

Approved by the Charlotte-
Mecklenburg Board of Education
June 26, 2007
Regular Board Meeting



Charlotte, North Carolina

February 27, 2007

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 27, 2007. The meeting began at 4:36 p.m. and was held in Room 267 of the Government Center.

Present: Joe I. White, Jr., Chairperson;
Molly Griffin, Vice-Chairperson, (District 5);
Trent Merchant, Member At-Large;
Larry Gauvreau (District 1);
Vilma D. Leake (District 2);
George Dunlap (District 3);
Tom Tate (District 4); and
Ken Gjertsen (District 6)

Absent: Kaye McGarry, Member At-Large

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Maurice Green, Chief Operating Officer; James G. Middlebrooks, attorney from Helms Mulliss & Wicker, PLLC, representing the Board; and Nancy Daughtridge, Clerk to the Board.

Upon motion by Ms. Griffin, seconded by Mr. Tate, the Board voted unanimously of those present for approval to go into Closed Session for the following purposes:

- **To consult with the Board's attorneys on matters covered by attorney-client privilege including but not limited to the litigation against R. L. Casey; and**
- **To instruct the Board's attorneys and negotiating agents concerning the Board's position in negotiating the price and other material terms of proposed contracts for the acquisition of real estate.**

The motion was made pursuant to Section 143-318.11(a) of the North Carolina General Statutes.

Chairperson White reconvened the Regular Board Meeting at 6:30 p.m. in Room 267 of the Government Center. CMS TV Channel 3 televised the meeting.

Present: Joe White, Chairperson;
Molly Griffin, Vice Chairperson, (District 5);
Trent Merchant, Member At-Large;

Larry Gauvreau (District 1);
Vilma D. Leake (District 2);
George Dunlap (District 3);
Tom Tate (District 4); and
Ken Gjertsen (District 6)

Absent: Kaye McGarry, Member At-Large

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Members of Executive and Senior Staffs; James G. Middlebrooks, Attorney from Helms Mulliss & Wicker, PLLC, representing the Board; Carole Hamrick, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson White called the meeting to order at 6:30 p.m. Chairperson White welcomed everyone to the Board's second meeting of the month which will be held in a Work Session format. He apologized for starting the meeting late and noted that the Board had been conducting business in a Closed Session meeting.

A. Adoption of Agenda

Ms. Griffin moved that the Board approve the adoption of the agenda, seconded by Mr. Tate, and a discussion followed.

Mr. Tate requested that an Action Item to address Dr. Gorman's Reorganization Plan be added to the agenda, seconded by Ms. Griffin, and the Board voted 8-0 to approve the motion. Ms. McGarry was absent.

Chairperson White said this item would follow Section II. (Consent Items).

Mr. Dunlap moved, seconded by Ms. Leake, that the Board approve the adoption of the agenda as amended, and the Board voted 8-0 to approve the motion. Ms. McGarry was absent.

II. CONSENT ITEMS

A. Recommend approval of appointment of administrative personnel.

Ms. Griffin moved, seconded by Mr. Tate, that the Board approve Consent Item II.A., and the Board voted 7-1 to approve the motion. Chairperson White, Ms. Griffin, Mr. Merchant, Mr. Gauvreau, Ms. Leake, Mr. Dunlap, and Mr. Tate voted to support the motion. Mr. Gjertsen voted against the motion. Ms. McGarry was absent.

Dr. Gorman presented the following administrative appointments:

Appointments:

- Ann Clark named Associate Superintendent for PreK-12 Curriculum and Instruction. Ms. Clark is currently the Regional Superintendent for High Schools.

- Monique Gardner-Witherspoon named Executive Director of Employment and Licensure. Ms. Gardner-Witherspoon previously served as acting-Executive Director of Employment and Licensure.
- Tiffany Little named principal of the Business and Finance High School at Garinger High School. Ms. Little is currently the Director of Extended Day and Summer Programs.
- Aimee Nichols named principal of the Leadership and Public Service High School at Garinger High School. Ms. Nichols is currently the assistant principal at Phillip O. Berry Academy of Technology.
- Timothy Sennett named principal of the Math and Science High School at Garinger High School. Mr. Sennett is currently the assistant principal at East Mecklenburg High School.
- Nancy Ward named assistant principal at McKee Road Elementary School. Ms. Ward has an Administration and Supervision Certification, Vanderbilt University; Reading Specialist Endorsement, Old Dominion University; Master of Science in Education/Reading concentration, Willimantic State College; and Bachelor of Science in Education/Mathematics concentration, Willimantic State College. Ms. Ward previously served as a testing specialist at Virginia Beach City Public Schools, Virginia Beach, VA.
- Scott Brynildsen named assistant principal at Beverly Woods Elementary School. Mr. Brynildsen has a Master of School Administration/Curriculum and Instruction, University of North Carolina-Charlotte; Bachelor of Science in Elementary Education, Cleveland State University; and Bachelor of Science in Sports Physical Science, Ohio University. Mr. Brynildsen previously served as assistant principal at North Topsail Elementary School, Hampstead, N.C.
- Sharon Cherry named assistant principal at Park Road Montessori. Ms. Cherry previously served as a language arts teacher at Eastway Middle School.

Transfer:

- Jo Karney named principal at Davidson IB Middle School. Ms. Karney previously served as principal at Blythe Elementary School.

ACTION ITEM

Recommend approval of Dr. Gorman's Reorganization Plan

Chairperson White called upon Mr. Tate to present the recommendation for approval of Dr. Gorman's Reorganization Plan. Mr. Tate said this item is in accordance with Board policy and recognizes that the Superintendent has made a recommendation to the Board for the elimination of positions in the Education Services/School Administration Division in the central office and the creation of other jobs which are needed to achieve important goals. It is estimated that approximately 135 positions (both career and non-career employees) will be eliminated in this Division and approximately 110 positions created at the central office, Achievement Zone or Learning Communities. This reorganization of the central office grows out of the Strategic Plan 2010 which places emphasis on multiple strategies to achieve the primary goal of high student academic achievement. It is also based on the recent announcement to decentralize instructional support, in alignment with the Board of Education's Theory of Action, the purpose of which is to try to put as many resources as close to the classroom as possible while also making CMS more responsive and flexible.

