

**Minutes Approved**  
**11/09/1999**



Charlotte, North Carolina

October 12, 1999

**REGULAR BOARD MEETING OF THE  
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**

The Charlotte-Mecklenburg Board of Education held a Regular Meeting on October 12, 1999, beginning at 6:00 p.m. in the Board Room of the Education Center. The meeting was televised on CMS Channel 21.

**PRESENT:** Arthur Griffin, Jr., Chairperson;  
John W. Lassiter; Wilhelmenia Rembert;  
Wilma D. Leake; George Dunlap;  
Molly Griffin; Louise Woods;  
and Lindalyn Kakadelis

**ABSENT:** Jim Puckett was absent.

Also present at the request of the Board were Eric J. Smith, Superintendent; Dr. James Pughsley, Deputy Superintendent; Dr. Susan Purser, Associate Superintendent for Education Services; Greg Clemmer, Associate Superintendent for Operations; Leslie Winner, General Counsel; and Carol Gerber, Clerk.

**CALL TO ORDER**

Chairperson Arthur Griffin, Jr., presiding, called the meeting to order at 6:00 p.m. and led the Board members in the Pledge of Allegiance.

**RECOGNITION OF CARYN LONG, RECIPIENT OF AAUW ELEANOR  
ROOSEVELT TEACHER FELLOW FOR 1999-2000**

Louise Woods, recognized Caryn Long, science/technology facilitator at Winterfield Elementary, who was named an *Eleanor Roosevelt Teacher Fellow* for 1999-2000 by the American Association of University Women. Ms. Long was selected for this prestigious award because she has developed an all-girls Science-Math and Technology Club at the school. Girls in this club pursue activities that are traditionally thought of as masculine interests, such as rocketry, simple chemistry, concepts of computer programming, and biology. Ms. Long, a CMS teacher since 1988, was Teacher of the Year at Billingsville

October 12, 1999  
Regular Board Meeting

Elementary in 1990. In addition to her work at Winterfield, she designs and conducts workshops for new teachers and is a part-time instructor at UNC-Charlotte in the Education Department. Accompanying Ms. Long were her husband, her father, and the principal at Winterfield Elementary, Donna Parker-Tate.

### **RECOGNITION OF TIME WARNER CABLE AND CMS FOR THE NC/SC TELECOMMUNICATIONS ASSOCIATION AWARD**

Debbie Antshel, head of CMS Community Partnerships, introduced Susan T. Breckenridge, Vice President of Public Affairs for Time Warner Cable, Charlotte Division. Ms. Breckenridge explained that the Charlotte Division of Time Warner Cable had co-sponsored with CMS last spring a "Walk in My Shoes Day," which proved to be an excellent method for corporate management to experience first-hand the joys and hardships on a daily basis of CMS teachers, principals, and other administrators. The program received a prestigious award from the NC/SC Cable Telecommunications Association for being an original and imaginative partnership that benefited the community. On behalf of the Board and the Superintendent, Mr. Griffin accepted an engraved glass plaque commemorating this partnership award. He commended all School Board members for having participated. He thanked Ms. Breckenridge for her dedicated service to CMS.

Ms. Breckenridge announced that the next *Walk in My Shoes Day* will be held on Friday, November 19, 1999 jointly sponsored by Time Warner Cable, The Charlotte Chamber, and CMS.

### **UNITED WAY CAMPAIGN UPDATE**

John Lassiter called upon Barbara Jenkins, Assistant Superintendent for Human Resources and co-chair of the CMS United Way campaign this year, to report on Campaign progress. Dr. Jenkins invited Board members to a United Way celebration on Monday, October 18, 1999 at 3:30 p.m. at the Adam's Mark Hotel. She reported that CMS had met and exceeded its goal of \$360,000, having increased its total contribution and its percentage of caring employees who contributed. Out of 167 reporting areas, she said that 34 sites had 100% participation, and 141 had met or exceeded their goals. She commended West Charlotte High who tripled and met that higher goal this year, under the leadership of its principal, Dr. Venton Bell. She said that 62 employees, having pledged \$500 or more, were named members of the Gold Circle and would be invited to a special breakfast with the Superintendent. Dr. Jenkins thanked Vivian Williams, retired CMS supervisor who co-chaired the drive, and Dr. Chris Folk, retired Associate Superintendent, for his help.

October 12, 1999  
Regular Board Meeting

## **“BRIGHT BEGINNINGS” VIDEO SHOWN**

At Mr. Griffin’s request a video showing activities of the “Bright Beginnings” program was shown. Heading Bright Beginnings is Patricia Holleman. Mr. Griffin requested that a copy of the video be given to each Board member and that one be sent to the Mecklenburg Board of County Commissioners.

## **BOARD RECEIVED REPORT ON UPDATE OF THE BUDGETING PROCESS RE-ENGINEERING**

At the request of Chairman Griffin, this report was presented before the Action Items Order.

