

Lines of Business

LOB #56:

ADMINISTRATION / LEADERSHIP

Purpose

Administration/Leadership provides oversight and coordination of all administrative support to Capital Facilities and guides the agency's strategic planning and implementation efforts.

Description

Administration/Leadership provides agencywide guidance including:

- Contractual execution for construction project contracts and related architectural, engineering and consultant service contracts, as delegated by the Director of DPWES and in compliance with the Fairfax County Purchasing Resolution.
- Prepares all contracting procedures and protocols; manages contract dispute resolutions; authorizes and evaluates contract amendments and change orders; and reviews all new DPWES contracts.
- Strategic planning, monitoring and performance measures.
- Continuity of Operations Plan development and agency safety guidance related to capital project construction and safety issues important for all staff and engineers.
- Directs leadership and management teams.

Administration/Leadership provides human resources support in employee relations, performance evaluations, disciplinary actions, time and payroll processing, training, organizational development, recruitment and benefits.

Administration/Leadership provides information technology (IT) support to 208/208.0 FTE positions including 148/148.0 FTE agency positions, support for other agencies of DPWES, and 60/60.0 FTE Department of Transportation positions using the internally-developed capital project system:

- 15,000 IT calls annually for troubleshooting; computer hardware support, managing the computer replacement program.
- Maintenance of user ID's to ensure security for multiple systems/vendor collaboration sites, File Transfer Protocol (FTP) sites.
- Performs hardware upgrades and maintenance, and installs new technology.
- Project Management software development .NET/SharePoint, SharePoint Designer, InfoPath, Web development, report development and ASP.NET Web Application, web updates and design, software license maintenance, system maintenance for 25 to 30 engineering products.
- Project Management System Support, Work Performed for Others (WPFO) System, Land System Support, Streetlight System, Contract System, Completed Project Reporting and Project Reporting Systems.
- Web-related/Web Procurement activities, Americans with Disabilities Act (ADA) compliance/communication/public education.

Office of Capital Facilities

Administration/Leadership further supports budget and accounting requirements for the DPWES agency and the Department of Transportation (DOT) funds including:

- Reviews, tracks and administers financial contracts for capital projects.
- Administers Fund 30050, Transportation Improvements, projects for DOT and oversees complex projects.
- Financial oversight of 500 design and construction projects with appropriations of \$752 million and over \$100 million in EDA Bond funds;
- Manages all financial aspects of the Streetlight Program, including the utilities budget and projections, the Developer Streetlight program, accounts with utility providers, and minor streetlight upgrades.
- Administers the Developer Default projects, BOS District Projects, and federal and state grants.
- Coordinates internal and external audits, financial policy development and compliance.
- Administration of complex funding sources/revenue; and complex PPP projects.
- CIP, forecasting, cash flow, analysis, management of bond sale needs.
- Debt financing and management, third party financing arrangements, revenue reimbursements.
- Federal Project management, EDA and General Obligation bond management.

Budget oversight of the following funds:

- Capital Facilities General Fund;
- Fund 50000, Federal State Grant Fund (DOT and DPWES);
- Fund 30010, General Construction and Contributions (DOT and DPWES);
- Fund 30030, Library Construction;
- Fund 30050, Transportation Improvements (DOT);
- Fund 30060, Pedestrian Walkway Improvements (DOT and DPWES);
- Fund 30070, Public Safety Construction; and,
- Fund 30080, Community Revitalization Program (Countywide).

This LOB is performed with 13/13.0 FTE positions including 1/1.0 DPWES Deputy Director who oversees all operations of Capital Facilities; 6/6.0 FTE positions in financial management; 3/3.0 FTE in IT; 2/2.0 FTE supporting human resources; and 1/1.0 FTE in training and safety development.

Benefits

Administration/Leadership is key to fulfilling the mission of Capital Facilities to provide Fairfax County with quality, cost-effective buildings and infrastructure in a safe, timely and environmentally-sound manner.

- Services provided are essential for capital project implementation of County capital improvements, project planning and implementation of the CIP.
- Supports complex financial arrangements and public private partnerships (i.e., Wiehle Avenue, Merrifield, Public Safety Headquarters, and Laurel Hill Adaptive).
- Supports bond-funded projects such as libraries, public safety, commercial revitalization, transportation improvements, trails and walkways, and BOS district projects.
- Performs leadership and administration that promotes programs to improve the quality of life.

Office of Capital Facilities

- Supports and guides initiatives, manages resources that support financially cost-effective buildings and infrastructure in a safe, timely and environmentally-sound manner.
- Supports the management of both federal and state grants.
- Assures effective management of resources and efficiency and effectiveness.
- Assures accuracy and compliance with internal and external financial requirements.

Primary Correlation to County Vision Elements

Exercising Corporate Stewardship: This LOB manages substantial resources (\$576,987,584 total value of financial contracts design, construction and purchase orders related to capital projects and \$752,108,668 managed across the various funds with EDA Bond funds adding more than \$100 million for public private partnership).

Mandates

Although Administration/Leadership is not mandated, it is critical in ensuring compliance for:

- Federal Grants, Federal Pass Thru Grants, State Grants;
- Federal Debarment rules and the Davis Bacon Act;
- Proffers;
- Ensuring compliance with contractual agreements with vendors;
- External Financial Guidelines, GASB (Governmental Accounting Standards Board) requirements;
- Internal budget/financial/human resource/IT policies and procedures for Fairfax County;
- Planning and implementation of the County CIP;
- Bond and fiscal requirements;
- Contractual execution and oversight; and,
- Public private partnership agreements.

