

COUNCIL OF THE GREAT CITY SCHOOLS

EXECUTIVE COMMITTEE MEETING

OCTOBER 8, 2015

LONG BEACH, CA

COUNCIL OF THE GREAT CITY SCHOOLS

Executive Committee Meeting Agenda

**October 8, 2015
Long Beach**

October 8, 4:30 pm	EXECUTIVE COMMITTEE CONVENES	
	<ul style="list-style-type: none"> • Welcome and Introductions 	Page 4
	Opening of Executive Committee meeting and introductions.	
	<i>Richard Carranza, Chair of the Board</i>	
	<ul style="list-style-type: none"> • Minutes 	Page 12
	Consideration of minutes from the July 17-18 meeting of the Executive Committee in San Francisco and the March 15 meeting of the Board of Directors in Washington, DC.	Vote
	<i>Richard Carranza, Chair of the Board</i>	
	<ul style="list-style-type: none"> • Membership Subcommittee Report 	Page 29
	Report of the Membership Subcommittee.	
	<i>Pam Knowles, Membership Subcommittee Chair</i>	
	<ul style="list-style-type: none"> • By-Laws Subcommittee Report 	Page 36
	Report of the By-Laws Subcommittee.	
	<i>Keith Oliveira, By-Laws Subcommittee Chair</i>	
	<ul style="list-style-type: none"> • Audit Subcommittee Report 	Page 47
	Status report on the 2014-15 budget and the budget for 2015-16.	Vote
	<i>Kaya Henderson, Audit Subcommittee Chair</i>	

	<ul style="list-style-type: none"> • Conferences and Meetings 	Page 75
	Executive Committee and job-alike meetings, and major conferences in 2015 and 2016.	
	<i>Michael Casserly, Executive Director</i>	
	<ul style="list-style-type: none"> • Awards Programs 	Page 88
	Brief overview of the Council's annual awards programs.	
	<i>Michael Casserly, Executive Director</i>	
	<ul style="list-style-type: none"> • Office Move 	Page 123
	Discussion of upcoming Council office move.	
	<i>Michael Casserly, Executive Director</i>	
	<ul style="list-style-type: none"> • Strategic and Succession Planning 	Page 158
	Review of Parthenon Group findings and recommendations on strategic planning.	
	<i>Richard Carranza, Chair of the Board</i>	
5:30 pm	EXECUTIVE COMMITTEE BREAKS FOR AWARDS BANQUET	

ABOUT THE COUNCIL

COUNCIL OF THE GREAT CITY SCHOOLS

OUR VISION

Urban public schools exist to teach students to the highest standards of educational excellence. As the primary American institution responsible for weaving the strands of our society into a cohesive fabric, we — the leaders of America’s Great City Schools — see a future where the nation cares for all children, expects their best, appreciates their diversity, invests in their futures, and welcomes their participation in the American dream.

The Great City Schools are places where this vision becomes tangible and those ideals are put to the test. We will keep our commitments, and as we do and as society supports our endeavors, cities will become the centers of a strong and equitable nation, with urban public schools successfully teaching our children and building our communities.

OUR MISSION

It is the special mission of America’s urban public schools to educate the nation’s most diverse student body to the highest academic standards and prepare them to contribute to our democracy and the global community.

OUR GOALS

To educate all urban school students to the highest academic standards.

To lead, govern and manage our urban public schools in ways that advance the education of our children and inspire the public’s confidence.

To build a confident, committed and supportive urban community for raising the achievement of urban public schoolchildren.

COUNCIL OF THE GREAT CITY SCHOOLS

Executive Committee

2015-2016

OFFICERS

Chair of the Board: Richard Carranza, San Francisco Superintendent
Chair-Elect: Felton Williams, Long Beach School Board
Secretary/Treasurer: Kaya Henderson, District of Columbia Chancellor
Immediate Past-Chair: Jumoke Hinton Hodge, Oakland School Board

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Jose Banda, Sacramento Superintendent
JoAnn Brannon, Metro Nashville School Board
Juan Cabrera, El Paso Superintendent
Paul Cruz, Austin Superintendent
Darienne Driver, Milwaukee Superintendent
Doretha Edgecomb, Hillsborough County School Board
Lawrence Feldman, Miami-Dade County School Board
Eric Gordon, Cleveland CEO
Terry Grier, Houston Superintendent
Michael Hanson, Fresno Superintendent
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Barbara Jenkins, Orange County Superintendent
Pam Knowles, Portland School Board
Michael O'Neill, Boston School Board
Keith Oliveira, Providence School Board
Ashley Paz, Fort Worth School Board
Bolgen Vargas, Rochester Superintendent
Airick West, Kansas City School Board
Paula Wright, Duval County School Board

Ex Officio

Deborah Shanley, Brooklyn College CUNY Dean

COUNCIL OF THE GREAT CITY SCHOOLS
EXECUTIVE COMMITTEE
FY 2015-16

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COUNCIL OF THE GREAT CITY SCHOOLS
EXECUTIVE COMMITTEE
FY 2015-16

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COUNCIL OF THE GREAT CITY SCHOOLS
Board of Directors (as of October 2, 2015)

CITY	SUPERINTENDENTS	BOARD MEMBERS
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Anchorage	Ed Graff	Pat Higgins
Arlington	Marcelo Cavazos	Jaime Sullins
Atlanta	Meria Carstarphen	Leslie Grant
Austin	Paul Cruz	Gina Hinojosa
Baltimore	Gregory Thornton	Marnell Cooper
Birmingham	Kelley Castlin-Gacutan	Wardine Alexander
Boston	Tommy Chang	Michael O'Neill
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El Paso	Juan Cabrera	Dori Fenenbock
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Fresno	Michael Hanson	Lindsay Cal Johnson
Guilford County	Maurice Green	Rebecca M. Buffington
Hawaii Department of Education	Stephen Schatz	Donald G. Horner
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Houston	Terry Grier	Paula Harris
Indianapolis	Lewis Ferebee	Samuel Odle
Jackson	Cedrick Gray	Beneta Burt
Jacksonville	Nikolai P. Vitti	Paula Wright
Jefferson County	Donna Hargens	Diane Porter
Kansas City	Allan Tunis (Interim)	Airick West
Long Beach	Christopher Steinhauser	Felton Williams
Los Angeles	Ramon Cortines (Acting)	Steve Zimmer
Miami-Dade County	Alberto Carvalho	Lawrence Feldman
Milwaukee	Darrienne Driver	Michael Bonds
Minneapolis	Michael Goar (Interim)	Don Samuels
Nashville	Chris Henson (Interim)	JoAnn Brannon
Newark	Christopher Cerf	Antoinette Baskerville- Richardson
New Orleans	Henderson Lewis Jr.	N/A
New York City	Carmen Fariña	N/A
Norfolk	Michael Thornton (Acting)	Kirk T. Houston, Sr.
Oakland	Antwan Wilson	Jumoke Hinton Hodge
Oklahoma City	Rob Neu	Phil Horning
Omaha	Mark Evans	Lacey Merica

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Carole Smith
Christopher Maher (Interim)
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Patti Radle
Marne Foster
Jill Wynns
Rob Richardson
Harium Martin-Morris
Kevin Woods
Chris Varwig
N/A
Jeff Davis

COUNCIL OF THE GREAT CITY SCHOOLS

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Amanda Corcoran, Special Projects Manager
Jonathon Lachlan-Haché, Special Projects Specialist

MINUTES

EXECUTIVE COMMITTEE

**COUNCIL OF THE GREAT CITY SCHOOLS
MINUTES
EXECUTIVE COMMITTEE MEETING
SAN FRANCISCO, CA
JULY 17-18, 2015**

Friday, July 17, 2015

Present:

Officers:

Richard Carranza, Chair-elect, San Francisco Superintendent
Felton Williams, Chair-elect, Long Beach School Board
Kaya Henderson, Secretary/Treasurer, District of Columbia Chancellor

Members:

Tom Ahart, Des Moines Superintendent
Jose Banda, Sacramento Superintendent
Juan Cabrera, El Paso Superintendent
Paul Cruz, Austin Superintendent
Darienne Driver, Milwaukee Superintendent
Lawrence Feldman, Miami-Dade School Board
Eric Gordon, Cleveland CEO
Bill Isler, Pittsburgh School Board
Barbara Jenkins, Orange County Superintendent
Pam Knowles, Portland School Board
Keith Oliveira, Providence School Board
Michael O'Neill, Boston School Board
Ashley Paz, Fort Worth School Board
Deborah Shanley, Brooklyn College, CUNY Dean
Bolgen Vargas, Rochester Superintendent
Airick West, Kansas City School Board

Absent:

JoAnne Brannon, Metro Nashville School Board
Terry Grier, Houston Superintendent
Michael Hanson, Fresno Superintendent
Jumoke Hinton Hodge, Oakland School Board
Paula Wright, Duval County School Board

Richard Carranza, Chair of the Board of Directors, called the meeting to order at 2:00pm. Members introduced themselves and spoke about accomplishments and challenges in their districts. A quorum was established.

Minutes

Richard Carranza presented the minutes of the March 14, 2015 meeting of the Executive Committee and March 15, 2015 meeting of the Board of Directors at the Legislative Conference in Washington, DC. A motion to approve the minutes passed by voice vote.

Nominations

Proposed nominations to fill vacancies on the Executive Committee included—

- 1) Ashley Paz, Board Member from Fort Worth, to serve the unexpired term of Shanaysha Sauls, Board Member from Baltimore, whose term expires June 30, 2017.
- 2) Doretha Edgecomb, Board Member from Hillsborough County, to serve the unexpired term of Cecelia Adams, Board Member from Toledo, whose term expires June 30, 2018.

Richard Carranza then introduced his appointments to subcommittees and task forces for 2015-16.

A motion to approve all nominations and appointments passed by voice vote.

By-Laws Subcommittee

No report.

Audit Subcommittee

Michael Casserly, the organization's executive director, walked the Executive Committee through the financial documents provided in the committee materials, starting with the FY2014-15 budget and the organization's consolidated budget for FY2015-16. The report for FY14-15 included preliminary numbers that will be audited later this fall by Raffa, P.C., a Washington, D.C. based auditing firm. The organization continues to operate in positive financial territory and well within the guidelines of its required reserve fund of 50 percent of the budget.

Casserly also called the group's attention to the large carryover balance, which is the result of private foundation grants the organization has received. Casserly indicated that much of it will be spent down through the remainder of 2015 and part of 2016. At that point, the organization may receive additional grant funds or will begin pulling from its reserve.

Looking at the status of dues payments in FY14-15, Casserly informed the group that dues had been received from every member except for New Orleans, which is permanently waived. Casserly then briefly reviewed each of the grant-funded projects the Council is currently working on. The materials also included a general statement of the organization's financial assets, investments, and activities.

Casserly thanked the committee for its oversight and commitment to sustaining the organization. In response to a question, he informed the group that the support of vendors has been steady, and has mostly returned to pre-recession levels. The Urban Deans network, however, was in the red. With the help of Dean Shanley, efforts are being made to revamp the group. In response to another question about the possibility of structural deficits, Casserly informed the group that staff salaries currently supported by foundation grants would be reduced with personnel reductions if grants went away without replacement.

A motion to approve the audit committee report passed by voice vote.

Membership

Membership Subcommittee Chair Pam Knowles gave the report for the membership subcommittee. East Baton Rouge recently dropped its membership. Casserly informed the group that he had attempted to reach out to them, but they were unresponsive.

The Executive Committee then discussed the membership application of Arlington, TX, which had been rejected by the committee in March on the basis of their status as a city. A number of members had raised concerns about the decision, however. Committee materials included a chart developed a number of years ago that identified all eligible districts, and Arlington was listed. But the question remained—does the district have the urban characters that define the organization? Pam Knowles pointed out that in the future, the membership subcommittee should develop a more firm definition of what a city is for the purpose of Council membership.

A motion to approve Arlington for membership passed by voice vote.

The group then discussed a new membership request received from San Antonio, TX. A motion to approve San Antonio for membership passed by voice vote.

Finally, the committee requested that Council staff produce a new list of eligible districts.

Annual Report

Casserly presented the Council's Annual Report. One committee member suggested including a more complete list in future reports of all of the workshops and meetings the organization hosts throughout the year.

After discussion, a motion to approve the annual report passed by voice vote.

Executive committee members then received their individualized district reports, which detailed the services provided directly to each member district over the past year.

Conferences and Meetings

Casserly presented the meeting lineup for the remainder of 2015. The 2015 annual conference will be held in Long Beach, CA. Information on speakers and venues were

provided in committee materials. The organization had a record number of presentation proposals this year.

The 2016 conference will be held in Miami-Dade County; 2017 will be in Cleveland; and Baltimore has been chosen as the site for 2018. The Council will need to select a location for the 2019 conference. The Council received a bid from Louisville to host the conference in 2017, so staff needs to check to see if they are interested in hosting in 2019 instead.

The committee then set dates for its 2016 meetings—January 22 and 23 in El Paso, and July 22 and 23 in Boston.¹

Awards Programs

Casserly then presented information on the various Council awards programs. Applications for the Green-Garner Award, the Queen Smith Award, and the Shirley Schwartz Award were provided in committee materials. The deadline for submission of both the Queen Smith and Shirley Schwartz awards applications was August 28, 2015. Awards will be presented at the fall conference.

Pre-Legislative Briefing

In advance of the conference call with Jeff Simering and Manish Naik (the Council's legislative team) the next morning, Casserly briefed the group on the ESEA reauthorization process in Washington and Senate floor amendments to revise the Title I formula, the Council's main legislative priority.

Strategic and Succession Planning

Casserly described the history of the Council's strategic and succession planning efforts. The committee materials included a report by the Parthenon Group, who was employed about three years ago to analyze the strategic direction and work of the organization, including leadership succession steps.

Focusing on the concrete steps and recommendations on succession planning provided by the Parthenon Group, the committee discussed various approaches, including hiring someone directly into the executive director position, hiring a deputy, or hiring a potential successor. Several members suggested creating a small subgroup or task force of current officers and past chairs to actively address succession planning, develop specific steps for moving forward, and report back to the executive committee on a regular basis.

¹ The dates for the summer 2016 meeting of the Executive Committee were later changed, with the consent of the Executive Committee, to July 15-16, 2016.

Saturday, July 18, 2015

Legislation

Jeff Simering and Manish Naik updated the Executive Committee by phone on legislative developments. The briefing included developments around the school meals reauthorization and the possibility of another budget showdown in the fall. Simering and Naik also discussed the appropriations picture and the likelihood of increases to major education programs.

Simering and Naik then moved to the House and Senate ESEA reauthorizations. They described similarities and differences in the two bills along with differences among the education groups on various aspects of the reauthorization. Particular attention in the discussion was devoted to portability, maintenance of effort, English language learners, private school provisions, the Title I formula, block grants, and testing. A detailed description of what happened with the Burr Title I formula amendment on the Senate floor was given. Jeff Simering and Manish Naik then addressed committee member questions, and thanked members for their involvement.

Communications

Casserly reviewed recent Council press releases, articles, and editorials. The Council also conducts communications work around the common core. Committee materials included statistics on the usage of the latest round of PSAs and videos, along with other Council tools. Committee members praised the communication staff for their work.

Research

Casserly updated the committee on the status of the Council's testing survey. Summary data was provided in the materials, and disaggregated data was handed out to committee members.

The policy question for the committee was what to do with the findings? Committee members had a number of comments and requests, including clarifying what the number of testing days actually entails, updating/checking the data to ensure that all districts were represented, and looking at the alignment between curriculum and testing.

Casserly asked the group for guidance on how to release the data. The committee agreed that the report should not have district-by-district results, but that aggregated results should be released. The committee proposed following the report with a series of white papers on the issues that the report raises. One member suggested that we develop talking points or a press package for members to inform them about why the data are being released and guidance on how to drive the story effectively. Casserly informed the group that staff is considering bringing in an outside PR/media firm to help with the release.

In terms of a timeline, the committee reached consensus to release the report to the board of directors at the annual fall meeting, and then go live afterward.

Achievement

Eric Gordon, Cleveland schools CEO, gave the report of the Achievement Task Force. He indicated that the Curriculum and Research Directors meeting was wrapping up today. The final versions of the Grade Level Instructional Materials Evaluation Tools (GIMET) in ELA and mathematics were provided in the materials. Council staff is also working on an iPad app for these tools.

Casserly updated the group on the academic KPI project. In addition to performance indicators, the organization has collected information on a set of instructional cost indicators. These predictive and cost indicators were piloted in a small number of districts to test their viability and to gauge the feasibility of developing ROI measures on the results.

The policy question for the committee was whether to further build out this work. Members agreed that the data was eye-opening and extremely valuable—but could prove invaluable as urban schools tell the story about their progress. The committee also discussed the effort it took districts to collect the data. Darienne Driver, superintendent of the Milwaukee schools, one of the districts that piloted the data collect, attested to the fact that a cross functional team of eight staff members was required to gather the information. However, the effort helped the district build out their data dashboard, and provided a roadmap of what data they should be collecting. Committee members agreed that this type of data should inform the broader narrative about public education and help improve district performance, and that the Council should further develop the work.

Males of Color Initiative

Casserly shared with the group his disappointment with the overall quality and number of implementation plans received to follow up on district pledges to improve outcomes for males of color. Some members echoed their frustration and described what they were doing. Several members pointed out that they had plans that had clearly not been submitted for review. Follow up steps were discussed, including encouraging the members to submit their work and bringing staff leads together around the effort.

The Council has also been working on aligning select KPIs to elements of the pledge, which could be used to develop a separate dashboard of member district progress on raising minority male achievement.

Committee members ended the discussion by pledging to keep the Council more informed on district efforts.

Finally, the meeting materials contained a proposal for a partnership with the Pacific Educational Group (PEG) that the Committee didn't vote on at the last meeting. The proposal has been revised, but Committee members continued to voice their concerns over a partnership *per se*. The Committee agreed that districts should be free to select their own partners, rather than having a Council-recommended or endorsed partner, and that we should keep the focus on the work of the pledge itself.

A motion to reject the proposal passed by a voice vote.

Professional Development

Deb Shanley gave the report for the Professional Development Task Force. Shanley thanked Casserly and the Council staff for their assistance in overhauling the organization's work with urban colleges of education, and cited the BIRE meeting and HRD meeting as valuable venues for focusing on these partnerships.

She informed the Committee that a book will be coming out soon that focuses on Shirley Schwartz Award-winning partnerships between colleges of education and school districts.

Shanley also indicated that she is working to ensure that dues payments are made by members of the urban deans group. Shanley thanked Committee members who sent names of additional campuses she should contact.

Finally, Committee materials included information on the Deans for Impact group. This group is focused on tracking college of education graduates and measuring their impact upon entering member districts. This work was related to the CAEP commission and the accreditation work the committee had discussed previously.

Casserly then picked up the continuing conversation concerning the Council's role in providing training and support for district leaders and school board members. A number of proposals and options were included in the meeting materials, including the Harvard Graduate School of Education partnership, the Council's Urban School Executives program, and the Carol Johnson's proposal. The Committee then discussed what the name of a superintendent leadership and assistance proposal might be. Casserly indicated that the program might be named after Beverly Hall, the former superintendent of the Atlanta schools who died earlier this year. Committee members shared their thoughts and concerns, and ultimately decided to use the Council's name to brand the program, but to develop a scholarship in Dr. Hall's name. The group agreed that this was a good approach.

Bilingual Education

Keith Oliveira gave the report for the Bilingual Task Force. The Bilingual Directors meeting was held in May, and the agenda was provided in the Committee materials. The materials also provided an overview of the Council's various ELL initiatives, including the effort to work with publishers on improving the quality of ELL instructional materials. The pilot is now wrapping up, although the group is embarking on additional work on the procurement side of bilingual operations and in the area of mathematics materials.

The Council has also worked to collect information on the impact of unaccompanied minors on large urban districts, and has advocated on behalf of member districts to secure additional support and resources to handle their needs.

Finally, the Council recently released a Strategic Support Team report on ELL programming in Chicago, and hard copies were available to meeting participants.

Leadership, Governance, and Management

Bill Isler, Pittsburgh school board member, gave the report for the Leadership, Governance, and Management Task Force. Isler implored members to encourage their staff to complete the KPI data requests in the non-instructional area. Meeting materials also included an update on the ActPoint partnership, which indicated continuing difficulty by the company in marketing the indicators to small school districts.

Airick West, Kansas City school board member, then updated the group on the school board survey. This work arose from concerns about the level and quality of school board governance and leadership. Council staff will be sending surveys out over the next few weeks, and we are hoping to report on what the data reveal at the fall conference. West then asked for member support in pushing their boards to respond to these surveys.

Finance

No new business to report.

Office Move

Casserly then discussed the Council's upcoming office move. The organization has been headquartered at 1301 Pennsylvania Avenue for 22 years now, but it must now move as the building is being renovated. Council staff has looked at about 15 different spaces, all in the downtown area of Washington, D.C. We currently occupy about 6,500 square feet, but we are looking for 7,500 to 9,000 square feet to accommodate future growth.

Staff have narrowed the options down to five or six locations. We've also hired an architectural firm, and met with them to lay out preferences and specifications. The Committee materials included information on this firm, as well as information on the cost of the various office spaces we've viewed. Members reiterated their support for the Council finding high quality space for the staff.

Personnel

The Executive Committee then went into a closed session to discuss personnel actions.

The Chair adjourned the meeting at 4:00 pm.

Respectfully submitted:

Michael Casserly
Executive Director

BOARD OF DIRECTORS

**COUNCIL OF THE GREAT CITY SCHOOLS MINUTES
BOARD OF DIRECTORS MEETING
WASHINGTON, DC
MARCH 15, 2015**

Jumoke Hinton Hodge, Chair of the Board of Directors, called the meeting to order at 8:45 am. Present members introduced themselves. A quorum of the board was not immediately established, but was done so later in the meeting. All votes were ratified at that point.

Minutes

The chair presented the minutes of the October 25, 2014 meeting of the Board of Directors at the Annual Conference in Milwaukee, WI, and the January 23-24, 2015 meeting of the Executive Committee in Jacksonville, FL. A motion to approve the minutes passed by voice vote.

Nominations

Nominations Committee Chair Valeria Silva presented the nominations for officers and members of the executive committee for the 2015-16 term.

The slate of nominations included—

Officers

Richard Carranza, San Francisco Superintendent as the Chair of the Board
Felton Williams, Long Beach School Board, as the Chair-Elect
Kaya Henderson, District of Columbia Chancellor, as the Secretary/Treasurer
Jumoke Hinton Hodge, Oakland School Board, as Immediate Past Chair

Executive Committee Member for Renewed Term

Cecelia Adams, Toledo School Board, to serve a first three-year term beginning July 1, 2015 and ending June 30, 2018.

Confirmation of New Members

- 1) Darienne Driver, Milwaukee Superintendent, to serve the unexpired term of Health Morrison, whose term expires June 30, 2017
- 2) Barbara Jenkins, Orange County Superintendent, to serve the unexpired term of Winston Brooks, whose term expires June 30, 2017
- 3) Bolgen Vargas, Rochester Superintendent, to serve the unexpired term of John Deasy, whose term expires June 30, 2016
- 4) Juan Cabrera, El Paso Superintendent, to serve the unexpired term of Craig Witherspoon, whose term expires June 30, 2017.

Vacancies on the Executive Committee

- 1) Thomas Ahart, Des Moines Superintendent, to serve the unexpired term of the new Secretary/Treasurer, Kaya Henderson beginning July , 2015 and ending June 30, 2016

2) Paul Cruz, Austin Superintendent, to serve a first three-year term beginning July 1, 2015 and ending June 30, 2018.

A motion to approve all the nominations passed by voice vote.

Conferences and meetings

Michael Casserly, the Council's executive director, presented the meeting lineup for the remainder of 2015. The 2015 Annual Conference will be held in Long Beach, CA. He noted that the meeting will take place earlier than usual, October 7-11. All event venues are included in the board materials. Speakers are still being secured, and suggestions are welcome. A Call for Proposals for session presentations is now available.

The 2016 Annual Conference will be in Miami-Dade County, 2017 will be in Cleveland, and 2018 will be in Baltimore. The host city for 2019 is still being determined, although the Council has received a bid from Louisville.

Communications

Casserly reviewed all recent statements and press releases of the organization, as well as a sample of recent articles and editorials. He invited board members to inform staff if our media outreach or editorializing were not reflecting their interests or positions or meeting their needs. No concerns were expressed.

The board materials also included communications and information tools in support of the common core. The Council's latest three-minute video was played for the board. This video is available to members to share as they like. Other common core videos and tools from the Council have gained substantial traction. Our last PSA, for example, was viewed over 240 million times in an 18-month period. Usage reports were provided in the materials, along with a list of awards the organization has received for these and other outreach tools.

Casserly also indicated that the Bernard Harris Scholarship applications were now available. The deadline for applications was April 8. The board materials also included the latest edition of *The Urban Educator*.

Legislation

Legislative issues will be covered in greater detail at the afternoon briefing session and throughout the remainder of the legislative conference. Board materials included the Council's legislative platform on the reauthorization of ESEA. Casserly invited the group's comments and advice on these recommendations. Secretary of Education Arne Duncan will also join the group for lunch following the board meeting. Casserly then informed the group that a subset of the Executive Committee will be meeting with President Obama tomorrow morning at the White House to raise our concerns about ESEA and the proposed federal budget.

Research

The board materials provided an overview of research activities and several new reports, including the latest edition of *Beating the Odds*. Casserly indicated that this may be the last version of this report, given the advent of new common core assessments. Also included in the materials was a new report by the Council on the impact of federal school-improvement grants (SIG); a new report based on district implementation of the common core standards; and the Council pledge on black male achievement, along with a list of districts that had developed implementation plans to accompany their pledge. There was also a letter outlining the Council's partnership with the NBA around this issue. The initiative will start with team cities to see how these local partnerships go—then potentially expand to other cities. Casserly encouraged members to continue sending in their implementation plans.

Ray Hart, the Council's research director, then reviewed early findings from the organization's assessment survey. His report presented initial findings from a survey of district assessment practices, as well as a more in-depth analysis of the assessment landscape in a handful of districts. Analysis of the data will continue until we are confident that an accurate depiction of member testing practices has been captured.

Casserly indicated that staff had not yet determined how or when to release the report—whether to release it all at once, develop recommendations, etc. Staff would like to ask the still-to-be-named testing commission to help think through the recommendations and models based on survey results. The Board materials included a list of potential members of this testing commission. The Executive Committee recommended including external partners, but not organizations or groups that might have ulterior political motives or positions. Casserly welcomed feedback on the names so that we can go ahead and contact invitees. One board member suggested charging district representatives with naming a teacher representative from their districts, while another member cautioned against trying to represent too many groups' perspectives with the task force. Other suggestions included adding parents to the group.

Casserly then asked members to share their early common core assessment experiences with the group. Washington DC reported a largely successful and incident-free test administration. Orange County indicated that the initial rollout of the Florida assessment was not as smooth, with widespread questions about the validity of the tests. Cleveland reported having had a mixed start. San Francisco reported that administration of the SBAC has been relatively issue-free so far. Richard Carranza indicated that he sat with students during testing, took the tests himself, and involved the media. Seattle reported some technical glitches, but nothing major. The group also reported that opt-out numbers had been small so far.

The Board agreed to move forward with the proposed commission.

Achievement Task Force

Eric Gordon gave the report of the Achievement Task Force. This included updates on the assessment survey, the technology partnership with the University of Chicago, and

the draft GIMET—the grade-level instructional materials review rubrics. These grade-by-grade rubrics were designed to help operationalize the Publishers’ Criteria for alignment with the common core on a grade-by-grade basis. The rubrics were aligned with IMET, which was written by Student Achievement Partners with input from the Council, but GIMET goes deeper and is more specific.

The board of director’s materials also included an update on the academic KPI project. The Council currently has five pilot districts that are testing the indicators. The academic KPIs also incorporate indicators aligned to the black male pledge to allow us to track our progress in that area.

Casserly then updated the group on the Wallace foundation principal supervisor initiative, sharing preliminary themes from the Council’s site visits to six of the PSI districts over the last two months. The Curriculum and Research Directors’ meeting will also include these school management leaders to build additional opportunities for collaboration between curriculum staff and school-leadership units. A list of other upcoming workshops, seminars, and professional development opportunities was also provided in the board materials.

Professional Development Task Force

Deb Shanley gave the report of the Professional Development Task Force. The board materials included proposals from the Harvard University Graduate School of Education on joint superintendent and aspiring CAO institutes. There was also a proposal on a mentoring program for new superintendents submitted by Carol Johnson, former Boston superintendent, as well as a description of the Council’s urban school executives program.

Finally, the materials included the agenda from the recent Human Resources Directors’ meeting.

Bilingual Task Force

Keith Oliveira gave the report of the Bilingual Task Force. He summarized a number of ongoing Council initiatives.

To begin with, the Council released a publication last fall— a framework for raising expectations for ELLs and improving the quality of instructional materials. The Council has worked extensively with publishers to help them create higher-quality materials to meet the needs of ELLs. The organization is now entering the piloting phase of this work. Still, a number of publishers have dropped out at this point, and Casserly listed those publishers for the board.

In the area of unaccompanied minors, the Council is working with Congress and the Department of Education to make sure funds are available to support these children.

Finally, the bilingual section of the board materials included information on the upcoming BIRE meeting in Charlotte, NC.

Leadership, Management, and Governance Task Force

Jose Banda gave the report for the Leadership, Management, and Governance Task Force. Bob Carlson conducted a review of findings from Council strategic support teams over the years and identified major themes, which were discussed at the task force meeting. A paper describing the themes was included in the board's briefing materials.

In response to a question regarding work around supporting superintendent tenure and the development of effective urban school boards, Casserly responded that the organization had not yet found a convincing way to address the issues. Board members urged the Council to play a stronger role in setting performance indicators for school boards, helping to provide professional development, and developing evaluation approaches. A group of board members and superintendents met after the session to discuss additional steps that needed to be taken.

Finance Task Force

Board members congratulated Atlanta on earning the Council's financial management award.

Audit

The final audit report for the period of July 2013 to June 2014 was approved by the Executive Committee yesterday. Once again, the audit was completely clean, with no findings or exceptions. The board's briefing materials included the "Independent Auditors Report for FY2013-2014", the "Financial Reports for the General Operating Budget and Categorical Programs for FY2014-2015", and the "Proposed General Operating Budget for FY2015-2016", which was approved by the Executive Committee at the January meeting in Jacksonville. Casserly pointed out that the organization appears to have a fairly large cash reserve, which comes from foundation grants that will be spent down over the course of the calendar year.

Casserly also pointed out that the organization has some cash reserves in investment accounts that are not FDIC insured, although they are stable and the auditor does not have concerns. He assured the group that the accounts were monitored closely.

The audit section also provided a breakdown of the Council's expenditures through December 31, 2014, along with the status of dues payments. Casserly reported that except for New Orleans, all dues had been collected in 2014-15. Overall, the budget was on track to be balanced once again. Casserly indicated that the organization remains in good financial standing, thanks to the commitment of its members.

The Proposed Budget for FY2015-16 was moved to the Board of Directors for consideration. A motion to accept the audit report and proposed budget for FY2015-16 passed by voice vote.

By-Laws

No report.

Membership

The Council received two applications for membership—Arlington, TX, and Durham, NC. The Executive Committee decided not to accept either of these applications at this time. Durham clearly did not meet membership requirements, and there were questions about whether or not Arlington was an urban or a suburban district.

A motion to deny these membership requests passed by voice vote.

Strategic and Succession Planning

The discussion about strategic and succession planning was deferred to the next Board of Directors meeting.

In closing, Casserly thanked Jumoke Hinton Hodge for her service and leadership as Chair of the Board, and presented her with a crystal gavel.

He also thanked Valeria Silva, who will be rotating off the Executive Committee, and John McDonough, who will be leaving the Board of Directors, and presented them both with awards for their service.

The Chair adjourned the meeting at 12:05 pm.

Respectfully submitted:

Michael Casserly
Executive Director

SUBCOMMITTEE ON MEMBERSHIP

COUNCIL OF THE GREAT CITY SCHOOLS

Subcommittee on Membership

2015-2016

Subcommittee Goal

To review criteria and applications for membership, and recruit and retain members.

Chair

Pam Knowles, Portland School Board

Members

Thomas Ahart, Des Moines Superintendent
JoAnn Brannon, Nashville School Board
Juan Cabrera, El Paso Superintendent
Darienne Driver, Milwaukee Superintendent
Terry Grier, Houston Superintendent
Airick West, Kansas City School Board

Ex Officio

Richard Carranza, San Francisco Superintendent

COUNCIL OF THE GREAT CITY SCHOOLS

Membership by Region September, 2015

East (E)	Midwest (MW)	Southeast (SE)	West (W)
Boston	Arlington (TX)	Atlanta	Albuquerque
Bridgeport	Austin	Baltimore	Anchorage
Buffalo	Chicago	Birmingham	Fresno
Cincinnati	Dallas	Broward County	Hawaii
Cleveland	Denver	Charleston	Las Vegas
Columbus	Des Moines	Charlotte	Long Beach
Dayton	El Paso	Greensboro	Los Angeles
Detroit	Ft. Worth	Jackson	Oakland
Newark	Houston	Jacksonville	Portland
New York City	Indianapolis	Louisville	Sacramento
Philadelphia	Kansas City	Memphis-Shelby Cty	San Francisco
Pittsburgh	Milwaukee	Miami-Dade County	Seattle
Providence	Minneapolis	Nashville	San Diego
Rochester	Oklahoma City	New Orleans	Santa Ana
Toledo	Omaha	Norfolk	
	San Antonio	Orlando	
	St. Louis	Richmond	
	St. Paul	Palm Beach	
	Wichita	Tampa	
		Washington	
15	19	20	14

**DISTRICT APPLICANTS DENIED MEMBERSHIP,
2009-2017**

District Applicants 2009-2015

District	Year	Status
Rockford (IL)	2009	Denied
Socorro (TX)	2009	Denied
Salem (OR)	2009	Denied
Clayton County (GA)	2009	Denied
Durham Public Schools (NC)	2010	Denied
Washoe County	2010	Denied
Pinellas County (FL)	2010	Denied
Michigan Education Achievement Authority	2011	Denied
Durham Public Schools (NC)	2011	Denied
Dekalb County (GA)	2011	Denied
Eugene (OR)		Denied
Knox County (TN)		Denied
Fort Wayne (IN)	2012	Denied
Portland (ME)	2012	Denied
District U-46 (Elgin, IL)	2012	Denied
Newport News (VA)	2012	Denied
Sweetwater Union High School District (CA)	2013	Denied
Grand Rapids (MI)	2014	Denied
Dallas County Intermediate	2014	Denied
Savannah Chatham County	2014	Denied
Jennings (MO)	2014	Denied
Durham Public Schools (NC)	2015	Denied
Arlington (TX)	2015	Denied

DISTRICTS ELIGIBLE FOR MEMBERSHIP

Districts Eligible for Membership

District	State	Location City	Total Students	% FRPL	% Black	% White	% Hispanic
ALIEF ISD	TX	HOUSTON	45,783	81.7%	31.2%	3.5%	51.2%
AURORA, JOINT DISTRICT NO. 28	CO	AURORA	39,835	67.8%	17.6%	19.2%	53.7%
CORPUS CHRISTI ISD	TX	CORPUS CHRISTI	39,213	68.5%	4.1%	14.0%	79.0%
FAYETTE COUNTY	KY	LEXINGTON	39,250	46.8%	22.8%	56.2%	12.9%
HUMBLE ISD	TX	HUMBLE	37,095	33.7%	18.0%	44.7%	31.2%
KERN UNION HIGH	CA	BAKERSFIELD	37,070	58.8%	6.3%	25.3%	62.1%
LINCOLN PS	NE	LINCOLN	36,943	43.1%	6.3%	69.2%	12.1%
MESA UNIFIED	AZ	MESA	64,161	57.2%	4.3%	48.6%	39.5%
NORTH EAST ISD	TX	SAN ANTONIO	67,901	46.0%	7.2%	29.9%	56.1%
NORTHSIDE ISD	TX	SAN ANTONIO	100,159	53.2%	6.1%	19.1%	68.7%
PLANO ISD	TX	PLANO	55,185	27.3%	11.3%	41.4%	22.6%
POWAY UNF	CA	SAN DIEGO	35,196	13.9%	2.7%	52.4%	13.7%
RICHARDSON ISD	TX	RICHARDSON	38,043	57.9%	23.0%	28.1%	39.4%
RIVERSIDE UNF	CA	RIVERSIDE	42,560	64.1%	7.5%	25.4%	58.8%
SOCORRO ISD	TX	EL PASO	44,259	71.9%	2.3%	5.3%	91.0%
STOCKTON UNF	CA	STOCKTON	38,435	85.5%	11.4%	7.5%	61.7%
TUCSON UNIFIED DISTRICT	AZ	TUCSON	50,771	64.8%	5.5%	23.5%	62.1%
VA BEACH CITY PS	VA	VIRGINIA BEACH	70,259	31.8%	24.0%	51.8%	9.9%
YSLETA ISD	TX	EL PASO	43,680	80.9%	1.0%	2.7%	95.7%

Data Source: U.S. Department of Education, National Center for Education Statistics, Common Core of Data (CCD), Local Education Agency (School District) Universe Survey, 2012-13 v.1a; "Public Elementary/Secondary School Universe Survey" 2012-13 v.1a.

