

CAPITAL NEEDS ASSESSMENT 2022-2031

**ENSURING EQUITABLE
LEARNING ENVIRONMENTS:
CAPACITY THROUGH CONDITION**

AGENDA

1	Outlining the Path
2	Looking Back to Look Ahead
3	Our Approach Matters
4	What's Different This Time?
5	A New Plan
6	Following the Path
7	Next Steps



OUTLINING THE PATH

MAY 2022 - JANUARY 2023



MEETINGS

Established Groups & Committees, including: Bond Oversight, Equity & MEAC

TOWN HALLS

TBD Following End of School Year

FEEDBACK

Virtual and In-person Opportunities

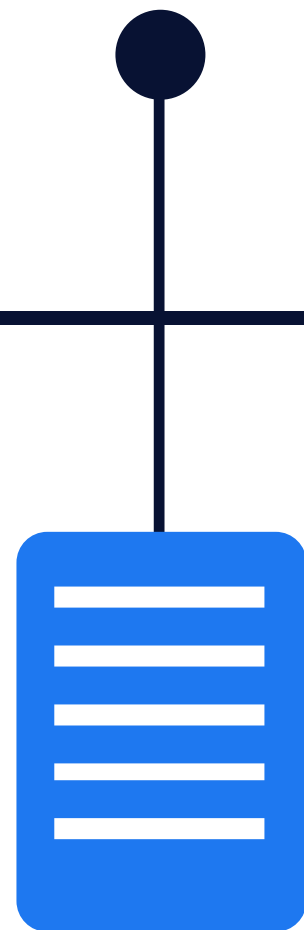
RESPONSES

Collected, collated, and incorporated with data updates and other revisions

OUTCOMES

Revised Capital Needs Assessment and Draft Capital Investment Plan presented to CMBE and community

PATH: TIMELINE



May 2022
Draft CNA

Feedback Collected and Incorporated;
Information Updated



March 2023
Draft CIP

Final CIP Adopted;
BOCC and LGC Approval



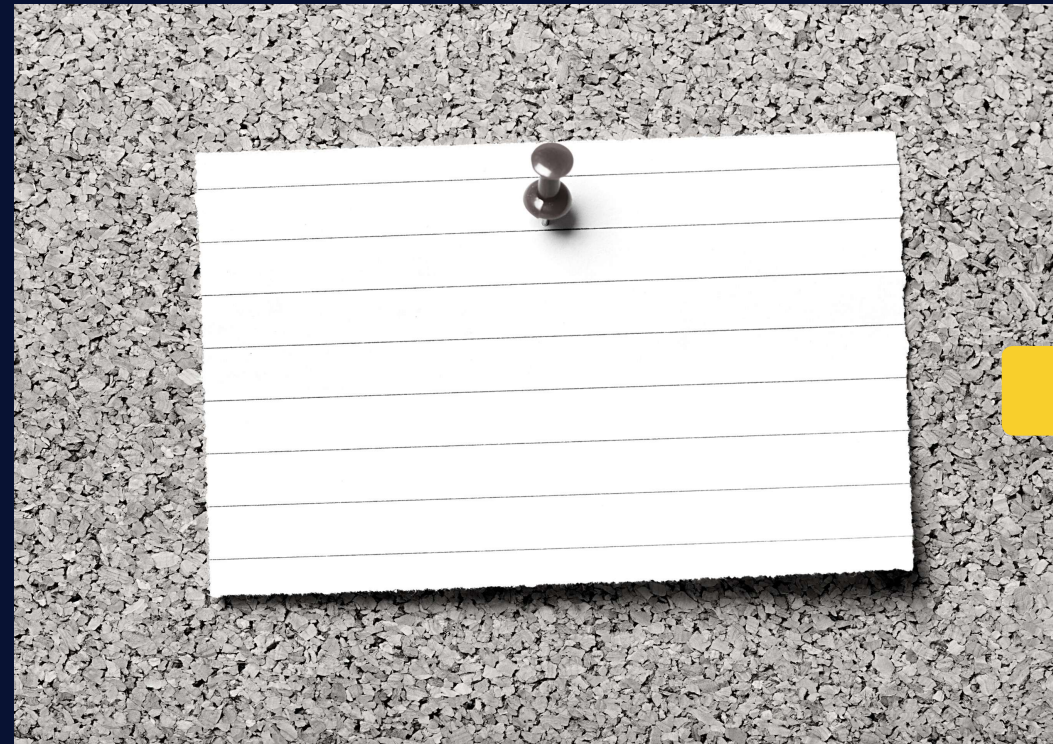
November 2023
G.O. Bond Referendum

LOOKING BACK TO LOOK AHEAD

A Capital Needs Assessment (or CNA) is the result of an annual process which produces a list of prioritized projects, both instructional and non-instructional, that need to be accomplished in the next ten years.

A Capital Improvement Plan (or CIP) is a subset of the list of projects in the CNA that is intended to be advanced to Mecklenburg County voters in a general obligation bonds referendum in November 2023.

