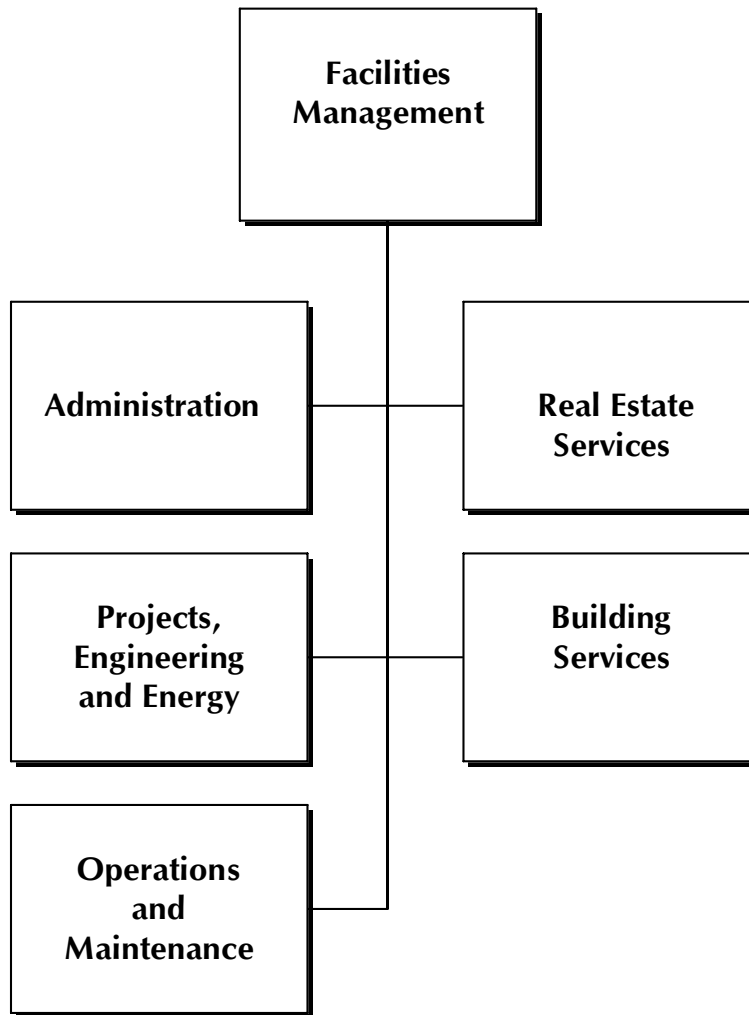


# Facilities Management Department



## Mission

To provide safe and well maintained facilities that fulfills the need of our customers.

## Focus

The Facilities Management Department (FMD) is responsible for providing a full range of facility management services in those County-owned and leased facilities that are under its jurisdiction. These services include maintenance, repair, capital renewal, utilities, security services, event and meeting management services, space planning, interior design, renovations, energy conservation, custodial services, and moving services. FMD is also responsible for leasing, managing and disposing of real property and facilities, as requested by the Board of Supervisors and other County agencies.

FMD will focus on a number of areas in the coming years to fulfill its mission of providing safe, comfortable and well-maintained facilities. The main focus areas include capital renewal, energy performance, security and customer service.

## Facilities Management Department

Capital renewal is the replacement or upgrade of old, obsolete building system components. As the inventory of County facilities ages, it is important for the County to reinvest in these buildings and replace aging building equipment. FMD commissioned a building condition assessment and developed a ten-year capital renewal program based upon this assessment. In the coming years, this program will begin to be implemented by FMD and funded by the County's capital pay down program and by general obligation bonds.

Energy efficiency is an important focus area based on the nearly \$10 million paid by FMD for County utility costs and how this program relates to occupant comfort. FMD is in the process of adding Energy Management Control Systems (EMCS) to older buildings to allow for better control of heating and cooling systems. New building specifications already have these systems built into them. Electrical demand meters are also being added to a number of facilities to track electrical usage and reduce peak demand which is the main driver in electric costs. When replacement of older, less efficient HVAC systems are required, FMD is replacing them with energy efficient models. In addition, FMD recently completed the use of an energy performance contract which allowed for the amortization of system upgrades to be paid for from the utility savings from those upgrades. When energy savings opportunities present themselves, FMD will continue to take advantage of them.

