

Facility Management and Capital Renewal

PROGRAM DESCRIPTION

One of the primary roles for facility management in both government and private industry is to provide for the long-term needs of the organization's capital assets. This maximizes the life of the facilities, retards their obsolescence and provides for a planned program of repairs, improvements and restorations to make them suitable for organizational needs. Capital renewal is the planned replacement of building subsystems such as roofs, electrical systems, HV AC systems and plumbing systems that have reached the end of their useful life. Major capital renewal investments are required in facilities to replace old, obsolete building subsystems that have reached the end of their life cycle. Without significant reinvestment in building subsystems, older facilities will fall into a state of ever deteriorating condition and functionality and the maintenance and repair costs necessary to keep them functional will increase. Renewal also includes renovations and expansions of existing County vehicle service facilities. Another role for management and renewal is in the Laurel Hill Area of Fairfax County. Much of the land there is under public ownership and is planned for park and recreation uses, public facilities and infrastructure, cultural and educational uses and the adaptive reuse of some of the existing structures.

LINK TO THE COMPREHENSIVE PLAN

Fairfax County's Comprehensive Plan has established a number of objectives and policies in order to:

- ✓ Maintain a high quality system of public infrastructure.
- ✓ Ensure adequate maintenance of existing County facilities, and provide urgently needed emergency repairs to facilities in order to meet public health or safety needs or required service levels.
- ✓ Provide at least one additional vehicle maintenance facility, preferably located in the northwestern County area, and ensure that County vehicle maintenance facilities are located on adequate and appropriate sites.
- ✓ Provide for a public cemetery in Laurel Hill.

Source: 2007 Edition of the Fairfax County Comprehensive Plan, Area IV, and the Policy Plan Element, Economic Development and Public Facilities Sections, as amended.

CURRENT PROGRAM INITIATIVES

Facility Capital Renewal

The Facilities Management Department currently provides support for evaluating facilities, identifying problems and problem areas, developing costs estimates, establishing priorities and performing the work required. Some of the major work completed annually at County facilities includes the replacement of building subsystems: HVAC and electrical system repairs and replacement, roof repairs and waterproofing, carpet replacement, parking lot and garage repairs, fire alarm replacement and emergency generator replacement.

Fairfax County will have a projected FY 2011 facility inventory of over 8.9 million square feet of space throughout the County (excluding schools, parks, housing and human services residential facilities). This inventory is expanding both with the addition of newly constructed facilities and with the acquisition of additional property. With such a large inventory, and the acquisition of additional facilities, it is critical that

a planned program of repairs and restorations be maintained. In addition, the age of a major portion of this inventory of facilities is reaching a point where major reinvestments are required in the building subsystems.

Many County facilities have outdated HVAC and electrical systems which are susceptible to failure or are highly inefficient energy users. Sites are identified and each individual project involves a two-step process normally requiring two years to complete both design and construction. Roof repairs and waterproofing are conducted in priority order after an annual evaluation of all roofs at County facilities. Based upon the results of that evaluation, critical requirements are prioritized and a five-year plan is established. Repairs and replacement of facility roofs are considered critical for avoiding serious structural deterioration caused by roof leaks. By addressing this problem in a comprehensive manner, a major backlog of roof problems can be avoided. Carpet replacement and parking lot resurfacing are evaluated annually and prioritized, based on most critical requirements for high traffic areas; however, carpet and pavement requirements are programmed based on designated cycles. In addition, emergency generators and fire alarm systems are replaced based on equipment age coupled with maintenance and performance history. Minor repairs and renovations, usually generated by customer requests, are accomplished under the category of miscellaneous building and repair. These small projects abate building obsolescence, improve facility efficiency and effectiveness and address major structural repairs.

