

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, HVAC 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 and the management and renewal of the Laurel Hill area. Much of the land in the Laurel Hill area 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 future public cemetery.

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 2012 facility inventory of over 8.5 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

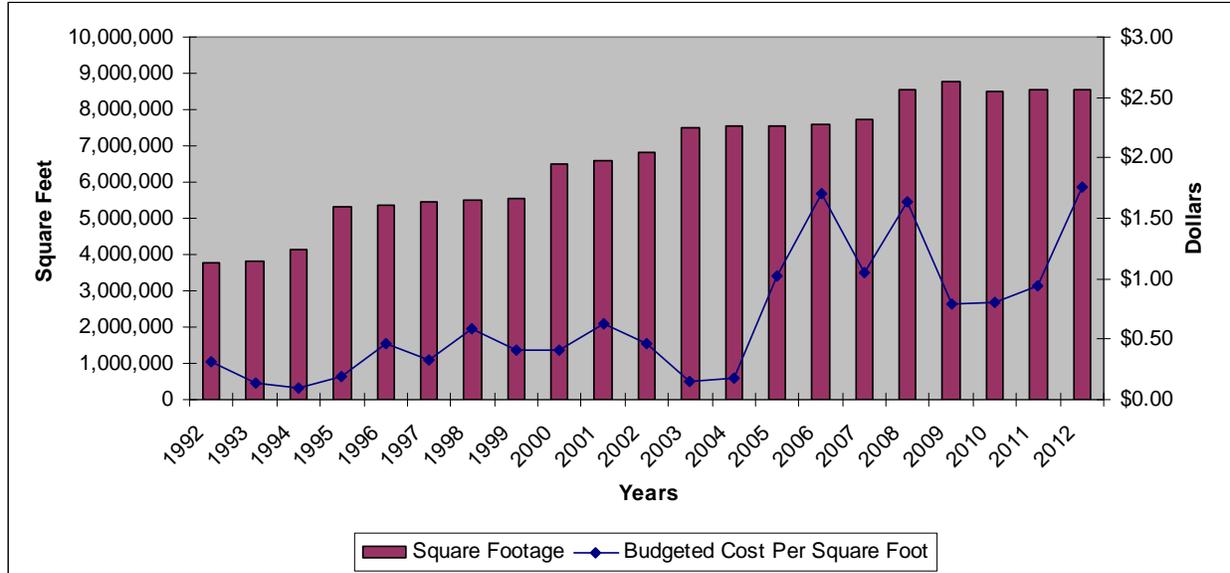
Each year, the Facilities Management Department (FMD) prioritizes and classifies capital renewal projects into five categories. Projects are classified as Category F: urgent/safety related, or endangering life and/or property; Category D: critical systems beyond their useful life or in danger of possible 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 8,494,171 of square feet currently maintained would result in approximately \$25.5 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. In September 2009, it was estimated that a backlog of approximately \$35 million in capital renewal projects existed. In order to address this backlog and to plan for a more sustainable and reasonable annual funding level, as part of the FY 2011 Adopted Budget Plan, the Board of Supervisors approved a 3-year plan of short-term borrowing. FY 2012 is the second appropriation for capital renewal projects supported by short-term borrowing. In FY 2011, \$5 million was appropriated and in FY 2013 another \$15 million is anticipated for a total of \$35 million. Eliminating this \$35 million backlog will allow for a more preventative and proactive maintenance program, increase the life cycle of County buildings, and enable the renewal program to reach a fairly consistent level of annual funding requirements. Borrowing will be based on actual project completion schedules and cash flow requirements and will be achieved through the establishment of a

variable rate line of credit in order to take advantage of very low short-term interest rates. The payback of both principle and interest on the short-term borrowing program 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 to Fund 317 during the next 10 years. Short-term borrowing for capital renewal is included in the debt capacity estimates in the Capital Improvement Program (CIP) 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. 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, once the location of the former District of Columbia Department of Corrections Facility, is emerging as a resource of unequalled diversity and opportunity in the southeastern part of the County. 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 developed 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 is reserved for other public facilities such as public safety training or stations, 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 2012.
- The Lorton Arts Foundation is completing Phase I of their development and initiated Phase II in December 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 continues to evaluate and maintain historic structures on the site including the Laurel Hill house and the former Physician's House. The Comprehensive Plan recommends that the Laurel Hill house and its gardens be designated as a heritage resource area within the Countywide Park. The former Physician's House is located on Board property identified for public safety use. The ultimate responsibility for both houses 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 adopted the Master Plan for the Adaptive Reuse area in 2010 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. Developer negotiations for implementing the Plan have been initiated.

