AGENDA

Meeting Type:	SPECIAL
Date:	10/28/1997
JOINT MEETING:	CITY/COUNTY/SCHOOLS

City of Charlotte, City Clerk's Office

JOINT LUNCHEON MEETING

Charlotte City Council, Mecklenburg Board of County Commissioners and Charlotte-Mecklenburg Board of Education

October 28, 1997

Noon

I Invocation

II Report from the Committee of 21

III *A Free and Independent People*, narrated by Charles Kuralt

Charlotte-Mecklenburg Board of Education
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JOINT LUNCHEON MEETING

Hosted by Charlotte-Mecklenburg Board of Education

Charlotte City Council, Mecklenburg Board of County Commissioners and Charlotte-Mecklenburg Board of Education
Government Center, Room 267
October 28, 1997
Noon

Susan M. Burgess, Presiding

I Invocation

II Report from the Committee of 21
Setting a New Direction for School Planning Linked with Community Planning

III *A Free and Independent People*, narrated by Charles Kuralt

A Proposed Model for the School Facilities Master Plan

Presented by

The Committee of 21
Task Force for Setting a
New Direction
for School Planning
Linked with Community Planning

October 24, 1997

FOREWORD

We, members of the Committee of 21, the Task Force charged with proposing a framework for coordinated School and Community Planning, are pleased to present our recommendations and conclusions

There is no greater challenge or opportunity than the one put forth in our charge The continued success of Charlotte-Mecklenburg Schools is paramount to the success of our total community An equally important challenge is the proper planning for educational facilities for our 97,608 children currently enrolled in Charlotte-Mecklenburg Schools as they successfully acquire the knowledge, skills and wisdom to become active participants in our community By the year 2000, the plan should address the needs of the growing community which is projected to reach 106,000 students

Thank you for the opportunity to serve you, the elected leadership of Charlotte-Mecklenburg, and our students and community in this important project

Respectfully submitted,

Charlotte-Mecklenburg
Committee of 21
Coordinated School and Community Planning
Task Force

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CHAPTER 1: INTRODUCTION

Call to Action and Selection of the Task Force

In response to a recommendation made by the staff of the Charlotte-Mecklenburg Planning Commission along with the Planning Liaison Committee, a project was endorsed and co-sponsored by the Charlotte City Council, the Mecklenburg Board of County Commissioners, and the Charlotte-Mecklenburg Board of Education to form a Task Force The purposes of this Task Force were studying and recommending a model for coordinated school and community planning, resulting in a process for developing a School Facilities Master Plan which encompasses other factions of community development and re-development In August 1997, the Committee of 21 was formed (hereafter referred to as C21) The C21 was asked to serve in an ad-hoc advisory capacity for the three elected bodies It was determined that a new School Facilities Master Plan should include sufficient community involvement in a rigorous and integrated process to ensure the plan is coordinated and comprehensive

The selection and composition of the membership were as follows

The Board of Education, Mecklenburg Board of County Commissioners, and City Council each chose seven task force members The co-chairs were selected by Susan Burgess, Chairperson of the Charlotte-Mecklenburg Board of Education, Pat McCrory, Mayor of Charlotte and Parks Helms, Chairman of the Mecklenburg Board of County Commissioners As a result of this process, the C21 is a diverse group and represents a broad cross-section of the community of Charlotte-Mecklenburg This diversity includes age, gender, race, socioeconomic status, philosophies and perspectives on development, residency and native origin, political affiliation and civic participation

Function, Operation and Assumptions of the C21

In the opinion of the C21, the number one issue of interest and concern to the citizens of Mecklenburg County is the quality of the Charlotte-Mecklenburg Schools System The elected bodies have collectively addressed this challenge through the charge of the C21 The C21 has dynamically acted upon that charge and common commitment to strengthen school facilities The C21 developed a model for pro-active and cost-effective planning for existing and future facilities, while keeping in mind the underlying premise to meet the Superintendent's goals for academic achievement

Dr Joseph Wise, a partner in the Denver-based consulting firm *HUGE & WISE*, acted as process consultant for the C21 Dr Wise's credentials include assignments in labor negotiations, diversity training and intervention, strategic thinking and planning, recruitment and selection, and organizational assessment and design Subsequently, the Charlotte-Mecklenburg School Board appointed Dr Wise Senior Assistant

Superintendent for Planning Services His duties include implementation of the C21 model

