

Approved by the Charlotte-
Mecklenburg Board of Education
May 10, 2011
Regular Board Meeting



Charlotte, North Carolina

April 26, 2011

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on April 26, 2011. The meeting began at 5:33 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;
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; Dan Habrat Chief Human Resources Officer; 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 covered by the attorney-client privilege including:**
 - **A personal matter.**

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 5:33 p.m. until 5:42 p.m. in CH-14.

Chairperson Davis reconvened the Regular Board Meeting at 6:01 p.m. 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 6:01 p.m. and he welcomed everyone to the Board's second meeting of the month which was being held in the Meeting Chamber to accommodate the public speakers.

A. Adoption of Agenda

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

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

B. Public Hearing on proposed 2011-2012 Charlotte-Mecklenburg Board of Education Budget

Chairperson Davis said the Public Hearing on the proposed 2011-2012 Budget is an opportunity for the Board to hear from the public and gain valuable feedback. Chairperson Davis outlined the speaker and audience protocol. 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. 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. 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 and their children.

Four people discussed concerns regarding the proposed budget reductions, funding pay for performance and standardized testing, and the elimination of teachers and teacher assistants.

- Pam Grundy, represented Mecklenburg Acts, and presented the Board with a petition with 1,900 signatures. She urged the Board to pause the pay for performance and testing expansion.
- Hans Plotseneder expressed concern that the proposed budget will cause the layoff of good teachers and that will negatively impact CMS' ability to educate children. He urged the Board to layoff non-instructional staff instead of teachers.
- Susan Harden, parent of two CMS students, expressed concern that CMS is funding testing while enforcing teacher layoffs, cutting teacher assistants, and eliminating sports.

- Linda Peak, present of the East Mecklenburg High School PTA, urged the Board to not approve funding pay for performance. She expressed concern that testing of students is not the best method for evaluating teachers and that using funds for testing is not the best use of those dollars while enforcing teacher layoffs.
- Joan Abrams urged the Board to not cut funding to the Bright Beginnings Program because those students are the future.

Five people represented the Council for Children's Rights. They encouraged the Board and the community to partner together to talk to the Board of County Commissioners to ask for an additional \$55 million to fund the top five priority items. The priorities want to save teacher jobs, save schools (including the PreK centers in at-risk neighborhoods which are housed by teachers), and save important PreK services.

- Brett Loftis, executive Director for the Council for Children's Rights.
- Janet Singerman, president for the Council for Children's Rights, discussed the importance of critical learning investments in PreK services.
- Barbara Cantisano urged the Board to support the neediest children.
- Ashley Gray, parent of a student at Hickory Grove PreK, discussed how PreK services helped her son to learn and be successful.
- Jessica Saxe, family physician with the Council for Children's Rights, discussed concerns about brain development, the importance of the Bright Beginnings Program, and the benefits of the program for disadvantage students who live in poverty to be successful.

Three people represented MeckFUTURE which represents concerned parents who are working hard to lobby the Board of County Commissioners to provide more funding to CMS. They urged the Board to ask the Board of County Commissioners for more funding to improve the quality of education in CMS. They also urged the community to say yes to education and to support their efforts.

- Stephanie Ward, parent of two students at McAlpine Elementary
- Sylvia McIlwain, president of the PTA at Joseph Grier Academy and grandmother of CMS students.
- Kathryn Northington urged the Board to work for tax reform at the State level to find a better way to provide a quality education and to educate children on the long term.

Jennifer Rothacker discussed concerns regarding the Board decision to change bell times and the 4:15 p.m. late dismissal. She urged the Board to reconsider this decision.

Chairperson Davis closed the Public Hearing at 6:53 p.m.

II. CONSENT ITEMS

- A. Recommend approval of supplementary funding request for Charlotte-Mecklenburg Schools' School Improvement Grant Application 2011.

The proposed project will provide an array of support to increase student achievement at Billingsville Elementary School and West Charlotte High School over a three-year term. As the only CMS school designated Tier I or Tier II not already receiving School Improvement funds, only Billingsville and West Charlotte are eligible to apply. Billingsville's Tier I designation indicates a "persistently low-performing Title I School," and West Charlotte's Tier II designation is due to a "graduation rate below sixty percent over a number of years." Funding Implications: Funding request from the North Carolina Department of Public

Instruction in the amount of \$8,733,262.00 over a three-year period.

