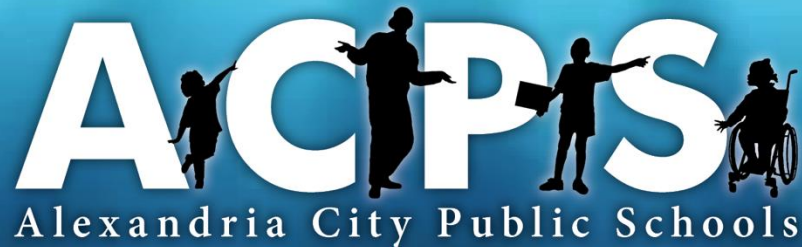


FY 2019-2028 Capital Improvement Program Budget



Joint City Council-School Board Work Session

January 29, 2018



Every Student Succeeds

Essential Questions

- What does the CIP aim to achieve and how does it align with the Strategic Plan Goals?
- How has previously approved CIP funding addressed the goals of ACPS?
- What information was considered when developing the FY 2019-2028 CIP?
- What is the impact of proposed projects on capacity needs?
- What adjustments were made to proposed non-capacity projects?

School Board Goals

ACPS 2020, adopted June 2015, includes six goals:

- **Goal 1 – Academic Excellence and Educational Equity:** Every student will be academically successful and prepared for life, work, and college.
- **Goal 2 – Family and Community Engagement:** ACPS will partner with families and the community in the education of Alexandria’s youth.
- **Goal 3 – An Exemplary Staff:** ACPS will recruit, develop, support, and retain a staff that meets the needs of every student.
- **Goal 4 – Facilities and the Learning Environment:** ACPS will provide optimal and equitable learning environments.
- **Goal 5 – Health and Wellness:** ACPS will promote efforts to enable students to be healthy and ready to learn.
- **Goal 6 – Effective and Efficient Operations:** ACPS will be efficient, effective, and transparent in its business operations.



Goals of the CIP

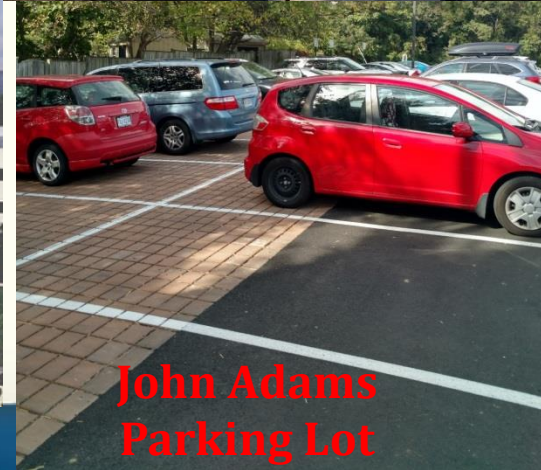
CIP aims to address the school division's need for:

- Construction
- Expansion
- Renovations
- System replacements



To ensure the provision of safe and conducive learning environments in alignment with Goal 4 of the ACPS 2020 Strategic Plan.

Current/Recent CIP Projects



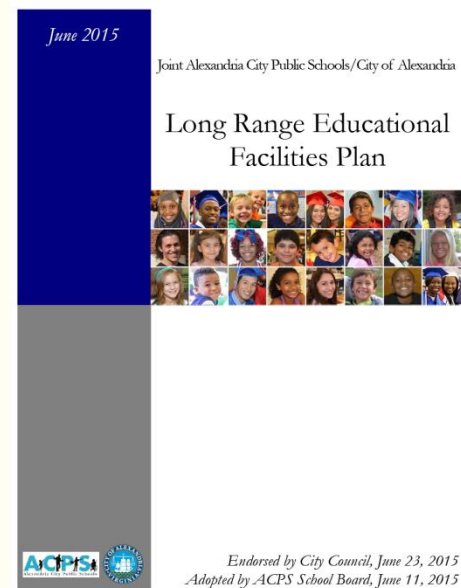
FY 2019 – 2028 CIP Budget Priorities

School Board CIP Budget Priorities

- Elementary Capacity/Modernization
- High School Capacity
- Swing Space
- Middle School Capacity
- Facilities Processes and Procedures
- Building Operations and Maintenance
- Building Upgrades
- Pre-K Capacity
- Safety, Security and ADA Compliance

CIP Development: Project Need

- Enrollment projections & capacity analysis
- Recommendations from planning documents and building assessments
- Recommendations from the Ad-Hoc Joint City-Schools Facilities Investment Task Force (Task Force)
- Programmatic needs



