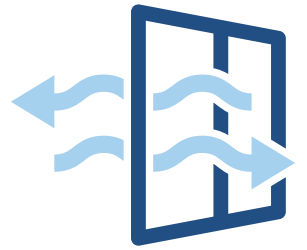
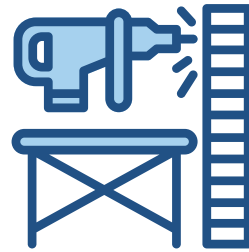
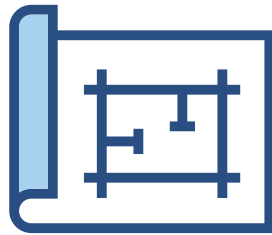
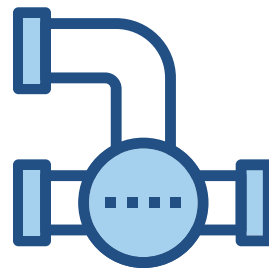
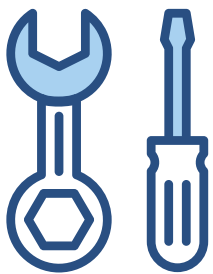




Arlington  
Public  
Schools



# APS FY 2023 Capital Improvement Plan (CIP)



## CIP Development Team

<p><b>DR. FRANCISCO DURÁN</b> Superintendent</p> <p><b>APS STAFF CONTRIBUTORS</b></p>	
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## School Board Message

September 2022

The Honorable Katie Cristol, Chair Arlington County Board  
2100 Clarendon Blvd. Suite 300  
Arlington, VA 22201

Dear Arlington County Board Chair Cristol,

On behalf of the Arlington School Board, I want to thank you and the Arlington County Board for your collaboration and support as we prepared the Arlington Public Schools (APS) FY 2023-32 Capital Improvement Plan (CIP). The School Board appreciates our continued partnership with the Arlington County Board as we continue to serve our community and plan for the future.

As we navigate changes resulting from the COVID-19 pandemic, we are returning to a 10-year CIP. This 10-year CIP horizon allows us to use limited resources effectively to plan for a new school facility to expand Career and Technical Education (CTE) for students, maintain and improve existing facilities, and continue to plan for safe, healthy, and supportive learning environments where students learn and thrive.

At our June 23, 2022, School Board meeting, the School Board voted unanimously to adopt our FY 2023-32 CIP, which includes \$165,010,000 in funding for school and infrastructure needs. This CIP was the result of extensive discussion and deliberation by the School Board and staff.

The FY 2023-32 CIP builds on the FY 2022-24 CIP and includes the following items:

- Major Infrastructure Projects.
- Projects started in the FY 2022-24 CIP.
- Funds for new projects, which includes modernizing the Enterprise Resource Planning (ERP) system and enhancing school facility safety and security.
- Plans to build a new Arlington Career Center (ACC) building and develop the ACC site, including the relocation of the Arlington Community High School (ACHS) and steps to plan for the Montessori Public School of Arlington (MPSA) to move to the existing ACC building, which will create additional field space on the site after the MPSA building is demolished.

The Arlington School Board recognizes that the Arlington County Board faces many competing requests for funding, and we value the opportunity to continue working together to leverage resources to 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 FY 2025-2034 CIP and present our school division's capital needs over the next 10 years.

On behalf of the Arlington School Board, I thank you and the entire Arlington 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 the COVID-19 pandemic. Our work together is more vital than ever for the sake and well-being of our students and community.

Sincerely,

Dr. Barbara Kanninen, School Board Chair

cc: School Board Members  
Dr. Francisco Durán, Superintendent

## Executive Summary

This year Arlington Public Schools (APS) presents the first CIP in a decade that is not primarily reacting to increased student enrollment, instead focusing on APS student success and well-being. In order to provide students with high-quality instructional environments that support their learning, this CIP specifically prioritizes annual and consistent investment to improve and upgrade the school division's existing infrastructure and a plan to build the long-awaited new facility at the Arlington Career Center.

This CIP outlines how APS plans continuing improvements and upgrades of current APS facilities as an on-going priority. Projects that enhance the health and safety of students comprise most of the outlined work. Upgraded kitchens will allow students to eat high-quality meals that include more fresh fruits and vegetables that are prepared on site. Field replacements and accessibility enhancements at the Heights Building will promote a positive, healthy experience for students.

Beyond projects identified today, the CIP lays the needed groundwork to evaluate buildings and determine future renovation work. APS's capital planning process allows the system to revisit the CIP every other year and adjust the long-term plan as needed.

APS staff collaborates with the county on planning processes, which shows a potential for future enrollment to growth, especially in the 22202 neighborhoods, and longer term along Langston Boulevard (formerly Lee Highway). The new Arlington Career Center facility will prepare for future enrollment as Arlington plans for growth in the longer term.

In further collaboration with the County, the Arlington Community High School (ACHS) will have a new permanent home at Amazon's HQ2 at PenPlace opening summer 2026. The Langston Boulevard Plan will use a similar approach to identifying space for future schools or expansions as the County did with the Pentagon City Planning Study if enrollment levels rise in that area.

The 2023-32 CIP considers:

- The APS Budget
- Enrollment Projections
- Guidance from the Office of Academics
- Capital Project Plans

It is anticipated that APS will be required to address enrollment growth and geographic redistribution each year. The FY 2023-32 Capital Improvement Plan (CIP) focuses on improving school facilities that support teaching and learning and prepare for changing population density patterns in the County.

The list of CIP projects that will be included in the November 2022 bond referendum includes the following:

- Major Infrastructure Projects.
- Projects started in the FY 2022-24 CIP.
- Funds for new projects, which includes modernizing the Enterprise Resource Planning (ERP) system and enhancing school facility safety and security.
- Plans to build a new Arlington Career Center (ACC) building and develop the ACC site, including the relocation of the Arlington Community High School (ACHS) and steps to plan for the

Montessori Public School of Arlington (MPSA) to move to the existing ACC building, which will create additional field space on the site after the MPSA building is demolished.



**Table 1: The School Board’s FY 2023-32 CIP Project Timeline**

Project	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028/29	Fall 2030/31
Major Infrastructure	✓	✓	✓	✓	✓	✓	✓	✓
Entrance Renovations/ Security Vestibules	Gunston, Wakefield, Jefferson	Campbell, Hoffman-Boston, Kenmore, Langston, Long Branch, Swanson, Taylor, Williamsburg, Washington-Liberty	Jamestown, Nottingham, Tuckahoe, Claremont, ASFS, Glebe, Oakridge					
Kitchen Renovations		Campbell, Swanson	Drew Randolph	Barrett Carlin Springs	ASFS Ashlawn			
Lock and Key Systems Replacement		All Schools						
PA Systems Replacement	Nottingham, Taylor, Washington-Liberty	Gunston, Kenmore	Jefferson					
Synthetic turf replacement	Wakefield	Washington-Liberty, Williamsburg	Greenbrier					
Heights Phase 2		✓ (TBD)						
Long-Range Plan to Renovate Existing School Facilities					TBD	TBD	TBD	TBD
Kenmore Field Conversion					Quarter 4 CY 2026			
Relocate ACHS		✓						

Project	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028/29	Fall 2030/31
ACC Project (Using Base Ed. Specs.)				New ACC		Field/Garage		
Refresh ACC for MP SA							✓	
Demolish MP SA; green space								TBD
Modernize AP S ERP System				✓				

# School Board's Adopted FY 2023-32 CIP

Project Description <i>(projects in italics are from the FY22-24 CIP)</i>	OTHER FUNDING SOURCES					BOND FUNDING											TOTAL FUNDING
	Operating and Other	MC/MM (not bonds)	Capital Reserve <sup>1</sup>	County Funding	Previous Bond Funding	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032		
						Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030	Fall 2031		
<b>IMPROVEMENTS AT EXISTING FACILITIES</b>																	
<i>Major Infrastructure Projects</i>					\$28.40	\$8.20	\$8.60	\$9.00	\$9.50	\$10.00	\$10.50	\$11.00	\$11.60	\$12.20	\$12.80	\$131.80	
<i>Kitchen and Entrance/Security Vestibule Renovation Program<sup>2</sup></i>			\$9.12		\$12.80	\$8.95	\$7.41	\$5.70								\$43.98	
<i>Gunston, Jefferson, and Wakefield Entrances</i>						X											
<i>Hoffman-Boston, Long Branch, and Taylor Entrances</i>							X										
<i>Kenmore, Langston, Williamsburg, and W-L Entrances</i>							X										
<i>Campbell and Swanson Kitchens and Entrances</i>							X										
<i>Claremont, Jamestown, Nottingham, Science Focus, and Tuckahoe Entrances</i>								X									
<i>Glebe and Oakridge Entrances</i>								X									
<i>Drew and Randolph Kitchens</i>								X									
<i>Barrett and Carlin Springs Kitchens</i>									X								
<i>Ashlawn and Science Focus Kitchens</i>										X							
<i>The Heights Building - Phase 2, Option A</i>			\$2.10	\$2.17	\$9.97	\$0.00										\$14.24	
<i>Synthetic field turf replacement (APS share)<sup>3</sup></i>		\$2.41				X	X	X								\$2.41	
PLACEHOLDER for Long-range Plan to Renovate Existing Facilities (inc. swing space, if needed) <sup>4</sup>										\$6.56	\$11.69	\$14.00	\$11.40	\$12.80	\$12.20	\$68.65	
Enterprise Resource Planning (ERP) System Modernization <sup>5</sup>	\$8.28		\$3.72						X							\$12.00	
Lock and Key System Replacement			\$4.05				X									\$4.05	
Public Address System Replacement			\$1.35				X									\$1.35	
Kenmore field conversion to synthetic turf (APS share)								\$2.44	Q4 CY26							\$2.44	
<b>ENROLLMENT CAPACITY</b>																	
<i>Career Center Campus Project - new ACC building, field, garage</i>	\$1.25				\$37.40	\$38.87	\$57.74	\$28.18	\$11.18							\$174.62	
PLACEHOLDER to move MPSA into refreshed ACC building <sup>6</sup>									\$3.75	\$8.44	\$2.81	X				\$15.00	
PLACEHOLDER to demolish MPSA; green space <sup>4</sup>													\$2.00			\$2.00	
<b>PLANNING</b>																	
<i>To provide options for projected seat needs or improvements to existing facilities</i>					\$2.00											\$2.00	
<b>TOTAL PROJECTS</b>	<b>\$9.53</b>	<b>\$2.41</b>	<b>\$20.34</b>	<b>\$2.17</b>	<b>\$90.57</b>	<b>\$56.02</b>	<b>\$73.75</b>	<b>\$45.32</b>	<b>\$24.43</b>	<b>\$25.00</b>	<b>\$25.00</b>	<b>\$25.00</b>	<b>\$25.00</b>	<b>\$25.00</b>	<b>\$25.00</b>	<b>\$474.54</b>	

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 green above would be in the 2022 referendum).