We have been evaluating:



ASSUMPTIONS



METHODOLOGIES



STANDARDS

Each has internal and external factors

ASSUMPTIONS INCLUDE:

EXTERNAL FACTORS WHICH MUST BE CONSIDERED

- IMPACT OF COVID ON LEARNING AND TEACHING
 - CALENDAR
 - SCHOOL DAY
 - VIRTUAL AND HYBRID ENVIRONMENTS
 - TECHNOLOGY AND INFRASTRUCTURE
 - BUILDINGS AND BUILDING COMPONENTS
 - CLASSROOM FUNCTIONALITY
 - REMOTE TEACHER WORKSPACES
 - INDOOR AIR QUALITY (IAQ) FACTORS

INTERNAL FACTORS WHICH MUST BE CONSIDERED

- STUDENT-WEIGHTED STAFFING
- ENHANCED BUILDING UTILIZATION (FLOAT)
- PORTABLES AS TEMPORARY OR PERMANENT CAPACITY
- FOUR-BLOCK SCHEDULE AT SECONDARY SCHOOLS
- STANDARDIZED RENOVATION LIFECYCLE(S)
- GRADE CONFIGURATIONS (ES, K-8, MS, 6-12, HS)
- PRE-KINDERGARTEN EXPANSION
- ASSIGNMENT BOUNDARIES
- POPULATION TARGETS
- CURRENT MAGNETS AND OTHER CHOICE PROGRAMS
- FUTURE MAGNETS AND OTHER CHOICE PROGRAMS
- TECHNICAL AND VOCATIONAL OFFERINGS



METHODOLOGIES INCLUDE:

EXTERNAL FACTORS WHICH MUST BE CONSIDERED

- STATE AND/OR FEDERAL CAPITAL/INFRASTRUCTURE MONIES
- AVAILABLE CAPACITY OF OUR CAPITAL FUNDING PARTNER(S)
- TIMING OF MECKLENBURG COUNTY GENERAL OBLIGATION BOND REFERENDUM
- COST AND AVAILABILITY OF LAND
- **CURRENT AND FUTURE PLANNING EFFORTS BY OTHERS**
- **COST OF CONSTRUCTION AND AVAILABILITY OF MATERIALS**

INTERNAL FACTORS WHICH MUST BE CONSIDERED

- EXISTING REAL ESTATE PORTFOLIO
- NON-INSTRUCTIONAL CAPITAL PROJECTS (ADMINISTRATIVE, BUS, WAREHOUSE)
- FACILITY CONDITIONS
- “RUBRIC” FOR PROJECT RANKING
- **DATA SYNTHESIS**
- **CURRENT AND PROJECTED ENROLLMENT**



STANDARDS ENCOMPASS

EXTERNAL FACTORS WHICH MUST BE CONSIDERED

- BUILDING CODE
- POST-CONSTRUCTION CONTROLS ORDINANCES
- TREE SAVE/WETLANDS/OTHER ENVIRONMENTAL
- NCDOT/CDOT
- NCDPI REVIEW

INTERNAL FACTORS WHICH MUST BE CONSIDERED

- CURRICULAR REQUIREMENTS
- COMPLEMENT OF ATHLETIC FACILITIES AT SECONDARY SCHOOLS
- EDUCATIONAL SPECIFICATIONS
 - CLASSROOM SIZE(S)
 - ADMINISTRATIVE SPACE(S)
 - SUPPORT SPACE(S)
- “URBAN” BASELINE SCHOOL MODELS
- RELATIVE PRIORITY OF MIDDLE AND HIGH SCHOOL ATHLETICS
- EQUITY
- CONSTRUCTION SPECIFICATIONS
 - TYPOLOGY/METHODOLOGY
 - ALTERNATIVE ENERGY SOURCES
 - “NET ZERO” SCHOOL BUILDINGS

OUR APPROACH MATTERS

The evolution of equity within CMS has brought us to the point of identifying classrooms, schools, and support facilities that negatively impact student outcomes; staff morale; and community perception.

While this is not a matter of "what you see is what you get," it is clear that addressing certain attributes of the built environment has the potential to propel teaching and learning.

POLICY ADA

Equity Areas of Action crucial to student success:

The Board recognizes that a number of factors influence success for all students. These factors include: (1) School Composition; (2) Educational Opportunities and High Expectations; (3) Student Wellness; **(4) School Facilities**; (5) Human Resources, Leadership and Staff; and (6) Family & Community Engagement.



DEFINITION:

The Board defines equity as providing the opportunities, support, environment, high expectations, and resources that every student needs to achieve educational success, feel valued, and contribute to a thriving community.

**IN ADDITION TO POLICY ADA,
THE CHARLOTTE-MECKLENBURG
BOARD OF EDUCATION ADOPTED
THE FOLLOWING GUARDRAILS:**

- **The superintendent will not allow inequitable treatment of students**
- **The superintendent will not deprive students of a curriculum that is rich, diverse, and rigorous**
- **The superintendent will not neglect student social/emotional health and development**

The work of the capital needs assessment, including magnet program and student assignment reviews, are key elements in respecting these guardrails.

WHAT'S DIFFERENT THIS TIME?

By analyzing the data on our existing portfolio, we have established that there are schools with real inequities. These inequitable conditions are detrimental to student achievement.

Identifying these inequities necessitates a plan to address them; that is what the draft CNA is intended to do.