CIP Development: Scope and Budget

- Input from facilities staff
- Input from school administrators
- Review of available funding
- Re-calibrating cost and schedule for project adjustments

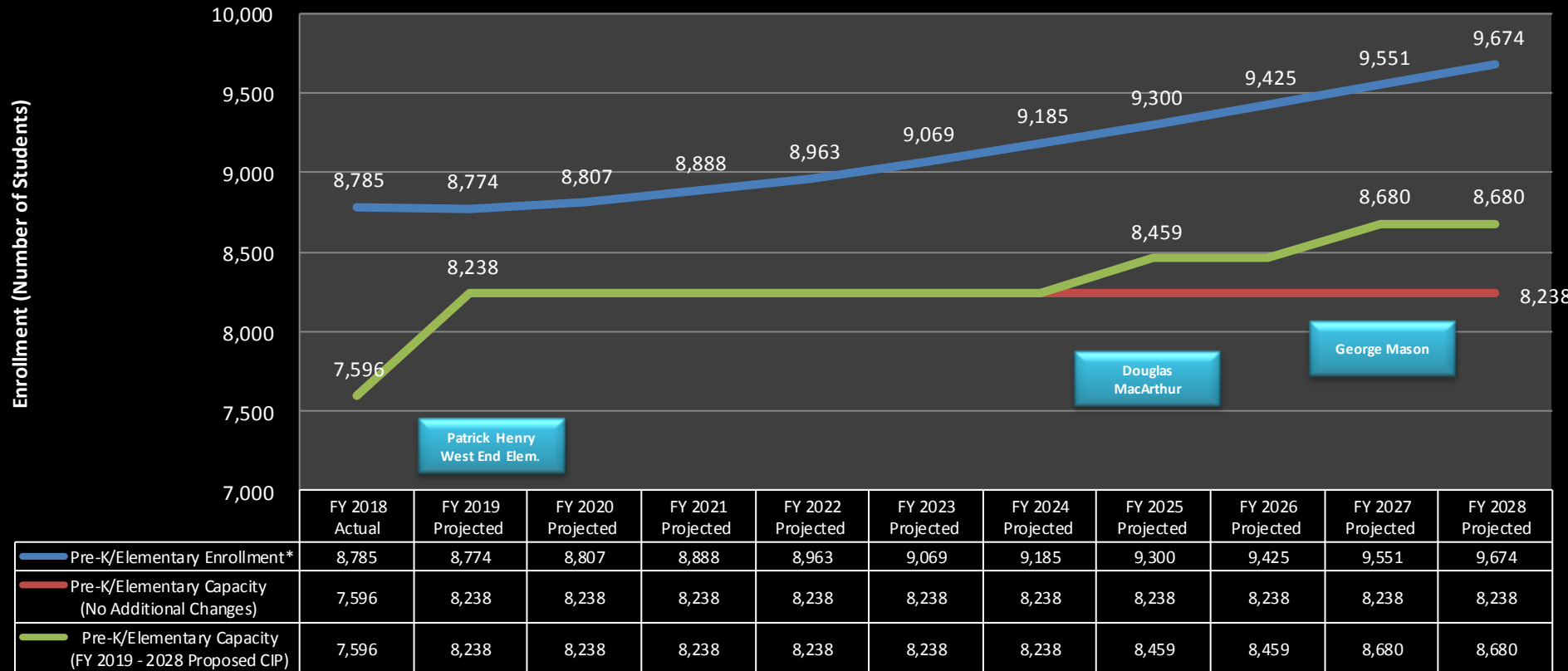


Capacity Planning

- In collaboration with the City:
 - Develop Joint Facilities Master Plan
 - Conduct feasibility studies
 - Explore alternative options
- Capacity projects recommended by the Task Force include:
 - High school capacity
 - Flexible capacity space for permanent school use
 - Douglas MacArthur
 - George Mason
 - Cora Kelly
- Need for interim solutions:
 - Relocatable classrooms
 - Increase non-capacity to address delayed modernizations