Dr. Smith called upon Dr. Pughsley for an update on the budget process re-engineering which Dr. Pughsley referred to as an alignment between instructional and management services. Rick Rozelle, CMS Chief Information Officer, acting as process manager, introduced the consulting team from Price Waterhouse Coopers, Henry Jones, Kenneth Lee, and Robert Sampieri, all of whom have had work experience in schools systems as well as with Price Waterhouse Coopers. Their job was to review the current CMS budget process and make recommendations on how to make substantial improvements.

### **Preliminary Report from Price Waterhouse Coopers, Consultants to CMS**

Mr. Jones said that a good budget planning process will help CMS achieve its goals and that a budget takes more than one year to plan. He emphasized that the budget process is a tool that generates management information district wide, by programs and services. He advocated increasing quarterly review points. He noted that if CMS adopts the recommendations of Price Waterhouse Coopers, it would be the first school system in the nation to use this particular budget process, which has had success in both business and government.

He said that after conducting twenty-seven interviews within and outside CMS to determine the “as is” situation, and conducting other research, the consultants concluded that the school system needed the following: more training on how the budget system works; more defined planning methodology; user-friendly reports for decision making; more management information; more guidance and clarifying information concerning the legal requirements governing the budget process; and clearer roles in terms of responsibilities.

Price Waterhouse Coopers, Mr. Jones concluded, would be making sixteen recommendations that fall into the three areas outlined below.

#### **Reengineered Budget Process**

- Begin the budget process earlier in the fiscal year
- Increase customer and stakeholder involvement in the process

October 12, 1999  
Regular Board Meeting

- Create a budget advisory committee (BAC) and executive budget advisory committee (EBAC)
- Reduce the level of effort for managers in preparation of the budget
- Require an expenditure plan by program and school
- Require monthly reconciliation with accounting reports
- Templates on additions, reductions and new initiatives

#### **Performance Improvement and Measurement**

- Move to the balanced scorecard approach for performance measurement
- Conduct quarterly performance reviews
- Move to a multi-year budget planning process
- Increase budget-coding structure to enhance level of detail
- Formalize strategic planning process
- Develop performance measures that relate to the strategic plan's goals and objectives and to performance incentives
- Move to an activity based costing (ABC) /management (ABM) cost information system.

#### **Change Management Practices**

- Design monthly executive-level budget reports
- Improve communications of the budget, internally and externally
- Conduct monthly meetings between the Finance Department and their internal customers

Mr. Jones concluded that CMS can make great strides if the recommendations are implemented. An aggressive implementation plan might take 18-24 months to conclude. He complimented CMS staff and personnel for their courtesy, their professionalism, and their caring about the need for change.

Dr. Smith praised the solid work from Price Waterhouse Coopers. He said that he would like to see CMS have a budget process that would match up to the best in the country.

Board members, in turn, responded to the points in the presentation. Mr. Lassiter said that he was pleased to have the report because it answers questions that he has had since he has been on the Board. He said it is important to engage parents and the community in the budget process. Mr. Lassiter suggested having a citizens budget oversight committee similar to that of the Bond Oversight Committee. He said he liked the recommendations on performance management but asked for an explanation of the planning process.

Mr. Dunlap expressed concern about CMS being the first school system to implement the recommendations. He reminded the consultants that the school system is funded annually by the County Commission. Mr. Lee responded that he felt that the multi-year planning that is part of the recommended process would be helpful to the Commissioners. Mr. Dunlap asked if the new technology would be in line with projections. Mr. Rozelle said that CMS could begin implementation but cannot fully complete at this point. In

response to Mr. Dunlap's question about staffing, Mr. Rozelle replied that additional staffing would be necessary but that he did not yet have the costs.

Mr. Griffin reminded everyone that the budget process for next year began yesterday.

Regarding activity based management, Ms. Kakadelis said she would be happy to know what is spent on programs at a particular school. But she felt that test scores would not be a sufficient management tool. She requested information about which federal, state and local governments are using this budget process successfully and what are the pros and cons. Dr. Smith said that the administration is communicating with local CEOs. Ms. Kakadelis asked what the costs would be to take the recommended immediate steps. Mr. Sampieri said that that the costs would not be significant and that while the steps would take time, the talent and resources are already in place at CMS.

Dr. Smith emphasized that the connection must be made between budget management and classroom programs and that this process would give him usable tools. Mr. Griffin said that the County Commissioners and the public are demanding accountability.

## **ACTION ITEMS**

### **BOARD APPOINTMENT TO THE CITIZENS TRANSIT ADVISORY GROUP (CTAG)**

Mr. Griffin explained that the Board of Education had been invited to appoint one person to the Citizens Transit Advisory Group (CTAG), presently being formed by the Charlotte-Mecklenburg Metropolitan Transit Commission. He called for nominations.

In the absence of Jim Puckett and acting for him, Mr. Lassiter nominated John-Paul de Bernardo. The nomination was seconded by Lindalyn Kakadelis.

Louise Woods then nominated H. Dean Bartlett; the nomination was seconded by George Dunlap.