Equitable learning environments, and therefore educational outcomes, for all CMS students, are at stake.

EQUITY & THE NEXT CAPITAL INVESTMENT PLAN

EDUCATIONAL ENVIRONMENTS INDEX

- Lack of outside air capability
- Lack of natural daylighting in general education classrooms
- Presence of externally-accessed or "Florida-style" buildings, especially in PK-6 schools
- Separate/detached buildings, especially on PK-6 campuses
- Presence of "open" or "California-style" classrooms, with or without partitions
- Ambient/background noise exceeds baseline
- Lighting (foot-candles/non-LED) below baseline
- Impacted lines of sight to teaching stations
- Insufficient core capacity (including lack of support spaces)

EQUITY & THE NEXT CAPITAL INVESTMENT PLAN

ADDITIONAL IMPLICATIONS OF APPLYING “EQUITY” IN AN EQUITABLE MANNER

- Certain choices will render some classrooms and schools automatically “inequitable” by definition
 - Certain choices will impact school siting and size
 - Certain choices will change program location(s) and/or delivery
-
- **Application of Educational Environments Index means that:**
 - Buildings must be replaced, or a campus master-planned, to ensure that buildings can be connected by interior corridors
 - Some schools which may have been considered for renovations and additions will instead be programmed as replacement projects
 - **Schools at the edges of, or even outside, the City of Charlotte may be prioritized for replacement, rather than renovation**



• **A NEW PLAN**



CAPITAL PLANNING AS FRAMEWORK

Evaluating programmatic offerings, locations, and the conditions of the facilities housing them is a key part of the capital planning process. This also allows for the opportunity for purpose-designed and -built school facilities, based on current standards.

Considering current and future student assignment impacts in anticipation of, and resulting from, changes to the built environment, is absolutely necessary to do this work well.

Engaging with different models, and seeking opportunities for collaboration and partnership, maximizes the benefits to our students and the community at large.

This is the most responsive and responsible approach.

CAPACITY THROUGH CONDITION

While net in-migration remains strong, the 2007; 2013; and 2017 Capital Investment Plans made strides toward addressing enrollment growth and providing badly needed teaching stations.

Because many of the facilities with the most egregious conditions are also generally smaller than current baseline schools, there is a real opportunity to address capacity while correcting conditions. This is both an effective and incredibly efficient use of capital funding.

A REVISED RUBRIC, CENTERING EQUITY

500	400	400	300	300	100	-500	-100
Educational Environment	Current CR Utilization	Condition	Lifecycle	External Mandates / District Initiatives	Continuity	Logistics	MCA

