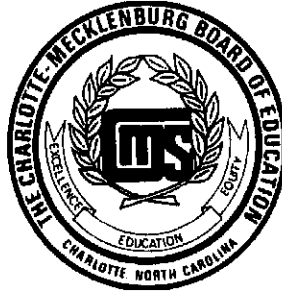


Approved by the Charlotte-
Mecklenburg Board of Education
March 12, 2013
Regular Board Meeting



Charlotte, North Carolina

January 22, 2013

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on January 22, 2013. The meeting began at 5:02 p.m. and was held in the Media Center of Druid Hills Academy located at 2801 Lucena Avenue, Charlotte, North Carolina 28206.

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

Absent: There were no absences.

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

Upon motion by Dr. Waddell, seconded by Ms. Ellis-Stewart, the Board voted unanimously for approval to go into Closed Session for the following purpose:

- 1. To discuss student information that is privileged, confidential and not a public record as set forth in Title 20, Section 1232g of the United States Code and Section 115C-402 of the North Carolina General Statutes;**
- 2. To consult with the Board's attorney on a workers' compensation claim against the Charlotte-Mecklenburg Board of Education filed by S. Lampkin; and**
- 3. To consult with the Board's attorneys on matters covered by the attorney-client privilege.**

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

The Board held a Closed Session meeting from 5:02 p.m. until 5:15 p.m. in the Media Center of Druid Hills Academy.

Chairperson McCray reconvened the Regular Board Meeting at 6:00 p.m. in the Multi Purpose Room of Druid Hills Academy. CMS TV televised the meeting.

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

Absent: There were no absences.

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

I. CALL TO ORDER

Chairperson McCray welcomed everyone to the January 22nd Regular Board meeting which was held at Druid Hills Academy. The meeting was held at this location as part of the Board's efforts to more fully engage the community in public education.

A. Adoption of Agenda

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

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

B. Public Hearing on proposed revisions to the 2013-2014 CMS Academic Calendar, Proposed Year-Round School Calendars for Walter G. Byers School, Bruns Academy, and Extended Year Calendars for Druid Hills Academy and Thomasboro Academy

Chairperson McCray reviewed the guidelines for speakers which included each speaker would be given three minutes to speak.

Sharika Dubose, Exceptional Children Department Chair and teacher at Bruns Academy, represented a group of teachers and addressed concerns regarding the proposed calendar. They are not opposed to a year-round school because the kids need help but this is not the calendar they supported. They support an extended schedule with extended pay and now they were told they would get twelve pay checks without extra pay. This will significantly decrease their take home income because the schedule will eliminate options to supplement their income during the summer and many of them depend on that extra income. They are invested in the children of CMS but they will be putting in extra time with no compensation.

Mary Nell McPherson with Freedom School Partners said she is in the summer learning business and they partnered with Project L.I.F.T. last year. She is an advocate for children, education, and what is good for kids in education. Her children attended Bruns Avenue when it was a year-round school and the schedule was good for her family, learning, and the community. She discussed the benefits of the year-round calendar and believes students in Project L.I.F.T. will benefit from a year-round learning experience. She commended the

work of Project L.I.F.T. and she encouraged the Board to support the year-round calendar.

Chairperson McCray called the Requests from the Public closed at 6:06 p.m.

II. CONSENT ITEMS

- A. Recommend approval of supplementary funding request for After School Enrichment Program (ASEP): Out of School Time Services Grant Proposal.

The goal of the project is to provide after school programming to economically disadvantaged students from Title I schools. Programs will enhance the academic and social skills of these students by providing them with high quality activities that support their individual development needs. Fiscal Implications: Funding requested from the City of Charlotte Neighborhood and Business Services, \$350,001.00.

- B. Construction Items:

1. Recommend approval of construction contract for East Mecklenburg High School.

The general construction contract for East Mecklenburg High School was publicly bid on January 8, 2013. Staff recommends the approval of the general construction contract to the lowest responsive bidder, Godfrey Construction Company, Inc. The contract will provide general construction and renovations to mechanical, electrical, and plumbing (MEP) systems including theatrical lighting and sound systems in the auditorium and dressing areas. The project is scheduled for completion in January 2014. MWSBE participation for this construction contract is 25.74%. Fiscal Implications: 2007 Bonds, \$3,048,800.00.

