Capital Project Planning & Implementation Subcommittee

Subcommittee Meeting #2 September 25, 2017





Welcome / Meeting Agenda and Objectives

Elliot Branch, Subcommittee Chair



Joint Task Force

Review of Charge (Resolution No. 2775)

- **1.** Discuss and provide guidance to City Council with regard 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

Community Comments



Meeting #1 Review

Beth Penfield, Brailsford & Dunlavey Kayla Anthony, Brailsford & Dunlavey



Meeting #1

Review

- Defined a vision for success:
 - Consistency and coherence in capital planning
 - Long-term thinking beyond 3-5 year segments
 - Process for the City that is traceable from planning to design to execution and all stages in between
 - Projects delivered on schedule within budget, and scope, while also providing the proper level of benefits to residents
 - More discipline in determining how projects get onto the CIP
- Determined that analysis of project operations be considered as part of the **CIP** process
- Presentation of City and ACPS processes
- Defined the project model as identification of need through the fielding of a capability
- Discussed issues for consideration during Subcommittee meetings

Discussion of a Proposed Strategy for CIP Governance

Elliot Branch, Subcommittee Chair



CIP Governance: a Strategy for Discussion

Joint Facilities Investment Task Force Capital Project Planning & Implementation Mtg. #2 September 25, 2017

Outline

- Proposed Capability Delivery Model
- Proposed Constraints and Necessary Conditions
- Discussion Questions

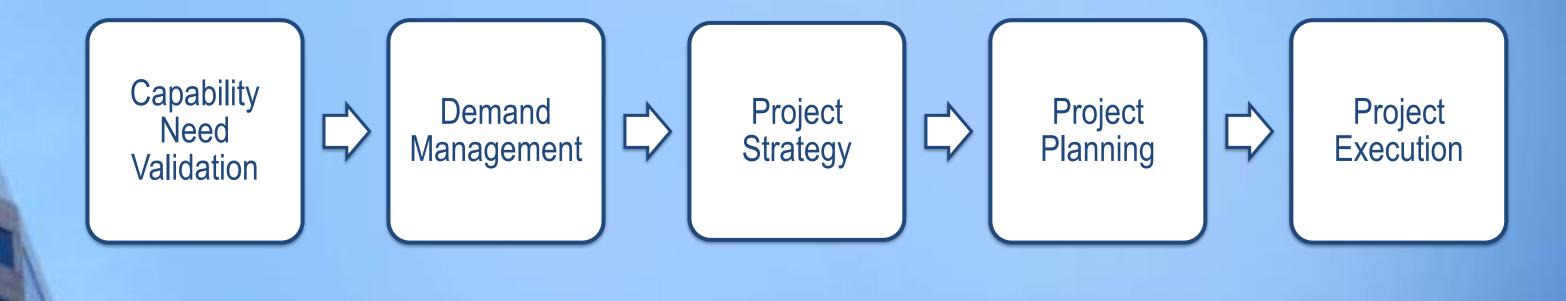
For Discussion

- Is the model relevant and appropriate? If not, how do we modify it?
- What questions should be answered and what information should be available before each stage is considered complete?
- Who should be empowered to proceed at each stage?
- How do we control funds flow to ensure that citizens get value for dollar?

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Capability Development and Delivery Framework



Capability Need Validation

 Answers the question, "In order to sustain general government and deliver citizen services, what capabilities must I have?"

Demand Management

- Answers the question, "How do I define and express the material solution that will provide a capability?"
 - Demand signal must tie to capability need, which must tie to a general government function or strategic plan
 - The answer is usually the result of a feasibility study sometimes called an analysis of alternatives
 - Beginning of stakeholder engagement
 - Budget should contain seed money for further project definition

Project Strategy Starts Defining: Who; What; When; Where; and How

- Heavy stakeholder engagement
- Time to explore private-public partnership
- Should be the first tranche of significant CIP funding

Project Planning

- Integration of the outputs from the Project Strategy stage
- Project gains increased definition
 - Scope
 - Cost
 - Schedule

 Project planning typically ends with a contract award



Project Execution

Work is monitored and controlled

Collateral work is done to deploy capability

Not all project need to start at **Capability Needs Validation** Capital Projects fall roughly into three groups Life extension of existing assets No new service capability Modernization of existing assets Additional service capability New construction Replaces existing asset; may provide additional capability New capability

Appropriate Stage of Entry is Project Dependent

Proposed Constraints and Necessary Conditions

- The amount of advance planning should be proportionate to the proposed project's scope and complexity
- Data generated by analysis should be useful to stakeholders, project managers, City Manager, and Council alike
- Process must be aligned with the annual development of the CIP
- Process must be common to the City and ACPS

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- Who should be empowered to proceed at each stage?
- How do we control funds flow to ensure that citizens get value for dollar?

Future Meeting Topics

Elliot Branch, Subcommittee Chair Beth Penfield, Brailsford & Dunlavey



Future Meeting Topics

For Discussion

- Wednesday October 11
- Monday, October 23
- Monday, November 6
- Monday, November 20
- Monday, December 4

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Ad Hoc Joint City-Schools Facility Investment Task Force

Alexandria, VA June 2017 – December 2017