### ***THINKING STRATEGICALLY***

Strategic issues for the department include:

- Expanding energy conservation efforts at County facilities;
- Implementing a computerized system for more efficient work order and facilities information;
- Initiating streamlined process for contracting larger jobs; and
- Improving communications to enable customers to better understand agency services.

Security continues to be an area of focus for FMD. As a department FMD will continue to manage the operational aspects of security and the implementation of physical, technical, and operational security plans. Emergency Response Plans have been developed for all County work sites and regular drills are now being conducted. A vulnerability assessment is complete and implementation plans are being developed.

FMD provides corporate stewardship for the County's Real Estate Services. FMD is responsible for negotiating and managing leases with an annual value of nearly \$14 million, providing property management services for approximately 726 County-owned parcels (3,816 acres), and providing space management for over 8 million square feet of space in FY 2007, and a projected 7.8 million in FY 2008. This section of FMD is also responsible for managing the County's interest in the Laurel Hill property, and providing technical real estate support of a number of County real estate ventures.

Customer service is another important focus for FMD as it strives to provide responsive services to increased County agency demands. A new on-line customer survey was developed and is used as one of FMD's performance measures. Customer focus groups were used to help develop FMD's strategic planning initiatives. Customer service meetings are held regularly with all of FMD's main customers to address service issues.

# Facilities Management Department

## Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	201/ 201	203/ 203
Expenditures:		
Personnel Services	\$10,869,731	\$11,311,342
Operating Expenses	39,501,057	44,664,470
Capital Equipment	27,585	0
<b>Subtotal</b>	<b>\$50,398,374</b>	<b>\$55,975,812</b>
Less:		
Recovered Costs	(\$8,234,205)	(\$8,364,916)
<b>Total Expenditures</b>	<b>\$42,164,168</b>	<b>\$47,610,896</b>
Income:		
Rent Reimbursements	\$3,480,117	\$3,195,462
Parking Garage Fees	351,852	367,765
City of Fairfax Contract	168,428	176,636
<b>Total Income</b>	<b>\$4,000,397</b>	<b>\$3,739,863</b>
<b>Net Cost to the County</b>	<b>\$38,163,771</b>	<b>\$43,871,033</b>

## SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
08-01	Facilities Operations and Maintenance	\$13,135,493	142	152.0
08-02	Facilities Projects, Engineering, and Energy Management	\$13,706,399	31	20.25
08-03	Facilities Building Services	\$9,280,804	16	16.5
08-04	Real Estate Development and Planning	\$7,748,337	14	14.25
<b>TOTAL</b>		<b>\$43,871,033</b>	<b>203</b>	<b>203.0</b>

# Facilities Management Department

## LOBS SUMMARY

### 08-01: Facilities Operations and Maintenance

<i>Fund/Agency: 001/08</i>		<i>Facilities Management Department</i>	
<b>LOB #: 08-01</b>		<b>Facilities Operations and Maintenance</b>	
Personnel Services			\$7,644,878
Operating Expenses			\$5,896,658
Recovered Costs			(\$406,043)
Capital Equipment			\$0
<b>Total LOB Cost:</b>			<b>\$13,135,493</b>
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
<b>Total Revenue:</b>			<b>\$0</b>
<b>Net LOB Cost:</b>			<b>\$13,135,493</b>
Positions/SYE involved in the delivery of this LOB			142 / 152.0

#### ► LOB Summary

Facilities Operations and Maintenance (O & M) involves both in-house and contract support for building operations and facility maintenance at 170 County owned and leased facilities totaling approximately 7.8 million square feet. Support to the facilities encompass, fire and security alarms, elevators, emergency power, building mechanical and electric equipment, plumbing, locks and hardware, painting, structural and architectural components, and small office moves. The primary objective is to provide safe, functional, reliable, comfortable, sanitary, and pleasant environments in an economical manner in support of County agency roles and missions. Funding is derived from the General Fund. O&M staff reviews all plans for new County facilities, as well as renovation projects, to ensure maintainability and reliability of all proposed building systems. Staff also performs periodic inspections during construction projects to identify potential maintenance problems and make necessary corrections before construction is complete. Current initiatives include enhancing access to facility services by using a web application to check status of work order requests; and, in collaboration with the Park Authority, implemented Phase I of a Computer Integrated Facilities Management (CIFM) system to enhance the efficiency of maintenance operations and provide better facility asset information. Phase II of CIFM will take place during FY 2008/FY 2009.