**BOND REFERENDA AMOUNTS**

2022 Referendum	2024 Referendum	2026 Referendum	2028 Referendum	2030 Referendum
\$165.01	\$41.64	\$38.75	\$50.00	\$50.00

Debt Service Ratio is calculated based on the FY 2023 School Board Adopted budget and County-provided revenue projections through FY 2032

**Debt Service Ratio Target ≤9.8%**

Debt Service Ratio -- APS

Annual Bond Issuance

Annual APS Debt Service Increase

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
8.04%	8.64%	9.36%	9.22%	9.42%	8.68%	8.22%	8.13%	7.90%	7.70%
\$56.02	\$73.75	\$45.32	\$24.43	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
\$1.49	\$5.02	\$6.77	\$0.37	\$2.97	(\$4.74)	(\$2.63)	\$0.37	(\$0.87)	(\$1.04)

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

<sup>2</sup> Of the \$8.95M shown in FY 2023, \$4.12M was already included in the FY 2021 bond referendum.

<sup>3</sup> Replacements will occur as follows: FY23: Wakefield; FY24: W-L & Williamsburg; FY25: Greenbrier Stadium (YT)

<sup>4</sup> Funding amounts are PLACEHOLDERS ONLY based on the \$25 million per year for APS in the County Manager's Proposed CIP. Amounts are in 2022 dollars and do not include escalation. They will be updated for the FY 2025-34 CIP.

<sup>5</sup> In addition to the \$3.72M earmarked from the Capital Reserve, \$3.66M in grant funding is currently available. The remaining \$4.62M (estimated) will come from Reserves and/or FY23 and FY24 Closeouts.

<sup>6</sup> Placeholder is in 2022 dollars and does not include escalation. It will be updated for the FY 2025-34 CIP.

## School Board's Adopted FY 2023-32 CIP

### General Notes:

- An online copy of the adopted [FY 2023-32 CIP Financial Spreadsheet](#) from the previous page is available online.
- **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 typically scheduled for even-numbered calendar years. The next bond referendum will be in November 2022.
- APS' **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, which includes the Schools' CIP, ensuring 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 represent major facility investment needs for APS, such as the upgrade 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).

# Arlington Public Schools Map



# Capital Improvement Plan (CIP)

## Description

The Capital Improvement Plan (CIP) is the APS 10-year plan for building, maintaining, upgrading, or replacing school facilities. It is prepared on a biennial basis, with any adopted general obligation bond referenda presented to voters in November of even-numbered years.

The plan identifies immediate needs and seeks to capture long-term capital needs. It is updated biennially and subject to change as the needs of the division become more defined and individual projects move along in their planning and budgeting processes.

The Fiscal Years (FY) 2023-32 Capital Improvement Plan returns to a traditional 10-year plan following a three-year CIP in FY 2022-24 and a one-year CIP in FY 2021-- both adjusted because of the COVID-19 pandemic. On June 23, 2022, the School Board adopted the FY 2023-32 CIP with projects that address existing commitments and begin investments in long-term plans.

CIP projects funded partially or in total through bonds include:

- **Major Construction** projects that include new construction, renovations, and additions to existing school buildings. The process from School Board commitment in a CIP through construction of a new school typically takes five years. It begins by identifying the needs of the school division and is followed by project planning and obtaining bonding authority from the citizens, after which construction may follow. Budget and bonding capacity for projects are determined by the Finance and Facilities Departments.
- **Major Infrastructure** projects address major building systems replacements that have reached the end of their serviceable life. Examples include HVAC, electrical and lighting, and building envelope (roofing and windows).

There are additional capital projects that are critical to operations that are funded via other sources, including:

- Operating funds,
- Operating funds for Minor Construction/Major Maintenance (not bonds),
- Capital reserve funds,
- County funding for joint projects with community benefits, and
- Previous bond funding.

## CIP Process

The effective use of a CIP process provides for considerable advance project identification, planning, evaluation, scope definition, design, public discussion, cost estimating and financial planning. Each CIP builds from the prior CIPs and adjusts to align with changing conditions.

The Superintendent gathers input from his leadership team, APS staff, the School Board, and the Arlington community. This input helps frame and develop the Superintendent’s Proposed CIP, which was presented to the School Board in May.

The School Board conducts work sessions and a public hearing as they further shape the CIP. The public may also provide feedback via the Engage webpage. The School Board adopts a final CIP in June that includes the bond referendum amount as the County must include the APS bond referendum amount in the total bond referendum motion voted on in July. The voters consider the school bond in the November referendum.

**Table 2** shows the CIP development timeline for this report beginning with the FY 2022-24 CIP approval in June 2021. Full text of the adopted School Board direction is found in Appendix D.

**Table 2: FY 2022-24 CIP Development Timeline**

Date	School Board Meetings and/or Actions Related to CIP   Key Documents
June 24, 2021	Adopted FY 2022-24 <a href="#">Capital Improvement Plan</a> With the adoption of the FY 2022-24 CIP, the School Board provided guidance for this 10-year CIP. The Board stipulated that: <ul style="list-style-type: none"> <li>• ACHS shall be relocated no later than August 2023,</li> <li>• Staff must present three options for a Career Center project with named requirements, and</li> <li>• Staff must develop a long-range plan to renovate existing school facilities</li> </ul>
Sept. 21, 2021	Work Session on FY 2023-32 CIP Planning   <a href="#">Presentation</a> Four options were presented to the School Board including one providing a new Career Center building on the site allowing for a single construction phase which would allow APS to open the facility on time at a lower cost than the multiphase options to adapt the existing building.
Oct. 14, 2021	Information item on the FY 2023-32 CIP Recommended Direction   <a href="#">Presentation</a> In addition to the Career Center building option 4, provision for continued funding for additional projects was outlined.
Oct. 28, 2021	FY 2023-2032 <a href="#">CIP Direction</a> Added to previously identified projects, the Board asked staff to pursue two versions of the option 4 building (using Base and Alternative Ed Specs) through Concept Design with cost estimates to be included in the proposed CIP.
Dec. 16, 2021	Approved charge for Career Center BLPC   <a href="#">BLPC Charge</a>
April 28, 2022	Action on the Arlington Career Center Concept Design   <a href="#">Proposed Concept Design</a>
May 12, 2022	Superintendent’s Proposed FY 2023-32 CIP Presentation   <a href="#">Presentation</a>   <a href="#">Funding Scenario</a> As the County financial outlook improved from the fall estimates, APS was able to accelerate the timing of projects identified by the School Board, the community and

	staff which address the health and safety infrastructure of APS facilities. These changes were developed following the County Budget approval and subsequent School Board work sessions.
May 17, 2022	Work Session #1 Staff provided more details and cost estimates for the proposed projects   <a href="#">Presentation</a>   <a href="#">Funding Scenario</a>
May 31, 2022	Work Session #2 Staff presented details on the academic programs at the Career Center and CIP project details   <a href="#">Presentation</a>
June 7, 2022	Work Session #3 <ul style="list-style-type: none"> <li>• The FAC and JFAC chairs provided feedback on the CIP   <a href="#">JFAC Presentation</a></li> <li>• Staff presented updated budget details   <a href="#">Presentation</a>   <a href="#">Funding Scenario</a></li> </ul>
June 9, 2022	Information Item – School Board’s Revised FY 2023-32 CIP <ul style="list-style-type: none"> <li>• <a href="#">Information item</a></li> <li>• <a href="#">Funding Scenario</a></li> <li>• <a href="#">Facilities Evaluation Plan</a></li> </ul>
June 13, 2022	Public Hearing on the School Board’s Proposed FY 2023-32 CIP
June 23, 2022	School Board adopts FY 2023-32 CIP (see full text in Appendices A and B)   <a href="#">Meeting Presentation</a> <a href="https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CFNKAT50F501/\$file/Att B June 23 CIP Long Range Reno Plan.pdf">https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CFNKAT50F501/\$file/Att B June 23 CIP Long Range Reno Plan.pdf</a>
Nov. 2022	Election Day Arlington residents vote on school bond referendum



