

Approved by the Charlotte-
Mecklenburg Board of Education
May 8, 2012
Regular Board Meeting



Charlotte, North Carolina

February 14, 2012

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 14, 2012. The meeting began at 5:02 p.m. and was held in Room CH-14 of the Government Center.

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

Absent: Richard Allen McElrath, Sr., District 2

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

Upon motion by Dr. Waddell, seconded by Ms. McCray, the Board voted unanimously of those present for approval to go into Closed Session for the following purposes:

- **To consult with the Board's attorney on matters covered by the attorney-client privilege concerning settlement of a claim resulting from the injury of a minor, and**
- **To consider personnel matters including employment discipline, termination, and employment contracts, terms, and process.**

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

The Board held a Closed Session meeting from 5:02 p.m. until 6:07 p.m. in CH-14.

Chairperson Ellis-Stewart reconvened the Regular Board Meeting at 6:11 p.m. in the Meeting Chamber of the Government Center. CMS-TV 3 televised the meeting.

Present: Ericka Ellis-Stewart, Chairperson, Member At-Large;
Mary T. McCray, Vice Chairperson, Member At-Large;
Timothy S. Morgan, Member At-Large;
Rhonda Lennon, District 1;

Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4;
Eric C. Davis, District 5; and
Reverend Amelia Stinson-Wesley, District 6

Absent: Richard Allen McElrath, Sr., District 2

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

I. CALL TO ORDER

Chairperson Ellis-Stewart welcomed everyone to the Regular Board meeting being held in the Meeting Chamber. She said nothing says "I love Education" more than having a Board meeting on Valentine's Day and she thanked everyone for joining the Board to share the love. She noted Board member Richard McElrath would not be attending the meeting due to a family emergency.

A. Adoption of Agenda

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

Dr. Waddell moved that the Board adopt the proposed agenda as presented, seconded by Ms. McCray, and the motion passed an 8-0 voice vote of the Board.

B. Pledge of Allegiance

Chairperson Ellis-Stewart called upon Eric Davis to introduce the student to lead those present and in the viewing audience in the Pledge of Allegiance and to speak on the February character trait of *citizenship*. Mr. Davis introduced Estevan Torres, a Career and Technical Education student and senior at the Math, Engineering, Technology and Science (METS) School at Olympic Community of Schools. Estevan has taken Business Education courses and is currently taking Project Lead the Way (PLTW) Engineering courses as his preparation for future careers and post-secondary education. He has participated in the Olympic Schools Habitat for Humanity House Build Project and an Academic Internship Program at Siemens Power Generation/Siemens Energy Incorporated plant on Westinghouse Boulevard. He is one of six apprentices that have been chosen to be the first apprentices for Siemens in America. This unique, leading edge program was highlighted in President Obama's State of the Union speech in January as a way for America to rebound in the global economy. Accompanying Estevan at the meeting were his parents, Mr. and Mrs. Luc Vu; grandparents, Mr. and Mrs. Alfredo Bernal; siblings, Mathew and Brandon Vu and Crystal Torres; Olympic School principals, Barry Burford, Angela Bozeman, Philip Francis, Melony Sears and Rick Reynolds; school staff, Mike Realon; Siemens Business Partner, Pam Howze; fellow students, Hope Johnson, Esteban Moran-Garay and Douglas Rodriguez; and friend, Luis Gonzalez. Estevan invited everyone to stand and join him in reciting the Pledge of Allegiance. Following the pledge, Estevan discussed the importance of citizen and his experience at Olympic Community Schools and apprenticeship at Siemens has given him a clear pathway to his future and being a good citizen.

Recognition of CMS Bus Driver:

Chairperson Ellis-Stewart recognized Lindora Richardson, CMS Bus Driver, whose quick response to a fire on the bus ensured the safety of six students. This is an opportunity to celebrate the actions of Ms. Richardson who showed incredible professionalism and level headedness in her response to the crisis that was hand. The Board wants to say thank you to Ms. Richardson and recognize her for being a hero in serving the children of CMS.

Chairperson Ellis-Stewart read the following Commendation honoring Lindora Richardson.

By unanimous proclamation, the Charlotte-Mecklenburg Board of Education does hereby present this Commendation to Lindora Richardson, Charlotte-Mecklenburg School Bus Driver, for exemplary performance of her duties as set forth in the following citation:

On the afternoon of February 8, 2012 while making one of the final bus stops serving Chantilly Elementary students, you alertly detected the smell of smoke emanating from the front of your bus. You quickly recognized the danger of the situation and immediately initiated an orderly evacuation of the Bus. Within minutes the bus was engulfed in flames. Your decisive action in the face of serious personal injury ensured that your six student passengers were immediately removed from a potentially life-threatening situation. Your actions are to be commended and you are a hero. Chairperson Ellis-Stewart noted that Governor Perdue has declared February 13-17, 2012 as Bus Driver Appreciation Week.

Chairperson Ellis-Stewart said as a coincidence the State of North Carolina and Governor Beverly Perdue has proclaimed this week as *School Bus Driver Appreciation Week* and she read the State of North Carolina Proclamation which identified the importance of school buses and school bus drivers in ensuring the safety of students. Chairperson Ellis-Stewart also presented Ms. Richardson a letter of from the full Board of Education commending her and thanking her for her actions and service to CMS. Ms. Richardson received a standing ovation from the members of the Board and members of the audience.

II. REQUEST FROM THE PUBLIC

Chairperson Ellis-Stewart said the Public Request section is an opportunity to hear from the public. Each speaker will have a maximum of three minutes to address the Board on any topic of their choosing but personal and individual matters should not be addressed in this forum. CMS employees and their families should not be addressed in the comments and the use of profanity or inappropriate language should not be used. The Board reserves the right to cut off any speaker who violates these rules. Ten speakers were signed up to speak.

Bailey Brooks, sophomore at North Mecklenburg High School, informed the Board about the project she developed to promote students reporting child abuse and to get the community to "NOTICE" and report concerns of child abuse. She designed tee shirts and buttons that say, "I NOTICED" and 100% of the proceeds from the sale of the items will go to two local services, Teen Health Connection and The Council for Children's Rights. So far, she has raised over \$1,000 and she has begun to sell the tee shirts on the Internet and YouTube. She is happy people throughout the United States, Brazil, and England are noticing. She asked the Board to support her in this effort because no child should suffer and it is time we all joined together to shatter the silence.

Keith Hurley addressed concerns regarding trust, accountability, and CMS continuing to

follow the *Strategic Plan 2014* in the absence of a superintendent.

Six people discussed the negative impact the late bell schedule has on students, staff, and families and they urged the Board to change the late bell schedule. Issues include the schedule makes them exhausted; student fatigue during the last class; no time for after school activities; siblings are on a different schedule; additional expense for parents to accommodate the schedule; traffic issues and hazards are a concern for student safety; teachers are frustrated; and 83% of the families are dissatisfied. CMS did not get adequate information prior to making the decision and should consider alternative ideas that share the burden across the school district. The schedule should not be the new norm because students and families are struggling to live with it and the Board should assess this program now. Student safety, student achievement, and student well being should not be impacted for saving money

- Cynthia Roeth, mother of a student at Randolph Middle School.
- Liam Roeth, father of a 6th grade student at Randolph Middle School.
- Caroline Balogh, student at Randolph Middle School.
- Susan Plaza.
- Jay Brownlow, daughter attends Myers Park Traditional.
- Mike Herndon.

