

Approved by the Charlotte-  
Mecklenburg Board of Education  
November 12, 2013  
Regular Board Meeting



Charlotte, North Carolina

August 27, 2013

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on August 27, 2013. The meeting began at 5:30 p.m. and was held in Room 267 of the Government Center.

Present: Mary T. McCray, Chairperson, Member At-Large;  
Timothy S. Morgan, Vice Chairperson, Member At-Large;  
Ericka Ellis-Stewart, 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 Dr. Heath Morrison, 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 purpose:**

- **To discuss student information that is privileged, confidential and not a public record as set forth in Title 20, Section 1232g of the United States Code and Section 115C-402 of the North Carolina General Statutes;**

**The motion was made pursuant to Sections 143-318.11 (a)(1) of the North Carolina General Statutes.**

The Board held a Closed Session meeting from 5:30 p.m. until 5:41 p.m. in Room 267.

Chairperson McCray reconvened the Regular Board Meeting at 6:00 p.m. in the Meeting Chamber of the Government Center. CMS TV televised the meeting.

Present: Mary T. McCray, Chairperson, Member At-Large;  
Timothy S. Morgan, Vice Chairperson, Member At-Large;  
Ericka Ellis-Stewart, 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 Dr. Heath Morrison, Superintendent; George E. Battle, III, General Counsel; Members of Executive Staff; and Nancy Daughtridge, Clerk to the Board.

## I. CALL TO ORDER

Chairperson McCray welcomed everyone to the August 27, 2013 Regular Board meeting which was held in a Work Session format.

### A. Adoption of Agenda

Chairperson McCray called for a motion to adopt the proposed agenda.

**Dr. Waddell moved that the Board adopt the proposed agenda as presented, seconded by Reverend Stinson-Wesley, and the motion passed upon unanimous voice vote of the Board.**

Chairperson McCray commended all staff for all their hard work to get CMS off to a great new year and opening of schools on August 26, 2013. She invited Board members to join her in giving all staff a standing round of applause for the successes. She also thanked Board members for visiting schools and joining staff for the opening of schools' activities.

## II. CONSENT ITEMS

- A. Recommend approval of lease of certain property owned by Charlotte-Mecklenburg Board of Education (CMBE) to Wireless Communications Facility (cell tower) provider for Cell Tower construction, operation, and maintenance in accordance with specific terms set forth in the Lease Agreement.

*Under North Carolina General Statutes 115C-518 and 160A-272 in order for the Charlotte-Mecklenburg Board of Education to lease certain properties owned by CMBE to wireless communications facility (cell tower) providers certain sites for cell tower construction, operation and maintenance in accordance with the specific terms set forth in lease agreements to be approved by the superintendent, the board must first adopt this resolution. The property is located at 2400 Colony Road, Charlotte, North Carolina and commonly known as Myers Park High School, tax parcel #175-07-102. Fiscal Implications: CMBE will receive a base rate of \$111,000 for the term of the lease (\$22,000 per year for 5 years).*

- B. Recommend approval to deliver and set up a modular building at Central Piedmont Community College (CPCC) Levine Campus.

*The project consists of the construction, delivery, and set-up of a modular building for the Levine Campus of Central Piedmont Community College (CPCC). The building includes eight classrooms, principal's office, reception/secretary, conference room, guidance, and work room. Staff recommends the approval of this project to the lowest competent bidder, M Space Holdings, LLC. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. Work is scheduled to be completed by December 2013. MWSBE participation – 0%.*

*Fiscal Implications: Local funds - \$771,414.83 NTE).*

Chairperson McCray called for a motion to adopt the Consent Agenda as written.

**Mr. Tate moved that the Board adopt Consent Agenda Items A. and B. as presented, seconded by Ms. Ellis-Stewart, and the motion passed upon unanimous voice vote of the Board.**

### III. ACTION ITEMS

There were no action items on the agenda.

### IV. REPORT/INFORMATION ITEMS

#### A. Report/Update on Minority, Women, and Small Business Enterprise (M/W/SBE) Program

*Correlation to Board of Education Vision, Mission, and Core Beliefs: Embracing our community's diversity and using it to enhance the educational environment.*

Chairperson McCray called upon Dr. Morrison to introduce the report on Minority, Women, and Small Business Enterprise Program. Dr. Morrison called upon Chiquitha Lloyd, M/W/SBE Administrator, to present the report and he commended her for her good work in facilitating the program. Ms. Lloyd provided an overview of the Minority, Women, Small Business Enterprise Program and the results for year ending 2012-2013.

