


*City of Alexandria, Virginia*

MEMORANDUM

DATE: JUNE 21, 2007

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER 

SUBJECT: APPROVAL OF THE AUTHORITY OF THE CITY MANAGER TO ENTER INTO A MEMORANDUM OF UNDERSTANDING WITH THE ALEXANDRIA CITY PUBLIC SCHOOLS FOR THE DEPARTMENT OF RECREATION, PARKS AND CULTURAL AFFAIRS TO PROVIDE OUTDOOR MAINTENANCE SERVICES AT CITY SCHOOLS

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**ISSUE:** Transfer of responsibility for outdoor maintenance services at City School sites to the Department of Recreation, Parks and Cultural Activities.

**RECOMMENDATION:** That City Council authorize the City Manager to enter into a (MOU) substantially in the form as attached with the Alexandria City Public Schools (ACPS) for the Department of Recreation, Parks and Cultural Affairs (RPCA) to provide outdoor maintenance services to ACPS if such a final agreement can be reached with the ACPS before City Council's next legislative meeting in September of 2007.

**BACKGROUND:** City and ACPS staff have been discussing and developing a MOU that would have the RPCA provide outdoor maintenance services to the ACPS beginning in FY 2008. These discussions were the result of budget hearings with City Council during consideration of the FY 2007 budget. The impetus for this MOU is that the RPCA could provide these services more efficiently than the Schools because of economies of scale in the larger RPCA outdoor maintenance operational activity. The other advantage is that the ACPS would be relieved of responsibility from managing this activity and allowed to concentrate more on its core function -- educating students.

**DISCUSSION:** The ACPS now provides outdoor grounds maintenance operations at its 17 school sites for a cost of \$720,000 per year (approximately \$440,000 in personnel compensation and \$280,000 in other costs). The MOU provides that the City would provide these services for \$645,000 in FY 2008, a savings in excess of 10%. Furthermore, RPCA believes that the service level specifically described in the MOU and to be provided under its terms may be higher than current levels of service the Schools are able to provide using their current resources.

Under the MOU, 8 employees would be transferred to the RPCA, each of them receiving a slightly higher rate of pay and equivalent benefits under the City's pay scales. The equipment used by the Schools for these purposes also would be transferred to the City.

The services provided would include mowing operations, leaf collection, snow removal, spring maintenance, horticulture services, and trash removal on outdoor school grounds. Future capital improvement projects affecting those school grounds would be included in the RPCA portion of the City's Capital Improvement Program. Maps of the grounds to be maintained at each school facility are contained in the attached MOU, as well as estimates of the materials costs at each location, the specific maintenance levels of service to be provided, the exact equipment and specific personnel to be transferred from ACPS to the City.

**FISCAL IMPACT:** At the time of the preparation of this docket item, School and City staff have not yet completed their negotiations of the MOU. The major sticking point is where the \$645,000 in costs for FY 2008 outdoor maintenance costs should be budgeted. The Schools deleted the cost of outdoor maintenance staff from its budget and the City's proposed and adopted budget did not contain any funding for assuming these responsibilities. I have proposed that the funds for this activity come from the surplus funds available in the ACPS operating budget as it closes FY 2007. A Council approved transfer of these funds would need to occur from the ACPS to the RPCA budget to do so and such transfer would be requested in the fall. School surplus funds are customarily designated for future appropriation in the succeeding fiscal year, in this case FY 2009. So if these funds are used in this way, the Schools would require additional funds in FY 2009 than they would otherwise.

If an agreement cannot be reached between City and School staff, ACPS will have to continue to provide these services itself with its own budget resources.

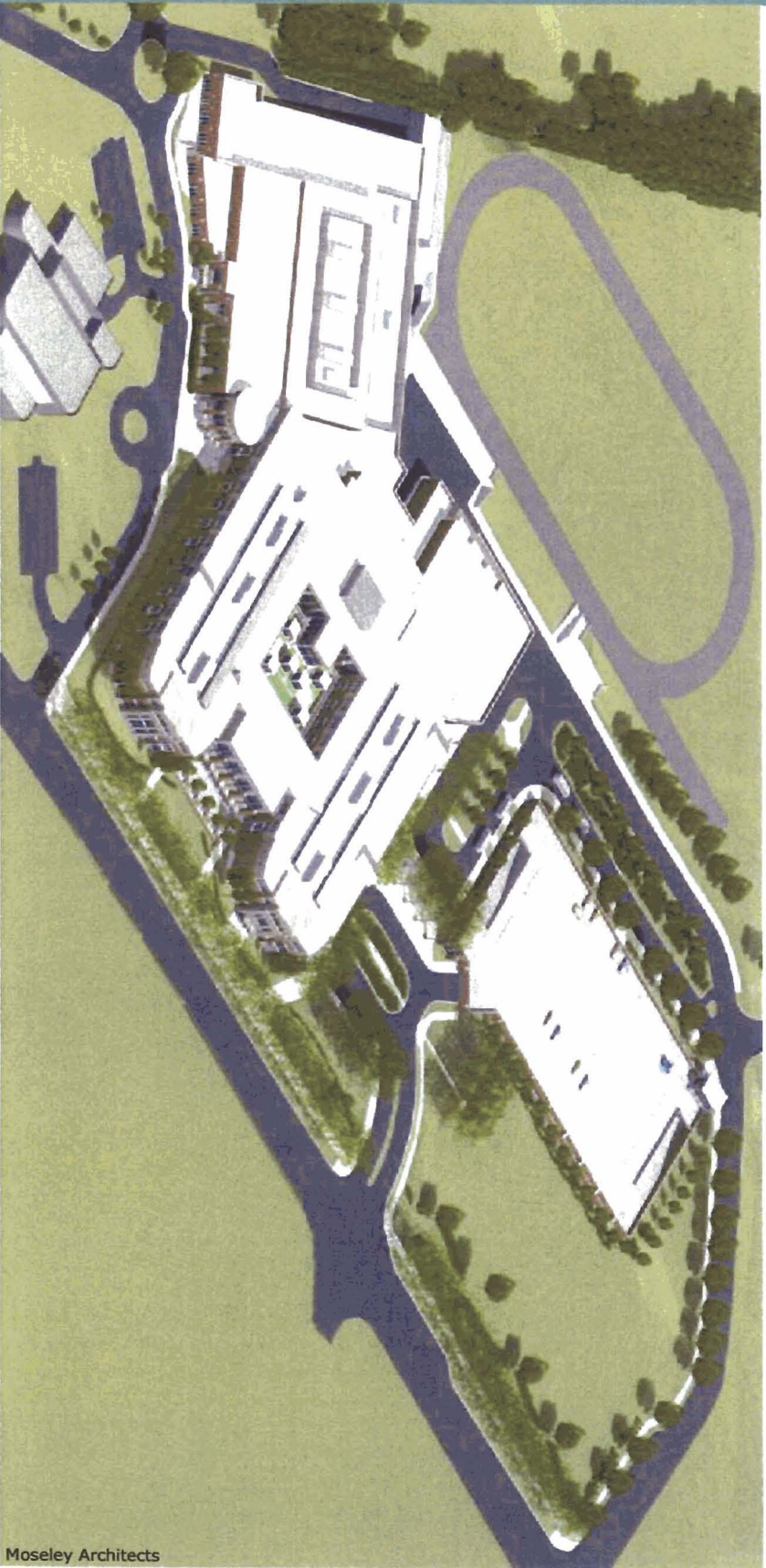
**ATTACHMENT:** Draft -- Schools Outdoor Maintenance Agreement: City of Alexandria, Virginia and Alexandria City Public Schools.

