

#	Key Observations	Recommendations	Page #	Responsible Party	Status	Progress Description
Capital Planning and Implementation Subcommittee						
1	Alexandria lacks a unified and distilled vision for the future.	We recommend Alexandria define its “Targeted New Reality” to clarify priorities for decision making when considering how best to deliver capital projects and services.	Pg. 13	City Council/School Board	In process	Through visioning sessions, the City Council and School Board have begun establishing a framework for future collaboration and decision-making which will inform the Targeted New Reality. Both bodies have participated in two visioning sessions to date, resulting in the development of joint guiding principles and prioritized decision criteria providing a common framework for future decision making. This framework was used by both bodies to discuss, evaluate and prioritize Task Force recommendations. Final reports for both sessions have been circulated and are posted online.
2	The City and ACPS have a tendency to jump to capital solutions rather than explore broader options to deliver services (“capabilities”).	We recommend the City and ACPS jointly develop and implement a ‘Capability Delivery Model’ to assist City Council and the School Board with determining how best to deliver services to the residents of Alexandria.	Pg. 14	City/ACPS CIP development staff	In process	Endorsed by City and ACPS leadership, ACPS staff have been invited to participate in the City's CIP Steering Committee meetings to work collaboratively on assessing and implementing elements of a capability delivery model to evaluate capital projects. Collaboration between City departments and ACPS on assessing capital needs, establishing the definition and criteria for required capabilities and how to measure them will need to occur prior to proposing capital budgets. Staff anticipates joint discussion beginning in spring.
3	The CIP process lacks joint City and ACPS vision, collaboration, coordination, and execution.	We recommend that a Joint Capital Management Council be formed to oversee the operation of the Capability Delivery Model and capital allocation process.	Pg. 16	City Manager and ACPS Superintendent	In process	In addition to their regular 1-1 meetings, the City Manager and ACPS Superintendent have established a standing meeting with their respective staff to discuss implementation of Task Force recommendations and other joint issues. The Task Force’s intent of this group was to review and make final determinations on proposed budgets after staff have collaboratively applied a capability delivery model and developed a preliminary prioritization of funds. As noted above (#2), ACPS staff have been invited to participate in the City's CIP Steering Committee meetings to begin discussing and defining elements of a model to incorporate in CIP development.
4	The CIP process provides a fragmented view of capital needs citywide.	We recommend the City and ACPS develop long-term Joint Facilities Master Plan to provide a comprehensive, integrated, citywide view of Alexandria’s capital needs.	Pg. 17	City: Planning & Zoning, Department of General Services, Procurement ACPS: Operations.	In process	Funds were allocated in both the City’s and ACPS’s CIP to conduct a Joint Facilities Master Plan. During the 2nd visioning session, City Council and School Board participants prioritized the development of this Plan as being most urgently needed. Staff collaboratively drafted a joint RFP which is due to be issued on March 25, 2019. The timeline for the planning process is anticipated to be 18 months from notice to proceed.
5	The current budget cycle lacks sufficient time to deliberate on capital needs and proposed project solutions.	We recommend that the City and ACPS consider revising the budget calendar to decouple the annual operating and annual capital budgeting cycles in order to provide adequate time and resources to review, engage, and make capital decisions.	Pg. 19	City/ACPS CIP Development Staff	Complete	City and ACPS staff drafted and submitted to the Subcommittee a proposal with three options to address this recommendation. Staff recommended Option C which would provide more time for City Council to consider CIP issues in the fall, outside of the operating budget process, while maintaining the current CIP schedules for ACPS and the City. Option C adds a series of City Council worksessions in the fall to focus specifically on the CIP, including a joint City Council-School Board work session.
6	The 10-year duration of the CIP makes it challenging to provide the same rigor of analysis for all projects, apply prioritization criteria equitably and clearly, and manage expectations cycle to cycle.	We recommend that City Council consider changing the way it reflects projects within the CIP. When a certain level of rigor is met, individual projects and their associated funding amounts should be identified. However, when project assumptions are more speculative, projects should be reflected within contingency accounts so that expectations can be more adequately managed.	Pg. 20	City/ACPS CIP Development Staff	Early brainstorming	As recommended by the Task Force, a contingency fund for major capital projects was included in the FY2019-2028 CIP. The intent is for projects that are more speculative be reflected within this account. With established elements of a capability delivery model, CIP development staff can better determine the readiness of projects and more accurately reflect them within the CIP. As the model identifies those projects that are increasingly ready to proceed and whose cost and schedule estimates become firmer, the CIP can be adjusted accordingly, setting realistic expectations for project implementation.
