Dranesville Budget Task Force
FY 2015 Report
March 27, 2014

The Dranesville Budget Task Force is now in its sixth year. The economic situation, while improving, is still suffering from the effects of federal sequestration and budget uncertainty, high vacancy rates in commercial real estate, pressures from increasing school enrollment, high demands for social services, and deferred infrastructure expenditures. The report covers the Fairfax County Public Schools (FCPS), public safety, human services, parks, revenues, and the budget process. The Task Force generally agrees with the FY 2015 County Advertised Budget, with a few exceptions, as noted. This Report incorporates all of the items in our first report, dated January 31, 2014.

Our major recommendations are as follows:

1. Set the Fairfax County Public Schools (FCPS) FY 2015 transfer to be 2.07% higher than the FY 2014 transfer to FCPS. (see pages 1-2)

2. Urge FCPS to use additional funds from the Commonwealth of Virginia to fund budget items that remain unfunded due to the shortfall in the County transfer and not to use the additional State money to undo budget cuts made in the FCPS FY 2015 Advertised Budget. (page 2)

3. Request the School Board to: (a) hire its own independent auditor or inspector general, and (b) restructure its Audit Committee to resemble the BOS's Audit Committee. (page 2)

4. Don't cut funds for Human Services, Parks, and Library; increase them if possible. (pages 5-8)

5. Increase the pay raise for County general personnel from 1.29% to 2%. (page 8)

6. Keep the real estate property tax rate at $1.085 per $100 of assessed value. In the event that the budget cannot be balanced at that rate, given the many needs for services that are at stake, increase the rate to $1.09 or, at most, to $1.095. (page 8)

7. Intensify efforts to diversify revenue sources, and rely less heavily on real estate taxes. (pages 8-11)

8. Improve the accuracy of estimates of revenues and expenditures in both FCPS and County budgets. (page 2)

There are a number of other recommendations throughout the report.

I. FAIRFAX COUNTY PUBLIC SCHOOLS

A. County Transfer.

The County's FY 2015 Advertised Budget assumes a total operating fund transfer to FCPS of $1,751.3M, which is $34.3M or 2.07% more than the FY 2014 transfer. The County will also transfer $177.2M for debt service, an increase of $4.8M over last year. In addition, the County funds $72.6M for

Head Start, school health aides, crossing guards, after-school programming, field maintenance, and other school programs.

The School Board's FY 2015 Advertised Budget assumes that the County transfer will increase by $98.1M, or 5.7% over the County transfer to FCPS in FY 2014. The difference between the County's Advertised Budget ($34.3M) and the School Board's assumption ($98.1M) is $63.8M.

FCPS budgets are built on estimates. Actual expenditures are lower than estimated amounts in The FCPS Approved Budget, due largely to turnover, vacancies, energy, and other costs. Actual revenues are generally higher than estimated revenues in the FCPS Approved Budget, due largely to higher-than-projected "miscellaneous revenues." Thus, the $63.8M gap could evaporate if actual revenues and actual expenditures were substituted for estimates in the FY 2015 FCPS Approved Budget. In fact, during the past four years (FYs 2010, 2011, 2012, and 2013), the excess of approved over actual revenues and expenditures have been $100M, $76M, $43M, and $56M, respectively.

At the time this report is submitted, the Commonwealth of Virginia had not yet passed its FY 2015 budget. Reports indicate that the State will provide an additional $27 to $31 million above the $375.9 million assumed in the FY 2015 FCPS Advertised Budget.

In addition, the Task Force recommends the following cost savings:

1. Reduce by five days the contract lengths of professional and administrative personnel with 11- and 12-month contracts.

2. Eliminate assessment coach positions and instead hire hourly workers as needed to facilitate the administration of standardized tests.

3. Further reduce the number of assistant principals through attrition.

4. Provide a step increase (which averages 2.5%) to classroom teachers and aides and a 1% raise to other FCPS employees, instead of providing a step increase to all categories of FCPS employees,.

5. Eliminate the IB Middle Years and Primary Years programs and the IB Career-Related Certification.

The combination of the $34.3M in increased transfer funds, the likely increase in State funding of $27-31M, the gap between FY 2014 year-end actual and budgeted revenue and expenditures (ranging from $43M to $100M over the past four years), and the cost savings recommended above should more than erase the $98M deficit in the FY 2015 FCPS Advertised Budget. In addition, the use of more accurate estimates of revenues and expenditures for the FY2015 Approved Budget also would close the gap.

