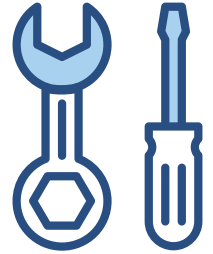




Arlington
Public
Schools



School Board's Adopted FY 2021 CAPITAL IMPROVEMENT PLAN (CIP)

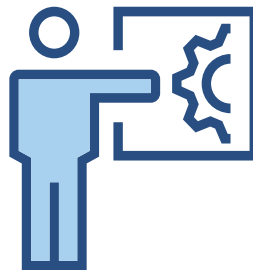
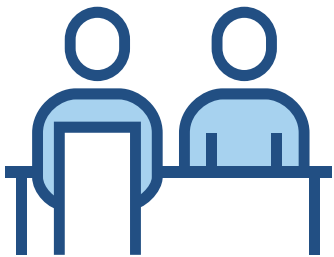


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CIP Team

School Board Members	APS STAFF WHO CONTRIBUTED TO CIP
<p>TANNIA TALENTO Chair</p>	<p>DR. FRANCISCO DURÁN Superintendent</p>
<p>MONIQUE O'GRADY Vice Chair</p>	<p>CINTIA Z. JOHNSON Assistant Superintendent, Administrative Services, served as Interim Superintendent during the 2019-20 school year</p>
<p>REID GOLDSTEIN Member</p>	<p>LISA STENGLE Executive Director, Planning and Evaluation</p>
<p>DR. BARBARA KANNINEN Member</p>	<p>JOHN CHADWICK Assistant Superintendent, Facilities and Operations</p>
<p>NANCY VAN DOREN Member</p>	<p>LESLIE PETERSON Assistant Superintendent, Finance and Management Services</p>
	<p>JEFFREY CHAMBERS Director of Design & Construction, Facilities and Operations</p>
	<p>BENJAMIN BURGIN Assistant Director of Design & Construction, Facilities and Operations</p>
	<p>TAMEKA LOVETT-MILLER Director, Finance and Management Services</p>
	<p>ROBERT RUIZ Principal Planner, Planning and Evaluation</p>
	<p>KATHY MIMBERG Coordinator, Planning and Evaluation</p>
	<p>SARAH JOHNSON Planner, Planning and Evaluation</p>
	<p>AMY RAMIREZ Analyst, Planning and Evaluation</p>

School Board Message



August 12, 2020

The Honorable Libby Garvey, Chair
Arlington County Board
2100 Clarendon Blvd. Suite 300
Arlington, VA 22201

Dear Chair Garvey,

On behalf of the School Board, I want to thank you and the County Board for your collaboration and support as we prepared the APS FY 2021 Capital Improvement Plan (CIP). The School Board especially appreciates our partnership with the County Board as we serve our community and navigate the uncertain environment and economic and operational challenges caused by the COVID-19 pandemic.

In response to these challenges, we have aligned the Arlington Public Schools (APS) approach to the FY 2021 CIP process with that of the County by addressing only essential capital needs in a one-year CIP, following it with a longer-term interim CIP in Spring 2021. This departure from the typical 10-year CIP allows us to use limited resources effectively to add capacity, maintain and improve existing facilities, and continue to plan for safe, healthy and supportive learning environments in which our students can learn and thrive. In adopting the FY 2021 CIP, the School Board directed Superintendent Dr. Francisco Durán to prepare a four-to-six-year Interim FY 2022 CIP that continues to plan for future enrollment growth and facility needs.

In our previous CIPs, we have worked to ensure sufficient capacity to meet pre-pandemic enrollment projections of more than 30,000 students in Fall 2021. This marks an enrollment milestone for our school division, which has grown by almost 7,800 PreK-12 students, or 38%, since 2009, and is projected to continue to grow by an additional 3,100 students through 2024-25. In preparation for meeting projected elementary school capacity needs and conducting a boundary adjustment process in Fall 2020, the School Board voted in February to move three elementary schools to other facilities. This decision will provide needed neighborhood school seats in the Rosslyn-Ballston corridor and will allow APS to focus future capital resources on other high-growth areas such as the Columbia Pike and Route 1 corridors.

Several APS capital projects are currently underway that were funded in the FY 2019-28 CIP and will be completed by January 2022. These include the new 725-seat elementary school at the Reed site, which will open in Fall 2021; additional capacity for 250 Arlington Tech seats at the Career Center, which will be available in Fall 2021; the addition of 600 high school seats at the Education Center, which will now be completed in January 2022; and the Transportation Staff Facility renovation, which will be fully completed in March 2021. We are pleased to see steady progress on these projects.

At our June 25 School Board meeting, the School Board voted 5-0 to adopt our FY 2021 CIP, which includes \$186.6 million in funding for school and infrastructure needs. This CIP was the result of extensive discussion, deliberation, and hard work by the Board and staff, especially as we had to pivot in a new direction in May and focus on a one-year CIP versus a 10-year CIP, due to the economic effects of the pandemic. We incorporated adjustments to the FY 2021 CIP in response to challenges caused by the

pandemic and the unexpected change in direction and economic crisis in our County and nation. In adjusting to these constraints and aligning with the Arlington County CIP process, we have moved forward responsibly to meet the needs of our community and to prepare to begin developing the Interim FY 2022 CIP in Spring 2021.

In adopting the FY 2021 CIP, the School Board is requesting a bond referendum in November 2020 of \$52.6 million for the following projects:

- Planning and design funds to meet 10-year projected seat needs at all school levels
- Major infrastructure projects (i.e. HVAC replacement for schools)
- Building refreshes and kitchen renovations at the sites of Arlington Traditional School, Francis Scott Key Elementary School, and McKinley Elementary School
- Entrance renovations for security at Taylor Elementary School; Gunston, Jefferson and Williamsburg Middle Schools; and Wakefield High School.

With this CIP, we provided direction to Superintendent Dr. Durán to complete an instruction-driven staff analysis that will inform the Interim FY 2022 CIP process with capital and/or non-capital solutions as follows:

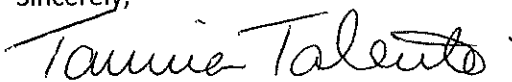
- Meet the projected need for seats at all levels based on the Fall 2020 projections
- Potentially include additions, modifications, program moves, leased space, new construction, and/or other solutions that fit within the projected 10-year CIP funding
- Consider creative solutions for sizes, grade levels, and locations of all option schools, to include consideration of PreK thru 8 and/or Grades 6-12 models of instruction for some option schools
- Provide the appropriate facilities to accommodate the full-time high school students on the Career Center campus
- Examine creative solutions for a more cost-effective expansion of the Career Center campus
- Consider creative solutions to meet accessibility and short-term parking needs at The Heights.

The Interim FY 2022 CIP process will also be informed by an APS after-action study of the Career Center project which will help us address and improve our construction planning and design process to avoid significant overruns and ensure needed projects are completed on time, within budget, and with the seats needed.

The School Board recognizes that the County Board faces many competing needs for funding in an extraordinarily difficult fiscal environment and we value the opportunity to continue working together to leverage resources and meet school and community needs as efficiently as possible. We look forward to continued collaboration between the School Board and County Board as we prepare the Interim FY 2022 CIP and present our school division's capital needs over the next four to six years.

On behalf of the School Board, I thank you and the County Board, and look forward to continuing our partnership to keep Arlington strong and ready for what the future will hold, as we navigate through and recover from this pandemic. Our work together is more vital than ever for the sake and well-being of our community.

Sincerely,



Tannia Talento, Chair

cc: School Board Members
Superintendent Dr. Francisco Durán

Executive Summary

Every two years, the School Board adopts a Capital Improvement Plan (CIP) that addresses APS capital needs—investments needed to improve or enhance the infrastructure of our schools—over the next ten years. The CIP includes major capital projects, such as new schools and school additions, as well as major maintenance and minor construction projects.

APS continues to experience rapid growth. Enrollment estimates for the coming year are expected to increase by 4%, with projections estimating approximately 1,100 more students compared with 2019-20, and raising total enrollment to more than 29,100 students in 2020-21 school year. By 2024-25, APS will need about 1,000 additional PreK-Grade 12 seats.

COVID-19 created a changing and uncertain economic environment for the Spring 2020 CIP process. The School Board adopted the FY 2021 one-year CIP, which was aligned with the Arlington County CIP in its focus on addressing near-term needs.

The list of CIP projects that will be included in the 2020 bond funding include the following:

- Planning and design funds to meet 10-year projected seat needs at all school levels
- Major infrastructure projects (i.e. HVAC replacement for schools)
- Building refreshes and kitchen renovations at ATS, Key and McKinley
- Entrance renovations for security at Taylor, Gunston, Jefferson, Williamsburg, Wakefield

Several projects were partially funded in prior CIPs, while some new projects were added to bring older facilities in line with current uses or needs. Those projects are identified in Table 1. The FY 2021 CIP was adopted without 800+ seats at the Career Center since the estimated cost of the project came in significantly over budget.

