Town of Leesburg

FY 2016-2017 Proposed Budget & FY 2016-2021 Capital Improvements Program

Leesburg

the hometown of the 21st century

FY 2016 - 2017
Proposed Budget
&
FY 2016- 2021
Capital Improvements Program

Kristen C. Umstattd, Mayor

Kelly Burk, Vice Mayor

Dave Butler

Suzanne Fox

Thomas S. Dunn II

Katie Sheldon Hammler

Fernando "Marty" Martinez

Kaj H. Dentler, Town Manager

Prepared by the Department of Finance & Administrative Services

Town of Leesburg, Virginia

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Leesburg for its annual budget for the fiscal year beginning July 1, 2014.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

Table of Contents

Introduction

Town of Leesburg Corporate Limits 9
Town Organization Chart 10
Directory of Officials 11
Directory of Staff 12
Vision, Mission & Values 13
Town Manager Transmittal 14
How the Budget is Organized 17
The Budget in Brief 19
Strategic Framework 20
Town Council Strategic Focus Areas 21
Town and Community Information 22
Financial Assessment 23
Financial Policies 23

Financial Summaries

Major Funds and Accounts 27
Summary of Revenue Sources 28
Summary of Fund Expenditures 30
Consolidated Fund Table 31
Revenue by Fund 32
Expenditures by Fund 34
Expenditure by Category 35
Local Tax Funding Allocation 36
General Fund Pro Forma 37
General Fund Debt 38
Capital Asset Replacement Pro Forma 39
Capital Asset Replacement Fund 40
Capital Projects Fund Pro Forma 41
Utilities Fund Pro Forma 42
Utilities Fund 3R Reserve 43
Utilities Fund Debt Schedule 44
Position Summary 45

Operating Budget

Administering Efficient Government 49
Financial Information & Analysis 49

Town Council 51
Mission 51
Description 51
Financial Information & Analysis 52
Boards & Commissions 53

Town Manager's Office 55
Mission 55
Description 55
Organization Chart 56
Summary of Services 56
Goals & Objectives 56
Financial Information & Analysis 57
Performance Measures 57

Office of the Town Attorney 59
Mission 59
Description 59
Organization Chart 60
Summary of Services 60
Goals & Objectives 60
Financial Information & Analysis 62
Performance Measures 62

Clerk of Council 65
Mission 65
Description 65
Organization Chart 66
Summary of Services 66
Goals & Objectives 66
Financial Information & Analysis 67
Performance Measures 68

Supporting Activities 69
Financial Information & Analysis 69

Department of Finance & Administrative Services 71
Mission 71
Description 71
Organization Chart 72
Summary of Services 72
Goals & Objectives 73
Expenditures by Division 74
Financial Information & Analysis 74
Performance Measures 75

Keeping Us Safe 77
Financial Information & Analysis 77

Police Department 79
Mission 79
Description 79
Organization Chart 80
Summary of Services 80
Goals & Objectives 81
Expenditures by Division 83
Financial Information & Analysis 83
Performance Measures 84

Providing the Necessities 85
Financial Information & Analysis 85

Department of Public Works and Capital Projects 87
Mission 87
Description 87
Organization Chart 88
Summary of Services 88
Goals & Objectives 90
Expenditures by Division 93
Financial Information & Analysis 93
Performance Measures 94
Performance Analysis 95

Department of Utilities 97

Mission 97
Description 97
Organization Chart 98
Summary of Services 98
Goals & Objectives 99
Expenditures by Division 102
Financial Information & Analysis 102
Performance Measures 103

Ensuring Quality of Life 105
Financial Information & Analysis 105

Department of Parks & Recreation 107
Mission 107
Description 107
Organization Chart 108
Summary of Services 108
..... 109
Goals & Objectives 109
Expenditures by Division 110
Financial Information & Analysis 110
Performance Measures 111

Thomas Balch Library 113
Mission 113
Description 113
Organization Chart 114
Summary of Services 114
Goals & Objectives 115
Financial Information & Analysis 116
Performance Measures 116

Department of Planning & Zoning 119
Mission 119
Description 119
Organization Chart 120
Summary of Services 120
Goals & Objectives 121
Financial Information & Analysis 123
Performance Measures 123

Department of Plan Review 125
Mission 125
Description 125
Organization Chart 126
Summary of Services 126
Goals & Objectives 127
Financial Information & Analysis 128
Performance Measures 128

Seizing the Future 131
Financial Information & Analysis 131

Office of Economic Development 133
Mission 133
Description 133
Organization Chart 134
Summary of Services 134
Goals & Objectives 135
Expenditures by Division 136
Financial Information & Analysis 136
Performance Measures 137

Leesburg Executive Airport 139
Mission 139
Description 139
Organization Chart 140
Summary of Services 140
Goals & Objectives 141
Financial Information & Analysis 142
Performance Measures 142

Capital Improvements Program

CIP Summary 147

General Government 151
Downtown Improvements (10304) 152
Downtown Street Lighting (07309) 153
Town-wide Tree Canopy (08308) 154

Parks & Recreation 155
Skate Park Renovation (16NEW1) 156
A.V. Symington Aquatic Center Water Play Area (Spray Ground) (21NEW1) 157

Streets and Highways 159
Battlefield Parkway - Rt. 15 to Dulles Greenway (07315) 160
Davis Court Bridge Replacement (18NEW1) 161
East Market Street (Route 7) and Battlefield Parkway Interchange (15303) 162
Evergreen Mill Road Widening (15302) 163
Hope Parkway Extension (16NEW2) 164
Lowenbach Street Improvements (05303) 165
Morven Park Road Sidewalk (14301) 166
Route 15 Bypass/Edwards Ferry Road Interchange (09307) 167
Route 15 (South King Street) Widening Phase II (13301) 168
Sycolin Road Widening Phase IV (15301) 169
Traffic Management System and Emergency Evacuation Management (16NEW1) 170

Storm Drainage 171
Chesapeake Bay TMDL (15304) 172
Tuscarora Creek Flood Mitigation (06306) 173

Airport 175
Airport Maintenance Shed (19NEW1) 176
Airport Master Plan Update (16NEW1) 177
Airport North Hangars (19NEW2) 178
Airport Stormwater Management Plan/ Drainage Study (16NEW2) 179
Taxiway & Runway Lighting Rehabilitation (19NEW3) 180
US Customs General Aviation Clearance Facility (17NEW1) 181

Utilities 183

Lower Sycolin Sewage Conveyance System Phase II (14402) 184
Misc. Waterline & Sanitary Sewer Imps., Repairs, I&I Mitigation (06401) 185
Hospital Water Storage Tank Recoating and Rehabilitation (21NEW1) 187
Security System at Water Pollution Control Facility (16402) 188
Water Booster Pump Station at Loudoun Water Interconnect (20NEW1) 189
33" Sewer Trunk Line Assessment (21NEW2) 190
Water Plant Second Carbon Feed System (16401) 191
Water Treatment Plant Filter #1 and #2 Underdrain Replacement (21NEW3) 192

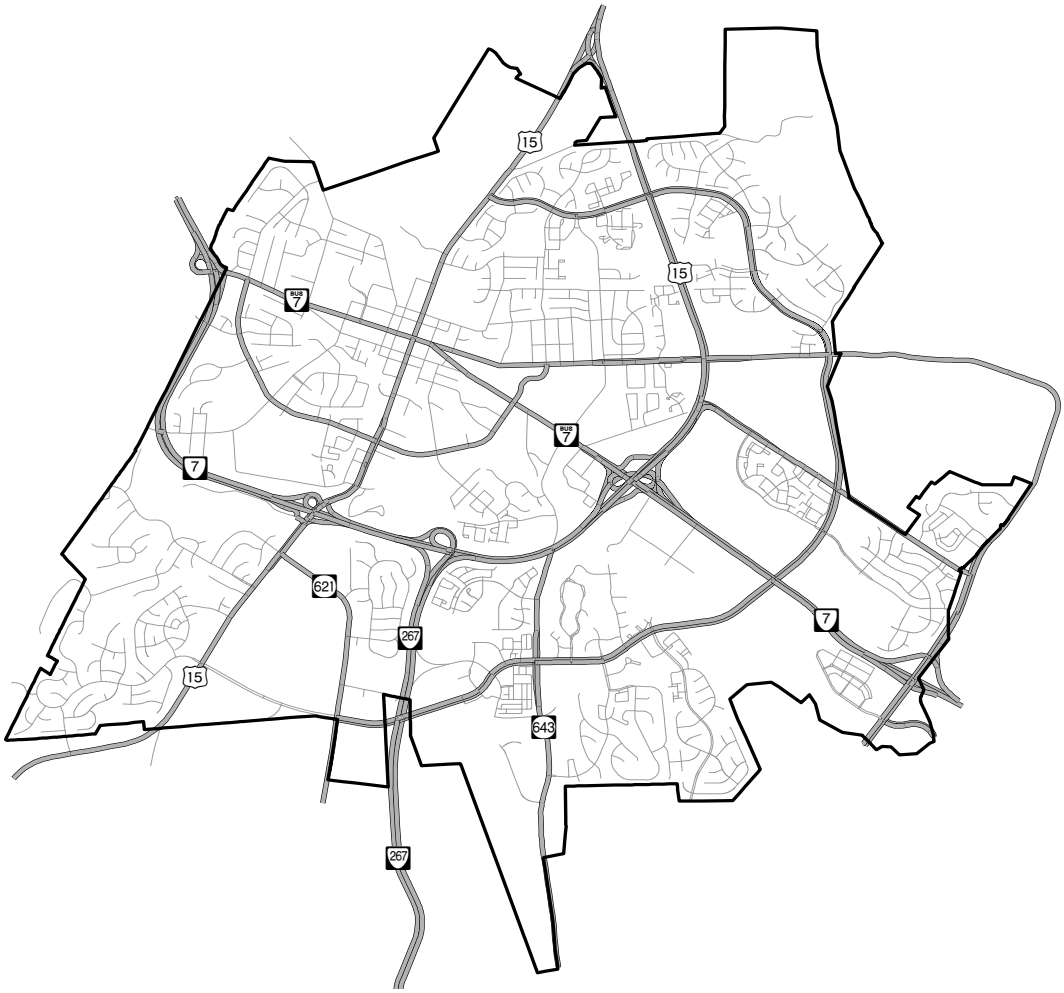
Future Projects 193
Priority Future Capital Projects 193

Supplemental Information
Glossary of Budget Terms 201
Glossary of Acronyms 204

Introduction

Town of Leesburg Corporate Limits

Nestled between the foothills of the Blue Ridge Mountains and the Potomac River, the Town of Leesburg enjoys the best of both worlds – the peaceful tranquility of the country and the bright lights of the city. Located on the western edge of the Washington DC metropolitan area, Leesburg is just 15 miles from Washington Dulles International Airport and less than an hour from downtown DC.



By Car

Leesburg can be reached by U.S. Route 15, State Route 7, or the Dulles Greenway toll road (Route 267). Visitors from Maryland can also enjoy traveling to Leesburg via White's Ferry, the last operating ferry on the Potomac River. The ferry has been carrying vehicles and passengers on a five-minute ride across the river north of Leesburg since 1828.

By Train

Maryland's MARC Train offers service to and from Washington, D.C., from Point of Rocks, Maryland, about 12 miles north of Leesburg.

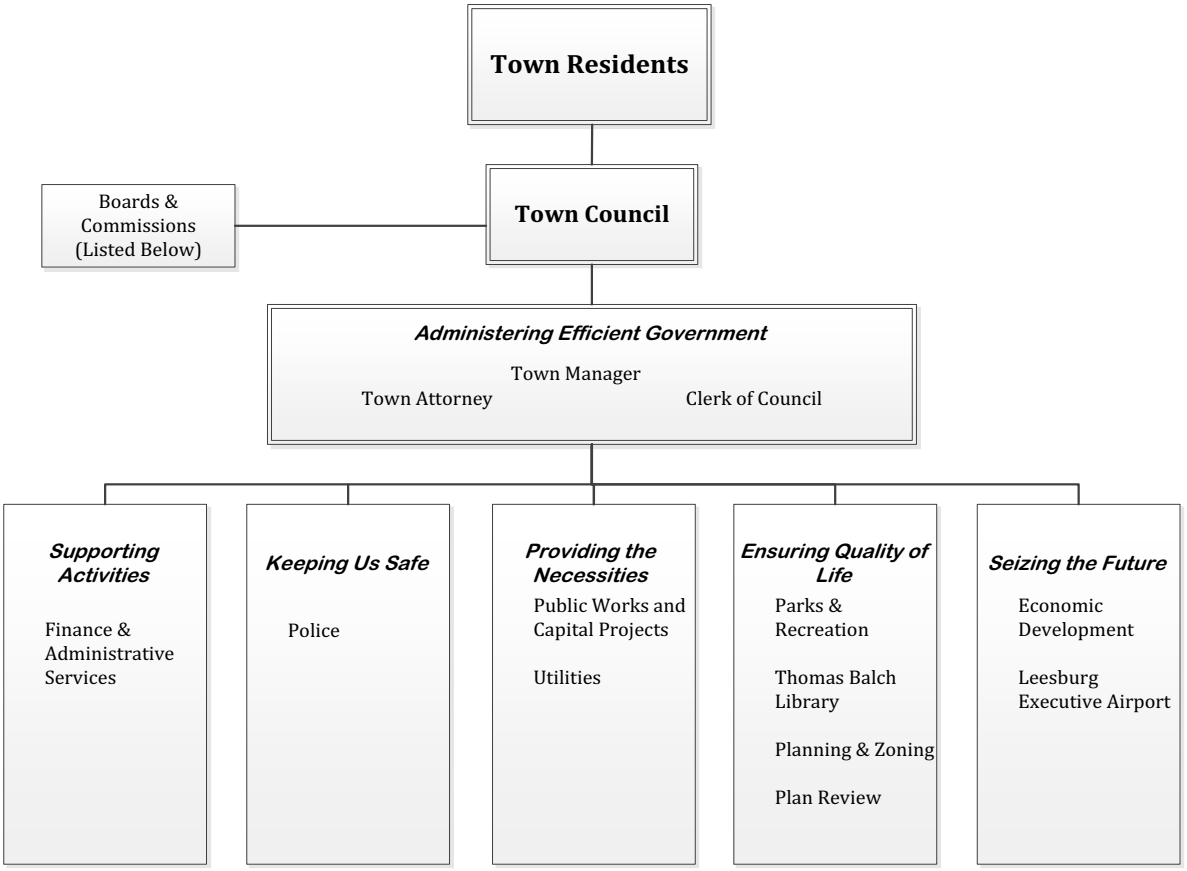
By Plane

With its location at the western terminus of the Dulles Greenway toll road (Route 267), Leesburg enjoys excellent access to Washington Dulles International Airport. In addition, the Leesburg Executive Airport, one of the region's busiest general aviation airports, provides further transportation options into and out of the area.

By Bike

The Town is also accessible via the W&OD Trail, a hiking/biking trail that runs from Arlington to Purcellville, Virginia, along the bed of the former Washington & Old Dominion Railroad.

Town Organization Chart



Directory of Officials

Kristen C. Umstattd

Mayor

Thomas S. Dunn II

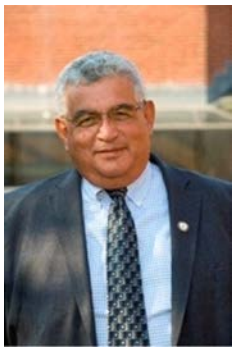
Council Member

Kelly Burke

Vice Mayor

David S. Butler

Council Member



Fernando "Marty" Martinez

Council Member

Katie Sheldon Hammler

Council Member

Suzanne Fox

Council Member

Directory of Staff

Appointed Officials

Kaj H. Dentler, Town Manager

Barbara Notar, Town Attorney

Senior Management

Keith Markel, Deputy Town Manager

Scott Parker, Assistant Town Manager

Scott Coffman, Airport Manager

Alexandra S. Gressitt, Balch Library Director

Lee Ann Green, Clerk of Council

Betsy Fields, Research & Communications Manager

Marantha Edwards, Economic Development Director

Clark Case, Finance and Administrative Services Director

Annie Carlson, Interim Human Resources Manager

John Callahan, Acting Information Technology Manager

Renee LaFollette, Capital Projects Director

Rich Williams, Parks & Recreation Director

William Ackman, Plan Review Director

Susan Berry Hill, Planning & Zoning Director

Joseph R. Price, Police Chief

Tom Mason, Public Works Director

Amy Wyks, Utilities Director

Management Analyst Staff

Jason L. Cournoyer, Senior Management Analyst
Lisa R. Haley, Senior Management Analyst

Vision, Mission & Values

Vision:

The Town of Leesburg will be a prosperous, fiscally sound, and family-oriented community with a full range of housing, business, cultural, and recreational opportunities in a safe and attractive environment for residents, businesses, and visitors.

Mission:

The Town of Leesburg is dedicated to providing excellent municipal services that enhance the quality of life for our diverse community.

Values:

We value:

- Our taxpayers and customers
- Civic pride
- Safe neighborhoods
- Town culture and heritage
- Entrepreneurship and innovation
- Parks and open spaces
- The Historic District (Downtown)
- Fiscal responsibility
- Accountability

Town Manager Transmittal

February 23, 2015

Madam Mayor and Members of Town Council:

I am pleased to present the Proposed Town of Leesburg Budget for Fiscal Year 2016, covering the first year of the FY 2016/2017 Biennial Budget. This budget document includes the proposed General Fund Budget, the proposed Capital Improvement Program (CIP) for Fiscal Years 2016-2021 starting on page 145, and the proposed Utilities Fund Budget starting on page 97. Throughout the document, you will notice emphasis on the Town's five core focus areas: long-term financial sustainability, organizational efficiency, technology and automation, customer service, and employee development.

Long-Term Financial Sustainability: The proposed FY 2016 Budget is built on the adopted real estate tax rate of 18.3 cents per $100 of assessed value, unchanged from FY 2015. Residential real estate assessments increased 2.6% for the average single family home and slightly more for townhomes and condominiums. While above the equalized rate of 18.0 cents, the proposed tax rate minimizes the tax bill impact on the average homeowner, but allows modest growth in revenue. The tax rate allows the Town to continue to fund the Debt Service Reserve and the Capital Asset Replacement Fund as directed by your adopted Long-Term Financial Policy, as well as make smart investments in technology to increase operational efficiencies and customer service across the organization. The proposed budget also strategically positions the Town to begin increasing our fiscal reserve as directed by Council in January of this year while keeping a close eye on our future challenges.

Organizational Efficiency: This past fall, I made the decision to merge the departments of Finance, Human Resources and Information Technology into a single department, now known as the Department of Finance and Administrative Services. This year, we are in the process of merging the departments of Public Works and Capital Projects into a single department effective July 1. By combining departments with similar operational needs, the Town can realize efficiencies through better management of resources and redistribution of assets.

Another way in which the Town is improving efficiency is by transferring responsibility for all Town-sponsored special events, including the annual Business Awards and the Youth Career Expo, to the Parks & Recreation Department.

Technology and Automation: Across the organization, we will continue to implement more efficient ways of doing business through technology. The Public Works Department is using GPS technology to manage the deployment of street division crews and equipment. More maintenance crews and inspectors will be issued tablets and handheld devices to maximize their time in the field and avoid trips back to the office. The Finance and Administrative Services Department continues to maximize the use of existing programs including an upgrade to the Town's core financial software program known as MUNIS, the successful implementation of our new on-line job application process known as NeoGov, a new timekeeping system, a redesigned Town web site and a commitment to transparency by the integration of OpenGov on our website. These examples are but a few of the ways that our employees are using today's technology to transform the way the Town operates.

Customer Service: Improving both external and internal customer service remains a top priority for the Town. Many of the key customer service initiatives for FY 2016 also involve investments in technology. For example, the Finance and Administrative Services Departments continues to improve the online experience of residents and businesses, including improvements to the web-based payments portal and the Leesburg 311 service request mobile app. Other customer service initiatives include the Police Department increasing targeted community policing efforts aimed at building relationships with residents and businesses to prevent crime. In addition, we have included more funding for customer service training tailored to specific positions and functions. Our goal for customer service is "To Exceed Expectations."

Employee Development: We continue to make investments in our employees through training opportunities, cross-training to provide greater operational flexibility, performance pay increases and maintenance of our health benefits package that has a focus on employee wellness and healthy living initiatives.

In particular during FY 2016, you will see an increased focus on succession planning. A number of key long-time staff members either have retired or will be retiring and we are planning now for a smooth transition. Our staffing levels remain lean. We are striving to maximize our personnel resources by being agile and nimble in order to respond to an ever-changing community and world.

Two other topics of interest for FY 2016 that do not fall strictly within one of the five core focus areas are **Emergency Management** and **Communications**. We have placed a great emphasis on our Emergency Management Team, led by Chief Joe Price. We are in the midst of a chapter-by-chapter rewrite of the Town's Emergency Operations Plan and conduct monthly emergency activities and exercises which will continue through the coming year. Our plans for the Town's Communication Program in FY 2016 include increased community outreach efforts through a variety of channels with particular attention to reaching a more diverse audience.

Capital Improvement Program: The proposed six-year plan reflects the Town Council's commitment to complete significant transportation projects in the near future, such as the final phase of Battlefield Parkway from Evergreen Mill Road to Route 15 South, with a $13 million budget, starting in the fall of 2015. Another significant transportation project is the construction of the final phase of South King Street/Route 15 South widening project, from Greenway Drive to Virts Corner, in the amount of $10.6 million, starting this summer. In addition, funding is provided in Fiscal Year 2016 to commence design and engineering work for the interchange at Route 15 North By-Pass and Edwards Ferry Road, the final phase of the Sycolin Road widening from Tolbert Lane to the Town's southern corporate limits, and widening of Evergreen Mill Road from Battlefield Parkway to Route 15/South King Street.

The proposed Capital Improvement Program also provides funding to complete the Lowenbach Street Improvement project by late fall 2015, and to continue construction of the Downtown Improvements project along Loudoun Street and King Street. The last project to note is the Catoctin Skate Park Renovation project. Based on your recent direction at the Major Issues Work Session, full funding is provided with completion in the summer of 2016.

Utilities Fund: The proposed operating budget for the Utilities Fund is approximately $15.2 million in expenditures. This budget includes three new positions as part of the implementation of the reclaimed water agreement with Panda Energy International. The Town's draft DEQ discharge permit with addendum for reclaimed water requires additional daily monitoring and operation of the Waste Water Treatment Plant on a 24/7 basis.

The proposed Utilities Fund also estimates $19.2 million in revenue in Fiscal Year 2016. This revenue estimate is based upon the recently approved rates per Town Ordinance 2014-024. These revenues are used to pay all utility costs including debt service which are not included in the department's operating expenses.

In summary, I am pleased to state that the Town is financially sound. The proposed FY 2016 Budget reflects the short and long-term goals and objectives that the Town Council has set. In preparing this document, the staff focused on maintaining current levels of service, with modest new initiatives, while holding the line on cost increases.

Finally, I would like to thank all of the staff involved in the development of the FY 2016 budget document including our department heads. In addition, with the exception of Lisa Haley, Senior Management Analyst, most of the key budget staff members are new to the Town or new to this year's role, including me. As such, this was the first budget produced by this new team. With that in mind, I want to specifically recognize Clark Case, Director of Finance and Administrative Services, Lisa Haley, Senior Management Analyst, and Jason Cournoyer, Senior Management Analyst, for all of their hard work in support of preparing this budget.

As your Town Manager, I am very optimistic about the Town's financial position. On behalf of the Town employees, we all look forward to implementing your vision for the Town of Leesburg in the coming year.

Kaj H. Dentler
Town Manager

Economic Outlook

Fiscal year 2016 will commence in what will likely be the beginning of the long anticipated move by the Federal Reserve to tighten monetary policy by scaling back its multi-billion dollar stimulus program. The Town's fiscal outlook continues to remain strong, with new opportunities for sustaining growth on the horizon.

National

The current national landscape is continuing in its historic run of low interest rates in the credit markets, along with a recent run of lower than expected gas prices helping to fuel improving consumer sentiment. Housing markets are continuing to recover, and modest increases to the total employment figures were recently reported (January 2015). Inflation is expected to decline in the near term, while unemployment levels are at a modest 5.6% (2014 Q4). GDP levels are projected to remain around 3.0% annualized for 2016, and slightly less at 2.8% for 2016. A cloud of pessimism remains in that underemployment is still at noteworthy levels, job growth is lagging, and aging infrastructure needs are demanding more budget resources.

Northern Virginia/DC Metro Area:

The Northern Virginia region is feeling some of the effects of a smaller Federal Government foot print resulting from the automatic federal spending cuts from sequestration. Although there are increasing vacancies in commercial space, there are noticeable increases in the restaurants in the region. Further, retail markets remain an area of strength for the regions' economy. Construction growth is anticipated to remain strong. Phase I of the Silver Line metro stations in the Tyson's Corner and Reston Virginia areas are operational, and will likely to boost the economy in all sectors in 2016.

Loudoun County

Loudoun County remains an economic engine in the Northern Virginia /DC Metro area, as well as a sought after location for employment and housing. Unemployment levels are remain lower than average at 4.2%, while overall job growth is estimated to remain at around 2.0%. The county stands to enjoy an economic boost of magnitude when the Dulles and Ashburn metro stations come on-line in 2018-19 and it is estimated that the gross county product (GCP) could grow by a factor of ten.

Town of Leesburg

The Town continues to be the largest town in the Commonwealth, yet continues to maintain the small town charm amidst growth and development. A long time destination of choice for businesses, the Town continues to see businesses and entrepreneurs thriving, businesses expanding, and companies relocating to the Town. Notably examples include, the recent announcements of K2M's large headquarters expansion and the opening of Victory Brewery Company in the Town's historical district. Further, there are several planned developments that are slated to begin and complete construction in the near future such as the mix use Crescent Place development that includes 224 residential units and 35,000 of commercial space; and the Courthouse Square commercial development the boasts 20,000 square feet of retail and 90,000 square feet of office space. The Town has also been able to focus on transportation improvements and investments due in part to Northern Virginia Transit Authority (NVTA) and Virginia Department of Transportation (VDOT) funding, and proffered projects funded or constructed by developers.

In July 2014, the Town of Leesburg was awarded its first AAA rating on General Obligation Bonds from Standard & Poor's as well as positive and stable outlooks and affirmations of the second best ratings from both Moody's and Fitch. The Town enters FY 2016 in a very strong financial position and a measured optimism for the economy in the near future.

How the Budget is Organized

The Town of Leesburg's budget is divided into five sections. The first section provides a high level overview of Town government as well as other statistical and demographical information about Leesburg residents, businesses, and visitors. The second section provides financial summary information regarding each major fund. The third section provides department detail information and is grouped by function. The fourth section details the Town's six-year Capital Improvement Plan (CIP). The final section contains supplemental budget data, statistical, and other information.

The department detail sections contain budget data and key performance indicators by grouping departments that have similar functions. Although the Town Council appropriates at the fund level, each department's financial tables depict sources and uses attributable to the department's operation. In order to provide greater clarity to service areas, Town departments are grouped together as follows:

Administering Efficient Government
Town Council
Boards & Commissions
Town Manager
Town Attorney
Clerk of Council
Supporting Activities
Finance and Administrative Services
Keeping Us Safe
Police
Providing the Necessities
Public Works and Capital Projects
Utilities
Ensuring Quality of Life
Parks & Recreation
Thomas Balch Library
Planning & Zoning
Plan Review
Seizing the Future
Economic Development
Leesburg Executive Airport

In addition to providing a view of the Town's budget on a functional level, the department budget sections provide emphasis on key performance indicators that are the highest priority to the Town for each department. The key performance indicators, as well as department goals and objectives, provide a seamless link to the Town's overall strategic framework.

The financial summaries section provides revenue and expenditure information for all Town funds and departments. Included is a summary of financial sources and uses for all funds, as well as various looks at the information by expenditure category and department. Also included in this section are projections of debt capacity for the General Fund and Utilities Fund. Authorized department staffing levels are also included in the financial summaries section.

In the third section, Town departments are grouped functionally into six sub-sections to allow the reader to focus on the areas that are of most interest. Individual department sources and uses are highlighted and an analysis is provided regarding significant year-over-year variances. Also included in each department's budget is a breakdown of revenues and expenditures by category (i.e. charges for services, personnel costs, etc.)

The fourth section is the six-year Capital Improvements Plan (CIP). This section provides a summary of funding sources and organizes capital projects by functional groups. A brief description of each project, as well as estimated costs and operating impacts, is also included.

Included in the final section of the budget document is additional supplemental information to enhance the readers understanding of the budget. The supplemental document contains the Town's tax and budget appropriation ordinances as well as other budgetary and financial information. A glossary of terms and acronyms is also provided

In addition, this document and other Town information can be found by visiting the Department of Finance's web page at www.leesburgva.gov or by scanning Quick Response (QR) codes located throughout the document with your smartphone.

Budget Process

The Town of Leesburg's budget cycle is modeled after the Commonwealth of Virginia's two-year budget biennium. During the first year of the budget biennium, Town Council adopts and appropriates first year expenditures while the second year of the budget is provisionally adopted but not appropriated. During the second year, only exceptions to the provisional budget will be considered during the budget process. The budgeting process and the basis of budgeting are consistent with the Town Council's adopted fiscal policy which is discussed later this in this section.

Budget Calendar

October	• Capital Improvements Program review by Town Manager • Performance measures and goals & objectives kickoff
November	• Performance measures reviewed by Department of Finance • Budget and financial kickoff
December	• Review of CIP by budget team • Budget and financial requests submitted to Finance
January	• Planning Commission reviews draft CIP • Department meetings with Town Manager • Finance staff develops the proposed budget
February	• Planning Commission public hearing on CIP • Town Manager submits the proposed budget/CIP to Town Council
March	• Town Council work session(s) on proposed budget/CIP • Town Council public hearing on proposed budget/CIP
April	• Town Council sets tax rate and adopts the budget/CIP

Year One of Two-year Budget

The Town begins the two-year budget process with the "Budget Kickoff" and the distribution of budget request packages to all departments. These packages include a brief message from the Town Manager along with general instructions for completing budget forms including proposed expenditures, capital outlays, departmental goals and objectives, performance measures, and other budget data. Concurrently, the budget team assists in the preparation of the annual six-year Capital Improvements Program (CIP). Capital outlays approved in the CIP for the upcoming fiscal year are incorporated into the proposed budget for management review and Town Council consideration.

Departmental requests are consolidated and the budget team, composed of the Town Manager, Deputy Town Manager, Assistant Town Manager, Director of Finance and Administrative Services, and Management Analysts, meet to discuss department requests with department directors. Adjustments are made as appropriate and required to meet management objectives and Town Council priorities.

The next step in the budget process involves preparation of the budget document. The Finance and Administrative Services Department prepares final revenue and expenditure estimates for each department covering all funds. The Management Analysts prepare supplemental materials and the staffing plan, both in consultation with the Town Manager. The proposed budget is submitted to the Town Council in February. Council work sessions are held, including public hearings to solicit public participation and feedback in the budgeting process. Upon conclusion, the budget is adopted in April.

Year Two of Two-year Budget

Year Two follows the Year One process except that the review focuses on exceptions to the provisionally adopted budget, shortening the process by a month. All steps above are followed except that only a few new initiatives or capital projects are considered, and then only if they are necessary for the health and welfare of the Town residents, or if they are completely offset by a new revenue source.

Basis of Accounting & Budgeting

The Town's General Fund, Capital Asset Replacement Fund, and Capital Projects Fund budgets are prepared on the modified accrual basis of accounting. The budget for the Utilities Fund is prepared on the full accrual basis since the fund is accounted for as an Enterprise Fund operation. All fund budgets are prepared and accounted for on a basis consistent with generally accepted accounting principles (GAAP).

The Town's operating budget can be amended after adoption using either one of the following procedures: 1. The Town Manager has the authority to move money within the Fund. 2. The Town Council must authorize, by resolution, any changes to a fund's overall budget once it has been approved. This is necessary because the Town Council must appropriate new funds before a lawful expenditure can be made.

The Budget in Brief

The FY 2016 proposed all funds budget totals $97,637,534. This represents a increase of $12,920,356 or 15.3% from the FY 2015 adopted budget. The FY 2016 General Fund budget totals $51,809,703, an increase of 5.4% from the FY 2015 Adopted Budget that includes the merging of the Office of Capital Projects into the General Fund as part of the consolidation with the Department of Public Works and Capital Projects. The costs associated with Capital Projects Operations are completely offset through a transfer from the Capital Projects Fund. The remaining net increase in the General Fund budget is primarily attributable to an average 3% performance based salary increase for employees and a 8% increase for Town health insurance.

Fund	FY 2015 Budget	FY 2016 Proposed	$ Change	% Change
General Fund	$49,138,272	$51,809,703	$2,671,431	5.4%
Capital Asset Replacement Fund	1,492,739	1,316,800	175,939	-11.8%
Capital Projects Fund	13,941,148	20,624,100	6,682,952	47.9%
Utilities Fund	20,070,872	23,886,930	3,816,058	19.0%
Total	84,717,178	97,637,534	12,920,356	15.4%

Capital Asset Replacement Fund

The Capital Asset Replacement (CAR) Fund is for the repair and replacement of Town capital assets. Include in this fund are planned replacements for vehicles, equipment, buildings and facilities, and technology infrastructure. The FY 2016 proposed appropriation totals $1,316,800 and includes the purchase of equipment for the Town's Fleet Maintenance division, the Leesburg Police Department, HVAC pool pak equipment at Ida Lee, and information technology infrastructure investments.

Capital Projects Fund

The Capital Projects Fund includes funding for the Town's Capital Improvements Program (CIP). For FY 2016 the proposed program is $20,624,100.

Highlights of the proposed CIP Include:

Downtown Improvements (10304) - This project includes improving and/or widening sidewalks; improving and adding crosswalks; improving gateways into the downtown area; and adding street trees and furniture. (FY 2016 - $1,974,800)

Hope Parkway Extension (15306) - This project is a new road way that will provide a needed secondary entrance/exit from the Stratford development. It is partially funded through a VDOT Economic Development Access Fund (EDAF) Grant. (FY 2016 - $2,593,400)

Route 15 (South King Street) Widening Phase II (13301) - This project widens the roadway to a four lane divided, boulevard-type street, with a multi-use trail along the west side. The improved roadway will include a wide landscaped median to provide an attractive entrance into the Town. (FY 2016 - $3,691,700)

Chesapeake Bay TMDL (15304) - This state mandated project will help the Town reduce nitrogen, phosphorus, and sediment pollution to ensure the preservation of the Town's natural environment. Projects include wet and dry pond rehabilitation, right-of-way improvements, and storm filters. (FY 2016 - $1,431,700)

Lower Sycolin Sewage Conveyance System Phase II (14402) - This project includes construction of underground pipeline along Cochran Mill Road. (FY 2015 - $3,117,400)

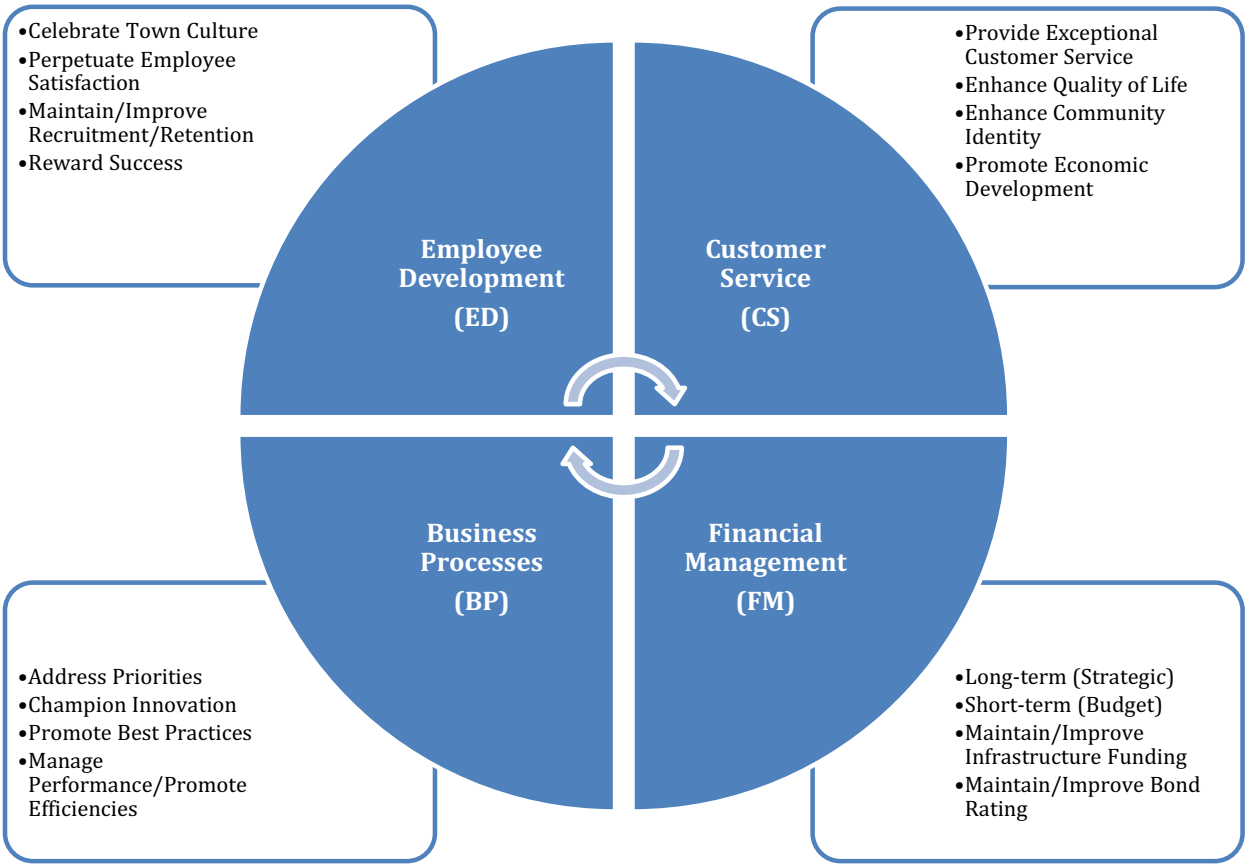
Utilities Fund

The Utilities Fund, which provides Town water and sewer services, Funded by water and sewer fees, the total FY 2016 proposed budget for the Utilities Fund is $23,886,930. The FY 2016 proposed budget includes the addition of three positions associated with the Council approved reclaimed water and discharge process partnership with Panda Energy International that requires 24/7 operations of the water treatment facility.

Strategic Framework

The Town of Leesburg utilizes a modified balanced scorecard approach to better manage progress toward strategic targets, promote continuous improvement and efficiency, and provide better service delivery and value for tax dollars invested.

The balanced scorecard focuses on four core competencies: Customer Service (CS), Financial Management (FM), Business Process (BP), and Employee Development (ED). In each subsection, priority goals are listed that align department operations with leadership strategies to create intended results and outcomes. Furthermore, department-specific goals and objectives link back to the model. Through this framework, the Town has also identified key performance indicators that link the four core competencies of this strategic framework to department performance. Information regarding key performance indicators can be found in department budget pages.



Town Council Strategic Focus Areas

In conjunction with the Town's balanced scorecard approach toward strategic targets, each year the Leesburg Town Council reviews and adopts Strategic Focus Areas that become the foundation for Town policy for the successive year. During the beginning of each budget cycle, the Town Manager, in consultation with each operating department, coordinates the development of department goals and objectives that align Town resources to achieve desired focus area outcomes.

The Town Council has adopted the following Strategic Focus Areas:

- **Economic Development/Downtown Improvements**
- **Operational Efficiency & Fiscal Management**
- **Community Safety/Quality of Life**
- **Land Development Process Improvements**
- **Capital Infrastructure**
- **Legislative Initiatives**

Through this framework, the Town is able to identify, orient, and align key operational priorities to these focus areas in order to ensure that the Town continues to move toward the completion of Town Council policy objectives.

The Town Manager's Office provides regular Manager's Report detailing development activity in the Town and the Town's Annual Report provides highlights of overall accomplishments from the previous fiscal year.

Economic Development/ Downtown Improvement

Operational Efficiency & Fiscal Management

Community Safety/ Quality of Life

Land Development Process Improvements

Capital Infrastructure

Legislative Initiatives

Town and Community Information

Demographic Snapshot

	Town of Leesburg	Loudoun County
Population & Households		
• Population (Jul 2013 Census Bureau Estimate)	47,673	349,679
• Households (Apr 2014 Loudoun County Estimate)	14,894	117,117
• Average Household Size	3.08	3.08
Income		
• Average Household	$118,218	$149,631
• Median Household	$104,203	$131,775
• Per Capita	$38,422	$45,608
Racial & Ethnic Distribution		
• White, Not Hispanic	60.3%	60.5%
• Hispanic (Any Race)	20.6%	12.9%
• Black, Not Hispanic	7.8%	7.2%
• Asian	8.1%	15.6%
• Other, including Two or More Races	3.2%	3.8%
Foreign Born Population		
• Foreign Born	23.1%	22.8%
• Speak 2 or More Languages Proficiently	16.6%	19.6%
Age Distribution		
• 19 and under	30.2%	32.2%
• 20 - 44	37.3%	35.7%
• 45 - 64	26.1%	24.8%
• 65 and older	6.4%	7.3%
• Median Age	33.8	35.1
Educational Attainment (age 25 & over)		
• High School Graduate or higher	89.3%	93.7%
• Bachelor's Degree or higher	47.8%	56.6%
• Graduate or Professional Degree	17.4%	22.4%

Sources: Loudoun County Department of Planning & Zoning, U.S. Census Bureau (2011-2013 ACS)

Data may not sum to 100% due to rounding.

Leesburg
the hometown of the 21st century

Financial Assessment

Through sound management practices and clear policy guidelines of the Town Council over the years, the Town has positioned itself well to weather economic downturns, create a positive atmosphere for economic development, and allow flexibility in addressing budgetary challenges. This practice continues to allow for a stable real estate tax rate in addition to fulfilling our debt obligations while maintaining core essential services.

One measure of the Town's long-term financial strength is the size of the General Fund unassigned fund balance. At the presentation of the FY 2016 proposed budget, the unassigned fund balance is $8,606,247. At the conclusion of the fiscal year, the proposed budget projects a contribution of $1,543,725 to the unassigned fund balance. It is the goal of Town Council to grow reserve balances in accordance with the long term sustainability plan. Council recently approved a revision to the fiscal policy, resolution number 2015-018, to make steps to incrementally achieve general fund unassigned fund balance equal 20% after taking any necessary steps to fund the Debt Serve Reserve, and the Capital Asset Replacement Fund.

The Town's bond ratings are further evidence of its financial strength. In July 2014, Standard & Poor's increased the Town's credit rating to their highest rating of (AAA). Furthermore, Fitch (AA+) and Moody's (Aa1) affirmed the Town's credit rating as a high quality municipal investment, resulting in lower interest rates on bonds with corresponding lower interest payments. Having solid financial policies and strong financial reserves are the principal reasons for these excellent bond ratings.

Table 1: Historical Bond Rating

	Moody's	S&P	Fitch
2014	Aa1	AAA	AA+
2011	Aa1	AA+	AA+
2009	Aa2	AA+	AA
2006	Aa2	AA	AA
2005	Aa3	AA	AA
2003	A1	AA-	-
2000	A1	AA-	-
1999	A1	A+	-
1998	A1	A+	-

Financial Policies

The Town of Leesburg has an important responsibility to carefully account for public funds, to manage municipal finances wisely, and to plan and provide for the adequate funding of services desired by the public and as required by laws, rules, or regulations, including the provision and maintenance of public facilities and improvements. The budget and financial goals and policies set forth by Town Council and summarized in this document are intended to establish guidelines for the continued financial strength and stability of the Town of Leesburg.

Financial Planning Policies

1. Balanced Budget – The Town will fund all current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.

2. Long-Range Planning – The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective. The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development with the capital plan. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts. The Town will maintain an investment policy based on the Government Finance Officers Association (GFOA) model investment policy.

3. Asset Inventory – The Town will capitalize all its fixed assets with a value greater than $5,000 and an expected life of two-years or more. The operating budget will provide for minor and preventive maintenance. The capital budget will provide for the acquisition of fixed assets and the construction, or total replacement of physical facilities to include additions to existing

facilities, which increase the square footage or asset value of that facility or other asset. The Town will protect its assets by maintaining adequate insurance coverage through either commercial insurance or risk pooling arrangements with other governmental entities.

Revenue Policies

Understanding the revenue stream is essential to prudent planning. The Town's policy seeks to provide stability in order to avoid potential service disruptions caused by revenue shortfalls.

1. Revenue Diversification – The Town will maintain a diversified and stable revenue structure to protect it from short-term fluctuations in any one revenue source.

2. Fees and Charges – The Town, where practicable, will institute user fees and charges for specialized programs and services. Rates will be established to recover operational as well as overhead or indirect costs and capital or debt service costs, and the Town will periodically review user fee charges and related expenditures to determine if pre-established recovery goals are being met.

3. Use of One-time Revenues – The Town will use nonrecurring revenues only for nonrecurring or one-time expenditure.

Expenditure Policies

Town expenditures define the ongoing public service commitment. Prudent expenditure planning and accountability will ensure fiscal stability.

1. Debt Capacity, Issuance, and Management – The Town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources. The goal of the Town is to finance 25% of the current portion of construction and acquisition costs of capital assets (in excess of proffers) from current financial resources. The amount provided in current resources may be applied equally to all projects or only to specific projects. The Town will annually calculate target debt ratios. The Town's debt capacity shall be maintained within the following primary goals:

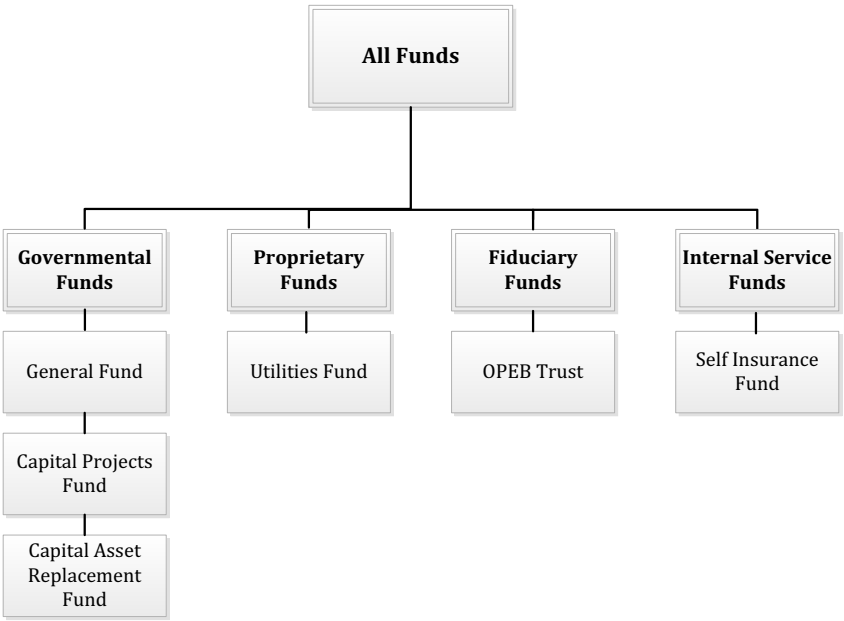
A. Debt service expenditures as a percentage of governmental fund expenditures should not exceed 15%.

B. Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town.

2. Reserve or Stabilization Accounts – The general fund unassigned fund balance at the close of each fiscal year shall continue to increase incrementally in order to reach 20% of general fund expenditures. The Town will maintain an appropriated contingency account not to exceed 1.5% of general fund revenue to provide for any supplemental appropriations or other unanticipated expenditures. The utilities fund unassigned fund balance at the close of each fiscal year should be equal to no less than 75% of operating revenues including the ninety (90) day operations and maintenance (O&M) reserve and the one percent (1.00%) repair, replacement, and rehabilitation (3R) reserve but excluding availability fees.

Financial Summaries

Major Funds and Accounts



A fund is a separate accounting entity designed to track specific revenue and expense activity. The Town of Leesburg has three major funds, and an internal service fund, which are reviewed herein. Below are summary definitions for each of the fund groupings that comprise the financial structure of the Town.

Governmental Funds - funds generally used to account for tax supported activities.

General Fund - this fund serves as the chief operating fund of the Town. The General Fund is used to account for all financial resources not accounted for or reported in another fund.

Capital Projects Fund - established to account for resources used for the acquisition and construction of capital facilities by the Town, except those financed by the Utilities Fund, including the newly levied transportation taxes distributed by the Northern Virginia Transportation Authority (NVTA). NVTA funding is distributed on a reimbursement basis by Loudoun County for Local funding (30%) and by NVTA for Regional funding (70%). The Town is awarded approximately $2 million annually of Local NVTA funding (30%) and periodic appropriations of NVTA Regional funding.

Capital Asset Replacement Fund - a reserve fund used to account for the accumulation of resources for capital asset replacement. This includes Town vehicles, building maintenance, and information technology enhancements.

Proprietary Funds - established to account for the operations and financing of self-supporting activities of a governmental unit that renders services the general public on a user charge basis, similar to private business. The Town has one proprietary fund, the *Utilities Fund*, for the Town's water/sewer utilities system.

Fiduciary Funds - used to report assets held in a trustee or agency capacity for others, which therefore cannot be used to support the government's own programs. The fiduciary category includes the Town's *Other Post Employment Benefit (OPEB) Trust Fund.*

Internal Service Funds - established to account for resources used for goods or services over multiple departments or funds.

Self Insurance Fund - established as part of the transition of the Town to "self-insure" for medical insurance. The essential purpose of this newly established fund is to pay all medical liability costs rather than a fixed premium to an insurance carrier. Vision and dental costs are fully insured coverages provided to employees.

Summary of Revenue Sources

Revenue for the Town of Leesburg is comprised of various financing sources which fund day to day operations. The financing sources are categorized as follows:

Taxes – include general local taxes and other local taxes. General local taxes are real estate taxes, public service corporation taxes, and personal property taxes. These taxes are rate based, calculated on an annual assessment prepared by the Commissioner of Revenue for Loudoun County or in the case of public service corporation taxes by the state corporation commission. Other local taxes include taxes for consumption and services, such as meals taxes, cigarette taxes, motor vehicle license fees, and utility consumption taxes.

Permits & Fees - charges associated with permits for individuals and business to erect structures, including construction or renovations or perform certain functions such as airport fixed base operating licensing.

Fines & Forfeitures – fines for traffic and parking violations.

Use of Money & Property – revenue from parking meter and garage space rental, airport leases for condos and hangars.

Charges for Services – charges associated with airport user fees, parks & recreation facility and class fees.

Donations & Transfers - funds donated or received by the Town as well as inter-fund transfers for administrative overhead.

Commonwealth of Virginia – intergovernmental funds from the state which include sales & use tax, personal property tax reimbursement, airport grant funds, highway maintenance funding, and law enforcement assistance.

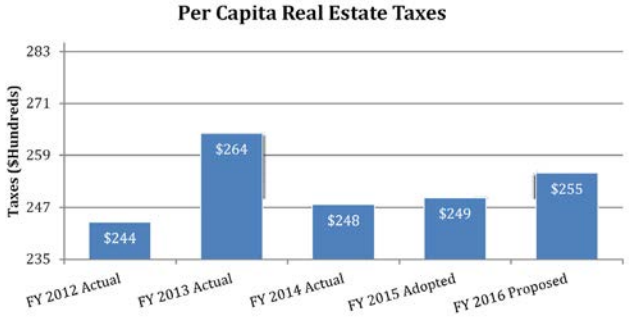
Federal Government – primarily grant funds for aviation from the FAA, and various law enforcement grants.

Revenue estimates in the budget are developed, in accordance with best practices, through analysis of historical trend data from financial statements, regular review of the Town's long-term financial sustainability plan, and the prevailing economic climate facing the Town. The 2015 calendar year real estate tax rate is 18.3 cents per $100 valuation of assessed value. The following table and charts illustrate the trends in single family home taxes, assessed values, per capita real estate taxes, and tax rate comparisons for peer jurisdictions.

Table 2: Single Family Homes Taxes 2010-2014

Tax Year	Average Assessment	Tax Rate	Taxes
2014	453,562$	$0.183	$830.02
2013	$427,973	$0.192	$821,71
2012	$415,476	$0.195	$810.18
2011	$415,186	$0.195	$809.61
2010	$396,927	$0.195	$774.01

The trend in real estate assessments is increasing, while the real estate tax rate remains at 18.3 cents per $100 valuation.



Recovering real estate assessments along with population increases are resulting in per capita real estate taxes trending slightly higher to an estimated $255 per $100 valuation for 2016.

