

Joint Task Force

Meeting #4 | September 21, 2017

Ad Hoc Joint City-Schools Facility Investment Task Force


Agenda

- Welcome & Meeting Objectives
- Community Comments
- Subcommittee Updates
- Review and Discussion of Preliminary CIP Scenarios and Application of Draft Criteria to Candidate Projects
- Wrap Up & Next Steps

Welcome & Review

Lynn Hampton, Chair



The background features a photograph of a multi-story brick building with several windows, some of which have red light emanating from them. A large, semi-transparent red triangle is overlaid on the right side of the image, pointing towards the bottom right. The left side of the image is white.

Community Comments

10 minutes total, 2 minutes per person



Subcommittee Updates

Elliot Branch, Capital Planning & Implementation

Mignon Anthony, Alternative Project Delivery Methods

Amy Liu, Facility Maintenance & Operations

Subcommittee Updates

Subcommittee Chairs

- ◆ Capital Planning & Implementation
 - ◆ Meeting #1 held 8/29
 - ◆ Meeting #2 scheduled for 9/25
- ◆ Alternative Project Delivery Methods
 - ◆ Meeting #1 held 9/1
 - ◆ Meeting #2 held 9/14
- ◆ Facility Maintenance & Operations
 - ◆ Meeting #1 held 9/18
 - ◆ Meeting #2 TBD

The background features a photograph of a multi-story brick building with several windows, some of which have red light emanating from them. A large, semi-transparent red triangle is overlaid on the right side of the image, pointing towards the top right. A white diagonal shape cuts across the left side of the image, creating a white space for the text.

Draft Criteria & CIP Scenarios Discussion

Kayla Anthony, Brailsford & Dunlavey

Goals for Meeting 4

Joint Task Force

- ◆ Modify (if necessary) and agree on planning strategies
- ◆ Provide direction on draft criteria and application to projects
- ◆ Highlight other criteria that the Joint Task Force wishes to be included
- ◆ Discuss methodology you wish to see employed in a future scenario

Planning Strategies

Review & Discussion



Planning Strategies

Guide to Decision-Making

The Joint Task Force seeks to develop a CIP that:

1. Identifies projects with the highest needs / urgency, are the most ready, and provide the highest value to Alexandria residents.
2. Considers the biggest risks to the portfolio if particular projects are delayed, such as critical life safety needs and required or mandated projects.

Planning Strategies

Guide to Decision-Making

The Joint Task Force seeks to develop a CIP that:

3. Provides a strategic city-wide approach that optimizes opportunities and logistical considerations:
 - a) for identifying and acquiring new sites for city and school projects, while being opportunistic as situations may arise;
 - b) implementing related projects together to ensure economies and synergies are realized;
 - c) implementing an optimal ‘swing’ approach when a City and/or School facility uses need to be displaced during construction;
 - d) addresses projected school overcrowding through the implementation of projects that expand student capacity over time;
4. Considers interim measures (mitigation strategies) if urgency timeframes cannot be met.

Draft Criteria & Application

Review & Discussion



Draft Criteria & Application

Need and Relative Urgency

Project Urgency

- ◆ Urgent (1-3 years)
- ◆ Somewhat Urgent (4-6 years)
- ◆ Not Urgent (7-9 years)

Project Need (Consequence of Delay)

- ◆ Life Safety / Critical Need
- ◆ Required / Mandated Project
- ◆ Facility Renewal
- ◆ Functional Need / Expansion
- ◆ Related to Other Project

Projects Presenting the Biggest Risk

- ◆ Projects identified by staff

Resulted in projects sorted into general timeframes

Draft Criteria & Application

Project Readiness

Supporting Documents

- ◆ Is the criteria captured in a manner you envisioned?
- ◆ Is the criteria applied as you envisioned?
- ◆ Are there other criteria you would like to see?