**STAFF:**

Bruce Johnson, Director Office of Management and Budget

Kirk Kincannon, Director, Department of Recreation, Parks and Cultural Activities

Roger Blakely, Deputy, Director, Department of Recreation, Parks and Cultural Activities



Moseley Architects



# Schools Outdoor Maintenance Agreement

City of Alexandria, Virginia    Alexandria City Public Schools

June, 2007



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## Introduction



During the City Council Budget Hearings in 2006, the City Council proposed changes to the existing structure of maintenance responsibilities at the public schools. The proposal focused on developing better communication between the Departments of Recreation, Parks and Cultural Activities (RPCA), Transportation and Environmental Services (T&ES), and the Alexandria City Public Schools (ACPS).



Internal meetings were held between City and School Staff to further define the maintenance roles of each agency and to update the existing Memorandum of Understanding signed by each agency in 1997. In an effort to utilize and manage City resources more effectively, the School Board and City Council proposed that ACPS concentrate on educating the students, RPCA provide the grounds maintenance, and T&ES provide snow removal and paving for the 17 schools.



As part of the City Manager's desire to provide better efficiencies to the community and increase services, the internal working group proposed that the existing school grounds maintenance crew be reassigned to the RPCA Park Operations Division. The Park Operations Division was recently reorganized into seven districts that decentralized the operations to on-site locations, allowing them to gain a significant amount of time for maintenance functions that had previously been lost to inter-city travel.

The internal working group developed a plan that enabled ACPS to reassign the current grounds maintenance employees to the City, reducing ACPS' obligation to grounds maintenance functions and allowing them to concentrate on education. Working with the RPCA Park Operations Division, the City would gain additional efficiencies and provide a higher level of maintenance for each school, enhancing the beauty and providing a better quality of life for the community.



Currently, ACPS provides ground maintenance operations for the 17 schools at the cost of \$720,000 per year. This included \$440,000 in wages and benefits, and \$280,000 in material costs. RPCA Park Operations Division's estimate for the same service is \$645,000 including \$280,000 in material costs and \$365,000 in wages and benefits, taking in consideration the reassignment of 8 current Schools employees engaged in this function to the City's (RPCA) payroll at City wage and benefit rates. Transferring the grounds maintenance operations would provide approximately \$75,000 in cost savings per year. If approved, this Memorandum of Understanding, outlined as follows, will go into effect on July 1, 2007.



# Levels of Service to be Provided

## Overview

### **Mowing Operations**

The schools sites will be mown at frequencies prescribed in their assigned level of service, (discussed in more detail on page 20) April through October depending on weather conditions and the condition of the individual sites. Every attempt will be made to conduct mowing operations before the school day starts.

### **Leaf Collection**

Leaf collection will begin with City scheduled removal of leaves during November and December. Collection activity will be conducted according to level of service assigned to each site. Every attempt will be made not to disrupt school activities.

### **Snow Removal**

Each school will be treated as a top priority site for snow removal. The crews will operate on 12-hour shifts during snow removal days to make sure schools are plowed and sidewalks are cleared within the time frames listed per level of service. Winter maintenance programs will take place in January and February. The snow removal plans for each school are highlighted in yellow on the following pages. The maintenance of parking areas will be coordinated with T&ES and RPCA.

### **Spring Maintenance**

In March and April, each site will receive additional maintenance including pruning the trees, overhauling the flower and shrub beds and repairs to the fields and turf areas. These activities may extend into the school day. Every attempt will be made not to disrupt school classes.

### **Horticulture Services**

The goal is to provide perennials and seasonal color to all designated areas at each school according to the assigned level of service. The Horticultural Supervisor will determine and plant the landscaping areas. Any additional landscape areas or services not identified in this plan that the ACPS desire will be at the expense of ACPS.

### **Additional Grounds Maintenance**

Trash removal at each site will be re-evaluated around the school perimeter including parking lots, and walkways. Historic trends and area uses will be studied to determine how often trash removal will be provided. Service will be provided daily, twice weekly or upon inspection every 5-7 days, depending on the trash can. All trash cans in the school and courtyards will remain the ACPS's responsibility to empty, maintain and service. Plans showing ACPS maintenance boundaries are included on the following pages.

### **Capital Improvement Projects**

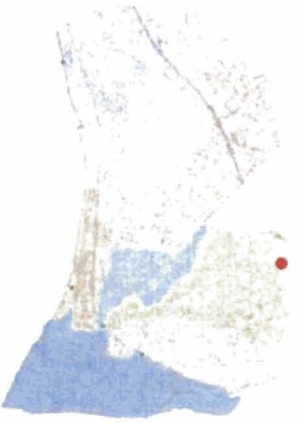
The City and ACPS recognize that consideration should be given to making capital improvements on school grounds maintained by RPCA. Such improvements could include, but are not limited to; new irrigation systems, synthetic fields, engineered play areas, miracle fields, etc. The RPCA will consult with ACPS staff during the development of the City Manager's proposed CIP. Such projects, if proposed by the City Manager, will be contained in the RPCA section of the CIP. 2



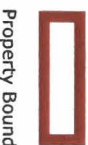
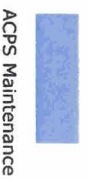
# Levels of Service to be Provided

## Charles Barrett Elementary School - Four Mile Run District

Charles Barrett School serves grades K- 5 and is located in the north end of the city adjacent to Charles Barrett Recreation Center.