SUBCOMMITTEE ON BY-LAWS

COUNCIL OF THE GREAT CITY SCHOOLS

Subcommittee on By-Laws

2015-2016

Subcommittee Goal

To define the mission, responsibilities and composition of the Council's structural components within the framework of applicable laws and regulations.

Chair

Keith Oliveira, Providence School Board

Members

Jose Banda, Sacramento Superintendent
Larry Feldman, Miami-Dade County School Board
Eric Gordon, Cleveland CEO
Michael O'Neill, Boston School Committee
Bolgen Vargas, Rochester Superintendent
Paula Wright, Duval County School Board

Ex Officio

Richard Carranza, San Francisco Superintendent

CURRENT BY-LAWS

**BY-LAWS
OF THE
COUNCIL OF THE GREAT CITY SCHOOLS**

ARTICLE I: NAME

Section 1.01 Name. The Corporation shall be organized as non-profit and be known as the Council of the Great City Schools.

ARTICLE II: PURPOSE AND MISSION

Section 2.01 Purpose. The purpose of this Corporation shall be to represent the needs, challenges, and successes of major-city public school districts and their students before the American people and their elected and appointed representatives; and to promote the improvement of public education in these districts through advocacy, research, communications, conferences, technical assistance, and other activities that may also benefit other schools, school districts and students across the country.

Section 2.02 Mission. The Council of the Great City Schools, being the primary advocate for public urban education in America, shall:

- Articulate the positive attributes, needs and aspirations of urban children and youth;
- Promote public policy to ensure improvement of education and equity in the delivery of comprehensive educational programs;
- Provide the forum for urban educators and board members to develop strategies, to exchange ideas and information and to conduct research; and
- Create a national focus for urban education in cooperation with other organizations and agencies.

to ensure that the members of the Great City Schools meet the needs of the diverse urban populations they serve.

ARTICLE III: OFFICES

Section 3.01 Principal Office. The principal office of the Corporation shall be at 1301 Pennsylvania Avenue, Northwest, Suite 702, Washington, D.C. The location of the registered office of the Corporation shall be in the offices of the Corporation Trust System in Chicago, Illinois at 228 South LaSalle Street, Chicago, Illinois.

The Registered Agent of the Corporation shall be the Corporation Trust System in Chicago, Illinois and Washington, D.C.

ARTICLE IV: MEMBERSHIP

Section 4.01 Membership. A Board, Committee or Commission (hereafter referred to as "Board of Education") responsible for public education in cities with a population of two hundred fifty thousand (250,000) or more, and an enrollment in public elementary and secondary schools of thirty five thousand (35,000) or more in 1980 or which is the predominant Board of Education serving the largest urban city of each state regardless of the enrollment of the school district. If the Board of Education has jurisdiction over areas outside

the central city, then the enrollment of those areas may also be included for purposes of eligibility, but the population outside the central city shall not.

Provided the above criteria are met, the Executive Committee will examine the urban characteristics of each applicant city brought to it by the membership committee prior to submitting a recommendation for membership to the Board of Directors for final approval.

Such urban characteristics may include: children eligible for Title I of the Elementary and Secondary Education Act; children in families qualifying for T.A.N.F.; children who are English language learners; and children who are African American, Hispanic, Asian American, Native American, Alaskan Native or other racial minorities as classified by federal Civil Rights statutes.

The enrollment of school districts for purposes of membership in the organization shall be based on the official district enrollment reported to the state, however calculated.

A Board of Education may retain its membership by meeting its dues-paying obligations without regard to changes in population or enrollment. To remain in good standing, dues must be paid.

A district that has not paid its dues will be notified after one year of nonpayment that it will not receive services from the organization in the subsequent year. A district will be dropped from membership after two consecutive years of non-payment of dues and will be required to reapply for membership should it wish to rejoin the organization. The Executive Committee retains the right to levy a "reinstatement fee" in an amount the committee will determine as a condition of a district's rejoining the organization after its membership has otherwise lapsed or to waive such fees depending on the circumstances of the district. The Committee will annually review the status of all district dues and make determinations for needed action.

Section 4.02 Participation of Non-Member Cities. Non-member districts may, on approval of the Executive Committee, be involved in studies or other projects of the Council of the Great City Schools. Conditions for such participation shall be established by the Executive Committee.

Section 4.03 Participation of Former Board of Directors Members. Former members of the Board of Directors may be involved as non-voting members at conferences and may receive publications of the organization under conditions established by the Executive Committee.

Section 4.04 Colleges of Education. Colleges of Education located in or serving cities that are members of the Council of the Great City Schools may be represented *ex officio* on the Executive Committee and Board of Directors and may meet and confer with the Council on issues of joint concern as necessary.

ARTICLE V: ORGANIZATION AND ELECTIONS

Section 5.01 Board of Directors. The affairs of the Corporation shall be operated by the Board of Directors. Members of the Board of Directors are the officers of the corporation and the Superintendent of Schools and a member of the Board of Education officially designated by each Board of Education and the Chair of the Great City Colleges of Education. Each member of the Board of Directors shall vote as an individual. No proxies may be appointed to the Board of Directors for the purposes of constituting a quorum of the Board of Directors

or for purposes of voting on matters coming before the Board of Directors. A member of the Board of Directors who is unable to attend a board meeting may, in writing, addressed to the Chair, appoint a representative to attend such meeting for the sole purpose of reporting back to the board member on the business of the meeting.

Section 5.02 Officers.

- (a) Elected Officers.** The elected officers of the Corporation shall be the Chair, Chair-Elect, and Secretary/Treasurer. No person shall be elected to the same position for more than two successive years. The officers shall be elected annually by the Board of Directors from persons who have served on the Executive Committee. Officers and shall take office on the 1st of July following their election. If an officer is unable to complete a term, the Board of Directors shall fill the vacancy at the next meeting of the Directors. The Office of the Chair shall alternate generally between superintendents and Board of Education members. Where the Chair or Chair-Elect is a Board of Education member, he or she may continue to be Chair, or Chair-Elect and then Chair, as the case may be, even though he or she is no longer the designated Board of Education member for his or her school district; provided, however, that only the designated Board of Education member from his or her district shall be entitled to vote at Board of Directors meetings.
- (b) Non-Elected Officers.** The immediate past Chair shall serve as a non-elected, but voting officer of the Corporation. The Executive Director shall serve as a non-elected and non-voting officer of the Corporation.

Section 5.03 Executive Committee

- (a) Voting Members.** The voting members of the Executive Committee shall consist of the Chair, Chair-Elect, Secretary/Treasurer, Immediate Past Chair, and twenty (20) persons elected by the Board of Directors. The Executive Committee shall be elected by the Directors at the Annual Meetings of the membership on a staggered basis for terms of three years and shall take office on the 1st of July following their election. The maximum consecutive number of years that a member of the Board of Directors can serve on the Executive Committee shall be limited to the total of (i) the balance of an unexpired term to which, pursuant to subsection 5.03(e), he or she is appointed by the Executive Committee and is then elected by the Board of Directors; (ii) two three-year terms; and (iii) any additional consecutive years during which he or she serves as an officer of the Corporation.
- (b) Proxies.** No proxies may be appointed to the Executive Committee for purposes of constituting a quorum of the Executive Committee or for purposes of voting on matters to come before the Executive Committee. A member of the Executive Committee who is unable to attend a committee meeting may in writing, addressed to the Chair, appoint a representative to attend such meeting for the sole purpose of reporting back to the committee member on the business of the meeting.
- (c) Composition.** The Executive Committee and Officers of the Corporation shall have equal proportion of Superintendents and Board of Education Members; shall include geographic representation, race, gender, ethnicity, and attendance at Board of

Directors meetings as criteria for membership on the Executive Committee and for Officers of the Corporation. Attendance at Executive Committee meetings will be a criterion for renomination to the Executive Committee and for Officers of the Corporation. Failure to attend both the summer and winter meetings of the Executive Committee in any single calendar year may result in a member's replacement. No more than one person from each member district shall be nominated to the Executive Committee. In addition, the Chair of the Great City Colleges of Education shall serve as an *Ex Officio* non-voting member of the Executive Committee.

- (d) Responsibilities and Powers of the Executive Committee.** Except as to matters for which the General Not For Profit Corporation Act of 1986 of the State of Illinois, as amended from time to time, requires the approval of the members and to the extent not otherwise limited in these By-Laws and by resolution from time to time adopted by the Board of Directors, the Executive Committee shall have and may exercise all the authority of the Board of Directors, when the Board of Directors is not in session. The Executive Committee shall have power to authorize the seal of the Corporation to be affixed to all papers where required. Copies of the recorded minutes of the Executive Committee shall be transmitted to the Board of Directors. The Executive Committee shall have the power to contract with and fix compensation for such employees and agents as the Executive Committee may deem necessary for the transaction of the business of the Corporation, including but not limited to the Executive Director who shall serve as Assistant Secretary/Treasurer and disbursing agent of the Corporation. All salary rates shall be approved annually by a vote of the Executive Committee.
- (e) Vacancies.** Between meetings of the Board of Directors, the Executive Committee shall have and exercise the authority to fill vacancies on the Executive Committee on a temporary basis and to declare a vacancy on the Executive Committee if a member shall be unable to attend meetings of the Committee, or should no longer hold a Superintendency or be a member of a Board of Education in the membership. Appointments to such vacancies shall be confirmed by the Board of Directors at their next regular meeting.
- (f) Subcommittees of the Executive Committee.** There shall be three subcommittees of the Executive Committee: Audit, By-Laws, and Membership. These Committees and their chairpersons will be appointed by the Executive Committee upon the recommendations of the Chair.

Section 5.04 Task Forces of the Board of Directors. The Board of Directors may from time to time create Task Forces to address critical issues facing urban public education. A Chair and Co-Chair of each Task Force shall be appointed by the Chair of the Board and shall include one Superintendent and one School Board member, and may also include a representative of the Great City Colleges of Education. The mission, goals, products, and continuation of each Task Force shall be subject to annual review and concurrence by the Board of Directors. Recommendations of the Task Forces shall be posted and circulated to the Board of Directors within a reasonable time before its meetings in order to be considered.

Section 5.05 Nominations Committee.

(a) **Composition.** A Nominations Committee shall be chosen annually by the Chair to nominate officers and members of the Executive Committee. In order to ensure racial, ethnic and gender representation on all committees and subcommittees, the Chair shall use these criteria in establishing the Nominations Committee and all other committees and subcommittees. The Nominations Committee shall consist of the Immediate Past Chair of the Organization, who shall act as Chair of the Committee, and at least four other persons appointed by the Chair. The elected officers of the Corporation shall not serve on the Nominations Committee.

A majority of the members of the Nominations Committee shall be members of the Board of Directors who do not serve on the Executive Committee. The Nominations Committee shall have, to the extent possible, an equal number of Superintendents and Board of Education members, and in addition to being geographically representative, shall be balanced by race, ethnicity and gender.

(b) **Responsibilities and Procedures.** The Nominations Committee shall announce nominations at least 14 days before the date of the Board of Directors meeting at which such election will occur. Additional nominations may be made by written petition submitted to the Chairperson of the Nominations Committee at least 24 hours in advance of the start of the Business Meeting at which the election will take place. A written petition must have at least five written signatures from five Board of Directors members from at least five different member cities.

ARTICLE VI: EXECUTIVE DIRECTOR

Section 6.01 Duties and Responsibilities. An Executive Director shall be employed by the Executive Committee. In general, the responsibilities of the Executive Director shall be to organize and to coordinate the activities that form the basic program of the Corporation. The Executive Director shall function as the Chief Administrative Officer of the Corporation in accordance with policies established by the Executive Committee. The Executive Director shall be responsible for executing contracts in the name of the Corporation. The Executive Director shall serve as Assistant Secretary/Treasurer and disbursing agent of the Corporation.

Section 6.02 Fidelity Bond. The Executive Director shall be responsible for the acquisition and maintenance of a fidelity bond for all corporate officers and employees.

ARTICLE VII: CONFERENCE MEETINGS

Section 7.01 Conferences. The Board of Directors shall provide for at least one conference annually at which its members and staff shall meet to plan, discuss and hear reports of the organization. These meetings shall be determined and planned by the Executive Committee. The Conference may recommend to the Board of Directors problems and items for the Corporation's consideration.

Section 7.02 Time and Place of Meetings. Meetings of the Board of Directors and/or the Executive Committee shall be held at the call of the Chair, a majority of the Executive Committee, or one-third of the Board of Directors, and shall be held in the city of the registered office of the Corporation, or in member cities. The Board of Directors shall meet at least twice annually, once in the spring and once in the fall.

Section 7.03 Spring Directors Meeting. The spring meeting of the Board of Directors shall be held to elect officers, approve the annual budget, and transact such other matters of business as are necessary.

Section 7.04 Notices of Meetings. Written notices of the meetings of the Board of Directors and the Executive Committee shall be given at least fourteen (14) days prior to the date of the meeting.

Section 7.05 Quorum. The presence of one-third of the Board of Directors or a majority of elected Executive Committee members, respectively, shall constitute a quorum for the transaction of business, and unless otherwise provided in these By-Laws or by law, the act of a majority of The Board of Directors present or the act of a majority of elected Executive Committee members present at a meeting at which a quorum is present shall be an act of the Corporation.

Section 7.06 Organization. At every meeting of the Executive Committee, the Chair of the Board of Directors shall act as Chair. The Chair-Elect of the Board or other person designated by the Chair may chair the Executive Committee when the Chair is absent. The Executive Director or his or her designee shall serve as the Recording Secretary at all meetings of the Executive Committee and the Board of Directors.

Section 7.07 Press Policy. All meetings of the Corporation shall be open to the press and to the public. The Board of Directors or the Executive Committee, however, may by a majority vote declare a meeting closed.

ARTICLE VIII: FISCAL YEAR

Section 8.01 Fiscal Year. The fiscal year of the Corporation shall be from July 1st of each year to June 30th of the succeeding year.

Section 8.02 Audit. The accounts of the Corporation for each fiscal year shall be audited, and the financial reports verified annually by the Audit Committee of the Executive Committee. A written report of the Audit Committee shall be filed in the minutes of the meeting of the Corporation at which the report is submitted.

Section 8.03 Bond. The Officers and employees responsible for handling funds for the organization shall be bonded in an amount to be determined by the Executive Committee and premium shall be paid by the Corporation.

ARTICLE IX: FINANCES

Section 9.01 Financial Support. The Board of Directors shall determine the amount of the service charges and/or membership dues to be paid to the Corporation by Boards of Education in the membership. The Executive Committee shall review the membership dues structure and amounts in years ending in zero or five, and may recommend modifications to the Board of Directors.

Section 9.02 Grants. The Board of Directors shall be empowered to receive grants from foundations or other sources tendered to the Corporation.

Section 9.03 Receipts. All funds received are to be acknowledged by the Executive Director or his or her designee, and a monthly financial report is to be created internally for

management purposes and quarterly financial reports are to be submitted to the Executive Committee. Earmarked funds are to be carried in a separate account.

Section 9.04 Checks, Drafts, and Order for Payment of Money. Orders for payment of money shall be signed in the name of the corporation by such officers or agents as the Executive Committee shall from time to time designate for that purpose. The Executive Committee shall have the power to designate the officers and agents who shall have authority to execute any instruments on behalf of the Corporation.

Section 9.05 Disbursements. Checks written for amounts not exceeding \$100,000 shall be signed by the Executive Director or other persons authorized by the Executive Committee. Checks written in excess of \$100,000 shall be countersigned by the Executive Director and an officer.

Section 9.06 Contracts and Conveyances. When the execution of any contract or conveyance has been authorized by the Executive Committee, the Executive Director shall execute the same in the name and on behalf of the Corporation and may affix the corporate seal thereto.

Section 9.07 Borrowing. The Executive Committee shall have the full power and authority to borrow money whenever in the discretion of the Executive Committee the exercise of said power is required in the general interest of the Corporation. In such case, the Executive Committee may authorize the proper officers of the Corporation to make, execute and deliver in the name and on behalf of the Corporation such notes, bonds, and other evidence of indebtedness as the Executive Committee shall deem proper. No pledge or mortgage of the personal or real property of the Corporation is authorized unless by a resolution of the Board of Directors.

ARTICLE X: MISCELLANEOUS

Section 10.01 Amendments. These By-Laws may be altered, amended, or repealed, and new By-Laws may be adopted by a vote of a majority of the Board of Directors at any meeting for which there has been written notification fourteen (14) days prior to the meeting at which the By-Laws are proposed to be amended.

Section 10.02 Rules of Order. The parliamentary procedures governing meetings of the Board of Directors and the meetings of its committees and subcommittees shall to the extent not otherwise covered by these By-Laws, be those set out in the most current edition of *Robert's Rules of Order*.

APPROVED

April 19, 1961 Chicago, Illinois

REVISED

April 23, 1961 Philadelphia, Pennsylvania
March 25, 1962 Chicago, Illinois
November 4, 1962 Detroit, Michigan
April 12, 1964 Chicago, Illinois
November 20, 1964 Milwaukee, Wisconsin
March 20, 1966 Chicago, Illinois
April 9, 1967 Chicago, Illinois
November 10, 1967 Cleveland, Ohio
May 4, 1968 Boston, Massachusetts
December 7, 1968 Philadelphia, Pennsylvania
March 29, 1969 San Diego, California
May 9, 1970 Buffalo, New York
May 8, 1971 San Francisco, California
November 16, 1972 Houston, Texas
March 21, 1974 Washington, D.C.
October 18, 1974 Denver, Colorado
May 21, 1975 Washington, D.C.
November 21, 1976 Chicago, Illinois
May 20, 1979 Los Angeles, California
November 4, 1979 New York City, New York
May 21, 1983 Philadelphia, Pennsylvania
March 18, 1984 Washington, D.C.
March 8, 1987 Washington, D.C.
March 11, 1989 Washington, D.C.
November 9, 1990 Boston, Massachusetts
Revised- March 17, 1991 Washington, D.C.
March 15, 1992 Washington, D.C.
October 30, 1992 Milwaukee, Wisconsin
March 14, 1993 Washington, D.C.
October 29, 1993 Houston, Texas
July 8, 1995 San Francisco, California
March 21, 1999 Washington, D.C.
October 14, 1999 Dayton, Ohio
March 18, 2001 Washington, D.C.
March 12, 2005 Washington, D.C.
July 29, 2005 Portland, Oregon
March 16, 2008 Washington, D.C.
October 21, 2010 Tampa, Florida
October 26, 2011 Boston, Massachusetts
March 19, 2012 Washington, D.C.
March 23, 2014 Washington, D.C.

SUBCOMMITTEE ON AUDIT

COUNCIL OF THE GREAT CITY SCHOOLS

Subcommittee on Audit

2015-2016

Subcommittee Goal

To review and report on Council budgetary matters, and ensure the proper management of Council revenues.

Chair

Kaya Henderson, District of Columbia Chancellor

Members

Paul Cruz, Austin Superintendent

Michael Hanson, Fresno Superintendent

Jumoke Hinton Hodge, Oakland School Board

Bill Isler, Pittsburgh School Board

Barbara Jenkins, Orange County Superintendent

Felton Williams, Long Beach School Board

Ex Officio

Richard Carranza, San Francisco Superintendent

2014-2015 BUDGET

**COMBINED REPORT
GENERAL OPERATIONS
AND
CATEGORICAL PROGRAMS**

**ESTIMATED TOTALS
FOR
FISCAL YEAR 2014-2015**

ENDING JUNE 30, 2015

THE COUNCIL OF THE GREAT CITY SCHOOLS
PRELIMINARY REVENUE AND EXPENSE REPORT FOR FY14-15

COMBINED GENERAL OPERATIONS AND CATEGORICAL PROGRAMS

	GENERAL OPERATIONS FY14-15	CATEGORICAL PROGRAMS FY14-15	PRELIMINARY COMBINED TOTAL
REVENUE			
MEMBERSHIP DUES	\$2,730,360.00	\$ 9,000.00	\$ 2,739,360.00
GRANTS AND CONTRACTS	\$0.00	\$ 797,363.94	\$ 797,363.94
SPONSOR CONTRIBUTION	\$40,000.00	\$ 1,201,185.00	\$ 1,241,185.00
REGISTRATION FEES	\$0.00	\$ 421,645.00	\$ 421,645.00
INTEREST AND DIVIDENDS	\$524,148.33	\$ -	\$ 524,148.33
ROYALTIES AND OTHER INCOME	\$0.00	\$ 41,383.33	\$ 41,383.33
TOTAL REVENUE	\$ 3,294,508.33	\$ 2,470,577.27	\$ 5,765,085.60
EXPENSES			
SALARIES & FRINGE BENEFITS	\$1,700,122.59	\$ 1,306,059.78	\$ 3,006,182.37
OTHER INSURANCE	\$20,245.68	\$ -	\$ 20,245.68
TRAVEL & MEETINGS	\$58,850.02	\$ 1,129,633.53	\$ 1,188,483.55
GENERAL SUPPLIES	\$22,301.41	\$ 377.79	\$ 22,679.20
SUBSCRIPTION & PUBLICATIONS	\$15,192.28	\$ 3,641.53	\$ 18,833.81
COPYING & PRINTING	\$125,785.83	\$ 70,560.85	\$ 196,346.68
OUTSIDE SERVICES	\$586,399.08	\$ 1,613,428.38	\$ 2,199,827.46
TELEPHONE	\$36,973.00	\$ 4,978.47	\$ 41,951.47
POSTAGE & SHIPPING	\$4,472.81	\$ 15,473.96	\$ 19,946.77
EQUPT LEASE MAINT & DEP	\$17,336.05	\$ -	\$ 17,336.05
OFFICE RENT & UTILITIES	\$311,438.00	\$ -	\$ 311,438.00
UNCOLLECTED REVENUE	\$150,000.00	\$ -	\$ 150,000.00
EXPENSES ALLOCATED TO PROJECTS	(\$578,305.42)	\$ 578,305.42	\$ -
TOTAL OPERATING EXPENSES	\$ 2,470,811.33	\$ 4,722,459.71	\$ 7,193,271.04
REVENUE OVER EXPENSES	\$ 823,697.00	\$ (2,251,882.44)	\$ (1,428,185.44)
ADJUSTMENTS:			
NET ASSETS, BEGINNING OF YEAR	\$ 5,076,039.62	\$ 5,265,411.50	\$ 10,341,451.12
NET GAIN/(LOSS) ON INVESTMENT	\$ (307,805.36)	\$ -	\$ (307,805.36)
PROJECTS IN-KIND CONTRIBUTION	\$ (107,142.38)	\$ 107,142.38	\$ -
COMPLETED PROJECTS	\$ 373,295.91	\$ (373,295.91)	\$ -
NET ASSETS, END OF YEAR	\$ 5,858,084.79	\$ 2,747,375.53	\$ 8,605,460.32

**GENERAL OPERATIONS
BUDGET REPORT**

**ESTIMATED TOTALS
FOR
FISCAL YEAR 2014-2015**

ENDING JUNE 30, 2015

COUNCIL OF THE GREAT CITY SCHOOLS
FY 2014-15 Membership Dues

STATUS OF MEMBERSHIP DUES AS OF June 30, 2015

DISTRICT	NOT PAID	PAID	Date Rec'd FY14-15	Date Rec'd FY13-14	Date Rec'd FY12-13	Date Rec'd FY11-12	
1 Albuquerque		\$41,793	7/21/2014	7/22/2013	6/19/2012 ***	6/21/2011 ***	
2 Anchorage		\$36,571	6/3/2014 ***	7/2/2013	6/14/2012 ***	7/7/2011	
3 Atlanta		\$36,571	8/11/2014	7/16/2013	6/15/2012 ***	5/25/2011 ***	
4 Austin		\$41,793	3/2/2015	6/11/2013 ***	6/14/2012 ***	5/25/2011 ***	
5 Baltimore		\$41,793	7/23/2014	8/13/2013	7/18/2012	7/11/2011	
6 Birmingham		\$36,571	6/30/2014 ***	5/30/2013 ***	2/27/2013	6/16/2011 ***	
7 Boston		\$41,793	8/11/2014	8/7/2013	8/24/2012	8/9/2011	
8 Bridgeport		\$29,548	6/26/2014 ***	6/17/2013 ***	3/20/2012 ***		
9 Broward County		\$53,983	9/23/2014	8/2/2013	9/6/2012	9/14/2011	
10 Buffalo		\$36,571	8/18/2014	8/6/2013	10/24/2012	9/16/2011	
11 Charleston County		\$36,571	3/2/2015	8/6/2013	3/13/2013	9/9/2011	
12 Charlotte-Mecklenburg		\$47,016	6/13/2014 ***	6/7/2013 ***	6/19/2012 ***	5/25/2011 ***	
13 Chicago		\$53,983	2/17/2015	10/4/2013	11/14/2012	6/23/2012	
14 Cincinnati		\$36,571	2/10/2015	10/23/2013	7/12/2012	1/11/2012	
15 Clark County		\$53,983	7/31/2014	2/11/2014	7/24/2012	7/7/2011	
16 Cleveland		\$36,571	6/30/2014 ***	6/17/2013 ***	7/30/2012	11/15/2011	
17 Columbus		\$41,793	8/29/2014	7/22/2013	9/12/2012	3/22/2012	
18 Dallas		\$47,016	7/21/2014	7/19/2013	6/19/2012 ***	6/2/2011 ***	
19 Dayton		\$36,571	9/18/2014	4/4/2014	8/24/2012	8/9/2011	
20 Denver		\$41,793	8/4/2014	7/22/2013	7/12/2012	8/29/2011	
21 Des Moines*		\$29,548	6/17/2014 ***	7/16/2013	7/18/2012	11/30/2011	
22 Detroit		\$47,016	11/21/2014	5/23/2014	1/3/2013	10/14/2011	
23 Duval County		\$47,016	8/4/2014	9/3/2013	8/8/2012	8/29/2011	
24 East Baton Rouge		\$36,571	8/8/2014	10/7/2013	did not pay	did not pay	
25 El Paso		\$41,793	2/17/2015	4/22/2014	not a member		
26 Fort Worth		\$41,793	2/25/2015	10/7/2013	8/31/2012	3/8/2012	
27 Fresno		\$41,793	9/3/2014	8/27/2013	8/24/2012	9/14/2011	
28 Greensboro(Guilford Cty)		\$41,793	10/3/2014	10/23/2013	8/14/2012	5/15/2012	
29 Hawaii		\$47,016	11/25/2014	new	not a member		
30 Hillsborough County (Tampa)		\$47,016	7/23/2014	7/22/2013	7/24/2012	8/9/2011	
31 Houston		\$53,983	7/7/2014	7/19/2013	8/14/2012	8/2/2011	
32 Indianapolis		\$36,571	7/7/2014	11/6/2013	7/12/2012	7/11/2011	
33 Jackson, MS		\$36,571	8/11/2014	2/10/2014	did not pay	did not pay	
34 Jefferson County		\$41,793	8/4/2014	8/13/2013	8/6/2012	8/12/2011	
35 Kansas City, MO		\$36,571	9/15/2014	3/19/2014	8/31/2012	5/31/2011 ***	
36 Long Beach		\$41,793	8/11/2014	9/10/2013	8/1/2012	8/12/2011	
37 Los Angeles		\$53,983	8/8/2014	3/13/2014	3/15/2013	3/26/2012	
38 Miami-Dade County		\$53,983	8/4/2014	7/22/2013	8/24/2012	8/9/2011	
39 Milwaukee		\$47,016	6/23/2014 ***	7/31/2013	6/19/2012 ***	6/21/2011 ***	
40 Minneapolis		\$36,571	9/18/2014	11/6/2013	9/25/2012	9/7/2011	
41 Nashville		\$41,793	7/23/2014	8/1/2013	7/24/2012	7/14/2011	
42 New Orleans	\$41,793		did not pay	did not pay	did not pay	did not pay	
43 New York City		\$53,983	10/1/2014	2/24/2014	1/18/2013	12/23/2011	
44 Newark		\$36,571	2/6/2015	11/26/2013	12/16/2013	4/26/2012	
45 Norfolk		\$36,571	9/15/2014	4/4/2014	2/27/2013	9/9/2011	
46 Oakland		\$36,571	6/19/2014 ***	7/16/2013	9/17/2012	2/3/2012	
47 Oklahoma City		\$36,571	8/12/2014	did not pay	8/14/2012	8/12/2011	
48 Omaha		\$36,571	6/20/2014 ***	6/25/2013 ***	7/13/2012	6/7/2011 ***	
49 Orange County, FL		\$47,016	6/2/2014 ***	6/4/2013 ***	7/31/2012	6/7/2011 ***	
50 Palm Beach County		\$47,016	2/10/2015	2/18/2014	9/12/2012	3/13/2012	
51 Philadelphia		\$53,983	2/12/2015	10/4/2013	9/28/2012	11/18/2011	
52 Pittsburgh		\$36,571	7/11/2014	5/24/2013 ***	6/28/2012 ***	5/25/2011 ***	
53 Portland		\$36,571	6/20/2014 ***	7/11/2013	6/14/2012 ***	5/31/2011 ***	
54 Providence*		\$29,548	1/21/2015	2/18/2014	9/18/2012	7/25/2011	
55 Richmond		\$36,571	6/11/2014 ***	3/31/2014	6/15/2012 ***	5/25/2011 ***	
56 Rochester		\$36,571	6/11/2014 ***	6/11/2013 ***	6/14/2012 ***	5/25/2011 ***	
57 St. Louis		\$36,571	8/11/2014	3/27/2014	8/13/2013	did not pay	
58 St. Paul		\$36,571	7/3/2014	7/5/2013	6/15/2012 ***	5/25/2011 ***	
59 Sacramento		\$36,571	8/1/2014	10/15/2013	8/8/2012	7/25/2011	
60 San Diego		\$47,016	8/1/2014	8/1/2013	3/1/2013	8/26/2011	
61 San Francisco		\$41,793	7/31/2014	8/1/2013	8/17/2012	7/27/2011	
62 Santa Ana		\$41,793	8/11/2014	3/4/2014	8/8/2012	not a member	
63 Seattle		\$36,571	7/23/2014	6/4/2013 ***	3/1/2013	6/27/2011 ***	
64 Shelby County		\$47,016	8/11/2014	did not pay	8/24/2012	8/29/2011	
65 Toledo		\$36,571	8/11/2014	7/18/2013	8/14/2012	9/9/2011	
66 Washington, D.C.		\$41,793	7/23/2014	7/5/2013	9/27/2012	5/30/2012	
67 Wichita		\$36,571	6/17/2014 ***	6/17/2013 ***	6/19/2012 ***	6/16/2011 ***	
Total	\$41,793	\$2,730,360		14	11	14	17

*Largest city in the state
*** Prepaid members

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2014-15

BY FUNCTION

	AUDITED REPORT FY13-14	REVISED BUDGET FY14-15	PRELIMINARY TOTALS FY14-15
GENERAL OPERATING REVENUE			
MEMBERSHIP DUES	\$2,510,078.50	\$2,730,360.00	\$2,730,360.00
GRANTS AND CONTRACTS	0.00	0.00	0.00
SPONSOR CONTRIBUTION	10,000.00	40,000.00	40,000.00
REGISTRATION FEES	0.00	0.00	0.00
INTEREST AND DIVIDENDS	229,638.40	425,000.00	524,148.33
ROYALTIES AND OTHER INCOME	361.23	300.00	0.00
TOTAL REVENUE	<u>\$2,750,078.13</u>	<u>\$3,195,660.00</u>	<u>\$3,294,508.33</u>
GENERAL OPERATING EXPENSES			
ADMIN AND FINANCIAL MANAGEMENT	\$1,097,913.69	\$1,172,883.66	\$1,154,268.17
EXECUTIVE LEADERSHIP	\$491,994.63	570,198.35	479,613.25
FUNDRAISING ACTIVITIES	\$45,075.20	48,000.00	22,030.85
LEGISLATIVE ADVOCACY	\$482,306.96	511,062.39	636,851.89
CURRICULUM & INSTRUCTION	\$59,187.37	149,000.00	82,160.00
PUBLIC ADVOCACY	\$411,118.96	492,178.29	451,869.25
MEMBER MANAGEMENT SERVICES	\$200,521.30	231,413.49	131,949.37
POLICY RESEARCH	\$255,549.17	251,563.82	90,373.98
INDIRECT EXPENSES FROM PROJECTS	<u>(\$475,733.72)</u>	<u>(830,640.00)</u>	<u>(578,305.42)</u>
TOTAL OPERATING EXPENSES	<u>\$2,567,933.56</u>	<u>\$2,595,660.00</u>	<u>\$2,470,811.33</u>
REVENUE OVER EXPENSES	<u>\$182,144.57</u>	<u>\$600,000.00</u>	<u>\$823,697.00</u>
ADJUSTMENTS:			
OPERATIONS CARRYOVER BALANCE	\$7,765,234.25		\$10,341,451.12
CATEGORICAL PROG NET REVENUE	\$1,935,654.75		\$ (2,251,882.44)
NET GAIN/(LOSS) ON INVESTMENT	<u>\$458,417.55</u>		<u>\$ (307,805.36)</u>
ENDING BALANCE	<u><u>\$10,341,451.12</u></u>		<u><u>\$8,605,460.32</u></u>

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2014-15

BY EXPENSE LINE

	AUDITED REPORT FY13-14	REVISED BUDGET FY14-15	PRELIMINARY TOTALS FY14-15
GENERAL OPERATING REVENUE			
MEMBERSHIP DUES	\$2,510,078.50	\$2,730,360.00	\$2,730,360.00
GRANTS AND CONTRACTS	0.00	0.00	0.00
SPONSOR CONTRIBUTION	10,000.00	40,000.00	40,000.00
REGISTRATION FEES	0.00	0.00	0.00
INTEREST AND DIVIDENDS	229,638.40	425,000.00	524,148.33
ROYALTIES AND OTHER INCOME	361.23	300.00	0.00
TOTAL REVENUE	\$2,750,078.13	\$3,195,660.00	\$3,294,508.33
GENERAL OPERATING EXPENSES			
SALARIES & FRINGE BENEFITS	\$1,888,295.84	\$2,150,000.00	\$1,700,122.59
OTHER INSURANCE	17,829.86	20,000.00	20,245.68
TRAVEL & MEETINGS	62,243.69	70,000.00	58,850.02
GENERAL SUPPLIES	21,605.04	30,000.00	22,301.41
SUBSCRIPTION & PUBLICATIONS	19,054.75	20,000.00	15,192.28
COPYING & PRINTING	130,589.71	150,000.00	125,785.83
OUTSIDE SERVICES	376,311.10	498,000.00	586,399.08
TELEPHONE	37,865.69	40,000.00	36,973.00
POSTAGE & SHIPPING	5,983.40	10,000.00	4,472.81
EQPT LEASE MAINT & DEPRECIATION	14,767.82	20,000.00	17,336.05
OFFICE RENT & UTILITIES	280,620.38	318,300.00	311,438.00
ALLO FOR UNCOLLECTED REVENUE	188,500.00	100,000.00	150,000.00
INDIRECT EXPENSES FROM PROJECTS	(475,733.72)	(830,640.00)	(578,305.42)
TOTAL OPERATING EXPENSES	\$2,567,933.56	\$2,595,660.00	\$2,470,811.33
REVENUE OVER EXPENSES	\$182,144.57	\$600,000.00	\$823,697.00
ADJUSTMENTS:			
OPERATIONS CARRYOVER BALANCE	\$7,765,234.25		\$10,341,451.12
CATEGORICAL PROG NET REVENUE	\$1,935,654.75		(\$2,251,882.44)
NET (GAIN)/LOSS ON INVESTMENT	\$458,417.55		(\$307,805.36)
ENDING BALANCE	\$10,341,451.12		\$8,605,460.32

(07/01/15)
(4th QTR FY2014-15)

THE COUNCIL OF THE GREAT CITY SCHOOLS
GENERAL OPERATING BUDGET
FOR FY 2013-14
AUDITED TOTALS FOR FISCAL YEAR ENDING JUNE 30, 2014