# Facilities Management Department

## ► Method of Service Provision

Operations and maintenance services are provided through a combination of County employees and private contractors. Private contractors are used for major repairs, equipment replacement and maintenance and repair to specialized systems such as elevators, fire detection/suppression systems, overhead doors, structural and architectural components, roofing, etc. Preventive maintenance activities by County staff are scheduled on operating equipment throughout the County to reduce operating and repair costs, to avoid equipment failure, to lengthen the equipment life span, and to increase operating efficiency. Corrective maintenance and repairs are performed on a priority basis as required to restore faulty equipment and building features to full service. O&M staff works with the Office of Capital Facilities and FMD's Project, Engineering and Energy staff to review plans for new construction and to inspect work at various stages of construction to ensure maintainability and reliability of all building systems being installed.

## ► Mandate Information

There is no federal or state mandate for this LOB.

## 08-02: Facilities Projects, Engineering, and Energy Management

<i><b>Fund/Agency: 001/08</b></i>	<i><b>Facilities Management Department</b></i>
<i><b>LOB #: 08-02</b></i>	<i><b>Facilities Projects, Engineering, and Energy Management</b></i>
Personnel Services	\$1,627,458
Operating Expenses	\$14,398,548
Recovered Costs	(\$1,775,206)
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$14,250,800</b>
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$544,401
<b>Total Revenue:</b>	<b>\$544,401</b>
<b>Net LOB Cost:</b>	<b>\$13,706,399</b>
Positions/SYE involved in the delivery of this LOB	31 / 20.25

# Facilities Management Department

## ► LOB Summary

Facilities Projects, Engineering, and Energy (PE&E) provides a variety of professional facilities services to include design and construction management of facility repair and renovation projects, facility systems engineering analysis, energy performance contracting oversight, and utility consumption monitoring. In addition, PE&E provides contract management oversight for maintenance activities accomplished by outside vendors. Funding is derived from both the operating and capital construction budgets; as well as by other user agencies. The user agency funds are recovered in Work Performed for Others (WPFO). FMD incurs the costs up front and then charges back to the agency. Capital Construction Projects include facility systems replacements for roofs, carpet, pavements, HVAC/Electrical, fire alarms, emergency generators, and other miscellaneous requirements. This LOB also develops the Capital Improvement Program (CIP) for Facilities Maintenance. Energy performance contracting involves energy efficiency improvements to facilities where utility cost savings from initiatives are used to finance facility systems equipment using the County Master Lease Agreement which covers the acquisition of capital assets on a lease/purchase basis with tax exempt financing arrangements. Examples include energy efficient lighting systems and energy management control systems for building HVAC equipment. Energy management is provided through EnergyCAP, the utility consumption monitoring software, which records tracks and analyzes utility usage in General County facilities. Utility rate schedules are evaluated against consumption to ensure the most cost advantageous rate schedules are applied. In addition, computerized Energy Management Control Systems are monitored in numerous County facilities to control HVAC equipment settings and facility comfort levels while operating systems in the most energy efficient manner. County engineering staff also reviews all plans for new County facilities to ensure maintainability and energy efficiency is provided. Future trends will continue with energy performance contracting, emphasis on energy efficiency in new facilities through design review and optimum usage of all County space. Current initiatives include a three year contract to purchase 5 percent of its electricity as wind energy in FY 2007 and FY 2008, and 10 percent in FY 2009; earned Fairfax County national recognition in the National Association of Counties (NACo) Change a Light Campaign; continue implementing the use of “green building” characteristics; continue to promote energy efficiency education; and participated in the electronic accounts payable project as 1 of 3 pilot agencies to streamline invoice processing and to promote teleworking.