Charles Barrett School



**Located at:**  
1115 Martha Custis Drive  
Alexandria, VA 22302

**Service Level 3**



**Snow Removal Plan**



# Levels of Service to be Provided

## Cora Kelly School for Math, Science and Technology - Four Mile Run District

Cora Kelly School serves grades K- 5 and is located in the north portion of the city adjacent to Cora Kelly Recreation Center



**Located at:**  
3600 Commonwealth Avenue  
Alexandria, VA 22305

**Service Level 3**

### Snow Removal Plan

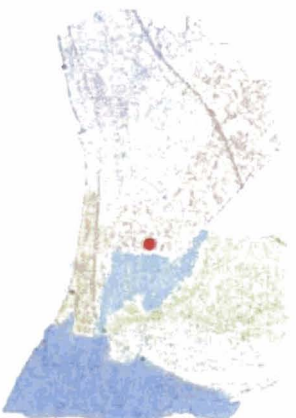




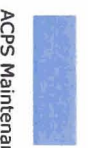
# Levels of Service to be Provided

## Douglas MacArthur Elementary School - Fort Ward District

Douglas MacArthur School serves grades K- 5 and is located in the center of the city.



Douglas MacArthur School



**Located at:**  
1101 Janneys Lane  
Alexandria, VA 22302

**Service Level 3**

**Snow Removal Plan**

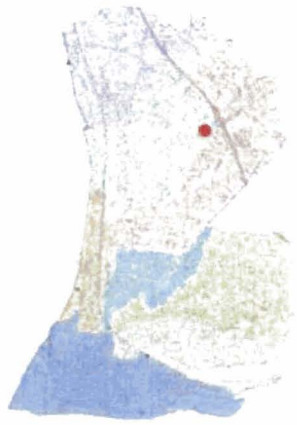




# Levels of Service to be Provided

## Francis C. Hammond Middle School - Fort Ward District

Francis C. Hammond School serves grades 6 - 8 and is located in the west end of the city.



Francis C. Hammond School

Snow Removal

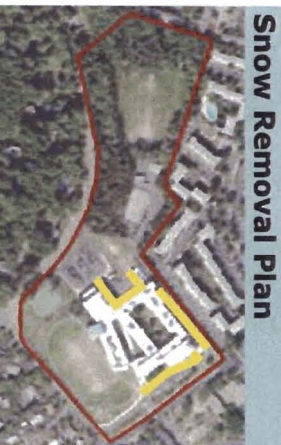
ACPS Maintenance

Property Boundary



**Located at:**  
4646 Seminary Road  
Alexandria, VA 22304

**Service Level 3**



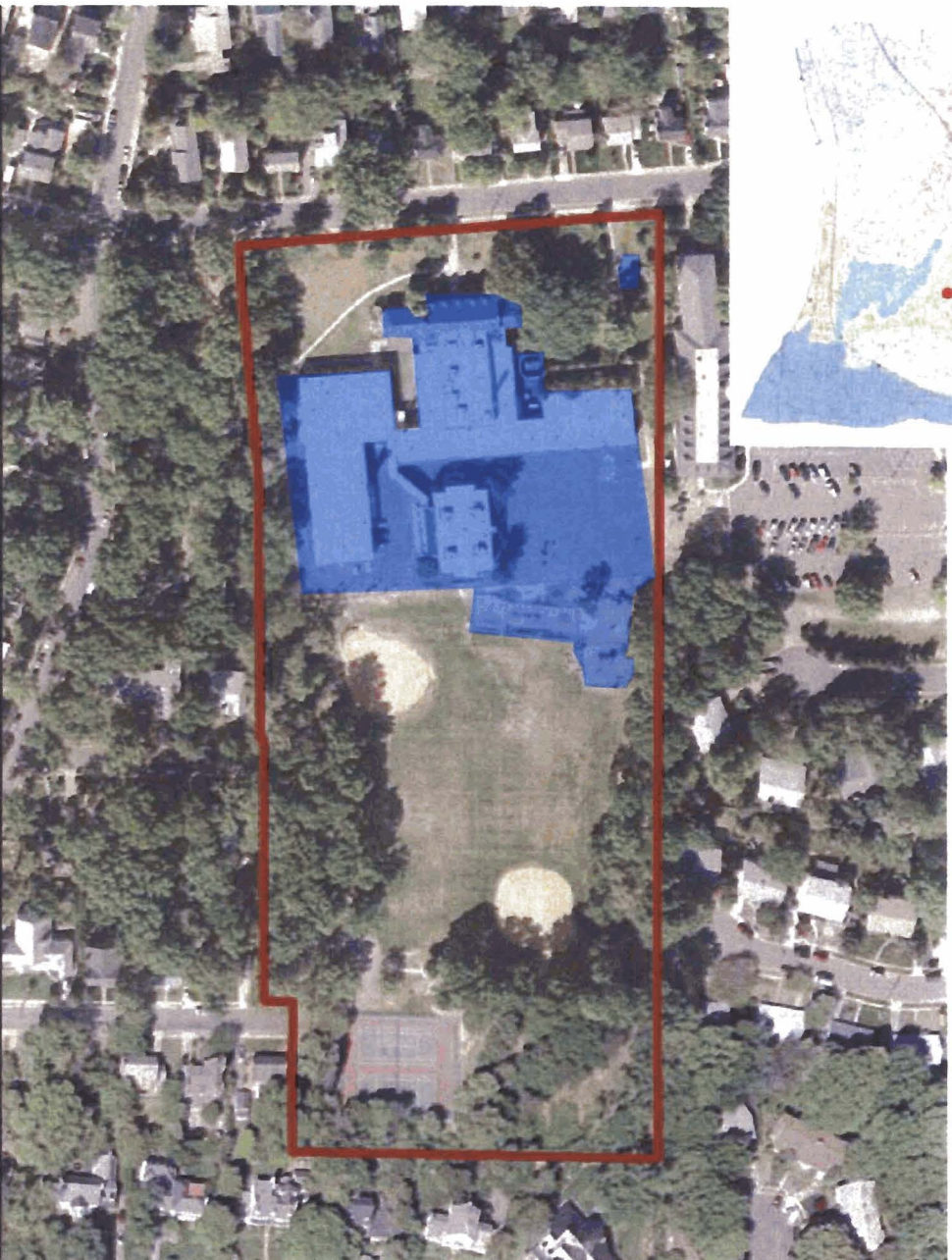
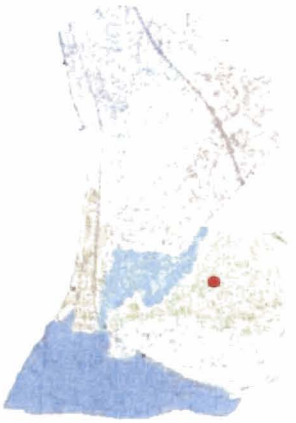
**Snow Removal Plan**



