

Approved by the Charlotte-
Mecklenburg Board of Education
February 8, 2011
Regular Board Meeting



Charlotte, North Carolina

January 11, 2011

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on January 11, 2011. The meeting began at 2:00 p.m. and was held in the Meeting Chamber of the Government Center. CMS-TV 3 televised the meeting.

Present: Eric C. Davis, Chairperson, (District 5);
Tom Tate, Vice-Chairperson, (District 4);
Kaye Bernard McGarry, Member At-Large;
Trent Merchant, 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: There were no absences.

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; George E. Battle, III, 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 2:04 p.m. and he welcomed everyone to the Board's first meeting of the New Year. Chairperson Davis thanked everyone for joining the Board for this meeting either in person, Web-streaming, television, or delayed broadcasting on CMS-TV. He reported that because of inclement weather CMS had closed school on January 10th and 11th and as a result of the weather the Board decided to hold the Board meeting at 2:00 p.m. instead of 6:00 p.m. The Board felt it was important to proceed with the meeting despite the weather for a number of reasons. Most importantly, to ensure the Board shared information with the public as soon as possible regarding the financial situation and the decisions that loom before the Board so that everyone can be informed and to provide as much opportunity for public input and dialogue around these decisions while being mindful of the safety of the public and staff attending the meeting.

A. Pledge of Allegiance

Chairperson Davis invited everyone to stand and join him in reciting the Pledge of Allegiance.

B. Adoption of Agenda

Chairperson Davis called for a motion to adopt the agenda as presented.

Mr. Tate moved that the Board adopt the agenda as presented, seconded by Mr. Morgan, and the motion passed upon unanimous Board vote.

C. State Budget Information Update by Phillip Price, Chief Financial Officer of the Department of Public Instruction

Chairperson Davis reported that the State Budget Update from the Department of Public Instruction would be postponed and because of the weather Mr. Price could not attend the meeting. This report will be rescheduled in the near future and we look forward to having this valuable information presented. Dr. Gorman said the report will provide information regarding the Department of Public Instruction and financial information.

II. REQUEST FROM THE PUBLIC

Chairperson Davis said the Public Request section is an opportunity to hear from the public and gain valuable feedback. Chairperson Davis outlined the speaker and audience protocol. He encouraged the audience to be mindful of showing respect to the speakers and to refrain from either showing support or displeasure. Generally, personnel, confidential or specific school level matters are not proper subjects to discuss during the public comment period. Instead, those matters are more appropriately addressed in accordance with the appeal rights supported under North Carolina General Statutes. Each speaker will be given three minutes to address the Board. Chairperson Davis asked the speakers to direct comments to him as the representative of the Board and to refrain from comments directed at staff members.

Tonya Frankie, PTA president at Oakhurst Elementary School, discussed concerns regarding the Board decision to close Oakhurst and the inequitable relocation of students. She encouraged the Board to assign the Magnet students to one school, as the Board did for the other schools that are closing, so the students can remain together.

Seven people encouraged the Board to not eliminate Magnet Bus Transportation because it would destroy the diversity of the Magnet Schools, create elitist programs, and not provide equal access and busing for all students. Not all families would be able to provide their own transportation, students benefit from attending school with students from different backgrounds, and cutting busing would negatively impact the success and diversity of the schools. They will work with the Board to develop alternative cuts and solutions and will lobby the Board of County Commissioners and State for more money. They asked the Board to consider shuttle stops for elementary school and a shared sacrifice because the bright minds were impacted by the shuttle stops from last year.

- Rosie Smolowitz, parent at Collinswood Language Academy.
- Jibril Hough, parent at Smith Language Academy.
- Joe Roehrig, 5th grade student at Collinswood Language Academy.
- Natalie McGee, 6th grade student at Collinswood Language Academy.
- Eliyse Dashew, parent at Smith Language Academy.
- Jena Hurst, parent at Collinswood Language Academy.
- Mario Aullet, parent at Collinswood Language Academy, proposed innovative solutions and suggested the Board charge parents for transportation.

Pam Grundy represented Mecklenburg ACTS and discussed concerns that the Board decision to close schools disproportionately impacted the disadvantaged students and shared recommendations for the Board's consideration.

Eight people discussed the importance of the Bright Beginnings Program and encouraged the Board to not cut funding to the program because it would negatively impact the at-risk students and increase remedial education, dropouts, and the number of students who will be failed by society. They also noted that the Bright Beginnings Program is a key component for the most at-risk children, CMS is nationally recognized for its Bright Beginnings Program, research reveals that early education can provide benefits to the students who grow up in poverty, and failure in kindergarten is predictive of failure in school.

- Michael Rogenberger, father of students in the Bright Beginnings Program.
- Michael Rose.
- Rich Lambert, professor at UNC-Charlotte.
- Marjorie Tate, represented Women's Advisory Board to the Board of County Commissioners.
- Mary Groth, Bright Beginnings Teacher at Amay James PreK Center.
- Janet Singerman, president of Child Care Resources, said we have much to be proud of in our child care facilities, some are Four Star and highly rated, but this has been achieved with considerable expense because a 10th month year can cost \$7,000 to \$8,000. This program serves over 2,400 students, there are children on the waiting list, but not all parents can afford these services. There is a huge demand for at-risk children and CMS continuing the Bright Beginnings Program is critical to the community.
- Brett Loftis, represented students, parents, and teachers who serve in the Bright Beginnings program, Council of Children's Rights, and Mecklenburg Children's Alliance, discussed concerns that reducing funding to the program will negatively impact the groups that have already suffered cuts and the community cannot support a Bright Beginnings Program.
- Gena Haywood, past teacher in the Bright Beginnings Program, discussed the hardships and challenges that a kindergarten teacher would face with the elimination of the program, Charlotte cannot not absorb the students who need PreK services, and she urged the Board to not cut funding to the Bright Beginnings Program.

Carol Sawyer discussed concerns regarding Policy ADA and the introduction of the term "Return on Investment" for student growth. This term is meaningless and offensive. The policy is not clean and she would challenge how student growth is calculated. It fails to take into account the different learning services for children and family investment. She encouraged the Board to eliminate "Return on Investment" from the School Report Card.

Levester Flowers, represented Save Our Schools, discussed the importance of student support services, the students at E. E. Waddell High School need continued services to be able to graduate, and need to be taken care of appropriately. The Board must heed the complaints made to the State. He believes if CMS eliminates Magnet Transportation it may eliminate the need to close E. E. Waddell because the student populations at Magnet schools will be reduced.

Dr. Hans Plotseneder, discussed concerns regarding budget reductions and teachers are not provided relevant budget data. The reductions call for a 10% cut, this is the same amount businesses must cut, and CMS can save 10% without laying-off teachers because CMS spends millions on consultants. He asked the Board to provide teachers relevant budget

data and to make cuts without dismissing anyone who contributes to student achievement.

Chairperson Davis closed the Request From the Public at 2:55 p.m.

III. CONSENT ITEMS

A. Recommend approval of Closed Session meeting minutes:

- December 9, 2010.
- December 14, 2010.

B. Recommend approval of Open Session meeting minutes:

- April 27, 2010 Joint Meeting.
- June 22, 2010 Work Session.

C. Recommend approval of licensed/non-licensed hires for December 2010 and licensed/non-licensed promotions for December 2010.

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

- *Total Hires July 1, 2010 - June 30, 2011: 2,300. (Licensed Hires: 1,203/ Non-Licensed Hires: 1,097).*
- *Total Promotions July 1, 2010 - June 30, 2011: 211. (Licensed Promotions: 79/Non-Licensed Promotions: 132).*

D. Real Estate Items:

1. Recommend approval to grant Town of Huntersville a small amount of additional permanent easements on North Mecklenburg High School, Blythe Elementary School, and Alexander Middle School campuses as part of the Bryton sidewalk and road improvement.

The revised easements are beneficial to Charlotte-Mecklenburg Schools so that ramps can be installed at the junctions of the sidewalk and driveways to improve pedestrian safety at the elementary and middle schools. An easement is reserved to install a traffic light and sensor controls at North Mecklenburg High School bus lot to improve safety and efficiency. Tax parcel nos. 017-051-07, 017-051-12 and 017-062-07. Fiscal Implications: None.

2. Recommend approval to dedicate right of way to City of Charlotte for road construction along Salome Church Road adjacent to Stoney Creek Elementary School.

The design of Stoney Creek Elementary School site was approved by the City in anticipation of the Mallard Creek Road/Salome Church Road intersection relocation that will be installed across from the bus driveway. The sidewalk was installed by CMS contractors as part of the construction completed in 2008 and will connect to new sidewalk to be installed as part of the road project in 2012. The City of Charlotte requests that the property be donated via "fee simple" deed so that future maintenance can be performed. Since the property is currently owned by Mecklenburg County and leased to Charlotte Mecklenburg Board of Education as part of the sales tax rebate program, approval is requested from both agencies. Tax parcel no. 029-101-02. Fiscal Implications: None.