Table 1. The School Board’s FY 2021 CIP Projects

Focus	Projects
Enrollment Capacity	New elementary school at Reed site*
	Renovation of the Education Center*
	Renovations for Arlington Tech at the Career Center*
	Planning & Design funds to meet 10-year projected seat needs, designed within budgetary constraints, and to include creative solutions that may affect planning and seat design and additions at all school levels and to address accessibility at The Heights.
Improvements for Existing Facilities, Other Needs	Major Infrastructure
	Facility refreshes and kitchen renovations at ATS, Key and McKinley
	Security entrances for Taylor, Gunston, Jefferson, Williamsburg and Wakefield
	The Heights field and covered entrance TBD after Summer 2020 work session
	Transportation Staff Facility Project Phases 1* and 2
Field conversion to synthetic turf at Kenmore MS in FY 2022 (removed due to County deferment)	
Planning	Direction provided for next year’s development of Interim CIP

* denotes projects that were funded in prior CIPs
 See Appendix D for project descriptions

The School Board adoption of this CIP included direction for the Interim FY 2022 Four-to-Six-Year CIP, filling needs that were not addressed in this uncertain environment. In addition, instructional planning during this school year will inform how new capacity fits within our school division as we work to develop the new CIP and address the needs defined in the FY 2021 CIP.

The FY 2022 Four-to-Six-Year CIP will need to do the following:

- Meet the projected need for seats at all levels based on the Fall 2020 projections
- Potentially include additions, modifications, program moves, leased space, new construction, and/or other solutions that fit within the projected 10-year CIP funding
- Considers creative solutions for sizes, grade levels, and locations of all option schools, to include consideration of Pre-K thru 8 and/or Grades 6-12 models of instruction for some schools
- Provides the appropriate facilities to accommodate the full-time high school students on the Career Center campus
- Examines creative solutions for more efficient use of the Career Center campus
- Considers creative solutions to meet accessibility and short-term parking needs at The Heights

School Board's Adopted FY 2021 CIP

Project Description <i>(projects in italics are from the FY19-28 CIP; the others are new)</i>	OTHER FUNDING SOURCES					BOND FUNDING			TOTAL FUNDING IN FY21 CIP
	Operating	Capital Reserve ¹	Joint Fund		Previous Bond Funding	FY 2020	FY 2021	FY 2022	
			APS	AriCo					
Seats Available in						Fall 2019	Fall 2020	Fall 2021	
ENROLLMENT CAPACITY									
<i>New ES at Reed - Expanded (725 seats in 2021)²</i>	\$ 1.25	\$ 4.00	\$ 2.75	\$ 2.75	\$ 24.10	\$ 17.75	\$ 2.40	725	\$ 55.00
<i>Education Center Reuse (600 HS seats in 2021)</i>	\$ 0.75				\$ 20.00	\$ 14.10	\$ 2.15	600	\$ 37.00
<i>Arlington Tech Expansion (FY17-26 project; 250 seats in 2021)</i>	\$ 0.75				\$ 13.00		\$ 5.00	250	\$ 18.75
Planning funds to provide options to meet 10-year projected seat needs					\$ 2.00				\$ 2.00
Design funds to meet 10-year projected seat needs					\$ 5.00	\$ 3.10	\$ 7.70	\$ 16.60	\$ 32.40
IMPROVEMENTS AT EXISTING FACILITIES									
<i>Major Infrastructure Projects</i>						\$ 7.40	\$ 7.60	\$ 7.80	\$ 22.80
<i>Refresh and Kitchen Renovation - ATS, Key, McKinley</i>		\$ 2.60					\$ 7.65		\$ 10.25
<i>Entrance Renovation - Taylor, Gunston, Jefferson, Williamsburg, Wakefield</i>							\$ 5.30		\$ 5.30
<i>The Heights Building - TBD after Summer 2020 Work Session</i>							\$ -	\$ -	\$ -
<i>Transportation Staff Facility Renovation Phase 1 (December 2020)²</i>		\$ 2.10							\$ 2.10
<i>Transportation Staff Facility Renovation Phase 2 (March 2021)</i>		\$ 1.20							\$ 1.20
<i>Bus Parking at Kenmore Middle School</i>									\$ -
<i>Field conversion to synthetic turf - Kenmore MS (APS share)³</i>							\$ -		\$ -
TOTAL PROJECTS	\$ 2.75	\$ 3.80	\$ -	\$ 2.75	\$ 64.10	\$ 42.35	\$ 37.80	\$ 24.40	\$ 186.80

Color coding in the chart above corresponds with the bond referendum year in which it would be approved by the voters as shown on the line "Bond Referenda Amounts" below (e.g., figures in purple above would be in the 2024 referendum).

300 Shows the number of seats coming online that year

BOND REFERENDA AMOUNTS

2020 Referendum
\$ 52.65

Debt Service Ratio is calculated based on the FY 2021 School Board adopted budget projected out for ten years with no increase in County revenue.

Debt Service Ratio Target ≤9.8%

	FY 2020	FY 2021	FY 2022
Debt Service Ratio -- APS	8.91%	9.07%	9.25%
Annual Bond Issuance	\$ 42.35	\$ 37.80	\$ 24.40
Annual APS Debt Service Increase		\$1.52	\$0.47

¹ Capital Reserve funds are allocated to projects in order to mitigate the need for bond funding.

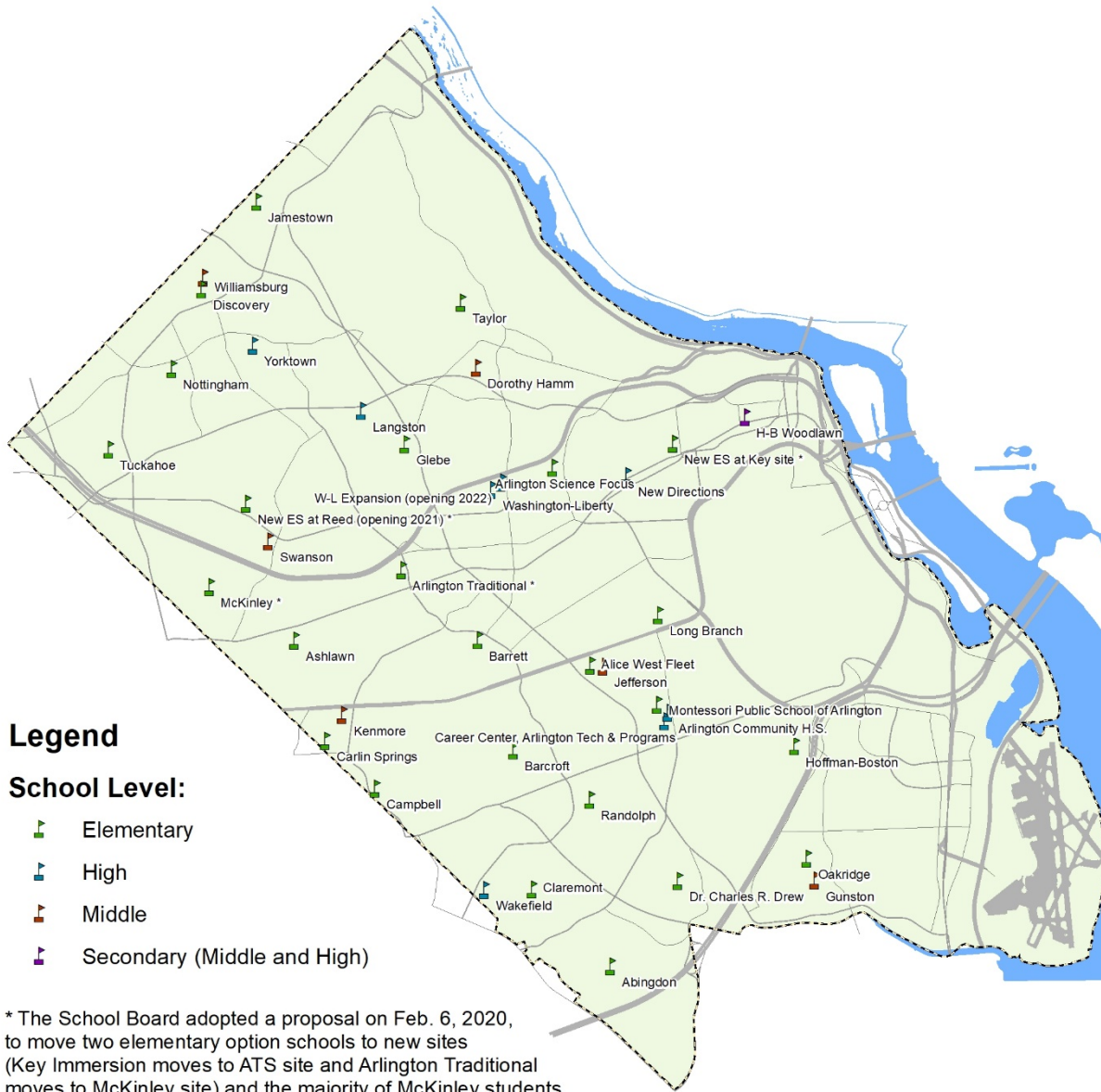
² Funds have already been transferred from the Capital Reserve to the project and are therefore not included in the total.

³ There are no other field conversions planned in the 10-year horizon at this time.

