ASHEVILLE CITY BOARD OF EDUCATION

REGULAR BOARD MEETING

Administrative Offices - Board Room

85 Mountain Street, Asheville, North Carolina

Monday, June 8, 2026, 5:00 PM

Board of Education Members:
Sarah Thornburg, Board Chair
Rebecca Strimer, Vice-Chair
Pepi Acebo, Member
Liza Kelly, Member
Amy Ray, Member
George Sieburg, Member
Jesse Warren, Member

Superintendent: Dr. Maggie Fehrman

The Vision of Asheville City Schools is to Empower and Engage every child to Learn, Discover, Thrive.

ASHEVILLE CITY BOARD OF EDUCATION REGULAR MEETING AGENDA

The meeting will be available for viewing via the
Asheville City Schools YouTube page.
Information about Public Comments can be found below.

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1. REGULAR MEETING

1.1 CALL TO ORDER - Board Chair, Sarah Thornburg
Equity Statement:*In Asheville City Schools we are committed to equity and anti-racist policies for all students and staff to learn and thrive. We recognize that our positions come with power, responsibility, and public service for the entire ACS community. We will model our commitment to equity through our practices and decisions. During this meeting, we invite a pause if harm has taken place, a moment to name the harm, and space to practice repair.*

1.2 QUORUM DETERMINATION - Board Chair, Sarah Thornburg

1.3 PLEDGE OF ALLEGIANCE - Board Chair, Sarah Thornburg

1.4 APPROVAL OF AGENDA - Board Chair, Sarah Thornburg
Motion to approve the agenda.

2. GOOD NEWS - Dr. Kim Dechant, Chief of Staff
Asheville City Schools Foundation Update - Bree Clayton, Director of Communication

3. PUBLIC COMMENTS - Board Chair, Sarah Thornburg

Public Comment Guidelines

In-Person and Virtual Public Comment Guidelines can be found by clicking the link above.

The Board of Education greatly appreciates your interest in the Asheville City Schools (ACS) and we welcome your comments to the Board. Please be mindful of the following guidelines (per policy 2310):

Personnel and student matters are confidential and are therefore not appropriate for public comment. If you have a concern about an employee or a student matter, please contact or see the superintendent after the meeting.

3.1 In-Person Public Comment

4. CONSENT ITEMS - Board Chair, Sarah Thornburg

4.1 Draft Minutes
Closed Session Minutes April 13, 2026

WORK SESSION - May 04 2026 - Minutes

Closed Session Minutes May 4, 2026

REGULAR MEETING - May 11 2026 - Minutes

4.2 Budget Amendment and Expenditure Report - Heidi Kerns, Chief Finance Officer 4
2026-2027 Budget Amendment #4 Cover Sheet 6-1-26 - Google Docs.pdf

2025-2025 Budget and Expenditure Report 6-8-26.pdf

Budget Amendment Summary - June (1).pdf

4.3 Student Fees - Dr. Kim Dechant, Chief of Staff

4.4 Contracts - Dr. Kim Dechant, Chief of Staff
Amergis Healthcare Staffing

Asheville Police Department

Clean Environments

ESS Southeast

4.5 Approval of Yellow Buses - April Dockery, Chief Operations Officer 13
Summer School and AVID

Use of Student Transportation Services - asheville_city_policy_6320.pdf

4.6 Board Work Calendar for 26-27- Dr. Maggie Fehrman, Superintendent

4.7 Personnel Report - June #1

Motion to approve the Consent Items as presented.

5. ACTION ITEMS - Board Chair, Sarah Thornburg

5.1 441 Maintenance Needs - April Dockery, Chief Operations Officer

Memo for 441 Maintenance Needs - 6/1/26

Board Guidance Requested: Future Investment Strategy for 441 Haywood Road

Motion on Action Item

6. SUPERINTENDENT'S REPORT - Dr. Fehrman 15

June 2026 Superintendent Remarks.pdf

7. BOARD CHAIR COMMENTS

8. ANNOUNCEMENTS/FUTURE MEETINGS - Board Chair, Sarah Thornburg

Special Called Work Session Open Meeting

Tuesday, June 30, 2026

Administrative Offices - Board Room

2025-2026 ACS Board of Education Meeting Schedule

2026-2027 ACS Board of Education Meeting Schedule

9. ADJOURNMENT - Board Chair, Sarah Thornburg

Motion to adjourn the meeting.

