

Approved by the Charlotte-
Mecklenburg Board of Education
April 10, 2012
Regular Board Meeting



Charlotte, North Carolina

January 24, 2012

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on January 24, 2012. The meeting began at 5:18 p.m. and was held in Room 267 of the Government Center.

Present: Ericka Ellis-Stewart, Chairperson, Member At-Large;
Mary T. McCray, Vice Chairperson, Member At-Large;
Timothy S. Morgan, Member At-Large;
Rhonda Lennon, District 1;
Richard Allen McElrath, Sr., District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4;
Eric C. Davis, District 5; and
Reverend Amelia Stinson-Wesley, District 6

Absent: There were no absences.

Also present at the request of the Board were Hugh Hattabaugh, Interim Superintendent; George E. Battle, III, General Counsel; and Nancy Daughtridge, Clerk to the Board.

Upon motion by Dr. Waddell, seconded by Mr. Tate, the Board voted unanimously for approval to go into Closed Session for the following purposes:

- **To consider student assignment matters that are privileged, confidential and not a public record;**
- **To consult with the Board's attorney on matters covered by the attorney-client privilege concerning a workers' compensation claim, *Kennedy v. Charlotte-Mecklenburg Board of Education*, (I.C. File No. W99505; and**
- **To consider a personnel matter including employment contract terms.**

The motion was made pursuant to Sections 143-318.11(a)(1),(3),(5) and (6) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 5:18 p.m. until 6:20 p.m. in Room 267.

Chairperson Ellis-Stewart reconvened the Regular Board Meeting at 6:29 p.m. in Room 267 of the Government Center. CMS-TV 3 televised the meeting.

Present: Ericka Ellis-Stewart, Chairperson, Member At-Large;
Mary T. McCray, Vice Chairperson, Member At-Large;

Timothy S. Morgan, Member At-Large;
Rhonda Lennon, District 1;
Richard Allen McElrath, Sr., District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4;
Eric C. Davis, District 5; and
Reverend Amelia Stinson-Wesley, District 6

Absent: There were no absences.

Also present at the request of the Board were Hugh Hattabaugh, Interim Superintendent; George E. Battle, III, General Counsel; Members of Executive and Senior Staffs; Judith Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson Ellis-Stewart welcomed everyone to the Regular Board meeting which was held in a Work Session format. Chairperson Ellis-Stewart apologized for starting the meeting late and noted the Board had been conducting business in Closed Session.

Mr. Morgan introduced Boy Scout Troop 116 from Saint John's Episcopal Church and Scout Master, Gil Middlebrooks, who were attending the Board meeting. This troop is celebrating its 50th Anniversary and the scouts attended the meeting to earn their *Citizen in the Community* and *Communication* Merit Badges.

A. Adoption of Agenda

Chairperson Ellis-Stewart called for a motion to adopt the proposed agenda.

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

II. CONSENT ITEMS

A. Construction Items:

1. Recommend approval of construction contract to build replacement school for the existing Bain Elementary School.

The Bain Elementary replacement project and associated selective demolition of portions of the old Bain Elementary was bid on January 10, 2012. Staff recommends approval of the replacement and demolition contract to the lowest responsive bidder, Edison Foard, Inc. The contract scope of work includes a new 39-classroom elementary school including site work, HVAC, Plumbing, electrical, cabling for voice, video, data and all other systems related to the construction of a new elementary school. Additionally, the contract will provide selective demolition of the existing 1952 school building and off site road improvements. The replacement school is scheduled to be occupied in August 2013. MWSBE participation for the replacement and demolition contract is 13.2%. MWSBE participation for the replacement and demolition contract is 13.2%. Fiscal Implications: 2007 Bonds in the amount of \$11,567,000.

2. Recommend approval of roof replacement at Dilworth Elementary School.

The roof replacement project for Dilworth Elementary School was bid on December 6, 2011. Staff recommends the approval of the roof replacement contract to the lowest responsive bidder,

Mecklenburg Roofing Inc. The project is scheduled to be completed by April 7, 2012. MWSBE participation is 0%. Fiscal Implications: Local Funds in the amount of \$124,509.00.

B. Real Estate Item:

1. Recommend approval of resolution to lease certain property owned by Charlotte-Mecklenburg Board of Education and in accordance with the specific terms set forth in lease agreement to be approved by the Superintendent.

Under North Carolina General Statutes 115C-518 and 160A-272 in order for The Charlotte-Mecklenburg Board of Education to lease specific properties to be approved by the Superintendent, the Board must first adopt this resolution. The property is the facility formerly known as Double Oaks Pre-K. Fiscal Implications: Over the term of the lease CMS will receive \$42,000.00 in lease payments while avoiding the cost to operate and maintain these facilities.

RESOLUTION

WHEREAS, in accordance with North Carolina General Statutes 115C-518 and 160A-272, The Charlotte-Mecklenburg Board of Education (“Board of Education”) proposes to lease the following properties in accordance with the general terms outlined herein and in accordance with the specific terms set forth in lease agreements to be approved by the Superintendent (collectively the “Lease Agreements”):

Property	Tax Parcel No(s).	Proposed Tenant	Annual Rental Payments	Term (including options to renew). Note all leases are subject to termination rights as provided in lease agreement.
Double Oaks	075-105-29	Zachariah Alexander Lodge	Year 1: \$1,200 Year 2: \$3,000 Year 3: \$6,000 Year 4: \$9,000 Year 5: \$12,000 Years 6-10: \$18,000	10 years

NOW THEREFORE, it is RESOLVED, that the Board of Education hereby authorizes the Superintendent, with the advice of legal counsel, to approve and sign the Lease Agreement and any and all other necessary or appropriate documents in connection therewith.

Adopted this the ___ day of January, 2012.

