

Approved by the Charlotte-
Mecklenburg Board of Education
May 12, 2015
Regular Board Meeting



Charlotte, North Carolina

February 24, 2015

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 24, 2015. The meeting began at 4:38 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
Thelma Byers-Bailey, District 2
Tom Tate, District 4
Eric C. Davis, District 5
Paul Bailey, District 6

Absent: District 3 Seat Vacant

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

Upon motion by Tim Morgan, seconded by Tom Tate, the Board voted unanimously of those present 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,**
- **To discuss certain personnel matters, and**
- **To consult with the Board's attorneys on matters covered by the attorney-client privilege.**

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

The Board held a Closed Session meeting from 4:38 p.m. until 6:10 p.m. in Room 267.

Chairperson McCray reconvened the Regular Board Meeting at 6:18 p.m. in Room 267 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
Thelma Byers-Bailey, District 2
Tom Tate, District 4
Eric C. Davis, District 5
Paul Bailey, District 6

Absent: District 3 Seat Vacant

Also present at the request of the Board were Ann Clark, Superintendent; George E. Battle, III, General Counsel; Members of Executive Staff; Judith Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson McCray welcomed everyone to the February 24, 2015 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.

Rhonda Lennon moved that the Board adopt the agenda as presented, seconded by Thelma Byers-Bailey, and the motion passed upon 8-0 voice vote of the Board. District 3 Seat Vacant.

B. Installation of District 3 Board Member

Chairperson McCray called upon Judge Trotman, North Carolina District Court Judge, to preside over the Swearing In Ceremony of Dr. Ruby M. Jones as the District 3 representative. Judge Trotman was born in High Point, North Carolina and has lived in Charlotte for nineteen years. She is an honor graduate of UNC-Charlotte with a Bachelor of Arts in History and was a North Carolina Teaching Fellow. After graduation, she was a high school history teacher, debate and speech coach, and mock trial coach for three years at North Mecklenburg High School. She was honored by CMS as the First Year Teacher of the Year and in 1999. Judge Trotman left CMS to attend law school at the University of Pittsburg where she graduated in May 2002 with her Juris Doctor Degree. After law school, she returned to Charlotte to begin her legal career as an assistant public defender and handled criminal matters in District and Superior Court. In 2005, she opened her own law practice, The Law Office of Yolanda M. Trotman, PLLC where she focused her practice in the areas of criminal defense and family law. On November 4, 2014, she was elected District Court Judge in North Carolina's 26th Judicial District. Following the Swearing In Ceremony, the Board and the audience gave Dr. Jones a standing ovation to welcome her as the District 3 representative. Dr. Jones immediately took the District 3 seat at the dais.

Chairperson McCray called for a brief recess in order for the Board to have a group photo with the fully seated Board and Superintendent Clark.

Chairperson McCray recessed the Regular Board meeting at 6:23 p.m. and reconvened the meeting at 6:38 p.m.

Chairperson McCray recognized Coach Joe White, former Board of Education At-Large member and Chairperson, who was attending the meeting.

II. CONSENT ITEMS

- A. Recommend approval of supplementary funding request for Math and Science Partnership Grant – CMS Efficacy, Pedagogy, Instruction, Content (EPIC).

The objective of this grant is to improve science knowledge in North Carolina students in high-school districts by providing professional development activities for science teachers. Fiscal Implications: Funding request from the Department of Public Instruction, \$1,282,787 over 3 years.

- B. Construction and Real Estate Items:

1. Recommend approval of Interlocal Agreement between Charlotte-Mecklenburg Board of Education and the City of Charlotte.

Staff recommends approval of an Interlocal Agreement between Charlotte-Mecklenburg Board of Education and the City of Charlotte. The agreement will provide road improvements on Johnston Oehler Road in conjunction with the City of Charlotte's ongoing project at this site. This agreement is in lieu of Charlotte-Mecklenburg's contractor constructing required improvements. The construction manager will provide a credit for the associated work already included in their contract. Fiscal Implications: Local Bonds, \$152,355.

2. Recommend approval to grant a Permanent Storm Water and Temporary Construction Easement to Mecklenburg County on Charlotte-Mecklenburg Board of Education property located at 701 Briar Creek Road, Charlotte, North Carolina otherwise known as Chantilly Montessori School.

As part of its Briar Creek/Edwards Branch Project, Mecklenburg County is requesting a 133,470 square foot Permanent Storm Water Easement and a 54,741 square foot Temporary Construction Easement on Charlotte-Mecklenburg Board of Education property located at 701 Briar Creek Road, Charlotte, North Carolina (Tax Parcel Number 159-016-05) for the purpose of restoring and enhancing Briar Creek and Edwards Branch. Fiscal Implications: CMS will benefit from the stream restoration project in that the project will restore and enhance Briar Creek and Edwards Branch, both of which are deteriorating. The proposed construction plans also includes extensive plantings along the banks of both waterways. Mecklenburg County has also agreed to remove and haul off dead trees, prune existing shrubbery, and remove and haul off overgrown scrub plant material. In addition, educational signage will be installed along the stream bank.

3. Recommend approval of a Guy Wire Easement to Duke Energy on Charlotte-Mecklenburg Board of Education property located at Ballantyne Elementary School, 15425 Scholastic Drive, Charlotte, North Carolina.

Duke Energy is requesting to install a guy wire on an existing pole within a 44 Sq. Ft. Guy Easement at Ballantyne ES, 15425 Scholastic Drive, Charlotte, NC, parcel ID 223-091-03. A guy easement is an area reserved for a guy wire. Fiscal Implications: None.

4. Recommend approval of Joint Use Agreement at Pineville Elementary School with Mecklenburg County Park & Recreation.

Mecklenburg County Park and Recreation has requested priority non-school hour use of the athletic fields at Pineville Elementary School. Park and Recreation will maintain and improve the athletic fields and will be responsible for maintenance of detention and water quality at the school. Fiscal Implications: Mecklenburg County Park and Recreation will fully fund construction of the baseball field and two t-ball fields. Fields are to be irrigated, fenced and lighted. In addition, Park and Recreation will repair and maintain all water quality structures on the campus.

