City of Alexandria, Virginia

MEMORANDUM

DATE: MARCH 26, 2009

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER

SUBJECT: BUDGET MEMO #42: UPDATE ON DISCUSSIONS WITH SCHOOLS ON PROGRAM CONSOLIDATION OPTIONS AND POSSIBLE SAVINGS FOR FY 2010 BUDGET

This memorandum is in response to Councilmember Krupicka's request for an update on discussions with Alexandria City Public Schools (ACPS) on program consolidation options and whether there are any administrative savings available for next year's budget through these activities.

The City and School Staff Group (CSSG) has been meeting monthly for the last several years to facilitate the communication, coordination and service delivery to children and families in the City of Alexandria. The composition is Recreation, Parks and Cultural Activities, Health, Office on Women, Human Services, Mental Health/Mental Retardation/Substance Abuse, Library, Alexandria Police, Court Services and all senior ACPS administrators. Although there are long term goals, i.e., creating a unified prevention plan and developing a system that impacts at-risk and court involved youth and young adults, the primary energy has been in triage and implementation of initiatives that are brought forward by members of City Council and the School Board, the Superintendent and the City Manager and various stakeholders in the community. Some major deliverables this past year were the Youth Town Hall held in February 2008 at TC Williams, a joint schools city staff conference to roll out a Unified Confidentiality Form held in August 2008, the vetting of various proposals from non-profits and stakeholders that impact school age children, the recent establishment of a Comprehensive, Coordinated Preschool Initiative Implementation Plan, and the launching of a CSSG subcommittee to determine how to possibly share resources between the City and the ACPS.

City and Schools staff have also met with the Campagna Center to propose language in the upcoming Head Start application that will allow the City of Alexandria, as the Head Start grantee, to give operational oversight to the ACPS. The City will assist as needed with fiscal monitoring, but facility and programmatic needs will be handled between Campagna Center and ACPS. The application is due June 2009.

A formal update on the Shared Resources Committee was given during the Joint School Board City Council Work Session on Monday March 23, 2009 (see attachment). It is not anticipated that administrative savings will be realized to influence the FY 2010 Budget deliberations.

However, through increased efficiency and recommendations from the various subcommittees, there may be opportunities that occur mid-year and in the years to come.

CITY OF ALEXANDRIA/ALEXANDRIA CITY PUBLIC SCHOOLS STAFF GROUP (CSSG)---SHARED RESOURCES SUBCOMMITTEE

March 16, 2009

To: James Hartmann, City Manager
Morton Sherman, Superintendent of Schools

Through: Debra Collins, Assistant City Manager
Cathy David, Deputy Superintendent

From: John Porter
Chair, Shared Resources Subcommittee

Re: UPDATE

As you are aware, the City and Schools Staff Group (CSSG) has been charged by the City Manager and Superintendent of Schools in conjunction with the Mayor and School Board Chair with exploring the providing of services through collaboration and use of shared resources between the City and school division in hopes of increasing efficiencies of operation and budget savings, particularly in light of the national economic situation and its impact on state and local budgets. The CSSG formed a shared resources subcommittee to pursue this initiative.

The subcommittee has met on two occasions—February 3, 2009 and March 3, 2009. The first meeting was organizational in nature although time was allocated for brainstorming areas for collaboration consideration, establishing priority areas to pursue, and determining next steps. At the second meeting, a shared resources matrix was reviewed and three areas were identified for "working group" attention--facilities/custodial services, procurement/purchasing, and vehicle maintenance--with other areas which were more department specific being pursued by the appropriate City and school's departments. (i.e. City and ACPS human resources departments have held an initial meeting to discuss areas where they might concentrate efforts)

Our next meeting is scheduled for May 6, 2009, at which time we anticipate receiving initial reports from the three "working groups" and related departmental feedback.

CITY& SCHOOLS STATFF GROUP
SHARED RESOURCES COMMITTEE
FEBRUARY 3, 2009

ATTENDANCE

Debra Collins, City Manager's Office
Cathy David, Alexandria Schools
William Chesley, Recreation, Parks & Cultural Activities
Ronald Frazier, Department of Human Services, Office of Youth Services
Rose Dawson, Library
Linden Renner, Library
Mark Krause, Alexandria Schools, Educational Facilities
David Rose, Alexandria Schools
Margaret Byess, Alexandria Schools, Financial & Administrative Services
Bruce Johnson, Office of Management & Budget
Elizabeth Hoover, Alexandria Schools, Curriculum & Instruction, Technology
Cheryl Orr, Human Resources
Doug McCobb, Transportation & Environmental Services, Maintenance Division
Richard Baier, Transportation & Environmental Services, Administration
Al Coleman, General Services, Administration
Kirk Kincannon, Recreation, Parks & Cultural Activities
Tom Trobridge, Information Technology Services
John Porter, Alexandria Schools

WELCOME

Assistant City Manager Debra Collins and Deputy Superintendent Cathy David, City and Staff Group, Co-Chairs, opened the meeting with introductions and greetings. They explained that the City Council/School Board Subcommittee asked the City and Schools Staff Group to convene the meeting. The City and Schools Staff Group is a committee of City agency heads and Alexandria City Public Schools administrators organized to enhance the coordination of services. John Porter is the designated convener of the CSSG Shared Resources Committee.

