City of Alexandria, Virginia

MEMORANDUM

DATE: APRIL 6, 2016

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

THROUGH: MARK B. JINKS, CITY MANAGER

FROM: MORGAN ROUTT, DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET

SUBJECT: BUDGET MEMO #9: RESPONSE TO COUNCIL QUESTIONS

The Office of Management & Budget issues a Budget Memo to answer questions posed by members of City Council that can be addressed in a question and answer format. Below are answers to some of the questions posed thus far.

TAXES/REVENUE (Councilman Chapman)
Question: What MGM report initiatives were included in the proposed budget?

Answer: To prepare for the MGM National Harbor resort opening in late 2016 or early 2017, the City Manager asked Visit Alexandria to convene a task force to assess the opportunities and risks of this new regional attraction and draft recommendations to respond to it.

The Task Force delivered draft recommendations in a preliminary report to the City Manager in January. The City Manager considered those recommendations in light of other City obligations and projected revenues for FY 2017, and advanced the following initiatives by including them in the proposed FY 2017 Budget:

1) Wayfinding:
Enhance signage and wayfinding to assist visitors with identifying off-street parking options in Old Town. Ensure international travel symbols are fully integrated into City's signage and wayfinding plan. Of the total CIP plan for wayfinding, $400K is budgeted in FY 2017 and $515K in FY 2018.
Cost: $200,000 additional funding in FY 2017

2) Retail Training:
Following a similar model to that implemented effectively during the National Harbor opening in 2008, implement front-line staff training for retail, hotels, restaurants and attractions that promotes extraordinary customer service, strategic business practice

and local area knowledge. The Alexandria Small Business Development Center (SBDC), in coordination with Visit Alexandria, will execute the training by bringing in highly-regarded industry experts to conduct workshops and training programs. Attendees at those sessions will complete evaluation forms that rate the presentations and presenters; and will ask attendees about likelihood of attending other SBDC events. The Alexandria SBDC currently uses this program evaluation method with the following 2015 program evaluation resulting in 448 of 451 attendees gave the programs the highest ratings.

In addition to Retail and Restaurant-specific training programs, individual in-store visits by expert presenters will be included as part of these efforts. Businesses that receive those visits become SBDC clients and, like all of the SBDC's clients, are surveyed at the end of every year to collect their increases in Sales, Jobs Created and Capital Raised. These metrics are presented annually to gauge the impact of the SBDC's assistance, and efforts will be made to calculate the specific impact of these new efforts.
Cost: $10,000

3) International Trade Shows:
Coordinate with the MGM sales team to attend international trade shows such as IPW and World Travel Market as part of Capital Region USA consortium to raise visibility of the Alexandria-National Harbor area. Develop and distribute collateral material for tour operators. Other than design and printing of collateral, there is little new activity or cost associated with this project—simply coordination of existing efforts to raise visibility and credibility as a combined destination.
Cost: $5,000

4) Marina Refresh:
Recognizing that the marina will be the gateway for many MGM visitors to Alexandria, this location represents the critical first impression of our community, and is our highest aesthetic priority. Funding would provide new welcome signage, ongoing cleaning of waterfront garbage and debris, and enhanced seating.
Cost: $45,000

5) Public Programming:
Develop a coordinated program of performing arts for the waterfront. This would include: paid performers, curated buskers, public art, historical tours and re-enactments.
Cost: $30,000

6) Tree Wells:
Funding would support plantings and maintenance of trees along King Street for consistent presence and maintenance for the one mile stretch from the King Street Metro to the Waterfront. The King Street Metro is another gateway to Alexandria, so beautification along King Street is key to a positive first impression and maximizing revenue capture for restaurants and retail in this corridor. This is part of an overall area tree initiative indicated in the FY 2017 budget.

7) Jobs for City Residents:
While there was money recommended in the task force report for a job fair ($20,000) it was concluded that existing collaboration between MGM and the City's Workforce Development Center would be more than adequate in addressing the job issue.

The total cost of the MGM Task Force specific recommendations included in the City Manager's Proposed FY 2017 budget is $290,000 ($90,000 in the FY 2017 Operating Budget and $200,000 in the FY 2017 CIP), excluding the tree planting initiative.

NON-DEPARTMENTAL (Vice Mayor Wilson)

Question: The proposed budget places $174,806 in contingent reserves to fund potential personnel increases to comply with Prison Rape Elimination Act (PREA) obligations. What policy alternatives is staff considering related to this request? Is there an opportunity for efficiencies with greater partnership with neighboring localities?

Answer: The Prison Rape Elimination Act of 2003 (PREA) requirements written and adopted by the U.S. Department of Justice (DOJ) mandate ratios of staff to inmates in correctional facilities, including those that house juveniles. The Northern Virginia Juvenile Detention Center is subject to these regulations and is mandated to have sufficient staffing in place to meet these ratios of 1 staff to 8 juveniles during waking hours and 1 staff member to 16 juveniles during sleeping hours. These staff members must specifically be security personnel and not educational or support staff (which do not count towards the ratios).

NVJDC has requested funding for 8 additional security personnel from the participating jurisdictions who use the facility (Alexandria, Arlington and Falls Church) to meet this requirement. However, the PREA guidelines state that the ratios are effective October 1, 2017 which occurs during FY 2018. Staff has scheduled a meeting with NVJDC and the other regional partners to discuss the timing of this need as well as the specifics of the staffing requirements.

DEPARTMENT OF COMMUNITY AND HUMAN SERVICES (Vice Mayor Wilson)

Question: Can you provide a refresh of Budget Memo 16 from FY 2016: Can you please provide a detailing of the number of children served across the Early Childhood Program Area, the cost breakdown of each service area, and estimates of the current waiting lists for service in each area (quantity and duration)? Please include the estimate of any available currently unmatched state and federal resources.

Answer: The Early Childhood Program is allocated $7.7 million in the City's FY 2017 Proposed Budget. Of this, $2.2 million is budgeted for personnel costs. The 21.50 FTEs in the Early Childhood Program provide a range of services, including enrolling children in child care services, regulating child care homes, training and supporting early childhood providers, early intervention services and mental health early intervention and prevention services.

Of the $5.5 million budgeted for non-personnel in this program, $4.8 million is allocated for the purchase of child care services. In addition, the Early Childhood

Program receives a State Budget Allocation of $3.5 million for child care assistance (TANF, Transitional Child Care and the Fee System). This funding is managed at the State level while services are managed locally, and so is not reflected in the City budget. The total funding available for child care assistance/purchased services is nearly $8.3 million for FY 2017. This does not include early intervention, intellectual disability, and mental health services provided by DCHS or Virginia Preschool Initiative funds. Both of these programs are described later in this memo.

Services in FY17 City Proposed Budget Service Area	General Fund	Grants/Other Revenue	Total FY2017 Proposed Budget	VDSS Allocation Outside Financial Custody of Alexandria	Total Proposed Program Funding
Head Start	$259,051	$2,225,220	$2,484,271	$0	$2,484,271
School Age Child Care1	$1,741,835	$0	$1,741,835	$0	$1,741,835
Child Care Subsidy Program		$0		$2,062,711	$2,062,711
Local Child Care Subsidy Program	$331,000		$331,000		$331,000
Head Start Wrap Around	$0	$0	$0	$218,041	$218,041
TANF and Transitional Child Care	$0	$0	$0	$1,231,915	$1,231,915
Scholarships for 4s	$253,005	$0	$253,005	$0	$253,005
Totals	**$2,584,891**	**$2,225,220**	**$4,810,111**	**$3,512,667**	**$8,322,778**

School Age Child Care Represents the Department's agreement with The Campagna Center and includes $ $2,731 for program monitoring and scholarships

Alexandria Head Start

FY 17 budget: $2,484,271
Average number of Children served per month FY15: 309
Number of Children on Waiting List: 88

The Alexandria Head Start (AHS) program is funded for 309 children and maintains a waiting list of three- and four-year-olds. The number of children the program can serve is determined by the funding provided by the U.S. Department of Health & Human Services Head Start Office.

