


City of Alexandria, Virginia

MEMORANDUM

DATE: APRIL 9, 2009

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER 

SUBJECT: RECEIPT OF REPORT ON PROPOSED SPECIAL EVENTS POLICIES

ISSUE: Receipt of Report on Proposed Special Events Policies.

RECOMMENDATION: That City Council:

- (1) Receive this report and the revised proposed Special Events Policies (Attachment 1), the letter from the Park and Recreation Commission and comments from the Park and Recreation Commission Public Hearing held on December 11, 2008;
- (2) Schedule a public hearing on the Special Events Policies on Saturday, May 16; and
- (3) Adopt the Special Events Policies after the public hearing.

BACKGROUND: As part of the budget review process in FY 2008, City Council requested that the City Manager and the Budget and Fiscal Affairs Advisory Committee (BFACC) review the City expenses associated with City special events and report back to Council with this information during the FY 2009 Budget process (Attachment 2).

At City Council's legislative meeting on October 28, 2008, Council received the Report on Special Events Policies and referred the proposed Policies to the Park and Recreation Commission for their comments. The Commission held a public hearing on Thursday, December 11, 2008, to review, discuss, and hear comments on the proposed Special Events Policies (Attachment 3). Public comments were held open until December 19, 2008 (Attachment 4) and the Park and Recreation Commission recommendations on the City's Special Events Policies were sent to City Council on January 26, 2009 (Attachment 5).

DISCUSSION: The Park and Recreation Commission felt very strongly that City-wide special events are "intrinsically valuable to the City, our quality of life and are of increasing economic importance." Suggestions from the Park and Recreation Commission together with City Staff comments are as follows:

- Use a better system of data collection – City staff is currently working with agencies involved with special events, OMB, and Finance to collect financial information on events.
- Gauge economic benefit – The cost benefit and positive economic impact to the City of all special events is not easy to identify and quantify. It may be necessary to seek additional City funds to contract for a survey that would collect this information. Staff will determine this and report back to Council with a recommendation.
- Do not look for special events to generate revenue – City staff agrees that cost recovery (revenues equal but not exceeding costs) of City expenses should be the goal for co-sponsored and non City sponsored events as well as looking to obtain sponsorships for City sponsored events.
- Develop an equitable and transparent fee scale – City staff is working to put together all information regarding fees for special events. Event sponsors are provided estimated costs at the time of meeting with the City Special Events Committee and given a check list of agencies that need to be contacted to determine the costs for departmental assistance.
- Simplify the permitting process – Recently the City established a Multi-Agency Permit Center to improve customer service to Alexandria’s residents and business owners by offering one central location for same-day processing, plan review, and issuance of required City permits and licenses. City departments represented at the center include the Fire Department’s Building and Fire Code Administration, Department of Planning and Zoning, Department of Transportation and Environmental Services (T&ES), and the Department of Finance. This will assist Special Event sponsors in obtaining the permits needed from these departments for special events. The Special Events Committee is working towards an on-line permit process as well.
- Articulate and enforce policies – Once the Special Events Policies are approved, then the Special Events Committee will have a consistent policy base to use when working with event sponsors regarding the location and cost of the event.
- Provide estimated park and public capacity – The Department of Recreation, Parks and Cultural Activities and the Police Department are putting together a list of parks and an estimated maximum capacity. Each park will be categorized as to size and use, and staff will use this information to direct event sponsors to appropriate venues.
- Include ACPS events – City staff feels that in-kind City services could be provided, but a formal memorandum of understanding with the Schools is not needed. Currently, no expenses are budgeted to support school efforts.
- Use CERT volunteers – Volunteers are being used at this time for all special events and City staff is soliciting volunteer help from all sectors of the community.

Since the October 28 Council meeting, City staff have been working to include Council recommendations in the Special Events Policies and to insure timeliness on administrative and communication issues. Attached is the Special Events Policies document (Attachment 1). This document outlines policies, identifies the management of special events, organizes events as City Sponsored, City Co-Sponsored, and Non-City Sponsored, places events into a classification, and recommends the cost recovery model to be followed for each category of events.

I recommend that Council receive this report and set it for public hearing on Saturday, May 16. Staff will notify current special events sponsors about the hearing and provide them with a copy of this report.

FISCAL IMPACT: Exact savings cannot be determined at this time, however should the recommended cost recovery of special events programs be adopted then significant savings can be recognized in upcoming years.

ATTACHMENTS:

Attachment 1. Proposed Special Events Policies

Attachment 2. Docket Item 18 Proposed Special Events Policies

Attachment 3. Minutes from December 11, 2008, Park and Recreation Commission

Attachment 4. Written comments from the Public Hearing on December 11, 2008

Attachment 5. January 26, 2009, letter from Judy Guse-Noritake, Chair, Park and Recreation Commission

STAFF:

Kirk Kincannon, Director, Recreation, Parks and Cultural Activities

Bruce Johnson, Director, Office of Management and Budget

Leslie Clark, Division Chief, Recreation Parks and Cultural Activities

Michele Evans, Deputy City Manager

April 2009

**CITY OF ALEXANDRIA, VIRGINIA
SPECIAL EVENTS POLICIES AND PROCEDURES**

The City of Alexandria delivers quality, life-enriching activities to the broadest base of the community. This translates into exceptional visibility for sponsors and supporters. It is the goal of the City to create relationships and partnerships with sponsors for the financial benefit of the City. In an effort to utilize and maximize the community's resources, it is in the best interest of the City to create and enhance relationship-based sponsorships. This may be accomplished by providing local, regional, and national commercial businesses and non-profit groups a method for becoming involved with the many opportunities provided by the City of Alexandria.

POLICIES

1. It is the policy of the City of Alexandria, as implemented through related adopted policies and procedures, to recognize the substantial community benefits that result from special events. These events provide cultural enrichment, promote economic vitality, enhance community identity and pride, and provide opportunities for fundraising for the community's nonprofit agencies. To promote these objectives, at times it is appropriate within appropriated funds for the City to bear all, some portion, or no portion of the costs. Cost sharing must be done in an equitable and reasonable manner.
2. Partnerships between the City of Alexandria, event sponsors and the community are valuable in ensuring successful events. The City of Alexandria recognizes that events require logistical support and commitment from the sponsoring entities and that the City requirements may represent a significant portion of an event's costs. When setting fees and conditions for events, the City will consider impacts on the event's costs while balancing the City obligation to protect public health, safety, and financial oversight obligation to the citizens of Alexandria. In general, all special events must provide full cost recovery to the City, unless it is specifically determined by City Council that the special event has economic and social value and provides the City with an equivalent or higher benefit when compared to the event's operational cost.
3. Outside entities receiving financial assistance for Special Events from the City are required to provide the Special Events Committee with a business plan and/or provide a full disclosure of all expenses and revenues related to the event.
4. It is the policy of the City to support and encourage staff to seek private and corporate sponsorships that help to offset the cost of City supported and co-sponsored events, programs and activities, so that these events move towards becoming cost neutral to the City in a defined number of years from the point of inception.
5. It is the policy goal of the City to have successful cost-effective special events that enrich and enliven the community and provide opportunities for the use of volunteer services from the volunteer agencies and organizations where deemed feasible and practical, and where cost savings will be achieved that will not negatively impact public health and safety.

MANAGEMENT OF SPECIAL EVENTS

A Special Events Committee is authorized to carry out the provisions of the special events policies and City Codes. In order to assure working representation from all appropriate segments of the City government and to provide effective deliberation of all impacting events, the special events committee shall consist of the following members:
Special Events Committee – Agency Representatives

There is hereby created a special events committee (the “Committee”) to carry out the provisions of this special events policy and code. In order to ensure working representation from all appropriate segments of the City government and to provide effective deliberation on all impacting events, the Committee shall consist of the following members:

One representative each from the RPCA Recreation Services Division, RPCA Park Operations Division, Police, Fire/Code, Fire/Emergency Services, Planning and Zoning, T&ES Transportation Division, T&ES Environmental Quality, Health, Public Schools, Transit Services, Risk Management, General Services, Office of Historic Alexandria, and Alexandria Convention and Visitors Association

The chair of the Committee shall be from a lead department as designated by the City Manager. The City Manager shall grant the Committee chair the authority to resolve Committee disputes and/or determine whether or not it is necessary to consult the City Manager about certain issues before the Committee. The chair shall ensure that Committee records are maintained, meeting times and places are scheduled, and special events permit is issued on behalf of the committee.

Representatives from the Finance Department and OMB shall also be available as necessary to advise the Committee on budgeting and accounting procedures and policies.

The Special Events Committee shall have the authority to:

- Interpret and administer City and State policy and code with input as needed from the City Attorney;
- Represent the City, under the authority of the City Manager, in discussions and in maintaining agreements or contracts with the person(s) who represent the special event;
- Coordinate with City departments and with other government agencies for the provision of governmental services for such special events;
- Establish the terms and conditions; appropriate fees, and the time, place, and manner of the special event;
- Ensure that businesses and residents are notified in advance about events that impact them;
- Approve or deny a special event permit;

2

5

- Develop an appeal process to the City Manager for an event which is denied a permit; and
- Make recommendations to the City Council and the City Manager in regard to special events policies and practices.

CITY COST FOR EVENTS

Cost Sharing

The Committee should re-evaluate each event's financial support status each year, prior to the event's next occurrence, in order to determine what category the event should be placed in for cost recovery purposes. As appropriate on a case-by-case basis, the City will transition (see chart below) from Model I to Model II, or from Model II to Model III

Model	Who Manages	Who Pays the City's Cost?	
		City	Other
I. City Sponsored	City	100%	0%
II. City Co-sponsored			
a. Entity gives \$ to City	City	Shared	
b. City provides funding or limited in-kind contribution to Entity	Outside Entity	Shared	
III. Non-City Sponsoring Entity	Outside Entity	0%	100%

Current Special Events are classified as follows:

City Sponsored Special Events are created, planned, and implemented by City Departments or Agencies. Funding for City sponsored events is reviewed annually during the budget process. City staff are encouraged to seek event sponsorship by outside entities as well as charging participation fees to reduce costs. Departments must cover the expense of another agency if not included in their agency budget. Permit fees are to be waived for events falling in this category. Examples of annual events currently City sponsored include City's Birthday Celebration, George Washington Birthday Re-enactment/Ball/Parade, City-wide Cheerleader Exhibit and Competition, Days of Remembrance Ceremony, Earth Day Celebration, Jazz Festival, Civil War Camp Day, Alexandria Festival for the Arts, World Rabies Day, Family Fall Festival, City Tree Lighting Program, and Christmas in Camp Open House. Although these events may continue to be classified as City sponsored, seeking private and corporate sponsorships is encouraged. Each event shall be assessed by the Special Event Committee as to its overall quality, cost and community benefits and changes made accordingly.

Co-Sponsored Special Events are created, planned, and implemented by non City Agencies. Support for the co-sponsored events may include in-kind services from City staff based on regular staff hours, waiver of some permit fees, and/or financial support

limited to funds approved in City's annual budget. Cost recovery expenses are to be paid to City agencies and include staff overtime, supplies and materials, and other direct expenses. Examples of annual events currently co-sponsored include St. Patrick's Day Dog Show/Antique Car Show/Parade, Scottish Christmas Walk, National Tartan Day, Titan Pride Expo, Spring for Alexandria, Taste of Old Town North, Arlandria-Chirilagua Festival, TCWHS All Night Grad Party, African American Festival, Cambodian Festival, Scottish Heritage Fair, Walk to Fight Breast Cancer, Project Discovery Walk-a-thon, DelRay Halloween Parade, Run vs Row, New Orleans Re-birth 5K, Colin Casey Fun Run, Paws in the Park, and First Night Alexandria. Note: The Ethnic Festival series is currently under review and plans are to coordinate the series into one international festival. The City may continue to co-sponsor these events but the City's financial exposure over time may need to be limited or reduced. Each event shall be assessed annually by the Special Events Committee as to its overall quality, cost and community benefits and changes made accordingly.

Non-City Sponsored Special Events are created, planned, and implemented by non City Agencies. The City does not provide financial support for these events and expects to be reimbursed for all costs associated with the activity including straight and over time expenses, supplies and materials, and permit fees. Examples of this type of annual event includes DelRay events such as Art on the Avenue, Movie Nights, and Music Festival, Alexandria Red Cross Waterfront Festival, NOVA Community College Annual Community Fall Festival, USPTO Community Day, Volunteer Alexandria Arts & Crafts Festival, One Love Festival, Old Town Food and Wine Festival, and neighborhood holiday tree lightings. Foot races include George Washington Parkway Classic, YMCA Fight Childhood Obesity 5K, and March for Babies, HR Command US Army Fun Run, Northern VA/DC Metro Vision Walk, and Dash for Dad, BA 5K, and MMRF Race for Research 5K, and Potomac West Turkey Trot.