2. Recommend approval of construction phase of work for Garinger High School.

The construction was publicly bid for the Garinger High School construction project and final pricing was received on January 11, 2013. Staff recommends the approval of the construction phase of Garinger High School's project to Turner Construction Company. The project scope includes the construction of a new fifteen classroom science building, renovations to the gym and locker rooms, and the associated demolition. Additionally, the contract will provide site work, HVAC, plumbing, electrical, cabling for voice, video, data and all other systems related to the construction of new classrooms. The project is scheduled for completion in August 2014. MWSBE participation for this construction contract is 29%. Fiscal Implications: 2007 Bonds, \$10,304,207.00.

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

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

III. ACTION ITEMS

- A. Report and recommend approval on proposed revisions to 2013-2014 Academic Calendar

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

Chairperson McCray called upon Dr. Morrison to introduce the report and recommendation for approval of proposed revisions to 2013-2014 Academic Calendar. Dr. Morrison called upon staff to present an overview of the Calendar Committee's process, calendar criteria, results of the CMS survey, and the proposed revisions to the 2013-2014 Academic Calendar. Dr. Morrison introduced Co-Chairs of the Calendar Committee: Sarah Crowder, Associate

General Counsel; Marie Slusser, Lead Adaptive Physical Education Instructional Support; and Denise Cavoly, Executive Coordinator, Planning and Project Management.

Dr. Morrison reported in April 2012 the Board adopted a 2013-2014 Academic Calendar and as a result of recent changes approved by the North Carolina General Assembly staff would like to incorporate the new calendar flexibility in the 2013-2014 school calendar. This is an opportunity to ensure the 2013-2014 school calendar enhances student learning and be respectful of our school communities. The Calendar Committee reopened the school calendar process in November to review the State changes and recommend calendar revisions. The process involved a lot of community and staff involvement and feedback. The Calendar Committee developed several options and presented two options to staff and the community for consideration.

Denise Cavoly reviewed the timeline regarding the Board approved 2013-2014 school calendar and the changes to the State law, reconvening of the Calendar Committee, and polling the community and staff, and moving forward with the proposed calendar.

- Timeline:
 - April 10, 2012: Board approved the 2013-2014 Academic Calendar. The law required 185 instructional days **and** 1,025 hours.
 - July 2012: General Assembly amended the calendar law. The amended statute required 185 instructional days **or** 1,025 hours. CMS can exceed the 1,025-hour requirement in a 180-day calendar.
 - November 2012: Calendar co-chairs met with Dr. Morrison and executive staff and the determination was made for the Calendar Committee to reconvene.
 - December 2012: Calendar Committee reconvened to develop 180-day calendar options.
 - January 2013: Staff and community were polled. Results and recommendations scheduled to be presented to the Board of Education at the January 22, 2013 Regular Board meeting.
- Calendar Development Process:
 - Calendar Committee reconvened. All stakeholders (i.e., principals, teachers, teacher groups, central office, staff, parents, and community members) were represented.
 - The full Calendar Committee created several calendar options. Two revised options were selected for public poll.
 - CMS Staff, parents and community members were polled from January 8-14, 2013.
 - Results were distributed to the Superintendent for review.
 - The Board of Education scheduled to vote on recommended calendar revisions at the January 22, 2013 Board meeting.

Sarah Crowder provided an overview of the previously adopted 2013-2014 Calendar and the State changes.

- April 10, 2012: The Board approved the 2013-2014 instructional school calendar. The calendar was consistent with the North Carolina law in effect at that time, which required a school year of 185 instructional days and 1,025 hours, an opening date no earlier than August 25th, a closing date no later than June 10th, and no waiver for up to five instructional days to be used for Common Core training. Although it complied with the law, the approved calendar is problematic in several ways; most notably, it includes only

nine teacher workdays and has very limited options for makeup days.