The Fairfax County Park Authority (FCPA) continues to work with several interested user groups to plan, develop and utilize some of the large park areas in Laurel Hill:

- Phase I of the Equestrian Area is being developed in cooperation with the non-profit group Fairfax4Horses. Demolition of unnecessary structures is complete and the work is being designed. Construction may be funded from the General Fund, Park Bond and Park Proffers and modest donations.
- There continues to be some informal interest from proposers for options for the Sportsplex. Funding is earmarked for infrastructure development for this project.
- The championship disc golf facility continues to be used and improved by the Northern Virginia Disc Golf Association. Currently they are volunteering maintenance improvements and sponsoring fundraising events
- Residents of the Spring Hill community have proposed to work with the Park Authority to stabilize and protect the barn and silo on the Laurel Hill Golf Course near Laurel Crest Drive. This volunteer assistance is welcome as these 'character' buildings are deteriorating and current funding is inadequate to contract stabilization work.

- Several park improvements and activities continue to transform this from a prison to a park. Several interpretive signs have been installed around Laurel Hill describing history and natural resources. Interpretive tours including hayrides have been enjoyed by dozens of community members. The Audubon Society continues to monitor bird populations on site.

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 HVAC 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. **Public Safety Facilities Capital Renewal.** (Countywide) This is a bond funded project for replacement of HVAC/Plumbing/Electrical systems, roofs, fire alarms, parking lot paving and carpet at various public safety facilities. In addition, an amount of \$6.5 million has been dedicated for renewal efforts at the Historic Courthouse.

VEHICLE SERVICES

12. **Newington DVS Facility Renovation and Expansion.** (Mt Vernon District) \$57,395,000 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 transfers from Fund 503, Department of Vehicle Services.



Picture of existing Newington facility

OTHER

13. **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.
14. **Northern Virginia Community College Contribution.** (Countywide) \$1,554,710 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. Since FY 2006, the County contribution had remained unchanged at \$1.00 per capita; however, in FY 2011 the funding level was raised to \$1.25 per capita and in FY 2012 the level of support is recommended to be \$1.50 per capita. The County contribution has been increased in both FY 2011 and FY 2012 due to the unprecedented 12 percent growth in the NVCC student enrollment and the corresponding capital program requirements. The NVCC currently serves over 72,000 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.



Justice (DOJ) audit findings. In May and June 2007, the United States Department of Justice conducted an audit of the County government facilities and programs to determine compliance with the Americans with Disabilities Act (ADA). DOJ has been conducting audits of various governments and private facilities across the country for the past decade. The audit of Fairfax County was part of this national audit program, and was not a result of any specific complaints in the County. The DOJ presented the County with the audit results in August 2009. The audit covered 78 buildings in the County and listed approximately 2,100 violations as well as approximately ten program areas which needed improvement in order to comply with the ADA. These violations ranged from updating emergency management procedures, web-based services, and general communication procedures, to improving access to buildings, parking garages, restrooms and elevators. Identified violations have been categorized by color: easy, inexpensive (green); more timely and costly (yellow); and difficult, time consuming, and/or expensive (red). The FY 2012 funding will provide for the mitigation of violations categorized as "green" and "yellow" within 33 County-owned facilities. County violations categorized as "red" are estimated to require an additional \$6.8 million to mitigate. This funding will be required in future years. It should be noted that funding for violations associated with Park Authority buildings and facilities has also been included in FY 2012 and is detailed in the parks section of this document.