- B. Recommend approval of supplementary funding request for Charlotte-Mecklenburg Schools' Visual Thinking Strategies Arts Education Project Grant Application.

CMS is partnering with the Arts and Science Council of Mecklenburg County, Inc. (ASC) to implement a pilot program using Visual Thinking Strategies (VTS), a research-based teaching method that improves students' critical thinking and inquiry skills through observation and discussion of visual art. The goal of the proposed project is to provide effective, research-based and data-driven professional development for teachers. The pilot will be implemented in five high-poverty schools, in which a cohort of teachers will learn to be VTS trainers to build the capacity within CMS to support the program through the district and region. Fiscal Implications: Funding requested from U.S. Department of Education, Office of Innovation and Improvement in the amount of \$539,005.00 over a two-year period.

- C. Recommend approval of the 2011-2012 and the 2012-2013 School Calendars for Cato Middle College high School.

North Carolina Law requires the Board of Education to approve school calendars. This is the approval of proposed academic calendars for the 2011-2012 and the 2012-2013 school years at Cato Middle College High School, which is located on the Cato CPCC campus. Students at Cato take college classes taught by Central Piedmont Community College (CPCC) instructors as well as high school courses taught by CMS teachers. Because students are taught by CPCC instructors in a CPCC facility, the Cato academic calendar needs to be aligned with the CPCC instructional calendar and not the CMS School Calendar. The State Board of Education has granted educational purpose waivers from N.C.G.S §115C-84.2 that allow the Cato High School instructional year to begin before August 25, 2011. Because CPCC does not have academic quarters, we have not scheduled "protected teacher workdays" (at the end of each academic quarter) as required by state law. However, CMS has received an opinion from the then-General Counsel to the State Board of Education that exempts CMS from this requirement for Cato teachers. In all other respects, the Cato calendars comply with the requirements of state law. Fiscal Implications: None.

- D. Recommend approval of employee termination.
- E. Recommend approval of school name changes.

As a result of Board action on November 9, 2010 to change the grade level configurations of several schools and to move the language magnet program now located at Smith Academy of International Languages (K-8) to E. E. Waddell High School, the Superintendent recommends that the names of the affected schools be changed as indicated below. Because these are not new schools, but rather schools at which the uses or grade levels are changing, the Superintendent did not require that a School Naming Advisory Committee be convened to assist in developing his recommendations. Rather, the School Leadership Team for each affected school developed the recommendation for its school.

Current Name	Recommended Name
<i>Ashley Park Elementary</i>	<i>Ashley Park PreK-8 School</i>
<i>Berryhill Elementary</i>	<i>Berryhill School</i>
<i>Bruns Elementary</i>	<i>Bruns Academy</i>
<i>Cochrane Middle</i>	<i>Cochrane Collegiate Academy</i>
<i>Druid Hills Elementary</i>	<i>Druid Hills Academy</i>
<i>Irwin Avenue IB Elementary</i>	<i>Irwin Avenue Academic Center</i>
<i>Lincoln Heights Elementary</i>	<i>Lincoln Heights Academy</i>

<i>Reid Park Elementary</i>	<i>Reid Park Academy</i>
<i>Thomasboro Elementary</i>	<i>Thomasboro Academy</i>
<i>E. E. Waddell High School</i>	<i>E. E. Waddell Language Academy</i>
<i>Walter G. Byers Elementary</i>	<i>Walter G. Byers School</i>
<i>Westerly Hills Elementary</i>	<i>Westerly Hills Academy</i>

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

Mr. White moved that the Board adopt Consent Items A. through E. as presented, seconded by Mr. Morgan, and a discussion followed.

Dr. Waddell pulled Consent Item A.

Chairperson Davis called for a motion to adopt Consent Items B. through E., excluding A.

Mr. White moved that the Board adopt Consent Items B. through E., seconded by Mr. Tate, and the motion passed upon unanimous voice vote of the Board.

Dr. Waddell asked clarifying questions regarding Consent Item A. that included why were these two schools chosen, should something happen will the grant funding follow the students, and since this a three-year grant does CMS need to do something on an annual basis? Dr. Gorman provided clarification regarding the grant. Billingsville and West Charlotte are the only schools in CMS that were eligible to apply for the grant; the dollars go to the school and would not follow the students; and the grant is monitored on a yearly basis and should CMS not be in compliance with the grant CMS would lose that funding. Dr. Waddell asked what will happen to the grant money for E. E. Waddell High School? Dr. Gorman said the money for Waddell will go back to the government.