**With a 6 to 2 vote, the Board approved the appointment of H. Dean Bartlett to the Citizens Transit Advisory Group of the Charlotte-Mecklenburg Metropolitan Transit Commission. Voting for Mr. Bartlett were Ms. Woods, Mr. Dunlap, Mr. Arthur Griffin, Dr. Rembert, Dr. Leake, and Ms. Molly Griffin. Voting for Mr. Bernardo were Mr. Lassiter and Ms. Kakadelis. Mr. Bartlett's term of service on CTAG will extend until June 30, 2001.**

**APPROVAL OF PROCLAMATION NAMING OCTOBER, 1999 AS *FAMILY INVOLVEMENT MONTH***

**On motion by Wilhelmenia Rembert, seconded by Vilma Leake, the Board voted unanimously to approve a Proclamation naming October, 1999 as *Family Involvement Month* in the Charlotte-Mecklenburg Schools. Dr. Rembert read the following Proclamation:**

**Whereas**, research has shown that students perform best when they receive encouragement and educational support from their parents; and

**Whereas**, the Charlotte-Mecklenburg School System through its Goals 2001 states its commitment to high student achievement and recognizes the important connection between parent involvement and student achievement, and

**Whereas**, the State of North Carolina is committed to improving education for all children, and

**Whereas**, the Charlotte-Mecklenburg School System encourages parental involvement in the activities of children at school and parental support of learning, and

**Whereas**, the National and local PTA Council and Charlotte-Mecklenburg Schools will focus on supportive effective involvement in every school by utilizing the National Standards for Parent/Family Involvement; and

**Whereas**, the National Standards for Parent/Family Involvement are communicating, parenting, student learning, volunteerism, school decision making, advocacy and collaborating with community; and

**Whereas**, citizens, business, civic and faith community leaders have expressed the desire to become more involved in supporting families and helping children succeed.

**Now, therefore, be it proclaimed**, that the undersigned does hereby declare the month of October as *Parent Involvement Month* in Charlotte-Mecklenburg Schools and asks all parents and community members to show support for children and families during this month.

Receiving the Proclamation on behalf of the PTA Council was Blanche Penn, president of the PTA Council Executive Board. Ms. Penn introduced the incoming board members, as follows: Lynn Huber, 1<sup>st</sup> Vice President; Shelly Ramminger, 2<sup>nd</sup> Vice President; Debbie Roberts, 3<sup>rd</sup> Vice President; and Cheryl Waters, Treasurer. Other PTA officers in attendance included Bill Young, Area A2; Mark and Julie Porter, Area B1; Kim Lowry, representing Area C1; Jocelyn Watson-Garland, Area D1; Denise Palm-Beck, High School Area; Monica Frank, Reflections chair, and Sam Haywood, the Superintendent's representative.

October 12, 1999  
Regular Board Meeting

**APPROVAL OF JOINT RESOLUTION ON THE CHARLOTTE-  
MECKLENBURG BOARD OF EDUCATION AND THE MECKLENBURG  
BOARD OF COUNTY COMMISSIONERS**

Mr. Griffin said that Board members had received a resolution which the Mecklenburg Board of County Commissioners had passed the previous evening, October 11. With the intent that this resolution become a joint resolution, Board members had been asked to suggest changes, additions, or deletions to the document. Mr. Griffin outlined the changes that had been made and asked for further comment.

Ms. Molly Griffin asked if the following paragraph, as revised, would cede the Board's authority to the Planning Commission:

That the Board of Education, the Superintendent of Schools and his staff will work with and draw upon the professional expertise of the Charlotte-Mecklenburg Planning Department during the facilities planning and location ~~and design~~ processes; and that the Planning Liaison Committee be used as the vehicle for reaching consensus, improving collaboration with other departments and agencies of local government, and monitoring subsequent efforts;

In response to Ms. Griffin question, Leslie Winner, Board Attorney, suggested changing the phrase "*the* vehicle for reaching consensus" to *a* vehicle for reaching consensus." **By consensus, the Board decided to incorporate the change from *the* to *a*.**

Dr. Leake expressed concern about the fifth paragraph on page 2, adding that it seemed to be a form of micro-management. She asked if the paragraph could be deleted. Mr. Lassiter gave his opinion that the document said that the County Commission must provide quality schools for every child. Dr. Leake agreed that the language of the document was good but questioned what it really meant. Mr. Griffin said that it would ensure quality education.

**Dr. Leake moved to withhold the resolution until the County Commissioners had voted on the changes. The motion died for lack of a second.**

**On motion by Ms. Woods, seconded by Mr. Lassiter, the Board voted 7 to 0, with one abstention, to approve the resolution, as revised, as a Joint Resolution. Voting for the motion were Ms. Woods, Mr. Lassiter, Mr. Arthur Griffin, Dr. Rembert, Mr. Dunlap, Ms. Molly Griffin, and Ms. Kakadelis. Dr. Leake abstained from the vote. The revised resolution is incorporated below:**

**Joint Resolution  
of the Charlotte-Mecklenburg Board of Education  
and the Mecklenburg Board of County Commissioners**

**WHEREAS** the citizens of Charlotte and Mecklenburg County have long supported efforts to provide a quality education to all children in our public school system;  
and

