

APPROVED
21-2007

Rockville, Maryland
September 24, 2007

The Board of Education of Montgomery County met in regular session at the Carver Educational Services Center, Rockville, Maryland, on Monday, September 24, 2007, at 6:20 p.m.

Present: Mrs. Nancy Navarro, President
in the Chair
Mr. Steve Abrams
Mr. Christopher Barclay
Ms. Shirley Brandman
Ms. Sharon Cox
Dr. Judy Docca
Mr. Ben Moskowitz
Dr. Jerry Weast, Secretary/Treasurer

Absent: Mrs. Patricia O'Neill

or () indicates student vote does not count. Four votes needed for adoption.

RESOLUTION NO. 458-07 Re: **RESOLUTION FOR CLOSED SESSION**

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Brandman, the following resolution was adopted unanimously by members present:

WHEREAS, The Board of Education of Montgomery County is authorized by the *Education Article* and *State Government Article* of the *Annotated Code of Maryland* to conduct certain meetings or portions of its meetings in closed session; now therefore be it

Resolved, That the Board of Education of Montgomery County conduct a closed session on September 24, 2007, in Room 120 from 5:30 to 6:00 p.m.; and be it further

Resolved, That the Board of Education of Montgomery County receive legal advice as permitted under Section 10-508(a)(7) of the *State Government Article*; and be it further

Resolved, That the Board of Education of Montgomery County discuss the Human Resources Appointment, as permitted under Section 10-508(a)(1) of the *State Government Article*; and be it further

Resolved, That the Board of Education of Montgomery County dedicate part of the closed session on September 24, 2007, to acquit its administrative functions and to adjudicate and review appeals, which is a quasi-judicial function outside the purview of the Open Meetings Act, under Section 10-503(a) of the *State Government Article*; and be it further

Resolved, That the meeting continue in closed session until the completion of business.

Re: **PLEDGE OF ALLEGIANCE**

"I pledge allegiance to the flag of the United States of America and to the republic for which it stands, one nation under God, indivisible, with liberty and justice for all."

RESOLUTION NO. 459-07 Re: **APPROVAL OF THE AGENDA**

On recommendation of the superintendent and on motion of Ms. Cox seconded by Mr. Barclay, the following resolution was adopted unanimously by members present:

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Cox, the following resolution was adopted unanimously:

Resolved, That the Board of Education approve its agenda for September 24, 2007.

RESOLUTION NO. 460-07 Re: **WALK TO SCHOOL DAY**

WHEREAS, In 1997, the first national "Walk to School Day" was sponsored in Chicago and, in 2000, the first international "Walk to School Day" was celebrated; and

WHEREAS, East Silver Spring Elementary School was the first Montgomery County public school to sponsor a local "Walk to School Day," and

WHEREAS, A large number of child pedestrians nationally are injured or killed by vehicles due to unsafe walking routes; and

WHEREAS, Obesity, which can lead to chronic illnesses, is on the increase and encouraging physical activity by walking to school is one way to combat this troubling trend; and

WHEREAS, Walking to school would reduce the number of vehicles on the road, thus reducing the intake of pollutants that can be especially harmful to children; and

WHEREAS, Parents and community leaders again are joining together nationally and internationally to walk children to school or to the bus stop to promote air pollution awareness and physical fitness in their community; now therefore be it

Resolved, That the Board of Education proclaim October 3, 2007, as "Walk to School Day," and be it further

Resolved, That the school system notify the public and school community of "Walk to School Day," publicize this resolution and the school system's participation through internal and external media, and encourage everyone to consider the safety of pedestrians and, in particular, student walkers—every day.

Re: PUBLIC COMMENTS

The following people testified before the Board of Education:

	<u>Person</u>	<u>Topic</u>
1.	Jane de Winter	Role of Student Services and Parental Involvement Staff
2.	Walter Dove	Watkins Mills MS #23.
3.	Clifford Eng	Transportation Policy

Mr. Abrams asked the Policy Committee to review the policy on kindergarten transportation.

Re: BOARD/SUPERINTENDENT COMMENTS

Dr. Weast commented that 124 seniors from 14 high schools have been named semifinalists in the 53rd National Merit Scholarship competition. The local students will compete with about 16,000 semifinalists nationally for Merit Scholarship awards worth \$34 million that will be offered next spring. Montgomery Blair (43 semifinalists), Richard Montgomery (26), Thomas S. Wootton (13), and Walt Whitman (12) surpassed all other schools in the state in the number of semifinalists.

It is always a pleasure to bring attention to the many ways businesses in Montgomery County support student achievement. On September 20, volunteers from Hyatt Regency Bethesda, led by General Manager Tom Wolf, visited Twinbrook Elementary School as part of the national Read for the Record campaign. Read for the Record is designed to bring national attention to the importance of early literacy for all students by setting a reading record for the most children reading the same book on the same day. One hundred and fifty prekindergarten and kindergarten children listened attentively as Mr. Wolf read *The Story of Ferdinand* to the children. Afterwards, volunteers from Hyatt went to individual classrooms to help children make flags that reflected what they learned from the story—be yourself. Montgomery Knolls, East Silver Spring, and Highland elementary schools also participated in Read for the Record.

Mr. Moskowitz commented that he attended the Read for the Record event at Twinbrook Elementary School. He also attended the SHARP Street Breakfast and the Superintendent's A&S meeting. Furthermore, there were 11 students at the Strategic Planning forums. Advocacy is an important skill, and people need to learn that skill. Finally, he thanked and said good bye to Brian Porter who has been very helpful.

Mr. Barclay stated that he attended the SHARP Street presentation. On Friday, he

attended the African American Festival for Academic Excellence. Finally, he inspected the addition at Forest Knoll Elementary School.