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ASHEVILLE CITY SCHOOLS

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Board of Education

Sarah Thornburg, *Chair*
Rebecca Strimer, *Vice Chair*
Amy Ray
Jesse Warren
George Sieburg
Liza Kelly
Pepi Acebo

Office of the Superintendent

Dr. Maggie Fehrman, *Superintendent*

Kimberly Jones, *Executive Assistant to the Superintendent*

Budget Amendment Cover Sheet

Board Meeting Date: _____06/1/26_____

Budget Amendment Number: _____4_____

Amendment Total: $_____587,193_____

Reason for Amendment: Allotment adjustments, ABC transfers, local current expense appropriation adjustment (omission from prior month), line item adjustments, School Nutrition adjustments needed, other restricted revenue adjustments.

Section 1 - State Public School Fund: Additional transportation allotment, final ABC transfers.

_____

Section 2 - Local Current Expense Fund: Line item adjustments in preparation for year end. Correction of prior amendments for school nutrition and omission of local current expense appropriation revenue adjustment.

_____

Section 3 - Federal Grant Fund (NCDPI-administered): Minor allotment adjustments._____ _____

_____

Section 4 - Capital Outlay Fund: Line item adjustments to reflect new and ongoing projects.

_____

Section 5 - School Nutrition Fund: Adjustments made to align to projected FYTD operating results._____ _____

_____

Section 6 - Other Special Revenue Fund: Adjustments made to align budgets to projected FYTD operating results.

_____

Budget Summary & Board Report

Date Range 07/01/2025 - 06/31/2026

Purpose Descr	(All)
Purpose	(All)
2 Digit Obj Des	(All)
2 Digit Obj	(All)
1 digit Obj Des	(All)
1 digit Obj	(All)
Fund Descripti	(All)
Obj Desc	(All)
PRC Desc	(All)
Program	(All)
Object	(All)
Location	(All)
User 1	(All)
User 2	(All)
Full Acct Code	(All)
Postable?	(All)
Type of Accou	(All)
Full Acct Code	(All)
Short Acct Cod	(All)

Fund	1 digit Purp	1 digit Purp Desc	Beginning Budget/Beg Balance	Budget Adjustments	Current Budget/Balance	Year-to-Date Exp/Rev	PO's & Encumbrances Outstanding	Remaining Balance	Escrow	Balance Including Escrow	Percent Spent
1	5XXX	Instructional Services	$26,963,486.00	$177,802.71	$27,141,288.71	$25,691,354.24	$246,849.77	$1,203,084.70	$0.00	$1,203,084.70	95.57%
	6XXX	System-Wide Support Services	$2,854,230.00	$631,369.00	$3,485,599.00	$3,349,570.49	$66,231.49	$69,797.02	$0.00	$69,797.02	98.00%
	7XXX	Ancillary Services	$195,000.00	$0.00	$195,000.00	$138,890.42	$0.00	$56,109.58	$0.00	$56,109.58	71.23%
1 Total			**$30,012,716.00**	**$809,171.71**	**$30,821,887.71**	**$29,179,815.15**	**$313,081.26**	**$1,328,991.30**	**$0.00**	**$1,328,991.30**	**95.69%**
2	5XXX	Instructional Services	$13,310,000.00	$688,909.00	$13,998,909.00	$12,700,639.76	$584,216.64	$714,052.60	$0.00	$714,052.60	94.90%
	6XXX	System-Wide Support Services	$14,402,468.00	($870,000.00)	$13,532,468.00	$10,977,407.89	$2,306,828.10	$248,232.01	$0.00	$248,232.01	98.17%
	7XXX	Ancillary Services	$970,000.00	($115,000.00)	$855,000.00	$124,800.58	$10,028.13	$720,171.29	$0.00	$720,171.29	15.77%
	8XXX	Non-Programmed Charges	$3,100,000.00	($100,000.00)	$3,000,000.00	$2,334,696.70	$0.00	$665,303.30	$0.00	$665,303.30	77.82%
2 Total			**$31,782,468.00**	**($396,091.00)**	**$31,386,377.00**	**$26,137,544.93**	**$2,901,072.87**	**$2,347,759.20**	**$0.00**	**$2,347,759.20**	**92.52%**
3	5XXX	Instructional Services	$3,409,225.87	$263,678.41	$3,672,904.28	$2,146,104.22	$65,031.76	$1,461,768.30	$0.00	$1,461,768.30	60.20%
	6XXX	System-Wide Support Services	$358,280.76	$2,131.02	$360,411.78	$312,197.96	$199.00	$48,014.82	$0.00	$48,014.82	86.68%
	8XXX	Non-Programmed Charges	$174,843.91	$14,448.24	$189,292.15	$47,546.02	$70,687.31	$71,058.82	$0.00	$71,058.82	62.46%
3 Total			**$3,942,350.54**	**$280,257.67**	**$4,222,608.21**	**$2,505,848.20**	**$135,918.07**	**$1,580,841.94**	**$0.00**	**$1,580,841.94**	**62.56%**
4	5XXX	Instructional Services	$1,400,000.00	$545,000.00	$1,945,000.00	$1,023,480.13	$613,064.44	$308,455.43	$0.00	$308,455.43	84.14%
	6XXX	System-Wide Support Services	$1,075,000.00	$1,200,000.00	$2,275,000.00	$1,253,897.82	$302,774.04	$718,328.14	$0.00	$718,328.14	68.43%
	9XXX	Capital Outlay	$4,246,992.00	($1,220,000.00)	$3,026,992.00	$597,552.42	$1,438,848.16	$990,591.42	$0.00	$990,591.42	67.27%
4 Total			**$6,721,992.00**	**$525,000.00**	**$7,246,992.00**	**$2,874,930.37**	**$2,354,686.64**	**$2,017,374.99**	**$0.00**	**$2,017,374.99**	**72.16%**
5	7XXX	Ancillary Services	$2,213,000.00	$138,500.00	$2,351,500.00	$1,931,576.79	$160,204.38	$259,718.83	$0.00	$259,718.83	88.96%
5 Total			**$2,213,000.00**	**$138,500.00**	**$2,351,500.00**	**$1,931,576.79**	**$160,204.38**	**$259,718.83**	**$0.00**	**$259,718.83**	**88.96%**
8	5XXX	Instructional Services	$7,530,058.59	$1,799,115.00	$9,329,173.59	$6,890,274.75	$329,053.64	$2,109,845.20	$0.00	$2,109,845.20	77.38%
	6XXX	System-Wide Support Services	$1,840,796.00	$211,000.00	$2,051,796.00	$1,580,630.29	$148,531.11	$322,634.60	$0.00	$322,634.60	84.28%
	7XXX	Ancillary Services	$247,527.18	$0.00	$247,527.18	$132,989.53	$0.00	$114,537.65	$0.00	$114,537.65	53.73%
	8XXX	Non-Programmed Charges	$98,778.71	$60,000.00	$158,778.71	$0.00	$158,778.71	$0.00	$0.00	$0.00	100.00%
8 Total			**$9,717,160.48**	**$2,070,115.00**	**$11,787,275.48**	**$8,603,894.57**	**$636,363.46**	**$2,547,017.45**	**$0.00**	**$2,547,017.45**	**78.39%**
Grand Total			**$84,389,687.02**	**$3,426,953.38**	**$87,816,640.40**	**$71,233,610.01**	**$6,501,326.68**	**$10,081,703.71**	**$0.00**	**$10,081,703.71**	**88.52%**