Projects that Present the Greatest Risk			
Project No.	Project Name	Consequence of Delay	Remarks
C2	Market Square Plaza and Garage Structural Repairs	Life Safety or Critical Need	Immediate repairs needed for structural issues and electrical malfunctions
C6	Fire Station 205 (Cameron Street)	Life Safety or Critical Need	Prior assessment recommended demolition. Size limitations for modern apparatus.
C7	Fire Station 206 (Seminary Rd)	Life Safety or Critical Need	Prior assessment recommended demolition. Size limitations for modern apparatus.
C8	Fire Station 207 (Duke Street)	Life Safety or Critical Need	Structural issues (slab). Size limitations for ladder truck.
C9	New Burn Building	Life Safety or Critical Need	Previous 5-year inspection identified structural concerns. Increased O&M costs to maintain facility. Life of burn building typically 30 years, which was 2012. Current location at Quaker Lane does not have capacity for full season of salt. City made supplemental orders during

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 Planning Strategies & Supporting Project Lists
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Planning Strategies
 Actionable statements that will guide the decision making process in relation to the identified needs.

The Joint Task Force seeks to develop a balanced CIP that:

- 1 Identifies projects with the highest needs / urgency, are the most ready, and provide the highest value.
- 2 Considers the biggest risks to the portfolio if particular projects are delayed, such as critical life safety needs and required or mandated projects.
- 3 Provides a strategic city-wide approach that maximizes opportunities and logistical considerations:
 - a) for identifying and acquiring new sites for city and school projects, while being opportunistic as situations arise.
 - b) implementing related projects together to ensure economies and synergies are realized.
 - c) implementing an optimal 'swing' approach when a city and/or school facility uses need to be displaced during construction.
 - d) addresses projected school overcrowding through the implementation of projects that expand student capacity over time.
- 4 Considers interim measures (mitigation strategies) if urgency timeframes cannot be met.

Related Projects

Project No.	Facility Project Name	Related Facility Project	Related Project(s) Outside List (answered "Yes" on project info sheet but not related to current CIP projects)
C1	City Hall Renovation and HVAC Replacement	C2	Not identified and not funded
C2	Market Square Plaza and Garage Structural Repairs	C1	
C13, C14, C15, S12	Witter Wheeler "Campus" Components	C13, C14, C15, S12	Align with planning strategy 3, DASH Expansion
S1	Pre-K Center		Impact to all elementary schools as pre-K students are anticipated to move out of current elementary spaces and into the pre-K center. Pair w/ Cora Kelly
S2	Swing Space	S3, S4, S5, S7	All elementary modernization projects for approximately 15 years
S10	Capacity Relocatables - HS Swing		Minnie Howard



Draft Criteria & Application

Project Readiness

Project Readiness:

- ◆ Site Secured
 - ◆ Planning & Pre-Design Underway
 - ◆ Quality Cost Estimates
 - ◆ Alternatives Identified
 - ◆ Swing Identified
 - ◆ Public Engagement
-
- ◆ *Results in list of 8 projects that are the most ready for implementation based on current circumstances*
 - ◆ *Used as a filter for decision-making when forming CIP scenarios*

Draft Criteria & Application

Project Readiness

Supporting Documents

- ◆ Is the criteria captured in a manner you envisioned?
- ◆ Is the criteria applied as you envisioned?
- ◆ Are there other criteria you would like to see?

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Project Readiness Review
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		Key					
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	(blank)	N/A	Most Ready Project	More Ready Project
		Yes	Somewhat	No	Not Applicable		
Project ID	Project Name	Site Secured	Planning & Pre-design underway	Quality Cost Estimates	Alternatives identified	Swing Identified	Public Engagement
C4	Gadsby's Tavern Renovation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			N/A	
C5	Health Department CFMP	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			N/A	
C13	Witter / Wheeler - City Vehicle Washing Facility	<input type="checkbox"/>		Independent >3 Years	<input checked="" type="checkbox"/>	N/A	
S9	High School Capacity	<input type="checkbox"/>	In Progress	Comparable ROM	In Progress	Yes - relocatable	<input type="checkbox"/>