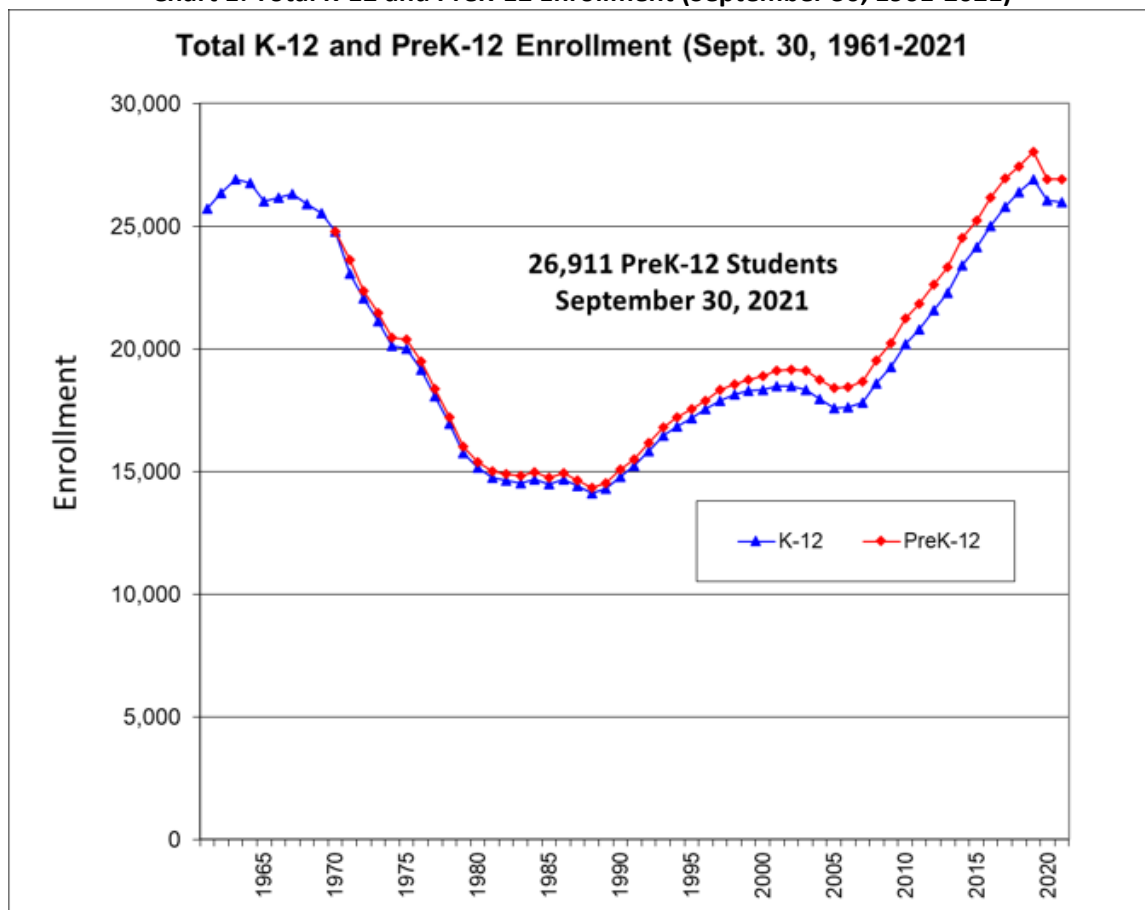
## Enrollment Trends

The FY 2023-32 CIP is the first CIP in a decade that is not reacting to and trying to catch up with enrollment growth. In the decade prior to the pandemic, overall enrollment grew by about 40% or about 10,000 students. During the period of growth, CIPs had to react and add capacity for students already attending an APS school. Enrollment during the pandemic remains historically high while leveling off, which is providing an opportunity for the CIP to plan more holistically.

Enrollment trends at APS have fluctuated over time. For example, from 1963 to 1988, APS entered a prolonged period of enrollment decline that led to a 48% enrollment loss, or a loss of about 12,800 K-12 students (see Chart 1). Most recently, APS experienced two consecutive years of enrollment declines between September 2019 and September 2021. These declines are partly attributable to the impacts of the COVID pandemic. At this time, it is still uncertain whether these recent declines are a short-term or long-lasting trend of enrollment loss or flattening. You can learn more about recent enrollment projections in the [enrollment projections report](#).

Due to this uncertainty with long-term enrollment projections, enrollment was not the primary focus of this CIP. Instead, this CIP invests in existing facilities for APS students.

**Chart 1: Total K-12 and PreK-12 Enrollment (September 30, 1961-2021)**



All APS budget and operations decisions are based on the best information available at the time decisions are made. Staff and community members are reminded that funding forecasts from Arlington County and the state change over time, 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.

## Estimating Project Costs

Except when represented as a PLACEHOLDER cost, 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, based on the expected project completion date.

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. For projects anticipated to be less than \$1,000,000 in construction costs, one cost estimate was prepared based on the preliminary scope of work. For projects anticipated to exceed \$1,000,000 in construction costs, 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 the other 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 large project. When applicable, staff selected the higher of the two numbers to use in the total costs for the projects included in the FY 2023-32 CIP.

The total project cost estimates were initially based on 2022 dollars. To plan for projects that would be completed after 2022, compounded annual 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.

*EVERY PROJECT INCORPORATES ASSUMPTIONS FOR COST ESCALATION AND INFLATION. FOR THE PROPOSED CAREER CENTER BUILDING, 10.4% (\$18.24M) OF THE \$174.62M ESTIMATED TOTAL PROJECT COST IS SET ASIDE FOR ESCALATION/INFLATION. PROFESSIONAL COST ESTIMATORS RECOMMEND THE ESCALATION/INFLATION RATES WHICH ARE ULTIMATELY CALCULATED AS A PERCENT PER ANNUM BASED ON EXPECTED PROJECT DURATION. FOR EXAMPLE, FOR THE ACC PROJECT, ESCALATION/INFLATION RATES ARE APPROXIMATELY:*

- *YEAR 1 – 7% PER ANNUM*
- *YEAR 2 – 5% PER ANNUM*
- *YEAR 3 – 4.5% PER ANNUM*
- *YEAR 4 AND BEYOND – 4% PER ANNUM*

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 with more details during the process from concept design through final design. Construction contingencies are included to cover unanticipated costs arising during construction and soft cost contingencies are included because many of APS' direct costs are unclear in the early stages of a project.

When the School Board has not provided project requirements that outline the scope and details of the project, costs are not estimated; instead, a PLACEHOLDER value may be used until the project requirements are fully known. (Policy F-1, PIP-1)

## Community Engagement

APS informed the community about progress on development of the CIP throughout the year, from planning for the ten-year CIP through the adoption of the FY 2023-32 CIP on June 23, 2022. (See [Appendix A](#)). Staff regularly updated the CIP webpage ([www.apsva.us/engage/cip](http://www.apsva.us/engage/cip)) with the following information:

- CIP process timeline
- School Board CIP Work Sessions/Meetings, which were all broadcast live online and available as recordings for viewing at a later date, and any presentations made
- Staff responses to School Board questions raised during the CIP process
- Additional documents to provide greater details about proposed projects

Information about the development of the CIP was also shared throughout the process via APS communications channels, including School Talk Engage messages, social media, and a news release on the adoption of the FY 2023-32 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](mailto:engage@apsva.us) or sharing input via the APS Engage online feedback form; or
- Providing feedback virtually or in person at the June School Board Public Hearing on the School Board's Proposed FY 2023-32 CIP.

Three advisory groups provided significant input that shaped projects in the CIP.

- **The Facilities Evaluation Framework** (Appendix C) was developed in collaboration with the Advisory Council on School Facilities and Capital Programs (FAC).
- **The Arlington Career Center (ACC) Project Building Level Planning Committee (BLPC)** reconvened in January and will continue to meet periodically through the preconstruction phase. Initial concept and schematic designs are being refined using input from two groups, the Building Level Planning Committee (BLPC) and the Arlington County Public Facilities Review Committee (PFRC). Input is framed by the [PFRC's Principles of Civic Design](#).

Two advisory groups, the Advisory Council on School Facilities and Capital Programs (FAC) and the Joint Facilities Advisory Commission (JFAC) provided feedback on the Superintendent's Proposed CIP.

- [Letter from FAC](#)
- [Letter from JFAC](#)
- [Joint FAC/JFAC letter](#)

## FY 2023-32 CIP Investments

The 2023-32 CIP is based on the goals of APS student success and well-being. Funding specifically:

- The annual and consistent investment to improve and upgrade our existing infrastructure; and
- A new facility to serve full-time Arlington Career Center students, students from across all APS high schools, and prepares for future enrollment as Arlington plans for growth.

Most CIP projects are funded by general obligation bonds; they may also be funded with supplemental funding or current revenues set aside in the Capital Reserve as in the cases of the ERP Modernization Project and other projects. All bond-funded projects have a useful life of 20 years or more. Funding sources are noted with project descriptions.

### List of CIP Projects

- Major Infrastructure Projects
- Kitchen and Entrance/Security Vestibule Renovation Program
- Synthetic Turf Replacements
- The Heights Building Phase 2
- Employee Resource Planning System (ERP) Modernization
- Lock and Key Systems Replacement
- Public Announcement (PA) Systems Updates
- Kenmore Field Conversion
- New Arlington Career Center Campus Phase 1
- Career Center Campus Future Phases
- Long-Range Renovation Plan

## CIP Projects

### Major Infrastructure Projects

Major Infrastructure consists of major building systems replacements that have reached the end of their serviceable life. Examples include HVAC, electrical and lighting, and building envelope (roofing and windows). Major Infrastructure is a category included in every CIP. Specific projects may be in progress or proposed as circumstances and priorities determine on a rolling basis. Specific dollar amounts vary from one bond to another accordingly.

APS currently has two projects underway:

- Barcroft's HVAC project is under design.
- Randolph's roof replacement project is projected to go out for bid in Fall 2022.

Examples of additional proposed projects include:

- Escuela Key roof replacement
- Hoffman-Boston HVAC replacement
- LED lighting upgrades at various sites

Maximum Estimated Total Project Costs: \$131.8 million over the next 10 years

### Funding Sources

- \$16.8 million from 2022 Bond Referendum
- \$28.4 million in previous bonds
- \$86.6 million in future bonds

## CIP Projects

### Kitchen and Entrance/Security Vestibule Renovation Program

This CIP continues to fund projects from the FY 2022-24 CIP. Some elementary kitchens need to be modernized to improve the quality of meals. Kitchen projects will add storage and prep space while also creating two lunch lines to allow students to be quickly served. Some schools will get upgraded security entrances that align with recommendations for a secure entry vestibule by the [Virginia Department of Education](#).

Food & Nutrition Services worked with Facilities & Operations to establish the priority order and timeline for kitchen projects. APS will complete upgrades so all schools meet current standards. This project standardizes kitchens with appropriate on-site food storage and preparation space, while providing a minimum of two lunch lines to serve more students in less time.

Facilities & Operations consulted Safety, Security, Risk and Emergency Management staff to establish the order of priority and timeline for entrance/security vestibule renovation projects. These projects entail creating security entrances in alignment with the [Virginia Department of Education](#) recommendations for a secure entry vestibule. Please note: Claremont, Oakridge, Glebe, and Washington-Liberty were unintentionally omitted from the FY 2022-24 CIP, and have been added to this CIP.

The FY 2022-24 CIP listed funding for several groups of projects. To permit greater flexibility in administering the improvements, this CIP establishes a single line item for the Kitchen and Entrance/Security Vestibule Renovation Program with dedicated funding.

#### Funding

Total funding for the program increased compared to what was included in previously adopted CIPs

- \$43.98M in FY23-32 CIP (vs \$32.26M in FY22-24 and FY21 CIPs)

The increase in estimated project costs is attributed to current market condition escalation, delays due to supply chain concerns, and the addition of facilities (see note above).

#### Funding Sources

- \$12.24 in the 2022 Bond Referendum
- \$9.12 million from Capital Reserve
- \$16.92 million in previous bond funding, including \$4.12M to be sold in FY23
- \$5.70 million in future bonds

### Upcoming Projects at 24 APS Schools

Entrance		Entrance and Kitchen	Kitchen
Gunston Wakefield Taylor Williamsburg Langston Kenmore Oakridge Glebe	Long Branch Hoffman-Boston Tuckahoe Jamestown Nottingham Claremont Jefferson W-L	Campbell Swanson Science Focus	Drew Randolph Barrett Carlin Springs Ashlawn



## CIP Projects

### Synthetic Turf Field Replacements

APS and Arlington County's Department of Parks and Recreation replace synthetic turf fields on an agreed-upon schedule through a cost-sharing agreement.