The staff of the Charlotte-Mecklenburg Planning Commission assisted the C21 Lauren Weisman served as Project Coordinator and Dick Black and Keith Henrichs served as Staff Liaisons Additionally, Martin Cramton, Director of the Planning Commission, along with Jonathan Wells, Executive Director of Planning for the Charlotte-Mecklenburg Schools (CMS), attended all meetings to provide technical advice to the C21

All meetings were open to the public and the C21 had the full cooperation of staff of the County, City and CMS

Purpose and Scope

The objective of the C21 was to link school planning with community planning, while improving business practices and accountability for facilities management This secures the community's confidence in an ongoing, effective and efficient planning process for school facilities Specifically, the C21 was charged with

> (1) Recommending a process for the last component of a full complement of City-County-CMS master plans linked to 2015 planning, and
>
> (2) Relating the school planning process to infrastructure and facility needs in the community as a whole (and the community's capacity to fund these needs), through the City and County Capital Planning processes coordinated by the Charlotte-Mecklenburg Planning Commission

The resulting School Facilities Master Plan will help meet the four goals of the Committee of 33--diversity, proximity, utilization and stability--as well as ensure strategic siting of new schools and equitable resources for all students

CHAPTER 2: METHODOLOGY

In order to carry out the charge, the C21 segmented the work into the following phases

1 Review of key local trends and issues related to school and community planning

2 Review of various planning models used elsewhere that are perceived as successful

3 Review of current CMS, County and City planning practices

4 Outline of linkages with overall community growth planning

5 Delivery of a specific model for facilities planning and a process that ensures a successful implementation of the School Facilities Master Plan

As part of the data gathering, the C21 heard presentations from the following speakers in order of appearance

Parks Helms, *Chairman Board of County Commissioners*
Martin Cramton, *Director, Charlotte-Mecklenburg Planning Commission*
Eric Smith, *Superintendent Charlotte-Mecklenburg Schools*
Jonathan Wells, *Executive Director of Planning, Charlotte-Mecklenburg Schools*
Ann Hammond, *Director, Huntersville Planning*
Kathy Ingrish, *Director Matthews Planning*
Sherry Ashley, *Planning and Zoning Coordinator Mint Hill*
Jerry Orr, *Director of Aviation Charlotte/Douglas International Airport*
Garet Walsh, *Area Planning Coordinator Charlotte-Mecklenburg Planning Commission*
Christy Putman, *Systems Engineer Charlotte-Mecklenburg Utility Department*
Earl Lineberger, *Chief Engineer, Charlotte-Mecklenburg Utility Department*
Bill Finger, *Assistant Director, Planning & Electronic Systems CDOT*
A C Shull, *Manager of Financial Services, Neighborhood Development*
Nancy Brunnemer, *Division Manager of Planning Services, Parks and Recreation*
Rich Rosenthal, *Operations Director Library*
Kathy Drumm, *Vice-President for Administrative Services, CPCC*
Dan Spinicci, *Director of Construction, CPCC*
Kathy Stilwell, *Senior Planning Analyst Charlotte Housing Authority*
Greg Clemmer, *Chief Officer of Operations, Charlotte-Mecklenburg Schools*

Jeff Booker, *Assistant Superintendent of Facility Services, Charlotte-Mecklenburg Schools*