Notes:

- An online copy of the above table is available at [https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQWS3G6AE7EE/\\$file/E-1%20FY%202021%20Capital%20Improvement%20Plan%20presentation%20062520.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQWS3G6AE7EE/$file/E-1%20FY%202021%20Capital%20Improvement%20Plan%20presentation%20062520.pdf)
- Bond financing** is generated through the sale of general obligation bonds by Arlington County as authorized by County voters through bond referenda. Bond referenda are scheduled for even-numbered calendar years, with the next bond referendum in November 2020
- APS's **bonding capacity** is framed by the County Board-adopted financial and debt management policies. These policies provide the parameters for the amounts and timing of bond-financed projects to be included in the County's CIP, ensuring that the CIP is financially sustainable and that it supports the County's triple, triple-A bond ratings.
- Within the CIP period, net tax-supported debt service payments should not exceed 10% of general expenditures, not including the Capital Projects Fund. This percentage is known as the **debt service ratio**.
- Major Infrastructure Projects represents major maintenance investment needs for APS facilities, such as the repair and/or replacement of HVAC, roofing, and building envelope systems.
- The color coding in the "Bond Funding" area of the chart pertains to the bond referendum year in which these project amounts will be included (see the "Bond Referenda Amounts" line just below the main chart). The color coding in the "Other Funding Sources" area of the chart shows additional Capital Reserve amounts from a previous version of the chart.

Map of APS School Facilities and APS School Facilities in 2020-21



CIP Overview

Capital Improvement Plan

Managing enrollment growth and maintaining the quality of facilities are critical to the success of the school division. Constructing, renovating, and adding to existing school buildings are all lengthy processes. Typically, from the time the School Board makes a commitment, it takes five years to open a school. The process begins by identifying the needs of the school division and is followed by obtaining bond authority from the citizens, after which construction may follow.

APS typically develops 10-year CIP every two years. Each plan re-evaluates and/or confirms the previous plan to reflect changes in enrollment projections, changes to various conditions informing the plan, and changes in School Board priorities. Every CIP includes two broad categories of projects: Capital Improvement and Major Infrastructure Projects.

Major construction projects include new buildings, additions and renovations. Major infrastructure projects primarily include HVAC, roofing, and utility improvements. Regardless of the category, all CIP projects have a useful life of 20 years or more. Most CIP projects are funded by general obligation bonds, but they may also be funded with supplemental funding or current revenues set aside in the Capital Reserve.

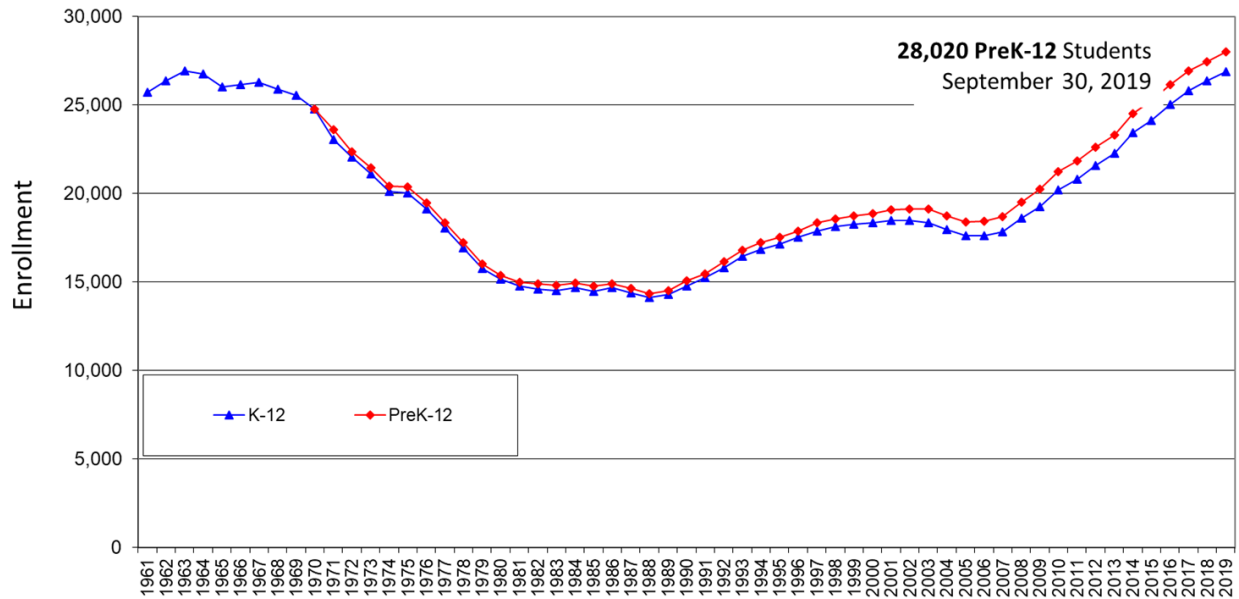
Enrollment Growth

All enrollment projections are completely based on assumptions from birth, future construction, and past cohort transition rates continuing into the future. The source information is from APS, Planning & Evaluation, Fall 2019. Facilities & Operations, February 2020.

All Arlington Public Schools (APS) budget and operations decisions are based on the best information available at the time. Staff and community members are reminded that funding forecasts from Arlington County and the state may change, based on many external factors. Similarly, student enrollment and projections are based on the best available information, but are also subject to change due to employment, housing and other economic factors. For these reasons, APS and the Arlington School Board may adjust future budget allocations, staffing and other operations decisions to reflect the existing community and operating landscape

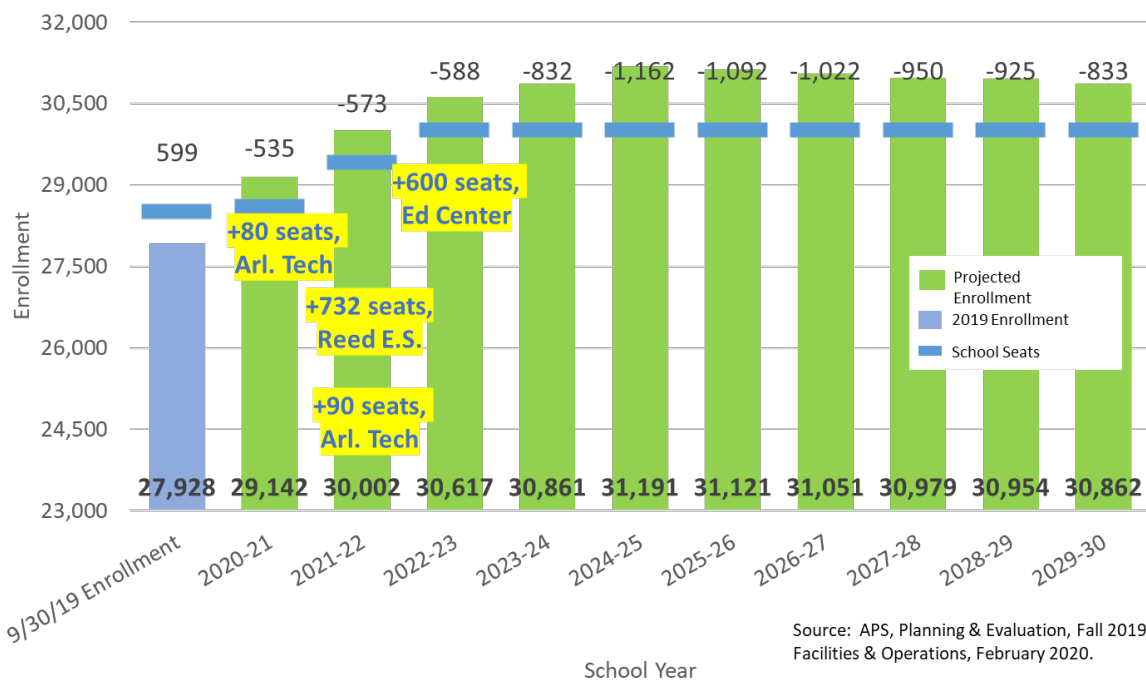
Underscoring the need to manage enrollment growth, Figure 1 (below) shows historical enrollment trends. Since 2006, PreK to Grade 12 enrollment has increased by about 9,560 students through 2019. In this period, enrollment growth has averaged just over 3% year-over-year.