Capacity Overview: Pre-K and Elementary School

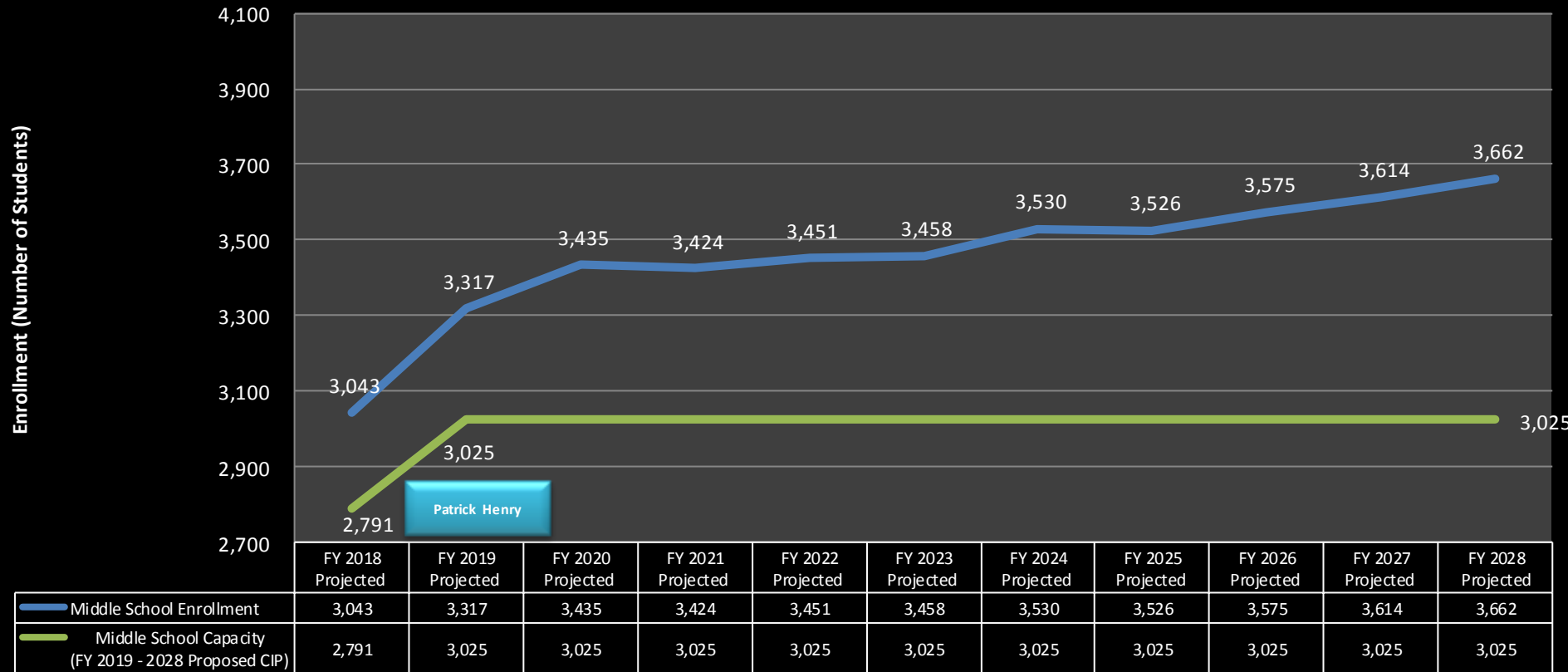
ACPS Elementary Projected Enrollment and Capacity: FY 2018 - 2028