Wanda Towler, *Assistant County Manager*

Phil Cowherd, *Budget Analyst City Budget and Evaluation*

Dick Black, *Coordinator, Joint Use Task Force*

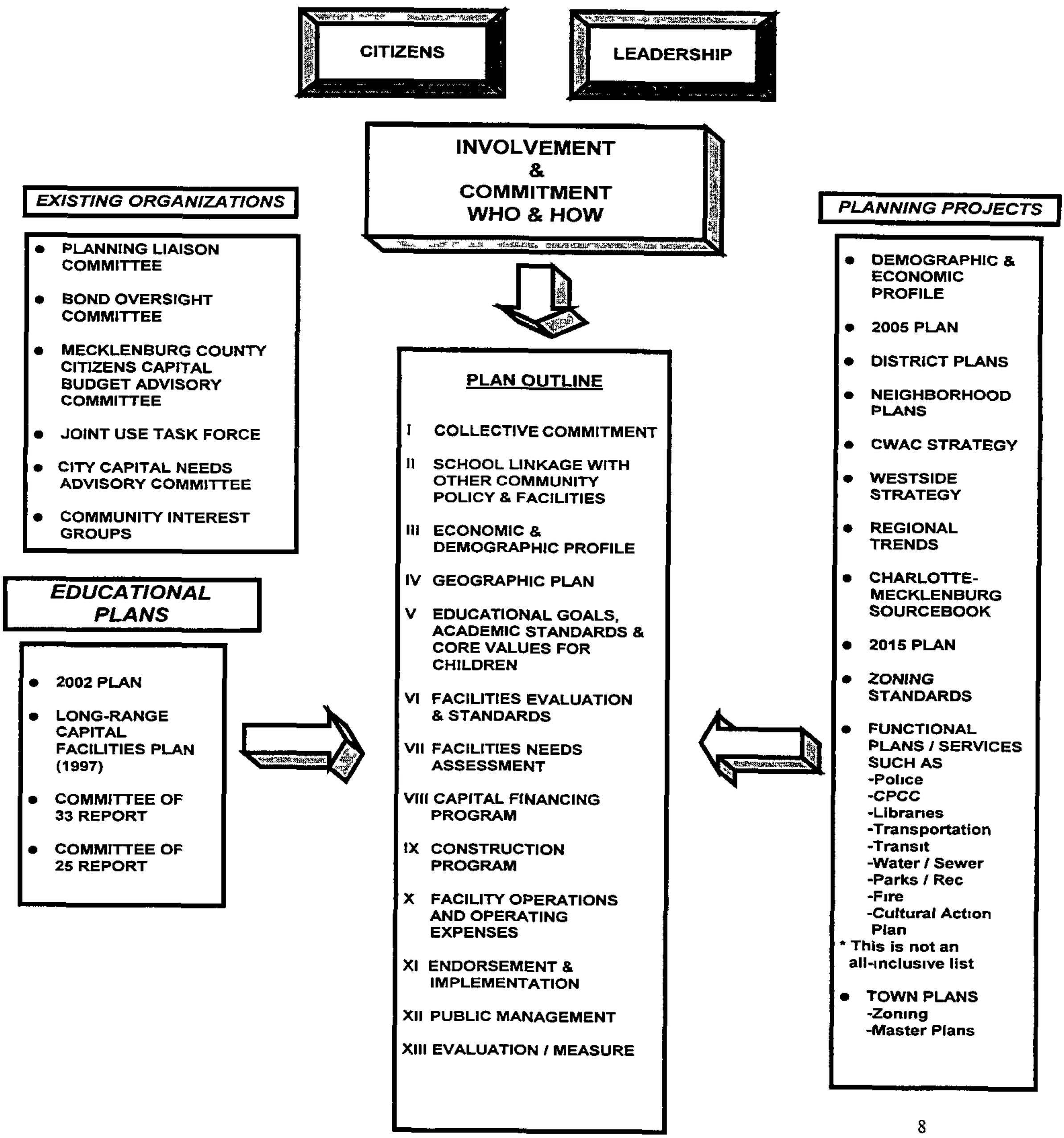
Keith Henrichs, *Coordinator, Capital Facilities Planning, Charlotte-Mecklenburg Planning Commission*

Dennis Reussow, *President of the Center for Organizational Health and former Associate Superintendent for Facilities Development and Transportation Services with the Orange County (Florida) Public Schools*

Diane Kramer, *Executive Director for Facility Services with the Seminole County (Florida) Public Schools*

CHAPTER 3: PROPOSAL

A Process Overview



B Process Components

I. A COLLECTIVE COMMITMENT

Prior to implementing a process for determining a long-range School Facilities Master Plan that is coordinated with other community initiatives, the C21 strongly recommends a reaffirmation of the commitment through a collective resolution This will ensure that clarity in roles, finite time frame for completion, integration of existing committees with overlapping goals, adequate funding for proper planning and sufficient interior and exterior resources are allocated These organizational issues should be agreed upon in advance as a catalyst for the process The *Collective Commitment* should refer to the following resolution

1. Charge

The Charlotte-Mecklenburg Schools, through the intensive focus on academic achievement currently being implemented by Dr Eric Smith and through the implementation of the School Facilities Master Plan, will include all of the process components contained in this document Doing so will enable improvement in the quality of our educational system to the extent that each student, parent, community leader and business leader will be proud to use CMS as the example of how a school system of this size achieves excellence

2. Accountability

The Superintendent and Charlotte-Mecklenburg Board of Education are the owners of the process, the School Facilities Master Plan and the implementation of this plan CMS will initiate coordination and joint use planning and each of the elected bodies will be accountable for full cooperation and coordination This School Facilities Master Plan will be a dynamic one and will be revisited every two years to ensure optimum timeliness and coordination with all other community plans