- **Minority, Women, and Small Business Enterprise (MWSBE) Program Overview:**
  - Since 1993, the MWSBE Office has proactively worked to increase the participation of minority, women, and small business through inclusive procurement activities. Results are achieved through fairness, integrity, and strict adherence to the law to maximize MWSBE participation. The program's success is ultimately measured using five program objectives: Marketing and Outreach, Certification, Utilization, Monitoring and Reporting, and Training and Technical Assistance.
  - In 2004, CMS in conjunction with the City of Charlotte and Mecklenburg County entered into a Disparity Study with MGT of America. The primary reason for completing the study was CMS had a MWSBE Policy but had not gone through the scrutiny of a disparity study to determine the level of disparity. The study resulted in a new Board policy and attendant regulations on how CMS would operate the new MWSBE Program. Part of that policy requires that, at the end of each fiscal year, the Superintendent provide a report to the Board summarizing the results of participation and how the participation stands against the goals. The MGT of American Disparity Study presented their findings and substantial disparities existed in Construction; Architecture, Engineering, and Surveying; Contracted Services other than construction; and Goods. The study presented twenty-three specific recommendations regarding Small Business Enterprise Program, New Aspirational Goals, Procurement Cards, and Vendor Sourcing.
- Governance regulations include CMS Policy DJA, several North Carolina General Statutes, Senate Bill 914, and North Carolina Administrative Code.
- Budget: 2012-2013 Expenditures Comparison to previous years:

Expenditures	2012-2013	2011-2012	2010-2011
Salaries and Benefits	\$101,839	\$79,372	\$114,718
Purchased Services	15,766	\$ 7,434	\$ 6,365
Total Expenditures	\$117,605	\$86,806	\$121,083

- There was an increase in salaries and benefits due to the addition of one staff member who previously worked in the department as a contract employee.
- Aspirational Goals to Actual Comparison FY 2012-2013: The goals are based on an analysis of factors such as size and scope of the contract and the availability of MWSBEs to perform various elements of the contract. Performance results is based upon community engagement, overall MWSBE utilization in dollars and percent, year over year percent increase, notifications of opportunities, internal/external program compliance, and capacity building activities. The aspirational goals remain relevant.

Category	MBE		WBE		SBE		MWSBE	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Construction	10%	5.94%	6%	13.44%	5%	3.7%	21%	23.08%
Architecture and Engineering	4%	14.88%	7%	1.93%	5%	2.09%	16%	18.9%
Contracted Services (other than construction)	5%	6.92%	4%	7.52%	5%	4.33%	14%	18.76%
Goods	3%	2.56%	3%	3.97%	5%	3.69%	11%	10.35%

- Total Eligible Expenditures/Results FY 2012-2013:

Category	Analyzed	MWSBE Firms
Total eligible expenditures	\$252.4 million	\$39.2 million
Construction	\$54.5 million	\$12.6 million
Architecture and Engineering	\$3.3 million	\$625,000
Contracted Services	\$69.4 million	\$13 million
Goods	\$125.2 million	\$13 million

- Overall Utilization FY 2012-2013 Comparison: Achieved the goal in three of the four categories. The goal for Goods was not achieved but the overall percentage was increased over the previous fiscal year.

Category	MWSBE Goal	2012-2013 MWSBE Actual	2011-2012 MWSBE Actual	2010-2011 MWSBE Actual	2009-2010 MWSBE Actual
Construction	21%	23.08%	17.93%	25.26%	41.19%
Architecture and Engineering	16%	18.90%	18.45%	27.64%	13.3%
Contracted Services (other than construction)	14%	18.76%	21.86%	22.89%	25.38%
Goods	11%	10.35%	8.72%	10.52%	14.71%

- Overall Spend FY 2012-2013 Comparison:

Total Dollars Spent	MBE	WBE	SBE	MWSBE
2012-2013	\$12 million	\$17 million	\$10 million	\$39 million
2011-2012	\$7 million	\$9 million	\$11 million	\$28 million
2010-2011	\$6 million	\$8 million	\$13 million	\$27 million
2009-2010	\$9 million	\$42 million	\$14 million	\$65 million