Dr. Docca reported that she attended the Muslim Community Center, African American Festival for Academic Excellence, Hispanic Employees Association event, meeting of the County Council's Education Committee on Board priorities, and Leadership Montgomery luncheon on civility with *A Student's Guide to Right and Responsibilities* and the *Culture of Respect*.

Ms. Cox commented on an article in the *Gazette* that was incorrect, and she did vote for Ms. Navarro for president of the Board of Education. Rotating leadership among Board members is important and underscores the strength of the Board as an entity. It does not reside in any one individual.

Ms. Brandman stated that she attended the SHARP Street breakfast, and the program depends on volunteers.

Ms. Navarro expressed her gratitude for the work of Mr. Brian Porter as he retires. She reminded people about the Strategic Planning forum in Wheaton.

RESOLUTION NO. 461-07 Re: **AWARD OF CONTRACTS—WALTER JOHNSON HIGH SCHOOL MODERNIZATION**

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Cox, the following resolution was adopted unanimously by members present:

WHEREAS, On January 9, 2007, the Board of Education authorized staff to utilize a construction management process for the Walter Johnson High School modernization project and awarded a contract for preconstruction services to Henley Construction Company, Inc.; and

WHEREAS, The following low bids were received for subcontract work on September 5, 2007, for the specified trades:

<u>Low Bids</u>	<u>Amounts</u>
Masonry – George Moehrle Masonry, Inc.	\$ 3,865,000
Roofing – Interstate Corporation	1,450,000
Windows – Engineered Construction Products, Ltd.	1,096,375
Drywall – CanAm Contractors, Inc.	1,648,000
Lockers/Shelving – Steel Products, Inc.	555,555
Casework – Steel Products, Inc.	1,094,321
Mechanical/Plumbing – Shapiro & Duncan, Inc.	17,985,000
Electrical – Heller Electric Company, Inc.	6,950,000

and

WHEREAS, The Minority Business Enterprise participation will be reported at the completion of all bid activity for this project; and

WHEREAS, The low bidders have completed similar work successfully for the Montgomery County Public Schools and/or other local jurisdictions; now therefore be it

Resolved, That contracts be awarded to the above-mentioned contractors for the amounts listed for the Walter Johnson High School modernization project, in accordance with drawings and specifications prepared by Samaha Associates, P.C.

RESOLUTION NO. 462-07 Re: **AWARD OF CONTRACT—STRATHMORE
ELEMENTARY SCHOOL GYMNASIUM**

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Cox, the following resolution was adopted unanimously by members present:

WHEREAS, The following sealed bids were received on August 30, 2007, for the Strathmore Elementary School gymnasium project:

<u>Bidder</u>	<u>Amount</u>
R. J. Crowley, Inc.	\$1,837,800
Henley Construction Company, Inc.	1,863,000
Tuckman-Barbee Construction Company, Inc.	1,871,000
Keller Brothers, Inc.	1,889,000

and

WHEREAS, The low bidder, R. J. Crowley, Inc., has submitted 6.2 percent Maryland Department of Transportation (MDOT)-certified Minority Business Enterprise (MBE) participation, of which .2 percent is African American, 2.5 percent is women-owned, and 3.5 percent is other MDOT-certified; and

WHEREAS, R. J. Crowley, Inc. has submitted a waiver for the balance of the MDOT-certified MBE participation; and

WHEREAS, Department of Facilities Management staff has reviewed and certified that the waiver meets the contract requirements and recommends waiving the remaining balance of the MDOT-certified MBE participation; and

WHEREAS, R. J. Crowley, Inc. has completed similar work successfully for the

Montgomery County Public Schools; now therefore be it

Resolved, That a \$1,837,800 contract be awarded to R. J. Crowley, Inc. for the Strathmore Elementary School gymnasium project, in accordance with drawings and specifications prepared by Wanchul Lee Associates, P.C.

RESOLUTION NO. 463-07 Re: **AWARD OF CONTRACT—WESTLAND MIDDLE SCHOOL ADDITION**

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Cox, the following resolution was adopted unanimously by members present:

WHEREAS, The following sealed bid was received on September 6, 2007, for the Westland Middle School addition project:

<u>Bidder</u>	<u>Amount</u>
Tuckman-Barbee Construction Company, Inc.	\$3,090,700

and

WHEREAS, The only bidder, Tuckman-Barbee Construction Company, Inc., has submitted 9 percent Maryland Department of Transportation (MDOT)-certified Minority Business Enterprise (MBE) participation; and

WHEREAS, Tuckman-Barbee Construction Company, Inc. has submitted a waiver for the balance of the MDOT-certified MBE participation; and

WHEREAS, The modular method of construction being utilized presents limited opportunities for subcontracting on this type of project; and

WHEREAS, Department of Facilities Management staff has reviewed and certified that the waiver meets the contract requirements and recommends waiving the remaining balance of the MDOT-certified MBE participation; and

WHEREAS, Tuckman-Barbee Construction Company, Inc. has completed similar work successfully for the Montgomery County Public Schools; now therefore be it

Resolved, That a \$3,090,700 contract be awarded to Tuckman-Barbee Construction Company, Inc. for the Westland Middle School addition project, in accordance with drawings and specifications prepared by Robert J. Glaser Associates, P.A.