Upcoming Projects to Replace Synthetic Turf Fields (costs reflect the APS share of the project)

- FY 2023 – Wakefield High School, \$491,000
- FY 2024 – Washington-Liberty High School and Williamsburg Middle School, \$1,087,000
- FY 2025 – Greenbrier Stadium (Yorktown High School), \$828,000

Funding Note: Replacement fields cannot be paid for by bonds; they must be paid for with current revenue.

When included in the annual MC/MM budget, MC/MM is increased to account for the additional cost of the field replacements.

#### **Maximum Estimated Total Project Costs**

- \$2.41 million over the next three years

#### **Funding Sources**

- \$0 from 2022 Bond Referendum
- \$2.41 million in MC/MM funds in annual operating budget

## CIP Projects

### The Heights Building Phase Two

The Heights Building Phase 2 is critical to provide universal access to the campus and completes the site as originally planned. The school opened in Aug 2019; Phase 2 was delayed, accommodating the temporary relocation of the neighboring county fire station.

The project upon completion will provide a universally accessible campus, including:

- A path to a main entrance adjacent to the Shriver Program;
- Convenient accessible parking for staff and visitors immediately adjacent to a building entrance;
- Off-street pick-up/drop-off area; and
- A new synthetic turf field.

Projected Completion: TBD

#### **Maximum Estimated Total Project Costs:**

- \$14.24 million

#### **Funding sources**

- \$0 from 2022 Bond Referendum
- \$2.10 million from the Capital Reserve
- \$9.97 million in previous bond funding
- \$2.17 million from Arlington County

## CIP Projects

### Modernization of the Enterprise Resource Planning (ERP) System

The ERP system is used by Finance & Management Services and Human Resources to support core business operations. The ERP, known within APS as STARS, was implemented in 2005. Oracle is phasing out support for APS's current platform. APS will move to the Oracle Fusion Cloud, the implementation of which will take place over the next three years, and will:

- Help APS remain in regulatory compliance;
- Improve how APS serves all stakeholders; and
- Proactively improve operational efficiencies.

Details:

- Phase 0 – Analysis, fact-finding, and RFP Phase (5 months) - currently underway
- Phase 1 – Core Function Migration (est. 13 months)
- Phase 2 – Additional Enhancements (est. 14 months)

**Total cost** for modernizing the ERP system is estimated at \$12 million (\$4 million per year for the next three years: FY23-25)

#### Funding Sources

- \$0 from the 2022 Bond Referendum
- \$3.66 million in grant funding currently on hand;
- \$3.72 million earmarked from non-bond funded Capital Reserves;
- remainder to come from Reserves and/or FY23 and FY24 Closeouts

## CIP Projects

### Lock and Key Systems Replacement

APS will transition all lock and key hardware to appropriate lockdown operation based on the use of the space; for example, all classrooms and offices will be equipped with push button operation for quick lockdown functionality by the end of FY 2023 pending manufacturer availability of hardware and vendor availability for installation. All interior and exterior door hardware in every APS facility will be replaced.

The project is projected to take one year to complete (FY 2023).

#### **Total Cost and Funding Source**

- \$0 from the 2022 Bond Referendum
- \$4.05 million from Capital Reserve

## CIP Projects

### Public Address Systems Update

Many of the public address, or PA, systems in our schools are approaching 25 years of age and are at or past the end of their serviceable life. Some of our PA systems are beginning to fail and are unable to be repaired because replacement parts are no longer available for them. This CIP addresses upgrading the PA systems in the schools that need them the most, which are:

- Nottingham
- Taylor
- Washington-Liberty
- Gunston
- Kenmore
- Jefferson

Public address systems manufacturers estimate the service life of PA systems is no more than a maximum of 20 years. Nottingham, Taylor, and Washington-Liberty all currently have systems for which we have no access to parts, even through sources like eBay to make repairs to the system due to its age. Washington-Liberty is especially challenging due to the heavy reliance on the public address system for bell schedules. Installation of new systems will be integrated with the network, similar to what has been installed in recent construction, that allows for maintenance and tier one support to be conducted remotely instead of incurring service charges for time spent traveling to and from the site.

The project is estimated to take three years to complete the six schools most in need.

#### **Total Cost and Funding Source**

- \$0 from the 2022 Bond Referendum
- \$1.35 million from Capital Reserve

## CIP Projects

### Kenmore Synthetic Field Conversion

The Arlington County and APS CIPs both include a share of the cost to convert Kenmore's grass fields to synthetic turf beginning in FY 2025. Field conversions can be paid for with bonds as the underlying structure lasts more than 20 years.

#### **Total Project Cost**

- Per the cost sharing agreement, APS' share of the conversion cost is \$2.44 million

#### **Funding Source**

- \$0 from the 2022 Bond Referendum
- \$2.44 million from 2024 Bond Referendum

## CIP Projects

### New Career Center Building (Career Center Campus Phase 1)

The approved FY 2023-32 CIP includes funds to build a new Arlington Career Center building, a parking structure, and a field. Community engagement through a Building Level Planning Committee (BLPC) and Public Facilities Review Committee (PFRC) is currently underway that will determine the final design of the facility.

The new facility for the Arlington Career Center will provide the program spaces needed for the full-time students in the building and provide career and technical education (CTE) labs and spaces to serve both full-time students and part-time students from other APS high schools. Labs and spaces will be provided that will support the current instructional programs and are flexible for future uses.

#### Projected Completion:

- December 2025 – Arlington Career Center Building
- April 2027 – Garage and Field

**Total Project Cost Estimate:** \$174.62 million

#### Funding Sources:

- \$135.97 million from 2022 bond referendum
- \$37.40 from previous bond funding
- \$1.25 million from operating funds

The temporary relocation of the Arlington Community High School (ACHS) currently housed in the Fenwick building on the Arlington Career Center (ACC) site by August 2023 will not be funded through bonds. ACHS will move into a permanent home in Amazon’s new HQ2 at the PenPlace building in Pentagon City in Fall 2026. The temporary move will allow construction of the new ACC to begin. As a result, the \$6.18M earmarked in the FY 2022-24 CIP for the new Arlington Community High School building has been reallocated to the Arlington Career Center Campus Project.

***BY BUILDING A NEW ARLINGTON CAREER CENTER, THE FOLLOWING WILL BE ACCOMPLISHED:***

- ***COMPLETE THE MODERNIZATION OF ALL SCHOOLS;***
- ***PROVIDE STATE-OF-THE-ART LEARNING SPACES FOR THE DIVERSE ACC STUDENT BODY;***
- ***ADD CURRICULAR OFFERINGS FOR FULL-TIME ACC STUDENTS;***
- ***INCREASE THE CTE CLASS OFFERINGS FOR STUDENTS ENROLLED AT ANOTHER HIGH SCHOOL WHO WISH TO TAKE A COURSE AT THE ARLINGTON CAREER CENTER;***
- ***ALLOW FOR THE GROWTH OF ARLINGTON TECH; AND***
- ***PROACTIVELY PREPARE FOR ENROLLMENT CHANGES BY CONSIDERING INCREASED HOUSING DENSITY IN THE COUNTY’S LAND USE PLANS AND STUDIES.***

## CIP Projects

### Career Center Campus Future Phases

The approved FY 2023-32 CIP includes PLACEHOLDER funding for future development at the Career Center campus. PLACEHOLDER costs are used because project requirements are not fully known and are dependent on further study. Phase 2 will refresh the existing ACC building for elementary use, specifically by Montessori Public School of Arlington (MPSA). Phase 3 will demolish the existing MPSA building, replacing it with a field/open space.

#### Projected Completion:

- Phase 2 – Fall 2028
- Phase 3 – TBD

#### PLACEHOLDER Project Costs:

- Phase 2 - \$15 million
- Phase 3 - \$2 million

#### Funding sources

- \$0 from 2022 Bond Referendum
- \$17 million from future bond referenda



## CIP Projects

### Long-Range Renovation Plan

The FY 2023-32 CIP lays out a Facility Evaluation Framework and Guidelines to examine all existing facilities in the APS inventory. The building evaluations will be conducted over the next 18 months and frame the priorities for the FY 2025-34 CIP. The FY 2025-34 CIP will include a schedule and prioritization of facilities for renovation while securing bond or other funding, and the first renovation project could begin as early as 2026.

The Advisory Council on School Facilities and Capital Programs (FAC) worked closely with Facilities and Operations staff to develop and refine the Facilities Evaluation Framework included in Appendix C of this report. The discussions were guided by two main concepts – the building systems and the physical building environment. Staff and FAC members built the framework based on three categories necessary for evaluating facilities: major building systems, common space, and educational space adequacies. The group met five times over a six-month period during the 2021-22 school year.

Concurrently with the building evaluations, APS will also assess different options for creating swing space, to which a school may relocate while its building is undergoing renovations.

### Steps to establish a renovation plan for existing school facilities

#### Fall 2022

- APS begins evaluations of school facilities using the framework described in Appendix C
- APS will also evaluate options for swing space, assessing logistics, hard and soft costs, implications, etc.

#### 2023

- **June** - The Arlington Facilities and Student Accommodation Plan (AFSAP) will include options for swing space with associated hard and soft costs, along with other considerations.
- **Fall** – The School Board will provide direction for the FY 2025-34 CIP, narrowing the options for swing space.