- July 2012: The North Carolina law was revised effective with the 2013-2014 school year which impacted the requirements from North Carolina General Statute 115C-84.2:
 - Employment Days: 215 employment days total.
 - Student Days: 185 student days **or** 1,025 instructional hours.
 - Holidays, teachers workdays, and annual leave:
 - 10 annual leave days.
 - 10/11 holidays during school year. Veterans Days (November 11th) must be a holiday; other holidays may be scheduled at any time during the school year.
 - Teacher workdays to add up to 215 employment days. Two teacher workdays must be optional. The proposed calendars include 14 teacher workdays which is 5 more than in the previously adopted calendar.
 - School Opening and Close Days (reflect changes in State law):
 - School may not open for students before the Monday closest to August 26th and must close no later than the Friday closest to June 11th.
- CMS policy and regulation are consistent with North Carolina law regarding employment days, opening and closing dates, use of teacher workdays (i.e., required, central office use, optional days, etc.), holidays, severe weather makeup days, Election Day, and graduations.
 - CMS is able to comply with the instructional hour requirement in fewer than 185 school days without changing the previously adopted opening and closing dates. Therefore, the change in the law creates the opportunity to improve the previously adopted 2013-2014 calendar in several ways that include provide more teacher workdays for professional development, lengthen winter break to two full weeks, and provide more makeup days during second semester.

Marie Slusser provided an overview of how the calendars were created and key components of the school calendar.

- The Calendar Committee was comprised of a variety of stakeholders and the process included community and staff involvement and feedback.
- Instructional focus of the calendar:
 - Develop a sound instructional calendar.
 - Maintain uninterrupted blocks of learning time.
 - Minimize loss of instructional time.
 - Consider the timing of State required and other tests (i.e., End of Course, End of Grade, Advanced Placement, International Baccalaureate, etc.).
 - Maximize the use of teacher workdays.
 - Avoid days of anticipated high absenteeism.
 - Maintain even semesters for block schedules.
 - Other areas of focus: Schedule enough makeup days in the 2nd semester, determine the number of days for winter and spring breaks, incorporate federal holidays, determine the time of spring break, plan for the November choppy schedule (Election, Veterans, Thanksgiving), and provide for professional development opportunities).
- Makeup Days - points of feedback regarding the placement and selection of makeup days included:
 - Makeup days should be placed where they are likely to be needed (i.e., 2nd semester).

- Scheduling days after the close of the school year should be done as a last resort.
- Using Saturdays is unpopular from both a teacher and student perspective.
- Using holidays and spring break is disliked and painful.
- Comparison of Revised Calendars – Option A and B:
 - Both options include 180 instructional days and 14 workdays, including a day after first quarter for parent-teacher conferences. Adequate makeup days in 2nd semester and at least one teacher workday in February and March.
 - Option A includes a workday in September in the same week as Labor Day, a shorter winter break (8 school days), and a workday on the Monday after spring break.
 - Option B includes a workday before Thanksgiving and a longer winter break (two full weeks).
- Survey Responses: Topics from respondents included length of winter and spring breaks, use of federal holidays for severe weather makeup days, placement of winter and spring breaks, acknowledgement of religious holidays and request to place workdays strategically to accommodate them, placement and use of teacher workdays, number of workdays prior to student start date, and placement of holidays for 12-month employees.
- Poll Results: The Calendar Committee developed two options (A and B) to replace the currently adopted calendar and those two options were presented to employees and the community in a survey conducted in January. The results of the survey were overwhelmingly in support of Option B. The Calendar Survey had a great response and was up 27% from the last poll. 8,657 people responded to the survey compared to 6,137 participants in the 2012-2013 calendar poll. 6,779 respondents or 78.3% preferred Calendar B. 1,878 preferred Calendar A. The survey participants included 4,391 employees and 4,266 community members.
- Next Steps:
 - January 22, 2013: Board of Education to receive the Superintendent's revised 2013-2014 calendar recommendation and conduct vote.
 - January 28, 2013: The Calendar Committee will start on the 2014-2015 school calendar. CMS is taking names of people who want to volunteer on the Calendar Committee.

Dr. Morrison recommended that the previously adopted 2013-2014 Instructional Calendar be revised to take advantage of a recently amended North Carolina State statute and he recommended the Board adopt Calendar Option B as the revised instructional calendar for the 2013-14 school year.

Chairperson McCray thanked staff for the report and recommendation and she invited Board members to ask questions prior to putting a motion on the table.