RESOLUTION NO. 464-07 Re: **PRECONSTRUCTION/CONSTRUCTION MANAGEMENT SERVICES—CRESTHAVEN**

ELEMENTARY SCHOOL MODERNIZATION

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Cox, the following resolution was adopted unanimously by members present:

WHEREAS, The FY 2008 Capital Improvements Program includes planning and construction funds for the modernization of Cresthaven Elementary School; and

WHEREAS, The design phase of this project is proceeding, with the construction scheduled to begin in January 2009 and be complete by August 2010; and

WHEREAS, Staff has recommended that this project be completed using a construction management delivery system due to its complexities and scope of work; and

WHEREAS, A Consultant Selection Committee utilizing procedures adopted by the Board of Education on April 20, 2006, identified Oak Contracting, LLC, as the most qualified firm to provide the necessary management services; and

WHEREAS, The management services will be implemented in two phases; and

WHEREAS, The initial phase will consist of preconstruction services for cost estimating, value engineering, constructability planning, and development of the construction implementation schedule; and

WHEREAS, Staff has negotiated a fee for the preconstruction services; and

WHEREAS, The second phase will consist of general construction management services, and a fee for this phase will be negotiated once the preconstruction services are completed; now therefore be it

Resolved, That the Montgomery County Board of Education enter into a contractual agreement with Oak Contracting, LLC, to provide phase one preconstruction services for value engineering, constructability reviews, and the development of the construction implementation schedule for the modernization of Cresthaven Elementary School, for a fee of \$80,000.

RESOLUTION NO. 465-07

Re: **ARCHITECTURAL APPOINTMENT—EAST SILVER SPRING ELEMENTARY SCHOOL ADDITION**

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Cox, the following resolution was adopted unanimously by members present:

WHEREAS, It is necessary to appoint an architectural firm to provide professional and technical services during the design and construction phases for the East Silver Spring

Elementary School addition project; and

WHEREAS, The preliminary construction cost estimate for this work is approximately \$12,500,000; and

WHEREAS, Funds for architectural planning were programmed as part of the FY 2008 Capital Budget; and

WHEREAS, An Architect Selection Committee, in accordance with procedures adopted by the Board of Education on April 20, 2006, identified Delmar Architects, P.A., as the most qualified firm to provide the necessary professional architectural and engineering services; and

WHEREAS, Staff has negotiated a fee for the necessary architectural services that include one minority-owned consultant; now therefore be it

Resolved, That the Montgomery County Board of Education enter into a contractual agreement with the architectural firm of Delmar Architects, P.A., to provide professional architectural and engineering services for the East Silver Spring Elementary School addition project, for a fee of \$750,000.

RESOLUTION NO. 466-07 Re: **ARCHITECTURAL APPOINTMENT—WHETSTONE ELEMENTARY SCHOOL FEASIBILITY STUDY**

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Cox, the following resolution was adopted unanimously by members present:

WHEREAS, It is necessary to appoint architectural firms to provide professional and technical services to perform feasibility studies for various capital improvement projects; and

WHEREAS, Funds for conducting feasibility studies are programmed as part of the FY 2008 Capital Budget; and

WHEREAS, Two Architect Selection Committees, in accordance with procedures adopted by the Board of Education on April 20, 2006, identified the following architects as the most qualified firms to provide the necessary professional architectural and engineering services:

<u>School Project</u>	<u>Architectural Firm</u>	<u>Amount</u>
Watkins Mill Middle School #2	Grimm and Parker, P.C.	\$36,750
Whetstone Elementary School Addition	Grimm and Parker, P.C.	29,850

and

WHEREAS, Staff has negotiated fees for the architectural services; now therefore be it

Resolved, That the Montgomery County Board of Education enter into contractual agreements with the architectural firm of Grimm and Parker, P.C., to provide design feasibility services for the projects and amounts listed above.

RESOLUTION NO. 467-07 Re: **UTILIZATION OF THE FY 2008 PROVISION FOR FUTURE SUPPORTED PROJECTS FUNDS**

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Cox, the following resolution was adopted unanimously by members present:

WHEREAS, The above-noted grants qualify for a transfer of appropriation from the Provision for Future Supported Projects, pursuant to the provisions of County Council Resolution No. 15-631, approved May 27, 2007; and

WHEREAS, The above-noted projects do not require any present or future county funds; and

WHEREAS, Sufficient appropriation is available, within the FY 2008 Provision for Future Supported Projects, to permit the above-noted transfers within state categories; now therefore be it

Resolved, That the superintendent of schools be authorized to receive and expend, within the FY 2008 Provision for Future Supported Projects, as specified below:

<u>Project</u>	<u>Positions*</u>	<u>Amount</u>
Reading First		\$ 216,418
Science, Technology, Engineering, and Mathematics Initiative (STEM)		100,000
Judith P. Hoyer Early Care and Education Center (Gaithersburg Judy Center)	2.0	322,000
Judith P. Hoyer Early Care and Education Center (Silver Spring Judy Center)	1.5	202,988
Program for Neglected, Delinquent, or At-Risk Children		<u>67,531</u>
 Total	 <u>3.5</u>	 <u>\$ 908,937</u>

Positions*

2.0 Program Manager

- 1.0 Services Coordinator
- .5 Secretary

and be it further

Resolved, That a copy of this resolution be sent to the county executive and County Council.

RESOLUTION NO. 468-07 Re: **APPROVAL OF AMENDMENT 1 TO THE MONTGOMERY COUNTY PUBLIC SCHOOLS TAX-SHELTERED SAVINGS PLAN**

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Ms. Cox, the following resolution was adopted unanimously by members present:

WHEREAS, The Board of Education of Montgomery County, Maryland, by Resolutions 334-65, 365-65, and 415-02, has offered a tax-deferred annuity program for its employees since 1965 and a deferred compensation program since 2003, in accordance with Sections §403(b) and §457(b), respectively, of the *Internal Revenue Code*, as amended and by Resolution 58-06, and has maintained plan documents governing these plans; and

WHEREAS, Outside counsel, DLA Piper Rudnick, was retained to assist in the evaluation of the final IRS regulations and provide amended plan language; and

WHEREAS, The plan amendment was presented to and approved by members of the Board of Education Audit Committee; now therefore be it

Resolved, That Amendment 1 to the Tax-Sheltered Savings Plan be approved; and be it further

Resolved, That the Board of Education hereby authorizes the appropriate individuals to take such further actions and execute such documents as may be necessary or advisable to effect these resolutions.

