

Charlotte, North Carolina
January 11, 2000

**REGULAR MEETING OF THE
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on January 11, 2000 at 6:00 p.m. in the Board Room of the Education Center. The meeting was televised by CMS TV Channel 21.

PRESENT: Arthur Griffin, Jr., chairperson;
John W. Lassiter; Wilhelmenia Rembert;
Vilma D. Leake; Molly Griffin;
James H. Puckett; Lindalyn Kakadelis;
and Louise Woods

ABSENT: George Dunlap

Also present at the request of the Board were Eric J. Smith, Superintendent; James L. Pughsley, Deputy Superintendent; Greg Clemmer, Associate Superintendent for Operations; other members of the Executive Staff; Leslie Winner, General Counsel to the Board; and Carol K. Gerber, Clerk.

CALL TO ORDER

Chairperson Griffin, presiding, called the meeting to order and led members in the Pledge of Allegiance.

RECOGNITION OF MARIAN T. YATES AS WACHOVIA *PRINCIPAL OF THE YEAR*

Mr. Griffin called upon Ms. Molly Griffin to recognize the winner of *2000 Wachovia Principal of the Year*. Ms. Griffin announced that of the 55 candidates nominated this year, the winner was Marian T. Yates, principal at Randolph Middle School. Ms. Yates has been principal at Randolph Middle since 1996. She has previously been the principal at Northeast Middle School, Assistant Principal at Olympic High School, and began her career as a biology teacher. Ms. Griffin said that candidates, who are nominated by their peers, merit the respect and admiration of students, teachers, parents, and their colleagues, have been active participants in the community and all school affairs, and have demonstrated ability to improve the achievement of all students. The Wachovia Principal of the year Award was

MINUTES APPROVED FEB. 8, 2000

improve the achievement of all students. The Wachovia Principal of the year Award was introduced in 1984 to recognize the role of the principal in establishing an environment conducive to the pursuit and achievement of academic excellence. The Award is sponsored by CMS, Wachovia Bank of North Carolina and the N.C. Department of Public Instruction. Ms. Yates will receive a monetary award from Wachovia and will advance to the regional competition.

RECOGNITION OF LENA HAMMONDS AS NOVEMBER BUS DRIVER OF THE MONTH

Citing the fact that she, too, had once been a school bus driver, Dr. Rembert recognized that Mrs. Lena Hammonds, a Pre-K Transportation Area bus driver, who was named **November Bus Driver of the Month**. CMS bus driver supervisor, Eric Wright, had nominated Mrs. Hammond because she is "always on time, respectful to parents and students, and has talent in dealing with people." Mrs. Hammonds will compete for the Bus driver of the Year in May.

UNITED WAY RECOGNITION

Mr. Lassiter and Dr. Barbara Jenkins, Assistant Superintendent for Human Resources, called upon Lorraine Vega and Denisa Leach from the United Way Agency of the Central Carolinas. Ms. Vega congratulated the Charlotte-Mecklenburg Schools employees for pledging over \$400,000 to United Way this year, the sixth highest organizational contributor in the central Carolinas. Thanking Mr. Lassiter and Dr. Jenkins for their volunteer efforts, Ms. Vega said that 75% of CMS employees participated in this year's fund drive. She then awarded four roving trophies for highest per capita giving, as follows: West Charlotte High School, Gary Schrum, assistant principal, Dr. Venton Bell, principal; Hawthorne Traditional Middle School, Calvin Lewers, principal; Lebanon Road Elementary School, Mark Robertson, principal; and in the Central Office, Area I, chaired by Dr. James Pughsley, Deputy Superintendent, and Betsy Williamson, executive coordinator.

ACTION ITEMS

RUSS GILL APPOINTED TO WTVI-42 BOARD OF DIRECTORS

On motion by Ms. Woods, seconded by Dr. Rembert, all Board members present voted to approve the appointment of Russ Gill to the WTVI-Channel 42 Board of Directors. Replacing Dr. Susan Purser on the WTVI Board, Mr. Gill is Manager of the CMS Television Channel 21.

APPROVAL OF SUPERINTENDENT'S PROPOSAL FOR REVISING AND UPDATING THE CHARLOTTE-MECKLENBURG SCHOOL FACILITIES TEN-YEAR MASTER PLAN

Dr. Smith called upon Eric Becoats, Chief Officer Demographics and Planning, to present the proposed revisions and update to the Charlotte-Mecklenburg School Facilities Ten-Year Master Plan. Mr. Becoats said that the first Ten-Year Master Plan, completed in November of 1998, was adopted by the Board of Education March 9, 1999. The most recent CMS Facilities Ten-Year Master Plan revision is dated December 3, 1999. He said that it needed updating because of the recent ruling from the U.S. District Court. He asked Ike Heard, CMS Consultant, to give an overview of the proposed revisions with a power-point presentation.