Transparency in Budgeting and Improved Accounting

The City will administer and budget for special events in a transparent manner and will establish and implement procedures for each City agency to track direct and indirect costs more completely and accurately. An annual report will be presented to City Council by October 1 of each year on the costs of all special events for the previous fiscal year concluding June 30.

EXHIBIT NO. 1

City of Alexandria, Virginia

18

10-28-08

MEMORANDUM

DATE: OCTOBER 23, 2008
TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL
FROM: JAMES K. HARTMANN, CITY MANAGER *J*
SUBJECT: PROPOSED SPECIAL EVENTS POLICIES

ISSUE: Special Events Policies.

RECOMMENDATION: That City Council:

- (1) Receive this report;
- (2) Refer the recommended proposed Special Event Policies to the Park and Recreation Commission and request that they provide City Council with their comments by the end of November. We will return with a docket item incorporating the Commission's comments for Council consideration at the December 9 legislative meeting; and
- (3) Request staff to proceed with the administrative recommendations on improving transparency of budgeting and managing Special Events.

BACKGROUND: As part of the FY 2008 budget review process, City Council requested that the City Manager and the Budget and Fiscal Affairs Advisory Committee (BFAAC) review the City expenses associated with City special events and report back to Council with this information during the FY 2009 Budget process.

The City has a full special events calendar that ranges from major events such as three parades, First Night, the City's Birthday Celebration, the Waterfront Festival, the Festival of the Arts and Art on the Avenue to smaller ethnic festivals and individual races and walks. All of these events require some City support. The City co-sponsors some events and for others only provides needed support. Some special events are self-supporting, while others are not. Our special events represent an important part of the City's vitality and the events attract visitors to the City.

Staff compiled City expenses for special events, and during the FY 2009 budget process the City Staff Special Events Committee (Committee) researched policy issues and developed procedural changes for special events operations, as well as ways to control the City expenses associated with special events. The Committee has presented recommendations on policy and procedural changes that would improve special event operations and obtain added reimbursements for City costs.

As a first step to analyzing and improving special events cost recovery, the information was shared with BFAAC for review and comment. BFAAC provided comment in budget memo #93, on page 17 (Attachment 1 - BFAAC Review of the FY 2009 Proposed Budget). BFAAC endorsed the majority of the recommendations, including the need for special events to be self-sustaining. BFAAC specifically recommended that any exception to the rule of a self-sustaining "pay-as-you-go" policy be applied only rarely. In addition to the BFAAC recommendation for a pay-as-you-go policy, the report identified that the proposed changes to the special events operation, process and procedures be implemented as soon as practical, but no later than the Fiscal 2010 budget.

While I agree in concept with BFAAC's approach, some of our recommendations may need to be implemented over time. Event sponsors will need to receive notice of the changed policies on City charges for events so that they can plan needed fundraising if their financial resources are limited. By implementing the new policies in FY 2010, we will be able to provide the necessary notice. Council should be aware that some sponsors of smaller events may decide to discontinue their events if they are unable to raise funds to cover costs.

DISCUSSION: While individual City departments have general procedures for special events, overall, there is no detailed written general special events policy for the City. There is a written policy for major events in Old Town that governs the frequency of special events, but there is no overarching written policy on City wide special events. While the Special Events Committee has followed a general set of guidelines in the past, a set of detailed written procedures is needed to address how the City handles general events. The premise of this study and analysis is that such procedures are needed to provide guidance to City staff on the Special Events Committee. Special events policies and practices have evolved over time and policies have been established incrementally, sometimes for specific events. Taken as a whole the special events policies and procedures often are not consistent and may be difficult to justify in certain cases.

Transparency in Budget and Improved Accounting

We propose that starting in FY 2010, each City agency will identify costs for events that have been included in their budget. The FY 2008 expenses provide more detail about agency budgets and expenses for special events. Staff will be able to capture expenses and revenue losses in greater detail in the balance of FY 2009 to prepare a more accurate and transparent proposed special events budget for FY 2010.

The City needs to determine and make transparent the true costs of special events. Direct costs for an event often include overtime expenses for staff support on the day of an event, trash collection and removal, equipment rental, printing and sound services. Indirect costs include staff time during regular business hours, use of City vehicles and equipment. **Staff will proceed with administering and budgeting events in a more transparent manner and will establish procedures for each City agency to track costs for direct and indirect costs more completely and accurately.**

Many special events expenses are not budgeted in supporting Departments and many staff work overtime to support special events. Some departments have budgeted for certain events and not

for others. Tracking event expenses is not easily performed in the current process. Accordingly, staff recommends that within the new procedures, a centralized special events budget be developed and existing budgeted funds, which have been used to pay for special events, be transferred to this budget. This would involve allocating an account number for each event that would be used by all agencies involved in the provision of services for the event. The costs related to each special event would be captured and be readily available for review. Budgets for some of the smaller events could be grouped together in a single account for practicality in operations. Estimates for future year City costs need to be developed based on prior year experiences.

Attachment 2 is a report summarizing the FY 2007 Citywide special events costs broken down by City Department and event based on current information. The events are further broken down by type of event (e.g. concerts, parades, races, etc.), by size of event, by City Agency sponsored event, by City Schools sponsored event, by City co-sponsored event, and by private organizations. Total City expenditures for special events in FY 2007 as shown in Attachment 3 were approximately \$682,000. The City was reimbursed for \$215,000, leaving the net City expenditures at \$467,000 for the year. Attachment 4 is a report showing FY 2008 costs and reimbursements. Total City expenditures for special events in FY 2008 were approximately \$575,000. The City was reimbursed for \$154,000, leaving the net City expenditures at \$421,000 for the year.

Management of Special Events

In addition to the policy issues, staff found that the make-up, purpose, and authority of the Special Events Committee should be updated and defined by a City Council resolution that will be docketed for Council consideration in the future. Staff recommends that the resolution incorporate the following:

Special Events Committee – Agency Representatives

There is hereby created a special events committee (the "Committee") to carry out the provisions of this special events policy and code. In order to ensure working representation from all appropriate segments of the City government and to provide effective deliberation on all impacting events, the Committee shall consist of the following members:

- A. One representative each from the RPCA Recreation Services Division, RPCA Park Operations Division, Police, Fire/Code, Fire/Emergency Services, Planning and Zoning, T&ES Transportation Division, T&ES Environmental Quality, Health, Public Schools, Transit Services, Risk Management, General Services, and Alexandria Convention and Visitors Association*
- B. The chair of the Committee shall be from a lead department as designated by the City Manager. The City Manager shall grant the Committee chair the authority to resolve Committee disputes and to determine whether or not it is necessary to consult the City Manager about certain issues before*

the Committee. The chair shall ensure that Committee records are maintained, meeting times and places are scheduled, and a special events permit is issued on behalf of the committee.

- C. Representatives from the Finance Department and OMB shall also be available as necessary to advise the Committee on budgeting and accounting procedures and policies.*
- D. The Committee shall monitor special events, and track issues and concerns that arise for consideration and resolution before similar future events are planned and approved.*

Authority of the Special Events Committee

The Special Events Committee shall have the authority to:

- A. Interpret and administer City and State policy and code with input as needed from the City Attorney;*
- B. Represent the City, under the authority of the City Manager, in discussions and in maintaining agreements or contracts with the person(s) who represent the special event;*
- C. Coordinate with City departments and with other government agencies for the provision of governmental services for such special events;*
- D. Establish the terms and conditions; appropriate fees, and the time, place, and manner of the special event;*
- E. Ensure that businesses and residents are notified in advance about events that impact them;*
- F. Approve or deny a special event permit;*
- G. Develop an appeal process to the City Manager for an event which is not approved; and*
- H. Make recommendations to the City Council and the City Manager in regard to special events policies and practices.*

While there are established guidelines for special events, we need new written procedures that provide applicants with clearer communication of processes and procedures. As part of a new procedure there is also a clear need to implement effective methods for financial tracking, budget controls, and improved data collection for all involved agencies.

Net Cost Reduction

The City is currently studying methods for reducing the costs of special events in FY 2009 and beyond without significantly affecting the overall level of public benefit offered by these events. For example staff is considering recommending that:

1. We terminate City cost support for events with lower attendance or minimal economic and public benefit. By measuring overall event quality and community benefit, more

responsible spending of City and private funds can be assured. Consumer satisfaction in the remaining City sponsored or co-sponsored events should increase.

2. We combine multiple, related events in order to create certain efficiencies. The most notable example of this practice is the situation of the City having numerous ethnic festivals. By holding a single, larger ethnic festival that includes all of the smaller festivals, the City could spend less overall on planning and event support. The higher attendance and increased diversity of such an event may also add to the quality of product delivered to the public.
3. We recover more of the largest cost contributor to special events, which is staff time. More specifically, overtime costs for supporting Departments are a significant expense. One method the City plans to explore to help offset these costs is the utilization of volunteers in support positions at special events. One example of this practice could involve festival type of events. In the past, the City has paid for uniformed police officers to be stationed at many street corners along the special footprint. As an alternative, the City is looking into training volunteers to assist the Police in basic crowd management at less critical intersections. This practice would require a training program for these volunteers in order to properly assure public safety. The Police Department has successfully used CERT volunteers at the First Night Program and the City Birthday Celebration. If the use of volunteers for special events continues to be successful, the cost savings to the City and to participating non-profit organizations could be significant.

Cost Sharing

In identifying events for which the City is responsible, City staff will examine the possibility of sponsorship by outside entities as well as charging participation fees. The Committee should have an opportunity to re-evaluate each event's financial support status each year, prior to the event's next occurrence, in order to determine what category the event should be placed in for cost recovery purposes. The goal would be to transition in many cases (see chart below) from Model I to Model II, or from Model II to Model III.

Model	Who Manages	Who Pays the City's Cost?	
		City	Other
I. City Sponsored	City	100%	0%
II. City Co-sponsored			
a. Entity gives \$ to City	City	Shared	
b. City provides funding to Entity	Outside Entity	Shared	
III. Non-City Sponsoring Entity	Outside Entity	0%	100%

Special Event Proposed Policies

The Committee identified several policy issues that require City Council discussion and potential Council action to become effective in January 2009. I recommend that Council ask the Park and Recreation Commission for their input on these proposed policies by the end of November. Then on December 9 we will ask City Council to determine if they agree with the proposed policies to special events (Attachment 5).

The following are the proposed policies for consideration: The City would adopt:

- A general policy statement on the value, intent, and purpose of special events in Alexandria, that frames the direction City staff should pursue in their delivery of services related to special events. Staff proposes the following Special Event Policy:

#1. It is the policy of the City of Alexandria, as implemented through related adopted policies and procedures, to recognize the substantial community benefits that result from special events. These events provide cultural enrichment, promote economic vitality, enhance community identity and pride, and provide opportunities for fundraising for the community's nonprofit agencies. To promote these objectives, at times it is appropriate within appropriated funds for the City to bear all, some portion, or no portion of the costs. Cost sharing must be done in an equitable and reasonable manner.

- A policy statement that reflects the use of partnerships and financial support provided by the City for a special event. Staff recommends:

#2. Partnerships between the City of Alexandria, event sponsors and the community are valuable in ensuring successful events. The City of Alexandria recognizes that events require logistical support and commitment from the sponsoring entities and that the City requirements may represent a significant portion of an event's costs. When setting fees and conditions for events, the City will consider impacts on the event's costs while balancing the City obligation to protect public health, safety, and financial oversight obligation to the citizens of Alexandria. In general, all special events must provide full cost recovery to the City, unless it is specifically determined by City Council that the special event has economic and social value and provides the City with an equivalent or higher benefit when compared to the event's operational cost.

- A policy statement that requires a business plan and/or full disclosure of all expenses and revenues of co-sponsored special events. Staff recommends:

#3. Outside entities receiving financial assistance for Special Events from the City (Model II) should be required to provide to the Special Events Committee a business plan and/or provide a full disclosure of all expenses and revenues related to the event.

- A policy statement that supports the practice of City Staff seeking corporate and private sponsorships for City supported or co-sponsored activities, events and programs that require a certain or defined level of City funding. Staff recommends:

#4. It is the policy of the City to support and encourage staff to seek private and corporate sponsorships that help to offset the cost of City supported and co-sponsored events, programs and activities, so that these events move towards becoming cost neutral to the City in a defined number of years from the point of inception.

- A policy statement that reflects the philosophy regarding the use of volunteers for special events. Staff recommends:

#5. It is the policy goal of the City to have successful cost-effective special events that enrich and enliven the community and provide opportunities for the use of volunteer services from the volunteer agencies and organizations where deemed feasible and practical, and where cost savings will be achieved that will not negatively impact public health and safety.