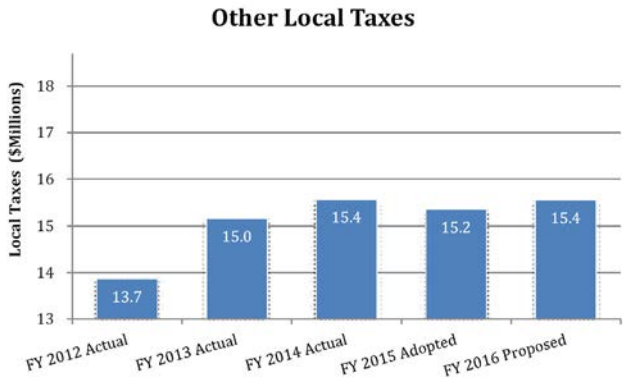
Table 3: Real Estate Tax Rates for Virginia's Largest Towns

Town	Population	2015 Adopted Tax Rate
Leesburg	47,673	$0.183
Blacksburg	42,627	$0.220
Culpeper	16,633	$0.130
Herndon	24,268	$0.265
Vienna	16,188	$0.229

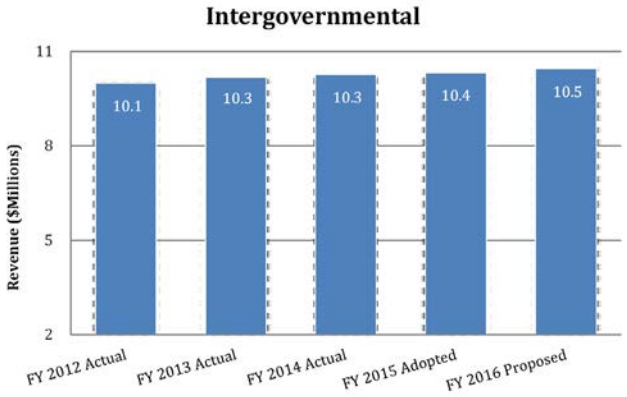
The Town of Leesburg, as Virginia's largest town, boasts a population of more than 47,600.

In FY 2016, more than 86% of the Town's revenue is generated by three sources: taxes (56%), intergovernmental revenue (20%), and charges for services (10%). The following charts depict five year snapshots of historical trends for these top revenue categories: Taxes, Commonwealth of Virginia, and Charges for Services.

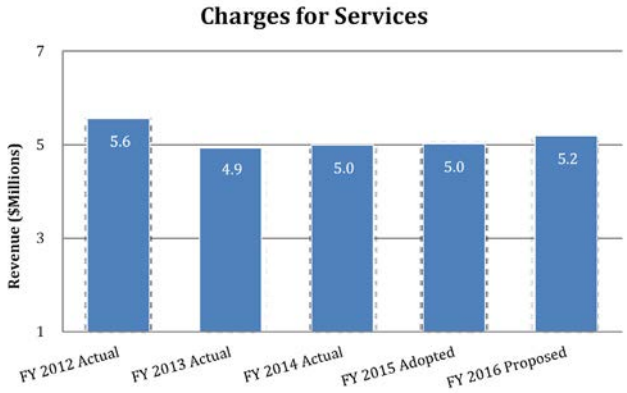
The trend in real estate taxes is one of incremental positive growth.



Other local taxes, which include meals, business, professional & occupational licenses (BPOL), transient occupancy tax (TOT), bank franchise, utility, and cigarette taxes, remain consistent.



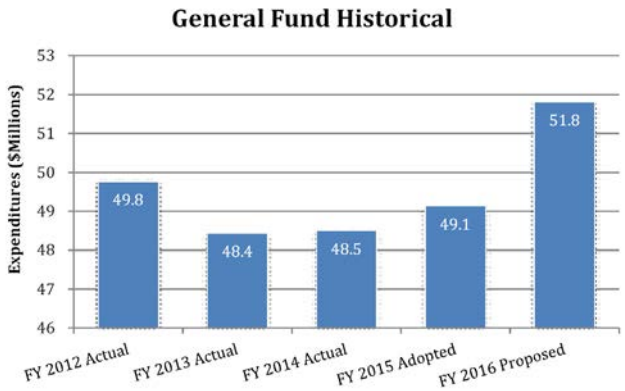
Commonwealth of Virginia represents funding from intergovernmental sources. These sources include funds for sales and use taxes, personal property tax reimbursement, state highway maintenance funds, local gasoline tax and law enforcement assistance funding. The overall trend for funding from the Commonwealth remains consistent.



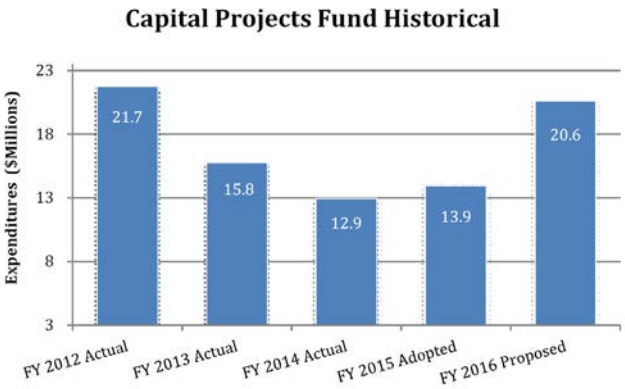
The Town's revenue in the charges for services category are largely attributable to fees in support of the Parks & Recreation facility and includes revenues such as hanger lease fees at the Leesburg Executive Airport. The overall trend for this category remains constant with modest growth projected in FY 2016.

Summary of Fund Expenditures

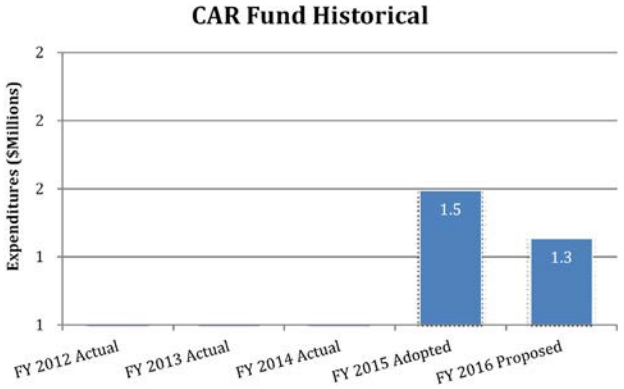
The Town of Leesburg's budget consists of four major funds. These include the General Fund, Capital Projects Fund, Utilities Fund, and the Capital Asset Replacement (CAR) Fund created in FY 2015. The charts below depict historical expenditures of these funds. It should be noted that because the CAR Fund is relatively new, minimal historical data is available.



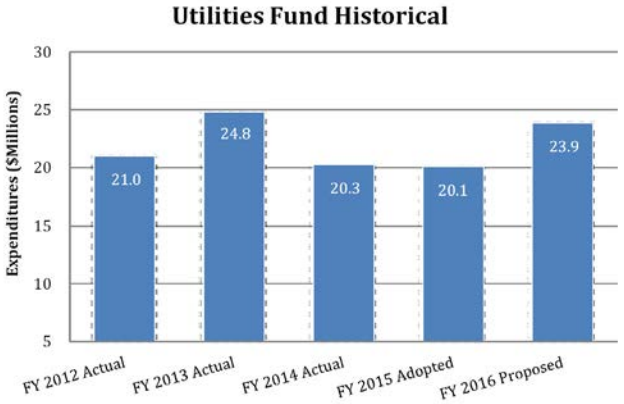
The proposed FY 2016 General Fund budget is $51.8 million or 5.4% higher than the FY 2015 budget. The increases is due mainly to the transition of the Office of Capital Projects from the Capital Projects Fund to the General Fund as part of the consolidation with the Department of Public Works and Capital Projects. The costs associated with Capital Projects Operations are completely offset through a transfer from the Capital Projects Fund.



The proposed FY 2016 Capital Projects Fund budget is $20.6 million or an increase of $6.7 million over FY 2015. The fluctuation in funding in the Capital Projects Fund is attributable to the new, primarily transportation capital projects being added to the Capital Improvements Program (CIP) or the continuance of existing projects.



The Capital Asset Replacement Fund was created in an ongoing effort to provide greater transparency and accountability for capital asset replacement. The Town's long-term budget sustainability plan includes an annual appropriation of approximately $1.3 million for the foreseeable future.



The FY 2016 proposed Utilities Fund budget increase is primarily associated with increased repair, renovation and replacement (3-R) projects, and the beginning of the implementation of the reclaimed water and discharge process partnership with Panda Energy International, and the corresponding transition to 24/7 operations at the Water Pollution Control Facility.

Consolidated Fund Table

The consolidated fund table presents sources and uses for all Town funds. The 22.9% decrease in fund balance in FY 2016 is primarily attributed to the proceeds from FY 2015 debt issuance being utilized in FY 2016 and beyond for ongoing project costs in the Capital Projects and Utilities Funds.

	2014 Actual	2015 Adopted	2016 Proposed	2017 Projected
BEGINNING FUND BALANCE	**$ 39,511,274**	**$ 31,779,852**	**$ 51,052,959**	**$ 39,345,580**
SOURCES				
Taxes	$ 31,433,024	$ 29,115,923	$ 29,825,196	$ 30,421,700
Permits & Fees	1,073,586	929,354	1,330,035	1,356,636
Fines & Forfeitures	718,350	544,411	599,497	611,487
Use of Money & Property	1,569,151	1,459,052	1,660,454	1,693,663
Charges for Services	22,870,757	21,549,515	24,134,830	26,338,413
Donations & Transfers	6,607,612	7,134,400	6,487,563	7,806,844
Commonwealth of Virginia	11,590,307	17,434,127	21,457,879	22,569,005
Federal Government	948,940	511,200	434,700	139,374
Other Financing Sources	185,517	25,210,001	—	64,200
Total Sources	**$ 76,997,244**	**$ 103,887,983**	**$ 85,930,154**	**$ 91,001,321**
USES				
Personnel Services	$ 38,558,203	$ 39,885,470	$ 40,821,397	$ 41,637,825
Contractual Services	9,340,257	8,596,672	9,264,763	9,450,058
Materials and Supplies	2,641,682	2,608,523	2,758,502	2,813,672
Transfer Payments	3,607,437	3,483,941	4,453,241	4,670,670
Continuous Charges	3,750,515	4,155,446	4,233,387	4,318,055
Capital Outlay	5,068,195	2,011,509	1,596,016	1,584,800
Non-Departmental	1,817,612	739,740	1,369,000	1,044,040
Capital Projects	10,297,262	14,321,050	22,724,600	17,312,400
Debt Service	7,806,383	8,812,525	10,416,627	12,987,948
Total Uses	**$ 82,887,545**	**$ 84,614,876**	**$ 97,637,534**	**$ 95,819,468**
Use of Fund Balance	**$ 8,757,269**	**$ —**	**$ 13,073,875**	**$ 4,866,025**
ENDING FUND BALANCE[1]	**$ 33,620,973**	**$ 51,052,959**	**$ 39,345,580**	**$ 34,527,433**
% CHANGE IN BALANCE	**-14.9%**	**60.6%**	**-22.9%**	**-12.2%**

1) Ending fund balance includes the net increase or decrease of annual surplus revenue and the use of fund balance in any given fund.

Revenue by Fund

The revenue by fund table represents revenue sources by type for all appropriated funds for the Town.

	General Fund	CAR Fund	Capital Projects Fund	Utilities Fund	Total
General Taxes					
Real Estate Taxes	$ 12,441,982	$ —	$ —	$ —	**$ 12,441,982**
Personal Property Taxes	2,020,000	—	—	—	**2,020,000**
Meals Taxes	4,809,714	—	—	—	**4,809,714**
Utility Consumption Taxes	1,648,860	—	—	—	**1,648,860**
Business & Occupational Taxes	3,358,233	—	—	—	**3,358,233**
Transient Occupancy Taxes	686,353	—	—	—	**686,353**
Cigarette Taxes	1,000,374	—	—	—	**1,000,374**
Other Local Taxes	3,859,680	—	—	—	**3,859,680**
Sub-Total	**$ 29,825,196**	**$ —**	**$ —**	**$ —**	**$ 29,825,196**
Permits & Fees					
Zoning & Development Fees	$ 924,375	$ —	$ —	$ —	**$ 924,375**
Airport User & Fuel Flow Fees	46,660	—	—	—	**46,660**
Fixed Based Operator Fees	70,000	—	—	—	**70,000**
Miscellaneous Permits & Fees	289,000	—	—	—	**289,000**
Sub-Total	**$ 1,330,035**	**$ —**	**$ —**	**$ —**	**$ 1,330,035**
Fines & Forfeitures					
Parking & Traffic Fines	$ 552,797	$ —	$ —	$ —	**$ 552,797**
Police Forfeitures	46,700	—	—	—	**46,700**
Sub-Total	**$ 599,497**	**$ —**	**$ —**	**$ —**	**$ 599,497**
Use of Money & Property					
Earned Interest	$ 14,200	$ —	$ —	$ 25,000	**$ 39,200**
Insurance Recoveries	90,000	—	—	—	**90,000**
Parking Garage & Meters	160,452	—	—	—	**160,452**
Sale of Surplus Property	75,000	—	—	—	**75,000**
Library Revenue	16,000	—	—	—	**16,000**
Airport Revenue	1,015,800	—	—	—	**1,015,800**
Miscellaneous Revenue	110,600	—	—	153,402	**264,002**
Sub-Total	**$ 1,482,052**	**$ —**	**$ —**	**$ 178,402**	**$ 1,660,454**
Charges for Services					
Publications	$ 500	$ —	$ —	$ —	**$ 500**
Public Safety Charges	159,456	—	—	—	**159,456**
Recreation Charges	4,963,121	—	—	—	**4,963,121**
False Alarm Fees	30,000	—	—	—	**30,000**
Water & Sewer User Fees	—	—	—	7,502,347	**7,502,347**
Water & Sewer Fixed Charges	—	—	—	9,726,932	**9,726,932**
Water Availability Fees	—	—	—	1,247,474	**1,247,474**
Water Fees & Penalties	—	—	—	290,000	**290,000**
Sub-Total	**$ 5,183,077**	**$ —**	**$ —**	**$ 18,951,753**	**$ 24,134,830**
Donations & Transfers					
General Fund	$ —	$ —	$ 42,800	$ —	**$ 42,800**
Utilities Fund	1,473,572	—	—	—	**1,473,572**
Capital Projects Fund	1,696,800	—	—	—	**1,696,800**
NVTA Fund	—	—	1,494,800	—	**1,494,800**
OPEB Fund					
Proffers	$ —	$ —	$ 300,000	$ —	**$ 300,000**
Sponsorships & Contributions	783,641	—	—	85,500	**869,141**
Sub-Total	**$ 3,954,013**	**$ —**	**$ 1,837,600**	**$ 85,500**	**$ 5,877,113**
Intergovernmental					
Loudoun County	$ 286,150	$ —	$ 324,300	$ —	**$ 610,450**

	General Fund	CAR Fund	Capital Projects Fund	Utilities Fund	Total
Commonwealth of Virginia	10,463,179	—	10,994,700	—	**21,457,879**
Federal Government	53,000	—	351,000	30,700	**434,700**
Sub-Total	**$ 10,802,329**	**$ —**	**$ 11,670,000**	**$ 30,700**	**$ 22,503,029**
Fund Total	**$ 53,176,199**	**$ —**	**$ 13,507,600**	**$ 19,246,355**	**$ 85,930,154**

Expenditures by Fund

The expenditures by fund table depicts expenditures by functional area for all appropriated funds for the Town. The total General Fund appropriation is $51,809,703, a 5.4% increase over the prior year. The FY 2016 Capital Asset Replacement (CAR) Fund appropriation is $1,316,800 for the repair and replacement of Town of vehicles, equipment, and infrastructure. The Capital Projects Fund appropriation totals $20,624,100 and the Utilities Fund appropriation totals to $23,886,930. On all funds basis, the total budget for the Town is $97,637,534.

	General Fund	CAR Fund	Capital Projects Fund	Utilities Fund	Total
Administering Efficient Government					
Town Council	$ 260,711	$ —	$ —	$ —	**$ 260,711**
Town Manager	1,408,383	—	—	—	**1,408,383**
Town Attorney	624,655	—	—	—	**624,655**
Clerk of Council	141,867	—	—	—	**141,867**
Boards & Commissions	145,038	—	—	—	**145,038**
Sub-Total	**$ 2,580,654**	**$ —**	**$ —**	**$ —**	**$ 2,580,654**
Supporting Activities					
Finance and Administrative Services	$ 4,358,111	$ 349,000	$ —	$ —	**$ 4,707,111**
Sub-Total	**$ 4,358,111**	**$ 349,000**	**$ —**	**$ —**	**$ 4,707,111**
Keeping Us Safe					
Police	$ 13,891,129	$ 155,800	$ —	$ —	**$ 14,046,929**
Sub-Total	**$ 13,891,129**	**$ 155,800**	**$ —**	**$ —**	**$ 14,046,929**
Providing the Necessities					
Public Works and Capital Projects[1]	$ 12,487,068	$ 507,000	$ —	$ —	**$ 12,994,068**
Utilities	—	—	—	14,073,195	**14,073,195**
Sub-Total	**$ 12,487,068**	**$ 507,000**	**$ —**	**$ 14,073,195**	**$ 27,067,263**
Ensuring Quality of Life					
Parks & Recreation	$ 7,742,025	$ 275,000	$ —	$ —	**$ 8,017,025**
Balch Library	464,139	—	—	—	**464,139**
Planning & Zoning	1,598,935	—	—	—	**1,598,935**
Plan Review	1,419,061	—	—	—	**1,419,061**
Sub-Total	**$ 11,224,160**	**$ 275,000**	**$ —**	**$ —**	**$ 11,499,160**
Seizing the Future					
Economic Development	$ 777,729	$ —	$ —	$ —	**$ 777,729**
Airport	771,660	30,000	—	—	**801,660**
Sub-Total	**$ 1,549,389**	**$ 30,000**	**$ —**	**$ —**	**$ 1,579,389**
Non-Departmental/3R Reserve[2]	102,000	—	—	1,217,000	**1,319,000**
Capital Improvement Projects	—	—	20,624,100	3,797,300	**24,421,400**
Debt Service	5,617,192	—	—	4,799,435	**10,416,627**
Fund Total	**$ 51,809,703**	**$ 1,316,800**	**$ 20,624,100**	**$ 23,886,930**	**$ 97,637,534**

1) Capital Projects Operations is included in Department of Public Works and Capital Projects and are completely offset through a transfer from the Capital Projects Fund.
2) Includes ($50,000) salary savings credit for General Fund personnel expenditures

Expenditure by Category

The expenditure by category table lists fund expenditures by various expense category. Personnel costs are the largest expenditure category and it is broken down to provide the reader with a detailed view of expense categories for each major Town fund.

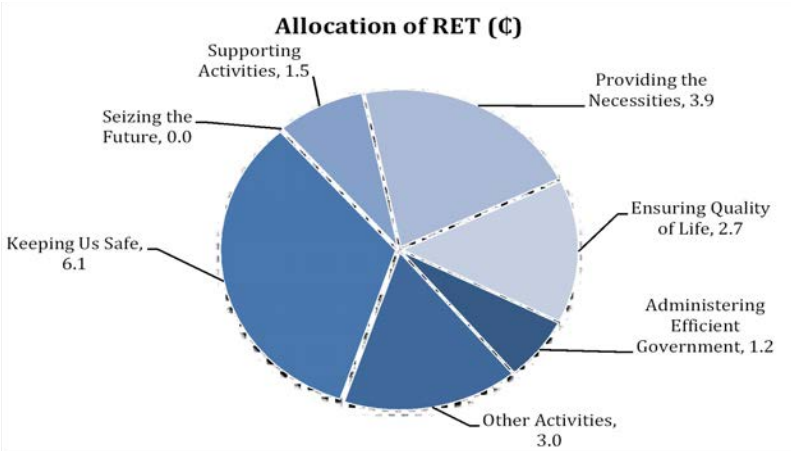
	General Fund	CAR Fund	Capital Projects Fund	Utilities Fund	Total All Funds
Personnel Expenditures					
Full-Time Salary	$ 19,175,478	$ —	$ —	$ 5,395,225	**$ 24,570,703**
Part-Time Salary	2,511,692	—	—	26,950	**2,538,642**
Boards & Commissions	233,400	—	—	—	**233,400**
Overtime, Holiday, Shift Differential	1,415,674	—	—	153,603	**1,569,277**
Bonuses & Incentives	105,332	—	—	—	**105,332**
Uniform/Show Allowance	28,807	—	—	11,618	**40,425**
Social Security & Medicare (FICA)	1,763,610	—	—	417,937	**2,181,547**
Retirement (VRS)	1,644,992	—	—	459,288	**2,104,280**
Life Insurance	229,987	—	—	63,961	**293,948**
Long-term Disability Insurance	106,292	—	—	29,562	**135,854**
Employee Medical	3,158,078	—	—	1,145,483	**4,303,561**
Employee Dental	31,418	—	—	15,939	**47,357**
Employee Vision	177,545	—	—	52,911	**230,456**
Retiree Medical	249,403	—	—	76,415	**325,818**
Retiree Dental	1,936	—	—	4,776	**6,712**
Retiree Vision	16,355	—	—	565	**16,920**
Optional Benefit	346,530	—	—	103,200	**449,730**
Unemployment Compensation	29,032	—	—	6,723	**35,755**
Workers' Compensation	329,489	—	—	93,080	**422,569**
Other Post Employment Benefits	987,211	—	—	271,900	**1,259,111**
Salary Savings Credit	(50,000)	—	—	—	**(50,000)**
Total Personnel Expenditures	**$ 32,492,261**	**$ —**	**$ —**	**$ 8,329,136**	**$ 40,821,397**
Operating Expenditures					
Contractual Services	$ 7,990,773	$ —	$ —	$ 1,273,990	**$ 9,264,763**
Materials & Supplies	1,348,902	—	—	1,409,600	**2,758,502**
Transfer Payments	1,134,005	—	1,696,800	1,622,436	**4,453,241**
Continuous Charges	2,824,582	—	—	1,408,805	**4,233,387**
Capital Outlay	249,988	—	—	29,228	**279,216**
Non-Departmental[1]	152,000	—	—	1,217,000	**1,369,000**
Total Operating Expenses	**$ 13,700,250**	**$ —**	**$ 1,696,800**	**$ 6,961,059**	**$ 22,358,109**
Non-Operating Expenditures					
Capital Expenditures	$ —	$ 1,316,800	$ 18,927,300	$ 3,797,300	**$ 24,041,400**
3R Expenditures	—	—	—	0	**—**
Debt Service[2]	5,617,192	—	—	4,799,436	**10,416,628**
Total Non-Operating Expenditures	**$ 5,617,192**	**$ 1,316,800**	**$ 18,927,300**	**$ 8,596,736**	**$ 34,458,028**
Fund Total	**$ 51,809,703**	**$ 1,316,800**	**$ 20,624,100**	**$ 23,886,931**	**$ 97,637,534**

1) Includes $152,000 in pooled travel and training funds for FY 2016
2) Debt service includes estimated FY 2015 debt issuance costs of approximately $1,152,000 for the General Fund.

Local Tax Funding Allocation

The table below shows the allocation of local tax funding by department and function based upon 18.3¢ per $100 assessed value.

	Budget	Department Revenue	Local Tax Funding	Local Tax Funding (%)	Allocation of RET (¢)
Administering Efficient Government					
Town Council	$ 260,711	$ 8,247	$ 252,464	0.7%	0.1
Town Manager	1,408,383	90,724	1,317,659	3.8%	0.7
Town Attorney	624,655	234,109	390,546	1.1%	0.2
Clerk of Council	141,867	9,606	132,261	0.4%	0.1
Boards & Commissions	145,038	—	145,038	0.4%	0.1
Sub-Total	**$ 2,580,654**	**$ 342,686**	**$ 2,237,968**	**6.4%**	**1.2**
Supporting Activities					
Finance and Administrative Services	$ 4,358,111	$ 1,549,414	$ 2,808,697	8.1%	1.5
Sub-Total	**$ 4,358,111**	**$ 1,549,414**	**$ 2,808,697**	**8.1%**	**1.5**
Keeping Us Safe					
Police	$ 13,891,129	$ 2,297,262	$ 11,593,867	33.4%	6.1
Sub-Total	**$ 13,891,129**	**$ 2,297,262**	**$ 11,593,867**	**33.4%**	**6.1**
Providing the Necessities					
Public Works & Capital Projects	$ 33,111,168	$ 25,774,845	$ 7,336,323	21.1%	3.9
Utilities	17,870,495	17,870,495	—	—%	—
Sub-Total	**$ 50,981,663**	**$ 43,645,340**	**$ 7,336,323**	**21.1%**	**3.9**
Ensuring Quality of Life					
Parks & Recreation	$ 7,742,025	$ 4,963,121	$ 2,778,904	8.0%	1.5
Balch Library	464,139	16,000	448,139	1.3%	0.2
Planning & Zoning	1,598,935	456,681	1,142,254	3.3%	0.6
Plan Review	1,419,061	704,853	714,208	2.1%	0.4
Sub-Total	**$ 11,224,160**	**$ 6,140,655**	**$ 5,083,505**	**14.6%**	**2.7**
Seizing the Future					
Economic Development	$ 777,729	$ 257,566	$ 520,163	1.5%	0.3
Airport	771,660	1,309,300	(537,640)	-1.5%	-0.3
Sub-Total	**$ 1,549,389**	**$ 1,566,866**	**$ (17,477)**	**-0.1%**	**0.0**
Other Activities					
Capital Asset Replacement	$ 1,316,800	$ 1,316,800	$ —	—%	—
Non-Departmental/3R Reserve	1,319,000	1,217,000	102,000	0.3%	0.1
Debt Service	10,416,627	4,799,435	5,617,192	16.2%	3.0
Fund Total	**$ 97,637,534**	**$ 62,875,458**	**$ 34,762,075**	**100.0%**	**18.3**



General Fund Pro Forma

The General Fund is the primary operating fund of the Town. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. The following table includes the proposed real estate property tax rate of 18.3 cents per $100 of assessed value. Further, per the Town Council approved long-term sustainability plan, beginning in FY 2017, the debt service reserve assigned fund balance is to be utilized to offset short term debt service requirement increases.

	2014 Actual	2015 Adopted	2016 Proposed	2017 Projected	2018 Forecast	2019 Forecast	2020 Forecast
BEGINNING FUND BALANCE[1]	**$ 18,170,111**	**$ 18,994,165**	**$ 20,639,879**	**$ 22,006,375**	**$ 20,993,419**	**$ 19,719,555**	**$ 18,255,121**
SOURCES							
Taxes	$ 31,433,024	$ 29,115,923	$ 29,825,196	$ 30,421,700	$ 30,623,808	$ 31,236,284	$ 31,861,010
Permits & Fees	1,073,586	929,354	1,330,035	1,356,636	1,383,768	1,411,444	1,439,673
Fines & Forfeitures	718,350	544,411	599,497	611,487	623,717	636,191	648,915
Use of Money & Property	1,518,555	1,459,052	1,482,052	1,511,693	1,541,927	1,572,765	1,604,221
Charges for Services	4,935,266	5,019,515	5,183,077	5,286,739	5,392,473	5,500,323	5,610,329
Donations & Transfers	3,174,529	3,313,629	4,240,163	4,324,966	4,411,466	4,499,695	4,589,689
Commonwealth of Virginia	8,244,564	10,349,102	10,463,179	10,672,443	10,885,891	11,103,609	11,325,681
Federal Government	74,752	53,000	53,000	54,060	55,141	56,244	57,369
Total Sources	**$ 51,172,626**	**$ 50,783,986**	**$ 53,176,199**	**$ 54,239,723**	**$ 54,918,192**	**$ 56,016,555**	**$ 57,136,886**
USES							
Personnel Services	$ 30,079,857	$ 31,209,850	$ 32,492,261	$ 33,142,106	$ 33,804,948	$ 34,481,047	$ 35,170,668
Contractual Services	6,865,635	7,445,830	7,990,773	8,150,588	8,313,600	8,479,872	8,649,470
Materials and Supplies	1,359,751	1,327,724	1,348,902	1,375,880	1,403,398	1,431,466	1,460,095
Transfer Payments	1,315,114	1,131,411	1,134,005	1,156,685	1,179,819	1,203,415	1,227,483
Continuous Charges	2,507,504	2,793,699	2,824,582	2,881,074	2,938,695	2,997,469	3,057,418
Capital Outlay	1,968,532	330,025	249,988	254,988	260,088	265,289	270,595
Non-Departmental	—	137,000	152,000	155,040	158,141	161,304	164,530
Capital Projects							
Debt Service	$ 4,411,059	$ 4,762,733	$ 5,617,192	$ 8,136,317	$ 8,133,367	$ 8,461,128	$ 8,634,604
Total Uses	**$ 48,507,451**	**$ 49,138,272**	**$ 51,809,703**	**$ 55,252,678**	**$ 56,192,056**	**$ 57,480,990**	**$ 58,634,864**
Use of Fund Balance	**$ —**	**$ —**	**$ —**	**$ 1,012,955**	**$ 1,273,864**	**$ 1,464,435**	**$ 1,497,977**
ENDING FUND BALANCE[2]	**$ 20,835,286**	**$ 20,639,879**	**$ 22,006,375**	**$ 20,993,419**	**$ 19,719,555**	**$ 18,255,121**	**$ 16,757,143**
% CHANGE IN BALANCE	**14.7%**	**8.7%**	**6.6%**	**-4.6%**	**-6.1%**	**-7.4%**	**-8.2%**

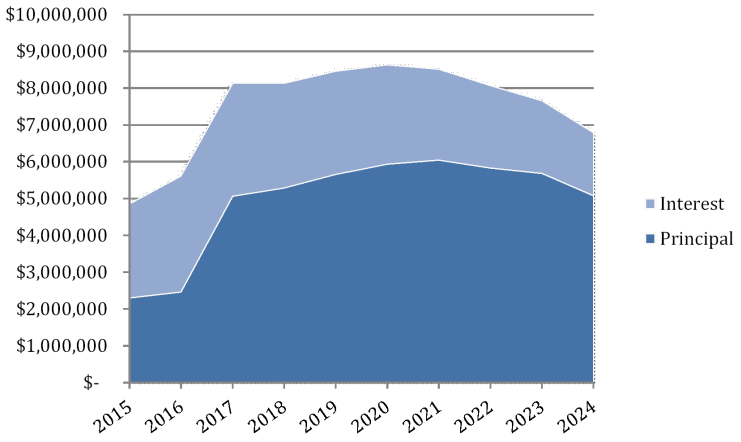
1) The FY 2015 Adopted beginning fund balance is decreased $1,841,121 per Council action to transfer a portion of unassigned FY 2014 fund balance to the Capital Asset Replacement Fund. It should be noted that the FY 2016 proposed budget beginning balance includes assigned fund balance for debt service reserve of $7,574,658.
2) Ending fund balance includes the surplus of annual revenue sources for all years there is no use of fund balance.

General Fund Debt

The Town's outstanding general obligation debt is 1.56% of total assessed real property or $103,473,575 for FY 2016; however, the Town maintains a debt policy of bonded debt not more than 2.5% of the total assessed value of taxable property. Outstanding debt remains within the legal debt limit set by the Constitution of the Commonwealth of Virginia and Town financial policies. Debt service, including principal and interest, payments are accounted for in the General Fund. The Town's fiscal policy debt service limit states that debt service payments cannot exceed 15% of the General Fund expenditures in any given fiscal year. The table below includes the percentage of the anticipated debt service of estimated General Fund expenditures. The Town continues to meet or exceed its payback policy of 60% over ten years, as shown in the General Fund Annual Debt Totals chart.

	FY 2016 Proposed	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Total Taxable Assessed Valuation	$ 6,643,105,870	$ 6,775,967,987	$ 6,911,487,347	$ 7,049,717,094	$ 7,190,711,436
Unreserved Debt Capacity	166,077,647	169,399,200	172,787,184	176,242,927	179,767,786
Outstanding Debt	103,473,575	97,856,383	89,720,067	81,586,700	77,125,571
Proposed New Issue	—	—	—	4,000,000	3,000,000
Total Debt Subject to Limit	103,473,575	97,856,383	89,720,067	85,586,700	80,125,571
Total Available Debt Capacity ($)	62,604,071	71,542,816	83,067,117	90,656,228	99,642,214
Total Available Debt Capacity (%)	37.7%	42.2%	48.1%	51.4%	55.4%
General Fund Operating Expenses	51,809,703	55,252,678	56,192,056	57,480,990	58,634,864
Debt Service	5,617,192	8,136,317	8,133,367	8,461,128	8,634,604
Debt Service as% of GF Expenditures	10.84%	14.72%	14.47%	14.72%	14.73%

Period Ends	Principal	Interest	Total	Payout Ratio
2015	$ 2,300,000	$ 2,557,737	$ 4,857,737	2.8%
2016	2,461,787	3,155,405	5,617,192	5.9%
2017	5,066,859	3,069,458	8,136,317	12.1%
2018	5,287,533	2,845,834	8,133,367	18.6%
2019	5,658,834	2,802,294	8,461,128	25.5%
2020	5,935,788	2,698,816	8,634,604	32.8%
2021	6,043,419	2,469,936	8,513,355	40.3%
2022	5,826,756	2,247,190	8,073,946	47.4%
2023	5,680,826	1,976,636	7,657,462	54.4%
2024	5,075,659	1,713,118	6,788,777	60.6%
10-year Total	**$ 49,337,462**	**$ 25,536,423**	**$ 74,873,885**	**60.6%**
Fund Total	**$ 81,375,000**	**$ 35,698,575**	**$ 117,073,575**	**100.0%**



Capital Asset Replacement (CARF) Fund Pro Forma

Capital Asset Replacement Pro Forma

The Capital Asset Replacement (CAR) Fund provides funds for the repair, renovation, and replacement of General Fund fixed assets including equipment, facilities, information technology infrastructure, and vehicle replacement. Per the Council's Long-Term Budget Sustainability Plan, excess unassigned fund balance has been transferred from the General Fund to the CAR Fund in order to create a sustainable fund balance in the CAR Fund in the short term. Furthermore, the sustainability plan reflects annual expenditures of approximately $1.3 million for the foreseeable future. Beginning in FY 2017, the CAR Fund is to be funded through annual inter-fund transfers as required.

	2014 Actual	2015 Adopted	2016 Proposed	2017 Projected	2018 Forecast	2019 Forecast	2020 Forecast
BEGINNING FUND BALANCE	**$ 1,455,050**	**$ 1,656,843**	**$ 2,005,225**	**$ 688,425**	**$ 16,093**	**$ —**	**$ —**
SOURCES							
Donations & Transfers	$ 1,380,731	$ 1,841,121	$ —	$ 627,668	$ 1,283,907	$ 1,300,000	$ 1,300,000
Total Sources	**$ 1,380,731**	**$ 1,841,121**	**$ —**	**$ 627,668**	**$ 1,283,907**	**$ 1,300,000**	**$ 1,300,000**
USES							
Capital Outlay	$ 1,178,938	$ 1,492,739	$ 1,316,800	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000
Total Uses	**$ 1,178,938**	**$ 1,492,739**	**$ 1,316,800**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**
Use of Fund Balance[2]	**$ —**	**$ —**	**$ 1,316,800**	**$ 672,332**	**$ 16,093**	**$ —**	**$ —**
ENDING FUND BALANCE	**$ 1,656,843**	**$ 2,005,225**	**$ 688,425**	**$ 16,093**	**$ —**	**$ —**	**$ —**
% CHANGE IN BALANCE	**13.9%**	**21.0%**	**-65.7%**	**-97.7%**	**-100.0%**	**—%**	**—%**

1) The use of fund balance is a result of utilizing existing fund balance until recurring revenue is required.

Capital Asset Replacement Fund

The tables below reflect the Town's planned uses for capital asset replacement. The Council adopted long-term budget sustainability plan includes planned annual expenditures of approximately $1.3 million for the foreseeable future. The first table is a five year plan of expenditures from FY 2016 through FY 2021. The second table is the list of expenditures in the current budget year (FY 2016) and is broken out by CAR expense type and department.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Facility Repair & Renovation	$ 542,000	$ 475,200	$ 404,900	$ 390,300	$ 369,200	$ 369,200
Information Technology Upgrades	349,000	141,700	158,700	343,400	404,300	404,300
Vehicle Replacement	425,800	683,100	736,400	566,300	526,500	526,500
Total	**$ 1,316,800**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**

	Facility Repair & Renovation	Information Technology Upgrade	Vehicle/Equipment Replacement
Supporting Activities			
Information Technology	$ —	$ 349,000	$ —
Sub-Total	**$ —**	**$ 349,000**	**$ —**
Keeping Us Safe			
Police	$ —	$ —	$ 155,800
Sub-Total	**$ —**	**$ —**	**$ 155,800**
Providing the Necessities			
Public Works	$ 267,000	$ —	$ 240,000
Sub-Total	**$ 267,000**	**$ —**	**$ 240,000**
Ensuring Quality of Life			
Parks & Recreation	$ 275,000	$ —	$ —
Sub-Total	**$ 275,000**	**$ —**	**$ —**
Seizing the Future			
Leesburg Executive Airport	$ —	$ —	$ 30,000
Sub-Total	**$ —**	**$ —**	**$ 30,000**
Total Expenditures by Type	**$ 542,000**	**$ 349,000**	**$ 425,800**
Total CAR Expenditures	**$ —**	**$ —**	**$ 1,316,800**

Capital Projects Fund Pro Forma

The Capital Projects Fund is used to account for all resources used in the acquisition and construction of capital facilities and other capital assets, unless financed through proprietary funds. Bond funding requirements are reviewed annually based upon actual expenditures, and it is anticipated that a bond issue is likely in FY 2019 and FY 2020. The significant increase in fund balance in FY 2016 is attributable to the $9.3 million in bond proceeds issued in July 2014 and the anticipated bond issuance of $11.0 million in spring 2015. The corresponding debt service is accounted for in the General Fund. The Capital Projects Fund is part of the Government wide funds for the Town.

	2014 Actual	2015 Adopted	2016 Proposed	2017 Projected	2018 Forecast	2019 Forecast	2020 Forecast
BEGINNING FUND BALANCE	**$ 1,534,678**	**$ (5,055,809)**	**$ 10,712,097**	**$ 3,595,597**	**$ 414,859**	**$ 939,397**	**$ 2,083,397**
SOURCES							
Use of Money & Property	$ 50,596	$ —	$ —	$ —	$ —	$ —	$ —
Donations & Transfers	2,052,352	1,822,263	2,161,900	2,767,000	2,482,200	1,975,200	1,346,500
Commonwealth of Virginia	3,345,743	7,085,025	10,994,700	11,896,562	3,900,000	3,547,200	1,862,000
Federal Government	874,188	427,500	351,000	54,000	—	81,000	810,000
Other Financing Sources[1]	30,238	20,346,111	—	64,200	2,688,438	4,121,800	3,018,000
Total Sources	**$ 6,353,117**	**$ 29,680,899**	**$ 13,507,600**	**$ 14,781,762**	**$ 9,070,638**	**$ 9,725,200**	**$ 7,036,500**
USES[2]							
Personnel Services	$ 1,144,307	$ 875,650	$ —	$ —	$ —	$ —	$ —
Contractual Services	1,737,744	54,451	—	—	—	—	—
Materials and Supplies	4,995	9,649	—	—	—	—	—
Transfer Payments	799,473	848,368	1,696,800	1,859,100	1,827,800	1,837,900	1,953,600
Continuous Charges	7,668	3,825	—	—	—	—	—
Capital Outlay	5,830	—	—	—	—	—	—
Capital Projects	9,243,587	12,121,050	18,927,300	16,103,400	6,718,300	6,743,300	5,668,300
Total Uses	**$ 12,943,604**	**$ 13,912,993**	**$ 20,624,100**	**$ 17,962,500**	**$ 8,546,100**	**$ 8,581,200**	**$ 7,621,900**
Use of Fund Balance[3]	**$ 6,590,487**	**$ —**	**$ 7,116,500**	**$ 3,180,738**	**$ —**	**$ 2,856,000**	**$ —**
ENDING FUND BALANCE	**$ (5,055,809)**	**$ 10,712,097**	**$ 3,595,597**	**$ 414,859**	**$ 939,397**	**$ 2,083,397**	**$ 1,497,997**
% CHANGE IN BALANCE	**-429.4%**	**311.9%**	**-66.4%**	**-88.5%**	**126.4%**	**121.8%**	**-28.1%**

1) Other Financing Sources includes the anticipated debt issuance of $4 million in FY 2019 and $3 million in FY 2020 of General Obligation Bond funding.
2) Beginning in FY 2016, Project Management Costs are included in project costs in the Capital Improvement Plan and reflected above as a Transfer Payment to the General Fund.
3) The use of fund balance is a result of utilizing existing fund balance on an ongoing basis rather than issuing debt annually.

Utilities Fund Pro Forma

The Utilities Fund is used to account for the operation and maintenance of the Town's water and sanitary sewer system. The 26.2% decrease in fund balance in FY 2016 is attributable to increased use of fund balance for capital projects included in the Town CIP as well as repair, renovation, and replacement (3R) requirements to adequately maintain operations on an aging system. New service rates were adopted and put into effect January 1, 2015 in an effort to smooth and level fund balances from year to year for FY 2017 and beyond.

.

	2014 Actual	2015 Adopted	2016 Proposed	2017 Projected	2018 Forecast	2019 Forecast	2020 Forecast
BEGINNING FUND BALANCE	**$ 18,351,435**	**$ 16,184,653**	**$ 17,695,758**	**$ 13,055,183**	**$ 13,103,062**	**$ 13,714,171**	**$ 15,276,860**
SOURCES							
Use of Money & Property	$ —	$ —	$ 178,402	$ 181,970	$ 185,609	$ 189,322	$ 193,108
Charges for Services	17,935,491	16,530,000	18,951,753	21,051,674	21,977,801	23,161,579	25,191,804
Donations & Transfers	—	157,387	85,500	87,210	88,954	90,733	92,548
Commonwealth of Virginia							
Federal Government	$ —	$ 30,700	$ 30,700	$ 31,314	$ 31,940	$ 32,579	$ 33,231
Other Financing Sources	155,279	4,863,890	—	—	—	—	—
Total Sources	**$ 18,090,770**	**$ 21,581,977**	**$ 19,246,355**	**$ 21,352,168**	**$ 22,284,305**	**$ 23,474,213**	**$ 25,510,691**
USES							
Personnel Services	$ 7,334,039	$ 7,799,970	$ 8,329,136	$ 8,495,719	$ 8,665,633	$ 8,838,946	$ 9,015,725
Contractual Services	736,878	1,096,391	1,273,990	1,299,470	1,325,459	1,351,968	1,379,008
Materials and Supplies	1,276,936	1,271,150	1,409,600	1,437,792	1,466,548	1,495,879	1,525,796
Transfer Payments	1,492,850	1,504,162	1,622,436	1,654,885	1,687,982	1,721,742	1,756,177
Continuous Charges	1,235,343	1,357,922	1,408,805	1,436,981	1,465,721	1,495,035	1,524,936
Capital Outlay	1,914,895	188,745	29,228	29,813	30,409	31,017	31,637
Non-Departmental	1,817,612	602,740	1,217,000	889,000	910,000	1,156,000	1,162,000
Capital Projects	1,053,675	2,200,000	3,797,300	1,209,000	1,225,000	960,900	1,133,000
Debt Service	3,395,324	4,049,792	4,799,435	4,851,631	4,896,443	4,860,037	4,913,147
Total Uses	**$ 20,257,552**	**$ 20,070,872**	**$ 23,886,930**	**$ 21,304,290**	**$ 21,673,195**	**$ 21,911,524**	**$ 22,441,426**
Use of Fund Balance[1]	**$ 2,166,782**	**$ —**	**$ 4,640,575**	**$ —**	**$ —**	**$ —**	**$ —**
ENDING FUND BALANCE[2]	**$ 16,184,653**	**$ 17,695,758**	**$ 13,055,183**	**$ 13,103,062**	**$ 13,714,171**	**$ 15,276,860**	**$ 18,346,125**
% CHANGE IN BALANCE	**-11.8%**	**9.3%**	**-26.2%**	**0.4%**	**4.7%**	**11.4%**	**20.1%**

1) The use of fund balance is a result of utilizing existing fund balance on an ongoing basis rather than issuing debt annually.
2) Ending fund balance includes the surplus of annual revenue sources for all years there is no use of fund balance.

Utilities Fund 3R Reserve

The Utilities Fund Repair, Renovation and Replacement (3R) Reserve provides funds for unexpected major repairs and planned replacement or rehabilitation of equipment or other major fixed assets. Utility Fund fixed assets include equipment, facilities, information technology infrastructure, and vehicles. The tables below reflect the current budget year expenditures, as well as a five year plan for expenditures

.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Utilities Administration	$ 60,000	$ 151,000	$ 90,000	$ 140,000	$ 62,000	$ 12,000
Utilities Maintenance	417,000	333,000	190,000	80,000	125,000	100,000
Water Supply	40,000	90,000	135,000	356,000	150,000	150,000
Water Pollution Control	700,000	315,000	495,000	580,000	825,000	400,000
Total Uses	**$ 1,217,000**	**$ 889,000**	**$ 910,000**	**$ 1,156,000**	**$ 1,162,000**	**$ 662,000**

	Facility Repair & Renovation	Information Technology Upgrade	Vehicle/ Equipment Replacement
Utilities Administration	$ —	$ 10,000	$ 50,000
Utilities Maintenance	—	17,000	400,000
Water Supply	40,000	—	—
Water Pollution Control	700,000	—	—
Sub-Total	**$ 740,000**	**$ 27,000**	**$ 450,000**
3R Reserve Uses Total	**$ —**	**$ —**	**$ 1,217,000**

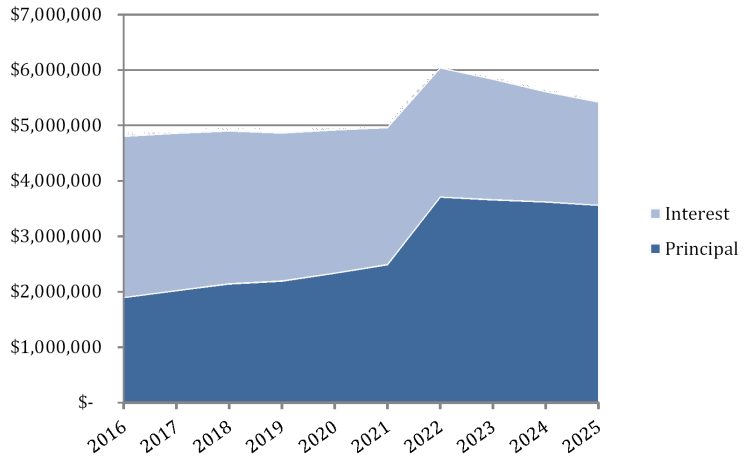
Utilities Fund Debt Schedule

The Utilities Fund debt service accounts for the payment of principal and interest of the long-term debt of the Fund. Long-term debt includes general obligation bonds and revenue bonds both supported by the revenues from the utility system. Debt is issued for water and sanitary sewer capital acquisitions and facilities. As shown in the Utilities Fund Debt capacity chart, the Town's debt coverage target of 125% is not sufficiently met in FY 2016. The Town has adopted system wide rates to sufficiently provide revenue to fund current operations including debt service for FY 2017 and beyond.

	FY 2016 Proposed	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Total Utility Service Charges	$ 18,951,753	$ 21,051,674	$ 21,977,801	$ 23,161,579	$ 25,191,804
Net Operating Expenses	14,073,195	14,354,659	14,641,752	14,934,587	15,233,279
Net Available Revenue	4,878,558	6,697,015	7,336,049	8,226,992	9,958,525
Debt Service	4,799,434	4,851,631	4,896,443	4,860,037	4,913,147
Debt Coverage Target Ratio (125%)	101.6%	138.0%	149.8%	169.3%	202.7%

.

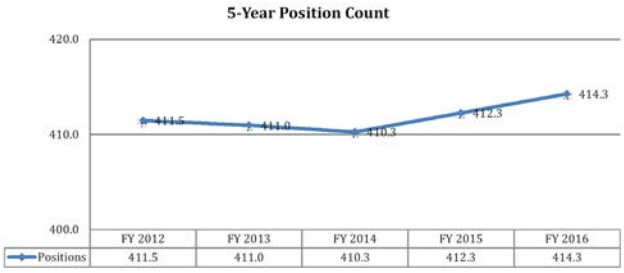
Period Ends	Principal	Interest	Total	Payout Ratio
2016	$ 1,892,686	$ 2,906,748	$ 4,799,434	3.0%
2017	2,015,727	2,835,904	4,851,631	6.1%
2018	2,139,587	2,756,856	4,896,443	9.5%
2019	2,189,287	2,670,750	4,860,037	12.9%
2020	2,329,859	2,583,288	4,913,147	16.6%
2021	2,485,000	2,470,022	4,955,022	20.4%
2022	3,705,000	2,327,496	6,032,496	26.3%
2023	3,655,000	2,176,383	5,831,383	32.0%
2024	3,615,000	1,989,828	5,604,828	37.6%
2025	3,555,000	1,864,327	5,419,327	43.2%
10-year Total	**$ 27,582,146**	**$ 24,581,602**	**$ 52,163,748**	**43.2%**
Fund Total	**$ 63,825,000**	**$ 37,998,699**	**$ 101,823,699**	**100.0%**

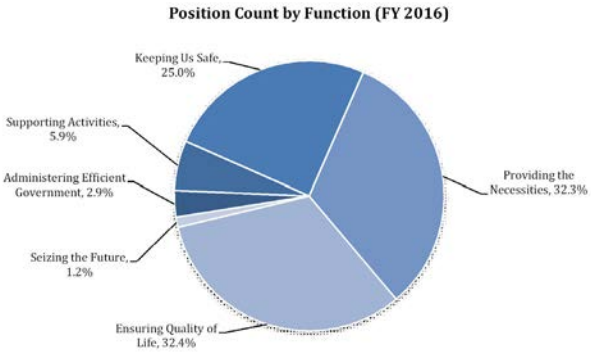


Position Summary

In FY 2016, the total proposed positions in the Town totals 414.3, which is comprised of 355 regular full-time employees, 2.55 regular part-time employees, and 56.75 flexible part-time employees. The proposed positions reflect an increase of three positions from the prior year. The increase is attributed to the proposed hiring of three personnel at the Water Treatment Facility. Several positions have been reallocated between Departments due to workload demand requirements.

Function/Department	FY 2012	FY 2013	FY 2014	FY 2015 Adopted	FY 2016 Proposed	Change from Prior Year	Change from 2012	% Change from 2012
Administering Efficient Government								
Town Manager	6.0	6.0	6.0	7.0	8.0	1.0	2.0	33.3%
Town Attorney	3.0	3.0	3.0	5.0	4.0	-1.0	1.0	33.3%
Clerk of Council	1.0	1.0	1.0	1.0	1.0	—	—	—%
Sub -Total	**10.0**	**10.0**	**10.0**	**13.0**	**13.0**	**—**	**3.0**	**30.0%**
Supporting Activities								
Finance	16.0	16.0	15.5	15.5	17.5	2.0	1.5	9.4%
Human Resources	4.0	4.0	4.0	4.0	4.0	—	—	—%
Information Technology	5.0	5.0	5.0	5.0	5.0	—	—	—%
Sub- Total	**25.0**	**25.0**	**24.5**	**24.5**	**26.5**	**2.0**	**1.5**	**6.0%**
Keeping Us Safe								
Police	101.0	101.0	101.0	103.0	103.0	—	2.0	2.0%
Sub-Total	**101.0**	**101.0**	**101.0**	**103.0**	**103.0**	**—**	**2.0**	**2.0%**
Providing the Necessities								
Public Works	49.0	49.0	49.0	49.0	47.0	-2.0	-2.0	-4.1%
Utilities	78.5	78.0	78.0	78.0	81.0	3.0	2.5	3.2%
Capital Projects	10.6	10.6	9.4	6.0	6.0	—	-4.6	-43.4%
Sub-Total	**138.1**	**137.6**	**136.4**	**133.0**	**134.0**	**1.0**	**-4.1**	**-3.0%**
Ensuring Quality of Life								
Planning & Zoning	11.0	11.0	12.0	12.0	12.0	—	1.0	9.1%
Plan Review	9.0	9.0	9.0	9.0	8.0	-1.0	-1.0	-11.1%
Parks & Recreation	107.1	107.1	107.1	107.5	107.5	—	0.4	0.4%
Thomas Balch Library	5.2	5.2	5.2	5.2	5.2	—	—	—%
Sub-Total	**132.4**	**132.4**	**133.4**	**133.8**	**132.8**	**-1.0**	**0.4**	**0.3%**
Seizing the Future								
Economic Development	2.0	2.0	2.0	2.0	2.0	—	—	—%
Airport	3.0	3.0	3.0	3.0	3.0	—	—	—%
Sub-Total	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**—**	**—**	**—%**
Total	**411.5**	**411.0**	**410.3**	**412.3**	**414.3**	**2.0**	**2.8**	**0.7%**





Operating Budget

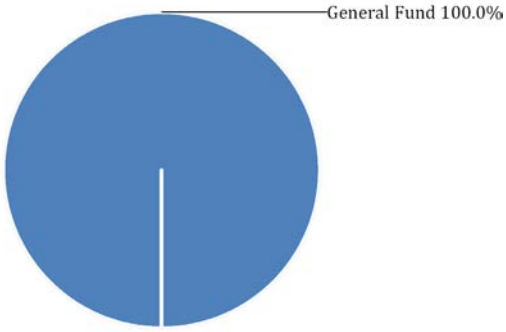
Administering Efficient Government

This functional category includes the Town Council, Boards & Commission, the Town Manager's Office, the Office of the Town Attorney, and the Clerk of Council. In total, these legislative bodies and administrative departments are responsible for providing policy direction, responding to resident input, and general administration of the Town's various operating departments.