- Accomplishments:
  - Increased overall spend with MWSBE by \$11.2 million over previous fiscal year.
    - Increased WBE by \$7.7 million.
    - Increased MBE by \$4.7 million.
  - Awarded first joint venture Construction Manager for a CMS At-risk project to DG Griffin/Metcon Construction. This large Native American firm is contracted to build the new Hickory Grove relief school scheduled to start in the fall.
  - 2013 Historically Underutilized Business Advocate Award awarded to CMS MWSBE Compliance Coordinator, Robin Slade.
- Major Initiatives:
  - Participated in Phase II of the Charlotte Minority Economic Development Initiative (CMEDI) sponsored by the Charlotte Chamber of Commerce and the Carolinas Minority Supplier Development Council.
    - CMEDI is a business accelerator designed to create a competitive advantage for the Charlotte region by intentionally equipping corporate supplier development excellence.
    - Nineteen minority firms gained exposure to corporations in addition to professional and technical support focused on building capacity for increased growth and expansion.
    - Value of CMEDI Contracts awarded by Charlotte-Mecklenburg Schools - \$7.5 million.
  - Carolinas Minority Supplier Development Council MBE Industry Groups. Will expand our footprint to include North Carolina, South Carolina, and areas in Virginia from Richmond south.
  - Process Improvement Team will review options for implementing a new Charlotte-Mecklenburg Schools Paper Contract Review Process.
- Next Steps to further expand Minority, Women, and Small Business Enterprise utilization:
  - Continue to review procurement plans and meet with key stakeholders regarding utilization of MWSBEs.
  - Continue to expand debriefing process for unsuccessful suppliers/contractors to improve competitiveness.
  - Continue to participate in Carolinas Minority Supplier Development Council MBE Industry groups.

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

- Ms. Ellis-Stewart asked questions regarding the new paper procurement process; the number of CMS contracts awarded to MWSBE vendors in the Charlotte Chamber Program; the best practices that contributed to the increase in MBE expenditures; and are the aspirational goals in line with other school districts? Ms. Lloyd responded noting that staff is seeking methods to streamline the paper procurement process by reducing it from thirty-five days to fifteen days which will create efficiency and speed the payment process; CMS has used four out of the nineteen vendors in the Chamber's private program; the \$5 million increase in MBE is mainly contributed to the normal cycle of business but we are aggressive in outreach efforts to attract and add new businesses to the CMS database (this year CMS added 487 new businesses); and the aspirational goals are in line and other schools districts benchmark themselves against CMS. Ms. Ellis-Stewart asked does the Board need to move forward on

any Board policies or processes to help the department to be more successful in this process? Ms. Lloyd said the current CMS policies are still relevant. We continue to monitor State changes and recommend adjustments to the Superintendent for approval on an as needed basis.

- Mr. Morgan asked are the CMS goals comparable to the goals of the City and Mecklenburg County? Ms. Lloyd said CMS has the same goals as the County but the City's program is slightly different as they set their goals per project. Given the current market, the County has not had as many projects and the CMS utilization is a little higher than the County's. Mr. Morgan noted that even though CMS has aspirational goals in the MWSBE program, CMS awards bids to the lowest responsive bidder.
- Dr. Waddell hopes staff provides the community clear information on the process for participation, completing the application, and awarding a contract. Ms. Lloyd reported CMS conducts one-on-one orientations to explain the process. We are attracting new businesses from within and outside the Charlotte region and the number of vendors doing business with CMS is increasing. CMS awards the bid to the lowest responsive vendor. Most often, a vendor is not successful because they were not the lowest bidder. After the contract is awarded, if asked, we share information with them of why they were not selected.
- Mr. Davis asked can a firm qualify for multiple categories? Ms. Lloyd reported, no, companies cannot not double count. Mr. Davis asked is it appropriate for a school system like CMS to have this type of program. Dr. Morrison reported in terms of best business practices, having a process to secure as many qualified bids as possible will lead to ensuring we are reviewing costs and quality of work. This program ensures in the bidding process we are reaching those who traditionally bid and we are expanding our pool of applicants which makes for a better end product.
- Ms. Lennon is pleased the department is continuing its efforts to reach new vendors and hold workshops to inform businesses on the process. Ms. Lloyd reported last year, CMS participated in over twenty-three outreach events and this year there are twenty-one scheduled events. Ms. Lennon said it is evident if you are a MWSBE business, CMS is going to help you be able to bid on our contracts. This process will lead to ensuring CMS is casting a wide net to in an effort to get the best price.
- Chairperson McCray asked are the dates posted for the Outreach meetings? Ms. Lloyd reported information is posted on the CMS Website under the MWSBE Program and all businesses in the database receive an Email with the information.