3. Community Involvement

CMS, Mecklenburg County and the City of Charlotte will ensure that an open-door policy is implemented through collective community lists already developed, a coordinated marketing plan involving all forms of media, and timely response to all inquiries Community involvement will be an evolving process to ensure equitable participation of the community and identification of all interested participants

4. Funding

Superintendent Eric Smith will coordinate the funding as well as collaboration of staff CMS, Mecklenburg County and the City of Charlotte will equally share the *estimated cost of up to $250,000*

5. Time Frame

There is no greater need within our county than to have this project completed as timely as possible without sacrificing quality Thus, the target time frame is 12 months from appointment of the Committee of 16 The School Facilities Master Plan must be completed no later than October 1998

6. School Facilities Master Plan Oversight Committee

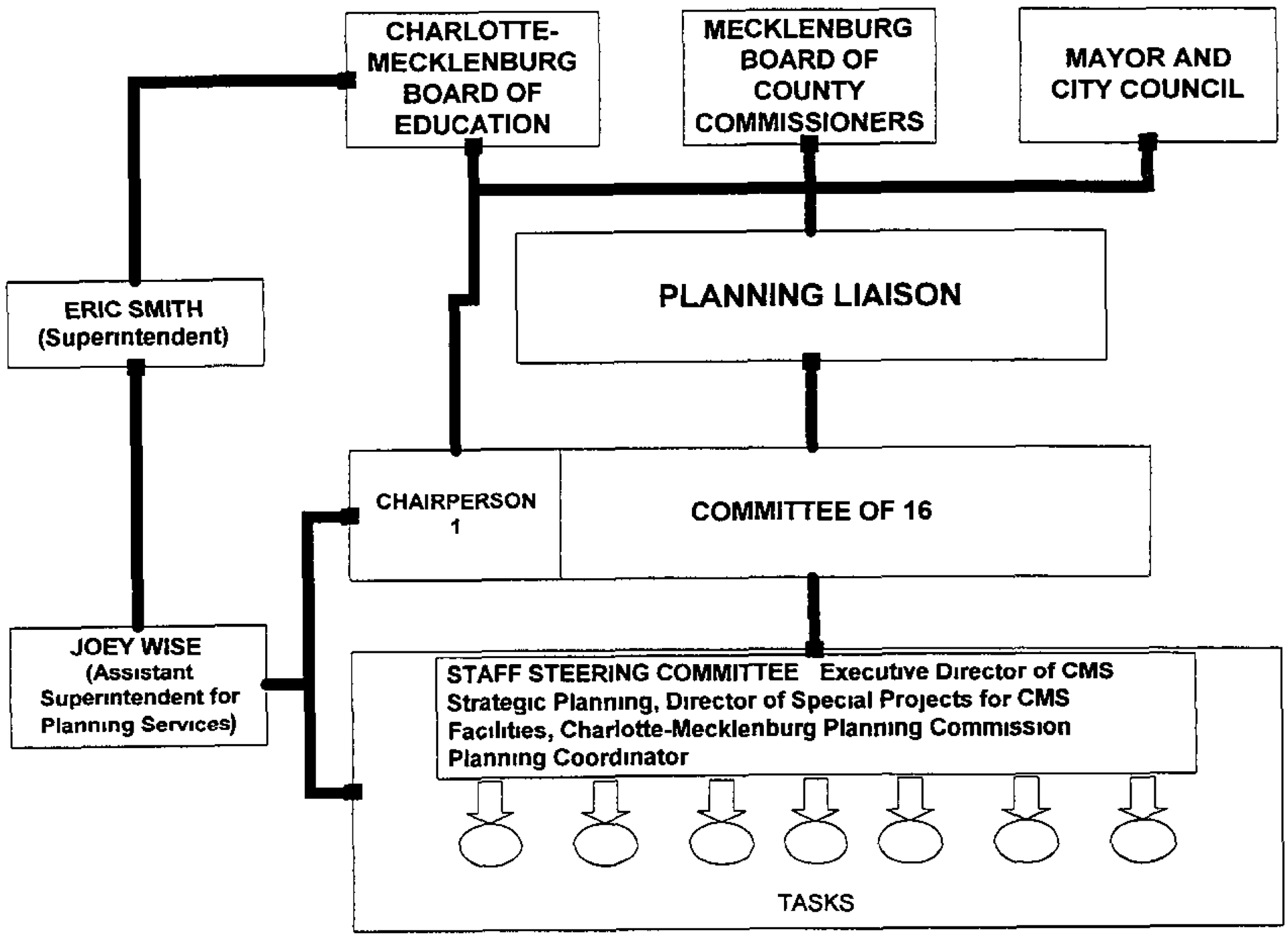
An oversight Committee of 16 is recommended to ensure the adopted process and time frame are met This committee will regularly meet with the Planning Liaison Committee to ensure continued communication is taking place between the Planning Commission and the elected bodies So that the task is completed within a 12-month time frame, the committee needs to be made up of individuals already informed of the challenge before us Those individuals should come from the following committees