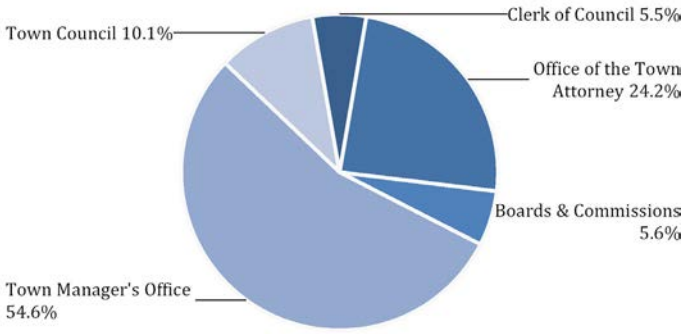
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
General Fund	$ 3,342,456	$ 2,432,503	$ 2,607,460	$ 2,580,654	$ 148,151	6.1%
Total Sources	**$ 3,342,456**	**$ 2,432,503**	**$ 2,607,460**	**$ 2,580,654**	**$ 148,151**	**6.1%**
Uses						
Town Council	$ 1,522,337	$ 285,891	$ 429,299	$ 260,711	$ (25,180)	-8.8%
Boards & Commissions	108,221	136,553	134,924	145,038	8,485	6.2%
Town Manager's Office	1,117,771	1,118,792	1,138,603	1,408,383	289,591	25.9%
Office of the Town Attorney	470,940	762,030	773,658	624,655	(137,375)	-18.0%
Clerk of Council	123,187	129,237	130,976	141,867	12,630	9.8%
Total Uses	**$ 3,342,456**	**$ 2,432,503**	**$ 2,607,460**	**$ 2,580,654**	**$ 148,151**	**6.1%**

Sources by Fund (2016)



Uses by Department (2016)



Town Council

Mission

The mission of the Leesburg Town Council is to faithfully serve the residents and businesses of Leesburg and to cultivate the Town's overall quality of life by providing policy guidance and direction to the Town Manager through legislative action that is guided at all times by the best traditions and values of the Town.

Description

The Leesburg Town Council is the legislative body of the Town and is empowered by the Town Charter to make Town policy. The Council is composed of a Mayor and six Council members elected at-large on a non-partisan, overlapping basis.

As the elected representatives of a progressive and diverse community, the Town Council is dedicated to provide for the needs of Town residents and businesses through quality service, innovation, and leadership for today and in the future. The Council continuously focuses on improving the Town's ability to provide a variety of public services in a climate of increasing change and uncertainty. Through the advancement of new technologies, improving work processes, and expanding community partnerships, the Council takes pride in working for the public to deliver exceptional value for the Leesburg community.

Through the agenda process, Town Council exercises leadership through the establishment of policy, including the enactment of Ordinances and Resolutions, as well as through the adoption of the Town's annual operating and capital budgets. The Council appoints members of the community to serve on Town Board and Commissions to serve in an advisory role. Each year the Council prepares a legislative agenda that is presented to the Town's delegation in the Virginia General Assembly that outlines issues of interest or concern to the Town.

The Town Council holds bi-monthly regular business meetings on the second and fourth Tuesdays of each month. On the Mondays preceding the regular Council Meetings, the Town Council holds work sessions for less formal, in-depth discussion of Town-related issues. All meetings begin at 7:30PM and all Town residents are encouraged to attend. The Town Council meetings are broadcast on the Town's local government access channel and streamed live from the Town's website. Videos of Town Council meetings are archived on the website for on-demand viewing

For more information, please visit the Town Council's web-page at www.leesburgva.gov/council.

Contact Information

Kristen C. Umstattd, Mayor
25 W. Market Street
Leesburg, VA 20176
kumstattd@leesburgva.gov
council@leesburgva.gov
(703) 771-2733

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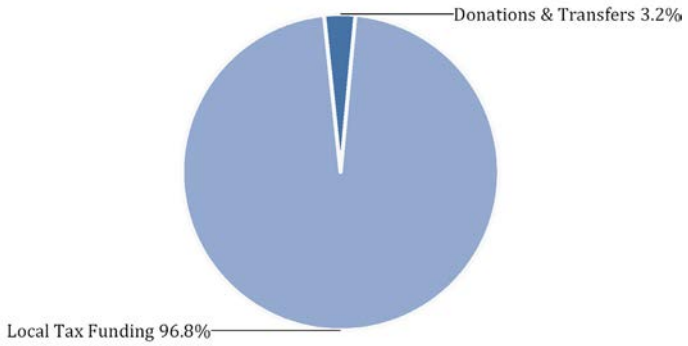
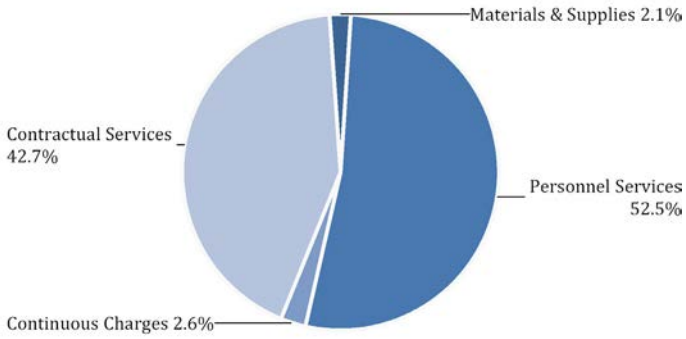
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Donations & Transfers	$ —	$ —	$ —	$ 8,247	$ 8,247	—%
Total Revenue	**$ —**	**$ —**	**$ —**	**$ 8,247**	**$ 8,247**	**—%**
Local Tax Funding	1,522,337	285,891	429,299	252,464	(33,427)	-11.7%
Total Sources	**$ 1,522,337**	**$ 285,891**	**$ 429,299**	**$ 260,711**	**$ (25,180)**	**-8.8%**
Uses						
Personnel Services	$ 131,378	$ 133,091	$ 133,091	$ 136,947	$ 3,856	2.9%
Contractual Services	101,091	130,650	131,550	111,450	(19,200)	-14.7%
Materials & Supplies	990	5,600	5,600	5,600	—	—%
Transfer Payments	1,276,118	10,000	147,205	—	(10,000)	-100.0%
Continuous Charges	12,761	6,550	9,153	6,714	164	2.5%
Capital Expenditures	—	—	2,700	—	—	—%
Total Uses	**$ 1,522,337**	**$ 285,891**	**$ 429,299**	**$ 260,711**	**$ (25,180)**	**-8.8%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The FY 2016 operating budget for the Town Council is decreased by 8.8% from the prior year, which is largely attributable to the transferring of the Commission of Public Arts to the Department of Public Works and Capital Projects in order to align the Commission budget with the staff liaison's department. In addition, the FY 2016 proposed budget includes the elimination of funding included in the prior year budget for the scheduled town-wide election. These decreases are offset by increases in personnel services due to salary and healthcare cost increases.

Boards & Commissions

Boards & Commissions	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance	
					$	%
Public Arts Commission	$ 8,632	$ 8,782	$ 13,119	$ 11,204	$ 2,422	27.6%
Economic Development Commission	4,061	7,982	7,982	10,404	2,422	30.3%
Information Technology Commission	5,966	8,782	8,782	9,032	250	2.8%
Parks & Recreation Commission	6,297	6,782	6,782	9,032	2,250	33.2%
Tree Commission	10,910	11,782	11,782	14,204	2,422	20.6%
Library Advisory Commission	6,616	9,207	9,207	10,004	797	8.7%
Planning Commission	28,242	30,539	30,873	27,289	(3,250)	-10.6%
Board of Zoning Appeals	646	5,344	5,344	4,844	(500)	-9.4%
Board of Architectural Review	30,203	29,789	29,789	27,289	(2,500)	-8.4%
Environmental Advisory Commission	6,648	10,782	10,782	12,532	1,750	16.2%
Airport Advisory Commission	—	6,782	482	9,204	2,422	35.7%
Total Combined	**$ 108,221**	**$ 136,553**	**$ 134,924**	**$ 145,038**	**$ 8,485**	**6.2%**

Town Manager's Office

Mission

As steward of the public trust, the mission of the Town Manager's Office is to provide professional leadership in the administration and execution of Town Council policies and objectives; to develop recommendations and alternative solutions to community issues for Council consideration; and, to manage the day-to-day operations of the Town to ensure fiscal responsibility and foster community pride through excellent customer service.

Description

The Town of Leesburg operates under a Council-Manager form of government whereby the Town Manager serves as the chief executive officer. The Town Manager is responsible for overseeing the day-to-day operations of the Town including directing Town departments, monitoring the Town's financial position, preparing an annual operating and capital budget consistent with Council policy, preparing agendas for Town Council work sessions and meetings, and responding to constituent complaints and concerns.

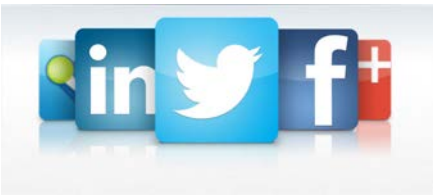
The Office maintains effective communications between the Town Council, Town employees, and Town's residents, businesses, and visitors. These communications include periodical Manager's Reports and an Annual Report regarding the Town's accomplishments, economic climate, and future goals and objectives. The Town Manager's Office responds promptly to resident inquiries and requests, as well as disseminates public information regarding Town activities and events through a variety of media.

The Town Manager's Offices consists of three major operating functions: Policy & Program Administration, Governmental Affairs, and Communications & Research.

For more information, please visit the Town Manager's Office web-page at www.leesburgva.gov/townmanager.

POLICY ADMINISTRATION

GOVERNMENT AFFAIRS



COMMUNICATIONS

Contact Information

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Organization Chart

Summary of Services

Policy & Program Administration

Policy & Program Administration includes operational oversight and supervision of Town departments and offices, ensuring that departmental activities align with Council-established goals and policies. Through continual monitoring of the Town's current and projected revenues and expenditures, the Town Manager's Office ensures that the Town's operations conform to the Council's fiscal policies. The Town Manager's Office establishes town-wide standards for customer service practices and provides training, assistance, and guidance in implementing standards and best practices.

Governmental Affairs

The Town Manager's Office coordinates the Town's relationships with other government agencies. These interactions include the Town's annual requests to the Virginia General Assembly for specific state legislation, joint legislative and policy efforts with other Virginia localities, participation in regional groups such as the Northern Virginia Regional Commission, and coordination of Town programs and priorities with other local, state, and federal agencies. The Town Manager's Office serves as the primary point of contact for community organizations and groups, as well as individual constituents seeking assistance with Town services.

Communications & Research

Through an active communications program, the Town Manager's Office develops and distributes information regarding Town operations, activities, programs and events to Town's residents, businesses, and visitors through the Town website, press releases, social media channels, and other mass communication methods. The Public Information Officer oversees the Town-wide communication efforts, ensuring that messages are consistent across departments and programs. The research program gathers and disseminates statistical information and data about the Town for use by other departments and programs, as well as identifying and applying for grants and other outside funding opportunities to enhance Town services.

Goals & Objectives

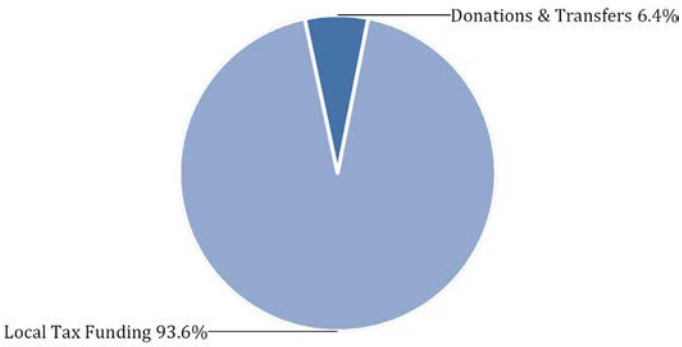
Scorecard	Goal	Objective	Term
BP, CS, FM	Continue to assist Town Council with developing key goals and initiatives	Provide regular updates on long range strategy and develop budget for FY 2016 and FY 2017	Long
CS, ED	Improve customer service efforts in all departments	Town-wide training and customer service surveys	Long

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

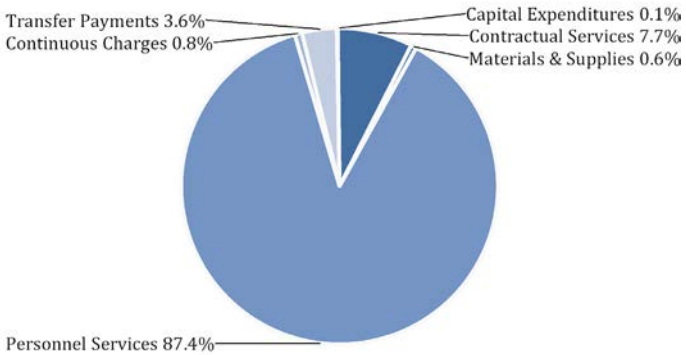
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Donations & Transfers	$ —	$ —	$ —	$ 90,724	$ 90,724	—%
Total Revenue	**$ —**	**$ —**	**$ —**	**$ 90,724**	**$ 90,724**	**—%**
Local Tax Funding	1,117,771	1,118,792	1,138,603	1,317,659	198,867	17.8%
Total Sources	**$ 1,117,771**	**$ 1,118,792**	**$ 1,138,603**	**$ 1,408,383**	**$ 289,591**	**25.9%**
Uses						
Personnel Services	$ 976,748	$ 983,444	$ 983,444	$ 1,230,590	$ 247,146	25.1%
Contractual Services	124,195	89,873	136,791	107,923	18,050	20.1%
Materials & Supplies	9,719	10,575	6,710	8,075	(2,500)	-23.6%
Transfer Payments	—	25,000	1,010	50,000	25,000	100.0%
Continuous Charges	6,209	9,900	10,648	10,595	695	7.0%
Capital Expenditures	900	—	—	1,200	1,200	—%
Total Uses	**$ 1,117,771**	**$ 1,118,792**	**$ 1,138,603**	**$ 1,408,383**	**$ 289,591**	**25.9%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The FY 2016 operating budget for the Town Manager's Office includes an increase of nearly 23% that is largely attributable to the transfer of one senior-level position from the Department of Public Works and Capital Projects as part of the management transition in the newly consolidated department. It should be noted there is no fiscal impact as a result of transferring the position as the proposed budget includes a commensurate decrease in the Department of Public Works and Capital Projects- Administration Division. In addition, the Town Manager's contingency funding increased from $25,000 to $50,000, and the budget includes an increase of $15,000 to continue the Town-wide safety training.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP	Number of informational memorandums and reports requested by Town Council as part of regular agenda packet.	28	41	41	↑
	Measures the total number of informational requests prepared by Town Manager's Office and senior staff.				
BP, CS	Number of Town Manager reports and briefings provided to the Town Council.	N/A	35	56	↑
	Measures the total number of periodical briefings and reports prepared by Town Manager's Office.				
BP	Number of citizen taskforces initiated by the Town Council.	1	2	2	↔
	Measures the number of Citizen Taskforce official meetings supported by the Town Manager's Office.				

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Number of Town-wide press releases issued by the Public Information Officer in the Town Manager's Office.	174	180	180	↔
	Measures the total number of press releases issued by the Public Information Office.				
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management					

Performance Analysis

The primary function of the Town Manager's Office is to provide professional leadership in the administration and execution of Town Council policies. Periodically throughout the year, the Town Manager and Town staff provide the Town Council with briefings and Town Manager reports that include important information such as land development activities, utility plant production/ capacity, and other focus areas of the Council. The continuing growth in the community and the increasing complexity of issues the Council faces is projected to result in an increase in the number of briefings, reports and informational memorandums to the Council by the Town Manager. In addition, the Council initiates Citizen Taskforces to address various issues for which the Town Manager and Town staff provide administrative support.

Office of the Town Attorney

Mission

The mission of the Office of the Town Attorney is to protect the legal interests of the Town of Leesburg, Virginia, Town Council, and staff to the fullest extent afforded by law in an effective and efficient manner.

Description

The mission of the Office of the Town Attorney is to protect the legal interests of the Town of Leesburg, Virginia, Town Council, and staff to the fullest extent afforded by law in an effective and efficient manner.

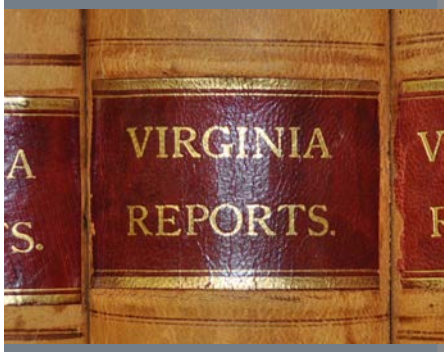
The Office of the Town Attorney enforces and prosecutes non-criminal violations of the Town Code and Zoning Ordinance, drafts and reviews contracts, agreements, licenses, permits, real estate documents, franchise agreements, ordinances, and resolutions. The Office is responsible for the enforcement and collection of funds that are owed to the Town including but not limited to delinquent taxes, licenses, fees, and parking violations. The Office also manages the land acquisition process in support of the Town's Capital Improvements Program. The Office ensures that the Town Code is up to date and is responsible for advocating and implementing the Town Council's legislative agenda.

The Office of the Town Attorney consists of three major operating functions: Advice & Counsel, Document Review, and Legal Enforcement & Litigation.

The Town Attorney does not provide legal advice to private citizens and is not permitted to make referrals of private attorneys to citizens. Criminal violations of the Town Code are prosecuted by the Loudoun County Commonwealth Attorney.

For more information, please visit the Office of the Town Attorney's web-page at www.leesburgva.gov/attorney.

ADVICE & COUNSEL



DOCUMENT REVIEW

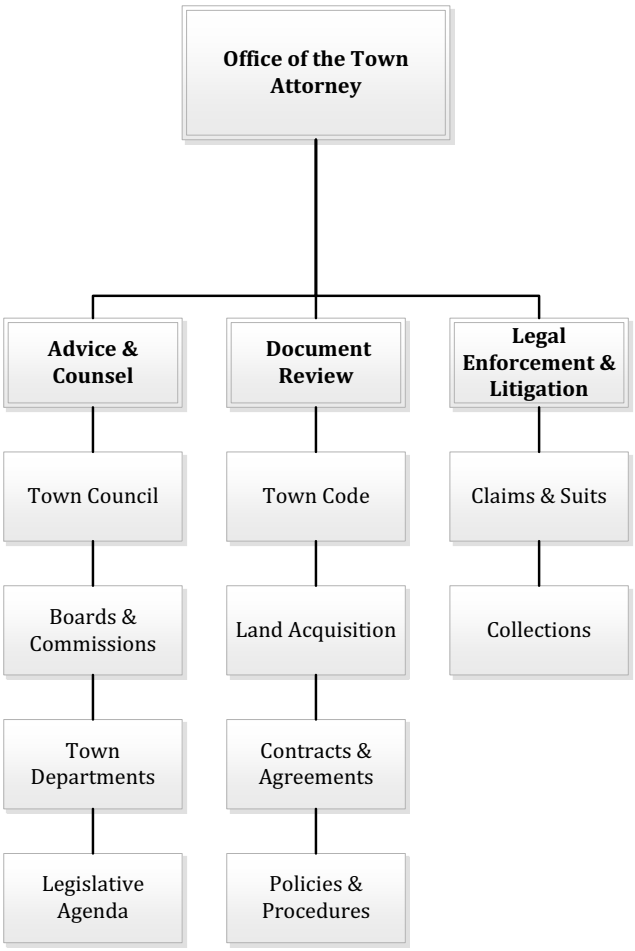
LITIGATION

Contact Information

Barbara Notar, Town Attorney
25 W. Market Street
Leesburg, VA 20176
bnotar@leesburgva.gov
(703) 771-7000

Scan Me

Organization Chart



Summary of Services

Advice & Counsel

This function provides support to the Town Council, Boards & Commissions, and all Town departments through legal opinions, advice, interpretation, and representation as needed to ensure Town actions are compliant with local, state, and federal law. The development and implementation of the Town Council's legislative agenda is an integral part of this function.

Document Review

This function provides legal support to Town departments. The Office drafts and reviews contracts, agreements, licenses, permits, deeds, leases, easements, franchise agreements, department policies and procedures, ordinances and resolutions, and provide legal opinions and advice on these documents.

Legal Enforcement & Litigation

This function provides representation to the Town in the prosecution and defense of claims involving the Town. The Office is responsible for the collection of monies owed to the Town through enforcement of the Town Code and the Code of Virginia.

Goals & Objectives

Scorecard	Goal	Objective	Term
CS	Educate local high school and middle school students on legal career options	Participate in Leadership in the Law Camp, Rule of Law and/or Sheet Law Project	Short

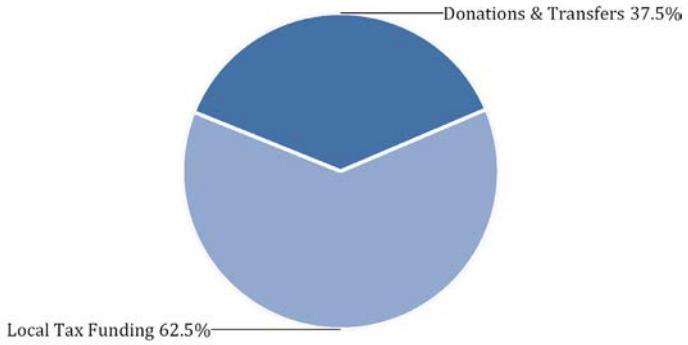
Scorecard	Goal	Objective	Term
BP, CS, ED, FM	Reduce duplication efforts, provide tools needed for timely collections process, cut down on errors and provide real time account status of accounts	Manage and train appropriate finance department staff, especially new collections, on use of database and Munis reports	Short
BP, CS, ED, FM	Review and participate in issues affecting the Town as directed by Council	Attend all Council meetings, participate in legislative agenda committee meetings, and respond to Council member inquiries 24/7	Long
CS	Address department legal issues as they arise in a timely manner	Staying current on local trends by attending LGA Conference, VML Conferences and workshops, and ICMA Conferences as well as researching and educating staff on preventative measures	Long
BP, CS	Support local governing bodies Town Council, Planning Commission, Board of Architectural Review	Attend monthly planning commissions meetings, research issues for legal ramifications; memos, legal advice	Long
BP	Work closely with the Department of Planning & Zoning to prosecute zoning, overcrowding, and Town Code Violations	Research and respond to violations upon request; attend monthly commission meetings to answer legal questions proactively	Long
BP, CS, ED, FM	Land acquisition and easement practice	Prepare and review deed of easements as needed for improvements to Town property, work with outside counsel to efficiently resolve condemn matters	Long
BP	Review all department contracts and agreements	Continue to review all department contracts and agreements	Long
BP, CS, ED, FM	Represent the Town in all VML Insurance and Worker's Compensation Claims	Attend VML workshops, conferences, and hearings	Long
BP, CS, ED	Research, Train and update employees on current FOIA/COIA laws	Schedule training once a year, assist departments with requests and research	Long

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

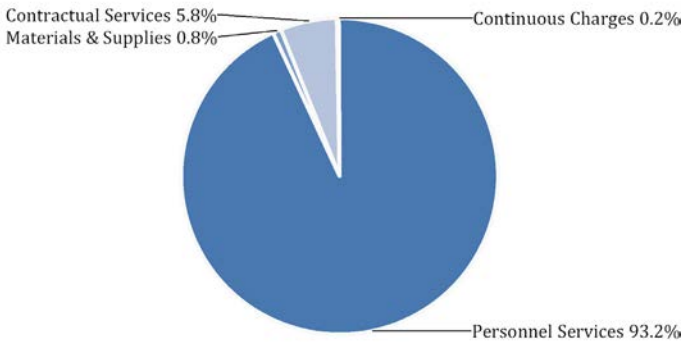
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Donations & Transfers	$ —	$ —	$ —	$ 234,109	$ 234,109	—%
Total Revenue	**$ —**	**$ —**	**$ —**	**$ 234,109**	**$ 234,109**	**—%**
Local Tax Funding	470,940	762,030	773,658	390,546	(371,484)	-48.7%
Total Sources	**$ 470,940**	**$ 762,030**	**$ 773,658**	**$ 624,655**	**$ (137,375)**	**-18.0%**
Uses						
Personnel Services	$ 430,765	$ 717,230	$ 717,230	$ 581,999	$ (135,231)	-18.9%
Contractual Services	29,462	38,500	50,300	36,100	(2,400)	-6.2%
Materials & Supplies	5,777	5,300	4,800	5,300	—	—%
Continuous Charges	1,554	1,000	1,328	1,256	256	25.6%
Capital Expenditures	3,382	—	—	—	—	—%
Total Uses	**$ 470,940**	**$ 762,030**	**$ 773,658**	**$ 624,655**	**$ (137,375)**	**-18.0%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The FY 2016 operating budget for the Office of the Town Attorney includes an 18.0% decrease from the prior year due primarily to the reduction in funding associated with the elimination of a Land Acquisition position for FY 2016. As a result, one position remains dedicated to the administration and coordination of the Town's easements and right-of-way acquisition activities in support of the capital improvement program.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, FM, CS, ED	Number of Council directives and initiatives	66	80	80	↔
	Measures the total number of Council directives and initiatives responded to by staff				
CS	Number of Town department requests for legal representation	60	300	300	↑
	Measures the total number of requests for legal representation for all departments				
BP, CS	Number of Town Commission requests for legal services	60	48	60	↔
	Measures the number of legal services provided to Town Commissions including representation at meetings and requests for information				
BP	Number of Town Code violations anticipated	17	36	36	↔
	Measures the total number of violations of Town Code, zoning ordinance and other regulations prosecuted				
BP, FM, CS, ED	Number of taxpayer accounts processed for collections	572	600	600	↔
	Measures the total number of taxpayer accounts processed by the Town Attorney's Office for collections				

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, FM	Number of easements and land acquisition documents processed for condemnation	129	60	80	↓
	Measures the number of easements and land acquisition documents processed for condemnation				
BP	Number of contracts and agreements reviewed	52	100	60	↓
	Measures the total number of contracts and agreements reviewed by legal staff				
BP, FM	Number of insurance, employment, and workers' compensation claims reviewed	14	15	15	↔
	Measures the number of claims reviewed and defended for VML insurance, Virginia Employment Commission, and workers compensation counsel				
BP, ED, CS	Number of FOIA/COIA requests monitored	5	5	10	↔
	Measures the total number of FOIA/COIA requests monitored for compliance				

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

The primary function of the Office of the Town Attorney is to provide legal support to the Town Council. As such, the number of Council directives and initiatives responded to by the Office have remained fairly consistent. Requests for legal services from Town departments is expected to trend upward, and is primarily driven by the number contracts, agreements, and collection accounts reviewed and processed by legal staff. The number of Town Code violations administered by the Office is trending up, and is a result of enhanced enforcement operations in the Town. In addition, the number of employment related claims, FOIA requests, and request for legal services from Town Boards and Commissions are unchanged. The Office of the Town Attorney will continue to work with Town Council and its internal clients in support of Town legal objectives.

Clerk of Council

Mission

The Office of the Clerk of Council is dedicated to delivering the highest degree of customer service to the Town Council, Boards and Commissions, and Town residents by ensuring that the conduct of Town business meets or exceeds all requirements of the Town Code and applicable state statutes.

Description

The Office of the Clerk of Council supports the Town's legislative function by assembling and distributing Town Council agenda packets, preparing minutes, and finalizing legislation. The Office also serves as the primary archivist for the Town's official documents, such as the Town Code, meeting minutes, and the Mayor's official correspondence. The Office of the Clerk administers required public notifications in support of Town Council actions.

The Office of the Clerk of Council consists of three major operating functions: Council Support, Boards and Commissions Support, and Regulatory Compliance.

The Office provides support for new Board and Commission appointees allowing them to focus on their mission of providing the Town Council with advice on subjects within their purview. The Clerk of Council also serves as the primary coordinator for compliance with the Virginia Freedom of Information Act which includes Requests for Documents and open meeting notices; the Virginia Conflict of Interests Act; and the Virginia Public Records Act, which includes all areas of records management including retention and destruction.

For more information, please visit the Town of Leesburg's webpage at www.leesburgva.gov.

BOARDS & COMMISSIONS

COUNCIL SUPPORT

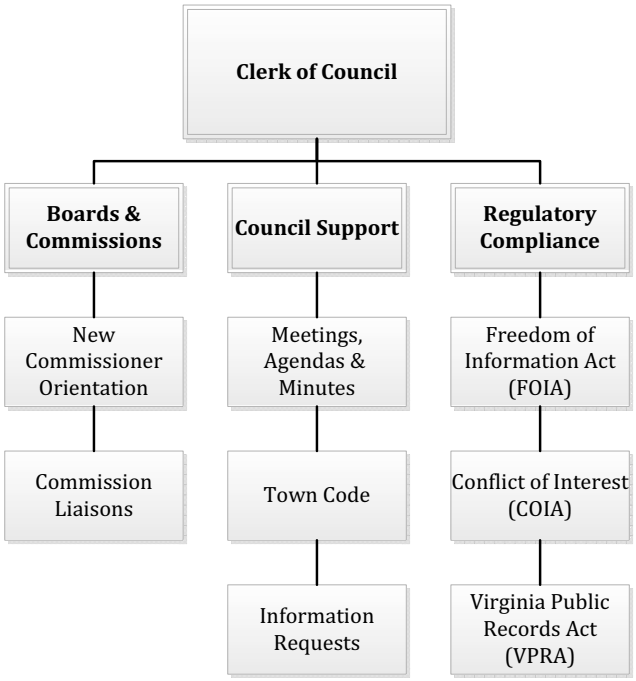
REGULATORY COMPLIANCE

Contact Information

Lee Ann Green, Clerk of Council
25 W. Market Street
Leesburg, VA 20176
lgreen@leesburgva.gov
(703) 771-2733

Scan Me

Organization Chart



Summary of Services

Boards and Commissions Support

This function provides support to the Town's various regulatory and advisory Boards and Commissions by advertising for vacancies and preparing appointment documentation. Once appointed, the Office is responsible for coordinating payroll, information technology services, and general training for each appointee. The Office also shares responsibility with the Town Manager's Office for management of the Boards and Commissions staff liaisons.

Council Support

This function provides meeting and administrative support to the Town Council, including preparation and distribution of agenda packets; preparation of minutes and correspondence; archiving of all official legislation and documents; codification of the Town Code; and administration of public notifications in support of Town Council actions. The Clerk's Office provides a point of contact and coordination for all outside groups and/or individuals wishing to address Council, to receive recognitions, or for general information regarding the Town and its legislative functions.

Regulatory Compliance

Freedom of Information Act – the Clerk of Council serves as coordinator for fulfillment of requests for documents under the Virginia Freedom of Information Act. The Clerk's Office is also responsible for fulfilling open meeting requirements such as advertisement of meetings, posting of meetings, and public access to meetings as required under the Act.

Conflict of Interests Act – the Clerk's Office ensures compliance with filing requirements of the Virginia Conflict of Interest Act for elected and appointed public officials.

Public Records Act – the Clerk of Council serves as the official records manager of the Town of Leesburg as per the requirements of the Virginia Public Records Act and thus provides technical assistance to all Town staff, Town Council, and boards and commissions in meeting state requirements for archiving and maintenance of all Town documents including, but not limited to correspondence, reports, and emails.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, FM	Fully automate agenda packet preparation and distribution	Save time and money by streamlining process for efficient delivery	Intermediate
		Promote customer service through ease of access	Intermediate

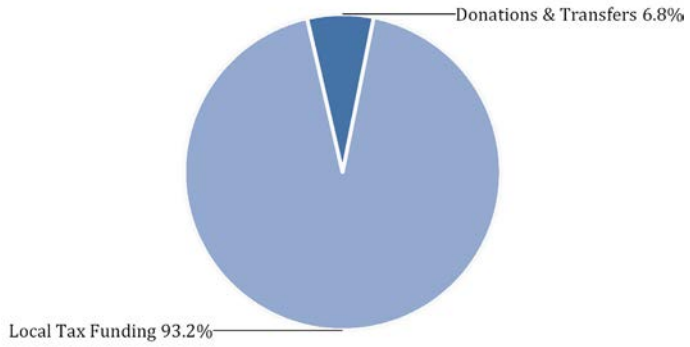
Scorecard	Goal	Objective	Term
BP, CS	Increase records retention compliance with Section 42.1, Chapter 7 of the Code of Virginia (the Virginia Public Records Act) which governs the archiving and destruction of all documents created by or in the possession of the Town	Complete archiving of Airport records	Short
		Complete electronic archiving of Town Council minutes prior to 1990	Long
		Increase efficient answering of FOIA requests through electronic transfer of documents	Long
BP, CS	Continue to provide Council meeting minutes no more than two meetings from the original meeting date	Provide transcribed Council meeting minutes no more than two meetings after the original meeting date	Short

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

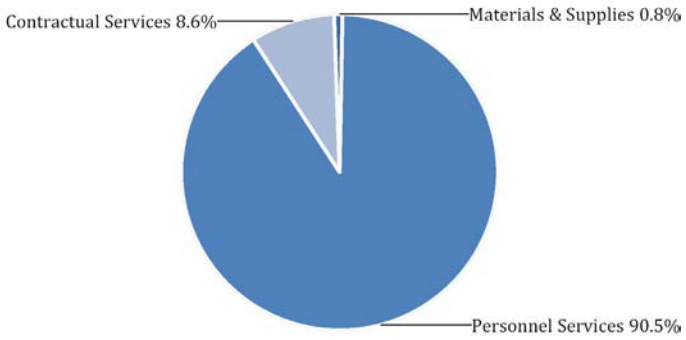
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Donations & Transfers	$ —	$ —	$ —	$ 9,606	$ 9,606	—%
Total Revenue	**$ —**	**$ —**	**$ —**	**$ 9,606**	**$ 9,606**	**—%**
Local Tax Funding	123,187	129,237	130,976	132,261	3,024	2.3%
Total Sources	**$ 123,187**	**$ 129,237**	**$ 130,976**	**$ 141,867**	**$ 12,630**	**9.8%**
Uses						
Personnel Services	$ 110,700	$ 116,037	$ 116,037	$ 128,437	$ 12,400	10.7%
Contractual Services	9,330	12,000	13,700	12,230	230	1.9%
Materials & Supplies	2,380	1,200	1,200	1,200	—	—%
Continuous Charges	777	—	39	—	—	—%
Total Uses	**$ 123,187**	**$ 129,237**	**$ 130,976**	**$ 141,867**	**$ 12,630**	**9.8%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The FY 2016 operating budget for the Clerk of Council shows a 9.8% increase from the prior year, primarily driven by an increase in personnel services as a result of increased healthcare costs town wide. The department continues to have adequate resources to accomplish its major initiatives for the upcoming budget year, including the electronic review of Council Agenda packets as well as continuing to scan Town documents for digital archiving. These initiatives are designed to help improve the efficiency and effectiveness of public requests for Town information and documentation.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Number of FOIA Requests	12	10	8	↓
	Measures the total number of Freedom of Information Act request				
BP, CS	Number of Council meetings supported	43	41	44	↔
	Measures the total number of Council meetings supported includes agenda packets and public notices				
BP, CS	Number of new Boards and Commissions appointees processed	13	17	15	↔
	Measures the total number of Council appointees to vacancies on Boards and Commissions				
ED	Percentage progress towards Master Municipal Clerk certification	40%	50%	60%	↑
	Measures the percentage completion of certification process				
BP, CS	Number of public information requests	147	145	140	↓
	Measures the total number of general requests for information from the public				
BP, CS	Number of Council meeting minutes prepared on time	43	41	44	↔
	Measures the total number of minutes ready for approval at the next Council meeting				

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

The primary function of the Office of the Clerk of Council is to provide meeting and administrative support to the Town Council. This is evidenced by the number of Council meetings attended throughout the year at 44, as well as the number of agenda minutes prepared on time for each Council meeting at 40. The number of new Board and Commission appointees remains fairly constant at 10 a year. In addition to legislative branch support, the Clerk of Council also serves as the primary contact for Freedom of Information Act (FOIA) requests. The number of requests is trending down due to frequently requested information increasingly being made available through electronic sources. The number of public information requests (non-FOIA) is also trending down because of the increasing availability of electronic sources of information.

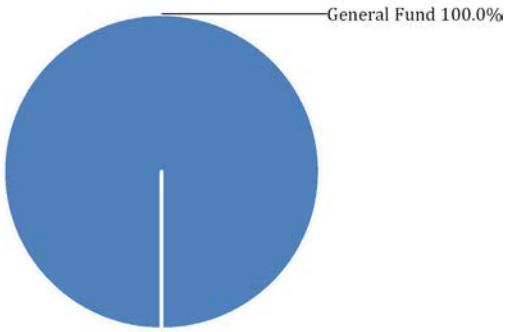
Supporting Activities

The supporting activities category consists of the Department of Finance and Administrative Services, which includes the Finance, Human Resources, and Information Technology divisions. These internal support functions ensure that Town operating departments have the necessary financial resources, human capital, and technology support and infrastructure to provide efficient and effective community services.

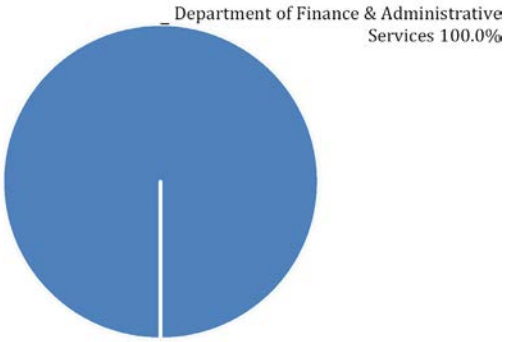
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
General Fund	$ 4,277,579	$ 4,018,291	$ 4,232,318	$ 4,358,111	$ 339,820	8.5%
Total Sources	**$ 4,277,579**	**$ 4,018,291**	**$ 4,232,318**	**$ 4,358,111**	**$ 339,820**	**8.5%**
Uses						
Department of Finance & Administrative Services	$ 4,277,579	$ 4,018,291	$ 4,232,318	$ 4,358,111	$ 339,820	8.5%
Total Uses	**$ 4,277,579**	**$ 4,018,291**	**$ 4,232,318**	**$ 4,358,111**	**$ 339,820**	**8.5%**

Sources by Fund (2016)



Uses by Department (2016)



Department of Finance & Administrative Services

Mission

The mission of the Department of Finance and Administrative Services is to provide exceptional financial, technical, management and administrative services to our internal and external customers delivering value through deployment of innovative technologies and business processes while embracing the values of openness, financial sustainability, accountability and integrity.

Description

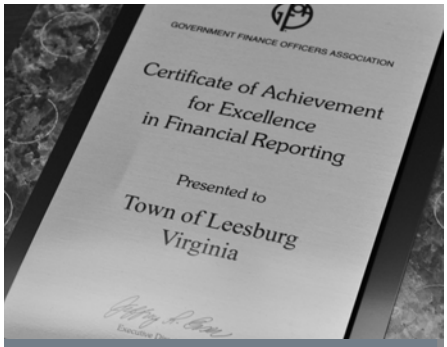
The Department of Finance and Administrative Services is responsible for the administration of the Town's fiscal operations, human resource, and technology related support services to all Town stakeholders both internal and external. The Department consists of three major operating functions: Finance, Human Resources and Information Technology.

Fiscal operations include safeguarding assets, financial accounting and reporting, timely collection of Town revenues, and budgeting for all Town funds. The Town's revenue collections, debt and investment portfolios, annual budget, and independent audit are managed within Finance. The highest level of financial reporting standards are kept in accordance with nationally recognized generally accepted accounting principles and prepared in the Comprehensive Annual Financial Report, which provides timely and reliable financial information to residents, investors, creditors, and legislative and oversight bodies. In support of the Town Council and the Town Manager's Office, technology and customer service initiatives are instituted for business process improvements to allow for improved revenue collections and streamlined fiscal operations. Through the customer service portal on the Town's website, Town residents can pay their Utility Bills, Personal Property Taxes, and Real Estate Taxes online. Town residents can also view general billing invoices such as airport fees, parking garage permits, and other miscellaneous bills through the online portal

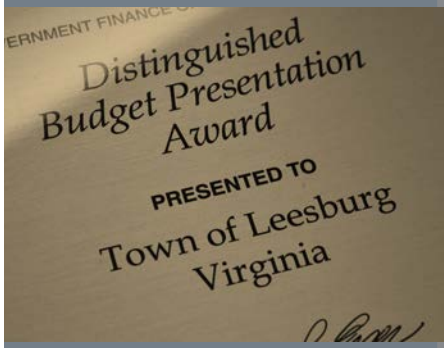
Human Resources support services creates and administers comprehensive programs that are designed to attract, motivate and retain an efficient, diverse, and dynamic workforce through administering personnel policies, compensation program, wellness and retirement, training and safety programs.

Technology support services includes systems analysis and planning, procurement of equipment and services, contract management, consultation on information technology related initiatives and opportunities, business process improvement by automation, and the support of the Technology and Communications Commission.

For more information, please visit the Department of Finance and Administrative Services' webpage at www.leesburgva.gov/finance.



FINANCIAL REPORTING



MANAGEMENT & BUDGET

HUMAN RESOURCES

INFORMATION TECHNOLGY

Contact Information

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25 W. Market Street
Leesburg, VA 20176
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(703) 771-2720
Annie Carlson, Interim HR Manager
acarlson@leesburgva.gov
John Callahan, Acting IT Manager
jcallahan@leesburgva.gov

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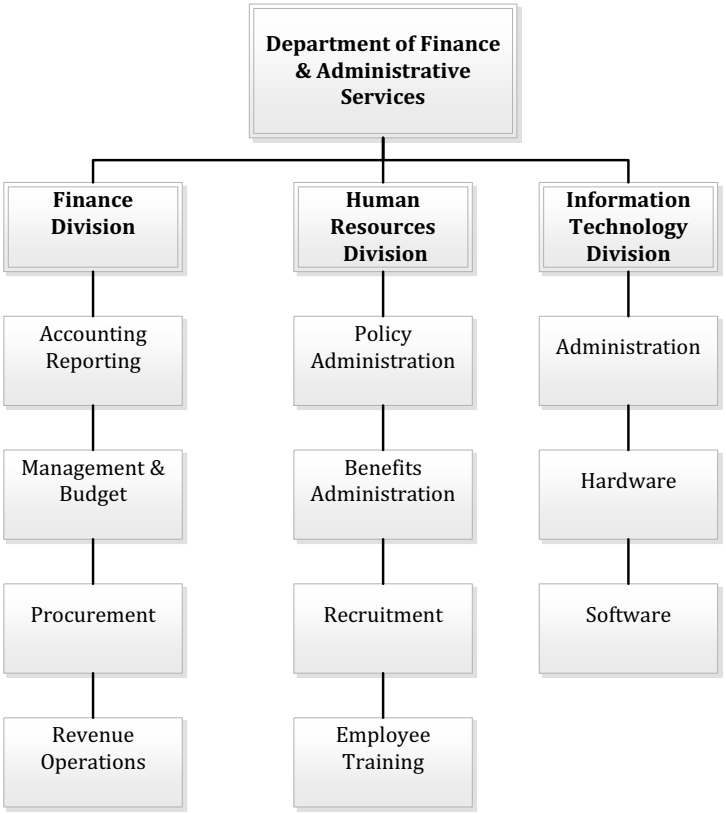
Supporting Activities

Organization Chart



Summary of Services

Finance Division

The Finance Division consists of Accounting & Reporting, Management and Budget, Procurement, and Revenue Operations. Accounting staff processes and records Town financial transactions and ensures the accuracy of assets, liabilities, fund balances, revenues and expenses, treasury functions of cash management, investments, and accounting for and paying for debt, administration of accounts payable, and payroll; management and budget provides analytical support to the Town Council, Town Manager, and other Town departments; the Procurement Office manages the acquisition of goods, services, insurance, p-card payments, surplus property and risk management for all departments; revenue operations is responsible for billing and collection of all Town taxes including real and personal property, meals, business and professional, and transient occupancy taxes.

Human Resources Division

The Human Resources Division administers total compensation, including medical benefits, health and wellness programs, and retirement packages to meet the needs of Town employees. The division advertises and recruits the most qualified applicants to ensure our workforce remains highly skilled and diverse. In addition, training programs are designed to meet the changing demands of the workforce by enhancing employees' knowledge, skills, and abilities by preparing them for future challenges and opportunities. Human Resources provide employee relations counseling to Town employees in order to improve working relationships and the work environment.

Information Technology Division

The Information Technology Division links Town services to the general public by providing a secure and robust computing environment to all departments and programs. The Division maintains data centers including traditional and virtualized server environments, networks connecting 15 Town facilities, MUNIS (the Town's Enterprise Resource Planning (ERP) system), Voice-over-IP telephone (VOIP) and GIS capabilities; the Town's intranet and internet websites and 1,500 end-user devices including PCs, tablets, cell and smartphones, peripherals such as printers and plotters, cameras, and broadcasting equipment

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Goals & Objectives

Scorecard	Goal	Objective	Term
CS	Develop practices to enhance delivery of exceptional services to internal and external customers	Create and implement customer service design team and implement initiatives for continuous exemplary customer service	Intermediate
		Increase staff technical competencies through formalized training	Intermediate
		Maintain staff professional certifications and CPE credits for core competencies within the department and the Town	Intermediate
BP, FM	Prepare and submit certified financial statements on time and in accordance with Generally Accepted Accounting Principles (GAAP)	Complete financial statements with a clean audit report	Long
		Submit CAFR to GFOA for excellence in financial reporting award	Intermediate
BP, FM	Prepare and submit a balanced budget in accordance with the Long Term Sustainability Plan	Deliver balanced budget on time per Town Code	Long
		Submit budget to GFOA for budget excellence award	Intermediate
BP, ED	Implement necessary recommendations of the Diversity Task Force to attract and recruit qualified diverse candidates	Increase outreach of recruitment efforts to diverse resources	Long
BP, CS, FM	Provide Town wide training and development program	Increase skills and knowledge through professional development for employees	Long
BP, CS, FM	Identify areas where department processes can be more efficient and effective	Test and implement the electronic funds transfer process to pay vendors, thereby eliminating checks, increasing on-time payments, and streamlining the reconciliation process	Intermediate
		Implement the employee self-service module to streamline timekeeping and leave requests	Intermediate
		Review and update the chart of accounts and expenditure object code descriptions.	Intermediate

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

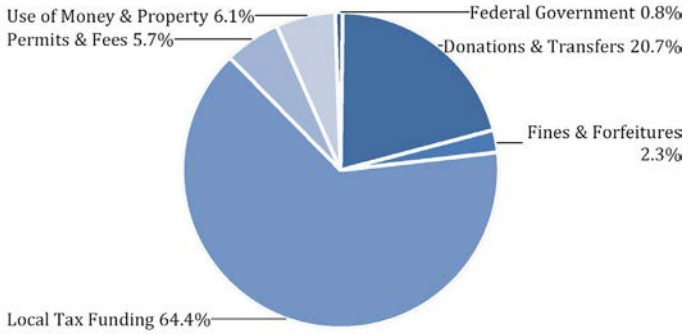
Expenditures by Division

Divisions	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Finance Division	$ 1,985,483	$ 2,029,618	$ 2,036,391	$ 2,461,704	$ 432,086	21.3%
Human Resources Division	500,050	780,968	791,943	555,648	(225,320)	-28.9%
Information Technology Division	1,792,046	1,207,705	1,403,984	1,340,759	133,054	11.0%
Total	**$ 4,277,579**	**$ 4,018,291**	**$ 4,232,318**	**$ 4,358,111**	**$ 339,820**	**8.5%**

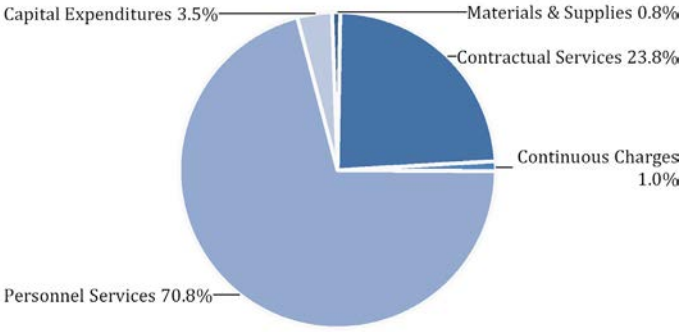
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Permits & Fees	$ 4,876	$ 243,654	$ 487,308	$ 250,000	$ 6,346	2.6%
Fines & Forfeitures	111,062	76,904	76,904	100,000	23,096	30.0%
Use of Money & Property	324,825	289,652	299,552	264,652	(25,000)	-8.6%
Donations & Transfers	—	—	—	901,362	901,362	—%
Federal Government	333,688	64,100	64,100	33,400	(30,700)	-47.9%
Total Revenue	**$ 774,451**	**$ 674,310**	**$ 927,864**	**$ 1,549,414**	**$ 875,104**	**129.8%**
Local Tax Funding	3,503,128	3,343,981	3,304,454	2,808,697	(535,284)	-16.0%
Total Sources	**$ 4,277,579**	**$ 4,018,291**	**$ 4,232,318**	**$ 4,358,111**	**$ 339,820**	**8.5%**
Uses						
Personnel Services	$ 2,763,877	$ 3,011,371	$ 3,011,371	$ 3,085,305	$ 73,934	2.5%
Contractual Services	792,754	921,756	966,152	1,038,049	116,293	12.6%
Materials & Supplies	31,757	40,922	30,785	36,022	(4,900)	-12.0%
Continuous Charges	20,974	39,242	44,350	44,197	4,955	12.6%
Capital Expenditures	668,217	5,000	179,660	154,538	149,538	2,990.8%
Total Uses	**$ 4,277,579**	**$ 4,018,291**	**$ 4,232,318**	**$ 4,358,111**	**$ 339,820**	**8.5%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

For FY 2016, the Department of Finance and Administrative Services shows the combined divisions of Finance, Human Resources, and Information Technology. The combined operating budget for the department shows an increase of 8.5% from the prior year. The increase is a largely the result of increased personnel costs in the finance division due to two positions being reallocated from the Department of Plan Review, and from the Department of Utilities for focused collections efforts. Collections costs are anticipated to be offset by commensurate additional revenue from outstanding collections. Other department increases are in information technology due increasing costs of maintaining technology operations, specifically infrastructure, within the Town.

