

ALEXANDRIA ARCHAEOLOGICAL COMMISSION

ANNUAL REPORT

for

FISCAL YEAR 2021: JULY 2020 - JUNE 2021

SUMMARY OF ACCOMPLISHMENTS

Fiscal year 2021 marked the 46th anniversary of the formation of the Alexandria Archaeological Commission (AAC). The mission of the AAC is to establish goals and priorities to promote Alexandria Archaeology (AA), encourage volunteerism, and to advise on the preservation and interpretation of Alexandria's extraordinary sites and collections. The key accomplishments over FY 2021 are:

- 1) As part of work to highlight and interpret African American history in Alexandria, the AAC nominated, and was awarded acceptance of the Contrabands and Freedmen Cemetery into the National Park Service African American Civil Rights Network.
- 2) Outreach and advocacy for the AAC to be a key stakeholder in the evolution of the "Action Plan for Vibrancy and Sustainability Plan at the Torpedo Factory Art Center" both as a partner in the building's future, the home of the Archaeology Museum and Division, and as a voice for the historical preservation of the 100-year-old building.
- 3) Continued advocacy for waterfront historical projects and initiatives derived from the 2018-2019 Ship Committee recommendations, including the Waterfront Museum Feasibility Study, the documentation and modeling of ship timbers, conservation of waterfront artifacts, and the stabilization/ponding of the timbers.

COMMISSION MEMBERSHIP, ACCOMPLISHMENTS AND ACTIVITIES

As in the past, the AAC is dedicated to *providing guidance and responsive advocacy, assisting in establishing goals and priorities, as well as supporting Alexandria Archaeology staff and ongoing outreach and education to our community*, so that Alexandria Archaeology can continue to be one of the country's most respected, innovative, and leading city archaeology offices. Even with the continuation of the pandemic, the AAC remains active and through their achievements, continues to positively impact and enrich the lives of residents, attract visitors (in person as well as online), and bring national and international attention to Alexandria's discoveries.

Key Accomplishments

AAC Nominates and Gains Admission for Contrabands and Freedman Cemetery Memorial to the National Park Service African American Civil Rights Network

In September 2020, Commission member Seth Tinkham made the motion to nominate the Contrabands and Freedmen Cemetery Memorial to the National Park Service African American Civil Rights Network (AACRN) on the grounds that the actions of the soldiers of the USCT (United States Colored Troops) who successfully petitioned in 1864 to have their fellow soldiers reburied with full military honors in the Soldier's Cemetery was an early and powerful act of civil rights. Seth, fellow Commission member Elizabeth Vehmeyer, and the Archaeology Division prepared the nomination with supporting documentation and sought City Council approval in November 2020.

On June 28, 2021, the cemetery was accepted into the AACRN as one of the oldest acts of civil rights and the first in Virginia. This nomination was made with full support from the Alexandria Archaeological Commission, the City Manager, and the City of Alexandria City Council.

On July 24, 2021, over 100 people came together at the cemetery to celebrate and honor the self-emancipated African American men, women, and children who fled to Alexandria during the Civil War. The AAC worked closely with Alexandria Archaeology and the Alexandria Black History Museum to organize the event and invited the public, descendants of those buried in the cemetery, City Council, the Virginia Department of Historic Resources, the National Park Service, Shiloh Baptist Church, reenactors from the USCT, the 31st Masonic District, and other stewards of this living memorial.



Participants in the July 24, 2021 Celebration at the Contrabands and Freedmen Cemetery Memorial for its inclusion in AACRN.

Outreach and advocacy for Alexandria Archaeological Commission to be a key stakeholder in the evolution of the Torpedo Factory Art Center Vibrancy and Sustainability Plan

At the November 18, 2020, AAC meeting, the “Action Plan for Vibrancy & Sustainability at Torpedo Factory Art Center” was presented to the Commission by Diane Ruggerio. Commission members had several comments and concerns, most notably that there was little to no mention of the Archaeology Museum or offices, or any attribution to the historical nature of the physical building. On December 11, 2020, Commission members, Edward Pulliam and Ralph Rosenbaum attended a Zoom presentation by the Office of the Arts to formally express AAC’s concerns.

A letter from the AAC was sent to City Council (attached) in December 2020, reiterating our concerns and interest in being a key stakeholder in the future development of plans for the TFAC. In addition, Chair Ivy Whitlatch spoke at the February 20, 2021, City Council Legislative Session and received acknowledgement from Councilwoman Jackson and Councilwoman Pepper that Archaeology should be acknowledged as a partner, “not a tenant.”

AAC remains highly focused and determined that Alexandria Archaeology has representation in the both the short and long-term plans for the TFAC. The Alexandria Archaeology Museum and all of the associated outreach programs and exhibits created by the museum team are a significant contributor to the vibrancy and appeal of the TFAC for both visitors and residents. There are facility issues, space issues, staff issues, and long-term upgrade needs that remain a priority within the current Museum, lab and office settings. In addition, the recently funded Waterfront Museum Feasibility Study findings may affect the TFAC. As a significant presence in the TFAC since its inception, we are a key stakeholder.

Continued advocacy for waterfront historical projects and initiatives derived from the 2018-2019 Ship Committee recommendations

Since the work began on EYA’s riverside development site at Robinson Landing on South Union Street, and the Hotel Indigo site before that, archaeologists have uncovered, four ship hull remnants, a rich complex of buildings and artifacts dating from the 18th through 19th centuries, including foundations of homes and businesses of a broad spectrum of free and enslaved Alexandrians from many walks of life. These discoveries have become the core building blocks for engaging the community with their stories and conducting research. Below are a few examples from FY 2021 Alexandria Archaeology’s, waterfront initiatives and research, supported by the AAC.

- Virtual Ship Science lesson for Mount Vernon Community School’s spring break week.
- In conjunction with FOAA, the return of the Archaeology After Dark series, with topics ranging from Dr. Garrett Fesler’s presentation on Nat Turner and the 46 Petitioners in Alexandria to Dr. Benjamin Skolnik’s research of the 1803-1804 logbook of the Schooner Enterprise, which was based in Alexandria.
- Virtual programs about Alexandria’s waterfront for university programs and archaeologic societies, that reach national and international audiences. Most notable was a presentation with the San Luis Obispo County Archaeological Society.
- Collaboration with community partners and Alexandria Black History to put on the Celebrate Juneteenth Along the Waterfront webinar honoring the launch of the African American Heritage Trail. This self-guided trail has garnered local and regional media attention and the StoryMap has been visited more than 7000 times since launch.
(<https://www.alexandriava.gov/historic/info/default.aspx?id=116132>)



Invitation Announcing Juneteenth Event in Partnership with the Alexandria African American Heritage Trail Committee and the Alexandria Black History Museum.

Ongoing Priorities

Strengthen the partnership with the Friends of Alexandria Archaeology (FOAA)

The Friends of Alexandria Archaeology is the engine that drives the volunteers who support Alexandria Archaeology. They are an essential contributor to the success of the division and in FY2021, with increased opportunities through virtual meetings, AAC and FOAA have collaborated on many issues including budget appeal to City management, joint award potential, fund raising opportunities and community involvement with programs such as Archaeology After Dark. It is the intent of the AAC to continue to find additional opportunities for this unique partnership to serve the city of Alexandria.

Concentrated campaign to recruit Commission members

Two initiatives dominate the support of the AAC for Alexandria Archaeology – the substantial waterfront discoveries over the past six years and the city-wide emphasis on telling the African American story in Alexandria.

While these areas of focus dominate our support, the AAC membership lacks the representation of the African American community. This will be a central focus of FY22.

The Commission strongly believes that the return of the Hotel Indigo Ship, the story of the thousands of timbers and other artifacts that have their own story to tell, represent a tourist,

economic, and business moment that resulted in filling the Visit Alexandria seat on the Commission. We are delighted that the position has been filled with Rebecca Doser, Communications Manager at Visit Alexandria.

Creation of an additional award

In the Commission's increasing outreach to the community, members of the Community Engagement Committee (Jake Hoogland and Dylan Colligan) proposed an additional award be authorized by the Commission in recognition of those who support and advocate for Archaeology. Annually the AAC, in conjunction with AA, present the **Ben Brenman Awards** to those individuals or organizations that have demonstrated exceptional involvement with city history; however, due to pandemic precautions, the AAC did not give out these awards in 2020, but will again during Archaeology Month in October 2021.

Supports of Note

Appreciation of Budget support for Staff Position and the Waterfront Museum Feasibility Study

One of AAC's key objectives has been to advocate for the Alexandria Archaeology staffing needs, a critical goal given their increasing workload with the substantial waterfront discoveries, challenges with the pandemic, and amazing creativity and ability to maintain significant community and education programming.

AAC sincerely appreciates City Council approval of the requested full-time Archaeologist employee position for two years and the funding of the Waterfront Museum Feasibility Study. Please note, however, the Commission will continue to advocate for this employee position to be changed to permanent full time going forward.

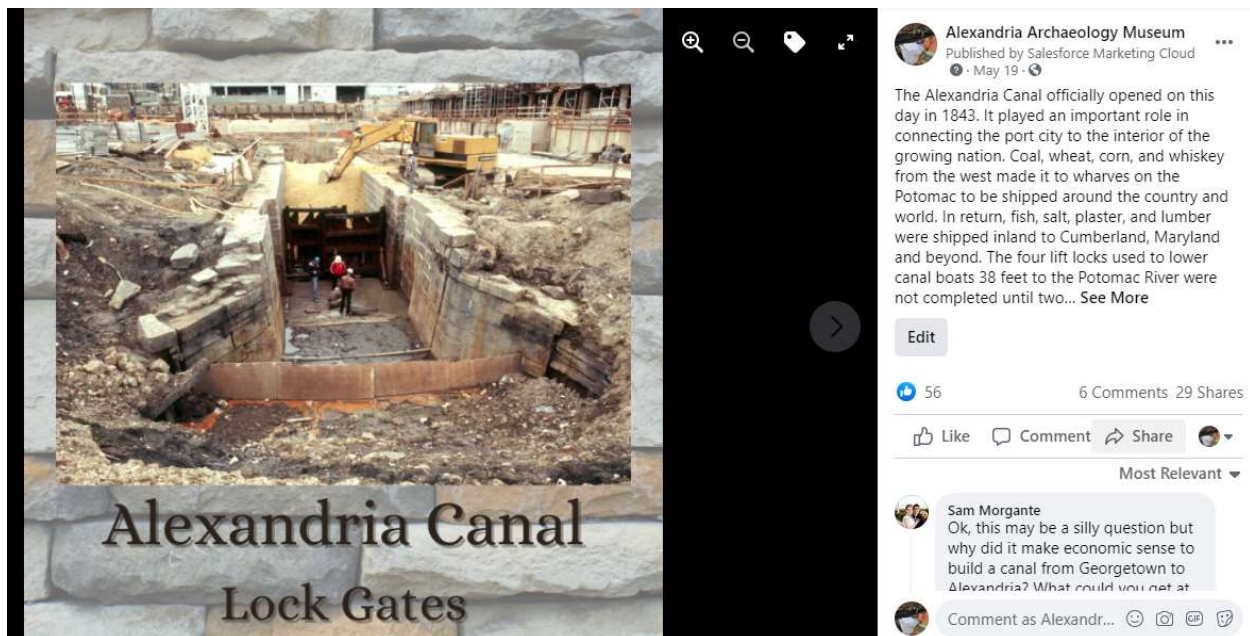
In addition, to fully achieve archaeology's education mission, the AAC will continue to request funding to change the Museum Education Specialist position to full-time. In the past two years, the part-time Museum Education Specialist created and provided more than 64 Ship Science lessons to Alexandria students and educators. We predict demand will for these STEM-based history lessons will continue.

Recognition of the Social Media Work by AA during Pandemic

AAC would be remiss if we did not, again, take this opportunity to acknowledge and advocate for the social media efforts of AA. Alexandria Archaeology has stepped up its social media presence in the past few years. This became even more critical with Virginia's Stay at Home Order/COVID-19 precautions as Alexandria City Public Schools and others shifted to virtual learning and the museum was closed at times or open only on a limited basis to visitors and volunteers.

Across all platforms – Facebook, Twitter, Instagram – Alexandria Archaeology has 7,373 followers/likes, with an average **engagement increase of 67% across platforms compared to last year**. The #WaterfrontWednesday series has become a staple.

The most popular Facebook post this year, highlighting the Alexandria Canal (from May 2021), reached nearly 6,000 people. This post briefly discussed the history and archaeological investigation of canal lift lock no.1. It also provided visitors with a link to a brochure from our website containing more information about the canal. This post shows the enduring interest in archaeological sites, even ones excavated over 30 years ago.



AA staff have continued their support of OHA's social media. The most notable change in the last year was the addition of regular video content added to AA's YouTube account, including videos about the archaeological process, the City's protection code, recordings of lectures, and educational content. These videos were watched a combined 4,387 times over the course of the year. The most popular video was a reading of, "Archaeologists Dig for Clues," which had 1,044 views by the end of the year.

COMMISSION MEMBER ACTIVITIES

AAC members have followed, advised, and participated in multiple aspects within Alexandria that focus on the city's history. Most notable in FY2021 include:

- Monitored progress of the **waterfront plan** via our participation on the Waterfront Commission and the **waterfront public art process**. Represented, as a member of the **Waterfront Commission**, the voice of archaeology and history on the waterfront and the plan/justification for the Waterfront Museum Feasibility Study.
- Supported the implementation of the **Fort Ward Interpretive Plan**.
- Successfully nominated the **Contrabands and Freedmen Cemetery Memorial to the National Park Service's African American Civil Rights Network**.
- Followed and advised on the Section 106 process for the **Ramsey Homes** redevelopment project and the mitigation strategies.
- Commission member Elizabeth Vehmeyer attended a virtual session of the National Alliance of Preservation Commissions Training done for Alexandria's Board of

Architectural Review in May 2020. Chair, Ivy Whitlatch also listened in to the presentations.

- Spearheaded the efforts of an ad hoc committee on launching the first length of the **African American Waterfront Heritage Trail** and are continuing to develop the southern route.
- Volunteered a total of 250 hours in its commitment to review, advise, and advocate to Council for the many important occurrences of archaeological discovery and areas of historic importance throughout the city of Alexandria.
- Responded to local story about ‘bottle hunting in privies’ with attached letter to the Editor of Zebra publication in October 2020.
- Continued representation on the Historic Alexandria Resource Commission focusing primarily on the Advocacy Committee.

GOALS FOR THE FUTURE

The goals of the AAC for the future, at the time of this report, while recovery from the impacts of the pandemic is still unknown, can best be summed up as we did in 2019-2020 – we are open and ready to be a partner with the City in navigating the upcoming challenges and opportunities regarding:

- Successful collaboration on and implementation of the budget approved Waterfront History Museum Feasibility Study.
- Continued advocacy for representation in the TFAC Vibrancy Plan so that Alexandria Archaeology remains a key partner with as much influence and impact as the Artists.
- Preparation for a briefing session with new and existing City Council members on the activities, goals, and issues surrounding AA.
- Continued interpretation of the African American story of Alexandria through the support of initiatives like Freedom House, additions to the AACRN, and other sites, projects, and collaborations.
- Support for innovative solutions for the storage that is increasingly reaching capacity, exhibition, conservation, and accessibility of maritime and other artifacts. Specifically, the AAC looks forward to supporting public education and outreach efforts during the process of transferring the timbers from the three ships found at Robinson Terminal South to Ben Brenman Pond for medium-term storage.
- Support for the continued leadership, staffing, and professional development of AA, including education, museum upgrade, and lab facilities to remain one of the country’s leading archaeology programs.
- Continue to advocate for a sustainable budget in support of a viable archaeological program for the city and seek new funding sources to support the work of the program.
- Recruit membership to the Commission to fill vacancies.

LEADERSHIP AND CURRENT AAC MEMBERSHIP/TENURE

The Commission elected officers in September 2020. Ivy Whitlatch was elected as Chair, Esther White as Vice Chair, and Ann Davin as Secretary.

Two new members were appointed (Christopher Warren and Rebecca Doser) during the year and three members resigned (Janice Magnuson, Ann Davin, and Mark Ludlow).

While there *are three general public vacancies on the Commission that require attention (one representative from Planning District III and two Members at Large)*, the Commission is actively seeking representation from the Society for the Preservation of Black Heritage (and is currently exploring ways to change that designation to the broader coalitions of Alexandria African American historical organizations/persons if necessary). As noted in our key accomplishments, AAC is pleased to have filled the Visit Alexandria seat with Rebecca Doser and the Alexandria Historic Society with Christopher Warren .

Chair	Ivy Whitlatch	Planning District I Rep	December 2022
Vice Chair	Esther White	Planning District II Rep	December 2021
Secretary	VACANT		
Members	Ralph Rosenbaum	Member at Large	January 2025
	Seth Tinkham	Historic Alexandria Foundation Rep	April 2025
	Jacob Hoogland	Member at Large	September 2021
	Richard Owens	FOAA Rep	April 2022
	Dylan Colligan	Area Business Community Rep	September 2022
	Edward Pulliam	Alexandria Association Rep	March 2023
	Elizabeth Vehmeyer	Member at Large	December 2023
	Christopher Warren	Alexandria Historic Society Rep	March 2025
	Rebecca Doser	Visit Alexandria Rep	April 2025

Eleanor Breen, City Archaeologist, acted as the staff liaison to the AAC during the course of the year.

ATTACHMENTS



Alexandria Archaeological Commission
America's First Archaeological Commission



April 14, 2021

Mr. Mark Jinks
City Manager
Alexandria City Hall
301 King Street
Alexandria, VA 22314

Dear Mr. Jinks,

It is with profound appreciation that the Alexandria Archaeological Commission and the Friends of Alexandria Archaeology support the City's inclusion of the OHA Waterfront Museum Feasibility Study in the FY 2022 budget. This is an initiative we have eagerly awaited, as we noted in our budget support in 2019 for FY 2020 and look forward to providing any assistance or counsel necessary.

'Alexandria Archeological Commission and staff have analyzed the challenge(s) facing the City with the conservation, interpretation, storage, and exhibition of the thousands of artifacts and timbers from the waterfront discoveries. Known as the Ship Committee, the group has presented five recommendations to the Commission with the need for a feasibility study one of the most pressing. We request \$125,000 to contract for a professional assessment to develop a unique concept to exhibit and interpret Alexandria's archaeological history, including the ships, potentially African American sites, and role in development. Included in this assessment would be the options for private/public partnerships, community/stakeholder input and review and the development of research and analytical program to build context and strengthen the City's narratives.'

We also have noted and support the OHA Department changes to City services in the FY 2022 budget, specifically the FY 2022 budget increase of a 0.75 part time Archaeologist position to a 1.00 full time employee position. Currently, this position is funded by a certified Local Government Grant until FY 2024 and has no impact on the General Fund. Making this a full-time permanent position after FY 2024 is critical. The position is essential for meeting the growing workload that the department faces, including the preservation and historic interpretation of waterfront discoveries and the City's increasing concentration on African American stories yet to be told from such sites as the Freedom House.

Lastly, we request that the FY 2021 budget maintain the \$50,000 contingency fund for Alexandria Archeology to continue to meet unexpected needs for conservation, documentation, and research.

*Alexandria Archaeology Museum, 105 North Union Street, #327, Alexandria, Virginia 22314-3217
Phone: 703/746-4399*

As heads of two of many citizen organizations supporting the tremendous and valuable work of the Alexandria Archaeology Department and historic preservation in our city, we also acknowledge the financial challenges facing City management. We are grateful for your foresight in budgeting for the opportunities Archaeology's work will bring to Alexandria for residents, visitors, scholars, and businesses.

Sincerely,



Ivy E. Whitlatch
Chair, Alexandria Archaeology Commission

CEHines

Christine E. Hines
President, Friends of Alexandria Archaeology

jeb



Alexandria Archaeological Commission
America's First Archaeological Commission



December 28, 2020

Dear Mayor Wilson and Members of City Council,

As Chair of the Alexandria Archaeological Commission (AAC), I am reaching out to provide our input on the Torpedo Factory Art Center Action Plan for Vibrancy and Sustainability. We applaud City Council and City Staff's dedication to the future of this unique gem and a source of great pride for Alexandria. We would like to thank Diane Ruggiero and Brett Johnson for their time and efforts to engage the public with the details of this plan, including accepting our invitation to present at our November Archaeological Commission meeting.

Our initial input on the current draft plan includes the following three points.

1. Any plan for revitalizing the Torpedo Factory should recognize the *historical* significance of the building as a key element of the plan. We support future efforts to preserve and interpret the historic character and evolution of the Torpedo Factory building and continue to tell its history – including and highlighting its African American history, its development into the unique Arts Center it is today, and Alexandria's role in our national defense decades ago.
2. The Torpedo Factory houses the Alexandria Archaeology Museum and the Archaeology division. The museum contributes to the vibrancy of the Torpedo Factory by increasing visitation and telling the story of Alexandria to visitors of all ages. The plan should *recognize Archaeology* and the role they play in future revitalization efforts.
3. The original vision of the Torpedo Factory was "*Artists at Work, Archaeologists at Work*." We want to continue to expand that concept and the exhibition and volunteer opportunities it presents. Since the museum was established in 1984 and even before that, the partnership of artists at work and archaeologists at work has resulted in unique collaborations and experiences for residents and visitors.

In closing, we continue to have one request, as stated at the City Council meeting in 2018 when this initiative was discussed. As a division of the Office of Historic Alexandria, Alexandria Archaeology is an integral part of the historic preservation of the city and the Torpedo Factory. For this reason, we ask that as the planning moves forward on the Vibrancy and Sustainability Plan for the Arts Center, a member of the Alexandria Archaeology Commission be considered as a primary stakeholder in the process. We only see an exciting future for Archaeology in Alexandria and the future of the Torpedo Factory is part of the excitement.

Alexandria Archaeology Museum, 105 North Union Street, #307, Alexandria, Virginia 22314-3217
Phone: 703/46-6399



Alexandria Archaeological Commission
America's First Archaeological Commission



Thank you for considering our input on the Action Plan.

Sincerely,

Ivy E. Whitlatch

Ivy Whitlatch
Chair, Alexandria Archaeological Commission

Cc: Gretchen Bulova, Director, Office of Historic Alexandria
Eleanor Breen, City Archaeologist, Office of Historic Alexandria
Diane Ruggiero, Deputy Director, Recreation, Parks & Cultural Activities, Office of the Arts

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: Alexandria Archaeological Commission

CHAIRPERSON: Ivy Whitlatch

2020							2021						
MEMBER'S NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Colligan, Dylan	All Commission meetings cancelled due to COVID-19 precautions	All Commission meetings cancelled due to COVID-19 precautions	X	X	E	X	Inauguration Day – Meeting cancelled	X	X	E	X	E	
Davin, Ann			X	X	X	X		X	X	E	X	X	
Hoogland, Jacob			U	X	X	X		X	X	X	X	X	
Ludlow, Mark			X	X	E	X		X	E	X	E	X	
Magnuson, Janice			X	E	X	X		E	Resigned February 21, 2021				
Owens, Richard (Dick)			X	X	X	X		X	X	X	X	X	
Pullium, Edward (Ted)			X	X	X	X		X	X	E	X	X	X
Rosenbaum, Ralph			X	X	X	X		X	X	X	X	X	X
Tinkham, Seth			X	X	X	X		X	X	X	X	X	X
White, Esther			X	X	X	X		X	X	X	X	X	X
Whitlatch, Ivy			X	X	X	X		X	X	X	X	X	X
Vehmeyer, Elizabeth			X	X	X	X		X	X	X	X	X	X
Warren, Christopher			Appointed March 9, 2021					-----	X	X	X	E	
Doser, Rebecca			Appointed April 6, 2021					-----	-----	X	E	E	

INDICATE: X - FOR PRESENT

E - FOR EXCUSED

U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

(FORM MUST BE SIGNED BY CHAIRPERSON)

APPROVED: Ivy E. Whitlatch
(Chairperson)

Alexandria Commission on Persons with Disabilities

FY 2021 Annual Report

Date: September 29, 2021
From: Alexandria Commission on Persons with Disabilities (ACPD)
To: Mayor Wilson and Members of City Council
Re: FY2021 ACPD Annual Report

Introduction

The Alexandria Commission on Persons with Disabilities (ACPD) is a 17-member volunteer advisory body appointed by the Mayor and City Council. The ACPD comprises fourteen citizen members, a representative of the Alexandria Commission on Aging, and two representatives of the business community - one from the Alexandria Chamber of Commerce and one at-large. Persons with disabilities must constitute a majority of the resident at-large members. The ACPD counsels the Mayor, City Council, and City Manager on policies, programs, and legislation affecting people with disabilities, advises City departments on methods and procedures to enable access to programs and services for the disabled, reviews building design plans for accessibility features, makes recommendations regarding the City's diversity plan, and provides a forum for persons with disabilities to raise concerns and air grievances.

The ACPD is organized into an executive committee, standing committees, and several ad hoc committees focusing on issues related to transportation, housing, employment, legislation, communications, and public awareness. ACPD meetings are held at 7pm on the second Wednesday of each month at City Hall in the Chet & Sabra Avery Room. Additionally, the ACPD holds an annual awards presentation in June with the Mayor and the City Council to recognize the recipients of the Gerry Bertier Scholarship for higher education, the John Duty Collins III Outstanding Advocate for Persons with Disabilities Award, and two joint awards with the Chamber of Commerce.

Membership

The ACPD is proud of its diverse composition and is grateful to all its members, who contribute their time and knowledge to advocate on behalf of people with disabilities. Namoodé Khan served as staff liaison from the Office of Human Rights, and the following people served as commissioners:

Elizabeth Adams	Ignace Badou	Mark Benedict	Merle Cuthrell
Sean Dunbar	Jennifer Gentry	Michael Kamin	Quan Leysath
Katherine Lloyd	Frederick Lopez	Christopher Nace	Jeffrey Phillips
Susan Picerno	Jeffrey Pool	Mark Reddish	Mikal Rozenman
Alex Sprague	Thomas Valluzzi		

Motions Passed

Alexandria Commission on Persons with Disabilities

FY 2021 Annual Report

- Created a Legislative Committee to make annual and occasional proposals to City leadership for inclusion in legislative agendas, both state and local.
- Submitted a recommendation that the city propose changing the Virginia Code to discontinue use of the word ‘handicapped’, in favor of terms such as ‘persons with disabilities’.
- Approved the submission of a letter of endorsement of the Alexandria Mobility Plan.
- Proclamation marking National Disability Voter Registration Week.

Invited Guests

The ACPD often invites guests to its meetings to deliver updates on relevant initiatives, provide expert analysis, and facilitate collaboration between the Commission, City partners, and outside organizations. This year the ACPD hosted the following guests:

- Sarah Graham Taylor, Legislative Director, City of Alexandria
- Lt. Jason North, Alexandria Police Department
- Jennifer Slesinger, Alexandria Mobility Plan Project Manager
- Natalie Talis, Alexandria Health Department
- Tamara Jovovic, Alexandria Office of Housing
- Ann Cody, Special Advisor, US Department of State
- Victoria Caudullo, Shared Mobility Planner, Alexandria T&ES

Liaisons

The ACPD provided liaisons to the following organizations:

- Commission on Aging	- Housing Affordability Advisory Committee
- Human Rights Commission	- Alexandria Mobility Plan Advisory Committee
- Ad Hoc Scooter Task Force	

Public Awareness and Awards

The Gerry Bertier Scholarship is awarded annually to a disabled student in Alexandria who is pursuing post-secondary education. This year’s scholarship was awarded to Hiba Masood, a George Mason University student pursuing a certification as a Psychiatric Mental Health Nurse Practitioner.

The 2021 John Duty Collins III award was granted to Lieutenant Jason North of the Alexandria Police Department. Lt. North is a committed supporter of the autistic community and adults and children with disabilities, both in his work and his personal life.

Officers

Alexandria Commission on Persons with Disabilities

FY 2021 Annual Report

ACPD officers for FY 2021 included:

- Jeffrey Pool (Chair, Oct 2019-Present)
- Sean Dunbar (Vice Chair, Dec 2020-Mar 2021)
- Susan Picerno (Vice Chair, Sep 2021-Present)

Conclusion

Although our meetings are still disrupted by the effects of the COVID-19 pandemic, and community engagement and civic participation are still modified or diminished, the ACPD managed to make progress on several key fronts over the past year.

The establishment of a Legislative Committee enables the ACPD to work year-round to identify meaningful, low-cost reforms to state and local law in service to our residents with disabilities.

2021 is the first year, at least in recent memory, that we marked National Disability Voter Registration Week. The proclamation, read out in a September City Council hearing, was developed in cooperation with Rev Up Virginia; we are evaluating avenues for further cooperation.

We brought in representatives from the Bureau of Democracy, Human Rights and Labor at the US Department of State to inform our members about US efforts to support the rights of persons with disabilities around the world.

The ACPD issued a letter of endorsement of the Alexandria Mobility Plan, in recognition of the AMPAC's and Transportation Department's hard work and thorough community engagement over the course of the development process, and of the real benefits the new plan will bring to residents with disabilities.

Thank you to our Staff partners in the Office of Human Rights and to the Mayor and City Council for your continued support of our mission.

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: Persons with Disabilities

CHAIRPERSON: Jeff Pool

MEMBER'S NAME	July No meeting due to Covid-19	Aug No meeting due to Covid-19	Sep No meeting due to Covid-19	Oct 14	Nov 11	Dec 9	Jan 13	Feb 12	Mar 10	April 14	May	June
Pool, Jeff				X	X	X	X	X	X	X	X	X
Adams, Elizabeth				E	X	X	U	X	E	X	X	X
Dunbar, Sean				X	X	X	X	X	X	-	-	-
Sprague, Alex				X	X	X	X	X	E	X	X	X
Quan, Leysath				X	U	U	U	U	U	U	-	-
Cuthrell, Merle				X	X	X	U	X	X	U	E	X
Lloyd, Katherine				X	X	X	X	X	E	X	X	X
Lopez, Fredrick				X	X	X	U	U	U	U	X	U
Nace, Christopher				-	X	X	U	X	X	X	X	X
Reddish, Mark				X	X	X	X	X	X	X	X	X
Phillips, Jeffrey				U	U	U	U	X	U	X	X	E
Valluzzi, Thomas				-	U	U	U	X	X	X	X	U
Picerno, Susan				-	-	-	-	-	X	X	X	X
Kamin, Michael				X	E	X	X	X	X	X	X	U
Rozenmann, Mikal				X	-	-	-	-	-	-	-	-
Badou, Ignace				X	U	U	X	U	U	U	-	-
Benedict, Mark				E	-	-	-	-	-	-	-	-
Gentry Jenny				X	-	-	-	-	-	-	-	-

INDICATE: X - FOR PRESENT E - FOR EXCUSED U - FOR UNEXCUSED

*** - PARTICIPATED BY PHONE**

No meetings were held from March 2020-September 2021 due to Covid-19.

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

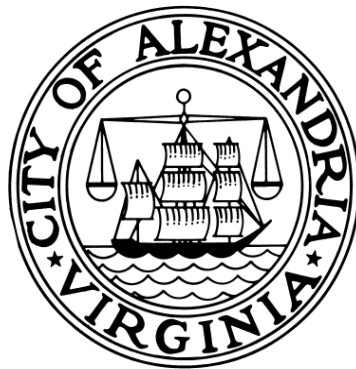
(FORM MUST BE SIGNED BY CHAIRPERSON)

APPROVED:



(Chairperson)

**The Alexandria Housing Affordability
Advisory Committee
FY21 Annual Report**



September 2021

The Alexandria Housing Affordability Advisory Committee (AHAAC)
FY21 Annual Report, July 2020-June 2021

The Alexandria Housing Affordability Advisory Committee (AHAAC) comprises members appointed by the Alexandria City Council and is staffed by the Office of Housing. A list of the committee positions and members serving during Fiscal Year 2021 is included at the end of this report. The purpose of the committee is to advise City Council on issues regarding the preservation and creation of affordable housing; to make recommendations on policies governing expenditures of the City's Housing Trust Fund (HTF) and Housing Opportunities Fund monies; to review affordable housing plans; to monitor implementation of the Housing Master Plan and the Beauregard Small Area Plan; and to oversee the administration of the HTF. AHAAC held eleven meetings during the annual reporting period.

No new members joined the Committee in FY21. Two members were reappointed for another term. As of June 2021, the Committee had two vacancies.

FY21 Accomplishments Overview

- Recommended approval of a \$2.5 million permanent loan to Landmark Towers, LLC to preserve market affordability of the units.
- Recommended approval of a \$400,000 predevelopment loan to Wesley Housing to explore redevelopment of an underutilized portion of the parking lot and pool area of the existing ParcView Apartments site to expand the number of committed affordable units.
- Recommended approval of two \$500,000 predevelopment loans to AHDC for a proposed mixed-use project in Arlandria that will include a significant number of affordable (and deeply affordable) committed units.
- Recommended approval of a \$250,000 predevelopment loan to AHDC for an affordable homeownership project with a component of permanent supportive housing for adults served by SHA.
- Recommended approval of a \$1.9 million loan modification request from AHDC for Lacy Court and The Bloom.
- Approved an affordable housing plan for the mixed-use North Potomac Yard Phase 1 development.
- Approved an affordable housing plan for Benchmark at West Alex, a continuum of care facility with 117 units.
- Approved a revised affordable housing plan for a mixed-use Oakville Triangle development.
- Approved an affordable housing plan for the mixed-use Braddock West development.
- Approved an affordable housing plan involving the redevelopment of two garden-style multifamily buildings at Newport Village.
- Approved an affordable housing plan involving the redevelopment of three garden-style mixed-income multifamily buildings at The Heritage to preserve the existing federally funded HAP contract and expand the depth of committed housing affordability on the site.
- Approved an affordable housing plan for Phase 1 of Upland Park.
- Approved an affordable housing plan for the mixed-use redevelopment of Landmark Mall.

- Monitored meetings of the ARHA Redevelopment Work Group, the OTN Power Plant Redevelopment, the INOVA hospital site rezoning, and the Landmark Mall Redevelopment/Eisenhower West-Landmark Mall Advisory Group.
- Received monthly progress reports from ARHA and AHDC representatives.
- Reviewed and provided guidance on a quarterly basis on the implementation of the Housing Master Plan.
- Received updates and provided input on the Accessory Dwelling Unit Policy, including a recommendation for adoption.
- Received updates and provided input on the Co-living Initiative.
- As part of the stakeholder group, AHAAC received updates and provided input on the Affordable Housing Contribution Policy Updates, including a recommendation for adoption.
- Received updates and provided input on COVID-19 related housing programs and funding, including the City emergency rental assistance program.
- Received updates on and provided counsel to the 2022-2026 Consolidated Plan and FY22 Annual Action Plan.
- Received updates on and provided counsel to the FY22 City budget process.
- Received updates on the Arlandria-Chirilagua Plan Update.
- Received updates on the Zoning for Housing Initiative and project timelines.

It is noted that AHAAC met virtually throughout FY21 due to limitations on public meetings related to the pandemic health emergency.

During the past year, AHAAC dealt with the following funding requests, affordable housing plans, and issues:

A. Housing Funding Requests: During the reporting period, AHAAC voted on six funding requests described below.

- 1. Landmark Towers (Landmark Towers, LLC):** In September, AHAAC considered a request for a loan of \$2.5 million to Landmark Towers, LLC to preserve market affordability of the 154 units. The loan will be used to make capital improvements, including to the HVAC and elevator. These improvements will address life-safety and deferred maintenance issues and make the building more energy efficient. In exchange for the loan, Landmark Towers, LLC agreed to long-term compliance with the City's voluntary rent guidelines, provision of a right of first refusal in the event of a future sale, and a commitment to jointly explore potential redevelopment opportunities, if mutually beneficial, to add committed affordable and workforce units. **AHAAC voted unanimously to approve the loan request.**
- 2. ParcView II (Wesley Housing):** In September, AHAAC considered Wesley Housing's request for a predevelopment loan of \$400,000 to evaluate the potential redevelopment of an underutilized portion of the parking lot serving ParcView Apartments with up to 200+ additional units ranging in affordability from 40% to 80% AMI. As part of the overall project, Wesley also plans to enhance community amenities and address capital maintenance needs in the existing ParcView Apartments. **AHAAC voted to approve the loan request with one abstention.**

3. **Arlandria Project (AHDC):** In September, AHAAC considered AHDC's request for a predevelopment loan of \$500,000 for a proposed mixed-use project in Arlandria containing approximately 375 new committed affordable and workforce units ranging in affordability from 40% to 80% AMI. The project will require the assemblage of four privately-owned parcels, as well as one City-owned lot. The project will create opportunities for neighborhood-serving businesses and non-profits, community space, and city flex space. **AHAAC voted to approve the loan request with one abstention.**
4. **Seminary Road Project (AHDC):** In September, AHAAC considered AHDC's request for a predevelopment loan of \$250,000 for an affordable rental project with a component of permanent supportive housing for individuals with developmental disabilities. It is noted that later in the Fall, the development was changed to be affordable homeownership. AHAAC was subsequently updated and supported the change in tenure. As now proposed, the development will provide 37 workforce affordable homeownership units (31 townhomes and 6 condominium flats), as well as three deeply affordable units to be owned and occupied by up to 12 residents of Sheltered Homes of Alexandria, as well as associated parking. The project will also preserve approximately 51% of the site's open space. **AHAAC voted to approve the loan request with two abstentions.**
5. **Arlandria Project Second Predevelopment Loan (AHDC):** In May, AHAAC considered AHDC's request for a second predevelopment loan of \$500,000 for its proposed mixed-use project in Arlandria. In response to community requests for the expansion of deeply affordable housing, AHDC increased the number of proposed units from approximately 375 to up to approximately 480 units (with 20% planned to be deeply affordable at 40% AMI). It is noted that the percentage of deeply affordable units has since increased in more recent plan submissions. **AHAAC voted to approve the loan request with one abstention.**
6. **Lacy Court and The Bloom Loan Modifications (AHDC):** In June, AHAAC considered AHDC's request for \$1,910,000 in additional loan proceeds from the Housing Opportunity Fund to cover costs incurred to complete Lacy Court and The Bloom. While some excess costs resulted from impacts of the pandemic, others were incurred to address site conditions not anticipated by third-party due diligence that exceeded budgeted contingency allowances. Providing additional City loan funds to cover capital costs for Lacy Court and The Bloom is consistent with the City's past practice and will enable AHDC to complete the permanent financing of The Bloom and its strategic re-financings of other properties to take advantage of the current low-interest lending environment to improve project cash flow. **AHAAC voted to approve the loan request with eight members in favor, three abstaining, and four members against.** At AHAAC's request, highlights of their discussion were reported to City Council in advance of its consideration of the modifications.

B. Affordable Housing Plans: During the reporting period, AHAAC voted on eight affordable housing plans that were included as part of the development process.

1. **North Potomac Yard Phase 1 Development Special Use Permits:** The site is located at 3601 Potomac Avenue within the North Potomac Yard Small Area Plan. The applicant

proposed to construct four office buildings, two multifamily residential buildings (containing 211 and 262 units), a pump station, and associated public and private open spaces.

Consistent with the Coordinated Development District Condition #114, the applicant will provide 14 dedicated affordable rental units at 60% AMI for 40 years, distributed proportionately between the two buildings—six units in Block 15 and eight units in Block 19. **At its September meeting, AHAAC voted to unanimously approve the applicant's affordable housing plan.**

2. **Benchmark at West Alex Development Special Use Permit:** The site is located at 3425 North Beauregard Street. The applicant proposed to construct a 102,430 square foot continuum of care facility with 117 units (45 studio units, nine companion units, 55 one-bedroom units, and 8 two-bedroom units) with 143 beds. The applicant will provide three Auxiliary Grant (AG) funded assisted living facility units for a term of 40 years. **At its October meeting, AHAAC voted to approve the applicant's affordable housing plan with one abstention.**

1. **Oakville Triangle Coordinated Development District:** The project lies on an approximately 12-acre site bounded by Richmond Highway, Calvert Avenue, and Jefferson Park. The original development program for the subject site was approved in 2016 under CDD Concept Plan #2014-00002. In response to Virginia Tech's decision to build its Innovation Campus in Potomac Yard, the applicant re-evaluated the earlier concept plan and proposed a modified development program comprised of 780,000 square feet of multifamily residential, 90 townhomes, 65,000 square feet of retail, 115,000 square feet of medical use (Inova HealthPlex Medical Facility), and 45,000 square feet of service uses.

Under the original Affordable Housing Plan, the applicant agreed to provide 65 multifamily set-aside units (63 studios and two 2-bedroom units) with rents affordable at 60% of the area median income for a period 25 years, exclusive of utilities. As part of the CDD amendment application, the applicant offered to extend the term of affordability to 35 years, which more closely aligns with the City's standard term of 40 years. **At its November meeting, AHAAC voted to unanimously approve the applicant's affordable housing plan.**

2. **Braddock West Development Special Use Permit:** The site is located at 727 North West Street. The applicant proposed to construct 180 residential units, as well as ground floor retail and flex spaces. The applicant agreed to provide a heightened affordable housing contribution consistent with Housing Contribution Work Group's draft recommendation (10% of the additional density achieved by Special Use Permit should be committed as affordable housing) which generated two affordable units.

In exchange for the application of bonus density, the project will also provide an additional 12 affordable units. In total, the applicant will provide 14 units affordable to households at 60% AMI for 40 years and a voluntary monetary contribution of \$531,927. **At its November meeting, AHAAC voted to unanimously approve the applicant's**

affordable housing plan. It is noted that the DSUP was approved at Council's reconsideration on May 15, 2021. While other conditions were revised, the affordable housing plan was not.

3. **Newport Village Development Special Use Permit:** The site is located at 4898 West Braddock Road. The applicant proposed to demolish two garden-style multifamily buildings (a total of 24 units) and construct a new 383-unit multifamily building.

The applicant initially agreed to provide a voluntary monetary contribution of \$418,608 to the Housing Trust Fund, as well as 5% of the increase in density above the density envisioned in the small area plan, consisting of a minimum of 12 units affordable to households at 60% AMI for 40 years. **At its January meeting, AHAAC voted to unanimously approve the applicant's affordable housing plan.**

At City Council, the affordable housing contribution was amended to eliminate the voluntary monetary contribution and lower the AMI served by the 12 set-aside affordable units from 60% to 50%.

6. **The Heritage Development Special Use Permit:** The multi-parcel site is located between South Patrick Street and South Columbus and Wolfe and Gibbon Streets. Consistent with the affordable housing vision and goals of the South Patrick Street Housing Affordability Strategy, the applicant proposed to redevelop the existing 244 unit mixed-income apartment community in order to preserve 140 deeply affordable units subsidized with a federal housing assistance payment contract, as well as to create new committed affordability.

In addition to replacing the existing HAP units on a one-for-one basis with new, larger modernized units, the applicant will provide 53 new affordable units (serving households with incomes averaging at 40% AMI) as well as two affordable units at 60% AMI (in exchange for the application of bonus density). Existing residents will receive relocation assistance and be guaranteed a right to return once the redevelopment is completed. A relocation plan was reviewed and approved by the Landlord Tenant Relations Board.

The 750-unit mixed-income project is the first to use the RMF Zone, a zoning tool created to incentivize the creation and preservation of deep affordability. **At its January meeting, AHAAC voted to unanimously approve the applicant's affordable housing plan.**

7. **Upland Park Development Special Use Permit:** Phase One of the Upland Park site is located at 5165 Seminary Road and consists of 19 parcels totaling 9.25 acres. The applicant proposed to demolish 14 single-family detached homes (12 of which were occupied and leased) to redevelop the property with 92 townhomes and 0.87 acres of open space.

Consistent with the conditions of CDD #21, the applicant will provide a developer contribution of \$3,208,099, with an estimated \$1,283,239 of that contribution earmarked for future affordable housing purposes as envisioned in the Beauregard Small Area Plan. The applicant will also permit the City to buy-down up to 15% of the future multifamily

rental units expected to be proposed as part of Phase Two of the development. **At its February meeting, AHAAC voted to unanimously approve the applicant's affordable housing plan.** It is noted that during its consideration of the proposal at City Council, members expressed support for affordable homeownership options in future redevelopment, including at potential workforce income levels.

8. **Landmark Mall Coordinated Development District:** The approximately 51-acre site is located at 5801 Duke Street and currently consists of a vacant mall and parking garage. The development will proceed pursuant to a partnership among INOVA, Foulger Pratt and the City. The site is proposed to be redeveloped with a mix of uses, including approximately 2,172 residential units, 397,000 square feet of office, 298,000 square feet of retail, 125,000 square feet of hotel, and a 52,000 square feet fire station, anchored by a state-of-the-art Inova medical facility and cancer center.

The CDD established an aspirational target percentage of 10% of all new on-site residential units to be committed affordable units and workforce housing units. These units will serve households earning between 30% - 80% AMI for a minimum of 40 years. Monetary contributions will be consistent with the affordable housing contribution policies, procedures, and rates in effect at the time future DSUPs are submitted. Based on the 2020 housing contribution rates, the CDD is subject to a voluntary contribution of approximately \$13.8 million. In lieu of providing these monies to the City's Housing Trust Fund, the funds will be used to develop 74 on-site committed affordable units. 45 will be scattered in other multifamily buildings onsite, and 29 will be located in an approximately 200-unit Low-Income Housing Tax Credit (LIHTC) building which will be collocated with a new City fire station within the development.

Additionally, in the first condominium building delivered, the developer will set aside fifteen homeownership units to be available for eligible income-qualified homebuyers earning up to 80% of the area median income.

In the event CoC facilities are constructed within the CDD Concept Plan area, the applicant will comply with current housing contribution policies and provide 2% of such residential units as affordable at the Auxiliary Grant level, or affordable units of equivalent value. **At its May meeting, AHAAC voted to unanimously approve the applicant's affordable housing plan.**

C. Housing Trust Fund Overview: FY 21

\$2.3 million was pledged, and \$2.2 million was received.

D. Housing Master Plan:

As stewards of the Housing Master Plan, the Committee helped monitor implementation through:

- The quarterly review of the Housing Master Plan Progress Report
- Updates on progress made toward meeting Alexandria's allocation of the Regional Housing Initiative target (an additional 2,250 affordable and workforce units by 2030) Regular updates on the activities of AHDC and ARHA
- A review of the 2020 draft legislation proposing Enhanced Tenant Protections

- City adoption of an Accessory Dwelling Unit policy

E. Small Area Plans and Planning Initiatives:

AHAAC was actively engaged in planning efforts throughout the year, including the Arlandria-Chirilagua Plan Update.

AHAAC identified volunteers within the Committee to participate and report on two planning and development applications: the Potomac River Generating Station and the Inova Seminary Road Hospital Site. They received updates on Landmark Mall, Zoning for Housing, the Heritage, the Accessory Dwelling Unit Policy, the proposed Co-living Policy, the Inclusionary Zoning study and the ARHA Redevelopment Work Group, as well as on developments supported by City investment in predevelopment and/or permanent loan funding. In addition, Chair Michelle Krockner, participates in a Boards and Commissions group convened by DCHS to support information sharing.

F. Other

In response to the City's ALL Alexandria Resolution, AHAAC has begun exploring how to more intentionally incorporate consideration of race and social equity in its decisions regarding housing and community development and funding.

AHAAC provided input to the City Council on FY2022 budget priorities, including recommending a \$1 million increase in the City's Housing Budget.

AHAAC provided input on the City's FY 2022 Annual Action Plan for Housing and Community Development.

AHAAC provided input to City Council on the proposed Housing Contribution Policy Updates.

AHAAC provided input to City Council on the 2022-2026 Consolidated Plan.

The Chair, Michelle Krockner, was reelected for another one-year term at AHAAC's June meeting.

Committee Composition (voting members): 19

- 1 Builder or developer of residential property
- 1 Real estate professional with knowledge and experience in residential real estate
- 1 Landlord of residential property in the City
- 1 Residential tenant in the City
- 1 Homeowner in the City
- 1 Commissioner from the ARHA Board
- 1 Representative of the City's faith community
- 1 Representative of a civic association in the City
- 1 Representative who is employed by or affiliated with an organization that promotes and maintains affordable housing
- 2 Financial professional with knowledge and experience in the field of finance
- 1 Representative of an employer in the city who employs at least 100 employees
- 1 Licensed and practicing attorney
- 1 Person designated by, but who need not be a member of the Commission on Aging
- 1 Person who is either an employee of the City or the Alexandria City Public Schools
- 1 Person who represents housing consumers under 30 years of age
- 2 Representatives of the City's small business community, including the retail, restaurant, or hospitality sectors
- 1 Person designated by, but need not be a member of, the Commission on Persons with Disabilities

Voting Members between July 2020 and June 2021:

Michelle Krockner, Chair
Robyn Konkel
Katharine Dixon
Michael Butler
Carter Flemming (membership ended May 2021)
William Harris
Peter-Anthony Pappas (membership ended May 2021; reappointed May 2021)
Jon Frederick
Holly Hanisian (membership ended April 2021)
Michael Doyle
William Alexander (Membership ended May 2021, reappointed May 2021)
Zachary DesJardins
Frank Fannon
Annette Bridges
Shelley Murphy
Paul Zurawski
Betsy Faga
Felicia Brewster
Merle Cuthrell

CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETING ATTENDANCE REPORT
JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: Alexandria Housing Affordability Advisory Committee
CHAIR PERSON: Michelle Krockner

MEMBER'S NAME	2020						2021					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Katharine Dixon		X	X	X	X	X	X	X	X	X	X	X
Michael Butler		X	X	X	U	X	X	X	X	X	X	X
Carter Flemming		X	X	X	X	X	X	X	X	X	X	
Jon Frederick		X	X	X	X	X	X	X	X	X	X	X
William Harris		X	X	X	X	X	X	X	E	X	X	X
Robyn Konkel		X	X	X	X	X	X	X	X	X	X	X
Michelle Krockner, Chair		X	X	U	X	X	X	X	X	X	X	X
Peter-Anthony Pappas		X	X	X	X	X	X	X	X	X	X	X
Paul Zurawski		X	X	X	X	X	X	X	X	X	X	X
Holly Hanisian		U	U	X	E	X	X	X	E	X		
Michael Doyle		X	X	X	E	X	X	X	X	X	X	X
William Alexander		X	X	U	U	X	X	U	U	X	U	X
Annette Bridges		X	X	X	X	X	X	X	X	X	X	X
Shelley Murphy		X	X	X	X	X	X	X	X	X	X	X
Frank Fannon		U	U	X	X	X	X	X	X	X	X	X
Zachary DesJardins		X	X	X	X	X	X	X	U	X	X	X
Betsy Faga		X	X	X	X	X	X	X	X	X	X	X
Felicia Brewster		X	X	X	X	X	X	X	X	X	X	X
Merle Cuthrell		X	U	E	X	X	U	U	X	X	E	X

INDICATE:

X - FOR PRESENT

E - FOR EXCUSED

U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS: William Alexander, Merle Cuthrell

APPROVED:

Michelle Krockner

(Chairperson)

(form must be signed by chairperson)

**Alexandria Gang Prevention Community Task Force
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The mission of the Alexandria Gang Prevention Community Task Force includes:

Mission, Goals, and Responsibilities

1. Increase youth/family participation in positive activities & protective supports aimed at decreasing participation in gang or crew related activities
2. Decrease gang and crew crime and incidents
3. Increase school attendance and graduation rates

The task force was charged with the following functions and responsibilities:

1. Receive briefings on the status of gang suppression, prevention and intervention programs and activities in the City and, in cases directly relevant to the City, the status of similar programs and activities in the metropolitan region
2. Provide outreach and education to the Alexandria community about the gang suppression, prevention and intervention programs and activities that occur in the City and in the region
3. Identify programs and activities that will address specific gang-related problems or issues in the City. Particular emphasis is on programs and activities that prevent individuals from joining gangs and/or that intervene with individuals who are members of a gang to facilitate their withdrawal from such membership
4. Identify opportunities to obtain funding for programs and activities that will address gang-related problems or issues in the City
5. Identify state or local laws and track policy that should be enacted or amended to enable the City, and possibly other local governments, to better address problems and issues arising from or related to gangs

Within these guidelines, the Alexandria Gang Prevention Community Task Force membership completed the following activities during its 2020/21 year.

Alexandria Gang Prevention Community Task Force Accomplishments

- Integral to the workings of the Task Force has been the accurate and up-to-date knowledge of local, regional, and national trends related to gang activity. In addition, discussions have included specific neighborhood issues and concerns related to both the youth and adult population involved in criminal street gangs. The Gang Prevention and Intervention

Coordinator and Alexandria Police Gang Detective have worked closely to ensure appropriate prevention, intervention and suppression efforts that align with best practices through the Office of Juvenile Justice & Delinquency Prevention Comprehensive Gang Model are applied proactively. This collaboration led to enhancements to the Intervention Prevention and Education program including specialized outreach to Latinx and African American youth and their families.

- Collaborative efforts with local and regional law enforcement, other regional prevention coordinators and other experts including local law enforcement, state and federal law enforcement and Office of the Attorney General continued to provide specialized information within the local and regional community. During FY 2021, the Gang Prevention and Intervention Coordinator provided gang training, briefings, and presentations to 1426 local, regional, and state-wide audience members.
- The Gang Prevention and Intervention Coordinator continued to educate local and regional audiences from and including Virginia Court Service Units, city agencies, local and regional schools, and homeowner associations.
- The Gang Prevention and Intervention Coordinator worked with local, regional, and international partners and resources to develop relevant and culturally competent presentations for a variety of audiences on multiple topics. An outgrowth of this was the development of the Social Responsibility Group (SRG), a nonprofit organization with a focus on centering black and brown residents of Alexandria and helping them improve their lives. SRG was organized in collaboration with Gang Prevention, the Department of Recreation Parks and Cultural Activities, and the Alexandria Police Department. Members of SRG are black and include city residents, city employees, small business owners, pastors, and others. City employees serve as members and hold no offices. In June of 2021, SRG became a 501 C-3 and is moving into its fourth year. Two major initiatives included community outreach to the black and brown communities in Alexandria to promote residents getting vaccinated and expanding the criteria and outreach for the second round of small business grants in Alexandria as made available through the Alexandria Economic Development Partnership.
- The Alexandria Gang Prevention & Intervention Coordinator is part of the Northern Virginia Human Trafficking Task Force and attends scheduled meetings to remain briefed on regional and national trends as it relates to human trafficking.
- Regular gang intelligence and information meetings are led by the Gang Prevention and Intervention Coordinator for Probation and Parole staff of the Alexandria Court Service Unit. The Gang Prevention and Intervention Coordinator also participates in the Virginia Gang Investigator's Association, with access to resources of all these partners.
- The following is a list of the Alexandria Gang Prevention Community Task Force partners:

Alexandria City Public Schools

Department of Recreation, Parks and Cultural Activities

Alexandria Police Department

18th Court Service Unit

Department of Community and Human Services

Northern Virginia Family Service

Commonwealth Attorney's Office

The Office of the Public Defender

Adult Probation and Parole

Alexandria Mentoring Partnership

The Mayor's Campaign to End Bullying

- **Policy Changes**

The Alexandria Gang Prevention Community Task Force was comprised of 17 members appointed by city council, including one member from, and representing, a community organization with specific outreach to the Latino community and one member representing a community organization with specific outreach to the African American community.

The change: By changing the language to “one member from and representing the Latinx community and one member from and representing the African American community”, the opportunity for Latinx and African American residents to apply to become a member of the Gang Prevention Community Task Force is expanded.

The Alexandria Gang Prevention Community Task Force Member Activities

- **Member Activities**

The Alexandria Gang Prevention & Intervention Coordinator and the Director of the Court Service Unit sit on the Intervention Steering Committee and meet with representatives from law enforcement and counterparts from Prince William County, Loudoun County, Arlington County/Falls Church and Fairfax County on a quarterly basis to discuss regional and local initiatives addressing both youth and adult gang issues.

The Gang Prevention Task Force is involved with the Mayor's Campaign to End Bullying in prevention and intervention matters related to bullying within the community and schools. The Gang Prevention Community Task Force has supported this campaign through participation in stakeholder, planning, and subcommittee meetings.

The Gang Prevention and Intervention Coordinator partnered with other city agencies to do outreach through community cookouts, sharing program and services information throughout the city.

The Intervention Prevention Education Program continued to serve youth at-risk of gang involvement or those who have been identified as needing intervention to end their involvement. According to Northern Virginia Family Service, the following outcomes were achieved in fiscal year 2021 for those who completed program:

Among those who admitted / were known to be gang involved 100% demonstrated a reduction or elimination of gang participation as a result of being in IPE.

100% of those who were at-risk, but not yet involved, remained non-gang involved while in IPE.

86% of participants improved their school performance.

97% increased their pro-social activities and/or access to community resources.

83% improved family relationships and/or family functioning.

Program and/or Legislative Accomplishments

By changing two members of the Alexandria Gang Prevention Community Task Force position descriptions, with the City Council's approval, from "representing a community organization with specific outreach to the Latino community and one member representing a community organization with specific outreach to the African American community" to "one member from and representing the Latinx community and one member from and representing the African American community" we expand the opportunity for Latinx and African American residents to apply to become a member of the Gang Prevention Community Task Force.

Goals for 2021-2022

The Alexandria Gang Prevention Community Task Force will continue to oversee activities to mitigate risk factors that may contribute to involvement in gangs. It will work in collaboration with its partners within the Northern Virginia Regional Gang Task Force, the Council of Governments and jurisdictions within Virginia, Maryland and the District of Columbia.

Specifically:

It will continue to receive specific and specialized reports from local, regional, and international law enforcement and remain both informed and active in knowledge and expertise regarding gangs that operate in the region. The Task Force will remain briefed, educated, and trained on the most recent intelligence and activities pertaining to criminal street gangs. The Task Force will be flexible in adapting the implementation of the Comprehensive Gang Model to effectively address the evolution of criminal street gangs in the region.

It will continue to advise and participate in intervention efforts for those most in need of assistance including 10-21-year-old city residents in the Intervention Prevention Education program. A special focus on enhanced response time and eliminating or reducing the waitlist was accomplished in the recent past. In addition, collaborations with Department of Recreation, Parks and Cultural Activities and others will continue to target youth through recreation activities coupled with opportunities to positively engage in the community.

The Task Force shall support the expansion of mentoring so that more children within the City can be matched with more adults. Adult mentoring will also be supported. The Task Force will support new mentoring programs and actively support efforts to recruit mentors as well as strive for current mentoring programs to increase capacity and build sustainability. This will include supporting the newly developed Alexandria Mentoring Partnership Coordinator position.

The Task Force shall continue to partner on efforts to enhance communication, education, and outreach to mitigate risks of maladaptive behavior. Teaming shall continue with the numerous entities already mentioned in this report to streamline good communication and excellent collaboration to bring necessary supports and services to targeted populations. New relationships and partners to enhance these efforts will also be sought. The Alexandria Gang Prevention Community Task Force efforts, in response to community issues, will expand efforts to address gang and violence matters, in general. This expansion will include additional outreach and education and an expanded focus.

Service models will be developed and piloted to advance initial steps already taken to address human trafficking prevention and intervention, and family reunification.

The Task Force shall continue to increase the number of parent education and support groups offered throughout the City.

All the efforts within the Task Force shall be in concert with the City Council and School Board Strategic Plans and the City's Children & Youth Master Plan/Children Youth & Families Collaborative Commission.

Leadership

- City Councilwoman Amy Jackson and City Councilman Mohamed Seifeldein are officers for the upcoming year were appointed November 2018. They are Co-chairs.
- Member's month appointed, term expiration and, new members

Name	Term
Amy Jackson	Jan 02, 2019 - N/A
Mohamed Seifeldein	Jan 02, 2019 - N/A

Mark Shiffer – Asst. to Councilman Seifeldein	Feb 12, 2019 - N/A
Ramee Gentry	Jan 01, 2019 - N/A
Noraine Buttar	N/A - N/A
Ms. Kristen McInerney	Administrator for Instruction and Student Support, TC Williams, International Academy, TC Williams High School Representative
Tim Brannon	Oct 09, 2018 - Oct 09, 2021
*Steven Nelson	Apr 06, 2021 - Apr 06, 2024
*Marilyn Nevy Cruz	Dec 08, 2020 - Dec 08, 2023
Thomas Walczykowski	Mar 11, 2020 - Mar 11, 2023
Anthony Rivera	Jan 14, 2020 - Jan 14, 2023
Patrick Anthony Barrett	Jan 14, 2020 - Jan 14, 2023
Shanelle Gayden	Nov 12, 2019 - Nov 12, 2022
* New Member	

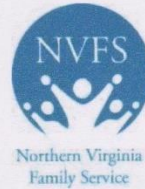
Gang Task Force Members

Councilman Mohamed Seifeldein and Assistant Mr. Mark Shiffer	Alexandria City Council
Councilwoman Amy Jackson	Alexandria City Council
Ms. Ramee Gentry	Alexandria City Public Schools Board Member
Ms. Noraine Buttar	Youth Development Team Leader - Department of Community and Human Services/City Manager's Representative

Ms. Kristen McInerney	Administrator for Instruction and Student Support, TC Williams, International Academy, TC Williams High School Representative
Mr. Tim Brannon	Francis C. Hammond Middle School, Middle School Representative
Ms. Rachael Dischner	Samuel Tucker Elementary School, Elementary School Representative
Mr. Steve Nelson	African American Community Representative
Ms. Marilyn Nevy Cruz	Latinx Community Representative
Mr. Thomas Walczykowski	Member, At-Large
Mr. Anthony Rivera	Member, At-Large
Pastor Patrick Barrett	Faith Based Community Representative
Ms. Shanelle Gayden	Parent Representative
Vacant	Private Schools Representative
Vacant	Business Community
Vacant	At-Large, Representing Youth of the City
Vacant	At-Large, Representing Youth of the City
Vacant	Elementary School Representative

- Percy White, Gang Prevention Coordinator acted as the staff liaison to the Alexandria Gang Prevention Community Task during the course of the 2020/2021 year.

Attachment (1)



An Introduction to Juvenile Gangs in Northern Virginia for Youth Serving Professionals

(A training series presented by the Northern Virginia Regional Gang Task Force)

Juvenile Gangs in Northern Virginia

This training provides an overview on gangs in Northern Virginia and the role of the Northern Virginia Regional Gang Task Force in combatting them. The goal of the training is to help youth serving professionals understand gang involvement including signs to watch for, risk factors for recruitment, and consequences for gang participation, as well as learn resources available to support youth. *(May 12 @ 1:00pm, please register by 5/7)*

Gang Controlled Trafficking and Exploitation

Trafficking within the context of a gang bears both similarities and differences to other forms of human trafficking. This training provides an overview of recruitment tactics, indicators of gang involvement and exploitation, and the unique aspects of gang-controlled trafficking. Participants will be equipped to respond within their role to youth when trafficking is identified as a concern. *(May 26 @ 1:00pm, please register by 5/21)*

Gang Activity in Northern VA

Presented by law enforcement, this training will provide region specific updates on the current nature of gang activity in Northern Virginia. *(June 9 @ 1:00pm, please register by 6/4)*

A Trauma Informed Response to Juvenile Gang Involvement

Utilizing a trauma informed lens, participants will learn about the intersection of trauma and gang involvement and considerations for effective work with youth who are at risk for gang involvement or currently gang involved. *(June 23 @ 1:00pm, please register by 6/18)*

Attachment (2)



JOIN US FOR AN ALEXANDRIA COMMUNITY COOKOUT



TUES. 7/6 RUBY TUCKER, 322 TANCIL CT.
WED. 7/7 SOUTHERN TOWERS, 4901 SEMINARY RD.
TUES. 7/13 BRENT PLACE, 375 S REYNOLDS ST.
WED. 7/14 WILLIAM RAMSEY, 5650 SANGER AVE.
TIME: 6 P.M. - 8 P.M.



- Learn about City services.
- Info on programs for youth and families.
- Free food and giveaways.

Questions? Contact:
Michael Johnson @ 703.746.5571 or
Faith Spillman @ 703.746.6284

Partners:



CITY OF ALEXANDRIA
GANG PREVENTION COMMUNITY TASK FORCE
MEETINGS AND ATTENDANCE REPORT

JULY 1, 2020, THROUGH JUNE 30, 2021

CHAIRPERSON: Councilwoman Amy Jackson and Councilman Mohamed Seifeldein

MEMBER'S NAME	Role - Representing	Oct	Jan	Mar	Jun
Councilwoman Amy Jackson	City Council	###	E	###	X
Councilman Mohamed Seifeldein (Mr. Mark Shiffer)	City Council	###	E	###	E
Ms. Ramee Gentry	School Board	###	X	###	X
Ms. Noraine Buttar	City Manager's Office	###	X	###	E
Ms. Ms. Kristen McInerney	TC Williams HS	###	X	###	X
Mr. Tim Brannon	Middle Schools	###	E	###	X
Ms. Rachael Dischner	Elementary Schools	###	X	###	V
Mr. Steve Nelson	African American Community Representative	###	##	###	X
Mr. Thomas Walczykowski	Member, At-Large	###	X	###	E
Mr. Anthony Rivera	Member, At-Large	###	U	###	U
Ms. Marilyn Nevy Cruz	Latinx Community Representative	###	*E	###	X
Mr. Patrick Barrett	Faith Based Community Representative	###	X	###	X
Ms. Shanelle Gayden	Parent Representative	###	X	###	*E
Vacant	At-Large Representing Youth of the City				
Vacant	At-Large Representing Youth of the City				
Vacant	Private Schools				
Vacant	Business Community				

INDICATE: X – FOR PRESENT E – FOR EXCUSED U – FOR UNEXCUSED V - VACANT

- MEMBER'S TERM ENDED
- NOT YET IN OFFICE/APPOINTED
- MEETINGS CANCELLED DUE TO COVID 19
= - MEMBER RESIGNED POSITION

COMMENTS: * Excused due to the pandemic.

FORM MUST BE SIGNED BY CHAIRPERSON



(APPROVED) _____
(Chairperson)

YOUR INVESTMENTS AT WORK

Adapting to Deliver Healthier Waterways



Alexandria Renew Enterprises
Annual Report – Fiscal Year 2020

We've Overcome Exceptional Challenges to Provide an Essential Service to Our Community

ABOUT ALEXRENEW

The vital mission of Alexandria Renew Enterprises (AlexRenew) is to manage our community's wastewater and improve the health of the waterways that connect us. On average, AlexRenew cleans 35 million gallons of wastewater every day at our 32-acre Water Resource Recovery Facility (WRRF). AlexRenew is a special-purpose authority led by a five-member citizen board, serving the City of Alexandria and parts of Fairfax County.

\$1B

in assets maintained

64 YEARS

of providing our essential service



Over 300,000 customers

served in Alexandria and parts of Fairfax County



35 million gallons
of water cleaned daily

13 billion gallons
of water cleaned annually

A Message from Our Board of Directors

Clean waterways are essential to our future. Each day, the dedicated staff at AlexRenew work around the clock to turn millions of gallons of used water into usable, clean water in order to fulfill our mission of providing healthier waterways for our local community.

2020 has been an unprecedented year, and the need to adapt has been top of mind for everyone. From the implementation of new safety protocols across AlexRenew's Water Resource Recovery Facility to ensure the health of our staff to recognizing the hardships within our community by providing rate relief, my board colleagues and I could not be prouder of the work our staff has done to help AlexRenew continue to be the environmental anchor in our community.

In a first for us – and for many utilities of our kind – this year we welcomed our first-ever artist-in-residence, sTo Len, to AlexRenew. sTo creates in several different mediums and is using his creativity to develop works of art that will engage the public and strengthen their connection to the work AlexRenew is doing. We've also worked to remain connected with the community through videos of our ongoing construction projects, virtual "introductions" to our staff members, and a full week of fun, family-friendly virtual activities as part of Water Discovery Week.

AlexRenew is also staying full steam ahead on construction upgrades at our facility. Construction projects are moving forward smoothly and efficiently while our construction partners continue to follow pandemic protocols to protect workers' health.

The RiverRenew Tunnel System Project is still on track to meet the July 2025 deadline. Permitting and planning with both local and national agencies is almost finished. AlexRenew is committed to staying on schedule and using our resources wisely to complete this important project that will bring economic vitality to Alexandria through cleaner waterways.

As we continue to adapt and fulfill our vital mission to manage our community's wastewater and improve the waterways that connect us, my board colleagues and I continue to be inspired by the commitment of our team of dedicated water transformers. We thank them – and all of you in our community – for your continued support.

We look forward to all that we'll achieve together in the coming years.



John Hill
Chair



James Beall
Vice Chair



Bill Dickinson
Secretary-Treasurer



Bruce Johnson
Member



Adriana Caldarelli
Member

We're Adapting to Keep Operations Running 24/7 While Keeping Staff Safe



Keeping our community healthy
by working for cleaner waterways



Protecting employee health
while maintaining operations



100% compliance, 100% of the time

HOW WE'VE ADAPTED TO THE COVID-19 PANDEMIC

AT ALEXRENEW'S WRRF:



Daily screenings



Hand-washing stations



Face masks and social distancing



Disinfection of facilities



Teleworking and
alternating schedules

IN OUR COMMUNITY:



Budget and rate amendments



Suspended late fees
and service disruptions



Halting water shutoffs
and restoring service



Extended payment plans
and assistance

OUR WATER QUALITY COMMITMENT

100

water transformers
working at AlexRenew



151 employee-held
licenses and certifications

100%

compliance
with water quality
requirements

OPERATIONS AND MAINTENANCE

~22,000

tons of biosolids produced



>94%

removal of nitrogen



>98%

removal of phosphorus



>11,000

assets managed

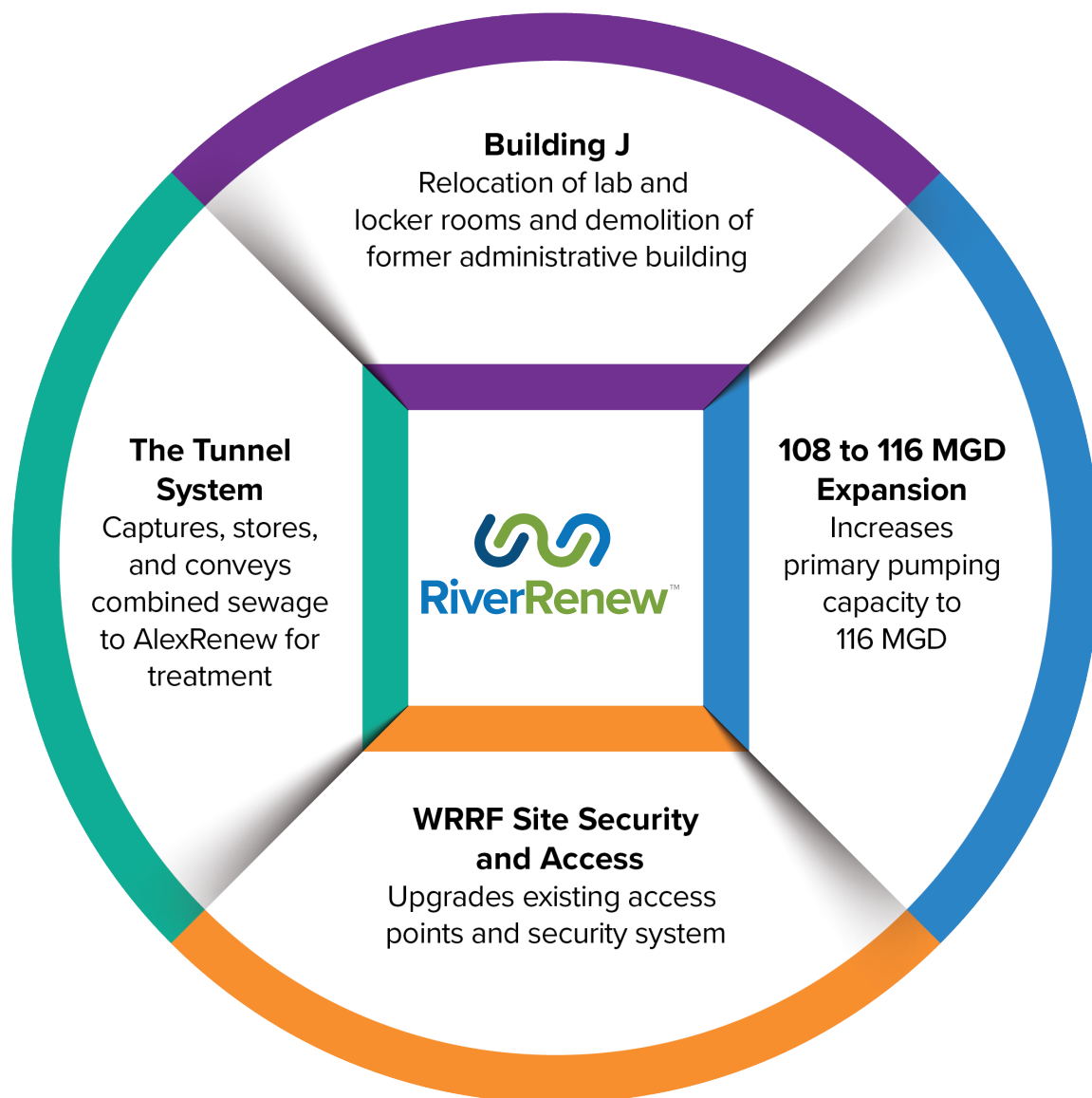


We're on Track to Deliver Healthier Waterways by 2025

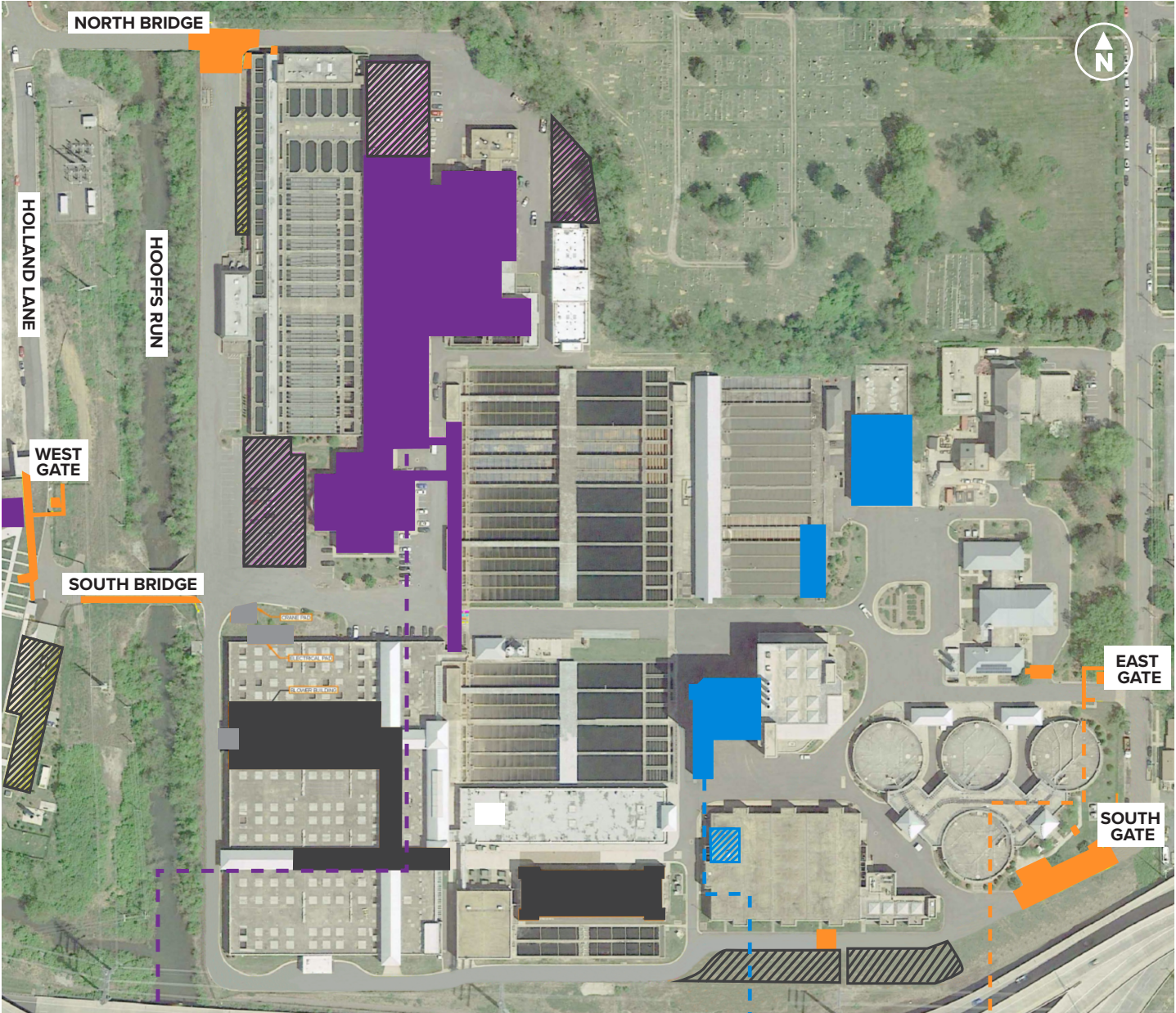
RIVERRENEW

By combining a deep tunnel system with upgrades to AlexRenew facilities, the RiverRenew program will prevent 130 million gallons of combined sewage from entering local rivers and streams each year.

RiverRenew is vital to the health of our waterways, and AlexRenew is committed to investing in this important project that will bring economic vitality to Alexandria through cleaner waterways.



ONGOING RIVERRENEW CONSTRUCTION PROJECTS AT ALEXRENEW'S WATER RESOURCE RECOVERY FACILITY (WRRF)



Building J Facilities Relocation and Decomissioning Project
New lab and locker rooms completed in October 2020



108 to 116 MGD Expansion Project
Pumps installed and operational in October 2020



WRRF Site Security and Access Project
New gates and guard booths installed and operational in September 2020

 Project staging areas

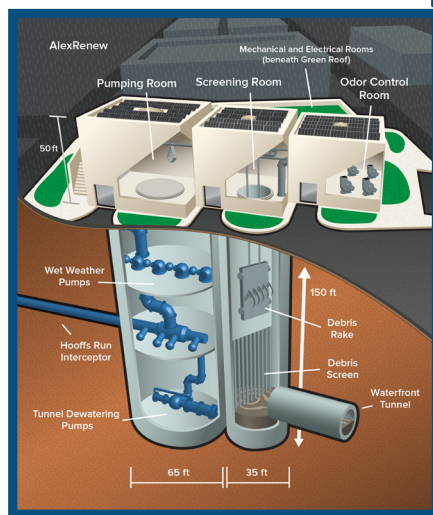
RIVERRENEW TUNNEL SYSTEM PROJECT

The new tunnel system will connect to four existing combined sewer outfalls and prevent sewage from overflowing into local waterways during rain events. Diversion facilities will divert combined sewage into the new tunnel system and transport these flows to AlexRenew for treatment. Construction on the new tunnel system is on schedule to begin in early 2021.

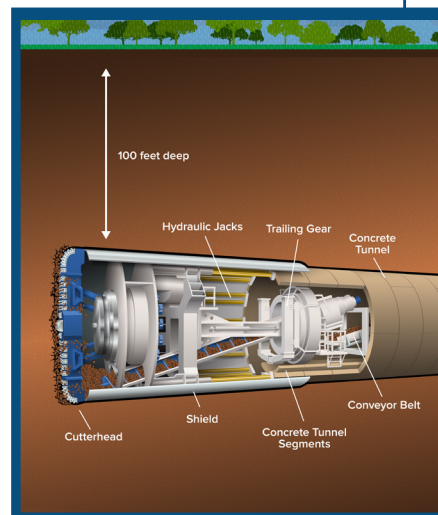
TUNNEL SYSTEM PROJECT COMPONENTS



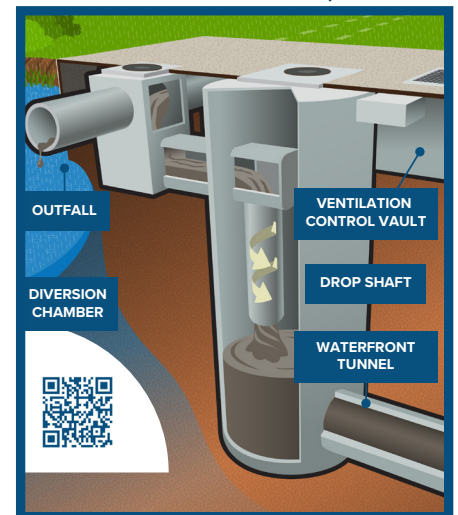
Hooffs Run Interceptor



Tunnel Dewatering and Wet Weather Pumping Station



Tunnel Boring Machine



Diversion Facility

AlexRenew Continues to Be an Anchor in the Community

MOXIE AND CLOE

Moxie, AlexRenew's water-cleaning, nitrogen-eating mascot, and her new friend Cloe the Tunnel Boring Machine are working together to help spread the word about all the ways AlexRenew is continuing its vital mission of creating healthier local waterways.



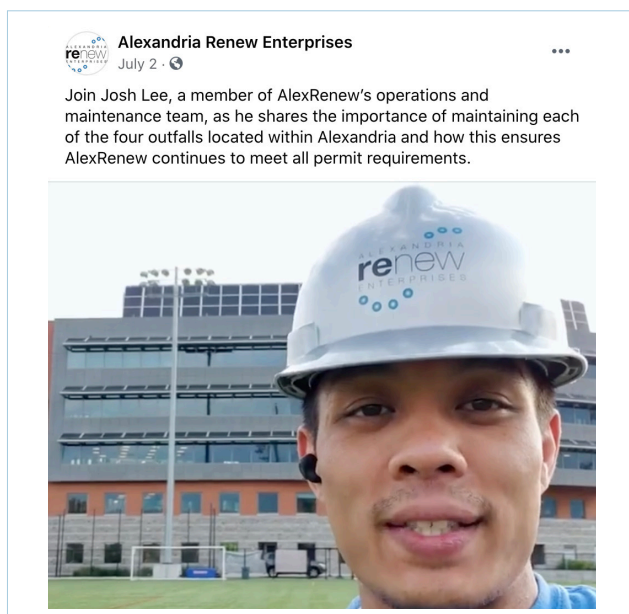
ARTIST-IN-RESIDENCE

sTo Len, AlexRenew's first artist-in-residence, encourages interaction with the work AlexRenew is doing to clean our water. Learn more about sTo Len and the program [here](#).



SOCIAL MEDIA OUTREACH

Weekly posts on Facebook and Twitter offer area residents the latest RiverRenew updates. See one of our favorites [here](#).



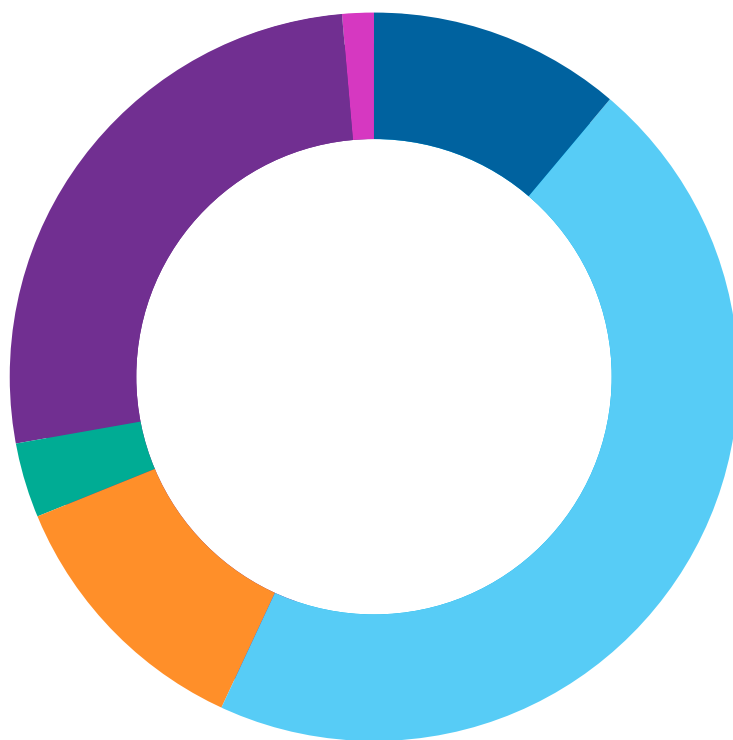
WATER DISCOVERY DAYS

In response to the pandemic, AlexRenew's Fourth Annual Water Discovery Day went virtual this year, with a week's worth of video activities shared to engage the community in our mission.



Your Investment in Healthier Waterways Helps Us Create a Sustainable Water Future

We manage our financial resources to run an efficient and resilient organization that contributes to the health of the economy.



City of Alexandria Residents' Wastewater Treatment Charges: \$43,748,538

State Grant Revenues: \$25,003,202

Fairfax County Capital Project Contribution: \$11,379,013

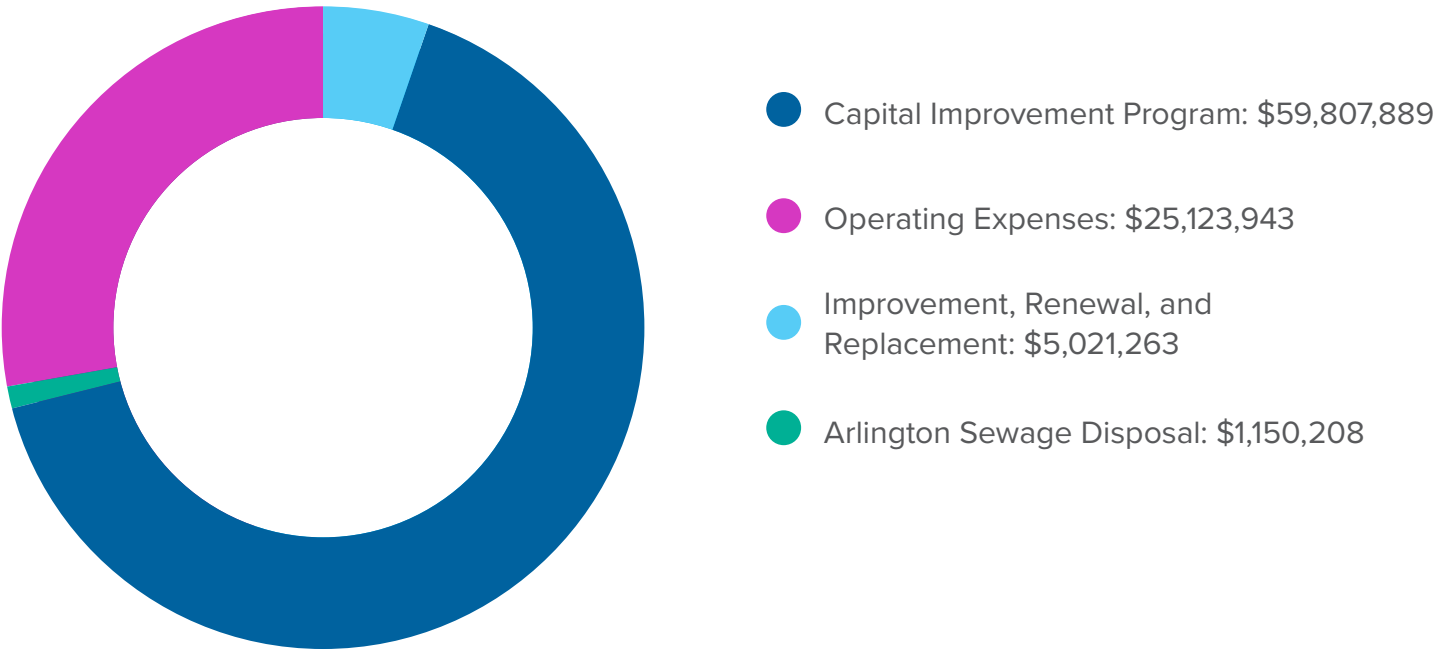
Fairfax County Operating Charges: \$10,759,863

Fairfax County Improvement, Renewal, and Replacement Contributions: \$3,194,545

Investment Income: \$1,327,691

HOW WE TURN YOUR INVESTMENT INTO CLEAN WATER

AlexRenew’s budget includes funding for day-to-day operations; ongoing maintenance through the Improvement, Renewal, and Replacement fund; and long-term capital investment. We also pay Arlington County for providing sewer services to a portion of the City. We align spending with our values and vision by dedicating Operational Excellence funding to chemicals, utilities, and other items needed to run the WRRF, while the Adaptive Culture budget funds salaries, benefits, and professional development for our team of water workers. A portion of our budget is also used for debt payments for bonds issued by AlexRenew to fund capital projects.



OPERATING BUDGET



OPERATIONAL EXCELLENCE
\$6,764,373



ADAPTIVE CULTURE
\$13,840,103



PUBLIC ENGAGEMENT AND TRUST
\$1,969,649



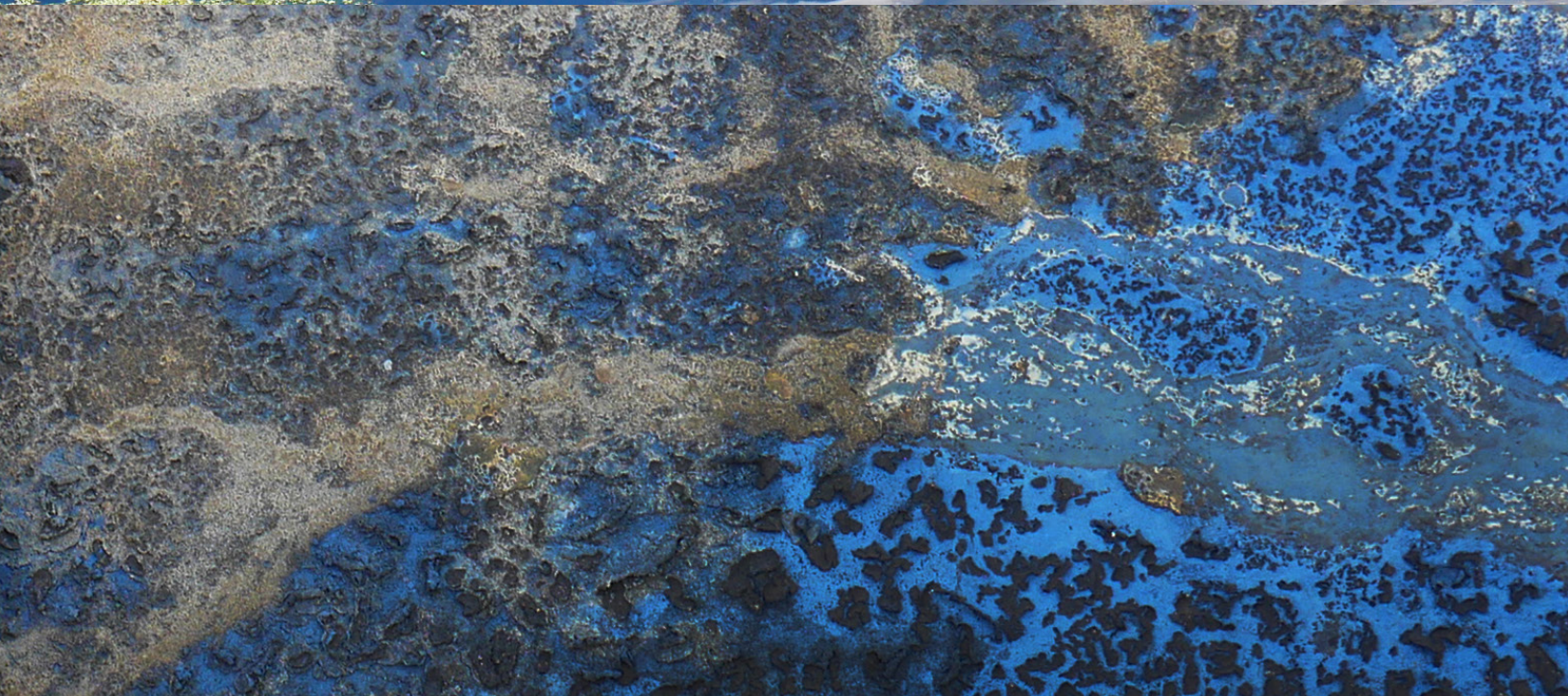
EFFECTIVE FINANCIAL STEWARDSHIP
\$1,344,628



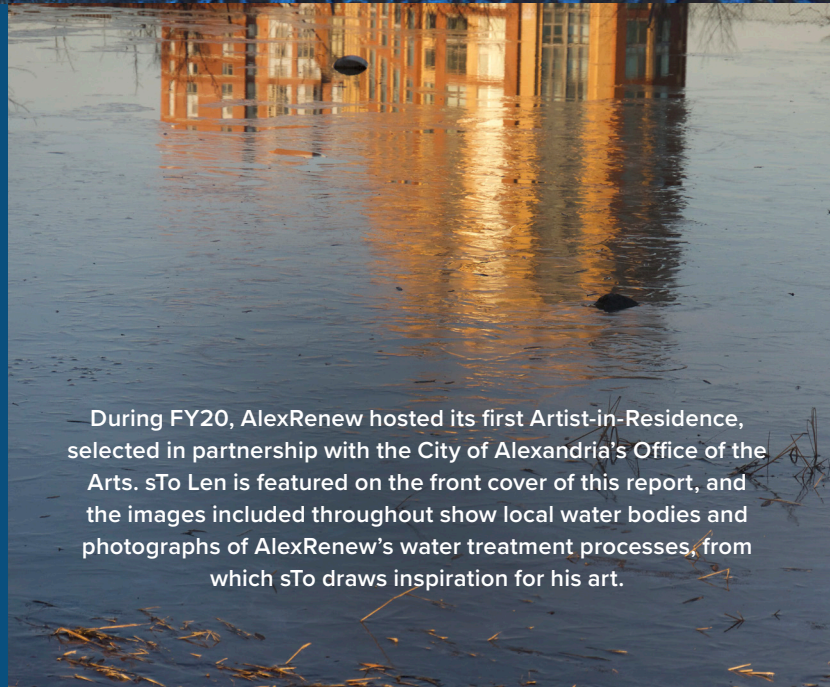
WATERSHED STEWARDSHIP
\$1,205,190



DEBT SERVICE
\$13,817,702



1800 Limerick Street, Alexandria, VA 22314
703.721.3500 • alexrenew.com



During FY20, AlexRenew hosted its first Artist-in-Residence, selected in partnership with the City of Alexandria's Office of the Arts. sTo Len is featured on the front cover of this report, and the images included throughout show local water bodies and photographs of AlexRenew's water treatment processes, from which sTo draws inspiration for his art.

City of Alexandria, Virginia

MEMORANDUM

DATE: AUGUST 31, 2021

TO: GLORIA SITTON, CITY CLERK
OFFICE OF THE CITY CLERK AND CLERK OF COUNCIL

THRU: KARL W. MORITZ, DIRECTOR
DEPARTMENT OF PLANNING & ZONING

FROM: MS. CHRISTINE ROBERTS, CHAIR
BOARD OF ARCHITECTURAL REVIEW (BAR)

SUBJECT: FY 2021 ANNUAL REPORT OF THE BOARD OF ARCHITECTURAL
REVIEW (BAR)

I am pleased to present this Annual Report for the Board of Architectural Review (BAR) for Fiscal Year 2021, extending from July 1, 2020 to June 30, 2021, as required by City Code Section 2-4-7(i)(1). The attached record of membership and attendance shows that all members attended more than 75% of the meetings, or had an excused absence in advance, as required.

BAR Membership and Attendance

The membership of the Board of Architectural Review (BAR) remained the same in FY 2021. On June 9, 2021, City Council reappointed John Sprinkle and James Spencer for three-year terms. Currently, there is one citizen-at-large vacancy on the BAR due to the July 31, 2021 resignation of Lynn Neihardt.

BAR held twenty-two public hearings in FY 2021. Due to the COVID-19 Pandemic emergency, all twenty-two hearings were held electronically with BAR board members and staff participating from remote locations through Zoom Webinar. The virtual public hearings were held pursuant to Virginia Code Section 2.2-3708.2(A)(3), the Continuity of Government ordinance adopted by the City Council on June 20, 2020 or Sections 4-0.01(g) in HB29 and HB30, enacted by the 2020 Virginia General Assembly (Virginia Acts of Assembly Ch.1283 and 1289), to undertake essential business. The meetings were accessed by the public through the Zoom teleconferencing platform, broadcasted live on AlexTV (Comcast Channel 70) and streamed on the City's website. Additionally, public comments were received at the meeting via Zoom and telephone. The video and audio recordings were posted the day after the hearing.

Also, the BAR voted to approve the Electronic Participation Policy for Board of Architectural Review Hearings at its June 16, 2021 hearing. The Electronic Participation Policy allows virtual participation by members when a quorum has physically assembled in one location.

Membership and attendance report for the Board of Architecture Review (BAR) is included in Attachment 1.

Regulatory Activities

FY 2021 - Approvals		FY 2020 - Approvals	
BAR	148	BAR	131
<i>OHAD</i>	<i>114</i>	<i>OHAD</i>	<i>110</i>
<i>Parker-Gray</i>	<i>33</i>	<i>Parker-Gray</i>	<i>20</i>
<i>100-Year-Old Building</i>	<i>1</i>	<i>100-Year-Old Building</i>	<i>1</i>
Administrative	298	Administrative	328
<i>OHAD</i>	<i>238</i>	<i>OHAD</i>	<i>284</i>
<i>Parker-Gray</i>	<i>60</i>	<i>Parker-Gray</i>	<i>44</i>
Total Cases	446	Total Cases	459

FY 2020 provided for comparison

From 2020 to 2021, the number of BAR OHAD approvals remained mostly the same while the number of BAR Parker-Gray approvals increased significantly. The number of BAR OHAD approvals went up from 110 to 114, only a 3.6% increase, while the BAR Parker-Gray approvals went up from 20 to 33, a 65% increase. 100-Year-Old Building approval remained the same. Administrative Parker-Gray approvals went up similarly to the BAR Parker-Gray approvals. Administrative approvals for the OHAD went down in FY 2021, from 284 to 238, a 16% decrease, while the Administrative Parker-Gray approvals went up from 44 to 60, a 36% increase. Since the proportion of approvals is heavily weighted towards OHAD, despite the major percentage changes for Parker-Gray numbers, the overall numbers when combined with OHAD are not so extreme. The total BAR approvals went up from 131 to 148, a 13% rise, and the total administrative cases went down from 328 to 298, a 9.1% fall. Cumulatively, the total cases decreased from 459 to 446, a 2.8% decrease. It appears that the Parker-Gray increases offset the OHAD decreases which resulted in this relatively small overall decrease in the total cases. The overall decrease can be attributed to COVID-19 Pandemic.

Examples of public hearing cases are highlighted below:

(1) Examples of Concept Reviews:

In FY21, the Board considered a total of 12 concept reviews, all in OHAD. Of the 12 cases, 4 examined the Heritage development proposed for 431 S. Columbus, 900 Wolfe, and 450 S. Patrick streets. The BAR reviewed the project on July 15, September 2, October 21, and December 2, 2020. The BAR did not reach a final

consensus on the design but will continue to provide input in the Certificate of Appropriateness phase.

On September 2, 2020, the BAR heard two concept reviews regarding the new development at Potomac Yards and the associated Metro Station. They also reviewed a proposal for an addition to the former Mechanics' Hall at 114 N. Alfred Street, converting the second level from commercial to residential. For each case, the BAR advised the applicant that the project does not need to return for another concept review and should proceed to a Certificate of Appropriateness.

A proposal to construct six townhouses on the site of an existing parking garage at 101 Duke Street came to the BAR for three concept reviews: January 21, March 3, and May 19, 2021. The results of BAR straw poll taken at the May 19 hearing: 4 in favor and two against the height; 3 in favor and 3 against the mass; 3 in favor and 3 against scale; 4 in favor and 2 against the architectural character.

The BAR considered concept reviews for a proposed 5-story multi-story residential building at 805, 809, 811, 815, and 823 North Columbus Street on February 17 and May 19, 2021. The Board provided constructive comments regarding height, scale, mass, and architectural character. The proposed development will return to the BAR for a Certificate of Appropriateness.

(2) Examples of Certificates of Appropriateness/Permits to Demolish:

A sampling of the projects approved by the BAR in FY2021 includes the construction of a mixed-use 4-story building integrated with existing buildings at 1300/1310 King Street (BAR2020-00142); a new sign and the retention of the old sign at the Old Town Theatre at 815.5 King Street (BAR2020-00030); the demolition of the movie theater at 3601 Potomac Avenue (BAR2020-00425) and construction of a pump station in its place (BAR2020-00549); the construction of a southern pavilion and egress stair at Potomac Yard Metro station (BAR2020-00479); the restoration of the 1807 Bank of Alexandria Building at 133 North Fairfax Street to include the demolition of an inappropriate 1970s addition (BAR2020-00443 & BAR2020-00444); the replacement of storefront windows and signage at 603, 605, 607 King Street (BAR2021-00052 & BAR2021-00053); the addition of a second floor exterior balcony at 203 Strand (BAR2021-00085); a two- and three-story addition to the former Mechanics' Hall at 114 North Alfred Street (BAR2021-00226 & BAR2021-00227); an electric vehicle charger at 601 Wilkes (BAR2021-00216). Additionally, Certificates of Occupancy for the new development The Lineage at 625 North Patrick Street, formerly Ramsey Homes at 699 North Patrick Street (BAR2016-0406) received final approval in February, 2021.

(3) Appeals to City Council:

Local citizens appealed the BAR September 2, 2020 approval of a Permit to Demolish (BAR2020-00197) four buildings at 900 Wolfe, 450 South Patrick, and 431 South Columbus streets as part of the Heritage development. Council affirmed the BAR approval to demolish on October 17, 2020.

The BAR denied a small cell facility on an existing pole at 215 North Patrick Street (BAR2020-00553) on February 17, 2021. The applicant appealed, and Council overrode the BAR denial on May 15, 2021.

Work Sessions/Training:

VRE gave a presentation on pedestrian safety improvements at Union Station at the July 15, 2020 hearing.

At the November 18, 2020 hearing, Board member Purvi Irwin presented “Diversity and Inclusion in Historic Preservation: Rethinking How We Preserve our Past for the Future.”

At the December 16, 2020 hearing, Board member John Sprinkle presented “From Historic Preservation to Neighborhood Conservation: Displacement, Urban Violence, and Architectural Survey in Alexandria, Virginia.”

Staff reviewed the proposed updated window replacement policies with the Board on January 6, 2021. The Board made edits and approved this updated version to be included in the “BAR Policies for Administrative Approval.” The approval is provisional for one year, until January 2022, when the Board will revisit the document to ensure that the specifications meet expectations.

Staff outlined the revised roof policy language to be integrated into the “BAR Policies for Administrative Approval” at the February 3, 2021 hearing. The Board made minor edits and voted to integrate the roof policy into the inclusive policy document.

Staff led a discussion on updating the BAR bylaws at the April 7, 2021 hearing.

Staff reviewed the small cell policy with the Board on April 21, 2021.

The National Alliance of Preservation Commissions (NAPC) provided their Commission Assistance and Mentoring Program (CAMP) to the Board, preservation staff, some Office of Historic Alexandria staff, and to six representatives of local preservation groups on May 14 and May 20, 2021. Training topics included an Introduction to Historic Preservation, Legal Basics, Standards and Guidelines for Design Review, Due Process and Decision Making, The Role of the Commission and Staff, Public Outreach and Community Engagement.

The City Attorney’s Office provided BAR Legal Training at the June 16, 2021 hearing.

Outreach

BAR staff and BAR member Purvi Irwin participated in the Ramsey Homes virtual symposium “Historic Preservation, Community, and Architecture of Public Housing in Alexandria,” held on February 11, 2021. Ms. Irwin discussed using Building Information Modeling (BIM) for historic interpretation, especially relating to the Ramsey Homes.

Ms. Irwin and BAR member John Sprinkle participated in the virtual “Equity in Preservation” panel discussion with Alexandria’s Race and Social Equity Officer, Jaqueline Tucker, on May 27, 2021. Preservation Architect Bill Conkey moderated the session.

Review of National Register Nominations and Section 106 Reviews

The National Park Service listed the George Washington Middle School on the National Register of Historic Places on May 26, 2021, based on the nomination written and submitted by BAR staff.

BAR staff has performed 28 Section 106 reviews in FY 2021, primarily for cell antennas, one of which was placed in the steeple of Aspinwall Hall at the Virginia Theological Seminary. Additionally, the outside contractor hired to complete an extensive research project as Section 106 mitigation for the demolition of the Church of the Resurrection completed the study and submitted a final report in April 2021.

Goals for the Coming Year

Now that committees may meet again in person, the Design Guidelines committee has restarted the process of reviewing and updating the Design Guidelines. They will begin with the Parker Gray District and then move on to the Old and Historic Alexandria District. They expect to complete many, but not all, of the updates in FY22.