An individual family's position on the waiting list is determined by a point system based on factors such as percent of poverty level and violence in the home, not by the date of application. Four-year-olds receive priority. Families with fewer factors as compared to others will remain on the waiting list for a longer period of time, while those with greater needs are placed in a classroom much sooner, as space becomes available. Families are also referred to other programs for which they might be eligible. The registration process for 2016-17 begins in March and three-year olds on the waiting list who turn four by the end of September will be given priority. The eligibility limit for AHS is 100 percent of the federal poverty level (FPL).

School Age Child Care
FY17 Budget: $1,741,835
Number of Children served FY15: 870
Number of Children on Waiting List: 21

The Campagna Kids program has 21 children on the waiting list, across several sites. They monitor the number of children on the waiting list and, when demand at any one site reaches a level that warrants hiring another staff person, The Campagna Center takes steps to do so. Parents are offered slots both at their assigned schools and also away from their City-assigned schools when space becomes available. Parents are also referred to other programs in the City that offer school age child care. The length of waiting time varies widely depending on the site, parents' needs and other resources available in the community.

Local Child Care Subsidy Program
FY17 Budget: $331,000
Average number of Children served per month FY 15: 29
Number of Children on Waiting List: Shares a waiting list with the Child Care Subsidy Program

The program is 100% funded by the General Fund. The number of children funded through the local fee system program stood at 35 at the end of FY 2015. Currently, the program funds 28 children, with applications pending.

Child Care Subsidy Program
FY 17 State Budget: $2,062,711
Average number of Children served per month FY15: 375
Number of Children on Waiting List: 422 - Shares a waiting list with the Local Child Care Subsidy Program

The Child Care Subsidy Program (State Fee System) is funded by federal and State dollars and currently has a waiting list of 281 families and 422 children. The average wait time is 10 months.

Head Start Wrap-Around
FY17 State Budget: $218,041
Average number of Children served per month FY15: 28

Head Start Wrap-Around funds are 100% federal and are made available as needed by the State to provide before- and after-school services to Head Start children who need care beyond the 6-hour Head Start program day.

Temporary Assistance for Needy Families (TANF) and Transitional Child Care
FY 17 Budget: $1,231,915
Average number of Children served per month FY 15: 178
Number of Children on Waiting List: 0

Temporary Assistance for Needy Families (TANF) and Transitional Child Care is made up of Federal and State funds. These programs have no waiting lists because they are mandated programs and funds are made available by the State as needed.

Scholarships for 4s
FY17 Budget: $253,005
Average number of Children served per month FY 15:39
Number of Children on Waiting List: 0
The Scholarships for 4s is 100% General Fund and pays the child care costs for up to 30 children, all of whom are enrolled in community-based Virginia Preschool Initiative (VPI) classrooms. As these services are sourced by the General Fund, the same funds can be applied toward the local match requirement for VPI.

Early Intervention, Intellectual Disability and Mental Health Services
FY17 Budget: $1,494,380
Services Provided FY 15:2,080
Number of Children on Waiting List: None

The Parent-Infant Child Education (PIE) program provides screening and early intervention services for children 0-3 who have developmental delays. Services were provided to 762 children in FY15. This includes children screened and found not eligible. Per State law, there is no wait list for these services The program also provided case management services to 114 individuals between the of 3 to 22 years. Of those 114 individuals, 35 are waiting for Medicaid waiver services not provided by PIE.

Mental Health Prevention provides evidence-based prevention services to preschool children ages 4-6 that are designed to increase social skills and reduce aggressive behavior. The program also provides early intervention services to preschoolers who need additional assessment and support and consultation to parents, teachers and administrators. In FY2015, 519 children were served by the prevention program, 22 early intervention clients received 392 hours of services, and 15 parent workshops were provided.

Direct Services Provided by DCHS Clinical Staff	General Fund	Grant and Other Revenue	Total FY2017 Proposed Budget
Parent Infant Education (PIE)	$434,165	$775,191	$1,209,356
Intellectual Disability Case	$7,287	$0	$7,287
Preschool Mental Health and	$237,387	$40,350	$277,737
Totals	$678,839	$815,541	$1,494,380

Virginia Preschool Initiative

The Virginia Preschool Initiative in Alexandria is appropriated and managed by the Alexandria City Public Schools (ACPS) and funded in the ACPS budget. In the 2016 current academic year, 396 children were placed in quality early childhood classrooms: 192 in school-based programs and 204 in community-based child care centers. The key challenges in expanding the program are space and funding.
For VPI, the average total cost per student is $10,000 in Alexandria. With a State contribution of $3,000 per student, an additional $7,000 in local dollars is needed: $3,000 meets the local match requirement and another $4,000 is necessary for the additional cost of operating a preschool classroom in Northern Virginia.

The following table outlines the history of VPI funding and numbers of children served. This means that in FY 2016, Alexandria had an allocation of $1,581,000 and will only be able to draw down $1,188,000 because of the lack of a local funding and space limitations. The source of the table is Voices for Children.

	Est number of 4 year olds	% Free lunch (<150% poverty)	Number of "at-risk"	4 year-olds in Head Start	Eligible students (slot allocation)	VPI enrollment
FY12	2,337	40.7%	952	90	862	316
FY13*	1,394*	43%	601	227	374	336
FY14	1,427	43%	616	227	389	371
FY15	1,478	46.7%	690	167	523	414
FY16	1,480	46.7%	694	167	527	396
FY17	1,527	50%	764	171	593	
FY18	1,587	50%	794	171	623	

*changed to kindergarten enrollment instead of population estimate

Performance Measures

The following tools are currently being used throughout multiple early childhood programs to gather data on the progress of children and families in programs funded by local, State and federal dollars in the City:

- COR (Child Observation Record) data on children's development across all six domains by all community-based VPI programs
- Head Start - Teaching Strategies Gold Assessment (measures multiple domains of development; similar to COR)
- Family Support Project - Preschool Kindergarten Behavioral Scale measuring social skills in all community-based VPI programs.

- Family Functioning Questionnaire (VPI community-based programs)
- Parent Surveys (ACPS, Head Start, PIE, Fee System)

RECREATION, PARKS AND CULTURAL ACTIVITIES (Vice Mayor Wilson)

Question: The proposed budget realizes savings of $46,945 from the reduction of the Turf Management Program. What increase in the Field Use fees could be adopted to fund restoration of current service levels?

Answer: In FY 2015, there were approximately 7,491 participants paying the Youth Sports User Fee for our affiliate programs for Alexandria Soccer, Alexandria Little League, Alexandria Lacrosse, and Alexandria Rugby Clubs. To cover the $46,945 reduction cost in Turf Management Program, the Youth Sports User Fee would have to increase by $6.30 from $12 to $18.30 per participant, making the City's fee higher than both Arlington at $5.50 and Fairfax at $8.00.