FISCAL IMPACT: Exact savings cannot be determined at this time, however should the recommended cost recovery of special events programs be adopted then significant savings can be recognized in upcoming years. Attachments 2 -4 provide an estimate of City special events costs.

ATTACHMENTS:

Attachment 1. BFAAC comments from FY09 Budget Memo #93

Attachment 2. Summary of Special Events Costs

Attachment 3. FY07 Events Expenses and Revenues by Fee Category Recommendation

Attachment 4. FY08 Events Expenses and Revenues by Fee Category Recommendation

Attachment 5. Proposed Special Events Policies

STAFF:

Kirk Kincannon, Director, Recreation, Parks and Cultural Activities

Bruce Johnson, Director, Office of Management and Budget

Leslie Clark, Division Chief, Recreation, Parks and Cultural Activities

We have the following observations and recommendations:

- As the result of a study by ACPS, BFAAC is commenting on the fiscal effects of providing services to students who may have emigrated from Prince William County. BFAAC observes that the fiscal implications extend beyond ACPS. All new City residents use city services, which cost money. As a result, BFAAC urges the Council to study the influx of new residents and budget accordingly.
- Council should note that ACPS may need resources to provide legally mandated education to newly enrolled students.
- ACPS and City staff should monitor the pupil attendance figures on a monthly basis to determine if the trends outlined above continue, and discuss the issue at ACPS-City budget meetings.
- The ACPS Budget Advisory Committee and BFAAC also should work together to monitor the situation, and continue their joint meetings on this and other issues.

I. Special Events

Council appointed a City Special Events Committee to advise it on handling requests for Special Events within the City. According to the Committee, total City expenditures for special events in FY 2007 were \$682,000. The City was reimbursed \$215,000, leaving the net City expenditures at \$467,000 for the year.¹⁶

The Special Events Committee recommended that the City should have an opportunity to re-evaluate each event's financial support status each year, prior to the event's next occurrence, in order to determine in which category the event should be placed: (1) Required to provide full cost recovery for City services from this point forward; (2) Required to provide full cost recovery to the City by the start of the events third year from the date of the category determination; and (3) Granted an exception because of the economic value the event provides to the City.

BFAAC applauds the Special Events Committee for its work, and endorses the majority of its recommendations. We agree that special events should be self-sustaining, meaning the City not bear the cost. As outlined below, BFAAC recommends that the pay-for-your event policy be put into effect as soon as is practicable – and no later than the FY 2010 budget. We also recommend that exceptions be rarely granted.

We urge that any policy Council adopts on Special Events be consistent and fair, and applicable across-the-board, no matter the sponsoring organization or what the special event supports.

All Special Events - be it the Red Cross Waterfront Festival, the Christmas Walk, the St. Patrick's Day Parade, the numerous ethnic festivals, or even a political rally at Market Square - have a cost to the City. Police Officers must be on hand for crowd control and traffic enforcement; Department of Public Works employees for clean up after events; and in some cases paramedics must also attend.

¹⁶ Memorandum from Kirk Kincannon to James Hartman, Re: Special Events Policy and Procedure, Mar. 18, 2008.

We have the following observations and recommendations:

- **The City should require the sponsor of every Special Event to put up a cash bond or equivalent to cover the City costs.**
- **If the actual costs are less than the bond, the balance would be returned to the sponsor; if the costs exceed the bond, the sponsor would be billed accordingly.**
- **The policy outlined above should be applied to every Special Event.**
- **We urge that any policy Council adopts on Special Events be consistent and fair, and applicable across-the-board.**
- **The City Manager and Council should decide requests for exemptions from the policy on a case-by-case basis. Granting an exemption should be the exception.**

J. Fleet Management Study

On March 6th, 2008 the City Manager forwarded to the Mayor and Council a memorandum entitled "Implementation of the Efficiency and Best Practices Study of Fleet Management." The study was completed by the Matrix Consulting Group and was overseen by the City Manager's Fleet Management Improvement Team (FMIT).

The consultant made 74 recommendations regarding such things as vehicle replacement, maintenance and repair, reducing the size of the fleet, reducing the size of some of the vehicles, revising the City's take-home policy, and enforcing the mileage reimbursement policy for miles traveled outside of the City during commuting. According to the City Manager's memorandum forwarding the Fleet Study to Council, the FMIT has recommended immediate acceptance and implementation of 64 of the recommendations for an immediate net savings of \$210,000. The other 10 recommendations are under review. BFAAC commends the City for its willingness to study the issue of fleet management and the potential savings that could be realized in the operating budget.

One area of the study that BFAAC finds particularly noteworthy, especially in this time of tight budgets and possible increases in the real property tax rate, is the fiscal impact to the City of its vehicle take-home policy. According to the fleet study, under Administrative Regulation 7-3, which was last amended in 1991, the regular take-home use of a City vehicle was extended to 58 positions. The study points out that Alexandria currently has 188 take-home vehicles, more than three times the number allowed under City policy as expressed in the original AR 7-3. Unfortunately, the study does not quantify the cost to the taxpayer of the City's departure from the original policy, but it cannot be insubstantial.

In response to the study, the City Manager has issued a revision to Administrative Regulation 7-3 that once again specifies which positions within the City are authorized to the take-home use of a City vehicle. The result of the revised AR 7-3 (City Budget Memorandum #52) is an increase in the authorized number of take-home vehicles from 58 to 195.

BFAAC notes that the revised regulation significantly loosens the criteria applicable to take-home vehicles and also does not adopt the study's recommendations for changes to the regulation that would have linked use of a take-home vehicle to the benefit to the City for that

SUMMARY OF SPECIAL EVENTS COSTS

(for details by event see following pages)

FY2007			
	Total Cost	Paid to City	Net City Cost
City Sponsored Events	\$248,955	\$28,684	\$220,271
Co-sponsored Events	\$194,308	\$71,314	\$122,994
ACPS Events	\$8,269	\$0	\$8,269
Non-Profit Sponsored Events	\$230,292	\$114,967	\$115,325
TOTAL	\$681,824	\$214,965	\$466,859

FY2008			
	Total Cost	Paid to City	Net City Cost
City Sponsored Events	\$249,492	\$6,537	\$242,955
Co-sponsored Events	\$124,004	\$61,593	\$62,411
ACPS Events	\$5,234	\$0	\$5,234
Non-Profit Sponsored Events	\$196,233	\$85,792	\$110,441
TOTAL	\$574,963	\$153,922	\$421,041

Attachment 3: FY 2007 Special Events Expenditures and Recovered Costs by Fee Category Recommendation		
		Page #
Table A	<i>City Sponsored Events</i>	1
Table B	<i>Co-Sponsored Events</i>	2
Table C	<i>ACPS Events</i>	3
Table D	<i>Non-Profit Sponsored Events</i>	4
	Legend	5

Special Events - FY 2007 Event Support Costs

Table A

City Agency sponsored events

EVENT	Size	Location	Agency	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
King Street Pedestrian Plaza	1X	Street	City	\$15,040	\$0	\$15,040
President Ford's Funeral	1X	Street	City	\$13,517	\$0	\$13,517
Freedman's Cemetary Rededication	1X	Street	City	\$1,533	\$0	\$1,533
VA Tech Candelight Vigil	1X	Mkt Sq	City	\$1,553	\$0	\$1,553
CONCERTS						
Outdoor Concerts (88)	S	Varies	RPCA	\$22,703	\$0	\$22,703
SMALL EVENT (<1,000)						
Earth Day	S	Brenman	RPCA/EPC	\$11,269	\$6,281	\$4,988
M.L.King	S	Lee Ctr	City	\$3,000	\$0	\$3,000
Black History	S	Lee Ctr	City	\$0	\$0	\$0
Juneteenth Celebration	S	Houston	OHA	\$1,438	\$0	\$1,438
City Days of Remembrance	S	Mkt Sq	City	\$1,430	\$0	\$1,430
Farmers Mkt Chef Demos	S	Mkt Sq	General Services	\$730	\$0	\$730
MEDIUM EVENT (1,000-5,000)						
Family Fall Festival	M	Boothe	RPCA	\$7,920	\$225	\$7,695
Friendship Fire Festival	M	Alfred St	OHA	\$3,586	\$0	\$3,586
City Tree Lighting	M	Mkt Sq	RPCA	\$3,848	\$0	\$3,848
G.W. Re-enactment	M	Ft Ward	GWPC/OHA	\$4,460	\$0	\$4,460
LARGE EVENT (5,000+)						
USA/Alexandria's Birthday	L	OB Park	RPCA	\$82,138	\$675	\$81,463
Memorial Day Jazz Festival	L	Ft Ward	RPCA	\$13,727	\$1,150	\$12,577
RACES						
Project Discovery Walkathon	S	Ft Ward	DHS	\$150	\$0	\$150
Walk for Breast Cancer	M	Eisnhr Ave	Office on Women	\$14,315	\$13,715	\$600
G.W. Parade Race	L	Esnhr Ave	GWBCC	\$3,813	\$3,638	\$175
PARADES						
G.W. Parade	L	Old Twn	GWBCC	\$42,785	\$3,000	\$39,785
TOTALS				\$248,955	\$28,684	\$220,271

Dept Totals	
RPCA	\$163,934
Fire/Code	\$1,119
Fire EMS	\$1,557
Police	\$59,384
T&ES	\$7,953
DASH	\$10,080
Health	\$4,198
Gen'l Svs	\$730
Total	\$248,955

1/2 19

Special Events - FY 2007 Event Support Costs

Table B

for events co-sponsored with other groups and City

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
Jamestown Celebration	1X	Marina	Jamestown Foundation	\$51,585	\$0	\$51,585
CONCERTS						
Canal Plaza Concerts(5)	S	Canal Cnter	RPCA/Tishman Speyer	\$2,198	\$0	\$2,198
Supper Under the Stars	S	KSG	OTBA	\$3,625	\$0	\$3,625
SMALL EVENT (<1,000)						
Potomac West Tree Lighting	S	Colasanto	RPCA/PWBA	\$1,477	\$0	\$1,477
One Love Festival	S	Brad Fld	Operation Hope	\$5,655	\$0	\$5,655
MEDIUM EVENT (1,000-5,000)						
African Heritage Cultural Fest	M	Mkt Sq	AHCFC	\$2,367	\$0	\$2,367
American Indian Festival	M	Wtrfrt Pk	AIHEA	\$3,124	\$0	\$3,124
Armenian Festival	M	Mkt Sq	Gyumri Sister City	\$2,339	\$520	\$1,819
Irish Heritage Festival	M	Wtrfrt Pk	Ballyshanner's	\$3,698	\$1,200	\$2,498
Cambodian	M	Brenman	CCDC	\$3,892	\$600	\$3,292
Scottish Festival	M	Fort Ward	ASHFC	\$2,620	\$450	\$2,170
Comcast Outdoor Film Fest.	M	Brenman	RPCA/Comcast	\$6,919	\$2,505	\$4,414
LARGE EVENT (5,000+)						
Chiralagua Festival	L	Arlandria	Tenants & Workers United	\$24,703	\$12,086	\$12,617
Alex Festival of the Arts	L	King St	RPCA	\$29,051	\$29,190	-\$139
First Night Alexandria	L	M Temple	First Night Alexandria	\$51,055	\$24,763	\$26,292
TOTALS				\$194,308	\$71,314	\$122,994

Dept Totals	
RPCA	\$84,896
Fire/Code	\$3,855
Fire EMS	\$4,970
Police	\$52,452
T&ES	\$10,794
DASH	\$18,300
Health	\$7,191
Gen'l Svs	\$11,850
Total	\$194,308

Special Events - FY 2007 Event Support Costs

Table C

sponsored by Alexandria City Public Schools

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
SMALL EVENT (<1,000)						
Mt. Vernon School Fun Fair	S	MtV field	Mt Vernon School PTA	\$2,258	\$0	\$2,258
Ch. Barrett School Bazaar	S	Barrett	Barrett School PTA	\$564	\$0	\$564
MEDIUM EVENT (1,000-5,000)						
Titan Expo	M	Ching Pk	TCWHS PTA/Key Clubs	\$1,433	\$0	\$1,433
RACES						
Run vs. Row	M	OB Pk/St	TCWHS Crew Boosters	\$4,014	\$0	\$4,014
TOTALS				\$8,269	\$0	\$8,269

Dept Totals	
RPCA	\$3,375
Fire/Code	\$100
Fire EMS	\$644
Police	\$3,601
T&ES	\$0
DASH	\$0
Health	\$549
Gen'l Svs	\$0
Total	\$8,269

