

#	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 two visioning sessions in 2018, City Council and School Board developed joint guiding principles and prioritized decision criteria providing a common framework to guide future decision making by and between both bodies. This framework was used during the sessions 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	<p>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 needs to occur prior to proposing capital budgets. Toward that end, City and ACPS staff are collaborating to formally standardize the full capital project lifecycle and a standard project management process for the planning, design, and construction of all capital projects. The aim of the effort is to develop clear standard operating procedures and responsibilities for those departments that plan, design, and deliver capital projects by utilizing and applying the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) as a foundational basis of these new Project Management standards. The PMI framework and approach is recognized internationally and sets a cross-industry standards for sound project management fundamentals. A few of the intended outcomes of the process will to establish:</p> <ul style="list-style-type: none"> - Clear process for City departments to be informed and consulted at key stages in the planning, design, and construction of any capital project - Consistent and collaborative opportunities for (interdepartmental) planning - Clear process and required deliverables for all CIP funding request development to ensuring that sufficient capital funding is requested and available for each phase of a project, - Effective and consistent reporting, communication, monitoring, and outreach components to all projects so all affected departments and parties are consulted and informed at the appropriate time in the planning and implementation process to facilitate meaningful collaboration, seek out cross-departmental efficiency, and prevent conflicts. <p>See #4. The framework being developed as part of the Joint Facilities Master Plan will incorporate elements of this process.</p>
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	Established	In addition to their regular 1-1 meetings, the City Manager and ACPS Superintendent have created a Joint Capital Management Council which holds standing meetings 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), City and ACPS staff have been begun developing a project management process to address capital project planning.
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, Procurement	In process	<p>During their 2nd visioning session in 2018, City Council and School Board participants prioritized the development of Joint Facilities Master Plan as being most urgently needed. A joint RFP was issued in 2019 and consultants were brought on board in the fall. The community process was launched with an open house in February 2020. This 18-month planning process consists of the following key elements:</p> <ol style="list-style-type: none"> 1. Developing a framework that informs ongoing facility-related decisions, including creating guiding principles, verifying decision-making criteria, common goals and standards for capital projects. 2. Assessing Alexandria's current and future needs, including collecting, analyzing and conducting further needs assessments across City departments and ACPS. Categories of needs include physical and functional building conditions, levels and location of service and aspirational projects. 3. Applying the framework to the needs assessment, identifying project solutions and developing an implementation plan. <p>It is anticipated that the project management process described in #2 will inform the framework developed in the JFMP. Ultimately, the JFMP will work toward creative solutions and optimal use of shared and limited resources.</p> <p>A final report is anticipated for early 2021.</p>
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 City/Schools Subcommittee a proposal with three options to address this recommendation. Staff recommended an option 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. A series of City Council CIP-related worksessions were added this 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	Implemented	<p>A contingency fund for major capital projects was included the FY2019-2028 CIP to address this recommendation. The intent was that more speculative projects be reflected within this account, and adjusted accordingly in the CIP as they were increasingly ready to proceed and when cost and schedule estimates became firmer.</p> <p>The FY2021 CIP development process included a significant effort to apply a more consistent approach to cost contingencies and cost escalation for projects, based on the current level of planning/design/feasibility that has been conducted for each project. As such, funds originally placed in the contingency fund have been moved to individual projects that have followed this more consistent approach.</p>
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	In process	<p>City and ACPS staff are jointly developing standardized processes for managing the citywide portfolio. In addition to collaborating on the Joint Facilities Master Plan RFP, award and planning process that addresses the city portfolio as a whole (see #4), 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. Current examples of joint solicitations that have not been previously undertaken include Engineer of Record for Full Architectural & Engineering, Engineer of Record for Structural Engineering, Engineer of Record for Interior Design, Engineer of Record for Exterior Design, Engineer of Record for Civil Engineering, as well as joint trade solicitations for Carpentry, Painting, Mechanical & Plumbing and Electrical in the works. The joint RFPs generate a more competitive field of applicants, allow for economies of scale and help to align resources. Both City and ACPS staff jointly evaluate proposals and award contracts that will be usable by both entities.</p> <p>As described in #2, City and ACPS staff are collaborating internally to formally standardize the full capital project lifecycle and a standard project management process for the planning, design and construction of all capital projects. The aim of the effort is to develop clear standard operating procedures and responsibilities for those departments that plan, design, and deliver capital projects by utilizing and applying the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) as a foundational basis of these new Project Management standards.</p>

#	Key Observations	Recommendations	Page #	Responsible Party	Status	Progress Description
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	Both City and ACPS staff participated in work shops led by KPMG's P3 Office on public-private-partnerships to learn how to incorporate potential opportunities in CIP planning. In February 2020, the City advertised for an Assistant City Manager for Public Private Partnerships (P3) position, who will be responsible for leading the overall public private partnership (P3) initiatives for the City primarily via capital project planning and financing, leveraging of City assets and resources to implement City facility, City infrastructure, public sector and private sector projects, as well as facilitating the development and implementation of alternative service delivery strategies. The position includes assisting ACPS in developing P3 opportunities as part of its \$530 million 10-year school building and rehabilitation program which the City fund. The posting will be active until March 25. City and ACPS staff participated in work shops related to exploring options regarding colocation/innovation of sites and services between the City and ACPS. These work shops began to lay the groundwork in identifying solutions. Collective staff will continue exploring opportunities and determining parameters on innovation surrounding colocation of all public facilities through joint planning efforts, and in particular, the Joint Facilities Master Plan. The City's Procurement Office is participating in a new type of alternative project delivery for the City - Progressive Design-Build. This method follows the same process as Design-Build except it allows for an 'off ramp' from the contract if a guaranteed maximum price cannot be successfully negotiated with the awarded contractor; however, all work performed is owned by the City.
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	See #s 2, 4 and 8.
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	See #s 7 and 8.
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	In process	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.
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	In February 2020, a joint City/ACPS staff work group awarded a contract to begin work on a Preventative Maintenance System Study. The study 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. Recommendations are anticipated for May. See #2.
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 #12. A Fleet Maintenance Study has been completed. ACPS and City staff are working through the recommendations with an aim toward implementation.

#	Key Observations	Recommendations	Page #	Responsible Party	Status	Progress Description
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 Budget	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 an expedited maintenance program will be part of the Joint Facilities Master Plan, or part of a separate plan to accompany the Joint Facilities Master Plan, in alignment with major capital modernizations. ACPS's and the City's annual facility budget processes would be the annual opportunity to identify needed maintenance resources, as well as determine the appropriate mix of staff and contractors to efficiently execute the work. The City continues evaluate staffing needs for capital programs and funds positions as needed. The Department of General Services is scheduled to issue a solicitation thisyear for a staffing model consultant for facilities maintenance and CIP projects.
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	See #2. As part of the Joint Facilities Master Plan, 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.
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 continue 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.