#### Spring 2024

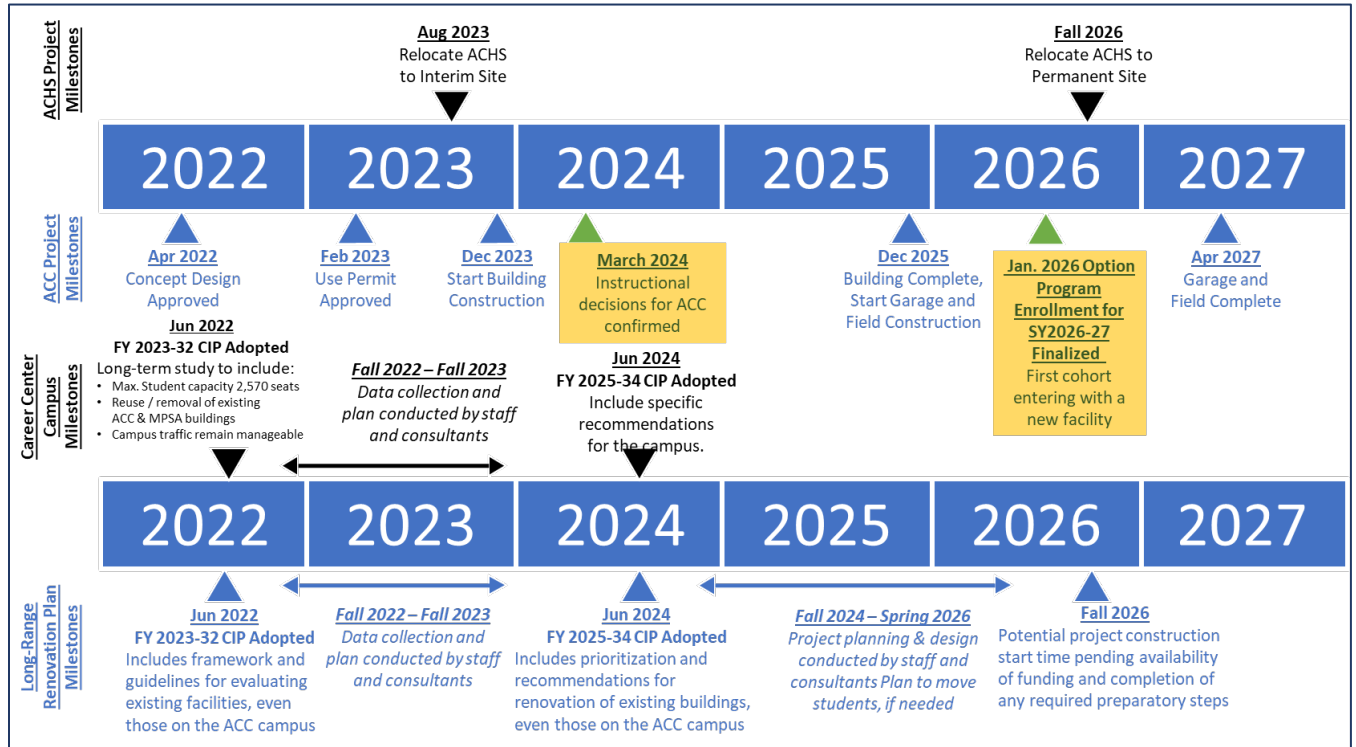
The FY 2025-34 CIP will achieve the following:

- Prioritize the renovations of existing APS school facilities;
- Identify and develop swing space, if needed, to support the renovation projects; and
- Target construction start for first renovation project for Fall 2026.

#### Funding:

- \$0 from 2022 Bond Referendum

**Figure 1: School Board Recommended Direction for the FY 2023-32 CIP Timeline**



## History of CIP Projects

The CIP describes two types of capital projects: major construction and major infrastructure projects. For these capital projects to be funded with proceeds from bond sales, their total costs must be more than \$500,000, and have a useful life of 20 years or more. In addition, a project's useful life must be equal to or longer than the repayment schedule for the bonds issued for it.

CIP bonded facilities work includes projects which fall into one of the three categories defined below, listed in order of most extensive to least extensive:

- **New Construction:** Complete demolition of a building, if one exists, leading to new construction as a replacement for the demolished structure or a new structure that did not previously exist. The most recent examples include The Heights Building Cardinal Elementary School and Alice West Fleet Elementary School.
- **Renovation / Alteration and Addition:** A project where (1) portions of an existing building, either selective or comprehensive, are modified and/or upgraded and (2) the square footage of the existing building is enlarged through an addition(s) to meet the specified requirements. The most recent example is Dorothy Hamm Middle School.
- **Renovation / Alteration / Refresh:** a project where portions of an existing building, either selective or comprehensive, are modified and/or upgraded to meet the specified requirements. The most recent examples include the Education Center Reuse and the 2021 School Moves project which includes work at Arlington Traditional (formerly McKinley), Innovation (formerly Escuela Key), and Escuela Key (formerly Arlington Traditional) elementary schools.

**Table 3: Ongoing and Completed CIP Projects by Name, Financial Completion Status and Type**

Project	Budget <sup>1</sup>	Financial Completion Status <sup>2</sup>	Project Type
Abingdon Elementary School	\$ 31,976,530	2020	Renovation / Alteration and Addition
Alice West Fleet Elementary School	\$ 60,450,445	On Ongoing	New Construction
Arlington Traditional Elementary School <sup>3</sup>	\$ 22,926,435	2019	Renovation / Alteration and Addition
Ashlawn Elementary School	\$ 21,214,624	2017	Renovation / Alteration and Addition
Barrett Elementary School (HVAC)	\$ 1,988,015	2015	Renovation / Alteration / Refresh
Cardinal Elementary School	\$ 55,000,000	On Ongoing	Renovation / Alteration and Addition
Career Center / Arlington Tech.	\$ 13,750,000	On Ongoing	Renovation / Alteration / Refresh
Discovery Elementary School	\$ 43,802,807	2018	New Construction
Dorothy Hamm Middle School	\$ 43,050,000	On Ongoing	Renovation / Alteration and Addition
Dorothy Hamm Middle School (HVAC) <sup>4</sup>	\$ 4,949,651	2014	Renovation / Alteration / Refresh
Dr. Charles R. Drew Elementary School (Refresh)	\$ 950,000	2020	Renovation / Alteration / Refresh
Ed Center Reuse	\$ 37,700,000	On Ongoing	Renovation / Alteration / Refresh
Facilities and Operations (Transportation Offices)	\$ 3,300,000	On Ongoing	Renovation / Alteration / Refresh
Gunston Middle School (HVAC)	\$ 10,655,000	2020	Renovation / Alteration / Refresh
Gunston Middle School (Internal Modification)	\$ 1,000,000	2018	Renovation / Alteration / Refresh
The Heights (H-B Woodlawn Secondary and Eunice Kennedy Shriver Programs)	\$ 106,600,000	On Ongoing	New Construction
Jefferson Middle School (Roof)	\$ 1,158,420	2022	Renovation / Alteration / Refresh
Kenmore Middle School (Internal Modification)	\$ 1,000,000	2018	Renovation / Alteration / Refresh
Kenmore Middle School (Roof)	\$ 905,000	2020	Renovation / Alteration / Refresh
Montessori Public School of Arlington (Refresh)	\$ 850,000	2020	Renovation / Alteration / Refresh
Oakridge Elementary School (Roof)	\$ 954,862	2015	Renovation / Alteration / Refresh
Randolph Elementary School (HVAC)	\$ 6,125,000	2022	Renovation / Alteration / Refresh
Security Vestibules (Gunston, Taylor (partial), Wakefield, and Williamsburg)	\$ 5,300,000	On Ongoing	Renovation / Alteration / Refresh
School Refreshes (Arlington Traditional <sup>3</sup> , Innovation <sup>5</sup> , and Escuela Key <sup>6</sup> elementary schools)	\$ 10,250,000	On Ongoing	Renovation / Alteration / Refresh
Syphax Education Center	\$ 385,000	2022	Renovation / Alteration / Refresh
Taylor Elementary School (Roof)	\$ 1,456,066	2018	Renovation / Alteration / Refresh
Wakefield High School (Bleachers)	\$ 1,405,000	2015	Renovation / Alteration / Refresh
Wakefield High School	\$ 118,626,000	2018	New Construction
Wakefield High School (Internal Modification)	\$ 3,600,000	2018	Renovation / Alteration / Refresh
Wakefield High School (HVAC)	\$ 850,000	On Ongoing	Renovation / Alteration / Refresh
Washington-Liberty High School	\$ 98,435,000	2011	New Construction
Washington-Liberty High School (Softball Field)	\$ 1,305,244	2014	Renovation / Alteration / Refresh
Washington-Liberty High School (Internal Modification)	\$ 5,260,000	2018	Renovation / Alteration / Refresh
Washington-Liberty High School (Roof)	\$ 1,105,463	2020	Renovation / Alteration / Refresh
Yorktown High School	\$ 84,147,969	2016	New Construction
Yorktown High School (Internal Modification)	\$ 3,220,000	2020	Renovation / Alteration / Refresh

1. Expenses reflect budgeted amounts for projects and final closeout costs as of June 19, 2022.

2. Financial completion status is different from building occupancy.

3. Arlington Traditional formerly McKinley Elementary School.

4. Dorothy Hamm Middle School formerly H-B Woodlawn Secondary and Eunice Kennedy Shriver Programs.

5. Innovation Elementary School formerly Escuela Key.

6. Escuela Key formerly Arlington Traditional Elementary School.

Note: Heating, ventilation, and air conditioning (HVAC).

Disclaimer: This is provided for information and discussion only. The information contained herein is subject to change.

In addition to the 10-year Capital Improvement Plan, APS also adopts an annual facilities maintenance plan known as the Minor Construction/Major Maintenance (MC/MM) plan which is funded in the annual operating budget. Additional information about the MC/MM plan is provided in Appendix G.

## Bond Referenda

Arlington County typically schedules bond referenda for even-numbered calendar years, which correspond to odd-numbered fiscal years; however, the last bond referendum was held in November 2021 (FY 2022) because the County developed only a two-year (FY 2022-24) CIP last year. 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.

Construction and 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.

**Table 4: School Bond Referenda History**

<b>Bond Referenda 1988-2021</b>	<b>Cost</b>
1988	\$ 12,800,000
1990	\$ 23,000,000
1992	\$ 24,425,000
1994	\$ 36,100,000
1996	\$ 29,120,000
1998	\$ 50,705,000
2000	\$ 42,612,500
2002	\$ 78,996,000
2004	\$ 78,128,000
2006	\$ 33,712,000
2008	\$ 99,425,000
2010	\$ 102,888,000
2012	\$ 42,620,000
2014	\$ 105,780,000
2016	\$ 138,830,000
2018	\$ 103,000,000
2020	\$ 52,650,000
2021	\$ 23,010,000

## Appendices

### Appendix A – School Board FY 2023-32 CIP Motion

I move that the School Board adopt the FY 2023-2032 Capital Improvement Plan (CIP) with the details as presented in Attachment A.2 at the June 23, 2022, School Board meeting which will be made part of the official record. The CIP

- Includes continuing annual funds for Major Infrastructure Projects,
- Completes 19 Entrance Renovations/Security Vestibules by fall 2024,
- Renovates kitchens at 8 schools to meet current standards,
- Modernizes the Enterprise Resource Planning (ERP) System,
- Replaces all Lock and Key Systems and six PA Systems,
- Replaces Synthetic Turf fields at 4 schools and converts a Kenmore Field to Synthetic Turf, and
- Completes the Heights, with a Phase 2 project making the campus universally accessible.