Figure 1. Total K-12 and PreK-12 Enrollment (September 30th), 1961-2019



When the 10-year enrollment projections for PreK to Grade 12 students are compared to the seats from capital projects currently underway that were funded in the previous FY 2019-28 CIP, there are years when APS is expected to experience more students than permanent seats. This difference changes from about 600 more students than seats in 2022-23, to more than 1,000 in the 2024-25 to 2026-27 period. Over time, in about 2025-26, PreK to Grade 12 enrollment growth is expected to gradually decline and the student seat deficit will moderate as well. (See Fig. 2)

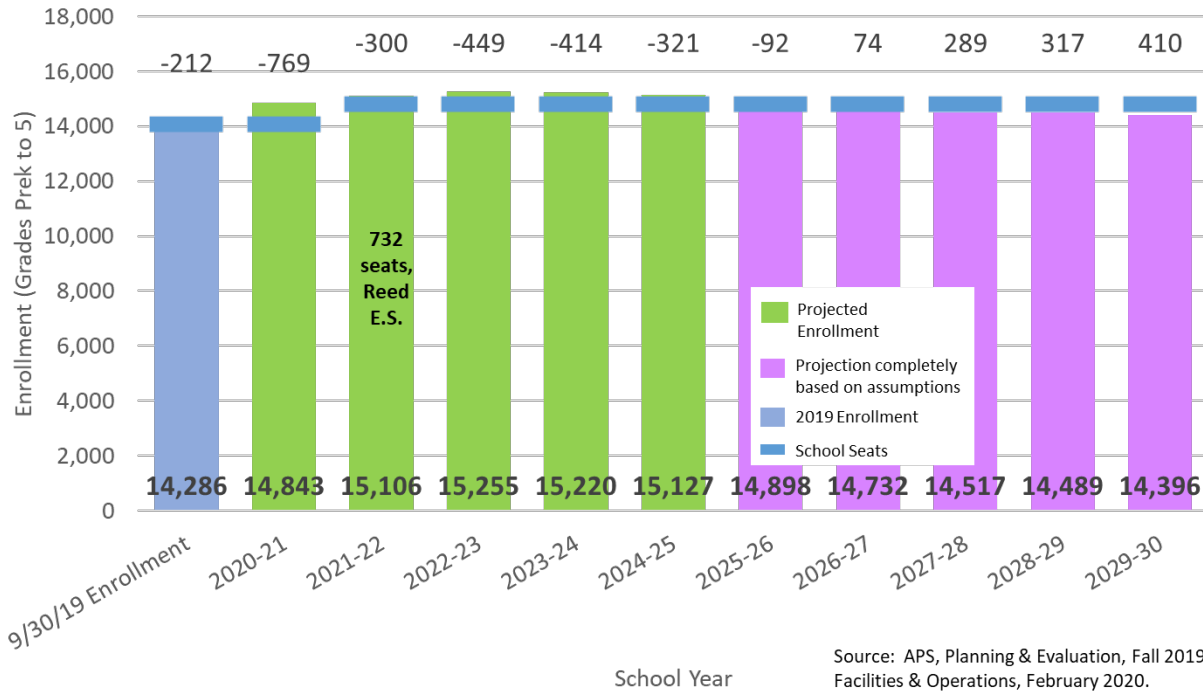
Figure 2. Comparison of School Seats and Projected PreK to Grade 12 School Enrollment



Source: APS, Planning & Evaluation, Fall 2019. Facilities & Operations, February 2020.

Figure 3 shows that when the 725 elementary seats are added at the New Elementary School at the Reed Site in school year 2021-22—a FY 2017-26 CIP priority—there will remain a seat deficit of 300 more projected students and seats. The deficit could be most pronounced in school year 2023-24, with approximately 449 more projected students than seats. Similar to the CIP, which is reevaluated every two years, projections are reviewed annually to assess changes in enrollment growth and monitor enrollment levels at each school to ensure balanced enrollment across schools.¹

Figure 3. Comparing Projected Elementary School Enrollment (PreK to Grade 5) and Capacity in the FY 2021 CIP

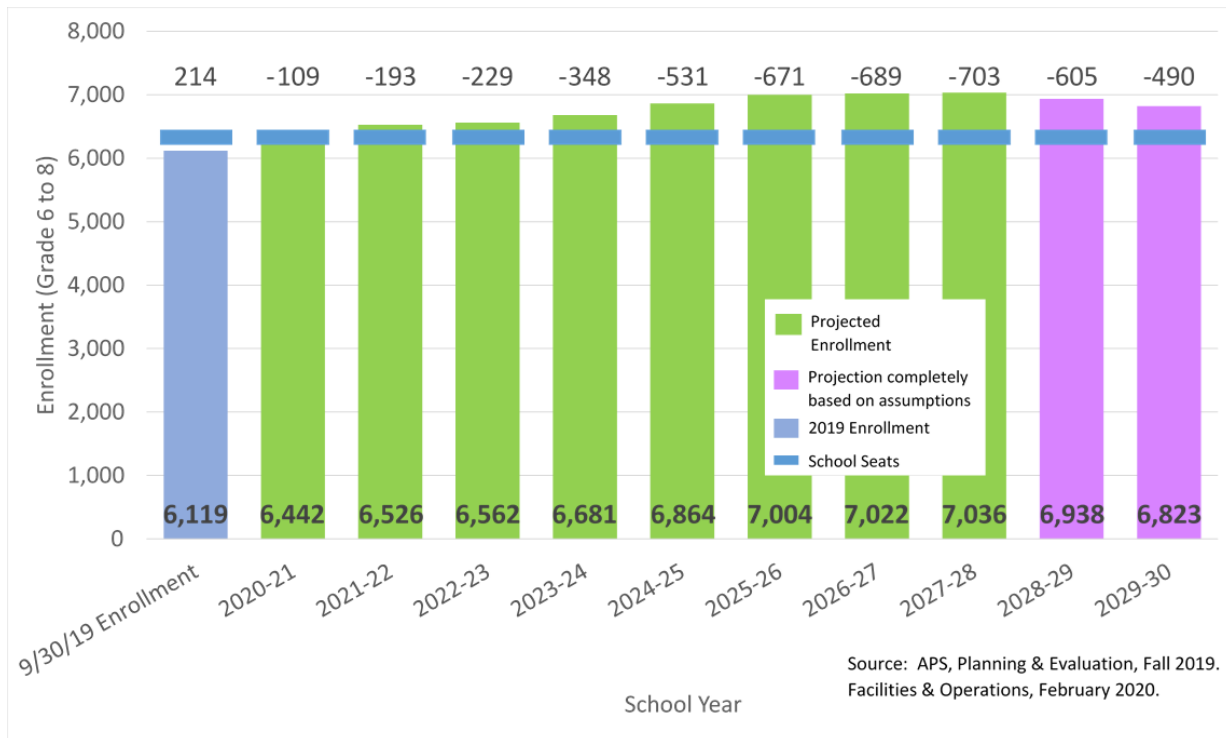


Likewise, Figure 4 shows that with the addition of 1,000 seats at Dorothy Hamm M.S. in school year 2019-20, there was a temporary surplus of 214 seats, but by the following school year, 2020-21, the need for seats increases with about 109 more projected students than seats. This difference grows to about 703 more students than permanent seats by 2027-28.²

¹ In 2019-2020, Alice W. Fleet opened and provided 752 elementary school seats.

² In 2019, 1,022 seats, were added at the secondary level.

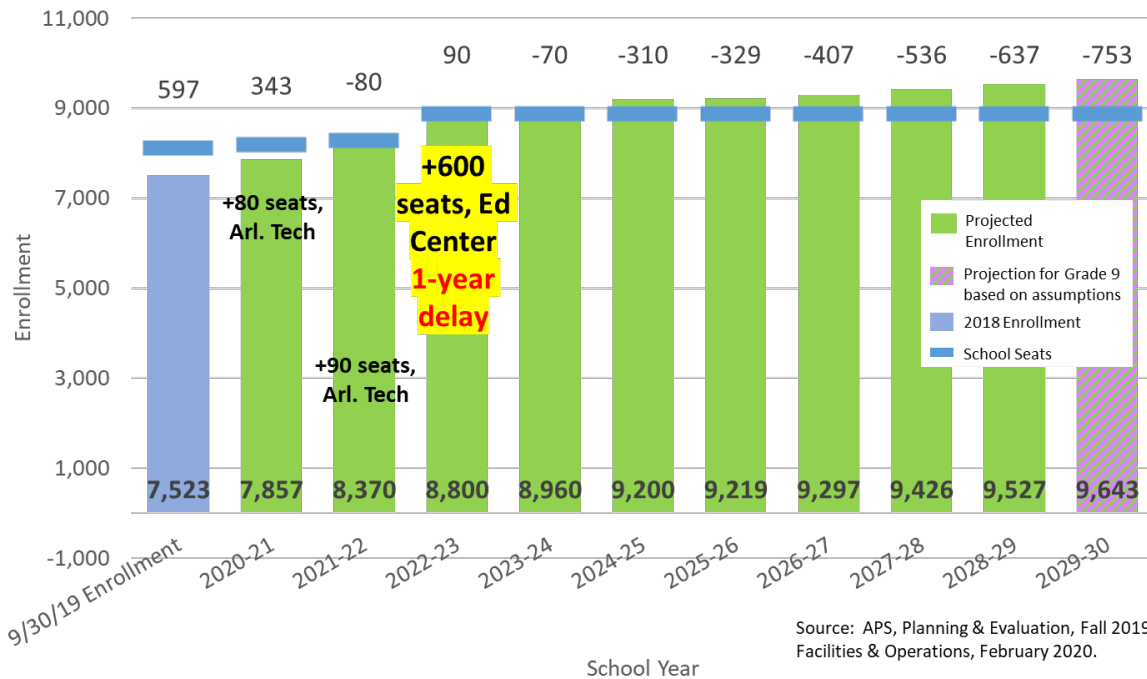
Figure 4. Comparing Projected Middle School Enrollment (Grades 6-8) and Capacity in the FY 2021 CIP



The capacity landscape for seats at the high school has changed since the FY 2019-28 CIP. Through the use of relocatable classrooms, an additional 237 seats were available for use at Arlington Tech and The Heights (Grades 9-12) and contributed to a surplus of 597 seats in 2019-20. The 600+ seats at the Ed Center are now expected to be completed in Jan. 2022 or a later date to be determined and those additional seats will lead to 90 more seats than projected high school students in 2022-23.