## ► Method of Service Provision

Both County staff and contractors provide professional facility services. Project designs are performed by professional Architect/Engineer consultants; although County staff manages the design contracts. Monitoring of the Energy Management Control Systems is done by County staff, while maintenance of the systems hardware and software is done by contract. County staff also uses the EnergyCAP software for utility consumption analysis. All facility construction is done by contract and managed by County staff. In addition, County staff provides reviews of new facility designs for maintainability, energy efficiency, and space allocation and interior design. County engineering staff provides technical support to the County operations and maintenance staff on facility systems issues and problems.

## ► Mandate Information

There is no federal or state mandate for this LOB.

# Facilities Management Department

## 08-03: Facilities Building Services

<i>Fund/Agency: 001/08</i>	<i>Facilities Management Department</i>
<b>LOB #: 08-03</b>	<b>Facilities Building Services</b>
Personnel Services	\$902,323
Operating Expenses	\$9,741,369
Recovered Costs	(\$1,216,828)
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$9,426,864</b>
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$146,060
<b>Total Revenue:</b>	<b>\$146,060</b>
<b>Net LOB Cost:</b>	<b>\$9,280,804</b>
Positions/SYE involved in the delivery of this LOB	16 / 16.5

### ► LOB Summary

In 2006, the Building Services Branch was restructured in order to centralize the building services functions of FMD. Several work sections and contracts such as custodial services, cafeteria and vending, grounds maintenance, and pest control were transferred from other branches of the department and combined into this branch.

The Building Services Branch is responsible for three major activities: (1) Security Management, (2) Conference Center Management, and (3) Building Services Contract Management.

Security management includes: Oversight of the contract for security guard services at various County facilities; providing employee safety/security education and training; conducting facility security assessments and making recommendations for improvements; and assisting agencies with their safety and emergency preparedness programs. Current initiatives include: hosting an Emergency Open House at the Government Center; in collaboration with Risk Management, enhancing life safety systems by installing Automatic External Defibrillators (AED) and proper signage in county-owned and leased facilities; and publishing the Employee Protective Measures quick reference desktop guide which summarizes life threatening and no notice events for employees to follow in case of an emergency. In FY 2009, FMD will develop a comprehensive countywide security program to include development of a security incident reporting system, security awareness training, and security Architectural and Engineering guidelines.

Conference Center scheduling and special events include the scheduling and coordinating of all events at the Government Center Complex and various other sites throughout the County and at no cost to the requestor. The Government Center Complex is available for meetings, seminars, conferences, festivals, press conferences, training, receptions, and weddings. Services include: event planning services prior to an event or activity; providing logistics and technical support during an event or activity as requested, and security and custodial services as required. Requests come from such entities as the Board of Supervisors, commissions, authorities, agencies, nonprofit organizations, civic associations, state and federal agencies, County employees and private citizens.

## Facilities Management Department

In 2007, 9,005 meetings and events were managed and held. Staff support is provided 7 days a week from 6 a.m. to 11 p.m. on demand. Some examples of special events coordinated and supported by this LOB include: EAC-sponsored craft fairs, job fairs, political rallies, press conferences, government conferences and seminars, Celebrate Fairfax and Fall for Fairfax Festivals.

Building Service contract management and oversight includes: food service operations at the Herrity Building, the Government Center, the Massey Building, and the Judicial Center; 14 separate custodial contracts at 99 locations; pest control services at 142 locations, and landscape services to 122 locations. During FY 2007, this Branch developed and implemented a new performance based concept for re-bidding and awarding new custodial contracts.

FMD continues to develop closer working relationships with customers through regular feedback mechanisms, customer focus groups and through closer involvement with customers in FMD processes and planning efforts which resulted in a 95 percent customer satisfaction rate in FY 2007. Although not a separate performance measure, an element of the performance measure for repair/maintenance cost per square foot total rate is the cost per square foot rate for custodial services.

### ► Method of Service Provision

Security, custodial, pest control, grounds maintenance, and cafeteria and vending services are all provided by private contractors; although County staff manages the contracts. Conference center scheduling and special events coordination are provided by County employees.

### ► Mandate Information

There is no federal or state mandate for this LOB.