The department is implementing a myriad of business process improvements in FY 2016, such as improvements to the on-line web payments portal, electronic time keeping, and work flow automation, to continue customer service enhancements designed to efficiently and effectively deliver services to the Town.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, FM	Business process enhancements *Measures the number of business process improvements implemented*	2	4	4	↔
BP, FM	Number of bank reconciliations performed within 30 days of close of business month *Measures the number of bank reconciliations performed within 30 days of the close of the business month*	0	4	12	↑
BP, FM	Number of purchase orders issued in a fiscal year *Measures the number of purchase orders issued in a fiscal year*	2,183	2,098	1,870	↓
FM	Number of OSHA recordable accidents *Measures the total number of accidents that require medical treatment and to on the OSHA 300 log*	23	21	19	↓
FM	Number of full-time new hires *Measures the total number of full-time employees hired*	22	20	18	↔
ED, BP	Average number of days to fill a position *Measures the average number of days form receipt of request to verbal acceptance*	48	45	42	↔
ED	Number of Town-wide training sessions conducted *Measures the total number of Town-wide training sessions conducted*	42	46	50	↑
BP	Percentage surveyed satisfaction rating (ICMA benchmark 90.9%) *Measures the percentage satisfaction to the question: "How would you rate your current IT support on a scale of 1 to 5 with 5 being the highest?"*	82%	85%	91%	↑
CS	Percentage Town network availability *Measures the percentage of time Town's private network availability*	100.0%	99.0%	100.0%	↔
BP, CS	Percentage of Real Estate (RE) Taxes collected (Calendar Year) *Measures the percentage of Real Estate (RE) taxes collected*	98.9%	98.9%	99.0%	↔
FM	Percentage of Personal Property (PPTax) taxes collected (Calendar Year) *Measures the percentage of Personal Property (PPTax) collected*	N/A	86.0%	88.0%	↔
FM	Percentage of Business Professional License (BPOL) collected *Measures the percentage of Business Professional License (BPOL) taxes collected*	99.0%	99.0%	99.0%	↔
FM	Percentage of meals tax collected (Calendar Year) *Measures the percentage of meals tax collected*	90.0%	90.0%	92.0%	↑
BP, FM	Increase the dollar value of purchase cared (p-card) rebates by 3% (Calendar Year) *Measures the percentage increase in total dollar value of rebates received for using the Town purchase card for small payments*	3%	3%	3%	↔
BP, CS	Dollar value of procurement services *Measures the dollar value of procurement services per $100 spent/transaction*	$14.88	$14.85	$15.00	↔
BP, FM	GFOA certificate - Budget and Financial Reporting *Measures the receipt of the GFOA Excellence I Budget and Financial Reporting Certification*	YES	YES	YES	↔

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

The Finance and Administrative Services Department has consistently been awarded the Government Finance Officers' Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Town's Comprehensive Annual Financial Report and the Distinguished Budget Presentation Award. In 2014, the Department also won the Virginia GFOA's Award for Innovations in Government Finance for the Annual Budget and Capital Improvements Program Document. Targeted areas for increased efficiencies within the department include delinquency collection improvements, implementation of inception to date project budgeting and accounting, business process improvements in the area of web payment redesign, bank reconciliation automation, transparency improvements. Fiscal efficiencies are anticipated to be achieved through the refinancing of utility bonds to save an estimated $4.6 million or 9% over the remaining life of the outstanding bonds should the current market conditions

continue. The Department continues to pursue and deliver exceptional customer service to all customers, as noted by the 99.9% network availability and 91% satisfaction rating for information technology services. The department has implemented a customer service design team (CSDT) to promote innovation, pride in the workplace, effective communication, and employee development. Real estate, personal property, meals tax collections, reported on a calendar year basis, remain in at a high rate of 99%, 88%, and 92%, respectively. Business, professional and occupational licenses (BPOL) is a self reporting tax whereby the collection percentage is based upon the payments received from customer reported gross receipts. The human resources division has faced a record number of retirements in FY 2015, which has contributed to increased efforts in filling vacant regular full-time positions within the Town.

In FY 2014, no personal property tax was collected per a policy change adopted by the Council that eliminated the semi-annual collection of personal property tax which resulted in a single year tax holiday. Beginning in CY 2015, personal property taxes will be assessed once and billed accordingly with a May deadline.

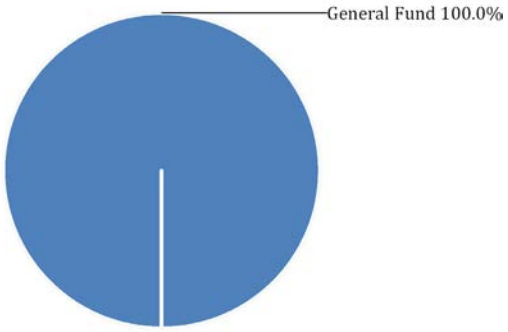
Keeping Us Safe

Included in the keeping us safe function is the Leesburg Police Department, a full-service law enforcement agency whose primary role is to ensure that Leesburg neighborhoods are safe and secure. Although not a Town department, included in this function is a contribution from te Town to the Leesburg Volunteer Fire Company and the Loudoun County Rescue Squad to provide the full depth of public safety expenditures by the Town.

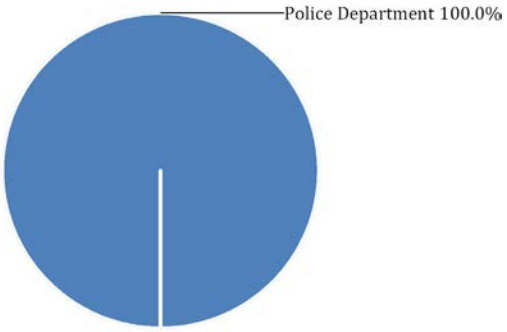
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
General Fund	$ 12,507,686	$ 13,727,555	$ 13,870,376	$ 13,891,129	$ 163,574	1.2%
Total Sources	**$ 12,507,686**	**$ 13,727,555**	**$ 13,870,376**	**$ 13,891,129**	**$ 163,574**	**1.2%**
Uses						
Police Department	$ 12,507,686	$ 13,727,555	$ 13,870,376	$ 13,891,129	$ 163,574	1.2%
Total Uses	**$ 12,507,686**	**$ 13,727,555**	**$ 13,870,376**	**$ 13,891,129**	**$ 163,574**	**1.2%**

Sources by Fund (2016)



Uses by Department (2016)



Police Department

Mission

The Leesburg Police Department is committed, in partnership with the community, to provide the highest quality police services by using innovative and proactive approaches to improve the quality of life in the Town of Leesburg, while at the same time maintaining respect for the rights and dignity of all.

Description

The Leesburg Police Department (LPD) has a proud and distinguished history of providing quality police services since 1758. As a full-service law enforcement agency emphasizing the philosophies of community policing and intelligence-led policing, LPD is nationally recognized for its proactive crime prevention programs and serves as the training model in community policing for all officers and deputies attending the Northern Virginia Criminal Justice Training Academy.

The Leesburg Police Department consists of two major operating divisions: Administrative & Operational Support and Patrol Operations. The divisions include the following support functions: Criminal Investigations Section, Community Services Section, Information Services Section, and the Citizen's Support Team.

The current authorized strength is 87 sworn officers and 16 non-sworn personnel who provide law enforcement services and staffing at our main facility which is open to the public 24 hours a day, 7 days a week. In addition to its law enforcement role, LPD provides several community programs, including Vacation House Checks, Youth Outreach Programs, Citizen's Police Academy, Citizen's Support Team, and Child Safety Seat Inspections. LPD develops and maintains town-wide crisis response plans and serves as the emergency management component of Town government. In addition to outreach activities, the Police Department provides law enforcement services to Town-sponsored and individually planned special events throughout the year. These events are staffed by off-duty officers and with the exception of Town-sponsored or waived-fee events, staffing is paid for by the individual or group requesting services.

In furtherance of its missions to connect citizens to service, LPD utilizes a full range of communication tools such as Reverse 911, Alert Loudoun/Leesburg, and social media to keep the public informed of day-to-day operations and during times of crisis. Residents and businesses can learn about crime in their neighborhoods by accessing crime data through CrimeReports, a web-based service providing in-time crime data, or by downloading the CrimeReports app onto their smart phones.

Contact Information

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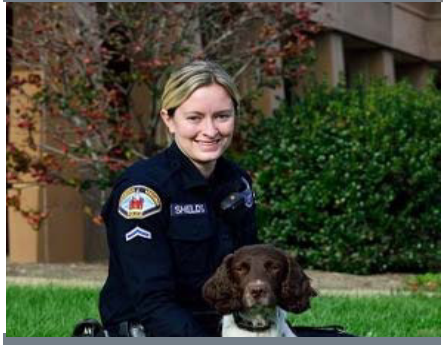
Leesburg, VA 20176
Non-Emergency (703) 771-4500
Emergency 9-1-1
jprice@leesburgva.gov

Scan Me

Connect With Us

ADMINISTRATION

PATROL OPERATIONS

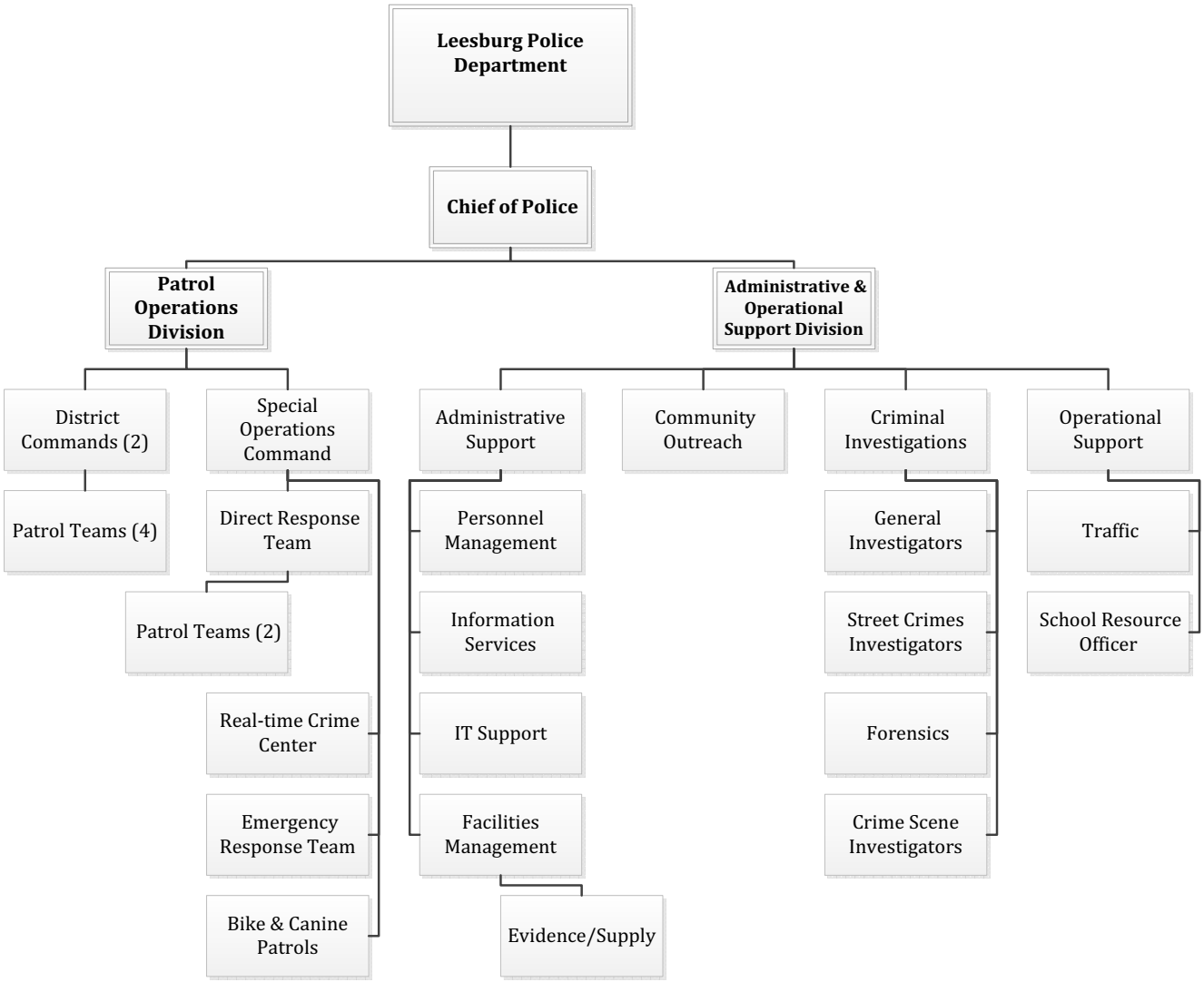


INVESTIGATIONS

K-9 UNIT

Keeping Us Safe

Organization Chart



Summary of Services

Administrative & Operational Support Division

The Administrative and Operational Support Division is responsible for providing the direction and infrastructure support necessary for a modern police agency to function. It supports the Department Strategic Goal of enhancing police professionalism and community trust through accountability, performance measures, and adoption of modern police practices.

Patrol Operations Division

The Patrol Operations Division supports the Department Strategic Goal of facilitating crime and disorder prevention and reduction through proactive problem-solving strategies and community partnerships. This effort includes comprehensive community policing programs, call response, and community based prevention programs.

Criminal Investigation Section

The Criminal Investigation Section provides comprehensive investigative follow-up to serious criminal activity within the Town by employing modern criminalistics and forensic tools to assist in the apprehension and prosecution of criminals. Detectives assigned to the Criminal Investigation Section are responsible for conducting in-depth, comprehensive investigations into felonies and serious misdemeanor cases. The Criminal Investigation Section conducts unique and undercover investigations and serves as liaison to allied federal agencies.

Community Services Section

The Community Services Section provides sophisticated and comprehensive prevention and support functions to other department programs. These programs range from tailored enforcement actions such as traffic management, bike patrols, accident reconstruction, commercial/retail crime prevention, school security, and youth intervention strategies within the schools. The Section supports the Department Strategic Goal of facilitating crime and disorder prevention and reduction through proactive problem-solving strategies and community partnerships.

Information Services Section

The Information Services Section provides for and manages the critical information flow within the department, from 9-1-1 calls for assistance to radio communications and comprehensive records management. This function is achieved through the use of modern technology, information management, and infrastructure that support organizational goals and objectives.

Citizen's Support Team

The Citizen's Support Team is composed of dedicated community volunteers who supplement police resources during special events and support community policing activities. Trained by the Leesburg Police Department in traffic direction techniques, the volunteers help with traffic control during parades and other special events and often are called up for emergency traffic duty during fires, serious traffic accidents, and hazardous incidents and situations. These volunteers also provide additional vehicle patrols in the community and report back any suspicious activity. They take no law enforcement action but act solely as observers while officers are en route.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS	Reduce the number of larceny cases occurring by 5% each year for a three year period	Increase the number of assigned personnel to high shoplifting crime areas through the incorporation of blitz operations at targeted locations	Short
		Increase the number of assigned personnel to high theft from vehicle crime areas through the incorporation of blitz operations at targeted locations	Short
		Develop an anti-shoplifting program for local merchants	Intermediate
		Enhance coverage of the lock, take, or hide message through a concentrated social and multimedia campaign	Intermediate
		Work with the Commonwealth Attorneyís Office to identify and prosecute repeat offenders	Long
BP, CS	Reduce the crash rate on major arterial routes within the Town by 5% each year for a three year period	Increase the number of assigned personnel to high crash locations for monthly specialized enforcement blitzes	Short
		Develop a traffic safety enforcement strategy that concentrates dedicated traffic officers along high volume routes during times of peak traffic	Intermediate
		Work with Council and other Town departments to incorporate safe and efficient traffic flow as a major priority in all new developments and redevelopments	Long
CS, ED	Enhance police professionalism and community trust the adoption of modern police practices by incorporating new performance measures of accountability each year for a three year period	Maintain a ratio of formal complaints filed to formal police contacts to less than 2% of total contacts	Short
		Achieve quality assurance survey results of 90% of evaluated contacts meets or exceeds customer expectations	Intermediate
		Develop and implement a community wide survey to measure community perception of safety and achieve a rating greater than 80% that feel safe or very safe in their community	Long

Scorecard	Goal	Objective	Term
BP, CS, ED	Increase public/Community outreach each year for a three year period	Increase the number of professional media releases issued to at least six per month and provide for mechanism to cover town wide emergency media releases	Short
		Develop a Social media strategy and program to provide outreach to all aspects of the community with an emphasis on those under 30 years old	Intermediate
		Develop and implement a comprehensive program to educate the community on public safety issues using all available formats including social media	Long
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management			

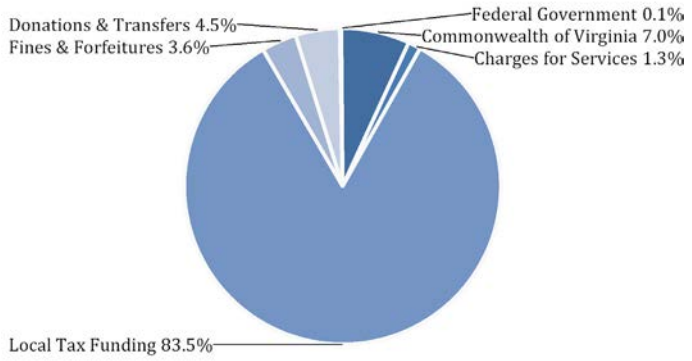
Expenditures by Division

Divisions	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Administrative Support	$ 1,877,013	$ 1,995,642	$ 2,143,022	$ 2,051,455	$ 55,813	2.8%
Patrol Operations	5,732,532	6,171,735	6,162,848	6,025,458	(146,277)	-2.4%
Criminal Investigations	1,696,881	1,510,460	1,511,510	1,613,198	102,738	6.8%
Community Services	1,548,485	1,673,008	1,673,136	1,850,366	177,358	10.6%
Information Services	1,651,161	1,728,660	1,731,716	1,702,615	(26,045)	-1.5%
Citizen's Support Team	1,614	3,145	3,240	3,132	(13)	-0.4%
Fire & Rescue	—	644,905	644,905	644,905	—	—%
Total	**$ 12,507,686**	**$ 13,727,555**	**$ 13,870,376**	**$ 13,891,129**	**$ 163,574**	**1.2%**

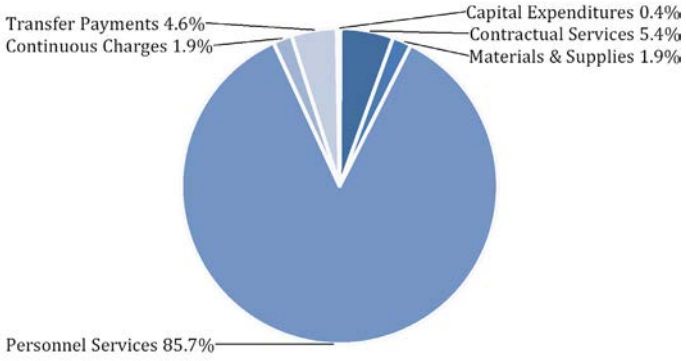
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Fines & Forfeitures	$ 607,287	$ 467,507	$ 590,377	$ 499,497	$ 31,990	6.8%
Charges for Services	50,865	58,445	58,445	179,456	121,011	207.1%
Donations & Transfers	445,195	451,566	451,566	627,145	175,579	38.9%
Commonwealth of Virginia	829,288	850,020	850,020	971,564	121,544	14.3%
Federal Government	32,950	19,600	19,600	19,600	—	—%
Total Revenue	**$ 1,965,586**	**$ 1,847,138**	**$ 1,970,008**	**$ 2,297,262**	**$ 450,124**	**24.4%**
Local Tax Funding	10,542,100	11,880,417	11,900,368	11,593,867	(286,550)	-2.4%
Total Sources	**$ 12,507,686**	**$ 13,727,555**	**$ 13,870,376**	**$ 13,891,129**	**$ 163,574**	**1.2%**
Uses						
Personnel Services	$ 11,137,190	$ 11,810,918	$ 11,787,566	$ 11,906,826	$ 95,908	0.8%
Contractual Services	585,897	721,645	762,063	752,045	30,400	4.2%
Materials & Supplies	176,262	254,185	258,159	266,435	12,250	4.8%
Transfer Payments	—	644,905	644,905	644,905	—	—%
Continuous Charges	260,283	261,902	254,454	269,668	7,766	3.0%
Capital Expenditures	348,054	34,000	163,230	51,250	17,250	50.7%
Total Uses	**$ 12,507,686**	**$ 13,727,555**	**$ 13,870,376**	**$ 13,891,129**	**$ 163,574**	**1.2%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The Leesburg Police Department budget for FY 2016 shows an increase of 1.2% from the prior year. The increase is primarily attributed to increases in personnel services associated with increased in salaries and healthcare costs town-wide and increases associated with implementing key initiatives including focused pedestrian crosswalk enforcement and other anticipated Council initiatives throughout the year.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Reduction in rate for shoplifting *Measures the change by percentage in number of shoplifting cases occurring*	-30%	-10%	-10%	↑
BP, CS	Reduction in rate for thefts from automobiles *Measures the change by percentage of thefts from automobile cases occurring*	-29%	-10%	-10%	↑
BP, CS	Number of traffic citations *Measures the total number of traffic citations issued in a calendar year*	5,772	6,000	6,500	↑
BP, CS	Number of traffic safety blitzes and special enforcement details *Measures the total number of traffic safety blitzes and details in a calendar year*	418	450	500	↑
BP, CS	Number of vehicular crashes *Measures the total number of vehicular crashes responded to in a calendar year*	1,266	1,200	1200	↓
CS, ED	Percentage use of force cases *Measures the ratio of use of force cases to number of arrests*	3.1%	3.0%	3.0%	↔
CS, ED	Percentage of formal complaints filed *Measures the ratio of the number of formal complaints to number of formal police contacts*	0.02%	0.03%	0.03%	↔
CS, ED, BP	Number of professional press releases *Measures the number of professional press releases issued*	61	61	61	↔
CS, FM	Dollar value of police reimbursement for services *Measures the total dollar value of billable police services provided to the general public*	$110,000	$110,000	$110,000	↔

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

Keeping the Leesburg community safe continues to be the top priority for the Leesburg Police Department. Through proactive policing strategies and working with local businesses and operators, the reduction rate (percentage) for shoplifting is at 30% below 2013 numbers, while the reduction rate (percentage) for thefts from automobiles is at 28.5% below CY 2013 numbers. Enforcement activities through safety/traffic blitzes along Town roads and thoroughfares are showing positive results as evidenced by the number of traffic citations issued (3,307) during specialized details. The number of use of force cases is remaining steady at 3.0% of all arrest while the number of formal complaints filed is steady at 0.03% of all police contacts.

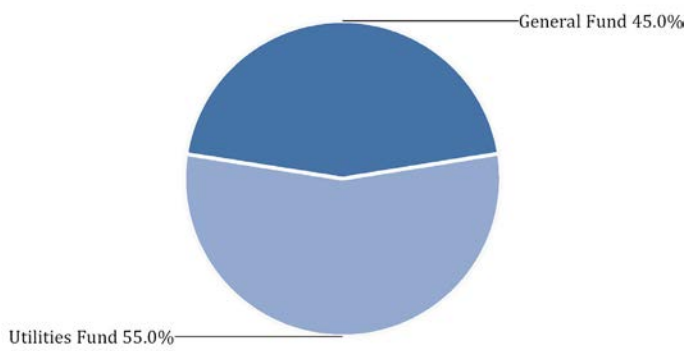
Providing the Necessities

Maintaining core infrastructure, managing capital improvement projects, and ensuring safe and reliable drinking water is the responsibility of the Town's Department of Public Works and Capital Projects, and Utilities departments. This function also oversees Town wastewater and stormwater programs, street and road maintenance, and other general government, transportation, and utilities related infrastructure improvements.

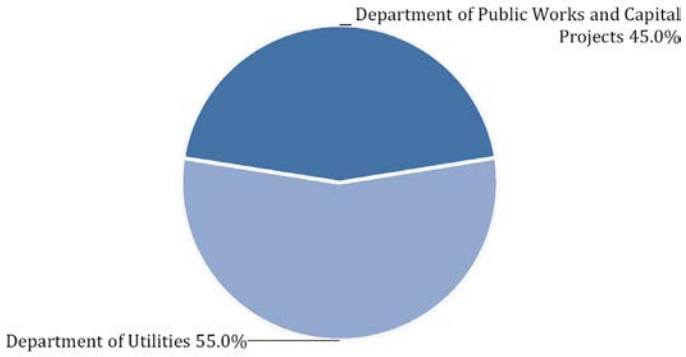
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
General Fund	$ 11,494,248	$ 11,520,511	$ 12,079,454	$ 12,487,068	$ 966,557	8.4%
Capital Projects Fund	1,982,900	1,820,098	1,478,582	0	(1,820,098)	-100.0%
Utilities Fund	17,918,917	13,821,080	14,054,484	15,290,195	1,469,115	10.6%
Total Sources	**$ 31,396,066**	**$ 27,161,689**	**$ 27,612,520**	**$ 27,777,263**	**$ 615,574**	**2.3%**
Uses						
Department of Public Works and Capital Projects	$ 13,477,148	$ 13,340,609	$ 13,558,036	$ 12,487,068	$ (853,541)	-6.4%
Department of Utilities	17,918,917	13,821,080	14,054,484	15,290,195	1,469,115	10.6%
Total Uses	**$ 31,396,066**	**$ 27,161,689**	**$ 27,612,520**	**$ 27,777,263**	**$ 615,574**	**2.3%**

Sources by Fund (2016)



Uses by Department (2016)



Department of Public Works and Capital Projects

Mission

The Department of Public Works and Capital Projects' mission is to enhance, operate, and maintain Town roads, buildings, infrastructure, and systems in an innovative, cost effective and professional manner for the safety of Leesburg residents, visitors, and businesses.

Description

The Department of Public Works and Capital Projects is responsible for a wide variety of municipal services to residents and businesses within the Town of Leesburg. Key responsibilities include the design and construction aspects of the Town's capital improvements program (CIP), engineering services developments, storm drainage and stormwater management, transportation, maintenance services of municipal buildings, public roads and sidewalks, traffic signals and signs, and Town-owned motor vehicles and equipment. As part of the general administration of the Town's multi-million dollar CIP program, the Capital Projects division coordinates with the Virginia Department of Transportation, Loudoun County, the Federal Aviation Administration, and the Virginia Department of Aviation to secure funding for transportation and airport projects within the Town of Leesburg. Maintenance services provides brush and fall bulk leaf collection, snow removal, mowing and maintenance of municipal land as well as support activities for other Town departments and special events, as well as manages the contract for curbside refuse, recycling, and yard waste collection for residential and downtown historic district properties, as well as oversight of the recycling drop-off facility. Technical and engineering services are provided for traffic & transportation studies, stormwater permit compliance, and plan review for road construction, stormwater improvements and capital projects. In addition, a variety of public education and outreach services to local organizations, schools, and community associations to inform the public of the services the Department provides. The Department coordinates with the departments of Planning & Zoning and Parks & Recreation to host Keep Leesburg Beautiful, an annual month-long campaign each April that offers volunteer opportunities to individuals and groups to participate in cleanup activities and storm drain marking efforts. For more information, please visit the Department of Public Works & Capital Projects web page at www.leesburgva.gov/publicworks.

Contact Information

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Director of Capital Projects
rlafollette@leesburgva.gov
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Scan Me

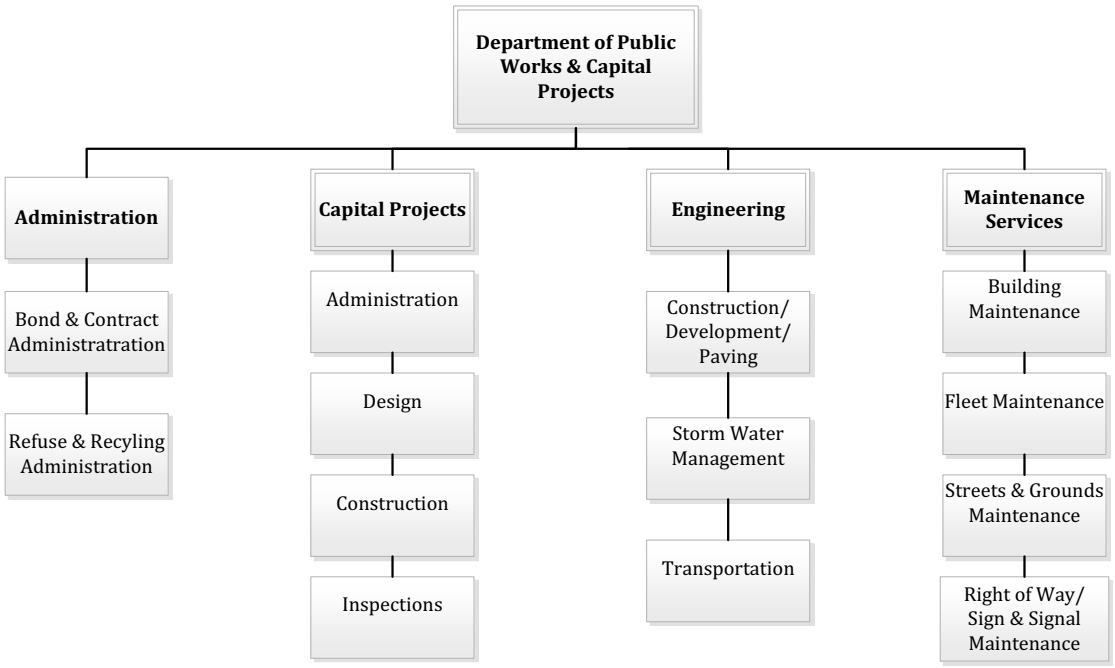
CAPITAL PROJECTS

STREET MAINTENANCE

REFUSE & RECYCLING

FLEET MAINTENANCE

Organization Chart



Summary of Services

Administration

Public Works Administration is responsible for the financial management, supervision, and operation of the department. Administration provides clerical support to all divisions as well as assistance with specialized tasks and initiatives, as well as oversight of the contract to provide trash and recycling pickup for over 11,000 residential customers and over 200 commercial customers as well as additional recycling opportunities through drop-off locations and community document shredding events. All activities to manage performance bonds and the refuse collection are performed by Administration staff.

Capital Projects

The Capital Projects division involves administration, design, construction and inspection of projects within the CIP. The administrative function oversees support of the design and construction activities, communication with residents, businesses, and the traveling public. The division also facilitates public outreach efforts such as newspaper ads and direct mailings, and interacting directly with residents and businesses via both email and phone. Design involves the procurement of design and engineering services and the actual design for the projects included in the capital improvements program. Project managers are responsible for overseeing the design quality, budget, and schedule to include contract management, review of designs and recommendations for approval. This process requires coordination with the departments of Plan Review, and Utilities for items related to public services. The division, in consultation with Town Attorney's Office, acquires easements and rights-of-way needed to construct projects and provide for any necessary utility relocation. Project managers also work with utility companies to determine all necessary relocations and monitor design progress and costs. Construction involves the procurement of contractors to build the projects included in the capital improvement program. Project managers are responsible for the creation of the bidding documents—including the line item bid quantities—instructions to bidders, specifications, and other contract documents. Once the contract is bid, the focus changes to administration of the construction contract, including inspections, quantity verification, pay application processing, change order review and processing, and schedule reviews. Prior to the construction work starting, if needed, utility relocation must be completed and the relocation is monitored by the construction project manager. Communication with residents, businesses, and the traveling public are integral to

the construction function. In support of this effort, the division disseminates weekly or bi-weekly newsletters, web site updates, and/or conducts daily interaction with residents and businesses. Once the project is complete and the warranty has expired, financial reconciliations are completed.

Engineering

Engineering services are provided for construction and development, stormwater management, and transportation. The division is responsible for the review of all engineering construction drawings for stormwater best management practices (BMP), erosion and sediment control, final pavement designs, and traffic signal structures associated with public and private infrastructure improvements submitted in support of development or capital improvement projects proposed within the Town limits. The division reviews rezoning and special exception applications and collaborates with the Department of Plan Review to develop design and construction standards as well as land development regulation policies. Division staff administers the Town's Municipal Separate Storm Sewer System (MS4) Permit under the National Pollutant Discharge Elimination System Phase II Program and attends Environmental Advisory Commission, Watershed Committee and MS4 Permit watershed related meetings. The inspectors provide assistance to transportation for inspection of work in public right-of-way and respond to all construction-related citizen concerns and complaints. Inspectors coordinate and process all developer-requested bond reduction and bond release requests. Responsibilities include inspections of existing storm sewer outfalls, stormwater ponds, and BMP structures as required by the current MS4 permit. This division manages the annual street resurfacing program and prepares technical reports for the Town Council, Planning Commission, Town Manager and other departments as necessary. The division reviews all traffic studies for developer and Town generated projects, directs and coordinates traffic signal and street light installation, issues and inspects right-of-way permits, staffs the Leesburg Standing Residential Traffic Committee, performs traffic counts and intersection studies, and performs inspection services for 20 bridges within the corporate limits and coordinates maintenance activities when necessary.

Maintenance

Maintenance services are provided in the areas of Buildings, Fleet, Streets and Grounds, and Right of Way/Sign and Signal. *Building Maintenance* services over 264,000 sq. ft. of Town-owned buildings, as well as provide project management and replacement of building systems. *Streets & Grounds Maintenance* oversees the more than 251 lane miles of the Town's street system including sidewalks and trails, as well as grounds maintenance for municipal properties. This work includes mowing, road repairs, patching, repaving, shoulder maintenance, snow removal, road striping and pavement marking, sign maintenance, repairs to the sidewalk, curb and gutter system, street sweeping, brush pickup, trash and debris cleanup, leaf collection, and storm sewer system maintenance and repair, and support to the Town's numerous special events and traffic control during emergencies in conjunction with the Leesburg Police Department. *Fleet Maintenance* maintains 530 Town-owned vehicles and pieces of equipment. Fleet Maintenance personnel perform state safety inspections of Town-owned vehicles; provide operators and equipment to other departments as needed; and assist other departments in emergency situations. The division manages the Public Works Facility Fueling Station, hazardous waste disposal, and preventative maintenance schedules for all Town-owned vehicles. *Right of Way/Sign and Signal* maintenance is responsible for the installation, operation and maintenance of new and existing street lights and is responsible for the computerized traffic signal management system of the more than 60 traffic signals within the Town limits.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, ED	Comply with and implement new regulatory requirements of the Virginia Stormwater Management Act and Regulations (VSMP)	Train Public Works staff to use and administer revised Town storm water regulations	Intermediate
		Enroll staff in DEQ classes for revised SWM/BMP regulations in order to obtain required certificates of competency in the new VSMP	Intermediate
		Coordinate with the Department of Plan Review, Loudoun County, and DEQ to formulate a process to implement the new VSMP	Long
BP, CS	Improve efficiency and lower cost for basic street maintenance services	Review staff training levels; complete training as necessary	Intermediate
		Evaluate and select contractors for selected services	Intermediate
		Utilize latest technology in maintenance and repairs	Long
BP, CS	Zero additional cost for chipped brush and leaves	Identify new locations for disposal of debris collected	Long
		Negotiate favorable terms for current disposal locations	Long
BP, CS	Add GPS device in all vehicles and equipment	Research GPS system and equipment, evaluate the cost for a system, determined the cost benefit ratio for GPS system	Long
FM	Increase energy savings to achieve the Town Council policy of 10% reduction	Research and implement new equipment and software technologies, fine-tune building system control devices	Long
BP	Improve Town buildings security	Evaluate Town wide security and safety needs; determine budget impacts and implement changes	Long
BP	Maintain a reliable Town Fleet of vehicles and equipment minimal downtime and long service life	Complete routine maintenance and factory recommended preventative maintenance required by mileage/annual intervals for 99% fleet availability	Long
		Stay current with modern automotive technology advancements through staff to training sessions and updated service manuals	Long
		Receive briefing from factory representatives on the latest diagnostic equipment	Long
FM	Analyze and improve parts stocking process (inventory) and storage to improve purchasing efficiency	Implement inventory review method monthly to prevent overstocking/return unused stock due to sale of surplus equipment and vehicles	Long

Scorecard	Goal	Objective	Term
BP, CS	Increase recycling rate to achieve the Town Plan goal of 50%	Make a second recycling bin available to households	Short
		Research successful recycling programs in other jurisdictions	Intermediate
		Collaborate with the Environmental Advisory Commission (EAC) to explore new ways to promote recycling	Intermediate
		Public education, community document shredding events, educational Town-wide mailings and website development	Long
		Research alternate locations for a replacement drop-off center on the south side of Leesburg	Long
BP, CS	Increase resident awareness and utilization yard waste collection	Increase website information on yard waste collection	Intermediate
		Work with Environmental Advisory Commission (EAC) to promote a means to increase yard waste collection and decrease brush collection pickups.	Intermediate
		Send out two Town wide mailings with information on yard waste collection	Long
BP, CS, FM	Increase efficiency of traffic signal operations	Install remote video cameras at key intersections	Intermediate
		Maintain and upgrade street lighting	Intermediate
		Report street light problems to Virginia Power and NOVEC	Intermediate
		Upgrade existing software to provide continuous traffic volume data which will create real-time arterial speed/congestion information	Long
		Complete fiber communication connections to all traffic signals	Long
		Install remote video cameras at key intersections	Long
BP, ED	Proactively monitor project schedules for compliance with the approved CIP to obtain improvement in the number of projects completed on schedule	Attend training to maximize the use of Microsoft Project	Short
		Utilize Microsoft Project to create and maintain schedules	Intermediate
		Regular coordination meetings with all involved departments and designers	Long
BP, FM	Proactively and consistently monitor project finances to adhere to set budgets for design, land acquisition, utility relocation and construction to obtain improvement in the number of projects completed on budget	Educate project managers on the budget process and keep them involved so there is ownership of the project budget	Short
		Utilize Munis for the available reports to track expenditures	Intermediate

Scorecard	Goal	Objective	Term
BP, ED	Ensure that the department is in compliance with existing policies and procedures	Maintain compliance with the Virginia Public Procurement Act for RFP, RFQ, and IFB	Intermediate
		Review and maintain the department SOP for design, construction, and land acquisition	Long
		Utilize established Technical Review Committee to bring all project relevant departments together to address design issues and schedules	Long
BP	Proactively work with the utility companies for the relocations associated with Town capital projects	Establish responsive contact people with each utility company	Short
		Maintain the bi-monthly meetings with all utility companies	Long
		Ensure timely submittals of preliminary plans to the affected utility companies	Long
BP, FM	Research and implement efficiencies for capital project departmental and project related activities to reduce our overall expenditures	Utilize current technologies to create time and dollar savings for both projects and the overall department	Intermediate
		Utilize in-house inspection resources from Public Works and Utilities departments	Long

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

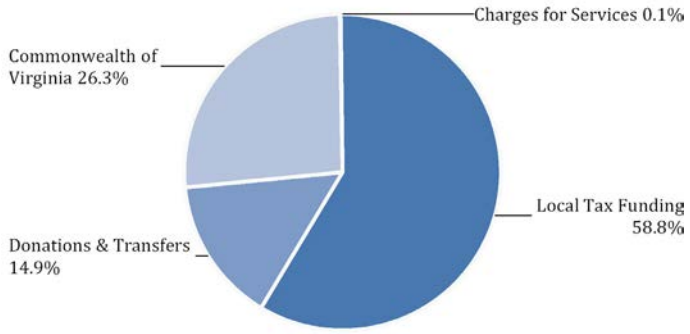
Expenditures by Division

Divisions	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
PW Administration	$ 588,117	$ 593,802	$ 601,645	$ 411,504	$ (182,298)	-30.7%
Engineering & Inspections	611,631	583,386	620,195	608,517	25,131	4.3%
Streets & Ground Maintenance	4,413,639	3,735,936	4,031,925	3,809,160	73,224	2.0%
Building Maintenance	1,035,434	1,055,830	1,207,210	1,082,158	26,328	2.5%
Fleet Maintenance	1,472,677	1,572,844	1,563,182	1,588,637	15,793	1.0%
Refuse Collection & Recycling	2,418,007	2,530,376	2,581,560	2,583,076	52,700	2.1%
Traffic Management	954,744	1,091,981	1,117,382	969,166	(122,815)	-11.2%
Regional Transportation	—	356,356	356,356	286,150	(70,206)	-19.7%
Capital Projects (Fund 30)	1,982,900	1,820,098	1,478,582	—	(1,820,098)	-100.0%
Capital Projects Division	—	—	—	1,148,700	1,148,700	—%
Total	**$ 13,477,148**	**$ 13,340,609**	**$ 13,558,036**	**$ 12,487,068**	**$ (853,541)**	**-6.4%**

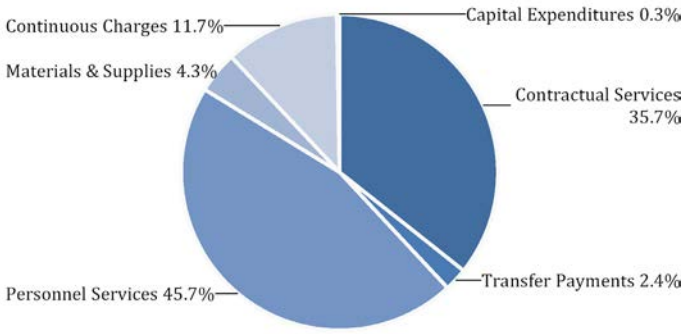
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Permits & Fees	$ 19,698	$ —	$ —	$ —	$ —	—%
Charges for Services	—	—	—	10,000	10,000	—%
Donations & Transfers	(102,833)	1,630,000	1,630,000	1,855,745	225,745	13.8%
Commonwealth of Virginia	3,115,522	3,143,623	3,143,623	3,280,000	136,377	4.3%
Total Revenue	**$ 3,032,387**	**$ 4,773,623**	**$ 4,773,623**	**$ 5,145,745**	**$ 372,122**	**7.8%**
Local Tax Funding	10,444,761	8,566,986	8,784,413	7,341,323	(1,225,663)	-14.3%
Total Sources	**$ 13,477,148**	**$ 13,340,609**	**$ 13,558,036**	**$ 12,487,068**	**$ (853,541)**	**-6.4%**
Uses						
Personnel Services	$ 6,071,790	$ 5,786,774	$ 5,786,774	$ 5,706,909	$ (79,865)	-1.4%
Contractual Services	3,941,116	4,252,151	4,488,593	4,458,073	205,922	4.8%
Materials & Supplies	666,009	526,290	659,677	530,804	4,514	0.9%
Transfer Payments	830,169	1,214,724	825,960	296,150	(918,574)	-75.6%
Continuous Charges	1,257,003	1,457,170	1,447,791	1,462,132	4,962	0.3%
Capital Expenditures	711,061	103,500	349,241	33,000	(70,500)	-68.1%
Total Uses	**$ 13,477,148**	**$ 13,340,609**	**$ 13,558,036**	**$ 12,487,068**	**$ (853,541)**	**-6.4%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The Department of Public Works and the Office of Capital Projects combined to establish the Department of Public Works and Capital Projects as part of the FY 2016 budget. The Department's operating budget for FY 2016 shows a decrease of 6.4% from the prior year. The overall decrease is largely attributable to the reallocation of two positions; one to the Department of Finance and Administrative Services to establish a collections specialist and another to the Town Manager's Office as part of the managerial transition for the new Department. In addition, the budget includes a reduction in required transit expenditures for the bus service provided by Loudoun County with no impact on the level of service provided. It should be noted that the Capital Projects Division continues to be completely offset by project direct charges within the Capital Projects Fund for both General and Utility Fund projects resulting in no net fiscal impact to the General Fund.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Number of land development bond inspection and processing actions *Measures the total number of developer requests for land development bond extensions, reductions, and bond release actions*	45	40	40	↓
BP, FM	Dollar value of fees collected for land development bonding actions *Measures the dollar value of fees collected for bond extensions, reductions, and bond release actions*	$21,400	$20,000	$20,000	↓
FM	Capital projects operating budget to total yearly CIP expenditures *Ratio of operating budget to capital project expenditures*	16.5%	15.0%	9.0%	↓
BP	Number of capital projects under management *Measures the total number of capital projects under management*	37	31	33	↔
BP	Number of projects in design *Measures the total number of capital projects in design*	17	14	11	↓
BP	Number of capital projects under construction *Measures the total number of capital projects under construction*	20	17	13	↓
BP, FM	Average annual cost of curbside brush pick-up for single family (SF) residence *Measures the average annual dollar cost for curbside brush pick-up for single family residence*	$31.01	$30.94	$30.80	↓
BP, FM	Average annual cost of curbside brush pick-up for townhome (TH) residence *Measures the average annual dollar cost for curbside brush pick-up for single family residence*	$6.03	$6.02	$5.99	↔
FM	Percentage of capital projects completed on schedule *Measures the percentage of capital projects completed on schedule*	51.0%	68.0%	71.0%	↑
FM	Percentage of capital projects completed within budget *Measures the percentage of capital projects completed within budget*	81.0%	74.0%	75.0%	↑
BP, FM	Percentage of Building Maintenance calls completed in 48 hours *Measures the percentage of building maintenance calls completed in 48 hours*	98%	98%	91%	↔
BP, FM	Percentage of Fleet available *Measures the percentage of all vehicles and equipment available on a daily basis*	99%	99%	99%	↔
BP, CS	Percentage recycling rate for the Town of Leesburg *Measures the percentage of recyclable materials collected*	40%	41%	41%	↑
CS	Percentage of trouble calls completed in less than the targeted time *Percentage of traffic signal trouble calls responded to within 30 minutes during business hours*	99%	99%	100%	↑

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

This newly created Department has been combined to promote efficiencies of operations, and service delivery, as it strives to continue its oversight of Town infrastructure. In FY 2015, services provided include 50 storm water outfall inspections, 16,100 curbside brush collections, 1200 building maintenance service requests, 189 vehicles maintained in fleet, 805 repair work orders for fleet vehicles, 2900 hours cleaning storm drainage systems, 4,000 hours for basic road repairs and 330 leaf loads were collected. With 33 capital projects in design and construction, the capital projects division continues to manage projects of increasing complexity, with its primary focus on regional roadways within the Town, financed in large part by anticipated funding from the established Northern Virginia Transit Authority (NVTA). In FY 2016, departmental efficiencies in service delivery will be improved by implementing technology for inspectors and the Streets Division crews, through the use of computer tablets and GPS technology in vehicles. The department continues to achieve 99% rating for response times for building maintenance services, and traffic trouble calls in less than the targeted times. The Fleet Maintenance Division also provides Department and Town operators with a 99% reliability rating for the percentage of available vehicles in the Town fleet (189), which has remained steady and reliable.

Department of Utilities

Mission

The mission of the Department of Utilities is to plan, develop, and maintain Town utility systems that provide safe, efficient, and reliable water and wastewater services in a fiscally responsible manner.

Description

The Department of Utilities is responsible for providing quality water and sanitary sewer services to utility customers in a manner that balances social, environmental, and economic factors. As an enterprise fund, the Department is a self-supporting entity that is funded solely by user fees charged to water and sewer customers and therefore receives no general tax funding from the Town. Utility customers are billed quarterly and revenues are reinvested into the operation, maintenance, and construction of the Town's water and sewer systems. In June 2014, the Kenneth B. Rollins Water Filtration Plant received the Virginia Department of Health's (VDH) Excellence in Waterworks Performance Award for the ninth consecutive year.

The Department of Utilities consists of four operating divisions: Administration, Utility Maintenance, Water Supply, and Water Pollution Control.

In a concerted effort to provide water and sewer customers with quality services and programs, new and existing customers can start or stop service at their request by completing a simple online form. In addition, the Department provides a variety of payment options in order to serve the diverse needs of our customers. The Department provides after-hours emergency services in case of significant water or sewer service problems. As a Miss Utility member, developers and contractors can be assured that underground water and sewer lines are clearly marked before they dig.

As a public steward of water resources, the Department of Utilities provides educational and outreach programs designed to inform water and sewer customers on how they can contribute to conserving and maintaining Town water in their homes and businesses, including information geared toward early childhood learning about the planet's most precious resource. The Department publishes an Annual Water Quality Report as well as other maps and reports that provide additional information about the Town's utility system.

For more information, please visit the Department of Utilities webpage at www.leesburgva.gov/utilities.

Contact Information

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Scan Me

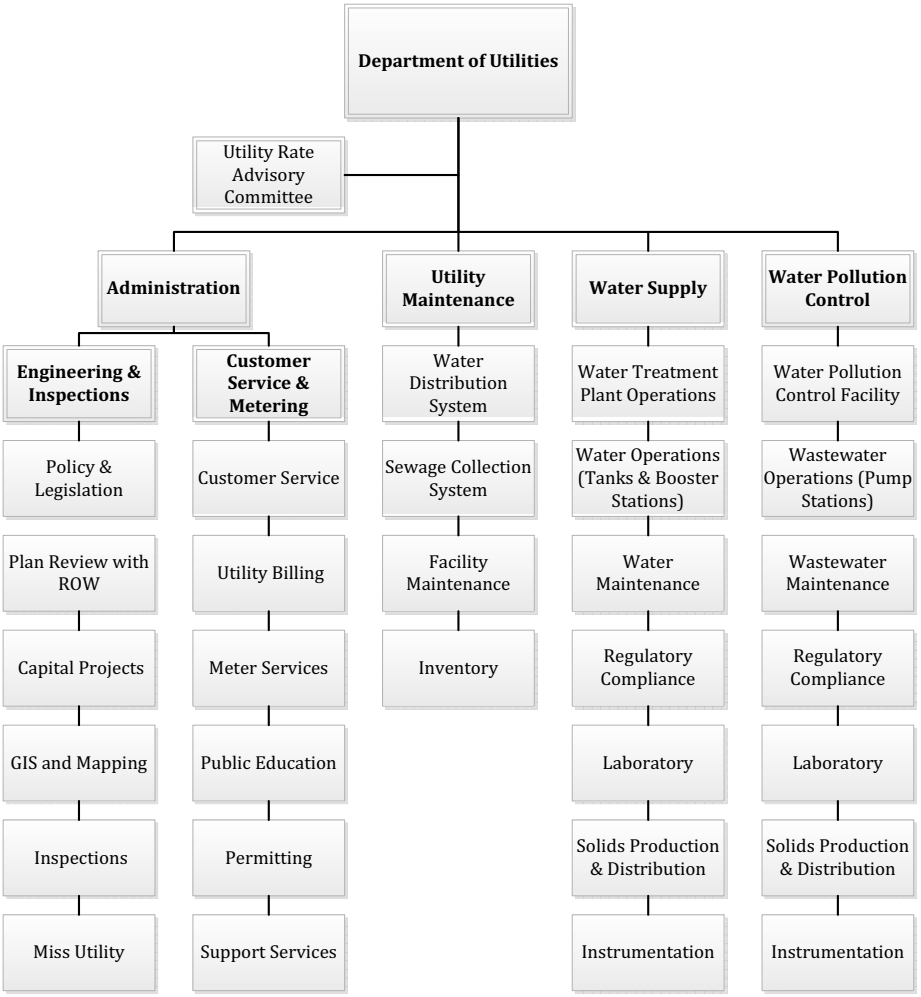
ADMINISTRATION

UTILITY MAINTENANCE

WATER SUPPLY

POLLUTION CONTROL

Organization Chart



Summary of Services

Administration

The Utility Administration Division (UAD) provides administrative support for the water treatment, sewage treatment, and utility maintenance divisional operations. The division aids in the administration of the Commonwealth's environmental compliance through Cross Connection Control and the Sewer Use Ordinance. Engineers within the division review site plans, subdivision plats, and other land development applications for compliance with the Town's Design and Construction Standards Manual (DCSM) and with Virginia Department of Health (VDH), and Virginia Department of Environmental Quality (DEQ) regulations. Inspectors within the division provide quality assurance/quality control (QA/QC) inspections of all work pertaining to the Town's water distribution and sewer collection systems as well as project management support to the Office of Capital Projects (including plan review and inspection). The division also provides customer service for all utility billing customers. UAD is responsible for fire hydrant maintenance, locating and marking water and sewer lines (Miss Utility) for contractors working in the Town's service area, water meter installation for new utility services, and maintaining the automated meter reading system. The division also provides staff support to the Utility Rate Advisory Committee.

Utility Maintenance

The Utility Maintenance Division (UMD) performs maintenance and repair of all sanitary sewer and water distribution lines that have been accepted into the Town's inventory. In addition, the division is responsible for preventive maintenance and repair of equipment at the Town's water treatment plant, the water pollution control facility, the groundwater well, four water booster stations, and nine sewage pumping stations. The division performs closed-circuit television (CCTV) system inspection and sanitary sewer cleaning to ensure compliance with VDH, DEQ, and EPA requirements. UMD also provides customer service for all sewer backups, water leaks, and other related system issues.

Water Supply

The Water Supply Division (WSD) is responsible for the safe and efficient operation of the Town's Kenneth B. Rollins Water Treatment Plant (WTP), one well, five water storage tanks, and four water booster stations. The division's goal is to produce aesthetically pleasing and chemically pure water that meets water quality standards established by the Safe Drinking Water Act in sufficient quantity to meet the customer needs and to ensure an adequate supply for fire protection. The WTP has a design capacity of 12.5 million gallons per day of water and is located just east of Town on Edwards Ferry Road along the Potomac River. The WSD operates a state-certified micro-testing laboratory which provides testing services for community clients.