ASHEVILLE CITY SCHOOLS
BUDGET RESOLUTION & AMENDMENTS
FOR THE FISCAL YEAR BEGINNING JULY 1, 2025 AND ENDING JUNE 30, 2026

BE IT RESOLVED BY THE ASHEVILLE CITY BOARD OF EDUCATION:

Section 1 - The following revenues are estimated to be available to the State Public School Fund – Fund 1. The following expenditure amounts are hereby appropriated at the purpose level for the operation of the school administrative unit in the State Public School Fund for the fiscal year beginning July 1, 2025 and ending June 30, 2026.

	Budget Resolution	Amendment #1	Amendment #2	Amendment #3	Amendment #4	Amended Budget
Revenue						
3000 - State & Federal	30,012,716	325,130	335,600	124,693	23,749	30,821,888
4000 - Local & Other	-	-	-	-	-	-
4910 - Fund Balance Appropriated	-	-	-	-	-	-
Total State Public School Fund Revenues	**$ 30,012,716**	**$ 325,130**	**$ 335,600**	**$ 124,693**	**$ 23,749**	**$ 30,821,888**
Expenditures						
5000 - Instructional Services	26,963,486	37,581	335,600	124,693	(320,071)	27,141,289
6000 - System-Wide Support	2,854,230	287,549	-	-	343,820	3,485,599
7000 - Ancillary Services	195,000	-	-	-	-	195,000
8000 - Non-Programmed Charges	-	-	-	-	-	-
9000 - Capital	-	-	-	-	-	-
Total State Public School Fund Appropriation	**$ 30,012,716**	**$ 325,130**	**$ 335,600**	**$ 124,693**	**$ 23,749**	**$ 30,821,888**

Section 2 - The following revenues are estimated to be available to the Local Current Expense Fund – Fund 2. The following expenditure amounts are hereby appropriated at the purpose level for the operation of the school administrative unit in the Local Current Expense Fund for the fiscal year beginning July 1, 2025 and ending June 30, 2026.