Due to the pandemic, Phase III of the OHAD digital survey was again delayed for lack of volunteers. The Director of Planning & Zoning has requested permission to hire a part-time intern to spend eight months working on the survey. If permission is secured, we expect great progress on the survey.

ATTACHMENT 1

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETING ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: Board of Architectural Review (BAR)

CHAIRPERSON: Christine Roberts

Board Member	2020												2021											
	July		Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		June	
	1	15	Recessed		2	16	7	21	4	18	2	16	6	21	3	17	3	17	7	21	3	19	2	16
Christine Roberts (Chair)	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
James Spencer (Vice Chair)	E	X			X	X	E	X	X	X	X	X	X	X	E	X	X	X	X	X	X	X	X	E
Robert Adams	E	E			U	X	X	X	X	X	X	X	X	X	X	X	X	X	E	X	X	X	X	X
Purvi Irwin	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Lynn Neihardt	X	E			X	X	X	X	E	X	X	X	X	X	X	X	X	X	X	X	E	X	X	X
Christine Sennott	E	X			X	X	X	X	E	X	X	X	X	X	X	X	E	X	E	X	X	X	X	X
John Sprinkle	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	E	X	X	X	X	X	X

INDICATE: X - FOR PRESENT E - FOR EXCUSED U – FOR UNEXCUSED

Notes:

1. The BAR was in recess during August.
2. July 2020 through June 2021 hearings were held electronically with BAR board members and staff participating from remote locations through Zoom Webinar.

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

N/A**

** All absences were excused and therefore not counted per Section 2-4-7(i)(2) of the City of Alexandria's Charter and Code.

APPROVED:



Christine Roberts, Chair

City of Alexandria, Virginia

MEMORANDUM

DATE: AUGUST 31, 2021

TO: GLORIA SITTON, CITY CLERK
OFFICE OF CITY CLERK AND CLERK OF COUNCIL

THRU: KARL W. MORITZ, DIRECTOR
DEPARTMENT OF PLANNING & ZONING

FROM: PETE BENAVERAGE, CHAIR
BEAUREGARD DESIGN ADVISORY COMMITTEE (BDAC)

SUBJECT: FY 2021 ANNUAL REPORT OF THE BEAUREGARD URBAN DESIGN
ADVISORY COMMITTEE (BDAC)

I am pleased to present this annual report for the Beauregard Urban Design Advisory Committee (BDAC) for Fiscal Year 2021, as required by City Code Section 2-4-7(i)(l).

The nine-member committee is comprised of four citizen appointees (one “at-large”), one citizen business community appointee, and four professional member appointees. Pete Benavage (Chair), Donna Fossum (Vice Chair), and Fatimah Mateen are citizen appointees, and Carolyn Griglione is the at-large citizen appointee. Bud Jackson is the appointee representing the business community. Abed Benzina is a design professional appointee, as is Christine Hoeffner who was appointed to the committee as of November, 2020. Two design professional seats on the committee are currently vacant.

BDAC is charged with reviewing Development Special Use Permit (DSUP) applications submitted within the Beauregard Small Area Plan (BSAP) to ensure compliance with the City’s Beauregard Design Standards and Guidelines. BDAC provides guidance to staff and applicants, and makes recommendations to the Planning Commission and City Council through the Director of Planning & Zoning. BDAC meetings are scheduled as needed to review projects.

There were four meetings held during FY 2021, a notable increase in activity since no meetings were held in prior FY 2020. One new project came under review by the committee, redevelopment of the Upland Park section of the BSAP located near the northeast corner of Beauregard Street and Seminary Road. In addition to review of this project, each BDAC meeting included staff updates on projects under construction, previously approved projects, and any news of property sales and potential future development activity. Pursuant to the policy established by BDAC, the one committee member who resides in Upland Park was recused from participating as a BDAC member when that DSUP was reviewed.

At the meeting of July 27, 2020, the applicant team introduced the development concept for the Upland Park site (DSUP2019-00017 and associated applications), consisting of 92 townhouse units, a park, and numerous street and site improvements. The proposal would shift the housing mix from multifamily to more townhouses than envisioned in the BSAP, and Fairbanks Avenue would be retained in its existing alignment. A future Phase 2 could include multi-family and hotel or office uses. Committee members overall were in agreement on the site layout, massing, and proposed small area plan changes. Many BDAC member comments were concerned with the architectural treatment of the townhouses, particularly the roofline and arrangement of the windows and architectural features on the ends.

The applicant presented refinements to the Upland Park concept at the meeting of September 21, 2020. Since the plans for the proposed park were further developed, many questions and comments from BDAC concerned pedestrian access to the park, parking, lighting, and details regarding the proposed “curbless street” condition adjacent to the park. Several color schemes were presented for the townhouse architecture, and changes to the roofline and end-unit composition were discussed. Prior to and subsequent to the meeting, Staff met with the applicant architecture team to work through these details which were proving challenging to resolve. Conformance with the Beauregard Design Guidelines and Standards was also discussed at the meeting, and the applicant presented a preliminary matrix of what standards were being met and what standards necessitated flexibility in application.

The final round of design revisions for the Upland Park project was presented at the October 26, 2020 meeting. The applicant showed refined designs for building architecture, park elements, and the curbless street profile. Modifications to the townhouses included the addition of windows on the sides, adjustments to façade brick patterns to reduce visual bulk, and numerous strategies for addressing the architectural treatment of the parapets and roofline. BDAC acknowledged the improvements and the progress from the original concept. Further discussion at the meeting included the pedestrian and intersection improvements, and how these might coordinate with other potential transportation improvements on Beauregard Street. In two unanimous motions, BDAC recommended approval of amendments to CDD and Beauregard Small Area Plan, and to approve the DSUP, with modifications to the design guidelines.

A brief meeting was held on June 21, 2021 to present staff updates on projects under construction and potential future developments. Staff summarized updated City policy regarding virtual meetings and member participation, and answered numerous questions from committee members about development activities and project sites. There were no development applications presented.

Four committee member terms are set to expire during FY 2022, and staff and the committee will continue to recruit for the two current vacancies. Membership and attendance report for the Beauregard Urban Design Advisory Committee (BDAC) is included in Attachment 1.

ATTACHMENT 1

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT**

July 1, 2020 THROUGH June 30, 2021

COMMISSION: Beauregard Urban Design Advisory Committee

CHAIRPERSON: Pete Benavage

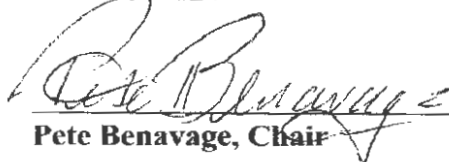
MEMBER'S NAME	2020						2021					
	Jul 27	Aug	Sept 21	Oct 26	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun 21
Pete Benavage, Chair	X	--	E	E	--	--	--	--	--	--	--	X
Donna Fossum, Vice-Chair	X	--	X	X	--	--	--	--	--	--	--	X
Abed Benzina	X	--	X	X	--	--	--	--	--	--	--	X
Carolyn Griglione	X	--	X	X	--	--	--	--	--	--	--	X
Bud Jackson	X	--	X	X	--	--	--	--	--	--	--	X
Fatimah Mateen	X	--	X	X	--	--	--	--	--	--	--	X
Christine Hoeffner	--	--	--	--	--	--	--	--	--	--	--	X
<i>Architecture or Urban Design Prof. - Vacant</i>	--	--	--	--	--	--	--	--	--	--	--	--
<i>Architect, Planner or Urban Design Prof. - Vacant</i>	--	--	--	--	--	--	--	--	--	--	--	--

INDICATE: X - FOR PRESENT; E - FOR EXCUSED; U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

- (N/A)

APPROVED:


Pete Benavage, Chair

**Building and Fire Code Local Board of Appeals
Annual Report
July 2020– June 2021**

Summary of Accomplishments

The mission of the Building and Fire Code Local Board of Appeals includes hearing appeals from enforcement actions under the Virginia Uniform Statewide Building and Fire Codes. Within these guidelines, The Building and Fire Code Local Board of Appeals, is a quasi-judicial board that meets only when appeals are made relating to the Virginia building and Fire Codes.

Building and Fire Code Local Board of Appeals Policy and Membership Accomplishments

- The board members are required to be knowledgeable in areas relating to building construction and/or building design. In accordance with the Virginia Building and Fire Codes, the board must meet within thirty calendar days from when an appeal is filed. The board responds to requests to meet after an appeal has been filed and does not have regularly scheduled meetings.
- In accordance with the provisions of the Virginia Uniform Statewide Building Code, the board must meet annually for training and the selection of officers as needed. The Code Administration Director provided this training in October 2020. A new chairman was elected in November 2020.

Building and Fire Code Local Board of Appeals Member Activities

- During FY 2021, the board was not convened to hear any appeals.

Program and/or Legislative Accomplishments

- Unlike other city boards and commissions, the Local Appeals Board does not set policy or actively contribute to the Council Goals and Initiatives.

Leadership

<u>Board Members</u>	<u>Date Appointed</u>	<u>Term Expiration</u>
Michael Wheeler*	December 2017	December 2022
Anila Angjeli	May 2018	May 2023
Aaron West	October 2019	October 2024
Kenneth Harris	June 2017	June 2022
Mary Shea	January 2019	January 2024
James Jordan**	October 2020	October 2025

*Chairman

** Alternate Member

- Penny Gausman, Department of Code Administration acted as the staff liaison to Building and Fire Code Local Board of Appeals during the 2020/2021 year.

Attachments

- City of Alexandria Board and Commissions Meetings Attendance Sheet

CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT

JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: Dept. of Code Administration CHAIRPERSON: Michael Wheeler

***NO HEARINGS WERE HELD DURING FISCAL YEAR 2021**

MEMBER'S NAME	2020						2021					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Michael Wheeler												
Anila Angjeli												
Kenneth Harris												
Mary Hope Shea												
Aaron West												
James Jordan												
Austin Burrow												

INDICATE: X - FOR PRESENT

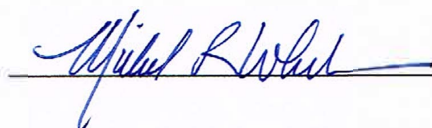
E - FOR EXCUSED

U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

NIA

(FORM MUST BE SIGNED BY CHAIRPERSON)



APPROVED:

9 July 2021

(Chairperson)



Gregg Fields
Director

DEPARTMENT OF CODE ADMINISTRATION
301 King Street, Room 4200
Alexandria, Virginia 22314

Phone (703) 746-4200
Fax (703) 549-4589
alexandriava.gov

DATE: July 7, 2021

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

SUBJECT: FY 2021 REPORT OF ACTIVITIES

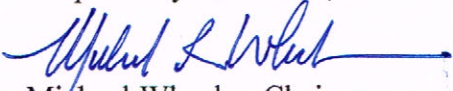
The Building and Fire Code Local Board of Appeals is a quasi-judicial board that meets only when appeals are made relating to the Virginia building and Fire Codes. We are fortunate that the Department of Code Administration is able to resolve most disputes, leaving the board with very few cases to consider. During FY 2021, the board was not convened to hear any appeals.

The board members are required to be knowledgeable in areas relating to building construction and/or building design. In accordance with the Virginia Building and Fire Codes, the board must meet within thirty calendar days from when an appeal is filed. The board responds to requests to meet after an appeal has been filed and does not have regularly scheduled meetings. Unlike other city boards and commissions, the Local Appeals Board does not set policy or actively contribute to the Council Goals and Initiatives.

In accordance with the provisions of the Virginia Uniform Statewide Building Code, the board must now meet annually for training and the selection of officers. The Code Administration Director provided this training in October 2020 and a new chairman was elected in November 2020.

I am available to answer any questions that may arise from this report.

Respectfully Submitted,


Michael Wheeler, Chairman
125 N. Peyton Street
Alexandria, VA 22314

Cc: Gregg Fields, Director of Code Administration
Gloria Sitton, City Clerk and Clerk of Council


City of Alexandria, Virginia

MEMORANDUM

DATE: AUGUST 31, 2021

TO: GLORIA SITTON, CITY CLERK
OFFICE OF THE CITY CLERK AND CLERK OF COUNCIL

THRU: KARL W. MORITZ, DIRECTOR
DEPARTMENT OF PLANNING & ZONING

FROM: LAURENCE ALTENBURG, CHAIR
BOARD OF ZONING APPEALS 

SUBJECT: FY 2021 ANNUAL REPORT OF THE BOARD OF ZONING APPEALS
(BZA)

I am pleased to present this Annual Report for the Board of Zoning Appeals (BZA) for Fiscal Year 2021, as required by City Code section 2-4-7(i)(1). An attendance form is also attached. BZA members who missed hearings had excused absences.

The BZA is appointed by City Council and performs duties as specified under Section 15 of the State Code and Chapter 9 of the City Charter and Article 11 of the City's Zoning Ordinance. The BZA is charged with hearing and deciding Variances, Special Exceptions, and Appeals of Determinations by the Director of the Department of Planning & Zoning.

Summary of Board Activities for Fiscal Year 2021 (July 1, 2020 – June 30, 2021)

FY 2021		FY 2020	
Variance Cases	9	Variance Cases	5
Special Exception Cases	9	Special Exception Cases	4
Appeal Cases	1	Appeal Cases	1
Total Cases	19	Total Cases	10

FY 2020 provided for comparison

In Fiscal Year 2021, the Board of Zoning Appeals (BZA) decided a total of 19 applications: 9 Variances, 9 Special Exceptions, 1 Appeal. The Board also approved 2 Findings of Facts related to the Appeals from FY 2020 and 2021. Variance cases increased from the previous year from 5 to 9. Special Exception cases went up from 4 to 9. Appeals remained constant. The BZA approved 4 Variance cases and 9 Special Exception cases, denied 5 Variance cases, and upheld the Director of Planning & Zoning's determination on 1 Appeal. Total cases went up by 90%, from 10 to 19. The overall increase in cases can be attributed to the

increase in construction activity to add space to residential properties and the demand for conversions to a variety of residential uses.

The following case studies from FY 2021 illustrate various complex issues that the BZA addressed:

Case Study: BZA #2020-00018, 611 Cameron Street (Zoned RM/Residential Townhouse)

In October 2020, the Board affirmed the Director's determination that the subject property, located at 611 Cameron Street, was configured as one-half of a semi-detached two-family dwelling, and therefore could not be developed with an additional dwelling unit. The Director determined that an additional dwelling unit would create a use of the subject property that was not permitted by the Zoning Ordinance.

The appellant disagreed with the Director's determination, stating that the subject property's existing configuration constituted neither a two-family nor townhouse dwelling. The appellant stated that the proposed use of the dwelling would be permitted by the RM zone.

The relevant facts of this case included only the existing configuration of the subject property: that there is a party wall between the dwelling units on the subject property and 609 Cameron Street. As such, the Director found that the subject property was already developed with one-half of a semi-detached two-family dwelling. This finding precludes the development of another unit on the subject property as the appellant proposed.

The Accessory Dwelling Unit (ADU) policy, adopted March 2021, may allow the appellant to create an accessory dwelling on the subject property. This appeal also mirrors some of the characteristics of the 113 South Saint Asaph Street case. As such, staff may review this appeal in its consideration of amendments to the Zoning Ordinance that could reduce the regulatory burden on adaptive reuse of historic buildings.

Case Study: BZA #2020-00023, 113 South Saint Asaph Street (Zoned CD/Commercial Downtown)

In January 2021, the Board upheld staff's recommendation of denial of the applicant's variance requests (lot size, lot frontage, side yards, rear yard and maximum dwelling units per acre) to remove the commercial uses from an existing mixed-use building and to build-out additional dwelling units. The subject property is located within the Old and Historic Alexandria District. The proposal would have had four dwelling units within an all-residential, multifamily building. The existing mixed-use configuration of the building did not comply with the CD zone's side or rear yard requirements.

The CD zone establishes minimum lot and density requirements for residential buildings only. It exempted the existing mixed-use configuration from these requirements. Although the applicant proposed a change in use of the building which would have included interior renovations only, without exterior changes or expansion, the proposal would be subject to the CD zone's minimum lot and density requirements because of the proposed change to an all-residential building.

The Board agreed with staff's analysis that the applicant's request did not meet the variance standards. Strict application of the Zoning Ordinance would have allowed for the existing two dwelling unit, mixed-use building to remain indefinitely. Strict application would have also allowed for the building to retain commercial uses on the lower floors with up to four dwelling units located on floors above. The Board further found that the applicant had created his own hardship.

Staff is currently considering amendments to the Zoning Ordinance that could reduce the regulatory burden on adaptive reuse of historic buildings.

Case Study: BZA #2021-00002, 1117 Queen Street (Zoned CL/Commercial Low)

In April 2021, the Board approved a request for variances from lot size, lot frontage, front setback and side yard setbacks, to construct a single-family dwelling at 1117 Queen Street. The subject property was one vacant lot of record within the Parker-Gray Historic District. The proposal closely replicated the original historic dwelling that was on this property from 1877 to 1985 and the request was not increasing the noncompliance above what was previously on the property.

Staff recommended approval, as the requested variances met the variance definition and standards. Staff found the proposal to be a reasonable deviation from the CL zone requirements, as strict application of the requirements would have prohibited residential use (which was both a permitted use in the zone and the historic use of the property) entirely and the requirements did not reflect the existing historic development character of the neighborhood.

The Board agreed with staff's recommendation and approved the variances to allow for the construction of a new dwelling on the subject property with 1.5-foot side yard setbacks and 7-foot front yard setbacks. The BZA added a condition that the new dwelling must be located at least 3 feet from the existing dwelling located at 1113 Queen Street.

Staff is currently considering amendments to the Zoning Ordinance that could reduce the regulatory burden for the development of existing vacant lots of record in the CL zone.

Membership and Attendance

There were changes in the membership of the Board of Zoning Appeals (BZA). On January 11, 2021 the BZA re-appointed Laurence Altenburg as Chair, Mark Yoo as Vice Chair, and Lee Perna as Board Secretary for a one-year term. Daniel Poretz's term expired on February 14, 2021. Accordingly, on February 9, 2021 City Council appointed Tim Foley to the BZA for a four-year term ending in February 9, 2025. Currently, there is no vacancy on the BZA. Absences were excused by the Chair. The membership and attendance reports for the BZA is included in Attachment 1.

In FY 2021, the BZA held 10 public hearings. There was 1 cancelation. The February 8, 2021 hearing was canceled due to lack of application submissions. Due to the COVID-19 Pandemic emergency, all 10 hearings were held electronically with BZA board members and staff participating from remote locations through Zoom Webinar. The virtual public

hearings were held pursuant to Virginia Code Section 2.2-3708.2(A)(3), the Continuity of Government ordinance adopted by the City Council on June 20, 2020 or Sections 4-0.01(g) in HB29 and HB30, enacted by the 2020 Virginia General Assembly (Virginia Acts of Assembly Ch.1283 and 1289), to undertake essential business. The meetings were accessed by the public through the Zoom teleconferencing platform, broadcasted live on AlexTV (Comcast Channel 70) and streamed on the City's website. Additionally, public comments were received at the meeting via Zoom and telephone. The video and audio recordings were posted the day after the hearing.

In FY 2020, at its June 8, 2020 hearing, the BZA voted to approve the Electronic Participation Policy for Board of Zoning Appeals Hearings. The policy became effective on June 8, 2020 and expired on June 30, 2021. Subsequently, at its July 12, 2021 hearing, the BZA voted to defer the new Electronic Participation Policy for Board of Zoning Appeals Hearings (effective July 1, 2021) to its next scheduled hearing in FY 2022. The Electronic Participation Policy allows virtual participation by members when a quorum has physically assembled in one location.

ATTACHMENT 1

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETING ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: Board of Zoning Appeals (BZA)

CHAIRPERSON: Laurence Altenburg

	2020						2021					
Board Member	Jul 13	Aug	Sep 14	Oct 19	Nov 9	Dec 14	Jan 11	Feb 8	Mar 8	Apr 12	May 10	Jun 14
Laurence Altenburg, Chair	X	Recessed	X	X	X	X	X	Canceled	X	X	X	X
Erich Chan	X		X	X	X	X	X		X	X	X	X
Quynn Nguyen	E		X	X	X	E	X		X	X	X	E
Lee Perna, Secretary	X		X	X	X	X	X		X	X	X	X
Daniel Poretz	E		X	E	X	X	X		-	-	-	-
Jon Wacławski	X		X	X	X	X	X		X	X	X	E
Mark Yoo, Vice Chair	X		X	X	X	X	X		X	X	X	X
Tim Foley	-		-	-	-	-	-		X	X	X	X

INDICATE: X - FOR PRESENT E - FOR EXCUSED U – FOR UNEXCUSED

Notes:

1. The BZA was in recess during August.
2. July 2020 through June 2021 hearings were held electronically with BZA board members and staff participating from remote locations through Zoom Webinar.
3. February 8, 2021 hearing was canceled due to lack of application submissions.
4. Daniel Poretz's term expired on February 14, 2021.
5. On February 9, 2021 City Council appointed Tim Foley to the Board of Zoning Appeals for a four-year term.

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

N/A**

** All absences were excused and therefore not counted per Section 2-4-7(i)(2) of the City of Alexandria's Charter and Code.

APPROVED:



Laurence Altenburg, Chair

City of Alexandria, Virginia

MEMORANDUM

DATE: AUGUST 31, 2021

TO: GLORIA SITTON, CITY CLERK
OFFICE OF CITY CLERK AND CLERK OF COUNCIL

FROM: KARL W. MORITZ, DIRECTOR
DEPARTMENT OF PLANNING & ZONING

SUBJECT: FY 2021 CARLYLE/EISENHOWER EAST DESIGN REVIEW BOARD (DRB)
ANNUAL REPORT

I am pleased to present this annual report for the Carlyle/Eisenhower East Design Review Board (hereafter the “DRB”) for Fiscal Year 2021 (hereafter “FY 2021”), as required by City Code Section 2-4-7(i)(l). The DRB is comprised of two design professionals (architects Roger Lewis and Lee Quill), a City Manager designee (City Architect, Tom Canfield), a City Council Representative (Councilwoman Redella S. Pepper), and a citizen member (Alan Lynch). The primary role of the DRB is to review development applications within the Carlyle and Eisenhower East areas of the City. The DRB also provides design guidance to staff and makes formal recommendations to the Alexandria Planning Commission. The DRB is scheduled to meet every other month, but only if there is a project to review. Extra meetings may be scheduled on a case-by-case basis.

The DRB held seven (7) individual meetings during FY 2021 and rendered opinions on five separate projects – all in various phases of the planning process. FY 2021 was also punctuated by the continuation of the Covid-19 Pandemic emergency, and thus all meetings were virtual.

Milestones reached include:

- Final Approval of *Block P – 765 John Carlyle*, the last remaining development site in the Carlyle District.
- Final Approval of approximately 9,000 square feet of signage for *Blocks 4 & 5, Hoffman Town Center*.
- Final Approval of *Block 32 – Carlyle Plaza II*.

The projects discussed during FY 2021 are more expounded upon below:

I.

Hearing Date: August 27, 2020 **Special Meeting**

Item(s):

i. Block P South Tower (Conceptual Review)

The applicant delivered their concept submission for Block P's South Tower – which sought a change in use from Office to Senior Housing. The Board discussed the upcoming public hearings and changes to the penthouse level of the building, in response to the new programmatic use of the building. The board voted unanimously (5-0) to advance the concept subject to staff recommendations regarding architectural refinements.

ii. Block P North Tower + Podium (Final Review)

The DRB gave their final approval for Block P's North Tower and Podium. The meeting opened up with an introduction by the applicant's attorney Jonathan Rak and Chris Woody, architect, who gave a brief presentation on the building's connector piece, which is a five-story feature of the podium that unites the two taller buildings. The brief presentation was followed by discussion amongst the Board members over whether the decorative chain link material or glazing was appropriate for the connector. The board voted unanimously to approve the final submission with a vote of 5-0.

II. Hearing Date: October 22, 2020 **Special Meeting**

Item(s):

i. Block P South Tower (Final Review)

The DRB gave final approval to Block P's South Tower. During the meeting, the applicant's team discussed changes based on previous discussions with Staff and the Board. The revisions were warmly received by the Board, who moved to recommend that the Planning Commission and Council approve the requested SUP (SUP2020-0065) by a vote of 4-0, with Mr. Lynch absent.

ii. Block 32 Carlyle Plaza II (Conceptual Review)

The DRB held the first meeting to review the proposed architectural amendments to the Eisenhower East Block 32 Development Tower One and Tower Two buildings. The Board generally found the scale, form, and massing of the two tower buildings both effective and successful. The Board complimented the applicant's massing and stated the two tower buildings accommodate excellent views from every direction and provide efficient light and air to all units in the building. The Board also commended the differing heights of the two tower

buildings and the variety and limited shadows it creates and supported the applicant's placement of residential liner units along the above grade parking garage, which screen most of the garage from the public realm. Overall, the Board stated they would likely approve an endorsement of the architecture in the future but recommended minor changes.

III. Hearing Date: December 17, 2020 **Special Meeting**

Item(s):

i. Block 32 Carlyle Plaza II (Architectural Review)

The DRB continued to review the Eisenhower East Block 32 proposal. Based on the feedback from the October 22, 2020 DRB meeting, the applicant worked to address the Board's feedback and recommendations and made several changes to the building architecture. The applicant's response mainly included changes to the grid pattern of the building and the design of the residential liner units.

Overall, the Board found that the applicant's materials and architectural design were acceptable and the DRB was prepared to approve the architecture, but due to timing and potential noticing issues, the Board decided to wait until the January 21, 2021 DRB meeting to formally approve the architecture.

IV. Hearing Date: January 21, 2021

Item(s):

i. Block 32 Carlyle Plaza II (Final Review)

The DRB voted unanimously to approve the overall architecture for the Eisenhower East Block 32 Tower 1 and Tower 2 buildings, on a motion by Mr. Canfield, seconded by Mr. Lewis, carried on a vote of 4-0, with Mr. Alan Lynch absent.

The vote was followed by a work session regarding the proposed amendments to the Eisenhower East Block 32 open space design, where the Board made observations and recommendations regarding the proposed open space for the development. Board members noted that many of the proposed changes were significant changes from the originally approved plan and stated a preference for a wider space over Savoy Street along with other changes to create a design similar to what had been previously approved for this development. The Board emphasized the importance of elevator access to the above-grade elevated deck and generally agreed that the applicant needed to create stronger visual emphasis for all three elevator shafts. The Board generally supported the proposed design

changes but request a revised plan and supplemental material be provided at the next DRB meeting.

V. Hearing Date: February 25, 2021 **Special Meeting**
Item(s):

i. *Blocks 4 & 5 Carlyle Crossing Coordinated Sign Plan (Revised Submission)*

The DRB voted to recommend approval of the applicant's Coordinated Sign Plan. The project returned in February for final review and approval once the intricacies of the Final Site Plan process were worked out. Staff clarified that the changes to the proposed volumetrics, design and dimensions of the grocery tenant's signage were necessary given the scale and scope of the multi-acre site. The DRB voted 4-0 to recommend approval of the applicant's Coordinated Sign SUP as submitted, by a vote of 4-0, with Mr. Lynch absent.

VI. Hearing Date: March 25, 2021
Item(s)

i. *Block 32 Carlyle Plaza II (Landscape Revisions Review)*

The DRB voted unanimously to approve the overall open space for the Eisenhower East Block 32 development, on a motion by Roger Lewis, seconded by Councilmember Del Pepper, carried on a vote of 4-0, with Mr. Lynch absent.

The Board supported the proposal and voiced several positive sentiments regarding the overall open space design, but particularly for the transition zone design. The DRB expressed that the transition zone and South Circle Park is like a work of art and something new and different that would be unique to Alexandria. The DRB also asked the applicant to consider what the transition zone and South Circle Park would look like in the winter, stating that the form and shape of the transition zone would be a dramatic visual in the wintertime but that winter plantings should still be incorporated into the design.

VII. Hearing Date: June 17, 2021 **Special Meeting**
Item(s):

i. *Block 23 (Conceptual Review)*

The DRB voted unanimously (5-0) to approve the conceptual design submission for Block 23, in terms of height, mass, scale, and general architectural character – which is envisioned as a multi-phased residential high-rise located on Eisenhower Avenue. The Board discussed ways in which to make the tower footprints more

slender, and agreed with Staff's recommendations regarding improving the architecture at the pedestrian level along all four sides of the block.

DRB attendance for FY 2021 is summarized in Attachment 1.

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: Carlyle/ Eisenhower East Design Review Board (DRB)

CHAIRPERSON: N/A

MEMBER'S NAME	2020						2021					
	Jul 16	Aug 27	Sep 26	Oct 22	Nov 21	Dec 17	Jan 21	Feb 25	Mar 25	Apr 15	May 20	Jun 17
Vacant	--	--	--	--	--	--	--	--	--	--	--	--
Tom Canfield	–	X	–	X	–	X	X	X	X	–	–	X
Alan Lynch	–	X	–	E	–	U	E	E	U	–	–	X
Redella S. Pepper	–	X	–	X	–	X	X	X	X	–	–	X
Roger Lewis	–	X	–	X	–	X	X	X	X	–	–	X
Lee Quill	–	X	–	X	–	X	X	X	X	–	–	X

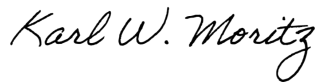
INDICATE: X FOR *PRESENT*, E FOR *EXCUSED*, U FOR *UNEXCUSED*

LEGEND: – FOR *NO MEETING*, -- FOR *NOT APPOINTED*, * - FOR *APPOINTMENT EXPIRED*

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

- Alan Lynch

APPROVED



Karl W. Moritz, Director, Department of Planning & Zoning

**Alexandria Community Criminal Justice Board
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The mission of the Alexandria Community Criminal Justice Board is to enhance and promote the safety of City of Alexandria residents and visitors through the most effective and efficient administration of criminal and juvenile justice services. Within these guidelines, the Alexandria Community Criminal Justice Board membership completed the following activities during its 2020/21 session.

**Alexandria Community Criminal Justice Board Policy and Membership
Accomplishments**

- Membership remained steady throughout the year. During this fiscal year we maintained a quorum for every meeting. Specific designees were also identified to report on behalf of several *Ex Officio* members to ensure strong attendance.
- The board continues to incorporate information from the CCJB sub-committee meetings and will have a report at main meeting.
- The chair, Patricia Gruen was unexpectedly deployed to an assignment out of the country mid-term and Pegah Vakili was voted in as new chair.
- The board continues to meet jointly with the Health and Safety Committee (H&SC) twice a year. The board will continue to hold separate meetings twice a year.

Alexandria Community Criminal Justice Board Member Activities

- Meetings held via Zoom and all meetings were led with the COVID-19 Pandemic Emergency Public Hearing Announcement.
- Presentations were made by Kari Galloway, Executive Director of Friends of Guest House and Erick King, Co-Founder and CEO of Capitol Youth Empowerment Program. Ms Galloway provided background information that the program is a 47-year transitional housing program for formerly incarcerated women. The program specializes in re-entry has served some four thousand women which now has two locations (Del Ray and Old Town). Mr. King informed the board that the organization supports the “fatherless home” by providing support to fathers, teen sex education, and the Fathers-In Touch program.

- Report out from Liz Wixson & Bill Rooney of the CSB on the Alexandria Behavioral Health Alliance (formally the Jail Diversion Sub-Committee). Information was given on the Data Analyst position that will report to the Office of Performance & Accountability. The position is intended to add strength to the initiatives and may expand to additional matters along the diversion/jail continuum. Information was also shared regarding the Co-Responder MH & APD Pilot Program, which brings staff from Behavioral Health and APD together to respond to 911/311 calls.
- Report out from Desha Hall-Winstead, Director of Alexandria Criminal Justice Services (ACJS), Candra Callicott, Chief Deputy, Sheriff's Office and Debra Collins, Assistant City Manager regarding the separation of the Pretrial /Community Corrections Program separating from the Sheriff's Office. A presentation was made to City Council and Council voted unanimously to in favor of ACJS becoming a stand-alone city department, which will report directly to Debra Collins in the City Manager's Office. Dana Wedeles, Special Assistant to the City Manager and Percy White, Gang Prevention Officer of the Court Services Unit have been selected to assist and support with the transition of becoming a stand-alone department.
- Report outs from all agencies regarding COVID-19 and how agencies are dealing with the pandemic all while keeping offices open on hybrid schedules and how teleworking has impacted departments and their workflow.

Program and/or Legislative Accomplishments

- The board updated/revised the Criminal Justice Strategic Plan -2025. The process included an audit of membership and identified the greatest weakness of this board, which is that it has no funding.
- The City Ordinance passed by City Council removing the requirement that the representative of the non-profit organization be recommended by the Alexandria United Way. This change allows input from non-profit organizations dedicated to criminal justice process/reforms, criminal justice issues, pretrial supervision and/or re-entry and rehabilitation.

Goals for 2020-2021

- The primary goal for 2020-2021 board—to fill all vacant seats on the board. Vacant seats include representatives for Local Educator, Citizen and Non-Profit Representative – was accomplished.

Leadership

- Officers for the 2021 year were elected at the December 3, 2020 meeting: Pegah Vakili elected as Chair, Elizabeth Jones Valderrama as Vice-Chair, Mike Mackey was elected as Secretary.
- Listed term expirations and new members, with month they were appointed:
 - City Council Appointment: Debra Collins, Deputy City Manager, Appointment: 9/09/14 - *Ex Officio*
 - Circuit Court: Honorable Lisa Kemler, Chief Judge, Appointment: 8/13/12 - *Ex Officio*
 - General District Court: Honorable Donald Haddock, Jr., Chief Judge, Appointment (February 2020) - *Ex Officio*
 - Juvenile Domestic Relations Court: Honorable Constance Frogale, Chief Judge, Appointment 10/21/09 - *Ex Officio*
 - Office of the Magistrate: Honorable Adam Willard, Chief Magistrate, Appointment 11/14/17 - *Ex Officio*
 - Alexandria Sheriff's Office: Dana Lawhorne, Sheriff, Appointment 02/03/06 - *Ex Officio*, (Designee: Chief Rawle Kelly)
 - Alexandria Police Department: Michael Brown, Chief of Police, Appointment (January 2017) - *Ex Officio* (Designee: Assistant Chief Don Hayes)
 - Commonwealth Attorney's Office: Bryan Porter, The Commonwealth Attorney Appointment 5/13/14 - *Ex Officio* (Designee: Cathryn Evans)
 - Public Defender's Office: Paul Pepper, The Public Defender; Appointment (November 2019) - *Ex Officio*
 - Administrator of the Community Services Board: Kate Garvey - Appointment (February 2014) - *Ex Officio* (Designee: Liz Wixson - Appointment 6/13/17—to present)
 - Chief of Adult Probation & Parole: Alfreda Shinns, Chief Probation & Parole, Appointment (2018) - *Ex Officio*
 - Director of Court Services Unit: Mike Mackey, Director Court Services, Appointment 5/14/19 - *Ex Officio*

- Local Educator: Julie Crawford, Ed.D, Chief of Student Services & Equity, Appointment 4/06/21-4/06/23
- 4 Citizens:
 - Pegah Vakili 11/10/20 - 11/10/22
 - Abdel-Rahman Elnoubi 11/10/20 – 11/10/22
 - Kendall Wangsgard 1/12/21 – 1/12/23
 - Erick King
- 2 Community Organizations:
 - Business Representative (Recommended by Chambers of Commerce): Elizabeth Jones Valderrama (OAR) - Appointment 12/10/19 – 12/10/21
 - Non-Profit Representative: Marisa Tordella, Friends of Guest House Appointment 4/06/21 - 4/06/23
- City Staff: Desha Hall-Winstead
- During the year, membership included the following individuals:
 - Judge Lisa Kemler
 - Judge Donald Haddock, Jr
 - Judge Constance Frogale
 - Magistrate Adam Willard
 - Assistant Chief Don Hayes on behalf of Chief of Police Michael Brown
 - Chief Deputy Shelbert Williams on behalf of Sheriff Dana Lawhorne
 - Chief Deputy Cathryn Evans on behalf of Commonwealth Attorney Bryan Porter
 - Director Liz Wixson on behalf of Community Services Board Administrator Kate Garvey
 - Public Defender Paul Pepper
 - Deputy City Manager Debra Collins on behalf of City Council
 - Chief Probation Officer Alfreda Shinns
 - Director Mike Mackey
 - Ms. Elizabeth Jones-Valderrama
 - Ms. Stephanie Wright (Resigned); replaced by Marisa Tordella
 - Citizens: Patricia Gruen (Resigned); Abdel-Rahman Elnoubi, Emily Gordon (Resigned); Kevin Brehm (Term Ended)
- Desha Hall-Winstead, Director of Alexandria Criminal Justice Services, Pretrial and Local Probation for Alexandria Sheriff's Office acted as the staff liaison to Alexandria Community Criminal Justice Board during the 2020/2021 year.

- Local Educator: Julie Crawford, Ed.D, Chief of Student Services & Equity, Appointment 4/06/21-4/06/23
- 4 Citizens:
 - Pegah Vakili 11/10/20 - 11/10/22
 - Abdel-Rahman Elnoubi 11/10/20 – 11/10/22
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 - Ms. Stephanie Wright (Resigned); replaced by Marisa Tordella
 - Citizens: Patricia Gruen (Resigned); Abdel-Rahman Elnoubi, Emily Gordon (Resigned); Kevin Brehm (Term Ended)
- Desha Hall-Winstead, Director of Alexandria Criminal Justice Services, Pretrial and Local Probation for Alexandria Sheriff's Office acted as the staff liaison to Alexandria Community Criminal Justice Board during the 2020/2021 year.

Attachments

1. Any notable letters to City Council, date, subject
2. Any letters to other Advisory Groups, date, subject
3. Any completed reports or relevant documents

**APPENDIX F.
ADVISORY GROUP ANNUAL ATTENDANCE REPORT TEMPLATE**

**CITY OF ALEXANDRIA
[ADVISORY GROUP NAME]
MEETING ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

CHAIRPERSON: Pegah Vakili

MEMBER'S NAME	Jan '21	Feb '21	Mar '21	Apr '21	May '21	Jun '21	Jul '20	Aug '20	Sep '20	Oct '20	Nov '20	Dec '20
Brehm, Kevin <i>(Term Expired)</i>									X			X
Brown, Michael*			X		X							X
Collins, Debra			X		X				X			X
Elnoub1, Abdel-Rahman			X		X							X
Evans, Catherine			X		X				X			X
Frogale, Constance			X		X				X			X
Gordon, Emily <i>(Resigned)</i>									X			
Gruen, Patricia <i>(Resigned)</i>			X						X			X
Haddock, Donald *			X		X				X			X
Jones Valderrama, Elizabeth			X		X				X			X
Kemler, Lisa			X		X				X			X
King, Erick <i>(New Member)</i>			X		X							
Lawhorne, Dana *			X		X							X
Mackey, Mike			X		X				X			X
Pepper, Paul					X							X
Shinns, Alfreda					X				X			X
Vakili, Pegah – <i>Chair</i>			X		X							X
Willard, Adam					X				X			X
Wixson, Liz			X		X				X			X
Wright, Stephanie <i>(Resigned)</i>												

INDICATE: X - FOR PRESENT

E - FOR EXCUSED

U - FOR UNEXCUSED

*** Representative Reported on behalf of board member**

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

- Meetings suspended due to COVID-19 Pandemic

FORM MUST BE SIGNED BY CHAIRPERSON

(APPROVED) _____ **(Chairperson)**

**City of Alexandria
Alexandria Commission for the Arts
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The mission of the Alexandria Commission for the Arts is defined by the following Roles and Responsibilities per City ordinance (Article K, Sec. 2-4-91):

Advise Alexandria City Council with regard to policies that will strengthen the arts and further public access to the arts and cultural matters identified by the City Council

Establish and periodically review criteria and standards for arts grant applications for city funds and accountability for the use of such funds;

Allocate from such funds to eligible organizations and activities as may be appropriated by the City Council for such purpose;

Review the public art annual work plan as developed by the office of the arts and a work plan task force and make recommendations to the city council as part of the budget process;

Review and approve public art project plans for specific public art projects, and to review and approve artist selection and concept development;

Create committees and task forces, as necessary, to focus on public art project development and artist selection;

Review proposals for donations of public art and commemorative art and make recommendations to the City Council;

Collaborate with the Alexandria Office of the Arts on public art project evaluations;

Support public communication and outreach as related to the arts; and,

Serve as citizen liaisons to City planning initiatives when public art is involved.

Within these guidelines, the Alexandria Commission for the Arts membership completed the following activities during its 2020-2021 year.

Commission for the Arts Policy and Membership Accomplishments

The Alexandria Commission for the Arts (Commission) maintained a quorum for all meetings from September 2020 to June 2021 with a special, second monthly Arts Commission meeting in January on Wednesday, January 27 and no meeting in July 2021. All meetings were conducted virtually in accordance with city policy for COVID-19. The Executive Committee is comprised of four elected officers and met regularly to set meeting agendas and priorities. The officers were initially nominated by the Nominating Committee before being voted on by the Commission. Additionally, the Inclusivity, ArtReach and Grants Committees are under the guidance of the Alexandria Commission for the Arts.

Alexandria Commission for the Arts Policy and Membership Accomplishments

The Commission appoints liaisons to serve the following groups:

Alexandria Arts Alliance
Waterfront Commission.

The Commission created the following new Task Forces during this fiscal year:

Old Town North Public Art
Del Ray Gateway Public Art

The Commission continued to participate in and engaged with the following Task Forces during this fiscal year:

Public Art Annual Work Plan
Fiscal Year 2022 Grant Review
Public Art at King Street Park at the Waterfront (Site/See)
Torpedo Factory Art Center Community Engagement
Public Art Artist Residency (Alexandria Renew)
Art Purchase Awards
Public Art at Burke Library
Public Art on Trails and Paths (Winter Passages)
Potomac Yards Metro
Public Art at Duke Street Tunnel
Public Art at Wilkes Street Park
Public Art at West End Transit Corridor

Policy Accomplishments

- **Site/See Waterfront Park:**
 - Approved the loan and relocation of “Wrought. Knit, Labors, Legacies” by Olalekan Jeyifous from Waterfront Park to the lawn in front of the City’s Old Town Pool at 1609 Cameron Street.

- Concept approval of “Groundswell” by Mark Reigelman for Site/See 2021 at Waterfront Park.
- Approved changes and additions to the composition of the Site/See Waterfront Park Project Task Force:
 - Community Stakeholders: Clint Mansell, Director, Principle Gallery, and Nicole McGrew, Owner, Threadleaf
 - Project Stakeholders: Jack Browand, Division Chief, Park Planning, and Claire Mouledoux, Vice President of Communications, Visit Alexandria Arts
 - Commissioners: Allison Nance and Kadhambari Sridhar
- Approved R&R Studios to install temporary artwork at Waterfront Park in 2022, Nina Cooke John for 2023, and HYBYCOZO as an alternate for 2023 or 2024 if the park site is available.
- **Pat Miller Neighborhood Square**
 - Concept Approval of Pat Miller Neighborhood Square Public Art Project.
- **Wilkes Street Park**
 - Approved Wilkes Street Park Project Plan.
 - Approved Eto Ottitgbe as Artist Selection for Wilkes Street Park
- **Torpedo Factory**
 - Submitted a letter to City Council regarding Commission for the Arts recommendations concerning the City staff’s Torpedo Factory Art Center Action Plan.
- **Burke Library**
 - Approved Project One Studio Concept for Burke Library Public Art Project.
- **Trails and Paths/Winter Passages**
 - Approved Artist Selection for Public Art on Trails and Paths (Winter Passages) based on recommendations from Winter Passages Task Force:
 - Cristina Fletcher - Holmes Run Trail
 - Alexander Rudd - Four Mile Run Trail
 - Thomas Sterner - Potomac Yard Trail
- **Old Town North Arts District**
 - Approved creation of Old Town North Public Art Task force with Gayle Converse and Matthew Stensrud to serve as Commission members. Approved Carolyn Griffin and Ryan Whitaker as Community Stakeholders to serve on the Task Force.
 - Approved Goals and Parameters for the Old Town North Public Art Task Force.
 - Approved Old Town North Public Art Task Force recommended artists Nina Tisara, Anne Farley, and Yoshiko Ratliff be commissioned for the stormwater cover project in Old Town North.

- **Arts Purchases:**
 - Approved purchase of two prints from Sto Len as part of the Alexandria Art Purchase Awards.
- **Grants/Arts Funding:**
 - Approved FY 2021 Grant Allocation Recommendations to provide to City Council approval; approved funds for Relief and Recovery due to the COVID-19 pandemic using existing grant funds to support arts organizations through the crisis.
 - Approved letter drafted to City Council encouraging them to include the financial support for art organizations with any recovery grant money the City receives from the Federal Government through the American Rescue Plan Act of 2021.
- **Additional Appointments & Administrative Actions:**
 - Approved creation of the Del Ray Gateway Public Art Task Force, with the appointment of Sophia Suarez and Caroline Schreiber as Commission members.
 - Appointed Judy Heiser as the new Waterfront Commission Liaison.
 - Appointed Julie Montross as Alexandria Arts Alliance Liaison.
 - Approved FY 2022 meeting schedule.
 - Approved Executive Committee for FY2022 to include: Brian Kelley (Chair), Allison Heck (1st Vice Chair), Christina Calloway (2nd Vice Chair), Gayle Converse (Secretary).
 - Approved the City's Electronic Participation Policy.
 - Appointed Christina Calloway and Judy Heiser to the Public Art Annual Work Plan Task Force.

Commission for the Arts Member Activities

- Commissioners hosted the following informative speakers at regular Commission meetings and retreats: Jacqueline Tucker (Race and Social Equity Officer, City of Alexandria), Alyssa Ross (Office of the Arts), Todd Bressi (Art Consultant).
- Commissioners frequently attended and took part in arts and cultural activities and events throughout our great City, such as the Site See: Three Artists, One Site in July 2021 and meet the Artist events with Mark Reigelman.

Leadership

Officers for FY2020 were:

- Brian Kelley, Chair Tamsin
- Kadhambari Sridhar, 1st Vice Chair
- Marta Ali, 2nd Vice Chair
- Gayle Converse, Secretary

During the course of the year, membership included the following individuals:

- Tamsin Green, Public at Large/Arts Consumer
 - Julie Ackerman Montross, Secretary
 - Brian Kelley, expertise in Visual Arts
 - Sophia Suarez, professional in Arts/Cultural Development
 - Julie Montross, Public at Large/Arts Consumer
 - Catherine Ahern Barrett, Public at Large/Arts Consumer
 - Marta Ali, professional in Cityscape/Architecture
 - Beth Coast, professional in Field/Arts Discipline
 - Susan Cohen, expertise in Visual Arts
 - Gayle Converse, Public at Large/Arts Consumer
 - Allison Heck, professional in Cityscape/Architecture
 - Chris Kurowski, professional in Arts/Cultural Development
 - Allison Nance, expertise in Visual Arts
 - Caroline Schreiber, Public at Large/Arts Consumer
 - Kadhambari Sridhar, professional in Field/Arts Disciplines
 - Matthew Stensrud, professional in Field/Arts Disciplines
 - Elizabeth Lo, Student Representative
 - Christina Calloway, Public at Large/Arts Consumer
 - Judy Heiser, Expert in Visual Arts
-
- Matthew Harwood acted as the City staff liaison to the Commission for the Arts.

Attachments

1. Commission Committee and Liaison Reports FY 2021
2. Commission and grantees events/projects photographs FY 2021

**Alexandria Commission for the Arts
Annual Report
July 2019– June 2020
Committee & Liaison Reports**

Grants Committee

The Grants Committee is co-chaired by Caroline Schreiber and Catherine Barrett. Due to COVID restrictions, the rest of the committee did not meet in fiscal year 2021. The FY2021 grants process began prior to the pandemic, but was interrupted by the stay-at-home orders, delaying the award of funding. To help expedite getting funding to arts groups struggling from the pandemic, the co-chairs worked with Office of the Arts staff to offer a special arts recovery and relief grant to Alexandria-based groups, using a portion of the annual arts grants budget. \$56K was awarded through this process to 20 Alexandria arts organizations. Following that, the annual Program Grants process proceeded. Applicants had an opportunity to update their grant applications, which had been submitted pre-pandemic. The ACA voted to award the remaining \$119K (the \$175K arts grants budget, less the \$56K allocated to relief and recovery grants) to the 17 highest scoring applicants. In FY2021, the co-chairs also participated in feedback meetings with Program Grant applicants, meetings with Office of the Arts staff about the ARPA and other potential sources of aid to arts groups, and a webinar on waiving City Park fees for arts groups.

ARTreach Committee

The ArtReach Committee of the Alexandria Commission for the Arts creates and maintains the Commission's external and internal outreach and education initiatives. The 2020 fiscal year efforts of the Committee were curtailed due to the Covid-19 pandemic, although past years have seen the Committee sponsor the Art Commission's participation and attendance in City parades, gallery openings, live performances, and other events. ArtReach also stewards the Commission's letter writing campaigns, City Council/ACA Coffee meetings and additional communications.

Inclusivity Committee

The Inclusivity Committee developed a scope for procedures the Arts Commission could consider regarding further efforts to build inclusivity through its decision-making, recruiting and composition and advice to Council on programming and funding. The Inclusivity Committee plans to have these recommendations absorbed by the Executive Committee to further these considerations a part of all Commission for the Arts business processes and consideration.

**Alexandria Commission for the Arts
Annual Report
July 2020– June 2021**

Commission and grantees events/projects photographs FY 2021

Task Forces in Action

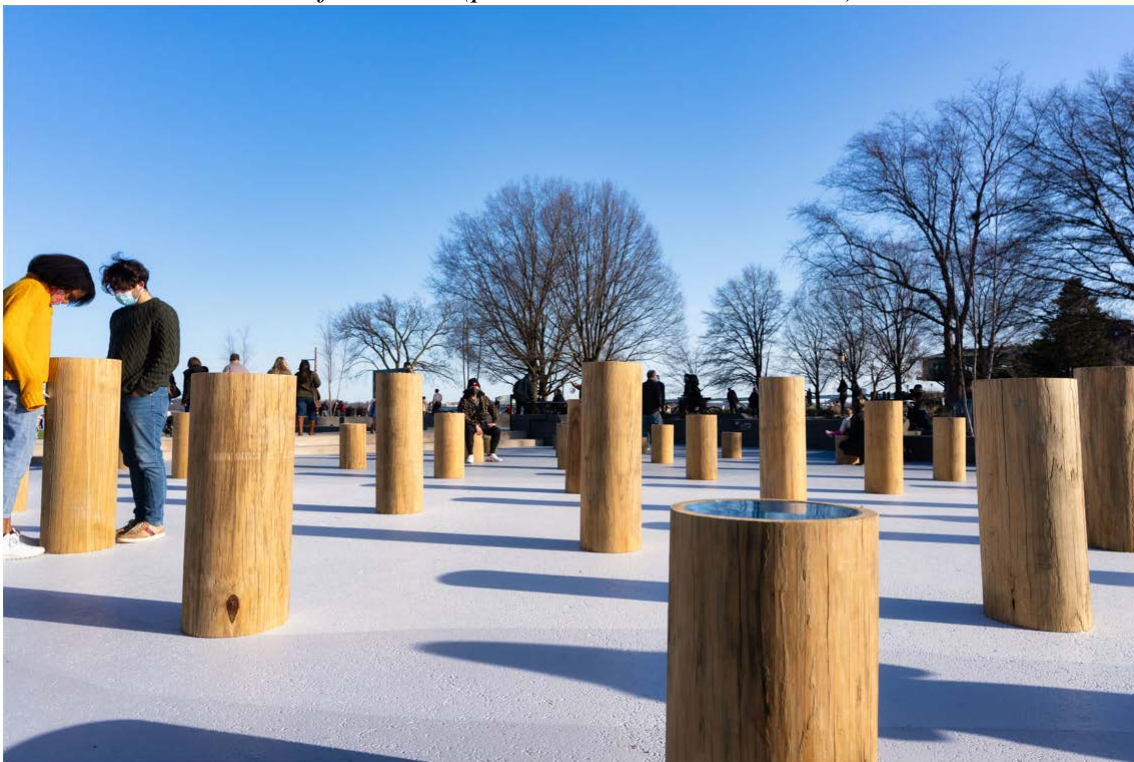


Old Town North Public Art Task Force reviewing stormwater cover art sites (June 2021; photo credit Gayle Converse)

Site/See 2021: “Groundswell” by Mark Reigelman



“Groundswell” at Waterfront Park (photo credit: William Wilson)



“Groundswell” at Waterfront Park (photo credit: William Wilson)



Site/See 2021: “Groundswell” by Mark Reigelman at Waterfront Park (June 2021; photo credit Gayle Converse)

Confluent Threads



“Confluent Threads” rendering for Burke Library by Project One Studio (credit: Project One Studio)

“Flock” by Cristina Fletcher for the Winter Passages installation at Holmes Run



“Flock” in Holmes Run Park (photo credit: City of Alexandria)



“Flock” in Holmes Run Park (photo credit: City of Alexandria)



*“Flock” pieces being uninstalled in Holmes Run Park as a part of Winter Passages installation
(photo credit: City of Alexandria)*

ATTENDANCE FOR FISCAL YEAR 2021

ALEXANDRIA COMMISSION FOR THE ARTS

(As of June 15, 2021) revised

COMMISSION MEMBERS:	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Marta Ali	Did not meet because of COVID-19		X	X	X	X	X			X	X	Term Expired
Catherine Ahern Barrett			X	X	X	X	X	X	X	X	X	X
Christina Calloway			New Member						X	X	X	X
Beth Coast			X	X	X	X	X		X		X	Approved Absence
Susan Cohen			X	X		X	X	X	Term Expired			
Gayle Converse			X	X	X	X	X	X	X	X	X	X
Tamsin Green			X	X	X	X	X	X	Term Expired			
Allison Heck			Approved Absence	X	X	X	X	X	X	X	X	X
Judy Heiser			New Member						X	X	X	X
Brian Kelley			X	X	X	X	X	X	X	X	X	X
Chris Kurowski			X	X	X	X	X	X	Approved Absence	X	X	X
Elizabeth Lo			New Member	X	X	X	X	X	X	X	X	
Julie Ackerman Montross			X	X	X	Approved Absence	X			X	X	X
Allison Nance			X	X	X	X	X	X	X	Approved Absence	X	
Caroline Schreiber			X	X	X	X	X	X	X	X	X	X
Kadhambari Sridhard			X	X	X	X	X	Approved Absence	X	X		X
Matthew Stensrud			X	X	X			X	Approved Absence	X	X	Approved Absence
Sophia Suarez			X	X	X	X	X	X	X	X	X	X

X indicates in attendance

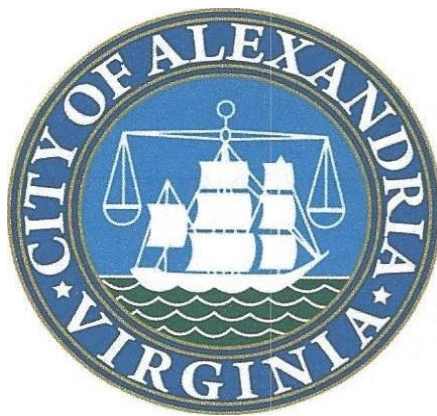
The Alexandria Commission on Aging

Annual Report

JULY 2020 – June 2021

to

The Alexandria City Council



Respectfully Submitted

By

Barbara (Babs) Waters, Chair

August 2021

COMMISSION ON AGING ANNUAL REPORT

JULY 2020 – 2021

SUMMARY OF ACCOMPLISHMENTS

The year 2020 was exceptional and devastating as COVID-19 (SARS Co-V-2) continued to impact us in ways which globalization meant, not merely the expansion of disease and devastation, but the ways in which social connections were redefined unpredictably.

Digital technology, and especially virtual social forums, ushered in new cultural landscapes, most epitomized by ZOOM forums. A year later, there is greater appreciation that during the previous 12-16 months, our understanding of community engagement was transformed in ways which might continue to restructure how we experience work and life, family, friends and fellowship. This in turn can be viewed as challenges; but also as opportunities to witness how we began to reflect upon and prioritize community needs and shared understanding of what remains vital for thriving in uncertain times.

Thanks to the City's Covid-19 Pandemic emergency pursuant to Virginia Code Section 2.2-3708.2(A)(3) Continuity of Government ordinance adopted by the City Council on June 20, 2020, all meetings of the twenty-one (21) member commission, appointed by City Council, began conducting its business electronically using the Zoom platform with great success as guest presenters shared their expertise in areas pertinent to the COA's advocacy and the committees of the commission also used the Zoom platform to conduct meeting and attend seminars and webinars.

Commission on Aging Liaison Commissions and Organizations

- | | |
|--|---|
| 1. Alexandria Department of Community & Human Services | 15. AARP |
| 2. Alexandria Division of Aging and Adult Services | 16. Arlington County Commission on Aging |
| 3. Alexandria Housing Affordability Advisory Committee (AHAAC) | 17. At Home in Alexandria (AHA) |
| 4. Partnership for a Healthier Alexandria | 18. Alexandria Redevelopment & Housing Authority (ARHA) |
| 5. Alexandria Adult Day Services Center | 19. Goodwin House |
| 6. Alexandria Commission on Persons With Disabilities (ACPD) | 20. INOVA Alexandria Hospital |
| 7. Alexandria Commission for Women | 21. Northern Virginia Aging Network (NVAN) |
| 8. Alexandria Human Rights Commission | 22. Partnership for a Healthier Alexandria |
| 9. Alexandria Police Department | 23. Public Health Advisory Committee |
| 10. Alexandria Department of Recreation, Parks & Cultural Activities | 24. Senior Center at Charles Houston |
| 11. Alexandria Transportation & Environmental Services | 25. Senior Services of Alexandria |
| 12. Alexandria Commission on Employment | 26. St. Martin de Porres Senior Center |
| 13. Northern Virginia Falls Prevention Alliance | 27. Successful Aging |
| 14. Community Health Assessment | 28. Virginia Hospital Center |

Outreach Committee

The Outreach Committee comprised of 8 members, met eight (8) times and completed the following activities during its 2020 - 2021 session despite the fact that the Committee's outreach activities were significantly curtailed because senior centers, senior housing and other sites were closed due to the pandemic. Fortunately, the committee adapted quickly to conducting its business and outreach meetings via Zoom.

During the pandemic we relied on Senior Ambassadors to disseminate information about COVID-19 and other programs to keep older adults safe and engaged while staying at home. When the Age Friendly Plan was written, it was expected that fifty Senior Ambassadors would be trained, it has therefore been tremendously rewarding that twice that number of residents have been trained. The one hundred senior ambassadors, representing condo communities, home owner associations, houses of worship, non-profits, businesses and senior residences in the City of Alexandria have been trained by DAAS and SSA and fortunately for the Outreach Committee, several members serve as Senior Ambassadors, therefore enhancing our coordination with our partner, SSA. Communication was ramped up to semiweekly email messages, and a weekly 30-minute Zoom webinar with a guest speaker from organizations that provide services to older adults. This group is being used by the City to get out surveys and messages asking input from older adults on a variety of issues and initiatives. Since Senior Ambassadors represent the diversity of language and ethnicity among the City's residents, this diverse group is effectively able to communicate with members in their diverse communities to educate them on the programs and services that are available to older residents in the city. Because of the tremendous success of the Alexandria Senior Ambassador program, SSA was asked to present to the Arlington Age Friendly Committee on the Senior Ambassador Program to help jump-start their program.

Used social media and news articles to bring attention to important activities and resources for seniors.

The Outreach team included a virtual workshop presentation by the Mayor's Anti – bullying Taskforce which led to publicity for the taskforce from the committee

Coordinated and participated with other advisory groups as relevant.

- One of the members of the Outreach committee organized a very successful workshop for Pride Month, entitled "Older LGBTQ Adults – We're in This Together!" on which other members as well as the Director of DAAS served as panelists; the workshop addressed some of the challenges facing older LGBTQ members of our community.
- Attended Dementia Friendly Alexandria training;
- Distributed monthly articles featuring issues relating to seniors have been distributed to Alexandria congregations working in tandem with DAAS and Senior Services of Alexandria (SSA).

The goals for the coming year are to continue to engage with as many as possible in diverse communities to recruit members from underserved communities to the committee and to disseminate information that is pertinent to older residents particularly since the older population in Alexandria is increasing.

Housing Committee

The COA Housing Committee met eight (8) times between September 2020 and July 2021. During the Covid-19 pandemic, and pursuant to Alexandria City Council mandates, the committee only met virtually. The Housing Committee made substantial progress in expanding affordable housing for older Alexandrians. It collaborated with the Alexandria City Office of Housing on implementing the city's new policy of encouraging developers to set aside affordable housing units when seeking changes in their density permits. It also supported the Department of Planning and Zoning on the adoption of a new zoning ordinance allowing the construction of affordable accessory dwelling units on or within both detached and attached private residences, allowing older persons to live near their families. Finally, the committee developed relationships with both for-profit and non-profit developers, educating them of the ongoing needs of older adults in the City of Alexandria.

During these eight (8) meetings, the committee specifically did the following:

- a. Heard a presentation from the developer's representatives of the new assisted living facility at West Alex at its September 4, 2020 meeting. It is the last part of the West Alex development at the corner of King and Beauregard Streets. It was originally proposed to be an office building or hotel, so this is a change of use. The project will be a nine-story building housing 117 units licensed for 143 beds or residents. The developer agreed to set aside three (3) single units for Auxiliary Grant (AG) recipients for a term of forty (40) years. The committee voted unanimously to support the three (3) AG units plan, and to recommend to the COA Executive Committee that it advance its recommendation to the full COA.
- b. Heard an update at its September 21, 2020 meeting on the City's proposed ordinance on Accessory Dwelling Units (ADU) by staff from both the Planning and Zoning Department and Office on Housing.
- c. On October 19, 2020, the committee received another update on the proposed ADU ordinance. In addition, the committee heard an update on the proposed assisted living facility in the South Block of the Eisenhower area.
- d. At its December 21, 2020 meeting the committee received a final presentation on the proposed ADU ordinance and recommended unanimously that the COA Executive Committee move the final proposed ordinance to the full commission for consideration.
- e. At its December/January meeting the COA approved supporting the City's proposed ADU ordinance.
- f. Housing Committee Chair testified in support of the proposed ADU ordinance at the City Council public hearing on January 23, 2021. The Council approved the proposed ordinance 6-1, with these changes:
 - (1). A prohibition of exclusive short-term rentals (anything less than thirty days).
 - (2). There will be an owner occupancy requirement at the time of construction of the ADU.
 - (3). The zoning ordinance will say there is a permit fee (this will be addressed when the Council approves permit fees as part of the whole permit process).
 - (4). Neighborhoods must be notified of new ADUs prior to their construction.
 - (5). There will be a tier set back provision - normally it would be 1-5 feet back, but if

the structure is between 13.5 feet and less than 16 feet high, the set back is 2.5 feet; if the structure is between 16-20 feet, the setback will be 5 feet. Anything under 13.5 feet will depend on whether there are windows in the homes in the adjoining properties; and

(6). After 18 months, staff must return to the Council for an update and with recommendations for changes if need be.

g. At its January 25, 2021 meeting, the committee heard a presentation by Melodie Seau, the Director of the Landlord-Tenant Relations Division of the Office of Housing on the city's efforts to help residents facing imminent eviction due to Covid-19 reasons.

h. Heard an update on the Aspire Independent Living development proposed on the site of the Tony's Gulf auto service center at the corner of First and Fayette Streets in the North Parker-Gray neighborhood. Because the developer applied for bonus density on the site, the City zoning ordinance, section 7-700, was triggered, so the developer was required to provide either affordable units on the site, or their equivalence. The applicant has come back to the city to negotiate a new affordable housing plan. When the COA considered the initial affordable housing plan, the COA chose the option of 9 one-bedroom units at 60% of area median income. Rent was therefore estimated at \$1,239 per month for an income not to exceed \$51,000 per year (all of these figures will have increased since 2019). The Housing staff estimated that after taxes, rent and service fees, a resident would have \$359 per month leftover for all other personal expenses. Committee members expressed considerable concern about the viability of these units due to the high cost. As of June 1, 2021, there has been no further progress on a new affordable housing plan from the applicant.

Transportation Committee

Policy and Membership

Although the COVID -19 pandemic severely curtailed the Transportation Committee's on-site activities during the past year, the seven active members were able to overcome the challenges by participating in meetings, trainings and miscellaneous activities remotely via Zoom. Primary activities were around monitoring implementation of Vision Zero goals, the DASH Transit Vision Plan, dockless mobility implementation, and design strategies to attain zero traffic deaths and serious injuries.

Major Goals are:

Assist the City to attain its Vision Zero goal of eliminating all traffic deaths and serious injuries by 2028 through attainment of interim year benchmarks.

- Those who walk, drive, and ride a bicycle in Alexandria can do so safely
- DASH and WMATA provide safe, reliable, and frequent transit service for people who live, work, and play in Alexandria.

Actively engaged with City of Alexandria Transportation & Environmental Services (T&ES) Detailed discussions and presentations were held with T&ES at Transportation Committee monthly meetings with focus on aspects of the Alexandria Complete Streets (ACS) and Alexandria Mobility Plan (AMP). In

particular, discussions were held on how the travel choices and strategies in these plans will benefit seniors. Approval of the AMP by Planning Commission and City Council is expected in Fall 2021.

A T&ES presentation was given to the Commission on Aging in April 2021 regarding the City of Alexandria's Complete Streets, Vision Zero, and Mobility Plans.

Partnered with Alexandria Families for Safe Streets (AFSS) and Bicycle Pedestrian Advisory Committee (BPAC) to support a T&ES onsite review of the City's 255 intersections with traffic lights and signs related to pedestrians. Recent legislation now requires signs to say "STOP" for pedestrians rather than "YIELD" wherever signs are used.

Actively represented the COA on the City's Ad Hoc Scooter Task Force which was created by City Council to make recommendations to the City Council about the future of the dockless mobility program for Alexandria. We continue to advocate that e-scooters should not be allowed to operate on sidewalks, and work with the Task Force on the issues related to regulation and oversight of e-scooters.

Maintained a COA presence in meetings of the Bicycle and Pedestrian Advisory Committee (BPAC), a community organization that focuses on promoting safe walking and biking. Met with the Chair of BPAC to discuss ways we might jointly support our goals and look at opportunities to partner on future activities. BPAC has been very involved with organizing training and events related to safe bicycling and walking.

Maintained a COA presence in meetings with Alexandria Families for Safe Streets (AFSS), a community organization that focuses on creating safe streets for all people to walk and bike that can result in the elimination of traffic-related fatalities and injuries in our city. Met with the chair of AFSS to discuss ways we might jointly support our goals and look at opportunities to partner on future activities. AFSS has been very focused on safety and working with other Northern Virginia Families for Safe Streets (FSS) organizations and has created a Near Miss Incident Dashboard, a repository for recorded near miss incident locations and details in Northern Virginia.

A DASH presentation was given at a Transportation Committee meeting presenting their new system plan with new routes that will take effect in September 2021. DASH has created a DASH Rider Advisory Committee that will include older residents in DASH planning and operations. The DASH Rider Advisory Committee had their first meeting in April 2021. The COA had championed the idea of a DAC. A member of the Transportation Committee chairs the DASH Board.

Members of the Transportation Committee actively attended virtual conferences, meetings, and webinars including AARP Livable Communities Transportation Workshops; Accelerating Active Transportation Change Webinars hosted by George Mason University; and 80 Cities sponsored webinars. Members actively reviewed mobility information and studies that might have an impact on the aging community in Alexandria.

Health and Dementia Friendly Committee

The Health and Dementia Friendly Committee is comprised of three active members whose work involves three on-going projects:

- Continuing participation in Dementia Friendly training in collaboration with Goodwin House and other nonprofits;
- Continuing efforts to lower barriers to adoption and use of telehealth services
- Sponsoring a Conversation with Senator Mark Warner on his family's experience with dementia

The committee actively supported further dissemination of Grandpads until the Federal Communications Commission (FCC) created the Emergency Broadband Benefit (EBB) which supports broadband to, among others, Supplemental Security Income (SSI) recipients. Disappointingly, it was learned that the Grandpads service provider did not participate in the EBB program.

To help thwart social isolation in seniors, the committee held discussions with the City's Commission on IT, explored Cyber -Seniors and socializing technology with older members of the community.

HDF committee explored using funds from the Universal Services Fund (USF) for further Grandpad deployment

Committee members represented the COA in the City's Community Health Assessment and Improvement Plan (CHIP) working groups

The committee opened a discussion with Amy Goyer of AARP's Caregiver Facebook Community about offering Dementia Friends training to her group, especially since the trainings are virtual during the pandemic.

Actively disseminated information about community vaccination and the form that needs to be completed prior to being vaccinated,

HDF participated in drafting the COA's Race and Social Equity Statement.

The goals for the coming year will be to continue to focus on EBB - maintain a current list of providers and possible approaches.

Continue collaborating with Goodwin House on content for the Dementia Friendly Website that was recently reactivated.

Civic Engagement and Employment Committee

During the previous year the successes of the committee are as follows:

In collaboration with At Home in Alexandria and Senior Ambassadors, Senior Services of Alexandria (SSA) has distributed 3500 "Silver Service Cards" since the program began in 2016, offering discounts to residents in Alexandria who are 60 years and older. Prior to the pandemic in March 2020, 53 miscellaneous businesses had been participating in the program and SSA had been highlighting those businesses at SSA's website and in brochures as well as encouraging older members of the community to take advantage of the discounts. During the pandemic when it seemed perilous for older and vulnerable members of the community to shop in person, SSA began successfully encouraging older adults to utilize delivery and pick up services.

The goal in the coming year is to have 75 businesses participate in the program. We will ascertain those businesses previously involved in the program confirm their continued participation and we will recruit other businesses to enable us to reach the goal of 75 by June 2022.

This committee worked closely with the Workforce Development Center and monitored its engagements with older job seekers. The staff person responsible for training and upskilling seniors who want to work is a member of the committee.

WDC delivered training, coaching and career readiness to 126 job seeking customers from July 2020 to June 2021.

Successfully placed 26 people in employment positions at companies

Presented WDC programs and services to SSA's Senior Academy

Supported an on -the- job training experience for the National Council on Aging (NCOA) Senior Community Service Employment Program (SCEP) participants

Collaborated with AARP to deliver a virtual workshop via Zoom entitled "Jump Start Your Job Search" 45% of the participants were older Alexandrians.

The Goals for the coming year are:

- To increase employer awareness of incentives to employ workers fifty and older who are eager to work.
- To work with the WDC to demonstrate the success of the senior employment specialist since the position will be expanded from part time to full time in FY 2022.

Twenty (20) Senior Information Corners that had been stocked with literature related to services and programs offered by local, national nonprofits and City agencies were closed from March 2020 until April 2021 when centers and other spaces began opening to the public. Volunteers have been restocking the Information Centers since.

The Goal for the coming year is to add five (5) additional sites to bring the total to twenty-five (25) Information Corners

The original goal in the Age Friendly Plan was to train 50 Senior Ambassadors. The concept quickly become very popular and to date, double the number have been trained by DAAS and SSA.

Senior Ambassadors represent communities of faith; residential communities; senior day programs; condo and neighborhood associations; businesses, and the largest immigrant communities (Spanish and Amharic speaking)

The network of Senior ambassadors has been tremendous - a vital link to the older person during the pandemic.

Since April 2020 SSA has sent Ambassadors pertinent information via email twice each week to share with their respective constituencies and provide feedback on issues and concerns. Ambassadors also have a weekly Zoom call with a local expert as guest speaker - some of the speakers have been Mayor Wilson; Terri Lynch, Director, DAAS; Linda Gilmore, WDC; Natalie Talis, Alexandria Health Department; and Mary Horner, Legal Services of Northern Virginia. Each speaker describes respective programs and explains what services are available for the older residents.

The goal for the coming year is to train 15 additional Senior Ambassadors and facilitate in-person presentations at 5 community hubs.

There are two new goals for the coming year:

- Work with a new non-profit "55 + incubator" to develop programs that will help older people become successful entrepreneurs.
- Work with the Alexandria City Health Department, Senior Services of Alexandria and Division of Aging and Adult Services to enroll eligible seniors in the SNAP program.

Annual Commission on Aging Awards

Postponed in 2021 due to Covid-19

Program and/or Legislative Accomplishments

Testimony by COA Housing Committee Chair before City Council public hearing on Proposed ADU ordinance on January 23, 2021.

Letter written to City Councilwoman, the Honorable Del Pepper, by COA Chairwoman to request her sponsorship, once again, of the WDC Employment Training Specialist from part time to full time on Monday, March 08, 2021.

COA Chairwoman gave testimony on March 08, 2021 City Council public hearing requesting that funds be allotted to the Senior Work Force Development Training Specialist dedicated to Older Workers be upgraded from half time to full time to meet greater demands from job seekers who are 50+

Leadership

Officers

- Barbara (Babs) Waters, Chair
- Victoria Almquist, Vice Chair
- Michael Kreps, Secretary

Term expirations and new COA members

- Expirations
 - Sharon Dantzig - resigned November 2020
 - Cedar Dvorin - expiration of term December 2020
 - Charles Bailey - expiration of term June, 2021
 - Katherine Seifu - resigned April 2021
- New members
 - William Campbell - December 2020
 - Lynette Foster - February 2021
 - Barbara Huelat - December 2020
 - Lois Steele - February 2021

Membership during the course of the reporting year

Victoria Almquist	Sharon Dantzig	Denise Mackie-Smith
Charles Bailey	Lynette Foster	Ellen Nelson
Ray Biegun	Barbara Huelat	Del Pepper
Asfaha Beyene	Michael Kamin	Michael Schuster
William Campbell	David Kaplan	Lois Steele
Majorie Conner	Michael Kreps	Katherine Seifu
Barbara D'Agostino	Jim Lindsay	Barbara (Babs) Waters

Staff Liaisons to Commission on Aging (COA) during the course of the July 2020 – June 2021 year:

- Terri Lynch – Director, Division of Aging and Adult Services
- Debbie Ludington - Long Term Care Coordinator, Division of Aging and Adult Services

ACKNOWLEDGEMENTS

A sincere thank you to all who have contributed to the success of the COA's mission during the July 2020 – June 2021 year. Your dedication to the mission has been unparalleled.

To the new members joining the COA, please accept a hearty welcome and the COA thanks you in advance for your service.

A sincere thank you is also extended to each City Staff member who provided on-going support in many thoughtful ways during the year, especially:

- Terri Lynch – Director, Division of Aging and Adult Services; and
- Debbie Ludington - Long Term Care Coordinator, Division of Aging and Adult Services

We continue to owe a special debt of gratitude to the Mayor, members of City Council and City Staff for their annual investment of personal and practical support. In doing so, you have enabled the Commission on Aging (COA) to make a positive contribution in helping ensure Alexandria remains a livable City where its residents' quality of life ranks among the highest in the Commonwealth of Virginia and the Nation.

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT
July 1, 2020 through June 30, 2021**

COMMISSION ON AGING

Chairperson: Babs Waters

Per City Council Guidelines, Members are expected to attend 75% of Meetings

X – present E – excused U - unexcused

Member's Name	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Babs Waters, Chair	X	X	X	X	X	X	X	X	X	X
Victoria Almquist, Vice Chair	X	E	X	E	X	X	X	X	X	X
Michael Kreps, Secretary	X	X	X	X	E	X	E	X	X	E
Mary Lee Anderson	X	X	X	X	X	X	X	X	X	X
Charles Bailey	X	X	X	X	X	X	X	X	X	X
Ray Biegun	X	X	X	X	X	X	X	X	X	X
Asfaha Beyene	E	X	X	E	X	X	X	X	X	X
William Campbell				X	X	E	X	X	X	U
Marjorie Connor	X	X	X	X	X	X	X	X	X	X
Barbara D'Agostino	X	X	X	X	X	X	X	X	X	X
Sharon Dantzig	X	X	X							
Cedar Dvorin	X	X	X	X						
Lynette Foster						E	X	X	E	X
Barbara Heulet				X	X	X	X	X	X	X
Michael Kamin	X	X	X	X	X	X	X	X	X	E
David Kaplan	X	X	X	X	X	X	X	X	X	X
Jim Lindsay	X	X	X	E	X	X	X	X	X	E
Denise Mackie-Smith	X	X	X	E	X	X	X	X	E	X
Ellen Nelson	X	X	X	X	X	E	X	E	X	E
Del Pepper	E	X	X	X	X	X	X	X	X	X
Michael Schuster	X	X	X	X	X	X	X	X	X	X
Lois Steele						X	X	X	X	X
Katherine Seifu	X	X	X	X	E	X	X	E		

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

APPROVED:

Barbara (Babs) Waters

August 27, 2021

Barbara (Babs) Waters, Chair

Date

ALEXANDRIA COMMISSION ON EMPLOYMENT (ACE)
Annual Report
July 1, 2020-June 30, 2021

Summary of Accomplishments

The Commission was established under Section 2-4-41 of the Codes of the City of Alexandria Virginia and is governed by the authority of the Alexandria City Council as a public agency under Municipal Ordinance 3263 approved on January 23, 1988 as amended.

Mission: The objective of the Commission is to ensure that all citizens are provided equal employment and training opportunities. The Commission is advisory and reports at least annually to City Council or more frequently when urgent issues arise. Commissioners are encouraged to engage in regular dialogue with an assigned City Council Member.

In addressing this mission, ACE works closely with the city's Workforce Development Center (WDC). (www.alexandriava.gov/WorkforceDevelopment).

ALEXANDRIA COMMISSION ON EMPLOYMENT
CURRENT COMMISSIONERS

COMMISSIONER	TERM		POSITION	ROLE
	START	ENDS		
Lenwood Roberts	March 11, 2020	March 11, 2022	Commissioner	Citizen
Paula Moran	June 10, 2020	June 10, 2022	Secretary	Citizen
Stephan Ortman	June 10, 2020	June 10, 2022	Vice Chair	Business Representative
Patrick (Ron) Edwards	September 8, 2020	September 8, 2022	Chair	Citizen
Mara Benner	November 10, 2020	November 10, 2022	Commissioner	Business Representative
David Stamey	February 9, 2021	February 9, 2023	Commissioner	Public Employment Service

Table 1

Table 1 lists all Commissioners/members with a designation of officials currently serving. Additionally, Department of Community and Human Services (DCHS) staff, Daniel Mekibib, Director of the Workforce Development Center, organizes and contributes to our meetings, as does Lesa Gilbert, Director of the Center for Economic Support. Additionally, there

are two liaisons to ACE: Geoff Caldwell, Economic Opportunities Commission, and Mary Lee Anderson, Senior Services and Commission on Aging. ACE meets on the second Tuesday of each month from September until June. The City's performance year is slightly different running from July until June. The accomplishments noted below are primarily based on the ACE sessions from September until June.

Member Activities

ACE Commissioners spend their time on a variety of issues. Based on percent of time devoted to activities reported in January, February and March, the following activities were prevalent: Monthly Meeting (25.7 percent), Administrative (17.9 percent), City Council Liaisons (17.47 percent), Literature Review (16.6 percent), Outreach (13.1 percent). Monthly Meetings occupied the largest percentage of time, and despite Covid, ACE was able to hold all its scheduled meetings. Administrative is largely preparation for meeting such as the preparation of agenda, minutes and making arrangements for speakers to attend the meetings. Efforts were made to keep Commissioners aware of academic and other literature relevant to ACE objectives. COVID generated a great deal of this literature, including unemployment and business failures due to the pandemic, recovery efforts and, more recently, the problems of labor shortages. Another issue generating a substantial number of articles was diversity and inclusion.

Program and/or Legislative Accomplishments

Improved Relationship with City Council Members

A major part of ACE's mission is to effectively communicate with Alexandria City Council members. ACE efforts in this area seemed somewhat lacking so efforts were made to enhance our effectiveness in this area. This involved three key steps. First, each Commissioner is assigned to communicate with a specific City Council member. Second, a process was outlined for the Commissioners to follow in interacting with City Council members. Third, Commissioners are reminded of the importance of City Council contacts following monthly meetings and as other issues develop. Table 2 specifies current Commissioner Assignments to City Council members.

COUNCIL MEMBER	ACE COMMISSIONER
Justin Wilson, Mayor	Ron Edwards
Elizabeth Bennett-Parker, Vice Mayor	Ron Edwards
Canek Aguirre	Lenwood Roberts
John Taylor Chapman	Paula Moran
Amy B. Jackson	Ron Edwards
Del Pepper	Stephan Ortman
Mo Seifeldin	Mara Benner

Table 2

Reassignments will occur in our next session and with the installation of new council members in January.

Activity Report for Commissioners

To enhance the effectiveness of ACE, a process for measuring time spent on each project was developed. While this information was collected on a somewhat informal process in past years, during this session, the process was formalized, and Commissioners entered this information into a spreadsheet that allows the tabulation of Commissioner hours by activity as reported above. In this year's session, the report allows one to recognize that our focus on liaison with City Council was effective.

Diversity

Consistent with the ACE mission statement, which includes the following "The objective of the Commission is to ensure that all citizens are provided equal employment and training opportunities," as well as the City's recent All Alexandria Resolution, ACE took steps to enhance diversity in the employment sector. Jacqueline Tucker, Alexandria's Diversity and Inclusion Officer, made a presentation on her role in the city government and the All-Alexandria Resolution. She pointed out some of the data regarding inequalities in Alexandria with respect to poverty/income, educational attainment, and housing. She provided an overview of the All-Alexandria Resolution and identified the priorities of expanded language access, use of a budget equity tool, equity in staff evaluation, staff training and community engagement. This presentation along with literature reviewed during the period allowed Commissioners to be more aware of diversity issues. This was further enhanced recently when the Commissioners were provided with the 30-Day Racial Equity Challenge being offered by City of Alexandria and for Alexandria. When the DCHS's Social Services Advisory Board developed a Statement on Diversity, ACE drafted a statement in support of the DCHS statement and indicated their own commitment to diversity and inclusion.

Trades

Periodically, ACE has been made aware that employment opportunities in the trades, particularly the construction trades, were increasing. There was concern that Alexandrians, particularly younger citizens, were not aware of these opportunities and that training might not be available. In January 2020, ACE contacted School Superintendent Hutching to inquire about this issue. As a result of that correspondence, an ACE Commissioner met with Dr. Trisha Jacobs, Coordinator of Career Training and Education, to discuss this issue. Dr. Jacobs explained that the Alexandria City Public Schools shared those concerns and had developed a program in carpentry as part of their Career Education and Training program. During this ACE session, Dr. Jacobs attended an ACE monthly meeting and provided an update on developments in their initiative.

Dr. Jacobs reported that while ACPS had hoped to roll out a training program for carpenters in the 2020-2021 school year, virtual learning due to Covid did not allow it. However, in April, a Plan of Study for Construction Management was approved by the school board and Northern Virginia Community College (NOVA). In the fall of 2021, the first class, Technical Drawing, will be offered to these students. Students will then go on to take Material Processing and Construction Technology. As seniors they will have the choice to take a business management course or obtain an apprenticeship. Both paths offer post-secondary options with the Carpenter's Training Center or NOVA. Dr. Jacobs has gotten NOVA and Virginia Tech to begin discussions about transfer credits. Dr. Jacob was selected as one of eight members of the national Drucker Institute Leadership cohort with Harbor Freight. This will contribute to efforts by the ACPS to measure the impact of this program.

Commercial Real Estate During and After Covid

During the COVID quarantine period, ACE developed concerns about the Commercial Real Estate industry. Clearly, economic success in Alexandria included commercial real estate employment. ACE met with David Millard of Avison Young, who provided a presentation on "Understanding the Impact of COVID on Commercial Real Estate in Alexandria and Beyond." He shared several observations that make him generally optimistic about the commercial real estate industry.

- Office rents continued to be paid after the quarantines started. Ninety-seven percent of those rents were collected. This contrasts with retail real estate payment rates that were at the level of 45-50 percent.
- He observes that older/more experienced workers fared better than younger or newer workers when working at home. He attributes this to more experienced workers having more established networks so that they can more easily obtain responses to questions and requests. This network also provides contacts that establish the need for additional work, while less experienced workers tend to run out of things to do after 90 to 100 days of

working remotely. Thus, he assumes, it will be necessary for less experienced workers to more formally learn about the employer's organization. Previously, this would normally be learned through casual interaction at the workplace.

- One of the reasons he is optimistic about a steady demand for commercial office space is that he anticipates a higher demand for more private offices.
- Heating, air, and lighting systems will become more complex, particularly ventilation systems. This will generate some additional employment.
- Employment opportunities relevant to commercial real estate in Alexandria predicted by Mr. Millard are
 - Increased employment in the health care industry due to an increase in demand. In Alexandria, this is reflected in the INOVA development in Landmark and Healthplex in the Potomac Yards area.
 - Technology
 - Building Trades

Mr. Millard noted that the Hilco (Mirant) development will have positive impacts on employment as well.

Special Programs and Industry Focused Projects

ACE has periodically made comments and suggestions regarding three special WDC programs. ACE believes that these are especially important programs for meeting "The objective of the Commission is to ensure that all citizens are provided equal employment and training opportunities." Additionally, these programs require funding from the City Council. These programs are the Summer Youth, Vocational English as a Second Language (VESOL), and the 50+ Program (assisting older workers). The Summer Youth program is geared towards ages 14-21. Those accepted into the program are assigned to a host employer. Participants work 20 hours per week and are paid \$9.50 per hour. The city pays the student wages. In 2021 the program will run from July 12 to August 20. In 2020 the work was virtual. In 2021 the hope is to have a hybrid. There were 235 applicants, and only 170 students can be accepted.

VESOL provides citizens an opportunity to gain work experience while learning English. The 50 + Program seeks to provide workforce solutions to Alexandria's residents 50 and older. It recognizes that older unemployed workers or older workers seeking better opportunities face obstacles in terms of employment history gaps, career changes and changes in technology. There are hopes of designing the program so that at least for a limited time, the city rather than the employer would pay the individual's wages.

Like the Special Programs discussed above, ACE has been briefed on three Industry Focused Programs during this session. The purpose of these programs is to assist employees in industries that have been negatively affected by COVID and/or have high demand for employment. The focus industries during the session were airlines, hospitality, and child care. Services provided vary by industry but frequently include free job training, paid work

experiences, career coaching, resume writing assistance, job readiness workshops, online job fairs, virtual training, and financial coaching.

Northern Virginia Airports Rapid Response Layoff Services: This program was geared to those laid-off or furloughed due to the reduction in air travel and associated industries. The program was featured on CBS News and it provided support and services to workers laid off or furloughed from airline industry related employers.

Hospitality workers: WDC hosted Hospitality Industry job fairs. Local businesses representing the hospitality community (hotel, and restaurant industries) interviewed job seekers for vacancies. This was part of WDC's plan to bring service workers in this industry together with employers needing labor.

Early Childhood Education & Recreation: The program aims to help meet the demand for childcare workers. A few strategies are being implemented including a job fair in mid-July of 2021. Local businesses, learning centers and parks and recreation programs will interview job seekers for current vacancies.

Goals for 2021-2022

ACE's scheduling of speakers for the upcoming session reflects our view of employment issues that will be confronting the city in the upcoming year. In the first meeting of our new session, ACE hopes to get an understanding of the projects being supported by the Alexandria Economic Development Partnership, as these will generate employment in the city, and it may be useful to better understand the scope of the projects and the labor that will be required. While in the last session, ACE learned about the All-Alexandria Resolution and efforts to increase diversity and inclusion, in this upcoming session we will more thoroughly appreciate that employment discrimination is illegal and how Alexandria enforces relevant laws by talking to the Jean Kelleher, Director of Alexandria's Human Rights Commission. ACE also seeks to develop a better sense of the outlook for occupations for Alexandria workers and will schedule a speaker with expertise in that area. Prior to the Virginia General Assembly convening, we hope to meet with the city's liaison to the Assembly, Sarah Taylor. Finally, once the new Council and Mayor take office, we will try to meet with them to obtain their input into the employment issues that they would like to see addressed.

We hope to explore the idea of doing outreach to businesses via a flyer or other materials enclosed in the annual tax bill that Alexandria businesses receive.

Leadership

Commissioners were elected to officer positions in May 2021. Prior to this election, LaJuanna Russell served as Chair. Her resignation created the need for this May election. One other election was held during this session to fill a vacant Vice Chair position. Table 1 lists all

Commissioners/members with a designation of officials currently serving. Other citizens serving during this time period included Edward Breitling, Katie Leonard and LaJuanna. Their terms expired. Department of Community and Human Services (DCHS) staff, Daniel Mekibib, Director of the Workforce Development Center, organizes and contributes to our meetings as does Lesa Gilbert, Director of the Center for Economic Support. Additionally, there are two liaisons to ACE: Geoff Caldwell, Economic Opportunities Commission, and Mary Lee Anderson, Senior Services and Commission on Aging. ACE meets on the second Tuesday of each month. The annual session runs from September until June.

APPENDIX F.
ADVISORY GROUP ANNUAL ATTENDANCE REPORT TEMPLATE

CITY OF ALEXANDRIA
[ADVISORY GROUP NAME]
MEETING ATTENDANCE REPORT

JULY 1, 2020 THROUGH JUNE 30, 2021

CHAIRPERSON: Patrick (Ron) Edwards

MEMBER'S NAME	Jul*	Aug*	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Lenwood Roberts			X	X	X	X	X	X	X	X	X	E
Paula Moran			X	X	X	X	X	X	X	X	X	X
Stephan Ortman			X	X	X	X	X	X	X	X	X	E
Patrick (Ron) Edwards			X	X	X	X	X	X	X	X	X	X
Mara Benner			X	X	X	X	X	X	X	X	X	X
David Stamey								X	X	X	X	X
LaJuanna Russell			X	X	X	X	X	X	X	E	T	T
Katie Leonard			X	X	X	X	X	X	T	T	T	T
Edmund Breitling			X	X	X	X	X	X	T	T	T	T
*NO MEETING ARE HELD IN JULY AND AUGUST												
T=TERM EXPIRED												

INDICATE: X - FOR PRESENT

E - FOR EXCUSED

U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

NONE

FORM MUST BE SIGNED BY CHAIRPERSON
(APPROVED) Patrick Ronald Edwards (Chairperson)

**IT COMMISSION
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The mission of the Commission on Information Technology includes the review of the City Manager's proposed Information Technology Plan, make recommendations and advise the City of Alexandria with regard to the formation and implementation of information and telecommunications policy, and to promote and foster citizen participation in the formation of such policy. Within these guidelines, the Commission on Information Technology membership completed the following activities during its 2020/21 year.

IT Commission Policy and Membership Accomplishments

- While COVID impacted the ability of the Commission to meet, we used virtual software to meet 4 times between December and May. During this period, we received and provided advice to the IT Department regarding the city's fiber backbone build, stayed in touch with ACPS on their efforts to get internet and devices to all students in the City, converted the Homework Gap committee to the Digital Equity Committee to assist in the Council's directive to the IT Commission to develop a Digital Equity Plan as part of the City's COVID Recovery Plan, and provided staff a broad outline of the components of such a plan. We wrote the Council twice on issues related to municipal fiber ownership and why the Digital Equity Plan needed to move to Tier 1 ARPA funding. We wrote the Senate Finance and House Appropriation committees to advocate for public broadband authorities being eligible for the state's VATI broadband grant funds. We were able to fill both the higher ed and ACPS student seats on the Commission.
- List participation/Coordination with other advisory groups as relevant: None
- List any policy changes: None

IT Commission Member Activities

- List any member activities, if relevant, pertaining to members: N/A

Program and/or Legislative Accomplishments

- Communicated to the council regarding the authority of local communities to build fiber networks and be the ISP; and on the importance of funding the Digital Equity Plan as a Tier1 Local Recovery ARPA project.

Goals for 2021-2022

- The Goals for the IT Commission will be to continue monitoring the City's fiber backbone expansion and provide feedback on pace of construction, contribute to the removal of the City's Homework Gap, and to engage community representatives in developing the City's

Digital Equity Plan, while pursuing a community broadband census, and increase digital training and digital device distribution in the community.

Leadership

- Officers for the upcoming year will be Catharine Rice (Chair), Christopher Soghoian (Vice Chair) and Brandon Mozoriak (Secretary)
- List term expirations and new members, with month they were appointed:
Catharine Rice (term renewed February 2021)
Riccardo Alfaro (term expired April 2021, renewed April 21)
J.D. Maddow (term began October 2020)
Marcus Washington (term began Sep 08, 2020)
- During the course of the year, membership included the following individuals:
 - Catharine Rice, Chair, At large Member, renewed January 2021
 - Christopher Soghoian, Vice Chair, Delegate for Council member Justin Wilson (ongoing)
 - Brandon Mozoriak, Secretary, City Library Board Representative
 - Darrlynn Franklin, Delegate for Councilwoman Pepper Alternate,
 - Christopher Lewis, At-large member
 - John Szczech, At-large member
 - Justin Wilson, City Council Member
 - Del Pepper, City Council Member
 - Ricardo Alfaro, At-large member
 - Michelle Rief, School Board Representative
 - J.D. Maddox, Higher Ed seat
 - Sandar Kanagarajan, At large member
 - Lynda Bennett, At-large member
 - Sara Crifasi, At large member
 - Marcus Washington, T.C. Williams Representative
 - Empty seat, Chamber of Commerce
 - Empty seat, representative from Budget Committee
- Tory Butler, Vanetta Pledger, and Steven Chozik from the City's IT Department acted as the staff liaisons to the IT Commission during the course of the 2020/2021 year.

Attachments

1. Any notable letters to City Council, date, subject
2. Any completed reports or relevant documents

City of Alexandria IT Commission
City of Alexandria, VA

December 22, 2020

Dear Senate & House Finance & Appropriations Committee Chairs & Members:

On behalf of the City of Alexandria IT Commission, we would like to express our unanimous support for legislation that would allow public Wireless Broadband Authorities (“WBAs”) to be eligible, without restraint, to apply directly for VATI broadband grant funds. Granting them full eligibility just means WBAs can apply for these public funds under the same terms and conditions as the private sector applicants, with DHCD staff determining the most suitable recipients as currently required.

When not having access to broadband in this pandemic means not being able to apply for a job, do homework, get healthcare or keep a business afloat, it should be patently clear that any broadband infrastructure provider, including public Wireless Broadband Authorities, should have a right to apply for these vital VATI funds to fill this stark unmet need. Wireless Broadband Authorities have risen out of the gaping hole of the broadband unserved and underserved across Virginia. There are only 27 of these entities in the state, but they are salt of the earth entities created out of the needs of local citizens and businesses and through a public process.

At its December 4 meeting, on this question of eligibility, the Broadband Advisory Council voted to recommend just a one-year pilot to let WBAs apply directly for the VATI broadband grant funds, and to cap the total amount of the VATI funds they could be awarded to 10% of the total funds available. DHCD staff and a number of Council members noted that this 10% cap was completely arbitrary. In essence, such an approach would force DHCD to turn down winning WBA applications if their funding requests in total exceeded that 10%, and pick less qualified applicants, for no discernable reason. This is why we recommend that WBAs be allowed to compete for these funds unrestrained, and on a permanent basis, meaning they will be subject to the same operational, technical and financial requirements as the private sector applicants, but will be given the chance to compete for these public state funds that could make the critical difference in whether they can bring modern broadband to their communities or not.

Sincerely,



Catharine Rice
Chair, City of Alexandria IT Commission
on behalf of the full Commission by unanimous vote

cc: Justin Wilson, Mayor, City of Alexandria & City Council;
Delegate Mark Levine

February 22, 2021

Dear Mayor Wilson and Members of the City Council:

We are writing to convey the strong recommendation of Alexandria's Commission on Information Technology, made through a unanimous vote on January 25, that the Alexandria City Council exercise its authority under Virginia law to create a public broadband authority. By creating such an authority, municipalities can provide internet service directly to their residents and businesses. Creating such an authority provides the City more options and legal protections.

As you know, the City of Alexandria plans to construct a municipal fiber optic network over the next four years that will interconnect about 90 public facilities consisting of City buildings, libraries, public schools, and other governmental institutions over approximately 40 miles of City-owned and operated fiber optic infrastructure. This new municipal network will replace the city's current backbone network, which it leases from Comcast for more than half a million dollars per year. For this reason alone, the new fiber network is a prudent investment and will pay for itself in the long run.

In addition to improving the City's data access and lowering its costs, another goal of this backbone is to improve broadband connectivity options for Alexandria residents and businesses. The network is being constructed with ample spare capacity — the "backbone" of the network will have 288 fiber optic strands — while the City's current networking needs can be met with 1/20th of the capacity of a single strand. Moreover, the city is also laying an empty conduit alongside its fiber-filled conduit, for lease by alternative gigabit providers so they can bring fiber to the home service to our residents and businesses without digging up the streets again.

Under both scenarios, the City's current goal of increased broadband competition depends upon one or more commercial gigabit internet providers either leasing some of the city's excess fiber or leasing space in the empty conduit to bring fiber to every home and business. In short, like the movie *Field of Dreams*, the City is following the philosophy of "build it and they will come." But what if they don't come? Or what if only one company comes, and we shift from a Comcast monopoly to a Comcast and Verizon duopoly? (This is already the situation in Washington D.C., and Arlington, where prices for high-speed internet access are still far too high for many working families.)

There is another way. Under Virginia law (§15.2-5431.1 et seq.), local governments can form a broadband authority which can then provide robust internet access to residents and businesses directly. More than 30 communities in Virginia (including just recently Virginia Beach and Chesapeake) have exercised this power and created broadband authorities. Of these, a growing number are offering fiber internet to businesses, residents, and even offer wholesale service to other internet providers. The two most successful cases so far are the Roanoke Valley Broadband Authority and the Eastern Shore of Virginia Broadband Authority.

COVID has made it starkly clear that robust, symmetrical and affordable broadband is not a luxury but is now a basic necessity, and that without advanced planning, when the need arrives, it is too late. The IT Commission believes the City should act now and begin the process of forming a broadband authority under Virginia law to ensure all options are available and to establish now its authority to use its municipal fiber network to offer fiber-to-the-home service directly to residents and businesses. We have been told by attorneys that have formed these authorities that the process takes about 4 months.

The City has already demonstrated strong leadership by building a municipal fiber network backbone and is aspiring to “dig once” and lay spare conduit to bring internet choice to our residents and businesses. Forming a broadband authority now will ensure that the City will not be caught flat-footed if, like in Arlington, commercial providers show no interest in leasing the City’s fiber network or conduit. And if the City then takes the next step of directing the broadband authority to offer service to Alexandria’s residents and businesses, it will finally free our community from its dependence on a monopoly for broadband service. As COVID has laid bare, our students, businesses and workers have been ill served by the status quo.

Thank you for your attention to this important matter. We remain available for any questions and as a resource.

Sincerely,



Catharine Rice
Chair
Commission on Information Technology

/cs/

Christopher Soghoian
Vice Chair
Commission on Information Technology

Date: June 17, 2021

To: Alexandria City Council

From: Catharine Rice, Chair, Alexandria IT Commission:

Re: Please reclassify the City's Digital Equity Plan from Tier 3 to Tier 1/2

Dear City Councilmembers:

As you consider the allocation of American Rescue Funds to our community's COVID recovery, the IT Commission strongly recommends moving the Digital Equity Plan from Tier 3 to Tier 1/2 so that funds are allocated this July to get us started identifying where to focus our digital resources before another year goes by.

COVID has starkly displayed the inequality deeply entrenched in our city between those who don't have modern broadband at home (for work, for school or for healthcare) and those who do. ACPS has done a stellar job of talking with teachers and trying to locate the unserved students to get them a computer and internet mi-fis (speeds=10/1 Mbps), but this is only a band-aid solution, and there are still children and seniors and even parents without. The City's Digital Equity Plan would initiate **a broadband census** so we know who in our community has what level of service, so we can efficiently focus resources to the people who need access to modern broadband, computers and digital training.

Currently, the Digital Equity Plan is listed as Tier 3, but at a price point of \$120k (one \$ on your ledger), this project could easily be moved to Tier 1/2 based on actual funding since your tier ranges are so wide.

\$ = Under \$300,000
\$\$ = \$300,001 - \$1,000,000
\$\$\$ = \$1,000,001 - \$3,000,000
\$\$\$\$ = \$3,000,001 - \$8,000,000

Please help us to start identifying where to focus our digital resources before another year goes by. This simply can't be done with volunteers.

Our gratitude and thanks for your attention to this critical issue.

Alexandria Community Policy and Management Team

2525 Mt. Vernon Avenue Alexandria, Virginia 22301

Phone: (703) 746-5792 Fax: (703) 746-5974

Tricia Bassing, Chair
Finance Department

Meghan McGrane, Vice-Chair
Finance Department

Cynthia Agbayani
Private Provider

Deborah Bowers RN, MSN
Health Department

Greta Rosenzweig
Social Services

Vacant
Family Representative

Mike Mackey
Court Service Unit

Theresa Werner M.Ed., J.D.
ACPS- Special Education

Annual Report

July 2020 – June 2021

The Alexandria Community Policy Management Team (ACPMT) consists of representatives from the City Manager's office, Alexandria City Public Schools, Court Service Unit, Health Department, Community Services Board, Social Services, a family representative, and a representative from the Northern Virginia Coalition of Private Providers Associations. The ACPMT, through local policy and practice initiatives that are responsive to State code and policy, oversees the expenditure of funds to implement the mandates of the Children's Services Act (CSA). Services are provided under the CSA for at-risk children/youth in or possibly needing foster care, children/youth requiring special education and private day services through individual education plans (IEPs), and children/youth with significant problems in the home, school, or with peers, requiring multiple City agency involvement.

The ACPMT focuses on ensuring every child and youth has a permanent home by nurturing the strengths of our children/youth and their families and by creating community-based partnerships which address the challenges facing the City of Alexandria's at-risk children, youth, and families. State legislative initiatives and priorities, along with challenging fiscal times, demand that services supporting permanency planning be individualized, be child, youth and family-centered, and be delivered whenever possible in our community. Through CSA funding, communities are given financial incentives via State match rates which support local services.

The ACPMT continually seeks innovative action steps for constructive internal transformations to better meet the needs of Alexandria's children/youth and to contain costs. Priority is on engagement in family-centered policies and focused resources to prepare staff to deliver flexible and individualized services. The goal is to enhance a collaborative, merged system of high-quality care.

The ACPMT, while always integrating safety as a paramount consideration, is committed to keeping children and youth in their home and in the community. The policies and procedures set forth by the leadership of the ACPMT articulate the following objectives:

1. Preventing our children and youth from leaving the community
2. Bringing our children and youth home from congregate care settings
3. Strengthening existing, and developing new, community resources to achieve the first objective, and

4. Maintaining services within our budgeted allocation.

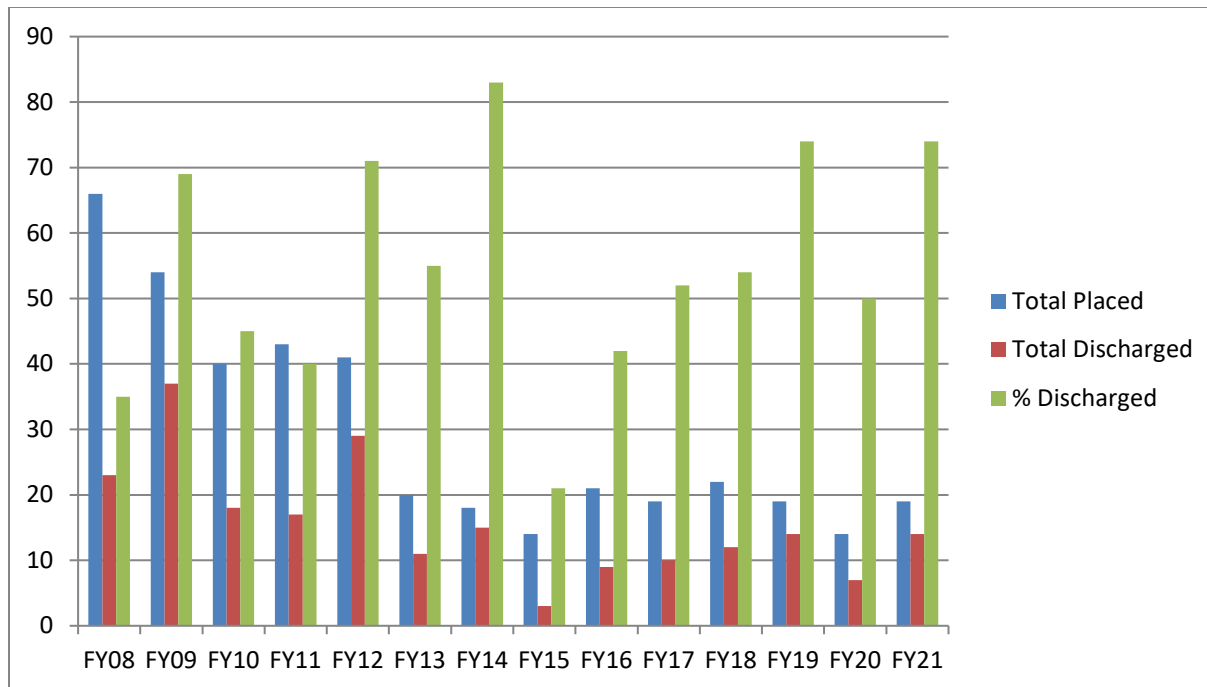
Within these guidelines, the ACPMT membership completed the following activities during its 2020/21 year.