Blanche Penn, PTA President at Rocky River High School, discussed the success of Rocky River High School. It is a great school, the first graduating class has received \$1.2 million in scholarships, and the school has meant expectation and growth and helping students to succeed.

Becky Boyce, former CMS teacher, discussed concerns regarding the CMS employment turnover rate, how the employee relations office handles dismissals or employee concerns, and how CMS made her feel no longer valued.

Mona Boykin, parent of a Rocky River High School student, discussed concerns regarding the Student Code of Conduct Handbook. The book is not clear and children need direction. She asked the Board to revise the book and to include a section to provide direction for parents and what they can do in certain situations.

Cheryl Norman and David Norman discussed concerns about students at Olympic High School who cannot play soccer in their senior year of high school because they lack credit hours. The students have always maintained an A/B average and took all the courses they needed to graduate on time but because a State rule changed in July 2011, after they signed up for their senior schedule, they now lack credit hours and cannot play soccer. They have not been given a good reason why they cannot play soccer this year and no one is taking responsibility to fix the problem.

Chairperson Ellis-Stewart called the Requests from the Public closed at 6:57 p.m.

III. CONSENT ITEMS

- A. Recommend approval of Closed Session meeting minutes.
- January 10, 2012.
 - January 19, 2012.
 - January 24, 2012.

- January 26, 2012.
- B. Recommend approval of Open Session meeting minutes.
 - November 9, 2011 Regular Board Meeting.
 - January 5, 2012 Special Meeting.
 - January 10, 2012 Board Work Session - Budget.
 - January 24, 2012 Board Work Session - Budget.
- C. Recommend approval of administrative personnel appointment.

Appointments:

- *Dana Jarrett named principal at Davidson Elementary School. Mr. Jarrett has a Master of School administration and Bachelor of Arts in Elementary Education from University of North Carolina-Charlotte. Mr. Jarrett previously served as elementary assistant principal of instruction in Cabarrus County Schools, Concord, North Carolina.*
 - *Stephanie Range named principal at Barringer Academic Center. Ms. Range previously served as Director Talent Development, Curriculum and Instruction.*
 - *Vincent Golden named principal at Lebanon Road Elementary School. Mr. Golden previously served as interim principal at Mallard Creek Elementary School.*
 - *Robert Ellyson named principal at Sedgfield Middle School. Mr. Ellyson previously served as interim principal at Whitewater Middle School.*
 - *Beth Anne Marshall named Executive Director, Project L.I.F.T. Ms. Marshall has a Master of School Administration, University of North Carolina-Charlotte; Bachelor of Arts, Special Education, West Virginia University; and Bachelor of Arts, Elementary Education, West Liberty State College. Ms. Marshall previously served as principal at Jackson Park Elementary in Kannapolis City Schools, Kannapolis, North Carolina and facilitator at Bishop Spaugh Community Academy.*
- D. Recommend approval of Licensed/Non-Licensed Hires and Promotions for January 2012.

Monthly hire report includes prior month(s) hires not processed when report was presented to the Board of Education last month.

- *Total Hires July 1, 2011 - June 30, 2012: 3,534. (Licensed Hires: 1,902/Non-Licensed Hires: 1,632).*
 - *Total Promotions July 1, 2011 - June 30, 2012: 211. (Licensed Promotions: 84/Non-Licensed Promotions: 127).*
- E. Recommend approval of career-employee termination.
- The Board approved the employment termination of a career teacher.*
- F. Real Estate Items:
1. Recommend approval of Storm Drainage Easement and Temporary Construction Easement on Charlotte-Mecklenburg Board of Education property located at 2600 Grimes Avenue, Charlotte, North Carolina formerly known as Tryon Hills Pre-K School.

The City of Charlotte is requesting 514 square foot storm drainage easement, temporary construction easement of 467 square feet on one end of the property and 288 square feet temporary construction easement on the opposite end of the property at 2600 Grimes Avenue (Tryon Pre-K Tax Parcel No. 079076-18). This is part of the Tryon Hills Neighborhood Improvement Project. This school is closed so there will be no impact on students. Fiscal Implications: None.
 2. Recommend approval of Right of Way, Permanent Storm Drainage Easement and Temporary Construction Easement to North Carolina Department of Transportation

on Charlotte-Mecklenburg Board of Education property located at 3335 Sam Newell Road, Matthews, North Carolina 28105, known as Crown Point Elementary School.

As part of its statewide bridge upgrade/replacement project, the North Carolina Department of Transportation is requesting 0.154 acre Right of Way, 0.121 acre Permanent Storm Drainage Easement and 0.109 acre Temporary Construction Easement on Charlotte-Mecklenburg Board of Education (CMBE) property located at 3335 Sam Newell Road, Matthews, NC 28105 known as Crown Point Elementary School (Tax Parcel No. 193-062-04). Fiscal Implications: CMBE will pay \$7,550.00.

3. Recommend approval of Right of Way, Temporary Construction Easement and Dual Use Easement to North Carolina Department of Transportation on Charlotte-Mecklenburg Board of Education property located at 2300 W. Sugar Creek Road, Charlotte, North Carolina, known as Turning Point Academy.

The North Carolina Department of Transportation (NCDOT) is widening Sugar Creek Road and the connection of Graham Street and Mallard Creek Road and requires 1.246 acres (including existing Right of Way) on Charlotte-Mecklenburg Board of Education (CMBE) property (Tax Parcel No. 0470328) as well as Temporary Construction Easement containing 0.300 acre and Dual Use Easement (Utility/drainage) containing 0.200 acre on the same parcel. North Carolina Department of Transportation additionally requires 0.721 acre of Right of Way and Temporary Construction Easement containing 0.173 acre and the remaining acreage of 0.352 is being acquired as an 'un-economic remnant' due to loss of access on Charlotte-Mecklenburg Board of Education property (Tax Parcel No. 04736105). Fiscal Implications: NCDOT will pay CMBE \$125,525.00

4. Recommend approval of Right of Way, Utility Easement and Construction Easement to North Carolina Department of Transportation on Charlotte-Mecklenburg Board of Education property located at 11201 Old Statesville Road, Huntersville, North Carolina, known as North Mecklenburg High School.

As part of its ongoing highway and bridge improvement project the North Carolina Department of Transportation is requesting the Right of Way acquisition of 0.113 acre, 0.118 acre Utility Easement, and 0.55 acre Construction Easement on property owned by Charlotte-Mecklenburg Board of Education (CMBE) at 11201 Old Statesville Road, Huntersville, North Carolina, Tax Parcel No. 017-051-07), known as North Mecklenburg High School. Fiscal Implications: CMBE will be paid \$52,929.50

G. Construction Items:

1. Recommend approval of Roof Replacement Contract for Hornets Nest Elementary School.

The roof replacement project for Hornets Nest Elementary School was bid on February 2, 2012. Staff recommends approval of the contract to the lowest responsive bidder, Baker Roofing Company. The project is scheduled to be completed by August 2012. MWSBE participation is 19.68%. Fiscal Implications: Local Funds in the amount of \$870,400.

2. Recommend approval of Roof Replacement Contract for Olympic High School.

The partial roof replacement project for Olympic High School canopy was bid on January 26, 2012. Staff recommends approval of the contract to the lowest responsive bidder, Johnson's Roofing Service, Inc. The project is scheduled to be completed by August 2012. MWSBE participation is 6.4%. Fiscal Implications: Local Funds in the amount of \$148,250.

