Capital Facilities

Mission

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

AGENCY DASHBOARD			
Key Data	FY 2012	FY 2013	FY 2014
1. Projects Completed	175	177	129
2. Projects Completed with Total Cost of Over $10 million	0	5	4
3. Projects Completed with Total Cost over $100,000 and under $10 million	66	49	53
4. Projects Completed with Total Cost under $100,000	109	123	72
5. Customer Satisfaction Survey – Building Design & Construction Projects (bi-annual)	91.9%	NA	97.3%
6. Customer Satisfaction Survey-Land Acquisition Division (bi-annual)	NA	91.5%	NA
7. Customer Satisfaction Survey-Utilities Design & Construction Projects (bi-annual)	NA	NA	82.0%
8. Value Engineering Studies Completed/Accepted Cost Savings (in millions)	4/$7.2	2/$0.59	3/$1.3

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, 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; projects are delivered using both traditional (design-bid-build) and innovative (public-private partnership) methods. 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 build upon this excellence, Capital Facilities continues to focus on improving some major aspects of the agency, including work culture, environmental stewardship, customer service and safety.

Capital Facilities supports the following County Vision Elements:

- *Maintaining Safe and Caring Communities*
- *Creating a Culture of Engagement*
- *Connecting People and Places*
- *Practicing Environmental Stewardship*
- *Exercising Corporate Stewardship*

Capital Facilities has several initiatives identified in its 2016 strategic plan, including, but not limited to becoming the provider of choice for County agencies and the Board of Supervisors, enhancing customer service, being a leader in sustainable development, and supporting the substantial growth of economic development needs across Fairfax County. As part of these strategic initiatives, the agency continues to improve technology applications with implementation of the IT strategic plan, improving professional growth by training is workforce, and promoting a culture of safety through both training and awareness. The Capital Facilities reorganization, completed in FY 2012, has organized Capital Facilities by "product-line" which has provided organizational efficiency gains, improved teambuilding, communication, collaboration, and customer service.

Capital Facilities continues to support the County Capital Improvement Program (CIP) and capital project growth is anticipated over the next several years. Additional revenue, as a result of the State Transportation Funding Plan, approved during the 2013 Session by the General Assembly, will increase dedicated transportation type projects. Likewise, growth will occur for Stormwater programs, greater urbanization of the County, economic development initiatives, rising PPEA arrangements, expanded partnerships with various agencies, approval of the fall 2012 Bond Referenda for Public Safety and Libraries and approval of the FY 2014 Bond Referenda.

The agency continues to develop stronger partnerships with other agencies for project implementation in an effort to broaden the customer base and become the provider of choice. Capital Facilities also continues to utilize innovative project delivery approaches such as design-build techniques and Public-Private Partnership project implementation in order to facilitate the timely, efficient, and cost effective delivery of projects. In FY 2016, and in future fiscal years, Capital Facilities is part of the Economic Development Core Team as presented to the Board of Supervisors at the March 18, 2013 Budget Committee meeting as part of the presentation on "Building & Sustaining Community by Leveraging our Economic Development Opportunities." The team is necessary to support the County's economic development and revitalization goals, improve development process timelines, and address rising workload requirements to ensure that the capacity exists to meet customer expectations and respond to development opportunities.

As the agency continues to face expanded project work demands and growth, space issues will continue to be looked at with other areas of the department.

Budget and Staff Resources

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
FUNDING					
Expenditures:					
Personnel Services	$11,134,734	$11,194,108	$11,236,945	$11,579,866	$11,608,971
Operating Expenses	8,575,310	9,199,294	9,327,008	9,199,144	9,199,144
Capital Equipment	0	0	72,103	0	0
Subtotal	$19,710,044	$20,393,402	$20,636,056	$20,779,010	$20,808,115
Less:					
Recovered Costs	($6,866,283)	($7,197,951)	($7,197,951)	($7,332,951)	($7,332,951)
Total Expenditures	$12,843,761	$13,195,451	$13,438,105	$13,446,059	$13,475,164
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	140 / 140	144 / 144	148 / 148	145 / 145	148 / 148

FY 2016 Funding Adjustments

The following funding adjustments from the FY 2015 Adopted Budget Plan are necessary to support the FY 2016 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on April 28, 2015.

- **Employee Compensation** **$329,190**
  An increase of $329,190 in Personnel Services includes $123,136 for a 1.10 percent market rate adjustment (MRA) for all employees and $206,054 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2015.