7	Implementation practices largely focus on the management of individual projects rather than as programs within a citywide portfolio, therefore limiting the yield of benefits that standardization and interconnectivity could provide.	We recommend the City and ACPS employ “best in class” project, program, and portfolio management practices to maximize the return on investments and meet strategic objectives.	Pg. 20	City Department of General Services, Alexandria Fire Department and ACPS Operations staff, City/ACPS Procurement staff	Early brainstorming	City and ACPS staff are planning to jointly develop a standardized process for managing the citywide portfolio. In addition to working on the Joint Facilities Master Plan RFP, ACPS and City Procurement staff have been working toward developing criteria that meet the needs of both entities so that future contracts may be shared.

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Alternative Delivery Methods Subcommittee						
8	Traditional practices, a 'business as usual' culture, and 'silos' within our city have stifled innovation, which we believe has resulted in missed opportunities for high-impact solutions for designing and delivering citywide capabilities and projects.	We recommend that leadership proactively challenge traditional practices and methods for capital project and service delivery by exploring new best practices to keep Alexandria competitive and attractive to potential partners and developers. This includes embracing opportunities such as public private partnerships, joint use, co-location, shared municipal services, adaptive reuse, and others as identified.	Pg. 28	City and ACPS Leadership to develop; all departments to implement	In process	As part of the FY 2019 City budget, a new public-private partnership (P3) position in the City Manager's Office was proposed to facilitate future public-private partnerships. This position would, among other duties, actively research and help implement alternative delivery solutions. Breadth of responsibilities would include collaborating with other agencies (P&Z, ACPS, AEDP, Procurement, etc.) and bringing their expertise to the table to help review, develop, negotiate and implement P3 operating and capital projects. City Council subsequently requested additional information about this position. In December of 2018, the City Manager brought back the requested information to City Council and Council approved adding this new P3 position to the City Manager's Office. Additionally, as part of the connected high school network currently being explored by ACPS, a real estate development firm will be used to explore public private partnership options to build capacity and potential partnerships in curriculum development, such as for hospital and health sciences.
9	Creative and innovative solutions that have occurred are a result of ad hoc and reactive efforts rather than a cohesive, replicable process.	We recommend a framework and process be developed so staff are empowered to pursue alternative delivery of projects in a consistent manner. In order to develop this new framework and process, initiate a pilot project to serve as a model that can be modified and expanded over time.	Pg. 29	City and ACPS Leadership	Early brainstorming	Collaborative leadership will work to develop a framework of expectations for how projects, capital and otherwise, are pursued and explored to achieve the best possible outcomes. The high school capacity project is serving as a pilot project of this process as it will be collaborative between City and ACPS departments from start to finish. The project will also define the capability of how students can best be served, and explore all options rather than assuming a specific capital project.
10	Existing city and private resources have not been consistently or adequately leveraged, which has limited the return on investment of projects to date or the ability to effectively launch new efforts.	We recommend that adequate resources be identified to support and expand citywide technical expertise so that efforts can be coordinated, informed, and executed strategically. These resources include direction and commitment from leadership, leveraging existing groups such as Alexandria Economic Development Partnership, and new staff, systems, and access to specialized consultants.	Pg. 30	City Council/School Board; City and ACPS Leadership	In process	The proposed addition of the public-private partnership (P3) position in the City Manager's Office (see #8 above) to look at these options would commit added resources to these efforts. ACPS has increasingly utilized the Alexandria Economic Development Partnership (AEDP) and will continue to do so. Continued commitment by leadership to support delivery alternatives will further the development of P3 solutions.