TRANSPORTATION AND ENVIRONMENTAL SERVICES (Vice Mayor Wilson)

Question: The proposed operating budget achieves $100,000 of savings by reductions to sidewalk maintenance, which is described to increase repair time from 12-18 months. What is the remaining OPERATING sidewalk maintenance allocation? The Capital Improvement Program includes $950,000 for FY 2017 which is a significant increase from FY 2016. What sidewalk maintenance is performed as an operating expenditure that is not performed under the expanded CIP project?

Answer: The operating budget for sidewalk maintenance in FY 2017 is $264,000. The operating sidewalk maintenance allocation is used to address complaints, service requests, tree root damage, cracking, tripping hazards, heaving, and other smaller, more routine maintenance issues that arise.

The capital sidewalk maintenance proposed budget is $950,000 for FY 2017. The CIP funds larger, more complex sidewalk replacement projects, including concrete work in advance of the CIP Pavement Resurfacing schedule as well as additional work from T&ES Complete Streets projects, such as intersection improvements and ADA ramp compliance. The increase from previously approved budget in FY 2016 is attributable to keeping up with increased resurfacing demands and funding.

TRANSPORTATION AND ENVIRONMENTAL SERVICES (Vice Mayor Wilson)

Question: The proposed budget includes an increase of the residential refuse fee to $353 to maintain cost recovery of current services.

1) **Why is the residential food waste composting pilot discontinued in FY 2018? What is the estimated cost to continue the pilot in FY 2018? What would be the estimated cost to expand the pilot in FY 2018? What expansion scenarios are feasible?**

Answer: The Residential Food Waste Composting Pilot is a three month study scheduled for the spring of 2016. The purpose of the pilot includes gauging public interest and participation, determining operational feasibility, and evaluating the limited regional capacity to compost food waste. The information collected from the pilot

study will be used to determine the feasibility for implementation in future years. Given that the pilot has not begun at this time, and there are no plans to continue the pilot in FY 2017, there are no expansion scenarios currently considered feasible. Staff wants to carefully review the results of the pilot as well as review other regional interest since a shared, regional infrastructure is critical for success.

2) **What explains the significant increase in Workers Compensation Costs attributed to the Fee?**
With regard to actual Worker's Compensation costs, the increase from FY 2016 to FY 2017 has not been significant. However, the amount of Worker's Compensation charged to the Residential Refuse Fee has increased 54% from $260,000 to $400,000, though this still does not fully cover the projected costs for injuries associated with collection of residential refuse. This transfer of costs from the General Fund to the Fee is a result of a policy decision to align the Residential Refuse Fee with directly-related costs and is consistent with the City's policy of budgeting and charging worker's compensation in departments' direct program budgets instead of centrally, as was the past practice. This change creates more transparency concerning the actual costs of the City's programs and gives supervisors greater responsibility for managing their risk management and worker's compensation. Nevertheless, these Worker's Compensation costs are relatively high when compared to other activities performed by City staff due to the nature of the work. The Occupational Safety & Health Administration (OSHA) classifies waste-management jobs as among the most dangerous with regard to work-related injuries

3) **What explains the significant decrease in indirect costs (administrative support) being attributed to the Fee? Are those costs instead being borne by the General Fund?**
Four years ago, the City purchased new recycling carts for residents who receive City-provided waste collection services. To 'pay back' the General Fund, the Residential Refuse Fee was charged four payments over four years (last payment = $172,605). This payment was included in Indirect Costs in FY 2016 and was the last of the payment periods. In much the same manner, the City purchased from the General Fund a tub-grinder for processing wood waste and is charging the Fee an annual amount of $105,600 for seven payment periods. FY 2016 is the second payment period. In FY 2016, both charges were reflected in Indirect Costs. For FY 2017, the recycling cart payback has been completed and the tub-grinder payback has been itemized as part of the Leaf Collection operating expenditures.

4) **The City's Approved Citywide Parks Improvement Plan included a plan for the relocation, replacement, upgrade, supplement and removal of trash and recycling cans at six City Parks (4 Mile Run, Chinquapin, Brenman, Hensley, Holmes Run & Simpson). What is the estimated cost of the uncompleted components of this aspect of the plan?**

The estimated cost of the Parks Improvement Plan for the six parks identified would be $145,240, in FY 2013 dollars. Assuming 3% inflation per year, the total

for FY 2017 would be $163,469. An inventory and plan is shown below from page 229 of the appendix here outlining the original cost.

	TRASH					RECYCLING	CONCRETE PAD	
Park	Current Inventory	To Be Removed	To Be Relocated	Proposed New	Upgrade to Victor Stanley	Proposed New	Add	Remove
4-Mile Run	20	0	0	5	6	12	15	0
Chinquapin	20	2	3	0	9	18	15	1
Brenman	25	0	2	0	0	12	6	0
Hensley	16	0	1	0	3	13	5	0
Holmes Run	24	0	0	0	4	9	4	0
Simpson	18	0	1	0	8	12	6	0
Unit Cost	$0.00	$50.00	$50.00	$1,150.00	$1,150.00	$1,240.00	$200.00	$100.00
Total Cost	$0.00	$100.00	$350.00	$5,750.00	$34,500.00	$94,240.00	$10,200.00	$100.00

TOTAL	$145,240.00

5) **In FY 2015, the Council used an increase in the residential refuse fee to expand public space recycling. If Council were to again budget for expansions in public space recycling and public space sanitation cans, how would staff prioritize the existing City need?**
Currently, the City has more public trash receptacles than recycling receptacles even though the trash to recyclable ratio is estimated at 50/50. Best management practices for the placement of public waste containers recommend that pairing a trash can with a recycling container generates the most recyclables with the least contamination (a stand-alone trash can is filled with recyclables while a stand-alone recycling container quickly turns into a 'trash' can). Staff would prioritize the placement of more public recycling receptacles over those for trash. In addition, the current route for emptying public trash cans is at capacity. Any further increase in public space trash cans would require additional staffing and equipment. The priority for new public waste containers would be for the purchase of more recycling containers.

FIRE DEPARTMENT (Vice Mayor Wilson)

Question: The FY 2015 proposed budget eliminated 3 Fire Marshal positions. Council chose to restore 1 of 3 positions during add/delete. The proposed FY 2017 budget includes a request for an increase in overtime pay for Fire Marshals to "address outstanding inspections." Do we have the appropriate staffing level for these positions? What is total budgeted overtime for Fire Marshals if Council were to approve the additional $39,330 that is proposed?

Answer: The FY 2016 budget for the Fire Marshal overtime pay is $32,280. This includes not only overtime, but standby pay, training overtime, court overtime and callback pay. The total budget for Fire Marshal overtime pay in FY 2017, including the additional $39,330 proposed, would be $71,610.

The Alexandria Fire Department performance indicator "percent of scheduled fire inspections of City buildings that are completed" was only 55% in FY 2015, which is noticeably below the target of 95%. This discrepancy suggests that there are a noticeable number of inspections that were not completed and are outstanding. However, it is difficult to determine what the appropriate number of inspections

completed in any given year should be due to the large variance in time and scope of each inspection. One inspection may take 30 minutes whereas another may take 6 hours. Thus, AFD looks at delinquent inspections as a measure of effectiveness. AFD has seen a noticeable increase in delinquent inspections since the staffing reduction. In FY 2014, delinquent inspections were 129, whereas in FY 2015 they totaled 157. For FY 2016 year to date, the department already has 181 delinquent inspections. The current staffing levels are such that the fire prevention program is only able to prioritize the highest hazard inspections, and as a result lower level hazard inspections are not conducted. The growth in delinquent inspections over the past two years suggests that the current staffing levels cannot meet demand for inspections.