	FINANCE & ADMIN (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE ADVOCACY (13)	CURRICULUM & INSTRUCTION (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	RESEARCH ADVOCACY (17)	AUDITED TOTAL (7/1/13-06/30/14)
SALARIES & FRINGE BENEFITS	\$381,533.41	\$438,836.89	\$45,075.20	\$356,196.06	\$0.00	\$293,207.50	\$151,018.53	\$222,428.25	\$1,888,295.84
OTHER INSURANCE	17,829.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,829.86
TRAVEL & MEETINGS	7,323.87	33,964.69	0.00	1,814.05	0.00	3,352.98	2,526.47	13,261.63	62,243.69
GENERAL SUPPLIES	21,605.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21,605.04
SUBSCRIPTION & PUBLICATIONS	2,223.70	1,099.00	0.00	9,517.33	0.00	4,046.84	0.00	2,167.88	19,054.75
COPYING & PRINTING	26.20	8,867.91	0.00	0.00	0.00	104,670.20	6,407.12	10,618.28	130,589.71
OUTSIDE SERVICES	166,654.27	1,128.00	0.00	110,156.38	59,089.12	1,834.35	36,855.00	593.98	376,311.10
TELEPHONE	13,995.49	6,492.97	0.00	4,370.08	24.66	3,136.14	3,645.49	6,200.86	37,865.69
POSTAGE & SHIPPING	2,833.65	1,605.17	0.00	253.06	73.59	870.95	68.69	278.29	5,983.40
EQPT LEASE MAINT & DEP	14,767.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,767.82
OFFICE RENT & UTILITIES	280,620.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	280,620.38
ALLO FOR UNCOLLECTED REVENUE	188,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	188,500.00
EXPENSES ALLOCATED TO PROJECTS	(475,733.72)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(475,733.72)
TOTAL OPERATING EXPENSES	\$622,179.97	\$491,994.63	\$45,075.20	\$482,306.96	\$59,187.37	\$411,118.96	\$200,521.30	\$255,549.17	\$2,567,933.56
	\$475,733.72								
	<u>\$1,097,913.69</u>								

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 REVISED BUDGET FOR FISCAL YEAR 2014-15

	FINANCE & ADMIN (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE ADVOCACY (13)	CURRICULUM & INSTRUCTION (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	RESEARCH ADVOCACY (17)	ONE YEAR TOTAL
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$470,283.66	\$512,698.35	\$47,000.00	\$377,362.39	\$0.00	\$335,678.29	\$182,413.49	\$224,563.82	\$2,150,000.00
OTHER INSURANCE	20,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00
TRAVEL & MEETINGS	2,500.00	42,500.00	0.00	10,000.00	0.00	6,000.00	3,000.00	6,000.00	70,000.00
GENERAL SUPPLIES	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	30,000.00
SUBSCRIPTION & PUBLICATIONS	1,200.00	0.00	0.00	10,200.00	0.00	5,000.00	100.00	3,500.00	20,000.00
COPYING & PRINTING	500.00	5,000.00	0.00	3,000.00	0.00	130,500.00	1,000.00	10,000.00	150,000.00
OUTSIDE SERVICES	205,100.00	3,000.00	0.00	100,000.00	149,000.00	\$0.00	39,900.00	1,000.00	498,000.00
TELEPHONE	4,500.00	6,500.00	500.00	10,000.00	0.00	7,500.00	5,000.00	6,000.00	40,000.00
POSTAGE & SHIPPING	500.00	500.00	500.00	500.00	0.00	7,500.00	0.00	500.00	10,000.00
EQPT LEASE MAINT & DEP	20,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00
OFFICE RENT & UTILITIES	318,300.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	318,300.00
ALLO FOR UNCOLLECTED REVENUE	100,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100,000.00
EXPENSES ALLOCATED TO PROJECTS	(830,640.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(830,640.00)
TOTAL OPERATING EXPENSES	\$342,243.66	\$570,198.35	\$48,000.00	\$511,062.39	\$149,000.00	\$492,178.29	\$231,413.49	\$251,563.82	\$2,595,660.00
	\$830,640.00								
	\$1,172,883.66								

(09/25/15)
 (4th Qtr Report.xls)

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2014-15
 PRELIMINARY TOTALS FOR FISCAL YEAR ENDING JUNE 30, 2015

	ADMIN & FINAN MANAGEMENT (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE SERVICES (13&31)	CURRICULUM & INSTRUCT (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	POLICY RESEARCH (17)	4TH QUARTER TOTAL (7/1/14-6/30/15)
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$406,719.24	\$388,386.48	\$22,001.36	\$383,007.67	\$0.00	\$313,775.56	\$125,107.91	\$61,124.38	\$1,700,122.59
OTHER INSURANCE	20,245.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,245.68
TRAVEL & MEETINGS	5,927.00	38,692.11	0.00	3,695.79	0.00	2,985.60	2,472.75	5,076.77	58,850.02
GENERAL SUPPLIES	21,703.07	0.00	0.00	0.00	0.00	598.34	0.00	0.00	22,301.41
SUBSCRIPTION & PUBLICATIONS	2,901.90	0.00	0.00	3,054.35	0.00	5,002.18	0.00	4,233.85	15,192.28
COPYING & PRINTING	998.16	2,989.76	0.00	198.00	0.00	105,054.91	1,153.70	15,391.30	125,785.83
OUTSIDE SERVICES	199,450.17	42,073.44	0.00	242,252.97	82,160.00	20,462.50	0.00	0.00	586,399.08
TELEPHONE	15,666.88	6,550.21	29.49	4,263.91	0.00	3,235.67	3,122.94	4,103.90	36,973.00
POSTAGE & SHIPPING	1,882.02	921.25	0.00	379.20	0.00	754.49	92.07	443.78	4,472.81
EQPT LEASE MAINT & DEP	17,336.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,336.05
OFFICE RENT & UTILITIES	311,438.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	311,438.00
ALLO FOR UNCOLLECTED REVENUE	150,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150,000.00
INDIRECT EXPENSES FROM PROJECTS	(578,305.42)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(578,305.42)
TOTAL OPERATING EXPENSES	\$575,962.74	\$479,613.25	\$22,030.85	\$636,851.89	\$82,160.00	\$451,869.25	\$131,949.37	\$90,373.98	\$2,470,811.33
	\$578,305.42								
	\$1,154,268.17								

07/01/15

INVESTMENT SCHEDULE - FY14-15
ENDING 6/30/15
Balances are from date of purchase

INVESTMENT ACCOUNTS	ENDING BALANCE 6/30/2015	PURCHASES (7/1/14 - 6/30/15)	SOLD (7/1/14 - 6/30/15)	UNREAL GAINS/(LOSS) (7/1/14 - 6/30/15)	REAL GAINS/(LOSS) (7/1/14 - 6/30/15)
Amer Cent Fds	\$386,035	\$73,602	-\$17,659	-\$39,364	\$0
Artisan FDS Inc Sm Cap	\$0	\$0	-\$169,474	-\$33,449	\$28,297
Dodge&Cox Intl Stock	\$225,688	\$10,779	-\$9,519	-\$7,737	\$1,634
Dreyfus Emerging Markets FD	\$212,575	\$14,301	-\$8,025	-\$15,589	-\$478
Eaton Vance Inc Fd	\$91,508	\$8,360	\$0	-\$2,756	\$0
Eaton Vance Large Cap Val Fd	\$469,027	\$134,833	-\$23,586	-\$113,087	\$6,711
First Eagle Fds Sogen Overseas	\$181,393	\$12,477	\$0	-\$7,679	\$0
Goldma Sachs TRUST Strat Inc Fd	\$132,493	\$15,501	\$0	-\$5,493	\$0
Goldman Sachs Treas Instr	\$44,792	\$5,700	\$0	\$0	\$0
Harbor Fund Cap Appr	\$492,595	\$28,525	-\$35,372	\$18,249	\$16,179
Harris Assoc Invt Tr Oakmk Equity	\$510,335	\$42,646	\$0	-\$21,297	\$0
JANUS Intl FD FL BD	\$351,931	\$184,131	\$0	-\$223	\$0
JPMorgan Core Bd FD Selct	\$397,347	\$106,405	\$0	\$1,942	\$0
Victory Portfolios Munder MIDCAP	\$146,766	\$13,991	-\$5,207	-\$8	\$2,260
Nuveen INVT Fds Inc RE Secs*	\$95,038	\$6,501	-\$5,766	-\$70	\$1,782
PIMCO Fds PAC Total Return	\$0	\$19,561	-\$267,675	-\$5,708	\$3,963
PIMCO Fds SER Comm Real	\$110,792	\$7,596	-\$26,451	-\$33,635	-\$9,192
Inv Mgrs Pioneer Oak Ridge Sm Cp	\$199,046	\$17,156	.	\$8,160	\$0
Ridgeworth Fds Mid-cap Val Eqty Pd	\$136,591	\$138,354	\$0	-\$1,762	\$0
Royce Value Plus FD CL	\$95,318	\$16,610	-\$584	-\$11,372	\$269
Victory Portfolios Sm Co Oppty	\$188,095	\$195,114	\$0	-\$7,019	\$0
Virtus Emerging Mkts Opportunites	\$127,378	\$47,149	\$0	-\$6,234	\$0
Crn WT Mut Fd Midcap	\$0	30,391.06	-\$142,679	-\$26,948	\$2,998
Alliance GLO Govt Tr A	\$1,344,869	\$47,824	\$0	\$5,025	\$0
Alliance Interm Bd A	\$114,098	\$1,921	\$0	-\$913	\$0
Alliance Interm Bd C	\$91,805	\$1,283	\$0	-\$736	\$0
Fidelity	\$11,377	\$185	\$0	-\$103	\$0
TOTAL:	\$6,156,893	\$1,180,896	-\$711,997	-\$307,805	\$54,424

Components of Operational Expense Types

Salaries and Fringe Benefits

- Basic salaries
- Life and disability insurance
- 403 (b) employer contribution
- Health benefits
- Unemployment compensation
- Employment taxes
- Paid absences

Other Insurances

- Officers and Directors Liability
- Umbrella Liability
- Workmen's Compensation

Travel and Meetings

- Staff Travel (unreimbursed)

General Supplies

- Paper
- Letterhead
- Mailing labels
- Envelops
- Folders
- Binders
- Computer supplies

Subscriptions and Publications

- New York Times
- USA Today
- Education Weekly
- Education Daily
- Committee for Education Funding membership
- AERA membership
- NABJ membership
- Bank card

Copying and Printing

- Report printing
- Urban Educator printing

Outside Services

- Auditing Services
- Technology and internet support
- Database maintenance
- Corporate registration
- Banking services and charges
- Temporary services
- Editing services
- Legal services
- ADP payroll services
- Transact license
- Ricki Price-Baugh
- Julie Wright-Halbert
- Strategic Support Team Member expenses

Participant Support Costs

- SubGrantee Expenses

Telephone

- Monthly telephone
- Conference calls
- Cell phones

Postage and Shipping

- Mailings
- Messenger services
- Federal Express
- UPS

Equipment Lease, Maintenance and Deprecation

- Postage meter
- Copier Maintenance
- Computers
- Printers
- Fax machine

Office Rent and Utilities

- Office rent
- Off-site storage

Project In-kind Contribution

- Matching

Expenses Allocated to Projects

- Indirect costs

**CATEGORICAL PROGRAMS
BUDGET REPORT**

**ESTIMATED TOTALS
FOR
FISCAL YEAR 2014-2015**

ENDING JUNE 30, 2015

THE COUNCIL OF THE GREAT CITY SCHOOLS
 REVENUE AND EXPENSE REPORT
PRELIMINARY TOTALS FOR FISCAL YEAR ENDING JUNE 30, 2015

CATEGORICAL PROJECTS
PAGE 1 OF 2

	MEETINGS AND CONFERENCES (20)	STRATEGIC SUPPORT TEAMS (21)	SPECIAL PROJECTS ACCOUNT (22)	SEF GRANT (24)	HEWLETT COMMON CORE GRANT (27)	KPI BUSINESS PLAN (29)	GATES SOLUTIONS TO COMMON CORE (32)	HELMSLEY GRANT (34)	URBAN DEANS NETWK (40)
OPERATING REVENUE									
MEMBERSHIP DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,000.00
GRANTS AND CONTRACTS	0.00	230,558.94	0.00	17,000.00	0.00	0.00	0.00	0.00	0.00
SPONSOR CONTRIBUTION	1,200,585.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
REGISTRATION FEES	421,645.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INTEREST AND DIVIDENDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ROYALTIES & OTHER INCOME	0.00	0.00	0.00	0.00	0.00	41,383.33	0.00	0.00	0.00
TOTAL REVENUE	\$1,622,230.00	\$230,558.94	\$0.00	\$17,000.00	\$0.00	\$41,383.33	\$0.00	\$0.00	\$9,000.00
OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$97,553.96	\$0.00	\$0.00	\$22,984.65	\$146,147.27	\$0.00	\$57,992.20	\$60,666.17	\$22,741.10
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL AND MEETING EXPENSES	925,194.47	34,666.52	16,934.15	10,734.29	6,977.30	0.00	4,181.04	14,296.17	1,710.51
GENERAL SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DUES, SUBSCR & PUBLICATION	0.00	0.00	0.00	0.00	0.00	0.00	1,052.50	40.19	0.00
COPYING & PRINTING	46,926.76	0.00	0.00	0.00	5,312.00	0.00	0.00	0.00	0.00
OUTSIDE SERVICES	215,480.60	132,010.18	200.00	29,025.11	106,373.61	24,512.92	586,528.16	69,887.70	4,960.96
TELEPHONE	2,533.79	0.00	0.00	0.51	31.84	0.00	34.45	106.67	136.86
POSTAGE & SHIPPING	13,987.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00	272.36
EQPT LEASE MAINT & DEP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFICE RENT & UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ALLO FOR UNCOLLECTED REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EXPENSES ALLOCATED TO PROJECTS	100,000.00	68,621.41	0.00	4,255.44	66,210.51	0.00	97,468.25	15,003.10	\$4,473.27
TOTAL PROJECT EXPENSES	\$1,401,676.94	\$235,298.11	\$17,134.15	\$67,000.00	\$331,052.53	\$24,512.92	\$747,256.60	\$160,000.00	\$34,295.06
REVENUE OVER EXPENSES	\$220,553.06	(\$4,739.17)	(\$17,134.15)	(\$50,000.00)	(\$331,052.53)	\$16,870.41	(\$747,256.60)	(\$160,000.00)	(\$25,295.06)
CLOSEOUT OF COMPLETED PROJECTS	(\$300,000.00)	(\$30,094.34)	\$0.00	\$0.00	\$6,620.39	\$0.00	\$0.00	\$0.00	\$0.00
IN-KIND CONTRIBUTION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CARRYOVER BALANCE 06/30/14	\$687,721.92	\$34,833.51	\$203,130.90	\$50,000.00	\$324,432.14	(\$35,637.80)	\$1,863,069.86	\$160,000.00	\$18,144.02
ENDING BALANCE 06/30/15	\$608,274.98	\$0.00	\$185,996.75	\$0.00	\$0.00	(\$18,767.39)	\$1,115,813.26	(\$0.00)	(\$7,151.04)

THE COUNCIL OF THE GREAT CITY SCHOOLS
 REVENUE AND EXPENSE REPORT
PRELIMINARY TOTALS FOR FISCAL YEAR ENDING JUNE 30, 2015

CATEGORICAL PROJECTS
PAGE 2 OF 2

	S Schwartz Urban Impact Award (41)	GATES FOUNDATION COMMON CORE (45)	IN-KIND COMMON CORE (45-IK)	GATES FOUNDATION ELL GRANT (47)	GATES FOUNDATION ELL MATERIALS (47-A)	GATES FOUNDATION KPI GRANT (48)	WALLACE FOUNDATION GRANTS (51/52)	WALLACE FOUND-SURVEY GRANT (53)	4TH QUARTER TOTALS (7/1/14-6/30/15)
OPERATING REVENUE									
MEMBERSHIP DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 9,000.00
GRANTS & CONTRACTS	0.00	0.00	0.00	0.00	299,805.00	0.00	0.00	250,000.00	\$ 797,363.94
SPONSOR CONTRIBUTION	600.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$ 1,201,185.00
REGISTRATION FEES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$ 421,645.00
INTEREST AND DIVIDENDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$ -
ROYALTIES & OTHER INCOME	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$ 41,383.33
TOTAL REVENUE	\$600.00	\$0.00	\$0.00	\$0.00	\$299,805.00	\$0.00	\$0.00	\$250,000.00	\$ 2,470,577.27
OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$0.00	\$467,926.71	\$93,167.29	\$41,159.57	\$128,525.00	\$61,226.13	\$102,189.82	\$3,779.91	\$ 1,306,059.78
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	\$0.00	0.00	0.00	\$ -
TRAVEL AND MEETING EXPENSES	0.00	46,338.86	0.00	38.28	32,881.93	\$0.00	34,463.80	1216.21	\$ 1,129,633.53
GENERAL SUPPLIES	0.00	0.00	0.00	0.00	113.41	\$264.38	-	0.00	\$ 377.79
DUES, SUBSCR & PUBLICATION	0.00	988.00	0.00	0.00	931.41	\$629.43	-	0.00	\$ 3,641.53
COPYING & PRINTING	137.00	14,692.62	0.00	297.47	3,195.00	\$0.00	-	0.00	\$ 70,560.85
OUTSIDE SERVICES	0.00	112,468.79	0.00	5,890.52	157,161.14	\$138,530.41	28,145.58	2252.70	\$ 1,613,428.38
TELEPHONE	0.00	287.47	0.00	1,706.29	41.35	\$95.24	0.00	4.00	\$ 4,978.47
POSTAGE & SHIPPING	0.00	393.64	0.00	355.46	465.14	\$0.00	0.00	0.00	\$ 15,473.96
EQPT LEASE MAINT & DEP	0.00	0.00	0.00	0.00	0.00	\$0.00	0.00	0.00	\$ -
OFFICE RENT & UTILITIES	0.00	0.00	0.00	0.00	0.00	\$0.00	0.00	0.00	\$ -
ALLO FOR UNCOLLECTED REVENUE	0.00	0.00	0.00	0.00	0.00	\$0.00	0.00	0.00	\$ -
EXPENSES ALLOCATED TO PROJECTS	0.00	96,464.41	13,975.09	7,417.14	48,497.16	30,111.84	24,719.88	1,087.92	\$ 578,305.42
TOTAL PROJECT EXPENSES	\$137.00	\$739,560.51	\$107,142.38	\$56,864.72	\$371,811.53	\$230,857.43	\$189,519.08	\$8,340.74	\$ 4,722,459.71
REVENUE OVER EXPENSES	\$463.00	(\$739,560.51)	(\$107,142.38)	(\$56,864.72)	(\$72,006.53)	(\$230,857.43)	(\$189,519.08)	\$241,659.26	\$ (2,251,882.44)
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	(\$40,404.87)	\$0.00	(\$9,417.09)	\$0.00	\$0.00	\$0.00	\$0.00	\$ (373,295.91)
IN-KIND CONTRIBUTION	\$0.00	\$0.00	\$107,142.38	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 107,142.38
CARRYOVER BALANCE 06/30/14	\$19,926.50	\$779,965.38	\$0.00	\$66,281.81	\$492,833.01	\$300,710.27	\$300,000.00	\$0.00	\$ 5,265,411.52
ENDING BALANCE 06/30/15	<u>\$20,389.50</u>	<u>(\$0.00)</u>	<u>\$0.00</u>	<u>(\$0.00)</u>	<u>\$420,826.48</u>	<u>\$69,852.84</u>	<u>\$110,480.92</u>	<u>\$241,659.26</u>	<u>2,747,375.55</u>

2015-2016 BUDGET

GENERAL OPERATING BUDGET

FOR

FISCAL YEAR 2015-2016

(01/07/15)

COUNCIL OF THE GREAT CITY SCHOOLS
1301 Pennsylvania Avenue, N.W., Suite 702, Washington, D.C. 20004
Tel (202) 393-2427 Fax (202) 393-2400 Web Page: <http://www.cgcs.org>



MEMBERSHIP DUES STRUCTURE BY TIERS

	2014-2015 DUES	WITH 1.32% INCREASE 2015-2016 DUES
Largest city in the state TIER I	\$29,548.00	\$29,938.00
Based on enrollment		
TIER II 35,000 TO 54,000	\$36,571.00	\$37,054.00
TIER III 54,001 TO 99,000	\$41,793.00	\$42,345.00
TIER IV 99,001 TO 200,000	\$47,016.00	\$47,637.00
TIER V 200,001 PLUS	\$53,983.00	\$54,696.00

COUNCIL OF THE GREAT CITY SCHOOLS
FY 2015-16 Membership Dues

STATUS OF MEMBERSHIP DUES AS OF September 25, 2015

DISTRICT	NOT PAID	PAID	Date Rec'd FY15-16	Date Rec'd FY14-15	Date Rec'd FY13-14	Date Rec'd FY12-13	Date Rec'd FY11-12	
1 Albuquerque		\$42,345	8/20/2015	7/21/2014	7/22/2013	6/19/2012 ***	6/21/2011 ***	
2 Anchorage		\$37,054	6/8/2015 ***	6/3/2014 ***	7/2/2013	6/14/2012 ***	7/7/2011	
3 Arlington		\$42,345	9/8/2015	NEW				
4 Atlanta		\$37,054	8/4/2015	8/11/2014	7/16/2013	6/15/2012 ***	5/25/2011 ***	
5 Austin	\$42,345			3/2/2015	6/11/2013	6/14/2012 ***	5/25/2011 ***	
6 Baltimore		\$42,345	8/24/2015	7/23/2014	8/13/2013	7/18/2012	7/11/2011	
7 Birmingham		\$37,054	6/10/2015 ***	6/30/2014 ***	5/30/2013 ***	2/27/2013	6/16/2011 ***	
8 Boston		\$42,345	7/5/2015	8/11/2014	8/7/2013	8/24/2012	8/9/2011	
9 Bridgeport		\$29,938	8/20/2015	6/26/2014 ***	6/17/2013 ***	3/20/2012 ***		
10 Broward County	\$54,696			9/23/2014	8/2/2013	9/6/2012	9/14/2011	
11 Buffalo		\$37,054	9/9/2015	8/18/2014	8/6/2013	10/24/2012	9/16/2011	
12 Charleston County	\$483	\$36,571	5/7/2015 ***	3/2/2015	8/6/2013	3/13/2013	9/9/2011	
13 Charlotte-Mecklenburg		\$47,637	6/8/2015 ***	6/13/2014 ***	6/7/2013 ***	6/19/2012 ***	5/25/2011 ***	
14 Chicago	\$44,696			2/17/2015	10/4/2013	11/14/2012	6/23/2012	
15 Cincinnati	\$37,054			2/10/2015	10/23/2013	7/12/2012	1/11/2012	
16 Clark County		\$54,696	9/17/2015	7/31/2014	2/11/2014	7/24/2012	7/7/2011	
17 Cleveland		\$37,054	7/21/2015	6/30/2014	6/17/2013 ***	7/30/2012	11/15/2011	
18 Columbus		\$37,054	7/24/2015	8/29/2014	7/22/2013	9/12/2012	3/22/2012	
19 Dallas	\$47,637			7/21/2014	7/19/2013	6/19/2012 ***	6/2/2011 ***	
20 Dayton	\$37,054			9/18/2014	4/4/2014	8/24/2012	8/9/2011	
21 Denver		\$42,345	7/13/2015	8/4/2014	7/22/2013	7/12/2012	8/29/2011	
22 Des Moines*	\$29,938			6/17/2014 ***	7/16/2013	7/18/2012	11/30/2011	
23 Detroit	\$37,054			11/21/2014	5/23/2014	1/3/2013	10/14/2011	
24 Duval County		\$47,637	8/20/2015	8/4/2014	9/3/2013	8/8/2012	8/29/2011	
25 El Paso		\$42,345	8/6/2015	2/17/2015	4/22/2014	not a member		
26 Fort Worth		\$42,345	7/31/2015	2/25/2015	10/7/2013	8/31/2012	3/8/2012	
27 Fresno	\$42,345			9/3/2014	8/27/2013	8/24/2012	9/14/2011	
28 Greensboro(Guilford Cty)	\$42,345			10/3/2014	10/23/2013	8/14/2012	5/15/2012	
29 Hawaii		\$47,637	7/6/2015	11/25/2014	new	not a member		
30 Hillsborough County (Tampa)		\$54,696	8/4/2015	7/23/2014	7/22/2013	7/24/2012	8/9/2011	
31 Houston		\$54,696	6/5/2015 ***	7/7/2014	7/19/2013	8/14/2012	8/2/2011	
32 Indianapolis	\$37,054			7/7/2014	11/6/2013	7/12/2012	7/11/2011	
33 Jackson. MS	\$37,054			8/11/2014	2/10/2014	did not pay	did not pay	
34 Jefferson County		\$42,345	8/7/2015	8/4/2014	8/13/2013	8/6/2012	8/12/2011	
35 Kansas City, MO		\$37,054	7/28/2015	9/15/2014	3/19/2014	8/31/2012	5/31/2011 ***	
36 Long Beach		\$42,345		8/11/2014	9/10/2013	8/1/2012	8/12/2011	
37 Los Angeles	\$54,696		8/25/2015	8/8/2014	3/13/2014	3/15/2013	3/26/2012	
38 Miami-Dade County		\$54,696	7/28/2015	8/4/2014	7/22/2013	8/24/2012	8/9/2011	
39 Milwaukee		\$42,345	6/3/2015 ***	6/23/2014 ***	7/31/2013	6/19/2012 ***	6/21/2011 ***	
40 Minneapolis	\$37,054			9/18/2014	11/6/2013	9/25/2012	9/7/2011	
41 Nashville		\$42,345	8/4/2015	7/23/2014	8/1/2013	7/24/2012	7/14/2011	
42 New Orleans				did not pay	did not pay	did not pay	did not pay	
43 New York City	\$54,696			10/1/2014	2/24/2014	1/18/2013	12/23/2011	
44 Newark	\$37,054			2/6/2015	11/26/2013	12/16/2013	4/26/2012	
45 Norfolk	\$37,054			9/15/2014	4/4/2014	2/27/2013	9/9/2011	
46 Oakland		\$37,054	7/28/2015	6/19/2014 ***	7/16/2013	9/17/2012	2/3/2012	
47 Oklahoma City		\$37,054	8/20/2015	8/12/2014	did not pay	8/14/2012	8/12/2011	
48 Omaha		\$37,054	6/5/2015 ***	6/20/2014 ***	6/25/2013 ***	7/13/2012	6/7/2011 ***	
49 Orange County, FL		\$47,637	5/20/2015 ***	6/2/2014 ***	6/4/2013 ***	7/31/2012	6/7/2011 ***	
50 Palm Beach County		\$47,637	7/21/2015	2/10/2015	2/18/2014	9/12/2012	3/13/2012	
51 Philadelphia		\$47,637	9/17/2015	2/12/2015	10/4/2013	9/28/2012	11/18/2011	
52 Pittsburgh		\$37,054	6/8/2015 ***	7/11/2014	5/24/2013	6/28/2012 ***	5/25/2011 ***	
53 Portland		\$37,054	7/20/2015	6/20/2014 ***	7/11/2013	6/14/2012 ***	5/31/2011 ***	
54 Providence*		\$29,938	8/20/2015	1/21/2015	2/18/2014	9/18/2012	7/25/2011	
55 Richmond	\$37,054			6/11/2014 ***	3/31/2014	6/15/2012 ***	5/25/2011 ***	
56 Rochester		\$37,054	6/16/2015 ***	6/11/2014 ***	6/11/2013 ***	6/14/2012 ***	5/25/2011 ***	
57 St. Louis		\$37,054	7/28/2015	8/11/2014	3/27/2014	8/13/2013	did not pay	
58 St. Paul		\$37,054	6/30/2015 ***	7/3/2014	7/5/2013	6/15/2012 ***	5/25/2011 ***	
59 Sacramento		\$37,054	6/3/2015 ***	8/1/2014	10/15/2013	8/8/2012	7/25/2011	
60 San Antonio		\$37,054	8/17/2015	NEW				
61 San Diego		\$47,637	8/20/2015	8/1/2014	8/1/2013	3/1/2013	8/26/2011	
62 San Francisco		\$42,345	8/20/2015	7/31/2014	8/1/2013	8/17/2012	7/27/2011	
63 Santa Ana	\$42,345			8/11/2014	3/4/2014	8/8/2012	not a member	
64 Seattle		\$37,054	8/3/2015	7/23/2014	6/4/2013 ***	3/1/2013	6/27/2011 ***	
65 Shelby County		\$47,637	9/22/2015	8/11/2014	did not pay	8/24/2012	8/29/2011	
66 Toledo	\$37,054			8/11/2014	7/18/2013	8/14/2012	9/9/2011	
67 Washington, D.C.		\$37,054	8/4/2015	7/23/2014	7/5/2013	9/27/2012	5/30/2012	
68 Wichita		\$37,054	6/16/2015 ***	6/17/2014 ***	6/17/2013 ***	6/19/2012 ***	6/16/2011 ***	
Total	\$826,762	\$1,945,547		13	14	11	14	17

*Largest city in the state
*** Prepaid members

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2015-16

BY FUNCTION

	AUDITED REPORT FY13-14	PRELIMINARY TOTAL FY14-15	APPROVED BUDGET FY15-16	ESTIMATED 1ST QTR TOTALS 7/1 - 9/30/15
GENERAL OPERATING REVENUE				
MEMBERSHIP DUES	\$2,510,078.50	\$2,730,360.00	\$2,627,034.00	\$1,945,547.00
GRANTS AND CONTRACTS	0.00	0.00	0.00	0.00
SPONSOR CONTRIBUTION	10,000.00	40,000.00	35,000.00	15,000.00
REGISTRATION FEES	0.00	0.00	0.00	0.00
INTEREST AND DIVIDENDS	229,638.40	524,148.33	425,000.00	45,000.00
ROYALTIES AND OTHER INCOME	361.23	0.00	300.00	0.00
TOTAL REVENUE	\$2,750,078.13	\$3,294,508.33	\$3,087,334.00	\$2,005,547.00
GENERAL OPERATING EXPENSES				
ADMIN AND FINANCIAL MANAGEMENT	\$1,097,913.69	\$1,154,268.15	\$1,197,380.28	\$253,882.62
EXECUTIVE LEADERSHIP	491,994.63	479,613.25	686,505.46	155,163.97
FUNDRAISING ACTIVITIES	45,075.20	22,030.85	26,000.00	5,682.94
LEGISLATIVE ADVOCACY	482,306.96	636,851.89	542,383.38	121,714.02
CURRICULUM & INSTRUCTION	59,187.37	82,160.00	100,000.00	34,778.59
PUBLIC ADVOCACY	411,118.96	451,869.25	479,579.43	107,575.96
MEMBER MANAGEMENT SERVICES	200,521.30	131,949.37	224,326.16	36,369.04
POLICY RESEARCH	255,549.17	90,373.98	626,653.93	36,381.77
ALLOWANCE FOR OFFICE MOVE	0.00	0.00	315,000.00	
INDIRECT EXPENSES FROM PROJECTS	(475,733.72)	(578,305.42)	(795,494.64)	(126,803.91)
TOTAL OPERATING EXPENSES	\$2,567,933.56	\$2,470,811.33	\$3,402,334.00	\$624,745.00
REVENUE OVER EXPENSES	\$182,144.57	\$823,697.00	(\$315,000.00)	\$1,380,802.00
ADJUSTMENTS:				
OPERATIONS CARRYOVER BALANCE	\$7,765,234.25	\$10,341,451.12		
CATEGORICAL PROG NET REVENUE	\$1,935,654.75	(\$2,251,882.44)		
NET GAIN/(LOSS) ON INVESTMENT	\$458,417.55	(\$307,805.36)		
ENDING BALANCE	\$10,341,451.12	\$8,605,460.32		

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2015-16

BY EXPENSE LINE

	AUDITED REPORT FY13-14	PRELIMINARY TOTAL FY14-15	APPROVED BUDGET FY15-16	ESTIMATED 1ST QTR TOTALS 7/1 - 9/30/15
GENERAL OPERATING REVENUE				
MEMBERSHIP DUES	\$2,510,078.50	\$2,730,360.00	\$2,627,034.00	\$1,945,547.00
GRANTS AND CONTRACTS	0.00	0.00	0.00	0.00
SPONSOR CONTRIBUTION	10,000.00	40,000.00	35,000.00	10,000.00
REGISTRATION FEES	0.00	0.00	0.00	0.00
INTEREST AND DIVIDENDS	229,638.40	524,148.33	425,000.00	45,000.00
ROYALTIES AND OTHER INCOME	361.23	0.00	300.00	0.00
TOTAL REVENUE	\$2,750,078.13	\$3,294,508.33	\$3,087,334.00	\$2,000,547.00
GENERAL OPERATING EXPENSES				
SALARIES & FRINGE BENEFITS	\$1,888,295.84	\$1,700,122.59	\$2,643,328.63	\$499,653.32
OTHER INSURANCE	17,829.86	20,245.68	20,000.00	5,286.36
TRAVEL & MEETINGS	62,243.69	58,850.02	70,000.00	19,160.94
GENERAL SUPPLIES	21,605.04	22,301.41	30,000.00	6,310.45
SUBSCRIPTION & PUBLICATIONS	19,054.75	15,192.28	20,000.00	6,727.80
COPYING & PRINTING	130,589.71	125,785.83	125,000.00	25,084.17
OUTSIDE SERVICES	376,311.10	586,399.08	496,000.00	94,034.21
TELEPHONE	37,865.69	36,973.00	35,000.00	7,438.43
POSTAGE & SHIPPING	5,983.40	4,472.81	10,000.00	2,160.02
EQPT LEASE MAINT & DEPRECIATION	14,767.82	17,336.05	15,000.00	9,596.59
OFFICE RENT & UTILITIES	280,620.38	311,438.00	318,500.00	76,096.62
ALLOWANCE FOR OFFICE MOVE	0.00	0.00	315,000.00	0.00
ALLO FOR UNCOLLECTED REVENUE	188,500.00	150,000.00	100,000.00	0.00
INDIRECT EXPENSES FROM PROJECTS	(475,733.72)	(578,305.42)	(795,494.63)	(126,803.91)
TOTAL OPERATING EXPENSES	\$2,567,933.56	\$2,470,811.33	\$3,402,334.00	\$624,745.00
REVENUE OVER EXPENSES	\$182,144.57	\$823,697.00	(\$315,000.00)	\$1,375,802.00
ADJUSTMENTS:				
OPERATIONS CARRYOVER BALANCE	\$7,765,234.25	\$10,341,451.12		
CATEGORICAL PROG NET REVENUE	\$1,935,654.75	(\$2,251,882.44)		
NET (GAIN)/LOSS ON INVESTMENT	\$458,417.55	(\$307,805.36)		
ENDING BALANCE	\$10,341,451.12	\$8,605,460.32		

(09/28/15)
 (1st Qtr Report.xls)

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2015-16
 ESTIMATED EXPENSES FOR QUARTER ENDING SEPTEMBER 30, 2015

	ADMIN & FINAN MANAGEMENT (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE SERVICES (13&31)	CURRICULUM & INSTRUCT (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	POLICY RESEARCH (17)	ESTIMATED 1ST QUARTER TOTAL (7/1/15-9/30/15)
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$111,381.45	\$137,558.11	\$5,682.94	\$98,250.94	\$0.00	\$75,681.66	\$35,975.24	\$35,122.98	\$499,653.32
OTHER INSURANCE	5,286.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,286.36
TRAVEL & MEETINGS	\$531.48	15,525.19	0.00	145.22	0.00	2,959.05	0.00	0.00	19,160.94
GENERAL SUPPLIES	6,310.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,310.45
SUBSCRIPTION & PUBLICATIONS	3,095.00	0.00	0.00	145.74	0.00	3,141.06	0.00	346.00	6,727.80
COPYING & PRINTING	895.81	0.00	0.00	0.00	0.00	24,163.36	0.00	25.00	25,084.17
OUTSIDE SERVICES	36,949.12	0.00	0.00	21,906.50	34,778.59	400.00	0.00	0.00	94,034.21
TELEPHONE	2,974.20	1,686.19	0.00	1,265.62	0.00	230.83	393.80	887.79	7,438.43
POSTAGE & SHIPPING	765.54	394.48	0.00	0.00	0.00	1,000.00	0.00	0.00	2,160.02
EQPT LEASE MAINT & DEP	9,596.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,596.59
OFFICE RENT & UTILITIES	76,096.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	76,096.62
ALLO FOR UNCOLLECTED REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INDIRECT EXPENSES FROM PROJECTS	(126,803.91)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(126,803.91)
TOTAL OPERATING EXPENSES	\$127,078.71	\$155,163.97	\$5,682.94	\$121,714.02	\$34,778.59	\$107,575.96	\$36,369.04	\$36,381.77	\$624,745.00
	\$126,803.91								
	\$253,882.62								

**CATEGORICAL PROJECTS
BUDGET REPORT**

FOR

FISCAL YEAR 2015-16

1ST QUARTER

ENDING SEPTEMBER 30, 2015

(09/28/15)
(1ST QTR REPORT)

THE COUNCIL OF THE GREAT CITY SCHOOLS
ESTIMATED 1ST QUARTER REVENUE AND EXPENSE REPORT
1ST QTR (7/1/15 - 9/30/15)