Therefore, the Task Force recommends that the BOS to FCPS transfer increase by the 2.07% ($34.3M) suggested in the County's Advertised Budget and that the BOS urge the FCPS to use additional State funds to reduce the projected gap, rather than spend the money to undo various budget cuts made in the FY 2015 FCPS Proposed and Advertised Budgets.

B. Independent Inspector General/Auditor.

We recommend again, as we have in previous Task Force reports, that (1) the School Board hire its own independent auditor or Inspector General, and (2) the School Board restructure its Audit Committee to resemble the BOS' Audit Committee, which has no managers (as non-voting members, participants, or in any other capacity) and includes two community appointees with financial expertise.

We also encourage the BOS to ask their Office of Financial and Programs Audit (OFPA) to "follow the money" that is transferred from the County to FCPS, just like the federal government investigates whether FCPS is complying with federal grant requirements. This is likely to yield savings and improvements, not only from OFPA studies, but also from providing incentives for the School Board Audit Committee to direct its future Inspector General and perhaps also its internal auditors to analyze topics that could generate substantial savings and other efficiencies.

C. Continue Improving FCPS Budget Documents

We commend FCPS for modifying the format of its budget documents to provide hot links to related documents. However, further improvements would be desirable:

1. Aggregate Position and Cost Data from all FCPS Funds

We recommend that FCPS consistently aggregate information about all positions and costs, not just those associated with the main School Operating Fund (SOF), in future budget charts and tables designed to illustrate the allocation and use of FCPS resources. In FY 2013, over 750 positions were funded through the other eight FCPS funds, and most were in central departments. Moreover, in FY 2014 the "other" funds accounted for over $420 million of $2.94 billion in total FCPS costs.

FCPS budget and financial documents currently provide detailed analyses of just the SOF, which leads many people to make inaccurate assumptions about the size of the total FCPS budget and the way in which that total budget is allocated. Aggregating positions and costs from all funds in presenting pie charts, bar graphs, tables, and other budget-related data to the public would improve transparency.

2. Develop Consistent and Rational Program Allocation Rules

We recommend that FCPS double-check allocations of costs to programs and create consistent and logical rules for defining when a cost is and is not associated with a "program." For example, the decision not to allocate the IBMYP specialist to the IB Middle Years Program demonstrates the need for an objective analysis of current FCPS program definitions and cost allocation policies. Budget decisions are based on assumptions about program costs, and it is crucial that those costs be accurate.

3. Develop More Consistent Accounting and Financial Definitions

We recommend that FCPS align its budget definitions to GASB and State Annual Report on Expenditures (ARE) definitions to the extent feasible and, whenever possible, clearly reconcile the amounts shown in those three types of documents. A good starting point would be the methods used to classify end of year balances.

D. Use a More Strategic Approach to Increasing State Revenues for FCPS

Given the Local Composite Index (LCI), the current Legislative Program recommendation to increase State funding for K-12 education is not an efficient way to garner more resources for FCPS. Accordingly, we recommend that the Legislative Program be revised to instead request changes in the LCI formula so that it is less punitive to FCPS and other Northern Virginia school districts.

E. Improve Allocation of the FCPS Operating Budget

We share Dr. Garza's concerns that FCPS obtain enough resources to provide a high-quality education, which will attract businesses to Fairfax County. We agree with her statements that FCPS already has some unreasonably large class sizes and must offer a sufficiently attractive compensation package and working conditions to attract and retain the highest-quality classroom teachers. We are glad that the FY 2015 Advertised Budget begins to address those two core concerns:

1. Class Size

The FY 2015 Advertised Budget adds 20 staffing reserve positions for schools with consistently large class sizes, and Dr. Garza has announced her intention to issue regulations that would create a transparent process for the allocation of the over 200 staffing reserve positions. In addition, Dr. Garza wants to improve the accuracy of school-level projections, which have resulted in excessive class sizes in some schools. Finally, Dr. Garza has announced her intention to issue FCPS regulations that would reduce the ability of principals to trade classroom teacher positions and require mitigating strategies when schools had very large classes. We look forward to seeing the impact of all these promising initiatives.