#### B. Report on Strategic Focus Areas and Performance Indicators: Goal 6

*Correlation to Board of Education Vision, Mission, and Core Beliefs: Giving all students access to a well-rounded, rigorous curriculum that is research-based and data driven.*

Chairperson McCray called upon Dr. Morrison to introduce the report on Strategic Focus Areas and Performance Indicators: Goal 6 of the Strategic Plan. Dr. Morrison reported as we continue the process of revising the CMS strategic plan, we rely on our efforts of listening and learning, the work of the Twenty-two Task Force committees, and input from our principals and schools. We continue to focus on creating a revised strategic plan that will serve as a guide to take us from our current place to where we want to be which is improved academic outcomes for every child, more students graduating, and a diploma that will prepare students for a 21<sup>st</sup> Century learning or a work place experience. On July 23, 2013, the Board received a report on Goal 1 and tonight staff will present information and targets for Goal 6. Goal 6 is our focus to the

future and the design of schools. This goal is creating a lot of excitement and was a focus area at the recent 2013 Transformation Summit. Dr. Morrison reported the Board will receive additional reports on Goals 2, 3, 4, and 5 at upcoming Board meetings and following those presentations, the Board will be asked to support the six goals, focus areas, and targets in October. Dr. Morrison called upon Dr. Valerie Truesdale, Chief Learning Services Officer, to present the report on Goal 6. Dr. Truesdale provided an overview of Goal 6 which highlighted technology in schools, the development process, performance indicators, and next steps.

- Strategic Plan Revision Process:
  - Incorporates aspects of the *Strategic Plan 2014*, Superintendent Entry Plan, and The Way Forward.
  - Utilizes feedback from the Twenty-two Task Force groups, principals, and executive staff.
- Revised Strategic Plan Goal 6: Inspire and nurture learning, creativity, innovation and entrepreneurship through technology and strategic school design.
  - Strategic Plan 2014 Goal 3: Increasing the graduation rate.
  - The Way Forward Goal 6: Expand educational options.
  - The Way Forward Goal 8: Communicate proactively.
- Strategic Plan Elements/Definitions: Goal → Focus Areas → Performance Indicators → 2017-2018 Target → Milestones → Strategies → Tactics.
  - Goal: What working to achieve.
  - Focus Areas: Define the goal.
  - Performance Indicators: How to measure progress.
  - 2017-2018 Target: What the school district is expected to achieve each year.
  - Milestones: Annual performance objectives.
  - Strategies: Describe the work to reach annual milestones.
  - Tactics: Department plans to achieve targets as measured by performance indicators.
- CMS School Performance Framework – Technology Infrastructure: The CMS Performance Framework includes standards and benchmarks to support each respective goal. CMS has been deficient in technology infrastructure to support access to the global classroom. Great strides have been made in 2012-2013 to strengthen infrastructure to support technology integration in classrooms.
  - Infrastructure: To support learners in accessing global classrooms.
  - Tech for Teaching: Access points/classroom projection devices in buildings and in portable classrooms.
  - Tech for Teachers: Devices for teachers’ professional learning to support technology integration to meet Common Core and North Carolina State Standards.
  - Tech for Learning: Devices for student learning inside classrooms. Extended learning opportunities.
- Goal 6 Focus Areas - Sample Strategies/Performance Indicators:
  - Learning everywhere, all the time:
    - Sample Strategies: Ensure students have equitable access to personalized learning. Build capacity of teachers and staff to integrate technology to ensure inspired teaching and learning.
    - Performance Indicators: Infrastructure to support learning in global classrooms; teacher proficiency in technology integration; access to virtual learning courses; student participation in virtual courses; and access to digital tools at school.
  - Innovation and Entrepreneurship:

- Sample Strategies: Build robust virtual schools and courses to provide access for all communities. Increase number of career based opportunities and technical education offerings for students in all areas of the County.
- Performance Indicators: Number of full virtual schools; enrollment in full virtual schools; World Languages in elementary schools; and Career and Technical Education expanded opportunities, IT Academies, internships, apprenticeships.
- Strategic School Redesign:
  - Sample Strategies: Create a robust school design process with clearly defined expectations and metrics. Innovate programs to position every school competitively as a school of choice, with a unique niche, identity, signature and/or theme programs to meet needs and interests of students.
  - Performance Indicators: Schools completing strategic design process. Number of schools with magnet or signature themed programs.
- Create Innovative New Schools:
  - Sample Strategies: Create new schools to enhance the portfolio of public school options, considering public-private partnerships, new schools, research, and best practices. Seek authority to form district schools with charter-like flexibility.
  - Performance Indicators: Number of new school options. Increased enrollment in choice programs.
- Overview of Examples of Milestones for 2012-2013 through 2016-2017 and Target for 2017-2018.
- Next Steps:
  - Confirm 2017-2018 targets and annual milestones.
  - Integrate with other parts of strategic plan, being sure to support each goal with technology interface from academics to business systems.
  - Review, Revise, Refine.