Giving background material, Mr. Heard said that the revisions would address the following needs:

- Implement the new student assignment plan
- Provide geographic projections needed to support the student assignment plan
- Compare the need for new seats with the 1997 bond additions and sites
- Develop a construction and renovation plan to support the new student assignment plan
- Coordinate the community's Capital Improvement Program (CIP) objectives

Mr. Heard summarized the following Areas of Agreement included in the proposal:

1. CMS will have the lead responsibility
2. Planning Liaison Committee will have an oversight role
3. A Citizens Advisory Committee will be appointed to give feedback to staff and oversee citizen involvement component
4. Funding will be provided by all three elected bodies.
5. No additional funding will be required by CMS but the City and County might want to fund additional CMPC efforts
6. Certain contract services would be provided to support the proposal
 - Data base development and projections in small areas have already been done or are underway.
 - CMS already takes advantage of sources for "best practices" in innovative facility design.
 - Interim facility space guidelines would not be needed.
 - CMS would continue to employ Bovis Construction Services to assist with management and implementation of construction and renovation programs.
7. Staff resources will be provided to support the proposal.
8. CMS and CMPC will have the primary responsibility.
 - "Small town" planners would be involved on an "as needed" and time-sensitive basis, to be determined by CMS staff.
 - Site design for inner city schools and inner city design guidelines are necessary but should not be a part of the long-range plan process.

9. The time frame for the entire process should be one year from approval of the proposal by the Board of Education, City Council and the Board of County Commissioners
10. The expected outcomes include the following:
 - Short range program for accelerated school construction and renovation to comply with student assignment plan
 - 10-year needs assessment
 - 10-year master plan
 - 3-year Capital Improvement Program
 - Community planning and joint use guidelines, such as with libraries and the County Park and Recreation Department.

Mrs. Woods moved that the Board approve the Superintendent's proposal for revising and updating the Charlotte-Mecklenburg School Facilities Ten-Year Master Plan. Dr. Rembert seconded the motion.

The Board discussed the proposed revisions. Dr. Smith explained that some additional funding might be needed, such as Certificates of Participation (COPS). Mr. Griffin said that the information presented to the Board members was the same as that presented at the Joint Luncheon with the City Council and the County Commissioners on December 16, 1999. He said that the revised document will go to the County and the City after the Board of Education approved it.

Dr. Leake noted that the word "expansion" ought to be included along with the word "renovations." She asked about the role of the three groups in the Citizens Advisory Committee, whom Bovis would assist, and if Jeff Booker (CMS Assistant Superintendent for Building Services) would be included. Dr. Smith responded that Bovis provides contracted assistance to CMS and that Jeff Booker would be leading the discussions and activities. He explained that while CMS has the capital needs, a system to develop them has to be done in context with the other elected bodies so that they can share knowledge on topics - from demographics and statistics to subdivision news.

All Board members present voted to approve the Superintendent's proposal for revising and updating the Charlotte-Mecklenburg School Facilities Ten-Year Master Plan. A copy of the revisions is hereby attached and made a part of these minutes. In addition, a copy of the December 3, 1999 Charlotte-Mecklenburg School Facilities Ten-Year Mater Plan is hereby attached and made a part of these minutes.

CONSENT ITEMS APPROVED IN ONE MOTION

On motion by Mr. Lassiter, seconded by Mr. Puckett, all Board members present voted to approve in one motion the items on the Consent Agenda, including the following:

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APPROVAL OF MINUTES

The Board approved the minutes from the Closed Session on December 15, 1999.

APPROVAL OF ROOF REPLACEMENT CONTRACT FOR J.T. WILLIAMS MIDDLE APPROVED

The Board approved a contract with Radco Construction Services, the lowest bidder, for \$246,000 for roof replacement on the gymnasium and specified canopies at J.T. Williams Middle School. Source of funding is 1997 Bonds.

Base Bid	\$228,000	
Alternate #1 (20 year N.D.L. warranty)	4,000	
Alternate #2 (painting canopies and handrails)	<u>14,000</u>	
Recommended Award		\$246,000

APPROVAL OF SITE WORK CONTRACT FOR NEW NORTHEAST ELEMENTARY

The Board approved a contract with Carolina Mountain Construction Co., the lowest bidder, for \$129,600 for site clearing, grubbing, and erosion control. Source of funding is 1997 Bonds.

Base Bid	\$125,000	
Alternate #1	<u>4,600</u>	
Recommended Award		\$129,600

APPROVAL OF CONSTRUCTION CONTRACT FOR STATESVILLE ROAD ELEMENTARY

The Board approved a construction contract with Ind-Com Electric, the lowest bidder, for \$16,800 for site lighting at Statesville Road Elementary. Source of funding is 1995 Bonds.

APPROVAL OF CONSTRUCTION CONTRACTS FOR ALLENBROOK ELEMENTARY

The Board approved four construction contracts for additions and renovations at Allenbrook Elementary, including upgrades to the existing HVAC system and toilet rooms, drainage improvements in the bus parking lot, and functional enhancements to the cafeteria. Source of funding is 1996 Bonds.

Budget (for construction projects at Allenbrook Elementary

General Contractor	Stredvey Construction	
	Base Bid	\$1,025,000
Plumbing Contractor	Gastonia Plumbing & Heating	
	Base Bid	232,900
Mechanical Contractor	W.T. Nichols	
	Base Bid	340,721
Electrical Contractor	State Utility	
	Base Bid	<u>194,900</u>
	Recommended Award	<u>\$1,793,521</u>

Budget

Use of Funds

Recommended Award	\$1,793,521	
Designer's Fees	164,850	
Program Manager's Fee	143,871	
FF&E/Fees/Surveys/Utilities	<u>801,758</u>	
Total Use		<u>\$2,904,000</u>

RATIFICATION OF ASBESTOS ABATEMENT CONTRACT FOR ALBEMARLE ROAD

The Board approved a contract to Safeway Removal, Inc., the lowest bidder, for \$69,000 for asbestos removal at Albemarle Road Middle School. The source of funding is 1996 Bonds.

