

Joint City-Schools Facility Investment Task Force

Meeting #3 | September 7, 2017



Ad Hoc Joint City-Schools Facility Investment Task Force

Agenda

- Welcome & Meeting Objectives
- Community Comment
- Facility Tour Follow Up
- Sub-Committee Updates
- Review and Discussion of Preliminary Application
of Draft Criteria
- Wrap Up & Next Steps

Welcome & Review

Meeting Agenda & Objectives



Community Comment

10 minutes per sign up



Facility Tours

Follow Up



Sub-Committees

Updates



Sub-Committees

Update

- ◆ Capital Planning & Implementation (meeting #1 held 8/29)
- ◆ Alternative Project Delivery Methods (meeting #1 held 9/1)
- ◆ Facility Maintenance & Operations (meetings #1 scheduled for 9/18)

Draft Criteria

Review & Discussion



Draft Criteria

Discussion

Agenda:

- ◆ Review original goals & discussion
- ◆ B&D draft application observations and proposed refinements
- ◆ Discuss draft criteria and decision making methodology and tools

Draft Criteria

Discussion

Goal: Apply a 'Best Value' Approach

- ◆ Need & Relative Urgency
- ◆ Project Readiness
- ◆ Value to Alexandria

In summary, the Task Force desires to employ systems thinking and evaluate the inter-relationship between the needs a project fulfills and the goals it advances, and to what extent, so that the resulting CIP provides a portfolio of projects optimizing funds for the best value.

Draft Criteria

Discussion

Criteria	Description	Notes
Step 1: Demonstration of Need & Relative Urgency		
Life Safety / Critical Need	The project is required to address health and safety improvements. When is the project identified as needing to occur? What is the consequence of not meeting that timeframe?	Primary/Secondary/Tertiary Urgent/Somewhat Urgent/Not Urgent Consequence of delay
Required / Mandated Project	The project is required to meet legal, compliance, or regulatory mandates. When is the project identified as needing to occur by? What is the consequence of not meeting that timeframe?	Primary/Secondary/Tertiary Urgent/Somewhat Urgent/Not Urgent Consequence of delay
Facility Renewal	The project extends the useful life of an existing asset (scope could include total renovation or reconstruction to replace asset in kind). What is the remaining useful life of the asset? What is the consequence of not addressing the need by that timeframe?	Primary/Secondary/Tertiary Urgent/Somewhat Urgent/Not Urgent Consequence of delay
Functional Need / Expansion	The project provides a solution to a functional need or future demand identified during planning activities (scope could include expansion or major alteration of the existing asset or new construction). When should the need or future demand be addressed? What is the consequence of not addressing the need by that timeframe?	Primary/Secondary/Tertiary Urgent/Somewhat Urgent/Not Urgent Consequence of delay
Related to Other Project	The project relates to another project and thus implementation needs to be considered together. Does the project need to precede or occur simultaneously with the related project? What is the consequence of not addressing the need by that timeframe?	Primary/Secondary/Tertiary Urgent/Somewhat Urgent/Not Urgent Consequence of delay

Draft Criteria

Discussion

Criteria	Description	Notes
Step 2: Demonstration of Project Readiness:		
Project Plan - Schedule	Does the timeline for project implementation consider site identification, land acquisition (as appropriate), easements & other due diligence activities, public involvement, approvals, procurement, etc.?	Alignment w/ Step 1 timeframe: Yes / Somewhat / No
Project Plan - Budget	Does the project budget consider all categories of costs (hard, soft, contingencies, etc.), current market conditions, and future escalation? Was the project budget fully funded in the last CIP? Is there an update to costs needed to reflect new market conditions or new assumptions? If so, what?	Alignment w/ FY18-27 CIP: Yes / Somewhat / No Yes/No Yes/No Project Specific
Project Plan - Scope & Consideration of Alternatives	Was the scope developed in alignment with existing zoning, standards, guidelines, and other industry best practices? Have alternative project scenarios such as location, scope, phasing, future adaptability, etc. been considered and evaluated?	Yes / Somewhat / No Yes / Somewhat / No
Summary Evaluation: Ready / Somewhat ready / Not ready / Information to be learned over time		



Draft Criteria

Discussion

Criteria	Description	Notes
Demonstration of Value to Alexandria:		
Strategic Plan Alignment	Is the project aligned with the themes from the City Strategic Plan and/or the ACPS 2020 Strategic Plan? If so, what theme(s) and to what extent?	Yes / Somewhat / No
Planning Priority	Does the project advance an identified priority from an adopted plan, study, or policy? If so, identify and explain.	Yes / Somewhat / No
Operating Impact & Efficiency	Does the project seek to optimize its operating impact? If so, what is the impact and to what extent?	Yes / Somewhat / No
Consequence of Delay or Inaction	Is there a consequence of delaying or not implementing the project? If so, identify and explain.	Yes / Somewhat / No
Other Citizen Impacts as Noted	Does the project provide other benefits to Alexandria not captured above? Does the project have demonstrated and/or documented community support?	Yes / Somewhat / No

Draft Criteria

Discussion

B&D Preliminary Application Observations

- ◆ View as an iterative, decision making methodology and set of tools
- ◆ Proposed refinements:
 - ◆ Incorporate project ‘headlines’
 - ◆ Incorporate planning strategies
 - ◆ Identify projects that are the most ready
 - ◆ Categorize consequences of delay
 - ◆ Further discuss value propositions and refine

Draft Criteria

Discussion

White board exercise



STEP 1

Demonstration of Need & Relative Urgency

Identification of Planning Strategies & Project Headlines

Results of Step 1: projects are sorted into general CIP timeframes based on need and urgency, but do not have project timelines within each timeframe.