CATEGORICAL PROJECTS
PAGE 1 OF 2

	MEETINGS AND CONFERENCES (20)	STRATEGIC SUPPORT TEAMS (21)	SPECIAL PROJECTS ACCOUNT (22)	KPI BUSINESS PLAN (29)	GATES SOLUTIONS TO COMMON CORE (32)	HELMSLEY GRANT (34)	URBAN DEANS NETWK (40)	S Schwartz Urban Impact Award (41)	GATES FOUNDATION ELL MATERIALS (47-A)
OPERATING REVENUE									
MEMBER DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$11,000.00	\$0.00	\$0.00
SPONSOR CONTRIBUTION	538,400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GRANTS & CONTRACTS	0.00	0.00	0.00	0.00	0.00	1,000,000.00	0.00	0.00	0.00
INTEREST	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
REGISTRATION FEES	174,625.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SALE OF PUBLICATION	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUE	\$713,025.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00	\$11,000.00	\$0.00	\$0.00
OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$31,669.06	\$0.00	\$0.00	\$0.00	\$26,982.69	\$0.00	\$6,723.45	\$0.00	\$24,713.16
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL AND MEETING EXPENSES	439,902.93	0.00	0.00	0.00	239.14	0.00	0.00	0.00	2,047.08
GENERAL SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DUES, SUBSCR & PUBLICATION	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	196.73
COPYING & PRINTING	22,092.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	286.42
OUTSIDE SERVICES	143,733.70	0.00	0.00	0.00	6,994.41	0.00	288.00	0.00	2,535.22
PARTICIPANT SUPPORT COST	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TELEPHONE	19.53	0.00	0.00	0.00	0.00	0.00	21.80	0.00	0.00
POSTAGE & SHIPPING	13,892.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQPT LEASE MAINT & DEP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFICE RENT & UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EXPENSES ALLOCATED TO PROJECTS	97,696.42	0.00	0.00	0.00	5,132.44	0.00	\$1,596.55	0.00	4,466.79
TOTAL PROJECT EXPENSES	\$749,005.90	\$0.00	\$0.00	\$0.00	\$39,348.68	\$0.00	\$8,629.80	\$0.00	\$34,245.40
REVENUE OVER EXPENSES	(\$35,980.90)	\$0.00	\$0.00	\$0.00	(\$39,348.68)	\$1,000,000.00	\$2,370.20	\$0.00	(\$34,245.40)
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
IN-KIND CONTRIBUTION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CARRYOVER BALANCE 6/30/15	\$608,274.98	\$0.00	\$185,996.75	(\$18,767.39)	\$1,115,813.26	\$0.00	(\$7,151.04)	\$20,389.50	\$420,826.48
ENDING BALANCE 9/30/15	\$572,294.08	\$0.00	\$185,996.75	(\$18,767.39)	\$1,076,464.58	\$1,000,000.00	(\$4,780.84)	\$20,389.50	\$386,581.08

(09/28/15)
 (1ST QTR REPORT)

THE COUNCIL OF THE GREAT CITY SCHOOLS
 1ST QUARTER REVENUE AND EXPENSE REPORT
1ST QTR (7/1/15 - 9/30/15)

CATEGORICAL PROJECTS
PAGE 2 OF 2

	GATES FOUNDATION KPI GRANT (48)	WALLACE FOUNDATION GRANT (51/52/53)	1ST QTR TOTALS (7/1/15-9/30/15)
OPERATING REVENUE			
MEMBER DUES	\$0.00	\$0.00	\$11,000.00
SPONSOR CONTRIBUTION	0.00	0.00	\$538,400.00
GRANTS & CONTRACTS	0.00	0.00	\$1,000,000.00
INTEREST	0.00	0.00	\$0.00
REGISTRATION FEES	0.00	0.00	\$174,625.00
SALE OF PUBLICATION	0.00	0.00	\$0.00
TOTAL REVENUE	\$0.00	\$0.00	\$1,724,025.00
OPERATING EXPENSES			
SALARIES & FRINGE BENEFITS	\$44,808.34	\$58,659.00	\$193,555.70
OTHER INSURANCE	\$0.00	0.00	\$0.00
TRAVEL AND MEETING EXPENSES	\$0.00	0.00	\$442,189.15
GENERAL SUPPLIES	\$0.00	0.00	\$0.00
DUES, SUBSCR & PUBLICATION	\$73.00	0.00	\$269.73
COPYING & PRINTING	\$0.00	0.00	\$22,378.48
OUTSIDE SERVICES	\$15,858.64	0.00	\$169,409.97
PARTICIPANT SUPPORT COST	\$0.00	0.00	\$0.00
TELEPHONE	\$0.00	0.00	\$41.33
POSTAGE & SHIPPING	\$0.00	0.00	\$13,892.19
EQPT LEASE MAINT & DEP	\$0.00	0.00	\$0.00
OFFICE RENT & UTILITIES	\$0.00	0.00	\$0.00
EXPENSES ALLOCATED TO PROJECTS	9,112.87	8,798.85	\$126,803.91
TOTAL PROJECT EXPENSES	\$69,852.84	\$67,457.85	\$968,540.46
REVENUE OVER EXPENSES	(\$69,852.84)	(\$67,457.85)	\$755,484.54
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	\$0.00	\$0.00
IN-KIND CONTRIBUTION	\$0.00	\$0.00	\$0.00
CARRYOVER BALANCE 6/30/15	\$69,852.84	\$352,140.18	\$2,747,375.56
ENDING BALANCE 9/30/15	(\$0.00)	\$284,682.33	\$3,502,860.10

CONFERENCES AND MEETINGS

**COUNCIL OF THE GREAT CITY SCHOOLS
2015 Conference Schedule**

Executive Committee Meeting

January 23-24, 2015
Omni Hotel, Jacksonville, FL

HRD/Personnel Directors Meeting

February 4-6, 2015
Sonesta Hotel, Ft. Lauderdale, FL

Legislative/Policy Conference

March 14-17, 2015
Renaissance Mayflower Hotel, Washington, DC

Chief Operating Officers Conference

April 21-24, 2015
Renaissance Hotel, Las Vegas, NV

Bilingual Directors Meeting

May 13-16, 2015
Westin Hotel, Charlotte, NC

Chief Information Officers Meeting

June 2-5, 2015
Loews Philadelphia Hotel, Philadelphia, PA

Public Relations Executives Meeting

July 10-12, 2015
Renaissance Nashville Hotel, Nashville, TN

Curriculum & Research Directors' Meeting

July 15-18 2015
Hotel Allegro, Chicago, IL

Executive Committee Meeting

July 17-18, 2015
Parc 55 Wyndham Hilton Hotel, San Francisco, CA

Annual Fall Conference

October 7-11, 2015
Hyatt Regency, Long Beach, CA

Chief Financial Officers Conference

November 3-6, 2015
Hotel Sorella, Houston, TX

**COUNCIL OF THE GREAT CITY SCHOOLS
2016 Conference Schedule**

Executive Committee Meeting

January 22-23, 2016

El Paso, TX

HRD/Personnel Directors Meeting

February 9-12, 2016

Renaissance Hotel, Las Vegas, NV

Legislative/Policy Conference

March 19-22, 2016

Renaissance Mayflower Hotel, Washington, DC

Chief Operating Officers Conference

April 12-15, 2016

The Westin Hotel, Charlotte, NC

Bilingual Directors Meeting

May 2016

TBD

Chief Information Officers Meeting

June 2016

TBD

Public Relations Executives Meeting

July 15-17, 2016

Marriott Downtown Hotel, Chicago, IL

Curriculum & Research Directors' Meeting

July 2016

TBD

Executive Committee Meeting

July 15-16, 2016

Boston, MA

Annual Fall Conference

October 19-23, 2016 at the Intercontinental Hotel in Miami, FL

October 18-22, 2017 at the Hilton Hotel in Cleveland, OH

October 24-28, 2018 at the Baltimore Marriott Waterfront in Baltimore, MD

Chief Financial Officers Conference

November 2016

TBD

**FALL CONFERENCE
2016**

COUNCIL OF THE GREAT CITY SCHOOLS

60th ANNUAL FALL CONFERENCE

**Hosted by the
MIAMI DADE COUNTY PUBLIC SCHOOLS
Miami, FL**

OCTOBER 19 - 23, 2016

CONFERENCE HOTEL:

InterContinental Miami Hotel
100 Chopin Plaza
Miami, FL 33131
(305) 577-1000

**GROUP RATE: \$235/night for Single and Double Occupancy
Plus 13% tax**

InterContinental Miami Hotel is a 4-star hotel with 641 elegant guestrooms and suites, all of which are equipped with the latest technological features including flat panel TVs and hi-speed internet access. A dramatic marble exterior leads into a newly restyled lobby showcasing an eighteen foot Sir Henri Moore Sculpture that soars towards the sky.

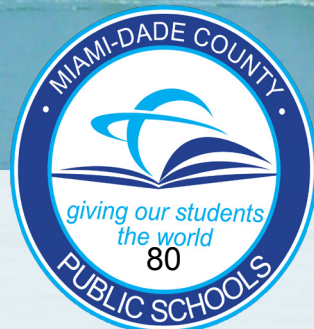
The InterContinental Miami is a waterfront property situated on Biscayne Bay. The 103 Club InterContinental rooms with private club lounge on the 29th floor boasts of a breathtaking panoramic views of the city. The hotel's multiple food and beverage options include two outlets: acclaimed Chef Richard Sandoval's Toro Toro Restaurant and Bar which offers Pan Latin steakhouse featuring small sharing plates and Latin spirits in the hotel's interactive lobby lounge, and Olé Restaurant offering a la carte and gourmet breakfast. By the pool is Blue Water and exclusive dining outside Toro Toro kitchen is the Chef's Table 40. Starbucks is also located in the lobby.

The hotel is just 7.5 miles from Miami International Airport, and just minutes away from Port of Miami. It is 1 mile to the Shops of Mary Brickell Village, 1.5 miles to Adrienne Arsht Center for the Performing Arts, 10 minutes to South Beach, and 5 miles to the Art and Design Districts. It is also walking distance from Miami's most exclusive restaurants, Bayside Marketplace and the American Airlines Arena, home to the Miami Heat.

**Join Us in Miami
As the Council Celebrates 60 Years of
Service to America's Urban Public Schools**



60th Annual Fall Conference
October 19-23, 2016
Miami, FL



FALL CONFERENCE 2017

COUNCIL OF THE GREAT CITY SCHOOLS

61st ANNUAL FALL CONFERENCE

**Hosted by the
CLEVELAND PUBLIC SCHOOLS
Cleveland, Ohio**

OCTOBER 18 - 22, 2017

CONFERENCE HOTEL:

Hilton Cleveland Downtown
100 Lakeside Avenue East
Cleveland, Ohio 44114
Phone: (216) 413-5000

**GROUP RATE: \$179/night for Single and Double Occupancy
Plus 16.5% tax**

The Convention Center Hotel, Hilton Cleveland Downtown, will connect the new Cleveland Convention Center, the Global Center for Health Innovation, and the downtown mall in a way that has never been done before. With this hotel, the Northeast Ohio region will be in a stronger position than ever to compete on a national and international stage. With the new Hilton Cleveland Downtown in place, the Cleveland Convention Center attendee experience will be world-class.

Hilton Hotels & Resorts, owned by Hilton Worldwide, will operate the hotel. The hotel will feature a 28-story tower filled with 600 guest rooms positioned atop a four-story podium of ballrooms, meeting space, retail space, and lobby. The hotel will feature a rooftop bar as well as underground connections to the Cleveland Convention Center and the Global Center for Health Innovation.

Situated on the site of the former Cuyahoga County Administration Building, the new Hilton Cleveland Downtown is scheduled to open by 2016.



FALL CONFERENCE 2018

COUNCIL OF THE GREAT CITY SCHOOLS

62nd ANNUAL FALL CONFERENCE

**Hosted by the
BALTIMORE CITY PUBLIC SCHOOLS
Baltimore, MD**

OCTOBER 24 - 28, 2018

CONFERENCE HOTEL:

Baltimore Marriott Waterfront
700 Aliceanna Street
Baltimore, MD 21202
(410) 385-3000

GROUP RATE: \$239/night for Single and Double Occupancy
Plus 15.5% tax

Raise your expectations. Then expect to exceed them. Marriott Baltimore Waterfront Hotel is located in the renowned Harbor East neighborhood. Just 15 minutes from BWI Airport, 5 minutes from Penn Station, 5 minutes from Camden Yards Light Rail Station, and 10 minutes to Baltimore passenger cruise ship terminal. A short ride or leisurely walk to the Baltimore Convention Center, Orioles Park at Camden Yards, Raven's M&T Bank Stadium, National Aquarium Baltimore, Fells Point, Little Italy and the Inner Harbor restaurants and shops.



**PROSPECTIVE CITIES FOR 2019 ANNUAL
CONFERENCE**

Administrative Offices

VanHoose Education Center
P.O. Box 34020
Louisville, Kentucky 40232-4020
(502) 485-3011

September 4, 2014

Mr. Michael Casserly
Executive Director
Council of the Great City Schools
1301 Pennsylvania Avenue, NW Suite 702
Washington, DC 20004

Dear Mr. Casserly:

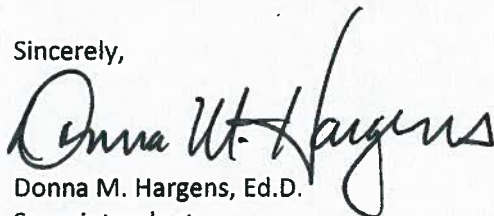
On behalf of the Jefferson County Public School (JCPS) District, I am very excited to submit this proposal to the Council of the Great City Schools to host the 2017, 2018, or 2019 Annual Fall Conference. The attendees will experience our city's unique brand of southern hospitality, spirit, and excitement that has made it one of the top visitor and meeting destinations in the world. From our thriving independent arts and restaurant scene to our world-famous museums and attractions, Louisville is sure to surprise and delight. Partnered with us, we can assure you the Annual Fall Conference will be a huge success!

With JCPS, we fully support the mission of the Council of Great City Schools which states, "It is the special mission of America's urban public schools to educate the nation's most diverse student body to the highest academic standards and prepare them to contribute to our democracy and the global community." With more than 14,000 full-time employees including more than 6,400 teachers, we have the capacity to successfully host a national conference. With more than 4,900 business partnerships, and a very engaged, active public education foundation, we are confident that we can garner extensive community support for this event.

Hosting a conference in Louisville provides a great opportunity to share JCPS' journey to becoming the best urban district in the nation, as well as sharing learning and best practices with other large, urban districts around the country. The city of Louisville has many cultural attractions including Churchill Downs, Slugger Museum and Factory, Muhammad Ali Center, Kentucky Center for the Arts, Kentucky Science Center, Waterfront Park, and many more that would be of great interest to conference attendees, as well as their families.

We appreciate the opportunity to share the many great things that make Louisville such a wonderful community and JCPS such a great, urban school district. We look forward to your response to our proposal, and do not hesitate to contact us if you have any questions or need additional information.

Sincerely,



Donna M. Hargens, Ed.D.
Superintendent

DMH:scf

Diane Porter

Jefferson County Board of Education—District 1
VanHoose Education Center
3332 Newburg Road
P.O. Box 34020
Louisville, Kentucky 40232-4020
(502) 485-3566
porterschoolboard@gmail.com

September 5, 2014

Michael Casserly
Executive Director
Council of the Great City Schools
1301 Pennsylvania Avenue, N.W., Suite 702
Washington, DC 20004

Dear Mr. Casserly:

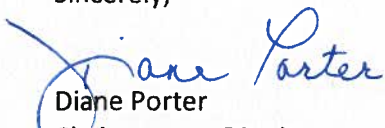
It is my pleasure to write a letter in support of the proposal being submitted to the Council of Great City Schools (CGCS) by the Louisville Convention & Visitors Bureau (LCVB) in collaboration with the Jefferson County Public School (JCPS) District to host the Great City Schools Fall Conference in 2017, 2018, or 2019.

As Chairwoman of the Jefferson County Board of Education, I am excited for the potential opportunity to partner with the Council of Great City Schools to host a conference which focuses on educating the nation's most diverse student body to the highest academic standards and prepare them to contribute to our democracy and the global community. As a large, diverse, urban district, our Board is committed to this same goal as evidenced in our vision, "All JCPS students graduate prepared to reach their full potential and contribute to our society throughout life."

Hosting a conference in Louisville provides a great opportunity to share JCPS' journey to becoming the best urban district in the nation, as well as sharing best practices with other large, urban districts around the country. The city of Louisville has many cultural attractions including Churchill Downs, Ed Hamilton (sculptor) Public Works, Muhammad Ali Center, Kentucky Center for the Arts, Kentucky Museum of Art and Craft, Kentucky Science Center, Louisville Slugger Museum and Factory, and many more that would be of great interest to conference attendees, as well as their families. With more than 14,000 full-time employees, JCPS has the staff capable of assisting with this conference.

We fully support the CGCS continuing to lead the effort to meet the challenge of educating all children to prepare them for work and life. We look forward to sharing all the wonderful things in our community and the great things happening at Jefferson County Public Schools.

Sincerely,


Diane Porter
Chairwoman, District 1

DP:scf

AWARDS PROGRAMS

GREEN GARNER AWARD

*Council of the Great City Schools
2015 Candidates for the Green - Garner Award
Sponsored by:*

Aramark Education & Cambium Learning Group

BOARD MEMBER FINALISTS

NAMES

**Cindy Elsbernd
Perla Hantman
William (Bill) Isler
Bill Sublette**

School District

**Des Moines Public Schools
Miami-Dade County Public Schools
Pittsburgh Public Schools
Orange County Public Schools**

2015 BOARD MEMBER APPLICATION PACKET



THE 26TH ANNUAL
GREEN ★ GARNER
AWARD PROGRAM

Recognizing outstanding contributions to urban education and honoring the memories of Richard R. Green, leading urban chancellor, and Edward J. Garner, urban school board leader.

Sponsored by: Council of the Great City Schools, Aramark K-12 Education and Voyager Sopris Learning

Too late to
mail your
application?
No problem!

APPLY ONLINE

with our convenient PDF application!

The Council of the Great City Schools is not only committed to recognizing and supporting outstanding leadership in urban education but also to preserving our precious resources. We are offering a convenient and earth-friendly PDF version of our application on our website.

Quickly and easily apply online:
<http://www.cgcs.org/Page/50>

The screenshot shows a web browser window displaying the Council of the Great City Schools website. The page title is "Awards and Scholarships / Green-Garner Award". The website header includes the Council's logo and tagline "The Nation's Voice for Urban Education". A navigation menu lists various sections: Home, About the Council, Member Services, Newsroom, Publications, Research, Academics, Legislative, and Conferences. On the left side, there is a sidebar titled "Awards and Scholarships" with a list of awards, including the Green-Garner Award, which is currently selected. The main content area features the "Green-Garner Award" section, which includes a description of the award, a photo of a past winner, and a photo of the 2014 winner, Houston Superintendent Terry Grier, being congratulated by his wife Nancy Grier. The text states that Terry Grier was the 2014 winner and that he received a \$10,000 college scholarship.

Note: When filling out the PDF version, place your cursor on the blank line and type your answer. Once the forms are completed, be sure to save it on your computer for your records, and then press the "submit" button on the bottom of page 12. Alternatively, you can email the completed forms as an attachment to: ttabor@cgcs.org.

THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM

The Council of the Great City Schools is committed to recognizing and supporting outstanding leadership in urban education in honor of Richard R. Green and Edward Garner.



Michael Casserly

The Council of the Great City Schools is pleased to join with Aramark K-12 Education and Voyager Sopris Learning in sponsoring the annual Green-Garner Award in Urban Education. This year's award is dedicated to honoring one of our school board members. Next year's award will spotlight one of our superintendents. The honor has been named for our outstanding colleagues and friends—Richard Green, the former Chancellor of the New York City Public Schools and former Superintendent of the Minneapolis Public Schools, and Edward Garner, the former School Board President of Denver Public Schools. This award will be presented at the Annual Conference of the Council of the Great City Schools in Long Beach, CA.

Urban education has been blessed with many dedicated and talented individuals. School board members who will be nominated will have helped spearhead the comeback and progress of the nation's urban schools. These remarkable individuals have worked tirelessly on behalf of our very special children.



Jumoke Hinton Hodge

Michael Casserly
Executive Director
Council of the Great City Schools

Jumoke Hinton Hodge
Chair of the Board (FY14-15)
Council of the Great City Schools



Jeff Gilliam

We are fortunate to have so many dedicated and talented leaders in the K-12 urban education community. Aramark K-12 Education is honored to be part of a very special tradition. Each year, we join the Council of the Great City Schools and Voyager Sopris Learning in sponsoring the Green-Garner Award in Urban Education. As we recognize an individual for their leadership and commitment to excellence this year, let's also remember what drives all of us every day—the wellbeing and future of our students. Help us celebrate the legacies of Richard R. Green and Edward Garner by nominating one of your district school board leaders.

Jeff Gilliam
President
Aramark K-12 Education



Carolyn W. Gettridge

It is an honor for Voyager Sopris Learning to join the Council of the Great City Schools and Aramark in sponsoring the Green-Garner Award in Urban Education. This award acknowledges leaders in America's urban schools who exemplify the highest standards of leadership, achievement, professionalism and involvement—ideals that define our esteemed colleagues in whose honor the award is given. Voyager Sopris Learning appreciates your unwavering commitment to our children, and we welcome your nominations for this distinguished award.

Carolyn W. Gettridge
Senior Vice President
Voyager Sopris Learning



THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM

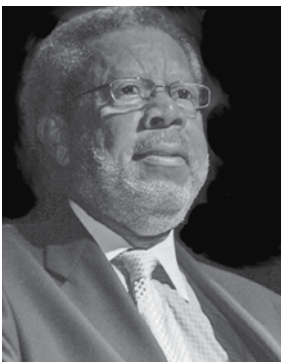


"If you believe it, you can achieve it.
If it is to be, it's up to me."



Richard R. Green (1936–1989)

- Earned doctorate in Educational Administration from Harvard Graduate School of Education
- Led the nation's largest school system as chancellor of New York City Public Schools
- Mentored urban school superintendents nationwide



Edward J. Garner (1942–2012)

- Outstanding businessman and former school board president, Denver Public Schools
- Played key role in establishing and funding the CGCS Urban Educator of the Year Award
- Represented school board members on the CGCS Executive Committee



THE TWENTY-SIXTH ANNUAL GREEN-GARNER AWARD PROGRAM

Program Overview

In tribute to the memories of Richard R. Green and Edward Garner, the Council of the Great City Schools, Aramark, and Voyager Sopris Learning will annually present an award in their names to a past or present council member superintendent or board of education member. The award rotates annually between superintendents and board members, and winners will be awarded for representing one or more of the ideals and commitments expressed by Richard Green and Edward Garner (see Selection Criteria, page 4).

The 2015 Green-Garner Award winner will be honored at the Annual Conference of the Council of the Great City Schools in Long Beach, CA and will receive a \$10,000 college scholarship to present to a senior in a high school from the winner's school system or from the high school from which the winner graduated, at the winner's discretion.

All nominees will:

- ★ *Have their brief video shown during the conference.*
- ★ *Receive recognition on stage during the banquet.*
- ★ *Be guests of honor at a special dinner reception.*

The winner will:

- ★ *Receive a special Green-Garner Award expressing the history of Dr. Green, Mr. Garner, and the ideals they cherished.*
- ★ *Be the guest of honor at a reception and banquet where the award will be presented.*
- ★ *Receive nationwide recognition in the news and various trade media, as well as a special profile in the Council of the Great City Schools newsletter, the Urban Educator.*



Austin Superintendent Pat Forgione, left, congratulates Angga Pratama for winning the Richard R. Green Scholarship. Forgione was the 2008 Green Award winner.



Abraham Tejada, a student from Tampa's Middleton High School, holds his \$10,000 Richard Green college scholarship he received from Hillsborough School Board Member Candy Olson, left. He is also congratulated by principal Owen Young and Hillsborough School Board Member Doretha W. Edgcomb. Olson was the 2014 Green Award winner.

CRITICAL DATES

- ★ **Monday, August 10, 2015**
Last day application packets may be postmarked and mailed or emailed to the Council of the Great City Schools.
- ★ **August/September 2015**
Distinguished panel selects Green-Garner Award Winner.
- ★ **Thursday, October 8, 2015**
The Green-Garner Award Winner will be announced and honored at the Annual Fall Conference banquet hosted by Aramark K-12 Education and Voyager Sopris Learning at the Hyatt Regency Hotel in Long Beach, CA.

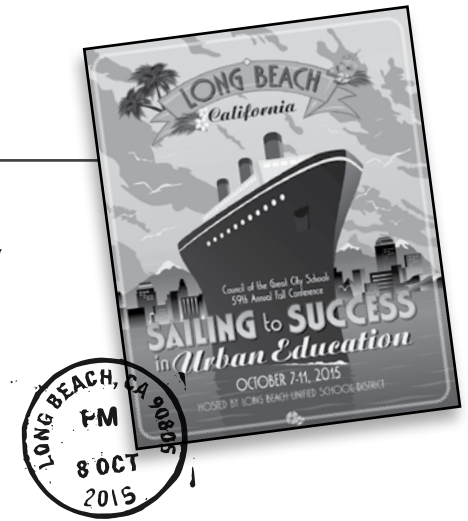


THE TWENTY-SIXTH ANNUAL GREEN-GARNER AWARD PROGRAM

Selection Process

This application must be completed in its entirety and postmarked or emailed by August 10, 2015, to the following address:

Terry Tabor, Conference Manager
Green-Garner Award Program
Council of the Great City Schools
1301 Pennsylvania Avenue, N.W., Suite 702
Washington, D.C. 20004
(202) 393-2427 / FAX (202) 393-2400
ttabor@cgcs.org



The program in 2015 is open to all past and present school board members of the Council of the Great City Schools. All current school board members and Board of Education members of the Council of the Great City Schools may make nominations for a past or present school board member for the Green-Garner Award Program. Those nominating a candidate should complete page 12.

The Council of the Great City Schools will review all applications for completeness. A distinguished panel of superintendents and school board members will select the recipient of the annual Green-Garner Award.

Selection Criteria for School Board Members

Applicants for the Green-Garner Award should be able to demonstrate one or more of the following ideals cherished by Dr. Green and Mr. Garner:

LEADERSHIP

- ★ *The applicant has shown excellence in leadership and sustained that leadership over a number of years.*
- ★ *The applicant has improved the quality and stability of the district through his or her leadership and governance.*

ACHIEVEMENT

- ★ *The applicant has demonstrated that his or her leadership has been instrumental in improving student achievement districtwide for a number of years.*
- ★ *The applicant has demonstrated that his or her leadership has been instrumental in narrowing achievement gaps in his or her district over a number of years.*

PUBLIC CONFIDENCE

- ★ *The applicant has helped improve the public's confidence in his or her school district.*

PROFESSIONALISM

- ★ *The applicant embodies the personal characteristics and professional accomplishments that reflect well on urban education and the progress it is striving to make.*

INVOLVEMENT

- ★ *The applicant has shown active and sustained participation in and support of the Council of the Great City Schools.*



Charlotte-Mecklenburg School graduates Shanika Moser, left, and Devina Flores, right receive congratulations from Gwen High. They were each selected by Superintendent Eric Smith to receive \$5,000 Richard R. Green scholarships.



THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM

APPLICATION SPECIFICATIONS

INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED.

BY MAIL:

Please complete and return five copies of this application, * one color photograph, and a 2-minute DVD to be used during the event, postmarked by August 10, 2015, to:

Terry Tabor, Conference Manager
Council of the Great City Schools
1301 Pennsylvania Avenue, N.W., Suite 702
Washington, D.C. 20004

(202) 393-2427

FAX (202) 393-2400

ttabor@cgcs.org

ONLINE:

You may also use the automated application system, but please provide all requested information, photo (JPEG), and video (MOV) by August 10, 2015.

You may attach supporting documents (each on one 8-1/2 x 11 sheet) to this packet. Please also include a color photo with name, title and address on the back of the color photo and a 2-minute DVD on the nominee to be used during the event. The DVD should focus on the applicant's qualifications and accomplishments based on the selection criteria. You may email your photo to ttabor@cgcs.org along with your PDF application.

Additional materials (please provide five sets* if mailed) can include copies of letters, testimonials, news clippings, pamphlets, etc. **DO NOT SUBMIT** display materials, films or scrapbooks, as they will not be considered in judging the nomination. All submitted materials become the property of the Council of the Great City Schools and will not be returned.

The nominator and/or nominee for the Green-Garner Award should fill out the entire application. Page 12 is to be filled out by the nominator only and included with the nominee's application.

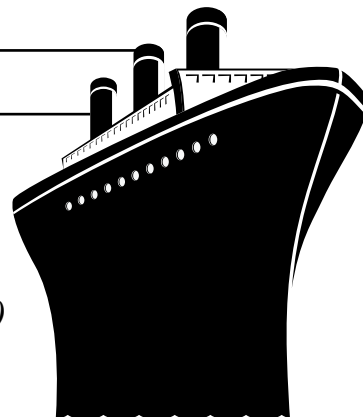
NOTE: Please detach and type (or print clearly) directly on each page when completing this application. You may also retrieve the application from: www.cgcs.org/Awards.

ONLINE SUBMISSION ONLY: If using the PDF version, place your cursor on the blank line and type your answer. Once the forms are completed, be sure to save it on your computer for your records, and then press the "submit" button on the bottom of page 12. Alternatively, you can email the completed forms as an attachment to: ttabor@cgcs.org.

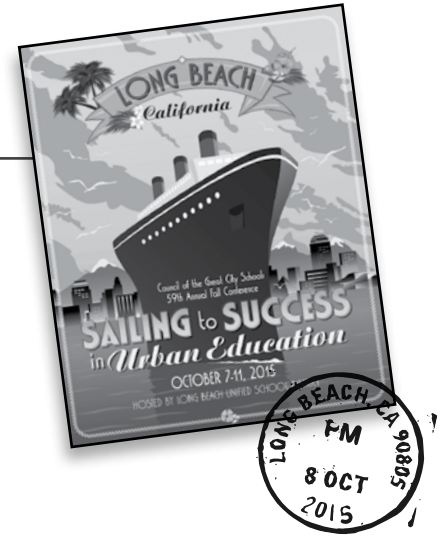
APPLICATION CHECKLIST

- Completed Application
- Five Copies of Application*
- A 2-minute DVD on Applicant
- One Color Photograph (5" x 7" preferred)

* Applies to mailed applications ONLY.
The PDF application need only be sent once.



THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM



APPLICATION

Kindly complete the information below and submit to the address on page 5 following all specified criteria.

TOO LATE TO MAIL?

You also have the option to use our new PDF application, which can be found on our site at: <http://www.cgcs.org/awards>.

Note: All PDF applications should be saved to your computer prior to submission to CGCS for your protection.

PERSONAL INFORMATION (Please write your information above the lines below.)

NAME _____

SCHOOL SYSTEM _____ TITLE _____

OFFICE ADDRESS _____

CITY _____ STATE _____ ZIP _____ PHONE _____

SCHOOL SYSTEM INFORMATION

SYSTEM ENROLLMENT _____

PLEASE GIVE A BRIEF DESCRIPTION OF THE SCHOOL SYSTEM WITH WHICH YOU ARE AFFILIATED.

EDUCATION

SCHOOL ATTENDED _____ DEGREE _____ DATES _____

SCHOOL ATTENDED _____ DEGREE _____ DATES _____

SCHOOL ATTENDED _____ DEGREE _____ DATES _____

TEACHING/ADMINISTRATIVE EXPERIENCE OR OTHER PRIVATE SECTOR/COMMUNITY EXPERIENCE

POSITION HELD _____ ORGANIZATION _____ DATES _____

POSITION HELD _____ ORGANIZATION _____ DATES _____

POSITION HELD _____ ORGANIZATION _____ DATES _____



THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM

*Please answer the following five questions. When answering each question, please make reference to the selection criteria.
(See page 4 under Selection Criteria.)*

- 1.** *How has your tenure as a school board member improved the quality and stability of your district's leadership and governance? (Please type your response and confine it to this page.)*

Print Name of Nominator or Nominee

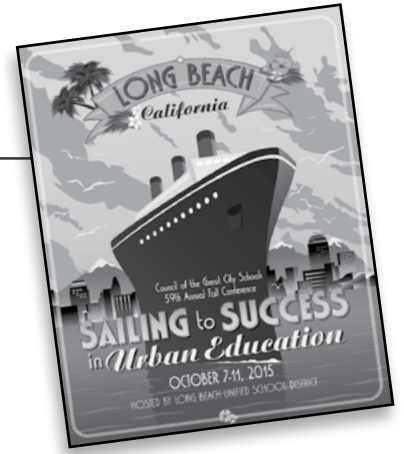
Email of Nominator

Telephone Number of Nominator



THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM

2. *How has your leadership as a school board member helped to improve student achievement districtwide and narrow the district's achievement gaps? Include specific data. (Please type your response and confine it to this page.)*



Print Name of Nominator or Nominee

Email of Nominator

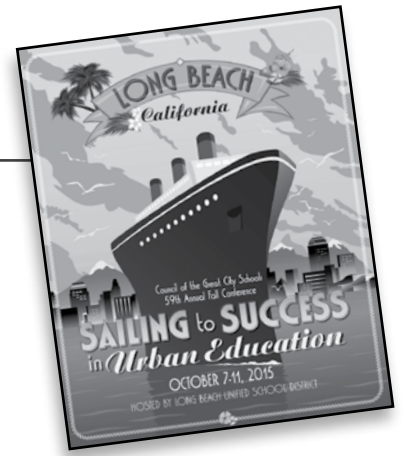
THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM

3. *How has your leadership as a school board member helped improve the public's confidence in your district?
(Please type your response and confine it to this page.)*



THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM

- 4.** *How has your leadership as a school board member exemplified the progress that urban schools nationwide are determined to make? (Please type your response and confine it to this page.)*



Print Name of Nominator or Nominee

Email of Nominator

THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM

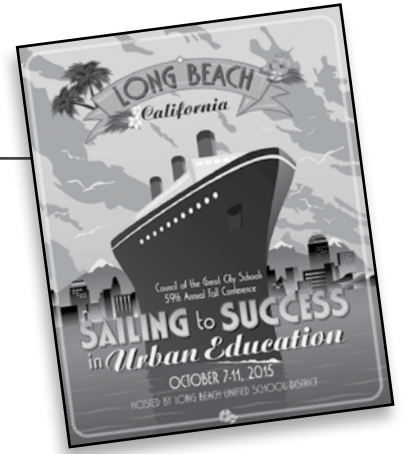
5. *How have you or your district participated over the years in the Council of the Great City Schools?
(Please type your response and confine it to this page.)*



THE TWENTY-SIXTH ANNUAL
GREEN-GARNER AWARD PROGRAM

For Nominators Only!

Please describe why you believe your candidate will be the best recipient of The Green-Garner Award. (Please submit this page with nominee's application.)



Print Name of Nominator or Nominee

*Concurred by:
School Board President or Superintendent*

Email of Nominator



Telephone Number of Nominator



Council of the Great City Schools

The Council of the Great City Schools is the primary advocate for urban public education in America. The organization is dedicated to improving student achievement in the nation's major cities; strengthening the quality of urban school leadership, governance, and management; creating greater educational opportunities for historically underserved students; and boosting public confidence in city schools. The organization works to achieve its mission by serving as a forum for urban school leaders.



Aramark K-12 Education

Aramark delivers experiences that enrich and nourish people's lives through innovative food, facility, and uniform services. United by a passion to serve, our more than 250,000 employees make a meaningful difference each day for millions of people around the world. Aramark is recognized among the Most Admired Companies by FORTUNE and World's Most Ethical Companies by the Ethisphere Institute. Aramark K-12 Education partners with more than 500 school districts across the country – offering breakfast and lunch meal programs, after-school snacks, summer meals, catering, nutrition education; and facilities services, including custodial service, grounds and landscaping, operations and maintenance, and energy management. Aramark programs are designed to encourage healthy eating habits, increase meal participation, and create safe, clean, comfortable learning environments for students and district communities. For more information, please visit www.aramark.com.



Voyager Sopris Learning

Voyager Sopris Learning™ is committed to partnering with school districts to build the capacity of educators to ensure the success of every child – no matter where their journey begins. Our research and evidence-based instructional solutions and services are proven to enhance the effectiveness of educators and increase student achievement. Our solutions are innovative, both in overall instructional approach and in the strategic use of technology, whether blended or 100% online. With a comprehensive suite of instructional resources, we ensure sustained success through literacy and mathematics intervention and supplemental resources, assessments, professional development and school-improvement services.



Cleveland student Yu Zhang, second from left, holds his \$10,000 Green-Garner college scholarship he received from Cleveland School Board Chair Denise Link. Link was the 2013 winner of the Green-Garner Award.



Boston Schools Committee Chairperson Elizabeth Reilinger, right, congratulates John Casper for winning the \$10,000 Richard R. Green college scholarship as Boston Schools Superintendent Carol Johnson looks on. Reilinger was the 2007 Green Award winner.