Policy and Membership Accomplishments

- FY21 required major adjustments due to on-going Covid-19 restrictions. FAPT continued utilizing a virtual meeting format to meet the service needs of children, youth, and families.
- The ACPMT members engaged in the initiatives undertaken by its respective agencies to address Racial Equity. At the end of FY21 the ACPMT made a commitment to meaningful outreach to ensure the parent representative(s) are representative of clients served and to include the CSB's Family Support Partner Program Coordinator as a non-voting partner at all meetings in FY22. We also agreed to apply a Racial Equity lens to all policy review and to include Racial Equity as a line item on our FY22 monthly agendas.
- Representatives from ACPMT member agencies continued participation in Alexandria's Trauma Informed Community Network, RAISE (Resilience Alexandria: Inform. Support. Elevate). RAISE aims to build a more equitable, safe, trauma-informed, and resilient Alexandria by informing, supporting, and elevating our community. Several ACPMT members, along with many community stakeholders, participated in the first annual RAISE summit. Two ACPMT members presented at the summit.
- Residential and group home placements focused on assessment and services in support of returning children to community-based care. Staff assisted 74% of the children placed in congregate care to return to less intensive community-based interventions.
- FY21 had a total of 19 children placed in congregate care settings and ended the year with 5 children in these settings.
- The Family Assessment Planning Team (FAPT) process continued offering high quality service review and approvals despite being in a virtual environment. The FAPT team meets once a week, reducing the need for emergency approvals. The ACPMT assigned permanent staff to the FAPT ensuring that 20% of their work is devoted to this role. This ensures that FAPT team members are dedicated child serving staff who review, recommend, and monitor the most effective services for children and families. By focusing the FAPT functions, the ACPMT continues enhancing the quality of the funding review process while ensuring a system-wide culture to keep services within the community.
- The ACPMT fully embraced and supported the underlying values of CSA of full family participation and engagement. These efforts included family participation on FAPT. Alexandria CSB contracted with the University of Maryland to train 12 Family Support Partners (FSPs) from Alexandria and across the state in PEARLS, the only evidence-based core-competency training for FSPs. In support of sustainability and strengthening the FSP workforce, the contract includes ongoing coaching for two FSP supervisors to become trainers in PEARLS, including one Alexandria FSP supervisor.

- This effort extends into FY22. One of the FSPs continues to lead in the development of Alexandria's Crossover Youth Practice Model (CYPM) where youth and family voice is prioritized. Their advocacy was pivotal in the passing of legislation drafted by CYPM in support of best practice information sharing for crossover youth.
- The ACPMT and the CSA Office continued coordinated planning with regional localities. Collaborative engagement between private providers of services and the regional CSA Coordinators resulted in a half day virtual regional CSA Symposium held in the spring that attracted over 500 attendees who interactively learned about the impact of everyday racism on mental health.
- ACPMT members continued to work with Best Practice Court members, to include GALs and Judges, on expanding ways of keeping children in the community and transitioning children back into the community.
- ACPS social workers and counselors ensured that the allocation for IEP Wraparound funds was used to provide services in the home or community for children and families, supporting the least restrictive IEP placement.
- CSA Team trained FAPT Case Managers with formalized dedicated modules for Child Welfare Case Workers.
- CSA staff continued operations and maintained quality standards to support case workers and other community stakeholders.
- ACPMT members reviewed the CSA Policy and Procedures as well as implementation of internal controls to minimize risks and optimize service delivery.
- For 13 years Alexandria has demonstrated proven results of successful change strategies (see graph below) and continues to be viewed as a leader in the Commonwealth.

FY08 to FY21
CSA Congregate Care Placements
Residential, Group Homes, Diagnostic Placements and Shelter Care



It is important to include incarcerated youth in the analysis of our System of Care. It is notable that, during the same time frame referenced in the chart above, there was a significant decrease in the number of youths incarcerated, as measured in child-care days. In FY08, there were 5,599 DJJ child-care days utilized by Alexandria, while in FY21, there were 1789 days, representing a 68% decrease. Please see childcare days chart below (based on detention center data).

Child Care Days Utilized by Jurisdiction														
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY 18	FY19	FY20	FY21
Alexandria	5,599	5,438	5,628	5,569	4,429	3,663	4,638	3,074	3,574	4,496	4,459	2,579	1,341	1,789

Goals for 2021-2022

The goals outlined below are in service to our beliefs. We believe that all children are best served in the Alexandria community. When exceptions occur, placements out of the home and community are of the shortest duration possible. We believe that partnering with families and youth and coordinating community services to transition or maintain children in their homes and communities is a public responsibility and that public community agencies should serve the community in this role.

- Limit use of congregate care for children/youth and look for permanent local family-based homes; when these services are needed, limit the length of stay.
- Complete a review of every policy to include lenses of racial/social equity, trauma, and family voice.

- Work to establish diverse representation among FAPT and ACMPT members.
- Commit to support existing Racial and Social Equity efforts within our respective agencies/areas of responsibility.
- Maximize use of Family First funding by ensuring that qualified families have access.
- Require public direct service professionals and supervisors to participate in any available cross-system training.
- Include Family Support Partners as consultants on ACPMT and FAPT as an effort to elevate youth and family voice and choice.
- ACPS identifies team of FAPT Case Managers, including summer coverage.
- CSA Team trains FAPT Case Managers, with dedicated modules for CWS, CSU, ACPS and CSB.
- Revise, translate into relevant languages, and start using handout for families coming to FAPT, explaining the CSA process.
- Ensure the Right to Appeal policy is translated into relevant languages and that FAPT Case Workers have copies of the policy for distribution.
- Support legislation that removes employment limitations and redundant conflict of interest clause from ACPMT and FAPT Family Representative requirements.
- Ensure full use of allocated IEP Wraparound funds for children and youth with disabilities needing services in the home or community to prevent more restrictive IEP placements.

Leadership

- Officers for the upcoming year were elected at the June meeting:
 - Chair: Tricia Bassing, Community Services Board/DCHS
 - Vice-Chair: Meghan McGrain, Finance Department
- List term expirations and new members, with month they were appointed
 - No expirations
 - Carla Oliver, DCHS Family Support Partner Coordinator (non-voting consultant) – appointed June 2021, started September
- During the year, membership included the following individuals:
 - Cynthia Agbayani, Private Provider Representative
 - Deborah Bowers, Health Department
 - Mike Mackey, Court Service Unit
 - Greta Rosenzweig, Social Services
 - Theresa Werner, ACPS Special Education
 - Vacant, Family Representative
- Staff liaison to the ACPMT: Sharon Minter, Chief of Family Systems/Children's Services Act Coordinator and Department of Community and Human Services

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT**

COMMISSION: ACPMT

CHAIRPERSON: Mike Mackey

	2020						2021					
Members Name	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Cynthia Agbayani	CX	CX	X	X	CX	X	X	X	X	X	X	X
Tricia Bassing	CX	CX	X	X	CX	X	X	X	X	X	X	X
Deborah Bowers	CX	CX	X	X	CX	X	X	X	X	E	E	E
Mike Mackey	CX	CX	X	X	CX	X	X	X	X	X	X	X
Greta Rosenzweig	CX	CX	X	X	CX	X	X	X	X	X	E	X
Meghan McGrane	CX	CX	X	X	CX	X	X	X	X	X	X	X
Theresa Werner	CX	CX	E	X	CX	X	E	X	X	X	E	X

CX – Meeting Canceled

Meetings were held via Zoom due to COVID-19

INDICATE: X – PRESENT **A – ABSENT** E - EXCUSED

LIST THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

Mike Mackey 7.22.21

APPROVED: ☒ YES ☐ NO

FORM MUST BE SIGNED BY CHAIRPERSON

**CITY OF ALEXANDRIA
CHILDREN YOUTH AND FAMILIES COLLABORATIVE COMMISSION
MEETING ATTENDANCE REPORT**

CHAIRPERSON: Kelly Organek

[illegible]

INDICATE: X – FOR PRESENT

E – FOR EXCUSED

U – FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

-

FORM MUST BE SIGNED BY CHAIRPERSON

(APPROVED) _Kelley Organek_____ (Chairperson)

**Children Youth and Families Collaborative Commission
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The Children Youth and Families Collaborative Commission (CYFCC) provides advice, advocacy and pertinent information to Alexandria City staff, City Council, School Board and other relevant entities to influence policy and decisions that result in better outcomes for children, youth and families in the City of Alexandria.

Within these guidelines, the CYFCC membership completed the following activities during its 2020/2021 year:

CYFCC Policy and Membership Accomplishments

- Membership remained steady throughout the year and we filled all vacancies.
- Focus on racial equity led to the formation of a Racial Equity Ad hoc Committee
- A Communications Committee was created to promote the CYMP 2025 to other Boards and Commissions and community stakeholder groups

CYFCC Member Activities

- Trained by Chelsea Eickert, Plan Coordinator, to deliver presentations about CYMP 2025 to Boards and Commissions and other community stakeholders
- Participated in monthly racial equity sessions led by the Racial Equity Ad hoc Committee
- Discussed several youth-centered issues such as: absenteeism and school resource officers

Program and/or Legislative Accomplishments

- Completed the [Children and Youth Master Plan 2025, coordinated by Chelsea Eickert.](#)
- Presented the CYMP 2025 to City Council and the School Board for endorsement; both entities endorsed the Plan
- Committed to serve as Champions for several strategies in the Partnership for a Healthier Alexandria's Community Health Improvement Plan that centered around advocacy

Goals for 2021-2022

- To support the implementation of the Children and Youth Master Plan 2025
- To continue the racial equity work

Leadership

- Amanda Hazelwood will serve as Chair and Jessica Cuddy will serve as Chair-Elect, Kelly Organek, Past-Chair, will support the Chair and Chair-Elect.

List Term Expirations and New Members, With Month They Were Appointed

Children Youth and Families Collaborative Commission

Annual Report

July 2020 – June 2021

- Ingrid Bynum - appointed 11.10.20
- Jessica Cuddy – appointed 12.8.2020
- Nicola Harris – appointed 9.8.20
- Claudette Haynes – appointed 9.8.20
- Davina Little - resigned
- Tammy Mann – term expired
- Javan Owens – resigned
- During the course of the year, membership included the following individuals:
 - Councilman Canek Aguirre
 - Councilwoman Amy Jackson
 - Ingrid Bynum
 - Dana Chambers
 - Julie Crawford
 - Jessica Cuddy
 - Rose Dawson
 - Laura Durham
 - Kate Garvey
 - Angela Green
 - Jacinta Greene
 - Nicola Harris
 - Garrison Hayes
 - Amanda Hazelwood
 - J. Glenn Hopkins
 - Kurt Huffman
 - Davina Littles
 - Jamica Littles
 - Mike Mackey
 - Tammy Mann
 - Annabelle O’Keefe
 - Kelley Organek
 - Maile Organek
 - Javan Owens
 - Dianara Saget
 - Christina Sherlock
 - Heather Thornton
 - Lou Whiting
 - Justin Williams
- Noraine Buttar and the DCHS acted as the staff liaison to CYFCC during the course of the 2020/2021 year.

Attachments

1. Children and Youth Master Plan 2025

**Economic Opportunities Commission
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The mission of the Economic Opportunities Commission (EOC) is to serve as an advocate for the City of Alexandria's most vulnerable residents. The commission works with Alexandria's Community Action Agency and advises the Alexandria City Council, the Virginia State Legislature, and the Virginia Congressional delegation about legislative matters and issues affecting low-income households in Alexandria City.

Within these guidelines, the EOC membership completed the following activities during its 2020/2021 session.

EOC Policy and Membership Accomplishments

- Going into the 2020/2021 year, the EOC had twelve active commissioners, six shy of a full complement of 18. This dropped to 11 active members with the term expiration of a Category II Low-Income Representative. In January we gained a long vacant Elected Public Official position to bring our membership back to 12. In April, the secretary term expired and membership dropped back to 11 Commissioners. The position was temporary filled by another Commissioner who held the position until it was filled at the June elections. Also in June, three new Category III Private Sector Representatives joined and are waiting to be approved by Council which will bring the total to 14 commissioners for the fall session.
- All meetings were virtual due to health and safety precautions related to COVID-19 and the proclamation by the City of Alexandria. Member's attendance was strong in that we managed to have a quorum 90 percent of the time,
- EOC's Chair and Vice Chair attended the City of Alexandria Academy.
- Commission reviewed and approved the Economic Opportunities Commission's Bylaws.

EOC's Member Activities

- Developed the EOC's 2020/2021 Goals and Work Plan. In September 2020, realizing the Commission's limited time and resources, we formed three sub-committees in order to focus on the four major findings of our 2019 Community Needs Assessment. We combined Childcare and Employment into one. The sub-committees are:
 1. Affordable Housing
 2. Food Security
 3. Childcare/Employment

Monthly the sub-committee chairs report their progress.

- One of this year's goals was to increase EOC's awareness by joint participation, communication, and advocacy with other boards, commissions, non-profits, non-governmental organizations, local governments, and institutions that advocate for low income residents. These included Alexandria Commission on Employment, Commission on Aging, Hunger Free Alexandria, Human Rights Commission, ALIVE!, Northern Virginia Affordable Housing Alliance, ACTS and the National Low Income Housing Coalition, among others.

- To gain a deeper understanding of our constituents and to increase our visibility, we invited monthly speakers to address these topics. Below is the speakers list:

Month	Speaker & Title	Organization	Topic
September	No Speaker		
October	No Speaker		
November	No Speaker		
December	Sarah Graham Taylor Alexandria Legislative Director	City of Alexandria	2021 City's Legislative Issues
January	Daniel Mekebib Director Jerry Holdbrook-Smith	Workforce Development Center	Employment Overview of the Department and services
February	Mary Lee Anderson Executive Director	Senior Services	Food Security Overview of Senior Services
March	Alyia Gaskins Member of HFA	Hunger Free Alexandria	Food Security
April	Juliette Milushev Team Leader: Children & Youth ID/DD Services	The Childcare Assistance Program	Childcare Services available in the City
May	Jennifer Ayers Executive Director Damien Johnson Director of Client Services	ALIVE!	Food Security Overview of the organization and it services it provides to the city with a focus on food distribution
June	Abigail Hanks & Matthew Fitzgerald	VA Department of Social Services	Planning a "Needs Assessment"

- We actively participated in the numerous workshops hosted by the Community Health Department in their Community Health Improvement Plan (CHIP) and committed to be an "Owner" or one of the "Owners" in the following tactics:

Under Affordable Housing:

1. Assess and promote viable zoning changes that will help to increase the supply of affordable housing
2. Promote energy efficiency policies

Under Poverty:

1. Advocate for greater investments in childcare at the local and state levels, including subsidies, funding for childcare facilities and higher pay for childcare workers.
2. Create and promote a "Hire Alexandrians" initiative for all development/building projects in Alexandria
3. Advocate for community banking policies that are friendly to low-income individuals and families.
4. Advocate for DASH to provide free transportation or reduced fares for low-income residents.

Legislative and Budget Accomplishments

- EOC members met with Sarah Taylor, Legislative Director for the City of Alexandria, to discuss priorities for the legislative session in 2021. We supported proposals for the city's legislative packet, including expansion of broadband, infrastructure investments, protection and expansion of local authority and funding, protection of vulnerable residents, and access, equity, and equality.
- The City's budget was thoroughly scrutinized in view of our constituents' needs. A letter with our views and recommendations was sent to Council in April 2021. With American Rescue Plan Act of 2021 (ARPA) federal monies coming to the city via the state we recommended via letter to City Council our choices within the different "Tiers" that represented priorities as viewed by the EOC.

Program Accomplishments

- The pandemic had serious consequences for low-income citizens of Alexandria as it did in the rest of the nation. It exposed the lack of affordable housing, food security, adequate childcare, and job training and other issues and the need for monies and resources to address them. It was not surprising that the topics highlighted above were the same as EOC's Community Needs Assessment as of three years ago.
- Our housing subcommittee wrote City Council and recommended that City Council support a ten percent set aside density for affordable housing. Other housing efforts included our letter to the City Council supporting accessory dwelling units (ADUs) offers and our support the Heritage at Old Town. On a regional and national level we signed a number of petitions focusing on affordable housing.
- The food security subcommittee met with organizations, non-profits and government agencies in the region that have created a "Food Council" within their jurisdiction. Our goal is to determine if the City of Alexandria should consider creating one. There are successful Food Councils in the neighboring jurisdictions of Fairfax, Arlington, Prince William and Montgomery (MD) counties.
- Childcare and Employment supported ACSP's effort to create a Trades and Industry Career Center at Alexandria City High School. They launched the first trade, carpentry, this past year. One of the Commissioners through the Carpentry Union was instrumental in assisting in the execution of that Center.

Goals for 2021-2022

- EOC members slogged through the year of virtual meetings with amazing enthusiasm and productivity to make a difference in 2020-2021. The commission looks forward to face-to-face meetings in the near future according to City guidelines. The Executive Committee will be circulating an agreed-upon Work Plan and the Commissioners have agreed to select their individual focus areas be it housing, food security and childcare/employment in which to marshal their skills.

Leadership

- List of term expirations and new members, with the month they were appointed:

Name	Level	Date Appointment	Term Duration Years	Expire Date
Geof Caldwell	Elected Public Official	02/2016	Indefinite	12/2021
Mo Seifeldin	Council Member	01/ 2018	Indefinite	NA
Michael Cohen	Elected Public Official	2019	Indefinite	Resigned 06/21
Jennifer Gillyard	Elected Public Official	01/2019	Indefinite	Resigned 06/21
Antonio Tamariz	Elected Public Official	01/2019	Indefinite	NA
Ericka Costa Salvador	Elected Public Official	01/2021	Indefinite	NA
Jose de Jesus Frias	Low Income Representative	12/2018	4	11/2022
Timothy Beaty	Low Income Representative	12/2018	2	11/2020
LaVon Curtis	Low Income Representative	10/2017	4	10/2021
Janeke Cogdell	Low Income Representative	9/2019	2	09/2021
Kelly Stone	Low Income Representative	12/2017	4	12/2021
Hope Nelson	Representative Private Sec.	04/2017	4	04/2021
Jeff Swedarsky	Representative Private Sec.	10/2019	2	09/2021
Kameron Gonzalez	Representative Private Sector	05/2021	2	04/2023
Rizwan Chaudry	Representative Private Sec	03/2021	2	03/2023

- Officers for the upcoming year were elected at June 2021 meeting:
 - Antonio Tamariz will serve as Chair
 - Rizwan Chaudry will serve as Vice-Chair
 - Kameron Gonzalez will serve as Secretary

- During the course of the year, membership included the following individuals:
 - List members: See above
- Carol Mizoguchi and Genevieve Fields of the Department of Community and Human Services acted as the staff liaison during the course of the 2019/2020 year. Ms. Mizoguchi left in November 2020. Ms. Fields and Ms. Lesa Gilbert advised the Commission in 2021.

Attachments

1. Letter to City Council, February 2020, Heritage at Old Town Redevelopment
2. Letter to City Council, December 2020, Affordable Housing
3. Letter to City Council, February 2021, Accessory Dwelling Units (ADU)
4. Letter to City Council, April 2021, City Manager's Proposed Budget

February 14, 2021

**Submitted on Behalf of the
Economic Opportunities Commission
of the City of Alexandria**

Dear Mayor Wilson and Members of City Council,

On behalf of the Economic Opportunities Commission (EOC), we wanted to say thank you for finding creative solutions to the conversation of affordable housing. In particular, we believe that accessory dwelling units (ADUs) offers an avenue to prevent Alexandrians from being priced out of the city. It also offers an alternative for students, those with disabilities and for seniors whose income may preclude them from residing in one of the senior living homes where the rental fees are exorbitant.

We appreciated the options of ADUs to be on a homeowner's property or a stand-alone detached apartment. We would urge council to ensure landlord regulations are in place to prevent any discriminatory actions or permitting the dilapidation of property by landlords. We would hope the ADUs be required to be used for residents versus temporary stays for tourists to eliminate disturbances for residences and to ensure that current and future residents are first in line to be supported by ADUs. We also implore you to continue identifying ways to reduce the costs associated with homeownership in the city for low and middle class income levels.

Thank you and we look forward to tracking this issue alongside of your legislative efforts.

Sincerely,

The Economic Opportunities Commission

December 30, 2020

**Submitted on Behalf of the
Economic Opportunities Commission
of the City of Alexandria**

Dear Mayor and City Council Members,

On behalf of the Economic Opportunities Commission (EOC), we wanted to say thank you for having the discussion to make development companies set aside additional density for affordable housing units. We applaud the advocacy efforts from some of your members in the 12/17/2020 Alexandria Times article.

It is our position that when we set aside density for affordable housing, we commit to making housing more inclusive, thus permitting residents of low, middle to high income to have access to the same resources. This is a step in the right direction towards creating equity in housing policy.

The set aside for some of our neighboring cities such as Washington, D.C. and Fairfax, Virginia range from 10% to 20%. The committee would suggest that **we adopt a 10% set aside for the whole city**. The committee would also request that in the updated proposal that the set aside percentage be clearly linked to the income requirements (or the percentage of AMI) for low-income singles, families and seniors. It is worth remembering in your debates that even the middle income brackets also cannot afford the City.

Thank you and we look forward to tracking this issue alongside of your legislative efforts.

Sincerely,

The Economic Opportunities Commission

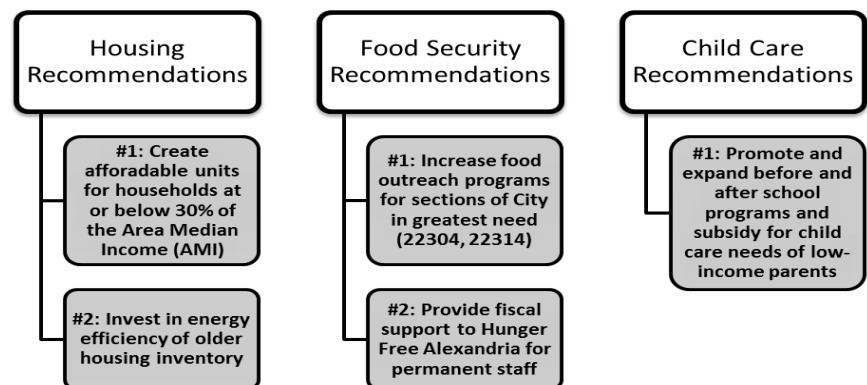
4/27/2021

Dear City Council and City Manager Jinks,

The Economic Opportunities Commission (EOC) appreciates the opportunity to provide input on the Alexandria's FY 2022 proposed budget in order to ensure that the City's most vulnerable populations are supported. We acknowledge the COVID-19 pandemic has burdened funding resources and we appreciate how the City's budget demonstrates healthy allocations to address immediate needs in the City particularly in the areas of housing, food security and child care from expected federal dollars. The pandemic has cast a bright light on programmatic inequities in society's treatment of housing, food and child care. EOC's mission is to ensure that the lens of equity is imbedded in every policy and planning decision as the City grows.

The City must continue to evaluate the gaps in resources and adequately plan to fund City programs, to include the City's low-income residents. Only in this manner can the Alexandria fulfill its mission statement of being an all-inclusive city. While we are aware of the limitations of the budget process due to the pandemic, we wanted to highlight three areas demanding attention beyond the pandemic that Council has also deemed priority 1 and in some cases a lower funding area.

In our 2019 Needs Assessment, EOC outlined recommendations to rectify the greatest needs identified by Alexandria's lowest-income residents. We continue to focus on three relevant areas.



These three areas were the same areas identified by the Health Department's CHIP initiative.

Despite the setback with the pandemic, we believe the City is on track to meet the aforementioned recommendations to support our most vulnerable populations.

Housing

Housing in the City is expensive, and as a result, the cost of housing is often a stress point for many lower-income families. In order to alleviate the strain of one of life's most essential necessities -- a roof over one's head -- the EOC supports many forms of housing initiatives, including rental support, and services such as utility support. The current proposal includes \$68

million for affordable housing over 10 years, which is excellent. Considering that about 67% of low to moderate income households consider housing cost a burden, public opinion has only grown that this burden will continue with the literal rise of expensive housing projects with only a portion of the units allocated for affordable housing. Furthermore, residents fear that in the next ten years additional housing will increase our city's density beyond its infrastructure capabilities. Safeguarding the City from overcrowding and ensuring housing for all residents should be ongoing balancing act.

The EOC wants to reemphasize our position on housing density, that when we set aside density for affordable housing, we commit to making housing more inclusive, thus permitting residents of low, middle to high income to have access to the same resources. This is a step in the right direction towards creating equity in housing policy. The set aside for some of our neighboring cities such as Washington, D.C. and Fairfax, Virginia range from 10% to 20%. The Commission would suggest that we adopt a 10% set aside for the whole city. Also, we would request that the set aside percentage be clearly linked to the income requirements (or the percentage of AMI) for low-income singles, families and seniors. It is worth remembering in the City Council's debates that even the middle income brackets could not afford to live in the City. In addition to providing affordable housing, EOC would encourage that there is equity in the manner in which affordable housing is built. Therefore, contractors should use the same quality of materials, including eco-friendly materials, in affordable homes as they would in market rate homes within the same building.

We are pleased that between \$5-\$6 million will be allocated to the eviction prevention/rental assistance programs in the City. However, supporting eviction prevention should be an annual budget item and not only a recovery focus. Moreover, the concern with eviction prevention includes the City's need to pay for program navigators that speak each of the resident's language. Navigators should be placed within each government agency and/or designated nonprofits to support the most vulnerable as they try to identify and understand the program supports available to meet their family's basic needs. In regard to the unhoused, in the budget, the City used 2016 data to measure the reduction of homelessness. We encourage the City to assess homelessness now in order to accurately evaluate the effects of the pandemic on the housing market.

Acknowledging that there have been health impacts from the pandemic, which was also noted in the Health Department's CHIP study, that correlates with the loss of housing or one's ability to maintain housing, the EOC is concerned that housing for the differently disabled and those suffering from mental illness has not been a priority 1 along with affordable housing. The EOC

recommends that whenever housing projects are discussed, the disabilities and mental health of residents are discussed as well.

Food Security

Another hardship for many Alexandrians continues to be food security. This issue is more about access than availability; there are no food deserts in the City. Before the pandemic, however, almost fifty percent of low-income individuals and families run out of food before the end of the month. In this scenario, access to transportation to get to food banks becomes a challenge.

We believe that \$4-\$5 million to address food insecurity throughout the City is a great start. The nonprofits and faith organizations of Hunger Free Alexandria and ALIVE! have been a stabilizing support for vulnerable residents in pre-pandemic times, during the pandemic and will be post this pandemic. The EOC recommends that ALIVE! be provided the discretion to use some of their monies on PTEs/FTEs, or navigators within each neighborhood, designated to collect data on their community network partners to understand the needs of families within each zip codes.

The EOC also encourages the City to become more creative and expansive in their vision of eradicating food insecurity, which will come with an improvement of tracking systems and equity in programming. For example:

- Explore how cities have used emerging technologies to track the distribution of food or the delivery of food.
- To promote equity in food distribution, look to DC, Maryland and Virginia neighbors in how to create a food council. The City should include residents and city staff in the exploration of a food council and the staffing (e.g., regional coordinators) it will take to determine what resources need to be put towards it.
- Explore community indoor and outdoor food gardens in at risk zip codes to mitigate a transportation barrier to food banks.
- Consider investing in school or apprenticeship gardening programs for youth to learn food sustainability.
- Consider adding community gardens as a condition of affordable housing contracts.

Child Care

Childcare remains a problem citywide, especially for lower-income families. (It is worthy to note that the administration's infrastructure plan includes child care) EOC was pleased to see that the City budgeted \$505,500 to increase the availability and quality of early childhood education programs. The funds are expected to include local dollars for Smart Beginnings which is the

city's proposed initiative to expand full-day pre-K and summer learning for low-income children- this was a high priority expressed by our constituents. We are concerned, however that Parent Support & Education was a priority level 3; we feel that this is critical in strengthening the connection between parent, child and school.

Because flexible extended child care hours and space are major requirements additional solutions need to be considered. Solutions could include child care within building contracts and places of employment to support working parents.

In speaking with residents and staff in Alexandria, we discovered there is a great need to conduct a comprehensive study of child care within the City. Requirements include mapping of the centers by the number of facilities within each zip code and the needs of daycare aged children. Moreover, there is a need for the City to require more daycare centers in each zip code, especially those within our most vulnerable neighborhoods, to accept child care assistance. Such improvements will bring equity into child care and continuum of care.

Additional Concerns

There is a nexus between neighborhoods, employment and community policing that we need to address as a City, especially as it relates to Equity.

- **Employment:** We are glad to see an increase in the Workforce Development Center budget and their concerted outreach, focus and innovative programs for Alexandria's unemployed. This is especially true in their youth and over 55 years old programs. However, we are concerned, that the Center is experiencing a decrease in FTEs which are vital to servicing the low income citizens, especially in the trades industries. The City does not allocate enough resources to assist the trades industry (e.g., construction workers, plumbers, electricians and others to be hired on city projects) and this needs to change.
- **Small Business:** Related to employment is protection for small businesses of all sizes. The pandemic caused many of our small businesses to close due to a shutdown of transportation services, dining in and shopping in-person throughout the past year. Small businesses employ and serve Alexandrians with care yet are not always consulted when construction projects or changes in transportation jeopardize their business. Small businesses are a valuable part of the City's neighborhood infrastructure; they often provide quality and affordable resources for residents. If the City plans to "strengthen small businesses", then when City planning occurs (e.g., transportation or housing related), small businesses should be at the table and contracted with as ongoing vendors for the community. The City should develop a sustainable savings or matching

fund for small businesses (according to size) so they can survive through a prolonged health crises such as the pandemic.

- **Community Policing:** We acknowledge the pandemic has contributed to higher crime rates in the City, demonstrating a mindset of desperation in residents within or outside of Alexandria's City limits. However, the community policing unit within the Community Relations Division should not only assign officers to "specific neighborhoods" rather throughout all Alexandrian neighborhoods as to not contribute to stigma of one neighborhood as a high crime area over another. We do agree with the proposal for Residential Police Officers and Community Police Officers to reside in the same community they are assigned to patrol.

Conclusion

During this pandemic we experienced economic shifts nationwide. Alexandrians are feeling the health effects, not only in their bodies but in their housing, food access and work life. The City government is in an incredibly powerful position to help each resident become the best they can be. When we connect availability with access opportunities, our citizens will thrive. In order for Alexandria's community to thrive at its highest level, basic needs must be met in all the areas noted above.

Sincerely,

The Economic Opportunities Commission (EOC)

2.17.2020

**Submitted on Behalf of the
Economic Opportunities Commission
of the City of Alexandria**

Dear Mayor Wilson and Members of the City Council,

We write in support of the Heritage at Old Town redevelopment, which will bring needed housing to our community. This project is a promising step forward for Alexandria's efforts to increase our affordable housing using the Residential Multifamily Zoning tool and we urge you to approve the proposal.

This redevelopment project fulfills the City's objective to protect, update and expand affordable housing units. As you are aware, the Heritage currently includes 144 affordable units. These units are in need of renovation and preserving them is rightfully a top priority. This proposal not only preserves all 144 units, but adds 55 additional affordable units. This expansion of the City's stock of affordable housing units is exciting, as the current housing crisis can only be addressed if we are able to grow the number of decent affordable units available.

As you are well aware, affordable housing remains one of the key challenges facing the city. The needs assessment we conducted by in 2018/2019 showed housing affordability is one of the foremost concerns for low-income households. In order to afford a two-bedroom apartment in Alexandria, a family needs to be making \$71,720 to avoid being housing-cost burdened. This makes housing access a challenge for many families, including essential workers. If Alexandria is to become the "caring, kind, compassionate, fair, just and equitable city that supports an affordable and livable community for all" we set out to be in our strategic plan, affordable housing as an absolute necessity.

We also write in support of the plan's increase in density and the number of additional market rate units for two reasons. First, they enable the preservation and expansion of the number of affordable units without relying on the Housing Trust Fund. We strongly support the work of the Trust Fund, but other ways of financing and developing affordable housing will be required to adequately address the crisis. Particularly at a difficult budget time, this type of creative use of the many tools available to the City should be applauded. Additionally, while it is essential that more affordable units are created and developed, it will be impossible to address the City's affordable housing crisis without also shortage of housing broadly. Scarcity of housing nearly inevitably creates a competition that drive up prices, leaving too many of our community members unable to afford adequate housing. Mixed-use developments, that expand the number of units (both affordable and market rate) are an essential tool.

Finally, this site is well prepared to increase density and provides additional neighborhood benefits. It has good access to transit, as King Street Metro station and the VRE station are within one mile. There are multiple bus lines in the area. This is also well positioned for walking and biking to both work and recreation in Alexandria and the larger metro area via the Mount Vernon Trail among other routes. For vehicle traffic, it's proximity to 495 and GW Parkway means neighborhood streets should not be significantly impacted. Additionally, the storm water management and park renovation being put forward as part of the project will benefit the neighborhood as a whole.

As other redevelopment and development plans for the area come before the Council, we urge the Council to see affordability through a holistic lens and promote access to affordable food and other basic necessities in the area. Also, we hope the Council will encourage the developer to pay prevailing

2.17.2020

**Submitted on Behalf of the
Economic Opportunities Commission
of the City of Alexandria**

wages to the construction workers hired to complete this renovation. The people we are asking to build our city should be able to afford to live here.

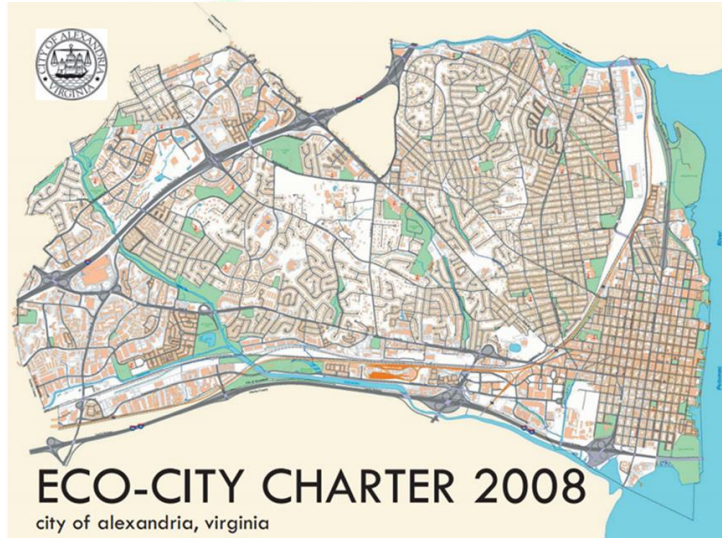
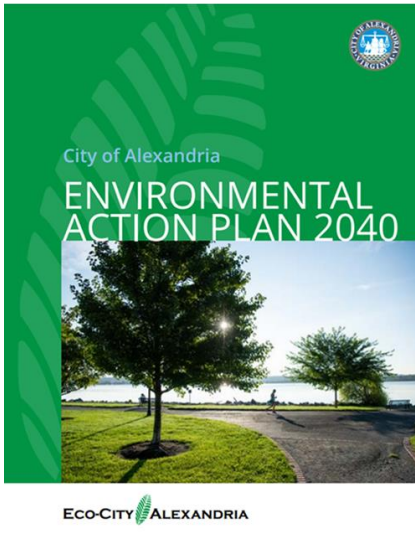
In conclusion, we find this redevelopment to be an excellent proposal, that provides the City with needed housing, including affordable housing, as well as multiple other benefits. We believe it is worthy of your support and urge you to approve the project.

Sincerely,

The Economic Opportunities Commission



Environmental Policy Commission



FY2021 EPC ANNUAL REPORT

JULY 1, 2020 – JUNE 30, 2021

AUGUST 26, 2021

1. Introduction

The Alexandria Environmental Policy Commission (EPC) was established under Chapter 4, Article M, of the City Code to “advise and make recommendations to the City Council and, when appropriate, to the Planning Commission and City Manager.” This report provides a summary of EPC activities during Fiscal Year 2021.

2. Who We Are

The Alexandria City Council established the EPC in 1970 to advise and make recommendations to the City Council and, where appropriate, to the Planning Commission and City Manager, on matters relating to the following:

- Climate change and environmental sustainability
- Air quality;
- Land use;
- Noise pollution and abatement;
- Pesticides, herbicides and contaminants;
- Solid waste;
- Water quality and supply;
- Other matters referred to the EPC by the City and citizens; and
- Other topics relating to the conservation and protection of Alexandria’s environment.

The EPC, when fully appointed consists of 13 members, including five members from the field of environmental sciences, five citizen-at-large members, one member from the field of urban planning, one member with experience in Federal or state environmental statutes/regulations, and one representative from the Alexandria business community. The EPC regularly works with other organizations to further the environmental goals of the City.

The following is a list of Commissioners who served on the EPC during FY2021.

Humza Arshad	Praveen Kathpal (Chair) ¹
Michael Bahleda	Christine Maietta ²
Eldon Boes	Amber Myers ²
Edith Cecchini (Secretary)	Michael Olex (Vice-Chair)
Alexander Clark ²	Brendan Owens
Kathie Hoekstra (Chair)	William Pugh
Jennifer Debias Mabry ²	Marta Schantz

Notes: ¹Term ended in FY21; ²Term began in FY21

The EPC met virtually once a month during this year due to the COVID-19 pandemic. All meetings were open to the public, agendas and documents considered during the meetings as well as minutes of the meetings and videos were posted to the EPC page on the City website:

<https://www.alexandriava.gov/EnvironmentalPolicyCommission.html>

Throughout the year, the EPC was supported by staff of the Department of Transportation and Environmental Services (T&ES), Office of Environmental Quality. The EPC wishes to express its

thanks for the time, expertise and guidance provided by City leadership and staff.

3. FY21 EPC Annual Retreat

The EPC held its annual retreat in September, 2020, but its focus was more in line with an extra meeting than it was on what the EPC's agenda should focus on for the upcoming year due to the recent and complete shift in EPC leadership in August.

4. FY2021 EPC Activities and Accomplishments

The following are some of the major activities and accomplishments of the commission during FY2021 (July 1, 2020 thru June 30, 2021):

1. In August, the EPC urged the City Council to support the Planning Commission's acceptance of the North Potomac Yard (NPY) Environmental Sustainability Master Plan (ESMP) including the basis for its amendments and ensure that the sentiments of those amendments are required of the applicant¹.
2. In October, EPC submitted to the City its recommendations for Alexandria's Legislative Agenda to address its Climate Emergency Declaration².
3. In December, EPC expressed its support for the City Alternative Fuel Policy that has 100% electrification as the ultimate goal³.
4. In January, EPC wrote a letter to the City management to recommend budget priorities for FY2022 including the hiring of a green building manager⁴.
5. Over the course of FY2021, the EPC spent considerable time and effort evaluating the City's Taylor Run and other stream restoration projects. In March, the EPC made its recommendations to City Council and expressed its opposition to this project in its current design⁵.
6. In February, the EPC held a joint work session with the Planning Commission to discuss ways to embed sustainability goals into the City's development process. The EPC has subsequently participated in developing a sustainability framework for the Landmark and GenOn/PRGS site re-development projects⁶.
7. The EPC participated in the selection of Ms. Joyce Hylton as the 2021 winner of the Ellen Pickering Environmental Excellence Award.
8. The commission passed a new "Electronic Participation Policy" in June.

Members of the Commission also participated in the following City commissions, committees, and advisory groups in the capacity of voting members:

- Potomac Yard Metro Station Implementation Group
- Waterfront Commission
- Transportation Commission
- Eisenhower West Small Area Plan Advisory Group
- ECCAP Task Force

6. EPC Correspondence during FY2021

1. August 31, 2020, Letter to Chair Nathan Macek, Planning Commission, EPC Comments on the Draft NPY ESMP.
2. October 12, 2020, Email to Khoa Tran, Final EPC 2021 Legislative Agenda.
3. December 24, 2020, Letter to the Mayor and City Council, EPC Support for Alexandria's Alternative Fuel Policy.
4. January 13, 2021, Letter to Yon Lambert, Director, T&ES, EPC Recommendations for FY2022 Budget.
5. March 10, 2021, Letter to the Mayor and City Council, Taylor Run Stream Restoration and Natural Channel Design.
6. June 21, 2021, Letter to Chair Nathan Macek, Planning Commission, EPC Comments on Landmark Mall Redevelopment Proposal.
7. June 28, 2021, Letter to Councilwoman Amy Jackson, COG Chesapeake Bay & Water Resources Policy Committee Role in Supporting Local Government Stream Restoration Efforts.

7. EPC Membership Recruitment and Leadership

During FY21, four members left and four new members joined the commission. At the end of June, 2021, the Commission had the maximum number of 13 members.

Due to the pandemic, a Special Meeting was held on August 17, 2020 to hold its annual elections which had been delayed. Kathie Hoekstra, Mike Olex and Edith Cecchini were unanimously elected as Chair, Vice Chair and Secretary, respectively. Chair Praveen Kathpal who elected not to stand for re-election, announced his resignation from the commission effectively immediately.

The Commission held its annual elections for FY2022 during its June 21, 2021 regular meeting. Kathie Hoekstra, Mike Olex and Edith Cecchini, were again approved unanimously as Chair, Vice Chair and Secretary, respectively.



FY2021 ENVIRONMENTAL POLICY COMMISSION ATTENDANCE REPORT

Date: September 13, 2021

Commission Chair: Kathie Hoekstra

Signature: Kathie Hoekstra

FY2021 Environmental Policy Commission Attendance Summary													
Member's Name	2020						2021						% Attendance
	17-Aug	Retreat - 14 Sep	21-Sep	19-Oct	16-Nov	14-Dec	25-Jan	22-Feb	15-Mar	19-Apr	17-May	21-Jun	
Humza Arshad	P	P	P	P	P	P	P	P	P	P	P	P	100%
Michael Bahleda	P	P	P	P	P	P	P	P	P	P	P	E	100%
Eldon Boes	P	P	P	P	P	P	P	P	P	P	P	P	100%
Edith Cecchini	P	P	P	P	P	P	P	P	P	E	P	P	100%
Kathie Hoekstra	P	P	P	P	P	P	P	P	P	P	P	P	100%
Michael Olex	P	P	P	P	P	P	P	P	P	P	P	P	100%
Brendan Owens	P	P	P	A	P	P	P	P	P	P	P	P	92%
William Pugh	P	P	P	P	P	P	P	P	P	P	P	P	100%
Marta Schantz	P	P	P	P	P	P	P	P	P	E	P	P	100%
Jennifer Debias Mabry	N	N	N	N	P	P	P	P	P	P	P	P	100%
Amber Myers	N	N	N	N	N	P	P	P	P	P	P	P	100%
Christine Maietta	N	N	N	N	N	N	P	P	P	P	P	E	100%
Alexander Clark	N	N	N	N	N	N	N	P	P	P	P	P	100%

P: Present; **A:** Absence – Unexcused; **E:** Absence -Excused; **N:** Not a member

**George Washington Birthday Celebration Committee
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The George Washington Birthday Celebration Committee is responsible for the planning and carrying out of the City's annual George Washington Birthday celebration. Within these guidelines, the George Washington Birthday Celebration Committee membership completed the following activities during its 2020/21 session.

**George Washington Birthday Celebration Committee
Policy and Membership Accomplishments**

- Membership for the year was steady.
- Membership attendance at monthly meetings increased during the period where Zoom meetings were allowed.

Activities

- See attached list for full details of events. In brief, the following events were held:
 - The Great Theater of Action: The Life of George Washington in Four Acts: Virtual
 - The “Cherry Challenge”
 - “George Washington’s Alexandria” Tours
 - 18th Century Dance Classes
 - Birthnight Banquet & Ball: Virtual
 - George Washington National Birthday Celebration: Virtual
 - American Legion Post 24 Run, Walk, n' Roll
 - “Hunt for Washington”
 - Q & A with Officers of the 1st VA Regiment and an Officer of the Opposing Force!: Virtual
 - Christ Church Churchyard Tours
- This year, many of the events were cancelled due to Coronavirus, including the Annual George Washington Birthday Parade. A few events and organizations were able to accommodate their itinerary and make their celebrations virtual.
- In place of the Parade, the Committee held a weekly virtual event each Friday called “The Great Theater of Action: The Life of George Washington in Four Acts” which was well attended each session.

Program and/or Legislative Accomplishments

- Proclamation of George Washington Birthday, month of February 2021. The festivities were dedicated to Joseph Shumard, who was a longtime Chair of the Committee for over twenty years, and a member for longer.
- Committee approval of 2023 Change of Washington Parade to commemorate 2023 Cornerstone Ceremony of the George Washington Masonic National Memorial.

Leadership

- Officers for the upcoming year were elected at the June 2021 meeting: Tyler Vanice would serve as Chair, Sue Johnson as Vice-Chair, and Jennifer Warren was elected as Secretary.
- Nicole Quinn and Michele Longo from the Office of Historic Alexandria acted as the staff liaison to George Washington Birthday Celebration Committee during the 2020-2021 year.
- During the course of the year, membership included the following individuals:

Edgar Bates
 Daniel Beard
 Claire Bennett
 David Bissette
 Casey Clark
 Kristen Eastlick
 Robert Garbacz
 Sally Graham
 Jeanne Jacob
 Susan Johnson
 Chris Jones
 Stephen MacLeod
 Sean Marvin
 Margaret ("Mitzi") Moore
 Carol Myers
 Lovie Patish
 Thomas Smith
 Jason Reardon
 Tyler Vanice
 Jennifer Warren

Attachments

1. Annual Attendance Sheet
2. George Washington Birthday Celebration Schedule for 2021
3. Gadsby's Tavern
4. George Washington Masonic National Memorial Report

Report on the Gadsby's Tavern Museum Birthnight Ball Event

On February 13, Gadsby's Tavern Museum hosted a very successful Virtual Birthnight Banquet and Ball. We entertained 100 guests over Zoom with a pre-recorded video, Q+A with General Washington, and a ball. We also built a new webpage, including three new videos and the history of the Birthnight Ball.

You can view the website and content below:

[The Birthnight Ball Website](#)

The Birthnight Ball



As

George Washington's hometown, Alexandria hosted numerous events for the General but none as famous as the Birthnight Ball. The first public celebration of Washington's birthday was at Valley Forge during the winter of 1778 on February 22. In Alexandria, the first was in 1780; however, Washington did not attend one in Alexandria until the Birthnight Balls at John Gadsby's City Tavern in 1798 and 1799. Even after Washington's death, the Birthnight Ball tradition continued, and we still gather to honor his contributions to our nation today.

Celebrate George Washington's Birthday

Dancing Assemblies were large-scale events, from the clothes to the food. While you may not be attending a Birthnight Ball, you can still recreate pieces of the tradition at home or school.

Food and Drink

- [Toasts](#)
- [Make a Rum Punch](#) (Video, below)
- [Cheese Hedgehog](#)
- [Dessert Collation](#)

Clothes

- [Dressing for George Washington's Birthnight Ball](#) (Video, below)
- [Make a Tricorn Hat](#)
- [Make a Turban](#)

Dance

- Interested in learning more about English Country Dancing? Visit the Museum's [Period Dancing](#) page.

Story Time

- [Alexander, The Old Town Mouse](#) (Video, below)

Make a Rum Punch

"One of sour, two of sweet, three of strong, and four of weak" was the standard for an 18th century rum punch. In addition to ale, wine, and tea, Alexandria taverns would serve their own special rum punch. Follow this tutorial when preparing for your next Ball.

<https://youtu.be/fqzmNKLkbt0>



Dressing for George Washington's Birthnight Ball

The trends of the late 1790s are illustrated through period fashion plates, photographs from recent Balls at Gadsby's Tavern Museum, and a few pop-culture references to Austen films. Learn the basics of fashionable clothing from this period of history.

https://youtu.be/TOrIMidN_7w



Story Time: Alexander, the Old Town Mouse

Alexander visits members of his family around Old Town Alexandria to collect pieces for his costume for the Mousequerade Ball at Gadsby's Tavern.

<https://youtu.be/bAhyJHS3iig>



History of the Birthnight Ball

The Birthnight Ball originated in Britain to commemorate and celebrate the birthday of the monarch each year. During and after the Revolution, Americans continued this tradition; however, absent of a monarch, Americans turned to the next closest figure, General George Washington. Winter balls were already common among the elite and celebrating Washington's birthday became a stylish celebration every February. While there is less evidence of celebrations immediately following the end of the Revolutionary War, they began again in earnest with the election of George Washington as president in 1789.

Letters and newspaper accounts often noted the style of the occasion. It was clearly an event where the elite, or "ladies and gentlemen," as the papers often called them, could make a statement with their appearance. More than once Washington's niece Harriot Washington wrote requesting money to purchase items to wear to a Birthnight ball (see letters dated [January 5, 1793](#), [January 7, 1794](#), and [February 8, 1796](#)).

With the nation's capital located in New York and then Philadelphia, Washington was unable to attend Birthnight celebrations in Alexandria while president. His first in Alexandria was in 1798. Washington noted in his [diary](#) that he "went with the family to a Ball in Alexa. given by the Citizen[s] of it & its vicinity in commemoration of the Anniversary of my birth day." The local newspaper, Alexandria Advertiser Times, described the elaborate celebration: "Yesterday was celebrated the Birth Day of our fellow citizen, George Washington. The day was ushered in by a discharge of cannon. In the evening there was a splendid ball at the City Tavern at which George Washington was present. The following toasts were drank by a company of gentlemen who dined together in celebration of the day at the Union accompanied by a discharge of cannon" (published February 13, 1798). Eleanor (Nellie) Park Custis Lewis gave a detailed account of the day in a [letter](#), describing the guests and entertainment that went late into the night.

These 1798 celebrations across the nation, the first to take place with John Adams as president, also revealed some disagreements around celebrating Washington's birthnight in the young Republic. Some felt it inappropriate to celebrate Washington in a national way after he retired or suggested, if a birthday was to be celebrated nationally, it should be the sitting president's. In a letter from Thomas Jefferson to James Madison on March 2, 1798, [Jefferson noted](#): "The late birthnight has certainly sown tares among the exclusive federals. It has winnowed the grain from the chaff. The sincerely Adamites did not go. The Washingtonians went religiously, & took the secession of the others in high dudgeon... The whigs went in number, to encourage the idea that the birthnights hitherto kept had been for the General & not the President, and of course that time would bring an end to them." [Madison replied](#) on March 12, 1798, stating "I think the Whigs acted very properly in attending the Birthnight on the principle of appropriating it to the person and not to the office of the late President." [Harrison Gray Otis noted](#) to his wife Sally Foster Otis in a letter dated February 24 of 1798, "As President, he [Washington] ought to know of no distinction among private citizens, whatever may be their merit or virtue." [Abigail Adams declared](#) "In what light would such a step be looked upon by foreign Nations? the President the chief Majestrate of an independent Nation, placing himself in a secondary Character, celebrating Birth Nights, not of a President, but a Private citizen?"

Despite debates, the celebrations continued even after Washington's passing late in 1799. Lucinda Herbert, a granddaughter of John Carlyle, described the 1805 Birthnight Ball at Gadsby's City Tavern in a

letter to her sister Margaret “Peggy” Herbert Fairfax: “The Birth Night Ball supper was very elegant. A large cake in the center of the table ornamented with an equestrian statue of General Washington, the whole cover’d with a sugar candy net in the form of a cone on the top of which was the American Eagle. A variety of ornamented cakes, Sugar Baskets, Pyramids, West India fruit served on Glass gave a beautiful effect to the whole. There were eleven hundred persons at the City Ball, every room, and even the passages were fill’d with company” (letter in collection of [Carlyle House Historic Park](#)).

Find the many of the letters quoted above and more at [Founders Online](#), hosted by the National Archives.

George Washington Masonic National Memorial
February 22, 2021
Virtual Event

The George Washington Masonic National Memorial had cancelled its annual Symposium and Gala events this year due to COVID-19. For the safety of guests, the Memorial held a virtual program to honor Illustrious Brother George Washington on February 22nd.

This special program A Toast to Washington, was produced and distributed online. Washington's mother lodge, Fredericksburg Lodge No. 4, in Fredericksburg, Virginia, provided a short ceremony honoring Washington, followed by toasts by the Memorial Association's President, Claire V. Tusch, and others.



President Claire V. Tusch raises a glass to Washington during the 2021 Washington's Birthday Celebration. Image courtesy of Shawn Eyer.

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: HIV/AIDS

CHAIRPERSON: Gerald Padmore

	2020						2021					
MEMBER'S NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Bueter, Sarah	---	---	---	---	---	---	---	---	X	X	X	X
Desmond, Leanne				X	X		X	X	X	X	X	E
Devendorf, Sarah				U	U		U	U	U	U	U	U
Emile-Backer, Magalie				X	E		X	X	U	X	U	U
Floyd, Tavares				X	E		X	X	---	---	---	---
Garner, Bryon	---	---	---	---	---	---	X	X	X	X	E	X
Hammond, Damien				X	E		---	---	---	---	---	---
Hansen, Natasha							---	X	X			
Harbour, Julie				X	---		---	---	---	---	---	---
Hutchinson, Nicole				---	---		---	X	X	X	X	X
Kirst, Benjamin	---	---	---	---	---	---	---	---	---	X	X	X
Lillard-Green, Arion				X	X		X	X	X	X	E	X
Moulden, Pablo				E	X		X	E	X	X	X	X
Padmore, Gerald				X	X		X	X	X	X	X	X
Scarffe, Jon				---	---		---	X	X	E	X	X
Sendi, Janeil				X	X		X	X	X	X	X	X
Torre, Andrew				X	X		X	X	X	X	X	X
Whitman, Robert	---	---	---	---	---	---	---	---	X	X	X	X
Williams, Shelbert				X	X		X	X	X	X	X	E

INDICATE:

**X - FOR PRESENT
EXCUSED
UNEXCUSED**

**E - FOR
U - FOR**

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS

Sarah Devendorf

Magalie Emile-Backer

APPROVED:



(Chairperson)

(FORM MUST BE SIGNED BY CHAIRPERSON)

Notes:

Commission meetings were on hiatus until October per City Council due to COVID pandemic.

No meeting was held in December due to World AIDS Day event on December 1.

The February Meeting/Retreat was held on Saturday, February 13. Attendance counted as a meeting.



ALEXANDRIA COMMISSION ON HIV/AIDS

A CITY COUNCIL APPOINTED COMMISSION

ACOHHA

Alexandria Commission on HIV/AIDS

Annual Report

July 2020 – June 2021

Summary of Accomplishments

The mission of the Alexandria Commission on HIV/AIDS includes advising City Council in the formulation and implementation of public policy on the treatment of HIV/AIDS and prevention of the spread of HIV/AIDS, promotes citizen participation in the formulation of such policy, provides City Council and the public with current information regarding HIV/AIDS, and promotes education programs on HIV/AIDS awareness, treatment and prevention.

Alexandria Commission on HIV/AIDS Policy and Membership Accomplishments

- Membership is currently at 19 and has increased over the year. Quorum was met during all the months that we had meeting. Example: Membership remained steady throughout the year. While a quorum was missed two months during the year, members are revising procedures to ensure more consistent attendance. A sustained effort was made to recruit low-income community representatives.
- List participation/Coordination with other advisory groups as relevant
 - COMMISSION FOR WOMEN
 - HIV/AIDS SERVICE ORGANIZATION
 - AGLCA REP.
 - SHERIFF'S DESIGNEE
 - INOVA JUNIPER
 - ACPS REP.
 - NOVA SALUD REP



ALEXANDRIA COMMISSION ON HIV/AIDS

A CITY COUNCIL APPOINTED COMMISSION

ACOA

Alexandria Commission on HIV/AIDS Member Activities

List any member activities, if relevant, pertaining to members

- Commission representatives participated in various the Zoom events Alexandria Health Department activities
- Commission representatives participated in the virtual 2020 United States Conference on HIV/AIDS
- Commission representatives participated and partnered in the in Rock the Ribbon World AIDS Day event on December 1, 2020. It was a virtual event.
- Commission representatives participated in National Black HIV/AIDS Awareness Day virtual Symposium on February 8, 2021
- Commission representatives attended in the Virtual AIDSWATCH 2021, March 22nd - 24th

Program and/or Legislative Accomplishments

List any accomplishments of the Advisory Group or notable accomplishments

- Held discussion during meetings that assisted members in understanding various HIV/AIDS services, situations, and unique real life occurrences.

Goals for 2021-2022

- Continue to inform Commission members on the epidemiology of and issues affecting people living with HIV, and include information how COVID-19 affected PLWHA.
- Increase communication and collaboration with City Council
- Continue to raise awareness of and education of HIV to the public
- Work with new Executive Board



ALEXANDRIA COMMISSION ON HIV/AIDS

A CITY COUNCIL APPOINTED COMMISSION

ACOHA

Leadership

- The current officers elected for the past year at the October 2020 meeting: Gerald S. Padmore serving as Chair and Maglie Emile-Backer as Vice-Chair.

List term expirations and new members, with month they were appointed

- Maglie Emile-Backer - February 12, 2019 - February 12, 2022
- Sarah Bueter - March 9, 2021 - March 9, 2024
- Sarah Devendorf - February 12, 2019 - February 12, 2022
- Leanne Desmond - April 6, 2021 - April 6, 2024
- Bryon Garner - December 8, 2020 - December 8, 2023
- Arion Green - September 8, 2020 - September 8, 2023
- Natasha Hansen - January 12, 2021 - January 12, 2024
- Julie Harbour - February 12, 2019 - February 12, 2022
- Nicole Hutchinson - February 09, 2021 - February 09, 2024
- Benjamin Lillard-Kirst - April 6, 2021 - April 6, 2024
- Pablo Moulden - January 14, 2020 - January 14, 2023
- Gerald Padmore - May 12, 2021 to May 12, 2024
- Janeil Sendi - September 8, 2020 - September 11, 2022
- Jon Scarffe - January 12, 2021 - January 12, 2024
- Andrew Torre - September 11, 2019 - September 11, 2022
- Robert Whitman - March 9, 2021 - March 9, 2024
- Shelbert Williams - March 12, 2019 - March 12, 2022

During the course of the year, membership included the following individuals:

- | | |
|--------------------------|---------------------|
| • Sarah Bueter | • Robert Whitman |
| • Leanne Desmond | • Shelbert Williams |
| • Sarah Devendorf | |
| • Maglie Emile-Backer | |
| • Tavares Floyd | |
| • Damien Hammond | |
| • Natasha Hansen | |
| • Bryon Garner | |
| • Arion Green | |
| • Julie Harbour | |
| • Nicole Hutchinson | |
| • Benjamin Lillard-Kirst | |
| • Gerald Padmore | |
| • Pablo Moulden | |
| • Janeil Sendi | |
| • Jon Scarffe, | |
| • Andrew Torre | |



ALEXANDRIA COMMISSION ON HIV/AIDS

A CITY COUNCIL APPOINTED COMMISSION

ACOHA

Nechelle Terrell and the Alexandria Health Department was the staff liaison to Alexandria Commission on HIV/AIDS during the course of the 2020- 2021-service year.

Attachments

- 1) Attendance Report

Submitted September 17, 2021



ALEXANDRIA COMMISSION ON HIV/AIDS

A CITY COUNCIL APPOINTED COMMISSION

ACOA

ATTENDANCE REPORT

CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT

JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: HIV/AIDS

CHAIRPERSON: Gerald Padmore

MEMBER'S NAME	2020						2021					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Bueter, Sarah	---	---	---	---	---	---	---	---	X	X	X	X
Desmond, Leanne				X	X		X	X	X	X	X	E
Devendorf, Sarah				U	U		U	U	U	U	U	U
Emile-Backer, Magalie				X	E		X	X	U	X	U	U
Floyd, Tavares				X	E		X	X	---	---	--	--
Garner, Bryon	---	---	---	---	---	---	X	X	X	X	E	X
Hammond, Damien				X	E		---	---	---	---	--	--
Hansen, Natasha							---	X	X			
Harbour, Julie				X	---		---	---	---	---	--	--
Hutchinson, Nicole				---	---		---	X	X	X	X	X
Kirst, Benjamin	---	---	---	---	---	---	---	---	---	X	X	X
Lillard-Green, Arion				X	X		X	X	X	X	E	X
Moulden, Pablo				E	X		X	E	X	X	X	X
Padmore, Gerald				X	X		X	X	X	X	X	X
Scarffe, Jon				---	---		---	X	X	E	X	X



ALEXANDRIA COMMISSION ON HIV/AIDS

A CITY COUNCIL APPOINTED COMMISSION

ACOHHA

Sendi, Janeil				X	X		X	X	X	X	X	X
Torre, Andrew				X	X		X	X	X	X	X	X
Whitman, Robert	---	---	---	---	---	---	---	---	X	X	X	X
Williams, Shelbert				X	X		X	X	X	X	X	E

INDICATE:

**X - FOR PRESENT
E - FOR EXCUSED
U - FOR
UNEXCUSED**

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS

Sarah Devendorf

Magalie Emile-Backer

APPROVED:

(Chairperson)

(FORM MUST BE SIGNED BY CHAIRPERSON)

Notes:

Commission meetings were on hiatus until October per City Council due to COVID pandemic.

No meeting was held in December due to World AIDS Day event on December 1.

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ALEXANDRIA HISTORICAL RESTORATION AND PRESERVATION COMMISSION

REPORT TO CITY COUNCIL

July 2020 to June 2021

The Alexandria Historical Restoration and Preservation Commission (AHRPC) was created and is governed by an Act of the Virginia General Assembly in 1962, as subsequently amended. The general purpose of the Commission is to promote historic preservation throughout the City. It consists of nine members, two of whom are appointed by the Governor and seven of whom are appointed by City Council. These members are broadly representative of persons throughout the City who are committed to maintaining strong support for a vital approach to historic preservation in Alexandria.

During the period September 2020 through June 2021, the Commission met at scheduled sessions virtually every month. Until September 2020, the Commission did not meet due to the COVID-19 Pandemic.

COMMISSION ACTIVITIES

The activities of the Commission fell within the following topics:

- Easements
- Advocacy
- Outreach
- Property Management

Historic Preservation Easements

Under its authority to own real property within the City of Alexandria, the Commission is the grantee of approximately 40 residential, commercial, and public properties. These easements cover facades, interiors, and contextual open spaces of historic significance.

During each year, the Commission oversees the inspection of a selection of these easement properties to assure that they are being maintained according to the specific terms of their easements. The selections are made so that all properties are viewed within a reasonable period. The inspections are carried out by members of the Commission at times mutually agreeable to the property owners. Subsequent to an inspection, a report is filed in the easement record and the property owner is notified of the results by letter.

The Commission also maintains a list of the historic preservation-related easements on properties throughout the City of Alexandria whether the Commission is the grantee or not. Efforts continue to ensure that the list is as complete as possible and that the City real estate records cross-check with the Commission list. The Commission has become a substantial source on specific easements and their provisions for the Planning and Zoning Department, as well as other City staff.

As part of its easement program, the Commission helps grantors develop proposed changes in their properties that may be required legally or needed by the owner but that will also be consistent with the terms of the easements on the properties. If the work is also subject to review and issue of a certificate of appropriateness by the Board of Architectural Review, the Commission works with the Planning and Zoning Staff to assure that the results are consistent both with the terms of the easement and the considerations the BAR must take into account. This may sometimes involve a second round of deliberations if the initial proposal causes collateral effects that may well need to be reviewed for consistency with the easement. These generally involve the Commission's passing on each stage before the related work can be scheduled to begin. During this period, the Commission did not review any projects (this was largely due to the COVID-19 Pandemic).

In light of the Commission's experience with easements in recent years, policies continue to be developed to better inform, educate and provide technical guidance to existing and future easement holders. The Virginia Department of Historic Resources easement policies were used as a model.

Advocacy

The Commission strongly supports historic preservation efforts throughout the City and presents its preservation positions before formal procedures of the City Council, Planning Commission, Board of Zoning Appeals, and the Boards of Architectural Review. It participates in periodic forums created by City offices and non-government groups consulting in the development of preservation policies that will be espoused in its presentations. It also supports the City's preservation programs as occasions arise.

The Commission devotes a substantial effort to determining when it should intervene in formal proceedings before the Boards of Architectural Review, the Board of Zoning Appeals, the Planning Commission, and the City Council. Occasions for such intervention may arise during the course of any year involving preservation issues raised in proposals to demolish and/or develop properties the Commission believes warrant treatment appropriate to their specific historic character and their contribution to the historic character of the City. Aside from the continued development along the waterfront and the ongoing planning efforts for the construction of the Metro station in Potomac Yard, the Commission closely monitored activities associated with the Freedom House renovation, the Lloyd House renovation, and the Heritage Project on the outskirts of the Parker-Gray Historic District.

The Commission continues to serve as the lead in the inventory of the alleys in Old Town. The alley survey is largely complete and is currently in final edits.

Outreach

During the year, the Commission maintained liaison with the Historic Alexandria Resources Commission, with regular membership on it to keep in touch with its various initiatives and to share in developing a broader range of contacts to promote historic preservation throughout the City. The topic of equity in Historic Preservation has quickly become a major theme in Historic Preservation, and the Commission

has both hosted a presentation on the topic, as well as sent a representative to a training seminar which included training on equity and diversity in historic preservation.

Through common members, the Commission is also in constant contact with the Board of Trustees of Historic Alexandria Foundation—with which the Commission jointly holds a number of easements—and the Historic Alexandria Resources Commission. Active participation in these other organizations is particularly helpful in developing supporting positions and actions to promote preservation in the Old and Historic Alexandria District. During the period, the commission began to work with the owners of 609 Oronoco Street to grant another easement on the building's interior.

Contacts continue with citizen associations and City staff to explore ways in which the Commission might help to develop cooperative programs for maintaining enthusiasm and energy for historic preservation throughout the City as well as in the two local historic districts and the other National Register Historic Districts. The Commission maintains a regular meeting agenda to discuss improving the ways for communicating with (1) new home owners about the responsibilities of living in an historic district and (2) existing home owners whose property has an easement on it and the need to convey the latter's terms to succeeding buyers. During this year, the commission developed two sub-committees—one committee focuses on easement inspections (which had to suspend its activities due to the Covid-19 pandemic) and the other committee continues to work on the policies of the commission. The Commission plans on hosting a forum on easements as a way to encourage new applicants for preservation easements.

Property Management – Lloyd House

The Commission owns Lloyd House and leases it, at no fee, to the City. The Commission believes this is a “partnership” highly advantageous to both parties. The City houses the administrative offices of the Office of Historic Alexandria in Lloyd House and has very attractive open space and meeting facilities for City use there. The City also rents these Lloyd House facilities to private groups for meetings, receptions, and a range of other functions. In turn, the Commission is able through this arrangement to fulfill its stewardship responsibilities for this architecturally very beautiful and important 18th-century historic structure. The Office of Historic Alexandria provides administrative assistance to the Commission.

The Lloyd House underwent major renovation from September 2020 to March 2021, which included renovations to the bathroom, replacement of the floors, and repainting the walls. The building is back to serving as the administrative offices of the Office of Historic Alexandria.

Under the terms of the lease, the City has continued to maintain the structure and gardens of the property in a highly satisfactory fashion.

GOALS

During the coming year, the Commission intends to continue the main lines of the programs that it has been following to implement its general mission to promote historic preservation throughout the City of Alexandria. It will strive to maintain a **robust easement program** wherein it will work to encourage owners of historically relevant properties in the City to donate easements that will reinforce the official

City preservation efforts. It will continue a schedule of inspections to assure that easements the Commission holds are being scrupulously followed. The intent will be to make personal visits to at least 15 of these properties within the next six months. The Commission will also continue to maintain a list of all the properties within the City that have recorded preservation/conservation easements, including those held by organizations other than the Commission. This will need to be a cooperative arrangement with the Recorder's office, and it will involve reconciling the Commission's list with the data in the property assessment files. Finally, the commission will finish the policies that will assist current and future easement holders.

The Commission will actively continue its **advocacy role**. Besides closely monitoring the agenda of the BARs, the BZA, the Planning Commission, and the City Council, it intends to follow the various citizen working groups engaged in new developments such as the Heritage Project at the edge. As it has done in the past, it will take positions arguing for protecting important historic resources that may be compromised or threatened by proposals before these bodies and developments as they proceed.

Finally, the Commission intends promoting an **outreach effort** more aggressively, in cooperation with like-intentioned organizations. This effort will be directed at applying the principles of historic preservation where relevant throughout the City. It envisions, among other approaches, participating in meetings of local citizen associations to explore whether and how these principles may apply in their areas of interest.

COMMISSION MEMBERSHIP RECRUITING AND LEADERSHIP PLANS

The Commission is relatively small in numbers and relies heavily on individual members to help execute its program. During this year, the City Council appointed one new member to the Commission. The State also appointed a new member to the commission and reappointed an already existing member. Commission members continue to be aware that it is incumbent upon them to encourage applications for these positions by Alexandrians who are vitally interested in the preservation of the City's historic resources.

At the end of this period (June 2021), Susan Horne has assumed the duties of chairperson; Carter Batey continues to assume the duties of the vice-chair; and Taryn Anthony continues the duties as the secretary. Because matters such as the easement program involve developing human capital on some of the legal and other issues that may arise, transitions will be carefully executed to help build to the qualities needed. The Office of Historic Alexandria staff continue to be an indispensable resource for effecting a satisfactory transition.

ALEXANDRIA HUMAN RIGHTS COMMISSION

FY 2021 Annual Report

This report of the Alexandria Human Right Commission (HRC) highlights the activities that were accomplished by the Commission during the period of July 1, 2020 to June 30, 2021.

The Human Rights Commission was established in 1975 with the passage of Alexandria's Human Rights Ordinance. Since its enactment, the original ordinance has undergone several revisions and amendments.

The Commission is comprised of 14 citizen members appointed by the Alexandria City Council. Nine members are "at large"; the remaining five seats are designated for representatives of other City Commissions and Boards: Commission on Persons with Disabilities, Commission on Aging, Commission for Women, Economic Opportunities Commission, and Landlord-Tenant Relations Board.

The Human Rights Commission is charged with ensuring that equal rights are afforded to all individuals who live, work, and visit in the City of Alexandria regardless of their race, sex, color, religion, ancestry, national origin, marital status, age, disability, familial status, sexual orientation, gender identity or transgender status. More specifically, the Commission advises the City Manager, Mayor and City Council on matters related to human rights, educates the community on responsibilities and protections under the ordinance, and adjudicates specific complaints.

The Human Rights Commission is grateful to all its members, who contribute their time and knowledge to promote human rights and eliminate discrimination in the City of Alexandria. Jean Kelleher, Director of the Office of Human Rights serves as the staff liaison to the Commission and manages a staff of three investigators and the City's ADA Program Manager, who review, investigate and conciliate complaints of unlawful discrimination. The Office of Human Rights staff also participates in outreach efforts and conducts training on diversity and discrimination.

Commission Accomplishments and Achievements

September

The Human Rights Commission discussed the 2021 Legislative Package for the City of Alexandria. The Commission discussed following legislative issues:

- Abolishing of sovereign immunity for Police Departments.
- Prohibiting the use of facial recognition during investigations by the Police Department.
- Limiting qualified immunity for police officers in excessive use of force cases.
- Legislation related to immigration, including "sanctuary city" and driver's license issues.
- Extending the eviction moratorium bill to April 2021.
- Raising income thresholds for persons with disabilities to qualify for public benefits and services.

ALEXANDRIA HUMAN RIGHTS COMMISSION ANNUAL REPORT 2021

- Abolishing the Dillon Rule, so that there can be specific authority for local human rights commissions to conduct hearings and award damages.
- Issues affecting formerly incarcerated persons, including expanding Ban the Box protections.

The Commission discussed the formation of the Civilian Review Board for the Police Department and asked questions about the investigative powers that the Board will have. The Commission also discussed the library fees and their disproportionate effects on people who are underserved.

Director Kelleher reported on the recent actions of the Virginia General Assembly to expand human rights protections in Virginia. The Virginia Values Act has augmented the protections in Virginia Human Rights Act by expanding protections and creating an independent State cause of action.

Director Kelleher reported that the equity working group continues to meet monthly and reported that the next step is to have the elected official issue a statement or resolution of commitment to the equity initiative.

Director Kelleher also reported on the Equal Justice Initiative, explaining the two men lynched in the City of Alexandria were honored one in the spring and summer as part of the EJI initiative. Director Kelleher is working on this in conjunction with the Black History Museum and Office of Historic Alexandria.

October

The Commission heard from Joanna Anderson, City Attorney, and George McAndrews, Senior Assistant City Attorney, and Angela Maniglia Turner, Registrar of Voters, about the November elections and voter protection:

- There was a discussion on the gun ordinance, which applies to all voting places. Most of the voting places are in public buildings and the gun ordinance prohibits the possession of firearms.
- Mr. McAndrews reported that in addition to the usual election staff, there will be an election officer specifically tasked with policing the grounds, make sure that periodically efforts are made to sanitize commonly touch areas, mask wearing, and that polling places will try to take whatever protective measures they can.

The Commission also heard from Sarah Taylor, Legislative Director, about the City's legislative proposals. Ms. Taylor stated that the focus of the recently concluded special session was threefold:

- Budget and the revenue impact related to COVID-19.
- General issues related to COVID-19 in general, including public health measures and election access.

ALEXANDRIA HUMAN RIGHTS COMMISSION ANNUAL REPORT 2021

- Criminal justice and policing reform. She said that part of the Covid 19 response was some budget language and some money related to election and making sure there was election access in this new normal pandemic environment.

Ms. Taylor reported that good work was done this session voting easier to access, especially in the pandemic environment. Significant legislation related to policing reform was also passed, including legislation to afford localities the authority to implement community police review boards with subpoena powers and authority to make disciplinary recommendations.

Director Kelleher presented the Commission's ideas for this legislative package, including: expanding the Commission's authority to have hearings and recommend or award damages, support for qualified immunity changes; immigration provisions related to "sanctuary cities" and driver's licenses, expanding Ban the Box, abolishing or changing thresholds for persons with disabilities to qualify for housing, and automatic restoration for voting rights for felons. Commissioners also mentioned possible extension of the eviction moratorium and library fees.

Director Kelleher reported that Race and Social Equity Officer, Jacqueline Tucker, is moving ahead with the equity initiative.

Director Kelleher reported that the Equal Justice Initiative is beginning to move forward again and that it will be call the Community Remembrance Project.

Elections of Chair & Vice Chairs

Acting Chair Harris was elected Chair. Commissioner Edwards and Commissioner Brunner were elected Vice Chairs. Chair Harris appointed Commissioner Rigsby and Commissioner Palmer Johnson to serve on the Executive Committee.

November

The Commission heard from Dr. Anne Gaddy, Acting Director, and Natalie Talis, Population Health Manager for Alexandria Health Department about the COVID-19 pandemic:

- Dr. Gaddy reported that she has overseeing contact tracing, facilitating testing, and the various kind of internal operations to responded to the pandemic. More recently, she has moved her focus to preparing for getting people vaccinated when the vaccines become available.
- Ms. Talis provided presented on the current state of the pandemic in Alexandria with slides that illustrated the most up-to-date statistics, including total cases, hospitalizations, and deaths. Ms. Talis reported that, at that time, one of out of every 13 people diagnosed with COVID-19 in Alexandria required hospitalization.

Chair Harris shared that Executive Committee met and discussed the Memorandum of Understanding recently entered into between the schools and the police. This MOU included

ALEXANDRIA HUMAN RIGHTS COMMISSION ANNUAL REPORT 2021

provision for having officers on school premises. The school board passed the new MOU by 6 to 3 votes, and there are concerns about disproportionate discipline given to Black and Brown students. Chair Harris reached out to two of the School Board members for his District, Jacinta Greene and Michelle Rief, who agreed to come to the Commission's December meeting.

Director Kelleher shared an update on the City's legislative package, for which she submitted the Commission's proposals. These proposals were incorporated them into the Legislative Director's outline that went to the Mayor and Vice Mayor. A public hearing was held on the package and it will be presented to City Council for formal adoption.

Director Kelleher informed the Commission that Rose Dawson and the Library Board are aware of the library fine issue and are in an agreement that they should do away with the fines. However, given the current and projected budget deficits, Ms. Dawson expressed that it may not be the time to ask for it. Director Kelleher stated that, if the issue equity, then that is exactly the time to discuss it.

December

The Commission heard from Jacinta Greene and Michelle Rief, School Board Members, to discuss the recently updated Memorandum of Understanding (MOU) between ACPS and the Alexandria Police Department. The new MOU came about because of recent legislative changes regarding use of School Resource Officers. Ms. Green and Ms. Rief discussed the following:

- Ms Rief talked about the SRO program and stated that the legislative change allows for a robust process.
- Ms. Reif reported that the SRO's work for the Alexandria Police Department, which has a School Resource Unit (SRU). There are five SRO's and a Sergeant. Two officers are at T.C. Williams, one at Minnie Howard, and one at each middle school.

Chair Harris shared that Executive Committee met and discussed the Fair Housing testing with Dr. Goodman from the Office of Housing. Chair Harris recognized Director Kelleher's work on getting the City's score on the Municipal Equality Index, with the Human Rights campaign, up to 100.

Director Kelleher stated that the Legislative package went before City Council last week.

Director Kelleher stated that the equity initiative moving forward and that a resolution will be presented by City Council after the first of the year.

Director Kelleher shared that the Alexandria Community Remembrance Project is moving forward and has begun programming for the public.

Regarding library fees, the Commission learned that the Library uses an outside vendor to collect late fees. The vendor has collected \$650,000 since 2011. The Chair expressed his alarm that the

ALEXANDRIA HUMAN RIGHTS COMMISSION ANNUAL REPORT 2021

Library has been using an outside vendor to collect money from people use the library and have late fees.

January

The Commission heard from Clare Garvie, Senior Associate at the Center on Privacy & Technology Georgetown University Law Center. Ms. Garvie gave a presentation on facial recognition technology, which is being used by some law enforcement agencies. The presentation highlighted the following:

- A quarter of the law enforcement agencies across the country has access to a facial recognition system. It is very hard to get data on who uses it and how often.
- There are major problems with facial recognition technology. People of color are commonly misidentified when facial recognition is used. There seems to be a high correlation between disparities in who is arrested and misidentification using facial recognition technology.
- Ms. Garvie argued that facial recognition is a form of government control over free speech and violates the right to privacy under the 4th Amendment

Director Kelleher informed the Commission that there will be a recorded vaccine town hall, co-sponsored with the Health Department, NAACP, and Tenants and Workers. The event will be run multiples and presented in Spanish, Amharic and Arabic

Commissioner Schwartz planned to draft a letter to City Council requesting rainbow-painted crosswalks, including Black Lives Matter recognition, at the intersection of King and Washington Streets.

February

The Commission heard from Alexandria Police Chief Michael Brown about police privacy issues relating to technology and how these issues are handled in APD. Chief Brown discussed the following topics:

- Body-worn cameras, which was a recommendation from the 21st Century Policing Project, Currently, there is discussion before City Council about whether or not to fund a multi-year implementation for body worn cameras.
- The Co-responder Program, in which a clinical psychologist is paired with an officer responding to mental health call.
- Predictive policing, which involves using data and algorithms to try to identify and anticipate locations in time and space where a crime or a series of crimes are going to occur. APD is not doing any predictive policing and not doing any street crime response.

Chair Harris shared that the Executive Committee met with the Police Chief and his officers to go over quarterly reviews. This was the first such meeting since the pandemic began. Chair Harris reported that many cases had dealt with use of tasers.

ALEXANDRIA HUMAN RIGHTS COMMISSION ANNUAL REPORT 2021

Chair Harris stated that Chris Harris, Director Kelleher, Evelyn Urrutia, he and two other Health Department staff participated in a townhall meeting to educate people on the need to be vaccinated and the safety of the COVID-19 vaccines. The focus of the event was on reaching underserved communities.

March

The Commission heard from Commonwealth's Attorney Bryan Porter about police privacy issues, in general, and his thoughts on the Civilian Policing Review Board. Mr. Porter discussed the following topics:

- The need for criminal justice reform, which he has been vocal in supporting
- Facial recognition and artificial intelligence, which he reported has never been used in any case in his office.
- The pretrial risk assessment instrument used by his office.
- The process for composing the Commonwealth Attorney Community Advisory Board.

Chair Harris shared that the Executive Committee met with Dr. Goodman Okpara, of the Housing Department, to discuss the results of recent Fair Housing testing.

Chair Harris reported that the Rainbow crosswalk letter was sent out to City Council.

Chair Harris reported that City Council had a meeting on the Civilian Policing Review Board and will be seeking public input at the end of the month.

Chair Harris announced that the Governor restored ex-felons voting rights, which the Commission had been pushing for years.

Director Kelleher shared that she had presented on the universal representation pilot program, which was started a year ago. Through this program, the City contracted with the Legal Aid Justice Center to provide representation for undocumented persons who were at risk of deportation.

April

The Commission heard from Jacqueline Tucker, Race and Social Equity Officer, and Kim Hurley, Race and Social Equity Fellow. Ms. Tucker shared presented on the City's race and social equity initiative and the City's commitment to it. Topics included:

- Alexandria "equity vision": Alexandria is a caring, kind, compassionate, fair, just and equitable City that supports an affordable, livable Community for all.
- Population and poverty statistics, broken down by race, which illustrate the racial disparities in the City.

ALEXANDRIA HUMAN RIGHTS COMMISSION ANNUAL REPORT 2021

- Priorities for the race and social equity initiative, including, expanding language access, creating a budget equity tool, incorporating equity into staff performance evaluations and training, ensuring that all staff are trained in these concepts, and community engagement, particularly with underrepresented communities.

Director Kelleher reported that the rainbow crosswalk letter is in the City Council's hands now and they are focusing on it.

Chair Harris stated that a letter was received from the Library Board with detailed statistics on budgetary issues, including missing books and late fees. Chair Harris stated that the Commission wants to know how much revenue is generated from late fees. Director Kelleher stated that Commissioners can contact City Council members and express that they think that these fines should be cut.

Chair Harris stated that City's Civilian Policing Review Board and collective bargaining agreement ordinances both passed unanimously by City Council.

The Alexandria Human Rights Commission agreed to co-host an Anti-Asian Hate Panel Town Hall through the Northern Virginia Community College.

May

The Commission heard from Sarah Taylor, Legislative Director/Assistant City Manager, about the City's Legislative package. Ms. Taylor reported that:

- The most recent legislative session was a short session and conducted mostly virtually. The number of bills introduced was limited, so there was focus on fewer issues. The major issues focused on were criminal justice reform, police reform, and COVID-19 issues.
- The General Assembly is expected to return in person for the coming session. The next session is expected to be in late July or early August.
- A special session will be held to appropriate the money the state will receive from the American Rescue Plan funding. The state is getting about \$4.3 billion, some of which is discretionary and some not.
- There were a number of bills in the area of inclusivity and a lot was done relating to equity and equality. A bill was passed requiring state agencies to create and maintain comprehensive strategic plans for hiring with regard to diversity, equity, and inclusion, as well as in their procurement processes. The Virginia LGBTQ+ advisory board was created. There is also an African American advisory. Delegate Roam had a bill to prohibit the "LGBTQ panic" defense in Virginia, one of the first southern States to do so. The Virginia Human Rights Act was expanded to include those with disabilities.
- Other new laws of interest include abolition of the death penalty and a marijuana legalization bill, which makes it is simple possession no longer a crime, so that people can possess a small amount for personal use.

ALEXANDRIA HUMAN RIGHTS COMMISSION ANNUAL REPORT 2021

The Alexandria Human Rights Commission, in partnership with Northern Virginia Community College, will host a virtual panel discussion on Anti-Asian Hate, on May 27, 2021.

Director Kelleher reported that the progress pride flags have been purchased and will be displayed for Pride month, beginning June 1, in Market Square.

Director Kelleher stated that the Human Rights Campaign Municipal Equality Index for 2021 is being reviewed. The draft scorecard is typically released in June, and the City has until July to make suggested edits or present evidence for changes in the score

June

The Commission heard from Alexandria Fire Chief Corey Smedley about the department's demographics. Chief Smedley reported that:

- The department is composed of 320 sworn and civilian employees, of which 280 to 290 are first responders (paramedics and firefighters).
- The department is working to ensure that they are an inclusive across the fire service, especially in the National Capital Region.

Chair Harris announced that Police Chief Michael Brown is stepping down for personal reasons.

Elections of Chair & Vice Chairs

Chair Harris was elected Chair. Vice Chair Edwards and Vice Chair Brunner were elected Vice Chairs. Chair Harris appointed Commissioner Rigsby and Commissioner Palmer Johnson to serve on the Executive Committee.

Community Outreach

It was challenging for the Human Rights Commission to conduct outreach in person in FY 2021, because of the COVID-19 pandemic. The Commission's efforts continue to educate and inform Alexandria's residents, workers and visitors about the Office of Human Rights.

The Commission, in partnership with Northern Virginia Community College, presented a virtual panel discussion on Anti-Asian Hate on May 27, 2021. The panelists included professors from NVCC.

Chair Harris and Director Kelleher also participated in a town hall meeting, in January 2021, to educate community members on getting vaccinated for COVID-19. The meeting focused on reaching out to underserved communities in Alexandria.

Commission Goals for FY 2022

The Human Rights Commission has set the following goals for the fiscal year:

- Meet with new City leadership, City Department Heads, ACPS Superintendent, and other officials regarding public safety, diversity, equity, and accessibility
- Fair and affordable housing, including taxes on elderly homeowners in Alexandria
- Fair policing, including transferring funds from the police to mental health programs and police training on mental health issues
- Criminal justice reform
- Implementation of the Citizen Police Review Board
- Immigration and citizenship
- Racial, gender, and religious equity
- Education and the impact of COVID-19 on equitable education
- School Resource Officer Program
- Voting rights
- Better understanding complaints of how complaints are handled by the Office of Human Rights and making it easier for people to know how to submit their complaints

Conclusion:

FY 2021 was a remarkably difficult year not only for the Human Rights Commission, but also for people around the world, because of the COVID-19 pandemic, which prohibited people from meeting in person. Even though the Commission was not able to meet in person, virtual meetings were held through the Zoom platform. Even with the difficulty of the pandemic, the Commission and the Office of Human Rights worked diligently to achieve their objectives of promoting human rights and eliminating discrimination in the City of Alexandria.

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Directors
Dwight Dunton
Chair
Jennifer Atkins
Vice Chair
Christopher Hartman
Secretary
Lisa Edouard
Dak Hardwick
Ken Notis
Eric Strickland

DATE: August 31, 2021
TO: Gloria Sitton, City Clerk and Clerk of Council
CC: Hon. Justin Wilson, Mayor
Members of City Council
FROM: Directors of the Alexandria Industrial Development Authority (IDA)
RE: IDA Annual Report (July 1, 2019 - June 30, 2021)

Pursuant to Alexandria's City Code Section 2-4-7(i)(1), attached is the Alexandria IDA's Annual Report for the two year period from July 1, 2019 through June 30, 2021.

The Report includes a current list of IDA board members and their attendance records for FY 2021. No member of the IDA was absent without excuse for greater than 25 percent of the IDA's meetings.

Counsel to the AIDA
Michael W. Graff, Jr.
McGuire Woods LLP

Staff to the AIDA
Stephanie Landrum
Christina Mindrup
AEDP, Inc.

The IDA completed two bond transactions over the last two years, each significant for their impact in the City. The Institute for Defense Analyses utilized bond financing to facilitate modifications and new money issuances that allowed them to access favorable interest rates and recognize significant savings related to the construction of their new headquarters facility in Potomac Yard. For the first time in the IDA's history, the Authority also facilitated an affordable housing project- working with the Alexandria Housing Development Corporation (AHDC) and the Washington Housing Conservancy to finance their purchase of an existing asset in the City's West End.

At the end of this most recent fiscal year, in June 2021, the Authority facilitated another "first of its kind" project by adopting a resolution, attached, that authorized the completion and execution of documents related to the redevelopment of a portion of the former Landmark Mall site for INOVA Health Systems.

Our financing activity noted above, along with smaller receipts from pooled financing programs, collectively yielded 2019-2021 IDA fees (all paid to the City to support economic development activities) of just over \$1.1 million.

Over the past 20 years (since the beginning of FY1998) we have processed 85 applications, **issued more than \$1.2 billion in bonds** and collected in excess of \$3.4 million in fees, which are dedicated for economic development purposes. No losses have ever been incurred by the IDA or the City over the history of this program. The IDA's bond issuances continue to be at no cost or liability to the City or the IDA, which are immune by state law from liability for the repayment of the bonds that the IDA issues and from associated costs and interest, and the IDA is represented in transactions by skilled legal counsel at the expense of borrowers and not the City.

This year, as in the past, the IDA received extraordinary support from our administrator, AEDP President & CEO Stephanie Landrum, our legal counsel, Michael W. Graff of McGuireWoods LLP, and City Finance Director Kendel Taylor.

The IDA Board is in the process of undertaking a strategic review of its structure, procedures and capabilities in order to best serve the City and its economic development goals. The Authority did not make any notable changes to procedures, policies, or functions during this fiscal year(s) reporting period.

In addition to the attendance report, please find attached to this memo minutes from each Authority meeting held in FY2020 and FY2021 and a list of applications processed during the two year period.

If you have any questions, please do not hesitate to contact Stephanie Landrum, President & CEO, Alexandria Economic Development Partnership, Inc. at 703/739-3820.

Administrator & Assistant Secretary
on behalf of Dwight Dunton, Chair

Alexandria Industrial Development Authority
Applications Approved/Bonds Issued
FY2020: July 2019-June 2020

DATE	AMOUNT	APPLICANT	LENDER	FEE
Aug. 2019	249,400,000.00	Institute for Defense Analyses	BB&T	\$ 1,020,708 *

TOTALS: **\$249,400,000** **0 new applications** **\$1,020,708**

Income from other sources:				
Jul 2019	--	Issuers Fees from Pooled Program	Wells Fargo	\$532.34
Jan 2020	--	Issuers Fees from Pooled Program	Wells Fargo	\$472.70

TOTAL Fees collected in FY2020: \$1,021,713

* Balance Due (Application fee paid previously)

** Application Fee

Refinancing

! Application processed in previous FY

Overview of Program	
FY1999 - FY 2020	
Bonds Issued	Fees Collected
\$1,269,428,486	\$3,329,026

Total applicants 84

Alexandria Industrial Development Authority
Applications Approved/Bonds Issued
FY2021: July 2020-June 2021

DATE	AMOUNT	APPLICANT	LENDER	FEE
Aug. 2020	16,500,000.00	Alexandria Housing Development Corporation (AHDC)	SunTrust	\$ 89,593.75

TOTALS: **\$16,500,000** **1 new application** **\$89,594**

Income from other sources:				
Jul 2020	--	Issuers Fees from Pooled Program	Wells Fargo	\$423.45
Jan 2021	--	Issuers Fees from Pooled Program	Wells Fargo	\$361.50

TOTAL Fees collected in FY2021: \$90,379

* Balance Due (Application fee paid previously)

** Application Fee

Refinancing

! Application processed in previous FY

Overview of Program	
FY1999 - FY 2021	
Bonds Issued	Fees Collected
\$1,285,928,486	\$3,419,404

Total applicants

85

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

October 16, 2019

5:00 p.m.

Directors

Mark Williams

Chair

Andrew Palmieri

Vice Chair

Dwight Dunton

Secretary

Jennifer Atkins

Allison Cryor DiNardo

Dak Hardwick

Christopher Hartman

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

Staff to the AIDA

Stephanie Landrum

AEDP, Inc.

Present:

Mark Williams

Andrew Palmieri

Dwight Dunton

Jennifer Atkins

Allison Cryor DiNardo

Dak Hardwick

Chris Hartman

Also Present:

Alexander Cline, Alexandria Economic Development Partnership

Anne Curtis, McGuire Woods LLP

Stephanie Landrum, Alexandria Economic Development Partnership

Ryan Touhill, Alexandria Economic Development Partnership

I. Call to Order

Chair Mark Williams called the meeting to order at 5:09 p.m.

II. Approval of June 5, 2019 Meeting Summary Minutes

Chair Williams entertained a motion for the approval of the minutes of the June 5, 2019 meeting.

Motion: Andrew Palmieri moved and Chris Hartman seconded a motion to approve the minutes. The motion was passed unanimously.

III. Review of Newly Adopted Fee Schedule

The Board reviewed and affirmed the changes to the fee schedule adopted at the June 2019 Authority meeting. Chris Hartman provided a recap of his briefing on these changes to the Alexandria Economic Development Partnership Board of Directors in September 2019. Staff affirmed that the fee schedule change was included in the annual report provided to City Council at the end of the FY2019 fiscal year.

IV. Discussion- Common Themes & Requested Information on IDAs throughout the Commonwealth

The Authority reviewed a presentation compiled by staff about state enabling legislation for industrial development authorities and assets, fees, and other important activities IDAs in other parts of the Commonwealth are undertaking. Following discussion, the Authority members requested that staff conduct follow-up research and pursue a meeting with Virginia Beach and Richmond IDA staff.

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PHONE: (703) 739-3820 Fax: (703) 739-1384

V. Old Business

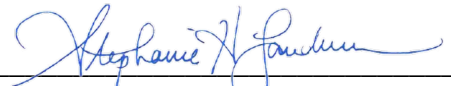
Chair Williams reminded members that that the annual disclosure forms would be circulated through the City Clerk's office towards the end of the year.

VI. New Business

None.

VI. Adjournment

There being no further business, Chair Williams adjourned the meeting at 6:15 p.m.



Stephanie Landrum, Assistant Secretary

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

February 4, 2020

5:00 p.m.

Directors

Mark Williams

Chair

Andrew Palmieri

Vice Chair

Dwight Dunton

Secretary

Jennifer Atkins

Allison Cryor DiNardo

Dak Hardwick

Christopher Hartman

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

Staff to the AIDA

Stephanie Landrum

AEDP, Inc.

Present:

Mark Williams

Andrew Palmieri

Dwight Dunton

Jennifer Atkins

Allison Cryor DiNardo

Dak Hardwick

Chris Hartman

Also Present:

Jonathan Frederick, Alexandria Housing Development Corporation (AHDC)

Michael Graff, Jr., McGuire Woods LLP

AJ Jackson, JBG Smith

Stephanie Landrum, Alexandria Economic Development Partnership

David Maggio, JBG Smith

Ryan Touhill, Alexandria Economic Development Partnership

I. Call to Order

Chair Mark Williams called the meeting to order at 5:05 p.m.

II. Approval of October 16, 2019 Meeting Summary Minutes

Chair Williams entertained a motion for the approval of the minutes of the October 16, 2019 meeting.

Motion: Andrew Palmieri moved and Allison DiNardo seconded a motion to approve the minutes. The motion was passed unanimously.

III. Consideration of a Resolution supporting AHDC's acquisition of 3001 Park Center Drive

Michael Graff, Jr. introduced Jon Frederick, Executive Director of AHDC and AJ Jackson and David Maggio with JBG Smith to provide a project overview. Mr. Frederick gave the Authority an overview of the existing building and the capital stack used to acquire, improve and maintain the facility. Authority members asked questions about the application and how the tax-exempt bonds would be utilized.

Motion: Chris Hartman moved and Dwight Dunton seconded a motion to approve the resolution. The motion was passed unanimously.

IV. Old Business

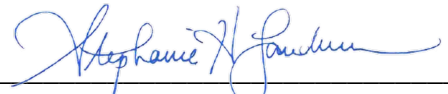
Authority members viewed the live construction camera for the tax-exempt bond financed Institute for Defense Analyses headquarters in Potomac Yard.

V. New Business

None.

VI. Adjournment

There being no further business, Chair Williams adjourned the meeting at 5:37 p.m.



Stephanie Landrum, Assistant Secretary

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

June 24 2020

5:00 p.m.

Directors

Mark Williams

Chair

Andrew Palmieri

Vice Chair

Dwight Dunton

Secretary

Jennifer Atkins

Allison Cryor DiNardo

Dak Hardwick

Christopher Hartman

Present:

Mark Williams

Andrew Palmieri

Dwight Dunton

Jennifer Atkins

Allison Cryor DiNardo

Dak Hardwick

Chris Hartman

Also Present:

Jonathan Frederick, Alexandria Housing Development Corporation (AHDC)

Michael Graff, Jr., McGuire Woods LLP

AJ Jackson, JBG Smith

Stephanie Landrum, Alexandria Economic Development Partnership

Anne Curtis Saunders, McGuire Woods LLP

Bruce Serchuk, Nixon Peabody

Kendel Taylor, City of Alexandria

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

Staff to the AIDA

Stephanie Landrum

AEDP, Inc.

I. Call to Order

Chair Mark Williams called the meeting to order at 5:10 p.m.

II. Approval of February 20, 2020 Meeting Summary Minutes

Chair Williams entertained a motion for the waiving of reading and approval of the minutes of the February 20, 2020 meeting.

Motion: Allison DiNardo moved and Dwight Dunton seconded a motion to approve the minutes. The motion was passed unanimously.

III. Consideration of a Final Bond Resolution supporting the issuance of Revenue Bonds in the amount of \$16,500,000 for the Alexandria Housing Development Corporation's (AHDC) acquisition of 3001 Park Center Drive, currently known as Avana Alexandria

Michael Graff, Jr. introduced Jon Frederick, Executive Director of AHDC and AJ Jackson with JBG Smith, noting they and their counsel were available for questions.

Motion: Dwight Dunton moved and Andrew Palmieri seconded a motion to approve the resolution. The motion was passed unanimously.

IV. Old Business

None.

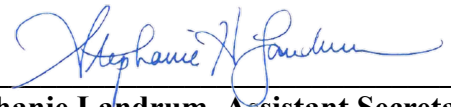
V. New Business

Authority members discussed new disclosure and training requirements enacted by the Virginia General Assembly, that will go into effect July 1, 2020. The group reviewed the legislation and requirements (to include the Virginia Conflict of Interest and Ethics Advisory Council guide- available online here:

<http://ethics.dls.virginia.gov/2017%202.0%20SLSOEI%20FINAL.pdf>).

VI. Adjournment

There being no further business, Chair Williams adjourned the meeting at 5:43 p.m.



Stephanie Landrum, Assistant Secretary

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

July 16, 2020

3:00 p.m.

Directors

Dwight Dunton

Chair

Jennifer Atkins

Vice Chair

Christopher Hartman

Secretary

Present:

Dwight Dunton

Jennifer Atkins

Dak Hardwick

Chris Hartman

Also Present:

Michael Graff, Jr., McGuire Woods LLP

Stephanie Landrum, Alexandria Economic Development Partnership

Kendel Taylor, City of Alexandria

Dak Hardwick

Vacant Director Position

Vacant Director Position

Vacant Director Position

I. Call to Order

Secretary Dwight Dunton called the meeting to order at 3:05 p.m.

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

II. Approval of June 24, 2020 Meeting Summary Minutes

Secretary Dunton entertained a motion for the waiving of reading and approval of the minutes of the June 24, 2020 meeting.

Staff to the AIDA

Stephanie Landrum

AEDP, Inc.

Motion: Jennifer Atkins moved and Christopher Hartman seconded a motion to approve the minutes. The motion was passed unanimously.

III. Election of Officers

In light of recent Authority members' resignations, the Authority considered the election of a new slate of candidates.

Motion: Dak Hardwick moved and Jennifer Atkins seconded a motion to nominate Dwight Dunton as Chair.

Motion: Dak Hardwick moved and Dwight Dunton seconded a motion to nominate Jennifer Atkins as Vice Chair.

Motion: Dak Hardwick moved and Dwight Dunton seconded a motion to nominate Christopher Hartman as Secretary.

Motion: Jennifer Atkins moved and Dak Hardwick seconded a motion to nominate Stephanie Landrum as Assistant Secretary.

Motion: Jennifer Atkins moved and Dwight Dunton seconded a motion to adopt the slate of nominees as presented. The motion passed unanimously.

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PHONE: (703) 739-3820 Fax: (703) 739-1384

IV. Old Business

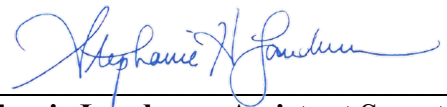
The Authority discussed the Annual Disclosure Forms required to be completed by the Commonwealth of Virginia and asked questions of the Authority's counsel, Michael Graff.

V. New Business

Mr. Graff advised that in follow-up to the bond issuance facilitated earlier in the summer, the newly elected officers would be needed to sign bond documents over the coming weeks.

VI. Adjournment

There being no further business, Chair Dunton adjourned the meeting at 3:30 p.m.



Stephanie Landrum, Assistant Secretary

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

May 4, 2021

5:00 p.m.

Directors

Dwight Dunton

Chair

Jennifer Atkins

Vice Chair

Christopher Hartman

Secretary

Lisa Edouard

Dak Hardwick

Ken Notis

Eric Strickland

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

Staff to the AIDA

Stephanie Landrum

Christina Mindrup

AEDP, Inc.

Present:

Dwight Dunton

Jennifer Atkins

Lisa Edouard

Dak Hardwick

Chris Hartman

Ken Notis

Also Present:

Jeff Farner, City of Alexandria, Department of Planning & Zoning

Julia Gonsalves, City of Alexandria, City Manager's Office

Michael Graff, Jr., McGuire Woods LLP

Mark Jinks, City of Alexandria, City Manager's Office

Stephanie Landrum, Alexandria Economic Development Partnership

Sean Lassiter, City of Alexandria, City Attorney's Office

Christina Mindrup, Alexandria Economic Development Partnership

Colin Smith, Holland & Knight

Kendel Taylor, City of Alexandria, Department of Finance

I. Call to Order

Chair Dwight Dunton called the meeting to order at 5:05 pm and welcomed Authority members and guests.

II. Roles and Responsibilities

Stephanie Landrum reviewed the following topics with Authority members:

- Open meetings law ([Code of Virginia reference](#))
- IDA meeting page ([website and archive](#))
- Required training on prohibited conduct and conflicts of interest *NEW* ([Code of Virginia reference](#))
- Online training resource ([Virginia Conflict of Interest & Ethics Advisory Council Resource](#))

As a group, the Authority agreed that they want to embody best practices and will complete the training over the course of the follow month, alerting Ms. Landrum when they have completed the online module.

III. Approval of July 16, 2020 Meeting Summary Minutes

Chair Dunton entertained for the approval of the minutes of the July 16, 2020 meeting.

Motion: Chris Hartman moved and Dak Hardwick seconded a motion to approve the minutes. The motion was passed 4-0-2, with Lisa Edouard and Ken Notis abstaining.

625 N. WASHINGTON STREET, SUITE 400, ALEXANDRIA, VIRGINIA 22314

PHONE: (703) 739-3820 Fax: (703) 739-1384

IV. Old Business

Ms. Landrum shared the Alexandria Economic Development Authority's Calendar Year 2020 Annual report, which included a description of the IDA's role in the financing of the Parkstone Project.

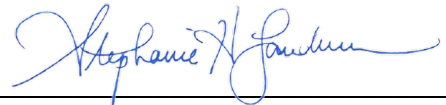
V. New Business

City Manager Mark Jinks and Department of Planning and Zoning Deputy Director Jeff Farner provided a presentation to the Authority on current plans to redevelopment the Landmark Mall site, to include preliminary information about the City's financial participation, the use of a Tax Increment Financing (TIF) district in the project and the role the IDA might play in entering into a long-term ground lease with Inova Hospital on a 9 acre parcel of land.

The group also discussed future meeting agenda items, to include an overview of the commercial real estate market, trends and possible Public Private Partnership projects that the IDA might be involved with in the future.

VI. Adjournment

There being no further business, Chair Dunton adjourned the meeting at 6:32 p.m.



Stephanie Landrum, Assistant Secretary

A recording of the meeting can be found online at:

<https://alexandriaecon.org/about-aedp/partners/industrial-development-authority/>

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

June 1, 2021

5:00 p.m.

Directors

Dwight Dunton

Chair

Jennifer Atkins

Vice Chair

Christopher Hartman

Secretary

Lisa Edouard

Dak Hardwick

Ken Notis

Eric Strickland

Present:

Jennifer Atkins

Lisa Edouard

Dak Hardwick

Chris Hartman

Ken Notis

Eric Strickland

Also Present:

Michael Graff, Jr., McGuire Woods LLP

Stephanie Landrum, Alexandria Economic Development Partnership

Christina Mindrup, Alexandria Economic Development Partnership

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

Staff to the AIDA

Stephanie Landrum

Christina Mindrup

AEDP, Inc.