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Project Readiness Review
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		Key					
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	(blank)	N/A	Most Ready Project	More Ready Project
		Yes	Somewhat	No	Not Applicable		
Project ID	Project Name	Site Secured	Planning & Pre-design underway	Quality Cost Estimates	Alternatives identified	Swing Identified	Public Engagement
C1	City Hall Renovation and HVAC Replacement	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Independent <3 Years	<input checked="" type="checkbox"/>	To be leased (operating \$)	<input checked="" type="checkbox"/>
C2	Market Square Plaza and Garage Structural Repairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RS Means/Independent in Progress	<input checked="" type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
C11	Chinquapin Aquatics	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Independent <3 Years	<input checked="" type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
C3	Fleet Building CFMP	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RS Means	N/A	N/A	<input checked="" type="checkbox"/>
C10	Old Town Pool Renovations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Independent >3 Years	<input checked="" type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
S3	Douglas MacArthur	<input checked="" type="checkbox"/>		Comparable ROM	<input checked="" type="checkbox"/>	Yes - S2	<input checked="" type="checkbox"/>
S5	Cora Kelly	<input checked="" type="checkbox"/>		Comparable ROM	<input checked="" type="checkbox"/>	Yes - S2	<input checked="" type="checkbox"/>
S4	George Mason	<input checked="" type="checkbox"/>		Comparable ROM	<input checked="" type="checkbox"/>	Yes - S2	<input checked="" type="checkbox"/>
S2	Swing Space	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Independent <3 Years	<input checked="" type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
S11	Gym Addition to the New West End Elementary School	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Independent <3 Years		N/A	<input checked="" type="checkbox"/>
S7	Mathew Maury	<input checked="" type="checkbox"/>		Comparable ROM	<input checked="" type="checkbox"/>	Yes - S2	<input type="checkbox"/>
C9	Burn Building	<input checked="" type="checkbox"/>		Independent <3 Years	<input checked="" type="checkbox"/>	N/A	
C15	Witter / Wheeler - Impound Lot Capacity Expansion			RS Means	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
S12	Transportation Facility	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Comparable ROM		TBD Witter / Wheeler Campus	<input type="checkbox"/>
C14	Witter / Wheeler - Reconfiguration of 3200	<input checked="" type="checkbox"/>		RS Means	<input checked="" type="checkbox"/>	N/A	
S1	Pre-K Center	<input type="checkbox"/>			<input checked="" type="checkbox"/>	TBD	<input type="checkbox"/>



Draft Criteria & Application

Value to Alexandria

- 1. Level of Impact to Service**
 - Critical to Public Safety
 - Required Service to Citizens
 - Essential to City Operations
 - Amenity to Citizens
- 2. Scale of Impact to Service**
 - Impact to All Alexandria Residents
 - Impact to Most Alexandria Residents
 - Targeted Impact

Draft Criteria & Application

Value to Alexandria

3. Project Advances a Planning Priority
 - Yes / Somewhat / No
 4. Project Seeks to Minimize Operating Impact
 - Yes / Somewhat / No
 5. Operational Impacts if Inaction or Delay
 - High / Medium / Low
(\$ value TBD)
- ◆ *Result in value score for each project*
 - ◆ *Used as a filter for decision-making when forming CIP scenarios*



Draft Criteria & Application

Value to Alexandria

Supporting Documents

- ◆ Is the criteria captured in a manner you envisioned?
- ◆ Is the criteria applied as you envisioned?
- ◆ Are there other criteria you would like to see?