- C. Recommend approval to name the Harding University High School Football Field/Stadium after David A. Harris, Jr.

The, Harding University High School Leadership Team unanimously agreed to naming the Harding Rams football field/stadium "The David A. Harris, Jr." football field/stadium. The decision was made based on

the many accomplishments of Mr. David Harris, affectionately known on campus as 'Dave,' and his 20 plus years of service as a teacher and coach and commitment to Harding University High School. Dave was inducted into 4 halls of fame including the North Carolina High School Athletic Association Hall of Fame. He was an all-state and all conference football player for Statesville High School and played for Wake Forest under Peahead Walker in the first Gator Bowl in 1946. To show our appreciation, and in honor of Mr. David A. Harris, please accept this letter as our official yea vote to name the Harding football field/stadium, "David A. Harris, Jr. Field." Coach Harris retired in 1991 and passed away in 2010.

D. Recommend approval of administrative personnel appointments.

Appointments:

- *Carolyn Stamper named Chief Operating Officer. Ms. Stamper has held the executive director for transportation position since 1994 and most recently served as acting associate superintendent for auxiliary services. In her new role, Ms. Stamper will oversee all district operations including building services, construction, transportation and child nutrition services.*
- *Avery Mitchell named Chief Human Resources Officer. Ms. Mitchell most recently served as Acting Chief Human Resources Officer and in her new role she will oversee employee relations, employee support services, and human resources administration. Ms. Mitchell came to CMS in 1992 as a teacher and eventually an assistant principal at Carmel Middle. She has been a principal at Crestdale and Albemarle Road middles and the executive director for the central secondary zone and employee support services.*
- *Lynanne 'Missy' Gabriel named principal at Barnette Elementary School. Ms. Gabriel began her employment with CMS in 1989 and served as academic facilitator, teacher, and most recently as assistant principal at Bradley Middle School.*
- *Shalan Fry named principal at Highland Renaissance Academy. Ms. Fry began her employment with CMS in 2001 and served as teacher, literacy facilitator, dean of students, and most recently as assistant principal at Matthews Elementary School.*

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

Tom Tate moved that the Board adopt the Consent Agenda as presented, seconded by Paul Bailey, and a discussion followed.

Erica Ellis-Stewart pulled Consent Item C.

Chairperson McCray called for the Board vote to adopt Consent Items A., B., and D., and the motion passed upon 9-0 voice vote of the Board.

The Board highlighted Consent Item C.: Ms. Thelma Byers-Bailey provided an overview of the recommendation to name the Harding University High School Football Field/Stadium after David A. Harris, Jr., who passed away in 2010. Mr. Harris served CMS for more than four decades as teacher, coach, and athletic director before retiring in 1991. He is considered by many to be one of the greatest CMS ambassadors and a legend of North Carolina high school athletics being inducted into four halls of fame. Superintendent Clark said we are pleased to name the Harding University High School Football Field/Stadium in honor of Mr. Harris and she recognized members of the Harris family and friends: Mary Harris, former educator and principal; Andy and Sherry Harris, son and daughter-in-law; Charlotte Harris, granddaughter; Curtis Carroll, Learning Community Superintendent and former principal at Harding University High School; John Floyd, principal Harding University High School; Greg Clewis, retired athletic director at Myers Park High School; Coach Joe White, former Board of Education Chairperson and CMS Coach; Vicki Hamilton, retired CMS Athletic Director; Sue Doran,

Athletic Director; Terri Cockerham, retired CMS Chief Human Resources Officer; Leroy Holden, retired Athletic Director of North Mecklenburg High School; and J.B. Sperrier, past president of the Harding University Booster Club, who were attending the meeting. Ms. Clark thanked everyone for attending the meeting as part of the Dave Harris legacy.

Ericka Ellis-Stewart moved that the Board adopt Consent Item C., seconded by Thelma Byer-Bailey, and the motion passed upon 9-0 voice vote of the Board.

Superintendent Clark highlighted the personnel appointments as noted above and invited those attending the meeting to stand to be recognized by the Board.

III. ACTION ITEMS

A. Recommend approval of changes to the Charlotte-Mecklenburg Schools 2015-2016 Academic Calendar

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

Chairperson McCray called upon Ann Clark to present the recommendation on proposed changes to the Charlotte-Mecklenburg Schools 2015-2016 Academic Calendar. Superintendent Clark provided an overview of the recommendation which covers two points to be adopted by the Board.

Item A – Adding an additional holiday: The State Office of Human Resources added a holiday for all State employees which created the need to increase by one the number of holidays designated in the already Board approved 2015-2016 Academic Calendar for all CMS employees. As a result of this change, CMS will add August 17, 2015 as a required teachers' workday which eliminates June 13, 2016 as a required teachers' workday. In addition, the change will add November 25, 2015 as a holiday in order to comply with the State's Statute regarding the number of holidays per calendar year.

Item B – Four Early Release Days for Professional Development: Staff recommends adding professional development early release days to the 2015-2016 Academic Calendar. This will allow teachers the ability to have four hours once per quarter for professional development. Input from employees across CMS indicated strong support for quarterly yearly release days for professional learning. The recommendation was vetted with our teachers, principals, and school Leadership Teams. The professional learning hours would be for school use, planned by school leadership, aligned to the School Improvement Plan and vetted and approved by learning community staff. Staff developed two options and Option I is presented to the Board for approval and will be a part of the calendar so that parents understand that the dates are a part of the official calendar. Central office workdays would remain during the week teachers return to work in August and on elementary/secondary days in January/February. Once approved by the Board, the dates will be shared with the CMS community partners to incorporate support from the many agencies that work with CMS students in after school and faith-based programs. The CMS After School Enrichment Program will be available as it is on workdays and other early release days. Staff will evaluate the recommendation for the 2015-2016 school year and determine its continuation for future years.