RESOLUTION NO. 469-07 Re: **HUMAN RESOURCES APPOINTMENT**

On recommendation of the superintendent and on motion of Ms. Cox seconded by Mr. Abrams, the following resolution was adopted unanimously by members present:

Resolved, That the following personnel appointment be approved, effective September 25, 2007:

<u>Appointment</u>	<u>Current Position</u>	<u>As</u>
Laura Steinberg	Director, Department of Reporting	Staff Assistant, Legislative

and Regulatory Accountability

and Inter-Governmental
Relations, Office of the
Board of Education.**Re: ROLE OF STUDENT SERVICES AND PARENTAL
INVOLVEMENT STAFF**

Dr. Weast invited the following people to the table: Mr. Stephen M. Zagami, director, Department of Student Services; Ms. Aggie Alvez, director, Department of Communications; Mr. Adrian B. Talley, community superintendent, Office of School Performance; Dr. Michael P. Cohen, director, Department of Instructional Programs; Mr. Samuel A. Rivera, principal, Benjamin Banneker Middle School, and Ms. Nan P. Iuculano, parent community coordinator, Division of Family and Community Partnerships.

The purpose of this memorandum is to update the Board of Education on the strategic use of student services and parent outreach staff to serve students, parents, and community members. These staff members are integral to the school system's efforts to increase student achievement and remove barriers to student success and parent engagement, as outlined in *Our Call to Action: Pursuit of Excellence—The Strategic Plan for the Montgomery County Public Schools*. The memorandum will examine the structures in place for delivering services, the effectiveness of those services, and current staffing allocations.

The Montgomery County Public Schools (MCPS) provides a coordinated program of services for all students with a complement of supports to families. In particular, staff in the Department of Student Services (DSS) focuses on enhancing the educational experience and well-being of every student and ensuring that families have access to information and resources. There are 459 counselors, including seven school-based ESOL counselors, 46 pupil personnel workers (PPWs), as well as 66.5 field-office-based school psychologists, and other DSS staff who work closely with staff in county agencies and community organizations. As it relates to the Department of Student Services, this memorandum will focus specifically on the work of PPWs and school counselors in response to information requested by the Board of Education.

Parents who are fully engaged and can advocate effectively for their children play an important role in increasing student achievement. School system policies specify that there is a shared responsibility for increasing parent and community involvement. At the local school, staff members are pivotal in creating an environment where all parents feel welcome, where they are treated with respect, and where their involvement as advocates, partners, and volunteers is encouraged and valued. School staff members are supported in their parent outreach efforts by their local Parent Teacher Association (PTA), and by 86.5 school-based and central office staff members whose primary responsibility is parent outreach. They help to build strong home/school partnerships and are responsible for ensuring that parent involvement is comprehensive and reflective of the diversity of local

school communities. These staff members also partner with staff in county agencies and community organizations in order to build on the capacity of staff in local schools to engage parents and support students in meaningful ways.

Re: **DISCUSSION**

Mr. Moskowitz noted the data from the parent and student surveys. He said there are trends from the past and described how those trends have changed. Another interesting idea (implemented at Board Acres Elementary School) was a parent welcome room where they could meet staff and get the resources they need. How many parents are involved in the school improvement planning process? Mr. Talley stated that every effort is made to ensure that there are parents on the planning teams. Mr. Moskowitz asked for information on the number of parents and number of students on each school's school improvement team.

Mr. Moskowitz asked about counselor outreach, and their work with students and families in advocating for high-level instructional grouping by identifying, recruiting, and supporting students who are underrepresented in rigorous programs. What specific strategies are in place to identify those students? Mr. Zagami replied that the Honors/Advanced Placement Identification Tool (HAPIT) permits high school counselors to quickly and easily identify students who should be considered for Honors/AP courses, particularly students from underrepresented groups.

Ms. Cox thanked staff for the presentation, since this topic was of special interest to the Board. The school system needed to build its instructional capacity first, and now the system is moving ahead with the alignment with the parent involvement policy. Until this concept is truly embedded in every classroom, the school system will not achieve its goal. Staff is cognizant of the parents receiving Baldrige training. There is no allocation formula for pupil personnel workers and psychologists, and how do other systems handle this type of staffing. Mr. Zagami replied that some systems have staffing formulas. Ms. Cox asked if there was hours-based staffing considerations for these positions, and how much time would be needed to accomplish the work. Mr. Zagami responded that hours-based staffing works well for special education students because there are identified hours for services; however, counseling is open to all students and crisis situations.

Ms. Cox asked if there is feedback on whether the work of pupil personnel works and psychologists benefit students. Mr. Zagami replied that the principals surveyed were very positive about the work of these positions. Ms. Cox stated that the information was informally collected, and she, through the Department of Shared Accountability, could evaluate once it builds capacity.

Ms. Cox noted that a student had raised concerns about counseling for college readiness for underrepresented students. Is the school system creating barriers for these students? Mr. Zagami replied that resource counselors met regularly with counselors and have

conversations about identifying students to effectively work with them for college and career counseling. Furthermore, the resource counselors meet quarterly to review best practices.

Ms. Cox asked whether the Parent Advisory Council would provide feedback. Staff replied that the plan was to inform staff and the Board.