16. **Telecommunications and Network Connections** (Countywide): This project provides for telecommunication support at various county facilities. In FY 2012, an amount of \$404,500 is transferred from Fund 105, Cable Communications to support wiring, cabling, fiber and communication interconnection equipment associated with phone and data systems at new or expanded facilities scheduled to open in FY 2013. Funding for the wiring and cables must be in place prior to the opening of the facilities based on the building and renovation schedules. The facilities include: Providence Community Center, West Ox Animal Shelter, I-66 Workers Facility, Fair Oaks Police Station and Newington Garage Expansion.
17. **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. In FY 2012 an amount of \$85,000 is provided for continued outreach efforts and air quality awareness (\$15,000) 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. Funding of \$70,000 is also included to continue the Invasive Plant Removal Program. The Park Authority manages this volunteer program, as well as other invasive removal initiatives. These programs restore hundreds of acres of important natural areas, protect tree canopy, and reach thousands of volunteers. Currently 44 trained volunteer leaders have committed to four work-days per year at 36 sites. Over 15,000 volunteer hours have been contributed since the Invasive Plant Removal Program's inception in 2005.
18. **Energy efficiency and Conservation Block Grant Projects** (Countywide): On December 7, 2009, the Board of Supervisors approved the award of a U.S. Department of Energy (DOE), Energy Efficiency and Conservation Block Grant (EECBG) in the amount of \$9,642,800. This grant funding was awarded to Fairfax County as a result of the American Recovery and Reinvestment Act of 2009. Funding has been approved for specific projects, each of which is aligned with the EECBG program's defined purposes and eligible activities. Some of the projects include: heating, ventilation and air conditioning systems, energy management control systems, lighting and lighting control systems; an enterprise server consolidation project which will reduce power demands in the County's data centers by approximately 90 percent; energy audits and retrofits at 10 County facilities; and a comprehensive greenhouse gas emissions inventory of County operations.