**GENERAL GUIDELINES FOR EXPECTED SERVICE LIFE
OF BUILDING SUBSYSTEMS**

ROOFS	20 years
ELECTRICAL	
Lighting	20 years
Generators	25 years
Service/power	25 years
Fire alarms	15 years
CONVEYING SYSTEMS	
Elevator	25 years
Escalator	25 years
HVAC	
Equipment	20 years
Boilers	15 to 30 years
Building Control Systems	10 years
PLUMBING	
Pumps	15 years
Pipes and fittings (supply)	30 years
Fixtures	30 years
FINISHES	
Broadloom Carpet	7 years
Carpet Tiles	15 years
Systems Furniture	20 to 25 years
SITE	
Paving	15 years

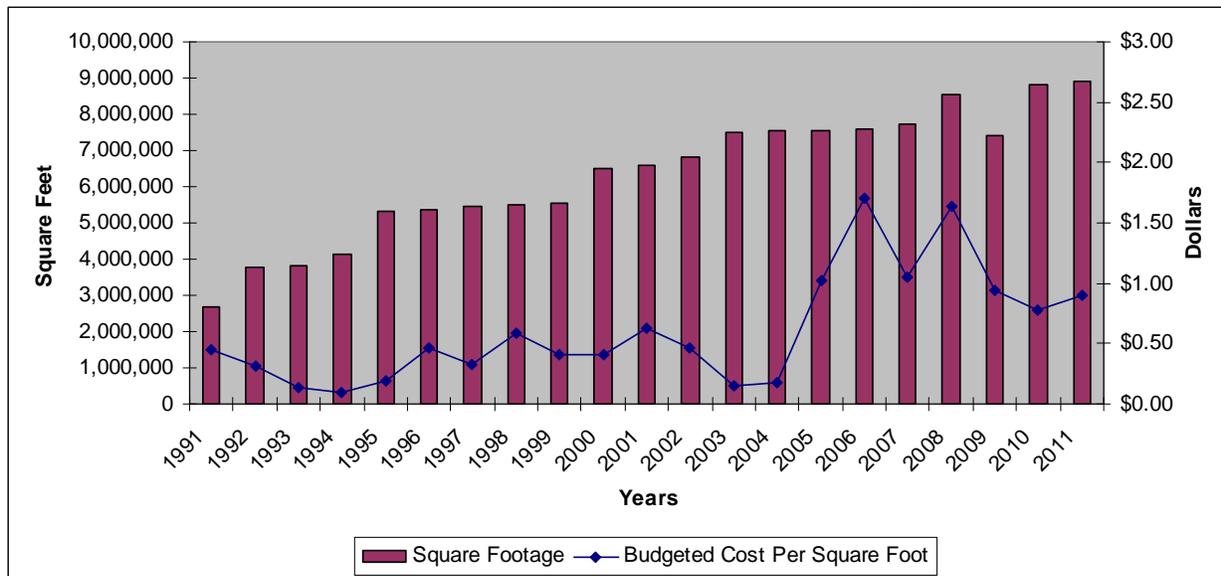
Each year, the Facilities Management Department (FMD) prioritizes and classifies capital renewal projects into five categories. Projects are classified as Category F: urgent/safety related, or endangering life and/or property; Category D: critical systems beyond their useful life or in danger of possible failure; Category C: life-cycle repairs/replacements where repairs are no longer cost effective; Category B: repairs needed for improvements if funding is available, and Category A: good condition.

Staff has been reviewing funding options to address both the current capital renewal project backlog and a sustainable and reasonable level of capital renewal project activity annually. For several years staff has identified an estimated requirement of \$22 to \$26 million in capital renewal investment annually for the current building inventory. This estimate was based on two factors:

- In 2004, a comprehensive facilities condition assessment was conducted on 92 selected Fairfax County facilities (approximately 4.2 million square feet of space), representative of older facilities anticipated to have the most immediate capital renewal requirements. The assessment included a complete visual inspection of roofs and all mechanical and electrical components for each facility. Maintenance and repair deficiencies were identified and funding requirements estimated. Results from the survey indicated that approximately \$13 million per year would be required to repair and meet expected equipment replacement needs for these 92 facilities. The number of facilities evaluated represents approximately 50 percent of the current inventory, indicating a total current level of approximately \$25 million annually.
- The industry standard for capital renewal investment is currently 2 percent of replacement value. Based on average replacement values of \$150 per square foot, 2 percent equates to capital renewal requirements of \$3.00 per square foot. Budgeted renewal funds in the County have not reached this level. This may be due to the fact that much of the square footage added in the early 1990s was in the form of new facilities and thus has not yet required major capital renewal and subsystem replacement. However, this infrastructure is now aging and appropriate action must be taken to avoid system failures leading to potential disruptions in County services. Applying a \$3.00 per square foot industry standard to the 8,803,823 of square feet currently maintained would result in approximately \$26 million required annually for capital renewal expenses.