3. Recommend approval of Roof Replacement Contract for Lebanon Road Elementary

School.

The roof replacement project for Lebanon Road Elementary School was bid on February 2, 2012. Staff recommends approval of the contract to the lowest responsive bidder, DAVCO Roofing and Sheet Metal. The project is scheduled to be completed by August 2012. MWSBE participation is 6.5%. Fiscal Implications: Local Funds in the amount of \$873,500.

4. Recommend approval of Roof Replacement Contract for Kennedy Middle School.

The roof replacement project for Kennedy Middle School was bid on January 31, 2012. Staff recommends approval of the contract to the lowest responsive bidder, Interstate Roofing Company. The project is scheduled to be completed by August 2012. MWSBE participation is 1%. Fiscal Implications: Local Funds in the amount of \$619,000.

5. Recommend approval of Roof Replacement Contract for West Charlotte High School.

The roof replacement project for West Charlotte High School was bid on January 19, 2012. Staff recommends approval of the contract to the lowest responsive bidder, Mecklenburg Roofing Inc. The project is scheduled to be completed by August 2012. MWSBE participation is 2.26%. Fiscal Implications: Local Funds in the amount of \$251,509.00.

6. Recommend approval of Roof Replacement Contract for West Mecklenburg High School.

The roof replacement project for West Mecklenburg High School was bid on January 19, 2012. Staff recommends approval of the contract to the lowest responsive bidder, Roofing Services, Inc. The project is scheduled to be completed by August 2012. MWSBE participation is 0%. Fiscal Implications: Local Funds in the amount of \$157,950.

7. Recommend approval of Roof Replacement Contract for J.M. Alexander Middle School.

The roof replacement project for J.M. Alexander Middle School was bid on January 26, 2012. Staff recommends approval of the contract to the lowest responsive bidder, Weatherguard Inc. The project is scheduled to be completed by August 2012. MWSBE participation is 0%. Fiscal Implications: Local Funds in the amount of \$142,950.

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

Dr. Waddell moved that the Board adopt Consent Items A. through G., seconded by Mr. Tate, and the motion passed upon 8-0 voice vote of the Board. Richard McElrath was absent.

Mr. Hattabaugh reviewed the personnel appointments as noted above. All principal appointments went through the principal pool process and the interview process with the school and zone interview teams.

IV. ACTION ITEMS

- A. Recommend approval to establish new Board of Education Standing Committee named, Intergovernmental Relationships Committee

Correlation to Board of Education Vision, Mission & Core Beliefs: Partnering with community members to maximize student learning.

Chairperson Ellis-Stewart said this item is Board approval for a Board of Education Standing Committee named *Intergovernmental Relationships Committee*. The scope of the work for

the committee is as follows:

Intergovernmental Relationships Committee

I. Purpose

- A. Monitor activities of governmental bodies with relationships with CMS
 - 1. Executive and Legislative Branches of the Federal Government
 - 2. Executive and Legislative Branches of North Carolina
 - 3. Mecklenburg County
 - 4. Mecklenburg County Municipalities
- B. Devise draft legislative agendas for Board approval, as needed
- C. Monitor the progress of the Board's legislative agenda
- D. Submitting periodic reports to the Board either orally or in writing concerning the Board's legislative agenda
- E. Issuing recommendations to the Board, as necessary, concerning the Board's response to pending actions emanating from a governmental entity where such actions could potentially affect CMS.
- F. Working with the Board to facilitate quick direction and guidance to the General Counsel in situations requiring immediate action in response to an action taken or about to be taken by a governmental entity where such actions could potentially affect CMS.

II. Membership

- A. Minimum of four Board members
- B. Board Chair serves as ex officio, non-voting member

III. Leadership Structure and Responsibilities

- A. Co-Chairs
- B. Responsibilities
 - 1. Schedule and preside over meetings
 - 2. Present committee reports and recommendations to the Board

IV. Meetings

- A. No less than monthly
- B. May meet as needed upon the call of either co-chair

V. Staffing

- A. General Counsel
- B. Any additional staff deemed necessary by the Committee or General Counsel

Chairperson Ellis-Stewart called for a motion to establish new Board of Education Standing Committee entitled Intergovernmental Relationships.

Upon motion by Mr. Morgan that the Board approve new Board of Education Standing Committee entitled *International Relationships*, seconded by Dr. Waddell, and the motion passed upon 7-0 voice vote of the Board. Mary McCray was out of the room at the time of vote and Richard McElrath was absent.

Chairperson Ellis-Stewart provided an overview of the work of the new committee. The new committee, made up of five Board of Education members, will be one of several standing committees to the Board. It will focus on strengthening the Board's relationship with the

City of Charlotte, Mecklenburg County, and the North Carolina General Assembly to partner more effectively to ensure they know the Board of Education's priorities as they relate to education. The committee will be led by Mary McCray and Tim Morgan and Committee members are Richard McElrath, Dr. Joyce Waddell, and Eric Davis. The committee will meet as needed. It will assist the full Board of Education in developing the annual legislative agenda given to the North Carolina General Assembly, as well as negotiating the annual operating budget and other agreements with the City and the County. George Battle, General Counsel, and Jonathan Sink, Associate General Counsel, will serve as the staff liaisons.

Dr. Waddell asked Chairperson Ellis-Stewart to announce the other Board Standing Committees and members. Chairperson Ellis-Stewart said the Board has two additional Standing Committees: Policy Committee and Audit Committee. The Board of Education may be assisted in its work by various Board committees, both standing committees and ad hoc committees. The Board Chairperson will appoint the chair and members of all Board committees. The Standing Committees and members are as follows:

- Policy Committee: Tom Tate, Chair, Mary McCray, Richard McElrath, Eric Davis, and Amelia Stinson-Wesley.
- Audit Committee: Dr. Joyce Waddell, Chair, Tim Morgan, Rhonda Lennon, and Amelia Stinson-Wesley.

V. REPORT/INFORMATION ITEMS

A. Report on Budget Amendments for December 2011

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

Chairperson Ellis-Stewart called upon Mr. Hattabaugh to present the report on Budget Amendments. Mr. Hattabaugh reported this is the monthly report and as presented.

B. Report on Financial Statements for December 31, 2011

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

Chairperson Ellis-Stewart called upon Mr. Hattabaugh to present the report on Financial Statements. Mr. Hattabaugh reported this is the monthly report and as presented.

C. Report on recommendations from the Privatization Advisory Committee

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

Chairperson Ellis-Stewart said this item is a report on recommendations from the Privatization Advisory Committee and she called upon Rob Harrington, Chair of the Privatization Advisory Committee, to present the report. The Privatization Committee is an Ad Hoc Committee appointed by the Board on April 12, 2011 and is comprised of nine members each appointed by a member of the Board in June 2011. This is the Committee's first report to the Board.