Chairperson Davis called for a motion to approve Consent Item A.

Mr. Morgan moved that the Board approve Consent Item A., seconded by Mr. White, and the motion passed upon unanimous voice vote of the Board.

III. ACTION ITEMS

The agenda did not include any Action Items.

IV. REPORT/INFORMATION ITEMS

- A. Report/Discussion of proposed 2011-2012 Board of Education Budget, as requested by Eric Davis, Board Chairperson, District 5 Board member

Chairperson Davis said this is the report and discussion for the proposed 2011-2012 Board of Education Budget. Chairperson Davis asked Dr. Gorman if there were any changes to the proposed budget recommendation. Dr. Gorman responded, no sir, there have been no changes to the proposed budget.

Chairperson Davis said the proposed budget is now fully in the hands of the Board of Education for discussion, determination, and a Board vote at the May 10, 2011 Regular Board meeting. Chairperson Davis provided comments to begin the discussion.

Chairperson Davis said a fundamental financial problem confronting our school system is we have to develop the budget for CMS before we have an understanding of the potential funding from the State and County. Moreover by State law, we have to start layoff notices before we request funding, much less know how much funding we will receive. It is a completely backwards and destructive process that in no way contributes to educating students in CMS or North Carolina. Even at this late in the current process, the projected State cuts could range from \$45 to \$88 million. As a result, we have a process that is full of assumption and rework at best and full of misperception, mistrust, and highly political at worst. Instead, our students and teachers need a budget process in which the State, as the primary funder, determines its budget in the early spring which would enable the County, as an extension of State government, to pass its budget in time for the School district to then inform our students and teachers of our plans by the end of the current school year. Nevertheless in the absence of such a logical process, this Board must still determine what our students' needs are today. Our Superintendent has made a thoughtful recommendation given the realities that we face. The recommendation assumes a 10% cut in State funding and a request of \$10 million in additional local funding. Yet, that recommendation still requires \$100 million in cuts that will be devastating and Chairperson Davis believes will create long term damage. Chairperson Davis said he believes public education is the foremost responsibility of our State and local government and that the education of our students is not only the primary economic development engine for our economy but the essential element of our safety and security as a democracy. Chairperson Davis said he also believes our public school students require greater funding than they currently receive which leads him to call upon his colleagues on the Board to join in asking from our fellow citizens in Mecklenburg County to begin restoring the \$50 million in funding for our school system that has been cut over the past two years. Chairperson Davis acknowledges the challenges of this request because it may require a multi-year effort and many citizens, particularly those who live on fixed incomes, will have a difficult time supporting this initiative. It will take sacrifice, but it is imperative that we begin now to reverse the steady retreat of reduced support for public education before we lose the gains that our students have made. Over the past four years, thanks to heroic efforts of many of our teachers and the nurturing care of so many parents, our students have closed the achievement gap more than any other large urban district. In the twenty-five areas that our students are assessed, they have increased their proficiency in all twenty-five areas. Five years ago, we were accused of academic genocide when only 55% of our schools were achieving a year's growth. Today, 95% of our schools are achieving a year's growth and 108 schools are achieving high growth. It takes years of shoulder to the wheel, hard work to build this momentum but it can all be wiped out in one more year of damaging cuts. Chairperson Davis said to preserve these gains and to continue to move forward we need from our State and County education partners in the 2011-2012 school year to provide \$55 million in additional funding to preserve the most critical elements of our system. Chairperson Davis outlined how the additional \$55 million investment from the State and County would be spent.

- The first \$15.4 million will preserve 260 classroom teachers in grades 4-12 in schools such as Albemarle Road, Myers Park, Ardrey Kell, Mint Hill, and Bailey Road.
- The next \$8.6 million will preserve 146 classroom teachers through our weighted student staffing strategy to help students at schools such as West Mecklenburg,

Independence, West Charlotte, Myers Park, Sterling, and Hidden Valley.

- The next \$11.1 million will save 164 instructional support, literacy and math specialists, to help students at schools such as Westerly Hills, Druid Hills, Shamrock Gardens, Sharon, Community House, and every school in the system.
- The next \$9.2 million will sustain 328 teacher assistants in elementary schools across the district like Selwyn, Idlewild, Piney Grove, Landsdowne, and Winding Springs.
- Finally \$10.4 million will preserve teachers for 80 PreK classrooms and ensure that not only will more of our most vulnerable kindergarten students be prepared but their classmates who come to kindergarten ready will have a prepared student by their side.

