



Town of Leesburg, Virginia

FY 2014-15 Adopted Budget

&

FY 2014-2019

Capital Improvements Program

Leesburg 

the hometown of the 21st century



TOWN OF LEESBURG

FY 2014-15 ADOPTED BUDGET AND CAPITAL IMPROVEMENTS PROGRAM FY 2014-2019

Leesburg Town Council

Kristen C. Umstattd, Mayor

David S. Butler, Vice Mayor

Kelly Burke

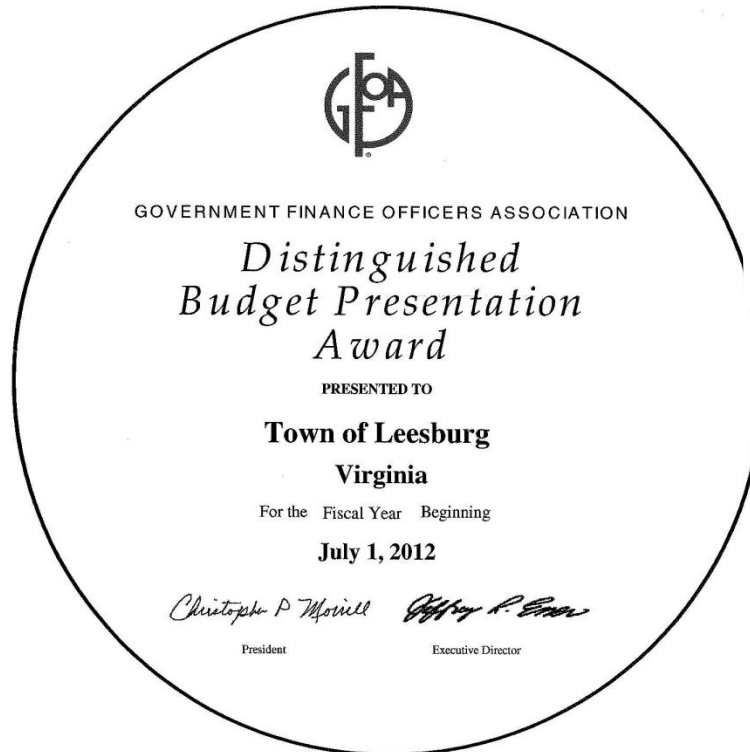
Thomas S. Dunn, II

Katie Sheldon Hammler

Fernando “Marty” Martinez

Kevin D. Wright

John A. Wells, Town Manager



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, 2012.

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.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**TOWN OF LEESBURG
FY 2014-15 ADOPTED BUDGET AND
CAPITAL IMPROVEMENTS PROGRAM FY 2014-2019**

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TRANSMITTAL LETTER



John Wells, Town Manager

July 1, 2013

The Honorable Mayor and Members of Town Council
 Town of Leesburg
 25 West Market Street
 Leesburg, Virginia 20176

Madam Mayor and Members of Town Council:

I am pleased to present to you the Adopted Biennial Budget for fiscal years 2014 and 2015. The Budget includes the General Fund, the Utility Fund, and the Town's Capital Improvements Program. This budget continues to follow our Financial Advisor's recommended plan of February 2011 and the Town Council plan for long-term budget sustainability as adopted March 2012. I am pleased to report that under your leadership, we are making real progress in addressing the Town's fiscal challenges while continuing to provide quality municipal services for Town residents, businesses, and visitors, and maintaining taxpayer affordability.

The Scorecard on Long-Term Budget Sustainability

The Budgets for Fiscal Years 2014 and 2015 mark the second biennial budget under the Town Council's policy direction of March 2012. Based on the specific policy direction approved by the Town Council, the adopted budgets for FY2014 and FY 2015 meet or exceed all of the goals and benchmarks. Our report card in implementing the Town Council policy direction is as follows:

GOAL

- Maintain and propose budgets that use current revenues to cover current expenditures.
- Restructure Town debt to provide relief from higher debt service costs until FY 2017.

STATUS

- Accomplished
- Accomplished

TRANSMITTAL LETTER (Continued)

GOAL

- Establish and provide funding to a “debt service reserve fund” to offset—in whole or in part—real estate tax rate increases in FY 2015 (one cent), FY 2016 (one cent) and FY 2017 (three cents) that will be necessary to pay for increased debt service costs.
- Continue to research and implement operational efficiencies to minimize increased operating budget costs.
- Maintain existing service levels to the greatest degree possible for Town residents and businesses.
- Maintain a commitment to existing approved and planned Capital Projects, with only limited new projects or long-term debt.
- Prepare and plan for long-term budget sustainability through a biennial budget, a long-range pro-forma, and a 6-year capital improvements program.

STATUS

- Fund established. Projected tax increases are supplemented by debt service funds.
- On-going
- Accomplished/On-going
- Accomplished/On-going
- Accomplished/On-going

Service and Program Accomplishments

The Town continues to provide residents with excellent services and to strive for continual improvement. Some examples of major accomplishments made by the Town during FY 2013 include:

- The Planning Commission and Planning & Zoning staff conducted a comprehensive review of the Town Plan and recommended revisions to the Plan which was approved by the Town Council.
- Both President Obama and Governor Mitt Romney made Presidential Campaign stops in Leesburg in 2012. These visits involved staff from the Police, Parks & Recreation, Public Works, Airport and Executive Departments and required extensive coordination with the Secret Service, Virginia State Police and the Loudoun County Sheriff’s Office. Both visits were conducted without adverse incidents and with minimal impact to the residents.
- The Downtown Improvement Project, Phase I, is substantially complete. Phase I includes improvements to the alleys adjacent to the Town Hall Parking Garage, the two pedestrian walkways from the alley to South King Street, and the Y intersection of East Market Street and Loudoun Street SE in front of Mom’s Apple Pie.

TRANSMITTAL LETTER (Continued)**Service and Program Accomplishments** – continued

- The Economic Development Department, in coordination with the Economic Development Commission, hosted its second Retail Opportunity Forum, aimed at identifying “gaps” in the current retail offerings within the Town for existing and prospective retailers.
- Staff from all Town departments participated in the Town’s preparation and response to Superstorm Sandy, demonstrating a successful “real world” use of the Town’s Emergency Operations Plan. The Town experienced no significant flooding, road closures or other adverse impacts from the storm.
- The Human Resources and Finance Department rolled out significant new “eGovernment” initiatives, including an online job application process, and the ability for residents and taxpayers to view and pay their real estate tax, personal property tax and utility bills online.

Economic Assumptions for this Budget

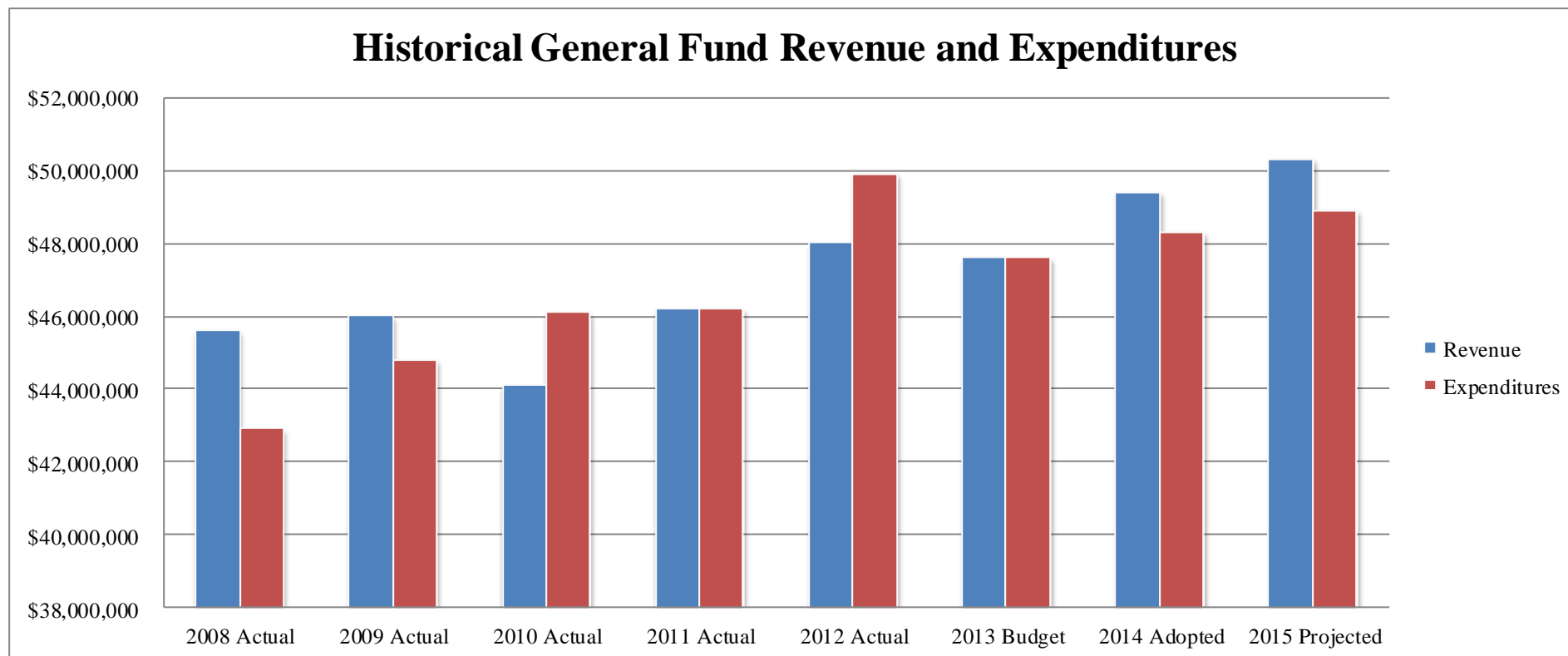
In general, the Town budget makes the assumption that we will continue to see moderate economic growth during fiscal years 2014 and 2015. We will also see moderate population growth. Real Estate property values are projected to increase for the 3rd consecutive year. Retail and business growth continues to be positive as measured by the number of business license accounts. Disposable income as measured by sales tax and the meals tax continue to show solid growth. In December 2012, the unemployment rate in Loudoun County was 3.8%, compared with 5.8% statewide and 7.6% nationally, and is projected to remain relatively low.

This budget was also put together amidst the uncertainty of fiscal matters at the federal government level surrounding its budget, borrowing limits, and sequestration. An inability of the federal government to approve a budget and address their own fiscal challenges could have a spillover effect on the state-wide economy and Leesburg/Loudoun County in particular.

General Fund Operating Budget Highlights

The Adopted General Fund Budget for the Town totals \$47,823,955. This figure includes all Town departments except Utilities and Capital Projects which are included in separate funds. The Airport is now part of the General Fund, and its Debt Service is also included in the General Fund. The Adopted FY 2014 General Fund Budget represents an increase of 0.5% over the FY 2013 Adopted Budget per the chart below:

TRANSMITTAL LETTER (Continued)



Property tax rates were advertised at the current rate of 19.5 cents and were adopted at 19.2 cents. All revenues over the projected equalized rate of 18.9 cent are devoted to the debt service reserve fund. Based on a new examination of our long-term pro-forma, we can now project that the 5 cent tax rate increase forecasted over a three year period has been reduced to a half-cent increase in FY 2017. No increase in the rate is forecast for FY 2015 and FY 2016.

With the focus on addressing the long-term fiscal issues in FY 2016 and FY 2017, no new positions are being proposed in the biennial budget. At the management level, we have focused on increasing productivity and building a workforce that is flexible in its abilities to address changing service demands in our community. Nowhere is this approach more evident than with our senior management level positions. Over the past two years, when appropriate, we have focused our recruitment effort on hiring working managers to replace the traditional department director level positions as evidenced with the Airport, Information Technology, and Human Resources departments.

TRANSMITTAL LETTER (Continued)

We have also continued to assess workload requirements and, where appropriate, have reduced staff if the workload was not evident. Over the past twelve months, two additional positions were eliminated beyond those included in the Reduction in Force in FY 2012. I expect this to be an on-going effort as we continue to work to refine our organization to meet current and projected needs.

Department leaders are continuing to review and analyze their departments' processes and functions to look for operational cost efficiencies. This effort continues to help hold down overall costs.

Finally, in collaboration with Virginia Regional Transit, the Town began preparations for expanded Safety Ride Services, as well as, additional operational hours for Town bus services in FY 2014. During the budget development process, it came to our attention that long-term funding for the bus system was under review by the state as a result of population changes from the 2010 census. While the future of regional transportation funding is uncertain, the Town continues to examine all potential options (working at the Federal, State, and County levels) to provide this service; however, any final resolution of this issue will likely be resolved after the budget is adopted.

6-YEAR CAPITAL IMPROVEMENT PROGRAM

The Capital Improvements Program continues to be a 6-year plan compatible with the Virginia Department of Transportation's (VDOT) 6-year plan. Fiscal Year (FY) 2014 is the first year of the next bi-annual budget for FY 2014 and 2015. The adopted FY 2014-2019 Capital Improvement Program (CIP) reflects several changes from the current CIP.

New Projects

Eleven new projects have been added to the adopted FY 2014-2019 CIP. Three of these new projects were previously included in the "Priority Future Projects" list in this year's CIP. The new projects are:

- Asset Management Program
- Potomac Crossing Recreation Improvements
- Davis Court Bridge Replacement
- Morven Park Road Sidewalk

New Projects - continued

- Route 15 Bypass / Edwards Ferry Road Interchange
- Sycolin Road Widening, Phase IV
- Chesapeake Bay TMDL Waste Load Application Reduction Compliance Program

TRANSMITTAL LETTER (Continued)

- Airport Maintenance Shed
- Airport North Hangars
- Lower Sycolin Creek Sewage Conveyance System, Phase II
- Water Meter Change Out (Proposal reduced by \$2 million from the CIP presented to the Planning Commission)

Completed Projects

Fifteen projects included in the current CIP have been or will be completed by the end of this fiscal year and have been removed from the adopted CIP. These completed projects include a wide variety of improvements ranging from relatively small improvements to major transportation, drainage, and utility projects. Example completed projects include:

- Police Station Technical Support Building Expansion
- Battlefield Parkway (Edwards Ferry Road to Ft. Evans Road)
- Sycolin Road Widening Phase II
- Dry Mill, Wage and Anne Drainage Improvements
- Lower Sycolin Sewage Conveyance System – Phase I
- Navigation Aids Upgrades

Projects Removed from the Capital Improvements Program

In addition to completed projects, the following projects were removed from the Adopted Six-Year Capital Improvements Program due to changed priorities:

Project	Comments
Plaza Street Sidewalk	A Community Development Block Grant (CDBG) funding application was unsuccessful for this project. The project has been moved to the “Potential Future Project” list.
Airport South Apron Expansion Phase II	A new project to construct hangars within the north portion of the airport has been added to the CIP and this project has been moved to the “Potential Future Projects” list.
Supervisory Control and Data Acquisition (SCADA) System Upgrade	The Utility Department is re-evaluating the need for this project. Accordingly, it has been removed from the CIP.

TRANSMITTAL LETTER (Continued)

Revised Budgets and Schedules

The budgets and schedules of all projects in the Adopted Capital Improvements Program have been evaluated and updated. The following projects have significant changes:

Project	Comments
Lowenbach Street Improvements	Budget has increased to reflect actual cost of completed portions, plus additional costs for upgrading the storm drain outfall, milling and paving Edwards Ferry Road, and drainage improvements on Mayfair Drive.
Virts Corner Intersection Improvements	Budget has increased based on final design and actual utility and right-of-way costs. The additional funding for the increased cost will be from a transfer of Virginia Department of Transportation (VDOT) funding from the South King Street Widening Project, and use of unused proffers from the Battlefield Parkway (Kincaid Boulevard to Route 7) project.
Traffic Signal on Battlefield Parkway and Plaza Street	This project has been accelerated from FY 2016 to FY 2014. The project name and description have also been changed to reflect the location of the signal as determined by a traffic warrant study and the Standing Residential Traffic Committee (SRTC).
Tuscarora Creek Flood Mitigation	Project delayed 12 months due to revised Federal Emergency Management Agency (FEMA) floodplain information made available since the CIP was presented to the Planning Commission.

MANAGEMENT INITIATIVES FOR THE NEXT TWO YEARS

While the budget document presents specific department goals and objectives, the overall goals and achievements I expect for the Town government as an organization over the next two years include:

- Successfully carry out the Council’s policies on long-term budget stability.
- Set and achieve high standards for customer service for all departments.
- Continued focus on productivity and efficiency to maintain or reduce costs in the face of increased service demands.
- Accelerate the application of technology to improve access to Town services and improve communication with all residents.
- Continued emphasis on an organizational culture that focuses on improving the quality of life of our residents and businesses.

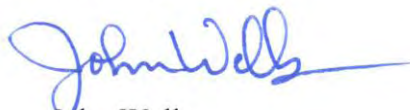
TRANSMITTAL LETTER (Continued)**In Summary**

The Adopted Biennial Budget continues to carry out the Town Council's fiscal policy direction for long-term budget stability. It balances community needs and taxpayer affordability, and maintains our commitment to promised capital projects. It establishes reasonable reserve levels and invests those dollars in direct reduction of anticipated Real Estate tax rate increases.

I would like to thank all of our directors, managers, supervisors, and employees involved in the development of this budget proposal. In particular, I would like to thank my budget team of Kaj Dentler, Norm Butts, Lisa Haley, and Mike Bruckner for their hard work and commitment to put this budget together and provide helpful analysis and advice in the development of the CIP and operating budgets.

We look forward to working with the Town Council on the details of this budget and its presentation to the community for public input.

Sincerely,



John Wells
Town Manager

STRATEGIC FOCUS AREAS

1.2 Town Council Strategic Focus Areas, FY 2014

The Town Council's strategic focus areas are used in the Town Manager's long-term planning process. During preparation of the budget, each department was directed to identify goals and performance measures within this framework. Throughout this document, departmental objectives and performance measures appear together with departmental budgetary information. This synthesis of qualitative and quantitative information will help all the Town's stakeholders – residents, businesses, elected officials, vendors, neighbors, other governmental entities, and staff – understand where the Town is going in FY 2014 and where it has been.



Economic Development and Downtown Improvements



Operational Efficiency and Fiscal Management



Community Safety / Quality of Life



Land Development Process Improvements



Capital Infrastructure

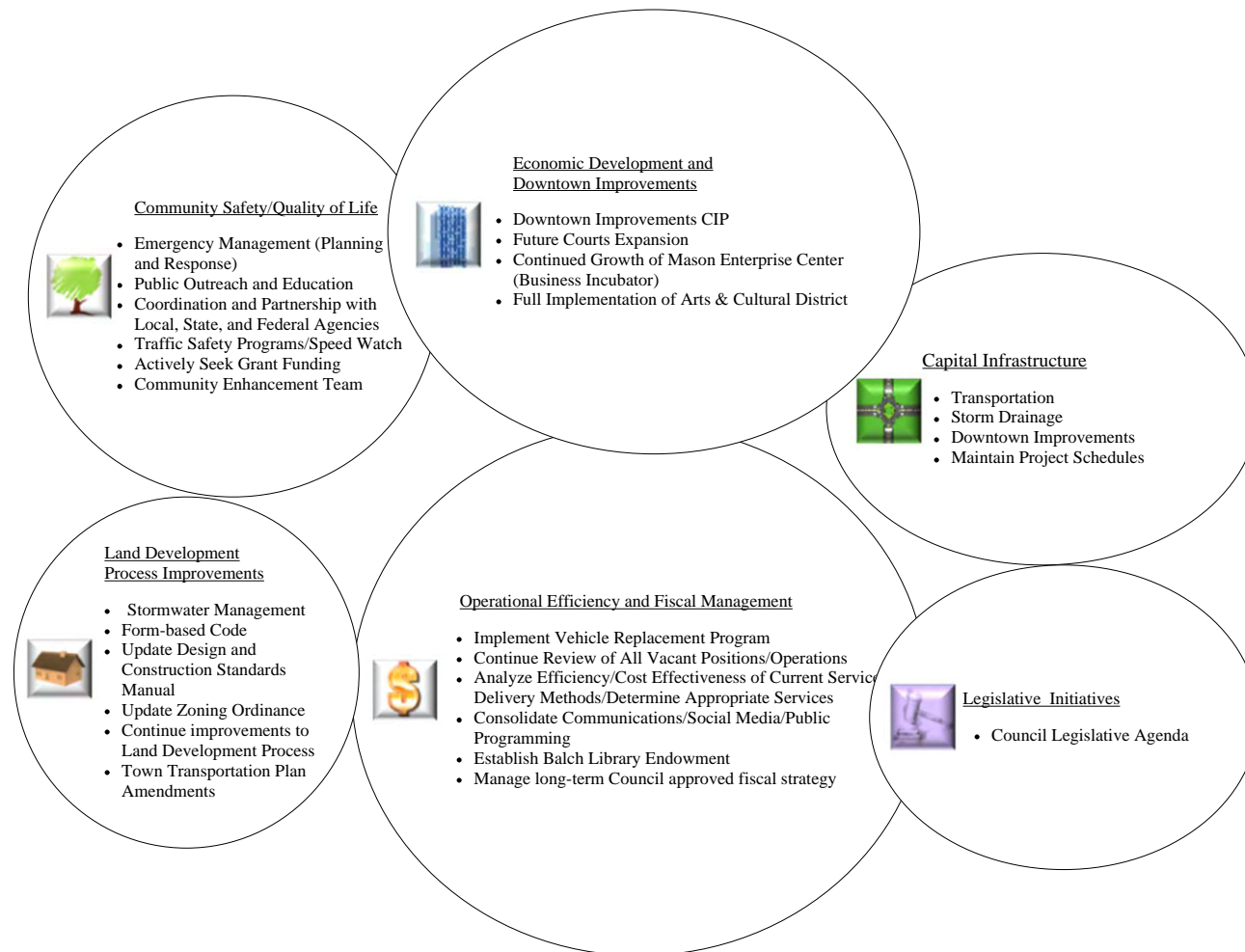


Legislative Initiatives

STRATEGIC FOCUS AREAS (Continued)


1.2.1 Major Initiatives, Objectives, and Strategies for FY 2014


Below are selected high-priority initiatives, objectives, and strategies central to the success of the Town Council during FY 2014. See Section 1.3 below for all FY 2014 initiatives, objectives, and strategies arranged by strategic focus area. All department objectives also appear with the respective department’s budget sections in the following pages.



STRATEGIC FOCUS AREAS (Continued)


1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area

 Economic Development and Downtown Improvements	
Direction and Support Services – Town Manager’s Office	<ul style="list-style-type: none"> • Meet or exceed occupancy goals for Mason Enterprise Center to reach financial self sufficiency in three years. • Completion of Downtown Improvements Phase I work in 2014.
Direction and Support Services – Economic Development and Tourism	<ul style="list-style-type: none"> • Continue to operate in a key role for processing new business development projects with the Town. • Continue comprehensive business development program to retain, attract, and grow existing businesses, small business and entrepreneurship by documenting a baseline and increasing the number of net new jobs. • Work with partners (Loudoun Small Business Center, Loudoun Chamber of Commerce, and Loudoun County Economic Development) to implement a joint plan for business retention and expansion to further increase commercial tax base in Leesburg. • Expand qualified participants in the Arts and Cultural District by 100%.
Parks and Recreation - Parks	<ul style="list-style-type: none"> • Develop trailhead and parking area for access to Veterans Park. • Renovation of infields at Freedom Park.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Completion of Form-based Code • Host Preservation Virginia conference

 Operational Efficiency and Fiscal Management	
Direction and Support Services – Town Manager’s Office	<ul style="list-style-type: none"> • Provide regular updates on long range strategy and develop 2nd Biennial Budget for FY 14 and FY 15.
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Introduce comprehensive collection program to all departments needing assistance with collections. • Review all department contracts and agreements. • Review and defend VML insurance claims, VEC and WC. • Records retention management.
Direction and Support Services – Clerk of Council	<ul style="list-style-type: none"> • Publish at least two supplements to the code. • Complete review of backlog of documents and complete destruction by end of fiscal year. • Complete development of Laserfiche storage structure and begin document scanning.
Direction and Support Services - Finance	<ul style="list-style-type: none"> • Continue to review fees & fines. • Substantially complete initial purchases of replacement vehicles and heavy equipment. • Begin testing of contract module in selected departments. • Complete updates to policies and procedures for W-2s, withholding taxes, and quarterly reconciliations. • Participate in a pilot of the selected time and attendance software. • Continue to implement third party solutions in MUNIS to improve the efficiency of the procurement process • Complete implement of MUNIS real estate and personal property modules in first quarter of FY 2012. • Initiate the second two year budget cycle based upon current fiscal guidelines. • Implement taxpayer on line services. • Implement Government Finance Officer Association best practices to increase service efficiency and effectiveness.


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Operational Efficiency and Fiscal Management	
Direction and Support Services – Human Resources	<ul style="list-style-type: none"> • Complete implementation of Applicant Tracking. • Implement an employee wellness program. • Update and distribute employee benefits booklet. • Complete review of pay grade assignments to jobs.
Direction and Support Services - Information Technology	<ul style="list-style-type: none"> • Refresh and update critical components of information technology infrastructure: servers, backup system, and storage capacity. • Begin multi-year refresh of workstations as budget allows. • Continue enhancement of Town of Leesburg website • Continue maintenance of all Cisco equipment include VOIP system. • Continue professional development for IT staff members to stay current with certifications and technology.
Public Works - Administration	<ul style="list-style-type: none"> • Continue assistance to active capital projects, selected zoning enforcement and transportation planning group projects. • Maintain a high level of customer service both through person-to-person contact and on-line contact. • Continue to build additional pages and features on the Public Works website to include additional children’s pages, interactive service forms and informative newsletter type articles or features to support Town and Council objectives. • Continue seeking opportunities to work with non-profit organizations and communities associations for pond reforestation projects; continue coordination of efforts for KLB 2014 month-long community cleanup efforts to be held in April. • Continue coordination of efforts with the Community Enhancement Team to provide outreach materials to communities and attend events as requested to provide information on available services through the Public Works Department.
Public Works – Eng & Inspections	<ul style="list-style-type: none"> • Continue inventory of as-built and record drawings.
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> • Continue to seek cost effective and responsible methods to dispose of leaves and brush through recycling. • Work on reducing the amount of chemicals used for snow and ice control while maintaining safe roadways.
Public Works – Building Maintenance	<ul style="list-style-type: none"> • Replacement of Town Hall roof top HVAC unit. • Complete retrofit of Town Hall access control system. • Purchase and install “Blue Light” emergency call boxes in parking garage to improve security.
Public Works – Fleet Maintenance	<ul style="list-style-type: none"> • Keep Town fleet vehicles and equipment on the road with minimal downtime. • Provide budget information to other departments for vehicle purchases. • Remove/install police fleet equipment where possible to reduce installation costs by radio shop. • Maintain the preventative maintenance schedule for increased service life of vehicles and equipment. • Notify departments when vehicles are scheduled for replacement. • Prepare all necessary documentation for the online auction of surplus Town-owned equipment. • One additional staff member to obtain VA Safety Inspection license. • Analyze and improve parts stocking process and storage to improve purchasing efficiencies. • Continue to provide efficient and cost effective repair and maintenance of vehicles and equipment. • Assist with vehicle and equipment replacements funded by vehicle replacement fund.


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Operational Efficiency and Fiscal Management	
Public Works – Traffic Mgmt	<ul style="list-style-type: none"> • Coordinate the design of new video camera system installation with LPD on existing traffic signals. • Continue to provide review and inspection of work performed by utility companies in public right-of-way. • Continue to work with Virginia Regional Transit on bus routes and shelters.
Parks and Recreation – Rec Div.	<ul style="list-style-type: none"> • Exceed revenue goals while operating within established guidelines and while implementing possible efficiencies. • Continue to improve the cost recovery within revenue generating areas.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Implementation of Laserfiche for zoning and office administrative items • Increased use of technology including GIS, Sketch-up, PowerPoint, etc for analysis, illustration, or presentation of community development concepts
Community Development - Plan Review	<ul style="list-style-type: none"> • Maintain and update DPR Website as necessary. • Update DPR Manuals and Ordinances as necessary • Continue to assist in the preparation of the Land Development Activities Reports.
Airport Operations	<ul style="list-style-type: none"> • Update the master plan via a “pen and ink” exercise.
Utilities - Administration	<ul style="list-style-type: none"> • Continue looking for additional sources of revenues by renting water tower space to other vendors • Continue compliance with the Virginia Nutrient Exchange Association and explore selling additional nutrient credits. • Perform rate study as directed by Town Council. • Seek more opportunities to cut costs or create revenue streams by in-house use or sale of the Town’s effluent.
Utilities - Maintenance	<ul style="list-style-type: none"> • Continue to meet water system operational challenges to ensure compliance with regulatory requirements and to prolong the useful life of water system assets. (Leak repairs, Miss Utility, system flushing, fire hydrant maintenance). • Continue to perform system monitoring to insure operational efficiency and to minimize “unaccounted for water”. (Leak detection, meter testing, meter upgrades and Hexagram system monitoring). • Complete implementation of customer portal of Aclara Star System. • Develop meter change out program using new meter technology. • Continue to perform routine system work to insure system operability. (Valve exercise, easement mowing, meter box repairs, valve box repairs, valve replacement, fire hydrant replacement and/or repairs) • Replace 1,000 feet of cast iron water line. • Continue with valve exercise program from locate and turn program to full operation in older system areas • Continue to perform inspection, testing and acceptance of water and sewer lines within new construction areas, all Town capital projects and to coordinate the installation and inspection of new water and sewer connections. • Complete review of inspection services to insure efficiencies.. • Continue to focus on the elimination of sewer backups and sewer overflows and to prolong the useful life of the Town’s sanitary sewer collection system assets that are outlined in the Town’s CMOM (capacity, management operation & maintenance) program as required by the environmental protection agency (EPA) • Review CMOM program.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Operational Efficiency and Fiscal Management	
Utilities – Water Supply	<ul style="list-style-type: none"> • Utilize cost saving techniques to reduce production costs • Continue to provide educational and safety training for operator certification and development • Provide educational and safety programs for operator development. Complete Hearing Conservation site specific safety program. Develop Fall Protection site specific safety program • Continue Lockout/Tag safety program • Meet EPA training requirements to keep operator licenses • Continue PH manipulation program using sulfuric acid for DBP precursor removal • Initiate programs to meet compliance schedules and testing mandated by Safe Drinking Water Act and VDH • Mail Consumer Confidence Reports to all Town of Leesburg customers • Complete EPA mandated Unregulated Contaminant Monitoring Requirements • Continue to optimize WSD energy saving techniques to meet 10 Percent Energy Reduction Program • Continue Fire Sprinkler Inspection site specific program • Remove existing filter under drains and install low profile lateral under drains at Filters # 1 and # 2. This will allow for all filters to be re-rated for higher filtration rates and negative head prevention • Develop storage tank preventive maintenance program • Continue monitoring the MS4 permit compliance and upcoming Total Maximum Daily (TMDL) rules • Continue excellent performance to receive these awards.
Utilities - Water Pollution Control	<ul style="list-style-type: none"> • Continue to comply with all new and existing health and environmental related permit requirements. • Continue to comply with the Virginia Environmental Laboratory Certification regulations. • Continue to comply with the Virginia Nutrient Exchange Association and participate in the new EPA TMDL. • Continue WPCD Industrial Storm Water Permit testing and assist Public Works with sampling and laboratory testing • Incorporate saving techniques and energy reductions to reduce wastewater treatment costs. • Continued optimization of plant performance to meet TMDL limits. • Continue the operation of the new Tuscarora High School pumping station • Mail Consumer Confidence Reports to all Town of Leesburg customers • Continue operation of Biofilter for Cattail Branch pumping station • Complete construction of the effluent pipe line relocation and Dominion Virginia Power addition of a new effluent flow meter • Continue Fire Sprinkler Inspection site specific Begin possible construction of the new Lowes in the Leegate center and Russell Branch Parkway program • Continue development of safety programs and continue education for operator and maintenance certification and development • Continue UST training and compliance. • Continue meeting with Green Energy Partners Natural Gas & Solar Power Plant concerning planning/design phases of new effluent pipe line for steam cooling.
Capital Projects Management	<ul style="list-style-type: none"> • Use in-house inspectors to reduce cost of contracted inspection services for construction projects based on job complexity and resource availability.


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Direction and Support Services – Town Manager’s Office	<ul style="list-style-type: none"> • Have Community Enhancement Team participation in HOA meetings quarterly.
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Prosecute zoning violations and overcrowding violations. • Organize and run Leadership in the Law Camp. • Monitor legislation and formulating plan with respect to Storm Water Management (SWM) regulations and the Chesapeake Bay Protection Act, VRS and active legislative agenda. • Continue to support Parks and Rec. w/ volunteer contracts for upcoming events. • Review risk management claims and process.
Police – Administrative and Operational Support	<ul style="list-style-type: none"> • Continue the career development program • Continue refining hiring process to make it faster, and still produce a high quality candidate • Improve department effectiveness through individual and collective training • Continue to improve community notification through Alert Loudoun/Leesburg and CrimeReports.com • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continued planning with Loudoun County for emergency operations and contingency planning • Implementation of Virtual Real Time Crime Center • Establish partnership with Office of Probation and Parole • Implementation of wellness program • Groundbreaking for construction/expansion of Support Building • Implement new system for evidence tracking and purging • Refine use of social media sites for citizen information and departmental activity.
Police – Patrol Operations	<ul style="list-style-type: none"> • Continue to improve the use of the Town’s website to collect Quality Assurance Survey responses to increase feedback from the public. • Continue to evaluate community policing areas and districts to facilitate timely response and accessibility. • Utilize revised Town emergency plans to conduct expanded readiness training and drills for all officers. • Utilize information technology to centralize project management and promote information sharing and collaboration to internal and external consumers. • Explore current system options for phased replacement of in-car cameras beginning FY 2014-15 (current warranties expire JUN 2014). • Explore expanded use of video and LPR cameras for enhanced situational awareness and accountability. • Continue integration of intelligence-led policing. • Maintain appropriate Accreditation standards. • Complete implementation of OPS Center/RTTC (Real Time Threat Center) • Complete a vulnerability survey for each community command district and identify community policing and emergency preparedness strategies to increase resiliency.


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Police – Criminal Investigations	<ul style="list-style-type: none"> • Use crime databases and analytical tools to enhance the solution of incidents. • Continue to fully implement intelligence-led policing concepts. • Maintain a close working relationship with county, state and federal law enforcement and prosecution offices. • Maintain accreditation standards. • Continue to seek training and develop detectives in new investigative techniques. • Participate in the Bureau of Alcohol, Tobacco, Firearms and Explosives E-trace program for tracing stolen firearms. • Continue to develop a computer forensic laboratory. • Hire a crime scene investigator and refine the department’s crime scene recovery program. • Revise the narcotics enforcement policy. • Draft and implement a vehicle seizure policy. • Review department personnel’s participation in regional task force operations.
Police – Community Services	<ul style="list-style-type: none"> • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continue to enhance department outreach programs to school age members of the community • Continue to incorporate concepts and ideas from CTAP in identifying and dealing with traffic “hotspots”; • Continue to manage and coordinate police services to Town and contracted special events • Study the use of technology in traffic safety and management; • Continue to expand community traffic safety programs such as the Community Speed watch program • Continue to provide a more proactive review in plan review and commercial crime prevention programs by incorporating Crime Prevention through Environmental Design (CPTED) doctrine and principles. • Continue to participate in joint agency trainings in regards to Crash Investigation and Reconstruction with Virginia State Police and Loudoun County Sheriff’s Office • Plan and coordinate joint emergency response exercises within Leesburg public schools with LCPS and other first responder agencies.


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Police – Information Services	<ul style="list-style-type: none"> • Continued integration of intelligence-led policing • Process citizen and officer generated activities in a timely and professional manner • Maintain and refine career development program for communications staff • Continue to refine use of software systems for CAD/RMS • Continue to refine Records management for operation of regional data systems (LInX) • Update CAD/RMS system to 9.0 software release • Maintain appropriate Accreditation standards • Continue implementation with Loudoun County DIT and public safety agencies of upgrade/rebanding of 800 MHz radio system. • Research and evaluate use of smart phones and tablets for departmental IT requirements. • Upgrade departmental cell phones for higher quality of service • Update Mobile Data Computers with new aircards and software.
Police – Citizen’s Support Team	<ul style="list-style-type: none"> • Continue to provide staffing assistance for special events in the Town of Leesburg. • Continue to provide volunteer time in special event staffing, department representation, and proactive patrol. • Continue to provide savings in man-hours of sworn officer time. • Recruit and expand membership.
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> • Continue to provide brush and leaf collection programs. • Continue promoting additional yard waste collection days to increase yard waste volume and reduce brush collection needs. • Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes).
Public Works – Building Maintenance	<ul style="list-style-type: none"> • Continue replacement of obsolete lighting fixtures in Town Hall to improve lighting and energy efficiency. • Resurfacing of Public Works facility parking lot.
Public Works – Refuse Collection and Recycling	<ul style="list-style-type: none"> • Continue document shredding events to increase recycling rates and reduce paper and cardboard being sent to the landfill. • Increase citizen awareness of using yard waste collection vs. brush collection, increase awareness of recycling and bulk pickups as well as shred events. • Rebid Refuse and Recycling Contract in Spring. Alternatives to lower cost and improve service will be considered. • Continue Recycling Pilot Program at Gateway Condominium community.
Public Works – Traffic Mgmt	<ul style="list-style-type: none"> • Provide technical support for the installation of four (4) traffic signals on South King Street and Sycolin Road. • Inventory all street signs in the field to determine when they need to be replaced.
Parks and Recreation - Administration	<ul style="list-style-type: none"> • Update 20-year Comprehensive Parks Master Plan • Pursue public/private partnerships for field development and enhancements. • Resolve the status of the proffered Potomac Crossing Park. • Perform facility and program audits to ensure compliance with the ADA 2010 standards and develop a transition plan as needed.
Parks and Recreation - Parks	<ul style="list-style-type: none"> • Evaluate conditions of playground amenities and recommend areas for improvement. • Redefine divisional work plan to accommodate additional areas of responsibility such as Airport beautification and maintenance of improvements from the downtown redevelopment project.


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Parks and Recreation - Recreation	<ul style="list-style-type: none"> • Explore diversified marketing methods to promote departmental programs, facilities, and events. • Development of additional family-based programs and services.
Thomas Balch Library	<ul style="list-style-type: none"> • Continue to support efforts of Friends of TBL in creation and development of endowment. • Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy. • Continue establishing, implementing, and maintaining guidelines and best practices for processing, arranging, and describing printed, manuscript and visual materials. • Implement best practices for collection description collection guides will be converted from PDF files to EAD files making public posting consistent across the board on VIVA and Town of Leesburg website. • Continue developing and maintain disaster preparedness and emergency management program. • Continue to maintain and develop outreach programming for and marketing of TBL including eliciting information from the public through bi-annual patron surveys. • Foster cooperation and teamwork among staff, TBL Advisory Commission, Friends of the TBL, Inc. and the Black History Committee of Friends of TBL, Inc. • Foster collaborative ventures with external organizations. • Move collections and processing materials to suitable climate controlled, secure space.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Initiate Zoning Ordinance changes per recommendation from the LID committee.
Airport Operations	<ul style="list-style-type: none"> • Acquire two parcels of adjacent land on which offers were made in FY 2012. • With the Virginia Department of Aviation, implement the pilot project with NASA that will install ADS-B responders in approximately 30 aircraft based at Leesburg. • Renovate the public restrooms in the oldest section of the terminal. • Complete design of final sections of the perimeter security fence.
Utilities - Administration	<ul style="list-style-type: none"> • Continue FOG program, school educational activities, and the cross connection program. • Continue with enforcement of the pre-treatment program at industrial facilities and inspections


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Utilities – Water Pollution Control	<ul style="list-style-type: none"> • Continue to comply with all new and existing health and environmental related permit requirements. • Continue to comply with the Virginia Environmental Laboratory Certification regulations. • Continue to comply with the Virginia Nutrient Exchange Association and explore selling additional nutrient credits • Continue WPCD Industrial Storm Water Permit testing and explore new Industrial Storm Water Permit options • Incorporate saving techniques and energy reductions to reduce wastewater treatment costs. • Continue optimization of plant performance to meet TMDL limits. • Continue startup of Lower Sycolin Creek pumping station and demolition of the Airport Pump Station and the Jail Pump Stations. • Optimize Sludge Digester and Sludge Digester gas operation. • Complete effluent pipe line relocation and Dominion Virginia Power addition of a new effluent flow meter • Begin construction of the new Lowes in the Leegate center and Russell Branch Parkway program • Continue development of safety programs and continue education for operator and maintenance certification and development • Continue UST training and compliance. • Continue meeting with Green Energy Partners Natural Gas and Solar Power Plant concerning the planning and design phases of a new effluent pipe line for steam generation. • Continue to monitor the security of the facility. • Biannual cleaning of sludge digesters. • Monitor and maintain chemical feed lines to the BNR Splitter Box and sandfilter splitter box. • Monitor and maintain sodium hypochlorite pumps and investigate use of peristaltic pumps for other chemical addition. • Install new slide gate and clean sandfilters.
Airport Operations	<ul style="list-style-type: none"> • Acquire two parcels of adjacent land on which offers were made in FY 2012. • With the Virginia Department of Aviation, implement the pilot project with NASA that will install ADS-B responders in approximately 30 aircraft based at Leesburg. • Renovate the public restrooms in the oldest section of the terminal. • Complete design of final sections of the perimeter security fence.


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Land Development Process Improvements	
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Form Based Code review and support. • Review and update (with staff) Zoning Ordinance and DCSM as necessary. • Monitor and coordinate condemnation process and easements with CPM. • Draft deeds of easements for CPM, DPR and Utility Projects. • Provide support for zoning violations and prosecution. • Review and participate in the AADP/ Annexation policy as directed by Council.
Public Works – Traffic Management	<ul style="list-style-type: none"> • Provide technical review of traffic studies for Plan Review, CPM and Planning & Zoning.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Adopt Action Program for Town Plan • Initiate and adopt the 2012-2014 Zoning Ordinance Batch
Community Development - Plan Review	<ul style="list-style-type: none"> • Continue to strive for review times for all types of construction drawings to less than 60 days for the first submission and 45 days for all subsequent submissions with a goal of 2 submissions and a signature set process for plans that adhere to the priority processing requirements. • Continue to provide consolidated Town review comment letters. • Continue to work with applicants and continue to provide solution oriented comments. • Complete initiation of “paperless” system for approved construction plans and begin digital filing of all correspondence files. • Update Phase 2 of Article 5 (Stormwater) of the Design and Construction Standards Manual now that revisions to State regulations were finally Proposed this year. • Continue to utilize LMIS and LaserFische for project tracking and assist other departments as needed. •
Utilities - Administration	<ul style="list-style-type: none"> • Stay on target for efficient review of construction plans.


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Capital Infrastructure	
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Priority project management – “A-Team Approach” (with Executive, Public Works, Planning and Zoning, Plan Review, Utilities and Capital Projects Management). • Maintain Capital Improvement Project Schedules (with Executive, Public Works, Plan Review and Capital Projects Management).
Public Works – Engineering and Inspections	<ul style="list-style-type: none"> • Continue to conduct asphalt inspections of all Town maintained roads to record the condition of the pavement to determine future repaving schedules. • Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects. • Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the current MS-4 permit cycle with the State. • Continue to inspect all Town storm sewer outfalls, and SWM/BMP facilities in Town as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town’s MS-4 permit. • Continue to inspect public improvements constructed by developers to ensure a high standard. • Analyze the pending Chesapeake Bay TMDL requirements to develop potential cost of SWM/BMP retrofits.
Public Works – Traffic Management	<ul style="list-style-type: none"> • Provide technical support to VDOT for the Sycolin Road Overpass at Route 7/15 Bypass. • Provide review for the VDOT climbing lane on Route 7 and Crosstrail Boulevard connection to Kincaid Boulevard. • Provide review to CPM for South King Street, Phase II and Battlefield Parkway from Greenway to South King Street.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Research ways Planning Commission can approach life cycle costs during review of CIP • Consider initiating changes to Appendix B in the Town Plan
Community Development - Plan Review	<ul style="list-style-type: none"> • Continue to refine the coordinated plan review approach to submissions. Keep all departments informed as to current status of projects via LMIS and follow up accordingly with owners and other departments to keep projects moving.
Airport Operations	<ul style="list-style-type: none"> • Complete design and construction of Runway 17 Safety Area Grading. • Construct helipads and north interior access road.
Utilities - Administration	<ul style="list-style-type: none"> • Begin construction of Lower Sycolin Creek Sewer conveyance system
Capital Projects Management	<ul style="list-style-type: none"> • Commence construction of phase I improvements in the fall of 2011 including downtown streetlights. • Complete construction of Battlefield Parkway between Edwards Ferry Road and Fort Evans Road by the end of the 2011 calendar year. • Start construction of Battlefield Parkway between Evergreen Mill Road and South King Street. • Complete construction of Dry Mill Wage Road, Wage and Streets Drainage projects • Complete Sycolin Road improvements for the section between Battlefield Parkway and Tolbert Lane; temporary traffic signal at Hope Parkway; and turn lanes at Tavistock Drive. • Complete construction of Lowenbach Phase II improvements on Catocin Circle. • Start construction of Lowenbach Phase III Improvements on Prince Street. • Start construction of Woodberry Road improvements. • Start construction of Virts Corner Improvements • Start construction of South King Street Widening improvements.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2014 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Legislative Initiatives	
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Active role with legislative process to advance council objectives. • Suggest and implement updates to the Town Code and Zoning Ordinance as needed. • Continue to monitor franchise and right of way agreements with utilities throughout the Town • Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Manage case files with outside counsel.

FISCAL POLICY**1.3 Fiscal Policy (as amended in Resolution No. 2012-031, March 13, 2012)****SECTION I. Accounting, Auditing, and Financial Reporting**

- a. The Town will establish and maintain the highest standards of accounting practices in conformance with uniform financial reporting in Virginia and generally accepted accounting principles for governmental entities as promulgated by the Governmental Accounting Standards Board.
- b. The Town will engage an independent firm of certified public accountants to perform an annual financial and compliance audit according to generally accepted government-auditing standards and will have these accountants publicly issue an opinion, which will be incorporated in a comprehensive annual financial report.
- c. The Town will annually seek both the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the Government Finance Officers Association Distinguished Budget Presentation Award.

SECTION II. Asset Management

- a. The Town will capitalize all fixed assets with a value greater than \$5,000 and an expected life of 2 years or more.
- b. The operating budget will provide for minor and preventive maintenance.
- c. The capital budget will provide for the acquisition of fixed assets and the construction, or total replacement of physical facilities to include additions 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.

SECTION III. Revenue Management**General Fund**

- a. The Town will maintain a diversified and stable revenue structure to protect it from short-run fluctuations in any one-revenue source.
- b. The Town will estimate its annual revenues by an objective, analytical process.
- c. 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.
- d. The Town will follow an aggressive policy of collecting revenue.

FISCAL POLICY (Continued)**1.3 Fiscal Policy (continued)**

- e. The Town should routinely identify intergovernmental aid funding possibilities. However, before applying for or accepting intergovernmental aid, the Town will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary matter. All grant applications, prior to submission, must be approved by the Town Manager; grants and donations may be accepted only by the Town Council; and no grant will be accepted that will incur management and reporting costs greater than the grant amount.

Utilities Fund

- f. The Town will strive to set water and sewer rates based on the actual cost to deliver each service. The Town will periodically review the components that make up the rates and fees through a cost-of-service study for every service provided. However, nothing in this policy shall prohibit the Town from establishing fair and reasonable rates that provide for a differential between in town and out of town customers.
- g. The Town will set rates to achieve a positive net income and cash flow each year.
- h. The Town will set rates to cover all current costs and to allow the fund to meet all bond, state, and Federal requirements. If a deficit between current revenue and current expenditures occurs, the Town will take all necessary steps to reduce and eliminate said deficit by reducing expenditures or enhancing revenues including additional water service opportunities while ensuring adequate capacity in water and wastewater facilities within the utilities service area is maintained.
- i. The Town will track, monitor, and report quarterly on the key variables of the rate model. Also, the Town will set rates that are based on annually updated 5-year forecasts of operating and capital budgets.
- j. Based on the 5-year forecasts, the Town will attempt to implement any required rate increases in a gradual and predictable manner and avoid large, one-time rate increases.
- k. As cash reserves and revenues permit, the Town will establish a rate stabilization reserve or other similar innovative approaches to mitigate the need for annual rate increases.

SECTION IV. Budget ManagementOperating Budget

- a. The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective.
- b. The budget is a plan for raising and allocating resources. The objective is to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level, which will meet real needs as efficiently and effectively as possible.
- c. The Town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.

FISCAL POLICY (Continued)**1.3 Fiscal Policy (continued)**

- d. It is important that a positive unassigned fund balance and a positive cash balance be shown in all governmental funds at the end of each fiscal year. When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive unassigned fund balance and a positive cash balance.
- e. Where possible, the Town will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the efficiency and effectiveness of Town programs and employees. Performance measurement should become a dynamic part of Town government administration.
- f. The budget must be structured so that the Town Council and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives.
- g. Budgetary reviews by the Town Council and Town Manager will focus on the following basic concepts:

Existing Service Costs. The justification for base budget program costs will be a major factor during budget reviews.

Administrative Costs. In all program areas, administrative overhead costs should be kept to the absolute minimum.

Program Expansions - Proposed program expansions above existing service levels must be submitted as separate budgetary requests requiring detailed justification. Every proposed program expansion will be scrutinized on the basis of its relationship to the health, safety and welfare of the community to include analysis of long-term fiscal impacts.

New Programs - Proposed new programs must also be submitted as individual budgetary requests requiring detailed justification. New programs will be evaluated on the same basis as program expansions to include analysis of long-term fiscal impacts.

Capital Budget

- h. The Town will make all capital improvements in accordance with an approved capital improvements program.
- i. 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.
- j. 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.
- k. 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 of the Town is to finance 25% of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use of such non-debt sources.

FISCAL POLICY (Continued)**1.3 Fiscal Policy (continued)**SECTION V. Debt and Cash ManagementDebt Management

- a. 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.
- b. The goal of the Town is to finance 25% of the current portion of construction cost of capital improvements (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.
- c. 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.
- d. The Town is cognizant of its higher than average debt burden and should continue to offset its impact through rapid payback. An average payback of at least 60% in ten years should be maintained except for projects with a known revenue stream.
- e. 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.
- f. The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.
- g. The Town will maintain good communications about its financial condition with bond and credit rating institutions.

Cash Management

- h. The Town will maintain an investment policy based on the Government Finance Officers Association model investment policy, and the investment policies and procedures of the director of finance shall become a part of this policy.
- i. The Town will, where permitted by law, pool cash from its various funds for investment purposes and will invest revenue to maximize the rate of return while maintaining a low level of risk.

FISCAL POLICY (Continued)**1.3 Fiscal Policy (continued)**SECTION VI. Reserve Funds Management

- a. The general fund unassigned fund balance at the close of each fiscal year should be equal to no less than 15% of general fund expenditures.
- b. The utilities fund undesignated fund balance at the close of each fiscal year should be equal to no less than 100% 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.
- c. 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.

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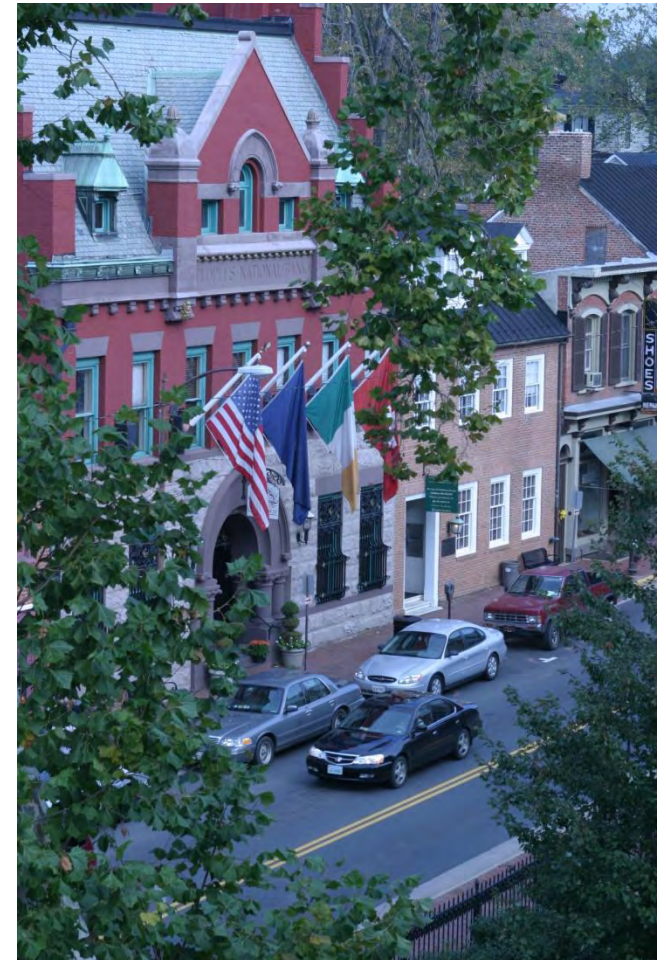
2.1 Town of Leesburg History

Established in 1758, the Town of Leesburg is the seat of Loudoun County, Virginia. The original settlement, located at the intersection of the old Carolina Road (now U.S. Route 15) and the Alexandria Road (now State Route 7), was called “George Town.”

When the Virginia General Assembly formally recognized the Town in 1758, it was renamed to honor the influential Lee family of Virginia. Laid out along six streets in 70 half-acre lots, the first plan of Leesburg encompassed 57 acres.

Through the 19th century and the first half of the 20th century, Leesburg grew moderately in land area but very little in population. In 1950, the population – at 1,700 – was virtually unchanged from a century earlier; however, the Town’s growth, in both land area and population accelerated dramatically through the second half of the 20th century and beginning of the 21st century spurred largely by the establishment of Washington Dulles International Airport, and the completion of the Dulles Greenway toll road from the airport to Leesburg.

Present-day Leesburg encompasses 7,976 acres (12.46 square miles). The 2010 Census population was 42,616 and the estimated 2012 population was 44,400.



2.2 Demographics

Population Growth.

From 2000 to 2010, the Town’s population grew 50.5%, from 28,311 to 42,616 (Source: U.S. Census). The estimated 2012 population for the Town is 44,400. At full build-out (current Town limits), the Town’s population is projected to be approximately 50,000 (Source: Town of Leesburg Transportation Model).

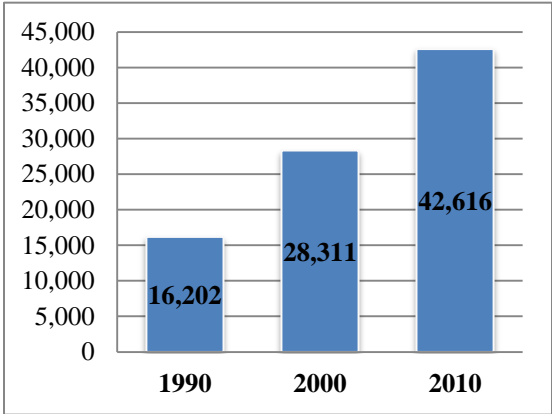


Chart 2.1 Leesburg Population

Population by Age.

Chart 2.2 below left shows the Town’s population broken out by age cohort. In broader terms, 33% of the Town’s population are age 19 or younger, 60% are age 20 to 64 (primary labor force) and 7% are 65 and older, as illustrated in Chart 2.3 below right (Source: 2009-2011 ACS).

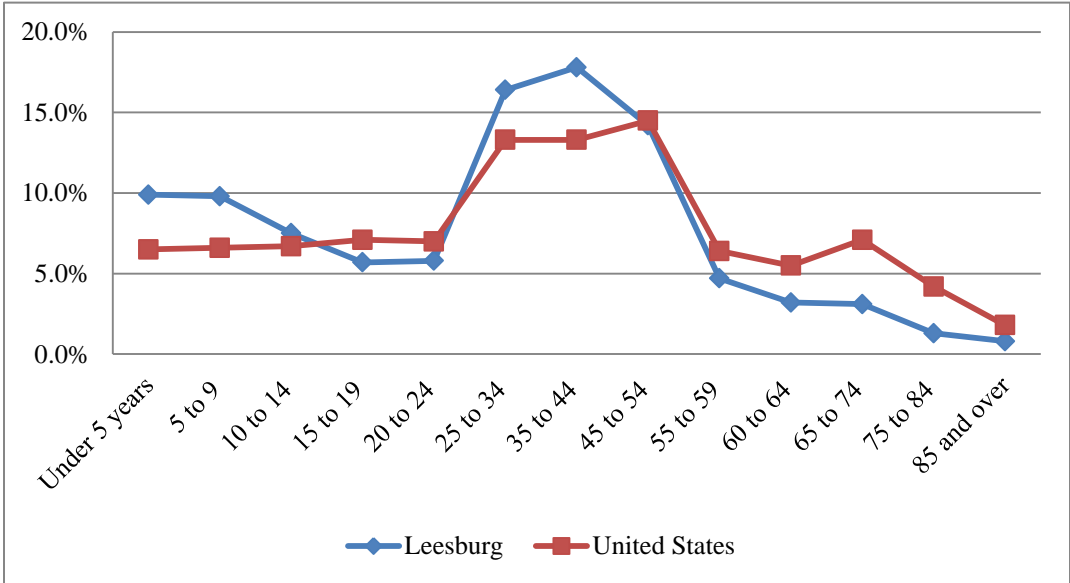


Chart 2.2 Leesburg Population by Age

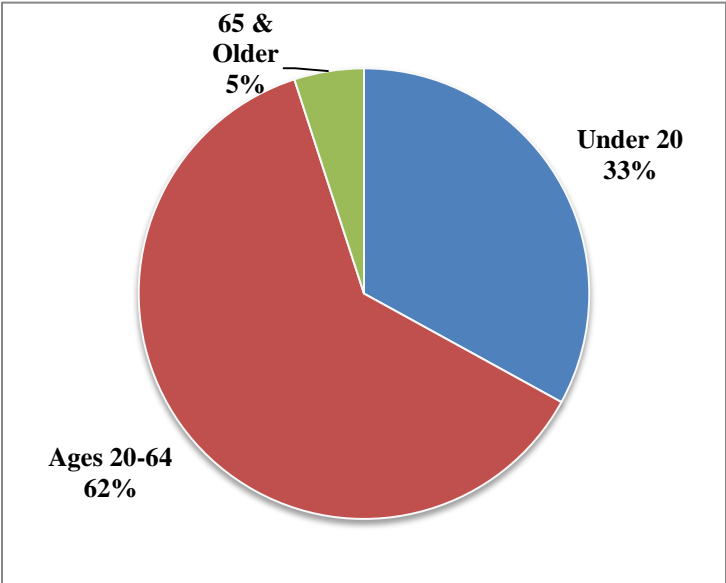


Chart 2.3 Leesburg Population by Age, 2009-2011

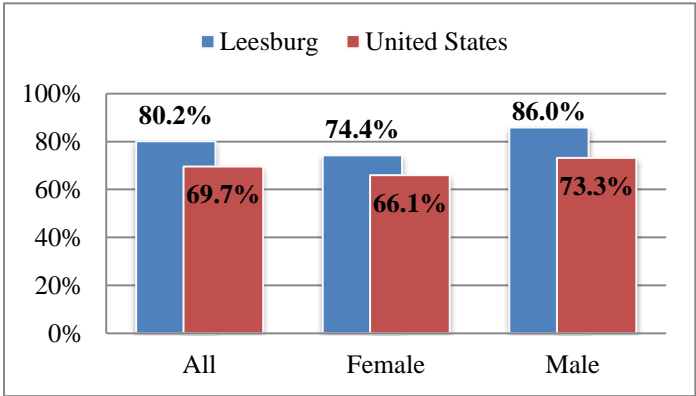


Chart 2.4 Leesburg Labor Force Participation (16 and older)

2.2 Demographics (continued)

Labor Force Participation, Occupations & Educational Attainment.

Labor force participation, occupations and educational attainment are all good indicators of the economic health of a community, and its capacity for continued economic growth. Chart 2.4 to the left shows the percentage of the Town’s population, age 16 and older, in the labor force (employed or seeking employment). Chart 2.5 shows the occupation categories for the civilian employed population, age 16 and older. Chart 2.6 shows the highest educational attainment of the population, age 25 and older. (Source: 2009-2011 ACS).

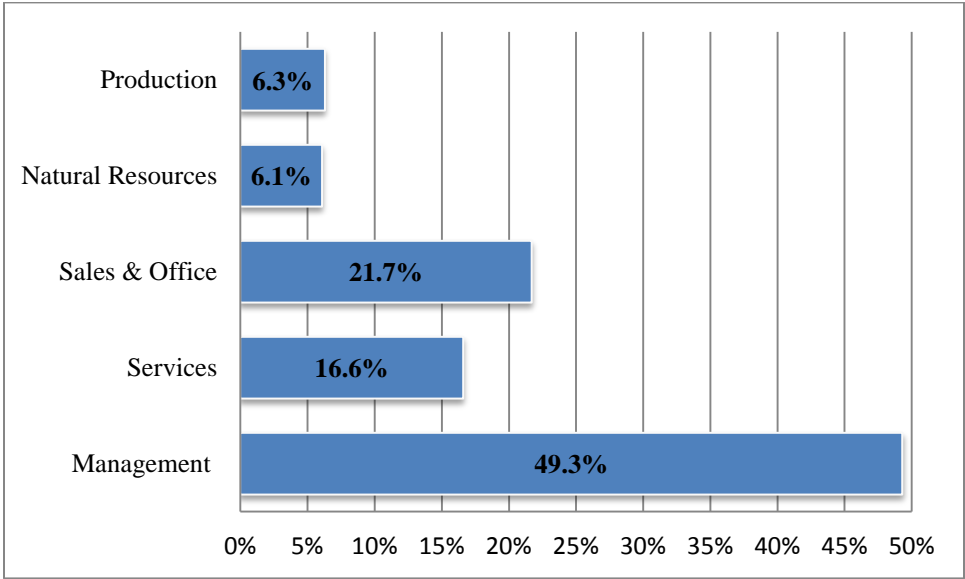


Chart 2.5 Leesburg Occupations (16 and older)

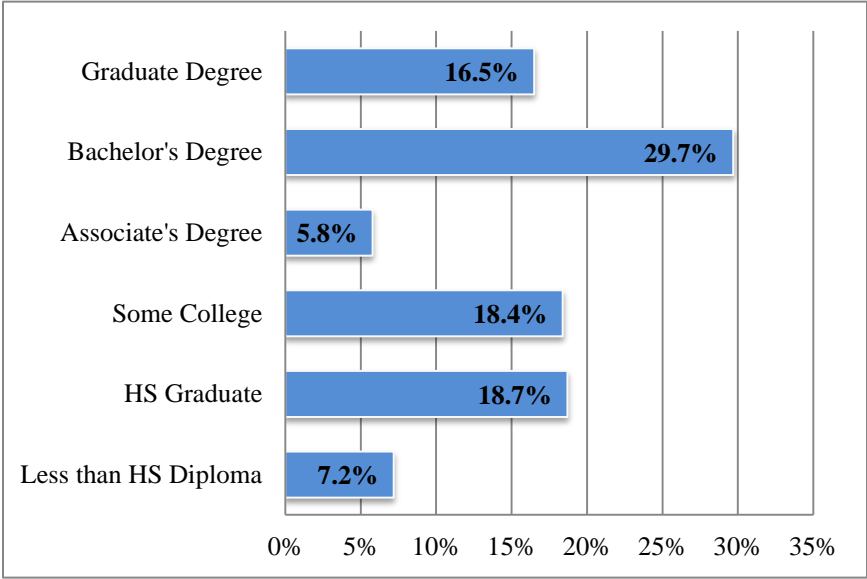


Chart 2.6 Leesburg Educational Attainment (25 and older)

2.2 Demographics (continued)

Income.
 Reflective of the Town’s highly skilled and highly educated population, both average household income and per capita income are significantly higher than the U.S. averages see Chart 2.7 (Source: 2009-2011 ACS).

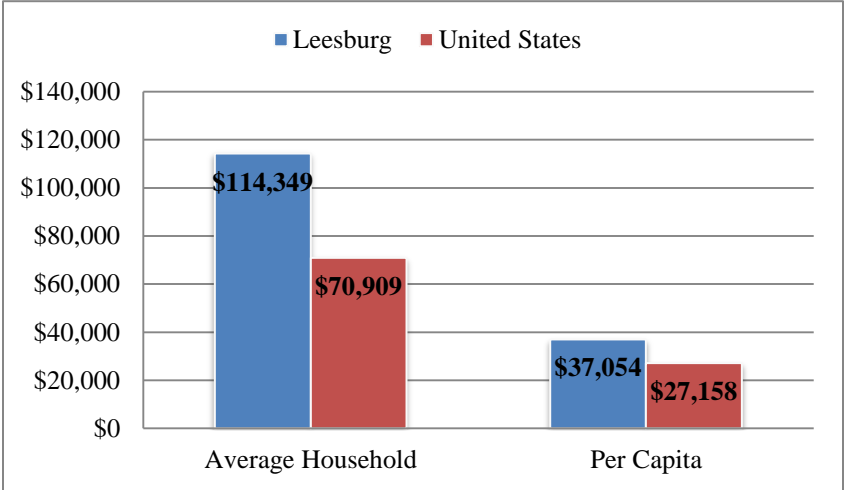


Chart 2.7 Household and Per Capita Income

Ethnic Distribution.
 The Town’s population continues to become more diverse across several measures, as illustrated in Charts 2.8-10 (Source: 2009-2011 ACS).

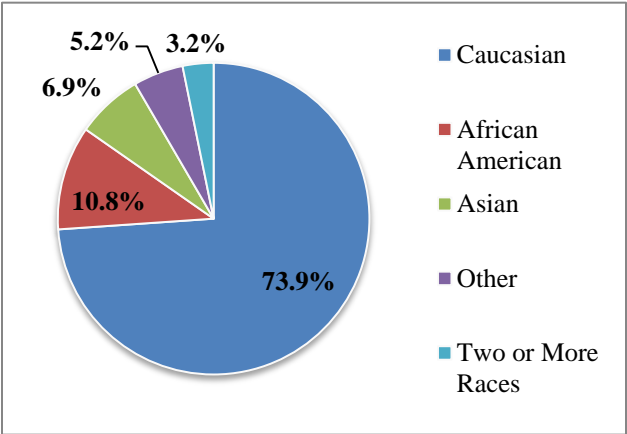


Chart 2.8 Ethnic Distribution in Leesburg

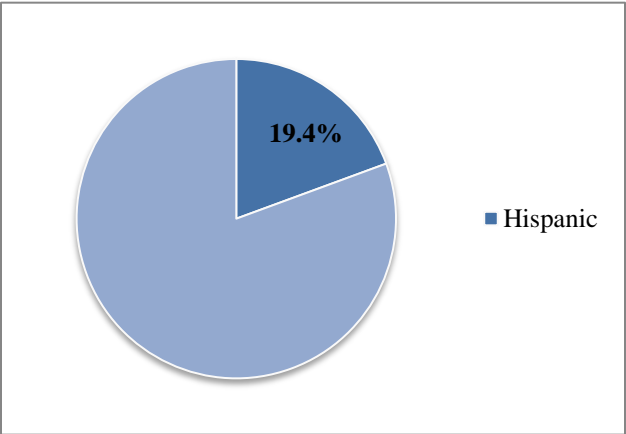


Chart 2.9 Hispanic % of Leesburg Population

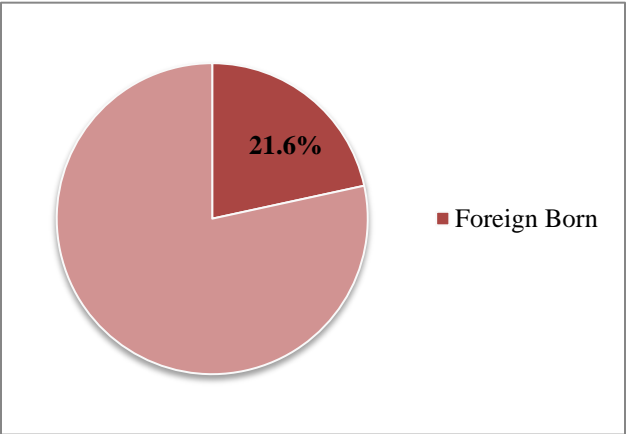


Chart 2.10 Foreign-born % of Leesburg Population

2.3 Housing

At the end of 2012, the Town of Leesburg had approximately 15,380 housing units. Single Family Houses represent 43% of the Town’s housing stock, with the remainder split about evenly between townhomes (also known as single family attached) and multi-family units (both condominiums and apartments), as illustrated in Chart 2.11. The Town’s growth in new residential units has slowed considerably from the peak year of 2002, largely due to the absorption of vacant residential land. As of December 31, 2012, there were 225 new housing units either under construction or approved, and an additional 625 new units proposed. Chart 2.12 shows annual new residential units constructed. (Source: Loudoun County Land Management Information System).

