

Date: September 28, 2017

For ACTION _____

For INFORMATION x

Board Agenda: Yes x
No _____

FROM: Elijah Gross, Director of Planning, Design & Construction
Richard Jackson, Interim Chief Operating Officer

THROUGH: Lois Berlin, Ed.D., Interim Superintendent of Schools
Michael Herbstman, Chief Financial Officer

TO: The Honorable Ramee A. Gentry, Chair, and Members of the Alexandria City School Board

TOPIC: CIP Project Execution Improvements

BACKGROUND:

Over the summer prior to school year 2017-2018, ACPS completed or achieved major milestones on several major CIP projects including:

- West End Elementary School
- Patrick Henry Pre-K – 8 School
- Relocatables at T.C. Williams High School: King Street Campus and at James K. Polk Elementary School

Challenges experienced in achieving these major milestones offer several insights on how to significantly improve major CIP project execution in the future.

RECOMMENDED IMPROVEMENTS

Two areas for improvement to be addressed are:

- Accuracy of budgets
- Adequate planning and scheduling of projects

To address these areas, ACPS is proposing the following improvements:

Cost Estimating Improvements:

- Staff should use third-party cost estimators to verify budgets on major CIP projects. It is recommended that this take place at the initial CIP budget development phase, if and when significant changes are made to the project scope and annually during the CIP budget update to account for adjustments in market conditions and inflation.
- Staff should ensure that adequate funding for contingency and legal fees, where necessary, are included in project budgets.
- Staff should assess and report to the School Board on project statuses and potential savings and/or cost exposures quarterly in conjunction with the quarterly CIP report.

Planning and Scheduling Improvements:

- Staff should meet with all ACPS departments and stakeholders during CIP development to ensure there are shared expectations of scope and timeline among all those involved with CIP projects.

- Full planning and construction funding necessary for summer projects should be appropriated in the fiscal year prior to the summer the project is needed.
- ACPS should make a two-year commitment to major projects in the CIP.
- Staff and the School Board should develop a comprehensive schedule of all CIP projects at final CIP adoption annually.
- Project schedules should incorporate all City department, City Council and School Board approval timelines as defined by the approving entity.
- Departments and individual staff members will be accountable for maintaining the project timeline.
- Staff should accurately represent project schedule concerns as they become evident.

NEXT STEPS

Staff intends to begin implementing these recommended improvements in this year's budget development cycle and can provide the School Board with progress updates as desired.

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ATTACHMENTS: CIP Project Execution Improvements Presentation