Water Pollution Control

The Water Pollution Control Division is responsible for the safe and efficient treatment of wastewater generated within the Leesburg service area and the subsequent stabilization and disposal of solid wastes produced to ensure the protection of public health and the environment. The Town's Water Pollution Control Facility is designed to treat sewage at a rate of 7.5 million gallons per day and is located off Route 7 on the eastern edge of Town. The Water Pollution Control Division monitors and operates nine pump stations within the Town's service area. Giving back to the community, the facility produces Tuscarora Landscaper's Choice, a high quality soil amendment product that is available to Town residents at no charge.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS	Protect our environment through sound policies, operational practices, and public education	Comply with all applicable local, state and federal regulations	Short
		Reduce energy cost where ever possible	Short
		Begin Round 2 of EPA mandated Long Term 2 Enhanced Surface Water Treatment Rule (LT2) testing to assess threats to source water quality by pathogenic protozoans.	Short
		Work with fellow Potomac River Drinking Water Source Protection Partnership members on updating and refining Source Water Assessments to better identify and prioritize potential contamination risks.	Intermediate
		Continue pH manipulation program using sulfuric acid for Disinfection Byproduct (DBP) precursor removal	Short
		Complete a review of the Town's Capacity, Management, Operations and Maintenance (CMOM) program to insure regulatory compliance	Intermediate
		Reduce and explore elimination I&I (infiltration and Inflow) in collection system	Intermediate
		Strive to keep un-accounted for (non revenue) water below 10%	Intermediate
		Prepare and distribute annual water quality reports; Consumer Confidence Report (CCR) to all Town of Leesburg customers	Intermediate
		Comply with new upcoming storm water regulations and assist others with laboratory testing of permitted Town sites as requested	Intermediate

Scorecard	Goal	Objective	Term
BP, FM	Optimize the use of technology to enhance operational effectiveness and efficiency	Continue to expand the use of the latest non-destructive construction methods (trenchless technology)	Short
		Install security system infrastructure at Water Pollution and Utility Maintenance. Maintain Water Supply security system infrastructure	Intermediate
		Develop an asset management program and link with Geographic Information Systems (GIS)	Intermediate
		Regularly identify emerging technology trends and adjust technology based on changing business requirements	Intermediate
		Install on-line source water monitoring equipment to detect and thwart possible contamination events.	Short
BP, FM	Optimize Infrastructure Performance - Optimize asset functionality, condition, and operations to provide "Best of Class" utility performance	Continue to research both new products and repair methods used in the system	Short
		Continue to perform pump efficiency testing on an annual basis to ensure pumps are operating at optimum capacity	Short
		Continue to perform inspection of infrastructure to ensure short and long term maintenance requirements are met	Short
		Continue usage evaluations minimizing dependence on gas and electric	Short
		Track and forecast future nutrient loadings to ensure infrastructure capacity meets future regulations	Intermediate
		Continue proactive maintenance approach to insure maximum life of all assets	Long
FM	Manage our resources to ensure that the Department is fiscally and operationally responsible	Evaluate material selections and consider longest life in addition to lowest price	Short
		Properly maintain all vehicles and equipment to insure dependability and maximum life expectancy	Intermediate
		Address aging infrastructure for inclusion into budget process	Intermediate
		Investigate additional revenue sources	Intermediate
		Implement effluent reuse regulations	Intermediate
		Forecast accurate revenue and expenditures; annual review of rates and update financial plan	Intermediate
		Ensure sufficient water quantity to satisfy both domestic and fire protection needs for current customers; project future water demands with a planning projection of five years	Intermediate

Scorecard	Goal	Objective	Term
BP, CS	Equip all employees with the knowledge and skills necessary to provide superior service	Enhance customer service with an online notification function that provides an alert of possible water leaks	Short
		Improve on-line presence to better educate customers about cross connection and back flow issues via department webpage	Intermediate
		Build and Maintain a diverse, skilled, accountable, and teamwork oriented work force; provide educational training programs; expand employee development plan to improve knowledge and understanding of divisional and individual responsibilities; promote certification and development	Intermediate
		Provide appropriate IT training and ongoing user support	Short
ED	Commit to employment practices that promote individual and organization excellence.	Develop job descriptions that reflect work requirements within a modern and advanced utility	Short
		Conduct monthly organizational, safety, and operation training	Short
		Develop and implement employee recognition and rewards program to promote best practices in delivering customer value	Intermediate
		Develop and implement a management succession plan	Intermediate
		Comply with training requirements to maintain operator licenses and earn Continuing Professional Education (CPE) credits	Intermediate
		Promote growth and longevity in the workplace through the establishment of career ladders	Intermediate

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

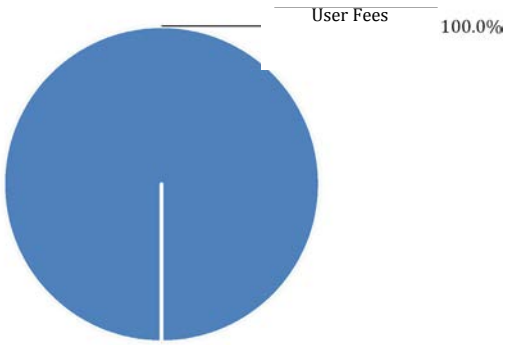
Expenditures by Division

Divisions	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Utilities Administration	$ 8,124,206	$ 4,121,710	$ 4,243,359	$ 4,431,217	$ 309,507	7.5%
Utilities Lines & Maintenance	3,303,106	2,834,376	2,863,805	2,901,533	67,157	2.4%
Water Supply	2,898,537	3,010,914	3,085,749	3,015,693	4,779	0.2%
Water Pollution Control	3,593,069	3,854,080	3,861,571	4,941,752	1,087,672	28.2%
Total	**$ 17,918,917**	**$ 13,821,080**	**$ 14,054,484**	**$ 15,290,195**	**$ 1,469,115**	**10.6%**

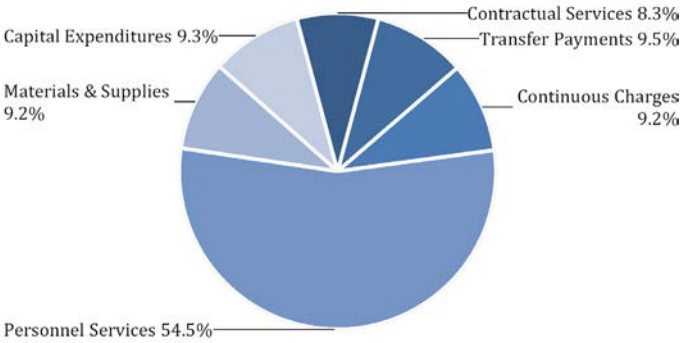
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
User Fees	$ 17,918,917	$ 13,821,080	$ 14,054,484	$ 15,290,195	$ 1,469,115	10.6%
Total Sources	**$ 17,918,917**	**$ 13,821,080**	**$ 14,054,484**	**$ 15,290,195**	**$ 1,469,115**	**10.6%**
Uses						
Personnel Services	$ 7,334,039	$ 7,799,970	$ 7,799,970	$ 8,329,136	$ 529,166	6.8%
Contractual Services	727,844	1,096,391	1,131,557	1,273,990	177,599	16.2%
Materials & Supplies	1,276,936	1,311,150	1,325,784	1,409,600	98,450	7.5%
Transfer Payments	1,492,850	1,504,162	1,504,162	1,450,236	(53,926)	-3.6%
Continuous Charges	1,235,343	1,357,922	1,359,697	1,408,805	50,883	3.7%
Capital Expenditures	5,851,906	751,485	933,314	1,418,428	666,943	88.8%
Total Uses	**$ 17,918,917**	**$ 13,821,080**	**$ 14,054,484**	**$ 15,290,195**	**$ 1,469,115**	**10.6%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

Operating budget costs for the Utilities Department shows a 10.6% increase as compared to the prior fiscal year. This increase is largely attributable to capital outlay, which includes costs for repair, renovation, and replacement (3R) of existing computer equipment, specialized equipment and tools, and vehicles. The largest 3R projects are in Utility Maintenance Division with $417,000 for vaccum and dump trucks, the Water Pollution Control facility rehabilitation project for the 30 year old gravity sandfilter for $500,000, and the Cattail Branch pump station system upgrade for $700,000. Further, the FY 2016 operating budget increase is due to the addition of 3 positions as part of the implementation of the reclaimed water and discharge partnership with Panda Energy International and the resulting move to 24/7 operations at the Water Pollution Control Facility. FY 2014 actuals includes $4.9M in depreciation expense in the Adminstration division. The Utilities Fund FY 2016 revenue from operations is $19,246,355, which reflects the recently approved system wide rates by Council, ordinance number 2014-O-024. These revenues are used to pay all Utility costs including debt service, which not included in the Department of Utilities table above.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Number of utility bills processed *Measures the total number of utility bills processed*	63,629	64,000	64,500	↑
BP, CS	Number of plans reviewed *Measures the total number of plans reviewed*	202	240	210	↑
BP, CS	Number of water/sewer system model requests *Measures the total number of water/sewer system model requests completed*	21	22	20	↑
BP, CS	Dollar value of public facility permit fees *Measures the dollar value of public facility permit fees collected*	$1,497,442	$1,400,000	$1,400,000	↑
BP, CS	Number of public facility permits processed *Measures the total number of public facility permits processed*	120	120	150	↑
BP, CS	Number of Cross Connection compliance inspections *Measures the total number of high hazard devices inspected*	312	350	330	↑
BP, CS	Number of inspections of facilities with industrial waste discharge *Measures the total number of inspections for industrial waste users*	130	140	125	↑
BP	Number of Miss Utility requests received and completed *Measures the total number of Miss Utility "request to locate" water and sewer lines*	6,366	7,000	7,000	↑
CS	Number of non-emergency and emergency customer service calls *Measures the total number of responses to non emergency calls with in 48 hours, and emergency calls within 4 hours*	498	400	400	↓
BP	Number of large water meters tested *Measures the total number of large meters (3" and above) tested for accuracy*	32	32	34	↑
CS	Number of fire hydrant inspections and maintenance completed *Measures the total number of fire hydrant inspections and preventative maintenance services*	1,386	1,200	1,300	↑
BP	Number of equipment preventive maintenance services performed at water and wastewater facilities *Measures the total number of equipment preventative maintenance services provided at water and wastewater facilities by utility maintenance staff*	240	240	240	↔
CS	Number of lateral sewer inspections *Measures the total number of lateral sewer inspections of individual connections for sanitary backups and leaks*	461	500	500	↑
BP	Number of sanitary sewer pipeline evaluations (feet) *Measures the total number of pipeline evaluations by closed circuit TV of the wastewater collection system*	114,232	110,000	110,000	↔
BP, CS	Routine Cleaning of the Sanitary Sewer system *Measures the length of pipeline cleaned to assure proper operation of system*	178,802	131,000	134,000	↔
CS, ED, FM	Dollar cost of water production per 1,000 gallons of water produced *Measures the water production cost per 1,000 gallons of water produced*	$1.78	$1.79	$1.79	↑
CS, ED, FM	Number of water quality samples *Measures the total number of water quality samples required for federal and state regulations*	19,784	20,000	20,000	↔
CS, ED	Number of water quality customer service requests *Measures the total number of water quality customer service requests responded to within 24 hours*	15	20	20	↔
ED, FM	Number of preventive maintenance work orders at the water filtration facility *Measures the total number of preventative maintenance work orders performed at the water facility by water supply staff*	654	625	625	↓
CS	Number of water production process valves manually operated and tested *Measures the total number of water production valves manually operated and tested to ensure operating efficiency*	235	236	236	↓

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
CS, ED, FM	Dollar cost of wastewater treatment per 1,000 gallons treated	$2.26	$2.37	$2.50	↑
	Measures the wastewater treatment cost per 1,000 gallons treated				
FM, ED	Number of preventative maintenance work orders at the wastewater facility	266	300	350	↑
	Measures the total number of preventative maintenance work orders performed at the wastewater facility by water pollution control staff				
BP, FM	Number of dry tons of biosolids generated	1,030	1,135	1,150	↑
	Measures the total number of dry tons of biosolids generated at the wastewater facility				
BP, FM	Dollar value of Class A Exceptional Quality Biosolid (TLC) sales	$75,030	$77,000	$80,000	↑
	Measures the dollar value of Class A Exceptional Quality Bio Solid sales				
BP, FM	Dollar value of wastewater delivered to the waste receiving station for treatment	$16,380	$6,975	$0	↑
	Measures the dollar value of waste receiving station fees				

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

The Department of Utilities continues to be an award winning modern utility operation. The industry continues to deliver a quality product and service in the face of coupled with increasing costs of operations and aging infrastructure. The Town's utility strives to balance being a well maintained system, at the lowest possible cost.

The number of utility bills processed from 64,000 to 64,500, while the fees from public permits remain constant at $1,400,000. In addition, there is an increase the number of public utility permits from 115 to 120, and associated fees from $1,300,000 to $1,500,000. Preventative maintenance including hydrant, meter, and pipe inspections are being provided at consistent levels. Costs to produce water and treat wastewater continue to rise to $1.79 and $2.50, respectively, per 1,000 gallons of water produced and waste water treated. The Town is not anticipating receiving fees from commuter bus waste receiving stations in FY 2016.

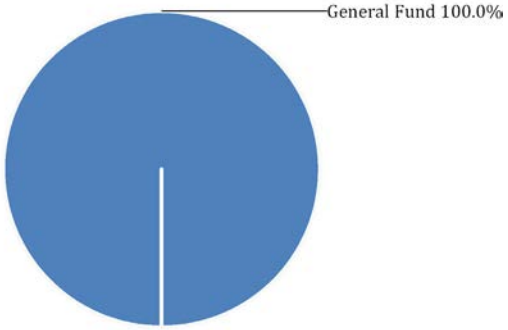
Ensuring Quality of Life

This functional category includes the Department of Parks and Recreation, Thomas Balch Library, the Department of Planning & Zoning, the Department of Plan Review. In sum, these departments provide essential community, planning, and recreational services and amenities that afford Leesburg residents and business the opportunity to pursue and enjoy their passions, and exercise at their leisure.

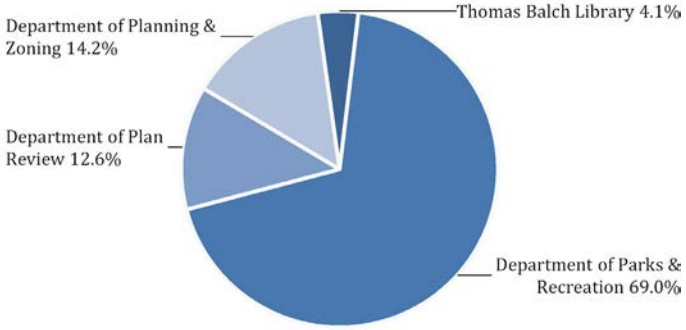
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
General Fund	$ 11,148,716	$ 11,124,935	$ 11,570,406	$ 11,224,160	$ 99,225	0.9%
Total Sources	**$ 11,148,716**	**$ 11,124,935**	**$ 11,570,406**	**$ 11,224,160**	**$ 99,225**	**0.9%**
Uses						
Department of Parks & Recreation	$ 7,816,503	$ 7,799,322	$ 8,087,126	$ 7,742,025	$ (57,297)	-0.7%
Thomas Balch Library	451,250	447,795	457,228	464,139	16,344	3.6%
Department of Planning & Zoning	1,496,948	1,509,571	1,508,548	1,598,935	89,364	5.9%
Department of Plan Review	1,384,016	1,368,247	1,517,504	1,419,061	50,814	3.7%
Total Uses	**$ 11,148,716**	**$ 11,124,935**	**$ 11,570,406**	**$ 11,224,160**	**$ 99,225**	**0.9%**

Sources by Fund (2016)



Uses by Department (2016)



Department of Parks & Recreation

Mission

The Department of Parks & Recreation is dedicated to providing high quality programs, parks, and facilities to meet the diverse recreational needs of all Town residents.

Description

The Department of Parks & Recreation provides high quality programs, parks, and facilities to meet the needs of all residents in the Town of Leesburg. As a result of the quality of these offerings, the Department has been recognized three times as a finalist and twice as a recipient of the prestigious national Gold Medal Award for Excellence in Parks and Recreation Management.

The Department maintains the Town's 17 active and passive parks covering approximately 400 acres and including such facilities as playgrounds, picnic pavilions, multi-use paths and open space. In addition, the Department operates and maintains the Ida Lee Park Recreation Center, the Ida Lee Park Tennis Center, the A.V. Symington Aquatic Center, the Leesburg Dog Park and the other Town-owned sports facilities including the Freedom Park athletic complex, the Ida Lee Park soccer/lacrosse fields, the baseball field at Robinson Park, and the Catoctin Skate Park,. The Department provides beautification efforts throughout the Town, such as the installation and maintenance of the downtown hanging flower baskets, and the surrounding the Town's various municipal buildings.

The Department offers a variety of recreational opportunities and programs at the Ida Lee Park Recreation Center, the Ida Lee Park Tennis Center, AV Symington Aquatic Center, and Olde Izaak Walton Park, with specialties in the areas of fitness, aquatics, tennis, and youth and adult recreation classes. Program offerings are published on a quarterly basis and distributed to all Leesburg households via the Leesburg@Leisure magazine. Registration for all programs can be made in person, over the phone, or on-line via WebTrac. Recreational opportunities are made available to all residents regardless of income level through the Department's scholarship program.

The Department of Parks & Recreation produces numerous special events throughout the Town including the Flower and Garden Festival, Acoustic on the Green, Independence Day Celebration and Parade, Leesburg Air Show, and Holidays in Leesburg. These major events, along with numerous smaller offerings, provide an opportunity for residents to come together and create a sense of community within Leesburg.

For registration and additional information please call (703) 777-1368 or visit www.IdaLee.org

ADMINISTRATION

PARKS

RECREATION

Contact Information

Rich Williams, Director
60 Ida Lee Drive, NW
Leesburg, VA 20176
rwilliams@leesburgva.gov
(703) 737-7140

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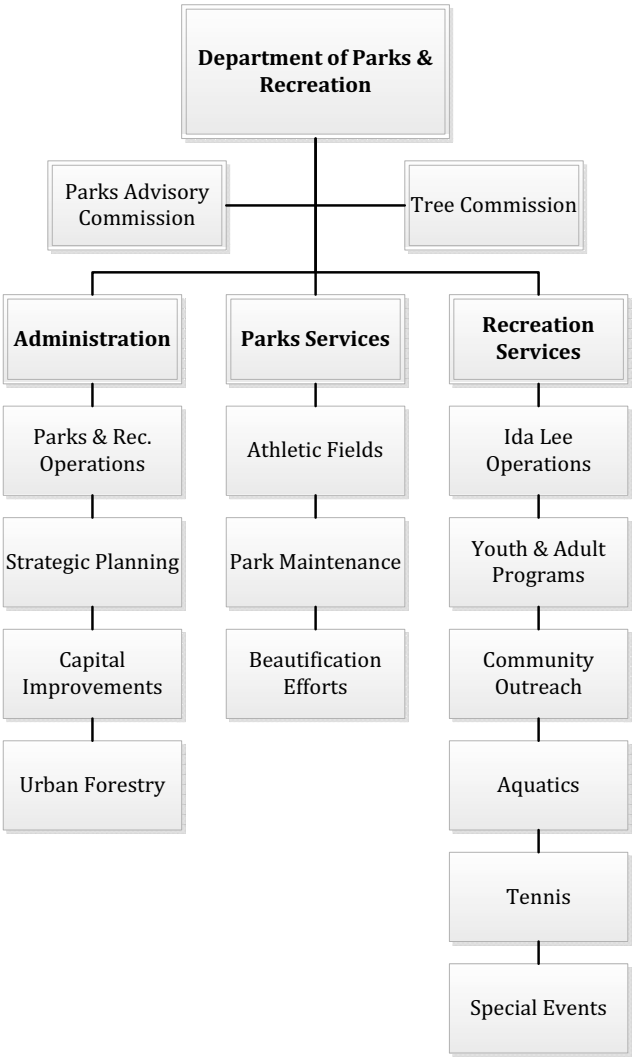
Ensuring Quality of Life

Organization Chart



Summary of Services

Administration Division

The Administrative Division provides overall administrative support to the entire department in the areas of employee development, recruitment, and retention efforts; centralization of financial accounting and procurement responsibilities; park planning and capital development projects. The Administrative Division works closely with the Parks Advisory Commission and Tree Commission.

Parks Division

The Parks Division is responsible for planning, developing, maintaining, and operating Town parks that are safe, diverse, and accessible for all residents. The division currently maintains 17 parks, totaling approximately 400 acres of active and passive parkland. The division's work is separated into four major areas of park planning and development; general park maintenance and beautification; athletic field maintenance; and management of park events.

Recreation Division

The Recreation Division is responsible for the operation and maintenance of the Ida Lee Park Recreation Center, the Ida Lee Park Tennis Center, AV Symington Aquatic Center, and the Olde Izaak Walton Park building. The division offers programs in the areas of fitness, aquatics, recreation, sports, pre-school, summer camps, and community outreach programs. In addition, the division also produces special events such as the Flower and Garden Festival, Independence Day Celebration, Leesburg Air Show, and Holidays in Leesburg.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, ED	Improve and expand customer service delivery throughout the department	Development of division specific customer service training programs	Short
		Implement additional methodology to receive customer input and feedback	Intermediate
		Enhance functionality of the department's web site in order to improve service delivery	Long
BP, CS, ED, FM	Development and implementation of the 2015 - 2019 Departmental Strategic Plan	Formalize the long term goals, focus, and work objectives of the department	Intermediate
BP, CS, FM	Increase Departmental revenue in targeted program areas by 4% in FY 2016	Continued evaluation of current fee structure to ensure market rate pricing	Short
		Incorporate regular customer feedback opportunities to ensure programs meeting customer demands are being offered	Short
		Expand market penetration through program specific marketing plans	Intermediate
BP, CS	Implementation of facility and program compliance plan relating to the Americans with Disabilities Act 2010 standards during FY 2016	Compile compliance audits into a formalized implementation plan.	Intermediate
		Identify and incorporate immediate modifications while identifying funding sources for future projects.	Intermediate
BP, CS, ED, FM	Position department to achieve National Accreditation in 2016	Conduct analysis of all departmental practices, policies, and offerings	Long
		Implement operational practices that are consistent with the best practice methods identified to pursue National Accreditation	Long
CS, ED	Implement online public access to the departments Memorial Tree & Bench program to go live in 2016	Identify existing inventory of all Memorial Trees within Leesburg's parks	Short
		Incorporate into the Town's website the GPS coordinates and GPS mapping to allow public access to specific tree locations.	Long

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

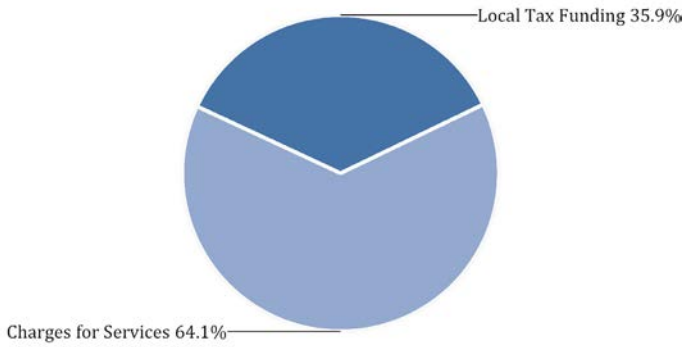
Expenditures by Division

Divisions	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
P&R Administration	$ 714,637	$ 749,412	$ 800,347	$ 767,128	$ 17,716	2.4%
Parks	1,237,675	1,189,736	1,395,202	1,243,884	54,148	4.6%
Recreation	5,864,191	5,860,174	5,891,577	5,731,013	(129,161)	-2.2%
Total	**$ 7,816,503**	**$ 7,799,322**	**$ 8,087,126**	**$ 7,742,025**	**$ (57,297)**	**-0.7%**

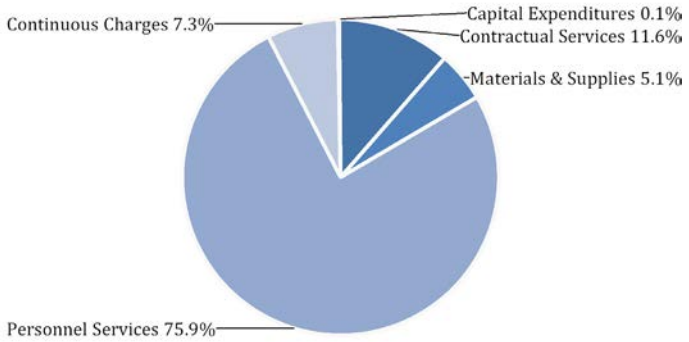
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Charges for Services	$ 4,805,672	$ 4,913,870	$ 4,933,340	$ 4,963,121	$ 49,251	1.0%
Total Revenue	**$ 4,805,672**	**$ 4,913,870**	**$ 4,933,340**	**$ 4,963,121**	**$ 49,251**	**1.0%**
Local Tax Funding	3,010,831	2,885,452	3,153,786	2,778,904	(106,548)	-3.7%
Total Sources	**$ 7,816,503**	**$ 7,799,322**	**$ 8,087,126**	**$ 7,742,025**	**$ (57,297)**	**-0.7%**
Uses						
Personnel Services	$ 5,829,735	$ 5,951,049	$ 5,934,223	$ 5,877,702	$ (73,347)	-1.2%
Contractual Services	835,657	875,445	937,024	895,245	19,800	2.3%
Materials & Supplies	394,469	391,582	385,925	396,082	4,500	1.1%
Transfer Payments	8,300	—	—	—	—	—%
Continuous Charges	515,109	571,246	570,964	562,996	(8,250)	-1.4%
Capital Expenditures	233,234	10,000	258,990	10,000	—	—%
Total Uses	**$ 7,816,503**	**$ 7,799,322**	**$ 8,087,126**	**$ 7,742,025**	**$ (57,297)**	**-0.7%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The budget for the Department of Parks & Recreation for FY 2016 shows an decrease of 0.7% from the prior year that is primarily attributable to adjustments to salaries and healthcare benefit elections of newly hired employees. In addition, funding is proposed to be reallocated within the Department budget in order to better align the division budgets with anticipated funding needs in FY 2016 and results in no fiscal impact.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, FM	Percentage departmental cost recovery	63%	63%	63%	↔
	Measures the percentage of revenue to expenditure cost recovery of all divisions within the department				
BP, FM	Number of Ida Lee Park recreational facility visits	366,798	370,465	374,170	↑
	Measures the total number of Ida Lee Park Recreation Center, Tennis Center, & outdoor pool users via daily or pass admissions				
CS	Number of recreation programs offered	4,274	4,316	4,359	↑
	Measures the total number of recreational programs offered by the department				
CS, FM	Percentage of recreation program registration	92%	92%	95%	↑
	Measures the percentage of recreation programs offered that are actually held				
BP, CS	Percentage of on-line registrations	50%	52%	53%	↑
	Measure the percentage of all recreation program registrations that are performed on-line				
CS	Number of athletic field events	1,387	1,400	1,425	↑
	Measures the total number of athletic games scheduled on fields maintained by the department				
CS	Number of special events offered	12	12	12	↔
	Measures the total number of special events managed and produced by the department				
BP, FM	Dollar value of special event costs per capita	$2.32	$2.30	$2.18	↓
	Measures the net cost per capita for the special events produced by the department				
BP, CS	Number of community outreach hours provided	1,713	1,737	1,737	↔
	Measures the total number of recreational community outreach service hours provided to identified site locations				
BP, CS	Number of community outreach attendance	8,178	8,200	8,200	↔
	Measures the total number of attendees for all community outreach site locations				
CS, FM	Number of Parks and Recreation facility rental hours	11,256	11,256	11,500	↑
	Measures the total number of hours of park, room, and amenity rentals				

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

Ensuring that the Leesburg community retains the quality of life that residents have come to expect is the top priority for the Department of Parks & Recreation. Through quality programming and state-of-the-art facilities, the Department continues to see an increase in the number of recreational facility visits (374,170,) at Ida Lee, the Tennis Center, and the outdoor pool. Overall, recreation programming is continuing to trend upward as the number of programs will increase to an estimated 4,359 and the number of athletic field events is anticipated to increase to 1,425 in FY 2016. Facility rentals are also trending upward while the number of special events has remained constant at 12. Even though the department has expanded its services and offerings, the percentage cost recovery has remained flat at 63% because of increasing overhead costs as well as maintaining program fees at competitive market rates.

Thomas Balch Library

Mission

The mission of Thomas Balch Library is to collect and preserve materials documenting regional and local history and genealogy, to maximize availability of the library's collections to researchers through state-of-the-art access systems, and to increase awareness and public use of the library's collections.

Description

The Thomas Balch Library (TBL) is a history and genealogy library owned and operated by the Town of Leesburg. The library's collections focus broadly on Loudoun County, regional and Virginia history, genealogy, ethnic history, and military history with a special emphasis on the American Civil War. Collection materials include books, oral histories, periodicals, maps, visual collections, newspapers, and manuscripts that provide researchers, students, and the purely curious an opportunity to study and understand the history of Loudoun businesses, communities, individuals and families, local government and public leaders, and organizations in the Town of Leesburg and Northern Virginia.

As an historical and genealogical research facility, the library provides the opportunity to put a human face on history through shared knowledge. Public records and private papers in the library reveal personal and public experiences and reflect historic cultural, economic, political, religious, and social values of the community. The library is a designated Underground Railroad research site. Historical "factoids" obtained from collections held by the library are posted weekly on the TBL Facebook page.

The library hosts a variety of events including a lecture series featuring author talks and presentations of original research, "how to" classes on historical and genealogical research strategies, quarterly and monthly exhibit programs focusing on issues of regional significance, and group tours for researchers and local history enthusiasts. The library offers a comprehensive internship and volunteer program and operates a small store with local and regional history books and genealogy materials.

Thomas Balch Library consists of four major operating functions: Administration, Library Operations, Community Services, and Education, Outreach, & Marketing.

For more information, please visit the Thomas Balch Library's webpage at www.leesburgva.gov/library.

Library Hours:

Monday, Thursday, & Friday:	10:00AM-5:00PM
Tuesday:	10:00AM-8:00PM
Wednesday:	2:00PM-8:00PM
Saturday:	11:00AM-4:00PM
Sunday:	1:00PM-5:00PM

ADMINISTRATION

LIBRARY OPERATIONS

COMMUNITY SERVICES

EDUCATION & OUTREACH

Contact Information

Alexandra S. Gressitt, Director
208 W. Market Street
Leesburg, VA 20176
agressitt@leesburgva.gov
(703) 771-7196

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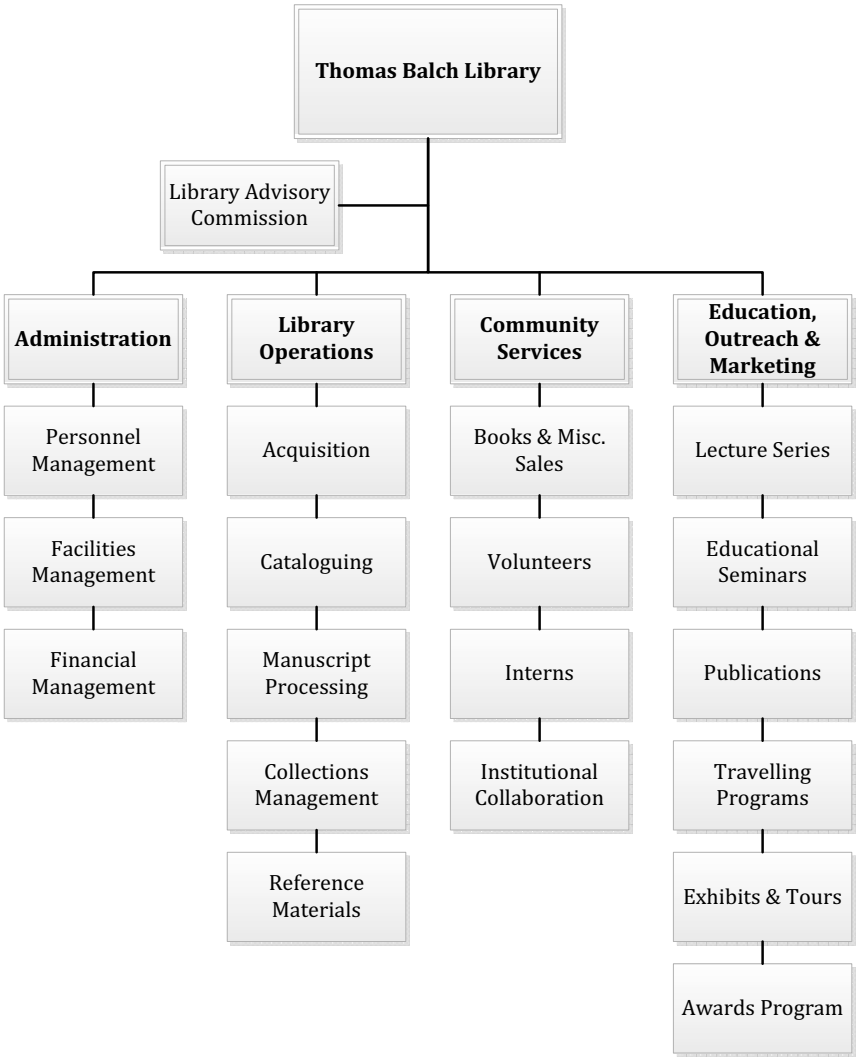
Ensuring Quality of Life

Organization Chart



Summary of Services

Administration

The administration function includes personnel management; oversight and control of funds appropriated to run the facility; and management of the physical plant and meeting room rental space. Revenue generation is modest and made through publication sales, fees for services, meeting room rentals, and reproduction and publication of collection materials. The administration function serves as the staff liaison to the Thomas Balch Library Advisory Commission and the Friends of the Thomas Balch Library.

Library Operations

The library acquires printed, visual, and oral materials documenting the history of the Town of Leesburg and Loudoun County through donation and purchase. Library staff accessions, processes, describes or catalogues, and makes these materials available to library patrons for research. Management of collection materials includes inventory control and preservation. Library staff provides onsite and offsite research assistance via mail, email, fax, or phone. Annual surveys assist the library in determining patron needs and in incorporating recommendations from the community into its acquisitions, operations and programming. Interlibrary loan services are provided on a fee basis to assist those seeking materials not housed at the library.

Community Services

Thomas Balch Library collaborates with a variety of educational and community organizations, such as other libraries, the public schools and the National Park Service, to share and maximize resources. It also has established working relationships with George Mason University, the Journey Through Hallowed Ground, and the Virginia Forum. The library maintains an active volunteer program and an internship program. Volunteers assist with operational duties in collection management, reference, and outreach and marketing. Internships provide students an opportunity to learn about the operation of a special collections library while providing tangible benefits to the library in processing manuscript collections.

Education, Outreach & Marketing

Library staff markets the library, its collections and services, locally and regionally, through a variety of print and electronic media as well as through the library's special events. These efforts are aimed at increasing awareness and use of the library's collections and advocating for the historical significance of the Town of Leesburg and Loudoun County by illustrating the intellectual proximity between history and genealogy. Working cooperatively with the Library Commission, the library presents annual recognition awards to selected local historians for distinguished service in preserving the history of Loudoun County and to a student with an outstanding local history submission to the Loudoun County Public Schools Social Science Fair. Library staff makes on- and off-site presentations on topics of local history to school groups, civic organizations and other groups.

Goals & Objectives

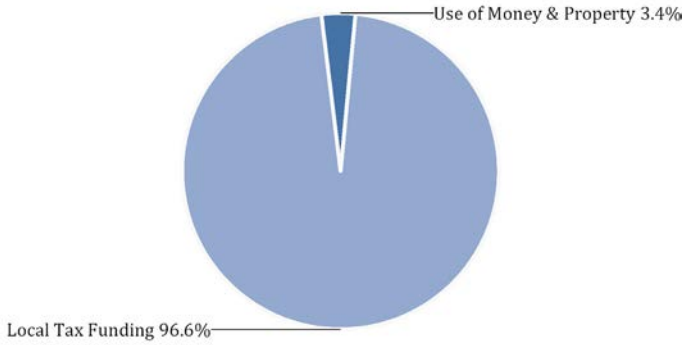
Scorecard	Goal	Objective	Term
BP, CS, FM	Creation and development of an endowment for the Balch Library	Work collaboratively with Town officials , Friends of TBL, and TBL Advisory Commission to finalize legal framework for an endowed foundation, establish an endowment, work with a newly created Foundation board thereafter, and support fundraising efforts	Long
BP, CS	Be a premier research center for Leesburg and Loudoun County history and genealogy	Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy	Long
BP, CS, FM	Ensure outstanding care of collections held in trust for the public and ensure equitable access	Monitor, establish, maintain, and implement best practices for special collections maintenance and researcher access; investigate collection appraisal options	Long
CS	Provide educational opportunities for the community at all levels	Provide lectures, classes, tours, and exhibits, newsletters, educational brochures and enhance Facebook and web presence	Long
BP, CS	Heighten community awareness of the library	Outreach programming, collaboration with other local and regional organizations, conduct surveys	Long
BP	Seek additional space for storage of collections	Investigate locations for additional off-site storage space for collections	Long
CS, ED	Promote excellence in customer service through professional development	Have staff attend professional meetings such as SAA, MARAC, VLA, JTHG, CTA training	Long
BP, CS	Improve access to digital resources for Town residents and the broader community	Work with the Information Technology department and other stakeholders to improve and enhance intranet and web pages for the library and the Town	Long

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

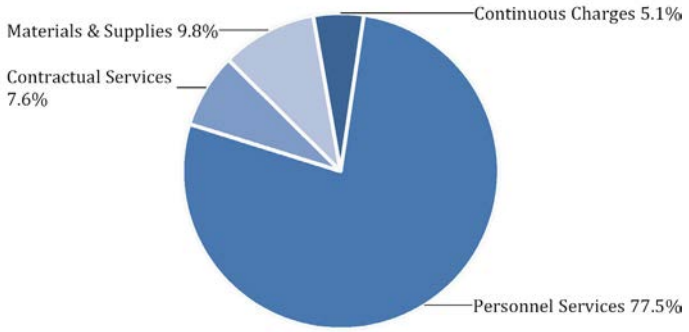
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Use of Money & Property	$ 12,330	$ 16,000	$ 16,000	$ 16,000	$ —	—%
Total Revenue	**$ 12,330**	**$ 16,000**	**$ 16,000**	**$ 16,000**	**$ —**	**—%**
Local Tax Funding	438,920	431,795	441,228	448,139	16,344	3.8%
Total Sources	**$ 451,250**	**$ 447,795**	**$ 457,228**	**$ 464,139**	**$ 16,344**	**3.6%**
Uses						
Personnel Services	$ 362,374	$ 344,093	$ 350,263	$ 359,546	$ 15,453	4.5%
Contractual Services	30,334	36,510	38,910	35,384	(1,126)	-3.1%
Materials & Supplies	35,303	43,390	43,390	45,374	1,984	4.6%
Continuous Charges	21,328	23,802	24,665	23,835	33	0.1%
Capital Expenditures	1,911	—	—	—	—	—%
Total Uses	**$ 451,250**	**$ 447,795**	**$ 457,228**	**$ 464,139**	**$ 16,344**	**3.6%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The Thomas Balch Library's FY 2016 operating budget shows a 3.6% increase from the prior year which is largely attributable to cost increases for personnel services and needed operation supplies within the Department's budget. Overall staffing needs remain a primary concern and focus for future budget considerations; however, the Library continues to manage its resources well and leverages its relationship with community and institutional partners effectively in order to provide value added services to Library patrons. The Library continues to collect revenues from book sales, meeting room rentals, and related products.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Number of annual visitors	34,155	35,000	35,000	⇔
	Measures the total number of visitors as recorded by electronic eye				
BP, CS	Number of reference requests	28,861	28,000	28,000	↑
	Measures the total number of reference requests serviced				
BP, CS	Number of Library programs offered	101	75	75	⇔
	Measures the total number of public events produced by staff				
BP, CS	Number of Library program attendees	1,918	2,000	2,000	↑
	Measures the total number of patrons attending programs				
BP, CS, FM	Number of meeting room bookings	61	65	65	↓
	Measures the total number of non-library events held at the facility				

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS, FM	Number of non-library program attendees	1,001	1,200	1,200	↓
	Measures the total number of attendees at programs not sponsored by the library				
BP, FM	Dollar value of revenue generated	$15,636	$16,000	$16,000	↔
	Measures the total revenue generated from meeting room rentals, sale of books, and related products				
BP, FM	Dollar value of external support	$101,719	$90,000	$75,000	↑
	Measures the total value of library volunteers and interns; Friends of TBL and Black History hours and NUCMC support; grants and other organizational support				
BP, CS	Number of annual additions to catalogues	3,545	3,000	3,000	↓
	Measures the total number of backlogged collection materials and new materials added to catalogues				

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

The Thomas Balch Library continues to welcome around 35,000 visitors annually, while providing support to more than 28,000 requests for reference services. Overall library programs being offered have declined due to staff limitations; however, attendees to the programs offered are trending higher as a result of high quality programming. Efforts are under way to expand the awareness of the Library's offerings through the strengthening of collaborative relationships with the Library's regional partners. The number of meeting room bookings are trending downward largely due to meeting room size needs. External support to the Library is also trending lower due to the variability of volunteer time and resources. The backlog of uncatalogued materials has been efficiently and effectively processed resulting in the timely processing of new additions to the Library's catalogue of materials and resources.

Department of Planning & Zoning

Mission

The Department of Planning and Zoning facilitates with efforts to develop a strong quality of life for the residents and businesses of the Town of Leesburg through careful attention to community development, stewardship of the natural environment and preservation of historic resources.

Description

The Department of Planning and Zoning delivers short and long-term planning and zoning services to the residents and businesses in the Town. The Department guides the future growth of community development and reinforces a strong quality of life through visioning and goal-setting in participation with the residents and businesses of Leesburg. This guidance is accomplished through periodic updates to the Town Plan, administration of the Town's Zoning Ordinance, the issuance of zoning permits, the review of land development applications, including special exceptions, and the review and approval of changes in the Old and Historic District.

The Department supports the Planning Commission and Board of Architectural Review with land and building development review, while zoning appeals are reviewed and approved by the Board of Zoning Appeals. Collaborative support is provided to the Environmental Advisory Commission and the Watershed Committee, which are appointed by Council, to provide advice on natural resources. These entities spearhead education, outreach, award programs and hands-on projects to preserve and enhance the natural environment in the Town.

In addition to support to Boards and Commissions, the Department of Planning & Zoning consists of four major operating functions: Administration, Application Review, Comprehensive Planning, and Zoning.

For more information on planning and zoning forms, publications, and fee schedules, please visit the Department of Planning & Zoning's webpage at www.leesburgva.gov/planning.

Contact Information

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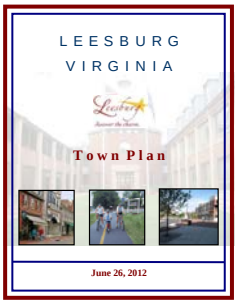
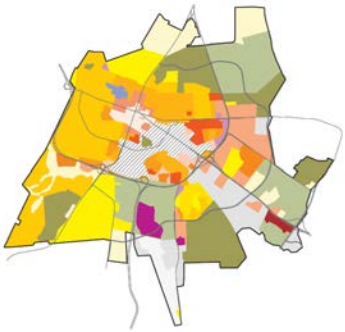
Scan Me



ADMINISTRATION

APPLICATION REVIEW

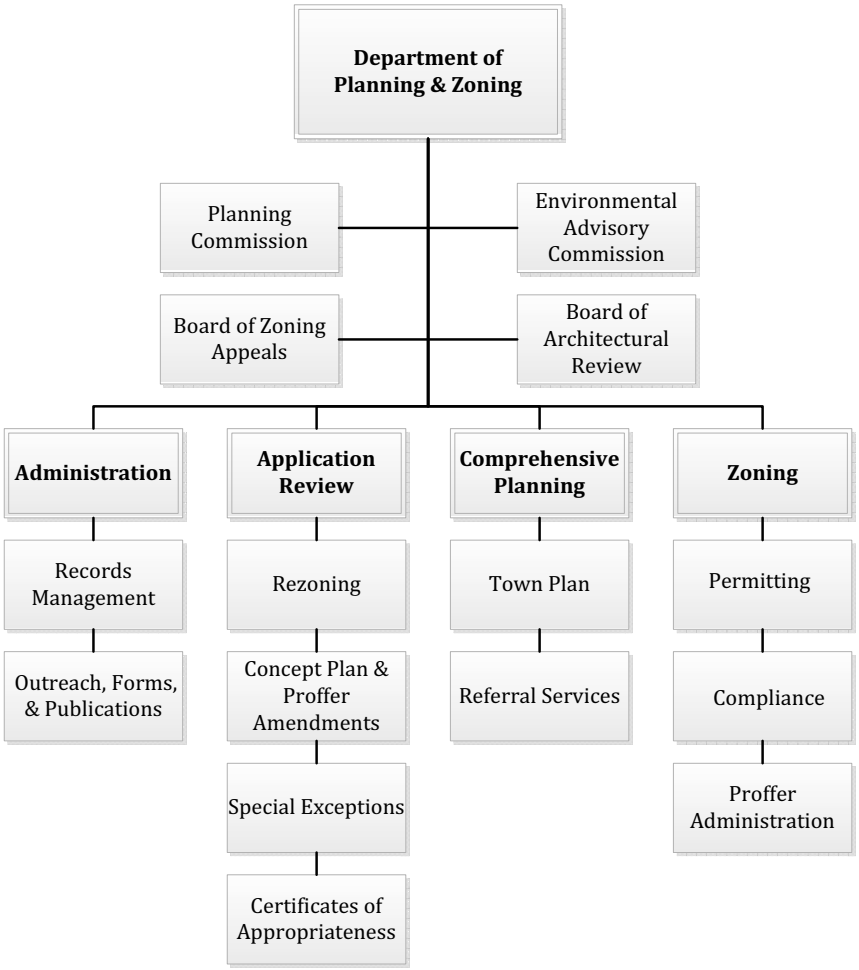
PLANNING SERVICES



ZONING

Ensuring Quality of Life

Organization Chart



Summary of Services

Administration

The administration function provides oversight and coordination to the planning and zoning services delivered to the Town, with special emphasis on records management, which is required for compliance with the Virginia Public Records Act. Administration supports education and outreach efforts to inform residents and businesses about special projects, zoning ordinance updates, and Town Plan amendments. Information is available to interested parties via topic-specific internet webpages, listservs, quarterly newsletters and LIAM, the Leesburg Interactive Application Map.

Application Review

Applications for rezoning, special exceptions, concept plan and proffer amendments, commission permits, and certificates of appropriateness are assigned to project managers who manage every aspect of review from intake to closeout. This A-to-Z project management approach assures applicants that there is a coordinated approach to project review resulting in a predictable and timely review process. Project managers take a key role in helping the staff team and applicant find mutually acceptable solutions to land use and site design problems. Consolidated comment letters are provided for applicants by the project managers which assure that the comments generated by the staff team are comprehensive, clear, coordinated, and provided in a predictable time frame. Meetings are at set intervals during the review of an application as well as on an as-needed basis to increase communication between the staff team and the applicant throughout the application review process.

Comprehensive Planning

The Town Plan is the strategic road map for community development in Leesburg. It serves as the vision for the physical development within the Town limits and is coordinated with County policy for the Joint Land Management Area - an adjacent area that is governed by Loudoun County but mutually planned with the Town. The Town Plan contains goals for land use, natural and heritage resources, economic development, parks and recreation, community design, transportation, community facilities, and housing. Community engagement is conducted on a regular basis to inform goal-setting efforts. Regular updates to the Town Plan are necessary to meet state code requirements. Implementation of the Plan is accomplished through the Action Program which is reviewed regularly. Work in this service area also includes responses to County requests for review of land

development applications that are located in the Joint Land Management Area.

Zoning

Zoning services include management and interpretation of the Zoning Ordinance, zoning compliance and enforcement, and permitting. Zoning compliance and enforcement heavily emphasizes education efforts to inform residents and businesses about zoning rules. Enforcement is pursued only after education and outreach efforts fail. Zoning services includes front counter services for the issuance of zoning permits for building projects and sign permits.

Board and Commission Support

The Planning and Zoning Department provides liaison and clerical support to the Planning Commission, Board of Zoning Appeals and the Board of Architectural Review. These three boards make quasi-legislative decisions and recommendations. The Department supports these boards with analysis, reports, and document management to aid their decision-making. The Environmental Advisory Commission and Watershed Committee, established by the Town Council, focus their efforts on protecting and managing natural resources in the Town, through education, outreach, and special programs.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS	Maintain Town Plan to assure it reflects current and future community goals and is consistently implemented through the Town Plan Action Program.	Continue work on updates to the Floodplain Ordinance with completion anticipated in 2015	
		Initiate work on updates to regulatory documents to implement Low Implement Development	Long
		Initiate work on a small area plan for East Market Street outside the Bypass which will include revisions and/or replacement to the H-2 Guidelines. Anticipate start of project by winter 2015.	Long
		Consider development of a new chapter in the Town Plan on Proffer Guidelines to address impacts of development on schools, regional transportation, parks and recreation, fire and rescue capital needs, and broadband. Follow up, as necessary, with Town Council resolutions to update/establish specific guidance on anticipated proffer contributions (e.g. school proffers).	Long
BP, CS	Continue to build on past improvements to the land development review process.	Track length of staff reviews for each rezoning and special exception application and develop a quarterly report that shows how closely staff meets the objectives set out in the Procedures Manual, i.e. 45 day review	Short
		Develop a 'dashboard' for the department website that shows how closely staff meets the 45 day objective for land development application reviews	Short
		Conduct yearly internal assessments to determine impediments to meeting this goal and initiate necessary changes to assure continued progress	Long

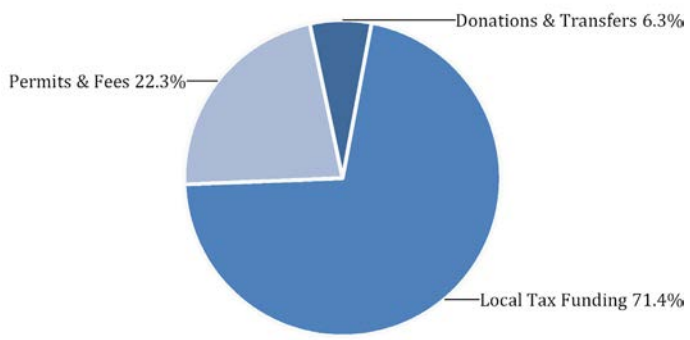
Scorecard	Goal	Objective	Term
BP, ED	Maximize use of technology for Record Management	Develop Laserfiche SOP for project managers of land development applications and fully implement usage in 2015 and providing training opportunities as necessary	Long
		Assure staff have access to established Laserfiche user groups for technical support	Short
		Digitize all approved special exception, rezoning, and certificate of appropriateness applications by 2019	Long
		Assure that staff have the necessary hardware and software to fully implement Laserfiche	Intermediate
		Identify training needs on a regular basis and conduct periodic training	
BP, CS	Continue to use technology to help with public information and outreach efforts, land development review, and permitting	Identify and provide training for staff to increase GIS capabilities	Short
		Develop basic information and FAQs for the Crescent Design District for the webpage	Intermediate
		Develop an interactive Zoning Map	Long
BP	Assure consistent and effective administration of the Zoning Ordinance	Update the SOP for front counter services for permitting	Short
		Maintain the Town's historic district by seeking Certified Local Government grants to update and do new surveys for the H-1 Old and Historic District.	Long
		Maintain the Zoning Ordinance through revisions to Article 14, Landscaping and through adjustments to Article 7, Crescent Design District	Long
		Streamline field work related to zoning enforcement and application review through use of new technology applications	Short

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

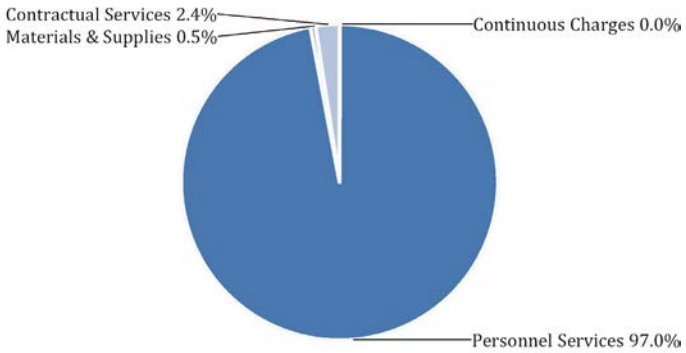
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Permits & Fees	$ 336,895	$ 259,700	$ 259,700	$ 356,375	$ 96,675	37.2%
Donations & Transfers	—	—	—	100,306	100,306	—%
Total Revenue	**$ 336,895**	**$ 259,700**	**$ 259,700**	**$ 456,681**	**$ 196,981**	**75.8%**
Local Tax Funding	1,160,053	1,249,871	1,248,848	1,142,254	(107,617)	-8.6%
Total Sources	**$ 1,496,948**	**$ 1,509,571**	**$ 1,508,548**	**$ 1,598,935**	**$ 89,364**	**5.9%**
Uses						
Personnel Services	$ 1,466,619	$ 1,479,871	$ 1,473,045	$ 1,551,177	$ 71,306	4.8%
Contractual Services	16,542	20,770	26,573	39,100	18,330	88.3%
Materials & Supplies	5,589	8,605	8,605	8,325	(280)	-3.3%
Continuous Charges	7,747	325	325	333	8	2.5%
Capital Expenditures	450	—	—	—	—	—%
Total Uses	**$ 1,496,948**	**$ 1,509,571**	**$ 1,508,548**	**$ 1,598,935**	**$ 89,364**	**5.9%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The budget for Department of Planning and Zoning reflects an increase of 5.9% due to primarily to increases in personal services for salary adjustments and healthcare costs town-wide as well as contractual requirements associated a needed traffic study of the East Market Street corridor, which could be offset by state funding. The Departmental revenue is generated from fees from land development applications, Certificate of Appropriateness applications (COAs), and zoning permits and inspections. The increase in revenue is directly associated with the growth of community development and increases in legislative land development applications, zoning permits and comprehensive planning and zoning applications.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Number of zoning permits issued for large projects	107	108	110	↑
	Measures the total number of zoning permits issued for new residential and commercial construction				
BP, CS	Average zoning permit processing time for large projects	3	3	3	↔
	Measures the average number of days to issue zoning permits for new residential and commercial construction				
BP, CS	Number of other permits issued for small projects	983	920	930	↑
	Measures the total number of zoning permits issued for small projects (e.g.. decks, sheds, signs, and occupancy and use permits)				

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Average other permit processing time for small projects	15	15	15	↔
	Measures the average number of minutes to issue zoning permits for small projects (e.g.. decks, sheds, signs, and occupancy and use permits)				
BP, CS	Number of zoning violations processed	157	160	165	↔
	Measures the total number of zoning violations for signs, inoperable vehicles, excessive occupancy, illegal use, etc.				
BP, CS	Number of COAs issued by the BAR	62	65	65	↔
	Measures the total number of certificate of appropriateness applications acted on by the BAR				
BP, CS	Number of COAs reviewed administratively	81	80	80	↔
	Measures the total number of certificate of appropriateness applications processed by staff				
BP, CS	Number of special exception and rezoning applications	32	35	35	↑
	Measures the total number of special exception and rezoning applications processed by staff				
BP, CS	Percentage of special exception and rezoning applications reviewed per procedures manual	77%	85%	100%	↔
	Measures the percentage of time that staff reviews each submission per the 45 day target				
BP, CS	Average number of days to complete consolidated comment letter for special exception and rezoning applications	40	40	40	↔
	Measures the average number of days to issues a CCL per the 45 day target				
BP, CS	Number of zoning ordinance amendments processed	4	4	4	↔
	Measures the total number of zoning ordinance amendments initiated by Council and processed by staff				

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

The Department of Planning and Zoning's primary function is to oversee the growth of community development in the Town through legislative land development application review, comprehensive planning, and zoning activities. Zoning permits for large and small projects have been increasing by approximately 100 permits per year to currently about 1000-1100 permits per year, while processing times per permit are remaining constant. The amount of time spent on each land development application depends on the complexity of the proposal (i.e. rezoning with special exceptions), whether the proposal follows the Town Plan, and whether zoning modifications are sought. Less complex applications can be reviewed in 1-2 submissions while more complex applications are reviewed typically in 2-4 submissions - sometimes more. The target time for reviewing each submission is 45 days. In FY 2014, the average rezoning and special exception review response times were 41 and 38 days respectively. This is generally consistent with review times in FY 2013-14. However, there were more complex submittals with multiple applications (rezonings with multiple special exception components) and more modification requests.

