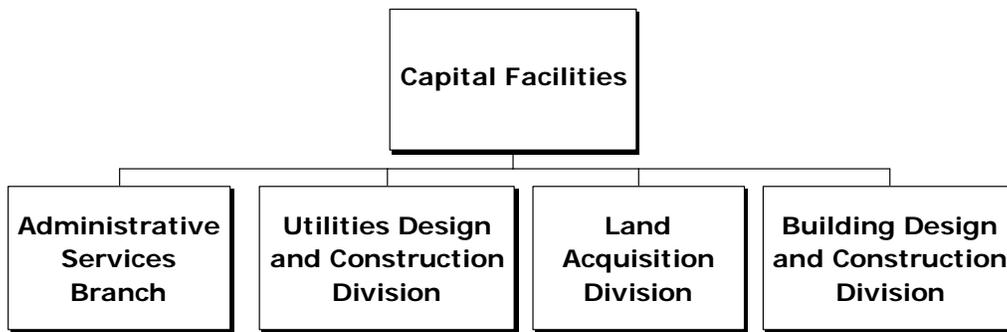


Capital Facilities



Mission

To provide Fairfax County with quality, cost effective buildings and infrastructure in a safe, timely and environmentally sound manner.

Focus

Capital Facilities' purpose is to complete the construction of publicly funded projects. Specifically, Capital Facilities administers the planning, design, land acquisition and construction services for governmental facility projects such as libraries, courts and police and fire stations. The agency supports user agencies during the site selection and feasibility study phases and coordinates with the user agencies throughout the project implementation process. The agency is also responsible for the implementation of infrastructure improvement projects, such as streetlight installations, sanitary sewer extensions, sanitary pump stations, pollution control plant expansions/upgrades, and the land acquisition and construction management of transportation and stormwater drainage projects. Through the completion of these projects, Capital Facilities contributes to the health, safety and welfare of all who reside in, work in and visit Fairfax County.

One of the strengths of Capital Facilities is its technical and operational capabilities, for which it has continued to be recognized for technical excellence. To improve upon this excellence, Capital Facilities continues to focus on improving some major aspects of the agency, including work culture, environmental stewardship, and customer service.

Capital Facilities has several initiatives identified in its strategic plan, including, but not limited to, appropriately funding the developer default program, becoming the provider of choice for County agencies and the Board of Supervisors, improving project delivery and enhancing customer service. As part of these strategic initiatives, the agency continues to improve technology applications and develop and train its workforce to improve customer service and improve processes and productivity through reorganization. In the past, Capital Facilities has been organized by "function" (design, construction management, etc.). Under the reorganization, Capital Facilities will be organized by "product-line" which will provide organizational efficiency gains (fewer hand offs,) improved teambuilding, communication, collaboration, and customer service.

Funding for capital construction projects administered by Capital Facilities is provided from bond funds, the General Fund and grant funds, and is affected by the economic climate and the availability of funds from the Commonwealth of Virginia and the federal government. As part of this adjustment to these economic times, Capital Facilities has developed stronger partnerships with other agencies and utilized innovative project delivery approaches such as design-build and PPEA (Public-Private Education Act) partnerships.

Capital Facilities

Budget and Staff Resources

Agency Summary				
Category	FY 2011 Actual	FY 2012 Adopted Budget Plan	FY 2012 Revised Budget Plan	FY 2013 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	125 / 125	126 / 126	126 / 126	129 / 129
Expenditures:				
Personnel Services	\$9,202,021	\$9,008,757	\$9,146,261	\$9,601,213
Operating Expenses	7,719,135	8,200,067	8,598,834	8,904,905
Capital Equipment	0	0	0	0
Subtotal	\$16,921,156	\$17,208,824	\$17,745,095	\$18,506,118
Less:				
Recovered Costs	(\$6,294,076)	(\$6,349,278)	(\$6,349,278)	(\$6,626,632)
Total Expenditures	\$10,627,080	\$10,859,546	\$11,395,817	\$11,879,486

FY 2013 Funding Adjustments

The following funding adjustments from the FY 2012 Adopted Budget Plan are necessary to support the FY 2013 program:

- ◆ **Employee Compensation** **\$200,319**
 An increase of \$200,319 in Personnel Services reflects a 2.18 percent market rate adjustment (MRA) in FY 2013.
- ◆ **Full Year Impact of FY 2012 Market Rate Adjustment** **\$180,174**
 As part of the *FY 2011 Carryover Review*, the Board of Supervisors approved an increase of \$180,174 in Personnel Services for a 2.0 percent market rate adjustment (MRA), effective September 24, 2011.
- ◆ **Personnel Services** **\$0**
 An increase of \$211,963 and 3/3.0 SYE positions to support increased stormwater related activity in the agency. These positions will support stormwater activities by acquiring land rights and managing large scale construction projects. This increase in Personnel Services is offset by a corresponding increase in Recovered Costs; therefore, the net impact to the agency is \$0.
- ◆ **Streetlight Operation** **\$802,924**
 An increase of \$802,924 in Operating Expenses is associated with contract and fuel factor rate increases for streetlight accounts.