Mr. Tate moved, seconded by Ms. Griffin, that based on the Superintendent's recommendation, there be a decrease in the number of employee positions due to district reorganization, and that the Superintendent's recommendation for the reduction, including the proposed criteria for implementation of the reduction that are set forth in the recommendation, be approved by the Board of Education, and a discussion followed.

- Mr. Dunlap asked does this go beyond Central Office? Mr. Middlebrooks, the Board's general counsel, said this would not affect the personnel at the school level.
- Ms. Leake asked is Walton Plaza part of central office? Mr. Middlebrooks said most of the CMS employees located in Walton Plaza are considered central office functions.
- Mr. Gjertsen said the area offices include an area superintendent and executive director. He asked what is the distinction between those positions? Dr. Gorman said the area superintendents will be the people who lead the specific areas. The executive directors will report to the area superintendent and will also work with the schools to provide more support to the areas. We have received feedback from the principals that they want more support and direct intervention from people who have been principals. Principals have also indicated that, as they have transitioned from managed instruction to managed performance empowerment, they need support in both problem solving and leadership. The executive directors will provide that support to the schools.
- Mr. Dunlap wants to ensure this discussion stays germane to the motion which is about reduction in force of employees. Chairperson White clarified that this motion is affirming the Board's policy that states this Board may approve the criteria that the Superintendent may use as he moves forward in the reduction process. Mr. Middlebrooks said this is a recommendation under Board Policy GCQA and Policy GCQB which applies to both career and non-career employees. The policy requires the Superintendent to present a recommendation to the Board and it must be approved or not approved by the Board. The Board must also approve the criteria that the Superintendent is asking to apply as he goes about determining which of those positions will be eliminated.
- Mr. Gauvreau would like to get the Board out of this process because it is tragic that they must go through it. He made a substitute motion.

Mr. Gauvreau made a substitute motion that the Board allow the Superintendent under Policy GCQA, section 2.d. on page 3 of 5, be the decision-maker in the process and that the Board remove themselves from the decision-making process, and it was seconded by Mr. Merchant.

Chairperson White called upon Mr. Middlebrooks to address the substitute motion. Mr. Middlebrooks said it is inappropriate to make a substitute motion that calls for the defeat of the motion on the floor. Chairperson White ruled that he would not accept Mr. Gauvreau's substitute motion. Mr. Gauvreau disagreed and said the policy reads that the Superintendent can make these decisions if he sees fit. He said his substitute motion asks that the Superintendent make those decisions without accord from the Board. Mr. Middlebrooks said the key language under paragraph 2.d., page 3 of 5 of Policy GCQA, is that the Superintendent selects the specific individuals to be terminated, demoted, or reclassified in connection with the reduction in force and the key clause is utilizing the criteria approved by the Board. This policy requires the Board, on an upfront basis, to approve the criteria that the Board wants the

Superintendent to apply going forward in a reduction in force situation. Mr. Gauvreau said the policy includes the Superintendent may determine that special or exceptional circumstances exist that would warrant limited exceptions to the application of such criteria to specific individuals which allows the Superintendent to make those decision. Mr. Gauvreau said this applies to only a hand full of people and it should be irrelevant. He expressed concern that this will be broadcasted that this involves big cuts but it really hires more people. He does not believe the Board should tie up its time on this matter. Chairperson White asked Mr. Gauvreau to withdraw his motion because the attorney has stated, regardless of the substitute motion, that for the Superintendent to move forward, this Board under Board policy must approve that criteria. Mr. Middlebrooks said he ruled Mr. Gauvreau's motion out of order and explained how he rendered that ruling.

Mr. Gauvreau said he would withdraw his substitute motion but would vote “no” on stepping forward with any reduction in force plans. Mr. Merchant withdrew his second. A discussion with the Board continued.

- Mr. Dunlap explained the reduction in force plan and what the motion provides. He supports authorizing the Superintendent to use those procedures that have been outlined in policy.
- Mr. Gauvreau said the Board should not be tied up in this level of management decisions because this is the Superintendent's responsibility. He believes the policy allows for an exception basis and the Board is not taking advantage of that exception. He believes there would be merit for Board involvement if this involved 1,000 people.
- Mr. Gjertsen noted that the reduction of staff also involves custodians and secretaries. It is not just administrators and substantial cuts at central office.
- Mr. Merchant believes it is important to vote on this item. It includes well thought out rational criteria for eliminating positions. He encouraged the Board to approve this item to provide the Superintendent the tools that will allow him to move forward.
- Ms. Leake said this does not involve custodians. She asked the Board to vote and move on. Mr. Tate said he also understood that this item did not include custodians. Dr. Gorman said custodians are not a part of this reorganization.

The Board voted 7-1 to approve the motion. Chairperson White, Ms. Griffin, Mr. Merchant, Ms. Leake, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted to approve the motion. Mr. Gauvreau voted against the motion. Ms. McGarry was absent.