	Budget Resolution	Amendment #1	Amendment #2	Amendment #3	Amendment #4	Amended Budget
Revenue						
3000 - State & Federal	-	-	-	-	-	-
4000 - Local & Other	29,782,468	-	-	-	(396,091)	29,386,377
4910 - Fund Balance Appropriated	2,000,000	-	-	-	-	2,000,000
Total Local Current Expense Fund Revenues	**$ 31,782,468**	**$ -**	**$ -**	**$ -**	**$ (396,091)**	**$ 31,386,377**
Expenditures						
5000 - Instructional Services	13,310,000	-	525,000	350,000	(186,091)	13,998,909
6000 - System-Wide Support	14,402,468	-	140,000	(200,000)	(810,000)	13,532,468
7000 - Ancillary Services	970,000	-	(565,000)	(150,000)	600,000	855,000
8000 - Non-Programmed Charges	3,100,000	-	(100,000)	-	-	3,000,000
9000 - Capital	-	-	-	-	-	-
Total Local Current Expense Fund Appropriation	**$ 31,782,468**	**$ -**	**$ -**	**$ -**	**$ (396,091)**	**$ 31,386,377**

Section 3 - The following revenues are estimated to be available to the Federal Grants Fund – Fund 3. The following expenditure amounts are hereby appropriated at the purpose level for the operation of the school administrative unit in the Federal Grants Fund for the fiscal year beginning July 1, 2025 and ending June 30, 2026.

	Budget Resolution	Amendment #1	Amendment #2	Amendment #3	Amendment #4	Amended Budget
Revenue						
3000 - State & Federal	3,942,351	11,986	136,373	122,151	9,747	4,222,608
4000 - Local & Other	-	-	-	-	-	-
4910 - Fund Balance Appropriated	-	-	-	-	-	-
Total Federal Grants Fund Revenues	**$ 3,942,351**	**$ 11,986**	**$ 136,373**	**$ 122,151**	**$ 9,747**	**$ 4,222,608**
Expenditures						
5000 - Instructional Services	3,409,226	11,530	132,008	115,702	4,438	3,672,904
6000 - System-Wide Support	358,281	-	116	2,015	-	360,412
7000 - Ancillary Services	-	-	-	-	-	-
8000 - Non-Programmed Charges	174,844	456	4,249	4,434	5,309	189,292
9000 - Capital	-	-	-	-	-	-
Total Federal Grants Fund Appropriation	**$ 3,942,351**	**$ 11,986**	**$ 136,373**	**$ 122,151**	**$ 9,747**	**$ 4,222,608**

Section 4 - The following revenues are estimated to be available to the Capital Outlay Fund – Fund 4. The following expenditure amounts are hereby appropriated at the purpose level for the operation of the school administrative unit in the Capital Outlay Fund for the fiscal year beginning July 1, 2025 and ending June 30, 2026.

	Budget Resolution	Amendment #1	Amendment #2	Amendment #3	Amendment #4	Amended Budget
Revenue						
3000 - State & Federal	250,000	-	-	-	-	250,000
4000 - Local & Other	3,471,992	-	-	-	-	3,471,992
4910 - Fund Balance Appropriated	3,000,000	-	-	525,000	-	3,525,000
Total Capital Outlay Fund Revenues	**$ 6,721,992**	**$ -**	**$ -**	**$ 525,000**	**$ -**	**$ 7,246,992**
Expenditures						
5000 - Instructional Services	1,400,000	-	-	525,000	20,000	1,945,000
6000 - System-Wide Support	1,075,000	-	200,000	-	1,000,000	2,275,000
7000 - Ancillary Services	-	-	-	-	-	-
8000 - Non-Programmed Charges	-	-	-	-	-	-
9000 - Capital	4,246,992	-	(200,000)	-	(1,020,000)	3,026,992
Total Capital Outlay Fund Appropriation	**$ 6,721,992**	**$ -**	**$ -**	**$ 525,000**	**$ -**	**$ 7,246,992**

Section 5 - The following revenues are estimated to be available to the School Nutrition Fund – Fund 5. The following expenditure amounts are hereby appropriated at the purpose level for the operation of the school administrative unit in the School Nutrition Fund for the fiscal year beginning July 1, 2025 and ending June 30, 2026.