I. Call to Order

Vice Chair Jennifer Atkins called the meeting to order at 5:08 pm and welcomed Authority members and guests.

II. Approval of May 4, 2021 Meeting Summary Minutes

Vice Chair Atkins entertained for the approval of the minutes of the May 4, 2021 meeting.

Motion: Ken Notis moved and Lisa Edouard seconded a motion to approve the minutes. The motion was passed unanimously.

III. Old Business

- a. Stephanie Landrum shared that most of the Authority members had reported successful completion of the newly required conflict of interest training (found online at a link provided by the Virginia Conflict of Interest & Ethics Advisory Council) and reminded members who have not completed it yet to do so as soon as possible.
- b. Ms. Landrum advised that land use approvals to allow for the redevelopment of Landmark Mall were under consideration by the Planning Commission and City Council at their June meetings. Mike Graff advised that the Authority was in receipt of the first draft of agreements and contracts related to the mall redevelopment and that he would be working with the Authority's staff to review them before a briefing at an upcoming IDA meeting.

IV. New Business

Christina Mindrup provided a presentation to the Authority titled “Overview of the Alexandria real estate market” to include a high-level review of possible public/private partnerships in the City.

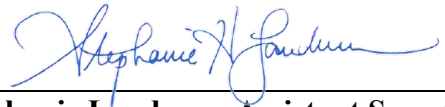
Mr. Graff advised that Episcopal High School will be filing an application for consideration by the IDA later in the month. The group discussed potential meeting dates to accommodate this application.

Ms. Landrum agreed to circulate to the Authority the revised fee schedule (revised in 2019) as well as marketing materials used to promote tax exempt bond financing.

A member of the public, Aurora Gingrich asked the Authority to review an email she sent the Authority Chair and Administrator.

VI. Adjournment

There being no further business, Vice Chair Atkins adjourned the meeting at 6:03 p.m.



Stephanie Landrum, Assistant Secretary

A recording of the meeting can be found online at:

<https://alexandriaecon.org/about-aedp/partners/industrial-development-authority/>

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

June 21, 2021

5:00 p.m.

Directors

Dwight Dunton

Chair

Jennifer Atkins

Vice Chair

Christopher Hartman

Secretary

Lisa Edouard

Dak Hardwick

Ken Notis

Eric Strickland

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

Staff to the AIDA

Stephanie Landrum

Christina Mindrup

AEDP, Inc.

Present:

Dwight Dunton

Jennifer Atkins

Lisa Edouard

Dak Hardwick

Chris Hartman

Ken Notis

Eric Strickland

Also Present:

Boota de Butts, Episcopal High School

Yemisrach Demeke

Michael Graff, Jr., McGuire Woods LLP

Stephanie Landrum, Alexandria Economic Development Partnership

Christina Mindrup, Alexandria Economic Development Partnership

Bryan Smith, City of Alexandria

Kendel Taylor, City of Alexandria

I. Call to Order

Chair Dwight Dunton called the meeting to order at 5:11 pm and welcomed Authority members and guests.

II. Adoption of Electronic Participation Policies

Chair Dunton entertained a motion for the approval of two electronic participation policies; one effective through June 30, 2021 and one effective from July 1, 2021 forward.

Motion: Jennifer Atkins moved and Chris Hartman seconded a motion to approve the policies. The motion was passed with a vote of 4-0; Atkins, Hartman, Dunton, Notis.

III. Approval of June 1, 2021 Meeting Summary Minutes

Chair Dunton entertained a motion for the approval of the minutes of the June 1, 2021 meeting.

Motion: Chris Hartman moved and Jennifer Atkins seconded a motion to approve the minutes. The motion was passed 3-0-1; Hartman, Atkins, Notis; Dunton abstaining.

IV. Public Hearing and Consideration of a Resolution supporting the Issuance of Revenue Bonds for Protestant Episcopal High School

Michael Graff, counsel to the IDA, provided the Authority with an overview of the issuance request and Boota de Butts, CFO with Episcopal High School explained the projects the financing would support.

Motion: Chris Hartman moved and Jennifer Atkins seconded a motion to approve the resolution. The motion was passed with a vote of 5-0-1; Hartman, Atkins, Dunton, Edouard, Strickland; Notis abstaining.

V. Closed Meeting

Pursuant to Virginia Code § 2.2-3711 the IDA convened in a Closed Meeting, under section 3: discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; and 6. Discussion or consideration of the investment of public funds where competition or bargaining is involved, where, if made public initially, the financial interest of the governmental unit would be adversely affected.

Motion: Jennifer Atkins moved and Ken Notis seconded a motion to approve the resolution. The motion was passed with a vote of 7-0.

VI. Old Business

None.

VII. New Business

The Authority discussed the need to hold a Strategic Planning Session, to review:

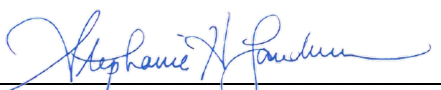
- Committee structure
 - Governance
 - Asset/Real Estate committee
 - Ad hoc by project
 - Communications and website
 - New member onboarding

They also discussed future in person meeting logistics and the summer meeting schedule. Prior to the planning session, staff will send members previous work/presentations about structures used throughout Virginia and schedule a briefing for members interested in asking questions prior to the strategic session.

In order to review documents and other important items related to the project discussed in closed session, Chair Dunton advised that he would be willing to serve on an ad hoc project committee. Chris Hartman volunteered to serve. The ad hoc committee will report back to the full IDA at their next scheduled meeting.

VIII. Adjournment

There being no further business, Chair Dunton adjourned the meeting at 6:44 p.m.


Stephanie Landrum, Assistant Secretary

A recording of the meeting can be found online at:

<https://alexandriaecon.org/about-aedp/partners/industrial-development-authority/>

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

June 30, 2021

12:00 p.m.

Directors

Dwight Dunton

Chair

Jennifer Atkins

Vice Chair

Christopher Hartman

Secretary

Lisa Edouard

Dak Hardwick

Ken Notis

Eric Strickland

Present:

Dwight Dunton

Jennifer Atkins

Chris Hartman

Lisa Edouard

Ken Notis

Eric Strickland

Also Present:

Julian Gonsalves, City of Alexandria

Michael Graff, Jr., McGuire Woods LLP

Stephanie Landrum, Alexandria Economic Development Partnership

Christina Mindrup, Alexandria Economic Development Partnership

Colin Smith, Holland & Knight

Kendel Taylor, City of Alexandria

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

Staff to the AIDA

Stephanie Landrum

Christina Mindrup

AEDP, Inc.

I. Call to Order

Chair Dwight Dunton called the meeting to order at 12:03 pm and welcomed Authority members and guests.

II. Approval of June 21, 2021 Meeting Summary Minutes

Chair Dunton entertained a motion for the approval of the minutes of the June 21, 2021 meeting.

Motion: Jennifer Atkins moved and Lisa Edouard seconded a motion to approve the minutes. The motion was passed unanimously.

III. Closed Meeting

Pursuant to Virginia Code § 2.2-3711 the IDA convened in a Closed Meeting, under section 3: discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; and 6. Discussion or consideration of the investment of public funds where competition or bargaining is involved, where, if made public initially, the financial interest of the governmental unit would be adversely affected.

Motion: Ken Notis moved and Lisa Edouard seconded a motion to move into closed session pursuant to the Virginia Code. The motion was passed unanimously.

Motion: Chris Hartman moved the adoption of the attached resolution, seconded by Jennifer Atkins. The motion passed 5-0-1, with Notis abstaining.

625 N. WASHINGTON STREET, SUITE 400, ALEXANDRIA, VIRGINIA 22314

PHONE: (703) 739-3820 Fax: (703) 739-1384

IV. Old Business

Chair Dunton reminded Authority members to complete the meeting poll to identify a date for the planned strategic planning retreat for the IDA.

V. New Business

Chair Dunton recognized Colin Smith with Holland & Knight and Julian Gonsalves, Assistant City Manager for the City of Alexandria, who joined the meeting to be available to answer questions related to the Landmark Mall Redevelopment Agreements. Mike Graff clarified that the resolution under consideration by the IDA includes a correction of a misspelled word and the description of the access agreement referenced as an exhibit to the grant agreement.

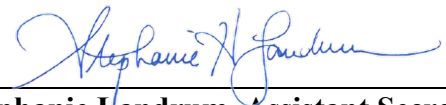
Motion: Jennifer Atkins moved the adoption of the attached resolution, to include the changes outlined by Mike Graff, seconded by Chris Hartman. The motion passed 5-0-1, with Notis abstaining.

Mr. Gonsalves acknowledged that over coming weeks, the City and the IDA would work together to finalize updates to the tri-party agreement between the City of Alexandria, the Industrial Development Authority and the Alexandria Economic Development Partnership.

Mr. Graff reported that Episcopal High School has requested the consideration of their final bond resolution at a future meeting and requested that scheduling to take place over the coming weeks. Ms. Landrum agreed to work with the Authority members to get the appropriate meeting(s) scheduled.

VI. Adjournment

There being no further business, Chair Dunton adjourned the meeting at 12:46 p.m.



Stephanie Landrum, Assistant Secretary

A recording of the meeting can be found online at:

<https://alexandriacon.org/about-aedp/partners/industrial-development-authority/>

RESOLUTION

WHEREAS, the Industrial Development Authority of the City of Alexandria has this 30th day of June, 2021 recessed into executive session pursuant to a motion made and adopted in accordance with the Virginia Freedom of Information Act; and

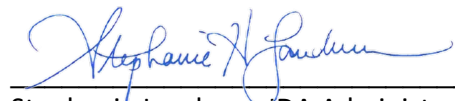
WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by the Industrial Development Authority that such executive session was conducted in accordance with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, that the Industrial Development Authority of the City of Alexandria does hereby certify that, to the best of each member's knowledge, only public business matters that were identified in the motion by which the executive session was convened, and that are lawfully exempted by the Freedom of Information Act from the Act's open meeting requirements, were heard, discussed or considered by council during the executive session.

Adopted:

DWIGHT DUNTON, CHAIR

ATTEST:



Stephanie Landrum, IDA Administrator

**RESOLUTION OF
THE INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF ALEXANDRIA
AUTHORIZING THE COMPLETION AND EXECUTION OF CERTAIN DOCUMENTS
RELATED TO THE REDEVELOPMENT OF A PORTION OF THE FORMER
LANDMARK MALL SITE FOR INOVA HEALTH SYSTEM**

RECITALS

A. The Industrial Development Authority of the City of Alexandria (the "Authority") is a public body corporate and a political subdivision of the Commonwealth of Virginia (the "Commonwealth") duly empowered by the Industrial Development and Revenue Bond Act, Chapter 49, Title 15.2, Code of Virginia of 1950, as amended (the "Act"). Under the Act, the Authority's purposes include, but are not limited to, the promotion of industry and the development of trade by inducing governmental, nonprofit and commercial institutions, including, but not limited to, medical facilities, facilities for use by 501(c)(3) organizations, state and local governmental facilities and single or multi-family residences to locate or remain in the Commonwealth for the benefit of the inhabitants of the Commonwealth, either through the increase of their commerce, or through the promotion of their safety, health, welfare, convenience or prosperity. The Act authorizes the Authority to exercise the following powers, among other powers, in furtherance of its purposes: the power to enter into contracts; the power to acquire, improve, maintain, equip or furnish real and personal property by purchase, exchange, gift, lease or otherwise; the power to lease, sell, exchange, donate or convey real and personal property; the power to employ and pay compensation to employees and agents as necessary in carrying out the business of the Authority; the power to make loans or grants to any person; the power to operate any facility as a lessor; the power to execute and deliver contracts, documents and other instruments necessary or convenient in the exercise of such powers; and the power to protect and promote the health and welfare of the inhabitants of the Commonwealth.

B. To further the Act's purposes, at the request of the City of Alexandria, Virginia (the "City"), the Authority desires to support and assist the redevelopment of a 51-acre site (the "Site") of the former Landmark Mall development into, among other uses and facilities, a mixed-use town center-type development with a new regional Level II Trauma Center Hospital, Cancer Center, medical offices and related parking facilities (the "Landmark Redevelopment"), in particular by assisting the City with the acquisition of the Site and the lease of the Site to INOVA Health System ("INOVA").

C. The foregoing arrangements have been described by the City to the Authority and will be reflected in the following documents which the Authority proposes to complete and execute in order to carry out the transactions described above, forms of which have been presented to this meeting and filed with the Authority's records:

- (a) the Grant Agreement, pursuant to which, among other things, the City will fund the purchase of the Site by the Authority for lease to INOVA for the Landmark Redevelopment;
- (b) the Purchase and Sale Agreement, pursuant to which, among other things, the Authority will purchase the Site with funding from the City provided under the Grant Agreement;

- (c) the Ground Lease, pursuant to which, among other things, the Authority will lease the Site to INOVA for the Landmark Redevelopment;
- (d) the Access Agreement, pursuant to which, among other things, the Authority will provide INOVA and the developer with access to the Site and address potential construction overlaps; and
- (e) the Reciprocal Easement Agreement, pursuant to which, among other things, the Authority will provide cross easements and agreements related to the Site for parking and other facilities to be used by INOVA and other parties for the Landmark Redevelopment;

D. All of the documents listed above are referred to in this Resolution as the "Basic Documents".

After careful consideration and in furtherance of the public purposes for which the Authority was created, **NOW, THEREFORE, BE IT RESOLVED THAT:**

1. The Authority supports and desires to assist the City, INOVA and other parties in connection with the Landmark Redevelopment.

2. The Basic Documents are approved in substantially the forms on file with the Authority, with such changes, insertions or omissions as do not adversely affect the interests of the Authority as may be approved by the Chairman or the Vice Chairman of the Authority, whose approval will be evidenced conclusively by the execution and delivery of the Basic Documents.

3. The execution, delivery and performance by the Authority of the Basic Documents and the Authority's assistance and support of the Landmark Redevelopment as described in this Resolution are hereby authorized, ratified, approved and confirmed.

4. The Chairman and the Vice Chairman of the Authority, either of whom may act, are hereby each authorized to execute and deliver on behalf of the Authority the Basic Documents and such other documents with respect to the Authority's assistance and support of the Landmark Redevelopment as such Chairman or Vice Chairman may deem appropriate to consummate the transactions described in this Resolution, and the Secretary or any Assistant Secretary of the Authority is hereby authorized to affix the seal of the Authority to the Basic Documents and any such other documents and to attest such seal. The signatures of the Chairman, the Vice Chairman, the Secretary and any Assistant Secretary and the seal of the Authority may be by facsimile. Each officer of the Authority is authorized to execute and deliver on behalf of the Authority such other instruments, documents or certificates and to do and perform such things and acts, as such officer deems necessary or appropriate to carry out the transactions authorized by this Resolution or contemplated by the Basic Documents or such other instruments, documents or certificates, and all of the foregoing, previously done or performed by such officers of the Authority, are in all respects hereby approved, ratified and confirmed.

5. The Authority determines that its support and assistance with respect to the Landmark Redevelopment in accordance with the terms of the Basic Documents and all action of

ATTACHMENT 2

the Authority contemplated by such documents will be in furtherance of the purposes for which the Authority was organized.

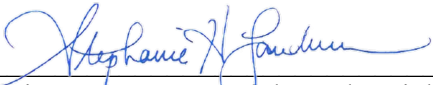
6. This Resolution shall take effect immediately upon its adoption.

ADOPTED: June 30, 2021

CERTIFICATE

The undersigned Secretary of the Industrial Development Authority of the City of Alexandria (the "Authority") certifies that the foregoing is a true, correct and complete copy of a resolution adopted by a majority of the Directors of the Authority present and voting at a meeting duly called and held on June 30, 2021, in accordance with law, and that such resolution has not been repealed, revoked, rescinded or amended but is in full force and effect on this date.

WITNESS the following signature and seal of the Authority, this 30th day of June, 2021.

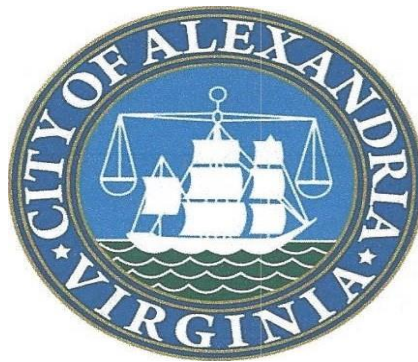

Assistant Secretary of the Industrial
Development Authority of the City of
Alexandria

[SEAL]

CITY OF ALEXANDRIA
LANDLORD TENANT RELATIONS BOARD
ANNUAL REPORT
July 2020 – June 2021

to

The Alexandria City Council



Submitted
By
Elliott M. Waters Chair
September 2021

CITY OF ALEXANDRIA
LANDLORD TENANT RELATIONS BOARD
ANNUAL REPORT
July 2020 – June 2021

MISSION

The Landlord Tenant Relations Board was established by City Council in 1971 to investigate and mediate landlord-tenant disputes and to make recommendations to City Council with respect to public policies affecting landlords and tenants. The duties, powers and responsibilities of the Landlord Tenant Relations Board can be found in §12-5 of the Alexandria City Code and include the following:

- Consider grievances of landlords and tenants when grievances are referred to the Board by City staff
- Act in an advisory capacity to the City Council on public policies affecting landlords and tenants
- Formulate and recommend legislative proposals to City Council
- Develop and publish guidelines and summaries regarding the rights and responsibilities of landlords and tenants, and participate in educational activities relating to landlord-tenant issues.

SUMMARY OF ACCOMPLISHMENTS

1. Consideration of Grievances - None

2. Public Hearings of Relocation Plans – City policy encourages developers to submit a relocation plan for any rental project covered by the Virginia Residential Landlord-Tenant Relations Act to the Chief of the Office of Housing's Landlord-Tenant Relations Division under certain conditions specified in the Policy. The timelines for the developer's submission of the voluntary Relocation Plan to the Office of Housing's Landlord-Tenant Relations Division are impacted by the following: if they plan to apply for a City Zoning Permit, and if they plan to file a public offering statement with the State of Virginia and City of Alexandria

a. Consideration of Newport Village Relocation Assistance Plan approved unanimously by the LTRB at the LTRB at the January 6, 2021 LTRB meeting.

b. Consideration of Heritage Relocation Assistance Plan approved unanimously by the LTRB at the January 6, 2021 LTRB meeting.

c. Consideration of Alexandria Development Associates, LLC Relocation Assistance Plan for Shirley Gardens/Upland Park at the February 3, 2021 LTRB Meeting. A majority of the LTRB voted to approve the relocation plan with two changes recommended by the staff of the City's Housing Office:

- (1). Relocation payments be made immediately upon move out; and
- (2) return of the security deposit is dependent upon the condition of the property at the time of move out.

d. Consideration of the Relocation Assistance Plan for the Mill Condominium Conversion at the June 2, 2021 LTRB Meeting. A majority of the LTRB voted to approve the relocation plan. The Chair, LTRB conveyed some concerns to the Director of Housing, City Attorney and other elected and appointed leaders about the procedures in handling the administration of the Conversion Relocation Plan.

e. Prior to the conduct of the Public Hearing conducted on June 02, 2021, the Chair, LTRB requested assistance from the Office of Housing and the City Attorney's office in preparing a protocol for the hearing going forward to help ensure consistency in how public hearings are to be conducted.

3. LTRB Public Hearing Protocol Established

a. NOTICE

The Office of Housing's Landlord Tenant Relations Division (LTRD) Staff reviews the plan and drafts a report on the plan for the Landlord Tenant Relations Board (LTRB), including its comments and forwards its recommendations seven (7) working days prior to the scheduled public hearing. The Plan is then reviewed by the LTRB at a scheduled public hearing in accordance with approved City Housing Relocation Assistance Policy requirements. All tenants and/or their representatives, landlords, owners, developers and/or their representatives, representatives from other City Boards and Commissions including City residents are invited to attend and speak in accordance with hearing guidelines.

b. MOTION TO OPEN THE PUBLIC COMMENT PORTION OF HEARING

(1). Chair: Welcome, Introductions and Meeting Purpose

To open the public comment portion of the meeting – the Board chair will welcome public participants to the meeting of the Landlord Tenant Relations Board and preside over the hearing. Chair will announce the issue before the LTRB as well as the board charge, as listed on page 1 of the City's approved Housing Relocation Policy.

(2). Hearing Norms/Guidelines

The Chair should advise the public that in order to engage effectively, it is important to note the following:

(a) Testimony can be provided orally, or in writing – residents are advised that it is best to provide both. Be sure to include your name address and the reason you are speaking.

(b) No responses to your comments, questions, or concerns will be provided during the hearing.

(c) Hearings are a one-way communication, although Board members may ask follow-up questions regarding testimony.

(d) At the end of the discussion the LTRB may issue recommendations for the improvement of the relocation policy to the Virginia Real Estate Board.

(e) The meeting will be recorded.

(f) Each individual has three minutes to speak. Written comments can be longer than the allowable time limit, but oral testimony must comply with the time limits.

(3). Public Comments

(a) Opening position statements (optional – 1 minute):

(b). Landlord/owner/developer and/or their representative: Overview of relocation process and plan

(c). Tenant(s) and/or their representative: Overview of the relocation process and plan

(4) Testimony

(a) Oral

- Tenant(s) and/or their representative – 3-minute time limit per individual and 5 minutes per group representative
- Landlord/owner/developer and/or their representative: 3-minute time limit per individual and 5 minutes per group representative

(b) Written

- Tenant(s) and/or their representative – must be submitted prior to the close of the public hearing
- Landlord/owner/developer and/or their representative - must be submitted prior to the close of the public hearing

(5). Board member asked to make a motion to close public comments portion of the hearing

c. STAFF INPUT

(1). Written Comments – staff may elect to highlight some aspects of their written comments

(2). Written Recommendation(s) and rationale – staff may elect to highlight some aspects of recommendations

d. BOARD ACTION

(1). Board member asked to make a motion to recommend approval, disapprove or offer no recommendation

(2). Discussion

(3). Vote with or without comment/rationale

e. MOTION TO CLOSE THE PUBLIC HEARING

4. Member Activities

a. LTRB Co-Hosted with the Office of Housing the Annual Fair Housing Certification Training for Property Management and Real Estate Professionals. This was a free informative and interactive three-hour seminar that meets the requirements for real estate continuing and post license education, and fair housing certification. More than 100 people registered for the training and 56 certificates were awarded by the state for participants who completed the webinar.

b. Received Updates of City Plans

(1) March: Received Draft Housing recommendations for the Arlandra-Chirilagua Plan Update-Part 1

(2). May: Received Draft Housing recommendations for the Arlandra-Chirilagua Plan Update-Part 2

c. Invited Speakers to make presentations on matters of interest

(1). CEO, Alexandria Redevelopment and Housing Authority (Mr. Keith Pettigrew) spoke on Building and maintaining constructive landlord and tenant relations with a focus on constructive engagement

(2). Deputy City Attorney (Ms Christina Brown) provided a legal update on general topics of interest to boards and commissions and addressed issues of concern to the LTRB

d. Members elected to forgo attending meetings of similar area boards, commissions and committees during July 2020 – June 2021 reporting period.

GOALS FOR 2021 – 2022

Being developed

LTRB LEADERSHIP FOR July 2020 – June 2021

The following members served:

Office Held	Name	Position
Chair effective 1/08/2020	Alex Howe	Homeowner resigned 1/06/2021
Chair effective 1/06/2021	Elliott Waters	Homeowner
Vice Chair, effective 1/08/2020	Elliott Waters	Resigned as Vice Chair upon election as chair
Vice Chair, effective 1/06/2021	Jeanette Shepherd	Tenant resigned as member 3/16/2021

Homeowner	Valerie Ianieri	Former member, resigned 2/7/2021
Landlord	Jessica Lalley	member
Landlord	Razvan Cernucan	member
Landlord	Soomin Kim	former member, resigned 6/2/2021
Tenant	Jeanette Shepherd	former Vice Chair, resigned 3/16/2021
Tenant	Bonnie Nagle	member
Tenant	Geraldine Baldwin	member

The following City staff members served as liaisons

Office of Housing Staff	Name	Position
Landlord Tenant Relations Division	Ms Melodie Seau	Division Chief
Landlord Tenant Relations Division	Ms Gwendolyn Lassiter	Landlord Tenant Investigator
Administrative Division	Mr. Sam Gates	Management Analyst
Development Team	Kimberly V Cadena	Housing Analyst

ACKNOWLEDGEMENTS

It is no secret that the year 2021 represents a milestone in the history of the Landlord Tenant Relations Board (LTRB). Fifty years ago, the City Council established the LTRB for the purpose it now serves and is a matter of public record in the City Charter. Those of us who now serve owe a debt of gratitude to those who preceded us and did the painstaking work on behalf the Alexandria City Council. Neither is it a secret that appointees *[past and present]* owe a debt of gratitude and thanks to members of City Council who appointed us to serve and give our best effort over these fifty [50] years. We would be remiss in not mentioning those on City Staff who have provided timely and appropriate support to members of the LTRB over these 50 years thereby enabling/equipping us to serve. It is only fitting that we who now serve should take time to acknowledge the efforts of all who helped make 50 years of continuous service possible. So on behalf very grateful current board members, we say **“THANK YOU” City Council for the opportunity to serve, “THANK YOU” City Staff for the privilege to serve with you and – “THANK YOU” landlords and tenants for the opportunity to work with you in helping strengthen relationships, and last but by no means least – “THANK YOU ALEXANDRIANS” for your vote of quiet expressions of confidence in the LTRB’s efforts to help promote the common good with equity and justice for all in partnership with other Alexandria City boards, commissions, and committees – as we are able.**

(APPROVED) Elliott M. Waters _____ (Chairperson)

**Northern Virginia Juvenile Detention Commission
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The mission of the Northern Virginia Juvenile Detention Commission (Commission) is to create, through example, policy, programs, and environment, a safe and secure setting that advocates good mental and physical health. The Commission is the administrative governance authority for the operation of the Northern Virginia Juvenile Detention Center (Center) and the Sheltercare Program of Northern Virginia (Sheltercare). The Center houses juveniles who are placed by the Court for criminal charges. Sheltercare serves as a short-term group-home placement for juveniles. Within these guidelines, the Commission membership completed the following activities during its 2020/21 year.

Northern Virginia Juvenile Detention Commission Policy and Membership Accomplishments

- Membership of the Commission remained consistent with the expectations of the participating jurisdictions. A quorum was established for each Commission meeting. The Commission, like other boards and commissions, pivoted to virtual meetings, the rules of which were vetted and adhered to, in order to ensure safety for all.
- Advisory group participation/coordination: The Commission, through staff representation, maintains connectivity with the Alexandria and Arlington Gang Prevention Community Task Forces and, through its Court Service Unit (CSU) liaisons and through stakeholder connections, maintains communication and partnership with multiple agencies from the participating jurisdictions. This includes members of the Arlington and Alexandria Community Services Boards (CSB(s)), who provide behavioral health services to clients at the facility and following discharge. These relationships are ongoing and have been especially critical to manage matters related to the pandemic. It is important to note Center and Sheltercare leadership have participated in citywide pandemic coordination and communication. Staff are also a part of the Racial & Ethnic Disparity group, the Crossover Youth Practice Model, and are aware of Children, Youth, & Families Collaborative Commission and local Community Policy Management Teams and these efforts.

Policy changes: continued availability of Sheltercare to Arlington County/others was determined. Creation of a new Memorandum of Understanding was contemplated but determined to be unnecessary at this time.

Northern Virginia Juvenile Detention Commission Member Activities

- The Commission is composed of 2 representatives from Alexandria, 2 representatives from Arlington and 1 representative from Falls Church. Each member has assisted with a focus

area (e.g. budget, programs, personnel, capital improvement) while participating in the overall, comprehensive efforts of the Commission, itself.

Program and/or Legislative Accomplishments

- List any accomplishments of the Advisory Group or notable accomplishments

Following a national trend, the use of the Center by all participating jurisdictions steadily declined over the last decade, with a reduction of over 70% between Fiscal Years 2006 and 2019. The participating jurisdictions requested a regional review of juvenile detention services. A study by Washington, D.C.- based independent criminal justice contractor, The Moss Group, evaluated what changes, if any, could be made to the Center to make it more efficient while still meeting the needs of the juvenile population. The study included researching possible alternatives such as closing the center due to underutilization and detaining youth in another center in Northern Virginia.

The Moss Group began the study on July 29, 2019. The COVID-19 pandemic caused a lengthy delay in the presentation of the report and its findings and recommendations.

The study included:

- A historical review and compilation of documents related to the Center's structure, operation, and ownership or control of assets.
- Analysis of national, state, and local best practices related to juvenile justice and incarceration; and evidence-based, cost-efficient detention programming.
- Analysis of existing Center operations and potential efficiencies.
- Evaluation of the potential for further regionalization of juvenile detention services (for example, with existing jurisdictions and Fairfax County), to include impact on youth, families, communities and stakeholders, cost, education, re-entry, and transportation.
- The provision of a comparative financial and service delivery analysis of the two proposed options: 1) continued operation of the center by existing jurisdictions, versus 2) further regionalization -- closing the center due to underutilization and detaining youth in another center in Northern Virginia.
- Recommendations and full report.

As part of this study, community meetings and an online survey were conducted in November 2019 to provide information to the public and gather community and stakeholder input.

The report was presented virtually to the Alexandria City Council & the Arlington County Board on October 19, 2020, and, virtually, in a community meeting on November 5, 2020. Center leadership and members were available during public meetings.

Progress noted below:

Status

The City of Alexandria served as the contracting and fiscal agent for the study. The study's project team primarily consisted of the CSU Directors from the City of Alexandria and Arlington County/City of Falls Church and the Executive Director of the Center. The City advertised a Request for Proposal in December 2018. In July 2019, The Moss Group was awarded the contract and the study commenced on July 29, 2019. The final report was presented to Council by The Moss Group on October 19, 2020. An additional community presentation occurred on November 5, 2020. Further regionalization was not determined to be a viable alternative. Based on the key findings, The Moss Group offered several recommendations - including 4 major areas - for keeping the Center open (action items are listed below each element).

Moss Group Recommendation 1

The Center might explore co-locating much-needed, community-based programs and services (such as mental health treatment, substance abuse services, youth mentoring, and/or a CPP [Community Placement Program] for boys) at the facility to help offset current operating costs by putting underutilized space to more effective use, and generating additional revenue, and increasing positive outcomes for youth and families.

Action: Since the completion of the study in November 2020, the Project Team has organized discussions with key stakeholders relative to potential repurposing of portions of the Center, to include the Alexandria City & Schools Staff Group, the Alexandria Best Practices Court Committee, and the Commission. Center leadership has consulted with the Department of Juvenile Justice (DJJ). Arlington and Falls Church stakeholders will be engaged as the process resumes, and well as opportunities for input from community members in all three jurisdictions.

It should be noted that, in response to a need and recommendation noted in the study, a full-time Mental Health Clinician was created to serve all youth in order to increase positive outcomes for youth and families, serving the mental health and developmental needs of youth. The Clinician provides therapeutic and case management services to residents in Center. The Clinician is responsible for the assessment, development and implementation of client therapeutic treatment plans; provides and documents case consultations, one-to-one counseling for clients, therapeutic groups, and crisis intervention services and additional responsibilities which include writing clinical documents; effectively presenting clinical information; maintaining client records; assisting with discharge planning; and developing therapeutic activities and groups. The Clinician acts as a liaison to referral sources, providers and other agencies as needed. The Clinician must have a master's degree in social work, mental health, counseling, psychology, or related field. Licensure is required (Ph.D., Psy.D, LPC or LCSW) and at least 2 years of experience working with juveniles in the criminal justice system. The staff member must be available to work evenings and weekends. Additionally, medical and psychiatric care (if needed), is of paramount importance. Medical and psychiatric treatment needs are coordinated by the Center to ensure optimal care is provided. While there are no physicians or psychiatrists on staff, needs are assessed by staff, including nursing, and by contract (physician/psychiatric). Family

and partner involvement support these services. These services are provided in conjunction with the jurisdictional CSB staff embedded at the Center.

Moss Group Recommendation 2

Given that staffing costs represent 84.2% of the overall Center budget, the management team could consider implementing staff changes recommended on the basis of TMG's staffing analysis.

Action: Center leadership, in consultation with the Commission, has adjusted and reduced staffing levels for administration, programs and operations. The Center has moved to outsource some administrative functions. The total cost savings of these strategies is estimated at over \$300,000. Center leadership continues to seek opportunities to staff as efficiently as possible.

Moss Group Recommendation 3

In addition to performing a more comprehensive analysis around the facility's short and long term capital needs and their impact on the budget going forward, Center leadership might also obtain the services of an architectural firm to assess the current facility layout and develop a design that is more in line with both normalization and service co-location.

Action: The Center has contracted with The Moseley Group, an architectural firm, to perform a capital needs and improvement assessment and recommendations to modernize & normalize the facility. This review includes consideration of utilization forecasting and is being addressed through a trauma-informed lens. The firm and Center are including consultation with the Georgetown University Center for Juvenile Justice Reform and Center Children's Law & Policy (CCLP) relative to best-practice recommendations. This initiative continued throughout the fiscal year and includes collaborative assessment, analysis and reporting. The City of Alexandria has offered project management support to enable the consideration of planning and execution of recommendations from the Moseley Group. The project will also be coordinated with staff from Arlington County, Department of Environmental Services, Facility Design and Construction, and the City of Falls Church Department of Public Works.

Moss Group Recommendation 4

Consider developing a formal relationship with the Annie Casey Foundation, specifically participating in the Juvenile Detention Alternative Initiative [JDAI].

Action: The Court Service Unit Directors consulted with the Virginia Department of Juvenile Justice JDAI Coordinator. It was determined that, at this time, while there is work that should always be done to reduce incarceration, the work currently being done in the localities (e.g. prevention, diversion, community partnerships) is such that a focus on detention reform (e.g. CCLP – above) would be a good focus rather than JDAI, at this time. Feedback, to include reports received, will be shared with partners.

Present and future plans

The Commission, together with the Court Service Unit Directors and the Executive Director, continue to work together on a number of priorities for the Center. These include identifying

opportunities for increased efficiencies given the lower utilization of the Center; expanding evidence-based and trauma-informed services to youth and families at the Center; enhancing the physical space within the Center to ensure the environment is developmentally appropriate and trauma-informed; and lastly, ensuring the services of the center are provided in an equitable and inclusive manner to youth community members and their families who are in need. The team is prepared to receive feedback, guidance and direction from leadership and will provide regular updates, as directed, including quarterly reports to the respective City and County Manager's Offices of each jurisdiction. These reports will be provided to the City Council when received.

Other notable accomplishments:

- Center and Sheltercare (including school) pivoted to emergency operations for safety of residents, staff, and all in consultation with the health department, relevant training (Department of Labor & Industry) and others. The facilities remained open the entire time of the pandemic and assisted local food program operations by allowing use of space in the parking lot.
- Shifted Sheltercare to Unit 7 at detention to maximize ability to quarantine and operate during the pandemic.
- Completed financial audit. Included budget offices in discussion relative to budget development. 3 I-T brought in to assess. Organization is financially "strong".
- Completed and passed state audit (Center and Sheltercare)
- Mental health days and bonuses for staff
- Enhanced phone communication
- Analysis of communication and internal/external grievance processes
- Enhanced online website
- Implemented an MOU for restorative justice programming through the Center for Youth & Family Advocacy's Promoting Empathy Through Equitable Resolution (PEER) Program
- Reduced the frequency of Serious Incidents, including physical restraints.
- The Center's school program through Alexandria City Public Schools was featured on Public Broadcasting Service
- Renewed the contract with the State of Virginia DJJ to provide a 5-bed girls' Community Placement Program (CPP)
- Virginia Risk Sharing Association (VRSA) reviewed policies deemed "top notch".

Goals for 2021-2022

- Complete recommendations for study, to include project management. Consider a study relative to Sheltercare. Update interjurisdictional agreement. Complete population assessment along with facility assessment. Strategic Planning Meetings and development and retreat. Continue to work with VRSA including risk assessment. Policy and procedure reviews.

Leadership

- Officers - Earl Conklin was elected as Chair on December 8, 2020
- List term expirations and new members, with month they were appointed

Pamela Rana Stewart (Alexandria): June 9, 2021 – June 9, 2025

Zakiya Worthey (Arlington): November 17, 2020 - November 31, 2024

- During the course of the year, membership included the following individuals:

List members

Dr. Alfred Taylor (Arlington) term expired: December 31, 2020

Wikiki Alston (Alexandria) resigned April 13, 2021

Pamela Rana Stewart (Alexandria): June 9, 2021 – June 9, 2025

Zakiya Worthey (Arlington): November 17, 2020 - November 31, 2024

Earl Conklin (Arlington): May 21, 2019 - May 31, 2023

Alex Boston (Falls Church): January 1, 2020 – December 31, 2022

Michael Mackey (Alexandria): March 10, 2020 – March 10, 2024

- [Name] and [Department] acted as the staff liaison to [Advisory Group] during the course of the 2020/2021 year.

Johnitha McNair, NVJDC Executive Director

Michael Mackey, Court Service Director, City of Alexandria

Earl Conklin, Court Service Director, Arlington County & City of Falls Church

Attachments

1. Any notable letters to City Council, date, subject

Budget Memorandum #32, March 26, 2021, Status of the regional NVJDC use and alternatives study. 032 NVJDC Status

2. Any letters to other Advisory Groups, date, subject None

3. Any completed reports or relevant documents

NVJDC Study 2020. Cost-Benefit Analysis of the Northern Virginia Juvenile Detention Center & Alternatives

City of Alexandria, Virginia
FY 2022 Proposed Operating Budget & CIP
Budget Questions & Answers

March 25, 2021

Question: What is the status of the regional NVJDC use and alternatives study?

Response:

The Northern Virginia Juvenile Detention Center (NVJDC) is a secure juvenile detention facility located at 200 South Whiting Street in the City of Alexandria. It is one of 24 similar centers in Virginia and it is operated by Arlington County and the Cities of Alexandria and Falls Church through a Juvenile Detention Commission, as provided by State statute. NVJDC is regulated by the Virginia Department of Juvenile Justice (DJJ), which also provides partial funding to operate the program. The Center was audited in January 2018, with status reviews on 5/7/2018 and on 8/7/2018. A monitoring visit was conducted on 7/30/19. An audit was scheduled for January 2021 but is pending due to the pandemic and conversion to virtual auditing. Self-audits and monitoring visits are conducted in years that an audit does not occur. The DJJ Certification Unit has regular contact with centers, as needed.

Rationale for study

The utilization rates for the Northern Virginia Juvenile Detention Center dramatically declined over the past ten or more years. Lower utilization, and the fixed costs associated with operating the secure facility, have led to an increase in the per diem costs to the jurisdictions that place youth at the facility. Fairfax County, and other jurisdictions in Virginia, have experienced similar declines in utilization of their secure juvenile detention facilities. This has led to surplus capacity of secure juvenile detention in the Northern Virginia Region, indicating the potential for further regionalization. As part of its FY2018 adopted budget the Alexandria City Council requested a “regional review of juvenile detention services...” The Arlington County Board and the Falls Church City Council agreed to support this review.

Total Bed Days by Jurisdiction (reflecting local use only)

FY	Arlington	Falls Church	Alexandria	All Jurisdictions
2006:	10,979	498	8,615	20,092
2011:	8,244	172	5,569	13,985
2016:	3,780	54	4,496	8,330
2019:	2,893	102	2,579	5,574
2020:	2,979	50	1,432	4,461

Status

The City of Alexandria served as the contracting and fiscal agent for the study. The study’s project team primarily consisted of the Court Service Unit Directors from the City of Alexandria and Arlington County/City of Falls Church and the Executive Director of the Northern Virginia Juvenile Detention

Center. The City advertised a Request for Proposal in December 2018. In July 2019, The Moss Group was awarded the contract and the study commenced on July 29, 2019. The final report was presented to Council by The Moss Group on October 19, 2020. An additional community presentation occurred on November 5, 2020. Further regionalization was not determined to be a viable alternative. Based on the key findings, The Moss Group offered several recommendations - including 4 major areas - for keeping the Center open (action items are listed below each element).

Moss Group Recommendation 1

The Center might explore co-locating much-needed, community-based programs and services (such as mental health treatment, substance abuse services, youth mentoring, and/or a CPP for boys) at the facility to help offset current operating costs by putting underutilized space to more effective use, and generating additional revenue, and increasing positive outcomes for youth and families.

Action: Since the completion of the study in November 2020, the Project Team has organized discussions with key stakeholders relative to potential repurposing of the Center, to include the Alexandria City & Schools Staff Group, the Alexandria Best Practices Court Committee, and the Northern Virginia Juvenile Detention Commission. Center leadership has consulted with the Department of Juvenile Justice.

It should be noted that, in response to a need and recommendation noted in the study, a full-time Mental Health Clinician was created, which is in the process of being filled, to serve all youth in order to increase positive outcomes for youth and families, serving the mental health and developmental needs of youth. The Clinician provides therapeutic and case management services to residents in Northern Virginia Juvenile Detention Center. The Clinician is responsible for the assessment, development and implementation of client therapeutic treatment plans; provides and documents case consultations, one-to-one counseling for clients, therapeutic groups, and crisis intervention services and additional responsibilities which include writing clinical documents; effectively presenting clinical information; maintaining client records; assisting with discharge planning; and developing therapeutic activities and groups. The Clinician acts as a liaison to referral sources, providers and other agencies as needed. The Clinician must have a master's degree in social work, mental health, counseling, psychology, or related field. Licensure is required (Ph.D., Psy.D, LPC or LCSW) and at least 2 years of experience working with juveniles in the criminal justice system. The staff member must be available to work evening and weekends. Additionally, medical and psychiatric care (if needed), is of paramount importance. Medical and psychiatric treatment needs are coordinated by the Center to ensure optimal care is provided. While there are no physicians or psychiatrists on staff, needs are assessed by staff, including nursing, and by contract (physician/psychiatric). Family and partner involvement support these services.

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Present and future plans

The Court Service Unit Directors and the Executive Director of the Center, together with the Commission, presently and will continue to work together to take action on opportunities for efficiencies and effective services for youth and families at the Center, to create future plans regarding programs, operations and physical space and to ensure the Center offers optimal, trauma-informed, equitable services for youth community members and their families who are in need. The team is prepared to receive feedback, guidance and direction from leadership and will provide regular updates, as directed, including quarterly reports to the respective City and County Manager's Offices of each jurisdiction. These reports will be provided to City Council when received.



THE MOSS GROUP, INC.

Experienced Practitioners Committed to Excellence in Correctional Practice

City of Alexandria, Arlington County, and City of Falls Church

Cost Benefit Analysis of the Use of Northern Virginia Juvenile Detention Center and Alternatives, RFP 803

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**Cost Benefit Analysis of the Use of Northern Virginia Juvenile
Detention Center and Alternatives, RFP 803**
Historical Review and Compilation of Documents
September 2019

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Introduction and Purpose

In December 2018, the City of Alexandria requested proposals from professional organizations for a cost-benefit analysis of the Northern Virginia Juvenile Detention Center (the Center) and alternatives and its operations. In June 2019, the City of Alexandria accepted a proposal from The Moss Group, Inc. (TMG) to perform this important work. TMG is a correctional management consulting firm based in Washington, DC, that works extensively with federal, state, and local adult correctional and juvenile justice agencies and facilities of all sizes and types to assess, support, and provide recommendations in a variety of areas, such as staffing, budgeting, security, training, programs, and general operations. This project and its cost benefit analysis is multi-faceted and therefore was broken into six components for ease of review, with the first being a historical review of the Center. This report is one of six completed for the analysis; readers should review all six reports for proper context.

The purpose of this first report is to provide a historical perspective on the Center and its governing body, the Commission. This report will provide a foundation for subsequent reports that will address the external and internal influences that impact the Center's operations and finances to include a cost-benefit analysis of the use of the Center. This report examines the following:

- History of the Center
- Management of the Center
- Ownership and Control of Assets
- Funding Sources
- Infrastructure
- Operations

Based upon the historical information and relevant documents reviewed for this report, it is apparent that over the years the Center has experienced numerous challenges, the most recent being the escalating cost of operating the facility driven by a reduction in the number of youth requiring detention services. This decline is a national trend as well,

driven by improvements in intake and screening procedures, the addition of validated and more effective risk/need assessments, fewer juvenile arrests overall, and more options in detention alternatives. There have also been internal challenges within the Commission's history, which impacted the way the Center is used, including Fairfax County opting out of the interjurisdictional agreement between the City of Alexandria, City of Falls Church, and Arlington County in 1994. During all of this, the facility continues to age and need repairs and maintenance to operate effectively. Overall, however, the Commission has taken a productive and active role in the oversight of the Center, convening monthly meetings with the Center leadership and personnel and other stakeholders that appears to facilitate communication and engagement of the participants, especially around the issue of a declining youth population and its effects on operations, programs, and costs. Information contained in Commission reports indicates that the infrastructure and operations of the facility have improved over the past few years with the implementation of positively focused and helpful programs for youth, but that those programs and their financial efficacy are impacted by the population decline, highlighting the need for this study to gain more insight into the next steps for the Center.

A. History of the Center

The Center is in Alexandria, Virginia, and is currently one of 24 juvenile detention centers in the Commonwealth. The Center, which was opened in 1958, is a secure facility that serves juvenile offenders, both pre- and post-disposition. One of the motivating factors for building this facility in the mid-1950s was to address the concerns of housing youth in the same facilities as adults.¹ The Center serves youth ages 11 to 18 who have committed a wide range of offenses from parole and probation violations to misdemeanor and felony offenses.

In 1956, prior to the opening the Center, the Commission was established. The Commission was created to oversee the operations and the upkeep of the Center, including ensuring

¹ E., Burske & R. Piantadosi (May 2, 1981). Virginia Youth Found Hanging from Cell at Detention Center. *The Washington Post*, pp. B1.

that the Center abides by all local and state laws and regulations. Initially there were four participating jurisdictions: Arlington County (17th judicial district), the City of Falls Church (17th judicial district), Fairfax County (19th judicial district) and, the City of Alexandria (18th judicial district).² Between 1956 and 1994, the Commission was composed of seven representatives drawn from each of the participating jurisdictions, two from Alexandria, two from Arlington, two from Fairfax, and one from Falls Church. In 1994, Fairfax County ended its financial support of the Center and as a result, the seven-member Commission was reduced to five.

The withdrawal of Fairfax County was dependent upon a number of factors. First, Fairfax County had built its own juvenile detention center, which opened in 1982. By the early 1990s, there were discussions among Fairfax County officials about expanding the detention center. Second, at the same time that Fairfax County was in discussions to expand its juvenile detention center, the Center, which by the early 1990s had been open for more than three decades, had physically deteriorated and was in need of significant renovations and new construction. Based on these two major factors, Fairfax County officials withdrew from the interjurisdictional agreement in July 1994.

The Center was originally built as a 30-bed facility at a cost of \$170,000. The four jurisdictions each contributed to the cost of construction: Arlington County contributed 40 percent, Fairfax County 37 percent, City of Alexandria 20 percent and City of Falls Church three percent. The center was substantially renovated in the mid 1990s and witnessed a steady increase in the juvenile population between 1995 and 2006. Virginia's increase in juvenile detention and incarceration mirrored the larger national trend, and like many other juvenile detention centers, crowding became a significant concern. During this time many juvenile detention centers, including the Center, struggled with the challenges and safety concerns that came with overcrowding, however, as juvenile crime began to decrease, so did the number of youth being housed in detention centers across the country, including decreases at the Center.

² The Commission also oversees Sheltercare of Northern Virginia, a 14-bed non-secure facility.

Based on the information available, the Center's detained population has been decreasing since fiscal year 2006 (FY2006), perhaps earlier. For example, in examining the change from FY2006 to FY2017, the Center's average daily population (ADP) significantly decreased in comparison to the overall ADP in Virginia's 24 juvenile detention centers (JDCs) – 54 percent and 36 percent respectively. This decline can also be seen across all three jurisdictions it serves. During this same time period, Center utilization (as measured by childcare days) decreased by varying amounts in the three jurisdictions it serves. For example, between FY2006 and FY2017, Center utilization decreased by 48 percent for the City of Alexandria and decreased 66 percent for the County of Arlington. The greatest percent change occurred in the City of Falls Church with an 89 percent decrease in the number of childcare days from FY2006 to FY2017 (See Table 1). It also has been projected that the JDC population will continue to decrease, with predictions that it will decrease an average of 2.2 percent annually over the next six years.³

Table 1. Child Care Days Utilized by Jurisdictions⁴

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY 17
Alexandria	8,615	6,180	5,599	5,438	5,628	5,569	4,429	3,663	4,638	3,074	3,574	4,496
Arlington	10,979	10,435	9,110	10,482	10,435	8,244	6,067	6,101	5,425	5,704	5,549	3,780
Falls Church	498	783	481	418	397	172	240	265	41	93	105	54
Total	20,092	17,398	15,190	16,338	16,469	13,985	10,736	10,029	10,104	8,871	9,228	8,330

Currently the Center is faced with consistently low childcare days, which prompted the Center to reduce the number of beds it offers from 70 to 46 in 2016. These low numbers

³Virginia Department of Juvenile Justice. (December 2018). Data Resource Guide: Fiscal Year 2018. Alexandria, VA. Retrieved from: <http://www.djj.virginia.gov/pages/about-djj/drg.htm>.

⁴ Table is reproduced from - Request for Proposals NO. 803. Cost/Benefit Analysis of the Use of Northern Virginia Regional Juvenile Detention Center & Alternatives. City of Alexandria, Virginia.

are the result of several factors, including the reduction in juvenile arrest rates and the increase in diversion and community-based programs. Another factor impacting the use of the Center was the end of contracts with the Federal Government. This funding relationship was first established with the U.S. Marshal Service in 2005 with a contract to hold youth for 72 hours and ended in August/September 2019. The Center also had a contract with the United States' Office of Refugee Resettlement/Division of Children's Services (ORR/DCS) to house Unaccompanied Alien Children (UAC) at the Center. While the number of UAC housed at the Center under ORR/DCS varied year by year and even month by month, the greatest number of UAC housed at one time reached 12 in 2018.

Youth often enter the juvenile justice system with numerous needs requiring a range of services, including mental health and substance abuse programs, education programs, and job skills training. Over the years, the Center has expanded and improved the services and programs offered to juveniles. Within the last two decades, there has been an effort at the state level to improve the intake and assessment process and increase the use of evidence-based policies and programs to benefit youth and these efforts have directly affected the Center and its population.

For example, in 2000, as directed by the Virginia General Assembly, the Department of Juvenile Justice (DJJ) established a working group of stakeholders (e.g., prosecutors, law enforcement, court services unit directors, judges, and intake officers) to develop a risk assessment instrument that could be used for guiding and improving detention decisions in order to address concerns regarding overcrowding, disproportionate minority contact (DMC), equity, and prevention of justice by geography. Once field-tested and finalized, the Detention Assessment Initiative (DAI) was implemented by Court Services Units across the Commonwealth including those jurisdictions placing youth at the Center, in December 2002.

While the collection of the personal and social histories of the youth has been a component of the screening process, in 2008, the Court Services Units within the Commonwealth introduced the Youth Assessment Risk Instrument (YASI), an empirically validated tool.

The YASI is a comprehensive risk, need, and protective factor assessment instrument developed specifically for the juvenile population and is designed to provide a classification of an individual's recidivism risk by assessing static and dynamic risk and protective factors in ten domains (legal history, family, school, community/peers, alcohol/drugs, mental health, aggression, attitudes, skills, employment/free time). This tool is used to help determine appropriate levels of supervision for juveniles based on risk classification; it also helps staff identify needs and match juveniles to the appropriate services (e.g., substance abuse treatment). The Court Services Unit and detention staff use the YASI to inform cases involving youth.

In addition to benefitting from the use of validated risk assessment instruments administered by CSU's, the Center has implemented more and more evidence-based trainings for staff and programs for juveniles. For example, in 2017 and 2018, staff participated in the following evidence-based trainings: Aggression Responsive Training, Behavior Management Program, Implementation Treatment Team Process, and Handle with Care. During this same period, juveniles participated in the following evidence-based programs: Girls Circle Facilitation, Counsel for Boys and Young Men, the Challenge Program, and Capital Youth Empowerment program.

Though the improvements in programming were welcomed, the reduction in the number of juveniles in the Center receiving treatment created new challenges. For example, New Beginnings (NB) is a program designed to provide specialized and focused services to juveniles who have been unsuccessful in past programs. This program is intended to help youth avoid state facility placement. Youth who participate in NB are offered a range of services, including weekly psycho-educational and therapeutic groups that address coping skills, substance abuse education, goal setting, social and assertive communication skills, independent living skills, developing personal integrity, identifying cognitive distortions, and college and career planning. However, the number of youth in the program has fallen to very low levels. In 2018, the number of youth in NB ranged from just one to six. Such low participation makes service provision and staff training very costly.

This example is just one that illustrates the challenges of improving services for youth in a declining population environment. Over the years, the Commission has closely monitored the number of juveniles in the Center and the supervision, education, program, and treatment needs of this population. In recognition of the issues facing the Center as its population decreases, and in considering the best interests of the youth and the community, the Commission began discussing alternative ways to use the Center in or before 2005 in its contract discussions with the Federal Government agencies cited above and continuing until the present. Further reports that will follow will address this, to include a cost-benefit analysis in an effort to understand the national, state, and local context in which the Center is currently operating and also recommendations around operational and cost efficiencies that will support best practices in detention programs and services.

B. Management of the Center

The Commission was established in 1956 to oversee the operations and the upkeep of the Center, including ensuring that the Center abided by all local and state laws and regulations.⁵ The Commission is composed of five representatives drawn from each of the participating jurisdictions, two from Alexandria, two from Arlington, and one from Falls Church.

The Commission is a public body corporate created by the participating jurisdictions with the structure, purpose, authority, and all related functions and activities of the Commission defined in the by-laws. Two versions of by-laws were provided for review: the original by-laws and a 2006 revised version. The original by-laws set out the roles and responsibilities for different members of the Commission and supporting staff and is broken into six articles: name; purpose, powers, and scope of the Commission; qualifications of its members; officers, duties, elections; meanings; and, committees. Under Article IV, the

⁵ The Commission also operates and oversees the Sheltercare Program of Northern Virginia that serves juveniles in need of custodial and supportive services. Sheltercare is run in a separate facility and was built with funds from the City of Alexandria.

Commission establishes voting policies (every January) and under Article 5, it outlines meeting policies. Meeting policies include the requirement that the Commission meet every third Monday of the month and that agendas are provided and minutes from prior meetings are sent to each Commissioner. As a decision-making body, any decisions must be voted on with at least a majority of the members present. Article 6 establishes standing committees, including finance and budget, personnel, program, plant and operation, and public relations. Each of these committees is required to have no fewer than three members and the document outlines report content and format for Committee reports and how Committee members should prepare and submit resolutions.

The 2006 revised version of the By-Laws follows a slightly different format with eight articles that include legislative authority and name; purpose, powers, and oversight; membership, compensation, officers, and committees; meetings (procedures, notices, materials, and minutes); administration; finances; indemnity, personal liability, and exemptions; and, amendments and seals. One notable difference between the two documents is the absence of Fairfax County from the 2006 version. As mentioned previously, Fairfax County exited from the interjurisdictional agreement in 1994.

The revised By-Laws also state that the Commission generally holds monthly meetings and that it should meet, at a minimum, at least four times a year. The Commission also has the authority to hold an executive session to address matters pertaining to specific detainees, personnel matters pertaining to identified staff, security problems, leases and other commercial transactions, litigation, and communications with legal counsel. The Commission must also remain in compliance with the Virginia Freedom of Information Act.

In regard to Article 5, Administration, the Commission can provide policy guidance and direction to the Center; review performance of senior staff and set compensation; employ the executive director; and employ a person to manage Sheltercare. Article 6 addresses finances and states that the Commission will rely upon appropriations from creating jurisdictions, appropriation of state funds, and revenues from other referring agencies. This section also identifies the people authorized to disperse or obligate funds, which include

the executive director, other directors, and the treasurer. Article 7 addresses liability. According to state law, the commissioners are not personally liable for any indebtedness, obligation, or other liability of the Commission apart from willful misconduct. Article 8 addresses amendments and seals and states that commissioners may amend the by-laws at any regular meeting provided that the amendment was included as an agenda item.

In an effort to better understand the Commission's oversight of the Center, TMG was provided with 20 Commission meeting minutes and associated documents from 2017 and 2018 (ten for each year). Each document followed a similar standard: A call to order; approval of the meeting minutes from the prior month; an opportunity to hear public comments; then each of the commissioners had an opportunity to report on the activities/issues of the past month or continue discussions that were brought up in prior meetings.

Reports by each of the departments included reports by the executive director, the deputy director, the director of program services, sheltercare director, Center principal, human resource manager, and accounting manager. Other reports presented to the Commission during monthly meetings included those presented by the court services unit directors and the attorney for the Center. Finally, the meetings are usually closed with the discussion of old and new business.

A review of these documents, specifically the department reports, provides insight into the daily functions of the Center. These documents, in conjunction with the minutes, also helped to provide further context into some of the concerns, challenges, and successes experienced in the two-year period analyzed. Reports highlighted budget issues, training issues, needed or planned repairs, administrative needs like updating manuals (such as the employee manual) and updating policies (e.g., suicide policy, mental health policy), upcoming audits, and corrective actions. Reports also described the staff trainings and the programs and activities in which youth participated.

During the meetings, the Commission had the opportunity to ask questions of the various departments and some questions or issues came up more frequently than others. For example, youth do attend school while at the Center and this service is provided by the Alexandria school district. The Center also provided immigrant youth who were residing in the Center under the ORR/DCS an opportunity to take education classes. Between 2017 and 2018, the largest number of ORR/DCS youth in the Center at one time was 12, and prior to the end of the contract, there was just one ORR/DCS youth at the Center. Besides the regular reports summarizing the number of youth in the program and the associated activities, Commission discussions on the subject revolved around funding questions and the end of the contract to house unaccompanied immigrant youth.

The New Beginnings Program was another subject that came up in meeting discussions. As previously discussed, there were eventually a small number of youth involved in the program due to population decreases overall. These youth are housed separately from general population youth and are considered higher risk and higher need and receive specialized programs and treatment services as part of the NB program. Over the course of two years between 2017 and 2018, the number of participants ranged from one to six. Due to the number and range of services offered to these youth, as the number of juveniles involved in the program shrinks, the cost to maintain the program increases. As a result, there were discussions among Commission members regarding the proposal to merge the NB juveniles with the general population. There was also the discussion of expanding the programs and services offered to NB juveniles to other juveniles. One of the challenges the Center faces with this program is that the youth who are eligible for the program are determined by legislation and until the law is amended, its ability to make adjustments is limited.

Staff training also came up regularly in discussion. Staff receive a large amount of training and some of this is around evidence-based programs that are offered to youth. Depending on the type of training, it can be expensive to train staff, and as mentioned above, as the number of youth decrease, the costs of training staff and implementing a program increase. One example of this was the discussion of training staff in the NB program Responsibility

Training for Girls. At the time of this Commission discussion, there were only two girls in the program and only one was thought to benefit from the training. As a result, there was a hesitancy to support the training of staff to continue the program.

Over the course of two years, the Center did have some serious incidents as is expected in juvenile facilities, such as an accusation of abuse and neglect, a sexual abuse allegation, and an escape. During this time, the documents reflected effective communication and engagement about the incidents between the Commission, directors, and other staff connected to incidents and daily life at the Center, a critical awareness of the low utilization of resources at the Center, and the best way to serve youth in the future.

C. Ownership and Control of Assets

Inter-jurisdictional documents provided to TMG assisted in providing an understanding of how the jurisdictions came together to form the Commission and effectively open and operate the Center. Historical documents provided to TMG indicated that the Commission was established in 1956 and was responsible for planning and building the Center, which was dedicated in 1961. The Center was subsequently fully renovated in the late 1980s. A review of these documents also revealed the cost of building the Center to be approximately \$170,000 with funding contributed in the following manner: Arlington County \$68,595; Fairfax County \$62,557; City of Alexandria \$34,748; and City of Falls Church \$4,080. Historical documents also noted the details of the purchase of the property. A “Deed of Dedication and Bargain and Sale,” dated and signed in the City of Alexandria on April 17, 1958, shows the Commission bought the land upon which the Center would be constructed from Charles H. Taylor and Georgia A. Taylor for the sum of \$23,224.40. However, documentation provided to TMG did not identify how the Commission funded the purchase of the property. In addition, a review of the historical documents submitted did not reveal the specific procedures of disbursing assets or proceeds from a sale of the property and building that would be implemented should the Commission be dissolved, or the Center sold.

While the early documents indicated that Fairfax County was an original member of the Commission, in July 1994 it removed itself from the inter-jurisdictional agreement and decided instead to build and operate its own juvenile detention facility. Fairfax County built a 121-bed facility, which is also experiencing underutilization and currently operating at a reduced operational capacity of 55 beds. A review of the Commission reports for 2017 and 2018 suggests that the remaining members of the Commission representing the City of Alexandria, City of Falls Church, and Arlington County work well together for the betterment of the Center organization and its residents.

A review of the historical documents presents a description of how the ownership and control of assets are managed for the Center. These appear to be relatively unique in the national field of juvenile detention but seem to work in Northern Virginia. According to the Request for Proposals 803, the Commission is a political subdivision of the Commonwealth of Virginia and is responsible for managing the Center. The Commission owns the Center building, the land it sits upon, and its assets. The Commission also operates the Sheltercare facility pursuant to a services contract with the City of Alexandria. The Sheltercare facility is a separate structure that was built with City of Alexandria funds on land leased by the Commission to the City for \$1.00 per year. ⁶

D. Funding Sources

The Center has received funding through the Commission from a variety of sources over the years. Revenues primarily are provided through contributions from the three jurisdictions represented on the Commission. The Commission is composed of representatives from the City of Alexandria, City of Falls Church, and Arlington County; each jurisdiction's contribution share is determined by deducting state and other sources of revenue from total estimated operating expenses and based upon the jurisdiction's average use of the facility measured by child care days for a previous three-year period. In addition to local funding, the Commonwealth of Virginia DJJ also provides a significant amount of funding for the Center operations on an annual basis. Finally, federal funds have

⁶ Previous versions of this report erroneously indicated the land was leased from the City of Alexandria.

been used in the past to detain youth through separate contracts with the ORR/DCS and the U.S. Marshals Service. In July 2019, the United States Department of Health and Human Services approached the City of Alexandria regarding an “exploratory assessment” for the construction of a permanent shelter to house Unaccompanied Alien Children. The request was denied by the City of Alexandria’s mayor.⁷

On May 24, 2019, the Virginia DJJ entered into a supplemental agreement with the Commission and Center to contract for a block of eight beds at \$335.00 per bed/per day for a total of \$978,200 annually for a period of two years to provide services for youth in the Community Placement Program (CPP). In addition, DJJ agreed to pay \$175.00 per day/per resident in the intake phase of commitment, otherwise known as the Central Admission and Placement (CAP) Program. This agreement provides additional revenue for the facility and provides for increased utilization of available bed space.

Based upon a review of available and relevant documents, it is apparent that the Cities of Alexandria and Falls Church and Arlington County have, over many years, provided consistent and adequate funding for the Center. In addition, the Commonwealth of Virginia has also provided necessary funding for the operation of the Center.

E. Infrastructure

Based upon a review of the available and relevant documents, the basic infrastructure of the Center, which includes its physical plant and personnel allocation, appears to be satisfactory. The Center’s organizational structure document (July 2019) was reviewed and was descriptive enough to provide satisfactory information regarding the allocation of personnel within the facility. Historical documents reviewed indicate that regrettable but understandable reductions in staff numbers have been taken in response to decreases in resident populations. The Center was able to close two pods and continue to operate the

⁷ Domen, J. (August 9, 2019). Alexandria has ‘no interest’ in shelter for unaccompanied migrant kids. *The Washington Post*. Retrieved from: <https://wtop.com/alexandria/2019/08/alexandria-has-no-interest-in-shelter-for-unaccompanied-migrant-kids/>

three remaining pods, thereby reducing its operational capacity from 70 beds to 46 beds and reducing the number of direct care staff from 82 to 62 staff. A review of Commission reports for 2017 and 2018 revealed frequent requests for necessary repairs and prior significant renovations in the mid-1990s to the facility, which is not uncommon especially for an aging facility. The responses to these requests by the Commission were generally very supportive and responsive to the maintenance and repair needs of the facility. It should be noted that a review of the Commission reports indicated that the monthly meetings provided a good venue for ongoing communication between the Commission and Center leadership and personnel.

F. Operations

Regarding facility staffing, as noted in the previous section, the Center's organizational structure document describes the staffing at the facility, and a review of Commission reports from 2017 and 2018 revealed periods when concerns were expressed by Commissioners, as well as Center representatives, regarding staff recruiting, selection, and retention challenges. These challenges are not unusual within the juvenile detention field and the newly hired executive director was noted as taking steps to address these challenges by changing recruiting and selection processes and attempting to develop a more positive organizational climate. A review of facility position descriptions found them to be satisfactory in describing the basic functions of the positions but could be further developed to be more specific.

A review of documents providing an overview of programs at the Center indicated that there have been a variety of helpful programs and services offered to residents who are in both pre-dispositional and post-dispositional phases. The emphasis on positive behavior management programming, with less reliance on room confinement, appears to have increased in recent years. The role of security in the Center operations has remained an appropriate high priority over the years. A review of Commission reports for 2017 and 2018 revealed regular discussions and updates of security-related issues by the Commissioners and Center leadership and personnel. The processing of a resident escape

from the facility in July 2018 was noted in the Commissioner meeting minutes in which the executive director and commissioners productively discussed ways to address and correct the identified deficiencies in facility security. Other security issues noted during a review of the Commission reports included reports of staff being off-duty on worker's compensation for injuries sustained during use of restraints, previous reliance on room confinement to manage youth behavior, and the connection between positive behavior management of youth resulting in less in-room time and fewer staff injuries.

Conclusion

Based upon the information provided for this report, it is apparent that the Commission and Center have experienced great success working collaboratively for the benefit of the youth they serve. These successes have been impacted by a variety of challenges over the years, with the underutilization of detention bed space and, as a result, escalating costs for each local jurisdiction being perhaps the most challenging issue. While the reduction in the number of youth requiring detention services is a positive outcome, funding authorities have a fiduciary responsibility to their constituents to spend taxpayer money wisely. The Commission and Center have historically implemented some effective cost saving and revenue generating initiatives but are still faced with the reality that more needs to be accomplished in the future. A review of the information provided in the Commission reports suggests that the Commission provides quality leadership to, and is very supportive of, the Center, encouraging engagement and meaningful communication between the two entities.

Future areas of this study and cost/benefit analysis will build upon this historical perspective and provide an evaluation of options to effectively address the current organizational and fiscal challenges facing the local jurisdictions, the Commission, and the Center.

Appendices

- 1. List of Requested Documents – July 19, 2019**
- 2. List of Requested Documents – August 16, 2019**
- 3. Index of Documents Reviewed**

Appendix 1 – List of Requested Documents – July 19, 2019

**The Moss Group, Inc.
Request for Documents
City of Alexandria
Cost Benefit Analysis of the Use of Northern Virginia
Juvenile Detention Center and Alternatives
July 19, 2019**

The following items will assist The Moss Group (TMG) project team in compiling and reviewing historical documents, conducting a literature review, and identifying documents on operational practices of the Center prior to the Project Kickoff meeting scheduled for July 29, 2019.

Please email materials electronically, if possible, to Stevyn Fogg at sfogg@mossgroup.us prior to the meeting or provide during the meeting in hard copy or on a USB drive. Please note any materials that must be reviewed on site. Thank you for this effort!

LIST OF REQUESTED DOCUMENTS

1. Foundational documents (e.g., philosophy and design over time)
2. Inter-jurisdictional agreements and other implementation documents (e.g., MOUs, contracts)
3. Resolutions and actions by coordinating government entities
4. Center budgets between 7/1/2009-6/30/2019 and funding sources (federal, state, local)
5. Management of the Center by the Commission
6. Ownership and control of assets
7. Infrastructure and operations
 - a. Description and structure of the Commission
 - b. Organizational charts for each jurisdiction of positions having impact on management of the Center
 - c. Organizational charts for the Center
 - d. Staff roles and relevant job description for positions impacting the Center
8. Relevant policies, if any
 - a. State and local policies for managing juvenile detention facilities (i.e., usage, programs, staffing, etc.)
 - b. State and local standards for the Center

- c. Practice manuals for managing detention facilities within the Commonwealth of Virginia, for each jurisdiction represented, and for the Center specifically
9. Any previous operational or cost studies conducted

Appendix 2 – List of Requested Documents – August 16, 2019

**The Moss Group, Inc.
Request for Additional Documents
City of Alexandria, Arlington County, and City of Falls Church
Cost Benefit Analysis of the Use of Northern Virginia
Juvenile Detention Center and Alternatives
August 16, 2019**

The following items will assist The Moss Group (TMG) project team in performing tasks associated with reviewing historical documents, conducting a literature review, and identifying documents on operational practices of the Center.

Please email materials electronically, add to the previously established Dropbox, request TMG staff obtain in person, or mail to Stevyn Fogg at sfogg@mossgroup.us, TMG 1312 Pennsylvania Avenue SE, Washington, DC 20003 by **August 26, 2019**. Please note any materials that must be reviewed on site. Thank you for this effort!

LIST OF REQUESTED DOCUMENTS

1. Additional background information, or individuals who may be contacted regarding the withdrawal of Fairfax County from the NVJDC agreement and the decision to establish its own facility.
2. Date that the NVJDH (NVJDC) was constructed/opened and the dates of any subsequent **major** renovations, expansions, or modifications of the facility.
3. Description of the original staffing, programs, services offered when the facility opened and changes that have occurred since that time.
4. Average daily population statistics for the facility from 1989 – 2019.
5. Any documentation which describes the degree to which the facility experienced overcrowding during the above-mentioned time period and the strategies implemented to address the situation.
6. Documentation of any incidents at the facility that significantly affected operations, practices, or policies over the past 10 years.
7. Documentation of personnel-related decisions taken in response to resident population decreases (position freezes, overtime, layoffs, unfilled vacancies, etc.).
8. Minutes/recommendations from the 3-29-17 and 4-4-18 Budget Work Sessions.
9. Current program and activities schedule.
10. Daily assignment rosters for all shifts for a one-week period.

11. Critical incidents (assaults, escapes, sexual assaults etc.) for the last two fiscal years: FY17 and FY18.
12. Staffing cost data, including regular salaries, overtime, and benefit costs by employee.
13. Overtime expenditures by month for the last two fiscal years: FY17 and FY18.
14. Current work schedules and relief factors calculations.
15. Transportation logs including location, length of trip, number of escorting staff, etc. for the last three months.
16. Documentation of benefit time rules (i.e., vacation, sick, comp, etc.).
17. Separations and new hires for the last two fiscal years: FY17 and FY18.
18. Documentation of hours of absence by all custody staff for past twelve months by category of absence (e.g., sick time, vacation, etc.).
19. Documentation and policies relating to selection and hiring practices, as well as recruitment practices.
20. Staff training requirements and documentation of all training provided to staff for the past year (August 1, 2018 – July 31, 2019).
21. Position descriptions for Executive Director and Shelter Care Director.

Appendix 3 – Index of Documents Reviewed

Inter-jurisdictional Agreements

Resolution Creating Juvenile Detention Commission of Northern Virginia, August 4, 1956

City of Alexandria, City Attorney Opinion, Northern Virginia Juvenile Detention Home, June 10, 1985

County of Fairfax, Virginia, Letter to Alexandria City Manager, Re: Proposed Interjurisdictional Agreement, July 9, 1985

Juvenile Detention Commission for Northern Virginia, Letter from Commission Chairman to Arlington County Deputy County Executive for Human Services, July 18, 1985

City of Alexandria, Virginia, Memorandum – Northern Virginia Juvenile Detention Home, Cooperative Agreement, September 20, 1985

City Council of Alexandria, Virginia - Meeting Minutes, September 26, 1985

City of Alexandria, Virginia, Letter from Deputy City Manager to Arlington County Manager, Re: Northern Virginia Juvenile Detention Home Cooperation Agreement, October 10, 1985

Draft Amendment to Concurrent Resolution Between the Counties of Arlington and Fairfax and the Cities of Alexandria and Falls Church Pertaining to the Juvenile Detention Commission for Northern Virginia, May 6, 1993

Foundational Documents

Juvenile Detention Commission for Northern Virginia, Original By-Laws (undated)

Juvenile Detention Commission for Northern Virginia (Arlington County and Cities of Alexandria and Falls Church), Revised By-Laws, February 21, 2006

Resolutions and Actions, Coordinating Government Entities

Commission Report, January 2017

Commission Report, February 2017

Commission Report, April 2017

Commission Report, May 2017

Commission Report, June 2017

Commission Report, July 2017

Commission Report, August 2017

Commission Report, September 2017

Commission Report, October 2017
Commission Report, November 2017
Commission Report, January 2018
Commission Report, March 2018
Commission Report, May 2018
Commission Report, June 2018
Commission Report, July 2018
Commission Report, August 2018
Commission Report, September 2018
Commission Report, October 2018
Commission Report, November 2018
Commission Report, December 2018

Other Documents Reviewed

Contract Modification Agreement MOA-19-021, May 24, 2019
News story: <https://wtop.com/alexandria/2019/08/alexandria-has-no-interest-in-shelter-for-unaccompanied-migrant-kids/>
Northern Virginia Juvenile Detention Center Organizational Structure, July 2019
Budget Documents 2009 – 2019
Financial reports
Virginia Department of Juvenile Justice Compliance Manual – Regulation Governing Juvenile Detention Centers, 6VAC35-101, February 19, 2014
Virginia Department of Juvenile Justice Data Resource Guide, Fiscal Year 2018, December 2018
Code of Virginia, Title 16.1 Courts Not of Record, Article 13. Facilities for Detention and Other Residential Care
Original Sales Contract, March 18, 1958
City of Alexandria, Deed of Dedication and Bargain and Sale, Book 468 pages 78-79, April 17, 1958
Original Title Insurance, April 18, 1958



THE MOSS GROUP, INC.

Experienced Practitioners Committed to Excellence in Correctional Practice

City of Alexandria, Arlington County, and City of Falls Church

Cost Benefit Analysis of the Use of Northern Virginia Juvenile Detention Center and Alternatives, RFP 803

*Analysis of National, State, and Local Best Practices Related
to Juvenile Justice and Incarceration
October 2019*

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Introduction

As a part of the current project around the cost-benefit analysis of the Northern Virginia Juvenile Detention Center (the Center) and alternatives, The Moss Group, Inc. (TMG) submits this second report on evidence-based and best practices in juvenile detention as support for further work on the Center's population decline challenges, its operations, and benefits versus costs. This report is one of six completed for the analysis; readers should review all six reports for proper context. As part of this task, TMG addressed the following four questions:

1. What are the best practices and evidence-based programming for juvenile detention facilities?
2. What are the best practices in cost-effective detention programming?
3. What are the best practices for communities facing similar decreases in the use of incarceration?
4. What identified practices are relevant to Arlington, Alexandria, Falls Church, and others, such as Fairfax County?

To answer these questions, TMG has made every effort to include various evidence-based and promising or best practices in detention within this report for comparison. We spent time creating standard and specific interview protocols and interviewed various national experts and practitioners for their views on population declines and practices they might suggest addressing this challenge. Many of these practitioners had similar population declines and faced similar challenges. We reviewed current Center practices and best practices and conducted a gap analysis in order to understand the current situation. Throughout the report, TMG focused on the most current literature and publications where possible and ensured a comprehensive view of detention services and programs.

It is important to note that youth in detention nationally are often only in residence a short time, making treatment programs and long-term programming difficult. Though TMG included longer-term best practice programs in this report, it is not practical to assume that all could be implemented at the Center for shorter-term youth. We will address this in the gap analysis later in the report when we compare Center offerings and programs with best practices in juvenile detention.

The Growth of Evidence-based Research in Criminal Justice

The contemporary evidence-based movement in the criminal justice system began in the 1980s but has its roots in the 1880s with the field of medicine. In the mid-1800s, there was a rising interest in safety and efficacy of medical treatment; this coincided with an increased use of scientific methods and statistical analysis. At the intersection of these interests and new practice was the identification of effective and ineffective treatments based on patient outcomes.¹ While the seeds of evidence-based practice were planted in the medical field in the mid-1800s, it took over a century for these concepts and practices to find their way into the criminal justice system² and events in the 1970s can be seen as creating an environment, for better or worse, that helped usher a new era for the criminal justice system, one that needed and demanded a better understanding of what works in adult and juvenile justice.

The early 1970s were a time when the criminal justice system began to be led by a rehabilitation perspective and community-based programs, diversion, and deinstitutionalization were considered the “banners of juvenile justice policy.”³ However, the 1970s were also a time of increasing crime rates, for both adults and juveniles. Within this context, Robert Martinson released his influential article in which he presented the findings from his synthesis of the extant corrections research on offender rehabilitation (1945-1967) and concluded that “nothing works.”⁴ With his use of science and technical language, he purported to show that correctional treatment “had no appreciative effect.”⁵ What followed was a significant decline in support for the rehabilitation perspective in adult and juvenile justice. Martinson’s article, while widely influential, cannot take all the credit for this decline of the rehabilitation perspective, as numerous factors came together to change the public and stakeholder’s views of the criminal justice system. However, Martinson is seen by some scholars as having “nailed the door shut on rehabilitation’s coffin.”⁶ As pessimistic as this sounds,

¹ Office of Technology Assessment (1976). *Assessing the Efficacy and Safety of Medical Technologies*. Washington, DC.; Orchowsky, S. (April 2014). *An Introduction to Evidence-Based Practices*. Washington: DC: Justice Research and Statistics Association.

² Even though the EBPs started in the medical field, it was a slow movement to adopt these practices in the medical field, taking almost a century. EBPs were not a commonly accepted concept until the mid-1950s in the medical field.

³ Office of Juvenile Justice and Delinquency Prevention. *Juvenile Justice: A Century of Change, 1999 National Report* (NCJ 178257), December 1999, Washington, DC: U.S. Department of Justice, Office of Justice Programs.

⁴ Martinson, R. (1974). What Works? – Questions and answers about prison reform. *The public Interest* 35(1974): 22-54.

⁵ Cullen, F.T. (2013) Rehabilitation: Beyond Nothing Works. *Crime and Justice: Review of Research*, 42: 299-376; Martinson, What Works.

⁶ Cullen, “Rehabilitation”, p.329

Cullen purports that the dramatic shift in perspective was the factor that motivated researchers to conduct new research and evaluations to counter the “nothing works” argument.⁷

In the shadow of Martinson’s article and during this time of increasing juvenile crime and critical views of diversion and community-based programming, researchers in the 1980s and into the 1990s undertook reviewing the extant research on the effectiveness of rehabilitation and alternatives to incarceration. These efforts were successful as researchers produced empirical evidence countering Martinson’s negative view of correctional programming.⁸ While these early efforts are credited with igniting the spark of the evidence-based movement in the field of criminal justice, they were still in the infancy stages, and during this time there was no consensus or systematic approach to identifying particularly effective programs. There was also no consensus or standardization on how to rate the quality of the studies, if found to be effective.

However, this began to change in the mid-1990s as various efforts were undertaken to assess systematically and objectively the methodological quality of these studies. The first effort to assess the quality and effectiveness of juvenile interventions was undertaken by the Center for the Study and Prevention of Violence (CSPV).⁹ Initially called Blueprints for Violence Prevention, and later changed to Blueprints for Healthy Youth Development (Blueprints), this initiative was launched in 1996 with the goal of identifying and disseminating information on effective programs for youth that address violence and drug use outcomes. The project initially identified ten effective programs and published detailed program descriptions and evaluation results in an effort to support replication (Orchowsky, 2014). Blueprints has expanded since its inception and now includes programs in the areas of mental and physical health, self-regulation, education achieved, and other beneficial developmental outcomes.¹⁰

Within the last two decades, organizations began to develop online resources for identifying evidence-based practices for both adults and juveniles involved in the justice system. These resources include the Office of Juvenile Justice and Delinquency Prevention’s (OJJDP) Model Programs Guide, the Campbell Collaboration, The National Institute of Justice’s (NIJ)

⁷ Ibid

⁸ Gendreau, P., Little, P. and Goggin, C. (1996). A Meta-Analysis of the Predictors of Adult Offender Recidivism: What Works! *Criminology* 34: 575-607.; Gendreau, P. and Ross, R.R. (1979). Effective Correctional Treatment: Bibliotherapy for Cynics. *Crime and Delinquency* 25: 463-89.; Gendreau, P. and Ross, R.R. (1987). Revivification of Rehabilitation: Evidence from the 1980s. *Justice Quarterly*, 4: 349-407.

⁹ The Center for Study of Violence and Prevention is located in the Institute of Behavioral Science, University of Colorado Boulder.

¹⁰ See <https://www.blueprintsprograms.org/history/> for more information on the history of Blueprints.

CrimeSolutions.gov, the Council of State Governments' (CSG) What Works in Reentry Clearinghouse, and the Substance Abuse and Mental Health Service Administration's (SAMHSA) National Registry of Evidence-based Programs and Practices (NREPP).¹¹

The evidence-based movement has greatly helped in advancing the goals of juvenile justice and since the 1990s, a more optimistic perspective has emerged, one that recognizes science as a key component in successfully addressing crime-related problems.¹²

The Contemporary Evidence-based Movement

What entails an Evidence-based Practice (EBP) and what methods can best be used to determine a program as effective or not has evolved and expanded since the 1980s. As defined by NIJ on the CrimeSolutions.gov glossary page, "evidence" is defined as "Information about a question that is generated through systematic data collection, research, or program evaluation using accepted scientific methods that are documented and replicable. Evidence may be classified as either descriptive or causal."¹³

Two key components of EBPs include identifying the objective of a program and then identifying the appropriate research methods to determine empirically if that program is effective, based on the program objectives. Effectiveness of criminal justice programs is often determined by a program's ability to reduce crime, recidivism, and victimization.¹⁴ The use of the scientific method is vital in being able to determine the effectiveness of a program. In using the scientific method, researchers can ensure their work and findings are objective, replicable, and generalizable.¹⁵

NIJ identifies a program as evidence based if its "effectiveness has been demonstrated by causal evidence obtained through high-quality outcome evaluations that have been replicated and evaluated in at least three sites."¹⁶ NIJ also identifies the highest quality of research as those that use rigorous randomized control trials (RCT); this is commonly referred to as the gold standard for

¹¹ NREPP was dismantled in January of 2018 however, information on the programs filed on NREPP are still available through the PEW Charitable Trusts Results First Clearinghouse Database: <https://www.pewtrusts.org/en/research-and-analysis/data-visualizations/2015/results-first-clearinghouse-database>

¹² Prendergast, M.L (2011). Issues in Defining and Applying Evidence-Based Practices Criteria for Treatment for Criminal-Justice Involved Clients. *Journal of Psychoactive Drugs* 7: 10-18.

¹³ National Institute of Justice. Glossary. <https://crimesolutions.gov/Glossary.aspx#E> (accessed September 2019).

¹⁴ Orchowsky, "An Introduction to Evidence-Based Practices."

¹⁵ Ibid

¹⁶ National Institute of Justice. Glossary. <https://crimesolutions.gov/Glossary.aspx#E> (accessed September 2019).

research and evaluation.¹⁷ The RCT method creates two groups, a treatment and control group, and by the process of assignment, are theoretically identical in all ways except for whether they receive the treatment or not. This allows researchers to compare outcome measures and to determine whether the treatment had an effect or not. Early research and evaluation often lacked appropriately selected comparison groups and as a result, it has been a challenge to determine the impact of some programs.¹⁸ This remains a challenge today, and in many cases, using an RCT is either not feasible or ethical. As a way to adapt, researchers may use a quasi-experimental method to identify a treatment and comparison group.

The quasi-experimental methods are similar to the RCT method in that there are two groups – a treatment and comparison group – but the comparison group is not randomly selected. Instead, other methods are used to identify and select individuals with similar characteristics to be part of the comparison group (e.g., propensity score matching). Since quasi-experimental designs do not use a randomized selection method, the researcher does not have the ability to control for all possible factors that may be influencing program outcomes. As a result, the effect or impact of programs found effective through research using quasi-experimental methods may be dampened as threats to validity are a concern.¹⁹

In order to determine a program is effective, either through the use of experimental or quasi-experimental design, requires a program be implemented with fidelity. This means administration and staff must ensure the program is being implemented as it is intended to be. If a program is not being implemented as designed, no matter how good the evaluation methods, any significant outcomes from the study cannot necessarily be linked to the program. Another important component recognizes that the characteristics of youth, specifically risk and needs, are accounted for when determining the best program. While the risk level of offenders, both adults and juveniles, has been used in correctional decision making for some time, it is only relatively recently, in conjunction with the larger EBP movement, that evidence-based risk-needs assessments have been used to help inform decisions on matching offenders to the appropriate program.

¹⁷ A successful outcome evaluation of a program requires that the program be implemented with fidelity. If the program is not being implemented properly, even the most rigorous of research methods will not be able to determine if the program is effective.

¹⁸ Mears, D.P, Cochran, J.C., Bales, W.B., & Bhati, A.S. (2016). Recidivism and Time Served in Prison. *Journal of Criminal Law and Criminology*, 106 (1): 81-122.

¹⁹ National Institute of Justice. *Glossary*. Retrieved from: <https://crimesolutions.gov/Glossary.aspx#Q> (accessed September 2019).

Risk-Needs Assessments

The use of risk-needs assessments in juvenile justice has expanded significantly over the last 15 years and are considered the foundation EBPs.²⁰ As of 2012, a majority of states had adopted a statewide risk assessment tool in juvenile probation.²¹ Many empirically validated risk tools are based on the Risk-Needs-Responsivity (RNR) Principle. This principle posits that accurate assessment of offender risk (e.g., reoffend, failure-to-appear) and criminogenic needs, combined with the delivery of specific treatments or programs, will substantially increase the likelihood of offender success in treatment and reduction of risk.²² Research has demonstrated the benefit of focusing programming on medium- and high-risk offenders and the negative consequences of bringing low-risk offenders into the system.²³

Evidence-based v. Best Practices

The term evidence-based practices is sometimes used interchangeably with best practices and it is important to note that these two terms have different meanings. EBPs are rooted in the scientific method and refer to programs and practices that have been empirically evaluated through the use of rigorous research methods and shown to be effective. The specific qualifiers of what makes a program evidence-based can vary from one agency or resource to the next, but in general, the use of rigorous research methods is required. Programs identified as evidence-based have been proven effective in addressing key juvenile justice outcomes, like recidivism.

On the other hand, best practices are those practices that are considered effective based on conventional wisdom or based on repeatable procedures that have proven themselves over time, but not demonstrated through rigorous research or evaluation.²⁴ Another popular term in the evidence-based world is evidence-informed practice. Evidence-informed practices are practices

²⁰ Wachter, A. (2015). Statewide Risk Assessment in Juvenile Probation. *JJGPS StateScan*, Pittsburgh, PA: National Center for Juvenile Justice.

²¹ Vincent, G.M., Guy, L.S., & Grisso, T. (2012). *Assessment in Juvenile Justice: A Guidebook for Implementation*. Chicago, IL: John D. and Catherine T. MacArthur Foundation.

²² Andrews, D.A., Bonta, J., & Hoge, R.D. (1990). Classification for Effective Rehabilitation: Rediscovering Psychology. *Criminal Justice and Behavior* 18: 19-52.

²³ Lloyd, C.D. Hanby, L.J., & Serin, R.C. "Rehabilitation group coparticipants' Risk Levels are Associated with Offenders' Treatment Performance, Treatment Change, and Recidivism." *Journal of Consulting & Clinical Psychology* 82, No. 2 (2014): 298–311.; Welsh B.C. & Rocque, M (2014). When Crime Prevention Harms: A Review of Systematic Reviews. *Journal of Experimental Criminology* 10(3): 245–266.

²⁴ Liddell, W., Clark, P., and Starkovick, K. Ch.10 Effective Programs and Services in *Desktop Guide to Quality Practice for Working with Youth in Confinement*. Washington, DC: National Institute of Justice. (accessed September 2019) URL: <https://info.nicic.gov/dtg/node/16>.

that combine both evidence-based and best-practice components and refer to situations where the empirical research is combined with theory and practical knowledge.

While EBPs garner a great deal of attention, it is important to recognize that research has identified only a small portion of EBPs and the broader dissemination and implementation of these programs may be constrained by the specific program practices and the applicability of the program across different target populations (e.g., females and males). Since EBPs and associated evaluations may not be able to tell us everything about the effectiveness of programs across the range of individuals, groups, or settings, stakeholders (e.g., administrators) may need to make adjustments to the program to account for the differences in populations or settings.²⁵

The following review draws from both the evidence-based and best-practices field to identify programs that are widely accepted and have either been shown as beneficial, promising, or effective.

Juvenile Detention Programs: What Works

While the juvenile detention population has been steadily decreasing for more than ten years, there will always be a portion of youthful offenders who are medium- to high-risk and who require detention, and this may include both pre- and post-adjudicated youth. The following is a review of EBPs and best practices that may be found in today's detention centers. TMG provides a caveat to all of the programs listed below: even if the program noted is a best or evidence-based practice, there is significant difficulty in providing some of them in a detention-only environment. The lengths of stay for youth in detention tend to be short, making substantive, long-term progress challenging. Detention environments lean toward stabilization, safety, security, and structure (education and programs on a schedule) in order to meet the short-term needs of youth. Whenever possible, and especially for post-disposition youth awaiting treatment beds or those staying for longer periods, more complex and helpful programs, such as the ones described below, can be excellent ways to reach struggling youth, make improvements in thinking and behavior, and build skills for a more successful societal reentry. Where indicated, TMG notes whether the program might be possible in a detention-only environment.

²⁵ Ibid

Cognitive Behavior Therapy

In general, Cognitive Behavior Therapy (CBT) is a problem-focused approach focusing on thoughts, assumptions, and beliefs and is commonly identified as an effective program. A CBT program can be implemented as an individual stand-alone program or it can be one component of a multi-dimension program that may be part of a larger community, residential, or family-based program.²⁶

CBT programs have been shown to work across a range of environments, including treatment agencies, community-based organizations, and correctional settings like detention. CBT programs can help identify and change dysfunctional beliefs, thoughts, and patterns of behavior and is often paired with behavioral therapy, which focuses on specific environments and behaviors and replacing negative behaviors with positive behaviors. The most effective programming combines CBT programs with behavior management and the key to positive behavior change is positive reinforcement.²⁷ Cognitive theory posits that the way an individual thinks determines his or her behavior. Behavior theory posits that the surrounding environment effects behavior. As a result, merging these two concepts together in a juvenile program focuses on how delinquent behavior may be the result of faulty thinking and limited pro-social skills.²⁸

CBT does not refer to a specific program but instead is developed into particular programs or incorporated into multi-dimensional programs that can be either generic or brand-name. In 2001, a meta-analysis conducted by Lipsey and colleagues found overall, CBT programs were effective in reducing recidivism rates and while CBTs have been shown to be effective in detention environments,²⁹ recent evaluations demonstrating its programming effectiveness have examined CBTs in community settings, in association with probation.

As mentioned, CBT can be developed into a specific program and can also be incorporated into a multi-dimensional program. This includes Aggression Replacement Training, Dialectical Behavior Therapy, Functional Family Therapy, and Multisystemic Therapy, which are all programs that can

²⁶ Pew Charitable Trusts. *Cognitive Behaviors Therapy (CBT) for Offenders*. Retrieved from <https://www.pewtrusts.org/en/research-and-analysis/data-visualizations/2015/results-first-clearinghouse-database> (accessed September 2019).

²⁷ Development Services Group, Inc. (2010). *Cognitive Behavioral Treatment: Literature Review*. Washington DC: Office of Juvenile Justice and Delinquency Prevention (accessed September 2019).; Liddell et al., Chapter 10.

²⁸ Liddell, Clark, & Starkovick, Chapter 10.

²⁹ Lipsey, M. W., Chapman, G., & Landenberger, N. A. (2001). Cognitive-Behavioral Programs for Offenders. *The Annals of the American Academy of Political and Social Science*, 578:144– 157.

be implemented in different environments, including a correctional setting. These programs are described below.

Aggression Replacement Training

Aggression Replacement Training (ART), is a type of CBT that focuses on the emotional and social aspects that lead to aggressive behavior. This program is designed to teach juveniles how to see situations or interactions from other people's perspective and to control angry impulses. The objective of ART is to reduce aggression and violence among youth by providing them with the skills to replace aggressive behavior with prosocial skills.³⁰ This program targets youth with a history of serious aggression and antisocial behavior and is designed for youth ages 11-17. ART programs have wide target population and can be applied to males and females, those in suburban and urban regions. This program can also be implemented in a range of environments from community settings to court settings to detention and correctional settings.

ART is a ten-week program (30 total hours) for small groups of youth (8-12). Participants are required to meet three times a week and the program consists of three interrelated components: structured-learning training, anger control training, and moral reasoning. Each of these components focuses on a particular prosocial behavioral technique: action, affective/emotional, or thoughts/values.³¹ The downside of the program is that youth in detention may not be in population for long enough to benefit from it; however, even some exposure to ART may be beneficial.

While evaluations in the early 2000s purported to show the effectiveness of ART³², later evaluations have revealed the challenges with empirically evaluating this program.³³ In 2019, the Washington State Institute for Public Policy (WSIPP) released a report detailing a quasi-experimental research study of the Washington State ART program between 2005 to 2016 and found the program was not

³⁰ Pew Charitable Trusts. *Aggression Replacement Training*. Retrieved from <https://www.pewtrusts.org/en/research-and-analysis/data-visualizations/2015/results-first-clearinghouse-database> (accessed September 2019).

³¹ *Program Profile: Aggression Replacement Therapy*. (2012, July 14). Retrieved from : <https://crimesolutions.gov/ProgramDetails.aspx?ID=254> (Accessed September 2019)

³² Brannstrom, L., Kaunitz, C., Andershed, A.K., South, S., & Smedslud, G., (2016). Aggression Replacement Training (ART) for Reducing Antisocial Behavior in Adolescents and Adults: A Systematic Review. *Aggression and Violent Behavior*, 27:30-41.

³³ Feindler, E., Engel, E., & Gerber, M. (2016). Program Evaluation Challenges: Is Aggression Replacement Training (ART) Effective? *Journal of Psychology and Behavior Science*, 4(2):21-36.

effective. In fact, analysis revealed that WSART participants were *more likely* to recidivate than their comparison group.^{34,35}

Dialectical Behavior Therapy

Dialectical Behavior Therapy (DBT) is a program that merges mindfulness and CBT together and can be offered in a range of environments, including inpatient, outpatient, detention, and other community settings. DBT is an intensive, highly structured program that was originally created in the 1970s for adults but has been adapted to the youth population. The target population includes youth who suffer from complex mental disorders, which includes extreme emotional instability, including self-harm and suicidal ideation.³⁶ This program has primarily been provided to females. DBT focuses on 1) the behavioral, problem solving focus that is blended with acceptance-based strategies and 2) emphasis on dialectical processes (NREPP). Participants typically meet weekly for six months.

When adapted for youth, the program objectives include enhancing youth behavioral skills in handling difficult situations; motivating youth to change dysfunctional behaviors; ensuring new skills are used in daily institutional life; and training and consultation to enhance the counselor's skills.³⁷ This program provides youth with skills in mindfulness, emotion regulation, interpersonal effectiveness skills, distress tolerance skills, and "walking the middle path" skills.³⁸ There have been numerous evaluations of the adolescent DBT program, demonstrating its effectiveness across different settings and target populations. However, recent evaluations with a juvenile detention group are difficult to find.

Moral Reconciliation Therapy

Moral Reconciliation Therapy (MRT) is a CBT treatment approach that seeks to decrease recidivism by increasing moral reasoning. MRT is based on the theory that thoughts, beliefs,

³⁴ Knoth, L., Wanner, P., & He, L. (2019). Washington State's Aggression Replacement Training for juvenile court youth: Outcome evaluation. (Document Number 19-06-1201). Olympia: Washington State Institute for Public Policy.

³⁵ An early 2004 evaluation of the WSART program by WSIPP found the program to be effective in reducing felony recidivism. However a follow-up study revealed the program to be ineffective however, this 2004 study is still listed on an EBP resource website that has not been updated.

³⁶ Juliann, G. (n.d.) *DBT: What is Dialectical Behavior Therapy?* Retrieved from <https://childmind.org/article/dbt-dialectical-behavior-therapy/> (accessed September 2019).

³⁷ *Dialectical Behavior Therapy (DBT) for youth in the juvenile justice system.* (June 2017). Retrieved from <https://www.wsipp.wa.gov/BenefitCost/Program/264> (accessed September 2019).

³⁸ Juliann, *DBT*.

and attitudes are the primary factors influencing behavior. MRT addresses seven basic treatment issues: confrontation of beliefs, behaviors, and attitudes; reinforcement of positive behavior and habits; assessment of current relationships; positive identity formation; enhancement of self-concept; development of higher stages of moral reasoning; and decrease in hedonism and development of frustration tolerance. MRT can be applied to both the juvenile and adult population. For youth, the program targets 13- to 17-year olds and participants meeting in groups at least once a week who can complete the program in as few as three to six months. MRT merges elements from a variety of psychological models to address clients' ego, moral, social, and positive behavioral growth (NREPP).

Thinking for a Change

Thinking for a Change (T4C) is a CBT program that focuses on changing the criminogenic thinking of offenders and has been identified as a promising program.³⁹ This program incorporates cognitive restructuring, social skills development, and the development of problem-solving skills. The foundation of the program is based on group sessions and typically involves small group size (eight to 12) and lasts 25 sessions over an 11-week period. CBT principles are used throughout the group sessions and the program emphasizes interpersonal communication skill and confronts thought patterns that lead to problematic behavior. The general goal of this program is to reduce recidivism. This program was developed by the National Institute of Corrections (NIC) and can be delivered to a range of high-risk offenders in a range of environments, including probation, prison, jail, juvenile facility, aftercare, and parole.⁴⁰

Multi-dimensional Family-focused Programs

Having a youth detained, though not ideal, presents an opportunity for the justice system to engage parents and guardians. Research has shown that youth in the justice system often have needs that extend beyond themselves. Often there are issues or problems in the community or the family that contribute to delinquency and offending behaviors. In interviews with stakeholders in Arlington, Alexandria, and Falls Church, it was noted that local parents often have mental health and substance abuse issues that directly affect their children.

³⁹ A rating of promising by [crimesolutions.gov](https://www.crimesolutions.gov) means that there is some evidence in the program being effective but that additional research is needed.

⁴⁰ Thinking for a Change (n.d.). *National Institute for Corrections*. Retrieved from <https://nicic.gov/thinking-for-a-change> (accessed September 2019). Program Profile: Thinking for a Change. (2012, May 4) *National Institute of Justice*. Retrieved from <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=242> (accessed September 2019).

As a result, family programs have developed in order to address the larger family. Programs may offer parenting skills courses, parenting education courses, and family counseling sessions. Two EBPs that are family-oriented and can be found in a detention setting include Functional Family Therapy (FFT) and Multisystemic Therapy (MST).

Functional Family Therapy

Functional Family Therapy is a short-term, family-based therapeutic program designed to improve family communication and support while decreasing dysfunctional behaviors and negative cognitions. This program is for youth ages 11 to 18 years of age who may be delinquent or manifesting violence or substance abuse problems. This program usually entails 12 sessions, in which therapists work with the family to focus on the protective factors and risk factors that affect youth and their families. This program can be implemented in numerous environments, including mental health treatment centers and correctional settings. While the primary program objective is to reduce recidivism, this program has been shown also to reduce substance abuse, delinquent behavior, and violence, and improve family functioning.⁴¹

One of the earlier studies demonstrating the effectiveness of FTT was published in 1973⁴² and since then numerous research studies have been undertaken, including a meta-analytic study that demonstrated the program was effective in reducing delinquent and violent behaviors.⁴³ A more recent study conducted by Gottfredson and colleagues evaluated a FTT program in Philadelphia using randomized control methodology and found a significant reduction in recidivism for the treatment group.⁴⁴

Multisystemic Therapy

Multisystemic Therapy (MST) is an intensive program that addresses the multidimensional factors influencing antisocial behaviors among youth (ages 12 to 18), including individual, family, peer, school, and community factors. The objective of this program is to reduce juvenile recidivism and incarceration by working with the family as a whole. This includes working with parents to

⁴¹ Thinking for a Change, *National Institute of Corrections*.

⁴² Alexander, J.F. & Parsons, B.V. 1973. Short-term family intervention: A therapy outcome study. *Journal of Consulting and Clinical Psychology* 2:195-201.

⁴³ Sawyer, A.M., Borduin, C.M., & Dopp, A.R. (2015). Long-Term Effects of Prevention and Treatment on Youth Antisocial Behavior: A Meta-Analysis. *Clinical Psychology Review*, 42:130-144.

⁴⁴ Gottfredson, D.C., Kearley, B., Thornberry, T.P., Slothower, M., Devlin, D., & Fader, J.J. (2018). Scaling-Up Evidence-Based Programs Using a Public Funding Stream: A Randomized Trial of Functional Family Therapy for Court-Involved Youth. *Society for Prevention Research*, 19:939-953.

improve parenting skills and providing intensive family therapy that will help juveniles cope with family, peer, school, and neighborhood challenges. This program may be implemented in a number of environments, including a correctional facility, home, mental health treatment center, or school. The length of the program can vary from three to five months where family sessions are more frequent in the beginning and taper off over time.⁴⁵

Research on the effectiveness of MST goes back to the mid-1980s with a 1993 study demonstrating the effectiveness of the program in significantly reducing recidivism rates, self-reports of delinquency, reports of peer aggression, and increased reports of family cohesion.⁴⁶ Since this time, many studies have been conducted, with some mixed findings.⁴⁷ However, in a recent 2017 evaluation, Vidal and colleagues used quasi-experimental methodology to examine the effects of a MST program on youth in Rhode Island and found the program to be effective, with the treatment group having lower rates of out-of-home placement, adjudication, and juvenile training school placement.⁴⁸ Another recent study, conducted by Boxer and colleagues, examined the impact of MST on gang-involved youth.⁴⁹ Both of these studies evaluated programs that are offered in the community. While the most recent evaluations are of MST in community settings, this program is also offered in detention settings.

It should be noted that both FFT and MST, since they require family engagement and involvement, would not be suited for families who cannot visit and meet with therapists along with their child. In considering regionalization, which will be discussed in more detail in the third report for this project, youth placed further away from home, and with families having no access to public transportation, it could impact any ability to engage the family in these types of therapies toward the youth's success.

⁴⁵Program Profile: Multisystemic Therapy. (2011, June 17). *National Institute of Justice*. Retrieved from <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=192> (accessed September 2019); Multisystemic Therapy (MST). *Blueprints for Healthy Youth Development and Crime Prevention*. Retrieved from <https://www.blueprintsprograms.org/programs/multisystemic-therapy-mst/> (accessed September 2019).

⁴⁶ Henggeler, S.W., Melton, G.B., & Smith, L.A. (1992). Family Preservation Using Multisystemic Therapy: An Effective Alternative to Incarcerating Serious Juvenile Offenders. *Journal of Consulting and Clinical Psychology* 60(6):953–961.

⁴⁷ Markham, A. (2018). A Review Following Systematic Principles of Multisystemic Therapy for Antisocial Behavior in Adolescents Aged 10-17 Years. *Adolescent Research Review*, 3:67-93.

⁴⁸ Vidal, L., Steeger, C.M., Caron, C., Lasher, L., & Connell, C. (2017). Placement and Delinquency Outcomes Among System-Involved Youth Referred to Multisystemic Therapy: A Propensity Score Matching Analysis. *Administration and Policy in Mental Health*, 44 (6):853-866.

⁴⁹ Boxer, P., Docherty, M., Ostermann, M., Kubik, J., & Veysey, B. (2017). Effectiveness of Multisystemic Therapy for Gang-Involved Youth Offenders: One Year Follow-Up Analysis of Recidivism Outcomes. *Children and Youth Services Review*, 73: 108-112.