3. Recommend approval to dedicate easements to City of Charlotte across the front of Pinewood Elementary School campus.

The design of the sidewalk connection was required and approved by the City to improve pedestrian safety across the front of the school campus. The sidewalk was installed by CMS contractors as part of the demolition package completed in 2010 and connects to existing sidewalks along Seneca Place. The City of Charlotte requests the temporary easement to inspect the sidewalk and the permanent sidewalk and utility easement to perform future maintenance. Tax parcel no. 171-07-315. Fiscal Implications: None.

4. Recommend approval to dedicate easements to City of Charlotte for road widening

and sidewalk construction at McKee Road Elementary School.

The City of Charlotte requires property transfer and easements to widen McKee Road in front of the school. Starting in summer 2011, they will relocate the sidewalk to connect with new sidewalk being built along McKee Road. This will provide pedestrian access to the school and the adjacent Mecklenburg County park. The City of Charlotte requests a temporary construction easement of 5,732 square feet to complete the work, as well as fee simple transfer of 21,916 square feet for public right of way for the road. The sidewalk area will be included in a Sidewalk Utility Easement of 20,105 square feet. Tax parcel no. 231-042-12. Fiscal Implications: None.

5. Recommend approval to dedicate easements to City of Charlotte for sidewalk construction at Coulwood Middle School.

The City of Charlotte requires easements to improve drainage and install sidewalks on the vicinity of Coulwood Middle School as part of a neighborhood improvement project. Starting in summer 2011, they will complete missing portions of the sidewalk along Kentberry Drive and repave the roadway. This will provide better pedestrian access to the school. The City of Charlotte requests a temporary construction easement of 11,539 square feet on the campus to complete the work. A Sidewalk Utility Easement of 5,482 square feet will allow for 5' sidewalks along the side and 6' sidewalks in front of the school. A Storm Drainage Easement of 1,052 square feet is needed to improve drainage in the parking lot area. Tax parcel no. 031-271-02. Fiscal Implications: None.

6. Recommend approval to dedicate easements to City of Charlotte for sidewalk construction at Park Road Montessori.

The City of Charlotte requests easements to construct a sidewalk along Haven Drive. Accessible ramps will be installed at the drive and front entrance to the school. A temporary construction easement of 3,332 square feet is needed to complete the work in summer 2011. A sidewalk utility easement of 2,277 square feet is requested to maintain the improvements. Fiscal Implications: None.

- E. Recommend approval of the 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 February 1 through February 14, 2011 period. GovDeals, (www.govdeals.com) an experienced and proven on-line government surplus sales service provider will facilitate the process. These auctions usually generate \$6,000 to \$15,000 in revenue.

- F. Construction Items:

1. Recommend approval of electrical contract for fluorescent lighting conversions at Coulwood Middle School, Cornelius Elementary School, Devonshire Elementary School, Lansdowne Elementary School, McKee Road Elementary School, Statesville Road Elementary School, and Turning Point Academy.

The T12-T8 fluorescent lighting conversion project was bid on December 10, 2010. Staff recommends approval of the contract to the lowest responsive bidder, Nova Lighting, in the amount of \$193,317.13. The project scope includes replacing all T12 fluorescent lamps with T8 technology and any non-specialty incandescent lamps with CFLs of equivalent light output. The T12-T8 fluorescent lighting conversions is for seven schools: Coulwood Middle School, Cornelius Elementary School, Devonshire Elementary School, Lansdowne Elementary School, McKee Road Elementary School, Statesville Road Elementary School, and Turning Point Academy. This conversion will reduce lighting electrical consumption by about 40%, advance plan to beat DOE mandated obsolescence of T12 lighting technology, reduce maintenance and improve classroom environment by providing brighter light at a higher color rendering index. Fiscal Implications: \$193,317.13.

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

Mr. Morgan moved that the Board adopt Consent Items A. through F., seconded by Ms. McGarry, and the motion passed upon unanimous Board vote.

IV. ACTION ITEMS

A. Recommend Approval of 2011 Board of Education Regular Board Meeting Schedule

Chairperson Davis asked the Board to adopt its Board of Education Regular Board Meeting Schedule for 2011. Chairperson Davis provided a review of the meeting schedule noting that the meetings were scheduled for the 2nd and 4th Tuesday of the month with the exception of November.

- January 11 and 25
- February 8 and 22
- March 8 and 22
- April 12 and 26
- May 10 and 24
- June 14 and 28
- July 26
- August 9 and 23
- September 13 and 27
- October 11 and 25
- November 9 (This meeting is scheduled on Wednesday as November 8th is Election day)
- December 13

Dr. Waddell moved that the Board approve the 2011 Board of Education Regular Board Meeting Schedule, seconded by Mr. Morgan, and the motion passed upon unanimous Board vote.

V. REPORT/INFORMATION ITEMS

A. Report on Budget Amendments for November 2010

Chairperson Davis called upon Dr. Gorman to present the report. Dr. Gorman reported agenda items V.A. and V.B. are the monthly reports and are as presented.

B. Report on Financial Statements for November 2010

Agenda Item V. B. was presented with V. A.

C. First Reading on New Policy JLCF, Do Not Resuscitate Orders

Chairperson Davis called upon Tom Tate, Chairperson of the Policy Committee, to present the First Reading on new Policy JLCF. Mr. Tate provided an overview of new Policy JLCF. Before the Board for First Reading is proposed new Policy JLCF, Do Not Resuscitate Orders. Children who are so ill as to have Do Not Resuscitate (DNR) Orders from physicians present very unfortunate and delicate situations for both their family and school. While CMS understands the crisis facing these families, it is the recommendation of the Superintendent and the Policy Committee that the Board adopt this new policy, which instructs staff to not accept or comply with DNR orders, but rather to develop and implement appropriate emergency health care plans and procedures for our most fragile children. North Carolina law does not require school districts to honor DNR orders. Moreover, we believe that it is the school's responsibility to do whatever possible to preserve the safety and well being of every student. We are also concerned about the

message that withholding CPR might give to other students about the lack of caring on the part of adults in the school. Having this policy in place will give school staff the tools to respond to the needs of parents who are dealing with difficult and challenging situations. It will also provide clarity and consistent guidance of both process and response throughout the district, which will be beneficial both to school administrators/staff and to parents if they seek to present a DNR Order to a school. The proposed new policy will be posted on the CMS Website and the Board will hold a Public Hearing on January 25th and February 8th, and a Board vote on February 8, 2011.

D. First Reading on Proposed Amendments to Policy GCBC, Overtime and Holiday Work Pay

Chairperson Davis called upon Tom Tate, Chairperson of the Policy Committee, to present the First Reading on proposed changes to Policy GCBC. Mr. Tate provided an overview of proposed changes to Policy GCBC. Policy GCBC, Overtime and Holiday Work Pay, is before the Board for First Reading on proposed amendments that affect when non-exempt employees are entitled to overtime pay or compensatory time off. With the change in the policy, holidays will no longer be considered “time at work” for purposes of calculating when employees have worked more than forty hours in a regular work week. Rather, holidays will be treated in the same way as annual vacation leave, sick leave, personal leave, FMLA leave and other leave or time away from work, and will not be included when computing overtime pay or compensatory time. The amendment was approved unanimously by the Policy Committee on December 14, 2010. The proposed amendments to Policy GCBC will be posted on the CMS Website and the Board will hold a Public Hearing on January 25th and February 8th, and a Board vote on February 8, 2011.

E. Report on Board Policies ADA and AE, Specifically School Progress Reports

Chairperson Davis called upon Dr. Gorman to introduce the report. Dr. Gorman called upon Robert Avossa, Chief Strategy and Accountability Officer, and Dr. Chris Cobitz, Executive Director for State and Federal Programs, to present the report on Board Policies ADA and AE, Specifically School Progress Reports.

Mr. Avossa recapped that the overall strategy for accountability strives to create a balance for providing pressure, support, and transparency. Policy AE, School Accountability System, fits within the overall strategy and the cycle of continuous improvement. Mr. Avossa provided an overview of Policy AE.

- Policy AE, School Accountability System:
 - Requirements: Staff to develop and implement a District wide accountability system. Report results provided annually to the public and the Board.
 - Development Method: Measures developed with internal stakeholders and the Board. Measures and process reviewed by an external partner.
 - Measures: Results of the measures are shared via a variety of reports including School Progress Reports. Policy AE measures include Adequate Yearly Progress status, ABCs designation, Average Growth, Growth of lowest achieving group 3rd through 8th grade, Adjusted Advanced Placement pass rate, Adjusted Advanced Placement participation rate, Adjusted rate of students taking advanced courses, Cohort Graduation Rate, SAT results, Students feeling safe, Students feeling engaged, and Students feeling encouraged.
 - Transparency: To provide a broader view of the District results, last year CMS

implemented a level public reporting for elementary, middle, high school, and District wide report. The report is posted on the CMS Website along with other accountability reports. This year, the report reflects *Strategic Plan 2010* and next year it will reflect *Strategic Plan 2014*.