Option 1

All proposed three-hour early release dates are on Wednesdays, and NOT affiliated with any holidays, weekend, or workdays:

- The expectation for teachers and staff is to be in attendance at their work site after dismissal and

participate in professional learning.

- High School Professional Learning Dates may be different depending on early release exam and ACT dates.

| Date | Justification |
|------------|--|
| October 7 | Academic Quarter 1 September 23 is a scheduled workday (parent conferences) The date aligns with the end of the 1 st 6 week cycle (DDI) |
| January 20 | Academic Quarter 2 The date aligns with the end of the 3 rd 6 week cycle |
| March 1 | Academic Quarter 3 The date aligns with the end of the 4 th 6 week cycle |
| April 20 | Academic Quarter 4 The date aligns with the end of the 5 th 6 week cycle |

Chairperson McCray thanked Ms. Clark for the report and invited Board members to ask questions. Ms. Ellis-Stewart asked what can parents expect on the early release time? Ms. Clark said staff will work with the Child Nutrition Department to determine the approximate time for the early release but it is anticipated to be about a two hour early release.

Chairperson McCray called for a motion on the recommendations to amend the 2015-2016 Academic Calendar.

Ericka Ellis-Stewart moved that the Board adopt changes to the Charlotte-Mecklenburg Schools 2015-2016 Academic Calendar as presented, seconded by Rhonda Lennon, and the motion passed upon unanimous voice vote of the Board.

B. Recommend approval to amend 2014-2015 School Calendar

Chairperson McCray called upon Ann Clark to review the amendment to the 2014-2015 School Calendar. Ms. Clark reported the recommendation will amend the previously adopted 2014-2015 School Calendar to grant authority to the Superintendent or her designee to waive up to four instructional days missed because of severe weather rather than use the scheduled make-up days. If there is a need to do anything beyond the four days, staff will come back before the Board for direction. The recommendation provides staff flexibility to support our students and employees with decisions for optional days, payroll matters, and reporting to work during inclement weather.

- The 2014-2015 School Calendar consists of 180 instructional days and 1,080 instructional hours.
- North Carolina law requires that school calendars include at least 1,025 instructional hours or 185 instructional days.
- The 2014-2015 CMS instructional calendar therefore has 55 “extra” instructional hours built in.
- CMS has already scheduled school on March 12 and 13 because of the two days CMS was closed last week.
- The next scheduled make-up days (in this order) are May 25 (the Memorial Day holiday); Friday, June 12, the day after the last day of school; and Monday, June 15.
- Anticipating the disruption that may occur in our community if school is closed for additional days and CMS uses the scheduled make-up days, this motion would allow the superintendent to make the decision not to make up a missed instructional day.

- An additional benefit is that this decision could be announced at the same time as the school closing decision rather than waiting for the Board's permission after the fact.

Chairperson McCray called for a motion to amend the 2014-2015 School Calendar.

Tim Morgan moved that the Board grant authority to the Superintendent or her designee to waive up to four instructional days in the 2014-2015 School Calendar in the event schools are closed after today's, February 24, 2015, date because of severe weather, seconded by Ericka Ellis-Stewart, and motion passed upon unanimous voice vote of the Board.

IV. REPORT/INFORMATION ITEMS

A. Report/Update on CMS School Performance Framework

Correlation to Board of Education Vision, Mission, and Core Beliefs: Develop and maintain a comprehensive system of student assessment and interventions/support.

Chairperson McCray called upon Ann Clark to introduce the report on CMS School Performance Framework. Ann Clark provided opening comments noting that the development of the School Performance Framework has been inclusive of many stakeholders, Webinars, Board meetings, and staff meetings in an effort to put the Board's Theory of Action into work. Ann Clark called upon Frank Barnes, Chief Accountability Officer, to provide the Board with an overview of the School Performance Framework that includes Board input from the January 21, 2015 Board Retreat.

Frank Barnes provided the Board with an overview of the work to redefine the CMS approach to providing freedoms and flexibilities to schools and a recommended weighting method based upon feedback from the Board and staff.

- School Accountability Framework is a district-wide school support and performance framework that defines school performance expectations and criteria for high quality performance; differentiates supports, guidance, flexibilities, freedoms for all schools based on performance against expectations; and states which school functions are decentralized (*loose* - all schools will get regardless of performance level), centralized (*tight* - rigid and articulated in the manner of how well or how poorly a school is performing), and released for school decision making based on performance (*earned* - flexibility of autonomy).
- School Performance Framework provides a process for how to hold schools accountable. Embedded in the framework is a methodology to provide more freedoms and flexibilities for operating a school.
 - Gives high-performing schools the freedom and flexibility to develop innovative school designs that best meet the needs of their students.
 - Gives lower-performing schools the targeted support and guidance they need to build capacity and improve student performance.
 - Gives central services a mechanism that informs the strategic allocation of support and resources provided to schools.
 - Performance is defined on a set of performance areas.
- Seven School Performance Areas and Measures: Proficiency, Growth, Performance of Not-Yet-Proficient Students* (elementary and middle schools only), Closing Achievement Gap*, Graduation Rate (high school only), College and Career Readiness (includes areas that the State monitors as well as additional areas), and School Culture*. (* Above and beyond what the State

will monitor).