2. Teacher Retention

Dr. Garza has been working to make FCPS a more attractive employer for teachers. After years of minimal salary increases for classroom teachers and aides (other than those offset by increased pension plan contributions), the FY 2015 Advertised Budget includes a step increase. In addition, Dr. Garza has been working to reduce unnecessary administrative burdens on classroom teachers, and some budget cuts in the FY 2015 Advertised Budget reflect that new approach.

However, we believe more should be done to make it more attractive for effective teachers to continue teaching students full-time. For FY 2013, the last year in which actual (as opposed to estimated) compensation data are available, mean salaries for classroom teachers were roughly $40,000 lower than mean salaries for "instructional specialists" or assistant principals. In that same year, the attrition rate for teachers was almost 14%, while attrition rates were roughly 6% for assistant principals, 8% for supervisors, and 10% for specialists.

Although salary disparities are only one of several reasons why teachers leave the classroom, they send the signal that managers and administrators are valued more than people who spend 100% of their time working with large numbers of students.

In addition, we commend FCPS for its efforts to reduce resources spent preparing students to take SOL tests throughout the year. With fewer SOL practice tests, there will be less need for

Instructional coaches. Thus, we also recommend that FCPS also substantially reduce the number of instructional coach positions in FY 2015.

3. Instructional Programs

We empathize with Dr. Garza's desire to minimize changes to instructional programs before she has had enough time to study fully the potential ramifications of such changes and develop transition plans and replacement programs. In general, this suggests the need for stop-gap funding in FY 2015, while Dr. Garza develops thoughtful proposals that would allow FCPS to offer high-quality instruction more cost-effectively. Thus, we propose very few cost-savings that would affect existing instructional programs in FY 2015. However, we believe a few instructional program changes do not need further study and recommend that these programs be cut in FY 2015: IB Middle years and Primary Years Programs and the IB Career-related Certification.

F. Other County Expenditures for Students: School Aged Child Care (SACC)

The County's Advertised Budget increases SACC fees by 1.3%, with estimated total revenue of $36.5 million in FY 2015. We recommend higher SACC fee increases to bring maximum charges up to current market rates for daycare services, while maintaining the current sliding scale approach. We also encourage the County and FCPS to collaborate on ways to ensure that the SACC rooms are made available to FCPS for use as regular classrooms during the school day.

II. FAIRFAX COUNTY

A. Human Services

The Dranesville Budget Task Force supports the investments in human services contained in the FY 2015 Advertised Budget and opposes efforts to reduce or eliminate those investments. Indeed, we would support a modest increase in funding for the Consolidated Community Funding Pool, which is a very cost-effective means to provide services in partnership with the County's non-profit sector. After five-plus years of very difficult budget challenges, we recognize that these limited investments are not sufficient to recoup the losses suffered by Human Services agencies and their non-profit partners at a time when the human services arena had to respond to huge increased need resulting from the historic downturn of the Great Recession.

Unfortunately, a brief review of several key statistics clearly demonstrates that human services needs in the County, like much of the rest of the country, have not fully recovered from the Great Recession. Since 2007-2008:

- Public Assistance caseloads increased by more than 60%;
- Domestic Violence Survivor Services increased by nearly 30%;
- The County's Medicaid caseload increased by 47%;
- The County's average monthly SNAP (Food Stamps) caseload increased by 126%;
- More than 132,000 (12.2%) of County residents do not have health insurance;
- Approximately 1 in 7 County residents (64,860) live with a serious mental illness;

- The number of people living in poverty in the County increased by 11.7%, so that we now have over 70,000 county residents living in poverty and over 172,000 (15.6% of the County) living on income under 200% of poverty ($44,100 for a family of four);
- 22% of graduating seniors in FCPS high schools and 33% of Kindergarteners live in poverty; and,
- Nearly 48,000 students (or 26.7% of enrollment) in County schools were eligible for free and reduced lunch.

In addition, County human services agencies and the non-profit and community organizations that are a critical part of the human services delivery system have been negatively affected disproportionately by federal and state budget cuts, the federal government shutdown, and sequestration. Approximately two-thirds of government funding for the Department of Family Services (DFS), the largest agency in County human services, comes from federal and state sources compared to approximately 3.3% of the overall County budget. DFS's $64.3 million in federal/state revenue represents 55% of the federal/state revenue in the County General Fund. Between FY 2008-2014, the net cost of County funding for DFS has remained flat, increasing only 1% in 6 years (0.2% per year). Non-profits who receive government funds have been similarly impacted.