	Budget Resolution	Amendment #1	Amendment #2	Amendment #3	Amendment #4	Amended Budget
Revenue						
3000 - State & Federal	1,395,000	-	-	-	180,000	1,575,000
4000 - Local & Other	818,000	-	-	-	(41,500)	776,500
4910 - Fund Balance Appropriated	-	-	-	-	-	-
Total School Nutrition Fund Revenues	**$ 2,213,000**	**$ -**	**$ -**	**$ -**	**$ 138,500**	**$ 2,351,500**
Expenditures						
5000 - Instructional Services	-	-	-	-	-	-
6000 - System-Wide Support	-	-	-	-	-	-
7000 - Ancillary Services	2,213,000	-	-	-	138,500	2,351,500
8000 - Non-Programmed Charges	-	-	-	-	-	-
9000 - Capital	-	-	-	-	-	-
Total School Nutrition Fund Appropriation	**$ 2,213,000**	**$ -**	**$ -**	**$ -**	**$ 138,500**	**$ 2,351,500**

Section 6 - The following revenues are estimated to be available to the Other Special Revenue Fund – Fund 8. The following expenditure amounts are hereby appropriated at the purpose level for the operation of the school administrative unit in the Other Special Revenue Fund for the fiscal year beginning July 1, 2025 and ending June 30, 2026.

	Budget Resolution	Amendment #1	Amendment #2	Amendment #3	Amendment #4	Amended Budget
Revenue						
3000 - State & Federal	1,717,515	-	10,192	-	-	1,727,707
4000 - Local & Other	6,330,595	-	612,000	636,635	105,500	7,684,730
4910 - Fund Balance Appropriated	1,669,050	-	-	-	705,788	2,374,838
Total Other Special Revenue Fund Revenues	**$ 9,717,160**	**$ -**	**$ 622,192**	**$ 636,635**	**$ 811,288**	**$ 11,787,275**
Expenditures						
5000 - Instructional Services	7,530,058	-	551,192	636,635	611,288	9,329,173
6000 - System-Wide Support	1,840,796	-	11,000	-	200,000	2,051,796
7000 - Ancillary Services	247,527	-	-	-	-	247,527
8000 - Non-Programmed Charges	98,779	-	60,000	-	-	158,779
9000 - Capital	-	-	-	-	-	-
Total Other Special Revenue Fund Appropriation	**$ 9,717,160**	**$ -**	**$ 622,192**	**$ 636,635**	**$ 811,288**	**$ 11,787,275**
Grand Total - All Funds	**$ 84,389,687**	**$ 337,116**	**$ 1,094,165**	**$ 1,408,479**	**$ 587,193**	**$ 87,816,640**

Section 7 - The Superintendent and Finance Officer are hereby authorized to transfer appropriations as contained herein under the following conditions:

A. All appropriations shall be paid first from revenue restricted as to use, and second from general unrestricted revenues.

B. The Superintendent may transfer monies from one appropriation to another within the same fund with proper justification.

C. The Board of Education may amend the budget to transfer money to or from the capital outlay fund to or from any other fund, with the approval of the Board of County Commissioners, to meet emergencies unforeseen and unforeseeable at the time the budget resolution was adopted.

D. Each local school administrative unit shall operate under an annual balanced budget resolution. A budget resolution is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.

E. Fund Balance may be needed to satisfy actual expenditures during the fiscal year. The allocation of fund balance appropriated in the Budget Resolution is anticipatory only. Fund Balance is accounted for on the district's balance sheet and is adjusted at the end of the fiscal year. The actual amount of Fund Balance allocated for each fund, if any, will be reflected in the annual audit report.

Policy Code: 6320 Use of Student Transportation Services

Student transportation services will be made available in a manner consistent with Board goals set out in policy 6300, Goals of Student Transportation Services.

A. School System Transportation Services

The first priority of the school system transportation services is to provide eligible students transportation to and from school. The school system may make other transportation services available as funding permits and in accordance with the legal requirements, board policy, and the following standards.

1. Yellow school buses may be used for instructional programs directly related to the curriculum when the trip and use of the bus are approved in accordance with board policy.

2. Yellow school buses may be used only for purposes expressly allowed by G.S. 115C-242.

3. Yellow school buses may not be used for athletic activities or extracurricular activities.

4. Activity buses and other vehicles meeting federal safety standards may be used for travel to athletic activities and travel to other approved school-related activities. In addition to students receiving school bus training, safety instruction will be provided to students traveling on activity buses or commercial buses.

5. The board encourages the superintendent and principals to provide transportation services to enable students at risk of not meeting promotion standards to take advantage of additional or enhanced opportunities for learning.

B. Special Use of School Buses

The board may authorize special uses of yellow school buses as provided by G.S. 115C-242 and 115C-254 and of activity buses and yellow school buses as provided by G.S. 115C-243 and 115C-247. The board may also authorize the special use of activity buses for the purposes described in G.S. 66-58(c)(9b).

The superintendent shall present to the board any requests for special uses and the statutory support for allowing such authorization.