Joint City-Schools Facility Investment Task Force
Value to Alexandria Scorecard
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ID	Project Name	Value Score	Level of Impact	Scale of Impact	Operational Cost Impacts	Minimize Operating Impact	Advances Planning Priority	Level of Impact to Service	Scale of Impact to Service	Operational Cost Impacts if Inaction or Delay*	Project Seeks to Minimize Operating Impact	Project Advances a Planning Priority
C1	City Hall Renovation and HVAC Replacement	16	4	3	3	3	3	3. Essential to City Operations	Impact to All Alexandria Residents	High	Yes	Yes
C2	Market Square Plaza and Garage Structure Repairs	15	4	2	3	3	3	3. Essential to City Operations	Impact to Most Alexandria Residents	High	Yes	Yes
C3	Flax Building CFMP	15	4	2	3	3	3	3. Essential to City Operations	Impact to Most Alexandria Residents	High	Yes	Yes
C4	Garby's Tavern Renovation	11	2	1	2	3	3	4. Amenity to Citizens	Targeted Impact	Medium	Yes	Yes
C5	Health Department CFMP	16	4	3	3	3	3	3. Essential to City Operations	Impact to All Alexandria Residents	High	Yes	Yes
C6	Fire Station 205 (Cameron Street)	17	6	2	1	3	3	1. Critical to Public Safety	Impact to Most Alexandria Residents	Low	Yes	Yes
C7	Fire Station 209 (Somerset Rd)	17	6	2	1	3	3	1. Critical to Public Safety	Impact to Most Alexandria Residents	Low	Yes	Yes
C8	Fire Station 267 (Duke Street)	17	6	2	1	3	3	1. Critical to Public Safety	Impact to Most Alexandria Residents	Low	Yes	Yes
C9	New Barn Building	15	4	3	0	1	3	1. Critical to Public Safety	Impact to All Alexandria Residents	N/A	No	Yes
C10	Old Town Pool Renovations	10	2	1	1	3	3	4. Amenity to Citizens	Targeted Impact	Low	Yes	Yes
C11	Chauvin Aquatics Center (50 Meter Pool)	9	2	1	0	3	3	4. Amenity to Citizens	Targeted Impact	N/A	Yes	Yes
C12	Salt Storage Facility	12	4	3	1	1	3	3. Essential to City Operations	Impact to All Alexandria Residents	Low	No	Yes
C13	Wheat/Wheeler - City Vehicle Washing Facility	11	4	1	0	3	3	3. Essential to City Operations	Targeted Impact	N/A	Yes	Yes
C14	Wheat/Wheeler - Reconfiguration of 3200 Colvin St	13	4	2	1	3	3	3. Essential to City Operations	Impact to Most Alexandria Residents	Low	Yes	Yes
C15	Wheat/Wheeler - Impound Lot Capacity Expansion	10	4	1	1	1	3	3. Essential to City Operations	Targeted Impact	Low	No	Yes
C16	Indoor Firing Range	20	8	3	3	3	3	1. Critical to Public Safety	Impact to All Alexandria Residents	High	Yes	Yes
S1	New Pre-K Center	11	4	1	0	3	3	3. Essential to City Operations	Targeted Impact	N/A	Yes	Yes
S2	Shing Squares	14	6	2	0	3	3	2. Required Service to Citizens	Impact to Most Alexandria Residents	N/A	Yes	Yes
S3	Douglas MacArthur	16	6	2	2	3	3	2. Required Service to Citizens	Impact to Most Alexandria Residents	Medium	Yes	Yes
S4	George Mason	15	6	1	2	3	3	2. Required Service to Citizens	Targeted Impact	Medium	Yes	Yes
S5	Caru Kelly	15	6	1	2	3	3	2. Required Service to Citizens	Targeted Impact	Medium	Yes	Yes
S6	New School	14	6	2	0	3	3	2. Required Service to Citizens	Impact to Most Alexandria Residents	N/A	Yes	Yes
S7	Matthew Maury	15	6	1	2	3	3	2. Required Service to Citizens	Targeted Impact	Medium	Yes	Yes
S8	New Middle School	13	6	2	0	2	3	2. Required Service to Citizens	Impact to Most Alexandria Residents	N/A	Somewhat	Yes
S9	High School Capacity	14	6	2	0	3	3	2. Required Service to Citizens	Impact to Most Alexandria Residents	N/A	Yes	Yes
S10	Capacity Relocation	14	6	2	0	3	3	2. Required Service to Citizens	Impact to Most Alexandria Residents	N/A	Yes	Yes
S11	Gym Addition to New Wood End Elementary	11	6	1	0	1	3	2. Required Service to Citizens	Targeted Impact	N/A	No	Yes
S12	Transportation Facility	14	4	2	2	3	3	3. Essential to City Operations	Impact to Most Alexandria Residents	Medium	Yes	Yes