Education Programs in Detention: Best Practices

Juveniles who are sent to detention are able to participate in school during their detainment. According to a recent study by Puzzanchera and Hockenberry, 86 percent of residential placement facilities reported assessing the educational levels of youth to determine needs. All detention facilities provide some form of public or alternative education for youth who do not yet have GEDs or high school diplomas.⁵⁰

While research has shown that those youth reentering the community after detention are at risk of dropping out or not graduating, there are identifiable benefits to participating in educational programs while detained. For example, Blomberg and colleagues found that youth who had reached higher levels of educational achievement while confined were more likely to return to school after release.⁵¹

Research on the impact of educational programming for youth while in confinement is limited⁵². In general, Lipsey and colleagues found that skill-building interventions that focus on CBT techniques, social skills, and academic and vocational skill building can lead to decreases in recidivism by juvenile offenders.⁵³

There is a dearth of research on educational programming in the last decade, and what does exist focuses on youth in secure confinement and treatment programs, so there is still a great deal to learn about how youth respond to the educational programs provided while in detention.⁵⁴

Work by Peter Leone and Carolyn Fink posits that education programs in juvenile detention facilities should have three core components. They should 1) engage youth and be tailored to

⁵⁰ Puzzanchera, C. & Hockenberry, S. (2018). Service Availability Increased in Juvenile Residential Placement Facilities. Fact Sheet. Washington, DC: U.S. Department of Justice, Office of Programs, Office of Juvenile Justice and Delinquency Prevention. Retrieved from http://www.ncjj.org/pdf/Data%20snapshots%202016/DataSnapshot_JRFC2016.pdf (accessed September 2019).

⁵¹ Blomberg, T.G., Bales, W.D., Mann, K., Piquero, A.R., & Berk, R.A. (2011). Incarceration, Education and Transition from Delinquency. *Journal of Criminal Justice*, 39 (4): 355-365.

⁵² Cavendish, W. (2014). Academic Attainment During Commitment and Postrelease Education-Related Outcomes of Juvenile Justice-Involved Youth with and Without Disabilities. *Journal of Emotional and Behavioral Disorders*, 22(1): 41-52. ; Gangon, J.C. and Barer, B. (2010). Characteristics of and Services Provided to Youth in Secure Care Facilities. *Behavioral Disorders*, 36(1): 7-19.; Leone, P.E., Krezmien, M., Mason, L., & Meisel, S.M. (2005). Organizing and Delivering Empirically Based Literacy Instruction to Incarcerated Youth. *Exceptionality*, 13(2): 89-102.

⁵³ Lipsey, M.W., Howell, J.C., Kelly, M.R., Chapman, G., & Carver, D. (2010). *Improving the Effectiveness of Juvenile Justice Programs*. Washington, DC: Center for Juvenile Justice Reform at Georgetown University.

⁵⁴ Cavendish, Academic Attainment; Gangon and Barer, Characteristics; Koyama, P.R. (2012). The Status of Education in Pre-Trial Juvenile Detention. *The Journal of Correctional Education*, 63(1): 35-68. Leone, Krezmien, Mason, & Meisel, Organizing and Delivering.

variable lengths of stay; 2) ensure that all youth—even those who spend a day or two at the facility—experience success; and 3) focus on transition.⁵⁵

Being detained can be an unsettling experience for many youth. Educators who calm fears, engage youth, give support, and build initial relationships create possibilities for even the most challenged youth. School, at times, has not been a pleasant place for youth in the delinquency system. Educators are encouraged to work quickly to get records, perform assessments, tailor plans for each student, and welcome each youth to school in order to gain the most potential for youth engagement. Since many youth have had negative prior school experiences, both through academics and disciplinary sanctions, they may have to be “re-defined as learners,” to be encouraged by educators, asked about inspirations and interests, and encouraged via praise to participate in group discussions. The more success they can experience early on, the more likely they may be to stick with school in the future. Finally, since most youth in detention are there for short stays, a focus on transition for each youth requires educators to thoughtfully consider options and opportunities for further educational placements and possibilities when the youth returns home so that the youth’s next steps can be planned and coordinated. Some of these may include career options, work options, and vocational training. Ideally, parents should participate in the process.⁵⁶ While the above suggestions are not from evidence-based research, these educational practices as described do represent best practice in the field.

Mentoring and Volunteer Programs in Detention: Best Practices

It is also important to mention the vital roles that volunteers and mentors play in ensuring the full range of programs and services are offered to youth while they are in detention. Programs that may involve volunteers or mentors include recreation, counseling, education or tutoring, religion, and clerical duties.

While mentoring and volunteering services are used across juvenile correction settings and viewed as best practices, there is little extant research on mentoring. More specifically, there is very little known about the mentoring components that are most impactful, how risk-level impacts mentoring

⁵⁵Leone, P & Fink, C. (May 2017). Issue Brief: Raising the Bar: Creating and Sustaining Quality Education Services in Juvenile Detention. *The National Technical Assistance Center for the Education of Neglected or Delinquent Children and Youth*, Washington DC: US Department of Education. Retrieved from https://neglected-delinquent.ed.gov/sites/default/files/NDTAC_Issue_Brief_Edu.pdf (accessed September 2019)

⁵⁶ Ibid.

effectiveness, how characteristics of youth impact or the mentor-mentee relationship may impact mentoring outcomes.⁵⁷

One recent report by Duriez and colleagues, while examining the impact of mentoring on youth on probation and parole populations, illustrates the uncertainty in the positive impacts of mentoring. For example, only some of the analyses conducted in this study identified reductions in recidivism; however, the effects were small and did not reach statistical significance.⁵⁸ The overall mixed findings regarding the effectiveness of mentoring does not negate these programs but instead highlight the need for more research.

A Note on Generic Programming

Research and evaluations conducted on brand-name programs represent just a small portion of the larger body of research on the effectiveness of programs, interventions, and services used in juvenile justice. Most of the extant research involves generic or homegrown programs and these studies have shown many positive outcomes for juveniles. Mark Lipsey, a researcher and leader in the field of EBPs, has been writing on the value of generic programs for some time. In fact, Lipsey's meta-analytic work has demonstrated that when examining the positive effects brand-name and generic programs have on juvenile recidivism, generic programs produced larger effects than brand-name programs.⁵⁹ Homegrown programs, such as horticulture and gardening, anger management groups, small engine repair, life skills classes, pet therapy, sports tournaments and training, parenting classes, and others can have immeasurable benefits to detained youth, especially if well planned, well executed, and created with the population of youth in detention in mind. Many of these and other generic programs have been found to have greater impacts on juvenile recidivism than brand-name programs. However, there also are benefits to using brand-name programs, which include having clear and specific guidelines on how these programs should be implemented (very important with implementation fidelity) and having access to training sessions and program resources. The drawback is that these benefits also make the program expensive to implement. With this in mind, it is important to note that while this review focuses on a number of EBPs, there are many effective generic programs that can produce similar outcomes. The decision

⁵⁷ Duriez, S.A., Sullivan, C., Sullivan, C.J., Manchak, S.M., & Latessa, E. (2017). *Mentoring Best Practices Research: Effectiveness of Juvenile Mentoring Programs on Recidivism*. Washington, DC: Department of Justice, Office of Juvenile Justice and Delinquency Prevention.

⁵⁸ Duriez, Sullivan, Sullivan, Manchak, & Latessa, *Mentoring Best Practices Research*.

⁵⁹ Lipsey, Howell, Kelly, Chapman, & Carver, *Improving the Effectiveness*.

on which programs to enact may be influenced by the size of the target population or the resources of the jurisdiction or state.

Although this report's focus is on EBPs and best or promising practices in juvenile detention, it is fair to say most of these programs would be most effective when provided by dedicated and qualified mental health practitioners. The National Commission on Correctional Healthcare (NCCHC) standards recommend that all juvenile detention facilities provide mental health services by qualified professionals.⁶⁰ It is recognized that youth involved with the juvenile justice system have high rates of substance abuse and varying psychiatric disorders, and with youth populations lower, a very concentrated group of these youth remain in detention beds. Often, the juvenile justice system is the chief vehicle for delivery of services to these youth. Dedicated mental health clinicians, common in detention centers in neighboring states, go a long way to being able to deliver services to youth who are detained, providing services such as crisis management, coping skill building, therapy, and program provision.⁶¹

Cost-Benefits and Cost-Effectiveness in Detention Programming

Because no state or city budget is unlimited for juvenile detention facilities, it is vital that any programs and services are viewed through a cost/effectiveness/benefit lens.

Cost effectiveness is an economic analysis used to determine the efficacy of a program in achieving intervention or treatment outcomes in relation to the program costs. A cost-benefit analysis is also an economic analysis that is used to determine the economic efficacy of a program but it expresses this efficiency as the relationship between cost and outcomes and measured in monetary terms.⁶² A cost-benefit analysis quantifies all aspects of the program (e.g., the inputs, outputs, and outcomes); whereas, the cost-effectiveness analysis only quantifies the costs.

Cost-benefit analysis of social programs can be controversial as a result of trying to quantify all program-related factors because some are easier to quantify than others.⁶³ For example, identifying

⁶⁰ National Commission on Correctional Health Care: *Standards for health services in juvenile detention and confinement facilities*. (2004). Chicago, IL: National Commission on Correctional Health Care.

⁶¹ Desai, R.A., Goulet, J.L., Robbins, J., Chapman, J.F., Migdole, S.J., & Hoge, M.A., (2006). *Journal of the American Academy of Psychiatry and the Law*, 34 (2): 204-214.

⁶² Rossi, P.H., Lipsey, M.W., & Freeman, H.E. (2004). *Evaluation: A Systematic Approach* (7th Ed.). Thousand Oaks, CA: Sage Publications.

⁶³ Ibid.

or estimating the cost of training staff is tangible whereas estimating the value attributed to certain outcomes (e.g., re-offense involving violence) and the procedures used to make these estimates can vary greatly, leading to a lack of standardization and challenges in comparing findings across different studies. There are also challenges in data analysis, as outcomes for youth may not be tracked or if tracked, are measured differently by varying jurisdictions.

Many of the programs discussed above have been identified as evidence-based and as a result, have been evaluated using a cost-benefit analysis (CBA). However, many of these CBAs were undertaken by different researchers with varying research objectives, resources, and access to information. As a result, it can be challenging to try and get a “snapshot” of the current costs and benefits of a program that has been implemented in different locations, at different times, with different resources, and analyzed using different methodologies. And then to try to take a broader perspective on the current cost-benefit status of different types of programs can be even more challenging.

However, since 1997, the Washington State Institute for Public Policy (WSIPP) has used a benefit-cost model to examine effectiveness of juvenile justice programs and since then the model has been revised and expanded. The benefit-cost analysis undertaken by WSIPP provides one modeling approach across all studies in order to allow for the comparison of the monetary value between the different programs. This ability to compare “apples-to-apples” allows users, in particular the Washington legislature, to determine whether the program benefits exceed the program costs. While the impetus for this report was the Washington Legislature, this resource provides a wealth of information on program costs and benefits that can help inform other states when considering implementing different programs.

A total of eight programs or policies discussed above are listed in WSIPP’s Benefit Results (See Table 1). The program with the lowest cost is CBT, followed by ART and then vocational and employment training. While the cost of CBT is relatively low, the benefits are notable, as CBT has the largest benefit-to-cost ratio among all the programs listed. Every dollar spent on CBT results in a benefit valued at \$36.31. It should not be surprising that the programs with the higher costs are those that are more complex and often involve the family. The costliest (\$9,056) program listed is the Multisystemic Therapy for youth who have been convicted of sex offenses, followed by the standard MST with a cost of \$7,973, and FFT with a cost of \$3,530. The benefit-to-costs ratio among these three programs is notably smaller in comparison to the other programs with MST-sex offenders having one of the smaller benefits-to-cost ratio (\$1.60). While this program may have a

smaller benefits-to-costs ratio for MST-sex offenders, the substantive benefit with such a challenging population may be worth the lower return.

Table 1. Washington State Institute for Public Policy: Expert of Benefit-Cost Results

Program Name	Total Benefits Per Participant	Costs Per Participant	Benefits to Cost Ratio
Cognitive Behavior Therapy	\$14,592	\$402	\$36.31
Aggression Replacement Training*	\$6,631	\$1,631	\$4.06
Dialectical Behavior Therapy	\$59,017	\$2,187	\$26.99
Functional Family Therapy*	\$39,557	\$3,530	\$11.21
Multisystemic Therapy	\$14,134	\$7,973	\$1.77
Multisystemic Therapy- Sex offenders**	\$14,459	\$9,056	\$1.60
Vocation and Employment Training	\$1,453	\$1,999	\$0.73
Mentoring	\$12,215	\$3,356	\$3.64

*Note: For youth in state institutions.

**Note: for youth convicted of sex offenses.

Programs discussed above that are not included in the WSIPP benefit-cost analysis include Moral Reconation Therapy, Thinking for a Change, and general educational programs. As mentioned earlier, there is very little research on the effectiveness of educational programs and as a result we know even less about the possible cost-effectiveness of the program. No cost-effective or cost-benefit studies were identified in relation to Thinking for a Change; however, it is important to note that this training is offered for free, so the only costs associated with the training include travel and staff replacement. Finally, cost-benefit analysis does exist for the adult population in Virginia receiving MRT through drug court; however, no cost-effectiveness studies could be found in regard to the juvenile populations.⁶⁴

⁶⁴ Cheeseman, F.L. & Kunkel, T.L. (2012). *Virginia Adult Drug Treatment Courts Cost Benefit Analysis*: Williamsburg, VA: National Center for State Courts. Retrieved from <http://www.courts.state.va.us/courtadmin/aoc/djs/programs/dtc/resources/virginiadtccostbenefit.pdf> (accessed September 2019).

Relevant Practices: Current State of Practice and Policy

In order to fully understand the best practices for communities facing similar decreases in the use of juvenile detention, TMG conducted outreach to a range of practitioners and national experts both in Virginia and across the country. The objective of these interviews was to gain additional information on best practices, programming, and use of detention space, and to draw critical information regarding best practices in cost-effective detention programs and the repurposing of space due to population decreases.

Over the course of three weeks, 13 interviews were conducted—seven with practitioners and six with national and state experts. These interviews are intended to inform multiple components of this project, and as a result, a range of issues were discussed during the interviews. For example, individuals were asked about how jurisdictions have handled any increases in empty units/beds, any policies or practices that were introduced to use the space or resources, challenges or benefits to the reduction in the population, changes or challenges related to staffing, and suggestions or implementation of alternatives to detention.

Once interviews were completed, TMG staff analyzed the responses for key themes and six themes emerged: reasons for population decline, challenges as a result of the population decline, benefits as a result of the population decline, types of detention alternatives, options for the use of facilities with declining populations, and other options to consider. Of particular interest for completing Task B, are the suggestions or actual changes that have been put into place to use empty space in a detention facility.

In examining responses, a range of policy options emerged regarding how to handle empty space. Interviewees shared that some jurisdictions have responded to the declining juvenile population by reducing staff and closing pods. Other responses included closing centers completely and relocating youth to other facilities or repurposing the empty space in the facility. Suggestions could be divided into three general types: repurposing for use by detained youth, repurposing for use by youth not detained but in the justice system, and repurposing for use by the community.

The ways the space could be repurposed for detained youth included turning the space into a reentry center, starting a calming center, or establishing an activity space. The ways the space could be repurposed for youth not detained at the facility included turning the space into a day reporting

center, which could include a vocational career center, career matching, or mentoring space. It was also suggested to turn the space into a teen center, a treatment center, or a Boys and Girls Club. Another suggestion was to use the space for local committed youth as a close-to-home treatment center and to focus on substance abuse, mental health, or youth with co-occurring disorders.

There were also suggestions to repurpose the space to serve as an adult facility and to repurpose the unused space for community events or as a location that could serve as a therapeutic community for disabled adults or those with chronic mental or medical health issues.

In addition to the 13 national experts and practitioners, TMG also interviewed four practitioners who ran juvenile facilities inside Virginia. Like the Center, all four facilities are consistently running at 50 percent capacity or less. Three of the four facilities contract with the Department of Juvenile Justice (DJJ) for funding Community Placement Program (CPP) or Central Admissions and Placement (CAP) units and all run local post-disposition programs in addition to pre-disposition programs. Three of four noted cost concerns associated with underutilization have been expressed by their parent/funding agency. Like the Center, all have made attempts to lessen costs without limiting necessary programs.

All four facilities reported challenges similar to the Center, to include more challenging youth with more serious offenses requiring more intensive programs and supervision. While the number of youth has decreased statewide, the remaining youth tend to have more mental health needs and demonstrate increased aggressive behavior. The Center has addressed this via mental health and anger management strategies noted below. The third report in this series will compare the Center's operations with the operations of these and other comparable facilities inside and outside Virginia.

Gap Analysis: Current Program and Future Opportunities

The Center offers a range of programs to youth residing in the detention center, many of which mirror the evidence-based, best, and promising practices noted previously. The Center's program options include the following:

- *Challenge Behavior Management Program:* This program provides structure, support, and guidance for positive staff-youth interactions in conjunction with the provision of detention and treatment services. Relying on the principles of positive reinforcement, the Challenges

program provides youth with clear behavioral expectations within a structured daily routine; encourages behavior consistent with expectations through positive reinforcement; models appropriate social and problem-solving skills; and applies de-escalation strategies and other interventions to manage inappropriate behavior. A core component of the Challenges program is the point system. This system is used to reinforce compliance and encourage pro-social behaviors. Youth can earn up to 20 points a day and are evaluated on the following five behavioral dimensions: following staff instructions, personal appearance, maintaining verbal appropriateness, engaging in socially appropriate behavior, and staying on-task. Points earned provide purchasing power for residents who may exchange points for tangible and activity rewards and reinforcers each week. In conjunction with the point system, appropriate behaviors are reinforced through the Level System. The Level System encompasses five different levels (Level I, II, III, the Honors Level, and the Honors Senior Level), that represent youth progress. There are five levels, each with its own behavioral expectations and assignments. Youth must meet all the requirements of each level before progressing to the next. As youth progress through the levels, they receive tangible (e.g., food items, specialty personal hygiene products, and stationery) or activity rewards (e.g., video games, TV and movie time, sports games, spa-like activities). If youth fail to meet the expectations of a particular level or commit a major facility offense, they may be demoted a level. This program also has a clear process for responding to moderate and major infractions, which includes reviewing and determining the rule infraction, conducting a behavioral review, and determining the appropriate outcome (e.g., loss of privileges). Challenge also provides a system by which youth can request an administrative review of the behavioral review process after an infraction.⁶⁵ All residents in the facility participate in the behavior management program.

- *Community Placement Program:* This is a new treatment program for girls who have been committed to the Department of Juvenile Justice and require residential treatment. The focus is on the past trauma of each girl and how that is impacting her behavior. A mental health clinician, who is not a full-time employee but a vendor, works with each girl, using individual therapy, group work, anger management workbooks, substance abuse group work, and workbooks specifically on sexual trauma. Girls in the program have their own

⁶⁵ Challenges Behavior Management Guide: Participants Guide. (2017). *Juvenile Detention Commission*. Alexandria, VA: Northern Virginia Juvenile Detention Center.

rooms decorated by them with materials, linens, and decor that they can take with them when they leave. The focus of the program is on better understanding how prior neglect and abuse drives behavior, how to have healthier relationships, and how to build both resiliency and accountability.

- *New Beginnings Program*: New Beginnings offers a range of programs and services to high-risk, non-committed male and female youth. These programs include psycho-educational therapeutic groups, including coping skills, substance abuse education, anger management, goal setting, developing personal integrity, identifying cognitive disorders, vocational exploration, job opportunities, college and career planning, and independent living skills. The New Beginnings program is available to eligible post-disposition youth.
- *ART*: As mentioned above, ART is a CBT program that focuses on the emotional and social aspects that lead to aggressive behavior. This program provides ten weeks of group training sessions with a focus on three targeted interventions: social skills training, anger control training, and moral reasoning. Though not all youth will complete the entire ten weeks, there is a perceived benefit to the youth from engaging in ART. The social skills training teaches youth ways to replace antisocial behaviors with positive alternatives. The anger control component teaches youth how to respond to anger in a nonaggressive way and rethink situations that provoke anger. The moral reasoning component works to enhance youth's level of fairness, justice, and concern for the needs and rights of others. All youth, whether detained, in New Beginnings, or committed in the CPP program, receive ART.
- *Change Company Interactive Journals*: A structured, engaging, and experiential approach, these journals are used in juvenile and adult institutions and include a range of subjects, such as Why Am I Here, My Feelings, Substance Abuse, Individual Change Plan, and Victim Awareness. The journals allow youth to write about their own experiences and think through behaviors and decisions, encouraging introspection. All youth, whether detained, in New Beginnings, or committed in the CPP program, use the journals.
- *Council for Boys and Young Men*: This strengths-based group approach for boys to promote safe and healthy growth and conversation, offers a structured environment where boys have the opportunity to address masculine definitions and behaviors and build their self-

esteem. Meetings are held weekly (1.5-2 hours per meeting) and a facilitator runs each meeting that involves reflection and group dialogues as well as a range of activities, such as games, skills, art, and group challenges.⁶⁶ The Council is available for detention, committed, and New Beginnings youth. Both this group and the Girls' Circle Group below are available for transgender youth, who may choose the circle or council that aligns best with their gender identity.

- *Girls Circle*: This structured support group for girls integrates relationship theory, resiliency practices, and skills training in a specific format designed to increase positive connection, personal and collected strengths, and competence in girls. This program works to promote an emotionally safe environment. Meetings are held weekly (1.5-2 hours per meeting) and a facilitator leads the girls in talking and listening to each other. Other creative outlets are offered to youth, including journaling, poetry, drawing, and dance.⁶⁷ This Circle is available for detention, committed, and New Beginnings youth.
- *Capital Youth Empowerment Program*: This non-profit organization was established in 2008 with the mission to provide innovative, high-quality, and cost-effective programs that address the fatherless home, teen pregnancy, and family dysfunction.⁶⁸
- *Pregnancy Prevention Program*: The Teen Pregnancy Prevention Program, developed and offered by James Madison University, works to equip teens, parents, and community members with education and skills on sex and relationships that help lead young people to make healthy and positive decisions for themselves.⁶⁹

In addition to the programs above, during the summer, the Center provided Balanced and Restorative Justice Training to 30 staff. The staff were trained in the facilitation of restorative circles that are based on the principles of Community Safety, Competency Development, and Accountability. The circles focus on restoring balance and justice to the victims, offenders, and community. This initiative will provide the supportive foundation which calls for youth

⁶⁶ One Circle Foundation. (n.d.) *The Council for Boys and Young Men*. Retrieved from <https://onecirclefoundation.org/TC.aspx> (accessed September 2019).

⁶⁷ One Circle Foundation. (n.d.) *Girls Circle*. <https://onecirclefoundation.org/GC.aspx> (accessed September 2019).

⁶⁸ Capital Youth Empowerment Program. (n.d.) <https://www.cyep.org> (accessed September 2019).

⁶⁹ James Madison University. (n.d.) *The Teen Pregnancy Prevention Program*. Retrieved from <https://www.jmu.edu/iuhhs/tpp/about-us.shtml> (accessed September 2019).

accountability without the use of disciplinary room confinement and punitive responses for resident infractions. The Center has recently trained two staff in the “True Colors” program, an anger management and substance abuse focused group that will begin shortly. The Center also regularly provides programs and services to youth that are supported by volunteers. Volunteer programs include Alcoholics Anonymous/Narcotics Anonymous, Urban Passages, Improv, yoga, Project Success (also called BeProud), Lota Phi Theta, rugby, body strengthening, and educational/GED tutoring. While Alexandria CSB provides mental health assessment and treatment services within the Center, the Center would benefit from a full-time mental health clinician to ensure program fidelity, treatment plans, immediate crisis intervention, and to provide group and individual therapy.

These programs provide youth with the opportunity to address a range of cognitive, social, and behavioral needs and paves the way for further programs and support if the Center remains in operation, whether that is for detained youth only or a mix of detained and committed youth and those with treatment needs. Overall, the detention facility’s focus on care and treatment appears to show a broad range of program options for youth.

Recommendations: Bridging the Gap

In the third report that will focus on current Center operations, past and future potential efficiencies, and future cost-containment strategies, TMG will be introducing an array of specific and actionable recommendations based on the results of that work that connect with options for the facility itself and the potential for regionalization. In this report on best practices, and considering the programs currently offered to youth at the Center, TMG has just three key recommendations. In considering the current programming contributions of the Center and the responses of national experts and national and local practitioners of facilities in similar positions, the Commission, in conjunction with Center leadership, may wish to consider the following:

1. Many detention facilities do not have treatment program offerings, but the Center is fortunate to have one for the CPP girls that has just begun. Since the CPP girls’ program is in place, consider using empty bed spaces to create a boys’ CPP program for committed young men in need of residential care and treatment such as in other juvenile detention facilities in Virginia. The facility could use the current structure for the CPP girls but add in male-oriented material as well, to include an array of educational, recreational, and growth-oriented activities and opportunities for both self-improvement and the release of boys’

emotional and physical tensions. Supplements, such as a young father's program or therapy or activities with positive male role models, can be excellent program additions. This plan would have the dual benefit of filling empty bed spaces and keeping committed boys in need of treatment closer to home.

2. The current CBT, ART, and workbook offerings at the Center are all consistent with those found nationally in juvenile detention facilities. These additions appear to reflect an understanding by leadership of the challenges this small but sometimes difficult group of youth brings with them. TMG recommends the Center review the full complement of EBP, best and promising practice, and generic programming offered and discuss options on what could be offered in addition to these. As an example, a horticulture program can work well and keep youth busy, teaching them a valuable skill, but it requires staffing, land, and equipment. As a part of this, survey youth and staff for ideas on programs they would find useful and engaging. See that any program is goal-oriented, and as such
 - a. Provides for a release of emotional tension
 - b. Creates a constructive outlet for physical energy
 - c. Teaches fundamentals of recreational and other activities
 - d. Gives the youth self-confidence in healthy pursuits
 - e. Teaches fair play, rule following, and teamwork
 - f. Provides a socially acceptable outlet for hostility
 - g. Gives the youth a better understanding of himself or herself
 - h. Develops new interests and skills to be continued after release
 - i. Keeps the youth busy by providing a structure for the day
 - j. Develops good health habits and a healthy physique
 - k. Breaks down resistance to adults and adult standards and expectations
 - l. Permits observation of the youth's behavior, which aids in social diagnosis⁷⁰
3. There is currently no full-time mental health clinician at the Center. The Alexandria Department of Community and Human Services receives funding from the Department of Behavioral Health and Developmental Services (DBHDS) for mental health services and emergency care. These funds support two licensed clinicians who provide a total of 0.4 FTE dedicated mental health services in Spanish and English in the Center. Though there was no

⁷⁰Liddell, Clark, & Starkovick, Chapter 10.

formal audit of behavioral health needs and services at the Center as a part of this project, with the array of services and programs being offered and considering the reported significant mental health needs of the youth, full-time, dedicated clinician(s) are recommended. If funding is not adequate for full-time staff, perhaps a dedicated staff could work a four-day/32-hour week for less salary and a shorter work week. Though juvenile detention facilities in the past did not always have mental health staff, Alexandria has had clinicians providing services part-time in Center through the Department of Community and Human Services since 2008 when the state funds became available. Current practice and current populations support the need for dedicated clinicians.

Conclusion

Based upon the research and information provided for this report, the Center's smaller but more challenging youth population is receiving a range of programs and services, several of which are EBPs or best/promising practices. There is still work to do by TMG on the costs associated with current operations and costs that will attach to regionalization or other alternatives, and those cost factors will be discussed in more detail in the third report for this project. But current programming at the Center appears to be in line with, and at times is more robust than, national best practices for youth in detention. Because the facility currently has no committed male youth treatment component, there is potential to pave the way for use of the empty beds for local youth who may need treatment and can stay close to home by being placed at the Center in a treatment program. This and other options will be explored further as this project unfolds, options that will also be designed to address the current organizational and fiscal challenges of the Center and bring alternative solutions to the City of Alexandria and facility leadership.

Appendix A – Alternatives to Detention: What Works

Since the 1990s, there has been an increasing effort to keep youth out of juvenile facilities whenever appropriate. One leader in this effort has been the Annie E. Casey Foundation (AECF). When AECF first launched the pilot of its Juvenile Detention Alternatives Initiative (JDAI) in the early 1990s, it was during a time of a heavy use of juvenile detention and rising concerns regarding the negative impacts of detention and incarceration. AECF created a model with eight main strategies to guide jurisdictions in identifying how to reduce the rate of juvenile detention while also maintaining public safety and meeting the needs of the youth. As part of this project, which has expanded to include numerous jurisdictions, AECF provided participating jurisdictions with technical assistance and support in achieving the eight strategies outlined in the JDAI model.⁷¹

Due to the efforts of AECF, other stakeholders, and researchers over the last two decades, there is a general recognition by juvenile justice stakeholders that youth, their families, and the community are best served by relying more on alternatives to incarceration, where appropriate.⁷²

Since the growth of the EBP movement in criminal justice, numerous outcome evaluations and meta-analyses have been undertaken to examine the effectiveness and level of impact of alternatives to detention for youth.⁷³ The primary outcome of interest is recidivism, as well as improvements in education, employment outcomes, and social and health behaviors.

Alternatives can include a wide range of programs that can help reduce overcrowding and costs. Alternatives to detention help maintain ties with family and community, as well as prevent the stigma associated with being detained. Diversion of juveniles often focuses on two main components: supervision and treatment. Based on the level or risk and need, the supervision of a youth may be more or less intensive, and treatment may consist of a variety of services intended to

⁷¹ The Annie E. Casey Foundation. (n.d.). *Juvenile Detention Alternatives Initiatives*. Retrieved from <https://www.aecf.org/work/juvenile-justice/jdai> (accessed September 2019).

⁷² Austin, J.F., Johnson, K.D., Weitzer, R.J. (2005). *Alternatives to the Secure Detention and Confinement of Juvenile Offenders*. Washington, D.C.: U.S. Department of Justice.; Bonnie, R.J., Johnson, R.L., Chemers, B.M. and Schuck, J.A. (2013). *Reforming Juvenile Justice: A Development Approach*. Washington, DC: National Research Council, National Academies Press.

⁷³ NIJ CrimeSolutions.gov defines meta-analysis as “the systematic quantitative analysis of multiple studies that address a set of related research hypotheses in order to draw general conclusions, develop support for hypotheses, and/or produce an estimate of overall program effects”. Retrieved from: <https://crimesolutions.gov/Glossary.aspx#M>.

address social, psychological, criminogenic, and behavioral issues, as well as life skills, education, employment, and family.⁷⁴

Youth can be diverted away from formal processing at multiple points within the juvenile justice system, from initial contact with law enforcement to various points during pre-adjudication or post-adjudication.⁷⁵ In general, most diversion occurs after arrest and charges have been filed but before adjudication. This could be by prosecutors who have the authority to divert in some cases, by juvenile justice staff at certain points in the process, or by a judge.

The range of interventions that may be available to youth who are diverted from detention can vary from simple surveillance to intensive supervision to residential treatment. Effective diversion practices rely on the RNR Model using risk-needs assessments to identify the appropriate supervision and treatment needs of youth. Diversion programs are usually reserved for low to moderate risk youth, both pre- and post-adjudication, with the general goal of reducing the use of detention for nonviolent juveniles, minimizing re-arrest and failure-to-appear (FTA) rates, ensuring appropriate conditions in secure facilities, and ensuring that public expenditures are used in manners that promote sustainability of successful reform efforts.⁷⁶ The following section describes some of the EBPs that may be available to youth who are diverted from detention.

Home Confinement

Home confinement or detention is a program that is primarily designed to control and supervise the activities of juveniles. This program can be used for both pre-and post-adjudication populations. In general, a youth diverted to home confinement will be permitted to attend school or work and engage in other approved activities but will be monitored either through direct contact with court or probation staff or will be monitored electronically. Home confinement may entail other conditions like drug testing and curfew.⁷⁷ Home confinement has been used as an alternative to detention for over 30 years and early research has shown mixed results. However, this early

⁷⁴ Harris, P.W., Lockwood, B., Mengers, L., & Stoodley, B.H. (2011). Measuring Recidivism in Juvenile Corrections. *OJJDP Journal of Juvenile Justice* 1(1): 1-16.

⁷⁵ While youth may be informally or formally diverted from the formal processing system by law enforcement, the focus of this review is on the formal diversion opportunities that are available to youth after arrest but before detention.

⁷⁶ Lubow, B. (2005). Safely Reducing Reliance on Juvenile Detention: A Report From the Field. *Corrections Today*. Alexandria, VA: American Correctional Association.

⁷⁷ Development Services Group, Inc., (2014). *Alternatives to Detention and Confinement: Literature Review*. Washington, DC: Office of Juvenile Justice and Delinquency Prevention. Retrieved from <https://www.ojjdp.gov/mpg/litreviews/AlternativesToDetentionandConfinement.pdf> (accessed August 2019).

research has largely lacked the proper comparison group or statistical controls in order to come to appropriate conclusions about the effectiveness of these types of programs.

More recently, with technological advances, home confinement has been used in conjunction with electronic monitoring of youth. In general, this may entail a youth having an electronic bracelet attached to his or her wrist or ankle that can monitor locations at all times. An electronic bracelet may be paired with random phone calls or home visits.⁷⁸

Similar to home confinement, prior research and reviews of electronic monitoring do exist but they lack the methodological rigor to make conclusions about the effectiveness of the program. One evaluative study, undertaken in Florida by Bales and colleagues, examined an electronic monitoring program that was used in conjunction with home confinement.⁷⁹ The sample for this study was largely composed of adults; however, one-third of the sample were young people aged 14 to 25 years of age. One of the key objectives for this study entailed determining the effect of electronic monitoring as a supervision enhancement for medium- to high-risk offenders in terms of absconding, probation violations, and the commission of new crimes. Using propensity score matching, researchers were able to demonstrate that participation in the electronic monitoring program reduced supervision violations and program failure, regardless of age.⁸⁰ In general, while the use of electronic monitoring is widespread, there remains a dearth of empirical research examining the impact and effectiveness of this policy.

Non-residential Programs

There are a range of non-residential programs available to youth diverted from detention. Two common avenues include day treatment centers or intensive supervision programs. Day treatment centers may also be referred to as evening reporting centers, day reporting centers, community resource centers, or day incarceration centers and serve as a highly structured, nonresidential, community-based alternative.

⁷⁸ Austin, Johnson, & Weitzer, *Alternatives to Secure Detention*.

⁷⁹ Bales, W.D., Mann, K., Blomberg, T.G., Gaes, G., Barrick, K., Dhungana, K., & McManus, B. (2010). *A Quantitative and Qualitative Assessment of Electronic Monitoring*. Tallahassee, FL: Florida State University, Center for Criminology and Public Policy Research.

⁸⁰ Ibid.

Day treatment entails intensive supervision for both pre- and post-adjudicated youth and youth are typically required to check in five days a week. Day treatment programs provide access to a range of services that can help meet the various needs of youth, including individual or group counseling, educational programs, vocational training, employment training, life skills and cognitive skills training, and substance abuse treatment. Programs may also refer youth out to community services.⁸¹

There is little research on day reporting programs. However, using a quasi-experimental methodology⁸², one group examined the effectiveness of the AMIKids Community-based Treatment Services, which offers a range of services and interventions designed to reduce recidivism. Services included Cognitive Behavioral Therapy, Aggression Replacement Training, and Motivational Interviewing (MI) – all evidence-based programs. Winokur, Early, and colleagues compared youth participating in the AMIKids program to similar at-risk youth in day treatment or juvenile residential programs. Analysis found that youth participating in the AMIKids program were significantly less likely than the control group to be adjudicated or convicted for an offense within 12 months of release. Also, they were significantly less likely to be rearrested for any offense, rearrested for a felony, convicted of a felony, and subsequently committed, placed on probation (adult), or sentenced to prison—compared with youth who completed residential programming.⁸³

The structure, supervision and services offered under intensive supervision programs can vary. Some programs may be very similar to traditional probation, while others may provide youth access to a range of therapeutic treatment services. Intensive supervision provides just that: a very high level of control and monitoring of youth. This program is used for post-adjudicated youth and can be used for high-risk probationers or as an alternative to detention. These programs often entail frequent contacts with caseworkers or probation officers and strict conditions. Youth may be subject to electronic monitoring, evening visits, and drug testing.⁸⁴

⁸¹ Developmental Services Group, Inc. (2011). Day Treatment: Literature Review. Washington DC: Office of Juvenile Justice and Delinquency Prevention. Retrieved from https://www.ojjdp.gov/mpg/litreviews/Day_Treatment.pdf (accessed August 2019).

⁸² Winokur Early, K., Hand, G.A., Ryon, S.B. & Blankenship, J.L. (2014). Experimental Community-Based Interventions for Delinquent Youth: An Evaluation of Recidivism and Cost Effectiveness. *Journal of Knowledge and Best Practices in Juvenile Justice and Psychology*, 8(1): 29-36.

⁸³ CrimeSolutions.gov. (June 13, 2012). *Program Profile: AMIKids Community-Based Day Treatment Services*. Washington, DC: National Institute of Justice. Retrieved from <https://crimesolutions.gov/ProgramDetails.aspx?ID=253> (accessed August 2019).

⁸⁴ Development Services Group, Inc. (2014). *Alternatives to Detention and Confinement: Literature Review*. Washington D.C.: Office of Juvenile Justice and Delinquency Prevention. Retrieved from <https://www.ojjdp.gov/mpg/litreviews/AlternativesToDetentionandConfinement.pdf> (accessed August 2019).

Residential Programs

Residential programs are an umbrella term that includes different types of diversion programs that provide housing or require the youth to reside in a facility for a particular amount of time. This includes shelter care and group homes. Shelter care is typically available to pre- and post-adjudicated youth and usually houses a small number of youth in a short-term (1 to 30 days) non-secure residential facility. Group homes are long-term residential facilities for post-adjudicated youth. These types of programs typically house a small number of youth (five to 15) and allow the youth to hold jobs and attend school. These facilities are staff-secured.⁸⁵

The Methodist Home for Children's Value Based Therapeutic Environment (VBTE) program was a program implemented in group homes and shelter care in North Carolina. This program targets post-adjudicated ten- to 18-year-olds and emphasizes the interactions between the youth and the counselors. Before admittance, youth are screened and an individualized plan is created. Youth also work with a family service specialist who completes a needs assessment and assists with court appearances. Once released, the service also helps connect the youth with community services and assists with reintegration in school.

In a 2010 evaluation that involved quasi-experimental design and propensity score matching to create an appropriate comparison group, Strom and colleagues found mixed results.⁸⁶ Analysis revealed the program had a significant effect on new charges and convictions, but only for person offenses; the program did not significantly affect charges and convictions for property, drug, and public order offenses. Youth who received VBTE treatment spent significantly fewer total days incarcerated than comparison youth. In addition, in comparing the outcomes of youth by risk level (low, medium, high), analyses revealed the high-risk youth in the VBTE program with significantly lower recidivism rates were also less likely to be incarcerated for a recidivist offense when compared to the high-risk youth from the comparison group. There were no significant differences in outcomes between low- and medium-risk youth in the VBTE program when compared to youth of the same risk-level in the comparison group. This program is profiled on the crimesolutions.gov website and identified as promising.

⁸⁵ Ibid.

⁸⁶ Strom, K.J., Cowell, A., Dawes, D., Hawkins, S., Moore, M., Wedehase, B., & Steffey, D.M. (2010). *Evaluation of the Methodist Home for Children's Value-Based Therapeutic Environment Model: Final Report*. Research Triangle Park, N.C.: RTI International.

Family-focused Programs

Family-focused programs are those that not only provide supervision and therapeutic programming to youth but also involve training and therapy for family. Three evidence-based programs that are family-focused include the Treatment Foster Care Program of Oregon (TFCO) (formally the Multidimensional Treatment Foster Care), Multisystemic Therapy, and specialized foster care, which is an adult-mediated treatment program designed for post-adjudicated youth. Youth are supervised at all times—in the home, while at school, and in the community. Foster care parents complete specialized trainings on the needs of these youth.⁸⁷

TFCO is a specialized foster care program and focuses on youth who have chronic antisocial behavior, emotional disturbance, and delinquency. The objective of the program is to reduce violence and delinquency, increase pro-social behavior and involvement in activities, and to reunite families. Community families (formerly referred to as foster parents), the biological family, and the treatment team all work together with the youth. The youth is placed in community family care for six to nine months and during this time the biological family receives therapy and the parents receive parent management training. This program also offers skills training, supportive therapy, school-based behavioral interventions, academic support, medication management, and psychiatric consultation for youth. This program is reviewed in Blueprints, crimesolutions.gov, OJJDP model programs, and SAMSHA and identified as an effective program.

The original family-focused evaluation involved a randomized control trial for boys in the program. Boys in the MTFC program were compared to a control group who participated in “services-as-usual” group care. Analysis revealed boys in the MTFC program had significantly fewer criminal referrals, had higher rates of return to relatives, ran away less, and self-reported fewer delinquent acts.⁸⁸ A two-year follow-up found that those boys in the MTFC program were significantly less likely to commit violent offenses compared with the group care set.⁸⁹ A two-year follow up on female participants in the MFTC program also found positive outcomes. Girls in MTFC programs

⁸⁷CrimeSolutions.gov (June 17, 2011). Program Profile: Multisystemic Therapy (MST). Washington DC: National Institute of Justice. Retrieved from <https://crimesolutions.gov/ProgramDetails.aspx?ID=192> (accessed August 2019).; County Health Rankings & Roadmaps (September 96, 2016). *Treatment Foster Care Oregon*. Robert Wood Johnson Foundation Program. Retrieved from <https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/policies/treatment-foster-care-oregon> (accessed September 2019).

⁸⁸ Chamberlain, P. & Reid, J.B. (1998). Comparisons of Two Community Alternatives to Incarceration for Chronic Juvenile Offenders. *Journal of Consulting and Clinical Psychology*, 66(4):624-633.

⁸⁹ Eddy, J.M., Whaley, B., & Chamberlain, P. (2004). The Prevention of Violent Behavior by Chronic and Serious Male Juvenile Offenders: A 2-Year Follow-Up of a Randomized Clinical Trial. *Journal of Emotional and Behavioral Disorders*, 12(1): 2-8.

showed significantly lower number of days in a locked setting, criminal referrals, and self-reported delinquency.⁹⁰

⁹⁰ Chamberlain, P., Leve, L.D., & DeGarmo, D.S. (2007). Multidimensional Treatment Foster Care for Girls in the Juvenile Justice System: 2-Year Follow-Up of a Randomized Clinical Trial. *Journal of Consulting and Clinical Psychology*, 75(1): 187-193.

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THE MOSS GROUP, INC.

Experienced Practitioners Committed to Excellence in Correctional Practice

City of Alexandria, Arlington County, and City of Falls Church

Cost Benefit Analysis of the Use of Northern Virginia Juvenile Detention Center and Alternatives, RFP 803

*Analysis of Existing Center Operations and Potential Efficiencies: Summary of
Comparative Analysis, Strategies, Impacts, and Recommendations
November 2019*

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Executive Summary

Context and Objective

In July 2019, The Moss Group, Inc. (TMG), a criminal justice consulting firm, entered into a contract with the City of Alexandria, Virginia, to conduct a cost benefit analysis of the Northern Virginia Juvenile Detention Center (Center), which serves Arlington County and the Cities of Alexandria and Falls Church, under the leadership of a five-member Juvenile Detention Commission. This report is one of six completed for the analysis; readers should review all six reports for proper context.

Opened in 1958, the Center is a secure facility and one of 24 juvenile detention centers (JDCs) in the Commonwealth of Virginia. With a staff of 70.5 FTEs, more than half of which are direct-care, it provides pre- and post-dispositional services for juvenile offenders, ages 11 to 18, from the three jurisdictions, who have committed a wide range of offenses. Although its rated capacity is 70 youths, it currently (December 2019) operates four housing units; two for males and two for females. Each female unit can accommodate 14 youths and each male unit can accommodate 16 youths. It should be noted, at any given time a percentage of the youths committed to the Center are there for state-funded programs which are described below.

The Center offers a variety of programs and services, including care and custody, education, recreation, medical and mental health services, emergency psychiatric intervention, visitation, and volunteer. With funds provided by the Virginia Department of Education State Operating Program, and Title I, it operates its own school under the aegis of Alexandria City Public Schools. Likewise, the Virginia Department of Juvenile Justice (DJJ) provides funding for two programs: Central Admissions and Placement (CAP) and the Community Placement Program (CPP). There is a New Beginnings program, which is funded by the localities. All three programs incorporate an evidence-based, trauma-focused treatment component.

As is the case, both nationwide and throughout the Commonwealth of Virginia, the juvenile detention population has declined significantly over the past decade, thanks to fewer arrests, more community-based diversionary alternatives, and a shift in philosophy when it

comes to the role and appropriate use of juvenile detention. In fact, between fiscal year 2006 (FY2006) and fiscal year 2017 (FY2017), the Center's average daily population declined at a significantly greater rate than that of Virginia's 24 JDCs overall – 54 percent and 36 percent, respectively.¹ This drop in census has prompted the Center to reduce costs and maximize return on investment – without compromising service quality – in an increasingly tight budget climate, which has prompted a serious discussion around effective options.

Consequently, the City of Alexandria contracted TMG to complete a cost benefit analysis, with which to determine the better of two options currently under consideration: 1) to identify cost-containment strategies that enable the Center to remain open under the existing arrangement; or 2) enter into a regional agreement with other jurisdictions (e.g., Fairfax County or Prince William County). This multi-part study included an in-depth analysis of existing Center operations and potential efficiencies, the results of which are summarized in this report.

Assessment Methodology

To conduct a comprehensive assessment around current Center operations and potential efficiencies, TMG employed its proven, multi-part facility assessment process, grounded in practitioner experience, as well as research-informed and evidence-based “best” practices, to collect and analyze both qualitative and quantitative data. In doing so, this process incorporates a variety of such standard evaluation techniques as:

- A review of historical and foundational documents, including organizational, staffing, and fiscal data, as well as operational policies and procedures
- Individual interviews and focus groups with the following stakeholder groups:
 - Court officers, law enforcement, and service providers
 - Virginia Department of Juvenile Justice (DJJ) staff, Court Services Unit (CSU) staff, and the Juvenile Detention Commission for Northern Virginia

¹ Readers should note the 54% decline at the Center reflects the average daily population of juveniles committed by the three jurisdictions; juveniles committed for other purposes such as state-funded programs are not counted.

- Center management and line facility staff
- Youth and their families
- Superintendents from other similar detention facilities in the Commonwealth
- Onsite expert observation of the Center’s daily operation across shifts
- A staffing analysis, based on best practices identified by the National Institute of Corrections (NIC)², to determine the number of staff the Center needs to effectively and efficiently execute its mission
- A trend analysis to compare Center utilization rates against those of other similar facilities in the Commonwealth.

Assessment Findings

Center Strengths and Challenges. Based on both expert observation and stakeholder feedback, our project team found that the Center has a number of strengths, beginning with exceptional leadership, quality programming, and staff commitment to positive outcomes. The stakeholders we interviewed also cited other assets that may not be found in other jurisdictions like Fairfax County. These assets included its close proximity to families, public transportation, courts, and service providers; its ongoing culture shift from a “jail-like” to an evidence-based “therapeutic” environment; and an intake and disposition process that works like a “well-oiled” machine. Moreover, while the declining detention population has had an adverse impact on the Center’s operational cost, it has also resulted in smaller caseloads, which frees staff up to not only engage more productively with the youth they serve, but also take part in professional development.

Although its strengths are both numerous and significant, the Center continues to grapple with some of the same challenges reported in other Virginia JDCs. To begin with, the shift in juvenile justice policy, practice, and philosophy has led to notable changes in the detention population. Staff report the average youth the Center serves is not only charged with more serious offenses, but also exhibits higher rates of chronic and acute mental health issues and aggressive behavior. Many staff members also report that while

² Liebert, D.R., & Miller, R. (2001). Staffing Analysis Workbook for Jails. 2nd edition. Washington, DC: U.S. Department of Justice, National Institute of Corrections. Retrieved from <https://s3.amazonaws.com/static.nicic.gov/Library/016827.pdf>.

teamwork is improving, there are ongoing issues with respect to staff retention and turnover, resulting in burnout and mandatory overtime.

Likewise, the consistent drop in census has left the Center with a substantial amount of unused facility space, in addition to making it more difficult to accurately estimate staffing needs in every category. For example, the absence of a relief factor in developing staff rosters has resulted in a gap between funded and required security staffing levels. Consequently, the facility must rely on one of three options to meet operational requirements: paying overtime, reallocating staff, or leaving posts vacant.

Potential Areas for Change. While the Center has already implemented a variety of cost-containment strategies, our project team identified other potential efficiencies, beginning with suggested options for repurposing unused facility space, particularly in Unit 7. These options included community-based mental health and substance abuse treatment programs, a safe shelter for runaways, day and evening reporting programs, information and resource referral services for local families in need, and community meeting space. Vacant beds could also provide an opportunity to expand the Center's New Beginnings program and/or create a Community Placement Program for males. We also explored changes in both the staffing model and the employee data collection process that would result in significant cost savings, given that staff salaries comprise the lion's share of the Center budget.

Impact of Change. In addition to identifying potential efficiencies, we also considered the impact they might have on both the staff and the community, as follows:

- While repurposing the Center's unused space to house other funded programs would require some amount of retrofitting, this approach would also benefit the local community as a whole, by enabling the jurisdictions to fill critical gaps in much-needed support services. This approach would also provide additional revenue with which to cover operating costs.
- Changes in the staffing model would reduce the number of employee positions in certain administrative areas. On the other hand, it would enable the Center to better

anticipate and budget for fluctuations in the resident census that require additional security staffing, thereby decreasing the need for mandatory overtime.

- Although there is an up-front cost for automation of any kind, the back-end savings are often significant, over time.

Recommendations

Upon completing our analysis, TMG offers the following recommendations for cost-containment:

- Use the identified shift relief factor to meet security staffing requirements with the 45 FTEs currently funded, which would mitigate the ongoing necessity for mandatory overtime, staff reallocation or vacant posts.
- Reduce the staff by 6.5 FTEs in the areas of Administration, Programs, and Operations, to produce an estimated \$537,530 in cost savings.
- Calculate the savings generated from efficiencies already implemented and reduce the Center budget accordingly.
- Upgrade the current HR data system to more accurately calculate the Net Annual Work Hours performed, with the goal of more effectively tracking and adjusting staffing patterns and commensurate expenditures.
- Upgrade business office technology systems to accommodate electronic billing and accounting and establishing a consistent payment schedule, with the goal of eliminating late payments and overpayments caused by manually creating paper checks to pay bills.
- Perform a comprehensive analysis around the physical plant's short- and long-term capital needs (e.g., roofing, drainage, HVAC) to determine whether maintaining the facility in its current location will, in fact, be cost-effective.
- Add an additional CPP program for male residents. At the time of the site visit, there was a vacant 14-bed unit in the secure area of the facility that could easily be

converted and utilized for a CPP program designed to serve up to 14 youth in the region.³

- Fully utilize all areas of the facility for the benefit of the participating jurisdictions. “Unit 7,” which is located in the non-secured area on the first floor of the facility, is not used for any programmatic purpose. This space could be converted to a secure area to house an additional CPP or another program.

Introduction

In July 2019, The Moss Group, Inc. (TMG), a criminal justice consulting firm, entered into a contract with the City of Alexandria, Virginia, to conduct a cost benefit analysis of the Northern Virginia Juvenile Detention Center (Center), which serves Arlington County and the Cities of Alexandria and Falls Church, under the leadership of a five-member Juvenile Detention Commission.

The Center’s cost of operation per juvenile is escalating and its detention population continues to decline in an increasingly tight budget climate – which has prompted a serious discussion around options for reducing costs and maximizing return on investment, without compromising service quality. Consequently, this study is designed to determine the better of two such options currently under consideration: 1) to identify cost-containment and/or alternative facility use strategies that enable the Center to continue operating under the existing jurisdictional arrangement, or 2) to enter into a regional agreement with other jurisdictions (e.g., Fairfax County).

After completing Tasks A and B, under the contract’s Scope of Work, TMG then conducted an in-depth, multi-part analysis of the Center’s current state of operation, as specified in Task C, with the goal of identifying potential cost containment and facility use efficiencies.

³ Funding for Department of Juvenile Justice programs is not intended to supplant the local funding. The CPP funds must be tied to staffing, treatment, services, incidentals and other expenses that support the CPP. It is to support staffing and treatment services in a unit within the facility and support shared costs such as utilities, control room staffing, and other shared operational costs.

With that in mind, TMG used our proven facility assessment model – grounded in practitioner experience, as well as research-informed and evidence-based “best” practices – that incorporates a variety of standard evaluation techniques to answer the following questions:

1. What strategies have been attempted by the Center to improve efficiency of operations and lower jurisdictional costs and what have been the outcomes?
2. What efficiencies could be adopted by the Center to reduce per diem costs without compromising quality of service?
3. What changes can be made in management or governance structure, staffing patterns, center policies and procedures, and use of the facility to improve efficiency of operations and financial sustainability?
4. What impact would the identified changes have on services to youth, safety of residents and staff, and the needs of all the communities involved.

Additionally, TMG was asked to provide recommendations for alternative uses of the Center. The following report summarizes our analysis and provides feasible recommendations for future improvements.

Current Center Operations

Overview

Opened 61 years ago in Alexandria, Virginia, the Center is a secure facility and one of 24 juvenile detention centers (JDCs) in the Commonwealth. It serves juvenile offenders, ages 11 to 18, both pre- and post-disposition, from three jurisdictions – Arlington County (17th judicial district), the City of Falls Church (17th judicial district), and the City of Alexandria (18th judicial district) – as well as from Maryland and the District of Columbia, who have committed offenses ranging from probation and parole violations, to misdemeanors and felony adjudications. Moreover, the Center currently operates four housing units which can accommodate up to 60 youths.

Staffing

To ensure adequate staffing at total capacity, the Center presently employs a staff of 70.5 FTEs, as follows:

Table 1. Current Funded Staffing

Position	Funded FTEs
Accounting Manager	1.0
Administrative Assistant	1.0
Assistant Shift Supervisor	4.0
Case Manager	4.0
Clinician	1.0
Compliance Manager	1.0
Custodial Services	2.0
Deputy Director	1.0
Detention Specialist	37.0
Director of Operations	1.0
Executive Director	1.0
Food Services	3.0
Food Services Manager	1.0
Health Services Administrator	1.0
HR Generalist	1.0
HR Manager	1.0
Lead Cook	1.0
LPN	1.0
Program Coordinator	1.0
Projector Coordinator	0.5
Recreation & Volunteer Services Coordinator	1.0
Records Manager	1.0
Shift Supervisor	4.0
Total	70.5

More than half of these staff members work on direct-care posts, in 12-hour shifts, tasked with supervising youth throughout the day. To provide continuous operational coverage, they are assigned to four teams, under the leadership of four shift supervisors and four assistant shift supervisors, one of each for every team.

Programs and Services

Like youth involved in the juvenile justice system nationwide, Center residents experience multiple challenges, such as mental health and substance use issues and learning disabilities, and many have a history of poverty, trauma, abuse, and/or neglect. In meeting these challenges, the Center provides its residents with services immediately upon arrival, by first screening them for mental health and substance abuse and referring those with identified issues to a mental health therapist for further evaluation and community service referrals.

Programs include care and custody, education, recreation, medical and mental health services, emergency psychiatric intervention, and visitation. The Center's school is operated by the Alexandria City Public Schools, with funds provided by the Virginia Department of Education State Operating Program, and Title I for coaching positions. What's more, through a contract with the Virginia Department of Juvenile Justice (DJJ), the Center operates a Central Admissions and Placement (CAP) unit and the Community Placement Program (CPP).

CAP intake services take place over approximately three weeks and include medical, psychological, educational and career readiness, as well as social histories, in accordance with the Virginia Department of Juvenile Justice Transformational Plan (2018)⁴. While collecting personal and social histories has long been a component of the youth screening process, Court Services Units (CSUs) within the Commonwealth introduced the Youth Assessment and Screening Instrument (YASI), an empirically validated tool, in 2008. Developed specifically for the juvenile population, the YASI is designed to classify an individual's recidivism risk by assessing static and dynamic risk and protective factors in

⁴ Virginia Department of Juvenile Justice. 2018. Retrieved from <http://www.djj.virginia.gov/pdf/admin/Transformation%20Update%202018%20FINAL.pdf>.

ten domains (legal history, family, school, community/peers, alcohol/drugs, mental health, aggression, attitudes, skills, employment/free time). As such, this tool is used to help determine appropriate levels of supervision based on risk classification; while also helping Center staff identify individual needs, with the goal of providing appropriate services (e.g., substance abuse treatment). The Court Services Unit and detention staff employ the YASI to inform youth placement.

New Beginnings, a program funded by the three jurisdictions, is a co-educational residential program designed to provide youth who have been unsuccessful in other programs with a final opportunity to make changes and avoid placement in a state detention facility. Each youth is assigned a mental health therapist from the Alexandria Community Service Board, who oversees evidence-based treatment services, including individual and group therapy, while also serving on a treatment team that meets every 30 days to review progress made toward attaining individual goals. Monthly court reviews are also held, with the goal of keeping judges well-informed.

The CPP is a new treatment program specifically established for girls who have been committed to the DJJ and require residential treatment. As a structured program that focuses on past trauma and its impact on behavior, the CPP enables committed juveniles to receive the help they need while remaining as close to home as possible. Under this scenario, a mental health clinician, who is a private medical provider, works with each girl, using cognitive behavioral techniques, provided through individual therapy and group work and tailored to address such issues as anger management, substance abuse, and sexual trauma.

In addition to dealing with specific treatment needs and risk factors, the CPP helps each youth develop competency in the areas of education, job readiness, and social skills, while learning how to build resiliency, accountability, and healthy relationships. Program participants also have their own rooms, which they decorate with items they can take with them when they are released.

Context for Analysis

As throughout the Commonwealth of Virginia, the Center’s juvenile detention population has steadily declined over the past decade for a variety of reasons, including far fewer juvenile arrests and an ever-growing number of diversion and community-based programs, in addition to the recent loss of its longstanding contract with the U.S. Marshal Service. Consequently, between fiscal year 2006 (FY2006) and fiscal year 2017 (FY2017), available data shows that the Center’s average daily population of youths committed by the three jurisdictions declined at a significantly greater rate than that of Virginia’s 24 JDCs overall – 54 percent and 36 percent, respectively.

During this same 11-year time period, Center utilization (as measured by childcare days) also decreased by varying amounts in the three jurisdictions it serves – 48 percent for the City of Alexandria, 66 percent for Arlington County, and 89 percent in the City of Falls Church (see Table 2 below). Moreover, the Commonwealth projects that its JDC population will continue to decline over the next six years at an average rate of 2.2 percent annually.

Table 2. Child Care Days Utilized by Jurisdictions⁵

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY 17
Alexandria	8,615	6,180	5,599	5,438	5,628	5,569	4,429	3,663	4,638	3,074	3,574	4,496
Arlington	10,979	10,435	9,110	10,482	10,435	8,244	6,067	6,101	5,425	5,704	5,549	3,780
Falls Church	498	783	481	418	397	172	240	265	41	93	105	54
Total	20,092	17,398	15,190	16,338	16,469	13,985	10,736	10,029	10,104	8,871	9,228	8,330

Given this decrease, the facility has experienced a consistent drop in childcare days, which has prompted it to reduce the number of beds it offers from 70 in FY 2006 to a maximum of 48 in FY 2019. Still, despite this declining census and subsequently higher cost of operation, there are still youth from the three jurisdictions who must have access to the Center’s programs and services. Thus, in effectively meeting this need, while remaining good stewards of taxpayer dollars, key stakeholders must choose between 1) identifying

⁵ Table 2 is reproduced from - Request for Proposals NO. 803. Cost/Benefit Analysis of the Use of Northern Virginia Regional Juvenile Detention Center & Alternatives. City of Alexandria, Virginia.

and implementing cost efficiencies that enable the Center to continue operating (the least disruptive option) or 2) moving its population to an alternative site (a choice that could have an adverse impact on the youth it serves).

Onsite Activities by the Numbers

- *TMG conducted in-person interviews with approximately 60 Center staff members (some staff were spoken to by more than one team member).*
 - *TMG conducted four staff focus groups, two youth focus groups, and one focus group with the families of youth residing at the Center.*
 - *TMG conducted 10 in-person and 10 telephone interviews with 23 stakeholders (judges, police, sheriff, school and DJJ/CSU officials, elected, etc.).*
-

Methodology

To conduct a comprehensive assessment around current Center operations and potential efficiencies, TMG employed its proven facility assessment process, outlined in the figure below, to collect and analyze both qualitative and quantitative data. This process is grounded in research and evidence-based best practices and incorporates a variety of such standard evaluation techniques as document review and expert observation, individual interviews and focus groups, and staffing pattern and trend

analysis.

Pre-site visit

After reviewing a variety of relevant historical and foundational documents, including organizational, staffing, and fiscal data, as well as operational policies and procedures, TMG conducted a pre-site visit on August 13, 2019 to meet with Center leadership, review proposed assessment activities, and conduct a facility tour. Our team also submitted and received approval for an interview protocol package that incorporated a detailed sample



selection process, script, and list of questions for Center-specific stakeholder groups (i.e., management and line staff, youth, families, DJJ/CSU staff).

Site Visit

Upon reaching mutual agreement, TMG then completed a three-day site visit (September 17-19, 2019) to the Center. As outlined in the attached agenda (Appendix A), this visit included in-person interviews and focus groups with identified stakeholders, as well as facility tours, during which team members observed daily operations. Likewise, TMG team members conducted informal interviews with some 60 staff members on-post, as part of the subsequent staffing analysis.

Post-Site Visit

During and following the onsite visit, TMG team members conducted additional in-person and telephone interviews with judges, CSU staff, and superintendents from other detention facilities in Virginia. After completing these data-gathering activities, the team used the information to evaluate Center operations within the context of other comparable JDCs in Virginia.

Assessment Findings

Stakeholder Perspectives

To better understand the impact of Center services on the community it serves, TMG conducted a series of focus groups and individual in-person and telephone interviews with a cross-section of the Center's stakeholders, including representatives from each of the following groups:

- Court officers, law enforcement, and agencies/service providers
- Virginia Department of Juvenile Justice staff, Court Services Unit staff, and the Northern Virginia Juvenile Detention Commission
- Center management and line facility staff
- Detained youth and their families

The interview protocol incorporated a complement of open-ended questions designed to elicit feedback around: 1) the Center's current state of operation; 2) the potential impact of

transferring Center services to another nearby facility (e.g., Fairfax County); and 3) recommendations for using the space more efficiently and constructively. While a number of common themes emerged, the context within which they were addressed varied according to each group's roles or responsibilities, as summarized below.

Court officers, law enforcement, and agencies/service providers. For the most part, stakeholders from this group felt the Center was of great value to the local community, given its effective operation, excellent leadership, experienced staff, and meaningful work. More specifically, they cited such benefits as its close proximity to families, public transportation, courts, and service providers; its ongoing culture shift from a "jail-like" to an evidence-based "therapeutic" environment; and an intake and disposition process that works like a "well-oiled" machine.

Consequently, all but one stakeholder interviewed strongly opposed closing the Center and moving the youth to, for example, the juvenile detention facility in Fairfax County, citing a variety of reasons, the most common of which included:

- Given the national trend toward smaller detention facilities closer to home, the Fairfax location is too large and too far away, without convenient access to public transportation. As such, it would be extremely challenging for most families to visit, thereby leaving detained youth not only feeling abandoned, but also more susceptible to the influence of gang-involved or negative peers.
- Fairfax has the reputation by some as more of a "juvenile jail" rather than a quiet, nurturing, and relationship-based environment that is far more aligned with the prevailing rehabilitative philosophy among most juvenile justice agencies. (Note: On-site observations by TMG team members did not affirm the "juvenile jail" reputation.) Likewise, the local jurisdiction might lose control over the types of programs and services its detained youth would receive in Fairfax (i.e., these youth may be viewed as "just another per diem"). One service provider also voiced concern that Fairfax County already receives the lion's share of available resources, and that youth from other jurisdictions might not get the time, attention, and resources they needed.

- Required post-disposition hearings, adjudications, and other hearings are easier and less costly to conduct when youth are close by, noting that most hearings cannot be conducted via video. Moreover, traveling distances to the Fairfax facility would likely disrupt currently safe and effective processes for juvenile arrest, transport, and intake.
- By closing the local facility, there would not be a reasonable detention option should Fairfax decide that it no longer wanted to serve as a regional center.

When asked about programs that would occupy the Center's unused space, while adding value to the community, these stakeholders suggested a variety of possibilities, the most popular of which was to create a treatment program for local youth in need of residential confinement and care for mental health issues, substance use, and co-occurring disorders. With this in mind, youth who are currently placed at treatment facilities beyond Richmond, Virginia, might be served in empty units close to the Center's gym, school, and kitchen. Under that scenario, staff could be assigned to work on one side (detention), the other (treatment), or even both if the need arises, thus filling staff absences and lowering overtime costs. In addition, by remaining in Alexandria, youth would not only be closer to their families, but would also have greater access to local judges, public defenders, DJJ staff, and probation officers. Other suggested options included

- A convenient "one-stop shop" for parents and families, where they could meet with DJJ staff, probation officers and public defenders; receive mental health referrals, housing support, life skills training, and family therapy; and participate in family reunification visits.
- Probation officer check-in sites and evening or day reporting centers.
- Safe teen spaces or non-secure shelter or respite beds for runaways, as well as for youth who need to remain out of their homes temporarily.
- Housing for out-of-jurisdiction youth on a per diem basis.
- A detox facility for adult inmates (which would necessitate closing the Center to juveniles).
- A tactical training facility.

Commission members and CSU/DJJ staff. Stakeholders in this group felt that given traffic and travel patterns in the Northern Virginia region, having the Center available for local youth not only made it easier to transport them to and from court, but also resulted in greater family involvement. Likewise, they were impressed by the current leadership, along with the quality of programming and staff commitment to positive outcomes. When asked about the impact of the declining detention population, they reported that this was a statewide trend, which had prompted other regional centers to appropriate unused space for expanding their continuum of deterrence or rehabilitative services. For example, Loudoun County may build a new juvenile justice center that will include emergency and temporary shelter care, along with detention and youth assessment services. Likewise, the City of Winchester, Virginia, plans to open a non-residential achievement center that will provide vulnerable youth with much-needed support services.

Stakeholders from both the state agency and the five-member Commission felt that although the Center would need some degree of “retrofitting” for repurposing unused space, closing it and moving youth to another location like Fairfax, Loudoun, or Prince William Counties would most definitely result in transportation challenges that have an adverse impact on family visits. They also raised concerns around the expense, citing that the proposed move would result in higher costs for transporting and educating youth, which would undoubtedly be charged back to those jurisdictions the Center presently serves. Moreover, Commission members recommended conducting an in-depth study before any move is made to evaluate the Fairfax detention facility’s operational efficiency and effectiveness, including program quality, recidivism rates, and program expansion plans for accommodating additional youth.

Center management and line facility staff. Individual interviews and focus groups with administrative, management, and line facility staff produced similar observations around the Center’s strengths and challenges. To begin with, they felt that the current leadership was consistently supportive of both the staff and the youth. What’s more, they expressed genuine feelings of concern for and commitment to the youth they served, as well as

support for the ongoing shift to trauma-informed programming within a therapeutic environment.

Staff further reported that while teamwork is improving, there are also ongoing issues with respect to staff retention and turnover, resulting in burnout and mandatory overtime. On the other hand, seasoned staff members commented that the declining detention population has resulted in smaller caseloads, which has, in turn, provided additional time to spend with the youth. Likewise, it has freed up space once devoted to housing a greater number of occupied beds.

When asked how this unused space might be used to benefit the youth, the staff, and/or the community, this group repeatedly referred to Unit 7, which as a part of the building outside of the secured area, is conveniently accessible to the public for a variety of much-needed support programs and services; community functions and meetings. Toward that end, suggested options by Commission members, CSU/DJJ officials, and Center staff included:

- Some type of community reentry program
- Transitional housing for youth who are aging out of foster care
- Community outreach programs for families and teen mothers
- Vocational training and life skills classes
- Mentoring programs
- A shelter for runaways
- Afterschool activities for high-risk youth
- A meeting place for probation officers and probationers
- Day or evening reporting programs
- A program for juveniles who are repeatedly admitted to the facility
- A CPP for boys or expanded space for the New Beginnings program
- A game or activity room for detained youth that serves as an incentive for good behavior
- Community meeting space

Detained youth and their families. TMG conducted two focus groups of detained youth, one comprising six males and the other six females. For some, their home communities were between 2.5 and 10 hours away; for others as close by as Alexandria, Washington, DC, Arlington, Manassas, and Prince William County. While those youth who lived at a greater distance reported only sporadic in-person family visits, they were able to communicate via FaceTime, which they felt had altered their relationships to some degree. Consequently, they expressed the need to be housed closer to home. On the other hand, those who lived in closer proximity to the Center stated that with several transportation options available – personal car, Uber, or public transit – their parents were able to visit more frequently in person.

When asked about Center programs and services, most of the youth in both groups mentioned education, behavior/anger management, and art therapy. Moreover, although they considered these programs helpful to varying degrees, some indicated a need for more effective teaching methodologies and resources (including alternative school programs and GED books), as well as more meaningful incentives. They also suggested implementing off-campus field trips and jobs within the Center that prepared them for outside employment to help with community reentry. Likewise, some indicated that being closer to home would make it easier to receive the family support they needed to succeed in and beyond the detention environment.

The family focus group consisted of parents who had been involved with the Center for as many as two years. Some openly expressed appreciation for staff efforts to help their children and answer questions, noting that the leadership staff was especially supportive. Like their children, most of them mentioned education and behavior management when describing Center programs and services.

While family participants joined the group at different times, those who arrived early indicated a short five to ten-minute commute, using car and public transportation. They were also more supportive of the Center and knowledgeable about its services. When asked for suggested improvements, all of them felt that more interaction with Center staff and administrators – particularly prior to visitation - would be beneficial.

Staffing Analysis

Because staffing comprises more than 83 percent of the Center's annual cost of operation, TMG conducted a staffing analysis, with the goal of not only assessing potential savings, but also establishing a fair baseline for comparison with available alternatives under consideration. Based on best practices identified by the National Institute of Corrections (NIC), this ground-up approach is designed to determine the number of staff needed to meet professional standards, while effectively and efficiently supervising youth and providing required services and programs.

Data collection process. In gathering information for this analysis, the project team performed the following activities:

- Interviewed administrative and management staff to better understand facility operations and staffing patterns, including:
 - Staff assignments and responsibilities
 - Staff availability (e.g., absences due to sick and vacation leave, military service, FMLA, and training requirements)
 - Staff deployment across all shifts and all days of the week
 - Any unusual staffing requirements
 - Vacancies and staff recruitment
 - Overtime use
 - Any other related issues.
- Reviewed a variety of relevant documents, including:
 - Current PREA staffing plan and any documented deviations
 - Past PREA audits
 - Shift schedules
 - Daily staff rosters
 - Organization chart
- Toured the facility to observe:
 - Facility design and layout and the impact it may have on staffing

- Staff on posts
- Facility operations
- Conducted impromptu interviews with staff on-post and youth around staff responsibilities
- Interviewed shift supervisors and sought their input around facility staffing patterns
- Verified understanding of current facility posts with facility management
- Reviewed the facility's daily schedule with appropriate staff to gain an understanding of program service impact on staffing
- Assessed the staff training process to ascertain:
 - Average annual training requirement for security staff (i.e. time away from security posts, facility operations, and program activities)
 - Number of staff in pre-service training over the past year
 - Duration of pre-service training.

Data analysis process. In analyzing this information, the team then assessed the adequacy of staff coverage, using the following factors to help determine the number and location of direct-care posts:

- Direct-care posts should be established, with the goal of maintaining effective supervision, ensuring compliance with staff-to-youth ratios required by the Prison Rape Elimination Act, and allowing for the proper functioning of a facility's daily activity schedule.
- Posts should maintain sight and sound supervision of youth.
- The work schedule should ensure staff are deployed to meet facility responsibilities on a consistent basis and in the most efficient manner possible.
- Direct-care assignment practices should be flexible enough to deploy staff, as needed in response to changing demands or unexpected events.
- Post responsibilities should be completed by personnel in the appropriate position classification.
- Staff deployment should be consistent with youth classification and placement practices.

The next step was to establish a shift relief factor, critical for accurately ascertaining staffing needs in that it identifies the number of full-time equivalent (FTE) positions it takes to fill a single post, by calculating the net annual work hours (NAWH) an employee is available to work on-post in a year.

Staffing analysis results. While each staff member is paid for 2,184 hours in a year, their actual availability for assignment is substantially less, given use of leave, such as vacation and sick days, as well as military, FMLA, and other benefit time. Likewise, in some cases, staff may be pulled away from post assignments for training and breaks. For example, as the Center’s primary direct care position, detention specialists are unavailable for assignment for, on average, 391.6 hours per year, which results in an NAWH of 1,792.4 hours, as follows in Table 3:

Table 3. Net Annual Work Hours (NAWH)

Detention Specialists	Hours
Total hours contracted per employee per year.	2,184.0
Avg Sick and Family Leave taken per year	(51.8)
Avg Vacation time taken per year	(55.8)
Avg Holiday/Furlough taken per year	(108.0)
Avg Comp time taken per year	(20.2)
Avg training time taken per year	(40.0)
Avg time to fill vacancies	(115.8)
Total hours off per year	(391.6)
Net Annual Work Hours	1,792.4

Moreover, PREA requirements dictate that “*each secure juvenile facility shall maintain staff ratios of a minimum of 1:8 during resident waking hours and 1:16 during resident sleeping hours, except during limited and discrete exigent circumstances, which shall be fully documented.*” (See Juvenile Facility Standards, 28 C.F.R. 115.313, Supervision and Monitoring.) To meet these requirements given the current housing arrangement, two

detention specialists are assigned to each of the three housing units between the hours of 6:00 AM and 10:00 PM, and one in each from 10:00 PM to 6:00 AM. In addition to these housing unit posts, the Center assigns detention specialists to Access Control, Intake, School Hallway, and Rover posts to provide complete security coverage in accordance with other operational requirements. Taking relief requirements into account, security staffing under the current operational model requires approximately 51 FTEs as shown below.

Table 4. Current Security Staffing

	Shift							
Post	1st Shift	2nd Shift	Other Shift	Hours per Shift	Annual Coverage Hours	Relief	NAWH	Required FTE
Security								
Shift Supervisor	1.0	1.0		12.0	8,766.0	N	1,792.4	4.0
Assistant Shift Supervisor	1.0	1.0		12.0	8,766.0	N	1,792.4	4.0
Access Control	1.0	1.0		12.0	8,766.0	Y	1,792.4	4.9
Access Control/ Search	1.0	1.0		12.0	8,766.0	Y	1,792.4	4.9
Housing Unit #1	2.0	1.3		12.0	14,463.9	Y	1,792.4	8.1
Housing Unit #2	2.0	1.3		12.0	14,463.9	Y	1,792.4	8.1
Housing Unit #3	2.0	1.3		12.0	14,463.9	Y	1,792.4	8.1
Intake Male			2.0	10.0	4,171.2	N		2.0
Intake Female			1.0	10.0	2,085.6	N		1.0
Floater/Escort	1.0	1.0		12.0	8,766.0	Y	1,792.4	4.9
School Hallway			1.0	6.0	1,564.2	Y	1,792.4	0.9
Total	11.0	8.9	4.0		95,042.7			50.8

With a total of 45 funded positions in the shift supervisor, assistant shift supervisor, and detention specialist categories, there is a difference between funded and required security staffing levels, attributable to the absence of a relief factor in developing current staff rosters. As a result, the facility must rely on one of three options to meet operational requirements: paying overtime, reallocating staff, or leaving posts vacant. The remaining staff components – Administration, Programs, and Operations – are determined by the workload associated with specific responsibilities that may be accomplished within an eight-hour shift. Moreover, because these positions are not security-related, they do not require relief.

Comparisons of JDC Facility Use Trends

The team conducted telephone interviews with four superintendents (of the eight originally invited) from other similar JDCs in Virginia, with the goal of identifying current facility use trends and comparing them with those at the Center. These superintendents, who all had extensive backgrounds in juvenile detention, juvenile justice and social services, were responsive, professional, and willing to share their experiences with declining youth populations in their respective facilities. Two also were current board members of the Virginia Juvenile Detention Association (VJDA) and indicated that this decline was indeed prevalent throughout the Commonwealth.

All of these superintendents reported that their facilities were not only consistently operating at 50 percent (or less) of their rated capacity, which is consistent with the Center's current bed utilization rate, but that the reduction in youth population has been a trend dating back to the early 2000s. Likewise, they all had experience operating or working in facilities when youth detention populations were at, or closer to rated capacity.

When questioned about potential reason(s) for the drop in numbers, several noted changes in admission or intake practices, such as the use of the standardized detention intake screening tool (DAI), as well as the implementation of the Juvenile Detention Alternative Initiative (JDAI) model. They also cited a general shift in societal and judicial philosophy around the role and appropriate use of juvenile detention. What's more, in referencing the

massive building surge in the late 1980s and early 1990s when detention populations spiked, one facility superintendent commented that his jurisdiction was in the process of building a smaller, more contemporary, and program-focused facility, designed to house fewer youth.

The superintendents interviewed by TMG revealed a number of the challenges their facilities currently face as the detention population declines. To begin with, youth who are detained are not only charged with more serious offenses, but also exhibit higher rates of chronic and acute mental health issues and aggressive behavior. Consequently, JDCs must make the case to maintain or even exceed current staffing levels to properly address the intense security and programmatic needs of this more challenging population. Likewise, staff are more likely to become “relaxed” or even “complacent” in the face of population reductions, which could lead to security lapses if not monitored and corrected.

The superintendents interviewed also expressed a growing need for additional mental health clinicians onsite to adequately address serious mental health issues, an observation shared during interviews with Center staff. Moreover, cost concerns associated with underutilization expressed by parent or funding agencies in some jurisdictions threaten to jeopardize the sustainability of facility operation.

At the same time, they pointed to a number of benefits associated with the reduction in population, which were cited in Center staff interviews, as well. Namely, staff have more time for productively engaging with youth, to provide mentoring, coaching and direct supervision, while also developing and implementing other, much-needed program options. They also have more opportunities to take part in professional development. In addition, both staff and youth experience less stress.

In terms of alternative revenue streams, all but one facility participates in DJJ programs that provide significant funding to underwrite post-dispositional programs, which make effective use of vacant bed space in facilities that house traditional pre-dispositional populations, as well. The Community Placement Program (CPP) is one such program. As

an alternative to commitment in a DJJ correctional facility, it enables youth to complete their commitment responsibilities while remaining in their home communities. The Central Admissions and Placement (CAP) program is another DJJ collaborative effort with local detention facilities, which serves as an admissions process to determine whether youth are placed in the local CAP program or in a DJJ correctional facility.

Interview participants also reported other post-dispositional programs that are provided at the local level, as alternatives to DJJ commitment, such as the Post-D (post dispositional) program, which enables the judge to order a youth to serve a specified period of time in detention as a dispositional option.

When discussing other cost containment strategies, interview participants noted the trend around freezing and/or eliminating some staff positions, while voluntarily leaving others unfilled, as the youth population declines – not at all surprising given that staff salaries comprise a major portion of any facility budget. They also referred to other strategies of lesser impact, such as reducing food costs and closing off unused space to lower utilities expense. On the other hand, they reiterated that most facilities, including the Center, continue advocating for adequate staffing levels to ensure appropriate supervision, security, and programming for youth in their care.

Overall, the superintendents interviewed confirmed that the Center is experiencing facility underutilization issues that are common to JDCs across the Commonwealth, as the result of its declining youth detention population. Likewise, its approach to dealing with this challenge is similar to that of other facilities, which may, in fact, result from having an active VJDA that empowers facility superintendents and staff to share mutual issues or concerns and identify effective solutions with other practitioners.

Other Operational Expenditures

Non-staffing expenditures, including medical services, food and clothing are largely a function of population size. The other primary area of expenditures is associated with maintenance and repair of the physical facility. After careful document review, TMG

determined that spending levels in both areas appeared appropriate and, thus, did not indicate the need for significant efficiencies.

Recent Cost Savings Initiatives

After interviewing the Center's management team and reviewing its operational policies, the TMG project team found that the facility has implemented the following cost containment measures over the past three years, to achieve greater efficiency:

- The Center had both a network administrator and an IT Company providing services for a combined cost that exceeded \$132,000 annually. When the network administrator resigned in 2018, the position was abolished, and management signed a more efficient contract for IT service provision that totals \$82,000 per year, thus saving the Center \$50,000.
- To better manage the supply costs, the Center implemented a more effective purchase requisition process. Previously, there had been no defined approval process for purchasing commodities and supplies. Some requests were approved by the accounting manager, others, by the procurement manager, and still others were charged to one of the more than seven corporate credit cards assigned to various staff. This process was not only convoluted, but also impossible to manage efficiently.
- The facility had seven corporate credit cards for use by designated staff; two of which could be checked out and used by any staff member. What's more, there was no defined approval process for making purchases with these cards, two of which had a \$50,000 purchasing limit. To better manage expenditures, Center management collected all cards, cancelled all but three of them, and reduced the spending limit on the only card used by facility staff (procurement) to \$15,000.
- The billing and accounting processes were changed to assign an object or expenditure code to each invoice that was then correlated with the Chart of Accounts, which up until then was not being fully used. In fact, the facility had previously paid bills out of and received payments to only one budget area called "Maintenance and Operation," with no clear tracking process. Consequently, this

change allowed the Center to accurately assign and monitor expenditures, a move that enabled management to more accurately forecast its budget.

- To efficiently manage food costs, the facility ended the practices of preparing separate lunch meals for staff and residents; began using disposable trays and flatware for residents on the housing units; and began using school lunch trays for residents in common meal areas.

Recommendations to Improve Efficiencies and Impact

On the basis of its comprehensive analysis, TMG offers the following recommendations for achieving additional cost-containment and facility use efficiencies.

- **Reassess the security staffing pattern.** As illustrated previously, the staffing analysis revealed that security staffing under the current operational model requires approximately 51 FTEs. However, given the current volume of admissions and movement, the facility can be managed with fewer posts. So, as shown in Table 5, by eliminating the Access Control/Search post on both day and night shifts and reducing the number of posts in Male Intake from 2 to 1, the Center can meet its security staffing requirements with the 45 FTEs currently funded.

Table 5. Recommended Security Staffing

	Shift							
Post	1st Shift	2nd Shift	Other Shift	Hours per Shift	Annual Coverage Hours	Relief	NAWH	Required FTE
Security								
Shift Supervisor	1.0	1.0		12.0	8,766.0	N	1,792.4	4.0
Assistant Shift Supervisor	1.0	1.0		12.0	8,766.0	N	1,792.4	4.0
Access Control	1.0	1.0		12.0	8,766.0	Y	1,792.4	4.9
Housing Unit #1	2.0	1.3		12.0	14,463.9	Y	1,792.4	8.1
Housing Unit #2	2.0	1.3		12.0	14,463.9	Y	1,792.4	8.1
Housing Unit #3	2.0	1.3		12.0	14,463.9	Y	1,792.4	8.1
Intake-Male			1.0	10.0	2,085.6	N		1.0
Intake-Female			1.0	10.0	2,085.6	N		1.0
Floater	1.0	1.0		12.0	8,766.0	Y	1,792.4	4.9

	Shift							
Post	1st Shift	2nd Shift	Other Shift	Hours per Shift	Annual Coverage Hours	Relief	NAWH	Required FTE
School Hallway			1.0	6.0	1,564.2	Y	1,792.4	0.9
Total	10.0	7.9	3.0		84,191.1			44.9

- **Reduce the staff by 6.5 FTEs.** While staffing in the areas of Administration, Programs, and Operations is generous - most likely because of substantially larger facility population levels in the past – the number of positions exceeds the Center’s current operational needs. Thus, based on the staffing analysis, we recommend the following actions which, given current salary and benefit levels will eliminate 6.5 FTEs (see Table 6 below) to reduce staff expenditures by an estimated \$537,530, or approximately 11 percent below projected FY 2020 expenditures.
 - Eliminate the deputy director position.
 - Consolidate the duties of the accounting manager and human resources manager into a business manager position.
 - Eliminate the part-time project coordinator position.
 - Eliminate the recreation and volunteer services coordinator position and reassign those duties to the director of programs.
 - Eliminate the records coordinator and assign those duties to the compliance manager.
 - Eliminate the program coordinator and assign those duties to the director of programs.
 - Consolidate the duties of the four case managers into two positions, reentry case manager and CPP case manager.

**Table 6. Current & Proposed Staffing in Administration,
Programs, and Operations**

	Current FTE	Proposed FTE	Difference
<i>Administration</i>			
Executive Director	1.0	1.0	
Deputy Director	1.0		(1.0)
Director of Operations/PREA	1.0	1.0	
Director of Programs	1.0	1.0	
Business Manager		1.0	1.0
Accounting Manager	1.0		(1.0)
Project Coordinator	0.5		(0.5)
HR Manager	1.0		(1.0)
HR Generalist	1.0	1.0	
Administrative Assistant	1.0	1.0	
<i>subtotal</i>	<i>8.5</i>	<i>6.0</i>	<i>(2.5)</i>
<i>Programs</i>			
Health Services Administrator	1.0	1.0	
LPN	1.0	1.0	
Recreation & Volunteers	1.0		(1.0)
Residential Unit Manager- Female		1.0	1.0
Clinician	1.0	1.0	
Records Manager	1.0		(1.0)
Program Coordinator	1.0		(1.0)
Reentry Case Manager	1.0	1.0	
New Beginnings Case Manager	1.0		(1.0)

	Current FTE	Proposed FTE	Difference
CPP Case Manager	1.0	1.0	
CAP Case Manager	1.0		(1.0)
<i>subtotal</i>	<i>10.0</i>	<i>6.0</i>	<i>(4.0)</i>
<i>Operations</i>			
Food Services Manager	1.0	1.0	
Lead Cook	1.0	1.0	
Food Service	3.0	3.0	
Compliance Manager	1.0	1.0	
Custodian	2.0	2.0	
Maintenance Services	1.0	1.0	
<i>subtotal</i>	<i>8.0</i>	<i>8.0</i>	
TOTAL	27.5	21.0	(6.5)

- **Calculate current cost savings.** To ensure that already-implemented cost-containment strategies are fully captured, Center management should calculate both projected and realized savings, and reduce the annual budget accordingly.
- **Upgrade the HR data system.** If the decision is made to maintain the Center in its current location, we recommend that the HR data system be modernized to capture all personnel data. This move will enable Center management to more accurately calculate the Net Annual Work Hours performed, thus providing a more efficient and effective way to track and adjust staffing patterns that have an impact on budget projections and expenditures.
- **Upgrade business office technology systems and modernize accounting practices to accommodate electronic billing and accounting.** Currently, invoices are randomly paid manually with paper checks causing late payments or over

payments on occasion. Upgrading the system and adopting modern accounting practices would be beneficial.

- **Analyze capital needs.** As with any such facility, the Center's physical plant will require continuous repair and maintenance to ensure ongoing safety and security for both the staff and the youth it serves, which will, in turn, have an impact on budget expenditures. Consequently, we recommend performing an analysis around the physical plant's short- and long-term capital needs (e.g., roofing, drainage, HVAC) to determine whether maintaining the facility in its current location will, in fact, be cost-effective.
- **Add an additional CPP program for male residents.** At the time of the site visit, there was a vacant 14-bed unit in the secure area of the facility that could easily be converted and utilized for a CPP program designed to serve up to 14 youth in the region. Similar to the current program for female residents, this program would be funded through a contract with DJJ to cover any additional staff necessary to implement this program. This recommendation is in line with a current proposal the Center has advanced to DJJ for further exploration and discussion.
- **Fully utilize all areas of the facility for the benefit of the participating jurisdictions.** At the current time, "Unit 7," which is located in the non-secured area on the first floor of the facility, is not used for any programmatic purpose. This space has a common area as well as ten individual rooms that could serve clients in need of services. This space could be converted to a secure area to house an additional CPP or another program.

In addition to these recommendations, TMG suggests that the jurisdictions served by the Center engage in a process to determine the best use of the unused space that will serve to enhance the safety and well-being of the at-risk youth they serve.

Conclusion

Based on TMG's analysis, the Center exhibits any number of significant strengths, from its exceptional leadership, quality programming, and staff commitment, to its convenient location, therapeutic environment, and effective intake and disposition process. Moreover,

its consistent drop in census has provided staff with far more time to engage productively with the youth they serve, while also participating in much-needed professional development. Likewise, both staff and residents have experienced less stress overall. At the same time, the Center is dealing with fiscal and staffing challenges that appear pervasive throughout the Commonwealth's juvenile justice system, many of which stem from a continuous decline in the detention population that began in earnest more than a decade ago, in response to a shift in Virginia's policy, practice, and philosophy. Yet while its leadership has implemented a variety of cost containment strategies, our analysis revealed other staffing and facility use measures the Center can adopt to remain cost-effective *without* compromising its service quality.

Appendix A – Site Visit Agenda – September 17-19, 2019

Northern Virginia Juvenile Detention Center
200 S. Whiting Street, Alexandria, VA 22304

September 17-19, 2019
On-Site Agenda

Tuesday, September 17, 2019

8:30am	TMG Team Arrives the Facility
8:45am – 9:30am	Meet with Facility Leadership
9:30am – 11:00am	Facility Tour
11:15 am – 12:00pm	Interview Program Staff – Day 1
11:15 am – 12:00pm	Interview Executive Director
12:00pm – 1:00pm	<i>Lunch</i>
1:00pm – 2:00pm	Document Review
1:00pm – 4:30pm	Interviews with Alexandria Judges, Public Defender, and Police Chief
1:15pm – 4:45pm	Staffing Analysis (security staff)
2:00pm – 2:45pm	Youth Focus Group 1
3:00pm – 3:45pm	Youth Focus Group 2
4:00pm – 4:45pm	Staff Focus Group 1
5:00pm	Team Departs Facility

Wednesday, September 18, 2019

8:30am	TMG Team Arrives at Facility
8:45am-9:30am	Staff Focus Group 2
8:45am-9:30am	Interview Program Staff - Day 2

8:45am – 10:45am	Staffing Analysis (security staff contd.)
9:45am – 12:00pm	Key Stakeholder Telephone Interviews
10:00am – 10:30am	Alexandria Sheriff Interview
10:45am – 12:00pm	Staffing Analysis (non-security staff)
12:00pm – 1:00pm	<i>Lunch</i>
1:15pm – 4:45pm	Staffing Analysis (non-security staff contd.)
1:15pm – 4:30pm	Arlington/Falls Church Judges, Prosecutor, Public Defender, and Law Enforcement
4:00pm – 4:45pm	Staff Focus Group 3
5:00pm	Team 1 Departs the Facility
6:00pm – 7:00pm	Family Focus Group
6:30pm – 7:15pm	Second Shift Staff Focus Group
7:15pm – 7:30pm	Team 2 Departs the Facility

Thursday, September 19, 2019

8:30am	TMG Team Arrives at Facility
8:45am – 9:30 am	Staff Focus Group
8:45am – 12:00pm	Additional Key Stakeholder Telephone Interviews
10:30 – 11:00am	Alexandria Public Defender Interview
12:00pm – 1:00pm	<i>Lunch</i>
1:15pm – 2:00pm	Final Key Stakeholder Focus Groups or In-person or Telephone Interviews
2:00pm – 2:45pm	TMG Team Debrief Prep
2:45pm – 3:45pm	TMG Team Debriefs Facility Leadership
4:00pm	Team Departs Facility



THE MOSS GROUP, INC.

Experienced Practitioners Committed to Excellence in Correctional Practice

City of Alexandria, Arlington County, and City of Falls Church

**Cost Benefit Analysis of the Use of Northern Virginia Juvenile
Detention Center and Alternatives, RFP 803**
*Evaluation of the Potential for Further Regionalization
of Juvenile Detention Services
December 2019*

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Executive Summary

Context and Objective

In July 2019, The Moss Group, Inc. (TMG), a criminal justice consulting firm, entered into a contract with the City of Alexandria (VA) to conduct an independent cost benefit analysis of the Northern Virginia Juvenile Detention Center (NVJDC or Center), which serves Arlington County and the Cities of Alexandria and Falls Church, under the leadership of a five-member Juvenile Detention Commission. This report is one of six completed for the analysis; readers should review all six reports for proper context.

Opened in 1958, the Center is a secure facility and one of 24 juvenile detention centers (JDCs) in the Commonwealth of Virginia, with program and service offerings that include care and custody, education, recreation, medical services, emergency psychiatric intervention, and visitation. Moreover, the Virginia Department of Juvenile Justice (DJJ) provides funding for two programs: Central Admissions and Placement (CAP) and the Community Placement Program (CPP). These programs incorporate an evidence-based, trauma-focused treatment component, consistent with research-informed practices proven to support successful outcomes, both during and following detention.

As is the case both nationwide and throughout the Commonwealth of Virginia, the juvenile detention population has declined significantly over the past decade. Consequently, the City of Alexandria contracted TMG to complete a cost benefit analysis, with which to determine the better of two options currently under consideration: 1) to identify cost-containment strategies that enable the Center to remain open under the existing arrangement; or 2) enter into a regional agreement with other jurisdictions (e.g., Fairfax County or Prince William County). This section of the report describes cost-containment strategies and recommendations and summarizes an evaluation of the potential for further regionalization of juvenile detention services with existing jurisdictions (e.g., Prince William County, Loudoun County, and Fairfax County); describes the impact of relocation on youth, families, communities, and stakeholders; and outlines consensus around stated recommendations.

Evaluation Methodology

In conducting this evaluation, TMG used such standard data collection methods as direct observation, stakeholder feedback (from focus groups, community surveys, public meetings,

and individual interviews), document review, and best practice research, to produce a comparative financial and service delivery analysis. TMG did not, however, conduct a programmatic or cultural assessment. Service delivery and programs were one of several elements considered as part of the cost benefit analysis. Thus, while the analysis makes recommendations for consideration based on observed and reported program availability and utilization, it is important to distinguish that TMG did not evaluate their efficacy, outcomes or quality of services offered or facility culture. As part of this assessment, TMG completed the following steps:

- Reviewed and analyzed both actual expenditures and facility utilization (number of childcare days), to calculate a cost per diem for the Center, as well as for other regional options under consideration.
- Used cost data to compare current and projected future use/cost associated with each of these options.
- Examined other qualitative factors, including proximity to family; continuity of services; and facility environment.
- Assessed the cost and service delivery impact that regionalization would most likely have on youth and families, communities and key stakeholders.

Summary of Findings

- **Juvenile Detention Centers in nearby counties are not plausible options for future regionalization.** Prince William County and Loudoun County centers were eliminated as options for regionalization resulting from infrastructure and capacity issues. The Fairfax County Juvenile Detention Center is a viable option, but county leadership has indicated they do not wish to provide detention services to the three jurisdictions. Fairfax JDC has the bed capacity; a contemporary structure; “school-like” environment; evidence-based programming; and an operational philosophy that appears to follow best practices for juvenile detention.¹
- **Relocating youth to another facility would also create a number of challenges.** Travel distance and limited transportation options would present significant financial and scheduling hardships for some families and service providers, which would have a negative impact on such important success factors as family engagement and continuity

¹ A review of best practices is provided in the Task B report: Analysis of National, State, and Local Best Practices Related to Juvenile Justice and Incarceration.

of services. What's more, the three jurisdictions and other regional entities that contract for services at the NVJDC would likely lose some degree of autonomy over the services provided, particularly with respect to educational and therapeutic programs. And finally, contract rates may change over time, which may increase the cost of service for relocated youth currently detained at the NVJDC.

- **The NVJDC can operate more efficiently if it implements suggested facility use and cost containment strategies.** For the most part, community stakeholders provided positive feedback about the Center and the impact it has on the youth it serves and their families, particularly with respect to its effective operation; dedicated leadership; experienced staff; and close proximity to families, public transportation, courts, schools, and service providers. Some community members expressed concerns about the Center's lack of a "normalized" environment.² However, there seemed to be significant consensus around keeping this facility open by repurposing unused space for much-needed, community-based programs and services, which would, in turn, achieve cost-containment efficiencies and generate additional revenue. In fact, stakeholders offered a variety of suggestions for unused space, the most popular of which were mental health treatment and youth mentoring programs.

Recommendations

After careful investigation, based on expert observation, stakeholder feedback, staffing analysis, and cost calculations, the TMG team concludes there are no plausible nearby juvenile detention centers for further regionalization. The NVJDC could operate more efficiently and reduce costs, by considering the following recommendations:

- Implement the recommended staffing plan previously outlined in the Task C report and establish a policy for reviewing, refining, and approving changes to it, as needed.
- Continue to investigate and seek funding for physical plant enhancements and improvements that would further "normalize" the facility and make it more conducive for alternative programming.
- Consider locating a mental health crisis/respite unit for youth and families, in the unused facility space.

² Normalization mean a detention facility is organized in such a way that the living conditions within the facility resemble the conditions of living in the community.

- Continue partnering with DJJ to enhance services for area youth, such as a CPP for boys' program, which would more fully utilize the Center and offset costs associated with vacant beds.

Introduction

In July 2019, The Moss Group, Inc. (TMG), a criminal justice consulting firm, entered into a contract with the City of Alexandria (VA) to conduct an independent cost benefit analysis of the Northern Virginia Juvenile Detention Center (Center), which serves Arlington County and the Cities of Alexandria and Falls Church, under the leadership of a five-member Juvenile Detention Commission. Opened in 1958, the Center is a secure facility and one of 24 juvenile detention centers (JDCs) in the Commonwealth of Virginia. It offers a variety of programs and services, including care and custody, education, recreation, medical services, emergency psychiatric intervention, and visitation.

The Center also receives funding for two programs – Central Admissions and Placement (CAP) and the Community Placement Program (CPP) – from the Virginia Department of Juvenile Justice (DJJ), in fulfilling its mission to protect the public by helping court-involved youth become successful, productive citizens. In 2014, DJJ also commissioned a study, in collaboration with the Annie E. Casey Foundation, to explore the use and performance of the department's full range of services, including juvenile correctional centers (JCCs), with the goal of implementing a transformation plan designed to promote success and reduce recidivism rates among these youth.

Data provided by DJJ indicated 150 unique individuals were detained at NVJDC in Fiscal Year 2019; 56.7 percent were African American, 38.7 percent were Caucasian, and 4.6 percent were Other/Unknown. Additionally, 30.7 percent were Hispanic, 30.7 percent were Non-Hispanic, and 38.6 percent were Unknown/Missing. Seventy-two percent were males and 28 percent were females. Some juveniles detained at NVJDC were detained on multiple occasions, resulting in 223 detainments. The average age at detainment was 15.9 years. The most common offenses for which juveniles were detained in FY 2019 were Probation Violation (20.6 percent), Contempt of Court (17.5 percent), Robbery (13.5 percent), Assault (9.4 percent), Larceny (7.6 percent) and Narcotics (7.2 percent).

As is the case both nationwide and throughout the Commonwealth of Virginia, the juvenile detention population has declined significantly over the past decade, resulting from fewer arrests, more community-based diversionary alternatives, and a shift in philosophy when it comes to the role and appropriate use of juvenile detention and the ultimate goal of positive outcomes for youth. Consequently, the City of Alexandria on behalf of the three jurisdictions, contracted TMG to complete a cost benefit analysis, with which to determine the better of two options currently under consideration: 1) to identify cost-containment strategies that enable the Center to remain open under the existing arrangement; or 2) close the Center and enter into a regional agreement with other jurisdictions (e.g., Fairfax County or Prince William County).

Thus far, TMG has compiled and analyzed historical documents related to the Center's structure, operation, and ownership/control of assets; provided an assessment of national, state, and local best practices related to juvenile justice and detention; elicited stakeholder input; and conducted an in-depth, multi-part analysis of the Center's current state of operation. This report, produced in line with Task D as specified under the contract's Scope of Work, summarizes TMG's findings with respect to the potential for further regionalization of juvenile detention services with existing jurisdictions. As such, it evaluates and compares the projected costs of regionalization; examines the impact it is likely to have on youth and families, communities and stakeholders (e.g. court operations, probation services, law enforcement, schools, and program service providers); and furnishes recommendations based on both quantitative and qualitative data.

Context for Evaluation

Trends in Detention Policy, Practice, and Programs

The past 20 years has seen a growing movement toward alternatives to juvenile detention and confinement and away from large facilities often located far from family and community. This shift in policy and practice can be attributed to a variety of factors, most notably the decline in the juvenile offending and detained population; technological advancements and research into adolescent development; and the growth and expansion of evidence-based programs and practices that guide positive outcomes for youth.

Between 2001 and 2013, there was a 53% decline in youth incarceration, as well as a significant decrease in the number of juveniles being held in large facilities.^{3,4} For example, while in 2000, 51% percent of youthful offenders were confined in large facilities, this percentage fell to 25% in 2016,^{5,6} as the result of not only housing youth in other, smaller locations, but also closing larger facilities in many parts of the United States. In fact, between 2002 and 2012, there was a 33% decline in the number of juvenile facilities nationwide, with larger facilities accounting for the majority of these closures.⁷

Although the number of facilities holding fewer than 100 juveniles declined by 21%, those housing 101 to 200 juveniles declined by 51% and those holding 200 or more, by 66%.⁸ So, while in 2006, 24% of youthful offenders were held in large detention facilities, that number had dropped to 8% by 2016.⁹ Moreover, for the first time in many years more youthful offenders are being held in local rather than state facilities, yet further evidence that the landscape of juvenile incarceration continues to change.¹⁰

This decline in the number of both youthful offenders and those incarcerated is due in large part to reform efforts such as the Juvenile Detention Alternatives Initiative (JDAI). Launched as a pilot program in the early 1990s and now implemented in multiple jurisdictions across the country, the JDAI is designed to reduce reliance on secure confinement for court-involved youth by promoting evidence-based alternatives to traditional detention.

Grounded in research on adolescent development, it provides a risk assessment process for identifying those youth for whom detention is most appropriate, as well as recommending effective programming according to individual need. This approach to screening and assessment, using such research-validated tools as the Youth Assessment and Screening Instrument, not only helps address the immediate housing and programming needs for the

³ The PEW Charitable Trusts. (November 2015). *Juvenile Commitment Rate Drops 53%*. Washington. Accessed December 2019: <https://www.pewtrusts.org/en/research-and-analysis/data-visualizations/2015/juvenile-commitment-rate-drops-53-percent>

⁴ Large facilities are defined as holding 100 or more juveniles. Washington, DC.

⁵ Puzzanchera, C., Hockenberry, S., Sladky, T.J., and Kang, W. (2018). *Juvenile Residential Facility Census Databook*. Accessed December 2019: <https://www.ojjdp.gov/ojstatbb/jr/cdb/>

⁶ Among youth who are committed to state custody, the percentage held in facilities with more than 200 beds shrunk from 52 percent to 18 percent between 2001 and 2013 (Sickmund et al., 2015).

⁷ Hockenberry, S. and Sladky, A. (December 2018). *Juvenile Justice Statistics: Juvenile Residential Facility Census 2016: Selected Findings*. Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention: Washington, DC.

⁸ Ibid 5. Hockenberry, S. and Sladky, A. (2018).

⁹ Ibid

¹⁰ Ibid

most high-risk youth, it also helps avoid over-treating and exacerbating the problem behaviors of low-risk youth.

Neuroscience research reveals that adolescent brains are different from those of adults when it comes to decision-making and problem-solving, in that adolescents are more likely to act impulsively and engage in dangerous or risky behavior. What's more, psychosocial research has shown how an adolescent's social context – which includes school, family, and peers – serves as a pivotal component in healthy development.¹¹ As these factors have also been linked to reoffending, this field of study has provided a roadmap for developing a new wave of interventions and programs for youthful offenders.¹²

For example, research has demonstrated the vital role parents play in the healthy psychological and social development of youth. As a result, it is not surprising that a growing number of evidence-based programs, such as Multisystemic Therapy, Functional Family Therapy, and Multidimensional Treatment Foster Care, incorporate parental involvement or parental-like role models as key components. In fact, given that all of these programs have proven effective in strengthening the parent-child relationship and improving school and vocational functioning, while also reducing risky behaviors and recidivism,¹³ many juvenile justice systems now recognize the value of community placement as close to family members as possible, whenever feasible.¹⁴

Developmental research also points to the role of peers in adolescent development, or more specifically the negative influence of antisocial peers on incarcerated youth, particularly in large juvenile facilities far from home. Indeed, studies show that these distant facilities create environments where juveniles may form strong relationships with antisocial peers as a

¹¹ Bonnie, R.J., Johnson, R.L., Chemers, B.M., and Schuck, J. (Eds.). (2013). *Reforming Juvenile Justice: A Developmental Approach*. Washington, DC: The National Academies Press, Committee on Law and Justice, Division of Behavioral and Social Sciences and Education.

¹² Bronfenbrenner, U., and Morris, P. (1998). The ecology of developmental processes. In W. Damon (Ed.), *Handbook of Child Psychology* (5th ed., pp. 993-1028). New York: John Wiley & Sons. Chung, H.L., Little, M., and Steinberg, L. (2005). The transition to adulthood for adolescence in the juvenile justice system: A developmental perspective. In W. Osgood, M. Foster, C. Flanagan, and G. Ruth (Eds.), *On Your Own Without a Net: The Transition to Adulthood for Vulnerable Populations* (pp. 68-91). Chicago, IL: University of Chicago Press.