C. Recommend approval of proposed Project L.I.F.T. contract.

The Board of Education took action on the proposed Collaborative Agreement between Project L.I.F.T. and Charlotte-Mecklenburg Schools. The term of the Agreement will begin January 2012 and end January 2017. Either part may terminate this Agreement without cause so long as it provides the other party with written notice of its intent to terminate at least thirty days prior to termination. The contract outlines the responsibilities of the Board of Education and the duties of Project L.I.F.T.

D. Recommend approval of administrative personnel appointment.

Appointments:

- *Brandy Nelson named principal at Rocky River High School. Ms. Nelson previously served as Managing Director of Program for New Leaders for New Schools.*
- *Sharmel Denise Watts named Zone Superintendent, Project L.I.F.T. Ms. Watts previously served as Executive Director for Project L.I.F.T. with Foundation for the Carolinas and*

Central Secondary Zone Superintendent for CMS.

- *Christian Friend named Executive Director, Project L.I.F.T. Mr. Friend previously served as Director of Center for Research and Evaluation and Executive Project Director of Achievement Zone.*

Chairperson Ellis-Stewart called for a motion to adopt the Consent Agenda as written.

Dr. Waddell moved that the Board adopt Consent Agenda A. through D., seconded by Ms. Lennon, and the motion passed upon unanimous voice vote of the Board.

Chairperson Ellis-Stewart called upon Mr. Hattabaugh to review items in the Consent Agenda. Mr. Hattabaugh reported with the approval of the Consent Agenda, the Board approved a Collaborative Agreement between CMS and Project L.I.F.T. Mr. Hattabaugh said this initiative is a phenomenal opportunity for CMS and he would like to give Board members an opportunity to make comments. Following those comments, Mr. Hattabaugh will review administrative personnel appointments, two of which are connected to the Project L.I.F.T. initiative which will impact the West Charlotte High School feeder pattern.

- Rhonda Lennon said she is excited about this pilot project. It is an incubator and way for our community to get involved to find methods that work to make a difference in the lives of students and the lives of an entire community. She wholeheartedly supports this initiative because it will positively impact this corridor and it could be replicated to reach every corner of this County.

Mr. Hattabaugh reviewed the personnel appointments as noted above. With the appointment of Denise Watts and Christian Friend, those positions will be fully reimbursed to CMS by Project L.I.F.T. and will not be an expense incurred to the District. CMS will be reimbursed by the Project L.I.F.T. Governance Board on a quarterly basis. In addition, with the tragic loss of Dr. Barry Bowe, principal at Northwest School of the Arts, he will transfer Mark Bosco, presently the executive director in the Northeast Zone, as interim principal at Northwest School of the Arts to stabilize that school. Mr. Bosco has a heart for Northwest School of the Arts, he was a teacher there for five years, an assistant principal there for five years, and he knows the programs, staff, and students. Mr. Bosco asked to be reassigned to Northwest School of the Arts and Mr. Hattabaugh commended him for his willingness to serve the school and the community.

- Eric Davis said the Board has received some E-mails regarding citizen's concerns about the Board's responsibility as it relates to Project L.I.F.T. and he asked what are we doing to share the information with the public to ensure they have a clear understanding of this project and who is going to run those schools?

Chairperson Ellis-Stewart said the Board has made a decision to partner with Project L.I.F.T. This initiative is comprised of a number of entities coming together to make a \$55 million investment in eight west side schools (West Charlotte High School feeder pattern) over a five year period. The partnership is focused on improving student achievement for those students and providing wraparound services to the students in that feeder pattern. Ultimately over the span of the project, we hope to see a rapid increase and acceleration in our ability to educate students, have them graduate from school in a timely fashion, close the gap around student achievement, and continue to serve them with grace and dignity. The public should be aware

the Board has not turned over its authority and will continue to have oversight on making decisions for those schools. The Board will have ongoing communication with Project L.I.F.T. representatives relative to what needs to happen at those schools regarding students, staffing, and programs. George Battle, General Counsel, said to make further clarification, it is unlawful for this Board to delegate responsibility for running those schools to any entity or to relinquish its authority over those schools.

Chairperson Ellis-Stewart said she would like to take a moment to recognize the loss of Dr. Barry Bowe. We, as a Board, are thinking of Dr. Bowe's family as well as the students, staff, and community of Northwest School of the Arts. Dr. Bowe was a talented educator and he will be greatly missed by all.

III. ACTION ITEMS

A. Recommend approval of proposed changes to General Counsel's employment contract

Correlation to Board of Education Theory of Action for Change: Foster a performance culture.

Chairperson Ellis-Stewart said this item is the approval of proposed changes to the Board's General Counsel's employment contract. Chairperson Ellis-Stewart introduced Anthony Fox, attorney with Parker Poe Adams and Bernstein LLP, to provide legal representation to the Board while discussing this matter. George Battle was excused from representing the Board in this matter and left the meeting at 6:42 p.m.

Mr. Fox provided the Board with an overview of the key provisions of the General Counsel's employment contract.

- Term: 3½ years.
- Includes the day to day duties that flow with the General Counsel position.
- Compensation: \$168,000.00.
- Continues the remaining terms of the prior contract subject to minor edits discussed by the Board in Closed Session.

Mr. Fox said he would seek authority from the Board to finalize the contract according to the terms that he presented to the Board and seek execution from the General Counsel.

Chairperson Ellis-Stewart called for a motion to approve recommended changes to the General Counsel's contract.

Dr. Waddell moved that the Board authorize Anthony Fox to finalize the General Counsel's employment contract as amended according to the terms discussed by the Board in Closed Session on January 24, 2012 and seek execution from George Battle, seconded by Ms. McCray, and a Board discussion followed.