Starting in school year 2023-24, there are expected to be about 70 more students than seats at the high school level. Since the planned 800+ seats at the Career Center will not come online in school year 2025-26, because of costs, there is a deficit between seats and projected enrollment of 329 and the difference increases by 308, to more than 637 more students than seats by 2028-29. (See Fig. 5)

Figure 5. Comparing Projected High School Enrollment (Grades 9-12) and Capacity in the FY 2021 CIP



Process

Table 2 shows the planned and revised CIP development timeline. The process to shape the priorities of the FY 2021 CIP began in Fall 2019 with a work session on the Arlington Facilities Student Accommodation Plan (AFSAP) (available at <https://www.apsva.us/wp-content/uploads/2018/03/AFSAP-Decision-Points-FINAL-03-06-19.pdf>) and collaboration between APS and the Arlington County Government’s Department of Community Planning, Housing and Development (CPHD), to preview changes to forecast for future Arlington County births and the impact on APS projections. That information was used to update the 2019 enrollment projections and showed a decrease in future Kindergarten enrollment estimate(s). Because of this change in the trend of future births, the Fall 2019 10-year enrollment projections for PreK to Grade 12 had growth that was less pronounced than had been anticipated in prior years. Still, the PreK to Grade 12 enrollment is expected to increase to 30,000 students by the 2021-22 school year. The work informed the following recommendations:

- Defined the needs for this CIP in the 2019 AFSAP
- Updated capital priorities after revising enrollment projections
- Addressed urgent need for neighborhood school seats along the eastern end of the Rosslyn-Ballston Corridor with School Board adoption of elementary school moves
- Identified opportunities to create financial flexibility for APS capital planning by:
 - Adjusting the timing of some capital projects where possible
 - Drawing down some capital reserves
 - Postponing new initiatives

On February 6, 2020, elementary school moves were adopted to address the most urgent CIP need for neighborhood elementary seats on the eastern end of the Rosslyn-Ballston Corridor. Based on the revised enrollment projections, the February 11 work session on the Annual Update and Projections

provided revised priorities for the FY2021-30 CIP, shifting the emphasis from elementary school seats to middle and high school seats.

In March 2020, the onset of COVID-19 in the region resulted in significant changes for APS and ACG as they were drafting their CIPs. The economic uncertainty led to a decrease in revenue and to difficulty forecasting the cost of projects in the near- and long-term. APS refocused the CIP to address the most urgent, near-term projects. These circumstances delayed and compressed the School Board Work Session calendar.

Over the next month, expectations were revised, financing capacity was reviewed, and CIP priorities were shifted. Between May 13-21, in keeping with the County’s approach, the Interim Superintendent proposed a revised, one-year CIP for FY2021 and outlined projects and priorities for future CIPs.

Table 2. Overview of FY 2021 CIP Process (September 2019-February 2020)

Date	Focus	Outcomes
Sept. 24, 2019	Arlington Facilities Student Accommodation Plan (AFSAP) Work Session	Identified priorities for FY 2021-30 CIP with emphasis on elementary school seats in high-growth planning corridors
Nov. 6-Dec. 5	CIP Direction developed through Work Session, Information and Action	Defined priorities for FY 2021-30 CIP
Dec. 3	Review of collaboration and data sharing between APS and ACG in Joint Work Session with County Board	Preview of changes to forecasts for future Arlington County births and the impact on APS projections
Dec. 20	Publication of updated 2019 enrollment projections	Annual report showed decrease in future Kindergarten enrollment estimate
Feb. 6, 2020	Elementary school moves adopted	Addressed most urgent CIP need for neighborhood elementary school seats on the eastern end of Rosslyn-Ballston Corridor
Feb. 11	Work Session on Annual Update and Projections	Revised priorities for FY 2021-30 CIP with emphasis on high school and middle school enrollment
March 16, 2020	School closures due to coronavirus/COVID-19	Revenues decrease, impacting Budget and CIP
May 13-May 21	Interim Superintendent shares preview at Work Session, then presents Proposed CIP for FY 2021 and Future CIPs in regular meeting	Plan is reshaped to address most urgent needs and adjust other projects

Date	Focus	Outcomes
May 27	CIP Work Session #1 and Public Hearing	Reviewed projects in the proposed CIP
May 28	CIP Work Session #2	Review of Career Center Expansion Project and its removal from FY 2021 CIP due to budget concerns
June 2	CIP Work Session #3	School Board shapes its Proposed FY 2021 CIP
June 4	School Board's Proposed FY 2021 CIP	Priorities defined, including direction for next CIP
June 16	CIP Work Session #4	Statements from FAC and JFAC supporting the School Board's priorities, further refinement of priorities, and a focus on direction for next CIP
	Joint Work Session with County Board	
June 2?	School Board Adopted FY 2021 CIP	

The School Board CIP Work Session (May 27)

([https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BPZSU871990B/\\$file/CIP%20Work%20Session%201%20-%20052720.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BPZSU871990B/$file/CIP%20Work%20Session%201%20-%20052720.pdf)) focused on the Interim Superintendent's Proposed CIP projects and was immediately followed by a Public Hearing.

Work Session #2 (May 28)

([https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQ2R676BDB06/\\$file/CIP%20Work%20Session%202%20-%20Presentation%20052820.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQ2R676BDB06/$file/CIP%20Work%20Session%202%20-%20Presentation%20052820.pdf)), focused on the Career Center expansion project. The cost overruns were shared, and that project was removed from the FY 2021 CIP due to budget concerns.

At the June 2 Work Session (Work Session #3)

[https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQ7SVD71D477/\\$file/CIP%20Work%20Session%203%20060220-%20FINAL.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQ7SVD71D477/$file/CIP%20Work%20Session%203%20060220-%20FINAL.pdf)), staff shared funding scenarios and discussed the CIP directions with the School Board. On June 4, the School Board presented its Proposed FY 2021 CIP

([https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQ9QGF61D17A/\\$file/F-1%20School%20Board's%20Proposed%202021%20Capital%20Improvement%20Plan.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQ9QGF61D17A/$file/F-1%20School%20Board's%20Proposed%202021%20Capital%20Improvement%20Plan.pdf)), and the Chairs of the APS Facilities Advisor Council (FAC) and the ACG Joint Facilities Advisory Committee (JFAC) provided statements of support for the School Board's priorities. Those letters are in Appendices B (<https://www.apsva.us/wp-content/uploads/2020/06/FAC-CIP-Comments-June-2020.pdf>) and C (<https://www.apsva.us/wp-content/uploads/2020/06/2020-APS-CIP-JFAC-Recommendations.pdf>).

Those priorities were further refined, and more focus was placed on creating direction on the next CIP. On June 25, the School Board adopted the FY 2021 CIP. (See Appendix A for the School Board Motion).

Community Engagement

APS informed the community about progress on development of the CIP throughout the year, from planning for the original 10-year CIP through the final one-year FY 2021 CIP. While engagement efforts were affected by the COVID-19 pandemic and restrictions on public gatherings, opportunities for community input were provided throughout the process.

Beginning in Fall 2019, Planning and Evaluation staff regularly updated the CIP webpage (www.apsva.us/engage/cip/) and published the work that informed the FY 2021 CIP process:

- The 2019 AFSAP report, appendices, supplemental information, and presentation (Arlington Facilities & Student Accommodation Plan)
- Frequent updates about the CIP throughout the process were posted online:
 - CIP process timeline
 - School Board CIP Work Session/Meetings, which were all broadcast live online and available as recordings for viewing at a later date, and any presentations made
 - Staff answers to several questions from School Board members about specific issues raised during the CIP process

Information about the development of the CIP was shared throughout the process via APS communications channels including School Talk Engage messages, social media, APS School Ambassador updates, and a news release on the adoption of the FY 2021 CIP. These communications included information on how stakeholders could share input on the CIP with the School Board, such as:

- Providing public comment at a School Board meeting, per instructions on the School Board webpage
- Writing to engage@apsva.us or sharing input via the APS Engage online feedback form
- Participating virtually in the May 27 School Board Public Hearing on the Interim Superintendent's Proposed FY 2021 CIP (<http://www.apsva.us/post/how-to-participate-in-upcoming-public-hearing-on-the-interim-superintendents-proposed-fy-2021-capital-improvement-plan/>)

CIP Funding

COVID-19 has impacted how the county, and thus APS, forecasts revenue. The County will not proceed with the Spring 2020 bond sale until the fall. To keep on schedule with the completion of the new elementary school at the Reed site, APS will use the funds currently available for the Education Center towards the completion of the Reed project. APS expects to begin construction of the Education Center immediately after the bonds are sold in the fall, which will delay opening of the project until January 2022 or a later date to be determined.