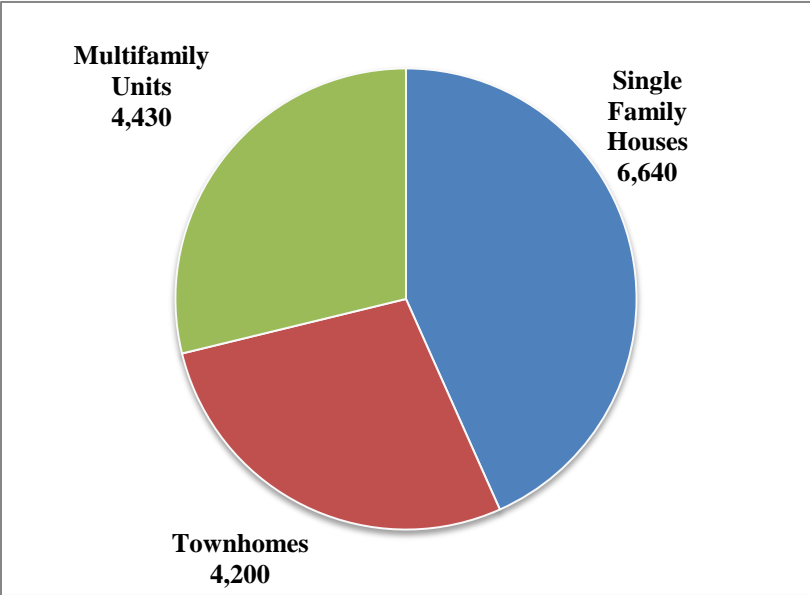


Chart 2.11 Total Housing Stock, December 2012

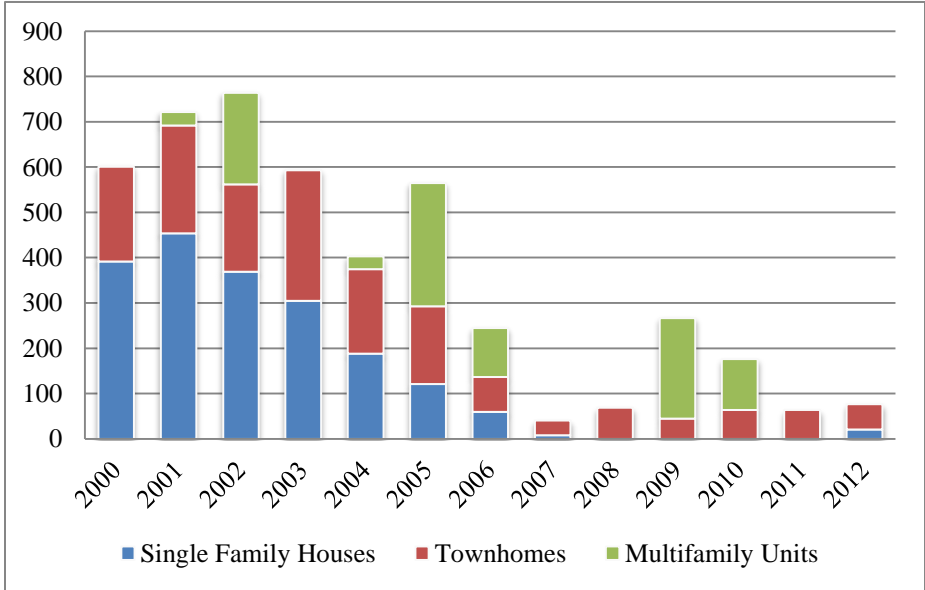


Chart 2.12 Annual New Housing Units

2.4 Commercial Square Footage

At the end of 2012, the Town of Leesburg had just over 11 million square feet of non-residential space. The two largest sectors are retail (3.7 million sq ft) and institutional (3.2 million sq ft), representing 33% and 29% of the total space in the Town, respectively. Chart 2.13 provides details for all of the major categories. Since 2000, the Town has seen a 92% increase in non-residential space, with 5.3 million square feet of new construction. During this period, the retail sector more than doubled and the office sector increased 74%. Chart 2.14 shows annual new commercial construction, by category. (Source: Loudoun County Land Management Information System).

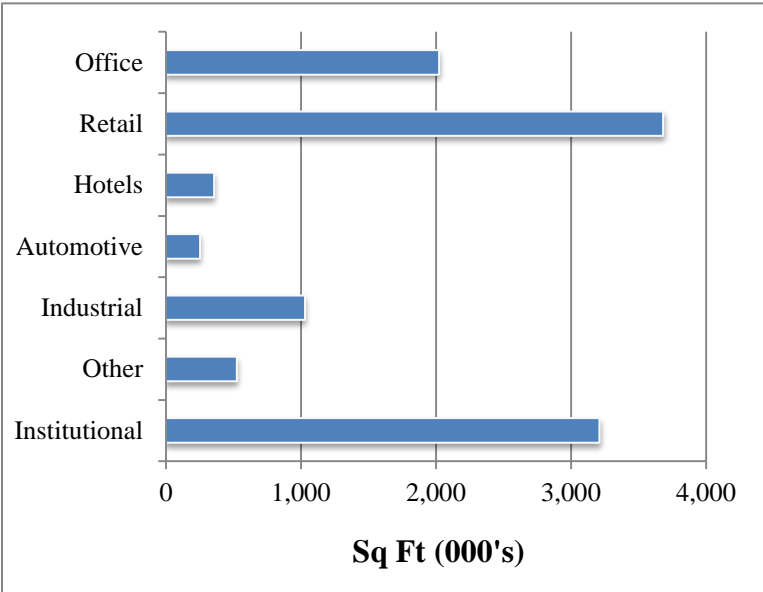


Chart 2.13 Commercial Space by Type, December 2012

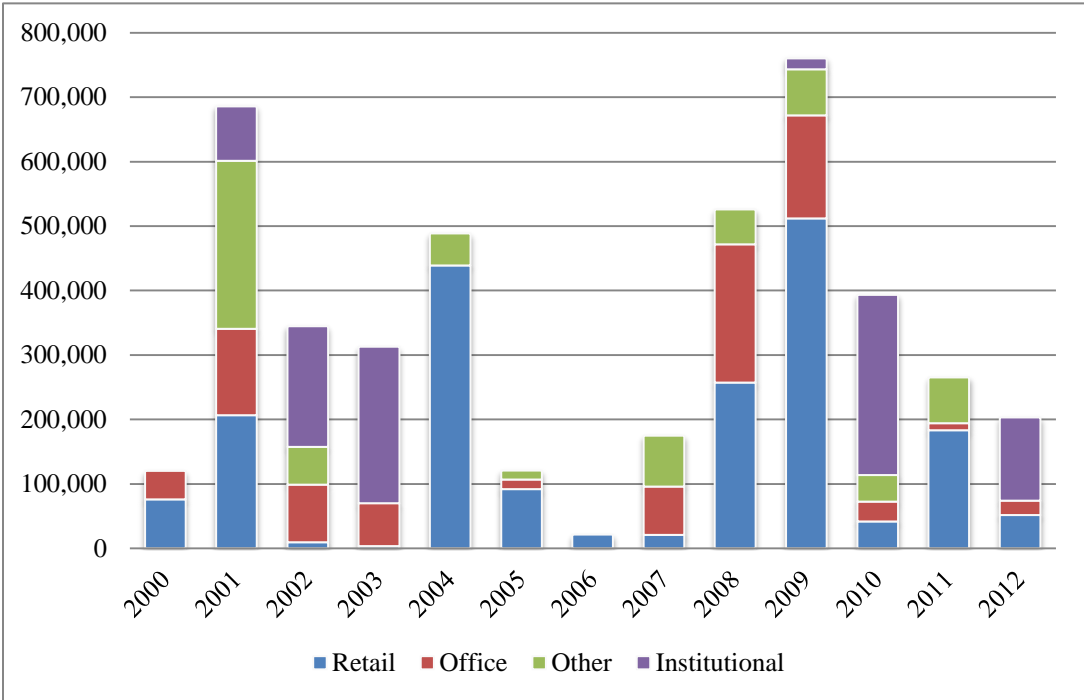


Chart 2.14 Annual New Commercial Construction

2.5 Schools

The Town of Leesburg is served by Loudoun County Public Schools. There are currently eight elementary schools, three middle schools, and three high schools located within the Town limits, although the attendance zones for many of these schools extend beyond the Town boundaries. In addition, the Douglass School—Loudoun County’s center for alternative education—and the Monroe Technology Center—Loudoun County’s career and technical academy—are located in Leesburg and draw students from the entire County. The map below shows the locations of the 16 existing schools. Table 2.1 summarizes enrollment as of September 30, 2012 (Source: Loudoun County Public Schools).



Chart 2.15 Location of Public Schools in Leesburg

Table 2.1 Leesburg Public Schools Enrollment

Elementary Schools		
1	Ball's Bluff	655
2	Catoctin	531
3	Cool Spring	651
4	Evergreen Mill	667
5	Frances Hazel Reid	763
6	Frederick Douglass	631
7	John W. Tolbert	834
8	Leesburg	595
Middle Schools		
9	Harper Park	1,020
10	J. L. Simpson	1,023
11	Smart's Mill	1,048
High Schools		
12	Heritage	1,198
13	Loudoun County	1,399
14	Tuscarora	1,746
Total Enrollment		12,761
M	Monroe Technology Center	
D	Douglass School	

2.6 Governance and Organization

The Town has been organized under the Council-Manager form of government since 1962. The Town Council is the legislative body of the Town and is empowered by the Town Charter to make policy. Six of the seven Town Council members are elected at large for four-year overlapping terms. The Mayor is the seventh member of Council, but is elected for a two-year term.

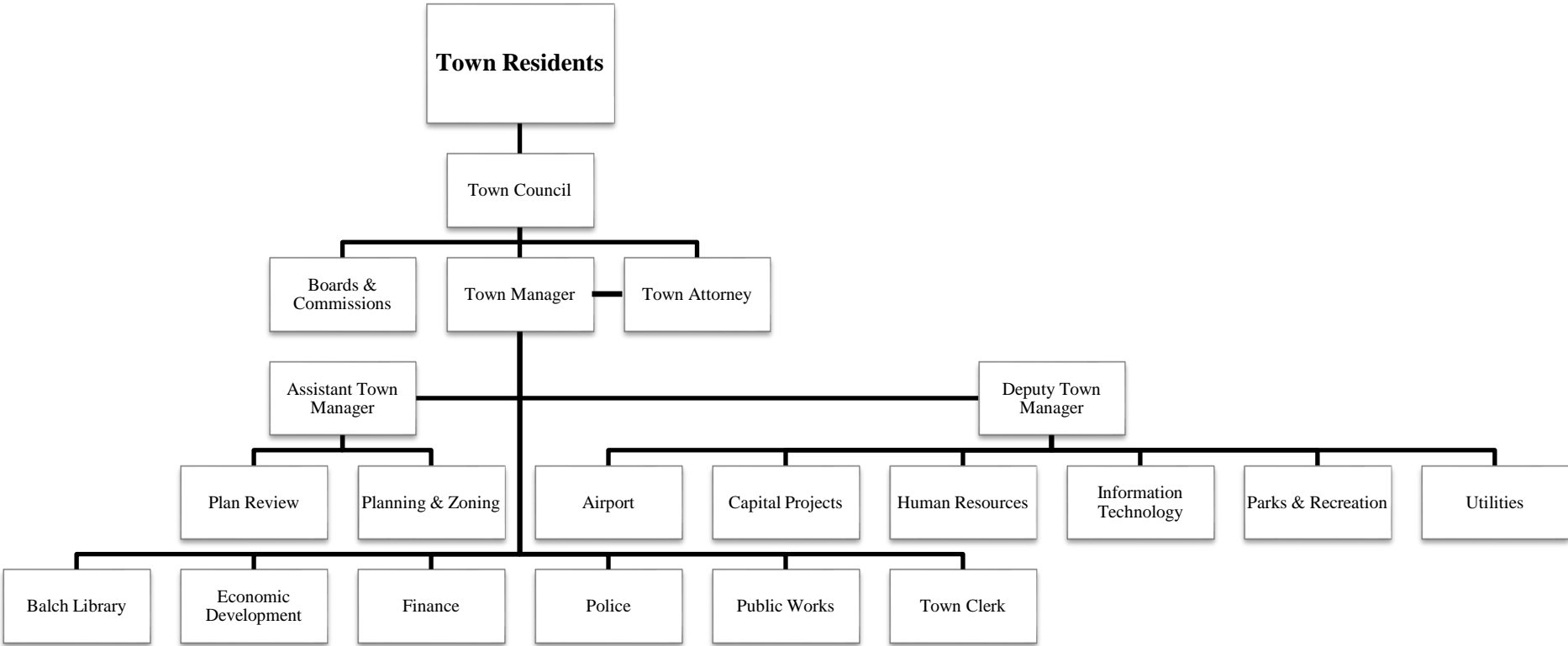
The Council appoints a Town Manager to act as chief executive officer of the Town. He serves at the pleasure of the Council, carries out its policies, directs business procedures, and has the power of appointment and removal of all Town employees. Duties and responsibilities of the Town Manager include preparation, submission, and administration of the Town's capital and operating budgets, advising the Council on the affairs of the Town, enforcement of the Town Charter and laws of the Town, and direction and supervision of all departments.

The Town Council, in its legislative role, adopts all ordinances and resolutions and establishes the general policies of the Town. The Council also sets the tax rate and adopts the annual budget.

The Town has various operating departments and offices: Town Manager, Town Attorney, Clerk of Council, Human Resources, Information Technology, Finance, Police, Public Works, Planning and Zoning, Airport, Parks and Recreation, Plan Review, the Office of Capital Projects, and Utilities. The Town also operates a local history and genealogy library. Each department is headed by a manager or director who is responsible to the Town Manager.

2.7 Organizational Chart

Chart 2.16 Leesburg Organizational Chart



2.8 FY 2014 Personnel Complement

Table 2.2 FY 2014 Personnel Complement

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
DIRECTION AND SUPPORT SERVICES							
Town Manager's Office							
Executive Administration							
Town Manager	RFT	-	1	1	1	1	1
Deputy Town Manager	RFT	19	1	1	1	1	1
Assistant Town Manager (Reclassified from Assistant to Town Manager in FY 13)	RFT	18	0	0	0	0	1
Assistant to Town Manager	RFT	14	2	2	1	1	0
Research and Communications Manager	RFT	14	1	1	1	1	1
GIS Analyst	RFT	13	1	1	0	0	0
Community Development Coordinator	RFT	11	1	1	0	0	0
Executive Office Associate II	RFT	10	1	1	1	1	1
Executive Office Associate I	RFT	9	1	1	1	1	1
Economic Development and Tourism							
Economic Development Director (Reclassified from Econ. Dev. Mgr. in FY 13)	RFT	14	0	0	0	0	1
Economic Development Manager	RFT	14	1	1	1	1	0
Business Development Manager	RFT	11	1	1	1	1	1
Sub-total			11	11	8	8	8
Town Attorney							
Town Attorney	RFT	-	1	1	1	1	1
Deputy Town Attorney	RFT	-	1	1	1	1	1
Administrative Associate III - Legal	RFT	9	1	1	1	1	1
Sub-total			3	3	3	3	3
Clerk of the Council							
Clerk of Council	RFT	11	1	1	1	1	1
Sub-total			1	1	1	1	1

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
Finance							
Director of Finance	RFT	18	1	1	1	1	1
Deputy Director of Finance/Controller	RFT	16	1	1	1	1	1
Assistant Director Finance/Operations	RFT	15	1	1	0	0	0
Finance Operations Manager	RFT	15	0	0	1	1	1
Chief Procurement Officer/Risk Management Coordinator	RFT	15	1	1	1	1	1
Accounting Manager	RFT	15	0	0	1	1	1
Senior Accountant	RFT	14	1	1	0	0	0
Senior Management/Budget Analyst	RFT	14	2	2	2	2	0
Management/Budget Analyst (reclassified from Senior level in FY 13)	RFT	12	0	0	0	0	2
Staff Accountant	RFT	12	1	1	1	1	1
Lead Customer Service Representative	RFT	10	0	0	1	1	1
Payroll Specialist	RFT	9	1	1	0	0	0
Purchasing Associate I	RFT	9	1	1	0	0	0
Administrative Associate II (position reclassified as Accounting Assoc. in FY 12)	RFT	8	1	1	0	0	0
Accounting Associate I-II (2 transf. to Utilities, 0.5 moved from HR in FY12)	RFT	6-8	6	6	5.5	5.5	5
Customer Service Technician (transferred to Utilities in FY12)	RFT	5	1	1	0	0	0
Parking Enforcement Officer	RPT	5	1.5	1.5	1.5	1.5	1
Flexible Part-Time	FPT	8	0	0	0	0	.5
Sub-total			19.5	19.5	16	16	15.5
Human Resources							
Director of Human Resources	RFT	17	1	1	1	1	0
Human Resources Manager (Reclassified from Director of HR in FY 13)	RFT	15	0	0	0	0	1
Benefits Administrator	RFT	12	1	1	1	1	1
Human Resources Specialist	RFT	12	1	1	1	1	1
Administrative Associate II	RFT	8	1	1	1	1	1
Office Associate II	TFT	6	1	1	0	0	0
Office Associate I	TFT	5	1	1	0	0	0
Office Associate I (position eliminated)	RPT	5	0.5	0.5	0	0	0
Office Associates I-II (position moved to Finance in FY 12)	FPT	5-6	1	0.5	0	0	0
Sub-total			7.5	7	4	4	4

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
Information Technology							
Director of Information Technology	RFT	18	1	1	1	1	0
Information Technology Manager (Reclassified from Director of IT in FY 13)	RFT	15	0	0	0	0	1
GIS Analyst	RFT	13	0	0	1	1	1
IT Project Manager II	RFT	12	1	1	1	1	1
Network Administrator II	RFT	12	1	1	1	1	1
Web Developer	RFT	11	1	1	0	0	0
Network Administrator I	RFT	11	1	1	0	0	0
Software Administrator I (Reclassified from Network Administrator I in FY 13)	RFT	11	0	0	0	0	1
Administrative Technician	RFT	9	1	1	1	1	0
Sub-total			6	6	5	5	5
TOTAL DIRECTION AND SUPPORT SERVICES			48	47.5	37	37	36.5
PUBLIC SAFETY							
Administrative and Operational Support							
Chief of Police	RFT	18	1	1	1	1	1
Captain	RFT	P8	1	1	1	1	1
Lieutenant	RFT	P7	1	1	1	1	1
Police Officer I - PO IV (FY12 POs moved from Patrol and Community Services)	RFT	P3	1	1	3	3	3
Police Academy Instructor	RFT	P2	1	1	1	1	1
Administrative Services Coordinator (Moved to Information Services Division FY12)	RFT	10	1	1	0	0	0
Executive Associate I	RFT	9	1	1	1	1	1
Administrative Associate I	RFT	7	1	1	1	1	1
Sub-total			8	8	9	9	9
Patrol Operations							
Captain	RFT	P8	1	1	1	1	1
Lieutenant	RFT	P7	3	3	3	3	3
Sergeant	RFT	P6	6	6	6	6	6
Police Officer I - Master Police Officer (FY12 PO moved to Administration)	RFT	P1-P4	41	41	40	40	42
1212Sub-total			51	51	50	50	52
Community Services							
Lieutenant	RFT	P7	1	1	1	1	1
Sergeant	RFT	P6	1	1	2	2	2
Police Officer I - Master Police Officer (FY12 PO moved to Administration)	RFT	P1-P4	10	10	10	10	10
Sub-total			12	12	13	13	13

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
Criminal Investigations							
Lieutenant	RFT	P7	1	1	1	1	1
Sergeant	RFT	P6	1	1	1	1	1
Crime Scene Technician	RFT	11	1	1	1	1	1
Police Officer II - Master Police Officer	RFT	P2-P4	10	10	10	10	8
Family Crimes Investigator	RFT	P1	1	1	1	1	1
Sub-total			14	14	14	14	12
Information Services							
Sergeant	RFT	P6	1	1	0	0	0
Police IT Specialist	RFT	12	1	1	1	1	1
Administrative Services Coordinator (FY12 moved from Admin & Ops Support)	RFT	10	0	0	1	1	1
Communications Technician I-Communications Technician Supervisor	RFT	CT1-CT3	11	11	11	11	11
Police Records Assistant	RFT	7	2	2	2	2	2
Sub-total			15	15	15	15	15
TOTAL POLICE			100	101	101	101	101
PUBLIC WORKS							
Public Works Administration							
Director of Public Works	RFT	18	1	1	1	1	1
Deputy Director of Public Works	RFT	16	1	1	1	1	1
Executive Associate I	RFT	9	1	1	1	1	1
Administrative Associate II	RFT	8	1	1	1	1	1
Sub-total			4	4	4	4	4
Engineering and Inspections							
Chief Operations/Inspections	RFT	15	1	1	0	0	0
Senior Engineer	RFT	13	1	1	1	1	1
Construction Inspector Supervisor	RFT	12	1	1	1	1	1
Construction Inspector	RFT	11	3	3	2	2	2
Sub-total			6	6	4	4	4

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
Streets and Grounds Maintenance							
Superintendent	RFT	14	1	1	1	1	1
Assistant Superintendent	RFT	12	2	2	1	1	1
Grounds Maintenance Supervisor	RFT	11	2	2	2	2	2
Heavy Equip. Operator	RFT	10	1	1	1	1	1
Maintenance Worker I-IV (Streets & Grounds)	RFT	5-9	23	23	22	22	22
Administrative Associate II	RFT	8	1	1	1	1	1
Sub-total			30	30	28	28	28
Building Maintenance							
Superintendent	RFT	14	1	1	1	1	1
Maintenance Supervisor	RFT	11	1	1	1	1	1
Maintenance Worker I-II (Building)	RFT	5-6	2	2	2	2	2
Sub-total			4	4	4	4	4
Fleet Maintenance							
Superintendent	RFT	14	1	1	1	1	1
Asst. Superintendent	RFT	12	1	1	1	1	1
Fleet Maintenance Technician I-III	RFT	8-10	4	4	4	4	4
Sub-total			6	6	6	6	6
Traffic Management							
Transportation Engineer	RFT	15	1	1	1	1	1
Engineer	RFT	11	1	1	1	1	1
Traffic Technician	RFT	11	1	1	1	1	1
Sub-total			3	3	3	3	3
TOTAL PUBLIC WORKS			53	53	49	49	49
LEISURE SERVICES							
PARKS AND RECREATION Administration							
Director of Parks & Recreation	RFT	18	1	1	1	1	1
Deputy Director of Parks and Recreation	RFT	16	0	1	1	1	1
Parks & Public Space Planner	RPT	13	0	0.8	0.2	0.2	0.4
Recreation Projects Coordinator	RPT	12	0.5	0.5	0	0	0
Recreation Projects Coordinator	FPT	12	0	0	0.25	0.25	0.25
Executive Associate I	RFT	9	1	1	1	1	1
Administrative Associate II	RFT	8	1	1	1	1	1
Sub-total			3.5	5.3	4.45	4.45	4.65

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
Parks							
Asst Director for Parks	RFT	15	1	0	0	0	0
Parks and Grounds Supervisor (changed to Parks Manager)	RFT	12	1	1	1	0	0
Parks Manager	RFT	12	0	0	1	1	1
Outdoor Facilities Supervisor (changed to Rec. Supervisor moved to Recreation)	RFT	9	1	1	0	0	0
Lead Groundskeeper	RFT	9	2	2	2	2	2
Groundskeeper I-II	RFT	8	4	5	5	5	6
Maintenance Worker II (Reclassified to Groundskeeper II in FY 13)	RFT	6	1	1	1	1	0
Park Attendants	FPT	-	1.5	1.5	1.25	1.25	2.55
Sub-total			11.5	11.5	11.25	10.25	11.55
Recreation							
Asst Director for Recreation	RFT	15	1	0	0	0	0
Aquatics Manager	RFT	12	1	1	1	1	1
Recreation & Events Program Manager	RFT	12	1	1	1	1	1
Building Services Manager	RFT	12	1	1	1	1	1
Maintenance Supervisor	RFT	11	1	1	1	1	1
Youth Services Manager (reclassified from Youth Serv. Supervisor)	RFT	12	0	0	0	1	1
Recreation Supervisor (moved one from Parks Division)	RFT	10	4	4	3	3	3
Aquatics Supervisor	RFT	10	1	1	1	1	1
Fitness Supervisor	RFT	10	1	1	1	1	1
Systems Technician I	RFT	10	1	1	1	1	1
Tennis Supervisor (reclassified from Tennis Manager)	RFT	8	1	1	1	1	1
Outreach Program Coordinator	RFT	8	2	2	2	2	2
Head Preschool Teacher	RFT	8	1	1	1	1	1
Assistant Aquatics Supervisor	RFT	8	3	2	1	1	1
Building Services Supervisor	RFT	8	2	2	2	2	2
Maintenance Worker I-III (Several positions reclassified to Custodian)	RFT	5-8	5	5	5	5	1
Custodian	RFT	5-8	0	0	0	0	4
Regular Part-time Staff	RPT	-	3	2	2	2	0.75
Flexible Part-time Staff	FPT	-	68.15	68.15	67.43	67.43	67.18
Sub-total			97.15	94.15	91.43	92.43	90.93
Total Parks and Recreation			112.15	110.95	107.13	107.13	107.13

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
THOMAS BALCH LIBRARY							
Library Director	RFT	14	1	1	1	1	1
Library Specialist	RFT	8	2	2	1	1	1
Library Archives Specialist	RFT	8	1	1	1	1	1
Library Assistant	RFT	7	1	1	1	1	1
Flexible Part-time Staff	FPT	-	1.23	1.23	1.23	1.23	1.23
Total Library			6.23	6.23	5.23	5.23	5.23
TOTAL LEISURE SERVICES			118.38	117.18	112.36	112.36	112.36
COMMUNITY DEVELOPMENT							
Planning and Zoning							
Director of Planning and Zoning	RFT	18	1	1	1	1	1
Deputy Dir of Planning and Zoning	RFT	16	1	1	1	1	1
Zoning Administrator	RFT	15	1	1	1	1	1
Comprehensive Planner	RFT	14	1	1	0	0	0
Deputy Zoning Administrator (Reclassified to Asst. Zoning Admin in FY 13)	RFT	13	1	1	1	1	1
Senior Planner	RFT	13	4	5	4	4	4
Zoning Analyst	RFT	11	0	1	1	1	1
Urban Forester	RFT	11	1	1	0	0	0
Zoning Inspector	RFT	10	2	2	1	1	1
Planning and Zoning Assistant	RFT	9	0	0	0	0	1
Executive Associate I	RFT	9	2	2	1	1	1
Sub-Total			14	16	11	11	12
Plan Review							
Director of Plan Review	RFT	18	1	1	1	1	1
Project Manager	RFT	15	2	2	2	2	2
Senior Engineer	RFT	13	4	4	3	3	3
Senior Planner	RFT	13	2	2	1	1	1
CPI Counter Manager	RFT	13	1	0	0	0	0
CPI Counter Tech	RFT	11	2	1	1	1	1
Executive Associate I	RFT	9	1	1	1	1	1
Admin Associate II	RFT	8	1	1	0	0	0
Sub-total			14	12	9	9	9
TOTAL COMMUNITY DEVELOPMENT			28	28	20	20	21

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
AIRPORT							
Airport Operations							
Airport Director	RFT	17	1	1	0	0	0
Airport Manager (Reclassified from Airport Director in FY 13)	RFT	15	0	0	0	1	1
Maintenance Supervisor	RFT	10	1	1	1	1	1
Executive Associate I	RFT	9	1	1	1	0	0
Maintenance Worker I-II	RFT	5-7	1	1	1	1	1
TOTAL AIRPORT			4	4	3	3	3
TOTAL GENERAL FUND			351.38	350.68	322.36	322.36	322.86
CAPITAL PROJECTS FUND							
Office of Capital Projects							
Director of Capital Projects	RFT	18	1	1	0	0	1
Deputy Director of Capital Projects	RFT	16	1	1	1	1	1
Project Manager for Design & Engineering	RFT	14	1	1	1	1	0
Senior Engineer (one position frozen/unfunded)	RFT	13	4	3	4	4	3
Park and Public Space Planner	RPT	13	0	0	0.6	0.6	0.4
Senior Planner	RFT	13	0	0	1	1	1
Land Acquisition Manager	RFT	13	0	1	1	1	1
Engineer	RFT	11	1	0	0	0	0
Inspector	RFT	11	1	1	1	1	1
Executive Associate I	RFT	9	1	1	1	1	1
Administrative Associate II	RFT	8	1	1	0	0	0
TOTAL CAPITAL PROJECTS FUND			11	10	10.6	10.6	9.4

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
UTILITIES FUND							
Utilities Administration							
Director of Utilities	RFT	18	1	1	1	1	1
Deputy Director of Utilities	RFT	16	1	1	1	1	1
Utilities Engineer	RFT	13	2	3	3	3	2
Environmental Compliance Officer	RFT	11	1	0	0	0	0
Utilities Generalist	RFT	10	1	1	1	1	1
Accounting Associate II	RFT	8	0	0	1	1	0
Administrative Associate II	RFT	8	1	1	1	1	1
Customer Service Supervisor	RFT	12	0	0	0	1	1
Customer Service Technician	RFT	5	0	0	1	1	1
Sub-total			7	7	9	9	8
Maintenance							
Utilities Maintenance Manager	RFT	15	1	1	1	1	1
Assistant Superintendent	RFT	13	2	2	2	2	2
Utility Inspection Supervisor	RFT	12	1	1	0	0	0
Utility Maintenance Supervisor	RFT	12	4	4	4	4	4
Utility Inspector	RFT	11	3	3	3	3	3
Utility Technician I-IV	RFT	8-11	8	8	8	13	13
Equipment Operator I-III	RFT	8-10	3	3	2	2	3
Inspector I	RFT	9	1	1	1	1	1
Administrative Technician	RFT	9	1	1	1	1	1
Utility Maintenance Technician I-II	RFT	8-9	4	4	4	0	0
Administrative Associate I	RFT	8	1	1	1	1	1
Utility Maintenance Worker I-III	RFT	5-8	6	6	4	3	3
Sub-total			35	35	31	31	32
Water Supply							
Utility Plant Manager	RFT	15	1	1	1	1	1
Deputy Utility Plant Manager	RFT	14	1	1	1	1	1
Assistant Utility Plant Manager	RFT	13	1	1	1	1	1
Utility Plant Supervisor	RFT	12	3	3	3	3	3
Sr. Utility Plant Operator	RFT	10	4	4	4	4	4
Utility Plant Operator	RFT	8	5	4	4	4	4
Utility Maintenance Worker I-III	RFT	5-8	2	1	1	1	1
Utility Maintenance Worker (position eliminated)	RPT		0	0.5	0.5	0	0
Sub-total			17	15.5	15.5	15	15

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Authorized	FY 2014 Adopted
Water Pollution Control							
Utility Plant Manager	RFT	15	1	1	1	1	1
Deputy Utility Plant Manager	RFT	14	1	1	1	1	1
Assistant Plant Manager	RFT	13	1	2	2	2	2
Utility Plant Supervisor	RFT	12	3	0	0	0	0
Utility Technician I-IV	RFT	8-11	3	3	4	4	4
Senior Utility Plant Operator	RFT	10	3	3	3	1	1
Laboratory Coordinator	RFT	10	1	1	1	1	1
Utility Plant Operator	RFT	8	7	7	7	10	10
Utility Maintenance Worker I-III	RFT	5-8	5	5	4	3	3
Sub-total			25	23	23	23	23
<hr/>							
TOTAL UTILITIES FUND			84	80.5	78.5	78	78
<hr/>							
GRAND TOTAL ALL FUNDS, ALL EMPLOYEE TYPES			446.38	441.18	411.46	410.96	410.26

Summary of Positions by Employee Type	Sum of FY 2010 Authorized	Sum of FY 2011 Authorized	Sum of FY 2012 Authorized	Sum of FY 2013 Authorized	Sum of FY 2014 Adopted
Regular Full-time (RFT)	367.00	362.00	336.00	336.00	336.00
Regular Part-time (RPT)	5.50	5.80	4.80	4.30	2.5
Temporary Full-time (TFT)	2.00	2.00	0.00	0.00	0.00
Flexible Part-time (FPT)	71.88	71.38	70.66	70.66	71.76
TOTALS	446.38	441.18	411.46	410.96	410.26

2.9 FY 2014 Salary Schedules

GENERAL GOVT PAY GRADES - FY 2014		
Grade	Beginning	Ending
1	\$ 22,305	\$ 39,118
2	\$ 25,311	\$ 42,483
3	\$ 27,487	\$ 46,137
4	\$ 29,852	\$ 50,104
5	\$ 32,419	\$ 54,413
6	\$ 35,206	\$ 59,092
7	\$ 38,237	\$ 64,174
8	\$ 41,521	\$ 69,694
9	\$ 44,655	\$ 75,317
10	\$ 48,494	\$ 81,395
11	\$ 52,664	\$ 88,396
12	\$ 57,195	\$ 95,998
13	\$ 62,113	\$ 104,252
14	\$ 67,454	\$ 113,217
15	\$ 73,256	\$ 122,955
16	\$ 79,556	\$ 133,528
17	\$ 86,397	\$ 145,013
18	\$ 93,829	\$ 157,485
19	\$ 101,898	\$ 171,026

PUBLIC SAFETY PAY GRADES - FY 2014		
Grade	Beginning	Ending
P1	\$ 51,683	\$ 85,275
P2	\$ 54,267	\$ 89,539
P3	\$ 56,981	\$ 94,015
P4	\$ 59,829	\$ 98,716
P6	\$ 62,821	\$ 103,642
P7	\$ 74,700	\$ 125,347
P8	\$ 81,125	\$ 136,128
P9	\$ 88,101	\$ 147,834

COMMUNICATIONS STAFF - FY 2014		
Grade	Beginning	Ending
CT1	\$ 43,821	\$ 72,303
CT2	\$ 46,012	\$ 75,918
CT3	\$ 48,312	\$ 79,716
CTS	\$ 50,728	\$ 83,700
ISM	\$ 61,312	\$ 101,165

2.9 FY 2014 Salary Schedules (continued)

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3. Financial Summaries

3.1 Revenue Summary, FY 2014-15

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	Adopted FY14 to FY13	
	Actual	Budget	Revised	Adopted	Projected	\$ Increase	% Increase
						(Decrease)	(Decrease)
General Fund							
Real Estate Taxes	\$10,925,644	\$11,485,910	\$11,485,910	\$11,643,303	\$11,931,885	\$157,393	1.4
Public Service Corporation Taxes	\$221,488	\$227,000	\$227,000	221,400	226,935	(\$5,600)	(2.5)
Personal Property Taxes	\$1,707,237	\$1,651,000	\$1,651,000	1,757,000	1,800,925	\$106,000	6.4
Other Local Taxes	\$12,472,817	\$11,780,230	\$11,780,230	12,791,940	13,111,739	\$1,011,710	8.6
Permits and Fees	\$623,177	\$719,000	\$719,000	579,100	600,603	(\$139,900)	(19.5)
Fines and Forfeitures	\$496,207	\$460,000	\$460,000	480,000	492,000	\$20,000	4.3
Use of Money and Property	\$1,411,051	\$1,149,000	\$1,149,000	1,380,500	1,420,243	\$231,500	20.1
Charges for Services	\$4,814,340	\$5,184,120	\$5,184,120	5,072,220	5,073,760	(\$111,900)	(2.2)
Intergovernmental	\$2,620,158	\$2,567,864	\$2,567,864	13,366,100	2,179,055	\$10,798,236	420.5
Donations, Receipts and Transfers	\$12,365,352	\$12,474,169	\$12,474,169	2,122,948	13,515,326	(\$10,351,221)	(83.0)
Total	\$47,657,470	\$47,698,293	\$47,698,293	\$49,414,511	\$50,352,470	\$1,716,218	3.60
Capital Projects Fund							
Donations, Receipts and Transfers	\$193,221	\$174,726	\$121,173	\$605,238	\$105,933	\$430,512	246.4
Intergovernmental	4,603,113	13,094,310	13,236,780	11,671,597	15,763,600	(\$1,422,713)	(10.9)
Other Financing Sources (Cash and Bonds)	8,340,701	8,063,505	9,227,363	6,947,274	4,710,879	(\$1,116,231)	(13.8)
Total	\$13,137,035	\$21,332,541	\$22,585,316	\$19,224,109	\$20,580,412	(\$2,108,432)	(9.9)
Utilities Fund							
Current Revenue	\$15,404,639	16,061,169	15,769,480	16,318,200	16,798,295	\$257,031	1.6
Availability Fees Reserves	1,658,836	1,060,000	2,601,223	965,000	1,070,000	(\$95,000)	(9.0)
Cash Reserves		1,498,195	1,114,810	1,343,250	900,000	(\$154,945)	(10.3)
3-R Reserves	4,091,370						
Other Financing Sources (Bonds)	5,669,514	1,831,127		1,641,750	1,100,000		
Total	\$26,824,359	\$20,450,491	\$19,485,513	\$20,268,200	\$19,868,295	(\$182,291)	(0.9)
GRAND TOTAL	\$87,618,863	\$89,481,325	\$89,769,122	\$88,906,820	\$90,801,177	(\$574,505)	(0.6)

3.2 Expenditure Summary by Program, FY 2012-2015

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Fund							
Direction and Support Services	\$6,573,772	\$7,368,702	\$7,525,539	\$7,810,291	\$8,013,605	\$441,589	6.0
Public Safety	11,262,769	12,253,847	12,701,320	12,499,672	12,990,081	245,825	2.0
Public Works	11,590,650	11,033,391	11,879,063	11,488,747	11,520,700	455,356	4.1
Leisure Services	7,370,951	7,793,892	8,157,224	8,010,366	8,234,377	216,474	2.8
Community Development	2,631,366	2,826,626	2,829,176	2,943,891	3,037,449	117,265	4.1
Airport	2,444	560,509	555,989	606,929	615,893	46,420	8.3
Pooled Training Funds	96,340	92,756	92,756	103,000	103,000	10,244	11.0
Personnel Services Adjustment	(153,100)	(50,000)	(50,000)	(50,000)	(50,000)	0	0.0
Debt Service	10,504,165	5,724,778	5,724,778	4,411,059	4,442,199	(1,313,719)	(22.9)
Total	\$49,879,357	\$47,604,501	\$49,415,845	\$47,823,955	\$48,907,304	\$219,454	0.5
Capital Projects Fund							
Operations	\$2,216,665	\$1,962,641	\$1,991,801	\$1,842,209	\$1,903,412	(\$120,432)	(6.1)
Capital Projects	9,673,741	19,369,900	20,593,515	17,381,900	18,677,000	(1,988,000)	(10.3)
Total	\$11,890,406	\$21,332,541	\$22,585,316	\$19,224,109	\$20,580,412	(\$2,108,432)	(9.9)
Utilities Fund							
Operations	\$10,121,275	\$12,872,217	\$12,690,044	\$13,468,493	\$13,797,794	\$596,276	4.6
Capital Projects	161,613	3,329,322	3,837,950	2,985,000	2,000,000	(344,322)	(10.3)
Debt Service	2,705,326	3,716,033	4,179,246	3,765,192	4,049,792	49,159	1.3
Total	\$12,988,214	\$19,917,572	\$20,707,240	\$20,218,685	\$19,847,586	\$301,113	1.5
Total Expenditures All Funds	\$74,757,977	\$88,854,614	\$92,708,401	\$87,266,749	\$89,335,302	(\$1,587,865)	(1.8)

3.3 Expenditure Summary by Category – Adopted FY 2014

	General Fund	Capital Projects Fund	Utilities Fund	All Funds
Personnel Expenditures				
Salaries	\$ 21,921,316	\$ 828,596	\$ 5,351,968	\$ 28,101,880
Social Security & Medicare	\$ 1,606,925	\$ 60,627	\$ 400,490	\$ 2,068,042
Retirement	\$ 1,435,184	\$ 64,520	\$ 412,162	\$ 1,911,866
Health Insurance	\$ 2,747,057	\$ 99,818	\$ 904,876	\$ 3,751,751
Life Insurance	\$ 214,130	\$ 9,597	\$ 61,125	\$ 284,852
Long-term Disability	\$ 92,440	\$ 4,113	\$ 26,277	\$ 122,830
Unemployment Compensation	\$ 19,094	\$ 525	\$ 5,117	\$ 24,736
Workers Compensation	\$ 331,342	\$ 1,247	\$ 147,120	\$ 479,709
Optional Benefits	\$ 309,370	\$ 9,930	\$ 93,620	\$ 412,920
Other Post-Employment Benefits	\$ 1,210,286	\$ 61,698	\$ 350,204	\$ 1,622,188
Total Personnel	\$ 29,887,144	\$ 1,140,671	\$ 7,752,959	\$ 38,780,774
Operating Expenses				
Contractual Services	\$ 7,522,155	\$ 81,961	\$ 860,582	\$ 8,464,698
Materials & Supplies	\$ 1,290,560	\$ 10,960	\$ 1,251,200	\$ 2,552,720
Transfer Payments	\$ 1,394,025	\$ 600,336	\$ 1,493,850	\$ 3,488,211
Continuous Charges	\$ 2,754,012	\$ 8,281	\$ 1,371,697	\$ 4,133,990
Capital Expenditures	\$ 565,000	\$ -	\$ 738,205	\$ 1,303,205
Total Operating	\$ 13,525,752	\$ 701,538	\$ 5,715,534	\$ 19,942,824
Capital Expenditures	\$ -	\$ 17,381,900	\$ 2,985,000	\$ 20,366,900
Debt Service	\$ 4,411,059	\$ -	\$ 3,765,192	\$ 8,176,251
Total Capital	\$ 4,411,059	\$ 17,381,900	\$ 6,750,192	\$ 28,543,151
GRAND TOTAL	\$ 47,823,955	\$ 19,224,109	\$ 20,218,685	\$ 87,266,749

3.4 Debt Service Summary

Table 3.1 Outstanding Long-term Debt as of June 30, 2012			
Description	Governmental Activities	Business-Type Activities	Totals
Bond Long-term Debt			
1999 VRA Utility Revenue		4,204,897	4,204,897
2003 General Obligation	96,278		96,278
2005 General Obligation	5,915,000		5,915,000
2006 General Obligation		46,590,000	46,590,000
2006B General Obligation and Refunding	13,655,000	0	13,655,000
2009 Build America Bonds, taxable	15,684,341	5,009,593	20,693,934
2010 Build America Bonds, tax-exmpt	4,905,000		4,905,000
2011 Series A General obligation	15,780,000	11,210,000	26,990,000
2011 Series B General obligation	3,880,000	0	3,880,000
Total Bonds Payable	\$59,915,619	\$67,014,490	\$126,930,109

3.4 Debt Service Summary (continued)

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GENERAL FUND

4.1 General Fund

The General Fund is the general 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 fiscal policy of maintaining a minimum of 15% of General Fund Expenditures is more than met throughout the entire pro forma.

	FY 2012 Actual ¹	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 2016 Forecast	FY 2017 Forecast ²	FY 2018 Forecast
BEGINNING BALANCE	\$22,139,487	\$12,744,082	\$12,787,874	\$13,216,310	\$14,806,866	\$16,252,033	\$17,769,672	\$17,206,745
SOURCES								
Taxes	\$29,836,314	\$27,404,140	\$27,404,141	\$26,413,643	\$27,071,484	\$27,748,271	\$28,765,698	\$29,484,841
Revenue from Federal Government	95,735	506,870	506,870	\$59,700	60,425	61,936	63,484	65,071
Revenue from State Government	7,656,016	9,687,299	9,687,299	\$13,306,400	13,454,901	13,791,274	14,136,055	14,489,457
Charges for Services	4,689,237	4,947,120	4,947,120	\$5,072,220	5,073,760	5,200,604	5,330,619	5,463,885
Airport	1,182,366	1,149,000	1,149,000	-	-	-	-	-
Permits and Fees	435,554	600,000	600,000	\$579,100	600,603	615,618	631,009	646,784
Fines and Forfeitures	482,049	550,000	550,000	\$480,000	492,000	504,300	516,908	529,830
Donations and Transfers	2,573,383	2,537,864	2,537,864	2,122,948	2,179,055	2,233,531	2,289,370	2,346,604
Use of Money and Property	330,208	266,000	266,000	1,380,500	1,420,243	1,455,749	1,492,143	1,529,446
Other: CARR Supplemental			1,684,000					
Total - SOURCES	\$47,280,862	\$47,648,293	\$49,332,294	\$49,414,511	\$50,352,471	\$51,611,283	\$53,225,285	\$54,555,918
USES								
Personnel Expenditures	\$26,674,681	\$29,065,300	\$29,065,300	\$29,887,144	\$31,116,333	\$31,894,241	\$32,691,597	\$33,508,887
Operating Expenditures	11,553,893	11,467,146	10,745,174	11,566,727	11,642,747	11,933,816	12,232,161	12,537,965
Capital Expenditures	1,666,519	291,110	2,312,439	565,000	312,000	319,800	327,795	335,990
Debt Service	10,504,165	5,724,778	5,724,778	4,411,059	4,442,199	4,516,911	7,072,061	7,065,111
Transfers and Allocations	1,277,009	1,056,167	1,056,167	1,394,025	1,394,025	1,428,876	1,464,598	1,501,212
Total - USES	\$51,676,267	\$47,604,501	\$48,903,858	\$47,823,955	\$48,907,304	\$50,093,644	\$53,788,212	\$54,949,166
Surplus/(Deficit)	(\$4,395,405)	\$43,792	\$428,436	\$1,590,556	\$1,445,167	\$1,517,639	(\$562,927)	(\$393,248)
ENDING BALANCE	\$12,744,082	\$12,787,874	\$13,216,310	\$14,806,866	\$16,252,033	\$17,769,672	\$17,206,745	\$16,813,497

1 FY2012 Actuals from June 30, 2012 CAFR

2 FY 17 include real estate tax rate increase of a half cent per Long-term Financial Plan.

CAPITAL PROJECTS FUND

4.2 Capital Projects Fund

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. The Town of Leesburg is currently at about 85% build-out. Bond funding requirements are reviewed annually based upon actual expenditures, and it is anticipated that a bond issue is likely in early FY 2015.

	FY 2012 Actual¹	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 2016 Forecast	FY 2017 Forecast	FY 2018 Forecast
BEGINNING BALANCE	\$20,361,342	\$22,597,750	\$22,597,750	\$13,370,387	\$6,423,113	\$5,799,234	\$3,613,236	\$1,463,464
SOURCES								
Intergovernmental	\$4,603,113	\$13,094,310	\$13,236,780	\$11,671,597	\$15,763,600	\$5,000,000	1,000,000	1,200,000
Charges for Services	-	-	-	-	-	-	-	-
Donations and Transfers	426,421	141,173	121,173	605,238	105,933	75,000	75,000	175,000
Use of Money and Property	184,283	-	-	-	-	-	-	-
Bond Proceeds	8,912,997	-	-	-	4,087,000	-	-	-
Total - SOURCES	\$14,126,814	\$13,235,483	\$13,357,953	\$12,276,835	\$19,956,533	\$5,075,000	\$1,075,000	\$1,375,000
USES								
Personnel Expenditures	\$1,057,895	\$1,267,815	\$1,267,115	\$1,140,671	\$1,182,907	\$1,212,480	\$1,242,792	\$1,273,861
Operating Expenditures	297,538	112,905	127,503	101,202	101,202	103,732	106,325	108,983
Capital Expenditures	9,673,741	19,369,900	20,608,778	17,381,900	18,677,000	5,310,000	1,225,000	1,675,000
Transfers and Allocations	861,232	581,921	581,921	600,336	619,303	634,786	650,655	666,922
Total - USES	\$11,890,406	\$21,332,541	\$22,585,316	\$19,224,109	\$20,580,412	\$7,260,997	\$3,224,772	\$3,724,767
Surplus/(Deficit)	\$2,236,408	(\$8,097,058)	(\$9,227,363)	(\$6,947,274)	(\$623,879)	(\$2,185,997)	(\$2,149,772)	(\$2,349,767)
ENDING BALANCE	\$22,597,750	\$14,500,692	\$13,370,387	\$6,423,113	\$5,799,234	\$3,613,236	\$1,463,464	(\$886,302)

¹ FY2012 Actuals from June 30, 2012 CAFR

4.3 Utilities (Water and Sewer) Fund

This fund is used to account for the operation and maintenance of the Town’s water system and sanitary sewer system. The Town expects to conduct a utilities rate study to mitigate the use of fund balance as shown in FY 2014-18 below and smooth the level of ending fund balances from year to year.

	2012 Actual ¹	2013 Budget	2013 Revised	2014 Adopted	2015 Projected	2016 Forecast	2017 Forecast	2018 Forecast
BEGINNING BALANCE	\$14,339,782	\$18,351,437	\$18,351,437	\$14,821,612	\$11,917,127	\$12,246,086	\$10,104,381	\$8,590,935
SOURCES								
Usage Fees ¹	\$13,746,270	\$14,400,000	\$14,100,000	\$14,832,000	\$15,276,960	\$16,040,808	\$16,842,848	17,263,919
Fixed Fees	980,611	990,000	980,000	1,004,500	1,034,635	1,086,367	1,140,685	1,169,202
Penalties	188,134	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Service Charges	66,852	60,000	63,000	62,000	65,000	65,000	65,000	65,000
Pro Rata Fees	208,852	48,500	43,500	35,000	35,000	35,000	35,000	35,000
Availability Fees Rec'd	1,658,836	1,060,000	860,000	965,000	1,070,000	1,123,500	1,179,675	1,209,167
Miscellaneous	213,920	387,669	107,980	240,700	245,700	278,650	278,650	285,616
Bond Proceeds	5,699,514	-	-	-	2,274,250	-	-	-
Total - SOURCES	\$22,762,989	\$17,121,169	\$16,329,480	\$17,314,200	\$20,176,545	\$18,804,325	\$19,716,858	\$20,202,904
USES								
Operations	\$12,181,221	\$12,872,217	\$12,436,244	\$13,468,493	\$13,797,794	\$14,073,750	\$14,355,225	\$14,642,329
Debt Service	5,581,985	3,716,033	3,716,033	3,765,192	4,049,792	6,422,280	6,415,080	6,393,190
Capital Projects	988,128	3,329,322	3,707,028	2,985,000	2,000,000	450,000	460,000	673,750
Total - USES	\$18,751,334	\$19,917,572	\$19,859,305	\$20,218,685	\$19,847,586	\$20,946,030	\$21,230,305	\$21,709,269
Surplus/(Deficit)	\$4,011,655	(\$2,796,403)	(\$3,529,825)	(\$2,904,485)	\$328,959	(\$2,141,705)	(\$1,513,447)	(\$1,506,365)
ENDING BALANCE	\$18,351,437	\$15,555,034	\$14,821,612	\$11,917,127	\$12,246,086	\$10,104,381	\$8,590,935	\$7,084,570

¹ FY2012 Actuals from June 30, 2012 CAFR

4.3 Utilities (Water and Sewer) Fund (continued)

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GENERAL FUND SUMMARIES

5.1 General Fund Revenue and Expenditure Summaries

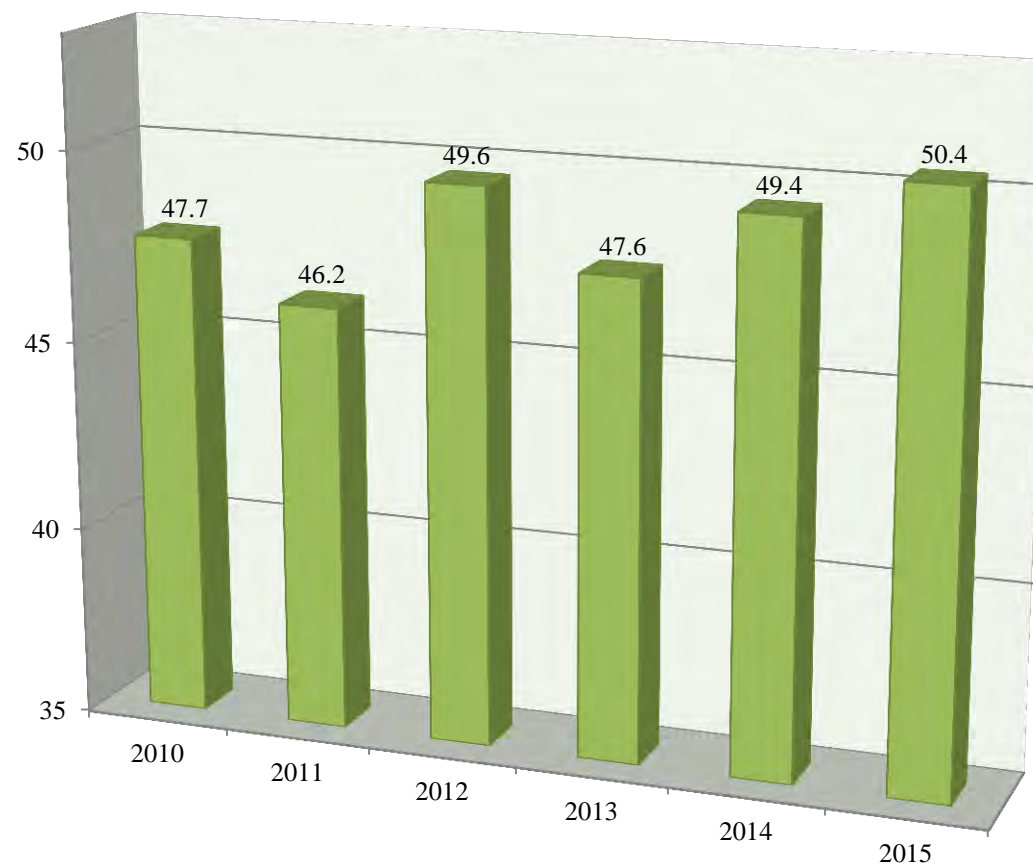
This section provides detail of the general fund pro forma above (Section 4.1, General Fund Pro Forma) with special emphasis on revenue sources. Sections 5.2-5.7 below provide the reader with greater detail on General Fund operating expenditures. "Funding Summary" categories used in Table 5.1 below are used to illustrate funding for departmental operating budgets. For purposes of illustration, these categories differ slightly from those used for Table 5.2, General Fund Revenue, below.

Table 5.1 GENERAL FUND BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Direction and Support Services	\$6,573,772	\$7,368,702	\$7,525,539	\$7,810,291	\$8,013,605	\$441,589	6.0
Public Safety	11,262,769	12,253,847	12,701,320	12,499,672	12,990,081	245,825	2.0
Public Works	11,590,650	11,033,391	11,879,063	11,488,747	11,520,700	455,356	4.1
Leisure Services	7,370,951	7,793,892	8,157,224	8,010,366	8,234,377	216,474	2.8
Community Development	2,631,366	2,826,626	2,829,176	2,943,891	3,037,449	117,265	4.1
Airport	2,444	560,509	555,989	606,929	615,893	46,420	8.3
Pooled Training Funds	96,340	92,756	92,756	103,000	103,000	10,244	11.0
Personnel Services Adjustment	(153,100)	(50,000)	(50,000)	(50,000)	(50,000)	0	0.0
Debt Service	10,504,165	5,724,778	5,724,778	4,411,059	4,442,199	(1,313,719)	(22.9)
TOTAL	\$49,879,357	\$47,604,501	\$49,415,845	\$47,823,955	\$48,907,304	\$219,454	0.5
Funding Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Taxes	\$25,327,185	\$25,144,140	\$25,144,140	\$24,823,087	\$25,626,318	(\$321,053)	(1.3)
Permits and Fees	623,177	719,000	719,000	579,100	600,603	(139,900)	(24.2)
Fines and Forfeitures	496,207	460,000	460,000	480,000	492,000	20,000	4.2
Use of Money and Property	1,411,051	1,149,000	1,149,000	1,380,500	1,420,243	231,500	16.8
Charges for Services	4,814,340	5,184,120	5,184,120	5,072,220	5,073,760	(111,900)	(2.2)
Donations, Receipts and Transfers	2,620,158	2,567,864	2,567,864	2,122,948	2,179,055	(444,916)	(21.0)
Intergovernmental	12,365,352	12,474,169	12,474,169	13,366,100	13,515,326	891,931	6.7
TOTAL	\$47,657,470	\$47,698,293	\$47,698,293	\$47,823,955	\$48,907,304	\$125,662	0.3

GENERAL FUND SUMMARIES (continued)

5.1.1 General Fund Revenue Summaries

Chart 5.1 depicts General Fund revenue for six years, to include FY 2015 estimate. Revenue showed a 3% increase in the rate of growth between FY 2013 and FY 2014, due to the continued economic recovery and strengthening of the assessed value of residential real estate. The FY 2014 and FY 2015 estimates show improvement in revenues based upon increases in real estate taxes, other local taxes, use of money and property, and intergovernmental revenue.

Chart 5.1 General Fund Revenue, FY 2010-2015

GENERAL FUND SUMMARIES (continued)

5.1.1 General Fund Revenue Summaries (continued)

Table 5.2 below lists the categories into which the General Fund Revenue is separated. The following pie chart depicts the distribution of these sources for FY 2014.

Table 5.2 General Fund Revenue, FY 2012-2015

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Fund							
Real Estate Taxes	\$10,925,644	\$11,485,910	\$11,485,910	\$11,643,303	\$11,931,885	\$157,393	1.4
Public Service Corporation Taxes	221,488	227,000	\$227,000	221,400	226,935	(5,600)	(2.5)
Personal Property Taxes	1,707,237	1,651,000	\$1,651,000	1,757,000	1,800,925	106,000	6.4
Other Local Taxes	12,472,817	11,780,230	\$11,827,230	12,791,940	13,111,739	1,011,710	8.6
Permits, Fees, and Licenses	623,177	719,000	\$719,000	579,100	600,603	(139,900)	(19.5)
Fines and Forfeitures	496,207	460,000	\$460,000	480,000	492,000	20,000	4.3
Use of Money and Property	1,411,051	1,149,000	\$1,149,000	1,380,500	1,420,243	231,500	20.1
Charges for Services	4,814,340	5,184,120	\$5,184,120	5,072,220	5,073,760	(111,900)	(2.2)
Donations, Receipts and Transfers	2,620,158	2,567,864	\$2,517,864	2,122,948	2,179,055	(444,916)	(17.3)
Intergovernmental	12,365,352	12,474,169	\$12,474,169	13,366,100	13,515,326	891,931	7.2
Total	\$47,657,470	\$47,698,293	\$47,695,293	\$49,414,511	\$50,352,470	\$1,716,218	3.6

GENERAL FUND SUMMARIES (continued)

5.1.1 General Fund Revenue Summaries (continued)

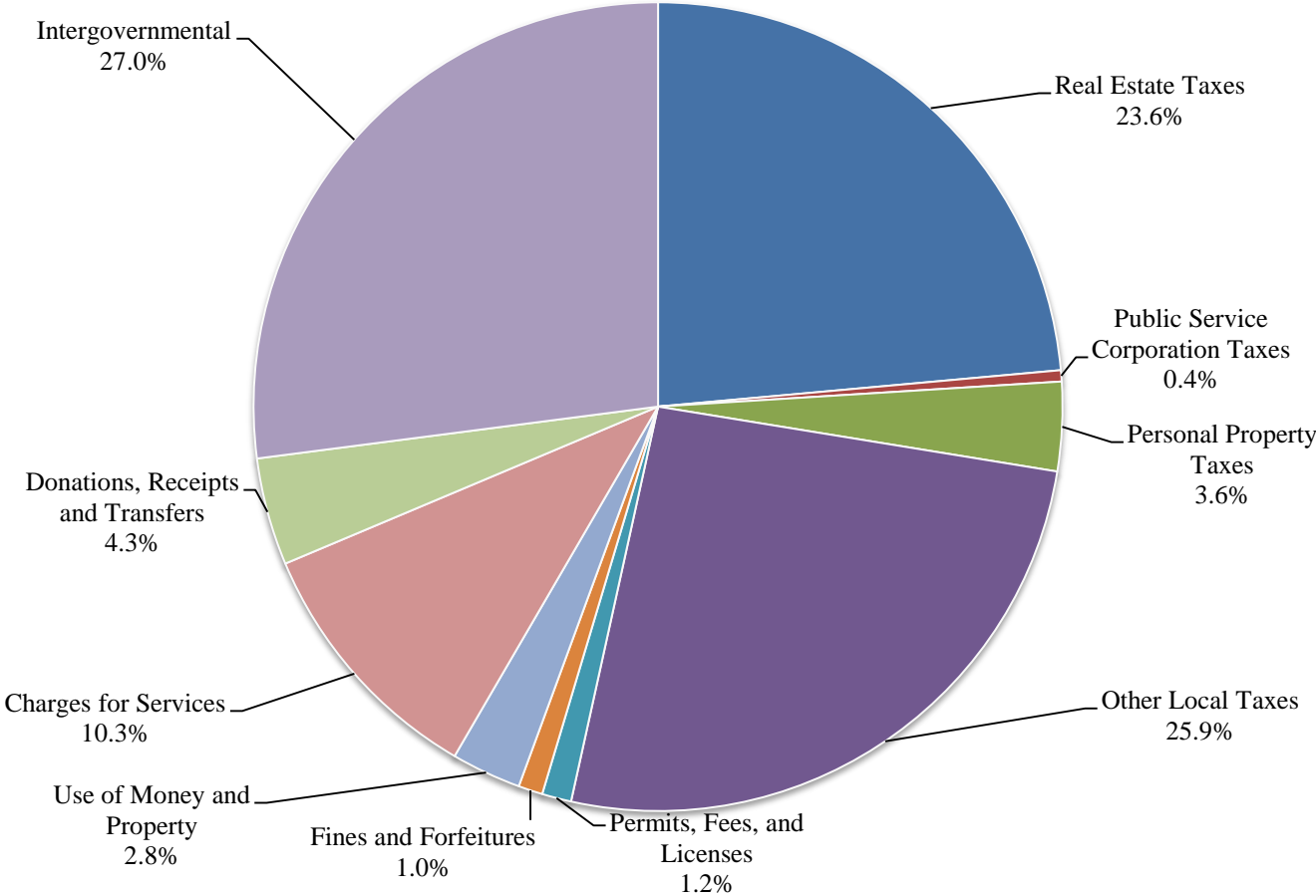


Chart 5.2 General Fund Revenue Percentages by Category, FY 2014

GENERAL FUND SUMMARIES (continued)**5.1.2 General Fund Revenue Descriptions****Real Estate Tax**

Revenues from real estate taxes are budgeted at \$11,643,303. This includes \$11,543,303 in real estate taxes, \$100,000 for delinquencies, penalties, and interest on late payments. Public service corporation taxes are budgeted at \$221,400 (see Table 5.2).

In projecting real property taxes, the Town relies on assessed value projections provided by the Loudoun County Assessor's Office, which uses the following factors in determining the county's property values: the previous year's tax base; the cumulative assessment of all parcels reassessed during the year; the value of all land in the land use program; and new construction in the upcoming year.

- **Real Estate Tax:** A tax imposed on the assessed valuation of real estate appraised at 100 percent of its fair market value. The calendar year 2013 tax rate is adopted at 19.2 cents per \$100 valuation.
- **Delinquent Real Estate Tax:** Real estate taxes are paid semi-annually by the June 5 and December 5 due dates. The penalty for delinquent taxes is a \$2 minimum or 10 percent of the taxes due, whichever is greater, but not to exceed the amount of the tax.
- **Interest – All Property Taxes:** In addition to a penalty for the first year of the delinquency, 10 percent interest is charged on delinquent taxes after January 1 and July 1 of the previous year due dates of June 5 and December 5.
- **Tax Relief for Disabled/Elderly:** A real estate tax exemption is available for qualified owners who are: permanently and totally disabled or 65 years of age or older as of December 31 of the previous year; and who have a gross income not to exceed the greater of \$72,000 or the U.S. Department of Housing and Urban Development income limits to qualify for Federal housing assistance in the metropolitan statistical area; and a net worth of not more than \$440,000 excluding the value of the principal residence and lot size up to 10 acres.

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Real Estate Tax (continued)

Chart 5.3 illustrates the trends in assessed values of real estate and the Leesburg real property tax rates over the past three years and projected values for 2014 and 2015.

Chart 5.4 illustrates the changes that have occurred in the Town's per capita real estate tax bills for the last four years and projected value for 2014 and 2015.

The Adopted tax rate for FY 2014 is 19.2 cents. Table 5.3 at right shows Leesburg's FY 2013 adopted tax rate of \$0.195 is still one of the lowest tax rates among the five Virginia towns with the largest populations (2010-2011 U.S. Census Population Estimates).

Chart 5.4 Per Capita Real Estate Tax Bills, 2011-2015

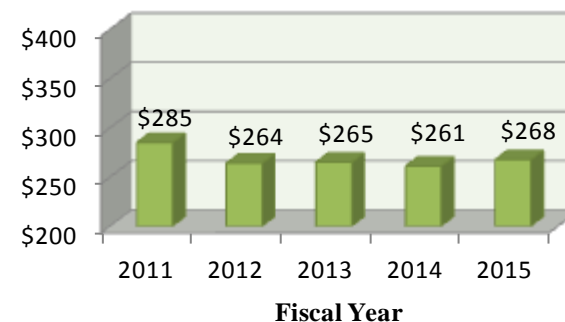


Chart 5.3 Assessed Real Estate Values and Tax Rates, 2011-2015

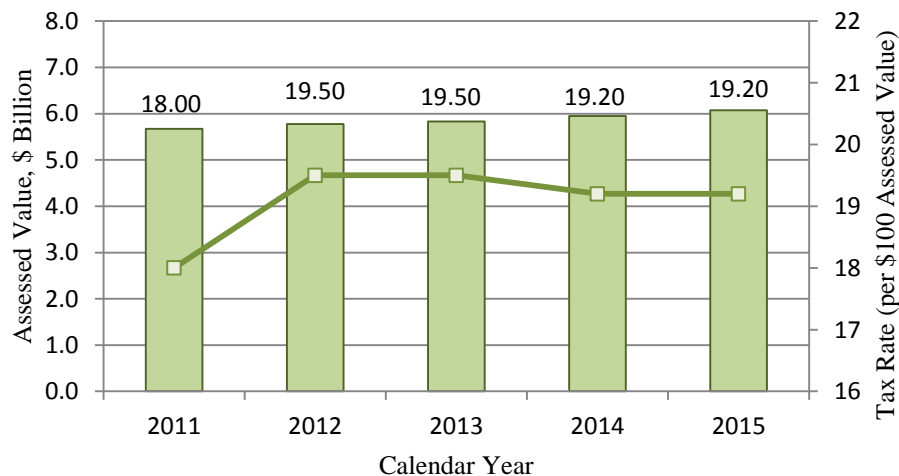


Table 5.3 CY 2013 Real Estate Tax Rates for Virginia's Five Largest Towns

Town (pop.)	FY 2014 Adopted Tax Rate
Herndon (23,705)	0.2650
Culpeper(16,662)	0.1300
Blacksburg (42,600)	0.2200
Leesburg (44,400)	0.1920
Christiansburg (21,031)	0.1600
Average	\$0.1934

GENERAL FUND SUMMARIES (continued)**5.1.2 General Fund Revenue Descriptions (continued)****Personal Property Tax**

Revenue from the personal property tax is budgeted at \$1,757,000. This includes \$1,707,000 in personal property taxes and \$50,000 for delinquent payments. The Town relies on assessed value projections provided by the Loudoun County Assessor's Office to calculate the revenue projections.

- **Personal Property Tax:** A tax imposed on the assessed valuation of personal property appraised at 100 percent of the fair market value of cars, vans, motorcycles, and trailers. Assessment information is provided by Loudoun County. The tax rate proposed for tax year 2014 is \$1.00 per \$100 valuation. Beginning with tax year 2006, the Commonwealth of Virginia changed the calculation of the personal property tax credit from 70% of the tax to be paid for qualified vehicles to a fixed annual payment to local jurisdictions under the Personal Property Tax Relief Act. The Town of Leesburg receives a payment of approximately \$1,469,000 annually. In tax year 2012, the fixed payment received from the Commonwealth covered 52% of the tax owed for qualified vehicles. The percentage of personal property tax relief for each tax year is computed in July when actual assessed values are available.
- **Delinquent Personal Property:** The penalty for delinquent personal property taxes not paid by October 5 is 10% of the tax amount due. Starting on November 1, interest accrues at the rate of 10% per annum.
- **Tax Relief for Disabled/Elderly:** A personal property tax exemption is provided for qualified owners who are: permanently and totally disabled or 65 years of age or older as of December 31 of the previous year; have a gross income not to exceed the greater of \$52,000 or the U.S. Department of Housing and Urban Development income limits to qualify for Federal housing assistance in the metropolitan statistical area; and have a net worth of not more than \$195,000, excluding the value of the principal residence and size lot up to one acre.