Mr. Barclay thought the presentation was helpful. On the issue of parent community coordinators, he wanted to understand the responsibilities at each level. What is the criteria to assign a parent community coordinator to a school? Is there a handbook for this position? Staff relayed that there is no handbook, but there is a need to provide consistency throughout the school system. Parent community coordinators' work must be linked to student achievement.

From experience, Dr. Docca stated that it is important to have counselors, pupil personnel works, and psychologists. Counselors do so much to help the students adjust, in addition to recommending students for advanced placement. There is a need for grief and divorce, counseling, as well as conflict management. Psychologists are overworked because of the testing and working with families and staff. Pupil personnel workers do a tremendous amount with attendance, home visits, and helping parents. She was also pleased with speech pathologists because they work with students' processing issues that keep students on task.

Ms. Brandman asked about the issue of deployment and developing trusted relationships. How are the decisions made about school and central-office-based staff? Ms. Cox rephrased the question to ask if the school system was convinced that they are deploying staff in the most effective manner. Dr. Weast thought there was a bigger question than the deployment of staff, but it is a struggle with the operating budget. Staff is working on a better way for everyone to see their role by working in collaboration with each other. Working with the Strategic Plan and Board policy, staff is focused on continuous improvement. When that plan is in operation, there will be a way to target additional staff members who may need a level of specialized training.

Mr. Abrams pointed out that this is no different from any other business in terms of process engineering and adapting to increased needs with limited resources. However, he was curious about the engagement of parents in a constructive fashion and defining different roles of staff. Therefore, he thought management by exception would encompass the individual needs of a school and develop with constraints how resources are utilized. The multiplier effect utilizes resources from other agencies beyond the constraints of a governmental framework.

Ms. Brandman thought the Parent Advisory Council could ascertain what unique circumstances are in a community and think about ways to address that issue. Ms. Brandman asked if equal allotment of specialists, such as pupil personnel workers, translates to equitable. Mr. Zagami stated that last year staff reviewed the number of

schools, data on ESOL and FARMS, and school needs. They took time to study and reallocate the existing staff among the three field offices in order to meet the needs of students.

Ms. Brandman asked if there was a formula for adding pupil personnel workers and psychologists when a new school is opened. Has this been benchmarked with other systems? Mr. Zagami promised to supply that information.

Ms. Brandman pointed out that, in the discussion of qualitative parent participation and advocacy, MCCPTA stated that there should be guidelines on best practices.

Ms. Navarro thanked the staff for the presentation. This has been an area of great interest to her and the Board. It is hard to look at ratios and understand staffing, especially with demographic shifts in the county. It is important to have an in-depth snapshot to understand the interrelated departments and the capacity of the school system. She was not interested in the job descriptions, but the outcomes. How do we know we are succeeding? She agreed that everyone needs to take responsibility because the system will never reach the suggested ratio of staff to students. At a conference, there was a model where staff members were assigned a number of students for which they were responsible, like a case manager. Ms. Navarro said she was excited and hopeful as the school system collaborates [with stakeholders], internally and externally.

Mr. Abrams noted that there were parental surveys with a return rate of 36 percent in elementary schools. If the information was disaggregated, Mr. Abrams asked if there was anything indicating that there were other tools that would better serve the school system. Dr. Weast stated that when a person is hired into a position, he/she stays within the job description. However, if we all work together, we can engage children and adults.

Mr. Moskowitz asked about the Parent Advisory Council. What is the structure, number of people, and recruitment strategies? Ms. Alvez reported that there are 22 parents, and there will be four formal meetings throughout the year. The people were recommended from various organizations, the community superintendents, and focus groups.

Mr. Barclay asked how technology is used to make the work more efficient for the counselors and pupil personnel workers. Is the school system committing resources to make the work easier, such as transcripts and letters of recommendation. Mr. Zagami stated that the HAPIT is technology that helps counselors. In its first two years of HAPIT implementation, results have confirmed that counselors are identifying, encouraging, and placing students in rigorous courses. Dr. Weast stated that technology is being developed in order to allow staff to have more time to work with children.

Ms. Brandman said she was hearing two different strands: (1) parents who want to be involved and channeled in productive ways, and (2) parental outreach to help them be involved. Ms. Alvez thought that the Parent Academy Council will help in both aspects.

Ms. Navarro thanked staff for the presentation and acknowledged parents and staff in the audience.

RESOLUTION NO. 470-07 Re: **CLOSED SESSION RESOLUTION**

On recommendation of the superintendent and on motion of Ms. Cox seconded by Mr. Abrams, the following resolution was adopted unanimously by members present:

WHEREAS, The Board of Education of Montgomery County is authorized by the *Education Article* and *State Government Article* of the *Annotated Code of Maryland* to conduct certain meetings or portions of its meetings in closed sessions; now therefore be it

Resolved, That the Board of Education of Montgomery County conduct closed sessions on Tuesday, October 9, 2007, in Room 120 of the Carver Educational Services Center to meet from 9:00 to 10:00 a.m. and 12:00 to 2:00 p.m. to discuss personnel matters, as permitted under Section 10-508(a)(1) of the *State Government Article*; consult with counsel to obtain legal advice, as permitted by Section 10-508(a)(7) of the *State Government Article*; review and adjudicate appeals in its quasi-judicial capacity; and discuss matters of an administrative function outside the purview of the Open Meetings Act (Section 10-503(a) of the *State Government Article*); and be it further

Resolved, That such meetings shall continue in closed session until the completion of business.