## 08-04: Real Estate Development & Planning

<i><b>Fund/Agency: 001/08      Facilities Management Department</b></i>	
<i><b>LOB #: 08-04</b></i>	<i><b>Real Estate Development and Planning</b></i>
Personnel Services	\$1,136,683
Operating Expenses	\$14,627,895
Recovered Costs	(\$4,966,839)
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$10,797,739</b>
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$3,049,402
<b>Total Revenue:</b>	<b>\$3,049,402</b>
<b>Net LOB Cost:</b>	<b>\$7,748,337</b>
Positions/SYE involved in the delivery of this LOB	14 / 14.25



# Facilities Management Department

## ► LOB Summary

The Real Estate Development and Planning Branch are responsible for managing developed and undeveloped property owned and/or leased by the County. The management of property includes lease negotiations for new and existing leased facilities required for County programs; the review and processing of lease payments; the management of lease contracts; the management and space planning for the inventory of leased and owned office space occupied by County agencies; and the management of the County's inventory of real property consisting of approximately 726 parcels of real estate or more than 3,816 acres owned by the Board of Supervisors. The property management team reviews and makes recommendations on all easement requests, Right-of-Way requests, requests for temporary use of county property, and coordinates the Real Property Disposal Program. In addition, staff is responsible for the property management of the 2,340-acre Laurel Hill Property, which is the former site of the Lorton Prison. The lease management team plans, coordinates, implements and administers policies, programs, and procedures relating to the county's leasing of buildings and land. Interior design staff provides facility planning, space design and systems furniture reconfigurations, furniture selection and procurement, and facilities signage. County space planners also review all plans for new County facilities to ensure space is allocated appropriately and consistently. Future trends will continue with an emphasis on space efficiency in new and current facilities by ensuring all designs incorporate an optimum usage of all County space. In addition, staff will continue to negotiate below market rates for lease space.

The Real Estate Development and Planning Branch continues to create a culture of engagement by working with various agencies to transfer property to the Park Authority to help achieve the goal of 10 percent of land mass of Fairfax County as parkland. In September 2007, 39 parcels were conveyed to the Park Authority. After the transfer, approximately 9.4 percent of the County's land mass will be held by the Park Authority.

The Branch also continues to exercise corporate stewardship by working with others to implement a CIFM system that will provide improved facility asset information to staff and customers. Leasing, space planning, and property management information will be available on-line for all agencies to access. This will assist the branch in conducting detailed space studies and reviewing trends in the agency.

An extensive Lease Agreement was executed with the Lorton Arts Foundation that will result in the establishment and operation of a center for the arts at the Occoquan facility of the former Lorton Prison. The Branch administers this Lease Agreement along with over 170 other Real Estate Agreements that equate to over 8.0 million square feet, over \$13 million in lease payments, and over \$3 million in revenue for county-owned sites being leased to other entities.

## ► Method of Service Provision

Service is provided through a combination of County staff, private property management firms and managers, commercial leasing brokers, private real estate appraisers and usage of a nationwide data based internet software. The County's management of real property is provided by County staff with the exception of one of several methods of disposition, which is the public auction. This particular method of disposition is contracted. Space Planning is provided through a combination of County staff and private contractors.

# Facilities Management Department

## ► Mandate Information

There is no federal or state mandate for this LOB.

## **AGENCY PERFORMANCE MEASURES**

### Objectives

- To achieve facility maintenance and repair services in a timely manner by responding to 92 percent of all non-emergency service calls within 2 days.
- To provide an effective and efficient maintenance program that emphasizes proactive maintenance over reactive maintenance service calls which results in a ratio of proactive maintenance work hours to reactive maintenance work hours of greater than 1.
- To maintain at least a 90 percent customer satisfaction rating while achieving facility and property management costs per square foot rate less than the mid-range High rate (the 75th percentile) for commercial buildings as set the Building Owners & Managers Association (BOMA) for commercial buildings in the DC/VA suburban area.
- To reduce the energy consumption from one year to the next and to maintain a utility cost per square foot rate less than the mid-range High rate (the 75th percentile) as set by the Building Owners & Managers Association (BOMA) standard for commercial buildings in the DC/VA suburban area.
- To expend and/or contractually commit 75 percent of the Capital Renewal funds appropriated each year.

