

Draft for 4/19 budget work session discussion

Ad Hoc Joint City-Schools Facility Investment Task Force

- I. **JCSFITF (“Task Force”) Charge:** (a) Develop a long-range joint municipal facilities Capital Improvement Plan with prioritization of City and School facilities utilizing identified available funding, (b) determine opportunities for joint facility/site/co-location opportunities for City and School programs (c) review and recommend municipal facility planning and civic engagement principles, standards and practices, (d) review and recommend alternative capital project delivery methods and project management structures, (e) review and recommend governance of capital planning and project delivery (f) review and recommend asset management (i.e., facility maintenance) practices.
- II. **Deliverables:** Long range CIP for City and School facilities for FY 2019 and beyond, as well as written report which addresses each of the topics (b-f) listed above.
- III. **Timeframe:** Completion of CIP proposal by mid-fall and then the balance of the report by the end of calendar year 2017. The Task Force would sunset when their work is completed.
- IV. **Membership**
 - a. Nine highly-qualified, disinterested persons who work or live in Alexandria and who do not hold public office or are employed (directly or via contract) by either the City or ACPS.
 - b. “Blue Ribbon” expertise from fields related to the JFTF charge
 - i. Architecture, Engineering, Urban Planning
 - ii. Education
 - iii. Facilities Planning
 - iv. Asset management
 - v. Construction
 - vi. Finance
 - vii. Business
 - viii. Real Estate Development
 - ix. Legal with expertise in one of above areas
 - c. Appointed by City Manager among applicants and recruited nominees including three nominees proposed by the School Superintendent.

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V. Tasks

- a.** Develop a long-range joint municipal facilities Capital Improvement Plan (CIP) with prioritization of City and School facilities utilizing identified available funding
 - i.** Facilities Plan would be 10 to 15 years in length
 - ii.** Develop prioritization criteria
 - iii.** Funding would be the \$___ contained in the City Council adopted (For the FY2019 to FY 2027 years) 10-year Capital Improvement Program for City and ACPS facilities plus the cash capital contingent with distribution of those funds over the CIP ten years approximating that contained in the Council adopted CIP
 - iv.** For years FY 2028 and beyond, an assumption of \$_____ per year of funding for City and School facilities would be assumed
 - v.** Projects that are funded in the FY 2018 year of the City Council adopted CIP appropriations for the City and Schools would be outside the scope of the charge of this Task Force and would proceed as planned and budgeted.
 - vi.** Revenues received in FY 2017 and FY2018 from the add-on real estate tax rate of ___ cents for cash capital purposes, unless allocated by Council when the budget is adopted for other purposes, would be assumed to carry over to FY2019 or beyond to fund City and School facility projects

- b. Determine opportunities for joint facility/site/co-location opportunities for City and School programs**
 - i.** Identify criteria for synergies and shared service opportunity areas among City and School programs
 - ii.** Identify shared resource opportunity principles and policies (such as gymnasium space, use of air rights above new facilities, etc.)
 - iii.** Identify potential private sector facility co-location opportunities
 - 1.** Office use
 - 2.** Multi-family residential use including affordable housing
 - 3.** Other

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c. Review and recommend municipal facility planning and civic engagement principles, standards and practices

- i. What is the information threshold that should be met to include a project in a CIP?
 - 1. Demand
 - 2. Quantitative measurements of facility condition
 - 3. Design and program standards, as well as constraints
 - 4. Readiness
- ii. What standards should be used in pricing projects for a CIP?
- iii. What alternatives analysis should be undertaken?
- iv. What should be the standards of community outreach and engagement?
- v. What should the expectations be in regard to City and ACPS joint participation in project planning?
 - 1. Review and determine feasible delivery time for projects
 - 2. Review time frames and information needs from start of planning process from the first stages of land use regulatory review through construction
 - 3. Review sequencing of planning/design and construction funding

d. Review and recommend alternative capital project delivery methods and project management structures

- i. Look at alternative delivery methods
- ii. What are public private partnership (P3) opportunities?
- iii. What are the appropriate design and construction delivery methods?
 - 1. Design-build
 - 2. Design-bid-build
 - 3. Construction Manager At Risk
 - 4. Other
- iv. Historic preservation tax credits, other external funding sources

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- e. Review and recommend governance of the capital planning and project delivery**
 - i.** Review existing City and ACPS resources and structures related to the oversight, management and governance of City and School facility capital projects.
 - ii.** Identify opportunities for improving effectiveness and efficiency through reorganization of City and ACPS asset management functions, including but not limited to consideration of creating a single consolidated Facility Construction Management office that would handle both City and ACPS major capital projects and/or facility capital maintenance.

- f. Review and recommend asset management (i.e., facility maintenance) practices**
 - i.** Review existing City and ACPS practices in regard to asset management including measurement and tracking of current facility conditions
 - ii.** Review ACPS and City staff and budget allocations for facility maintenance
 - iii.** Review best practices
 - iv.** Recommend improvements to City and ACPS in regard to asset management

VI. Resources

- a. Existing Plans
 - i. City and ACPS CIPs
 - ii. Long Range Educational Facilities Plan
 - iii. ACPS Adopted Redistricting Plan
 - iv. City and ACPS strategic plans
 - v. Fire Station Optimal Location Study
 - vi. Housing Master Plan
 - vii. City Strategic Facility Plan (in process)
 - viii. City Facility Conditions Index reports
 - ix. Other Plans (TBD)

- b. Staffing and Consultants
 - i. The Task Force would be staffed by the City Department of Planning and Zoning with assistance from other City and ACPS departments

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- ii. Added backfill staffing in Planning and Zoning (\$114,000) would be required to free up development planning staff to assist in this effort

- iii. Consultant with extensive expertise in capital facilities planning and implementation as well as facility maintenance and capital reinvestment standards would provide additional insight, access to processes and principles use successfully elsewhere, and supplement staff support to keep the project on track and meet the deadlines set for this Task Force (\$300,000 est.) Funding would derive from FY17 or FY18 real estate tax rate increase derived revenues set aside for cash capital purposes.

- iv. Outside experts (most likely pro bono) would also be brought in to brief the Task Force.