Dr. Cobitz provided an overview of Policy ADA.

- Policy ADA, Equitable Distribution of Resources
 - Requirements: Policy ADA requires public reporting on the allocation of resources, measures of academic success, academic achievement in light of resources provided, and the state of the link between demographics and achievement.
 - Measures: Policy ADA key measures include achievement gap; school factors such as student-mobility rate, teacher-to-pupil ratio, computer-to-pupil ratio, and resources (dollars and positions allocated to the school); qualitative measures such as the School Quality Review (SQR); and for the first year correlating inputs to academic performance as required in Policy ADA through a Return on Investment (ROI) Index.
 - Transparency: As a part of the transparency of Policy ADA, the existing School Progress Reports have been modified to include Policy ADA requirements. The new measures will include support staff allocated to the school, student-mobility rate which will have an impact on the performance of students (if the mobility rate is low the school has the same students for a longer period of time), per pupil expenditure of the school, and school facility in which information is gathered through teacher surveys. The most important new measure is the ROI Index which is displayed as a dial gauge on the School Progress Reports. The ROI is the average growth of the school (using the State's growth model) divided by the per pupil expenditure. This is converted to a scale of 0 through 100. This is a theoretical scale in which yellow is expected, red is less than expected, and green is greater than expected in terms of investment. At this time, staff is unaware of any other district in North Carolina using this type of measure and cannot review best practices or comparisons with other school districts. This is the initial reporting and staff will learn best practices as we move forward.
- Future Forecast:
 - 2011-2012 School Improvement Plans will be modified to address the accountability measures from Policy AE and the equity measures from Policy ADA.
- Mr. Avossa reviewed that the requirements of Policy ADA provide proactive attention to students at-risk which will help break the predictive link between demographics and achievement. Areas of focus include the Risk Factor Score Card, Response to Instruction (RTI), Strategic Staffing Initiative (SSI), Student Achievement Results, and Per Pupil Expenditures.
- Dr. Cobitz said several years ago the Board approved a set of goals for the District that included growth and gap measures. Dr. Cobitz provided an overview of the results made by demographics of students (African-America versus White, Hispanic versus White, and Economically Disadvantaged versus Non-Economically Disadvantaged) from the 2005-2006 school year to the 2009-2010 school year. To close the achievement gaps, CMS must grow the lowest performing students at a faster rate than

CMS is growing other students.

- Dr. Cobitz provided an overview of the 2009-2010 per pupil expenditure and Return on Investment for elementary, middle, and high school.
- Mr. Avossa reviewed staff's Policy ADA recommendations:
 - Continue Weighted Student Staffing.
 - Expand Strategic Staffing Initiative.
 - Develop and implement teacher and principal effective measures.
 - Expand Human Capital Strategy.
 - Continued investment in developing measures (identify additional Key Performance Indicators (KPI) and Performance Management).

Board members were invited to ask questions and make comments.

- Ms. McGarry asked questions regarding School Quality Review measures and if CMS could no longer fund School Quality Reviews how would that impact the overall input to get the ultimate output? Mr. Avossa said School Quality Reviews have been reviewed from a qualitative standpoint but they are not dictated by Policy ADA. School Quality Review data is used in a qualitative way. Dr. Cobitz said CMS would use a different qualitative measure to get the same sort of information such as the School Improvement Plans, the implementation of the School Improvement Plans, and the continued use of the reflective knowledge of implementing the School Quality Reviews from the past several years.
- Mr. McElrath asked clarifying questions regarding the definition of at-risk students and whether alternative programs are offered to students who are not on track academically. Mr. Avossa responded that students at-risk are students who would not be predicted to meet the CMS minimum standard for proficiency. This would include students who would be at-risk for not completing high school or not being a completer for a particular grade or gateway. It is the responsibility of staff at the school to find ways to meet the needs of individual students and support staff work with the schools to create environments where that can occur. The most critical component is identifying where the disparity exists so that staff can pinpoint their limited resources to make a difference in outcomes. From an educational standpoint, the at-risk factor would be at-risk of dropping out of school and the Risk Factor Score Card uses criteria to predict students dropping out of school. For CMS, success is a student completing high school and staff working with families on what success means for an individual family because that can be different for each family.
- Mr. Tate appreciates the attempt but he is concerned if individual families would be able to tell whether the District was meeting the requirements and measurements of Policy ADA because they are embedded in the individual progress reports. Mr. Tate asked how will we know as a District if we are meeting the measure of strategic and equitable allocation of resources and it is occurring at our schools? Mr. Avossa discussed the distribution of resources, per pupil expenditure, and allocation of positions being reported out by school and by District. Mr. Tate expressed concern that the amount of time spent does not correlate to student achievement. Mr. Avossa said this is the reason the ROI measure was developed. Dr. Cobitz said the ROI is calculated at the District level as well as each grade level (elementary, middle and high school). This is the first year it has been calculated so there is not a comparison against our selves but as we move forward an internal measure is to increase the ROI

in general. CMS has established its baseline information and will work to improve the ROI both at the school level and the District as a whole. Mr. Avossa said there is a link on the CMS Website to review this data. Mr. Tate expressed concern regarding the interpretation of the term "Return on Investment," what it is telling parents about the school their child is attending, and the ROI language sounds more related to banking and not aligned with education. He also expressed concern that it appears the schools struggling the most have the least ROI even though they have the highest amount of money, and this is confusing as a concept. Dr. Gorman reviewed that the Board's request within the policy is to provide information that shows types of results. This includes totality information, quantitative measures, qualitative measures, State measures, national measures, survey data, and it is important we review all the factors. It is also important that parents not just judge a school based on one piece of the information and they should also visit the school to get the full picture. Mr. Tate asked clarifying questions regarding comparing the lowest achieving demographic groups with other groups as well as to themselves, and Dr. Cobitz provided clarification. Mr. Tate said included in the policy is timelines and he asked if the Board would need to approve a timeline? Dr. Gorman said staff is working under the specific timeline that has been required by the federal law *No Child Left Behind* and it can be challenging for staff to meet several different timelines. Mr. Tate asked are there any areas of deficiency that require recommendations for improvement? Dr. Gorman reviewed staff's recommendations at the end of the report and noted they are related to growth and ensuring we have the most effective teachers with all of our students. Dr. Gorman said ultimately the question would be do we align our budget to support that initiative? Mr. Tate asked regarding the maps on ROI and Per Pupil Expenditure, what would be the result if they were overlaid with a map on proficiency. Mr. Avossa said as a District, staff focused significantly on growth and that was not reported here but that information can be provided at a later time.

- Dr. Waddell said the report indicated that 6th grade Reading and Math experienced greater challenges than other grades and she asked would the PreK-8 configuration changes next year cause any implications? Mr. Avossa discussed the benefits of lessening the transition of changing schools because that helps students feel connected and anchored. CMS staff has begun to prepare a program evaluation on PreK-8 to ensure we are learning and understanding what is occurring at those schools and be prepared to provide the type of support they need to be successful. Dr. Waddell said the largest schools have a greater ROI and she asked does that provide insight on the size of schools compared to smaller schools? Dr. Gorman said this relates to the input of dollars but it does not always definitively give the outcome for student achievement. From a dollar standpoint, this is spreading a principal's salary over 700 elementary students versus 200 or 300 students and it will be hard for a smaller school to have a high ROI using that factor. This is only one measure that should be taken into consideration.
- Mr. Merchant said this is what the Board asked for and he likes this concept. Before, there was just a list of inputs or stuff and the idea of ROI makes sense. The policy directs staff to correlate resources or inputs or investment to academic results or outcome which is the return. This is timely because the next report will discuss what that investment in the District will be next year. If we should have the same results next year, the ROI would increase because the investment decreased. The examples

for efficiency and the cost of operating a larger or smaller school related to the investment world make sense because that is the cost of a stock. This data is helpful and a different method of reviewing the information. Mr. Merchant believes the citizens of Charlotte can understand this language, it provides information that is actionable, and he looks forward to longitudinal comparisons as we move through the years.