- Ms. Lennon said she greatly admires Mr. Battle's work and incredible service to the Board but this represents a 10% increase and because we have not given our teachers a pay raise in the last three years she will not support this contract.
- Mr. Davis said he agreed teachers are grossly underpaid and deserve an increase beyond the Superintendent's recommendation in the proposed budget. Mr. Davis said as a comparison, the City's attorney makes \$194,000 with 7,000 employees versus Mr. Battle's recommended salary with 18,000 employees. The recommended salary is in line

with what the majority of large school districts throughout the country pay their general counsel. The terms of the contract including the compensation is fair and appropriate for the level of professional service we are receiving from our General Counsel.

- Mr. McElrath agreed with the comments of Mr. Davis. When Mr. Battle joined CMS, the Board gave him a contract with a salary that was far below people with similar positions and he accepted that contract. This is an effort to pay Mr. Battle a salary more befitting to the level of professional services that he provides the Board.
- Dr. Waddell said the Board evaluated Mr. Battle and he received an excellent evaluation on his performance. Through negotiations, Mr. Battle reduced the budget in the Legal Department and saved CMS a lot of money. He has been working at a lesser salary than other attorneys who previously represented the Board and market value. Dr. Waddell supports the recommendation because the Board negotiated the contract and it is fair.
- Mr. Morgan said when Mr. Battle joined CMS there was some concern regarding his lack of experience in public education and the initial contract reflected that concern. Since joining CMS, Mr. Battle has worked hard to gain public education knowledge from a legal perspective and delved into the issues. He is a quick learner and knowledgeable of public education laws. In addition, Mr. Battle helped to heal some relationships with outside organizations that had been damaged; has gone above and beyond the Board's expectations and is doing a great job; and his position has absorbed additional responsibilities with CMS. Mr. Morgan will support this recommendation because it is an opportunity to reflect the work that Mr. Battle is doing, the knowledge he has gained, the additional responsibilities, and to bring his salary closer to market rate of his peers within Mecklenburg County and other school systems.
- Mr. Tate said he wholeheartedly supports this recommendation. Mr. Battle has become a most trusted and valuable asset to the Board, his counsel has continually improved, and his guidance has helped the Board move forward.
- Chairperson Ellis-Stewart said in her short time on the Board and in the position of Chair, Mr. Battle's service has been invaluable. As we move into the Superintendent Search we will need his expertise in the contract negotiations and guidance to the Board. Chairperson Ellis-Stewart will support this recommendation.

Chairperson Ellis-Stewart called for the Board vote on the motion.

The motion passed upon an 8-1 voice vote of the Board.

Ayes: Board members Ellis-Stewart, McCray, Morgan, McElrath, Waddell, Tate, Davis, and Stinson-Wesley.

Nays: Board member Lennon.

George Battle returned to the meeting at 6:49 p.m. and continued to serve as the Board's General Counsel.

B. Recommend approval of Charlotte-Mecklenburg Schools – Superintendent Position Profile

Correlation to Board of Education Theory of Action for Change: Providing a clear Theory of Action and an effective Superintendent to lead its implementation.

Chairperson Ellis-Stewart said this item is approval of Charlotte-Mecklenburg Schools Superintendent Position Profile and she provided an overview of the Superintendent Search Process. In September 2011, the Board contracted with PROACT Search to conduct the

Superintendent Search. Over the past several months the Board put in place and worked very closely with PROACT Search to create a strategy and process for recruiting and hiring our next Superintendent. Since that time, we have had a multi-phased community engagement process. It included development of an online survey tool that was executed in partnership with the Urban Institute at UNC-Charlotte. There were over 9,300 responses from parents, students, community members, and CMS staff. This past December, CMS hosted six Community Forums that solicited community feedback. One Community Forum was held in each of the six Board districts and that generated over 150 participants. In addition, PROACT Search met with each Board member to discuss their thoughts on the type of leader needed to move CMS forward. They also conducted over fifty one-on-one small group interviews with CMS staff, stakeholders groups, and community leaders. At the Board Retreat on January 20-21, 2012, the Board worked on developing a position profile. This document will serve as the foundation for our recruitment efforts as we go forward. The profile reflects the collective voices of our community and the Board. The Board spent time discussing the position profile and based upon the input and feedback that we received to date, the Board created eighteen qualities or experience points the Board believes is necessary for a proven leader to join CMS. Chairperson Ellis-Stewart highlighted the Superintendent Position Profile. The Board is seeking a proven leader with a track record of success. Particularly, someone who has success relative to raising academic achievement. This community, based upon the feedback, desires a leader who has the ability to produce results. He or she must have the ability to inspire and will put children first. An effective communicator who is inclusive and able to reach out across a variety of community groups. The Board and this community have stated they are looking for a change agent, someone who will be bold, courageous, and bring a fresh perspective and new energy to the District. The Board has gone through a process over the last several months to listen, to have dialogue, to give input, and receive feedback in order to create a profile that was reflective of what was stated in the community, by this Board, and the constituents that we represent.

Chairperson Ellis-Stewart called for a motion to adopt the Superintendent Position Profile.

Mr. Morgan moved, seconded by Dr. Waddell, that the Board approve the Superintendent Position Profile, and the motion passed upon unanimous voice vote of the Board.

REPORT/INFORMATION ITEMS

A. Report on Talent Effectiveness Project, Department Scorecards

Correlation to Board of Education Theory of Action for Change: Foster a performance culture and unleash innovation in teaching, learning, and school operations.