Future School Planning Task Force (Committee of 33)
Mecklenburg County Citizens Capital Budget Advisory Committee
Committee of 21
CMS System Bond Oversight Committee
Charlotte-Mecklenburg Planning Commission

This committee will be comprised of five individuals selected by each elected body, and a separate chairperson appointed by the Board of Education The C21 further recommends that the Committee of 16 is representative of the diverse community and ensures representation from the towns

7. School Facilities Master Plan Organizational Chart

Following is an organizational chart of those with accountability for ensuring a rigorous and effective plan



II. SCHOOL LINKAGE WITH OTHER COMMUNITY POLICY & FACILITIES

To ensure the maximum return on investment and the most effective coordinated plan that serves the community's interest as a whole, the C21 recommends the following activities This component will lead to optimal coordination between CMS and other community initiatives

1. **Align the School Facilities Master Plan, Other Significant Community Plans, Governmental Plans and Significant Public Policies and Initiatives.**

2. **Determine Existing and Potential Community and Business Partnerships with Respect to Plan Implementation.**

3. **Proactively Determine Projected Need for Land for Possible Linkage with Other Agencies and Groups.**

4. **Consider Land Banking Alternative to Reduce the Long-Term Cost to the Public and Ensure Optimum Facility Location.**

5. **Review All Sites for Joint-Use Potential.**

III. ECONOMIC & DEMOGRAPHIC PROFILE

The Charlotte region is blessed with continued economic growth, a key to the community's vitality The excellent geographic location, professional and progressive business climate, and strong sense of community create a high quality of life that attracts people and business to Charlotte It is imperative that Charlotte has accurate economic and demographic information about the community to develop and implement a School Facilities Master Plan This information should be collected and compiled in the following manner

1. **Gather Appropriate/Accurate/Applicable Data.**

2. **Perform Analysis of Cost Projections vs. Actual Results.**

3. **Agree on Projection Models for Student Gap: Student Population, Projected Property Value, Household Income, etc.**

4. **Determine Life Cycle Stages of Individual Geographic Areas.**

IV. GEOGRAPHIC PLAN: Distribution of Student Population and Location of Facilities Criteria

Reliable, valid and agreed-upon data must be at the core of the School Facilities Master Plan The information must be verified and open to the public, and must use state of the art methodology The C21 recommends the following activities for generating and articulating these data

1. Review Committee of 33 Report on Student Assignment:

- Incorporate current policies and principles guiding student assignment
- Incorporate basis for which students will be assigned
- Utilize geographic/sub-district participation for advisory purposes

2. Collect, Evaluate & Analyze:

- Legislative actions regarding future enrollment projections vs requirement of current students
- Impact of charter, private, parochial and home schools
- Changing / shifting demographics
- Population projections
- School siting criteria
- Cost/benefit analysis of actual vs projected

3. Incorporate City / County / Town Community Resources and Infrastructure:

- Regional mass transit synergy
- Traffic / road use projections, including C-M transportation improvement plan
- Water & sewer plans
- Zoning plans
- Parks / Rec plans
- Public sector land holdings available for joint use

4. Build Strategies for Socioeconomic Diversity

V. EDUCATIONAL GOALS, ACADEMIC STANDARDS & CORE VALUES FOR CHILDREN

Central to the needs of facilities are the educational goals, academic standards and core values that Charlotte-Mecklenburg has established for its students These goals, standards and values must be fully articulated prior to the planning for schools Additionally, these should serve as criteria for integration and coordination of school development needs with the other services the community provides to students To this end, the C21 recommends incorporating the following (as a minimum)

1. Issues:

- Committee of 33 baseline standards for school facilities
- Education Foundation Report
- State standards and Federal initiatives
- Superintendent's goals
- CMS's extended strategic use of technology
- Court decisions, including Swann
- Extended day and enrichment programs
- Baseline instructional resources

