



MEETING SUMMARY

Ad Hoc Joint City-Schools Facility Investment Task Force

Thursday, July 13, 2017 | 8:45 – 11:00 am

City Hall – Chet & Sabra Avery Conference Room

1 Task Force Members Present

- Lynn Hampton, Chair
- Mignon Anthony
- Elliott Branch
- Micheline Castan-Smith
- Marshall Cook
- Dwight Dunton
- Amy Liu
- Dave Millard
- Eric Wagner

2 COA and ACPS Project Staff

- Karl Moritz, Director, Department of Planning and Zoning
- Jeremy McPike, Director, Department of General Services
- Morgan Routt, Director, Office of Management and Budget
- Carrie Beach, Division Chief, Neighborhood Planning and Community Development
- Katherine Carraway, Urban Planner, Department of Planning and Zoning
- Mike Herbstman, Chief Financial Officer, Alexandria City Public Schools
- Richard Jackson, Interim Chief Operating Officer, Alexandria City Public Schools
- Arthur Wicks, Budget/Management Analyst, Office of Management and Budget
- Erika Gulick, Facilities Planner / GIS Specialist, Alexandria City Public Schools (via phone)

3 Consultants

- Beth Penfield, Brailsford and Dunlavy
- Brian Hanlon, Brailsford and Dunlavy
- Kayla Anthony, Brailsford and Dunlavy

4 Community Comment Period

- The first community member representing the T.C. Williams Capacity Committee provided comments expressing her support for additional capacity at the Minnie

Howard site. She believes that overcrowding concerns at the high school level impact students the most and asserted that of all projects, providing additional capacity at the high school level will make the most positive impact on students.

- A second community member representing the Commission on Aging indicated the community has an overwhelming need for assisted living housing and the biggest stumbling block is finding land. He requested that a subcommittee of the Task Force add affordable and accessible assisted living to the list of acceptable uses for colocation with schools.
- A third community member provided comments expressing his belief that colocation of public and private uses is a cost-effective and increasingly popular development option. He summarized the history of affordable assisted living in Alexandria and urged the Task Force to consider affordable assisted living in the CIP.

5 Overview of Candidate Projects and Available Funding

- Lynn Hampton, Chair, welcomed members and made introductory remarks.
- Jeremy McPike, Department of General Services, explained the City's list of 16 projects for consideration by the Task Force.
- Mr. McPike explained that the City measures the grade or health of a facility with a score known as Facility Condition Index ("FCI") which is calculated as the ratio of capital replacements and the current assessed replacement value. He further clarified that the database tracks the index by building system that in aggregate reflect a 'grade' for the facility. The City attempts to maintain all buildings to at least a C level (FCI of 0.21 – 0.40), with an A reflective of a new building and B as one that has received a major renovation. Work performed on a system will improve the grade level. This information is balanced with field observations made by staff.
- During explanation of City projects, the Task Force requested the following additional information:
 - The planned useful life and average useful life of buildings (in years).
 - Mutual aid and how the City partners with neighboring jurisdictions to provide fire protection.
 - Business case analysis for the indoor firing range project.
 - The planned number of vehicle spaces available after the renovation of the Impound Lot.
 - Alternatives considered for capital projects (as available).
 - Other related external or internal adopted plans or recommendations as reference for projects, including Parks and Recreation Needs Assessment (2013); Aquatic Facilities Study (2012); Lee Center Feasibility Study;
- Richard Jackson, Alexandria City Public Schools, explained ACPS's list of 17 projects for consideration by the Task Force.
- Mr. Jackson explained that ACPS works with the community at large and appropriate Central Office and school staff to develop projects and budgets.. Similar to the City, ACPS utilizes assessments to determine physical building conditions. Additionally, ACPS assesses the Educational Adequacy of its facilities to determine the functional condition of schools and their ability to support the educational program. The

Educational Adequacy assessment uses the Division’s Educational Specifications (“Ed Specs”) as the planning benchmark.

- During explanation of ACPS projects, the Task Force requested the following additional information:
 - Open questions regarding Head Start and objectives for pre-K enrollment in Alexandria.
 - Citywide transportation issues as part of pre-K center planning at John Adams.
 - Length of time a pre-K student may ride a bus.
 - ACPS and/or state standards for transportation, type and use of bus, etc.
 - Expectation on life of pre-K building.
 - Facility Condition Assessment for school buildings.
- Morgan Routt, Office of Management and Budget, explained the available funding and stated need for the Task Force’s use over the FY 2019 – FY 2028 time period. There is \$539.0 million in available funding and \$585.2 million in stated need, leaving a \$46.2 million gap. Mr. Routt explained that this amount does not include an additional \$60 million in need for the completion of two elementary schools, which was included in ACPS’s CIP. This brings the total funding gap to \$106 million. Mr. Routt additionally pointed out that the current CIP is front-loaded and the majority of the funding gap is in the first three (3) years.
- In response to all City and School project presentations, the Task Force requested clarification of their charge to look at all CIP projects or selected facility projects.