- Overview of the proposed Area Indicators for each Performance Area. Indicators take into consider percent of grade level proficient on End of Grade and End of Course tests, Limited English Proficient students and AMAO targets, EVAAS or value-added growth scores in meeting expectations of the State, Achievement Gaps, four-year cohort graduation rate, and College and Career Readiness. Indicators for School Culture will include suspension rates, attendance, chronic absenteeism, and Teacher Insight and Gallup Student surveys.
- School Performance Framework Metrics: Calculation Method:
 - The Partial Credit Method evaluates schools on two Criteria: (1) Absolute Goals (district-wide). (2) Progress Goals (school-specific).
 - ✓ Assigns schools points depending on progression towards attaining goals.
 - Weighting: Each school type (elementary, middle, and high) has a different number of total points possible and each performance area is comprised of a different number of metrics. Thus, weighting is necessary to level the playing field to allow CMS to fairly categorize schools.
- Weighting Option 5 Recommended: Staff presented six options to the Board and stakeholders. The Board favored Option 2 and 5. The Board also favored that the metrics of proficiency and growth be weighted more heavily and that was also a community preference.
 - Weighing Option Recommended:
 - ✓ Based on principal, teacher, parent, and central office staff feedback, staff developed six options for weighting the total number of points attained – Option 5 was selected.
 - ✓ Option 5 weighs College and Career Readiness and Culture most heavily and weighs all other performance areas equally.
 - ✓ To create a revised Option 5, two performance areas were merged (Rigor and College and Career Readiness became the single Performance Area of CCR -- all sub-performance areas remain the same).
- Weighting Option 5:

| Performance Area | Elementary Schools | Middle Schools | High Schools |
|---|--------------------|----------------|--------------|
| Proficiency | 15 | 10 | 10 |
| Growth | 15 | 10 | 10 |
| Performance of Not-Yet-Proficient Students (elementary and middle only) | 15 | 10 | N/A |
| Closing Achievement Gaps | 15 | 10 | 10 |
| School Culture | 25 | 25 | 25 |
| College and Career Readiness | 15 | 35 | 35 |
| Graduation Rate (high only) | N/A | N/A | 10 |

- Next Steps:
 - Apply the new set of weights to the schools.
 - Communicate clearly and rollout the freedom and flexibilities to the schools to begin the 2015-2016 school year.
 - Develop reports to communicate basic information to the community.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments. Board members Bailey, Byers-Bailey, Ells-Stewart, Tate, and McCray thanked staff for the report, asked questions, and provided comments. Questions regarded middle school indicators for college and career readiness, why SAT scores are not a CMS metric (SATs are included in the State’s School Performance Grading System), schools making progress, the CMS Performance framework versus the State system (the CMS system is focused on innovation to accelerate the growth of students

and the State system is grading and ranking of schools), school culture, and success of CMS schools compared to the State rankings, and student surveys. Ms. Clark and Mr. Barnes provided responses to the questions.

- Paul Bailey wants to ensure students in middle school are not pushed to take Math tests for college and readiness before they are ready because that may lessen the pass percentage. Mr. Barnes said a focus area of this indicator is to ensure student access is not suppressed and that students have the proper support to maximize success.
- Ericka Ellis-Stewart said in small group meetings the Board had a good discussion on the relevance of proficiency and growth. Ms. Ellis-Stewart comments included: the communication process should include the need to create a sense of urgency for the schools that need to make the greatest gains; parental involvement is an important factor to the success of School Culture and that should be added as a metric; and this is important work on behalf of the District and the Board and staff should have this same conversation with our State and County funding partners.
- Tom Tate asked when will this be put into practice? Mr. Barnes said it will be operationalized for 2015-2016 school year and in preparation of that it will be rolled out this winter-spring. Some of the freedoms and flexibilities have budget implications and those recommendations will be included in the 2015-2016 Budget recommendation. Mr. Tate said the CMS performance system shows greater rigor than the State's performance system. Mr. Tate said the CMS system may show that the CMS schools are actually doing better than the State's rankings and he hopes this will be addressed in the CMS communication plan to the public.
- Mary McCray said the performance indicators for graduation rates only includes metrics for high schools and she suggested CMS use proficiency and literacy metrics for middle and elementary schools. Mr. Barnes and Ms. Clark provided information on the validity of the recommendation to the Board and the challenges of using literacy as a good comparison metric. Following the first year of implementation, the recommendation will be reevaluated for gaps and this may be one of those areas. Ms. McCray wants to ensure the students who take Math in 7th grade and pass are factored into the results because they may not be included in the 8th grade results. Ms. McCray also believes parent engagement should be included as a metric in School Culture.

B. Report on Facilities and Capital Needs Assessment

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

Chairperson McCray called upon Ann Clark to introduce the report on Facilities and Capital Needs Assessment. Ann Clark provided opening comments and noted she recommends the Board receive a report on Facilities and Capital Needs on a quarterly basis opposed to an annual report. The next reports to the Board will be scheduled in May, August, and October with a goal of presenting to the Board a list of facility needs for a November 2016 Bond Referendum that reflects the priorities of an extensive stakeholder process and Board input. This will be a parallel process that also informs the Board's upcoming Comprehensive Magnet Review and Pupil Assignment process. These will be complimentary efforts that will inform the recommendations being put forth to the Board. This report merges the facility needs and the capital needs assessment because they go hand in hand. Board members have been provided a binder of pertinent information that can be utilized for upcoming Board discussions.

Ann Clark called upon Carol Stamper, Chief Operating Officer; Peggy Hey, Executive Director Real Estate and Property Management; and Scott McCully, Executive Director Student Placement, to

present the report on Facilities and Capital Needs Assessment and answer Board members' questions. Carol Samper recognized staff members who were attending the meeting and noted there are approximately 5,000 CMS staff members in the auxiliary services and operational team that support CMS students and schools. Ms. Stamper thanked the auxiliary staff members for their hard work and dedication in keeping students safe and the schools running. Ms. Stamper provided an overview of the Facilities and Capital Needs Assessment report. The Department is aligned with the Board of Education's Vision and Mission and the CMS *Strategic Plan 2018*.