October 12, 1999  
Regular Board Meeting

**WHEREAS** the Charlotte-Mecklenburg Public School System continues to evolve demographically, technologically, in the number of students enrolled and in a variety of other ways; and

**WHEREAS** the Charlotte-Mecklenburg School System student population is now more than 100,000; and

**WHEREAS**, for the past thirty years, the School System's assignment policy was under the supervision of the U.S. District Court of the Western District of North Carolina; and

**WHEREAS**, on September 9, 1999, U.S. District Judge Robert Potter entered a judgment enjoining the Charlotte-Mecklenburg Schools from assigning children to schools based on race or allocating educational opportunities and benefits to students based on race;

**WHEREAS** the compelling need to provide for the opportunity for quality education for every child remains; and

**WHEREAS** the Board of Education is the elected body responsible for adopting educational policy; and

**WHEREAS** the Board of County Commissioners is the elected body responsible for providing financial and operational support to the School System; and

**WHEREAS** the judgment entered September 9, 1999 requires the implementation of the new assignment policies to become effective by the start of the school year 2000; and

**WHEREAS** inequities between newer and older schools continue to exist across the System with respect to facilities and resources, and inequities continue across the System with regard to personnel; and

**WHEREAS** the experience and research indicates that high concentrations of poor and special needs children are at the highest risk of school failure; and

**WHEREAS** the two Boards desire to commit to a course of action that will preserve the integrity and capacity of the Charlotte-Mecklenburg School System to educate every child in a fiscally responsible manner;

**Now therefore, be it resolved that the Charlotte-Mecklenburg Board of Education and Mecklenburg Board of County Commissioners agree as follows:**

That the Board of Education, the Superintendent of Schools and his staff will develop, at the earliest possible time, responsible policies, guidelines and recommendations for the construction, renovation or repair of school buildings in reasonable proximity to all students' homes within the context of the School System's Master Plan guidelines;

October 12, 1999  
Regular Board Meeting



That the Board of Education, the Superintendent of Schools and his staff will develop an operational policy that will ensure that capable, well-qualified, well-trained teachers and support staff are assigned to schools where the needs are greatest, and that the Board of Education, the Superintendent of Schools and his staff will provide associated support services and appropriate resources;

That the Board of Education, the Superintendent of Schools and his staff will work with and draw upon the professional expertise of the Charlotte-Mecklenburg Planning Department during the facilities planning and location processes; and that the Planning Liaison Committee be used as a vehicle for reaching consensus, improving collaboration with other departments and agencies of local government, and monitoring subsequent efforts;

That any interim policy will be designed to address capital and operational needs in a fiscally responsible manner with the ultimate goal of creating a stable, safe and visionary educational program for children from every part of Mecklenburg County. Insofar as is possible, funding requests from the Board of Education will be presented to the Board of County Commissioners in appropriate increments to accomplish the long-term goal of complete equity as well as meeting the requirements of growth;

That the Board of Education, the Superintendent and his staff commit to making every reasonable effort to ensure that the implementation of the plans for new schools and school renovation, the policy for teacher and staff assignment, and any interim policy addressing capital and operational needs will result in:

- 85% of third grade students reading at or above grade level by 2001
- 75% of students will complete geometry prior to the 11<sup>th</sup> grade by 2001
- 33% of students will complete at least one Advanced Placement or International Baccalaureate course by 2001
- Disparity based on race, gender and socio-economic status will be no greater than 10 percentage points on all academic measures by 2001
- A decrease in the dropout rate equal to or better than the state average by 2001
- Average Charlotte-Mecklenburg SAT scores will be equal to the national average by 2001
- Graduation rate of exceptional students who earn a diploma will increase by 10% by 2001

That the Board of County Commissioners will commit to approving and providing funds for capital construction and operating costs designed to implement a strategic plan, that includes differentiated staffing, adequate instructional materials and pupil support services to ensure that every child can achieve his or her potential in an educational environment that is equal to or better than any public system in this nation toward the goal of improving student achievement.

At this time, Mr. Griffin left the meeting to attend a special meeting of the Mecklenburg Board of County Commissioners. He turned the gavel over to Vice Chairperson Lassiter, who called for a ten-minute recess until 8:10 p.m.

October 12, 1999  
Regular Board Meeting

## REQUESTS FROM THE PUBLIC

Mr. Lassiter said that students who wished to address the Board would be heard first. The following citizens addressed the Board with their concerns:

**Joshua Pfeiffer**, an 11-year-old student, graduate of Amay James Montessori, requested that the program be kept at Amay James.

**Matt Jones**, 4<sup>th</sup> grader at Amay James Montessori who has been at the school for six years, spoke in favor of keeping the program at the school and invited Board members to visit.

**Terry Jones**, father of Matt Jones, spoke in favor of keeping the Montessori program at Amay James school.

**Phyllis Fulton**, parent of a student at Amay James and a certified Montessori teacher, spoke in favor of keeping the Montessori program at the school.

**Gainor Eisenlohr**, representing the League of Women Voters, brought attention to a coalition campaign called *Get-Out-the-Vote*; she gave bumper stickers to Board members and people in the audience.