After examining several different options on how to best address the lack of inspections, staff determined overtime, in the short-term, is the recommended solution to this problem. Increasing funding for overtime is more cost-effective than hiring part-time inspectors, or using retirees to assist with inspections. Current personnel are already trained and know which properties need inspection.

The additional $39,330 proposed equates to overtime of 20 hours per week for 26 weeks, and would allow the Fire Prevention Program to inspect more City buildings. More staff time could be dedicated to proactive fire prevention, which should reduce the number of fires that occur in the City. AFD expects that this proposal would reduce the number of outstanding fire inspections by 20-25 per month. Once the proposed additional overtime funds are exhausted, the department would no longer devote additional overtime to "catch up" on fire inspections. However, this use of targeted overtime would only be used on catching up on missing fire inspections. After implementing this proposed use of funds, AFD can then assess how effective use of overtime was to address the issue of outstanding inspections, and also address Fire Marshal staffing implications with more understanding moving forward.

The inclusion of the overtime for FY 2017 by the City Manager is intended to be a stop-gap action. The City Manager will be assigning OMB and OPA staff to undertake a study of the workload, prioritization, and alternative fire inspection options in advance of the FY 2018 budget process.

<u>ALEXANDRIA CITY PUBLIC SCHOOLS (Vice Mayor Wilson)</u>
Question: What is the distribution of Pre-K students in ACPS?

Answer: The following tables and charts were provided by ACPS and are included below to respond to the Vice Mayor Wilson's question about Pre-K enrollment. Additionally, a GIS map including the physical location of ACPS buildings is provided by OMB for further context. The Pre-K distribution information was gathered from a larger memo (Attachment I) that the ACPS School Board provided to City Council.

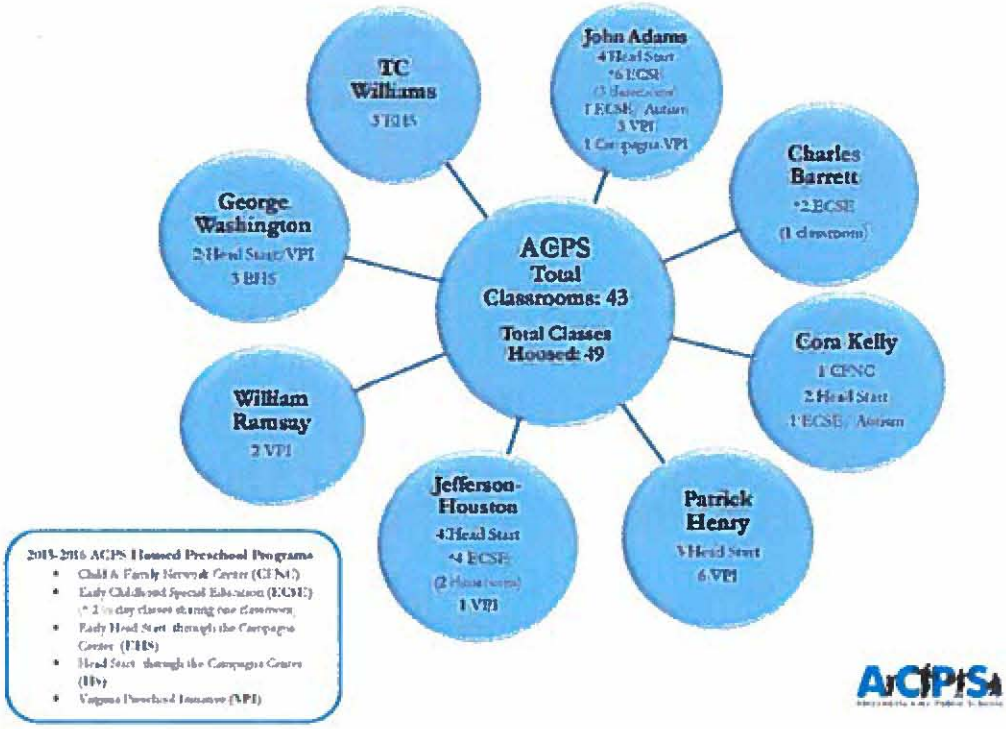
Total Enrollment and Capacity Utilization by Elementary School

The information below provides the total and Pre-K enrollment by school, including the capacity and utilization for each. As shown, 8 out of 13 schools have exceeded the physical capacity that supports an optimal learning environment, with nearly all projected to be over-utilized by FY 2021.

School	FY 2016 Total ACPS Enrollment	K-5 Enrollment	ACPS Pre-K Enrollment	Head Start and Other Partner Pre-K Enrollment	FY 2016 Total Number of Students Attending	Current Capacity	Current Utilization
Charles Barrett	477	458	19	0	477	524	91.0%
Cora Kelly	357	355	2	58	415	429	96.7%
Douglas MacArthur	712	712	0	0	712	554	128.5%
George Mason	558	558	0	0	558	368	151.6%
James K. Polk	743	743	0	0	743	756	98.3%
Jefferson-Houston	375	322	53	80	455	535	85.0%
John Adams	1017	890	127	98	1115	858	130.0%
Lyles-Crouch	411	411	0	0	411	375	109.6%
Matthew Maury	442	442	0	0	442	350	126.3%
Mount Vernon	853	853	0	0	853	755	113.0%
Patrick Henry	643	548	95	60	703	724	97.1%
Samuel Tucker	749	749	0	0	749	620	120.8%
William Ramsay	902	870	32	0	902	748	120.6%
Elementary Total	8239	7911	328	296	8535	7596	112.4%

*Head Start enrollment is estimated based occupancy of max student capacity for designated partner classrooms.

2015-2016 ACPS - Housed Preschool Programs
(CFNC, ECSE, EHS, HS & VPI)



Note 1: ACPS currently partners with Fairlington United Methodist Church to hold two ECSE classrooms that are not included in the diagram above.
Note 2: The goal for the first Pre-K Center would be to move approximately 20 classrooms out of West End elementary schools.

CAPITAL IMPROVEMENT PROGRAM (Vice Mayor Wilson)

Question: Can you please provide a refresh of FY 2015 Budget Memo 18 (the section relating to courthouse safety and security). Has the review and certification referenced in 2014 been completed? What eligible projects exist for this funding?

Answer: The 2009 General Assembly provided a process for localities to assess and collect an additional $3 for courthouse construction or renovations on top of the $2 fee already authorized for courthouse construction and maintenance. The new $3 fee, however can only be imposed if the Virginia Department of General Services (VA-DGS) certifies the courthouse as non-compliant with specific safety and security guidelines contained in the Virginia Courthouse Facility Guidelines. Therefore, on September 14, 2015, the City submitted an application to the State to have the Alexandria Courthouse evaluated to determine compliance with these safety and security guidelines contained in the Virginia Courthouse Facility Guidelines, per Section 17.1-281 of the Code of Virginia in order to be authorized to impose the additional $3 fee to provide funding for renovation, construction or capital maintenance needs at the Courthouse.