# Levels of Service to be Provided

## George Mason Elementary School - Four Mile Run District

George Mason School serves grades K- 5 and is located in the north end of the city.



George Mason School

 Snow Removal

 ACPS Maintenance

 Property Boundary

 0 24 48 96 Feet



**Located at:**  
2601 Cameron Mills Road  
Alexandria, VA 22302

**Service Level 3**

### Snow Removal Plan

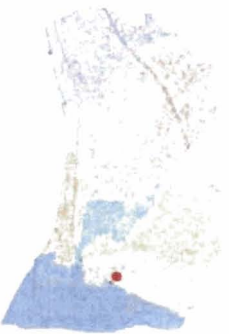




# Levels of Service to be Provided

## George Washington Middle School - Simpson District

George Washington Middle School serves grades 6- 8 and is located in the central portion of the city.



George Washington School

Snow Removal

ACPS Maintenance

Property Boundary



**Located at:**  
1005 Mount Vernon Avenue  
Alexandria, VA 22301  
**Service Level 3**

### Snow Removal Plan

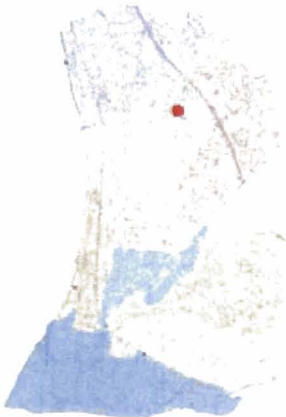




# Levels of Service to be Provided

## James K. Polk Elementary School - Holmes Run District

James K. Polk School serves grades K- 5 and is located in the west end of the city.



James K. Polk School

Snow Removal

ACPS Maintenance

Property Boundary



**Located at:**  
5000 Polk Avenue  
Alexandria, VA 22304

**Service Level 3**



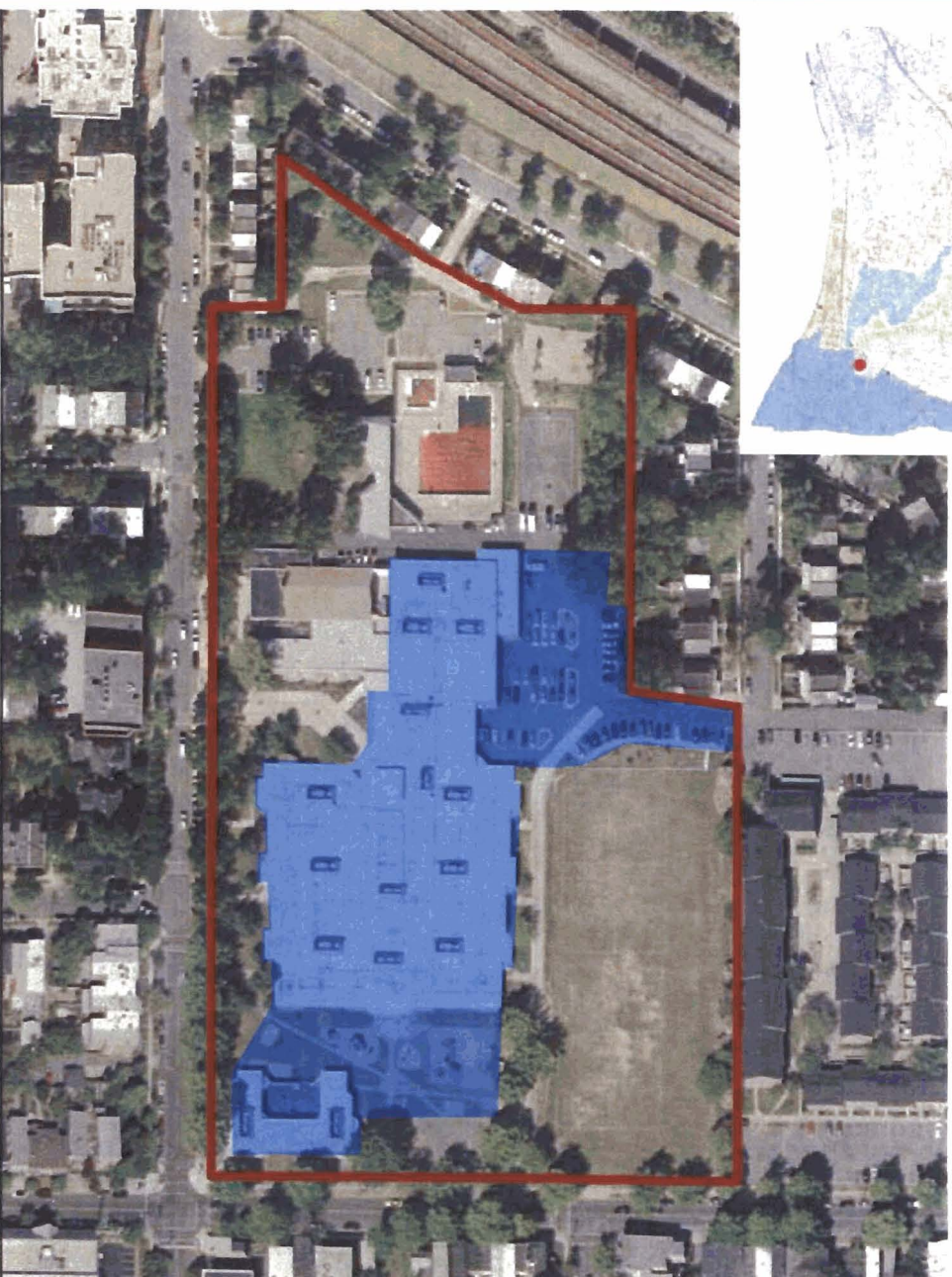
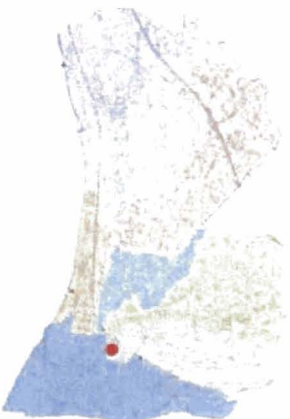
**Snow Removal Plan**