We are deeply worried that the human services system has reached a "tipping point" where it will not be possible to decrease the size of the organization without sacrificing services and failing to meet the human services needs of County residents. We believe that there is very little margin for error. Further reductions will result in program reductions, eliminations, or waiting lists for services.

B. Public Safety

The Task Force recommends:

1. The Board of Supervisors reinstate step increases for public safety personnel. The staff has had only one step increase since 2008. It would cost $7 million to fund a full year of step increases. If that is not possible, fund a half-year of step increases at $3.6 million.

2 The County conduct a thorough review to determine if equalization of pay between the Sheriff and Police Departments is justified for FY 2016. Many local jurisdictions use the same pay scale for public safety officers.

3. The County conduct a rigorous review of the FY 2016-2020 Public Safety Staffing Plan being presented to the Board of Supervisors in April 2014 to consider the feasibility and fiscal viability of adding 352 new public safety positions, to be phased in over a 5-year period at a cost of $52,579,649.

C. Park Authority

The Park Authority (PA) has faced significant cuts over the last several years. The amount of General Fund support provided to the PA has declined from about $23.7M in FY2008 to about $21.5M in FY 2014. General Fund support for the PA, as a percentage of the County General Fund, has declined from 1.2% in 1990 to 0.6% in 2014. The PA has also been required to absorb an additional $775,000 of indirect costs from centralized county services. While paying for indirect costs is appropriate, in our view, the PA did not previously have to pay those costs, and they were therefore unanticipated.

In the past decade, there has been a substantial increase in park acreage as well as the number of parks, fields, and other facilities. Yet, regular staff positions have declined almost 10%, from 384 in FY 2008 to 355, in FY 2015 Advertised Budget. Also, due to delayed and reduced maintenance and construction, many PA facilities need work or are nearing the end of their useful lives. This needs to be addressed in the PA's and County's funding plans. The Task Force commends the Park Authority for operating in an efficient manner in the face of this declining general fund support and the increasing cost recovery requirements over recent years.

The Task Force recognizes that continued investment in infrastructure is key to increasing revenues for the PA. Revenue-generating infrastructure, such as golf facilities and synthetic turf fields, should continue to be funded, established within the Capital Improvement Plan (CIP), and supported by a regular schedule of bond referenda. Golf, in particular, represents about 26% of the PA's revenue. The Task Force supports the PA's plan to make significant improvements in golf business marketing with enhanced marketing software, and the creation of a dedicated marketing staff position, to increase usage, in the face of declining usage nationally. We also endorse the PA's authority plan to implement business plans for the golf courses.

Another significant amount of the PA's revenue (59%) is derived from the RECenters. We recommend that the PA continue to increase its user fees annually, to the extent competitively practical, in order to maximize cost recovery.

There continues to be an emphasis for other PA parks and facilities to generate additional revenue. Accordingly, the Task Force suggests that each park and facility have a business plan for identifying potential sources of such revenue and how they could be increased over time.

We recommend the Board of Supervisors schedule a work session with the PA in order to complete discussions about the PA's FY 2014-2018 Strategic Plan and financial sustainability strategies.

The Task Force recommends that the PA explore collaboration opportunities for the use of vehicles and equipment among the Park Authority, FCPS, and the County.

We support the PA's upcoming initiative to actively expand its "Friends of" groups. We recommend that the PA continue to pursue actively the expansion of such groups, and we encourage the PA's continued pursuit of other partnerships.

We recommend the early implementation of the PA's Resident Curator program, currently beginning trials, in order to encourage people to take over the responsibility for maintaining and/or operating some historical properties, e.g., the Turner Farm in Great Falls.

The PA does not have access to all proffer money which has been designated to it. The Task Force recommends that the County pursue a County-wide strategy that will result in "unlocking" unused proffer money for immediate use. Likewise, we recommend that the County review its proffer policies to ensure that future proffer agreements includes provisions that will allow the County to access unused proffer funds within a reasonable amount of time.

We are particularly concerned about the severe cuts the County Executive has proposed in his recent list of possible additional County budget cuts for Riverbend and the lake front parks, which, collectively, are visited by about 2.5 million people annually. We recommend no cut there.

D. Library

Libraries are an important part of the County's lifestyle. Yet, the Library budget has been seriously reduced from $34M in FY 2007 to $27M in FY 2013, and the Material budget has been decreased from $6.33M in FY 2007 to $2.11M in FY 2013. The Task Force strongly recommends that the Library budget begin to be restored.