# Facilities Management Department

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
<b>Output:</b>					
Service requests responded to	26,945	28,000 / 35,682	37,000	39,000	08-01
Proactive maintenance hours worked	89,154	92,000 / 91,445	95,000	96,000	08-01
Reactive maintenance hours worked	51,469	55,000 / 52,749	58,000	60,000	08-01
Gross square feet of facilities maintained	7,620,961	8,017,208 / 7,720,260	7,815,329	8,386,301	08-01 08-02 08-04
Rentable square feet of facilities maintained	6,429,805	6,764,118 / 6,513,583	6,593,793	7,075,522	08-01 08-02 08-04
Gross square feet of leased space	662,887	662,887 / 678,691	684,419	689,319	08-01 08-02 08-04
Total kBtu's used	518,192,206	555,645,370 / 519,763,906	523,237,141	578,218,940	08-02
Total utility cost	\$8,967,299	\$9,732,214 / \$9,229,141	\$11,671,599	\$12,149,911	08-02
Rentable utility square footage	4,491,572	4,827,151 / 4,576,616	4,656,826	5,138,555	08-02
Capital Renewal funds appropriated	\$7,166,290	\$19,040,245 / \$8,188,512	\$21,924,321	\$6,924,321	08-02
Capital Renewal funds expended/contractually committed	\$8,256,357	\$17,136,221 / \$10,882,527	\$16,443,244	\$5,943,240	08-02
<b>Efficiency:</b>					
Service calls per rentable 1,000 square feet	4.19	4.14 / 5.48	5.61	5.51	08-01
Proactive maintenance hours per rentable square feet	13.87	13.60 / 14.22	14.77	14.93	08-01
Reactive maintenance hours per rentable square feet	8.00	8.13 / 8.10	8.80	8.48	08-01 08-01 08-02
Cost per square foot maintained	\$5.07	\$5.20 / \$5.18	\$5.60	\$5.35	08-01 08-02 08-04
Leased cost per square foot	\$19.26	\$20.60 / \$19.93	\$21.45	\$21.00	08-01 08-02 08-04
BOMA mid-range High for owned facilities	\$5.18	\$5.43 / \$5.58	\$5.86	\$6.16	08-01 08-02 08-04
BOMA mid-range High for lease costs	\$28.21	\$29.06 / \$36.36	\$37.45	\$38.57	08-01 08-02 08-04
kBtu's per square foot	115.4	115.1 / 113.6	112.4	112.5	08-02
Utility cost per square foot	\$2.00	\$2.02 / \$2.02	\$2.22	\$2.13	08-02
BOMA mid-range High for utilities	\$2.07	\$2.17 / \$2.19	\$2.30	\$2.42	08-02

# Facilities Management Department

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
<b>Service Quality:</b>					
Average response time in days	2.0	2.0 / 2.0	2.0	2.0	08-01
Percent of preventative maintenance work orders completed	72.0%	79.0% / 91.0%	90.0%	92.0%	08-01
Percent of survey respondents satisfied or better	95%	90% / 95%	90%	90%	08-01 08-02 08-04
<b>Outcome:</b>					
Percent of non-emergency calls responded to within 2 days	90%	90% / 90%	91%	92%	08-01
Ratio of proactive to reactive maintenance hours	1.73	1.67 / 1.73	1.64	1.60	08-01
Variance from BOMA mid-range High for total cost of owned facilities (dollars per gross square feet)	(\$0.11)	(\$0.23) / (\$0.40)	(\$0.26)	(\$0.81)	08-01 08-02 08-04
Variance from BOMA mid-range High for leased facilities (dollars per rented square feet)	(\$8.95)	(\$8.46) / (\$16.43)	(\$16.00)	(\$17.57)	08-01 08-02 08-04
Variance from 90th percentile for customer satisfaction	0	0 / 5	0	0	08-01 08-02 08-04
Variance for utility cost from BOMA mid-range High	(\$0.07)	(\$0.15) / (\$0.17)	(\$0.08)	(\$0.29)	08-02
Variance in kBtu's/square feet from previous year	(2.50)	(1.00) / (1.50)	(1.20)	0.10	08-02
Percent of Capital Renewal funds expended or contractually encumbered	46%	90% / 57%	75%	75%	08-02