I also move that the School Board direct the Superintendent to

- Complete the Schematic Designs for the ACC Building, Field and Parking Garage and present them to the School Board for approval in Fall 2022,
- Proceed with the temporary relocation of Arlington Community High School,
- Include plans for the Career Center Campus in the FY 2025-34 CIP addressing
  - Phase 2 which will refresh the existing ACC building for MPSA and open in fall 2028, and
  - Phase 3 which will demolish the existing MPSA building and be replaced by a new field and/or open space, with work commencing after fall of 2028.

I also move that the School Board direct the Superintendent to prepare for the FY 2025-34 CIP by

- Prioritizing the renovations of existing APS school facilities using the framework as described in Attachment B at the June 23, 2022, School Board meeting which will be made part of the official record, and replacing placeholder amounts with project estimates,
- Identifying and developing swing space, if needed, to support the renovation projects, and
- If feasible, beginning construction on the first renovation project by Fall 2026.

I further move that the School Board direct the Superintendent to establish a plan and timeline to determine the feasibility, both legal and monetary, of including project labor agreements that expand the opportunities to connect APS students with industry partners.

Finally, I move that the School Board approve the following actions:

- Establish the Kitchen and Entrance/Security Vestibule Renovations Program (“Program”) that includes the funding available as identified in the FY 2023-32 CIP.
- Allow staff to encumber funds as needed to complete the projects in the Program in the timeline provided in the FY 2023-32 CIP. School Board approval will be sought as required by the Procurement Resolution for professional or non-professional services fees or construction contract awards over \$500,000.

## Appendix B – Bond Resolution Motion

I move that the Board adopt the following resolution:

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 \$165,010,000 for the purpose of paying the costs of capital projects for school purposes. This resolution shall take effect immediately.

## Appendix C – Facilities Evaluation Framework

### Summary

On October 28, 2021, the School Board’s (SB) gave direction that would shape the Superintendent’s Capital Improvement Plan (CIP) for fiscal year (FY) 2023-2032 ([FY 2023-2032 CIP Direction](#)). One of the directions presented to staff included the development of a long-range plan to renovate existing school facilities (the plan). Further guidance identified upcoming CIPs to include:

1. a framework and guidelines for evaluating existing facilities as part of the FY 2023-32 CIP and
2. a schedule and prioritization of renovations by facility while securing bond or other funding sources to implement the plan as part of the FY 2025-34 CIP.

The School Board tasked the Department of Facilities and Operations (F&O) along with assistance from the Advisory Council on School Facilities and Capital Programs (FAC) with developing a framework and guidelines for evaluating all existing facilities. F&O and FAC established a subcommittee, meeting virtually beginning November 2021 to discuss a framework for building systems and the physical environment. As a result of the meetings the subcommittee focused their work on three categories:

<b>Major Building Systems</b>
<b>Common Space Adequacy</b>
<b>Educational Space Adequacy</b>

Each category is comprised of numerous components the subcommittee deemed essential or vital for providing optimal learning environments to students and staff. The components of the three categories include:

<b>Major Building Systems</b>	<b>Common Space Adequacy</b>	<b>Educational Space Adequacy</b>
1) HVAC 2) Electrical 3) Plumbing 4) Fire suppression / fire alarm 5) Building Enclosure 6) Security vestibules 7) Code standards 8) Ability to expand 9) Pool (Circulation System)	1) Kitchen 2) Cafeteria 3) Gymnasium 4) Performance Space 5) Library 6) Pool 7) Outdoor Spaces	1) Classroom (General) 2) Classroom (Special Education) 3) Support Services 4) Art 5) Music 6) Lab

The subcommittee further refined the components into subcomponents. Staff developed a short definition from available resources and proposed assessment values for each subcomponent.



## Definitions

<b>Major Building Systems</b>	<b>Definitions</b>
<b>HVAC</b>	
1) Age	The length of time a Heating, Air Ventilation, and Cooling system has been operational.
2) Indoor air quality (IAQ)	The air quality within and around a building that may affect comfort, health, and well-being of building occupants. Air filtration is one component that may improve IAQ.
3) Ventilation	The capability of a system to offer outside air exchanges, preferably 4 -6 air changes per hour (ACH).
4) Thermal comfort	The perceived feeling on the human body as the result of heating and cooling the environment.
<b>Electrical</b>	
5) Switch Gear / Service Upgrade	Fuses and circuit breakers used to control, protect, and isolate electrical equipment.
6) Generator (KW)	Backup power source that provides electricity to critical systems of a building during power outages.
7) Indoor Lighting	Lighting fixtures used to provide satisfactory visual performance and illumination for educational spaces.
<b>Plumbing</b>	
8) Isolation Valves	Manual water supply shutoffs used by maintenance for specific sections of a facility's plumbing system.
9) Drainage – Sewer and Storm	Sanitary sewer drains, and related infrastructure carry effluent and grey water to the water pollution control plant for treatment. Storm drains and related infrastructure capture and divert excess rain and ground water from impervious surfaces.
10) Flow / Pressure	The volume of water being used or provided by a plumbing fixture over a determined length of time.
11) Water efficient fixtures	Plumbing fixtures designed for low water flows while maintaining optimal performance.
<b>Fire suppression / fire alarm</b>	
12) Panel / Alarm System	Fire alarm system warns occupants when smoke or a fire are detected in a building.
13) Sprinkler	An active fire protection method consisting of a water supply system, adequate pressure, and flowrate for water distribution throughout a facility.
<b>Building Enclosure</b>	
14) Roof	Part of the building envelope, a roof is the top covering of a building including the structure and roof cover (or membrane) to protect against environmental conditions such as air, water, heat, light, and noise.
15) Windows	An opening fitted in a wall or door that allows the transfer of light through glass panes. When located on the exterior of a building a window also provides interior spaces with natural light and fresh air.
16) Building Envelope	A building envelope is located on the exterior limits of a building as the delimitation between the unconditioned and conditioned spaces. The envelope also protects the building against environmental conditions such as air, water, heat, light, and noise.
<b>Security vestibules</b>	
17) Security Vestibules	An isolated space used to restrict and redirect occupants access to a building.
<b>Code standards</b>	
18) Meets Current Code	A set of rules/standards applicable in school construction and renovation. These may include building codes and professional standards such as American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE).
19) Accessibility / ADA	The Americans with Disabilities Act of 1990 is a civil rights law that prohibits discrimination based on disability.
20) Universal Design	Spaces that are designed and composed so they are accessible, understood, and useful for all.
<b>Ability to expand</b>	
21) Feasibility Study	Historical studies that analyzed a site for possible additions, renovations, or new builds.
22) Relocatable Complex	A temporary structure located adjacent to a facility that provides additional classroom seats during fluctuations in enrollment.
<b>Pool (Circulation System)</b>	
23) Age	The length of time a circulation system has been operational.
24) Water Standard	The proper water chemistry levels for optimal swimming pool functionality and comfort.

<b>Common Space Adequacy</b>	<b>Definitions</b>
<u>Kitchen</u>	Space designed for food preparation and cooking of breakfast and lunches for students.
<u>Cafeteria</u>	Dedicated space for students to eat breakfast and lunch. Located with direct access to the service area and adjacent to the kitchen.
<u>Gymnasium</u>	A space for physical education classes, fitness, sports, and wellness.
<u>Performance Space</u>	A space to accommodate rehearsals, instructions and gatherings associated with music, drama, and school assemblies.
<u>Library</u>	A space designed for access to books, reading, information and information technology resources and allows for student collaboration and research.
<u>Pool</u>	A designed structure, specifically built for aquatics, swimming and water safety programs.
<u>Outdoor Spaces</u>	
1) Playground	Play areas that feature a mix of age-appropriate manufactured play structures and informal features.
2) Fields	Outdoor play surfaces of grass or synthetic turf further described as either regulation for athletics (rectangular, multipurpose or diamond), shared by Arlington County Government (ACG) or undersized for practice or play, not shared by ACG.
3) Outdoor Learning	A variety of outdoor spaces designed to encourage students to experience the natural systems on a site.
4) Outdoor dining	Area located outside the cafeteria which provides additional space for student dining.
5) Vehicular parking	Designated areas where staff and visitors may park vehicles.
6) Bicycle parking	Designated areas where staff and visitors may park bicycles.

<b>Educational Space Adequacy</b>	<b>Definitions</b>
<u>Classroom (General)</u>	A flexible and adaptable space to accommodate any of the core academic disciplines and supports frequent reconfiguration.
<u>Classroom (Special Education)</u>	Instructional spaces designed to assist students to function safely with as much mobility as possible and accessible to all disabled students. Designed, furnished, equipped, and maintained to facilitate the program requirements set forth in individualized education program.
<u>Support Services</u>	
1) Workspace	A space where staff can socialize, collaborate, eat, and prepare meals; perform lesson planning, administrative and committee work.
2) Pullout Space	Designated space in a facility where staff can work with students on a one-on-one basis or in a small group instructional format.
3) Administrative Space	Office space to provide leadership in a personal and organized environment to learners, staff, and the community.
4) Clinic	Space within a facility where first aid, emergency care and/or health services are administered to students.
<u>Art</u>	Environments specifically designed for the creation of visual arts.
<u>Music</u>	Environments specifically designed for the creation of instrumental and vocal arts.
<u>Lab</u>	A learning laboratory for teaching biology, chemistry, earth sciences or physics with equipment for supervised student experiments.

## Proposed Assessment Value

<b>Major Building Systems</b>	<b>Proposed Assessment Value</b>
<u>HVAC</u>	
1) Age	Multiplication factor.
2) Indoor air quality	Measurable range.
3) Ventilation	Measurable range.
4) Thermal comfort	Measurable range.
<u>Electrical</u>	
5) Switch Gear / Service Upgrade	Measurable range.
6) Generator (KW)	Measurable range.
7) Indoor Lighting	Measurable range of LED coverage.
<u>Plumbing</u>	
8) Isolation Valves	Measurable range of isolated coverage.
9) Drainage – Sewer and Storm	Yes or no, with yes having a value.
10) Flow / Pressure	Yes or no, with yes having a value.
11) Water efficient fixtures	Measurable range of fixture coverage.
<u>Fire suppression / fire alarm</u>	
12) Panel / Alarm System	Measurable range.
13) Sprinkler	100% coverage or no, with no having a value.
<u>Building Enclosure</u>	
14) Roof	Measurable range of roof type / usefulness and leaks: yes or no, with yes having a value.
15) Windows	Measurable range of efficiency / age.
16) Building Envelope	Measurable range.
<u>Security vestibules</u>	
17) Security Vestibules	Yes or no, with no having a value.
<u>Code standards</u>	
18) Meets Current Code	Yes or no, with no having a value.
19) Accessibility / ADA	Yes or no, with no having a value.
20) Universal Design	Yes or no, with no having a value.
<u>Ability to expand</u>	
21) Feasibility Study	Yes or no, with no having a value.
22) Relocatable Complex	Yes or no, with no having a value.
<u>Pool (Circulation System)</u>	
23) Age	Multiplication factor.
24) Water Standard	Measurable range.

