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Alexandria City Council and Alexandria City School Board Vision Session 2

September 20, 2018

AGENDA

- Introductions and Review
- Review Decision Criteria
- Prioritize Task Force Recommendations
- Tactics and Next Steps

INTRODUCTION

On May 19th, 2018, Alexandria City Council (Alexandria) and Alexandria City Public Schools (ACPS) School Board engaged OPX to help determine how the two bodies can collaborate more effectively and develop a decision-making guide that will help define a shared strategic vision for the future of Alexandria and ACPS. The Vision Session was held in response to the first of the Ad-Hoc Joint City-Schools Facilities Investment Task Force's observations and recommendations:

Observation: Alexandria lacks a unified and distilled vision for the future.

Recommendation: We [the Task Force] recommend Alexandria define its "Targeted New Reality" to clarify priorities for decision-making when considering how best to deliver capital projects and services.

OPX conducted a brainstorming-style Vision Session aimed at aligning, prioritizing, and better understanding Alexandria and ACPS's existing Resources and Obstacles, big-picture Values and Guiding Principles, and Decision Criteria (see Vision Session Report for full summary of the engagement). During the session, participants explored important considerations around which to build agreement and developed a document to structure and guide new collaborative efforts

and assess future initiatives and tactics, such as the Task Force Recommendations and the Joint Facilities Master Plan.

The goal of the second Vision Session is to allow the two bodies to further explore and define the Task Force Recommendations, develop supplemental tactics and define the specific areas that they will address to achieve overall strategic intent. We will complete the Comparative Evaluation Matrix, using the Decision Criteria from the first Vision Session, to score and prioritize future initiatives and tactics.

Goals

- Prioritize Task Force Recommendations
- Develop and/or assess tactics to address Task Force Recommendations
- How to use the Decision Criteria in the future

DECISION CRITERIA

In the first Vision Session, the Decision Criteria exercise provided a framework for assessing and selecting future decision alternatives. It served as an opportunity to define the most important criteria, discuss the merits of each, and prioritize them. When faced with ideas and concepts that have competing priorities, the criteria determined in this exercise will guide the decisions for Alexandria and ACPS. The list below is the prioritized list of Decision Criteria participants ranked in the first Vision Session

- | | |
|----------------------|-------------------------------|
| 1. Urgency/priority | 5. Return on investment |
| 2. Cost | 6. Risk |
| 3. Mission alignment | 7. Flexibility/resiliency |
| 4. Complete analysis | 8. Community engagement/input |

STRATEGY AND TACTICAL SCORECARD

We will use these Decision Criteria to develop a chart like the one below to help score and prioritize future initiatives and tactics. As an example, the fourth Task Force Recommendation states, "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." Using a point, check, or other rating system, this recommendation can be plugged into the Evaluation Matrix (below) and assessed against the top eight Decision Criteria. This Recommendation will need to be evaluated and scored on its urgency, cost, mission alignment, level of analysis, return on investment, risk, flexibility, and level of community engagement. If desired, more weight can be placed on the higher ranked Decision Criteria, such as urgency and cost. The Evaluation Matrix will give structure to and make transparent discussions and decision making

around collaborative efforts going forward, such as implementing the Task Force Recommendations.

NEXT STEPS

Beyond The Task Force Recommendations, the Decision Criteria and the Evaluation Matrix can be used to assess many new collaborative efforts. As tactics and initiatives are developed, the two bodies can use the Decision Criteria to structure conversation and analysis around these new collaborative efforts. The following are example tactics that can be evaluated using the Decision Criteria matrix.

- Establish and adopt co-location requirements of all departments to influence future development.
- Align communications plans between the City and ACPS to support each other's message.
- Develop a plan to regain affordable housing that has been lost throughout the City.
- Expand the dual language program to provide continuity through all grade levels.

We will spend a brief amount of time going over how the Decision Criteria can be used moving forward.

We are looking forward to the session and to exploring your objectives and visions for the future. **In the time prior to the session, please take a first pass at scoring The Task Force Recommendations using the matrix on the following pages, and bring this to the meeting.** On a scale from 1 to 5, with 1 being “doesn't support” and 5 being “strongly supports”, please rate how well each Decision Criteria supports the Task Force Recommendations. Don't worry about totaling your scores. When we determine the scores in the session, we will weight the scores based on the Decision Criteria rankings. Your active participation will ensure that the session provides the team with the most valuable information.

Thank you!

The OPX Team

TASK FORCE RECOMMENDATIONS		DECISION CRITERIA								TOTAL
		1 Urgency/ Priority 1: Low priority 5: High priority	2 Cost 1: High cost 5: Low cost	3 Mission Alignment 1: Low mission alignment 5: High mission alignment	4 Complete Analysis 1: Weak analysis 5: Strong analysis	5 Return on Investment 1: Low ROI 5: High ROI	6 Risk 1: High Risk 5: Low Risk	7 Flexibility/ Resiliency 1: Low flexibility 5: High flexibility	8 Community Engagement 1: Weak input 5: Strong input	
	Scoring	3	4	5	1	3	2	3	1	
	Example Tactic									
1	Develop a 'Capability Delivery Model' or similar process model to ensure all options are explored prior to assuming a specific capital project is required.									
2	Develop a long-term Joint Facilities Master Plan to provide a comprehensive, integrated, citywide view of Alexandria's capital needs and ensure best use of assets.									
3	Revise the budget calendar to decouple the annual operating and capital budgeting cycles in order to provide adequate time and resources to review, engage and make capital decisions.									
4	Consider changing the way projects are reflected within the CIP; projects and funding that are less defined should be reflected in contingency accounts.									
5	Develop a framework to empower staff to pursue alternative delivery of projects in a consistent manner. Initiate a pilot project to serve as a model that can be modified over time.									
6	Identify adequate resources to support and expand citywide technical expertise so that efforts can be coordinated, informed and executed strategically.									
7	Leadership is responsible for making decisions best for all Alexandrians. Civic engagement should be one component of the decision-making process.									
8	Identify common data criteria and create comparative asset data for use in facilities planning, maintenance and operations.									
9	Establish a common and efficient approach to track and execute preventive maintenance.									
10	Develop, implement and regularly update design guidelines, specifications and standard operating procedures that meet lifecycle goals and objectives.									
11	Identify and implement ways to increase collaboration, resources and flexibility in procurement to include previously absent approaches, such as shared service agreement opportunities.									