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Other Local Taxes

Taxes in this category are shown below. Of the \$1.1 million increase from the FY 2013 budget, \$806,360 reflects a steady increase in Meals Tax resulting from the opening of restaurants and the improving economy. Business and Occupational Tax revenue is estimated to increase \$59,160 as a result of the improving economy and new businesses. Motor vehicle licenses increased \$27,800 based upon recent trends.

Table 5.4 Other Local Taxes, FY 2012-2015

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Business and Occupational Tax	\$2,860,659	\$2,958,000	\$2,958,000	\$3,017,160	\$3,092,589	\$59,160	2.0
Transient Occupancy Tax	661,939	580,000	\$580,000	660,000	676,500	80,000	13.8
Meals Tax	4,418,067	3,700,000	\$3,700,000	4,506,360	4,619,019	806,360	21.8
Bank Franchise Tax	791,656	765,000	\$765,000	806,820	826,991	41,820	5.5
Cable TV Franchise Tax	155,894	135,000	\$135,000	155,800	159,695	20,800	15.4
Daily Rental Tax	7,099	17,230	\$17,230	7,000	7,175	(10,230)	(59.4)
Utility & Utility Consumption Tax	1,495,345	1,540,000	\$1,540,000	1,540,000	1,578,500	-	0.0
Right-of-way Use Tax	136,224	150,000	\$150,000	136,000	139,400	(14,000)	(9.3)
Cigarette Tax	1,133,071	1,150,000	\$1,150,000	1,150,000	1,178,750	-	0.0
Motor Vehicle Licenses	812,863	785,000	832,000	812,800	833,120	27,800	3.5
Total	\$12,472,817	\$11,780,230	\$11,827,230	\$12,791,940	\$13,111,739	\$1,011,710	8.6

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Other Local Taxes (continued)

- Business, Professional, and Occupational Licenses Taxes:** This is a license tax imposed on local business. The tax may be a flat tax or based upon a percentage of gross receipts. Businesses with gross receipts of less than \$50,000 are charged a flat fee of \$20.

Business Type:	Rate per \$100 of Gross Receipts	Gross Receipts	Taxes
Amusements	\$0.25	5,269,745	14,631
Business Services Occupations	\$0.20	187,158,542	390,611
Building Contractors and Trades	\$0.10	88,859,978	92,466
Hotel/Motels, Lodges, Rooming Houses	\$0.23	1,251,091	1,357
Massage Therapy	\$0.20	117,887,899	246,119
Money Lenders	\$0.16	11,589,736	28,216
Personal Service Occupations	\$0.20	9,090,280	18,472
Professional, Specialized Businesses	\$0.20	65,064,997	132,186
Public Utilities	\$0.50	112,697,588	228,132
Repair Service Occupations	\$0.15	37,940,138	189,699
Retail Merchants	\$0.10	39,620,005	60,017
Vending Machine Merchants	\$0.10	1,398,314,741	1,431,976
Wholesale Merchants	\$0.075	<u>80,608,896</u>	<u>59,624</u>
		\$2,155,353,636	\$2,893,506

Flat Tax Rates:

Building and Savings and Loan Associations: Associations having a principal office in the Town pay an annual tax of \$50.00. Associations doing business on a mutual plan and making loans to only stockholders; those organized and making loans only in the Town and surrounding subdivisions pay an annual tax of \$25.

Business Type:	Annual Fee	Fees Paid
Foturne Tellers	\$ 25.00	1,000
Peddlers and Itinerant Vendors	\$500.00	5,500
Alcohol Beverages:		
Retail "on or off" wine and beer	\$ 37.50	3,188
Retail "on" beer	\$ 25.00	75
Retail "on & off" wine and beer	\$ 75.00	900
Mixed Beverage Licenses (Restaurant):		
50 to 100 seats	\$200.00	3,200
101 to 150 seats	\$350.00	1,750
Over 150 seats	\$500.00	8,500
Coin Operated Amusement Machines:		
1 to 5 machines	\$100.00	300
6 to 9 machines	\$150.00	150
Over 10 machines	\$200.00	400
Message Therapists	\$ 25.00	1,350
Precious Metal Dealers	\$200.00	<u>1,400</u>
		\$27,713

GENERAL FUND SUMMARIES (continued)**5.1.2 General Fund Revenue Descriptions (continued)****Other Local Taxes (continued)**

- **Transient Occupancy Tax:** A tax of 6 percent on the total amount paid for transient lodging.
- **Meals Tax:** A tax of 3.5 percent of all gross receipts for prepared food served within the Town (maximum rate allowable by law, 4%).
- **Bank Franchise Tax:** A tax on net bank capital of \$0.80 per \$100 on all banks located in the Town.
- **Daily Short-Term Rental Taxes:** A tax of one percent on the gross proceeds from rentals.
- **Utility Consumption Tax:** This tax is based on the purchase of utility service within the corporate limits.

Electrical Service - The rate for residential electrical customers is \$1.12 plus \$0.012047 per kilowatt-hour delivered monthly not to exceed \$2.40 per month. The rate for commercial and industrial electrical customers is \$1.84 plus the rate of \$0.010707 per kilowatt-hour delivered monthly not to exceed \$48.00 per month.

Natural Gas Service - The rate for residential natural gas service is \$1.12 plus the rate of \$0.07172 per hundred cubic feet (CCF) delivered monthly not to exceed \$2.40 per month. For group-metered multifamily dwellings, the rate is \$1.12 multiplied by the number of individual dwelling units plus \$0.00013 per CCF delivered monthly not to exceed \$2.40 per month, multiplied by the number of units. For commercial and industrial customers the rate is \$1.35 plus the rate of \$0.05352 per CCF delivered monthly not to exceed \$48.00 per month.

- **Cigarette Tax:** A \$0.75 tax per pack on cigarettes sold in the Town.
- **Motor Vehicle Licenses:** \$25 for a car and \$15 for a motorcycle. There is a fine of up to \$100 for failure to display the appropriate vehicle decal.

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Permits and Fees

Permits are required for individuals and businesses to erect certain structures, perform certain functions or begin construction. The Plan Review Department is responsible for issuing and administering permits for the Town. Zoning and development fee revenue estimates are based upon current and anticipated development activity. Airport fuel flow fees, user fees, and fixed based operator fees are estimated to remain constant for FY2014.

Table 5.5 Permits, Fees, and Licenses, FY 2012-2015

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Zoning and Development Fees	\$435,554	\$550,000	\$550,000	\$438,100	\$449,053	(\$111,900)	(20.3)
Airport Fuel Flow Fee	12,822	14,000	\$14,000	14,000	14,000	-	0.0
Airport Annual User Fee	34,281	35,000	\$35,000	35,000	35,000	-	0.0
Fixed Base Operator License Fee	78,140	70,000	\$70,000	70,000	80,000	-	0.0
Miscellaneous Permits, Fees, and License	62,379	50,000	\$50,000	22,000	\$22,550	(28,000)	(56.0)
Total	\$623,177	\$719,000	\$719,000	\$579,100	\$600,603	(\$139,900)	(19.5)

- **Zoning, Subdivision and Development Fees:** There are a total of 34 zoning and development fees that are administered by the Plan Review Department.

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Fines and Forfeitures

In 2014, traffic fines are projected to increase \$4,000, while parking ticket revenue is projected to increase \$9,000 as a result of enforcement activities. Police forfeitures are estimated to increase \$7,000 for FY2014. The receipt of police forfeiture revenue is based upon successful prosecution and liquidation of any assets seized by authorities.

Table 5.6 Fines and Forfeitures, FY 2012-2015

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Traffic Fines	\$354,231	\$350,000	\$350,000	\$354,000	\$362,850	\$4,000	1.1
Parking Ticket Fines	119,815	110,000	110,000	119,000	121,975	9,000	8.2
Police Forfeitures	8,003			7,000	7,175	7,000	0.0
Claims & Settlements	14,158			0	-	-	
Total	\$496,207	\$460,000	\$460,000	\$480,000	\$492,000	\$20,000	4.3

- **Traffic Fines:** Fines paid based upon tickets issued by police officers for moving and vehicle equipment violations.
- **Parking Ticket Fines:** Fines paid for violations of the Town parking ordinance.
- **Police Forfeitures:** The forfeiture of currency and real property by a defendant to the Police Department as a result of a successful investigation and prosecution for certain criminal activity.

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Use of Money and Property

Revenue in this category is increasing \$231,500. This is a result of Airport leases and fees increasing \$162,800. Projected increases are anticipated in parking garage revenue interest revenue, and surplus property sales.

Table 5.7 Use of Money and Property, FY 2012-2015

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Interest	\$99,304	\$70,000	\$70,000	\$100,000	\$102,500	\$30,000	42.9
Insurance Recoveries	90,617	10,000	\$10,000	10,000	10,250	-	0.0
Parking Meters	59,412	60,000	\$60,000	60,000	61,500	-	0.0
Parking Garage	96,520	80,000	\$80,000	96,000	98,400	16,000	20.0
Sale of Surplus Property	74,972	30,000	\$30,000	70,000	71,750	40,000	133.3
Library Revenue	13,823	16,000	\$16,000	13,700	14,043	(2,300)	(14.4)
Airport Building Rental	0	0	\$0	15,000	15,000	15,000	
Airport Commerical Tenant Lease	305,503	159,000	\$159,000	280,000	290,000	121,000	76.1
Airport Condo Assoc. Fees	9,000	9,000	\$9,000	10,800	10,800	1,800	20.0
Airport Hangar Lease	515,031	505,000	\$505,000	530,000	550,000	25,000	5.0
Aircraft Tie Down Lease	146,869	158,000	\$158,000	155,000	155,000	(3,000)	(1.9)
Airport Corporate Pad Site Lease	-	-	-	-	-	-	
Miscellaneous Revenue	0	52,000	\$52,000	40,000	41,000	(12,000)	(23.1)
Total	\$1,411,051	\$1,149,000	\$1,149,000	\$1,380,500	\$1,420,243	\$231,500	20.1

GENERAL FUND SUMMARIES (continued)

- **Interest:** Income resulting from the investment of the Town's cash assets.
- **Parking Meters:** Coinage collected from parking meters. The current parking meter rate is \$0.50 per hour, regardless of meter time limit. Meter time limits range from 30 minutes to 4 hours, depending upon location.
- **Parking Garage:** Income from daily parking fees and monthly parking permits issued for Town Hall Parking Garage. Daily parking rates are \$0.50 per hour after first hour (first hour is free) through the fifth hour and \$1.00 per hour thereafter, with a maximum daily rate of \$5.00. Monthly permits for reserved parking spaces in the basement of the garage are \$60 per month; permits for unreserved spaces on upper levels are \$40 per month.
- **Sale of Surplus Property:** The disposal of vehicles and equipment no longer needed by the Town are sold at public auction or by sealed bid.
- **Balch Library:** Fees charged for services provided by the Balch Library. These include charges for inter-library loans, photocopying, classes, and meeting room rentals. A kitchen use fee, if needed, is added to the meeting room rentals.
- **Recoveries:** This category includes recoveries received from citizens and from insurance carriers for damage to Town property.

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Charges for Services

This category shows the costs recovered for certain Town publications offered to the public, Police reports, fingerprinting, extraditions, and parks and recreation fees. Revenue from admissions and memberships to the Ida Lee recreation Center is estimated to increase by \$37,000 as a result of the improving economy and variety of programming offered.

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Publications	\$2,182	\$4,000	\$4,000	\$2,100	\$2,153	(\$1,900)	(47.5)
Police Reports	4,410	4,500	\$4,500	4,000	4,100	(500)	(11.1)
Police Extradition	11,952	5,000	\$5,000	5,500	5,638	500	10.0
Police Reimbursement for Services				70,000	70,000	70,000	
Recreation Charges	4,670,693	4,903,620	\$4,903,620	4,940,620	4,940,620	37,000	0.8
False Alarm Fees	54,690	90,000	\$90,000	50,000	51,250	(40,000)	(44.4)
Miscellaneous Revenue	70,413	177,000	\$177,000	0	-	(177,000)	
Total	\$4,814,340	\$5,184,120	\$5,184,120	\$5,072,220	\$5,073,760	(\$111,900)	(2.2)

- **Publications:** Charges for the sale of Town publications (e.g., Town Plan, Zoning Ordinance, reports, etc.).
- **Fees for Reports/Fingerprinting:** Charges for retrieving and copying police reports and fingerprinting at Police Headquarters. The fees are \$6.00 for a police report and \$5.00 for fingerprinting.
- **Police Extraditions:** Reimbursement from the State for expenses related to transporting suspects from other jurisdictions to face charges.
- **Miscellaneous Revenue:** This includes revenue for services provided by the Town and reimbursement to the Police Department for canine supplies.

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Charges for Services (continued)

- **Parks and Recreation Fees:** Fees imposed on various services and programs offered by the Leesburg Parks and Recreation Department.

Table 5.9 Parks and Recreation Fees, FY 2012-2015

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Admissions and Membership Passes	\$1,661,673	\$1,802,000	\$1,802,000	\$1,802,000	\$1,802,000	\$0	-
Tennis Fees	778,201	780,000	\$780,000	780,000	780,000	-	-
Aquatic Classes	501,081	531,000	\$531,000	531,000	531,000	-	-
Sports Programs	165,140	150,000	\$150,000	252,000	252,000	102,000	68
Recreation Classes	178,585	255,620	\$255,620	153,620	153,620	(102,000)	(40)
Preschool/Camps	364,012	360,000	\$360,000	365,000	365,000	5,000	1
Personal Trainers/Fitness Classes	253,162	270,000	\$270,000	270,000	270,000	-	-
Special Events	165,806	197,000	\$197,000	197,000	197,000	-	-
Parks & Special Services	36,902	33,000	\$33,000	35,000	35,000	2,000	6
Reimbursement for Services	112,201	15,000	\$15,000	15,000	15,000	-	-
Outdoor Pool	448,895	510,000	\$510,000	510,000	510,000	-	-
Miscellaneous	5,035	0	\$0	30,000	30,000	30,000	
Total	\$4,670,693	\$4,903,620	\$4,903,620	\$4,940,620	\$4,940,620	\$37,000	0.8

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Donations, Receipts, and Transfers

Transfer payments from the Utilities and Capital Project Funds to the General Fund are for administration and overhead expenditures. This includes reimbursement to the General Fund for financial and human resources administration, public works and engineering, police services, and equipment maintenance. The Utilities Fund transfer decreased by \$411,331, and the Capital Projects Fund transfer increased by \$18,415.

- **Transfers:** Transfer of funds from the Utilities and Capital Projects Funds reimburse the General Fund for financial and administrative support.
- **Developer/Private Contributions:** Revenue received by the Town from developers and citizens.

Table 5.10 Donations, Receipts, and Transfers, FY 2012-2015							
	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Utilities Fund Transfer	\$1,703,651	\$1,873,943	\$1,873,943	\$1,462,612	\$1,499,502	(\$411,331)	(22.0)
Capital Projects Fund	861,232	581,921	\$581,921	\$600,336	619,303	18,415	3.2
Developer Contributions	8,500	55,000	\$55,000	10,000	10,250	(45,000)	(81.8)
Airshow Sponsorship	46,775	50,000		50,000	50,000		0.0
Private Contributions	0	7,000	\$7,000	0	-	(7,000)	(100.0)
Total	\$2,620,158	\$2,567,864	\$2,517,864	\$2,122,948	\$2,179,055	(\$444,916)	(17.3)

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase/ (Decrease)	% Increase/ (Decrease)
State Funding							
Sales and Use Tax	\$4,509,128	\$4,200,000	\$4,200,000	\$4,779,676	\$4,899,168	\$579,676	13.8
Personal Property Tax Relief	1,468,941	1,468,941	\$1,468,941	1,468,941	1,468,941	-	0.0
Car Rental Tax	92,246	97,000	\$97,000	92,000	94,300	(5,000)	(5.2)
VA Commission for Arts Grant	5,000	5,000	\$5,000	5,000	5,000	-	0.0
Communication Taxes	2,208,092	2,260,000	\$2,260,000	2,208,000	2,263,200	(52,000)	(2.3)
Highway Maintenance	2,927,336	2,962,070	\$2,962,070	3,087,000	2,962,000	124,930	4.2
State Fireman's Fund	113,922	100,000	\$100,000	113,900	116,748	13,900	13.9
Law Enforcement Assistance	829,288	829,288	\$829,288	829,288	850,020	-	0.0
Mason Enterprise Center Rent				100,000	180,000	100,000	
DOAV Airport Grant	128,134			80,000	80,000	80,000	100.0
DOAV Maintenance Reimbursement Grant	8,668			10,000	10,000	10,000	100.0
DOAV Airport Promotion Grant	10,000			10,000	10,000	10,000	100.0
Miscellaneous State Grants	1,176	25,000	\$25,000	10,000	10,250	(15,000)	(150.0)
Total State Funding	\$12,301,931	\$11,947,299	\$11,947,299	\$12,793,805	\$12,949,626	\$46,506	7.1
County Funding							
County Gas Tax	20,000	20,000	20,000	20,000	20,000	-	0.0
Family Crimes Investigator	0	32,000	32,000	0	-	(32,000)	(100.0)
School Resource Officers	0	474,870	474,870	455,195	466,575	(19,675)	(4.1)
Mason Enterprise Center				37,400	18,700	37,400	
Total County Funding	20,000	526,870	526,870	512,595	505,275	(14,275)	(3)
Federal Funding							
Gang Officer Grant	31,486			18,000	18,450	18,000	100.0
BABs Interest				30,700	30,700	30,700	100.0
Byrne Grant	11,936			11,000	11,275	11,000	100.0
Total Federal Funding	43,422	-	-	59,700	60,425	59,700	100.0
GRAND TOTAL	\$12,365,352	\$12,474,169	\$12,474,169	\$13,366,100	\$13,515,326	\$891,931	7.2

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Intergovernmental Revenue (continued)

A \$579,676 increase in sales and use tax collections is expected between the FY 2013 and FY 2014 as a result of anticipated economic growth. The State Highway Maintenance Fund for FY2014 is expected to increase, while the State Fireman Fund revenue is expected to remain at the FY2013 level. The School Resource Officer (SRO) grant from the County is expected to decrease \$19,675 to reflect personnel and operating expense cost decreases. Other Federal grants are estimated to increase \$100,000 due to the general airport grants, airport maintenance grants, and airport promotion grants. The Gang Officer grant represents anticipated federal funds to the Town. The Town will continue to participation in the Northern Virginia Regional Gang Task Force. Communications tax revenue is projected to decrease (\$52,000) to reflect recent revenue trends.

- **Sales and Use Tax:** The Commonwealth returns one percent of the sales tax collected to the counties. Loudoun County receives 50 percent of the one percent provided by the State. The remaining 50 percent is distributed to the county and local jurisdictions based on the school age population.
- **Personal Property Tax Relief:** Revenue received from the Commonwealth of Virginia for relief of personal property taxes.
- **Car Rental Tax:** A tax of one percent on the gross proceeds from the rental of vehicles to be paid by the rental business.
- **Virginia Commission for the Arts Grant:** Proceeds from a State grant for the advancement of the arts.
- **Communication Tax:** This includes the taxes on telecommunications, utilities, and cable TV.
- **Highway Maintenance:** Quarterly payments from the Virginia Department of Transportation for maintaining primary and secondary roads and related infrastructure maintenance within the corporate limits. The allocation is based on the number of primary and secondary road miles within the Town limits and the Commonwealth's approved allocation rate.
- **State Fireman's Fund:** Payment from the Commonwealth to localities with fire and rescue departments to help defray the cost of providing fire and rescue services.
- **Law Enforcement Assistance:** Reimbursement from the Commonwealth to localities with police departments to help defray the cost of providing public safety services. The distribution is based on the number of sworn officers and the most recent census of population.
- **Miscellaneous State Grants:** One-time grants received from the Commonwealth or grants that are not identified for a specific purpose.
- **Family Crimes Investigator:** A County grant for up to 50% of the personnel costs for creation of a family crimes investigator.
- **SRO (School Resource Officer) Grant:** Grant received from Loudoun County for School Resource Officers. The Town Council has directed that the Town budget provide no more than 30% of the total cost of the SRO Program, which represents time during summer not spent in schools.
- **Gang Officer Grant:** A grant for personnel costs, overtime, and rental of a vehicle for an officer to represent the Town on the Northern Virginia Regional Gang Task Force.

GENERAL FUND SUMMARIES (continued)**5.1.2 General Fund Revenue Descriptions (continued)****Other Financing Sources – Use of Unassigned Fund Balance**

Each year an unassigned fund balance is available as a source of funding to be applied to the next fiscal year's budget. An unassigned fund balance of \$9,395,933 was available at the end of FY 2012. The remaining funds are set aside based on the Council's fiscal policy of 15% of General Fund expenditures, \$1,197,246 for the Debt Service Reserve and \$1,197,246 for the Capital Asset Replacement Reserve.

The revenue and expenditure estimates included in the budget document project an unassigned fund balance of \$7,184,467 at the end of FY 2014. This will meet the Council's fiscal policy of a 15% fiscal reserve of \$7,173,593 (based on FY 2014 estimated General Fund expenditures of \$47,823,955), \$4,602,683 for a Debt Service Reserve and \$1,024,058 for the Capital Asset Replacement Reserve. This balance was achieved through prudent financial management on the part of the Town Council and staff. The FY 2014 adopted budget is balanced without the use of any unassigned fund balance.

5.1.3 General Fund Expenditure Summaries

Table 5.12 and Chart 5.5 below illustrate how the FY 2014 General Fund budgeted expenditures are distributed by program. For additional expenditure detail by program, see Sections 5.2 through 5.7. Table 5.13 and Chart 5.6 illustrate a breakdown of expenditures by general expenditure category.

GENERAL FUND SUMMARIES (continued)

Chart 5.5 FY 2014 General Fund Expenditures by Program - Adopted

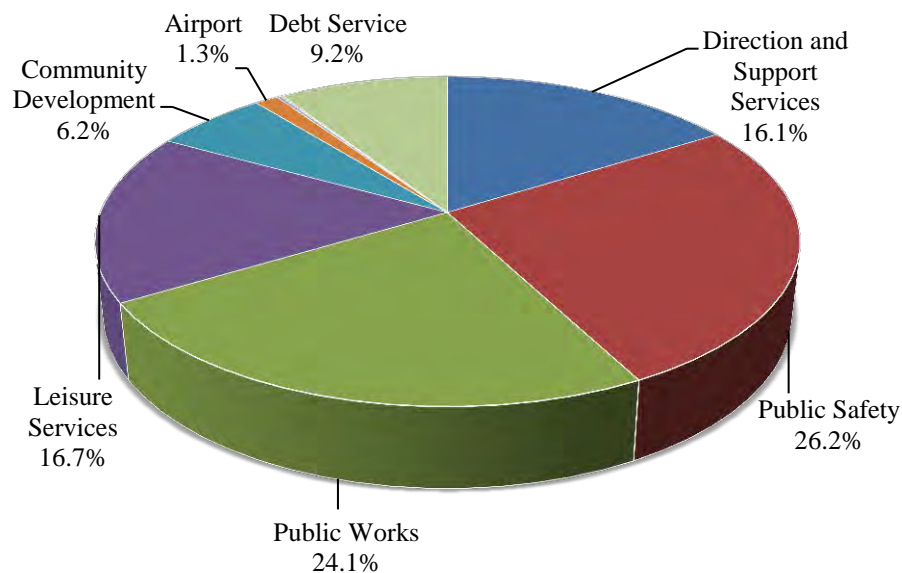


Table 5.12 FY 2014 General Fund Expenditures by Program

Program	FY 2014 Adopted
Direction and Support Services	\$7,810,291
Public Safety	12,499,672
Public Works	11,488,747
Leisure Services	8,010,366
Community Development	2,943,891
Airport	606,929
Pooled Training Funds	103,000
Personnel Adjustment	(50,000)
Debt Service	4,411,059
Total	\$47,823,955

Table 5.13 FY 2014 General Fund Expenditures by Category

Category	FY 2014 Adopted
Personnel Expenditures	\$29,887,144
Contractual Services	7,522,155
Materials and Supplies	1,290,560
Transfer Payments (e.g., VRTA)	1,394,025
Continuous Charges	2,754,012
Capital Expenditures	565,000
Debt Service	4,411,059
Total	\$47,823,955

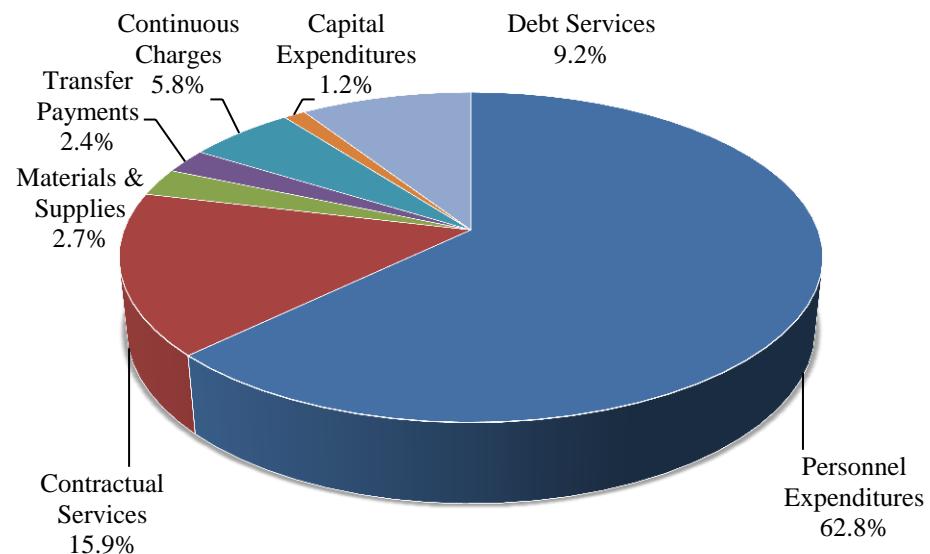


Chart 5.6 FY 2014 General Fund Expenditures by Category – Adopted

DIRECTION AND SUPPORT SERVICES

5.2 Direction and Support Services

The primary function of Direction and Support Services is to serve the needs of the program areas including Public Safety, Public Works, Leisure Services, and Community Development. Direction and Support Services is comprised of the following departments and commissions in the table below:

Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Town Council	\$846,384	\$833,960	\$833,960	\$1,578,860	\$1,578,860	\$744,900	89.3
Executive Administration	1,541,439	1,945,052	1,956,014	1,781,621	1,835,705	(163,431)	(8.4)
Commission on Public Arts	5,862	6,520	6,520	6,520	6,520	0	0.0
Town Attorney	412,454	454,938	455,010	481,697	494,912	26,759	5.9
Clerk of Council	114,452	140,061	142,141	127,175	134,391	(12,886)	(9.2)
Finance	2,073,242	2,263,253	2,261,532	1,959,819	2,022,061	(303,434)	(13.4)
Human Resources	481,534	514,865	519,410	511,443	527,567	(3,422)	(0.7)
Information Technology	1,091,204	1,203,533	1,344,432	1,356,636	1,407,069	153,103	12.7
Information Technology Commission	7,201	6,520	6,520	6,520	6,520	0	0.0
TOTAL	\$6,573,772	\$7,368,702	\$7,525,539	\$7,810,291	\$8,013,605	\$441,589	6.0
FTE Summary	47.5	37.0	36.5	36.5	36.5	(0.5)	(1.4)
Funding Summary							
General Revenue	\$4,512,132	\$5,552,166	\$5,709,003	\$6,212,216	\$6,278,621	\$660,050	11.9
Capital Projects Fund	403,867	319,708	319,708	315,843	325,150	(\$3,865)	(1.2)
Airport Fund	69,867	0	0	0	0	\$0	0.0
Utilities Fund	1,048,495	1,161,828	1,161,828	792,232	810,209	(\$369,596)	(31.8)
Parking Ticket Fines	119,815	110,000	110,000	119,000	121,975	9,000	8.2
Interest Earnings	158,715	70,000	70,000	100,000	102,500	30,000	42.9
Parking Meter and Garage	155,931	140,000	140,000	156,000	159,900	16,000	11.4
Recoveries	99,950	10,000	10,000	10,000	10,250	0	0.0
Virginia Arts Commission	5,000	5,000	5,000	5,000	5,000	0	0.0
Intergovernmental Revenue	0	0	0	100,000	200,000	100,000	100.0
TOTAL	\$6,573,772	\$7,368,702	\$7,525,539	\$7,810,291	\$8,013,605	\$441,589	6.0

DIRECTION AND SUPPORT SERVICES (continued)

5.2.1 Town Council

Program Description

The Town Council consists of an elected Mayor and six Council Members who function as the Town's legislative body. The Mayor serves a two-year term and Council members serve four-year overlapping terms. The Council meets in regular session on the second and fourth Tuesdays of each month. Each Council member serves on at least one citizen advisory board or commission.

Table 5.15 TOWN COUNCIL BUDGET SUMMARY							
Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$58,651	\$60,820	\$60,820	\$106,600	\$106,600	\$45,780	75.3
Contractual Services	151,654	120,916	120,316	120,916	120,916	0	0.0
Materials and Supplies	1,327	1,200	800	1,200	1,200	0	0.0
Transfer Payments	620,098	634,905	635,905	1,334,025	1,334,025	699,120	110.1
Continuous Charges	14,654	16,119	16,119	16,119	16,119	0	0.0
TOTAL	\$846,384	\$833,960	\$833,960	\$1,578,860	\$1,578,860	\$744,900	89.3
Funding Summary							
General Revenue	\$841,384	\$828,960	\$828,960	\$1,573,860	\$1,573,860	\$744,900	89.9
Virginia Arts Commission	5,000	5,000	5,000	5,000	5,000	0	0.0
TOTAL	\$846,384	\$833,960	\$833,960	\$1,578,860	\$1,578,860	\$744,900	89.3

DIRECTION AND SUPPORT SERVICES (continued)

5.2.1 Town Council (continued)

The agencies listed below are non-Town organizations providing services to Leesburg residents. The FY 2014 adopted amounts for the volunteer Fire and Rescue Squads are based upon an approved Town Council formula.

Table 5.16 COMMUNITY AGENCY GRANTS				
	FY 2012 Actual	FY 2013 Budget	FY 2014 Requests	FY 2014 Adopted
PUBLIC SAFETY				
Leesburg Volunteer Fire Company ¹	\$374,594	\$400,000	\$400,000	\$400,000
Loudoun County Rescue Squad	235,504	244,905	244,905	244,905
ECONOMIC DEVELOPMENT				
Virginia Regional Transportation Authority ²	229,549	241,030	255,466	594,016
TOURISM SERVICE				
Loudoun Convention & Visitors Association	80,000	80,000	80,000	80,000
TOURISM PRODUCTS				
Bluemont Concert Series ³	10,000	10,000	10,000	10,000
Journey Through Hallowed Ground	0	0	0	5,104
GRANTS TOTAL	\$929,647	\$975,935	\$990,371	\$1,334,025

¹ Includes \$100,000 from the Virginia Fire Programs Fund reflected in the Public Safety Section. Prior years include \$80,000 from the state.

² Moved from the Economic Development Department Budget in FY 2014. Includes enhanced service request.

³ Includes \$5,000 Virginia Commission for the Arts Grant.

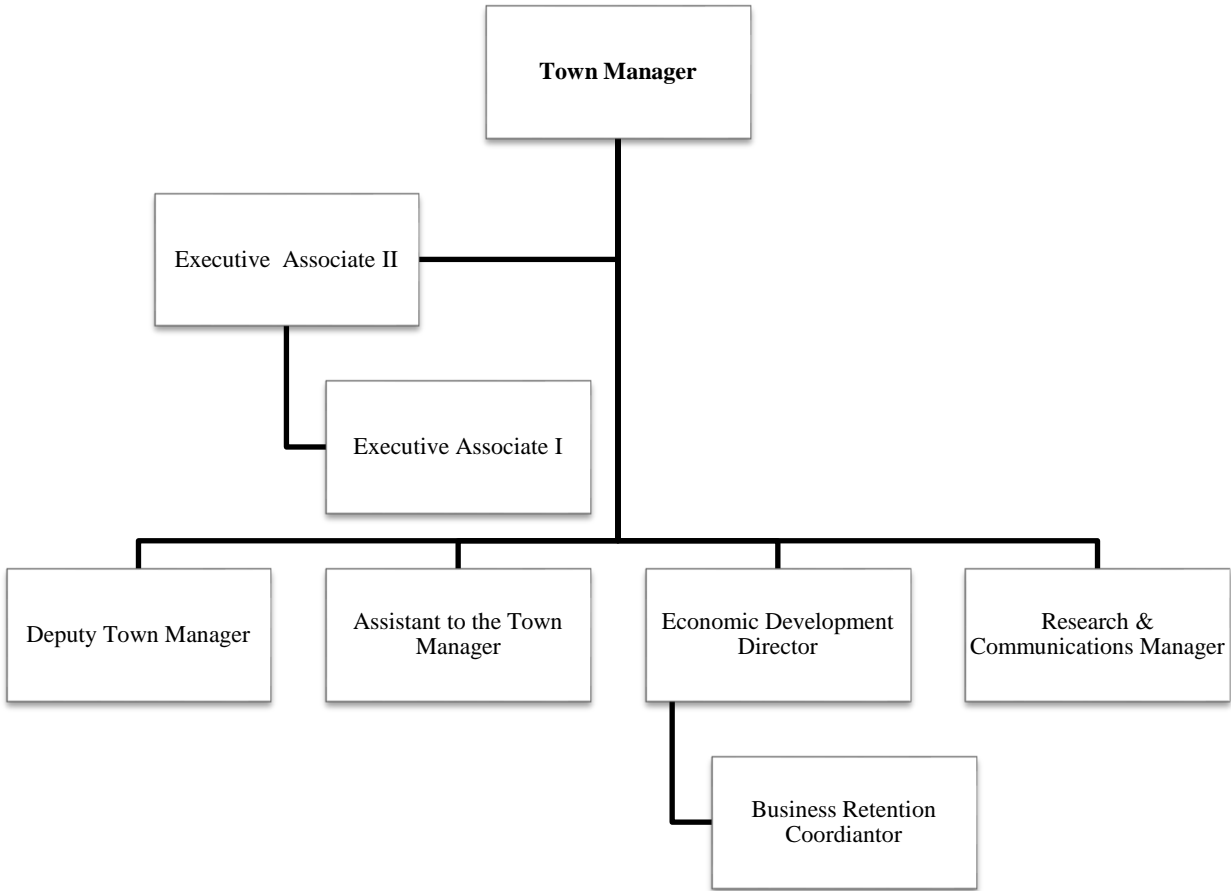
DIRECTION AND SUPPORT SERVICES (continued)

5.2.2 Executive Administration

Program Description

As head of the Executive Administration, the Town Manager is the chief executive officer of the Town and is appointed by and serves at the pleasure of the Town Council. As prescribed by the Town Charter, the Town Manager enforces all ordinances and resolutions, supervises all Town functions, and advises the Council of the financial condition and policy requirements of the Town. The Executive Department includes the Town Manager’s Office and Economic Development.

Chart 5.7 Executive Administration Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.2 Executive Administration (continued)

Table 5.17 EXECUTIVE ADMINISTRATION BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Town Manager	\$997,663	\$1,075,394	\$1,075,394	\$1,118,428	\$1,155,154	\$43,034	4.0
Economic Development and Tourism	290,746	325,308	336,270	336,073	344,166	10,765	3.3
Mason Enterprise Center	249,906	297,600	297,600	321,400	330,665	23,800	8.0
Economic Development Commission	3,124	5,720	5,720	5,720	5,720	0	0.0
Transfer to VA Regional Transit Auth	229,549	241,030	241,030	0	0	(241,030)	(100.0)
TOTAL	\$1,770,988	\$1,945,052	\$1,956,014	\$1,781,621	\$1,835,705	(\$163,431)	(8.4)
FTE Summary	11.0	8.0	8.0	8.0	8.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$1,501,791	\$1,800,588	\$1,811,550	\$1,525,578	\$1,474,899	(\$275,010)	(15.3)
Capital Projects Fund	208,563	82,670	82,670	89,917	92,832	7,247	8.8
Utilities Fund	60,634	61,794	61,794	66,126	67,974	4,332	7.0
Intergovernmental Revenue	0	0	0	100,000	200,000	100,000	0.0
TOTAL	\$1,770,988	\$1,945,052	\$1,956,014	\$1,781,621	\$1,835,705	(\$163,431)	(8.4)

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Town Manager’s Office

Program Description

The Town Manager’s Office includes the Deputy Town Manager, the Assistant Town Manager, Research and Communications Manager, and two Executive Associates.




Table 5.18 TOWN MANAGER'S OFFICE BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$865,290	\$952,610	\$952,610	\$977,746	\$1,014,222	\$25,136	2.6
Contractual Services	112,627	33,686	51,318	74,155	74,155	40,469	120.1
Materials and Supplies	10,133	7,776	5,976	8,076	8,326	300	3.9
Transfer Payments	0	70,232	52,600	50,000	50,000	(20,232)	(28.8)
Continuous Charges	9,613	11,090	11,090	8,451	8,451	(2,639)	(23.8)
Capital Expenditures	0	0	1,800	0	0	0	0.0
TOTAL	\$997,663	\$1,075,394	\$1,075,394	\$1,118,428	\$1,155,154	\$43,034	4.0
FTE Summary	9.0	6.0	6.0	6.0	6.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$728,466	\$930,930	\$930,930	\$962,385	\$994,348	\$31,455	3.4
Capital Projects Fund	208,563	82,670	82,670	89,917	92,832	7,247	8.8
Airport Fund	60,634	0	0	0	0	0	0.0
Utilities Fund	0	61,794	61,794	66,126	67,974	4,332	7.0
TOTAL	\$997,663	\$1,075,394	\$1,075,394	\$1,118,428	\$1,155,154	\$43,034	4.0

FUTURE BUDGET CONSIDERATIONS:


- ❖ Reinstate a paid public administration internship program.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Town Manager’s Office (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Economic Development and Downtown Improvements		
<ul style="list-style-type: none"> Open the permanent business incubator location on Church Street in the year 2012. 	<ul style="list-style-type: none"> Mason Enterprise Center opened in permanent location September 2011. Work initiated in March 2012. 	<ul style="list-style-type: none"> Meet or exceed occupancy goals for Mason Enterprise Center to reach financial self sufficiency in three years. Completion of year 1 work in 2013.
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> Continue to assist Town Council with developing key goals and initiatives. 	<ul style="list-style-type: none"> Council approved long range fiscal strategy (through FY 23) March 2012. 	<ul style="list-style-type: none"> Provide regular updates on long range strategy and develop 2nd Biennial Budget for FY 14 and FY 15.
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> Expand public outreach efforts to other neighborhoods. 	<ul style="list-style-type: none"> Expanded Community Enhancement Team outreach efforts. 	<ul style="list-style-type: none"> Have Community Enhancement Team participation in HOA meetings quarterly.

Performance Measures

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
 Operational Efficiency and Fiscal Management					
Input					
FTE	6.5	9	9	8	8
Expenditures	\$1,074,691	\$1,272,717	\$1,293,416	\$1,091,204	\$1,089,110
Output					
Requests for information during work sessions/Council meetings	580	624	650	700	700
Work sessions/meetings attended	48	48	48	44	44
Efficiency					
Average time (days) per request fulfillment	4	3	2	2	2
Outcome					
Percentage of requests responded to in five or fewer work days	100%	100%	100%	100%	100%

DIRECTION AND SUPPORT SERVICES (continued)

5.2.4 Office of Economic Development and Tourism

Program Description

The Office of Economic Development and Tourism'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. Commercial, industrial, residential, social, and cultural impact will be considered as growth and development takes place. The Office of Economic Development and Tourism conducts a comprehensive business development program that consists of strategies for business retention, business attraction, and entrepreneurial development. The following three focus areas underline the task forces of the Economic Development Commission and the work plan of the Economic Development staff: Customer Service Focus, Destination for Arts, Entertainment and Dining and Leverage Emerging Growth Opportunities. The Downtown revitalization and tourism efforts are coordinated among community groups, of which the Office of Economic Development and Tourism plays a key role.


Table 5.19 ECONOMIC DEVELOPMENT AND TOURISM BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec) % Inc/(Dec)	
Personnel Services	\$187,067	\$195,523	\$195,523	\$223,168	\$231,261	\$27,645	14.1
Contractual Services	64,458	108,585	118,262	95,505	95,505	(13,080)	(12.0)
Materials and Supplies	12,495	17,400	17,400	17,400	17,400	0	0.0
Continuous Charges	8,365	3,800	3,800	0	0	(3,800)	(100.0)
Capital Expenditures	18,361	0	1,285	0	0	0	0.0
TOTAL	\$290,746	\$325,308	\$336,270	\$336,073	\$344,166	\$10,765	3.3
FTE Summary	2.0	2.0	2.0	2.0	2.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$290,746	\$325,308	\$336,270	\$336,073	\$344,166	\$10,765	3.3
TOTAL	\$290,746	\$325,308	\$336,270	\$336,073	\$344,166	\$10,765	3.3

DIRECTION AND SUPPORT SERVICES (continued)

5.2.4 Office of Economic Development and Tourism (continued)

Table 5.20 MASON ENTERPRISE CENTER BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec) % Inc/(Dec)	
Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	0.0
Contractual Services	9,038	0	0	8,760	8,760	8,760	8,760.0
Materials and Supplies	2,406	0	0	0	0	0	0.0
Continuous Charges	231,405	297,600	297,600	312,640	321,905	15,040	5.1
Capital Expenditures	7,057	0	0	0	0	0	0.0
TOTAL	\$249,906	\$297,600	\$297,600	\$321,400	\$330,665	\$23,800	8.0
Funding Summary							
General Revenue	\$249,906	\$297,600	\$297,600	\$221,400	\$130,665	(\$76,200)	(25.6)
Intergovernmental Revenue	0	0	0	100,000	200,000	100,000	0.0
TOTAL	\$249,906	\$297,600	\$297,600	\$321,400	\$330,665	\$23,800	8.0

DIRECTION AND SUPPORT SERVICES (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Economic Development and Downtown Improvements		
<ul style="list-style-type: none"> • Expand outreach to the financial, hospitality, and commercial brokerage sectors. • Remain on the leading edge by utilizing a set of business attraction tools that validate Leesburg as the best place in America to locate or grow a business. • Establish an arts and cultural district that establishes the downtown as a regional destination and creative hub to strengthen the creative and entrepreneurial sectors of the community. 	<ul style="list-style-type: none"> • Successfully opened Mason Enterprise Center at 202 Church Street. • Completed business-to-business video and made it available among multi-level social media outlets and distributed to prospects and existing businesses. • Partnered with Mason Enterprise Center, Loudoun Small Business Development Center, Loudoun Chamber and Loudoun County ED to hold Financial, Entrepreneurial and Tech Group events. • Built a Retail Opportunity Program to share data, tools, and business opportunities to enhance the retail sector. • Implemented an Arts and Cultural District in Leesburg while seeking support from the County for real estate tax relief. Held art events and facilitated joint commission and committee work plans to promote the District. • Produced 11th Annual Business Appreciation Award event. 	<ul style="list-style-type: none"> • Continue to operate in a key role for processing new business development projects with the Town. • Continue comprehensive business development program to retain, attract, and grow existing businesses, small business and entrepreneurship by documenting a baseline and increasing the number of net new jobs. • Work with partners to implement a joint plan for business retention and expansion to further increase commercial tax base in Leesburg. • Expand qualified participants in the Arts and Cultural District by 100%.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.5 Economic Development Commission

Program Description

The Economic Development Commission is comprised of seven members appointed by the Town Council. In addition, the Planning Commission and the Airport Commission appoint liaisons who serve as ex-officio members of the Commission. The Commission advises the Town Council on policies that promote economic development and tourism; works to retain and expand existing businesses; attracts and recruits desirable new businesses; and, enhance economic activities that will benefit residents, businesses, and visitors to the Town.

Table 5.21 ECONOMIC DEVELOPMENT COMMISSION BUDGET SUMMARY							
Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$2,515	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0
Contractual Services	609	1,200	1,200	1,200	1,200	\$0	0
TOTAL	\$3,124	\$5,720	\$5,720	\$5,720	\$5,720	\$0	0
Funding Summary							
General Revenue	\$3,124	\$5,720	\$5,720	\$5,720	\$5,720	\$0	0
TOTAL	\$3,124	\$5,720	\$5,720	\$5,720	\$5,720	\$0	0

DIRECTION AND SUPPORT SERVICES (continued)

5.2.7 Commission on Public Arts

Program Description

The Commission on Public Arts is comprised of seven members appointed by the Town Council. The Commission is staffed by the Office of Capital Projects, and advises Council on matters regarding public art in the Town of Leesburg. The Commission serves as an advisory body for public art in the Town and administrates all activities concerning public art. The Commission will establish the Leesburg Public Art program and seek to expand public access and participation in the arts. The Commission will also recommend pursuing national, state, and private support on behalf of the arts in Leesburg.

Table 5.22 COMMISSION ON PUBLIC ARTS BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec) % Inc/(Dec)	
Personnel Services	\$4,092	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Contractual Services	770	1,850	1,850	1,850	1,850	0	0.0
Materials and Supplies	1,000	150	150	150	150	0	0.0
TOTAL	\$5,862	\$6,520	\$6,520	\$6,520	\$6,520	\$0	0.0
Funding Summary							
General Revenue	\$5,862	\$6,520	\$6,520	\$6,520	\$6,520	\$0	0.0
TOTAL	\$5,862	\$6,520	\$6,520	\$6,520	\$6,520	\$0	0.0

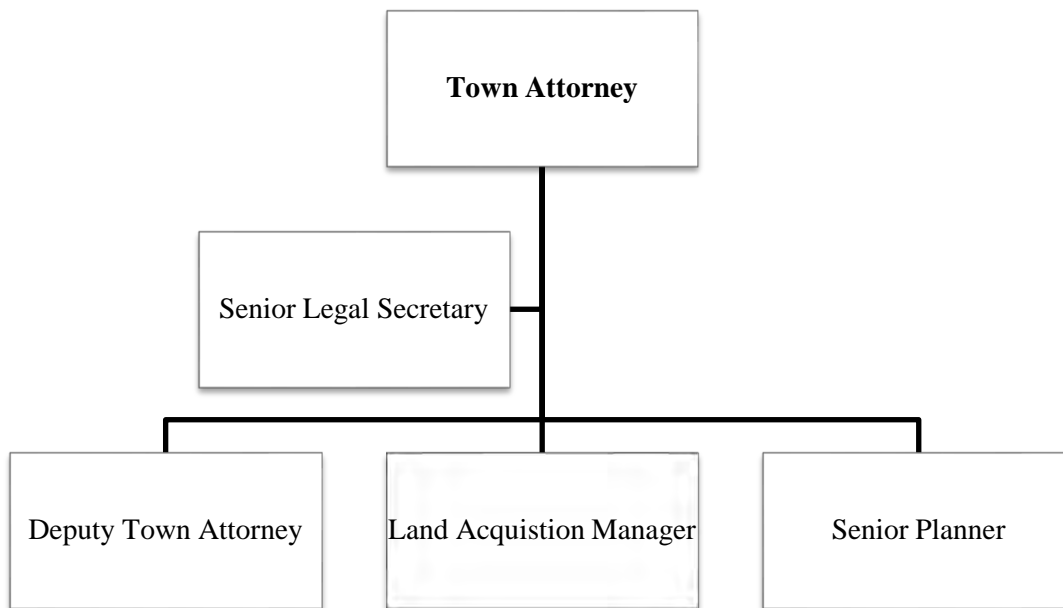
DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 Town Attorney

Program Description

The Town Attorney provides legal services for the benefit of the Town Council, Planning Commission, Board of Architectural Review, Town Manager, Town Departments, and staff. These services include (but are not limited to) advising, preparing and reviewing documents and contracts, initiating collections actions for delinquent taxes and fees until payment or judgment, appearing in court on an as-needed basis, and legal research to the above entities and individuals.

Chart 5.8 Town Attorney Organizational Chart⁴



⁴ Land Acquisition Manager and Senior Planner positions were moved from the Office of Capital Projects and are functionally supervised by the Town Attorney beginning in FY 2014.




DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 Town Attorney (continued)



Table 5.23 TOWN ATTORNEY BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec) % Inc/(Dec)	
Personnel Services	\$380,512	\$408,753	\$408,753	\$432,263	\$448,538	\$23,510	5.8
Contractual Services	24,281	39,233	39,305	42,293	39,233	3,060	7.8
Materials and Supplies	5,416	4,500	4,500	5,300	5,300	800	17.8
Continuous Charges	2,245	2,452	2,452	1,841	1,841	(611)	(24.9)
TOTAL	\$412,454	\$454,938	\$455,010	\$481,697	\$494,912	\$26,759	5.9
FTE Summary	3.0	3.0	3.0	3.0	3.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$342,155	\$325,171	\$325,243	\$343,012	\$351,580	\$17,841	5.5
Capital Projects Fund	61,066	89,486	89,486	94,908	98,183	5,422	6.1
Airport Fund	9,233	0	0	0	0	0	0.0
Utilities Fund	0	40,281	40,281	43,777	45,149	3,496	8.7
TOTAL	\$412,454	\$454,938	\$455,010	\$481,697	\$494,912	\$26,759	5.9

DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 Town Attorney (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> Initiate and implement collection proceedings against delinquent tax, rate payers and utilities. 	<ul style="list-style-type: none"> Streamlined collection procedures for collections which increased from previous fiscal year for delinquent tax, water and sewer, Parks and Recreation and to now include collections for the Utilities and Public Works Departments. Reviewed procedure contracts for all departments. Successfully Defended VEC and other employment claims against the Town. 	<ul style="list-style-type: none"> Introduce comprehensive collection program to all departments needing assistance with collections. Review all department contracts and agreements. Review and defend VML insurance claims, VEC and WC. Records retention management review and training as needed. Continue to monitor FOIA/COIA compliance and training. Affordable Care Act Retirement Plans
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> Support for zoning violations and prosecution including overcrowding violations. Participate in Leadership in the Law Camp. Review, research and make recommendations with respect to Storm Wastewater Management (SWM) regulations and the Chesapeake Bay Act. 	<ul style="list-style-type: none"> Supported zoning violations and prosecution including overcrowding violations. Actively supported Leadership in the Law Camp Ongoing project; stayed current with respective legislation and formulating plan with respect to Storm Wastewater Management (SWM) regulations and the Chesapeake Bay Act, VRS and active legislative agenda. Supported Parks and Rec. w/ volunteer contracts for Air Show and Flower and Garden events. Review Risk management claims. Liaison to Public Art Commission 	<ul style="list-style-type: none"> Prosecute zoning violations, overcrowding violations, and Town Code violations. Organize and run Leadership in the Law Camp. Monitor legislation and formulating plan with respect to Storm Water Management (SWM) regulations and the Chesapeake Bay Protection Act, VRS and active legislative agenda. Continue to support Parks, Balch, and Commissions to achieve objectives with legal support. Review risk management claims and process. Continued Liaison to Public Art Commission
 Land Development Process Improvements		
<ul style="list-style-type: none"> Review and update (with staff) Zoning Ordinance and DCSM as necessary. Update condemnation and easement processes. Provide support for zoning violations and prosecution. Draft deeds of easements for OCP, DPR and Utility 	<ul style="list-style-type: none"> Form Based/Crescent Code adopted Reviewed and update (with staff) Zoning Ordinance and DCSM as necessary. Updated and coordinated condemnation and easements with OCP Provided support for zoning violations/prosecution. 	<ul style="list-style-type: none"> Crescent Based Code review and implementation Review and update (with staff) Zoning Ordinance and DCSM as necessary. Initiate and coordinate condemnation process and easements with OCP, for capital projects. Draft deeds of easements for OCP, DPR and Utility

DIRECTION AND SUPPORT SERVICES (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
<p>Projects.</p> <ul style="list-style-type: none"> • Provide support for zoning violations and compliance through legal process. • Review and participate in the AADP policy as directed by Council. • Pursue/defend litigation on Cornerstone rezoning. 	<ul style="list-style-type: none"> • Draft deeds of easements for OCP, DPR, Utility Projects • Reviewed and participated in the AADP policy as directed by Council. • Successfully defended Cornerstone rezoning; Town Plan; affirmed by Supreme Court • Review proffers for sufficiency & compliance • Condemnation litigation – OCP projects 	<p>Projects.</p> <ul style="list-style-type: none"> • Provide support for zoning violations and prosecution. • Review and participate in the AADP/ Annexation policy as directed by Council. • Utility Rate Review • Review proffers for sufficiency & compliance
 <p>Capital Infrastructure</p>		
<ul style="list-style-type: none"> • Support the Priority Project Management efforts. 	<ul style="list-style-type: none"> • Priority project management – “A-Team Approach” (with Executive, Public Works, Planning and Zoning, Plan Review, Utilities and Capital Projects Management). • Maintained Capital Improvement Project schedules (with Executive, Public Works, Plan Review and Capital Projects Management). Restructured land acquisition process. • FBO transition at Airport/property acquisitions at Airport 	<ul style="list-style-type: none"> • Priority project management – “A-Team Approach” (with Executive, Public Works, Planning and Zoning, Plan Review, Utilities and Capital Projects Management). • Maintain Capital Improvement Project Schedules (with Executive, Public Works, Plan Review and Capital Projects Management). • Manage land acquisition process.
 <p>Legislative Initiatives</p>		
<ul style="list-style-type: none"> • Continue to provide legal services and support to the Town Council, Planning Commission, departments and staff. 	<ul style="list-style-type: none"> • Continued to provide legal services and support to the Town Council, Planning Commission, all departments and staff. • Responded to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Managed case files with outside counsel. • Active role in legislative process initiated by the General Assembly and incorporated into Town Code • Team member for review of 457 plan review and update. 	<ul style="list-style-type: none"> • Active role with legislative process to advance Council objectives and preventative measures to enable the Town to manage its affairs. • Suggest and implement updates to the Town Code and Zoning Ordinance as needed. • Continue to monitor franchise and right of way agreements with utilities throughout the Town. • Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Manage case files with outside counsel.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Clerk of Council

Program Description


The Clerk of Council is responsible for the preparation and distribution of all Council agendas. The Clerk prepares for and attends all Town Council meetings and facilitates the broadcast and archiving of those meetings for public use. As the official record of the Town Council, the Clerk takes and prepares minutes for approval and adoption, and prepares for publication legal notices of public hearings and other actions as required. The Clerk maintains all legislation adopted by the Town Council in an orderly fashion, easily accessible to the public and Town staff upon request, and responds to inquiries regarding Town ordinances and other Council actions. The Clerk is the Town's designated records manager and ensures all records are handled according to the records retention schedules set forth by the Library of Virginia. The Clerk's office assists the Council and staff in meeting the requirements of the Virginia Freedom of Information Act with regards to open meetings, public notices, and requests for information. The Clerk is the keeper of all disclosure forms required by the State and Local Government Conflict of Interests Act for all elected and appointed Town officials.

Table 5.24 CLERK OF COUNCIL BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2012	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$105,449	\$115,565	\$115,565	\$112,763	\$120,154	(\$2,802)	(2.4)
Contractual Services	6,245	22,046	24,126	12,291	12,116	(9,755)	(44.2)
Materials and Supplies	1,647	1,200	1,200	1,200	1,200	0	0.0
Continuous Charges	1,111	1,250	1,250	921	921	(329)	(26.3)
TOTAL	\$114,452	\$140,061	\$142,141	\$127,175	\$134,391	(\$12,886)	(9.2)
FTE Summary	1.0	1.0	1.0	1.0	1.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$111,250	\$131,522	\$133,602	\$116,017	\$122,839	(\$15,505)	(11.8)
Capital Projects Fund	3,202	3,395	3,395	4,436	4,593	1,041	30.7
Utilities Fund	0	5,144	5,144	6,722	6,959	1,578	30.7
TOTAL	\$114,452	\$140,061	\$142,141	\$127,175	\$134,391	(\$12,886)	(9.2)

DIRECTION AND SUPPORT SERVICES (continued)


5.2.9 Clerk of Council (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Publish supplements to Town Code. • Continue working on records management with various departments to bring the Town into compliance with the Library of Virginia regulations. • Further utilize electronic document storage to make Town records more accessible to citizens and staff. 	<ul style="list-style-type: none"> • Published Supplements 4, 5, and 6 of the Town Code • Completed destruction of unnecessarily archived (per Library of Virginia standards) documents Town-wide. • Completed scanning of approximately 1/8th of all property files into Laserfiche. • Digitized approximately three cubic feet of permanently archived correspondence. • Obtained Certified Municipal Clerk status. 	<ul style="list-style-type: none"> • Publish at least two supplements to the code. • Complete review of backlog of documents and complete destruction by end of fiscal year. • Complete development of Laserfiche storage structure and begin document scanning. • Begin work on Master Municipal Clerk designation.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Clerk of Council (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate
 Operational Efficiency and Fiscal Management					
Input					
FTE	1.5	1.5	1	1	1
Output					
Council meetings supported	52	44	43	43	43
Council agenda packets prepared	52	44	43	43	43
Council agendas prepared within established timeframe	52	44	43	43	43
Cubic feet of records recycled or destroyed	150	70	120	117	130
Council agendas posted on Town web site	45	44	43	43	43
Freedom of Information requests processed	27	10	7	21	17
Public notices advertised	45	60	49	71	70
Efficiency					
% minutes approved by next Council meeting and available to the public	100%	100%	95%	99%	100%
% agenda packets delivered on time	100%	100%	100%	100%	100%
Council agendas on Town web site	100%	100%	100%	100%	100%
Meetings/packets/on-time agendas per FTE	35	40	43	43	43
Outcome					
Council rating of accuracy of minutes	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Council rating of accuracy of agenda materials	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

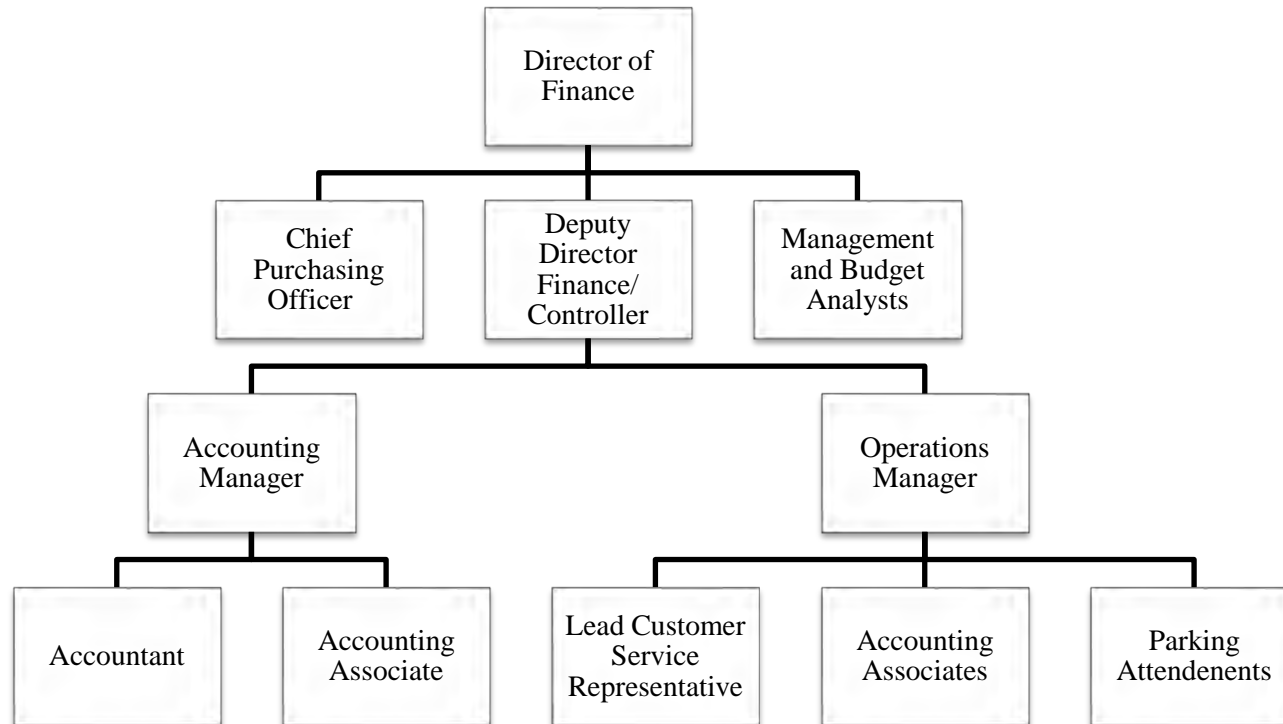
DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Finance

Program Description

The Department of Finance is responsible for the proper collection and disbursement of all Town funds; for providing financial advice to the Town Council and Town Manager; and, assisting and supporting other Town departments in the following areas: cash and debt management, procurement of goods and services, operating and capital budgets, and accounting and reporting of financial information. The Department also manages the Town’s parking garage and parking enforcement program.

Chart 5.9 Finance Department Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)


5.2.10 Finance (continued)

Table 5.25 FINANCE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,691,444	\$1,889,603	\$1,889,603	\$1,631,700	\$1,698,942	(\$257,903)	(13.6)
Contractual Services	354,301	332,521	331,403	293,865	288,765	(38,656)	(11.6)
Materials and Supplies	15,431	28,650	27,047	19,700	19,700	(8,950)	(31.2)
Continuous Charges	12,036	12,479	13,479	14,554	14,654	2,075	16.6
Capital Expenditures	30	0	0	0	0	0	0.0
TOTAL	\$2,073,242	\$2,263,253	\$2,261,532	\$1,959,819	\$2,022,061	(\$303,434)	(13.4)
FTE Summary	19.5	16.0	15.5	15.5	15.5	-0.5	(3.1)
Funding Summary							
General Revenue	\$758,912	\$1,086,586	\$1,084,865	\$1,102,848	\$1,142,217	\$16,262	1.5
Capital Projects Fund	85,714	98,510	98,510	67,648	69,903	(30,862)	(31.3)
Utilities Fund	694,205	748,157	748,157	404,323	415,316	(343,834)	(46.0)
Parking Ticket Fines	119,815	110,000	110,000	119,000	121,975	9,000	8.2
Interest Earnings	158,715	70,000	70,000	100,000	102,500	30,000	42.9
Parking Meter and Garage	155,931	140,000	140,000	156,000	159,900	16,000	11.4
Recoveries	99,950	10,000	10,000	10,000	10,250	0	0.0
TOTAL	\$2,073,242	\$2,263,253	\$2,261,532	\$1,959,819	\$2,022,061	(\$303,434)	(13.4)

DIRECTION AND SUPPORT SERVICES (continued)


5.2.10 Finance (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue to review fees & fines. • Substantially complete initial purchases of replacement vehicles and heavy equipment. • Complete FY 2012 projects and substantially complete FY 2013 projects. • Begin testing of contract module in selected departments. • Complete updates to policies and procedures for W-2s, withholding taxes, and quarterly reconciliations. • Participate in a pilot of the selected time and attendance software. • Continue to update policies and procedures as necessary. • Continue to implement third party solutions in MUNIS to improve the efficiency of the procurement process • Complete implement of MUNIS real estate and personal property modules in first quarter of FY 2012. • Initiate the second two year budget cycle based upon current fiscal guidelines. • Implement taxpayer online services. • Implement Government Finance Officer Association best practices to increase service efficiency and effectiveness. 	<ul style="list-style-type: none"> • Resolution passed by Council to extend Capital Asset Replacement Reserve to include vehicle and heavy equipment replacements. \$1,000,000 placed reserve to initiate replacement program in FY 2013. • Study completed. Permanent decals approved by Council and issued. • Contract module testing not initiated due to workload. • Policies and procedures for W-2s, withholding taxes, and quarterly reconciliations completed. • Time and attendance system implementation is in progress. Pilot testing to begin in February 2013. • Documentation and update of policies and procedures to include bank reconciliations, credit card and cash payments, and customer refunds completed. • Completed implementation of MUNIS real estate and personal property tax modules. • Completed the second year of the two year budget and established long range fiscal planning guidelines to meet future financial obligations to include establishing a Debt Service Reserve. • Received GFOA Certificate of Achievement for Excellence in Financial Reporting. • Completed implementation of taxpayer online services. • Remodeled Finance front counter to improve efficiency in customer transaction processing. 	<ul style="list-style-type: none"> • Continue to review fees & fines. • Substantially complete purchases of replacement vehicles and heavy equipment and identify long-term CARR funding requirements.. • Complete FY 2012 projects and substantially complete FY 2013 projects. • Begin testing of contract module in selected departments. • Continue to update policies and procedures and adopt Best Practices. • Participate in a pilot of the KRONOS time and attendance software. • Continue to implement third party solutions in MUNIS to improve the efficiency of the procurement process • Initiate the two year budget cycle based upon current fiscal guidelines. • Review and update the budget document and implement a desktop publishing solution for budget development. • Review and update performance measures Town-wide. • Evaluate A/P efficiencies by researching of import functionality in MUNIS. • Evaluate banking services such as remote deposit capture and other ways to facilitate electronic payment. • Update the Finance Department webpage. • Review the Utility Department inventory management system to ensure proper accounting and value. • Review Internal Controls to improve cash processes and reporting.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Finance (continued)

Performance Measures

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
 Operational Efficiency and Fiscal Management					
Input					
Expenditures (in thousands)	\$2,363	\$2,361	\$2,252	2,093	2,263
Direct labor hours ⁵	33,159	33,159	33,159	27,088	27,088
Output					
Accounts payable transactions	15,628	15,635	15,493	15,336	15,300
Personal property tax bills processed	41,845	41,795	39,500	40,329	40,400
Real estate tax bills processed	27,321	27,398	27,416	27,878	28,400
Water and sewer bills processed ⁶	61,246	61,482	62,062	62,452	N/A
Payroll checks issued	16,337	16,168	16,011	15,889	15,890
Purchase orders issued	4,675	4,754	3,621	2,874	2,300
Efficiency					
A/P transactions/hour	8.92	8.92	9.11	9.10	9.10
PP tax bills processed/hour	24.72	24.64	23.24	23.82	23.86
RE tax bills processed/hour	16.22	16.27	16.13	16.47	16.83
W/S bills processed/hour	23.80	23.90	24.51	24.27	N/A
Payroll checks processed/hour	9.53	9.46	9.42	9.39	9.39
Purchase orders processed/hour	2.20	2.24	1.71	1.7	1.36
Outcome					
Un assigned General fund balance (%) ⁷	33.4	18.5	19.7	18.0	18.5
GFOA financial reporting award	yes	yes	yes	yes	yes
GFOA distinguished budget award	yes	yes	yes	yes	yes
Maintain current credit rating	yes	yes	yes	yes	yes
Meet fiscal goals	yes	yes	yes	yes	yes
Finance management coefficient ⁸	1.7	1.7	1.6	1.4	1.4

⁵ Total hours minus holiday, vacation, sick and other leave, including training.

⁶ Moved to Utilities Department in FY 2013.

⁷ Unassigned General Fund balance divided by General Fund Expenditures. Policy minimum is 15%

⁸ Total expenditures for Finance Department divided by total expenses and revenues for all funds.

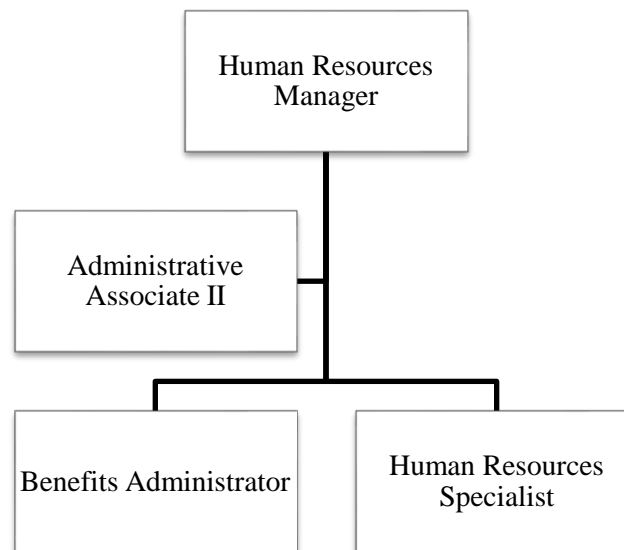
DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Human Resources

Program Description

The mission of the Human Resources Department is to recruit, develop, and retain highly qualified individuals with a strong commitment to public service and to provide a healthy, safe, comfortable, and collegial work environment for all employees. Specifically, Human Resources is responsible for recruiting highly qualified candidates; administering employee benefit programs; managing comprehensive employee training and development programs; administering pay and compensation programs; assuring compliance with Federal and State labor laws; and, administering Town Human Resources Policies and Procedures.