APPROVAL OF REQUESTS FOR STUDENT REASSIGNMENT AND RELEASE OF STUDENTS TO OTHER SCHOOL DISTRICTS

The Board approved the requests for reassignment of 30 students in Category I and denied the requests of 10 students in Category II. There were no requests to transfer to other school systems in North Carolina.

**APPROVAL OF REQUEST FOR SUPPLEMENTARY FUNDING FOR
IMPACT II: A NETWORKING MODEL OF PROFESSIONAL
DEVELOPMENT**

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The Board approved the request for supplementary funding from the John S. and James L. Knight Foundations for \$86,000 for *Impact II: A Networking Model of Professional Development*. The purpose of this competitive grant is to create a collaborative model of professional development among CMS teachers, increase retention among experienced CMS teachers, promote teachers' use of technology integration strategies, and implement professional development models, such as study groups, classroom action research, and peer coaching. The proposed project would begin June, 2000 and run until July, 2002.

The Consent Items conclude at this point.

REPORTS AND INFORMATION

RECEIVED DRAFT DOCUMENT "COMMUNITY VISION FOR QUALITY PUBLIC EDUCATION" FROM CHARLOTTE-MECKLENBURG EDUCATION FOUNDATION

Mr. Griffin pointed to the fact that, nationally, educators and citizens increasingly realize that citizen involvement in public education is crucial. He called upon Tom Bradbury, President of the Charlotte-Mecklenburg Education Foundation, to address the Board. Mr. Bradbury encouraged all Board members to attend the Education Foundation's Annual Meeting and Education Summit on Tuesday, January 25, 2000, 7 a.m. – 3:30 p.m. at the Charlotte Convention Center. He distributed copies of a special Sunday section in January 9, 2000 *Charlotte Observer*.

RECEIVED REPORT ON CAPITAL IMPROVEMENT PROCESS (CIP) AND SCHEDULE FOR STUDENT ASSIGNMENT MILESTONES

Dr. Smith gave an updated report on the resolution passed by the County Commissioners October 19, 1999 to raise funds for school system capital improvements by using Certificates of Participation (COPS). The resolution passed by the County requested that the Board of Education prepare a Capital Improvement Plan (CIP) to implement new student assignment policies and to address enrollment growth. The County asked that the new CIP be presented to the Citizens Capital Budget Advisory Committee (CCBAC) by February 1, 2000 and further requested that the CCBAC present its recommendations to the County Commissioners no later than March 1, 2000. The Board of County Commissioners would then be able to schedule a bond referendum for May, 2000 for approved projects.

In view of the County's proposed schedule, the Superintendent outlined proposed milestones for the Board of Education and CMS staff, as follows:

January 11	Board adopts "charge" for Student Assignment Oversight Committee
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January 14	Superintendent appoints Student Assignment Oversight Committee members based on Board recommendations
January 25	Board and County Commission agree on process to be used for Long Range Plan
January 25	Board decides between May bond using existing CIP or November bond and alternative funding using new CIP
March 14	Student Assignment Oversight Committee gives preliminary report to Board
March 14	Superintendent presents Operating Budget for FY 2000-2001 Board
March 28	Board adopts Student Assignment Plan conditioned on adequate funding
March 29	Superintendent begins initial implementation
April 11	Board adopts Operating Budget for FY 2000-2001
April 25	Student Assignment Oversight Committee gives preliminary report on equity to Board
May 2	May bond referendum, using existing CIP, if Board decides to have a May bond
May 23	Superintendent presents CIP recommendation to Board for November bond if May bond is not held
June 5 – 9	Oral arguments on appeal (4 th Circuit Court of Appeals in Richmond, Virginia)
June 13	Board adopts CIP for November bond
By June 20	County Commission approves Operating Budget for FY 2000-2001
June 14-July 24	CCBAC reviews CIP for November bond
July 11	Long Range plan technical review to be completed
July 24	CCBAC presents CIO recommendations for November bond to County Commission
August 7	County Commission votes on November bond referendum and alternative funding
August 22	Board adopts Final Student Assignment Plan
August 23 – ongoing	Superintendent implements Student Assignment Plan
August – November	Anticipated Court ruling on Appeal
November 7	Date of November Election (possible Bond referendum)

Dr. Smith warned that although the Stay from the 4th District Court of Appeals gives the school system a little more time, the administration is still under incredible pressure to open school under a new student assignment plan in the Fall of 2001. He stressed the importance of not missing “milestone” dates. He noted that the tight timeline speaks to the nature of the new committee. Dr. Smith recommended that when the Board plans for Bonds, it take into account the new student assignment plan, and he advocated moving swiftly towards finalizing the plan.

Mr. Griffin reiterated that the CCBAC, chaired by Jim Cogdell, has had the same committee members for several years and has asked a many questions during that time. He specifically recalled that in March, 1999, the CCBAC asked many questions about the CMS need for \$1.3 billion to accommodate equity and growth over the next 10 years. He said that although there is a present sense of urgency, the CCBAC is not a new phenomenon.

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Mr. Lassiter asked the Superintendent what the implications would be for CMS capital needs if the County did not approve a bond issue in May. Dr. Smith responded that without a significant cash flow, the school system would find it difficult to fund the implementation of a new student assignment plan. He said that additional CAPS would have to be issued or other additional funding found.