Chairperson Ellis-Stewart called upon Mr. Hattabaugh to introduce the report on Talent Effectiveness Project, Department Scorecards. Mr. Hattabaugh called upon Dan Habrat, Chief Human Resources Officer, and Ellen Dillard, District Services Work Stream Lead, to present the report. Mr. Hattabaugh said over the past year, we have been talking about the importance of effective teachers and principals along with measures. There is an expectation across the District regarding performance management that is contained within the Theory of Action for Change. This includes there will be measures in place that will align with the expectations that every employee within Charlotte-Mecklenburg Schools will support our

core business of teaching and learning indirectly or directly. Mr. Hattabaugh said this report will highlight the scorecards and measures that are being developed for each department. This will involve every department up to the Superintendent when the Board completes the Superintendent Evaluation Instrument. Every CMS employee plays an important role in ensuring all students graduate from high school on time and fully ready for college or work. To maximize the impact of departmental support to schools, CMS is focusing on Performance Management as described in the *Strategic Plan 2014*.

Ellen Dillard said she works in the CMS Human Resources Department as the Work Stream Lead in the Talent Effectiveness Project for District Services. District Services relates to all the employees that work in departments that support the schools. The goal of the District Services work stream is to create a system of shared accountability that fosters collaboration and continuous improvement. Through the process of developing department scorecards, we will align goals at all levels so every employee understands their role and contribution to student success. Holding employees accountable will enable us to facilitate a culture change while ensuring there is a highly effective employee in every position.

- National Context: The shift to a performance-based culture is a promising practice that is being implemented throughout the country. Private organizations and many school districts (Houston Independent School District, Denver Public Schools, Tulsa Public Schools, Montgomery County Maryland, and Chicago Public Schools) are committed to identifying measures and tracking success. CMS is a leader in implementing District Services to facilitate this work.
- Shared Accountability: Developing metrics, key performance indicators, and other measures of performance not only at the classroom level but all levels within the district unifies staff and creates an environment of shared accountability as everyone works toward the success of mutual goals and student success.
- Mecklenburg County has a Community and Corporate Scorecard that includes Social Education and Economic Opportunity as one of its focus areas. It is noteworthy that a large fund supporter of CMS has included this strategy for increasing school graduate and literacy by partnering with educational institutions and community stakeholders to foster academic improvement.
- The District Services' Work Stream and Talent Effectiveness Project are directly tied to the Board's Theory of Action for Change and *Strategic Plan 2014*: Teaching our way to the top, Improving Teaching/Managing Performance.
- Talent Effectiveness Project: All CMS employees are included in the Talent Effectiveness Project through one of four work streams: District Services, Instructional, Executive Staff, and Principals/Assistant Principals.
- Talent Effectiveness Project Foundation: Every CMS employee plays an important role in ensuring all students graduate from high school on time and ready for college or work. To maximize our impact, we are focusing on Performance Management as described in the *Strategic Plan 2014*. We acknowledge that teachers and principals have a direct role in impacting student success but all district employees do as well.
- District Services Work Stream Overview:
 - Create a system of shared accountability that fosters collaboration and improvement.
 - Align goals at all levels so every employee understands their role and contribution to student success.

- Facilitate culture change while ensuring there is a highly effective employee in every position.
- Creating Shared Accountability: Begins with Principal Performance, Teacher Performance, and District Services Performance which leads to Campus Results and Department Scorecard and ends with District Results or student achievement. We all must work together to ultimately impact the success of every student.
- District Services Work Stream Objectives:
 - Develop scorecards for all CMS departments.
 - Focus on ensuring a highly effective employee in every position.
 - Ensure every employee:
 - Understands how they impact student achievement.
 - Has performance goals that demonstrate personal contribution to department and District goals.
 - Has a system accountability for their results.
 - Uses data to continuously improve.
- Strategic Alignment: The process of developing and connecting goals throughout CMS, from the Board of Education to the District's leadership and through every division to all departments and individual employees to focus, to focus all staff members on their contributions to overall District goals.
 - The process begins with the Board's Theory of Action for Change that feeds into and forms the Strategic Plan's areas of focus. The Strategic Plan serves as a framework for developing department objectives in every department and metrics which leads to the Department Scorecard and measures for individual performance
- Department Scorecard Development/Design Process: This is an eight-week task-embedded design process incorporating professional development activities for:
 - Identification of key department services and processes.
 - Process improvement techniques such as SIPOC (suppliers, inputs, process, outputs, and customers) and processing mapping.
 - Identification of objectives and metrics for every scorecard.
 - Analyzing data and root cause analysis.
 - Process improvement.
 - Scorecard Targets: Where possible, the targets are normed to national or industry standard. In other cases, targets are benchmarked to prior year performance.
- Scorecard Sustainability: Establish targets/identify data sources for each Scorecard metric; Communicate Department Scorecards to ensure all employees understand their role in the work; Performance Management Core Team Meetings quarterly to discuss the data and methods to improve the process; Report Results annually; Respond to Data to determine results; Revise/Update annually; and Make adjustments for the coming year.
- District Services Work Stream Status: Nineteen departments have completed their scorecards and an additional four will be completed in early February. Additional groups of departments are scheduled to begin in February. Projected completion of this process for all departments is December 2012.
- Next Steps:
 - Repeat the design process with all District Services departments.
 - Communicate department goals, measures, and scorecards to all employees.
 - Utilize developed scorecards.
- Measuring Success: We will be successful when all departments and employees:

- Align their work to District goals.
- Know their impact on student achievement.
- Use data to learn and improve.
- Have support/feedback on clear job expectations.
- Provide outstanding customer service.
- Optimize efficiency to maximize resources.

Chairperson Ellis-Stewart thanked staff for the report and invited Board members to make comments and ask questions.