1. Critical to Public Safety	8
2. Required Service to Citizens	6
3. Essential to City Operations	4
4. Amenity to Citizens	2

Impact to All Alexandria Residents	3
Impact to Most Alexandria Residents	2
Targeted Impact	1

High	3
Medium	2
Low	1
N/A	0

Yes	3
Somewhat	2
No	1

Yes	3
Somewhat	2
No	1





Decision-Making Methodology

Review & Discussion

Decision-Making Methodology

Need & Relative Urgency

- ◆ Projects sorted into timeframes based on project need and relative urgency
- ◆ All projects identified for Years 1 – 3 (Urgent) or Years 4 – 6 (Somewhat Urgent)
- ◆ Used as basis for shifting projects into later timeframes using consequence of delay, project readiness, and value to Alexandria

Urgent (1 - 3 Years)		Funds Available	Somewhat Urgent (4 - 6 Years)		Funds Available	Not Urgent (7 - 9 Years)		Funds Available
ID	Project Name	\$	ID	Project Name	\$	ID	Project Name	\$
City Projects (not in order of rank)			City Projects (not in order of rank)					
C3	Fleet Building CFMP	\$ 6,460,000.00	C1	City Hall Renovation and HVAC Replacement	\$ 34,775,000.00			
C5	Health Department CFMP	\$ 15,677,238.00	C2	Market Square Plaza and Garage Structural Repairs	\$ 6,500,000.00			
C6	Fire Station 205 (Cameron Street)	\$ 11,273,000.00	C4	Gadsby's Tavern Renovation	\$ 6,800,000.00			
C9	New Burn Building	\$ 2,140,000.00	C7	Fire Station 206 (Seminary Rd)	\$ 11,528,000.00			
C13	Witter/Wheeler - City Vehicle Washing Facility	\$ 4,100,000.00	C8	Fire Station 207 (Duke Street)	\$ 18,200,000.00			
C15	Witter/Wheeler - Impound Lot Capacity Expansion	\$ 15,700,000.00	C10	Old Swim Pool Renovations	\$ 5,500,000.00			
School Projects (not in order of rank)			C11	Chinapin Aquatic Center (50 Meter Pool)	\$ 16,350,000.00			
S1	Pre-K Center	\$ 27,594,300.00	C12	Salt Storage Facility	\$ 5,500,000.00			
S2	Swing Space	\$ 22,000,000.00		Witter/Wheeler reconfiguration	\$ 4,300,000.00			
S3	Douglas MacArthur	\$ 48,638,412.00	C14	Indoor Pool	\$ 15,625,000.00			
S4	George Mason	\$ 40,880,585.00	School Projects (not in order of rank)					
S5	Cora Kelly	\$ 30,034,237.00	S6	New Elementary School	\$ 7,708,772.00			
S8	New Middle School	\$ 54,242,547.00	S7	Matthew May	\$ 6,067,601.00			
S9	High School Capacity	\$ 118,428,536.00	S11	Gym Addition to the New West End Elementary School	\$ 3,024,000.00			
S10	Capacity Relocatables (High School Swing)	\$ 11,256,150.00						
S12	Transportation Facility	\$ 6,100,000.00						
	Total	\$ 414,525,100.00		Total	\$ 141,878,373.00		Total	\$ -
	Sources Minus Uses	(\$206,525,100.00)		Sources Minus Uses	\$ 59,121,627.00		Sources Minus Uses	\$ 130,000,000.00

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Decision-Making Methodology

Scenarios

- ◆ The following scenarios are not a Capital Improvement Plan nor a prioritized list or ranking of projects
- ◆ Scenarios provide a way to understand how criteria, once applied to projects, can be utilized in a methodology to build a baseline on which to make decisions and build a CIP
 - ◆ Projects are ordered by letter and number
 - ◆ City projects appear on the list first, followed by Schools – consistency across all documents
- ◆ B&D followed three methodologies that align with drafted planning strategies, resulting in three baseline scenarios for discussion by the Joint Task Force.
- ◆ All scenarios build on need and relative urgency criteria