Rob Harrington said this has been a hard working Committee and this is the first written report of the Committee to the Board. Mr. Harrington thanked the Board members for their

involvement in the committee. The Committee was charged with, to advise the Board on matters concerning managed competition, outsourcing, and consolidation of services for and provided by Charlotte-Mecklenburg Schools. The Committee will accomplish this by analyzing existing CMS contracted services and existing CMS provided services as may be selected by the Committee or assigned to the Committee by the Board; recommend to the Board methods to more efficiently manage or expand existing contracted services or expand the scope of contacted services to include services currently provided internally by CMS; and monitor on an ongoing basis the provision of contracted services and the progress of CMS privatization efforts. The Committee held its initial meeting on August 11, 2011 and has met nine times. The Committee understands privatization to be a broad concept but for the Committee's purposes it includes two criteria: outsourcing or using private contractors to provide services for CMS and managed competition which would be to allow CMS service areas to bid against private sector entities. The Committee has focused thus far on outsourcing but will investigate the potential of managed competition in the future. During the past six months the Committee has received presentations from five CMS service areas: Custodial Services, Child Nutrition, Transportation, Payroll, and Information Technology (IT). After hearing from the service areas, considering the information that has been made available to date, and acknowledging the time available for the Committee's interim report to the Board, the Committee has decided to take a deeper dive into the information for four of the service areas and to defer review of additional service areas until after making the interim recommendations. The Committee more thoroughly reviewed Custodial Services, Transportation, Payroll, and Information Technology. Mr. Harrington reviewed the criteria for evaluating service areas.

Adopted Criteria to be Applied in Evaluating Service Areas:

- **Timeline:** Pilot projects will be implemented in two phases. Phase One pilot projects to be implemented by June 1, 2012. Phase Two pilot projects to be implemented within twelve to eighteen months thereafter.
- **People:**
 - Whether the selection would result in any reduction in force affecting current CMS employees.
 - Whether the selection would result in the shifting of work responsibilities for any current CMS employees.
 - Whether the selection would result in the reduction of salary or benefits for current CMS employees including consideration of both part time and full time current employees.
 - Whether the selection would affect a significant number of current employees when brought to scale.
- **Money:**
 - Whether the selection would result in a return of a net savings to the CMS operating budget. For example, this consideration could affect service areas that are part of an enterprise fund or other legally dedicated funds.
 - Whether the selection would produce a substantial savings when brought to scale.
- **Service:** The selection should not result in a negative impact on the level of service to the District.
- **Risk:**
 - Whether the selection would result in any significant risk to CMS.

- Whether the selection would permit CMS to withdraw from the “privatization” arrangement without penalty; and (i) secure another provider, or (ii) return the service in-house.
- Measurement: Whether the selection is susceptible of measurement and evaluation.

The Privatization Advisory Committee studied potential areas of privatization and the written report highlights the initial findings of the five service areas. This is the first year for the Committee and the timeline for the initial meeting and presenting an interim report to the Board in February has not allowed for an expansive review. Committee members recognize service areas’ budgets do not provide the type of line item information that would facilitate a detail comparison of CMS costs to potential contract costs. The Committee believes this is important work, the Committee has make a good start on the work, and looks forward to having a full year of work prior to the beginning of the 2013-2014 budget cycle. At this point, there is not an estimate of potential savings, although, the Committee will recommend pilot projects that could generate substantial savings when brought to scale. The Committee will seek guidance from the Board as we move forward.

Mr. Harrington said considering the criteria adopted by the Committee and the various other factors discussed in the report, the Committee unanimously makes the following recommendations to the Board.

Privatization Advisory Committee Recommendations:

- Custodial Services:
 1. Expand Custodial Services outsourcing to all administrative sites. Last year in the budget cycle the Board approved outsourcing the four administrative sites. CMS projected a savings of approximately \$110,000 per year over the course of the contract. The Committee is recommending the Custodial Services for the six new administrative offices be outsourced.
 2. Evaluate expanding Custodial Services outsourcing to pilot Custodial Services at a limited number of schools.
- Payroll Services: Recommend CMS issue a Request for Proposal (RFP) for the outsourcing of payroll services. Outsourcing this service area would likely result in a reduction of internal staffing. The Committee believes CMS would benefit from the submission of a RFP to establish market cost of these services. Payroll services are available from a range of private vendors. The Committee considered recommending a RFP for component parts of the Payroll but based on the report from Payroll and the Committee’s discussion, the Committee does not believe at this time there are significant benefits to CMS from outsourcing individual components of Payroll.
- Information Technology: Continue Evaluation of IT for possible outsourcing. The Committee discussed outsourcing components of IT but the Committee does not have sufficient information to make a recommendation in this service area. The Committee continues to believe that this service area should provide valuable opportunities for outsourcing in ways that could improve the quality of services delivered to students and employees and save money for the District. The improvements in the delivery of IT services may become all the more important as CMS seeks to increase the availability and use of IT in classrooms. The Committee intends to continue to pursue the review of IT service operations.

Proposed Next Steps:

- Committee to participate in the preparation and review of RFPs for Custodial Services and Payroll.
- Committee to explore managed competition possibilities in the next year. The Committee has focused on outsourcing and opted to not explore opportunities for managed competition at this time. The Committee strived to provide the Board with specific recommendations for action that would allow CMS to expand outsourcing in a manageable way and permit the Committee and the Board to monitor and learn from that experience.
- Committee to continue with additional review of Information Technology and Custodial Services.
- Committee to continue with its review of areas of operation that it deferred in the interest of time during this cycle, namely Distribution, Real Estate Acquisition Services, Student Records Storage and Retrieval, School Resource Officers, and Human Resources Technical Integration. These areas were identified by staff as areas for privatization efforts.

Mr. Harrington thanked the CMS staff for assisting the Committee through this process and the Board for participating on the Committee and allowing the Committee to do this work.

Chairperson Ellis-Stewart thanked the Committee on behalf of the Board for their work and she recognized the Committee members.

- Joan E. Belk by Joe White
- Sylvia L. Grier by Richard McElrath
- Barry Hall by Tim Morgan
- Robert E. Harrington by Eric Davis
- Michael L. Murdock by Trent Merchant
- John White by Joyce Waddell
- Kathleen Rose-Bellot by Rhonda Lennon
- Cassandra Harris Tydings by Tom Tate
- Susan Walker by Kaye McGarry

Chairperson Ellis-Stewart invited Board members to ask questions and make comments.

- Dr. Waddell thanked the Committee for the report and she asked questions regarding the timeline, outsourcing payroll functions, the study on outsourcing completed in 1995, and the adopted criteria. Dr. Waddell would like to see the dollar numbers and data to support the savings.
- Ms. Lennon commended the Committee on its intentionality and work it has accomplished in a few months because this work is important during this time of economic crisis and budget constraints. She encouraged the Board to be supportive of the RFP process because the Board is in the midst of the budget season and evaluating providers for services will give the CMS funders (State and Local) a level of confidence that we are spending the money wisely especially for non-educational areas. The areas recommended for outsourcing are not uncommon areas to outsource in the private sector. Ms. Lennon would support outsourcing custodial services in the schools and believes they would provide a value to the students. CMS must review methods to reduce costs in

order to increase the salary for teachers and outsourcing could be helpful in that effort.