Ms. Woods questioned the August 22 date to adopt the plan. The Superintendent said that, hopefully, the August date would be after the Court of Appeals ruling. He said that the ruling and the student assignment plan would have a profound impact on the operating budget for two fiscal years, the capital improvement plan, and long-range planning. Ms. Woods asked about the bond issue. Dr. Smith said that although equity can be measured by such factors as the square footage of a media center or cafeteria, the size of the school – whether it is 350 students or 600 students – also has an impact on its core facilities, and planning would be severely limited if closure has not been brought to the student assignment plan.

PRESENTATION OF BUDGET CALENDAR (FY 2000-2001)

Janet Stoner, Chief Finance Officer, presented to the Board the proposed budget calendar for formulation and adoption of the CMS budget for FY 2000-2001. She said that the budget is due in the County Budget Office by March 20, 2000. She reported that the CMS discussion with the County Manager and the three member Commission Budget Committee is scheduled for March 27 from 3:15 to 4:30 p.m. in the Government Center, 11th floor Large Conference Room. In addition, she said, that the BOCC had scheduled a half-day workshop for Government Relations on April 11 from 2:00 – 5:30 p.m. in the Government Center, 2nd floor Conference Room (Room 267).

Dr. Smith added that the full calendar presentation would be at the next Regular Board Meeting.

ADOPTION OF STUDENT ASSIGNMENT GUIDING PRINCIPLES

Mr. Griffin thanked the Board members for providing suggestions for the Student Assignment Guiding Principles. Ms. Woods said that she was ready to vote on the proposed principles because they speak to many of the issues that concern the Board. Agreeing, Ms. Molly Griffin said that the proposed principles provide positive direction. Dr. Rembert said that it is appropriate for the Board to adopt guiding principles to govern the student assignment plan.

On motion by Ms. Woods, seconded by Ms. Molly Griffin and Dr. Leake, all Board members present voted to suspend the rules and take action on the proposed Student Assignment Guiding Principles.

Ms. Woods moved that the Board adopt the proposed Student Assignment Guiding Principles. Dr. Leake seconded the motion.

At the request of Mr. Griffin, Ms. Woods read aloud the proposed Student Assignment Guiding Principles.

Mr. Puckett suggested that "to the extent feasible" be added to the text of principle #5 to make it consistent with the other principles.

Mr. Lassiter said that the proposed principles balanced the various views the Board members hold. He asked the Superintendent if these principles as drafted could be developed into a student assignment plan. Dr. Smith responded that the principles would be good not only for the immediate future but also for the long-term.

Dr. Leake suggested that "expansions" be added principle #7.

Ms. Kakadelis said that she appreciated having the guiding principles and the fact that all Board members had given input to them.

Mr. Puckett asked the Superintendent if most student assignment discussions had been based on similar guidelines. "Have we operated under these all along?" he asked. Dr. Smith responded that these principles were the kind of direction on which the CMS staff had been working.

Ms. Woods commented that principle #6, concerned with schools with high concentration of low-income students, is tremendously important.

Mr. Griffin said that these guiding principles promote student achievement and success. Ms. Woods asked that his words incorporated into the beginning of the document.

All Board members present voted to approve the Student Assignment Guiding Principles, as modified by the suggestions above from Mr. Puckett, Dr. Leake, and Ms. Woods. The final document for Student Assignment Guiding Principles is printed below:

Student Assignment Guiding Principles

The Charlotte-Mecklenburg Board of Education adopts the following Student Assignment Guiding Principles to promote student achievement and success:

- 1. A student assignment plan will be established to support family choice, stability, continuity of educational opportunity, and proximity, whenever feasible.*

2. *The student assignment plan will avoid, to the extent feasible, any overcrowding or underutilization of school facilities that may have a negative impact on the delivery of instructional programs.*
3. *Home school areas will, insofar as feasible, conform to natural boundaries, recognize neighborhood identities, and maintain continuity of peer relationships.*
4. *Choice preferences and home school areas will be established to reduce isolation related to high concentrations of low income students and isolation related to students' academic performance, to the extent feasible. A diverse learning environment with regard to ethnicity, nationality, and culture will be promoted through family choice, to the extent legally allowable.*
5. *Home school areas will be established, to the extent feasible, so that the community will equitably share benefits and burdens related to student transportation.*
6. *In order to prevent an increase in the number of schools with high concentrations of low income students, efforts will be made to assure the stability of schools that have higher than the district average of low income students but which are not designated by the Superintendent as "targeted" schools.*
7. *New school construction, expansions, and renovations will be carried out in such a way to support the above principles with consideration given to the impact upon other community services.*

DISCUSSION OF FORMATION OF THE STUDENT ASSIGNMENT OVERSIGHT COMMITTEE

Mr. Griffin announced that there would be a Special Meeting of the Board on Wednesday, January 19, 2000 at 5:00 p.m. in the Board Room in order to establish the Student Assignment Oversight Committee. He distributed copies to the Board members of a draft document regarding the formation of this citizens committee. He asked the Board members to review the document and to communicate with him.

Mr. Puckett raised the question of equity representation on the new committee. He pointed out that District 1 and 6 each represented 185,000 residents, a number that was three times the size of two other districts. He said that in the interest of fair representation on the Student Assignment Oversight Committee, District 1 and District 6 members of the School Board ought to be permitted to appoint 3 members each. He said that fair representation was important because the committee would be dealing with long-range planning. He commented that the committee could reflect the views of Board or the views of the public. Mr. Griffin said that he understood Mr. Puckett's point.