RESOLUTION NO. 471-07 Re: **REPORT OF CLOSED SESSION**

On recommendation of the superintendent and on motion of Ms. Cox seconded by Mr. Abrams, the following resolution was adopted unanimously by members present:

On September 11, 2007, by unanimous vote of members present, the Board of Education voted to conduct a closed session, as permitted under the *Education Article* § 4-107 and *State Government Article* § 10-501, *et seq.*, of the *Annotated Code of Maryland*.

The Montgomery County Board of Education met in closed session on September 11, 2007, from 9:00 to 10:00 a.m. and 12:35 to 1:50 p.m., in Room 120 of the Carver Educational Services Center, Rockville, Maryland, and

1. Reviewed and considered the following appeals with a subsequent vote in open session in its quasi-judicial capacity outside the purview of the Open Meetings Act (Section 10-503(a) of the *State Government Article*): T-2007-37, T-2007-40, T-2007-41, 2007-46, 2007-49, 2007-50, 2007-51, 2007-52, 2007-53, 2007-55, 2007-56, 2007-58, and 2007-59.
2. Discussed the Human Resources Monthly Report and Appointment with a

- subsequent vote in open session, as permitted under Section 10-508(a)(1) of the *State Government Article*.
3. Received legal advice, as permitted under Section 10-508(a)(7) of the *State Government Article*.
 4. Discussed matters of an administrative function outside the purview of the Open Meetings Act (Section 10-503(a) of the *State Government Article*).

In attendance at the closed sessions were Steve Abrams, Aggie Alvez, Christopher Barclay, Steve Bedford, Larry Bowers, Shirley Brandman, Patrick Clancy, Sharon Cox, Judy Docca, Brian Edwards, Roland Ikheloa, Suzann King, Frieda Lacey, Joe Lavorgna, Susan Marks, Ben Moskowitz, Nancy Navarro, Patricia O'Neill, Brian Porter, Glenda Rose, and Jerry Weast.

RESOLUTION NO. 472-07 Re: **MINUTES**

On motion of Dr. Docca and seconded by Mr. Abrams, the following resolution was adopted unanimously by members present:

Resolved, That the Board of Education approve the minutes of its February 26, 2007, meeting.

RESOLUTION NO. 473-07 Re: **APPEALS**

On motion of Ms. Brandman and seconded by Mr. Abrams, the following resolution was adopted unanimously by members present:

WHEREAS, The Board of Education has met in closed session, and deliberated on appeals brought before its members acting in its quasi-judicial capacity under Section 10-503(a) of the *State Government Article*; now therefore be it

Resolved, That the Board of Education hereby decides the following appeals, reflective of the Board members' votes in closed session, the disposition of which will be recorded in the minutes of today's meeting:

<u>Appeal Number</u>	<u>Type</u>	<u>Disposition</u>
T-2007-43	Student Transfer	Affirmed
2007-57	Early Entrance to Kindergarten	Affirmed
2007-60	Early Entrance to Kindergarten	Affirmed
2007-61	Early Entrance to Kindergarten	Affirmed
2007-62	Early Entrance to Kindergarten	Affirmed

RESOLUTION NO. 474-07 Re: **SPECIAL EDUCATION CONTINUOUS IMPROVEMENT TEAM ADVISORY COMMITTEE**

On motion of the Ad Hoc Special Education Committee, the following resolution was adopted unanimously by members present:

WHEREAS, The Board of Education recognizes its obligation to special education students and their families to exercise oversight of the delivery of special education programs and services and to establish appropriate policies and approve appropriate funding; and

WHEREAS, On December 9, 2003, pursuant to Policy BMA (*Board of Education Advisory Committees*), the Board of Education adopted Resolution 621-03, creating the Board of Education's Special Education Continuous Improvement Team Advisory Committee (SECIT), with the following three-fold charge:

To continue to identify measurable indicators, desired outcomes, and key performance benchmarks of special education program equity and effectiveness, predicated on systemwide and school-level data; to develop guidelines for the dissemination of these identified measures countywide, their fusion in all school improvement plans, and their use in monitoring the equity and effectiveness of the delivery of services at the local school level; and to identify and foster the use of best practices throughout the Department of Special Education; and

WHEREAS, Since its inception, SECIT has been working diligently, consistent with the Board's charge, reviewing special education programs, meeting with the Board's Ad Hoc Committee on Special Education, and working with the Montgomery County Public Schools; and

WHEREAS, SECIT is still working toward fulfilling its charge to ensure that these benchmarks are incorporated into all school improvement plans and used effectively to monitor the delivery of services; and

WHEREAS, The SECIT has prepared an annual report with recommendations to the Board of Education; now therefore be it

Resolved, That the Board of Education adopts the recommendations of the SECIT Advisory Committee; and be it further

Resolved, That the Board of Education increase the membership of the advisory committee by adding two students.

Annual Report
Special Education Continuous Improvement Advisory Committee
Submitted to the Board of Education Ad Hoc Special Education Committee
July 1, 2007

The following is a report of the activities and recommendations of the MCPS Special Education Continuous Improvement Advisory Committee (known as the CIT) during the 2006–2007 school year. The CIT's activities were consistent with its three-fold charge: "To continue to identify measurable indicators, desired outcomes, and key performance benchmarks of special education program equity and effectiveness, predicated on systemwide and school-level data; to develop guidelines for the dissemination of these identified measures countywide, their infusion in all school improvement plans, and their use in monitoring the equity and effectiveness of the delivery of services at the local school level; and to identify and foster the use of best practices throughout the Department of Special Education."