125

**TOTAL
PROJECTS**

\$5,254,558,754

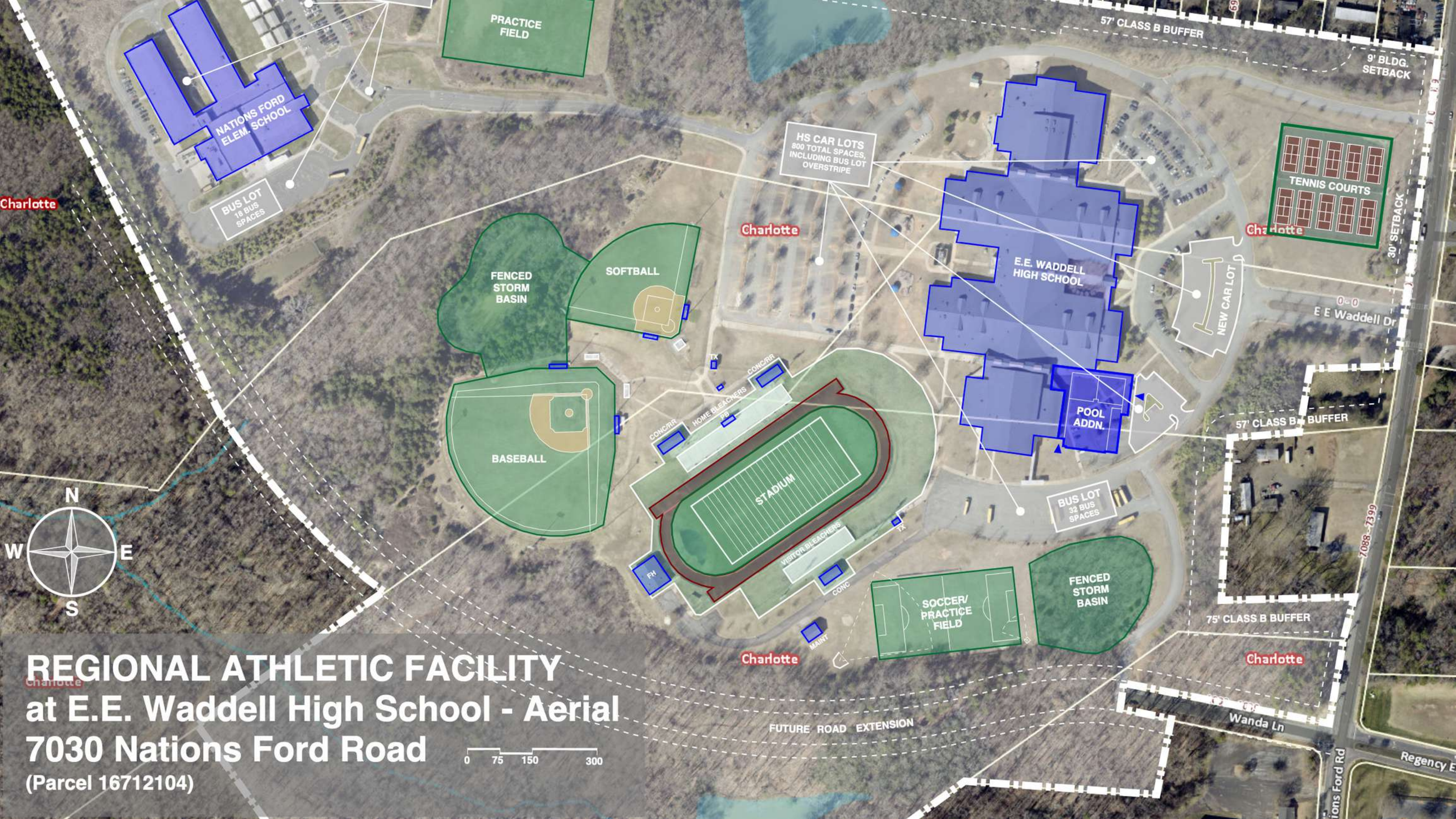
**UNESCALATED
TOTAL**



**A Capital Needs Assessment
is not about the money.
It is about our students.**

We stand on the needs.

1	Chantilly Montessori	Relocate program; demolish school and surplus site	\$0
2	Lincoln Heights Montessori IB	Conversion to full PK-6 Montessori/IB magnet	\$0
3	Charlotte East Language Academy	Convert to full K-8 Dual Language Magnet to relieve Oaklawn	\$0
4	Hawthorne Academy	Relocate health sciences program to new Second Ward Technical; relocate other programs to E.E. Waddell and/or other locations; demolish for replacement with Villa Heights ES	\$0
5	Performance Learning Center/Virtual/iMeck	Relocate to E.E. Waddell and expand to facilitate onsite replacement of Cochrane MS; consider connection to Dorothy J. Vaughan K-8	\$0
6	E.E. Waddell	Site for South Regional Athletic Complex; open with PLC and Virtual 4-12	\$0
7	Charlotte-Mecklenburg Virtual	Relocate to E.E. Waddell	\$0
8	Turning Point	currently in leased space and at Pawtucket; relocate to Derita until J.T. Williams is available	\$0



NATIONS FORD
ELEM. SCHOOL

BUS LOT
18 BUS
SPACES

PRACTICE
FIELD

FENCED
STORM
BASIN

SOFTBALL

BASEBALL

STADIUM

HOME BLEACHERS
VISITOR BLEACHERS

E.E. WADDELL
HIGH SCHOOL

POOL
ADDN.

TENNIS
COURTS

NEW CAR LOT

BUS LOT
32 BUS
SPACES

SOCCER/
PRACTICE
FIELD

FENCED
STORM
BASIN

HS CAR LOTS
800 TOTAL SPACES,
INCLUDING BUS LOT
OVERSTRIPE

Charlotte

Charlotte

Charlotte

Charlotte



REGIONAL ATHLETIC FACILITY at E.E. Waddell High School - Aerial 7030 Nations Ford Road (Parcel 16712104)