At Mr. Lassiter's suggestion, Chairman Griffin asked Mr. Lassiter to read the proposal for establishment of the committee and the charge that would be given to the committee members.

Ms. Woods advocated having a continuing committee, with members serving on a rotating basis. She said that in her own district it would be difficult to have adequate appointments to represent all viewpoints.

Ms. Molly Griffin supported having a preliminary report from the Student Assignment Oversight Committee by March 14. She said that date was consistent with the Superintendent's recommendation that the new student assignment plan be adopted March 24.

Ms. Woods expressed concern about having the Board vote so soon after the March 14 report from the Student Assignment Oversight Committee.

Mr. Lassiter said that he had been involved with the genesis of the document and that he was pleased it had come to the Board.

REPORTS FROM BOARD MEMBERS

Ms. Kakadelis said that because communicating with the public is always difficult, Board members should call people to attend the Education Foundation Summit. She said that she would send a letter to all the PTA presidents in District 6.

Dr. Leake asked Mr. McCorkle to send in his comments for distribution to the Board members. On a different topic, she commended Elva Cooper, Assistant Regional Superintendent, for her support given to students and staff at Hidden Valley Elementary after a violent car hijacking involving a teacher at the school. In addition, having recently visited several schools, Dr. Leake praised the new parking lot at West Charlotte High School, the cleanliness that she witnessed at University Park Elementary, and the new teacher resource center at Cochrane Middle that Mrs. Lee, the principal, had created out of a former storage room.

Mr. Griffin welcomed the many visitors in the Board Room who were participants in "Civics 101," a course sponsored annually by the League of Women Voters.

REPORT FROM SUPERINTENDENT

There was no additional report from the Superintendent.

REQUESTS FROM THE PUBLIC

The following persons addressed the Board with their concerns:

Kris Wampler, a student at East Mecklenburg High School, said that the decision to teach evolution in high school makes secular humanism a religion.

Rebecca Yarbrough, PTA Co-President at Barringer Elementary School, thanked the Board for leaving the language immersion program intact with the December 16 Student Assignment Plan. She said her committee would be making further recommendations, and she commented that a citizens advisory committee would be more effective than having more public hearings. She conveyed her frustration with the word "equity" and suggested using the word "adequacy" for needs that involved things like leaky bathrooms.

Jim McCorkle, representing the Effective Citizens Group in District 2, said that the new student assignment oversight committee needed a common starting point, such as the December 16 Plan. He said that he felt the new committee could be effective in "tweaking" the December 16 Plan. He suggested pairing PTAs from low and high-income schools.

James Lee, a concerned citizen and CMS graduate, said that he was proud of the Board for giving the same opportunity to the poorest of the poor. He said that poor children need the Board to act for them since some of their parents cannot get to the public forums.


NEXT BOARD MEETING

The Board of Education will hold a Special Meeting on January 19th at 5:00 p.m. in the Board Room of the Education Center, as announced above by Chairperson Griffin.

The next Regular Meeting of the Board of Education will be held on Tuesday, February 8, 2000 at 6:00 p.m. in the Board Room of the Education Center.

ADJOURNMENT

On motion by Dr. Rembert, seconded by Ms. Kakadelis, the Board voted unanimously to adjourn the Regular Board meeting at 8:20 p.m.



Superintendent



Clerk

Regular Meeting
January 11, 2000

Superintendent's Recommendations
Re: "Proposal for Revising and Updating the Charlotte-Mecklenburg
School Facilities Ten-Year Master Plan"

Superintendent recommends that the Board of Education consider the following guiding principles in connection with its review and discussion of the current draft of the "Proposal for Revising and Updating the Charlotte-Mecklenburg School Facilities Ten-Year Master Plan."

1. **Citizens Advisory Committee (Page 2, Section 3).** The Citizens Advisory Committee should be a ten-person body with three members appointed by City Council, three persons appointed by the County Commissioners and four persons (3 members and the Chair) appointed by the Board of Education.
2. **Cost and Funding (Page 2, Section 5).** Inasmuch as CMS already has considerable staff talent in the various areas discussed in the document, there should be no need for CMS to contribute additional funds for this project. However, if other agencies participating in the process are in need of additional resources, they should feel free to contribute whatever they feel is appropriate.
3. **Contracted Services (page 2, Section 6).** There should be no need for the contracted services referenced in Section 6, because there appears to be considerable redundancy between the items detailed in this section and existing resources and materials already in the possession or available to CMS. These include:
 - The data base(s) for the plan (i.e. demographic projections, etc.) for small areas have already been developed and is very nearly ready to use. The data base(s) may require periodic review and revisiting, but need not be redone at additional expense.
 - CMS already takes advantage of sources for "best practices" in facility design. In fact, many districts visit CMS to glean best practices from CMS.
 - Given that CMS intends to use, where appropriate, modular components on existing sites while construction is undertaken, we are not sure what "space guidelines for interim facilities" really means. These modules are already of a standard size. Furthermore, no plans have been made to use non-CMS facilities as interim schools.
 - CMS has employed Bovis to assist it with management in the implementation of construction and renovation programs. Therefore, there would not appear to be a need for additional contractual help in this area.
4. **Staff Resources.** CMS and CMPC planners have primary responsibility with town planners involved on an as-needed and time sensitive basis, to be determined by CMS staff.