On September 23, 2015, the VA-DGS Services conducted a walkthrough of the facility with City staff. On September 24, 2015, based on the walkthrough of the facility and supporting documentation provided by the City, VA-DGS certified that the Alexandria Courthouse, including the General District, Circuit Court and Juvenile & Domestic Relations Court are in non-compliance with Virginia Courthouse Facility Guidelines, Second Edition. This certification of non-compliance by the VA-DGS authorizes the City to assess and collect an additional $3 to the existing Courthouse

filing fee to be used for courthouse construction or renovation on top of the $2 fee already authorized for courthouse construction and maintenance. The additional $3 fee, or $5 total, is the maximum authorized by the 2009 General Assembly for localities to assess and collect for courthouse construction or renovation.

The proposed increase in the Courthouse filing fee from the current $2 to $5 will generate an estimated $70,000 in additional revenue annually, for a total of approximately $120,000 per year, which can be used to correct the non-compliant items identified in the VA-DGS inspection report and/or other construction, renovation or maintenance requirements at the Courthouse. Of the 113 items found to be non-compliant by the State, most could be classified into five major categories:

- Public Information, signage, way-finding, circulation
- ADA compliance, appropriate accessibility, ergonomics
- Safety and security
- Technical resources, audio visual and PA systems, computer integration
- Environmental controls

Based on the 113 items identified as non-compliant by the State and the associated costs, staff anticipate correction of these non-compliant items over the next four fiscal years. 23 non-compliant items will be addressed in FY 2017 estimated to cost approximately $91,500 and will include:

1. **Public information, signage and wayfinding ($25,000)**: The provision of electronic public information signage and wayfinding directory and related monitors, software and hardware;
2. **ADA compliance ($12,000)**: Make each courtroom ADA compliant by providing a portable ADA ramp for each jury box and witness stand and installation of a wheelchair lift for the Judge's bench;
3. **Safety and security ($27,000):** Installation of Threat Level III ballistic panels at the Judges' benches.
4. **Technical resources ($27,500)**: Replacement and repairs of courtroom audio/video systems.

Approximately 13 non-complaint projects can be addressed each fiscal year over the next four years contingent upon the amount of fee revenue collected.

The majority of the items identified by the State address operational requirements including ADA access, parking, signage, security, sound amplification, staff workstation size, and crowd circulation. The items identified by the State and included in the Virginia Courthouse Facility Guidelines differ from the capital replacement requirements identified in the City's recent building assessment. The City's assessment identified facility capital replacement requirements at the Courthouse that were based on the building condition and were primarily those building systems and elements that have reached the end of their estimated useful life (i.e. windows, doors, fire alarm systems, lighting, finishes, etc.) unlike the State

assessment which focused on operational requirements. The only items that were identified in both studies were environmental controls (i.e. heating, ventilation and air conditioning (HVAC)). From the State's perspective the environmental controls were identified because the controls are inadequate and the temperatures were determined to be uncomfortable (i.e. an operational item). The City assessment identified HVAC because the existing systems are past their estimated useful life.

The City assessment identified approximately $7.0 million in HVAC related capital replacement requirements at the Courthouse. The proposed FY 2017 CIP currently includes $2.0 million in FY 2024 for HVAC capital replacements at the Courthouse, or only 28 percent of the funding required to address all of the HVAC capital replacement requirements at the Courthouse.

The purpose of the courthouse fees is to address the issues identified by the State that focus on operational requirements, as well as minor capital repairs and renovations at the Courthouse. Due to the scope and cost, HVAC capital replacements will be addressed in the CIP.

CAPITAL IMPROVEMENT PROGRAM (Vice Mayor Wilson)

Question: What is the estimated cost of the projected future maintenance of the Torpedo Factory (including roof replacement)? What is the adequacy of existing prior year balances to cover these projected expenditures? Can these balances be utilized to complete the contemplated programming study planned for FY 2018?

Answer: The Torpedo Factory Art Center was included in the FY 2015 Building Assessment. The Building was rated a Grade "C" and the assessment identified a total of $13M in capital replacements that will be required over the next ten years with approximately $690,000 of them required over the next two years including window replacements, water heater replacement and wiring replacements. Due to funding constraints, the only source included in the FY 2017 – 2026 proposed CIP for the Torpedo Factory Repairs project is the remaining project balance of $290,000 at the end of FY 2016 2nd Quarter to partially address these capital replacement requirements as well as any unanticipated capital repair needs at the facility. Staff does not recommend utilizing these funds for the Torpedo Factory Space Planning project.

Once decisions are made regarding the future governance structure of the Torpedo Factory Arts Center, staff will evaluate any appropriate funding for space planning for inclusion in the FY 2018 – FY 2027 CIP.

CAPITAL IMPROVEMENT PROGRAM (Vice Mayor Wilson)

Question: Given the pace of development and the developer contributions, does the Seminary Road and Beauregard Street Ellipse project require delay in the CIP?

Answer: The Seminary Road at Beauregard Street Ellipse Project is funded in the CIP with $36.4 million entirely from developer contributions with the first $3.5 million showing in FY 2018. As there may be a delay from the development community, it

makes sense to delay the project one year to FY 2019. Staff will examine this delay more closely in the context of the FY 2018 budget process to better align the project with the projected pace of development and, more importantly, consider what, if any, additional funding sources need to be identified and considered in the early years to advance the design process.

DEPARTMENT OF COMMUNITY AND HUMAN SERVICES (City Manager Jinks)

Question: What staff support is currently being provided to the Commission on Women and what support is proposed with the elimination of two positions in DCHS?

Answer: The Commission for Women is currently supported by the Director of the Department of Community and Human Services (DCHS) and an Administrative Support temporary staff member. The Chief of the Office for Strategic Initiatives and liaison to the Commission for Women, left the city in April 2015. Since that time, the DCHS Director has been serving as the liaison to the Commission for Women and has been attending its meetings and events.

Since the spring of 2015, the Commission leadership has had knowledge that the position held by the Chief would no longer be serving as the liaison to the Commission, because the position would be re-classified and used in the reorganization of the operations and administrative structure of DCHS.

The Commission has been in discussions to explore where they think they are most closely aligned with the mission of various departments, and where they should be most strategically focused in the future. The Director has remained as the liaison to the Commission as it was going through the exploration process as it was not clear what the final recommendations for the home and structure of the Commission might be. There have been ongoing conversations with the leadership and the entire Commission regarding the future focus and priorities of the Commission, as well as the most effective ways to move forward.

Through this process, the Department has offered options for support for the assessment and development process, including the use of consultants, linkages to universities, as well as connection to other departments in the City. None of these options have been selected, however Commissioners are currently reaching out to other Boards and Commissions to identify shared issues and to determine their priorities and next steps.

It is the belief of the Department that the most effective approach to support the Commission for Women would be provided through the Center for Children and Families. This Center houses the Sexual Assault Center, the Domestic Violence Program, and the Alexandria Campaign on Adolescent Pregnancy; all programs of significant relevance to the Commission for Women. The administrative support for the scheduling, coordination, minutes, and other duties would be covered by either permanent or temporary administrative support within the Department. As with all other Boards and Commissions connected with the Department, staff who serve as

liaisons and provide administrative support have other duties. Due to significant resource challenges facing the Department, it is not possible to dedicate full time staff to this work. Also, no other DCHS Boards or Commissions currently have full-time staff.