Decision-Making Methodology

Scenario 1

Years 1 – 3:

- ◆ Projects identified as “Urgent” and that present biggest risk to portfolio (**red text**), remain in Years 1 – 3
- ◆ Projects identified as “Urgent” but not identified as presenting risk shift to Years 4 – 6

Years 4 – 6

- ◆ Projects identified as “Urgent” and shifted from Years 1 – 3 remain in Years 4 – 6
- ◆ Projects identified as “Somewhat Urgent” and that present biggest risk to portfolio (**red text**), remain in Years 4 – 6
- ◆ Projects identified as “Somewhat Urgent” but not identified as presenting risk shift to Years 7 – 9

Years 7 – 9

- ◆ All remaining projects remain in Years 7 – 9



Decision-Making Methodology

Scenario 1

Urgent (1 - 3 Years)		Funds Available	Somewhat Urgent (4 - 6 Years)		Funds Available	Not Urgent (7 - 9 Years)		Funds Available
ID	Project Name	\$	ID	Project Name	\$	ID	Project Name	\$
		208,000,000.00			201,000,000.00			130,000,000.00
C6	Fire Station 205 (Cameron Street)	\$ 11,273,000.00	C3	Fleet Building CFMP	\$ 15,700,000.00	C1	City Hall Renovation and HVAC Replacement	\$ 34,775,000.00
C9	New Burn Building	\$ 2,140,000.00	C5	Health Department CFMP	\$ 15,677,230.00	C4	Gadsby's Tavern Renovation	\$ 6,800,000.00
C13	Witter/Wheeler - City Vehicle Washing Facility	\$ 4,100,000.00	C15	Witter/Wheeler - Impound Lot Capacity Expansion	\$ 15,700,000.00	C10	Old Town Pool Renovations	\$ 5,500,000.00
S2	Swing Space	\$ 22,000,000.00	S12	Transportation Facility	\$ 6,100,000.00	C11	Chinquapin Aquatics Center (50 Meter Pool)	\$ 16,350,000.00
S3	Douglas MacArthur	\$ 48,638,412.00	S8	New Middle School	\$ 54,242,547.00	C14	Witter/Wheeler - Reconfiguration of 3200	\$ 4,300,000.00
S4	George Mason	\$ 40,880,585.00	C2	Market Street and Garage Structure Repairs	\$ 6,500,000.00	S1	Pre-K Center	\$ 27,594,395.00
S5	Cora Kelly	\$ 30,034,237.00	C7	Fire Station 206 (Lynch Rd)	\$ 11,528,000.00	S6	New Elementary School	\$ 7,708,772.00
S9	High School Capacity	\$ 118,428,536.00	C8	Fire Station 207 (Lynch Street)	\$ 18,200,000.00	S7	Matthew Maury	\$ 6,067,601.00
S10	Capacity Relocatables (High School Swing)	\$ 11,256,100.00	C12	Salt Storage Facility	\$ 5,500,000.00	S11	Gym Addition to the New West End Elementary School	\$ 3,024,000.00
		\$ 118,428,536.00		Indoor Swing Repairs	\$ 15,625,000.00			\$ 112,119,768.00
Total		\$ 288,750,920.00	Total		\$ 155,532,785.00	Total		\$ 112,119,768.00
Sources Minus Uses		(\$80,750,920.00)	Sources Minus Uses		\$ 45,467,215.00	Sources Minus Uses		\$ 17,880,232.00

- ◆ Projects are not prioritized
- ◆ Timeframes are not balanced
 - ◆ Years 1 - 3: \$80M shortage, funds over-allocated
 - ◆ Years 4 - 6: \$45M unallocated funds
 - ◆ Years 7 - 9: \$17M unallocated funds
- ◆ Logistical issues: School projects clustered, swing space, related projects (Witter/Wheeler Campus)
- ◆ Filters not applied: related projects, project readiness, value to Alexandria



Decision-Making Methodology

Scenario 2

Years 1 – 3

- ◆ Projects identified as “Urgent,” and identified as ready for implementation remain in Years 1 – 3
- ◆ Remaining projects shift to Years 4 – 6