Background on this year's activities. During this past year, the CIT met nine times (9-27-06, 10-25-06, 11-29-06, 1-24-07, 2-28-07, 3-28-07, 4-25-07, 5-23-07, and 6-20-07). During its first meeting, the CIT considered the 13 recommendations and four proposed activities that were generated by the 2005–2006 committee. Specifically, the CIT reconsidered the previous proposal to continue to examine best practices in special education and related services within MCPS. The 2006 annual report identified a number of practices that were recommended to be supported and expanded throughout MCPS. This year's CIT did not indicate a need for further identification of such practices, and that the issue was not finding exemplary practices, but ensuring that the practices were being used in all MCPS schools. Accordingly, the CIT determined that it would explore how both the practices identified as well as the *Special Education at a Glance* and the *Guide to Planning and Assessing School-based Special Education Programs in Special Education* could be infused into systemwide school improvement initiatives.

CIT activities for 2006–2007. The CIT began its work by reviewing and discussing with staff, the Strategic Plan for the Division of Special Education. The CIT discussed the alignment of the special education strategic goals with the overall system goals and school improvement activities. The CIT met twice with Dr. Michael P. Perich, coordinator of systemwide continuous improvement, Office of the Chief Operating Officer, to learn about the Baldrige Process and to discuss how *Special Education at a Glance* and the *Guide to Planning and Assessing School-based Special Education Programs in Special Education* could be incorporated into school improvement planning processes. Dr. Perich provided a number of suggestions for how to use the two documents, one of which was to align the data and the questions in the *Principal's Guide* with the "linkages" document used in the Baldrige school assessment process.

As a follow-up, the CIT invited Dr. Joan Carroll to discuss with the committee how to

include data and indicators from the above documents as well as the practices previously identified into the seven linkage areas: 1) student and stakeholder focus, 2) leadership, 3) strategic planning, 4) faculty and staff focus, 5) process management, 6) measurement, analysis, and knowledge management, and 7) organizational performance results.

From these discussions, the CIT developed three recommendations. In addition, since the CIT was given a one-year extension of its original charter which will terminate on June 30th, the committee discussed whether or not the CIT should continue, and if so, under what charge. Following are the recommendations of the 2006–2007 CIT to the Special Education Ad Hoc Committee of the MCPS Board of Education.

Recommendations

Since its inception the CIT has consistently focused its recommendations on the need for integration of special education initiatives into the overall school improvement efforts within MCPS. The original intent for developing the special education indicators and *Special Education at a Glance the Guide to Planning and Assessing School-Based Special Education Programs in Special Education* was to provide a systematic way to focus individual schools on a consistent set of special education program goals and successful practices. Both of the documents noted above are receiving a lot of attention from other large school districts. At least one, Charlotte-Mecklenburg, is considering developing its own document based on the MCPS indicators. Despite the efforts of the CIT over the years, we continue to find very uneven knowledge of the documents as well as the effective practices across the schools.

Therefore, the CIT strongly recommends to the Special Education Ad Hoc Committee of the MCPS Board of Education that it examine and consider the extent to which there is systemwide awareness and support for the special education initiatives with regard to indicators within schools. In addition, the CIT believes that greater collaboration and cooperation between special and general education is needed at all levels of the system in order to create collective responsibility within MCPS for students with disabilities. With this goal in mind, we offer the following recommendations:

1. Promote the use of both *Special Education at a Glance* and the *Guide to Planning and Assessing School-Based Special Education Programs in Special Education* systemwide through the following activities:
 - a. Embed these documents and the principles of effective special education practice in all school improvement initiatives offered by the Office of School Performance (OSP). We further recommend that school improvement training sessions involving teams of school personnel include special educators.
 - b. Include the documents and practices in the Office of School Performance monitoring calendar used to enhance their communication with schools.

- c. Include the documents and information in the training provided to aspiring principals and require each aspiring principal to develop a school “special education profile” that references current data in relation to the strategic goals for special education, and states how goals in the school improvement plan and action plan apply to students with disabilities.
 - d. Introduce and discuss the documents at a meeting of all community superintendents.
 - e. Obtain feedback from principals and other key school improvement staff on the usefulness of both documents as well as possible revisions.
2. Expand efforts to improve the communication and collaboration between general and special education teachers and, specifically, to expand the current joint training initiative offered to sixth grade general and special education teachers as part of the Middle School Reform to include all grade levels.
3. Develop a comprehensive plan for systemwide training and support of the principles of Universal Design, to include both professional development and adequate materials and resources.
4. Finally, the CIT recommends that the Ad Hoc Committee consider the continuation of this committee with the following changes to its charge and membership:
5. Charge: To advise the Special Education Ad Hoc Committee of the MCPS Board of Education and to provide formal recommendations regarding policy and practice in order to support the continuous improvement of special education in MCPS.
6. Membership: The CIT will comprise between 15–20 members, to include the following individuals:
 1. The director of Special Education
 2. Representative from the Office of School Performance
 3. Representative from the Office of Reporting and Regulatory Accountability
 4. Representative from the Office of Curriculum and Instructional Programs
 5. Representative from an institution of higher education
 6. 8–10 parents and community members: These individuals will be selected to represent the diversity of disability, race/ethnicity, and language that exists among students with disabilities in MCPS. Parents are defined as those who have a child with special education needs currently enrolled in MCPS; community members may be parents of students no longer in MCPS, representatives from agencies or organizations, and any other entity that supports the education of students with disabilities in MCPS.

7. 3 Principals/assistant principals representing elementary, middle, and high school
8. 1 special education teacher
9. 1 general education teacher

CIT members shall serve a maximum of three years and terms shall be staggered

Liaison: A representative of the Office of the Board of Education shall serve as liaison to the CIT to provide support.