They asked if there were other persons who should have been invited to the meeting. The following names were mentioned: from Communications, Amy Carlini (ACPS) and Tony Castrilli (City); Purchasing, Steve Gordon (City) and Adam Manne (Schools); and Finance, Laura Triggs (City) and Rung Tham (ACPS).

PURPOSE

John Porter noted that the purpose of the meeting was to identify possible areas where the City and School can combine functions/systems in order to reduce costs. He further noted that the CSSG has been charged by the City Manager and Superintendent in conjunction with the Mayor and School Board Chair with exploring efficiencies in operations and the providing of services through collaboration and use of shared resources between the City and school division. He said the nation's economic situation and its impact on state and local budgets heightens the need to quickly proceed with these efforts.

BRAINSTORMING SESSION

John highlighted examples of previous efforts to combine functions, citing the agreement between the Schools and the City on snow removal from School facilities and the inclusion of the Schools in the City's Wellness initiative. Attendees were asked to brainstorm possible areas for consideration. The complete list of ideas also appears on the accompanying chart.

List of Ideas from Brainstorming Session

- Develop a process for on-going collaboration
- Open the use of gymnasiums and make it universal across all School/Recreation facilities and make the practice system-wide
- Communication functions
- Utilities, storm facilities
- Capital projects – design services
- Capital projects with playgrounds relative to open space
- Network applications (e.g., budget applications, financial, payroll)
- Maintenance/custodial services
- Building care/maintenance for economies of scale (repairs, lights, paint crews)
- Human Resources (back office sharing)
- Vehicle maintenance
- Lighting contracts
- Procurement & surplus supplies/materials
- Printing operations
- Security (combine contracts)
- Exterminator services/contracts
- Roof repairs
- Surplus property disposal
- Payroll & accounts payable
- LEED Certification
- Recycling
- Shared programming opportunities
- Insurance Plans
- Identify services that students could undertake on contractual basis and/or job training opportunities
    - Web page design
    - TV film productions
    - Technical craft trades such as drafting and wood-working that can be incorporated in job training programs

NEXT STEPS

After considerable discussion the group identified the following next steps.

- Develop a matrix of areas for consideration from the meeting's brainstorming session, identifying the department and responsible staff.
- Conduct research on examples of other localities and school districts where other similar functional and systemic collaborations are occurring.
- Identify priorities and any "low hanging fruit."

Update on Shared Services Workgroup

Priority Areas

The group identified the following priority areas for initial consideration. They were:

- **Custodial Service**
- **Purchasing**
  - Cross vetting against two systems (City & Schools)
  - Council of Governments – get ACPS involved with COG purchasing initiative
  - Ask Adam Manne (ACPS) and Steve Gordon (City) to identify procurement areas the City and Schools can address cooperatively
- **Vehicle Maintenance** – Fairfax was cited as a good example of pooled maintenance.

Other Immediate Possibilities

- Information & Technology
  - Rack space
- Facilities

Additional Next Steps

- John Porter and William Chesley agreed that they would complete the work on the outstanding Memoranda of Understanding between the ACPS and the Recreation Department.
- Al Coleman will review the Matrix report on the use and size of the fleet system to determine if there were any recommendations with implications related to the charge of the Shared Resources Committee.

OTHER COMMENTS

- It was noted that the purchasing and financial services in Fairfax have been combined into one system with two distinct staffs.
- John Porter noted that once the group began functioning that the real work would take place in smaller groups.

NEXT MEETING

The next meeting was scheduled for March 3, 2006, 2:00 p.m. at the Lee Center.