Chairperson Davis said whether you live on Statesville Road, Albemarle Road, Providence Road, or Beatties Ford Road this additional funding will benefit you and your students. Chairperson Davis explained why he is convinced our students need this support from our fellow citizens in Mecklenburg County. Chairperson Davis said he does not need to remind the students of how their class sizes have exploded in the past three years or how parents have had to pay for AP exams and sports programs and deal with reductions in transportation services. Likewise, our principals and teachers have felt the loss of colleagues, teachers, teacher assistants, and assistant principals. But, mostly our teachers have felt the loss of stability. While not all of these are completely attributable to a reduction in County funding, most are and all have been worsened by the decrease in local support. For the past eleven months, we have been preparing for this day. We began in June reviewing our real estate portfolio; we set aside \$20 million to reduce the Federal funding cliff; we were forced to fill schools to the brim and consolidate out of under filled and high cost buildings; we reduced the number of our highest salaried executives as reported in the Sunday's edition of the *Charlotte Observer*; we directed our Superintendent to begin detailed budget planning two months early in January in order to give our community the opportunity to weigh in on solutions; and we delayed some early decisions to afford more community participation. Recently, the Board took the controversial step of exploring managed competition as further evidence of our financial discipline and fiscal stewardship of your dollars. Overall, we have stretched our system to its full capacity and we can go no further without long term harm. Every CMS student, teacher, parent, and citizen of Mecklenburg County will have their own individual reason to either refute or support our request. The one reason to support our request that ties us together as one is that it is in our own best self interest to have a strong public school system that is moving forward. Chairperson Davis said he hopes everyone will join our cause for the students of today, the students of tomorrow, and for those who fifty years from now will look back and thank us for taking a stand.

Chairperson Davis invited Board members to make comments.

- Mr. White said when he first became a Board member eight years ago, the majority of the Board at that time came to the conclusion that it was our job as a Board of Education to ask for what we felt we needed to continue to move forward and educate each and every child in this community. Over the years, the majority of this Board has asked the Board of County Commissioners (BOCC) for a request of what the majority of this Board believed we needed to educate students. Mr. White will vote to support asking the BOCC for an additional \$55 million that CMS needs to be added back into the

budget to cover the five top priority items. He believes it will be the job of the BOCC to fund us the best they can and that they will do what they believe they can do. Mr. White said we will not be bold to ask for this request but we will be irresponsible to not take this step.

- Ms. Lennon said she is not opposed to some of the cuts in Tiers 3 and 4 but there are others in which we need to rein in our spending because we are in an economic downturn. The reevaluation is a one-year deal and we will not get that extra money every year. Ms. Lennon said she openly campaigned on the principles of fiscal conservatism and budget restraint. She is in a dubious position of honoring her own core beliefs yet recognizing and acknowledging the voice of the public. She supports those who clamor for fiscal responsibility. She does not support increasing classroom size at any grade level because the increases have had a disproportionate effect on the schools in her district. She does not support the reduction of one support staff at each school because this has had a disproportionate impact on suburban schools. She recently visited Croft Community School and she asked students about testing and she will share that information at a later time. She does not support the reduction in the teacher assistant positions. She commended the good work of the teacher assistants throughout the district because they are cost effective providers of excellent education to our students and the glue that keeps schools running efficiently. CMS cannot afford to let the teacher assistant positions go. Ms. Lennon is concerned about the weighted student staffing formula and she would like staff to review an overhaul of that program. She expressed concern that the Free-and-Reduced Lunch Program, as outlined by the Department of Agriculture, is used as a determining factor to fund academics at schools. She also is concerned that CMS uses the voluntary forms with no checks or balances to determine how millions of dollars are spent in the school system. She would like for CMS to develop its own process for verifying poverty status, similar to DSS, and until that is done she will not support this program. In addition, weighted student staffing has given schools the opportunity to override an increase in classroom sizes over the past few years and they did not have to suffer the same consequences as other schools. She will not support a continuation in weighted student staffing. She supports a reduction in the costs of the Bright Beginnings Program. She is not saying she does not support Bright Beginnings but she is saying she does not support how much CMS is spending on Bright Beginnings. Bright Beginnings is a valuable program and students from our most fragile neighborhoods do need early intervention but she is not sure CMS is getting enough value for spending \$8,000 per student. She expressed concern that there are several PreK Centers in the district with administrative costs of \$200,000 for schools with two hundred plus students. Ms. Lennon believes CMS can deliver an excellent, highly effective program to our most fragile children at a better cost. She will not support the full funding of PreK until staff takes a deeper dive into those budgets. Ms. Lennon said unless all administrative and Central Office salaries are frozen for the upcoming year she will not support any budget increase request to the BOCC. Teachers have gone without pay increases for several years and had children added to their classes. Teachers are doing more with less and she wants to be assured that administrators and Central Office are doing the same. Ms. Lennon read from a book regarding compromising of issues but not of principles. Ms. Lennon was elected as a fiscal conservative and she will vote on the budget as a fiscal conservative.