Dr. Truesdale recognized staff in the audience and she commended them for being instrumental in the technology conversion to expand the CMS technology infrastructure in every CMS school, excluding mobiles, in an effort to support students in a global classroom by August 26<sup>th</sup>, the first day of school. Dr. Truesdale recognized staff in various departments: Information Systems and Support, Wireless Access Team, Data Operations Systems, Business Systems, Students Information Systems, Professional Development, and Technology. Dr. Truesdale commended staff for their efforts in accomplishing Dr. Morrison's ambitious goals and the State's unrealistic goals and actually exceeding them in time for opening of schools. Dr. Truesdale said she is very proud of all those who joined in this effort and the Board gave staff a standing ovation.

Chairperson McCray commended Dr. Truesdale and her team for their hard work in accomplishing a successful Opening of Schools and implementation of PowerSchool. Chairperson McCray stated, "You rose to the hard challenge and achieved it." Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments. All Board members commended staff on a job well done, asked questions, and made comments regarding Goal 6 and the transition of technology over the years. Board members discussed this item from approximately 6:50 p.m. until 8:14 p.m. Dr. Morrison and Dr. Truesdale provided clarification to Board member questions.



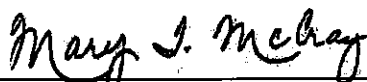
- Board members asked questions regarding the following items:
  - Why is this initiative important; what does bandwidth mean; what limits our ability to provide equitable access to personalized learning in terms of technology; what is a full virtual school; funding requirements and costs; what is charter like flexibility; what is a robust school design; how will this affect teachers in training and position in the classroom; career-readiness opportunities; future bandwidth infrastructure needs and costs; virtual education programs and opportunities compared to charter school options; ideas for benchmarking community-based WIFI and collaborating with City and County to address community technology divide; how to market the redesign of schools; methods to market virtual opportunities; process for wiring mobile units; and the technology vision for media centers.
  
- Board member comments included the following:
  - Mr. Davis said this is a great opportunity to be able to reach more students and provide students the skills of the future.
  - Ms. Lennon reported the Cornelius and Davidson community are also embracing technology and a group recently donated computers for classrooms.
  - Dr. Waddell wants to ensure the PreK-8 schools are also equipped with technology. Dr. Truesdale reported the PreK-8 schools will have all the tools for an elementary and middle school because they expand two grade levels. Dr. Waddell wants to ensure students and parents have access to technology from their home and she suggested CMS conduct a survey to understand how many families do not have access to technology in their home.
  - Mr. Tate expressed concern about principals having the ability to find additional time to be lead designers of their schools and the capability of the District to fund and support those ideas.
  - Mr. Morgan reported it is a State mandate that all students must complete an Online course by graduation and he addressed concern for students who may transition into CMS in the 11<sup>th</sup> grade. Mr. Morgan suggested the Board uplift technology and the need for budget flexibility as an upcoming legislative agenda item.
  - Ms. Ellis-Stewart urged staff to determine items the Board may need to consider in the legislative process as it relates to Goal 6. Dr. Morrison reported staff is working to understand the legislation that was passed and determine if that legislation will require changes to CMS policies, procedures, and resources. Legislation changes will impact class size and employee contracts. Staff will develop a summary and timeline and identify legislative action that may be required. The information will be shared with the Board, perhaps in September. Ms. Ellis-Stewart urged staff to ensure the diversity of courses being offered at all schools as this would help meet the needs of all students.
  - Reverend Stinson-Wesley urged staff to continue efforts on digital citizenship especially in middle school. She signed up for her PowerSchool account and is very excited about its capabilities. She suggested CMS also explore entrepreneurship with non-profits as well as business partners.

**ADJOURNMENT**

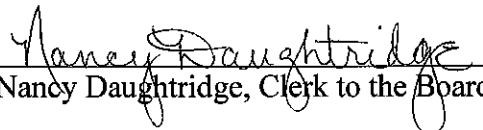
Chairperson McCray called for a motion to adjourn the meeting.

**Upon motion by Ms. Lennon that the Board adjourn the meeting, seconded by Mr. Morgan, and by consensus, the Board agreed to adjourn the meeting.**

The Regular School Board Meeting adjourned at 8:15 p.m.



Mary T. McCray, Chairperson



Nancy Daughtride, Clerk to the Board