- Mr. White discussed concerns regarding the justification for the return on investment or the success of students when comparing a school with more than one principal to a school with only one principal such as Olympic High School with West Mecklenburg High School. Dr. Gorman said the goal is to drive down costs by driving up academic performance because the students would be the ultimate benefit. The amount of dollars going into a school is a variable but the expectation for student success is not a variable. Dr. Gorman said regardless of what will happen next year, the public, staff, and the Board will want CMS to produce results. Programs are generally more accepted if the results are above average and trending in the right way but ultimately we want to provide the best programs for the lowest costs.
- Ms. Lennon said the schools in District 1 and District 6 are among the schools receiving the lowest funding and the schools with the largest populations, and the ROI for these schools should be huge. CMS is spending less money on these students but they are still performing as well as they can under these circumstances. Ms. Lennon expressed concern that CMS is not spending a lot of money in Districts 1 and 6 but the schools are showing proficiency and staff should review what is making those schools proficient because it is not money. Ms. Lennon said this data is good but the constituents in District 1 are concerned as to why CMS is spending so little money in District 1. She would also like to review data regarding what it costs CMS when the students in her district leave CMS to go to the charter schools. Ms. Lennon expressed concern that the CMS schools in District 1 are underfunded and that CMS may end up sending more money to charter schools in District 1 than CMS is actually spending at the CMS schools in District 1.
- Ms. McGarry said ROI is a way to measure student achievement and it should be spread throughout the entire education realm as it would provide a better balance of how to justify the amount of money being spent to taxpayers. This would be a method to be accountable to the public. She believes the difficulty of measuring ROI would also apply equally to the pay for performance model. Ms. McGarry said what is most important is how valid are the qualitative and quantitative measures and how valid will they be in the future. She wants to ensure the validity of those measures.
- Mr. McElrath expressed concern that the ROI figures do not mean much because they do not include what is generated by Booster Clubs, PTAs, and community donations, particularly in Districts 1 and 6. He encouraged the Board to develop a method that tracks those types of funds.
- Mr. Morgan discussed concerns that the idea that clubs funnel a tremendous amount of money back into the school or the classroom is not a reality. He reviewed the Ardrey Kell PTA budget from several years ago and it amounted to approximately four dollars per student. The schools are raising money but it helps to provide uniforms or projects for the schools such as cleaning up the grounds. He was told previously that the PTA funds cannot be used to fund teacher positions and the PTAs are not raising enough money to fill the gap of what CMS is spending. Dr. Gorman said a PTA would need

to raise \$1 million at a 1,000 student school to increase the per student spending by \$1,000. The PTA dollars do make a huge difference at the school as well as the flexibility to spend those dollars because they are outside of federal, state, and local expenditure rules. CMS is grateful for those dollars but another area of importance is parental involvement and parents assisting in the educational experience.

- Dr. Waddell asked does the ROI include Title I dollars? Dr. Cobitz said the ROI includes Title I, Title III, and Exceptional Children funds. It does not include utility costs, custodial expenses, transportation costs, or school activity funds. Dr. Waddell discussed the use of Title I funds, the importance of schools having effective teachers, and other factors that contribute to student achievement.
- Ms. Lennon noted that many of the schools in her district have a PTA buddy school and share 20% of the PTA funds with another school.
- Mr. Tate discussed the importance of parental involvement and the school related experiences that some families can provide for their children. In some cases, the schools getting additional money are actually funding those experiences or co-curricular activities for their students such as visiting a museum. Mr. Tate discussed Title I funding for the students and schools.
- Chairperson Davis said the analysis of spending resonates with him as a taxpaying citizen because it contributes to effective use of dollars. He especially likes the concept of Return on Investment or academic achievement because that connects with what every parent wants which is a good education for their child.

F. Report/Update on Staff Budget Reduction Recommendations as of January 11, 2011

Chairperson Davis called upon Dr. Gorman to introduce the report on Staff Budget Reductions as of January 11, 2011. Dr. Gorman said the previous report was a great lead into the budget discussion. Dr. Gorman provided an overview of the process of the development of budget reductions. In Mecklenburg County and across the country, these incredibly challenging economic times require us to make difficult decisions with the limited resources available. The district reduced or redirected more than \$186 million in the past two years. Dr. Gorman said this report will provide staff's best thinking for an additional \$100 million in budget cuts for the 2011-2012 school year. The cuts will affect everyone in CMS in some way and everyone in the community. These cuts will impact you whether you live in the suburbs or you live in the city, if you are poor or not poor, whether your child is a high flier, an average student, or struggling. Many students have already been affected by increased class sizes, reduced transportation, school closures, and other program changes but the cuts we have to make now will touch everyone even more deeply. It is important that we share as much information as we can because so many people are affected. CMS staff will share this information in a variety of ways: through the CMS Website, social media, and traditional media. Dr. Gorman and members of the executive staff will hold meetings with employees and the public to explain the cuts but staff also needs the help of the Board. There will be a lot of changes coming quickly and that can lead to rumor and misinformation. We all can work together to minimize misinformation and help create a better outcome for our students by sharing accurate, timely information with constituents and the public. Staff hopes the Board will help in this effort by providing factually correct information and explanations of the changes. Dr. Gorman shared how staff developed the reduction recommendations. Arriving at the recommendations was not an easy task and this was achieved through a lot of hard work across the district with the

dual intent of minimizing the affect on the school house and ensuring critical elements of the *Strategic Plan 2014* are funded. It is impossible to make these types of recommendations without cuts to teachers, administrators, and central office staff. Our principals, teachers and support staff have been very resilient over the past two years of budget reductions with student academic growth still moving forward and demonstrated in all measured areas. The proposed budget reductions will be a true test for our staff, students, and community. The recommendations follow a series of hard decisions. The majority of our staff and the Board got involved in education because they want to help students grow, learn, and build a future. For this reason, it is hard to reduce programs, or increase class sizes, or shrink transportation options for families because those actions do not help children. It is even harder to make those types of cuts in CMS now because we have experienced dramatic improvement in academic achievement in the last several years and we do not want to see those gains lost or our students to stop achieving at higher levels. This is not the outcome that we want. We have worked hard to improve our results and we do not want to make cuts that could reduce that achievement but it will be necessary. This year, it is not possible to make the cuts we have to make without touching our classrooms. CMS has already made nearly \$186 million in reductions and redirections over the past two years. Staff has been planning for the stimulus funding cliff and the weak economy and the Board made some sound fiscal decisions to prep CMS for this year. But now, we will have to cut an additional \$100 million to address the shortfall. Staff's preliminary recommendation is based on the current revenue picture from the State and receiving, at best, the same level of funding from the County. With that, CMS still faces uncertainty about its funding from federal, state and local government levels. The proposed recommendations are staff's best thinking at this point in time and are subject to change as more information is provided regarding State and County revenue projections. Executive leadership was asked to find cuts in their departments that would minimize harm to students because deep cuts cannot be made without affecting academic achievement. CMS has gone from a time of adding programs and dollars that have the biggest bang to cutting items that have the least impact on academic achievement. CMS cannot have larger class size, fewer teachers, fewer electives, and less pre-kindergarten preparation without affecting student achievement. We no longer have the luxury of reducing the budget by asking staff to do more with less. Now, CMS will do less with less. Staff strived to make cuts, which include cuts in the central office and support areas, as far away from the classroom as possible but there are a lot of other areas in CMS that directly or indirectly impact the classroom and students. The CMS staff has never had to make cuts this large and it is uncharted territory. At this point, the recommendations are staff's best judgment and most careful assessment of how to cut ten percent or more from an operating budget that is already lean from cuts in earlier years. In developing the cuts, staff considered several criteria. How to preserve the programs and initiatives that will give the best results and how to make cuts in one place without damaging another area because there are a lot of interdependencies in CMS. For example in technology, we cannot make certain cuts in that budget without shrinking our use of virtual classrooms but we are relying on virtual learning to fill in some gaps where CMS cut electives or teachers to provide those courses. The recommendations were developed following a process. Each member of the executive staff first reviewed cuts in their area and then presented them to the whole executive staff for review in order to identify interdependencies and unintended consequences. Typically, staff makes a budget recommendation to the Board in April and this year staff is making the recommendations early so that parents, principals, students, staff, and the community can

respond to the key decisions. This recommendation also includes asking the Board to vote on some time-sensitive items at the Regular Board meeting scheduled for January 25th. Those items include recommendations for Weight Student Staffing, dramatic changes in Bell Schedules, and Bright Beginnings. This is time-sensitive because CMS must meet multiple timelines and families must make decisions on schools for next year before we know our final budget. The Board making decisions in a timely manner will help families prepare for school next year. Staff heard the Board very clearly when members said they could not make budget reductions if they did not know the entire context of the budget and all the proposed reductions being recommended. Dr. Gorman said with this report, staff will present its best thinking for reductions as of January 11, 2011. Staff cannot say these are the best cuts because these cuts are not in the best interest of educating our students. However, they are staff's best thinking given the fiscal constraints in which we must operate. The larger cuts include recommendations to change the Weighted Student Staffing formula from 1.3 to 1.25, cut the number of Bright Beginnings classes by more than half, eliminate teacher assistants in first and second grades, increase class sizes by two students in grades four through twelve, and a proposed new Bell Schedule. The changes represent a series of hard decisions and will shrink the District's work force by 1,516 positions. It is important to remember that CMS still faces uncertainty about its funding from federal, state and local governments and the recommendations represent our best thinking given the information we have now. Board decisions could affect these recommendations. The Board could decide to add items to the reductions or to take items off the list. To follow the Board's directive, this is a complete recommendation to eliminate \$100 million from the operating budget. Should any item come off the list another item would need to be added and there are not many good options left. These are the best recommendations as of January 11th and are subject to change as we move forward in the budget process.