14 21

Special Events - FY 2007 Event Support Costs

Table D

Sponsored by Private Organizations

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
Democratic Rally	1X	Mkt Sq	Democratic Party	\$3,570	\$3,570	\$0
Cherry Blossom Festival	1X	Brenman	Cameron Station/WEBA	\$2,678	\$0	\$2,678
SMALL EVENT (<1,000)						
Seaport Day	S	Wtrfrt Pk	Seaport Foundation	\$900	\$900	\$0
Holiday Parade of Boats	S	Marina	ACVA	\$360	\$0	\$360
Mt Vernon Ave - 1st Thurs.	S	MtV Ave	PWBA	\$762	\$0	\$762
National Tarten Day	S	Mkt Sq	Tartan Day Committee	\$230	\$0	\$230
Taste of Old Town North	S	Montg Pk	Old Town North BA	\$1,605	\$0	\$1,605
St Patrick's Day Dog Show	S	Mkt Sq	Ballyshanner's	\$0	\$0	\$0
MEDIUM EVENT (1,000-5,000)						
Virgina Scottish Games	M	Ft Ward	Scottish Games	\$7,110	\$2,060	\$5,050
LARGE EVENT (5,000+)						
Art on the Avenue	L	MtV Ave	PWBA	\$16,922	\$9,894	\$7,028
ARC Waterfront Fest	L	OB Park	RC Alex Chpt	\$37,194	\$37,194	\$0
USPTO Community Day	L	D Grdns	USPTO	\$4,773	\$2,010	\$2,763
Volunteer Bureau Arts/Craft Fest	L	Mkt Sq	Alex Volunteer Bureau	\$1,699	\$0	\$1,699
RACES						
G.W. Parkway 10k Classic	L	GW Pkwy	Pacers	\$40,983	\$39,813	\$1,170
Rock N Run Race	M	Holmes Rn	Run Slim	\$3,501	\$3,501	\$0
Colin Casey 5K	M	SM Schl	St. Mary's School	\$652	\$0	\$652
Kelly Cares 5K	M	Brad Fld	Kelly Cares Foundation	\$6,944	\$6,681	\$263
Turkey Trot	M	CK/St	PWBA	\$8,309	\$0	\$8,309
Gulf Coast Relief Race 5K	M	OB Pk/St	Pacers	\$4,378	\$3,844	\$534
PARADES						
Halloween Parade	M	MtV Ave	PWBA	\$10,231	\$0	\$10,231
Scottish Xmas Walk	L	Old Twn	Campagna	\$27,287	\$5,500	\$21,787
St. Patrick's Day Parade	L	King St	Ballyshanner's	\$50,204	\$0	\$50,204
TOTALS				\$230,292	\$114,967	\$115,325

Dept Totals	
RPCA	\$32,386
Fire/Code	\$3,384
Fire EMS	\$5,939
Police	\$101,648
T&ES	\$31,411
DASH	\$48,414
Health	\$6,170
Gen'l Svs	\$940
Total	\$230,292

Special Events - FY 2007 Legend and explanations

Tishman Speyer partnered with City to sponsor concerts; paid direct services of sound/performers for \$2,113
Scottish Games are not returning; remaining difference on budget support program promotional pieces
City Council approved donation for First Night
Red Cross Waterfront Festival renegotiated expenses;
Races net revenues are donated to charitable causes or support an event

DHS - Department of Human Services
USPTO - US Patent & Trade Mark Office
GWPC - George Washington Parade Committee
PWBA - Potomac West Business Association
TCWHS - TC Williams High School
OTBA - Old Town Business Association
RPCA - Recreation, Parks & Cultural Activities
OHA - Office of Historic Alexandria
EPC - Environmental Policy Commission
ACVA - Alexandria Convention & Visitors Association
Cameron Station Civic Association
WEBA - West End Business Association

Ethnic Festival Co-sponsors

AHCFC - African Heritage Cultural Festival Committee
ASHFC - Alexandria Scottish Heritage Fair Council
AIHEA - American Indian Heritage & Educational Association
CCDC - Cambodian Community Day Committee

Attachment 4: FY 2008 Special Events Expenditures and Recovered Costs by Fee Category Recommendation		
		Page #
Table A	<i>City Sponsored Events</i>	1
Table B	<i>Co-Sponsored Events</i>	2
Table C	<i>ACPS Events</i>	3
Table D	<i>Non-Profit Sponsored Events</i>	4
Table E	<i>Cost Recovery Trends</i>	5
	Legend	6

Special Events - FY 2008 Event Support Costs

Table A

City Agency sponsored events

EVENT	Size	Location	Agency	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
Concert/fireworks reschedule	1X	OB Park	RPCA	\$15,837	\$0	\$15,837
Potomac Yard FS Groundbreaking	1X	Potomac Yard	City	\$1,452	\$1,286	\$166
Houston Ground Breaking	1X	Houston Cntr	RPCA	\$1,049	\$0	\$1,049
Silent Witness Vigil	1X	Mkt Sq	City	\$301	\$0	\$301
Alexandria Tip Off Challenge	1X	Mkt Sq	City	\$328	\$0	\$328
Citizenship Day	1X	Mkt Sq	City	\$373	\$0	\$373
DASH Groundbreaking	1X	Mkt Sq	City	\$62	\$0	\$62
Brenmand Park Ribbon Cutting	1X	Brenman	City	\$277	\$0	\$277
State Champion BBAII Rally	1X	Mkt Sq	City	\$1,183	\$0	\$1,183
CONCERTS						
Outdoor Concerts (46)	S	Varies	RPCA	\$22,540	\$0	\$22,540
SMALL EVENT (<1,000)						
Alexandria Film Festival	S	Mkt Sq	RPCA/ACA	\$357	\$0	\$357
National Night Out	S	Varies	City Wide	\$300	\$0	\$300
NJ Lee Community Day	S	NJ Lee Field	RPCA	\$940	\$0	\$940
Cora Kelly Community Day	S	Ckelly Cntr	RPCA	\$1,200	\$0	\$1,200
Earth Day	S	Brenman	RPCA/EPC	\$7,831	\$250	\$7,581
M.L.King	S	Lee Ctr	City	\$223	\$0	\$223
City Days of Remembrance	S	Mkt Sq	City	\$2,274	\$0	\$2,274
Farmers Market	S	Mkt Sq	City	\$26,642	\$0	\$26,642
Farmers Mkt Chef Demos	S	Mkt Sq	General Services	\$880	\$0	\$880
MEDIUM EVENT (1,000-5,000)						
Family Fall Festival	M	Boothe	RPCA	\$10,073	\$150	\$9,923
Friendship Fire Festival	M	Alfred St	OHA	\$1,187	\$0	\$1,187
City Tree Lighting	M	Mkt Sq	RPCA	\$5,427	\$0	\$5,427
G.W. Re-enactment	M	Ft Ward	GWPC/OHA	\$3,360	\$0	\$3,360
LARGE EVENT (5,000+)						
USA/Alexandria's Birthday	L	OB Park	RPCA	\$87,698	\$1,175	\$86,523
Memorial Day Jazz Festival	L	Ft Ward	RPCA	\$15,262	\$500	\$14,762
RACES						
Project Discovery Walkathon	S	Ft Ward	DHS	\$400	\$0	\$400
Walk for Breast Cancer	M	Eisnhr Ave	Office on Women	\$5,176	\$3,176	\$2,000
G.W. Parade Race	L	Esnhr Ave	GWBCC	\$3,687	\$0	\$3,687
PARADES						
G.W. Parade	L	Old Twn	GWBCC	\$33,173	\$0	\$33,173
TOTALS				\$249,492	\$6,537	\$242,955
			FY 2007 Total for Comparison	\$248,955	\$28,684	\$220,271

Total Costs by City Department	
RPCA	\$154,843
Fire/Code*	\$1,238
Fire EMS	\$2,250
Police	\$41,178
T&ES*	\$4,756
DASH	\$0
Health	\$6,560
Gen'l Svs	\$38,667
Total	\$249,492

*Fire Dept & T&ES unable to confirm cost estimates at this time

Special Events - FY 2008 Event Support Costs

Table B

for events co-sponsored with other groups and City

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
CONCERTS						
Canal Plaza Concerts (4) *	S	Canal Cnter	RPCA/Tishman Speyer	\$500	\$0	\$500
Supper Under the Stars (1)	S	KSG	OTBA	\$815	\$0	\$815
SMALL EVENT (<1,000)						
Potomac West Tree Lighting	S	Colasanto	RPCA/PWBA	\$540	\$0	\$540
Taste of Old Town North	S	Montg Park	RPCA/OTNCP	\$540	\$0	\$540
Spring for Alexandria	S	Mkt Sq	AVB/City	\$349	\$0	\$349
One Love Festival	S	Brad Fld	Operation Hope	\$9,589	\$1,000	\$8,589
MEDIUM EVENT (1,000-5,000)						
African Heritage Cultural Fest	M	Mkt Sq	AHCFC	\$3,517	\$0	\$3,517
Armenian Festival	M	Mkt Sq	Gyumri Sister City	\$3,947	\$0	\$3,947
Irish Heritage Festival	M	Wtrfrt Pk	Ballyshanner's	\$4,548	\$1,200	\$3,348
Cambodian	M	Brenman	CCDC	\$4,485	\$300	\$4,185
Scottish Festival	M	Fort Ward	ASHFC	\$4,207	\$450	\$3,757
Comcast Outdoor Film Fest.	M	Brenman	RPCA/Comcast	\$10,239	\$2,826	\$7,413
LARGE EVENT (5,000+)						
Chiralagua Festival	L	Arlandria	Tenants & Workers United	\$30,094	\$12,885	\$17,209
Alex Festival of the Arts	L	King St	City/H Allen Productions	\$35,210	\$29,190	\$6,020
First Night Alexandria	L	M Temple	First Night Alexandria	\$15,424	\$13,742	\$1,682
TOTALS				\$124,004	\$61,593	\$62,411
* Paid directly for other concerts			FY 2007 Total for Comparison	\$194,308	\$71,314	\$122,994

Total Costs by City Department	
RPCA	\$35,231
Fire/Code**	\$2,298
Fire EMS	\$9,365
Police	\$55,320
T&ES**	\$7,669
DASH	\$0
Health	\$5,960
Gen'l Svs	\$8,161
Total	\$124,004

**Fire Dept & T&ES unable to confirm cost estimates at this time

26

19

Special Events - FY 2008 Event Support Costs

Table C

sponsored by Alexandria City Public Schools

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
TC Williams Grand Opening	1X	TCWHS	ACPS	\$979	\$0	\$979
SMALL EVENT (<1,000)						
Mt. Vernon School Fun Fair	S	MtV field	Mt Vernon School PTA	\$2,025	\$0	\$2,025
Tucker Fun Day	S	Tucker	Tucker School PTA	\$0	\$0	\$0
Ch. Barrett School Bazaar	S	Barrett	Barrett School PTA	\$280	\$0	\$280
MEDIUM EVENT (1,000-5,000)						
Titan Expo	M	Ching Pk	TCWHS PTA/Key Clubs	\$1,950	\$0	\$1,950
RACES						
Run vs. Row - cancelled 08	M	OB Pk/St	TCWHS Crew Boosters	\$0	\$0	\$0
TOTALS				\$5,234	\$0	\$5,234
<i>FY 2007 Total for Comparison</i>				\$8,269	\$0	\$8,269

Total Costs by City Department	
RPCA	\$3,645
Fire/Code*	\$50
Fire EMS	\$979
Police	\$0
T&ES*	\$0
DASH	\$0
Health	\$560
Gen'l Svs	\$0
Total	\$5,234