# Levels of Service to be Provided

## Jefferson-Houston School for Arts and Academics - Simpson District

Jefferson-Houston serves grades K- 5 and is located in the southeast portion of the city adjacent to Jefferson-Houston Recreation Center.



Jefferson-Houston School

-  Snow Removal
-  ACPs Maintenance
-  Property Boundary



**Located at:**  
1501 Cameron Street  
Alexandria, VA 22314

**Service Level 3**

### Snow Removal Plan





# Levels of Service to be Provided

## John Adams Elementary School - Holmes Run District

John Adams School serves grades K- 5 and is located in the northwest portion of the city.



John Adams School



Snow Removal



ACPS Maintenance



Property Boundary



**Located at:**  
5651 Rayburn Avenue  
Alexandria, VA 22311

**Service Level 3**

### Snow Removal Plan

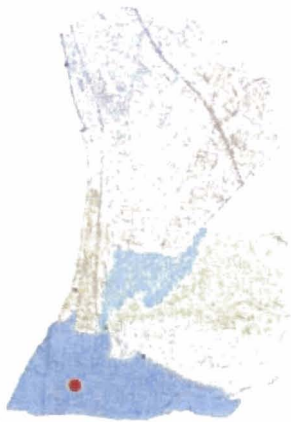




# Levels of Service to be Provided

## Lyles-Crouch Traditional Academy - Waterfront District

Lyles-Crouch serves students in grades K- 5 in the south Old Town area of the city.



Lyles-Crouch School

Snow Removal

ACPS Maintenance

Property Boundary



**Located at:**  
520 S. St. Asaph Street  
Alexandria, VA 22314

**Service Level 3**

**Snow Removal Plan**

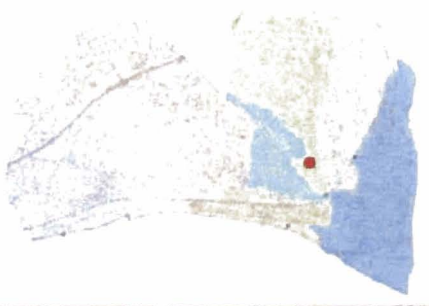




# Levels of Service to be Provided

## Maury Elementary School - Four Mile Run District

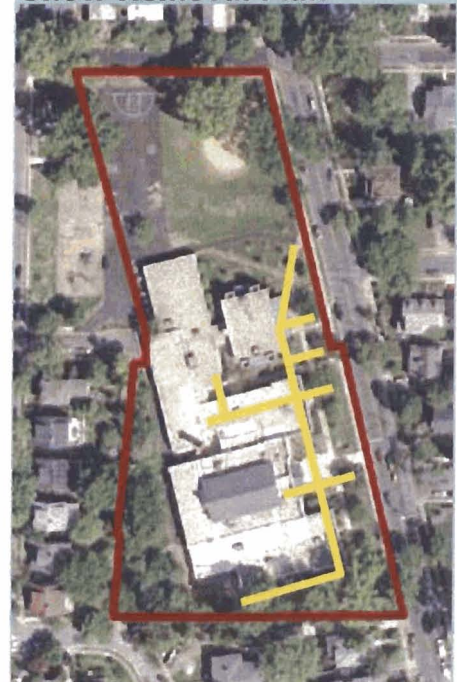
Maury School serves grades K- 5 and is located in the central portion of the city.