- Dr. Waddell said she supports Calendar B. Dr. Waddell asked what methods were used to poll people? Ms. Slusser said the poll was announced through a variety of internal and external methods and conducted via a computerized Survey Monkey.
- Mr. Davis said in January 2014 there is a teacher workday prior to the last day of the quarter which is also the last day of the semester. He said in the past this was reversed and he hopes this will not pose a problem for staff. Dr. Morrison said this was discussed and we believe it is the best option because scheduling days can become challenging and there are limited options when following all the calendar requirements. Mr. Davis said given the constraints he believes staff has done an admirable job in creating the calendar.

Mr. Davis said he would prefer the 1st semester end before the winter break but that is a decision made by our partners in Raleigh.

Chairperson McCray called for a motion to adopt a revised 2013-2014 Academic Calendar.

Upon motion by Dr. Waddell that the Board adopt proposed Calendar Option B as the revised 2013-2014 Academic Calendar, seconded by Mr. Tate, and the motion passed upon unanimous voice vote of the Board.

- B. Report and recommend approval of Extending Learning Opportunities for Walter G. Byers School, Bruns Academy, Druid Hills Academy, and Thomasboro Academy which will be presented with Year-Round School Model and Extended Year Model

Correlation to Board of Education Vision, Mission and Core Beliefs: Providing all students with the opportunity to perform to their fullest potential and ensuring that there is no discernable difference between the achievement levels of students by race, gender or economic level.

Chairperson McCray called upon Dr. Morrison to introduce the recommendation to approve learning opportunities at Project L.I.F.T. schools. Dr. Morrison called upon Denise Watts, Project L.I.F.T. Zone Superintendent, to present the recommendation.

Dr. Morrison thanked Alison Hiltz, principal, and her staff for allowing the Board to hold the meeting at the Druid Hills facility and he commended them for the outstanding things happening at the school.

Dr. Morrison commended Denise Watts on her research and work at Project L.I.F.T. and for doing a robust job in getting community input. A central part of Project L.I.F.T. when it was first initiated was calendar flexibility. Also important was using all the resources we have available to the best of our ability to maximize student achievement and time is a resource. The research on the negative impact of summer learning loss is compelling and having the ability to set our school calendars to be conducive to student learning is imperative. The General Assembly granted Project L.I.F.T. calendar flexibility and allowing these schools to set their hours for peak performance will be beneficial. Dr. Morrison thanked the State Legislators for granting CMS this flexibility for Project L.I.F.T.

Denise Watts presented information regarding the recommendation and she noted that staff put forth efforts to ensure the proposed calendar recommendation aligned with the adopted CMS calendar.

- **Policy Flexibility:** The General Assembly authorized Charlotte-Mecklenburg Board of Education to establish a more flexible school calendar by exempting Project L.I.F.T. schools only from mandatory start and end dates. This approval also included that State funds cannot be used to pay for additional instructional days over 185 and implementation may begin in 2013-2014 school year.
- **Premise of the recommendation** regards summer learning loss which has implications for our children. Research indicates that all young people experience summer learning loss when they do not engage in educational activities during the summer. More than half of the achievement gap between lower and higher-income youth can be explained by unequal access to summer learning opportunities. As a result low-income youths are less likely to graduate from high school or enter college. Most students lose about two months of grade-level equivalency in mathematical computation skills over the summer

months. Low-income students also lose more than two months in reading achievement, despite the fact their middle-class peers make slight gains. Parents consistently cite summer as the most difficult time to ensure their children have productive things to do. This can contribute to the fact that many students are not graduating from high school.