<b>Common Space Adequacy</b>	<b>Proposed Assessment Value</b>
<u>Kitchen</u>	
	1) Size per student served (Square feet / student).
	2) Number of service lines (Number).
	3) Lunch periods (Number of lunch servings and length of lunch, duration).
<u>Cafeteria</u>	
	Size per student served (Square feet / student).
<u>Gymnasium</u>	
	1) Number of stations.
	2) Size (Length by width).
<u>Performance Space</u>	
	1) Availability (Yes / no, with no having a value).
	2) Seating (Occupancy).
<u>Library</u>	
	1) Linear bookshelves (Ft / student).
	2) Library classroom (Yes / no, with no having a value).
<u>Pool</u>	
	The design capacity / number of swimmers per pool.
<u>Outdoor Spaces</u>	
1) Playground	Number and Type: PreK – K (Lower) & Gr. 1 – 5 (Upper).
2) Fields	Number, Size & Type: grass or synthetic turf.
3) Outdoor Learning	Number of stations and type / description.
4) Outdoor dining	Yes / no, with no having a value.
5) Vehicular parking	Number of parking spaces.
6) Bicycle parking	Number of parking spaces.

<b>Educational Space Adequacy</b>	<b>Proposed Assessment Value</b>
<u>Classroom (General)</u>	1) Size (Square footage of instructional space per school level). 2) Number of classrooms. 3) Specific Requirements (To establish a value this could be "the absence of a specific requirement" such as the percentage of natural light, the percentage of operable windows, the availability of in-suite bathrooms for PreK and K, the availability of a classroom sink w/ hot & cold faucet for primary).
<u>Classroom (Special Education)</u>	1) Size (Square footage of instructional space per school level). 2) Specific Requirements (Number and type of "permanent" special education classrooms). 3) Resource rooms (Yes / no, with no having a value).
<u>Support Services</u>	
1) Workspace	Yes / no, with no having a value.
2) Pullout Space	Yes / no, with no having a value.
3) Administrative Space	Square footage of administrative space per staffing allocations.
4) Clinic	Meets the County standards for square foot requirements and number of beds.
<u>Art</u>	1) Quantity (Number of art specific rooms). 2) Specific Requirements (Availability of kiln, sinks & faucets, storage: material & product).
<u>Music</u>	1) Quantity and Type (Number of music rooms and type: vocal, instrumental, orchestral). 2) Specific Requirements (Availability of instrument storage).
<u>Lab</u>	Quantity and Type (Number of labs and type: wet, dry, maker space).

The final layer of analysis identifies the purpose for including each component and subcomponent as part of the evaluation process. The purpose or reason incorporated in the plan include:

<b>Purpose of Incorporation</b>
1) Continuity of Service
2) Maintenance
3) Energy Efficiency
4) Health
5) Safety and Security
6) Impacts on Academics
7) Flexibility

Although the FAC's primary focus is on the physical, built environment, the group was compelled to include the concept of equity. The Department of Diversity, Equity and Inclusion shared with the committee a proposed plan to perform equity assessments on a facility-by-facility basis, but the committee did not want the concept of equity to be forgotten.

## Purpose of Incorporation

<b>Major Building Systems - Purpose</b>	Continuity of Service	Maintenance	Energy Efficiency	Health	Safety & Security	Impacts on Academics	Flexibility
<u>HVAC</u>							
1) Age	◆	◆	◆				
2) Indoor Air Quality			◆	◆		◆	
3) Ventilation			◆	◆		◆	
4) Thermal Comfort			◆	◆		◆	
<u>Electrical</u>							
5) Switch Gear / Service Upgrade	◆	◆					◆
6) Generator (KW)	◆	◆					◆
7) Indoor Lighting		◆	◆			◆	
<u>Plumbing</u>							
8) Isolation Valves		◆					◆
9) Drainage – Sewer and Storm	◆	◆					
10) Flow / Pressure	◆	◆					◆
11) Water efficient fixtures			◆				
<u>Fire suppression / fire alarm</u>							
12) Panel / Alarm System	◆	◆			◆		◆
13) Sprinkler					◆		◆
<u>Building Enclosure</u>							
14) Roof		◆	◆				
15) Windows		◆	◆	◆		◆	
16) Building Envelope		◆	◆				
<u>Security vestibules</u>							
18) Security vestibules					◆		
<u>Code standards</u>							
19) Meets Current Code		◆	◆		◆		
20) Accessibility / ADA					◆		
21) Universal Design					◆	◆	
<u>Ability to expand</u>							
21) Feasibility Study							◆
22) Relocatable Complex							◆
<u>Pool (Circulation System)</u>							
23) Age	◆	◆	◆				
24) Water Standard				◆		◆	



<b>Common Space Adequacy - Purpose</b>	Continuity of Service	Maintenance	Energy Efficiency	Health	Safety & Security	Impacts on Academics	Flexibility
<u>Kitchen</u>						◆	◆
<u>Cafeteria</u>					◆	◆	◆
<u>Gymnasium</u>					◆	◆	◆
<u>Performance Space</u>						◆	◆
<u>Library</u>						◆	
<u>Pool</u>				◆		◆	
<u>Outdoor Spaces</u>							
1) Playground			◆	◆			
2) Fields		◆		◆			
3) Outdoor Learning					◆		
4) Outdoor dining				◆			
5) Vehicular parking						◆	◆
6) Bicycle parking				◆			◆

<b>Educational Space Adequacy - Purpose</b>	Continuity of Service	Maintenance	Energy Efficiency	Health	Safety & Security	Impacts on Academics	Flexibility
<u>Classroom (General)</u>						◆	◆
<u>Classroom (Special Education)</u>						◆	◆
<u>Support Services</u>							
1) Workspace						◆	◆
2) Pullout Space						◆	◆
3) Administrative Space						◆	◆
4) Clinic				◆			
<u>Art</u>						◆	
<u>Music</u>						◆	
<u>Lab</u>						◆	

**Next Steps**

The recommended next steps include the adoption by the School Board of the proposed framework and guidelines for evaluating schools. Upon adoption, staff would work with a consultant to begin the data collection and analysis process for each facility based on the framework. The table below is a proposed timeline for the project:

<b>Timing</b>	<b>Action</b>
<b>June 2022</b> FY 2023-32 Adopted CIP	<ul style="list-style-type: none"> <li>• Propose a framework and guidelines for evaluating schools</li> </ul>
<b>Fall 2022 – Fall 2023</b>	<ul style="list-style-type: none"> <li>• School Evaluation Schedule: Data collection and plan conducted by staff and consultants</li> </ul>
<b>June 2024</b> FY 2025-34 Adopted CIP	<ul style="list-style-type: none"> <li>• Prioritize and recommend a schedule of school renovations</li> <li>• Secure funding source and availability for:               <ul style="list-style-type: none"> <li>- Planning / design</li> <li>- Construction</li> </ul> </li> </ul>
<b>Fall 2024</b>	<ul style="list-style-type: none"> <li>• School Renovation Schedule: Begin to plan and design renovations conducted by consultants</li> </ul>
<b>Fall 2026</b>	<ul style="list-style-type: none"> <li>• Projected renovation construction start time</li> </ul>

## Appendix D – CIP Direction from School Board in 2021

The FY 2023-32 CIP includes many projects from prior CIPs, with additional details and information. The CIP process provides for considerable advance project identification, planning, evaluation, scope definition, design, public discussion, cost estimating and financial planning. Each CIP builds from the prior CIPs and adjusts to align with changing conditions.

The School Board's June 24, 2021 adoption of the FY 2022-24 CIP shaped the FY 2023-32 CIP by directing the Superintendent to:

- Proceed with relocation of ACHS at a maximum total project cost of \$6.18 million, to be completed by August 2023.
- No later than October 2021, present to the School Board for approval the proposed educational specifications, diagrammatic site and building plans, and a reconciled cost estimate for a project at the ACC site that meets these requirements:
  - Provides three (3) options, each at the lowest possible cost
  - Provides facilities for existing programs within the ACC building, including appropriately sized cafeteria, library, gymnasium, arts space and CTE labs;
  - Adds the maximum number of secondary seats within the stated cost limit;
  - Adds an athletic field similar in size to what was proposed in the May 2020 concept;
  - Completes new and/or renovated space as close to December 2025 as possible; and
  - Includes parking to meet expected demand of the various uses on site.
- Include in the Superintendent's Proposed FY 2023-32 CIP in Spring 2022 a long-range plan to renovate existing school facilities that provides:
  - A schedule of renovations to be completed, and
  - The order of priority with supporting rationale
- Create the ACHS Relocation capital project and transfer \$6.18 million from previous bond funding into the project;
- Create the Career Center Campus capital project and transfer \$14.62 million from previous bond funding into the project;
- Create the Air Quality and HVAC Upgrades capital project and transfer \$10.5 million from previous bond funding into the project;
- Create the Campbell and Swanson Kitchen Renovation capital project and transfer \$1.72 million from the Capital Reserve into the project; and
- Transfer \$2.85 million from the Capital Reserve into The Heights Phase 2 capital project.

In September 2021, the School Board held a work session on Planning for the Superintendent's FY 2023-32 CIP. The work session addressed an early estimate of the CIP budget, four options for the Career Center Campus, and the approach APS would take to develop a plan to renovate existing school facilities.

In October, APS and the County announced that Amazon will support the building of a permanent home for Arlington Community High School (ACHS) as part of its PenPlace development in Pentagon City as part of a community development. Late that month the School Board adopted CIP direction which follows.



## School Board FY 2023-2032 Capital Improvement Plan (CIP) Direction

Adopted on Oct. 28, 2021

### School Board's CIP Direction for Continuing Projects

The Superintendent's Proposed FY 2023-32 CIP will continue the funding for those projects outlined in the FY 2022-24 CIP including:

- Kitchen renovations
- Entrance renovations/security vestibules
- The Heights building Phase 2
- Synthetic turf field replacements
- Previous bond funding for:
  - Career Center project
  - Planning to provide options to meet 10-year projected seat needs Recommended CIP

### CIP Direction for Major Infrastructure Projects

To support the continuation of major building system upgrades (HVAC, lighting, roofing, etc.), the Superintendent is directed to include annual Major Infrastructure Projects bond funding in the Superintendent's Proposed FY 2023-32 CIP.