- Mr. Merchant said regarding administrative salaries, we must remember that in the budget that includes salaries and benefits which can equate to 25% to 40% of salaries. Mr. Merchant said the budget is a process. He thanked the Superintendent for following the Board's direction of preparing a realistic budget with contingency plans. The budget recommendation gives the Board a clear road map and a document that the Board can execute depending upon the amount of funding CMS receives. Mr. Merchant commended Dr. Gorman for asking the Board members for their feedback and keeping the Board informed on a weekly basis. He also thanked Chairperson Davis for his comments that are really about doing the right thing to ensure we can realize our vision and achieving our mission which is the job of the Board. Mr. Merchant agreed with the comments of Chairperson Davis because the Board's job does not include taxing authority. The Board is only able to allocate resources and not raise resources. Mr. Merchant will support this recommendation because we must survive financially while we thrive academically. This will help CMS get through another year and that could be an effective play at this point. Mr. Merchant believes a potential structural solution would be to include Tier 4 and the next two items in the same tier because this is a request to restore funding for those five items. He believes it would be beneficial and send a clear message to have the top five priorities in the same tier. This will provide a framework for discussing these items with the potential amount of funding we receive. If we get \$55 million, we will fund it all. If we get 30 million we have a framework for discussion of the items. Mr. Merchant will support the recommendation.
- Mr. Tate thanked the public from throughout the District for their comments regarding the budget, their hard work for helping all of us in Mecklenburg County, and their support of children to ensure we have the best education available anywhere. Mr. Tate thanked Chairperson Davis for his comments and he will support the request to ask for more money. He said there are concerns for the next few years of meeting the requirements of *No Child Left Behind* and graduation rates. A good point of this request is that it helps us focus not only on the graduation rate of 2014 but also 2025. Mr. Tate is concerned that the graduation rate of 2025 is in distress if CMS is not able to fund the top five priority items. Mr. Tate expressed concern about the lack of funding from the County to continue the Bright Beginnings Program and he hopes CMS will receive enough money to fund everything. Mr. Tate believes receiving the additional \$55 million will be valuable to the entire community and the future of Charlotte-Mecklenburg. Mr. Tate believes the Board must do everything possible to get the support that we need in our schools for every student to the education they deserve and need. Mr. Tate said this is a great step to move CMS forward and he will support the recommendation.
- Mr. McElrath said he will support the recommendation from Chairperson Davis. He believes before asking for more money, the Board must ensure "our house is in order" and the Board has done everything possible. Mr. McElrath said he reviewed the budget and expressed concern that under Superintendent, Academic Services, and Operating divisions there were 2,370 positions that are not in the classroom. He believes if these positions are not in the classroom, CMS must show that they are providing a service that is more important than the teacher in the classroom. He noted several positions under the Finance Department and he wants to ensure that if these positions are necessary the public understands why they are working and a teacher is not. He wants to understand

why we need all of these folks when our business is education and we need positions in the classroom.