**Located at:**  
600 Russell Road  
Alexandria, VA 22301


**Service Level 3**


### Snow Removal Plan



Maury School

 Snow Removal

 ACPS Maintenance

 Property Boundary

 Feet  
0 25 50 100





# Levels of Service to be Provided

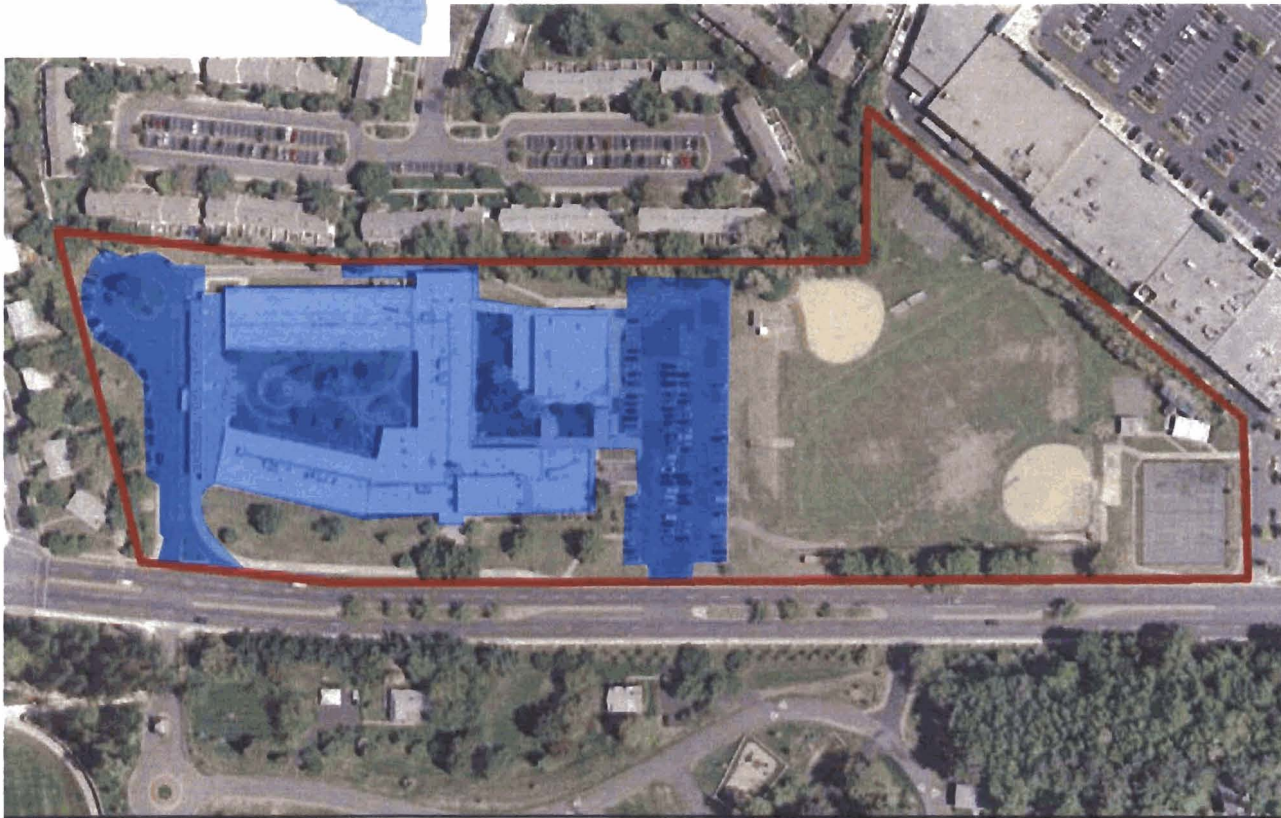
## Minnie Howard High School - Fort Ward District

Minnie Howard High School serves 9th grade students and is located in the west end of the city.



**Located at:**  
3801 W. Braddock Road  
Alexandria, Virginia 22302

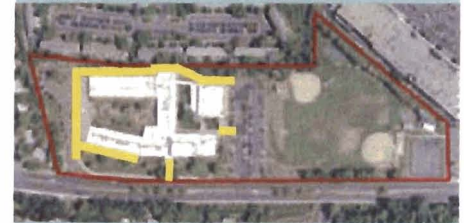
**Service Level 3**



Minnie Howard School



### Snow Removal Plan

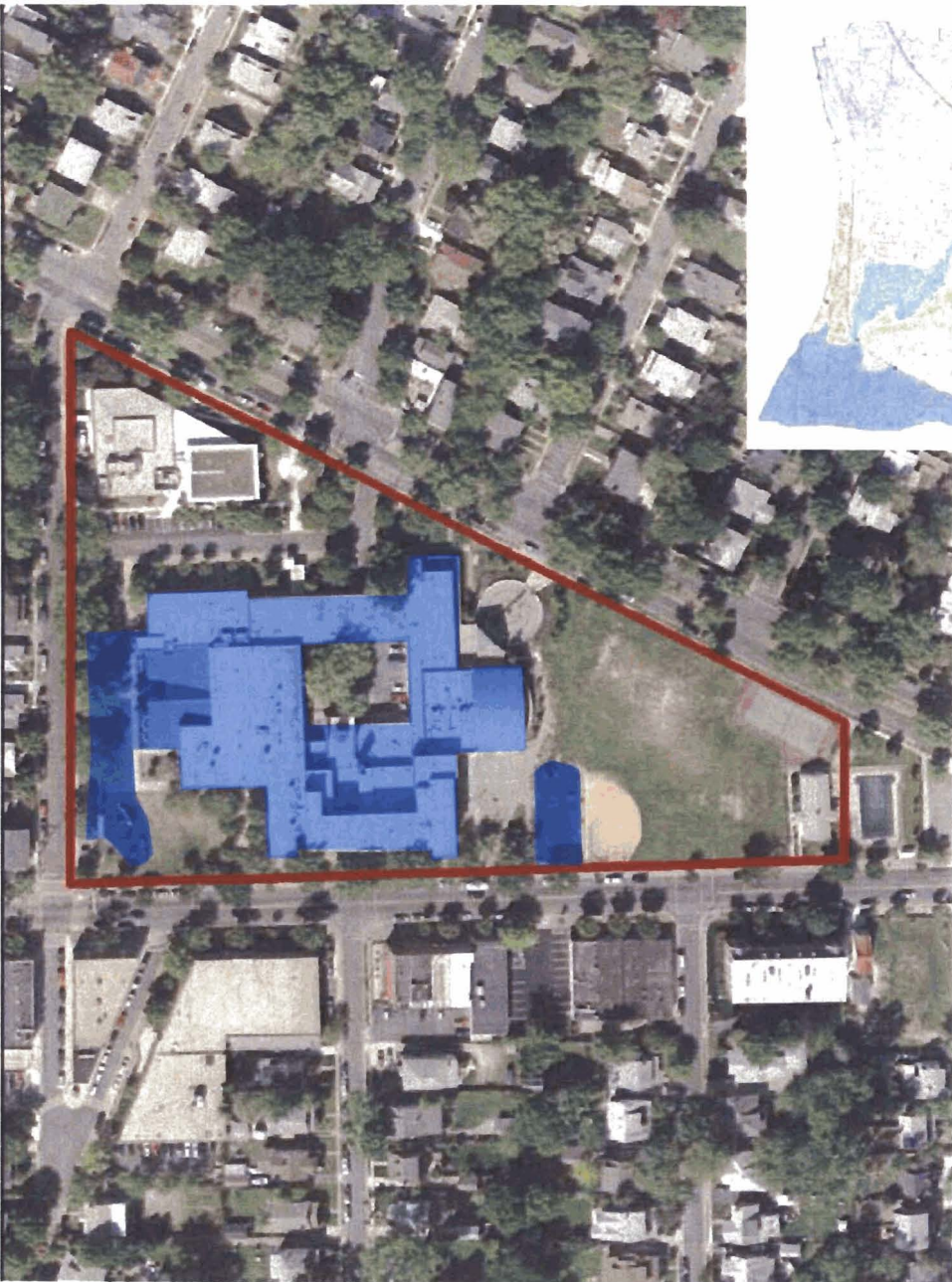
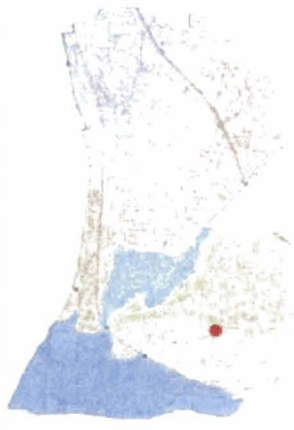




# Levels of Service to be Provided

## Mount Vernon Community School - Simpson District

Mount Vernon School serves grades K- 5 and is located in the north end of the city adjacent to Mount Vernon Recreation Center.