C. Transportation for Students with Disabilities

A student who is identified as having a disability following procedures in the North Carolina *Policies Governing Services for Children with Disabilities* will be provided with transportation services as required by law. When the school system's transportation services are unable to provide transportation for a student with a disability, the board may contract with public or private carriers to provide this service, pursuant to policy 6340, Transportation Service/Vehicle Contracts.

Legal Reference: Individuals with Disabilities Education Act, 20 U.S.C. 1400 *et seq.*; 49 U.S.C. 30125, 30165; G.S. 66-58(c)(9a) and (9b); 115C-239, -242, -243, -247, -254; 16 N.C.A.C. 6B .0111; *Policies Governing Services for Children with Disabilities*, State Board of Education Policy EXCP-000; State Board of Education policy TRAN-000; Memorandum to All Superintendents from Eddie M. Speas, Jr., Special Deputy Attorney General, January 14, 1988, available at http://www.ncsba.org/wp-content/uploads/2017/03/AG-Memo-1988.pdf

Cross References: School Trips (policy 3320) Goals of Student Transportation Services (policy 6300), Safety and Student Transportation Services (policy 6305), Transportation Service/Vehicle Contracts (policy 6340)

Adopted: May 11, 1998

Revised: February 14, 2022

Asheville City Board of Education





June 2026 Superintendent Remarks

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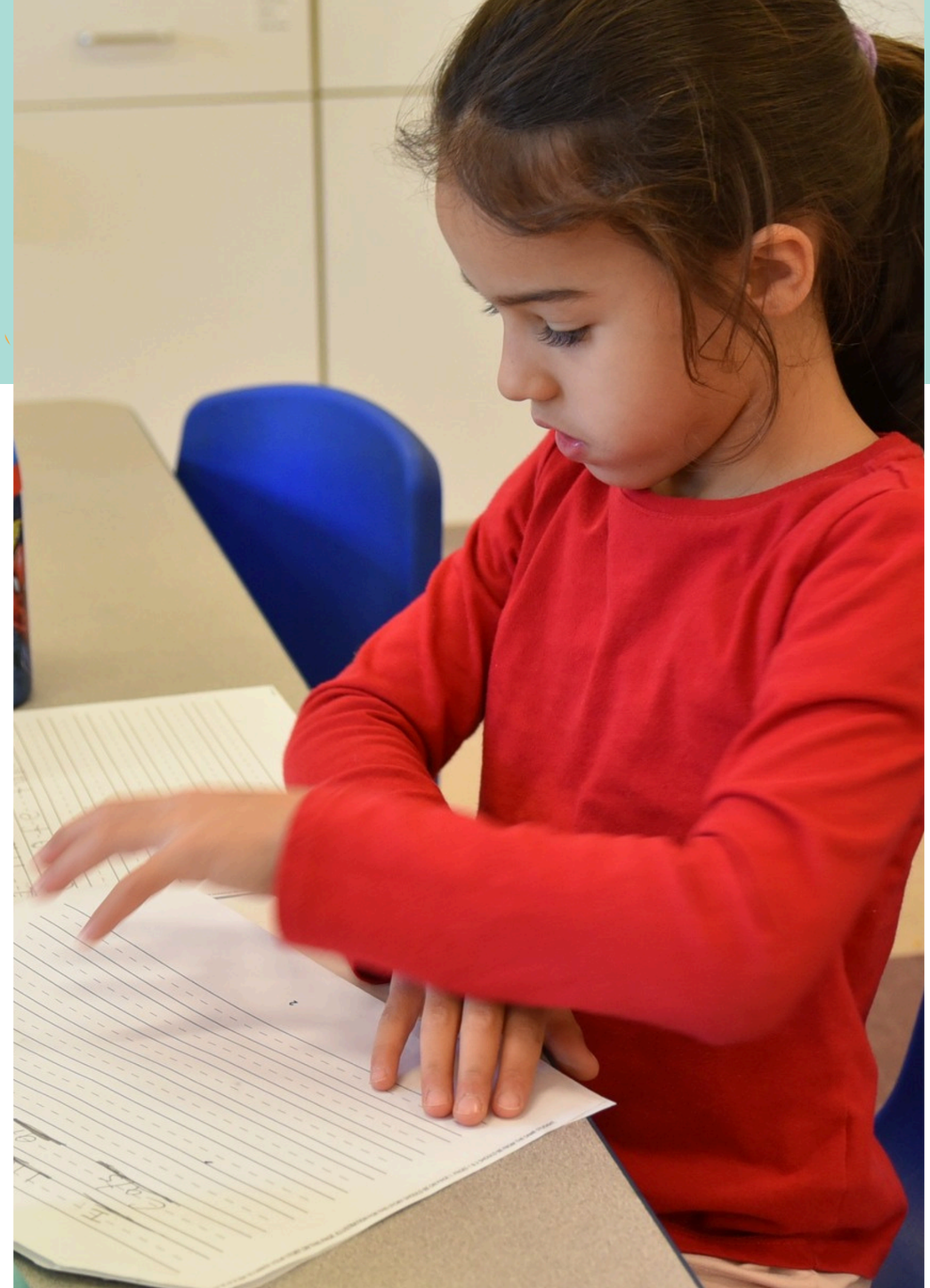