- Board of Education Mission Statement: The mission of CMS is to maximize academic achievement by *every* student in *every* school.
- *Strategic Plan 2018* Alignment:
 - Goal 4: Promote a system-wide culture of safety, high engagement, cultural competency and customer service. Focus areas: Physical safety, social and emotional health, High engagement, Cultural Competency, and Customer Service. Making our schools safe, welcoming, and inclusive will require a high level of service within each school as well as from every support-services office.
 - Goal 6: Inspire and nurture learning, creativity, innovation, and entrepreneurship through technology and strategic redesign. Focus areas: Learning everywhere, all the time; Innovation and entrepreneurship, Strategic school redesign, and Innovative new schools. Only by moving beyond the one-size-fits all schools of bricks and mortar can we meet the needs of every student.
- Driving Governance:
 - Board of Education: Policy ADA *Equitable Distribution of Resources*, Policy BA *Theory of Action*, Bylaw BBA *Duties of the Board*, Policy DNA *Disposition of real estate*, Policy FEF *Construction Cost Estimates*.
 - Statutes, Codes, Ordinances: North Carolina Procurement Statutes, Zoning Ordinances, North Carolina Real Estate Statutes, State and Federal Environmental Statutes, Municipal Ordinances, Building Code, and Fire Code.
- Regulatory Relationships/Partnerships: CMS Facilities Team representing CMS schools and students works with County, State, City, and Local entities. It takes many stakeholders and partners to support public education and keep our facilities in quality condition to enhance student learning.
- CMS Facilities Team: Departments include Planning, Programming, Design, Construction, Operation, and Reuse Demolition for those facilities that have aged out.
- CMS Facilities Overview:
 - Approximately 650 buildings on 5,150 acres throughout the District.
 - 91 elementary schools plus K-6.
 - 22 middle schools.
 - 17 Pre-K-8 and K-8s.
 - 31 high schools.
 - Three special programs/schools.
 - 21.5 million square feet of space (this equates to 21 times the size of the Bank of American building).
 - Approximately 1,100 mobile units:
 - 183 mobile classrooms at Pre-K-8.
 - 604 mobile classrooms at elementary schools.
 - 74 mobile classrooms at middle schools.
 - 237 mobile classrooms at high schools.

- Custodial Services Staffing Trends: In 2008 the facilities management team supported approximately 18.5 million square feet compared to 21.5 million square feet in 2015. In 2009, CMS had 770 custodians compared to 680 in 2015. For comparative purposes, a custodian is trying to clean the equivalent of fifteen 2,000 square foot homes each day. As a result of the increased square footage and a reduction in staff, the quality of cleaning is being stressed. They do a great job but we are moving in the wrong direction.
- Maintenance Services Staffing Trends: CMS has increased the building square footage while reducing staff in maintenance services (heating and air, roof, grounds, plumbing, and electrical). This is negatively impacting the upkeep of the CMS facilities.
- School Classroom Capacity/Utilization:
 - Of the 91 elementary schools, 71 are at 100% capacity or over and 20 schools are below 100%.
 - Of the 39 middle schools, 28 are at 100% or over and 11 schools are below 100%.
 - Of the 23 high schools, 17 are at 100% or over and 5 schools below 100%.
- Mobile Classrooms -- Example to calculate the *estimated* number of schools needed if CMS eliminated mobiles by 100%:
 - 604 elementary school classrooms operate in mobile units. A typical new elementary school has 39 classrooms. It would take building 15.5 new elementary schools to eliminate elementary mobiles.
 - 257 middle and K-8 school classrooms operate in mobile units. A typical new middle and K-8 school has 54 classrooms. It would take building 4.8 new middle and K-8 schools to eliminate middle and K-8 mobiles.
 - 237 high school classrooms operate in mobile units. A typical new high school has 100 classrooms. It would take building 2.4 new high schools to eliminate high school mobiles.
- Total 2014-2015 Building Services Operating Budget: \$43,513,737 (salaries/benefits not included).
 - Utilities: \$27,109,182 or 62%.
 - Other Services and Supplies: \$5,690,576 or 13%.
 - Maintenance: \$4,647,563 or 11%.
 - Custodial: \$3,060,416 or 7%.
 - Mobile Classrooms: \$3,006,000 or 7%.
- 2007 Bond Update – Total approved \$516,000,000:
 - Capital Funding in FY2015 - Completed Projects:
 - Garinger HS additions/renovations (August 2014).
 - Independence HS additions/renovations (August 2014).
 - Myers Park HS Gym additions (August 2014).
 - Olympic HS track and field (August 2014).
 - Palisades Park ES (August 2014).
 - West Mecklenburg HS track and field (August 2014).
 - Vance HS addition (January 2015).
 - Construction Phase of Final Projects:
 - Hawthorne Medical Science Magnet conversion (August 2015).
 - New Hickory Grove ES relief (August 2015).
 - New Highland Creek ES relief (August 2015).
 - Replacement Newell ES (August 2015).
 - Ranson MS additions/renovations (August 2015).
 - Myers Park HS additions/renovations (August 2018).
- 2013 Bond Update – Total approved \$295,168,000:
 - Capital Funding FY2015 – Planning Phase:
 - New Language Immersion Pre K-8 Albemarle Road ES/MS relief.

- Design Phase:
 - Nations Ford Elementary School replacement (August 2016).
 - Statesville Road Elementary School replacement (August 2016).
 - J.M. Alexander Middle School replacement (August 2017).
 - New Pre K-8 Berryhill/Reid Park Relief (August 2017).
 - Olympic High additions/renovations (January 2017).
 - Myers Park High School additions/renovations (August 2018).
- Bid/Award/Construction Phase:
 - Oakhurst STEAM Magnet ES / Starmount ES conversion (August 2015).
- Remaining 2013 Projects – Not Started:
 - Projected for FY2016 Capital Funding:
 - East Mecklenburg High School – addition/renovation August 2018.
 - Northwest School of the Arts – renovation August 2018.
 - South Mecklenburg High School – additional/renovation August 2018.
 - Projected for FY2017 Capital Funding:
 - Northridge Middle School – addition/renovation August 2018.
 - Selwyn Elementary School – renovation – January 2018.
 - Pre-K-8 Conversion Phase II – addition/renovation August 2019.
 - Projected for FY2018 Capital Funding:
 - Career and Technology Education Phase I – August 2019.
 - Davidson K-8 conversion – addition/renovation – December 2019.
 - New STEAM K-8 – August 2020.
- Historical Review of Capital Funding: An economic downturn in 2007 negatively impacted funding to CMS and with the 2013 Bonds steps are being taking to increase funding. The amount of capital funding that was authorized to CMS represents due diligence, the funds were spent timely and within budget.

