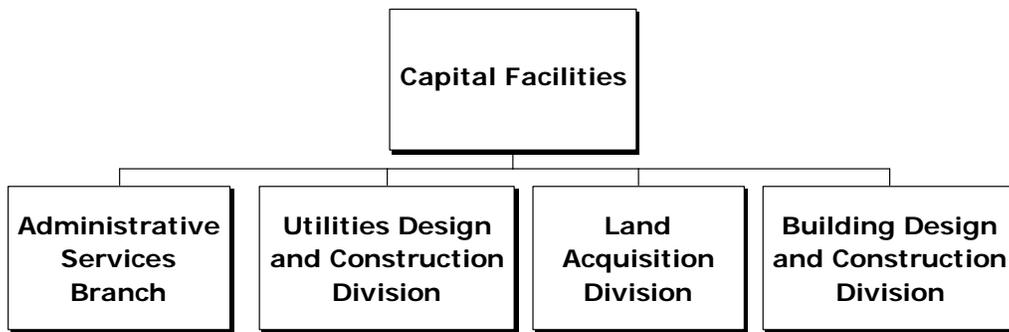


# Capital Facilities



## Mission

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

<b>AGENCY DASHBOARD</b>			
Key Data	FY 2013	FY 2014	FY 2015
1. Projects Completed	177	129	183
2. Projects Completed with Total Cost of Over \$10 million	5	4	4
3. Projects Completed with Total Cost over \$100,000 and under \$10 million	49	53	60
4. Projects Completed with Total Cost under \$100,000	123	72	119
5. Customer Satisfaction Survey – Building Design & Construction Projects (bi-annual)	NA	97.3%	NA
6. Customer Satisfaction Survey-Land Acquisition Division (bi-annual)	91.5%	NA	94.2%
7. Customer Satisfaction Survey-Utilities Design & Construction Projects (bi-annual)	NA	82.0%	NA
8. Value Engineering Studies Completed/Accepted Cost Savings (in millions)	2/\$0.59	3/\$1.3	7/\$7.2

# Capital Facilities

## Focus

Capital Facilities is an agency within the Department of Public Works and Environmental Services. 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 municipal facility projects such as libraries, courts, police and fire stations, joint development, public private partnerships (PPP) and economic development projects. The agency is also responsible for the implementation of infrastructure improvement projects, such as sanitary sewer extensions, sanitary pump stations, wastewater treatment plant expansions/upgrades, streetlight installations and the land acquisition and construction management of transportation and stormwater management 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. Capital Facilities supports, forecasts, and plans for projects in the County's Capital Improvement Program (CIP). Total budget appropriations of over \$750 million are managed across the various funds with additional EDA Bond funds managed of \$100 million; the combined total project estimates of active projects managed by DPWES is over \$2.6 billion of which Capital Facilities is involved in either the design or construction.

### 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***



***Maintaining Healthy Economies***



***Building Livable Spaces***



***Exercising Corporate Stewardship***

The Deputy Director of DPWES-Capital Facilities, also executes and provides oversight for all DPWES professional service contracts and related architectural, engineering and consultant services; executes and provides oversight of capital construction contracts, outlines department contracting procedures and protocols, provides departmental contract training, oversees dispute resolutions and evaluates major amendments and construction change orders. The latter authority is specifically delegated by the Director of DPWES.

Capital Facilities' strategic plan prepares for growth in capital projects from the Transportation Funding Plan, Stormwater Program, Public Private Partnerships (Wiehle Avenue, Innovation Center, Herndon Garages, and Reston Town Center North) and from Economic Development Opportunities to ensure the County's vision of economic strategic success. Strategic initiatives include being the provider of choice for capital project implementation by 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. The agency also continues to focus on environmental stewardship, improving technology applications with implementation of the DPWES/Capital Facilities IT strategic plan, improving professional growth by training its workforce, and promoting a culture of safety through training and awareness.

## Capital Facilities

Capital Facilities has several initiatives identified in its 2017 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, supporting the substantial growth of economic development needs across Fairfax County, implementation of the IT strategic plan, and promoting a culture of safety through both training and awareness. Capital Facilities is organized by "product-line" which provides 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 projects. Likewise, growth will occur for Stormwater programs, greater urbanization of the County, economic development initiatives, rising PPEA arrangements, expanded partnerships with various agencies, and the recently approved Bond Referenda which occurred in fall 2015 for Public Safety.

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 2017, Capital Facilities will continue to be 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 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
<b>FUNDING</b>					
Expenditures:					
Personnel Services	\$11,602,036	\$11,608,971	\$11,608,971	\$11,943,388	\$11,943,388
Operating Expenses	8,744,946	9,199,144	9,517,564	9,422,651	9,422,651
Capital Equipment	72,103	0	55,713	0	0
<b>Subtotal</b>	<b>\$20,419,085</b>	<b>\$20,808,115</b>	<b>\$21,182,248</b>	<b>\$21,366,039</b>	<b>\$21,366,039</b>
Less:					
Recovered Costs	(\$7,269,034)	(\$7,332,951)	(\$7,332,951)	(\$7,332,951)	(\$7,332,951)
<b>Total Expenditures</b>	<b>\$13,150,051</b>	<b>\$13,475,164</b>	<b>\$13,849,297</b>	<b>\$14,033,088</b>	<b>\$14,033,088</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	148 / 148	148 / 148	155 / 155	149 / 149	155 / 155

# Capital Facilities

## FY 2017 Funding Adjustments

The following funding adjustments from the FY 2016 Adopted Budget Plan are necessary to support the FY 2017 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 26, 2016.