Arlington County schedules bond referenda for even-numbered calendar years, which correspond to odd-numbered fiscal years; for example, the next bond referendum is scheduled for November 2020 (FY 2021). In the past, Arlington County voters have approved school bonds by a large majority. As proposed for some projects in this CIP, APS has often funded the design of a major construction project in one bond referendum year and then construction of the project in the next bond referendum year. The practice of funding design and construction of projects in separate bond referenda years allows the

project to be well underway prior to the second bond referendum year, at which time estimates of construction and total project costs will have been refined to reflect input from the school and community and more detailed development of the design.

Capital Improvement and Major Infrastructure Projects may be funded through bond financing, current revenues, reserves, County funds on joint-use projects, and, in some cases, through a combination of all four sources. Bond financing is generated through the sale of general obligation bonds by Arlington County as authorized by County voters through bond referenda.

Projects with total costs of more than \$500,000 and useful lives of 20 years or more are typically funded with proceeds from bond sales, although, in the FY 2021 CIP, certain facilities are partially or wholly paid with capital reserves. To keep the current CIP's Debt Service Ratio³ below 10%, the FY 2021 CIP uses \$9.9 million from the Capital Reserve to fund certain projects, including the new elementary school at the Reed site, building refreshes and kitchen renovations at Arlington Traditional School, Key School, and McKinley School, and renovation of the Transportation staff facility Phases 1 and 2. If a project is financed with bonds, it must have a useful life equal to or longer than the repayment schedule of the bonds issued for it.

The approved FY 2021 CIP does not include a specific project for major expansion at the Career Center site. As directed by the School Board, the site will be subject to study for possibly accommodating high school seat needs, in preparation for, and during development of the FY 2022 CIP. Any major capital project at the Career Center campus will be included in the FY 2022 CIP, which the School Board is anticipated to adopt in June 2021. Career Center renovations are ongoing to support the planned enrollment growth of Arlington Tech. To prepare for the 2020-21 School Year, summer 2020 activities include renovations within a portion of the second floor and installation of additional relocatable classrooms. To prepare for further planned growth, renovations are planned to consolidate the Columbia Pike Branch Library on the first floor in order to provide shared APS/County classrooms on the second floor. The consolidation is expected to be complete in November 2020.

Estimated Project Costs

Estimated costs included in the CIP for major construction projects represent total project costs. Total project costs comprise construction costs; soft costs and contingencies calculated based on current costs; plus, an allowance for escalation, or potential cost increase, through the midpoint of construction.

For each project under consideration, a preliminary scope of work was developed by Architecture/Engineering (A/E) firms with input from Design and Construction Services staff. Two independent estimates were prepared for each project based on the preliminary scope of work; one by a cost estimator on the A/E team, and another by a Construction Manager. The two estimates were reconciled with one another to ensure that each was based on the same assumptions and scope of work. This process ensured that APS obtained two separate professional opinions of probable cost for each project. Staff selected the higher of the two numbers to use in the total costs for the projects included in the FY 2021 CIP.

³ Within the CIP period, net tax-supported debt service payments should not exceed 10% of general expenditures, not including the Capital Projects Fund. This percentage is known as the debt service ratio.

The total project cost estimates were initially based on 2020 dollars; see Appendix D for a list of all project costs considered in the FY 2021 CIP. To plan for projects that would be completed after 2020, Compounded annual escalation of 5% was added to account for increasing costs of labor and materials through the anticipated mid-point of construction for each project, for the first 4 years, and 4% for the remaining years. Anticipated escalation causes the total cost of a project to vary according to the year in which it is scheduled for completion.

Because of the conceptual nature of the estimates, several design, construction, and soft cost contingencies are included in all CIP total project cost estimates. Design cost contingency is an estimated cost that is added to total project cost for development of the design drawings. The amount of this contingency typically diminishes as a facility's design becomes better defined and more details during the process from Concept through Final Design. Construction contingencies are included to cover unanticipated costs arising during construction and soft cost contingencies are included because many of APS's direct costs are unclear at the early stages of a project.

The approved FY 2021 CIP does not include a specific project for major expansion at the Career Center site. As directed by the School Board, the site will be subject to study for possibly accommodating high school seat needs, in preparation for, and during development of the FY 2022 CIP. Any major capital project at the Career Center campus will be included in the FY 2022 CIP, which the School Board is anticipated to adopt in June 2021. Career Center renovations are ongoing to support the planned enrollment growth of Arlington Tech. To prepare for the 2020-21 School Year, summer 2020 activities include renovations within a portion of the second floor and installation of additional relocatable classrooms. To prepare for further planned growth, renovations are planned to consolidate the Columbia Pike Branch Library on the first floor in order to provide shared APS/County classrooms on the second floor. The consolidation is expected to be complete in November 2020.

[Planning for FY 2022 CIP per the June 25, 2020 School Board Motion](#)

In the June 25 School Board Motion, the School Board directed the Superintendent to “complete an instruction-driven staff analysis to inform the FY 2022 CIP. The analysis will provide capital and/or non-capital solutions that:

- Meet the projected need for seats at all levels based on the Fall 2020 projections
- Potentially include additions, modifications, program moves, leased space, new construction, and/or other solutions that fit within the projected 10-year CIP funding
- Consider creative solutions for sizes, grade levels, and locations of all option schools, to include consideration of Pre-K thru 8 and/or Grades 6-12 models of instruction for some schools
- Provide the appropriate facilities to accommodate the full-time high school students on the Career Center campus
- Examine creative solutions for more efficient use of the Career Center campus
- Consider creative solutions to meet accessibility and short-term parking needs at The Heights

To read the full June 25 School Board motion, see Appendix A.

Publications that Informed the CIP

Arlington Facilities and Student Accommodation Plan (AFSAP)

The AFSAP is produced every other calendar year to provide a comprehensive look at student enrollment and building capacity; it is used to inform the CIP. A copy of the March 6, 2018, AFSAP can be found at www.apsva.us/engage/afsapreport/

2018-24 Strategic Plan

The Strategic Plan is a six-year plan that charts a course for students, staff and APS overall. The Strategic Plan addresses the needs and aspirations of students, parents, citizens, teachers, administrators and staff, while mapping out the school system's core activities. On June 7, 2018, the School Board adopted the 2018-24 Strategic Plan. In September 2018, the Superintendent will propose final strategies and performance objectives of the Strategic Plan for School Board approval. A copy of the Strategic Plan can be found at www.apsva.us/wp-content/uploads/2019/02/StrategicPlanFINAL-Doc-10-26-18.pdf

Facilities Optimization Study, SY 2017-18

The APS Facilities Optimization Study provides the number of relocatable classrooms that may be deployed at each APS school. The study was developed by APS staff. It provides data with which to make informed decisions about adding capacity to APS schools through the use of relocatable classrooms. The study can be found at www.apsva.us/wp-content/uploads/2017/11/Facilities-Optimization-Study.pdf

Committees that Inform the CIP

Advisory Council on School Facilities and Capital Programs (FAC)

The FAC assists the School Board in the continuous, systematic review of school facilities and the annual and long-range Capital Improvement Program. The Council offers recommendations and suggestions to the School Board on the Arlington School Facilities and Student Accommodation Plan (AFSAP), which includes the ten-year Capital Improvement Plan (CIP), and for future funding for school facilities

Joint Facilities Advisory Commission (JFAC)

The JFAC is an advisory body jointly appointed by the County Board and the School Board to provide input on capital improvements plans and long-range planning. These members should include residents with varying degrees of experience in planning, education, public finance, design and construction, participation in organizations or processes sanctioned by Arlington County and/or Arlington Public Schools, or other work or community participation related to the JFAC mission. Appointees should also reflect the geographic and demographic diversity of Arlington County.

Appendix A – Motion for Adoption of FY 2021 CIP: June 25, 2020

Typically, every two years, the School Board adopts a Capital Improvement Plan (CIP) addressing capital needs over the next ten years. This approach to capital planning anticipates needs for the next decade, while providing flexibility to adjust to changing circumstances.

During the CIP development process that began in the fall of 2019, the School Board focused on providing seats for students in the areas of most critical need in light of the continued, sustained growth in student enrollment.

However, beginning in March 2020, the Coronavirus pandemic caused major economic uncertainties in Arlington and across the nation. This resulted in the need for the School Board to approach the development of this biennial CIP differently.

The School Board recognizes that its priority in this CIP is identifying the funding needed for the 2020 bond referendum, in order to begin work on the areas of most critical need. With this in mind, and to align with Arlington County's CIP process this year, the School Board developed a one-year CIP. The School Board further recognizes that an interim four- to six-year CIP will need to be developed in Spring 2021. With that in mind, the School Board is providing additional direction to the Superintendent for the coming year.

Consistent with these goals, I move that the School Board adopt the FY 2021 Capital Improvement Plan, delineated in Slides 17 through 21.