- Dr. Waddell thanked the public and the organizations who spoke in favor of the budget because many of them said that CMS should ask for an additional \$55 million. She also thanked Chairperson Davis for his appeal to the public and explaining the reasoning for asking for more money. Dr. Waddell said CMS has a \$1.1 billion budget and receives 55% of that funding from the State, 26% from the County, and 16% from the federal government. In order to “get” we must “ask.” Dr. Waddell said the budget request clearly outlines how the monies will be spent and outlines the reductions for the tiers. These funds are necessary and very much needed to educate children. Several organizations have been making presentations saying that the money is needed to support education for children. The public has said the money is needed. The Board has heard from the public and we know that it is important to have great teachers in the classroom. Dr. Waddell believes the Board must ask for the funding to ensure CMS is meeting all the needs of the students in CMS. Dr. Waddell said the Board must be clear where we are spending the money, the money is needed and essential for meeting the Board’s Core Beliefs, and she will support the recommendation to ensure a qualified teacher in every classroom.
- Mr. Morgan thanked Chairperson Davis for his comments because that helps him to understand that he has made the right decision. He thanked Chairperson Davis for the leadership that he has shown to the Board. The Board has experienced some difficult discussions in dealing with the great challenges before CMS. Mr. Morgan said this request deals with five issues and he encouraged Dr. Gorman to find a way to put those five items together because those are the five that we and the public continue to review and discuss. Those are the cuts should they be implemented that will negatively impact student achievement in this District. He said if that is what it takes to keep student achievement, he wants to ensure we continue to follow that road. Mr. Morgan discussed the three main issues for District 6. One is the increase in class size by two because that is actually a plus five based on cuts in the past years. The increase in class size has had a significant negative impact in District 6 and particularly at the high school level in District 1 and District 6. In addition, the support positions and teacher assistants at each school are beneficial to the schools. Mr. Morgan said weighted student staffing and Bright Beginnings may not be hot buttons in District 6 but they are key issues in District 2, 3, 4, and part of District 5. Mr. Morgan realizes this funding is needed to move this District as a whole forward and he will support the recommendation as proposed. Mr. Morgan said the \$45 million in the budget that we are assuming will be eliminated is not “fluff” in the budget but funds services that we are providing today. Last year, the Board eliminated big chunks from the budget and those items are gone. In addition, the Board recently established the Privatization Committee to find other methods to save money. These efforts are a compromise of issues and not of principles and it is what it will take to move all parts of CMS forward. Mr. Morgan said we have not discussed the middle school sports component because it was actually removed from the budget last year. Mr. Morgan said many people have discussed the importance of middle school sports and he agrees the sports program is vitally important. Mr. Morgan commended Coach White and Ms. Lennon for their efforts in working with community organizations to find funders to keep and protect

middle school sports as part of CMS. Mr. Morgan believes there will be some sort of middle school sports program in CMS thanks to the efforts of Mr. White and Ms. Lennon.

- Ms. McGarry said some of the comments by Board members are refreshing rather than rubberstamping what was presented to the Board in January which has not changed a great deal. Ms. McGarry said we have been on a circuit to sell to the general public the mentality that we have overturned every rock and this is what we have to do. She said Dr. Gorman did work hard but she does not believe it was enough. Ms. McGarry said she recently attended a conference with the National School Board Association in San Francisco and many school districts throughout the country are facing budget cuts. She was impressed with some school districts because they developed creative ideas to make budget cuts rather than cut teachers. One district renegotiated vendor contracts to save millions of dollars but CMS is not making any effort in this area. Other ideas included a strong track to cut administrative salaries; when bus drivers retired, bus routes were reduced instead of hiring more bus drivers; teacher work days were reduced from ten to seven which saved \$30 million; turn off the light initiatives to save utility bills; relocation of two hundred people from central office back into the classroom to teach; and a Union state agreed to cut salaries by 20% in order to save staff in the schools. Ms. McGarry said the Board should not justify cutting teachers until every rock is overturned and central office is reduced because she believes there is still fat in non-instructional costs. Ms. McGarry has several questions she would like answered. Ms. McGarry would support taking pay for performance out of the budget for 2011. She agrees with Dr. Gorman on the need for a pay for performance for teachers which is the end but she does not agree with the means by which CMS is trying to reach the end. Ms. McGarry said we are in difficult economic times and she would like the pay for performance initiative set aside until we have time to review better testing methods because she does not want to use CMS students as guinea pigs. Ms. McGarry said she would like additional information regarding the \$37 million that is currently being outsourced to include how often those items are bid upon, the last time they went out for bid, and how often vendors have changed in each area. Ms. McGarry asked Dr. Gorman questions regarding costs for testing. She believes \$2.9 million was used to develop tests and \$5 million used for summative tests but some of those costs may be related to *Race for the Top* and TIF-LEAP initiative. Dr. Gorman said the costs are incorrect and he is not sure what she is referencing regarding the \$2.9 million. Dr. Gorman responded that CMS did spend money for the summative assessments that were used this year. He said financial information was provided to the Board and he believes Ms. McGarry may be combining the summative and formative assessments which are different areas and used for different programs. Robert Avossa, Chief Strategy and Accountability Officer, provided clarification regarding the budget costs. The costs for formative assessments and common assessments are approximately \$950,000 per year and those are used to provide teachers data that can be used to determine what a student has learned. The cost for the summative assessments which is a one-time fee to have all of those items built was \$1.9 million (\$1.2 million was budgeted in the 2010-2011 school year and the \$700,000 was budgeted in the 2009-2010 school year). Ms. McGarry thanked staff for the information. Ms. McGarry said regarding the proposed budget, she does not agree with the order of the tiers for the \$100 million budget

