mr. LaCaria said, yes, and the priority falls within the category number and those schools are ranked at the highest utilization at the top of the needs. Ms. Lennon said based upon that theory, a relief school for Torrence Creek Elementary School would be high on the priority list. Dr. Gorman said this would depend upon the priorities that the Board eventually approves.

- Mr. McElrath asked how much of the 5,000 acreage is built out land. Mr. Raible said in most cases the majority of the land is developed for the school site which includes the school buildings, play fields, athletic fields, parking, and bus lots. Some areas have rain gardens, steep slopes, or heavily wooded areas that are undeveloped but those are located on the smaller portion of the acreage.
- Mr. White said this will be an interesting process. It is important for the public to understand that the community passed a Bond package in 2007 and of the money that was approved at that time \$300 million has not been sold. Mr. White said it is not likely the County will decide to take on that debt at any time in the near future. The community supported that Bond package and those items should still be a priority. This is an opportunity for those who did not support that Bond package and those who did not like some of the items in that Bond package to redo those priorities. He encouraged the public to pay attention to the list of priorities and to let the Board know that they expect the Bonds they passed to go to the projects they approved.
- Dr. Waddell said regarding the list of priorities, many of the schools in District 3 require ongoing maintenance and she asked will those schools have to wait and be put on a list of priorities before they can receive ongoing maintenance? Mr. LaCaria said ongoing maintenance items are handled through the operating budget and he explained how projects become capital replacement. Dr. Gorman said the ongoing maintenance budget has been negatively impacted in recent years as a result of the tough budget cuts and that has resulted in fewer staff and fewer flexible dollars in Mr. Chamberlain's department. At some point in time which is getting close, any more cuts to ongoing maintenance items and staff in those areas could dramatically impact maintenance and upkeep at schools. Dr. Waddell said it is important to provide updates to the older buildings in order to keep up with existing technology, projects, and items that are required in the classroom. Dr. Waddell asked what is the potential of the criteria of priorities and the formula changing in the future? Dr. Gorman said staff would not change or take criteria off the list without input from the Board.
- Chairperson Davis asked Mr. Raible to describe the degree of coordination that is conducted with the planning efforts with the County, City, and Department of Transportation? Mr. Raible said all County and City agencies use the same numbers as CMS in terms of projected households within the TAZs, CMS staff meet on a regular basis with City and County agencies regarding the Joint Use Task Force, and CMS staff have one-on-one meetings with the Charlotte Department of Transportation, North Carolina Department of Transportation, City Real Estate, County Park and Recreation, and the planning directors of the six municipalities within Mecklenburg County and there is substantial planning coordination among the agencies. Chairperson Davis commended staff for their work in developing the terrific information in the Capital Needs Assessment manual and he thanked staff for identifying both the schools that are

over and underutilized. This information will be instrumental for the Board in reviewing the challenges and making the difficult decisions. The hard work is ahead and solving these problems in a low to no capital environment will be a challenge.

VI. REPORT FROM SUPERINTENDENT

Dr. Gorman welcomed the New Leaders for New Schools and staff who were attending the meeting. He thanked Eric Guckian, Executive Director of the New Leaders for New Schools Program, and Lory Morrow, Director of the New Leaders for New Schools Program, for their leadership with the program.

VII. REPORTS FROM BOARD MEMBERS

Rhonda Lennon provided several recognitions: the Town of Huntersville named the fourth most affordable suburb in the country by *Business Week*; congratulations on receiving North Carolina Middle School Association's awards to Monique Gardner-Witherspoon, Area Superintendent for the North Learning Community, named *Region 6 Superintendent/Central Office Person of the Year* and Bradley Middle School's sixth-grade Navigators Team recognized as *Region 6 Team of the Year*; congratulations to the Davidson IB Future Cities Team on National Championship and Black History Quiz Ball; Bailey Middle School won Battle of the Books Champions for the North Zone; congratulations on the successful school dedications at River Oaks Academy, Whitewater Middle School, and Ridge Road Middle School; and congratulations to the DECA Clubs and staff at North Mecklenburg, Mallard Creek, and Hopewell high schools who won recognitions at the State DECA Championship. She invited everyone to join her for coffee at Starbucks at Birkdale Village on March 19th at 8:30 a.m. to discuss CMS business.

Kaye McGarry congratulated Tamica Stubbs, Biology teacher at E. E. Waddell High School, for winning the *Star Science Teacher Award* and being named the *2010 Outstanding High School Teacher* for North Carolina Science, Mathematics, and Technology Center. Ms. McGarry was honored to be a sponsor for an Eagle Boy Scout at the Eagle Banquet and she congratulated Jacob Leonard, Troop 413 at Christ Covenant Church, on earning Eagle Scout status. She invited everyone to join her at "Kaye About Town" at Starbucks in Pineville (Park Road Extension) on March 24th from 7:30 a.m. to 9:00 a.m. to discuss CMS related issues.

Joyce Waddell enjoyed joining the staff and students at First Ward and Briarwood elementary schools in their celebration of Black History Month. She visited several schools in District 3 and she congratulated the staff and students on the good things happening in the schools. She encouraged everyone to celebrate the good things happening in CMS.

Richard McElrath visited Freedom Library and participated in the Read Across America event. He enjoyed reading *The Cat in the Hat* to the children and giving them books to take home. He visited E. E. Waddell High School and he commended the staff and students for making their school a well-managed school.

Tim Morgan thanked Tracey Harrill, principal at Providence High School, for allowing him to hold a PTA Meeting with the District 6 leaders. He looks forward to holding

District Meetings on a quarterly basis.

Joe White commended the talented students at Northwest School of the Arts for their annual musical. He encouraged everyone to join him in attending *Thoroughly Modern Millie* which is this year's musical.

Eric Davis thanked Curtis Carroll, Area Superintendent for the Achievement Zone, and the staff at the schools in the Achievement Zone for their good work, leadership, and their willingness to take on the tough challenges to make good things happen in those schools.

ADJOURNMENT

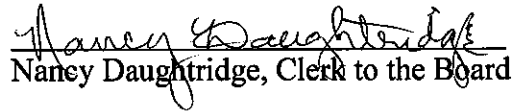
Chairperson Davis called for a motion to adjourn the meeting.

Dr. Waddell moved that the Board adjourn the Regular Board meeting, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 8:02 p.m.



Eric Davis, Chairperson



Nancy Daughtridge, Clerk to the Board