2. How Facilities Conditions Impact Academic Goals and Standards

3. Committee of 33's Core Values: Stability, Diversity, Proximity and Utilization

VI. FACILITIES EVALUATION & STANDARDS

Charlotte-Mecklenburg currently has more than 134 schools and support buildings These range in size from single mobile classrooms, containing less than 500 square feet, to high schools which encompass floor area well in excess of 200,000 gross square feet Collectively, this represents over 13,800,000 square feet of space This is comparable to all of the office space in Uptown Charlotte To efficiently evaluate and maintain such an inventory of buildings, an extensive assessment of the properties and the management processes in place for the properties is required The individual buildings will be evaluated on a cost/benefit basis to ensure the maintenance of the facilities will not outweigh any improvements needed The community benefits of the school's geographic location will be considered as part of the analysis to determine the intrinsic relationship between communities and their schools Changing technology and communications need to be incorporated into new and existing buildings Joint use of facilities to better serve the community needs detailed exploration The process recommended to explore all of these components and incorporate them into a baseline standard is as follows

1. **Incorporate:**

    - Construction materials inventory recommendations
    - State guidelines and building standards
    - Committee of 33 baseline standards for school facilities
    - Federal guidelines and building standards
    - Help Empower Local People (H E L P) findings
    - Mecklenburg County Citizens Capital Budget Advisory Committee findings
    - Maintenance crew and other users' input (vendor and in-house)
    - City, County, Parks, etc staff input
    - Heery Report (1992)
    - Bond Oversight Committee Findings

2. **Compile and Incorporate Inventory of Physical Assets:**

    - Mecklenburg County Citizens Capital Budget Advisory Committee findings
    - Share the inventory listings with other City, County and CMS agencies
    - Surplus of unused facilities and real property of City, County and CMS
    - Mobile units

3. **Perform Annual (at a minimum) Physical Inspection for Each School and Each Project, Including but Not Limited to, the Following:**

    - Roof systems
    - HVAC systems
    - Electrical systems
    - Computer/telecommunications wiring
    - Exterior (wall sections, window systems, etc)
    - Plumbing systems

4. **Identify and List All Substandard Conditions**

5. **Perform Cost/Benefit Analysis of Maintaining/Repairing vs. Replacing**

VII. FACILITIES NEEDS ASSESSMENT

Upon determining facility standards (Section VI), a comprehensive facilities needs assessment (including provisions for substandard facilities) will be completed by the Staff Steering Committee This assessment will include the following

1. **Analysis of State Standards and Establishment of Priorities for Renovation of Existing Facilities, Expansion Plans and New Facilities**

2. **Recommended Capital Program:**

    - **Incorporation of the 1997 Long-Range Capital Facilities Plan**
    - **Construction Implementation Schedule for All Categories**
    - **Establishment of Annual Reporting System to Include:**
        - > Assignment of project ownership
        - > Assignment of project accountability
        - > Differentiation of needs according to source of funds capital money and operating money
        - > Annual report would include quarterly reports on projected completion dates, year-to-date costs vs budget information
        - > Preparation of capital replacement schedule

3. **Contingency Plans for Unexpected Unmet Needs. These Will Include Communicating Impact of Failure To Get Needed Funding:**

    - Renovation
    - Expansion
    - New facilities

VIII. CAPITAL FINANCING PROGRAM

As part of the planning process, sufficient research should be conducted and repeated on all alternatives by the Staff Steering Committee with respect to financing the School Facilities Master Plan This research should include fiscal evaluation of each alternative, along with recommendations for engaging community discussion in order to receive consistent input and shape community perception To this end, the C21 recommends the following activities

1. **Research Funding Sources (Grants, State/Federal, Public/Private Partnership, Bonds):**

    - Make sure all alternatives for revenue sources are studied and costed out, including bench marking with other communities and their successes and failures
    - Private foundation funding
    - Alternatives to traditional funding strategies such as 2/3 Bonds, a reserve fund and/or percentage of growth revenue

2. **Research Financing Options:**

    - Mecklenburg County Citizens Capital Budget Advisory Committee minutes detailing alternatives
    - State legislative alternatives
    - Public/private partnerships and expertise
    - Funding plan based on depreciation schedules into a dedicated reserve fund
    - Investigation of purchase/lease-back options
    - Other alternatives as they are identified

3. **Conduct Community Focus Groups and Town Meetings to Discuss Funding Alternatives**

4. **Analyze Tax Base Projected Impact Vs. Actual Impact Of Implementing the Plan**

5. **Project Community Potential to Fund the Plan**

IX. CONSTRUCTION PROGRAM

The leadership of Charlotte-Mecklenburg Schools has an awesome task in constructing, upgrading and managing facilities to meet the needs of a growing student population CMS is implementing many initiatives designed to become more efficient To this end, the following activities should be included in the construction program