- Summer 2012 Project L.I.F.T. launched an initiative to provide students a summer learning opportunity: 1,700 students were served in three programs, Building Educated Leaders for Life (BELL), Freedom Schools, and Pre-L.I.F.T. Academy Credit Recovery at West Charlotte High School. Summer Partner results included the following:
 - 96% of parents with children in the Freedom Schools programs recognized an increase in their child's confidence in reading ability and 91% saw an increase in their child's love of reading.
 - BELL Program participants during the 6-week program gained an average of 5 months of grade equivalent math skills and an average of 7 months of grade equivalent reading skills.
 - Year 1 Response to Summer Learning Loss:
 - How to account for the many students who did not attend a summer learning opportunity? The Project L.I.F.T. Zone has approximately 7,400 students.
 - How to ensure all students have access to quality academic support and/or enrichment during the 10-week summer break?
- Proposal to minimize Summer Learning Loss: In order to support student achievement and minimize summer learning loss, Project L.I.F.T. is requesting to use the legislative calendar flexibility granted to modify the school calendar for four schools.
 - Extend the school year by adding five days to the current school calendar for two schools.
 - Implement a Single-Track, Year-Round Program for two schools.
 - During intersessions provide academic enrichment through partnerships with community organizations.
- Proposed Calendars:
 - Continuous Learning Calendar recommended for Bruns Academy and Walter G. Byers School: The calendar will be a continuous learning calendar to minimize the traditional summer vacation, making learning throughout the calendar year. Students will receive three-week breaks, called intersessions, during October and April. Winter and spring breaks will coincide with the traditional CMS calendar. If approved, Project L.I.F.T. will provide optional activities during the October and April intersessions for students.
 - 180-day calendar distributed across the entire year.
 - Start date: July 23rd; End Date: June 13th.
 - Continuous Learning Calendar with Extended Time recommended for Druid Hills Academy and Thomasboro Academy: The calendar will be continuous learning with extended time calendar. The calendar eliminates the traditional summer break, making learning continuous. Students will receive two-week intersessions during October and April. If approved, Project L.I.F.T. will provide optional activities for students during the October and April intersessions. Winter and spring breaks will coincide with the traditional CMS calendar.
 - Add 19 instructional days distributed across the entire year.
 - Start Date: Jul 22nd; End Date: June 20th.
- Calendar Change Recommendations:
 - Traditional CMS School Calendar recommended for Allenbrook Elementary, Ashley

- Park PreK-8, Statesville Road Elementary, Ranson IB Middle, and West Charlotte High.
- Continuous Learning Calendar recommended for Walter G. Byers and Bruns Academy.
 - Continuous Learning Calendar with Extended Time recommended for Thomasboro Academy and Druid Hills Academy.
 - Logistics – recommendations were made utilizing a deliberate and thoughtful process:
 - Decision Making Criteria: Student achievement data, community support/survey data, and principal/staff buy-in.
 - Factors impeding implementation for the schools not considered for calendar changes: Summer construction at Ranson Middle, IB Program, and Feeder pattern implications at Allenbrook Elementary which does not feed to a Project L.I.F.T. school.
 - Potential Disadvantages: Increased staff burnout if teachers work during intersessions; scheduling conflicts between family vacations and school activities; difficulty in arranging daycare; siblings on different schedules; difficulty scheduling teacher in-service days aligned with the school district; and increased costs of operation.
 - Anticipated Benefits: Improved educational outcomes, minimized summer learning loss, improved teacher and student attendance, reduction in discipline problems, reduction in teacher stress, and increased motivation among teachers and students.
 - Community Engagement Efforts: An extensive community engagement effort from October through December occurred to provide stakeholders information on summer learning loss and the implications it has for students and schools that have academically underperformed. This included a survey created and conducted by *K-12 Insight*. The survey results were compiled with feedback received from four community engagement meetings. Approximately 930 people took the survey, indicating their perception of the benefits and possible disadvantages of a calendar change in the nine Project L.I.F.T. schools. The results indicated that 81% of the stakeholders believed an extended year-round calendar would support efforts to increase student achievement and 51% supported a change in the calendar. The survey provided data in the aggregate and individual schools also received specific data for their school.
 - Should the Board approve the calendars, Project L.I.F.T. staff will continue the community engagement efforts through flyers, Connect Ed, staff meetings, and parent and school meetings. Staff will also continue to engage with the people to ensure they know what we are doing and why we are doing it.
 - Considerations for evaluating the impact and results of the proposed calendars: Working with a third party evaluator, Research for Action, to develop an evaluation process.
 - Design: Create a mixed method, longitudinal evaluation that examines the transition to continuous learning calendars, outcomes, and impact on student performance and other academic indicators.
 - Evaluation Data Sources: Interviews, focus groups, other description data, and student achievement data.
 - Potential Research Questions:
 1. What challenges and best practices were identified during the transition to continuous learning calendars?
 2. How do the students perform in terms of proficiency, growth, and Annual Measurable Objectives (AMO) targets relative to the traditional school calendar?

3. What is the impact of extended, year-round schools on teacher attendance, student attendance, and student behavior?
- Cost implications: The anticipated cost is \$2.2 million and Project L.I.F.T. will assume the cost of the calendar implementation.