RESOLUTION NO. 475-07

Re: **RESOLUTION ON THE COMPREHENSIVE MASTER PLAN**

On motion of Ms. Brandman and seconded by Mr. Abrams, the following resolution was adopted unanimously by members present:

WHEREAS, The *Bridge to Excellence in Public Schools Act* of 2003 requires school systems in Maryland to—

develop a five-year comprehensive master plan describing goals, objectives, and strategies to improve performance for all students;

- align the school district's budget with the master plan and show specifically how the use of resources will address the goals and objectives of the plan;
- address the *No Child Left Behind Act* achievement goals in the master plan; and
- ensure meaningful community involvement in the development of the master plan; and

WHEREAS, In addition to the specific requirements outlined above, the *Bridge to Excellence Act* allows the state superintendent to require local school boards to provide any other information without establishing a process to ensure its alignment with existing state and federal requirements or local school-system planning practices, which can be burdensome for local school systems; and

WHEREAS, The *Bridge to Excellence Act* prohibits a county board from implementing its comprehensive plan until it has been approved by the state superintendent, an awkward and problematic requirement since plans are submitted and approved significantly later than the start of the school year; and

WHEREAS, Senate Bill 907, *Budget Accountability – Master Plans and Evaluations*, passed into law in May 2007, amends the *Bridge to Excellence Act* to require county boards of education to submit specified annual updates to their comprehensive master plans to the state department of education on or before specified dates; repeals the provision of law authorizing the state board of education to withhold state funds from a county board under specified circumstances; and requires county boards of education to

submit comprehensive master plans to the state Department of Education on or before a specified date; thereby extending the requirements for updates of comprehensive master plans without addressing the concerns listed above; and

WHEREAS, When a local school system has a preexisting strategic plan that, in whole or substantial part, satisfies the requirements of the *Bridge to Excellence Act*, creating a separate comprehensive master plan, as has been required in the state of Maryland, is duplicative and an inefficient use of resources; and

WHEREAS, The Maryland Association of Boards of Education (MABE) supports accountability, fiscal responsibility, and requirements for reporting academic achievement using a management plan that aligns with school systems' budget decisions and planning needs but urges that implementation of these requirements avoid the imposition of duplicative and unnecessary obligations upon local school systems; now therefore be it

Resolved, That MABE encourages the Maryland State General Assembly to amend Section 5-401 of the Education Article of the Annotated Code of Maryland to—

- eliminate the state superintendent's ability to require additional information from local boards beyond the requirements of the *Bridge to Excellence Act*, without the approval of the General Assembly;
- eliminate the requirement that a county board cannot implement a plan until it is approved by the state superintendent; and
- require that a local school Board's strategic plan shall be presumed to satisfy the state's requirements for a comprehensive master plan as long as it describes the goals, objectives, and strategies that will be used to improve student achievement and meets state performance standards and local performance standards in each segment of the student population, as specified in the *Bridge to Excellence* responsibility to enhance the quality of education for all students.

Re: **NEW BUSINESS**

On motion of Ms. Cox and seconded by Mr. Abrams, the following resolution was adopted –unanimously by members present:

Resolved, That the Board of Education schedule a discussion at its October 9, 2007, meeting to clarify its understanding of priorities identified in Board testimony before the County Council on September 11, 2007.

Re: **NEW BUSINESS**

On motion of Ms. Cox and seconded by Mr. Abrams, the following new business item was introduced:

Resolved, That the Board of Education ask the superintendent to codify through regulation a review process that informs the Board regarding the alignment of outside audit projects with the pertinent requirements of the Education Article.

RESOLUTION NO. 476-07 Re: **ADJOURNMENT**

On recommendation of the superintendent and on motion of Mr. Moskowitz seconded by Ms. Brandman, the following resolution was adopted unanimously by members present:

Resolved, That the Board of Education adjourn its meeting of September 24, 2007, at 9:20 p.m.

PRESIDENT

SECRETARY

JDW:gr

**MONTGOMERY COUNTY BOARD OF EDUCATION
SUMMARY SHEET**

September 24, 2007

RESOLUTION FOR CLOSED SESSION 1

PLEDGE OF ALLEGIANCE 2

APPROVAL OF THE AGENDA 2

WALK TO SCHOOL DAY 2

PUBLIC COMMENTS 3

BOARD/SUPERINTENDENT COMMENTS 3

AWARD OF CONTRACTS—WALTER JOHNSON HIGH SCHOOL MODERNIZATION 4

AWARD OF CONTRACT—STRATHMORE ELEMENTARY SCHOOL GYMNASIUM 5

AWARD OF CONTRACT—WESTLAND MIDDLE SCHOOL ADDITION 6

**PRECONSTRUCTION/CONSTRUCTION MANAGEMENT SERVICES—
CRESTHAVEN ELEMENTARY SCHOOL MODERNIZATION 6**

ARCHITECTURAL APPOINTMENT—EAST SILVER SPRING ELEMENTARY SCHOOL ADDITION 7

ARCHITECTURAL APPOINTMENT—WHETSTONE ELEMENTARY SCHOOL FEASIBILITY STUDY 8

UTILIZATION OF THE FY 2008 PROVISION FOR FUTURE SUPPORTED PROJECTS FUNDS 9

**APPROVAL OF AMENDMENT 1 TO THE MONTGOMERY COUNTY PUBLIC SCHOOLS TAX-SHELTERED
SAVINGS PLAN 10**

HUMAN RESOURCES APPOINTMENT 10

ROLE OF STUDENT SERVICES AND PARENTAL INVOLVEMENT STAFF 11

CLOSED SESSION RESOLUTION 15

REPORT OF CLOSED SESSION 15

MINUTES 16

APPEALS 16

SPECIAL EDUCATION CONTINUOUS IMPROVEMENT TEAM ADVISORY COMMITTEE 16

RESOLUTION ON THE COMPREHENSIVE MASTER PLAN 21

NEW BUSINESS 22

ADJOURNMENT 23