5. **Site Design Guidelines for Inner City Schools (Page 1, Objectives, Section 1; Page 2, Section 6; Page 3, Section 9.E).** Inner city "design guidelines" are not necessary and thus should not be part of the long-range plan process because:

- The North Carolina Department of Instruction already has Facilities Guidelines for schools.
- To the extent the CMPD desires to have the school projects potentially address additional community use and aesthetic issues, above and beyond educational issues, item 6 below appears sufficient to allow appropriate input by the CMPD.
- As such inner city design guidelines have been explained and demonstrated to date, there appears to be a substantial risk that a process of developing an additional layer of guidelines will likely be far too time consuming to allow CMS to deliver school facilities in a timely fashion.
- No one has yet taken into account the impact of the extra costs in design and construction detail that are likely to evolve from such an exercise and that CMS does not have "extra" money to pay for such extra costs.
- No one has taken into account that a specific aesthetic or community use design guideline as interpreted by the CMPD may conflict with a design element that is needed to meet educational objectives.
- No one has adequately explained the sudden need for design guidelines for inner city school when they were not necessary in the past for suburban schools or even urban schools such as the technical high school.

6. **Charlotte-Mecklenburg Planning Department Review of Inner City Projects.**

So that there is a formal mechanism in place to allow the CMPD to bring to CMS's attention any site specific aesthetic and/or community use issues of concern to the CMPD, the CMPD may have an opportunity – if it so desires - to review and comment upon proposed inner-city renovation and construction projects, with the understanding that:

- a. Such review will be advisory and non-binding;
- b. Such review will not delay the timetable for the project being reviewed;
- c. Such review will not increase the cost of any project being reviewed; provided, however, if the CMPD staff suggests changes to projects that cost additional money and obtains any additional funding from the BOCC in a timely manner, then CMS staff will in good faith consider adding the additional work to the project that the BOCC agrees to fund if such additional work can be done in a manner consistent with the educational objectives of the proposed project; and

- d. The CMPD will designate a staff member with authority to handle the reviews.

7. **Landbanking for Future School Sites Prior to Completion of Long Range Plan.** So that the purposes of the landbanking bonds can be fulfilled, the final proposal should reflect the agreement of all the elected bodies that CMBE may commence site selection, contract negotiation, and acquisition of at least some of the future school sites to be acquired with the "landbanking bonds" prior to completion of the long range plan in areas where there is a demonstrable need for future schools.
8. **Timeline.** The entire process should be one-year from approval of the proposal by the Board of Education, City Council, and the Board of County Commissioners.

A Proposal for Revising and Updating the

Charlotte-Mecklenburg *School Facilities Ten-Year Master Plan*

December 3, 1999

■ Need

The current ten-year master plan was completed in November, 1998, and adopted by the Board of Education in February, 1999. The plan is to be updated periodically but significant changes in recent months – especially the U.S. District Court ruling – require a major revision as soon as possible. This revision will address the need to:

- implement the Superintendent's proposed new student assignment plan;
- provide the detailed geographic projections necessary to support that plan;
- compare the need for new seats with the 1997 Bond additions and sites;
- develop a construction and renovation program, especially in the inner city, to support the Superintendent's plan; and
- coordinate with the community's overall capital program, including joint use and land banking objectives.

■ Objectives

1. In the first ninety days of this process, coordinate a short-range program -- including site design guidelines -- for getting construction and renovation of inner-city schools underway.
2. By February, 2001, revise the long-range comprehensive capital program -- using new student assignment policies and updated enrollment projections.

■ Details

Details about process and participants begin on the next page . . .

1. Lead Responsibility

Charlotte-Mecklenburg Schools is the lead agency responsible for developing the plan. They will be assisted by the inter-agency staff resources described below.

2. Planning Liaison Committee Role

The Planning Liaison Committee -- with representatives of the City Council, Board of County Commissioners, Board of Education, and Planning Commission -- will provide oversight and feedback. CMS will give update reports at each of the committee's monthly meetings. Planning Liaison members will keep their respective boards informed of the progress.

3. Citizens Advisory Committee

- The charge of the advisory committee is to give feedback to the staff and oversee the citizen involvement component.
- The committee will consist of nine (9) persons -- with three persons appointed by each of the elected bodies -- Board of Education, Board of County Commissioners, and City Council.
- The Board of Education will designate one of its appointees as the Chair.
- It is suggested that as many members of the "Committee of 16" as possible be among the appointments, since this Committee drafted the current facilities master plan last year.

4. Elected Bodies

The three elected bodies will make appointments to the advisory committee, oversee the process through their representatives on the Planning Liaison committee, and each provide one-third of the total cost necessary for development of the master plan.

5. Cost and Funding

The *preliminary* estimate is \$100,000. However, as project details are more fully defined in the weeks ahead, staff will need to prepare a firm cost estimate. The major cost components are:

- specialized planning consultant services,
- technical services (such as projections, mapping, computer time),
- advisory committee support, and
- plan document preparation and printing.

The final cost figure will be provided to the elected bodies in January when they consider approving this proposal. Each body will be asked to provide one-third of the total funding.

