



Response to Questions on the 2016 LOBs

Request By: Supervisor Herrity

Relevant LOB(s): LOBs #58, #69, #323, #328

Question: Provide additional information and metrics for Private-Public Partnership/Joint Venture Projects.

Response:

Public-private partnerships and joint ventures (P3/JV) are a tool, or approach, used to implement the Board's plans, policies, and goals, including the Capital Improvement Program (CIP) and other initiatives like the Economic Success Strategic Plan. Each project has desired facility, operational, programmatic, and financial outcomes, based upon the unique qualities of each project and the surrounding community.

In Fairfax County, there are six primary agencies that have lead responsibility for P3/JV projects: Department of Public Works and Environmental Services, Department of Transportation, Fairfax County Department Housing and Community Development, Department of Planning and Zoning, the Fairfax County Park Authority, and the Office of Community Revitalization. Many other County agencies are involved as well, including: Office of the County Attorney, Office of Public Affairs, Neighborhood and Community Services, Office of the County Executive, and the Department of Purchasing and Supply Management. Metrics for P3/JV projects focus on 1) the creation of value, primarily real estate taxable value, 2) building community in accordance with the County's adopted Comprehensive Plan and area master plans, and 3) delivering the right services effectively. Additional P3/JV metrics focus on project life cycle versus point-in-time costs, as well as enhanced value provided by a private sector partner, and the ability to deliver services.

The County is currently managing approximately 25 pending, under development, or recently completed projects. Each project is a unique confluence of resources which vary depending upon the desired outcome, partnership, and desired deliverable. On average a project team consists of a core team of five staff members, an extended team of 20 additional staff which provide subject area expertise and skills, and an executive leadership team consisting of senior County management to provide policy recommendations as required.

The County has made a number of organizational changes since 2013 to better manage and organize P3/JV projects. These changes have included redeploying existing positions within departments to address increased workload, such as:

- Creation of Department of Public Works and Environmental Services – Public Private Partnerships Branch within the Building Design and Construction Branch (7 Full Time



Equivalent (FTE) positions). This branch was created to support economic development and revitalization goals, improve development process timelines, and address rising workload requirements to respond to development opportunities.

- Creation of the Public Private Partnership Section within the Office of the County Attorney (4 FTE). This section assists in the planning and negotiation of P3 projects and addresses the anticipated increased volume of these complicated transactions. This section also provides significant support to the Fairfax County Redevelopment and Housing Authority and the Department of Housing and Community Development.
- Creation of a P3/Joint-Ventures Policy Coordinator within the Office of the County Executive (1 FTE). This position was established to review the overall P3/JV process within Fairfax, coordinate information and share knowledge and practices across the organization, and assist with development of new policies and practices to ensure ongoing process improvement and create value for the County and community.

Typical project management metrics also apply to most P3/JV projects, such as capital project performance measures related to budget, scope, and schedule.

The CIP includes a separate section outlining those projects that are being delivered through a P3/JV delivery method. As Fairfax County expands the use of P3/JV projects, additional measures and reporting will be developed.