0 75 150 300

FUTURE ROAD EXTENSION

57' CLASS B BUFFER

9' BLDG.
SETBACK

30' SETBACK

57' CLASS B BUFFER

75' CLASS B BUFFER

7088-7399

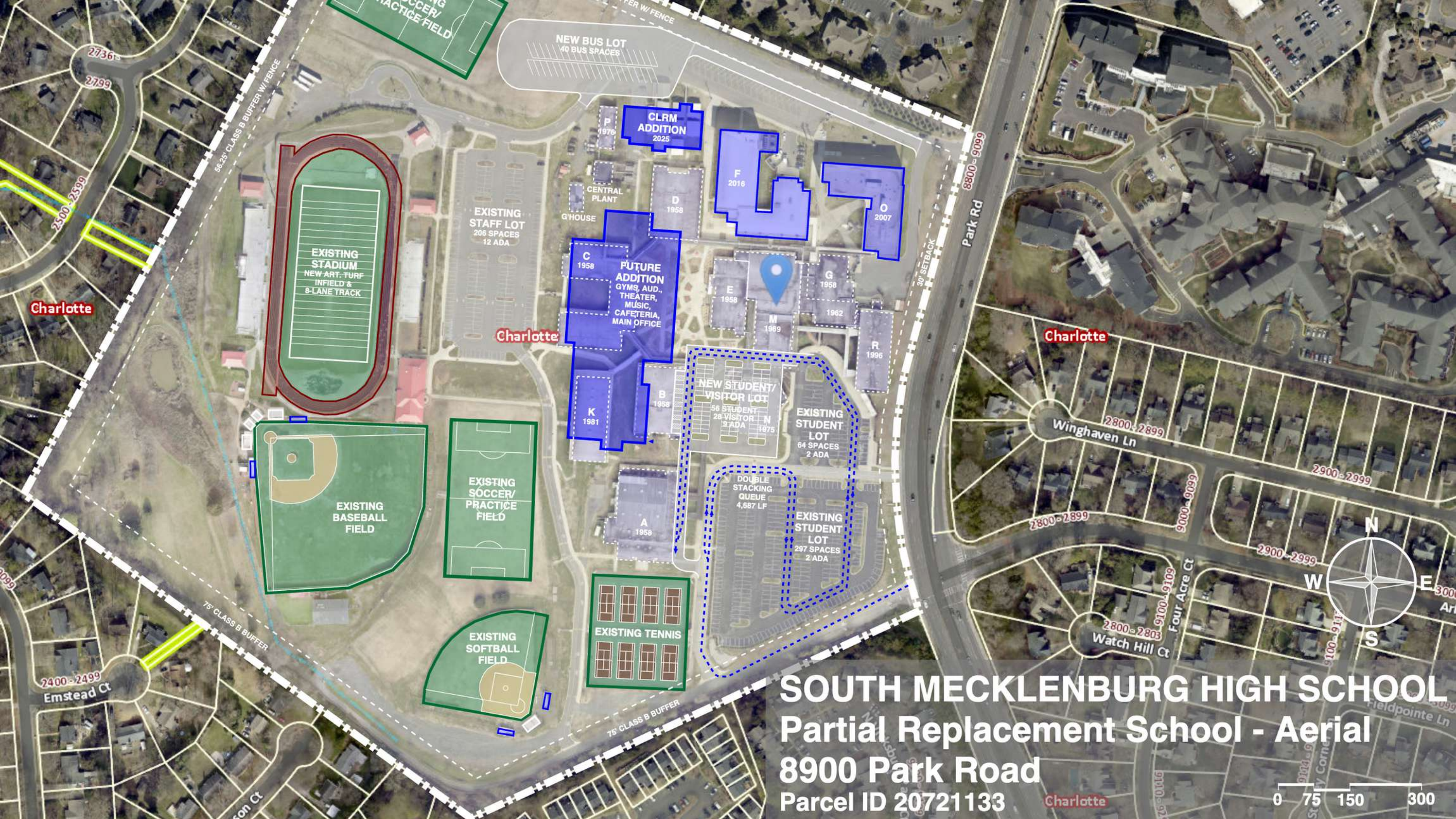
Wanda Ln

Regency E

Nations Ford Rd

E E Waddell Dr

9	South Mecklenburg	1700	Onsite replacement of balance of campus, including athletics (unless regional athletics are adopted)	\$81,000,000
10	Beverly Woods	1400	Onsite replacement; consider adjusting boundary	\$49,500,000
11	East Mecklenburg	750	Final phases of work, to include replacement of balance of campus buildings; athletics (unless regional athletics are adopted)	\$121,000,000
12	Allenbrook	750	Offsite replacement at Freedom Driving Range; demolish existing and convey to MCPRD; adjust boundary with Thomasboro	\$49,500,000
13	Wilson STEM Academy	600	Onsite replacement	\$61,500,000
14	Sedgefield MS	600	Convert to PK-6 Montessori IB to house relocated Park Road Montessori; replace offsite	\$0
15	Starmount Academy of Excellence	567	Onsite replacement with 45 CR baseline ES; adjust boundary to provide relief to Huntingtowne Farms	\$49,500,000
16	Park Road Montessori	500	Relocate program to converted Sedgefield MS; replace with baseline school (potentially Sedgefield MS)	\$49,500,000
17	Harding University	483	Final phases of work, to include comprehensive athletics package (unless regional athletics are adopted)	\$124,500,000
18	Dorothy J. Vaughan Academy of Technology	425	Onsite replacement with a 54 CR K-8; program expansion and 9-12 continuation	\$61,500,000
19	New MS #1	400	To relieve Community House MS at Site TBD	\$61,500,000
20	Coulwood STEM Academy	400	Onsite replacement	\$61,500,000



SOUTH MECKLENBURG HIGH SCHOOL
Partial Replacement School - Aerial
8900 Park Road
Parcel ID 20721133

Charlotte

21	New Second Ward Medical & Technology HS	400	On old Metro site; co-development opportunity to be pursued; Cooperative/Innovative opportunity with Atrium and CPCC; to replace 5th floor of CMGC	\$175,000,000
22	Staff Services Center @ Bishop Spaugh	400	Demolition and replacement with purpose-built 7-12 Montessori IB to replace use at J.T. Williams and expand program	\$49,500,000
23	University Park Creative Arts	375	Onsite replacement with 39 CR purpose-built performing arts ES	\$42,500,000
24	Performance Learning Center at Derita	333	Relocate PLC to E.E. Waddell; host Turning Point until J.T. Williams is ready; demolish school building; replace with Alternative to Suspension Center	\$18,500,000
25	Graham Center	320	Renovation and addition; create training and conference facility to replace functionality at Bishop Spaugh and CMGC	\$19,000,000
26	Garinger	313	Final phase of work, to include new HVAC and roofing throughout, to include athletics (unless regional athletics are adopted)	\$91,000,000
27	Berryhill School	310	Offsite replacement; demolish building and surplus property	\$61,500,000
28	Trillium Springs	300	Onsite replacement with purpose-built (24 CR) PK-6 Montessori/IB magnet; consider co-locating at NAWL	\$28,500,000
29	J.T. Williams Secondary Montessori	283	Relocate program to Bishop Spaugh site once replaced; repurpose for Turning Point programs	\$7,500,000
30	Piney Grove	270	Offsite replacement; demolish and repurpose site for TBD magnet program	\$49,500,000
31	Steele Creek	250	Onsite replacement	\$49,500,000
32	West Mecklenburg	230	Onsite replacement, to include athletics (unless regional athletics are adopted)	\$149,500,000