I further move that the School Board direct the Superintendent to complete an instruction-driven staff analysis to inform the FY 2022 CIP. The analysis will provide capital and/or non-capital solutions that:
Meet the projected need for seats at all levels based on the Fall 2020 projections

- Potentially include additions, modifications, program moves, leased space, new construction, and/or other solutions that fit within the projected 10-year CIP funding
- Consider creative solutions for sizes, grade levels, and locations of all option schools, to include consideration of Pre-K thru 8 and/or Grades 6-12 models of instruction for some schools
- Provide the appropriate facilities to accommodate the full-time high school students on the Career Center campus
- Examine creative solutions for more efficient use of the Career Center campus
- Consider creative solutions to meet accessibility and short-term parking needs at The Heights

The School Board shall also direct the superintendent to bring forward for Board approval no later than January 7, 2021, an overall plan, to be embodied in the School Board's Direction for the FY 2022 CIP to guide development of capital project options that, upon execution, will meet middle, high, and elementary seat needs as confirmed by the Fall 2020 enrollment projections, that are in alignment with planned further development of the Instructional Program Pathways (IPP) process, and that can be completed as close as possible to when the seats are needed and within anticipated available funding. This will result in a process that develops concept designs and total project cost estimates for the capital projects, narrows options, and results in the inclusion of specific capital projects in the School Board's FY 2022 CIP.

For each capital project developed, staff shall prepare a project scope, outline educational and

construction specifications, the estimated project cost, and a commitment to the number of seats to be provided and to the date on which the project will be completed. The estimated total cost of capital projects should be within the anticipated limits of capital funding available. The above information on the capital projects developed should be provided not later than March 2021. The estimated total cost for each project will then be considered for inclusion in the FY 2022 CIP.

The Board shall approve the concept design for each project in a public session. Included in the plan should be projected cost monitoring checkpoints to ensure that each capital project remains within the allocated funding stated in the FY 2022 CIP as the design and construction phases proceed for each project.

Every effort shall be made by the Superintendent to utilize only those capital funds needed for planning and design and reserve any excess funds from this allocation for construction of other needed capital projects.

In addition, the School Board directs the Superintendent to conduct an after-action study of the Career Center project to determine how to improve APS' construction planning and design process to avoid significant overruns and ensure needed projects are completed on time, within budget, with the seats needed. This study should be completed in time to inform the above capital project development process for the FY 2022 CIP.

I further move that the School Board direct the Superintendent to hire an independent consultant to collaborate with the School Board and staff to revise, and as appropriate, supplement the Policies and Policy Implementation Procedures relating to the CIP and the planning, design and construction of capital projects in order to improve financial controls and reporting to the School Board during the process leading up to School Board approval of capital projects in the CIP and during public engagement on and design and construction of capital projects.

The Policies and Policy Implementation Procedures to be revised include, but are not limited to:

- Policy F-1 Financial Management – Capital Improvement Plan
- Policy Implementation Procedure F-1 PIP-1 Financial Management – Capital Improvement Plan
- Policy F-5.7 Construction and Maintenance
- Policy Implementation Procedure F-5.7 PIP-1 Capital Program Implementation
- Policy Implementation Procedure F-5.7 PIP-2 Building Level Planning Committees
- Policy Implementation Procedure F-5.7 PIP-3 Project Planning

The Policies and Policy Implementation Procedures shall be revised and approved by November 2020, so that they may be applied to development of the School Board's FY 2022 CIP and the capital projects included in it.

WHEREAS, Section 15.2-2640 of the Code of Virginia of 1950, as amended (the "Code"), requires that the School Board of Arlington County ("School Board") request, by resolution, that the County Board of Arlington County ("County Board") adopt a resolution regarding the contracting of a debt and the issuance of general obligation bonds of Arlington County for school purposes;

NOW, THEREFORE, BE IT RESOLVED, that the School Board, as required by Section 15.2- 2640 of the

Code, does hereby request that the County Board adopt a resolution setting forth the maximum amount of its general obligation bonds to be issued for capital projects for school purposes and requesting that the Circuit Court of Arlington County order an election on the question of contracting a debt and issuing the general obligation bonds of Arlington County in an amount not to exceed \$52,650,000 for the purpose of paying the costs of capital projects for school purposes. This resolution shall take effect immediately.

Motion by Barbara J Kanninen, second by Nancy Van Doren.

Final Resolution: Motion Carries

Yea: Nancy Van Doren, Reid S Goldstein, Barbara J Kanninen, Tannia Talento, Monique O'Grady

Appendix B – Advisory Council on School Facilities and Capital Programs (FAC) Recommendations on the FY 2021 CIP

The Capital Improvement Plan (CIP) the School Board is considering today is certainly different the document we all thought would be developed when this process began earlier this year. COVID-19 has brought with it the weight of a great deal of uncertainty around finances, enrollment as well as our daily operations. That uncertainty is unlikely to go away in the near term and the strains upon our school division are likely to grow. We must work as a community to find innovative and efficient uses of space and money looking at both operational and capital solutions. Unfortunately, the strain from COVID-19 is going to make it even more challenging to ensure we have adequate seats for students across our system and a need to ensure our school buildings are refreshed and maintained to provide equitable learning environments. The 2021 CIP as proposed provides a reasoned and logical interim approach to addressing our most immediate capital needs. More specifically, we appreciate the focus on providing planning funds for seats at all school levels. We recommend that identifying a path forward to ensure not only that we have seats at all levels, but that we have seats in the right places to ensure no part of the county is bearing an unfair burden when it comes to capacity issues.

There is no way to predict how this pandemic and recession will impact student enrollment in Arlington. As we move forward into the 2022 CIP cycle, we encourage the School Board and staff to consider the following:

1. With these challenges come opportunities to create a new vision for facilities in Arlington Public Schools (APS) that is better aligned with instructional goals to be outlined in the PreK–12 Instructional Program Pathways (IPP).
2. It is unlikely that we will see an alleviation of our budget constraints any time soon. How can we identify the most critical capital needs to ensure we are not leaving any schools or students behind?
3. With the elimination of new high school seats Career Center project from this CIP we stand ready to work with staff to identify how to approach this project to bring it into budget and provide services to students.
4. We appreciate the collaboration between APS and the County and encourage continuing to increase this collaboration will be critical to finding efficiencies to maximize our use of existing buildings, buildable sites and resources. We also encourage strong lines of communication between APS and the county planners to ensure that as residential building and development plans change APS has full visibility into the impacts on our schools.
5. Identify how we can maximize and optimize existing facilities including continued review of the placement of options programs. This analysis can and should be guided by the IPP to ensure instructional alignment with facility needs.
6. Because we are going to be under significant budget pressures it will be important to ensure that we understand the maximum capacity of our school facilities and what the limits are that would obstruct quality and equitable instruction.
7. The challenges we face may be bigger than we realize today and will require our school division to think differently and broadly about the way we approach learning spaces and capital projects in order to work within budget constraints while simultaneously addressing future needs.
8. How can we better reconcile our facility locations with transportation needs in order to better optimize transportation services to minimize costs?

The FAC stands ready to work with staff to address these questions and those that will come to light as our new reality continues to evolve.

Appendix C – Joint Facilities Advisory Commission (JFAC) Recommendations on the FY 2021 CIP

Recommendations for the Arlington Public Schools' Capital Improvement Plan (CIP)

June 10th, 2020

Planning Process and Enrollment Capacity

The Arlington Public Schools' CIP planning process has reinforced the understanding that there are enrollment capacity shortfalls of 700 seats for middle school students and 800 seats for high school students over the next decade. Now that the Career Center estimates have come in substantially over budget, the location of those high school seats is once again in question. Several ideas worthy of consideration have been brought forward in recent CIP discussions. This follows several years of creative ideas put on the table starting with the [Superintendent's Master Planning process](#) in 2015, through the [Community Facility Study recommendations](#) and those of subsequent working and advisory groups. We need to look at these ideas through the lens of the economic realities stemming from our current crisis. Now is the right time for Arlington Public Schools (APS) to employ fresh, bold thinking to meet facility needs and stretch every CIP dollar. We must not let this crisis pass by with us believing we will return to business as usual in the next few months. Instead, we should seize this opportunity to chart a new, fiscally sustainable course when it comes to meeting capacity needs through facilities planning and delivery.

It should come as no surprise that the Chairs of a Commission charged with planning for facility needs would strongly endorse the recommendation to add planning funds to the current CIP. As we look around us, the impact of the pandemic has created general and long-term economic uncertainty. At the same time, it has given us a "bootcamp" of knowledge and experience in providing distance learning. We are also disappointed that the public Career Center processes failed to deliver a plan that could be built within the funding available. With all this, it seems prudent that we take a pause to re-assess the APS capacity needs and how those needs can best be met in the near- and long-term.

As the Chairs of the Commission, we recommend that the School Board direct staff to craft an agile and time-bounded planning process for meeting capacity needs. This process should leverage the existing commissions and advisory committees, joined with a diverse set of stakeholders, to review existing recommendations along with new ideas. The planning process should consider the letter from the County Manager [list County-owned sites](#) to help address school enrollment capacity needs. This process should also include a review the just-published results of APS' fourteen [Design Studies](#) undertaken per School Board direction last December. "Big picture, visionary thinking and providing a forum where fresh and creative ideas can be discussed freely" is stated in the [charge of the JFAC](#), and we encourage APS to leverage our Commission as needed to move this work forward, provide a forum for public input throughout the process, and help craft recommendations that both align with APS needs and are informed by Arlington County's plans and principles.

If those recommendations include the need for siting new school facilities, we encourage APS to start the siting process, as outlined in the Community Facilities Study, to site a facility or facilities that can provide this needed enrollment capacity.