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

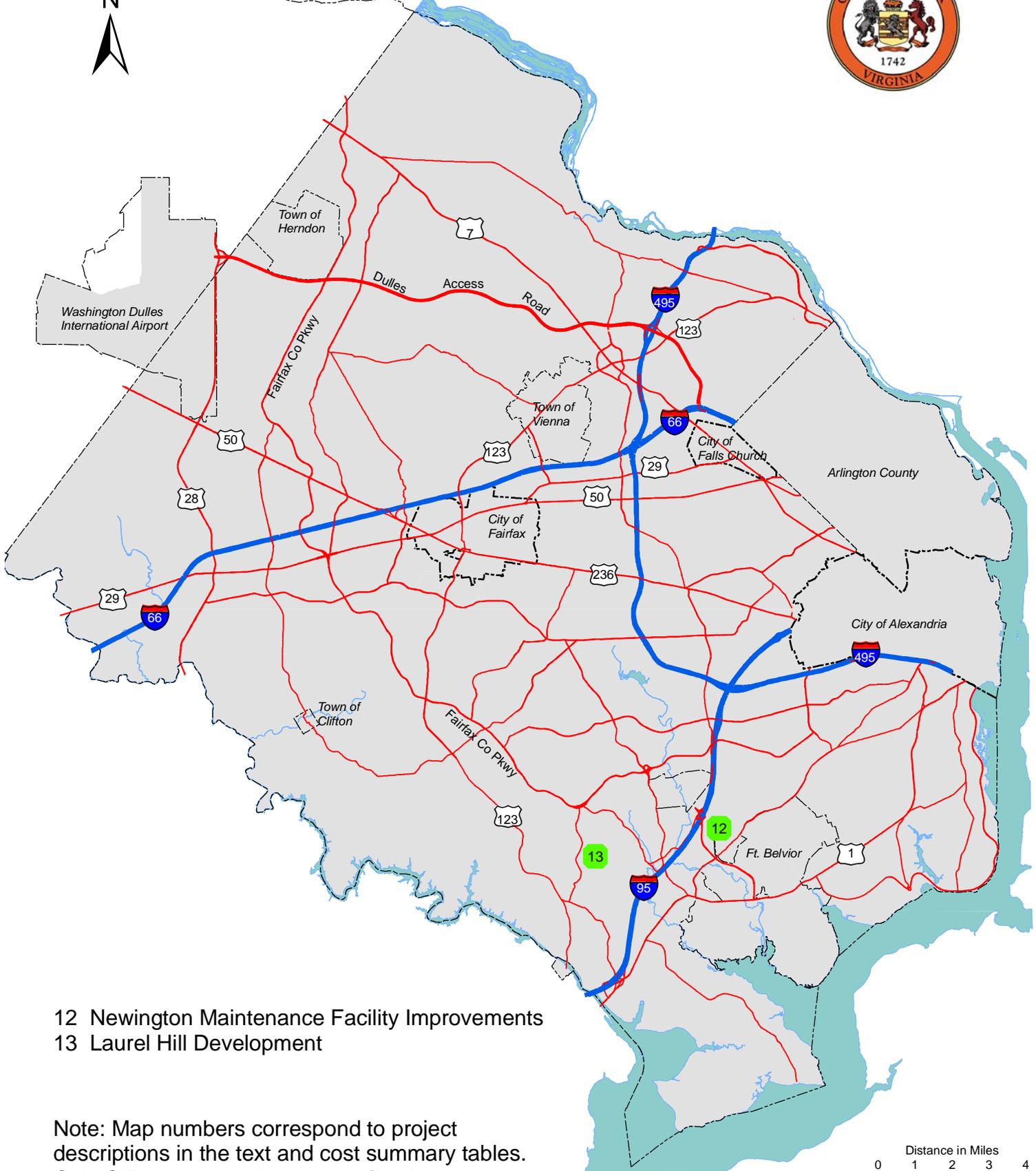
Project Title/ Project Number	Source of Funds	Budgeted or Expended Thru FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY2012-FY2016	Total FY2017-FY2021	Total Project Estimate
FACILITY CAPITAL RENEWAL										
1 Emergency Building Repairs / 003099	G, SH	C	2,765	1,811	5,086	3,221	3,221	16,104	13,000	29,104
2 HVAC/Electrical Renovation / 009151	G, SH	C	5,570	6,375	4,640	4,329	4,329	25,243	22,000	47,243
3 Roof Repairs & Waterproofing / 009132	G, SH	C	1,095	899	792	618	618	4,022	3,900	7,922
4 Fire Alarm System Replacements / 003100	G, SH	C	1,185	808	588	742	742	4,065	3,300	7,365
5 Parking Lot and Garage Repairs / 009136	G, SH	C	660	2,701	1,824	62	62	5,309	7,000	12,309
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	1,350	850	619	618	618	4,055	3,000	7,055
8 Elevator Replacement / 009600	G, SH	C	2,375	2,550	1,547			6,472	4,300	10,772
9 Window Replacement / 009602	G, SH	C						0	1,000	1,000
10 Emergency Replacement of Failed Systems / 009145	G, SH	C		425	309	206	206	1,146	1,200	2,346
11 Public Safety Facilities Capital Renewal / 009601	B, U	2,500	9,000					9,000		11,500
FACILITY CAPITAL RENEWAL Subtotal		2,500	24,000	16,844	15,714	10,002	10,002	76,562	60,700	139,762
VEHICLE SERVICES										
12 Newington DVS Facility Renovation and Expansion /07A001	B, X	9,100	21,000	21,000	6,295			48,295		57,395
VEHICLE SERVICES Subtotal		9,100	21,000	21,000	6,295	0	0	48,295	0	57,395
OTHER										
13 Laurel Hill Development / 009444	G	C	1,559	1,559	1,559	1,559	1,559	7,795		7,795
14 Northern Virginia Community College Contribution / 008043	G	C	1,555	1,555	1,555	1,555	1,555	7,775	7,775	15,550
15 Americans with Disabilities Act (ADA) Compliance / 009406	G	C	1,572	2,267	2,267	2,267		8,373		8,373
16 Telecommunications and Network Connections / 009432	X	C	405					405		405
17 Environmental Agenda Projects / 009700	G	C	85	85	85	85	85	425		425
18 Energy Efficiency and Conservation Block Grant Program / FSE000-	X	4,800	2,422	2,421				4,843		9,643
OTHER Subtotal		4,800	7,598	7,887	5,466	5,466	3,199	29,616	7,775	42,191
TOTAL		\$16,400	\$52,598	\$45,731	\$27,475	\$15,468	\$13,201	\$154,473	\$68,475	\$239,348

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



- 12 Newington Maintenance Facility Improvements
- 13 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.