Site Study

700 E Martin Luther King Jr Bv (Parcel 12)



METRO SCHOOL

Charlotte

Charlotte

Charlotte

Charlotte

Charlotte

EXISTING DRIVE

UNDERGROUND PARKING

50,000 SF MULTI-STORY

~3.68 ACRE (DASHED)

SECOND WARD GYMNASIUM

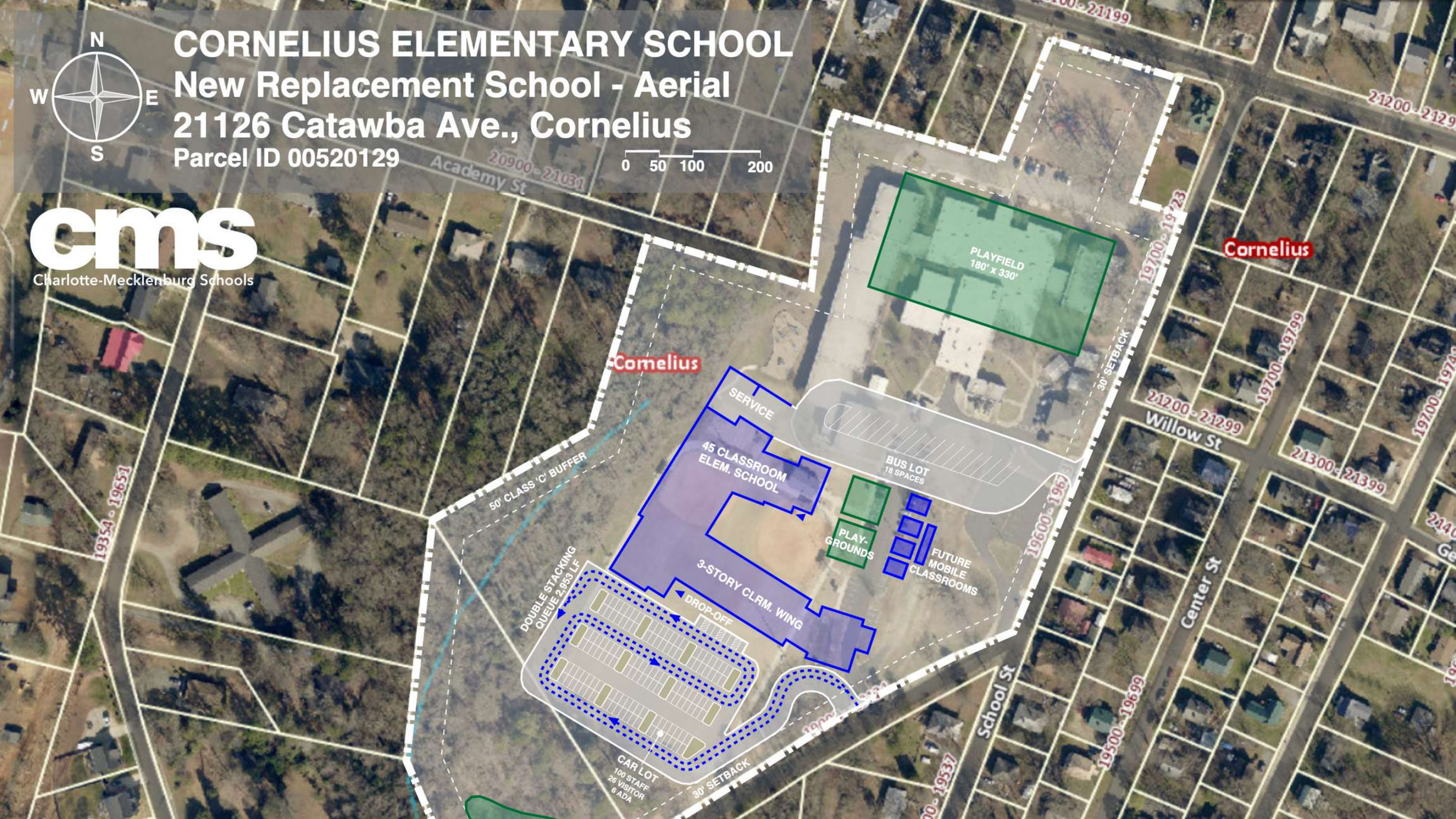
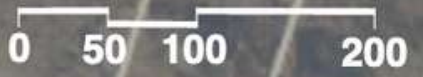
PEDESTRIAN PATHWAY