For FY 2016, staff will be working on these key applications, among others:

1. Court House expansion downtown - A complex set of applications for structured parking, new building construction, and a request to demolish historic properties. The review process will require a lot of stakeholder input for the downtown and require problem solving to figure out how to incorporate the expansion but not compromise the character of our historic downtown.

2. Crescent Parke – The first proposal in the newly adopted Crescent Design District. The applicant is proposing something very different from the new district regulations in terms of land use and design which will require increased review time and discussion.

3. Leegate – A large proposal on East Market Street that proposes a significant component of residential development which is not envisioned in the comprehensive plan. This proposal includes office and retail components as well.

FY 2016 will likely continue the trend in unique redevelopments, particularly within the Crescent District area. Zoning violations are trending down due to increased emphasis on education, compliance, and public outreach. While seeking zoning compliance is a time intensive endeavor, the benefits of a more compliant community translates to less time on legal follow up and a community that is more knowledgeable about community development rules. The total number of COA's received and reviewed administratively combined with BAR applications has remained relatively constant at 120-125 per year. The goal over time is to increase administrative review of COA's which would result in an reduction of time spent on less complex applications. It will also allow the BAR to focus on more complex applications that have a greater impact on the Historic District.

Department of Plan Review

Mission

The Department of Plan Review is dedicated to ensuring that all land development applications are processed in a timely, solutions-oriented, and predictable manner that meets or exceeds all applicable federal, state, and Town design standards, codes, ordinances, and statutes.

FRONT COUNTER SERVICES

PLAN REVIEW

Description

The Department of Plan Review (DPR) provides for the health, safety and welfare of Town residents, businesses, and visitors by ensuring that all land development applications are processed in accordance with federal, state, and local regulatory requirements. DPR oversees the review of site plans, subdivision plats, boundary line adjustments, boundary line vacations, and various other land development applications for compliance with regulations such as the Design and Construction Standards Manual, Subdivision and Land Development Regulations, and the Zoning Ordinance.

As a one-stop shop for all land development processing, the Department provides review services for all types of residential projects (including exterior home improvement projects) and commercial projects as well as Town capital improvement projects in accordance with the Plan Review process. Prior to submitting a formal Land Development Application (LDA), applicants are encouraged to visit the Department's web-page and contact Department staff to ensure completeness and thoroughness of application materials. All application forms and related information are available on the Department's web-page, as is the Town's fee schedule for the various types of improvements.

The Department of Plan Review consists of two major operating functions: Front Counter Operations and Plan Review Operations.

For more information, please visit the Department of Plan Review's webpage at www.leesburgva.gov/planreview.

Contact Information

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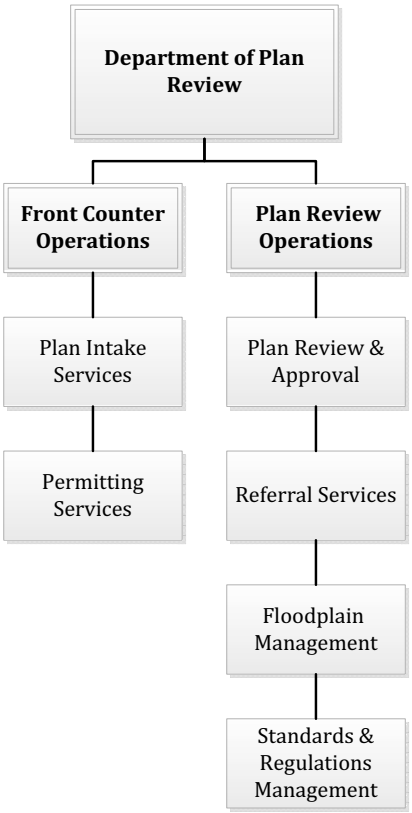
Scan Me

Ensuring Quality of Life

Organization Chart



Summary of Services

Front Counter Operations

Front Counter Operations provides customer assistance services for all Land Development Applications received by the Department. Through the plan intake process, all LDAs are reviewed for completeness, are formally accepted, and are distributed to applicable review agencies for detailed review and final approval. Front Counter Operations manages the archives of approved plans to ensure that copies are readily available when requested.

In addition, Front Counter Operations assists the Department of Planning & Zoning in reviewing and issuing various types of zoning permits required to complete the development process.

Plan Review Operations

Plan Review Operations reviews all private sector construction plans and plats to ensure that they are in compliance with all federal, state, and local requirements. To facilitate this process, a project manager is assigned to act as a single point of contact for each applicant to ensure that there is consistency and predictability throughout the development process. Plan Review Operations staff provides property owners and developers as well as potential and existing homeowners with a hands-on customer service focused approach to plan review services, including assistance with completing the necessary documentation for home improvement projects. Plan Review Operations provides referral services to the Department of Planning & Zoning on engineering issues related to rezoning and special exception applications.

Similarly, because of the dynamic nature of the development process, the Department also routinely updates the Town's Design Construction Standards Manual as well as the Subdivision and Land Development Regulations to keep standards current with applicable federal and state requirements as well as to be in conformance with the latest industry standards.

Plan Review Operations reviews and recommends approval of floodplain studies and floodplain alteration studies to the Federal Emergency Management Agency (FEMA) regarding any changes to the location and elevation of the FEMA regulated floodplains, as necessary. When requested, Plan Review Operations assists individual homeowners in preparing submissions to FEMA to remove or alter the limits of the FEMA floodplain on their properties when justified.

Goals & Objectives

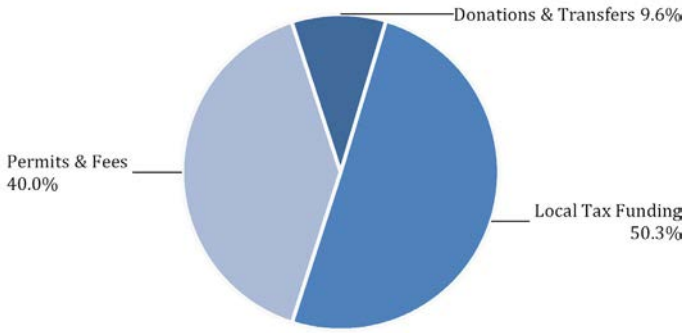
Scorecard	Goal	Objective	Term
BP, CS, FM	Ensure Plan Review process continues to be efficient, business friendly, and predictable	Review all first submission site plans and subdivision plans within the state mandated 60 day time limit	Long
		Provide complete and solution-oriented consolidated review comment letters	Long
		Review all subsequent submission site plans and subdivision plans within the state mandated 45 day time limit	Long
		Streamline comments to limit recommendations & focus solely on constructability and meeting minimum ordinance requirements	Short
		Continue to meet with applicants between submissions to assist with finding acceptable solutions to Town comments	Long
BP, CS, ED	Meet or exceed all new Department of Conservation Recreation and FEMA required floodplain ordinances and regulations	Update Design & Construction Standards Manual and Town of Leesburg Zoning Ordinance to meet or exceed all new Department of Conservation Recreation and FEMA required floodplain regulations	Short
		Train key DPR staff on new floodplain ordinances and regulations and implement new requirements with all future floodplain studies submitted for review and approval once adopted by Council	Intermediate
BP, CS, FM	Digitize all DPR files by 2020	Purge old engineering files and maintain a "paperless" digital system for approved construction plans as well as all active and new correspondence files	Long
BP, CS, FM	Assist other Town departments with Plan Review services	Attend meetings for rezoning and special exception applications and provide the Department of Planning & Zoning with written comments for deficiencies within the applicable submission documents	Long
		Attend meetings and provide Capital Projects with plan review and project management services as requested.	Long

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

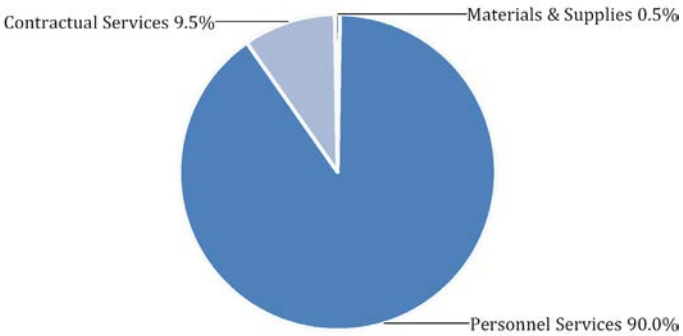
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Permits & Fees	$ 716,993	$ 268,000	$ 268,000	$ 568,000	$ 300,000	111.9%
Donations & Transfers	—	—	—	136,853	136,853	—%
Total Revenue	**$ 716,993**	**$ 268,000**	**$ 268,000**	**$ 704,853**	**$ 436,853**	**163.0%**
Local Tax Funding	667,023	1,100,247	1,249,504	714,208	(386,039)	-35.1%
Total Sources	**$ 1,384,016**	**$ 1,368,247**	**$ 1,517,504**	**$ 1,419,061**	**$ 50,814**	**3.7%**
Uses						
Personnel Services	$ 1,302,978	$ 1,305,673	$ 1,295,673	$ 1,277,487	$ (28,186)	-2.2%
Contractual Services	70,304	55,189	214,446	134,189	79,000	143.1%
Materials & Supplies	3,789	7,385	7,385	7,385	—	—%
Continuous Charges	6,345	—	—	—	—	—%
Capital Expenditures	600	—	—	—	—	—%
Total Uses	**$ 1,384,016**	**$ 1,368,247**	**$ 1,517,504**	**$ 1,419,061**	**$ 50,814**	**3.7%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The FY 2016 operating budget for Plan Review shows an increase of 3.7% from the prior year. This increase is primarily due to additional contractual services for consulting requirements due to workload demands and complexities of the increasing number of submitted applications. This increase is offset by a decrease in personnel services as a result of salary and benefit adjustments of newly hired employees. Current staffing moving forward will remain constant, as the department continues to focus on providing an efficient, business friendly, and predictable plan review process for businesses and Town residents.The Department's revenue derives primarily from land and subdivision development applications fees.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, FM	Number of Major Land Development Applications Reviewed by DPR	190	160	160	↔
	Measures the total number of major land development applications reviewed by DPR				
BP, FM	Number of Minor Land Development Applications Reviewed by DPR	103	50	50	↔
	Measures the total number of minor land development applications reviewed by DPR				
FM	Number of new first submission Site Plans	26	20	20	↔
	Measures the market activity for new commercial applications				

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Average number of staff days for first submission site plan review *Measures quality of the site plan and efficiency of staff*	55	50	50	↔
BP, FM	Average number of applicant days to address first submission site plan comments *Measures quality of site plan and efficiency of applicant's engineer*	55	55	55	↔
BP, CS	Average number of staff days for subsequent submission site plan review *Measures quality of subsequent submission site plan and efficiency of staff*	35	30	30	↓
BP, FM	Average number of applicant days to address subsequent submission site plan comments *Measures quality of subsequent submission site plan and efficiency of applicant's engineer*	35	35	35	↔
BP, CS	Average number of staff days for first submission subdivision plan review *Measures quality of subdivision plan and efficiency of staff*	59	55	55	↓
BP, FM	Average number of applicant days to address first submission subdivision plan comments *Measures quality of subdivision plan and efficiency of applicant's engineer*	74	75	75	↔
BP, CS	Average number of staff days for subsequent submission subdivision plan review *Measures quality of subsequent submission subdivision plan and efficiency of staff*	45	43	43	↓
BP,FM	Average number of applicant days to address subsequent submission subdivision plan comments *Measures quality of subsequent submission subdivision plan and efficiency of applicant's engineer*	68	70	70	↔
BP, CS	Percentage of plans reviewed within the State mandated time frames *Measures quality of plan and efficiency of staff*	100%	100%	100%	↔
BP, CS, FM	Number of Major Home Improvement Plans processed by DPR *Measures the market activity for home improvement*	15	20	20	↑

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

The Department of Plan Review's primary function is to oversee land development applications in the Town, to ensure compliance with all federal, state, and local regulations. Land development in the Town is a reflection of a mature community that is approaching build out. The department continues to focus on providing an efficient, business friendly, and predictable plan review process for businesses and Town residents as in reflected in the projected improved staff time required for first submissions reviews and comments, and the corresponding subsequent submissions.

The market activity for commercial development is increasing as evidenced by the total number of new first submission site plans reviewed growing from the anticipated 18 to the actual 26 new site plans in 2014. In 2014, commercial applications were under review for the Oaklawn Gas Station, the Oaklawn Project York, Crescent Place, Lowes Home Improvement store and Jerry's Ford. The average number of staff days required for plan review, for first and subsequent submission site plans, trended upward to 55 days and 35 days, respectively in 2014 due to increased workload. However, it is anticipated that the average number of staff days required for plan review, for first and subsequent submission site plans, will trend downward to 50 days and 30 days, respectively as the workload stabilizes in 2015. The Town's staff continues to provide efficient plan review by meeting the State mandated time frames for plan review 100% of the time. Land development application activity is steady and is anticipated to remain constant in the near term.

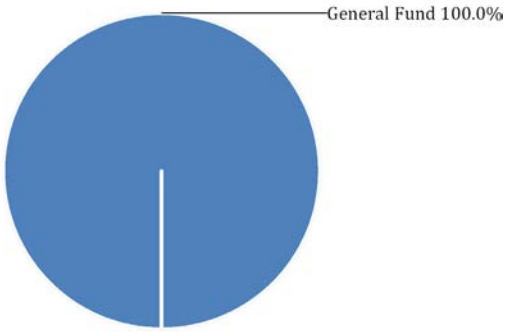
Seizing the Future

The seizing the future category includes the Office of Economic Development and the Leesburg Executive Airport. Through community partnerships and unique location based services, these economic drivers of innovation and investment in Leesburg ensure that the Town is well positioned to attract and retain businesses and entrepreneurs.

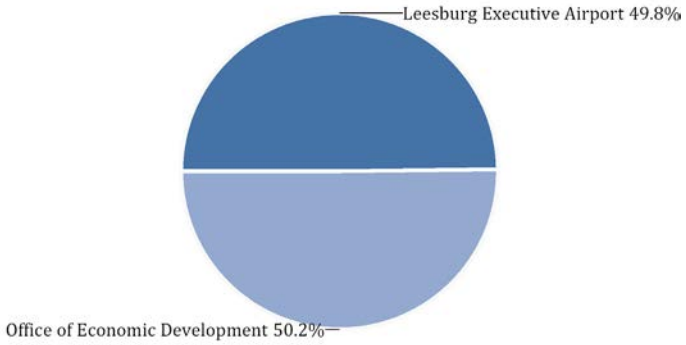
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
General Fund	$ 1,325,698	$ 1,464,744	$ 1,489,295	$ 1,549,389	$ 84,645	5.8%
Total Sources	**$ 1,325,698**	**$ 1,464,744**	**$ 1,489,295**	**$ 1,549,389**	**$ 84,645**	**5.8%**
Uses						
Office of Economic Development	$ 637,091	$ 765,636	$ 768,136	$ 777,729	$ 12,093	1.6%
Leesburg Executive Airport	688,607	699,108	721,159	771,660	72,552	10.4%
Total Uses	**$ 1,325,698**	**$ 1,464,744**	**$ 1,489,295**	**$ 1,549,389**	**$ 84,645**	**5.8%**

Sources by Fund (2016)



Uses by Department (2016)



Office of Economic Development

Mission

The Office of Economic Development's mission is to fortify the economic vitality and stability of the Town of Leesburg by attracting, retaining, and growing quality businesses that will result in an increased and diversified commercial tax base..

Description

The Office of Economic Development works to create a favorable business climate in Leesburg that attracts investors to our community with fewer risks and higher returns than other locations. The division conducts a comprehensive business development program that consists of strategies to attract new businesses, retain and expand existing businesses, and support entrepreneurial start-up businesses.

In coordination with the Economic Development Commission, the Office focuses its efforts on programs that help ensure long term financial stability and quality of life.

Downtown revitalization and tourism efforts continue to be coordinated with our community partners, including Visit Loudoun, the Leesburg Downtown Business Association, Catoctin Crescent Association, and the Village at Leesburg. Growing the Arts & Cultural District is accomplished by collaborating and supporting the arts and cultural organizations to deepen the Downtown as a vibrant and energetic destination for arts, entertainment, and dining.

In partnership with George Mason University, the Mason Enterprise Center – is the firmly established hub of entrepreneurship for Leesburg and Loudoun. Monthly programs and events focus on the growth of scalable businesses in order to enhance the entrepreneurial ecosystem. The MEC is 100% leased with 67members, as well as 13 graduates.

The Office provides administrative support to the Economic Development Commission, implements a business retention program, business attraction program, and other programming in collaboration with our community partners including the MEC, Loudoun Small Business Development Center, Loudoun County Economic Development staff, the Loudoun County Chamber of Commerce and Visit Loudoun. In addition, the Office plays a dynamic role in providing business advocacy services among Town departments for the land development process, which ultimately lessens the residential tax burden through growth in the commercial tax base. The Office of Economic Development is the "Start Here" of business development.

ADMINISTRATION

BUSINESS ATTRACTION

BUSINESS RETENTION

Contact Information

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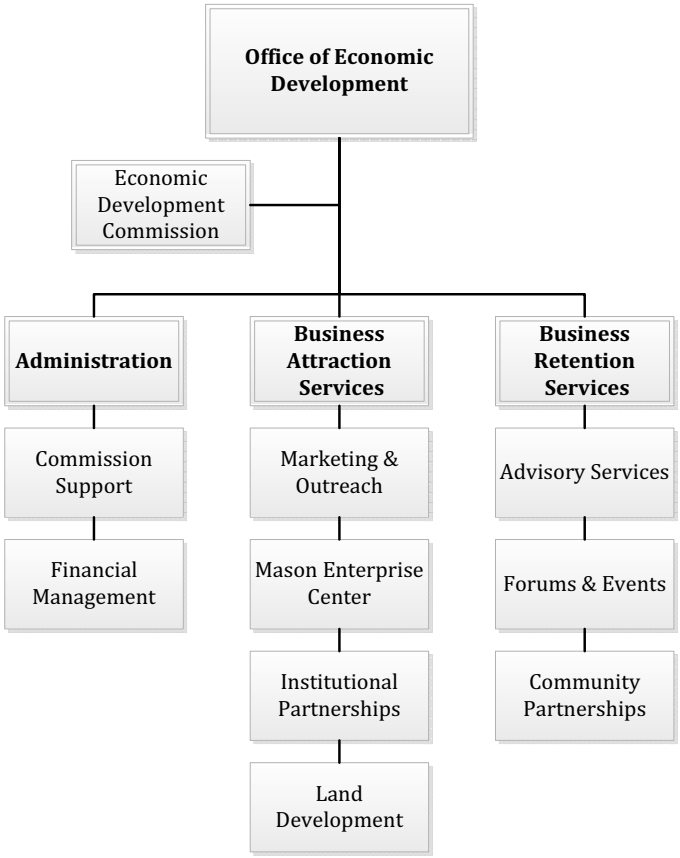
Seizing the Future

Organization Chart



Summary of Services

Administration

The Administration function includes general financial and personnel management of the Office and coordination with the Mason Enterprise Center leadership, as well our peers and partners to market Leesburg as the best place to do business. This function also provides staff support to the Economic Development Commission; tracks economic development trends via the Dashboard and the Retail Sales Gap Analysis; Town Council staff reporting; and, updates to the Office's webpage, social media, and relevant marketing publications. Participation in partner organizations programs and events is directly related to generating awareness, generating conversations and generating jobs and investment.

Business Attraction Services

Business Attraction is a core service of the Office of Economic Development and it involves marketing, and promoting the Town's assets in order to attract new businesses and investment. The business climate is critical to attracting new business and new investment to the Town. Location factors such as workforce availability, skill level, educational level, diversity, along with available buildings and property, corporate tax rate, infrastructure and quality of school system are all vitally important to site selectors and investors. The Office promotes the Town as a fertile landscape to attract new investment. Business attraction programming includes Town sponsored events geared to attract new and expanding business prospects in the following industries; government contracting/HUBZone, medical device, technology, retail, hospitality and the arts. In partnership with the Mason Enterprise Center the department has been awarded the Best Economic Development organization by the National HUBZone Council in their strategy to attract government contracting businesses.

Business Retention Services

Business Retention services are designed to foster relationships with existing businesses in the community and prevent them from relocating to other areas. Our business retention programming includes business visits, annual business awards program, industry forums, job fairs, and ribbon cuttings, all designed to promote business and connect businesses together. This essential service provides local area businesses with advocacy by fostering business connections, generating community partnerships, and breaking down barriers to lay the framework for future business growth in Town. Retaining companies such as Mosaic ATM, Loudoun Credit Union, K2M, Custom Software Solutions, and Knight Solutions represents multiple levels of effort.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, FM	Continue to operate in a key role for facilitating new business development projects with the Town	Market and communicate Leesburg's positive business climate via a diverse array of media and communiciation tools to instill confidence and predictability	Short
		Promote and sustain a positive environment that supports team work and organizational efficiencies	Intermediate
		Provide coordinated business support of openings as well as growth and expansion	Long
		Monitor and report Leesburg market data via monthly updates and publication of economic development 'Dashboard'	Long
BP, CS, FM	Continue a comprehensive business development program to retain, attract, and grow existing businesses, and entrepreneurship	Implement a data driven strategy to maintain a pipeline of diversified businesses including government contracting, retail, medical, hospitality, technology and the arts through department events including; annual business awards, career fair, virtual realty and forums	Short
		Expand visitation and survey program designed to increase citizen and business engagement, business growth and private investment	Short
		Enhance marketing and media strategy to attract site selectors, brokers, developers and executives to the Town's website to heighten awareness of Leesburg as an outstanding business location	Intermediate
BP, CS,FM	Partner with private and public organizations to support and implement joint plans to strengthen Historic Downtown Leesburg as a sustainable, multi-use and tourism district	Expand the Leesburg story through a deeper reach of social media and new technologies	Short
		Identify and implement plans to communicate under construction and open for business program with partner organizations	Short
		Recruit and provide support for HUB Zone businesses	Intermediate

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

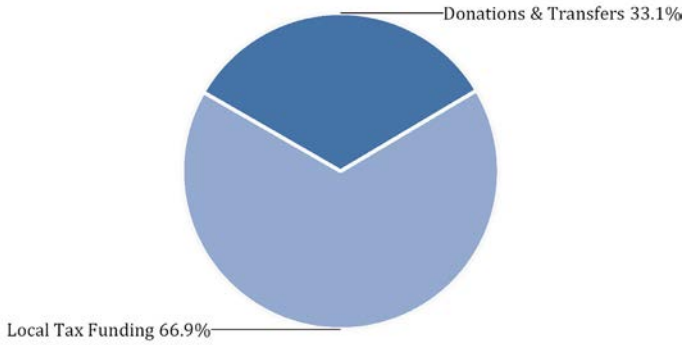
Expenditures by Division

Divisions	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Office of Economic Development	$ 323,380	$ 444,245	$ 442,947	$ 446,909	$ 2,664	0.6%
Mason Enterprise Center	313,711	321,391	325,189	330,820	9,429	2.9%
Total	**$ 637,091**	**$ 765,636**	**$ 768,136**	**$ 777,729**	**$ 12,093**	**1.6%**

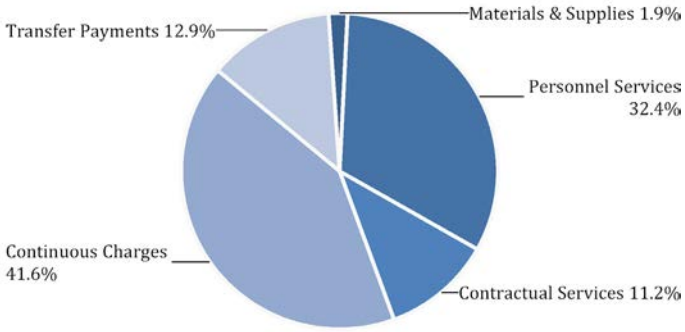
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Donations & Transfers	$ 137,400	$ 250,000	$ 500,000	$ 257,566	$ 7,566	3.0%
Total Revenue	**$ 137,400**	**$ 250,000**	**$ 500,000**	**$ 257,566**	**$ 7,566**	**3.0%**
Local Tax Funding	499,691	515,636	268,136	520,163	4,527	0.9%
Total Sources	**$ 637,091**	**$ 765,636**	**$ 768,136**	**$ 777,729**	**$ 12,093**	**1.6%**
Uses						
Personnel Services	$ 235,197	$ 237,761	$ 237,761	$ 252,049	$ 14,288	6.0%
Contractual Services	83,961	107,534	106,236	87,010	(20,524)	-19.1%
Materials & Supplies	8,504	17,400	15,501	14,900	(2,500)	-14.4%
Transfer Payments	—	85,150	85,150	100,150	15,000	17.6%
Continuous Charges	308,136	314,191	319,888	323,620	9,429	3.0%
Capital Expenditures	1,294	3,600	3,600	—	(3,600)	-100.0%
Total Uses	**$ 637,091**	**$ 765,636**	**$ 768,136**	**$ 777,729**	**$ 12,093**	**1.6%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The FY 2016 operating budget for the Office of Economic Development shows an increase of 1.6% from the prior year. The increase is primarily the result of continued support to the Mason Enterprise Center efforts, and additional support for Loudoun Convention & Visitors Association. Net of the reallocation, the Office's budget is projected to remain approximately at the FY 2015 budgeted level.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, CS	Number of current active prospects in pipeline	64	69	75	↑
	Measures the total number of prospective business				
BP, CS	Number of visits to/contacts with existing businesses to build/renew relationships	300	239	350	↑
	Measures the total number of new business packages distributed, MEC client and existing, individual businesses reached				
BP, CS, FM	Number of new HUBZone businesses	18	12	16	↑
	Measures busineses located in Town and seeking HUBZone program assistance				
BP, CS, FM	HUBZone company jobs created	52	72	96	↑
	Measures new and retained jobs attributed to the HUBZone program				

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

The Office of Economic Development delivers comprehensive business development programs with an emphasis on business networking and business attraction for industries that are expanding and sustainable, with added focus on boosting the entrepreneurial landscape in the Town. Notable activities in the office include recently being recognized by Small Business Administration (SBA) with an award for HUBZone Strategy development for creating 52 new jobs in FY 2014 and 15 to date in FY 2015, successfully encouraging K2M, a global medical device to expand their $25 million dollar facility in Leesburg and bring more than 100 new jobs to the community when the facility opens in 2016, urging EIT, a mid to high technology electronic design and manufacturing company, to bring their expansion to Leesburg in 2015, and collaborated with George Mason University Leesburg Mason Enterprise Center to attract and retain entrepreneurial companies, with a 100% occupancy rate after three years of operation. In addition, the prospects in the pipeline, projected to be more than 70, continues to grow as result of the concentrated business attraction efforts including outreach efforts to more than 350 businesses.

Leesburg Executive Airport

Mission

The mission of the Leesburg Executive Airport is to provide modern aviation facilities and safe operations in a fiscally prudent manner while providing a variety of important services to the community such as corporate travel, charter operations, flight training, recreational flying, and emergency medical air support.

Description

The Leesburg Executive Airport serves as a convenient gateway for business and travel opportunities in the region while furnishing an important tool for economic development in the Town of Leesburg and the County of Loudoun. Under the oversight of the Leesburg Town Council, and based on recommendations of the Leesburg Airport Commission, Airport staff plans, develops, maintains, and operates the Leesburg Executive Airport.

The Airport consists of three major operating functions: Administration, Operations, and Maintenance.

The airport is the second busiest general aviation airport in the Commonwealth and home to over 240 locally-based aircraft. A multitude of aviation businesses are based at Leesburg Executive Airport, including three certified flight schools, a medical evacuation helicopter service, an aircraft repair facility, charter jet services, aircraft sales offices, and a Federal Aviation Administration office facility. This business activity creates 528 jobs resulting in a total economic impact of over $78 million to the local community.

The single 5,500 foot long runway is well equipped to handle the largest corporate jet aircraft flying today and the airport sees more than 110,000 takeoffs and landings each year. An instrument landing system, approach lighting system, and automated weather station allow aircraft to arrive even in inclement weather conditions.

Each September, the airport hosts the annual Leesburg Air Show where families can see exciting air show performances and find opportunities on how they can become more involved in aviation.

For more information, please visit the Leesburg Executive Airport webpage at www.leesburgva.gov/airport.

Contact Information

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ScanMe

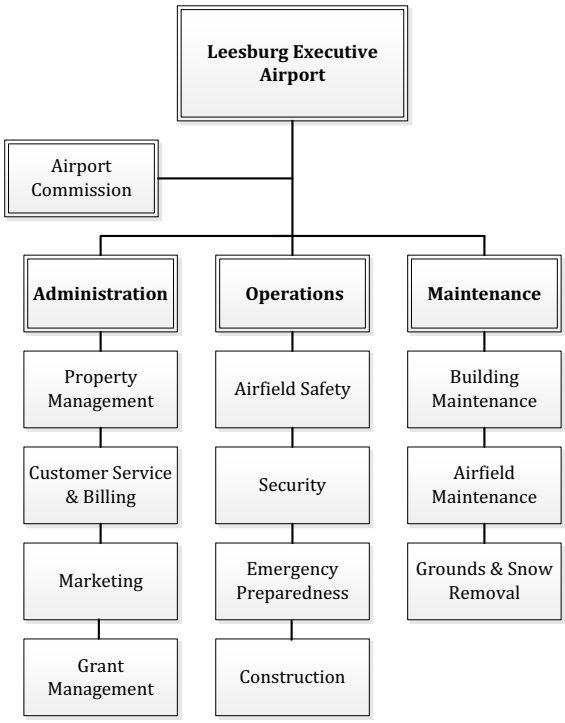
ADMINISTRATION

OPERATIONS

MAINTENANCE

AIR SHOW

Organization Chart



Summary of Services

Administration

This Administration function services airport tenants and customers by overseeing commercial leases, aircraft hangar and tie-down rental agreements, license fees and customer billing. Department administration ensures airport businesses and users are compliant with the 2011 adopted Rules, Regulations, and Minimum Standards. Administration also markets the airport to new businesses and promotes aviation through the annual Leesburg Air Show.

Airport Operations

Airport Operations ensures the daily activities of the airport are accomplished in a safe and secure manner. This function maintains security at the airport through access control systems, responds to emergency incidents, inspects the facilities, coordinates snow removal, and communicates with pilots and air traffic control.

Airport Maintenance

This function maintains the airport's infrastructure, systems, and buildings. The maintenance function ensures the airport terminal building, the 57 Town-owned hangars, runways and taxiways, airfield lighting systems, weather, and navigation systems are well maintained. This function is responsible for maintaining the airport grounds, including snow removal and wildlife management, to ensure the airport is operationally available at all times.

Goals & Objectives

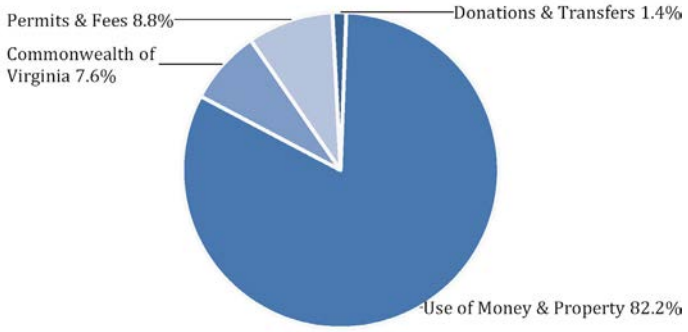
Scorecard	Goal	Objective	Term
BP, CS, FM	Improve airport safety and efficiency	Participate in development of Remote Control Tower test toward goal of securing permanent air traffic control services.	Long
		Coordinate departure procedures with FAA air traffic to reduce delays and improve operational safety	Long
BP, CS, FM	Position the airport to be a local leader by providing exceptional customer services and amenities	Improve customer conveniences such as providing online payment options	Short
		Secure a new agreement with an Fixed Base Operator to provide full-service fuel, customer service, and aircraft maintenance services.	Long
BP, CS, FM	Implement preventative maintenance and operational strategies to improve airport operations	Deploying runway friction measuring equipment during snow and ice events.	Short
		Improve and streamline communications with airport customers	Short
		Perform preventative maintenance on runways and aprons through state sponsored pavement evaluation and maintenance funding programs	Long

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

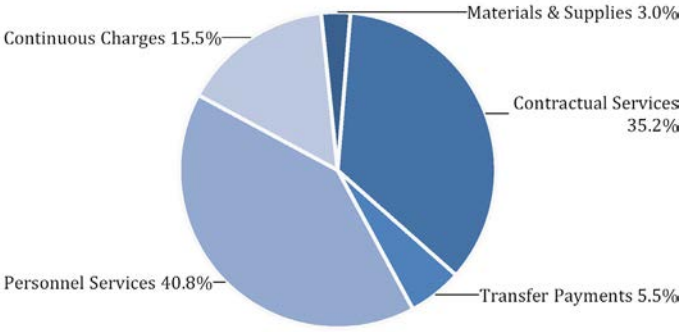
Financial Information & Analysis

Object Categories	FY 2014 Actual	FY 2015 Budget	FY 2015 Revised	FY 2016 Proposed	Variance $	Variance %
Sources						
Permits & Fees	$ 105,945	$ 119,000	$ 119,000	$ 115,000	$ (4,000)	-3.4%
Use of Money & Property	1,053,311	1,052,800	1,052,800	1,075,800	23,000	2.2%
Donations & Transfers	80,748	50,000	56,300	18,500	(31,500)	-63.0%
Commonwealth of Virginia	99,197	20,000	20,000	100,000	80,000	400.0%
Total Revenue	**$ 1,339,202**	**$ 1,241,800**	**$ 1,248,100**	**$ 1,309,300**	**$ 67,500**	**5.4%**
Local Tax Funding	(650,595)	(542,692)	(526,941)	(537,640)	5,052	—%
Total Sources	**$ 688,607**	**$ 699,108**	**$ 721,159**	**$ 771,660**	**$ 72,552**	**10.4%**
Uses						
Personnel Services	$ 305,681	$ 303,437	$ 303,437	$ 314,749	$ 11,312	3.7%
Contractual Services	262,625	260,575	276,774	271,975	11,400	4.4%
Materials & Supplies	23,598	22,900	31,097	22,900	—	—%
Transfer Payments	—	—	—	42,800	42,800	—%
Continuous Charges	96,702	112,196	109,851	119,236	7,040	6.3%
Total Uses	**$ 688,607**	**$ 699,108**	**$ 721,159**	**$ 771,660**	**$ 72,552**	**10.4%**

Sources by Type (2016)



Uses by Object (2016)



Budget Analysis

The Leesburg Executive Airport operating budget shows a 10.4% increase from the prior year. The increase is the result of salary and healthcare costs increases; additional funding for the Town sponsored airshow, which is offset by vendor fees and private contributions; project management costs and town share funding for FY 2016 airport capital projects included in the Capital Improvements Program.

Performance Measures

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP	Number of locally based aircraft	245	245	245	↔
	Measures the total number of locally based aircraft				
BP	Number of estimated aircraft movements	113,000	115,000	118,000	↑
	Measures the total number of Virginia Department of Aviation's estimated annual takeoffs and landings				
FM	Dollar value of operating cost per aircraft movement	$4.80	$5.35	$5.35	↔
	Measures the estimated operating cost per aircraft arrival or departure				
BP	Percentage tie-down occupancy rate	85%	85%	88%	↑
	Measures the percentage occupancy of aircraft tie-down parking spots under lease				

Scorecard	Description	FY 2014 Actual	FY 2015 Estimate	FY 2016 Target	Trend
BP, FM	Percentage hangar occupancy rate	100%	100%	100%	↔
	Measures the percentage occupancy of Town-owned hangars under lease				
FM	Number of customers on T-hangar waiting list	40	40	42	↑
	Measures the total number of wait list deposits held for Town-owned T-hangars				
BP	Number of on-airport incidents or accidents	1	0	0	↓
	Measures the total number of major and minor aircraft accidents or safety incidents				
CS	Number of noise complaints	9	10	10	↔
	Measures the total number of noise complaints received due to aircraft arriving and departing				

BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Performance Analysis

The Leesburg Executive Airport is a unique asset for the Town that has become an in-demand transportation hub for local and regional businesses. Operating costs per aircraft movement remain unchanged, while the number of aircraft movements is trending higher at 118,000. The 100% occupancy rate for hangars, and the number of customers on the corporate and t-hangar waiting lists highlight the growth potential for the airport. Occupancy rates for tie-down spaces steady and the number of locally based aircraft remains flat. The overall safety at the airport remains high with zero incidents or accidents, and noise complaints remain unchanged.

Capital Improvements Program

CIP Summary

Capital Improvements Program (CIP)

The Capital Improvements Program (CIP) represents a guide for financial decisions, annual budgeting, and the coordination of major public investments in the preservation and expansion of the Town's fixed asset infrastructure. A capital project is defined as construction, renovation or demolition project, or acquisition of land or other assets, valued in excess of $60,000, and with a useful life in excess of five years. The CIP includes capital projects, continuing programs, and capital equipment. This plan shows how the Town will address its public facility and other infrastructure needs, and the types of funding available over the next six years. In FY 2016, total CIP investments are $24,013,700.

How the CIP is Organized

The Capital Improvements Program is divided by fund into the following functional areas:

Capital Projects Fund

- General Government
- Parks & Recreation
- Streets & Highways
- Storm Drainage
- Airport

Utilities Fund Projects

Each functional area begins with a summary page which includes financial information detailing the sources and uses by project. Each summary page depicts Sources by Type pie charts consolidating sources using the following convention:

- **Bonds** - General Obligation & Utilities Bonds
- **Cash** - General Fund Cash, Capital Projects Fund Cash & Utilities Fund Cash
- **Intergovernmental** - Federal, State, County, & NVTA
- **Proffers & Donations** - Proffers & Monetary Donations

The Uses by Project pie charts reference each project by number as listed in the table formats. This will help the reader cross-reference important financial information. Project pages within each functional area provide additional details on project status, description, goals, and significant dates. Each project page contains project specific source and use information, as well as required funding, costs, including project management costs, projected schedule by fiscal year, and any continuing operating costs.

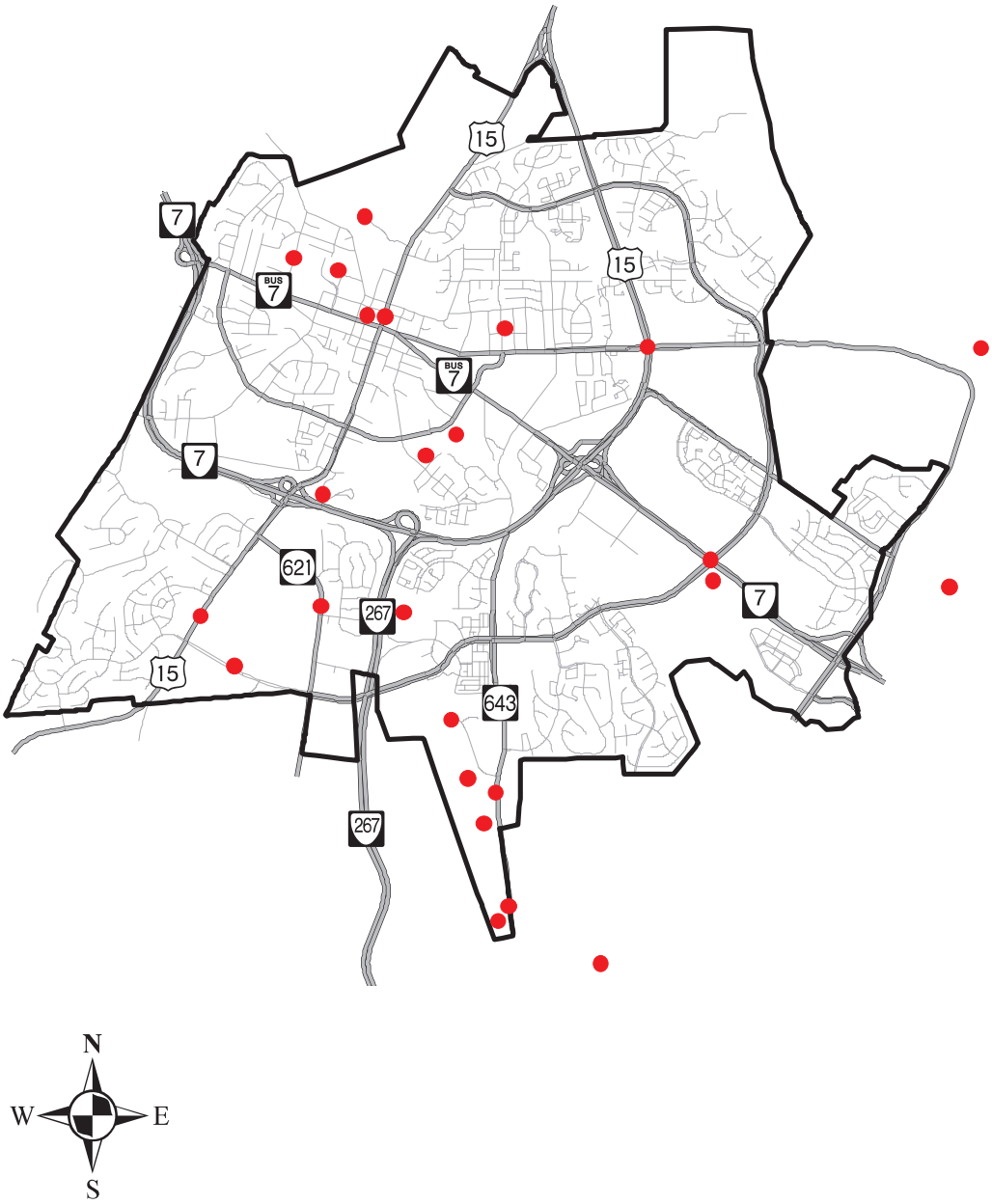
In the FY 2016-2021 CIP, 74% of all capital improvements are found in the following functional areas:

- Streets and Highways
- General Government

In FY 2016, more than $9.8 million is for regional transportation projects such as Battlefield Parkway/Route 15 to the Dulles Greenway and South King Street Widening Phase II. These projects are included in the Streets & Highways section. These VDOT funded projects are part of the heavily traveled regional transportation network. General Government activities for FY 2016 continue to focus on downtown improvements, providing enhancements to public sidewalks, crosswalks, street lighting, and general improvements to the Town's historic downtown area.

Capital Improvements Program (CIP) Map

The FY 2016-2021 Capital Improvements Program (CIP) details 32 projects in the Town of Leesburg. The map below depicts project specific locations within the town limits. The CIP also includes town-wide projects within town limits, which are further detailed within their prescribed sections of the CIP.



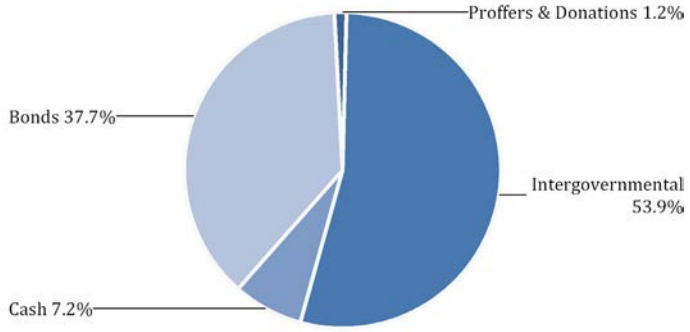
Sources by Fund

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	$ 34,521,728	$ 14,049,090	$ 7,116,500	$ 3,180,738	$ 10,175,400	$ 20,472,638	—
Gen. Fund Cash	300,610	53,810	42,800	64,200	139,800	246,800	—
Cap. Proj. Fund Cash	499,480	300,000	—	—	199,480	199,480	—
Monetary Donation	50,520	—	—	—	50,520	50,520	—
Proffers	1,862,100	400,000	300,000	75,000	1,087,100	1,462,100	—
County - Gas Tax	2,647,400	160,000	324,300	1,038,100	1,125,000	2,487,400	—
State - DEQSLAF	1,604,162	—	660,000	944,162	—	1,604,162	—
State - DOAV	2,702,800	—	31,200	32,400	2,639,200	2,702,800	—
State - VDOT	43,250,000	1,191,500	10,303,500	10,920,000	10,835,000	32,058,500	10,000,000
Federal - ARRA	1,050,000	1,050,000	—	—	—	—	—
Federal - FAA	1,296,000	—	351,000	54,000	891,000	1,296,000	—
Federal - FTA	—	—	—	—	—	—	—
Total Capital Projects Fund	**$ 89,784,800**	**$ 17,204,400**	**$ 19,129,300**	**$ 16,308,600**	**$ 27,142,500**	**$ 62,580,400**	**$ 10,000,000**
Utilities Fund							
Utilities Bonds	10,472,774	3,290,623	2,088,569	669,900	4,423,682	7,182,151	—
Utilities Fund Cash	8,081,976	2,692,327	1,708,731	539,100	3,141,818	5,389,649	—
Total Utilities Fund	**$ 18,554,750**	**$ 5,982,950**	**$ 3,797,300**	**$ 1,209,000**	**$ 7,565,500**	**$ 12,571,800**	**—**
NVTA Fund							
NVTA 30%	11,026,000	—	494,800	653,900	9,877,300	11,026,000	—
NVTA 70%	157,000,000	—	1,000,000	1,000,000	—	2,000,000	155,000,000
Total NVTA Fund	**$ 168,026,000**	**—**	**$ 1,494,800**	**$ 1,653,900**	**$ 9,877,300**	**$ 13,026,000**	**$ 155,000,000**
Total Sources	**$ 276,365,550**	**$ 23,187,350**	**$ 24,421,400**	**$ 19,171,500**	**$ 44,585,300**	**$ 88,178,200**	**$ 165,000,000**

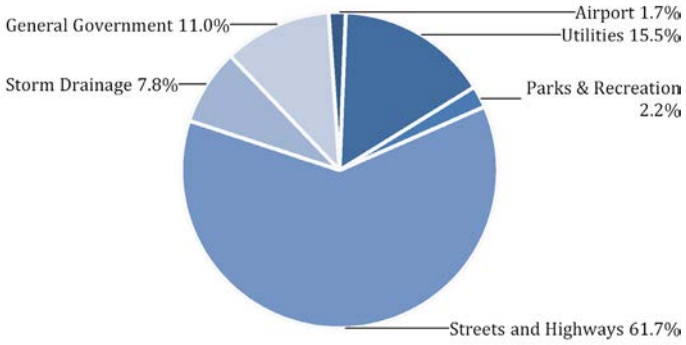
Uses by CIP Category

Category/Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Project Cost
General Government	$ 7,332,000	$ 3,375,000	$ 2,690,100	$ 75,000	$ 1,191,900	$ 3,957,000	—
Parks & Recreation	1,020,700	—	544,800	—	475,900	1,020,700	—
Streets and Highways	235,300,700	12,959,400	15,060,700	14,857,000	27,423,600	57,341,300	165,000,000
Storm Drainage	5,653,400	870,000	1,903,500	2,879,900	—	4,783,400	—
Airport	8,504,000	—	425,000	150,600	7,928,400	8,504,000	—
Utilities	18,554,750	5,982,950	3,797,300	1,209,000	7,565,500	12,571,800	—
Total Uses	**$ 276,365,550**	**$ 23,187,350**	**$ 24,421,400**	**$ 19,171,500**	**$ 44,585,300**	**$ 88,178,200**	**$ 165,000,000**

CIP Sources by Type (2016)



CIP Uses by Category (2016)



General Government

Capital projects in the General Government category include investments in Downtown Improvements, including street lighting, sidewalk, and road improvements. The Town-wide Tree Canopy, an ongoing capital project, provides annual funding to plant trees along roadway, trails, and in communities to enhance the Town's tree canopy. Information Technology improvements are for immediate technology needs and infrastructure. The total cost of General Government Capital Improvements for FY 2016 is $2,690,100.

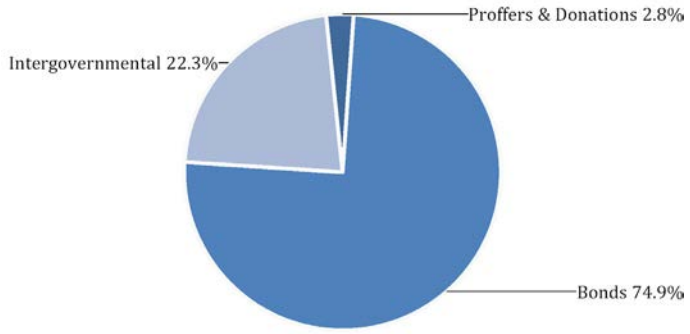
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	$ 5,582,000	$ 2,675,000	$ 2,015,100	—	$ 891,900	$ 2,907,000	—
Cap. Proj. Fund Cash	300,000	300,000	—	—	—	—	—
Proffers	850,000	400,000	75,000	75,000	300,000	450,000	—
State - VDOT	600,000	—	600,000	—	—	600,000	—
Total Sources	**$ 7,332,000**	**$ 3,375,000**	**$ 2,690,100**	**$ 75,000**	**$ 1,191,900**	**$ 3,957,000**	**—**

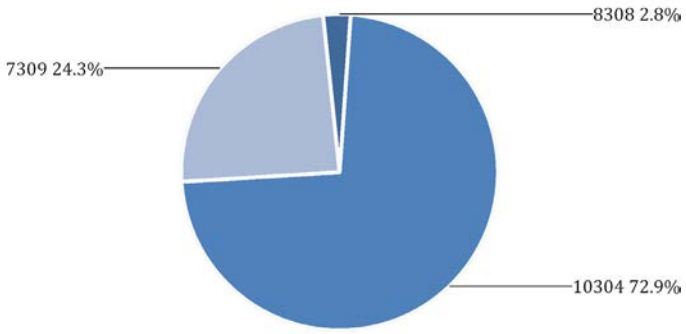
Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Project Cost
Downtown Improvements - 10304	$ 5,628,200	$ 2,775,000	$ 1,961,300	—	$ 891,900	$ 2,853,200	—
Downtown Street Lighting - 07309	853,800	200,000	653,800	—	—	653,800	—
Town-wide Tree Canopy - 08308	850,000	400,000	75,000	75,000	300,000	450,000	—
Total Uses	**$ 7,332,000**	**$ 3,375,000**	**$ 2,690,100**	**$ 75,000**	**$ 1,191,900**	**$ 3,957,000**	**—**

Sources by Type (2016)



Uses by Project (2016)



TITLE: Downtown Improvements (10304)

STATUS: Ongoing

PROGRAM DESCRIPTION: The Downtown Improvements project encompasses both public improvements and public-private partnerships to make the downtown a more vibrant area. The individual improvement projects will be completed in phases. The improvements include adding, improving, and/or widening sidewalks; improving and adding crosswalks; improving gateways into the downtown area; and adding street trees and furniture. The improvements will be coordinated with the Downtown Street Lighting project (07309).