- Chairperson Ellis-Stewart asked how far are we from reaching the goals for measuring success and what are the gaps for the nineteen departments that have been completed? Ms. Dillard said the goal of the process is to be completed by December 2012 and as scorecards are completed the department teams are communicating the work and scorecards with their teams. Mr. Habrat said the value of success has begun with the conversations with each team member of CMS. This is being built upon in each department and this is an opportunity to bring real research data-based methods to CMS which is a new construct. Part of this transition is a change management process and a cultural change that lets employees know their voice matters and teams matter.
- Mr. Morgan is happy this goes beyond teachers. An effective teacher is important for the success of students but everyone within the organization has a role in the success of students. Mr. Morgan asked does this include the cost for CMS providing the services versus the cost for a private sector providing the same services. Mr. Habrat said a financial analysis is beyond the scope of this immediate work and would be differently approached by different departments and would be incorporated in the budget process. Mr. Morgan said cost is a key area that the Board must continue to review and we should know how we are performing against the private sector (cheaper, more expensive, and are we doing it better). Mr. Morgan said the Board reaffirmed the Board's Theory of Action at the Board's January Retreat and with that does it give staff the assurance that we are moving in the right direction for this project? Ms. Dillard said, absolutely. Mr. Morgan said we are a public body that falls under the State and at some point the Board may need to change some of its Board policies in order for CMS to run more efficiently. Mr. Morgan asked staff to review Board and State policies to review impediments that may restrict CMS from being more efficient in operating departments.
- Mr. Davis said performance management is not new and it is a part of our history. When he was a student in CMS he was expected to perform and he had to earn his grades. His experience as a CMS student was about performance and this is expecting the same from our students and staff. This is not really new but it is a change in cultural. He has been on the receiving end of a cultural change and it can feel threatening and impersonal. Mr. Davis wants to ensure this process acknowledges that reality for our team members and the communication piece includes how this change is in the best self-interest of our employees. Ms. Dillard said the process includes communication with our employees the expectations for performance which has not been necessarily done in the past. By establishing department goals and aligning them with the goal setting for individual positions within the department we are more clearly communicating to employees the performance expectations. When employees know what the expectations are they are more likely to achieve the expectations. Mr. Habrat said CMS became a results-based

organization years ago with the development of an Accountability System acknowledging that student achievement results are equally as important as other aspects of the development of a student. This is taking that philosophy deeper into the organization and it is not new but there are new components.

- Dr. Waddell asked will the scorecards replace the current evaluations used to evaluate employees and will it be tied to compensation? Mr. Habrat said the scorecards will not replace the current evaluation instrument and it will not be tied to compensation at this time. We have discussed compensation reform regarding attraction and retention of high caliber employees. This work stands alone and is meaningful whether it is aligned with compensation or not. Dr. Waddell is pleased this includes shared accountability and it is tied to every department and every employee in the District.
- Mr. Tate asked how many departments are in CMS? Ms. Dillard said on paper there are forty-five but in some cases they have subdivided and other cases they have blended together. We estimate there will be approximately forty to forty-five different scorecards. Mr. Tate asked clarifying questions regarding how to ensure all employees are engaged in the process and Ms. Dillard provided clarification.
- Ms. Lennon said she has experienced a shift to performance management in her work and employees know their individual contribution to the goals of the organization. Ms. Lennon likes the approach of the scorecard but it should be taken to the next level to ensure all employees see the connection of their role in the work of the scorecard and the impact on students.
- Chairperson Ellis-Stewart said this process is creating a definition of success and how are those definitions being aligned with the implementation of Common Core? Mr. Habrat does not believe the change to Common Core fundamentally changes the way CMS services groups or supports and enables instructional staff. Ms. Dillard said some of Curriculum and Instruction departments that have gone through the process do have metrics around Common Core within their scorecard. Chairperson Ellis-Stewart asked additional questions regarding how could CMS mirror the other school districts that have tied this type of work to compensation and since this is a team-based concept how can we gain trust with our employees? Mr. Habrat provided clarification.
- Ms. McCray asked what is the status of scorecards for Central Office and Executive Staff? Mr. Habrat said we are working with executive staff and are close to finalizing that work. There will be one scorecard for executive staff and individual scorecards for the departments they represent.

B. Report on Community Use of Schools

Correlation to Board of Education Vision, Mission & Core Beliefs: Operating effectively and efficiently with fiscal accountability.

Chairperson Ellis-Stewart called upon Mr. Hattabaugh to introduce the report. Mr. Hattabaugh said this is the annual report to the Board regarding Community Use of Schools and he called upon Guy Chamberlain, Associate Superintendent for Auxiliary Services, and Phil Goodman, Director of Property Management/Quality Assurance, to present the report.

Mr. Chamberlain said CMS has over twenty-one million square feet of facilities and we are the largest property management operation in Charlotte and one of the largest in North Carolina. Phil Goodman oversees the operations of Community Use of Schools and he has two assistants who coordinate the use of the facilities and clerical activities.

Phil Goodman provided the Board with an update to the Community Use of Schools report presented to the Board in January 2010. The Charlotte-Mecklenburg Board of Education encourages the community to use school buildings and grounds for educational, recreational, civic and cultural activities as much as possible. Accordingly, the community may use school buildings and grounds for educational, recreational, civic, and cultural activities as long as such does not conflict with the use of public school buildings and grounds for public school and other purposes.

- Overview:
 - The Community Use of Schools Department, comprised of two community facilities assistants who report to the Director of Property Management and Quality Assurance, oversees the community use of school facilities.
 - Staff works primarily with recreational and athletic groups. CMS facilities are also used by religious, civic, business and cultural organizations.
 - CMS makes its buildings and facilities available to the community for use when school is not in session.
 - Driving Governance: North Carolina General Statute 115C-524 and Charlotte-Mecklenburg Board of Education Policy KF, Community Use of Facilities, which states CMS will encourage usage of schools buildings and grounds by the community within the Regulations of KF-R.

