



MEETING SUMMARY

Ad Hoc Joint City-Schools Facility Investment Task Force

Thursday, September 7, 2017 | 9:00 – 11:00 am

City Hall – Sister Cities Conference Room

1 Task Force Members Present

- Lynn Hampton, Chair
- Elliott Branch
- Micheline Castan-Smith
- Marshall Cook
- Dwight Dunton
- Amy Lui
- Dave Millard

2 COA and ACPS Project Staff

- Carrie Beach, Division Chief, Neighborhood Planning and Community Development
- Katherine Carraway, Urban Planner, Department of Planning and Zoning
- Jeremy McPike, Director, Department of General Services
- Morgan Routt, Director, Office of Management and Budget
- Arthur Wicks, Budget/Management Analyst, Office of Management and Budget
- Dr. Lois Berlin, Superintendent, Alexandria City Public Schools
- Mike Herbstman, Chief Financial Officer, Alexandria City Public Schools
- Erika Gulick, Facilities Planner / GIS Specialist, Alexandria City Public Schools

3 Consultants

- Beth Penfield, Brailsford and Dunlavey
- Brian Hanlon, Brailsford and Dunlavey
- Cassia Sookhoo, Brailsford and Dunlavey

4 Review of Meeting Agenda and Objectives

- Lynn Hampton, Chair, made introductory remarks and reviewed goals of this meeting.

5 Community Comment Period

- No community members provided written or verbal comments to the subcommittee.

6 Facility Tours Follow Up

- Several Task Force members expressed their appreciation for staff setting up and facilitating the facility tours and made general observations.

7 Subcommittee Updates

- Elliot Branch, Capital Planning Subcommittee Chair, summarized the first subcommittee meeting. He stated that each subcommittee member defined their measure of success for the process. The subcommittee hopes to identify roles and responsibilities for project staff, help the City and ACPS create a more transparent process, and manage expectations for all project stakeholders. The subcommittee intends to meet during the week between full Joint Task Force meetings.
- Dave Millard, Alternative Delivery Methods Subcommittee member, summarized the first subcommittee meeting. He stated that the subcommittee has requested staff to identify City-owned properties and create a map displaying their proximity to projects in the CIP. He informed the Joint Task Force that the Alexandria Economic Development Partnership will be present at the next subcommittee meeting. The subcommittee intends to meet on the mornings prior to each Joint Task Force meeting.
- Amy Liu, Facility Maintenance and Operations Subcommittee Chair, informed the Joint Task Force of their first scheduled subcommittee meeting on September 18. Beth Penfield, Brailsford and Dunlavey, added that the firm A2 has been engaged to understand and analyze work orders and processes for this subcommittee.

8 Review and Discussion of Preliminary Application of Draft Criteria

- Ms. Hampton informed the Joint Task Force that the next few meetings will focus on criteria and developing a Capital Improvement Plan (“CIP”) to be recommended to City Council and the community in October. The goal is to create a methodology for decision-making with regard to CIP projects.
- Ms. Penfield clarified that the Alternative Delivery Methods Subcommittee will make recommendations for which projects in the CIP should consider colocation.
- Mr. Branch indicated his desire for a criterion that looks at the level of maturity and exposure of a project. He believes that more mature projects expose the City to less risk, which should be used in the criteria.
- Ms. Penfield summarized the Joint Task Force’s interaction with the criteria thus far in the process. She indicated that City and ACPS staff have been busy throughout the summer collecting and compiling project information, which will continue to be refined to create a decision-making methodology.
- Ms. Penfield indicated that the goal of the Joint Task Force meeting is to optimize the CIP with projects that provide the best value. In order to achieve an optimized CIP, a tool is in development to assist with decision-making. It will analyze the following criteria, as previously discussed by the Joint Task Force:
 - Step 1 Need and relative urgency: this step in the methodology puts a face to the project.
 - Step 2 Project readiness: this step in the methodology determines how far the planning process has advanced. Does the project require land, have an updated budget, have clear scope, analyze alternatives, etc.

- Step 3 Demonstration of value to Alexandria: Does the project align with the strategic plan? Are there consequences to delaying the project? What impacts will residents feel?
- The Joint Task Force provided comments and input on criteria and how to apply each. Mr. Branch asked why value to the City comes after the need. It was agreed that need must go first in order to ensure public safety and maintain compliance with regulations. Ms. Hampton noted that the Joint Task Force should develop a process for emergency changes to the CIP.
- Ms. Penfield facilitated a discussion about criteria using a whiteboard exercise to show how criteria will be triangulated to help making decisions about prioritizing projects. Joint Task Force members provided input about criteria and how it should be applied.
 - For Step 1, the Joint Task Force recommended development of planning strategies concerning the following:
 - Interim measures if urgency timeframe cannot be met
 - Develop a coordinated plan for the identification and acquisition of land that is strategic and opportunistic
 - Consider the impact on the portfolio of delaying a project (life safety, required facility adjustment, increase in operating and capital costs)
 - Implement required projects together
 - Implement a plan that addresses school overcrowding over time
 - Implement an optimal swing approach when uses need to be displaced during construction (city & schools)
 - Incorporate emergencies or high value projects if/when brought to light
 - For step 2, the Joint Task Force recommended the following criteria be considered in order to determine which projects are the most ready for implementation. Swing space was determined to be a very important issue for both City and ACPS projects. The Joint Task Force will continue to consider how to optimize swing space.
 - Rights to develop land
 - Pre-design activities (i.e. feasibility study)
 - Alternatives have been analyzed (costs/benefits & pro's/con's)
 - Public engagement
 - Budget informed by costs (independent, fresh)
 - If needed – swing identified (schools or city)
 - For step 3, the Joint Task Force discussed how to determine which projects provide the most and best value to the residents of Alexandria. The following criteria were discussed as important to define:
 - Alignment with Strategic Plans
 - Other planning priorities
 - Operating efficiency
 - Determine the opportunity cost and impact to service using the following categories:
 - Critical to City Safety – fire stations, police

- Required Service to Residents – schools
- Essential to City Operations – salt facility, firing range, transportation
- Amenity to Residents – recreation, library
- Additionally, the Joint Task Force noted it will be important to understand the impact projects have on the entire portfolio.
- Ms. Penfield noted that a cover memo will accompany the CIP recommended by the Joint Task Force that outlines all considerations and assumptions for developing the CIP. The Joint Task Force will identify a method for evaluating projects so the City has a roadmap moving forward.
- Task Force members indicated that they would like to see additional public engagement for some of the CIP projects.
- During discussions, the Joint Task Force requested the following additional information:
 - List of required projects
 - List of projects that need swing
 - List of all schools with utilization rates by facility, swing approach matrix needed
 - List of projects that would need changes to or a new scope if FAR or other zoning were relaxed

9 Wrap Up & Next Steps

- The next Joint Task Force meeting will explore how the criteria apply to each project. The CIP will be refined over the coming weeks by the Joint Task Force. The CIP is a living document that must be refined over time as projects are budgeted, planned, and implemented. It is anticipated that a draft CIP will be presented to City Council in October. Prior to the next meeting, subcommittees will begin development of presentations of their subject matter.
- The next Joint Task Force meeting is scheduled for Thursday, September 21. Ms. Hampton concluded the meeting.