Chart 5.10 Human Resources Organizational Chart




DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Human Resources (continued)

Table 5.26 HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY							
Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$396,997	\$416,689	\$416,689	\$412,511	\$427,695	(\$4,178)	(1.0)
Contractual Services	75,105	88,725	93,270	87,885	88,825	(840)	(0.9)
Materials and Supplies	4,703	4,341	4,341	5,213	5,213	872	20.1
Continuous Charges	4,730	5,110	5,110	5,834	5,834	724	14.2
TOTAL	\$481,535	\$514,865	\$519,410	\$511,443	\$527,567	(\$3,422)	(0.7)
FTE Summary	4.0	4.0	4.0	4.0	4.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$356,867	\$383,916	\$388,461	\$432,172	\$445,752	\$48,256	12.6
Capital Projects Fund	12,353	13,025	13,025	15,820	16,350	2,795	21.5
Utilities Fund	112,315	117,924	117,924	63,451	65,465	(54,473)	(46.2)
TOTAL	\$481,535	\$514,865	\$519,410	\$511,443	\$527,567	(\$3,422)	(0.7)

DIRECTION AND SUPPORT SERVICES (continued)


5.2.12 Human Resources (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Finalize personnel file audit, including medical files. • Review and complete an audit of all job descriptions. • Provide online applicant tracking for applicants, hiring managers, and HR staff. • Create and update standard operating procedures. • Use SharePoint/Intranet for internal communications. 	<ul style="list-style-type: none"> • Completed personnel file audit. • Completed audit of all job descriptions • Initiated implementation of online applicant tracking for applicants, hiring managers, and HR staff. • Standard operated procedures reviewed and updated. • Initiated use of SharePoint for internal communications. • Completed development of employee evaluation system that is tied to salary adjustment. 	<ul style="list-style-type: none"> • Complete implementation of Applicant Tracking. • Implement an employee wellness program. • Update and distribute employee benefits booklet. • Complete review of pay grade assignments to jobs.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Human Resources (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Operational Efficiency and Fiscal Management					
Input					
FTE	8	7.5	6.5	4	4
Expenditures (FY data)	\$602,929	\$545,635	\$500,141	\$481,534	\$504,921
Output					
Applications processed (FT and PT)	1,749	1,500	1,707	1,636	1,707
Positions advertised (FT and PT)	9	15	42	24	45
New hires (FT and PT)	135	75	146	137	150
Reported Worker's Compensation claims	17	25	32	37	30
All Town-wide training opportunities	33	30	20	21	25
Changes to the Personnel Manual	11	4	2	10	30
Efficiency					
Applications per new hire	13	20	12	12	12

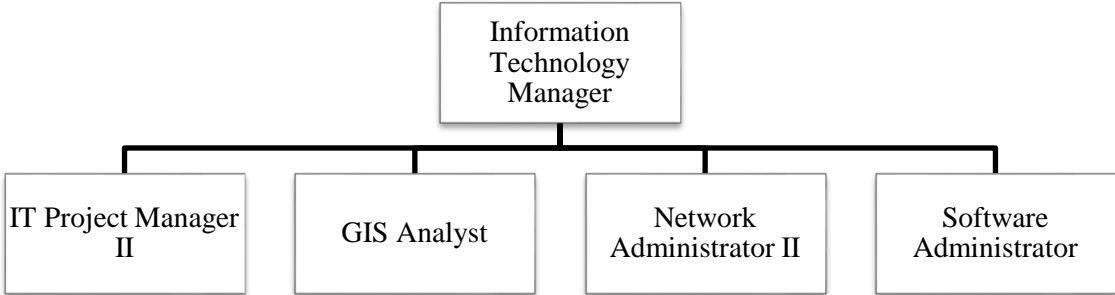
DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Information Technology

Program Description

The mission of the Information Technology Department is to provide consolidated, cost-effective, state-of-the-art, reliable information technology to all Town employees, that is consistent with the strategic, tactical, and operational business objectives of the Town of Leesburg. The Department provides the direction, training, support, and control necessary to effectively utilize the Town’s network, operating systems, Geographic Information Systems (GIS), computers, telecommunications, and related resources. Information Technology staff members develop and implement the procedures and systems necessary to expand the utilization of GIS, web services, computers, and telecommunications to enhance the overall productivity of Town employees.

Chart 5.11 Information Technology Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Information Technology (continued)

Table 5.27 INFORMATION TECHNOLOGY DEPARTMENT BUDGET SUMMARY


Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$474,991	\$584,713	\$584,713	\$643,187	\$668,004	\$58,474	10.0
Contractual Services	529,462	403,203	404,102	442,048	502,664	38,845	9.6
Materials and Supplies	9,464	18,800	18,800	18,800	18,800	0	0.0
Continuous Charges	2,148	2,357	2,357	3,101	3,101	744	31.6
Capital Expenditures	75,139	194,460	334,460	249,500	214,500	55,040	28.3
TOTAL	\$1,091,204	\$1,203,533	\$1,344,432	\$1,356,636	\$1,407,069	\$153,103	12.7
FTE Summary	5.0	5.0	5.0	5.0	5.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$876,894	\$982,403	\$1,123,282	\$1,105,689	\$1,154,434	\$123,286	12.5
Capital Projects Fund	32,969	32,622	32,622	43,114	43,289	10,492	32.2
Utilities Fund	181,341	188,528	188,528	207,833	209,346	19,305	10.2
TOTAL	\$1,091,204	\$1,203,553	\$1,344,432	\$1,356,636	\$1,407,069	\$153,083	12.7

FUTURE BUDGET CONSIDERATIONS:

- ❖ Continued replacement of aging desktop and laptop computers.
- ❖ Separate Internet circuit for fault tolerance in the event that the County Internet circuit is down.
- ❖ Second data circuit between the Police Department data center and Town Hall to ensure there is a redundant connection to prevent an interruption of service.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Information Technology (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Refresh and update critical components of information technology infrastructure: servers, backup system, and storage capacity. • Begin multi-year refresh of workstations as budget allows. • Continue enhancement of Town of Leesburg website • Continue maintenance of all Cisco equipment include VOIP system. • Continue professional development for IT staff members to stay current with certifications and technology. 	<ul style="list-style-type: none"> • Conducted needs assessment, bidding process and generated purchase orders for total server upgrade by virtualization. • Replaced approximately 140 PCs and upgraded specifications of heavy graphics users to improve efficiency and quality of services. • Supported PIO in enhancing website and addressed some lingering back-end problems with new Software Administrator. • Upgraded and replaced VOIP system equipment and software as needed with no interruption in service. • All staff members obtained some professional training during the year at low cost. 	<ul style="list-style-type: none"> • Upgrade SharePoint Enterprise System in preparation for increased workflow applications using Munis, GIS, Laserfiche, and LMIS databases. • Upgrade GIS environment from distributed workstations to centralized server to enhance LPD emergency management, Utilities operations, and Planning and Zoning citizen engagement. Applications for other departments are under review. • Securely incorporate handheld devices (smart phones and tablets) into the Town’s network for increased information access to staff and public. • Continue to provide excellent Help Desk tech support. • Update policies and procedures, especially for business continuity and preventive maintenance.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Information Technology (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
FTEs	6	6	6	4.2	5
Output					
Sites Supported	15	18	18	19	19
Servers administered	42	48	48	51	53
Networked PCs	350	352	352	352	352
Printers supported ⁹	127	113	120	139	139
Average work orders completed per month	200	199	200	244	200
Total number of devices managed ¹⁰	673	718	1,073	1,384	1,400
Efficiency					
Average number work orders completed per employee per month	33	32	33	58	50
Devices managed per employee	112	120	179	330	280
Outcome					
Complete 100% of all help desk tickets submitted within time promised ¹	N/A	99%	99%	85%	92%

⁹ Methodology of calculating measure changed for FY 2012.

¹⁰ Devices include PCs, routers, switches, cell phones, blackberries, printers, etc.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.13 Technology and Communications Commission

Program Description

The Leesburg Information Technology and Communications Commission is comprised of seven members appointed by the Town Council and one councilmanic liaison. The Commission’s responsibilities include citizen oversight of all IT-related projects for the Town and citizen input for the IT strategic plan.

Table 5.28 TECHNOLOGY AND COMMUNICATIONS COMMISSION BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad.	
						\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$6,083	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Contractual Services	1,118	1,900	1,900	1,900	1,900	0	0.0
Materials and Supplies	0	100	100	100	100	0	0.0
TOTAL	\$7,201	\$6,520	\$6,520	\$6,520	\$6,520	\$0	0.0
Funding Summary							
General Revenue	7,201	6,520	6,520	6,520	6,520	0	0.0
TOTAL	\$7,201	\$6,520	\$6,520	\$6,520	\$6,520	\$0	0.0

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PUBLIC SAFETY

5.3.1 Public Safety

Public Safety is comprised of all the divisions of the Police Department, including the Citizens Support Team.

Table 5.29 PUBLIC SAFETY BUDGET SUMMARY							
Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Police Department	\$11,182,769	\$12,153,847	\$13,121,580	\$12,499,672	\$12,990,081	\$345,825	2.8
Transfer to Fire Department ¹	80,000	100,000	100,000	0	0	(100,000)	(100.0)
TOTAL	\$11,262,769	\$12,253,847	\$13,221,580	\$12,499,672	\$12,990,081	\$245,825	2.0
FTE Summary	101.0	101.0	101.0	101.0	101.0	Unchanged	Unchanged

¹ The Fire Department transfer was moved to the Town Council budget (Community Agency Grant) in FY 14.

PUBLIC SAFETY (continued)**5.3.2 Police Department Summary****Program Description**

The Police Department protects persons and property by enforcing the laws of the Town of Leesburg and the Commonwealth of Virginia.

Goal 1 – Facilitate crime and disorder prevention and reduction through proactive problem-solving strategies and community partnerships.

Goal 2 – Structure the department and build organizational capacity to support the reduction of crime and disorder.

Goal 3 – Enhance police professionalism and community trust through accountability, performance measures, and adoption of modern police practices.

Goal 4 – Acquire modern technology, information management, and infrastructure that support organizational goals and objectives.

PUBLIC SAFETY (continued)

5.3.2 Police Department Summary (continued)

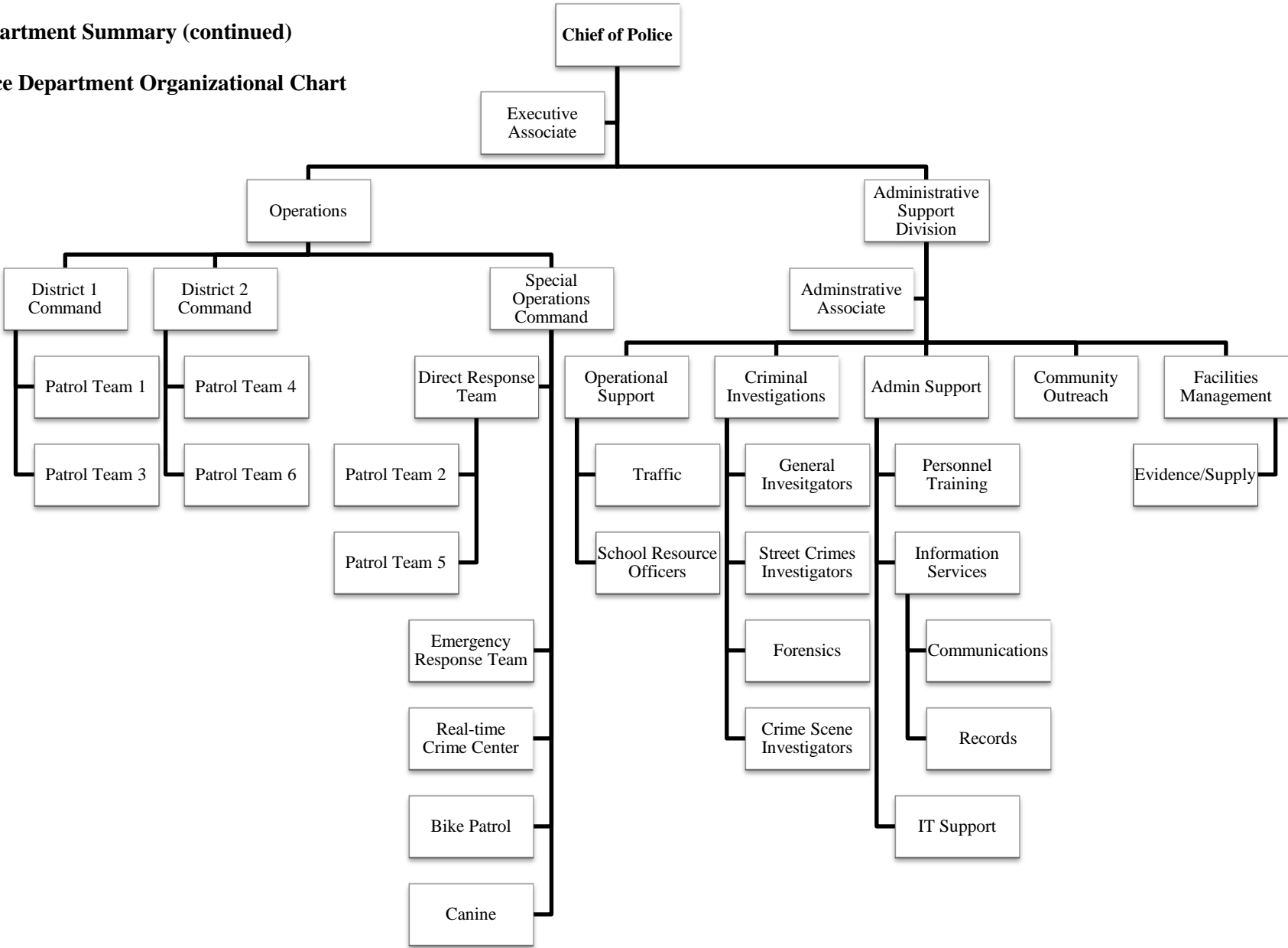
Table 5.30 POLICE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Admin & Ops Support	\$1,775,440	\$1,749,575	\$2,296,580	\$1,908,519	\$1,970,860	\$158,944	9.1
Patrol Operations	5,101,625	5,645,934	5,649,748	5,888,812	6,133,729	242,878	4.3
Criminal Investigations	1,336,960	1,565,396	1,985,686	1,422,122	1,499,382	(143,274)	(9.2)
Community Services	1,637,352	1,584,737	1,584,737	1,607,143	1,669,051	22,406	1.4
Information Services	1,327,729	1,604,302	1,600,927	1,669,931	1,713,914	65,629	4.1
Support Team	3,663	3,903	3,903	3,145	3,145	(758)	(19.4)
TOTAL	\$11,182,769	\$12,153,847	\$13,121,580	\$12,499,672	\$12,990,081	\$345,825	2.8
FTE Summary	101.0	101.0	101.0	101.0	101.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$9,327,865	\$10,220,436	\$11,188,169	\$10,580,305	\$11,022,894	\$359,869	3.5
Capital Projects Fund	1,169	1,215	1,215	1,251	1,298	36	3.0
Utilities Fund	116,887	121,538	121,538	125,133	129,831	3,595	3.0
Traffic Fines	354,230	350,000	350,000	354,000	362,850	4,000	1.1
Charges for Services	0	0	0	70,000	70,000	70,000	0.0
Police Reports/Fingerprt	4,410	4,500	4,500	4,000	4,100	(500)	(11.1)
Police Forfeitures	10,807	0	0	7,000	7,175	7,000	0.0
Extradition Reimbursement	11,952	5,000	5,000	5,500	5,638	500	10.0
False Alarms	54,690	90,000	90,000	50,000	51,250	(40,000)	(44.4)
Law Enf Assistance State	829,288	829,288	829,288	829,288	850,020	0	0.0
County SRO Funding	463,036	474,870	474,870	455,195	466,575	(19,675)	(4.1)
County Family Crimes Grant	0	32,000	32,000	0	0	(32,000)	(100.0)
Gang Officer Grant	0	0	0	18,000	18,450	18,000	100.0
Misc. Grants	8,435	25,000	25,000	0	0	(25,000)	(100.0)
TOTAL	\$11,182,769	\$12,153,847	\$13,121,580	\$12,499,672	\$12,990,081	\$345,825	2.8

PUBLIC SAFETY (continued)

5.3.2 Police Department Summary (continued)

Chart 5.12 Police Department Organizational Chart



PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support

Program Description


The Administrative and Operational Support Division is responsible for providing the direction and infrastructure support necessary for a modern police agency to function. The division’s strategic goal is to enhance police professionalism and community trust through accountability, performance measures, and adoption of modern police practices.

Table 5.31 Administrative and Operational Support Budget Summary

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$823,663	\$1,041,316	\$1,041,316	\$1,151,800	\$1,214,014	\$110,484	10.6
Contractual Services	375,286	425,602	431,154	469,335	469,462	43,733	10.3
Materials and Supplies	75,811	77,550	66,534	75,500	75,500	(2,050)	(2.6)
Continuous Charges	183,095	190,107	190,107	196,884	196,884	6,777	3.6
Capital Outlay	317,615	15,000	567,469	15,000	15,000	0	0.0
TOTAL	\$1,775,470	\$1,749,575	\$2,296,580	\$1,908,519	\$1,970,860	\$158,944	9.1
FTE Summary	8.0	9.0	9.0	9.0	9.0	Unchanged	Unchanged

PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division (continued)

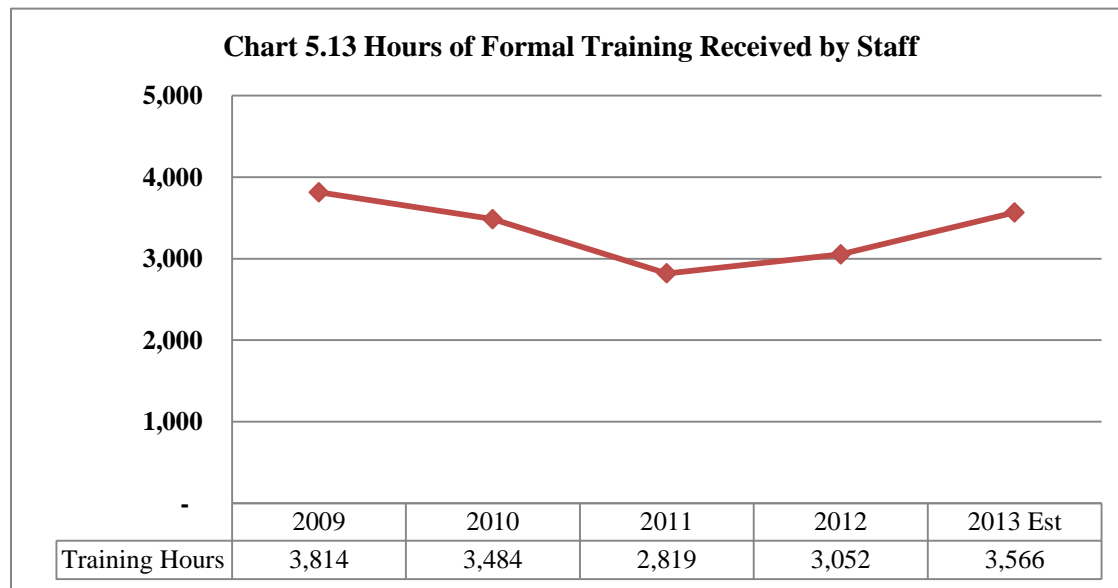
FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • Complete the Technology enhancement program by fully implementing LINx program • Complete implementation of new CAD/RMS solutions; 800 mhz upgrade • Continue the career development program • Refine hiring process to make it faster, and still produce a high quality candidates • Improve department effectiveness through individual and collective training • Conduct internal re-engineering reviews to improve efficiency and effectiveness. • Improve community notification through Alert Loudoun/Leesburg and CrimeReports • Identify and Plan for future expansion needs • Continue planning with Loudoun County for emergency operations and contingency planning • Continue integration of intelligence-led policing • Maintain appropriate Accreditation standards • Explore viability of national accreditation 	<ul style="list-style-type: none"> • Continued implementation of strategic plan • Continued the career development program • Continued to enhance efforts in intelligence-led policing • Maintained Accredited Status through Department of Criminal Justice Services • Successfully tested, processed, hired, and trained (7) seven new police officers • Police Department staff received 3052 hours of in-service career enhancement training • Continued use of community notification through the use of Alert Loudoun/Leesburg, Reverse 911, and CrimeReports.com • Conducted a comprehensive space needs assessment of the current police facility • Conducted proposal and bid process for construction and expansion of Support Building. • Groundbreaking for construction/expansion of Support Building 	<ul style="list-style-type: none"> • Continue the career development program • Continue refining hiring process to make it faster, and still produce a high quality candidate • Improve department effectiveness through individual and collective training • Continue to improve community notification through Alert Loudoun/Leesburg, Reverse 911, and CrimeReports.com • Continue integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continue planning with Loudoun County for emergency operations and contingency planning • Implement of Virtual Real Time Crime Center • Establish partnership with Office of Probation and Parole • Implement of wellness program • Implement new system for evidence tracking and purging • Refine use of social media sites for citizen information and departmental activity.

PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated	CY 13 Estimated
Operational Efficiency and Fiscal Management					
Input					
FTE	8	8	9	9	9
Expenditures	(FY10) \$1,657,363	(FY11) \$1,767,686	(FY12) \$1,916,871	(FY13) \$1,775,470	(FY14) \$1,954,673
Output					
Hours of Academy training for staff	3,814	3,484	2,818.5	3052	3566
# Staff receiving formal training	73	66	83	75	74
Efficiency					
Percent of personnel receiving training	71%	66%	82%	74%	75%
Average hours training (formal & informal) received per staff member	38.5	28.5	34	41	48



PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division

Program Description

The Patrol Operations Division provides a full range of police services to the Town. This includes comprehensive community policing programs, call response, and community-based prevention programs. The division's strategic goal is to facilitate crime and disorder prevention and reduction through proactive problem solving strategies and community partnerships.

Table 5.32 PATROL OPERATIONS BUDGET SUMMARY


Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$4,995,917	\$5,514,224	\$5,514,224	\$5,751,259	\$5,996,176	\$237,035	4.3
Contractual Services	22,739	15,860	22,898	24,603	24,603	8,743	55.1
Materials and Supplies	56,494	115,850	112,626	112,950	112,950	(2,900)	(2.5)
Continuous Charges	0	0	0	0	0	0	0.0
Capital Outlay	26,475	0	0	0	0	0	0.0
TOTAL	\$5,101,625	\$5,645,934	\$5,649,748	\$5,888,812	\$6,133,729	\$242,878	4.3
FTE Summary	51.0	50.0	50.0	52.0	52.0	2.0	4.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Strategic plan implementation
- ❖ Changing crime patterns/trends
- ❖ Resources for increased commercial/retail areas

PUBLIC SAFETY (continued)


5.3.4 Police - Patrol Operations Division (continued)

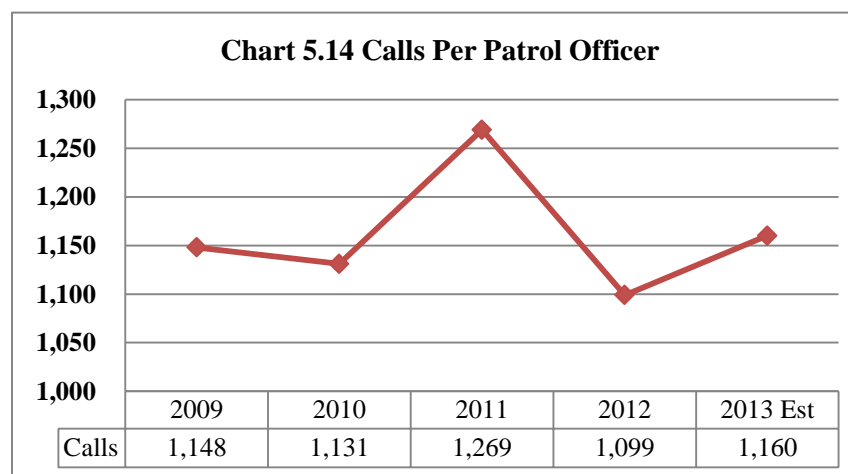
FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Continue to improve the use of the Town’s website to collect Quality Assurance Survey responses to increase feedback from the public. • Continue to evaluate community policing areas and districts to facilitate timely response and accessibility. • Utilize revised Town emergency plans to conduct expanded readiness training and drills for all officers. • Utilize information technology to centralize project management and promote information sharing and collaboration to internal and external consumers. • Explore current system options for phased replacement beginning FY 2014 (current warranties expire JUN 2013). • Explore expanded use of video and LPR cameras for enhanced situational awareness and accountability. • Continue integration of intelligence-led policing. • Maintain appropriate Accreditation standards. • Complete implementation of OPS Center/RTTC (Real Time Threat Center) <p>Complete a vulnerability survey for each community command district and identify community policing and emergency preparedness strategies to increase resiliency.</p>	<ul style="list-style-type: none"> • Responded to and handled over 43,939 police activities (citizen generated calls for service and officer generated activities). • Improved contact with the community through the community district semi-annual meetings, public appearances, and the use of district-based email accounts. • Maintained the use of Command Central at all levels enabling every officer to monitor CFS in their sector and rapidly modify police activity as needed to address trends. • Achieved a 96% level of Exceeds or Meets Expectations in Quality Assurance Surveys for public safety service delivery. • Continued planning with Loudoun County for emergency operations and contingency planning. Planned and hosted an emergency response services drill. • Maintained coverage of the in-car cameras in the entire patrol fleet. • Began implementation of a real-time threat center (RTTC) to improve situational awareness and facilitate intelligence-based policing. • Successfully incorporated evidence-based policing into CTAP to address specific crime trends. • Planned and coordinated high profile campaign events and severe weather incident responses. • Implemented a Crisis Intervention Team (CIT) to provide enhanced response to persons in crisis and reduce recidivism of repeat calls for service. 	<ul style="list-style-type: none"> • Expand the use of online surveys to increase feedback from the public and maintain performance standards. • Continue to evaluate community policing areas and districts to facilitate timely response and accessibility. • Utilize revised Town emergency plans to conduct expanded readiness training and drills for all officers. • Utilize information technology to centralize project management and promote information sharing and collaboration to internal and external consumers. • Explore current in-car camera system options for phased replacement beginning FY 2014 (current warranties expire JUN 2013). • Explore expanded use of video and LPR cameras for enhanced situational awareness and accountability. • Continue integration of intelligence-led policing. • Maintain appropriate Accreditation standards. • Complete implementation of OPS Center/RTTC (Real Time Threat Center) • Complete a vulnerability survey for each community command district and identify community policing and emergency preparedness strategies to increase resiliency.

PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12	CY 13 Estimated
 Community Safety / Quality of Life					
Input					
FTE	51	51	50	50	52
Expenditures	(FY10) \$5,083,066	(FY11) \$4,838,118	(FY12) \$5,202,454	(FY13) \$5,645,934	(FY14) \$5,906,140
Output					
Calls handled (not including calls for non-sworn staff)	45,939	45,236	50,727	43,939	46,333
Citizen calls for service	15,951	15,707	15,171	14,063	13,673
Officer-generated calls ²	29,988	29,529	35,556	29,876	32,660
Efficiency					
Calls handled per officer	1,148	1,131 (40)	1,269 (40)	1099(40)	1160
Arrests	1,829	1,670	1,459	1244	1059
Traffic summons issued by patrol	6,346	7,683	7,166	5698	6108
Outcome					
Percentage of survey results rating service as “meets or exceeds” expectations	96%	97%	96%	96%	



² 20% increase between CY10 and CY11 was the result of patrol officers spending a greater amount of proactive time on directed patrols and “hot-spot” policing.

PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Section

Program Description


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. The division's strategic goal is to facilitate crime and disorder prevention and reduction through proactive problem solving strategies and community partnerships.

Table 5.33 CRIMINAL INVESTIGATIONS BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,279,476	\$1,487,555	\$1,487,555	\$1,338,265	\$1,415,525	(\$149,290)	(10.0)
Contractual Services	14,403	16,810	18,310	21,686	21,686	4,876	29.0
Materials and Supplies	2,758	14,500	14,500	15,000	15,000	500	3.4
Continuous Charges	30,918	46,531	465,321	47,171	47,171	640	1.4
Capital Outlay	9,405	0	0	0	0	0	0.0
TOTAL	\$1,336,960	\$1,565,396	\$1,985,686	\$1,422,122	\$1,499,382	(\$66,014)	(4.2)
FTE Summary	14.0	14.0	14.0	12.0	12.0	-2.0	(14.3)

PUBLIC SAFETY (continued)


5.3.5 Police - Criminal Investigations Section (continued)

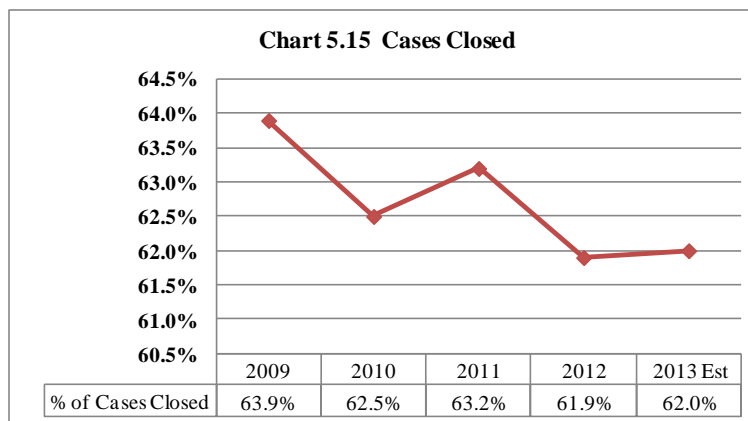
FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <ul style="list-style-type: none"> • Use crime databases and analytical tools to enhance the solution of incidents. • Continue to fully implement intelligence-led policing concepts. • Maintain a close working relationship with county, state and federal law enforcement and prosecution offices. • Maintain accreditation standards. • Continue to seek training and develop detectives in new investigative techniques. • Participate in the Bureau of Alcohol, Tobacco, Firearms and Explosives E-trace program for tracing stolen firearms. • Continue to develop a computer forensic laboratory. • Hire a crime scene investigator and refine the department's crime scene recovery program. • Revise the narcotics enforcement policy. • Draft and implement a vehicle seizure policy. • Review department personnel's participation in regional task force operations. 	<ul style="list-style-type: none"> • Detectives received enhanced training in forensic interviewing of child abuse victims. • Detectives received enhanced training and earned nationally recognized certifications in the forensic recovery of evidence from computers, cell telephones and other electronic media. • Personnel received advanced training in the areas of crime scene evidence collection, domestic violence, gang violence, hostage negotiation, fraud, computer crimes and hostage negotiation. • Personnel served as advisory committee members with the Domestic Assault Response Team and the Child Advocacy Center. • The efficiency of case resolution in the areas of larceny from vehicle, burglary and crimes against persons was greatly enhanced through advanced law enforcement training and forensic examinations. • CIS was reorganized into teams consisting of general assignment, street crimes, major crimes/cold case and forensics in order to more effectively and efficiently serve the public. • Several stolen and illegally possessed weapons were successfully researched through the use of the BATFE E-trace program. • A crime scene investigator was selected and commenced training. 	<ul style="list-style-type: none"> • Conduct high quality, successful criminal investigations of felonies and serious misdemeanors. • Use available data bases and analytical tools to support criminal investigations. • Collect, analyze and disseminate criminal intelligence on narcotics, gangs, habitual offenders, organized criminal activity and other threats to the community. • Maintain a close working relationship with county, state and federal law enforcement agencies and prosecution offices. • Conduct joint investigations with CPS and other law enforcement agencies. • Ensure personnel are trained in current law enforcement techniques and standards. • Maintain current forensic capabilities and expertise in the areas of telephone, computer and evidence collection. • Train additional personnel the areas of telephone and computer forensic examinations. • Reestablish the crime scene technician program through advanced training of personnel and equipping the laboratory.

PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Section (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimate
 Community Safety / Quality of Life					
Input					
FTE	14	14	14	14	12
Expenditures	(FY10) \$1,429,154	(FY11) \$1,358,395	(FY12) \$1,369,344	(FY13) \$1,565,396	(FY14) \$1,421,000
Input					
New cases assigned to division	396	474	503	425	450
Total cases investigated by division	740	659	614	553	560
Criminal intelligence projects assigned	11	22	30	14	14
Output					
Total cases closed	555	548	486	504	500
Cases closed excluding non-reportable offenses	482	506	435	451	450
Cases closed by arrest or exceptional police means	308	316	275	279	279
Criminal intelligence projects researched	11	22	30	14	14
Efficiency					
% of cases closed by arrest, victim recovery, or exceptional means (excluding NR offenses)	63.9%	62.5%	63.2%	61.9%	62.0%
Forensic (crime scene, telephone, computer and AVID) examinations	197	206	61	84	



Nationally in 2009, 47.1% of violent crimes and 18.6% of property crimes were cleared by arrest or exceptional means.

PUBLIC SAFETY (continued)

5.3.6 Police – Operational Support Section

Program Description

The Operational Support 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 division’s strategic goal is to facilitate crime and disorder prevention and reduction through proactive problem solving strategies and community partnerships.

Table 5.34 OPERATIONAL SUPPORT BUDGET SUMMARY


Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. To FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,572,023	\$1,504,981	\$1,504,981	\$1,547,223	\$1,607,131	\$42,242	2.8
Contractual Services	4,972	7,300	7,300	7,716	7,716	416	5.7
Materials and Supplies	15,102	24,950	24,950	27,450	27,450	2,500	10.0
Continuous Charges	45,255	47,506	47,506	7,754	7,754	(39,752)	(83.7)
Capital Outlay	0	0	0	17,000	19,000	17,000	0.0
TOTAL	\$1,637,352	\$1,584,737	\$1,584,737	\$1,607,143	\$1,669,051	\$22,406	1.4
FTE Summary	12.0	13.0	13.0	13.0	13.0	Unchanged	Unchanged

FUTURE BUDGET CONSIDERATIONS:

- ❖ Increasing traffic concerns
- ❖ Increased need for youth outreach programs

PUBLIC SAFETY (continued)


5.3.6 Police – Operational Support (continued)

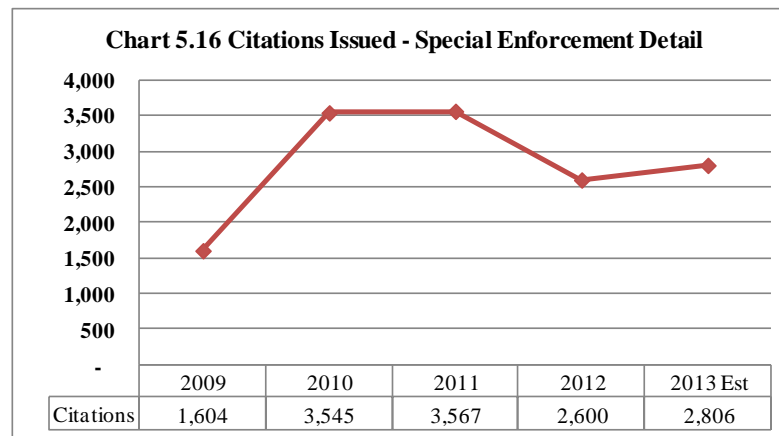
FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <ul style="list-style-type: none"> • Continue integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continue to enhance department outreach programs to school age members of the community • Continue to incorporate concepts and ideas from CTAP in identifying and dealing with traffic “hotspots”; • Continue to manage and coordinate police services to 130 special events • Study the use of technology in traffic safety and management; • Continue to expand community traffic safety programs such as the Community Speed watch program • Continue to provide a more proactive review in plan review and commercial crime prevention programs by incorporating Crime Prevention through Environmental Design (CEPTED) doctrine and principles. • Expand Explorer Program • Expand and implement dept. social media programs. 	<ul style="list-style-type: none"> • Enhanced department outreach programs to school age members of the community • Hosted and conducted (32) youth based programs and (23) adult-based programs (CY12) • Planned, Organized and Conducted (3) Summer Police Camps for juveniles • Incorporated concepts and ideas from CTAP in identifying and dealing with traffic “hotspots” • Conducted 350 specialized traffic enforcement details (CY12) • Conducted joint crash reconstruction training with members of the Virginia State Police crash team. • Managed and coordinated police services to Town and contracted special events • Continued to provide input in plan review and commercial crime prevention programs by incorporating Crime Prevention through Environmental Design (CPTED) doctrine and principles. • Expanded membership of Police Explorer Post #1041 to 11 active and 2 reserve members. 	<ul style="list-style-type: none"> • Continue integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continue to enhance department outreach programs to school age members of the community • Continue to incorporate concepts and ideas from CTAP in identifying and dealing with traffic “hotspots”; • Continue to manage and coordinate police services to Town and contracted special events • Study the use of technology in traffic safety and management; • Continue to expand community traffic safety programs such as the Community Speed watch program • Continue to provide a more proactive review in plan review and commercial crime prevention programs by incorporating Crime Prevention through Environmental Design (CPTED) doctrine and principles. • Continue to participate in joint agency trainings in regards to Crash Investigation and Reconstruction with Virginia State Police and Loudoun County Sheriff’s Office • Plan and coordinate joint emergency response exercises within Leesburg public schools with LCPS and other first responder agencies. • Explore Public/Private partnership on Child Safety Seat installations/inspections

PUBLIC SAFETY (continued)

5.3.6 Police – Operational Support Section (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated	CY 13 Estimated
 Community Safety / Quality of Life					
Input					
FTE	12	11	13	13	13
Dollars spent	(FY10) \$1,356,561	(FY11) \$1,561,278	(FY12) \$1,638,159	(FY13) \$1,743,329	(FY 14) \$1,613,844
Output					
Youth-based programs	68	45	39	32	46
Adult-based programs	31	25	21	23	25
Specialized traffic details	521	763	454	350	522
Efficiency					
Youth received training	4,225	3,405	3,114	4106	3712
Adults receiving training	929	1,165	1,396	1196	1171
Citations issued on specialized traffic details	1,604	3,545	3,567	2600	2806
Outcome					
Students rating mentoring program “excellent”	100%	100%	100%	100%	100%
Parents rating car seat installation program as “excellent”	100%	100%	100%	100%	100%
Change in traffic collisions from previous year	3.3%	14.3%	27.8%	12%	14.3%



Note: 2012 is thru 11/30/12

PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division

Program Description


The Information Services Division provides and manages the critical information flow within the Department; from the 911 calls for assistance to radio communications and comprehensive records management. The Division's strategic goal is to acquire modern technology, information management, and infrastructure that support organizational goals and objectives.

Table 5.35 INFORMATION SERVICES BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,174,888	\$1,404,615	\$1,404,615	\$1,459,746	\$1,518,871	\$55,131	3.9
Contractual Services	141,711	165,191	161,816	172,912	179,770	7,721	4.7
Materials and Supplies	2,884	9,650	9,650	8,650	8,650	(1,000)	(10.4)
Continuous Charges	7,432	20,596	20,596	6,623	6,623	(13,973)	(67.8)
Capital Outlay	814	4,250	4,250	22,000	0	17,750	417.6
TOTAL	\$1,327,729	\$1,604,302	\$1,600,927	\$1,669,931	\$1,713,914	\$65,629	4.1
FTE Summary	15.0	15.0	15.0	15.0	15.0	Unchanged	Unchanged

PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division (continued)

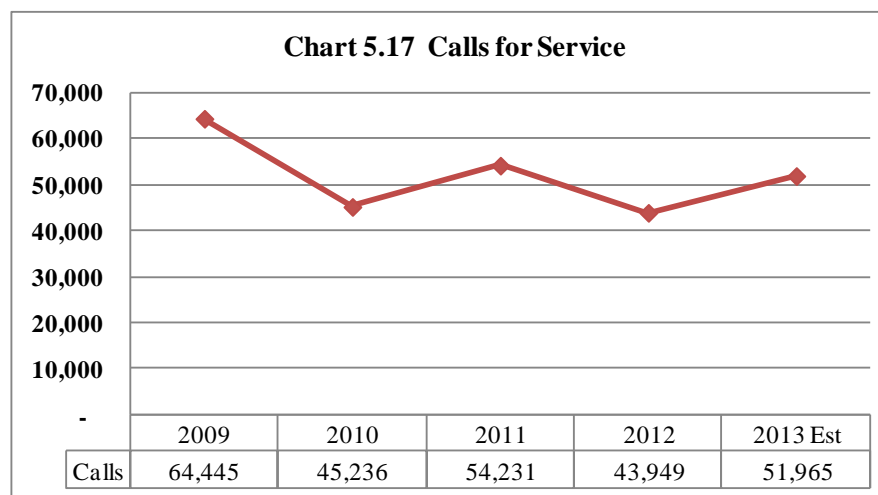
FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <ul style="list-style-type: none"> • Continued integration of intelligence-led policing • Process citizen and officer generated activities in a timely and professional manner • Maintain career development program • Continue to refine use of new software systems for CAD/RMS • Continue to refine Records management for operation of regional data systems such as • Maintain appropriate Accreditation standards • Continue implementation with Loudoun County DIT and public safety agencies on upgrade of 800 mhz radio system. 	<ul style="list-style-type: none"> • Conducted internal re-engineering reviews to improve efficiency and effectiveness. Improved supervisory span of control through personnel re-engineering • Processed 43,949(YTD) police activities. Dispatched 14,063 citizen calls for service and handled 29,876 officer generated activities • Maintained career development program • Completed implementation of new software systems for CAD/RMS • Maintained appropriate Accreditation standards • Completed implementation with Loudoun County DIT and public safety agencies on upgrade of 800mhz radio system 	<ul style="list-style-type: none"> • Continue integration of intelligence-led policing • Process citizen and officer generated activities in a timely and professional manner • Maintain and refine career development program for communications staff • Continue to refine use of software systems for CAD/RMS • Continue to refine Records management for operation of regional data systems (LInX) • Update CAD/RMS system to 9.0 software release • Maintain appropriate Accreditation standards • Continue implementation with Loudoun County DIT and public safety agencies on upgrade and rebanding of 800 MHz radio system. • Research and evaluate use of smart phones and tablets for departmental IT requirements. • Upgrade departmental cell phones for higher quality of service • Update Mobile Date Computers with new aircards and software and security measures

PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated	CY 13 Estimated
Community Safety / Quality of Life					
Input					
FTE	15	14	14	14	14
Expenditures	(FY10) \$1,636,297	(FY11) \$1,277,408	(FY12) \$1,352,780	(FY13) \$1,604,927	(FY14) \$1,668,506
Output					
Total calls	64,445	45,236	54,231	43,949	51,965
Officer generated calls	45,153	29,529	37,924	29,876	35,620
Citizen generated calls	20, 922	15,507	16,307	14,063	16,699
Efficiency					
Average number of calls handled per dispatcher (does not include administrative staff)	5,370	4,112	4,930	4395	4701
Outcome					
Average process time for all priorities of calls (minutes)	4.50	4.50	5.20	5.33	4.88



Note: 2012 is thru 11/30/12

PUBLIC SAFETY (continued)


5.3.8 Police - Citizens Support Team

Program Description

The Citizens Support Team is composed of dedicated community volunteers who supplement police resources during special events and support community policing activities. The volunteer division’s strategic goal is to facilitate crime and disorder prevention and reduction through proactive problem solving strategies and community partnerships.

Table 5.36 CITIZENS SUPPORT TEAM BUDGET SUMMARY


Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	0.0
Contractual Services	830	1,060	1,060	0	0	(1,060)	(100.0)
Materials and Supplies	320	1,545	1,303	1,545	1,545	0	0.0
Continuous Charges	2,513	1,298	1,540	1,600	1,600	302	23.3
Capital Outlay	0	0	0	0	0	0	0.0
TOTAL	\$3,663	\$3,903	\$3,903	\$3,145	\$3,145	(\$758)	(19.4)

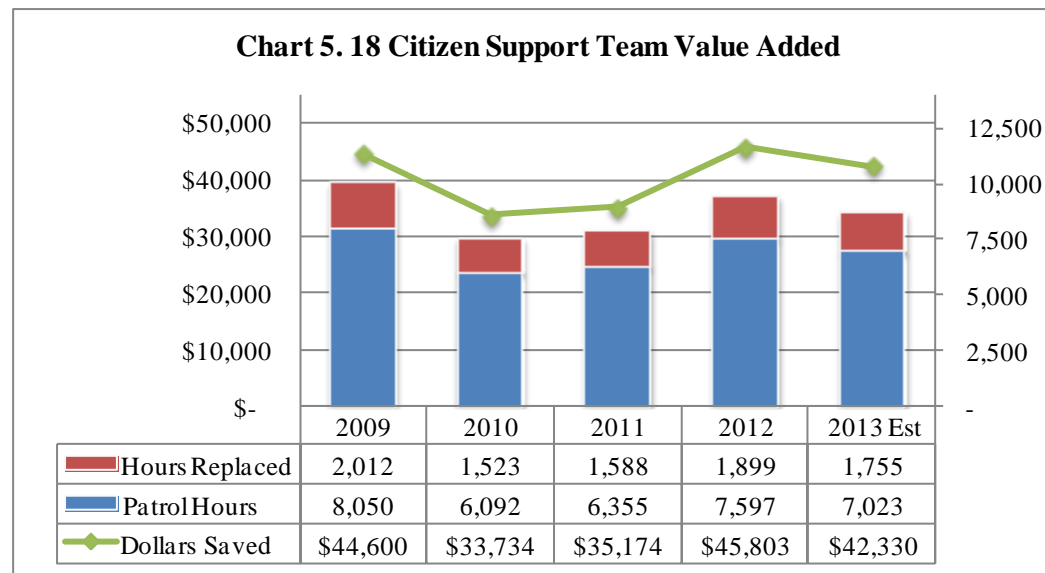
FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <ul style="list-style-type: none"> Continue to provide staffing assistance for special events in the Town of Leesburg. Continue to provide hours of volunteer time in special event staffing, department representation, and proactive patrol. Continue to provide savings in man-hours of sworn officer time. 	<ul style="list-style-type: none"> Provided staffing assistance for special/contracted events in the Town of Leesburg Provided over 7597 hours of volunteer time in special event staffing, department representation, and proactive patrol Provided a savings of approximately 1899 man-hours of sworn officer time 	<ul style="list-style-type: none"> Continue to provide staffing assistance for special events in the Town of Leesburg. Continue to provide volunteer time in special event staffing, department representation, and proactive patrol. Continue to provide savings in man-hours of sworn officer time. Recruit and expand membership

PUBLIC SAFETY (continued)

5.3.8 Citizen's Support Team (continued)

Performance Measures

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated	FY 13 Estimated
 Community Safety / Quality of Life					
Input					
Volunteers	15	12	11	14	14
Dollars spent	(FY10) \$5,805	(FY11) \$3,422	(FY12) \$4,192	(FY13) \$3,903	(FY14) \$3,903
Output					
Hours of special events/proactive patrol provided	8,050	6,092	6,355	7,597	7,023
Efficiency					
Number of sworn officer hours replaced (factor of 25%)	2,012	1,523	1,588	1,899	1,755
Outcome					
Dollars saved	\$44,600	\$33,734	\$35,174	\$45,803	\$42,330

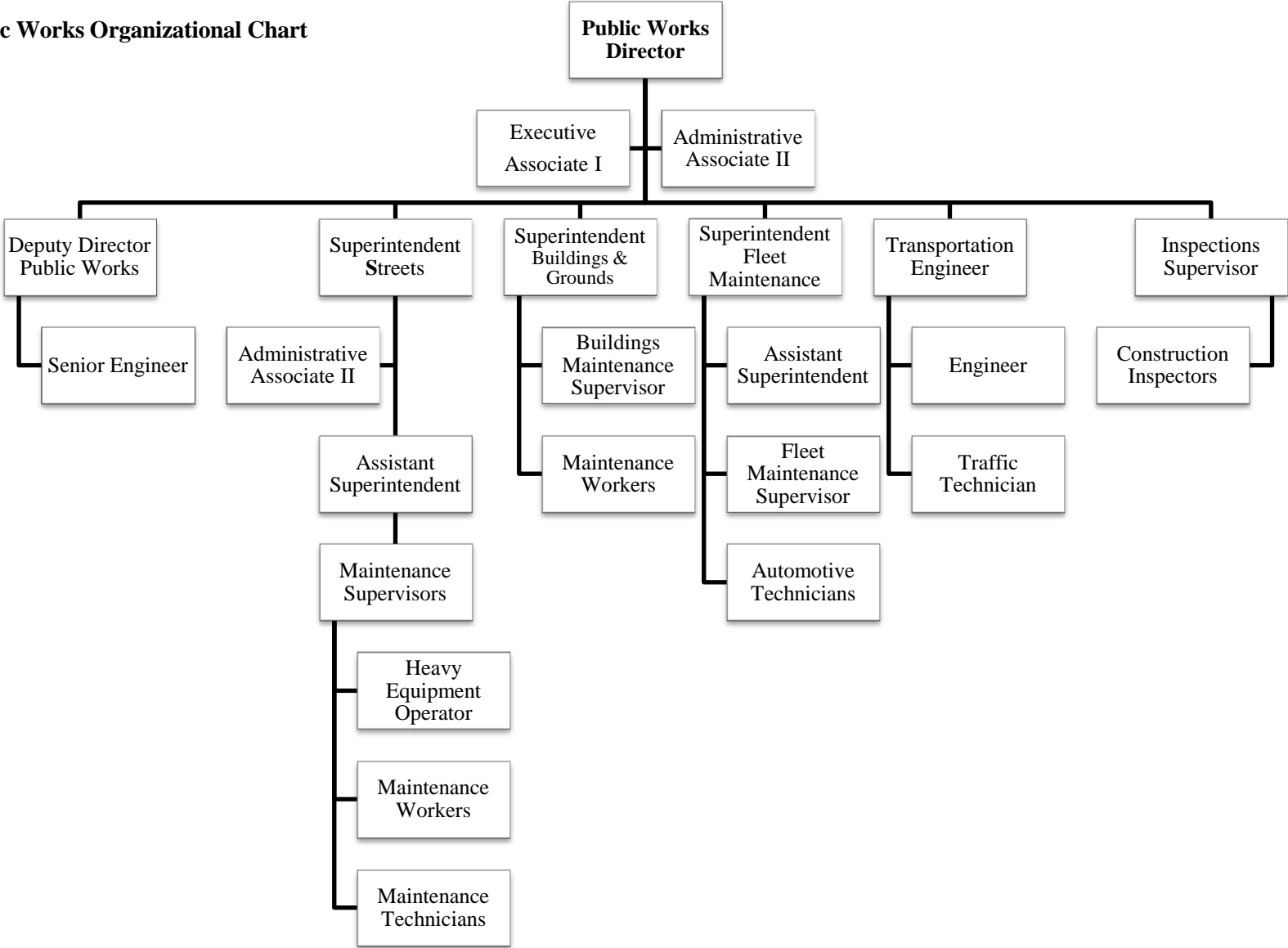


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PUBLIC WORKS

5.4.1 Public Works

Chart 5.19 Public Works Organizational Chart



PUBLIC WORKS (continued)

5.4.1 Public Works (continued)

Table 5.37 PUBLIC WORKS BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Administration	\$544,472	\$597,105	\$597,105	\$608,621	\$633,485	\$11,516	1.9
Engineering and Inspections	536,255	539,933	541,028	586,067	606,942	46,134	8.5
Streets and Grounds	3,898,579	3,676,192	4,055,769	3,966,624	3,881,668	290,432	7.9
Building Maintenance	1,427,091	966,274	1,409,377	988,695	1,002,340	22,421	2.3
Fleet Maintenance	1,350,918	1,529,630	1,550,881	1,566,631	1,604,778	37,001	2.4
Refuse and Recycling	2,666,871	2,781,684	2,781,684	2,778,983	2,778,983	(2,701)	-0.1
Traffic Management	936,915	942,573	943,219	993,126	1,012,504	50,553	5.4
TOTAL	\$11,361,101	\$11,033,391	\$11,879,063	\$11,488,747	\$11,520,700	\$455,356	4.1
FTE Summary	53.0	49.0	49.0	49.0	49.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$7,896,589	\$10,463,665	\$11,309,340	\$7,836,096	\$7,977,944	(\$2,627,569)	-25.1
Capital Projects Fund	126,386	121,727	121,724	112,136	116,053	(9,591)	(7.9)
Utilities Fund	198,380	447,999	447,999	453,515	464,703	5,516	1.2
Proffer	212,411	0	0	0	0	0	0.0
Highway Maintenance Funds - State	2,927,335	0	0	3,087,000	2,962,000	3,087,000	100.0
TOTAL	\$11,361,101	\$11,033,391	\$11,879,063	\$11,488,747	\$11,520,700	\$455,356	4.1

PUBLIC WORKS (continued)

5.4.2 Public Works – Administration

Program Description

Public Works Administration is responsible for the supervision and operation of the following divisions and programs: Engineering and Inspections, Traffic Management and Street Lights, Fleet Maintenance, Building Maintenance, Storm Drainage Systems, and Refuse Collection and Recycling. Public Works Administration also provides clerical support to all divisions as well as assistance with specialized tasks and initiatives.

Table 5.38 PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY


Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$523,590	\$556,136	\$556,136	\$565,081	\$589,945	\$8,945	1.6
Contractual Services	5,019	6,930	6,930	6,930	6,930	0	0.0
Materials and Supplies	730	2,900	2,900	2,100	2,100	(800)	(27.6)
Continuous Charges	15,133	31,139	31,139	34,510	34,510	3,371	10.8
TOTAL	\$544,472	\$597,105	\$597,105	\$608,621	\$633,485	\$11,516	6.1
FTE Summary	4.0	4.0	4.0	4.0	4.0	Unchanged	Unchanged

FUTURE BUDGET CONSIDERATIONS:

- ❖ In order to maintain a high level of service to both internal and external customers, Public Works staff will need to continue training for new and maintaining current industry-related certifications as well as keeping abreast of new and developing opportunities to increase efficiency and improve service. In addition, the Public Works Department provides funding for Keep Leesburg Beautiful cleanup events that exceed donations received from the business community.

PUBLIC WORKS (continued)

5.4.2 Public Works – Administration (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue assistance to active Capital Projects, selected Zoning Enforcement and Transportation Planning Group projects. • Maintain a high level of customer service both through person-to-person contact and on-line contact. • Continue to build additional pages and features on the Public Works website to include children’s pages, interactive service forms and informative newsletter type articles or features to support department, Town and Council objectives. • Continue seeking opportunities to work with non-profit organizations and communities associations for pond reforestation projects; continue coordination of efforts for KLB 2012 month-long community cleanup efforts to be held in April. • Continue coordination of efforts with the Community Enhancement Team to provide outreach materials to communities and attend events as requested to provide information on available services through the Public Works Department. 	<ul style="list-style-type: none"> • Public Works inspectors performed selected Zoning Enforcement activities in coordination with the Department of Planning & Zoning. Inspection and construction management activities were also performed for several active Capital Projects. Technical assistance was also provided to the Transportation Planning Group for operation of the transportation model. • Public Works staff has continued to provide excellent customer service both internally and externally to residents and businesses. • The Public Works website has continued to develop and grow to include more information and on-line service request forms. This allows customers to submit requests electronically and receive confirmations without having to place phone calls to various divisions in the department. The website is frequently updated to include seasonal information, service changes due to weather or holidays and special event information previously only promoted in local newspapers. • Staff combined efforts with Parks & Recreation and Planning & Zoning to host Keep Leesburg Beautiful (KLB) in April 2013. • Although the Community Enhancement Team was discontinued, the Public Works Department continued outreach efforts to residents through direct mail pieces as well as providing educational handouts and publications to several communities and HOA’s, highlighting services provided by Public Works. 	<ul style="list-style-type: none"> • Continue assistance to active Capital Projects, selected Zoning Enforcement and Transportation Planning Group projects. • Maintain a high level of customer service both through person-to-person contact and on-line contact. • Continue to build additional pages and features on the Public Works website to include children’s pages, interactive service forms and informative newsletter type articles or features to support department, Town and Council objectives. • Continue seeking opportunities to work with non-profit organizations and communities associations for pond reforestation projects; continue coordination of efforts for KLB 2013 month-long community cleanup efforts to be held in April. • Continue to utilize direct mail campaigns, along with targeted mailings to communities needing additional assistance, to educate citizens on available Public Works services to improve the overall appearance and safety of the community.

PUBLIC WORKS (continued)**5.4.3 Engineering and Inspections****Program Description**

The Engineering and Inspections Division of the Department of Public Works is responsible for:

1. Engineering:

- ❖ Reviews for approval all engineering construction drawings for BMP, Erosion and Sediment Control, final pavement designs, and signal structures associated with public and private infrastructure improvements submitted in support of development as well as all Capital Improvement Projects proposed within the Town limits.
- ❖ Meets with the private sector engineers on each project to promote clear communication for resolution of all comments.
- ❖ Also reviews rezoning and special exceptions.
- ❖ Collaborates with Department of Plan Review to develop design and construction standards and modifies/updates existing standards as necessary.
- ❖ Administers the National Pollutant Discharge Elimination System (NPDES) – Phase II program – MS4 Permit.
- ❖ Meets with citizens to answer questions and solicit neighborhood input as needed.
- ❖ Attends all Environmental Advisory Commission, Watershed Committee and MS4 Permit related meetings.

2. Inspections:

- ❖ Inspects developer construction and Town Capital Improvement projects to ensure the highest quality infrastructure, by enforcing construction standards and specifications.
- ❖ Provides inspection assistance to Traffic Division for work in Public Right-of-Way.
- ❖ Respond to all Construction Related Citizen concerns and complaints.
- ❖ Coordinates and collects all developer-requested bond reduction and bond release information.
- ❖ Performs inspections of storm sewer outfalls, SWM Ponds, and BMP structures as required by current MS4 permit.
- ❖ Assists the Street Division with snow removal operations.
- ❖ Manage annual street resurfacing program.

In addition, the Division provides and prepares technical reports for the Town Council, Planning Commission, Town Manager, and other departments as necessary.

PUBLIC WORKS (continued)

5.4.3 Engineering and Inspections (continued)

Table 5.39 ENGINEERING AND INSPECTIONS BUDGET SUMMARY



Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$504,350	\$488,708	\$488,708	\$539,342	\$560,217	\$50,634	10.4
Contractual Services	26,025	46,290	47,385	41,790	41,790	(4,500)	(9.7)
Materials and Supplies	4,673	4,935	4,935	4,935	4,935	0	0.0
Continuous Charges	1,207	0	0	0	0	0	0.0
Capital Outlay	0	0	0	0	0	0	0.0
TOTAL	\$536,255	\$539,933	\$541,028	\$586,067	\$606,942	\$46,134	8.5
FTE Summary	6.0	4.0	4.0	4.0	4.0	Unchanged	Unchanged

FUTURE BUDGET CONSIDERATIONS:

- ❖ New Chesapeake Bay Total Maximum Daily Load (TMDL) nutrient and sediment Waste Load Allocations (WLA) requirements now implemented as part of the Virginia State Watershed Improvement Plan (WIP), a funding source and mechanism by which the Town will be required to retrofit existing SWM facilities and un-detained storm runoff areas. April 9, 2013 deadline to submit new Registration Statement to DCR for the next 5 year MS-4 permit plan. The Town's current MS-4 general permit will expire on July 8, 2013.
- ❖ In as early as FY14, additional criteria will be added to the Town's Municipal Separate Storm Sewer System Permit (MS4 Permit); now that the EPA TMDL pollutant limits and regulations have been mandated. Additional funding will be required to train staff and procure equipment/materials needed to meet the new inspection, water quality criteria and storm sewer system maintenance standards.
- ❖ Inspections personnel are currently assisting other agencies/departments in the Town with inspections of paving and Capital Improvement Projects; in the pending MS4 Permit regulations there are new inspection, education and outreach needs that will arise as a result of changes to the Minimum Control Measures within the permit. Additional time will be required of the inspection staff to meet the needs of additional MS4 related inspections.
- ❖ Additional consideration should also be given to the potential for increased costs for printing and distribution of educational outreach materials to inform the Town's citizens of new nutrient and pollution effluent limitations from the Town's streams and watersheds.
- ❖ Modeling of Town's impervious/pervious areas required to prove to the State and EPA the pollutant discharge limits from the Town's watersheds. Once a model has been generated/approved by State DCR, Public Works will be able to better predict the costs of retrofitting the storm sewer system.

PUBLIC WORKS (continued)


5.4.3 Engineering and Inspections (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management <ul style="list-style-type: none"> • Continue inventory of as-built and record drawings. 	<ul style="list-style-type: none"> • On track to inventory 20 as-builts for closed out projects. 	<ul style="list-style-type: none"> • Continue inventory of as-built and record drawings.
 Capital Infrastructure <ul style="list-style-type: none"> • Continue to conduct asphalt inspections of all Town maintained roads to records the condition of the pavement to determine future repaving schedules. • Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects. • Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the current MS-4 permit cycle with the State. • Continue to inspect all Town storm sewer outfalls, and SWM/BMP facilities in Town as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town’s MS-4 permit. • Continue to inspect public improvements constructed by developers to ensure a high standard. • Analyze the pending Chesapeake Bay TMDL requirements to develop potential cost of SWM/BMP retrofits. 	<ul style="list-style-type: none"> • Completed an update of the PCI’s for streets in the Town. • Provided inspection services to Capital Projects Management on the Leesburg Downtown Alleyway Improvements, East End Triangle Improvements, and the Old Waterford Road Sidewalk project. • The fourth annual report was prepared in accordance with our MS-4 permit, and submitted to DCR. Currently implementing the objectives and program plan for the 6 minimum control measures specified by our current MS4 permit for the 5th and final year of this permit cycle. The Town’s registration statement and next 5-year program plan will be due to DCR in April 2013. • Inspected 62 storm sewer outfalls and all SWM/BMP facilities as required by the Town’s MS-4 permit. • Completed inspections in timely manner for PMW Farms (various sections), Leesburg Central, Wolf Furniture, Chick-Fil-A, Dulles Motorcars (Chrysler), Market Place at Potomac Station, Star Buick/GMC, and other projects. • Continued work on Chesapeake Bay TMDL Program to understand requirements and develop a plan to comply with EPA/State imposed mandate. 	<ul style="list-style-type: none"> • Continue to conduct asphalt inspections of Town maintained roads to record the condition of the pavement to determine future repaving schedules. • Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects. • Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the new 5-year MS-4 permit cycle with the State. • Continue to inspect Town storm sewer outfalls, and SWM/BMP facilities in Town as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town’s MS-4 permit. • Continue to inspect public improvements constructed by developers to ensure a high standard.

PUBLIC WORKS (continued)

5.4.3 Engineering and Inspections (continued)

Performance Measures

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Est.
 Operational Efficiency and Fiscal Management					
Input					
FTE (inspectors) performing services	3	3	2	2	2
Fees collected for performing services	\$22,200	\$24,000	\$40,500	\$33,000	\$33,300
Output					
Number of developer requests for extensions, reductions and final release	37	40	24	20	20
Efficiency					
Average fee per response	\$600	\$600	\$1,687	\$1,665	\$1,665
Average number of requests per inspector	12.3	13.3	12.0	10.0	10.0
Outcome					
Percent requests responded to within 15 days	100%	100%	100%	100%	100%
To take action on all written bond reduction requests and final inspection requests within 30 days.					
To ensure compliance with this requirement, all field inspections associated with these requests will be completed within 15 days.					

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance

Program Description

The Streets and Grounds Maintenance Division is responsible for maintenance of the more than 249 lane miles of the Town street system, sidewalks, and trails, as well as ground maintenance for municipal properties. This 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 and street sweeping, brush pickup, trash and debris cleanup, leaf collection, and storm sewer maintenance and repair. The Division also assists with numerous special events and provides traffic control during emergencies in conjunction with the Police Department.

Table 5.40 STREETS AND GROUNDS MAINTENANCE BUDGET SUMMARY



Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$2,195,217	\$2,302,277	\$2,302,277	\$2,373,259	\$2,485,713	\$70,982	3.1
Contractual Services	1,077,606	1,059,630	1,059,630	1,071,630	1,071,630	12,000	1.1
Materials and Supplies	148,160	198,405	197,405	199,695	199,785	1,290	0.7
Continuous Charges	21,925	115,480	115,480	117,040	117,040	1,560	1.4
Capital Outlay	455,671	400	380,977	205,000	7,500	204,600	51150.0
TOTAL	\$3,898,579	\$3,676,192	\$4,055,769	\$3,966,624	\$3,881,668	\$290,432	7.9
FTE Summary	30.0	28.0	28.0	28.0	28.0	Unchanged	Unchanged

PUBLIC WORKS (continued)**5.4.4 Streets and Grounds Maintenance (continued)****FUTURE BUDGET CONSIDERATIONS:**

- ❖ The cost of street repaving is tied to the cost of oil. The number of lane miles of pavement needing maintenance is increasing based on the building of new roads. The number of streets needing maintenance will continue to grow. A large backlog in streets needing maintenance would be difficult to overcome. Budget needs should be expected to grow in this area for several years to avoid falling too far behind.
- ❖ Snow removal equipment has not been increased and the lane miles have increased. Costs for materials and capital replacement should be given a high priority.
- ❖ As the trees in the newer neighborhoods have begun to mature, we are seeing a large increase in the demand for brush and leaf collection. We expect this demand to increase for the next several years as more trees are being planted and the older ones continue to increase in size.
- ❖ Maintenance of our storm drainage system includes ponds, pipes, culverts, outfalls, curb/gutter, and ditches. As of December 2012, there were 75 storm water management ponds/detention facilities, 662 storm outfalls, 6,421 inlets, 1,052 storm manholes, 421 culverts, and 134 miles of various sized storm pipe that all need various levels of maintenance on a regular basis. Each year this list grows as development in the Town occurs. The Town's MS-4 permit requires that these components of the municipal separate storm sewer system be operated and maintained at high standards.

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue to seek cost effective and responsible methods to dispose of leaves and brush through recycling. • Work on reducing the amount of chemicals used for snow and ice control while maintaining safe roadways. 	<ul style="list-style-type: none"> • Collected and disposed of debris such as brush and leaves after major storms as part of the general pickup process. • Assisted police in working two presidential campaign events. • Restored stream channels/stabilization at Catoctin Circle, South King and on Dry Mill Road 	<ul style="list-style-type: none"> • Continue to operate the current effective responsible system to dispose of leaves and brush by recycling. • Continue to operate salt spreading equipment to apply the optimum amount of chemicals to use for snow removal. • Improve the process coordination for maintaining storm water pipe outfalls and storm water detention ponds.
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • Continue to provide brush and leaf collection programs. • Continue promoting additional yard waste collection days to increase yard waste volume and reduce brush collection needs. • Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes). 	<ul style="list-style-type: none"> • Trimmed brush, removed dead trees, replaced signs, patched potholes. • Collected and disposed of debris, brush and limbs from citizen's properties as part of the general pickup process. Approximately 5,145 hours were used to make 15,699 curbside stops, 325.5 loads or 1,158.78 tons of brush was chipped. • Provided a total of 1,310 hours, in which 643 was overtime hours of assistance to the Parks Staff for more than 33 Town special events (town sponsored, waived and permit request). • Spent 6,985 hours mowing right-of-ways, spent 1,227.5 hours mowing at various park sites and 1,134.5 hours were spent mowing Ida Lee Park. • Approximately 4,012 hours were used to collect over 343 truck loads or 514.5 ton of leaves during the Fall Leaf Pickup Program. • Spent 783 hours in picking up trash along Town streets, parks and drainage systems. • Spent 2,938 hours in cleaning out storm pipes, culverts and detention ponds. • Completed 9,232.5 hours of basic road repairs such as asphalt, crack sealing, Lawson Road, line painting, and shoulder repairs. 	<ul style="list-style-type: none"> • Continue to provide brush and leaf collection programs. • Continue promoting additional yard waste collection days to increase yard waste volume and reduce brush collection needs. • Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes).

