


# City of Alexandria, Virginia

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## MEMORANDUM

**DATE:** JANUARY 23, 2020

**TO:** THE HONORABLE MEMBERS OF THE  
CITY COUNCIL / SCHOOL BOARD SUBCOMMITTEE

**FROM:** MARK B. JINKS, CITY MANAGER 

**RE:** WORKING DRAFT JOINT FACILITIES MASTER PLAN (JFMP) GUIDING  
PRINCIPLES

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Please find attached the Working Draft Joint Facilities Master Plan (JFMP) Guiding Principles. Staff is holding the first community open house on JFMP on Thursday, February 13, 2020. One of the display boards will have draft JFMP guiding principles. We'd like the Subcommittee's feedback on the themes. These principles are based on joint planning work, the Joint Task Force reports, joint visioning sessions, Strategic Plans, etc.

## The Joint Facilities Master Plan (Review Draft: January 22, 2020)

### Introduction

Once developed, the Alexandria Joint City-Schools Facilities Master Plan (JFMP) will allow elected officials and city leaders to make informed decisions about future capital investments within the City of Alexandria. The JFMP incorporates three key elements:

1. A framework to inform master planning as well as ongoing capital investment decisions;
2. A baseline understanding of facility needs and future aspirations; and
3. A roadmap to implement future investments.

During Phase 1 of the JFMP, the focus is on creating a draft of the Framework that will inform how facility needs and aspirations are compiled and synthesized into a roadmap. The JFMP consultant drafted the Framework using existing documents such as the Joint City-Schools Visioning Reports, Alexandria Strategic Plan, Draft Resolution for Colocation, Long Range Educational Facilities Plan and the City Strategic Facilities Plan, as well as from observations made during the most recent Capital Improvement Program (CIP) request process and other work sessions related to colocations and joint use.

The Framework will be refined and amended during the JFMP process to ensure its effectiveness in ongoing capital project decisions and roadmap implementation.

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### Draft Framework

The following Framework is intended to inform how the facilities baseline and the roadmap are iteratively developed during the JFMP process and what implementation strategies will ensure it is achieved.

The Framework will allow the facilities baseline and roadmap to be refreshed and refined overtime as priorities, conditions, and assumptions change.

The Framework is made up of three key components:

**Guiding Principles** – the important values and beliefs that need to be universally understood during the facility planning and capital project decision making process.

**Decision-Making Criteria** - the criteria that master planning and capital project decisions will be evaluated against to ensure our future portfolio of facilities collectively meet our needs and aspirations.

**Planning & Implementation Strategies** - the mechanisms that will operationalize and put the guiding principles and criteria into action including, but not limited to, common design goals, site suitability factors, capital project phasing and associated activities, and alternative delivery and financing considerations.

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## **Section 1: Guiding Principles**

*Guiding principles are the important values and beliefs that need to be universally understood during the facility planning and capital project decision-making process.*

### **Overview**

Guiding Principles are intended to encompass an organization's beliefs and values and guide the organization in all circumstances. They define an organization's culture so that everyone understands what is important. The JFMP Guiding Principles are intended to create a foundation for the JFMP and future planning efforts. ***What must everyone – staff, leadership, elected officials, community members, partners – understand are our important values and beliefs during the facility planning and decision-making process?***

**In draft form, the Guiding Principles are as follows:**

1. **We are One Community & One Portfolio:** Alexandria is one community with varied organizational structures, neighborhoods, and interests and the City and ACPS serve the same families. Viewing facilities as one portfolio of community assets ensures common practices are employed so that we are able to collectively meet future demand for services.
2. **Our Assets Reflect Our City's Values:** Alexandria is a vibrant, diverse community that values our history, affordable housing, sustainability, multi-modal transportation, and supporting active, thriving and healthy residents of all ages. We believe when schools thrive, the city thrives. The physical environment of the city and schools should be an expression of these values and provide equitable levels of service across the city.
3. **Optimal Use of Existing Resources is Necessary:** Alexandria is a community of growing needs operating within a constrained land area and limited public resources. Future redevelopment of existing public sites and development of new public sites must consider how land use and space can be maximized to provide the primary service for that site as well as address other citywide needs. Planning decisions must be forward thinking and maximize flexibility and adaptability of existing and future facilities.
4. **Comprehensive and Cohesive Solutions Provide Lasting Value:** Alexandria's inventory includes aging buildings that do not meet current functional needs. Holistic, long-term solutions that consider the full life cycle of buildings and potential future uses should drive planning decisions, including program-level planning that synthesizes interrelated needs.
5. **Our Benchmark is Best-in-Class Project Delivery & Asset Management:** Alexandria has talented staff, an engaged community and access to a diverse business base. These resources must be combined and leveraged to inform project planning and operations that ultimately deliver creative, collaborative, smart and effective solutions. This includes judicious consideration of alternative methods, proactive asset maintenance and renewal planning, best-in-class project management processes and overall a philosophy that manages urgency and risk when sequencing projects.