- Budget:

	2010-2011	2009-2010
Salaries/Benefits	\$565,446.02	\$535,080.05
Supplies	\$2,104.05	\$784.02
Total Costs	\$565,550.07	\$535,864.07

- The budget includes the Department’s salaries, supplies, and all overtime for the staff to be at the schools when the community is using the facilities.
- Goals: To break even, as encouraged by the Board. Staff is recommending the following.
 - Incorporate ISO 9001 Certification process improvement methodologies into the department.
 - Improve opportunities for the community to use available district facilities.
- Major Initiatives:
 - Investigate software upgrades to integrate data with utilities and facilities software, and the Lawson system.
 - Make user access to the system and the application process web-based and more user-friendly.
 - Investigate the feasibility of accepting application fees and payments from users via credit card/Paypal.
- Other Ways to Use Facilities:
 - Extended-Use Agreements: Community group is granted use of field/facility for a maximum of three years. In lieu of paying fees, the group agrees to make improvements to the field or facility as specified in the agreement. These are normally associated with recreation and athletic associations and improvements include installation of irrigation system, fencing, or upgrades to the fields.
 - Joint-Use Agreements: CMS and various Mecklenburg County agencies have

teamed to build schools adjacent to existing libraries and recreational centers or on vacant land where both a new school and a public building can be jointly built. Taxpayers benefit when projects can be coordinated. Joint-use agreements state the terms and conditions of the joint-use venture, which varies with each project.

- **Facilities Contract Summary:**

Fiscal Year	2008-2009	2009-2010	2010-2011
Number applications received	1,180	1,354	1,414
Number applications approved	977	1,159	1,189
Number of applications denied	203	195	225
% Approved	83%	86%	84%
% Denied	17%	14%	16%

- The Community Use of Schools Department does not deny the application. The office processes the application and works with the school to determine availability and the usual reason it is denied is a conflict of schedule.
- From 2009 to 2011 there were a total of 2,768 contracts: 1,850 Recreational, 505 Faith-based, 130 Meetings, 101 Educational, 120 Cultural/Social, and 62 other.
- Total usage hours from 2009 to 2010 were 245,759 compared to 224,752 from 2007 to 2009. The usage hours by zone in 2009 to 2010 were Central Elementary 45,397, Central Secondary 32,056, East 32,623, Northeast 75,236, and Southwest 59,002. In addition administrative offices used 102 hours and special events used 1,343.

- **Cost of Operations:**

Fiscal Year	2007-2009 Last Report	2009-2010	2010-2011
Utilities Costs	\$890,562	\$1,150,032	\$1,288,464
Staff Costs	\$617,073	\$535,864	\$567,550
Total Costs	\$1,507,635	\$1,685,896	\$1,856,014
Revenue Deposited from fees	\$1,397,419	\$1,682,152	\$1,797,515
Value to the Community Best estimate, cannot truly track utility costs. This is an average across the District.	(\$110,216)	(\$3,744)	(\$58,499)

- Part of the high cost of utilities in 2010-2011 was due to a cold winter.
- **Lessons Learned/Next Steps:**
 - The Board approved rate increase in 2008 enabled the department to avoid the high losses in operating costs that were historically experienced.
 - Hiring another community facilities assistant, and the fact that both assistants are bilingual, has significantly improved customer satisfaction.
 - We can continue to operate the department with our antiquated systems but cannot reach the highest level of customer service without upgrading the equipment.

Chairperson Ellis-Stewart thanked staff for the report and she invited Board members to ask questions and make comments.

- Ms. Lennon applauded staff for their efforts to partner with Parks and Recreation in the northern suburbs. Ms. Lennon asked in the joint-use facilities, who absorbs the utility costs? Mr. Goodman said the utilities are paid by Parks and Recreation and they funded most of the additional improvements but CMS pays for most of the maintenance at the facilities. Ms. Lennon said this is a great program and a value to the community even if

it operates at a loss.

- Mr. Morgan asked do the schools receive any of these funds? Mr. Goodman said, no, the funds come back into the department and are sent to the Finance Department. Mr. Morgan said a high number of faith-based groups use our facilities and what do we need to do to avoid issues with the ACLU. Mr. Chamberlain said we view all activities the same. George Battle, General Counsel, said we allow anyone to use our facilities that qualify on a non-sectarian basis, everyone has access on the same basis, and as long as we continue on that basis we should be fine.
- Dr. Waddell thanked staff for the report. Dr. Waddell asked how much vandalism has occurred and what are those costs? Mr. Goodman said there is vandalism in this program but there is also vandalism at schools on most weekends. We do not have a methodology to do a charge back to a renter for vandalism during the usage and usually we absorb those costs. Dr. Waddell asked are there other reasons for denial other than scheduling conflicts? Mr. Goodman said other reasons are a history of vandalism, abusing the hours contracted for, and not cleaning up after usage.
- Mr. Tate asked does CMS waive rental for any groups? Mr. Goodman said, yes, we do not charge school affiliated or sponsored groups, Boy Scouts, Board of Education, and some non-profit agencies.
- Chairperson Ellis-Stewart asked is there a strategy in place to increase usage at low rental locations and regarding long term usage by organizations are we using that relationship to benefit students? Mr. Goodman said the extended uses are mostly for athletic fields and we could increase the usage by becoming more user-friendly and an increase in technology would be helpful. An On-line application process and payment process would be helpful.

C. Report on Ten-Year Capital Needs Assessment

Correlation to Board of Education Theory of Action for Change: Provide sufficient capacity facilities, systems, and resources.