The following graph depicts the increase in the County facility square footage for the last 20 years and the corresponding budgeted capital subsystem renewal funding. As County square footage has increased, funding to support capital renewal has not kept pace.

County Square Footage and Capital Renewal Budgets



Capital Renewal funding has never reached projected required levels in the County. Additionally, with current staffing levels, FMD is only able to complete approximately \$13 million per year in capital renewal projects. Even assuming an annually renewal funding level of \$13 million per year, FMD continues to face a significant backlog of category F and D projects. This backlog continues to grow as only the most critical emergency items are funded annually. It is estimated that approximately \$35 million in capital renewal projects are currently backlogged. In order to address this backlog and to plan for a more sustainable and reasonable annual funding level, staff has proposed a 3-year plan of short-term borrowing. Borrowing is expected to be accomplished through establishing a variable rate line of credit or a commercial paper program to take advantage of very low short-term interest rates. Principal is expected to be amortized over no more than a 5-year period. The repayment of principal and interest will be subject to annual appropriation by the Board of Supervisors. The plan includes the borrowing of

\$5,000,000 in FY 2011 and \$15,000,000 in both FY 2012 and FY 2013. Eliminating the \$35 million backlog will allow for a more preventative and proactive maintenance program and increase the life cycle of all County buildings.

In FY 2011, short-term borrowing of \$5,000,000, combined with a General Fund transfer of \$3,000,000 will provide a total of \$8,000,000 in new capital renewal project funding. In addition, FMD staff will continue to work through approximately \$10 million in capital renewal projects which were previously funded, but unable to be completed with current staffing levels. Therefore, the total level of funding that FMD staff will work to complete during FY 2011 is \$18 million. This level of funding will maximize the life of the facilities, retard their obsolescence and provide for a planned program of building subsystem replacements to continue to fulfill organizational needs.

This level of renewal funding will require 2/2.0 SYE additional Project Manager positions which will enable FMD to accomplish \$16 to \$18 million in renewal projects annually over a 3 year period. In order to begin project requirements immediately and prepare for increased annual funding levels, the County Executive approved 2 Project Manager positions as an out of cycle position pool realignment. At the end of the 3 year period, staff is projecting that the \$35 million backlog will be eliminated and an annual requirement of approximately \$10 million will be necessary to sustain the renewal program and avoid future backlogs. At the end of the 3 year period, the additional staff can be returned to the position pool through regular attrition.

The payback of both principle and interest on the short-term debt will be provided by the General Fund in the County's debt service fund. Staff will maintain an even level of General Fund support by increasing debt service funding and decreasing General Fund transfers during the next 10 years. Short term borrowing for capital renewal is included in the debt capacity estimates in the Capital Improvement Program and can be accommodated within established debt limits for general fund supported debt.

In addition, staff continues to supplement the General Fund supported capital renewal program by increasing bond referendum amounts associated with specific purposes. For example, the voters approved \$5 million in the fall 2004 bond referendum for library and human service facility capital renewal requirements and another \$5 million in the fall 2006 bond referendum associated with public safety facility capital renewal requirements. This practice is expected to continue where appropriate.

Vehicle Services

The Department of Vehicle Services (DVS) has four maintenance facilities and operates 52 County fuel sites: The Jermantown and West Ox facilities are located in the western part of the County, and the Newington and Alban facilities are in the southeastern part. These facilities provide timely, responsive and efficient vehicle repairs/services, including effective towing and road services at competitive prices. The Jermantown and Newington facilities have recently undergone minor renovations. Renovations at the West Ox facility to accommodate vehicles from the Fairfax County Park Authority and the Fire and Rescue Department were completed in FY 2005. Major modifications to the Alban facility to improve efficiency of vehicle maintenance and capacity to maintain additional vehicles were completed in FY2010.