6. Contract Services

Staff of Charlotte-Mecklenburg Schools and the Charlotte-Mecklenburg Planning Commission will be heavily involved in plan development. At the same time, specialized contract services will be needed for various functions (as part of the cost estimate above); for example:

- developing the data base for the plan, including updating and refining enrollment and dwelling unit projections, and applying those projections to small geographic areas;
- researching "best practice" information, such as innovative facility design practices;
- assisting with specialized components, such as site design guidelines for inner city schools, or space guidelines for interim facilities that may be needed during renovation projects;
- advising on general plan matters, such as the management capability necessary to implement the construction and renovation program; and

- providing process support (allowing the limited staff resources to focus on plan development), including support to the advisory committee.

7. Staff Resources

CMS is the lead agency and will need to commit both planning and facilities staff to the master planning process. At the same time, planning will be done collaboratively with other agencies who also serve as a source for staff assistance.

- **The Staff Steering Committee** is a three-person group recommended by the Citizens Committee of 21 that developed the school planning model in 1997. It includes the lead Schools staff members for planning and for facilities, and a Planning Commission staff coordinator. Their primary role includes day-to-day leadership for the project.
- **The School Planning Team**, consisting of designated Schools and Planning Commission Staff, will be responsible for actual plan development -- including such functions as data analysis, policy development, and (together with Town Planners) siting and programming recommendations. The Schools, Planning, and Towns staff must also assure that school master planning is coordinated with broader issues of the community's capital program.
- **The Joint Use Task Force** is an existing inter-governmental and inter-agency staff group representing City and County departments, Schools, Planning Commission, and several other agencies, such as Central Piedmont Community College and the Charlotte Housing Authority. The Task Force would be asked to take a specific charge (perhaps through a sub-committee) to review and/or initiate joint use and land banking proposals in the plan.

8. Time Frame

The master plan process is to last one year, beginning in March, 2000. The generalized process is outlined on the next page. Key dates include:

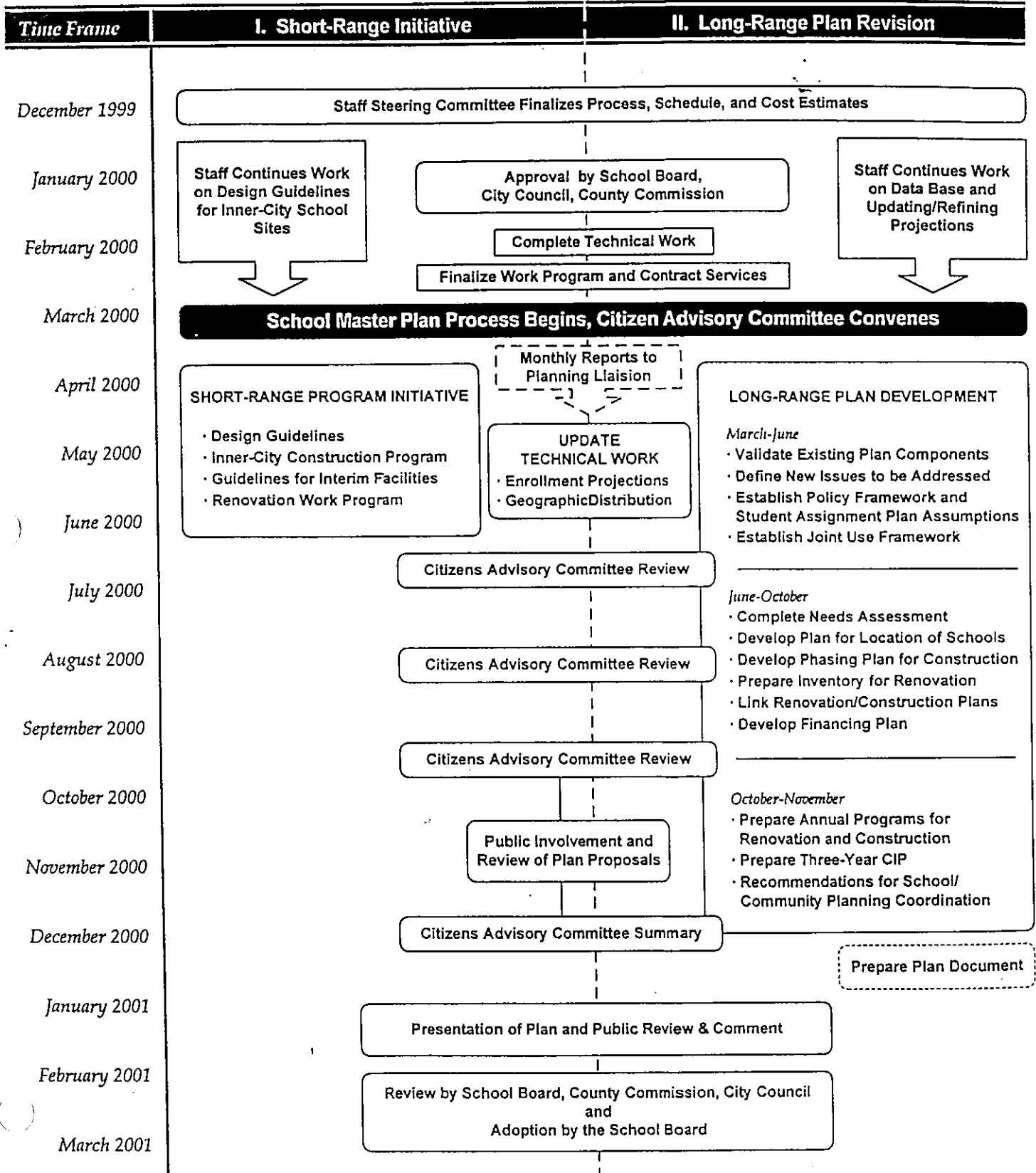
- The three elected bodies approve the process in January or February, 2000.
- The planning process begins in March, 2000 (although technical data work begins earlier).
- The short-range phase will be complete in ninety days (June, 2000).
- The long-range master plan revision will be complete in January, 2001.
- The elected officials will review (and the School Board will adopt) the revised plan in February and March, 2001.