- Mr. Tate thanked Mr. Harrington and the Committee for the report. He believes outsourcing custodial services in administrative offices is promising and that would help to save money. Mr. Tate emphasized the importance of ensuring student safety in the schools and he would prefer not having an outsourced custodian pilot program in Title I schools because they already have challenges. Mr. Tate said custodians are mainly paid by the State and should CMS save money in that category would it be available in the classroom? Mr. Hattabaugh said he would check if that funding can be redirected. Mr. Tate said our ultimate goal is having more money for the classroom and we must keep that focus in the Board's decisions.
- Mr. Morgan said he attended two-thirds of the meetings and he commended Mr. Harrington's leadership and the Committee's hard work. Mr. Morgan said we cannot determine the potential savings for CMS until RFPs have been issued. The RFP process will provide information on the costs for the private sector and that can be used as a benchmark cost comparison. This will be an information gathering process but the Board will make the decision whether this process will move forward. Mr. Morgan asked regarding managed competition, what do you need from the Board to allow managed competition? Mr. Harrington addressed concerns regarding auditing to ensure CMS is properly allocating cost of services to provide a true comparison with the private sector and ensure the bid process is accurate and fair. Mr. Morgan said the City has a beefed up internal audit system but CMS does not have that option due to our financial restraints and he hopes CMS can implement internal changes to allow better tracking methods. Mr. Morgan is supportive of this effort, anxious to get going with the custodian piece, and disappointed that we are not moving faster with a pilot program in the schools because other school districts and County facilities have moved in that direction. Mr. Morgan said regarding IT, we may not find the savings but it will be an increased service level to our students, staff, and families and that may be more important.
- Ms. McCray asked is there an established criterion for outsourcing to our schools? Mr. Harrington said that has not been developed yet but we have discussed implementation at a high school and its feeders schools and this will be flushed out before we return to the Board with recommendations. Ms. McCray asked what are the six administrative sites? Mr. Harrington said he does not have those locations but the key is all administrative sites will be under a form of a RFP. Ms. McCray encouraged that the RFP process include Women, Minorities, and Small Business Enterprise.
- Chairperson Ellis-Stewart asked what has been the great 'aha' moment? Mr. Harrington said the Committee members bring varying degrees of work with CMS but realizing the size, scope, and complexity of the project has been eye opening. Chairperson Ellis-Stewart said CMS sometimes gets criticized or accused of not operating as efficiently as we should and she asked did you find areas in which you were surprised by the level of efficiency? Mr. Harrington said we were not surprised by any area and the presentations by staff were impressive and involved a great deal of time. Transportation has experienced a diminishing budget and the creativity they used in making difficult decisions was impressive. The operations of Child Nutrition as an enterprise budget are also impressive. Mr. Harrington said the Committee looks forward to the opportunity to move forward, we have seen where we can help, areas that can be privatized, and it has been rewarding to see what CMS staff has done with decreasing funding.

- Mr. Davis thanked Mr. Harrington for his thoughtful leadership and the Committee members for their work. Mr. Davis asked why is this work important and why should we be doing it? Mr. Harrington said the goal of this work is to seek costs savings, help make the system even better than it is now, increase quality, and being efficient. Mr. Davis thanked staff for assisting the Committee in their work and he commended them for their professionalism and integrity in providing the information. This work is critically important because we must become more efficient and effective for the benefit of our students. We must become a higher performing organization because the Board's charge is to increase student achievement and we must find ways to move funding into the academic instruction of our students. In addition, the Board needs legislative help to do this to a greater emphasis and be able to move transportation dollars into the classroom. Mr. Davis supports this work and he looks forward to more recommendations.
- Chairperson Ellis-Stewart said the members of the Committee have been appointed to serve a four year term and she asked what will success look like for the Committee in four years? Mr. Harrington said success would be identifying as many opportunities as possible for a form of privatization or consolidation of services and assisting the Board/CMS in becoming more efficient. In four years, he hopes to see more tangible areas in which CMS is being more creative, more efficient, and at a higher degree of service. Chairperson Ellis-Stewart said organizations should be high performing and CMS is one of the largest employers in this community. Chairperson Ellis-Stewart said there is some concern in the community that this effort may strip away a living wage from members of the community or leave them without benefits/healthcare and she asked has the Committee discussed this concern? Mr. Harrington said that voice has been discussed. The focus of CMS is delivering the highest quality of services for the students. The Committee is mindful of the impact and the traditional importance of public education employment on segments of the community. The focus of the Committee is on quality and efficiency of services and this must be balanced with the community. This is a struggle but the Committee is made up of a spectrum of members of the community and we have a good chance of getting right because of the voices on the Committee.

D. Report on Talent Effectiveness Project: Update from Teaching Working Teams (Part 1 of 2)

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

Chairperson Ellis-Stewart said this item is the report on Talent Effectiveness Project: Update from Teaching Working Teams. This report will be Part 1 of a two part report and the second portion of the report will be presented at the February 28, 2012 Regular Board meeting. Chairperson Ellis-Stewart called upon Hugh Hattabaugh to introduce the report. Mr. Hattabaugh said this is very important work. We have discussed the importance of value-added measures but we are also reviewing other qualitative measures that teachers view as important in the work that they do. As we review the various standards and measures, we will be determining what is an effective teacher? Mr. Hattabaugh called upon Dan Habrat, Chief Human Resources Officer; Tom Tomberlin, Senior Analyst Human Capital Strategies and Lead for the Instructional Work Stream of the Talent Effectiveness Project; Sue Varga, Teacher in Residence; and five valued educators who are helping to facilitate these focus groups.

Tom Tomberlin provided the Board with an overview of the Teaching Working Teams and their work on developing measures of teacher effectiveness. In the work of teaching, measure of effectiveness has a clear definition. It must have positive impact on students, differentiate between different levels of teacher performance, and include a component of growth and development for the teacher. There are three guiding principles that guide the work. To capture the great teaching that occurs in the classrooms, it cannot add work to the already overburdened teaching force, it is not compliance oriented but performance oriented, and it does not rely on a single perspective to judge the effectiveness of the teacher.

Teaching Working Teams are currently working on nine potential measures of teacher effectiveness:

- Other Options (Classroom Management).
- Content Pedagogy.
- Hard to Staff Schools and Subjects.
- Professional Learning Community.
- Student Learning Objectives.
- Student Survey.
- Teacher Observation (Professional Consultation).
- Teacher Work Product.
- Value-Added Model.

Mr. Tomberlin called upon the facilitators of the Teaching Working Teams to provide the Board an update on their measures.

- **Teacher Work Product:** Courtney Mason, teacher at Piney Grove Elementary. This measure looks at the effectiveness of teacher-developed assignments and assessments. A rubric was developed to measure teacher work products or what the teacher is doing in the classroom/the assignments being created. Instead of measuring how well a student does on an assignment, it measures what the teacher is doing. The instrument will examine teachers' work products on six aspects of performance: Alignment to Common Core, Developmentally Appropriate, Clarity of Task, Academic Rigor, Assignment Differentiation, and Teacher/Student Reflection to ensure students are 21st Century learners.
- **Professional Learning Community:** Rashawn Coleman-Walker, teacher at Chantilly Montessori. This measure assesses the degree to which a school promotes a collaborative environment in which all professionals are committed to helping each other promote student achievement. We believe Professional Learning Community (PLC) is the key strategy to student achievement and teacher achievement. Studies have shown that when schools actively participate in creating a culture that is more collaborative graduation rates increase; larger academic gains are made; teachers are empowered within their school and classroom which in turn increases job satisfaction; and, most importantly, teachers develop a deeper understanding of the content. The Team has determined that the active pursuit of a working PLC should be a measure of school effectiveness and not a measure of individual effectiveness. This process allows the school to ensure everyone has a collaborative responsibility to ensure all students are learning. The Team developed a rubric to measure five components: Positive outcomes for students and teachers, School-level measure, Individual teacher component, Follows

DuFour's model of PLC, and Collective 'ownership' of school mission.