YOU CAN GET IT



IN ASHEVILLE CITY SCHOOLS

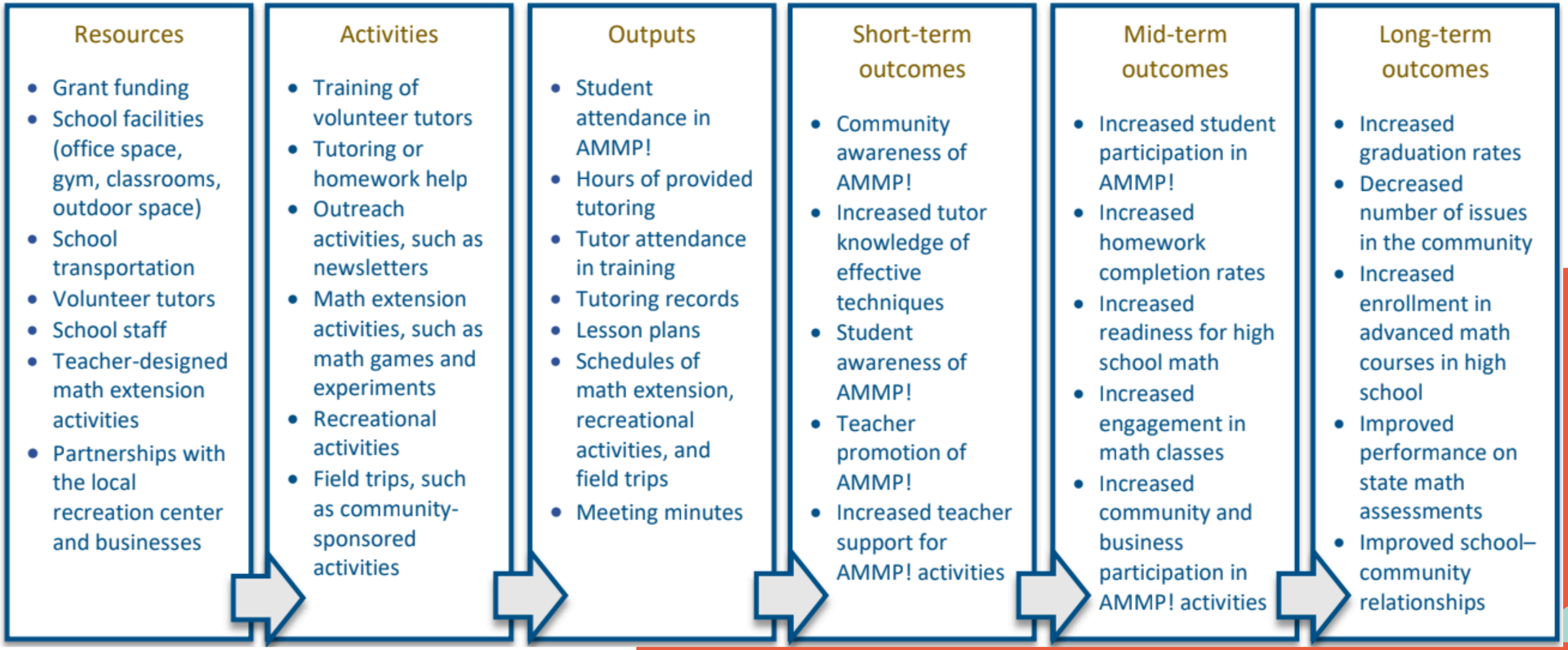
DEVELOPING ACTION PLANS

Step 1 - Developing Logic Models

a. **Inputs/Resources:** Raw materials needed to implement the initiative; includes material items (funding, facilities) and nonmaterial items (time, community support, etc.)
b. **Activities**: processes, actions, and events, steps of implementation (conducting training, production of manuals, data analysis)
c. **Outputs**: process-oriented results (number of staff trained, number of students tested)
d. **Outcomes**: changes in practices & behavior



