

Joint Task Force

Meeting #8 | November 16, 2017



Ad Hoc Joint City-Schools Facility Investment Task Force

Agenda

- **Welcome & Agenda**
- **Community Comments**
- **Subcommittee Updates**
- **Discussion of Deliverable 2**
- **M&O Subcommittee Recommendations**
- **Wrap Up & Next Steps**

Joint Task Force

Review of Charge (Resolution No. 2775)

1. Discuss and provide guidance to City Council with regards to providing recommendations to help frame the CIP for FY2019-2028 and beyond.
2. **Assist in development of a report that shall include comments and recommendations that will:**
 - Develop and recommend a long-range CIP with prioritization of City and School facilities utilizing identified available funding
 - Determine opportunities for joint facility / site / colocation
 - Review and recommend municipal facility planning and civic engagement principles, standards, and practices
 - Review and recommend alternative capital project delivery methods and project management structures
 - Review and recommend governance of capital planning and project delivery
 - Review and recommend asset management practices



Subcommittee Updates

Elliott Branch, Capital Planning & Implementation

Mignon Anthony, Alternative Project Delivery Methods

Subcommittee Updates

Subcommittee Chairs

- ◆ Capital Planning & Implementation
 - ◆ Meeting #5 held 11/6
 - ◆ Meeting #6 scheduled 11/20
- ◆ Alternative Project Delivery Methods
 - ◆ Meeting #6 held 11/16
 - ◆ Meeting #7 scheduled 11/30
- ◆ Facility Maintenance & Operations *(for later discussion)*
 - ◆ Meeting #4 held 11/13
 - ◆ Meeting #5 scheduled 11/27

The background of the slide features a photograph of a multi-story brick building with several windows. A large, semi-transparent red triangle is overlaid on the right side of the image, pointing towards the top right corner. The left side of the slide is white.

Deliverable 2

Discussion

Beth Penfield, Brailsford and Dunlavey

Kayla Anthony, Brailsford and Dunlavey

Deliverable 2

Discussion

a) Subcommittee Report Outs

- Today: Presentation of recommendations by Maintenance & Operations
- 11/30: Presentation of recommendations by Capital Planning and Alternative Delivery Methods
- 12/14: Review Draft & Discuss Prioritization and Timeframes of Recommendations

b) Broader Memo

- Overview: Meetings, Discovery, Current State, etc.
- Key Themes
- Actionable Recommendations
- Considerations:
 - Fiscal impacts of recommendations
 - Priorities and timeframes for recommendations

Deliverable 2

Key Themes to Date – Draft for Discussion

a) Culture Change

- Capabilities vs. Projects
- Distilled strategic vision
- Transparency and clarity
- Joint leadership
- Optimal resources and timeframes to analyze alternatives
- Others?

a) Procedural Changes to Implement Culture Change

- Formalize joint planning
- Identify a champion
- Joint Facilities Master Plan
- Explore optimal levels of staff – M&O, planning, implementation
- Others?

Maintenance and Operations Subcommittee Recommendations

Amy Liu, Subcommittee Chair

Maintenance and Operations

Purpose of Subcommittee

1. Discuss and provide guidance to City Council with regards to providing recommendations to help frame the CIP for FY2019-2028 and beyond
2. Assist in development of a report that shall include comments and recommendations that will:
 - Develop and recommend a long-range CIP with prioritization of City and School facilities utilizing identified available funding
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 - Review and recommend governance of capital planning and project delivery
 - **Review and recommend asset management practices**

Maintenance and Operations

Subcommittee Meetings

- ◆ **Meeting #1 September 18, 2017**
 - ◆ Introductions, overview, and goals
 - ◆ Facility M&O best practices
 - ◆ Discussion of current M&O practices and processes
- ◆ **Meeting #2 October 16, 2017**
 - ◆ Update and key takeaways from Discovery Phase (A2)
- ◆ **Meeting #3 October 30, 2017**
 - ◆ Review of procurement practices and processes
 - ◆ Update on Facility Reviews
 - ◆ Draft recommendations
- ◆ **Meeting #4 November 13, 2017**
 - ◆ Formalize recommendations
 - ◆ Review memo outline and prepare for Joint Task Force meeting
- ◆ **Meeting #5 November 27, 2017 *(scheduled)***
 - ◆ Work session to review and refine memo



Maintenance and Operations

Goals of Subcommittee

Task Force goals for this process:

1. Extend the lifecycle of new buildings – include new opportunities, pilots, investments, technologies to manage new portfolio
2. Enhance the performance of existing buildings - create a framework that will move away from a reactive culture
3. Address cost-efficiencies, fiduciary responsibility, maintaining investments – underinvesting is irresponsible
4. Align processes to the extent possible (City, ACPS, AFD) so they can inform budget cycles

Maintenance and Operations

Discovery Phase

1. Introductory and Deep Dive Interviews (2 meetings per)

- Department of General Services (DGS)
- Alexandria City Public Schools (ACPS)
- Alexandria Fire Department (AFD)

2. Data and Documentation

- Facility profiles
- Listing of all mechanical, electrical, and plumbing (MEP) within selected facilities
- Facility condition assessment (FCA)
- Ongoing preventative maintenance (PM)

3. Facility Assessments & Operational Reviews

- A2 performed cursory reviews of the following facilities:
 - **ACPS** – Cora Kelly ES – October 11, 2017
 - **AFD** – Fire Station 8 – September 27, 2017
 - **DGS** – City Hall – October 12, 2017; City Public Safety Center – October 19, 2017



Maintenance and Operations

Key Takeaways (see handout for examples):

1. All three entities have an implemented PM systems but standardization and effectiveness can be improved.
2. PM is accomplished in various ways but resources (direct & indirect) are limited.
3. Overall PM systems are reactive with minimal ability to be proactive in providing “capital resource” decisions.
4. Procurement rules limit and underestimate PM needs.
5. Pre/Post construction coordination efforts need improvement.
6. FCA/FCI process requires review and modifications to scope of work and review of in-process and end product(s).



Maintenance and Operations

Recommendations

Theme: Inform future operating and capital budget planning decisions with asset data that considers the lifetime cost of ownership.

Recommendations (see handout for detail):

1. Implement and maintain a supporting computerized maintenance management system/software (CMMS) for all assets and consider establishing DGS as the owner of all data.
2. Develop, implement, and regularly update design specifications and standards that meet lifecycle goals and objectives.
3. Formally link asset data with the capital improvement planning process.
4. Improve the capital project close-out process to ensure a seamless transition to operations and maintenance.
5. Explore shared service agreement opportunities and new methods for procurement.
6. Study optimal staffing levels and structure and the approach to implement Preventive Maintenance (PM) and support work order requests.

Maintenance and Operations

Discussion

- Questions and/or comments
- Additional emphasis
- Weaving into broader Joint Task Force recommendations

Wrap-Up & Next Steps

Lynn Hampton, Chair



Upcoming meetings

- Nov 20 - Capital Planning & Implementation Subcommittee
- Nov 27 - Facility Maintenance & Operations Subcommittee
- Nov 30 - Alternative Project Delivery Methods
- Nov 30 – Joint Task Force Meeting



Ad Hoc Joint City-Schools Facility
Investment Task Force

Alexandria, VA

June 2017 – December 2017