### CIP Direction for Arlington Community High School (ACHS)

Continue working to provide an interim site for ACHS by August 2023.

### CIP Direction for Arlington Career Center (ACC)

The Superintendent is directed to begin work immediately on the ACC concept design using the:

- Proposed Base and Alternative Educational Specifications (Ed. Specs.), and
- Option 4 and the proposed Project Requirements

ACC PROJECT REQUIREMENTS	Base Ed. Specs.	Alternative Ed. Specs.
<b>Maximum capacity</b>	1,795	1,345
<b>Instructional programs</b> (identified on the Ed. Specs.)	Arlington Tech Academic Academy, EL, PEP CTE from neighborhood HS	Arlington Tech Academic Academy, EL, PEP CTE from neighborhood HS
<b>Estimated total project cost</b> (in millions)	\$170.48	\$152.89
<b>Site facilities</b> (playgrounds, fields, structured/surface parking, etc.)	As generally shown on the Option 4 Site Plan, with the expectation of further development and refinement during Concept Design	
<b>Building Size</b> (square feet)	260,000	225,000
<b>Year complete</b>	December 2025 (new building) April 2027 (all construction phases)	

### The Superintendent is directed to:

- Prior to, or concurrent with, adoption of the FY 2023-2032 CIP present to the School Board for approval a proposed:
- Concept Design and reconciled cost estimate meeting the Base Ed. Specs.; and

- An alternative Concept Design and reconciled cost estimate meeting the Alternative Ed. Specs., designed to accommodate a future addition.
- Include the Arlington Career Center project, based in the approved Project Requirements, in the Superintendent's Proposed FY 2023-32 CIP

### CIP Direction for Long-Term Use of the Career Center Campus

When the ACC building is completed, option 4 leaves the ACC facility available for other uses. Time is needed to plan for the development of the site.

The Superintendent's Proposed FY 2023-32 CIP will include a study identifying potential long-term use options for the entire Career Center Campus, and

- Maintains maximum student capacity at 2,570 seats<sup>1</sup>
- Include reuse and/or removal of existing ACC and MPSA buildings; and
- Ensure that campus traffic levels remain manageable.

The options will be used in the long-range plan to renovate school facilities, and the FY2025-34 CIP will include specific recommendations for the campus.

### CIP Direction for Long-Range Plan to Renovate Existing School Facilities

The Superintendent's Proposed FY 2023-32 CIP will include:

- A framework and guidelines for evaluating existing facilities (including buildings on the ACC campus)
- A plan for the FY 2025-34 CIP to include:
  - A schedule and prioritization of renovations by facility
  - Bond or other funding sources to implement the long-range renovation plan

## Appendix E – Publications that Inform the CIP

### Arlington Facilities and Student Accommodation Plan (AFSAP)

The AFSAP is produced to provide a comprehensive look at student enrollment division-wide with a focused analysis of student capacity at each school. The AFSAP is used to inform the CIP. Typically, the AFSAP and CIP are produced in alternate years. A copy of the 2019 AFSAP can be found at [www.apsva.us/engage/afsapreport/](http://www.apsva.us/engage/afsapreport/).

### APS Enrollment Projections Report

Every fall, Arlington Public Schools (APS) publishes the 10-year enrollment projections that are used for planning purposes:

- In the short term, the projections help inform needs such as budgeting and staffing for the next fiscal year.
- In the long term, the projections are used in planning processes such as the biennial Capital Improvement Plan (CIP).

There is uncertainty about the long-term projections after 2026 that rely on assumptions of future cohorts that are not currently enrolled in APS and that assume current enrollment trends will hold into the future. Because of this uncertainty, projected enrollment is reported school-by school for the first five years, 2022 to 2026, but reported in the aggregate, or system-wide, in the following five years, from 2027 to 2031. The 10-year projections are accompanied by a report that describes the methodology used for the projections. The full report may be found on the APS website at <https://www.apsva.us/statistics/enrollment-projections/>

### 2018-24 Strategic Plan

The Strategic Plan is a six-year plan that charts a course for students, staff and APS overall. It 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 that includes strategies and performance objectives for the Strategic Plan. A copy of the Strategic Plan can be found at [www.apsva.us/wp-content/uploads/2019/02/StrategicPlanFINAL-Doc-10-26-18.pdf](http://www.apsva.us/wp-content/uploads/2019/02/StrategicPlanFINAL-Doc-10-26-18.pdf)

### Facilities Optimization Study, School Year 2020-2021

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/2020/12/Optimization\\_Study\\_SY20\\_21\\_Final\\_rs.pdf](http://www.apsva.us/wp-content/uploads/2020/12/Optimization_Study_SY20_21_Final_rs.pdf)

## Appendix F -- 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, the annual Minor Construction/Major Maintenance plan, and the long-range Capital Improvement Program. The Council also 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. Feedback from FAC about the CIP: [FAC Comments on Proposed FY 2023-32 Capital Improvement Plan \(CIP\)](#)

### 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 improvement 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.

Feedback from JFAC about the CIP: [JFAC Feedback Letter about the proposed CIP June 2022](#)

### Building Level Planning Committees (BLPC)

Following a decision to proceed with a capital project, the School Board appoints a BLPC. The BLPC members include two representatives from each civic association within which the school is located, one each from civic associations within the attendance zone, parents, County, APS and school staff, and other significant stakeholders. The BLPC works with the architect appointed by the School Board to determine the best way to meet the goals and objectives for the project as approved in the CIP. The BLPC assists in developing the concept design and creating the schematic design that is recommended to the School Board for approval. [Letter from the BLPC Chair to the School-Board](#)

### Public Facilities Review Committee (PFRC)

The PFRC was formed by the County Board to ensure that the highest quality of land use planning and the Principles of Civic Design in Arlington are applied to all County and APS projects. The PFRC is a standing committee comprising representatives of each County Commission to which are added representatives from affected civic associations for each specific project under review. The PFRC focuses on the placement of the building or additions on the site, site layout and amenities, and the overall relationship to and impact of the project on the neighborhood in which it is to be located. On APS projects, the PFRC works in concert with the BLPC during the concept and schematic design phases and makes recommendations to the County Board. [Letter from the PFRC Chair to the School Board](#)

## Appendix G—Facilities Maintenance Program

### How is the CIP different from APS’s operating budget?

The School Board adopts an operating budget annually, which appropriates the funding necessary for the expenditures required to execute ongoing district operations, as well as identifies the revenues necessary to finance the budget. The operating budget includes each school and department’s operating costs, such as personnel and ongoing contractual costs. Also included in the APS budget are capital financing costs, such as debt service for County-issued bonds to finance large capital projects, and pay-as-you-go (PAYG) financing for Minor Construction/Major Maintenance (MC/MM) expenditures.

The CIP, adopted separately from the APS budget and on a biennial basis, is a 10-year plan that identifies the County’s major capital investments in facilities and infrastructure. While the budget and CIP are developed and adopted independently of one another, the decisions made in the formulation of each impacts the other with respect to cost and affordability. Planned capital projects in the CIP usually have ongoing operating impacts that need to be incorporated in the annual operating budget, and programmatic changes in the operating budget sometimes affect the capital budget.

### Minor Construction/Major Maintenance (MC/MM)

In addition to the ten-year Capital Improvement Plan, APS also adopts an annual facilities maintenance plan known as the Minor Construction/Major Maintenance (MC/MM) plan which is funded in the annual operating budget.

MC/MM is the maintenance program for renewal and replacement of facility components beyond typical routine preventative maintenance. It includes projects such as ADA upgrades, flooring replacement, safety improvements, playground equipment repair/replacement, replacement of a single HVAC roof top unit, or classroom painting, etc. Such capital improvements are funded through the annual operating budget, not with proceeds from bond sales.

Every year, schools and departments are invited to participate directly in the MC/MM process by submitting requests for projects at individual buildings. Each fall, the MC/MM committee comprising staff from the Facilities and Finance departments, representatives from each principals’ group, and a member of the FAC convenes for a series of meetings to review and prioritize projects from a 10-year plan and the new requests submitted according to the following criteria:

- Mandates
- Health and Safety
- Immediate Instructional Needs
- Essential Building Repairs
- General Instructional Enhancements
- General Building Enhancements
- Individual project cost is generally less than \$500,000

The tables below show planned MC/MM projects for FY 2023 funded through the annual operating budget.

**FY 2023 MC/MM Projects by Location\***

<b>LOCATION</b>	<b>PROJECT</b>
Arlington Science Focus	Flooring Painting
Arlington Traditional	Flooring
Barrett	Playgrounds
Claremont	Painting
Education Center	Ed Center Refurbishment
Escuela Key	HVAC Painting
Jamestown	HVAC
Kenmore	HVAC
Montessori Public School of Arlington	Playgrounds Safety
Oakridge	HVAC
Tuckahoe	HVAC
Wakefield	Fields
Williamsburg	Flooring
<b>Subtotal Projects by Location</b>	<b>\$3,346,000</b>

**FY MC/MM System-Wide Projects**

<b>PROJECTS</b>
ADA
Annual Gym Safety
Concrete/Paving
Consulting Fees
Emergency Reserve
Fields/Grounds
Flooring
General Reserve
HVAC
Indoor Air Quality
Kitchen Equipment
Painting
Plumbing
Redistribution of Relocatables
Roofing
Salary/Admin Costs
Security
Theater Safety
<b>Subtotal MC/MM System-Wide: \$2,543,901</b>

**Grand Total MC/MM: \$5,888,901**

\*Source: School board Adopted Budget FY 2023 p.385

## Appendix H -- Glossary of Terms

**Bonding Capacity** – The amount of bonds that can be issued in a given year that meets the debt service ratio. APS’ 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 2022.

**Capital Improvement Plan (CIP)** – Every two years, the School Board adopts a CIP that addresses APS capital needs—investments needed to increase, 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 Infrastructure Projects.

**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** – The increase in annual debt service year-over-year as a result of the issuance of bonds in the spring of the prior 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** – A component of Total Project Costs to account for increasing costs of labor and materials, typically a percentage per annum value calculated to the midpoint of construction.

**Major Infrastructure Projects** – Major maintenance investment needs for APS facilities, such as the replacement of HVAC, roofing, building envelope systems (roofing and windows), etc. Funded through the sale of general obligation bonds.

**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.



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