Mount Vernon School

Snow Removal

ACPS Maintenance

Property Boundary



**Located at:**  
2601 Commonwealth Avenue  
Alexandria, VA 22305  
**Service Level 3**

### Snow Removal Plan

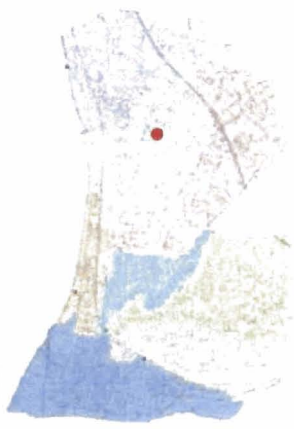




# Levels of Service to be Provided

## Patrick Henry Elementary School - Holmes Run District

Patrick Henry serves grades K- 5 and is located in the west end of the city adjacent to Patrick Henry Recreation Center.



Patrick Henry School

Snow Removal

ACPS Maintenance

Property Boundary

**Located at:**  
4643 Taney Avenue  
Alexandria, VA 22304

**Service Level 3**

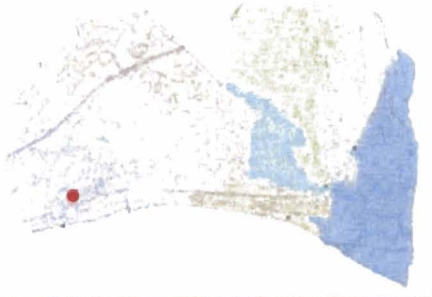
**Snow Removal Plan**





# Levels of Service to be Provided

## Samuel W. Tucker Elementary School - Brenman District



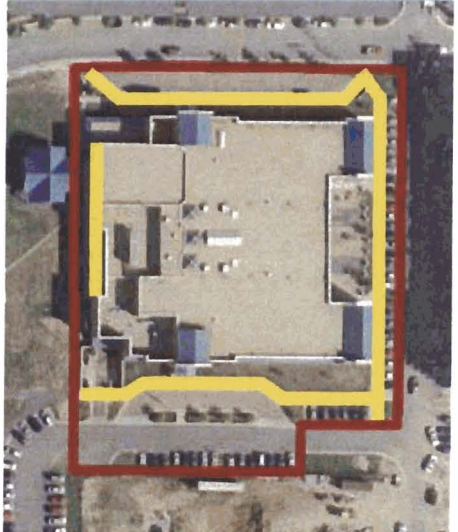
Samuel W. Tucker School serves grades K- 5 and is located in the southwest portion of the city adjacent to Cameron Station and Boothe Park.



**Located at:**  
435 Ferdinand Day Drive  
Alexandria, VA 22304

**Service Level 3**

### Snow Removal Plan



Samuel W. Tucker School



Snow Removal



ACPS Maintenance



Property Boundary

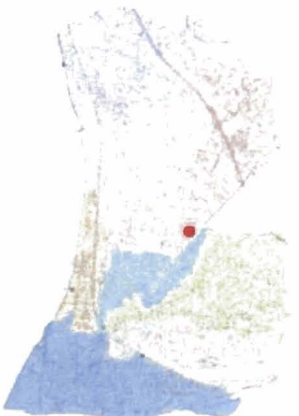




# Levels of Service to be Provided

## T.C. Williams High School - Fort Ward District

T.C. Williams School serves grades 10-12 and is located in the central portion of the city.



T.C. Williams High School



**Located at:**  
3330 King Street  
Alexandria, VA 22302

**Service Level 3**

**Snow Removal Plan**





# Levels of Service to be Provided

## William Ramsay Elementary School - Holmes Run District

William Ramsay serves grades K- 5 and is located in the west end of the city adjacent to William Ramsay Recreation Center.



William Ramsay School

- Snow Removal
- ACPS Maintenance
- Property Boundary

**Located at:**  
5700 Sanger Avenue  
Alexandria, VA 22311  
**Service Level 3**

### Snow Removal Plan





# Levels of Service to be Provided

## Proposed Operating Costs- Non-Personnel

District	Material Cost
<b>Brenman District</b>	<b>\$2,000</b>
Samuel W. Tucker School	\$2,000
<b>Waterfront District</b>	<b>\$2,000</b>
Lyles-Crouch	\$2,000
<b>Holmes Run District</b>	<b>\$60,000</b>
John Adams	\$20,000
Patrick Henry	\$20,000
James K. Polk	\$10,000
William Ramsay	\$10,000
<b>Fort Ward District</b>	<b>\$60,000</b>
Francis C. Hammond	\$20,000
Douglas MacArthur	\$5,000
Minnie Howard	\$5,000
T.C. Williams	\$30,000
<b>Four Mile Run District</b>	<b>\$45,000</b>
Charles Barrett	\$10,000
Cora Kelly	\$20,000
George Mason	\$10,000
Maury	\$5,000
<b>Simpson District</b>	<b>\$51,000</b>
George Washington	\$36,000
Jefferson-Houston	\$10,000
Mount Vernon	\$5,000
<b>Total</b>	<b>\$280,000</b>

### Maintenance Levels

#### **Level 1**

Horticulture:	4 seasons of color: Spring, Summer, Fall, and Winter (annuals)
Mowing:	7 day schedule (April- October)
Leaf Collection:	7 day schedule
Snow Removal:	Bare Pavement within 4 hours
Trash Removal:	Daily