E. Pay Raise

The Advertised Budget calls for a pay raise of 1.29% for County general employees. Their pay has fallen behind in recent years. We recommend that their pay be increased by 2% for FY 2015.

F. Real Estate Property Tax Rate

We support the Advertised Budget Real Estate Property Tax rate of $1.085 per $100 of assessed value. In the event that the budget cannot be balanced at that rate, we recommend that it be increased to 1.09 or, at most, 1.095.

III. REVENUE

The County depends too much on the Real Estate Property Tax and should aggressively seek to diversify its revenues. Some ideas to expand the local tax base require State approval and should be placed on the BOS' legislative agenda. This report lists a few ideas which we hope will spark a renewal of efforts in this area. Perhaps the County should appoint someone to coordinate revenue efforts, including increased input from employees' "beneficial suggestions." We especially urge consideration of taxes that place some of the burden on non-residents (e.g., meals tax and transient tax) or "sin" taxes (e.g., cigarettes and liquor).

A. Taxes and Fees

1. Meals Tax. The County should start the process of implementing a meals tax of up to 4%. We strongly believe that now is the time to take action. The last attempt, in 1992, was a generation ago. The Fairfax County Department of Management and Budget estimates that a 4% meals tax would have raised $88M in FY 2014, of which $23 million would have been paid by non-Fairfax County residents. To win approval, the County should consider earmarking the revenue for one or more dedicated purposes and argue that with a meals tax, property tax revenues could be held constant or reduced. We recommend that the County use both available methods for getting approval of the meals tax: have the Virginia legislature grant an exemption from a referendum and, if that fails, hold a referendum as soon as possible.

2. Real Estate Property Tax. The County should review its assessment policies and procedures to ensure that residential and commercial properties are not being under-assessed.

3. Other Taxes. The County should review other taxes: admissions, probate, personal property, BPOL, transient occupancy, liquor, cigarettes, etc.

4. Tax Base. The County should review its incentives to encourage more businesses to relocate to the County and more businesses to stay here and thrive, as long as such incentives do not have a negative long-term impact on revenues.

5. Fees. Fees to use recreation centers, parks, SACC, and similar activities should be increased annually, based upon capturing direct and indirect costs, and making a profit where appropriate. In addition, services now provided free should be reviewed for fee possibilities.

B. Maximize Productive Use of Existing County and FCPS Assets

1. Investment Yields. The rate of return on County investments is too low. A County audit reported that investments in 2012 yielded 0.55%, compared to 1.01% and 1.13% in two neighboring jurisdictions. With about $3.3 billion in investments, a 0.5% increase in yield (to match our neighbors) would increase revenues by roughly $16 million. The Task Force supports the audit recommendations and suggests that the County review and consider requesting that state investment requirements be updated, so jurisdictions are less likely to earn investment returns that are lower than inflation rates.

2. School Aged Child Care (SACC) Rooms. SACC uses more than 250 rooms and generally does not allow FCPS to use those rooms as classrooms. We recommend that SACC rooms be made available for use as school classrooms, which would reduce the need for FCPS trailers and new construction.

3. Vehicles. The County and FCPS should explore providing vehicle use to other County agencies and/or non-profit vendors in the conduct of official business.

4. Facilities. Opportunities should be explored for increasing the rental of County and FCPS facilities, charging full costs plus profit.

5. Dormant Proffers. To access and use dormant proffers from projects that have been completed or never will be completed, the County should take legal action and/or contract out this task.

6. Office and Warehouse Space. A County auditor found that about 16% of the offices in the Government Center were unused, even though the County spends about $16 million/year to lease about 700,000 square feet of space. The County and FCPS should extend this analysis and move people from leased to public space, where possible. The same idea can be applied to merging/reducing warehouse and other facility space.

7. Pensions. To the extent feasible, the County and FCPS should increase new employee contributions to pensions and implement anti-spiking rules that would impose a cap on pension benefit payments based on lifetime employer plus employee contributions to the pension plan

8. Computers. The County and FCPS could reduce information technology costs, including computer replacement costs, by using software that integrates all types of computer models and extends computer life many years.

C. Private/Public Partnerships

1. Non-Profit Organizations. Non-profit organizations can provide many services as an efficient and effective provider, and are by their nature able to leverage additional funding and in-kind and volunteer contributions that government or private businesses may be unable to secure. The County should expand opportunities to outsource or contract with non-profits, where feasible.