9. Outcomes

- Short-Range Program**, for accelerated school construction and renovation (using County-authorized funds and re-allocated 1997 Bond funds) to comply with the U.S. District Court ruling and the resulting revised school assignment plan
- Ten-Year Needs Assessment** for school facilities, identifying type, number and location
- Ten-Year Master Plan** for construction, major renovations or replacements, and interim space needs
- Three-Year CIP** (Capital Improvement Program) for funding
- Design Guidelines**, especially for inner-city school sites
- Community Planning and Joint Use Guidelines**, proposing practices to assure the coordination of school planning with other community planning and capital programming

Revision of the Charlotte-Mecklenburg School Facilities Master Plan

Generalized Process (Draft)



A Proposal for Review of Major Replacement /Renovations and Construction of Urban Schools

At the November 8 City Council Dinner meeting, Council asked staff to develop a model agreement between City, County, and Schools for all urban school sites. Staff was not able to complete the model agreement in time for discussion of the Greenville Park site at the November 22 City Council meeting. However, staff was directed to continue joint discussions using the Greenville Agreement as a model.

THE GREENVILLE AGREEMENT

The School Superintendent and the City and County Managers have agreed to recommend conveyance of City property in the Greenville neighborhood as well as the expansion of the restrictions on the Greenville Park property to include use for school purposes and enter into an agreement in accordance with the following guiding principles:

- (A) **Architectural Review.** Review ensures compatibility with the neighborhood and that the school's design will enhance the overall aesthetic goals of the community as well as protect the City's investment in neighboring communities.
- (B) **Site/Layout Review.** Review to ensure an urban layout that will both enhance the community as well as minimize impact on the existing neighborhood.
- (C) **Joint Use Agreement** between the parties to ensure that the neighborhood and surrounding community have access to school facilities such as auditorium, parking lots and playing fields during non-school hours and days.
- (D) **Understanding** between the parties to cooperate and work together in an expeditious manner in order to realize the final goal of opening the completed school in a timely fashion and within budget.

A joint staff committee (Charlotte Mecklenburg Schools, Mecklenburg County Park and Recreation Department, City and County Manager's Office and Charlotte Mecklenburg Planning staff) will be responsible for implementing this agreement.

Recommended principles to guide the review process for substantial replacement and/or renovation of existing school facilities and construction of new school facilities.

Architectural Review:

The purpose of the Architectural Review is to assist the Board of Education in achieving a style, character and quality of architecture design which will serve to enhance not only the function it is serving, but also the overall aesthetic goals of the neighborhood and surrounding community. The following architectural design standards are recommended:

- Create an identity element of the community that is unique yet, lasting in design.
- Exterior building materials must be properly submitted in terms of high quality, type, color, texture and durability of the materials.
- Reflective surfaces shall not create a public safety or nuisance problem.
- Materials including exposed cinder block, pre-engineered metals installed with exposed fasteners, vinyl siding, or synthetic stucco are prohibited on any exterior wall.
- All rooftop equipment and any other exterior equipment must be screened in a manner compatible with exterior building materials from adjacent side streets and sidewalks.
- The facility must take advantage of its location and provide openings, windows, doors, and access/egress toward significant views and to the neighborhood.
- Pitch roofs are preferred. Long expanses of unrelieved roofs should be punctuated with dormers or other architectural elements.
- There should be a single clearly identifiable front entrance, which is visible and physically accessible from the principle street of access.
- Parking, service areas, and bus staging areas should not be sited between the street and the front entrance.
- Interior spaces must be designed to contain large volumes of natural light.
- Windows, doors and other openings should be designed to allow views from rooms to public areas, from administrative areas to public areas, from public areas to other public areas, and from the building to use areas outside the building.

Site/Layout Review:

The purpose of the Site/Layout Review is to ensure an urban design that will both enhance the neighborhood as well as minimize the impact on the existing fabric of the neighborhood. An appropriate site design plan for the development of a school would address the following site layout guidelines:

- Building Placement (Relationship to the street and abutting uses)
- Building Massing (Scale to use, Relationship to site and location)
- Access to the site (Auto, Transit, and Pedestrian)
- Buffering and Screening (Location, Type of materials, Height and Opaqueness)
- Neighborhood Connectivity (Vehicle and Pedestrian)
- Parking Areas (Location, Size, Adjacent uses, Layout, and Access/Egress)
- Play Fields
- Lighting (Use, Security, Location, and Design of fixtures)
- Community Space Accessibility (Meeting Rooms, Library, Auditorium, etc.)
- Co-location/joint use
- Infrastructure Improvements (Storm Water, Streets, Water and Sewer)

Joint Use Agreement

The purpose of the agreement is to ensure that the neighborhood and surrounding community have access to the school during non-school hours and days. The agreement would set forth such rules, regulations, and procedures as may necessary or appropriate to govern the use and operation of the facility, including such matters as the following:

- Hours of Use
- Access
- Building Systems
- Housekeeping