| | Bond/Certificates of Participation (COPs) Dollars | Amount Paid to Date |
|--------------------|--|------------------------|
| '96 Bond | \$119,830,058 | \$119,830,058 |
| '97 Bond | \$415,000,000 | \$415,000,000 |
| '99 COPs | \$50,000,000 | \$50,000,000 |
| '00 Bond | \$275,500,000 | \$275,500,000 |
| '02 Bond | \$224,000,000 | \$224,000,000 |
| '04 COPs | \$98,500,000 | \$98,500,000 |
| '05 COPs | \$73,900,000 | \$73,900,000 |
| '06 COPs | \$154,764,532 | \$145,720,478 |
| '07 COPs | \$16,500,000 | \$15,102,325 |
| '07 Bond | \$516,042,943 | \$436,359,207 |
| '08 COPs | \$58,000,000 | \$52,592,885 |
| '13 Bond | \$295,168,000 | \$4,402,414 |
| Grand Total | \$2,297,205,533 | \$1,910,907,367 |

Between 1997 and 2007, CMS received an average of \$190 million per year in funding

authorizations. This information also represents timely capital project spending at or under budget.

- Current Capital Needs Assessment (CNA) /Deferred Maintenance Needs (2014 dollars):

| | Capital Needs Assessment | Deferred Maintenance |
|--|--------------------------|----------------------|
| Category 1 (growth projects, comprehensive renovations, placement schools) | \$1,434,440,738 | |
| Category 2 (instructional programming, support facilities, demolition) | \$70,305,000 | \$1,000,000 |
| Category 3 (ADA, indoor air quality) | \$15,000,000 | \$12,015,000 |
| Category 4 (site acquisition, food service upgrades) | \$27,250,000 | |
| Category 5 (fire alarm upgrades, roofing, site-work) | \$8,674,000 | \$7,390,790 |
| Category 6 (HVAC, electrical, plumbing) | \$98,245,000 | \$76,961,095 |
| Category 7 (paving/site-work, security projects) | \$11,085,000 | \$23,060,000 |
| Category 8 (structural evaluation/repair) | \$2,795,000 | \$175,000 |
| Category 9 (high school athletics, playgrounds, sound field) | \$92,570,000 | \$1,250,000 |
| Total | \$1.760 billion | \$121,851,885 |

- Projected Funding Needs 2014-2024:
 - CNA 2014-2024 projection (in 2014 dollars): \$1.76 billion.
 - Deferred Maintenance: \$122 million.
 - Total projected needs: \$1.882 billion.
 - Projected annual Ten-Year capital needs: \$188 million (minimum).
- District Ten-Year Projection – Enrollment:
 - CMS enrollment in 2005-2006 was 123,789 students compared to 145,363 in 2014-2015 equating to a 21,574 increase.
 - CMS projected enrollment for 2015-2016 is 147,769 compared to a projected enrollment of 166,742 in 2024-2025. This is a projected increase of 18,973 students.
- Goals and Objectives:
 - Ensure all facilities are safe, secure, functionally efficient, comfortable, and educationally adequate.
 - Support CMS to provide framework for sound decision making related to capital investments, program alignments, boundary management, and all related facilities issues.
 - Identify and acquire adequate funding for all facility management needs. This includes determining growth projections, growth areas, and assessing availability of land.

Peggy Hey provided an overview of major initiatives and next steps.

- Major Initiatives:
 - Continuous review of the Capital Needs Assessment (CNA) during this non-bond year.
 - Benchmark against other districts to compare best practices and assumptions.
 - Work collaboratively with all stakeholders to review and recommend a sustainable, predictable and prudent funding plan for school capital needs, as well as deferred maintenance projects.
 - Evaluate recommendations in the Jacob's 'Facility Condition Assessment Process Review' Report.
 - Project future enrollment patterns and align with existing and/or acquired real estate.
- Next Steps: During the next 12 months, the facilities teams goals are to:
 - Develop capital and maintenance report cards for schools to include the Facility Condition Index Report.
 - Engage external key stakeholders.

- Work with an internal cross-functional team including facilities team, principals, community superintendents, and executive staff.
- Provide quarterly progress updates to the Board of Education in May (information and data gathering), August (preparation of draft CNA) and October (comment to draft CNA).
- Complete the Capital Needs Assessment by February 2016 to support a potential 2016 Bond referendum.

Ann Clark said the binder also includes the Capital Needs Assessment rankings from last year to use as a reference going forward. In May, the team will assess the facilities needs index against the rankings to determine if that will inform the need for a revised rubric/formula or process for ranking projects. The binder also includes a report by Jacobs, an outside consultant, who assessed the CMS process for scoring projects and condition of facilities. Staff will assess the Jacobs report and recommendations and following that review will come back before the Board to share data points and get Board direction on the recommendations.