III. REPORTS/INFORMATION ITEMS

A. Report/update on the Superintendent's Standards Review Committee Recommendations

Chairperson White called upon Dr. Gorman to introduce the report/update on the Superintendent's Standards Review Committee's recommendations. Dr. Gorman said at the January 23, 2007 Regular Board meeting, the Standards Review Committee presented recommendations on measures that would contribute to reductions in construction costs. This item outlines staff's recommendation for the cost reduction measures to implement. Dr. Gorman said there are items on the list that staff would not have normally recommended but because of the challenges we are facing different criteria had to be evaluated. He asked the Board to consider the recommendations and provide him their comments and feedback. That

feedback will be used to shape the final recommendations which will be presented to the Board in the near future. Dr. Gorman invited Guy Chamberlain, Associate Superintendent for Auxiliary Services, and Mike Raible, Executive Director for Facilities Planning, to present the recommendations. Mr. Raible reviewed that the School Buildings Solutions Committee suggested a ten percent savings goal; Dr. Gorman appointed a committee of citizens to review construction standards and educational specifications to identify cost reduction opportunities; and the Standards Review Committee's final report proposed seventy-four recommendations. Mr. Raible said staff is recommending that sixty-five of those be implemented and twenty-eight of those are already current practice. Our current practices have already reduced our square footage by fourteen percent at the elementary school level, sixteen percent at the middle school level, and sixteen percent at the high school level. Mr. Raible said the Board has a report that outlines staff's recommendations by category with the current practice recommendations highlighted. Mr. Raible asked Board members if they had any questions. Chairperson White said this item would be treated like the Consent Agenda and Board members may pull the items they wanted to discuss.

(* indicates current practice)

Facility Planning and Real Estate:

8	PreK-12	CMS to continue looking at land acquisitions & divesting of any surplus property as soon as possible	Variable
*11	PreK-12	Reuse existing facilities where feasible	Variable
*13	PreK-12	Seek sponsorship of athletic scoreboards	\$40k-\$75k
*21	High	Reduce the size of the auxiliary gym from 2600sf to 2000sf	\$60k
24	PreK-12	Create a baseline standard to be used across municipalities that fall under CMS	Variable
60	PreK-12	Let State and City DOT pay for road improvements	Variable
65	PreK-12	Magnet schools in alternative locations	Variable
71	PreK-12	Eliminate stadiums & field houses at individual high schools and build regional sports complex to be shared by schools at a school site	Variable
72	PreK-12	Build regional performing arts facility to be shared by schools and locate at one of the schools; possibly co-locate auditorium with future area office for student use and teacher in-service use, etc.	Variable

Board members pulled the following items:

- Mr. Merchant: 71, 72
- Mr. Dunlap: 8
- Ms. Leake: 24, 65, 71, 72
- Mr. Tate: 8
- Mr. White: 60

Board members made the following comments:

- Item 8: Mr. Tate is surprised Item 8 is not already in practice. Mr. Chamberlain said when he joined CMS in 2001 they went through that exercise and staff will go through

this process again. In 2001, there were no surplus properties to eliminate. He said land acquisitions are on-going. Mr. Dunlap said it is important that this process be fair to all properties and baseline standards established. He noted that Piedmont Open Middle is located on ten acres but the average middle school is built on twenty-five acres. In 2001, it was determined that Myers Park High School had surplus land but because of the location of the land and value of the land, the Board decided that it would not be sold. He encouraged the Board to decide if middle school sites could be reduced in size.

- Item 24: Ms. Leake encouraged that a standard baseline that includes equity and quality of facilities be maintained across the district. She thought this was already in practice. Mr. Chamberlain said CMS has a baseline standard but the Davidson, Huntersville, Cornelius, Mint Hill, Matthews, and Pineville areas have no specific zoning for a school. CMS must go through a special zoning process to get a conditional use permit. Ms. Leake expressed concern that these municipalities state that they would like to work with the school system and save money but in actuality they cost CMS more money because of their increased construction and zoning requirements.
- Item 60: Chairperson White does not believe this will happen.
- Item 65: Ms. Leake asked for clarification of magnet schools in alternative locations. Mr. Chamberlain said the Citizens' Task Force suggested alternate locations such as theaters, museums, office buildings, and other places for location of magnet schools. Staff agrees with this recommendation and will continue to review housing magnet programs at other locations. This is currently taking place at Spirit Square.
- Item 71: Mr. Merchant said this is a great idea except the part that states "at a school site." Mr. Merchant suggested staff review partnering with Parks and Recreation to have regional sites at joint-use/shared-use facilities as this would provide truly neutral sites. Mr. Raible said CMS has partnered with Parks and Recreation in the use of the Memorial Stadium. Mr. Raible said we have not discussed their interest in building regional sports complexes but given our record of cooperation with them he believes they would have an interest. The Standard's Review Committee recommended a school site rather than a neutral site so that the site could be used during the week for practice as well as games. Mr. Chamberlain said we must also recognize the value of the infrastructure we already have such as Ardrey Kell High School with a synthetic field that is valued at \$6 million. There are several high schools that are new (Butler, Hopewell, and E. E. Waddell high schools) or have a new stadium (North Mecklenburg and South Mecklenburg high schools) that need to be utilized. Mr. Chamberlain noted that staff is not asking for any direction on this item at this time other than to allow staff to study this item further. Mr. Merchant suggested that competition stadiums be located at middle schools and use them as neutral sites for games on Friday and Saturday nights. Mr. Chamberlain said they could evaluate this as part of the plan. Ms. Leake said she has talked with students from Olympic High School and they have asked that their stadium not be taken away. She said this was done years ago and she discussed the negative aspects of sharing sites and a school not having their own stadium. She believes school athletics support academics and school spirit, and Board should support athletic and academic programs. She supports providing school gyms and stadiums at all high schools and would not support the concept of locating facilities at middle schools. Mr. Dunlap does not support this recommendation. The committee recommended that the facilities should be located at a high school site because they wanted to ensure it was being used throughout the week. He does not believe it would be fair to have stadiums at some school locations but not at