**Annelle Houk**, concerned citizen, asked for a responsible response to the Court decision.

**Tonya Dixon**, representing the PTSA at Irwin Avenue Open Elementary, asked that the magnet program be retained at this school site, explaining that it is a micro-society.

**Connie Carpenter**, parent of a student with exceptional needs, asked that stability for Exceptional Children not be forgotten in any new student assignment plan.

**Carolyn Allred**, parent at Amay James Montessori, spoke in favor of keeping the program at the school.

**Barbara Bonner**, parent at Billingsville Elementary, substituting for Bobby Damsky, spoke in favor of keeping the Montessori program at Billingsville Elementary.

**Craig Issac**, past president of North Charlotte Community Association and parent at Billingsville Elementary, spoke on keeping the Montessori magnet program at the school.

**Ellen Rubenstein Chelms**, parent at Billingsville Elementary, spoke in favor of keeping the Montessori program at the school.

**Jessica Shore Saxe**, physician, parent, and concerned citizen, spoke on the advantages of keeping the language immersion programs and the success of Bright Beginnings.

**Kent Clow**, parent at Amay James Montessori, requested that the Board keep the school, the staff, and the curriculum together.

**Jean Reed**, representing the League of Women Voters, presented a position paper to the Board on the League's current view of education.

**Pam Jenison**, PTA President at Reid Park International Academy, spoke on the need to continue this successful magnet program which thinks internationally, learns locally, and has a diverse school population.

**Leslie Dappert**, teacher at Irwin Avenue Open Elementary who co-chairs the School Leadership Committee, read a letter from that committee requesting continuation of this school of choice, which has existed for 25 years.

**Rebecca Yarbrough**, PTA co-president at Barringer Academic Center, requested that the Board keep the Learning Immersion/Talent Develop program and replicate it in other schools.

**Robin Byouk**, parent at Huntersville Elementary, asked the Board not waste tax dollars.

**Ali Jenkins**, parent at Barringer Elementary and Marie G. Davis Middle, speaking for Sandy Hanson, said that the magnet programs at these schools keeps students with high abilities in public school. She said this is not elitism, it is a matter of equity.

**Dr. Brenda Bilal**, formerly parent at Irwin Avenue Open Elementary, Piedmont Open Middle and West Charlotte, and a grandparent at West Charlotte, spoke on the need to keep the open programs at Irwin Avenue Open Elementary, Piedmont Middle, and West Charlotte High.

**Tijuana Phillips**, parent at Bruns Avenue Elementary and Amay James Elementary, said that the court verdict is not a fair one. She advocated keeping the magnet program at Amay James which offers a valuable hands-on approach to learning.

## **CONSENT ITEMS**

**On motion by Ms. Molly Griffin, seconded by Dr. Rembert, the Board voted unanimously to approve the following items on the Consent Agenda:**

## **APPROVAL OF MINUTES**

**The Board voted unanimously to approve the following minutes:**

August 24, 1999	Regular Board Meeting
August 24, 1999	Closed Session (Attorney/Client Privilege)

October 12, 1999  
Regular Board Meeting

September 9, 1999	Closed Session (Panel for Student Exclusion and Student Assignment Appeals)
September 14, 1999	Regular Meeting
September 14, 1999	Closed Session (Real Estate)
September 14, 1999	Closed Session (Personnel)
September 21, 1999	Special Meeting: Work Session
September 28, 1999	Closed Session (Personnel)

**APPROVAL OF CONSTRUCTION CONTRACTS FOR FIRST WARD AND SEDGEFIELD ELEMENTARY SCHOOLS**

The Board approved construction contracts for First Ward Elementary and Sedgfield Elementary. The contract, totaling \$200,039, was awarded to Mecklenburg Roofing, the lowest bidder, and will provide for roof replacement of B building at First Ward Elementary, and at Sedgfield Elementary, classroom wing B and the multi-purpose building. Source of funds is Capital Replacement.

**First Ward Elementary**

Base Bid	\$75,750	
Alternate #2 (Work during non-school days)	0	
Alternate #3 (Painting of exterior wall panels)	5,700	
Alternate #5 (20 year N.D.L. warranty)	<u>1,250</u>	
<b>Recommended Award</b>		<b>\$82,700</b>

**Sedgfield Elementary**

Base Bid	114,114	
Alternate #1 (charge for work during non-school hours)	1,800	
Alternate #4 (20-year N.D.L. Warranty)	<u>1,425</u>	
<b>Recommended Award</b>		<b><u>117,339</u></b>

Total Recommended Award		<b><u>\$200,039</u></b>
-------------------------	--	-------------------------

**APPROVED RIGHT-OF-WAY AGREEMENT WITH THE TOWN OF DAVIDSON**

The Board approved a right-of-way agreement with the Town of Davidson on the Northeast corner of the Ada Jenkins School property at the corners of Mock Road, Mock Circle, Gamble Street and Crane Street. There will be no cost to CMS associated with this agreement.