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

- Paul Bailey asked does Category I under Capital Needs Assessment include replacing all mobiles with brick and mortar facilities? Ms. Stamper said, no, and that would equate to a substantial dollar amount. Ann Clark said Deferred Maintenance Categories 2 through 9 do not appeal to voters because they do not address issues related to overcrowding, new schools, or renovations to existing schools. For the 2016 Bond Referendum, it will be important to develop a communication plan so the public can link a project to a specific school in an effort to increase support for school improvements. Mr. Bailey asked staff to provide an estimate of deferred maintenance projects/dollars that became capital projects because they were not completed in a timely manner.
- Rhonda Lennon said she has addressed concerns regarding overcrowding and capital needs in CMS for many years. She is not opposed to mobiles because they are a prudent use of tax dollars and essential for flexibility in order to better plan locations for new schools and the effective use of capital dollars. Over the past several years, CMS has reduced the number of mobiles while increasing student enrollment. The County uses Pay Go to pay for their less attractive deferred maintenance projects instead of making them Bond projects which require support by the voters. The CMS deferred maintenance items are important and should be considered in our capital and operational budgets. CMS has antiquated equipment in many of our schools and if they are not replaced the schools will deteriorate a more rapid rate. Like homeowners, CMS must maintain our schools in order to preserve the initial capital investment. The public must understand maintenance is a part of preserving their taxpayers' dollars. Ms. Lennon supports building new schools when there are enough students to fill the school and to address long-term overcrowded conditions.
- Chairperson McCray asked does CMS have mothballed mobiles and any that need to be destroyed? Ms. Stamper said, yes, and she will provide those numbers at a later time. Ms. McCray said the information in this report show CMS is spending its dollars wisely and that will be helpful information for our upcoming budget discussions with our State and County funding partners. Chairperson McCray asked what criteria determines if it is educationally adequate? Ms. Stamper said CMS currently follows educational standards but we want to take it beyond standards by engaging different stakeholders to determine criteria and a definition for educationally adequate.
- Tim Morgan asked do the CMS ten-year student projections include student enrollment for charter schools? Scott McCully said, yes, based upon the information available at the time we take into account the growth of both charter and virtual schools. This is also reflective of the 2009

Legislative change for the entry age of Kindergarten, the recession of 2009 and 2010, and expected growth. Mecklenburg County will have three new charter schools next year. The enrollment projection is a middle ground which could experience an upward or downward trend.

- Tom Tate supports the Board receiving the CAN report on a quarterly basis because that will help keep the Board informed on the facility needs of CMS.

C. Report/Feedback on 2015-2016 Budget

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

Chairperson McCray called upon Ann Clark to introduce the Report on the 2015-2016 Budget. Ann Clark said this is an opportunity for the Board to provide input to the 2015-2016 Budget recommendation. CMS will begin the community engagement process and will hold Superintendent Coffees and Community Engagement meetings which will also inform the budget recommendation. Upcoming Community Engagement meetings will be held on February 26th at Hopewell High School, March 2nd at Southwest Middle School, and March 4th at Albemarle Road Middle School. All meetings are from 6:00 p.m. to 7:30 p.m. On April 14, 2015, the Board will receive the Superintendent's 2015-2016 Budget recommendation which will be followed by a Board Budget Work Session on May 5, 2015. On May 12, 2015, the Board will be presented a final 2015-2016 Budget recommendation for adoption consideration. This is an opportunity for the Board to inform the budget recommendation and the feedback from the Board will be used to engage the community in the upcoming community budget meetings.

Sheila Shirley provided the Board with an overview of the State revenue forecast and assumptions which will feed the State's budget process, key areas for Board member feedback, and led the Board in a discussion on budget items to be considered. Ms. Shirley reported the Governor's Budget is expected to be finalized before the April 14, 2105 Regular Board meeting. This meeting will be the initial opportunity for Board members to provide feedback. In addition, there are several opportunities over the next six weeks for Board members to provide input for the 2015-2016 Budget.

- Board input on key budget areas:
 1. Salary Increase. Last year's State revised compensation scheduled ranged from a .3% to 18% salary increase for certified staff and a \$500 increase for non-certified staff. The last CMS compensation study for non-certified staff was completed in 2006 and the final phase of that salary adjustment was completed in the 2012-2013 school year. CMS is losing employees to other more financially attractive opportunities. This year, CMS lost approximately fourteen staff members to the City and County. The approximate cost of a 1% increase for all CMS staff equates to \$9 to 10 million.
 - a. Should CMS invest in a 2015-2015 market compensation study?
 - b. What level of salary increase, if any, should be included in the budget request?
 - Market Compensation Study:
 - Board members Tate, Davis, Morgan, Ellis-Stewart, McCray, and Jones support CMS conducting a market compensation study.
 - Paul Bailey suggested CMS do a comparison study with similar large cities, use a per diem federal government rate, and assess teacher compensation compared to other comparable school districts.
 - Thelma Byers-Bailey addressed concern about the cost of a market study and suggested CMS

- do an in-house study on a smaller scale for non-certified staff. CMS can find comparable salaries for teachers.
- Rhonda Lennon said we know the salary gap in CMS is far and wide. CMS could conduct a limited scope analysis on certain job categories to get a comparison. This would establish a trend or percentage that could be parleyed across the board.
 - Board discussion points on compensation and salary increase:
 - Tom Tate supports a salary increase in an effort to provide competitive salaries to keep staff; teacher pay scale should not be lower than the national average; it is challenging to determine a salary increase for all staff because we cannot identify a source for funding; and the market study will inform the Board moving forward.
 - Eric Davis expressed concern that CMS is the only governmental body dependent on other governmental bodies for funding; CMS must advocate for its employees and push for funding to provide salary increases; a market study would provide helpful information; and the Board must make difficult decisions and believes the public will support a pay increase for the staff that stands in front of their students every day.
 - Ericka Ellis-Stewart said a market compensation study should include the infrastructure and resources to pay for the recommended salary adjustments but at this time CMS does not have a source for those funds. Ms. Ellis-Stewart asked what was the total revenue needed to fund the last market study? Ms. Shirley said she will review the budget to determine the dollar amount and report back to the Board. Ms. Ellis-Stewart said a market study will provide good information moving forward and points for budget discussions with the County and State. Ms. Shirley said as a starting figure, for every 1% that CMS is under the market value would equate to approximately \$10 million. Ms. Ellis-Stewart said a market study would provide helpful information because CMS is the 3rd largest employer in the region and we must provide competitive salaries. She would support a salary increase of 2% to 5% but a 1% increase is more realistic. CMS could consider a differentiated salary adjustment based upon performance evaluation results.
 - Tim Morgan supports a market compensation study and at a minimum CMS should match the salary increase of the County.
 - Chairperson McCray said based upon the last CMS market study, what was the largest and the least salary increase because some staff only received a .01 raise. Ms. McCray addressed concern that based upon the State's revised salary structure last year some teachers only received a .3% increase and lost their longevity pay which equated to a negative salary increase. For the teachers that lost longevity last year, CMS should provide them at least a 1% increase in addition to any salary increase. We must be competitive with the City and County and we must compensate CMS employees.
 - Dr. Ruby Jones supports a market compensation study to assess where we are in relation to others and recommended a salary increase that is competitive with the City and County.
 - Paul Bailey said the State of North Carolina is responsible for the compensation for CMS teachers and employees and they must step up to their responsibility to provide CMS employees a competitive salary. CMS is losing great teachers to other school districts and states. We know CMS has a huge gap in its salary structure when compared to other entities and a market compensation study at this time would only tell us what we already know. This money could be applied to educating our students. Mr. Bailey would consider a 3% increase but the State must step up to compensate our employees.
 - Thelma Byers-Bailey said a market study would only tell us what we already know which is CMS is not paying its employees enough and not competitive with other entities. She would support at a minimum a 3% salary increase. Ms. Byers-Bailey addressed concern regarding the