PUBLIC WORKS (continued)

5.4.3 Streets and Grounds Maintenance (continued)

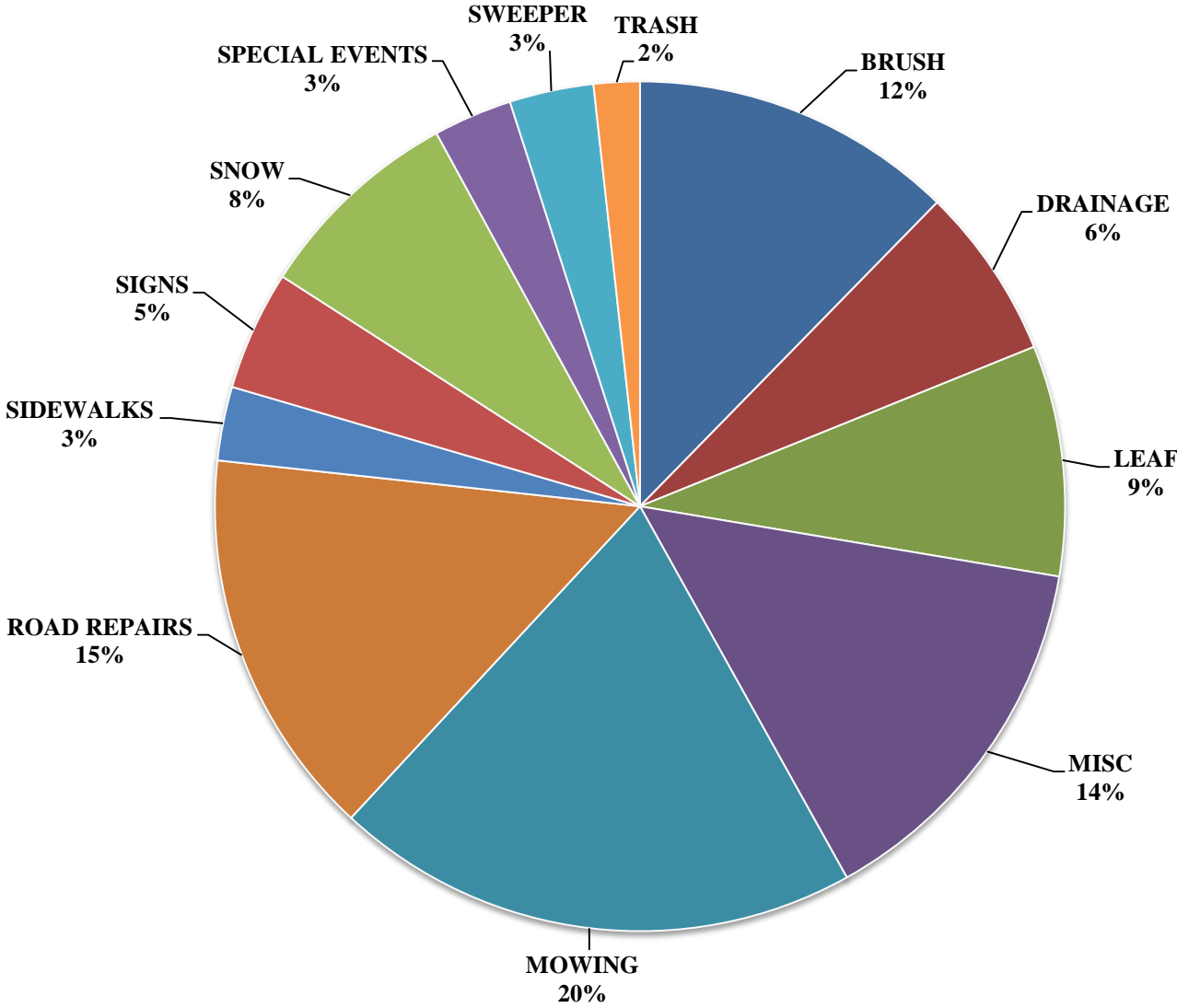
Performance Measures

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Expenditures for brush pickups	\$191,928	\$171,888	\$233,060	\$210,627	\$260,796
Output					
Curbside brush pickups	12,760	12,600	18,021	15,699	15,028
Efficiency					
Cost per pickup	\$15.04	\$13.64	\$12.93	\$13.42	\$17.35
Outcome					
Percentage of pickups completed within 24 hours	70%	70%	60%	75%	75%
Percentage of pickups completed within 48 hours	90%	90%	80%	90%	90%

❖ Brush pickup has increased over the past couple of years because of the growth of trees planted in the newer subdivisions and more frequent weather events that cause tree damage.

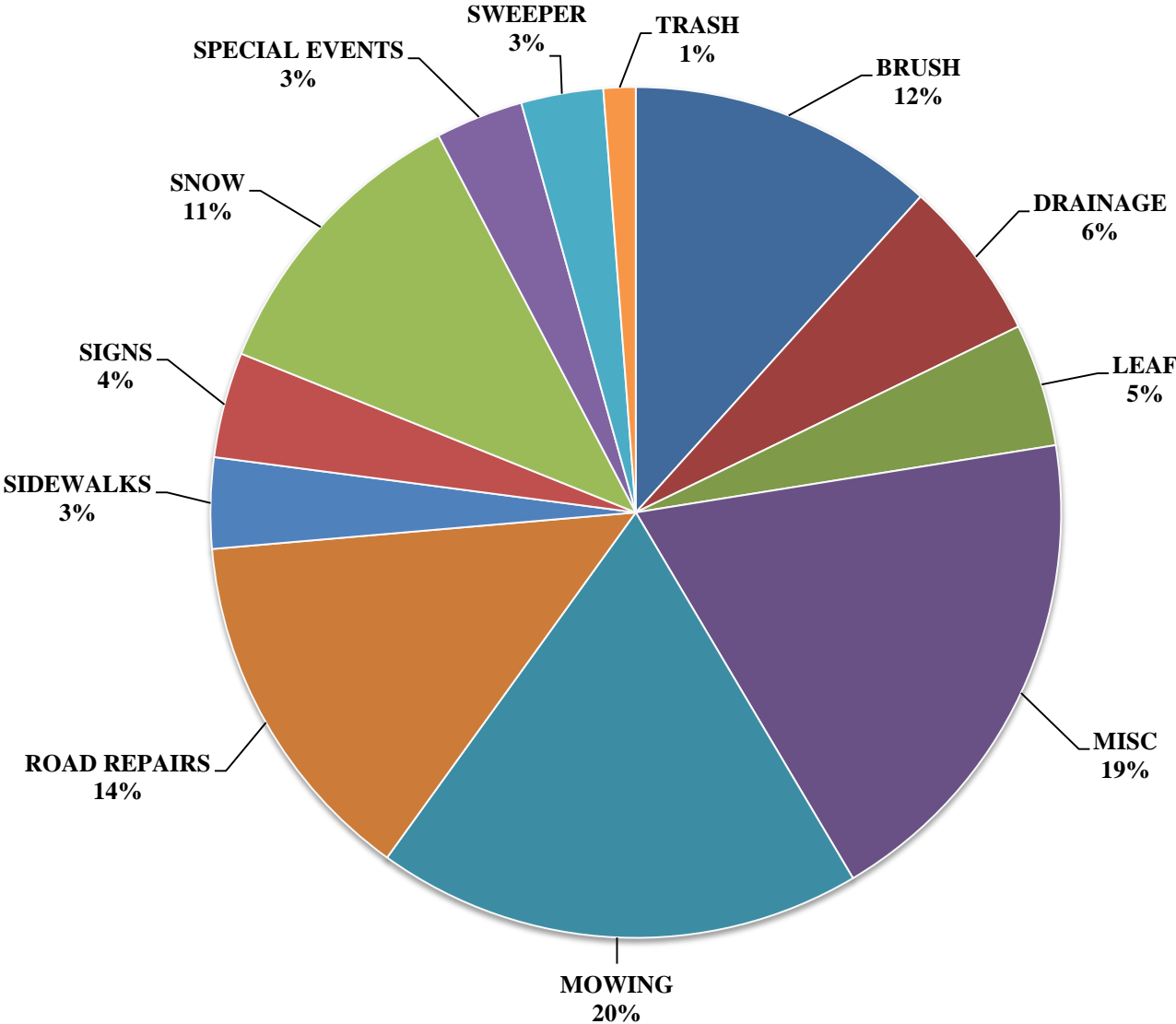
PUBLIC WORKS (continued)

Chart 5.20 Actual Hours Worked (44,928) and Percentage of Total, FY 2012



PUBLIC WORKS (continued)

Chart 5.21 Projected Hours (42,035) Work and Percentage of Total, FY 2013



PUBLIC WORKS (continued)

5.4.5 Building Maintenance



Program Description

The Building Maintenance Division is responsible for the maintenance of all Town-owned and operated buildings with the exception of Parks and Recreation, Airport, and Utilities plant facilities. This Division maintains the Balch Library, the Public Safety Center, the Public Works Facility, the Loudoun Museum and Log Cabin, the Parking Deck, and Town Hall.

Table 5.41 BUILDING MAINTENANCE BUDGET SUMMARY							
Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$359,810	\$367,800	\$367,800	\$409,101	\$427,746	\$41,301	11.2
Contractual Services	232,494	377,890	326,390	372,440	367,440	(5,450)	(1.4)
Materials and Supplies	115,273	51,100	104,100	53,100	53,100	2,000	3.9
Continuous Charges	150,268	149,484	150,484	154,054	154,054	4,570	3.1
Capital Outlay	569,246	20,000	460,603	0	0	(20,000)	(100.0)
TOTAL	\$1,427,091	\$966,274	\$1,409,377	\$988,695	\$1,002,340	\$22,421	2.3
FTE Summary	4.0	4.0	4.0	4.0	4.0	Unchanged	Unchanged

PUBLIC WORKS (continued)


5.4.5 Building Maintenance (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Replacement of Town Hall roof top HVAC unit. • Complete retrofit of Town Hall access control system. • Purchase and install “Blue Light” emergency call boxes in parking garage to improve security. 	<ul style="list-style-type: none"> • All Airflow Control Boxes have been upgraded and tied to Town Hall HVAC energy management system. • Completed installation of new lighting in garage. • Completed retrofit of Public Safety building HVAC systems. • Contract labor cost has been kept down by expanded use of in-house labor. • Relocated salt brine production facilities to accommodate fuel island changes. • Installed furnishings and equipment and assisted with opening of Mason Enterprise Center. 	<ul style="list-style-type: none"> • Replace Town Hall roof top HVAC unit. • Complete retrofit of Town Hall access control system. • Purchase and install “Blue Light” emergency call boxes in parking garage to improve security.
 Community Safety/Quality of Life		
<ul style="list-style-type: none"> • Continue replacement obsolete lighting fixtures in Town Hall to improve lighting and energy efficiency. • Complete replacement of Fuel Island and replacement of emergency generator for Public Works facility. 	<ul style="list-style-type: none"> • Completed garage lighting to improve lighting levels and efficiency. • Completed replacement of Fuel Island • Installed of generator for Public Works Bldg. • Retrofitted parking garage fans for improved efficiency and less noise. 	<ul style="list-style-type: none"> • Continue replacement of obsolete lighting fixtures in Town Hall to improve lighting and energy efficiency. • Resurface of Public Works facility parking lot.

PUBLIC WORKS (continued)

5.4.5 Building Maintenance (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Operational Efficiency and Fiscal Management					
Input					
FTE	4	4	4	4	4
Facilities maintained	12	12	12	12	12
Square footage of facilities maintained	264,796	264,796	264,796	264,796	264,796
Service calls received	1,107	1,100	1,206	1,325	1,275
Output					
Service calls completed	1,100	1,075	1,009	1,286	1,200
Service calls completed within 48 hours	1063	1,056	996	1,235	1,140
Efficiency					
Average square footage maintained per employee	66,199	66,199	66,199	66,199	66,199
Average service calls completed per employee	277	275	302	412	380
Average facilities maintained per employee	3	3	3	3	3
Outcome					
Percentage of service calls completed within 48 hours	96%	96%	97%	96%	95%

PUBLIC WORKS (continued)

5.4.6 Fleet Maintenance

Program Description

The Fleet Maintenance Division maintains 480 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 assists other departments in emergency situations.


Table 5.42 FLEET MAINTENANCE BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$640,664	\$671,176	\$671,176	\$691,377	\$717,174	\$20,201	3.0
Contractual Services	42,160	38,900	38,900	43,900	46,250	5,000	12.9
Materials and Supplies	212,865	196,810	196,810	208,610	218,610	11,800	6.0
Transfer Payments	7,885	10,000	31,251	10,000	10,000	0	0.0
Continuous Charges	447,344	612,744	612,744	612,744	612,744	0	0.0
TOTAL	\$1,350,918	\$1,529,630	\$1,550,881	\$1,566,631	\$1,604,778	\$37,001	2.4
FTE Summary	6.0	6.0	6.0	6.0	6.0	Unchanged	Unchanged

FUTURE BUDGET CONSIDERATIONS:

- ❖ Install central air conditioning in Town Shop.
- ❖ Install heavy duty truck lift in the Town Shop.

PUBLIC WORKS (continued)


5.4.6 Fleet Maintenance (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Keep Town fleet vehicles and equipment on the road with minimal downtime. • Provide budget information to other departments for vehicle purchases. • Assist departments with installation of equipment to save installation cost. • Maintain preventative maintenance schedule for increased service life of vehicles and equipment. • Notify departments when vehicles are scheduled for replacement. • Prepare all necessary documentation for the online auction of surplus Town-owned equipment. • Keep Town fleet vehicles and equipment on the road and operable and in compliance with DEQ regulations. • Provide customer assistance to auction buyers. 	<ul style="list-style-type: none"> • Kept Town fleet vehicles and equipment on the road with minimal downtime. • Completed replacement of Fuel Island with new pumps, tanks, and canopy. • Maintained preventative maintenance schedule for all fleet vehicles. • Assisted other departments with budget preparations for vehicle purchases. • Notified departments when vehicles were scheduled for replacement to assist with budget preparation. • Replaced manual paper-based State Inspection process with completely automated, online process. • Completed major refurbishment of entire fleet of snow plows. • Implemented a pilot program for the purchase and operation of an alternative fuel vehicle. • Implemented the new vehicle replacement program. • Listed surplus items on the Town’s on-line auction. • Assisted auction buyers with their purchases. 	<ul style="list-style-type: none"> • Keep Town fleet vehicles and equipment on the road with minimal downtime. • Provide budget information to other departments for vehicle purchases. • Remove/install police fleet equipment where possible to reduce installation costs by radio shop. • Maintain the preventative maintenance schedule for increased service life of vehicles and equipment. • Notify departments when vehicles are scheduled for replacement. • Prepare all necessary documentation for the online auction of surplus Town-owned equipment. • One additional staff member to obtain VA Safety Inspection license. • Analyze and improve parts stocking process and storage to improve purchasing efficiencies. • Continue to provide efficient and cost effective repair and maintenance of vehicles and equipment. • Continue the vehicle and equipment replacement program funded by vehicle replacement fund. • Add a heavy duty truck lift. • Add A/C unit in Shop. • Repair waste oil tank per DEQ regulations. • Assist in updating Town radio system.

PUBLIC WORKS (continued)

5.4.6 Fleet Maintenance (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Operational Efficiency and Fiscal Management					
Input					
# FTE	1	1	1	1	1
Cost of oil changes	\$24,868	\$23,780 ¹	\$26,896 ²	\$25,591	\$26,260
# gasoline powered vehicles/equipment	349	349	347	347	347
# diesel powered vehicles/equipment	131	131	131	131	131
Output					
# gasoline powered vehicles/equipment serviced	372	357	358	340	340
# diesel powered vehicle/equipment serviced	143	131	131	120	120
Efficiency					
Cost per gasoline vehicle maintained	\$30.62	\$31.10	\$35.42	\$36.09	\$37.00
Cost per diesel vehicle maintained	\$94.25	\$96.78	\$108.52	\$110.01	\$114.00
Percentage of gasoline vehicles					
Serviced on/before scheduled interval	97%	96%	95%	96%	96%
Percentage of diesel vehicles serviced on/before scheduled interval	98%	97%	96%	97%	97%

¹ Reduction reflects the introduction of synthetic oils on some vehicles allowing oil change intervals to extend from three months or 3,000 miles to six months or 5,000 miles.

² Increase in cost to maintain gasoline and diesel vehicles due to higher oil prices.

PUBLIC WORKS (continued)

5.4.7 Refuse Collection and Recycling

Program Description

To provide trash and recycling pickup for commercial and residential customers as well as additional recycling opportunities through drop-off locations and community document shredding events.

Table 5.43 REFUSE AND RECYCLING BUDGET SUMMARY


Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Contractual Services	2,657,880	2,772,684	2,772,684	2,769,983	2,769,983	(2,701)	(0.1)
Materials and Supplies	8,991	9,000	9,000	9,000	9,000	0	0.0
TOTAL	\$2,666,871	\$2,781,684	\$2,781,684	\$2,778,983	\$2,778,983	(\$2,701)	(0.1)

FUTURE BUDGET CONSIDERATIONS:

- ❖ As more developments come on-line, there will be some increases in the overall budget required for refuse and recycling collection services. This increase will be in addition to the annual percentage increase associated with the refuse and recycling contract.
- ❖ Potential increase to the costs for community document shredding events, which have become increasingly popular with residents.

PUBLIC WORKS (continued)

5.4.7 Refuse Collection and Recycling (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Continue community document shredding events to increase recycling rates and reduce paper and some cardboard from being sent to the landfill. • Increase citizen awareness of using yard waste collection vs. brush collection, increase awareness of recycling and bulk pickups as well as shred events. • Rebid Refuse and Recycling Contract in Spring. Alternatives to lower cost and improve service will be considered. • Continue Recycling Pilot Program at Gateway Condominium community. 	<ul style="list-style-type: none"> • Fall Community Document Shred Event was held in September. Over 360 citizens were served and 13,000 tons of paper was shredded. The Loudoun County High School Key Club assisted and collected 465 pounds of food and \$256 in donations for Interfaith Relief. • Continued Recycling Pilot Program at Gateway Condominiums. • Two Town-wide mailings were distributed with information on yard waste collection dates, recyclable materials highlighting plastics, bulk pickup availability and the document shredding events. • The Town’s website was updated to include photos of recyclable materials to provide an increased understanding of the various types of materials that can be recycled. • Rebid Refuse and Recycling Contract in Spring. 	<ul style="list-style-type: none"> • Continue community document shredding events to increase recycling rates and reduce paper and some cardboard from being sent to the landfill. • Increase citizen awareness of using yard waste collection vs. brush collection, increase awareness of recycling and bulk pickups as well as shred events. • Continue Recycling Pilot Program at Gateway Condominium community. • Extend Recycling Pilot Program to additional condominium communities

PUBLIC WORKS (continued)

5.4.7 Refuse Collection and Recycling (continued)

Performance Measures



Operational Efficiency and Fiscal Management



Community Safety / Quality of Life

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
Input					
Residential Curbside Pickups	1,329,000	1,401,400	1,410,500	1,413,800	1,424,280
Commercial Curbside Pickups	56,700	56,700	56,700	56,700	56,700
Output					
Total number of complaints	144	90	126	68	100
Efficiency					
Percentage of complaints vs. # of pickups	0.010%	0.006%	0.009%	0.005%	0.007%
Outcome					
Percentage of complaints per total pickups provided under 0.02%	Yes	Yes	Yes	Yes	Yes

PUBLIC WORKS (continued)

5.4.8 Traffic Management

Program Description

The Traffic Management and Street Lights Division provides for the installation and maintenance of new and existing street lights and pays for the cost of electricity for illumination. The Division reviews all traffic studies for developer and Town generated projects, directs and coordinates traffic signal and street light installation, issues rights-of-way permits, staffs the Leesburg Standing Residential Traffic Committee, performs traffic counts and intersection studies, and is responsible for the computerized traffic signal management system.

Table 5.44 TRAFFIC MANAGEMENT BUDGET SUMMARY





Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$330,573	\$343,454	\$343,454	\$355,437	\$368,015	\$11,983	3.5
Contractual Services	66,333	71,600	72,246	71,600	71,600	0	0.0
Materials and Supplies	34,384	29,300	29,150	29,300	29,300	0	0.0
Continuous Charges	465,325	452,219	452,219	490,789	497,589	38,570	8.5
Capital Expenditures	40,300	46,000	46,150	46,000	46,000	0	0.0
TOTAL	\$936,915	\$942,573	\$943,219	\$993,126	\$1,012,504	\$50,553	5.4
FTE Summary	3.0	3.0	3.0	3.0	3.0	Unchanged	Unchanged

FUTURE BUDGET CONSIDERATIONS:

- ❖ In FY15, there will be a need to increase electricity payments by approximately \$7,000 to account for the additional lights and signals that will come on-line in FY14.
- ❖ In FY 15, Public Works will need to upgrade the Traffic Management System for all Traffic Signals at a cost of \$50,000.

PUBLIC WORKS (continued)



5.4.8 Traffic Management (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> Coordinate the design of new video camera system installation with LPD on existing traffic signals. Continue to provide review and inspection of work performed by utility companies in public right-of-way. Continue to work with Virginia Regional Transit on bus routes and shelters. 	<ul style="list-style-type: none"> Provided technical support for the design of video camera system installation with LPD on existing traffic signals. Provided detailed review and inspection of major fiber line installation throughout Town by communications companies. Traffic signal coordination on Battlefield Parkway Continued to provide 2040 transportation model predictions for Leesburg development community. 	<ul style="list-style-type: none"> Continue to provide review and inspection of work performed by utility companies in public right-of-way. Continue to work with Virginia Regional Transit on bus routes and shelters. Continue to work with Leesburg Police Department to provide real time video feed from existing traffic signal fiber lines. Provide traffic signal coordination on South King Street
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> Provide technical support for the installation of four (4) traffic signals on South King Street and Sycolin Road. Inventory all street signs in the field to determine when they need to be replaced. 	<ul style="list-style-type: none"> Provide technical support for the installation of two (2) traffic signals on South King Street. Supported the SRTC in the execution of policy regarding rotation of the driver feedback signs. 	<ul style="list-style-type: none"> Inventory all street signs in the field to determine when they need to be replaced. Digitize all existing signs into data base. Provide technical support for the installation of a traffic signal on Sycolin Road at Tavistock Drive
 Land Development Process Improvements		
<ul style="list-style-type: none"> Provide technical review of traffic studies for Plan Review, CPM and Planning and Zoning. 	<ul style="list-style-type: none"> Participated in the development of the Crescent District design standards Coordinated and reviewed traffic studies for Court House Square and Loudoun County Court expansion. 	<ul style="list-style-type: none"> Provide technical review of traffic studies for Plan Review, CPM and Planning & Zoning.
 Capital Infrastructure		
<ul style="list-style-type: none"> Provide technical support to VDOT for the Sycolin Road Overpass at Route 7/15 Bypass. Provide review for the VDOT climbing lane on Route 7 and Crosstrail Boulevard connection to Kincaid Boulevard. Provide review to CPM for South King Street, Phase II and Battlefield Parkway from Greenway to South King Street. 	<ul style="list-style-type: none"> Coordinated the implementation of traffic calming for the Lowenbach Subdivision and traffic counts for the studies. Provided traffic signal inspection for one (1) new traffic signal at Greenway and Route 15 (South King Street). Provided review of the right-turn lane design on Edwards Ferry Road and Route 15 Bypass. Review and coordination of the Sycolin Road Overpass Project. Provide technical support to VDOT for the Sycolin Road Overpass at Route 7/15 Bypass detour. 	<ul style="list-style-type: none"> Provide technical review to VDOT for the Sycolin Road Overpass at Route 7/15 Bypass design-build project. Provide plan review for the VDOT climbing lane on Route 7 and Crosstrail Boulevard construction. Provide review to CPM for South King Street, Phase II and Battlefield Parkway from Greenway to South King Street. Provided traffic signal inspection for one (1) new traffic signal at Sycolin Road and Tavistock Drive.

PUBLIC WORKS (continued)

5.4.8 Traffic Management (continued)

Performance Measures

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Operational Efficiency and Fiscal Management			 Community Safety / Quality of Life		
Input					
Expenditures	\$173,000	\$188,000	\$189,000	\$190,000	\$192,000
Traffic signals	49	50	52	52	54
Annual cost of service per signal	\$3,531	\$3,760	\$3,635	\$3,654	\$3,556
Output					
Service calls	78	81	70	105	95
Efficiency					
Percentage of trouble calls response time within 30 minutes during business hours	96%	96%	97%	97%	98%
Percentage of trouble calls response time within 60 minutes after business hours	95%	95%	96%	96%	97%
Outcome					
Percentage of trouble calls completed in less than the targeted time	95%	95%	96%	96%	97%

LEISURE SERVICES

5.5 Leisure Services

5.5.1 Leisure Services Summary

Leisure Services includes the Parks and Recreation Department, the Parks and Recreation Advisory Commission, the Thomas Balch Library, and the Thomas Balch Library Advisory Commission.

Table 5.45 LEISURE SERVICES BUDGET SUMMARY

Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Parks and Recreation	\$6,912,649	\$7,355,068	\$7,718,863	\$7,550,824	\$7,758,713	\$195,756	2.7
Parks Advisory Commission	3,692	4,520	4,520	4,520	4,520	0	0.0
Tree Commission	0	0	0	9,520	9,520	9,520	0.0
Thomas Balch Library	450,043	428,434	427,971	439,632	455,754	11,198	2.6
Library Advisory Commission	4,567	5,870	5,870	5,870	5,870	0	0.0
TOTAL	\$7,370,951	\$7,793,892	\$8,157,224	\$8,010,366	\$8,234,377	\$216,474	2.8
FTE Summary	117.18	112.36	112.36	112.36	112.36	Unchanged	Unchanged
Funding Summary							
General Revenue	\$2,678,105	\$2,874,272	\$3,237,604	\$3,001,804	\$3,224,048	\$127,532	(0.4)
Capital Projects Fund	0	0	0	51,942	53,709	51,942	0.0
Recreation Charges	4,679,023	4,903,620	4,903,620	4,940,620	4,940,620	37,000	0.8
Library Revenue	13,823	16,000	16,000	16,000	16,000	0	0.0
TOTAL	\$7,370,951	\$7,793,892	\$8,157,224	\$8,010,366	\$8,234,377	\$216,474	2.8

LEISURE SERVICES (continued)

5.5.2 Parks and Recreation Summary

Program Description

The Department of Parks and Recreation is dedicated to providing high quality programs, parks, and facilities to meet the diverse needs of all residents of the Town of Leesburg. Among the 15 Town parks covering about 400 acres, the Parks Division is responsible for the maintenance of Freedom Park, Ida Lee Park soccer/lacrosse fields, Robinson Park, and Catoclin Skate Park. The Parks Division also provides beautification efforts throughout the Town, such as the Flower Basket program in the downtown, and landscaping the grounds around the municipal buildings. The Recreation Division offers a variety of recreation programs at Ida Lee Park Recreation Center, Ida Lee Park Tennis Center, and Olde Izaak Walton Park with specialties in the areas of fitness, aquatics, and tennis. The Recreation Division also produces the following major special events: Flower and Garden Festival, Independence Day Celebration, the Leesburg Airshow, and Holidays in Leesburg.

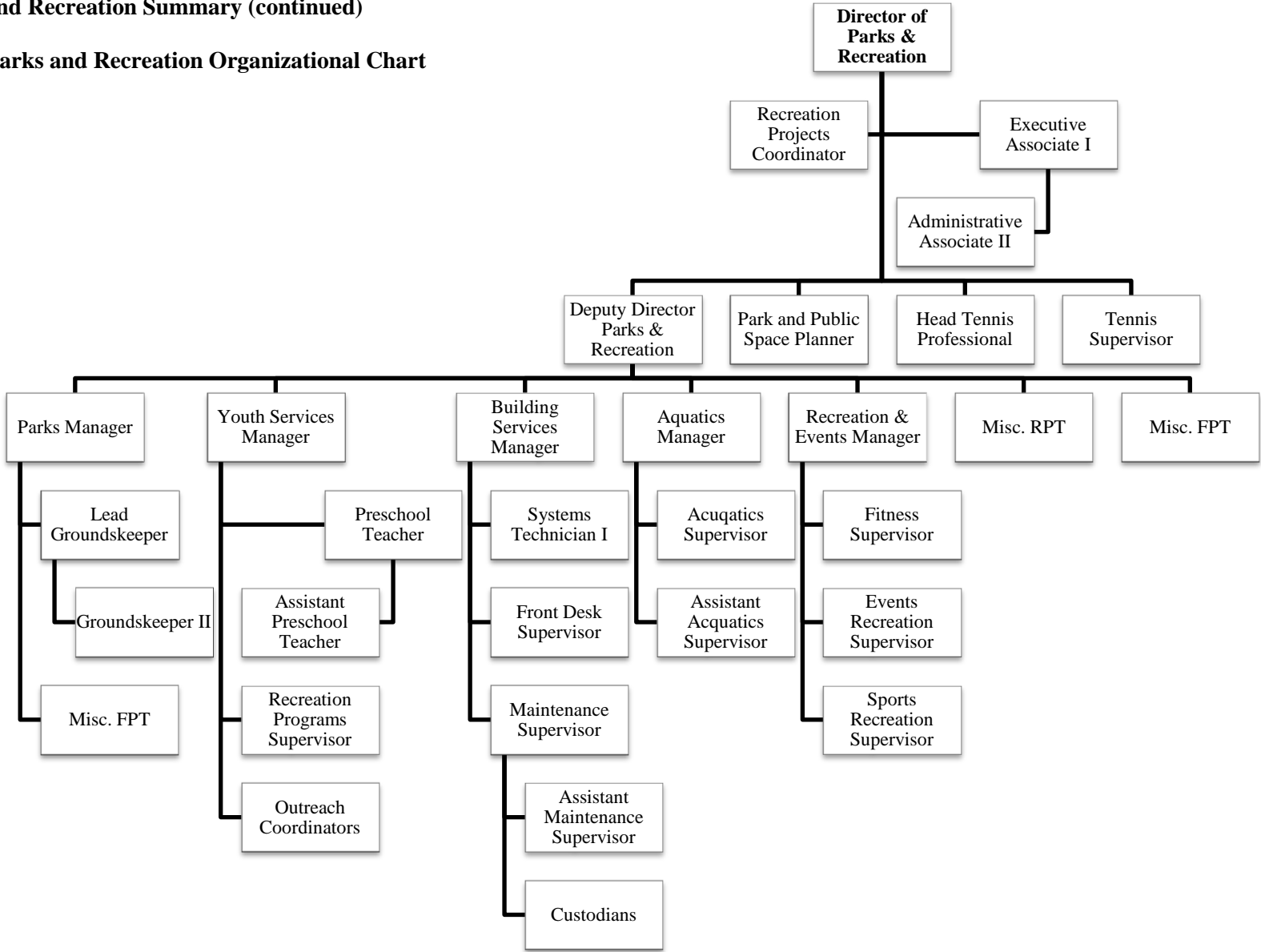
Table 5.46 PARKS AND RECREATION BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Parks and Recreation Administration	\$649,160	\$607,766	\$661,580	\$669,716	\$692,124	\$61,950	10.2
Parks Division	1,080,690	1,148,318	1,279,300	1,147,316	1,178,724	(1,002)	(0.1)
Recreation Division	5,182,799	5,598,984	5,777,983	5,733,792	5,887,865	134,808	2.4
Parks Advisory Commission	3,692	4,520	4,520	4,520	4,520	0	0.0
Tree Commission	0	0	0	9,520	9,520	9,520	0.0
TOTAL	\$6,916,341	\$7,359,588	\$7,723,383	\$7,564,864	\$7,772,753	\$205,276	2.8
FTE Summary	107.10	107.13	107.13	107.13	107.13	Unchanged	Unchanged
Funding Summary							
General Revenue	\$2,237,318	\$2,455,968	\$2,819,763	\$2,572,302	\$2,778,424	\$116,334	4.7
Capital Projects Fund	0	0	0	51,942	53,709	51,942	0.0
Recreation Charges	4,679,023	4,903,620	4,903,620	4,940,620	4,940,620	37,000	0.8
TOTAL	\$6,916,341	\$7,359,588	\$7,723,383	\$7,564,864	\$7,772,753	\$205,276	2.8

LEISURE SERVICES (continued)

5.5.2 Parks and Recreation Summary (continued)

Chart 5.22 Parks and Recreation Organizational Chart




LEISURE SERVICES (continued)

5.5.3 Parks and Recreation – Administration Division

Program Description

The Administrative Division provides general administrative support to the other divisions 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 also works closely with the Parks and Recreation Advisory Commission and the Town Manager’s office.

Table 5.47 PARKS AND RECREATION ADMINISTRATION BUDGET SUMMARY							
Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$565,628	\$560,616	\$560,616	\$619,987	\$642,395	\$59,371	10.6
Contractual Services	56,577	16,170	59,143	19,670	19,670	3,500	21.6
Materials and Supplies	2,115	4,000	3,650	3,000	3,000	(1,000)	(25.0)
Continuous Charges	24,840	26,980	38,171	27,059	27,059	79	0.3
TOTAL	\$649,160	\$607,766	\$661,580	\$669,716	\$692,124	\$61,950	10.2
FTE Summary	5.30	4.45	4.45	4.65	4.65	0.20	4.49
Funding Summary							
General Revenue	\$649,160	\$607,766	\$661,580	\$617,774	\$638,415	\$10,008	1.6
Capital Projects Fund	0	0	0	51,942	53,709	51,942	0.0
TOTAL	\$649,160	\$607,766	\$661,580	\$669,716	\$692,124	\$61,950	10.2

2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Community Safety / Quality of Life <ul style="list-style-type: none"> • Update 20-year Comprehensive Parks Master Plan • Pursue public/private partnerships for field development and enhancements. • Resolve the status of the proffered Potomac Crossing Park. • Perform facility and program audits to ensure compliance with the ADA 2010 standards and develop a transition plan as needed. 	<ul style="list-style-type: none"> • Identified additional field opportunities at existing Town properties. • Received financial settlement for proffered Potomac Crossing Park. • Began implementation of 2010 ADA standards and development of transition plan. • Worked with established 501c3 for enhancement to the Leesburg Dog Park. 	<ul style="list-style-type: none"> • Complete update of 20-year Comprehensive Parks Master Plan. • Utilize Potomac Crossing settlement funds for the installation of community identified park amenities. • Complete facility and program audits to ensure compliance with the ADA 2010 standards.

LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division

Program Description



The Parks Division is committed to planning, developing, maintaining, and operating town parks and open spaces that are safe, diverse, and accessible for all citizens. The division currently maintains 15 parks, totaling approximately 400 acres. The division's work is separated into four major areas: park planning and development; general parks maintenance and beatification; athletic field maintenance; and management of park facilities and events.

Table 5.48 PARKS AND RECREATION - PARKS DIVISION BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$686,853	\$757,623	\$757,623	\$723,621	\$755,029	(\$34,002)	(4.5)
Contractual Services	29,319	104,715	56,313	102,715	102,715	(2,000)	(1.9)
Materials and Supplies	99,826	128,820	98,843	124,820	124,820	(4,000)	(3.1)
Continuous Charges	181,768	147,160	147,160	186,160	186,160	39,000	26.5
Capital Expenditures	82,924	10,000	219,361	10,000	10,000	0	0.0
TOTAL	\$1,080,690	\$1,148,318	\$1,279,300	\$1,147,316	\$1,178,724	(\$1,002)	(0.1)
FTE Summary	11.25	10.25	10.25	11.55	11.55	1.30	12.7
Funding Summary							
General Revenue	\$1,080,690	\$1,148,318	\$1,279,300	\$1,147,316	\$1,178,724	(\$1,002)	(0.1)
TOTAL	\$1,080,690	\$1,148,318	\$1,279,300	\$1,147,316	\$1,178,724	(\$1,002)	(0.1)

LEISURE SERVICES (continued)


5.5.4 Parks and Recreation – Parks Division (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <p>Economic Development and Downtown Improvements</p> <ul style="list-style-type: none"> Assist with the implantation of the Downtown Redevelopment plan. 	<ul style="list-style-type: none"> Assisted with the implementation of Downtown beatifications. Opened the Bike Depot at Raflo Park. 	<ul style="list-style-type: none"> Design and implement a more permanent Holiday decoration plan for Downtown.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> Develop trailhead and parking area for access to Veterans Park. Renovation of infields at Freedom Park. Evaluate conditions of playground amenities and recommend areas for improvement. <p>Redefine divisional work plan to accommodate additional areas of responsibility such as Airport beautification and maintenance of improvements from the downtown redevelopment project.</p>	<ul style="list-style-type: none"> Successfully redefined divisional work plan to accommodate additional areas of responsibility. Upgraded all portable toilet facilities within parks to handicap accessible. Renovation of infields at Freedom Park. Began community outreach for the development of a trailhead and parking area to access Veterans Park. 	<ul style="list-style-type: none"> Identify an outdoor exercise area within an existing park or Town Property. Inclusion of natural play type amenities within Town parks. Continue implementation of established tick awareness and treatment strategy for departmental parks and programs.

LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division (continued)

Performance Measures

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
 Community Safety / Quality of Life					
Input					
FTE	11.5	11.5	12.25	10.25	10.25
Expenditures	\$1,231,455	\$1,284,448	\$1,090,385	\$1,080,691	\$1,316,931*
Output					
# Non-park sites maintained	3	4	4	5	7
# Athletic fields maintained	14	14	14	14	14
# Park sites maintained	15	15	15	15	15
Efficiency					
Annual Cost per capita	\$29.46	\$30.14	\$25.18	\$25.36	\$30.41*
Outcome					
Athletic games scheduled	1,500	1,612	1,726	1,370	1,600
Park enhancement projects completed	5	4	6	8	6
Park and/or pavilion rentals	210	204	121	171	175

* Reflects \$ 179,384 CARF funding which equates to a \$4.14 per capita expenditure.

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division

Program Description



The Recreation Division is responsible for the operation and maintenance of the Ida Lee Park Recreation Center, the Ida Lee Park Tennis Center, the A.V. Symington Aquatics Center, and the Olde Izaak Walton Park building. The division offers programs in the areas of fitness, aquatics, recreation, pre-school, summer camps, and community outreach programs and coordinates major special events such as the Flower and Garden Festival, Independence Day Celebration, the Leesburg Airshow, and Holidays in Leesburg.

Table 5.49 PARKS AND RECREATION - RECREATION DIVISION BUDGET SUMMARY

Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$3,986,646	\$4,205,946	\$4,205,946	\$4,397,465	\$4,551,538	\$191,519	4.6
Contractual Services	594,894	734,819	901,128	727,189	727,189	(7,630)	(1.0)
Materials and Supplies	241,481	251,202	250,342	257,202	257,202	6,000	2.4
Continuous Charges	332,241	407,017	407,017	351,936	351,936	(55,081)	(13.5)
Capital Outlay	27,537	0	13,550	0	0	0	0.0
TOTAL	\$5,182,799	\$5,598,984	\$5,777,983	\$5,733,792	\$5,887,865	\$134,808	2.4
FTE Summary	91.43	92.43	92.43	90.93	90.93	(1.50)	(1.6)
Funding Summary							
General Revenue	\$503,776	\$695,364	\$874,363	\$793,172	\$947,245	\$97,808	14.1
Recreation Charges	4,679,023	4,903,620	4,903,620	4,940,620	4,940,620	37,000	0.8
TOTAL	\$5,182,799	\$5,598,984	\$5,777,983	\$5,733,792	\$5,887,865	\$134,808	2.4

LEISURE SERVICES (continued)


5.5.5 Parks and Recreation – Recreation Division (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Exceed revenue goals while operating within established guidelines while implementing possible efficiencies. • Continue to improve the cost recovery within revenue generating areas. 	<ul style="list-style-type: none"> • Improved cost recovery of revenue generating areas over FY 12. • Expanded marketing efforts and customer offerings to improve facility membership market share. 	<ul style="list-style-type: none"> • Exceed revenue goals while operating within established guidelines while implementing possible efficiencies. • Continue to improve the cost recovery within revenue generating areas.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Explore diversified marketing methods to promote departmental programs, facilities, and events. • Expand the use of social media to market events, programs, and services. • Development of additional family-based programs and services. 	<ul style="list-style-type: none"> • Increased attendance at the AV Symington Aquatics Center by 12% over FY12. • Expanded utilization of social media and departmental databases to distribute updates and marketing information in a timely and customer-friendly manner. • Expanded the number of family based program offerings. 	<ul style="list-style-type: none"> • Explore diversified marketing methods to promote departmental programs, facilities, and events. • Development of additional family-based programs and services.

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

Performance Measures

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
 Community Safety / Quality of Life					
Input					
FTE ¹	76.6	76.6	75.6	75.6	75.6
Expenditures	\$4,665,190	\$5,258,834	\$5,752,570	\$4,726,667	\$5,370,315*
Output					
Programs offered	3,410	3,629	3,654	3,779	3,974
Program participants	22,233	21,665	20,593	22,094	22,348
Ida Lee pass visits	255,274	243,509	208,510	214,726	221,168
Ida Lee daily admissions	73,849	53,063	50,588	46,825	48,230
Outdoor pool visits	19,250	62,327	59,018	59,631	63,000
Revenue generated	\$4,193,381	\$4,656,396	\$4,517,247	\$4,350,463	\$4,657,620
Efficiency					
Cost recovery rate (70% Town Council mandate)	90%	89%	85%	92%	87%
Cost per capita after revenue	\$11.28	\$14.13	\$18.36	\$8.83	\$16.46*
Outcome					
Percentage of programs rated as good or excellent by participants	95%	95%	95%	95%	95%



* Reflects \$ 170,299 CARF funding which equates to a \$3.93 per capita expenditure.

¹ FTE does not include hours for administrative duties, training, leave, and holiday.

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)



Performance Measures

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
 Community Safety / Quality of Life					
Input					
Special Events (SE) FTE	1	1	1	1	1
SE Expenditures	\$269,264	\$282,918	\$266,594	\$301,112	\$359,869
Output					
Special Events (SE) offered	11	11	10	11	11
SE program participants	63,545	75,407	51,958	66,762	72,535
SE revenues generated	\$163,922	\$171,083	\$172,984	\$165,838	\$197,000
Efficiency					
Cost per capita after revenue	\$2.52	\$2.62	\$2.20	\$3.17	\$3.76
Cost per participant after revenue	\$1.65	\$1.48	\$1.80	\$2.03	\$2.25
Outcome					
Local, state or national awards received	2	5	5	5	5
 Operational Efficiency and Fiscal Management					

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

Performance Measures

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
 Community Safety / Quality of Life					
Input					
Community Outreach (CO) FTE	4.38	4.38	3	3	3
CO expenditures	\$212,444	\$233,543	\$173,671	\$155,018	\$187,626
CO grants/donations received	\$2,063	\$4,795	\$3,375	\$400	\$943
Output					
CO program sites	4	4	4	4	4
CO activity hours	1,432	1,467	1,568	1,858	1,858
CO program participants	300	317	386	390	400
Efficiency					
Cost per program hour offered	\$148	\$159	\$111	\$83	\$101
Cost per capita	\$5.59	\$6.11	\$4.01	\$3.64	\$4.33
Cost per participant	\$708	\$737	\$450	\$397	\$469
Outcome					
Percent registered youth attending programs	65%	67%	68%	n/a	n/a
Total program attendance	NA	8,663	8,512	8,287	8,536
 Operational Efficiency and Fiscal Management					

LEISURE SERVICES (continued)

5.5.6 Parks and Recreation Advisory Commission

Program Description

The Parks and Recreation Advisory Commission consists of seven members who are appointed by the Town Council. The purpose of the Commission is to advise the Town Council on parks and recreation issues, to make general policy recommendations, and to promote parks and recreation activities, programs, and facilities. The Commission also serves as an important liaison between the Town and Loudoun County to ensure that Town residents receive County recreation services that are comparable to other parts of the County.

Table 5.50 PARKS AND RECREATION ADVISORY COMMISSION BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec) % Inc/(Dec)	
Personnel Services	\$3,692	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
TOTAL	\$3,692	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Funding Summary							
General Revenue	\$3,876	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
TOTAL	\$3,876	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0

LEISURE SERVICES (continued)

5.6.7 Tree Commission

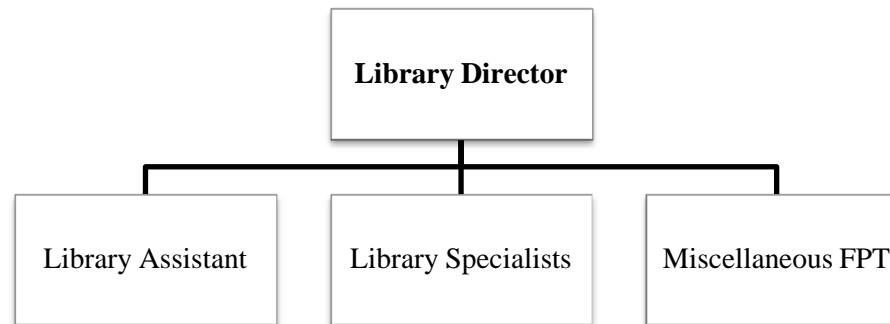
Program Description

The Tree Commission consists of seven members appointed by Council. The purpose of the Tree Commission is to advise Council on ways to protect, preserve, and increase Leesburg’s tree canopy for the enhancement of the Town and the enjoyment of its citizens. In addition, the Commission has oversight of the Urban Forestry Master Plan. In FY 2014, the Tree Commission was moved to Parks and Recreation from the Department of Planning and Zoning.

5.51 TREE COMMISSION BUDGET SUMMARY							
Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$3,130	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Contractual Services	1,888	5,000	5,000	5,000	5,000	0	0.0
TOTAL	\$5,018	\$9,520	\$9,520	\$9,520	\$9,520	\$0	0.0
Funding Summary							
General Revenue	\$5,643	\$9,520	\$9,520	\$9,520	\$9,520	\$0	0.0
TOTAL	\$5,643	\$9,520	\$9,520	\$9,520	\$9,520	\$0	0.0

LEISURE SERVICES (continued)**5.5.7 Thomas Balch Library****Program Description**

The mission of Thomas Balch Library (TBL) is to collect, preserve, and make available materials documenting regional and local history and genealogy; provide services in support of researcher needs including development and implementation of state-of-the-art access systems; provide outreach programs; increase public awareness and use of collection holdings and to provide excellent service to all researchers.

Chart 5.23 Thomas Balch Library Organizational Chart

LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

Table 5.52 THOMAS BALCH LIBRARY BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$324,995	\$325,818	\$325,818	\$336,772	\$348,442	\$10,954	3.4
Contractual Services	36,270	39,624	39,161	38,586	39,597	(1,038)	(2.6)
Materials and Supplies	34,241	40,004	40,004	40,074	43,362	70	0.2
Continuous Charges	21,162	22,988	22,988	24,200	24,353	1,212	5.3
Capital Expenditures	33,375	0	0	0	0	0	0.0
TOTAL	\$450,043	\$428,434	\$427,971	\$439,632	\$455,754	\$11,198	2.6
FTE Summary²	5.23	5.23	5.23	5.23	5.23	Unchanged	Unchanged
Funding Summary							
General Revenue	\$436,220	\$412,434	\$411,971	\$423,632	\$439,754	\$11,198	2.7
Library Revenue	13,823	16,000	16,000	16,000	16,000	0	0.0
TOTAL	\$450,043	\$428,434	\$427,971	\$439,632	\$455,754	\$11,198	2.6


FUTURE BUDGET CONSIDERATIONS:

- ❖ Staffing to meet increasing patron and administrative demands.
- ❖ Space for processing and storing collection materials, and lectures and programs.
- ❖ TV for FIOS connection for patrons.
- ❖ Maintain and enhance electronic resources for patrons.
- ❖ Security system including electronically monitored access (locks).
- ❖ Paint interior of Library; replace carpet in public meeting room/hallways and replace staff desk chairs (7)
- ❖ Investigate replacing fountain with a low maintenance Celtic Rock (water feature)

² Library Specialist position (1) frozen/unfunded.

LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • Continue to support efforts of Friends of TBL in creation and development of endowment. • Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy. • Continue establishing, implementing, and maintaining guidelines and best practices for processing, arranging, and describing printed, manuscript and visual materials. • Continue developing and maintain disaster preparedness and emergency management program. • Continue to maintain and develop outreach programming for and marketing of TBL including eliciting information from the public through bi-annual patron surveys. • Foster cooperation and teamwork among staff, TBL Advisory Commission, Friends of the TBL, Inc. and the Black History Committee of Friends of TBL, Inc. • Foster collaborative ventures with external organizations such as GMU and LCPS. • Work cooperatively with Executive Department to find suitable climate controlled and secure space for processing and storing collection materials. 	<ul style="list-style-type: none"> • “Leesburg, Capital of the Nation 5th Annual Friends fundraiser August 19th, 2012. • Worked with Town Manager, Friends, BHC, and TBL Commission to elicit input toward establishing an endowment for TBL. • Volunteers and interns processed and indexed collections and continued to develop disaster plan. • Managed collections through inventorying, processing, cataloguing and electronic posting of collection guides to VIVA and town website. Continued adding electronic subscription databases to enhance resources available for researchers. • . • Provided genealogical and historical programs, classes, book signings, exhibits, lectures, and tours. Posted weekly Leesburg or Loudoun County history fact and image on TBL Facebook page. Worked with executive department and local media to market TBL programs at no cost to the town. • Published biannual <i>Balch Column</i>; revised TBL educational and promotional brochures. Conducted bi-annual patron survey. • Participated in 2012 NARA Genealogical Fair in Washington, DC with assistance from members of Friends of TBL and Black History Committee. • Participated in the Virginia Forum, Loudoun County Sesquicentennial events. • Worked cooperatively LCPL Director, LLF and the LCPL Board of Directors to foster enhanced working relationships. • Climate controlled storage space identified. 	<ul style="list-style-type: none"> • Continue to support efforts of Friends of TBL in creation and development of endowment. • Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy. • Continue establishing, implementing, and maintaining guidelines and best practices for processing, arranging, and describing printed, manuscript and visual materials. • For implementation of best practices for collection description collection guides will be converted from PDF files to EAD files making public posting consistent across the board on VIVA and Town of Leesburg website. • Continue developing and maintain disaster preparedness and emergency management program. • Continue to maintain and develop outreach programming for and marketing of TBL including eliciting information from the public through bi-annual patron surveys. • Foster cooperation and teamwork among staff, TBL Advisory Commission, Friends of the TBL, Inc. and the Black History Committee of Friends of TBL, Inc. • Foster collaborative ventures with external organizations. • Move collections and processing materials to suitable climate controlled, secure space.

LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Full-time FTEs ³	5	5	4	3	3
Part-time FTEs	1.23	1.23	1.23	1.23	1.23
Dollars spent	\$511,815	\$451,678	\$444,536	\$450,043	\$428,434
Annual volunteer hours	535	894	946	702	684
Annual volunteer hours (Friends of Balch/BHC) ⁴	1,946	1,144	1,597	2139	1,156
Annual intern hours	63	332	494	397	103
Output					
Annual capital assets	37,476	41,227	59,423	61,377	62,825
Annual acquisitions (donations of materials)	217	388	373	201	200
Annual reference requests	28,248	22,652	25,458	24,648	20,000
Annual service requests	932	1,174	1,279	1,991	1,250
Grant funding received	\$20,128	\$4,624	\$1,850	\$20,506	\$69,675
Annual collections processed	22	20	50	51	25
Efficiency					
Cost saved due to use of volunteer/intern hours ⁵	\$13,025	\$26,702	\$31,723	\$26,695	\$19,116
Cost saved due to Friends of Balch vol. hours	\$42,384 ⁵	\$24,916	\$35,182	\$51,956	\$28,079
Cost saved due to NUCMC cat. Mss. ⁶	\$2,283	\$3,302	\$2,698	\$6,640	\$2,594
Outcome					
Revenue (book sales, meeting room use, donations, copies, photo orders, ILL) does not include collected tax	\$20,428	\$17,787	\$22,186	\$18,403	\$17,500
Annual patron visits	12,375	11,407	13,034	12,061	11,500
Annual program attendance	1,147	1,297	2,615	2,430	1,200
Annual building use (effective 7/9/12)	n/a	n/a	n/a	n/a	25,000
Annual additions to catalogues	4,720	4,914	4,649	3,325	1,695

³ One position frozen/unfunded in FY 2014 and 2015.

⁴ This figure is incomplete – not all members of the Friends/BHC reported volunteer hours. The Friends raised \$31,115 in FY 2012.

⁵ These figures are derived by multiplying the number of volunteer/intern hours by \$24.29 the 2011 VA average hourly value of volunteer time.

⁶ (64 collections catalogued) x (Lib. of Cong. Cost of \$103.75) to produce a NUCMC bibliographic record. Excludes savings for staffing, equipment, office space, software.

LEISURE SERVICES (continued)

5.5.8 Thomas Balch Library Advisory Commission

Program Description

The Thomas Balch Library Advisory Commission consists of seven members appointed by the Town Council selected for their interest in the library in addition to two elected officials (one from Loudoun County Board of Supervisors and one from Town Council). Commissioners serve as advisors to the Library Director on collection development and policies, and reports to the Town Council about their activities. In coordination with the Library Director, the Library Advisory Commission annually recognizes individuals who have made significant contributions to preserving Loudoun's history through collection of County documents and memorabilia; preservation of historic landmarks, visual arts, and writing; long time commitment to local history organizations; and, a student for excellence in historic research at the Loudoun County Public School Social Science Fair. The Commission helps promote Thomas Balch Library and works with Friends of the Thomas Balch Library, Inc. to support and market the collections. The Commission encourages activities of the Friends, including their website, historical preservation efforts of the Black History Committee, and marketing efforts.

Table 5.53 THOMAS BALCH LIBRARY ADVISORY COMMISSION BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$3,692	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Contractual Services	875	1,000	1,000	1,000	1,000	0	0.0
Materials and Supplies	0	350	350	350	350	0	0.0
TOTAL	\$4,567	\$5,870	\$5,870	\$5,870	\$5,870	\$0	0.0
Funding Summary							
General Revenue	\$4,567	\$5,870	\$5,870	\$5,870	\$5,870	\$0	0.0
TOTAL	\$4,567	\$5,870	\$5,870	\$5,870	\$5,870	\$0	0.0

LEISURE SERVICES (continued)

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COMMUNITY DEVELOPMENT

5.6 Community Development

5.6.1 Community Development Summary

Community Development includes the Department of Planning and Zoning Department, associated boards and commissions (see below for complete list of boards and commissions) and the Department of Plan Review.

Planning and Zoning Boards and Commissions

- Board of Architectural Review
- Board of Zoning Appeals
- Environmental Advisory Commission
- Planning Commission

Table 5.55 COMMUNITY DEVELOPMENT BUDGET SUMMARY

Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Planning and Zoning	\$1,327,256	\$1,427,963	\$1,429,904	\$1,535,667	\$1,582,929	\$107,704	7.5
Bd. Of Arch Review	19,630	25,275	25,275	25,275	25,275	0	0.0
Bd. Of Zoning Appeals	2,617	3,730	3,730	3,730	3,730	0	0.0
Env. Advisory Commission	4,609	7,020	7,020	8,520	8,520	1,500	21.4
Planning Commission	23,270	26,025	26,025	26,025	26,025	0	0.0
Tree Commission	5,643	9,520	9,520	0	0	(9,520)	(100.0)
Plan Review	1,248,341	1,327,093	1,327,702	1,344,674	1,390,970	17,581	1.3
TOTAL	\$2,631,366	\$2,826,626	\$2,829,176	\$2,943,891	\$3,037,449	\$117,265	4.1
FTE Summary	20.0	20.0	20.0	21.0	21.0	1.0	5.0
Funding Summary							
General Revenue	\$1,769,983	\$1,954,674	\$1,957,224	\$2,294,895	\$2,370,544	\$340,221	17.4
Capital Projects Fund	337,633	113,438	113,438	119,164	123,093	5,726	5.0
Utilities Fund	92,363	158,514	158,514	91,732	94,759	(66,782)	(42.1)
Zoning and Development Fees	431,387	600,000	600,000	438,100	449,053	(161,900)	(27.0)
TOTAL	\$2,631,366	\$2,826,626	\$2,829,176	\$2,943,891	\$3,037,449	\$117,265	4.1

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning Summary

Program Description

The Department of Planning and Zoning provides policy and regulatory direction for achieving the Town's community development and quality of life goals. Planning services include the intake, review, and project management of legislative applications including rezonings, special exceptions, commission permits, proffers, and concept plan amendments. Planning services also addresses maintenance of the Town Plan ("Plan") by conducting regular reviews of the Plan per state code requirements and as deemed necessary by the Town Council as well as development of action plans and strategies to implement the Town Plan. Zoning services include conducting inspections and the issuance of zoning permits for new construction and building occupancy. Zoning services also include administrative functions including the issuance of zoning determinations, variances, waivers, modifications, and proffer interpretations. The Department is responsible for enforcement of the Town's zoning ordinance and also maintains the zoning ordinance by conducting regular reviews to assure the ordinance is consistent the new state legislation and is consistent with the goals and objectives of the Town Plan. The Department is also responsible for providing liaison services to four Boards and Commissions: the Planning Commission, Board of Zoning Appeals, Board of Architectural Review, Environmental Advisory Commission (including the Watershed Committee).

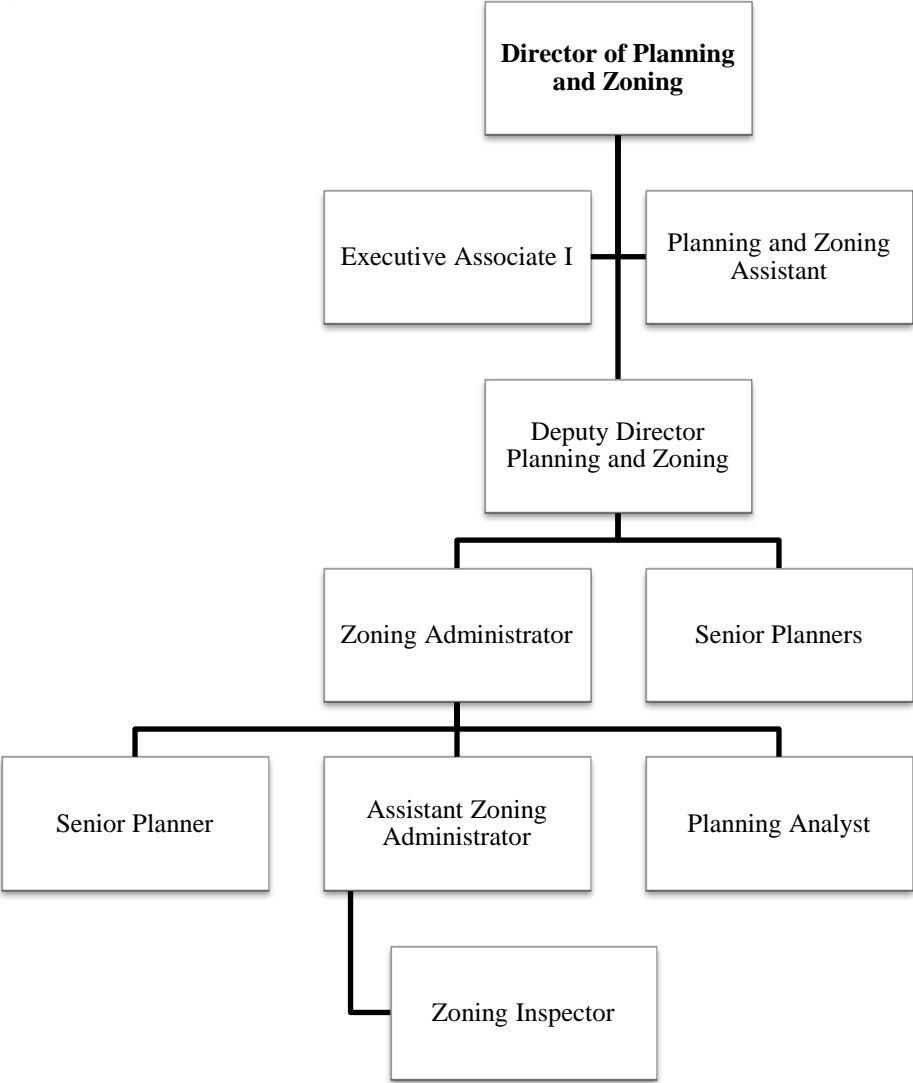
Table 5.56 PLANNING AND ZONING BUDGET SUMMARY

Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,293,274	\$1,381,449	\$1,381,449	\$1,484,048	\$1,541,810	\$102,599	7.4
Contractual Services	19,696	29,215	29,720	32,870	22,870	3,655	12.5
Materials and Supplies	5,986	7,505	7,505	8,605	8,605	1,100	14.7
Continuous Charges	8,300	9,794	9,794	9,644	9,644	(150)	(1.5)
Capital Outlay	0	0	1,436	500	0	500	0.0
TOTAL	\$1,327,256	\$1,427,963	\$1,429,904	\$1,535,667	\$1,582,929	\$107,704	7.5
FTE Summary	11.0	11.0	11.0	12.0	12.0	1.0	9.1
Funding Summary							
General Revenue	\$1,238,608	\$1,291,987	\$1,293,928	\$1,456,790	\$1,501,608	\$164,803	12.8
Capital Projects Fund	68,060	56,719	56,719	63,012	65,042	6,293	11.1
Utilities Fund	20,588	79,257	79,257	15,865	16,279	(63,392)	(80.0)
TOTAL	\$1,327,256	\$1,427,963	\$1,429,904	\$1,535,667	\$1,582,929	\$107,704	7.5

COMMUNITY DEVELOPMENT (continued)




5.6.2 Planning and Zoning Budget Summary (continued)

Chart 5.24 Planning and Zoning Organizational Chart





COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <p>Economic Development and Downtown Improvements</p> <ul style="list-style-type: none"> • Update H-2 Guidelines per committee recommendation. • Work with Economic Development to coordinate all applicable land development proposals and amendments. Continue to work with Economic Development to coordinate land development proposals and zoning ordinance amendments that further their goals. 	<ul style="list-style-type: none"> • Completed Form-based Code . Hosted and assisted in the organization of the annual Preservation Virginia Conference and Architectural Review Board Training. . Continued to emphasize a proactive problem-solving approach to address zoning issues raised by existing businesses including, but not limited to: work with two local car dealerships on revisions to the sign ordinance to reconcile differences with corporate mandates; assistance with ideas/locations on business expansion needs for an existing used car sales business; proposed signage solutions for a corporate car supply business that wishes to locate in Leesburg, and other examples. . Met with and offered site design/ordinance compliance assistance at approximately 70 pre-application, developer or business owner meetings. 	<ul style="list-style-type: none"> • Implement information/outreach about the Crescent Design District regulations.
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Laserfiche implementation. • Continue to refine land development review process improvements to increase review efficiencies. 	<ul style="list-style-type: none"> . Updated and revised the Department SOP for proffer administration and management. . Began implementation of Laserfiche for land development applications. . Ongoing update of information on website to assure website information is fresh . Completion of online forms for permits. . Met 95% of internal deadlines for land development reviews (comment letters to applicants, report production, etc.) 	<ul style="list-style-type: none"> . Implement Laserfiche for Zoning administration. . Refine internal department data collection on staff resource needed to manage permitting and land development applications.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Complete comprehensive update of Floodplain Ordinance assuring compliance with State requirements. • Continued participation in expanded CET outreach. 	<ul style="list-style-type: none"> . Assisted the Watershed Committee in identification of potential regulatory changes to promote Low Impact Design/Development. . Trained one staff member on issues relating to proposed state-wide changes to stormwater regulations. . Held joint workshop between Planning Commission, Tree 	<ul style="list-style-type: none"> • Develop yearly work plan approach to implementing the Town Plan Action Program. . Develop changes to the Floodplain regulations in the Zoning Ordinance per FEMA Standards. . Scope the development of either 1) a Preservation Plan, or 2) revisions to the H-2 Guidelines with


COMMUNITY DEVELOPMENT (continued)


FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
	<p>Commission and Environmental Advisory Commission on topics related to the care and enhancement of the Town’s tree canopy.</p> <ul style="list-style-type: none"> . Began recognition of National Planning Month by recognizing the work of the Planning Commission and seeking public input of favorite places, streets and neighborhoods. 	<p>The Board of Architectural Review and initiate Project.</p> <ul style="list-style-type: none"> . Initiate a small area plan for the East Market Street Area outside the Bypass. . Expand listserve notifications on Plan/Ordinance changes to include a Department newsletter on bi-annual or quarterly basis to update residents business, digital newsletter to inform the public about land development activity, regulatory changes, and other planning activities. . Expand activities associated with recognition of National Planning Month.
 <p>Land Development Process Improvements</p> <ul style="list-style-type: none"> . Initiate and update revisions to the Town Plan per direction from Planning Commission’s 2011 review. . Prepare to develop a Preservation Plan in coordination with the Board of Architectural Review. . Conduct the 2011 Annual Zoning Ordinance review, i.e. 2011 Zoning Ordinance Batch. 	<ul style="list-style-type: none"> . Hosted training session “Being an Effective Planning Commissioner” for Leesburg and regional commissioners. . Adopted Action Program for Town Plan. . Adopted 2012 Zoning Ordinance Batch . Trained one staff member on advanced Sketchup software Which will be used to enhance graphics in staff reports and Illustrates community development concepts in other Planning projects. 	<ul style="list-style-type: none"> . Recodify the Zoning Ordinance and add user friendly graphics and text linkages. . Research and adopt Zoning Ordinance changes per the 2012 Batch . Develop an ongoing survey system to get feedback from applicants about the Town’s legislative application process. . Develop online map of land development applications and link to information about each application (similar to County’s LOLA system). . Develop amendments to the Zoning Ordinance per recommendations from the Watershed Committee on Low Impact Design/Development.
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> . Continue to work with the Planning Commission to bridge CIP and Town Plan implementation. 	<ul style="list-style-type: none"> . Provided planning and zoning assistance on various capital projects including Sycolin Road improvements; downtown improvements, etc. 	<ul style="list-style-type: none"> . Continue to provide input to the CIP process and on planning for individual capital projects per the guidance in the Town Plan.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures

Environmental Activities	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Land Development Process Improvements					
Input					
FTE	2	2	1	1	1
Output					
Environmental focus plan and ordinance amendments	3	3	2	1	2
Environmental focus community meetings	1	4	1	1	2
Environmental focus outreach/educational events	11	14	6	4	6
EAC/Watershed	24	24	18	18	24
Tree Commission Meetings (now under Parks and Recreation)	12	12			
Environmental reviews of land development applications and capital projects	34	49	21	12	15


BAR Applications Processed	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Land Development Process Improvements					
Input					
FTE ¹	1	1	1	1	1
BAR review applications received	63	65	26	62	68
Output					
Certificates of appropriateness (COAs) issued by BAR	62	65	26	43	48
BAR Meetings		22	24	25	26
Architecture/design review focus educational sessions		1	2	0	1
Referral reviews of land development applications		2	4	1	4
Efficiency					
Number of applications moved forward to next meeting			3	33	20
Number of applications approved in one meeting		32	23	22	25
Outcome					
COAs approved within mandated 75-day timeframe	100%	100%	100%	100%	100%
Projects Approved	100%	100%	100%	97%	98%


¹ Preservation Planner primary reviewer. In high workload instances other staff may assist.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures

BAR Administrative Reviews	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Land Development Process Improvements					
Input					
FTE	1	1	1	1	1
BAR administrative approval applications received	69	44	61	69	75
Output					
COAs issued by staff	69	44	61	68	75
Efficiency					
Average Number of days for processing ²		5	15	5	5


Zoning Permits – New Construction (Residential and Commercial)	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Land Development Process Improvements					
Input					
FTE	.5	.5	.5	.5	
Zoning permits-new construction, res. & comm..	65	49	72	113	100
Output					
Zoning permits processed	65	49	72	113	100
Efficiency					
Average number of days for processing	3	3	3	3	3
Outcome					
Zoning permits processed within three days of receipt	52	38	61	100	
Percent zoning permits approved within three days of receipt	80%	87%	85%	89%	

² Number of days increased due to increase in number of applications received and loss of administrative staff support.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)


Zoning Permits – Additions , Alterations, Decks, etc.	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Land Development Process Improvements					
Input					
FTE	.5	.5	.5	.5	.5
Zoning permits requested-additions, alterations, decks, sheds, etc.	438	430	629	327 155 209	325 160 220
Output					
Zoning permits processed	438	430	629	327	325
Efficiency					
Average number of minutes for processing	15	15	15	15	
Outcome³					
Number zoning permits processed within 15 minutes at counter	407	404	580	310	
Percent zoning permits approved within 15 minutes at counter	93%	94%	92%	95%	


³ Those not approved at counter required site visit, site plan waiver, or multiple project consideration.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)

Special Exception Applications	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Land Development Process Improvements					
Input					
FTE	2	1	1	1.5	1.5
Special exception (SE) submissions received	18	21	19	22	20
Output					
SE submissions reviewed	18	21	19	22	20
Efficiency					
Average number of staff days required to complete a single SE plat submission review	26.4	28	32.8	36	35
Average number of SE submissions before Council final action for cases approved in calendar year	2.0	2.14	2.0	2.0	2.0
Outcome					
Number SE submissions responded to within 28 days	11	17	18 ⁴	22	20
Percent SE submissions reviewed within 28 days	72%	80%	95%	100%	100%

Zoning Ordinance Amendments	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Land Development Process Improvements					
Input					
FTE ⁵	2	2	2		
Zoning ordinance amendments initiated	11	8	9	3	8
Output					
Zoning amendments worked on	19	9	9	3 ⁶	
Zoning amendments acted on by Council	11	7	4	2	
Outcome					
Zoning amendments acted on by Council within 6 months	7	7	4	2	

⁴ Percent responded to within 45 days


⁵ Estimated two FTE. A majority of employees spent part of their work time on one or more amendments.