Step 1:

Urgent: Years 1 - 3		Somewhat Urgent: Years 4 - 6		Not Urgent: Years 7 - 9	
Project A	\$10	Project B	\$20		
Project C	\$25	Project D	\$5		
Project F	\$40	Project E	\$60		
Project G	\$45	Project H	\$80		
Project J	\$35	Project I	\$20		
Project M	\$20	Project K	\$85		
Project N	\$15	Project L	\$115		
Project O	\$30	Project Q	\$25		
Project P	\$45	Project R	\$5		
Project S	\$35	Project V	\$40		
Project T	\$60	Project X	\$15		
Project U	\$10				
Project V	\$20				
Project Y	\$45				
Project Z	\$5				
Project AA	\$10				
Uses:	\$450	Uses:	\$470	Uses:	\$0
Sources:	<u>\$250</u>	Sources:	<u>\$350</u>	Sources:	<u>\$250</u>
Variance:	(\$200)	Variance:	(\$120)	Variance:	\$250

Incorporate:

- Project Headlines
- Planning Strategies

Results of Step 1: projects are sorted into general CIP timeframes based on need and urgency, but do not have project timelines within each timeframe.

Incorporate:

- Project Headlines
- Planning Strategies

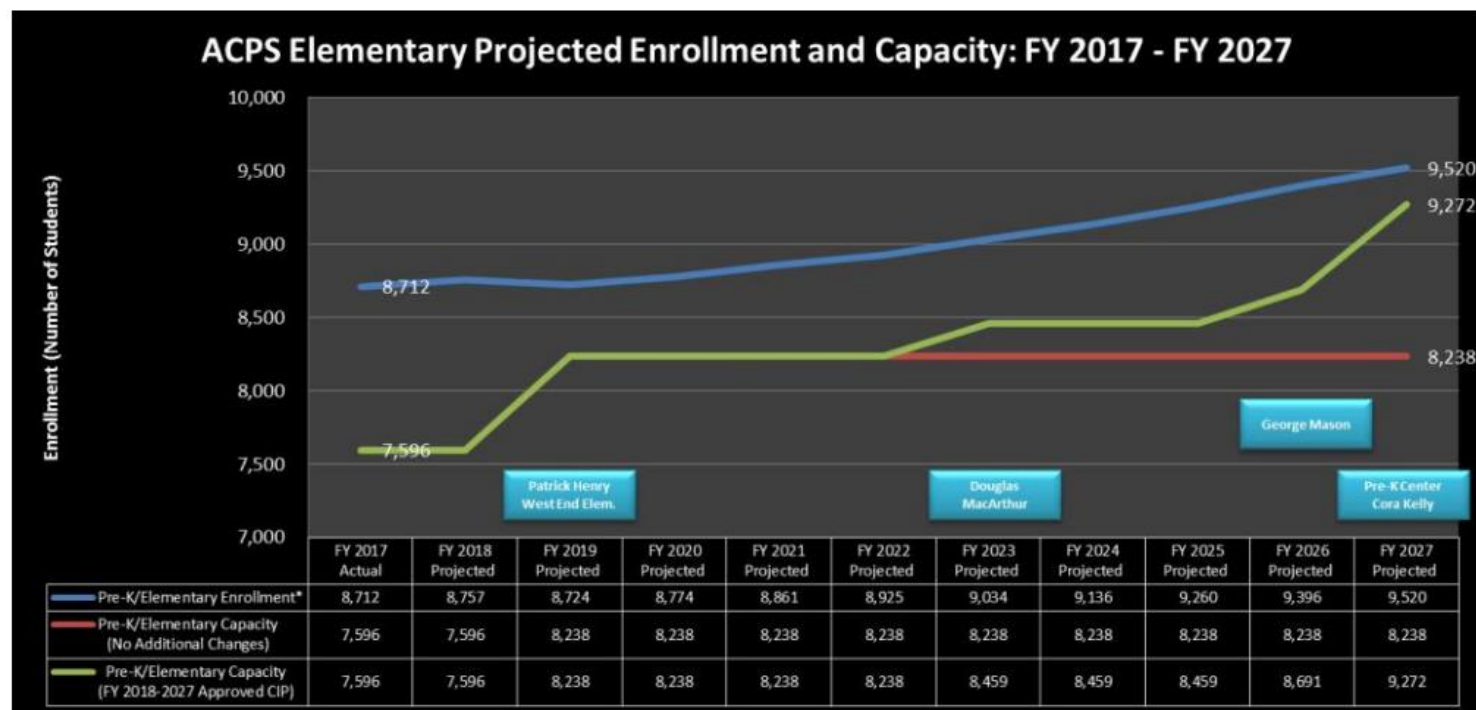
Draft Examples for Consideration:

Project Headlines:

Overcrowded & Aging Elementary School Replacement and Expansion Project on Existing Site

Planning Strategy:

Alleviate overcrowding through the implementation of consistent school projects that expand capacity over time



STEP 2

Demonstration of Project Readiness

Results of Step 2: of the projects in the 'Urgent' category, who is the most ready to launch?