elimination of longevity pay for teachers and recommended providing those teachers an incentive to stay with CMS.

- Ms. Lennon said the State is responsible for giving raises to CMS employees. The County has consistently given their employees a 3% raise over the past several years while CMS had to lay-off employees because of reduced funding. CMS must have a competitive salary structure to the County and if they are giving employees a 3% salary increase, CMS should give a 3% salary increase. CMS staff has the most important job responsibility which is preparing children for the future.

Ann Clark provided an overview of additional budget items for the Board’s consideration which are highlighted in the Board’s 2015 Legislative Agenda. Ms. Clark invited Board members to provide comments and noted that the input from the Board will be shared at the upcoming Community Engagement meetings.

2. Literacy Support. Will the Board consider continuing the investment in existing literacy strategies as well as additional investment for literacy supports in middle and high schools?
3. Teacher Assistants. Teacher assistants are vital to the reading strategy particularly in 2nd and 3rd grade. Will the Board support maintaining the current number of teacher assistant positions in the budget request?
4. Student Services. 2014-2015 initiated a four year phase in plan to increase support. Phase I additional positions: 33 school counselors, 4 psychologists, and 4 social workers. 2015-2016 Phase II additional positions: 34 school counselors, 3 psychologists, and 3 social workers. Will the Board support Phase II?
5. Digital Learning Conversion. Will the Board support Digital Learning conversion to students in high school beginning with 9th and 10th grade?
6. Campus Security Associates (CSA). State law requires a School Resource Officer at each high school. Total CSAs - 107. All high schools are allotted 2-5 CSAs. Will the Board support a reduction in CSAs?
7. Transportation Program. 2014-2015 Senate budget proposal included a statewide reduction of \$29 million. 2014-2015 State cut to CMS was 1% or \$621,489. Eliminating one bus equates to approximately \$50,000 in cost savings. CMS would need to cut the bus fleet by 40 buses to equate to a \$2 million reduction. What is the priority of services (i.e., reducing or eliminating magnet transportation, expanding bell tiers or increasing walk distances to bus stops) to examine for reduction?
8. Pre-K Programs. Should CMS expand the Pre-K Program?

| Program | Source of Funding | Adopted Budget | # Students Served |
|--|-------------------|----------------|-------------------|
| Bright Beginnings | Local | \$10.0 million | 2,563 |
| | Title 1 | \$12.2 million | |
| NC Pre-K | State Pre-K | \$ 9.4 million | 1,006 |
| Estimated number of students on the wait list: 1,789 | | | |

9. Translation Services. CMS has 15,176 Limited English Proficient Students. Students speak 175 native languages and come from 158 countries. Current Investment: \$261,000 contract services, five translator or interpreter positions. Should CMS expand the investment in translation services?
10. Other areas for Board consideration.

Ms. Clark said staff will keep the Board informed and seek feedback as we face further reductions from

the State and County. Board members can also share feedback in the upcoming small group meetings. Chairperson McCray thanked Ms. Clark and Ms. Shirley for the report and invited Board members to make comments.

- **Drivers Education:** Board members McCray, Morgan, and Lennon expressed concern regarding the proposed State cuts to Drivers Education. Ann Clark provided information regarding the proposed State cuts to Drivers Education and noted the superintendents in the large North Carolina school districts are concerned about this cut and are positioning a number of approaches to address this cut. Chairperson McCray expressed concern that should this item be defunded by the State, CMS would be responsible for providing Drivers Education for the students in CMS and the students in private, charter, home, and other schools in Mecklenburg County. Ms. Clark said staff will provide Board members with a copy of the proposed law regarding Drivers Education.
- **Transportation:** Ericka Ellis-Stewart said she will not support the elimination or reducing any further the transportation for Magnet students.
- **Campus Security Associates:** Tim Morgan expressed concern that previously the City of Charlotte provided funding for the CMS Campus Security Associates but last year they cut that funding. He urged staff to highlight that the other townships in Mecklenburg County value and support CMS CSAs and he suggested CMS expand those partnerships.
- **Pre-K:** Tom Tate would support expanding Pre-K Services and he urged the community to attend the upcoming Community Engagement meetings.

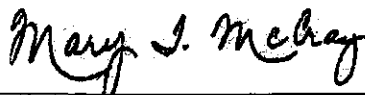
Ms. Shirley asked Board members to provide staff any additional items they would like for consideration or reduction in the budget as soon as possible. The Board will hold a Board Work Session on March 24, 2015 and the Superintendent's proposed 2015-2016 Budget recommendation will be presented to the Board at the April 14, 2015 Regular Board meeting.

ADJOURNMENT

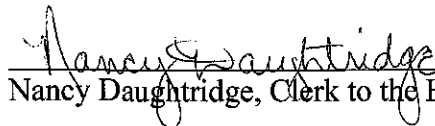
Chairperson McCray called for a motion to adjourn the meeting.

Upon motion by Thelma Byers-Bailey that the Board adjourn the meeting, seconded by Tom Tate, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 9:18 p.m.



Mary T. McCray, Chairperson



Nancy Daughtride, Clerk to the Board