Future fuel requirements may include appropriately located alternative fuel sites that could provide Liquefied Natural Gas (LNG) or other alternative fuel sites in an effort to improve local and regional air quality.

As part of the fall 2007 Fairfax County Public School Bond Referendum, the voters approved an amount of \$50 million to support renovation and expansion efforts to transform the existing Newington facility into a more productive structure to support current and future vehicle maintenance needs for County and School vehicles. The Newington facility was built in 1968 when the requirements to maintain vehicles were approximately 1/3 of the number of vehicles currently needed to meet local, State and Federal requirements. Over the years maintenance bays, a motorcycle shop and other additions have been made in an effort to keep pace with the increased number of vehicles and demands for repairs, inspections, and services. However, improvements are needed to enhance production and capacity for the current fleet of 1,850 vehicles that includes school buses, public safety vehicles and heavy equipment in support of the Department of Public Works and Environmental Services (DPWES) and other departments.

Laurel Hill

Laurel Hill in the southeastern part of the County, once the location of the former District of Columbia Department of Corrections Facility, is emerging as a resource of unequalled diversity and opportunity. Laurel Hill was transferred to the County by the Federal Government in 2002, and includes approximately 2,340 acres of land and 1.48 million square feet of building space. Although some land north and south of Silverbrook Road is planned for residential use, most of the Laurel Hill area is under public ownership and will be planned for passive park uses and active recreation uses. Some land will be reserved for other public facilities such as a fire station, public schools, public infrastructure such as arterial roadways and a major greenway trail system. Institutional uses to support cultural and higher educational facilities are also planned. Some of the existing former correction facilities will be considered for adaptive reuses to support residential, retail, commercial and educational development. The proposed land uses in the area will help fulfill the following goals and objectives for making Laurel Hill a world-class environment for Fairfax citizens and visitors:



- Preserve the essential historical core - physical and symbolic - of the Workhouse and Reformatory/Penitentiary sites;
- Promote socially positive and acceptable reuses that compliment other development on site and in the surrounding community;
- Provide opportunities for active and passive recreation, environmental conservation and celebration of the historic and cultural resources in the area.

Several public improvement projects underway or planned for the Laurel Hill area are described below:

- Final engineering design for improvements to Lorton Road and Furnace Road began in January 2008. Construction is expected to begin in 2011.
- The Lorton Arts Foundation is completing Phase I of their development and hope to initiate Phase II in 2010.
- The County has removed hazardous asbestos from buildings and stabilized structures at the former Reformatory and Penitentiary in preparation of adaptive reuse development on the site. These buildings are planned for retail, residential and educational activities.
- The County completed a study of the historic Laurel Hill house and surrounding property. Elements of the house date to the mid-18th century, and its owner - Major William Lindsay - served under General George Washington in the Revolutionary War. The Comprehensive Plan recommends that the house and its gardens should be designated as a heritage resource area within the Countywide Park. Ultimate responsibility for the house is to be determined.
- Ongoing stormwater management projects include the development of innovative storm water treatment methods for Laurel Hill and the implementation of a watershed management plan. Increased development in the Laurel Hill area necessitates the early planning for water runoff mitigation.
- The County completed the Master Plan for the Adaptive Reuse area that proposes a mix of residential, retail, and commercial uses reusing the former prison buildings and property at the former Central Maximum Reformatory and Penitentiary.

The Fairfax County Park Authority (FCPA) is currently working with several interested user groups to plan and develop some of the large park areas in Laurel Hill to possibly include the following facilities:

- The non-profit Fairfax4Horses is interested in developing an equestrian center in the Park Authority's Laurel Hill Park. In addition to promoting public riding lessons and boarding horses, the group is interested in bringing therapeutic riding to Laurel Hill. Phase 1 is funded and under development
- The Park Authority is informally reviewing options from two proposers for a Sportsplex in Laurel Hill Park as well as a county-development option. Funding is earmarked for infrastructure development for this project.
- The Northern Virginia Disc Golf Association assisted with the development of a championship disc golf facility at Laurel Hill Park. Currently they are volunteering maintenance improvements and sponsoring fundraising events
- The Mid-Atlantic Off-Road Enthusiasts in conjunction with the International Mountain Biking Association provided extensive volunteer assistance to build 7 miles of new multi-use trail
- Several other smaller groups also are interested implementing development in Laurel Hill Park.