⁶ Includes the Batch which is collective

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)

Rezoning Applications	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Land Development Process Improvements					
Input					
FTE	2	1	1.5	1.5	1.5
Rezoning applications received	14	13	11	15	15
Output					
Rezoning applications reviewed	14	13	11	15	15
Efficiency					
Avg number days staff required to complete a single rezoning submission review	26.7	29	32	40	40
Avg number of submissions before Council final action of cases approved in CY	3	2.67 ⁷	2	2	2
Outcome					
Number rezoning applications reviewed within 28 days	7	10	4	12	15
Percent rezoning applications reviewed within 28 days	66%	77%	28% ⁸	93.3%	100%


⁷ The number of submissions was reduced due to process improvements.

⁸ Number of days increased from 28 to 30 to be consistent with Rezoning Procedure Manual

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)

Zoning Violations	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
 Community Safety / Quality of Life					
Input					
FTE	1	1.5	1.5	1.5	1.5
Zoning violations	312	171	213	253	235
Output					
Violations processed	312	171	213	253	235
Outcome					
Cases closed/abated	269	126	172	170	165
Cases closed/no violation found	43	45	39	8	10
Cases open/inactive				7	5
Cases open/active				68	55

COMMUNITY DEVELOPMENT (continued)

5.6.3 Board of Architectural Review

Program Description

The Board of Architectural Review (BAR) consists of seven voting members appointed by the Town Council and two ex-officio non-voting members. The two non-voting members include a representative of the Town Council and a member of the Planning Commission. The BAR reviews and takes action on applications for new construction, alterations and additions to existing buildings, demolition, site improvements, and signs for properties located within the boundaries of the H-1 and H-2 overlay districts. In addition to these projects, the BAR is also responsible for review and approval of all comprehensive sign plans for multi-tenant commercial properties throughout the Town. Beyond its decision-making duties, the BAR also serves as an advisory board to the Town Council on legislative matters such as changes to the boundaries of the two overlay districts.

Table 5.57 BOARD OF ARCHITECTURAL REVIEW BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$19,169	\$22,775	\$22,775	\$22,775	\$22,775	\$0	0.0
Contractual Services	0	2,000	2,000	2,000	3,000	0	50.0
Materials and Supplies	461	500	500	500	250	0	(50.0)
TOTAL	\$19,630	\$25,275	\$25,275	\$25,275	\$26,025	\$0	3.0
Funding Summary							
General Revenue	\$19,630	\$25,275	\$25,275	\$25,275	\$26,025	\$0	3.0
TOTAL	\$19,630	\$25,275	\$25,275	\$25,275	\$26,025	\$0	3.0

COMMUNITY DEVELOPMENT (continued)

5.6.4 Board of Zoning Appeals

Program Description

The Board of Zoning Appeals (BZA) is a five member board that hears and decides cases for variance requests, appeals of administrative decisions, and appeals of zoning map interpretations. The BZA is a quasi-judicial body whose members are appointed by the Chief Judge of Loudoun County Circuit Court for five-year terms.

Table 5.58 BOARD OF ZONING APPEALS BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$2,368	\$3,230	\$3,230	\$3,230	\$3,230	\$0	0.0
Contractual Services	249	500	500	500	500	0	0.0
TOTAL	\$2,617	\$3,730	\$3,730	\$3,730	\$3,730	\$0	0.0
Funding Summary							
General Revenue	\$2,617	\$3,730	\$3,730	\$3,730	\$3,730	\$0	0.0
TOTAL	\$2,617	\$3,730	\$3,730	\$3,730	\$3,730	\$0	0.0

COMMUNITY DEVELOPMENT (continued)

5.6.5 Environmental Advisory Commission

Program Description

The Environmental Advisory Commission (EAC) consists of seven residents appointed by the Town Council, one member of the Council, and one member of the Planning Commission. The purpose of the EAC is to advise and assist the Town Council on environmental matters and to promote public awareness of the importance of the protection and wise use of natural resources in Leesburg.

Table 5.59 ENVIRONMENTAL ADVISORY COMMISSION BUDGET SUMMARY

Expense Summary	FY 2011	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$2,515	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Contractual Services	2,026	2,000	2,000	3,500	3,500	1,500	75.0
Materials and Supplies	68	500	500	500	500	0	0.0
TOTAL	\$4,609	\$7,020	\$7,020	\$8,520	\$8,520	\$1,500	21.4
Funding Summary							
General Revenue	\$4,609	\$7,020	\$7,020	\$8,520	\$8,520	\$1,500	21.4
TOTAL	\$4,609	\$7,020	\$7,020	\$8,520	\$8,520	\$1,500	21.4

COMMUNITY DEVELOPMENT (continued)

5.6.6 Planning Commission

Program Description

The Planning Commission consists of seven members appointed by the Town Council. The Commission's responsibilities are established by statute and include citizen oversight of the planning and land development process, as well as the review and approval of land development applications. The Commission annually reviews the Town Plan and Capital Improvement Program, and suggests modifications to these plans to the Town Council.

Table 5.60 PLANNING COMMISSION BUDGET SUMMARY

Expense Summary	FY 2012	FY 2013	FY 2012	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$21,741	\$22,775	\$22,775	\$22,775	\$22,775	\$0	0.0
Contractual Services	1,430	3,000	3,000	3,000	3,000	0	0.0
Materials and Supplies	99	250	250	250	250	0	0.0
TOTAL	\$23,270	\$26,025	\$26,025	\$26,025	\$26,025	\$0	0.0
Funding Summary							
General Revenue	\$23,270	\$26,025	\$26,025	\$26,025	\$26,025	\$0	0.0
TOTAL	\$23,270	\$26,025	\$26,025	\$26,025	\$26,025	\$0	0.0

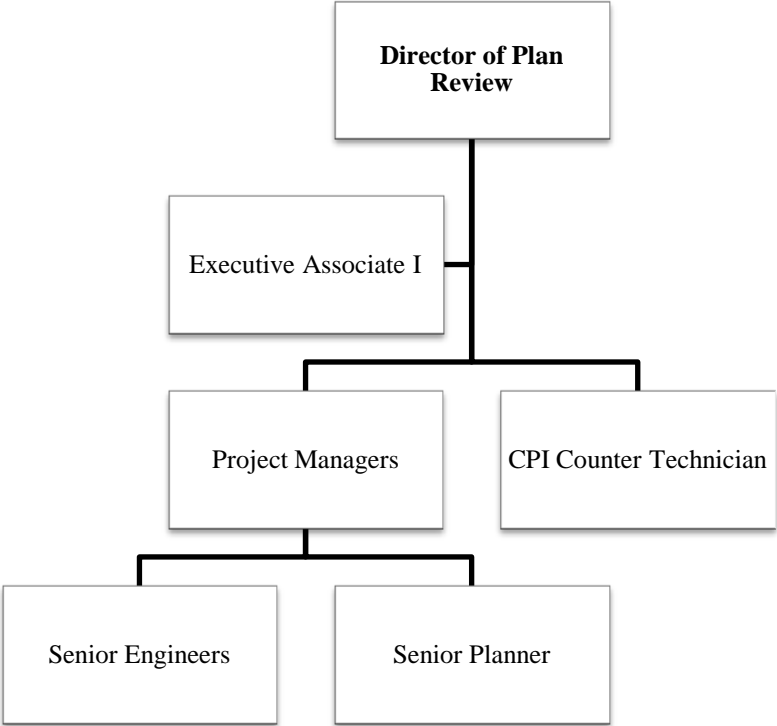
COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review

Program Description

The Department of Plan Review is responsible for delivering quality customer service through the timely processing, review, approval, and permitting of all site plans and subdivision applications; drafting updates to the Town’s regulations associated with the development and subdivision of property in the Town; and, preparing technical reports as requested by the Town Council, Planning Commission, Town Manager, and other departments. The Department includes two Plan Review teams and manages the central plan intake counter.

Chart 5.25 Plan Review Organizational Chart



COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)



Table 5.61 PLAN REVIEW BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,185,305	\$1,246,652	\$1,246,652	\$1,274,022	\$1,320,318	\$27,370	2.2
Contractual Services	51,566	63,596	64,205	55,189	55,189	(8,407)	(13.2)
Materials and Supplies	3,352	8,430	8,430	7,385	7,385	(1,045)	(12.4)
Continuous Charges	6,755	7,415	7,415	8,078	8,078	663	8.9
Capital Outlay	1,363	1,000	1,000	0	0	(1,000)	(100.0)
TOTAL	\$1,248,341	\$1,327,093	\$1,327,702	\$1,344,674	\$1,390,970	\$17,581	1.3
FTE Summary	12.0	9.0	9.0	9.0	9.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$475,606	\$591,117	\$591,726	\$774,555	\$805,386	\$183,438	31.0
Capital Projects Fund	269,573	56,719	56,719	56,152	58,051	(567)	(1.0)
Utilities Fund	71,775	79,257	79,257	75,867	78,480	(3,390)	(4.3)
Zoning and Development Fees	431,387	600,000	600,000	438,100	449,053	(161,900)	(27.0)
TOTAL	\$1,248,341	\$1,327,093	\$1,327,702	\$1,344,674	\$1,390,970	\$17,581	1.3

FUTURE BUDGET CONSIDERATIONS:


- ❖ Reclassify an existing position to or add a DPR Deputy Director position.

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Maintain and update DPR Website as necessary. • Update DPR Manuals and Ordinances as necessary • Continue to assist in the preparation of the Land Development Activities Reports. 	<ul style="list-style-type: none"> • DPR continued to update and enhance our portion of the Town’s web page to make it more user friendly. The latest versions of the DCSM and SLDR have replaced older versions on line. • Utilized ESI and DAG to request input on DCSM & SLDR updates for SWM and the Crescent District Design Guidelines. • DPR kept LMIS updated and reviewed all Land Development Activity Reports to ensure they were accurate and up to date. 	<ul style="list-style-type: none"> • Maintain and update DPR Website as necessary. • Update DPR Manuals and Ordinances as necessary • Continue to assist in the preparation of the Land Development Activities Reports.
 <p>Land Development Process Improvements</p> <ul style="list-style-type: none"> • Continue to strive for review times for all types of construction drawings to less than 60 days for the first submission and 45 days for all subsequent submissions with a goal of 2 submissions and a signature set process for plans that adhere to the priority processing requirements. • Continue to provide consolidated Town review comment letters. • Continue to work with applicants to provide solution oriented comments • Complete initiation of “paperless” system for approved construction plans and begin digital filing of all correspondence files. • Update Phase 2 of Article 5 (Stormwater) of the Design and Construction Standards Manual if/when revisions to State regulations are adopted this year. • Continue to utilize LMIS and LaserFische for project tracking and assist other departments as needed. 	<ul style="list-style-type: none"> • DPR Staff reviewed over 320 various types of “formal” Land Development submissions this past calendar year. Reviewed 100% of all Land Development Applications within the State mandated review times. In most cases the reviews for Site Plans were done in much less time than allowed by State code. On average, the majority of all plan reviews were done in less than 40 days. All site plans submitted this year have been approved in 3 or less submissions including signature sets. • Continued to send out a “Unified Comment Letter” clearly indicating requirements (with code references and potential solutions). This was accomplished by resolving issues between departments before forwarding comments to applicant. • DPR has and continues to encourage face to face meetings with applicants throughout the review process in order to team with the applicant in a problem solving manner rather than just noting deficiencies and errors in the plan sets. Some examples include providing storm computations for the Vet Hospital on Fort Evans Road when the applicant had incorrect base information, assumptions and calculations, providing possible engineering solutions for Dulles Motor Cars, Coordinated directly with FEMA to find solutions to expedite the Dulles Motor Cars and Douglas School FEMA Floodplain Studies; provided design alternatives which led to expedited approvals for Wolf Furniture, Star Buick GMC, INOVA Loudoun hospital and Toyota Site plans (to name but a few). • All newly approved Construction Plans are now immediately scanned into Laserfische. All correspondence is done saved and distributed digitally to minimize the use of paper. Only the 	<ul style="list-style-type: none"> • Continue to strive for review times for all types of construction drawings to less than 60 days for the first submission and 45 days for all subsequent submissions with a goal of 2 submissions and a signature set process for plans that adhere to the priority processing requirements. • Continue to provide consolidated Town review comment letters. • Continue to work with applicants to provide solution oriented comments. • Continue the use of a “paperless” system for all correspondence and for storage of approved construction plans, plats and other keep forever documents. • Solicit input from stakeholders on the draft ordinance and finalize revisions to Article 5 (Stormwater) of the Design and Construction Standards Manual. Present final version to the Planning Commission and Town Council for adoption of these revised ordinances. • Continue to utilize LMIS and LaserFische for project tracking and assist other departments as needed. • Continue to update and modify SOPs (as necessary) as the department continues to evolve to meet the needs of the development community as well as the Town’s

COMMUNITY DEVELOPMENT (continued)


FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> Continue to refine the coordinated plan review approach to submissions. Keep all departments informed as to current status of projects via LMIS and follow up accordingly with owners and other departments to keep projects moving. 	<ul style="list-style-type: none"> applicant gets a hard copy. Now that the State has approved new storm water regulations, DPR has hired a consultant Dave Bulova with AMEC) to assist us, DPW and the Town Attorney with developing new stormwater regulations that conform to the new, more stringent minimum standards set by the State of Virginia. Drafts of the new ordinances have been developed. Maintained LMIS for project tracking and assisted in the training of other departments to assist them in doing same. DPR also continues to scan all approved construction plans and plats as well as all incoming correspondence as it is received. DPR has continued to refine the plan review process and has been a leader in the utilization and implementation of Laserfische and LMIS. DPR staff has begun to share our SOP's and train other departments in this area. When a Plan does not get resubmitted in a timely manner, DPR Staff tries to contact the applicant to see if we can assist them in getting their project resubmitted to the Town. 	<p>inter-departmental needs.</p> <ul style="list-style-type: none"> Continue to refine the coordinated plan review approach to submissions. Keep all departments informed as to current status of projects via LMIS and follow up accordingly with owners and other departments to keep projects moving. Continue to find ways to assist Capital Projects with their reviews to keep projects moving along on schedule.

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

Objective: Perform all *First Submission Subdivision Plan* reviews within the State mandated period of 60 days from date of receipt.


		CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 2012 Actual	CY 2013 Projected
 Operational Efficiency and Fiscal Management						
Input						
# Full Time Project Managers		2	2	2	2	2
# Full Time Engineers		4	4	3	3	3
# Full Time Planners		2	2	1	1	1
Number of First Submission Subdivision Plans received		5	6	2	2	2
Output						
Number of First Submission Subdivision Plans reviewed within 60 days	Plan Review	5	6	2	2	2
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
% Time Spent Reviewing Plans & Coordinating with Applicant	Plan Review	55%	59.6%	66.9%	66.3%	65.0%
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of First Submission Subdivision Plans	Plan Review	5	6	2	2	2
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Avg number of days with applicant between submissions		100	97	40	52	55
Avg number of days required to complete subdivision plan review	Plan Review	45	53	59	150 +	50
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Avg number of submissions before signature sets were requested		3	2	2.5	N/A	3
Efficiency						
% of subdivision plans reviewed within 60 days	Plan Review	100 %	100 %	100 %	100 %	100 %
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

Objective: Perform all *Subsequent Submissions for Subdivision Plan* reviews within the State mandated period of 45 days submission receipt.


		CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Projected
 Operational Efficiency and Fiscal Management						
Input						
# Full Time Project Managers		2	2	2	2	2
# Full Time Engineers		4	4	3	3	3
# Full Time Planners		2	2	1	1	1
Number of Subsequent Submission Subdivision Plans received		10	7	9	7	6
Output						
Number of Subsequent Submission Subdivision Plans reviewed within 45 days	Plan Review	10	7	9	7	6
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of Subsequent Submission Subdivision Plans	Plan Review	10	7	9	7	6
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of days with applicant between submissions		90	88	71	39	40
Average number of days required to complete subdivision plan review	Plan Review	40	35	43	150+	100
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of submissions before signature sets were requested		3	2	2.5	N/A	3
Efficiency						
% of subdivision plans reviewed within 45 days	Plan Review	100 %	100 %	100%	100%	100%
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

Objective: To perform all *First Submission Site Plan* reviews within the State mandated period of 60 days from date of receipt.


		CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Projected
 Operational Efficiency and Fiscal Management						
Input						
# Full Time Project Managers		2	2	2	2	2
# Full Time Engineers		4	4	3	3	3
# Full Time Planners		2	2	1	1	1
Number of First Submission Site Plans received		20	15	20	18	15
Output						
Number of First Submission Site Plans reviewed within 60 days	Plan Review	20	15	20	18	15
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
% Time Spent Reviewing Plans & Coordinating with Applicant	Plan Review	55%	59.6%	66.9%	66.3%	65%
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of First Submission Site Plans reviewed	Plan Review	20	15	20	18	15
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of days with applicant between submissions		90	59	109	30	40
Average number of days required to complete site plan review	Plan Review	50	40	45	45	60
	<i>E&PW</i>					
	<i>PZ&D</i>					
Average number of submissions before signature sets were requested		2.5	2	2	2	2
Efficiency						
% of site plans reviewed within 60 days	Plan Review	100 %	100 %	100%	100%	100%
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

Objective: To perform all *Subsequent Submissions Site Plan* reviews within the State mandated period of 45 days from date of receipt.

		CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Projected
 Operational Efficiency and Fiscal Management						
Input						
# Full Time Project Managers		2	2	2	2	2
# Full Time Engineers		4	4	3	3	3
# Full Time Planners		2	2	1	1	1
Number of Subsequent Submission Site Plans received		35	30	30	20	20
Output						
Number of site plans reviewed within 45 days	Plan Review	35	30	30	20	20
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of site plans reviewed	Plan Review	35	30	30	20	20
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of days with applicant between submissions		90	29	109	20	30
Average number of days required to complete site plan review	Plan Review	40	26	37	25	40
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of submissions before signature sets were requested		2	2	2	2	2
Efficiency						
% of site plans reviewed within 45 days	Plan Review	100 %	100 %	100%	100%	100%
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

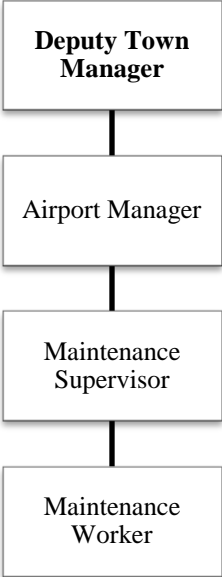
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AIRPORT

5.7 Airport

The Leesburg Executive Airport (“Airport”) is a convenient gateway for business travelers to and from the Town, Loudoun County, and the region. The Airport is important for economic development in the Town of Leesburg and the County of Loudoun, generating an economic impact of \$78 million and 634 jobs. The Airport strives to provide modern aviation facilities and safe operations in a fiscally prudent manner while facilitating the provision a variety of aviation services such as corporate travel, charter operations, flight training, recreation flying, and emergency medical air support. As of FY 2012, Airport debt service is part of the General Fund debt service shown in Section 6. As of FY 2013, Airport capital projects are budgeted in the Capital Projects Fund. Airport operations are shown with the General Fund. Airport capital projects have been moved to the Capital Projects Fund.

Chart 5.26 Airport Organizational Chart



AIRPORT (continued)

5.7.1 Airport Operations

Table 5.62 AIRPORT DEPARTMENT OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$247,721	\$245,738	\$245,738	\$298,981	\$310,438	\$53,243	21.7
Contractual Services	226,251	167,484	167,484	170,743	168,200	3,259	1.9
Materials and Supplies	22,904	22,900	22,900	22,900	22,900	0	0.0
Transfer Payments	0	0	0	0	0	0	0.0
Continuous Charges	89,196	119,867	119,867	114,305	114,355	(5,562)	(4.6)
TOTAL	\$586,072	\$555,989	\$555,989	\$606,929	\$615,893	\$50,940	9.2
FTE Summary	4.0	3.0	3.0	3.0	3.0	Unchanged	Unchanged
Funding Summary							
General Revenue	\$586,072	\$555,989	\$555,989	\$606,929	\$615,893	\$50,940	9.2
TOTAL	\$586,072	\$555,989	\$555,989	\$606,929	\$615,893	\$50,940	9.2

CONSIDERATIONS:

- ❖ Office space for U.S. Customs and Border Patrol.
- ❖ South Apron expansion.




AIRPORT (continued)

5.7.3 Operations (continued)

	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	\$ Increase (Decrease)	% Increase (Decrease)
Hangar Lease	\$515,031	\$505,000	\$505,000	\$530,000	\$550,000	\$25,000	5.0
Aircraft Tie Down Lease	146,869	158,000	158,000	155,000	155,000	(3,000)	(1.9)
Condominium Association Fees	9,000	9,000	9,000	10,800	10,800	1,800	20.0
Commercial Tenant Lease	305,503	285,000	285,000	280,000	290,000	(5,000)	(1.8)
Fixed Base Operator License Fee	78,140	70,000	70,000	70,000	80,000	0	0.0
User Fee	34,281	35,000	35,000	35,000	35,000	0	0.0
Fuel Flow Fee	12,822	14,000	14,000	14,000	14,000	0	0.0
DOAV Maintenance Reimbursement	8,668	10,000	10,000	10,000	10,000	0	0.0
DOAV Promotion Grant	10,000	10,000	10,000	10,000	10,000	0	0.0
Air Show Sponsorships	46,775	50,000	50,000	50,000	50,000	0	0.0
Insurance Recoveries	9,333	0	0	0	0	0	0.0
Miscellaneous State Grants	52,777	3,000	3,000	0	0	(3,000)	(100.0)
Other Federal Revenue (BABS)	206,619	0	0	0	0	0	0.0
Building Rent	58,542	0	0	15,000	15,000	15,000	100.0
Miscellaneous Revenue	13,107	0	0	0	0	0	0.0
DOAV Airport Grants	128,134	365,310	365,310	80,000	80,000	(285,310)	(78.1)
Federal Grants	452,592	2,684,000	2,684,000	0	0	(2,684,000)	(100.0)
Bond Draws	0	120,590	120,590	0	0	(120,590)	(100.0)
Total	\$2,088,193	\$4,318,900	\$4,318,900	\$1,259,800	\$1,299,800	(\$3,059,100)	(70.8)

AIRPORT (continued)

5.7.3 Operations (continued)

FY 2014 Objectives	FY 2013 Accomplishments	FY 2015 Objectives
 <p>Operational Efficiency and Fiscal Management</p>	<ul style="list-style-type: none"> • Developed an internal oversight committee that meets regularly consisting of the Town Manager, Town Attorney, and departments of Finance, and Capital Projects. • Increased mitigation of wildlife hazards at the airport. 	<ul style="list-style-type: none"> • Update the master plan via a “pen and ink” exercise.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Extend offer to purchase to owner of property. 	<ul style="list-style-type: none"> • Acquired two parcels of adjacent land increasing the airport’s capability to meet future business growth. • Provided support to the Parks and Recreation Department, who managed a successful Air Show in October that drew a record 7,000+ people. • Renovated the oldest public restrooms inside the terminal. • Commenced design for the final sections of the perimeter security fence. 	<ul style="list-style-type: none"> • With the Virginia Department of Aviation, implement the pilot project with NASA that will install ADS-B responders in approximately 30 aircraft based at Leesburg. • Complete design of final sections of the perimeter security fence.
 <p>Capital Infrastructure</p>	<ul style="list-style-type: none"> • Completed construction of 2 helipads supporting emergency air medical operations. • Completed design of Runway 17 safety area improvements. • Commenced design for the perimeter security fence. 	<ul style="list-style-type: none"> • Construct perimeter security fence.

AIRPORT (continued)

5.7.3 Operations (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Estimated
Input					
# Hangars Available	41	57	57	57	57
# Tie-downs Available	108	131	120	124	124
Output					
# Hangars occupied	40	47	57	57	57
# Tie-downs occupied	108	131	120	118	118
Efficiency					
Percentage of hangars occupied	99%	82%	100%	100%	100%
Percentage of Tie-downs occupied	100%	100%	99%	95%	95%

AIRPORT (continued)

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DEBT SERVICE

5.8 General Fund Debt Service

Program Description

The debt service section of the General Fund budget accounts for the payment of interest and principal of general long-term debt. General long-term debt includes general obligation bonds supported by the full faith and credit of the Town. Pursuant to the Town Charter and the Code of Virginia, the Town is authorized to issue general obligation bonds. State law limits the amount of outstanding Town debt to ten percent of the assessed value of the real estate subject to taxation. A Debt Service Reserve was created simultaneously with the adoption of the FY 2013 budget to shore up funds for the steep increase in debt service anticipated for FY 2017. Table 5.64 below shows the impact of the debt restructuring and refinancing on the General Fund.

Table 5.64 DEBT SERVICE BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Adopted	FY 2013 Revised	FY 2014 Proposed	FY 2015 Projected	FY 14 Pd. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
GENERAL FUND							
Principal	\$8,184,465	\$3,026,278	\$3,025,619	\$1,800,000	\$1,885,000	(\$1,226,278)	(40.52)
Interest	2,319,700	2,698,500	2,698,500	2,611,059	2,557,199	(\$87,441)	(3.24)
General Fund Total	\$10,504,165	\$5,724,778	\$5,724,119	\$4,411,059	\$4,442,199	(\$1,313,719)	-22.95%
Funding Summary							
General Fund	\$10,504,165	\$5,724,778	\$5,724,119	\$4,411,059	\$4,442,199	(\$1,313,719)	-22.95%
TOTAL	\$10,504,165	\$5,724,778	\$5,724,119	\$4,411,059	\$4,442,199	(\$1,313,719)	-22.95%

DEBT SERVICE

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UTILITIES DEPARTMENT

6 Utilities Fund

6.1 Revenue and Expenditure Summaries

The Utilities Fund is an enterprise fund. This fund was established to account for the operating, investing, and financing of self-supporting activities of the Utilities Department, which provides water and sanitary sewer services to the public on a user fee basis.

Table 6.1 UTILITIES FUND BUDGET SUMMARY

Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	FY 14 Ad. to FY 13 Ad. % Inc/(Dec)
Operations	\$10,121,275	\$12,872,217	\$12,690,044	\$13,468,493	\$13,797,794	\$596,276	4.6
Capital Improvements	161,613	3,329,322	3,837,950	2,985,000	2,000,000	(\$344,322)	(10.3)
Debt Summary	2,705,326	3,716,033	4,179,246	3,765,192	4,049,792	\$49,159	1.3
TOTAL	\$12,988,214	\$19,917,572	\$20,707,240	\$20,218,685	\$19,847,586	\$301,113	1.5
FTE Summary	77.5	77.0	77.5	78.0	78.0	1.0	1.3
Funding Summary							
Current Revenues	\$10,170,711	\$15,128,973	\$11,178,212	\$16,305,158	\$16,809,337	\$1,176,185	7.8
Availability Fees and Reserves	1,658,836	2,957,472	4,320,044	2,271,777	1,938,249	(685,695)	(23.2)
Cash Reserves	615,197		2,239,604				
3-R Reserves			60,000			-	0.0
Bond Draws	543,470	1,831,127	2,909,380	1,641,750	1,100,000	(189,377)	(10.3)
TOTAL	\$12,988,214	\$19,917,572	\$20,707,240	\$20,218,685	\$19,847,586	\$301,113	1.5

UTILITIES DEPARTMENT (continued)

6.2 Utilities Funding Sources

Chart 6.1 FY 2014 Adopted Utilities Funding Source Distribution

Table 6.2 and Chart 6.1 above identify current revenue and non-current revenue sources for the FY 2014 Utilities Fund budget.

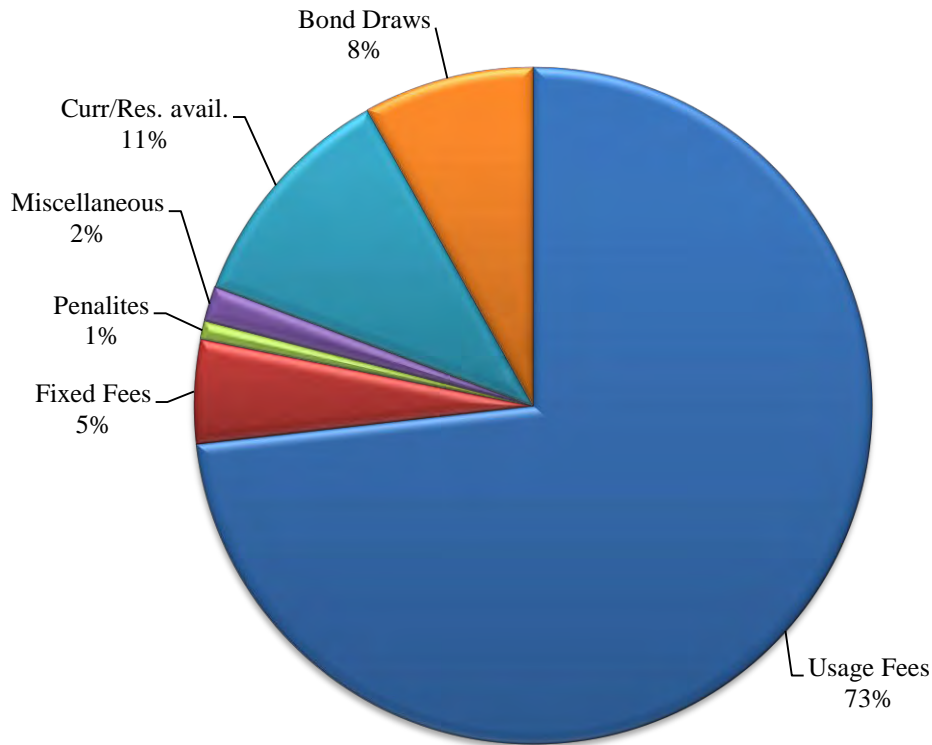


Table 6.2 FY 2014 ADOPTED SUMMARY OF FUNDING SOURCES WATER AND SEWER SEPARATED

Current Revenue	Water	Sewer	Total
Usage Fees	\$7,004,000	\$7,828,000	\$14,832,000
Fixed Fees	492,000	512,500	\$1,004,500
Availability Fees	386,000	579,000	\$965,000
Penalties	87,500	87,500	\$175,000
Miscellaneous	102,233	204,467	\$306,700
Total Revenue	\$8,071,733	\$9,211,467	\$17,283,200
Non-Revenue Sources			
Availability Fee Reserves	\$376,110	\$967,140	\$1,343,250
Bond Draws	660,000	981,750	\$1,641,750
Total Non-Revenue	\$1,036,110	\$981,750	\$2,985,000
Total Sources	\$9,107,843	\$10,193,217	\$20,268,200

UTILITIES DEPARTMENT (continued)

6.2 Utilities Funding Sources (continued)

6.2.1 Descriptions of Utilities Fund Revenue Sources

The following table shows the rate schedule for the major sources of current revenue including usage fees, fixed charges, and availability fees for FY 2014. These rates were adopted by the Town Council in August 2009 in order to comply with the requirements of Loudoun County Circuit Court’s Final Order in a civil action applicable to the Town and subject to the Town’s appeal.

Table 6.3 Adopted Water and Sewer Charges, effective July 2013

Water	<u>Utility Rates, \$</u>	Sewer	<u>Utility Rates, \$</u>
User Fees in Town		User Fees in Town	
Consumption charge (1,000 gallons)	4.02	Sewer charge (1,000 gallons) based on 100% of water usage	5.37
Surcharge rate (1,000 gallons)	5.83	Qualifying elderly (25% discount)	4.03
Qualifying elderly (25% discount)	3.02	Sewer only	108.56
Out of Town user fees		Out of town user fees	
Consumption charge (1,000 gallons)	5.67	Sewer use charge (1,000 gallons)	8.16
Surcharge rate (1,000 gallons)	8.22	Sewer only	162.28
Qualifying elderly (25% discount)	4.25	Qualifying Elderly (25% discount)	6.12
Fixed charge (5/8" meter) all accounts	7.20	Fixed charge (5/8" meter)	7.20
Deposit		Deposit	
Residential	65.00	Residential	65.00
Non-residential (200% of est. use)		Non-residential (200% of est. use)	
Availability fees (water)		Availability fees (sewer)	
Multi-family, town home, mobile home	3,744.00	Multi-family, town home, mobile home	5,852.00
Single-family detached duplex	4,683.00	Single-family detached duplex	7,292.00
Commercial, non-residential	13.33 per gpd (4,683 min.)	Commercial, non-residential	20.20 per gpd (7,292 min.)
Service charge – new account	15.00	Service charge – new account	15.00

UTILITIES DEPARTMENT (continued)

6.2 Utilities Fund Revenues (continued)

6.2.1 Descriptions of Utilities Fund Revenue Sources (continued)

Usage Fees – Usage fees are the amounts received for water sold or to be sold to customers and sewage treated or to be treated for customers and make up the majority of current revenues.

Fixed Fees – The established quarterly amounts charged to each water and sewer customer for various fixed charges.

Availability and Connection Fees - The Leesburg Town Council adheres to a philosophy of “growth pays for growth” in funding utility capital projects necessary to better serve existing utility customers and to meet the needs of an expanding customer base, largely through the collection of water and sanitary sewer availability and pro-rata fees. The Town presently charges a fee of \$11,975 (effective July 1, 2010), for combined water and sewer on a single family, residential dwelling.

Penalties – Amounts charged customers for late payment of water/sewer bills.

Service Charges – Amounts charged customers for connecting or reconnecting service.

Pro-rata Fees - Amounts paid to the town by contract for water or sewer lines or service in a sub-service area.

Miscellaneous Revenue – Revenue not attributable to any of the sources listed above (e.g., interest earnings, testing, etc.).

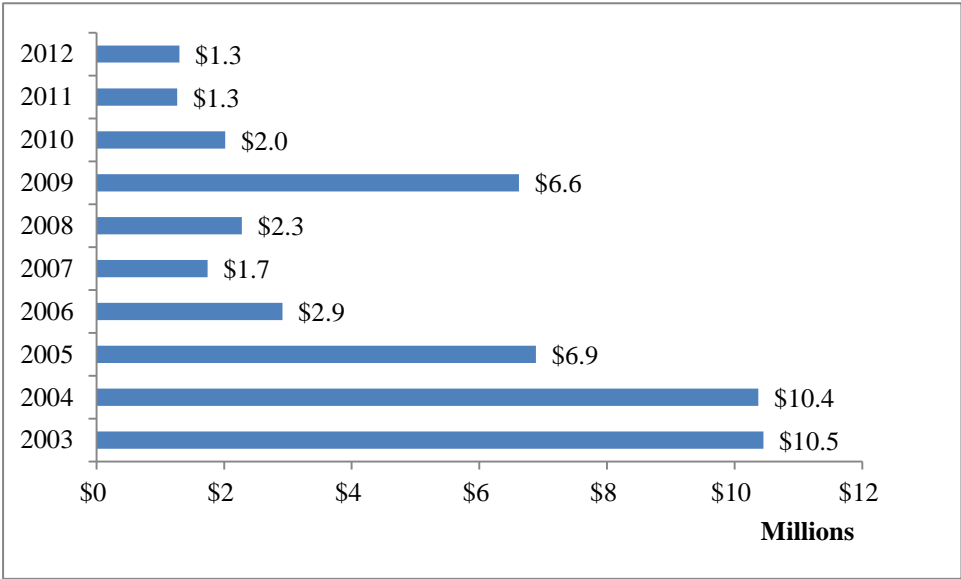


Chart 6.2 Availability and Connection Fees, FY 2003-2012

UTILITIES DEPARTMENT (continued)**6.2 Utilities Fund Revenues (continued)****6.2.1 Descriptions of Utilities Fund Revenue Sources (continued)****Non-revenue Sources**

Availability Fee Reserves – Money transferred from the availability fees account in the fund balance. Funds so transferred are to be used as either a cash contribution to offset capital budget expenditures attributable to growth or to pay that portion of annual debt service attributable to growth.

Cash Proceeds – Money transferred from unrestricted cash in the fund balance. Cash Proceeds so transferred are allocated to water or sewer capital projects or debt service on a non-growth basis.

3R Reserves – Money transferred from repair/replacement/renovation reserve in the fund balance for the repair, replacement, or renovation of capital fixed assets.

Bond Draws – Money transferred by draws from the SNAP account. Bond draws so transferred are to be allocated for water or sewer capital projects on either a growth or non-growth basis as appropriate.

UTILITIES DEPARTMENT (continued)

6.3 Operations Summary

Department Description

The Utilities Department is comprised of four operating divisions: Administration/ Utility Billing, Utility Maintenance, Water Supply, and Water Pollution Control. The Utilities Department is responsible for the utility billing, procurement, treatment, and distribution of potable water as well as for the collection, treatment, and disposal of wastewater.

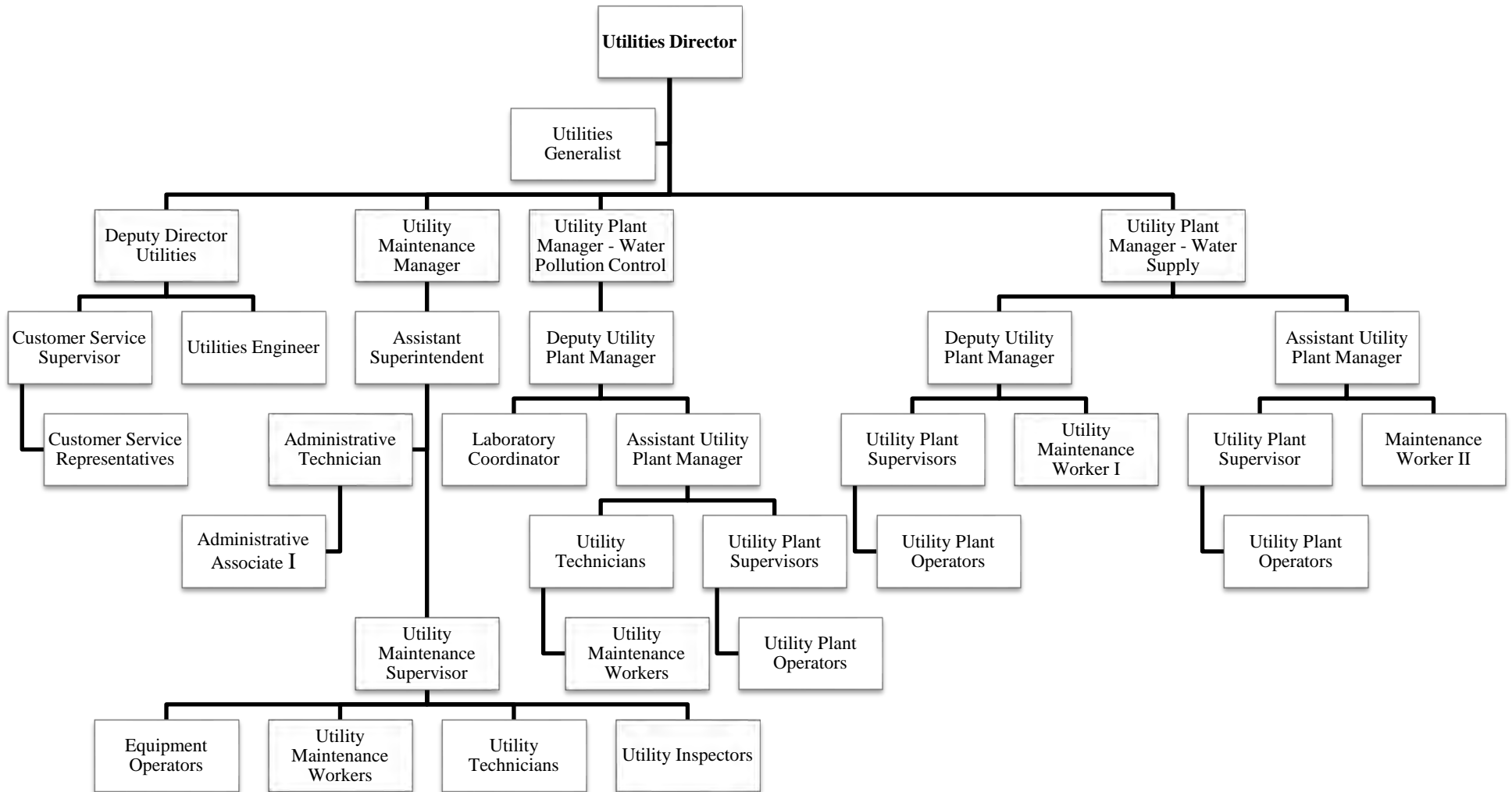
Table 6.4 UTILITIES DEPARTMENT OPERATIONS BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec) % Inc/(Dec)	
Utilities Administration ¹	\$2,827,754	\$2,990,747	\$3,089,983	\$2,847,078	\$2,925,733	(\$143,669)	(4.8)
Utilities Maintenance	3,384,369	3,510,671	3,543,764	3,898,058	4,012,123	\$387,387	11.0
Water Supply	2,631,167	2,848,450	2,862,704	3,139,736	3,044,677	\$291,286	10.2
Water Pollution Control	3,337,930	3,522,349	3,609,701	3,583,621	3,815,261	\$61,272	1.7
TOTAL	\$12,181,219	\$12,872,217	\$13,106,152	\$13,468,493	\$13,797,794	\$596,276	4.6
FTE Summary	78.5	78.5	78.5	78.0	78.0	(0.5)	(0.6)

¹ Utilities Engineer Position (1) frozen/unfunded

UTILITIES DEPARTMENT (continued)

6.3 Operations Summary (continued)

Chart 6.3 Utilities Department Organizational Chart



UTILITIES DEPARTMENT (continued)

6.4 Administration Division

Program Description

The Utilities Administration Division budget provides funding for administration of the Utilities Department. The primary function of this budget activity is to provide relevant administrative support, Utility Billing, ROW permit review, plan review and capital projects management in water treatment, sewage treatment and utilities maintenance divisional operations. The expenditures associated with this division also include transfers to the General Fund for overhead support and capital projects. During FY 2012, part of the utility billing operation (two full-time employees) formerly in the Finance Department was moved to the Utilities Department.

Table 6.5 UTILITIES ADMINISTRATION SUMMARY





Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$746,354	\$760,731	\$760,731	\$887,713	\$924,383	\$126,982	16.7
Contractual Services	161,723	193,490	313,726	312,950	317,100	\$119,460	61.7
Materials and Supplies	82,650	5,600	5,600	7,750	8,000	\$2,150	38.4
Transfer Payments	1,751,698	1,907,496	1,907,496	1,493,850	1,531,435	(\$413,646)	(21.7)
Continuous Charges	74,065	101,430	80,430	97,475	97,475	(\$3,955)	(3.9)
Capital Outlay	11,265	22,000	22,000	47,340	47,340	\$25,340	115.2
TOTAL	\$2,827,754	\$2,990,747	\$3,089,983	\$2,847,078	\$2,925,733	(\$143,669)	(4.8)
FTE Summary	9.0	9.0	9.0	8.0	8.0	-1.0	(11.1)

FUTURE BUDGET CONSIDERATIONS:

- ❖ Web use enhancement for water customers and on line bill presentment and payment
- ❖ Asset management
- ❖ Expanding the use of GIS and migration to a GIS based platform for work orders, inventory and plan
- ❖ Chesapeake bay clean up act and Total Maximum Daily Load (TMDL) rules and their impacts
- ❖ Rules regarding SSO (Sanitary Sewer Overflow) and CMOM (Capacity Management, Operation and Maintenance)
- ❖ Repair and maintenance of equipment at the plants due to age of these facilities
- ❖ Stage II Disinfection By Product rules and their impact on operation and costs, Work order, maintenance and inventory modules to be migrated from Munis to a workable alternative

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Continue work on conversion of mapping system to GPS-based • Produce updated water and sewer system maps based on the latest additions • Award two additional lease agreements for cell antenna's to generate additional \$60,0000 in revenues • Complete revisions to DCSM Articles 2, 4 and Appendix A • Work toward an agreement for use of Town's effluent in a power generating facility generating revenue and move toward a green energy effort. 	<ul style="list-style-type: none"> • Continued work on conversion of mapping system to GPS-based, collecting points and map updates • Collected over \$149,000 in rental revenues from T-Mobile and continue looking for additional service providers • Revised DCSM Articles 2, 4 and Appendix A • Continued the working relationship with Energy Connect Group for operation of generators in emergencies. To date we have collected over \$48,000.00 in revenues at no cost to the Town. • Complied with the Virginia Nutrient Exchange Association standards and participated in the EPA Total Maximum Daily Loading (TMDL). 	<ul style="list-style-type: none"> • Continue looking for additional sources of revenues by renting water tower space to other vendors • Continue compliance with the Virginia Nutrient Exchange Association and explore selling additional nutrient credits. • Perform rate study as directed by Town Council. • Continue the efforts for sale of treated effluent to the proposed power generation facility • Implement the next set of revisions to DCSM Articles 2, 4 and Appendix A • Complete the relocation of effluent force main at the WTP due to proposed DVP power station • Continue with cost cutting measures
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Continue implementation of wise water use campaign, FOG program and school educational activities. • Continue with enforcement of the pre treatment program at industrial facilities • Continue with efforts to implement FOG program at all facilities 	<ul style="list-style-type: none"> • Continued FOG, cross connection program and educational activities by passing out over 1,000 brochures to problem area residents and businesses resulting in measureable improvements in targeted areas • Continued enforcement of the pre-treatment program at industrial facilities by conducting site inspections 	<ul style="list-style-type: none"> • Continue FOG program, school educational activities, and the cross connection program. • Continue with enforcement of the pre-treatment program at industrial facilities and inspections.
 <p>Land Development Process Improvements</p> <ul style="list-style-type: none"> • Continue with review and approval of construction plans meeting the set goals 	<ul style="list-style-type: none"> • Reviewed and approved construction plans achieving targets for efficiency set in prior year. 	<ul style="list-style-type: none"> • Stay on target for efficient review of construction plans and ROW permits.
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> • Obtain approval and begin construction of Lower Sycolin Creek Sewer conveyance system 	<ul style="list-style-type: none"> • Awarded the contract for construction of Lower Sycolin Creek Sewer conveyance system phase I. Finalized easement acquisition from County and private properties. 	<ul style="list-style-type: none"> • Complete the construction of Lower Sycolin Creek Sewer conveyance system phase I and begin operation. • Abandon the exiting Airport & Lo. Co. Adult Detention PS.

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

Performance Measures

 Community Safety / Quality of Life

 Operational Efficiency and Fiscal Management

Cross Connection Program

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
# FTE (Office Personnel)	0.2 ¹	0.9 ¹	0.9 ¹	.9	.7
# FTE (Field Personnel)	0.1 ¹	0.4 ¹	0.5 ¹	.5	.6
Total devices in System	1,649	1,852	2,093	2216	2240
High Hazard-Commercial Connections (Require annual inspections)	300 ²	392	458	329*	333
High Hazard-Residential Connections (Require testing record)	754	960	1153	1333	1353
Moderate and Low Hazard Bi-annual inspection	595	500 ²	482	554	554
Output					
High Hazard-Commercial Connections (Require annual inspections)	300	392	79	329	333
Moderate and Low Hazard Commercial Bi-annual inspection	298	500	80	412	554
EFFICIENCY					
Percent of High Hazard-Commercial inspected	10% ¹	45%	17%	100%	100%
Percent of High Hazard-Commercial test records submitted	98%	100%	100%	100%	100%
Percent of High Hazard-residential test records submitted	98%	100%	100%	100%	100%
Percent of Moderate and Low Hazard inspected Bi-Annually	0%*	16%*	16%	74%	100%
OUTCOME					
To annually inspect 100% of the high hazard water connections, minimizing potential of cross-connection contamination.	NO	NO	NO	Yes	Yes

¹ Change due to loss of staff. Job has now been divided between two personnel, one for database update and one for the field portion.

² Change due to reevaluation of assigned categories based on the computer software program and DEQ requirements.

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Industrial Waste Discharge Inspection Program

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
#FTE	0.1	0.3	0.4	.5	.4
Total industrial waste discharge connections	109 ³	300	179	181	190
Output					
# connections inspected/Total Inspections	15	125	26/72	50/100	55/110
Efficiency					
Percentage of connections inspected	13%	42%	14%	26%	29%
OUTCOME					
To inspect 100% of the industrial waste discharge connections annually.	NO	NO	NO	NO	NO

³ Changes due to DEQ permit definitions.

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Public Facilities Permits Program

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
# of requests for PFP's received	120	110	67	121	110
# FTE	0.25	0.25	0.10	.10	.1
Output					
# of responses provided within 3 business days	120	110	58	107	110
Efficiency	100%	100%	86%	88%	100%
Outcome					
To process Public Facilities Permits (PFP) and fee requests within 3 business days of receipt 98% of the time	Yes	Yes	No	No	Yes

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

 Community Safety / Quality of Life


 Operational Efficiency and Fiscal Management

Plan Review Program – First Submission Reviews

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Number of plans received	106	165	206	95	100
Output					
Number of plans reviewed within 60 days	106	165	206	95	100
Efficiency					
Average number of days required to complete plan review	10	11	11	10	10
% of plans reviewed within 60 days	100%	100%	100%	100%	100%
Outcome					
To perform all first submission subdivision, site plan, rezoning, and special exception application construction drawing plan reviews within the State mandated period of 60 days from date of receipt of the submission	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

Plan Review Program – Subsequent Submission Reviews

	FY 09 Actual	FY 010 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Number of plans received for subsequent review	79	78	85	63	60
Output					
Number of subsequent plan reviews completed within 45 days	79	78	85	63	60
Efficiency					
Average number of days required to complete a subsequent plan review	10	11	11	10	10
% of subsequent plans reviewed within 45 days	100%	100%	100%	100%	100%
Outcome					
To perform all subsequent subdivision, site plan, rezoning, and special exception applications construction drawing plan reviews within the State mandated period of 45 days from date of receipt of the submission	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

 Community Safety / Quality of Life

 Operational Efficiency and Fiscal Management

Water and Sanitary Sewer Systems – Computer Modeling Requests

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Number of modeling requests received	26	49	23	9	15
Output					
Number of requests processed within 14 days	26	49	23	9	15
Efficiency					
Average number of days required to process request	4	5	4	6	5
% requests completed within 14 days	100%	100%	100%	100%	100%
Outcome					
To perform all requests for computer modeling of water and sewer systems within 14 days from the date of receipt of the request	YES	YES	yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.5 Utilities Maintenance Division

Program Budget Summary

The Utilities Maintenance Division is responsible for the operation and maintenance of the water distribution system, wastewater collection system, well house, pumping stations, and all equipment at the water and water pollution control facilities.

The Town’s Utilities System consists of 15,347 service connections which includes 2,979 “out of town” connections. The water distribution system consists of one well, four water booster stations, 217 miles of water mains ranging in size from 2” to 24.” There are 2,589 fire hydrants, 8,612 water valves and 105 air release valves. The sanitary sewer collection system consists of 172 miles of gravity sewer ranging from 4” to 33.” There are 5,134 manholes, eight pumping stations and 13.30 miles of force mains.


Table 6.6 UTILITIES MAINTENANCE BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$2,773,236	\$2,868,025	\$2,873,025	\$3,063,386	\$3,189,561	\$195,361	6.8
Contractual Services	58,890	139,681	127,975	114,557	161,982	(\$25,124)	(18.0)
Materials and Supplies	220,701	261,950	283,340	252,750	248,450	(\$9,200)	(3.5)
Continuous Charges	28,081	54,000	54,150	45,500	45,500	(\$8,500)	(15.7)
Capital Outlay	303,461	187,015	205,275	421,865	366,630	\$234,850	125.6
TOTAL	\$3,384,369	\$3,510,671	\$3,543,764	\$3,898,058	\$4,012,123	\$387,387	11.0
FTE Summary	31.0	31.0	31.0	32.0	32.0	1.0	3.2

FUTURE BUDGET CONSIDERATIONS:

- ❖ Introduction of program to replace/rehab cast iron water lines.
- ❖ Continue the elimination of I&I thru proactive inspection and repair.
- ❖ Expand the use of GIS applications.
- ❖ Introduction of program to replace existing water meters.

UTILITIES DEPARTMENT (continued)

❖ 6.5 Utility Maintenance Division (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue to meet water system operational challenges to ensure compliance with regulatory requirements and to prolong the useful life of water system assets. (Leak repairs, Miss Utility, system flushing, fire hydrant maintenance). • Adjust flushing requirements to insure high water quality. • Continue to perform system monitoring to insure operational efficiency and to minimize “unaccounted-for water.” (Leak detection, meter testing, meter upgrades and Hexagram system monitoring). • Develop a program to maximize use of the Hexagram system. Review meter testing and upgrade program and to develop future water meter change out guidelines. • Continue to perform routine system work to insure system operability. (Valve exercise, easement mowing, meter box repairs, valve box repairs, valve replacement, fire hydrant replacement and/or repairs) • Expand valve exercise program from locate and turn program to a full operation in older system areas. • Continue to perform inspection, testing and acceptance of water and sewer lines within new construction areas, all Town capital projects and to coordinate the installation and inspection of new water and sewer connections. • Complete review of inspection services to insure efficiencies. • Continue to focus on the elimination of sewer backups and sewer overflows and to prolong the useful life of the Town’s sanitary sewer collection system assets that are outlined in the Town’s CMOM (capacity, management operation & maintenance) program as required by the environmental protection agency (EPA) 	<ul style="list-style-type: none"> • Continued with meeting the water system operational challenges to ensure compliance with regulatory requirements and to prolong the useful life of water system assets. (Leak repairs, Miss Utility, system flushing, fire hydrant maintenance.) • Set up zone recirculation program to reduce flushing requirements. • Continued monitoring system to insure operational efficiency and minimize “unaccounted for water”. (Leak detection, meter testing, meter up-grades and Hexagram system monitoring.) • Began merger to customer portal of Aclara System. • Began researching magnetic field technology for water meters. • Continued performing routine system work to insure system operability. (Valve exercise, easement mowing, meter box repairs, valve box repairs, valve replacement, fire hydrant replacement and/or repairs) • Began eliminating 4” cast iron water line (replaced 1,200 ft). • Continued valve exercise program from locate and turn program to full operation in old system areas. • Continued performing inspection, testing and acceptance of water and sewer lines within new construction areas, all Town capital projects and to coordinate the installation and inspection of new water and sewer connections. • Reviewed inspection services to insure efficiencies. • Continued focusing on the elimination of sewer back-ups and sewer overflows and to prolong the useful life of the Town’s sanitary sewer collection system assets that are outlined in the Town’s CMOM (capacity, management operation & maintenance) program as required by the environmental protection agency (EPA) 	<ul style="list-style-type: none"> • Continue to meet water system operational challenges to ensure compliance with regulatory requirements and to prolong the useful life of water system assets. (Leak repairs, Miss Utility, system flushing, fire hydrant maintenance). • Continue to perform system monitoring to insure operational efficiency and to minimize “unaccounted for water”. (Leak detection, meter testing, meter upgrades and Hexagram system monitoring). • Complete implementation of customer portal of Aclara Star System. • Develop meter change out program using new meter technology. • Continue to perform routine system work to insure system operability. (Valve exercise, easement mowing, meter box repairs, valve box repairs, valve replacement, fire hydrant replacement and/or repairs) • Continue replacement of unlined cast iron water lines. • Continue with valve exercise program from locate and turn program to full operation in older system areas • Continue to perform inspection, testing and acceptance of water and sewer lines within new construction areas, all Town capital projects and to coordinate the installation and inspection of new water and sewer connections. • Complete review of inspection services to insure efficiencies. • Continue to focus on the elimination of sewer backups and sewer overflows and to prolong the useful life of the Town’s sanitary sewer collection system assets that are outlined in the Town’s CMOM (capacity, management operation & maintenance) program as required by the environmental protection agency (EPA) • Review CMOM program. • Eliminate problematic AMR flat packs.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measures



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Non-revenue Water

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
FTE	1.8	1.8	1.8	1.8	1.8
Output					
Billion gallons (BG) water pumped	1.52	1.54	1.57	1.58	1.57
BG water billed	1.43	1.41	1.47	1.47	1.47
Million gallons (MG) water leaks detected	5.00	5.00	1.00	1.00	1.00
MG used by Town facilities	28.76	18.9	32.2	32.2	32.2
Lost revenue due to non- utility town facilities ⁴	\$41,317	\$31,596	\$55,725	\$55,725	\$55,725
Efficiency					
Percentage of unaccounted-for-water ⁵	1.6%	4.2%	1.87%	1.87%	1.87%
Outcome					
To maintain unaccounted-for-water at less than 10% per recognized industry standards	Yes	Yes	Yes	Yes	Yes

⁴ Non-revenue figure is from facilities other than those owned by Utilities Department.

⁵ The percentage unaccounted figure includes Utilities buildings usage.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

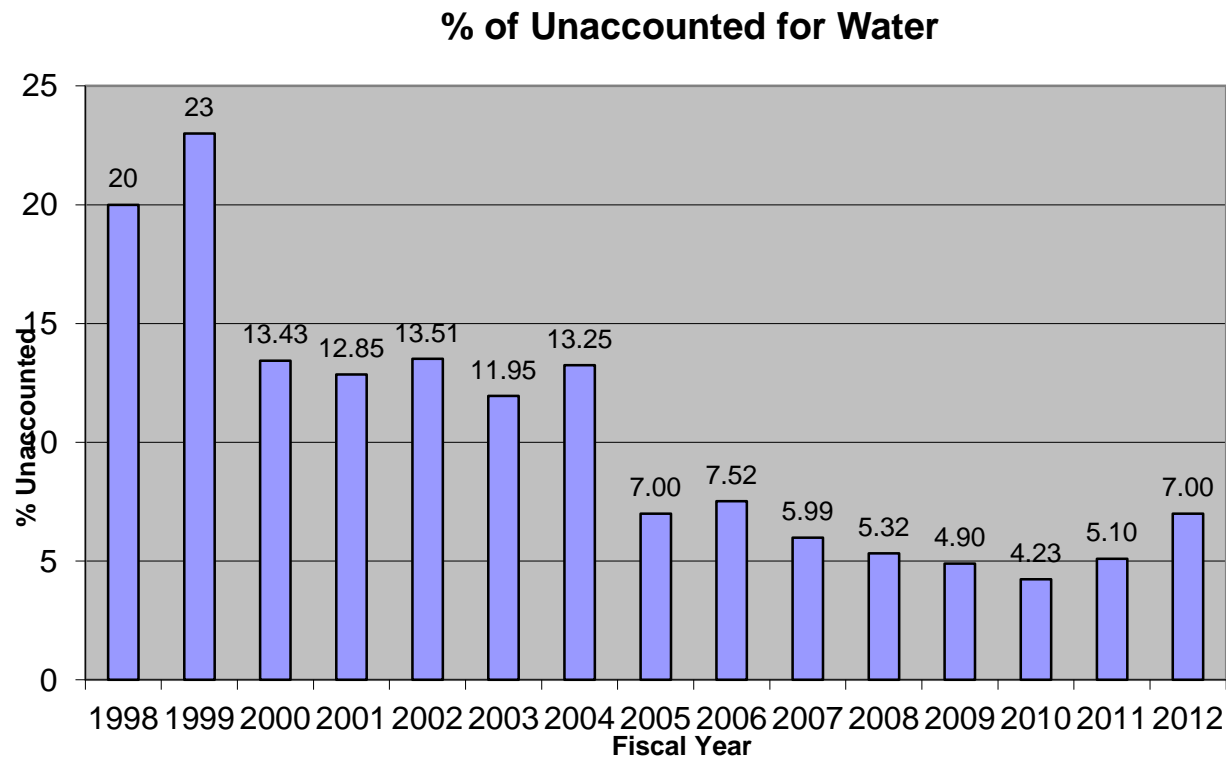


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.4 Percentage of Unaccounted-for Water, 1998-2012



These figures are based on Fiscal Year not calendar.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Miss Utility Requests

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
#FTE	1.25	1.25	1.25	*1.3	1.3
# Requests received (12 Month Period)	6,968	6,351	6,456	6,759	6,900
Output					
# Requests completed (12 Month Period)	6,968	6,351	6,546	6,759	6,900
Efficiency					
Percentage of requests completed	100%	100%	100%	100%	100%
Outcome					
To respond to Miss Utility “requests to locate” water and sewer lines in the Town’s service area within 48 hours	Yes	Yes	Yes	Yes	Yes

*Increase due to marking sewer laterals per State Legislation.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

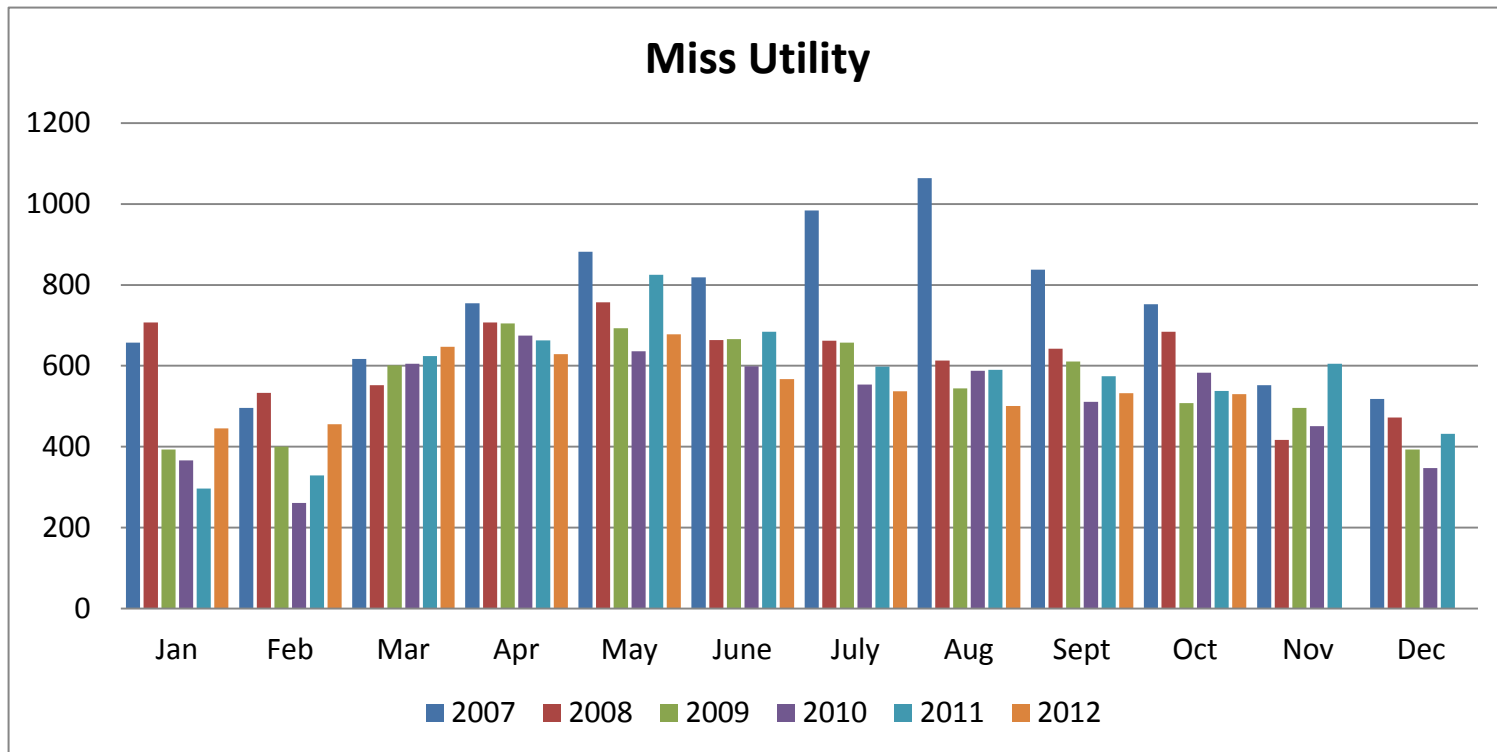


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.5 Miss Utility Calls per Month, 2007- October 2012



UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Fire Hydrant Testing

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
#FTE	.85	.90	.90	.90	.90
# Hydrants in the system	2,345	2,459	2,496	2,521	2,589
# Hydrants to test	1,172	1,230	1,248	1,248	1,294
Output					
# Hydrants tested	1,172	1,230	1,248	2,521	1,294
Efficiency					
Cost per hydrant test	100%	100%	100%	100%	100%
Outcome					
To test at least 50% of the Town’s fire hydrants annually to preserve the Town’s superior fire rating.	YES	YES	YES	YES	YES
Due to major snow events in 2009, 2010 entire System was tested.					

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Response to Emergency Customer Service Calls

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
#FTE	1.5	1.5	1.5	1.5	1.5
# Emergency service calls	136	124	136	112	120
# Non-emergency service calls	211	332	320	233	230
Output					
# Emergency service calls responded to within 4 hours	133	124	136	112	120
#Non-emergency service calls responded to within 48 hours	173	303	320	233	230
Efficiency					
To respond to all emergency customer service call within 4 hrs.	98%	100%	100%	100%	100%
To respond to all non-emergency service calls within 48 hrs.	98%	91%	100%	100%	100%
Outcome					
Respond to customer service request within the established time lines.	NO	NO	YES	YES	YES

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Preventative Equipment Maintenance

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
# Pieces of equipment	400	420	420	*240	240
Output					
# Pieces of equipment serviced annually	320	340	340	200	200
# Pieces of equipment serviced biannually	80	80	80	40	40
Efficiency					
Average time required to service per piece of equipment (hours)	1	1	1	1	1
Outcome					
To provide 100% of routine preventative maintenance on all major water and wastewater equipment.	Yes	Yes	Yes	Yes	Yes
*Drop in amount of equipment serviced is due to WPCF is performing their own maintenance.					

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division

Program Summary

The Water Supply Division (WSD) is responsible for the production of aesthetically pleasing and chemically pure water that meets or exceeds quality standards established by the Safe Drinking Water Act; produces water in sufficient quantity to provide adequate fire protection and satisfy domestic needs for Leesburg citizens which ensures protection of public health and environment for the Leesburg service area; operates and maintains the 12.5 MGD water filtration plant, five water storage tanks, four water booster pumping stations, and one ground water facility; develops special treatment techniques which provide for efficient and less costly operations; conducts educational tours for school groups and Leesburg citizens; prepares monthly reports for state agencies; maintains a state certified laboratory for commercial water testing; monitors water levels in storage facilities and water pressure in the distribution system; provides training and educational programs for career development; and conducts water testing throughout approximately 218 miles of distribution system piping for chemical and bacteriological quality.

Table 6.7 WATER SUPPLY BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec) % Inc/(Dec)	
Personnel Services	\$1,529,849	\$1,636,388	\$1,636,388	\$1,668,754	\$1,732,595	\$32,366	2.0
Contractual Services	298,299	218,230	220,048	257,250	258,350	\$39,020	17.9
Materials and Supplies	377,825	496,700	478,819	472,700	472,700	(\$24,000)	(4.8)
Continuous Charges	394,225	468,132	468,132	472,032	472,032	\$3,900	0.8
Capital Outlay	30,969	29,000	59,317	269,000	109,000	\$240,000	827.6
TOTAL	\$2,631,167	\$2,848,450	\$2,862,704	\$3,139,736	\$3,044,677	\$291,286	10.2
FTE Summary	15.5	15.5	15.5	15.0	15.0	(0.5)	(3.2)

FY 2014 BUDGET CONSIDERATIONS:


- ❖ SCADA upgrade.
- ❖ Replace Traveling Water Screen Operating Panel and Bubbler System (Aging Equipment).
- ❖ Flocculator interior wall coatings are required to prevent concrete deterioration from low pH conditions.