- **Position Supporting Land Development Process** **$86,173**
  On December 2, 2014, the Board of Supervisors approved increases to Land Development Services and Fire Prevention Division (Fire Marshal) fees for plan review, permits, and inspection services. The fee increase will support additional staff resources in a variety of agencies supporting the plan review, permits and inspection process. The goal of the additional staff is to assist the County in improving customer service, work plan implementation efforts, supports minimum submission review for grading plans and tenant work, electronic plan submissions and reducing plan review timeframes. To support this effort, 1/1.0 FTE Engineer III position was added to the Office of Capital Facilities in FY 2015 to support increased streetlight implementation projects including roadway, pedestrian, and streetscape and trail illumination. An increase of $85,673 in Personnel Services and $500 in Operating Expenses is required to support this position. The approved fee increases are anticipated to result in additional revenue of approximately $2.1 million in FY 2015 and $5.1 million in FY 2016 to support land development projects in Fairfax County. It should be noted that an increase of $36,779 in Fringe Benefits funding is included in Agency 89, Employee Benefits, for a total cost of $122,952 in FY 2016. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

- **Reductions** **($135,650)**

A decrease of $135,650 reflects the following reductions utilized to balance the FY 2016 budget:

Title	Impact	Posn	FTE	Reduction
Increase in Work Performed for Others (WPFO) Billings Charged to Projects	The charges for Work Performed for Others (WPFO) are increased as a result of a review of actual costs incurred including recent increases in salaries as approved by the Board of Supervisors in FY 2013 and FY 2014. This review results in an increase to the WPFO billing rate for 3/3.0 FTE positions which are located in Capital Facilities but manage and provide oversight to capital projects in Building Design and Construction and Utilities Design and Construction. Currently, WPFO is charged at a rate of approximately 72 percent to capital project funds. This reduction results in an increase of 45 percent of the salary cost of these 3 positions to capital bond funded projects partially recovering the cost of the 3 identified positions. Currently, WPFO is charged at a rate consistent with the DMB rates for cost recovery. This reduction results in an increase of $135,000 to capital projects recovering 45 percent back to the General Fund for the cost of all 3 positions.	0	0.0	$135,000
Reduce Printing and Copying Supplies	This reduction is associated with a countywide policy decision being implemented to reduce the volume of printing and copying documents over a multi-year period. This was a common and recurring theme brought forward by employees as part of the Mission Savings process in Fall 2014. Agencies are being directed to review internal printing policies and reduce the use of individual desktop printers by utilizing the Multi-Functional Devices (MFDs) available throughout County buildings. In addition, agencies are being directed to reduce paper and toner consumption by only printing documents when necessary and by printing materials double-sided whenever possible.	0	0.0	$650

Changes to FY 2015 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2015 Revised Budget Plan since passage of the FY 2015 Adopted Budget Plan. Included are all adjustments made as part of the FY 2014 Carryover Review, FY 2015 Third Quarter Review, and all other approved changes through April 30, 2015.

- **Carryover Adjustments** **$196,717**
  As part of the *FY 2014 Carryover Review*, the Board of Supervisors approved encumbered funding of $178,734 in Operating Expenses, and $17,983 in Capital Equipment.

- **Third Quarter Adjustments** **$45,937**
  As part of the *FY 2015 Third Quarter Review*, the Board of Supervisors approved funding of $45,937, including $42,837 in Personnel Services and $3,100 in Operating Expenses as a result of approved increases to Land Development Services and Fire Prevention Division (Fire Marshal) fees for plan review, permits, and inspection services. The fee increase will fund additional staff resources in a variety of agencies supporting the plan review, permits and inspection process. As a result of the fee increase, 1/1.0 FTE position was added in FY 2015 to Agency 26, Office of Capital Facilities to support increased streetlight implementation projects within the County.

- **Position Adjustments** **$0**
  Subsequent to the *FY 2015 Third Quarter Review*, 3/3.0 FTE positions were transferred from Fund 40140, Refuse Collection and Recycling to Agency 26, Office of Capital Facilities to properly align business functions with the core agency mission.

Cost Centers

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

Administrative Services

The Administrative Services Cost Center provides full administrative support to Capital Facilities and guides the agency's strategic planning effort. The cost center provides contractual review for both design and construction contracts. In addition, the Administrative Services Cost Center provides human resources oversight and support, information technology support for hardware and software, application development, budget and financial support for daily operations and accounting support for contract management of capital projects. This cost center includes the budget for streetlight utility needs from both Dominion Virginia Power and Northern Virginia Electric Cooperative (NOVEC); a significant portion of the agency's budget.