*Includes 284 partner pre-K capacity

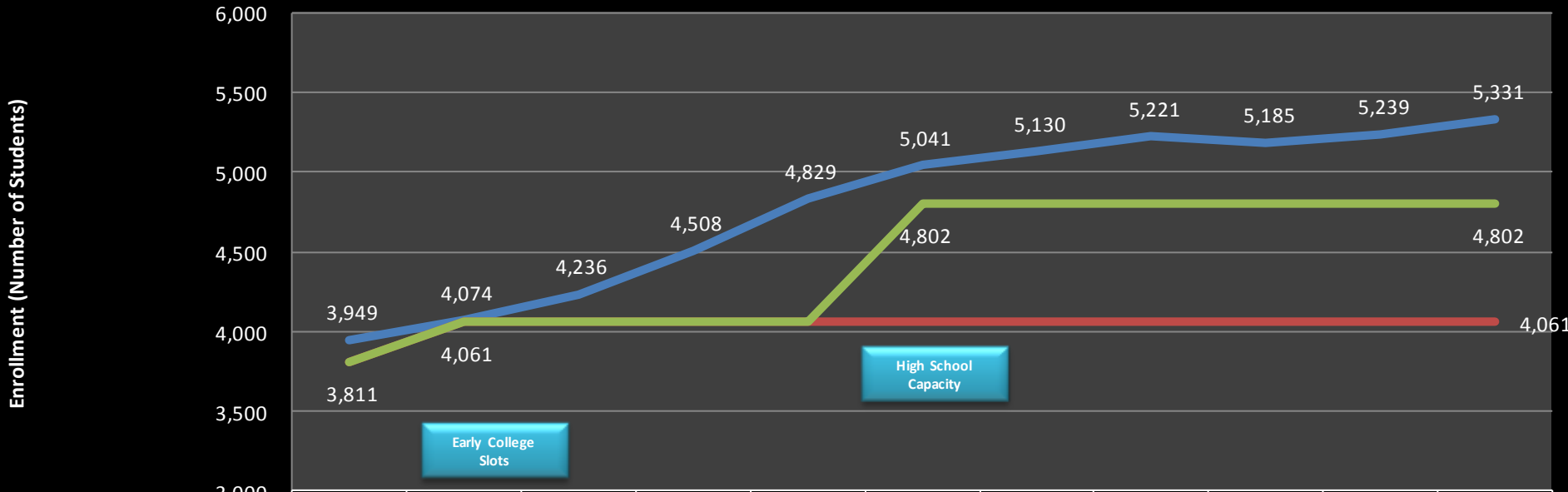
Capacity Overview: Middle School

ACPS Middle School Projected Enrollment and Capacity: FY 2018 - FY 2028



Capacity Overview: High School

ACPS High School Projected Enrollment and Capacity: FY 2018 - FY 2028



	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
High School Enrollment	3,949	4,074	4,236	4,508	4,829	5,041	5,130	5,221	5,185	5,239	5,331
High School Capacity (No Additional Changes)	3,811	4,061	4,061	4,061	4,061	4,061	4,061	4,061	4,061	4,061	4,061
High School Capacity (FY 2019 - 2028 Proposed CIP)	3,811	4,061	4,061	4,061	4,061	4,802	4,802	4,802	4,802	4,802	4,802

Future CIP Capacity Solutions

- Increase use of temporary relocatables as needed
- Feasibility studies of available sites for school use
- Funds for property acquisition opportunities when available
- Add capacity when modernizing existing buildings
- Address immediate high school capacity need
- Create flexible space for future permanent capacity
- Based on Task Force recommendation, continue coordination with the City and partners to advance capacity projects through:
 - Flexibilities in zoning
 - Cash flow
 - Public-private partnerships

Non-Capacity Projects

Non-Capacity projects based on assessments in previous CIPs with adjustments for:

- Deferral of modernizations
- Facilities staff scope and budget adjustments for accuracy
- School staff input
- Addition of kitchen upgrade projects
- Adjusting school bus replacement schedule



FY 2019-2028 Budget Summary

Site/Program	Description	Grand Total	Proposed Funding Years (FY)	Project Completion Year (FY)
Douglas MacArthur	Replacement/Modernization and Capacity Addition	53,502,253	2022-2023	2025
George Mason	Replacement/Modernization and Capacity Addition	45,820,322	2023-2025	2027
Cora Kelly	Replacement/Modernization and Capacity Addition	34,539,349	2026-2027	2029
High School	Replacement/Modernization and Capacity Addition	124,249,963	2019-2021	2023
Flexible Capacity Space and New Schools	Interim capacity needs and new school	80,905,549	2019, 2021-2022, 2028	2020, 2023, 2030
Capacity Planning	Feasibility Studies and Joint Master Planning Efforts	1,400,000	2019	N/A
Transportation Facility	Replacement/Modernization and Capacity Addition	6,710,000	2023	2025
West End School	Gym Addition to New West End Elementary School	4,569,080	2019	2021
Property Acquisition	Property Acquisition for Capacity Projects	30,000,000	2019	N/A
Non-Capacity	Life-cycle replacements and upgrades to existing facilities	92,984,016	2019-2028	2019-2028
Total Proposed		474,680,533	2019-2028	2019-2030