Years 4 – 6

- ◆ Projects identified as “Urgent” and shifted from Years 1 – 3 remain in Years 4 – 6
- ◆ Projects identified as “Somewhat Urgent” shift to Years 7 – 9

Years 7 – 9

- ◆ All remaining projects remain in Years 7 – 9

Decision-Making Methodology

Scenario 2

Urgent (1 - 3 Years)		Funds Available	Most Ready
ID	Project Name	\$	208,000,000.00
C3	Fleet Building CFMP	\$ 6,460,000.00	✓
S2	Swing Space	\$ 22,000,000.00	✓
S3	Douglas MacArthur	\$ 48,638,412.00	✓
S4	George Mason	\$ 40,880,585.00	✓
S5	Cora Kelly	\$ 30,034,237.00	✓
Total		\$ 148,013,234.00	
Sources Minus Uses		\$ 59,986,766.00	

Somewhat Urgent (4 - 6 Years)		Funds Available
ID	Project Name	\$
C5	Health Department CFMP	\$ 677,238.00
C6	Fire Station 205 (Cannon Street)	\$ 273,000.00
C9	New Burn Building	\$ 40,000.00
C10	Witter/Wheeler - City Vehicle Washing Facility	\$ 10,000.00
C15	Witter/Wheeler - Impound Lot Capacity Expansion	\$ 15,000,000.00
S1	Pre-Header	\$ 27,504,395.00
S8	New Middle School	\$ 54,242,547.00
S10	School Capacity	\$ 118,428,536.00
S11	Capacity Relocation (High School Sv.)	\$ 11,256,150.00
S12	Transportation Facility	\$ 6,100,000.00
Total		\$ 266,511,866.00
Sources Minus Uses		(\$65,511,866.00)

Not Urgent (7 - 9 Years)		Funds Available
ID	Project Name	\$
C1	City Hall Renovation and HVAC Replacement	\$ 34,775,000.00
C2	Market Square Plaza and Garage Structural Repairs	\$ 6,500,000.00
C4	Gadsby's Tavern Renovation	\$ 6,800,000.00
C7	Fire Station 206 (Seminary Rd)	\$ 11,528,000.00
C8	Fire Station 207 (Duke Street)	\$ 18,200,000.00
C10	Old Town Pool Renovations	\$ 5,500,000.00
C11	Chinquapin Aquatics Center (50 Meter Pool)	\$ 16,350,000.00
C12	Salt Storage Facility	\$ 5,500,000.00
C14	Witter/Wheeler - Reconfiguration of 3200	\$ 4,300,000.00
C16	Indoor Firing Range	\$ 15,625,000.00
S6	New Elementary School	\$ 7,708,772.00
S7	Matthew Maury	\$ 6,067,601.00
S11	Gym Addition to the New West End Elementary School	\$ 3,024,000.00
Total		\$ 141,878,373.00
Sources Minus Uses		(\$11,878,373.00)

- ◆ Projects are not prioritized
- ◆ Timeframes are not balanced
 - ◆ Years 1 - 3: \$60M unallocated funds
 - ◆ Years 4 - 6: \$65M shortage, funds over-allocated
 - ◆ Years 7 - 9: \$12M shortage, funds over-allocated
- ◆ Logistical Considerations: School projects clustered, swing space, related projects (Witter/Wheeler Campus)
- ◆ Criteria not considered: related projects and value to Alexandria

Decision-Making Methodology

Scenario 3

Years 1 – 3:

- ◆ Projects identified as “Urgent” and ready for implementation remain in Years 1 – 3
- ◆ Projects identified as “Urgent” and as presenting risk that have secured a site remain in Years 1 – 3
- ◆ Required related projects (swing) remain in Years 1 – 3
- ◆ New options: funding for land or planning/design for future projects

Years 4 – 6

- ◆ Projects identified as “Urgent” and shifted from Years 1 – 3 remain in Years 4 – 6
- ◆ Projects with the highest Value to Alexandria (14+)