33	Lower Marie G. Davis Campus	214	Demolition	\$1,000,000
34	Albemarle Road MS	208	Onsite replacement	\$61,500,000
35	Albemarle Road ES	207	Onsite replacement	\$49,500,000
36	Northwest School of the Arts	200	Final phase of addition/renovation work, to include new specialty classroom space	\$47,500,000
37	Cochrane Collegiate Academy/iMeck	188	Relocate program to E.E. Waddell and expand; onsite replacement as baseline middle school	\$61,500,000
38	Rama Road	181	Offsite replacement at McClintock MS; demolish and repurpose site for new Special HS #1	\$49,500,000
39	Olde Providence	170	Onsite replacement at rear of site; colocate new MS #3	\$49,500,000
40	Kennedy	163	Onsite replacement	\$61,500,000
41	West Regional Athletic Complex	163	New multi-sport regional athletic competition complex with gymnasium; natatorium; stadium; fields; ancillary spaces	\$70,000,000
42	Providence	158	Onsite replacement, to include athletics (unless regional athletics are adopted)	\$149,500,000
43	Cornelius	156	Replacement; site TBD based on conversation with Town	\$49,500,000
44	Olympic	138	Onsite replacement of balance of campus, including athletics (unless regional athletics are adopted)	\$127,500,000

CORNELIUS ELEMENTARY SCHOOL

New Replacement School - Aerial

21126 Catawba Ave., Cornelius
Parcel ID 00520129



Cornelius

Cornelius

SERVICE
45 CLASSROOM
ELEM. SCHOOL

BUS LOT
18 SPACES

PLAY-
GROUNDS

FUTURE
MOBILE
CLASSROOMS

3-STORY CLRM. WING

DROP-OFF

DOUBLE STACKING
QUEUE 2,953 LF

CAR LOT
100 STAFF
26 VISITOR
6 ADA

School St

Center St

Willow St

Academy St

45	North Mecklenburg	129	Onsite replacement, to include athletics (unless regional athletics are adopted)	\$149,500,000
46	Lake Wylie	123	Onsite replacement	\$49,500,000
47	Matthews	123	Onsite replacement	\$49,500,000
48	Hovis Leased Warehouse	110	Replace at Craig Avenue in new combined facility with freezer/refrigerated space and secure IT/IT staffing	\$24,375,000
49	Huntersville	89	Onsite replacement	\$49,500,000
50	Myers Park HS	89	Final phase of addition/renovation work, to include kitchen/cafeteria, auditorium, and athletics (unless regional athletics are adopted)	\$72,000,000
51	Lebanon Road	88	Onsite replacement	\$49,500,000
52	Eastway	85	Onsite replacement	\$61,500,000
53	Crown Point	83	Onsite replacement	\$49,500,000
54	South Regional Athletic Complex	81	New multi-sport regional athletic competition complex with gymnasium; natatorium; stadium; fields; ancillary spaces	\$70,000,000
55	James Martin	77	Comprehensive renovation	\$35,000,000
56	South Charlotte	77	10 CR addition and comprehensive renovation	\$54,000,000
57	Family Services Center @ Smith	76	Demolition and surplus	\$1,000,000
58	McKee Road	75	Onsite replacement	\$49,500,000
59	Villa Heights	75	Offsite replacement at Hawthorne; demolish building and surplus property	\$49,500,000
60	Warehouse @ Craig Avenue	73	Onsite replacement and consolidation with Hovis; demolition	\$1,000,000
61	Pawtuckett	71	Demolition of newest buildings; replacement with baseline neighborhood ES once program is relocated	\$49,500,000
62	Hidden Valley	71	Onsite replacement	\$49,500,000
63	New Special HS #2	70	54 CR VOTECH and Career Magnet to be co-located with Allenbrook (and regional athletics plan, if implemented)	\$61,500,000
64	Northeast Service Center	70	Return to City of Charlotte	\$0
65	University Meadows	70	Onsite replacement	\$49,500,000
66	Thomasboro Academy	63	Onsite replacement; additional relief provided by new Bruns Academy and new Allenbrook ES	\$61,500,000
67	Winterfield	61	Onsite replacement	\$49,500,000
68	Huntingtowne Farms	59	Onsite replacement; connected to Starmount Academy prject	\$49,500,000
69	Devonshire	58	Onsite replacement	\$49,500,000
70	New PK8 #1	57	To relieve Davidson K8 at Davidson East landbanked site	\$49,500,000