Costs of materials:  
**\$560,000/ year**

#### **Level 2**

Horticulture:	2 seasons of color: Spring, Fall, (annuals)
Mowing:	7-10 day schedule (April- October)
Leaf Collection:	10 day schedule
Snow Removal:	Bare Pavement within 6 hours
Trash Removal:	Twice weekly

Costs of materials:  
**\$460,000/ year**

#### **Level 3**

Horticulture:	No annuals- Perennials only
Mowing:	10-14 day schedule- April- October
Leaf Collection:	15 day schedule
Snow Removal:	Bare Pavement within 8 hours
Trash Removal:	Inspections every 5-7 days

Costs of materials:  
**\$280,000/ year**



# Transfer of Resources Required in FY 2008



## Transfer of Equipment

### Rolling Stock and Equipment Replacement Inventory

1. 2007 176 SD Crew Cab Truck
2. 1998 GMC Truck
3. 1998 GMC Truck
4. 2004 Halmark Trailer
5. 2004 Halmark Trailer
6. 2005 72" Mower
7. 2006 Leaf Blower
8. 2003 Truck Loader



## Personnel Transfer to City Employment

1. William Bannister
2. Eric McKinney
3. Gregory Ross
4. Willie Ruffan
5. Darryl Wainwright
6. Loe Burks
7. Marlon Newman
8. Ralph Wanzer





# Interdepartmental City Contract

WHEREAS, The City of Alexandria is fortunate to be able to provide many fine public facilities for use by its citizens; and

WHEREAS, the Alexandria City Manager and the Alexandria School Superintendent jointly have agreed that it is in the best public interest to work together to ensure the maximum feasible public use of these facilities for educational and recreational purposes; and

WHEREAS, the Alexandria City Public Schools (ACPS), and the City of Alexandria Department of Recreation, Parks, and Cultural Activities (RPCA), agree to have the RPCA provide outdoor ground maintenance activities and mutual services related to their specific areas of responsibility and for the ACPS to provide for the education and indoor maintenance of the Schools and mutual services related to their specific areas of responsibility.

NOW THEREFORE, the Alexandria City Manager and the Alexandria School Superintendent do hereby enter into the following agreement for the cooperative use, management and financial support of these community facilities.

## **Philosophy, Situation, and Terms of This Agreement**

- A. The purpose of this agreement is to provide detailed understanding and structure for cost effective grounds maintenance associated with school grounds, open space, and park property to provide greater efficiency to the City of Alexandria taxpayers.
- B. It is recognized that the ACPS and other City agencies are limited in financial, personnel, and facility resources to support their respective programs. Therefore, establishing a mutual maintenance agreement that provides best management practices to support the mission and desires of the City residents and provides maximum effective utilization of all public/community facilities is beneficial.
- C. That the City Manager shall recommend to City Council and the Alexandria School Superintendent shall recommend to ACPS School Board that \$645,000 shall be provided from the FY 2007 year-end fund balance of the ACPS operating fund to effectuate this funding arrangement, and City and ACPS staff shall recommend appropriate actions be taken by City Council and ACPS School Board to do so.



## Interdepartmental City Contract

- D. RPCA shall provide all outdoor grounds maintenance in the designated areas found in this agreement and that the current ACPS ground maintenance positions, as identified in this agreement, shall be reassigned to RPCA.
- E. That the City Council approve an ACPS fund balance transfer of personnel and non-personnel operational expenses in the amount of \$645,000, which shall be included in the FY 2008, RPCA operating budget. After this one time transfer, RPCA will maintain these costs through the City budget process.
- F. City/School staff believe that this reallocation of responsibilities will provide both the City and Schools with a cost savings benefit and consistent care that relates to the City's overall grounds care program.
- G. The existing City Schools maintenance facility work group as appointed by the City Manager and the School Superintendent, respectively agree that this oversight committee address any grounds maintenance /snow removal issues that may arise, and develop a strong communication avenues to communicate with the principals, PTA, and community.
- H. The existing City/School maintenance facility work group shall attempt to resolve all issues relating to the joint use of the facilities as covered by the guidelines contained herein and in the Memorandum of Understanding signed by all in 1997.
- I. This Memorandum of Understanding incorporates all provisions of the City/School Facilities Use and Maintenance & Service Agreement, as revised October of 2006.
- J. School principals and RPCA staff will jointly review the condition of the facilities on a quarterly basis (March, June, September, and December), and report their findings to the Director of RPCA and to the School Facilities Director.
- K. ACPS shall be responsible for the electrical and water costs associated with each site. ACPS shall be responsible for the daily litter pick up of the grounds and RPCA shall empty the designated trash cans identified at each site. If additional cleaning or trash services are required for special School events the costs will be determined before the event and paid for by ACPS.



# Interdepartmental City Contract

## Funding

In FY 2009 and thereafter, the City and Schools shall fund necessary costs pursuant to this agreement in accordance with normal budgetary procedures. If either RPCA or ACPS staff believe that a change in the negotiated levels of service are warranted for any reason, each shall notify the other in a timely fashion during the development of their respective budget requests.

City staff shall make good faith efforts to maintain the levels of service as negotiated in this agreement and shall add whatever is necessary in the RPCA budget to cover inflation, COLAs, increased benefits costs and other operational cost increases that are necessary to provide that level of service. If the ACPS desires higher levels of service than those negotiated here, then the cost of such increases would be the responsibilities of ACPS.

## Public Information

The City/School Staff Facilities Committee will prepare annually for the City manager and Superintendent of Schools an evaluation report on the administration of this agreement, which will be disseminated by the Manager and Superintendent as they deem appropriate.

This agreement is made on this \_\_\_\_\_ Day of \_\_\_\_\_ 200\_\_, by and between the Superintendent of Alexandria, VA, Public Schools, and the City Manager of Alexandria, VA. It formalizes and gives credence to procedures for proper use of the City/School Facilities and assigns responsibilities for the ground maintenance and snow removal for the 17 school facilities.

This agreement shall be for an indefinite term commencing on \_\_\_\_\_. Either party may at anytime terminate this agreement upon giving in writing, to the other party twelve months notice of this intention to terminate agreement.

\_\_\_\_\_  
By: City Manager of Alexandria, VA

\_\_\_\_\_  
By: Superintendent, Alexandria City  
Public Schools

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Approved to form