THE 26TH ANNUAL
GREEN★GARNER
AWARD PROGRAM



Council of the Great City Schools
1301 Pennsylvania Ave NW, Ste 702
Washington, D.C. 20004
(202) 393-2427
www.cgcs.org

Aramark K-12 Education
1101 Market St
Philadelphia, PA 19107
(800) 926-9700
www.aramark.com

Voyager Sopris Learning
17855 Dallas Parkway, Ste #400
Dallas, TX 75287
(888) 399-1995
www.voyagerlearning.com



QUEEN SMITH AWARD

Council of the Great City Schools

2015 Candidates for the Queen Smith Award for Commitment to Urban Education

Sponsored by:
McGraw-Hill Education

The program is open to professional educators working in the area of teaching from Council member districts

The candidates are:

Nominees

Melissa Collins
Luisa Palomo Hare
Lainie Clowers-Gwynne
Lisa Misky
Chad Sperzel-Wuchterl

School District

Memphis Schools
Omaha Public Schools
Orange County Public Schools
Milwaukee Public Schools
Milwaukee Public Schools

COUNCIL of the GREAT CITY SCHOOLS
59th Annual Fall Conference

SAILING to SUCCESS in *Urban Education*

2015 Queen Smith Award *for Commitment to Urban Education*





Education

The Council of the Great City Schools &
McGraw-Hill Education
Announce

The Queen Smith Award for Commitment to Urban Education 2015



Queen was a much loved and admired colleague who always said it like it was. She worked with many of us in key accounts, at national exhibits, and participated in all new product development discussions. She was well-known nationally in urban accounts and elsewhere. In the early 1990s, she established the Educator's Collaborative, a leadership group of national educational leaders, brought together to focus on the needs of urban schools and children. During the last several years of her life, she was a major presence in the Council of the Great City Schools and was Chair of the Urban Education Technology Form (UETF) section of the Council. She was also active in the National Alliance of Black School Educators. In 1996, Queen represented

Macmillan/McGraw-Hill on a trip to South Africa with a number of other educators to learn about their educational system and to share ideas about our system. This was a very proud moment for her.

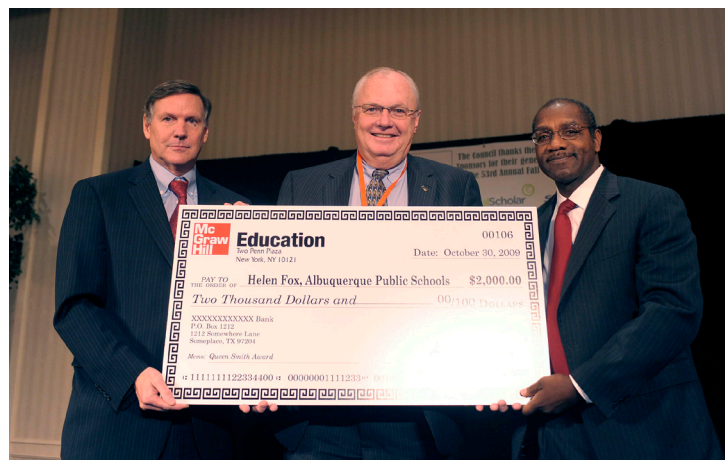
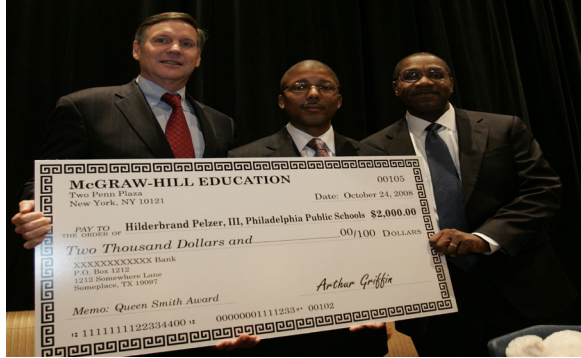


Queen joined Macmillan/McGraw-Hill School Publishing Company in June 1989. She had been a junior high school teacher and was involved in school publishing as a sales representative, consultant, consultant manager, and a software curriculum specialist. In 1991, she served as Urban Specialist and then promoted to Vice President, Urban Sales.



The Queen Smith Award for Commitment to Urban Education was established in October 1998 in celebration of the unwavering commitment Queen gave to children, her community, and her church. During the Council's Annual Fall Conference (October 7-11) in Long Beach, CA, \$5,000 will be awarded to a teacher who has made significant contributions to education and to the community. The \$5,000 award will be held Friday, October 9. Additionally, \$1,000 will be awarded to the Council of Great City Schools whose programs serve as models for educating future generations.

Queen Smith Recipients



A

ll children are to be endeared and nurtured with careful guidance. With this in mind, each generation is bequeathed a legacy of unwavering commitment by the torch we all must carry.”

– Queen Smith

At the 59th Annual Fall Conference in Long Beach, CA Friday, October 9th, the Council will present the Queen Smith Award for Commitment to Urban Education to an urban school educator who has made significant contributions to education and to the community. Sponsored by McGraw-Hill Education, the award is named in memory of the company’s late vice president of urban programs.



Education

COUNCIL OF THE GREAT CITY SCHOOLS
1301 PENNSYLVANIA AVENUE, N.W.
SUITE 702
WASHINGTON, D.C. 20004

The Queen Smith Award for Commitment to Urban Education 2015

NOMINATION FORM

NOMINEE (*Must be a teacher*)

Name

Title

School or Organization

Work Address

Home Address

Telephone: Work

Cell:

Home

E-Mail

EDUCATION

High School/Year

Institution/Degree/Year

Institution/Degree/Year

Institution/Degree/Year

Please list any official recognition of the nominee's contributions to education: awards, citations, community recognition, etc.

RATIONALE

Please explain why you believe the nominee deserves to receive *The Queen Smith Award for Commitment to Urban Education*. Please use a separate sheet of paper and attach it to this nomination form.

NOMINATOR

Name

Title

Work Address

Home Address

Telephone: Work

Home

E-Mail

Fax

Please explain your relationship to the nominee (colleague, employee, etc.):

Signature

Date

REFERENCES

Please arrange for at least two letters of reference and provide a brief biographical sketch of the nominee. In addition to the originals, **four (4)** copies of the nomination form, the rationale, and each reference letter, along with one photograph of the nominee, should be submitted to: The Queen Smith Award for Commitment to Urban Education, the Council of the Great City Schools; c/o Terry Tabor, 1301 Pennsylvania Ave., NW, Suite 702; Washington, D.C. 20004; (202) 393-2427; (202) 393-2400 [fax]; www.cgcs.org.

ELIGIBILITY REQUIREMENTS

NOMINEES

- Nominees must be a teacher. Superintendents and board members should apply for the Green/Garner Award.
- School district must be active members of the Council of the Great City Schools.
- Nominees must be willing to attend the Annual Fall Conference to accept the award, Friday, October 9. Registration is waived for winner and guest.
- Nominees must submit a current photograph.
- Proof of volunteer community involvement is required.
- Employees, retirees or relatives of employees or retirees of McGraw-Hill Education are not eligible to be nominated.
- Neither the members constituting the Board of Judges nor their relatives are eligible to be nominated. (The Council of the Great City Schools will select the Board of Judges.)

NOMINATING PROCEDURE

- Each year, the Board of Judges will select one winner from nominations **submitted by mail** to the Council of the Great City Schools.
- Nominations sent directly to McGraw-Hill Education will not be considered.

- **Completed nominations must be received by August 21, 2015.** In addition to the originals, 4 copies of the nomination form, the rationale, and each reference letter, along with one photograph of the nominee, should be submitted.

JUDGING CRITERIA

The award winner:

- must have made a significant impact in the field of education.
- must be effectively involved in a community organization whose policies and programs support the perpetuation of creative and effective education for all age groups.
- must have taken a significant leadership role in furthering a specific aspect of education (curriculum, technology, policymaking, etc.).
- must be serving the interest of children as an employee in a member district of the Council of the Great City Schools at the time of nomination.

The Queen Smith Award will be awarded without regard to race, creed, religion, sex, age, or national affiliation.

Nominations must be received by the Council of the Great City Schools by August 21, 2015. The winner will be notified by the Council of the Great City Schools.

DR. SHIRLEY S. SCHWARTZ URBAN IMPACT AWARD

**Council of the Great City Schools
Council of the Great City College of Education**

**2015 Candidates for the Dr. Shirley S. Schwartz
Urban Education Impact Award**

The award has been renamed to honor Dr. Shirley S. Schwartz, the Council's former Director of Special Projects and staff liaison with our colleges of education. The award honors an outstanding partnership between a university and an urban school district that has had a positive and significant impact on student learning.

The candidates are:

School District

Cleveland Metropolitan School District
Dayton Public Schools
Minneapolis Public Schools
Wichita Public Schools

College of Education

Cleveland State University
Wright State University
University of Minnesota – Twin Cities
Wichita State University

The Dr. Shirley S. Schwartz Urban Education Impact Scholarship

Each year, the winning partnership (school district and college of education) will jointly select a student, who has graduated from the school district and either will attend or is presently attending the partner college of education, and will award that student a two-year scholarship. Funds for the scholarship are derived from donations.

COUNCIL OF THE GREAT CITY COLLEGES OF EDUCATION

DR. SHIRLEY S. SCHWARTZ URBAN EDUCATION IMPACT AWARD

APPLICATION



July, 2015

Please return to the Council of the Great City Schools by **August 28, 2015**
1301 Pennsylvania Avenue, NW, Suite 702
Washington, DC 20004

In recognition of an outstanding school-based project, conducted by faculty from the member institutions of the Council of the Great City Colleges of Education in the Great City Schools.

College/District Submitting: _____

Partnering College/District: _____

Faculty Name & Title: _____

Telephone Number & Email: _____

II. Evaluation: Evidence of Impact

1. Has this project been evaluated and when?

No

Yes

If yes, when?

2. Who conducted the evaluation? Was it in-house or an outside evaluation?

3. In specific terms, describe **evidence** that this program/project increased P-12 student learning. Please indicate the variables assessed, with what instrument or method, and the time frame of the data. *Attach* a one-two page (double-spaced, 12 point font) explanation of the evidence that reveals if/how much student learning was impacted.

4. In specific terms, describe **evidence** that this program/project increased teacher/educator/leader effectiveness and/or had an impact on other significant issues that the profession faces (e.g., teacher retention, teacher retention in high need schools, principal turnover). Please indicate the variables assessed, with what instrument, method or set of metrics, and the time frame of the data. *Attach* one-two page (double-spaced, 12 point font) explanation of evidence that reveals if/how teacher/educator/leader effectiveness or other issues were impacted.

5. What are the key or salient features of the project/program that have resulted in the positive impact cited in #3 and #4? Please describe each.

6. How has the evaluation data been used to improve, sustain, or extend the program/project?

7. Provide any additional information that you would like for the reviewers to consider in the area of **Evaluation: Evidence of Impact**.

Sustainability and Scale

1. Indicate all sources of funding and approximate amounts for this project.

University

School district

State grants

Foundation(s) (please include name of Foundation)

Local businesses

Federal grants (please include name of grant funding)

Other (please specify)

2. Provide an annual cost estimate of the project/program.

\$

3. If this project/program has been funded by external resources (e.g., grants, businesses), what is the plan to sustain it at the end of the external funding period?

4. In what ways, other than the financial aspects, have you sustained/internalized this project/program or how do you plan to do so?

5. How have you scaled up the program/project or how do you plan to do so?

6. Provide any additional information that you would like for the reviewers to consider in the area of **Sustainability and Scale**.

**Please attach two letters of support that address the award criteria,
one from each of the following:**

Dean of the College/School of Education (or designee)

Superintendent of Schools (or designee)

Please return this application packet by August 28, 2015 to:

**Michell Yorkman, Special Projects Manager
Council of the Great City Schools
1301 Pennsylvania Avenue, NW
Suite 702
Washington, DC 20004**

Fax Number: 202-393-2400

myorkman@cgcs.org

COUNCIL OF THE GREAT CITY COLLEGES OF EDUCATION

SHIRLEY S. SCHWARTZ URBAN EDUCATION IMPACT AWARD APPLICATION GUIDELINES

The Council of the Great City Colleges of Education, in keeping with its mission to develop and maintain a system of mutually beneficial support for colleges of education and urban schools to improve student learning, annually honors an outstanding educational partnership program with the Shirley S. Schwartz Urban Education Impact Award.

Application Eligibility

Each member institution may submit one college/school partnership school-based project for consideration for the award. Eligibility for the award is limited to projects that are being implemented in partnership with a member district of the Council of the Great City Schools. **All participating Colleges of Education must be paid members of the Council of the Great City Colleges of Education and all partnering Schools Districts must be paid members of the Council of the Great City Schools.** Additionally, the project needs to be currently operating and have been in existence for at least two academic years. Applications require a letter of support from the Dean of the college of education and a letter of support from the Superintendent or superintendent's designee of the partner Great City School district. Consideration for this award will only be given to college of education and school district applicants who are current paid members of the Council. The deadline for submission of the application is **August 28, 2015**.

Review Process and Selection Criteria

A committee composed of members of the Council of the Great City Colleges of Education and the Council of the Great City Schools will make the final selection for the award. The Committee will use the following criteria to determine quality and select the winning project:

1. Project/Program Design (10 points)

- Nature of the program/project: significance of the program/project in urban education
- Scope of the program/project: number and extent to which program/project impacts groups of Pre-kindergarten through 12th grade students and groups of IHE students, district teachers, IHE faculty and leaders

2. Evidence of Impact (50 points)

- Evidence of an increase in educator/leader effectiveness and K-12 learning: documented evidence of the impact of the project/program on increasing educator effectiveness or reducing professional issues on Pre-Kindergarten – 12th grade student learning

3. Scale and Sustainability (40 points)

- Evidence of a link to system reform: documented evidence of how the project is impacting the broader policy projects across the partnership districts.

OFFICE MOVE

National Place

1331 Pennsylvania Avenue, NW

Letter of Intent to

Council of the Great City Schools

September 18, 2015

On behalf of **National Place Lease Company, LLC** (“Landlord”), we are pleased to submit this letter of intent to your client, Council of the Great City Schools (“Tenant”) to lease office space at National Place - 1331 Pennsylvania Avenue, N.W., Washington, D.C. (the “Building”).

Demised Premises:

Approximately 8,293 rentable square feet of office space on the eleventh (11th) floor of the north tower of the Building, as shown in the attached Exhibit A.

Landlord shall lease to Tenant approximately 200 rsf of storage space at \$15.00 per rsf. There will be no pass-throughs of OpEx or Taxes on the Storage Space rent. Rent will remain flat throughout the term.

The Demised Premises and Building are measured in accordance with the ANSI-BOMA z65.1 – 1996 Method of Measurement. The measurement of the Demised Premises will not change throughout the term, including any renewal terms unless mutually agreed upon between the parties.

Lease Commencement Date:

The Lease Commencement Date shall be July 1, 2016.

Rent Commencement Date:

The Rent Commencement Date shall be the later of (i) one year after the Delivery Date and (ii) July 1, 2017.

Delivery Date:

The Demised Premises will be delivered to Tenant after full execution and delivery of a Lease.

Early Occupancy:

Tenant will be permitted to occupy the Demised Premises beginning two (2) weeks prior to the Lease Commencement Date for the purpose of installing its data cabling / wiring, FF&E and other move-related items at no cost to Tenant.

Primary Lease Term:

The initial Lease Term shall be Ten (10) years from the Rent Commencement Date.

Base Rental Rate:

The annual Base Rental shall be Forty-Three and 00/100 dollars (\$43.00) per rentable square foot, full service.

Commencing January 1, 2018 and each January 1st thereafter, the Base Rental shall be escalated annually by two and one-half percent (2.50%) of the preceding year's Base Rental.

Operating Expenses and Real Estate Taxes

Commencing on January 1, 2018, and adjusting each January 1st thereafter, Tenant shall be responsible for its pro rata share of annual increases, if any in Operating Expenses and Real Estate Taxes incurred in the operation of the Building during the calendar year 2016. All Operating Expenses will be adjusted to reflect greater of 95% or actual occupancy of the building for the base year and subsequent lease years and fully assessed for Tax purposes. Tenant's base year for OpEx and Taxes will be aggregated. Further details regarding Operating Expenses and Real Estate Taxes shall be defined in the Lease and Landlord and Tenant agree to negotiate a list of exclusions in the Lease. There will be a 5% cap on controllable OpEx to be further defined in the Lease.

Tenant's pro-rata share of the Building shall be 2.0217%

Property management for the Building is provided by QDC Management Company, Inc., which is headquartered in Washington, DC. An onsite chief engineer and appropriate building staff will be available for the building. Additionally, a property manager assigned to the building is located within the complex. Please reference the following link to Quadrangle Development Corporation's website for more information: www.quadrangledevcorp.com.

Security Deposit:

Tenant shall issue to Landlord a Security Deposit equal to one (1) month rent, which Landlord shall hold until the expiration of the Lease Term. At Tenant's option, Tenant may post cash or a Letter of Credit to satisfy the Security Deposit.

Improvements:

Tenant Allowances and Construction

Tenant shall accept the Demised Premises in its "as is" condition. Landlord shall provide Tenant with an allowance equal to Eighty Seven and 00/100 dollars (\$87.00) per rentable square foot. "As is" condition includes the current warm lit shell condition with a brand new drop ceiling, and double glass door suite entry, which was installed at Landlord's cost, valued at approximately \$10.00 per rentable square foot.

The allowance shall be used for demolition, improvements (hard and soft costs) within the Demised Premises, and other renovation and move related costs including actual construction costs, architectural and engineering design fees, construction management fees, permits, fixtures, data cabling & wiring, systems furniture and built-in furniture. The allowance shall not be applied to the costs for any computers, trade-equipment, personal property, or for any other costs other than as provided above. Any unused portion of the Tenant Improvement Allowance, not to exceed Ten percent (10%) of the allowance, may be applied toward rent abatement.

Prior to Lease Commencement Date, Tenant may request that Landlord defer Five and 00/100 dollars (\$5.00) per rentable square foot of the above mentioned Tenant Improvement Allowance to be made available to Tenant to spend on Improvements to the Demised Premises in the sixth (6th) lease year of the Term.

Landlord shall install Building standard blinds in the Demised Premises, at Landlord's sole cost.

Landlord's Replacement of Base Building Air Handler for the Demised Premises:

In addition to the above Tenant Improvement Allowance, Landlord, at its expense, shall replace the base building interior air handling unit servicing the Demised Premises prior to the lease commencement date. The HVAC System serving the Premises shall be balanced as part of the MEP work performed in the Premises.

Architectural and Engineering Fees and Building Department Charges

Tenant may use the construction allowance to pay for architectural and engineering fees and related building charges.

Construction Management:

Tenant agrees to hire Landlord to manage the construction. Landlord shall charge Tenant a Construction Management Fee of two percent (2%) of the hard construction costs with the term hard costs to be more fully defined in a lease. In addition, Landlord will provide market services of its CM as an Exhibit to the Lease. At minimum, CM will be responsible for competitively bidding the General Contractor and their subcontractor trades and participating in all construction meetings.

Contractors & Engineers

Landlord and Tenant shall mutually agree on the general contractor bid list, using reasonable discretion. Tenant will solely select the GC and any other vendors required for the build out of the Premises.

To ensure coordination between the base building systems and tenant improvements, the mechanical engineering firm Blue Moon shall be used for the mechanical design phase of the project and Adcock's Electric shall be responsible for connecting the fire alarm system in the Demised Premises to the Building's fire alarm system. The pricing on their services will be at competitive prices. Tenant retains the right to competitively bid these services in order to pay a fair price.

Construction Schedule

A construction schedule shall be agreed to as part of the lease document.

Fire & Life Safety and ADA:

Throughout the Lease Term Landlord shall be responsible for maintaining the common areas, equipment, systems and structure of the Building in compliance with applicable fire and life safety codes, including ADA. Tenant shall be responsible for compliance with same within its Premises.

Sublease and Assignment Rights:

Provided Tenant is not in default of its Lease beyond any applicable notice and cure period, and subject to Landlord's recapture right outlined below, Tenant shall have the right to sublease or assign all of or a portion of the Demised Premises with Landlord's consent, which shall not be unreasonably withheld, conditioned or delayed.

Tenant will remain liable for the performance of all terms and conditions of the lease. Landlord and Tenant shall split any sublease profits 50/50, net of Tenant's related expenditures and costs to complete the sublease (such expenditures and costs to be detailed in the Lease). The Landlord shall have recapture rights only on any space offered for sublease or assignment to unrelated third parties for the Term specified by Tenant.

Notwithstanding the foregoing, Tenant may assign or sublease the Demised Premises to a qualified Tenant affiliate (to be defined in the Lease), without Landlord's consent but with at least thirty (30) days prior written notice; subject to certain restrictions (such as the Tenant not being in default beyond any applicable notice and cure period and the qualified affiliate not conflicting with an exclusivity or limitation imposed upon Landlord) to be further detailed in the Lease.

Parking:

A parking garage facility is located within the 1331 Pennsylvania Avenue office building and is managed by QuikPark, Inc. (a subsidiary of Quadrangle Development Corporation). Throughout the term of the Lease, Tenant shall be guaranteed the right to contract for eight

(8) unreserved parking permits in the garage provided that Tenant has continuously contracted for said spaces. The cost for such parking permits will be at the then prevailing monthly market rate for non-reserved spaces.

Quiet Enjoyment:

The Lease will contain language for Tenant’s Quiet Enjoyment of the Premises.

Renewal Right:

Tenant shall have one (1) five (5) year Option to Renew the lease, upon twelve (12) months prior written notice to Landlord. The Base Rental for the renewal term shall be at the then-current market rate for similar space in the East End submarket taking into account concessions then being offered in the marketplace for similar renewal transactions in comparable buildings in the East End submarket.

11. Building Access & Security:

Tenant shall have access to the Building and Demised Premises 24 hours a day, 365 days a year. Security for the Building is provided by Kastle Security, with access to the Building lobbies, office lobbies and elevator cabs controlled by card-key access from 6:00 p.m. until 7:00 a.m. Monday through Friday and all day on Saturday and Sunday.

12. Heating, Ventilation and Air Conditioning (HVAC) and Electrical Capacity:

The Building HVAC system, which operates at current ASHRAE standards, is composed of individually operated heat pump units located along the perimeter and a separate interior system, both of which are designed for flexible and economical after-hours operation. HVAC shall be provided from 8:00 a.m. to 7:00 p.m. Monday through Friday, and 9:00 a.m. to 3:00 p.m. on Saturdays, except for federally-designated holidays. Extra hours of HVAC shall be provided to Tenant at a charge equal to Landlord’s cost to provide such service. Landlord’s cost, to date, for extra HVAC service is \$54.00 per hour per zone for the north tower. The Demised Premises shall require one (1) zone to be operated. Such cost is subject to change by Landlord from time-to-time throughout the term of the Lease. Landlord will deliver the perimeter heat pump units in good repair and working order and will maintain the same throughout the lease term. Landlord’s HVAC specification are will be an attachment to the lease.

Landlord’s provision of electricity (excluding HVAC) shall be based upon standard electrical energy requirements of not more than an average of five watts per square foot of the Demised Premises and a human occupancy of not more than one person for each 125 square feet of the Demised Premises.

13. Building Maintenance and Cleaning:

Building maintenance and cleaning service shall be provided Monday through Friday, except federally-designated holidays. Service shall be comparable to that provided in other first-class office buildings located in downtown Washington, DC.

14. Elevators:

The North Office Tower is served by eight high-speed elevators and the South Office Tower by three high-speed elevators dedicated exclusively to use by office tenants. One of the North Tower elevators also goes to the interior truck loading dock of the project. Two separate elevators serve all five below-grade parking levels.

15. Tenant Identification / Exterior Signage:

Tenant will be provided with a reasonable number of directory listings on the Electronic Directory in the main lobby. Tenant's suite entrance signage shall be in accordance with the building standard and provided by Landlord at Landlord's cost. Tenant reserves the right to install its own suite entry signage at its own cost with Landlord's reasonable approval.

16. Commission:

Landlord recognizes that Di Renzo Realty, LLC (the "Broker") is representing Tenant with respect to this lease. Landlord shall pay a brokerage commission pursuant to a separate written agreement.

17. Contingency:

The terms and conditions outlined in this proposal are non-binding and subject to withdrawal without notice, approval by Landlord's executive committee and to the negotiation and execution by both parties of a mutually acceptable lease and other appropriate legal documentation and the approval of Tenant's financial information by Landlord.

18. Fitness Center – Landlord will subsidize the cost of one (1) Fitness Membership to Tenant for use at Washington Sports Club, located across the Street at 1345 F Street NW. When Landlord delivers a Fitness Center to the Building, said subsidy will terminate. To be further defined in the Lease.

If these terms and conditions above are acceptable to your client, kindly have the appropriate party sign below, and we will move to a lease document. Should you have any questions regarding any aspect of this proposal, please contact us.

Sincerely,



Brian R. Rahe
Executive Vice President



Joshua W. Kreider
Director

AGREED AND ACCEPTED:

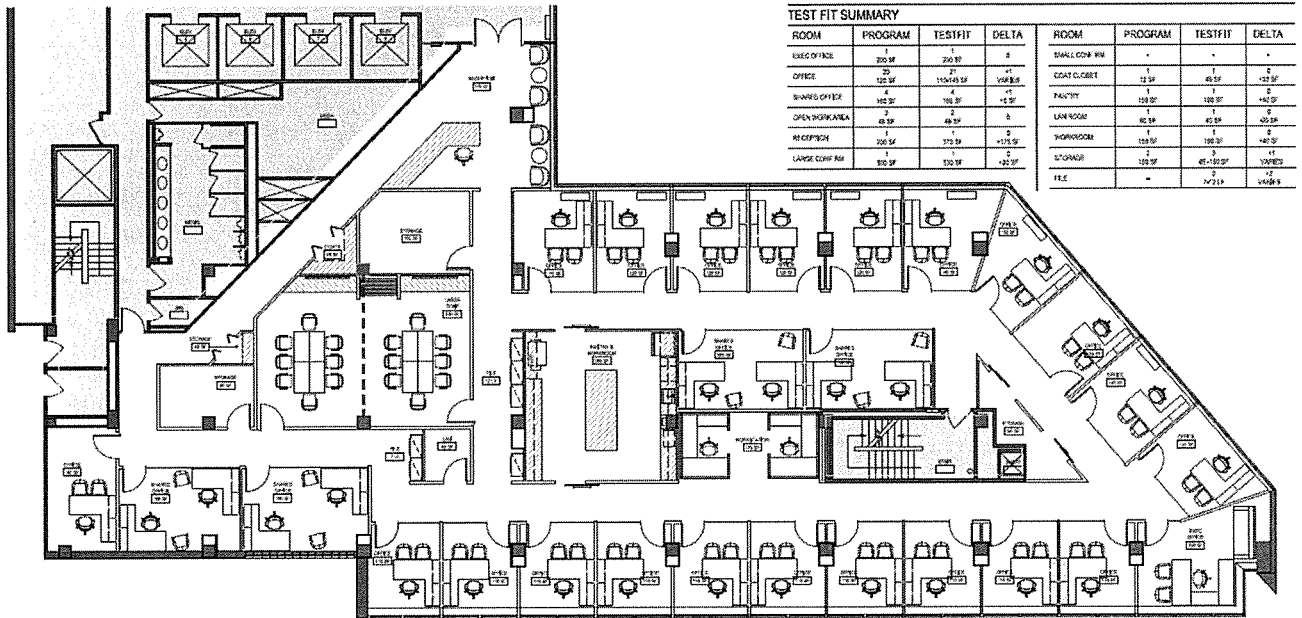
Tenant
Council of the Great City Schools

By: *M. H. Coody*

Title: *Executive Director*

Date *September 21, 2015*

EXHIBIT A – 11th Floor





CGCS @ National Place - 1331 Pennsylvania Avenue NW
 Date of Analysis: 9/18/2015

USF: 7,370 + 12.6% Core Factor
 8,293

11th Floor - North RSF:

Terms found from Final LOI - 18 Sept 2015

Beginning Rent: \$43.00prsf FS

2.5% increase in rent annually beginning 1/1/2018**

Rent Term: 120 months Beginning 7/1/2017

12 months free

2016 Base Year: \$22.21prsf*

4% increase in Pass-Throughs*

* = assumption

** = Negotiated Terms

Increase Over

**Other deal terms and occupancy costs
 are not included in analysis**

Term:	Rent PRSF:	Annual Rent:	Base Year:	Pass-Through:	Total Annual Rent:
7/1/2016 - 6/30/2017	\$43.00	Free Rent**	\$22.21	Free Rent**	Free Rent
7/1/2017 - 12/31/2017	\$43.00	\$178,299.50	\$23.10	Free Rent**	\$178,299.50
1/1/2018 - 12/31/2018	\$44.08	\$365,513.98	\$24.02	\$15,029.70	\$380,543.68
1/1/2019 - 12/31/2019	\$45.18	\$374,651.82	\$24.98	\$22,998.39	\$397,650.22
1/1/2020 - 12/31/2020	\$46.31	\$384,018.12	\$25.98	\$31,285.83	\$415,303.95
1/1/2021 - 12/31/2021	\$47.46	\$393,618.57	\$27.02	\$39,904.76	\$433,523.34
1/1/2022 - 12/31/2022	\$48.65	\$403,459.04	\$28.10	\$48,868.45	\$452,327.49
1/1/2023 - 12/31/2023	\$49.87	\$413,545.51	\$29.23	\$58,190.69	\$471,736.21
1/1/2024 - 12/31/2024	\$51.11	\$423,884.15	\$30.40	\$67,885.82	\$491,769.97
1/1/2025 - 12/31/2025	\$52.39	\$434,481.25	\$31.61	\$77,968.76	\$512,450.01
1/1/2026 - 12/31/2026	\$53.70	\$445,343.29	\$32.88	\$88,455.01	\$533,798.29
1/1/2027 - 6/30/2027	\$55.04	\$228,238.43	\$34.19	\$49,680.36	\$277,918.79
		\$4,045,053.67			

TOTAL \$4,545,321.45



DRAFT BUDGET - 5 Jan 2015

	Per	Budget		Remarks
	RSF	Value		
	7,000			
BUDGET - LEASEHOLD IMPROVEMENTS & OTHER				
SOFT COSTS				
1. Landlord Administrative Fee	1.00	\$7,000		2.0% oversight/monitoring fee (typically of hard costs only)
2. Architect Fees - Base Contract	3.50	24,500		TBD - Estimate
3. Architect Fees - FF&E Inventory	0.50	3,500		If Required - Reuse of some existing, some new furniture
4. Architect Fees - Furniture Specifications & Procurement	1.25	8,750		TBD - Estimate
5. Architect Fees - Interior Signage Specifications & Procurement				Not Included.
6. MEP Engineer Fees	1.50	10,500		TBD - Estimate. Basic Services & Supplemental HVAC
Additional Consultants - Professional Services				
7. Structural engineer	0.50	3,500		Core Drill Reviews, Low level Services
8. Lighting design	1.00	7,000		Estimate - Contract to be held by Architect
9. Audio-Visual design				To Be Contracted As Design Build
10. Structured Comm Cabling design				Not Included
11. Move Management	1.50	10,500		Budget estimate.
12. Project Management	3.50	24,500		Budget estimate.
13. Line Item Contingency - Soft Costs	0.50	3,500		5% of contract costs
14. Reimbursables - A&E, PM & Subconsultants	0.50	3,500		5% of soft costs
Subtotal - Soft Costs	\$15.25	\$106,750		
HARD COSTS				
15. Construction - Base Building Modifications				Not included
16. Construction - Interconnecting Stairway				Not included
17. Construction - Interiors	50.00	350,000		Estimate.
18. Construction Inflation Factor				Not included
19. Permits & Filing Services	1.25	8,750		Estimate. Expediter \$1,000 per permit, Permits 2% of costs. Third-Party Construction inspections included.
20. 3rd Party Plan Review				Not included
21. Line Item Contingency - Change Orders	5.00	35,000		10% of hard costs
Subtotal - Hard Costs	\$56.25	\$393,750		
INDIRECT/SPECIALTY COSTS				
22. Security - access control	1.50	10,500		TBD - Placeholder
23. Artwork				Not included
24. Interior signage	0.50	3,500		assumption
25. Logo signage - reception area & lobbies	0.30	2,100		Estimate
26. Exterior signage				Not applicable
27. Branding - signage - banners etc.				Not included
28. Move/Relocate - staff	1.25	8,750		Boxes, files mostly. Assumes mostly new furniture
29. Line Item Contingency				Not included
Subtotal - Indirect/Specialty Costs	\$3.55	\$24,850		
FURNITURE & OFFICE EQUIPMENT COSTS				
30. Furniture	15.00	105,000		Estimate. Scope TBD.
31. Office Equipment				Not included
32. Telephone switch/ VoIP	5.50	38,500		Estimate: Assumes \$20,000 for switch, \$600 for each handset, 30 handsets estimated
33. Voice/data cabling plant	3.20	22,400		Duplex drops based upon hdcnt x 1.75 @ \$425
34. Audio-Visual equipment	10.00	70,000		Estimate - Placeholder Minimal Scope
35. CATV or DSS	0.25	1,750		Estimate for service initiation. Final scope TBD
36. Line Item Contingency	1.00	7,000		assumption
Subtotal - FF&E Costs	\$34.95	\$244,650		
GENERAL CONTINGENCY				
37. General Project Contingency	5.00	35,000		
TOTAL CONCEPTUAL BUDGET	\$115.00	\$805,000		
38. Estimated Tenant Improvement Package	70.00	490,000.00		To be negotiated in lease
Shortfall	-45.00	(315,000.00)		Cash required by CGCS - 90% of this outlay required during Q1 and Q2 of 2016

FITZGERALD LAW PLLC
PO BOX 282
FALLS CHURCH, VIRGINIA 22040

Justine Fitzgerald
703-229-0066

August 28, 2015

Via Electronic Mail

Michael Casserly
Executive Director
Council of the Great City Schools
1301 Pennsylvania Avenue, N.W., Suite 702
Washington, D.C. 20004-1758

Dear Mike:

The purpose of this letter is to set forth the terms of the engagement of Fitzgerald Law PLLC (the "Firm") by the Council of the Great City Schools (the "Company") for the provision of legal services in connection with a lease for office space in Washington, DC. The purpose of this letter is to set forth our mutual understanding as to the basis on which the Firm will represent the Company with respect to this matter and such additional matters as we may mutually agree from time to time in the future.

1. Fee Calculation. The Firm will charge for professional services based on the time spent on your matter(s). The Firm's base billing rate is \$395 per hour; however, your discounted rate will be \$355.50. The average office lease negotiation for the Company's expected amount of space ranges from six to twelve hours. When the Firm charges by the hour, you will not be charged more than the base rate without getting your written approval (including by email), however, the Firm may from time to time agree to lower hourly rates for particular projects without a writing, and such lower fees do not reflect an agreement to charge such fees on other projects in the future. You should be aware that the base billing rates are reviewed at least annually, usually in January of each year, and may be modified to reflect changes in our cost structure and related market conditions.

2. Reimbursement for Expenses. In representing you, the Firm may incur expenses and make disbursements on your behalf. These would include such items as travel and transportation expenses (including subsistence expenses while on travel and mileage costs for travel in personal vehicles); express delivery and postage charges; and duplicating charges. The Firm will bill at cost (or estimated cost) for these expenses and disbursements charges without markup. If, in the course of the engagement, it is necessary for the Firm to arrange for the services of other outside counsel, experts, or

consultants, or to incur other major expenses on your behalf, the Firm may arrange to have the charges for such services or items billed directly to you.

3. Statements for Fees and Expenses. On a regular basis, generally every month, the Firm will send you a statement covering the fee charges and expenses, providing all such reasonable detail as you may require. All such statements are due and payable upon receipt.

4. Conflicts; No Parent/Subsidiary/Affiliated Entity Representation. Given the breadth and nature of the Firm's practice, it is possible that during the time the Firm is representing the Company, some of the Firm's present or future clients will be engaged in transactions, or encounter disputes, with the Company. You agree that the Firm may continue to represent, and may undertake in the future to represent, existing or new clients in any matter that is not substantially related to our work for you even if the interests of such clients in those matters are directly adverse to the Company. At no time would the Firm use or disclose any confidential or proprietary information relating to its representation of the Company in connection with the Firm's representation of another client without your written consent. Unless we reach an explicit understanding to the contrary, the Firm is being engaged by, and will represent, the Company and not any stockholder, member, parent, subsidiary or affiliated entities of the Company, and the Firm's representation of you will not give rise to any conflict of interest in the event other clients of the Firm are or become adverse to any such stockholder, member, parent, subsidiary or affiliate. Further, this will confirm that, unless specifically confirmed otherwise in writing, our representation is not a representation of any officers, directors or employees of the Company.

5. Right to Use Name on Website. By signing this agreement, you grant to the Firm the right to use the Company's name on the Firm's website for marketing purposes only; provided, however, that you have the right to have the Company's name removed from the website within 2 days upon reasonable request.

If you have any questions about the understandings as described above, please let me know.


If the terms of the engagement are acceptable to you, I would appreciate it if you would sign a copy of this letter and return it to me, evidencing your agreement to these terms. Once again, let me say how pleased I am that you have engaged Fitzgerald Law PLLC.