1. Determine Construction Standards:

- Alternatives- Legislative (state)
- Project management review
- Establishment and implementation of baseline standards
- Materials, equipment, design
- Products
- Technology
- AIA programming-existing schools
- Investigation of prototype schools

2. Determine Contract and Purchasing Standards:

- Direct and/or centralized purchasing program (volume)
- Standardization of components (doors, windows, hardware, flooring, etc)
- Cost/benefit analysis
- Define Multi/single-prime, design build
- AIA document
- Minority and Women Business Enterprise standards as outlined in Title VI of the Civil Rights Act (1964)

3. Determine Miscellaneous Success Factors:

- Ratio of project managers to project dollars
- Long-term cost/benefit
- Maintenance and user input
- Inventory and survey commercial construction capacity
- Organize and staff CMS facilities department personnel to ensure success
- Incorporate private sector expertise to determine optimal mix of CMS internal vs outsourced construction service

X. FACILITY OPERATIONS AND OPERATING EXPENSES

A key component of the School Facilities Master Plan is to identify and clarify the challenges, means and success factors for the operation of each CMS facility This component of the plan should include provisions for each of the following

1. On-Going and Day-to-Day Maintenance:

- Cost/benefit analysis comparing repair vs replacement, incorporating preventive maintenance where cost effective
- Public/private partnership
- Define industry-wide materials standards from private sector
- Design maintenance and operating expense budget providing summary line items, cross referenced to each specific school, for all systems, including but not limited to, plumbing, mechanical, roofs, electrical, etc
- Prepare regular capital replacement schedule for all systems, including but not limited to, plumbing, mechanical, roofs, electrical, etc
- Standardize school equipment and fixtures to achieve efficiencies in bulk purchasing as well as replacement
- Explore bulk purchasing opportunities for items such as
  - > electricity
  - > natural gas
  - > school furniture, equipment and fixtures
  - > services
- Examine combined operations with other public agencies

2. Preventive Maintenance:

- Review existing reports, e g , Modern Management Inc Report, November 1992
- Cost/benefit analysis
- Define industry-wide materials standards from private sector
- Design maintenance and operating expense budget providing summary line items, cross referenced to each specific school, for all systems, including but not limited to, plumbing, mechanical, roofs, electrical, etc
- Prepare regular capital replacement schedule for all systems, including but not limited to, plumbing, mechanical, roofs, electrical, etc
- Standardize school equipment and fixtures to achieve efficiencies in bulk purchases as well as replacement

3. Staffing:

- Establish minimum staffing required to implement and manage School Facilities Master Plan
- Privatization options (in-house comparison to outsourcing)
- State legislative alternatives
- Public/private partnerships
- Investigate opportunities for combined operation of various County, City and CMS departments, i e engineering, fleet maintenance, grounds, management information systems, etc

4. **Technology:**

- Implement industry-wide property management software, such as YARDI, Timberline, MRI, etc
- Integrate and regularly update all management systems and software systems
- Incorporate BOMA (Building Owners & Managers Association) guidelines where appropriate

5. **Annual Assessment of Project Completions:**

- Benchmark how each facility is operating against predetermined standards, e g *American School and University* guidelines
- Year-to-date costs vs budget information

6. **Evaluation & Analysis / Cost/Benefit Analysis:**

- Annual review of all cost/benefit analyses of facilities operations
- Full cycle planning for each facility (specifically identifying alternative end uses)
- Shared use of facilities
- Investigate opportunities for combined operation of various County, City and CMS departments, i e engineering, fleet maintenance, grounds, management information systems, etc

XI. ENDORSEMENT & IMPLEMENTATION

In order for this process to be successful, careful consideration should be given to endorsement and implementation Staff and elected officials must be involved in communicating with the public so that both the public and private sectors may take ownership in this process The following actions are recommended

1. **During the drafting process, the Committee of 16 and Staff Steering Committee will issue quarterly reports in executive summary form to the Charlotte-Mecklenburg Board of Education, Mecklenburg Board Of County Commissioners, and City Council. These reports will be made available to the public upon request.**

2. **Utilize focus groups modeled after the Committee of 33 subcommittees in order to reach a broad portion of the community.**

3. **Gather and evaluate public feedback.**

4. **In the final draft format, reconvene the Committee of 33, C21, Planning Liaison Committee and the Mecklenburg County Citizens Capital Budget Advisory Committee in a public review/endorsement session.**

5. **Get official endorsement of Board of Education, Mecklenburg Board of County Commissioners and City Council and incorporate the School Facilities Master Plan as a formal policy of each Board.**