October 12, 1999  
Regular Board Meeting

## APPROVAL OF CONSTRUCTION CONTRACTS FOR EASTWAY MIDDLE SCHOOL

Mr. Dunlap noted that the total budget for renovations at Eastway Middle (\$3 million) and Piedmont Middle (\$5 million) was not sufficient to bring those schools up to baseline. He said that he does not favor piece mill repairs and renovations.

The Board approved construction contracts to the lowest bidders for Eastway Middle for additions and renovations which will include improvement of site accessibility and pedestrian safety, replacement of the poorly-functioning HVAC equipment, and expansion of the media center, as follows:

### Eastway Middle School (continued)

#### General Contractor: J.D. Goodrum

Based Bid	\$1,275,000	
Alternate 1 (Window upfit #1)	88,800	
Alternate 2 (Window upfit #2)	119,600	
Alternate 3 (Thermoplastic roofing)	4,000	
Alternate 6 (Walks and canopies)	<u>89,000</u>	
Recommended Award		\$1,576,400

#### Plumbing Contractor: Rea Brothers

Base Bid	\$133,000	
Recommended Award		\$133,000

#### Mechanical Contractor: Tri-Meck Mechanical

Base Bid	\$410,400	
Alternate 4 (New mechanical chiller)	91,600	
Alternate 5 (New HVAC in gymnasium)	<u>52,200</u>	
Recommended Award		\$554,200

#### Electrical Contractor: Ind-Com Electric

Base Bid	\$447,600	
Alternate 4 (New mechanical chiller)	1,850	
Alternate 5 (New HVAC in gymnasium)	<u>8,950</u>	
Recommended Award		\$458,400

**Total Recommended Award** \$2,722,000

#### Budget

##### Use of Funds

Recommended Award		\$2,722,000
Designer's Fee		244,506
Program Manager's Fee	186,379	
FF&E/Fees/Surveys/Utilities	<u>667,215</u>	
Total Use		<u><u>\$3,820,100</u></u>

October 12, 1999  
Regular Board Meeting

Eastway Middle (continued)

Source of Funds

1995 Bonds	\$58,100	
1996 Bonds	<u>3,762,000</u>	
Total Source		<u>\$3,820,100</u>

**APPROVAL OF CONSTRUCTION CONTRACT FOR STAFF DEVELOPMENT CENTER**

The Board approved a construction contract for \$266,200 with C. J. Deans, the lowest bidder, to replace the roof at the Staff Development Center. The source of funds is 1997 Bonds.

Staff Development Center (continued)

Contractor: C.J. Deans

Base Bid	\$259,000	
Alternate 1 (20-year N.D.L. warranty)	5,700	
Alternate 2 (fume recovery system)	<u>1,500</u>	
Recommended Award		<u>\$ 266,200</u>

**APPROVAL OF CONSTRUCTION CONTRACT FOR ELIZABETH TRADITIONAL ELEMENTARY SCHOOL**

The Board approved a construction contract with Steele's Heating and Air Conditioning, the lowest bidder, for \$76,246 to install self-contained wall HVAC units for six classrooms. The source of fund is Capital Replacements.

**APPROVAL OF CONSTRUCTION CONTRACT FOR PIEDMONT OPEN MIDDLE SCHOOL**

The Board approved a construction contract for emergency structural repairs to the existing coal bin, reinforcing the concrete posts and structural roof slab, at Piedmont Open Middle School. The contract was awarded to Linda Construction Company, the lowest bidder, for \$22,450. The source of funds is the 1997 Bonds.

**APPROVAL OF REQUEST FOR STUDENT REASSIGNMENT**

The Board approved the reassignment of 24 students (Category I) and denied the request for transfer of five students (Category II). (There were no requests for students to transfer to another school district in North Carolina.)

October 12, 1999  
Regular Board Meeting

## **APPROVAL OF SUPPLEMENTARY FUNDING REQUEST FOR *TAKING JOB READY INTO THE NEXT CENTURY***

The Board approved a supplementary funding request for *Taking JobReady Into the Next Century*. This continuation grant of \$50,000 from the State JobReady Partnership Council would support Workforce Development Education for CMS students by expanding the CMS Educator Internship Program and supporting career guidance in secondary schools. The proposed project would begin in October, 1999 and conclude September 30, 2000.

Mr. Griffin returned to the Board Meeting at this time.

## **REPORTS/INFORMATION ITEMS**

### **BOARD RECEIVED REPORT ON *OPENING SCHOOL 2000-2001: STUDENT REASSIGNMENT AND RESOURCE REALLOCATION***

Dr. Smith called upon Dr. Pughsley, who introduced Marianne Hickman, former CMS principal, who is the Project Manager for the Opening of School 2000-2001. Ms. Hickman give a report on the tentative plans for the opening, with an accompanying power point presentation, as follows:

Objectives were developed to ensure compliance, quality, equity and efficiency: including compliance with the U.S. District Court ruling; assurance of equitable school resources for all students' provisions for a choice opportunity; and orderly planning and logistics.