Sincerely,

/s/ Justine Fitzgerald

AGREED TO AND ACCEPTED BY:

COUNCIL OF THE GREAT CITY SCHOOLS

By:  8/28/15
Michael Casserly
Executive Director





PREPARED FOR

CGCS

June 24, 2015

CONTENTS

Section 1	About Us
Section 2	Scope of Services
Section 3	Compensation
Section 4	Team Resumes
Section 5	Project Experience

ABOUT US

Millar + Associates was created from a long tradition of design excellence with a renewed spirit of service. After years of running independent profit centers for a \$200m commercial real estate firm and top 30 national interior design firm, Olivia Millar launched M+A. As a testament to the quality Millar and her team bring to projects, all their clients came with the team to the new firm. The M+A team puts one quality above all other aspects of their practice: customer service. Our customers are at the heart of our firm, they are the driving factor behind our inspiration, work ethic, and deliverables. We take pride in the following comments from past and ongoing clients and we're happy to provide more references upon request.

INSPIRATION

"During the design process, M+A listened to my particular desires and took the initiative to research our existing brand and story. From this, and with little additional guidance, your team seemingly read my mind and drew inspiration from what we gave you."

- Paul Innella, President & CEO, TDI

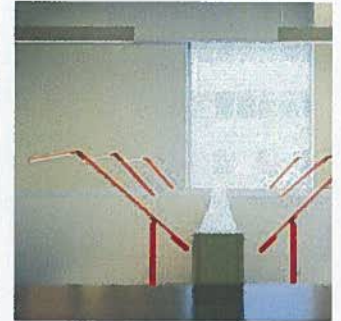
Millar + Associates does not have an identifiable style, we develop each project's aesthetic based on our clients brand, programmatic goals, and sense of identity. During our programming and schematic design phases we invest extra time to better understand our clients and develop a partnership that endures through the course of the project and beyond. This deeper understanding helps us produce a design platform that sets the stage for the project's success.

WORK ETHIC

"This project has been a major endeavor for our organization. It has been a relief to all of us involved knowing that we have been in highly capable hands who understand our needs and constraints."

- Antoinette Durkin, Former Executive Director, The Washington Campus

The Millar + Associates team invests a lot of time up front to understand our client's requirements and coordinate consultants so the design and construction documentation processes are smooth. As a firm, M+A remains small so our service level transcends industry standards and our clients always receive extensive senior involvement.



*Patient-Centered Outcomes
Research Institute*



DELIVERABLES

*"The construction documents were delivered ahead of schedule and the resulting construction cost was under our budget. I recommend this team to anyone looking for elegant design delivered in a timely manner."
- Debbie Eng, COO, The Chertoff Group*

Millar + Associates understands what matters to our clients most: schedule and budget. To this end, senior team members are involved in all aspects of the project and are empowered to direct resources as necessary to meet and exceed client expectations. We are proud to say that many of the general contractors we have worked with recommend us to their clients because of our quick response time and team approach.

Our commitment to customer service is rooted in our time as real estate advisors, contractors, and end users. These unique perspectives inform our culture and service model. We meet high-end design projects with the same energy as we do fast-paced, budget driven projects. Each receives the same senior involvement, team commitment, and creative thinking because our motivation is client satisfaction above all else.

CERTIFIED BUSINESS ENTERPRISE (CBE)

*"The Department of Small and Local Business Development (DSLBD) supports the development, economic growth, and retention of District-based businesses, and promotes economic development throughout the District's commercial districts."
- DSLBD website*

Millar + Associates is a certified business enterprise in the District of Columbia. We are proud to be a Woman-owned, DC resident-owned small business with DC residents as employees.



WHAT OUR
CLIENTS SAY

SEABURY APG
AIRLINE  PLANNING

November 21, 2012

Millar + Associates
1785 Massachusetts Ave NW
Suite 108
Washington, DC 20036

Dear Ms. Millar:

I would very much like to thank you and your associates for your superb professional skills in designing our new office space.

We have had many office moves over the years, and experienced many architects and interior design firms. By far, our experience with you and your firm was the best we have experienced in our 16 years.

Your vision for an attractive and functional workspace was expertly delivered from concept to implementation. The space design, color treatments, materials selection were all performed at the highest level.

I must say I actually look forward to going into the office. It is such an attractive place to work and due in large part to your design.

Kind regards,

A handwritten signature in black ink, appearing to read 'S Still'.

Stephen Still
Managing Director and Founder



WHAT OUR CLIENTS SAY



Millar + Associates
1785 Massachusetts Ave NW
Suite 108
Washington, DC 20036

Mrs. Millar:

It is with tremendous pleasure that I write this letter extoling the exemplary performance of your firm while serving TDI during the build-out of our new headquarters office space here in Washington, DC. I can say, without a doubt, that Millar + Associates is by far the best vendor with whom TDI has had the distinct privilege of working in its eleven years of existence.

First, let me commend your ability to transition our contract from Mancini Duffy to Millar + Associates. Believe me, as the owner and founder of TDI, I am able to understand the trials and tribulations of starting a business. You accomplished this without missing a beat in serving our needs. Most importantly, the transition was seamless to TDI as the stellar level of service continued from project start to finish.

Your team, including Steve Sorrell and Annie Richards – all the while with you at the helm – worked on a condensed schedule, with difficult requirements, and came out shining. During the design process, Millar + Associates listened to my particular desires and took the initiative to research our existing brand and story. From this, and with little additional guidance, your team seemingly read my mind and drew inspiration from what we gave you.

All along the way, you made it extremely easy to move forward as you were always prepared and constantly put forth ideas and designs that were exactly as I'd hoped. Your entire team provided fantastic customer service and were extremely attentive and thorough.

If, at any point in what I know will be a successful future for your firm, you need a reference, please rely upon me to express to a prospective customer how pleased everybody at TDI is with Millar + Associates.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul Innella', written over a horizontal line.

Paul Innella
President & CEO

1155 Connecticut Avenue NW
11th Floor
Washington, DC 20036

Phone: 202.337.5600
Fax: 202.337.6601
www.tdisecurity.com

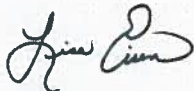




To Whom It May Concern:

It is our pleasure to recommend Millar + Associates for your project. Olivia, Steve and the entire design team far exceeded our expectations in terms of customer service, attention to detail and the high level of design they helped us achieve in our new space. We brought several challenges to the table and know it could not have been easy for Olivia and Steve, but their patience, flexibility and willingness to happily shift gears to accommodate our ever changing needs made all of the difference. They guided us through the complex planning and design process, making sure that our questions and concerns were addressed. The end result was an unbelievable success -- and an award winning space to boot. Our space reflects who we are as an organization and what matters most to us and we can't thank Millar + Associates enough for their incredible work!

Sincerely,



Lisa Eisen
National Director



Shannon Oliver
Operations Manager



WHAT OUR CLIENTS SAY



December 20, 2012

Millar + Associates
1785 Massachusetts Ave. NW
Washington, DC 20036

Dear Olivia,

I wanted to personally thank you for the outstanding service provided by Millar + Associates in support of our office relocation this year. You and your team were invaluable in helping us to plan and manage a range of issues including new office design and layout, renovation supervision and contractor management. Millar + Associates played a critical role in coordinating and communicating with our headquarters building and office services team in Minnesota. Because of your dedication, professionalism, extensive local knowledge and networks, and hands-on approach; we were able to complete the relocation on-time and within budget. We are delighted with our new office!

I would wholeheartedly recommend Millar + Associates to any other organization who values strong customer service, innovative thinking, attention to detail, accountability, follow-through, and adaptability/flexibility. Millar + Associates exceeded my expectations in delivering value-added service.

Sincerely,

A handwritten signature in blue ink that reads 'Bradley J. Burk'.

Bradley J. Burk
Senior Director
Operations and Corporate Engagement

SCOPE

SCOPE OF SERVICES

Millar + Associates will provide full design, documentation, and administration services for the new CGCS offices in Washington, DC. It is our understanding that CGCS will relocate to approximately 7,400 SF with an occupancy starting the summer of 2016.

Project Kick-off

This phase sets the stage for a successful project as all future work is based on the work done during these meetings. While the most challenging part of this phase is predicting future growth, M+A will work with you to understand your vision for the firm and project goals.

We will meet to discuss the business parameters of the project; goals, project responsibilities, schedule, budget, and the approval process.

M+A will provide one review of the preliminary schedule and budget. This proposal does not include Project Management Services in the base fee. (see Optional Services below) so M+A will not be responsible for preparing the schedule and budget in the base fee.

M+A will prepare meeting minutes summarizing the content of the meeting and assigning responsibility to parties who have action items.

We will tour the existing facility to discuss what are successful elements and what could use improvement, current space standards, and support requirements.

Timeline – We anticipate this phase to last 1 week
Meetings – One Kick-off Meeting and one Site Tour

Programming

M+A will meet with the senior Client representatives (or space committee) to review their space requirements, comment on our observations of their existing space, discuss projected growth, necessary support areas and their effectiveness, and desired image. This meeting is typically 1.5 hours and covers both quantitative needs and visual goals.

These are services that M+A provides standard that not all firms do. We feel these efforts improve our service and your project.



American Council on Renewable Energy

M+A understands that each organization is different so the best way to derive information and the most appropriate strategy for engaging staff will vary by organization. Therefore we offer one of three approaches to staff involvement. Should more approaches be desired M+A will prepare a plan, and fee, to perform this additional work. One of the following three strategies is included in this proposal:

- 1) M+A will conduct two hours of focus groups (two, one-hour sessions or three, 40-minute sessions). These session will cover aesthetic preferences as well as likes/dislikes of the current space and staff goals for the project. A report will be prepared for senior management to summarize the outcomes.
- 2) M+A will embed themselves in the existing office for (two) three-and-a-half hour visits to track what kind of work staff are doing, what areas are occupied, how common areas are used, etc. A report will be prepared for senior management to summarize the outcomes.
- 3) M+A will conduct up to five Director and/or Department leadership interviews. In this scenario the middle management speaks for the staff as an informed leader of the organization and their staff. These interviews address culture and functional requirements as well as aesthetics. A report will be prepared for senior management to summarize the outcomes.

In addition to one of the above, a questionnaire will be issued to staff. The Client will review the content prior to issue but typically this survey addresses staff experience relative to daylight, coffee/pantry concerns, conference space availability, person storage, access to daylight, etc. We will review the responses and compile the data for inclusion in the Programming Report.

M+A will issue a *General and Department Filing and Storage Survey* to be completed by the Client and returned to M+A.

The final Programming Report will summarize the use, size, requirements, organization, and adjacencies for each space. It will also provide detailed analysis of the questionnaire responses and outcomes from programming exercises above. M+A will also make recommendations for how to improve space efficiency.

Timeline - We anticipate this will take 2 weeks

These are services that M+A provides standard that not all firms do. We feel these efforts improve our service and your project.

Meetings – Four hours of interviews and/or Focus Groups, One Qualitative Visioning Session, One meeting to present the Programming Report

Evaluation of Alternatives

M+A will produce test fits based on the approved program with one revision as necessary. This process is meant to evaluate the buildings footprint and its effect on the successful implementation of the program. This work is typically paid for by the prospective landlord.

M+A provides a chart that compares each test fit to the program to help our clients assess the efficiency of each prospective location.

We will perform a code review of the test fit and any remaining suites effected by the test fit.

When the preferred space is selected, M+A will review the draft lease if available for coordination.

Based on our review of the Workletter we will provide guidance for negotiating infrastructure provided by landlord and its impact on the project.

Timeline – M+A anticipates that this phase will take one week per test fit. The duration of this phase will depend on the real estate decision making process.

Meetings – One visit to the selected site and one meeting to review the test fits and discuss our findings.

Schematic Design

M+A performs a detailed survey of the existing architectural conditions including slab heights, window sill condition, ceiling conflicts, and ADA compliance. We then update the CAD files provided by owner.

During this phase we further develop the test fit into a full space plan, incorporating any revisions made to the program or as a result of field conditions uncovered during our site visit.

These are services that M+A provides standard that not all firms do. We feel these efforts improve our service and your project.

We present the plan for review, make one revision if necessary, and present the final plan for approval.

The Client needs to provide M+A with full equipment specifications, per our *Equipment Survey Form*, so equipment can be incorporated into the plan and provided the correct clearances, power, etc.

M+A will prepare meeting minutes summarizing the content of the meeting and assigning responsibility to parties who have action items.

In addition, M+A will add pricing note to the final plan allowing the General Contractor to prepare budget pricing.

We begin to resolve the programmatic requirements of your project and develop design concepts for special areas including reception and conference facilities.

Three color and material palettes will be developed that support the programming report and the image the client seeks to portray. Palettes will include flooring, base, paint, wall covering, woods, plastic laminates, and any specialty finishes.

If client plans to renovate in place then swing space and phasing plans will be discussed at this point.

M+A will coordinate with the project's engineers and specialty consultants who will be responsible to see that their work is integrated with the overall concept.

Present the Schematic Design, with one revision if required.

Once decisions have been made in this phase M+A will prepare an annotated plan for a GC to prepare preliminary pricing

Timeline - We anticipate that it will take three weeks

Meetings - One day has been allocated for a detailed site survey and there will be one client meeting to present the Schematic Design

These are services that M+A provides standard that not all firms do. We feel these efforts improve our service and your project.

Design Development

Following approval of the Schematic Design, we will develop the concepts in greater detail to more fully describe the interior architecture, color, materials, and furnishings of the space.

We will refine the space plans in detail for each area of the facility to illustrate how the various elements are integrated into an effective overall plan and design consistent with your operational, financial and aesthetic goals.

We will further refine the selected color and materials palette. Select specific materials and colors for all areas. This is exclusive of “unique” selections for private offices and detailed furniture specifications.

We will prepare sketch's in 3D to communicate the architecture of the space and once material selections have been made they will be applied to the 3D image.

M+A will develop important details and refine the millwork design.

Coordinate with the project's engineers and specialty consultants who will be responsible to see that their work is integrated with the overall concept.

We will need to work with the team to establish final requirements for audio visual, security, storage, power & data locations, LAN room requirements, special equipment locations, and any other special requirements.

We will review and comment on the budget and schedule as they relate to the quality and quantity decisions required during this phase of the project.

Present the detailed architectural design scheme, with up to two revisions if required.

These are services that M+A provides standard that not all firms do. We feel these efforts improve our service and your project.

Present the final Design Development package for senior management approval.

The final Design development package will constitute the 50% construction documentation submission.

Timeline - M+A anticipates that this phase will take four weeks.

Meetings - Three design presentations and one technology coordination meeting

Construction Documents

Based on the approved Design Development package, construction drawings and specifications will be prepared to convey the design and execute the work.

Preparation of construction documents delineating the work to be performed, including:

- Demolition plans, if applicable
- Partition plans showing the layout and including wall types, doors, frames and hardware
- Reflected ceiling plans with ceiling types and light fixtures
- Telephone, electric, and communications outlet location plans
- Finish plans keyed with floor and wall material locations
- Elevations as required to convey design intent
- Millwork and ceiling details as required
- Schedules including equipment, lighting, finish, and doors

If changes are made after the design development package has been approved additional expenses may be incurred.

Coordination with the project engineers and other special consultants whose responsibility it will be to ensure that their drawings and specifications comply with the design documents.

Submit drawings to the landlord for approval if requested by the Client or otherwise made known to M+A as a requirement.

These are services that M+A provides standard that not all firms do. We feel these efforts improve our service and your project.

SCOPE

Timeline - M+A anticipates that this phase will take four weeks.
Meetings - One coordination meeting with the engineers and one meeting to review drawings with the client.

Bidding & Permit

M+A will respond to questions presented by bidding General Contractors during the bid process.

The architectural drawings, signed and sealed by Millar + Associates, will be prepared and submitted as required to obtain regulatory agency approval to proceed with the construction work.

Assisting the filing representative retained by CGCS or General Contractor in filing contract documents with the local building department to obtain the issuance of a work permit and providing the expediter with the reasonable information requested in a timely manner. M+A will respond to any questions that arise out of this review.

If the bids are more than 10% over the agreed budget then M+A will provide value engineering services, including revised drawings, at no additional charge.

Timeline - We have based this proposal on two weeks for bidding the project and nine weeks for permit review.
Meetings - We don't anticipate any meetings during this phase

Construction Administration

This phase of the project includes the services required and performed by Millar + Associates during the Construction phase of this assignment.

One site visit per week to observe the construction for general conformance with the design intent expressed in the contract documents and, in conjunction with these, attendance at meetings and review of meeting minutes prepared by the contractor for distribution.

Respond to Requests for Information (RFI's) by the General Contractor.

These are services that M+A provides standard that not all firms do. We feel these efforts improve our service and your project.

SCOPE

Review the initial partition layout prior to construction.

M+A will rely on the General Contractor to prepare minutes during this phase.

M+A will review and comment on each initial submittal of shop drawings, product data, and samples.

Review and process invoices and applications for payment, including recommendations for action and verification of discounts, rebates or cost credits.

Prepare and distribute initial Construction Punch List summarizing incomplete and/or incorrect items, follow-up on corrective activities, and a final Construction Punch List.

This phase ends at Substantial Completion. The construction schedule may vary but this proposal assumes 10 weeks of Construction Administration.

Timeline - See above for anticipated construction phase

Meetings - One meeting per week of construction

These are services that M+A provides standard that not all firms do. We feel these efforts improve our service and your project.

COMPENSATION

COMPENSATION & REIMBURSABLE EXPENSES

For the Basic Services outlined above Millar + Associates fee will be \$3.65 per rentable square foot, exclusive of consultant's fees and all applicable sales taxes.

The fee for MEP (Mechanical, Electrical, and Plumbing) services is \$1.15/RSF. This includes one supplemental AC unit. Additional supplemental units will incur an additional \$1,500 fee. This proposal includes Caliber Engineering; if a different engineer is required the price may change.

Pre-Design:

Programming	\$0.22/RSF
Test fits	*\$0.12/RSF
(*Typically paid by prospective buildings - not included in total below)	
Site Survey & Pricing	\$0.15/RSF

Design:

Schematic Design	\$0.29/RSF
Design Development	\$0.80/RSF
Construction Documents	\$1.16/RSF
Bidding & Permit	\$0.15/RSF
<u>Construction Administration</u>	<u>\$0.88/RSF</u>
Total	\$3.65/RSF

Any work outside the Scope of Services will be discussed with CGCS prior to commencement.

This proposal does not include services as follows; structural engineering service, permit expediting, or any other consultants unless expressly mentioned in the Scope of Services. Optional services are not included in the base fee, but are listed here as an additional cost:

Optional Services:

Furniture services	\$0.65/RSF
Project Management	\$0.75/RSF
Signage	\$0.10/RSF



Target Government Affairs Office

COMPENSATION

For fees and reimbursable expenses, invoices will be rendered monthly with payment due upon receipt. Invoices unpaid after thirty days will accrue interest at prime plus 1%.

In addition to the Basic Services fee described above, we will bill all out-of-pocket expenses directly related to this project at actual cost plus 15% for administrative costs. Examples of Reimbursable Expenses include, but are not limited to, reproduction charges, facsimile and messenger charges, travel expenses, and postage, as well as the costs for filing of plans and obtaining of permits.

It is Millar + Associates policy to pass along all discounts and rebates to our clients; we do not mark up or impose add-on charges for furniture and finishes specification and/or procurement services.

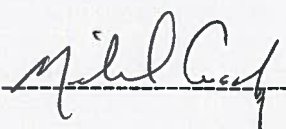
Millar + Associates Standard Terms and Conditions, which are incorporated herein by reference, will be forwarded under separate cover and made available upon request.

RATE SCHEDULE

Millar + Associates hourly rate schedule, as of June 1, 2014 is as follows:

Architecture:	
Principal-in-Charge	\$150/Hr
Project Manager	\$120/Hr
Project Architect	\$100/Hr
Senior Designer	\$95/Hr
Designer	\$85/Hr
CAD Operator	\$65/Hr
Administrator	\$50/Hr

Millar + Associates reserves the right to revise hourly rates as required. If you accept the terms of this agreement please sign below and return to omillar@millar-associates.com. Thanks!

Signature:  Date: August 28, 2015

Name: MICHAEL D. CASSERLY Title: EXECUTIVE DIRECTOR



OLIVIA MILLAR IIDA, LEED BD+C

PROJECT EXECUTIVE

SUMMARY

Olivia Millar is the Founding Principal of Millar + Associates LLC. Mrs. Millar's background puts her in a unique position to lead this local team through all phases of the process. As evidenced in her resume, Mrs. Millar has a broad range of experience in management, real estate services, interior design, and sustainability. Within Interior Design Mrs. Millar has worked with a diverse range of clients including commercial, professional services, law firms, associations, financial institutions, and government agencies. Mrs. Millar started Millar + Associates to provide her clients with the highest level of service and attention to detail. Millar's passion is to understand and support the business goals of M+A's clients. It is Millar + Associate's belief that a commitment to your goals and a profound understanding of your business render the most successful results.

EXPERIENCE

NOTABLE DESIGN PROJECTS

Associated General Contractor of America Arlington VA	17,400 SF
Capital One Various	10-100,000 SF
The Chertoff Group Washington DC	12,500 SF
The Schusterman Foundation Washington DC	10,000 SF
American Association for Clinical Chemistry Washington DC	22,000 SF
Ritz Carlton Headquarters Chevy Chase MD	Multiple Projects
Patient-Centered Outcomes Research Institute Washington DC	25,000 SF
Seabury APG/Diio Reston VA	9,800 SF
Tetrad Digital Integrity Washington DC	7,500 SF

EDUCATION

George Washington University
M.F.A. Interior Design

George Washington University
*B.A. Visual Communications
Presidential Arts Scholar*

AWARDS & RECOGNITION

The Charles & Lynn Schusterman
Family Foundation
2013 NAIOP MD/DC
Award of Merit
2013 IIDA MAC
Premiere Silver Award Recipient
2013 ASID MD
2nd Place, Commercial Interiors

PCORI

2013 ASID MD
1st Place, Commercial Interiors
2012 Zeftron
*Honorable mention sustainable
practice award*

PUBLICATIONS

Washington Business Journal
Six Part Series on Green Business
Washington Business Journal
*Consider Tax Law as You
Design Space*
FOCUS Magazine
A&D Panel on Sustainability
Business & Leasing Finance News
Why Taking the "LEED" Matters
Mid-Atlantic Real Estate Journal
LEEDing the Way

SPEAKING ENGAGEMENTS & INTERVIEWS

American Real Estate Woman,
New York Chapter
Maryland Economic Development
Association
Commercial Real Estate Women
(CREW) Hampton Roads
Greater Washington Board of Trade
Real Estate Weekly
National Real Estate Advisor
Perspective New York





WENNIE SCHERRER

DESIGN DIRECTOR

SUMMARY

Wennie Scherrer is a Design Director with Millar + Associates. She has a proven track record for designing outstanding commercial interior projects of various sizes and backgrounds. Her professional experience as a designer has been gained through work at various leading design firms on projects consisting of Retail, Education, Transportation, Laboratory, Hotel, Healthcare and predominantly Office Design. She leads the overall concept of design for each project, mentors the design staff, maintains the programmatic and aesthetic requirements of the project, and keeps the staff informed of the industry trends and trade practices. Her project portfolio includes local, national and international clients and projects that have received repeat work, LEED certifications, as well as design awards.

EXPERIENCE

NOTABLE DESIGN PROJECTS

B'nai B'rith Youth Organization Washington DC	6,000 SF
AmeriSphere Washington DC	7,500 SF
American Association for Clinical Chemistry Washington DC	22,000 SF
Capital One Various	10-100,000 SF
DC Business Improvement District Washington DC	15,000 SF
Sustainable Building Partners Fairfax VA	4,500 SF
National Health Care Anti-Fraud Association Washington DC	4,500 SF
Relief International Washington DC	8,000 SF
Paladino McLean VA	4,500 SF
DC Public Charter School Board Washington DC	21,500 SF
Connections Media Washington DC	8,100 SF

EDUCATION

California State University
*Bachelor of Art, Interior Design with
Architectural emphasis*

AWARDS & RECOGNITION

American Society of Hematology
2011 IIDA MAC
Premier Silver Award
2011 NAIOP Award
Best Sustainable Design
2011 Core Net Global Mid Atlantic
Sustainability Award
LEED Platinum Certification

PUBLICATIONS

Interiors & Sources Magazine
American Society of Hematology
Interior Design Magazine
American Society of Hematology

COMMUNITY INVOLVEMENT

CREW DC



ANNIE RICHARDS
LEED AP, NCIDQ

**TECHNICAL
 LEAD**

SUMMARY

Annie is an interior designer with diverse industry experience including corporate, hospitality, non-profit, government, and residential design. Her work involves all aspects of the process including design, lighting, furniture selection, AV and MEP coordination, construction documentation, signage and art advising, LEED, ADA compliance, and construction management. Her knowledge of materials and experience with furniture procurement, construction techniques, and drafting techniques afford her a unique ability to convey design intent to clients and help them make informed decisions. Annie's extensive knowledge of the code and permit process inform her oversight of the work product and help reduce the number of permit comments and change orders. Quality control is paramount at M+A and Annie ensures it is infused in every stage of the project.

EXPERIENCE

NOTABLE DESIGN PROJECTS

Associated General Contractors of America Arlington VA	17,400 SF
Tetrad Digital Integrity Washington DC	7,500 SF
The Chertoff Group Washington DC	12,500 SF
Seabury APG/Diio Reston VA	9,800 SF
American Association for Clinical Chemistry Washington DC	22,000 SF
American Council on Renewable Energy Washington DC	4,500 SF
Capital One Laurel MD	100,000 SF
Patient-Centered Outcomes Research Institute Washington DC	25,000 SF
The Schusterman Foundation Washington DC	10,000 SF

EDUCATION

East Carolina University,
Bachelor of Science, Interior Design

AWARDS & RECOGNITION

The Charles & Lynn Schusterman
 Family Foundation
 2013 NAIOP MD/DC
Award of Merit
 2013 IIDA MAC
Premiere Silver Award Recipient
 2013 ASID MD
2nd Place, Commercial Interiors

PCORI

2013 ASID MD
1st Place, Commercial Interiors
 2012 Zeftron
*Honorable mention sustainable
 practice award*





ELLYN KORN

DESIGNER

EDUCATION

Arizona State University,
Bachelor of Science, Interior Design

AWARDS & RECOGNITION

Best in Show
Student Interior Design Competition

First Place
Arizona State Fair Art Show

COMMUNITY INVOLVEMENT

IIDA

SUMMARY

Ellyn is an interior designer who supports the team, and the client, through careful listening during programming; informed finish selection, diligent consultant coordination, as well as participating in thoughtful design solutions and their translation into complete construction documents. Ellyn's skills in AutoCAD and other design software, as well as hand drafting and rendering, enable her to better communicate the design to the team and build consensus on the end product before fabrication begins. She works closely with the team leaders to provide quality design that meets the project goals and an uncompromising aesthetic that M+A clients will enjoy for the duration of their lease term.

EXPERIENCE

NOTABLE DESIGN PROJECTS

American Association for Clinical Chemistry Washington DC	22,000 SF
AmeriSphere Washington DC	7,500 SF
NASDAQ Rockville MD	2,000 SF
Sustainable Building Partners Fairfax VA	4,500 SF
National Health Care Anti-Fraud Association Washington DC	4,500 SF
B'nai B'rith Youth Organization Washington DC	8,400 SF
Capital One Various	10-100,000 SF
The Schusterman Foundation Washington DC	10,000 SF
DC Public Charter School Board Washington DC	21,500 SF
Connections Media Washington DC	8,100 SF
NVG Washington DC	4,000 SF

STRATEGIC AND SUCCESSION PLANNING

FINAL PARTHENON REPORT



Council of the Great City Schools

Succession Planning in the Context of the Council's Mission and Strategic Direction: Final Report

July 20, 2012



THE PARTHENON GROUP
Boston • London • Mumbai • San Francisco

Agenda, Objectives and Proposed Discussion Format

TOPIC	OBJECTIVE	TIMING
1 Project Background	Provide an overview of the succession planning project conducted for the Executive Committee and the Council	8:20 – 8:30
2 Mission, Goals and Strategies	Review summary findings from field research and potential implications of the research on the Council’s mission, goals, key activities and impact measures	8:30 – 9:15
3 Organization and Budget	Discuss organizational and budget recommendations related to succession planning	9:15 – 10:00
4 Succession Planning Process	Discuss recommendations around succession planning processes to put in place (starting as soon as possible)	10:00 - 11:00
5 Criteria / Characteristics (Key Positions)	Review and gather additional feedback on key skill sets and capabilities to seek in the Council’s senior leadership team, and on proposed pipelines of candidates by type of position	11:00 – 12:00
Short Break (12:00 – 12:15)		
6 Working Lunch / Discussion	In-depth discussion of issues and implications for the Council: Clarify any questions, respond to concerns, and reach preliminary consensus where possible	12:15 – 2:00



High-Level Project Overview

The strategic planning and succession planning project spanned 9 weeks

	W1	W2	W3	W4	W5	W6	W7	W8	W9
	2/27	3/5	3/12	3/19	3/26	4/2	4/9	4/16	4/23
(1) Strategic Context and Organizational Mission (Weeks 1-3)	█	█	█						
• Conduct internal (CGCS staff) and external (member district) interviews	█	█	█						
• Hold working sessions to clarify mission and strategic goals			█	█					
(2) Programmatic and Policy Strategy (Weeks 2-7)		█	█	█	█	█	█		
• Evaluate current services and offerings relative to CGCS's mission		█	█	█					
• Evaluate offerings relative to member district needs (survey)			█	█	█	█	█		
• Determine optimal balance of activities through Core Team sessions				█	█	█	█		
• Agree on optimal impact measures for the Council					█	█	█		
(3) Organizational and Financial Requirements (Weeks 5-8)					█	█	█	█	
• Conduct a detailed review of organizational capacity and finances					█	█			
• Determine role of partnerships in the Council's overall strategy						█	█		
• Estimate incremental organizational / budget needs required to execute against the mission in a sustainable way							█	█	
(4) Succession Planning Recommendation Development (Weeks 6-9)						█	█	█	█
• Define skill sets and capabilities needed across senior leadership team							█		
• Benchmark senior leadership compensation against comparable orgs							█	█	
• Identify pipelines of candidates by position and sample orgs by pipeline								█	█
• Establish a succession planning framework (process) for the future								█	█
Project Kick-Off, Interim and Final Presentations									



High-Level Project Overview

The project's Core Team was instrumental in providing overall guidance to the project, and reviewing and reacting to initial findings and recommendations

- **Winston Brooks**, Superintendent, Albuquerque Public Schools, CGCS Executive Committee Chair
- **Michael Casserly**, Executive Director, CGCS
- **Amanda Corcoran**, Manager of Special Projects, CGCS
- **William Isler**, Board Member, Pittsburgh Public Schools, CGCS Executive Committee Member
- **Carol Johnson**, Superintendent, Boston Public Schools, CGCS Executive Committee Immediate Past Chair
- **Sharon Lewis**, Director of Research, CGCS
- **Candy Olson**, School Board Chair, Hillsborough County Schools
- **Ricki Price-Baugh**, Director of Academic Achievement, CGCS
- **Eileen Cooper Reid**, Board Member, Cincinnati Public schools, CGCS Executive Committee Member
- **Teri ValeCruz**, Director of Administration, Finance and Conferences, CGCS
- **Eugene White**, Superintendent, Indianapolis Public Schools, CGCS Executive Committee Secretary-Treasurer



High-Level Project Overview

Over 40 qualitative interviews with staff, current members (superintendents and school board members) and former members informed the work along the way

CGCS Internal Staff

1. **Bob Carlson**, Director of Management Services
2. **Michael Casserly**, Executive Director
3. **Amanda Corcoran**, Special Projects Manager
4. **Henry Duvall**, Director of Communications
5. **Robin Hall**, Director of Language Arts and Literacy
6. **Sharon Lewis**, Director of Research
7. **Manish Naik**, Legislative and Research Manager
8. **Ricki Price-Baugh**, Director of Academic Achievement
9. **Jeff Simering**, Director of Legislative Services
10. **Gabriela Uro**, ELL Policy & Research Manager
11. **Teri ValeCruz**, Director of Administration, Finance & Conferences
12. **Denise Walston**, Director of Mathematics

Follow-up / Working Sessions:

1. **Academic Achievement / Research:** Ricki Price-Baugh & Sharon Lewis
2. **Advocacy:** Manish Naik
3. **Communications:** Henry Duvall
4. **Operations:** Bob Carlson

Districts: Current Members

District Senior Leadership

1. **Alberto Carvalho**, Superintendent, Miami-Dade
2. **Carol Comeau**, Superintendent, Anchorage
3. **Lawrence Feldman**, School Board Vice-Chair, Miami-Dade
4. **Jerrelle Francois**, Board Member, Baltimore City School District
5. **Carlos Garcia**, Superintendent, San Francisco Unified School District
6. **Eric Gordon**, CEO, Cleveland Metropolitan School District
7. **Cecily Harsch-Kinnane**, Board Member, Atlanta Public School District
8. **Carol Johnson**, Superintendent, Boston Public Schools
9. **Dwight Jones**, Superintendent, Clark County
10. **Candy Olson**, School Board Chair, Hillsborough County Schools
11. **Nancy Sebring**, Superintendent, Des Moines
12. **Felton Williams**, Board Member, Long Beach Unified School District

District Line Management

1. **Jennifer Bell-Ellwanger**, Chief Accountability Officer, Baltimore Public Schools
2. **Russell Brown**, Deputy Chief, Organizational Accountability, Cleveland Metropolitan School District
3. **Nora Carr**, Chief of Staff, Guilford County School District
4. **Linda Chen**, Deputy Chief Academic Officer, Boston Public Schools
5. **Maria Crenshaw**, Director of Instruction, Richmond Public Schools
6. **Jeffrey Eakins**, Director of Federal Programs, Hillsborough Public Schools
7. **Michael Eugene**, COO, Orange County
8. **Richard Hinds**, CFO, Miami-Dade
9. **Brian Pick**, Deputy Chief Academic Officer, District of Columbia Public Schools
10. **Robert Rodosky**, Executive Director of Accountability, Research, and Planning; Jefferson County Public Schools
11. **Teresa Walter**, Director, Office of Language Acquisition, San Diego Unified School District

Districts: Past Members

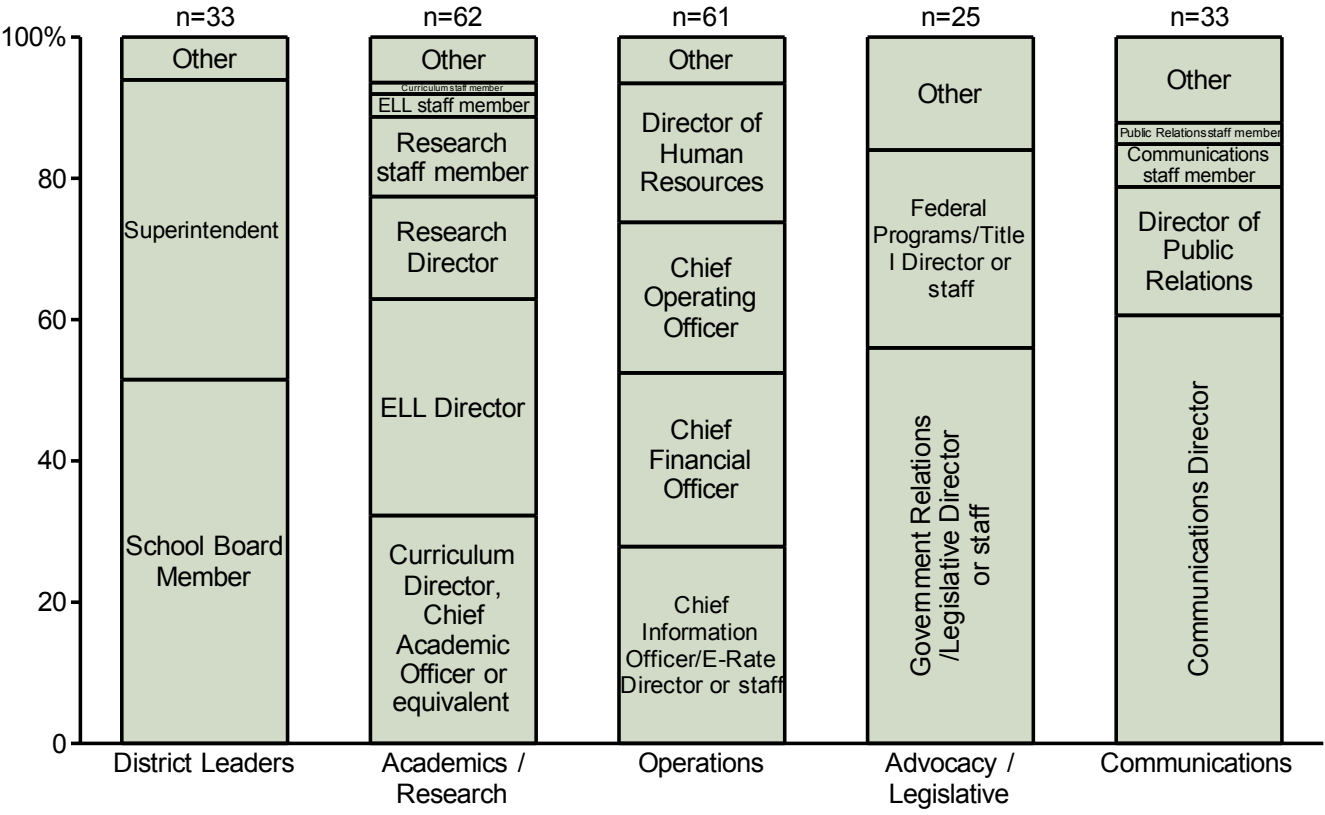
1. **Marcia Lyles**, Superintendent, Christina School District, DE
2. **John Pedicone**, Superintendent, Tucson Unified School District
3. **McKell Withers**, Superintendent, Salt Lake City School District



High-Level Project Overview

Five separate surveys (district leadership and four line management groups) yielded 214 responses and were a critical complement to the interviews

Q: What is your role in your school district?