Phase I (completed) included improved walkways connecting the Town parking garage to South King Street and improvements to the intersection of East Market Street and Loudoun Street. Phase II of this project includes improvements to Loudoun Street between South King Street and East Market Street. Phase III includes improvements to King Street between North Street and Royal Street. The schedule below represents the completion of the initial phases of the project. Future phases will include other improvements identified during the initial master planning. The priority for these projects will be established by additional public input.

OPERATING IMPACT: Minimal increased maintenance of the improvements.

GOAL ADDRESSED: 2012 Town Plan

- Economic Development Objective 1 encourages promotion of economic development, specifically by building on the role of the Downtown area as an activity center.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Summer 2012	Summer 2012	Fall 2016

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 5,328,200	$ 2,475,000	$ 1,961,300	—	—	$ 891,900	—	—	$ 2,853,200	—
Cap. Proj. Fund Cash	300,000	300,000	—	—	—	—	—	—	—	—
Total Sources	**$ 5,628,200**	**$ 2,775,000**	**$ 1,961,300**	**—**	**—**	**$ 891,900**	**—**	**—**	**$ 2,853,200**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 353,200	—	$ 161,300	—	—	$ 191,900	—	—	$ 353,200	—
Land	100,000	50,000	—	—	—	50,000	—	—	50,000	—
Design/Engineering	825,000	675,000	—	—	—	150,000	—	—	150,000	—
Utility Relocation	150,000	150,000	—	—	—	—	—	—	—	—
Construction	4,200,000	1,900,000	1,800,000	—	—	500,000	—	—	2,300,000	—
Total Uses	**$ 5,628,200**	**$ 2,775,000**	**$ 1,961,300**	**—**	**—**	**$ 891,900**	**—**	**—**	**$ 2,853,200**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
General Maintenance	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 32,343	

TITLE: Downtown Street Lighting (07309)

STATUS: Ongoing

PROGRAM DESCRIPTION: Replace existing cobra-style streetlights with new historically appropriate fixtures on pedestal poles.

Existing streetlight poles are rusted, 50 years old and need to be replaced. The project area is on King Street (North Street to south of Loudoun Street); Market Street and Loudoun Street (from Liberty Street to the east end triangle); and Wirt Street (Market Street to Loudoun Street). Installation of streetlights to be coordinated with Downtown Improvements project (10304).

OPERATING IMPACT: Increased annual Dominion Power fees of about $250 per replaced light.

GOAL ADDRESSED: 2012 Town Plan

- Economic Development Objective 1 encourages promotion of economic development, specifically by building on the role of the Downtown area as an activity center.
- Natural Resources Objective 7 calls for outdoor lighting that is consistent with public safety requirements to reduce glare and impacts on the night sky.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2014	Spring 2014	Summer 2016

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 253,800	$ 200,000	$ 53,800	—	—	—	—	—	$ 53,800	—
State - VDOT	600,000	—	600,000	—	—	—	—	—	600,000	—
Total Sources	**$ 853,800**	**$ 200,000**	**$ 653,800**	**—**	**—**	**—**	**—**	**—**	**$ 653,800**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 53,800	—	$ 53,800	—	—	—	—	—	$ 53,800	—
Design/Engineering	100,000	100,000	—	—	—	—	—	—	—	—
Utility Relocation	400,000	100,000	300,000	—	—	—	—	—	300,000	—
Construction	300,000	—	300,000	—	—	—	—	—	300,000	—
Total Uses	**$ 853,800**	**$ 200,000**	**$ 653,800**	**—**	**—**	**—**	**—**	**—**	**$ 653,800**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
Electricity	—	$ 4,000	$ 4,120	$ 4,244	$ 4,371	$ 4,502	$ 21,237	

TITLE: Town-wide Tree Canopy (08308)

STATUS: Ongoing

PROGRAM DESCRIPTION: This project provides annual funding to plant trees along roadways, trails, and in communities to enhance the tree canopy. Initial efforts were focused on Battlefield Parkway and have been completed. Additional locations have been determined in accordance with the Master Tree Planting Plan that was approved by Town Council, as well as priority locations selected by the Urban Forester. Projects will include plantings in neighborhoods around Town, major roadway entrances to Town that are not included in respective projects, and Town-owned green spaces.

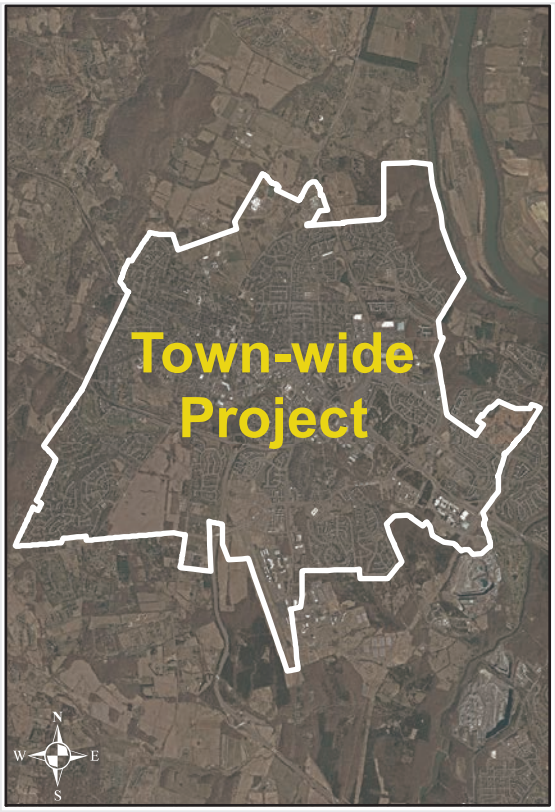
OPERATING IMPACT: Increase in costs for tree maintenance and replacement after warranty period (1-2 years) during establishment period of first four years.

GOAL ADDRESSED: 2012 Town Plan

- Natural Resources Objective 4 calls for the preservation, protection, and restoration of the tree canopy within the developed parts of Leesburg.
- Community Facilities and Services Objective 9 calls for the development of a street-tree planting and management program in accordance with the Urban Forestry Management Plan.

2006 Urban Forestry Management Plan

- The major goals include tree planting and increased forest canopy cover, improved policies regarding tree planting, and proper and timely tree maintenance to maximize tree benefits, increase service life, improve aesthetics, and ensure public safety.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Spring 2008	Ongoing

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Proffers	$ 850,000	$ 400,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 450,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 40,200	—	$ 6,700	$ 6,700	$ 6,700	$ 6,700	$ 6,700	$ 6,700	$ 40,200	—
Design/Engineering	146,000	65,000	13,500	13,500	13,500	13,500	13,500	13,500	81,000	—
Construction	663,800	335,000	54,800	54,800	54,800	54,800	54,800	54,800	328,800	—
Total Uses	**$ 850,000**	**$ 400,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 450,000**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
2 and 3-Year Estab. Protocol (Public Works)	$ 65,000	$ 65,900	$ 66,827	$ 67,782	$ 68,799	$ 69,831	$ 404,139	

Parks & Recreation

Capital projects in the Parks & Recreation category includes $544,800 for the renovation Catoctin Skate Park in FY 2016 and A.V. Symington water feature in FY 2021.

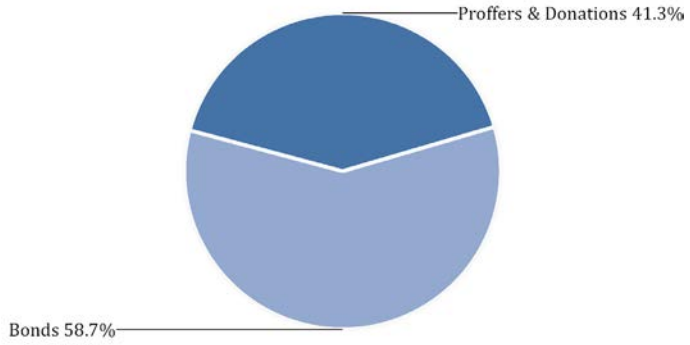
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	$ 395,700	—	$ 319,800	—	$ 75,900	$ 395,700	—
Cap. Proj. Fund Cash	199,480	—	—	—	199,480	199,480	—
Monetary Donation	50,520	—	—	—	50,520	50,520	—
Proffers	375,000	—	225,000	—	150,000	375,000	—
Total Sources	**$ 1,020,700**	**—**	**$ 544,800**	**—**	**$ 475,900**	**$ 1,020,700**	**—**

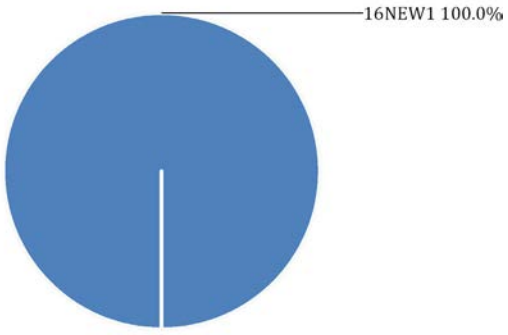
Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Project Cost
Skate Park Renovation - 16NEW1	$ 544,800	—	$ 544,800	—	—	$ 544,800	—
A.V. Symington Aquatic Center Water Play Area (Spray Ground) - 21NEW1	475,900	—	—	—	475,900	475,900	—
Total Uses	**$ 1,020,700**	**—**	**$ 544,800**	**—**	**$ 475,900**	**$ 1,020,700**	**—**

Sources by Type (2016)



Uses by Project (2016)



TITLE: Skate Park Renovation (16NEW1)

STATUS: Ongoing

PROGRAM DESCRIPTION: Renovation of the Catoctin Skate Park is to include the replacement of the existing asphalt base with a concrete slab and replacement of the 15 year old wooden ramp features with pre-manufactured concrete skating elements. Specific skating elements to be determined through a collaborative design process involving park users and element manufacturers.

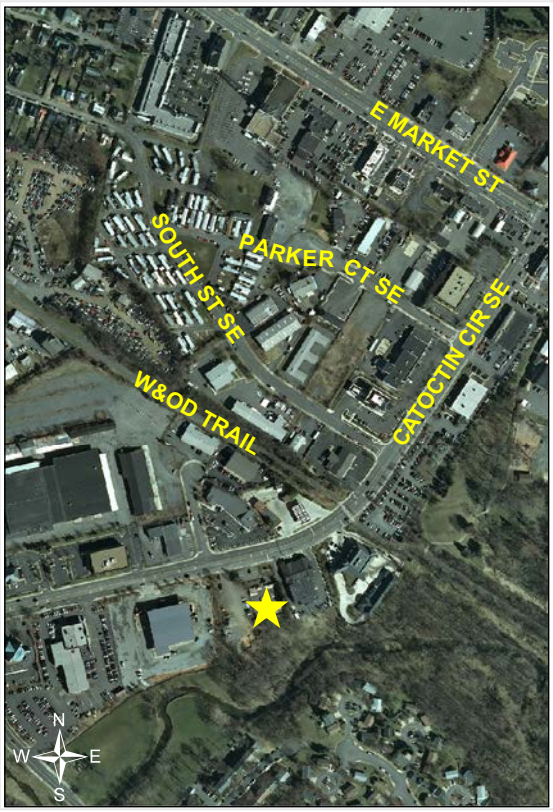
OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Parks and Recreation Objective 3 calls for a balanced and adequate distribution of active recreation facilities within all sectors of Leesburg.

2010-2014 Parks and Recreation Strategic Plan

- The focus of the plan includes building a strong sense of community, providing opportunities for participation in recreational activities and events, and continually maintaining a comprehensive park system with high quality facilities.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Fall/Winter 2015	Summer 2016

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 319,800	—	$ 319,800	—	—	—	—	—	$ 319,800	—
Proffers	225,000	—	225,000	—	—	—	—	—	225,000	—
Total Sources	**$ 544,800**	**—**	**$ 544,800**	**—**	**—**	**—**	**—**	**—**	**$ 544,800**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 44,800	—	$ 44,800	—	—	—	—	—	$ 44,800	—
Design/Engineering	25,000	—	25,000	—	—	—	—	—	25,000	—
Construction	475,000	—	475,000	—	—	—	—	—	475,000	—
Total Uses	**$ 544,800**	**—**	**$ 544,800**	**—**	**—**	**—**	**—**	**—**	**$ 544,800**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

TITLE: A.V. Symington Aquatic Center Water Play Area (Spray Ground) (21NEW1)

STATUS: New

PROGRAM DESCRIPTION: Development of a spray ground feature at the AV Symington Aquatic Center. This amenity was in the outdoor pool masterplan and the plumbing work for this feature was included with the original construction. Design for this amenity will be minimal to include the existing plumbing for tie in of the actual amenity.

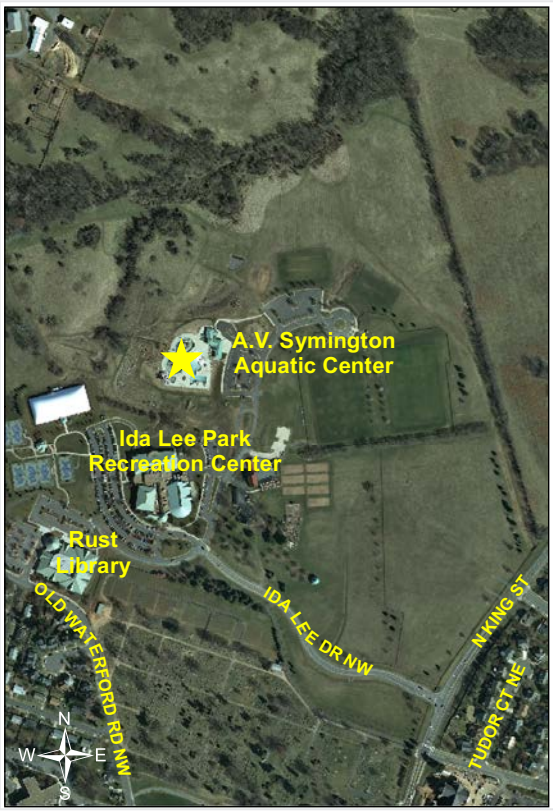
OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Parks and Recreation Objective 3 calls for a balanced and adequate distributrion of active recreation facilities within all sectors of Leesburg.

2010-2014 Parks and Recreation Strategic Plan

- The focus of the plan includes building a strong sense of community, providing opportunities for participation in recreational activities and events, and continually maintaining a comprehensive park system with high quality facilities.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Winter 2020/2021	Spring 2021

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 75,900	—	—	—	—	—	—	$ 75,900	$ 75,900	—
Cap. Proj. Fund Cash	199,480	—	—	—	—	—	—	199,480	199,480	—
Proffers	150,000	—	—	—	—	—	—	150,000	150,000	—
Monetary Donation	50,520	—	—	—	—	—	—	50,520	50,520	—
Total Sources	**$ 475,900**	**—**	**—**	**—**	**—**	**—**	**—**	**$ 475,900**	**$ 475,900**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 75,900	—	—	—	—	—	—	$ 75,900	$ 75,900	—
Design/Engineering	10,000	—	—	—	—	—	—	10,000	10,000	—
Construction	390,000	—	—	—	—	—	—	390,000	390,000	—
Total Uses	**$ 475,900**	**—**	**—**	**—**	**—**	**—**	**—**	**$ 475,900**	**$ 475,900**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Streets and Highways

The Streets & Highways category is the largest area of investment in the FY 2016-21 Capital Improvements Plan. This is a continuation of the Town's commitment to provide high quality streets and roads to meet the demands of our community. Major projects in FY 2016 include the Route 15 (South King St.) Widening, Battlefield Parkway from Route 15 to Dulles Greenway, Hope Parkway, and Sycolin Road Widening Phase IV. The total cost of Street & Highway Capital Improvements for FY 2016 is $15,060,700.

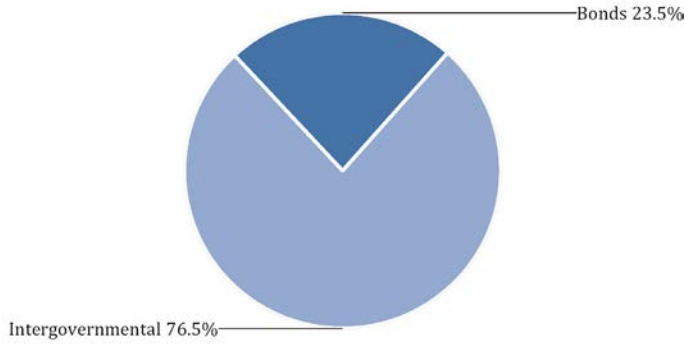
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	$ 20,236,390	$ 10,504,090	$ 3,538,100	$ 1,245,000	$ 4,949,200	$ 9,732,300	—
Gen. Fund Cash	53,810	53,810	—	—	—	—	—
Proffers	637,100	—	—	—	637,100	637,100	—
County - Gas Tax	2,647,400	160,000	324,300	1,038,100	1,125,000	2,487,400	—
State - VDOT	42,650,000	1,191,500	9,703,500	10,920,000	10,835,000	31,458,500	10,000,000
Federal - ARRA	1,050,000	1,050,000	—	—	—	—	—
Total Capital Projects Fund	**$ 67,274,700**	**$ 12,959,400**	**$ 13,565,900**	**$ 13,203,100**	**$ 17,546,300**	**$ 44,315,300**	**$ 10,000,000**
NVTA Fund							
NVTA 30%	11,026,000	—	494,800	653,900	9,877,300	11,026,000	—
NVTA 70%	157,000,000	—	1,000,000	1,000,000	—	2,000,000	155,000,000
Total NVTA Fund	**$ 168,026,000**	**—**	**$ 1,494,800**	**$ 1,653,900**	**$ 9,877,300**	**$ 13,026,000**	**$ 155,000,000**
Total Sources	**$ 235,300,700**	**$ 12,959,400**	**$ 15,060,700**	**$ 14,857,000**	**$ 27,423,600**	**$ 57,341,300**	**$ 165,000,000**

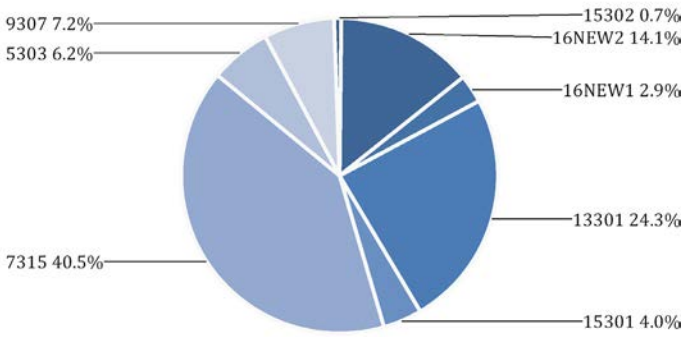
Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Project Cost
Battlefield Parkway - Rt. 15 to Dulles Greenway - 07315	$ 13,065,000	$ 1,520,000	$ 6,101,900	$ 5,443,100	—	$ 11,545,000	—
Davis Court Bridge Replacement - 18NEW1	637,100	—	—	—	637,100	637,100	—
East Market Street (Route 7) and Battlefield Parkway Interchange - 15303	58,115,400	—	—	1,115,400	—	1,115,400	57,000,000
Evergreen Mill Road Widening - 15302	13,742,100	—	109,000	780,800	12,852,300	13,742,100	—
Hope Parkway Extension - 16NEW2	2,593,400	473,000	2,120,400	—	—	2,120,400	—
Lowenbach Street Improvements - 05303	10,059,600	9,121,400	938,200	—	—	938,200	—
Morven Park Road Sidewalk - 14301	2,487,200	—	—	—	2,487,200	2,487,200	—
Route 15 Bypass/Edwards Ferry Road Interchange - 09307	109,089,600	—	1,089,600	—	—	1,089,600	108,000,000
Route 15 (South King Street) Widening Phase II - 13301	10,668,000	1,525,000	3,666,500	5,476,500	—	9,143,000	—
Sycolin Road Widening Phase IV - 15301	14,184,400	320,000	599,300	1,818,100	11,447,000	13,864,400	—
Traffic Management System and Emergency Evacuation Management - 16NEW1	658,900	—	435,800	223,100	—	658,900	—
Total Uses	**$ 235,300,700**	**$ 12,959,400**	**$ 15,060,700**	**$ 14,857,000**	**$ 27,423,600**	**$ 57,341,300**	**$ 165,000,000**

Sources by Type (2016)



Uses by Project (2016)



TITLE: Battlefield Parkway - Rt. 15 to Dulles Greenway (07315)

STATUS: Ongoing

PROGRAM DESCRIPTION: The project includes construction of a 0.7 mile segment of Battlefield Parkway on new alignment between South King Street (Route 15) and Evergreen Mill Road (Route 621); and widening 0.3 miles of Battlefield Parkway from its existing 2 lanes to 4 lanes between Evergreen Mill Road and the Dulles Greenway. The new roadway will be a four-lane divided arterial roadway with parallel sidewalk and shared-use trail. The project will reduce congestion and improve traffic flow to Route 15. This segment will complete the continuous Parkway from North King Street to South King Street around the east side of Town.

OPERATING IMPACT: Future VDOT maintenance payments will increase to offset a portion of maintenance costs.

GOAL ADDRESSED: 2012 Town Plan

- The Transportation Corridor Objectives promote completion of Battlefield Parkway as a top priority.
- Transportation Objective 5 calls for providing a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2015	Fall 2015	Winter 2016/2017

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 2,211,190	$ 1,146,190	$ 501,900	$ 563,100	—	—	—	—	$ 1,065,000	—
Gen. Fund Cash	53,810	53,810	—	—	—	—	—	—	—	—
State - VDOT	10,800,000	320,000	5,600,000	4,880,000	—	—	—	—	10,480,000	—
Total Sources	**$ 13,065,000**	**$ 1,520,000**	**$ 6,101,900**	**$ 5,443,100**	**—**	**—**	**—**	**—**	**$ 11,545,000**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 1,065,000	—	$ 501,900	$ 563,100	—	—	—	—	$ 1,065,000	—
Land	300,000	300,000	—	—	—	—	—	—	—	—
Design/Engineering	1,050,000	1,050,000	—	—	—	—	—	—	—	—
Utility Relocation	600,000	170,000	430,000	—	—	—	—	—	430,000	—
Construction	10,050,000	—	5,170,000	4,880,000	—	—	—	—	10,050,000	—
Total Uses	**$ 13,065,000**	**$ 1,520,000**	**$ 6,101,900**	**$ 5,443,100**	**—**	**—**	**—**	**—**	**$ 11,545,000**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
Lane Mile Maintenance	—	—	$ 35,872	$ 71,744	$ 73,896	$ 76,113	$ 257,625	

TITLE: Davis Court Bridge Replacement (18NEW1)

STATUS: Ongoing

PROGRAM DESCRIPTION: The project consists of replacing the existing Davis Court bridge over Tuscarora Creek. Davis Court provides the only vehicular access into Izaak Walton Park and the Town's Dog Park. The existing bridge was constructed in 1971. Based on recent inspections, the bridge is classified as being structurally deficient, and is posted to limit the size of trucks. $15,000 in Fiscal Year 2015 Revenue Sharing Maintenance Funds were received and used to complete repair work on the beams and decking.

OPERATING IMPACT: Improved bridge will decrease bridge maintenance costs.

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 1 calls for maintaining the adopted roadway level of service for all roadways in the Town.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Winter 2018/2019	Summer 2019

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Proffers	$ 637,100	—	—	—	$ 127,400	$ 509,700	—	—	$ 637,100	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 137,100	—	—	—	$ 27,400	$ 109,700	—	—	$ 137,100	—
Land	50,000	—	—	—	—	50,000	—	—	50,000	—
Design/Engineering	100,000	—	—	—	100,000	—	—	—	100,000	—
Construction	350,000	—	—	—	—	350,000	—	—	350,000	—
Total Uses	**$ 637,100**	**—**	**—**	**—**	**$ 127,400**	**$ 509,700**	**—**	**—**	**$ 637,100**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

TITLE: East Market Street (Route 7) and Battlefield Parkway Interchange (15303)

STATUS: Ongoing

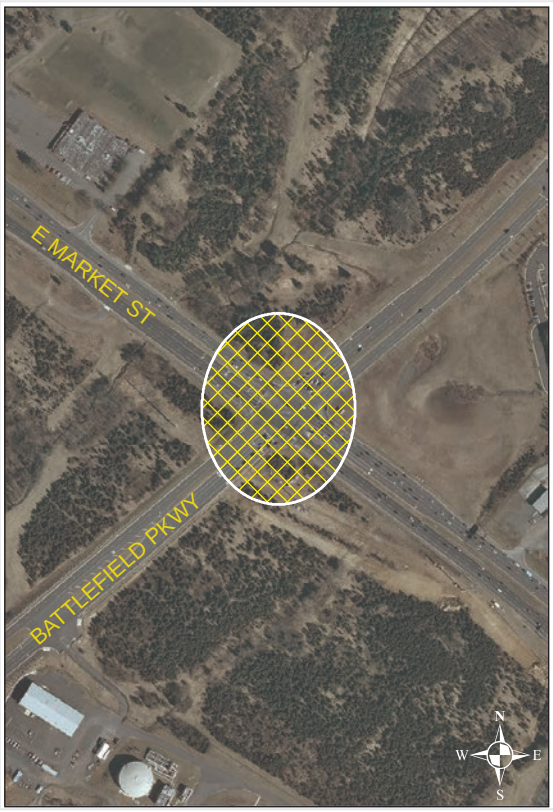
PROGRAM DESCRIPTION: This project consists of development of a new grade-separated interchange on East Market Street (Route 7) at Battlefield Parkway. The existing at-grade signalized intersection at this location is heavily congested and has one of the highest accident rates in the Town. East Market Street and Battlefield Parkway serve as major commuter routes, and there are large current and proposed retail developments for the area that generate significant traffic volumes.

Funding is being requested from NVTA 70% money as this is a high priority interchange for Loudoun County and the Town, and is included in the VDOT 2040 plan. This project will accumulate 70% NVTA money as it is available for the project

OPERATING IMPACT: TBD

GOAL ADDRESSED: 2012 Town Plan

- The Transportation Objectives call for coordination with Loudoun County, NVTA and other agencies for promoting the inclusion of projects that are regional in nature and to move people safely and efficiently through Leesburg.
- Transportation Objective 5 calls for providing a safe, convenient, continuous, comfortable, and aesthtically pleasing transportation environment that promotes bicycling and walking.
- Transportation Corridor Objective for Limited Access Corridors calls for limiting the number of at-grade intersections on East Market Street in accordance with the Route 7 Corridor Plan.
- Transportation Corridor Objective for Major Arterial Corridors calls for limiting the number of at-grade intersections on Battlefield Parkway, and specifically calls for constructing an interchange between Battlefield Parkway and Route 7.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 115,400	—	—	$ 115,400	—	—	—	—	$ 115,400	—
NVTA 70%	58,000,000	—	—	1,000,000	—	—	—	—	1,000,000	57,000,000
Total Sources	**$ 58,115,400**	**—**	**—**	**$ 1,115,400**	**—**	**—**	**—**	**—**	**$ 1,115,400**	**$ 57,000,000**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 115,400	—	—	$ 115,400	—	—	—	—	$ 115,400	—
Land	5,000,000	—	—	—	—	—	—	—	—	5,000,000
Design/Engineering	4,000,000	—	—	1,000,000	—	—	—	—	1,000,000	3,000,000
Utility Relocation	4,000,000	—	—	—	—	—	—	—	—	4,000,000
Construction	45,000,000	—	—	—	—	—	—	—	—	45,000,000
Total Uses	**$ 58,115,400**	**—**	**—**	**$ 1,115,400**	**—**	**—**	**—**	**—**	**$ 1,115,400**	**$ 57,000,000**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

TITLE: Evergreen Mill Road Widening (15302)

STATUS: Ongoing

PROGRAM DESCRIPTION: Widen approximately one mile of Evergreen Mill Road from the southern Leesburg corporate limits at Battlefield Parkway to South King Street (Route 15). The existing two-lane road will be widened to a four-lane street with sidewalk on one side and a shared use path on the other side. The project will include utility relocations, curb, gutter, and storm drainage.

Project funding will include NVTA 30% and VDOT revenue sharing.

OPERATING IMPACT: VDOT maintenance payments will increase with the additional lanes of roadway.

GOAL ADDRESSED: 2012 Town Plan

- The Transportation Corridor Objectives call for widening this roadway to four lanes with a controlled number of access points.
- Transportation Objective 1 calls for maintaining the adopted roadway level of service standards for all roadways within the Town.
- Transportation Objective 5 calls for providing a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2019	Spring 2020	Spring 2021

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
NVTA 30%	$ 8,742,100	—	$ 59,000	$ 430,800	$ 232,200	$ 890,500	$ 1,271,500	$ 5,858,100	$ 8,742,100	—
State - VDOT	5,000,000	—	50,000	350,000	150,000	575,000	750,000	3,125,000	5,000,000	—
Total Sources	**$ 13,742,100**	**—**	**$ 109,000**	**$ 780,800**	**$ 382,200**	**$ 1,465,500**	**$ 2,021,500**	**$ 8,983,100**	**$ 13,742,100**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 2,442,100	—	$ 9,000	$ 80,800	$ 82,200	$ 315,500	$ 521,500	$ 1,433,100	$ 2,442,100	—
Land	350,000	—	—	—	100,000	250,000	—	—	350,000	—
Design/Engineering	1,000,000	—	100,000	700,000	200,000	—	—	—	1,000,000	—
Utility Relocation	900,000	—	—	—	—	900,000	—	—	900,000	—
Construction	9,050,000	—	—	—	—	—	1,500,000	7,550,000	9,050,000	—
Total Uses	**$ 13,742,100**	**—**	**$ 109,000**	**$ 780,800**	**$ 382,200**	**$ 1,465,500**	**$ 2,021,500**	**$ 8,983,100**	**$ 13,742,100**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Hope Parkway Extension (16NEW2)

STATUS: Ongoing

PROGRAM DESCRIPTION: Construct a 1,400 LF extension of Hope Parkway from Whipp Drive in the Stratford subdivision to Miller Drive. The new roadway will be four lanes with sidewalks. This project will provide a needed secondary entrance/exit from the Stratford development. Partial funding for the section of roadway between Miller Drive and Oaklawn Drive is from a VDOT Economic Development Access Fund (EDAF) Grant. After construction is complete, all costs associated with the construction of Hope Parkway, with the exception of the EDAF, will be reimbursed by Oaklawn as part of an MOA agreement.

OPERATING IMPACT: Improved street will require less maintenance in the short term

GOAL ADDRESSED: 2012 Town Plan

- Town Plan Transportation Objective 5 - Provide safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking as legitimate alternatives to the single-occupant automobile for trips less than 1 mile in length.
- Town Plan Transportation Objective 3 - Develop and expand the Town's transporation system in a manner that does not adversely impact community and neighborhood integrity.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Spring 2015	Fall 2015

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 1,943,400	$ 236,500	$ 1,706,900	—	—	—	—	—	$ 1,706,900	—
State - VDOT	650,000	236,500	413,500	—	—	—	—	—	413,500	—
Total Sources	**$ 2,593,400**	**$ 473,000**	**$ 2,120,400**	**—**	**—**	**—**	**—**	**—**	**$ 2,120,400**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 174,400	—	$ 174,400	—	—	—	—	—	$ 174,400	—
Construction	2,419,000	473,000	1,946,000	—	—	—	—	—	1,946,000	—
Total Uses	**$ 2,593,400**	**$ 473,000**	**$ 2,120,400**	**—**	**—**	**—**	**—**	**—**	**$ 2,120,400**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
Lane Mile Maintenance	—	$ 13,048	$ 13,439	$ 13,843	$ 14,258	$ 14,686	$ 69,274	

TITLE: Lowenbach Street Improvements (05303)

STATUS: Ongoing

PROGRAM DESCRIPTION: Includes roadway, pedestrian, and drainage improvements along the five streets within Lowenbach subdivision in NE Leesburg. Improvements include new curb/gutter on streets, brick sidewalk on one side of each street, new storm drainage system, and traffic calming (bump-outs, speed tables, and traffic circles). Improvements include upgrade of neighborhood water/sanitary sewer lines. Cost of utility line upgrades are in Utility Fund Project Number 06401: Misc. Waterline and Sewerline Replacements and I/I Mitigation. After all construction is complete, existing street lights will be replaced with "night sky" lights. Improvements will be constructed in the following phases:

Phases I & II: Completed Summer 2011

Phase III: Prince Street and adjacent portions of Blue Ridge Avenue: Completed Spring 2013

Phases IV & V: Washington Street, Queen Street, and adjacent portions of Blue Ridge Avenue

OPERATING IMPACT: None.

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 5 calls for providing a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking.
- Transportation Objective 8 encourages street standards that address the function, aesthetics, safety, compatibility with the properties they serve, and cost of maintenance.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Fall 2013	Fall 2013	Fall 2015

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 10,059,600	$ 9,121,400	$ 938,200	—	—	—	—	—	$ 938,200	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 77,200	—	$ 77,200	—	—	—	—	—	$ 77,200	—
Land	411,900	411,900	—	—	—	—	—	—	—	—
Design/Engineering	1,415,500	1,415,500	—	—	—	—	—	—	—	—
Utility Relocation	55,000	55,000	—	—	—	—	—	—	—	—
Construction	8,100,000	7,239,000	861,000	—	—	—	—	—	861,000	—
Total Uses	**$ 10,059,600**	**$ 9,121,400**	**$ 938,200**	**—**	**—**	**—**	**—**	**—**	**$ 938,200**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

TITLE: Morven Park Road Sidewalk (14301)

STATUS: Ongoing

PROGRAM DESCRIPTION: The project consists of constructing missing segments of sidewalk along the west side of Morven Park Road to provide a continuous pedestrian access route between West Market Street and Old Waterford Road. The project will also improve drainage and provide a uniform roadway section by completing the curb and gutter on both sides of the street and extending the storm drain system.

OPERATING IMPACT: Minimal increased maintenance of sidewalk and drainage system.

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 5 calls for providing a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Fall 2018	Spring 2019	Spring 2020

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 2,487,200	—	—	—	$ 318,500	$ 955,800	$ 1,212,900	—	$ 2,487,200	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 587,200	—	—	—	$ 68,500	$ 205,800	$ 312,900	—	$ 587,200	—
Land	200,000	—	—	—	100,000	100,000	—	—	200,000	—
Design/Engineering	200,000	—	—	—	150,000	50,000	—	—	200,000	—
Utility Relocation	200,000	—	—	—	—	200,000	—	—	200,000	—
Construction	1,300,000	—	—	—	—	400,000	900,000	—	1,300,000	—
Total Uses	**$ 2,487,200**	**—**	**—**	**—**	**$ 318,500**	**$ 955,800**	**$ 1,212,900**	**—**	**$ 2,487,200**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

TITLE: Route 15 Bypass/Edwards Ferry Road Interchange (09307)

STATUS: Ongoing

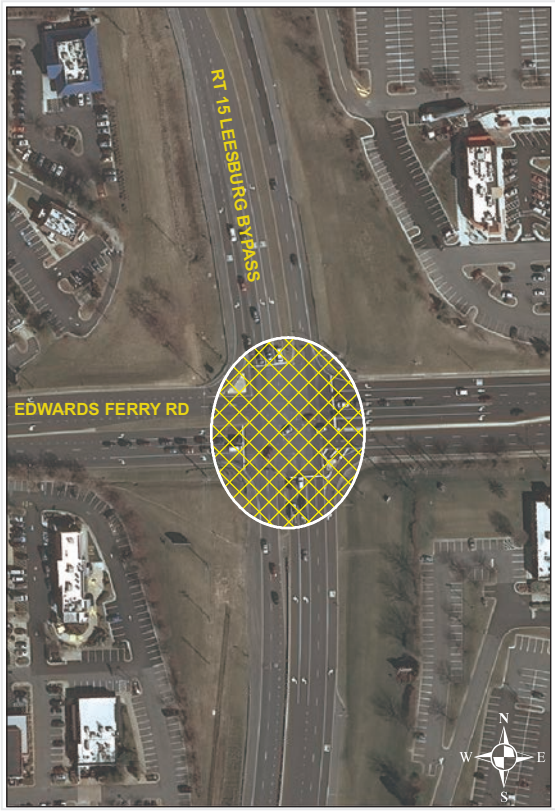
PROGRAM DESCRIPTION: The project consists of development of a new grade-separated interchange on Edwards Ferry Road at the Route 15 Leesburg Bypass. The existing signalized at-grade intersection at this location is heavily congested. Route 15 serves as a major commuter route, and there are numerous large retail developments in the area that generate significant traffic volumes. Also, currently there is a large volume of pedestrian traffic, which crosses the bypass between the residential areas inside the bypass and the commercial development outside the bypass.

Funding required for right-of-way acquisition, utility relocations, and construction will be identified after design is completed. This project will accumulate 70% NVTA and VDOT RSTP funding as it is available.

OPERATING IMPACT: TBD

GOAL ADDRESSED: 2012 Town Plan

- The Transportation Corridor Objectives call for a grade-separated interchange at this location.
- Transportation Objective calls for providing a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 89,600	—	$ 89,600	—	—	—	—	—	$ 89,600	—
NVTA 70%	99,000,000	—	1,000,000	—	—	—	—	—	1,000,000	98,000,000
State - VDOT	10,000,000	—	—	—	—	—	—	—	—	10,000,000
Total Sources	**$ 109,089,600**	**—**	**$ 1,089,600**	**—**	**—**	**—**	**—**	**—**	**$ 1,089,600**	**$ 108,000,000**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 89,600	—	$ 89,600	—	—	—	—	—	$ 89,600	—
Land	5,000,000	—	—	—	—	—	—	—	—	5,000,000
Design/Engineering	10,000,000	—	1,000,000	—	—	—	—	—	1,000,000	9,000,000
Utility Relocation	2,000,000	—	—	—	—	—	—	—	—	2,000,000
Construction	92,000,000	—	—	—	—	—	—	—	—	92,000,000
Total Uses	**$ 109,089,600**	**—**	**$ 1,089,600**	**—**	**—**	**—**	**—**	**—**	**$ 1,089,600**	**$ 108,000,000**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

TITLE: Route 15 (South King Street) Widening Phase II (13301)

STATUS: Ongoing

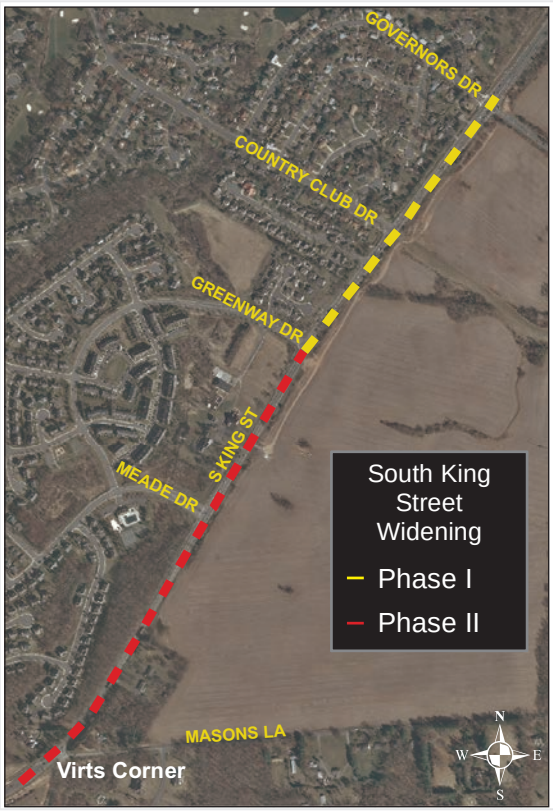
PROGRAM DESCRIPTION: South King Street (Route 15) is a principal arterial route and major link in the regional transportation network serving Northern Virginia, the Washington DC metropolitan area, and the mid-Atlantic region. The roadway serves as the primary southern gateway to the Town. Widening the road will provide needed highway capacity and is included in the Council of Government's long-range plan and VDOT's statewide Six-Year Plan.

The original project extending from Governors Drive to the south corporate limits has been separated into phases to allow acceleration of construction. Phase II of the project extends approximately 4,000 feet from Greenway Drive through the Masons Lane intersection. This project is a continuation of the Phase I project and includes widening the roadway to a four lane divided, boulevard-type street, with a multi-use trail along the west side. The improved roadway will include a wide landscaped median to provide an attractive entrance into the Town. Landscaping is being coordinated with the Journey Through Hallowed Ground.

OPERATING IMPACT: VDOT's maintenance payments will increase with the addition of two more lanes of traffic

GOAL ADDRESSED: 2012 Town Plan

- The Transportation Corridor Objectives call widening this roadway to four lanes with a controlled number of access points.
- Transportation Objective 5 calls for providing a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2014	Summer 2015	Spring 2017

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 868,000	—	$ 301,500	$ 566,500	—	—	—	—	$ 868,000	—
State - VDOT	8,750,000	475,000	3,365,000	4,910,000	—	—	—	—	8,275,000	—
Federal - ARRA	1,050,000	1,050,000	—	—	—	—	—	—	—	—
Total Sources	**$ 10,668,000**	**$ 1,525,000**	**$ 3,666,500**	**$ 5,476,500**	**—**	**—**	**—**	**—**	**$ 9,143,000**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 868,000	—	$ 301,500	$ 566,500	—	—	—	—	$ 868,000	—
Land	250,000	250,000	—	—	—	—	—	—	—	—
Design/Engineering	475,000	475,000	—	—	—	—	—	—	—	—
Utility Relocation	800,000	800,000	—	—	—	—	—	—	—	—
Construction	8,275,000	—	3,365,000	4,910,000	—	—	—	—	8,275,000	—
Total Uses	**$ 10,668,000**	**$ 1,525,000**	**$ 3,666,500**	**$ 5,476,500**	**—**	**—**	**—**	**—**	**$ 9,143,000**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	$ 54,560	$ 56,197	$ 57,883	$ 59,619	$ 228,259

TITLE: Sycolin Road Widening Phase IV (15301)

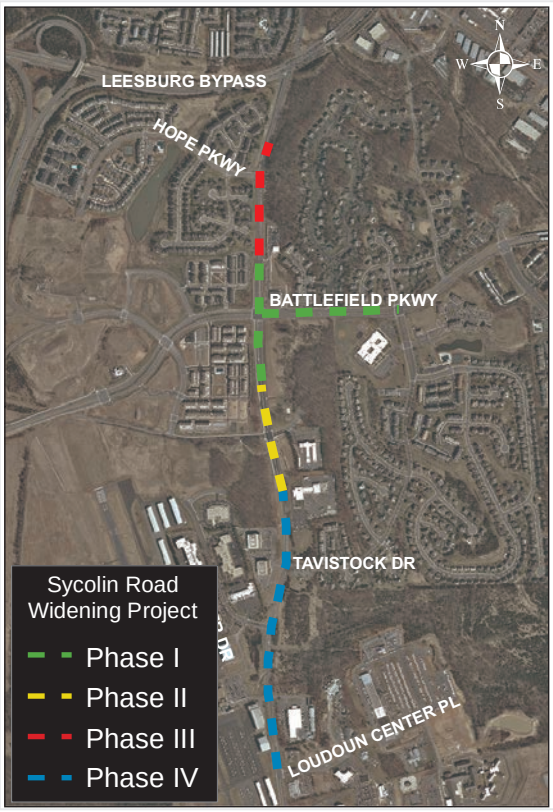
STATUS: Ongoing

PROGRAM DESCRIPTION: Widen and upgrade 3,400 feet of Sycolin Road from two lanes to four lanes with trail and sidewalk and appropriate acceleration and deceleration lanes. The project limits extend from 550 feet south of Tolbert Lane to the southern corporate limits. Sycolin Road will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor. This is the final phase of the widening of Sycolin Road betwee the Town's southern corporate limits and the Route 7 Bypass.

OPERATING IMPACT: VDOT's maintenance payments will increase with construction of two more lanes.

GOAL ADDRESSED: 2012 Town Plan

- The Transportation Corridor Objectives call for widening this roadway to four lanes with a controlled number of access points.
- Transportation Objective 5 calls for providing a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Winter 2016/2017	Fall 2017	Winter 2018/2019

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 2,462,000	—	—	—	$ 1,643,000	$ 819,000	—	—	$ 2,462,000	—
County - Gas Tax	2,647,400	160,000	324,300	1,038,100	1,125,000	—	—	—	2,487,400	—
NVTA 30%	1,625,000	—	—	—	1,125,000	500,000	—	—	1,625,000	—
State - VDOT	7,450,000	160,000	275,000	780,000	3,750,000	2,485,000	—	—	7,290,000	—
Total Sources	**$ 14,184,400**	**$ 320,000**	**$ 599,300**	**$ 1,818,100**	**$ 7,643,000**	**$ 3,804,000**	**—**	**—**	**$ 13,864,400**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 2,699,400	—	$ 49,300	$ 188,100	$ 1,643,000	$ 819,000	—	—	$ 2,699,400	—
Land	500,000	—	250,000	250,000	—	—	—	—	500,000	—
Design/Engineering	1,000,000	320,000	300,000	380,000	—	—	—	—	680,000	—
Utility Relocation	1,000,000	—	—	1,000,000	—	—	—	—	1,000,000	—
Construction	8,985,000	—	—	—	6,000,000	2,985,000	—	—	8,985,000	—
Total Uses	**$ 14,184,400**	**$ 320,000**	**$ 599,300**	**$ 1,818,100**	**$ 7,643,000**	**$ 3,804,000**	**—**	**—**	**$ 13,864,400**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
Lane Mile Maintenance	—	—	—	—	$ 49,232	$ 50,709	$ 99,941	

TITLE: Traffic Management System and Emergency Evacuation Management (16NEW1)

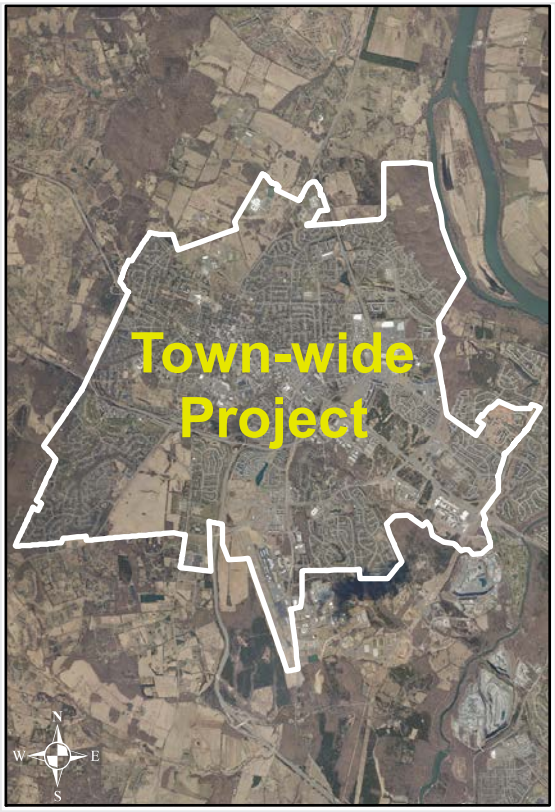
STATUS: New

PROGRAM DESCRIPTION: This project will update the current traffic management system to include new controllers, switches, fiber communication, new supportable software and a new computer. By updating this system, it will be more reliable and will limit the amount of outside contractual help needed to maintain the current system. Included with this project would be the installation of four new Pan-Tilt-Zoom (PTZ) cameras that will enable staff and law enforcement to monitor traffic at congested intersections and adjust signal timings as needed.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 1 calls for maintaining the adopted roadway level of service for all roadways in the Town.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Winter 2015/2016	Spring 2016

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
NVTA 30%	$ 658,900	—	$ 435,800	$ 223,100	—	—	—	—	$ 658,900	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 58,900	—	$ 35,800	$ 23,100	—	—	—	—	$ 58,900	—
Construction	600,000	—	400,000	200,000	—	—	—	—	600,000	—
Total Uses	**$ 658,900**	**—**	**$ 435,800**	**$ 223,100**	**—**	**—**	**—**	**—**	**$ 658,900**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

Storm Drainage

Funding for the Storm Drainage category will continue in the FY 2016-21 Capital Improvements Plan. These projects include: the Chesapeake Bay Total Maximum Daily Load (TMDL) and the Tuscarora Creek flood mitigation. The total cost of Storm Drainage Capital Improvements is $1,903,500 in FY 2016.

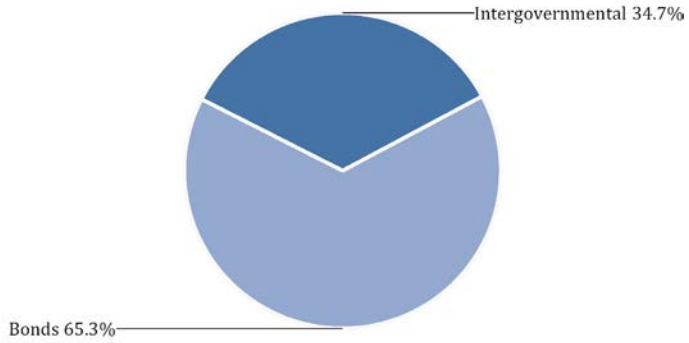
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	$ 4,049,238	$ 870,000	$ 1,243,500	$ 1,935,738	—	$ 3,179,238	—
State - DEQSLAF	1,604,162	—	660,000	944,162	—	1,604,162	—
Total Sources	**$ 5,653,400**	**$ 870,000**	**$ 1,903,500**	**$ 2,879,900**	**—**	**$ 4,783,400**	**—**

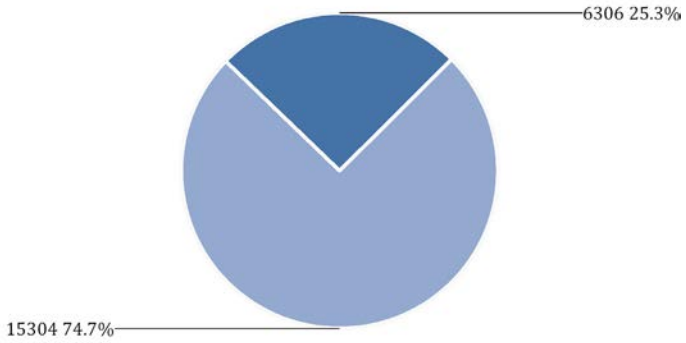
Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Project Cost
Chesapeake Bay TMDL - 15304	$ 2,766,700	$ 370,000	$ 1,421,900	$ 974,800	—	$ 2,396,700	—
Tuscarora Creek Flood Mitigation - 06306	2,886,700	500,000	481,600	1,905,100	—	2,386,700	—
Total Uses	**$ 5,653,400**	**$ 870,000**	**$ 1,903,500**	**$ 2,879,900**	**—**	**$ 4,783,400**	**—**

Sources by Type (2016)



Uses by Project (2016)



TITLE: Chesapeake Bay TMDL (15304)

STATUS: Ongoing

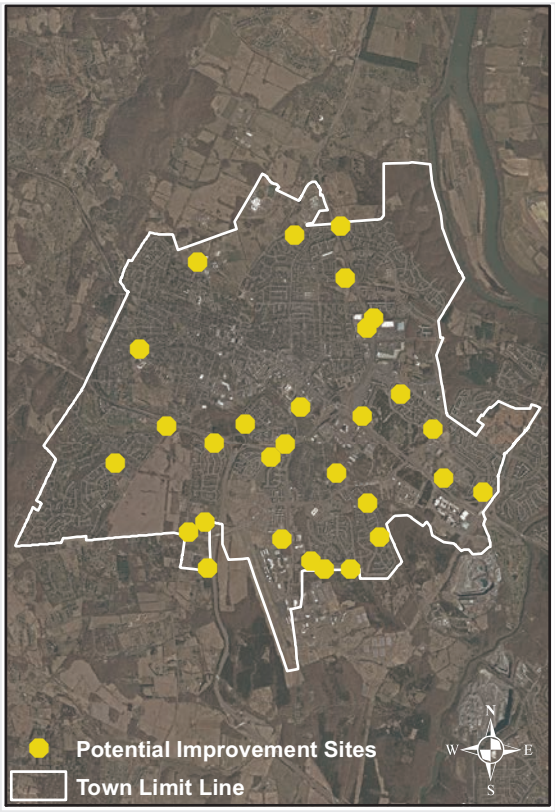
PROGRAM DESCRIPTION: The Town is required to implement a Chesapeake Bay TMDL (Total Maximum Daily Load) Action Plan to meet the nitrogen, phosphorus, and sediment reduction requirements that are included in the Town's new Municipal Separate Storm Sewer System (MS4) permit. The Chesapeake Bay TMDL Action Plan is due within 24 months of the effective permit date. Projects will include, but are not limited to: wet and dry pond rehabilitations, right-of-way improvements, storm filters, etc.