EXAMPLE LOGIC MODEL

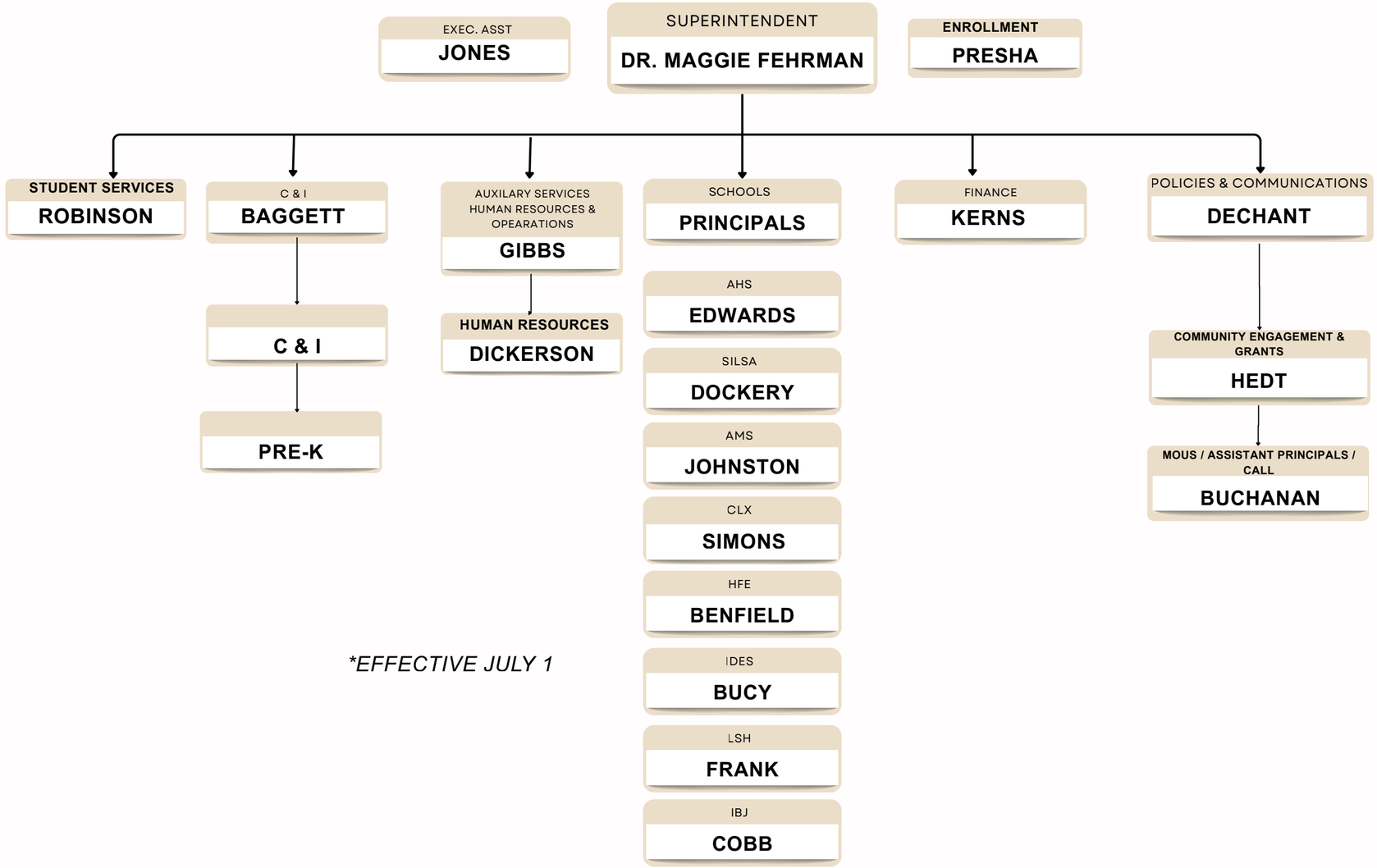


STRATEGIC PLAN ACCOUNTABILITY

1. **Cross-Functional Accountability Team**
    a. Tanya Presha - serving as chair
    b. approx 20 members- a cross-section of stakeholders from across our community to represent our community
    c. Quarterly Meetings to hear progress updates and data from district leaders
    d. Provide feedback on progress and ensure we are meeting our goals in a public and transparent way
2. **Quarterly Board Updates**
    a. Reports from each pillar on progress and data
3. **Weekly updates to the Superintendent**
    a. Weekly updates: What will be completed at this point, what artifacts will be produced, who will need to know what (communication)
4. **Abre Dashboard Development**
    a. Live dashboards to share data in real time
    b. Initial dashboards will provide an overview of data



UPDATED ACS ORGANIZATIONAL CHART*



*EFFECTIVE JULY 1



DISCUSSION