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
EXPENDITURES					
Total Expenditures	$1,288,444	$9,548,268	$9,724,758	$9,567,722	$9,569,609
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	11 / 11	11 / 11	13 / 13	11 / 11	13 / 13

1	Deputy Director	1	Accountant III	1	Programmer Analyst II
1	Management Analyst IV	3	Financial Specialists I	1	Network/Telecom. Analyst II
1	Financial Specialist II	1	Programmer Analyst III	1	Human Resources Generalist II
1	Management Analyst II	1	Safety Analyst		

TOTAL POSITIONS
13 Positions / 13.0 FTE

Building Design and Construction

The Building Design and Construction Cost Center manages the Building design, construction and budget for the completion of new and/or renovated County facilities such as fire stations, libraries, courts, police stations, parking structures, human services facilities and other County facilities. This includes the evaluation and selection of contractors to design and build facilities and the oversight of all facets of the planning, building, inspection and budgetary issues required to complete each construction project. In addition, this cost center provides strategic leadership in the planning, negotiation, design and implementation of complex, public-private partnership capital projects and real estate development agreements.

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
EXPENDITURES					
Total Expenditures	$10,473,443	$1,631,613	$1,631,826	$1,593,971	$1,603,414
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	42 / 42	43 / 43	45 / 45	42 / 42	45 / 45

1	Director	15	Senior Engineers III	3	Assistant Project Managers
4	Project Coordinators	7	Engineers III	1	Administrative Assistant IV
3	Engineers VI	2	Engineering Technicians III	1	Administrative Assistant III
6	Engineers IV	1	Engineering Technician II	1	Administrative Assistant II

TOTAL POSITIONS
45 Positions / 45.0 FTE

Utilities Design and Construction

The Utilities Design and Construction Cost Center manages the design, construction and budget for the completion of new and expanded or upgraded County utilities construction projects such as, sanitary sewers, pump stations, wastewater treatment plant expansions/upgrades, storm drainage improvements, road improvements, trails, sidewalks, developer defaults, streetlights and bus shelters. This includes the evaluation, selection and oversight of all facets of the planning, building and inspection of construction projects. In addition, this cost center provides strategic leadership in the implementation of complex, public-private partnership capital projects.

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
EXPENDITURES					
Total Expenditures	$556,119	$1,573,826	$1,635,788	$1,798,420	$1,811,957
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	71 / 71	71 / 71	71 / 71	72 / 72	71 / 71

1	Director	5	Engineering Technicians III	1	Construction Project Manager I
2	Engineers VI	1	Engineering Technician II	1	Assistant Project Manager
2	Engineers V	2	Supervising Eng. Inspectors	3	Senior Survey Analysts/Coordinators
5	Engineers IV	8	Senior Engineering Inspectors	5	Survey Party Chiefs/Analysts
15	Engineers III	1	County Surveyor	4	Survey Instrument Technicians
10	Senior Engineers III	1	Deputy County Surveyor	1	Administrative Assistant II
1	Chief of Survey Parties	1	Administrative Assistant III	1	Geographic Inform. Spatial Analyst II

TOTAL POSITIONS
71 Positions / 71.0 FTE

Land Acquisition

The Land Acquisition Cost Center is responsible for the acquisition of land or right-of-way and other land rights, including permanent and temporary easements and letters of permission from property owners, as well as, the documentation of real property conveyances between governmental entities. Programs and projects supported include transportation (roadway, sidewalks, trails, bus stops), wastewater, stormwater, building, complex public private partnerships, developer default and utility projects. This includes all aspects of property analysis during design, legal land title research, appraisal or appraisal review, negotiations and coordination with land owners and owner representatives to acquire property or land rights in an efficient and timely manner. For certain projects, the Land Acquisition Cost Center is responsible for staff work associated with implementation of the Board's power of eminent domain, including the settlement or litigation of certain legal matters in coordination with the Office of the County Attorney. Likewise, this cost center provides strategic leadership in the planning, negotiation, design and implementation of land issues for increasingly complex, public-private partnership capital projects.

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised	FY 2016 Adopted
EXPENDITURES					
Total Expenditures	$525,755	$441,744	$445,733	$485,946	$490,184
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	16 / 16	19 / 19	19 / 19	20 / 20	19 / 19

1	Director	3	Engineering Technicians III	6	Senior Right-of-Way Agents
3	Project Coordinators	5	Right-of-Way Agents/Property Analysts	1	Administrative Assistant III

TOTAL POSITIONS
19 Positions / 19.0 FTE

Key Performance Measures

Indicator	Prior Year Actuals FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate/Actual	Current Estimate FY 2015	Future Estimate FY 2016
Capital Facilities					
Projects completed	175	177	156/129	150	150
Contract cost growth[1]	4.5%	4.1%	5.0%/4.3%	5.0%	5.0%

(1) Cost Growth = (Final Construction Contract Cost – Initial Construction Contract Cost) / Initial Construction Contract Cost * 100

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2016/adopted/pm/26.pdf

Performance Measurement Results

The use of abbreviated designs has been expanded in order to improve project delivery times. During FY 2014, a total of 129 capital projects were completed. The agency continues to maintain cost growth of less than 5.0 percent, with the FY 2014 cost growth rate at 4.3 percent.