- ◆ **Employee Compensation** **\$334,417**  
An increase of \$334,417 in Personnel Services includes \$154,400 for a 1.33 percent market rate adjustment (MRA) for all employees and \$162,347 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2016, as well as \$17,670 for employee pay increases for specific job classes identified in the County's benchmark class survey for comparator jurisdictions.
  
- ◆ **Streetlight Utility Costs** **\$223,507**  
An increase of \$223,507 in Operating Expenses is required for utility costs associated with anticipated additional streetlight installations by Virginia Dominion Power and Northern Virginia Electric Cooperative (NOVEC) in FY 2017.

## Changes to FY 2016 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2016 Revised Budget Plan since passage of the FY 2016 Adopted Budget Plan. Included are all adjustments made as part of the FY 2015 Carryover Review, FY 2016 Third Quarter Review, and all other approved changes through April 30, 2016.

- ◆ **Carryover Adjustments** **\$274,133**  
As part of the FY 2015 Carryover Review, the Board of Supervisors approved encumbered funding of \$274,133 in Operating Expenses.
  
- ◆ **Position Adjustments** **\$0**  
In order to properly align staff with economic development requirements, 1/1.0 FTE position was transferred from Fund 40140, Refuse Collection and Recycling Operations to Agency 26, Capital Facilities in early FY 2016. Subsequent to the FY 2016 Third Quarter Review, an additional 6/6.0 FTE positions were transferred from Fund 40140 to the Office of Capital Facilities to address project and workload growth in the Wastewater Design and Construction and Building Design and Construction areas, as well as significant growth in the number of contracts administered and the associated contractual review requirements for professional services and construction contracts. FY 2016 costs associated with these positions will be charged to projects, resulting in no net increase to the General Fund. FY 2017 fiscal implications of this adjustment will be made as part of the FY 2016 Carryover Review.
  
- ◆ **Third Quarter Adjustments** **\$100,000**  
As part of the FY 2016 Third Quarter Review, the Board of Supervisors approved funding of \$100,000 in Operating Expenses to support real estate development advisory services on an as needed basis as part of the implementation of the County's Economic Success Strategic Plan (ESSP), specifically focusing on high-level policy recommendations to help the County to expand and diversify the economy.

# Capital Facilities

## 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 NOVEC; a significant portion of the agency's budget.

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$10,178,969	\$9,569,609	\$9,847,811	\$9,816,359	\$9,816,359
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	13 / 13	13 / 13	15 / 15	14 / 14	15 / 15
1 Deputy Director	1	1 Accountant III	1	1 Programmer Analyst II	
1 Management Analyst IV	3	3 Financial Specialists I	1	1 Network/Telecom. Analyst II	
1 Financial Specialist II	1	1 Programmer Analyst III	1	1 Human Resources Generalist II	
1 Management Analyst II	1	1 Safety Analyst	1	1 Administrative Assistant II	
1 Contract Analyst II					
<b>TOTAL POSITIONS</b>					
15 Positions / 15.0 FTE					

# Capital Facilities

## **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 joint real estate to support the County's Strategic Plan for Economic Success.

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$2,067,976	\$1,603,414	\$1,659,168	\$1,711,641	\$1,711,641
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	45 / 45	45 / 45	47 / 47	45 / 45	47 / 47
1 Director	1	Revitalization Community Dev.		2	Assistant Project Managers
3 Project Coordinators	17	Senior Engineers III		1	Administrative Assistant IV
3 Engineers VI	7	Engineers III		1	Administrative Assistant III
2 Engineers V	2	Engineering Technicians III			
6 Engineers IV	1	Engineering Technician II			
<b>TOTAL POSITIONS</b>					
47 Positions / 47.0 FTE					

## **Utilities Design and Construction**

The Utilities Design and Construction Cost Center manages the design and construction for the completion of new and expanded or upgraded wastewater facilities such as sanitary sewers, pump stations, and wastewater treatment plant expansions/upgrades. UDCD also manages the construction of 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 construction management surveying and inspection of construction projects.

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$350,978	\$1,811,957	\$1,851,857	\$1,966,251	\$1,966,251
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	71 / 71	71 / 71	74 / 74	71 / 71	74 / 74
2 Directors	5	Engineering Technicians III		1	Construction Project Manager I
3 Engineers VI	1	Engineering Technician II		1	Assistant Project Manager
1 Engineer V	2	Supervising Eng. Inspectors		3	Senior Survey Analysts/Coordinators
7 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
<b>TOTAL POSITIONS</b>					
74 Positions / 74.0 FTE					

# Capital Facilities

## 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 required for capital project implementation. 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 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$552,128	\$490,184	\$490,461	\$538,837	\$538,837
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	19 / 19	19 / 19	19 / 19	19 / 19	19 / 19
1 Director	3 Engineering Technicians III	5 Senior Right-of-Way Agents			
3 Project Coordinators	5 Right-of-Way Agents/Property Analysts	1 Administrative Assistant III			
1 Management Analyst III					
<b>TOTAL POSITIONS</b>					
19 Positions / 19.0 FTE					

## Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate/Actual	FY 2016	FY 2017
<b>Capital Facilities</b>					
Projects completed	177	129	150/183	160	160
Contract cost growth <sup>1</sup>	4.1%	4.3%	5.0%/4.9%	5.0%	5.0%

<sup>1</sup> 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/fy2017/adopted/pm/26.pdf](http://www.fairfaxcounty.gov/dmb/fy2017/adopted/pm/26.pdf)

## Performance Measurement Results

The use of abbreviated designs has been expanded in order to improve project delivery times. During FY 2015, a total of 183 capital projects were completed. The agency continues to maintain cost growth of less than 5.0 percent, with the FY 2015 cost growth rate at 4.9 percent.