Key Strategic Plan / Succession Plan Components

Mission, Goals and Strategies

1

Mission, Goals and Strategies

- What is the Council's mission and goals?
- What set of strategic levers will the Council utilize to make progress against these goals?
- What activities should the Council focus on within these strategic levers?
- How far should the Council's role extend in terms of helping districts implement change?
- Are there partnerships that can help the Council remove barriers for member districts to implement educational reforms?
- How should the Council measure its impact?

2

Organization and Budget

- What organizational capabilities and structure need to be in place to enable the Council to execute agreed upon strategies and activities?
- What do field interviews and surveys tell us about member district needs relative to the Council's current offerings and capacity?
- What additional capacity, if any, might be needed for the Council to best serve member districts?
- What are the financial implications of any potential changes to current organizational capacity?

3

Succession Planning Process

- How much succession planning can be done ahead of time and what must occur over time, given the succession planning horizon?
- What succession scenarios should we plan for?
- What processes need to be in place to ensure that succession planning (each of the scenarios above) is being addressed systematically over the next 3-6 years?
- What level of internal "institutionalizing" of knowledge and processed needs to happen over the next few years to make any transitions smoother?

4

Criteria, Characteristics and Pipelines

- What beliefs, attributes and skills are important across the entire leadership team?
- What skills and capabilities are important for a future Executive Director to bring to the position?
- What skills and capabilities are important at the Director(s) level?
- What potential pipelines exist, by position type?

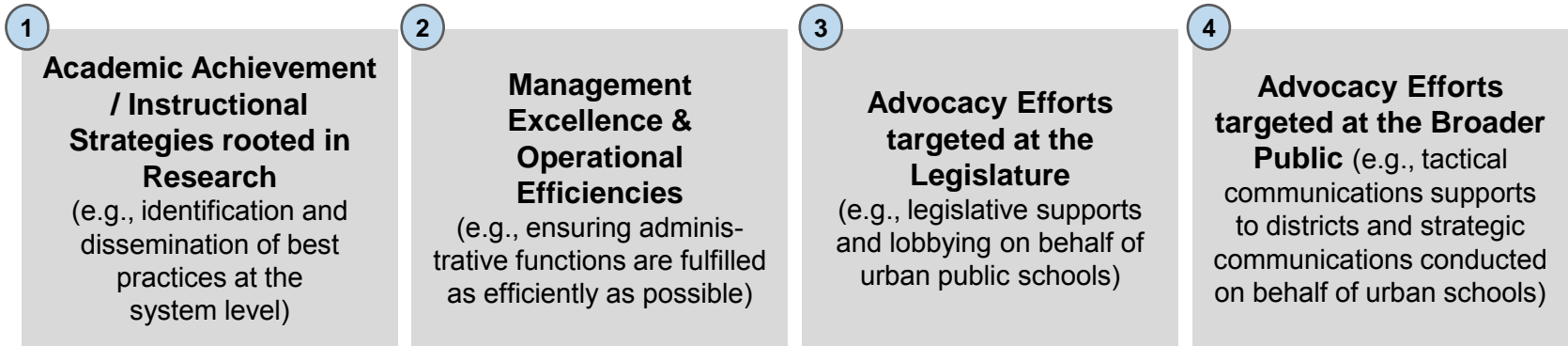
Mission, Goals and Strategies

The Council focuses on four key areas to advance three long-term goals

MISSION

It is the special mission of America’s urban public schools to educate the nation’s most diverse student body to the highest academic standards and prepare them to contribute to our democracy and the global community

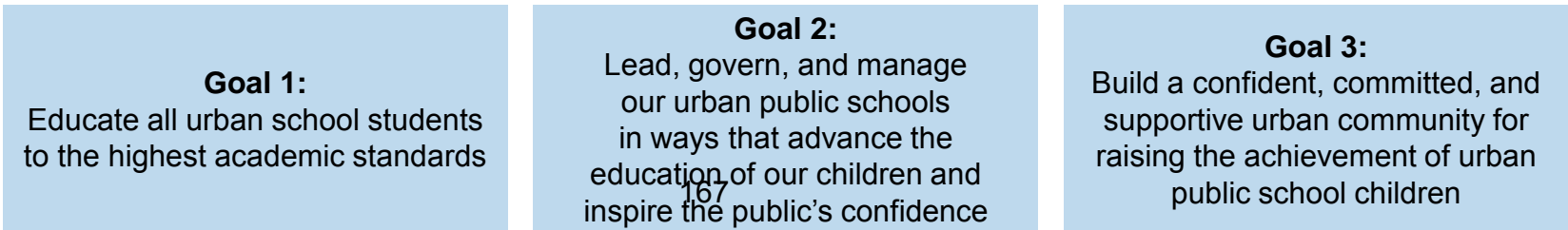
CORE AREAS OF FOCUS



BALANCE ACROSS AREAS

While each of the four areas listed above is an important piece of the overall “puzzle,” the Council’s stated **primary** focus area will continue to be **Academic Achievement & Research**.

GOALS

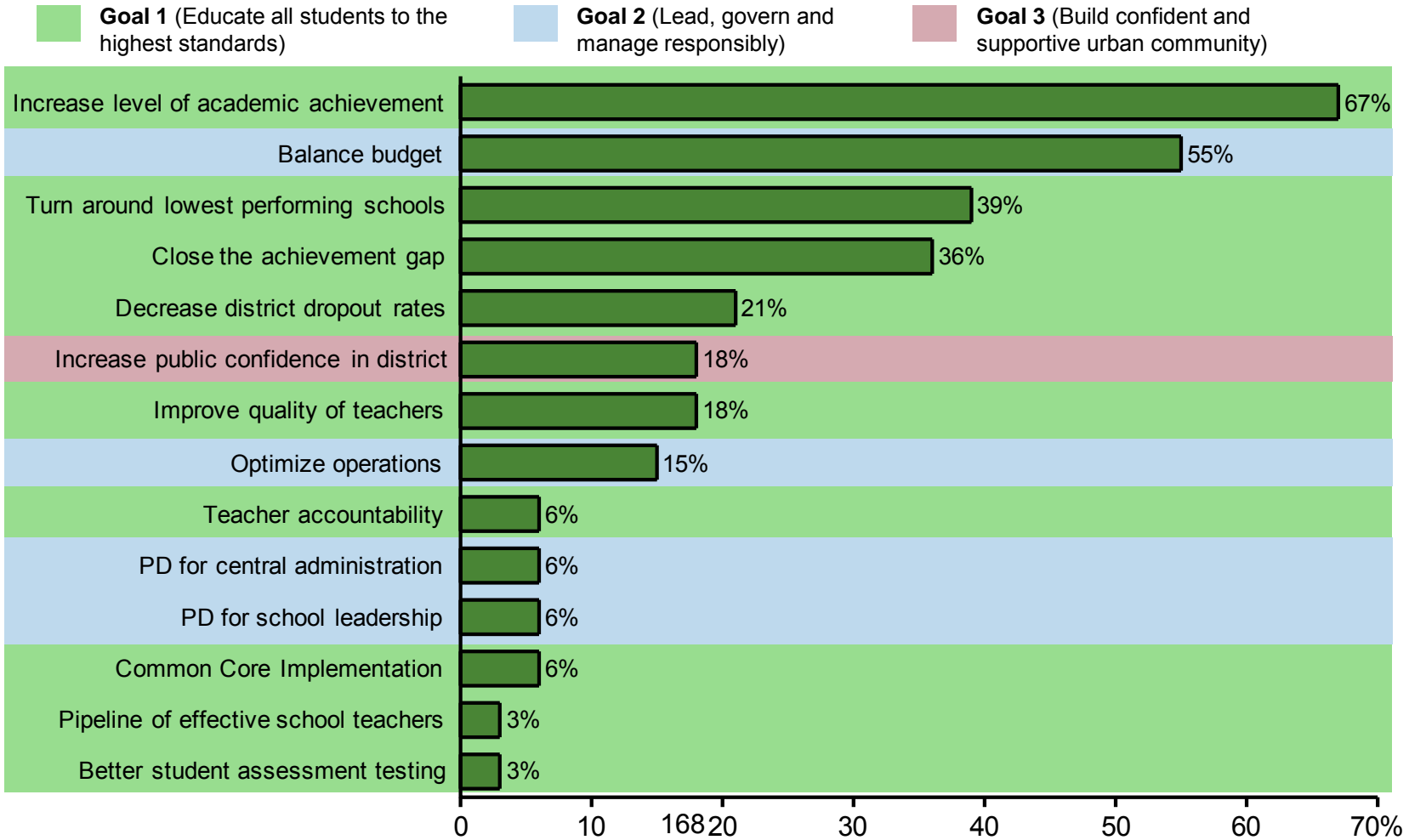


Mission, Goals and Strategies

The Council's goals align with what districts leaders have identified as the most pressing needs within their districts

District Leaders (Superintendents and School Board Members)

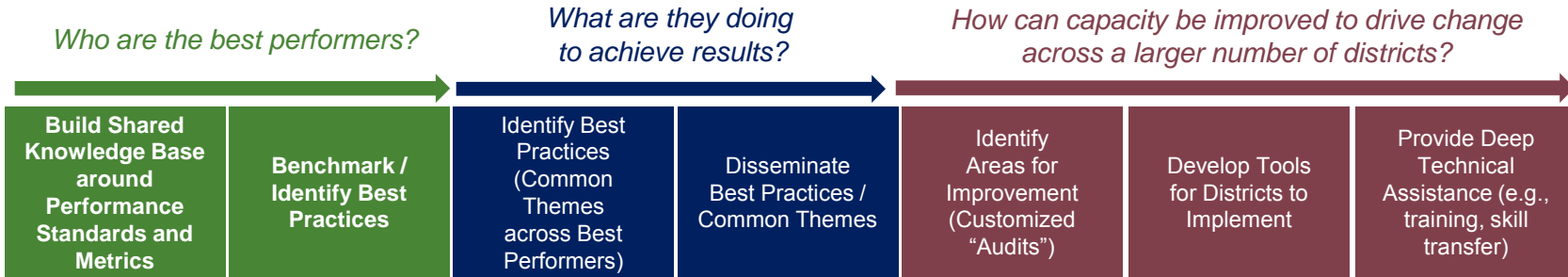
Q: Please select the three most pressing needs your district is facing (% of respondents)



Source: Council's district leadership survey launched week of 3/28/12

Mission, Goals and Strategies

The Council sees its role as helping inform change within districts and removing barriers to improvement rather than driving actual implementation



- 1 Academic Achievement / Instructional Strategies rooted in Research
- 2 Management Excellence & Operational Efficiencies
- 3 Advocacy Efforts targeted at the Legislature
- 4 Advocacy Efforts targeted at the Broader Public

Inform change and remove barriers to implementation

The Council **brings member districts together in a variety of settings** (conferences, job-alike meetings, listserv exchanges) to create shared knowledge re: what is happening nationally in the area of education.

The Council **contributes to the development of standards** (e.g., Common Core State Standards) and **develops and tracks performance metrics** (e.g. KPIs) to identify best performers and to enable districts to compare their performance to a group of peers.

The Council **conducts research studies** to determine what distinguishes best performers and **synthesizes findings into common themes and lessons** that can be applied by districts (with appropriate degree of customization to account for differences in local contexts).

The Council **conducts “audits” or strategic support teams** to evaluate specific functions within districts or to answer specific questions raised by member districts. The recommendations of each strategic support team are customized to the needs and context of each district, and are practical and action-oriented.

The Council **supports its members in a variety of other ways**, including ad hoc requests for information.

Drive Implementation / Implement

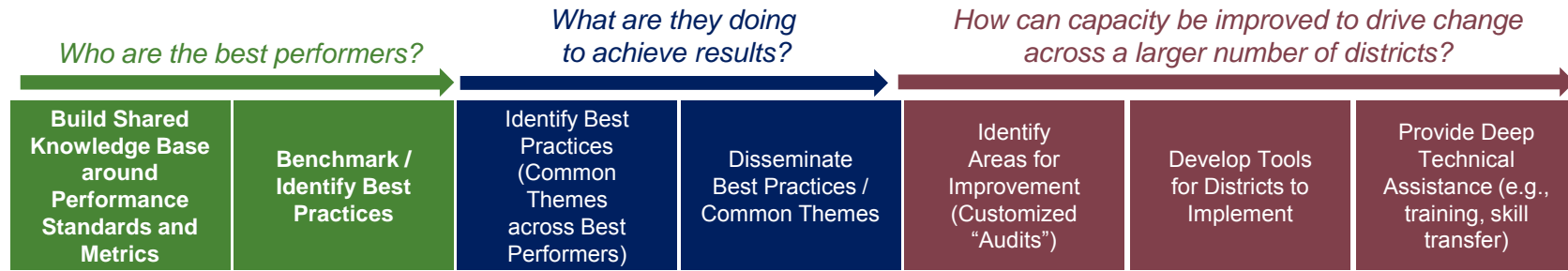
While the Council and its members **do NOT view this area as services that should be incorporated into the Council’s mission**, given the Council’s lean staffing model, the Council does – on occasion – go as far as developing tools for districts to use (to build capacity and facilitate implementation). Examples include:

- **Academic:** NAEP TUDA (district-level NAEP assessment) and Common Core tools (Math progression PD modules and text-dependent questions)
- **Operations:** KPIs have become a tool widely used by operational department heads



Mission, Goals and Strategies

Certain types of partnerships can help the Council remove barriers to implementation of reforms within members districts



The partnerships listed below are meant to be illustrative only and not comprehensive of all partnerships

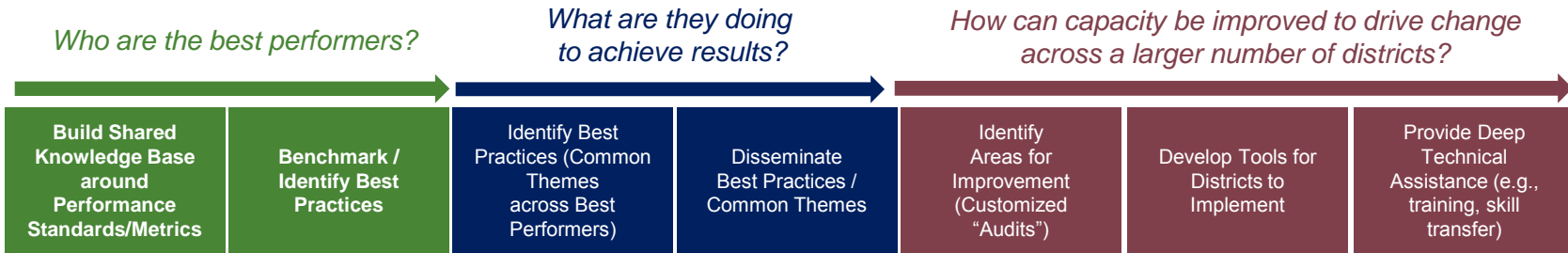
<p>1 Academic Achievement / Instructional Strategies rooted in Research</p>	<p>Examples of current partnerships around the implementation of Common Core State Standards:</p> <ul style="list-style-type: none"> • ACHIEVE • Student Achievement Partners • Houghton Mifflin Harcourt Foundation (Black Male Initiative) • CCSSO – <i>In light of states taking on new (increased) responsibilities, the Council's leadership and Executive Committee may wish to pursue / discuss a deeper relationship with CCSSO .</i>
<p>2 Management Excellence & Operational Efficiencies</p>	<p>Examples of current partnerships:</p> <ul style="list-style-type: none"> • ERS (implementation of budget-related recommendations) • TransACT (Council's IT provider; large potential role in productizing KPIs to broader set of non-member districts)
<p>3 Advocacy Efforts targeted at Legislature</p>	<p>Examples of current partnerships:</p> <ul style="list-style-type: none"> • The Committee for Education Funding (ongoing) • All other "partnerships" in this space are issue-based
<p>4 Advocacy Efforts targeted at the Broader Public</p>	<p>Examples of current partnerships:</p> <ul style="list-style-type: none"> • USA TODAY Education Forum • Exxon Mobil (scholarships)

- The Council pursues ad hoc and tactical partnerships based on the issues at hand.
- The Executive Committee may want to discuss the Council's partnerships and relationships on an ongoing basis – review and propose with which organizations the Council could partner and why.



Mission, Goals and Strategies

The Council pursues a variety of activities along the implementation spectrum, incl. data collection & benchmarking, facilitation of meetings, and strategic audits



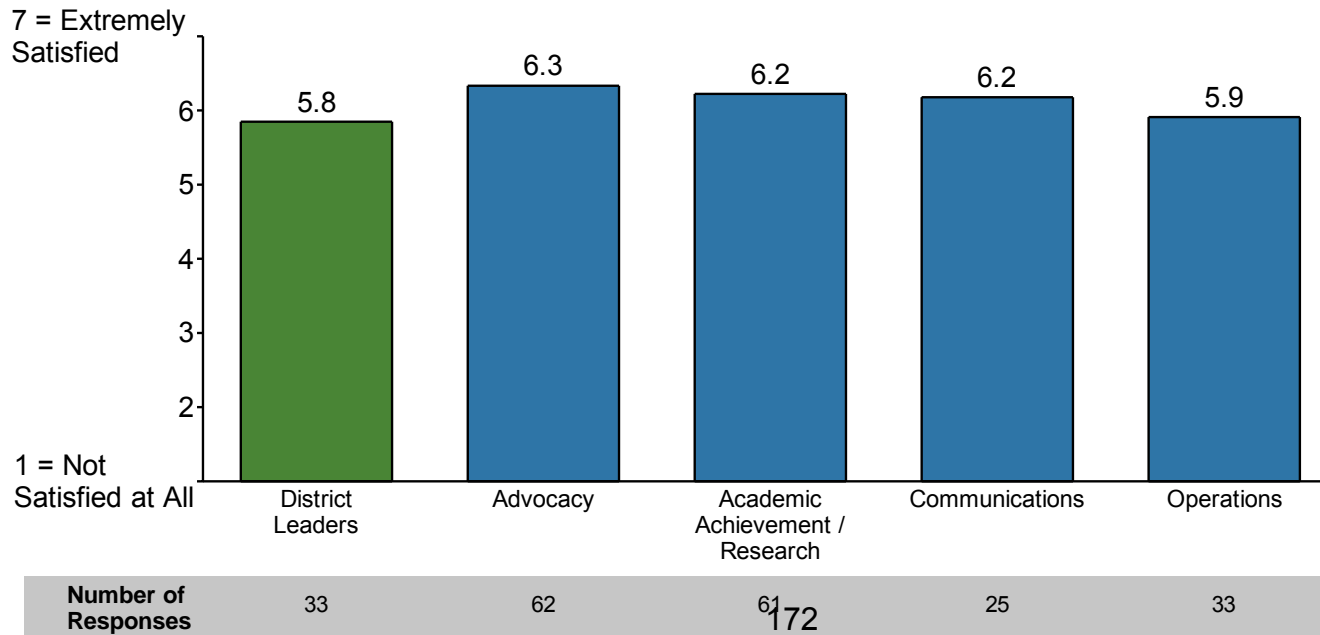
<p>1 Academic Achievement / Instructional Strategies rooted in Research</p>	<ul style="list-style-type: none"> Regular research reports & special research reports Common Core implementation meetings (e.g. developing math progression PD modules and text dependent reading questions) Job-alike meetings (Bilingual Directors, Curriculum and Research Directors) SSTs in curriculum and instruction, special education and ELL Utilizing job-alike listserves to collect and synthesize information in response to ad hoc district requests Dissemination of information/findings/recommendations via website, email, newsletter, etc. 	
<p>2 Management Excellence & Operational Efficiencies</p>	<ul style="list-style-type: none"> Development of shared definitions (underlying the KPI work) through advisory groups in various functional areas Utilizing operational KPIs to identify best performers and to identify areas for improvement within a particular district Job-alike meetings (e.g., COOs, CFOs, CIOs, HR and Personnel Directors) SSTs in a variety of areas including Finance, Facilities, Food Services, Procurement, Transportation Pilot professional development program targeted at succession planning (developing next generation of leaders in Finance) Electronic library of resources on the EduPortal 	
<p>3 Advocacy Efforts targeted at the Legislature</p>	<ul style="list-style-type: none"> Direct legislative and regulatory advocacy Assistance with interpreting new and proposed legislation Advice to districts on how to implement legislation or comply with specific federal guidance/regulations SSTs in the area of federal programs Getting information from or connecting with other urban districts Conference calls on federal legislation, guidance, regulations, and/or proposed rules Annual fall conference and annual legislative conference 	
<p>4 Advocacy Efforts targeted at the Broader Public</p>	<ul style="list-style-type: none"> Assistance with press releases or opinion pieces on district developments Media assistance around release of NAEP scores Monthly newsletter – the Urban Educator SSTs in the area of communications Exchanging information via the public relations executives listserve Annual fall conference and Public Relations Executives meeting 	

Mission, Goals and Strategies

District Leaders and Line Managers are very satisfied with services provided by the Council

- Overall satisfactions levels with the Council’s services are high across the board (with District Leaders at 5.8 on average and line managers ranging from 5.9 for Operations to 6.3 for Advocacy).
 - **District Leaders:** 15 out of 18 services scored 6.0 or higher.
 - **Advocacy:** 10 out of 12 specific Advocacy services scored 6.0 or higher.
 - **Academic / Research:** 7 out of 8 specific Academic / Research areas scored 6.0 or higher.
 - **Communications:** 7 out of 11 specific Communications services scored 6.0 or higher.
 - **Operations:** Respondents in this area were tougher graders overall. 3 out of 10 services scored 6.0 or higher.

Overall Satisfaction with the Council’s Services



N = 214



Mission, Goals and Strategies

District Leaders and Line Managers suggested a few potential service improvement opportunities for the Council to consider in the future

“What Works”

- District leaders and line managers alike are interested in **more best practice identification** and in **proactive sharing of these practices** on the part of the Council
- Given current information overload, they are looking for “bite size” pieces – crisp summaries of “what works” (what accounts for superior performance in some districts)

Shorter Turnaround Time on Reports

- Districts are looking for **faster turnaround on reports**
- This can be accomplished either through adding more resources to focus on report writing or through shortening reports (e.g., make short reports the norm and long / comprehensive reports the exception)

Institutionalizing Operational Activities

- Institutionalizing the operational work may require adding more staff to the Council in the short term. The arrangement with TransACT to “productize” the KPIs and distribute them to non-member districts has potential, but revenue is uncertain and will likely require some time (e.g., several years) to grow to the point where it can cover the costs of additional FTEs

Establishing Academic KPIs

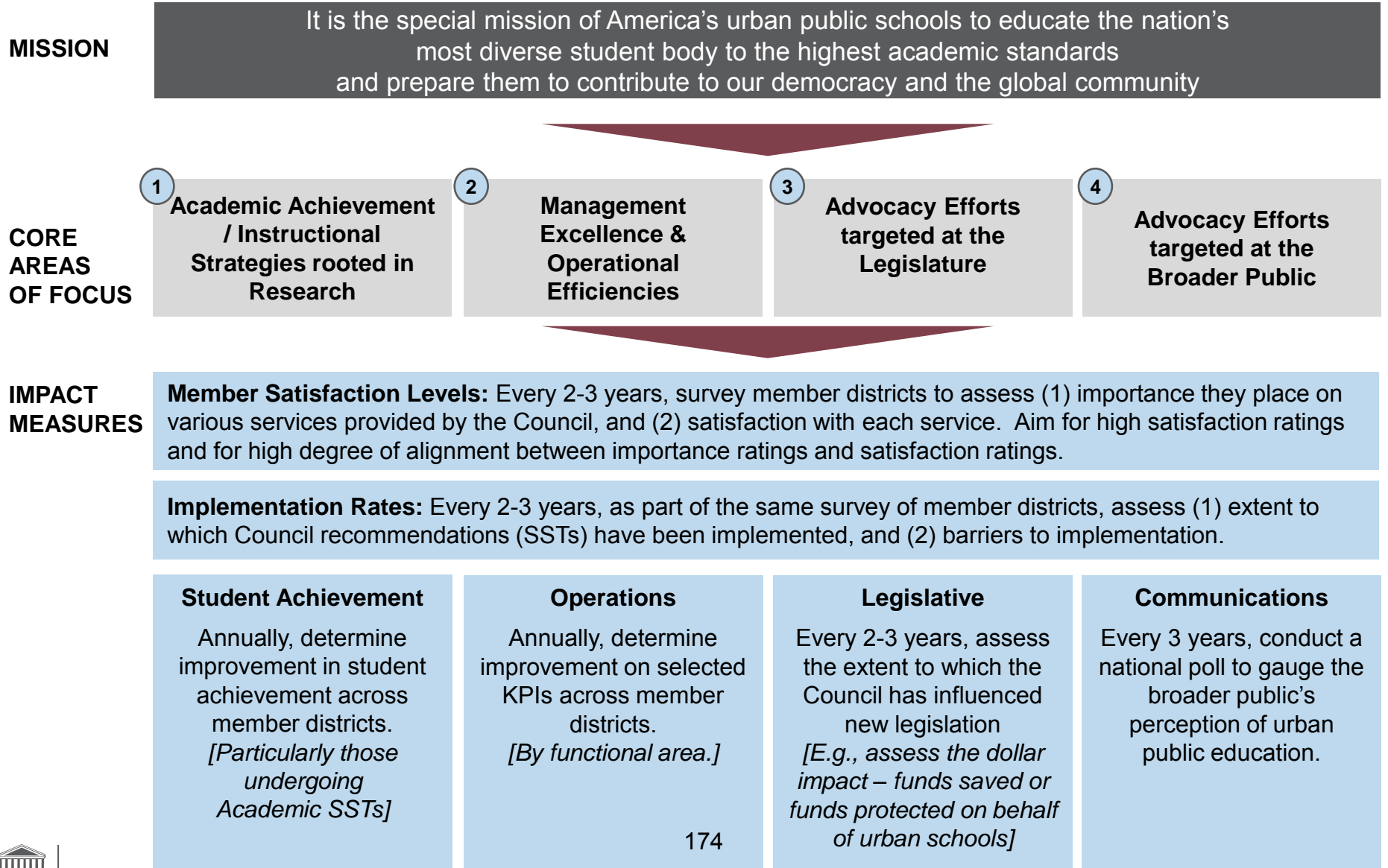
- District leaders and Academic/Research staff expressed high levels of interest in the Council developing a set of academic KPIs (e.g., key leading indicators)
- This will require some additional effort on the part of the Council (facilitating meetings with advisory groups, reaching agreement on shared definitions, etc.). However, the volume of academic KPIs will be much lower than the volume of operational KPIs (e.g., 15-30 vs. 300-400)

Strategic Communications Targeted at Broader Public

- Respondents also expressed an interest in the Council pursuing more strategic communications on behalf of urban public schools (e.g., writing more op-ed pieces, utilizing mass media more effectively, etc.).

Mission, Goals and Strategies

Going forward, the Council can measure its impact on the field in several ways



Key Strategic Plan / Succession Plan Components

Organization and Budget

1

Mission, Goals and Strategies

- What is the Council's mission and goals?
- What set of strategic *levers* will the Council utilize to make progress against these goals?
- What *activities* should the Council focus on within these strategic levers?
- How far should the Council's role extend in terms of helping districts implement change?
- Are there partnerships that can help the Council remove barriers for member districts to implement educational reforms?
- How should the Council measure its impact?

2

Organization and Budget

- What organizational capabilities and structure need to be in place to enable the Council to execute agreed upon strategies and activities?
- What do field interviews and surveys tell us about member district needs relative to the Council's current offerings and capacity?
- What additional capacity, if any, might be needed for the Council to best serve member districts?
- What are the financial implications of any potential changes to current organizational capacity?

175

3

Succession Planning Process

- How much succession planning can be done ahead of time and what must occur over time, given the succession planning horizon?
- What succession scenarios should we plan for?
- What processes need to be in place to ensure that succession planning (each of the scenarios above) is being addressed systematically over the next 3-6 years?
- What level of internal "institutionalizing" of knowledge and processed needs to happen over the next few years to make any transitions smoother?

4

Criteria, Characteristics and Pipelines

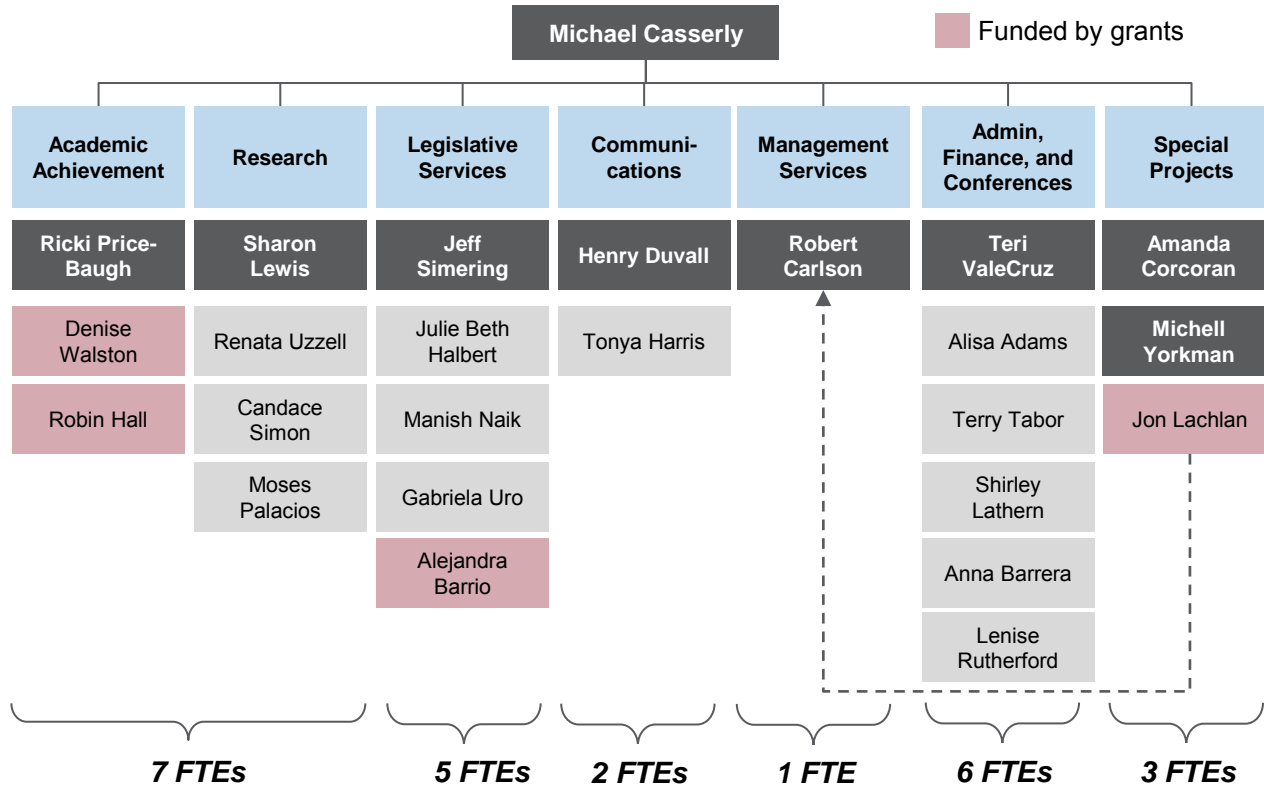
- What beliefs, attributes and skills are important across the entire leadership team?
- What skills and capabilities are important for a future Executive Director to bring to the position?
- What skills and capabilities are important at the Director(s) level?
- What potential pipelines exist, by position type?



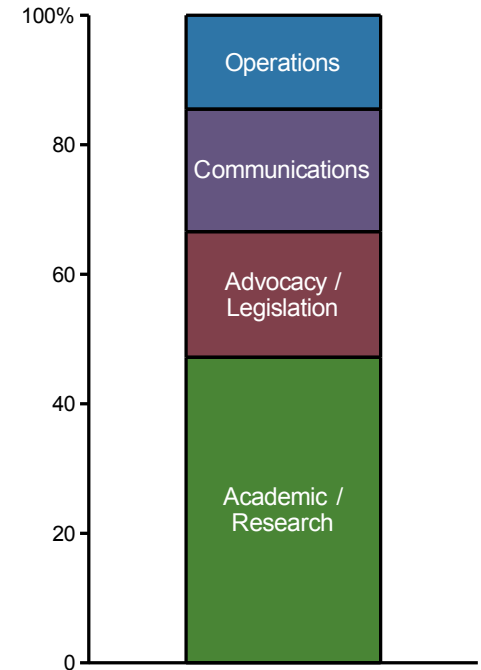
Organization and Budget

The Council counts 25 FTEs overall, with Academics/Research as the largest area of focus (in terms of time and staff resources)

The Council's Organizational Structure (25 FTEs)



Share of Staff Time by Core Strategic Area as indicated by Staff Survey*



- The Academic/Research area is the largest “consumer” of staff resources, which aligns with the Council’s core mission and the desire to treat the academic goal “Educate all urban school students to the highest academic standards” as the first among equals.
- One potential vulnerability to note is that 2 out of the 7 FTEs dedicated to Academic/Research are grant-funded.
- The grant-funded position within Special Projects has been supporting primarily the Management Services area, which has no permanent staff besides the Director.



Organization and Budget

The “opportunities for improvement” highlighted earlier (suggested by District Leaders and Line Management) have some resource implications

Description	Likely Impact on Staff / Budget
<p>1 Academics / Research - “What Works”</p>	<ul style="list-style-type: none"> • More best practice identification and proactive sharing on the part of the Council, in “bite size” pieces – crisp summaries of “what works” (e.g., what accounts for superior performance in some districts) <p>+ Will likely require more staff time (unless something else can be removed from staff responsibilities)</p>
<p>2 Shorter Turnaround Time on Reports</p>	<ul style="list-style-type: none"> • This could be accomplished through shortening reports (e.g., make short reports the norm and long / comprehensive reports the exception) <p>— Will free up some staff time (primarily in the Academics / Research function where reports are the longest and most time consuming)</p>
<p>3 Institutionalizing Operational Activities</p>	<ul style="list-style-type: none"> • Includes: (1) Stabilizing the KPIs (quality checking of KPIs, statistical analysis of KPIs, etc.); (2) Proactive sharing of “what works” (best practices and common themes); and (3) Making the EduPortal more user-friendly <p>+ Will likely require adding 2 FTEs to the Council’s current operational staff in the short to medium term</p>
<p>4 Establishing Academic KPIs</p>	<ul style="list-style-type: none"> • The Council will develop a set of academic KPIs (e.g., key leading indicators). This will require Council staff to facilitate meetings with advisory groups to develop shared definitions / calculation methodologies. Volume of academic KPIs will be lower than volume of operational KPIs (e.g., 15-30 vs. 300-400) <p>+ Depending on timeframe, may require an additional resource in Academic / Research or re-alignment of priorities within Academic / Research</p>
<p>5 Strategic Communications Targeted at Broader Public*</p>	<ul style="list-style-type: none"> • More strategic communications activities on behalf of urban public schools could include: (1) Establishing closer relations with the News Media; (2) Increasing contact with Council Public Relations Executives (at member districts); (3) Coordinating Council website content; and (4) Exploring new avenues of Communications <p>+ Would likely require an additional full-time staff person and a budget for mass media communications</p>



Note: *A more detailed description of proposed Communications activities is included in Appendix – Slide 39

Organization and Budget

Adoption of all suggested changes would require ~4 additional employees and additional resources for the Communications function

	Likely Impact on Staff / Budget (Annual)	Key Assumptions
<p>1 Academics/Research - "What Works"</p>	<p>+ 1.0 FTE</p>	<ul style="list-style-type: none"> Identifying and disseminating "what works" best practices will require staff time to collect data from districts, synthesize findings and write reports
<p>2 Shorter Turnaround Time on Reports</p>	<p>- 0.5 FTE</p>	<ul style="list-style-type: none"> Staff time spent on SST activities is approx. equal to 2 FTEs ~50% of staff time spent on SST activities is related to report writing (workload survey) ~50% of staff time spent on SST report generation will be reduced by writing "short-version" reports
<p>3 Institutionalizing Operational Activities</p>	<p>+ 2.0 FTE</p>	<ul style="list-style-type: none"> Estimated 3 full-time staff needed to conduct core operations work (including the current Director of Operations)
<p>4 Establishing Academic KPIs</p>	<p>+ 0.5 FTE</p>	<ul style="list-style-type: none"> Establishing academic KPIs will require Council staff time to facilitate advisory group meetings, get agreement around definitions and methodology, and work with districts to overcome any data collection / reporting challenges
<p>5 Strategic Communications Targeted at Broader Public*</p>	<p>+ 1.0 FTE + \$50K</p>	<ul style="list-style-type: none"> 1 additional FTE will be required for communications activities related to: Common Core implementation, op-ed pieces, Council website etc. A national perception poll will be administered every three years at a cost of \$150K for each poll



Organization and Budget

Implementing all proposed changes would require \$386K in additional Council funds annually

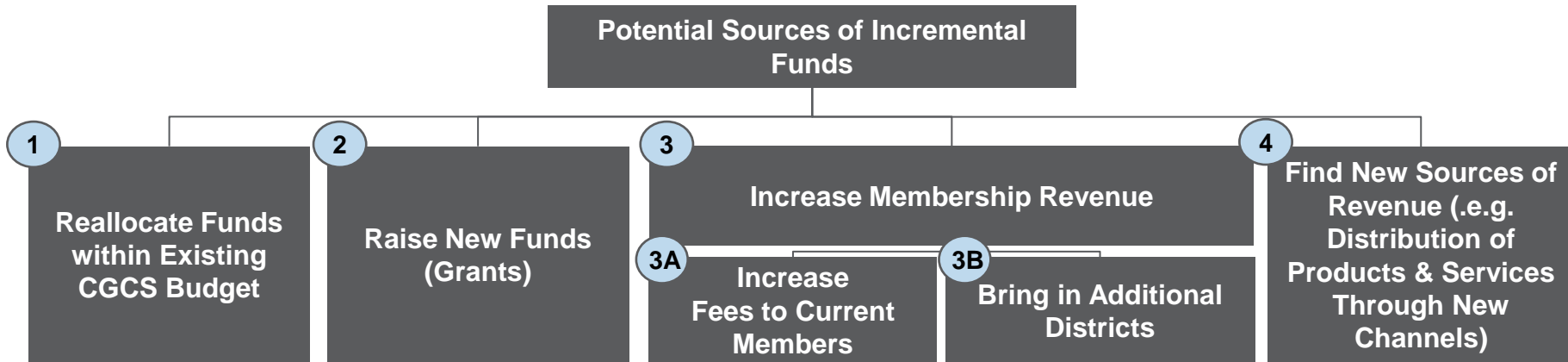
	Base Cost	Fringe Benefits	Total Cost
Operations Specialist (1 FTE)	\$60K	41%	\$85K
Operations Manager (1 FTE)	\$90K	41%	\$127K
Communications Specialist (1 FTE)	\$60K	41%	\$85K
Academics Specialist (1 FTE)	\$60K	41%	\$85K
National Perception Poll (Allocation)	\$50K	N/A	\$50K
Total			\$432K

- Should all changes be adopted simultaneously or phased-in over time?
- If phased in, what order should they be prioritized?