CURRENT PROJECT DESCRIPTIONS

FACILITY MANAGEMENT AND RENEWAL

1. **Emergency Building Repairs.** (Countywide) This is a continuing project for the critical repair, renovation, remodeling and upgrading of various facilities throughout the County. Requirements include abatement of health or safety hazards and emergency or unanticipated repairs of building systems or components.
2. **HVAC/Electrical Systems.** (Countywide) This is a continuing project for the repair, renovation and upgrading of mechanical and electrical systems in various facilities throughout the County.
3. **Roof Repairs and Waterproofing.** (Countywide) This is a continuing project for the repair and replacement of facility roofs and waterproofing systems at County buildings.
4. **Fire Alarm System Replacements.** (Countywide) This is a continuing project for the replacement of fire alarm systems based on age, difficulty in obtaining replacement parts and service and overall condition assessment. This program provides for the replacement of fire alarm systems which are 15 to 30 years old, have exceeded their useful life and experience frequent failure when tested.
5. **Parking Lot and Garage Repairs.** (Countywide) This is a continuing project for the repair and maintenance to parking lots and garages at various locations throughout the County. Parking lot surfaces are removed, the base re-compacted and a new surface course installed. In some cases, asphalt paving is milled down and resurfaced.
6. **Carpet Replacement.** (Countywide) This is a continuing project for carpet replacement at various County facilities where the existing carpet has deteriorated beyond repair or is in an unserviceable condition.
7. **Emergency Generator Replacement.** (Countywide) This is a continuing project for generator replacements at various sites throughout the County. Requirements are programmed based on equipment age coupled with maintenance and performance history.
8. **Elevator Replacement.** (Countywide) This is a continuing project for the replacement and repairs of elevators throughout the County.
9. **Window Replacement** (Countywide) This is a continuing project to replace or repair windows where water is leaking into County buildings.

10. **Emergency Replacement of Failed Systems.** (Countywide) This is a continuing project for emergency repairs and replacements to County facilities in the event of a major systems failure, such as a large HV AC system or other unforeseen event. Currently, the County has limited capacity to deal with potential system failures. Capital renewal funding is encumbered quickly because it is earmarked for specific projects. As a result specific project balances are unavailable for emergencies. If a system failure should occur, there is the potential that a County facility may shut down, suspending services to residents and disrupting County business. Although the County's emphasis on capital renewal and preventative maintenance is intended to ensure these kinds of interruptions are avoided, this funding will enable potential disruptions to be corrected immediately.
11. **Library Facilities Capital Renewal.** (Countywide) This is a partially bond funded project for replacement of HVAC/Plumbing/Electrical systems, roofs, fire alarms, parking lot paving and carpet at various libraries. Minor interior renovations and security improvements will also be included. The bond funded portion of this project has been complete; however, General Fund monies will be required in the future to continue renewal efforts at Countywide libraries facilities.
12. **Human Services/Juvenile Services Facilities Capital Renewal.** (Countywide) This is a partially bond funded project for replacement of HVAC/Plumbing/Electrical systems, roofs, fire alarms, parking lot paving and carpet at various human service or juvenile facilities. Minor interior renovations and security improvements will also be included. The bond funded portion of this project has been complete; however, General Fund monies may be required in the future to continue renewal efforts at Countywide Human Service/Juvenile Service facilities.
13. **Public Safety Facilities Capital Renewal.** (Countywide) This is a partially bond funded project for replacement of HVAC/Plumbing/Electrical systems, roofs, fire alarms, parking lot paving and carpet at various public safety facilities. Minor interior renovations and security improvements will also be included. The bond funded portion of this project is underway; however, General Fund monies may be required in the future to continue renewal efforts at Countywide public safety facilities.