XII. PUBLIC ENGAGEMENT

Promotion of the School Facilities Master Plan will secure community confidence A coordinated marketing effort will be designed by the CMS Public Information staff to build enthusiasm, participation and community confidence throughout the drafting process To this end, the following activities are recommended

1. **Use of a Marketing Plan That Is Incorporated Into CMS Public Information Department**

2. **Communicate How the Plan Will Improve Children's Education**

3. **Utilize Potential Resources Such As:**

    - "Community List" / "Community Calendar"
    - Public Service Announcements
    - Government Channel
    - Internet / Web Page(s)
    - Outreach Through 2015 Plan
    - Library Dissemination
    - Education Foundation
    - Chamber of Commerce
    - Print and News Media
    - Speakers Bureau

4. **Provide Opportunity for Feedback:**

    - Consider a Community Survey
    - Public Forums
    - Hotline
    - Talk Radio
    - Focus Groups

XIII. EVALUATION/ MEASURE

The School Facilities Master Plan will be a dynamic evolving document The School Facilities Master Plan will be regularly evaluated by the Planning Liaison Committee The evaluation processes should be designed to ensure that benchmarks and community expectations are being met

1. **The School Facilities Master Plan Should Be Updated Every Two years in Conjunction with the Capital Needs Assessment Process:**

    - Population / demographics
    - Bond approvals / changes
    - Alternative financing
    - Legislative initiatives

2. **Submit an Accountable LINE-ITEM Budget-** CMS will submit an accountable line-item budget meeting state guidelines and will put it in a format compatible with city and county budgets

3. **REPORT CARD-** A regular annual update from the Superintendent to the three elected bodies in public forum Review and evaluate each major element of the plan

    - Impact of facilities on academic achievement
    - Status of CMS initiatives to achieve equity in facilities and resources
    - Meeting time frames for construction, expansion and renovation
    - Cost/benefit analyses to include measurement against industry standards
    - Legislative achievements
    - Public feedback
    - Comparison to 2015 and other related plans
    - Regular, rigorous financial reporting of progress and expenditures to occur quarterly
    - Status of combined services and/or joint use activities between City/County/Schools as prescribed in Section X 6

C Funding

Planning Activity	Maximum Projected Amount
Research/Data Collection- Contract Services	$ 35,000
Population & Household Forecasts- Contract Services	$ 35,000
Planning and Finance Consultants- Contract Services	$100,000
Administrative Support Services- Meetings, Supplies and Committee	$25,000
Computer Applications (Process Improvement)- Contract Services	$ 35,000
Plan Production (Printing)- Draft and Final	$ 10,000
Miscellaneous	$ 10,000
	$250,000

These projections would be subject to further research and determined by staff for the School Facilities Master Plan Oversight Committee The proposed amount is an estimate of the maximum funding necessary for completing the School Facilities Master Plan

CHAPTER 4: CONCLUSION

Charlotte-Mecklenburg is a pro-active, collaborative problem-solving community dedicated to its citizenship without compromise A collaborative approach is the backbone of the C21's Proposed Model for the School Facilities Master Plan This model requires extensive citizen, business and civic commitment and involvement

It is the belief of the C21 that the School Facilities Master Plan will provide Charlotte-Mecklenburg with the most cost-effective approach to meet school facilities needs at present and in the future It is also the C21's opinion that this process and ultimately the implemented plan will save significant tax dollars from being directed into the facilities These tax dollars can then be directed toward the academic needs of the children Further, the C21 believes that the School Facilities Master Plan will address upgrading facilities to meet baseline standards that need to be achieved for all schools in the system

Exploration of potential alternative end uses for school buildings in the event that the student population decreases is incorporated into the process Extensive community support and assistance will be necessary as legislative changes are achieved and to ensure cost-effective schools are built The state requirements add burdensome and expensive levels of bureaucracy to our construction process Outsourcing parts of the system to the private sector for construction, build to suit, lease-back options and property management should be extensively explored to determine if these approaches can save money, while meeting approved standards

The School Facilities Master Plan will comply with the four goals of the Committee of 33--diversity, proximity, utilization and stability The School Facilities Master Plan will address the strategic siting of new schools and ensure an equitable distribution of all resources The end result of this model will be a working guideline for the administration of all school facility physical assets from conception to retirement This guideline embraces collaboration and joint use, equitable and efficient allocation of tax dollars and accountability The C21 proudly submits this model as fulfillment of the charge and as a reflection of continued community support, commitment and dedication to the students in the Charlotte-Mecklenburg School System