*Fire Dept & T&ES unable to confirm cost estimates at this time

27 20

Special Events - FY 2008 Event Support Costs

Table D

for Private Organizations

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
Free Chill Dog Give Away	1X	Market Sq		\$480	\$0	\$480
Wilson Bridge Ribbon Cutting	1X	PotomacYrd		\$1,570	\$1,286	\$284
NFL Film Shoot	1X	Old Town		\$534	\$534	\$0
Obama Campaign Rally	1X	TCHS		\$17,790	\$0	\$17,790
VP Dick Cheney visit	1X			\$2,225	\$0	\$2,225
PM of Denmark	1X			\$666	\$0	\$666
Bittersweet Anniversary	1X		Bittersweet	\$680	\$680	\$0
July 4 US Park Police	1X		US Park Police	\$8,836	\$8,836	\$0
SMALL EVENT (<1,000)						
Back to School BB Slam	S	Lee Center	Felicia Sharpe	\$340	\$0	\$340
Easter Sunrise Service	S	Mkt Sq		\$132	\$0	\$132
No Family Left Behind	S	Lee Center	Sherman Harris	\$400	\$0	\$400
Seaport Day	S	Wtrfrt Pk	Seaport Foundation	\$1,040	\$0	\$1,040
DelRay Music Festival	S	MtV field	PWBA	\$3,097	\$2,340	\$757
Mt Vernon Ave - 1st Thurs.	S	MtV Ave	PWBA	\$320	\$0	\$320
Taste of Old Town North	S	Montg Pk	Old Town North BA	\$1,511	\$0	\$1,511
St Patrick's Day Dog Show	S	Mkt Sq	Ballyshanner's	\$248	\$0	\$248
LARGE EVENT (5,000+)						
Art on the Avenue	L	MtV Ave	PWBA	\$17,807	\$9,458	\$8,349
ARC Waterfront Fest	L	OB Park	RC Alex Chpt	\$38,558	\$35,438	\$3,120
USPTO Community Day	L	D Grdns	USPTO	\$5,571	\$2,021	\$3,550
Volunteer Bureau Arts/Craft Festival	L	Mkt Sq	Alex Volunteer Bureau	\$1,960	\$0	\$1,960
RACES						
G.W. Parkway 10k Classic	L	GW Pkwy	Pacers	\$13,105	\$10,105	\$3,000
March for Babies	S	Elsnhr Ave	March of Dimes	\$400	\$0	\$400
Multiple Myeloma 5K	M	Elsnhr Ave	MM Organization	\$807	\$532	\$275
Colin Casey 5K/St Mary's Fair	M	SM Schl	St. Mary's School	\$655	\$0	\$655
Kelly Cares 5K	M	Brad Fld	Kelly Cares Foundation	\$7,017	\$5,662	\$1,355
Turkey Trot	M	CK/St	PWBA	\$6,189	\$0	\$6,189
Gulf Coast Relief Race 5K	M	OB Pk/St	Pacers	\$5,819	\$5,819	\$0
PARADES						
Halloween Parade	M	MtV Ave	PWBA	\$4,466	\$0	\$4,466
Centennial Parade	M	MtV Ave	PWBA	\$3,801	\$3,081	\$720
Scottish Xmas Walk	L	Old Twn	Campagna	\$21,024	\$0	\$21,024
St. Patrick's Day Parade	L	King St	Ballyshanner's	\$29,185	\$0	\$29,185
TOTALS				\$196,233	\$85,792	\$110,441
			FY 2007 Total for Comparison	\$230,292	\$114,967	\$115,325

Total Costs by City/Department	
RPCA	\$22,151
Fire/Code*	\$2,446
Fire EMS	\$10,256
Police	\$135,092
T&ES*	\$31,432
DASH	\$0
Health	\$11,900
Gen'l Svs	\$2,223
Total	\$215,500

*Fire Dept & T&ES unable to confirm cost estimates at this time

Special Events - Cost Recovery Trends

Table E

Event Classification	Year		Change
	2007	2008	
City Agency Sponsored			
Total Cost	\$ 248,955	\$ 249,492	\$ 537
Paid to City	\$ 28,684	\$ 6,537	\$ (22,147)
Net City Cost	\$ 220,271	\$ 242,955	\$ 22,684
Co-Sponsored*			
Total Cost	\$ 194,308	\$ 124,004	\$ (70,304)
Paid to City	\$ 71,314	\$ 61,593	\$ (9,721)
Net City Cost	\$ 122,994	\$ 62,411	\$ (60,583)
ACPS Sponsored			
Total Cost	\$ 8,269	\$ 5,234	\$ (3,035)
Paid to City	\$ -	\$ -	\$ -
Net City Cost	\$ 8,269	\$ 5,234	\$ (3,035)
Private Org. Sponsored			
Total Cost	\$ 230,292	\$ 196,233	\$ (34,059)
Paid to City	\$ 114,967	\$ 85,792	\$ (29,175)
Net City Cost	\$ 115,325	\$ 110,441	\$ (4,884)

Event Classification	City %		Change			
	2007	2008	%	Total Costs	Paid to City	Net Cost
City Agency Sponsored	88%	97%	9%	\$ 537	\$ (22,147)	\$ 22,684
Co-Sponsored	63%	50%	-13%	\$ (70,304)	\$ (9,721)	\$ (60,583)
ACPS Sponsored	100%	100%	0%	\$ (3,035)	\$ -	\$ (3,035)
Private Orgs. Sponsored	50%	56%	6%	\$ (34,059)	\$ (29,175)	\$ (4,884)
TOTALS			2%	\$ (106,861)	\$ (61,043)	\$ (45,818)

Special Events - FY 2008 Legend and explanations

Tishman Speyer partnered with City to sponsor concerts;paid direct services of sound/performers

Races net revenues are donated to charitable causes or support an event

DHS - Department of Human Services

USPTO - US Patent & Trade Mark Office

GWPC - George Washington Parade Committee

PWBA - Potomac West Business Association

TCWHS - TC Williams High School

OTBA - Old Town Business Association

OTNCP - Old Town North Community Partnership

RPCA - Recreation, Parks & Cultural Activities

OHA - Office of Historic Alexandria

EPC - Environmental Policy Commission

ACVA - Alexandria Convention & Visitors Association

Cameron Station Civic Association

WEBA - West End Business Association

Ethnic Festival Co-sponsors

AHCFC - African Heritage Cultural Festival Committee

ASHFC - Alexandria Scottish Heritage Fair Council

AIHEA - American Indian Heritage & Educational Association

CCDC - Cambodian Community Day Committee

City of Alexandria Proposed Special Events Policies

1. It is the policy of the City of Alexandria, as implemented through related adopted policies and procedures, to recognize the substantial community benefits that result from special events. These events provide cultural enrichment, promote economic vitality, enhance community identity and pride, and provide opportunities for fundraising for the community's nonprofit agencies. To promote these objectives, at times it is appropriate within appropriated funds for the City to bear all, some portion, or no portion of the costs. Cost sharing must be done in an equitable and reasonable manner.
2. Partnerships between the City of Alexandria, event sponsors and the community are valuable in ensuring successful events. The City of Alexandria recognizes that events require logistical support and commitment from the sponsoring entities and that the City requirements may represent a significant portion of an event's costs. When setting fees and conditions for events, the City will consider impacts on the event's costs while balancing the City obligation to protect public health, safety, and financial oversight obligation to the citizens of Alexandria. In general, all special events must provide full cost recovery to the City, unless it is specifically determined by City Council that the special event has economic and social value and provides the City with an equivalent or higher benefit when compared to the event's operational cost.
3. Outside entities receiving financial assistance for Special Events from the City (Model II) should be required to provide to the Special Events Committee a business plan and/or provide a full disclosure of all expenses and revenues related to the event.
4. It is the policy of the City to support and encourage staff to seek private and corporate sponsorships that help to offset the cost of City supported and co-sponsored events, programs and activities, so that these events move towards becoming cost neutral to the City in a defined number of years from the point of inception.
5. It is the policy goal of the City to have successful cost-effective special events that enrich and enliven the community and provide opportunities for the use of volunteer services from the volunteer agencies and organizations where deemed feasible and practical, and where cost savings will be achieved that will not negatively impact public health and safety.

**Department of Recreation, Parks and Cultural Activities
Park and Recreation Commission
Public Hearing & Meeting
Thursday, December 11, 2008
7:00 P.M.
Mount Vernon Recreation Center
2701 Commonwealth Avenue Street**

Commissioners

Judy Guse-Noritake, Chair
Rich Brune
William Cromley
Lindsey Swanson
Kaj Vetter
David Dexter
Ripley Forbes
Henry Books
Bob Moir
Matthew Coda
Marshanika Rich

Additional Attendees – Public Hearing

Charmane Ashe
Rebecca Baas
Lisa McNichols
Kent Lassman
Dana Damico
Kathy Dalby
Matt Ries
Maureen Schweers

Staff

Kirk Kincannon (RPCA)
Roger Blakeley (RPCA)
Laura Durham (RPCA)
Judy Lo (RPCA)
Jack Browand (RPCA)
Jim Neurohr (T&ES)
Joe Seskey (Alexandria Police)
Leslie Clark (RPCA)
Erica Bannerman (T&ES/Environmental Quality)

Additional Attendees – Public Hearing

Ed Ablard
Jeff Byron
David Fromm
J. Glenn Eugster
Esme Damico-Lassman
Christina Richardson
James Snyder
Erin White

AGENDA

- I. Welcome**
- II. Public Hearing**
 - A. Presentation on proposed Special Event Policies
 - B. Comments from the public on proposed Special Event Policies
 - C. Discussion and Comments from Commissioners on proposed Special Event Policies
 - D. Comments from the public on any topic dealing with Park or Recreation issues which has not previously been the topic of a public hearing by this Commission
 - E. Public Hearing Closes
- III. Discuss and Develop Recommendations for the proposed Pocket Park at 1 & 7 E. Del Ray Ave.**
- IV. Director's Report**
- V. Reports from Commissioners**
- VI. Next Meeting: January 15, 2009 (location TBD)**
- VII. Adjournment**

I. WELCOME

- Chair called the meeting to order at 7 p.m., noting that the Commission had scheduled an unusual December meeting so that the Commission could receive public comments as quickly as possible on the City's proposed Special Events Policies.
- The Commission does not traditionally meet in December, but had been requested by City Council in late October to provide its views on the policy proposal on an expedited timetable. Council is expected to consider the policies at its January 2009 legislative meeting.
- Ordinarily the Commission would discuss and finalize its views on a public hearing issue at its next regularly scheduled monthly hearing; instead Commissioners would be finalizing their views after receiving all public comments by December 18.
- Chair intends to convey to the City Manager that the Commission needs more than a few weeks' time to schedule a public hearing on an issue referred by City Council since the Commission's public hearing agendas are set further in advance.

II. PUBLIC HEARING

A. PRESENTATION ON PROPOSED SPECIAL EVENT POLICIES

- **Follow-Up Action:** Public record to be open for comments an additional week.
- **Briefing – Leslie Clark (RPCA Division Chief and Chair, City-wide Special Events Committee)**
 - **Overview:**
 - During the FY2008 budget review, Council had requested the City Manager and the Budget and Fiscal Affairs Advisory Committee (BFAAC) to review City costs associated with City events and provide Council this information during the FY2009 budget process.
 - The Special Events Committee (the Committee), with representatives of all City agencies involved in any City special events, compiled information covering expenses, existing policies, and procedures in use for Special Events.
 - Committee has developed proposals to formalize the long-standing loose guidelines followed, create an active Special Events Committee, move the City towards a policy of recovering special events-related expenses, enable the City to generate revenues to cover the costs of City services supporting special events, and create consistent criteria for rates charged groups sponsoring events.
 - Proposal has been reviewed by Budget and Fiscal Affairs Advisory Committee

B. DISCUSSION AND COMMENTS FROM COMMISSIONERS ON PROPOSED SPECIAL EVENT POLICIES

- **Highlights**
 - Special events are intrinsically valuable, contributing to Alexandria's character and quality of life, and attracting visitors to the City.
 - City revenues generated by events are often both direct and indirect;
 - Data collected only on direct costs related to events-related staff time overtime.

- Estimates of City revenues generated by events – such as increased tax revenues due to increased visitor business on weekends before and after large events such as the Scottish Christmas Walk, had not been developed.
- Publicity such as the recent nationally televised HGTV coverage of the Scottish Christmas Walk increases Alexandria's visibility as a place to visit.
- In the absence of more precise data, a Commissioner suggested interviewing business owners on, for example, King Street as a way to gather anecdotal information about event-related increases in business increases.
- City staff time had not been available to conduct such interviews as part of the Special Events Committee's research.
- Current staff time figures reflect only overtime hours.
- RPCA's new accounting system now enables tracking staff's time-on-project throughout the regular workday.
 - RPCA will have a more precise data on staff time for individual Special Events.
- City's current harsh budget realities – requiring RPCA to cut 5 percent from FY2009 budget and come up with a proposed 15 percent reduction for FY2010 - make it even more important for Special Events to generate revenue to cover costs of City services for those events.
 - RPCA is working to preserve its core recreational services.
 - Gathering more specific data about indirect events-related costs such as staff time used to support events run by outside organizations (e.g. the Red Cross Walk, races, and other events) will enable RPCA to make more informed budget prioritizations.
- **Summary conclusions:**
 - Special Events Policies' goals should be to create an equitable transparent fee scale to apply to all organizations sponsoring City events
 - Policy and permit process should be easily available to organizations planning events.
 - Views differed as to the extent to which costs of non-overtime staff hours should be factored into an event's costs.
 - More detail is needed re: how the City will convey criteria to event sponsors.
 - Event sponsors need a less onerous process developed jointly by all events-related Departments and including the option of creating a portal offering one-stop access to applications for all relevant City permits needed for an event (though current budget and staff constraints would likely postpone its implementation)
- **Follow-up Action:** Commissioners encouraged RPCA to develop a more detailed cost-benefit breakdown for specific events, while acknowledging the difficulty of doing so.