Capital Facilities

◆ **Reductions** (\$163,477)

A decrease of \$163,477 reflects the following reductions utilized to balance the FY 2013 budget:

Title	Impact	Posn	SYE	Reduction
Increase Work Performed For Others (WPFO) Billing Rate	The General Fund reduction will increase the Work Performed For Others (WPFO) billing rate by 1.01 percent. WPFO is charged for managing the planning, design and construction of capital projects. This reduction will result in a modest increase to all capital projects.	0	0.0	\$65,391
Eliminate Contractual Services for Temporary Professional Assistance on Projects	The reduction will eliminate funding for contractual services. This elimination will prevent the agency from hiring temporary consultants that provide professional engineering, survey, architectural and inspection assistance during peak periods. This may impact the agency's ability to meet project completion deadlines.	0	0.0	\$50,000
Transfer Printing Costs to Capital Projects	The General Fund reduction will transfer the cost associated with printing capital project plans to the appropriate Capital Project budget. This reduction will increase the workload of staff tasked with determining and tracking printing costs. This increase in workload will be absorbed.	0	0.0	\$48,086

Changes to FY 2012 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2012 Revised Budget Plan since passage of the FY 2012 Adopted Budget Plan. Included are all adjustments made as part of the FY 2011 Carryover Review, and all other approved changes through December 31, 2011:

◆ **Carryover Adjustments** \$536,271

As part of the FY 2011 Carryover Review, the Board of Supervisors approved funding of \$137,504 in Personnel Services for a 2.0 percent market rate adjustment, effective September 24, 2011. In addition, the Board approved encumbered funding of \$398,767 in Operating Expenses primarily associated with increased fuel factor charges for streetlight accounts and lease payments for survey equipment.

Cost Centers

Capital Facilities has four cost centers including the Administrative Branch, Building Design and Construction Division, Utilities Design and Construction Division and Land Acquisition Division.

Administrative Services Branch

Funding Summary				
Category	FY 2011 Actual	FY 2012 Adopted Budget Plan	FY 2012 Revised Budget Plan	FY 2013 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	9 / 9	10 / 10	10 / 10	10 / 10
Total Expenditures	\$813,858	\$731,842	\$741,264	\$757,915

Capital Facilities

Position Summary					
1 Deputy Director	3 Financial Specialists I	1 Network/Telecom. Analyst II			
1 Management Analyst IV	1 Programmer Analyst III	1 Administrative Assistant IV			
1 Financial Specialist II	1 Programmer Analyst II				
TOTAL POSITIONS					
10 Positions / 10.0 Staff Years					

Goal

To provide management oversight, strategic planning, contract management, and department-wide emergency management support, personnel, procurement, information technology, budget and financial support to the divisions within Capital Facilities to ensure they have adequate resources available in order to accomplish their goals.

Building Design and Construction Division

Funding Summary				
	FY 2011	FY 2012	FY 2012	FY 2013
Category	Actual	Adopted Budget Plan	Revised Budget Plan	Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	33 / 33	33 / 33	39 / 39	39 / 39
Total Expenditures	\$8,381,738	\$8,654,317	\$9,058,208	\$9,551,002

Position Summary					
1 Director	13 Senior Engineers III	1 Administrative Assistant IV			
2 Project Coordinators	7 Engineers III	2 Administrative Assistants III			
2 Engineers VI	3 Engineering Technicians III	1 Administrative Assistant II			
5 Engineers IV	1 Engineering Technician II	1 Assistant Project Manager			
TOTAL POSITIONS					
39 Positions/39.0 Staff Years					

Goal

To provide essential professional engineering design, project management, and construction management services in support of the Capital Improvement Program (CIP) implementation of building projects including: fire stations, libraries, courts, police stations, parking structures, human services facilities, and other County facilities.

Utilities Design and Construction Division

Funding Summary				
	FY 2011	FY 2012	FY 2012	FY 2013
Category	Actual	Adopted Budget Plan	Revised Budget Plan	Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	69 / 69	69 / 69	64 / 64	66 / 66
Total Expenditures	\$1,167,666	\$1,017,083	\$1,121,800	\$1,063,791

Capital Facilities

Position Summary					
1 Director	5 Senior Engineers III	1 Chief of Survey Parties			
1 Management Analyst II	3 Engineering Technicians III	3 Senior Survey Analysts/Coordinators			
2 Engineers VI	2 Engineering Technicians II	5 Survey Party Chiefs/Analysts			
2 Engineers V	2 Supervising Eng. Inspectors	5 Survey Instrument Technicians			
4 Engineers IV	8 Senior Engineering Inspectors (1)	1 Administrative Assistant III			
16 Engineers III (1)	1 County Surveyor	2 Administrative Assistants II			
1 Assistant Project Manager	1 Deputy County Surveyor				
TOTAL POSITIONS					
66 Positions (2) / 66.0 Staff Years (2.0)			() Denotes New Positions		

Goal

To provide essential professional engineering design, project management, and construction management services in support of the Capital Improvement Program (CIP) implementation of utility projects including: sanitary sewers, pump stations, wastewater treatment plant expansions/upgrades, storm drainage improvements, road improvements, trails, sidewalks, developer defaults, streetlights and bus shelters.