Continuous learning with extended time, cost of operations for 2 schools including teacher compensation, transportation, and utilities	\$1 M
Anticipated cost of intersession activities	\$800,000
Anticipated transportation cost for intersessions	\$240,000
Payroll processing	\$69,000
Human Resources Operations	\$75,000
Estimated Total	\$2.2 M

Chairperson McCray thanked Ms. Watts for the report and invited Board members to ask questions.

- Ms. Ellis-Stewart addressed concerns about the challenges for teacher compensation as referenced by a public speaker earlier in the meeting and that currently Project L.I.F.T. is assuming the \$2.2 million costs but what happens at the end of the Project L.I.F.T. partnership. Ms. Watts said the pay for the teachers at Bruns and Walter G. Byers will not change because they are essentially working the same number of days but it will be distributed over twelve months instead of ten months. The teachers at Thomasboro and Druid Hills will work an additional nineteen days and will be paid for that additional time. Teachers at both schools will accrue an additional day for annual leave and sick leave because they will work across a twelve month calendar. Regarding funding at the end of the partnership, we hope to be a proof point for CMS and will be able to demonstrate that minimizing summer learning loss will support student achievement. In doing so, we hope we can approach State Legislators to share evidence of positive student achievement gains and discuss funding opportunities. In addition, we would like to discuss how CMS currently allots dollars and review options of how that same money can be reallocated to support initiatives of this nature. Ms. Ellis-Stewart asked should the Board approve this, what is the communication plan for parents and staff, what is the timeline to solidify the components of the intersessions, and what are the interventions to deal with attendance issues? Ms. Watts provided clarification.
- Dr. Waddell said she attended some of the community meetings and they were interesting. Dr. Waddell asked what steps will be taken to get the 24% of undecided to support this initiative and the engagement activities during the intersessions? Ms. Watts provided clarification noting the intersession activities will be determined following Board approval. Dr. Waddell said the neighborhoods surrounding these schools have many active communities and associations and she encouraged Project L.I.F.T. to reach out to those groups because they have provided support to CMS schools in the past.
- Mr. Tate asked what options do parents have who do not believe this is the calendar for them? Ms. Watts said parents can participate in the transfer and magnet school lottery process to opt out of the school. Mr. Tate asked questions regarding the assessments for Freedom School and BELL programs and Ms. Watts provided clarification. Mr. Tate asked can students opt into these schools? Ms. Watts said she has not explored this question and she will talk with Scott McCully, Executive Director of Student Placement, to discuss this consideration. Mr. Tate said should the calendar help improve student achievement he hopes it will be expanded to all Project L.I.F.T. schools.

- Mr. Morgan thanked Ms. Watts for the report and he noted he enjoyed attending the inspiring Project L.I.F.T. Board meeting last week. Mr. Morgan asked will CMS teachers be used to run some of the intersessions? Ms. Watts said, yes, we saw student achievement success with the BELL Program because our teachers actually taught and worked with students through that program. Mr. Morgan is pleased that some teachers may have other employment opportunities within the schools. Mr. Morgan hopes the program will be successful and we as a Board should be proactive to find ways to expand the program through other areas of CMS.
- Mr. Davis commended Ms. Watts and the Project L.I.F.T. team for their patience and compassion in working with the students, parents, and staff in developing this recommendation. Mr. Davis said we are fortunate to be able to have this conversation and to consider this opportunity which is due to the generosity of funders in our community who made this initiative possible, and he thanked the Project L.I.F.T. funders. Mr. Davis said the survey data indicates forces outside the school impact students and families and it is difficult to make changes even when they know the change will be good for the education of their child. He discussed the challenges of two different students entering the same grade at different academic levels. What is needed to help the student that is behind catch up with another student is 'time' with an effective teacher. Mr. Davis said he would support this initiative.
- Mr. McElrath wants to ensure these students have an opportunity to choice out to a Magnet school or a regular school. Ms. Watts said she would discuss this with Scott McCully to get an answer.
- Chairperson McCray thanked Ms. Watts for the report and for addressing the concerns of staff and parents.
- Ms. Lennon thanked the North Carolina State Legislators, especially the Mecklenburg Delegation, for supporting this initiative because without them granting the calendar flexibility this would not be a possibility. This is a huge step for CMS, a huge step for Project L.I.F.T., and a huge step in the Board partnering with State Legislators on education reform, making our schools better, and helping all children succeed academically.