FUTURE BUDGET CONSIDERATIONS

- ❖ Filter # 1 & # 2 under drain replacement(2018)
- ❖ Sludge Holding Tank Mixing system (2019)

UTILITIES DEPARTMENT (continued)

- ❖ Install vault, related piping, and check valves at Hogback Tank (2019)
- ❖ Install raw water interconnect piping between Loudoun Water Potomac River Pump Station discharge and WTP (2020)
- ❖ Design and construct a portable pump station for Loudoun Water emergency water interconnect (2020)
- ❖ Hydraulic improvements are required due to water production problems between 12.5 MGD and 14.2 MGD (2022)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Utilize cost saving techniques to reduce production costs • Continue to provide educational and safety training for operator certification and development • Provide educational and safety programs for operator development. Complete Hearing Conservation site specific safety program. Develop Fall Protection site specific safety program • Continue cross training programs for professional development and succession management. • Meet EPA training requirements to keep operator licenses • Continue PH manipulation program using sulfuric acid for DBP precursor removal • Initiate programs to meet compliance schedules and testing mandated by Safe Drinking Water Act and VDH • Mail Consumer Confidence Reports to all Town of Leesburg customers • Complete EPA mandated Unregulated Contaminant Monitoring Requirements • Continue to optimize WSD energy saving techniques to meet 10 Percent Energy Reduction Program • Develop storage tank preventive maintenance program • Continue to produce a safe, aesthetically pleasing, cost effective water for Leesburg citizens. • Provide required maintenance operations for Equipment and Building upkeep. 	<ul style="list-style-type: none"> • Instituted cost saving techniques to reduce water production costs. • Provided educational training programs for operator certification and development. • Continued monthly WSD organizational, safety, & development Training. Completed Hearing Conservation Site Specific Safety Program and Fall Protection Site Specific Safety Program. • Continued cross training to enhance professional development and succession management. • All WSD personnel obtained required training to maintain operator licenses. • Instituted PH manipulation program using sulfuric acid for DBP precursor removal. • Complied with all testing requirements mandated by Safe Drinking Water Act Amendments and VDH. • Completed and mailed Consumer Confidence Reports to all water system customers. • All unregulated monitoring samples were collected and tested per EPA requirements. • WSD has observed an approximate 10 percent reduction in electrical cost. • Completed Raw Water Intake Modifications to eliminate frazzled ice problem. • Obtained materials and performed research on development of a tank maintenance program. • WSD received 2011 “Excellence in Operation” award from VDH. • Completed WTP Filter 3 crack repair and underdrain replacement. Completed pump impeller replacement at Woodlea P.S. Staff located and repaired clearwell leak. 	<ul style="list-style-type: none"> • Utilize cost saving techniques to reduce water production costs. • Continue to provide educational training programs for operator certification and development. • Continue monthly organizational, safety , and development staff training. • Continue Cross Training programs for professional development and succession management. • Comply with EPA training requirements to maintain operator licenses. • Continue PH manipulation program using sulfuric acid for DBP precursor removal. • Initiate programs to meet compliance schedules and testing mandated by the Safe Drinking Water Act and VDH. • Mail Consumer Confidence Reports to all Town of Leesburg customers. • Complete EPA mandated Unregulated Contaminant Monitoring Requirements. • Continue to optimize WSD energy saving techniques to meet 10 Percent Energy Reduction Program • Continue to develop a Water Storage Tank Preventive Maintenance Program. • Continue to produce safe, aesthetically pleasing, cost effective water for Leesburg citizens. • Replace Traveling Water Screen operation panel. Provide surface coatings to prevent concrete deterioration at flocculation basins.

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Water Production Cost

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Cost for water production ⁶	\$2,642,647	\$2,685,706	\$2,630,591	\$2,625,251	\$2,625,251
Output					
Finished water production (BG)	1.519	1.566	1.564	1.573	1.590
Efficiency					
Production cost per 1,000 gallons	\$1.74	\$1.67	1.60	1.67	1.65
Percentage increase/decrease in production cost	9%	(2.9%)	(4.2%)	4.4%	(1.2%)
Outcome					
To reduce water production costs by instituting cost saving measures.	Yes	Yes	Yes	Yes	Yes

⁶ Increase or decrease in costs is due to the fluctuating chemical, fuel charges, and utility costs.

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

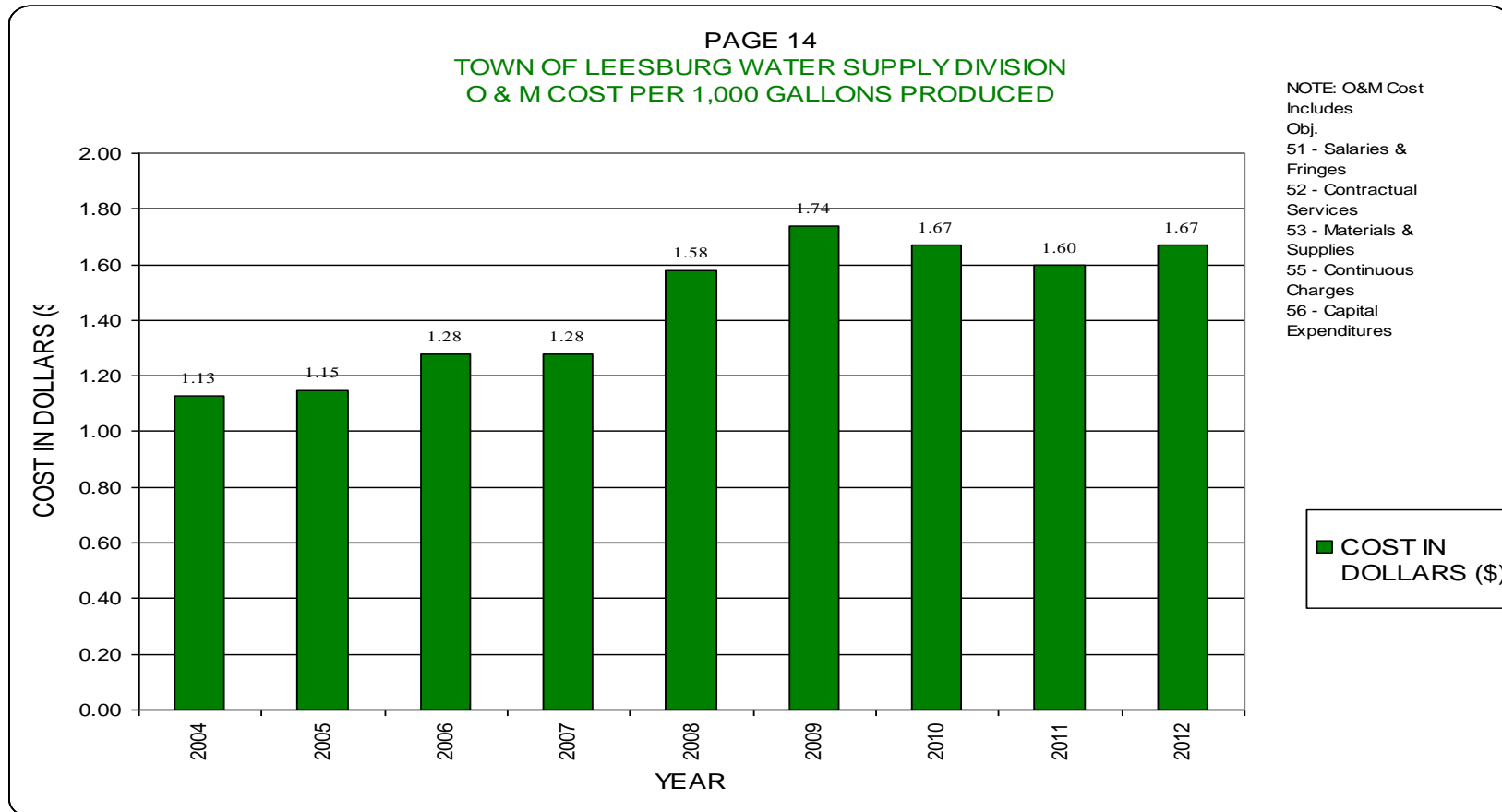


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.6 Cost per Thousand Gallons Water Produced, 2004-2012



UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

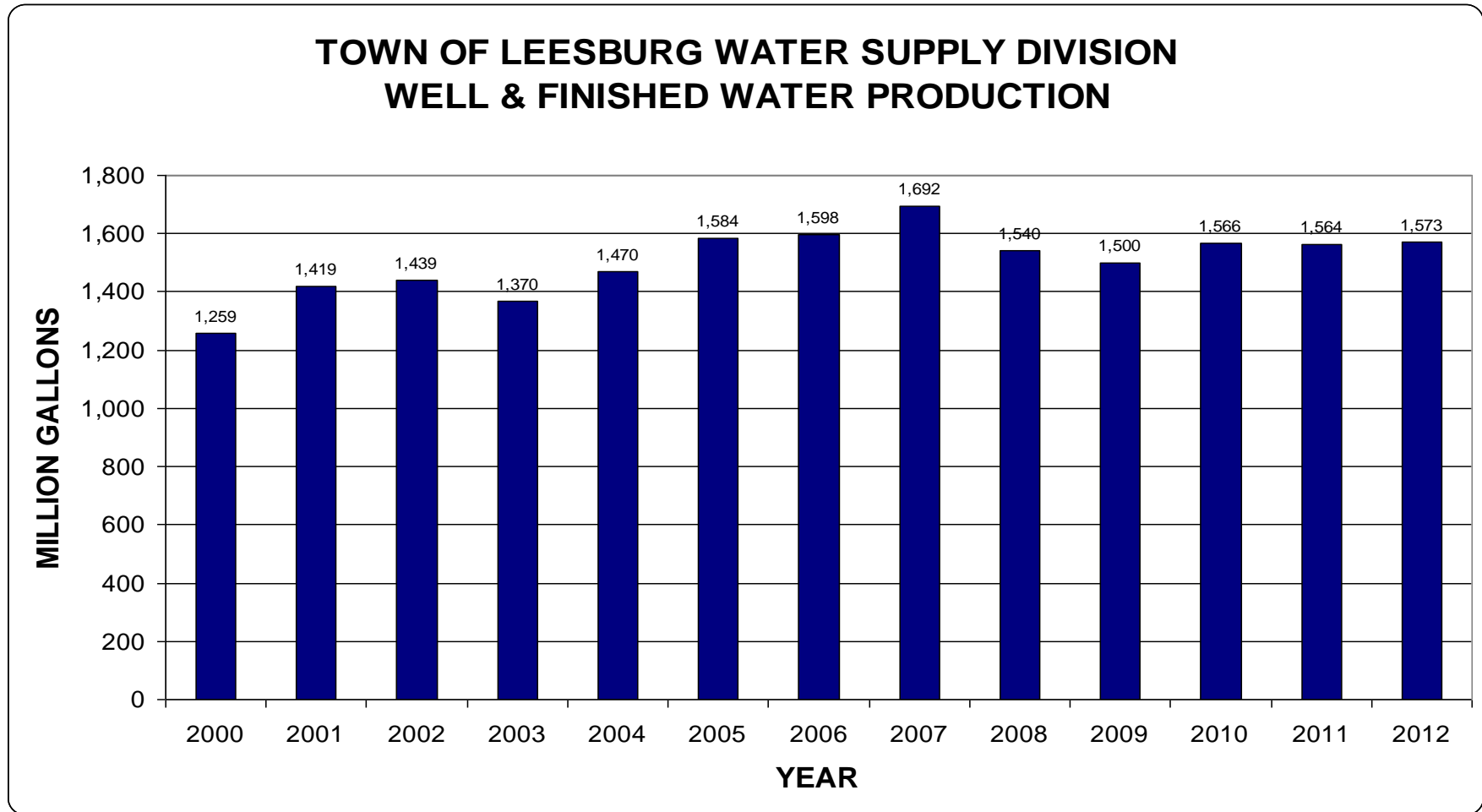


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.7 Total Million Gallons of Water Produced, 2000-2012



UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Compliance Sampling

	FY 09 Actual	FY 010 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Compliance samples collected	20,500	20,405	20,298	20,230	20,300
Revenue Generated	\$11,500	\$11,500	\$9,500	\$12,350	\$12,000
Output					
Percent of compliance samples collected per guidelines/schedules	100%	100%	100%	100%	100%
Efficiency					
Percent of compliance samples meeting federal/state contaminant levels	100%	100%	100%	100%	100%
Outcome					
To meet all required State and Federal compliance sampling regulations.	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Customer Service Request

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
# Water quality service requests	25	16	21	18	20
Output					
% of requests responded to within 24 hours	100%	100%	100%	100%	100%
Efficiency					
% of satisfied callers	100%	100%	100%	100%	100%
Outcome					
To respond to water quality customer service requests within 24 hours.	YES	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Preventive Maintenance

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Total number of Preventative Maintenance Work Orders generated and assigned to Water Supply Division	432 ⁷ 05/09 thru 12/09	1,000	851	1001	1000
Output					
Number of Preventative Maintenance Work Orders completed by Water Supply Division personnel	432	1,000	851	1001	1000
Efficiency					
Percent of Preventative Maintenance Work Orders completed by Water Supply Division personnel	100%	100%	100%	100%	100%
Outcome					
To meet WSD preventative maintenance requirements and ensure maximum equipment life	100%	100%	100%	100%	100%

⁷ Start of Munis Work Order system (5/9/09).

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure

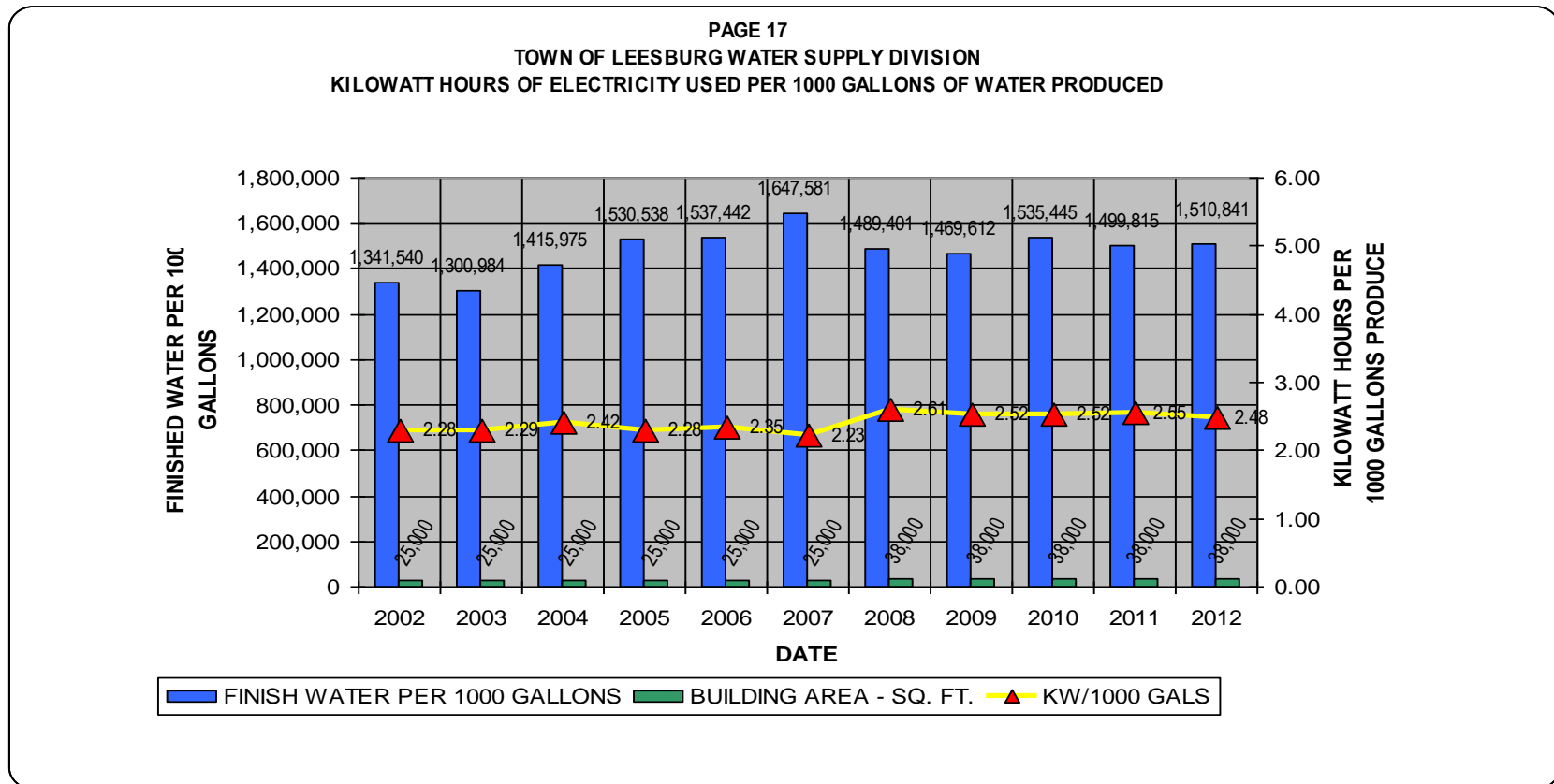


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.8 Kilowatt Hours Per 1,000 Gallons of Water Produced, 2002-2012



UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division

Program Description

The Water Pollution Control Division (WPCD) is responsible for the safe and efficient treatment of all wastewater generated within the Leesburg Service Area, and the subsequent stabilization and disposal of the solid wastes produced, to ensure the protection of public health and the environment. This responsibility includes the operation of the Water Pollution Control Facility (WPCF), Dechlorination and Outfall Facility, nine (9) remote wastewater pumping stations, management of the TLC Distribution and Marketing Programs, and the two WPCD laboratories (a total of 36 buildings plus 75 treatment unit structures). These responsibilities also include monitoring of WPCD personnel training requirements and compliance with numerous federal, state, and local regulations. Additional responsibilities include calibration and maintenance of all Town portable gas detection meters, proper disposal of all Town government generated fluorescent light bulbs, and response to environmental complaints or requests for assistance from Town citizens and consultants.

Table 6.8 WATER POLLUTION CONTROL BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Adopted	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,919,500	\$2,061,444	\$2,061,444	\$2,133,106	\$2,224,216	\$71,662	3.5
Contractual Services	161,723	148,905	115,117	175,825	216,355	\$26,920	18.1
Materials and Supplies	440,493	500,000	495,140	518,000	518,000	\$18,000	3.6
Continuous Charges	771,896	778,000	770,176	756,690	756,690	(\$21,310)	(2.7)
Capital Outlay	44,318	34,000	167,824	0	100,000	(\$34,000)	(100.0)
TOTAL	\$3,337,930	\$3,522,349	\$3,609,701	\$3,583,621	\$3,815,261	\$61,272	1.7
FTE Summary	23.0	23.0	23.0	23.0	23.0	0.0	0.0

FY 2014 BUDGET CONSIDERATIONS:

- ❖ Additional chemical costs associated with market cost adjustments.
- ❖ Additional electric costs associated with market cost adjustments.
- ❖ Replacement of 20 year old Bioreactor Blower.

FY 2015 BUDGET CONSIDERATIONS:

- ❖ Additional chemical costs associated with market cost adjustments.
- ❖ Additional electric costs associated with market cost adjustments.


UTILITIES DEPARTMENT (continued)

- ❖ Replace Digester Building roof.

FUTURE BUDGET CONSIDERATIONS:

- ❖ Additional chemical costs associated with market cost adjustments.
- ❖ Additional electric costs associated with market cost adjustments.
- ❖ Upgrade Return Activated Sludge (RAS) pumps to meet future flows.

6.7 Water Pollution Control Division (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue to comply with all new and existing health and environmental related permit requirements. • Continued participation in the Virginia Nutrient Exchange Association and participate in the new EPA Total Maximum Daily Loading (TMDL). • Identify saving techniques and energy reductions to reduce wastewater treatment costs. • Optimize plant treatment efficiency by maximizing operations process control. • Continue to consult with Dewberry and Davis on construction of the Lower Sycolin Creek pumping station, gravity and force main. • Continue with optimization of Sludge Digester and Sludge Digester gas operation. • Continue with the planning and design phases of effluent pipe line relocation for Dominion Virginia Power. • Continue with the planning and design phases of the new Lowes in the Leegate center and Russell Branch Parkway. 	<ul style="list-style-type: none"> • Continue compliance with all regulatory requirements for discharge, nutrients, biosolids reuse, air, and storm water permits, Virginia Environmental Laboratory Certification, solids and hazardous waste disposal, underground storage tank training and compliance, community and employee safety and health, and all EPA, OSHA, VDOT, Town of Leesburg and Loudoun County regulatory requirements. Complied with the Virginia Environmental Laboratory Certification regulations, approved as a Certified Laboratory. • Comply with the Virginia Nutrient Exchange Association and participate in the EPA Total Maximum Daily Loading (TMDL). • Continue to identify saving techniques and energy reductions to reduce wastewater treatment costs. • Increased planning, scheduling and testing to enhance nutrient removal. • Monitor construction of the Lower Sycolin Creek pumping station, gravity and force main. • Cleaned, repaired and upgraded Digesters A and C trains and plan the same for Digester B and D trains. • Begin construction of the effluent pipe line relocation and Dominion Virginia Power addition of a new effluent flow meter. • Continue to consult with Bohler Engineering concerning design phases of the new Lowes in the Leegate center and Russell Branch Parkway. 	<ul style="list-style-type: none"> • Continue to comply with all new and existing health and environmental related permit requirements. • Continue to comply with the Virginia Nutrient Exchange Association and explore increasing additional nutrient credits with improved process control Continue to comply with the Virginia Nutrient Exchange Association and explore selling additional nutrient credits. • Incorporate saving techniques and energy reductions to reduce wastewater treatment costs. • Continue optimization of plant performance to meet TMDL limits. • Continue with startup of the Lower Sycolin Creek pumping station and demolition of the Airport Pump Station and the Jail Pump Stations. • Continue to optimize Sludge Digester and Sludge Digester gas operation. • Complete construction of the effluent pipe line relocation and Dominion Virginia Power addition of a new effluent flow meter. • Begin possible construction of the new Lowes in the Leegate center and Russell Branch Parkway program.

UTILITIES DEPARTMENT (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
<ul style="list-style-type: none"> • Update safety programs and continue education for operator and maintenance certification and development. • Consult with Green Energy Partners Natural Gas and Solar Power Plant concerning the planning and design phases of a new effluent pipe line for steam cooling. • Evaluate security of the Water Pollution Control Facility. • Continue with preventative maintenance on the Water Pollution Control Facility. • Clean Gravity Sandfilters. • Clean Regenerative Thermal Oxidizer (RTO). • Empty and clean four Secondary Clarifiers and perform preventative maintenance. 	<ul style="list-style-type: none"> • Provide development of safety programs and continue education for operator and maintenance certification and development. • Continue with the planning and design phases of a new effluent pipe line for steam cooling for Green Energy Partners Natural Gas and Solar Power Plant. • Continue to monitor the security of the Water Pollution Control Facility. • Rebuilt W3 Pump • Replaced isolation gate and install two new influent slide gates and clean Sandfilters. • Cleaned top layer of RTO heating tiles. • Empty and clean four Secondary Clarifiers and perform preventative maintenance and procured and installed Secondary flights in two 18 year old Secondary Clarifiers. 	<ul style="list-style-type: none"> • Continue development of safety programs and continue education for operator and maintenance certification and development. • Continue meeting with Green Energy Partners Natural Gas and Solar Power Plant concerning the planning and design phases of a new effluent pipe line for steam cooling. • Evaluate WPCF security once Leegate and Russell Branch Parkway are constructed. • Continue with preventative maintenance on the Water Pollution Control Facility. • Paint the inside roof in Sandfilter Building. • Clean entire RTO and replace heating tiles. • Continue with annual emptying, cleaning and preventative maintenance on Secondary Clarifiers.

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

Performance Measure

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

Liquid Treatment Cost

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Cost for liquid treatment systems ⁸	\$702,585	\$685,160	\$561,857	\$660,383	\$573,200
Output					
# MG wastewater treated	1,772	1,825	1,789	1,699	1,800
Efficiency					
Chemical Cost per MG treated	\$396.49	\$348.86	\$314.06	\$388.69	\$318.44
Change in cost per MG treated	3.7%	(12.0%)	(10.0%)	23.7%*	(18.1%)
Outcome					
To manage WPCF liquid treatment systems to minimize cost per MG treated ⁹	YES	YES	YES	YES	YES

⁸ Increase or decrease in costs is due to the fluctuating chemical, fuel, and utilities rates.

⁹ Excludes pumping stations. Increase or decrease in costs is due to the fluctuating chemical, fuel, and utilities rates.

UTILITIES DEPARTMENT (continued)

Solids Treatment Cost

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Cost for solid treatment systems ¹¹	\$600,000	\$588,000	\$539,503	\$555,734	\$557,700
Output					
# DT solids generated	909	1043	1015	1,019	1,050
Efficiency					
Cost per DT generated	\$563.76	\$563.76	\$531.53	\$545.37	\$531.14
Change in cost per DT	(15.0%)	(15.0%)	(5.8%)	6.4%	(2.7%)
Outcome					
Revenue generated	\$62,000	\$69,000	\$77,470	\$67,972	\$80,000

6.7 Water Pollution Control Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

UTILITIES DEPARTMENT (continued)

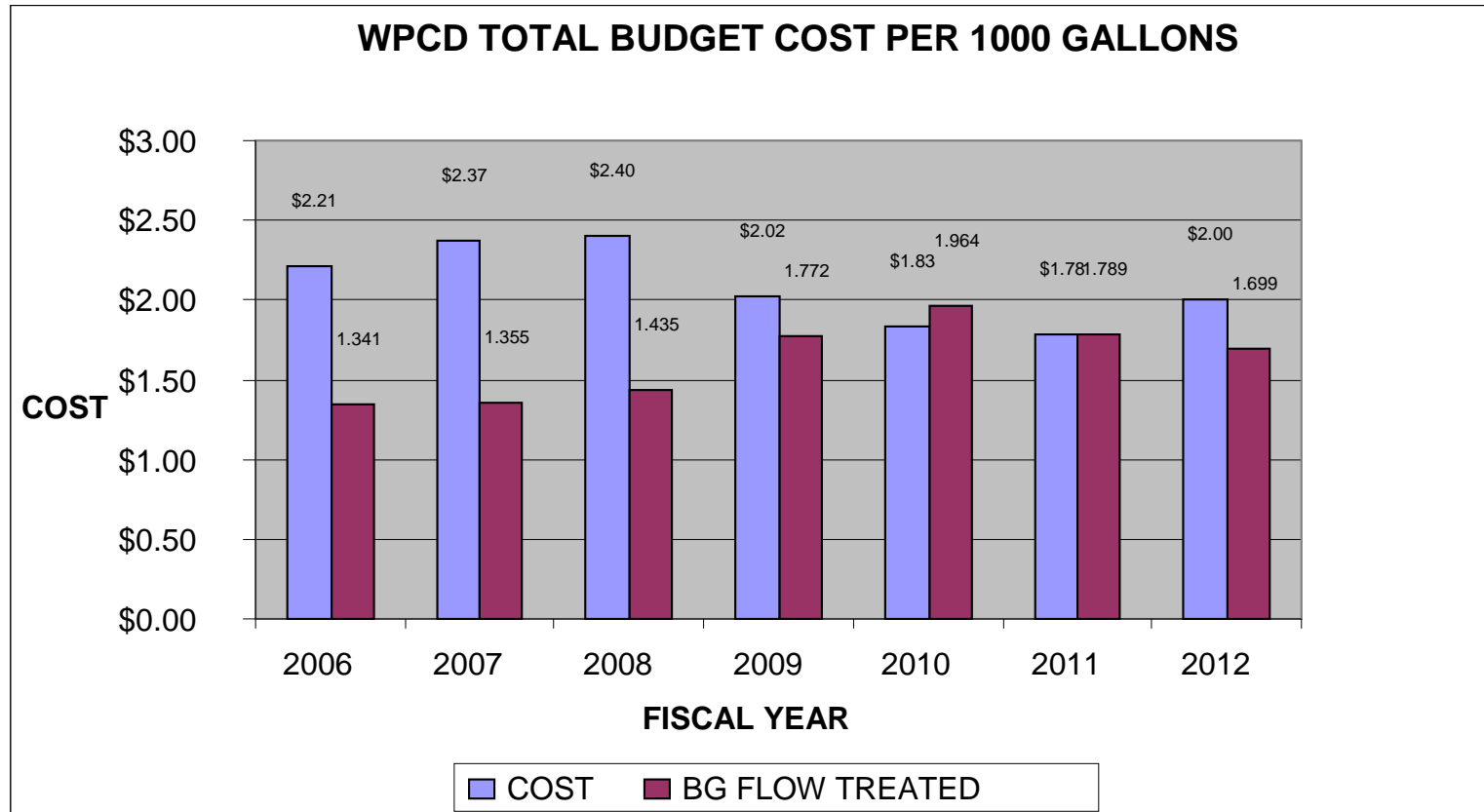


Chart 6.9 Total Budget Cost per Thousand Gallons Treated

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

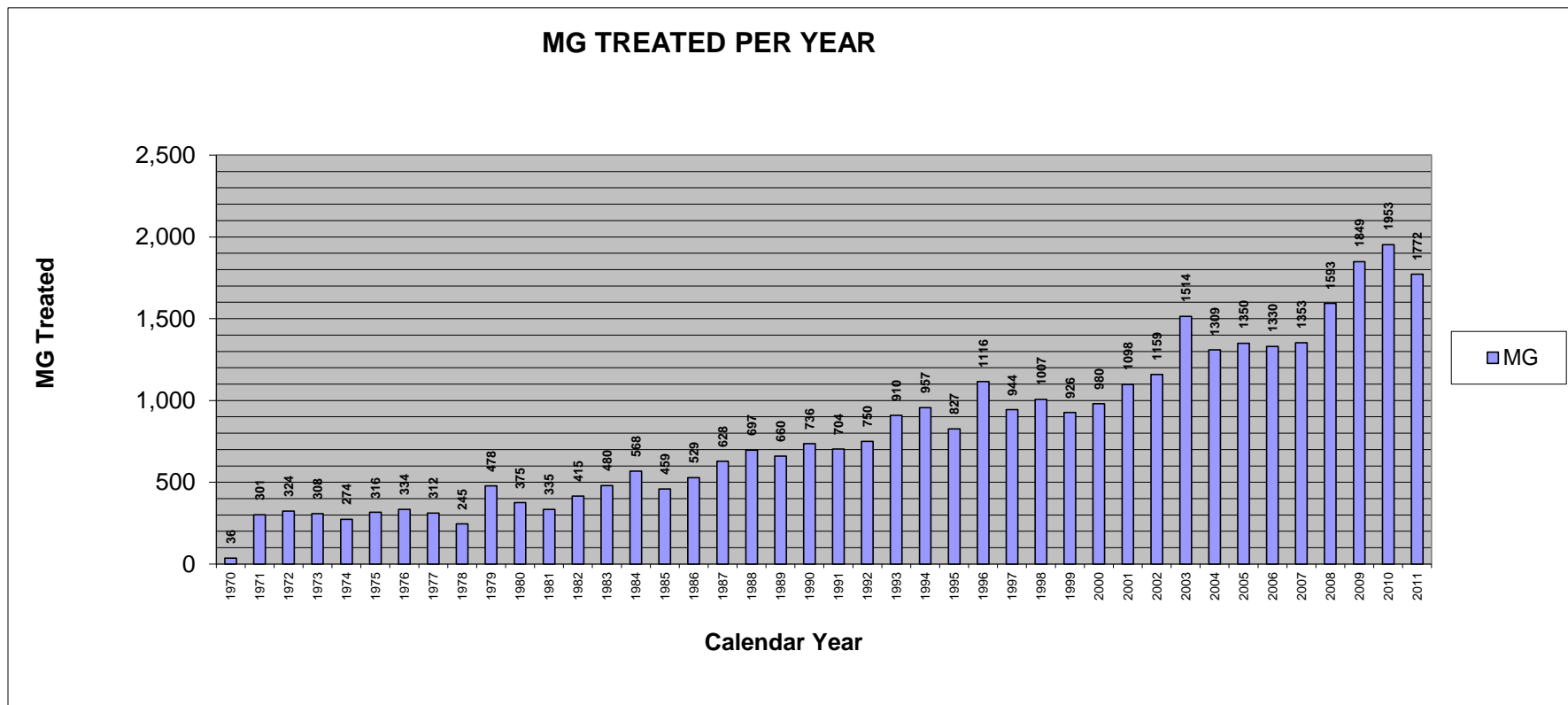


Chart 6.10 Millions of Gallons Treated per Calendar Year

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

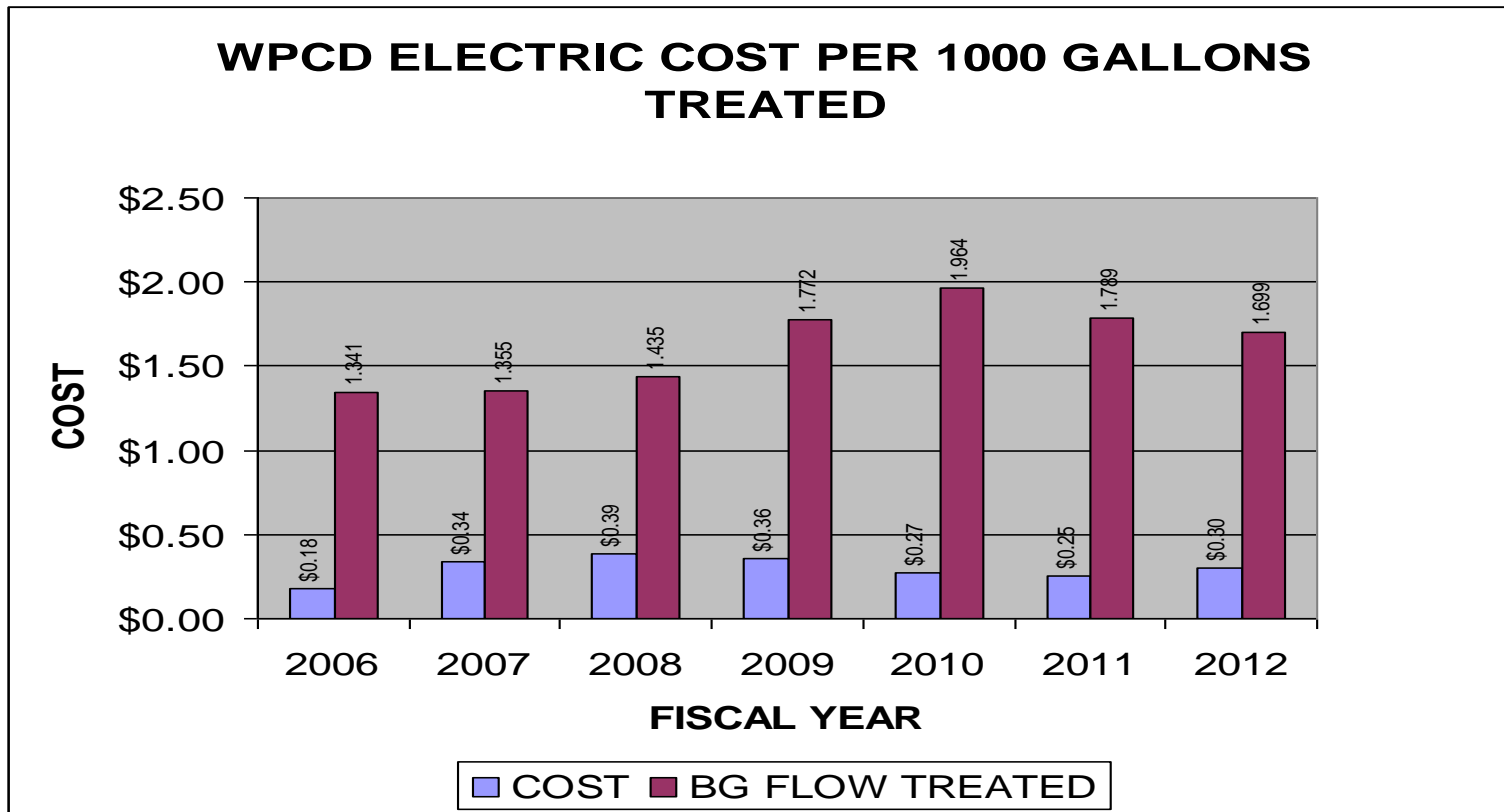


Chart 6.11 Electric Cost per 1000 Gallons Treated

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

Performance Measure

 Community Safety / Quality of Life
  Operational Efficiency and Fiscal Management

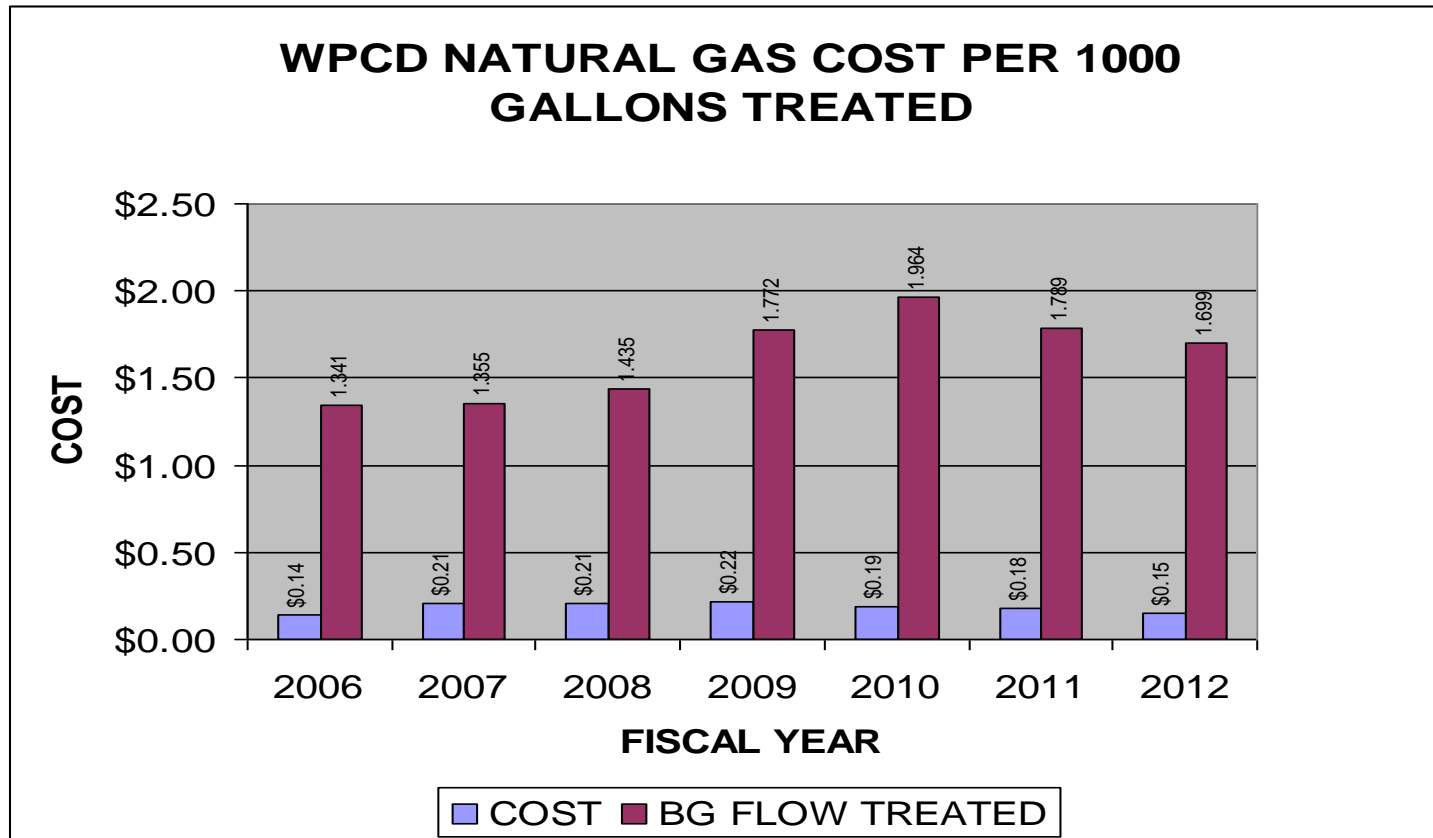


Chart 6.12 Natural Gas Cost per 1000 Gallons Treated

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

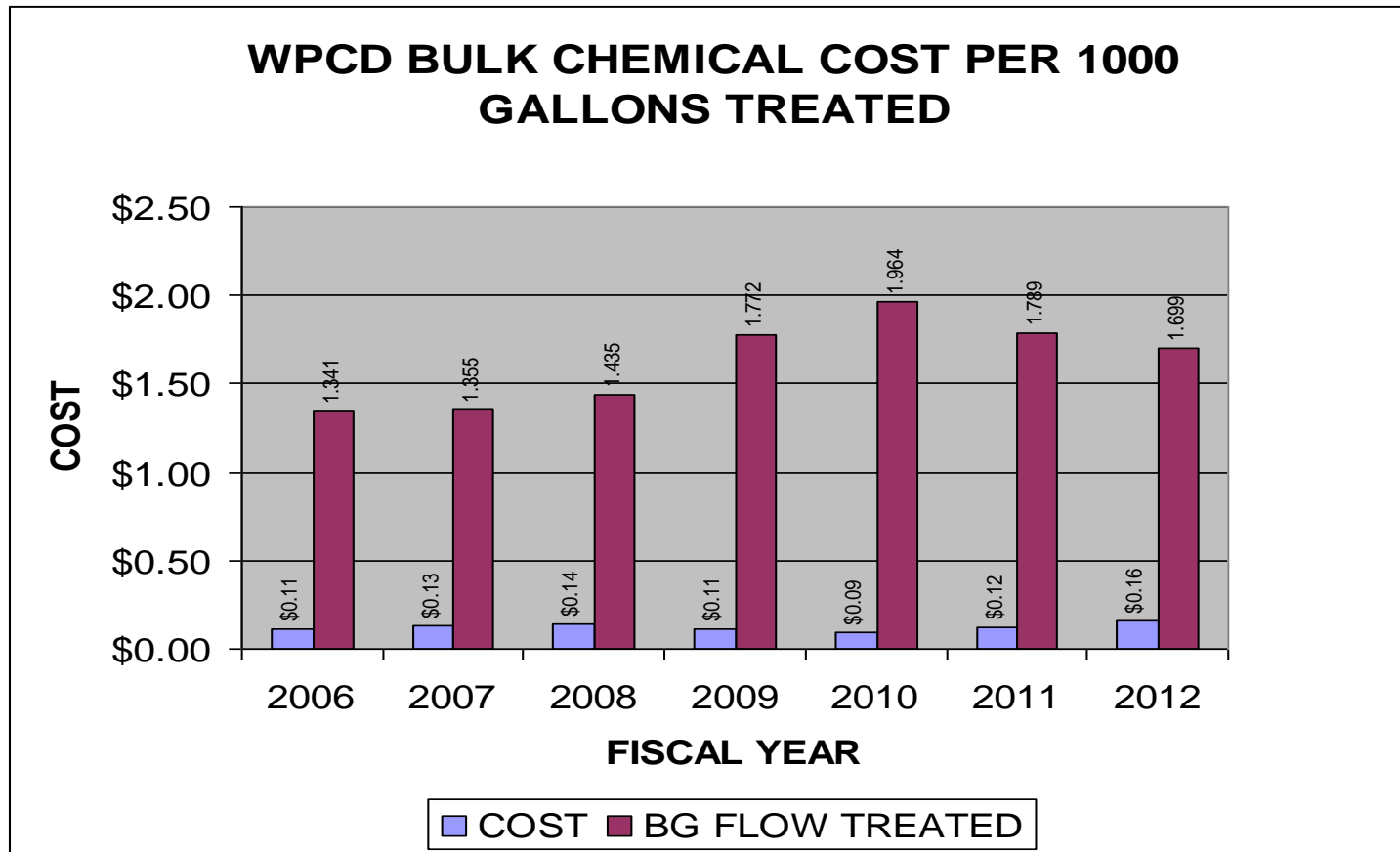


Chart 6.13 Bulk Chemical Cost per 1000 Gallons Treated

UTILITIES DEPARTMENT (continued)

6.8 Utilities - Capital Improvements Program

Program Description

The Utilities Fund Capital Improvements Program is used to account for the capital additions to the Town’s water and sanitary sewer systems. See Section 8.8 for details on the Utilities Fund Capital Improvements Program.

Table 6.9 UTILITIES FUND CAPITAL IMPROVEMENTS PROGRAM BUDGET SUMMARY							
Expense Summary	FY 2012 Actual	FY 2013 Adopted	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad.	
						\$ Inc/(Dec)	% Inc/(Dec)
Utilities Maintenance	\$615,509	\$815,000	\$3,837,950	\$1,985,000	\$500,000	\$1,170,000	143.6
Water Supply	4,124					0	0.0
Water Pollution Control	368,495	2,514,322		1,000,000	1,500,000	(1,514,322)	(60.2)
TOTAL	\$988,128	\$3,329,322	\$3,837,950	\$2,985,000	\$2,000,000	(\$344,322)	(10.3)
Funding Summary							
Availability Fee Reserves	\$73,257	\$1,081,945	\$1,081,945	\$540,000		(\$541,945)	(50.1)
Cash Reserves	615,197	416,250	416,250	803,250	1,100,000	387,000	93.0
Bond Draws	841,443	1,831,127	1,831,127	1,641,750	900,000	(189,377)	(10.3)
TOTAL	\$1,529,897	\$3,329,322	\$3,329,322	\$2,985,000	\$2,000,000	(\$344,322)	(10.3)

UTILITIES DEPARTMENT (continued)

6.9 Utilities - Debt Service

Program Description

The Utilities Fund Debt Service accounts track 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. A more detailed summary of the Town’s long-term debt can be found in Section 3.5, Debt Service Summary of this budget document.

Table 6.10 UTILITIES DEBT SERVICE BUDGET SUMMARY

Expense Summary	FY 2012 Actual	FY 2013 Budget	FY 2013 Revised	FY 2014 Adopted	FY 2015 Projected	FY 14 Ad. to FY 13 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Principal	\$2,564,306	\$715,000	\$715,000	\$790,000	\$1,102,948	\$75,000	10.5
Interest	141,020	3,001,033	3,001,033	2,975,192	2,946,844	(\$25,841)	(0.9)
TOTAL	\$2,705,326	\$3,716,033	\$3,716,033	\$3,765,192	\$4,049,792	49,159	1.3
Funding Summary							
Availability Fee Reserves	\$1,658,836	\$2,601,223	\$2,601,223	\$1,506,077	\$1,619,917	(\$1,095,146)	(42.1)
Cash Reserves	1,046,490	1,114,810	1,114,810	2,259,115	\$2,429,875	\$1,144,305	102.6
TOTAL	\$2,705,326	\$3,716,033	\$3,716,033	\$3,765,192	\$4,049,792	\$49,159	1.3

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OFFICE OF CAPITAL PROJECTS

7 Capital Projects Fund

7.1 Funding Sources and Expenditure Summaries

The Capital Projects Fund was created to segregate capital improvements from operations. All expenditures made from the Capital Projects Fund are for general government-purpose capital improvements to the Town

Table 7.1 CAPITAL PROJECTS FUND BUDGET SUMMARY							
Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Operations	\$2,216,665	\$1,962,641	\$1,991,801	\$1,842,209	\$1,903,412	(\$120,432)	(6.1)
Capital Improvements Program	9,673,741	19,369,900	20,593,515	17,381,900	18,677,000	(\$1,988,000)	(10.3)
TOTAL	\$11,890,406	\$21,332,541	\$22,585,316	\$19,224,109	\$20,580,412	(\$2,108,432)	(9.9)
FTE Summary	10.6	10.6	10.6	9.4	9.4	-1.2	(11.3)
Funding Summary							
General Obligation Bonds	\$8,912,997	\$6,134,417	\$9,366,027	\$5,098,068	\$2,502,000	(\$1,036,349)	(16.9)
Capital Projects Fund Cash	661,027	1,929,088	2,326,126	1,811,971	2,172,479	(\$117,117)	(6.1)
General Fund Cash	0		30,457	36,400	9,500	\$36,400	
Proffers	205,736	141,173	121,173	575,000	75,000	\$433,827	307.3
Loudoun County - Gas Tax	0	1,016,000	2,026,053	2,553,832	850,000	\$1,537,832	151.4
Loudoun County - Other	133,261	150,000		0		(\$150,000)	(100.0)
State - Department of Aviation	11,821	365,310	40,800	145,600	38,000	(\$219,710)	(60.1)
State - Department of Transportation	1,507,991	8,629,000	7,767,127	7,490,000	14,475,000	(\$1,139,000)	(13.2)
Federal - ARRA		250,000	775,000	250,000		\$0	0.0
Federal - FAA	374,329	2,684,000	99,000	1,233,000	427,500	(\$1,451,000)	(54.1)
Utilities Fund	83,244	33,553	33,553	30,238	30,933	(\$3,315)	(0.1)
TOTAL	\$11,890,406	\$21,332,541	\$22,585,316	\$19,224,109	\$20,580,412	(\$2,108,432)	(9.9)

OFFICE OF CAPITAL PROJECTS (continued)

7.2 Operations Summary

Program Description

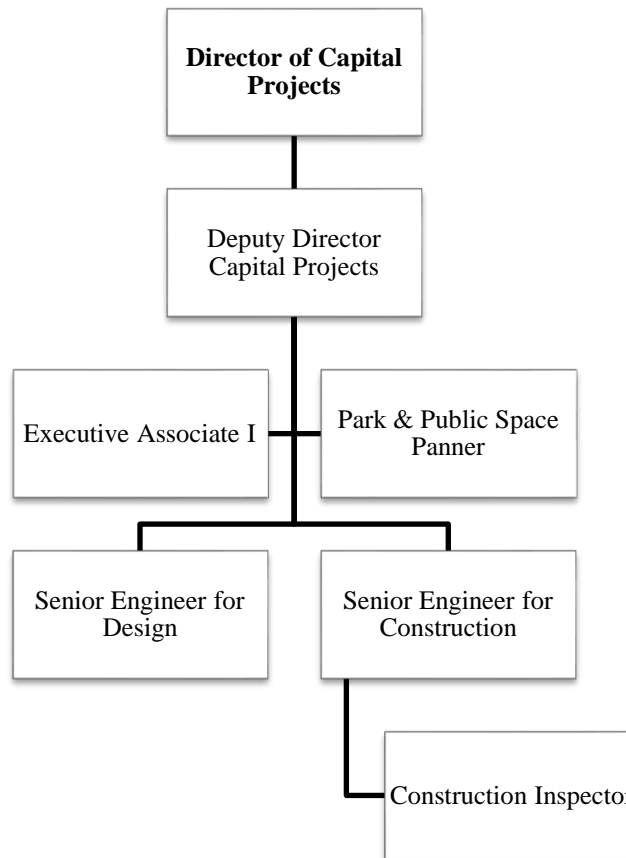
The Office of Capital Projects is responsible for administering both design and construction of the Town’s capital projects from inception to completion, in conjunction with the Town’s mission and objectives. The Office is also responsible for presenting new projects to residents, answering staff and resident questions relevant to capital projects, collaborating with residents and garnering neighborhood input, developing overall schedules and budgets for capital projects, and requesting eligible expenditure reimbursements from federal and state agencies. Furthermore, the Office obtains the necessary easements and rights-of-way for the completion of capital projects, and prepares technical reports for the Town Council, Planning Commission, Town Manager, and other departments. The FY 2014 Budget includes a \$600,336 transfer to the General Fund for the cost of services provided by General Fund organizations to support the operations of the Capital Projects Fund and the Office of Capital Projects.

Table 7.2 CAPITAL PROJECTS OPERATIONS BUDGET SUMMARY							
Expense Summary	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 14 Ad. to FY 13 Ad.	
	Actual	Budget	Revised	Adopted	Projected	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,227,585	\$1,267,815	\$1,267,115	\$1,140,671	\$1,182,907	(\$127,144)	(10.0)
Contractual Services	113,949	91,561	118,619	81,961	81,961	(9,600)	(10.5)
Materials and Supplies	6,432	12,460	12,460	10,960	10,960	(1,500)	(12.0)
Transfer Payments	861,232	581,921	581,921	600,336	619,303	18,415	3.2
Continuous Charges	6,903	8,884	8,884	8,281	8,281	(603)	(6.8)
Capital Outlay	564		2,802				
TOTAL	\$2,216,665	\$1,962,641	\$1,991,801	\$1,842,209	\$1,903,412	(\$120,432)	(6.1)
FTE Summary¹	10.6	10.6	10.6	9.4	9.4	-1.2	(11.3)
Funding Summary							
Capital Projects Revenue	\$2,169,799	\$1,929,088	\$1,958,248	\$1,811,971	\$1,872,479	(\$117,117)	(6.1)
Utilities Fund	46,866	33,553	33,553	30,238	30,933	(3,315)	(9.9)
TOTAL	\$2,216,665	\$1,962,641	\$1,991,801	\$1,842,209	\$1,903,412	(\$59,229)	(3.0)
1 Capital Projects Engineer position (1) frozen/unfunded							

OFFICE OF CAPITAL PROJECTS (continued)



7.2. Operations Summary (continued)

Chart 7.1 Office of Capital Projects Organizational Chart



OFFICE OF CAPITAL PROJECTS (continued)

7.2 Operations Summary (continued)

FY 2013 Objectives	FY 2013 Accomplishments	FY 2014 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> Use in-house inspectors to reduce cost of contracted inspection services for projects based on job complexity and resource availability. 	<ul style="list-style-type: none"> In-house inspectors used on projects such as Downtown Improvements, Lowenbach, Airport Helipads and North Access Road Reconstruction, and Dry Mill, Wage & Anne Storm Improvements. 	<ul style="list-style-type: none"> Use in-house inspectors to reduce cost of contracted inspection services for construction projects based on job complexity and resource availability.
 Capital Infrastructure		
<ul style="list-style-type: none"> Construct improvements to Loudoun Street between South King Street and East Market Street. Construct curb and gutter and sidewalks on Church Street between Loudoun Street and Royal Street. Complete design of the modified Battlefield Parkway project from South King Street to the Dulles Greenway. Begin relocation of utilities required prior to construction in FY 14. Complete construction of improvements to Sycolin Road / Tavistock Drive intersection. Complete construction of Lowenbach Phase III. Complete design of Lowenbach Phases IV & V (Queen and Washington) for construction starting in FY 14. Continue construction of Virts Corner Improvements with completion during FY 14. Continue construction of South King Street Widening with completion during FY 14. Construct Police Station Technical Support Building Expansion. Construct right turn lanes on eastbound Edwards Ferry Road at the Route 15 Bypass. Construct sidewalks and drainage improvements on Old Waterford Road near Union Cemetery. Construct flood mitigation channel improvements to Tuscarora Creek near Shenandoah Drive. Complete construction of the Lower Sycolin Creek Sewage Conveyance System. Construct Airport improvements, including Runway 17 Safety Area Grading, Helipads, and the North End Access Road. 	<ul style="list-style-type: none"> Phase I of the Downtown Improvements (East End Triangle and Alleyway) completed. Design and land acquisition for Loudoun Street Improvements to be completed in spring 2013, with construction starting in summer 2013. Church Street design completed, with construction scheduled to be completed in spring 2013. Battlefield Parkway from South King Street to the Dulles Greenway design underway, with utility relocations beginning in spring 2013. Sycolin Road / Tavistock Drive intersection design and land acquisition completed, with construction to be completed in summer 2013. Lowenbach Phase III construction to be completed in late spring 2013. Lowenbach Phases IV & V design and easement acquisition to be completed in spring 2013, with construction beginning in summer 2014. Virts Corner Improvements utilities to be completed in winter 2013, with construction beginning in spring 2013. South King Street Widening construction underway, to be completed summer 2013. Police Station Technical Support Building Expansion construction to be completed in spring 2013. Edwards Ferry Road at Route 15 Bypass design and right-of-way acquisition complete. Construction to begin in spring 2013. Old Waterford Road Sidewalks construction to be completed in spring 2013. Tuscarora Creek Flood Mitigation design to be completed in spring 2013, with construction beginning in summer 2013. Lower Sycolin Creek Sewage Conveyance System construction to be completed in spring 2013. Construction of Helipads and North End Access Road to be completed in spring 2013. Runway 17 Safety Grading construction to begin in spring 2013. 	<ul style="list-style-type: none"> Continue Downtown Improvements Project, with the completion of Loudoun Street improvements and start of King Street improvements. Begin construction of Battlefield Parkway between South King Street and Dulles Greenway. Complete construction of intersection improvements at Edwards Ferry Road and the Leesburg Route 15 Bypass. Complete Lowenbach Improvements Phases IV and V. Complete construction of Miller Drive Extension. Complete construction of South King Street Widening Phase I. Begin construction of South King Street Widening Phase II. Complete construction of Sycolin Road Widening Phase III (Hope Parkway intersection). Complete construction of Virts Corner Intersection Improvements. Complete construction of Tuscarora Creek Flood Mitigation improvements near Shenandoah Street. Complete construction of Airport Runway 17 Safety Area Grading. Begin construction of Airport Perimeter Fence – West Side.

OFFICE OF CAPITAL PROJECTS (continued)

7.2 Operations Summary (continued)

Performance Measures



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Estimated
Input					
Operating expenditures	\$1.445M	\$1.585M ¹	\$2.855M	\$2.217M	\$1.992M
FTEs	10	11	10.6	10.6	10.6
Projects under management	51	45	28	36	36
Output¹					
Projects in design	40	30	18	25	18
Projects under construction	24	24	10	11	18
Efficiency²					
% of projects completed on schedule	56%	43%	36%	61%	42%
% of projects completed within budget	88%	83%	71%	75%	81%
Outcome					
Utilized in-house inspection to reduce construction costs	Yes	Yes	Yes	Yes	Yes
Completed key projects by establishing priority project management or 'A-Team' approach to keep projects on schedule.	No	Yes	Yes	Yes	Yes
Established a 'Technical Review Committee' to bring all project relevant departments together to address design issues and schedules.	NA	NA	NA	Yes	Yes

¹ Some projects in both design and construction.

² Projects completed within fiscal year per approved budget.

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CIP INTRODUCTION**7.3 2014-2019 Capital Improvements Program Introduction****Capital Improvements Program Process**

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. This plan shows how Leesburg will address its public facility and other needs, and the types of funding available over the next six years.

A five-step process is used to prepare the CIP. First, department directors identify potential capital projects for a six-year period. Second, the Capital Projects Committee, made up of the Director of Finance, Management Analysts, and the Director of the Office of Capital Projects, performs an analysis of each project to identify priorities. Third, the Town's financial capabilities are analyzed to determine revenues available for capital projects. Fourth, a schedule of capital projects is prepared for the six-year planning period and is approved by the Town Manager for submittal to the Planning Commission and Council. Finally, the CIP is reviewed, revised, and recommended by the Planning Commission to the Council for evaluation and adoption. The CIP is updated annually prior to adoption of the budget.

The CIP includes capital projects, continuing programs, and capital equipment. A capital project is defined as construction, renovation or demolition project, or acquisition of land or other asset, valued in excess of \$60,000 with a useful life in excess of five years. Requests include new projects as well as approved projects that require continued funding.

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 a strong basis for making long-term decisions.

Relationship to Debt Financing

The Town has an aggressive capital projects plan to coincide with its rapid growth in population. Funding of capital projects is subject to the fiscal policy amended by the Town Council in 2012 (see Section 1.3, Fiscal Policy). Funding for the CIP is predicated on the following funding percentages:

CIP INTRODUCTION (continued)

Relationship to Debt Financing (continued)

Table 7.3 Percentages of Funding Sources for FY 2014

General Obligation and Revenue Bonds	33.09
Cash from Trusts, Capital Projects, and Utilities Funds	6.8
Funds from Federal, State, and County Governments	57.3
Proffers from Private Developers and Others	2.8
All Sources	100.0

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 funds 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 issues 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 resources in the following year’s budget. For future funding of the CIP, we anticipate issuing bonds in early FY 2015. As the Town plans for the future capital needs of the community, emphasis must be placed on the long-term impact of debt on the Town. Leesburg has used long-term debt to fund many of its capital improvement projects and infrastructure improvements. It is the Town’s policy to limit debt financing to fund capital projects that have useful lives that will exceed those of the bonds. Other capital budgeting and debt policies are outlined below:

CIP INTRODUCTION (continued)**Relationship to Debt Financing (continued)**

- 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% (\$4,991,725 in FY 2014) 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% (\$7,173,593 in FY2014).
 - Bonded debt of the Town shall not exceed 1.5% of the total assessed value of taxable property in the Town (\$91,092,981) FY 2014 (*2013 figures for assessed value*).
- 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.

CIP INTRODUCTION (continued)

Relationship to Debt Financing (continued)

Table 7.4 Projected Financial Ratio Targets						
	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Debt Financing ≤ 75%	33.09%	17.42%	8.38%	23.92%	40.47%	55.68%
Debt Service of Gov. Exp. ≤ 15%	8.82%	8.60%	8.49%	12.91%	12.52%	12.09%
Bond Debt to Assessed Value ≤ 1.5%	0.96%	0.96%	0.91%	0.86%	0.77%	0.68%

Summary of Capital Projects

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

Capital Projects Fund

- General Government
- Parks and Recreation
- Streets, Highways, Buildings, and Grounds
- Storm Drainage
- Airport

Utilities Fund

- Utility Maintenance
- Water Supply (no projects planned for proposed FY 2014-2019 CIP)
- Water Pollution Control

The project schedule is a master list of projects organized by functional area. Individual projects are shown on the project summary pages along with sources of funding. Continuing operating costs resulting from the project are noted at the bottom of the funding schedule, using a 3% per annum inflation rate. The following are the projects funded for FY 2013. Funding shown in FY 2014-2019 is for planning purposes only.

CIP INTRODUCTION (continued)

Summary of Sources

Table 7.5 Sources of Funds - By Fund

FUNDS SEPARATED	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
Capital Projects Fund										
General Obligation Bonds	\$36,346,095	\$9,366,027	\$5,098,068	\$2,502,000	\$235,000	\$150,000	\$500,000	\$2,125,000	\$10,610,068	\$16,370,000
General Fund Cash	829,910	64,010	36,400	9,500				720,000	\$765,900	
Capital Projects Fund Cash	300,000			300,000					\$300,000	
Proffers (incl. Anticipated and Dev. Contrib.)	3,897,299	2,447,299	575,000	75,000	75,000	75,000	175,000	475,000	\$1,450,000	
Loudoun County - Gas Tax	5,729,885	2,076,053	2,553,832	850,000	250,000				\$3,653,832	
State - Department of Transportation	71,482,127	7,767,127	7,490,000	14,475,000	4,750,000	1,000,000	1,000,000		\$28,715,000	35,000,000
State - Department of Aviation	2,784,400	40,800	145,600	38,000				480,000	\$663,600	2,080,000
Federal Aviation Administration	1,759,500	99,000	1,233,000	427,500					\$1,660,500	
Federal - Transportation	1,025,000	775,000	250,000						\$250,000	
Total - Capital Projects Fund	\$124,154,216	\$22,635,316	\$17,381,900	\$18,677,000	\$5,310,000	\$1,225,000	\$1,675,000	\$3,800,000	\$48,068,900	\$53,450,000
Utilities Fund										
Utilities Fund Cash	\$5,527,327	\$1,727,077	\$1,343,250	\$900,000	\$202,500	\$207,000	\$551,250	\$596,250	\$3,800,250	
Utilities Fund Bonds	6,755,623	2,110,873	1,641,750	1,100,000	247,500	253,000	673,750	728,750	\$4,644,750	
Total - Utilities Fund	\$12,282,950	\$3,837,950	\$2,985,000	\$2,000,000	\$450,000	\$460,000	\$1,225,000	\$1,325,000	\$8,445,000	
TOTAL ALL FUNDS	\$136,437,166	\$26,473,266	\$20,366,900	\$20,677,000	\$5,760,000	\$1,685,000	\$2,900,000	\$5,125,000	\$56,513,900	\$53,450,000

CIP INTRODUCTION (continued)

Summary of Uses

Table 7.6 Uses of Funds

Proj. No.	Project Description	Project Total Cost	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Req.
General Government											
NEW	Asset Management Program	375,000							375,000	\$375,000	1
10304	Downtown Improvements	5,275,000	1,500,000	1,150,000	1,625,000			200,000	800,000	\$3,775,000	2
07309	Downtown Street Lighting	2,170,000	105,000	400,000	800,000	865,000				\$2,065,000	3
08308	Town-wide Tree Canopy	750,000	300,000	75,000	75,000	75,000	75,000	75,000	75,000	\$450,000	4
	Total General Government	\$8,570,000	\$1,905,000	\$1,625,000	\$2,500,000	\$940,000	\$75,000	\$275,000	\$1,250,000	\$6,665,000	
Parks & Recreation											
NEW	Potomac Crossing Recreation Improvements	600,000							\$600,000	\$600,000	5
	Total Parks & Recreation	\$600,000							\$600,000	\$600,000	
Streets & Highways											
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	12,000,000	2,050,000	2,150,000	7,000,000	800,000				\$9,950,000	6
NEW	Davis Court Bridge Replacement	500,000						100,000	400,000	\$500,000	7
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	1,260,000	1,000,000	260,000						\$260,000	8
10308	Linden Hill Access Road	455,000		95,000						\$360,000	9
05303	Lowenbach St. Improvements	8,542,400	5,315,500	3,014,900	212,000					\$3,226,900	10
13302	Miller Drive Extension	1,254,816	754,816	500,000						\$500,000	11
14301	Morven Park Road Sidewalk	1,900,000						250,000	750,000	\$1,000,000	900,000
09307	Route 15 Bypass/Edwards Ferry Road Interchange	40,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		\$5,000,000	35,000,000
01302	Route 15 South King St. Widening Ph. I	7,600,000	7,020,000	580,000						\$580,000	14
13301	Route 15 South King Street Widening Ph. II	9,800,000		525,000	1,700,000	5,575,000	2,000,000			\$9,275,000	15
98301	Sycolin Rd. Widening Ph. III	4,347,000	1,300,000	2,447,000	600,000					\$3,047,000	16
NEW	Sycolin Rd. Widening Ph. IV	10,500,000			500,000	500,000				\$1,000,000	9,500,000
11306	Traffic Signal Battlefield Pkwy at Plaza Street	350,000	50,000	300,000						\$300,000	18
07312	Virts Corner Improvements	4,055,000	2,055,000	2,000,000						\$2,000,000	19
	Total Streets & Highways	\$102,564,216	\$20,165,316	\$14,311,900	\$14,887,000	\$4,300,000	\$1,000,000	\$1,350,000	\$1,150,000	\$36,998,900	\$45,400,000
Storm Drainage											
NEW	Chesapeake Bay TMDL WLA RCP	3,900,000				50,000	150,000	50,000	200,000	\$450,000	3,450,000
06306	Tuscarora Creek Flood Mitigation	1,280,000	415,000	30,000	815,000	20,000				\$865,000	21
	Total Storm Drainage	\$5,180,000	\$415,000	\$30,000	\$815,000	\$70,000	\$150,000	\$50,000	\$200,000	\$1,315,000	\$3,450,000
Airport Projects											
NEW	Airport Maintenance Shed	400,000							400,000	\$400,000	22
NEW	Airport North Hangars	4,800,000							200,000	\$200,000	4,600,000
08501	Perimeter Fence - Airport West Side	\$1,010,000	\$40,000	\$495,000	\$475,000					\$970,000	24
11502	Runway 17 Safety Area Grading	1,030,000	110,000	920,000						\$920,000	25
	Total Airport Projects	\$7,240,000	\$150,000	\$1,415,000	\$475,000				\$600,000	\$2,490,000	\$4,600,000
	Total General Fund Projects	\$124,154,216	\$22,635,316	\$17,381,900	\$18,677,000	\$5,310,000	\$1,225,000	\$1,675,000	\$3,800,000	\$48,068,900	\$53,450,000

CIP INTRODUCTION (continued)

Summary of Uses (continued)

Table 7.6 Uses of Funds											
Proj. No.	Project Description	Project Total Cost	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Req.
	Utility Administration										
NEW	Asset Management Program	375,000							375,000	375,000	26
	Total Utility Admin	\$375,000							\$375,000	\$375,000	
	Utility Lines										
06401	Misc. Waterline & San. Sewer Imps., Reps., I/I Mitigation	\$8,207,950	\$3,837,950	\$785,000	\$500,000	\$450,000	\$460,000	\$1,225,000	\$950,000	\$4,370,000	27
NEW	Water Meter Update Project	\$1,200,000		\$1,200,000						\$1,200,000	28
	Total Utility Lines	\$9,407,950	\$3,837,950	\$1,985,000	\$500,000	\$450,000	\$460,000	\$1,225,000	\$950,000	\$5,570,000	
	Water Supply										
	Total Water Supply										
	Water Pollution Control										
NEW	Lower Sycolin Sewage Conveyance System Phase II	\$2,500,000		\$1,000,000	\$1,500,000					\$2,500,000	29
	Total Water Pollution Control	\$2,500,000		\$1,000,000	\$1,500,000					\$2,500,000	
	Total Utility Fund Projects	\$12,282,950	\$3,837,950	\$2,985,000	\$2,000,000	\$450,000	\$460,000	\$1,225,000	\$1,325,000	\$8,445,000	
	TOTAL PROJECTS ALL FUNDS	\$136,437,166	\$26,473,266	\$20,366,900	\$20,677,000	\$5,760,000	\$1,685,000	\$2,900,000	\$5,125,000	\$56,513,900	\$53,450,000

CIP INTRODUCTION (continued)

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GENERAL GOVERNMENT PROJECTS

7.4 General Government

In this category, for FY 2014, funds are provided for Downtown Improvements projects (\$1.1 million) as well as the continuation of projects from last year’s CIP, such as the Downtown Street Lighting project (\$400,000). See Table below.