C. COMMENTS FROM PUBLIC ON PROPOSED SPECIAL EVENT POLICIES

- **Period for Public Comments on Draft Policy:**
 - A two-week public comment period had been set, starting one week before the 11 December public hearing. .
 - Commission position on the draft policy will be finalized after the close of the public comment period.
 - Commissioners will consider ideas on additional criteria appropriate to include in the Special Events policy.

- **KATHY DALBY** (Pacers Running Store, sister store to Pacers Events)
 - Pacers' local events generate about half a million dollars for local activities.
 - Pacers sponsors and manages about 10 of Alexandria's 12 races.
 - Submitted written comments for the record (available separately).
 - Opposed any requirement for a sponsoring organization's financial data to be released publicly, since this is proprietary information, noting that Pacers already takes responsibility for event-related costs.
 - Commended the development of a formal policy to replace current fragmented policy.
 - Pacers considers itself responsible for their event-related costs.
 - A fair rate and fee schedule policy that is both transparent and equitable is crucial.
 - Supports idea of using volunteers at intersections and alleyways, noting that Pacers has in the past trained volunteer "course marshals" to do this, and this offers cost savings for events such as the GW Parkway 10 mile and 5 K Classic.
 - Pacers pays higher percentage of event-related costs than other event sponsors.
- **CHRISTINA RICHARDSON** (Del Ray Business Association).
 - Del Ray Business Association is the former Potomac West Business Association.
 - Applauded the effort to develop an equitable way to set rates for sponsoring organizations, and viewed the proposal as a good start.
 - Highlighted p. 24, Attachment 5, Par. 2, discussing the importance of partnerships between the City, event sponsors and the community.
 - Art on the Avenue brings in many visitors, but how much revenue is generated by the event is not known. Businesses are doing what they can to generate and maintain business and to partner with the City on ways to bring people into the community via events while keeping events affordable for the City.
- **ED ABLARD:** West Del Ray Ave.
 - Noting his background in economic development, he encouraged the City to compile more detailed data on economic development benefits generated by special events so that budget prioritization can be made rationally.
 - Recommended that the City consider revenue augmentation actions to enable the RPCA budget to be increased to meet residents' needs.
- **GLENN EUGSTER:**
 - Suggested policy wording should state more specifically that special events are a wonderful part of Alexandria life, contributing to the community's special sense of place and connectedness.
 - With City resources and staff maxed out, a renewed and expanded collaboration between City staff and public volunteers is needed for events, including community cash and in-kind contributions.
 - Identifying resources needed to implement policies successfully will be crucial.
 - Implementation should not be cumbersome, avoid frustrating an organization's leaders for an event, and recognize that City resources and workers are maxed out – and may not be available to implement the policy.
 - Cited the NPS policy of requiring a reasonable and fair "performance bond" for events held on The Mall to cover event-related costs, damage, and wear and tear.
 - Suggested creating an "endowment" as a source of funds to support special events.
 - Noted that endowment fundraising would be tough at this time, but new and creative approaches to covering event-related costs are needed.

- **JEFF BYRON (Alexandria Crew Boosters Club, Inc.)**
 - Crew Boosters, a local non-profit, buys equipment for T.C. Williams High School rowing program via events such as the Run v. Row race, usually the last Sunday in March. Run v. Row participants pay to run in the event.
 - T.C. Williams' largest sport; many participants win college crew scholarships.
 - Want to work with City to train volunteers to help with race tasks done by Police to keep costs down. Boosters has about 150 volunteers available for events;
 - Last year's race ran into problems resulting in canceling the "run" part that need to be sorted out for this year's race.
 - Chair was concerned race's canceling had apparently been due to the rejection of Crew Boosters' offer to train and provide volunteers to monitor runners.
 - Canceling the 2008 race had seriously impacted the T.C. Williams program.
 - January 2009 - Would like to be able to figure out early in January whether Crew Boosters will be able to train and provide volunteers for this year's race.
 - Discussion:
 - Expectation is that proposed Events policy to factor costs into City fees charged for an event will include all school-related events; some Commissioners questioned such a blanket policy.
 - CERT volunteers - RPCA is pushing to expand using city's base of trained and equipped volunteers for special events instead of police.
 - Waivers - Commissioners urged a more clearly defined and transparent waiver policy making it clear which events or organizations qualify for waivers from the Special Event rate schedule. (Example: Waivers for events generating funds used to support a City activity or service).
 - Waivers - RPCA is looking to public and Commission input on how to define waiver criteria might be expanded or made more specific.
- **JOE SESKEY (Police representative in charge of Special Events, member of Special Events Committee)**
 - Supports events using volunteers to replace police at less critical locations and for functions as appropriate.
 - Trial implementation using CERT volunteers has been initiated at festivals, parades and other events.
 - Scottish Christmas Walk's 12 CERT volunteers cut Police event costs by \$3,000
 - CERT volunteers cannot, however, direct traffic. For races and festivals police will always be needed to direct traffic around the event.
 - Disputed the report that Crew Boosters had been told volunteers could not be used for Row v. Run; police-trained CERT volunteers can be used.
- **JIM NEUROHR (T & ES Superintendent of Transportation, member of the Special Events Committee)**
 - When deciding which events should be supported by City funds or in-kind services, suggested giving priority to City-identifiable special events such as the Scottish Christmas Walk and George Washington Birthday Parade versus generic events such as the St. Patrick's Day parade (while noting his own Irish ethnic background).
 - Recommended streamlining the City's permitting process for events, reducing the burden for both event sponsors and City administrators – and urged enabling one-stop permit processing for events via the City Web site.

- Emphasized the importance of developing solid criteria to determine which events the City will support, highlighting the importance of non-profit events that raise funds to support services of Alexandria residents (examples: Kelly Cares and Run v. Row)
- **DAVID FROMM, Arts on the Avenue**
 - Event pays at least half of its direct costs.
 - Event contributes non-monetary value to City and community beyond revenues that cannot easily be factored into a spreadsheet..
- **KENT LASSMAN (Del Ray resident)**
 - Suggested using a three-year rolling average for calculating an event's cost-benefit to reflect whether attendance and community support is growing or declining over time.
- **Discussion – Possibility of combining smaller City's ethnic events to reduce costs.**
 - To reduce police burden, RPCA and other City staff now supporting numerous small City events, idea proposed re: combining some smaller annual events into a larger ethnic festival that might be held at Ben Brenman Park.
 - Goal: To have a consolidated self-supporting international event while also continuing larger festivals such as Arlandria's Chirilagua Festival.
 - Commissioners noted importance of keeping neighborhood ethnic events such as Chirilagua within host communities; suggested rotating annual neighborhood events.
 - How to factor in the importance of location to an event?
 - Events located within communities – vs. at Brenman Park - are more likely to generate event-related revenue via restaurants and local shops.
 - Kathy Dalby noted the importance of location to races such as New Year's Eve's King Street Mile.
 - Commissioners suggested holding events within communities rather than at Brenman Park generates more event-related spin-off revenue.
 - Commissioner Coda suggested offering event sponsors the choice of consolidating into a larger multi-ethnic event or continuing their own event and being responsible for covering all its costs.
- **General goals for the policy:**
 - Craft criteria for a policy that can be consistently applied to both City-sponsored events and private events, considering.
 - Consider when to solicit sponsorships for City-sponsored events, noting other jurisdictions often line up \$100,000 worth of sponsorships a City event.
 - Consider directing fees generated by an event directly into the budget of the City department shouldering the event's costs rather than into general revenue funds.
 - Chair suggested that creating such a “non-appropriated account” from event fees generated would probably require authorizing legislation from Richmond.
- **Follow-Up Actions:**
 - Public record to be left open for additional comments for a week
 - Commissioners to send Chair ideas on Special Events policy criteria.
 - RPCA staff to forward post-meeting public comments to the Commissioners.
 - RPCA to develop, with inputs from the public and Commission, more detailed criteria to include in the proposed policy and submit it to City Council.
 - Chair to draft letter to Council reflecting the range of Commissioners' opinions.

- City Council likely to hold a public hearing on the Special Events policies.
- February 15 – City Manager presents proposed FY2010 budget to Council.
- A finalized Special Events Policy should be in place by FY2010 July 1 start.

D. COMMENTS FROM THE PUBLIC ON ANY TOPIC DEALING WITH PARK OR RECREATION ISSUES WHICH HAS NOT PREVIOUSLY BEEN THE TOPIC OF A PUBLIC HEARING BY THIS COMMISSION

- None.

E. Public Hearing Closes – 8:40 pm

III. DISCUSS AND DEVELOP RECOMMENDATIONS FOR THE PROPOSED POCKET PARK AT 1 & 7 E. DEL RAY AVE.

- Laura Durham and Judy Lo (RPCA) provided information re: the revised design option.
 - Information on other Del Ray playgrounds was provided to the Commission.
 - Pocket Park lot is between one-third and one-half acre.
 - Pocket Parks rarely will require an SUP. The E. Del Ray park doesn't require an SUP, is not reviewed by Planning Commission or City Council
 - Pocket parks are within the regular responsibilities of RPCA staff.
 - Commission gives RPCA guidance re: each pocket park's mix of design elements.
 - Goal of pocket parks: To preserve and enhance neighborhood-serving open space within communities.
 - Initial park development is funded by Open Space funds.
 - Pocket Park funding is set aside from within the Open Space Fund, which recently changed by City Council; effective January 1, 2009.
 - 20% of the Open Space Fund is intended to fund pocket parks.
- Director noted that because the Del Ray park happens to be up for consideration during a time of City budget cutting, its funding may become an individual item for review.
 - RPCA has recommended to City Manager that Del Ray park funding be included within the Open Space budget
 - City Manager will make final decision.
 - \$250,000 is the cost estimate for the RPCA design currently presented to the Commission for review and recommendation.
- Chair reviewed RPCA's process followed for planning the park:
 - Three well-attended Del Ray community meetings hosted energetic discussions of design options presented by RPCA staff. Scores of e-mails have been received
 - Design being presented reflected a consensus resulting from the process.
 - Most of the community discussion has focused on the Tot Lot.
 - Comments received on the design's proposed trail, the materials proposed for use (benches, trail surface), and maze have all been positive.
 - Many good ideas have been received.
- Community's play area discussion
 - Design's proposed tot lot is the sole design sticking point – the size, the equipment, a fence, and whether it should be there at all.
 - Has attracted passionate support, as well as opposition, from some residents.
 - At issue: play area's proposed size, equipment, and fence height.
 - Commissioner Cromley: Fence height and permeability the key issue, suggesting

- Increasing fence height to three feet and augmenting fence by some sort of barrier. "If you're going to have a tot lot, it has to be safe."
 - Suggested that a fence design balance safety with openness
 - Commissioner Brooks noted an Old Town play area has a four-foot chain link fence around it, and perhaps that type of fence would work here.
 - Staff reported that Del Ray community members had expressed interest in a less conventional design reflecting the nature of the community.
 - Commissioners differed as to the extent to which parents should rely upon a fence to keep toddlers within the pocket park's proposed play area.
 - Commissioners noted the proposed play area is located within an area of the park located 112 feet from the street.
 - Chair voiced opposition to creating precedent of including within a pocket park's design elements a fence separating a defined area (here a play area) from the rest of a pocket park's small park area.
 - Recalled a previous Old Town pocket park experience as an example to avoid : a fence separating a play area and a dog park produced a very bitter fight within the community.
 - Commissioners' suggestions included:
 - Maximizing multi-use areas in the small space available within pocket parks, noting that fencing creates spaces that cannot be used.
 - Modifying the design to include placing an adult activity area (with seating for chess and other activities) to creates choke points via adult seating that monitors access between the play area and street - without a gated fence.
 - Suggesting that staff consider whether other options might further address the challenge of reconciling a pocket park's purpose of preserving open space in a community with the desire to have a safe play area for small children.
 - A resident worried that a low chain link fence might offer a toddler a toe-hold for scrambling over the fence, stating also her belief that when safety is balanced against competing design goals, safety concerns should not be subject to compromise.
- **Follow-up Actions:**
 - Staff will present a revised park design at the January Commission meeting that incorporates seating and activity area as a focused access and monitoring area to augment fence and provide a deterrent children exiting the pay area are without being seen by someone.
 - Commissioners will decide at the January meeting next steps related to the park.
 - **Issue - Cooperative maintenance of Commonwealth Avenue median trees - James Snyder (Co-chair, Del Ray Citizens Association Park Committee)**
 - Suggested creating an RPCA pilot program with the Community to restore the trees and medians' conditions, noting community members had already held a preliminary discussion of feasible options with an arborist.
 - Suggested RPCA and the community discuss:
 - Undoing the compacted earth, noting that the trees are in need of serious attention, especially from Mason Ave down to Mt. Vernon Ave.
 - What to do with the trees?
 - Whether some sort of cost-sharing re: pruning the trees (large oak) might be possible to prolong the health and life of the trees.