Dr. Gorman provided an overview of the proposed budget outlook and recommendations.

- National Outlook:
 - American Recovery and Reinvestment Act (ARRA) funding cliff has arrived and \$37.9 million in federal stimulus funds is almost depleted.
 - Thirty-five states project budget gaps for fiscal year 2011-2012.
 - Twenty-one states project gaps of more than ten percent including North Carolina.
- State Outlook:
 - The cumulative effect of the national economic downturn, expiration of federal stimulus dollars, and revenue challenges has left the state with a projected \$3.7 billion shortfall.
 - As a result, the North Carolina Office of State Budget and Management have requested that all state agencies submit plans to reduce their budgets by five, ten, and fifteen percent.
- State Preliminary FY 2011-2012 Budget Gap Estimate: -\$3.7 billion reduction.
 - Revenue Availability Estimate: \$18.2 billion:
 - FY 2010-2011 Revenue Availability: \$19 billion.
 - Expiration of 1% Sales Tax: -\$1.1 billion.
 - Expiration of Corporate and Personal Income Surtaxes: -\$.2 billion.
 - Other One-Time Revenue Adjustments: -\$.2 billion.
 - Preliminary Estimate of Revenue Growth: +\$.7 billion.
 - Budget Estimate: \$21.9 billion:

- FY 2010-2011 Certified Budget: \$19.0 billion.
 - State funds needed to replace Federal ARRA Funds: +\$1.6 billion.
 - Other one-time Budget Adjustments: +\$.4 billion.
 - Retirement System Contribution: +\$.3 billion.
 - State Health Plan: +\$.2 billion.
 - K-12 and Higher Education Enrollment: +\$.2 billion.
 - Medicaid: +\$.2 billion.
- State Budget Categories: North Carolina is experiencing financial pressure from each of the major budget categories FY 2010-2011:

Major Budget Categories	Net General Fund Appropriation	% of Total
Public Schools	\$7,085,588,912	37%
Higher Education	3,722,071,167	20%
Medicaid	\$2,368,365,829	12%
Correction	\$1,285,252,983	7%
Mental Health	\$705,476,614	4%
Natural and Economic Resources	\$467,727,028	2%
Courts	\$566,019,508	3%
Capital and Debt	\$718,695,003	4%
Other	\$2,039,797,168	11%
Total	\$18,958,994,212	100%

- Impact on CMS:

Reduction %	State Reductions	Federal Funding Cliff	County Growth/ Sustaining Estimate	Subtotal	Reduction %	County Reduction	Total Reduction
5%	\$32 M	\$15 M	\$15 M	\$62 M	5%	\$15 M	\$77 M
10%	\$63 M	\$15 M	\$15 M	\$93 M	10%	\$30 M	\$123 M
15%	\$95 M	\$15 M	\$15 M	\$125 M	15%	\$45 M	\$170 M

- The 2010-2011 budgeted per pupil spending is \$8,523. The per pupil amount reduces to \$7,263 under the worst case scenario presented above. The \$7,263 per pupil spending is approximately the same as the 2001-2002 per pupil spending.
- Budget Development Process and Timeline:
 - Make reductions that have the least impact on the classroom first and then other areas that impact the classroom.
 - Align resources to support *Strategic Plan 2014*.
 - Effective Teaching and Management.
 - Performance Management.
 - Increasing the Graduation Rate.
 - Teaching and Learning through Technology.
 - Environmental Stewardship.
 - Parent and Community Connections.
 - Keep strong academic focus coupled with data-driven decision making. This can be a challenge because the staff in the Accountability Department has been reduced to about 2.5 staff to perform program evaluation analysis.
 - Recognize and plan for the impact of the economic environment and employ sound

- fiscal management, respond to signals from state and local sources that funding may be limited.
 - Acknowledge uncertainty regarding expected funding levels from all sources, but be prepared for the worst.
 - Request funding from County for growth and sustaining operations.
 - Pay for *Strategic Plan 2014* initiatives through budget reductions or redirections.
 - Establish flexibility in the budget to allow for various reduction levels.
- Process and Timeline:
 - June through November 2010:
 - Case for Continuous Improvement.
 - Board of Education Budget Work Session: Establish Board/Superintendent's Goals and Priorities.
 - Budget Department convenes the Budget Development Kickoff meeting. Outline Board and Superintendent's Goals and Priorities, outline the current year process, and set budget reduction target at ten percent by department.
 - December 2010:
 - Principal Budget input via survey.
 - Department heads compile budget recommendations to submit to executive staff. Identify reductions and new requests, align total resources with *Strategic Plan 2014* Goals, justify total budget recommendation based on effectiveness and impact.
 - Executive staff reviews departments' budget recommendations. Confirm reductions and new requests, confirm alignment with strategic plan and total budget recommendation, and submit approve recommendation to Budget staff.
 - Employee professional organizations submit budget considerations.
 - Budget staff compiles District budget data.
 - January 2011:
 - Executive staff reviews budget reduction recommendations as a team to verify interdependencies.
 - Executive staff reviews budget reductions with Chief Operating Officer, Chief Financial Officer, and Budget staff.
 - Chief Operating Officer, Chief Financial Officer, and Budget staff reviews budget reduction recommendations with Superintendent to discuss why cuts are proposed, plan of action, and impact of the cuts. Cuts across all areas are not equal but best proposal is created with least detriment to achieving Strategic Plan goals.
 - Superintendent presents Executive Staff approved budget reduction recommendations to the Board of Education. This is occurring much earlier this year because critical decisions are needed for staff and families.
 - Budget staff computes estimated cost for salary/benefit increases, sustaining operations, growth and new initiatives.
 - Board of Education makes early budget decisions (Scheduled for January 2th).
 - February through April 2011:
 - Operationalize early budget decisions.
 - Budget staff verifies State budget estimates with Planning Department.
 - Budget staff confirms cost estimates for sustaining operations, growth, and new initiatives based upon State planning allotment.
 - Superintendent and executive staff finalize budget recommendation, making

- adjustments as needed based upon updated information from State, etc.
 - Superintendent presents final Budget recommendation to Board of Education.
 - Board of Education Budget Work Sessions held throughout the process as needed.
- Key Dates:
 - Week of January 3rd: All students received pre-lottery assignment information in the mail.
 - January 7th: Magnet Lottery Application opens.
 - January 8th: Magnet Fair at Phillip O. Berry Academy of Technology.
 - January 11th: Staff Budget Reduction Recommendations presented to Board of Education.
 - January 25th: Board of Education Budget Work Session (Regular Board meeting).
 - Mini-Magnet Fairs scheduled throughout the County:
 - January 25th at Cornelius Town Hall.
 - January 27th at First Ward Elementary School.
 - February 1st at South Mecklenburg High School.
 - February 7th: Magnet Lottery Application closes at 10:00 p.m.
 - End of February: All families notified of 2011-2012 school assignments.
 - February 21st through March 21st: Reassignment/Transfer period for assignments from the 2011-2012 school year.
 - Board of Education Budget Work Sessions:
 - January 25th (Regular Board Meeting), Meeting Chamber, 6:00 p.m.
 - February 15th, Government Center, Room 267, 12:30 p.m.
 - March 15th, Government Center, Room 267, 12:30 p.m.
 - March 22nd (Regular Board Meeting), Room 267, 6:00 p.m.
 - March 29th, Government Center, Room 267, 12:30 p.m.
 - April 26th (Regular Board Meeting), Room TBD, 6:00 p.m.
 - April 27th. Government Center, Room 267, 12:30 p.m.
- Key Dates for Staff.
 - January 24th: Employee Transfer Fair begins.
 - January 31st: Enrollment projections given to schools.
 - February 14th: Enrollment projections to Human Resources.
 - February 23rd: Staff allocations to schools.
 - March 8th: Request Board approval for Reduction in Force (RIF) criteria.
 - April/May: Begin notifying at-will employees affected by RIF.
 - April 12th: Superintendent's Budget recommendation presented to the Board.
 - April 26th: Public Hearing on Superintendent's Budget Recommendations.
 - April 27th: Board Budget Work Session.
 - May 1st: Deadline for notifying administrators of Superintendent's intent to non-renew contracts.
 - May 10th: Board of Education's 2011-12 Proposed Budget approved.
 - May 15th: Deadline for notifying teachers of Superintendent's intent to non-renew/dismiss.
 - June 1st: Deadline for notifying administrators of non-renewal.
 - June 15th: Deadline for notifying teachers of non-renewal/dismissal.
- Employee Budget Information and Meetings: Four general information meetings have been scheduled to keep employees informed about the budget process. Employees may direct questions to: budgetquestions@cms.k12.nc.us.

