



Ad Hoc Joint City-Schools Facility Investment Task Force

Alternative Development Methods Subcommittee

Memo Outline – DRAFT

- I. Introduction & Overview
 - a. Focus / charge
 - b. Subcommittee members
 - c. Meetings (date and agenda topic)
- II. Executive Summary of Findings & Recommendations
- III. Current State:
 - a. Statutory Environment
 - i. City
 - ii. ACPS
 - b. Current Examples
 - i. Fire Station
 - ii. Co-locations RPCA and Schools
 - iii. Others
 - iv.
- IV. Themes / Major Discussion Points (aka subcommittee's vision for success)
 - a. *Statement: did not have an 'audit' performed like M&O where staff and current processes and practices were interviewed and explored in detail*
 - b. A comprehensive culture shift is required among leadership and staff that embraces:
 - i. A common, distilled strategic vision
 - ii. That there will be an evolution of the Alexandria landscape that still protects its core 'DNA'
 - iii. A joint proactive and formalized planning across City and Schools that first considers alternatives to traditional capital projects
 - iv. A political commitment to joint planning and creativity in the analysis of alternatives and project strategies
 - v. The appropriate balance of community engagement, staff expertise, leadership, and elected bodies
 - vi. Opportunities and the value that taking risks may provide; recognizing that striving for perfection may not ultimately provide the best value
 - c. Alternative delivery processes supporting this culture shift should be developed and implemented. These processes should:
 - i. Identify and empower a dynamic champion that takes ownership of the process and has credibility among elected bodies
 - ii. Identify and provide the optimal resources and timeframe to analyze alternatives

- iii. Identify the means and methods for regularly and consistently collaborating with other partners such as economic development and businesses
- iv. Outline planning and project decision rights and information flow should be transparent and clear (*same as Capital Planning*)
- d. Overall, these cultural and structural improvements to project planning should support innovation in the delivery of projects that strive for best value.
- e. *Other observations: DRAFT*
 - i. *Engagement – managing expectations*

V. Actionable Recommendations

- a. Adopt a **Joint Resolution** that formalizes the intentions of joint planning and seeking out alternatives to traditional planning and delivery of projects.
- b. Develop a common, **distilled strategic vision** that embodies the concept of the Capabilities Service Model and answers questions such as:
 - i. What are the current / existing conditions in Alexandria?
 - ii. What do we want the future Alexandria to be?
 - iii. How do we position the City to move forward to that future?
- c. To help bring focus to the distilled vision and priorities of this effort, develop a **strategic communication and engagement plan** that directly supports its desired outcomes. Tasks in support could include:
 - i. Streamline and realign meetings, councils, and work groups across the City and Schools.
 - ii. Determine purpose of meetings and how to be more efficient with staff time and community engagement.
 - iii. Develop strategy and create a forum for stakeholder & community engagement
 - 1. Create process transparency with active outreach
 - 2. Manage expectations by outlining level and timing of participation
- d. Establish **interdisciplinary, decision-making, working, and/or advisory bodies** that will implement a transparent, collaborative process for delivering projects via alternative methods, to include steps such as:
 - i. Identify a director or champion to establish a leader to provide executive oversight and implement strategic visioning
 - ii. Establish clear expectations and initiatives for the bodies
 - iii. Identify membership from throughout City and School agencies and departments to serve
 - iv. Identify and establish resources to support the bodies
 - v. Engage and collaborate with outside resources, including:
 - 1. AEDP
 - 2. Chamber of Commerce
 - 3. Peer municipalities for best practices

- e. Other tasks associated with the effort could include:
 - i. Development of criteria for determining if an opportunity exists for alternative delivery of a capital project.
 - ii. Outline Key Performance Indicators to score capabilities and services for projects identified as feasible for alternative delivery (what level of performance indicates a project can be successful?).
 - iii. Create a process and assign resources for alternative delivery procurement that:
 - 1. Clearly defines projects
 - 2. Utilizes a formal request process such as Request for Qualifications or Request for Proposals
 - 3. Supports the negotiation and engagement with partners for service or capability
 - 4. Oversees the agreement during implementation and outlines responsibilities between corresponding municipal department and third party for design, build, financing, operations, and maintenance
 - iv. Review and refine current supporting written agreements and develop new standardized written agreements templates that support project strategy development and negotiations such as:
 - 1. Facility design standards
 - 2. Physical parameters and guidelines for capabilities and services
 - 3. Colocation guidelines and agreements
 - 4. Financing strategies
 - f. Task Force recommends City and Schools explore alternative delivery of capital projects with immediate or near-term opportunities as identified preliminarily by the Task Force:
 - i. Projects within Facility Capital Improvement Plan
 - 1. Gadsby's Tavern
 - 2. City Hall
 - 3. Other projects as identified
 - ii. Projects not within Facility Capital Improvement Plan
 - 1. Affordable housing
 - 2. Other projects as identified
 - 3. Reference AEDP Memo as exhibit
- VI. Additional Considerations**
- a. Cost implications of recommendations – operating and capital
 - b. Timing and staging of recommendations
- VII. References and Examples**
- a. Within Alexandria:
 - i. Potomac Yard Fire Station: Case Study
 - b. Within Virginia:
 - i. Arlington County: Community Facilities Study, 2015
 - ii. Fairfax County: Comprehensive Plan with colocation
 - iii. Loudoun County: Community Facilities Study, 2015
 - c. Elsewhere:

- i. Charlotte-Mecklenburg: Joint Use Task Force / Joint Resolution endorsing colocation
- ii. Montgomery County: Facility guidelines and project definition for colocation
- iii. Boyton Beach, Florida: Public Private Partnership with third party private developer for financing and development of municipal buildings

VIII. Exhibits (to be confirmed)

- a. AEDP Memo

DRAFT