others as all students would not have fair access. He believes all high schools should have the same stadium as Ardrey Kell High School and the new Mallard Creek High School. Mr. Dunlap suggested that the community be allowed to use the facility when it is not in use to get the best use for the dollar. Mr. Tate encouraged staff to study this item further and to discuss this item with staff and coaches at the schools and to consider transportation requirements, pep rallies, and referee availability. Ms. Griffin said because this is a huge cost savings, she is interested in reviewing the results of the additional study on this item. She likes the idea of having a neutral site but does not favor the idea of a school having to go a different school to play a football game. She believes it is difficult to ask our schools, especially the older schools as their stadiums become outdated, to give up their home games and play at an opponent's site. Mr. Raible said this item includes the construction of eleven new stadiums over the next ten years and substantial renovations at seven stadiums which will be about \$72 million. Chairperson White said he has experienced this concept. He will support having this recommendation studied and will keep an open mind. He believes this concept may work if only two schools share a stadium. He expressed concern that sharing a facility with more than two schools may result in having to play games on a Thursday which could produce a very low turn out. He encouraged staff to review the inequities of this idea, the additional costs for transportation, and the intangible losses of not having a stadium at each school. He believes school stadiums are a great investment in the community. Mr. Merchant asked for a comparison of the money raised by a school for filling half of Memorial Stadium versus filling their home stadium. Mr. Merchant said the Board should be good stewards for the taxpayers and their focus should be on student achievement and outstanding academics. Mr. Gjertsen said we are in a funding crisis. CMS has a \$2.5 billion ten-year plan that will result in a \$1 billion shortfall. He likes having stadiums at each school but the Board must take tough steps. He likes this idea and it is one of those tough steps. Chairperson White said athletic programs play an important role in keeping students in school and providing college scholarships. Many of the students who receive scholarships may not otherwise be able to attend college.

- Item 72: Mr. Merchant asked if staff had considered partnering with facilities that have already been funded by the taxpayers rather than building regional facilities? Mr. Merchant asked are we persona non grata at those facilities? Mr. Raible said we are often not welcomed and we usually cannot afford those facilities because of the operating costs. Mr. Merchant believes it is a great idea to cut these facilities. Mr. Merchant suggested using box spaces that would be cheaper. Mr. Raible explained this had been considered but the savings would not be huge because the auditoriums are often used throughout the day for classes. Mr. Dunlap expressed concern about the difficulties that high schools face by having their productions at an off-site location and the unfairness of having facilities at some schools but not at others. He believes these facilities would receive more support if the community had more access to them. Mr. Dunlap said school auditoriums provide many uses to the community and the savings would not justify the loss of benefits. Ms. Leake said providing students these facilities and programs help to enhance their life and contribute to student achievement. The facilities also serve as an outreach to the community. She supports providing facilities at each school including middle and elementary. Mr. Tate asked if this item required additional study from staff? Mr. Chamberlain replied, yes. Mr. Tate prefers to not have regional stadiums and auditoriums. He expressed concerns about the impact this would have on transportation,

building theatre sets, and scheduling events. Ms. Griffin does not support having staff take the time to study this item further because auditoriums are an integral part of the school both academically and they serve many purposes. Mr. White said his comments about regional stadiums would also apply to regional auditoriums.

Design:

3	Middle	Create a maximum standard for corridor width	Variable
*10	PreK-12	Support and encourage modifying site design and building/construction to minimize site disturbance	Variable
*14	PreK-12	Provide code minimum landscaping	\$10k-\$20k
*15	PreK-12	Give credit towards buffer for existing trees	Variable
*17	PreK-12	Energy efficient designs	Variable
*20	PreK-12	Use vertical school designs when economically justified	Variable
*56	PreK-12	Use NCDOT standards	Variable
*59	PreK-12	Standardize light fixtures	Variable
63	PreK-12	Standardize ceiling heights within the classroom to 10' and increase in gyms and Media Center	\$30k-\$50k

Board members did not pull any items. Chairperson White said some people believe it would be more economical to build schools up rather than out. He asked Mr. Chamberlain to explain why that could be more expensive and Mr. Chamberlain responded.

Construction:

16	PreK-12	Consider an acceptable alternative on a high quality, fully adhered single ply with a warranty similar to that of a built-up roof	\$40k-\$100k
18	PreK-12	Eliminate most parapets	\$50k-\$160k
*22	PreK-12	Mechanical and service stations on roof (eliminate service rooms)	\$160k-\$600k
*30	PreK-12	Eliminate loading docks	\$25k-\$50k
*57	PreK-12	Eliminate chemical resistant tops from elementary and middle schools	\$20k
58	PreK-12	Attach parking to City's resurfacing budget	Variable
*61	PreK-12	Eliminate chemical pipes from elementary and middle schools	\$45k
62	PreK-12	Minimize curtain wall and storefront	\$5k-\$20k
64	PreK-12	Encourage the use of pre-engineered systems where appropriate	\$250k
73	PreK-12	Reevaluate CMS specifications and standards based on the new MASTERSPEC	\$0

Board members pulled the following items:

Mr. Gjertsen: 22
 Chairperson White: 58

Board members made the following comments:

- Item 22: Mr. Gjertsen said people have expressed reservations regarding this item and asked why was it implemented? Mr. Chamberlain said, reluctantly, this was implemented

at Flat Branch Elementary School because of the increase in the costs for construction. This item provided some cost and space savings. The reservations include it creates foot traffic on the roof which could result in damage and people servicing the equipment must perform that out in the open.

- Item 58: Chairperson White said he does not believe the City will pay for this expense.

Site:

51	PreK-12	Remove curb and gutter from parking lot edges	\$25k-\$55k
52	PreK-12	Use wooden light poles except in high visibility areas	\$17k-\$34k
53	PreK-12	Create basic prefabricated marquee signs	\$5k
54	PreK-12	Use galvanized wire for fencing	Variable
55	PreK-12	Eliminate paving the fire access roads where possible	Variable
66	PreK-12	Build parking lots to a minimal size; no more than 350 student parking spaces at high school level	\$250k
*68	PreK-12	Eliminate the student drop-off canopy where possible	\$35k
*69	PreK-12	No canopy at bus lot where possible	\$35k
*74	PreK-12	Minimize fire access roads to code minimum	Variable

Board members pulled the following items:

Mr. Dunlap: 51, 52, 66
 Ms. Leake: 52, 66, 68, 69

Board members made the following comments:

- Item 51: Mr. Dunlap said curb and gutters help to direct water which helps to prevent erosion. He expressed concern that the cost savings for this item may not provide enough funding to cover the costs for erosion. Mr. Chamberlain said there are benefits to this item but it would create a maintenance issue and those costs have not been determined.
- Item 52: Mr. Chamberlain said Duke Power provides wooden light poles at no charge and CMS must pay for the brushed aluminum poles. Mr. Dunlap expressed concern that the zoning requirements for the surrounding municipalities may not allow wooden light poles and that it would not be fair to place wooden poles at some school sites but not at others.
- Item 66: Ms. Leake expressed concern that the limited parking would not provide adequate parking for students, parents, and staff. Mr. Dunlap said there have been problems at schools in recent years that dictate this would not be feasible. He expressed concern that we encourage parents to visit our schools but this would not provide convenient and adequate parking. It would also not provide adequate parking for athletic and other events held at the school. Mr. Tate said currently there are 475 spaces. He believes the reduced parking would have a negative impact on the schools, students, and community. Ms. Griffin is opposed to reduced parking. She said parking for seniors is a privilege and this would not provide adequate parking for students, staff, and visitors. Chairperson White would prefer that all students ride the bus because it would be better environmentally and lessen the dependency on foreign oil. Mr. Merchant does not believe CMS should guarantee students the right to drive to school because a purpose of CMS is to provide an educational product and bus transportation.
- Item 68 and 69: Ms. Leake is opposed to the elimination of canopies because they protect children and helps keep them healthy. Chairperson White said children should be

rewarded for riding buses and all bus lots should have canopies.

Administrative Area:

*1	PreK-12	Combine teacher lounge and workroom	\$50k
*2	Middle	Shrink principal office from 251sf to 200sf and shrink related administrative space from 300sf to 144sf	\$20.7k
*6	PreK-12	Eliminate toilet from principal office	\$15k
*9	High	Place one AP office in each wing thus eliminating three AP offices from administrative core	Variable
28	PreK-12	Eliminate Parents' Center	\$30k
*33	PreK-12	Special Needs: Relocate shower and full bathroom facility to Health Room	\$20k
67	PreK-12	Reduce hard wiring	Variable
70	Middle	Eliminate the Parents' Center from middle school	Item #28

Board members pulled the following items:

Mr. Dunlap: 28, 70

Mr. Tate: 28, 67, 70

Board members made the following comments:

- Item 28 and 70: Mr. Dunlap asked would parents have access to another area? Mr. Chamberlain said parents use the media center or cafeteria in the schools that do not have a parents' center. Mr. Tate asked did staff consult with principals, school staff, and parents to determine the feasibility of this idea? Mr. Raible said, in fact, some of our schools experiencing overcrowding have chosen to use this available space for educational space rather than maintaining this space for parents. He asked what was the process followed to make these recommendations? Dr. Gorman said staff discussed the pros and cons of the recommendations. Staff would have preferred to maintain this space but we are in a critical challenge with facilities available. Many of these recommendations are being made on the basis of need and the Board has the option to not approve them. Mr. Tate expressed concern that there are principals and staff members at these schools that will have to deal with the reality of these recommendations. He also expressed concern that the Strategic Plan encourages parent involvement and this recommends cutting space for parents at school. Dr. Gorman noted there were parents and staff members on the committee that made these recommendations.
- Item 67: Mr. Tate asked is this internet hard wiring? Mr. Chamberlain replied, yes. Although this was recommended, staff does not believe it is economically feasible because the cost of wireless is more than hard wire. There may come a point in the future where it would become feasible.

Kitchen:

40	Middle	Shrink kitchen space from 3500sf to 3000sf	\$90k
49	High	Reduce size of kitchen	\$180k

Media:

32	Elementary	Reduce non-academia media space from 3500sf to 3000sf	\$50k
34	Middle	Eliminate one conference room from Media Center	\$21k
36	Middle	Shrink Media Center from 6237sf to 5000sf not including storage area	\$124k
50	High	Reduce size of the Media Center by 2000sf not including storage area	\$200k

Music:

*27	Elementary	Reduce size of art and music room from 1200sf to 910sf	\$58k
31	Middle	Shrink band room from 2800sf to 1800sf not including storage area	\$100k
*38	Middle	Shrink the chorus room from 1337sf to 1137sf	\$20k
39	Middle	Eliminate band ensemble room	\$30k
*44	Middle	Eliminate band practice room	\$8k

Board members pulled the following items:

Ms. Leake: 40, 49, 36, 50

Mr. Dunlap and Mr. Tate said they had general questions/comments on several items.

Board members made the following comments:

- Mr. Dunlap said when the current standards were established they were based on rationale and study. He expressed concern that the current recommendations to reduce the size of kitchens, libraries, etc., are being made without research to support them. He is concerned that the cost saving recommendations may not be a good idea in the long-term. Mr. Dunlap believes it is important to understand all the consequences in reducing the size of important areas. Mr. Chamberlain said we are not suggesting that these are great ideas. These are hard choices. In each of the recommendations to reduce the square footage, the Committee based that recommendation on a comparison of what CMS is currently doing with the recommendations of the Department of Public Instruction (DPI). Our media centers have been larger because we added more additional space than the recommendation of DPI. Mr. Dunlap asked were the recommendations of DPI based on a per pupil size? Mr. Chamberlain said DPI uses a formula that specifies a range of students. Mr. Dunlap expressed concern that a reduction in kitchen space could result in students having to take their lunch at a very early time. Mr. Chamberlain said the recommendation reduces the size of the kitchens only. Today, our kitchens are ample and this can be adjusted. Ms. Griffin said the Board's charge to the Committee was for them to review methods in which we could save money. We did not ask them to be experts. We asked them to be creative, thoughtful, and return with recommendations. She noted the Committee had a lot of information available to them in making the recommendations.
- Item 36: Ms. Leake is concerned about reducing the size of the media centers because they are geared towards academic success and student achievement. She noted the unfairness throughout the district because some school's media centers are large and others can only accommodate one classroom. CMS established standards to create equity

in the process. She does not support reducing the size of media centers. Ms. Griffin noted that some of the reduction refers to non-academic media space. Mr. Tate expressed concern that the DPI standards were larger than what the media centers were being reduced to. Mr. Raible explained that DPI standards included ancillary and storage space.