Organization and Budget

How might we cover the incremental costs associated with these proposals?



- PROS**
- Budget neutral – No need to raise additional funds
 - Membership fees remain the same

- No impact to existing services
- Membership fees remain the same

- No impact to existing services
- Continuous funding stream

- No increase in cost to current member districts
- Larger network of member districts to include in best practice identification and SST staff sourcing

- No increase in cost to current member districts
- Improve products and services to existing members

- CONS**
- Some existing services must be scaled-back or eliminated (but surveys indicate that member districts do not want to eliminate / scale back existing services)

- Funding stream may not be sustainable over the long-term

- Creates additional financial burden on member districts at a time of significant financial constraints

- Risk that new members will utilize disproportionate share of Council resources/ services (at least over some transition period)

- Risk of reduced focus on core mission
- Paying districts may require disproportionately more assistance initially, “distracting” from member districts



Organization and Budget

New member districts could contribute ~\$420K in incremental revenue by Year 5

3B Incremental Revenue from Potential New Member Districts

District	Enrollment	Estimated Dues
Wake County	140,558	\$45,637
Mesa	67,471	\$40,567
El Paso	63,378	\$40,567
Tucson	55,369	\$40,567
San Antonio	55,327	\$40,567
Riverside	42,696	\$35,498
Tulsa	41,493	\$35,498
Corpus Christi	38,196	\$35,498
Stockton	38,141	\$35,498
Bakersfield	37,928	\$35,498
Lexington	36,988	\$35,498
Total		\$420,893



Year	Fiscal Year	Revenue from New Districts
1	FY13	\$84K
2	FY14	\$168K
3	FY15	\$253K
4	FY16	\$337K
5	FY17	\$421K

Note: The revenue forecast assumes that it will take the Council up to 5 years to recruit the 11 eligible districts. Annual revenue estimates above are based on “straight-lining” revenue from Year 1 to Year 5 based on steady state (Year 5) amount of \$421K. Actual revenue will vary based on when a particular district joins the Council (district dues will vary based on their enrollment levels).

Note: New member district revenue is based on 2012-2013 dues by tier and NCES district enrollment.



Organization and Budget

Productizing KPIs (at a subscription fee to non-member districts) could generate between \$186K and \$745K of additional annual revenue for the Council

4 New Sources of Revenue: KPI Product / Service Offering Implemented Beyond Members Districts

Potential Market Segments	Scenario 1 (Conservative)	Scenario 2 (Moderate)	Scenario 3 (Aggressive)
Primary Market Size	1,079 Districts	1,079 Districts	1,079 Districts
Market Penetration	5%	10%	20%
# of Customer Districts	54	108	216
Average Purchase Order (Annual)	\$6,275	\$6,275	\$6,275
Total Revenue	\$338,850	\$677,700	\$1,355,400
CGCS (55%) Revenue	\$186K	\$373K	\$745K

The “Act Point KPI Standard” service **primarily targets large school districts (>10K students)**.

Secondary markets include:

- Small to medium school districts (<10K students)
- State Departments of Education
- Education Service Agencies



Given the current economic environment for school districts, Scenario 1 seems the most plausible

Organization and Budget

Additional sources of revenue potentially exist, but would require more in-depth market analysis to quantify / evaluate

4 New Sources of Revenue: Other Ideas

1. **Productizing Strategic Support Teams** for implementation in non-member districts
2. **Academic KPIs** as an enhancement to the operational KPIs offering that is being productized through TransACT
3. **Leadership development training** to member and non-member districts, targeted at growing the next generation of leaders within districts, by functional area (service provided at a fee)
4. **Productizing Common Core tools** (e.g., professional development modules, complex text-dependent questions, etc.) for distribution to non-member districts



Sizing of market opportunity and quantification of potential revenue streams from the above concepts would require further research/analysis of market needs



Key Strategic Plan / Succession Plan Components

Succession Planning Process

1

Mission, Goals and Strategies

- What is the Council's mission and goals?
- What set of strategic *levers* will the Council utilize to make progress against these goals?
- What *activities* should the Council focus on within these strategic levers?
- How far should the Council's role extend in terms of helping districts implement change?
- Are there partnerships that can help the Council remove barriers for member districts to implement educational reforms?
- How should the Council measure its impact?

2

Organization and Budget

- What organizational capabilities and structure need to be in place to enable the Council to execute agreed upon strategies and activities?
- What do field interviews and surveys tell us about member district needs relative to the Council's current offerings and capacity?
- What additional capacity, if any, might be needed for the Council to best serve member districts?
- What are the financial implications of any potential changes to current organizational capacity?

3

Succession Planning Process

- How much succession planning can be done ahead of time and what must occur over time, given the succession planning horizon?
- What succession scenarios should we plan for?
- What processes need to be in place to ensure that succession planning (each of the scenarios above) is being addressed systematically over the next 3-6 years?
- What level of internal "institutionalizing" of knowledge and processed needs to happen over the next few years to make any transitions smoother?

4

Criteria, Characteristics and Pipelines

- What beliefs, attributes and skills are important across the entire leadership team?
- What skills and capabilities are important for a future Executive Director to bring to the position?
- What skills and capabilities are important at the Director(s) level?
- What potential pipelines exist, by position type?



Succession Planning Process

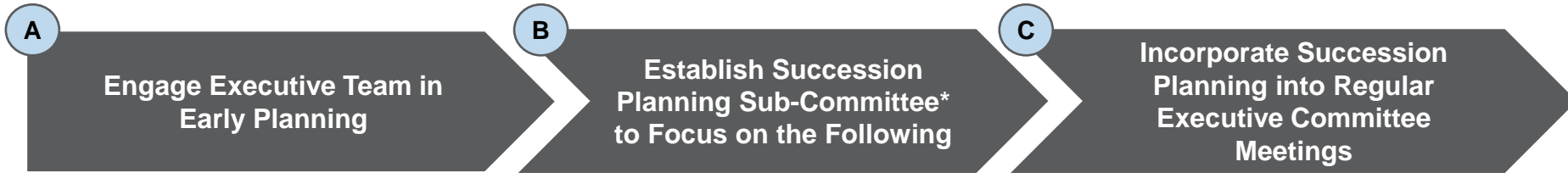
Guiding Principles

1. **Be holistic with respect to succession planning:** Consider the entire senior leadership team, not just the Executive Director position. Prioritize those positions that do not have strong internal candidates and where external pools are limited.
2. **Make succession planning a core priority** for the organization, by incorporating specific activities, updates and decisions into regular Executive Committee meetings.
3. **Plan for multiple Executive Director scenarios** (e.g., emergency situation, short-to-medium term, medium-to-long term). The ideal transition time would be 3-6 years to allow for early identification, mentoring, grooming and transition of candidates. The Council could identify some likely candidates (internal or external) and place them in meaningful “interim” positions to test skills/capabilities and to build Council capacity.
4. **Be transparent with staff** re: overall succession planning process and selection criteria.
5. **Establish appropriate internal processes (documentation, databases of contacts, etc.)** to ensure that transitions are as smooth as possible when they start occurring.
6. **When determining skill sets and capabilities, do not think about the Executive Director vs. Directors as isolated hires and job descriptions.** Start by determining what complementary set of skills needs to exist across the entire leadership team to sustain the organization. Then, determine which skills/capabilities are most needed within an Executive Director vs. other members of the leadership team.
7. **Establish as “deep” a pool as possible** for each type of position by being open to considering a variety of possible sources of candidates.



2 Succession Planning Process: Core Priority for the Executive Team

There are several meaningful and important ways for the Executive Committee to be engaged in the succession planning process



**Note: The Executive Committee may choose to forgo the formation of a sub-committee and participate fully in all Succession Planning activities*




● Agreement on succession planning scenarios (emergency, medium-term, 6 year)	● Refine criteria / characteristics by position	● The sub-committee and the Executive Director prepare updates and discussion topics for regularly scheduled Executive Committee meetings
● Agreement on initial criteria / characteristics that the future Executive Director should bring to the organization in each succession planning scenario	● Evaluate internal candidates for Director-level positions, as needed	
● Identification of possible pipelines of candidates	● Review/update pools of candidates	
● Identification of quality search firms with solid track records in education		
● Creation of preliminary job descriptions for senior leadership roles (including the Executive Director role)	● Refine / update recruitment, hiring and training timeline (by key position)	
		● Executive Committee solicits input on characteristics, potential candidates, etc, from broader membership (either directly through Succession Planning Subcommittee or through search firm). Will need to balance engagement / transparency with efficiency / confidentiality

● Will be completed by the end of the Parthenon project	● Will have made substantial progress by the end of the Parthenon project	● Will start after the Parthenon project is over
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3 Succession Planning Process: Multiple Scenarios

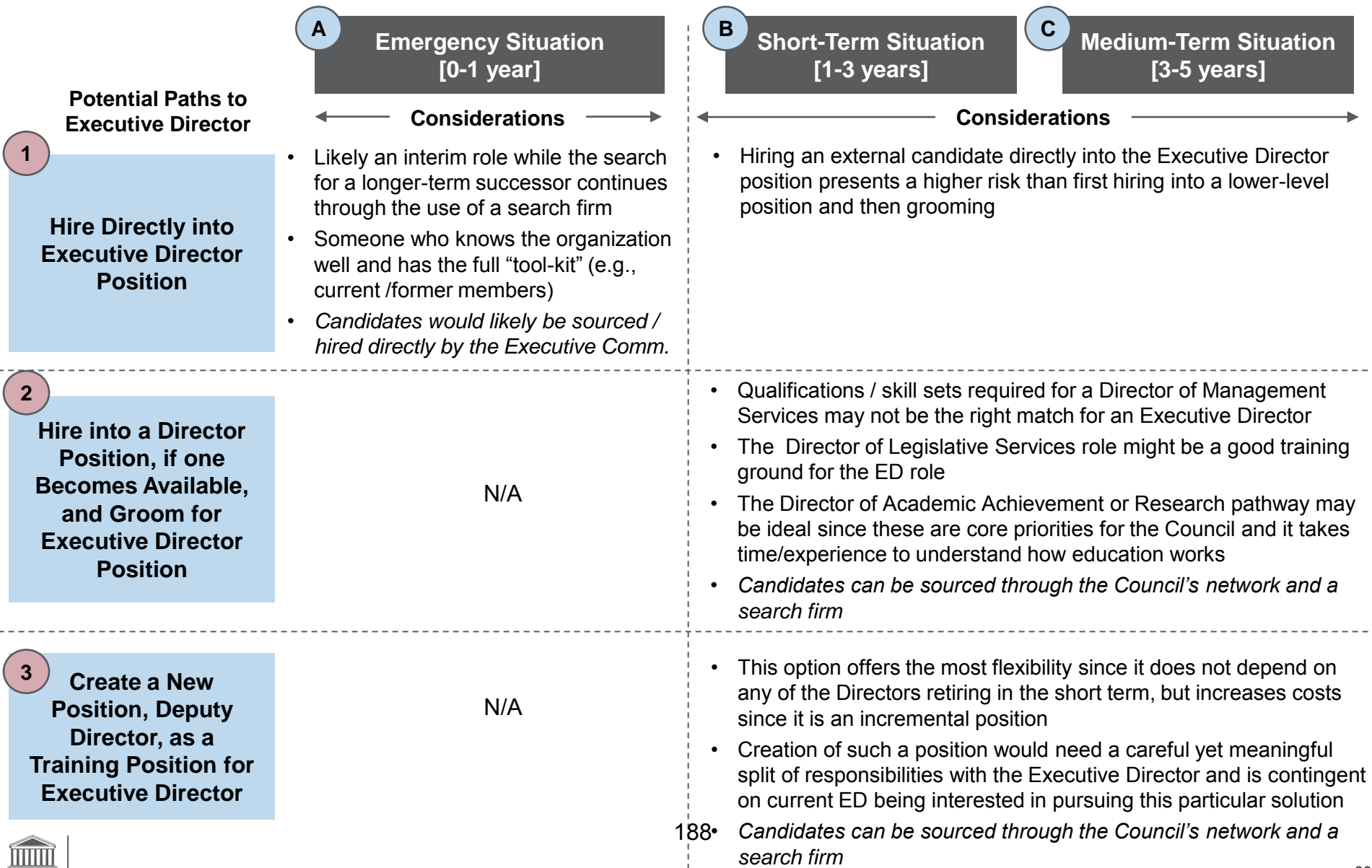
The Executive Committee should consider the scenarios outlined below

	A Emergency Situation [0-1 year]	B Short-Term Situation [1-3 years]	C Medium-Term Situation [3-6 years]
Example Description	<ul style="list-style-type: none"> Something happens to current Executive Director; the Executive Committee has not had time to groom any internal or external candidates 	<ul style="list-style-type: none"> Executive Director decides to leave within a few years 	<ul style="list-style-type: none"> Executive Director stays for 2 more terms, giving the Executive Committee ample time to plan for succession at multiple levels of the organization
Other "Side Effects"	<ul style="list-style-type: none"> All or large portion of senior leadership staff will likely stay for a transition period (e.g., up to a year) 	<ul style="list-style-type: none"> Some portion of senior leadership will likely exit the organization 	<ul style="list-style-type: none"> Large portion of senior leadership will likely exit the organization Roles become available / can be filled with potential ED candidates
Type of ED Needed	<ul style="list-style-type: none"> "Ready to go" candidate Has most of the desired skills and capabilities already 	<ul style="list-style-type: none"> "Front-runners" (ready in 2-3 years) Have many of the desired skills and capabilities 	<ul style="list-style-type: none"> "Rising contenders" (need to be developed and monitored) Have the raw potential and some of the desired skills and capabilities
	 MOST LIMITED POOL (likely not someone on staff but ideally someone who knows the organization well)	 WIDER POOL (but may be the trickiest to "get right" – may not have sufficient time to hire internally into an interim position, in which case revert to Scenario A)	 WIDEST POOL (may be able to hire candidate into meaningful Director-level role and then groom for several years)



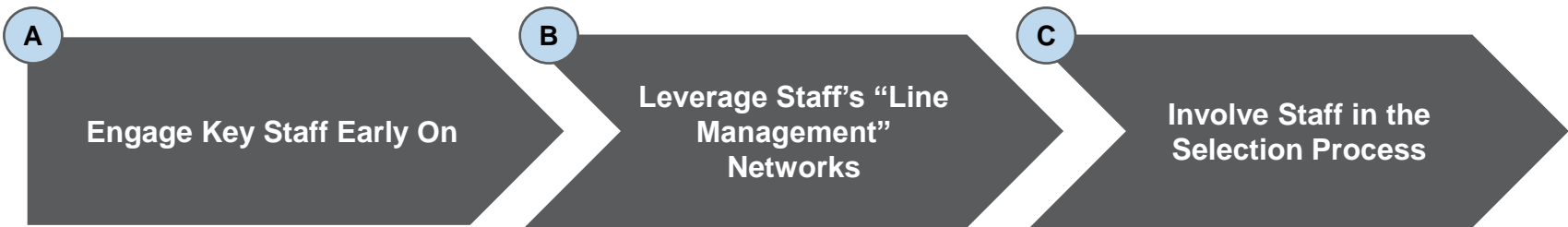
3 Succession Planning Process: Multiple Scenarios

There are three potential paths to hire an ED candidate into the Council



4 Succession Planning Process: Involve Staff

Being transparent with staff and involving them in succession planning will strengthen the overall process and increase likelihood of staff staying on



- Key staff members can provide an important perspective on the most important skills and capabilities that a future Executive Director and anyone in a particular Director-level position should have

- Staff have wide-reaching networks developed over years of working with member districts' line management (in their respective functional areas)
- Staff also have networks that reach beyond member districts and include contacts in academia, research organizations, government, consulting firms, and other non-profit organizations

- Staff can be part of succession planning by participating in formal interviews and providing their input to the Executive Committee
- Staff can also serve as a "sounding board" for contacts in the field interested in learning more about the Council and the particular roles

• **This is already underway. We have interviewed a number of the Directors and other staff members to get their perspectives**

• **The strength of relationships developed by staff in education over the last 20-30 years will be a strong asset in the search process**

• **Senior staff may be more likely to stay if they have gotten to know leading candidates through the selection process**

• **Need to establish a mechanism through which staff perspectives are regularly fed back to the Executive Committee – staff need to feel like they have a voice / are being heard**



5 Succession Planning Process: Internal Processes

Documentation of existing processes at the “enterprise” and “functional” levels will enable a smoother transition and help institutionalize practices



The following examples are meant to be illustrative only

Example Documentation for SSTs in Curriculum and Instruction	Example Documentation for Research Studies
<ol style="list-style-type: none"> 1. How are member district requests for SSTs processed and scheduled? 2. What is the selection process for SST team members? 3. What pre-work needs to be completed prior to the SST event? 4. What logistical items need to be handled by the Council vs. the member district? 5. What is the standard on-site agenda for an SST in Curriculum? 6. What are the steps involved in creating a report summarizing the SST findings? 7. What is the standard report format? 	<ol style="list-style-type: none"> 1. How are topics for research studies identified and prioritized? 2. What are the steps involved in reaching out to member districts for data collection purposes? 3. What is the network of vendors (research organizations) with whom the Council works? 4. What is the protocol for reviewing initial analysis results with participating districts and for incorporating feedback? 5. What is the protocol for reviewing and finalizing the report? Who reviews internally? Are external stakeholders involved? 6. How are results of a research study published and communicated?

Need a directional “roadmap,” not a detailed book covering all minute details. Key processes should be identified and prioritized for documentation to ensure the most efficient use of scarce staff resources / time



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Criteria / Characteristics: Overall

Core personal beliefs and attributes

(Entire Senior Leadership Team, including the Executive Director)

Beliefs

- **Deep commitment** to public education and to urban children
- **Strong commitment to the mission of the organization**
- **Deep belief that the public education system can improve**, with appropriate supports
- **Deep belief that a proactive stance is more conducive to achieving results than a defensive stance:** People and organizations should take issues head on and be “part of the solution” rather than see themselves them as victims / targets of criticism

Personal Attributes

- **Sound judgment** to understand when to take policy positions (in any functional area), with the goal of helping member districts get better and better over time, and **courage to take those positions**
- **Strong customer service orientation** (accessible, responsive, proactive)
- **Ability to combine a sense of urgency** (need for reform) **with pragmatic approach** (to enable reform)
- **Strong orientation towards implementing reforms that work** (e.g., based on research) rather than pursuing change for the sake of change
- **Ability to put member districts and the organization first** (primary affirmation of value comes from member district actions and improvement over time rather than from being “in the spotlight” or getting credit for ideas)
- **Ability to build consensus among senior level executives** with strong (and sometimes differing) points of view
- **Ability to create a healthy dialog among members** (diverse membership comprised of superintendents and school board members) and **enable decision-making based on “what works” rather than emotions**
- **Strong work ethic, flexibility, willingness to “roll up one’s sleeves”** (given size of organization and relatively flat structure)
- **Strong personal skills** to work with functional staff in member school districts
- **Strong team player, respectful** of other Council (and member district) staff, values diversity of the organization, recognizes and leverages strengths that others bring to the table



6

Criteria / Characteristics: Executive Director

“Must-have” vs. “nice-to-have” skills and attributes

	Must-Have	Nice-to-Have
Political	<ul style="list-style-type: none"> • Strong political instincts • Knowledge of DC politics (on a national level) • Credibility with both political parties • Existing network on Capitol Hill (or proven ability to build it) 	<ul style="list-style-type: none"> • Previously involved in urban school districts • Policy contacts outside of education • Familiarity with urban social issues • Knowledge of DC politics (at a local level)
Education / Academic	<ul style="list-style-type: none"> • Strong knowledge of education and key issues facing urban public schools • Sound knowledge of district instructional systems (how to move school districts forward in improving overall student achievement and closing the student achievement gap) • Extensive knowledge of federal education policy 	<ul style="list-style-type: none"> • Familiarity with education research (e.g. best practices for English Language Learners) • Familiarity with translational research (ability to translate directly into action)
Leadership / Management	<ul style="list-style-type: none"> • Ability to manage (and work with) large Executive body • Ability to craft a vision and build consensus around that vision among senior level executives • Ability to balance needs of various groups (e.g., race, gender) • Ability to create a culture of trust and support, both among member districts and within the organization • Strong sense of what is right for the organization and ability to protect it from other “agendas” 	<ul style="list-style-type: none"> • Ability to lead and manage a range of styles • Willingness to empower senior leadership team • Ability to generate ideas for initiatives that will keep the agenda moving forward • Ability to identify and attract talent
Communications	<ul style="list-style-type: none"> • Very strong communication skills, written and spoken • Track record of representing his/her previous organization in public forums, including with the media 	<ul style="list-style-type: none"> • Effective public speaker • Good fundraising skills • Deep knowledge of how to handle the media
Personal Attributes *	<ul style="list-style-type: none"> • Strong sense of personal accountability for the success of the Council and member districts • Ability to listen and tease out what is really important 	<ul style="list-style-type: none"> • Even temperament • Sense of humility



* In addition to what is listed on prior slide

6 Criteria / Characteristics: Senior Leadership Team Expertise and core skills required

Academic	Research	Operations	Advocacy	Communications
Knowledge / Expertise of the Following Areas				
<ul style="list-style-type: none"> • Effective instructional practice, with a focus on ELL, Special Ed, Reading and Math instruction • Common Core State Standards • Instructional intervention systems • Effective professional development strategies in districts • Major commercial instructional programs and packages 	<ul style="list-style-type: none"> • Research design, methodology and statistical techniques • NAEP • Educational testing and assessment • Conducting survey research and writing reports • Creating and maintaining educational databases • Knowledge of federal research agencies, people, and procedures (e.g., IES, NCES, NAS) 	<ul style="list-style-type: none"> • Urban school governance systems • Urban school budget and finance systems and procedures • Personnel operations and IT systems • District business services (e.g., transportation, food services, maintenance and operations) • Council's Performance Management System (KPIs) 	<ul style="list-style-type: none"> • Federal education legislation and programs, especially Title I, Title II, Title III, IDEA, Medicaid, E-Rate, Vocational Education, School Nutrition • Federal education regulations, guidance, and policy letters • House and Senate committee and floor parliamentary procedures • Federal court procedures 	<ul style="list-style-type: none"> • Conceptualizing, writing and placing opinion pieces in major media outlets • Handling of emergency communications and media problems • Publishing a regular (monthly) communications publication for the membership • Website management / utilizing web presence to tell the organization's story • Using public service announcements, ads and ideas to promote issue
Function-Specific Skills / Capabilities				
<ul style="list-style-type: none"> • Strong analytics • Ability to analyze a district's instructional programs, materials, and procedures, and determine ways to improve student achievement • Ability to develop or coordinate the development of tools for use in the field 	<ul style="list-style-type: none"> • Ability to recognize where research is needed and initiate it • Ability to translate complex research findings for school practitioners • Ability to develop or coordinate the development of tools for use in the field 	<ul style="list-style-type: none"> • Strong data analysis skills • Ability to analyze a district's operational / functional areas and determine ways to make operations more efficient • Ability to develop or coordinate the development of tools for use in the field 	<ul style="list-style-type: none"> • Strong political skills • Ability to analyze effect of proposed legislation on school districts • Ability to form legislative and political coalitions as needed • Ability to write and advocate legislation, regulations, and policy 	<ul style="list-style-type: none"> • Outstanding writing skills • Ability to identify topics of relevance / interest to member districts and to broader public • Ability to "message" urban schools before the national media and the public • Ability to develop or coordinate the development of tools for use in the field
Skills / Capabilities Common Across Functions				
<ul style="list-style-type: none"> • Strong communication skills (written and verbal); ability to effectively communicate with member districts (information sharing, response to requests, recommendations, etc.) • Ability to identify patterns, synthesize common themes, and help districts translate those themes into customized applications within a district • Ability to organize and manage technical assistance teams for member school districts • Ability to manage a small internal team of staff (and potentially external vendors) 				

6 Criteria / Characteristics: Senior Leadership Team

Ideal background: Experience and education by functional area

Academic	Research	Operations	Advocacy	Communications
<p>Experience</p> <ul style="list-style-type: none"> • Proven track record of having improved student achievement in a major urban school district 	<ul style="list-style-type: none"> • Senior level experience in a research setting (district, academic, research organization, non-profit, government) • Proven track record of utilizing research for improvement purposes 	<ul style="list-style-type: none"> • Urban school experience in running major operating systems • Track record of operational improvement while in role 	<ul style="list-style-type: none"> • Extensive experience with House and Senate committee and floor parliamentary procedures • Experience with the federal legislative process • Hill experience not necessary • Litigation skills not necessary 	<ul style="list-style-type: none"> • Extensive experience with national and big-city media outlets • Experience working with polling companies, ad agencies and other communications companies • Experience managing websites • Not necessary to have been a reporter
<p>Education</p> <ul style="list-style-type: none"> • Doctoral-level degree in curriculum and instruction or education psychology helpful 	<ul style="list-style-type: none"> • Doctoral-level degree in psychology, sociology, economics, or educational research and statistics helpful 	<ul style="list-style-type: none"> • Master’s degree in management, business administration or related field helpful 	<ul style="list-style-type: none"> • Law degree or graduate degree in public policy helpful 	<ul style="list-style-type: none"> • Graduate degree in journalism or communications helpful
<p>Network</p> <ul style="list-style-type: none"> • Extensive network of contacts (e.g., senior curriculum and instruction staff across school districts) 	<ul style="list-style-type: none"> • Extensive network of contacts (e.g., senior researchers across the country in a variety of areas) 	<ul style="list-style-type: none"> • Extensive network of contacts (senior operations staff across school districts – finance, budget, IT, HR, transportation, food services, facilities, etc.) 	<ul style="list-style-type: none"> • DC contacts (e.g., Departments of Education, agriculture, Labor, FCC, HHS and others; House and senate committees), various non-profit and advocacy organizations 	<ul style="list-style-type: none"> • Extensive network of contacts in national and big-city media outlets



7 Potential Pipelines of Candidates

Preliminary assessment of pipelines for those positions that do not have strong internal candidates

Council Positions	Executive Director	Director, Academics / Research	Director, Management Services	Director, Administration & Finance
Overall Availability of Candidates	Limited	Somewhat Limited (Academics) / Strong (Research)	Strong	Moderate / Strong
Potential Pipelines	Member Districts (including former members)	Member Districts (including former members)	Member Districts (including former members)	Member Districts (including former members)
	Non-Member Districts	Non-Member Districts	Non-Member Districts	Non-Member Districts
	Academia / Academic Centers	Academia / Academic Centers	Academia / Operational Roles	Academia / Finance Roles
	Government Agencies	Government Agencies	Government Agencies	Government Agencies
	OTHER: Non-Profit Organizations, ideally in Education	OTHER: Research Organizations	OTHER: Non-Profit Organizations	OTHER: Non-Profit Organizations
	Private Sector (with past K12 experience)	Private Sector (with past K12 experience) ¹⁹⁶	Private Sector (with past K12 experience)	Private Sector (with past K12 experience)



7 Potential Pipelines of Candidates

Sample organizations (list will continue to be refined over time)

Districts	Academia	Government	Other
<p>Executive Director</p> <ul style="list-style-type: none"> • Superintendents • Board Members <p>Dir, Academics/Research</p> <ul style="list-style-type: none"> • Chief Academic Officer • Director of Research • Director of Curriculum <p>Dir, Management Services</p> <ul style="list-style-type: none"> • Chief Operating Officer • Chief Financial Officer • Assistant Superintendent for Human Resources <p>Dir, Communications</p> <ul style="list-style-type: none"> • Director of Public Relations • Communications Director <p>Dir, Legislative Services</p> <ul style="list-style-type: none"> • Government Relations / Legislative Director 	<p>K12-related Centers</p> <ul style="list-style-type: none"> • Consortium for Policy Research in Education (Penn, Teacher’s College, Harvard, Stanford, Univ. of Michigan, Northwestern, Wisconsin-Madison) • Harvard’s Public Education Leadership Project • University of Wisconsin’s Wisconsin Center for Education Research • University of Chicago’s Consortium on Chicago School Research <p>Colleges / Universities</p> <ul style="list-style-type: none"> • Former/Retired University Presidents • Former/Retired University Deans <p>Council of the Great City Colleges of Education (~85)</p>	<p>Members of Congress</p> <ul style="list-style-type: none"> • As a source of information for finding potential candidates <p>U.S. Department of Education</p> <ul style="list-style-type: none"> • Office of Elementary and Secondary Education (political leadership) • Office of the Secretary of Education (political leadership) • Institute of Education Sciences <p>State Education Agencies</p> <ul style="list-style-type: none"> • Chiefs or staff members of SEAs with urban experience <p>Municipal leaders</p>	<p>Research Organizations</p> <ul style="list-style-type: none"> • AIR • McREL • RAND Corporation • WestEd <p>Philanthropy</p> <ul style="list-style-type: none"> • Carnegie • Gates • Hewlett • Wallace <p>Non-Profits</p> <ul style="list-style-type: none"> • ACHIEVE • Center for Reform of School Systems (operations?) • Education Trust • NAACP • National Council of La Raza <p>Associations</p> <p>For-Profits</p> <ul style="list-style-type: none"> • Publishing (has recruited former superintendents) • Ed Tech • K12 Consulting



7 Potential Pipelines of Candidates

As part of overall succession planning, we also benchmarked compensation of key Council positions against similar non-profit positions in the market

Salary Benchmarking							
Large Urban Districts		Associations		Foundations		COUNCIL	
<i>Examples:</i> Los Angeles, New York, Houston		<i>Examples:</i> NGA, ACHIEVE, NSBA, CCSSO, AASA		<i>Examples:</i> HP, Wallace, Joyce, Gates, Broad			
Superintendent	\$200K - \$300K	Executive Director	\$300K - \$400K	CEO / Managing Director	\$300K - \$500K	Executive Director	\$280K
COO	\$150K - \$250K	Associate Executive Director	\$200K - \$250K	CFO	\$200K - \$250K	Directors	\$120K - \$160K
CAO	\$150K - \$200K	Director (COO / CFO)	\$150K - \$200K	Corporate Secretary*	\$200K - \$250K		
Research / Curriculum Director	\$100K - \$150K	Director (other)	\$150K - \$200K	Director (other)	\$150K - \$250K		

- The Council’s compensation structure is generally at the lower end of comparable positions in Large Urban Districts and other Associations.
- Should the Council’s senior leadership team’s compensation be adjusted upward when the time comes to hire into these positions?

Note: The corporate secretary position is a C-level executive position responsible for board governance and communication
Source: District websites; Non-profit 990-PF forms



IN SUMMARY: REVENUE & COST PROJECTIONS

If all the proposed changes were implemented, the Council would need to find incremental sources of revenue (or deprioritize some of the identified needs)

	YR1	YR2	YR3	YR4	YR5
Revenue					
New Member Districts	\$84K	\$168K	\$253K	\$337K	\$421K
KPIs	\$37K	\$75K	\$112K	\$149K	\$186K
Total Revenue	\$121K	\$243K	\$365K	\$486K	\$607K

Cost					
Academics Specialist (1 FTE)	\$85K	\$85K	\$85K	\$85K	\$85K
Operations Specialist (1 FTE)	\$85K	\$85K	\$85K	\$85K	\$85K
Operations Manager (1 FTE)	\$127K	\$127K	\$127K	\$127K	\$127K
Communications Specialist (1 FTE)	\$85K	\$85K	\$85K	\$85K	\$85K
National Perception Poll (Allocation)	\$50K	\$50K	\$50K	\$50K	\$50K
Compensation Adjustments (ED and Directors)				\$148K	\$148
Incremental Positions at time of transition *					\$197K
Total Cost (excl. comp adjustments)	\$432K	\$432K	\$432K	\$580K	\$777K

NET	(\$311K)	(\$189K)	(\$67K)	(\$94K)	(\$170K)
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Potential Impact on Membership Fees (if considered increasing to meet gap)

Average per Member District	\$4,622	\$2,801	\$981	\$1,384	\$2,525
Implied Percentage Increase (on average)	13%	8%	3%	4%	7%

* Equivalent to 1 Deputy / Chief of Staff or 2 other FTE positions – Manager / Specialist) in response to feedback (from interviews) that may need these positions at time of transition. Current positions are not necessarily 1:1 replacements, given staff's workload and increasing needs / demands of member districts)
 Source: Internal Data. All compensation costs include a 41% benefit load factor



Appendix: Communications

The Communications Team offered ideas for additional programs and activities to advance the Council’s communications efforts

	Activity	Description
Expanding Existing Activities	Expanding Communications Department	<ul style="list-style-type: none"> Expand Communications personnel capacity to match increased workload – publications production, media and public relations, news reporting and editing, graphic arts, advertising, public service announcements, press conferences, etc.
	Establishing and Cultivating Closer Relations with the News Media	<ul style="list-style-type: none"> Heightening contact with working journalists, columnists, news managers, bloggers, etc. to sensitize them to the challenges in urban education as well as to inform them of measurable improvements
	Increasing Contact with Council Public Relations Executives	<ul style="list-style-type: none"> Create a unified force to develop universal messages for urban education nationally and locally and to provide proactive assistance to their external and internal communications operations
	Increasing the Frequency of the National Perception Poll	<ul style="list-style-type: none"> Every 3 years (currently every 6 years), conduct a national poll to gauge the broader public’s perception of urban public education. Evaluate extent to which public perception has improved / worsened.
	Coordinating Council Web Site Content	<ul style="list-style-type: none"> Keep the Council website current and organized
New Activities	Spearheading the Creation of an Urban School Television Network	<ul style="list-style-type: none"> Help capable member districts to produce urban school TV programming for distribution to member districts with public or education access channels, which have a huge appetite for quality urban school programming – especially if they have 24 hours of airtime
	Exploring New Avenues of Communications	<ul style="list-style-type: none"> Explore new avenues of communications through Internet sites and programs, New Media, new publications and cable and commercial television programming in addition to radio broadcast opportunities, webinars and video streaming
	Exploring the Possibility of Launching Other New Ventures	<ul style="list-style-type: none"> Explore possibility of producing a communications vehicle that features advertisements, sponsoring an awards program for responsible urban education reporting, or staging an annual State of Urban Education address at the National Press Club
	Considering Avenues of Communications Research	<ul style="list-style-type: none"> Gauge the success of Council communications products, services and campaigns