Years 7 – 9

- ◆ All remaining projects remain in Years 7 – 9

Decision-Making Methodology

Scenario 3

Urgent (1 - 3 Years)			Funds Available	Most Ready
ID	Project Name	\$	208,000,000.00	
C3	Fleet Building CFMP	\$	6,460,000.00	✓
C5	Health Department CFMP	\$	15,677,238.00	Site Secured
C9	New Burn Building	\$	2,140,000.00	Site Secured
S2	Swing Space	\$	22,000,000.00	✓
S3	Douglas MacArthur	\$	48,638,412.00	✓
S10	Capacity Relocatables (High School Swing)	\$	11,256,150.00	Related Project
New Options to Consider:				
N1	Land for future projects	\$	10,000,000.00	
N2	Planning and design for future projects	\$	5,000,000.00	
		Total \$	121,171,800.00	
		Sources Minus Uses \$	86,828,200.00	

Somewhat Urgent (4 - 6 Years)			Funds Available	Most Ready	Value to Alexandria
ID	Project Name	\$	201,000,000.00		
C6	Fire Station 205 (Cameron Street)	\$	11,273,000.00		16
C7	Fire Station 206 (Seminary Rd)	\$	11,528,000.00		16
C8	Fire Station 207 (Duke Street)	\$	18,200,000.00		6
C13	Witter/Wheeler - City Vehicle Washing Facility	\$	4,100,000.00		
C16	Indoor Firing Range	\$	15,625,000.00		
S4	George Mason Park Kelly	\$	40,880,585.00		
S8	Elementary School	\$	10,034,237.00		14
S9	High School Capacity	\$	18,536,000.00		14
New Options to Consider:					
N1	Land for future projects	\$	10,000,000.00		
N2	Planning and design for future projects	\$	5,000,000.00		
		Total \$	272,778,130.00		
		Sources Minus Uses \$	(71,778,130.00)		

Not Urgent (7 - 9 Years)			Funds Available	Value to Alexandria
ID	Project Name	\$	130,000,000.00	
C1	City Hall Renovation and HVAC Replacement	\$	34,775,000.00	13
C2	Market Square Plaza and Garage Structural Repairs	\$	6,500,000.00	12
C4	Gadsby's Tavern Renovation	\$	6,800,000.00	9
C10	Old Town Pool Renovations	\$	5,500,000.00	9
C11	Chinquapin Aquatics Center (50 Meter Pool)	\$	16,350,000.00	9
C12	Salt Storage Facility	\$	5,500,000.00	11
C14	Witter/Wheeler - Reconfiguration of 3200	\$	4,300,000.00	12
C15	Witter/Wheeler - Impound Lot Capacity Expansion	\$	15,700,000.00	9
S1	Pre-K Center	\$	27,594,395.00	
S7	Matthew Maury	\$	6,067,601.00	13
S8	New Middle School	\$	54,242,547.00	13
S11	Gym Addition to the New West End Elementary School	\$	3,024,000.00	11
S12	Transportation Facility	\$	6,100,000.00	12
		Total \$	192,453,543.00	
		Sources Minus Uses \$	(62,453,543.00)	

- ◆ Projects are not prioritized
- ◆ Timeframes are not balanced
 - ◆ Years 1 - 3: \$87M unallocated funds
 - ◆ Years 4 - 6: \$72M shortage, funds over-allocated
 - ◆ Years 7 - 9: \$62M shortage, funds over-allocated
- ◆ Logistical Considerations: fire stations clustered, projects with greatest risk in 7 - 9 years timeframe, related projects (Witter/Wheeler Campus)

Draft Criteria & Methodology

Discussion

- ◆ What are your thoughts on the methodology used in each scenario?
- ◆ What sequence of methodology would you like to see to develop a baseline scenario?
- ◆ Are there other criteria that should be included?
- ◆ What projects would you like to discuss further?

Wrap-Up & Next Steps

Lynn Hampton, Chair





**Ad Hoc Joint City-Schools Facility
Investment Task Force**

Alexandria, VA

June 2017 - December 2017