- Mr. Tate expressed concern that the elimination of band rooms could mean the elimination of a program. Mr. Raible said they found that in many of the new schools the band practice room was not being used for that purpose. Dr. Gorman said this item would not eliminate the program and does not eliminate the room where the full band would practice. This is the small room where one student would practice. Mr. Tate expressed concern that chorus teachers may be negatively impacted by the recommendation to shrink the chorus room. He said his overall concern is that although music is not a core subject there are connections between the two to strengthening academics. He said the recommendations are being made with the right intent but they may result in shrinking the program and facilities.
- Chairperson White said he would like staff to study the feasibility of a regional kitchen as this would be a large cost savings. This is now being done in Phoenix, AZ. Mr. Chamberlain said this has been reviewed but it was not one of the recommendations from the Superintendent’s Standards Review Committee. Staff is not prepared, at this point, to make that recommendation. We are considering eliminating the kitchen at Bradley Elementary School because it is next door to Bradley Middle School. Mr. Chamberlain said staff is reviewing the feasibility of this concept and they will provide the Board that information.
- Mr. Gauvreau asked if the reductions that have already been implemented included classroom reductions? Mr. Chamberlain said, yes, and he explained the reductions. Mr. Gauvreau said CMS does not have to follow the DPI guidelines. He believes CMS can do it their own way and should recognize what is educationally focused.

Other Building Areas:

5	Middle	Keep four technology classrooms and one general computer lab but shrink with each total of 1200sf versus the current standard of 1700sf	\$250k
*25	Elementary	Reduce the number of tutor rooms from 18 to 10	\$120k
35	Middle	Shrink theater room from 1700sf to 1500sf	\$20k
*43	Middle	Combine the school store and the concession room	\$10k

Physical Education & Athletics:

23	High	Reduce the size of the auxiliary gym from 2600sf to 2000sf	\$60k
42	Middle	No outside bleachers for athletics	
*45	Middle	Combine the four locker rooms to two (one male and one female)	\$200k
46	Middle	Eliminate showers	\$20k
48	High	Artificial turf on regional sports stadiums	Included in #71

Board members pulled the following items:

Mr. Merchant: 46

Mr. Dunlap: 42, 46
 Ms. Leake: 23, 42, 46, and 48

Board members made the following comments:

- Item 46: Mr. Merchant expressed concern about the health issues that could be associated with the elimination of showers. Mr. Dunlap said it is important to teach middle school students the importance of good hygiene. Ms. Leake expressed concern about the elimination of showers because, in many cases, they are the only source of bathing for homeless students. She encouraged that hot water be provided as well. She said it is important that students be able to shower after participating in physical education. Mr. Chamberlain said all schools with showers are provided hot water service.
- Item 42: Mr. Dunlap said we ask parents to support their children and we should provide middle school bleachers as we do at high schools. Mr. Chamberlain said this is not about the bleachers per se. Current code requires that restrooms must be provided when bleacher seating is provided. A multi-fixture restroom would cost about \$350,000. Mr. Dunlap does not support the elimination of bleachers and believes restrooms should be provided for middle schools. Ms. Leake supports providing seating for adults and children in the middle schools because it promotes parent involvement which is important. Mr. Tate said Item 42 does not have a cost savings listed. He asked would this save \$350,000 plus what the bleachers would cost. Mr. Chamberlain said, yes, and we are doing this currently. This has been done at J. M. Robinson and Southwest middle schools. Mr. Chamberlain said if a stadium is more than 200 feet away from a fixture, a restroom must be built. Mr. Dunlap asked how many middle school stadiums are less than 200 feet away from the building? Mr. Chamberlain said he would provide that information.
- Item 23: Ms. Leake asked what is an auxiliary gym? Mr. Chamberlain said it is a small athletic space that could be used for a variety of purposes. Ms. Leake supports having auxiliary gyms at schools because it promotes physical activity for children and that helps to reduce obesity. She would like to ensure equity in the process for all students. Mr. Tate expressed concern about reducing the size of an auxiliary gym to 2,000 square feet because it is approximately a third of the size of the last auxiliary gym built which was 5,400 square feet at Ardrey Kell High School. Mr. Tate expressed concern about the capabilities of the smaller gym. Mr. Raible said the 2,600 square feet is currently the DPI specification and what the committee recommended. Some auxiliary gyms have been built in the past to comply with the needs of that specific school. Mr. Dunlap expressed concern about the unfairness of gym seating capacity throughout the district. He noted that West Charlotte High School is the smallest with seating for 750 people compared to Providence High School with seating for 2,500 people.
- Item 48: Ms. Leake expressed concern about the costs associated with artificial turf and wants to ensure fairness in the process for all schools. Mr. Chamberlain explained the cost savings and environmental benefits of using artificial turf.

Not Recommended:

4	Middle	Eliminate teacher workroom in the administrative office area	\$30k
7	Middle	Combine football and soccer athletic fields	\$100k
12	PreK-12	Install timers on field and stadium lighting	Variable
19	PreK-12	Use alternative power generators where economically feasible	Variable

26	Elementary	Eliminate computer room	\$100k
29	Elementary	Remove theatre stage	\$70k
37	Middle	Eliminate dance room	\$170k
41	Middle	Eliminate the small office in administration	\$15k
47	High	Lights only for stadiums; not for tennis courts or softball and baseball fields	Included in #71

Board members pulled the following items:

Mr. Tate: 12, 19

Board members made the following comments:

- Item 12: Mr. Tate asked why not install timers? Mr. Chamberlain explained that timers could be set incorrectly and the lights could be left on unnecessarily. CMS is working with Duke Power for an energy savings contract to replace many of the light fixtures with a low energy fixture in which Duke Power can monitor power consumption and centrally operate the lights through requests from the schools.
- Item 19: Mr. Tate asked why not use alternative power generators? Mr. Chamberlain said, at this time, there is not a different kind of generator.