Chairperson Ellis-Stewart called upon Mr. Hattabaugh to introduce the report on Capital Needs Assessment. Mr. Hattabaugh called upon Michael Raible, Executive Director for Planning and Project Management, and Dennis LaCaria, Director of Facilities Planning and Real Estate. Mr. Hattabaugh said this report was scheduled in December but was delayed in order to have the full Board seated. The 2011-2021 Capital Needs Assessment is the planning document for the District's facility needs for the next decade. The report outlines the locations and at what level investments should be made to ensure quality academic and support environments for our students and staff. Renovations, replacements, upgrades, new schools, and mandates/initiatives are covered by this document. The projected capital needs assessment for CMS is \$1.8 billion and there are no fiscal implications for 2011-2012 or 2012-2013 operating budgets.

Dennis LaCaria provided the Board with an update on the CMS Capital Needs Assessment. This report has been on hiatus for two years as a result of the Continuous Improvement process and the lack of funding for new projects from the County. Since 2006, when the majority of Mecklenburg County voters passed a \$560 million Bond to accomplish major and much needed projects many circumstances have changed. CMS assumed that these projects would be completed in about three years and we would be going back to the voters in 2009 to seek a new Bond Referendum. At that time, CMS was optimistic that we would

be able to complete the prioritized list of projects and made improvements as needed to provide quality learning environments in accordance to the Board's Theory of Action but that did not happen. The purpose of the Capital Needs Assessment is to address all the capital needs of the District, primarily the academic needs but also the administrative and support functions that are necessary to assist and support the schoolhouse. The report addresses the three major categories of Existing Learning Environments, New Learning Environments, and Improving Learning Environments. Board members have been provided the Capital Needs Assessment which includes project methodology and rank order of projects. Mr. LaCaria provided an overview of the Capital Needs Assessment.

- Existing Learning Environments:
 - Approximately 21,000,000 square feet of buildings in inventory and 45% of the inventory is over four decades old. This is more than all the Class A office space in Greensboro, North Carolina.
 - Year over year data: CMS builds today to expect a ninety year life cycle. Age and condition (cost to operate and maintain) issues must be addressed on a continual basis. Multi-building campuses and mobiles present challenges particularly in heating and cooling as well as opportunities for swing space to accomplish projects. Another challenge is enough staff to survey the facilities due to CMS staff reductions in the department. CMS can expect to renovate a facility every thirty years and at ninety years the decision to renovate or replace must be made.
 - Community perception: If the needs of the facilities are not addressed in the existing schools, the community as a whole does not value education and individual students, families, and staff do not feel valued.
 - The current plan includes 113 projects in existing facilities totaling \$716,886,125 in 2011 dollars or 39% of the total plan.
- New Learning Environments: CMS must address what size facility to build in the future.
 - Currently, CMS is building 39-classroom elementary schools, 57-seven classroom middle schools, and 100-classroom high schools.
 - CMS has an evolving PreK-8 model which will start with the State's Educational Specifications.
 - Year over year data is considered in determining new facilities such as student enrollment projections (District level); student enrollment projections (school level), staffing levels (Student Weighted Staffing and budget issues), rezoning/permits throughout the City and Mecklenburg County because development needs growth and we are lagging that growth.
 - Capacity and utilization is set at every school annually. Capacity formulas are used to determine over or under capacity.
 - Community Perception. Generally, if families are happy with their students' experience they are reluctant to seek relief for their overcrowded school conditions.
 - The current plan includes 52 projects totaling \$1,046,102,954 in 2011 dollars or 56% of the total earmarked to address growth.
- Improving Learning Environments:
 - Projects include meeting American Disabilities Act (ADA) requirements and classroom acoustics or instructional technology to rain garden replacement.
 - Year over year data is considered to determine improvements such as student

placement data particularly Exceptional Children and PreK, facility condition, and deferred maintenance budget.

- Community Perception: Generally, when facilities have needs and CMS is failing to meet that need the community becomes concerned.
- The current plan includes 32 projects totaling \$96,179,001 in 2011 dollars or 5% of the total plan.
- County Population and Student Enrollment Projections: CMS is projecting conservatively, approximately 11% increase, over the next decade. Mecklenburg County projections are expected to rise at a much higher rate and if the County grows at that rate CMS will need to increase its Capital Needs Assessment plan. To determine the projected student enrollment, CMS considers historical data such as birth rate and net immigration. The United States Department of Education projects that the state of North Carolina should expect about 15% growth in student enrollment and today staff is comfortable with its conservative projection.
- Capital Needs Assessment:
 - PreK-8 Model: Within the plan, CMS has included new projects never seen before such as PreK-8 schools in lieu of middle schools. The model offers opportunity to relieve at least two elementary schools and one middle school with one facility instead of building an elementary school and middle school. If the Board continues to believe this is the most academically appropriate setting, staff will develop a capital needs assessment to deliver those schools throughout the County both in relief situations and replacement schools.
 - The plan includes 187 projects totaling \$1.86 billion in 2011 dollars.
- Valuing Learning Environments: Providing sufficient capacity in facilities and resources.

Mike Raible said it is a challenging to forecast what will happen over the next ten years after the economic downturn and budget challenges of the past few years. Traditionally, we have based the future on historical data but it is difficult to be optimistic as this recovery will be low and slow. The good news is when the County does its Bond ordinances, CMS will be out of projects next year. With that being the case, the next request from the Board of Education will be the 2013 timeframe. It is technically not a Bond Referendum because CMS does not specify how the County will fund that request as the Board of Education just makes a request for funding projects. When that is done it will be subjected to the Mecklenburg County Rubric. CMS and the Board have had some discussions with County staff to address concerns regarding them not following the CMS priority ranking. There is a possibility that CMS may be able to get an adjustment from County Rubric for new submittals.

Chairperson Ellis-Stewart thanked staff for the report and she invited Board members to ask questions and make comments.