- Student Learning Objectives: Lauren Bell, teacher at Nathaniel Alexander Elementary. A Student Learning Objective is a targeted goal aimed at advancing student learning or what the student is expected to achieve given the instruction from the teacher. This data-driven process involves diagnosing and addressing specific student learning needs. This is a continual process for the teacher that starts with the end in mind. The Team has determined that the Student Learning Objective is a valuable means of measuring effective teaching in an objective manner and a valuable means of differentiating professional development for teachers across the District.
- Other Options (Classroom Management): Charlene Wolford, teacher at Independence High School. This Team has received strong support from the District and they believe CMS has a process in place that is listening to teachers and working with teachers to teach them skills to be effective teachers. Other Options included Peer Reviews, Student/Teacher Relationships, Teacher Portfolios, and Written Teacher Reflection. The Team selected Classroom Management because a highly effective teacher cannot teach in a classroom that is not well managed. Classroom Management is an essential component of any successful classroom environment; research indicates student achievement correlates with well-mannered classrooms; high quality classroom management is observable, measurable, and differentiates teaching quality; is more complex than students "sitting still;" and high quality, well-researched rubrics are available for adaption.
- Teacher Observation (Professional Consultation): Mendy Deviney, teacher at Harding University High School. This measure seeks to expand the process of instructional observation beyond the current mandatory principal observation process. Currently observation is used as an evaluator process. The Team would like that to be changed to a collaboration process in which the teachers are given an opportunity to observe other teachers to learn from their teaching practices. This process considers the extent to which teachers share best practices with colleagues; the degree to which teachers solicit and incorporate feedback from multiple observers; current school structure does not allow all teachers this opportunity; and the Team believes this is critical for teacher growth and development.

Sue Varga provided the Board with an overview of the timeline.

- Completing the Design and Development Phase:
 - October 2011: Working Teams Began.
 - February 2012: Focus Groups.
 - March 2012: Field Testing.
 - April – June 2012: Recommendations and Approval.
 - School Year 2012-2013: Pilot Testing.
 - School Year 2013-2014: Final Board approval and District-wide Implementation.

Chairperson Ellis-Stewart thanked staff for the report and their hard work and she opened the floor to Board member questions and comments.

- Mr. Tate expressed concern that the report presented to the Board was different from the report posted with the agenda at the end of last week. Mr. Tate said the last slide on this report does not include that the school year 2013-2014 would have final Board approval

and District wide implementation and he asked why was final Board approval removed? Mr. Tomberlin said the intent was not to remove the Board from the plan but we are not sure when that final approval would occur. Mr. Tate asked what would happen if the Board did not approve this? Mr. Tomberlin said his understanding is the project would not move forward. Mr. Tate asked when would the Board need to approve this to be able to go forward with the process? Mr. Tomberlin said at some point following the field testing and piloting but before the District wide implementation.

- Reverend Stinson-Wesley thanked staff for the report and their time on this project outside of the school day. She was heartened by Ms. Wolford's comments. Reverend Stinson-Wesley asked clarifying questions regarding Teacher/Student Reflection and level of receptivity from the teachers who are not a part of this process. Ms. Mason, Ms. Coleman-Walker, and Ms. Deviney provided clarification.
- Ms. Lennon asked what can the Board do to ensure other teachers have an 'aha' moment and to get the word out that we want to work with teachers? Ms. Wolford said teachers are concerned they are not being treated as professionals and a first step is addressing teachers as professionals and this will take communication from the top down, getting the word out, how can we grow great teachers, and setting the example that this is a wonderful program. This will be a part of being an agent for change and we believe in what we are doing. Ms. Lennon thanked the teachers for being advocates and voices to get the word out because all groups are having focus meetings and everyone is welcome to attend those meetings.
- Dr. Waddell said there was concern about how this will affect teachers' paycheck and are you still worried? Ms. Deviney said she is always worried about what will affect her paycheck but she is more comfortable with the process and she can see a more accurate picture of what is happening. Dr. Waddell asked how is the Talent Effectiveness Project different from pay for performance? Mr. Timberline the Talent Effectiveness Project starts at the beginning to determine a clear understanding of effective teaching before addressing issues of compensation. This is gathering the foundational work first and, perhaps at some point in the future, conversations about differentiated compensation can be addressed. This is determining how we accurately measure teacher effectiveness first.
- Mr. Morgan addressed the importance of getting this information out because previously teachers addressed concerns that the pay for performance initiative was creating a model in which teachers competed against each other. This process talks about team, share best practices, dialogue, collaboration, peer evaluations, professional consultation and there is nothing individualized about the process. This includes a high performing team working together. Mr. Morgan encouraged the teachers to take this major message back to rest of the CMS teaching core to create buy in for the process.
- Mr. Davis thanked the teachers for their comments and he commended them for doing the real work because their efforts will help eliminate the fear. This is putting the Board's Theory of Action to work. This will be how our students are going to win and help every child get the education they need.
- Ms. McCray asked questions regarding the participation by middle schools and what do the teachers hope to learn from other schools districts who are participating in this work. The teachers reported that their groups do have teachers from middle schools and Lauren Bell shared information regarding research on Student Learning Objectives from the other school districts and TIF-LEAP project and they hope to have a better understanding

of what is working really well for teachers, the negative feedback from the program, and how could the program be better to better serve the teachers and student achievement.

- Chairperson Ellis-Stewart thanked the teachers for their work. Chairperson Ellis-Stewart said this is the Teacher Working Teams but educating a child involves a three-legged stool including the student, teacher, and parent. Chairperson Ellis-Stewart asked will this process draw the parent and the home into the work? Ms. Varga said this involves measures of teacher effectiveness and we have mainly focused on teacher behaviors to determine levels of effectiveness. Staff has gone out into the communities and talked with parents to educate them about the process but at this point the process is really about teacher behaviors. Chairperson Ellis-Stewart asked what challenges do you expect in taking this to scale? Mr. Tomberlin said this discussion has been incorporated in the Teaching Working Teams' meeting but we must be mindful at a practical level of what we will be able to do as a District, the associated costs, and what will be needed to move the work forward. Teachers are mindful and strive to create innovative ways to bring things about that do not make huge shifts in the way CMS does business. Chairperson Ellis-Stewart said what should we be doing to ensure our staff knows they are professionals and they are valued? Ms. Coleman-Walker said a way to do that is through Professional Learning Communities. If we have a District expectation that every school will move towards having a PLC school and establish criteria for that component then staff (teachers) will start to own their school, own their classroom, and take more leadership opportunities within the school. Ms. Wolford said for teachers to feel more like professionals the Board and CMS staff (top down) must recognize we are professionals. We must be given a voice, more of a voice at each of our individual schools, and we say what professional development we need instead of that coming from Central Office. Chairperson Ellis-Stewart thanked the teachers for their candor.

Mr. Hattabaugh thanked the teachers for their good work and passion, and if this was the energy throughout the District he would have no concerns about student achievement, graduation rates, and closing the achievement gap. Mr. Hattabaugh said, "Keep up the good work and the passion, and hopefully it will catch on across the District, in every classroom, and every school."

E. Report on Environmental Stewardship

Correlation to Board of Education Theory of Action for Change: Support innovation through the sharing of best practices and effective allocation of resources.