¹³ See Model Program Website for the outcome evaluation findings for these and other evidence-based programs associated with youthful offenders: <https://www.ojjdp.gov/MPG/Program>.

¹⁴ Barnoski, R.P. (2004). *Outcome Evaluation of Washington State's Research-based Programs for Juvenile Offenders*. Olympia: Washington State Institute for Public Policy. Greenwood, P. (2006). *Changing Lives: Delinquency Prevention as Crime Control Policy*. Chicago, IL: University of Chicago Press.

replacement for family members,¹⁵ yet another reason to house youthful offenders as close as possible to home and family. And finally, community placement ensures a smoother transition from incarceration to aftercare, a vital component in successful family and school reentry.

In further underscoring this scientific research, a committee of juvenile justice experts empaneled by the National Research Council in 2013 concluded that large, distant facilities were not only disruptive, but also failed to provide youthful offenders with the therapeutic interventions they needed. Likewise, they fell far short of reducing future offending. In light of these findings, this committee recommended that every attempt should be made to confine youthful offenders in smaller facilities closer to home, where programs can be tailored to their multi-dimensional needs.¹⁶ It also articulated a set of principles divided into three areas, one of which was preventing re-offense, as follows:

- Use structured risk/needs assessment instruments to identify low-risk youth who can be handled less formally in community-based settings, to match youth with specialized treatment, and to target more intensive and expensive interventions on high-risk youth.
- Use clearly specified interventions rooted in knowledge about adolescent development and tailored to the particular adolescent's needs and social environment.
- Engage the adolescent's family as much as possible and draw on neighborhood resources to foster positive activities, prosocial development, and law-abiding behavior.
- Eliminate interventions that rigorous evaluation research has shown to be ineffective or harmful.
- Keep accurate data on the type and intensity of interventions provided and the results achieved.¹⁷

Measuring "Success" in Juvenile Detention

Of course, while preventing or reducing recidivism among youth has long been and will continue to be a key objective of the juvenile justice system, the factors that may contribute to or influence offending behaviors are complex. Consequently, when evaluating the effectiveness of a program or intervention, reoffending behaviors may not serve as the best measure of success. Perhaps the two most progressive policy reforms of recent years are the drive for evidence-based practice, which focuses on effective treatments, services, and

¹⁵ Ibid. Bonnie et al. "Reforming Juvenile Justice."

¹⁶ Ibid. Bonnie et al. "Reforming Juvenile Justice."

¹⁷ Ibid. Bonnie et al. "Reforming Juvenile Justice."10-11.

supports for children and families, and the effort to establish systems of care to address the infrastructure of funding and linkages between services and programs. These themes have been embraced in educational, mental health, and child welfare services policy reforms, as well as in juvenile justice systems.¹⁸

To determine whether a program, practice, or policy is having the intended impact, stakeholders must identify, collect, and track key performance metrics, which serve as the foundation for monitoring the progress and measuring the outcomes of activities selected to meet identified objectives over a specified period of time. With respect to juvenile detention facilities, these metrics can cover a broad range of variables, from resource efficiency and staff effectiveness, to program offerings and family engagement. What's more, looking beyond the closed environment of the detention facility, key performance metrics can also include successful school and community reentry that leads to academic attainment and gainful employment. But the ultimate goal is to assess the positive impact these variables have on the juveniles served. Assessment of individual program outcomes is beyond the scope of this study. However, when programs were known to be grounded in research, we refer to such programs as evidence based. Assessment of individual program outcomes is beyond the scope of this report.

Although recidivism – re-arrest, re-adjudication as a delinquent, or re-incarceration – has long been considered the key indicator of success for juvenile offenders, it also has its limitations.¹⁹ In fact, it can be a problematic measure for a couple of reasons. First, research has shown that given brain development in adolescents and young adults, these youth are more likely to engage in impulsive, short-sighted, risk taking behavior and less likely to consider the immediate or long-term consequences.

Likewise, those who come into frequent contact with the juvenile justice system tend to have complex, multi-dimensional, long-term needs, which may be related to family factors like neglect; educational factors like learning disabilities; and/or behavioral health factors like

¹⁸ Dilulio, J.J. (1993). Rethinking the Criminal Justice: Toward a New Paradigm. In *Performance Measures for the Criminal Justice System*. Bureau of Justice Statistic and Princeton University: US Department of Justice. Boone, H.N., and Fulton, B. (1995) *Results-Driven Management: Implementing Performance-Based Measures in Community Correction*. Washington, DC.

¹⁹ Dilulio, J.J. (1993). Rethinking the Criminal Justice: Toward a New Paradigm. In *Performance Measures for the Criminal Justice System*. Bureau of Justice Statistic and Princeton University: US Department of Justice. Boone, H.N., and Fulton, B. (1995) *Results-Driven Management: Implementing Performance-Based Measures in Community Correction*. Washington, DC.

trauma, victimization, mental illness, or substance use disorders. So, to be fully effective, program offerings must be intensive, long-term, and multi-dimensional. Yet while there are certainly evidence-based programs that address a multitude of needs, their impact is typically a function of time in the program, which is difficult to ensure, given that most youthful offenders spend relatively short stints in detention.

As a result, while administrators may recognize the value of various programs and interventions, they must also prioritize short-term needs like stabilization, safety, security, and structure. In turn, youth who participate in some of the more effective programs may not be involved long enough to make the changes necessary to reduce the odds of re-offending. And by focusing on recidivism as the sole measure of success, we overlook other immediate or short-term changes that serve as the critical building blocks in achieving other positive, long-term outcomes that are more challenging and time-intensive – such as high school graduation or employment.

Potential Options for and Impact of Future Regionalization

Evaluation Approach

In assessing potential options for future regionalization, TMG convened a group of experts in operational costs, facilities management, and juvenile justice. Using such standard data collection methods as direct observation, stakeholder feedback (from focus groups, community surveys, public meetings, and individual interviews), document review, and best practice research, this group produced a financial and service delivery analysis, as follows:

- Reviewed and analyzed both actual expenditures and facility utilization (number of childcare days), to produce a cost per diem for the Center, as well as for other regional options under consideration.
- Used cost data to compare current costs associated with each of these options.
- Examined other qualitative factors, including proximity to family; continuity of services; and facility environment.
- Assessed the cost and service delivery impact that regionalization would most likely have on youth and families, communities and key stakeholders (e.g. court operations, probation services, law enforcement, schools, and program service providers).

Cost Comparison

Per Diem Cost

The most common metric used to compare the relative cost efficiency of juvenile detention facility operations is the average cost per day per resident, or the *per diem* cost. In its simplest form, this calculation is produced by dividing the total operational cost of a detention center for a given fiscal year by the number of resident days recorded during that period. Another way to express it is to divide the annual operational expenditures of a detention center by the average daily resident population for that year.²⁰

To develop a per diem cost for the NVJDC, actual facility expenditures reported by the Center for Fiscal Year 2019 were used, which totaled \$5,559,950, as summarized below.

Table 1: FY 2019 Northern Virginia Juvenile Detention Center Expenditures

Budget Item	FY19 Spending
Salaries	\$ 3,480,415
Relief Salaries	\$ 10,000
FICA	\$ 266,252
VRS	\$ 184,114
Hospital/Medical/Dental/Life Insurance	\$ 620,271
Miscellaneous Benefits (Workers' Comp, etc.)	\$ 77,232
Insurance	\$ 23,395
Building Operations	\$ 53,000
Psychiatric Consultant	\$ 30,000
Autos	\$ 2,794
Training	\$ 45,000
Legal Fees	\$ 11,200
Contractual Services	\$ 155,000
Commission Miscellaneous	\$ 14,500
Maintenance and Operation Expenses	\$ 586,777
TOTAL	\$ 5,559,950

Source: Northern Virginia Juvenile Detention Center

During FY 2019, the NVJDC reported a total of 6,803 childcare days provided. Accordingly, the per diem cost for a child housed at the facility in FY 2019 was \$817.28, as follows: $\$5,559,950 \div 6,803 = \817.28 .

To furnish some context for evaluating this data, the TMG team contacted 15 juvenile detention centers in Virginia for information on their per diem spending levels. We received responses from six of them, with four providing supporting documentation for their per diem rate

²⁰ National Juvenile Justice Network, *How to Determine the Average Costs of Detaining a Youth*, May 2013, Washington, DC.

calculations (Chesterfield, Fairfax, Merrimac, and Roanoke Valley). We also received data from the Virginia Department of Juvenile Justice.

The documentation provided for all these facilities is the FY 2018 Annual Expenditure Report which each facility submitted to DJJ last year. This is a standardized report which uses DJJ-established definitions for reporting and classification of expenditure data. Although DJJ does not audit these reports for accuracy and consistency, they provide the best available common data set for comparison of detention center spending in Virginia.

The following table summarizes the data reported:

Table 2: Virginia Juvenile Detention Center Per Diem Comparison

	FY 2018 Cost Per Day	ADP	Capacity	Utilization	Staff Expenses Per Resident
Roanoke Valley	\$ 412.15	19.05	81	23.5%	\$ 150,429
Chesterfield	\$ 472.99	24.21	90	26.9%	\$ 147,186
Merrimac	\$ 530.35	23.01	48	47.9%	\$ 156,717
NVJDC	\$ 853.40	21.51	70	30.7%	\$ 249,751
Fairfax	\$ 889.43	30.62	121	25.3%	\$ 294,622

Roanoke Valley, Chesterfield, and Merrimac all have per diem rates that appear substantially lower than that of the NVJDC and Fairfax. Population levels and utilization rates at these facilities were roughly comparable, with the exception of Merrimac, which reported a much higher utilization level. On the other hand, average spending on staff salary and benefits per resident is much higher for the NVJDC and Fairfax than for the other three centers, which could be attributed to differences in security staffing requirements, programs offered, compensation levels, and/or organizational structure. But it is certainly apparent that staff spending accounts for most of the higher per diem cost reported by the NVJDC and Fairfax.

Methodology for Calculating Cost Per Diem

As noted above, the data provided by the jurisdictions in support of their stated cost per day per resident are essentially self-reported summaries of operating expenditures, which provides a common basis for comparison, but should not be considered a definitive assessment of actual costs. Although the DJJ Annual Expenditure Report format for reporting is consistent and well-defined, when evaluating these data, there are nuances to consider with respect to accounting and reporting different types of operating expenditures, as follows:

- **Medical.** Jurisdictions sometimes vary in their methods for reporting medical costs. In some cases, county-run facilities have medical or mental health services provided by an external agency such as a public hospital or local public health department, while other facilities may cover all medical and mental health costs within their own operating budget.
- **Overhead.** The amount of government administrative costs allocated as overhead to a county-operated facility can be a significant cost component depending upon the accounting approach used to establish these costs and whether they are included in operational expenditure reports.
- **Support Functions.** Facilities may have significant support or back office functions provided by external agencies that are not included as expenses in calculating per diem costs. For example, facility maintenance is sometimes provided by an agency responsible for maintaining all county agencies. Moreover, food service may in some cases be furnished by a local jail. Back office functions such as human resource management, accounting, and procurement often reside in external agencies, and will, therefore not show up in reported facility spending. Likewise, in some jurisdictions, expenditures for staff health and retirement benefits may be made by a central county agency and not included in daily operating expense.

Given these variations in expenditure reporting, it is difficult to attain a perfect “apples-to-apples” comparison of facility per diem costs, which is why although useful, the reported data should be interpreted with some caution. For the purposes of this analysis, the data used does, in fact, appear comparable. But it should be noted that detailed accounting records underlying these reported rates were not available, and an independent examination of the operating costs accounting in each of these jurisdictions is beyond the scope of this initiative.

Qualitative Factors to Consider

Although cost is certainly the key quantitative measure, there are other qualitative factors that must be considered before making an important decision like closing a detention facility and relocating those in need of services to another jurisdiction. Indeed, to be good stewards of the public trust, policy and decision makers need to have all the available knowledge, with which to make the best possible choices for their communities. And if the decision to close the NVJDC were based solely on cost avoidance factors, it would be an easy one to make. However, this is a complex issue that cannot be fully determined with a one-dimensional analysis. That being

said, TMG believes that a multi-faceted evaluation must include the following qualitative factors related to youthful offenders and their ultimate success, both during and after detention:

- **Proximity to Family.** In evaluating relocation options, it is essential to contemplate the facility's proximity to a youth's family. As indicated in the discussion of best practices, parental involvement in and engagement with every aspect of the detention experience is critical to a youth's ultimate success. But closing the Center and moving youth to facilities outside the current jurisdiction would create an additional challenge for some local families, given travel distance and the lack of easily accessible public transportation. Distance may be considered a matter of equity for families impacted.
- **Continuity of Services.** Like family involvement, the quality, duration and accessibility of much-needed services throughout and beyond detention can have a significant impact on a youthful offender's long-term health and wellbeing. Relocation to another jurisdiction that may be farther from home communities, however, would likely make it difficult for some care providers to maintain service continuity for youth who reside in the City of Falls Church, the City of Alexandria, and Arlington County. For example, because youth from the City of Alexandria would theoretically receive educational services from a neighboring county system, they may have a difficult time transitioning back to their home community schools. The same goes for treatment providers who live and work in the current jurisdiction, given identified travel and transportation challenges.
- **Facility Environment.** Facility design, supervision, and operational philosophy also play a major role in the physical, social, and psychological impact of detention. In fact, the shift to community-based, family-involved, and treatment-focused detention requires an environment that is more child-centered and home-like or "normalized," while also safe, secure, and flexible enough to allow a wide range of services (including recreation). As such, environmental factors to consider include size and location; staff training; disciplinary and grievance procedures; housing and recreational spaces; noise levels; family engagement practices; activities of daily living; and décor (e.g. colorful and bright rather than monochromatic and dark).
- **Gender Responsiveness.** Females who enter the juvenile justice system have different needs and experiences, risk and protective factors than their male counterparts. So, in meeting the physical, psychological, and emotional safety needs of

the Center's female residents, its programs and services – specifically the CPP and Girls Circle – are gender-responsive, in that they are strengths-based, trauma-informed, and highly relational. The Center has also made it a priority to employ staff who understand and are sensitive to the unique socialization needs and general attributes of these young women, while trained in promoting healthy attitudes and behaviors, responsible decision-making, and self-reliance.

A Note About Falls Church

The following sections of the report summarize community perspectives obtained through interviews, focus groups, public meetings and a survey. Readers should note the City of Falls Church is unique in comparison to the City of Alexandria and Arlington County for several reasons. First, Falls Church doesn't place juveniles in NVJDC very often; the average annual number of childcare days for FY 2017 through 2019 was only 90 days per year. Second, the City of Falls Church already contracts for services from both Arlington *and* Fairfax Counties. For example, some public safety and judicial services are provided by Arlington County and child welfare services are provided by Fairfax County. Perhaps most importantly, the City of Falls Church is centrally located between the Northern Virginia Juvenile Detention Center and the Fairfax County Juvenile Detention Center.

The factors described above may contribute to the low turnout for the public meeting in Falls Church; account for only 3.5 percent of all survey respondents identifying as Falls Church residents; and explain why interviews with stakeholders from the City of Falls Church generally indicated such stakeholders have little familiarity with the City's relationship with NVJDC. Given these dynamics, readers should recognize the information provided in *Stakeholder and Community Perspectives* below is more representative of the City of Alexandria and Arlington County than the City of Falls Church.

Stakeholder and Community Perspectives

TMG summarized its facility assessment process in an earlier report detailing Center operations and efficiencies. Grounded in research and evidence-based best practices, this process includes qualitative and quantitative data collection, using a variety of standard evaluation techniques, proven to ensure active engagement and honest input from stakeholders directly involved with; communities affected by; and youth and families served by the Center. With that in mind, the TMG team conducted in-person and telephone interviews

and focus groups with Center staff, stakeholders, and youth and their families; established an online survey with which to collect public feedback; and hosted a series of community meetings. We then used this input to inform the decision-making process and support the team's subsequent recommendations.

Each of these data gathering activities was designed to elicit feedback around: 1) the Center's current state of operation; 2) the potential impact of transferring Center services to another nearby facility (e.g. Fairfax County or Prince William County); and 3) recommendations for using the Center's unused space more efficiently and constructively. Upon analyzing all of the information, a number of common themes emerged, as summarized below. If the Center were to close, respondents suggested:

- Repurpose the facility to provide other services to justice-involved youth.
- Relocate detained youth to another nearby facility not farther away than Fairfax County.
- Sell the land and reinvest in providing community-based services to both justice-involved and non-justice involved youth.
- Eliminate juvenile detention altogether.

If the Center remains open, respondents suggested:

- Designate the unused space for other programs and services to include mental health services and youth-focused, community-based alternatives, including recreational programs.
- Update or retrofit its infrastructure.

Stakeholder Perspectives

In September 2019, TMG conducted in-person interviews with approximately 60 Center staff members; hosted four staff focus groups, two youth focus groups, and one family focus group; and conducted interviews with 23 stakeholders to include judges, prosecutors and defense attorneys, law enforcement, behavioral and human service providers, educators, court services and juvenile justice representatives, and elected officials. Results from their feedback are detailed below.

- **Reasons to keep the Center open.** For the most part, stakeholders felt the Center was of great value to the local community given its effective operation; dedicated leadership and experienced staff; and close proximity to families, public transportation, courts,

schools, and service providers. Youth detained at the Center expressed their desire to be housed closer to their homes because it is easier for their families to visit given there are numerous transportation options available.

- **Impact on the community should the Center close.** All but one stakeholder strongly opposed closing the Center and moving youth to another detention facility, given the transportation hardships that decision would create for service providers traveling with youth to and from court hearings, or providing in-person services. Moreover, relocating youth may make it more difficult and/or expensive for families to visit or be otherwise engaged with youth during their detention.
- **Maintaining the Center and repurposing unused space.** Stakeholders acknowledged that while repurposing the Center's unused space to house other funded programs would require some amount of retrofitting, this approach would also benefit the local community as a whole, by enabling the jurisdictions to fill critical gaps in much-needed support services. Moreover, it would provide additional revenue with which to cover operating costs. Alternative programming included:
 - Treatment programs to address mental health issues, substance use, and co-occurring disorders
 - A one-stop shop for families to engage with detained youth and their service providers
 - Safe teen spaces or non-secure shelter/respice beds for runaways
 - Housing for out-of-jurisdiction youth on a per diem basis
 - A community reentry program
 - Transitional housing for youth aging out of foster care
 - A center for outreach to teen mothers, mentoring programs, afterschool activities for high-risk youth, or community meeting space
 - Day or evening reporting programs
 - A CPP for boys or expanded New Beginnings program.

Stakeholder Perspectives from Public Meetings

TMG conducted open meetings in each of the three jurisdictions, with the goal of eliciting public feedback about: 1) the Center's current role within the community; 2) the potential impact of transferring its services to another nearby jurisdiction (e.g. Fairfax County or Prince

William County); and 3) suggestions for using the facility space more efficiently and effectively.

The three jurisdictions coordinated notification of the meetings across multiple channels and media platforms. The meetings were held on three separate evenings – from 7:00 p.m. to 8:30 p.m. – in locations that were easily accessible by public transportation. As such, they were well-attended by a representative cross-section of community residents, elected officials, service providers, and members of the press in all three jurisdictions. In addition, members of the NVJDC Commission and the Center’s Executive Director were on hand to address questions and comments, as needed.

Although the ensuing comments covered a variety of issues and perspectives, several common themes emerged, as summarized below:

- Citing recent studies from organizations like the Annie E. Casey Foundation around the negative impact of detention on the majority of youth for whom it is mandated, some community members recommended closing the Center and rethinking the use of juvenile detention altogether. Under that scenario, the land would be sold, and the proceeds placed into a “service trust” that could be used to invest in community-based alternatives to detention. Moreover, those few youth who committed violent crimes could be sent to the Fairfax County facility.
- Some community members commented that under its current leadership, the Center was a far more nurturing, relationship-based and “homelike” environment than its counterparts throughout the Commonwealth, with programs that meet the psychological and physical, educational and social needs of the youth it serves. For example, the Center no longer uses room confinement for disciplinary purposes. In fact, youth spend all but their bedtime hours outside of their rooms, taking part in a variety of recreational, educational, and therapeutic activities. At the same time, the leadership strongly encourages family involvement, by not only supporting flexible visitation, but also providing Uber transportation for family members, as needed.
- When addressing the issue of closing the Center and transferring its services to another jurisdiction, community members, service providers, and elected officials, alike, voiced concerns about the travel distance involved, the lack of easily accessible public transportation, and the potential for loss of local control. For example, a former juvenile court judge from Arlington County stated that while she “gets the need for efficiencies” in light of the Center’s declining population, the distance to Fairfax County

is a critical concern for families, as well as for those who transport youth to and from area courts. And in addressing the loss of local control, one individual stated that “if we are contracting out the services, we will be contracting our values, as well; and if they are not commensurate with those of other jurisdictions, we would be making a serious mistake.”

- There were a number of comments to the effect that while the Center’s census has greatly decreased over the past decade, this decline should not be the deciding factor when it comes to closing the facility. Indeed, as several noted, there will always be a need for juvenile detention services in the three jurisdictions, and without the Center, it would be difficult to address special circumstances and/or future upticks in population. So rather than simply closing its doors and diverting local youth to detention centers in other jurisdictions, the Commission should look at ways to repurpose unoccupied space in the meantime – or as one woman who volunteers at the Center put it, “it would be unwise to shut it down without having a very clear picture of the alternative.”

When asked what services could potentially be co-located there, meeting attendees offered a variety of suggestions, as follows:

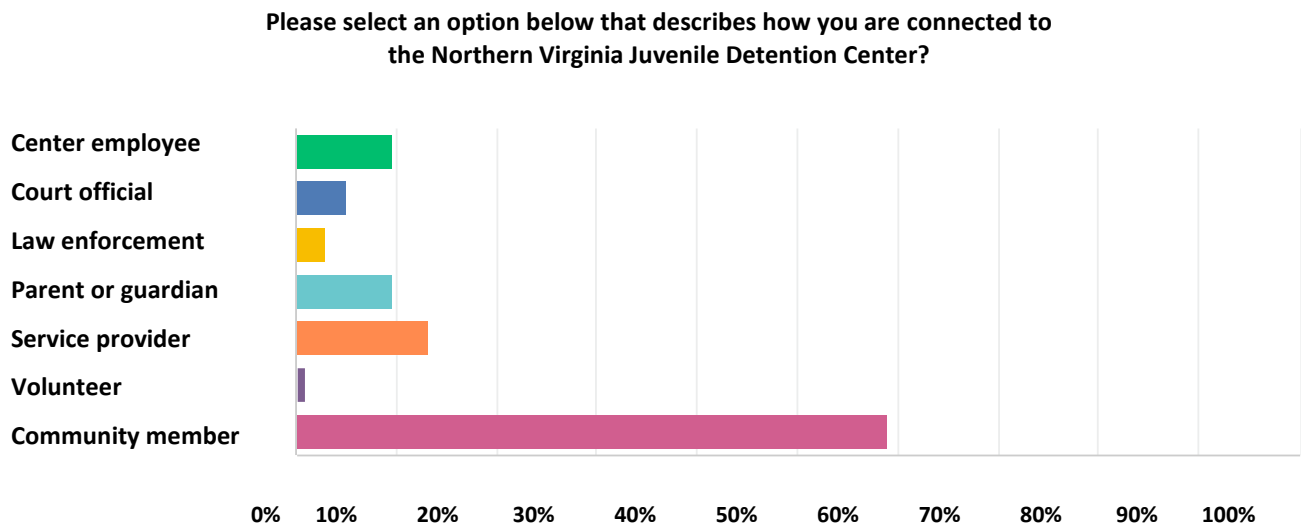
- Mental health and substance use treatment that would include a continuum of services beyond detention placement
- Mentoring programs that provided youth with much-needed guidance from other responsible adults
- Crisis beds for youth who need immediate out-of-home shelter and services
- An incubator for innovative forms of STEM education, as well as ongoing career training for youth during and following detention
- Parent education classes
- Information and referral services for families in need

Survey Results

TMG developed and posted a seven-question online survey on the SurveyMonkey web-based platform from October 25-December 6, 2019 (a copy of which is included in the Appendix section), to collect feedback from members of affected communities, in addition to or in lieu of attending public meetings held in each of the three jurisdictions. To ensure an appropriate level of response, our firm collaborated with communications teams from each of the three jurisdictions to create and share information on how to access the survey.

The survey's instructions included an explanation of its purpose; requested public input; emphasized respondent anonymity; and indicated when and how results would be shared. Approximately 450 responses were received from a wide cross section of individuals comprising the following respondent profile:

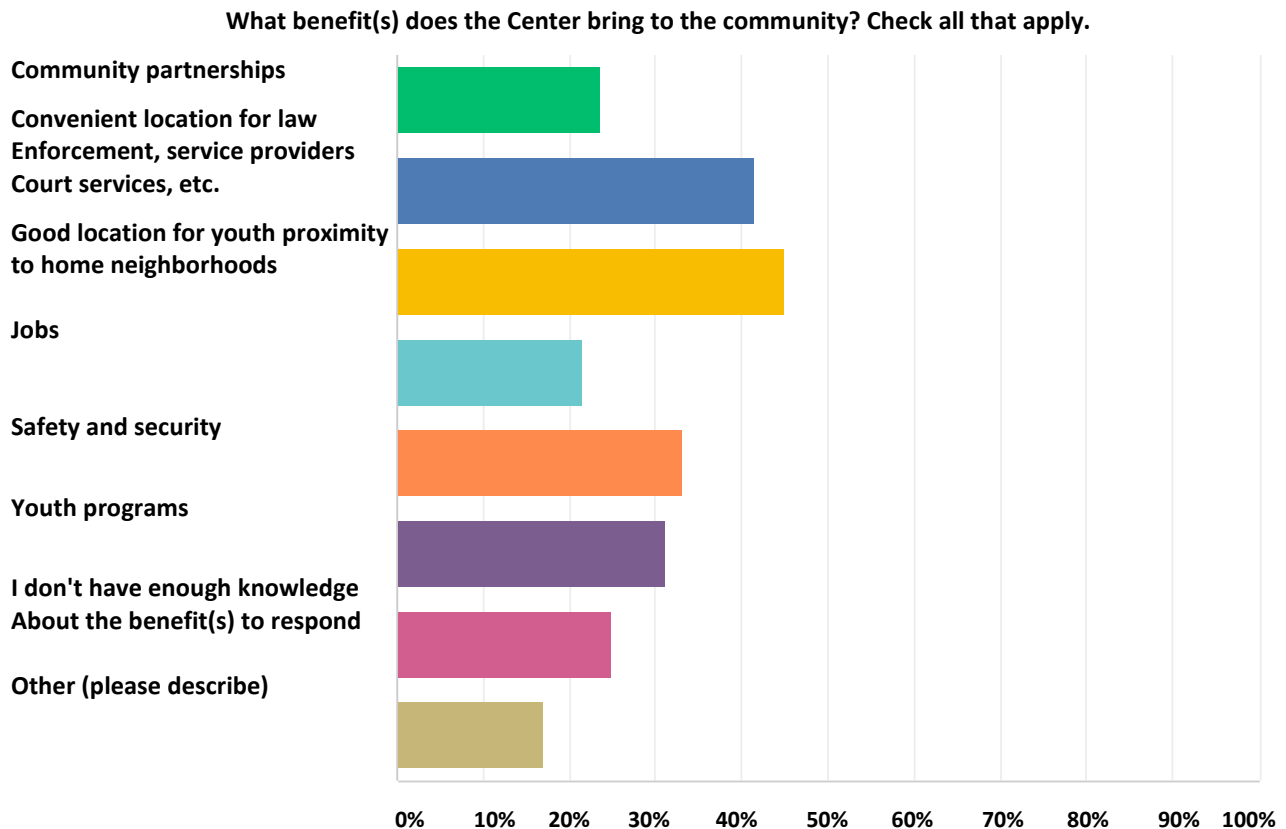
- The majority (59%) of respondents identified themselves as community members.
- Approximately 13% indicated they were service providers (e.g., educators, human services, medical/mental health).
- Approximately 9.5% of respondents identified as Center staff and approximately 9.5% identified as parents or guardians.
- The remainder (9%) identified as court officials, members of law enforcement, or volunteers.



- The majority (38%) of respondents indicated they were residents of Arlington County, followed by Alexandria (33%) and Falls Church (3.5%).
- Fifteen percent of respondents represented Fairfax County.
- Approximately 13% indicated they were residents of other jurisdictions to include: Prince Georges County, Maryland and the Counties of Loudoun, Prince William, and Stafford, Virginia. Still others commuted to, were employed by, or were former residents of one of the affected jurisdictions.

Center benefits. When asked about benefits the Center brings to the community, a majority (45%) of respondents indicated that the facility is a good location because of its proximity to home schools and neighborhoods. Forty-two percent of those responding also suggested that

the Center was a convenient location for law enforcement, service providers, and court services, while 33% cited safety and security and 35%, youth programs as benefits. Approximately 25% indicated they did not have enough knowledge about Center benefits to respond. And of the 77 respondents who selected the “Other” option, 12% went on to explain that there was no benefit to having the Center in the community.



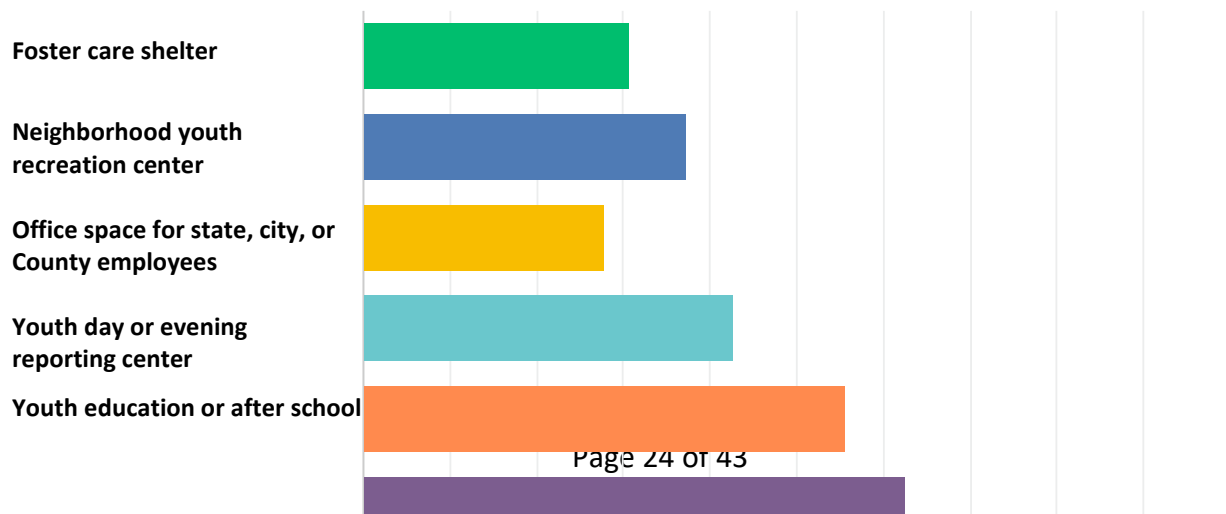
Center challenges/impacts on the community. Respondents cited a variety of operational challenges and/or negative impacts on the community, including a limited number of programs and services (28%); not enough youth housed there (21%); expensive to run (19%); and infrastructure (20%). A majority (58%) of respondents who indicated that they either did not have enough knowledge about the challenges to respond (30%) or had other thoughts about the Center’s impacts (28%), with comments ranging from a lack of support for incarcerating juveniles to specific infrastructural challenges that exist in a building of its age.

What type of challenges or negative impact does the Center bring to the community? Check all that apply.

ANSWER CHOICES	RESPONSES	
Increases crime in the area	4.03%	18
Infrastructure (e.g., building is in disrepair, congestion, overcrowding)	19.91%	89
Too expensive to run	18.57%	83
Not enough youth housed there	20.58%	92
Too many youth housed there	8.28%	37
Youth too far from home neighborhoods	7.38%	33
Offers limited programs and services	28.41%	127
I don't have enough knowledge about the challenges to respond	30.20%	135
Other (please describe):	27.52%	123

Proposed Alternative Uses. When asked about alternative uses for the Center, survey respondents were allowed to select more than one option among seven, in addition to proposing other options not suggested. Their answers mirrored many of those suggestions provided by stakeholders, with most (63%) indicating a mental health outpatient facility for youth. Likewise, youth-focused, community-based programming ranked highly, along with a youth education or after school tutoring program (56%); a youth day or evening reporting center (43%); a neighborhood youth recreation center (37%); foster care shelter (31%); and office space (28%). Among the 19% of respondents who chose the “other” category, suggestions included using the Center for supervised visitation in custody cases; providing services for high-risk populations (e.g., mentoring, parenting, and homelessness); or selling the building and land for other purposes.

Because of the declining youth population, parts of the Center are unused. What would you consider to be an appropriate use for those unused areas? Check all that apply.



tutoring program

Youth mental health
outpatient facility

No ideas come to mind at
the moment

Other (please describe)

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

All respondents agreed that a decision to close the Center and detain youth in a facility in Fairfax, Loudoun, or Prince William County would have an impact on the communities in question. Comments ranged from cost savings for Alexandria and the Commonwealth of Virginia that could be redirected to address other challenges (e.g., education, prevention); to the need for housing juveniles where they committed their offenses; to recognizing the loss of the Center as a community partner. A significant number of comments were directed at the Center's infrastructure (old and not as modern as other facilities being considered) to the inhumanity of detaining youth in general. Several echoed a similar message:

- The distance between home communities and the three county facilities under consideration would have a negative impact on family engagement and/or visitation, given the lack of transportation options, increased travel costs, etc.
- It will cost more to transport youth to their respective jurisdictions for court hearings or service provision.
- Continuity of care for detained youth would be negatively affected because of a lack of access to and/or interruption of rehabilitative programs and services.
- Other facilities should be considered if they offer better programs and services to youth; however, transportation should be provided to ensure families remain connected.
- Fairfax County was mentioned as an alternative that's most "central" or closest in proximity to Alexandria.

When asked to share additional thoughts on the topic, most of the comments repeated those given earlier in the survey. Two issues were also raised that underscored some of the fiscal and human considerations mentioned. Some respondents suggested that the governing jurisdictions develop a plan should juvenile crime rates trend upward again, while others

commented about the loss of jobs, as well as revenue for service providers (e.g., education) should the Center close.

Nearby Counties Under Consideration

In addressing the issue of future regionalization, the TMG team analyzed facilities in the three counties closest to Alexandria: Fairfax, Loudoun and Prince William. The primary components of the analysis were facility capacity, condition, programming, and location; average cost per diem; and the extent to which these Centers were willing to serve as regional alternatives.

Loudoun County

The Loudoun County Juvenile Detention Facility (LCJDF), with its 24-bed capacity, currently houses an average daily population of four youth. In addition to serving juvenile offenders who reside in Loudoun County, the facility also leases beds to Rappahannock and Fauquier counties on an as-needed basis and supports a small CAP program, with a per diem operating cost of \$253 per youth. Located in Leesburg, Virginia, 39 miles from the NVJDC, it takes approximately 90 minutes to travel there from Alexandria, one hour from Arlington, and 45 minutes from Falls Church, depending on traffic.

The County is breaking ground on a new 20-bed (two 10-bed units) facility this spring to replace the LCJDF, which will provide additional space for program delivery, along with meeting space for community activities and programs. Moreover, Center management plans to expand the size of its CAP program and maintain its current housing relationships with Rappahannock and Fauquier counties.

Consequently, the limited capacity of both current and new facilities precludes the LCJDF as a long-term alternative for housing NVJDC youth, particularly given future plans for increasing the CAP population. Likewise, the distance from Alexandria, Arlington, and Falls Church would create a significant operational burden on law enforcement agencies transporting youth to and from the facility, while both the distance and the lack of adequate public transportation options would make it difficult for family members to visit. The management team there indicates that it might be willing to admit limited numbers of youth from the NVJDC on a temporary basis, but has no interest in providing a permanent, regional alternative.

Prince William County

The Prince William County Juvenile Detention Center (PWCJDC) has a total capacity of 72 beds and reports an average daily population of 30 youth – 12 of whom are in the CPP or CAP programs – at an average per diem cost of \$203 per resident. The facility also leases beds to Rappahannock County on an intermittent basis. Built in 1979, it is reportedly in poor condition. While the Center operates two dormitory housing units, they lack dayrooms and program space is limited. Located in Manassas, Virginia, 28 miles from the NVJDC, travel time is approximately 45 minutes from Alexandria, Arlington and Falls Church, depending on traffic.

Given the Center's poor condition and design limitations, the County is exploring the potential for constructing a replacement facility, with initial plans to provide 56 beds, including two 12-bed units for the CPP program population. Once funding for the new facility is identified and secured, the County projects a potential groundbreaking in 2023. But in light of the current facility's limitations, the County has no interest in housing youth from the NVJDC, except on a temporary, intermittent basis. Moreover, the new facility will provide housing for only local youth and the CPP program.

Fairfax County

TMG committed substantial resources to evaluating the Fairfax County Juvenile Detention Center because of its proximity to the three jurisdictions and its underutilization. Additionally, Fairfax County officials initially expressed a willingness to contract with the three jurisdictions. Therefore, the Fairfax facility is discussed more extensively in this report for comparison purposes.

The Fairfax County detention facility is located approximately 14 miles from the NVJDC. The drive from Alexandria, Arlington and Falls Church is about 30 minutes in reasonable traffic. According to Fairfax County officials, this facility was opened in the early 1980s. Originally designed for a total capacity of 33 beds, it was expanded by 55 beds in the latter 1980s, and again to its current 121-bed capacity in 1997. Members of the TMG team toured the facility on October 24, 2019 at which time they observed four general units (three for males, one for females), and a census of 34 residents.

Like other JDCs across the Commonwealth of Virginia, the Fairfax County Juvenile Detention Center (FCJDC) has experienced a similar decline in their youth population. Consequently,

facility administrators have taken steps to repurpose areas in the facility for alternative use. For example, they have created training rooms, a staff break room, and a special program area for growing and selling plants.

- **Physical plant and operations.** The site visit produced an overall favorable view of center operations, with an operational philosophy that seemed therapeutic in mission and purpose. Moreover, the facility appears to be child-friendly, with a “school-like” environment that was both bright and welcoming. Likewise, the halls are carpeted to reduce excessive noise and decorated with colorful posters, motivational messages and educational materials. Housing units and common areas are also clean and well-organized. Each housing unit has a quiet room with glass panels that enable staff to observe youth who choose to be there voluntarily, after obtaining permission to “cool off” or decompress, as needed. While lockable, the doors remain open when a resident is in the room.

Fairfax County Public Schools (FCPS) provides the FCJDC with a full 5.5-hour per day instructional school program, to educate youth who reside at the facility. Once students are enrolled, their home schools are notified, and grades and test scores are forwarded to ensure credit transfer and award. All teachers are licensed by the Virginia Department of Education and certified in their instructional areas. While on site, the TMG team observed that school-based staff appeared engaged with youth who seemed to be alert, focused, and actively engaging with teachers and staff, who helped with lessons.

Resident mealtime seemed to be orderly and relaxed, with appealing and plentiful portions of food served “family style” in bowls at small tables of five youth and one staff member, a good strategy for not only building rapport between staff and residents, but also providing many “teachable moments.” As a general rule, staff eat the same food as is served to the residents.

There are two well-maintained and adequately lit outdoor recreation areas, one that is used for basketball and the other, primarily for volleyball (but is also equipped with a basketball goal). In addition, the facility incorporates a an indoor gymnasium, a large, multi-purpose room that is used for family visitation, non-denominational religious activities, and special

programs, along with other spaces that serve as training rooms, a staff break room, and an area for growing and selling plants.

The Intake and Reception area has a locked control room, which was operated by one staff member at the time of the tour. It is equipped with video screens so that staff on-post can observe movement throughout the facility. What's more, this video footage can be accessed and viewed in the event there are incidents in the facility that require investigation. Admission records and personal belongings are also stored in a locked room adjacent to the control room. At the time of the tour two residents were confined in separate rooms, reportedly for disrupting the classroom and being involved with an assault on a staff member. While under confinement, these youth were monitored every 15 minutes, with these time checks electronically captured by a recording system for accurate tracking.

- **Direct care staff.** Facility leaders reported all direct care staff are required to have a four-year college degree and receive a starting salary of \$43,000 per year. They are trained using appropriate models in Trauma and Trauma-Informed Care, along with the Handle with Care method of de-escalation prior to hands-on intervention. This module incorporates pain-free compliance techniques, to minimize the risk of injury to staff and youth. Staff members are also trained to view their role as one of youth engagement, rather than simply observation. Moreover, they learn how to facilitate short-term therapeutic groups that are educational in nature; serve as a "primary counselors" for residents; and are certified to administer routine medication to residents.
- **Other staff.** State-certified teachers provided by the Fairfax County School District work at the detention center. Under a similar agreement with the Community Services Board, mental health staff work onsite, 40 hours per week, with a psychiatrist accessible on a limited basis. The staff also includes 2.5 FTE nurses, working 40 hours a week, while SAFE and SANE services are available through the county hospital.
- **Operational philosophy.** The facility's management team described an ongoing process of internal oversight, monitoring, and accountability measures that promote a culture of continuous improvement, in which residents and staff, alike, enjoy a safe, supportive, and nurturing environment. As such, the operational philosophy appears to be consistent with best practices for juvenile detention facilities.

The facility itself is a contemporary structure, which meets current standards for a healthy, humane, and safe environment in which to confine juvenile offenders. In addition, the staff seems well-trained and professional, operating as “change agents for youth,” who understand how to attain positive outcomes for the residents under their care. The programming is also therapeutic in nature and designed to embrace social learning as the main ingredient for rehabilitation, while the school’s learning environment is both affirming and constructive.

- **Per diem cost.** The FCJDC reports a higher per diem cost than the NVJDC. However, this does not necessarily correlate to the per diem that would be charged jurisdictions in a regionalized service scenario. Fairfax County officials provided an initial *estimate* of \$299.19 as a charge-back rate for housing youth from the NVJDC jurisdictions. Fairfax County officials further indicated a final charge-back rate could only be determined by working through the procurement process.
- **Programs and services.** The following chart compares service offerings at the NVJDC and FCJDC.

Comparison of Services		
Programs and Services available by jurisdiction	Alexandria	Fairfax
Easily accessible transportation	Yes	No
Behavioral and mental health care	Yes	Yes
Care and Custody	Yes	Yes
Education	Yes	Yes
Emergency crisis intervention	Yes	Yes
Family engagement/visitation	Yes	Yes
Gender-responsive treatment	Yes	No
Infrastructure in need of repair	Yes	No
Medical	Yes	Yes
Recreation	Yes	Yes
Reentry	Yes	No
Room confinement	No	Yes
Training in trauma-informed care	Yes	Yes

- **Interest and availability.** Fairfax County officials initially engaged in discussions about providing a regional alternative for detained youth from Alexandria, Falls Church, and Arlington County. However, as the study neared completion in April 2020, Fairfax County leadership indicated there was no interest in providing detention services to the three jurisdictions.

Impact of Regionalization on Sheltercare

Sheltercare is a short-term residential facility adjacent to the Center, serving adolescents, ages 13 to 17, referred by the Alexandria Juvenile Domestic Relations District Court Service Unit and the Alexandria Department of Community & Human Services. Occasionally, placements are made by Arlington and Falls Church. It functions independently from the Detention Center, in that it has its own management team and staff; but does share some administrative services, such as maintenance. Moreover, the Sheltercare facility is a separate structure that was built with City of Alexandria funds on land leased by the Northern Virginia Juvenile Detention Commission to the City for \$1.00 per year.²¹ Sheltercare is currently operated by the Commission pursuant to a service contract with the City of Alexandria. Given this scenario, closing the NVJDC and relocating youth to another jurisdiction would have an impact on the Sheltercare program.

Historical documents provided to TMG for this project indicated that the Commission, established in 1956, was responsible for planning and building the Center, which was dedicated in 1961. More specifically, a “Deed of Dedication and Bargain and Sale,” dated and signed in the City of Alexandria on April 17, 1958, does, in fact, show that the Commission bought the land upon which the Center would be constructed.

On the other hand, the documents our team reviewed did not identify procedures for disbursing assets or proceeds from a sale of the property and building, should the Commission be dissolved, or the Center closed. But should either of these situations occur, it seems possible to continue Sheltercare operation; although that would mean hiring staff and/or contracting for services it currently shares with the Center, which would undoubtedly raise operational costs to some extent.

Summary of Findings

The Prince William County and Loudoun County juvenile detention centers were eliminated as options for regionalization for infrastructure and capacity reasons; the Fairfax County facility center offers a plausible alternative but county leadership indicated a lack of interest in contracting for detention services with Alexandria, Arlington and Falls Church. TMG identified

²¹ Previous versions of this report erroneously indicated the land was leased from the City of Alexandria.

a number of strengths and challenges associated with regionalization with Fairfax County should county leaders decide to provide detention services.

Strengths

- Once legal issues were addressed, the property occupied by the NVJDC could be either repurposed in its entirety or sold.
- Fairfax County has the capacity to house out-of-county youth.
- Fairfax County is a contemporary structure, with a welcoming, “school-like” environment; evidence-based programming; and an operational philosophy that appears to follow best practices for juvenile detention.
- Fairfax County is in good standing with the Virginia Department of Juvenile Justice.

Challenges

- Given that some families would have to travel approximately one to two hours round trip to visit and participate in their child’s treatment, the relocation to Fairfax County could present significant financial and scheduling hardships. Consequently, the affected jurisdictions might need to provide additional resources for transportation, while negotiating flexible visitation schedules.
- Local service providers in the three home jurisdictions also expressed concerns around time and travel that would make service provision more difficult to establish and continue. By the same token, law enforcement and court officials felt that the additional distance would make it riskier and more time-consuming to transport affected youth to intake and other court procedures in their home communities.
- The regional entities that contract for services at the NVJDC would likely lose some autonomy over programming for youth in their jurisdictions.
- Contract rates may change over time and the regional entities could be placed in a dependent role with respect to how youth from their jurisdictions are treated.
- There may be barriers to continuity of important services such as mental health treatment and education upon release from custody.

Recommendations

After careful investigation, based on expert observation, stakeholder feedback, staffing analysis, and cost comparisons, the TMG team concludes there is no practical alternative to

placing juveniles at NVJDC. Furthermore, NVJDC can operate more efficiently by considering the following recommendations:

- Center management should immediately implement the recommended staffing plan outlined in the prior report provided under Task C of the contract's Scope of Work. In doing so, it will also need to develop a policy that establishes a process for reviewing, refining and approving changes to this plan, with the goal of addressing staffing needs, when and where they arise.
- While there are a number of improvements, in the spirit of creating a child-centered, therapeutic, and relationship-based environment, Center management should continue to investigate and seek funding for physical plant enhancements that would further normalize the facility and make it more conducive for alternative programming. Toward that end, leadership might consider contracting with an engineering and architectural firm to help identify short and long-term capital improvement measures.
- Based on feedback from key stakeholders and service providers, Center management should consider locating a mental health crisis/respite unit for youth and families, in the Center's unused facility space. Other options for unused space previously described in this report may also be considered.
- The Center should continue partnering with DJJ to enhance services for area youth, such as a CPP for boys or an expanded New Beginnings program, which would more fully utilize the Center and offset costs associated with vacant beds.
- Continue the current practice of offering gender-responsive programs and services. Seek to expand gender-responsive programs and services by partnering with organizations in the community.

Conclusion

The Moss Group considered three nearby counties as alternatives to the Northern Virginia Regional Juvenile Detention Center and determined none are plausible for providing services to the three jurisdictions. TMG also determined the communities place value on qualitative factors as family engagement and service continuity, both of which are critical for promoting positive outcomes during and following detention. By implementing certain facility use and cost containment efficiencies that include reconfiguring staffing patterns and housing such

much-needed program alternatives as mental health treatment or youth mentoring programs, the NVJDC could operate more efficiently, *without* compromising service quality

Appendix

Appendix A: NVJDC Survey

The Northern Virginia Juvenile Detention Center Survey

Juvenile incarceration rates across the nation have continued to decrease over the past 10 years; this includes the facility that serves the City of Alexandria, the City of Falls Church, and Arlington County. This survey is part of a comprehensive analysis and study of operational and cost efficiencies of the Northern Virginia Juvenile Detention Center (Center), including the possibility of closing the Center due to underutilization and detaining youth in another center in Northern Virginia. This study is being administered by The Moss Group, a criminal justice consulting organization partnering with the City of Alexandria, City of Falls Church, and County of Arlington. Your opinion is greatly valued, and we want to hear from you. The survey includes seven questions and should only take 5 minutes to complete. Your anonymous feedback will be shared with officials who work with the Center. Results of the survey will be posted online in future reports to be published in the spring of 2020. Thank you for your time and participation!

1. Please select an option below that describes how you are connected to the Northern Virginia Juvenile Detention Center?

☐ Center employee

☐ Service provider (e.g., educator, human services, medical/mental health)

☐ Court official

☐ Volunteer

☐ Law enforcement

☐ Community member

☐ Parent or guardian

Other (please describe):

2. What benefit(s) does the Center bring to the community? Check all that apply.

☐ Community partnerships

☐ Safety and security

☐ Convenient location for law enforcement, service providers, court services, etc.

☐ Youth programs

☐ Good location for youth proximity to home neighborhoods

☐ I don't have enough knowledge about the benefit(s) to respond

☐ Jobs

☐ Other (please describe):

3. What type of challenges or negative impact does the Center bring to the community? Check all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Increases crime in the area | <input type="checkbox"/> Too many youth housed there |
| <input type="checkbox"/> Infrastructure (e.g., building is in disrepair, congestion, overcrowding) | <input type="checkbox"/> Youth too far from home neighborhoods |
| <input type="checkbox"/> Too expensive to run | <input type="checkbox"/> Offers limited programs and services |
| <input type="checkbox"/> Not enough youth housed there | <input type="checkbox"/> I don't have enough knowledge about the challenges to respond |
| <input type="checkbox"/> Other (please describe): | |

4. Because of the declining youth population, parts of the Center are unused. What would you consider to be an appropriate use for those unused areas? Check all that apply.

- | | |
|--|---|
| <input type="checkbox"/> Foster care shelter | <input type="checkbox"/> Youth education or after school tutoring program |
| <input type="checkbox"/> Neighborhood youth recreation center | <input type="checkbox"/> Youth mental health outpatient facility |
| <input type="checkbox"/> Office space for state, city, or county employees | <input type="checkbox"/> No ideas come to mind at the moment |
| <input type="checkbox"/> Youth day or evening reporting center | |
| <input type="checkbox"/> Other (please describe): | |

5. If a decision is made to close the Center and detain youth in a detention center in Fairfax County, Loudoun County, or Prince William County, please describe any positive or negative impact this decision may have.

6. Is there anything else you would like to share on this topic?

* 7. I am a resident of:

- ☐ City of Alexandria
- ☐ City of Falls Church
- ☐ County of Arlington
- ☐ County of Fairfax
- ☐ Other (please describe):



Cost Benefit Analysis of the Use of Northern Virginia Regional Juvenile
Detention Center and Alternatives

Falls Church Community Meeting
City Hall, Laurel Room, 300 Park Avenue, Falls Church, VA 22046

Thursday, November 14, 2019, 6:00PM-8:30PM

Agenda

- 6:00pm – 6:30pm **TMG Team Arrives**
- 6:15pm – 6:45pm **TMG Team Setup**
- Post sign-up sheets
 - Hand out NVJDC fact sheets
- 7:00pm – 7:05pm **Welcome and Opening Remarks**
Stevyn Fogg, Project Manager, The Moss Group, Inc.
- Introduce TMG Team
 - Review meeting format and time limitations
- 7:05pm – 7:15pm **NVJDC Study Overview and Setting Context**
Earl Conklin, Director of Court Services, Arlington County and City of Falls Church
Nancy Vincent, Director, Department of Housing and Human Services, City of Falls Church
- Discuss history of the NVJDC



- Present an overview of the Cost-Benefit Analysis of Use of the Northern Virginia Regional Juvenile Detention Center (NVJDC) and Alternatives study purpose, RFP process, and TMG's selection

7:15pm – 7:30pm

TMG Strategies and Methodology

Chris "Ike" Eichenlaub, Vice President, The Moss Group, Inc.

Dr. Mary Livers, Consultant, The Moss Group, Inc.

- Discuss TMG's methodology for conducting the study

7:30pm – 8:25pm

Open Forum

The Moss Group, Inc.

- TMG moderator will call on members of the public who indicated their desire to speak in the order their names appear on sign-in sheets
- TMG moderator will call on others, time permitting

8:25pm – 8:30pm

Adjourn Meeting

The Moss Group, Inc.

- Thanks to participants
- Encourage public to submit additional thoughts via online survey





**Cost Benefit Analysis of the Use of Northern Virginia Regional Juvenile
Detention Center and Alternatives**

Alexandria Community Meeting
Lee Center, Exhibit Hall, 1108 Jefferson Street, Alexandria, VA 22314

Wednesday, November 20, 2019, 6:00PM-8:30PM

Agenda

- 6:00pm – 6:30pm TMG Team Arrives**
- 6:15pm – 6:45pm TMG Team Setup**
- Post sign-up sheets
 - Hand out NVJDC fact sheets
- 7:00pm – 7:05pm Welcome and Opening Remarks**
Stevyn Fogg, Project Manager, The Moss Group, Inc.
- Introduce TMG Team
 - Review meeting format and time limitations
- 7:05pm – 7:15pm NVJDC Study Overview and Setting Context**
Mike Mackey, Director of Court Services, City of Alexandria
- Discuss history of the NVJDC
 - Present an overview of the Cost-Benefit Analysis of Use of the Northern Virginia Regional Juvenile Detention Center (NVJDC) and Alternatives study purpose, RFP process, and TMG's selection



- 7:15pm – 7:30pm** **TMG Strategies and Methodology**
Dr. Mary Livers, Consultant, The Moss Group, Inc.
Dr. Reginald Wilkinson, Consultant, The Moss Group, Inc.
- Describe TMG's methodology for conducting the study
- 7:30pm – 8:25pm** **Open Forum**
The Moss Group, Inc.
- TMG moderator will call on members of the public who indicated their desire to speak in the order their names appear on sign-in sheets
 - TMG moderator will call on others, time permitting
- 8:25pm – 8:30pm** **Adjourn Meeting**
The Moss Group, Inc.
- Thanks to participants
 - Encourage public to submit additional thoughts via online survey





**Cost Benefit Analysis of the Use of Northern Virginia Regional Juvenile
Detention Center and Alternatives**

Arlington Community Meeting
Central Library, Auditorium, 1015 N. Quincy Street, Arlington, VA 22201

Thursday, November 21, 2019, 6:00PM-8:30PM

Agenda

- 6:00pm – 6:30pm TMG Team Arrives**
- 6:15pm – 6:45pm TMG Team Setup**
- Post sign-up sheets
 - Hand out NVJDC fact sheets
- 7:00pm – 7:05pm Welcome and Opening Remarks**
Chris "Ike" Eichenlaub, Vice President, The Moss Group, Inc.
- Introduce TMG Team
 - Review meeting format and time limitations
- 7:05pm – 7:15pm NVJDC Study Overview and Setting Context**
Earl Conklin, Director of Court Services, Arlington County and City of Falls Church
- Discuss history of the NVJDC
 - Present an overview of the Cost-Benefit Analysis of Use of the Northern Virginia Regional Juvenile Detention Center (NVJDC) and Alternatives study purpose, RFP process, and TMG's selection



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- 7:15pm - 7:30pm **TMG Strategies and Methodology**
Dr. Mary Livers, Consultant, The Moss Group, Inc.
Dr. Reginald Wilkinson, Consultant, The Moss Group, Inc.
- Discuss TMG's methodology for conducting the study
- 7:30pm - 8:25pm **Open Forum**
The Moss Group, Inc.
- TMG moderator will call on members of the public who indicated their desire to speak in the order their names appear on sign-in sheets
 - TMG moderator will call on others, time permitting
- 8:25pm - 8:30pm **Adjourn Meeting**
The Moss Group, Inc.
- Thanks to participants
 - Encourage public to submit additional thoughts via online survey





THE MOSS GROUP, INC.

Experienced Practitioners Committed to Excellence in Correctional Practice

City of Alexandria, Arlington County, and City of Falls Church

**Cost Benefit Analysis of the Use of Northern Virginia Juvenile
Detention Center and Alternatives, RFP 803**
Comparative Financial and Service Delivery Analysis
December 2019

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Executive Summary

Context and Objective

In July 2019, The Moss Group, Inc. (TMG), a criminal justice consulting firm, entered into a contract with the City of Alexandria (VA) to conduct a cost benefit analysis of the Northern Virginia Juvenile Detention Center (Center), which serves Arlington County and the Cities of Alexandria and Falls Church, under the leadership of a five-member Juvenile Detention Commission. This report is one of six completed for the analysis; readers should review all six reports for proper context.

Opened in 1958, the Center is a secure facility and one of 24 juvenile detention centers (JDCs) in the Commonwealth of Virginia. The Center offers a variety of programs and services, including care and custody, education, recreation, medical and mental health services, emergency psychiatric intervention, and visitation. With funds provided by the Virginia Department of Education State Operating Program, and Title I, it operates its own school under the aegis of Alexandria City Public Schools. Likewise, the Virginia Department of Juvenile Justice (DJJ) provides funding for two programs: Central Admissions and Placement (CAP) and the Community Placement Program (CPP). Both of which incorporate an evidence-based, trauma-focused treatment component.

As is the case both nationwide and throughout the Commonwealth of Virginia, the juvenile detention population has declined significantly over the past decade, as a result of fewer arrests, more community-based diversionary alternatives, and a shift in philosophy when it comes to the role and appropriate use of juvenile detention. Consequently, the City of Alexandria contracted TMG to complete a cost benefit analysis, with which to determine the better of two options currently under consideration: 1) to identify cost-containment strategies that enable the Center to remain open under the existing arrangement; or 2) enter into a regional agreement with other jurisdictions (e.g., Fairfax County or Prince William County). This multi-part study included an in-depth analysis of existing Center operations and potential for further regionalization.

Cost Analysis Methodology

To reach the best decision regarding the Center's future, it is important to measure the costs and the benefits of the Center as it is currently managed and funded and compare costs if operational efficiencies are implemented. In this and previous reports, TMG has analyzed current operational costs, provided options for reducing future Center costs, and assessed the feasibility of further regionalization. TMG's methodology for this report is designed to answer one question: What would it cost to maintain the Center if the recommended changes were incorporated?

Summary of Findings

- The Center's operating costs are projected to increase from \$5.8 million in 2020 to \$6.9 million in 2030. The corresponding change in the member jurisdictions' contributions are projected to increase from \$3.6 million in 2020 to \$4.7 million in 2030.
- The Center and the three jurisdictions can reduce current and future costs by implementing changes recommended in this report. The recommended changes are projected to reduce the jurisdiction's contribution to Center operations by approximately \$600,000 per year.
- The jurisdictions' projected savings over ten years are \$4.6 million.

Recommendation

This report identifies strategies for reducing operating costs at the Center. It is recommended the Center implement the strategies resulting in approximately \$4.6 million in savings over ten years for the three jurisdictions.

Introduction

In July 2019, The Moss Group, Inc. (TMG), a criminal justice consulting firm, entered into a contract with the City of Alexandria (VA) to conduct a cost benefit analysis of the Northern Virginia Regional Juvenile Detention Center (Center), which serves Arlington County and the Cities of Alexandria and Falls Church, under the leadership of a five-member Juvenile Detention Commission. The Center's cost of operation is escalating as its detention population continues to decline in an increasingly tight budget climate – which has prompted a serious discussion around options for reducing costs and maximizing return on investment, without compromising service quality.

As detailed in previous reports, TMG compiled and analyzed historical documents related to the Center's structure, operation, and ownership/control of assets; provided an assessment of national, state, and local best practices related to juvenile justice and incarceration; elicited stakeholder input; conducted an in-depth, multi-part analysis of the Center's current state of operation; and evaluated the potential for further regionalization of juvenile detention services with existing jurisdictions. This report, produced in line with Task E as specified under the contract's Scope of Work, summarizes TMG's analysis of a comparative financial and service delivery analysis of two proposed options:

1. Continued operation of the Center by existing jurisdictions
2. Further regionalization with, for example, Fairfax County or Prince William County

This report also provides a recommendation to guide future decision-making.

Methodology

In assessing the costs to maintain the Center as currently managed and funded, TMG reviewed the following costs to determine the annual total cost:

- Variable costs – Expenses that change in proportion to the activity and amount of services provided (i.e., number of residents in a given time period) and are directly related to workload and change immediately as workload increases or decreases. These costs may include staff overtime, supplies, contracted services, travel and transportation, food, and implementation and fidelity to evidence-based programs.
- Fixed costs – Expenses that are not dependent on the level of services provided; any cost that is independent of the number of youth being served by the Center. These expenses tend to be time-related such as salaries, rent, central administration, capital equipment, and basic utilities.
- Semi-variable costs – These costs have a fixed and variable component. Examples include staff overtime, shift changes, transportation (usage and gasoline), and fringe benefits (i.e., health care and pension contributions).

In analyzing the current costs, we included a comprehensive forecast of future Center costs under alternative population scenarios and in implementing the recommended changes in facility operations to optimize operational efficiency.

Center Costs

Current Center Costs – Status Quo

The current budget for the Northern Virginia Regional Juvenile Detention Center (Center) for FY 2020 is \$5,801,544, of which a projected \$4,884,079 – or 84.2 percent - supports staff salaries and benefits for 70.5 FTEs. Direct care expenses for residents’ food, clothing, and personal supplies; administrative support (insurance, legal fees, office supplies, technology support); contracted services for youth (medical, mental health and program services); and building expenses (utilities and maintenance supplies), comprise the remainder of the budget, as shown on page 7.

	FY 20 Projected Expenditures	Percent of Expenditures
Staff Salaries & Benefits	\$ 4,884,079	84.2%
Direct Care	\$ 149,216	2.6%
Administrative Support	\$ 207,272	3.6%
Contracted Services	\$ 177,650	3.1%
Building Expenses	\$ 129,222	2.2%
Other	\$ 254,105	4.4%
Total	\$ 5,801,544	100.0%

Assuming a stable resident population level at roughly the same level as in FY 2019, all of these expenses are essentially fixed, with the exception of the direct care expenses, which represent services or commodities directly consumed by facility residents. The following table summarizes the facility’s variable expenditures.

Expense	Annual Cost per Resident
Food	\$ 4,434.75
Household supplies	\$ 1,265.16
Personal hygiene items	\$ 405.86
Grooming	\$ 180.0
Clothing	\$ 762.0
Medical supplies	\$ 788.71
Phone service	\$ 185.88
Total	\$ 8,022.36

Staffing, the primary component of facility spending, may be considered a variable cost only insofar as declining facility population levels allow for the closure of a housing unit, which would, in turn, reduce the number of detention specialists required to operate the facility.

These costs are partially offset by income generated through state contracts for program service and other grants. For FY 2020 the Center projects a gross total of \$2,784,336 in these and other sources of revenue. Offsetting total projected expenditures with the net revenues (taking into account CAP and CPP funded operational expenditures) produced by these sources results in a net FY20 operating expenditure of \$3,634,995 to be funded by contributions from the Center's participating jurisdictions. If the Center's average daily population remains at FY19 levels, this will result in 5,574 childcare days for these three jurisdictions, or an overall average per diem cost of \$652.13.

FY 20 Budget	\$ 5,801,544
Grants, Interest & Other Revenue	(\$ 2,166,549)
Jurisdictional Expenditures	\$ 3,634,995

The Center's cost allocation methodology sets each jurisdiction's share of net expenditures by using a three-year average of resident-days for each jurisdiction. For the three-year period ending with FY 2018, Alexandria and Arlington's average utilization rate is about the same which results in a nearly equal allocation of Center expenditures between these two jurisdictions.

	Child Care Days: Three Year Average	Percent of Total Days	FY 20 Funding Allocation
Alexandria	4,176	49.3%	\$ 1,793,449
Arlington	4,197	49.6%	\$ 1,802,324
Falls Church	91	1.1%	\$ 39,221
Totals	8,465	100.0%	\$ 3,634,995

Capital projects planned for FY 2020 (from a Capital Plan originated in 2013) include the following:

Spot clean and paint steep-slope metal roof to include rust proofing	\$5,000
Landscape facility grounds	\$16,000
Replace packaged rooftop air conditioners	\$100,000
Conduct scheduled preventive maintenance – electrical systems	\$7,000
Modernize elevator to allow for ADA accessibility	\$300,000
Replace addressable fire detection and alarm system	\$150,000
Repaint interiors and repair drywall as needed	\$100,000
Total	\$678,000

These projects are funded from the Center’s Capital Reserve Fund which had a balance of \$5,487,585 at the end of FY19. It should be noted the capital projects report provided to The Moss Group identified projects for Fiscal Years 2016 through 2019 which had not been undertaken or completed; the estimated cost of these projects is \$1,125,000.

Future Costs – Status Quo

Given that the staff costs are, by far, the most significant component of the Center’s expenditures, the primary upward pressure on its spending will be for salary increases. Assuming a stable resident population at FY19 levels, direct care costs should remain at current levels, with no obvious pressure for increased expenditures in other cost categories, as well. Assuming annual average salary increases of 2 percent and an overall staff benefit contribution level of 34.1 percent, Center spending would increase by \$1.1 million to \$6.9 million over the next 10 years. If revenue sources also continue at current levels, the jurisdictional share of Center operating costs would increase at a similar rate, to \$4.7 million, with the overall per diem cost per resident rising by 30 percent over the next 10 years, to \$845.00.

	FY 20	FY 22	FY 24	FY 26	FY 28	FY 30
Salaries	\$ 3,645,439	\$ 3,792,715	\$ 3,945,940	\$ 4,105,356	\$ 4,271,213	\$ 4,443,770
Benefits	\$ 1,238,640	\$ 1,293,316	\$ 1,345,566	\$ 1,399,927	\$ 1,456,484	\$ 1,515,326
Direct Care	\$ 149,216	\$ 149,216	\$ 149,216	\$ 149,216	\$ 149,216	\$ 149,216
Administrative Support	\$ 207,272	\$ 207,272	\$ 207,272	\$ 207,272	\$ 207,272	\$ 207,272
Contracted Services	\$ 177,650	\$ 177,650	\$ 177,650	\$ 177,650	\$ 177,650	\$ 177,650

	FY 20	FY 22	FY 24	FY 26	FY 28	FY 30
Building Expenses	\$ 129,222	\$ 129,222	\$ 129,222	\$ 129,222	\$ 129,222	\$ 129,222
Other	\$ 254,105	\$ 254,105	\$ 254,105	\$ 254,105	\$ 254,105	\$ 254,105
Operating Expenditures	\$ 5,801,544	\$ 6,003,495	\$ 6,208,971	\$ 6,422,748	\$ 6,645,161	\$ 6,876,560
Revenues	\$2,166,549	\$2,166,549	\$2,166,549	\$2,166,549	\$2,166,549	\$2,166,549
Jurisdictional Expenses	\$3,634,995	\$3,836,946	\$4,042,422	\$4,256,199	\$4,478,612	\$4,710,011
Jurisdictional per diem	\$652.13	\$688.36	\$725.23	\$763.58	\$803.48	\$845.00

Operating Costs with Proposed Changes

The operations analysis conducted under Task C provided recommendations for improving the Center's operational cost-effectiveness, including proposals to reduce staffing levels from 70.5 to 64 FTEs, as summarized in the adjusted staffing plan below and on page 10.

Position	FTE
Executive Director	1.0
Director of Operations	1.0
Director of Programs	1.0
Business Manager	1.0
HR Generalist	1.0
Administrative Assistant	1.0
Health Services Administrator	1.0
LPN	1.0
Unit Manager	1.0
Case Managers	2.0
Compliance Manager	1.0
Shift Supervisor	4.0
Assistant Shift Supervisor	4.0
Detention Specialist	37.0
Food Services Manager	1.0
Lead Cook	1.0
Food Services	3.0
Custodial Services	2.0
Total	64.0

In projecting the savings achieved by this staffing plan, we used actual, annual salary levels for each position included in the plan and applied a two percent discount to account for

staff turnover and hiring lag, resulting in projected expenditures of \$4,512,068 for staff salaries and benefits, a savings of 7.6 percent from the FY20 budget.¹

The recommendations also included a plan developed by the Center to open an additional CPP program, which would utilize an available housing unit for eight male residents. This program proposal includes a case manager, a therapist, and five detention specialists, as well as operating support costs for the additional residents, for a total projected program expenditure of \$800,994. However, this budget incorporates a number of allocated costs that are already built into the Center budget and as such, they do not represent additional expenditures. For example, the project budget allocates \$12,639 to the Center's Executive Director position, based on the assumption that 10 percent of her time will be spent overseeing this program.

Consequently, new program spending – most of which will be used to cover seven new staff positions – in addition to the existing budget, totals \$594,340. But given that the per diem paid by the state is \$280 per day for eight residents, this program will also produce \$817,600 in new revenue annually, which exceeds additional costs by \$223,260, thereby lowering the jurisdictional share of the Center's budget by \$223,260. It is important to note funding provided by the Department of Juvenile Justice is not intended to supplant the local funding. Funds for state programs such as CAP and CPP must be tied to staffing, treatment, services, incidentals and other expenses that support the programs. Funds for state programs are expected to support staffing and treatment services in a unit within the facility and support shared costs such as utilities, control room staffing, and other shared operational costs.

Taken together, these initiatives produce substantial efficiencies for the jurisdictions. Using the FY20 budget as a base assumption, these initiatives would reduce the jurisdictional share of Center expenditures from \$3,634,995 to \$3,039,724, a decrease of 16 percent.

¹ The FY20 budget is used as a baseline for estimating potential savings. Recommendations from this report could take effect in the FY21 budget.

FY 2020 Budget	\$ 5,801,544
Staff Reduction Recommendations	\$ (372,011)
Adjusted Budget with Efficiencies	\$ 5,429,533
FY 20 Projected Revenues	\$ 2,166,549
CPP Program Initiative Net Revenues	\$ 223,260
Adjusted Revenues with Efficiencies	\$ 2,389,809
Adjusted Jurisdictional Expenditures with Efficiencies	\$ 3,039,724

The following table shows the allocation of savings by jurisdiction.

	Percent of Total Days	FY 20 Funding Allocation	FY 20 Adjusted Funding Allocation With Efficiencies	Savings
Alexandria	49.3%	\$1,793,449	\$1,499,752	\$ 293,697
Arlington	49.6%	\$1,802,324	\$1,507,173	\$ 295,151
Falls Church	1.1%	\$39,221	\$32,798	\$ 6,423
Totals	100.0%	\$3,634,995	\$3,039,724	\$ 595,271

Projecting over the next 10 years, the adjusted budget will save the jurisdictions approximately \$4.6 million.²

	FY 20	FY 22	FY 24	FY 26	FY 28	FY 30
Salaries	\$ 3,364,704	\$ 3,500,638	\$ 3,642,064	\$ 3,789,203	\$ 3,942,287	\$ 4,101,555
Benefits	\$ 1,147,364	\$ 1,193,718	\$ 1,241,944	\$ 1,292,118	\$ 1,344,320	\$ 1,398,630
Direct Care	\$ 149,216	\$ 149,216	\$ 149,216	\$ 149,216	\$ 149,216	\$ 149,216
Administrative Support	\$ 207,272	\$ 207,272	\$ 207,272	\$ 207,272	\$ 207,272	\$ 207,272
Contracted Services	\$ 177,650	\$ 177,650	\$ 177,650	\$ 177,650	\$ 177,650	\$ 177,650
Building Expenses	\$ 129,222	\$ 129,222	\$ 129,222	\$ 129,222	\$ 129,222	\$ 129,222
Other	\$ 254,105	\$ 254,105	\$ 254,105	\$ 254,105	\$ 254,105	\$ 254,105
Operating expenditures	\$ 5,429,533	\$ 5,611,820	\$ 5,801,472	\$ 5,998,786	\$ 6,204,072	\$ 6,417,651
Revenues	\$ 2,389,809	\$ 2,389,809	\$ 2,389,809	\$ 2,389,809	\$ 2,389,809	\$ 2,389,809
Jurisdictional Expenditures	\$ 3,039,724	\$ 3,222,011	\$ 3,411,663	\$ 3,608,977	\$ 3,814,263	\$ 4,027,842
Jurisdictional per diem	\$ 545.34	\$ 578.04	\$ 612.07	\$ 647.47	\$ 684.30	\$ 722.61

The FY20 budget is used as a baseline for estimating potential savings. Recommendations from this report could take effect in the FY21 budget.

Perspectives on the Center's Current Operations and Programs

While cost savings are an important component of this analysis, decision-makers must also consider the efficiency of the Center's current operations and programs. Although this study identified a number of staff positions for reduction, the Center appears to operate efficiently, and a majority of stakeholders view the Center's operations favorably. Some recent operational improvements include efficiencies in information technology, purchasing, and accounting.

The Center provides its residents with services immediately upon arrival, by first screening them for mental health and substance abuse and referring those with identified issues to a mental health therapist for further evaluation and community service referrals. Programs include care and custody, education, recreation, medical and mental health services, emergency psychiatric intervention, and visitation. The Center's school is administered by the Alexandria City Public Schools. The Center operates a Central Admissions and Placement (CAP) unit and the Community Placement Program (CPP) through a contract with the Virginia Department of Juvenile Justice. The New Beginnings program is a co-educational residential program designed to provide youth who have been unsuccessful in other programs with a final opportunity to make changes and avoid placement in a state detention facility.

Regrettably, measures of program success such as recidivism rates are not available. However, the programs offered at the Center are evidence-based and therefore known to produce positive outcomes. Furthermore, focus groups conducted with juveniles at the center, their parents, and other stakeholders, resulted in favorable impressions of programs offered at the Center.

Costs to Further Regionalize

As originally conceived, this study would include an analysis of costs to maintain the Center's operations compared to costs for contracting for juvenile detention at a nearby facility. However, the Task D report, Evaluation of Regionalization, describes the reasons further regionalization of juvenile detention in Northern Virginia is not practical.

Conclusion

The Moss Group evaluated nearby juvenile detention centers to determine the practicality and costs of further regionalizing juvenile detention beds in Northern Virginia. Our research revealed there is no viable alternative to the Northern Virginia Detention Center. An analysis of the Center's budget indicates operating costs are projected to increase from \$5.8 million in 2020 to \$6.9 million in 2030. The corresponding change in the member jurisdictions' contributions to operating costs is \$3.6 million in 2020 to \$4.7 million in 2030. The Center and the three jurisdictions can reduce current and future costs by implementing changes recommended in this report. The recommended changes are projected to reduce the jurisdiction's contribution to Center operations by approximately \$600,000 per year and \$4.6 million over ten years.



THE MOSS GROUP, INC.

Experienced Practitioners Committed to Excellence in Correctional Practice

City of Alexandria, Arlington County, and City of Falls Church

Cost Benefit Analysis of the Use of Northern Virginia Juvenile Detention Center and Alternatives, RFP 803

*Use of Northern Virginia Juvenile Detention Center and Alternatives Project
Final Report-January 2020*

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Executive Summary

Project Purpose and Background

In July 2019, The Moss Group, Inc. (TMG), a consulting firm based in Washington, DC, entered into a contract with the City of Alexandria (VA) to conduct a cost-benefit analysis of the Northern Virginia Juvenile Detention Center (Center). This report is one of six completed for the analysis; readers should review all six reports for proper context. As one of the 24 juvenile detention centers (JDCs) in the Commonwealth of Virginia, this secure facility serves Arlington County and the Cities of Alexandria and Falls Church, under the leadership of a five-member Juvenile Detention Commission (Commission).

This public cohort is tasked with overseeing the Center's policies and practices, resources and compliance, in a manner consistent with local and state laws and regulations. The Commission owns the Center building, the land it occupies, and its assets, while providing operational oversight, with funding the facility receives from the three jurisdictions it serves and the Commonwealth of Virginia. It also manages Sheltercare of Northern Virginia, a 14-bed non-secure facility adjacent to the Center. Sheltercare primarily serves juveniles from the City of Alexandria; juveniles from other jurisdictions may also be placed there.

Throughout the years, the Center has expanded and improved the services and programs it offers youthful offenders, who often enter the juvenile justice system with a variety of service needs, including mental health and substance abuse treatment, as well as academic support and vocational training. To address these needs, the Center has implemented a variety of services with an emphasis on evidence-based models. TMG did not conduct a programmatic or cultural assessment. Service delivery and programs were one of several elements considered as part of the cost benefit analysis. Thus, while the analysis makes recommendations for consideration based on observed and reported program availability and utilization, it is important to distinguish that TMG did not evaluate their efficacy, outcomes or quality of services offered or facility culture.

Service offerings at the Center include care and custody, education, recreation, religious services, medical services, emergency psychiatric intervention, specialty youth improvement programs, and supervised visitation. Moreover, the Virginia Department of Juvenile Justice (DJJ) provides funding for two programs: Central Admissions and Placement (CAP) and the Community Placement Program (CPP). The New Beginnings Program is funded by the three jurisdictions. All of these offerings incorporate an evidence-based, trauma-focused treatment component, consistent with research-informed practices proven to support successful outcomes, both during and following

detention.

As is the case both nationwide and throughout the Commonwealth of Virginia, the juvenile detention population has declined significantly over the past decade which has been an intentional reform effort. In the early 1990s The Annie E. Casey Foundation launched the Juvenile Detention Alternatives Initiative (JDAI) to reduce reliance on local confinement of court-involved youth. The JDAI model is comprised of eight core strategies and was adopted by many jurisdictions throughout the United States.

Many of the jurisdictions in Northern Virginia are experiencing underutilization, especially Fairfax County and the three jurisdictions that place juveniles at the Center. Consequently, the Center has been struggling to deal with rising costs and underutilized facility space, in an increasingly tight fiscal climate. In response to the concerns, the City of Alexandria (acting as the contracting agent for itself, the City of Falls Church and Arlington County) contracted TMG to complete a cost benefit analysis, with which to help determine the optimal of two options currently under consideration: 1) to identify cost-containment strategies that enable the Center to remain open under the existing arrangement; or 2) enter into a regional agreement with other jurisdictions (e.g., Fairfax County, Loudon County, or Prince William County). Both options are considered with youth and families at the center of our work.

Evaluation Methodology

In conducting the cost-benefit analysis, TMG established parameters for the analysis, including engaging stakeholders, and collected and evaluated qualitative and quantitative data, both on and offsite, using a variety of research-informed and validated techniques and practices, as follows:

- ✓ Compiled and reviewed a series of historical, foundational, and operational documents.
- ✓ Reviewed the existing body of research and expert knowledge around promising, proven, and cost-effective practices, as well as current and emerging local, state, and national trends in juvenile justice followed by a gap analysis to determine how the Center compares with other facilities.
- ✓ Completed a series of focus groups and individual interviews – in person and by telephone – with a cross-section of facility stakeholders, including youth and families
- ✓ Performed a staffing analysis with the goal of addressing potential savings and establishing a fair baseline for comparison with other facilities under consideration for further regionalization.
- ✓ Deployed an online public survey.
- ✓ Held three public meetings – one in each of the Center’s three jurisdictions.
- ✓ Convened a group of juvenile justice experts to visit and observe the Center’s operation.

- ✓ Performed a financial and service delivery analysis, using a standard complement of cost and revenue data.

Summary of Key Findings

The cost-benefit analysis proposed by the member jurisdictions was intended to serve as a baseline against which to determine the better of two options under consideration for the Center: 1) remain open with cost-containment strategies; or 2) close and enter into a regional agreement with another jurisdiction. Several nearby counties were considered for regionalization: Prince William County, Loudon County and Fairfax County. Prince William and Loudon counties were eliminated for infrastructure and capacity reasons. Fairfax Juvenile Detention Center was considered a viable option until late in the study (April 2020) when Fairfax County officials stated their intention not to expand juvenile detention center operations. Consequently, one strategy remained: keep the Center open with cost-containment strategies.

Center Strengths. TMG’s analysis revealed that the Center has a number of strengths in support of its continued operation, as follows:

- The Center enjoys widespread community support, with an overwhelming majority of key stakeholders and community members interviewed and surveyed citing its ongoing value to the jurisdictions it serves, with respect to its effective operation, excellent leadership, experienced staff, evidence-based programs, and close proximity to families, public transportation, courts, and service providers.
- The Commission not only encourages ongoing engagement and meaningful communication with the Center and its leadership but has also implemented strategies that empower Center leadership to contain costs without compromising service quality.
- The Center’s operational philosophy is therapeutic, rather than punitive; its environment, youth- and family-centered; and its programs and services, trauma-informed, gender-responsive, and therapeutic – all of which are consistent with the guiding principles of an “ideal” detention environment, as proposed by the Center for Juvenile Justice Reform.¹
- The facility’s leadership promotes staff well-being and continuity, by creating a positive organizational climate and implementing effective staff recruitment, selection, training, and retention practices, thereby promoting a relational environment in which it appears staff members demonstrate genuine feelings of concern for and commitment to the youth under their care.

¹ Decker, T. (2019) A Roadmap to the Ideal Juvenile Justice System. Center for Juvenile Justice Reform, Georgetown University, Washington, D.C.

- The Center provides youth with a wide range of robust programs and services, grounded in evidence-based, best, and/or promising practices in juvenile detention and designed to meet the psychological, physical, educational, and social needs of this population.
- The Center is located close to families, home communities, area courts, and service providers, with ready access to public transportation, all of which encourages regular family engagement and consistent service provision, while facilitating safe and convenient transport to and from mandatory court appearances.
- There is space available in the Center to use in co-locating much-needed, community-based programs and services, as a way to provide further benefit to the community, as well as generate additional revenue with which to offset operational costs.

Center Challenges. Although its strengths are both numerous and significant, the Center continues to grapple with some of the same challenges reported in other Virginia JDCs.

- Shifting juvenile justice policies, practices, and philosophy have led to notable changes in the detention population, beginning with the reality that the average youth served is not only charged with more serious offenses, but also arrives with a variety of complex mental health and behavioral management issues.
- A declining and ever more complex detention population has led to a significant spike in operating costs, which has, in turn, resulted in an escalating per diem rate, calculated at \$853.40 for FY19.
- Although Center staff are paid for 2,184 hours in a year, their actual availability for assignment is substantially less (resulting from personal time off, training, etc.), thus often causing the leadership to rely on one of three options – paying overtime, reallocating staff, or leaving posts vacant that aren’t mission-critical – to meet security standards and requirements, all of which drive costs up and/or impact staff wellbeing.
- Given the significant mental health issues reported among Center residents, staff members expressed the need for a full-time, onsite mental health clinician – instead of services provided by two part-time clinicians.
- Given its age and design, the facility does not lend itself well to “normalization” (the emerging movement to create a more “home-like” detention setting), although Center leadership has made every attempt to make the environment welcoming and youth-centered with colorful decorations in rooms and hallways, as well as comfortable common areas.
- The facility is also in need of significant capital improvements because of its age.

Recommendations

Based on the key findings, TMG offers the following recommendation for keeping the Center open.

- The Center might explore co-locating much-needed, community-based programs and services (such as mental health treatment, substance abuse services, youth mentoring, and/or a CPP for boys) at the facility to help offset current operating costs by putting underutilized space to more effective use, and generating additional revenue, and increasing positive outcomes for youth and families.²
- Given that staffing costs represent 84.2% of the overall Center budget, the management team could consider implementing staff changes recommended on the basis of TMG's staffing analysis.
- In addition to performing a more comprehensive analysis around the facility's short and long-term capital needs and their impact on the budget going forward, Center leadership might also obtain the services of an architectural firm to assess the current facility layout and develop a design that is more in line with both normalization and service co-location.
- Consider developing a formal relationship with the Annie Casey Foundation, specifically participating in the Juvenile Detention Alternative Initiative.

A Note About Falls Church

Readers should note the City of Falls Church is unique in comparison to the City of Alexandria and Arlington County for several reasons. First, Falls Church doesn't place juveniles in NVJDC very often; the average annual number of childcare days for FY 2017 through 2019 was only 90 days per year. Second, the City of Falls Church already contracts for services from both Arlington *and* Fairfax Counties. For example, public safety and judicial services are provided by Arlington County while child welfare and behavioral health services are provided by Fairfax County.

The factors described above may contribute to the low turnout for the public meeting in Falls Church; account for only 3.5 percent of all survey respondents identifying as Falls Church residents; and explain why interviews with stakeholders from the City of Falls Church generally indicated such stakeholders have little familiarity with the City's relationship with NVJDC. Given these

² The funding for state programs such as CPP and is not intended to supplant the local costs. State funds for programs must be tied to staffing, treatment, services, incidentals and other expenses that support the programs. State funding may support staffing and treatment services in a unit within the facility and support shared costs such as utilities, control room staffing, and other shared operational costs.

dynamics, readers should recognize any change in services pertaining to NVJDC will likely have a greater impact on the City of Alexandria and Arlington County than the City of Falls Church.

Conclusion

The Moss Group evaluated two options for detention of juveniles in Northern Virginia: contract for services with another county or continue operation of the Center with recommendations for efficiencies. Contracting for services with another county was not a viable option because nearby facilities lacked interest or capacity. Keeping the Center open with cost efficiencies ensures juveniles remain close to their communities and services. Moreover, a majority of stakeholders and community members voiced their support for retaining the Northern Virginia Juvenile Detention Center. It should be noted some community members voiced opposition to any form of detention and further community discussion around this perspective is encouraged.

Introduction

Overview

As is the case both nationwide and throughout the Commonwealth of Virginia, the juvenile detention population has declined significantly over the past decade, resulting from fewer arrests, more community-based diversionary alternatives, and a shift in philosophy when it comes to the role and appropriate use of juvenile detention. In the early 1990s The Annie E. Casey Foundation launched the Juvenile Detention Alternatives Initiative (JDAI) to reduce reliance on local confinement of court-involved youth. The JDAI model is comprised of eight core strategies and was adopted by many jurisdictions throughout the United States.

Between fiscal year 2006 (FY2006) and fiscal year 2017 (FY2017), the Center's average daily population declined at a significantly greater rate than that of Virginia's 24 juvenile detention centers (JDCs) overall – 54 percent and 36 percent, respectively. This drop in census has left the Center struggling to reduce costs and maximize resources – without compromising service quality – in an increasingly tight budget climate, which has, in turn, prompted a serious discussion around effective options.

While juvenile detention is declining throughout the United States, there is no “blueprint” for juvenile detention facilities to respond to these changes. Consequently, the three jurisdictions saw the need for a cost-benefit analysis to serve as a baseline against which to determine the better of two options currently under consideration: for the Center 1) to identify cost-containment strategies that enable the Center to remain open under the existing arrangement; or 2) enter into a regional agreement with other jurisdictions (e.g. Fairfax County, Loudon County, or Prince William County).

In fulfilling the contract to perform the cost-benefit analysis and assist the three jurisdictions in examining possible options, TMG has completed the following tasks as specified in the Scope of Work:

- Compiled and analyzed historical documents related to the Center's structure, operation, and ownership/control of assets.
- Provided an assessment of national, state, and local best practices related to juvenile justice and incarceration.
- Elicited input from key stakeholders and community members.
- Conducted an in-depth, multi-part analysis of the Center's current state of operation.

- Explored the potential for further regionalization of services with existing jurisdictions, including projected costs and potential impact on youth and families, communities and stakeholders.
- Furnished a financial and service delivery analysis of the two proposed options –identify cost-containment strategies that enable the Center to remain open under the existing arrangement *or* close the Center and enter into a regional agreement with other jurisdictions.

Historical Context

In 1956, four jurisdictions in Northern Virginia – the City of Alexandria, Arlington County, the City of Falls Church, and Fairfax County – entered into a regional agreement to build a juvenile detention center. The Center was originally built as a 30-bed facility at a cost of \$170,000. The four jurisdictions each contributed to the cost of construction: Arlington County contributed 40 percent, Fairfax County 37 percent, the City of Alexandria 20 percent and the City of Falls Church three percent.

To ensure its effective and efficient operation, consistent with local and state laws and regulations, the agreement established a Commission comprising seven representatives, tasked with overseeing the Center’s policies and practices, resources and upkeep. As such, it would serve as a public body corporate with its structure, purpose, authority, and all related functions and activities defined in a set of by-laws.

This arrangement remained in place until 1994 when the Center was renovated and Fairfax County withdrew from the interjurisdictional agreement to build a separate 121-bed facility, thereby reducing the Commission’s membership from seven to five. Nevertheless, the Commission still owns the Center building, the land it occupies, and its assets, while providing operational oversight, with funding the facility receives from the three jurisdictions it serves and the Commonwealth of Virginia. The Commission also manages Sheltercare of Northern Virginia, a 14-bed non-secure facility adjacent to the Center. Sheltercare primarily serves juveniles from the City of Alexandria; juveniles from other jurisdictions may also be placed there.

Over the years, the Center has expanded and improved the services and programs it offers youthful offenders, who often enter the juvenile justice system with a variety of service needs, including mental health and substance abuse treatment, as well as academic support and vocational training. To address these needs, the Commonwealth has improved its juvenile detention intake and assessment process, while also increasing its use of evidence-based policies, practices, and programs.

For example, in 2000, the Virginia Department of Juvenile Justice (DJJJ) developed, field-tested, and refined a risk assessment process – the Detention Assessment Initiative (DAI) – for Court Services Units across the Commonwealth to use in guiding and improving detention decisions. Then in 2008, DJJJ introduced the Youth Assessment and Screening Instrument (YASI), an empirically validated tool, designed to help determine appropriate levels of supervision and programming, based on both static and dynamic risk and protective factors in ten domains.

Furthermore, the Center has implemented a growing number of research-validated staff trainings, including Aggression Replacement Training, a behavior management program, Implementation Treatment Team process, and Handle with Care. At the same time, its residents have taken part in such evidence-based programs as Girls Circle Facilitation, Council for Boys and Young Men, and Capital Youth Empowerment program. Note: TMG did not conduct a programmatic assessment and did not evaluate programs for efficacy, outcomes or quality.

In responding to the ongoing decline in population, the Center reduced the number of beds it offers from 70 to 46 – although it currently houses, on average, fewer than 30 youth – a move that has subsequently created a number of challenges, including increased per diem costs and underutilized facility space. These factors resulted in the three jurisdictions authorizing a cost-benefit analysis to answer the following questions:

- What is the most cost-effective way to ensure that the current level of detention programming and services continue to be available?
- What alternatives internally (efficiencies at the Center) or externally (an agreement with Fairfax County or others) exist?
- How might the Commonwealth and its participating jurisdictions maximize their resources and potentially reduce the Center’s cost of operation?

Current Center Operation

As a secure facility and one of 24 juvenile detention centers (JDCs) in the Commonwealth, with an FY 2020 budget of \$5,801,544, the Center currently serves juvenile offenders, ages 11 to 18, both pre- and post-disposition, from three jurisdictions – Arlington County, the City of Falls Church, and the City of Alexandria – as well as from Maryland and the District of Columbia. Residents are housed in four housing units (two for males and two for females). Data provided by DJJJ indicated 150 unique individuals were detained at NVJDC in Fiscal Year 2019; 56.7 percent were African American, 38.7 percent were Caucasian, and 4.6 percent were Other/Unknown. Additionally, 30.7 percent were Hispanic, 30.7 percent were Non-Hispanic, and 38.6 percent were Unknown/Missing. Seventy-two percent were males and 28 percent were females. Some juveniles detained at NVJDC

were detained on multiple occasions, resulting in 223 detainments. The average age at detainment was 15.9 years. The most common offenses for which juveniles were detained in FY 2019 were Probation Violation (20.6 percent), Contempt of Court (17.5 percent), Robbery (13.5 percent), Assault (9.4 percent), Larceny (7.6 percent) and Narcotics (7.2 percent). Their length of stay is as short as one day to as many as 180 days.

The average age of youth housed at the facility is 16.5. The typical youth has had multiple offenses including misdemeanors and felonies. The youth tend to be at moderate or high risk for further criminal involvement. The typical youth ordered into detention has behavioral health, family and child welfare, and educational needs, which contribute to their offending behavior.

To ensure adequate staffing at total capacity, the Center presently employs a staff of 70.5 full-time employees (FTEs), more than half of whom work on direct-care posts in 12-hour shifts, tasked with supervising youth throughout the day. Moreover, to provide continuous operational coverage, they are assigned to four teams, under the leadership of four Shift Supervisors and four Assistant Shift Supervisors, one of each for every team. Programs and operations staff also provide services to youth throughout the day.

Like youth involved in the juvenile justice system nationwide, Center residents experience multiple challenges, such as mental health and substance use issues, as well as learning disabilities, and many have a history of poverty, trauma, abuse, and/or neglect. In meeting these challenges, the Center provides its residents with services immediately upon arrival, by first screening them for mental health and substance use disorders and then referring those with identified issues to a behavioral health therapist for further evaluation and community service referrals.

Services there include care and custody, education, recreation, religious services, medical services, emergency psychiatric intervention, specialty youth improvement programs, and supervised visitation. The Center's school is operated by the Alexandria City Public Schools, with funds provided by the Virginia Department of Education State Operating Program, and Title I for coaching positions. And through a contract with the Virginia Department of Juvenile Justice (DJJ), the Center operates a Central Admissions and Placement (CAP) unit and the Community Placement Program (CPP). A New Beginnings program is funded by the three jurisdictions. CAP intake services take place over approximately three weeks and include medical, psychological, educational and career readiness assessments, in accordance with the Virginia Department of Juvenile Justice Transformational Plan (2018).

Methodology

In conducting the cost-benefit analysis, TMG established parameters for the analysis, including engaging stakeholders, and collected and evaluated qualitative and quantitative data, both on and offsite, using a variety of research-informed and validated techniques and practices, as follows:

Document Review

To set the stage for this multi-faceted project, TMG compiled and reviewed a series of documents, including:

- Foundational documents with which to establish an accurate history and timeline for the Center as it has evolved (e.g. operational philosophy, design/construction, staffing, population, programs, and services, over time)
- Inter-jurisdictional agreements and other implementation documents (e.g. MOUs, contracts)
- Resolutions and actions by coordinating government entities
- Center oversight and administration (Commission by-laws, management practices, and selected meeting minutes)
- Center ownership and control of assets
- Center budgets between 7/1/2009-6/30/2019, as well as funding sources (federal, state, local)
- Center infrastructure and operations with respect to staffing, physical plant, average daily population, family involvement, and programs/services
- Relevant state and local policies and standards for managing juvenile detention facilities
- Any previous operational or cost studies conducted.

Research Review and Gap Analysis

TMG reviewed the existing body of research and expert knowledge around promising, proven, and cost-effective practices, as well as current and emerging trends – at the local, state, and national levels – with respect to juvenile detention and reentry; evidence-based programs and services; and staffing, operations, and facility use. Using this information, our team then performed a gap analysis to 1) assess how the Center currently compares against other similar facilities; and 2) identify future steps it might take to become more effective and cost-efficient.

Focus Groups and Individual Interviews

To better understand the impact of Center services on the community it benefits, TMG conducted a series of focus groups and individual interviews – in person and by telephone – with a cross-section of the facility’s stakeholders, including representatives from each of the following groups:

- Court officers, law enforcement, and agencies/service providers
- Virginia DJJ staff, Court Services Unit staff, and the Northern Virginia Juvenile Detention Commission
- Line staff, supervisors, and facility leadership
- Detained youth and their families.

The interview protocol incorporated a complement of open-ended questions, designed to elicit feedback around: 1) the Center’s current state of operation (e.g. management approach, service quality, family engagement, staff effectiveness, and facility use); 2) the potential impact of transferring Center services to another nearby facility (e.g. Fairfax County); and 3) recommendations for using the space more efficiently and constructively.

Staffing Analysis

Because staffing comprises more than 83% of the Center’s annual cost of operation, TMG conducted a staffing analysis, with the goal of not only assessing potential savings, but also establishing a fair baseline for comparison with available alternatives under consideration. Based on best practices identified by the National Institute of Corrections (NIC), this ground-up approach is designed to determine the number of staff needed to meet professional standards, while effectively and efficiently supervising youth and providing required services and programs. In gathering information for this analysis, the project team performed the following activities:

- Interviewed administrative and management staff to better understand facility operations and staffing patterns, to include staff to youth ratios.
- Reviewed a variety of relevant documents.
- Toured the facility to assess its design and observe staff on-post.
- Conducted impromptu interviews with staff on-post and youth around staff responsibilities.
- Interviewed Center administrators and shift supervisors around facility staffing patterns.
- Reviewed the facility’s daily schedule with appropriate staff to gain an understanding of program and service delivery impact on staffing.
- Assessed the staff training process to ascertain frequency and duration of pre-service and annual training events.

Online Public Survey

TMG developed and deployed a seven-question online survey on the SurveyMonkey web-based platform from October 25-December 6, 2019, to collect feedback from members of affected communities, in addition to or in lieu of attending public meetings held in each of the three jurisdictions. To ensure an appropriate level of response, our firm collaborated with communications teams from each of the three jurisdictions to create and share information on how to access the survey.

Public Meetings

TMG conducted open meetings in each of the three jurisdictions, with the goal of eliciting public feedback about: 1) the Center's current role within the community; 2) the potential impact of transferring its services to another nearby jurisdiction; and 3) suggestions for using the facility space more efficiently and effectively.

These meetings were advertised across multiple channels and held on three separate evenings in locations that were easily accessible by public transportation. The meetings in Alexandria and Arlington were well-attended; turnout was low in Falls Church. The meetings were attended by a representative cross-section of community residents, youth advocates, family members, elected officials, service providers, and members of the press in all three jurisdictions. In addition, members of the NVJDC Commission and the Center's Executive Director were on hand to address questions and comments, as needed.

Expert Observation

TMG convened a group of experts in juvenile justice to visit the Center. While there, they observed a variety of such variables as facility location, condition and layout; program and service offerings; staff involvement; and resident engagement, with the goal of assessing operational effectiveness and efficiency. A TMG staff member and juvenile justice expert also visited Fairfax Juvenile Detention Center.

Cost and Revenue Analysis

TMG also performed a comparative financial and service delivery analysis, in accordance with standard methods for similar projects, using the following cost and revenue data:

- All variable, fixed, and semi-variable operational costs to maintain the Center as it is
- Projected costs associated with implementing recommended efficiencies
- Projected costs – in both dollars and impact – to further regionalize
- Current trends in and sources of revenue
- Potential funding sources that can be used to implement new programs and practices in close proximity to family and community services within the Center's three jurisdictions.

Summary of Key Findings

As stated earlier, TMG’s cost-benefit analysis is offered as a baseline to assess two options: 1) to identify cost-containment strategies that enable the Center to remain open under the existing arrangement; or 2) close the Center and enter into a regional agreement with another jurisdiction. Several nearby counties were considered for regionalization: Prince William County, Loudon County and Fairfax County. Prince William and Loudon counties were eliminated for infrastructure and capacity reasons. Fairfax Juvenile Detention Center was considered a viable option until late in the study (April 2020) when Fairfax County officials stated their intention not to expand juvenile detention center operations. Consequently, one strategy remained: keep the Center open with cost-containment strategies. The following section provides a summary of findings, based on information gleaned during this analysis, which address the “strengths” and “challenges” of the Center.

Center Strengths.

Widespread Community Support. Based on document review, direct observation, and community feedback, it is apparent Center leadership are perceived to benefit the community by caring for some of its most challenging youth. In fact, the overwhelming majority of key stakeholders and community members we interviewed and surveyed – in every category – felt that, overall, the Center provides value to the jurisdictions it serves, given its effective operation, dedicated leadership, experienced staff, and meaningful work.

A significant number of them commented that under its current leadership, the Center provides a nurturing, relationship-based and “homelike” environment with programs that meet the psychological, physical, educational, and social needs of the youth it serves. They also regularly noted its close proximity to families, public transportation, courts, and service providers; its ongoing culture shift from a “jail-like” to an evidence-based “therapeutic” environment; and an intake and disposition process that works like a “well-oiled” machine.

In addition, there were numerous comments with respect to the Center’s approach to treatment, which is rehabilitative, rather than punitive. For example, the Center no longer uses room confinement as a disciplinary tool, given research that demonstrates the serious and long-term consequences of this practice on youthful offenders. Many also expressed concern that if the Center were to close, the local jurisdictions might either lose control over the types of programs and services its detained youth receive or be unprepared to address special circumstances and/or sudden upticks in population going forward.

More specifically, a former juvenile court judge commented that while she “gets the need for efficiencies” in light of the Center’s declining population, the proximity to family and distance to centers in other contiguous jurisdictions is a critical concern for families, as well as for those who transport youth to and from area courts. Likewise, in addressing the loss of local control, one individual stated that “if we are contracting out the services, we will be contracting our values, as well; and if they are not commensurate with those of other jurisdictions, we would be making a serious mistake.” Yet another person who volunteers at the Center said, “it would be unwise to shut it down without having a very clear picture of the alternative.” And on January 7, 2020, the Arlington Branch of the NAACP issued a public statement in support of keeping the Center open pursuant to a tour of the facility, during which time the branch president and other leadership found it to be a safe, welcoming, nurturing, and therapeutic environment for the youth detained there.

Facility Management, Philosophy and Practice. The Commission provides quality leadership to, and is very supportive of, the Center, encouraging ongoing engagement and meaningful communication between the two entities. Moreover, despite the challenges it has faced over the years, this five-member body has responsibly managed the facility’s assets and maintained its physical plant, while ensuring compliance with all local and state laws and regulations. It has also implemented strategies that empower the Center to contain costs *without* compromising service quality and put an administrative leadership team in place that is openly supportive of both staff and youth, with the goal of cultivating a safe, nurturing and more “normalized”³ environment.

In achieving these objectives, Center leadership has implemented an operational philosophy consistent with what research has shown to be the guiding principles of an “ideal” detention environment, as follows:

- Developmentally appropriate
- Research-based, data-driven, and outcome-focused
- Fair and equitable
- Strengths-based
- Trauma-informed
- Supportive of positive relationships and stability
- Youth- and family-centered
- Gender-responsive

³ Normalization is an emerging concept that supports the research-informed notion that life in detention should resemble normal life outside of detention, to the greatest extent possible.

- Coordinated services both during and following detention.⁴

For example, females who enter the juvenile justice system have different needs and experiences, risk and protective factors than their male counterparts. Providing services to girls is complicated by their low representation in the juvenile justice systems compared to boys. So, in meeting the physical, psychological, and emotional safety needs of the Center's female residents, its programs and services – specifically the CPP and Girls Circle – are gender-responsive, in that they are strengths-based, trauma-informed, and highly relational. The Center has also made it a priority to employ staff who understand and are sensitive to the unique socialization needs and general attributes of these young women, while trained in promoting healthy attitudes and behaviors, responsible decision-making, and self-reliance.

The Center has also implemented policies and practices that encourage regular and meaningful youth-family connections, proven to have a significant and positive impact on well-being and healthy outcomes, both during and following detention. Thus, the Center strongly encourages and consistently facilitates family engagement, by allowing flexible visitation times and providing transportation assistance, as needed. And to ensure that everyone involved is working toward common treatment goals, aimed at reducing the risk of re-offense, family members are included in many aspects of program and service planning and delivery.

Moreover, in keeping with research that shows the detrimental effects of room confinement for disciplinary purposes, the Center prohibits this practice. In fact, the only reasons youth there might be segregated is to contain or prevent the spread of a contagious illness (e.g. chicken pox) or protect them against a present danger from other residents.

And while some aspects of the Center's facility layout do not lend themselves to normal life outside of a detention center, the leadership and staff make every effort to create an environment that is welcoming and youth-focused. Hallways are adorned with resident artwork and youth are issued colorful comforters for their rooms, as well as encouraged to personalize their space as an incentive for positive behavior. This effort toward normalizing the Center's environment is important to families and stakeholders; such efforts should continue to be a priority.

At the same time, the facility's leadership team continues to promote staff well-being and continuity. After assuming her position in 2017, the Center director began taking steps to change

⁴ *A Roadmap To The Ideal Juvenile Justice System* (2019); Juvenile Justice Leadership Network, Center for Juvenile Justice Reform. <https://cjjr.georgetown.edu/wp-content/uploads/2019/07/A-Roadmap-to-the-Ideal-Juvenile-Justice-System-Digital-Release.pdf> (Accessed January 2019).

the staff recruitment and selection process, while also developing a more positive organizational climate. As a result, staff members demonstrate genuine feelings of concern for and commitment to the youth they serve, as well as support for the ongoing shift in service philosophy. What's more, the consistent drop in census has provided them with far more time to engage productively with the youth, while also participating in much-needed professional development. Staff and residents also report having experienced less stress overall, an important factor in achieving both staff retention and healthy outcomes for detained youth.