- Mr. Tate thanked staff for the report and he asked does the information include the age of all the buildings and place in the ninety age life cycle? Mr. LaCaria said all that level of detail is not included and we are currently rectifying the building inventory but this is time consuming for the really old facilities because it is tracking information off actual blueprints. We are performing a comprehensive review of our building inventory and assessing an effective age of buildings. Mr. Tate asked do the spreadsheets indicate the

rankings based upon the County Rubric? Mr. LaCaria said, no, because we are not seeking a funding request but there is a copy of the County Rubric, the questionnaire used to develop the rubric, and the next steps suggest conversations regarding the rubric moving forward. Mr. Tate said the Board has just received the information tonight and after he reviews the materials he may have additional questions. He asked that the Board have an opportunity to ask additional questions at a later time. In addition, at some point the Board must discuss and give staff guidance regarding the PreK-8 or K-8 model. Mr. LaCaria said the information will be posted on the CMS Website.

- Dr. Waddell asked will the County have a Bond Referendum in 2013? Mr. Raible said he could not say but the Board of Education could make a funding request in 2013 but it would be up to the County to decide how they want to fund that funding request. We believe by 2013 all the CMS projects on the 2007 Bond Referendum will be completed. Dr. Waddell said when this was put forth we did not have closed schools and how does that impact the capital needs? Mr. Raible said our utilization is higher as a result of closing that additional capacity. The closures eliminated three buildings off the Ten-Year list capital expenditures and renovations at Davidson IB and Amay James that were in the 2007 Bonds and we have avoided those costs.
- Ms. McCray asked questions regarding the criteria for the PreK-8 and Magnet relief schools. Mr. LaCaria provided clarification for relieving attendance boundaries and programs. Ms. McCray asked is the City impacted by what we do or vice versa? Mr. LaCaria Dennis said CMS is more impacted by what the City does and the City strives to be responsive to CMS as well. Ms. McCray asked what does the City project to be the new hot areas? Mr. LaCaria provided clarification noting that the City's master plan includes the southwest area, Steele Creek, Park Road/Woodlawn, and Independence.
- Mr. Morgan addressed concerns regarding the County Rubric because it places a lesser value on new projects verses existing projects and over half of the CMS projects are new projects. Under the County's Rubric new construction will be penalized but it is important to have new construction to relieve existing over capacity concerns. Mr. Morgan said Project 8 is a new high school to relieve Myers Park and Harding University high schools and he asked under the County's Rubric is that a new or existing learning environment. Mr. LaCaria said that is part of the ongoing conversation with the County and he explained the process for new construction to address existing capacity situations. Mr. Morgan encouraged the Board to make Project 8 a top priority and to address this concern with the Board of County Commissioners. In addition, the Board must make some decisions regarding the PreK-8 model or the future models we are going to use in order to inform staff and address a potential 2013 Bond Referendum. Mr. Morgan said some of the data for the Central Secondary Zone is missing and he would like that data. Mr. LaCaria said we are waiting to get additional 2010 Census data.
- Ms. Lennon asked what is the status of developing a prototype for the PreK-8 model? Mr. LaCaria said this model is being developed and starting with State's Educational Specifications we are considering a 50-classroom school (35 classrooms for elementary and 15 for middle). Ms. Lennon said in addition to Charlotte, there are six municipalities in Mecklenburg County and she commended staff for having a great working relationship with them and standing ahead of the construction program. Ms. Lennon discussed concerns regarding the County's Rubric and she encouraged the Board to be active in getting it changed because it is not applicable to the needs of CMS.
- Mr. McElrath also expressed concerns regarding the County's Rubric. Mr. McElrath

would like information regarding the City, County, and municipalities meetings when building schools, neighborhoods, and subdivisions are discussed so that the Board can provide input.

- Chairperson Ellis-Stewart said the Board must have discussion and agreement on the future of the PreK-8 model moving forward. The Board must also discuss the existing PreK-8 schools and what is necessary for the students who attend those schools to have an excellent learning opportunity. Chairperson Ellis-Stewart said the PreK-8 schools do not have athletic fields or gymnasiums and she asked how is that being reconciled? Mr. LaCaria said there are projects identified in the Capital Needs Assessment as a second phase of work at the eight existing PreK-8s in which there was no funding or time to complete projects. Mr. Raible said after the facilities have been operating for one year we will reassess the schools and provide a list of the items we would like to do for the existing PreK-8s. Chairperson Ellis-Stewart said there has been criticism regarding the formation of the PreK-8s. CMS has stated they would review the data for the first year to get a better understanding if new configuration is positively impacting students and communities. The Board rushing into a decision to proliferate the community with PreK-8 schools would be challenging in building trust in the community. Chairperson Ellis-Stewart said all the PreK-8s are in the urban center and where will new PreK-8s be located? Mr. Raible said they would be located throughout the County and the relief schools are scheduled for Huntersville and South Charlotte. We have heard from community members that they would like to have a PreK-8 model in their area and duplicating that model would be a Board decision. Chairperson Ellis-Stewart said she previously served on the CMS Master Facilities Task Force Citizens Committee and she asked is there now a need for that type of committee? Mr. Morgan noted that it was named Long Range School Facilities Master Plan Task Force and he also was a citizen member on the committee. Mr. Raible said it would be a Board decision to include the community in those discussions.

Chairperson Ellis-Stewart thanked staff for preparing the information and the Board looks forward to having a healthy dialogue regarding the plan.

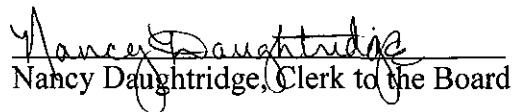
ADJOURNMENT

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

The Regular School Board Meeting adjourned at 8:57 p.m.



Ericka Ellis-Stewart, Chairperson



Nancy Daughtridge, Clerk to the Board