CAPITAL IMPROVEMENT PROGRAM (Mayor Silberberg)

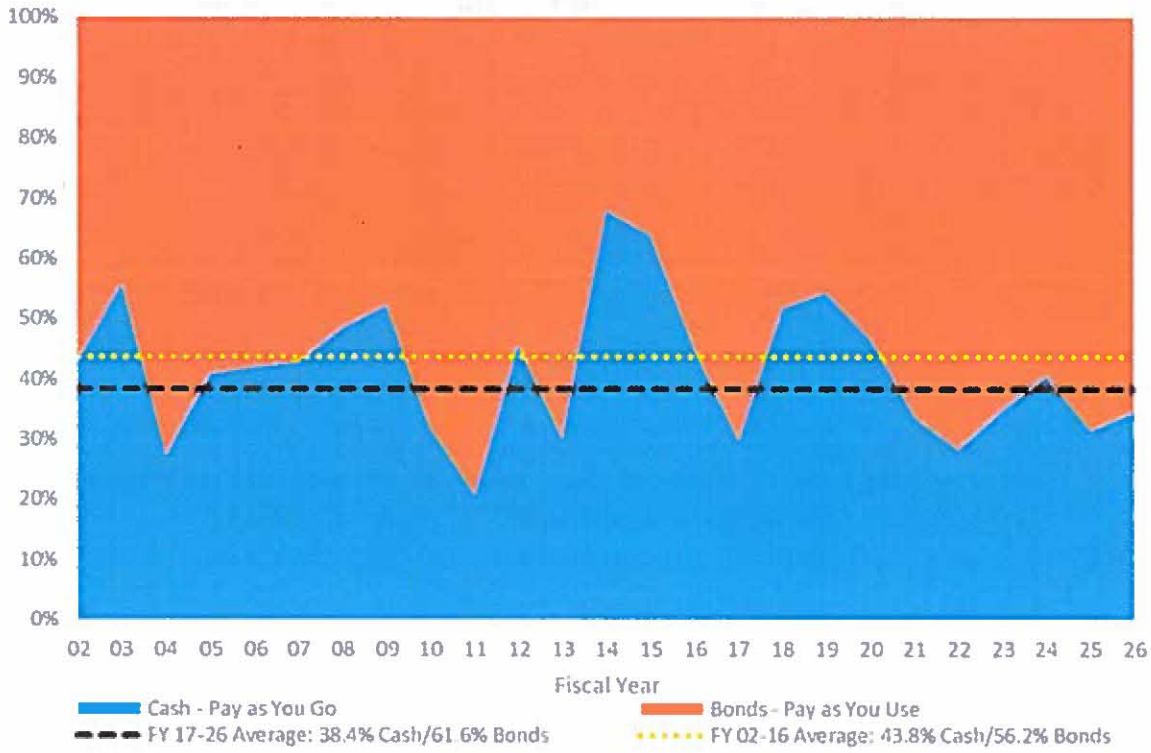
Question: What is the history of the Cash/Bond Split for the CIP?

Answer: The table below provides a history of the ratio of Cash and Bonds in the City's Capital Budget for fiscal years 2002 through 2016. Additionally, the table below provides the ratio of cash and bonds for the planned capital expenditures in the Proposed FY 2017 – FY 2026 CIP.

The average cash/bond ratio for the Proposed FY 2017 – FY 2026 CIP is 38.4% Cash sources and 61.6% borrowing sources. The average cash/bond ratio for FY 2002 – FY 2016 is 43.8% cash sources and 56.2% borrowing sources.

APPROVED CAPITAL BUDGETS			PROPOSED CAPITAL BUDGET/CIP		
Fiscal Year	Cash %	Bond %	Fiscal Year	Cash %	Bond %
FY 2002	43.0%	57.0%	FY 2017	29.8%	70.2%
FY 2003	55.7%	44.3%	FY 2018	51.6%	48.4%
FY 2004	27.3%	72.7%	FY 2019	54.4%	45.6%
FY 2005	40.7%	59.3%	FY 2020	46.7%	53.3%
FY 2006	42.0%	58.0%	FY 2021	33.7%	66.3%
FY 2007	42.9%	57.1%	FY 2022	28.3%	71.7%
FY 2008	48.4%	51.6%	FY 2023	34.8%	65.2%
FY 2009	52.1%	47.9%	FY 2024	40.3%	59.7%
FY 2010	31.7%	68.3%	FY 2025	31.5%	68.5%
FY 2011	20.8%	79.2%	FY 2026	34.4%	65.6%
FY 2012	45.6%	54.4%			
FY 2013	30.0%	70.0%			
FY 2014	67.8%	32.2%			
FY 2015	63.9%	36.1%			
FY 2016	44.7%	55.3%			
AVERAGE	**43.8%**	**56.2%**	**AVERAGE**	**38.4%**	**61.6%**

Ratio of Cash and Bonds: FY 2002 – FY 2026



RECREATION, PARKS AND CULTURAL ACTIVITIES (Councilman Bailey)

Question: How many youth are served as walk-ins to the Charles Barrett and Nannie J. Lee recreation centers?

Answer: In the FY 2017 budget process, Recreation Services proposed $263,710 in reductions to meet the 5% target. At the same time, additional program requests were made for $288,477 for service expansion either fully or partially offset by fees. In determining reductions, Recreation Services was consistent in continuing the decrease in hours at the smaller recreation centers. In previous budget years, open gym time and operating hours were reduced at Patrick Henry and Barrett Recreation Centers, with Barrett closed in the evenings. The larger centers offer more programs and do not operate exclusively for walk-ins. The open time for Nannie J. Lee is also fully funded by tax dollars without a fee offset.

In making recommendations to the City Manager, the Healthy and Thriving Resident Focus group determined that a priority of discussion would be to support the Children and Youth Master Plan. As a result of these discussions, the Focus Group recommended only accepting $161,992 of the reductions proposed by Recreation Services. Additionally, it was determined to fully fund new program requests. Two of those were the Youth Achieving Greatness after school program and the Youth Camp Adventure summer program both held at Nannie J. Lee. The open gym program was accepted as a reduction because it does not serve school age children, as the walk-in participants are typically not students. At this center, the participants for open gym

sign in on an attendance sheet. These sheets are not stored for more than 30 days; however, weekday walk-ins are estimated at 15-25, and Saturday walk-ins are estimated at 2-8.

RPCA anticipates other fee supported programs and rental activities to take up the evening time at Nannie J. Lee. Open gym hours are still available at Charles Houston, Cora Kelly, Mt. Vernon and William Ramsay Recreation Centers, and there are 5 outdoor lighted basketball courts available for public use.

ATTACHMENTS: (if any)
Attachment I – ACPS Pre-K Distribution Memo

Alexandria City Public Schools

DATE: March 21, 2016

FROM: Honorable Karen A. Graf, Chair, and Members of the Alexandria City School Board

THROUGH: Alvin L. Crawley, Ed.D., Superintendent of Schools
Stacey B. Johnson, Chief Financial Officer

TO: The Honorable Allison Silberberg, and Members of the Alexandria City Council

TOPIC: Responses Regarding Pre-K Center CIP and Contingency Funding (from the March 9, 2016 Joint City Council-School Board Budget Work Session)

As a follow-up to the Joint Budget Work Session with City Council, ACPS, herein, provides responses to inquiries and additional information to support its proposed FY 2017-2026 CIP budget and the FY 2017 Operating budget. Given our city's growth and corresponding increases in student enrollment this past decade, the ACPS operating and CIP budgets are closely linked to address capacity while continuing to advance academic excellence.