The School Year 2000 Project will be managed using the established CMS project management process. This is adapted from the corporate continuous improvement process. It is sponsored by the Superintendent and organized to allow for rapid decision making and implementation for the following stakeholders: students, parents, community groups, principals, teachers and staff. The Board of Education is the policy and decision maker. The Steering committee includes James L. Pughsley, Susan Purser, Greg Clemmer, Leslie Winner and Rick Rozzelle. The project manager is Marianne Hickman and the process manager is Sally Diamond.

#### **Major Components and Their Proposed Action Plans**

##### **Student Assignment**

- Determine boundaries for proximity model.
- Develop magnet and choice options.
- Revise transfer policy.

##### **Human Resources and Staffing**

- Conduct needs assessment.
- Communicate allotments to schools.
- Implement transfer policy.

October 12, 1999  
Regular Board Meeting

- Recruit, hire and train new teachers.
- Student Application and Registration
  - Develop application process.
  - Conduct application process.
  - Communicate school assignment to all students.
- Communication and Change Process
  - Involve stakeholders.
  - Communicate the vision.
  - Mobilize the staff.
  - Communicate plans.
  - Develop and implement feedback process.
- Facilities
  - Assess capacity.
  - Align facilities with student assignment and program requirements.
  - Upgrade, expand or acquire instructional space.
- Transportation
  - Assess needs.
  - Acquire additional buses if needed.
  - Design and distribute bus routes.

Community and Staff Involvement is Critical

Proposed Schedule of Key Events:

- October 26, 1999: Proposed student assignment plan to be presented to Board of Education
- October 28 – November 8, 1999: Focus groups composed of students, parents, and staff. Initial public hearings.
- November 23, 1999: Revised student assignment plan to be presented to Board of Education
- November 29 – December 8, 1999: Final public hearings
- December 14, 1999: Board of Education decision

Proposed Schedule of Major Milestones after Board Approval of Student Reassignment Plan

- January, 2000: Communicate proximity assignments to students; communicate magnet and choice options; confirm principal assignments; distribute initial allotments to schools; communicate teacher transfer process; identify and acquire “Swing” sites; confirm bus and mobile unit orders.
- February, 2000: Market all schools; begin student application process for schools; inventory equipment and specific material in identified schools; begin facility renovation process; provide support for impacted school; begin registration process for high schools.
- March, 2000: Complete the student application process; conduct transfer process for remaining teachers; conduct Change Management training for principals; determine budget and begin to place orders for equipment and materials.
- April, 2000: Continue teacher recruitment; begin to assign teachers with guaranteed contracts to schools; develop plans for summer activities – equipment moves, updating media centers, and technology installation; create or modify School Leadership Teams.

October 12, 1999  
Regular Board Meeting



May, 2000: Notify all students of their selection; verify projections; begin to receive buses; design bus routes; prepare to transfer student records; select individuals to facilitate program moves; new leadership teams meet.

June, 2000: Transfer student and staff records; move identified materials and equipment; move mobile units; step-up renovations, maintenance, and installations.

July, 2000: Conclude staffing schools; training teachers in targeted schools; complete renovations; finalize bus routes.

August, 2000: Distribute bus routes; complete maintenance; hold school staff orientations and professional development; send letters to students.

### **Guiding Principles for Preliminary Student Assignment Plan**

The Superintendent called on Susan Purser, Associate Superintendent for Student Services, to present some guiding principles for any preliminary student assignment plan. Using a visual presentation, Dr. Purser said that the guiding principles for student assignment would include choice, contiguous boundaries, K-12 feeder alignment, utilization of schools, and diversity driven by family choice.

Regarding magnet programs, she presented the following proposals: that there would be an application process, that priorities would be given to siblings and students within the walk zone; that there would be other processes to encourage board participation, and that transportation would be provided for certain areas.

She said that the proposal would provide a guaranteed seat for students for their proximity school, with transportation provided, but that the school close to home might not be the closest school to home. Regarding K-12 feeder areas, she said that students would have a choice among elementary and middle schools within one or two adjacent K-12 feeder areas, with transportation provided. She said that the proposal would allow a school population to grow to 110%, based upon the site and to support opportunity for choice. She said other processes would be proposed to encourage broad participation. Transfers, it is proposed, would be based on space availability, and no transportation would be provided.

Dr. Pursuer stressed that while students would have a default proximity school assignment, they would also have other choices based on lottery. There would be an application process and that letters of intent completed based on clarification by the Court. All families, under this proposal, would complete an application with all choice options contained on one form.

### **Superintendent's Remarks Concerning Preliminary Plan**

Dr. Smith highlighted certain parts of the presentation. He said that the initial presentation of the student assignment plan would contain proximity maps for elementary, middle and senior high schools, magnet schools, and choice options. These maps will be distributed to schools throughout the county and on the internet. He said

October 12, 1999  
Regular Board Meeting

that the parent focus groups would give feedback as to how the proposed boundaries look, if they were logical, and what had been overlooked. He said that public hearings would be held simultaneously. After subsequent revisions to the initial proposal, more public input will be sought before the plan is brought to the Board for a vote.