- Commissioners supported the Civic Association idea to devise a plan for the community to be more pro-active in restoring the condition of the trees and median – expanding the current responsibility for removing trash from the median strip.
- Fairfax City’s model of creating “Friends” groups for each park was cited.
- Director commended the Del Ray community for its history of successful partnering with RPCA to take care of its trees and looks forward to continuing it.

IV. DIRECTOR’S REPORT

- Chair asked Commissioners to review the Matrix management report in detail and prepare to discuss it in detail at the January meeting.
- **Director’s overview:**
 - Reviewed highlights of “Best Practices and Efficiency Study”, Matrix Consulting’s two-year review of RPCA operations including 240 recommendations, many of which RPCA has already been addressing, some of which RPCA disagrees with..
 - Study and executive summary were provided to Commissioners prior to the meeting.
 - Executive summary of Matrix study is 42 pages (<http://dockets.alexandria.gov/fy09/120908rm/di29.pdf>);
 - Full Matrix study is 364 pages (<http://dockets.alexandriava.gov/fy09/120908rm/di29a.pdf>).
 - RPCA’s ability to partner with community organizations and civic associations will be key to Department’s ability, within current financial constraints, to continue providing services needed by the community.
 - RPCA has, over the past several years , been working to improve efficiencies and services across the board, including having achieved national accreditation for the Department.
 - Matrix identified several additional areas of opportunity to improve operations, programs and direction.
 - City Council has requested Commission comments on the report.
 - Matrix study is one of several City audits that are reviewing best practices programs, activities and functions.
- **Budget considerations**
 - RPCA has already cut \$1.4 million from current year budget.
 - For FY10 –
 - Size of budget cut – re youth sports, adult classes and activities – not yet known.
 - Options for increasing fees and charges are being reviewed, including making them consistent with regional fees
 - Scholarships will still be provided for youth activities.
 - RPCA had already implemented many Matrix-suggested efficiencies prior to the study; others had been put on hold pending the outcome of the Matrix study to insure consistency with the Matrix study.
 - RPCA plans to move ahead with realignments to improve efficiencies and services – despite the current budget reduction scenario.
- **RPCA staff is developing internal improvements**
 - Developing larger partnerships with communities, non-profits, and civic associations with guidance from the Commission and City Council re: how best to proceed.



Kathy Dalby
Managing Partner

Original: December 11, 2008
Revised: December 15, 2008

VIA ELECTRONIC MAIL AND USPS

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RE: Proposed Special Events Policies

Dear Sirs:

Thank you for the opportunity to submit comments on the proposed special events policies (hereinafter "policy" or "policies") submitted for consideration to the City of Alexandria City Council on October 28, 2008 (docket item #18). Pacers Running Stores, and our sister corporation Pacers Events (hereinafter referred collectively as "Pacers" or "Pacers Running Stores"), applauds the efforts of the City of Alexandria to institute much needed procedures and transparency to the special events approval, funding, and management process.

About Pacers Running Stores

Pacers Running Stores is a local, family owned running and walking specialty retailer in the greater Washington DC area. Our flagship store is located at 1301 King Street in the City of Alexandria and has been in business since 1991.

Pacers Running Stores is committed to serving our community, especially the City of Alexandria, as evidenced by our recognized support of numerous charities and public health programs. These activities

include the George Washington Parkway Classic benefiting the Olympic Chapter of the Boys & Girls Club, twice-weekly complimentary community runs drawing 40 to 80 runners an evening, support of Alexandria high school and elementary school athletic programs, and involvement in Alexandria business associations and major Alexandria events, such as First Night Alexandria.

We have received numerous awards and recognitions for our community support, including the American Red Cross Alexandria Chapter Good Neighbor Award, the national Independent Running Retailer Association's 2007 Community Service Store of the Year award, and a proclamation by the City of Alexandria City Council commending our community service and related outreach to the citizens of the City of Alexandria.¹ Since 2003, Pacers Running Stores, through the efforts of our staff, customers, and partners, has raised over \$500,000 for local, regional and national charities.

Our Interest in the Special Events Policy

Pacers Running Stores owns, manages, supports, and/or sponsors the vast majority of foot races in Alexandria proper. These events include:

1. George Washington Parkway Classic (event owner)
2. New Orleans Rebirth 5K (formerly Gulf Coast Relief Run) (event owner)
3. King Street Mile (event co-owner and sponsor)
4. George Washington Birthday Classic 10K (event manager and sponsor)
5. Run vs. Row (event manager and sponsor)
6. BA 5K (event manager and sponsor)
7. Kelley Cares 5K (event vendor and sponsor)
8. Colin Casey 3K (event vendor and sponsor)
9. Alexandria Turkey Trot (event sponsor)
10. Dash for Dad 10K (event sponsor)

Our comments are limited to the events we own and will focus on our marquee event, the George Washington Parkway Classic.² However, considering our extensive history in road race management and experience with surrounding municipalities, we believe our comments will support the majority of opinions of race directors in the City of Alexandria and will offer constructive comments on procedures and policies that work for event organizers in other municipality special event structures.

Clarifications and Corrections to Attachments Two, Three, and Four

We would like to stress that in FY2007 and FY2008 events owned by Pacers resulted in almost 100 percent cost recovery to the city. The remaining charges noted in the attachments to the policy are a) what we believe are clerical errors on the part of the City³ or b) charges that were never brought to our attention and of which we gladly would have submitted payment.

¹ Proclamation of the Mayor of the City of Alexandria regarding Pacers Running Stores, January 22, 2008.

² The George Washington Parkway Classic is the largest and third oldest footrace in the City of Alexandria. For more information on this event, please visit www.gwparkwayclassic.com. It is believed that since the race's inception, over \$750,000 has been raised for City of Alexandria charities.

³ Following are items that we believe are in error in the policy attachments:

a. Policies Attachment 3-p.4 (FY2008 Private Organizations Event Support Costs). The analysis states that the GW Parkway 10K [sic] Classic had an unpaid City cost of \$3,000 (\$13,105 City cost; \$10,105 cost recovery). Pacers is curious as to what these net costs are and notes that we were not billed nor made aware of this cost or cost(s) to the City.

In addition, we would like to clarify that municipality fees related to the King Street Mile were paid by Pacers. These fees included police, permit, and transportation with a total payment to the city of \$4,205. The King Street Mile payments were lumped into the First Night Alexandria line item.

As a point of clarity, the sponsor of the George Washington Parkway Classic and the Gulf Coast Relief Run is Pacers. The City uses the acronym "GWPC" incorrectly in the legend listing "GWPC" to mean "George Washington Birthday Celebration Committee".⁴ In actuality, the George Washington Birthday Celebration Committee is not involved in the George Washington Parkway Classic but in the George Washington Birthday Classic 10K. In addition, the George Washington Parkway Classic is listed as a 10K; it is a 10 mile and 5K race. Further, the Gulf Coast Relief Fund does not exist and the sponsor should be listed as Pacers.

Special Events Policy: General Comments

Pacers Running Stores supports the efforts of the City of Alexandria in updating and clarifying the City's position and policies related to special events and specifically applauds the work of the Recreation, Parks, and Cultural Activities Department, Alexandria Police Department, and Department of Transportation and Environmental Services. In particular, we would like to thank city employees Kirk Kincannon, Leslie Clark, James Neurohr, and Sergeant Joseph Seskey for their commitment to quality special events and development of a process that is transparent, fair, and beneficial for all stakeholders.

We believe that special events add to the fabric of the City and help make it an attractive place to visit, live, and do business. In our case, road races offer an opportunity for individuals, including numerous City residents, to set and meet fitness goals, expose visitors to the beauty and vibrancy of Alexandria, and have a positive financial impact to our business and other businesses in the City.⁵

Pacers Running Stores manages several road races a year, many of which occur outside of Alexandria proper. Our experiences with other municipalities range from exceptional to frustrating; our best experiences tends to be with municipalities that vest the responsibility of event management—at least for events, like road races, with complex road closures—with the police department. We respectfully suggest that the chair of the Special Events Committee be the designated representative from the Alexandria Police Department and that representative receives adequate administrative support.

Criteria

Pacers believes that any criteria related to city sponsorship of an event should be transparent and equitable. We also support the assertion that events that celebrate the history and personality of Alexandria, such as the George Washington Birthday Celebration, should continue to receive city support.

b. Policies Attachment 2-p.4 (FY2007 Private Organizations Event Support Costs). The analysis states that the GW Parkway 10K [sic] Classic had a cost to the city of \$40,983, cost recovery of \$39,813, and a net city cost of \$1,170. We believe this cost analysis is in error as we do not have record of payments in the amount of \$39,813 and this amount is about three times our normal city costs for this event.

⁴ See Attachment 2-p.5; Attachment 3-p.6.

⁵ As a matter of practice, we utilize Alexandria-based businesses and consultants when hosting events in the City, when appropriate. This includes event management companies, restaurants and caterers, printers and direct mail houses, hotels, and transportation companies.

In addition, we believe the city allow for consideration of one-time sponsorship of events if there is substantial benefit to a charitable cause.⁶

Special Events Policy: Specific Comments and Recommendations

Following are our comments and recommendations for specific items noted in the policy memorandum:

1. "Discussion", page two. Policies and procedures.
 - a. Pacers strongly supports the development of transparent, standard, and written procedures for special event approval and management. These procedures should:
 - i. Provide an updated, detailed list of required permits and permissions with appropriate and attainable deadlines and cost;
 - ii. Revise the current Special Events application to require more detailed and relevant information needed by City offices to process event application;
 - iii. Be nimble enough to adapt to the specific needs of an event or event organizer, such as expedited approval timelines;
 - iv. Have transparent criteria on how applications are accepted or rejected;
 - v. Grandfather pre-existing events which are financially self sufficient (emphasis added);
 - vi. Make public the events receiving city financial support, specific criteria or findings leading to a decision of financial support, and an open application process for events seeking city support;
 - vii. At a minimum, have permit applications and procedures listed in one location on the City website and allow for online filing;
 - viii. Provide a detailed list of specific groups or organizations, including updated and complete contact information, that the City requires an event organizer to contact prior to an event;⁷
 - ix. Be vetted by area event organizers to ensure clarity, feasibility, and undue burden.
 - b. In addition, availability of city policies must be easier to access. For instance, we are not in receipt of the special events policy regarding the scheduling of events in Old Town. We have asked several city employees over the past few years for a copy of the policy; they have been unable to locate a copy.
2. Special Event Proposed Policies, page 6. See also Attachment 5.
 - a. Pacers respectfully requests the following rewording of the special events proposed policy #1 (changes bolded):
 - i. #1: It is the policy of the City of Alexandria, as implemented through related adopted policies and procedures, to recognize the substantial community benefits that result from special events. These events provide cultural enrichment, promote economic vitality, enhance community identity and pride, **encourage**

⁶ For instance, the City of Alexandria sponsored the Inaugural Gulf Coast Relief Run held just two weeks after Hurricane Katrina. This event raised over \$114,000 for the Alexandria Chapter of the American Red Cross, offered over 4,000 people the opportunity to come together and show their solidarity with New Orleans, and garnered local, regional, and national press.

⁷ Too often we have been asked to send letters or contact specific residences and business owners within 24 hours of an event when a previous (or subsequent) event does not carry the same requirement. As event planners, we want to be as courteous to our neighbors and take great strides to communicate road closures and event times to stakeholders. However, if the City has specific asks we need to know those requirements in a timely fashion.


healthy living through fitness activities, and provide opportunities for fundraising for the community's nonprofit agencies. To promote these objectives, at times it is appropriate within appropriated funds for the City to bear all, some portion, or no portion of the costs. Cost sharing must be done in an equitable and reasonable manner.

- b. Pacers respectfully comments on the following special events proposed policy #3:
 - i. Pacers agrees that any organization requesting funding from the City should submit a business plan and financial data.
 - ii. However, we strongly disagree with staff verbal comments that all event organizers should submit budgets on all events to the Special Events committee, including events not seeking financial support. We consider this data to be extremely sensitive and proprietary and do not understand the purpose of releasing this information. We do not support the argument that since an event is using public roadways an event's budget should be released; we are paying the City handsomely for the use of roadways. Our events support members of the Alexandria Police Department through overtime pay, provide economic stimulus to area businesses, and facilitate physical fitness opportunities for Alexandria residents. If the City would like to be engaged in the budgeting of a private corporation, we will insist on funding from the City as our marquee event, the George Washington Parkway Classic, "... has economic and social value and provides the City with an equivalent or higher benefit when compared to the event's operational cost [to the City]"; we will also request that the City Attorney validate the legality of this requirement. We would, however, be happy to forward thank you notes from our beneficiaries as a courtesy to the City.
- c. Pacers respectfully comments on the following special events proposed policy #5:
 - i. Pacers supports the use of trained volunteers, where safe, to achieve cost savings to events. We also support the increased use of barricades where appropriate.