Chairperson McCray called for a motion to adopt a 2013-2014 Project L.I.F.T. academic calendar.

Dr. Waddell moved that the Board approve extending learning opportunities for Walter G. Byers School, Bruns Academy, Druid Hills Academy, and Thomasboro Academy with year-round school model and extended year model as presented, seconded by Mr. Morgan, and the motion passed upon unanimous voice vote of the Board.

IV. REPORT/INFORMATION ITEMS

A.. Management Oversight Report: Facilities Planning and Real Estate

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

Chairperson McCray called upon Dr. Morrison to introduce the Management Oversight Report on Facilities Planning and Real Estate. Dr. Morrison said the report on Facilities Planning and Real Estate will be the first of several reports regarding Management Oversight on Construction and the Ten-Year Capital projected budget. Dr. Morrison called upon Guy

Chamberlain, Associate Superintendent Auxiliary Services, and Dennis LaCaria, Director of Facilities Planning and Real Estate, to present the report.

Mr. LaCaria provided an overview of the Facilities Planning and Real Estate Department.

- Facilities Planning and Real Estate is a department within CMS Auxiliary Services that reports to Guy Chamberlain. The department works collaboratively with CMS departments and schools as well as other governmental bodies and agencies in Charlotte-Mecklenburg County, private developers, and other local businesses.
 - Staff: Two full time employees.
 - Department previously was part of Planning and Project Management and returned to Auxiliary Services December 2012.
- Reporting Responsibilities:
 - Capital Needs Assessment which provides information on the CMS facility needs, typically over a ten year period.
 - Real Estate matters including acquisition and disposition of property, lease negotiations, right of ways and easements, and joint-use projects. Currently, CMS has over seventy joint-use projects in force throughout the District. The most recently completed project was Berewick Elementary with Parks and Recreation. CMS also has a project under construction in southwest Charlotte for the new elementary school.
- Board Policies and Bylaws: The department works under the guidelines of numerous CMS Policies ADA, BA, DNA, FBC, FEF, and Bylaw BBA.
- 2012-2013 Adopted Budget:

Personnel	\$127,153
Supplies	\$ 17,900
Professional Development	\$ 11,498
Contracted Services	\$ 10,000
Mileage	\$ 4,000
Total	\$170,551

- Goals, Objectives, and Accountabilities:
 - Goals: Refine a regional planning model. Seek funding for next capital program.
 - Objectives: Revise the Capital Needs Assessment. Assist in identifying and creating new program sites. Acquire real estate.
 - Staff Accountabilities/Memberships: Members of the Joint-Use Task Force which meet monthly with members of Mecklenburg County Park and Recreation, City Planning, City Fire, City Police, various jurisdictions, and Charlotte Mecklenburg Utilities in an effort to ensure appropriate planning and construction. Members of Mecklenburg County Planning Directors which meet quarterly and hosts the Planning Coordinated luncheons which some Board members attend. Conducts monthly stand alone meeting with staff from Park and Recreation, Charlotte Department of Transportation, North Carolina Department of Transportation, City of Charlotte Planning, City and County Real Estate departments, and the City, Neighborhood, and Business Services. The department also interfaces with the Charlotte Planning Commission regarding real estate matters, works collaboratively on the Quality of Life Study, and participates in small area plans. Dennis LaCaria is also a member of the City Capital Plan Review Team, City Community Cabinet, City Transportation,

and Planning Cabinet.

- Major Initiatives:
 - Created a student Summer Internship Program in conjunction with Career and Technical Education and Portfolio Management to utilize the services of students to conduct facility assessments. This has been helpful due to the reductions in staff.
 - Successfully executed facility leases based on criteria adopted by Charlotte-Mecklenburg Board of Education, generating revenue and avoiding costs of operation and maintenance.
 - Successfully completed a process to lease ground space for communication towers as a means of generating revenue.
 - Engaged as member of the City of Charlotte's Capital Budget Advisory team and participated in joint planning and execution efforts.
 - Revised Capital Needs Assessment.
- Lessons Learned:
 - Improving existing facilities is a key to improving educational outcomes.
 - New programs will provide opportunities for student success.
 - Administrative and support needs of CMS must be addressed.
- Next Steps:
 - Sharpen the accuracy of predictive data inputs for allocating mobiles, projecting school population and utilization, and developing long term planning.
 - Respond to any changes made to the Mecklenburg County capital budget process.
 - Acquire necessary real estate should the opportunity arise given the current market.