The Town applied for and received $963,000 in DEQ grant funding for Fiscal Year 2015 from the Storm Water Local Assistance Fund Grant (SLAF). For future fiscal years, staff will explore and apply for available grant funding to help offset the cost of Phase II of the project to meet the Town's future reduction goals. Phase II is currently listed as a Future Priority project.

OPERATING IMPACT: Ongoing additional maintenance of best management practices for the Chesapeake Bay TMDL.

GOAL ADDRESSED: 2012 Town Plan

- Natural Resources Objective 2 calls for protection and restoration of the ecological integrity of streams by utilizing watershed management tools to offset the impacts of development.
- Community Facilities and Services Objective 8 calls for providing adequate storm water management that meets state and federal criteria for water quality.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2015	Summer 2017

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 1,803,613	$ 370,000	$ 761,900	$ 671,713	—	—	—	—	$ 1,433,613	—
State - DEQSLAF	963,087	—	660,000	303,087	—	—	—	—	963,087	—
Total Sources	**$ 2,766,700**	**$ 370,000**	**$ 1,421,900**	**$ 974,800**	**—**	**—**	**—**	**—**	**$ 2,396,700**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 217,700	—	$ 116,900	$ 100,800	—	—	—	—	$ 217,700	—
Land	50,000	—	50,000	—	—	—	—	—	50,000	—
Design/Engineering	640,000	320,000	320,000	—	—	—	—	—	320,000	—
Construction	1,859,000	50,000	935,000	874,000	—	—	—	—	1,809,000	—
Total Uses	**$ 2,766,700**	**$ 370,000**	**$ 1,421,900**	**$ 974,800**	**—**	**—**	**—**	**—**	**$ 2,396,700**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
General Maintenance	—	$ 10,000	$ 15,000	$ 15,450	$ 15,915	$ 16,390	$ 72,755

TITLE: Tuscarora Creek Flood Mitigation (06306)

STATUS: Ongoing

PROGRAM DESCRIPTION: Channel improvements to Tuscarora Creek to help reduce flooding of the adjoining residential properties. The project also includes stream restoration, planting of a riparian buffer along portions of the stream and preparation of a FEMA letter of map revision after the work is complete.

The Town applied for and received $641,075 in DEQ grant funding for Fiscal Year 2015 from the Storm Water Local Assistance Fund Grant (SLAF).

OPERATING IMPACT: Mowing and landscape maintenance.

GOAL ADDRESSED: 2012 Town Plan

- Natural Resources Objective 2 calls for protection and restoration of the ecological integrity of streams by utilizing watershed management tools to offset the impacts of development.
- Natural Resources Objective 9 calls for protections of people and property from natural hazards such as flooding.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2016	Summer 2016	Winter 2016/2017

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 2,245,625	$ 500,000	$ 481,600	$ 1,264,025	—	—	—	—	$ 1,745,625	—
State - DEQSLAF	641,075	—	—	641,075	—	—	—	—	641,075	—
Total Sources	**$ 2,886,700**	**$ 500,000**	**$ 481,600**	**$ 1,905,100**	**—**	**—**	**—**	**—**	**$ 2,386,700**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 236,700	—	$ 39,600	$ 197,100	—	—	—	—	$ 236,700	—
Land	80,000	—	80,000	—	—	—	—	—	80,000	—
Design/Engineering	730,000	500,000	222,000	8,000	—	—	—	—	230,000	—
Utility Relocation	140,000	—	140,000	—	—	—	—	—	140,000	—
Construction	1,700,000	—	—	1,700,000	—	—	—	—	1,700,000	—
Total Uses	**$ 2,886,700**	**$ 500,000**	**$ 481,600**	**$ 1,905,100**	**—**	**—**	**—**	**—**	**$ 2,386,700**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
General Maintenance	—	$ 5,000	$ 10,000	$ 10,300	$ 10,609	$ 10,927	$ 46,836	

Airport

Improvements to the Leesburg Executive Airport continue to be a priority to the Town. Capital projects in this category includes a new Airport Master Plan update and stormwater management plan for FY 2016. The total cost of Airport Capital Improvements for FY 2016 is $425,000.

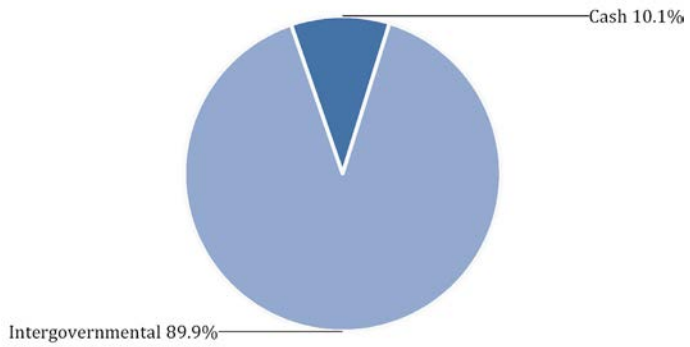
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	$ 4,258,400	—	—	—	$ 4,258,400	$ 4,258,400	—
Gen. Fund Cash	246,800	—	42,800	64,200	139,800	246,800	—
State - DOAV	2,702,800	—	31,200	32,400	2,639,200	2,702,800	—
Federal - FAA	1,296,000	—	351,000	54,000	891,000	1,296,000	—
Total Sources	**$ 8,504,000**	**—**	**$ 425,000**	**$ 150,600**	**$ 7,928,400**	**$ 8,504,000**	**—**

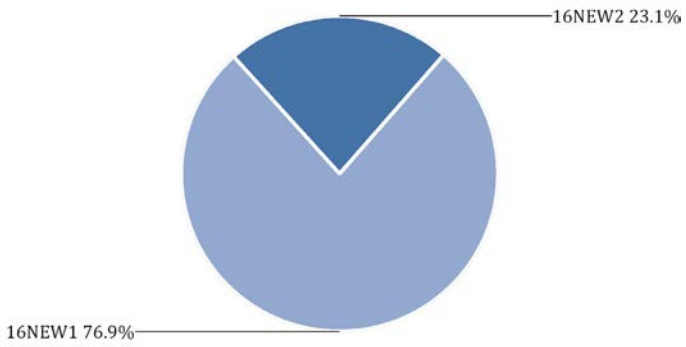
Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Project Cost
Airport Maintenance Shed - 19NEW1	$ 509,700	—	—	—	$ 509,700	$ 509,700	—
Airport Master Plan Update - 16NEW1	393,800	—	326,900	66,900	—	393,800	—
Airport North Hangars - 19NEW2	6,091,100	—	—	—	6,091,100	6,091,100	—
Airport Stormwater Management Plan/ Drainage Study - 16NEW2	98,100	—	98,100	—	—	98,100	—
Taxiway & Runway Lighting Rehabilitation - 19NEW3	1,327,600	—	—	—	1,327,600	1,327,600	—
US Customs General Aviation Clearance Facility - 17NEW1	83,700	—	—	83,700	—	83,700	—
Total Uses	**$ 8,504,000**	**—**	**$ 425,000**	**$ 150,600**	**$ 7,928,400**	**$ 8,504,000**	**—**

Sources by Type (2016)



Uses by Project (2016)



Airport

TITLE: Airport Maintenance Shed (19NEW1)

STATUS: Ongoing

PROGRAM DESCRIPTION: Construct a maintenance shed for storage of equipment needed to maintain the airport property. Currently equipment is stored in areas that are too small to allow the entire piece of equipment to be out of the weather. Project costs for design and construction to be funded at 80% DOAV and 20% Town.

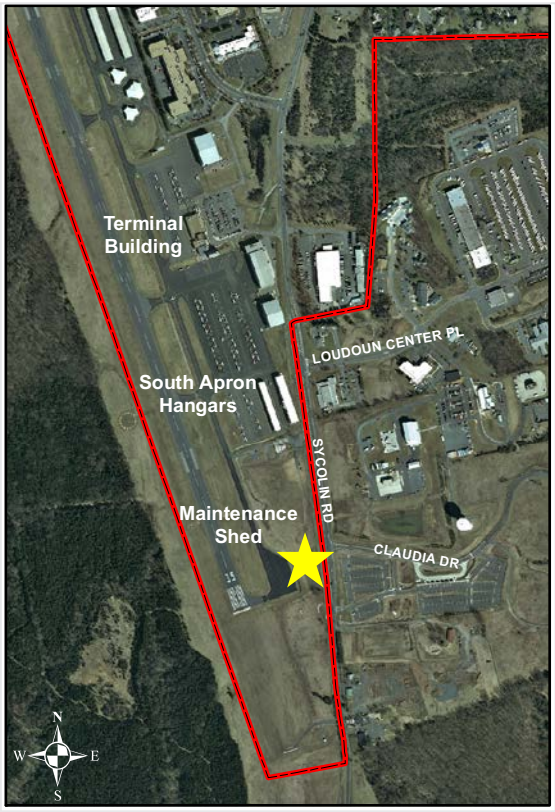
OPERATING IMPACT: Minimal cost for electricity; equipment maintenance cost will decrease.

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

2006 Airport Master Plan

- Requires preservation and protection of airport property.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Spring 2019	Summer 2019

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 109,700	—	—	—	—	$ 109,700	—	—	$ 109,700	—
Gen. Fund Cash	80,000	—	—	—	—	80,000	—	—	80,000	—
State - DOAV	320,000	—	—	—	—	320,000	—	—	320,000	—
Total Sources	**$ 509,700**	**—**	**—**	**—**	**—**	**$ 509,700**	**—**	**—**	**$ 509,700**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 109,700	—	—	—	—	$ 109,700	—	—	$ 109,700	—
Design/Engineering	50,000	—	—	—	—	50,000	—	—	50,000	—
Construction	350,000	—	—	—	—	350,000	—	—	350,000	—
Total Uses	**$ 509,700**	**—**	**—**	**—**	**—**	**$ 509,700**	**—**	**—**	**$ 509,700**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Airport Master Plan Update (16NEW1)

STATUS: New

PROGRAM DESCRIPTION: This study will update the 2005 Airport Master Plan. The Airport Master Plan provides a road map for meeting aviation demand for the foreseeable future. It provides a forecast of airport uses, alternate and preferred development plans, identification of airport needs, and financial analysis. The Federal Aviation Administration recommends that Airport Master Plans be updated every ten years.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Transportation objectives indicate that the Airport Master Plan provides guidance for growth and development at the airport, as well as for future capital improvements projects related to the airport.
- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	N/A	Spring 2017

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Gen. Fund Cash	$ 41,000	—	$ 32,900	$ 8,100	—	—	—	—	$ 41,000	—
State - DOAV	28,800	—	24,000	4,800	—	—	—	—	28,800	—
Federal - FAA	324,000	—	270,000	54,000	—	—	—	—	324,000	—
Total Sources	**$ 393,800**	**—**	**$ 326,900**	**$ 66,900**	**—**	**—**	**—**	**—**	**$ 393,800**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 33,800	—	$ 26,900	$ 6,900	—	—	—	—	$ 33,800	—
Design/Engineering	360,000	—	300,000	60,000	—	—	—	—	360,000	—
Total Uses	**$ 393,800**	**—**	**$ 326,900**	**$ 66,900**	**—**	**—**	**—**	**—**	**$ 393,800**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

TITLE: Airport North Hangars (19NEW2)

STATUS: Ongoing

PROGRAM DESCRIPTION: Construction will include 22 T-hangars, six corporate hangars, aprons and storm drainage on the north end of the property. The Town will apply to the Virginia Department of Aviation for funding participation on the site work and paving. Project is in accordance with the Airport Master Plan.

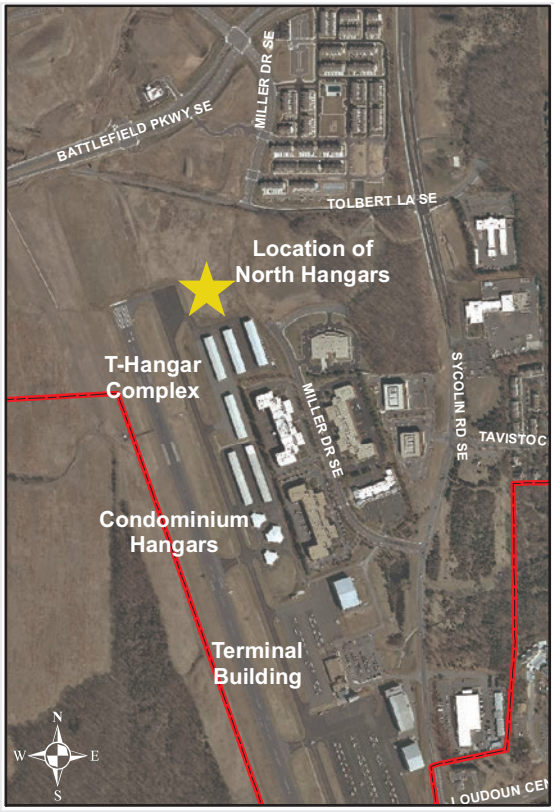
OPERATING IMPACT: Minimal electric costs.

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

2006 Airport Master Plan

- Recommends construction of corporate and T-hangars to meet aircraft parking demand.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Winter 2019/2020	Spring 2021

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 3,811,100	—	—	—	—	$ 54,900	$ 2,059,600	$ 1,696,600	$ 3,811,100	—
Gen. Fund Cash	40,000	—	—	—	—	40,000	—	—	40,000	—
State - DOAV	2,240,000	—	—	—	—	160,000	1,040,000	1,040,000	2,240,000	—
Total Sources	**$ 6,091,100**	**—**	**—**	**—**	**—**	**$ 254,900**	**$ 3,099,600**	**$ 2,736,600**	**$ 6,091,100**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 1,291,100	—	—	—	—	$ 54,900	$ 799,600	$ 436,600	$ 1,291,100	—
Design/Engineering	200,000	—	—	—	—	200,000	—	—	200,000	—
Construction	4,600,000	—	—	—	—	—	2,300,000	2,300,000	4,600,000	—
Total Uses	**$ 6,091,100**	**—**	**—**	**—**	**—**	**$ 254,900**	**$ 3,099,600**	**$ 2,736,600**	**$ 6,091,100**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Airport Stormwater Management Plan/ Drainage Study (16NEW2)

STATUS: New

PROGRAM DESCRIPTION: This study will provide a comprehensive plan on how future development and buildout of the airport properties will address storm water runoff and water quality.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.
- Natural Resources Objective 2 calls for preparation of watershed studies for Leesburg's water resources.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	N/A	Summer 2016

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Gen. Fund Cash	$ 9,900	—	$ 9,900	—	—	—	—	—	$ 9,900	—
State - DOAV	7,200	—	7,200	—	—	—	—	—	7,200	—
Federal - FAA	81,000	—	81,000	—	—	—	—	—	81,000	—
Total Sources	**$ 98,100**	**—**	**$ 98,100**	**—**	**—**	**—**	**—**	**—**	**$ 98,100**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 8,100	—	$ 8,100	—	—	—	—	—	$ 8,100	—
Design/Engineering	90,000	—	90,000	—	—	—	—	—	90,000	—
Total Uses	**$ 98,100**	**—**	**$ 98,100**	**—**	**—**	**—**	**—**	**—**	**$ 98,100**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

TITLE: Taxiway & Runway Lighting Rehabilitation (19NEW3)

STATUS: New

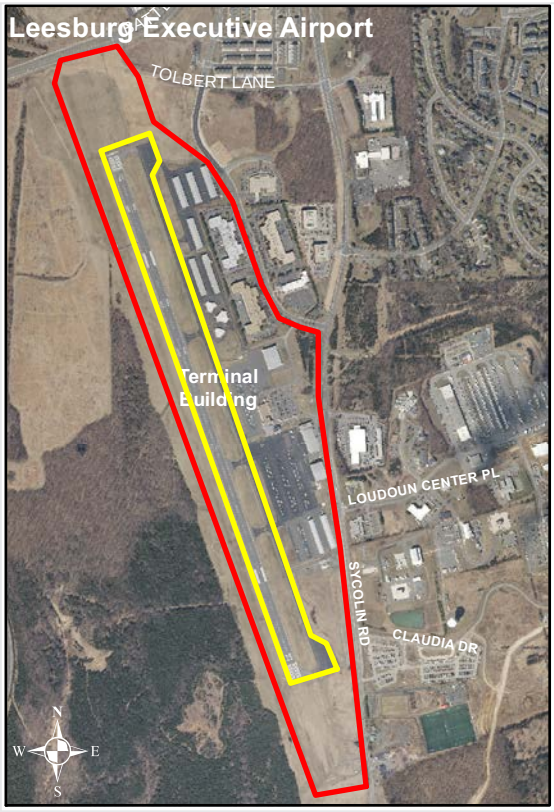
PROGRAM DESCRIPTION: This project will rehabilitate and upgrade the Runway and Taxiway Lighting System at the Leesburg Executive Airport. LED light components will be used where FAA approved for improved reliability and lower energy use.

The existing airfield lighting system has failed routine elecrical conductivity tests. A rehabiliation of the system wiring and components will result in improved reliability and reduced energy cost.

OPERATING IMPACT: Reduction in annual electric costs and light bulb replacement costs

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Fall 2019	Summer 2020

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
GO Bonds	$ 337,600	—	—	—	—	$ 24,700	$ 312,900	—	$ 337,600	—
Gen. Fund Cash	19,800	—	—	—	—	1,800	18,000	—	19,800	—
State - DOAV	79,200	—	—	—	—	7,200	72,000	—	79,200	—
Federal - FAA	891,000	—	—	—	—	81,000	810,000	—	891,000	—
Total Sources	**$ 1,327,600**	**—**	**—**	**—**	**—**	**$ 114,700**	**$ 1,212,900**	**—**	**$ 1,327,600**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 337,600	—	—	—	—	$ 24,700	$ 312,900	—	$ 337,600	—
Design/Engineering	90,000	—	—	—	—	90,000	—	—	90,000	—
Construction	900,000	—	—	—	—	—	900,000	—	900,000	—
Total Uses	**$ 1,327,600**	**—**	**—**	**—**	**—**	**$ 114,700**	**$ 1,212,900**	**—**	**$ 1,327,600**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: US Customs General Aviation Clearance Facility (17NEW1)

STATUS: New

PROGRAM DESCRIPTION: This project will retrofit a portion of the Leesburg Executive Airport terminal building to qualify it as an International General Aviation Facility. US Customs and Border Protection (CBP) has agreed to clear international flights at Leesburg upon the completion of a facility meeting CBP design standards. This project will retrofit existing vending and office space to search, hold, and clearance rooms. It will also provide for security door controls, CCTV, furniture, and IT requirements.

OPERATING IMPACT: Minimal

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Fall 2016	Spring 2017

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Gen. Fund Cash	$ 56,100	—	—	$ 56,100	—	—	—	—	$ 56,100	—
State - DOAV	27,600	—	—	27,600	—	—	—	—	27,600	—
Total Sources	**$ 83,700**	**—**	**—**	**$ 83,700**	**—**	**—**	**—**	**—**	**$ 83,700**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 8,700	—	—	$ 8,700	—	—	—	—	$ 8,700	—
Construction	75,000	—	—	75,000	—	—	—	—	75,000	—
Total Uses	**$ 83,700**	**—**	**—**	**$ 83,700**	**—**	**—**	**—**	**—**	**$ 83,700**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

Utilities

Investments in the Town's water and sewer system are estimated at $3,797,300 for FY 2016. Major projects include the Miscellaneous Water & Sewer System Improvements, Lower Sycolin Sewage Conveyance System Phase II, Carbon Feed System, the Water Pollution Control Facility security system. These projects are designed to ensure that Town residents and business continue to receive high quality drinking water while maintaining the Town's natural environment and resource.

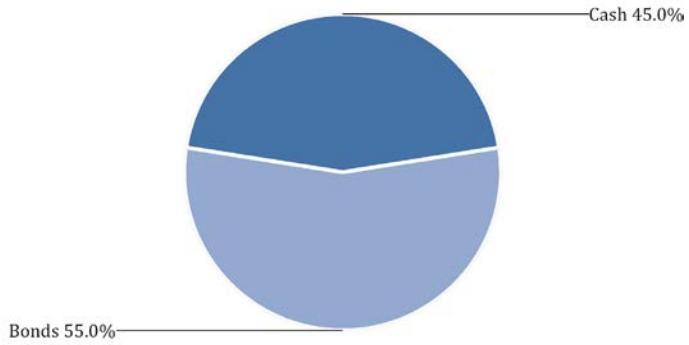
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Funds Required
Utilities Fund							
Utilities Bonds	$ 10,472,774	$ 3,290,623	$ 2,088,569	$ 669,900	$ 4,423,682	$ 7,182,151	—
Utilities Fund Cash	8,081,976	2,692,327	1,708,731	539,100	3,141,818	5,389,649	—
Total Sources	**$ 18,554,750**	**$ 5,982,950**	**$ 3,797,300**	**$ 1,209,000**	**$ 7,565,500**	**$ 12,571,800**	**—**

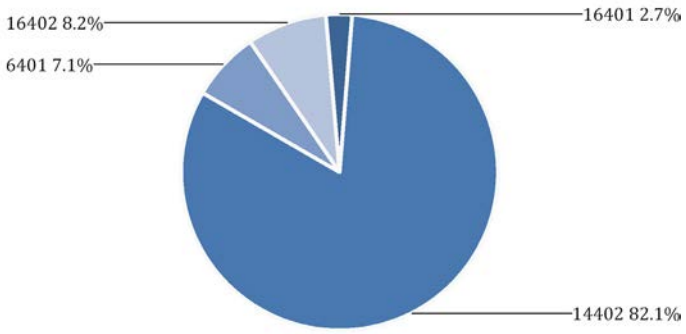
Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	2016	2017	2018 - 2021	Total for 6 Yr CIP	Future Project Cost
Lower Sycolin Sewage Conveyance System Phase II - 14402	$ 4,385,500	$ 760,000	$ 3,117,400	$ 508,100	—	$ 3,625,500	—
Misc. Waterline & Sanitary Sewer Imps., Repairs, I&I Mitigation - 06401	9,671,350	5,222,950	268,900	700,900	3,478,600	4,448,400	—
Hospital Water Storage Tank Recoating and Rehabilitation - 21NEW1	1,024,700	—	—	—	1,024,700	1,024,700	—
Security System at Water Pollution Control Facility - 16402	310,100	—	310,100	—	—	310,100	—
Water Booster Pump Station at Loudoun Water Interconnect - 20NEW1	1,758,400	—	—	—	1,758,400	1,758,400	—
33" Sewer Trunk Line Assessment - 21NEW2	372,900	—	—	—	372,900	372,900	—
Water Plant Second Carbon Feed System - 16401	100,900	—	100,900	—	—	100,900	—
Water Treatment Plant Filter #1 and #2 Underdrain Replacement - 21NEW3	930,900	—	—	—	930,900	930,900	—
Total Uses	**$ 18,554,750**	**$ 5,982,950**	**$ 3,797,300**	**$ 1,209,000**	**$ 7,565,500**	**$ 12,571,800**	**—**

Sources by Type (2016)



Uses by Project (2016)



TITLE: Lower Sycolin Sewage Conveyance System Phase II (14402)

STATUS: Ongoing

PROGRAM DESCRIPTION: The construction of the Lower Sycolin Creek Sewage Conveyance System was divided into two phases. Phase I has been completed and Phase II is for the remainder of the project from the new pump station to Sycolin Road. Construction of Phase II will depend solely on development activities in this area. Previously adopted Pro-Rata is being re-evaluated based on current design. Town staff is working cooperatively with the Peterson Companies on a potential agreement for the construction of this project.

OPERATING IMPACT: Operation and maintenance costs will increase.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater collection and treatment to meet state and federal criteria.

1987 Water and Sewer System Master Plan

- Proposes the construction of a regional sewage conveyance system to serve this area.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Spring 2015	Summer 2016

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	$ 2,412,100	$ 418,000	$ 1,714,600	$ 279,500	—	—	—	—	$ 1,994,100	—
Utilities Fund Cash	1,973,400	342,000	1,402,800	228,600	—	—	—	—	1,631,400	—
Total Sources	**$ 4,385,500**	**$ 760,000**	**$ 3,117,400**	**$ 508,100**	**—**	**—**	**—**	**—**	**$ 3,625,500**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 125,500	—	$ 117,400	$ 8,100	—	—	—	—	$ 125,500	—
Design/Engineering	260,000	260,000	—	—	—	—	—	—	—	—
Construction	4,000,000	500,000	3,000,000	500,000	—	—	—	—	3,500,000	—
Total Uses	**$ 4,385,500**	**$ 760,000**	**$ 3,117,400**	**$ 508,100**	**—**	**—**	**—**	**—**	**$ 3,625,500**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
General Maintenance	—	$ 2,000	$ 2,500	$ 3,000	$ 3,500	$ 4,000	$ 15,000

TITLE: Misc. Waterline & Sanitary Sewer Imps., Repairs, I&I Mitigation (06401)

STATUS: Ongoing

PROGRAM DESCRIPTION: This project constitutes the on-going maintenance/ replacement of old and deteriorated sanitary sewer and waterlines, infiltration and inflow (I&I) mitigation, and waterline and sanitary sewer replacements/ improvements associated with non-utility CIP projects including street improvements, storm sewer improvements and trails. The table on the next page provides a listing of the projects, design and/or construction costs and proposed scheduling.

OPERATING IMPACT: Maintenance and treatment costs should be reduced due to the improved structural integrity of the water and sewer lines. New waterline loops improve water flow rates and add to the reliability of the water distribution systems.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater collection and treatment to meet state and federal criteria.

1987 Water and Sewer System Master Plan

- Proposes installation of new water transmission lines and sanitary sewer interceptors with adequate capacity to serve developed areas of the Town.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Ongoing	Ongoing

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	$ 5,406,785	$ 2,872,623	$ 147,912	$ 390,400	$ 684,650	$ 533,400	$ 466,900	$ 310,900	$ 2,534,162	—
Utilities Fund Cash	4,264,565	2,350,327	120,988	310,500	551,250	427,500	304,000	200,000	1,914,238	—
Total Sources	**$ 9,671,350**	**$ 5,222,950**	**$ 268,900**	**$ 700,900**	**$ 1,235,900**	**$ 960,900**	**$ 770,900**	**$ 510,900**	**$ 4,448,400**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 65,400	—	$ 10,900	$ 10,900	$ 10,900	$ 10,900	$ 10,900	$ 10,900	$ 65,400	—
Construction	9,605,950	5,222,950	258,000	690,000	1,225,000	950,000	760,000	500,000	4,383,000	—
Total Uses	**$ 9,671,350**	**$ 5,222,950**	**$ 268,900**	**$ 700,900**	**$ 1,235,900**	**$ 960,900**	**$ 770,900**	**$ 510,900**	**$ 4,448,400**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

Detailed Cost Breakdown

Category	Description	Estimated Cost					
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
I/I Mitigation	Brandon laterals (Phase V and Manhole Rehabilitation)	$183,000					
	Phase 11 of Lining Rehabilitation		$200,000				
	Phase 13 of Lining Rehabilitation			$210,000			
	Phase 14 of Lining Rehabilitation				$180,000		
	Phase 15 of Lining Rehabilitation					$285,000	
Waterline	Abandonment of 4" in Edwards Ferry Rd (Harrison to Woodberry)	$75,000					
	West Market Street (Memorial to King)		$260,000				
	Cornwall Street (King to Church)			$200,000			
	Royal St (King to Church)			$315,000			
	River Creek Pkwy water transmission parallel pipe engineering design		$230,000				
	River Creek 16" parallel pipe Ph I construction			$500,000			
	River Creek 16" parallel pipe Ph II construction				$500,000		
	Wirt St (Loudoun to Cornwall)				$200,000		
	Market St (Memorial to Ayr)					$350,000	
	Market St (Harrison to Loudoun)						$150,000
	Unlined cast iron, 4”, 6”,8”					$50,000	$280,000
Sewer	Manhole repairs or replacement				$70,000		
	Phase 11 Pipe rehabilitation					$75,000	
	Phase 12 Pipe rehabilitation						$70,000
	Total Cost	**$258,000**	**$690,000**	**$1,225,000**	**$950,000**	**$760,000**	**$500,000**

TITLE: Hospital Water Storage Tank Recoating and Rehabilitation (21NEW1)

STATUS: New

PROGRAM DESCRIPTION: Inspect, recoat, and repaint the Hospital Water Tank. The tank was previously painted in 2000.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater collection and treatment to meet state and federal criteria.

Department of Utilities Strategic Plan

- To maintain and improve efficiency and effectiveness of the Water Treatment Plant facility.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Fall 2020	Fall 2020

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	$ 613,592	—	—	—	—	—	—	$ 613,592	$ 613,592	—
Utilities Fund Cash	411,108	—	—	—	—	—	—	411,108	411,108	—
Total Sources	**$ 1,024,700**	**—**	**—**	**—**	**—**	**—**	**—**	**$ 1,024,700**	**$ 1,024,700**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 24,700	—	—	—	—	—	—	$ 24,700	$ 24,700	—
Design/Engineering	75,000	—	—	—	—	—	—	75,000	75,000	—
Construction	925,000	—	—	—	—	—	—	925,000	925,000	—
Total Uses	**$ 1,024,700**	**—**	**—**	**—**	**—**	**—**	**—**	**$ 1,024,700**	**$ 1,024,700**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
N/A	—	—	—	—	—	—	—	

TITLE: Security System at Water Pollution Control Facility (16402)

STATUS: New

PROGRAM DESCRIPTION: Installation of a facility-wide security system at the Water Pollution Control Facility including access control for 24 buildings. Considering the upcoming development in the vicinity of the facility and following a recommendation to evaluate site security by the Town's Police Department, a site security system is proposed including access control for 24 buildings.

OPERATING IMPACT: Minimal

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater collection and treatment to meet state and federal criteria.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2015	Summer 2016

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	$ 170,557	—	$ 170,557	—	—	—	—	—	$ 170,557	—
Utilities Fund Cash	139,543	—	139,543	—	—	—	—	—	139,543	—
Total Sources	**$ 310,100**	**—**	**$ 310,100**	**—**	**—**	**—**	**—**	**—**	**$ 310,100**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 10,100	—	$ 10,100	—	—	—	—	—	$ 10,100	—
Construction	300,000	—	300,000	—	—	—	—	—	300,000	—
Total Uses	**$ 310,100**	**—**	**$ 310,100**	**—**	**—**	**—**	**—**	**—**	**$ 310,100**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
Electricity	—	$ 300	$ 300	$ 300	$ 300	$ 300	$ 1,500
General Maintenance	—	600	600	600	600	600	3,000
Total Impact	**—**	**$ 900**	**$ 900**	**$ 900**	**$ 900**	**$ 900**	**$ 4,500**

TITLE: Water Booster Pump Station at Loudoun Water Interconnect (20NEW1)

STATUS: New

PROGRAM DESCRIPTION: This project improves the Town's reliability to provide and maintain the existing level of service to customers during an emergency when the Loudoun Water interconnect is activated. The current emergency water interconnection with Loudoun Water provides the Town a water flow of 1500-1800 gpm. A water booster station at the interconnect will increase the average daily demand to 3500 gpm and the provide the ability to meet the Town's customer demand an in emergency when the water plant is not online. The design will also include evaluation of adqequate water supply for the Town's water system including raw and potable water options.

OPERATING IMPACT: The booster station will allow an increase in daily water flow between the Town's water system and Loudoun Water during emergencies.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater collection and treatment to meet state and federal criteria.

Department of Utilities Strategic Plan

- To maintain and improve efficiency and effectiveness of the Water Treatment Plant facility.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Winter 2019/2020	Winter 2020/2021

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	$ 1,052,122	—	—	—	—	—	$ 216,650	$ 835,472	$ 1,052,122	—
Utilities Fund Cash	706,278	—	—	—	—	—	145,450	560,828	706,278	—
Total Sources	**$ 1,758,400**	**—**	**—**	**—**	**—**	**—**	**$ 362,100**	**$ 1,396,300**	**$ 1,758,400**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 58,400	—	—	—	—	—	$ 12,100	$ 46,300	$ 58,400	—
Design/Engineering	350,000	—	—	—	—	—	350,000	—	350,000	—
Construction	1,350,000	—	—	—	—	—	—	1,350,000	1,350,000	—
Total Uses	**$ 1,758,400**	**—**	**—**	**—**	**—**	**—**	**$ 362,100**	**$ 1,396,300**	**$ 1,758,400**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: 33" Sewer Trunk Line Assessment (21NEW2)

STATUS: New

PROGRAM DESCRIPTION: Evaluation and completion of a preliminary engineer report regarding the condition and assessment of the existing 33" sewer trunk line. The preliminary engineering assessment and analysis will include a detailed evaluation of the condition of the existing 33" sewer line and identify required improvements or repairs. The study will require extensive planning and possible sewer pump around operations in order to evaluate the existing pipe which carries approximately 60% of Town sanitary sewer flows to the Water Pollution Control Facility.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater collection and treatment to meet state and federal criteria.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	N/A	Summer 2021

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	$ 205,103	—	—	—	—	—	—	$ 205,103	$ 205,103	—
Utilities Fund Cash	167,797	—	—	—	—	—	—	167,797	167,797	—
Total Sources	**$ 372,900**	**—**	**—**	**—**	**—**	**—**	**—**	**$ 372,900**	**$ 372,900**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 22,900	—	—	—	—	—	—	$ 22,900	$ 22,900	—
Design/Engineering	350,000	—	—	—	—	—	—	350,000	350,000	—
Total Uses	**$ 372,900**	**—**	**—**	**—**	**—**	**—**	**—**	**$ 372,900**	**$ 372,900**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Water Plant Second Carbon Feed System (16401)

STATUS: Ongoing

PROGRAM DESCRIPTION: A second carbon feeder is required due to ongoing EPA water quality regulations and source water taste and odor events that place a strong emphasis on carbon use. All structural provisions were provided for a second carbon feeder during WTP construction in 1980. The mechanical infrastructure was not installed due to one carbon feeder being able to meet water quality requirements.

OPERATING IMPACT: This will allow Water Supply Division staff to have a redundant carbon feeder in case of mechanical failure of the existing feeder. This will eliminate WTP shutdown from taste and odor events.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater collection and treatment to meet state and federal criteria.

Department of Utilities Strategic Plan

- To maintain and improve efficiency and effectiveness of the Water Treatment Plan Facility

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2015	Summer 2016

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	$ 55,500	—	$ 55,500	—	—	—	—	—	$ 55,500	—
Utilities Fund Cash	45,400	—	45,400	—	—	—	—	—	45,400	—
Total Sources	**$ 100,900**	**—**	**$ 100,900**	**—**	**—**	**—**	**—**	**—**	**$ 100,900**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 10,900	—	$ 10,900	—	—	—	—	—	$ 10,900	—
Construction	90,000	—	90,000	—	—	—	—	—	90,000	—
Total Uses	**$ 100,900**	**—**	**$ 100,900**	**—**	**—**	**—**	**—**	**—**	**$ 100,900**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP
Electricity	—	$ 100	$ 100	$ 100	$ 100	$ 100	$ 500
General Maintenance	—	300	300	300	300	300	1,500
Total Impact	**—**	**$ 400**	**$ 400**	**$ 400**	**$ 400**	**$ 400**	**$ 2,000**

TITLE: Water Treatment Plant Filter #1 and #2 Underdrain Replacement (21NEW3)

STATUS: New

PROGRAM DESCRIPTION: Improvement project consisting of removal of filter media, filter bottom replacement and installation of an air-scour system for both filters #1 and #2. The filter media was last replaced in 1993. This project will improve WTP hydraulic performance, eliminate negative head conditions experienced during high flows and provide the ability to add additional filter media if required to meet future water quality regulations.

OPERATING IMPACT: Filter #1 and #2 will be constructed with air and water backwash which will allow for greater bed expansion during filter backwashing operations. Also, increasing filter bed depth will allow for higher filtration rates and improve negative head conditions.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater collection and treatment to meet state and federal criteria.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Fall 2020	Spring 2021

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	$ 557,015	—	—	—	—	—	—	$ 557,015	$ 557,015	—
Utilities Fund Cash	373,885	—	—	—	—	—	—	373,885	373,885	—
Total Sources	**$ 930,900**	**—**	**—**	**—**	**—**	**—**	**—**	**$ 930,900**	**$ 930,900**	**—**

Planned Uses

Uses	Total Project Cost	Expended through 6/30/15	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	Future Project Cost
Project Management	$ 30,900	—	—	—	—	—	—	$ 30,900	$ 30,900	—
Design/Engineering	200,000	—	—	—	—	—	—	200,000	200,000	—
Construction	700,000	—	—	—	—	—	—	700,000	700,000	—
Total Uses	**$ 930,900**	**—**	**—**	**—**	**—**	**—**	**—**	**$ 930,900**	**$ 930,900**	**—**

Operating Impact

Operating/Maintenance	2016	2017	2018	2019	2020	2021	Total for 6 Yr CIP	
General Maintenance	—	—	—	—	—	$ 500	$ 500	

Future Projects

Priority Future Capital Projects

The following list of priority future projects are for Town Council consideration based upon available funding and priorities. Each project includes a brief summary, estimated cost, and project status. The costs are only estimates and are subject to change based upon modifications in project scope, economic conditions, and timing. The projects are not listed in any particular order of significance.

AIRPORT

Project Name	Project Summary	Estimated Cost	Status
Battlefield Parkway/Route 15 Bypass Interchange	Development of a new grade-separated interchange on Route 15 Leesburg Bypass at Battlefield Parkway to reduce congestion at this existing at-grade intersection which serves as a major regional commuter route. This project is included in the Town Council list of priority transportation improvements.	$57,000,000	Awaiting funding
Chesapeake Bay TMDL WLA RPC Phase II	Existing (Phase I) project will only satisfy requirements for several years.	$1,500,000	Awaiting funding
Traffic Signal and Left Turn Lane at Catoctin Circle/ Edwards Ferry Road Intersection (07303)	Traffic studies have shown that a traffic signal and additional turn lanes are warranted at this intersection. A Loudoun County proffer in connection with the courthouse expansion project will fund the traffic signal. This project also includes a left turn lane for westbound traffic from Edwards Ferry Road onto southbound Catoctin Circle. The timing of this project was established to coincide with the completion of the Lowenbach Street improvement project (Project Number 05303). Implementation of this project will be based on an analysis of the impact of opening the neighborhood streets.	$900,000	Awaiting completion of Lowenbach improvements
Veterans Park at Balls Bluff (02302)	Design and construction of public recreational facilities, a public access road, parking, boat launch, picnic areas, meadow, park pavilions and visitors' center consistent with Park Master Plan.	$4,000,000	Awaiting funding

Potential Future Capital Projects

The following list of potential future projects are for Town Council consideration based upon available funding and priorities. In some instances, additional research is required before a specific recommendation can be made. The projects are broken down by capital improvement category and include a brief project summary. Any estimates provided are subject to change based upon modifications in project scope, economic conditions, and timing.

PARKS & RECREATION

Project Name	Project Summary
Ida Lee Park Tennis Court - Seasonal Air Structure	Seasonal air structure with storage building and entrance structures over an existing three court pod, including beam for anchoring the air structure around the court perimeter, new exterior lighting and fencing.
Lawson Road Bicycle/Pedestrian Crossing of Tuscarora Creek	Design and construction of a new stream crossing to provide bicycle and pedestrian access to the W&OD Trail from residential communities.
Olde Izaak Walton Pond	Improve the condition of the pond at the park. Pending further council discussion of long-term disposition of the property.
Tuscarora Creek Trail Ph I (was South King Street Trail Extension)	Trail from W&OD Trail at Douglass Community Center via the Tuscarora Creek stream valley to Brandon Park at Harrison Street. This 1,500 foot trail will provide access to the Crescent District, Catoctin Skate Park, Douglass Community Center, and W&OD Trail.
Tuscarora Creek Trail Ph II	Trail from Brandon Park at Harrison Street to Davis Avenue and Olde Izaak Walton Park via the Tuscarora Creek stream valley. This 2,500 linear foot trail provides access to Olde Izaak Walton Park, and includes a crossing of Tuscarora Creek. Once completed, the project will provide access from Olde Izaak Walton Park near South King Street to the W&OD Trail at Douglass Community Center.

STREETS & HIGHWAYS

Project Name	Project Summary
1st, 2nd & Wirt Street, SW	Design and construction of storm drainage improvements including concrete curb and gutter to alleviate flooding of yards and drainage problems along 1st Street west of South King Street, 2nd Street and Wirt Street, SW. Project improvements to be sensitive to existing neighborhood character.
Battlefield Parkway Trail Across Bypass	Extension of trail along Battlefield Parkway to the Bypass on both east and west approaches.
Church Street Improvements Phase II - Royal to Town Branch (07304)	Project includes extension of paved roadway approximately 200 feet towards the W&OD Trail to connect to future private development. The project includes construction of a Crescent District water feature at the southern end of Church Street adjacent to the proposed Waterford Development project.
Davis Avenue Sidewalk	Install sidewalk on both sides of Davis Avenue from South King Street to the Valley View Drive intersection.
Dry Mill Road Sidewalk and Drainage Improvements (Catoctin to W&OD)	Sidewalk and drainage improvements from the WO&D trail to Catoctin Circle.
Edwards Ferry Road Sidewalk on the North Side	Install sidewalk along the north side of Edwards Ferry Road from Shenandoah Building to Heritage Way.
Monroe Street Improvements	Curb and gutter, sidewalk, and drainage improvements to approximately 850 feet of Monroe Street between South King Street and the cul-de-sac near Madison House.
North King Street at North Street Traffic Signal	Loudoun County has proffered a signal at that location. This signal will be needed when the courthouse expansion project is completed.

STREETS & HIGHWAYS

Project Name	Project Summary
Plaza Street Sidewalk	This project includes construction of approximately 1,000 feet of sidewalk along the west side of Plaza Street between the Police Station and Edwards Ferry Road. This segment of sidewalk will complete a missing link and will improve pedestrian access and safety for residents of the Fields of Leesburg apartments and other residents in northeast Leesburg.
West Market Street/Morven Park Road/ Loudoun Street Intersection Improvements	Design and construction of intersection improvements to improve vehicular and pedestrian safety and traffic congestion. Study completed in March 2009 on potential design options.

STORM DRAINAGE

Project Name	Project Summary
Royal Street Drainage Improvements (East of Harrison St)	Storm drainage improvements to reduce overland flow of runoff flowing from Royal Street onto private properties.
South Street at South King Street	Storm drainage improvements to alleviate flooding of a single family home at the corner of South Street and South King Street. Project dependent upon future Waterford development.
Town Branch at Mosby Drive	Purpose of the project is to stabilize the eroding channel and reduce potential flooding.
Town Branch Improvements (10305)	Project to provide stream channel improvements to the Town Branch corridor. The purpose of the project is to alleviate flooding, and to support the Crescent District Master Plan and proposed Waterford Development project.

AIRPORT

Project Name	Project Summary
Runway 17 Extension	Extend the runway for approximately 500 feet to accommodate larger aircraft. Project is part of FAA and Town Master Plan for the airport. Significant funding to be provided by FAA and DOAV.
South Apron Expansion Phase II	This project is the final phase of the South Apron Development project. It is contiguous with the recently completed South Apron Expansion Phase I and the South Apron Hangar project. It includes incidental development of additional aircraft tie-downs, wash rack, and relocation of the existing fuel farm.

Capital Improvements Program (CIP) Supplemental Information

CIP Development

The CIP is developed by a process that identifies potential capital projects for a six-year period. A thorough review and analysis of the projects, related priorities, and the Town's financial capabilities to fund projects is conducted. A schedule is prepared and approved by the Town Manager. Finally, The CIP is reviewed and recommended by the Planning Commission, to the Town Council, for evaluation and adoption. The CIP is updated annually prior to adoption of the budget.

Relationship to Town Plan

The CIP and Town Plan are integrally related and mutually supportive. Capital projects identified in the CIP are designed to support the goals and objectives of the Town Plan. The Town Plan provides the framework related to the overall goals and objectives guiding land development in the Town. A copy of the Town Plan can be located here.

Relationship to Debt Financing

The Town's capital projects plan addresses the increasing demand for public facilities, water & sewer, and infrastructure. Consistent with the Town's adopted fiscal policy and best practices in debt financing, bonds are periodically issued to support the development and construction of capital projects.

The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both general government and proprietary activities. These bonds are reported in the proprietary fund (Utilities) if they are expected to be repaid from proprietary fund revenues. In addition, general obligation bonds have been issued to refund both general obligation and revenue bonds. General obligation bonds are direct obligations and pledge the full faith and credit of the Town. These bonds generally are issued as serial bonds with amounts of principal maturing each year.

The Town may also issue revenue bonds where income derived from the acquired or constructed assets is pledged to pay debt service. These bonds, when issued, are used primarily to finance improvements to the Town's water and sewer systems.

Debt service is the Town's first funding obligation. Bonds issued in a particular fiscal year require increased General Fund or Utility Fund resources in the following year's budget. For future funding of the CIP, the Town anticipates issuing bonds in early FY 2015. It is the Town's policy to limit debt financing to fund capital projects that have useful lives that will exceed the bond repayment period.

The following chart depicts the key financial ratio targets of the Town for the six year planning period. The Town continues to meet and or exceed the target ratios, maintaining compliance with its overall fiscal policy.

Projected Financial Ratio Target

	2016	2017	2018- 21
Debt Financing ≤ 75%	37.69%	20.24%	32.74%
Debt Service of Gov. Exp. ≤ 15%	10.84%	14.73%	15.89%
Bond Debt to Assessed Value ≤1.5%	1.04%	1.09%	0.91%

Other capital budgeting and debt policies are outlined below:

- The Town will make all capital improvements in accordance with an adopted capital improvements program.
- The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zonings with the capital plan.
- The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- The Town will make use of non-debt capital financing through the use of alternate sources, including proffers and pay-as-you-go financing. The goal is to finance at least 25% of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use of non-debt sources.
- The Town will not fund non-capital operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, equipment, or related expenditures that cannot be financed from current financial resources.
- The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- The Town is cognizant of its higher than average debt burden and will continue to offset its impact through rapid payback. An average payback of at least 60% in ten years will be maintained except for projects with a known revenue stream.
- The Town will annually calculate target debt ratios. The Town's debt capacity shall be maintained within the following primary goals:
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 15%.
- Bonded debt of the Town shall not exceed 1.5% of the total assessed value of taxable property in the Town.
- The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.
- The Town will maintain good communications about its financial condition with bond and credit rating institutions.

Supplemental Information

Glossary of Budget Terms

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity - Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

Ad Valorem Taxes - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

Annualize - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation - The valuation set upon real estate and certain personal property by the Loudoun County Assessor as a basis for levying property taxes.

Asset – Resources owned or held by a government, that has monetary value.

Attrition - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Positions - Employee positions authorized in the adopted budget to be filled during the year.

Balanced Budget - A budget in which revenues equal or exceed appropriations.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

Bond - A long-term IOU or promise to pay. It is a promise to repay a specific amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

Bond Anticipation Note (BAN) – Short-term, interest-bearing note issued by a government in anticipation of bond proceeds to be received at a later date. The note is retired from proceeds of the bonds to which it is related.

Bond Refinancing - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget - A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budget Calendar - The schedule of key dates that a government follows in the preparation and adoption of the budget.

Budgetary Control - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets - Assets of significant value and having a useful life of several years.

Capital Budget - The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.

Capital Expenditure - An expenditure that results in or contributes to the purchase of land and/or the construction, addition, replacement, or renovation of the Town's infrastructure (e.g. buildings, parks, roads, etc.).

Capital Improvements Program (CIP) - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Outlay - Assets which have a value of $5,000 or more and have a useful economic lifetime of more than two years; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a capital asset.

Capital Project - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Commodities - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

Comprehensive Annual Financial Report (CAFR) - Official annual report of a government. In addition to a combined, combining (assembling of data for all funds within a type), and individual balance sheet, the following are also presented as appropriate: (1) statement of revenues, expenditures, and changes in fund balance (all funds); (2) statement of revenues, expenditures, and changes in fund balance, budget and actual (for general and special revenue funds); (3) statement of revenues, expenses, and changes in retained earnings (for proprietary funds); and (4) statement of changes in financial position (for proprietary funds).

Constant or Real Dollars - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development-related Fees - Those fees and charges generated by building, development, and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

Disbursement - The expenditure of money from an account.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Employee (or Fringe) Benefits - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund - Fund that provides goods or services to the public for a fee that makes the entity self-supporting. It basically follows GAAP as does a commercial enterprise. An example is a government-owned utility.

Expenditure - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, or service or settling a loss.

Expense - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Fiscal Policy - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The Town's fiscal year begins July 1, and ends the following June 30.

Full Accrual Basis - A basis of accounting where revenues (expenses) are recorded when earned (incurred) regardless of cash received or paid. Cash basis entails recording of these items when cash is exchanged.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Full-Time Equivalent Position (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on either 1,950 or 2,080 hours per year. For example, a part-time position working for 20 hours per week would be the equivalent of 0.5 of a full-time position based on 2,080 hours.

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance - The excess of the assets of a fund over its liabilities.

GAAP - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Grants - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantor.

Hourly - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or addresses temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., street, water, sewer, public buildings, and parks).

Inter-fund Transfer - The movement of money between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, or payments in lieu of taxes.

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

Levy – Imposition of taxes for the support of government activities.

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

Modified Accrual Basis - A basis of accounting where revenue is recorded when measurable and available and expenditures are recorded when made.

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

Net Budget - The legally adopted budget less all inter-fund transfers and interdepartmental charges.

Nominal Dollars - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

Object - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Obligations - Amounts which a government legally may be required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Expenses - The cost for personnel, materials, and equipment required for a department to function.

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Personnel Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

Prior-year Encumbrances - Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program Revenue (Income) - Revenues earned by a program.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Revenue - Sources of income financing the operations of government.

Service Lease - A lease under which the lessor maintains and services the asset.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue - Revenues are classified according to their source or point of origin.

Supplemental Appropriation - An additional appropriation made by the governing body after the budget year is started.

Supplemental Requests - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

Tax Levy - The resultant product when the tax rate is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unassigned Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Variable Cost - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

Working Capital - Excess of readily available assets over current liabilities. Or cash on hand equivalent which may be used to satisfy cash flow needs.

Work Years - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 1,950 hours per year (37.5 hours per week times 52 weeks) or 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the positions.

Glossary of Acronyms

ADA	American's with Disabilities Act
BAR	Board of Architectural Review
BMP	Best Management Practices
BZA	Board of Zoning Appeals
CAFR	Comprehensive Annual Finance Report
CAR	Capital Asset Replacement Fund
CCL	Consolidated Comment Letter
CCR	Consumer Confidence Report
CIP	Capital Improvements Program
CMOM	Capacity, Management, Operations, & Maintenance
COA	Certificate of Appropriateness
COIA	Conflict of Interest Act
CPE	Continuing Professional Education
DBP	Disinfection Byproduct
DCSM	Design and Construction Standards Manual
DEQ	Virginia Department of Environmental Quality
DOAV	Virginia Department of Aviation
DPR	Department of Plan Review
EAC	Environmental Advisory Commission
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning (software)
FAA	Federal Aviation Administration
FAQ	Frequently Asked Question
FEMA	Federal Emergency Management Agency
FMLA	Family Medical Leave Act
FOIA	Freedom of Information Act
GFOA	Government Finance Officer's Association
GIS	Geographic Information System
GO	General Obligation
HRIS	Human Resources Information System
ICMA	International City Manager's Association
IFB	Informal Bid
JLMA	Joint Land Management Area
LDA	Land Development Application
LPD	Leesburg Police Department
MEC	Mason Enterprise Center
MS4	Municipal Separate Storm Sewer System Permit
NPDES	National Pollutant Discharge Elimination System
NVRC	Northern Virginia Regional Commission
NVTA	Northern Virginia Transportation Authority
OSHA	Occupational Safety and Health Administration
PC	Planning Commission
POS	Preliminary Official Statement
PPT	Personal Property Tax
QA/QC	Quality Assurance/Quality Control
RFP	Request for Proposals
RFQ	Request for Qualifications
SBDC	Small Business Development Center
SCADA	Supervisory Control and Data Acquisition
SLAF	Stormwater Local Assistance Fund
SOP	Standard Operating Procedures
SRO	School Resource Officer
SRTC	Standing Residential Traffic Committee
SWM	Stormwater Management Program
TBL	Thomas Balch Library
TLC	Tuscarora Landscaper's Choice
TMDL	Total Maximum Daily Load
UMD	Utilities Maintenance Division
VDH	Virginia Department of Health
VDOT	Virgina Department of Transportation
VML	Virginia Municipal League
VOIP	Voice Over Internet Protocol
VPPA	Virginia Public Procurement Act
VPRA	Virginia Public Records Act
VSMP	Virginia Stormwater Management Program
WIP	Virginia Watershed Implementation Plan
WSD	Water Supply Division
WTP	Water Treatment Plant