Conclusion

We appreciate the opportunity to submit comments regarding the proposed special events policies and look forward to working with your staff as they develop fair, transparent, and efficient procedures.

Regards,

A handwritten signature in black ink, appearing to read "Kathy Dalby". The signature is fluid and cursive, with a large loop at the end.

Kathy Dalby
Pacers Running Stores
Pacers Events

cc: Mayor Bill Euille
Councilmember Paul Smedberg
Councilmember Justin Wilson

City of Alexandria, Virginia

MEMORANDUM

DATE: DECEMBER 15, 2008

TO: WILLIAM CHESLEY, DEPUTY DIRECTOR,
RECREATION SERVICES

FROM: J. LANCE MALLAMO, DIRECTOR,
OFFICE OF HISTORIC ALEXANDRIA

SUBJ: PROPOSED SPECIAL EVENTS POLICIES

I am writing to comment on the procedural changes for special event operations that were the topic of a public hearing on December 11, and to bring to your attention some concerns that my staff and I have related to how these new policies might affect museum programming in the Office of Historic Alexandria.

Special events and educational programs are a fundamental mission of the museums and historic sites in OHA. These events range from small programs with 20-50 people attending to larger events attracting several hundred visitors. They are offered to promote and expand the public's understanding of and appreciation for Alexandria's rich local history, and provide an economic benefit to Alexandria by promoting heritage tourism. Some of these programs have admission fees, while others accept public donations, or are free to attract a variety of audiences. In these challenging economic times, efforts are increasingly made by the various OHA museums to raise revenue through programming and to recover costs, but a number of programs remain free depending on their location, logistics and the goal of serving the public good.

Although I appreciate that the new special events policies aim to more carefully manage and track cost recovery for City events, I am concerned that they might also be too restrictive and limit the ability of OHA's museums to plan and control their own programs. I am especially concerned about the effect of the new procedures on Fort Ward Museum and Historic Site, since this OHA property is in the unique situation of operating within Fort Ward Park, and is increasingly being impacted by factors such as parking limitations due to picnic reservations, recreation vehicles, and even occasional activities sponsored by the adjacent school. Recently, Fort Ward Museum's director, Susan Cumbey, and Wally Owen, the assistant director, have had conversations with Cheryl Lawrence regarding the submittal of special events applications for 2009 and beyond. Susan has submitted applications for two major events in 2009, but is not able to comply with the new format of developing a five-year plan for the Museum's events. Most of Fort Ward's Civil War living history programs are presented by reenactors who have annual meetings in January to decide what events they will attend for that given year. Some of the Museum's major annual programs cannot be scheduled until this time, and for most events it will not be possible to identify program dates beyond a given year.

/s/ 48

It was also the understanding of the Fort Ward staff, after speaking with Cheryl, that all programs, no matter how small, as well as occasional evening meetings in the Museum library, be submitted to the special events committee for approval. This seems highly restrictive, and impractical. The Museum should be able to plan and present small programs – which mostly entail lectures in the Museum, a small group of reenactors on the front lawn, or a special walking tour of the fort – and host occasional evening meetings without having to seek approval from the Committee. The issue of parking at Fort Ward plays a major role here, and will be the subject of future discussions with the RPCA.

I would also like clarification regarding the authority of the Committee to set the terms, conditions, establish fees and the time and manner of an event, as specified on page 4 of the proposed general policy. Does this pertain to City agencies, like OHA, as well as non-City agencies? If so, this would seem to restrict the ability of the OHA museums to manage the programs or special events that they plan and sponsor, and which earn revenue for their sites.

Because programs and special events are so integral to OHA's operations, I would like to suggest having a representative from our department on the Special Events Committee. This would be helpful in scheduling future OHA events, especially major ones, in conjunction with other City events and departmental resources. It would also allow OHA to be more informed and engaged in matters that relate to the City's special events policies, and to represent issues that concern the department. OHA will be planning many new events throughout the City in the next few years, especially in conjunction with the Civil War Sesquicentennial and the opening of Freedmen's Cemetery, and I would hope that these events could be supported and not undermined by the proposed special events policies.

Lastly, I would like to reinforce the importance of building flexibility into the new special events application process so that the sites in OHA can continue to fulfill their missions and functions as City tourist attractions. Without this flexibility, the ability of sites like Fort Ward to present meaningful programs that attract visitors and earn revenue will be diminished. My staff and I will be glad to meet with you to discuss these issues in more detail. Your consideration of my comments is most appreciated.

Joanna Chusid
<vze4ybpe@verizon.net>

12/10/2008 07:04 AM

To <william.chesley@alexandriava.gov>

cc

Subje Special events
ct

I would like to see something included about noise levels. The noise level at an event this summer at GW middle school was invasive to the Rosemont and Del Ray neighborhoods. Many neighbors called police and the city but nothing was done. We were told by police they were unable to turn down the loudspeakers. Please do something.

X 50

"Lawrence Trice"

<ltrice@acps.k12.va.us>

12/29/2008 08:57 PM

To William.Chesley@alexandriava.gov

cc alison.sharp@acps.k12.va.us,
todd.koren@acps.k12.va.us

Subject Special Events -Titan Expo
ct

I am sending this on behalf of the Titan Expo Committee.

I understand from people who attended the Recreation Board public hearing that there will be recommendations made to City Council about the cost recovery for all Special Events. We wonder if Titan Expo is on the list to receive support from the City, or on the list of those who will be required to cover all attendant costs of the event?

Which organizations get a direct money disbursement from the City's existing Special Events account?

What criteria is used to determine which groups receive an allotment?

What criteria is used to determine which groups receive a waiver for in-kind City services to support their event? Would Titan Expo be eligible because it is a school-based program that provides scholarships to TC Williams students?

Thanks !

Larry Trice

10 51



DEPARTMENT OF RECREATION, PARKS
AND CULTURAL ACTIVITIES

Kirk Kincannon
Director

1108 Jefferson Street
Alexandria, Virginia 22314-3999

Phone (703) 838-4343
Fax (703) 838-6344

Park and Recreation Commission

January 26, 2009

The Honorable William Euille
Vice Mayor Redella Pepper
Councilman Ludwig Gaines
Councilman K. Rob Krupicka
Councilman Timothy Lovain
Councilman Paul Smedberg
Councilman Justin Wilson

Re: Recommendations on City's Draft Special Events Policy

Dear Mayor and Council Members:

The Park and Recreation Commission reviewed the draft Special Events Policy prepared by City Manager Jim Hartman's staff and held a public hearing on this issue in December. As requested I am writing with our response to the recommendations represented by the draft policy. We agree in general with the contents of the draft and support the intent to formalize a consistent policy aimed at better cost recovery while still supporting this unique part of the character and culture of Alexandria.

Our discussion highlighted that these special events are intrinsically valuable to the City, our quality of life and are of increasing economic importance. We would caution, as others have, that the economic cost and benefits to the City from holding these events are both direct and indirect, and currently available figures need to be taken with a grain of salt as they only represent a piece of the overall picture. Only recently has the City been able to begin to trace the personnel costs associated with supporting these events, but we are a very long way indeed from being able to accurately gauge the overall economic impact on businesses and the associated tax revenue. We would suggest that the impacts cannot be accurately captured by monitoring increases in trade just on the day of a specific event but that there is a broader and less tangible community impact. Perhaps we should ask what the impact might be over several years if there were no special events held in the City at all. We suspect that it is often through these special events that visitors first become exposed to the City and then return again later because of what they found the first time. The recently nationally televised HGTV coverage of the Scottish Christmas Walk had a clear economic benefit that would be hard to measure, but is probably very real.

By the same token, we would offer caution about increasing the number or intensity of current special events in attempt to garner more revenue for the City through the associated fees. It seems clear that with a new policy in place the City may come closer to paying for the associated expenses of hosting these events, but that they would not be viewed as a source of revenue. We must keep in mind that special events do have a clear impact on park resources and to the neighborhoods that surround the venues. Our parks are meant to be used but they all have a "carrying capacity". Recent events at Ft. Ward are a clear example.

The Commission posited a number of comments and suggestions after hearing testimony from the public. They are summarized below:

- A. A better system of data collection for direct personnel costs, above those that are a part of a job position's regular duties, needs to be instituted. We understand that the current system captures only overtime hours associated with these events. Such data is only a part of the equation of costs incurred by the City. In a further refinement of such cost accounting, a project number would be assigned to each event and all costs, personnel and otherwise, could be tracked, an overhead variable assigned and the result would be a very close accounting of the actual costs of the event. The private sector has this kind of cost accounting in place and the City should move to do the same through a central server.
- B. In addition, a method of gauging the economic benefits of these special events needs to be explored. We are concerned that cost recovery will over-shadow the benefits these events bring to the City. We feel a clear picture

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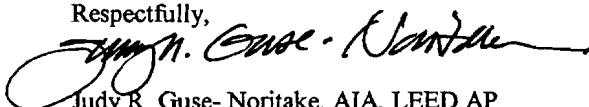
of the costs and benefits to the City of the major events has not been fully developed and there are significant barriers to do so. In the meantime, even an effort to gather "day of" antidotal evidence from business owners in Old Town could prove useful.

- C. The City should not look to special events to generate revenue, but work toward cost recovery as a goal. While in this climate it is tempting to view these events as potential income generators, if we go down that slippery slope there is a great likelihood that decisions will be made that will accommodate events but compromise public resources.
- D. This policy must have an equitable and transparent scale of fees that applies to all organizations and entities using City resources and venues. A part of that needs to be a clearly understood and shared articulation of the cost impact of the event on the City's resources.
- E. This policy and the permitting process should be readily and easily available to organizations trying to plan for these events. There should be a "portal" developed for one-stop processing of all the various departmental permits, etc., necessary when hosting a large event. Currently it is a daunting and unreliable process for the outside organizations. The City needs to move toward an on-line administrative process for this as soon as possible.
- F. At the same time, the City needs to articulate and enforce policies that accommodate these events, but with the least impact possible on traffic, safety and nearby neighborhoods. That would include suggesting and enforcing alternative routes for parades or substitute venues that might better accommodate large crowds. If the organizers reject the alternative route or venue then they should be fully responsible for all costs above the amount the City would have to incur if the recommendations had been accepted.
- G. The Park and Recreation Department should develop a list outlining the capacity of the larger parks and other public areas in the City to help with moving events to the location best able to accommodate them. When an event cannot be accommodated, or is too large for the available areas here in the City, then the Department should refer the organizers directly to the Northern Virginia Regional Park Authority (NVRPA) which is our partner in providing recreational and park facilities. NVRPA has expressed a desire that such referrals be made, as they see it as part of their mission to be able to supply resources and accommodations which the City cannot.
- H. We recommend that no event that benefits an ACPS function (inclusive of sports, arts, and music programs) should incur an event fee as long as the associated costs to the City are \$5000 or under. If the impact is greater, then a fee should be assessed. We must remember that our public schools are a critical part of our community and deserve the support of the rest of the City's departments and resources.
- I. Participation in the City's CERT training program needs to be stepped up and the CERT volunteers used more regularly, in as much as is possible, in relation to these special events to decrease the personnel costs to the City.

On the topic of the ethnic festivals, there was a spectrum of opinions among Commissioners, but in general the conclusion was that a few of the larger ethnic festivals, like Arlandria's Chirilagua Festival, need to be continued as a singular event and in that case, it needs to be continued in the Arlandria neighborhood, at the season in which it has been traditionally held. As for other small festivals we have traditionally hosted in the City as singular events, we should move toward hosting them in one self-sustaining annual event featuring a wide variety of cultural participants, grouped together across a pedestrian-accessible area. Such an event would by necessity have to be held at one of our few large parks or it perhaps might be better accommodated along the length of the various small parks strung along our Potomac Waterfront. Such a concept on the waterfront, both for an ethnic festival site and for other special events, should be discussed as a part of the waterfront planning process set to begin soon. Inevitably the waterfront will serve this function in one way or another and it should be planned to do so.

In closing we would ask staff to make sure you receive the written comments we received during our hearing process. Undertaking this effort has not been easy and we commend staff that is a part of the Special Events Committee. There is still a lot of work ahead, but progress has been made. Our Commission's suggestions are offered in a spirit of what is best for the broad community, knowing that at times some neighborhoods will bear the brunt of an event. It is these events that increasingly define us as a City. We should welcome them, but on our own terms. If we may be of further assistance in these matters, please just ask.

Respectfully,



Judy R. Guse-Noritake, AIA, LEED AP
Chair, Park and Recreation Commission

Cc: Jim Hartmann, City Manager
Kirk Kincannon, Director