

BOARD MEMO

Date: September 19, 2019

For ACTION

For INFORMATION

Board Agenda: Yes

No

FROM: Mignon R. Anthony, Chief Operating Officer
Terri H. Mozingo, Ed.D., Chief Academic Officer

THROUGH: Gregory C. Hutchings, Jr., Ed.D., Superintendent of Schools

TO: The Honorable Cindy Anderson, Chair, and
Members of the Alexandria City School Board

TOPIC: The High School Project: Site Investigation, Site Analysis and Cost Comparison

ACPS 2020 STRATEGIC PLAN GOAL:

Goal 4: Facilities and the Learning Environment

Goal 6: Effective and Efficient Operations

SY 2019-2020 FOCUS AREA:

Focus Area 3: High School Project

FY 2020 BUDGET PRIORITY:

Optimal and Equitable Learning Environments

SUMMARY:

Site Investigation

As mentioned in the August 22nd work session, ACPS hired a real estate brokerage firm, Savills, to investigate for available sites in the City of Alexandria. Savills hosted a request for expressions of interest (EOI) wherein they requested interest in any of the following scenarios to accommodate either a two high schools model or connected high school network:

- An ACPS purchase of 20 or more acres of land
- An ACPS purchase of 4 or more acres of land
- An ACPS purchase or lease of 100,000 – 300,000 square feet of developed building
- The potential for partnership in new development that could result in a minimum designation of 100,000 developable square feet or more for high school space.

During the response period for the request, Savills reached out to multiple major landowners, developers and other parties involved in real estate in the City of Alexandria, to inform them of the EOI and request responses. No responses were submitted. ACPS and its consultant team, as always, will continue to research available land opportunities.

Site Analysis

Following the site investigation, ACPS and its site development team have developed three site options for both the two high schools model and connected high school network model. The baseline assumptions for the site options are:

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- ACPS is projected to grow to 5,000 ACPS high school students within 5 to 10 years. Between what we build new and what we already have, we need to accommodate this capacity and consider flexibility in the future for any fluctuations in enrollment.
- The current capacity of the King Street campus is 2,900 students and the building will remain in use in all options.
- The Satellite campus will remain with a capacity of 100 students in all options.
- An early college program is proposed for a total capacity of 400 students.
- The existing Minnie Howard building will not continue to be used for the High School Project and this will result in a decrease of current capacity requiring an additional capacity of 1,600 students.
- All options include new construction.
- All options include underground parking.

Given the above assumptions, below comprise the options included in the site analyses for the 1,600-student capacity:

In Two High Schools Model

- 1,600 students at Minnie Howard
- 1,600 students at George Washington, fields at Minnie Howard
- 1,600 students at Francis C. Hammond, fields at Minnie Howard

In Connected High School Network

- Option 1: King Street 400 Students, Minnie Howard 1200 Students
- Option 2: Minnie Howard 1,600 Students
- Option 3: Minnie Howard 1,200 Students, Potomac Yard 400 Students

Cost Comparisons

The cost comparisons are broken down for operating costs components and capital costs components. In general, the major drivers of ACPS's operating budget, including most school staffing, utilities, maintenance, etc., are the number of students or the size of the building. Considering the number of students and the size of the proposed buildings are the same in all options, there are minimal clear comparative cost exposures or savings that could be anticipated at this time in the operating budget. Some of the differences that are anticipated are:

- Additional administrative and athletic and school activity staffing in a two high school model
- Increased transportation costs the more sites there are in a proposed option
- Increased transportation costs the more choice, or City-wide options for students

Capital costs include all of the planning, design, construction and occupancy costs for the building, amenity and parking construction at each site. Given that all options include 312,000 gross square feet (GSF) of new construction which ACPS estimates at \$360/gross square foot, all building construction costs are the same. Some of the variation between the capital costs for each option include:

- Accommodating site amenities
- Accounting for development cost exposures such as topographic constraints
- Including increases in parking garage structures

The School Board is being asked to vote on the high school model approach, two high schools or one, connected high school network, and at which sites they would prefer for the expansion to occur.

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Educational Design Team Follow-Up: Rubric Clarification

Before designing models for the high school project, the Educational Design Team started by determining what we value as a group and as a community. The EDT spent time working out those values by writing "ideals" that they believed the community valued and that the T.C. staff valued about our high school structure. They took all those thoughts and sorted them into like categories and then labeled them into groupings. The EDT used a dot voting method to identify the top values, and then each EDT member assigned a ranking to each value. The rankings were used to determine the weight of each value within the rubric we would use to evaluate each design. The protocol was based on a Weighted Decision Making Matrix. Each group presented their design and the rest of the group used the rubric to rate it on each value. Groups did not score their own designs.

Matching Rubrics with Designs: Each design was assigned a number that the EDT used on the rubrics. The numbers on the rubrics match these designs:

Two High School A: Design #2

Two High School B: Design #3

Connected High School A: Design #2

Connected High School B: Design #5

BACKGROUND:

The High School Project began in the summer of 2018 and has progressed steadily throughout the past year. On January 24, 2019, the School Board voted to continue high school project work with a focus on several priorities and a commitment to a multi-option evaluation process. On August 22, 2019, the School Board had a work session which focused on the Educational Design Team's models of what a two high schools model or connected high school network could look like, as well as a preliminary discussion on the site analysis. This work session is focused on the detailed site analysis and cost comparison.

RECOMMENDATION:

The Superintendent recommends the School Board review all of the attachments and prepare for an engaging discussion at the work session and in preparation for the September 26, 2019 vote. As discussed at the September 5th work session, the School Board will not vote on the educational programming; however, the School Board vote at the September 26th meeting will include:

1. the selection of one high school (connected high school network) or two high school model
2. the sites to be pursued based on the selected model

The School Board will also provide feedback on the Educational Design Team's educational programming approaches and offer any input on preferred attributes.

ATTACHMENTS:

Attachment 1 - Presentation

Attachment 2 - Supporting Documents

Attachment 3 - School Board Questions & Answers

Attachment 4 - Cautions and Promises from the Educational Design Team

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