reduction. She believes the weighted student staffing formula should be reviewed as well as using the Free and Reduced Lunch Program to distribute millions of dollars because that program is wrought with fraud. Ms. McGarry noted that Dr. Gorman received \$250,000 from the Sprangler Foundation in November 2009 and that money was given to him with no strings attached. Ms. McGarry would like an update of those funds because they are a CMS asset. Ms. McGarry said regarding the budget, she is most concerned about cutting teachers, teacher assistants, and the one support staff at each school. She believes the Board priorities are out of whack and the Board should take other action rather than just ask the Board of County Commissioners to give CMS more money. She believes CMS, like families, must live within their budget and until CMS has dug deeper the Board should not ask the County for more money other than flat funding from last year. Ms. McGarry is flummoxed by the attitudes and she encouraged the Board to follow the lead of other school districts that are struggling but finding ways to keep teachers and eliminate administration.

Chairperson Davis invited Board members to offer motions to provide clarifying action.

- Mr. Merchant said at the next meeting, May 10th, the Board will approve the proposed budget for 2011-2012 which will be sent to the County. Chairperson Davis said, yes, and the Board will need to provide direction to make changes to the proposed budget.

Mr. Merchant moved that regarding the proposed 2011-2012 Board of Education Budget that the Board approve shifting Tier 3 budget reduction items Bright Beginnings and Teacher Assistants to Tier 4 while retaining the same overall positions in the itemized list of potential budget reductions, seconded by Mr. Morgan, and a Board discussion followed.

- Mr. Merchant explained the rationale for his motion. He said the Tiers were developed to accommodate levels of potential funding and it makes sense. The budget process is now in the hands of the Board. The Board is partnering with the public and working with the BOCC to send a clear message that these are the top five priority items and it would make sense to structurally group them together in the budget document into one Tier. This will make the budget document and the Board request to the BOCC match.
- Ms. McGarry said with this discussion are we cancelling the Board Budget Work Session scheduled for April 27th? Chairperson Davis said the Board is currently discussing the motion on the table and the Board can discuss the schedule of the Work Session following this matter. Ms. McGarry believes taking Board action on the budget would be more appropriate for the Board Work Session. Chairperson Davis said should the Board choose to have a Work Session the Board could also take action at that time.
- Dr. Waddell expressed concern that moving the Tier 3 items to Tier 4 would make them a lesser priority. Chairperson Davis said, no, it actually moves it higher in terms of items that are brought back in the event the funding reduction is reduced. The motion is to keep the order of those five items the same as currently shown on the Tier list. With approval of this motion, Tier 4 would contain in priority order increase class size, change weighted student staffing, eliminate one support position, teacher assistants, and followed by Bright Beginnings. Dr. Waddell expressed concern that this would not change anything from the current order. Mr. Merchant said that is correct, structurally it

does not change anything in the overall budget. The Board is at a point in the budget process where the road map has been set by the Superintendent. Mr. Merchant said the Board must be leaders in asking for what we need and in order to help make that message clearer, it would make sense to group those five items together in one tier.

- Mr. White said it is okay to do it this way because it is not changing the priority order. Mr. White said Dr. Gorman presented it this way to be transparent and he is concerned that changing the tiers at this late date may cause confusion. He believes it does not change the order and it may be a waste of time.
- Ms. Lennon believes this is a waste of time because the BOCC has already reviewed the proposed budget and moving the items at this late date is a shell game because the order is not changing.
- Ms. McGarry agreed with Mr. White that this is a waste of time.
- Mr. McElrath believes it is important to clarify the information regarding staffing. Chairperson Davis said the motion on the floor is about shifting the items in the tiers.

Chairperson Davis called for the Board vote on the motion.

The Board voted 6-2-1 in support of the motion and the motion passed.

Ayes: Board members Davis, Merchant, McElrath, Waddell, Tate, and Morgan.