Any good planning process provides for after-action assessments to identify improvements for the next process. In this way, projects learn from and do not repeat past mistakes. The Commission recommends that an after-action process be taken to assess the Career Center BLPC and PFRC process to determine how a project with a known cost ceiling resulted in a design that could not be built within that ceiling. While this is not the first time we have had challenges keeping to cost ceilings, the Career Center planning produced the largest gap between expected and final estimated costs. A report on how this occurred for the Career Center process can inform the assumptions and expectations, and result in process improvements for the next project.

Other Capital Projects

Commission members advised that the kitchen renovation needs should be substantiated, and those plans should be put in the larger context of school kitchen needs overall. These questions are similar to the School Board's concerns listed under CIP Question #3. It appears that the answers to Question #3 do provide substantiation for the kitchen needs and the larger context of kitchen renovations.

Commission members also highlighted that COVID-19 has had a substantial impact on the use of distance learning. This change led to questions around whether this increased use of distance learning could have longer-term impacts on the overall APS seat needs. The current CIP plans do not appear to consider this potential impact.

Questions were raised around the fact that the CIP does not appear to consider green spaces, apart from playing fields, to be part of the APS infrastructure. Commissioners advised that, especially with Arlington County's biophilic commitment, APS should consider doing explicit green infrastructure planning and bring that investment in the CIP.

Commissioners raised questions around APS' planned changes for the Trades Center. Were the APS changes planned in concert with the County's space utilization plans for the Trades Center? From the website, the planning appears delayed. Will this plan be moving forward? In which CIP year will this work be reflected?

The proposal in the CIP for bus parking and the access road on the Kenmore Campus is relatively new. Commissioners asked for details on the broader plans for bus parking on the Kenmore Campus, and we note this was part of the Design Studies undertaken at the direction of the School Board and recently published on the APS website. Commissioners asked if those plans have been discussed and shared with the broader community, and if not, we recommend engagement with the neighborhood if those plans move forward.

Background

The Joint Facilities Advisory Commission (JFAC) was created as an advisory body jointly appointed by the Arlington County Board and the Arlington County School Board, based on a recommendation from the 2015 Community Facilities Study. The Commission has been charged with reviewing the APS CIP prior to its adoption and making recommendations to the School Board on the adoption of the CIP.

Our Commission was not able to have a public meeting due to the current restrictions on meeting during the COVID-19 emergency. Rather, Commissioners observed the School Board Work Sessions held on May 27th, May 28th and June 2nd to review the APS CIP, and provided their thoughts to the Commission Chairs for this recommendation. As a result, this letter is from the Chairs, rather than from the entire Commission, but it was informed by Commissioners' comments.

This letter summarizes the Commission Chairs' recommendations to the School Board and is intended to provide input to the School Board on the CIP for APS.

Appendix D – Project Descriptions and Cost Estimates

A list of all capital projects considered in the FY 2021 CIP and their cost is below and can also be found at

[https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQMkPH5126E9/\\$file/CIP%20Work%20Session%204%20Power%20Point%20061620.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQMkPH5126E9/$file/CIP%20Work%20Session%204%20Power%20Point%20061620.pdf)

and projects proposed for future CIPS (slides 28-31) can be found at

[https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQ7SVD71D477/\\$file/CIP%20Work%20Session%203%20060220%20-%20FINAL.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/BQ7SVD71D477/$file/CIP%20Work%20Session%203%20060220%20-%20FINAL.pdf) .

FOCUS: CAPITAL PROJECTS CURRENTLY UNDERWAY THAT WERE FUNDED IN THE PREVIOUS FY 2019-28 CIP			
PROJECT	DESCRIPTION	PROJECT COMPLETED	NOTES
New ES at the Reed Site	<p>Construction is on track, and facility is scheduled to open for 2021-22 school year</p> <ul style="list-style-type: none"> • McKinley Elementary School administration will move to the new building in summer 2021* • Project adds 732 additional seats for elementary school students, addressing urgent need for elementary school capacity 	Aug. 2021	<ul style="list-style-type: none"> • Construction is on track, and facility is scheduled to open for 2021-22 school year • McKinley Elementary School administration will move to the new building in summer 2021* • Project adds 732 additional seats for elementary school students, addressing urgent need for elementary school capacity
Education Center Reuse	<ul style="list-style-type: none"> • Project repurposes office building, adding 600 additional seats for high school students, addressing urgent need for high school capacity <p>Facility will expand capacity for Washington-Liberty High School</p>	Jan. 2022	<ul style="list-style-type: none"> • After the Fall 2020 bond sale occurs, the Education Center funds will be replenished, and construction will proceed • Opening now planned for January 2022 • Facility will expand capacity for Washington-Liberty High School • Project repurposes office building, adding 600 additional seats for high school students, addressing urgent need for high school capacity

Career Center/Arlington Tech	Estimate adding 250 new seats	Aug./Sept. 2021	
Transportation Staff Facility Renovation Phase 1	<ul style="list-style-type: none"> Staff break room, restrooms, showers, exercise and training rooms Interior demolition completed 	Dec. 2020	
FOCUS: IMPROVEMENTS FOR EXISTING FACILITIES, OTHER NEEDS			
PROJECT	DESCRIPTION	PROJECT COMPLETED	NOTES
Major Infrastructure Projects	<p>These projects, which must continue in order to maintain existing APS buildings, include--but are not limited to--the following:</p> <ul style="list-style-type: none"> - HVAC - Roofing - Windows 	Over next 2 years	
Building Refreshes and Kitchen Renovations at ATS, Key and McKinley Sites	Renovation may include kitchen and additional space, kitchen equipment, owner (soft) cost	Start of school Aug./Sept. 2021	
Security Entrances at Taylor, Gunston, Jefferson, Williamsburg and Wakefield	Schools where the office is not located directly adjacent to the main entrance	Start of school Aug./Sept. 2021	
Transportation Staff Facility Renovation Phase 2	<ul style="list-style-type: none"> Renovation of administrative offices New ramp will make entire Trades Center facility accessible 	Mar. 2021	
The Heights Building	<ul style="list-style-type: none"> Construct a synthetic turf field above covered access to ground floor of building with short-term and accessible parking required for the Shriver and H-B Woodlawn Programs The Heights field and covered entrance TBD after Summer 2020 work session 	TBD After Summer 2020 work session	TBD After Summer 2020 work session

FOCUS: PLANNING			
PROJECT	DESCRIPTION	PROJECT COMPLETED	NOTES
Planning and Design for Middle and High School Seats	Approve funding to develop, evaluate and select options to be included as capital projects in the FY 2022 CIP, to be adopted in June 2021, and include: <ul style="list-style-type: none"> • Middle school enrollment growth, shaped by the vision in the PreK-12 Instructional Program Pathways (IPP) • Timelines and phasing to address high school enrollment growth: <ul style="list-style-type: none"> – Creating the 800 seats at the Career Center and/or at other locations to address high school enrollment growth – Adding common spaces needed for Arlington Tech and the other programs at the Career Center 		

Appendix E – Glossary of Terms

Bonding Capacity -The amount of bonds that can be issued in a given year that meets the debt service ratio. APS’s bonding capacity is framed by the County Board-adopted financial and debt management policies. These policies provide the parameters for the amounts and timing of bond-financed projects to be included in the County’s CIP, ensuring that the CIP is financially sustainable and that it supports the County’s triple, triple-A bond ratings.

Bond Financing – Funds generated through the sale of general obligation bonds by Arlington County as authorized by County voters through bond referenda. Bond referenda are scheduled for even-numbered calendar years, with the next bond referendum in November 2020.

Capital Improvement Plan (CIP) - Every two years, the School Board adopts a CIP that addresses APS capital needs—investments needed to improve or enhance the infrastructure of our schools—over the next ten years. The CIP includes major capital projects, such as new schools and school additions, as well as major maintenance and minor construction projects. See CIP Overview (p. 7) for more information.

Construction Contingency – An estimated value added to total project cost to cover unanticipated expenses that come up during construction.

Debt Service Ratio - Within the 10-year CIP period, net tax-supported debt service payments should not exceed 10% of general expenditures, not including the Capital Projects Fund. This percentage is known as the debt service ratio.

Debt Service Increase – In the APS CIP process, it reflects a debt service increase of \$3 million or more over the previous fiscal year.

Design Cost Contingency – An estimated cost added to total project cost to account for development of the design drawings. This contingency’s estimated cost is typically reduced as a facility’s design becomes increasingly well-defined from conceptual design through bid documents.

Escalation Cost - To plan for projects that would be completed after 2019, a 4% compounded annual increase, or escalation, was added to account for increasing costs of labor and materials through the anticipated mid-point of construction for each project. Anticipated escalation causes the total cost of a project to vary according to the year in which it is scheduled for completion.

Permanent Seat – school seats associated with a current or future school structure. Permanent seats do not include relocatable classrooms.

Soft Costs - Include architecture/engineering design fees, construction management, third-party testing and commissioning fees, permitting fees, moving and legal costs, furniture, fixtures, and equipment costs, and other miscellaneous costs needed to provide a complete project. Soft costs can vary greatly depending on the size, scope, and complexity of the project.

Total Project Cost - Includes construction costs; soft costs and contingencies calculated based on current costs; plus, an allowance for escalation, or potential cost increase, through the midpoint of construction.