- January 13th: North Mecklenburg High School, 6 p.m.
- January 20th: South Mecklenburg High School, 6 p.m.
- January 24th: Independence High School, 6 p.m.
- January 27th: Northwest School of the Arts, 6 p.m.
- Additional employee meetings by zone
- Public Engagement:
 - Board member constituent engagement. Staff will partner with the Board members.
 - All Budget Meetings and Work Sessions will be televised live on CMS-TV.
 - Video of the meetings will also be posted on the 2011-2012 Budget Information section on the CMS Website.
 - Citizens may direct budget suggestions to budgetquestions@cms.k12.nc.us.
 - Budget information available on the CMS Website, www.cms.k12.nc.us.
 - Budget information sharing with community groups organizations.
 - Community Meetings: TBD.
 - Dr. Gorman encouraged the Board to add a Public Hearing regarding the proposed recommendations at January 25th in order to engage the public early in the process. Chairperson Davis approved that the Board holding a Public Hearing on January 25th Regular Board Meeting.
- Summary of Budget Reductions since 2007-2008:

Division	2010-2011 Budget Reductions	2009-2010 Budget Reductions	2008-2009 Budget Reductions	2007-2008 Budget Reductions
Operations	(25,342,503)	(23,163,051)	(7,347,516)	(4,202,863)
Academic Services	(8,953,377)	(27,889,959)	(4,846,412)	(7,829,831)
Schools	(44,764,334)	(55,626,298)	(7,054,883)	(8,318,787)
Total	(79,060,214)	(106,679,308)	(19,248,811)	(20,351,481)
Less Funding added back	20,313,480	19,776,737	N/A	N/A
Net Budget Impact	(58,746,734) 6.2%	(86,902,571) 8.1%	(19,248,811) 1.8%	(20,351,481) 2.2%

- 2011-2012 Budget Reduction Recommendations:
 - Central Support and Operations Divisions:

Department	\$ Reduction Amount
Communications/Strategic Partnerships	\$ 157,830
Human Resources (staff and service reductions)	1,615,083
Technology Services (elimination of contracted services, staff, and technology upgrades)	1,860,958
Finance	632,321
Legal	258,000
Athletic Department (includes the recommendation to eliminate Middle School Sports)	399,500
Alternative Education and Safe Schools (closing programs)	1,146,108
School Law Enforcement (reduction of services and twenty campus security associates)	1,157,850

Office of Accountability (Eliminate School Quality Reviews)	626,712
Auxiliary Services	115,649
Building Services (Includes costs of closing schools, reduced custodial services, maintenance, and utilities as well as elimination of fifty custodians and maintenance staff)	8,092,950
Storage and Distribution	286,357
Transportation (changes to Bell Schedule)	4,000,000
Inventory Management/Textbooks	390,420
All Other Central Support & Operations	355,949
Subtotal – Central Support & Operations	\$21,095,687
2010-2011 Division Budget (State & Local) Reductions as a percent of Division Budget	\$184,834,895 11.4%
Total positions reduced	206

- Academic Services Division:

Department	\$ Reduction Amount
Professional Development and Leadership Academy	\$ 117,287
Career and Technical Education	3,233,917
ESL Student Education	113,589
Extended Year Programs (reduce allotment for after school programs and Saturday programs)	1,052,532
Arts Education (includes reduced travel budget for competition teams)	149,580
Bright Beginnings PreK Program (reduction of local dollars used for programmatic support)	2,113,105
Talent Development	749,989
Literacy and Writing (PreK-12)	109,539
Media Services	165,142
Support Services	148,255
All Other Academic Services Division	270,160
Academic Services Reorganization	518,391
Subtotal – Academic Services	\$ 8,741,486
2010-11 Division Budget (State & Local) Reductions as a percent of Division Budget	\$ 165,355,679 5.3%
Total positions reduced	102

- Schools Division:

Description	\$ Reduction Amount
School closures (School division reductions only)	\$ 2,573,067
Midwood relocation to Hawthorne (School division reductions only)	238,500
Eliminate DSSF High School plans; no longer required	1,229,914
Eliminate one support position at each school	11,152,000

Eliminate teacher assistants in 1 st and 2 nd grade; maintain a 1:22 ratio in Kindergarten (328 positions)	9,295,201
Change Weight Student Staffing from 1.3 to 1.25 (134 positions)	7,937,758
Increase class size by 2 students for grades 4 th – 12 th (255 positions)	15,105,435
Eliminate 107 teacher positions intended to be one time (positions reinstated last year with one time funds)	6,338,359
Eliminate 10 positions allocated from the Achievement Zone	689,290
Eliminate 2 media specialist	138,038
Eliminate Incentive, Critical Needs and Local Signing bonuses.	4,293,933
Average Salary Adjustment (the average salary has gone down and this would be a savings across the District)	2,176,485
Eliminate prior year extended employment	79,713
Reduce funds for equitable supplies and materials	125,000
Subtotal – Schools Division	\$61,372,693
2010-2011 Division Budget (State and Local)	\$586,790,478
Reduction percent of Division Budget	10.5%
Total positions reduced	1,045

- 2011-2012 Budget Reduction Recommendations Summary:

Department	Reduction Amount	Percent of Division Budget (State and Local)	Positions Reduced
Central Support and Operations Division	\$21,095,687	11.4%	206
Academic Services Division	\$8,741,486	5.3%	102
Schools Division	\$61,372,693	10.5%	1,045
Total Recommended Reductions to State and Local Budget	\$91,209,866	9.7%	1,353
ARRA Funding Cliff Reduced			
Bright Beginnings Reduction*	\$91,209,866		154
Midwood Relocation**	464,051		9
Total Recommended Reductions	\$100,122,498		1,516

*Bright Beginnings reduction total is \$10,417,921; the remaining \$1,969,340, a Local reduction, is embedded in departmental reductions.

**Midwood relocation reduction total is \$969,617; the remaining \$505,566 is embedded in departmental and school reductions.

- Early Decisions needed by January 25th: It is important that staff have certain decisions by January 25th.
 - Weight Student Staffing: CMS currently allocates \$48 million and over 800 positions for Weighted Student Staffing. Dr. Gorman believes this is the second

most important program in CMS (Teacher Effectiveness initiatives are the most important). But, this area needs reductions and the recommendation is to change the Weighted Student Staffing formula from 1.3 to 1.25. This would eliminate 134 positions and create a reduction of \$7.9 million. CMS will still allocate 670 positions above the formula in and over \$40 million through Weighted Student Staffing. Teachers and students will be impacted. The early decision will provide direction for the Transfer Fair for teachers scheduled the end of January and allow schools adequate time to prepare master schedules and staff allocation projections.

- Bell schedules: CMS Schools currently start at 7:15 a.m. and the last bell is at 4:15 p.m. This would dramatically change the number of schools that go later in the day. The option to change bell times would result in a \$4 million savings. The proposed Bell Schedule changes will be posted on the CMS Website and emailed to principals.
 - Impact on Schools: 45 schools no change, 50 schools will have a change of 15 minutes, 32 schools will have a change of 30 minutes, 14 schools will have a change of 45 minutes, and 12 schools will have a change of 60 to 90 minutes.
 - High schools and middle schools have a 7 hour day. Elementary schools have a 6 hours and 15 minute day. This recommendation includes expanding the school day for elementary students to 7 hours or an extra 45 minutes. This option would draw the times closer together and extend the number of buses that have four or five runs. Currently, the CMS schools with a K-5 grade level at the K-8 schools that are in place are participating in a 7 hour day. A 7 hour day works with the master school schedule and creates a good benefit for students to be in contact with a high quality teacher for a longer day.
 - To make these changes, CMS must notify families early because it could impact decisions to attend a Magnet school. This will also require reviewing areas to expand before and after school programs as well as designing new transportation routes. This is a creative solution that provides more academic time for students in a time of declining resources but it could also be a disruption for a number of families.
 - Impact on families: This option would impact 55,000 elementary students and 25,000 middle school students, and 80,000 students would have a start time change.
- Bright Beginnings Recommendations: CMS currently has 3,200 students in a Bright Beginnings Program.
 - Staff Recommendation: Reduce the number of Bright Beginnings classes from 175 to 70 classes. This is a recommendation that staff does not want to do but in a time in which CMS does not get specialized funding it creates a tough position. The Bright Beginnings Program improves a student's readiness for kindergarten but because it does not get specialized funding some would not support this program. This recommendation would redirect the seventy classes that will be continued to all be Title I funded except for certain expenses that are non-Title I eligible. Those expenses relate to services regarding screening, leadership of the program, and administration of the program. It will result after the cuts from 3,200 Bright Beginning spots for students to 1,178 spots. There are also 1,076 More at Four spots in the County, 330 Head Start, and another 150 for Exceptional Children. However, the continuation of the funding for More at Four Program is in question.