Nays: Board members McGarry and Lennon.

Abstained: Board member White.

Chairperson Davis invited Board members to make additional comments.

- Mr. Tate said during this discussion several Board members made comments that they would like other considerations and if there is not a motion it is unlikely that the Board will receive that information. Chairperson Davis said it would provide clarity to the Superintendent if Board members made a motion and it passed with the majority support of the Board. Mr. Tate said Mr. McElrath wanted information regarding Central Office staff, Ms. Lennon wanted information regarding weighted student staffing, and Ms. McGarry wanted information regarding vendor contracts. Mr. Tate believes the Board should take action to get that additional information.
- Mr. Merchant expressed concern that if the Board is going to have a meeting tomorrow it is not necessary to make several motions tonight. These items have been expressed and there would be some opportunity to discuss them tomorrow. Unless, the Board decided to not have that meeting tomorrow and it would be more efficient to direct the Superintendent to review those items and provide feedback to the Board.

Chairperson Davis invited Board members to discuss whether to meet tomorrow to have a more in depth Work Session.

- Ms. Lennon would prefer continuing the discussion now rather than reconvene tomorrow. The public is here, the meeting is in a televised format, and it would be cheaper to complete the discussion with the public now. Chairperson Davis asked Ms. Lennon if she would like to put her request regarding weighted student staffing in the form of a motion? Ms. Lennon said, no, she has shared those concerns with Dr. Gorman and it will take time to have that issue resolved. Ms. Lennon said she does not support weighted student staffing in its current form and her request will take time to

develop. She would ask Dr. Gorman to review options to deliver the Bright Beginnings Program in a more cost effective manner because she would support funding 185 classrooms but not at \$8,000 per student.

- Dr. Waddell expressed concern that this process is not following the traditional format.
- Mr. White said the Board has spent time developing and discussing this budget and we have reviewed the details. Mr. White asked how many people are in the Finance Department. Dr. Gorman said fifty-eight people including accounting and payroll clerks. Mr. White said that is not too many people to work for and operate a \$1.2 billion business. Mr. White expressed concern that eliminate a person here or there would not be enough to hire teachers and some of the ideas that other school districts are doing would not be applicable to CMS. He believes the Board already knows the answers to most of the questions and he would prefer to not hold the April 27th Work Session.
- Ms. McGarry expressed concern that the Board has not held some of the scheduled Budget Work Sessions and she believes it would be beneficial to hold the April 27th Work Session. Chairperson Davis asked Ms. McGarry what she would like to accomplish at the Work Session? Ms. McGarry said to have more open discussion because people did not come to this meeting prepared to have a Work Session.

Mr. Merchant moved that the Board cancel the Budget Work Session scheduled for April 27th, seconded by Dr. Waddell.

- Mr. Merchant said the agenda for this Board meeting includes an agenda item to discuss the proposed 2011-2012 Board of Education Budget and this is the forum to have that discussion. He agreed with Ms. Lennon and Mr. White that the April 27th Work Session is not needed. He does not believe Board members will develop additional questions at this late date for a meeting within the next sixteen hours. He encouraged Board members to ask their questions now and if the answers are not available at this time staff will provide them at a later time.

Chairperson Davis called for the Board vote on the motion.

The Board voted 7-1 to cancel the April 27th Board Work Session.

Ayes: Board members Davis, Merchant, White, Lennon, McElrath, Waddell, and Morgan.

Nays: Board members Tate.

Board member McGarry was out of the room at the time of the vote.

Chairperson Davis invited Board members to ask questions for further discussion. Mr. Merchant urged Chairperson Davis to collect a list of questions from the Board members to give the Superintendent for review and responses

- Mr. McElrath would like the Superintendent to explain the logic for keeping certain staff members while firing certain teachers.
- Ms. Lennon said she was aware of this discussion and she provided the Superintendent the points that she would like more information regarding weighted student staffing and Bright Beginnings.
- Ms. McGarry said she would like detailed responses to her questions.

ADJOURNMENT

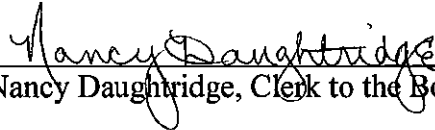
Chairperson Davis called for a motion to adjourn the meeting.

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 8:07 p.m.



Eric C. Davis, Chairperson



Nancy Daughtridge, Clerk to the Board