6 Overview of ACPS Projected Enrollment and Capacity Issues

- Mike Herbstman, Alexandria City Public Schools, explained student enrollment trends and projections for the next 10 years. Since 2007, ACPS has seen a 46% increase in student enrollment without a corresponding capacity increase.
- Mr. Herbstman explained the breakdown of growth at the elementary, middle, and high school levels. He displayed graphics that indicated the potential capacity if none or all school projects are funded.
- Mr. Herbstman detailed how enrollment projections are developed as a joint effort between ACPS and the City of Alexandria.
- Mr. Herbstman explained that annual reassignment occurs year to year, but does not address the Division-wide overcrowding problem. Additionally, the redistricting effort will go into effect in September 2018, which will help to equalize utilization rates across the schools. However, it will also not solve the Division-wide current and forecasted overcrowding problem.
- During explanation of ACPS projected enrollment and capacity issues, the Task Force requested the following additional information:
 - Utilization and capacity of each school.
 - Comparison of forecasted enrollment to actual enrollment.
 - Summary of forecasting methodology.
 - Grade configuration goals and forthcoming study.
 - Comparison of ACPS challenges to other jurisdictions.

- ACPS standards and expectations regarding utilization, educational adequacy, co-location, and quality of construction.
- Comparison of the approved Ed Specs to State minimum standards for capacity calculations.

7 Draft Criteria Consideration / Discussion

- Beth Penfield, Brailsford and Dunlavey, facilitated a discussion regarding the draft criteria. The discussion was framed around three (3) questions:
 1. What are the Task Force's vision and goals of the prioritization process?
 - The Task Force desires to optimize the CIP and may not use all funds. Balancing would be an acceptable alternative, but ultimately their goal is to allocate the funds provided in the most optimal manner.
 - The Task Force desires to provide decision-making clarity and transparency of the CIP process and all projects and their timing will be considered.
 - The Task Force desires to make best-value decisions across the portfolio of projects, identifying how projects maximize strategic goals.
 - The Task Force desires to identify where "self-imposed limitations" that the City or ACPS have placed upon themselves may limit where a project could support the best-value approach (i.e. zoning limitations, regulatory factors, etc.). This would allow for the evaluation and impact of adjusting or waiving the limitation.
 2. What criteria and factors should be used to assess each proposed project?
 - The Task Force indicated public safety is an important consideration and should be included in the criteria. This could cover projects that address Life Safety or other failing physical conditions. Additionally, the Task Force desires to define and understand the sense of urgency for each project (i.e. FCI and physical building condition). They wish to understand if a building is pass or fail vs. graded A through F.
 - The Task Force believes the goals for the City and ACPS are important factors for prioritizing projects. There may be differentiation between goals by project type, such as educational and recreational, however, the Task Force desires to develop a framework that reviews all projects under the same lens. Traditionally, the City and ACPS have worked independently and the Task Force desires to integrate the process.
 - The Task Force believes holistic thinking is important and desires to consider the community's goals and find opportunities to co-invest and/or maximize projects. Included within this consideration is the exploration of alternative scenarios to ensure sound decision making.
 - The Task Force desires the criteria to evaluate if best practices are being employed for each project (i.e. co-location, redesign, reconstruction, etc.).
 - In summary, the Task Force desires to employ systems thinking and evaluate the inter-relationship of project with other initiatives within Alexandria. Determine how many goals a projects advances so that it provides the best value.

3. How will the criteria and factors be applied to the projects?
 - The Task Force will consider how criteria is applied and reach out with ideas or suggestions.

8 Subcommittee Topics and Membership

- Task Force members received a subcommittee sign-up sheet, on which they indicated their first, second, and third choice. Members will be notified of their subcommittee assignments via email. Committee meetings will be open to other board members and the public.

9 Next Steps

- The Task Force desires to visit project facilities and sites throughout Alexandria. A survey will be sent to coordinate the best date, likely to occur in July or August. Ms. Hampton concluded the meeting.