Chairperson Ellis-Stewart called upon Hugh Hattabaugh to introduce the report on Environmental Stewardship. Mr. Hattabaugh called upon Guy Chamberlain, Associate Superintendent of Auxiliary Services; Brian Kasher, Manager of Environmental Health and Safety; and Bryan Steiner, Construction Engineer, to present the report. Mr. Hattabaugh said this is an annual update to the Board on the work that staff is doing and he commended staff for doing an excellent job. This is not just about being green but an area that has served CMS well over the past three years in which we have had to cut and redirect savings to help the core business of teaching and learning. This process is working throughout the District and has demonstrated savings for our school system. We have been more energy minded and realized savings throughout the system including the schoolhouse, cut utilities, and participated in solid waste management in water and gas.

Guy Chamberlain said the foundation of the Environmental Stewardship Program is Board Policy ECF, Environmental Stewardship and he provided the Board with an overview of the policy. CMS has over 21 million square feet of floor space in the District and a lot of it is old, has asbestos, and a meridian of environmental issues. Brian Kasher does a great job ensuring CMS stays within compliance with the Environmental Program. Brian Steiner has been instrumental in implementing energy saving measures and in the past three years this program has saved the District over \$15 million.

- Environmental Stewardship Policy ECF: Approved by the Board in 2008.
 - The Board hereby commits that the District will continue and strengthen its efforts to operate in a manner that protects and conserves air, water, and land resources; improves the environment; and promotes environmentally sound behavior.
 - The Superintendent was charged with developing an Environmental Management System that addressed key areas and staff was to report to the Board annually on the progress made.
 - Focus areas:
 - Environmental Compliance.
 - Pollution Prevention.
 - Resource Conservation.
 - Resource Recovery.
 - Sustainable Development.
 - Sustainable Purchasing.
 - Behavioral Change.
 - The Superintendent made this a key component of his *Strategic Plan 2014*, Focus Area V: Enabling the District to stretch its budget in new ways by reducing costs across the spectrum of business operations while improving environmental performance.

Brian Kasher provided the Board with an overview of the policy requirements, budget, and program objectives and tactics. Mr. Kasher said the CMS Environmental Program is being sought after from around the nation and CMS is asked to make presentations at many conferences. In two weeks, CMS staff will be making a presentation in Denver in which Secretary Duncan is opening the Second Annual Green Schools' Conference and United States Environmental Protection Agency (USEPA) is sponsoring CMS' participation at that conference.

- Driving Governance:
 - Mecklenburg County Environmental Leadership Team.
 - Board of Education Policy ECF, *Environmental Stewardship*.
 - ✓ Protect and conserve air, water, and land resources; improve the environmental footprint; and promote environmentally sound behavior.
 - *Strategic Plan 2014* Focus Area V: Enable the District to stretch its budget in new ways by reducing costs across business operations while improving environmental performance.
 - North Carolina Environmental Stewardship Initiative (DENR).
 - ISO Standard 14001 Environmental Management Systems (Model used to facilitate the program).
- Budget Impact: The CMS Environmental Charter is committed to operating to reduce

life cycle budget impact. More than \$15 million in utility savings since school year 2008-2009. This process has changed the culture in how CMS operates. More than \$153,000 in savings from waste disposal fees since the first half of last school year. By recycling more and sending less to the local dump we saved CMS money. This is conserving and reclaiming resources as called for by Board policy while saving the District money.

- Goals, Objectives, and Measures: Key Strategy – Engage all stakeholders in the conservation of resources.
 - Objectives by July 2014:
 - Reduce utility consumption 20%. On track to make this happen.
 - Reduce solid waste by 5%. Will exceed this goal.
 - Reduce pollutants by 20%. On track for goal.
 - Tactics:
 - Engage all stakeholders in conservation of natural resources.
 - Develop an ISO 14001 compliant Environmental Management System.
 - Reduce electrical, natural gas, and portable water consumption.
 - Develop alternative funding strategies including grants.
 - Reduce solid waste and fleet emissions.
 - Implement sustainable development program including Leadership in Energy and Environmental Design (LEED).
 - Implement an environmental sustainable purchasing program.

Brian Steiner provided the Board with an overview on Energy Conservation.

- Major Initiatives:
 - Energy Conservation:
 - ✓ CMS is a National Energy Star Leader and has been recognized by EPA for 10% Reduction.
 - ✓ Fifty-seven CMS schools have earned the Energy Star Certification.
 - ✓ CMS has the highest number of Energy Star Certified schools in North Carolina and fourth highest in the United States.
 - ✓ CMS reduced KBTU/square feet 15.7% since 2007-2008. CMS is 15.7% towards its 20% goal.
 - ✓ CMS operated under approved utility budget last three school years.
 - ✓ CMS saved \$15 million in energy costs since 2008-2009. As CMS has cost savings those dollars are redirected to other initiatives in the District and/or the classroom.
 - ✓ CMS Energy Management staff distributes reports to each school featuring energy consumption metrics. Energy reports are used to gauge school performance. Energy reports may support academic efforts.
 - How Does CMS Conserve:
 - ✓ School energy coordinators.
 - ✓ Energy Management Systems.
 - ✓ Energy Star-rated appliances.
 - ✓ Retrofit lighting systems.
 - ✓ Optimal start and scheduling.
 - ✓ Heating and cooling set points.

- ✓ Performance contracting.
- ✓ Summer Energy Program.
- ✓ Energy management staff.
- ✓ Piedmont Natural Gas and Duke Energy Rebate Programs.

Brian Kasher provided the Board with a review on recycling and waste reduction and next steps.

- Recycling and Waste Reduction:
 - ✓ CMS has largest School Recycling Program in North Carolina.
 - ✓ CMS earned the Carolinas Recycling Association Outstanding Education and Outreach Award.
 - ✓ CMS is Carton Council National Carton Recycling Model.
 - ✓ Students, teachers, and custodians are program pillars.
 - ✓ 96% of CMS classrooms have single-stream recycling bins (paper, plastic, aluminum cans).
 - ✓ Recycling and Waste Reduction: First half of school year 2011-2012 progress over 2010-2011:
 - Recycling is up 111 tons.
 - Solid waste is down 93.5 tons.
 - Waste fee savings more than \$159,000.
- How Does CMS Reclaim National Resources?
 - ✓ School supported student recycling clubs.
 - ✓ Custodial Services teamwork and logistics.
 - ✓ County Solid Waste and Recycling Team.
 - ✓ 10,000 students tour county recycling facility annually.
 - ✓ Strategic public-private partnerships.
 - ✓ Participation in Mecklenburg County Ten-Year Waste Management Plan Development.
- Countywide Waste Characterization Study.
- Independent Third Party Assessment.
- Program Improvement Recommendations forthcoming include Organics, Paper, Plastics, and others. CMS will be developing better ways to implement and strengthen the recycling programs going forward.
- CMS Green Star Schools Program: The program will recognize, celebrate, and promote the efforts of CMS schools, students, staff, PTAs, coordinated health teams and others for their participation in Environmental Stewardship. Three levels of school recognition include Partner Schools, Green Star Schools, and CMS Environmental Champion.
- Next Steps:
 - Environmentally Sustainable Purchasing Program. Within the first three months of the program, 4.9% of the District's expenditures are on green products.
 - Pineville Elementary School will break ground being LEED Certified.
 - Implement Waste Diversion Study.
 - Participating in the Statewide Science Festival.
 - Maximize grant opportunities.
 - Update environmental stewardship guide.

- Broaden Community Partners.

Chairperson Ellis-Stewart thanked staff for the report and open the floor for Board member questions and comments.