VEHICLE SERVICES

14. **Newington DVS Facility Renovation and Expansion.** (Mt Vernon District) \$55,000,000 to transform the existing Newington facility into a more productive structure to support current and future vehicle maintenance needs for County vehicles. The Newington facility was built in 1968 when the requirements to maintain vehicles were approximately 1/3 of the number of vehicles currently needed to meet local, State and Federal requirements. Over the years maintenance bays, a motorcycle shop and other additions have been made in an effort to keep pace with the increased number of vehicles and demands for repairs, inspections, and services. However, improvements are needed to enhance production and capacity for the current fleet of 1,850 vehicles that includes school buses, public safety vehicles and heavy equipment. This project is supported by the fall 2007 bond referendum and a transfer from Fund 503, Department of Vehicle Services.



Picture of existing Newington facility

OTHER

15. **Laurel Hill Development.** (Mt Vernon District) This is a continuing project to address property management, planning and development in the Laurel Hill area. Funding is provided on an annual basis to support security, maintenance services, grounds maintenance and support staff. In the past funding has provided for: planning; structural maintenance and utilities at existing buildings; an area road network study; weatherization and stabilization of the Occoquan Workhouse; asbestos removal from the former Reformatory and Penitentiary; preparation of buildings for adaptive reuse;

a study of the Laurel Hill House; and stormwater management improvements. Park projects in the Laurel Hill area also include: working with several interested user groups to plan and develop an equestrian center, and a Sportsplex. FCPA also continues to conduct public outreach; provide standard park amenities; conduct market and traffic studies for the proposed Sportsplex; make trail and bridge improvements; demolish unserviceable buildings; develop graphic design and landscape guidelines; and maintain athletic fields.

16. **Northern Virginia Community College Contribution.**

(Countywide) \$1,271,647 is included for Fairfax County's contribution to the Northern Virginia Community College (NVCC). Funding provides for the continued construction and maintenance of various capital projects on college campuses within the NVCC system. In FY 2003, Fairfax County began a



phased approach to increase the capital contribution to NVCC, which reached \$1.00 per capita in FY 2006. Since then, the County contribution has remained unchanged at \$1.00 per capita; however, in FY 2011 the funding level reflects \$1.25 per capita based on a population figure provided by the Weldon Cooper Center. The County contribution has been increased in FY 2011 due to the unprecedented 12 percent growth in the NVCC student enrollment and the corresponding capital program requirements. In the fall of 2009, the NVCC began serving approximately 72,500 students surpassing all previous expectations of growth and capital planning. It is estimated that the NVCC serves an average of 20 percent of each high school graduating class in addition to increased support for local workers seeking new skills in a tough job market. The NVCC capital plan has recently been adjusted to keep pace with this accelerated enrollment and it is anticipated that capital contributions from the partners will be adjusted gradually to avoid a major commitment from supporting jurisdictions in any given year. It is projected that the per capita support from the NVCC partners could reach \$2.50 per capita in the next six years. The NVCC has indicated that every dollar contributed to the capital program leverages \$29 in state funds back to Northern Virginia.

17. **Americans with Disabilities Act (ADA) Compliance.** (Countywide) This is a continuing project to support County compliance with the Americans with Disabilities Act of 1990. Title II of the ADA prohibits discrimination on the basis of disability by public entities and requires that each program, service or activity conducted by a public entity be readily accessible to and usable by individuals with disabilities. This project supports the continued ADA compliance on County-owned facilities.

18. **Environmental Agenda Initiatives** (Countywide). This is a continuing project to fund initiatives that directly support the Board of Supervisors Environmental Agenda. The Environmental Excellence 20-year Vision Plan (Environmental Agenda) includes six topic areas: Growth and Land Use; Air Quality and Transportation; Water Quality; Solid Waste; Parks, Trails and Open Space; and Environmental Stewardship. FY 2011 funding of \$25,000 provides for continued outreach efforts for air quality awareness in order to fulfill the County's commitment to the State Implementation Plan (SIP) for Clean Air Partners. Funding will support outreach efforts to educate residents, employees and businesses to take voluntary actions that will improve the air quality in the region, as well as to collaborate with Clean Air Partners in their efforts to raise awareness of air pollution and continue the County's participation as a business sponsor in their media campaign. In addition, an amount of \$87,210 has been provided in Fund 119, Contributory Fund to continue partnering with three non-profit agencies to support tree planting efforts throughout the County.