CITY & SCHOOLS SHARES REOURCES

February 2009

-

FUNCTION/SYSTEM	ACPS		CITY		COMMENTS
	DEPARTMENT	LEAD STAFF	DEPARTMENT	LEAD STAFF	
COMMUNICATION FUNCTIONS	Communications	Amy Carlini	Office of Communications	Tony Castrilli	
FACILITIES	Educational Facilities	Mark Krause	General Services Administration (GSA)	Edward Mandley/ Don Dodson	
Building Care/ Maintenance	Educational Facilities	Mark Krause	GSA	Edward Mandley/ Don Dodson	
Capital Projects	Educational Facilities	Mark Krause	GSA – Capital Projects Div	Edward Mandley/ Jeremy McPike	Including Capital Projects with playground relative to open space
Custodial Services*	Educational Facilities	Mark Krause	GSA	Edward Mandley/ Don Dodson	
Exterminator Services	Educational Facilities	Mark Krause	GSA	Edward Mandley /	
LEED Certification	Educational Facilities	Mark Krause	GSA	Edward Mandley / Don Dodson	
Lighting Contracts	Educational Facilities	Mark Krause	GSA	Edward Mandley/ Don Dodson	
Recycling	Educational Facilities	Mark Krause	Transportation & Environmental Svs	Richard Baier/ Alton Weaver	
Roof Repairs	Educational Facilities	Mark Krause	GSA	Edward Mandley / Don Dodson	
Security	Educational Facilities	Mark Krause	GSA	Edward Mandley / Don Dodson	
Shared Recreation/School Facilities	Planning & Operations	John Porter	Dept of Parks, Recreation & Cultural Activities – Recreation Svs	William Chesley	John Porter & William Chesley will complete remaining MOU's

Update on Shared Services Workgroup

FUNCTION/SYSTEM	ACPS		CITY		COMMENTS
	DEPARTMENT	LEAD STAFF	DEPARTMENT	LEAD STAFF	
Utilities	Educational Facilities	Mark Krause	GSA	Edward Mandley / Don Dodson	
FINANCIAL SYSTEMS/SERVICES	Financial Services	Margaret Byess	Finance	Laura Triggs	
Accounting Systems	Financial Services	Margaret Byess	Finance	Laura Triggs	
Payroll	Financial Services	Margaret Byess	Finance	Laura Triggs	
I**NFORMATION & TECHNOLOGY**	Technology	Elizabeth Hoover	Information Technology Services Administration	Mike Herway	
Rack Space					
HUMAN RESOURCES/ PERSONNEL	Human Resources	Jim Loomis	Human Resources Department (HR)	Cheryl Orr	Shared back office
Professional Development/Training	Staff Development	Melissa Deak	HR – Employee Relations & Training Division	Cheryl Orr/ Joseph Reyna	
PROCUREMENT/ PURCHASING*	Financial Services	Adam Manne	Finance - Procurement	Stephen Gordon	
Printing	Financial Services	Adam Manne	GSA - Communications	Kevin Quander	
Supplies/Materials	Financial Services	Adam Manne	GSA	Edward Mandley / Don Dodson	
Surplus Property Disposal	Financial Services	Adam Manne	GSA	Edward Mandley / Don Dodson	
VEHICLE/FLEET MAINTENANCE*	Transportation	David Rose	GSA	Edward Mandley / Warren Leach	

CITY& SCHOOLS STAFF GROUP
SHARED RESOURCES COMMITTEE
MARCH 3, 2009

ATTENDANCE

Debra Collins, City Manager's Office
William Chesley, Recreation, Parks & Cultural Activities
Ronald Frazier, Department of Human Services, Office of Youth Services
Mike Herway, ITS
Jim Loomis, Alexandria Schools
Mark Krause, Alexandria Schools, Educational Facilities
Amy Carlini, Alexandria Schools
Margaret Byess, Alexandria Schools, Finance
Bruce Johnson, Chief Financial Officer
Elizabeth Hoover, Alexandria Schools, Technology Services
Cheryl Orr, Human Resources
Doug McCobb, Transportation & Environmental Services, Maintenance Division
Richard Baier, Transportation & Environmental Services, Administration
Al Coleman, General Services, Administration
Tammy Ignacio, Alexandria Schools
Tom Trobridge, Information Technology Services
Adam Manne, Alexandria Schools
Steve Gordon, Finance/Purchasing
Laura Triggs, Finance
John Porter, Planning & Operations

OPENING

The meeting was opened by John Porter, Convener, CSSG Shared Resources Committee.

APPROVAL OF MEETING NOTES

The meeting notes were approved after the requested changes to the office and title designations for some of the names listed in the meeting attendance were noted.

REVIEW OF THE SHARED RESOURCES MATRIX

Ron Frazier distributed a draft of the matrix of the specific systems/services the group will consider as part of its review of shared resources. Steve Gordon noted that Purchasing has been designated as a separate department from Finance, and that his name should also be listed under *Surplus Property Disposal*. Richard Baier asked that his name be added under Facilities/Capital Projects. The requested changes were noted.