- Closures: Staff is recommending closing the remaining PreK centers and the PreK Program in its quasi center format at Hickory Grove Elementary as well as closing the sites at Lebanon Road Elementary, Long Creek Elementary, and Winding Springs Elementary schools. They are not Title I schools and CMS could not make the expenditure at those sites.
- Program Offerings: Staff is recommending that the PreK classes at select Title I schools including all the K-8 programs at Ashley Park, Berryhill, Druid Hills, Reid Park, Walter G. Byers, and Westerly Hills.
- Decision Impact: It is important to make this decision early because it impacts families, staff, and the community. This recommendation would, in essence, close four additional sites and contributes to some of the savings in the presentation. An early decision would provide staff, families, and the community time to prepare for the decision. This would include encouraging community partners to offer programs and allow opportunities for private PreK providers to expand. This decision will address the significant amount of the pending ARRA funding cliff. This recommendation will save CMS over \$10 million.

Dr. Gorman said these are the recommendations that staff are recommending at this time. In addition, staff has developed potential future recommendations but at this point he is not recommending this option. At this time and with cuts at \$100 million, staff is not recommending reductions to Magnet transportation but that may change should CMS be required to make reductions of \$130 million. Dr. Gorman provided an overview of the impact of Magnet Transportation reductions.

- Potential Future Recommendations:
 - Magnet Transportation: Eliminate transportation for all students in partial and full Magnet Programs.
 - People impacted: Families of more than 12,000 full and partial Magnet students currently assigned to programs. Staff would include bus drivers and teachers. Cutting services to Magnet transportation would result in a range of savings. If the students currently attending Magnet schools were to go to their home schools and required home school transportation, CMS would save \$4.4 million. If all the students currently taking Magnet transportation did not take CMS transportation (students provided their own transportation to a home school or to a Magnet school), it would save CMS \$9.5 million. This is before the bell schedule changes and this decision could impact the bell schedule changes. Dr. Gorman expressed concern that should Magnet transportation be eliminated, Magnet programs would not be available to all our students. Dr. Gorman said it is his best recommendation at this time to continue Magnet transportation. Dr. Gorman said should the Board wish to make reductions in Magnet transportation, he would recommend those decisions be made prior January 25th.

Dr. Gorman said as a recap, these cuts are devastating to the work of CMS and will detrimentally impact student achievement as well as the offerings, opportunities, and experiences that CMS provides children. CMS cannot cut another \$100 million out of its budget, lose this many great teachers, and say we are going to do more with less. These reductions will result in less with less, detrimentally impact the lives of our children, and

detrimentally impact the quality of services that our staff provides in CMS.

Board members were invited to ask questions and make comments.

- Ms. McGarry said the recommendation includes reductions in property management and reorganization of that staff. She believes a better idea would be the reorganization of the entire organizational structure from an administrative standpoint. The recommendation also includes the elimination of the \$1.1 million DSSF high school plan because it is no longer required and she asked what other plans or programs could be eliminated. She encouraged staff to reorganize a bigger chunk of the bureaucracy and she asked Dr. Gorman to comment on this statement. Dr. Gorman said this is an area in which we count on the Board to provide accurate information. Staff has recognized every year for the last four years in every division. We have cut positions and assigned duties to other places. We have done it again this year and each of the areas includes some reorganization. Each year, we have reorganized and reviewed the services and the people that provide those services. Each year, staff reviews the programs and any programs that could be cut were brought forward to the Board. Ms. McGarry discussed concerns regarding the acceptance of state and federal grants and/or donations and whether it is feasible to accept those type funds because they could come with strings attached and be more costly to CMS. She encouraged the Board to set budget priorities by putting student achievement number one. Ms. McGarry also discussed concerns that the Board eliminated CMS-TV but shows and the Budget Work Sessions are being aired by CMS-TV through an “anonymous funder” to use it again. Chairperson Davis said it is important to share correct information with the public and to note that the Board decided to eliminate CMS-TV except for funding meetings like this meeting and that was the only money that the Board set aside for CMS-TV. The Board also decided in order to televise work sessions during this budget process and as an important part of keeping the public informed, certain Board members decided to utilize their travel allocation to fund televising these meetings. What the public is seeing on the CMS-TV channel other than Board meetings are reruns of previously produced programs. Dr. Gorman said this information has been shared with the Board numerous times and he thanked the Board members for clarifying that information. Dr. Gorman said previously aired shows are being remotely televised because CMS will lose its Public Education channel if it does not show a certain amount of programming. CMS is not spending dollars on CMS-TV and Time Warner cable has worked with CMS to allow shows to be aired. As previously stated, some Board members allocated their travel money and CMS has since received an anonymous donation to air the Budget Work Sessions. Dr. Gorman said regarding grants with strings attached, federal grants or dollars are the tightest and state dollars are the next most restrictive. CMS does not accept grants or programs without thoroughly reviewing the requirements of the dollars and insuring their value to CMS. Ms. McGarry said she asked these questions in view of the transparency that we all are seeking and she requested an itemized list of the funds spent for CMS-TV. Ms. McGarry said she has been told that parents can opt out of taking End-of-Grade tests and if students opted out would that be a savings to testing and CMS? Dr. Cobitz said under State Board of Education Policy schools are required to test all students and under the Elementary and Secondary Act, schools are required to test all eligible students. If the child is in school, CMS is required to test the child. CMS does not pay for the State test and there would be no

cost savings to CMS if a child did not take a test. Ms. McGarry expressed concerns regarding fraud in the Economically Disadvantaged Students (EDS) or free and reduced lunch program, families abusing the self-reporting system, and that EDS numbers are used to allocate millions of dollars. She believes there is fraud in the program and suggested that CMS require families to submit their W-2 forms to the school to qualify for those services. Ms. McGarry discussed the importance of honesty and transparency; CMS should lead the charge to the State to stop the abuse of self-reporting to ensure accuracy in the program; and the Board should address this on a local level if CMS is going to continue to allocate resources to schools based upon those numbers. Chairperson Davis said he would respond to those comments. He would not want to show his W-2 to the school because that is a personal, private document, there is no doubt that fraud occurs in the program but the fact is the child does not commit fraud, and when a child shows up to school unprepared to read that has no bearing on the parent's veracity on the income statement. Staff has consistently shown the correlation between the EDS student and their preparedness to learn, and CMS holds our staff to address the academic needs of the student. Ms. McGarry noted that she has always said if a student comes to school hungry they should be fed but if the resources are going to be distributed based upon that number that number should be a more accurate number. Dr. Gorman said CMS will continue to follow the law and be in compliance and he provided clarification regarding the high correlation of EDS students and their performance on assessments.

- Ms. Lennon commended staff for the information regarding the changes to the bell schedule and she noted that she has received positive feedback about an increased day for elementary schools. This effort will provide more academic opportunities that may lead to increased student achievement which is the top priority of the Board. Ms. Lennon understands the value of Bright Beginnings as well as the reality of the situation. She is pragmatic about the fact that CMS cannot fund a PreK Program out of its K-12 budget. She will work with the community to find outside sources/partners to fund this program because it is essential for the success of our population to take care of the Bright Beginnings population. CMS is only funded for K-12 education and she finds it difficult to cut the shrinking K-12 budget to continue to fund Bright Beginnings. Ms. Lennon expressed concern regarding Dr. Gorman's decision to not move forward with the \$5 to \$10 million reductions in Magnet transportation. Her focus is on home schools and strengthening the academic achievement in the home school. She believes this is cutting teachers and increasing class size in the home schools in her district. In reality, this is providing a \$1,000 bonus for every Magnet student that rides a bus and that is not an acceptable trade. She will propose ideas of implementing more shuttle stops because they were successful and did not create the gloom predicted by parents. She would like to explore opportunities to cut Magnet transportation costs such as expanding shuttle stops to the lower grade levels and to County wide Magnet Programs. Dr. Gorman said as a District we are as stretched as possible with shuttle stops, the staff needed to run shuttle stops, and CMS does not have the staff to go further with shuttle stops. Ms. Lennon said with savings of \$5 to \$10 million in Magnet transportation we may be able to find the staff to expand shuttle stops. Mr. Lennon is most saddened by the elimination of middle school sports which is one of smallest items in the budget but she cannot choose middle school sports over academic programs. Ms. Lennon said she would work hard to find opportunities for all middle school age students to still be able to participate in sports because sports help to keep students involved, on grade level,

and extra-curricular activities are essential to their success. She will continue to review Magnet transportation reductions.