PROJECT COST SUMMARIES
FACILITY MANAGEMENT AND CAPITAL RENEWAL
(\$000's)

Project Title/ Project Number	Source of Funds	Authorized to be Expended Thru FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY2011-FY2015	Total FY2016-FY2020	Total Project Estimate
FACILITY CAPITAL RENEWAL										
1 Emergency Building Repairs / 003099	G, SH	C	560	1,811	5,086	3,221	3,221	13,899	13,000	26,899
2 HVAC/Electrical Renovation / 009151	G, SH	C	2,450	6,375	4,640	4,329	4,329	22,123	22,000	44,123
3 Roof Repairs & Waterproofing / 009132	G, SH	C	1,000	899	792	618	618	3,927	3,900	7,827
4 Fire Alarm System Replacements / 003100	G, SH	C	502	808	588	742	742	3,382	3,300	6,682
5 Parking Lot and Garage Repairs / 009136	G, SH	C	2,628	2,701	1,824	62	62	7,277	7,000	14,277
6 Carpet Replacement / 009133	G, SH	C		425	309	206	206	1,146	2,000	3,146
7 Emergency Generator Replacement / 009431	G, SH	C	260	850	619	618	618	2,965	3,000	5,965
8 Elevator Replacement / 009600	G, SH	C	250	2,550	1,547			4,347	4,300	8,647
9 Window Replacement / 009602	G, SH	C	350					350	1,000	1,350
10 Emergency Replacement of Failed Systems / 009145	G, SH	C		425	309	206	206	1,146	1,200	2,346
11 Library Facilities Capital Renewal / 009480	B, U	2,500		1,700				1,700		4,200
12 Human/Juvenile Services Facilities Capital Renewal / 009481	B, U	2,500						0		2,500
13 Public Safety Facilities Capital Renewal / 009601	B, U	0	5,000	6,500	7,000			18,500		18,500
FACILITY CAPITAL RENEWAL Subtotal		5,000	13,000	25,044	22,714	10,002	10,002	80,762	60,700	146,462
VEHICLE SERVICES										
14 Newington DVS Facility Renovation and Expansion /07A001	B, X	3,385	22,000	20,200	7,115	2,300		51,615		55,000
VEHICLE SERVICES Subtotal		3,385	22,000	20,200	7,115	2,300	0	51,615		55,000

**PROJECT COST SUMMARIES
FACILITY MANAGEMENT AND CAPITAL RENEWAL
(\$000's)**

Project Title/ Project Number	Source of Funds	Authorized to be Expended Thru FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY2011-FY2015	Total FY2016-FY2020	Total Project Estimate
OTHER										
15 Laurel Hill Development / 009444	G	C	1,559	1,559	1,559	1,559	1,559	7,795		7,795
16 Northern Virginia Community College Contribution / 008043	G	C	1,272	1,272	1,272	1,272	1,272	6,360		6,360
17 Americans with Disabilities Act (ADA) Compliance / 009406	G	C		50	50	50	50	200		200
18 Environmental Agenda Projects / 009700	G	C	25	25	25	25	25	125		125
OTHER Subtotal		0	2,856	2,906	2,906	2,906	2,906	14,480		14,480
TOTAL		\$8,385	\$37,856	\$48,150	\$32,735	\$15,208	\$12,908	\$146,857	\$60,700	\$215,942

Key: Stage of Development	
	Feasibility Study or Design
	Land Acquisition
	Construction

Notes:
Numbers in **bold italics** represent funded amounts.
A "C" in the "Authorized to be Expended" column denotes a continuing project.

Key: Source of Funds	
B	Bonds
G	General Fund
SH	Short Term Borrowing
X	Other
U	Undetermined

Facilities Management & Capital Renewal Project Locations



- 15 Newington Maintenance Facility Improvements
- 16 Laurel Hill Development

Note: Map numbers correspond to project descriptions in the text and cost summary tables. Only CIP projects with selected, fixed sites are shown on the map.