He acknowledged that the proposed schedule was extremely aggressive and noted that if CMS did receive relief from the courts, the schedule could be changed. He cited, however, the present need to press on in order to open schools in timely fashion.

Citizens were advised to stay informed by using the following channels of methods of communication: Visit the CMS Website: [www.cms.k12.nc.us](http://www.cms.k12.nc.us); watch CMS TV on Cable Channel 21; or visit a school or public library to review details of the proposed plan, after it has been presented to the Board.

### **Board Comments and Questions Regarding the Presentation**

Dr. Rembert expressed concern about guaranteeing proximity assignments for the present satellite students. Dr. Smith responded that some magnet school programs might have to be moved.

Mr. Dunlap said that he would prefer sitting with the Superintendent and staff members to have his questions answered. Dr. Smith said that he was willing to begin discussions immediately.

Ms. Griffin expressed general agreement with the basics of the plan proposal, and although she, too, said that she would prefer asking questions directly of the Superintendent, she did ask what would determine capacity for proximity students. Dr. Smith said that once capacity is determined and choice provided for, that the Board would have to determine student assignment for high-growth areas, whether in the suburbs or the city.

Mr. Lassiter stressed the importance of stability, which he did not find as an overarching principle in the proposed plan. Regarding magnet school programs, he asked if the proposal would allow students already enrolled to continue in the programs or if a new application process would be held. Dr. Smith admitted that is a difficult question, especially since the Board is waiting for a decision on grandfathering from the Federal District Court. Ms. Winner said that a request had been made of *Grant* to agree to the grandfathering but that this party had refused. Dr. Smith said that the administration would be looking for stability and trying to accommodate as many of the magnet school students as possible. Mr. Lassiter urged the Board to take whatever risk is legally possible to keep the magnet programs intact and that through attrition and entrance, the process could be opened up.

Dr. Leake expressed concern about the inner city – stability, number of seats, and magnet programs. She questioned the use of proximity in student assignment, fearing that it would promote resegregation of the schools. She also expressed concern about utilizations and great capacity and transfers that are for convenience. She asked the Superintendent to look at other plans and that discussions about student assignment be held in public meetings. She said there are no questions about the assigning of children that need to be asked behind closed doors. She said that all programs should support all children across the district.

Mr. Griffin said that there would be a Board work session scheduled when all the issues, even the tough questions, could be discussed in public.

Ms. Kakadelis said that she favored keeping a walk zone for magnet schools.

Mr. Dunlap said that he had received calls from parents who wanted magnet schools in their neighborhood. Dr. Smith asked Mr. Dunlap to forward those recommendations to him.

Dr. Leake commented that teachers and principals need to be part of making the recommendations for the student assignment process.

## **APPROVAL OF A LIMITED AMENDMENT TO SUPERINTENDENT'S CONTRACT**

Mr. Griffin noted that Dr. Smith is in his fourth year as superintendent of CMS, the 23<sup>rd</sup> largest school system in America. He said that the consensus from this year's performance evaluation meetings with the Superintendent is that Dr. Smith is "a solid performer and superb statesman." Mr. Griffin said that the Board is indebted to Dr. Smith because he had focused his attention on the classroom during the past, difficult year. With respect to the evaluation, Mr. Griffin announced that the Board had decided to provide Dr. Smith with a raise in his annual compensation by 7%, which is the average raise that CMS classroom teachers received for the school year, raising the Superintendent's salary to \$179,439, effective July 1, 1999. Mr. Griffin reported that the Board had extended the Superintendent's contract for one additional year to June 30, 2003, which includes an increase in his retirement contribution of \$15,000, starting in the 1999-2000 school year. This gives the Superintendent an annual retirement contribution of \$35,000. The Board has also agreed to pay a performance bonus of \$30,045 for Dr. Smith's "exemplary work" during the 1998-99 school year, which is 90% of his eligible amount under his contract, Mr. Griffin said. The Chairperson cited measurable objectives with respect to the Superintendent's bonus, including academic achievement of students; safe and orderly schools; community collaboration; and efficient and effective support operation, all of which have been accomplished during the past school year and are being continued in the first quarter of this school year.

**MOTION TO GO INTO CLOSED SESSION TO DISCUSS A PERSONNEL MATTER**

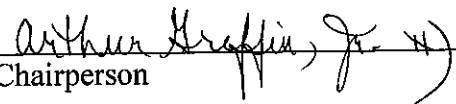
**On motion by Mr. Dunlap, seconded by Dr. Leake, the Board voted unanimously to go into Closed Session, in accordance with North Carolina General Statute § 143-318.11(a)(6), to discuss a personnel matter.**

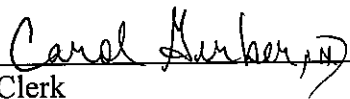
**NEXT BOARD MEETING**

The next Regular Board Meeting will be held on October 26, 1999 at 6:00 p.m. in the Board Room of the Education Center.

**ADJOURNMENT**

At the conclusion of the Closed Session and on motion by Ms. Kakadelis, seconded by Dr. Leake, the Board voted unanimously at 11:00 p.m. to adjourn.

  
Chairperson

  
Clerk