Step 2:

Urgent: Years 1 - 3		Somewhat Urgent: Years 4 - 6		Not Urgent: Years 7 - 9	
Project A	\$10	Project B	\$20		
Project C	\$25	Project D	\$5		
Project F	\$40	Project E	\$60		
Project G	\$45	Project H	\$80		
Project J	\$35	Project I	\$20		
Project M	\$20	Project K	\$85		
Project N	\$15	Project L	\$115		
★ Project O	\$30	Project Q	\$25		
Project P	\$45	Project R	\$5		
Project S	\$35	Project V	\$40		
Project T	\$60	Project X	\$15		
★ Project U	\$10				
Project V	\$20				
Project Y	\$45				
Project Z	\$5				
★ Project AA	\$10				
Uses:	\$450	Uses:	\$470	Uses:	\$0
Sources:	<u>\$250</u>	Sources:	<u>\$350</u>	Sources:	<u>\$250</u>
Variance:	(\$200)	Variance:	(\$120)	Variance:	\$250

Identify what projects are “Most Ready” ★

Potential indicators:

- Have a site secured
- Planning & pre-design activities underway
- Informed budgets by costs
- Alternatives have been analyzed
- Other?

\$'s in \$1,000,000

STEP 3

Demonstration of Value to Alexandria

Draft Criteria:

- Strategic Plan
- Planning Priority
- Operational Impact
- **Consequence of Delay**
- Other Benefits

Step 3:

Each project's 'Value' is rated as described in the criteria (1 being low and 10 being high) as context for decision making during balancing efforts.

Urgent		Value Score		Somewhat Urgent		Value Score		Not Urgent		Value Score	
Project A	\$10		10	Project B	\$20		5	= Most Ready			
Project C	\$25		1	Project D	\$5		4				
Project F	\$40		5	Project E	\$60		8				
Project G	\$45		8	Project H	\$80		7				
Project J	\$35		4	Project I	\$20		2				
Project M	\$20		2	Project K	\$85		6				
Project N	\$15		1	Project L	\$115		5				
★ Project O	\$30		5	Project Q	\$25		2				
Project P	\$45		2	Project R	\$5		2				
Project S	\$35		9	Project V	\$40		6				
Project T	\$60		6	Project X	\$15		5				
★ Project U	\$10		10								
Project V	\$20		5								
Project Y	\$45		2								
Project Z	\$5		6								
★ Project AA	\$10		3								
Uses:	\$450			Uses:	\$470			Uses:	\$0		
Sources:	<u>\$250</u>			Sources:	<u>\$350</u>			Sources:	<u>\$250</u>		
Variance:	(\$200)			Variance:	(\$120)			Variance:	\$250		

\$'s in \$1,000,000

Step 4:

Conduct a balancing exercise, adjusting projects to the right to meeting funding levels according to Strategies, Urgency, Readiness, and Value

Urgent		Value Score		Somewhat Urgent		Value Score		Not Urgent		Value Score	
Project A	\$10		10	Project C	\$25		1	Project B	\$20		5
Project F	\$40		5	Project P	\$45		2	Project I	\$20		2
Project G	\$45		8	Project M	\$20		1	Project D	\$5		4
Project J	\$35		4	Project N	\$15		1	Project K	\$85		6
★ Project O	\$30		5	Project Y	\$45		2	Project L	\$115		5
Project S	\$35		9	Project T	\$60		6	Project C	\$25		2
★ Project U	\$10		10	Project E	\$60		8	Project R	\$5		2
Project V	\$20		5	Project H	\$80		7	Project V	\$40		6
Project Z	\$5		6					Project X	\$15		5
★ Project AA	\$10		3								
Uses:	\$240			Uses:	\$350			Uses:	\$330		
Sources:	<u>\$250</u>			Sources:	<u>\$350</u>			Sources:	<u>\$250</u>		
Variance:	\$10			Variance:	\$0			Variance:	(\$80)		

Are schools distributed?
 Land identification and acquisition?

\$'s in \$1,000,000

Draft Criteria

Discussion

B&D Preliminary Application Observations

- ◆ What are your thoughts on the proposed refinements?
 - ◆ Incorporate project ‘headlines’
 - ◆ Incorporate planning strategies
 - ◆ Identify projects that are the most ready
 - ◆ Categorize consequences of delay
 - ◆ Further discuss value propositions and refine
- ◆ Are there other criteria that should be included?
- ◆ What projects would you like to discuss further?



Ad Hoc Joint City-Schools Facility
Investment Task Force

Alexandria, VA

June 2017 – December 2017