Trends and Challenges

- Meet growing financial demands associated with growing demand for projects for public safety, libraries, recreational facilities, courts, etc.
- As population grows and urbanization continues, the demands and workload for Capital Facilities services increases. Portions of the County are facing significant renewal and renovation requirements for facilities. This requires a careful balancing to address priorities and greater complexity in funding and technology.
- The focus on economic development and revitalization requires greater partnerships as per the County's strategic plan to facilitate economic success and goals of investing in natural and physical infrastructure. Financial complexity increases with greater public private partnerships; requiring greater financial oversight, complex financing terms, varied contract terms and management of funding sources and uses.
- Greater leverage of other financing options due to budget constraints increases third party financial banking arrangements for financing and debt management, bond financing and managing various sources of funding with increased budget and financial oversight.
- Keeping pace with industry for IT solutions for Geographic Information System (GIS), web-based solutions, collaboration tools, and engineering software.
- Increase in human resources and administrative support.
- Financial contract growth of over 300 percent requiring greater oversight.

Office of Capital Facilities

- Contract complexity growth with PPP projects such as Wiehle Avenue, Merrifield Center, Public Safety Headquarters, Providence Community Center, and Laurel Hill Adaptive.
- Greater management of funding sources and uses as General Fund dollars decrease and other funding sources increase including proffers, contributions, partnership arrangements, and EDA and General Obligation bonds.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #56: Administration / Leadership			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$963,587	\$1,056,124	\$747,067
Operating Expenses	474,883	544,201	429,618
Capital Equipment	0	72,103	0
Total Expenditures	\$1,438,470	\$1,672,428	\$1,176,685
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$1,438,470	\$1,672,428	\$1,176,685
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	11 / 11	13 / 13	13 / 13
Total Positions	11 / 11	13 / 13	13 / 13

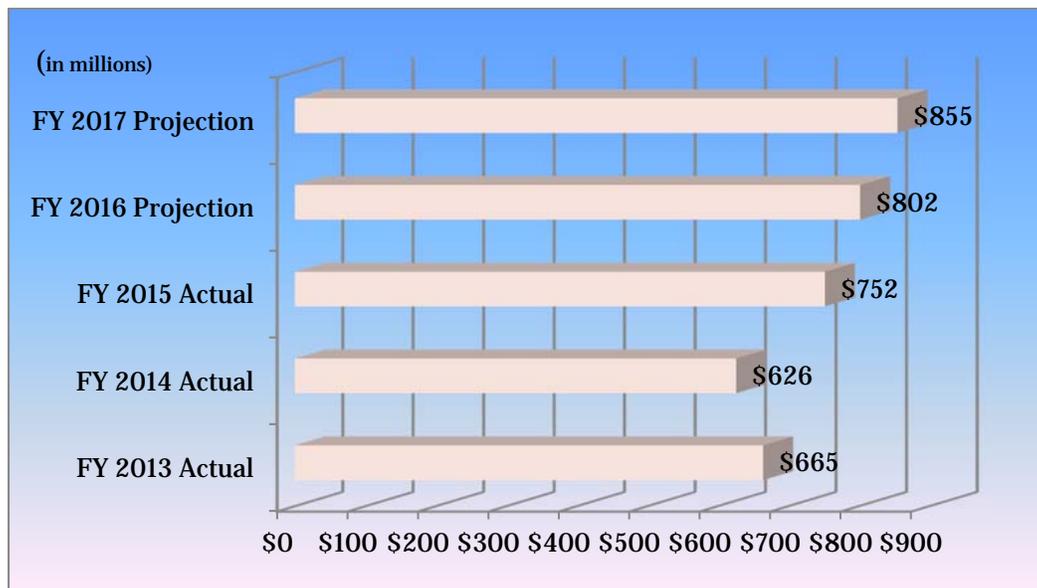
Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Dollar Value of Professional Architectural Engineering, Construction and Procurement Contracts Managed	\$348.03 mil	\$367.60 mil	\$576.98 mil	\$634.00 mil	\$698.00 mil
Total Appropriations Managed	\$664.5 mil	\$626.3 mil	\$752.1 mil	\$802.0 mil	\$855.0 mil
Contract Cost Growth Less than 5%	4.11%	4.26%	4.91%	4.80%	4.80%
Total Appropriations Managed per FTE	\$110.8M/FTE	\$104.4M/FTE	\$125.4M/FTE	\$114.6M/FTE	\$122.1M/FTE
Total Dollar Value of Professional Architectural Engineering, Construction and Procurement Contracts managed per FTE	\$58.0M/FTE	\$61.3M/FTE	\$96.2M/FTE	\$90.0M/FTE	\$99.0M/FTE

Office of Capital Facilities

As shown in the metrics presented above, there has been growth in the budget appropriations managed. This is associated with an increase in the number and scope of projects which require increased oversight of contracts, financial management, resources, and IT needs. Appropriation growth increased more than 20 percent from FY 2014 to FY 2015 and this trend is expected to continue. Additional contracts require greater coordination among private developers, legal contractual requirements, financial monitoring of County versus and partner portions, fiscal agent relationships, proffers, contributions and funding sources to manage. This complexity is already being seen with Wiehle Avenue Garage, Laurel Hill Adaptive, Public Safety Headquarters and Merrifield Center. These projects also involve cross-county departmental partnerships with agencies such as the County Attorney's Office, Department of Procurement and Material Management, Department of Planning and Zoning, Transportation, and the Community Services Board.

Total Appropriations Managed



Total Appropriations per FTE

This metric (shown in table above) indicates the efficiency in management. The growth in the average workload per FTE related to contract management has increased 47 percent. Staff efficiency is noted as staff is managing more funds with no increase in staffing.