RESEARCH ON OTHER LOCALITIES

Mr. Frazier distributed copies of research conducted by Jacqueline Coachman with the Department of Human Services on examples of shared resource projects undertaken by several jurisdictions. He noted the document contained examples of several areas the group had identified for consideration. He noted that Spotsylvania County used a consultant, MAXIMUS, Inc., to conduct a similar review of the administrative and support operations of the county government and school system. Margaret Byess and Cheryl Orr added that Fairfax had undergone some consolidation of its vehicle maintenance, printing, financial management system,

and Enterprise Resource Management (ERP). It was also noted that Arlington has also consolidated its ERP, human resources/payroll, budget/financial management, and that they had a shared center to support some of its joint systems.

DISCUSSSION OF INITIAL PRIORITY AREAS AND NEXT STEPS

Steve Gordon reported on the Council of Governments' committee on cooperation, consolidation and shared efforts in procurement, which he chairs. He noted that the long-range effort will potentially involve the entire Washington and Baltimore area. He said that the ultimate goal of the committee is to achieve better prices of goods and services, and to realize efficiencies. Mr. Gordon also said that one of the goals of the efficiency aspect of the project will be achieved by having each jurisdiction identify specialty areas or functions/services that they will perform for the entire region.

The group affirmed the initial priority areas that they will undertake. John Porter noted that the identification of the priority areas would not preclude committee members from pursuing some of the other potential projects listed on the matrix.

The following persons agreed to serve on subcommittees to begin working on the priority areas. Other names of persons, who were not in attendance, were also suggested to serve on the subcommittees because of their respective areas of responsibility. The staff members who agreed to convene the groups are also listed below.

<u>FACILITIES/Custodial Services</u>
Richard Baier
Al Coleman, *Convener*
Don Dodson
Steve Gordon
Mark Krause
Jim Lumus
Adam Manne
Cheryl Orr

<u>PROCUREMENT/PURCHASING</u>
Al Coleman
Steve Gordon, *Convener*
Adam Manne

<u>VEHICLE MAINTENANCE</u>
Rich Baier
Roger Blakeley
Amy Flenniken
Warren Leak
Doug McCobb. *Convener*
John North

John Porter and Debra Collins agreed to develop a meeting template to allow the subcommittees to submit meeting notes and recommendations in a uniform manner. In light of the City's current fiscal concerns, they also said that they would prepare a joint memorandum from Jim Hartmann and Morton Sherman to the City Council and School Board informing them of the work of the Shares Resources Committee.

NEXT MEETING
As the subcommittees will be meeting over the next two months, the larger group agreed to reconvene on May 6, 2009, at 2:30 p.m. Staff will try to secure a meeting room at the Lee Center.

CITY & SCHOOLS SHARED REOURCES MEETING NOTES TEMPLATE

FUNCTION/SYSTEM FOCUS: ☐ **COMMUNICATION** ☐ **FACILITIES** ☐ **FINANCIAL SYSTEMS/SERVICES**
☐ **IT** ☐ **HUMAN RESOURCES** ☐ **PROCUREMENT/PURCHASING** ☐ **VEHICLE/FLEET MAINTENANCE**
SUB-FUNCTION/FOCUS:

Meeting Date

Meeting Convener:

Recorder:

Attendees:

AGENDA ITEM:

DISCUSSION SUMMARY:

ACTION TAKEN:

NEXT STEPS:	**RESPONSIBLE PERSON(S)**	**BY WHEN**

AGENDA ITEM:

DISCUSSION SUMMARY

ACTION TAKEN:		
NEXT STEPS:	**RESPONSIBLE PERSON(S)**	**BY WHEN**
AGENDA ITEM:		
DISCUSSION SUMMARY:		
ACTION TAKEN:		
NEXT STEPS:	**RESPONSIBLE PERSON(S)**	**BY WHEN**
ISSUES:		
NEXT MEETING:		

CITY & SCHOOLS SHARED RESOURCES
ISSUE/RECOMMENTATION SUMMARY TEMPLATE

FUNCTION/SYSTEM FOCUS: ☐ COMMUNICATION ☐ FACILITIES ☐ FINANCIAL SYSTEMS/SERVICES
☐ IT ☐ HUMAN RESOURCES ☐ PROCUREMENT/PURCHASING ☐ VEHICLE/FLEET MAINTENANCE

SUB-FUNCTION/FOCUS:

Convener:

Participants:

ISSUE/RECOMMENDATION:

DISCUSSION SUMMARY:

PROS:

CONS:

RESOLUTION/FINAL RECOMMENDATION:

Signature:

_____

_____

Convener ***Date***