Chairperson White said staff will present final cost reduction recommendations for a Board vote at the March 13, 2007 Regular Board meeting.

Chairperson White called for a five minute recess at 8:57 p.m.

Mr. Gauvreau left the Regular Board meeting at 9:00 p.m.

Chairperson White reconvened the Regular Board Meeting at 9:08 p.m.

B. Report/update on the Ten-Year Capital Project Plan

Chairperson White called upon Dr. Gorman to present the report on the Ten-Year Capital Project Plan. He noted this was an update to the report presented at the January 23, 2007 Regular Board Meeting and he encouraged Board members to discuss what they liked or disliked about the revised plan. Mr. Dunlap suggested the Board have a Work Session to discuss the Bond recommendations. Dr. Gorman introduced Mike Raible, Executive Director for Facilities Planning, to present the update. Dr. Gorman said he would like for the Board to provide direction and guidance on the Board's priorities. Mr. Raible said the goals of the Ten-Year Capital Project Plan is to relieve the most overcrowded schools; renovate existing schools in the worst condition; comply with legal mandates; and provide for high priority initiatives. The projects were selected based upon overcrowded schools from the classrooms needed list; renovations prioritized by a thirty-two point inspection; legal mandates for compliance; and initiatives that support the mission. He said twenty-six of our most overcrowded schools are addressed by ongoing funded capital projects or by the top thirty-three projects in the Ten-Year Capital Project Plan. The most overcrowded schools include North Mecklenburg High School, Vance High School, Mountain Island Elementary School, Hawk Ridge Elementary School, Alexander Middle School, Steele Creek Elementary School,

East Mecklenburg High School, Independence High School, David Cox Road Elementary School, and University Meadows Elementary School. Renovation priorities include Cochrane Middle School, North Mecklenburg High School, Sedgefield Middle School, Alexander Graham Middle School, Harding University High School, South Mecklenburg High School, Idlewild Elementary School, Amay James Elementary School, and Long Creek Elementary School. Mr. Raible reviewed the formula used to establish a priority list; methods of refining costs which included recommendations by the Superintendent's Standards Review Committee, design competitions, current practice of value engineering, inflation as prescribed by County administration; and a suggestion of limiting the projects to a cap of \$400 million. A discussion with Board members followed.

- Mr. Dunlap said he would like additional information. He requested a list of the proposed projects on the 2005 Bond package that have been completed; the projects that no longer meet the criteria; and the projects that are no longer on the list and the reason they are no longer important. Mr. Chamberlain said there are no projects that were on the proposed 2005 Bond package that have been completed. There are projects that have been funded through COPs and will be under construction in the near future. Mr. Dunlap requested a list of those projects. Mr. Chamberlain said Elon Park Elementary School, Belmeade Elementary School, Bradley Middle School, Lancaster Highway Elementary School (part of the public/private partnership), Hucks Road Elementary (part of the public/private partnership and funding for pre-construction only), Sedgefield Elementary School, Cochrane Middle School, North Mecklenburg High School (next phase), and Alexander Graham Middle School (first phase-addition). Mr. Dunlap requested the total dollars spent on COPs on renovations and new construction since the 2005 Bonds failed. Mr. Chamberlain said he would provide that information. Mr. Chamberlain said the projects that are no longer on the list include the stadium work at Olympic and West Mecklenburg high schools and the gymnasium at Independence and Myers Park high schools. Mr. Chamberlain said the reason this happened was because staff made the decision that athletic facilities would be a lower priority. Mr. Dunlap expressed concern that the capacities of these athletic facilities involve safety concerns and they should be placed higher on the priority list. Mr. Chamberlain said staff has discussed this and are reevaluating the adequacy concerns of space and condition for the older gymnasiums at Myers Park, Independence, South Mecklenburg, Harding University, Garinger, and North Mecklenburg high schools.
- Mr. Gjertsen said he liked this approach for discussing needs and priorities. He expressed concern that the new list did not include many projects in District 6 but he was pleased that it included a new elementary school which is a priority to him. He also expressed concern that based upon the per year funding from the County (approximately \$125 to \$150 million) it would be seven years before CMS could return to building schools in District 6. He would like for the Board to discuss school construction. He suggested repurposing some of the middle schools into smaller themed high schools and repurposing the factory sized elementary schools into middle schools. He believes this would lessen the need to build middle and high schools and would allow CMS to build small footprint elementary schools that would accommodate approximately 500 students which would be more economical because it would require less land. He expressed concern regarding the over capacity of many of the schools; the \$2.5 billion capital need plan; and the potential funding shortfall. He encouraged the Board to inform the Board of County

Commissioners (BOCC) the priorities and needs of CMS instead of allowing them to re-set the needs of CMS.