The budgets presented by ACPS were informed by and are consistent with the joint City/Schools' Long Range Educational Facilities Plan (LREFP) and provide a prudent and cost-effective plan to modernize facilities and add necessary capacity. Any significant under-funding of the proposed budget would require an in-depth analysis and either a reprioritization, delay or elimination of efforts/services. *A worst-case scenario would be that the School Board will be faced with making decisions about delays or cuts, which could include losing a number of available VPI slots and/or the relocation of HeadStart services.*

It is beyond questioning that quality Pre-K plays a critical and vital role in the success of Alexandria's students as they matriculate through their K-12 years. Upon City Council approval of the proposed ACPS budgets, staff would continue ongoing planning efforts for the Pre-K Center now through September 2017 including:(1) securing and building-out the facility; (2) updating of policies and improvements to practices inside the classroom; and (3) coordination of wrap-around services or other shared services, such as transportation— with details on the activity, fiscal, and partnership implications for each of these areas.

Procurement for New Facilities

On February 23, 2016, real estate consultants issued an RFP on behalf of ACPS to identify and provide commercial space for new school facilities to house between 350 Pre-K children and 700 elementary school students. On Friday, March 11, 2016, multiple proposals were received in response to the RFP for leased spaces available in Alexandria to meet this request. Evaluations of each proposal against the requirements specified in the RFP are underway. ACPS staff anticipates achieving a final recommendation by the end of April and will keep the City Manager apprised of any key decisions.

FY 2017 Budget Details for CIP and Contingency Funding

Summary of Funding Gap

Currently, the City Manager's proposed CIP budget does not include $8.3 million in funding to secure a new Pre-K facility in FY 2017. Additionally, the proposed operating budget identifies $3.0 million for ACPS to be held in the City's budget as contingency for the leasing costs of both the new elementary school and Pre-K center. While holding funds in contingency is a practice that either governing body can authorize within their respective budgets, ACPS cannot move forward with the execution of either leasing agreement until the funds have been appropriated to ACPS in the adoption of the City's budget.

Estimated Cost Breakdown

For the Pre-K Center, the proposed budgets included in the ACPS CIP and Operating request are based on industry estimates of per square foot costs to design and retrofit a commercial space for a total local cost of approximately $11.6 million, with a portion covered through tenant improvement allowance and the balance covered through the CIP allocation of $8.3 million. This funding covers the costs of all planning, design, construction, materials, furniture, technology and other major equipment, as well as moving costs.

With regards to the operational costs, the proposed budget already includes the funding and staffing resources needed to continue current Pre-K services next year, such as teachers, paraprofessionals, classroom materials, and instructional supplies. To add a new facility, additional operating costs to include leasing, school administration and student support services, transportation, and other general building expenses (utilities, custodial, etc.) will be incurred and will mostly impact FY 2018 and beyond. While firm cost estimates are pending the final program implementation plan and decisions regarding shared services, the additional operating costs for FY 2017, FY 2018 and FY 2019 are estimated to be $1.0 million, $4.8 million, and $4.9 million respectively.

Summary

The School Board believes that the information contained herein, input provided by the Early Care and Education Workgroup, and direct interactions between the School Board, Council and our respective staffs provide full confidence that the submitted budgets and plans are sound, prudent and readily-executable investments for the children of our city. The remainder of this packet includes:

1. Current ACPS Profile for Pre-K schools
2. Analysis of Current Pre-K schools Compared to Boundary Elementary School
3. Transportation/Distance Impact of Central Pre-K Center on Families
4. Enrollment and Capacity Utilization by School

Current ACPS Pre-K Profile

ACPS is committed to preschool education within our division. The long-term positive academic results and cost savings of preschool are indisputable. Strong preschool programs increase lifelong earning potential and help children achieve better academic outcomes.

The earlier that ACPS can work with parents and children to help them build a foundation to learn, the better opportunity ACPS has to significantly advance students academically throughout their K-12 years. It is clear that Alexandria, as a city, understands that a prudent investment at the beginning dramatically helps to ensure a bright and fiscally sound future for all children.

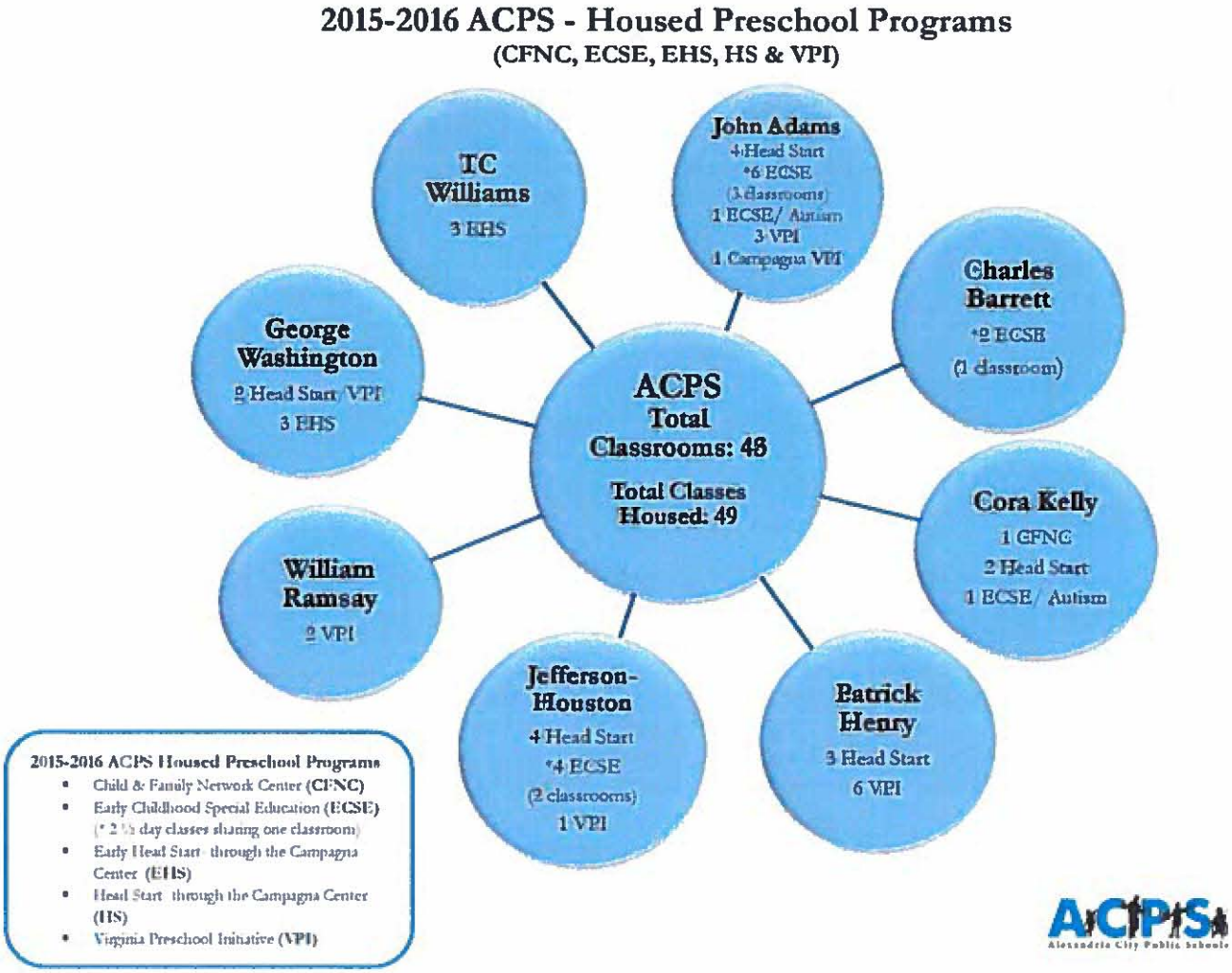
ACPS uses a play-based curriculum with emphasis on facilitating language development, social skills, problem solving skills and physical development. The preschool teachers incorporate literacy, math, science, social studies, art, music and physical activities into all aspects of the daily routine.