11	Civic engagement is critical, but should not be treated as a substitute for strong leadership by elected representatives.	We recommend leadership ensure that current civic engagement policies and practices focus on the public becoming well-informed champions of citywide issues while providing input on individual projects. Leadership must remain transparent in decision making and feel empowered to choose solutions that are best for all of Alexandria.	Pg. 32	City Council/School Board	Early brainstorming	During the 2 nd visioning session, the City Council and School Board applied jointly developed decision criteria to prioritize the Task Force recommendations. Participants ranked "Leadership is responsible for making decisions best for all Alexandrians. Civic engagement should be one component of the decision-making process" as the second most important Task Force recommendation. While participants acknowledged that community engagement and input are vital, ultimately it is the leadership that was elected to make decisions. The results of the Visioning Sessions will act as a guide for facilitating future decision making and will be important to develop further structures for enabling efficient and transparent decision making.

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Maintenance and Operations Subcommittee						
12	There is no standardization of capital asset data between the City and ACPS that would allow for a comparison of asset conditions.	We recommend the City and ACPS identify a common set of objectives and requirements for asset data for use in facilities planning, maintenance, and operations.	Pg. 40	City: Department of General Services, Fire Department, Procurement ACPS: Facilities and Procurement	In process	City and ACPS staff have recently formed an internal work group to develop objectives and execute an RFP for a Preventative Maintenance System Study. The selected 3 rd party expert will provide a series of findings and recommendations that address the following based on each entities needs: Computerized Maintenance Management System (CMMS); Facility Condition Assessment (FCA) and Software; and Project Management Software. The group is finalizing the RFP and anticipate awarding the contract in May-June 2019.
13	DGS, ACPS, and AFD have three different work order tracking systems with varying and often limited capabilities for preventive maintenance scheduling, which creates inefficiencies and lacks standard performance outcomes.	We recommend DGS, ACPS, and AFD establish a common, cost-effective approach to track and manage preventive maintenance needs, either by enhancing an existing system(s) or selecting a new system that meets the collective needs.	Pg. 42	City: Department of General Services, Fire Department, Procurement; ACPS: Facilities and Procurement	In process	See response to 12.
14	Existing staffing levels and other resources are strained and rely on vendors to inform and complete the majority of preventive maintenance work.	We recommend the City and ACPS identify optimal staffing levels, structures, and resources for maintenance and operation needs with strategies for how best to provide that capability. Seriously consider and adopt a plan to expedite deferred maintenance, similar to WMATA's SafeTrack program.	Pg. 43	City: Department of General Services, Fire Department, Procurement, Office of Management and	In process	ACPS's recent Facilities Audit also recommended some of the changes suggested by the Task Force. Some organizational structure changes are being implemented. Staff need to determine if this will be part of the Joint Facilities Master Plan, or part of a separate plan to accompany the Joint Facilities Master Plan, to outline an expedited program for deferred maintenance in alignment with major capital modernizations. ACPS's and the City's annual facility budget process would be the annual opportunity to identify needed maintenance resources, as well as determine the appropriate mix of staff and contractors.
15	There is inconsistency in the level of standards and specifications that inform project design and construction between City and ACPS, which in turn can impact maintenance and operations.	We recommend the City and ACPS develop, implement, and regularly update design guidelines and specifications and standard operating procedures that meet lifecycle goals and objectives.	Pg. 45	Department of General Services, Alexandria Fire Department, ACPS Facilities	Early brainstorming	Staff will compile an inventory of all standards and specifications. Any gaps determined and opportunities to share will be identified. Having similar or the same design standards may offer opportunities for future sharing of maintenance, design or construction contracts. This recommendation will be addressed in more detail during the development of the Joint Facilities Master Plan.
16	Procurement manages a broad and diverse workload, which creates challenges in focusing time and efforts on capital project and maintenance and operations actions.	We recommend the City and ACPS identify and implement ways to increase procurement resources and efficiencies, including the feedback loop between procurement and technical staff, expanding best value negotiation options, shared service agreement opportunities, and other new approaches for executing and coordinating procurements.	Pg. 47	City/ACPS Procurement staffs	Early brainstorming	See #7 above. City and ACPS staff intend to look for ways to maximize the efficiency of each entities' procurement staff, processes, and procurement methods in the future. Any resources needed or potential improvements through collaboration will be explored. One improvement currently being pursued is the use of the City's financial system to improve capital purchase order work flow for ACPS and minimize the impact to procurement, technical and budget staff. The internal working group continues to meet to determine how best to execute this potential improvement and identified improvements will be implemented following completion of their work.