71	Independence	55	Final phase of work, to include auditorium and athletics (unless regional athletics are adopted)	\$30,000,000
72	Governor's Village STEM K8	54	Comprehensive renovation	\$50,000,000
73	Paw Creek	52	Onsite replacement	\$49,500,000
74	Crestdale	50	Comprehensive renovation	\$30,000,000
75	Winding Springs	50	Onsite replacement	\$49,500,000
76	Smithfield	50	Onsite replacement	\$49,500,000
77	Graphic Production Center @ Craig Avenue	48	Onsite replacement and demolition	\$5,400,000
78	East Regional Athletic Complex	46	New multi-sport regional athletic competition complex with gymnasium; natatorium; stadium; fields; ancillary spaces potentially at Albemarle Road campus	\$70,000,000
79	New Alternative to Suspension Center	44	24 CR facility to be located on Derita campus	\$23,500,000
80	Transportation Services @ Craig Avenue	44	Onsite replacement and demolition	\$9,475,000
81	Bain	43	Demolition of old school building if not repurposed by Town of Mint Hill	\$1,000,000
82	New PKES #1	42	Relief ES for northeast Charlotte/Mecklenburg County	\$49,500,000
83	Greenway Park	40	Onsite replacement	\$49,500,000
84	Hornets Nest	38	Onsite replacement	\$49,500,000
85	Charlotte Engineering Early College	38	New 20 CR facility to house both programs at UNCC	\$30,000,000
86	McAlpine	35	Onsite replacement	\$49,500,000
87	Central Regional Athletic Complex	33	New multi-sport regional athletic competition complex with gymnasium; natatorium; stadium; fields; ancillary spaces	\$70,000,000
88	Clear Creek	32	Onsite replacement	\$49,500,000
89	Hickory Grove	32	Demolition of old school building	\$1,000,000
90	Reedy Creek	31	Onsite replacement	\$49,500,000
91	Walter G. Byers School	31	Addition and comprehensive renovation	\$33,500,000
92	Merry Oaks International Academy	30	Demolition of older buildings	\$1,000,000
93	Lakeview ES	30	Demolition and replacement with baseline ES	\$49,500,000
94	Reid Park Academy	30	Onsite replacement	\$49,500,000
95	Phillip O. Berry Academy of Technology	29	Comprehensive renovation, including demolition of existing media center; addition of specialty classroom space; and athletics (unless regional athletics adopted)	\$68,000,000
96	New PACE+	29	New 24 CR facility on Garinger campus to allow for program expansion	\$27,500,000
97	North Regional Athletic Complex	28	New multi-sport regional athletic competition complex with gymnasium; natatorium; stadium; fields; ancillary spaces at Grand Oaks	\$70,000,000

98	Elizabeth Lane	28	10 CR addition and comprehensive renovation	\$24,000,000
99	Francis Bradley	26	Comprehensive 30-year renovation	\$30,000,000
100	David Cox Road	25	Comprehensive renovation	\$17,000,000
101	New Special HS #1	25	54 CR Language Immersion Magnet to be located at Rama Road	\$61,500,000
102	New Special HS #3	25	54 CR Computer Sciences & Coding Magnet co-located with Grand Oak (and regional athletics complex, if implemented); fed from Dorothy J. Vaughan	\$54,000,000
103	Windsor Park	24	Demolition of older buildings	\$1,000,000
104	Leadership Academy	22	Demolition in conjunction with campus renovations	\$0
105	Alexander Graham	21	Renovate or replace building F	\$2,000,000
106	Mallard Creek ES	21	Onsite replacement	\$49,500,000
107	Transportation Services @ Wilkinson	20	Offsite replacement; demolish building and surplus property	\$18,843,750
108	3301 Stafford Drive	20	Renovation and expansion	\$24,965,000
109	Amay James	20	Demolition as part of master planning the Reid Park campus	\$1,000,000
110	Charlotte Teacher Early College	19	New 20 CR facility to house both programs; value captured in Engineering project	\$0
111	Blythe	19	Comprehensive renovation	\$25,000,000
112	Hawk Ridge	18	10 CR addition and comprehensive renovation	\$25,500,000
113	J.W. Grier Academy	14	10 CR addition and comprehensive renovation	\$26,000,000
114	4421 Stuart Andrew Blvd	14	Renovations as necessary to reflect changes from AAA and CMGC moves	\$0
115	Highland Renaissance	13	10 CR addition and comprehensive renovation	\$26,000,000
116	4335 Stuart Andrew Blvd	13	Renovations as necessary to reflect changes from AAA and CMGC moves	\$0
117	4339 Stuart Andrew Blvd	12	Renovations as necessary to reflect changes from AAA and CMGC moves	\$1
118	6600 AAA Drive	11	Renovations	\$1
119	New MS #2	11	To relieve Bailey Road MS at Stumptown Rd	\$61,500,000
120	6623 Executive Circle	10	Renovations	\$1
121	6635 Executive Circle	9	Renovations	\$1
122	Charlotte-Mecklenburg Government Center	-1	Relocation to Second Ward and Graham Center	\$7,000,000
123	New MS #3	-10	To be co-located at Olde Providence	\$61,500,000
124	New PKES #2	-13	At River District (if site not needed for Berryhill replacement)	\$49,500,000
125	New PK8 #2	-23	Relief PK8 on landbanked site on NC 160	\$49,500,000



**This is about our community.
It is about our students.**

FOLLOWING THE PATH

It is essential that the CMS capital needs are expressed clearly; that the community understands why it matters; and that each of us embrace and engage with this work, in whichever ways feel most appropriate.

The path starts with making the case.

NEXT STEPS

This draft Capital Needs Assessment is the basis for the next phase of the work. Student boundaries and magnet programs will be key parts of this comprehensive effort.

Community engagement will commence immediately, with the magnet survey; more opportunities will follow the conclusion of the 2022-23 school year.

The prioritized list will be refined; scrubbed; updated with new information; and revised with incorporated feedback, prior to being brought back to CMBE in early 2023.

**DENNISK.LACARIA@
CMS.K12.NC.US**

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