- Mr. Tate clarified that economically disadvantaged students are learning and he hopes people did not misinterpret the earlier comments that EDS students cannot learn. Dr. Gorman said he hopes that is not the case because the EDS students as a subgroup have been making growth and exceeding our average students over the past several years which helped CMS to close the gap. Mr. Tate said the budget will continue to be discussed over the next few months, there are items in the budget that he does not want to see cut, and he is happy some of the reductions were not more severe such as the reductions to weighted student staffing and Bright Beginnings. Mr. Tate thanked Dr. Gorman for providing this information early in the process in order for the Board to see the full context of \$100 million in reductions.
- Mr. Morgan said last year the Board received a prioritized list of cuts and that was helpful because it sent a message to the Board and the community that as dollars came back we knew exactly how those dollars would be applied which positions would be restored initially. Mr. Morgan said he has heard concerns regarding Magnet transportation and he believes it would be helpful to have a prioritized list as quickly as possible so when the Board is making decisions at the second meeting in January we know if that became an option where those dollars would go first. Mr. Morgan said as he makes decisions for transportation and students in CMS, he would like to know staff's priority for where those potential savings would best be spent. Dr. Gorman said staff is still developing that list as well as a list of what did not make the list and a prioritization list above the line of \$100 million. Mr. Morgan said regarding items to not be considered, what happened to the 1.5 mile walk zone? Dr. Gorman said that was not included because staff does not believe that will bring long term revenue. It will bring some short term revenue for next year but when the State recalculates the efficiency rating the following year any gains will be reduced because the CMS efficiency rating will drop and that will negatively impact funding. Mr. Morgan said regarding sports, what is the total amount we anticipate spending on high school sports next year and what is an estimate of the scholarships CMS students receive on an annual basis? Dr. Gorman said he would provide that information as soon as possible. Mr. Morgan asked what is the total number of teaching positions in the 1,516 positions to be eliminated? Mr. Morgan also asked other than the reduction of ten positions in the achievement zone, are there any cuts recommended for the learning communities? Dr. Gorman said, no, the staff at the learning community offices has been reduced to five plus an Exceptional Children specialist supervising approximately thirty-nine schools. These offices are stretched and it would be difficult to provide any more supervision and support. Dr. Gorman said he visited Denver Public Schools recently and they have twelve area superintendents for approximately seventy-five thousand students. Mr. Morgan said we will continue to hear that we should make additional cuts at the operational level and it would be helpful to have comparisons of staffing levels going forward versus the last several years. Dr. Gorman said staff will provide this information.
- Mr. White said he understands the need for reductions and it causes him a great deal of heartburn because he does not have any good alternatives. He believes these are the best of our bad options. He thanked Dr. Gorman for his clarification and he hopes those comments will debunk some of the myths regarding CMS. CMS has reached the bone with budget reductions and any additional cuts will hurt and impact the lives of people.

People will lose their jobs and ability to feed their family. Mr. White is saddened that he will have to be a part of the Board that eliminates middle school sports but he does not have options for saving middle school sports. He hopes the Board and staff will do everything possible to ensure those opportunities are still available to students and that CMS allows those fields, facilities, and equipment to be used at a minimum cost by those people who are going to serve our students. Mr. White believes extending the school day is a positive initiative because it will be good for students even though it may create some inconvenience for parents. He said regarding PreK, if he had his way he would create universal PreK. He believes those students who come to kindergarten already behind and unprepared to learn causes CMS to spend the next nine years trying to catch them up and when that fails we have to watch them dropout of school. The Bright Beginnings is a great program but the Board cannot continue to fund it out of funds CMS is receiving to operate the K-12 program because those funds are no longer available. Mr. White is happy the Bright Beginnings was not completely eliminated and he hopes it can be expanded should the economy improve. He is also pleased that weighted student staffing was only cut from 1.3 to 1.25 because he had predicted that it would be 1.2 or lower. Mr. White said the Board emphasizes the importance of student achievement and parental involvement, and the majority of our Magnet schools are the poster child for that recipe. He is not sure why the Board wants to continue to make it difficult for those people who are doing what we want them to do. Mr. White said he does not like shuttle stops and they presented a tough challenge for the Magnet parents but there was no other way to save enough money to get CMS through this year. He hopes Board members will think strongly about that before they put changes to Magnet transportation back in the budget reductions before it is absolutely necessary. Mr. White discussed concerns about eliminating transportation for those students who cannot afford transportation to Magnet schools as well as eliminating middle school sports because that may promote students moving to charter schools.

- Dr. Waddell feels strongly about the Bright Beginnings programs and expressed concern about the potential cuts. Those programs are very important to young children because they provide them a foundation as they enter school. She understands the funding is not there but she is concern about the severity of the cuts and she hopes the Board will be able to lessen those cuts. Dr. Waddell hopes the recommendation for extending the school day will work with the afterschool programs and that strategies will be developed quickly so that teachers can be informed in a timely manner and can prepare for next year. Dr. Waddell expressed concern regarding changes to weighted student staffing and she encouraged the Board to revisit the history of weighted student staffing. CMS implemented weighted student staffing for neighborhood schools so they could provide something extra to enhance student achievement. Dr. Waddell said regarding the closing of the PreK Centers, she wants to ensure the community is informed about the changes to PreK Centers. She hopes the Board and staff will explain the proposed changes in a strategic manner that includes transparency and the timelines. Dr. Waddell is concerned about the reductions in Career and Technical Education and she hopes the Board will review that recommendation in a priority order because that program is important in helping low achieving students find their place in society and being successful in school. Dr. Waddell asked what has the Board been asked to vote on at the January 25th Board meeting. Chairperson Davis said Dr. Gorman has asked the Board to vote on early decisions for Bell schedules, Bright Beginnings, and weighted student staffing at the January 25th meeting.

- Mr. McElrath thanked staff for developing the recommendations. He said there are some items that he likes and some that he does not like. He said this Board has been working well together and he hopes that will continue.
- Mr. Merchant said the Board makes choices and one of the choices they have made is weighted student staffing. Mr. Merchant asked Dr. Gorman to discuss weighted student staffing and demonstrate how it is a key lever that has created success. Mr. Merchant understands that some people believe Bright Beginnings could also be a key lever for success in the early grades. He asked Dr. Gorman to layout how he developed that recommendation. Mr. Merchant said weighted student staffing was implemented for economically disadvantaged students (EDS). At that time, CMS had approximately 60,000 EDS but they counted as 78,000 students. Next year, CMS will have approximately 76,000 to 77,000 EDS who qualify for free and reduced price lunch but they will count as 95,000 to 96,000 students. The per pupil funding is decreasing but CMS is spending more on EDS but over a four year span of time CMS will have cut or redirected \$250 to \$300 million. Dr. Gorman said he has information from a principal's perspective of what weighted student staffing allows a principal to do for the school and he will share that information at a later time.
- Ms. McGarry said she has additional questions but she will ask them at the next meeting.
- Chairperson Davis asked Dr. Gorman what items did staff consider for budget reductions but decided to not bring forward? Dr. Gorman said staff discussed four areas that would be classified as a large dollar category because large dollars are needed when striving to reach a \$100 million mark. Staff discussed Magnet transportation; not funding Bright Beginnings with Title I dollars; a deeper cut to weighted student staffing because CMS is still spending \$40 million beyond the recommended reduction; and scenarios for larger class size (plus 3 as well as increasing class size K-3). Chairperson Davis said it is important to remember that earlier this year the Board decided to set aside \$20 million which has helped to reduce the current reductions; otherwise, the Board would be facing another \$20 million to fill that gap. Chairperson Davis said he does not like any of the reduction recommendations but this is what the Board must do because CMS is legally responsible to balance its budget. Chairperson Davis said his approach to this will be for any item that he does not like on the list he will work with staff to find an alternative item. If he cannot find an alternative item, he will make the best of these decisions. He hopes the Board members and the community will take this same approach in reaching the best decisions. Chairperson Davis said some people would say we have a spending problem but we do not have a spending problem. CMS has a funding problem in public education. CMS does not have the funds that our citizens need. Unfortunately, the Board of Education is the last of a long series of decisions that must be made. The Board will do its job and do it to the best they can while keeping the decisions in the context of following the process of those series of decisions.

VI. REPORT FROM SUPERINTENDENT

Dr. Gorman reported that school would be closed tomorrow for students and it would be the same format as today for staff (Code A for employees with a two-hour delay and principles would work with their staff). The next make-up day will be February 21st. This is an example of why we need flexibility with our calendar. Dr. Gorman reported that the media

briefing scheduled for tomorrow would be cancelled and he would be glad to answer any questions tonight.

VII. REPORTS FROM BOARD MEMBERS

Kaye McGarry thanked the public for participating in the previous Community Meetings and she commended them for their passion to see public education succeed. Regarding the budget, she will focus on the importance of principals and teachers because they make the critical difference in student achievement. Ms. McGarry enjoyed watching *The Race to Nowhere* and *Waiting for Superman* documentaries on education she encouraged everyone to watch those films. Ms. McGarry invited everyone to join her for “Kaye About Town” on January 18th at Starbucks Coffee at 9211 North Tryon Street from 7:30 a.m. to 9:00 a.m. to discuss school related issues.

Joyce Waddell recently visited Chantilly Montessori and she was impressed with their initiatives and passion for learning. Dr. Waddell viewed the *Race to Nowhere* and she found the feedback from parents and students very informative. Dr. Waddell congratulated the students who will be participating in the upcoming Martin Luther King Day activities. Dr. Waddell discussed the development of the school calendar noting that it is made two years in advance and the committee consists of teachers, parents, and Board members.

ADJOURNMENT

Chairperson Davis called for a motion to adjourn the meeting.

Mr. Morgan 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 6:10 p.m.

Eric C. Davis, Chairperson

Nancy Daughtridge, Clerk to the Board