Land Acquisition Division

Funding Summary				
	FY 2011	FY 2012	FY 2012	FY 2013
Category	Actual	Adopted Budget Plan	Revised Budget Plan	Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	14 / 14	14 / 14	13 / 13	14 / 14
Total Expenditures	\$263,818	\$456,304	\$474,545	\$506,778

Position Summary		
1 Director	1 Engineering Technician II	3 Senior Right-of-Way Agents (1)
1 Project Coordinator	6 Right-of-Way Agents/Property Analysts	
2 Engineering Technicians III		
TOTAL POSITIONS		
14 Positions (1) / 14.0 Staff Years (1.0)		() Denotes New Positions

Goal

To acquire easements, dedications, rights-of-way and other fee purchases requested by Fairfax County agencies or certain others in order to keep capital construction projects and certain Board-approved developer acquisition assistance projects on schedule.

Key Performance Measures

Objectives

- ◆ To monitor design and construction activities in order to maintain construction cost growth at no more than 5.0 percent.
- ◆ To perform Value Engineering (VE) studies in accordance with the adopted Board of Supervisors policy to identify cost savings while meeting required performance, with Return on Investment (ROI) of at least 15:1.

Capital Facilities

Indicator	Prior Year Actuals			Current Estimate
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate/Actual	FY 2012
Output:				
Projects completed	116	122	107 / 146	124
Projects completed with total cost over \$10,000,000	4	0	2 / 1	2
Projects completed with total cost over \$100,000 and under \$10,000,000	65	43	45 / 57	53
Projects completed with total cost under \$100,000	47	79	60 / 88	69
Projects completed on time	74	91	78 / 95	93
Projects completed within budget	110	110	98 / 139	112
VE studies completed/accepted cost savings	5/1,839,702	2/\$4,809,300	4/2,500,000 / 2/\$1,230,739	3/\$1,800,000
Efficiency:				
Design costs as a percent of construction costs for projects with total cost over \$100,000 and under \$10,000,000	20.7%	20.2%	20.0% / 22.5%	21.0%
Design costs as a percent of construction costs for projects with total cost under \$100,000	31.1%	25.1%	25.0% / 32.1%	30.0%
Construction contract administration costs as a percent of construction costs for projects with total cost over \$100,000 and under \$10,000,000	5.6%	6.4%	10.0% / 8.7%	8.0%
Construction contract administration costs as a percent of construction costs for projects with total cost under \$100,000	15.9%	15.7%	15.0% / 11.3%	12.0%
Staff cost per land acquisition instrument acquired for projects with total cost over \$100,000 and under \$10,000,000	\$2,008	\$2,983	\$2,500 / \$2,502	\$2,644
Efficiency:				
Staff cost per land acquisition instrument acquired for projects with total cost under \$100,000	\$2,875	\$3,311	\$3,000 / \$3,001	\$3,193
Cost per VE study	\$36,831	\$56,185	\$42,081 / \$51,096	\$54,000
Outcome:				
Contract cost growth	4.8%	4.8%	5.0% / 4.3%	5.0%
Return on investment ratio for VE studies	10:1	42:1	15:1 / 12:1	15:1

Capital Facilities

Performance Measurement Results

Value Engineering (VE) studies involve a thorough, intensive review of project plans by a group of individuals with engineering expertise in various disciplines. The review identifies the functions of products, establishes the worth of those functions, and generates alternatives through the use of creative thinking. VE studies are performed at the preliminary design stage where the design is 35 percent complete and are conducted by using a combination of in-house staff and consultants depending on the type and size of the project. After VE study recommendations are evaluated by project managers and impacted agencies, they are reviewed by the Director of the Department of Public Works and Environmental Services, who ultimately decides which recommendations will be accepted. The amount of VE cost savings and return on investment ratios vary from one fiscal year to another and are somewhat dependent on both the type and size of projects reviewed. In FY 2011, two VE studies were completed on projects with a construction estimate totaling \$73,606,371, identifying \$4,541,954 in savings with \$1,230,739 in accepted cost savings. This resulted in a return on investment ratio for VE studies of 12:1 in FY 2011. During FY 2011, a total of 146 capital projects were completed.

The use of abbreviated designs has been expanded in order to improve project delivery times. Using abbreviated designs may result in increases in cost growth, but current cost growth rates remain below the 5.0 percent benchmark.