Equally important, to achieve greater efficiency, Center leadership has proactively implemented cost-containment measures over the past three years, as follows:

- Negotiated a more cost-effective contract for IT service provision.
- Streamlined the requisition process for purchasing commodities and supplies.
- Reduced the number of corporate credit cards from seven to three (with only one available to facility staff) and lowered the discretionary spending limit from \$50,000 to \$15,000.
- Created a consolidated billing and accounting process, with which to more accurately track expenditures and forecast the annual budget.
- Instituted measures to control meal costs and simplify food preparation.
- Reduced capacity from 70 to 46 youths.

Programs and Services. Detained youth spend all but their bedtime hours outside of their rooms, taking part in a variety of recreational, educational, and therapeutic activities. Based on both the research and the information provided, the Center's smaller but more challenging youth population is receiving a range of programs and services that are grounded in evidence-based, best and/or promising practices. In fact, current programming appears to be in line with, national best practices for youth in detention. Program options include:

- *Challenges Behavior Management Program:* This program provides structure, support, and guidance for positive staff-youth interactions known to strengthen healthy outcomes both during and following detention. Based on the principles of positive reinforcement, it 1) sets clear behavioral expectations within an organized daily routine; 2) reinforces positive behavior consistent with these expectations; 3) models appropriate social and problem-solving skills; and 4) applies de-escalation strategies to manage inappropriate behavior. Using a point system to encourage compliance, as well as pro-social behaviors, youth have an opportunity to receive

a series of “rewards” as they move through five progressive levels. The Challenges program also serves as a clear process for responding to rule infractions.⁵

- *Community Placement Program (CPP)*: The CPP is a structured, gender-responsive program for girls who have been committed to the Department of Juvenile Justice and require residential treatment. The program focuses on past trauma and its impact on behavior, with the guidance of a mental health clinician, who works with each girl, using evidence-based cognitive behavioral techniques, in both individual and group settings. These techniques are tailored to address such issues as anger management, substance abuse, and sexual trauma. In addition to dealing with specific treatment needs and risk factors, the CPP helps each youth develop competency in the areas of education, job readiness, and social skills, while learning how to build resiliency, accountability, and healthy relationships. Program participants also have their own rooms to decorate with items they can take with them when they are released.
- *New Beginnings Program*: New Beginnings is a residential program that offers a range of services to high-risk, non-committed male and female youth. These services include psycho-educational therapeutic groups (with a focus on coping skills and building personal integrity), substance use education, college and career planning, and independent living skills.
- *Aggression Replacement Training (ART)*: ART is a cognitive behavioral intervention, designed to address emotional and social factors that lead to aggressive behavior. It provides 10 weeks of group training sessions, which focus on social skills development, anger control training, and moral reasoning. While youth participants may not complete all of these sessions, many would receive some measurable benefit from taking part in the program, which is required for all Center residents, whether detained, in New Beginnings, or committed in the CPP.
- *Change Company Interactive Journals*: A structured, engaging, and experiential approach, these journals are widely used in juvenile and adult institutions and include a range of subjects, such as Why Am I Here, My Feelings, Substance Abuse, Individual Change Plan, and Victim Awareness. Grounded in the research-informed principles of learning through self-reflection, journals empower Center residents – regardless of their status – to write about their own experiences and think through their behaviors and decisions.
- *Council for Boys and Young Men*: This strengths-based group approach is designed to promote safe and healthy growth and conversation, within the context of a structured environment that empowers boys. to address masculine attributes and behaviors, while building self-esteem. As such, the Council meets weekly, under the guidance of a trained facilitator, to engage in

⁵ Challenges Behavior Management Guide: Participants Guide. (2017). *Juvenile Detention Commission*. Alexandria, VA: Northern Virginia Juvenile Detention Center.

reflection and dialogue, as well as in other such “best practice” activities as educational games, skills development, art, and group challenges.⁶ Both this group and the Girls’ Circle Group below are available for transgender youth, who may choose the option that best aligns with their gender identity.

- *Girls Circle*: This structured, gender-responsive support group for female residents – regardless of their status – integrates relationship theory, resiliency practices, and skills training within an emotionally safe environment and format, designed to increase positive connection, personal and collective strengths, and individual self-efficacy. Weekly meetings, under the guidance of a trained facilitator, are designed to encourage girls to talk and listen, while channeling their creative energies through activities, such as journaling, poetry, drawing, and dance.⁷
- *Capital Youth Empowering Program*: This non-profit organization was established in 2008 with the mission to provide innovative, high-quality, and cost-effective programs that address the fatherless home, teen pregnancy, and family dysfunction.⁸
- *Pregnancy Prevention Program*: The Teen Pregnancy Prevention Program, developed and offered by James Madison University, works to equip teens, parents, and community members with education on and skills around interpersonal relationships that help them make healthy and positive life decisions.⁹

In addition to the programs above, the Center has recently trained two staff in the “True Colors” program, an anger management and substance abuse focused group that will begin shortly. The Center also provides youth with the re-entry services they need to achieve successful post-detention outcomes, while regularly furnishing programs and services to youth that are supported by community volunteers. These programs include Alcoholics Anonymous/Narcotics Anonymous, Urban Passages, Improv, yoga, Project Success (also called BeProud), Iota Phi Theta, rugby, body strengthening, and educational/GED tutoring.

The Center’s academic program, which is provided by the Alexandria City Public Schools, includes core studies in English, mathematics, social studies, and science. The school also offers:

- Project-based learning
- Art therapy with a certified art therapist each day
- Daily physical education classes with a certified P.E. teacher
- Three certified English as a Second Language (ESL) teachers

⁶ One Circle Foundation. (n.d.). *The Council for Boys and Young Men*. Retrieved from <https://onecirclefoundation.org/TC.aspx> (accessed September 2019).

⁷ One Circle Foundation. (n.d.). *Girls Circle*. <https://onecirclefoundation.org/GC.aspx> (accessed September 2019).

⁸ Capital Youth Empowerment Program. (n.d.). <https://www.cyep.org> (accessed September 2019).

⁹ James Madison University. (n.d.). *The Teen Pregnancy Prevention Program*. Retrieved from <https://www.jmu.edu/iijhs/tpp/about-us.shtml> (accessed September 2019).

- Three special education teachers/case managers
- One certified reading specialist
- A daily literacy period
- A character education program
- Pre-GED preparation and GED testing
- Classrooms equipped with SMART boards and laptops, with access to iPads, Nooks. and Smart Response clickers.

Moreover, the Center's Executive Director has implemented a commencement ceremony for graduates, complete with caps and gowns, as well as family members and staff on board to celebrate and support them.

Youth also have ample opportunities to engage in daily recreational activities – one hour before school; one hour after school; and two 90-minute periods on weekends and holidays. There is a well-equipped indoor gym, as well as a generous amount of outdoor space devoted to basketball courts, a soccer field, and a recreational pad. Likewise, the Center provides common space for such other indoor activities as arts and crafts, videogaming, and socialization.

Facility Location. The past 20 years has seen a growing movement toward community-based alternatives to juvenile detention and confinement and away from large facilities located far from family and community. That said, the Center is located in the western end of Alexandria, close to families, home communities, area courts, and service providers, with ready access to public transportation, all of which encourages regular family engagement and consistent service provision, while facilitating safe and convenient transport to and from mandatory court appearances. What's more, the Center's location provides an additional incentive for providers to lease space there for much-needed community services, one of several cost-containment strategies under consideration.

Center Challenges

Changes in the Detention Population. Although its strengths are both numerous and significant, the Center continues to grapple with some of the same challenges reported in other Virginia JDCs. To begin with, shifts in juvenile justice policy, practice, and philosophy have led to notable changes in the detention population. Thus, the average youth the Center serves is thought to be charged with more serious offenses and exhibits higher rates of chronic and acute mental health issues and aggressive behavior.

Likewise, the consistent drop in census has escalated the facility's per diem cost of operation, as the result of unoccupied bed space, which not only reduces funding levels, but also makes it more difficult to accurately estimate staffing needs in every category.

Per Diem Cost. As stated earlier, a declining detention population has caused a significant spike in operating costs, resulting in an FY19 resident per diem rate at \$853.40, based on 6,803 childcare days provided.

Staffing. Based on its document review, the TMG team found that staff salaries and benefits comprise 84.2% of the Center's FY 2020 annual budget, which is not uncommon in juvenile detention centers, given the need to ensure a safe, secure and therapeutic environment for all concerned. Yet while according to the staffing analysis, Center staff are paid for 2,184 hours in a year, their actual availability for assignment is substantially less, given use of leave, such as vacation and sick days, as well as military, FMLA, training and other benefit time. Consequently, facility management must rely on one of three options to meet security standards and requirements – pay overtime, reallocate staff, or leave posts vacant that aren't mission-critical – all of which are costly or otherwise problematic. Of note, staffing challenges can impact program delivery.

Moreover, as in other jurisdictions around the state and across the country, the Center struggles with staff recruitment, selection and retention – although, as noted earlier, the new director has made incremental strides in successfully tackling these issues. When interviewed, however, direct line staff reported that while teamwork and staff continuity is improving, there are still issues with stress and ultimately burnout from both mandatory overtime and a more challenging detention population.

Programs and Services. The Community Service Boards of Arlington and Alexandria each provide a part-time mental health clinician and emergency services. There is currently no full-time mental health clinician at the Center which results in fractured services. As noted during individual interviews with key stakeholders, this gap in coverage is problematic, given the increasingly more serious mental health issues observed among the population there. This puts at risk the continued application of a therapeutic approach.

Facility Layout, Utilization and Physical Plant. The facility itself presents a few significant challenges, beginning with its layout, some aspects of which do not lend themselves well to normalization. For example, while contemporary detention center design calls for a radial layout, in which individual rooms are arranged in wings that converge around a central hub or common room area, the Center's rooms run along a hallway that is adjacent to the common area. And

although these rooms have two windows that let in ample daylight and can be decorated with brightly colored posters, family pictures, and comforters, they are sparsely furnished in much the same way as a prison cell would be, with mattresses on concrete slabs. TMG strongly recommends continued efforts to normalize the Center's environment.

The facility is also significantly underutilized. Given the statewide drop in the number of detained youth, the Center is currently dealing with a consistently declining number of childcare days – from 20,092 in FY 2006 to 8,330 in FY 2017 – which prompted the leadership to reduce the number of beds it offers from 70 to 46 in 2016. While the affected communities seem highly favorable to repurposing the Center's unused space for much-needed, community-based programs and services, particularly Unit 7 (which is outside of the secured area and conveniently accessible to the public), the facility would require some amount of retrofitting to accommodate this alternative.

In addition, while the Center underwent significant renovations in the mid-1990s, Commission reports for 2017 and 2018 revealed frequent requests for necessary repairs and other improvements to the physical plant. For instance, the FY 2020 budget calls for capital improvement projects totaling some \$678,000, which include rust-proofing the roof; replacing rooftop air conditioners; modernizing the elevator for ADA accessibility; replacing fire detection and alarm systems; and repainting or repairing interior walls, as needed.

Considerations Regarding Placing Juveniles in Another Detention Center

One component of this study was to assess the costs and feasibility of contracting for detention services at another juvenile detention center. Three nearby facilities were evaluated and for different reasons none are willing to enter into an agreement to with the three jurisdictions. However, through the course of the study TMG identified topics the three jurisdictions should consider in the event an agreement for detention services is contemplated in the future.

Location and Transportation Access. Public transportation to and from another juvenile detention center (such as bus and Metro) may be limited, which means that, for the most part, visiting family members must have access to a private car or rideshare account. Consequently, relocating Center youth to another facility would likely present significant financial and scheduling hardships for some families, given that parents and legal guardians may only visit during scheduled visit times.

Likewise, service providers in Alexandria and Arlington expressed concerns around time and travel that would make service provision more difficult to establish and continue, a situation that would be especially problematic for defense counsel. By the same token, law enforcement, public

defenders, prosecutors, and court officials felt that the additional distance would make it riskier, costlier, and more time-consuming to transport affected youth to intake and other court procedures in their home communities, thereby diverting resources from performing other essential duties.

Programs and Services. Juvenile detention centers typically offer a reasonable range of trauma-informed programs and services. However, some may not offer important programming offered at NVJDC such as gender-responsive programming. Cultural differences may exist such as the use of room confinement as a disciplinary measure -- which is no longer in practice at NVJDC.

Lost autonomy. In closing the Center and contracting for services, the three jurisdictions currently served by the Center would lose autonomy over programming for the youth who live in their home communities. Contract rates and programming may change over time, which would also place them in a dependent role with respect to service provision. What's more, should the Center close, it would no longer be an available local resource for additional beds if the detention population in these jurisdictions were to rise yet again because of increased crime rates and/or juvenile justice policy changes.

Potential Solutions Based on Key Findings

While TMG recognizes that this cost-benefit study is most likely not a “one and done,” it serves as a foundational analysis for both near and intermediate decision-making, as well as a baseline for longer-term decision-making. It should also be noted that, according to stakeholder feedback elicited through focus groups and interviews, public surveys and meetings, the communities served overwhelmingly favor exploring cost-containment strategies for keeping the Center open under its current arrangement. That said, based on this study's key findings, TMG offers the following potential solutions for achieving each of the two options under consideration.

- While the Center provides a wide range of evidence-based programs and services, there is room for additional offerings that might help offset current operating costs by putting unoccupied bed space to more effective use. For example, although the facility holds detained male youth, it might want to grow its residential male treatment offerings, by working with the Virginia DJJ to establish a CPP program for boys; to create other treatment options for committed male youth; and/or to expand the New Beginnings program. It must be noted the funding for state programs such as CPP is not intended to supplant the local costs. State funds for programs must be tied to staffing, treatment, services, incidentals and other expenses that support the programs. State funding may support staffing and treatment services in a unit within the

facility and support shared costs such as utilities, control room staffing, and other shared operational costs.

For example, new program spending for a second CPP – most of which would be used to cover seven new staff positions – totals \$594,340. But given that the per diem rate paid by the state is \$280 per day for eight residents, this program will also produce \$817,600 in new revenue annually, which exceeds additional costs by \$223,260, thereby lowering the jurisdictional share of the Center’s budget by \$223,260. This focus on providing specialized treatment services for adjudicated youth would also offer the added benefit of keeping local youth in need of these services closer to home, rather than sending them away to other cities or states, thereby making reentry, community reintegration, and family engagement easier and less expensive.

Moreover, when queried, key stakeholders and community residents favored making use of vacant space at the Center by implementing much-needed, community based, options such as:

- Inpatient and outpatient mental health and substance use treatment that includes a continuum of services beyond detention placement
- Mentoring programs that provide youth with essential guidance from other responsible adults
- Additional crisis beds for displaced youth, as well as youth who need immediate out-of-home shelter and services
- Parent education classes
- An incubator for innovative forms of STEM education, along with ongoing career training for youth during and following detention
- Information and referral services for families in need
- An after-school tutoring program
- A youth day or evening reporting center
- A neighborhood youth recreation center
- Community meeting or shared office space.

Additionally, Center leadership should explore the employing a full-time mental health clinician onsite, to deal with the increasingly more challenging youth population and provide consistent services. Or, if funding is not adequate for full-time staff, it could hire a clinician who works a four-day/32-hour week.

- Given the Center’s high cost of staffing, its leadership might consider implementing the model recommended on the basis of TMG’s staffing analysis. To begin with, while this analysis revealed that security staffing under the current operational model requires approximately 51

FTEs, the facility can be managed with fewer posts, given the present volume of admissions and movement. So, as shown in the following table, by eliminating the Access Control/Search post on both day and night shifts and reducing the number of posts in Male Intake from 2 to 1, the Center can meet its security staffing requirements with the 45 FTEs currently funded.

	Shift							
Post	1st Shift	2nd Shift	Other Shift	Hours per Shift	Annual Coverage Hours	Relief	Net Annual Work Hours	Required FTE
Security								
Shift Supervisor	1.0	1.0		12.0	8,766.0	N	1,792.4	4.0
Assistant Shift Supervisor	1.0	1.0		12.0	8,766.0	N	1,792.4	4.0
Access Control	1.0	1.0		12.0	8,766.0	Y	1,792.4	4.9
Housing Unit #1	2.0	1.3		12.0	14,463.9	Y	1,792.4	8.1
Housing Unit #2	2.0	1.3		12.0	14,463.9	Y	1,792.4	8.1
Housing Unit #3	2.0	1.3		12.0	14,463.9	Y	1,792.4	8.1
Intake-Male			1.0	10.0	2,085.6	N		1.0
Intake-Female			1.0	10.0	2,085.6	N		1.0
Floater	1.0	1.0		12.0	8,766.0	Y	1,792.4	4.9
School Hallway			1.0	6.0	1,564.2	Y	1,792.4	0.9
Total	10.0	7.9	3.0		84,191.1			44.9

Likewise, while staffing in the areas of Administration, Programs, and Operations is most likely based on substantially larger facility population levels in the past, the number of positions exceeds the Center's current operational needs, thereby driving up costs unnecessarily. Thus, to ensure additional cost savings, the Commission might look at eliminating 7.5 FTEs as illustrated in the following table. This approach would reduce staff expenditures by an estimated \$537,530, or approximately 11% below projected FY 2020 expenditures (although there should probably be additional discussion around eliminating the two Case Manager positions cited, given the need for sustaining manageable caseloads).

	Current FTE	Proposed FTE	Difference
Administration			
Executive Director	1.0	1.0	
Deputy Director	1.0		(1.0)
Director of Operations/PREA	1.0	1.0	
Director of Programs	1.0	1.0	

	Current FTE	Proposed FTE	Difference
Business Manager		1.0	1.0
Accounting Manager	1.0		(1.0)
Project Coordinator	0.5		(0.5)
HR Manager	1.0		(1.0)
HR Generalist	1.0	1.0	
Administrative Assistant	1.0	1.0	
<i>subtotal</i>	<i>8.5</i>	<i>6.0</i>	<i>(2.5)</i>
Programs			
Health Services Administrator	1.0	1.0	
LPN	1.0	1.0	
Rec & Volunteers	1.0		(1.0)
Residential Unit Manager-Female		1.0	1.0
Clinician*	1.0		(1.0)
Records Manager	1.0		(1.0)
Program Coordinator	1.0		(1.0)
Reentry Case Manager	1.0	1.0	
New Beginnings Case Manager	1.0		(1.0)
CPP Case Manager	1.0	1.0	
CAP Case Manager	1.0		(1.0)
<i>subtotal</i>	<i>10.0</i>	<i>5.0</i>	<i>(5.0)</i>
Operations			
Food Services Manager	1.0	1.0	
Lead Cook	1.0	1.0	
Food Service	3.0	3.0	
Compliance Manager	1.0	1.0	
Custodian	1.0	1.0	
Maintenance Services	1.0	1.0	
<i>subtotal</i>	<i>8.0</i>	<i>8.0</i>	
TOTAL	26.5	19.0	(7.5)

If the decision is made to keep the Center open, the human resources data system could also be modernized to capture all personnel data, thereby enabling Center management to more accurately calculate the Net Annual Work Hours performed, to provide a more efficient and effective way to track and adjust staffing patterns, as needed.

- To address the Center's aging infrastructure and outdated facility layout, there are several options to consider. In managing the ongoing costs of facility repair and maintenance to ensure safety and security for both the staff and the youth it serves, the Commission might be wise to perform an analysis around the physical plant's short- and long-term capital needs (e.g. roofing, HVAC) to determine their impact on the budget going forward. In

addition, it could obtain the services of an architectural firm to assess the current facility layout and develop a design that is more in line with normalization principles. This strategy would also enable the leadership to assess how it might retrofit unused facility space to better accommodate additional, community-based programs and services.

Conclusion

This study identified numerous strengths at the Northern Virginia Juvenile Detention Center and some areas for operating more efficiently. Opportunities for placing juveniles at a nearby juvenile detention center were assessed and no viable options were found in Northern Virginia. The TMG team found overwhelming community and stakeholder support for keeping the Center open and offsetting costs by co-locating other, much-needed programs and services (e.g., mental health or substance abuse treatment, afterschool programs, and/or a CPP for boys). Thus, it would be reasonable to expect that the community will take issue with using dollars and cents as the primary basis for closing a facility it believes to be of value for residents, detained youth, and their families.

Moreover, the additional distance that some families, service providers, and law enforcement would have to travel to and from another facility would place significant financial and scheduling hardships on everyone concerned, potentially negating the positive effect of family engagement and service continuity. When added to the immediate and ongoing psychological and emotional needs of an increasingly more challenging local detention population, these qualitative factors become even more important to consider in the decision-making process.

Sheltercare must be in the conversation when considering options for the Center. The Sheltercare program operates on property owned by the Commission and is adjacent to the Center. While it may be possible to continue operation if the Center were to close, costs would undoubtedly rise since it shares some administrative services with the Center.

Finally, some in the community advocated for closing the Center and eliminating juvenile detention altogether. Instead using community-based alternatives for youth in need of juvenile justice intervention. In light of these concerns from some community members, the Commission and Center leadership may consider developing a formal relationship with the Annie Casey Foundation, specifically participating in the Juvenile Detention Alternative Initiative.

**ADVISORY GROUP ANNUAL ATTENDANCE REPORT
CITY OF ALEXANDRIA
NORTHERN VIRGINIA JUVENILE DETENTION CENTER
MEETING ATTENDANCE REPORT
JULY 1, 2020 THROUGH JUNE 30, 2021**

CHAIRPERSON: Mr. EARL CONKLIN

MEMBER'S NAME	JUL	SEPT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
DR. ALFRED O. TAYLOR JR.	X	X	X	X						
MR. ALEX BOSTON	X	X	X	X	X	X	X	X	X	X
MS. WYKIKI ALSTON		X								
MR. MIKE MACKEY	X	X		X	X	X	X	X	X	X
MR. EARL CONKLIN	X	X	X	X	X	X	X	X	X	X
MS.ZAKIYA WORTHEY			X	X	X	X	X	X	X	X
MS.PAMELA STEWART										

INDICATE: X - FOR PRESENT

E - FOR EXCUSED

U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

- Dr. Taylor's term ended December 2020
- Ms. Alston resigned from her position
- Ms. Stewart's term began June 2021

FORM MUST BE SIGNED BY CHAIRPERSON

(APPROVED) _____ (Chairperson)

**Park & Recreation Commission
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The mission of the Park & Recreation Commission is to advise City Council in matters relating to parkland, recreation and culture, and participates in planning recreational activities and services through its advice to Council, and the Department of Recreation, Parks and Cultural Activities. Within these guidelines, the Park & Recreation Commission membership completed the following activities during its 2020-2021 year.

Park & Recreation Policy and Membership Accomplishments

Membership remained consistent through the year. The Commission held ten virtual meetings from September 2020 through June 2021 and maintained at quorum during the year. Although the Commission continues to be successful in vacancy recruitment, the Commission will consider avenues to increase diversity of the membership in future recruitment opportunities.

- List participation/Coordination with other advisory groups as relevant:
- One-member representative assigned/appointed to the following advisory groups and/or committees:
 - Beauregard Corridor Plan Task Force
 - Eisenhower West Small Area Plan Advisory Group
 - Eisenhower East Small Area Plan Advisory Group
 - Potomac Yard Metrorail Implementation Work Group
 - Waterfront Commission
 - Youth Sports Advisory Committee
 - High School Project Superintendent Stakeholder Group
- List any policy changes
 - Adopted updated Electronic Participation in June 2021

Program and/or Legislative Accomplishments

- The Commission encouraged City Council to requesting ACPS staff work with the Department of Recreation, Parks & Cultural Activities (RPCA) to identify opportunities to improve athletic fields on ACPS property to compensate for the impending loss of the lighted synthetic turf athletic field on the Minnie Howard Campus. Site work related to construction of a new school on this site is scheduled to begin in the spring of 2022 and will

displace approximately 200 annual community uses (athletic practices, games and rentals – calendar year 2019) on that field alone.

- The Commission informed City Council on Concerns Regarding NOVA Parks Management of Cameron Run Regional Park in April 2021. As a result of a staff mistake resulting in one of the pools on their site into Lake Cook, 150 fish and a bird were killed due to excessive chlorine.
- The Commission endorsed two Community Matching Fund submissions. Lynhaven Gateway Park (\$16,000) and Luckett Field Batting Cages (\$19,900)
- The Commission reviewed, made recommendations and endorsed multiple Park Projects, Small Area Plans and Develop Special Use Permit development projects including:

- | | |
|--|--|
| • Oakville Park | • Upland Park |
| • Potomac Yard Park
#1 & #2 | • Carlyle Park |
| • North Potomac
Yard Park | • North Circle Park |
| • Taylor Run Stream
Restoration | • Landmark Mall Small
Area Plan Amendment |
| • Joseph Hensley
Park Plan
Amendment | • Armistead L. Booth Park
Environmental Exception |
| • Wilkes Street Park | • Arlandria-Chirilagua
Small Area Plan |

Commission activities and addition work accomplished may be found by visiting <https://www.alexandriava.gov/25560>

Goals for 2021-2022

- The Commission will continue to:
 - Work with Alexandria residents and staff to evaluate existing recreation programs and to make recommendations to enhance and expand programs in order to serve the diverse needs of all of the City's residents.
 - Hold public hearings on future Department projects and work with staff to ensure budget proposals reflect future CIP facility additions and renovations, as well as the operational needs of the Department.
 - Work on issues pertaining to parkland and facility needs in support of City Council's Strategic Master Plan, RPCA Strategic Master Plan; City Open Space Master Plan, and Capital Facilities Maintenance Program
 - Initiate cooperative and coordinated planning with the Alexandria City Public School System in developing mutual benefiting opportunities on current school sites that are scheduled for redevelopment and expansion in the coming decade.

- To ensure the preservation of existing open space and to expand open space as useable open space for the community and not turned over for commercial gain or solely to meet Clean Water mandates.

Leadership

- Officers for the upcoming year will be Gina Baum, Chair and Stephen Beggs, Vice Chair.
- List term expirations and new members, with month they were appointed
 - Joey Farmery (Resigned)
 - Liz Birnbaum (Expired)
 - Stuart Fox (Appointed)
 - Geoff Goode (Appointed)
 - Alexandra Kelly (Graduated)
- During the course of the year, membership included the following individuals:
 - Planning District I
 - Gina Baum; Liz Birnbaum; Stuart Fox; & Barbara Marvin
 - Planning District II
 - Stephen Beggs; Dana Robert Colarulli; Joey Farmery; & Geoff Goode
 - Planning District III
 - Brian McPherson; David Brennan; & Katy Matthews
 - Youth Representatives
 - Owen Chambers and Alexandra Kelley
- Jack Browand, Division Chief and the Department of Recreation, Parks & Cultural Activities acted as the staff liaison to the Waterfront Commission during the course of the 2019-2020 year.

Attachments

1. Athletic Field letter to City Council
2. NOVA Park letter to City Council
3. Hensley Park letter to City Council
4. Wilks Street Park to City Council
5. Carlyle Park letter to City Council
6. AL Boothe Environmental Exception letter to Planning Commission



Park & Recreation Commission

Department of Recreation, Parks & Cultural Activities
1108 Jefferson Street
Alexandria, Virginia 22314

June 25, 2021

Honorable Mayor and members of City Council
City of Alexandria
301 King Street
Alexandria, VA 22314

Re: Like-kind Replacement of the Minnie Howard Athletic field

Dear Mayor Wilson and members of City Council,

I write you on behalf of the Park and Recreation Commission and ask that you consider requesting ACPS staff work with the Department of Recreation, Parks & Cultural Activities (RPCA) to identify opportunities to improve athletic fields on ACPS property to compensate for the impending loss of the lighted synthetic turf athletic field on the Minnie Howard Campus. Site work related to construction of a new school on this site is scheduled to begin in the spring of 2021 and will displace approximately 200 annual community uses (athletic practices, games and rentals – calendar year 2019) on that field alone.

Compounding the issue of losing a field is the delayed delivery of the turf field at the Patrick Henry Elementary School and Recreation Center, and the small turf field at Douglas MacArthur Elementary School resulting from the construction of the new Douglas MacArthur Elementary School. For a broader view of the issue please see the attached chart which estimates how school construction projects will impact athletic field usage over the next 10 years. As you know, the public process can be time consuming, so I implore you to act as quickly as your schedule allows, so staff can identify appropriate sites where improvements can be made to increase usability and absorb some of the lost field time. Some examples may include:

- Install Athletic Lights at the Francis C. Hammond synthetic Turf Field when recarpeting is planned in 2024;
- Invest in improvements to the Francis C. Hammond Lower Field (Death Valley) such as synthetic turf and athletic lights;
- Install Athletic Lights at Jefferson Houston synthetic Turf Field; and
- ACPS commit to formally releasing the Simpson Park rectangular athletic field site as a placeholder for a future potential school site.

Just as there is pressure on ACPS facilities with a growing student population in aging facilities, similar pressure is being applied to City athletic fields and parks. Implementing a long-term athletic field improvement strategy will assist in addressing our recreation needs by simultaneously taking into account budget, timing and availability which can be integrated into the 10-year CIP. To achieve this goal, RPCA is

finalizing a 10-year athletic field implementation strategy and anticipates the initial draft to be released in July.

Part of a long-term strategy may include installing conduit at GW and Hammond in preparation for adding field lights, which could save hundreds of thousands of dollars, and avoid costly downtime due to construction disruptions. Another cost saving measure may include applying for permits to install lights and turf at all appropriate fields on ACPS and City fields at one time.

Because ACPS must be the SUP applicant for certain improvements on their school sites, it may streamline efforts to have RPCA act as a surrogate applicant. The Joint City-Schools Facility Investment Task Force has discussed a framework to facilitate these efforts by using the capability delivery model developed by its Capital Planning and Implementation Subcommittee.

While the Minnie Howard reconstruction plan includes an athletic field, final delivery could be a minimum of four years once work begins. With this concern in mind, we ask that in your discussion you consider prioritizing the like-kind replacement of this athletic field and facilitate the implementation of a long-term athletic field improvement strategy.

We look forward to continue to work with you to ensure that the recreation needs of our city are appropriately addressed.

Sincerely,



Steve Beggs
Vice Chair, Park and Recreation Commission

cc: Park & Recreation Commission members
Mark Jinks, City Manager
Debra Collins, Deputy City Manager
James Spengler, Director, Recreation, Parks & Cultural Activities
Jack Browand, Acting Deputy Director, Recreation, Parks & Cultural Activities

Attachment: Anticipated Field Closures Calendar Year 2021-2025

Anticipated Field Closures by Six Month Timeframe 2021-2025 (Calendar)

	2021 July-Dec	2022 Jan-June	2022 July-Dec	2023 Jan-June	2023 July-Dec	2024 Jan-June	2024 July-Dec	2025 Jan-June	2025 July-Dec
Ben Brenman Rectangular Recarpeting									
Armistead L. Boothe SB Conversion									
MacArthur Rectangular (ACPS)									
Patrick Henry Multi-Use Field (ACPS)									
Joseph Hensley Park Phase I									
Simpson Park Diamond Fields									
GW Rectangular Conversion (ACPS)									
Witter Rectangular Recarpeting									
Hammond Recarpeting (ACPS)									
Stevenson Park Diamond									
Four Mile Run Park Rectangular									
Minnie Howard (ACPS)									
J. Houston Rectangular Recarpeting (ACPS)									



Park & Recreation Commission

Department of Recreation, Parks & Cultural Activities
1108 Jefferson Street
Alexandria, Virginia 22314

June 24, 2021

Honorable Mayor and members of City Council
City of Alexandria
301 King Street
Alexandria, VA 22314

RE: Park & Recreation Commission Concerns Regarding NOVA Parks Management of Cameron Run Regional Park

The Parks and Recreation Commission writes to address concerns about the current management as well as the future of Cameron Run Regional Park (the "Park"). In light of recent reports and input from members of the public at our May 20 Park & Recreation Commission meeting, we are very concerned about the apparent carelessness of NOVA Parks in its management of the Cameron Run Regional Park and question whether NOVA Parks has met its obligations in the current contract with the City for this space. Further, the Commission is concerned that NOVA Parks action (or inaction) related to events described below may constitute a breach of its contract with the City. As a result, the Commission recommends that City Council direct the City Attorney to further investigate the incident.

News reports in April 2021 cited that some 150 fish and a bird were killed due to excessive chlorine entering Lake Cook in Alexandria, which is adjacent to the Park, and that the Fire Marshal's Office issued a notice of violation for this illegal discharge.¹ Additional eyewitness reports cited that a hose was run under a fence and attached to the pump house allowing the pool water to drain towards Lake Cook (see Appendix A, which includes a photo of a blue hose extruding out from

¹ See *VA Patch*, [Lake Contamination Kills Fish, Bird In Alexandria | West End Alexandria, VA Patch](https://www.alexandriava.gov/news_display.aspx?id=122337) (Emily Leayman, May 17, 2021), visited on June 15, 2021; also see, City of Alexandria Responds to Lake Cook Contamination, https://www.alexandriava.gov/news_display.aspx?id=122337, visited on June 15, 2021.

under the fence and water spilling out on the day of the most recent fish kill). This Commission previously expressed concerns about the use of the Park and whether it best served the needs of Alexandria when NOVA Parks had sought to extend their lease (see Appendix B). At that time, the Commission also cited the lack of proper enforcement mechanisms for maintenance issues in the NOVA Parks contract.

Based on these reports, we recommend that City Council direct the City Attorney to review and report on the following items:

- (a) Review the existing contract with NOVA Parks and identify NOVA Park's responsibilities for the care of land, water, and other natural resources within the boundaries of, and immediately adjacent to, Cameron Run Regional Park;
- (b) Identify any provisions in the contract that may have been breached by NOVA Parks related to its handling of this most recent incident of chemicals seeping into Lake Cook and the surrounding watershed;
- (c) Identify any past citations or notices of violations that NOVA Parks has received related to the Park and describe any actions taken by NOVA Parks to rectify each citation/violation, if any;
- (d) Investigate whether NOVA Parks, by any action or inaction -- whether intentional or inadvertent -- has violated state or federal environmental statutes; and
- (e) Identify all legal remedies available to the City to address NOVA Parks failure to comply with any contract terms that were breached and/or failure to prevent this most recent illegal discharge into Lake Cook.

The Commission looks forward to reviewing the responses you receive to the above. Consistent with the previous recommendations of this Commission, we believe that the highest and best long-term use of Cameron Run Regional Park is as a recreational facility or complex that provides year-round active, and passive uses where needs are currently unmet within the City of Alexandria. As a reference, please see the letter written by the Commission to City Council regarding this subject dated October 5, 2018 (Appendix B).

The short-term extension of the contract with NOVA Parks, approved by City Council in 2018, was contingent on a planning process being put in place to consider future uses. We understand that funding is approved in the FY 2025 Capitol Improvement budget to complete a comprehensive land use plan for this City property. To the extent that NOVA Parks has violated any provision in its lease, we believe that agreement should be revisited in advance of its expiration -- including whether the City should take further legal action against NOVA Parks, as provided in the contract or pursuant to any other available legal remedy.

The Commission looks forward to continuing to work with City Council to ensure that we make the best use of available lands in the City to meet the recreation needs of our residents and visitors and to ensure that our public spaces are well cared for.

Please do not hesitate to reach out to the Commission if we can further advise on this issue.

Sincerely,



Gina Baum
Chair
Parks and Recreation Commission



Dana R. Colarulli
Planning District II
Parks and Recreation Commission

cc: Park & Recreation Commission members
Mark Jinks, City Manager
Debra Collins, Deputy City Manager
Joanna Anderson, City Attorney
James Spengler, Director, Recreation, Parks & Cultural Activities
Jack Browand, Acting Deputy Director, Recreation, Parks & Cultural Activities

Appendix A: Photos

Appendix B: Park and Recreation Commission Letter October 5, 2018

Appendix A: Photos



Fig 1. Blue hose extruding under the Fence and discharging water.



Fig 2. Water Flowing away from the Nova Parks facility eventually seeping into Lake Cook.

Park and Recreation Commission

City of Alexandria



Date: October 5, 2018

Mayor Allison Silberberg
Vice Mayor Justin Wilson
Councilman Willie F. Bailey
Councilman John T. Chapman
Councilman Timothy B. Lovain
Councilwoman Redella S. "Del" Pepper
Councilman Paul C. Smedberg

Re: Cameron Run Regional Park

Dear Mayor and Members of Council:

The Park and Recreation Commission writes in support of the proposed short-term lease extension at Cameron Run. However, in doing so we emphasize – as we consistently have done – that this park cannot stay as it is and must transform to serve the whole city. The approval of a short lease extension should not cause the city to rest. Indeed, we strongly recommend that a planning process for the future of Cameron Run begin immediately.

As you are aware, the Commission found the current lease not in the best interests of the City of Alexandria because the limited seasonal use leaves the park unavailable for the majority of the year and neither the lease nor the seasonal use provides revenue to the city. The Commission further found that the highest and best use of Cameron Run Regional Park would be a recreational facility or complex providing year-round active and passive uses where needs are currently unmet. This could include, but is not limited to, natural areas, walking trails, aquatics, indoor or outdoor fields, multi-use courts, and community gathering spaces.

The Commission recommended that Council and city staff make a plan for the future of this park, including planning for year-round uses in the short-, medium-, and long-term. We emphasized that any lease of this property must generate revenue for the city and must be limited in duration to allow maximum flexibility for changing uses over time. We likewise emphasized that the city should engage in short-term off-season uses that would generate revenue to be reinvested in the park and seek partnerships and contributions for the transformation of the park. Finally, we expressed the desire that any extension include express provisions to facilitate the transition of the park to ensure transition within the next ten years.

While the proposed short-term extension is far from perfect, it does provide for some activation of the space in the off-season, expands some uses to meet community needs in the immediate future, and provides for the possibility of some revenue to the city. It also properly includes mechanisms for ensuring that off-season uses, community uses, and repairs to the site occur quickly. Finally, it provides the immediate neighboring community the comfort of a dedicated maintenance person to address what has been up to now poor maintenance and poor communication.

While a majority of the Commission voted in favor of the plan because of its promise of immediate upgrades and year-round uses, we did so while expressing the following:



- There needs to be continued communication between the city and NOVA Parks. The lease agreement should not be viewed as a ceiling on activities and uses at the park, but a floor. We encourage both entities to continue the monthly meetings that have happened during this negotiation process throughout the duration of the lease. We encourage both NOVA Parks and the City to be creative in activating the site for all users.
- The city and NOVA Parks should work together to ensure that the fee structure for the “Learn to Swim” program is consistent with city provided programs, including the provision for financial aid. The point of meeting community needs at this site is to meet the needs of the whole community.
- We continue to believe that this site should generate revenue for the city rather than continuing to fill the coffers of NOVA Parks and continue to emphasize that any revenue gained from this park should be reinvested in this park, whether immediately or in its ultimate transformation.
- We encourage City Council to take the lead in creating a vision for the transformation of this park to a park that serves the Alexandria of the future.

Sincerely,

Jennifer Atkins

Chair, Park and Recreation Commission



Park & Recreation Commission

Department of Recreation, Parks & Cultural Activities
1108 Jefferson Street
Alexandria, Virginia 22314

April 12, 2021

Honorable Mayor and members of City Council

Re: This letter summarizes the Park and Recreation Commission's support for the open space provided by the Eisenhower East SAP Block 32 Carlyle Plaza II / Carlyle Park Towers Open Space Design

On March 18, 2021 the Park and Recreation Commission unanimously endorsed the design of the Carlyle Plaza II / Carlyle Park Towers open space. The open space deck atop the parking structure will connect the Block 32 development with the existing athletic field on the Alexandria Renew site and provide a transition down to ground level to the North Circle Park and South Circle Park, newly created park space resulting from the removal of the Eisenhower traffic circle. This development will add close to five acres of integrated open space, an enormous asset to the City of Alexandria and the City's open space goals.

The Carlyle Plaza II / Carlyle Park Towers open space is an innovative example for designing quality publicly accessible open space in a challenging environment. Primarily built atop a four-story parking garage, the open space will include an assemblage of overlooks, landscaping, open lawns, moveable and permanent seating, paths, playspace, and interactive fountain. These amenities can be accessed by stairs or from one of the three elevators located around the site. Each of these amenities were created for users of all ages and abilities. The open space was also designed to allow for flexible uses such as pickup games, community gatherings, or teleworking. The open space provided in this development project will serve as a great benefit to the City.

Sincerely,

A handwritten signature in black ink, appearing to read "Gina Baum", is written over a light blue horizontal line.

Gina Baum, Chair
Alexandria Park & Recreation Commission

cc: Alexandria Park & Recreation Commission
Mark Jinks, City Manager
Debra Collins, Deputy City Manager
James Spengler, Director, Recreation, Parks & Cultural Activities
Jack Browand, Acting Deputy Director, Recreation, Parks & Cultural Activities
Judy Lo, Acting Principle Planner, Park Planning
Ana Vicinanza, Urban Planner II, Park Planning



Park & Recreation Commission

Department of Recreation, Parks & Cultural
Activities 1108 Jefferson Street
Alexandria, Virginia 22314

May 10, 2021

Honorable members of the Planning Commission

Re: This letter summarizes the Park and Recreation Commission's support for the Armistead L. Boothe Park Resource Protection Area Exception Request.

On April 15, 2021, the Park and Recreation Commission unanimously endorsed the Resource Protection Area (RPA) exception request at Armistead L. Boothe Park. The Commission found that the exception request is consistent with the minimum area impact necessary to meet the programmatic requirements of the project, and the purpose of the Environmental Management Ordinance.

Armistead L. Boothe Park was approved in 1998 and is an important asset in the City's recreation infrastructure. The existing natural turf field serves both diamond and rectangle sports programming, as well as student activities from the adjacent Samuel Tucker Elementary School. The field is located directly adjacent to the concrete channel of Backlick Run on the southern border. The site includes several grandfathered impervious surface encroachments in the two RPAs that line the west and south borders of the park. The improvements in the proposed plan will shift the field north and east to create forested RPA buffers on the west and south borders. The forested buffers will remove the existing impervious surfaces and managed turf. In addition to the native plant and habitat benefits of the new forested buffers, the project is designed to direct stormwater to the Ben Brenman Park stormwater management pond. The RPA encroachment is a synthetic turf surface designed as a BMP that will filter stormwater before sending it to the stormwater pond in Ben Brenman Park, thereby treating it twice before it enters the stream. The managed natural turf field conversion to synthetic turf will reduce the use of fertilizers and irrigation water on site. The design is based on the minimum area required to support the recreation programming and incorporates methods to ensure water quality in our City streams is addressed.

Sincerely,

A handwritten signature in black ink, appearing to read "Gina Baum".

Gina Baum, Chair
Alexandria Park & Recreation Commission

cc: Alexandria Park & Recreation Commission
Mark Jinks, City Manager

Debra Collins, Deputy City Manager

James Spengler, Director, Recreation, Parks & Cultural Activities

Karl Moritz, Director, Planning & Zoning

Jack Browand, Acting Deputy Director, Park Planning

Bethany Znidersic, Acting Division Chief, Park Planning



Park & Recreation Commission

Department of Recreation, Parks & Cultural
Activities 1108 Jefferson Street
Alexandria, Virginia 22314

February 12, 2021

Honorable members of the Planning Commission

Re: This letter summarizes the Park and Recreation Commission's support for the Joseph Hensley Park Renovation.

On January 21, 2021, the Park and Recreation Commission unanimously endorsed the design of the Joseph Hensley Park Renovation. The Commission found that the Joseph Hensley Park Renovation project is consistent with the goals and recommendations of the 2014 Citywide Parks Improvements Plan as amended in 2021. The renovation plan balances community concerns and sports programming needs with the environmental and site constraints on the property.

As identified in the 2014 Citywide Parks Improvements Plan, the aging recreation facilities at Joseph Hensley Park lack adequate drainage, parking, and modern utility infrastructure. Additionally, the site has significant constraints from the irregular parcel shape, underground utilities, wetlands on adjacent property, and Resource Protection Areas (RPA). The proposed renovation will provide needed upgrades to the athletic fields, additional parking, and new recreation features such as a playground, additional picnic facilities, batting cages, a multipurpose court, and new restrooms. The design weaves park programming, maintenance facilities and environmental measures including stormwater management and RPA buffers together to maximize the benefit to the community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gina Baum", is written over a blue horizontal line.

Gina Baum, Chair
Alexandria Park & Recreation Commission

cc: Alexandria Park & Recreation Commission
Mark Jinks, City Manager
Debra Collins, Deputy City Manager
James Spengler, Director, Recreation, Parks & Cultural Activities
Karl Moritz, Director, Planning & Zoning
Jack Browand, Acting Deputy Director, Park Planning
Bethany Znidersic, Acting Division Chief, Park Planning
Matthew Landes, Division Chief, Department of Project Implementation



Park & Recreation Commission

Department of Recreation, Parks & Cultural
Activities 1108 Jefferson Street
Alexandria, Virginia 22314

February 18, 2021

Honorable Mayor and members of City Council

Re: This letter summarizes the Park and Recreation Commission's support for the redesign of Wilkes Street Park.

On February 18, 2021, the Park and Recreation Commission unanimously endorsed the redesign of Wilkes Street Park. The Commission found that the Wilkes Street Park redesign will be a community asset, a place where people can gather, relax, and play. Further, the park encourages meaningful opportunities for recreation and access to open space within the City of Alexandria.

In its current state, Wilkes Street Park is a dated park, with no amenities. The park has been redesigned to transform the space and features a large multi-use path that meanders from east to west throughout the site. The pathway leads users through several park amenities such as a playspace, a nature interpretive area, a small plaza, a memorial garden, and a grassy field. The park also maintains many of the existing mature, hardwood trees. Each of these elements selected purposefully and intended to meet the needs of the surrounding community regardless of age or ability. The redesign provides the community multiple opportunities for connecting with nature, play, exploration, and rest, while also continuing to serve as an important multiuse path in the southwest quadrant of Old Town.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gina Baum", is written over a blue ink smudge.

Gina Baum, Chair
Alexandria Park & Recreation Commission

cc: Alexandria Park & Recreation Commission
Mark Jinks, City Manager
Debra Collins, Deputy City Manager
James Spengler, Director, Recreation, Parks & Cultural Activities
Jack Browand, Acting Deputy Director, Park Planning
Judy Lo, Acting Principle Planner, Park Planning Ana Vicinanza, Urban Planner II

City of Alexandria VA - Member Attendance

Park And Recreation Commission

Member	Jan 21, 2021	Feb 18, 2021
Robert Brian Mcpherson	P	P
Katy Matthews	P	P
Dana Robert Colarulli	P	P
Barbara Marvin	P	P
Alexandra Kelley	P	P
Joey Farmery	A	A
Gina Baum	P	P
Stephen Beggs	P	P
Owen Chambers	P	P
Stuart Fox	P	A
David Brennan	P	P
Geoff Goode		

Present:	10	9
Absent:	1	2
Excused:	0	0

- * P = Present
- * A = Absent
- * E = Excused
- * C = Canceled

Balance Report - 2021

Mar 08, 2021	Apr 15, 2021	May 20, 2021	Jun 17, 2021	TOTALS
P	P	P	P	100.0%
P	P	P	P	100.0%
E	A	P	P	66.67%
P	E	P	P	83.33%
P	A	P		80.0%
				0.0%
P	P	P	P	100.0%
P	P	P	P	100.0%
P	P	P		100.0%
P	E	P	P	66.67%
P	P	P	P	100.0%
			P	100.0%

9	6	10	9	91.38%
0	2	0	0	8.62%
0	0	0	0	0.0%



**Public Health Advisory Commission Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The mission of the Public Health Advisory Commission is to advise and support the City and City Council by evaluating and advising on all health matters and on the priority of public health needs in Alexandria. The sixteen-member group meets on the third Thursday of the month at the Alexandria Health Department (AHD). Per the City code, the functions, powers, and duties of the Commission include: advising and supporting citizens and City Council on health matters in the city, providing information and evaluation of public health related matters at the request of City Council, investigating specific public health issues on its own initiative and at the request of the City Council, and providing a forum for the discussion of public health matters. Due to the COVID-19 Pandemic Emergency limited meetings, and the increased workload on the Staff of the Alexandria Health Department limited the ability for PHAC to contribute more substantially, though they remained an advocate for and supported the Health Department as they worked to support the community and the City through this unprecedented time.

Public Health Advisory Commission Policy and Membership Accomplishments

- Example: Membership remained steady throughout the year.
 - Group worked to return to Monthly meetings due to the COVID-19 pandemic. (No meetings were held from March through October 2020- Meetings returned virtually November 2020)
 - Quorum was maintained throughout all virtual meetings
- List any policy changes
 - Adopted Electronic Attendance Policy June 2021

Program and/or Legislative Accomplishments

- List any accomplishments of the Advisory Group or notable accomplishments
 - Had guest speakers at 3 meetings
 - Flora Krause Casey Award For over two decades, the Flora Krause Casey Award has been recognizing individuals for their work in furthering the health of the Alexandria community. The award is in honor of Flora Krause Casey, whose life work improved the health of Alexandria's most needy and vulnerable residents. The 2020 Award was given to the Alexandria Medical Reserve Corp for their outstanding work assisting the Health Department's COVID-19 Response, including, contact tracing, safety, testing, and vaccinations.

Goals for 2021-2022

- List goals of the Advisory Group – if any
 - Determine commission priorities and value add of the commission.
 - Reassess Flora K Casey Award and ways to honor her legacy.

Leadership

- Officers for the upcoming year were elected at the August 2021 meeting Andrew Romero will serve as Chair, (TBD September 21) as Vice-Chair.
- List term expirations and new members, with month they were appointed
 - Dan Hawkins expires Sept 2021 will not apply to return.
 - Dr. Trahos was reappointed in
- During the course of the year, membership included the following individuals:
Dan Hawkins
Stacy Biddinger
Richard Merritt
Elaine McSorley-Gerard
Allen Lomax
Andrew Romero
Michael Millman
Dr. Michael Trahos
Patricia Rodgers
Dr. Jessica Hill
Kathleen Hicks
Brian Hricik
Patrick Killeen
Allison Minor
Melissa Riddy
- Casey Colzani and Alexandria Health Department acted as the staff liaison to Public Health Advisory Commission during the course of the 2020/2021 year.

Attachments

1. Any notable letters to City Council, date, subject
 - a. Letter to Wilson and City Council- Children and Youth Masterplan
 - b. Letter to Wilson and City Council- Budget 2021
 - c. Letter to Wilson and City Council – Health Department Transition of Leadership
2. Any completed reports or relevant documents:

**APPENDIX F.
ADVISORY GROUP ANNUAL ATTENDANCE REPORT TEMPLATE**

**CITY OF ALEXANDRIA
[ADVISORY GROUP NAME]
MEETING ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

CHAIRPERSON: Dan Hawkins

MEMBER'S NAME	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Dan Hawkins	X	E	E	X	X	X	NA	NA	NA	NA	X	X
Stacy Biddinger	X	X	X	X	X	X	NA	NA	NA	NA	X	X
Richard Merritt	X	X	X	X	X	X	NA	NA	NA	NA	X	X
Elaine McSorley-Gerard	X	X	X	X	X	X	NA	NA	NA	NA	X	X
Allen Lomax	X	X	X	X	X	X	NA	NA	NA	NA	X	X
Andrew Romero	X	X	X	X	X	X	NA	NA	NA	NA	X	X
Michael Millman	X	X	X	X	X	X	NA	NA	NA	NA	X	X
Dr. Michael Trahos	X	X	X	X	X	X	NA	NA	NA	NA	X	X
Patricia Rodgers	X	X	X	X	X	X	NA	NA	NA	NA	X	X
Dr. Jessica Hill	X	X	X	X	E	E	NA	NA	NA	NA	X	X
Kathleen Hicks	X	X	X	E	X	X	NA	NA	NA	NA	X	X
Brian Hricik	X	X	X	E	X	X	NA	NA	NA	NA	E	X
Patrick Killeen	E	E	U	X	X	U	NA	NA	NA	NA	E	X
Allison Minor	E	X	X	X	E	E	NA	NA	NA	NA	E	E
Melissa Riddy	X	X	X	E	X	E	NA	NA	NA	NA	X	X

INDICATE: X – FOR PRESENT

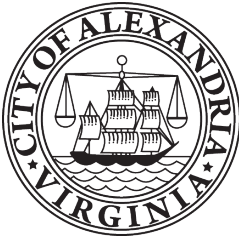
E – FOR EXCUSED

U – FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

FORM MUST BE SIGNED BY CHAIRPERSON

(APPROVED) _____ **(Chairperson)**



City of Alexandria, Virginia

Planning Commission Annual Report

Fiscal Year 2021

INSIDE THIS REPORT

Long Range Planning	3
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Zoning Text Amendments	16
Land Use Services	18
Membership & Attendance	20
Other	22

The Planning Commission is appointed by City Council and performs its duties under Sections 15.2-2223 and 2225 and Chapter 9 of the City Charter and the Zoning Ordinance. It is charged with adopting, reviewing and amending the City's Master Plan, making final decisions on Subdivision and Site Plan regulatory cases, and making recommendations to City Council on other regulatory cases such as Zoning Text Amendments, Special Use Permits, Development Special Use Permits, Encroachments and Vacation proposals.

In Fiscal Year 2021, the Planning Commission held all 11 of its regularly scheduled public hearings. Due to the COVID-19 Pandemic emergency, all 11 hearings were held electronically with Planning Commission members and staff participating from remote locations through Zoom Webinar. The virtual public hearings were held pursuant to Virginia Code Section 2.2-3708.2(A)(3), the Continuity of Government ordinance adopted by the City Council on June 20, 2020 or Sections 4-0.01(g) in HB29 and HB30, enacted by the 2020 Virginia General Assembly (Virginia Acts of Assembly Ch.1283 and 1289), to undertake essential business. The meetings were accessed by the public through the Zoom teleconferencing platform,

broadcasted live on AlexTV (Comcast Channel 70) and streamed on the City's website. Additionally, public comments were received at the meeting via Zoom and telephone. The video and audio recordings were posted the day after the hearing.

In addition, the Planning Commission also held a Joint work session with the Environmental Policy Commission this fiscal year and discussed possible ways to integrate the Environmental Action Plan (EAP 2040) targets into land use planning and regulation.

At its June 24, 2021 Planning Commission Public Hearing, the Planning Commission voted to approve a new Electronic Participation Policy for Planning Commission Hearings (effective July 1, 2021). The Electronic Participation Policy allows virtual participation by members when a quorum has physically assembled in one location.

SUMMARY OF ACTIVITIES

Regulatory Cases	FY 2019	FY 2020	FY 2021
Special Use Permits (SUP)	44	28	37
Encroachments, Subdivisions and Vacations	13	8	21
Development Projects (DSP/DSUP)	23	17	35
Master Plan Amendments and Re-zonings	18	6	14
Text Amendments	12	7	10
CDD Conceptual Design Plans	4	3	5
City Charter Section 9.06	1	3	2
Transportation Management Plans	10	5	13
Total	125	77	137
Administrative Approvals			
Administrative Special Use Permits (SUP)	48	47	26

One hundred thirty-seven regulatory cases were considered by the Planning Commission in FY 2021, with the Planning Commission meeting 11 times. The number of cases for FY 2019 and FY 2020 is included for comparison.

All regulatory cases were either recommended to City Council for approval or approved by the Planning Commission. Subdivisions and Site Plans are cases which are approved by the Planning Commission and do not require approval by the City Council.

From FY 2019 to FY 2020, across the board except for City Charter Section

9.06 cases, the number of cases went down due to COVID-19. From FY 2020 to FY 2021, every category of cases went up except for the City Charter Section 9.06 cases. In FY 2021, some numbers went back to the normal of FY 2019 while a few were significantly more than in FY 2019.

From FY 2020 to FY 2021 Encroachments, Subdivisions, and Vacations went up from 8 to 21, a 163% increase. Development Projects went up from 17 to 35, a 106% increase. Master Plan Amendments and Re-zonings went up from 6 to 14, a 133% increase. Transportation Management

Plans went up from 5 to 13, a 160% increase. Special Use Permits (SUP) saw a more moderate gain, going up from 28 to 37, a 32% increase. Text Amendments went up from 7 to 10, a 43% increase. Coordinated Development District (CDD) Conceptual Design Plans went up from 3 to 5, a 67% increase. Overall, total cases went up from 77 in FY 2020 to 137 in FY 2021, a 78% increase. However, from FY 2019 to FY 2021 it was 125 to 137, a 9.6% increase, reverting to Pre-COVID-19 levels.

Administrative Special Use Permits went down from 47 in FY 2020 to 26 in FY 2021, a 45% decrease, while it had remained almost the same between FY 2019 and FY 2020 going for 48 to 47, an only 2.1% decrease.

The following pages provide examples of several regulatory case types from the Planning Commission's FY 2021 Dockets, as reflected in the chart above.

LONG RANGE PLANNING

Landmark Neighborhood CDD

5701, 5701B, 5801, 5815, and 5901 Duke St
MPA2020-00009 | ZTA2021-00002 | REZ2021-00003 | CDD2020-00007
SUB2021-00003

In July 2021, Planning Commission and City Council achieved a major milestone in the transformation of the former Landmark Mall site with the approval of Foulger-Pratt's proposed Coordinated Development District and associated Master Plan Amendments to redevelop the nearly 52-acre site into a new urban, mixed-use neighborhood. The approval followed a six-month virtual community engagement process, including five community meetings led by the Eisenhower West Landmark Van Dorn Implementation Advisory Group. The 4.2 million sq. ft. redevelopment will include a 1-million sq. ft. INOVA Health System campus, including a Level II Trauma Hospital, Cancer Center, and associated medical office building. The INOVA campus will be an anchor for the new neighborhood, which will also feature 2.7 million sq. ft. of residential, 285,000 sq. ft. of retail, and 210,000 sq. ft. of office. Ten percent of all residential units will be at levels affordable to households earning 30 to 80 percent of the area median income (AMI), including affordable units co-located with a new fire station. The neighborhood will boast over four acres of ground-level, publicly accessible parks plus at- and above-grade open spaces provided with each development block.



Conceptual massing diagram at full build-out

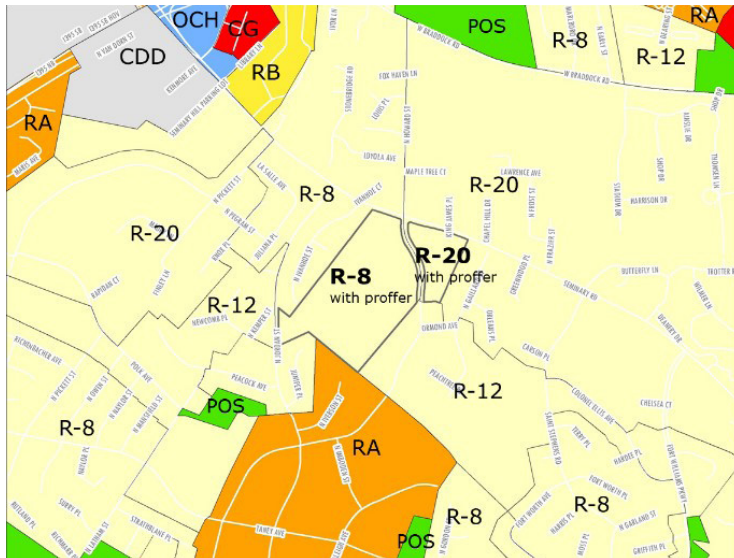
The redevelopment will exceed the City's sustainability requirements under the Green Building Policy, including achieving LEED for Neighborhood Development. The project will provide sitewide stormwater treatment and infrastructure improvements to a site that is mostly untreated today. The new urban street grid will promote walking and biking and the plans specify removing the existing Duke Street flyover and widening sidewalks along Duke and North Van Dorn Streets. Furthermore, the site

will be transit-oriented with a new, centrally located transit hub that will serve the planned Duke Street and West End Transitways, plus new and existing DASH, WMATA, and Fairfax Connector buses. With this approval, the applicant team will now prepare their infrastructure development site plan and from there will move onto applications for individual blocks. The applicant team anticipates completing the redevelopment within 15 to 20 years.

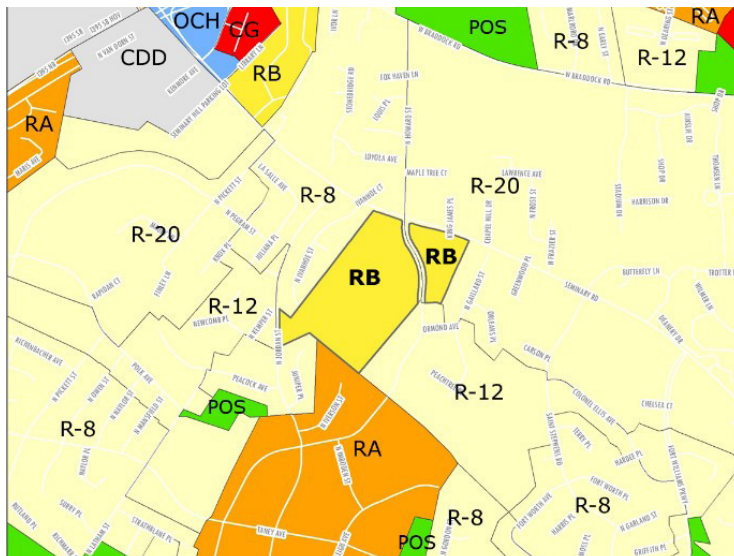
LONG RANGE PLANNING

Inova Hospital

4250 and 4320 Seminary Rd
MPA2021-00002 | REZ2021-00001



Former zoning



New zoning

In June 2021, the City Council approved a Rezoning and Master Plan Amendment on the 33.5-acre site of the existing Inova Alexandria Hospital located at 4250 and 4320 Seminary Road. The property was rezoned from R-8 and R-20 Single-family zones to the RB Townhouse zone. The Master Plan Amendment changed the land use and height requirements in the Seminary Hill/Strawberry Hill Small Area Plan to allow for townhouses. A proffer was also approved requiring a Development Special Use Permit (DSUP) for cluster residential at the time of future development of the site.

Inova Hospital is preparing to relocate, expand, and modernize its hospital facilities on the Landmark site. Inova anticipates the sale of the existing hospital property, and application for development permits and eventual demolition of the hospital by a new owner/developer between 2026 and 2028. Residential construction is anticipated to begin no earlier than 2028.

LONG RANGE PLANNING

Arlandria-Chirilagua Planning Process Update



June in-person community engagement

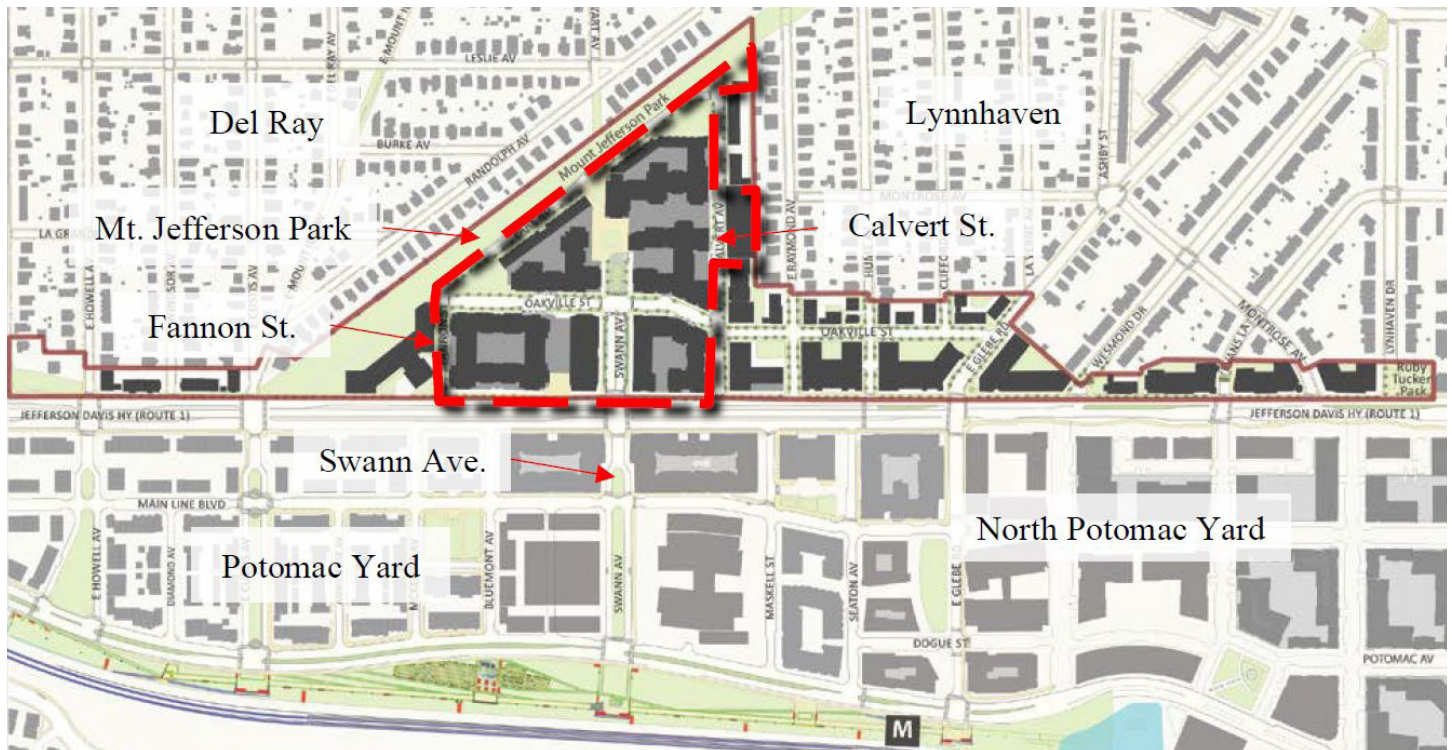
Over the last 18 months, Staff has been working closely with the community through a variety of in-person and virtual engagements to develop draft Arlandria-Chirilagua Plan recommendations. In April 2021, the Planning Commission had an opportunity to provide feedback on the draft Housing Affordability Recommendations which set out a strategy for preserving Arlandria-Chirilagua as a culturally diverse neighborhood and protecting its residents' ability to remain amidst anticipated market pressures.

Staff anticipates presenting the remaining planning topics for Planning Commission and City Council review in September 2021 with a Public hearing on the final plan in early winter 2021.

LONG RANGE PLANNING

Oakville Triangle CDD Concept Plan and Master Plan Amendments

2412, 2514, and 2610 Richmond Hwy; 300, 403, 405, and 420 Swann Ave;
2500 Oakville St; 400 Fannon St; 400 Calvert Ave
MPA2020-00003 | CDD2020-00003 | ZTA2020-00006



Oakville Triangle and Route 1 Corridor Vision Plan Area and surroundings with Oakville Triangle Site (Subject Site) outlined in dashed red line

During FY 2021, the City enabled redevelopment of Oakville Triangle anchored by a new Inova Healthplex medical facility through amendments to the Potomac West Small Area Plan chapter of the Master Plan, an Oakville Triangle & Route 1 West Corridor and Vision Plan (Plan) overlay, amendments to the approved CDD#24 Concept Plan, and a text amendment to the Zoning Ordinance. In addition to this new use,

the amendments also enabled the expansion of the open space network, with the addition of new consolidated open space adjacent and connected to the existing Mount Jefferson Park. As prescribed by the Plan, the proposed redevelopment maintains retail and maker spaces, environmental sustainability measures in compliance with the Green Building Policy, a mix of multifamily and townhouse

residential uses, dedicated affordable housing, community gathering spaces, and refinements to a robust street framework that integrates bicycle facilities and pedestrian connectivity. Following approval of the CDD and Master Plan Amendment, development applications for infrastructure, three buildings, and a new open space have been approved or pending approval.

DEVELOPMENT

Oakville Triangle Development Approvals

Oakville Triangle Infrastructure Plan

2412, 2514, and 2610 Richmond Hwy, 2500 Oakville St, 400 Fannon St, 400 Calvert Ave, 300, 403, 405, and 420 Swann Ave

DSP2020-00031 | SUB2020-00007 | VAC2020-00005



Block A1 perspective from Route 1



Block B perspective from Route 1.

Following approval of the CDD Concept Plan and Master Plan Amendments, four development applications were approved to facilitate the Oakville Triangle redevelopment:

- **Infrastructure Site Plan:**
Development Site Plan, Subdivision, and Vacation
- **Inova Healthplex:** Block A2 DSUP
- **Mixed Use Residential Building:**
Block A1 DSUP
- **Mixed Use Residential Building:**
Block B DSUP

As the first phase of construction, the road network and site infrastructure enable the creation of the blocks within Oakville Triangle while providing comprehensive sitewide infrastructure. DSUP approvals facilitate the creation of mixed-use residential and commercial buildings which:

- **Includes adaptable maker spaces.**
- **Incorporates a new civic use providing medical services to the growing region.**
- **Improves pedestrian network that provide safe and accessible sidewalks connecting to parks, retail, transit, and trails.**

DEVELOPMENT

Oakville Triangle Development Approvals cont.



Rendering of Southern elevation from Fannon St and Route 1

- **Incorporates rooftop amenity space for residents of the residential units.**
- **Provides ground floor uses that activate the streetscape.**

Block A2 includes an approximately 93,012 sq. ft. medical care facility use to include emergency services, medical professional offices, radiology and imaging, and multi-specialty

outpatient services. Approval will also facilitate transportation and pedestrian improvements at Fannon Street and Route 1. The Block A1 development includes a mixed-use building totaling 419,000 sq.ft. with 324 residential units. Retail space, totaling 40,000 sq.ft. will occupy the first floor fronting Swann Avenue and Route 1. Block B includes a mixed-use building totaling 255,000 sq. ft. The building will consist of 253 residential units with approximately 15,000 sq.ft. of ground floor retail.

The Oakville Triangle redevelopment applications received unanimous approval from Planning Commission and City Council. Final Site plan reviews for these projects are currently in process.

Staff is currently reviewing development applications for the new Oakville Open Space on Block C and townhouse block development on Block D. These approvals are anticipated for fall/winter 2021.

DEVELOPMENT

Virginia Tech Innovation Campus / North Potomac Yard Redevelopment



Rendering of Virginia Tech Academic Building, 7w, as seen looking north from future Exchange Ave

DEVELOPMENT

Virginia Tech Innovation Campus / North Potomac Yard Redevelopment cont.



Diagram of phase 1 redevelopment of North Potomac Yard

The ongoing redevelopment of North Potomac Yard is implementing the vision of the North Potomac Yard Small Area Plan approved by the Planning Commission and City Council in March 2020. Amendments were approved to permit the Virginia Tech Innovation Campus; to refine the overall road network and to create new design guidelines which have enabled a new, state-of-the-art neighborhood to be designed and approved by the City for construction.

Building from the City's 2018 announcement of the partnership between the Commonwealth and Virginia Tech to locate an Innovation Campus in North Potomac Yard, City staff have been working closely with the Virginia Tech Foundation and

JBG Smith to approve development proposals for Phase 1 redevelopment of North Potomac Yard (NPY), an area of approximately 19-acres located west of Potomac Avenue.

In October 2020, Virginia Tech and the NPY development team received approval for the construction of seven new buildings, including one academic building, two residential buildings and four office buildings that will bring approximately two million square feet of development in Phase 1. In December 2020, City Council adopted a series of approvals for Phase 1, including a development site plan for the extension of Potomac Yard Park and the development special use permit (DSUP) for the above ground portion of the pump station building, which will

provide the needed sewer pumping capacity for the site.

In March of this year, the NPY development team demolished the former Regal Cinema Movie Theater and began construction on the NPY Infrastructure Site Plan, which will install sitewide utilities and interim roads and sidewalks in Phase 1 redevelopment. This interim site work is anticipated to be complete in late 2024. Virginia Tech's first academic building, known as Building 7w, has completed the final site plan process and will begin construction this fall, with a goal of welcoming students to campus in fall 2024.



Demolition of the Regal Cinema Movie Theater, March 2021

DEVELOPMENT

Newport Village

4898 West Braddock Rd

MPA2020-00007 | REZ2020-00003 | DSUP2020-10026 | TMP SUP2020-00082
SUP2020-00083

In February 2021, Planning Commission and City Council approved the redevelopment of a 4.2-acre portion of the existing Newport Village community adjacent to the intersection of North Beauregard Street and West Braddock Road. The project involves the demolition of 24 existing units and the construction of a new multifamily residential building with a total of 383 units. The approval of this development helps advance the Planning Commission's and City's goals of smart growth along transit corridors and growing the market rate and affordable housing supply in Alexandria.

The new multifamily building consists of two sections fronting each of the two adjacent streets, a central wing, and central garage built into the hillside

such that only a portion of it is located above-grade. Lobby and amenity areas located on the lower levels of the building, including near the intersection of North Beauregard Street and West Braddock Road, have been designed to be "retail ready" or convertible to retail/commercial uses in the future.

Twelve on-site affordable units are proposed at 50% AMI in the project, and the applicant will also provide a monetary contribution of over \$400,000. Proposed ground-level open space and tree crown coverage exceed the amounts required in the Zoning Ordinance. Land will be dedicated along the North Beauregard Street frontage of the site to facilitate construction of the future West End Transitway (including a new BRT station in front of the development), a future bicycle-

pedestrian path, and streetscape improvements. The applicant team has also agreed to close two slip-lanes to improve pedestrian safety at the intersection of North Beauregard and West Braddock Road.

Planning Commission also considered a request for an exception to Resource Protection Area (RPA) regulations for this project nearly a year before approval of the preliminary DSUP request. An RPA exists around the stream located in the median of North Beauregard Street and extends onto the Newport Village property. The applicant sought an encroachment of 4,791 SF of new impervious area into that RPA for small portions of the building near the intersection of North Beauregard Street and West Braddock Road. After consideration at a meeting of the Environmental Policy Committee, the Planning Commission voted to approve the RPA exception in March 2020. It found that the criteria for an RPA exception to allow the encroachment were met in this case and also noted the unusual topography at the site, the circumstance of the stream being located on the other side of North Beauregard Street from the RPA encroachment, and the expected location of a future bus rapid transit station in the RPA between the front building wall and the street.



Corner of West Braddock Rd and North Beauregard St

DEVELOPMENT

Eisenhower East Block 32 / Carlyle Plaza Two Amendment

760 John Carlyle St, 1700 & 1800 Eisenhower Ave, and 800 Bartholomew St
CDD2021-00002 | DSUP2021-10019 | TMP SUP2021-00042

The project includes the development of a vacant property to construct four residential tower buildings, all between 28 and 34-stories in height with approximately 1,414 residential units and up to 15,000 square feet of retail along Eisenhower Avenue. The 6.2-acre development located adjacent to the intersection of Eisenhower Avenue and Holland Lane was approved for an amendment by the Planning Commission and City Council in July 2021. The project includes a four-to-five story above-grade parking garage that spans almost the entirety of the 2-block development with a publicly accessible open space deck on top that weaves through the center of the development. The open space deck will have several amenities including a publicly accessible pavilion and open lawns for neighborhood events as well as a new playground. With the removal of the Eisenhower traffic circle at Eisenhower and Holland underway, the developer will also improve the excess right-of-way created by the removal of the traffic circle into two parks, creating over 5-acres of integrated open space with this development.

Over \$6.1 million will be contributed to the off-site development of affordable housing units with this development, and an additional \$1.4 million monetary contribution to the Eisenhower East



Perspective view – north elevations



Phase 1 & 2 Towers - view from northwest

DEVELOPMENT

Eisenhower East Block 32 / Carlyle Plaza Two Amendment cont.



South Circle Park and transition zone



South Circle Park and transition zone nighttime rendering

Implementation Fund will be provided. The developer has also agreed to dedicate the private portions of Holland Lane and the adjacent RPA to complete the public street network in this area of the Eisenhower neighborhood, and install an off-street bike path along Holland Lane to tie into the existing and planned neighborhood bike network.

All of the improvements constructed with this project will create a catalytic development south of Eisenhower to implement the Planning Commission's and City Council's aspirations in the new Eisenhower East Small Area Plan as a dynamic, economic destination for Alexandria.

DEVELOPMENT

Heritage at Old Town

416 South Alfred St, 431 South Columbus St, 901 Gibbon St, 450 and 510 South Patrick St, and 900 Wolfe St
 REZ2020-00006 | DSUP2020-10032 | TMP SUP2020-00084

The redevelopment of the three-block Heritage at Old Town apartment complex is a milestone project that was approved by City Council in February 2021. The redevelopment includes the redevelopment of the existing 244-unit complex and will provide 750 housing units on three blocks in the Southwest Quadrant of Old Town, including 195 committed affordable units.

The project is the first approved within the boundary of the South Patrick Street Housing Affordability Strategy (adopted in 2018) and the first to include a rezoning to the RMF/Residential Multifamily zone, which was informed by the South Patrick Street Strategy. The redevelopment proposal implements the Strategy's recommendations for preserving and expanding affordable housing units in the area (including 55 additional income-restricted units). The proposal also will provide enhanced streetscape and open space amenities, including wider sidewalks and landscaped tree strips along South Patrick Street, publicly accessible open space amenities like a mid-block crossing through the Block 1 building, and a raised crosswalk that will connect the two sections of Wilkes Street Park. The applicant is providing design services to redesign the existing Wilkes Street Park and will construct the majority of



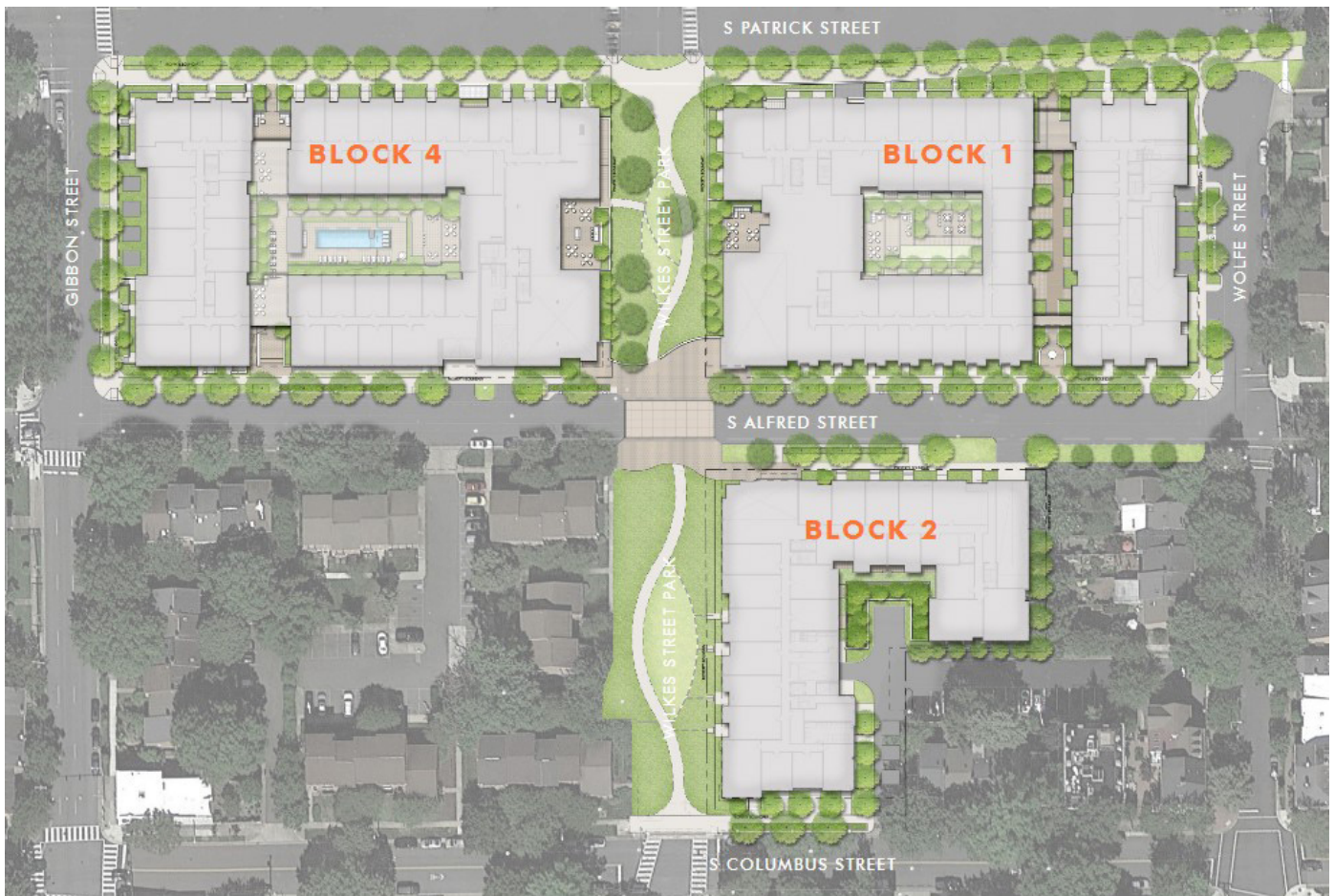
View from South Patrick Street of Southwest corner of Block 1



View of Blocks 1, 2, & 4 from Wilkes Street Park

DEVELOPMENT

Heritage at Old Town cont.



Vicinity Plan Showing Blocks 1, 2, & 4

the park as a community benefit. The updated park will feature new areas of landscape and play areas, interpretive elements and a multi-use trail that connects Wilkes Street to S. Patrick Street.

The project was approved after more than a year of community outreach and input, design evolution, multiple BAR concept reviews and an appeal of BAR-approved permits to demolish to City Council. The Board of Architectural Review (BAR) is currently reviewing

the certificate of appropriateness package, and staff anticipates an initial final site plan submission in the fall and construction activities likely commencing later in 2022.

ZONING TEXT AMENDMENT

Small Business Practical Updates

ZTA2020-00003



In recent years, staff concluded that some commercial uses were subject to higher levels of regulatory approval or restrictive rules than what was necessary to control neighborhood impacts. These regulations did not correlate with actual impacts as evidenced by the lack of complaints and zoning violations, Planning Commission and City Council approvals of SUPs on consent calendars, and sufficient regulations associated with other Zoning and City Code requirements.

In September 2020, City Council approved text amendments to ease the regulatory processes required of certain uses and to create more opportunities for present-day uses. A decrease in the number of Special Use Permit (SUP) approvals that require public hearing review or administrative SUP review would increase the number of commercial uses that could open in a shorter time period, with a reduced outlay of funds and have a minimal impact on the City's quality of life.

In addition, updates to the zoning ordinance language to coordinate with present day terminology and business practices were adopted.

The text amendments will minimize regulatory requirements and expand business opportunities for restaurants, outdoor dining, outdoor food and crafts market, health and athletic club or fitness studios, amusement enterprises, day care center, social service uses, convenience stores, and food and beverage production retail uses.

ZONING TEXT AMENDMENT

Accessory Dwelling Units

ZTA2020-00007

In January 2021, City Council approved amendment the Zoning Ordinance to allow accessory dwelling units (ADUs) City-wide.

An ADU is a regulatory term that typically refers to a small apartment-style residence that shares a lot with a larger house. An ADU provides a separate kitchen, bathroom and bedroom(s) from those in the main house. ADUs are generally small and can typically only provide studio/efficiency or one-bedroom floorplans. ADU size limitations inherently limit the number of occupants, so they are typically occupied by fewer than four persons. ADUs may be located within or as addition to an existing dwelling (internal ADUs). They may also be located within a separate building on a lot, often above a detached garage (detached ADUs).

Staff commenced the ADU study in January 2020 with research and outreach support provided by The Urban Institute, a non-profit research organization focused on economic and social policy and practice to strengthen communities nationally. The recommendations proposed by staff were based on a review of local and national ADU models and experiences, public feedback received during the study period as well staff analysis

and recommendations made by the Urban Institute. The text amendment will allow for a low-impact, secondary dwelling unit to be located on a lot developed with a single-family, two-family or townhouse dwelling. The city can expect to see an incremental increase in housing supply over the next few decades while maintaining the established character of the City's neighborhoods.

Examples of Accessory Dwelling Units (ADUs)

ADUs in blue; main residence in white

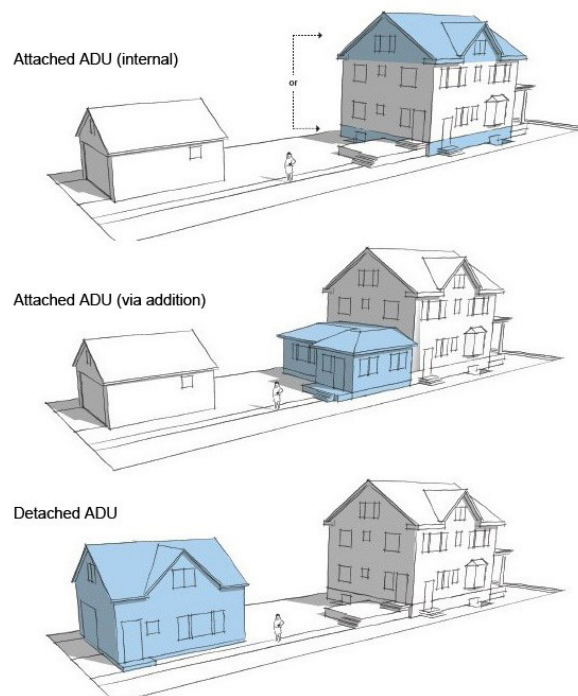


Image credit: City of Saint Paul, MN

LAND USE SERVICES

Chadwicks Outdoor Dining

203 Strand Street and a Portion of Gilpin Alley
SUP2021-00016



Proposed outdoor seating

In June 2021, Chadwicks on the Strand was approved to add 70 outdoor seats in the area directly in front of the restaurant and in Gilpin Alley. The outdoor dining areas, including a new balcony in Gilpin Alley, will complement the existing uses along Strand Street and are consistent with approved dining areas such as those offered at nearby restaurants like the Old Dominion Boat Club, The Hummingbird, and Virtue Feed and Grain. Further, the approved expansion

is in line with recommendations found in the waterfront small area plan which calls for more waterfront activation and outdoor dining along Strand Street.

LAND USE SERVICES

The Linder Academy

601, 607, 609 South Washington St and 710 Gibbon St
SUP2021-00028



Subject property 601 South Washington Street as seen from South Washington Street

In June 2021, the Linder Academy was approved to operate a private academic school for students with learning disabilities. The school will occupy two existing buildings and serve up to 105 students from kindergarten to seventh grade. There would also be 14 to 16 employees on site.

Staff found the proposed use to be consistent with the area. The Southwest Quadrant small area plan which designates the subject properties for commercial use to provide a transition between residential uses to the west and commercial areas to the east. The use of these properties as an academic school provides a desired transition and is compatible with the existing church, funeral home, residences and retail uses that surround the subject properties.

MEMBERSHIP & ATTENDANCE

There were changes in the membership of the Planning Commission for FY 2021. There was a temporary vacancy after Vice Chair Maria Wasowski resigned from the Planning Commission effective July 8, 2020.

At its September 1, 2020 Planning Commission Public Hearing, the Planning Commission unanimously elected Melissa McMahon as Vice Chair for a term ending in March 2021. Then on September 8, 2020 City Council appointed Vivian Ramirez to the Planning Commission for a four-

year term. Commissioner Ramirez attended her first Planning Commission Public Hearing on October 6, 2020. Next, at its March 2, 2021 Planning Commission Public Hearing, the Planning Commission held its election of Planning Commission Officers for Chair and Vice Chair, and re-elected Nathan Macek as Chair and re-elected Melissa McMahon as Vice Chair for a one-year term. In early FY 2022, Commissioner Goebel resigned from the Planning Commission effective August 6, 2021. Currently, there is a vacancy on the Planning Commission.

All members attended at least 75 percent of the scheduled meetings in FY 2021.

Planning Commission appointments to other Commissions and Work Groups for FY 2021 are noted below.

FY 2021 Planning Commission Appointments to Other Commissions and Work Groups

Group	Planning Commission Member
Transportation Commission*	Melissa McMahon (Chair) & John Goebel
Waterfront Commission*	Nathan Macek (Vice Chair)
Potomac Yard Metrorail Implementation Group*	Stephen Koenig
ARHA Redevelopment Work Group	Stephen Koenig
Eisenhower West/Landmark Van Dorn Implementation Advisory Group	Mindy Lyle (Chair)
Four Mile Run Joint Task Force	
Open Space Steering Committee	David Brown
Superintendent's Advisory Team	Vivian Ramirez

*City Council appointments

CITY OF ALEXANDRIA, BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT
JULY 1, 2020 THROUGH JUNE 30, 2021

COMMISSION: Planning Commission

CHAIR: Chair Nathan Macek and Vice Chair Melissa McMahon

Board Member	2020				2021						
	Sept 1	Oct 6	Nov 5	Dec 1	Jan 5	Feb 2	Mar 2	Apr 8	May 4	June 1	June 24
Nathan Macek, Chair	X	X	X	X	X	X	X	X	X	X	X
Melissa McMahon, Vice Chair	X	X	X	X	X	X	X	X	X	X	X
Mindy Lyle	X	X	X	X	X	X	X	X	X	X	X
David Brown	X	X	X	X	X	X	X	X	X	X	X
Stephen Koenig	X	X	X	X	X	X	X	X	X	X	X
John Goebel	X	X	X	X	X	X	X	X	X	X	X
Vivian Ramirez	-	X	X	X	X	X	X	X	X	X	X

Notes:

1. The Planning Commission was in recess during the month of August.
2. All hearings in FY 2021 were held electronically with Planning Commission members and staff participating from remote locations through Zoom Webinar.
3. On September 8, 2020 City Council appointed Vivian Ramirez to the Planning Commission for a four-year term.

INDICATE: (X) PRESENT; (E) EXCUSED, (U) UNEXUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS: None.

APPROVED:



Nathan Macek, Chair

OTHER

Planning Commission Information

The Planning Commission's process for elections to fill leadership positions, namely, Chair and Vice Chair, is covered in its By-laws and involves the election of officers on an annual basis in March. Elections this year are described in the summary of membership and attendance. As called for in the By-laws, it is the vote of the Planning Commission that determines changes in leadership. Term limits can also affect changes in the Planning Commission's leadership.

Questions? Please contact Planning & Zoning staff at 703.746.4666 or email the Planning Commission at PlanComm@alexandriava.gov.

City of Alexandria
Department of Planning & Zoning
Room 2100
301 King Street
Alexandria, VA 22314

Public Records Advisory Commission

Annual Report

July 2020 - June 2021

Summary of Accomplishments

The mission of the Public Records Advisory Commission (PRAC) states “The Records Advisory Commission provides advice and guidance to the City Records Administrator and Archivist on records management matters and implementation of the records program in the city. The commission is comprised of professional archivists, records managers, historians, research specialists, and citizens.” Within these guidelines the PRAC membership completed the following activities during its 2020-2021 year.

PRAC Policy and Membership Accomplishments

Membership remained steady throughout the year, although two commissioners’ terms expired this during this reporting period and neither reapplied. There are now three vacancies (one left over from 2019-2020) which have been posted on the Boards and Commissions web site. A Quorum was achieved at every meeting.

PRAC Member Activities

The internship and volunteer program, supported by PRAC, worked very well in the past, but because of the pandemic restrictions we could not have any interns or volunteers until June (despite numerous applications beginning in February 2021). An MLIS graduate student from the University of Maryland started her internship the first week of June 2021, scanning and OCRing City Council minutes, dockets, transcripts, and other important and special projects from 1958 through 1965 as well as describing in detail records of the Planning Commission. A volunteer who began volunteering at the Archives and Records Center in June 2021 also worked on the latter project.

Program or Legislative Accomplishments

The Public Records and Advisory Commission assisted with determining what physical improvements would most benefit the facility and storage of records. The Archives and Records Center worked with the City's General Services Administration as well as a contractor hired by the City (Cole and Denny Architects) to plan renovations to the Records Center and bring the building up to ADA, professional archives and records management, energy/electrical efficiency, and fire suppression standards. During the renovations, the HVAC systems and sprinklers and roof will be replaced, window coverings installed, landscaping and vine removal carried out, and cracks to the exterior walls caulked. The first phase of the project—the replacement of all the 20-year-old flat roofs and replacement of damaged and missing tiles on the pitched roof plus repairs to the cupola—began in May 2020 and was completed in July 2020. During the period from July 2020 to June 2021, there were no more roof/ceiling leaks and water did not enter the elevator shaft via the cupola as before.

The second phase of the project saw the successful installation of 10,000-hour lighting (to decrease electrical usage and cost) and a room-by-room test conducted by General Services to determine where cracks to exterior walls exist. A General Services employee attended one of the Commission's meetings to explain the type of caulking to be used (it must not adversely affect archival records, museum collectibles and archaeological artifacts stored onsite), and a Commission member with expertise in preservation products provided input. The third phase of the project—HVAC, etc.—is slated to begin in late fall or early winter. It was also agreed that the purchase of data loggers to monitor environmental conditions routinely would benefit the collections.

The Commission assisted with efforts to establish an effective Records Management training process for Department Heads, departmental Records Officers, and all other City employees (during the 2019 fiscal year, the Commission assisted the Records Administrator and Archivist in developing three Records Management training modules to address each of the above constituents). At the end of February 2020, City Manager Mark Jinks sent a memo to the City's Department Heads to inform them that a new Records Management training process was soon to commence and that they would begin to receive training during the spring. Unfortunately, the pandemic precluded the training intended for the past year, but work did begin on a Records Retention document that will ultimately be posted to the employee intranet. Also discussed was recording a Records Management video for City employees, and the Records Administrator and Archivist did create instructions for Boards/Commissions.

The Commission also discussed improving Archives and Records Center operations, and after a 3-year hiatus in which staff could not destroy eligible records in accordance with Virginia state law, 2,169 boxes of obsolete records were destroyed during the fiscal year. And with the Commission's support of research activities, the Archives and Records Center carried out research on the history of Freedom House and hosted a project—funded by Planning and Zoning—to research mid-20th-century housing covenants.

Goals for 2021 – 2022

The Commission will advise and assist in the implementation of the new Records Management training process, assuming there are no pandemic restrictions in place.

Work with the Records Administrator and Archivist to ensure the proper Records Destruction processes continue and to conform with other Virginia jurisdictions' practices.

Find opportunities to engage City Council, City staff and the public awareness of current Archive activities and both short-term and long-term Archive and Record Center personnel and financial needs.

Monitor Archives and Records Center renovations.

Continue to support the internship and volunteer program.

Leadership

Rich Brune served as PRAC's chairperson until June 2021.

The role of secretary is rotated between the members monthly.

During the year, the Commission membership consisted of the following people:

Rich Brune, Monica St. Dennis, Cameron Cook, Lynn Jorden, and Sean Ferguson.

Jackie Cohan (Records Administrator and Archivist) acted as the staff liaison to the Public Records Advisory Commission during the 2020-2021 year.

Attachment

PRAC Annual Attendance Report 2020 - 2021

City of Alexandria, Virginia

MEMORANDUM

DATE: AUGUST 31, 2021

TO: GLORIA SITTON, CITY CLERK
OFFICE OF THE CITY CLERK AND CLERK OF COUNCIL

THRU: KARL W. MORITZ, DIRECTOR
PLANNING & ZONING

FROM: JASON ALBERS, CHAIR
POTOMAC YARD DESIGN ADVISORY COMMITTEE (PYDAC)

SUBJECT: FY 2021 ANNUAL REPORT OF THE POTOMAC YARD DESIGN
ADVISORY COMMITTEE (PYDAC)

I am pleased to submit this Annual Report for the Potomac Yard Design Advisory Committee (PYDAC) for the Fiscal Year 2021, as required by City Code Section 2-4-7(i)(l). The attached record of attendance shows that no member failed to attend more than 75% of the meetings, as required.

Summary of Accomplishments

The mission of the Potomac Yard Design Advisory Committee is to review development applications for development within CDD #10 (South Potomac Yard) and CDD #19 (North Potomac Yard) for consistency with the North Potomac Yard Design Guidelines and the North Potomac Yard Design Excellence Standards. PYDAC provides guidance to staff and makes formal recommendations to the Planning Commission on new development proposals as well as amendments to previously approved projects. Within these guidelines, the Potomac Yard Design Advisory Committee membership completed the following activities during its 2020/2019 session.

Policy and Membership Accomplishments

- Over the past fiscal year, Committee membership remained steady with the appointment of two new members and the loss of two members; resulting in a final membership count of nine committee members with two vacant positions on the Committee.
- The committee continued their review of the range of development concept plans in North Potomac Yard in FY 2021 and ultimately endorsed the designs of seven new buildings, including:
 - Building 7 (Academic)– DSUP #2020-00012
 - Building 10 (Office) – DSUP #2020-00013

- Building 14 (Office) – DSUP #2020-00014
- Building 15 (Residential) – DSUP #2020-00015
- Building 18 (Office) – DSUP #2020-00016
- Building 19 (Residential) – DSUP #2020-00017
- Building 20 (Office) – DSUP #2020-00018
- Pump Station Building (Utility) – DSUP #2020-10024

The committee determined the design of the proposed buildings complied with the North Potomac Yard Innovation District Design Excellence Pre-Requisites and criteria and were endorsed.

Program Accomplishments

In FY 2021, PYDAC met four (4) times with the following general discussion topics:

- **July 16, 2020***: Applicant Presentation on the Public Realm Experience in North Potomac Yard (Streetscape, Open Space, Building Signage, and Sustainability)
- **August 26, 2020***: Applicant presentation on Architectural Refinements to Group 1 Buildings, introduction to the Pump Station Architecture and PYDAC Recommendation for Group 1 Buildings
- **September 9, 2020***: Applicant presentation on Architectural Refinements to Group 2 Buildings and PYDAC Recommendation for Group 2 Buildings
- **November 11, 2020***: Final design presentation and recommendation by PYDAC for Pump Station Building¹

The four meetings resulted in three votes to endorse the design of eight (8) buildings to be constructed as part of Phase 1 redevelopment in North Potomac Yard.

Goals for the Coming Year

In the next year the Committee expects to develop and approve by-laws for the Committee. The Committee will also be available to provide any necessary reviews of changes to approved buildings in Phase 1 redevelopment of North Potomac Yard, or provide reviews of any remaining land bays in South Potomac Yard, as applicable.

**Due to the COVID-19 Pandemic emergency, these PYDAC meetings were held electronically pursuant to Virginia Code Section 2.2-3708.2(A)(3), the Continuity of Government ordinance adopted by the City Council on April 18, 2020 or Sections 4-0.00(g) in HB29 and HB30 to undertake essential business. All of the members of the Board, staff, and applicant team participated from remote locations through a Zoom Meeting. The meeting was accessible to members of the public through a zoom meeting link on the PYDAC website or by calling into the meeting. Videos of all the meetings were uploaded onto the PYDAC website and public comment was received at all meetings and could be emailed to staff after the conclusion of meetings.*

Leadership

- Jason Albers will serve as Chair.
- Jeremy Fretts will serve as Vice-Chair.

New Members and Expirations

- Matthew Johnston, Expired January 2021
- Peter May, Expired April 2021
- Melissa Bennett, Appointed January 2021
- Sean Sweeney, Appointed March 2021

Terms

Name	Term Expiration	Role
Jason Albers (Chair)	January 14, 2022	Potomac Yard Area Rep
Nancy Appleby	March 10, 2022	Potomac Yard Area Rep
Melissa Bennett	January 12, 2023	Landscape Architect
Jeremy Fretts (Vice-Chair)	June 14, 2022	Architect
Travis Herret	January 12, 2023	Potomac West Rep
Kristen Nunnally	November 12, 2021	Potomac East Rep
Jeremy Moss	December 10, 2021	Business Community Rep
Sean Sweeney	March 9, 2023	Potomac West Rep
Amol Vaidya	October 22, 2021	Civic Association in Potomac Yard Rep
Vacant		National Park Service Rep
Vacant		Potomac East Rep

Staff Liaison

- Sara Brandt-Vorel, Planning & Zoning, acted as the staff liaison to the Potomac Yard Design Advisory Committee during the course of the FY 2021.

Attachments:

1. FY 2021 Attendance Sheet
2. Memorandum from PYDAC Regarding North Potomac Yard, Phase 1 Development – Group 1 Recommendations, Dated August 20, 2020
3. Memorandum from PYDAC Regarding North Potomac Yard, Phase 1 Development – Group 2 Recommendations, Dated September 3, 2020
4. Memorandum from PYDAC Regarding the North Potomac Yard, Pump Station DSUP #2020-10024, dated November 13, 2020

**APPENDIX F.
ADVISORY GROUP ANNUAL ATTENDANCE REPORT TEMPLATE**

**CITY OF ALEXANDRIA
POTOMAC YARD DESIGN ADVISORY COMMITTEE
MEETING ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

CHAIRPERSON: Jason Albers

MEMBER'S NAME	Jul 16	Aug 26	Sep 9	Oct	Nov 11	Dec	Jan	Feb	Mar	Mar	May	May	Jun	Jun
Jason Albers	X	X	X		X									
Nancy Appleby	X	X	X		X									
Corey Faherty	X	X	X		X									
Jeremy Fretts	X	X	X		E									
Travis Herret	X	X	E		X									
Matthew Johnston*	X	X	X		E									
Peter May*	E	X	X		E									
Jeremy Moss	X	X	X		X									
Kristen Nunnally	E	X	X		X									
Amol Vaidya	U	U	X		E									
Melissa Bennett**														
Sean Sweeney***														

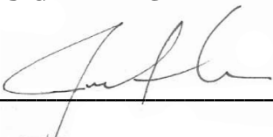
INDICATE: X - FOR PRESENT

E - FOR EXCUSED

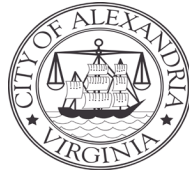
U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS (*do not include excused absences in the 75% missed meetings*):

FORM MUST BE SIGNED BY CHAIRPERSON

(APPROVED)  (Chairperson)

*Term Expired **Appointed January 2021 *** Appointed March 2021



DEPARTMENT OF PLANNING AND ZONING

DATE: August 20, 2020

TO: Potomac Yard Design Advisory Committee (PYDAC)

FROM: Planning & Zoning Staff

SUBJECT: North Potomac Yard, Phase 1 Development – Group 1 Recommendations

Introduction

The applicant, CPYR Theater, LLC, CPYR Shopping Center, LLC and the Virginia Tech Foundation Inc, have submitted their final presentation on the design of the Group 1 buildings for Phase 1 redevelopment of North Potomac Yard. The applicant team is seeking PYDAC's recommendations for the final design of the Group 1 buildings, including Building 7W, Building 10 and Building 14. The PYDAC website contains a link to the applicant's presentation.

In addition to the presentation on the PYDAC website, the applicant team has completed the Design Excellence Matrix for the sitewide prerequisites and the criteria for each building and their justification for each building's compliance with the criteria. For each category, staff has responded with our confirmation that the building complies with the applicable criteria, or in areas where compliance is not clear, suggested a continued refinement for the proposed building or site design to meet the Design Excellence Criteria for North Potomac Yard.

Broadly, each building is achieving the Design Excellence Criteria and this Memorandum summarizes those areas of design where staff finds continued work on the building or site design is important to achieve the Criteria's intent for excellence.

Sitewide Prerequisites:

Prerequisite 4.3: *These features will be integrated into the site design and will be provided at-grade.*

- **Staff Response:** Staff does not find the proposed sitewide features fully achieve a unique design or demonstrate a sustainable design approach. Sitewide features, such as lighting, benches and bollards exhibit a high-quality of material but do not evoke a unique identity as the "Innovation District" or demonstrate a commitment to technology or sustainability. Staff recognizes that this final level of design may be forthcoming but due to the previous review schedule, has not had time to evolve. As such, staff would recommend that the

interim design of Metro Plaza, the final design of the Metro Plaza, Market Lawn, Building 10 Plaza and the streetscape that connects these critical areas come back to PYDAC for a final review. Staff would encourage the continued refinement of sitewide design elements to further demonstrate sustainable or a technological approach, such as solar belly trashcans, solar lights or other unique and as yet undeveloped features that build an identity and connect the streetscape to public open space.

- **Recommended Condition Language:** The applicant team shall seek approval from PYDAC on the final design of Metro Plaza, Market Lawn, the Block 10 Plaza and the public realm along New Street A to demonstrate an integrated design of the at-grade publicly accessible spaces and features that give the district a unique identity and achieve the Design Excellence Standards.

Building 7W:

Criteria 4.1: *Site and building design creatively integrates all support functions, parking garage entrances, loading docks, utility and mechanical spaces and penthouses to eliminate unsightly views and conflicts with pedestrians, and utilize creative screening where needed.*

- **Staff Response:** Staff does not find the final design of the interim surface parking lots achieves the intent of the Design Excellence Standards. Staff would like to see the lots be designed in a way that allows them to be used in other ways such as added gathering spaces, incorporate environmentally appropriate features such as increased tree canopy, pervious paving, and screening features along the street frontages.
- **Recommended Condition Language:** The Virginia Tech applicant team shall continue to work with City Staff to refine the final design of the interim surface parking lots and minimize the appearance of surface parking lot uses by increasing the level of screening and number of trees, or creating a design which clearly encourages alternate uses for the space during the evenings or weekends.

