

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



The background features a photograph of a multi-story brick building with several windows, partially obscured by a large, semi-transparent red geometric overlay that cuts across the right side of the image. The sky is a clear, pale blue.

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?

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

For Discussion

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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



Ad Hoc Joint City-Schools Facility
Investment Task Force

Alexandria, VA

June 2017 – December 2017