- Mr. Morgan asked what was the driving force to change to a single stream recycling program? Mr. Kasher said the Mecklenburg County Solid Waste Program completely changed to a single stream recycling framework and CMS wholeheartedly bought into that program and implemented it throughout the District in a coordinated effort with them. Mr. Morgan said on the Consent Agenda the Board approved several roof replacements and he asked did that involve Energy Star Certification? Mr. Chamberlain said roof replacements include increased insulation and a reflected exterior roof which helps to reduce energy costs and adds points the conservation scorecard.
- Mr. Tate thanked staff for the report and he said it is exciting to be on the forefront of Environmental Stewardship, teaching students to be conservative, and helping the community to be sustainable. Mr. Tate asked are there any big challenges to being able to do more? Mr. Chamberlain said money is a challenge because CMS has a backlog of maintenance and repair projects in excess of \$100 million and a substantial part of that is for ventilation at the schoolhouse. In addition, there are other issues that involve availability of money.
- Chairperson Ellis-Stewart asked given the increase in the cost of utilities in the last three years, do you anticipate the ability to stay under budget and, if so, how? Ms. Steiner said, yes, we are projected to be under budget this year and he provided clarification on energy saving methods and the use of grants. Chairperson Ellis-Stewart said a big part of the work is behavior change and she asked do you see any challenges to promote behavior change to get these strategies to work? Mr. Chamberlain said the enthusiasm we see at each school house was surprising. Educators by their nature are endeared to the environment and take it seriously. Mr. Kasher noted there was still a lot of paper going into the solid waste stream and we are working to reduce this. It is positive that 100% of our schools have signed on to be a partner in the Superintendent's program.
- Dr. Waddell thanked staff for the report. Dr. Waddell said a previous report presented to the Board talked about Performance Management Scorecards and are they a part of this program? Mr. Kasher said every Performance Management Scorecard in the District is putting forth environmental metrics and we have initiated the process of compiling those metrics into a District-wide report which will supplement this report. Dr. Waddell said there are fifty-seven Energy Star Certified schools and she asked what are the plans to get the other CMS schools certified? Mr. Steiner said we are currently working with them to improve their energy efficiency and there are about twelve schools that already rate high enough and they just need to go through the certification process. Some schools will rate high enough but will not qualify for certification because of outdoor air (classroom ventilation) requirements. As the air ventilation projects are completed, CMS will pursue certification for those schools.

Chairperson Ellis-Stewart thanked staff for the report and she noted she has additional questions regarding pollutants in the schoolhouse but she will send those via E-mail.

VI. REPORT FROM SUPERINTENDENT

Mr. Hattabaugh provided an update on accountability issues and projects regarding School Progress Reports, Summative Testing, and Value-added Measures.

School Progress Reports: CMS is continuing to recheck the data on School Progress Reports and expects to complete that task in the next few weeks. CMS has made changes in the way those reports are handled which will help ensure data quality and accuracy in the future. The School Progress Reports were initiative in 2008 as the result of Board reform policies and the goal was to provide parents and the community with an assessment of each school that was understandable and comprehensive. It was to capture the good things happening at the school that were not measured by test scores as well as the traditional measures of academic progress. The report includes both qualitative and quantitative measures, survey information about how parents/students feel about the school, results on State tests, and a letter from the principal with an explanation of some of the achievement measures in the report. Last year, CMS developed a new measure that was intended to assess how well CMS was helping students earn a high school diploma. Unfortunately, this new measure did not receive the quality check that it should have and as other data did and some erroneous numbers appeared in the reports. CMS is taking a fresh look at how the data is checked and how to improve the data quality. CMS will be more conscious going forward in checking data and ensure data checking protocol is followed.

Summative Testing: Starting next year, the North Carolina Department of Public Instruction (NCDPI) will develop and pilot Summative Tests in nearly all subject areas. The NCDPI is collaborating with CMS to develop these tests because CMS had already begun designing its own. CMS does not want to duplicate these efforts so CMS will no longer work on developing our own summative tests except in three areas where the State has no plans to test. These areas are Fine Arts, Performing Arts, and World Languages. CMS will use the State Summative Tests to track student progress and instructional effectiveness in all other areas. In addition, CMS does not plan on allocating any money for developing Summative Tests in the 2012-2013 budget. This is a change in procedure but not a change in direction or commitment for CMS. CMS remains committed to measuring student achievement and using the data to strengthen our schools. Assessment is a key component and CMS will continue to work on developing more effective ways to measure the quality of teaching in our classrooms.

Valued-Added and Education Value-Added Assessment System (EVAAS), the new State Standard for Teacher and Principal Evaluations: CMS has been developing a value-added measure to assist teacher effectiveness in raising student achievement. CMS has been using this measure since 2009, basing it on State tests. We plan to eventually use these measures more comprehensively and base it on a wider range of tests than just the State End of Year assessments. However, we have decided to discontinue this work in light of the State Board of Education's approval of an additional standard on teacher and principal evaluations that is based on growth and student achievement. The added standards, Standard VI on teacher evaluations and Standard VIII for principals, were approved by the State Board in early February. Although, many aspects of this remain unsettled as of yet, CMS will use the State's Value-Added measure to determine teacher and principal effectiveness. The CMS value-added work was intended to measure what teachers bring to the classroom and how

well they teach students. The State's new Standard VI on teacher evaluation form measures on how teachers contribute to the academic success of students. Standard VIII is a similar measure for principals. We believe the States measurements will allow CMS to effectively evaluate teachers and principals' contribution to student achievement and it will be fair to principals, teachers, and students. This is a procedural change but not a change in CMS direction. We continue to believe that measuring teacher and principals using academic growth standard as part of the evaluation is essential. We are committed to holding teachers and principals accountable for results.

VII. REPORTS FROM BOARD MEMBERS

Ms. Lennon congratulated the Ladies Swim and Diving Team and Varsity Cheerleaders at Hough High School for winning the State championships. She also commended Crissy Payne and Michael Salvatore, teachers at Huntersville Elementary School for doing an outstanding job.

Mr. Tate enjoyed visiting Briarwood Academy to help Julian Underwood celebrate his 90th birthday and his 20th year of volunteering at the school. Mr. Underwood is a terrific role model for the staff and students and the CMS Volunteer Program. Mr. Tate commended organizations that help CMS educate every student in every school. He commended A Child's Place for lessening the impact of homelessness on our CMS students and Communities in Schools for providing real results for our students.

Dr. Waddell enjoyed participating in the Mid-Year Graduations on January 30th at Bojangles' Coliseum and it was wonderful to see students graduate ahead of schedule. Dr. Waddell also enjoyed attending events at various schools and she commended them for doing excellent work.

Chairperson Ellis-Stewart enjoyed attending the celebration for the recent group of teachers who have completed the National Board Certified Teachers Program. She also thanked Mike Drye, principal at Nathaniel Alexander Academy, and Ms. Walker, PTA president, for inviting her to attend and speak at the Mother Son Dance.

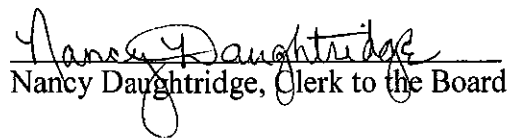
ADJOURNMENT

Mr. Morgan moved to adjourn the meeting, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 9:41 p.m.



Ericka Ellis-Stewart, Chairperson



Nancy Daughtridge, Clerk to the Board