- Mr. Merchant also liked this approach as it helps to take some of the emotion out of the decisions. Mr. Merchant encouraged the Board to focus on the needs and capabilities of CMS, and to be less focused on the \$400 million cap.
- Mr. Dunlap encouraged the Board to inform the community what the needs of CMS are and allow them an opportunity to provide feedback on what they will fund. Mr. Dunlap is concerned about the condition of the facilities at Olympic High School. He believes it is a disservice to not complete the renovations that have been promised. Mr. Dunlap asked how many new schools would have to be built each year to keep up with the increase of student growth? Dr. Gorman said four or five depending upon the year and that would include one high school, one middle school, and two or three elementary schools. Mr. Dunlap asked how many new schools are funded in the Ten-year Capital Project Plan? Mr. Raible said included in the top thirty-three projects are two new high schools, two new middle schools, and seven new elementary schools over a two-year period. Mr. Dunlap expressed concern that the funding required for new schools to keep up with student growth would not allow funding for renovations, legal mandates, and initiatives. He said it is unlikely the public will support a Bond package that does not address the needs in their specific community. He believes an effective Bond must include projects in all districts.
- Ms. Leake encouraged the Board to ask the BOCC for what CMS needs and that should include renovations to maintain the older schools. She believes zoning requirements could be changed and that would help finance new schools and control the growth. She would prefer payroll taxes and taxes on new homes as an alternate method to generate funding other than using the property tax formula. She encouraged that the process be fair and supports funding for renovations, especially at Olympic and Harding University high schools. She requested a listing of the new construction and cost of each project in the northern and southern areas since 2005 and the cost of renovations completed in the center area. Mr. Chamberlain said he would provide this information.
- Mr. Tate said he has become less comfortable with the formula for the list of priorities. It has the feel of being an objective list but, in fact, it has a great deal of subjectivity. He expressed concern that adding weights could move projects to the top of the list while moving others to the bottom. He commended staff for providing a prioritized list of the needed projects for the next ten years. He believes the responsibility of the Board is to review each project and determine the final list. The Board must also consider a list of projects that will be on the 2007 Bond package because the passage of that package will renovate schools and build new schools. He encouraged the Board to do what makes the most sense for the entire district. Mr. Tate is interested in renovations, new construction, and how to get more money each year to fulfill the needs as fast as possible. He encouraged the Board to inform the BOCC and the community the real needs of CMS.
- Ms. Griffin agreed with the comments made by Mr. Tate. She likes the principle of using the formula approach. She understands the formula includes some subjectivity but the role of the Board will be to ensure that it is equitable. She would like to add to the Bond package and include the athletic facilities at the three schools based upon the re-evaluation by staff. She believes the difference between \$400 million and \$425 million would not be a significant amount in the minds of most voters. She believes most voters would be supportive of a request if the administration and School Board continued to act

thoughtfully, fiscally, and present all the facts. She encouraged the Board to view this from an entire district perspective and not focus on any particular district. She noted that the list included some errors such as Marie G. Davis Middle School was listed in District 5 and Rama Road Middle School in District 4.

- Chairperson White liked the idea that there was a process in place to identify the needs throughout the entire district. CMS must build seats where the seats are most needed and must renovate first those items that need renovating the most. He said the track at Olympic High School is unusable and should be a top priority but he does not want to put it before new classrooms. He said as we change priorities some projects may fluctuate on the priority list. He noted school districts throughout the country are facing these same challenges. He believes the issues are where to go and how much to request. He encouraged the Board to inform the community what the needs are and work with the County to establish the debt service and Bond package. He said the Board will make the final decision and he hopes that decision will best serve the entire community.
- Mr. Gjertsen expressed concern about the funding process. He said CMS has \$2.5 billion in capital needs and he would like to know what should CMS do to get that funded? He said the BOCC is the funding source and not CMS. He asked does the community want to assume the needed debt service and tax burden to fund these needs? He said there is a shortfall between the needs and the reality and would like the needs of the community met.
- Mr. Merchant said the Board must be proactive, creative, and aggressive. He has requested information from the County and understands that CMS still has \$54 million in un-issued Bond money from the 2002 Bond referendum. Mr. Chamberlain said he could verify that amount and noted there are still a number of projects in the 2002 referendum that are under construction. Mr. Merchant said the Board must discuss what they need and how to secure that funding. He said the Board must consider the recommendations from the Standard's Review Committee because that will help reduce costs. He encouraged the Board to take a neutral stance on Charter Schools. He would like some of the older schools that have legitimate needs such as Myers Park and Olympic high schools included in the priority list but a decision on regional stadiums must be made first. He believes the Board must be strategic partners with the BOCC and taxpayers. The Board must also provide full disclosure and the potential tax impact.
- Mr. Dunlap asked does the plan include the Science Labs at Garinger High School? Mr. Raible said they are project number 67. Mr. Dunlap expressed concern that this has been a priority project for years and they are not in the top thirty-three projects. The same issue was at Cochrane Middle School. Mr. Dunlap encouraged the Board to discuss how to rectify the projects that have been discussed for years. The projects on the plan impact the education of all students throughout the district and the education of some students should not be deprived at the expense of providing facilities to other students.
- Ms. Leake expressed concern that the community voted to support jails in the last Bond package but did not vote support education. She said it is important to train students to be productive citizens and CMS provide them facilities in which to be educated. She encouraged the Board and the community to support all students and to be fair in the process.
- Chairperson White said he has met with people that represent these areas. He has found a good atmosphere; that people are willing to pay for it; and offered encouragement for requesting a larger Bond package. He encouraged the Board to attend the public meetings

and be good ambassadors. Chairperson White said this is not about what the Board or the community can afford. It is about what we cannot afford. We cannot afford to not provide the needed resources to educate all the children in the community. This is an investment in the future of the children, the community, and the state.

- Mr. Tate asked if this discussion had provided Dr. Gorman the feedback that he needed? Dr. Gorman said yes but he would need more direction and specifics before he could return to the Board with a final recommendation for the Board's consideration. He would like to schedule a Board Work Session to discuss this item further.
- Ms. Leake believes the Board should ask for what we need.
- Mr. Dunlap encouraged the Board to drop the discussions that relate to percentages going to the various areas of the district such as suburban, uptown, downtown, and middle ring. He believes the discussion should be focused on educational needs as opposed to facilities and where they are located. He said all students have a seat but there are students in schools whose educational needs are not being met because of the facility and the Board must take this into consideration.
- Mr. Merchant asked to be provided the impact the new construction will have on relieving existing facilities because that would be helpful in making this process transparent.
- Chairperson White said he believes the formula is fair because it attempts to eliminate the politics in the decision-making process and lists the projects in priority order regardless of their location. The process must be fair and reflect our real needs. He believes it is important that the Board present this to the public as a full Board supporting the request.

ADJOURNMENT

Mr. Dunlap moved, seconded by Ms. Leake, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 10:36 p.m.

Chairperson, Joe. I. White, Jr.

Clerk to the Board, Nancy Daughtridge