FY 2019-2028 Budget Summary

	Final School Board Approved FY 2018-2027 CIP Budget	City Council FY 2018-2027 Approved CIP Budget	Difference in School Board and City Council FY 2017-2026 CIP Budgets	School Board FY 2019-2028 Adopted CIP Budget	Difference in Final FY 2019-2028 CIP Budget and City Council Approved 2018-2027 CIP Budget	Task Force Recommendation ¹	Difference in School Board Adopted and Task Force Recommendation ²
FY 2018	19,000,000	19,000,000	-		-	-	-
FY 2019	69,273,247	51,000,000	18,273,247	68,331,789	(17,331,789)	30,120,896	(6,810,893)
FY 2020	21,261,884	10,000,000	11,261,884	26,953,564	(16,953,564)	25,387,494	(1,566,070)
FY 2021	146,891,671	106,000,000	40,891,671	118,896,519	(12,896,519)	117,073,350	(1,823,169)
FY 2022	24,592,989	21,000,000	3,592,989	74,681,603	(53,681,603)	72,290,674	(2,390,929)
FY 2023	84,711,496	72,000,000	12,711,496	64,869,896	7,130,104	64,047,705	(822,191)
FY 2024	15,328,570	15,000,000	328,570	29,352,817	(14,352,817)	24,460,737	(4,892,080)
FY 2025	53,573,842	23,000,000	30,573,842	27,881,007	(4,881,007)	25,138,614	(2,742,393)
FY 2026	5,769,055	13,000,000	(7,230,945)	12,702,488	297,512	11,525,613	(1,176,875)
FY 2027	18,991,373	43,000,000	(24,008,627)	35,909,363	7,090,637	33,997,791	(1,911,572)
FY 2028	-	-		15,101,488			
Grand Total	459,394,127	373,000,000	(86,394,127)	474,680,533	(105,579,045)	404,042,874	(24,136,171)

¹Includes all capacity projects as recommended by the Task Force with contingency added based on percentages recommended in the Task Force's Facilities CIP B for contingency of projects. It does not assume that any planning or land acquisition dollars were specifically recommended for ACPS use, though these funds were recommended to be split between the entities as needed.

²Because planning and property acquisition dollars are to be allocated for both City and Schools facilities projects, this shows variance of Superintendent's proposed projects excluding planning and property acquisition, with the Task Force's recommendation specifically for ACPS.

Preparing for Execution of Our CIP: ACPS

Enhanced Accountability

ACPS has instituted several measures to enhance accountability for facilities projects:

- Quarterly CIP Report
- Establishing a CIP Reserve and updating quarterly
- Weekly Capital Coordinating Committee Meetings
- Increased customer service by assigning project managers to specific schools

Preparing for Execution of Our CIP: City and ACPS

Collaboration

- Joint Facilities Master Plan
 - Working collaboratively to find the best solutions to address capacity and building condition needs using all available resources for all ACPS and COA assets
- Enrollment Projections
 - Working collaboratively to continue the accuracy of enrollment projections
- Coordination Meetings
 - Ongoing coordination between ACPS Facilities and COA Departments on major projects
 - Involving leadership as appropriate given project complexity and urgency

Key Takeaways from Resolution

The School Board, consistent with the recommendations of the Ad-Hoc Joint City-Schools Facilities Investment Task Force, views it as imperative to work with City Council to expedite the development of a joint facilities master plan that outlines preferred sequencing of projects to address the enrollment gap, while identifying and aligning required resources.

Key Takeaways from Resolution

The School Board is committed to working with the City Council and the community to ensure that CIP funds are spent in the most responsible and effective manner for our students and our citizens.

Key Takeaways from Resolution

The School Board is improving significant long-term capacity and building conditions through the joint facilities master plan, which will require projects and funding levels beyond the FY 2019 – 2028 CIP to provide high-quality capacity to meet the growing enrollment and to maintain and modernize aging facilities.

Key Takeaways from Resolution

The School Board understands that a significant amount of joint planning conducted in FY 2019, including land acquisition, grade level configuration, community input and site suitability, will result in adjustments to the CIP project timelines and funding.

Key Takeaways from Resolution

The School Board recognizes that middle school capacity will be met through a combination of the following: feasibility studies, community engagement, land acquisition, grade level configuration analysis, and the use of relocatables.

Key Takeaways from Resolution

The School Board is committed to considering community input and developing a solution for high school overcrowding that will accommodate students in grades 9-12 in the near future and beyond this 10 year CIP.

Key Takeaways from Resolution

The School Board concurs with the Ad-Hoc Joint City-Schools Facilities Investment Task Force's recommendation that the School Board and City Council explore the feasibility of building elementary capacity projects on adjacent public open space and/or City-owned land to accelerate modernizations.

Key Takeaways from Resolution

The School Board is committed to working with the City and partner organizations through the joint facilities master plan to increase capacity in order to make pre-K available for all pre-K-age students.

Discussion