Building 10:

Criteria 2.1: *The public realm prioritizes the pedestrian experience and ground floors of buildings include active uses, interior-exterior visibility, and high-quality architecture.*

- **Staff Response:** Staff does not find the proposed design of the Block 10 plaza achieves the intent of the Design Excellence Standards as the number of planters and trees at the northern end of the plaza area blocks the visual sightlines and pedestrian approach into the building lobby of the northern tower. The location of the northernmost area of trees and plantings blocks the interior-exterior visibility of this critical corner that connects the Virginia Tech Campus building and the Building 10 Partnership building.
- **Recommended Condition Language:** Prior to the release of the Final Site Plan for Building 10, revise the site plan and landscape plans to remove the northernmost area of

plantings and trees in the Block 10 Plaza and create a stronger visual and functional connection between the Virginia Tech campus and Building 10.

Criteria 2.3: *Site design incorporates high quality paving materials, site furnishings, and lighting.*

- **Staff Response:** See Staff comment regarding prerequisite 4.3 and a staff recommendation to review the final streetscape design with sitewide elements and final design of key publicly accessible open spaces such as Market Lawn, Metro Plaza, and the Block 10 Plaza.

Criteria 6.1: *There is variety of architectural character, height, massing, and articulation which express a clear overall composition among the buildings within the District.*

- **Staff Response:** Staff finds the initial building design, with two separate towers connected by a strong base achieves the Design Excellence Standards to demonstrate a variety of architectural character, massing and articulation. The two masses balance each other and the clean break provides a clear distinction in the massing. Staff does not support the applicant's request to have a bridge between the two towers which spans the full height of the seven-stories as the clear articulation between the towers is lost. Staff believes a compromise in the height of the bridge will provide the applicant with the desired connectivity for leasing purposes while preserving the architectural excellence of the two-tower design.
- **Recommended Condition Language:** The building design may utilize a bridge between the two towers which is a maximum of two levels above the second floor. The bridge shall consist of circulation space only (no office).

Building 14:

Criteria 2.1: *The public realm prioritizes the pedestrian experience and ground floors of buildings include active uses, interior-exterior visibility, and high-quality architecture.*

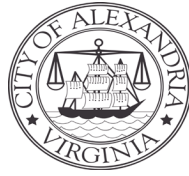
- **Staff Response:** The final design of Market Lawn has yet to be reviewed by Staff or PYDAC. Initial studies of the space have indicated a mix of unique site features and designs which could achieve design excellence that promote active uses in a prominent publicly accessible open space while maintaining interior-exterior visibility with the interior Garden Room. However, without reviewing the final design, staff can not verify this criterion has been met.
- **Recommended Condition Language:** The applicant team shall seek approval from PYDAC on the final design of Metro Plaza, Market Lawn, the Block 10 Plaza and the public realm along New Street A to demonstrate an integrated design of the at-grade street design, including proposed features, and publicly accessible public spaces which achieve the Design Excellence Standards.

Criteria 2.3: *Site design incorporates high quality paving materials, site furnishings, and lighting.*

- **Staff Response:** See Staff comment regarding prerequisite 4.3 and a staff recommendation to review the final streetscape design with sitewide elements and final design of key publicly accessible open spaces such as Market Lawn, Metro Plaza, Block 10 Plaza.

Criteria 4.1: *Site and building design creatively integrates all support functions, parking garage entrances, loading docks, utility and mechanical spaces and penthouses to eliminate unsightly views and conflicts with pedestrians, and utilize creative screening where needed.*

- **Staff Response:** Staff is unable to verify the proposed materials for the garage door and loading dock door at the southern end of Building 14. The overall framing of the two doors does show high-quality materials but the doors themselves appear to be a standard metal roll-down door which does not align with the Design Excellence Standards to use high quality materials or creative screening.
- **Recommended Condition Language:** The final materials for the garage door and loading dock door should utilize a frosted glass panel with indirect interior lighting, or material of comparable quality.



DEPARTMENT OF PLANNING AND ZONING

DATE: September 3, 2020

TO: Potomac Yard Design Advisory Committee (PYDAC)

FROM: Planning & Zoning Staff

SUBJECT: North Potomac Yard, Phase 1 Development – Group 2 Recommendations

Introduction

The applicant, CPYR Theater, LLC, CPYR Shopping Center, LLC and the Virginia Tech Foundation Inc, have submitted their final presentation on the design of the Group 2 buildings for Phase 1 redevelopment of North Potomac Yard. The applicant team is seeking PYDAC's recommendations for the final design of the Group 1 buildings, including Building 15, Building 18, Building 19 and Building 20. The PYDAC website contains a link to the applicant's presentation.

In addition to the presentation on the PYDAC website, the applicant team has completed the Design Excellence Matrix for the sitewide prerequisites and the criteria for each building and their justification for each building's compliance with the criteria. For each category, staff has responded with our confirmation that the building complies with the applicable criteria, or in areas where compliance is not clear, suggested a continued refinement for the proposed building or site design to meet the Design Excellence Criteria for North Potomac Yard.

Broadly, each building is achieving the Design Excellence Criteria and this Memorandum summarizes those areas of design where staff finds continued work on the building or site design is important to achieve the Criteria's intent for excellence.

Sitewide Prerequisites:

Prerequisite 4.3: *These features will be integrated into the site design and will be provided at-grade.*

- **Staff Response:** Staff does not find the proposed sitewide features fully achieve a unique design or demonstrate a sustainable design approach. Sitewide features, such as lighting, benches and bollards exhibit a high-quality of material but do not evoke a unique identity as the "Innovation District" or demonstrate a commitment to technology or sustainability. Staff recognizes that this final level of design may be forthcoming but due to the previous

review schedule, has not had time to evolve. As such, staff would recommend that the interim design of Metro Plaza, the final design of the Metro Plaza, Market Lawn, Building 10 Plaza and the streetscape that connects these critical areas come back to PYDAC for another meeting to allow for additional input by PYDAC.

- Staff would encourage the continued refinement of sitewide design elements to further demonstrate sustainable or a technological approach, such as solar belly trashcans, solar lights or other unique and as yet undeveloped features that build an identity and connect the streetscape to public open space.

Building 15:

Criteria C 1.2: *The District includes public and private open spaces that, in concert with the regional Potomac Yard Park, support a variety of active, social, and passive uses in a mix of urban plazas, lawns, shared streets, rooftop open spaces, and recreational areas.*

- **Staff Response:** Staff finds the current proposal for the private residential balconies which overlook New Street A are too small to provide usable private open space to the building tenants. The current balconies are approximately 16 inches in depth and staff would encourage balconies with a desired width of approximately 36 inches (three feet) to provide usable open space. With 36 inches in depth, balconies can comfortably provide space for small chairs and tables.
- Staff would recommend enlarging the proposed balconies so that they extend past the face of the building and project over New Street A to provide an overall width of three feet. The additional projections from the building face will also increase the visual interest of the building architecture per Criteria 6.1 which encourages a variety of articulation. However, if projecting balconies are not feasible, staff would support balconies which are further recessed into the building to achieve the desired depth and usability for building tenants..

Building 18:

Criteria 2.3: *Site design incorporates high quality paving materials, site furnishings, and lighting.*

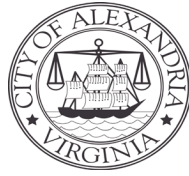
- **Staff Response:** Staff finds the current proposal for the final design of Metro Plaza does not demonstrate a design for the Plaza that is consistent with the Plaza's role as a key civic space in North Potomac Yard. Staff recognizes that this final level of design may be forthcoming but due to the previous review schedule, has not had time to evolve. Staff would encourage further refinement of the initial design concepts, as shared with PYDAC, and the finalization of the proposed Plaza design.

- Staff would recommend that an interim and final design of Metro Plaza come back to PYDAC for another meeting to allow for additional input by PYDAC. This meeting would allow the applicant team to share a final design and interim design of Metro Plaza to PYDAC and the community once the concepts have evolved. This meeting could include any updates to the streetscape elements per Prerequisite 4.3.

Building 20:

Criteria 4.1: *Site and building design creatively integrates all support functions, parking garage entrances, loading docks, utility and mechanical spaces and penthouses to eliminate unsightly views and conflicts with pedestrians, and utilize creative screening where needed.*

- **Staff Response:** Staff finds the use of a dark mesh perforated metal screen material to screen the mechanical penthouse on the top floor of the northern tower, creates a visual difference between the top floor of the building and the floors below which utilize glass. As Criteria 4.1 encourages creative screening to eliminate unsightly views of penthouses and other mechanical uses, staff would encourage the consistent use of glass to screen the penthouse area and ensure the top floor reads as a portion of the active office use.
- Staff would encourage replacing the perforated metal screen in the top floor of the northern tower, with a glass material to create vertical consistency between the top floor and floors below.



POTOMAC YARD DESIGN ADVISORY COMMITTEE

DATE: November 13, 2020

TO: Karl Moritz, Director of Planning
City of Alexandria

FROM: Jason Albers, Chair
On behalf of the Potomac Yard Design Advisory Committee (PYDAC)

SUBJECT: North Potomac Yard, Pump Station DSUP #2020-10024

Per Section 5-610 of the City's Zoning Ordinance, the Potomac Yard Design Advisory Committee (PYDAC) is tasked with reviewing applications for preliminary development plan special use permit approval within CDD No. 10 Potomac Yard/Greens and CDD No. 19 North Potomac Yard, for compliance with the respective urban design guidelines or design standards applicable therein, and make recommendation on such applications to the planning commission and city council through the director.

In that role, the Committee met twice to specifically review the design of the architecture for the Pump Station Building for compliance with the *North Potomac Yard Design Excellence Standards*.

- **August 26, 2020:** Introduction to the Pump Station Design and feedback from PDYAC.
- **November 11, 2020:** Final design presentation and recommendation by PYDAC.

The Committee voted to unanimously approve the design of the Pump Station Building as presented to PYDAC on November 11th with no additional conditions. Committee members commended the applicant's efforts to create a more playful and inviting building design and expressed appreciation for the final trellis design. Committee members encouraged continued refinement of the metal materials to ensure there would be no glare from the metal and that the educational signage be affixed to the structure in a pleasing manner.

Attendance: November 11, 2020 PYDAC Meeting

Member	Attendance	Member	Attendance
Jason Albers	Present	Matthew Johnston	Excused Absence
Nancy Appleby	Present	Peter May	Excused Absence
Corey Faherty	Present	Jeremy Moss	Present
Jeremy Fretts	Excused Absence	Kristen Nunnally	Present
Travis Herret	Present	Amol Vaidya	Excused Absence

Alexandria Redevelopment and Housing Authority Board of Commissioners
Annual Report
July 2020 – June 2021

Summary of Accomplishments

The Alexandria Redevelopment and Housing Authority (ARHA) was created as a political subdivision of the Commonwealth of Virginia and established by the City of Alexandria to provide and manage affordable housing for low- and moderate-income persons in the City of Alexandria. Within the guidelines, the ARHA Board activities during its 2020/21 session are summarized below.

ARHA Policy and Membership Accomplishments

- The Board Chair and Vice Chair regularly brief City Council on the Board's activities via the City Council/ARHA Subcommittee meetings where program initiatives and development activities are discussed.

ARHA Board Member Activities

List any member activities, if relevant, pertaining to members - **N/A**

Program and/or Legislative Accomplishments

- During the past year, despite COVID-19 restrictions, ARHA engaged in several events to service its residents while maintaining the goal of keeping residents and staff safe. Several of those programs are highlighted below:
 1. Santa's Winter Wonderland – This annual event was presented in walk up/drive thru format due to the pandemic in December 2019 in the parking lot at the Charles Houston Recreation Center. Toys for over 1000 children were prepacked by age group. Approximately 884 youth received toys via the drive thru, 138 youth utilized the sidewalk pick up option, and staff delivered toys to five families that were unable to utilize one of the other two options.
 2. Weekly telephonic town hall meetings were held with residents to ensure that they were informed of the ARHA response to and the rationale for the restrictions to the Covid -19. Presentations were made by ARHA and Alexandria Health Department staff at each meeting.
 3. ARHA, in partnership with the Health Department sponsored several vaccination clinics for Ladrey residents, and other agency properties.
 4. Masks and hand sanitizer distribution sites were organized for each property to ensure that residents had enough supplies for each member of the household.
 5. Coat and backpack distribution events were held in partnership with the Firefighters and Friends organization.

- **Goals for 2020-2021**

- List goals of the Advisory Group – if any **N/A**

Leadership

- Officers remained the same during the reporting period. They are Peter Kleeblatt will serve as Chairman, Anitra Androh as Vice Chairwoman. The CEO, Keith Pettigrew, serves as Secretary.
- List term expirations and new members, with month they were appointed:

Peter Kleeblatt

Current Term: Jan 08, 2019 - Jan 08, 2023

Office/Role: CITIZEN/CHAIRMAN

Anitra Androh

Current Term: Feb 9, 2021 - Feb 9, 2025

Office/Role: CITIZEN/VICE CHAIRWOMAN

Willie Bailey, Sr.

Current Term: March 10, 2020 – Mar. 10, 2024

Office/Role: CITIZEN

Christopher Ballard

Current Term: Oct 10, 2017 - Oct 10, 2021

Office/Role: CITIZEN

Daniel Bauman

Current Term: Jan 12, 2021 - Jan 12, 2025

Office/Role: CITIZEN

Carter Flemming

Current Term: Oct 10, 2017 - Oct 10, 2021

Office/Role: CITIZEN

Kevin Harris

Current Term: Apr 09, 2019 - Apr 09, 2023

Office/Role: ALEXANDRIA RESIDENT COUNCIL REPRESENTATIVE

Merrick Malone

Current Term: Apr 10, 2018 - Apr 10, 2022

Office/Role: CITIZEN

Karl Sandberg
Current Term: Oct 22, 2019 - Oct 22, 2023
Office/Role: CITIZEN

Salena Zellers
Current Term: Sept 8, 2020 – Sept 8, 2022
Office/Role: CITIZEN

- During the course of the year, membership included the following individuals:

Peter Kleeblatt
Anitra Androh
Willie Bailey, Sr.
Christopher Ballard
Daniel Bauman
Carter Flemming
Kevin Harris
Merrick Malone
Karl Sandberg –resigned February 2020
Salena Zellers

- Keith Pettigrew is the staff liaison to the ARHA Board.

SOCIAL SERVICES ADVISORY BOARD, 2020-2021

Annual Report

This annual report is submitted to the Alexandria City Council to provide a summary of activities of the Social Services Advisory Board (SSAB), working in conjunction with management and staff of the Alexandria Department of Community and Human Services (DCHS), for the fiscal year commencing July 2020 and ending June 2021.

SSAB Mandate

Pursuant to Alexandria City Code, the functions and duties of the SSAB are to:

- Interest itself in all matters pertaining to the social welfare of the people of Alexandria.
- Serve as the public welfare advisory board of the City.
- Monitor the formulation and implementation of social welfare programs in the City.
- Submit annual and other reports deemed of interest and concern to the City.
- Meet with City representatives to make policy recommendations.

SSAB Membership

A list of SSAB members who participated during the fiscal year can be found in the Appendix. Current members as of June 2021 include:

- Stephanie Kanwit (Chair)
- JoAnn Regan (Vice-Chair)
- Shauna Gary
- Andrew Baird
- Mark Tonsetic
- Sharee Chambers
- Matthew Walsh
- James Crawford

Description of Principal Activities

Board activity -

- Convened 11 virtual board meetings
- Elected New Officers in January 2021: Chair Stephanie Kanwit, Vice-Chair Dr. JoAnn Regan
- Reviewed the impact of Covid-10 on DCHS, including increase in applications for benefits, impact on evictions, impact of public charge rule
- Reviewed the City's racial equity work with the Race and Social Equity Officer (November).

- Drafted and adopted Racial Equity Statement, shared with other boards and commissions, and used as template by Commission on Women, Commission on Aging, Comm. On Housing
- Conducted SSAB training session
- Reviewed the City's budget deficit with Councilman Aguirre (Dec.)
- Provided support for DCHS Holiday Sharing Program (Dec.).
- Reviewed changes to benefit programs with DCHS staff (Jan).
- Prepared SSAB budget advocacy document for City Council (Jan.-March), listing additional budget recommendations (stronger community outreach, support for remote work environment for DCHS staff, etc.)
- Reviewed distribution of ARP funds, surveys re use of monies (April)
- Reviewed "universal basic income" experiment pilot
- Conducted Board training on Virginia Social Services System (VDSS) (February)
- Submitted testimony to City Council on behalf of DCHS budget priorities (April)
- Reviewed work to centralize DCHS into one building with architects, Kate Garvey (May)
- Monitored DCHS performance reports (ongoing)
- Adoption of Electronic Participation Policy for virtual meetings
- Reviewed SSAB strategic priorities and identified workstreams

Presentations made to SSAB by and regarding -

- DCHS updates (monthly)
- Changes made to stormwater utility fee relief (Adrienne Fine) (Feb.)
- Report from Health Department re Covid response (Natalie Talis) (Mar)
- Report from City Communications Officer (April)
- Report from DCHS on COVID-19 protocols and services (May)
- Report from Dir. Of Opioid Response (June)
- Report from Housing Program Manager (June)

Documents reviewed -

- DCHS Annual Report
- Proposed Coordinated Community Post-Covid-19 Recovery Plan
- SSAB mandate, mission, objectives, bylaws
- Proposed City Budget
- Various other reports / documents

Recommendations for Improving Functions/Duties and Future Goals

At present, all recommendations for improving SSAB functions and duties are within the purview of the SSAB and DCHS. Within the past year, the SSAB has explored opportunities to improve address issues that "advance the well-being of all Alexandrians," and is discussing areas where the SSAB can have a broader impact on social services and the community.

For the coming year, our hope is to revise our strategic plan to focus on the following areas:

1. ***Increase advocacy and visibility of SSAB and DCHS.*** In 2021 and early 2022, SSAB will focus on ways to increase opportunities for board members to advocate on key DCHS issues and engage with the larger Alexandria community, with the goal of increasing visibility and awareness of the City's social services through presence at local and regional events, publication of op-eds or other articles, and other external-facing activities.
2. ***Focus on a few key priorities:*** The Board will identify two or 3 priorities to focus on for fall 2021-spring 2022. For example, advocacy surround housing, in partnership with other boards and commissions, and perhaps including an eviction prevention taskforce. Also under consideration is focusing on mental health issues in the City.
3. ***Increase Board membership.*** The SSAB is not at full membership, and will work to recruit new members to fill out the roster with thoughtful and considerate individuals interested in and enthusiastic about the mission of DCHS.
4. ***Engage more with City Council.*** The SSAB will engage City Council in at least one formal discussion this year aimed at covering issues related to DCHS' provision of safety net services in Alexandria. The SSAB will identify additional opportunities to dialogue with members of Council in their official capacity in order to increase support for DCHS and its employees.
5. ***Monitor impacts of changes to federal, state, and local policy.*** In the name of maintaining access to social services for all Alexandrians, and in conjunction with DCHS staff, the SSAB will endeavor to monitor key changes or trends in federal, state, and/or local policies that impact the provision and receipt of such services in the City.

Attendance and DCHS Support

The attendance report for SSAB members for the relevant period is attached [see Appendix].
With regards to attendance:

- All current members have either attended or received excused absences for 75% of meetings. Six current members have attended 75% of meetings, an improvement over last year.
- **The Chairperson does not recommend removal of Board members due to attendance at this time, due to the challenge this would present in ensuring quorum. Instead, the Board continue to exert effort to enforce attendance policy across the next 12 months.**

The SSAB would like to stress its deep appreciation and gratitude for the obvious and substantial assistance and genuine support received by DCHS management and staff. The guidance, presence, and availability of Ms. Lesa Gilbert, DCHS Director, has been immeasurable. In addition, the support of DCHS staff throughout the year has been very helpful and greatly appreciated.

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

Kanwit_____ (Chairperson)

CITY OF ALEXANDRIA
Social Services Advisory Board
MEETING ATTENDANCE REPORT

[illegible]

INDICATE: X – FOR PRESENT

E – FOR EXCUSED

U – FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

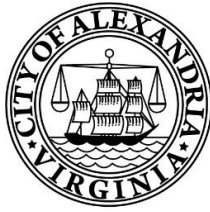
•

FORM MUST BE SIGNED BY CHAIRPERSON

(APPROVED) /Stephanie W.

Kanwit_____

___ (Chairperson)



Traffic and Parking Board Annual Report July 2020 – June 2021

*The **mission** of the Traffic and Parking Board is to consider matters concerning substantial changes to traffic and on-street parking regulations, and taxicabs prior to action by the Director of TES, the City Manager or City Council. When reviewing these matters, the Board shall prioritize safety of all users when making recommendations. Despite the COVID-19 pandemic, the Traffic and Parking Board was able to continue their duties and held virtual public meetings pursuant to Virginia Code Section 2.2-3708.2(A)(3), the Continuity of Government ordinance adopted by City Council on June 20, 2020 or Section 4-0.01(g) in HB29 and HB30, enacted by the 2020 Virginia General Assembly (Virginia Acts of Assembly Ch. 1283 and 1289). Within these guidelines, the Traffic and Parking Board membership completed the following activities during its 2020/21 year.*

Membership: During the year, membership included the following individuals:

- Lavonda Bonnard*
- Annie Ebbers
- Casey Kane
- James Lewis
- Jason Osborne
- William Schuyler
- Ann Tucker

*Ms. Bonnard was appointed to the Board October 2020 to replace Mr. Beekman, who passed away August 2020.

Leadership: William Schuyler served as Chair and James Lewis served as Vice-Chair.

City Liaison: Bob Garbacz, Division Chief of Traffic Engineering with the Department of Transportation & Environmental Services acted as the staff liaison to the Traffic and Parking Board during the 2020/2021 year.

Member Activities: The following Board members participated on these groups:

- Transportation Commission: Casey Kane

Program and/or Legislative Accomplishments: The Traffic and Parking Board met virtually during the COVID-19 pandemic and heard 39 items this past year. The more significant issues the Board approved and rendered recommendations on are as follows:

- Changing the metered parking rate structure on many of the streets in the Carlyle area
- Refining Residential Permit Parking district boundaries
- Holding the Biennial Taxicab review and reviewing changes to the City Code related to taxicabs
- Approving Capitol Bikeshare station locations in the west end
- Recommending to Council establishing a commercial truck parking ordinance
- Approving an administrative process to approve removal of parking at crosswalks
- Engaged with City to assist in planning and implementing any post-COVID changes, activities or prioritization
- Established a parklet process that allowed the City to experiment with outdoor eating and shopping alternatives during the outbreak to protect local businesses
- Provided input to the City on the developing transportation alternatives (scooter, e-bikes, and similar) as staff prepares to make recommendations to City Council on permanent oversight rules

Goals for July 2021 – June 2022:

- Work with staff to better align the taxicab industry with the changing for-hire ride market
- Work with staff on implementation of Vision Zero initiatives & priorities
- Work toward better aligning efforts with the Planning Commission, Transportation Commission and other City Boards and Commissions as appropriate
- Consider regular briefs on the overall transportation goals of the City to enable the Board to contextualize the Board's work and provide better guidance to the Director.
- Provide feedback on broader traffic and parking issues, including dockless mobility, Alexandria Mobility Plan, and Duke Street IN Motion.

Attachments: None

JULY 1, 2020, THROUGH JUNE 30, 2021

CHAIRPERSON: William Schuyler

[illegible]

INDICATE: X - FOR PRESENT

E - FOR EXCUSED

U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS (do not include excused absences in the 75% missed meetings):

FORM MUST BE SIGNED BY CHAIRPERSON

(APPROVED) W. J. Schyle (Chairperson)

**Alexandria Transportation Commission
Annual Report
July 2020 – June 2021**

Summary of Accomplishments

The mission of the Transportation Commission includes to advocate and promote development of balanced transportation systems for the City of Alexandria, through oversight of the implementation of the Transportation Chapter of the City's adopted Master Plan. Within these guidelines, the Transportation Commission membership completed the following activities during its 2020/21 session.

Transportation Commission Policy and Membership Accomplishments

- Membership remained steady through most of the year with a quorum achieved at all scheduled meetings.
- The Commission held successful virtual meetings with more members of the public in attendance than traditionally seen at in-person meetings.

Coordination with other Boards

- The Transportation Commission includes membership from the Planning Commission, the Traffic and Parking Board, the Environmental Policy Commission, the Potomac Yard Metro Implementation Working Group, and the DASH Board.
- At every Transportation Commission meeting, the Transportation Commission receives updates and reports back on Transportation Commission topics to their respective board. Through this means, the Transportation Commission reported on the Alexandria Mobility Plan initiative to solicit feedback from associated boards.
- A member of the Commission on Persons with Disabilities, the Federation of Civic Associations, the West End Business Association, and the Chamber of Commerce also serve on the Alexandria Mobility Plan Advisory Committee, which also includes all members of the Transportation Commission.
- No formal policy changes have been made.

Transportation Commission Member Activities

- All members are serving on the Alexandria Mobility Plan Advisory Committee, which is overseeing the update to the City's 2008 Transportation Master Plan.
- Oscar Gonzales is serving on the ACPS Superintendent's Advisory Team for the High School Project
- Casey Kane is serving on the Beauregard Design Advisory Committee

2020-2021 Accomplishments

- See attachment 2

Goals for 2021-2022

- Achieve Council adoption of the Alexandria Mobility Plan. In addition, the Transportation Commission will seek to make recommendations to Council or other boards to ensure that funding, implementation and plans are consistent with the updated Transportation Master Plan.
- Provide input into a new process for City consideration of transportation grants.
- Consider endorsements for transportation grants and weigh in on transportation components of other plans and the City budget.
- Establish a virtual meeting policy.
- Plan and hold a retreat.
- Hold a joint session with the Environmental Policy Commission.

Leadership

- Officers for the 2020 calendar year were elected at the January 2020 meeting. Melissa McMahon was elected as chair and Jake Jakubek was elected as Vice-Chair. Oscar Gonzales was elected Vice-Chair in September 2020 after the resignation of Commissioner Jake Jakubek in June 2020. Officers for the 2021 calendar year were elected at the January 2021 meeting. Melissa McMahon was elected as chair and Oscar Gonzales was elected as Vice-Chair.
- List term expirations and new members, with month they were appointed.
 - Bill Pugh appointed in November 2020
 - Alyia Gaskins resigned in December 2020
 - Jeremy Drislane appointed in January 2021
 - Jeffrey Bennett resigned in June 2021
- During the course of the year, membership included the following individuals:
 - Councilman Canek Aguirre
 - John Chapman
 - Jeff Bennett
 - Larry Chambers
 - Jeremy Drislane
 - Alyia Gaskins
 - John Goebel
 - Oscar Gonzalez
 - Casey Kane
 - Bruce Marsh
 - Melissa McMahon
 - Bill Pugh
- Jennifer Slesinger, Transportation & Environmental Services acted as the staff liaison to Transportation Commission during the 2020/2021 year.

Attachments

Attachment 1: Annual Attendance Report

Attachment 2: FY21 Accomplishments Summary

Attachment 3: Notable Letters:

1. Any notable letters to City Council, date, subject

- Endorsed CMAQ and RSTP Funding Request – September 2020
- Endorsed I-395/95 Commuter Choice Grant – December 2020
- Endorsed DRPT Operating and Capital Assistance State Aid Applications and the Commuter Assistance Program Operations Grant Applications – December 2020
- Endorsed NVT A 70% Discretionary Grant, Transportation Alternatives Set Aside Program, and Revenue Sharing Program – June 2021
- Provided Feedback on the Return to In-Person Meetings and Endorsed a Virtual Meeting Policy – June 2021

2. Any letters to other Advisory Groups, date, subject

- ATC Transit Development Plan Endorsement to the ATC Board – April 2021

3. Any completed reports or relevant documents

- Transportation Long Range Plan – December 2020
- Draft Alexandria Mobility Plan – March 2021

Attachment 2 – Transportation Commission Major Initiatives in FY 2021

PROJECT	DESCRIPTION	SCHEDULE
Alexandria Mobility Plan	The Transportation Commission served on the Advisory Committee for the Alexandria Mobility Plan and provided guidance on the plan development.	Ongoing
Grant Endorsements	<p>The Transportation Commission regularly reviewed and endorsed grant applications for Council approval as being consistent with the Transportation Master Plan and Vision Zero Action Plan, including for the following programs:</p> <ul style="list-style-type: none"> - Congestion Mitigation and Air Quality / Regional Surface Transportation Program - NOVA 70% Discretionary Grant - I-395 Commuter Choice Grant - DRPT State Aid Grant and Commuter Assistance Program Operating Assistance Grant <p>These grant applications included funding for DASH service enhancements, a Route 1 Metroway Extension, and pedestrian and bicycle infrastructure improvements.</p>	Ongoing
Transportation Updates	Throughout the year, the Commission received updates on the progress of plan implementation and other major events impacting transportation in the City including the WMATA budget, the Electric Vehicle Infrastructure Readiness Strategy, Parking Technology, the Alexandria Mobility Plan, the City's Operation and Capital Improvement Program Budgets, and the DASH Transit Development Plan.	Ongoing
Transportation Long Range Plan (Unconstrained/Unfunded Projects List)	The Commission updated the Transportation Long Range Plan. They held a work session in September to review the projects and scoring criteria, reviewed draft evaluation scores of the in October and held a public hearing and approved the 2020 LRP in December 2020.	October 2020 – December 2020
Electric Vehicle Infrastructure Readiness Strategy	The Transportation Commission provided feedback on the Draft Electric Vehicle Infrastructure Readiness Strategy.	October 2020

WMATA Budget	Staff provided an update to the Commission on the status of WMATA's FY22 Budget and the Commission provided feedback.	February 2021
Alexandria Mobility Plan – public hearing	The Transportation Commission held a public hearing for the draft Alexandria Mobility Plan.	April 2021
FY22 City Operating Budget and FY22-31 Capital Improvement Program	The Transportation Commission held a public hearing and provided input to the City Manager on the proposed transportation related budget items in the City Manager's budget.	March, April 2021
Landmark Mall Redevelopment CDD Concept Plan	Staff presented the Landmark Mall CDD Concept plan and the Transportation Commission provided feedback on the transportation, pedestrian, bicycle, transit, and traffic related elements.	May 2021
Arlandria-Chirilagua Small Area Plan Update	Staff presented an update on the Arlandria-Chirilagua Plan process and Transportation Commission provided feedback on the process and transportation priorities.	May 2021
Virtual Meeting Policy Consideration	The Transportation Commission submitted a letter to Council concerning the need for appropriate technology to support a virtual meeting policy.	June 2021
Dockless Mobility Pilot Program	Staff provided an update on the Dockless Mobility Pilot Program and the Transportation Commission provided input on future program requirements.	June 2021

City of Alexandria, Virginia

MEMORANDUM

DATE: DECEMBER 16, 2020

TO: MEMBERS OF THE TRANSPORTATION COMMISSION

FROM: HILLARY ORR, DEPUTY DIRECTOR, T&ES

SUBJECT: AGENDA ITEM #4 – 2020 TRANSPORTATION LONG RANGE PLAN

ISSUE: 2020 update to the Transportation Long Range Plan (LRP)

RECOMMENDATION: That the Transportation Commission hold a public hearing and approve the 2020 LRP update.

BACKGROUND: As part of its responsibility to develop and maintain a comprehensive LRP that identifies the City's long-range transportation needs, the Commission first adopted an LRP in April 2010. The LRP is an unconstrained list of all transportation related capital projects and studies identified in City plans and policies. Projects on the LRP have no identified funding source. Once projects on the LRP receive partial or full funding, they are moved from the unconstrained LRP to the City's constrained Capital Improvement Program (CIP).

Every two years, the Commission updates the LRP transportation projects and studies from plans adopted since the last update. Additional projects and studies not captured in the previous LRP may be added and projects and studies no longer relevant may be removed if they have been completed or funded in the City's CIP. City staff refer to the LRP when there are calls for grant funded projects and consider the projects against the grant evaluation criteria to determine which might be good candidates for funding.

DISCUSSION: The 2020 LRP update includes changes based on the guidance provided by the Commission at its fall work sessions including a number of projects and studies that have been removed, consolidated or moved to a new developer contingent list.

Several plan updates have been approved since the 2018 LRP including Eisenhower East, Landmark/Van Dorn, and the South Patrick Street Housing Affordability Study. These plans recommended transportation projects and studies that are currently unfunded and have been added to the 2020 LRP. They have been organized in a manner consistent with the guidance provided by the Commission.

At the September 18, 2020 Commission work session, staff provided an overview of the draft 2020 LRP project list, developer contingent list and studies list. Before the October

Transportation Commission meeting, Commissioners individually reviewed the draft 2020 LRP, and prioritized the projects using the criteria discussed during the September meeting. On October 21, 2020 the Commission had a fruitful discussion over the results of the individual prioritization exercise that resulted in minor adjustments. At the November meeting, Commissioners reviewed the revised scores and agreed to shift an additional project from the developer list to the prioritized project list: the I-395 Bike/Ped Bridge to the Landmark Mall site due to the need for City funding for the project. Commission members subsequently scored this project. The final scores can be found in Attachment 1. The final prioritized project list, developer list, and studies list are available in Attachments 2, 3, and 4, respectively.

ATTACHMENTS:

1. 2020 LRP – Project Scores
2. Final 2020 LRP Project Prioritization List
3. Final 2020 LRP – Developer Contingent Project List
4. Final 2020 LRP – Studies List



Alexandria Transportation Commission
301 King Street
Alexandria, VA 22314

Phone: 703.746.4025

www.alexandriava.gov

Honorable Mayor Justin Wilson and Members of City Council
City Hall
301 King Street
Alexandria, VA 22314

December 16, 2020

Re: Endorsement of Application for I-395/95 Commuter Choice (Round Two) Grant

Dear Mayor Wilson and Members of City Council:

At its December 16, 2020 meeting, the Transportation Commission voted to endorse two I-395/95 Commuter Choice Grant applications, which will be brought to Council on January 12, 2021. The proposals seek a total of \$10,990,000 over a two-year period for service enhancements on two DASH routes in the new 2022 Alexandria Transit Vision (ATV) Plan that provide important transit connections for the West End.

The proposed top priority project, "DASH West End – Pentagon Bus Service Enhancements", would provide weekday, Saturday, and Sunday service enhancements for the new DASH "Line 35". This route replaces the existing AT-1 Plus DASH route in West Alexandria with an extension up to the Pentagon. This project will build on pre-pandemic AT-1 Plus ridership increases along the planned West End Transitway corridor, maintain a potential future source of operations funding for the transitway, and support the implementation of the 2022 ATV Plan. Total project cost for FY 2022 – 2023 is \$6,810,000.

The second-priority project, "DASH West End – Potomac Yard Bus Service Enhancements", proposes weekday, Saturday, and Sunday service enhancements for "Line 36", which replaces the existing AT-9 DASH route. "Line 39" provides service to key destinations along the I-395 corridor including the Mark Center, Shirlington, Arlandria, and the future Potomac Yard Metro Station. The proposed service enhancements will increase service along this corridor so that it runs every 15 minutes, all-day, seven days each week, as outlined by the 2022 ATV Plan. The total two-year cost of the project is \$4,180,000.

The Commission recommends that Council support these grant requests.

Sincerely,

Melissa McMahon
Chair, Alexandria Transportation Commission

cc: Alexandria Transportation Commission
Mark Jinks, City Manager
Yon Lambert, Director, T&ES
Josh Baker, DASH



Alexandria Transportation Commission
301 King Street, Alexandria, VA 22314
Phone: 703.746.4025

Honorable Mayor Wilson and Members of City Council
City Hall
301 King Street
Alexandria, VA 22314
December 16, 2020

Re: Endorsement of the FY2022 DRPT Operating and Capital Assistance State Aid Applications and the Commuter Assistance Program Operations Grant Applications and Approval of Required Matching Funds.

Dear Mayor Wilson and Members of City Council:

At its December 16, 2020 meeting, the Transportation Commission voted to endorse the staff recommended requests for FY 2022 Department of Rail and Public Transit (DRPT) operating and capital assistance, and FY 2022 Commuter Assistance Program Operations Grant application and approved the required matching funds:

DRPT Operating Assistance

- Up to \$23,800,000, the City's eligible operating expenses for FY 2022

DRPT Capital Assistance

- Up to \$8,840,000 to buy eight electric buses

Commuter Assistance Program

- Up to \$220,000 to fund two staff and programming. This requires a \$44,000 local match. This is a decrease of \$14,480 decrease from the FY 2021 request.

These requests support the goals of the City's Transportation Master Plan. The Transportation Commission appreciates the opportunity to review staff recommendations for the FY 2022 DRPT Grant request formulated to procure DRPT operating and capital funds and the FY 2022 Commuter Assistance Program grant request.

May you have any questions, do not hesitate to contact me.

Sincerely,

Melissa McMahon

Chair, Alexandria Transportation Commission

cc: Alexandria Transportation Commission
City Manager Mark Jinks
Yon Lambert, Director, T&ES
Hillary Orr, Deputy Director, T&ES



Alexandria Transportation Commission
301 King Street
Alexandria, VA 22314

www.alexandriava.gov

Phone: 703.746.4025

Chairman David Kaplan
Alexandria Transit Company (DASH)
3000 Business Center Drive
Alexandria, VA 22314

April 21, 2021

Re: Endorsement of FY 2022 – 2027 ATC (DASH) Transit Development Plan

Dear Chairman Kaplan and Members of the ATC Board of Directors:

At its April 21, 2021 meeting, the Transportation Commission voted to provide this letter of endorsement in support of the proposed FY 2022 – FY 2027 ATC Transit Development Plan, which is being brought before the ATC Board of Directors later this spring.

The proposed FY 2022 – FY 2027 Transit Development Plan (TDP) will be an important step towards the realization of the Alexandria Transit Vision Plan. The implementation of the New DASH Network in September 2021 will provide major improvements to transit access for city residents, especially for those that are able to benefit from the new “frequent, all-day” bus network. We are particularly supportive of the increases in access to frequent bus service that will be afforded to lower income residents and communities of color, and we strongly support adding all-day frequent service as soon as possible to the Duke Street corridor, home to thousands of additional low-income and minority residents.

The TDP is consistent with the Transportation Master Plan and the principles outlined in the draft Alexandria Mobility Plan. The Commission supports the proposed FY 2022 – FY 2027 Transit Development Plan with the New DASH Network and looks forward to the continued implementation of the Alexandria Transit Vision Plan.

Sincerely,

Melissa McMahon
Chair, Alexandria Transportation Commission

cc: Alexandria Transportation Commission
Mark Jinks, City Manager
Yon Lambert, Director, T&ES
Josh Baker, DASH



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301 King Street
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Honorable Mayor Wilson and Members of City Council
City Hall
301 King Street
Alexandria, VA 22314

June 23, 2021

Re: Endorsement of grant applications for: FY2026 – 2027 NVT A 70% Discretionary Grant; FY 2023-2024 VDOT Transportation Alternatives Set-Aside Program; FY2027-2028 Revenue Sharing Program

Dear Mayor Wilson and Members of City Council:

At its June 16, 2021 meeting, the Transportation Commission voted to provide this letter of endorsement in support of the following proposed grant applications:

- FY 2026 – FY 2027 NVT A 70% Discretionary Grant – Up to \$10 million toward the Route 1 Metroway Extension to Evans Lane. This is a critical investment supporting the evolution of North Potomac Yard.
- FY 2023 – FY 2024 VDOT Transportation Alternatives Set-Aside Program – Up to \$2 million toward Safe Routes to School Pedestrian Improvements (requiring 20% local match). These were needs identified in walk audits from past years.
- FY 2027 – FY 2028 VDOT Revenue Sharing Program – Up to \$5 million toward resurfacing projects and maintenance of the Van Dorn Street Bridge over Duke Street (requiring 50% local match).

The Transportation Commission appreciates the opportunity to review staff recommendations for these important grant programs. These recommended projects are consistent with the Transportation Master Plan and will help to make Alexandria a more sustainable, accessible, and safe city.

Sincerely,

A handwritten signature in blue ink, appearing to read "Melissa McMahon", with a stylized, flowing script.

Melissa McMahon
Chair, Alexandria Transportation Commission
cc: Alexandria Transportation Commission
Mark Jinks, City Manager
Yon Lambert, Director, T&ES



Alexandria Transportation Commission
301 King Street
Alexandria, VA 22314

www.alexandriava.gov

Phone: 703.746.4025

Honorable Mayor Wilson and Members of City Council
City Hall
301 King Street
Alexandria, VA 22314

September 16, 2020

Re: Endorsement of Congestion Mitigation and Air Quality Improvements (CMAQ) and Regional Surface Transportation Program (RSTP) Project Funding Request for F Y2027

Dear Mayor Wilson and Members of City Council:

At its September 16, 2020 meeting, the Transportation Commission voted to endorse the CMAQ and RSTP Project Funding Request for FY2027, for a total of \$4.5 million. We enthusiastically support funding for multi-modal transportation projects which have many goals, including reducing air pollutants in nonattainment areas such as the Washington region. The City's request for FY 2027 includes funding for Duke Street Transitway Operations and Smart Mobility initiatives as outlined in the following table:

FY27 CMAQ/RSTP Proposed Program

Project Name	FY27
Duke Street Transitway Operations	\$3,500,000
Smart Mobility Implementation	\$1,000,000
TOTAL	\$4,500,000

The Transportation Commission appreciates the opportunity to review staff recommendations for the CMAQ/RSTP programs, as well as providing the consideration of its endorsement by Council.

Please don't hesitate to contact me with questions.

Sincerely,

Melissa McMahon
Chair, Alexandria Transportation Commission

cc: Alexandria Transportation Commission
City Manager Mark Jinks
Yon Lambert, Director, T&ES
Hillary Orr, Deputy Director, T&ES



Alexandria Transportation Commission
301 King Street
Alexandria, VA 22314

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Phone: 703.746.4025

Honorable Mayor Wilson and Members of City Council
City Hall
301 King Street
Alexandria, VA 22314

June 23, 2021

Re: Feedback on the Schedule for Return to In-Person Meetings

Dear Mayor Wilson and Members of City Council:

At its June 16, 2021 meeting, the Transportation Commission voted unanimously to provide this letter with feedback regarding the City's plans for returning to in-person meetings.

We are concerned the City is requiring a return to in-person meetings without the technology needed to continue the practices instituted during the pandemic emergency which have made it easier for members of the community, the commission, and staff to participate in our public process. While not all community members have internet or computer access, in many instances the availability of meetings on Zoom has resulted in greater attendance, and the barriers to contributing public comment have been fewer. We also suspect that specialty staff availability for our meetings is increased by their option to present and attend remotely rather than set aside yet another long evening at work waiting for their presentation slot in the meeting. The Transportation Commission values every opportunity to expand community involvement in our discussions and deliberations, and fears that a sudden return to in-person meetings without supporting technology will reduce our inclusiveness and effectiveness.

Based on the best available information from staff, no meeting room other than Council Chambers will be equipped in time for meetings in the fall. Implementation of the electronic meeting policy, which is intended to facilitate remote attendance of a minority of commissioners on an emergency basis, is not feasible if commissioners must participate through a conference call phone connection. Our preference would be for the City to delay the transition back to in-person until such time as more rooms are equipped with proper technology for hybrid meetings. If delay is not possible, please consider allocating additional staff and financial resources to accelerating the installation of the required technology. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Melissa McMahon", is written over the word "Sincerely,".

Melissa McMahon

Chair, Alexandria Transportation Commission

cc: Alexandria Transportation Commission; Mark Jinks, City Manager; Yon Lambert, Director, T&ES

APPENDIX F.
ADVISORY GROUP ANNUAL ATTENDANCE REPORT TEMPLATE

CITY OF ALEXANDRIA
[ADVISORY GROUP NAME]
MEETING ATTENDANCE REPORT

JULY 1, 2020 THROUGH JUNE 30, 2021

CHAIRPERSON: MELISSA MCMAHON

MEMBER'S NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
CANEK AGUIRRE			E	X	E	E	E	X	E	X	E	E
JOHN CHAPMAN			E	E	X	X	E	E	E	E	E	X
JEFF BENNETT			X	X	X	X	X	E	X	X	X	E
LARRY CHAMBERS			X	X	X	X	X	X	E	X	E	E
JEREMY DRISLANE								X	X	X	X	E
ALYIA GASKINS			X	X	X	X						
JOHN GOEBEL			X	X	X	X	X	X	X	X	X	X
OSCAR GONZALEZ			X	X	X	X	E	E	X	E	X	X
CASEY KANE			X	X	X	X	X	X	X	X	X	X
BRUCE MARSH			X	X	X	E	X	X	X	X	X	X
MELISSA MCMAHON			X	X	X	X	X	X	X	X	X	X
BILL PUGH			X	X	X	X	X	X	X	X	X	X

INDICATE: X - FOR PRESENT


E - FOR EXCUSED

U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

- Oscar Gonzalez
- Larry Chambers

FORM MUST BE SIGNED BY CHAIRPERSON

(APPROVED)  (Chairperson)
Melissa McMahon

City of Alexandria, Virginia

MEMORANDUM

DATE: AUGUST 31, 2021

TO: GLORIA SITTON, CITY CLERK
OFFICE OF CITY CLERK AND CLERK OF COUNCIL

THRU: KARL W. MORITZ, DIRECTOR
DEPARTMENT OF PLANNING & ZONING

FROM: STEPHEN W. KULINSKI, CHAIR
URBAN DESIGN ADVISORY COMMITTEE

SUBJECT: FY 2021 ANNUAL REPORT OF THE URBAN DESIGN ADVISORY
COMMITTEE (UDAC)

This is the annual report for the Old Town North Urban Design Advisory Committee (UDAC) for Fiscal Year 2021, as required by City Code Section 2-4-7(i)(1).

UDAC “review[s] applications to the City for Site Plan approval and Special Use Permits for compliance with the urban design guidelines for Old Town North when such guidelines are adopted by City Council” per section 6-505 of the Zoning Ordinance. UDAC provides guidance to staff and makes formal recommendations to the Planning Commission on new development proposals that are located within the Old Town North Small Area Plan boundary for project sites that are not also within the City’s Old and Historic Alexandria District.

The guiding document for UDAC is the Urban Standards & Guidelines for Old Town North (UDSG), adopted by Ordinance on September 16, 2017 by City Council. The standards and guidelines in the UDSG are “intended to provide requirements and guidance in written and graphic form to implement the vision” of the Old Town North Small Area Plan.

Website: <https://alexandriava.gov/69556>

SUMMARY OF ACCOMPLISHMENTS

Policy and Membership Accomplishments

The Committee is comprised of five (5) members, each permitted to serve two (2)-year terms. Membership of UDAC consists of the following categories:

- Two (2) representatives of the Old Town North business community
- Two (2) residents representing the Old Town North residential community

- One (1) qualified professional skilled in urban design, architecture or landscape architecture

Current Committee Members:

Member	Representation	Date Originally Appointed	Term Expires
Katherine Bingler	Resident	04.09.19	04.06.23
Thomas Soapes (Vice Chair)	Resident	10.05.18	10.06.22
Stephen Kulinski, AIA (Chair)	Business Community	02.10.15	02.09.23
Abbey Oklak, AIA, AICP, LEED AP (Secretary)	Design Professional	09.13.16	09.08.22
Theresa del Ninno	Business Community	11.10.20	11.10.22

Staff Liaison:

Michael Swidrak, Planning & Zoning, acted as the staff liaison to UDAC during the course of FY 2021.

Membership

The Committee added Theresa del Ninno as a business community representative in November. Ms. del Ninno is the President of Maginniss + del Ninno Architects and has worked at the firm in Old Town since 2000. Ms. del Ninno brings significant design experience to the Committee, including work on projects in Alexandria and as a past member of the Board of Architectural Review (BAR).

Program Accomplishments

UDAC meets monthly at its most frequent, but only meets quarterly or as needed if no applications have been submitted for review. Additionally, extra meetings may be scheduled as needed. Meetings are generally scheduled for the first Wednesday of a given month at 9:00 a.m. in the City Hall Sister Cities Conference Room.

Meetings

During FY 2021, any UDAC meetings would have been scheduled as virtual meetings due to the COVID-19 Pandemic emergency. At the June 2021 meeting, the Committee adopted an Electronic Participation Policy. The Electronic Participation Policy allows virtual participation by members when a quorum has physically assembled in one location.

UDAC held one meeting in FY 2021 because only one development application within the Committee review boundary was submitted. The proceedings are described below:

- **June 9, 2021:** The applicant for the redevelopment of the site at the Transpotomac Plaza / Tidelock site (1033, 1055 and 1111 N. Fairfax Street) presented to UDAC for the second time (the first presentation was in December 2019). The applicant provided an update on the project design and layout. The Committee responded to the proposal with concerns regarding building massing and design, which will warrant one-to-two additional reviews

by the Committee. The Committee also discussed potential future development projects in Old Town North and adopted the Electronic Participation Policy.

GOALS FOR THE COMING YEAR

1. Re-establish in-person UDAC meetings and facilitate “hybrid” meetings where Committee members are able to attend remotely via Zoom or conference call. Additionally, explore ways to record in-person meetings to upload to the City website;
2. Implement the matrix for the Old Town North Urban Design Standards and Guidelines to create a more legible and simplified means for applicants to provide necessary review information for UDAC members;
3. Confirm UDAC’s role in review of the Potomac River Generating Station (PRGS) redevelopment;
4. Schedule a walking tour for UDAC members of recently constructed projects in the Old Town North neighborhood, including projects under construction (the WMATA Bus Barn, 1201 N. Royal and 901 N. Fairfax Street); and
5. Discuss, present and share ideas on urban design principles with UDAC members, including at Committee meetings.

Attachments:

1. FY 2021 Attendance Sheet

APPENDIX F.
ADVISORY GROUP ANNUAL ATTENDANCE REPORT TEMPLATE

**CITY OF ALEXANDRIA
OLD TOWN NORTH URBAN DESIGN ADVISORY COMMITTEE (UDAC)
MEETING ATTENDANCE REPORT**

JULY 1, 2020 THROUGH JUNE 30, 2021

CHAIRPERSON: Stephen Kulinski, AIA

MEMBER'S NAME	2020						2021					
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Thomas Soapes (Vice Chair)												X
Abbey Oklak (Secretary)												X
Katherine Bingler												X
Theresa del Ninno												X
Stephen Kulinski (Chair)												X

INDICATE: X - FOR PRESENT

E - FOR EXCUSED

U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS: N/A

FORM MUST BE SIGNED BY CHAIRPERSON

APPROVED:

Stephen Kulinski

Stephen Kulinski, Chair

**Alexandria Waterfront Commission
Annual Report
July 2010 – June 2021**

Summary of Accomplishments

The mission of the Waterfront Commission is to advise the City Council and staff on issues related to Alexandria's Marina and advises on implementation of the Waterfront Small Area Plan. Within these guidelines, the Waterfront Commission membership completed the following activities during its 2020-2021 year.

Waterfront Commission Policy and Membership Accomplishments

- Membership remained consistent through the year. The Commission held ten virtual meetings from September 2020 through June 2021 and maintained at quorum during the year. Although the Commission continues to be successful in vacancy recruitment, the Commission will consider avenues to increase diversity of the membership in future recruitment opportunities.
- List participation/Coordination with other advisory groups as relevant:
 - Majority of the membership represents specific stakeholder and/or Commission/Advisory Groups (see roster below)
- List any policy changes
 - Adopted Updated Electronic Meeting Policy in June 2021.

Waterfront Commission Member Activities

- List any member activities, if relevant, pertaining to members
 - One member continued to serve on the Public Art Task Force responsible for the recommendation for the installation of temporary public art in Waterfront Park.

- Two members continued to monitor RiverRenew stakeholder meetings to ensure the Waterfront Commission is informed and participates in the planning activities associated with the Combined Sewer Outfall (CSO) remediation projects.
- Five members were appointed to a Flood Mitigation Flood Committee to work with City staff on the implementation of the Waterfront Small Area Plan.

Program and/or Legislative Accomplishments

- The Commission continues to support and provide recommendations to City Council on the implementation of the Waterfront Plan. Notable legislative accomplishments include:
 - Waterfront Commission provided recommendations regarding the Action Plan for Vibrancy & Sustainability at Torpedo Factory Art Center (TFAC). The Waterfront Commission agrees with the motivation for this study as outlined in City Council's November 17, 2018, resolution: to develop, via a public process in coordination with stakeholders, a TF AC Vibrancy and Sustainability Plan; and bring that plan to City Council for consideration. However, we are concerned that the Action Plan for Vibrancy & Sustainability at TF AC, as drafted, does not fully address Council's directives, as described in this letter.
 - The Waterfront Commission endorsed the staff recommendation to permanently close Wales Alley to vehicular traffic fulltime at its November 17, 2020, meeting. Opening the view through Wales Alley to the Potomac River is consistent with the recommendations of the Waterfront Plan. In addition, the Commission finds this recommendation improves pedestrian safety.
 - The Waterfront Commission endorsed the staff recommendation to approve the re-submitted permit application from the Tall Ship Providence Foundation to dock the Tall Ship Providence on the bulkhead of Waterfront Park, IA Prince Street at its January 19, 2021, meeting. The docking of a historical tall ship is consistent with the recommendations of the Waterfront Plan. In addition, the Commission finds the revised plan, which reduces the size of the docking facility, provides for reduced visual barriers along the City's waterfront.
 - The Waterfront Commission endorsed the staff recommendation to install a rain gauge in Windmill Hill Park near the intersection of South Union and Gibbon Streets at its meeting on Tuesday, February 16. This project continues the City's expansion of the rain and water level monitoring network. The placement of the gauge as proposed consolidates the park utilities and minimizes potential impacts on views from the land to the Potomac River. City staff are committed to exploring options to reduce the visual impact to the community.

- Waterfront Commission provided comments on FY 2022 Proposed Budget and Capital Improvement Program. The Waterfront Commission has consistently supported implementation of the Waterfront Small Area Plan capital improvements, including flood mitigation, as well as long-term funding of maintenance and activation of the new and improved waterfront. The Commission was pleased to see that in the City Manager's proposed FY 2022 Budget continues to include funding for implementation and support of the Waterfront Small Area Plan.

Commission activities and addition work accomplished may be found by visiting <https://www.alexandriava.gov/25562>.

Goals for 2020-2021

- Continue to evaluate and review public and private development activities to ensure compliance with Waterfront Plan goals and objectives; and
- Continue to advocate for additional funding to implement and maintain activities in support of realization Waterfront Plan goals and objectives

Leadership

- List term expirations and new members, with month they were appointed
 - Danielle Romanetti, Alexandria Chamber of Commerce, representative (Resigned)
 - Susan Cohen, Alexandria Commission for the Arts (Expired)
 - John Bordner, Citizen, west of Washington St (Expired)
 - Megan Podolsky, Citizen, Park Planning District III (Appointed)
 - Robert Weinhausen, Historic Alexandria Foundation (Appointed)
 - Scott Shaw, Alexandria Chamber of Commerce (Appointed)
 - Lebaron Reid, Commissioner At-Large (Appointed)
 - Barbara Saperstone, Citizen, east of Washington St. and south of King St (Appointed)
- During the course of the year, membership included the following individuals:
 - Charles Ablard, Historic Alexandria Foundation
 - Cheryl Ahearn, Citizen, Park Planning District I
 - Gina Baum, Alexandria Park and Recreation Commission
 - Eldon Boes, Alexandria Environmental Policy Commission (EPC)
 - John Bordner, Citizen, west of Washington St
 - Rich Brune, Citizen, Park Planning District III

- Susan Cohen, Alexandria Commission for the Arts
- Robert Cvejanovich, Old Town Civic Association (OTCA)
- Doug Gosnell, Representative, Alexandria Marina Pleasure Boat Leaseholders
- Beth Gross, Founders Park Community Association (FPCA)
- Charlotte Hall, Representative, Visit Alexandria
- Trae Lamond, Representative, Old Town Business and Professional Association (OTBPA)
- Mark Ludlow, Alexandria Archaeological Commission (AAC)
- Nate Macek, Alexandria Planning Commission, and Vice-Chair Waterfront Commission
- Kleber (Skid) Masterson, Citizen, east of Washington St. and south of King St
- Megan Podolsky, Citizen, Park Planning District III
- Lebaron Reid, Commissioner, At-Large
- Danielle Romanetti, Alexandria Chamber of Commerce, representative
- Barbara Saperstone, Citizen, east of Washington St. and south of King St
- Mohamed E. "Mo" Seifeldein, Member, Alexandria City Council
- Kathy Seifert, Alexandria Seaport Foundation
- Scott Shaw, Alexandria Chamber of Commerce
- Stephen Thayer, Citizen, east of Washington St. and north of King St.
- Chair Christa Watters, Citizen, east of Washington St. and north of Pendleton St.
- Pat Webb, Park Planning District II
- Jack Broward, Robert C. Weishaar Historic Alexandria Foundation, Division Chief and the Department of Recreation, Parks & Cultural Activities acted as the staff liaison to the Waterfront Commission during the course of the 2020-2021 year.

Attachments

1. Torpedo Factory Art Center Plan letter to City Council
2. Wales Alley letter to City Council
3. FY 2022 Budget Support letter to City Council
4. Tall Ship Providence Foundation letter to City Council
5. Rain Gauge letter to City Council



Alexandria Waterfront Commission

Department of Recreation, Parks and Cultural Activities

1108 Jefferson Street

Alexandria, Virginia 22314

December 22, 2020

Honorable Mayor and members of City Council:

Re: This letter summarizes the views of the Waterfront Commission regarding the Action Plan for Vibrancy & Sustainability at Torpedo Factory Art Center (TFAC)

The Waterfront Commission agrees with the motivation for this study as outlined in City Council's November 17, 2018 resolution: to develop, via a public process in coordination with stakeholders, a TFAC Vibrancy and Sustainability Plan; and bring that plan to City Council for consideration. However, we are concerned that the Action Plan for Vibrancy & Sustainability at TFAC, as drafted, does not fully address Council's directives, as described in this letter.

Highlights of the study with which the Waterfront Commission concurs include the following recommendations:

- Maintain the TFAC as a center for the arts, which the Commission views as an asset to the City, a key anchor, and longtime essential element of the City's waterfront;
- Create a lively draw for visitors to the City and Alexandria residents, including those who frequented the center prior to the pandemic as well as those who have visited less frequently;
- Construct an open, primary entrance to the TFAC from Torpedo Plaza and the City Marina, drawing on the significant foot traffic at the center's rear door while still maintaining an entrance on North Union Street; and
- Continue the role of working artists as a major feature of the TFAC

The Waterfront Commission offers the following recommendations to fully provide for vibrancy and sustainability of the TFAC:

- **Revisit the City approach to management of the center and other Waterfront amenities.** City Council's 2018 directive affirmed that the City of Alexandria Office of the Arts will continue as the long-term managing entity responsible for management and operations of the TFAC. The Waterfront Commission has long advocated for a dedicated City agency or public/private entity as studied in the March 2015 Waterfront Governance Models' Analysis which focused on managing and programming the City's waterfront public spaces. Such an entity, if established when fiscal resources permit, could support management of the TFAC, as well as the City's new Waterfront parks and open space, in which significant investment is being made. It would provide a cross-cutting, integrated approach to managing these facilities, drawing support from Recreation, Parks and Cultural Activities (including the

Office of the Arts); General Services; Transportation and Environmental Services; the Office of Historic Alexandria; and other relevant City departments. Without an entity charged with coordinated management of Waterfront attractions—the crown jewel of the City’s public spaces—these facilities will continue to be managed at the margins of individual City departments.

- **Reimagine what the TFAC could be by considering a complete mix of uses the center could serve.** While broadly described as an “arts center,” the TFAC contains many discrete uses, including working artist studios, an art school, galleries, City archaeology museum, art store, event space, and public restroom facilities. The study does not address the amount of space devoted to these uses, nor consider other uses the center could or should accommodate to serve as a 21st century arts center. For example, the center houses many visual, graphic and sculptural artists, but there is no permanent presence for the performing arts. Any plans for the future of the center should fully consider the range of potential uses the center could accommodate, and the space to be allotted for each use. As described further below, the study should include a detailed accounting of the costs of potential renovations for each use and ongoing operating costs, as well as potential funding sources. In addition, the study should consider constraints on various uses posed by the building’s site and design, including thick, torpedo-proof walls and location in a flood plain subject to ever more frequent flooding as a result of climate change.
- **Provide a series of alternatives for community consideration.** The Action Plan for Vibrancy and Sustainability provides one vision of future use of the TFAC. It is a short report, with little background describing the basis for its recommendations. Because it did not involve original research but was rather based on a “study of studies,” it provides an operating plan for improving the function of the center as it presently exists but does not question the broader vision of what the TFAC should be. The Waterfront Commission believes that any study on the future of the center should provide discrete alternatives for community consideration. This process would identify and evaluate a range of additional uses the center could house—including new arts uses, performance spaces, and potentially, commercial uses—providing an informed basis for public input on the center’s future vision.
- **Investigate the costs and economic impacts of the center.** City Council’s 2018 directive requested that the vibrancy and sustainability plan recognize that substantial capital funding, in the order of \$10 million to \$15 million, will be required in the decade ahead in order to address current and future TFAC facility deficiencies, as well as to address to-be-determined future program needs. The Action Plan for Vibrancy & Sustainability does not address the cost of City contributions to the TFAC in any way. The Waterfront Commission believes that both a financial and economic analysis of the TFAC is warranted, to understand the magnitude of future capital and operating costs the center is likely to incur, as well as the economic impact of any potential uses to the City. These analyses would help in distinguishing the fiscal impact of various alternative visions for the TFAC, as City resources

to support the center are limited. The Waterfront Commission also notes that considerations of sustainability should apply to all the Waterfront's public assets and amenities as well as to the TFAC.

- **Ensure that artists have a voice in the affairs of the center.** Recent changes in the management of the center have minimized control by the TFAC's resident artists, turning over most of its functions to the Office of the Arts, a division of the Department of Recreation, Parks and Cultural Activities. The City is now responsible for jurying in new artists, setting and collecting rents, hiring the director, allocating studio spaces, managing events rentals, and making other decisions regarding use of the space. While some of those functions may well be appropriate for the City to manage, others may be more appropriate for the artists themselves. For the center to thrive and be a draw for visitors and residents alike, the artists must have a meaningful, collaborative role in the center. They should not be reduced to simple tenants with little say in its affairs.

Finally, we are concerned that the draft study was written without the input of key constituencies—including City boards like the Waterfront Commission, TFAC artists, civic associations, local business organizations, Visit Alexandria, and the general public—until after the draft study was released. We believe the initial draft of this study would have been improved if broader community input were provided up-front. We are pleased that broader outreach regarding the Action Plan for Vibrancy & Sustainability is now being conducted, and hope that the input being provided is incorporated into a revised plan.

The Waterfront Commission appreciates the opportunity to provide these recommendations to City Council and looks forward to continued collaboration to rejuvenate the Torpedo Factory Arts Center.

Sincerely,



Stephen Thayer, Chair
Alexandria Waterfront Commission

cc: Alexandria Waterfront Commission Members
Mark Jinks, City Manager
Debra Collins, Deputy City Manager
Emily Baker, Deputy City Manager
James Spengler, Director, Recreation, Parks & Cultural Activities
Diane Ruggiero, Deputy Director, Office of the Arts (RPCA)
Jack Browand, Staff Liaison, Alexandria Waterfront Commission (RPCA)



Alexandria Waterfront Commission

Department of Recreation, Parks and Cultural Activities

1108 Jefferson Street

Alexandria, Virginia 22314

December 22, 2020

Honorable Mayor and members of City Council:

Re: Wales Alley Closer to Vehicular Traffic

The Waterfront Commission endorsed the staff recommendation to permanently close Wales Alley to vehicular traffic fulltime at its November 17, 2020 meeting. Opening the view through Wales Alley to the Potomac River is consistent with the recommendations of the Waterfront Plan. In addition, the Commission finds this recommendation improves pedestrian safety.

Although the Commission fully endorsed this recommendation, following the expiration of the permit to allow for expanded dining in the alley for Virtue Feed & Grain, the City must ensure more than the existing sidewalk on the north side of the alley be dedicated to pedestrians. Further, the City must consider multiple business owners and other potential commercial uses for this alley following the pandemic.

The Waterfront Commission appreciates the opportunity to provide these recommendations to City Council and looks forward to continued collaboration to implement the Waterfront Small Area Plan.

Sincerely,

Stephen Thayer, Chair

Alexandria Waterfront Commission

cc: Alexandria Waterfront Commission Members
Mark Jinks, City Manager
Emily Baker, Deputy City Manager
Yon Lambert, Director, Transportation & Environmental Services
Karl Moritz, Director, Planning & Zoning
Jack Browand, Staff Liaison, Alexandria Waterfront Commission



Alexandria Waterfront Commission

Department of Recreation, Parks and Cultural Activities

1108 Jefferson Street

Alexandria, Virginia 22314

April 20, 2021

Honorable Mayor & members of City Council
City of Alexandria
301 King Street
Alexandria, VA 22314

Dear Mayor:

RE: Waterfront Commission Comments on FY 2022 Proposed Budget and Capital Improvement Program.

The Waterfront Commission has consistently supported implementation of the Waterfront Small Area Plan capital improvements, including flood mitigation, as well as long-term funding of maintenance and activation of the new and improved waterfront. The Commission was pleased to see that in the City Manager's proposed FY 2022 Budget continues to include funding for implementation and support of the Waterfront Small Area Plan.

This letter sets forth and explains the Waterfront Commission's support of the City Manager's FY2022 Operating Budget and Capital Improvement Program as proposed. We recognize the City faces many other financial pressures. However, we believe the implementation of the Waterfront Plan is integral to the continued financial health of the City.

CAPITAL IMPROVEMENTS

The proposed budget includes funding for **Waterfront Plan implementation** in the amount of \$102 million over the ten-year CIP, to support the design and construction of the recommended infrastructure, including flood mitigation, which was prioritized through a community engagement process. Projected construction costs have increased due to further scope refinement, further design development, and market drivers. The current CIP budget is funded at approximately 50% of the current cost estimate. Alternative strategies and value engineering studies are currently underway. The design-build process will likely include further alternatives analysis and cost development to facilitate a firm budget. It is anticipated that the CIP budget request will be further refined after the project alternatives and value engineering process is complete. *The Waterfront Commission has appointed a Flood Mitigation Subcommittee to review alternative designs and looks forward to providing further advice to the City staff and City Council as concepts evolve.*

In addition, in FY 2022, \$125,000 is requested to conduct a **Waterfront Museum Feasibility Study** to assess the viability of a history center as recommended in the Waterfront History Plan and the Waterfront Area Plan. The Waterfront Commission does not have enough information at this this time to provide an endorsement. Based on previous discussions, the Commission is aware of the community's desire to designate a space that would house items such as the conserved ship timbers of an 18th century merchant ship and associated artifacts excavated as part of the Robinson Terminal South and Hotel Indigo construction projects. *If funded, the Waterfront Commission looks forward to collaborative participation throughout this study.*

Finally, the 10-year CIP includes \$1.7M for **Torpedo Factory Art Center (TFAC) Revitalization projects** as proposed in the draft Action Plan for Vibrancy and Sustainability at TFAC. Funding proposed for FY 2022 was increased to \$845,000 to implement first and third floor improvements to increase vibrancy as recommended in the Action Plan, complete a preliminary space study, and perform a structural assessment of the rooftop. Annual funding is included in this project for ongoing capital facilities maintenance needs, starting in FY 2022. Additional funding is included in FY 2026 but is subject to change pending the outcomes of the FY 2022 building studies. *The Waterfront Commission provided detailed comments regarding the Action Plan for Vibrancy & Sustainability at TFAC in a December 22, 2020 letter (attached). Prior to substantial investment in the TFAC, the draft Action Plan must incorporate the views of key stakeholders including city boards like the Waterfront Commission, TFAC artists, civic associations, local business organizations, Visit Alexandria, and the general public. Planned TFAC CIP expenditures may require further refinement after the Action Plan is revised and formally adopted by Council to reflect any changes in approach.*

OPERATING BUDGET

The Waterfront Commission supports the City Manager's recommendation to provide \$61,060 to fund the **Morning Ready Program** to allow for additional clean-up activities from Waterfront Park to the City Marina. The improved Waterfront Park has proven to be a huge asset to the community, drawing many additional visitors to the Waterfront over the past two years, and will continue to be a major attraction in the King St. corridor.

In addition, we continue to encourage City Council to provide funding for **other high priority Waterfront operations and maintenance functions**, including the marina, parks, policing, security, public restrooms, debris removal, and special events, and to commit to provide additional funding as the Waterfront Plan is fully implemented. This recommendation extends to related services such as consistent and reliable transit access to the waterfront via the King Street Trolley, and high quality historic and artistic interpretation and programming from the Office of Historic Alexandria, the Office of the Arts, and the Torpedo Factory Art Center. *The Waterfront Commission has long advocated for adequate funding for waterfront maintenance and operations, and the Morning Ready program and other functions will provide a clean, safe, functional and attractive setting for Waterfront users.*

FUNDING AND INVESTMENT

The Waterfront Commission encourages City Council to explore alternative means to directly sustain public improvements, such as public/private partnerships, borrowing, or application of incremental revenue from the waterfront's new private development. ***By enacting the operating budget and CIP proposals outlined in this letter, the Waterfront Commission asks City Council to reaffirm the City's commitment to funding planned capital expenditures, operations, and maintenance to ensure the future and continued success of the implementation of the Waterfront Plan. We encourage City Council to continue to demonstrate the political will to complete the Council approved implementation of the waterfront plan allowing for an economically viable waterfront for the benefit of the entire City.***

Sincerely,

A handwritten signature in blue ink, appearing to read "Stephen Thayer", with a horizontal line extending from the end.

Stephen Thayer, Chair
Waterfront Commission

Attachment: Waterfront Commission TFAC Letter December 22, 2020

cc: Alexandria Waterfront Commission members
Mark Jinks, City Manager
Debra Collins, Deputy City Manager
Emily Baker, Deputy City Manager
James Spengler, Director, Department of Recreation, Parks and Cultural Activities
Terry Suehr, Director, Department of Project Implementation
Jack Browand, Acting Deputy Director, Staff Liaison to the Waterfront Commission



Alexandria Waterfront Commission

Department of Recreation, Parks and Cultural Activities

1108 Jefferson Street

Alexandria, Virginia 22314

December 22, 2020

Honorable Mayor and members of City Council:

Re: This letter summarizes the views of the Waterfront Commission regarding the Action Plan for Vibrancy & Sustainability at Torpedo Factory Art Center (TFAC)

The Waterfront Commission agrees with the motivation for this study as outlined in City Council's November 17, 2018 resolution: to develop, via a public process in coordination with stakeholders, a TFAC Vibrancy and Sustainability Plan; and bring that plan to City Council for consideration. However, we are concerned that the Action Plan for Vibrancy & Sustainability at TFAC, as drafted, does not fully address Council's directives, as described in this letter.

Highlights of the study with which the Waterfront Commission concurs include the following recommendations:

- Maintain the TFAC as a center for the arts, which the Commission views as an asset to the City, a key anchor, and longtime essential element of the City's waterfront;
- Create a lively draw for visitors to the City and Alexandria residents, including those who frequented the center prior to the pandemic as well as those who have visited less frequently;
- Construct an open, primary entrance to the TFAC from Torpedo Plaza and the City Marina, drawing on the significant foot traffic at the center's rear door while still maintaining an entrance on North Union Street; and
- Continue the role of working artists as a major feature of the TFAC

The Waterfront Commission offers the following recommendations to fully provide for vibrancy and sustainability of the TFAC:

- **Revisit the City approach to management of the center and other Waterfront amenities.** City Council's 2018 directive affirmed that the City of Alexandria Office of the Arts will continue as the long-term managing entity responsible for management and operations of the TFAC. The Waterfront Commission has long advocated for a dedicated City agency or public/private entity as studied in the March 2015 Waterfront Governance Models' Analysis which focused on managing and programming the City's waterfront public spaces. Such an entity, if established when fiscal resources permit, could support management of the TFAC, as well as the City's new Waterfront parks and open space, in which significant investment is being made. It would provide a cross-cutting, integrated approach to managing these facilities, drawing support from Recreation, Parks and Cultural Activities (including the

Office of the Arts); General Services; Transportation and Environmental Services; the Office of Historic Alexandria; and other relevant City departments. Without an entity charged with coordinated management of Waterfront attractions—the crown jewel of the City’s public spaces—these facilities will continue to be managed at the margins of individual City departments.

- **Reimagine what the TFAC could be by considering a complete mix of uses the center could serve.** While broadly described as an “arts center,” the TFAC contains many discrete uses, including working artist studios, an art school, galleries, City archaeology museum, art store, event space, and public restroom facilities. The study does not address the amount of space devoted to these uses, nor consider other uses the center could or should accommodate to serve as a 21st century arts center. For example, the center houses many visual, graphic and sculptural artists, but there is no permanent presence for the performing arts. Any plans for the future of the center should fully consider the range of potential uses the center could accommodate, and the space to be allotted for each use. As described further below, the study should include a detailed accounting of the costs of potential renovations for each use and ongoing operating costs, as well as potential funding sources. In addition, the study should consider constraints on various uses posed by the building’s site and design, including thick, torpedo-proof walls and location in a flood plain subject to ever more frequent flooding as a result of climate change.
- **Provide a series of alternatives for community consideration.** The Action Plan for Vibrancy and Sustainability provides one vision of future use of the TFAC. It is a short report, with little background describing the basis for its recommendations. Because it did not involve original research but was rather based on a “study of studies,” it provides an operating plan for improving the function of the center as it presently exists but does not question the broader vision of what the TFAC should be. The Waterfront Commission believes that any study on the future of the center should provide discrete alternatives for community consideration. This process would identify and evaluate a range of additional uses the center could house—including new arts uses, performance spaces, and potentially, commercial uses—providing an informed basis for public input on the center’s future vision.
- **Investigate the costs and economic impacts of the center.** City Council’s 2018 directive requested that the vibrancy and sustainability plan recognize that substantial capital funding, in the order of \$10 million to \$15 million, will be required in the decade ahead in order to address current and future TFAC facility deficiencies, as well as to address to-be-determined future program needs. The Action Plan for Vibrancy & Sustainability does not address the cost of City contributions to the TFAC in any way. The Waterfront Commission believes that both a financial and economic analysis of the TFAC is warranted, to understand the magnitude of future capital and operating costs the center is likely to incur, as well as the economic impact of any potential uses to the City. These analyses would help in distinguishing the fiscal impact of various alternative visions for the TFAC, as City resources

to support the center are limited. The Waterfront Commission also notes that considerations of sustainability should apply to all the Waterfront's public assets and amenities as well as to the TFAC.

- **Ensure that artists have a voice in the affairs of the center.** Recent changes in the management of the center have minimized control by the TFAC's resident artists, turning over most of its functions to the Office of the Arts, a division of the Department of Recreation, Parks and Cultural Activities. The City is now responsible for jurying in new artists, setting and collecting rents, hiring the director, allocating studio spaces, managing events rentals, and making other decisions regarding use of the space. While some of those functions may well be appropriate for the City to manage, others may be more appropriate for the artists themselves. For the center to thrive and be a draw for visitors and residents alike, the artists must have a meaningful, collaborative role in the center. They should not be reduced to simple tenants with little say in its affairs.

Finally, we are concerned that the draft study was written without the input of key constituencies—including City boards like the Waterfront Commission, TFAC artists, civic associations, local business organizations, Visit Alexandria, and the general public—until after the draft study was released. We believe the initial draft of this study would have been improved if broader community input were provided up-front. We are pleased that broader outreach regarding the Action Plan for Vibrancy & Sustainability is now being conducted, and hope that the input being provided is incorporated into a revised plan.

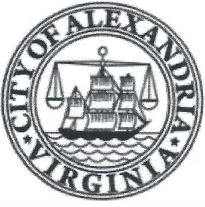
The Waterfront Commission appreciates the opportunity to provide these recommendations to City Council and looks forward to continued collaboration to rejuvenate the Torpedo Factory Arts Center.

Sincerely,



Stephen Thayer, Chair
Alexandria Waterfront Commission

cc: Alexandria Waterfront Commission Members
Mark Jinks, City Manager
Debra Collins, Deputy City Manager
Emily Baker, Deputy City Manager
James Spengler, Director, Recreation, Parks & Cultural Activities
Diane Ruggiero, Deputy Director, Office of the Arts (RPCA)
Jack Browand, Staff Liaison, Alexandria Waterfront Commission (RPCA)



Alexandria Waterfront Commission

Department of Recreation, Parks and Cultural Activities

1108 Jefferson Street

Alexandria, Virginia 22314

February 12, 2021

Honorable Mayor and members of City Council
Honorable Members of the Planning Commission

Re: Tall Ship Providence Foundation Docking Facility Re-Submission

The Waterfront Commission endorsed the staff recommendation to approve the re-submitted permit application from the Tall Ship Providence Foundation to dock the Tall Ship Providence on the bulkhead of Waterfront Park, 1A Prince Street at its January 19, 2021 meeting. The docking of a historical tall ship is consistent with the recommendations of the Waterfront Plan. In addition, the Commission finds the revised plan, which reduces the size of the docking facility, provides for reduced visual barriers along the City's waterfront.

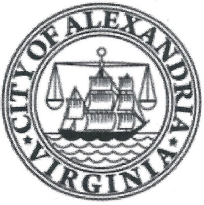
Although the Commission fully endorsed this recommendation, the Commission recommended staff ensure the docking facility is compliant with all aspects of the Americans with Disabilities Act, specifically the access gangway. Further, the applicant is encouraged to work with the City to ensure no adverse effects result from the docking including traffic and parking congestion, excess trash and other disruptions to the community.

The Waterfront Commission appreciates the opportunity to provide these recommendations to the Planning Commission and City Council and looks forward to continued collaboration to implement the Waterfront Small Area Plan.

Sincerely,

Stephen Thayer, Chair
Alexandria Waterfront Commission

cc: Alexandria Waterfront Commission Members
Mark Jinks, City Manager
Karl Moritz, Director, Planning & Zoning
Jack Browand, Staff Liaison, Alexandria Waterfront Commission



Alexandria Waterfront Commission

Department of Recreation, Parks and Cultural Activities

1108 Jefferson Street

Alexandria, Virginia 22314

February 16, 2021

Honorable Members of the Board of Architectural Review

Re: Windmill Hill Park Rain Gauge Installation

The Waterfront Commission endorsed the staff recommendation to install a rain gauge in Windmill Hill Park near the intersection of South Union and Gibbon Streets at its meeting on Tuesday, February 16. This project continues the City's expansion of the rain and water level monitoring network. The placement of the gauge as proposed consolidates the park utilities and minimizes potential impacts on views from the land to the Potomac River. City staff are committed to exploring options to reduce the visual impact to the community.

The Waterfront Commission appreciates the opportunity to provide recommendations to the Board of Architectural Review and our continued coordination with the implementation of the Waterfront Small Area Plan.

Sincerely,

Stephen Thayer, Chair

Alexandria Waterfront Commission

cc: Board of Architectural Review Members
Karl Moritz, Director, Planning & Zoning
Bill Conkey, Historic Preservation Architect
Jack Browand, Staff Liaison, Alexandria Waterfront Commission

City of Alexandria VA - Member Attenda

Waterfront Commission

Member	Jan 19, 2021	Feb 16, 2021	Mar 16, 2021
Mark Ludlow	E	E	P
Patricia Marie Webb	P	P	P
Douglas Gosnell	P	P	
Eldon Boes	P	P	P
John Bordner	P	P	P
Mohamed Seifeldein	P	P	P
Susan Cohen	P	P	
W Stephen Thayer, III	P	P	P
Trae Lamond	P	P	P
Nathan Macek	P	P	
Barbara Saperstone	P	P	P
Kathleen Seifert	P	P	
Robert Weinhagen	P	P	P
Louise Roseman	P	P	P
Christa Watters	A	A	P
Robert Cvejanovich	P	P	E
Beth Gross	P	P	P
Gina Baum	P	P	P
Charlotte Hall	P	P	P
Megan Podolsky	P	P	P
Scott Shaw			P
Nathan Macek			P
Douglas Gosnell			P
Kathleen Seifert			P
Charles Ablard			
Scott Shaw			
Lebaron Reid			
Judy Heiser			

Present:	18	18	19
Absent:	1	1	0
Excused:	0	0	0

- * P = Present
- * A = Absent
- * E = Excused
- * C = Canceled

nce Report - 2021

Apr 20, 2021	May 18, 2021	Jun 15, 2021	TOTALS
P	P	P	66.67%
P	P	P	100.0%
P	P	P	100.0%
P	P	P	100.0%
P	E		80.0%
P	P	E	83.33%
			100.0%
P	P	P	100.0%
P	P	P	100.0%
	P	P	100.0%
	P	P	100.0%
	P	P	100.0%
P	P	P	100.0%
P	P	P	100.0%
P	P	P	66.67%
P	P	P	83.33%
P	P	P	100.0%
P	P	P	100.0%
P	P	P	100.0%
P	P	P	100.0%
E		P	66.67%
P			100.0%
			100.0%
P			100.0%
P			100.0%
	P		100.0%
		P	100.0%
		P	100.0%

19	19	20	97.41%
0	0	0	1.72%
0	1	0	0.86%



HISTORIC ALEXANDRIA RESOURCES COMMISSION ANNUAL REPORT

for

FISCAL YEAR 2021: JUNE 2020 – JULY 2021

I. SUMMARY

In FY 2021, the Historic Alexandria Resources Commission (HARC) held virtual monthly meetings because of the coronavirus pandemic. Continuing virtual monthly meetings rather than having a summer 2020 hiatus was necessitated by the number and range of issues requiring attention by the commission and by the need for prompt attention to new issues as they arose. To accommodate better the commissioners' schedules and other obligations, meetings convened at 7:00 pm, and aggressive efforts were made to conclude business within two hours. To aid in efficient and effective attention to the issues addressed by the Commission, several committees continue their efforts and additional committees were established.

Available time during the meetings was focused on active discussions among the HARC members rather than passive listening to presentations. Briefings were scheduled for significant issues facing HARC, but the number and duration of such briefings was intentionally limited. Emphasis was placed on discussion of issues relevant to the HARC mission and goals. Deliberations consistently addressed (1) whether HARC positions should be communicated to other organizations relevant to historic preservation and other areas of concern or (2) whether other actions should be taken.

The Commission has maintained a close and beneficial relationship with key personnel in the Alexandria Department of Planning and Zoning. Especially helpful assistance has been provided by Susan Hellman who is the Principal Preservation Planner and Bill Conkey who is the Historic Preservation Architect for Alexandria. One or both of them regularly attended HARC meetings.

II. OPERATING PROCESSES

Meetings began at 7:00 pm on the third Tuesday of every month. As was the case for FY 2020, HARC was led by co-chairs and the secretary position was held by an individual. Election of officers for FY 2021 was held during the October 2020 HARC meeting. The elected FY 2021 co-chairs, Linda Lovell and Danny Smith, alternated presiding at the meetings and conducted the business of HARC in full, continual and open consultation. The position of vice-chair was deemed unnecessary because of the decision to elect co-chairs who share equally the leadership responsibilities. Steve Stuart was elected secretary. The meeting agendas were prepared by the co-chairs in consultation with the director of the Office of Historic Alexandria (OHA) and were

designed to promote efficient and effective deliberation. Meetings were managed to conclude deliberations by 9:00 pm if possible.

III. COMMITTEES

The following committees were active in FY 2021:

A. Office of Historic Alexandria and Planning Support Committee
Stephen Stuart, Chair
Laura Lieberman

B. Advocacy Committee
Martha Harris and Marth Raymond, Co-Chairs
Gail Rothrock, Michael Hobbs, Sam Hoffman

C. HARC Composition
Richard Klingenmeier, Chair
Michael Hobbs, Linda Lovell, Danny Smith

D. HARC Bylaws
Sam Hoffman, Chair
Linda Lovell, Danny Smith, Steve Stuart

E. Nominating Committee
Laura Lieberman, Chair

HARC members provided representation to the following City committees: Alexandria RENEW Stakeholder Advisory Group for the Combined Sewer Outfall project (Ivy Whitlatch), Open Space Committee (Martha Harris), and the Alexandria Community Remembrance Project (Maddy McCoy).

IV. HARC ACTIVITIES

In the past year, HARC continued to limit the number and duration of briefings and presentations to conserve valuable meeting time for commission business. This emphasis allowed more time for identifying current and anticipated issues relevant to historic preservation and other HARC priorities, discussing those issues as needed, and developing appropriate actions. Following are descriptions of the more significant issues addressed by HARC during FY 2021.

A. Heritage Apartments at Old Town – The owner of this property proposes to demolish the approximately 250 affordable housing units and build several large buildings containing about 750 new units. About 500 of the units will be market rate, and about 250 will be affordable housing units to replace the units to be demolished. The commission found,

among other issues, that the proposed new construction is inconsistent with the height, scale, and character of the surrounding neighborhood. Letters and statements were presented expressing HARC objections to the Board of Architectural Review, the Planning Commission, and the City Council.

- B. 506 North Overlook Street – A developer bought the property and proposed to subdivide it and build two separate dwellings which would require demolition of the existing structure. Research was conducted by the Office of Historic Alexandria and others to establish the historical significance of the building. A statement from HARC was submitted encouraging preservation of the building.
- C. Torpedo Factory Arts Center – Recognizing the important role of the Torpedo Factory in Alexandria’s history, the commission submitted a letter to the mayor, council, and city manager strongly encouraging consideration of the historic significance of the structure and requesting representation on the stakeholder group to be empaneled.
- D. Joint Working Session with Department of Planning and Zoning – During public hearings related to the Heritage Old Town Apartments, the mayor suggested that general discussions between city staff and HARC should be undertaken to define better the appropriate role of historic preservation in the city’s public policies, planning, and projects – especially in its relationship to the goal of preserving and enlarging Alexandria’s stock of affordable housing. This initiative will be pursued in the Fall of FY 2022.
- E. Liberty Service Station on North Washington Street – The commission was alerted that the property underwent substantial alterations many of which were contrary to representations made by the owner to the Historic Preservation Office. The commission continued to monitor the negotiations between the city and the owner and supported the resolution of the violations which included removal of paint from the previously unpainted masonry exterior and replacement of architectural components.
- F. Justice Black House (619 South Lee Street) – The commission continued to track developments related to proposed modifications to this property. HARC was advised in June of 2018 that the owner of this property proposed to make alterations that, in the opinion of HARC, would be inconsistent with the historic easement placed on the property by Justice Black when he was the owner. Extensive efforts were undertaken by HARC to encourage adherence to the easement. Review of decisions by the BAR and the City Council issue were adjudicated in the courts as a result of an appeal by the Historic Alexandria Foundation (HAF), and HARC monitored that activity for appropriate engagement opportunities. Ultimately, the Virginia Supreme Court determined that HAF lacks standing in the case. In the absence of further legal action, the current owner of the property will be allowed to commence the desired alterations to the property.

- G. Alexandria Community Remembrance Project – This project is a city-wide initiative dedicated to helping Alexandria understand its history of racial terror hate crimes and to working toward creating a welcoming community bound by equity and inclusion. A position on the steering committee is allocated to HARC. Commissioner Maddy McCoy was appointed to serve in that capacity during FY 2021.
- H. HARC Composition – There are some positions on HARC for organizations that are no longer active or have not nominated representatives for many years. A committee was empaneled by HARC to review the composition of HARC as currently defined by city ordinance and to recommend changes in HARC composition for consideration by the full commission followed by recommendation of changes to the city council.
- I. HARC Bylaws – Upon notification that city boards and commissions are required to conduct activities under written bylaws, HARC empaneled a committee to develop draft bylaws for submission to and consideration by the full commission.
- J. Small Cell Networks (5G) – This issue surfaced in FY 2019, and this year several proposed installations have been brought before the BAR. Some of the proposed installations are within the Alexandria historic districts, and the commission has weighed in where appropriate on the advanced 5G installations for the networks mandated by federal law. HARC will continue to monitor the issue including inspection of the initial installations when they occur.
- K. Open Space Policy – The city is in the process of revamping its open space policy and has identified HARC as a key participant on the steering committee for that process. Commissioner Martha Harris was selected to serve on the committee to represent HARC and keep HARC apprised of committee activities. Due in part to the coronavirus pandemic, there has been very little activity on this issue.
- L. Freedom House Museum – Now that the building has been acquired by the city, HARC continues to support OHA work to upgrade the Freedom House Museum operated by OHA at 1315 Duke Street. HARC has expressed full support for preservation of the property and is tracking initiatives at the local and state levels to provide funds for rehabilitation of the building.
- M. Elks Lodge 48 – When apprised of the deteriorating condition of this historically Black fraternal organization’s building at 227 North Henry Street, a tour of the facility was requested. The tour and presentations by lodge members made clear that repairs to the building were desperately needed. Fund-raising for such facilities is not within the purview of HARC, so Commissioner Carol Black has independently provided major assistance to lodge members resulting in significant progress in rehabilitating the building.

- N. Combined Sewer Outfalls – HARC has established contact points within Alexandria RENEW to promote full awareness of ongoing and proposed activities and expedient communication regarding actual and potential historic preservation risks. HARC has monitored the issue carefully because of the potential damage that this major construction activity in and near the Old and Historic Alexandria District could cause to historic structures. The final route selected for the main north-south tunnel is slightly offshore under the river, but other portions of the project are within the boundaries of the OHAD. As noted above, commission member Ivy Whitlatch has been appointed to serve on the Stakeholder Advisory Group for the Project.
- O. Waterfront History Plan Implementation and African American Heritage Trail – HARC is monitoring the design and implementation of the first history trails which form a key component of the Waterfront History Plan and are also anchored to the Interim Park area at the foot of King Street. These first trails will focus on African American History, but the templates and technologies developed will be used for a wide range of similar trails with other themes.
- P. Alfred Street Baptist Church – The Alfred Street Baptist Church has proposed a major enlargement of their facility bounded by Alfred, Duke, Patrick, and Wolfe Streets. Apparently, soil and geology issues have arisen that have delayed the expansion plans, but HARC continues to monitor the issue and is prepared to engage should the proposal be reactivated.

V. GOALS FOR FY2022

- A. Support and advocate for the budget, preservation, and operational needs of the Office of Historic Alexandria.
- B. HARC has been monitoring applications docketed for presentation to the BAR and providing input as appropriate. That activity will continue in FY 2022.
- C. HARC will continue to monitor appeals of BAR decisions to the City Council and provide input to those deliberations as appropriate.
- D. Draft bylaws will be completed by the Bylaws Committee and presented to the full commission for review and adoption.
- E. The report of the HARC Composition Committee will be presented to the full commission for deliberation with the intention of preparing a recommendation to the city council for modification of the composition of HARC.

- F. The commission will pursue efforts with city staff to define better the appropriate role of historic preservation in the city's public policies, planning, and projects – especially in its relationship to the goal of preserving and enlarging Alexandria's stock of affordable housing.
- G. Plans for expansion of the Alfred Street Baptist Church and development at Christ Church will be monitored if these initiatives are reactivated by the churches.
- H. As the Combined Sewer Outfall Project evolves, HARC will continue to monitor the plans and implementation to identify threats to historic preservation and will seek changes that eliminate the threats or mitigating actions to reduce the impacts.
- I. Enforcement of easements protecting historic properties has precipitated some issues. HARC will continue to monitor developments and will seek to identify effective processes for enforcement of historic easements.
- J. HARC will continue to monitor various threats to the integrity of historic areas including 5G networks and the combined sewer outfalls construction project.
- K. HARC will continue to advocate for and assist in creating a preservation masterplan, and a building/materials/streetscape inventory in collaboration with OHA staff and the Preservation Office of the Department of Planning and Zoning.
- L. Many structures outside the historic districts qualify for listing as 100-year-old buildings. HARC will work with representatives from Planning and Zoning to advocate for additions to this list.

VI. FY 2021 COMMISSION OFFICERS, MEMBERS AND AFFILIATIONS

- A. Officers – Instead of electing a chair and a vice-chair, the commission decided once again to elect co-chairs who jointly and equally execute the duties of chair and vice-chair.

Co-Chairs: Linda Lovell
 Danny Smith
 Secretary: Stephen Stuart

- B. Members and Affiliations – During the fiscal year, the terms of some commissioners expired, and the commissioners were reappointed or replaced. As a result, there are multiple commissioners listed below for some of the organizations and bodies represented on HARC.

Carol Black – Old Presbyterian Meeting House
 Christopher Brownlowe – Northern Virginia Fine Arts Association

John Dumsick – Carlyle House (prior)
Rosemarie Esber – Planning District I
Shawn Eyer – George Washington Masonic Memorial
Jolande Goldberg – Torpedo Factory Artists Association (prior)
Martha Harris – Volunteer (Historic Alexandria Docents)
Michael Hobbs – Civic Association At-Large (Old Town Civic Association)
Sam Hoffman – Planning District I
Richard Klingenmaier – Alexandria Association
Laura Lieberman – Lee-Fendall House
Linda Lovell – Mortar and Pestle Society (Alexandria Historic Landmark Society)
Paul Mazzuca – Planning District III (prior)
Maddy McCoy – Planning District II (prior)
Severiano Ortiz – Alexandria Historical Society (prior)
Deborah Osborne – Alexandria Historical Restoration and Preservation Commission
Martha Raymond – Planning District II (current)
Gail Rothrock – Historic Alexandria Foundation
Monica St. Dennis – Public Records Advisory Commission
Danny Smith – Business Representative
Stephen Stuart – Planning District III
Stetson Tinkham – Christ Church
Andrea Tracy – Carlyle House (current)
Ivy Whitlatch – Alexandria Archaeological Commission

C. Vacancies:

Visit Alexandria (Alexandria Convention and Visitors Association Board of Governors)
Alexandria Society for the Preservation of Black Heritage
Business Representative (Chamber of Commerce)
Torpedo Factory Artists Association
Planning District II
Planning District III

Respectfully submitted,

Danny Smith
Chair, Historic Alexandria Resources Commission

Month/ Name	Sept. 2020	Oct. 2020	Nov. 2020	Dec. 2020	Jan. 2021	Feb. 2021	March 2021	April 2021	May 2021	June 2021
Cochran-Tracey		X	X	X	X	X	X	X		
Black	X	X	X	X	X	X	X	X	X	X
Brownlowe			X		X					
Smith	X	X	X	X	X	X	X	X	X	X
Osborne		X	X	X	X	X		X	X	
Rothrock	X	X	X	X	X	X	X	X	X	
Whitlatch	X	X	X	X	X	X	X	X	X	X
Lieberman	X	X		X		X	X	X	X	X
Lovell	X	X	X	X	X	X	X	X	X	
McCoy	X	X		X		X	X	X	X	X
Harris	X	X	X	X	X	X	X	X	X	X
Raymond	X	X	X	X	X	X	X	X	X	X
Hobbs	X	X	X	X	X	X	X	X	X	X
St. Dennis		X	X	X	X	X	X	X	X	X
Mazzuca	X			X		X		X		
Klingenmaier	X	X		X	X	X	X	X	X	X
Esber	X	X	X	X	X	X	X		X	X
Hoffman	X	X		X	X	X		X	X	X
Ortiz	X	X	X	X	X	X		X		X
Eyer	X	X	X	X	X	X	X	X	X	X
Stuart	X	X	X	X			X	X	X	X
Tinkham	X	X	X	X	X	X		X		

ANNUAL REPORT FOR FISCAL YEAR 2021

September 10, 2021

From: Alexandria Library Board

To: Alexandria City Council

Subject: Annual Report for Fiscal Year 2021

LIBRARY BOARD MISSION

In accordance with an agreement with the City of Alexandria, the Alexandria Library Board sets the policies, rules and regulations of the Library; submits a budget to the City for the operation and maintenance of the Library; and appoints and approves such personnel as are necessary to operate the Library. The Board also sits as the Boards of the James M. Duncan, Jr. Foundation and the Alexandria Library Foundation, Inc that monitors their investment portfolios and approves grants from these funds.

BOARD MEMBERSHIP

The Library Board consists of 7 members: 3 appointed by City Council to serve 2-year terms, 3 elected by the Alexandria Library Company to serve 3-year terms, and 1 City Council Representative to serve a 3-year term. Kathleen Schloeder was appointed to a fourth term by City Council (2/9/21); Trudi Hahn was appointed to a second (2/9/21); and Karen Marshall was appointed by City Council to a first term (1/12/21). She replaced Helen Desfosses who declined to be reappointed in order to facilitate greater diversity on the Board. Patricia Dane Rogers was reelected to a second term by the Library Company at their annual meeting (5/20/21). The two other members representing the Library Company are Robert Ray IV (5/14/19) and Oscar Fitzgerald (5/7/20). Vice Mayor Elizabeth Bennett-Parker (appointed 1/2/19) continues to serve as the City Council representative.

MEETINGS

The Board met seven times during Fiscal Year 2021: September 21, 2020 (virtually), October 19, 2020 (virtually), December 2, 2020 (virtually), February 18, 2021 (virtually), April 19, 2021 (virtually) and June 20, 2021 (in person). A virtual informational meeting was held on January 29, 2021 for a presentation on the Burke Library Public Art project. All current members exceeded the 75% attendance or excused absence requirement set by the City.

OVERSIGHT

During these meetings Director Rose Dawson kept the Board abreast of major developments in operations, services, usage, facility conditions, personnel matters and all other significant developments in the Library system. The Board welcomed Laura Gates, the new Division Chief/Administrative Services who replaced Linda Wesson in January 2021.

The Board continued to be impressed with Director Dawson's leadership. Her involvement with leadership positions in both state and national library organizations continued to draw much favorable attention to the Alexandria Library system. As always, the Board which is responsible for the Director's evaluation "felt that the Director had done a terrific job."

At the October 19, 2020 meeting, Director Dawson presented the FY 2020 Audit which was a clean audit with no adverse findings. The Board accepted the report and recognized that the audit findings reflected positively on the professionalism of the administrative staff of the library.

RESPONSE TO COVID-19

Curbside service began on June 15, 2020 and Library facilities reopened at 25% capacity on August 17, 2020 for a limited number of days per week. Customers expressed gratitude for the services that were provided during this time.

However, at a special Board meeting called on December 2, 2020, Director Dawson recommended that based on projections of a steep increase in the number of new COVID-19 cases through early December, Library services should be rolled back to Phase 2 with curbside-only and digital and virtual services until further notice. She asked that this recommendation go into effect on December 7, 2020. Recognizing the need to be proactive as the number of cases in Alexandria and its surrounding jurisdictions increased, the Board approved Director Dawson's recommendations. The Board approval also included a stipulation that the transition between various phases in the Library's reopening plan be contingent upon the guidance provided by the Alexandria Health Department, the City of Alexandria, and the Commonwealth of Virginia.

The Library reopened again on March 15, 2021. At the June 21, 2021 meeting Director Dawson outlined a plan for Phase 4 reopening highlighting elements that had already been rolled out such as passport services. Sunday hours resumed on July 11, 2021 at Beatley and at Duncan soon thereafter. All libraries opened on Fridays beginning on July 9, 2021.

BUDGET

In developing the FY 2022 Budget the City asked each department in October to submit reduction options equivalent to 10% of their FY 2021 budget which for the library was \$717,597. In developing these proposed cuts, Director Dawson took into account that the

Board had instructed the Library not to take further cuts to the materials budget. In order to reach the reduction requested by the City, the Library would have had to cut Sunday services for all branches, hold six positions vacant during the year, lay off all Library pages, eliminate the part-time Communications Assistant position, eliminate the City supplemental to the Law Library materials budget, eliminate one Library Assistant position, and temporarily eliminate security guards. The Board was particularly concerned with the proposal to eliminate Sunday hours. The proposed reductions were reluctantly approved by the Board, but the Chair wrote a cover letter to express the Board's dissatisfaction with the cuts particularly related to Sunday service and strongly urged the City Manager and the City Council to at least keep the Beatley Library open and preferably to keep all the branches open on Sundays.

Ultimately, the City Manager included about half of the vacancy savings in the final budget submission and proposed that Law Library materials be retained by using excess funds available from the Alexandria Bar Association. City Council accepted these recommendations and adopted a FY 2022 Library budget of \$7.9 million, including a one-time 1% bonus for employees.

The Library Board supported the Virginia Library Association (VLA) efforts to increase state aid to libraries. The pending proposal would have brought an additional \$118,000 to the Alexandria Library over a four-year period if funding were approved. The Library of Virginia ultimately received a 1 million dollar increase in funding for FY 2021. The Alexandria Library received a total of \$196,640 in state aid for FY 2021, resulting in an increase of \$10,898 over the original estimated state aid allocation for FY 2021.

SPECIAL FUND BALANCES

A motion by the Treasurer to carry over unused special fund balances into the new fiscal year was approved unanimously.

FINES AND FEES

For some time, the Library staff had been working on guidelines to implement a policy that would allow the Library to abolish overdue fines at least for children. During the pandemic, the City agreed to not collect fines and fees due to equity issues. Since fines made up a significant part of the Library budget, the City would have had to appropriate money each year to make up the difference in the budget for the loss of those funds. Vice Mayor, Elizabeth Bennett-Parker, introduced such legislation, and the City Council approved the extra funding. The FY 2022 City budget for the Library included a \$142,000 revenue supplement to make up for the loss of a year's income for fines.

As a result, the Library Board unanimously approved a motion to remove overdue fines for materials in order to improve social equity for Library uses. However, in the event that materials are not returned once a reasonable time has elapsed, the Library will continue to assess lost and/or damage fees for such materials. If materials remain outstanding, the Library will block further borrowing on the patron's account.

ELECTION DAY CLOSURE

Director Dawson recommended that the Beatley Library be closed on November 3, 2020 (Election Day). In order to provide Library services, Beatley staff were reassigned to open the Barrett and Burke branches which would have normally been closed that day. Virtual activities were not affected and the Board approved the recommendation.

BURKE BRANCH ART PROJECT

In January the Arts Commission approved the concept design for the project so that work could move forward on the installation which is scheduled for Fall 2021.

INTERN POLICY ESPECIALLY FOR SPECIAL COLLECTIONS

Digitizing the historic materials held by Special Collections had been identified as a major priority in a study by Lyrasis several years ago. The study recommended that the Library develop an intern program especially related to work in Special Collections. The Library draft a policy which would allow for both paid and unpaid internships. The policy concentrated on goals and supervision of the unpaid interns, and since the paid interns would be considered City employees, they would be governed by City regulations. The Board voted to approve the intern policy.

The City agreed to buy the necessary digitizing equipment and hire a seasonal intern to help start the project. Board members representing the Library Company were instrumental in persuading the Library Company to fund a second 5-week internship to work on the digitizing project in Special Collections.

KUDOS

The Board wishes to recognize the 2021 Outstanding Performance Awards (OPA) and Director's Awards Winners:

Outstanding Performance Awards (\$500 each)

Name	Reason
Patricia Amaya	Service to the Public
Kiran Chugani	Service to the Public
Amy Dunlap	An innovative or creative approach to a project or assignment that results in successful project completion beyond normal expectations.
Megan Zimmerman	Service to the Public

Director's Awards – Individual (\$300 each)

Name	Reason
Talitha Cunio	An innovative or creative approach to a project or assignment that results in successful project completion beyond normal expectations.
Dan Le	Service to the Public & Teamwork
Sabrina Meijome	Service to the Public
Jeanne Pecori	Teamwork
Hannah Risley	An innovative or creative approach to a project or assignment that results in successful project completion beyond normal expectations.
Genelle Schuler	Service to the Public
Larissa Thompson	Service to the Public

Director's Awards – Team

Name	Reason
Lynda Rudd, Cara Cook Wright	Teamwork (\$150 per person)
Mekonnen Befekadu, Tseggai Gide, Willie Seegars, Calvin Barnes	Service to the Public (\$100 per person)
Allison Carmola, Jessica Shea, Andrea Castillo, Danielle Hightower, Jenny Moya, Ruth Rasby	Teamwork (\$50 per person)

Finally, the Board would like to thank the Mayor, City Council and the City Manager for their continuing support of the Alexandria Library especially during these difficult budgetary times and the arrival of the unprecedented COVID-19 Virus Pandemic.

Respectfully Submitted,

Kathleen Schloeder, Chair (City Council Appointee)
Oscar Fitzgerald, Vice Chair (Library Company Representative)
Trudi Hahn, Secretary (City Council Appointee)
Robert Ray IV, Treasurer (Library Company Representative)
Patricia Dane Rogers (Library Company Representative)
Karen Marshall (City Council Appointee)
Elizabeth Bennett-Parker (City Council Representative)