2. Private Donations. The County and FCPS should increase their efforts to obtain private donations, including through naming rights for programs and facilities. Additional publicity might be helpful; most Task Force members had not heard of the Foundation for the Fairfax County Public Schools. A review should be made of existing County and School foundations to determine whether they sufficiently cover all needs and, if not, we suggest expanding existing foundations and/or creating new foundations.

3. Volunteers. The County and FCPS should increase their efforts to recruit and place volunteers and expand the use of internships.

4. Proffers. The County should review and revise its proffer criteria to increase their value to the County.

D. Mandates

The County and FCPS often exceed state and federal mandates. Mandate over-compliance should be reviewed to find potential cost avoidance.

E. Other Ideas

1. Increase fines: Increase fines that penalize poor choices such as texting while driving, drunk driving, tailgating, aggressive driving, public intoxication, toll violations and other crimes. Increase fines for all violators of health and safety regulations in businesses, especially the food service industry. This is a way to raise revenue while punishing the negligent.

2. Prohibit delinquent tax payers from renewing licenses: Require businesses to pay any past due taxes (liquor, BPOL, etc.) before their licenses could be renewed. The requirement would be waived for any business in a County payment plan.

3. Increase sales: Improve marketing County services (e.g., licenses, park passes, public transportation tickets, and unclaimed property) by sending reminders through various channels (paper and email) and giving residents the option to renew automatically with credit cards on file.

4. Optimize collections: Increase revenues and lower costs by extending opportunities for citizens to pay their bills/fees (e.g., parking tickets, library fees, renewal fees, business/property taxes, etc.) online, eliminating the need to visit offices during working hours or writing checks.

5. Increase acceptance of commercial advertising: Expand the acceptance of commercial advertising in public transportation and other appropriate locations and in County public notices (property tax statements, etc.).

6. Institute a 1-year tax amnesty: Institute a one-year amnesty program for delinquent taxpayers. This could quickly raise substantial revenues, boost our economy, and provide a broader tax base as former tax cheaters come out of the shadows and file returns.

7. Red light cameras: Install red light cameras at dangerous intersections to improve safety and fine careless drivers.

8. Obtain sub-contractor information: Require contractors, at the time of final inspection, to supply information on subcontractors (name, registration number, license number, etc.) in order to combat an underground economy and ensure that subcontractors are paying their taxes and fairly competing with other businesses.

9. Find untaxed/under-assessed property: Finding both untaxed and under-assessed property increases the tax base.

IV. THE BUDGET PROCESS

The Task Force briefly reviewed the County Budget process. Overall, we believe the County does a fine job preparing and presenting this exceedingly complex budget: detailed information is readily available by print, website, and personally; data are transparent; and expert personnel are available to answer questions. We make the following recommendations:

1. Increase collaboration between the County and FCPS during the budget process. The recent work of the Joint Infrastructure Committee could serve as an excellent example. This joint group should especially compare estimated and actual revenues and expenditures and use the resulting data to make more realistic estimates in developing both the County and FCPS budgets.

2. Similarly, increase collaboration between the BOS' Budget Committee and the County Executive.

3. Standardize operating fund definitions used by both the County and FCPS. We applaud the work by the Joint Infrastructure Committee in doing that for capital fund definitions.

4. Increase the time to two weeks, from the current one week, between the publication of the Advertised Budget and the BOS' vote on the maximum real estate property tax rate.

5. Determine how best to apportion reserves between the County and FCPS. In evaluating the County's bond rating, Moody's considered reserves held by the County, but not by FCPS. This suggests that one cost-effective means of bolstering the County's bond rating would be for the County to hold more reserves and FCPS to hold less reserves, coupled with mechanisms to ensure that the County has a process to address unanticipated expenses of FCPS.

6. Expand the time horizon of budget projections from the current two years to three or more years.

We thank you for this opportunity and privilege to serve on your Dranesville District Task Force. And we particularly want to thank Jane Edmondson, your Chief of Staff, for helping us so graciously with scheduling speakers, obtaining answers to our many questions, and providing the logistical support.

Armand Weiss, Chairman
Steven Bloom
Sue Boucher
Wes Callender
George Chuzi
Louise Epstein
Barbara Glakas
Tim Hackman
Al Rosier
Kerrie Wilson