Types of Pre-K Programs

Currently, ACPS offers three types of Pre-K programs, including Virginia Preschool Initiative (VPI), Preschoolers Learning Together (PLT), and Early Childhood Special Education (ECSE). These programs serve a diverse population of children to ensure quality settings and opportunities for all types of learners.

VPI	PLT	ECSE
Full Day: 8:00 a.m. to 2:35 p.m.	Half Day: 8:00 a.m. to 11:00 a.m. or 11:20 a.m. to 2:35 p.m.	Half Day 8:00 a.m. to 11:00 a.m. or 11:20 a.m. to 2:35 p.m.
The purpose of Virginia Preschool Initiative (VPI) is to provide quality preschool programs for at-risk four-year olds. VPI is a program designed for families who might not otherwise be able to access quality early childhood education opportunities.	The Preschoolers Learning Together (PLT) program is half-day preschool offered to typically developing children ages two years and six months thru four years. These preschoolers from the Alexandria community are integrated into an early childhood special education (ECSE) classroom for the purpose of providing typical peers and role models to students with disabilities. Developmentally appropriate activities are incorporated into the daily routine.	Licensed ECSE teachers implement a play-based special education program with emphasis on providing services to students with an individualized developmental delay or disability. Developmentally appropriate activities are incorporated into the daily schedule.
Breakfast, snack and lunch provided. No transportation provided.	Meals available at a cost, unless eligible for free or reduced-price meals; snack provided. No transportation provided.	Meals available at a cost, unless eligible for free or reduced-price meals; snack provided. Transportation provided.
Located at John Adams, William Ramsay, Patrick Henry and Jefferson-Houston School.	Located at John Adams, Charles Barrett, Jefferson-Houston.	Located at John Adams, Cora Kelly, Charles Barrett, Jefferson-Houston, and Fairlington United Methodist Church.

Current Pre-K Population



Note 1: ACPS currently partners with Fairlington United Methodist Church to hold two ECSE classrooms that are not included in the diagram above.
Note 2: The goal for the first Pre-K Center would be to move approximately 20 classrooms out of West End elementary schools.

Analysis of Current Pre-K School Compared to Boundary Elementary School

Most of the students attending preschool at an ACPS campus are not attending a school that would be their home school. Currently, 65% of ACPS Pre-K children are enrolled in classes held in schools outside of their boundary school. The following chart illustrates the out-of-boundary population at each school:

Pre-K School	Boundary School	Number of Students	Summary
Charles Barrett	Charles Barrett	6	65% of preschoolers are outside of their home school boundary (13 or 19 students)
	Douglas MacArthur	1	
	George Mason	5	
	James K. Polk	2	
	John Adams	1	
	Mount Vernon	2	
	Samuel W. Tucker	1	
	William Ramsay	1	
Cora Kelly	George Mason	2	
Jefferson-Houston	Charles Barrett	2	81% of preschoolers are outside of their home school boundary (43 of 53 students)
	Douglas MacArthur	12	
	George Mason	2	
	James K. Polk	2	
	Jefferson-Houston	10	
	Lyles-Crouch	9	
	Matthew Maury	8	
	Mount Vernon	6	
	Samuel W. Tucker	1	
	William Ramsay	1	
John Adams	Douglas MacArthur	2	61% of preschoolers are outside of their boundary (78 of 127 children)
	George Mason	1	
	James K. Polk	19	
	Jefferson-Houston	1	
	John Adams	49	
	Lyles-Crouch	1	
	Patrick Henry	9	
	Samuel W. Tucker	19	
	William Ramsay	26	

Chart continues on the following page.

FY 2017 Budget Details for CIP and Contingency Funding

Pre-K School	Boundary School	Number of Students	Summary
Patrick Henry	Charles Barrett	1	78% of preschoolers are outside of their boundary (75 of 95 children)
	Douglas MacArthur	2	
	George Mason	1	
	James K. Polk	20	
	Jefferson-Houston	1	
	John Adams	7	
	Patrick Henry	20	
	Samuel W. Tucker	34	
	William Ramsay	9	
William Ramsay	James K. Polk	1	9% of preschoolers are out of their school boundary (3 out of 32)
	Samuel W. Tucker	2	
	William Ramsay	29	
Total		328	65% of preschoolers are out of their school boundary (214 out of 328)

Transportation/Distance Impact of Central Pre-K Center on Families

Currently, ACPS does not provide transportation to the majority of Pre-K students with the exception of a small number of children enrolled in its Early Childhood Special Education (ESCE) program. As ACPS moves to centralized services, the plan is to provide transportation as needed to enrolled students of families that require these services. The provision of transportation services would support and strengthen access to learning opportunities.

The majority of our Pre-K families provide transportation to school campuses outside of their neighborhood school. Below is a chart that summarizes the distances that Pre-K students travel to their current Pre-K program. For illustrative purposes, we have also projected distances students would be transported to in a single, centralized West End location (using John Adams as an example). As shown in these charts, there is no significant variability between the current and anticipated travel distances for students.

Distance to Current Pre-K School	Number of Students
Less than half of a mile	80
Between 0.5-1 mile	105
Between 1-2 miles	111
Greater than 2 miles	32

Distance to Centralized Location*	Number of Students
Less than half of a mile	34
Between 0.5-1 mile	101
Between 1-2 miles	117
Greater than 2 miles	76
* For illustrative purposes, John Adams was used as the central location to determine distances for all students.	

Total Enrollment and Capacity Utilization by Elementary School

The information below provides the total and Pre-K enrollment by school, including the capacity and utilization for each. As shown, 8 out of 13 schools have exceeded the physical capacity that supports an optimal learning environment, with nearly all projected to be over-utilized by FY 2021.

School	FY 2016 Total ACPS Enrollment	K-5 Enrollment	ACPS Pre-K Enrollment	Head Start and Other Partner Pre-K Enrollment	FY 2016 Total Number of Students Attending	Current Capacity	Current Utilization
Charles Barrett	477	458	19	0	477	524	91.0%
Cora Kelly	357	355	2	58	415	429	96.7%
Douglas MacArthur	712	712	0	0	712	554	128.5%
George Mason	558	558	0	0	558	368	151.6%
James K. Polk	743	743	0	0	743	756	98.3%
Jefferson-Houston	375	322	53	80	455	535	85.0%
John Adams	1017	890	127	98	1115	858	130.0%
Lyles-Crouch	411	411	0	0	411	375	109.6%
Matthew Maury	442	442	0	0	442	350	126.3%
Mount Vernon	853	853	0	0	853	755	113.0%
Patrick Henry	643	548	95	60	703	724	97.1%
Samuel Tucker	749	749	0	0	749	620	120.8%
William Ramsay	902	870	32	0	902	748	120.6%
Elementary Total	8239	7911	328	296	8535	7596	112.4%

*Head Start enrollment is estimated based occupancy of max student capacity for designated partner classrooms.