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

- Mr. McElrath commended the initiative to utilize students in the Summer Internship Program and he noted he has advocated for this for years. Mr. McElrath hopes when CMS staff attends the various meetings with the City and County they inform them of how their actions will impact CMS and the issues are shared with the appropriate CMS department. Mr. LaCaria said, yes, that is the purpose of his attendance and he reports back through the CMS chain of command and some of that information may manifest in the Capital Needs Assessment. Mr. McElrath would like a list of items that may require Board approval, especially if it is not a good idea for educating children. Mr. LaCaria said he would provide this information and he noted that some Board members are on the Planning Coordinating Committee.
- Ms. Lennon noted that Mr. LaCaria also interfaces with the surrounding suburban municipalities and some of them have their own Park and Recreation departments. Mr. LaCaria said, yes, he does collaborate with each of the planning directors and other agencies of each of the towns. Ms. Lennon noted that Huntersville is planning zoning for a new development and Mr. LaCaria provided them impact numbers and comments.
- Mr. Morgan asked what type of information does CMS provide for rezoning? Mr. LaCaria said the information includes the change in student population for elementary, middle, and high schools as well as the change in utilization for the schools impacted by the rezoning. Mr. Morgan asked are the planning staff and planning commissions aware of the potential impact the rezoning will have on CMS operations? Mr. LaCaria said, yes, they are on any rezoning. Mr. Morgan said although some schools may be similar in size they may have different student populations based on the difference in utilization of

the classrooms and core space because of weighted student staffing and strategic staffing formulas. He encouraged that as the Board approaches consideration on our Capital Needs Assessment that the Board be better informed on school utilization and core space because that will help the Board make better decisions as we move forward.

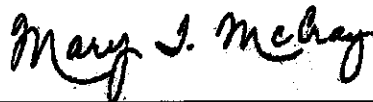
- Ms. Ellis-Stewart asked what districts were used to benchmark for best practices and what opportunities have other districts used that would be good for CMS? Mr. LaCaria said we benchmarked with larger than CMS school districts such as Maryland, Las Vegas, and Phoenix to understand how they deal with growth and benchmarked with the Council of Great City Schools to understand how they deal with school condition and maintenance. Typically, CMS has been the national leader in the industry and CMS planning has received several awards of excellence for our efforts. Ms. Ellis-Stewart encouraged staff to pursue more partnership opportunities. Mr. LaCaria said CMS recently had changes in leadership and some of the other local agencies and City also had some leadership changes. As a result, there will be opportunities to revisit the basis of our relationships to determine what we can do moving forward.
- Mr. Tate thanked staff for the report and the collaborative work with the various municipalities. Mr. Tate said he often gets asked why CMS does not inform the County, City, and the townships of how their actions impact CMS schools and it is good to have it noted that we do. Mr. Tate said several years ago CMS pursued an effort to have a common school building code for Charlotte and the surrounding municipalities but that was not successful. The building codes do vary and it is more expensive to build schools in certain areas of the County. It would be helpful to have a common building code. Mr. LaCaria said we are continuing in that effort. Mr. Tate said, as the Chair of the Policy Committee, please inform us should any of the policies associated with this department need revisions.
- Dr. Waddell said in the past the Board was provided a spreadsheet with the capital needs assessment data and she would like to have that report updated because it provides a lot of information for each of the schools. Mr. LaCaria will provide the Board with the updated information in the near future.

ADJOURNMENT

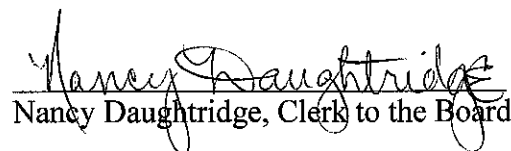
Chairperson McCray called for a motion to adjourn the meeting.

Upon motion by Dr. Waddell that the Board adjourn the Regular Board meeting, seconded by Mr. Tate, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 7:28 p.m.



Mary T. McCray, Chairperson



Nancy Daughtride, Clerk to the Board