Table 7.7 General Government Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
General Obligation Bonds		\$5,830,348	\$1,615,348	\$1,200,000	\$1,475,000	\$165,000		\$200,000	\$1,175,000	\$4,215,000	
Capital Projects Fund Cash		300,000			300,000					\$300,000	
Proffers		739,652	289,652	75,000	75,000	75,000	75,000	75,000	75,000	\$450,000	
State - Department of Transportation (VDOT)		1,700,000		350,000	650,000	700,000				\$1,700,000	
Total		\$8,570,000	\$1,905,000	\$1,625,000	\$2,500,000	\$940,000	\$75,000	\$275,000	\$1,250,000	\$6,665,000	

Proj. No.	Uses	Total Project Cost	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
NEW	Asset Management Program	\$375,000							\$375,000	\$375,000	
10304	Downtown Improvements	5,275,000	1,500,000	\$1,150,000	\$1,625,000			\$200,000	\$800,000	\$3,775,000	
07309	Downtown Street Lighting	\$2,170,000	\$105,000	400,000	800,000	865,000				\$2,065,000	
08308	Town-wide Tree Canopy	750,000	300,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000	
Total - General Government		\$8,570,000	\$1,905,000	\$1,625,000	\$2,500,000	\$940,000	\$75,000	\$275,000	\$1,250,000	\$6,665,000	

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Asset Management Program (NEW)

STATUS: New

PROGRAM DESCRIPTION: The Asset Management Program will include the inventory and tracking of all assets including operation and maintenance tasks and long range financial planning. Development of a program will require the assistance of a consultant to determine and evaluate assets and input data into the system to address operations and maintenance functions. The balance of the estimated project cost of \$750,000 will be covered by the Utility Fund and is shown in that section.

START DATE: Summer 2018

ESTIMATED COMPLETION DATE: Summer 2019

OPERATING IMPACT: None.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
G.O. Bonds	375,000							375,000	375,000	
TOTAL	\$375,000	\$0	\$0	\$0				\$375,000	\$375,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$0								\$0	
Design/Eng.	375,000							375,000	375,000	
Construction	0								0	
TOTAL	\$375,000	\$0	\$0	\$0				\$375,000	\$375,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	
							\$0



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

Requires periodic monitoring and evaluation of the utility infrastructure to accommodate growth occurring within the Town's service area.

GENERAL GOVERNMENT PROJECTS (continued)

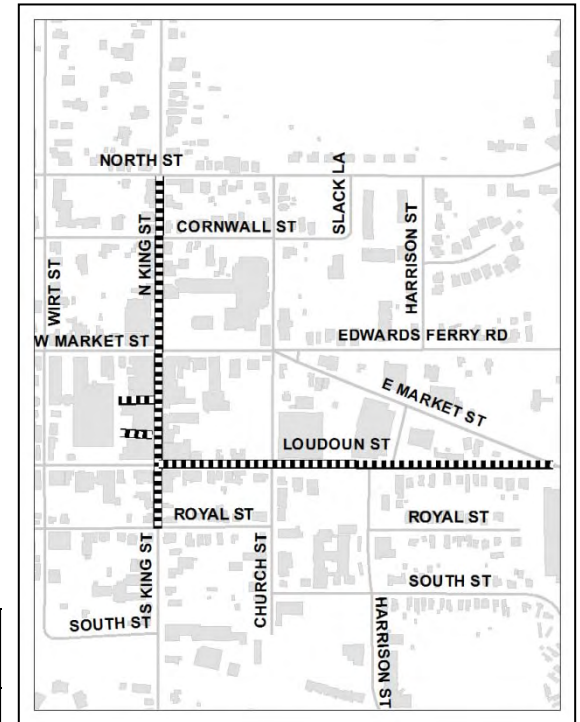
TITLE: Downtown Improvements (10304)
STATUS: Ongoing

PROGRAM DESCRIPTION: The Downtown Improvements project encompasses both public improvements and public-private partnerships to make the downtown a more vibrant area. The individual improvements 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. Dominion Virginia Power removed the utility pole from the East End Triangle area at no cost to the Town. The improvements will be coordinated with the Downtown Street Lighting project (07309). Phase I of this project includes improvements to Loudoun Street between South King Street and East Market Street; King Street between North Street and Royal Street; walkways connecting the Town parking garage to South King Street; and the intersection of East Market Street and Loudoun Street. Phase II will include other improvements identified during the initial master planning. The priority for the Phase II projects will be established by additional public input.

UTILITY RELOCATION START DATE: Summer 2012

CONSTRUCTION START DATE: Summer 2012

ESTIMATED COMPLETION DATE: Summer 2019



Sources:	Total Required Project Funding	Funded through 6/30/13							TOTAL for 6-Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
Bonds	\$4,975,000	\$1,500,000	\$1,150,000	\$1,325,000				\$200,000	\$800,000	\$3,475,000	
Capital Projects											
Fund Cash	300,000			300,000						300,000	
TOTAL	\$5,275,000	\$1,500,000	\$1,150,000	\$1,625,000				\$200,000	\$800,000	\$3,775,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13							TOTAL for 6-Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
Land	\$100,000	\$25,000	\$25,000					\$50,000		\$75,000	
Design/Eng.	825,000	550,000	100,000	\$25,000				\$150,000		275,000	
Utility Reloc.	150,000	50,000	100,000							100,000	
Construction	4,200,000	875,000	925,000	1,600,000					800,000	3,325,000	
TOTAL	\$5,275,000	\$1,500,000	\$1,150,000	\$1,625,000				\$200,000	\$800,000	\$3,775,000	

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
Maintenance	\$2,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000	\$26,000

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.

GENERAL GOVERNMENT PROJECTS (continued)

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 Church Street); and Wirt Street (Market Street to Loudoun Street). Installation of streetlights to be coordinated with Downtown Improvements project (10304).

UTILITY START DATE: Spring 2014

CONSTRUCTION START DATE: Spring 2014

EST. COMPLETION DATE: Summer 2016

PLANNED FINANCING

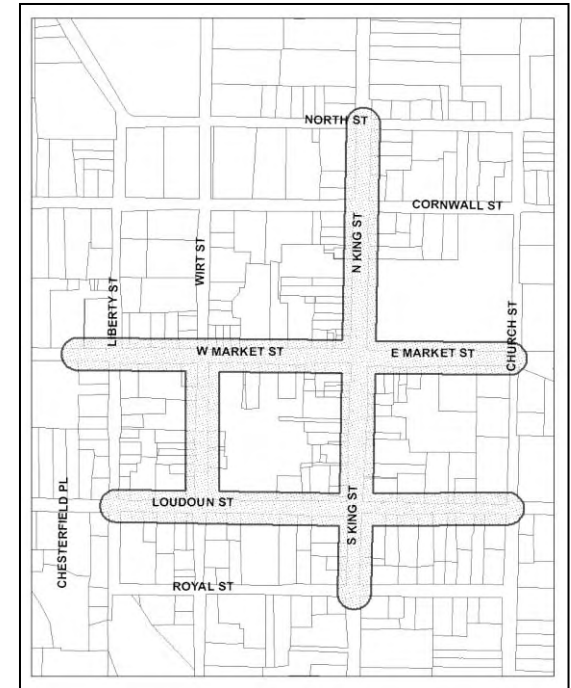
Sources:	Project Total Cost	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Req'd
			2014	2015	2016	2017	2018	2019		
VDOT (SAFETEA-LU)	\$1,700,000		\$350,000	\$650,000	\$700,000				\$1,700,000	
G.O. Bonds	470,000	105,000	50,000	150,000	165,000				365,000	
TOTAL	\$2,170,000	\$105,000	\$400,000	\$800,000	\$865,000				\$2,065,000	

PLANNED EXPENDITURES

Uses:	Project Total Cost	Expended through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Req'd
			2014	2015	2016	2017	2018	2019		
Land	\$30,000		\$10,000	\$10,000	\$10,000				\$30,000	
Design/Eng	240,000	105,000	50,000	50,000	35,000				135,000	
Utilities	800,000		100,000	325,000	375,000				800,000	
Const.	1,100,000		240,000	415,000	445,000				1,100,000	
TOTAL	\$2,170,000	\$105,000	\$400,000	\$800,000	\$865,000				\$2,065,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
Dominion Power (additional cost of new lights)	\$4,000	\$6,000	\$8,000	\$10,000	\$10,000	\$10,000	\$48,000



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.

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Town-wide Tree Canopy (08308)
STATUS: Ongoing

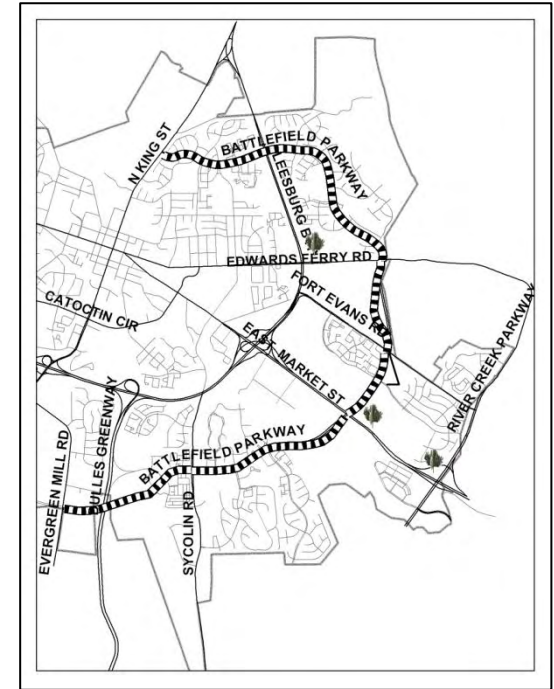
PROGRAM DESCRIPTION: This project provides annual funding to plant trees along roadways, trails, and in communities to enhance the tree canopy. Initial efforts will focus on existing sections of Battlefield Parkway to enhance roadway aesthetics. Once Battlefield Parkway plantings are completed, other locations will be planted and determined by a Master Tree Planting Plan approved by Town Council.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Spring 2008

ESTIMATED COMPLETION DATE: Ongoing

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



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Bonds	\$10,348	\$10,348								
Proffers	739,652	289,652	75,000	75,000	75,000	75,000	75,000	75,000	450,000	
TOTAL	\$750,000	\$300,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Eng.	\$140,000	\$50,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$90,000	
Construction	610,000	250,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000	
TOTAL	\$750,000	\$300,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
2 and 3-year estab. protocol (Public Works)	\$10,000	\$22,500	\$30,000	\$30,900	\$31,827	\$32,782	\$158,009

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.

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PARKS AND RECREATION PROJECTS

7.5 Parks and Recreation Projects

Recreation amenities within the Potomac Crossing community are provided from a financial settlement (\$600,000) from the developer of a formerly proffered park. Specific details of the amenities and locations are to be determined through public input.

Table 7.8 Parks and Recreation Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
General Fund Cash		600,000							600,000	600,000	
Total		\$600,000							\$600,000	\$600,000	
Proj. No.	Uses	Total Project Cost	Exp through 6/30/11	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
NEW	Potomac Crossing Recreation Improvements	600,000							600,000	600,000	
Total - Parks and Recreation		\$600,000							\$600,000	\$600,000	

PARKS AND RECREATION PROJECTS (continued)

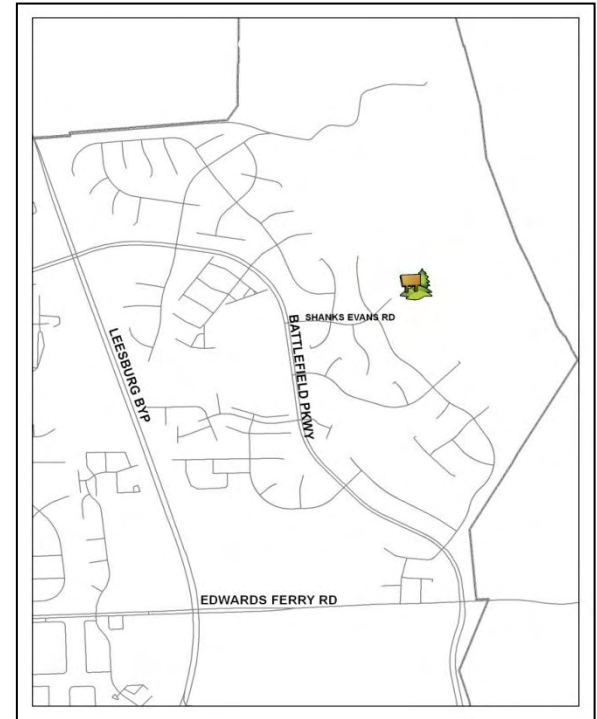
TITLE: Potomac Crossing Recreation Improvements (NEW)
STATUS: New

PROGRAM DESCRIPTION: Implementation of recreation amenities within the Potomac Crossing community utilizing funds received in a financial settlement from the developer of a formerly proffered park. Specific amenities and locations to be determined through public input.

CONSTRUCTION START DATE: Summer 2019

ESTIMATED COMPLETION DATE: TBD

OPERATING IMPACT: Increased cost for maintenance and mowing



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Cash	600,000							600,000	600,000	
TOTAL	\$600,000							\$600,000	\$600,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Eng. Construction	600,000							600,000	600,000	
TOTAL	\$600,000							\$600,000	\$600,000	

Operating/Maintenance:	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	
Maintenance and Mowing							

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.
- Parks and Recreation Objective 4 calls for expansion of parks and recreation facilities as needed to accommodate growth.

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 creating a comprehensive and environmentally responsive park system with high quality facilities and a sustainable growth management plan.

STREETS, HIGHWAYS, BUILDINGS AND GROUNDS PROJECTS

7.6 Streets, Highways, Buildings, and Grounds Capital Projects

The FY 2014 Streets, Highways, Buildings, and Grounds projects include over \$14 million in improvements. Major projects include: Route 15 (South King Street) Widening (\$2.3 million) and Battlefield Parkway (\$2.1 million), and Sycolin Road Widening Phase III (\$2.4 million) See Table below.

Table 7.9 Streets, Highways, Buildings, and Grounds Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
General Obligation Bonds		\$22,815,747	\$7,335,679	\$3,868,068	\$212,000			\$250,000	\$750,000	\$5,080,068	\$10,400,000
General Fund Cash		53,810	\$53,810								
Proffers (including Dev Contrib and Antic. Proffer)		3,157,647	2,157,647	500,000				100,000	400,000	\$1,000,000	
Loudoun County - Gas Tax		5,729,885	2,076,053	2,553,832	850,000	250,000				\$3,653,832	
State - Department of Transportation		69,782,127	7,767,127	7,140,000	13,825,000	4,050,000	1,000,000	1,000,000		\$27,015,000	35,000,000
Federal - Transportation (RSTP)		1,025,000	775,000	250,000						\$250,000	
Total		\$102,564,216	\$20,165,316	\$14,311,900	\$14,887,000	\$4,300,000	\$1,000,000	\$1,350,000	\$1,150,000	\$36,998,900	\$45,400,000

Proj. No.	Uses	Total Project Cost	Exp through 6/30/11	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	12,000,000	2,050,000	2,150,000	7,000,000	800,000				9,950,000	
NEW	Davis Court Bridge Replacement	500,000						100,000	400,000	500,000	
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	1,260,000	1,000,000	260,000						260,000	
10308	Linden Hill Access Road	455,000	95,000	360,000						360,000	
05303	Lowenbach St. Improvements	8,542,400	5,315,500	3,014,900	212,000					3,226,900	
13302	Miller Drive Extension	1,254,816	754,816	500,000						500,000	
14301	Morven Park Road Sidewalk	1,900,000						250,000	750,000	1,000,000	900,000
09307	Route 15 Bypass/Edwards Ferry Road Interchange	40,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		5,000,000	35,000,000
01302	Route 15 South King St. Widening Ph. I	7,600,000	7,020,000	580,000						580,000	
13301	Route 15 South King Street Widening Ph. II	9,800,000	525,000	1,700,000	5,575,000	2,000,000				9,275,000	
98301	Sycolin Rd. Widening Ph. III	4,347,000	1,300,000	2,447,000	600,000					3,047,000	
NEW	Sycolin Rd. Widening Ph. IV	10,500,000			500,000	500,000				1,000,000	9,500,000
11306	Traffic Signal Battlefield Pkwy at Plaza Street	350,000	50,000	300,000						300,000	
07312	Virts Corner Improvements	4,055,000	2,055,000	2,000,000						2,000,000	
Total - Streets, Highways, Buildings & Grounds		\$102,564,216	\$20,165,316	\$14,311,900	\$14,887,000	\$4,300,000	\$1,000,000	\$1,350,000	\$1,150,000	\$36,998,900	\$45,400,000

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

TITLE: Battlefield Parkway - Route 15 to Dulles Greenway (07315)
STATUS: Ongoing

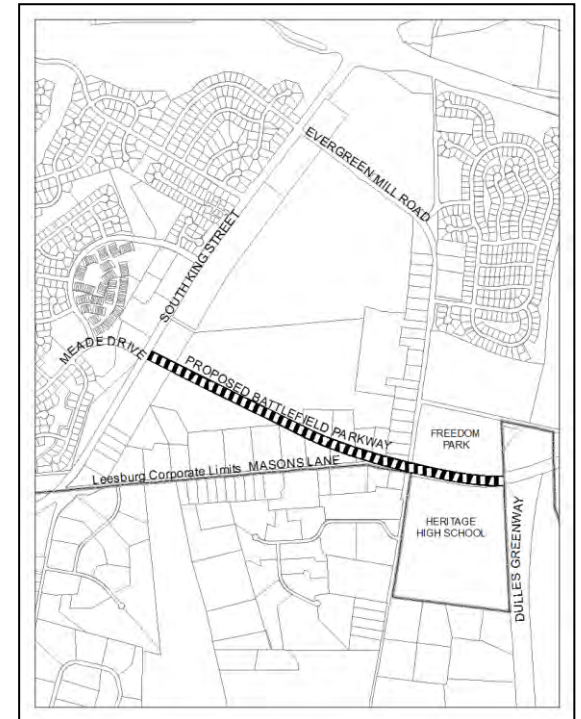
PROGRAM DESCRIPTION: The project includes construction of a 0.3 mile segment of Battlefield Parkway on new alignment between South King Street (Route 15) and Evergreen Mill Road (Route 621); and widening 0.3 miles of Battlefield Parkway from its existing 2 lanes to 4 lanes between Evergreen Mill Road 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.

UTILITY RELOCATION START DATE: Spring 2013

CONSTRUCTION START DATE: Spring 2014

ESTIMATED COMPLETION DATE: Fall 2015

OPERATING IMPACT: Future VDOT maintenance payments will increase to offset portion of maintenance cost



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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
General Fund Cash	\$53,810	\$53,810								
G.O. Bonds	1,021,190	1,021,190								
State Funds	10,925,000	975,000	2,150,000	7,000,000	800,000				9,950,000	
TOTAL	\$12,000,000	\$2,050,000	\$2,150,000	\$7,000,000	\$800,000				\$9,950,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$975,000	\$800,000	\$175,000						\$175,000	
Design/Eng.	1,050,000	800,000	250,000						250,000	
Utility Reloc.	675,000	450,000	225,000						225,000	
Construction	9,300,000		1,500,000	7,000,000	800,000				9,300,000	
TOTAL	\$12,000,000	\$2,050,000	\$2,150,000	\$7,000,000	\$800,000				\$9,950,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
Lane Mile Maintenance				\$24,000	\$24,480	\$24,970	\$73,450

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

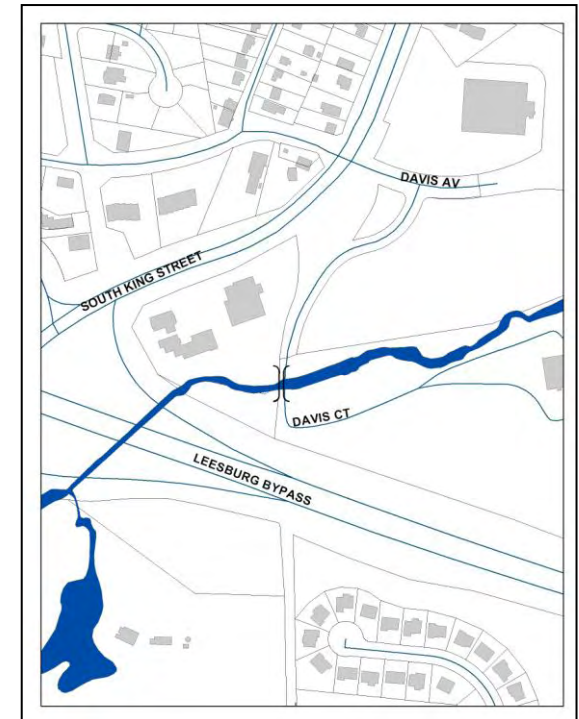
TITLE: Davis Court Bridge Replacement (NEW)
STATUS: New

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.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Winter 2018/2019

ESTIMATED COMPLETION DATE: Summer 2019



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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
Proffer	500,000							100,000	400,000	500,000	
TOTAL	\$500,000							\$100,000	\$400,000	\$500,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
Land	\$50,000								\$50,000	\$50,000	
Design/Eng.	100,000							100,000		100,000	
Utility Reloc.											
Construction	350,000								350,000	350,000	
TOTAL	\$500,000							\$100,000	\$400,000	\$500,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

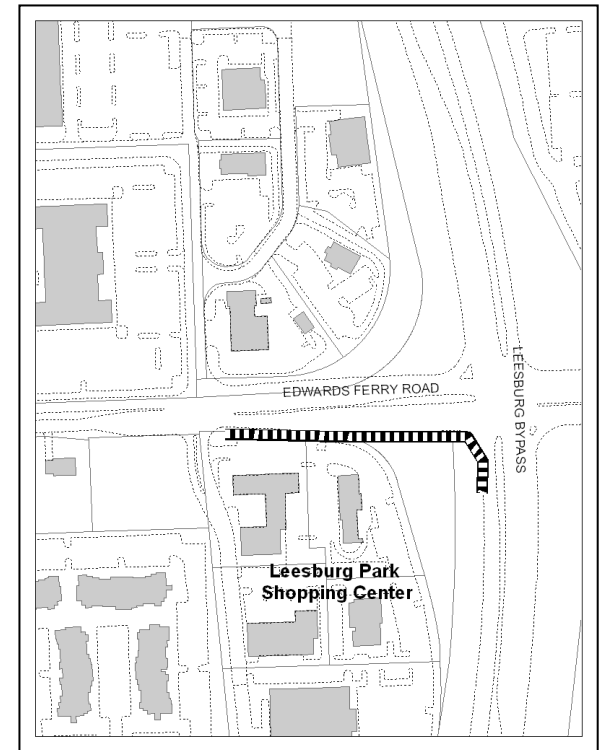
TITLE: Edwards Ferry Road at Route 15 Bypass Right Turn Lane Improvements (05302)
STATUS: Ongoing

PROGRAM DESCRIPTION: This project includes construction of improvements to the Edwards Ferry Road intersection with the Route 15 Bypass to help mitigate traffic congestion. The improvements will consist of developing dual right turn lanes for vehicles turning from eastbound Edwards Ferry Road onto southbound Route 15. Partial funding for the project has been received from the Governor’s Congestion Relief Fund.

CONSTRUCTION START DATE: Spring 2013

ESTIMATED COMPLETION DATE: Winter 2013/2014

OPERATING IMPACT: Minimal



GOALS ADDRESSED:

2012 Town Plan

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

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
G.O. Bonds	\$616,944	\$616,944								
Proffers	299,056	299,056								
VDOT	344,000	84,000	260,000						260,000	
TOTAL	\$1,260,000	\$1,000,000	\$260,000						\$260,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$150,000	\$86,000	\$64,000						\$64,000	
Design/Eng.	250,000	245,000	5,000						5,000	
Construction	860,000	669,000	191,000						191,000	
TOTAL	\$1,260,000	\$1,000,000	\$260,000						\$260,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	
Lane Mile Maintenance	\$1,200	\$2,500	\$2,625	\$2,750	\$2,900	\$3,050	\$15,025

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

TITLE: Linden Hill Access Road (10308)

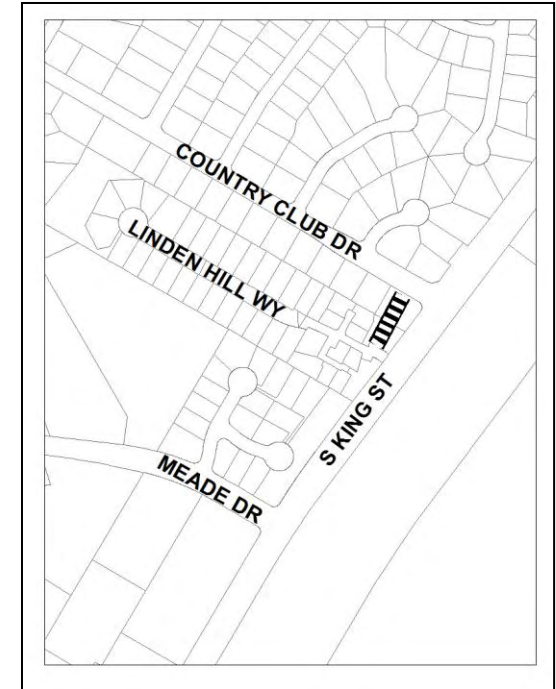
STATUS: Ongoing

PROGRAM DESCRIPTION: The project consists of design and construction of a one lane, one-way access road to connect Linden Hill Way with Country Club Drive. The widening of South King Street will provide a 4-lane divided roadway between the Leesburg bypass and the southern corporate limits. The median being constructed as part of that project, will prevent traffic leaving the Linden Hill community from turning left onto South King Street. The purpose of the project is to provide the residents of the Linden Hill community with an alternative route to turn onto northbound South King Street, without the need to travel south and make a u-turn at Greenway Drive.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
G.O. Bonds	\$455,000	\$95,000	\$360,000						\$360,000	
TOTAL	\$455,000	\$95,000	\$360,000						\$360,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land										
Design/Eng.	95,000	95,000								
Construction	360,000		360,000						360,000	
TOTAL	\$455,000	\$95,000	\$360,000						\$360,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	
		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$7,500

OPERATING IMPACT: Additional maintenance of the new roadway

2012 Town Plan

Transportation Objective 3 calls for expansion of the Town’s transportation system in a manner that does not adversely impact community and neighborhood integrity.

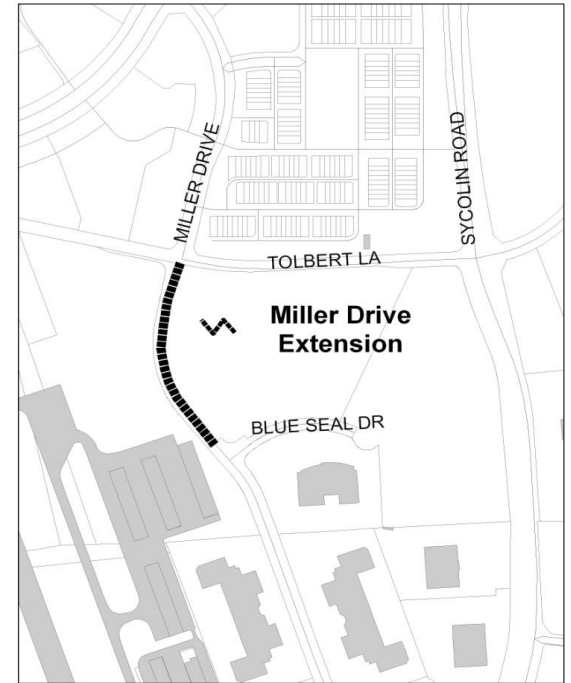
STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

TITLE: Miller Drive Extension (13302)
STATUS: Ongoing

PROGRAM DESCRIPTION: This project will include the design and construction of a 900 foot section of roadway between Blue Seal Drive and Tolbert Lane. The roadway construction includes sidewalk on one side, curb and gutter, storm drain system, waterline extension, and street lights. This connection will provide an alternative route for emergency vehicles from the County facilities on Sycolin Road, reduce congestion on Sycolin Road especially during the VDOT project overpass of the Leesburg bypass, and provide a safe alternative route for the drivers on the southern portion of Miller Drive to access Battlefield Parkway and the Greenway.

CONSTRUCTION START DATE: Spring 2013

ESTIMATED COMPLETION DATE: Fall 2013



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Proffer	\$1,114,816	\$614,816	\$500,000						\$500,000	
Monetary Donation	\$140,000	\$140,000								
TOTAL	\$1,254,816	\$754,816	\$500,000						\$500,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land										
Design/Eng.	200,000	200,000								
Construction	1,054,816	554,816	\$500,000						\$500,000	
TOTAL	\$1,254,816	\$754,816	\$500,000						\$500,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
Lane Mile Maintenance	\$1,200	\$2,500	\$2,625	\$2,750	\$2,900	\$3,050	\$15,025

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

GOAL ADDRESSED:

2012 Town Plan

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

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

TITLE: Morven Park Road Sidewalk (14301)
STATUS: Ongoing

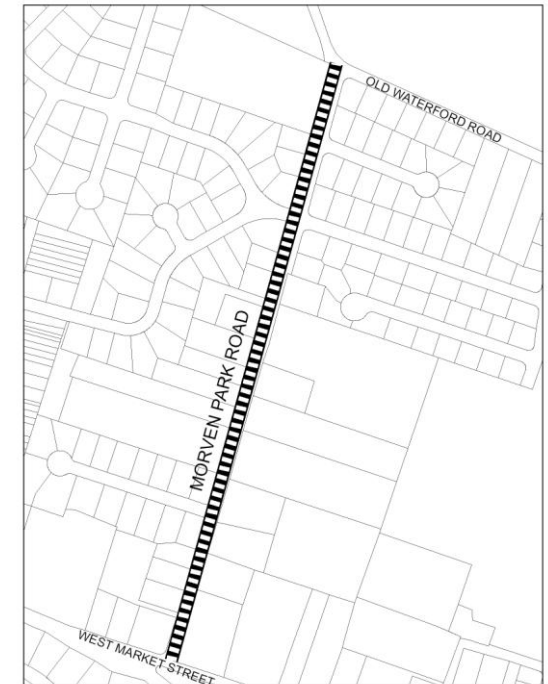
PROGRAM DESCRIPTION: The project consists of constructing missing segments of sidewalk along the west side of Morven Park Road to provide a continuous pedestrian access route between West Market Street and Old Waterford Road. The project will also improve drainage and provide a uniform roadway section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

UTILITY RELOCATION START DATE: Fall 2018

CONSTRUCTION START DATE: Spring 2019

ESTIMATED COMPLETION DATE: Spring 2020

OPERATING IMPACT: Minimal increased maintenance of sidewalk and drainage system



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
Bonds	\$1,900,000							\$250,000	\$750,000	\$1,000,000	\$900,000
TOTAL	\$1,900,000							\$250,000	\$750,000	\$1,000,000	\$900,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
Land	\$200,000							\$100,000	\$100,000	\$200,000	
Design/Eng.	\$200,000							150,000	50,000	\$200,000	
Construction	\$1,500,000								600,000	\$600,000	900,000
TOTAL	\$1,900,000							\$250,000	\$750,000	\$1,000,000	\$900,000

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	
Lane Mile Maintenance							

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.

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

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.

VDOT has committed to provide funding for preliminary engineering in their Six-Year Plan. Funding for right-of-way acquisition, utility relocations, and construction will be identified after design is completed.

UTILITY RELOCATION START DATE: TBD

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD

OPERATING IMPACT: TBD

PLANNED FINANCING

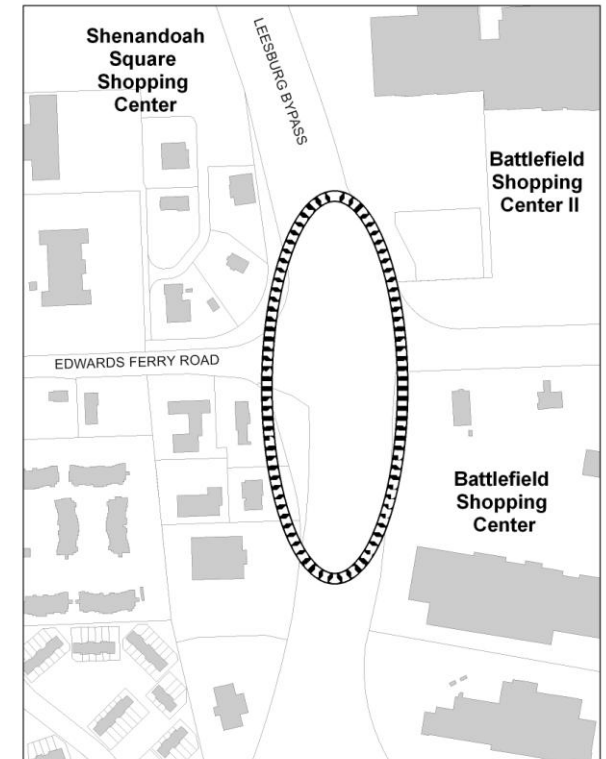
Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
VDOT	\$40,000,000		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$35,000,000
TOTAL	\$40,000,000		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$35,000,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land										
Design/Eng.	\$5,000,000		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	
Construction	\$35,000,000									\$35,000,000
TOTAL	\$40,000,000		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$35,000,000

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	
Lane Mile Maintenance							



GOAL ADDRESSED:

2012 Town Plan

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

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

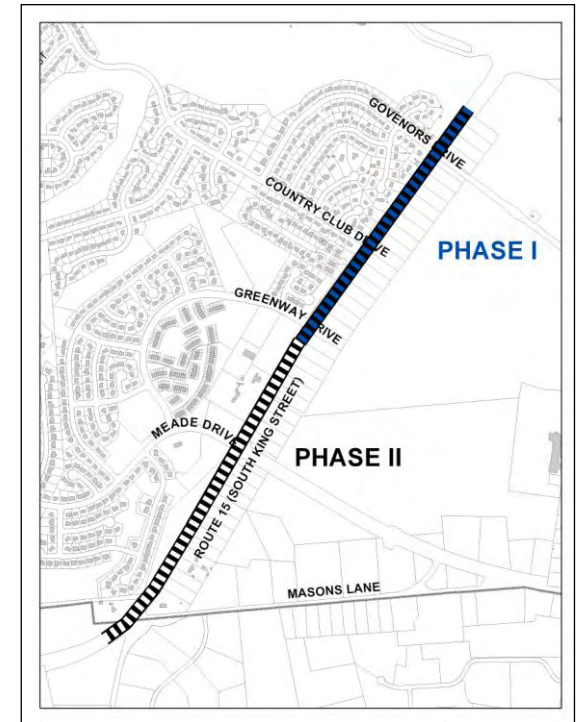
TITLE: Route 15 (South King Street) Widening Phase I (Governors Drive to Greenway Drive) (01302)
STATUS: Ongoing

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 I of the project extends approximately 3,000 feet from Governors Drive through the Greenway Drive intersection. This project 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.

UTILITY RELOCATION START DATE: Winter 2010/2011

CONSTRUCTION START DATE: Summer 2012



ESTIMATED COMPLETION DATE: Fall 2013

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.

Sources:	Total Required Project Funding	Funded through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Bonds	\$210,882	\$210,882								
Proffers	\$462,191	\$462,191								
VDOT	6,151,927	5,571,927	580,000						580,000	
ARRA funds	775,000	775,000								
TOTAL	\$7,600,000	\$7,020,000	\$580,000						\$580,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$200,000	\$200,000								
Design/Eng.	1,120,000	1,120,000								
Utility Reloc.	700,000	700,000								
Construction	5,580,000	5,000,000	580,000						580,000	
TOTAL	\$7,600,000	\$7,020,000	\$580,000						\$580,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
Lane Mile Maintenance	\$10,000	\$29,200	\$29,784	\$30,380	\$30,988	\$31,607	\$161,959

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

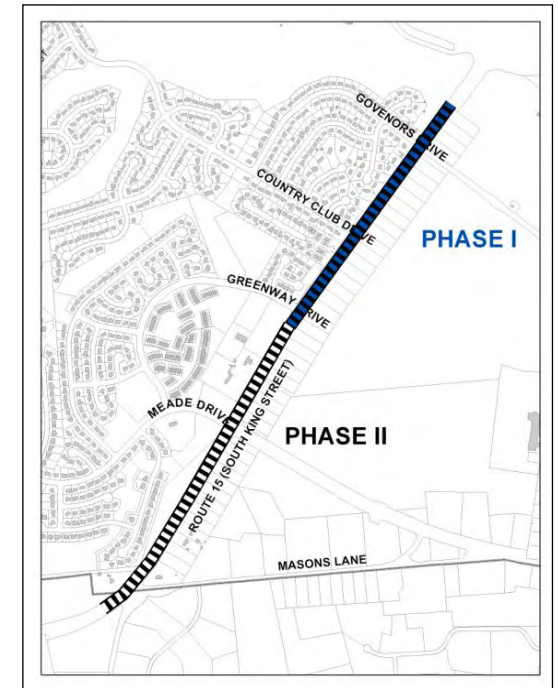
TITLE: Route 15 (South King Street) Widening Phase II (13301)
(Greenway Drive to Masons Lane)
STATUS: Ongoing

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.

UTILITY RELOCATION START DATE: Spring 2014

CONSTRUCTION START DATE: Spring 2016



ESTIMATED COMPLETION DATE: Fall 2015

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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
VDOT	9,550,000	525,000	1,450,000	5,575,000	2,000,000				9,025,000	
ARRA funds	250,000		250,000						250,000	
TOTAL	\$9,800,000	\$525,000	\$1,700,000	\$5,575,000	\$2,000,000				\$9,275,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$250,000	\$250,000								
Design/Eng.	\$475,000	275,000	100,000	100,000					200,000	
Utility Reloc.	\$800,000		600,000	200,000					800,000	
Construction	\$8,275,000		1,000,000	5,275,000	2,000,000				8,275,000	
TOTAL	\$9,800,000	\$525,000	\$1,700,000	\$5,575,000	\$2,000,000				\$9,275,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
Lane Mile Maintenance				\$22,338	\$30,360	\$30,380	\$83,078

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

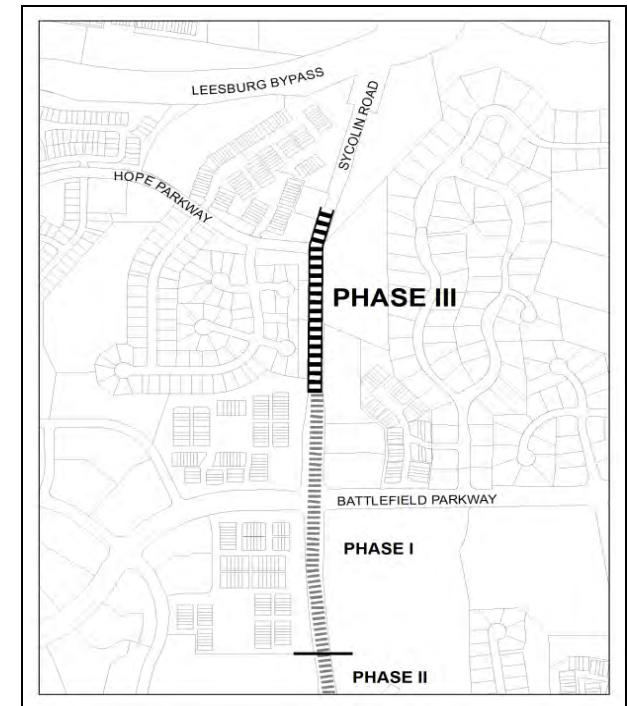
TITLE: Sycolin Road Widening Phase III (Hope Parkway Intersection) (98301)
STATUS: Ongoing

PROGRAM DESCRIPTION: Widen and upgrade 1,625 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 north of Hope Parkway to 500 feet north of Battlefield Parkway. Sycolin Road will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor.

UTILITY RELOCATION START DATE: Winter 2012/2013

CONSTRUCTION START DATE: Summer 2013

ESTIMATED COMPLETION DATE: Fall 2014



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

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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Loudoun County Gas Tax	3,347,000	1,000,000	\$ 1,747,000	\$ 600,000					2,347,000	
VDOT	1,000,000	300,000	700,000						700,000	
TOTAL	\$4,347,000	\$1,300,000	\$2,447,000	\$600,000					\$3,047,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$300,000	\$250,000	\$50,000						50,000	
Design/Eng.	580,000	550,000	30,000						30,000	
Utility Reloc.	600,000	300,000	300,000						300,000	
Construction	2,867,000	200,000	2,067,000	600,000					2,667,000	
TOTAL	\$4,347,000	\$1,300,000	\$2,447,000	\$600,000					\$3,047,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	
Lane Mile Maintenance		\$4,000	\$8,500	\$8,500	\$8,500	\$8,500	38,000

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

TITLE: Sycolin Road Widening Phase IV (NEW)
STATUS: New

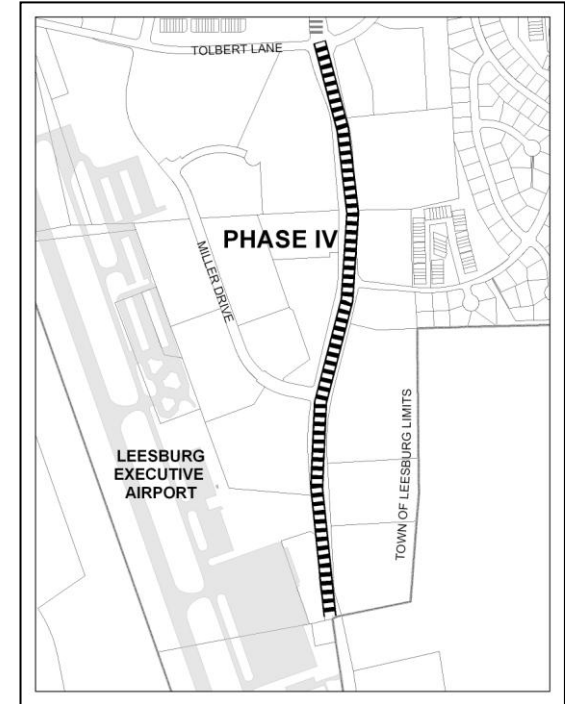
PROGRAM DESCRIPTION: Widen and upgrade 3,400 feet of Sycolin Road from two lanes to four lanes. The project limits extend from 550 feet south of Battlefield Parkway to the southern corporate limits. Sycolin Road will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor.

UTILITY RELOCATION START DATE: TBD

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD

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



PLANNED FINANCING										
Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING					TOTAL for 6-Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018			2019
Loudoun County Gas Tax	500,000			\$ 250,000	\$ 250,000				500,000	
VDOT	500,000			250,000	250,000				500,000	
Bonds	9,500,000									9,500,000
TOTAL	\$10,500,000			\$500,000	\$500,000				\$1,000,000	\$9,500,000

PLANNED EXPENDITURES										
Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES					TOTAL for 6-Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018			2019
Land										
Design/Eng.	1,000,000			500,000	500,000				1,000,000	
Utility Reloc.										
Construction	9,500,000									9,500,000
TOTAL	\$10,500,000			\$500,000	\$500,000				\$1,000,000	\$9,500,000

OPERATING IMPACT								TOTAL for 6-Yr CIP
Operating/Maintenance:	2014	2015	2016	2017	2018	2019		
Lane Mile Maintenance								
TOTAL								

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.

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

TITLE: Traffic Signal on Battlefield Parkway at Plaza Street (11306)
STATUS: Ongoing

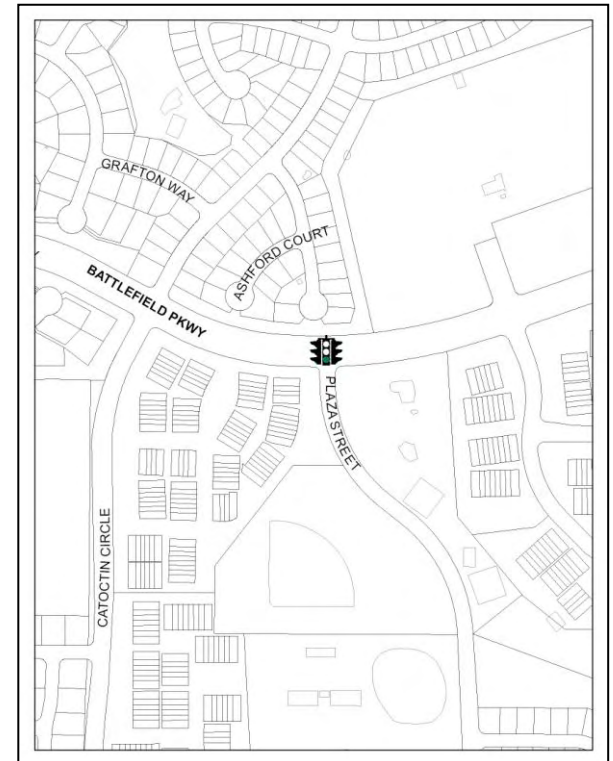
PROGRAM DESCRIPTION: Installation of a new traffic signal on Battlefield Parkway at Plaza Street.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Winter 2013/2014

ESTIMATED COMPLETION DATE: Spring 2014

OPERATING IMPACT: Minimal electrical costs and traffic signal maintenance.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13							TOTAL for 6-Yr CIP	Future Funds Req'd
			2014	2015	2016	2017	2018	2019		
Gas Tax	\$350,000	\$50,000	\$300,000						\$300,000	
TOTAL	\$350,000	\$50,000	\$300,000						\$300,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Expended through 6/30/13							TOTAL for 6-Yr CIP	Future Funds Req'd
			2014	2015	2016	2017	2018	2019		
Design/Eng.	\$50,000	\$50,000								
Construction	300,000		300,000						300,000	
TOTAL	\$350,000	\$50,000	\$300,000						\$300,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
Electricity			\$600	\$600	\$600	\$600	\$2,400

GOAL ADDRESSED:

2012 Town Plan

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

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

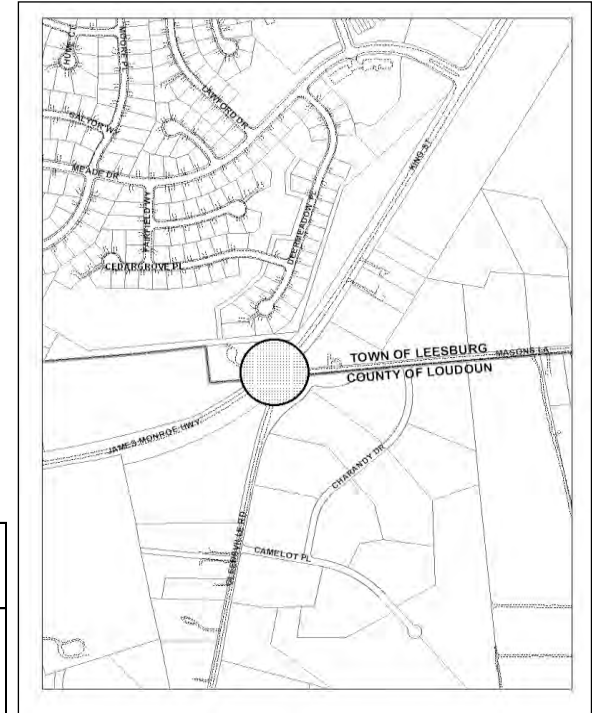
TITLE: Virts Corner Improvements (07312)
STATUS: Ongoing

PROGRAM DESCRIPTION: This project improves the intersection of South King Street, Masons Lane, and Gleedsville Road at the southern corporate limits of the Town. Included in the project is the realignment of Masons Lane to intersect South King Street at a right angle, realignment of Gleedsville Road to intersect with Masons Lane further from South King Street, and installing a traffic signal and turn lanes on South King Street. A primary gateway sign will be constructed as part of this project.

UTILITY RELOCATION START DATE: Winter 2011/2012

CONSTRUCTION START DATE: Spring 2013

ESTIMATED COMPLETION DATE: Spring 2014



OPERATING IMPACT: Minimal additional electricity cost.

GOAL ADDRESSED:

2012 Town Plan

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

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
G.O. Bonds	\$569,331	\$76,163	\$493,168						\$493,168	
Proffer	641,584	641,584								
Loudoun Co Gas Tax	1,532,885	1,026,053	506,832						506,832	
VDOT	1,311,200	311,200	1,000,000						1,000,000	
TOTAL	\$4,055,000	\$2,055,000	\$2,000,000						\$2,000,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$90,000	\$90,000								
Design/Eng.	230,000	230,000								
Utility R eloc.	835,000	835,000								
Construction	2,900,000	900,000	2,000,000						2,000,000	
TOTAL	\$4,055,000	\$2,055,000	\$2,000,000						\$2,000,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
Electricity		\$600	\$612	\$624	\$637	\$637	\$3,110

STORM DRAINAGE PROJECTS

7.7 Storm Drainage Projects

Funding in the amount of \$820,000 is included for storm drainage projects in FY 2014. Major improvements will continue on Tuscarora Creek Flood Mitigation (\$820,000). See Table below. Note: The Town will continue to conduct drainage studies to review problem areas throughout Town. Funding for the studies is included in contractual services in the Capital Projects operating budget.

Table 7.10 Storm Drainage Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
General Obligation Bonds		\$1,730,000	\$415,000	\$30,000	\$815,000	\$70,000	\$150,000	\$50,000	\$200,000	\$1,315,000	
Total		\$1,730,000	\$415,000	\$30,000	\$815,000	\$70,000	\$150,000	\$50,000	\$200,000	\$1,315,000	
Proj. No.	Uses	Total Project Cost	Exp through 6/30/11	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
NEW	Chesapeake Bay TMDL WLA RCP	3,900,000				50,000	150,000	50,000	200,000	\$450,000	\$3,450,000
06306	Tuscarora Creek Flood Mitigation	1,280,000	415,000	30,000	815,000	20,000				\$865,000	
Total - Storm Drainage		\$5,200,000	\$415,000	\$30,000	\$815,000	\$90,000	\$150,000	\$50,000	\$200,000	\$1,335,000	\$3,450,000

STORM DRAINAGE PROJECTS (continued)

TITLE: Chesapeake Bay TMDL Waste Load Allocation Reduction Compliance Program (NEW)
STATUS: NEW

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 will be included in the Town’s next Municipal Separate Storm Sewer System (MS4) permit. Based on the most recent information from the Virginia Department of Conservation and Recreation (DCR), the new permit will be effective July 1, 2013. The Chesapeake Bay TMDL Action Plan is due within 24 months of the effective permit date. DCR’s draft MS4 permit regulations incorporate the required nutrient and sediment reduction levels published in the Virginia Watershed Implementation Plan (WIP), which is the state’s primary planning tool to establish strategies, targets, and expectations for meeting the Chesapeake Bay TMDL. Projects will include, but are not limited to: wet and dry pond rehabilitations, right-of-way improvements, storm filters, etc.

CONSTRUCTION START DATE: Summer 2016

ESTIMATED COMPLETION DATE: Ongoing

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



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
G.O. Bonds	\$3,900,000				\$50,000	\$150,000	\$50,000	\$200,000	\$450,000	\$3,450,000
TOTAL	\$3,900,000				\$50,000	\$150,000	\$50,000	\$200,000	\$450,000	\$3,450,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
Land											
Design/Eng.	\$900,000				50,000			50,000	50,000	\$150,000	750,000
Construction	\$3,000,000					150,000			150,000	\$300,000	2,700,000
TOTAL	\$3,900,000				\$50,000	\$150,000	\$50,000	\$200,000	\$450,000	\$3,450,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2105	2016	2017	2018	2019	
Maintenance					\$32,000	\$32,000	\$64,000

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.

STORM DRAINAGE PROJECTS (continued)

TITLE: Tuscarora Creek Flood Mitigation (06306)
STATUS: Ongoing

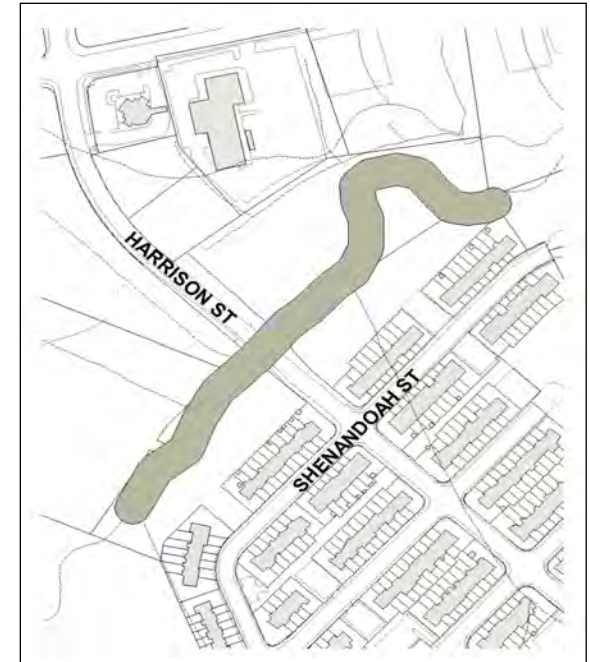
PROGRAM DESCRIPTION: 1,500 feet of channel improvements to Tuscarora Creek to help reduce flooding of the adjoining residential properties. The project also includes stream restoration, planting of a riparian buffer along portions of the stream and preparation of a FEMA letter of map revision after the work is complete.

UTILITY RELOCATION START DATE: Spring 2014

CONSTRUCTION START DATE: Summer 2014

ESTIMATED COMPLETION DATE: Winter 2014/2015

OPERATING IMPACT: Mowing and landscape maintenance



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13							TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
G.O. Bonds	\$1,280,000	\$415,000	\$30,000	\$815,000	\$20,000				\$865,000	
TOTAL	\$1,280,000	\$415,000	\$30,000	\$815,000	\$20,000				\$865,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13							TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$80,000	\$80,000								
Design/Eng.	400,000	325,000	30,000	25,000	20,000				75,000	
Utility Reloc.	10,000	10,000								
Construction	790,000			790,000					790,000	
TOTAL	\$1,280,000	\$415,000	\$30,000	\$815,000	\$20,000				\$865,000	

OPERATING IMPACT

Operating/Maintenance:							TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	
Maintenance	\$0	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$45,000

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.

STORM DRAINAGE PROJECTS (continued)

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AIRPORT FUND PROJECTS

7.8 Airport Projects

The major airport project for FY 2014 is the Runway 17 Safety Area Grading (\$920,000). See Table below.

Table 7.11 Airport Capital Improvement Projects Summary											
Sources		Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
General Obligation Bonds		2,520,000									2,520,000
General Fund Cash		176,100	10,200	36,400	9,500				120,000	165,900	
State - Department of Aviation		2,784,400	40,800	145,600	38,000				480,000	663,600	2,080,000
Federal Aviation Administration		1,759,500	99,000	1,233,000	427,500					1,660,500	
Total		7,240,000	150,000	1,415,000	475,000				600,000	2,490,000	4,600,000
Proj. No.	Uses	Total Project Cost	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
NEW	Airport Maintenance Shed	400,000							400,000	400,000	
NEW	Airport North Hangars	4,800,000							200,000	200,000	4,600,000
08501	Perimeter Fence - Airport West Side	1,010,000	40,000	495,000	475,000					970,000	
11502	Runway 17 Safety Area Grading	1,030,000	110,000	920,000						920,000	
Total - Airport Fund		7,240,000	150,000	1,415,000	475,000				600,000	2,490,000	4,600,000

AIRPORT FUND PROJECTS (continued)

TITLE: Airport Maintenance Shed (NEW)

STATUS: New

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 to be funded at 80% DOAV and 20% Town.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Summer 2018

ESTIMATED COMPLETION DATE: Winter 2018/2019

OPERATING IMPACT: Minimal electric costs

PLANNED FINANCING

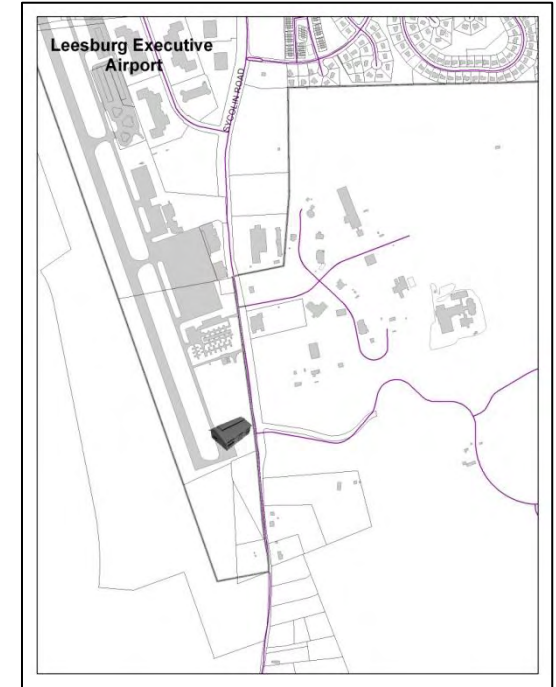
Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING							TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019			
DOAV Grant	320,000								320,000	320,000	
Cash	80,000								80,000	80,000	
TOTAL	\$400,000								\$400,000	\$400,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES							TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019			
Design/Eng.	\$50,000								\$50,000	\$50,000	
Construction	350,000								350,000	350,000	
TOTAL	\$400,000								\$400,000	\$400,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT							TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019		



GOAL ADDRESSED:

2006 Airport Master Plan

Requires preservation and protection of airport property.

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.

AIRPORT FUND PROJECTS (continued)

TITLE: Airport North Hangars (NEW)

STATUS: New

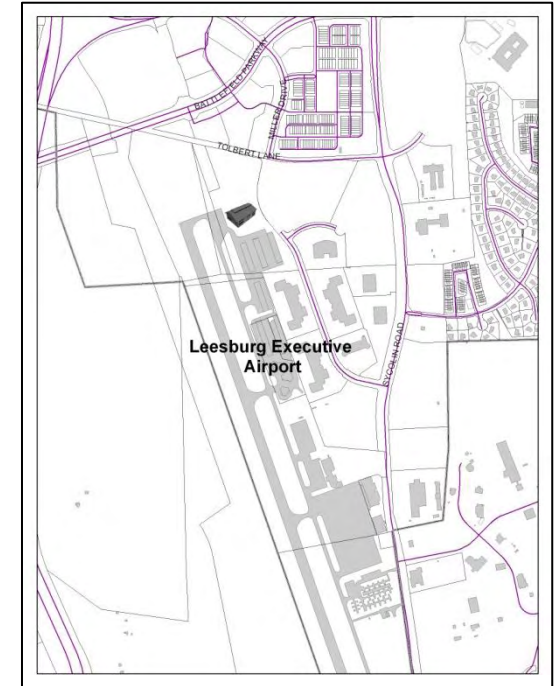
PROGRAM DESCRIPTION: Construction of hangars on the north end of the property will include aprons, storm drainage, 22 T-hangars and six corporate hangars. The Town will apply to the Virginia Department of Aviation for funding participation on the site work and paving. Project is in accordance with the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

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD

OPERATING IMPACT: Minimal electric costs



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
DOAV Grant	\$2,240,000							\$160,000	\$160,000	\$2,080,000
Bonds	\$2,520,000									\$2,520,000
Cash	40,000							40,000	40,000	
TOTAL	\$4,800,000							\$200,000	\$200,000	\$4,600,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Eng.	\$200,000							\$200,000	\$200,000	
Construction	4,600,000									4,600,000
TOTAL	\$4,800,000							\$200,000	\$200,000	\$4,600,000

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	

GOAL ADDRESSED:

2006 Airport Master Plan

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

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.

AIRPORT FUND PROJECTS (continued)

TITLE: Perimeter Fence – Airport West Side (08501)

STATUS: Ongoing

PROGRAM DESCRIPTION: This project includes completion of the airport perimeter security fence along the west side of the airport. This project is needed after completion of the property acquisition on the southwest end of the airport (CIP project 11501) and completion of the grading and equipment installation for the instrument landing system west of the runway (CIP project 09502). The fence will improve security and safety by deterring entry onto airport property by animals and unauthorized persons.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Spring 2014

ESTIMATED COMPLETION DATE: Fall 2014

OPERATING IMPACT: None.

PLANNED FINANCING

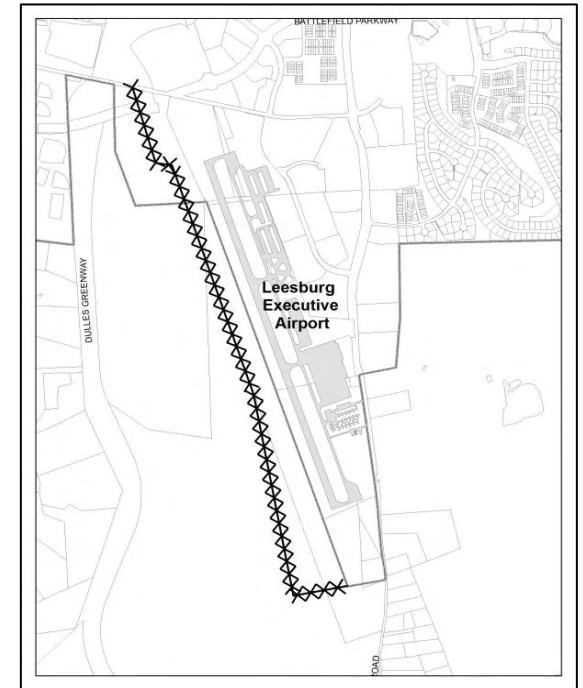
Sources:	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP	Future Funds Required
FAA Grant	\$832,500		\$405,000	\$427,500					\$832,500	
DOAV Grant	142,000	\$32,000	72,000	38,000					110,000	
Cash	35,500	\$8,000	18,000	9,500					27,500	
TOTAL	\$1,010,000	\$40,000	\$495,000	\$475,000					\$970,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP	Future Funds Required
Design/Eng.	\$85,000	\$40,000	\$45,000						\$45,000	
Construction	925,000		450,000	475,000					925,000	
TOTAL	\$1,010,000	\$40,000	\$495,000	\$475,000					\$970,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP



GOAL ADDRESSED:

2006 Airport Master Plan

Requires preservation and protection of airport property.

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.

AIRPORT FUND PROJECTS (continued)

TITLE: Runway 17 Safety Area Grading (11502)
STATUS: Ongoing

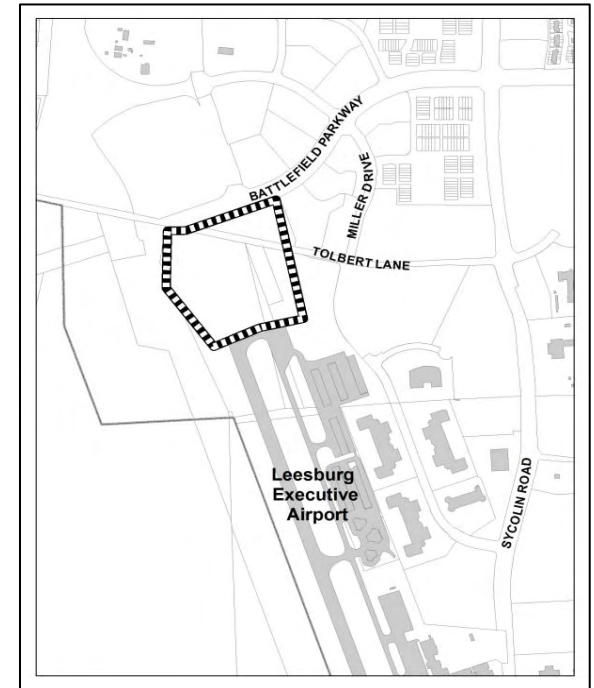
PROGRAM DESCRIPTION: This project includes grading of an area north of runway 17 to improve aircraft safety. FAA has established standards to provide a cleared and graded area beyond the end of the runway to improve safety. The area is to be clear of obstructions, graded to be free of major irregularities (such as ditches, hills, etc.), and stable enough to support occasional passage of aircraft, emergency and maintenance vehicles. The runway safety area north of runway 17 has drainage ditches and a portion of Tolbert Lane that was abandoned after construction of Battlefield Parkway.

UTILITY RELOCATION START DATE: Spring 2013

CONSTRUCTION START DATE: Summer 2013

ESTIMATED COMPLETION DATE: Winter 2013/2014

OPERATING IMPACT: None.



GOAL ADDRESSED:

2006 Airport Master Plan

Requires preservation and protection of airport property.

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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
FAA Grant	\$927,000	\$99,000	\$828,000						\$828,000	
DOAV Grant	82,400	8,800	73,600						73,600	
Cash	20,600	2,200	18,400						18,400	
TOTAL	\$1,030,000	\$110,000	\$920,000						\$920,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Eng.	\$80,000	\$80,000								
Utility Relocation	\$100,000	\$30,000	\$70,000						70,000	
Construction	850,000		850,000						850,000	
TOTAL	\$1,030,000	\$110,000	\$920,000						\$920,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP

AIRPORT FUND PROJECTS (continued)

UTILITIES FUND PROJECTS

7.9 Utilities Fund Capital Projects

The major utility projects for FY 2014 are the Water Meter Upgrade Project (\$1.2 million) and the Lower Sycolin Creek Sewage Conveyance System Phase II (\$1 million). See Table below.

Table 7.12 Utilities Fund Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
Utilities Fund Cash		\$5,527,327	\$1,727,077	\$1,343,250	\$900,000	\$202,500	\$207,000	\$551,250	\$596,250	\$3,800,250	
Utilities Fund Bonds		6,755,623	2,110,873	1,641,750	1,100,000	247,500	253,000	673,750	728,750	\$4,644,750	
Total		\$12,282,950	\$3,837,950	\$2,985,000	\$2,000,000	\$450,000	\$460,000	\$1,225,000	\$1,325,000	\$8,445,000	
Proj. No.	Uses	Total Project Cost	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Required
Utilities Administration											
NEW	Asset Management Program	\$375,000							\$375,000	\$375,000	
		\$375,000							\$375,000	\$375,000	
Utilities Maintenance											
06401	Misc. Waterline & San. Sewer Imps., Reps., I/I Mitigation	\$8,207,950	\$3,837,950	\$785,000	\$500,000	\$450,000	\$460,000	\$1,225,000	\$950,000	\$4,370,000	
NEW	Water Meter Change Out Program	\$1,200,000		\$1,200,000						\$1,200,000	
Total Utilities Maintenance		\$9,407,950	\$3,837,950	\$1,985,000	\$500,000	\$450,000	\$460,000	\$1,225,000	\$950,000	\$5,570,000	
Water Supply											
Total Water Supply											
Water Pollution Control											
NEW	Lower Sycolin Sewage Conveyance System Phase II	2,500,000		\$1,000,000	\$1,500,000					\$2,500,000	
Total Water Pollution Control		\$2,500,000		\$1,000,000	\$1,500,000					\$2,500,000	
Total - Utilities Fund		\$12,282,950	\$3,837,950	\$2,985,000	\$2,000,000	\$450,000	\$460,000	\$1,225,000	\$1,325,000	\$8,445,000	

UTILITIES FUND PROJECTS (continued)

TITLE: Asset Management Program (NEW)
STATUS: New

PROGRAM DESCRIPTION: The Asset Management Program will include the inventory and tracking of all assets including operation and maintenance tasks and long range financial planning. Development of a program will require the assistance of a consultant to determine and evaluate assets and input data into the system to address operations and maintenance functions. The balance of the estimated project cost of \$750,000 will be covered by the General Fund and is shown in the General Government section.

START DATE: Summer 2018

ESTIMATED COMPLETION DATE: Summer 2019

OPERATING IMPACT: None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP	Future Funds Required
Utilities Fund Bonds	\$206,250							\$206,250	\$206,250	
Utilities Fund Cash	168,750							168,750	168,750	
TOTAL	\$375,000	\$0	\$0	\$0				\$375,000	\$375,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP	Future Funds Required
Design/Eng.	375,000							375,000	375,000	
TOTAL	\$375,000	\$0	\$0	\$0				\$375,000	\$375,000	

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP
							\$0

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

Requires periodic monitoring and evaluation of the utility infrastructure to accommodate growth occurring within the Town's service area.

UTILITIES FUND PROJECTS (continued)

TITLE: Miscellaneous Waterline and Sanitary Sewer Improvements, Replacements, and I/I Mitigation (06401)
STATUS: Ongoing

PROGRAM DESCRIPTION: This project constitutes the on-going maintenance/replacement of old and deteriorated sanitary sewers 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 and proposed scheduling.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Ongoing

ESTIMATED COMPLETION DATE: Ongoing

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

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/13	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Utilities Fund Bonds	\$4,514,373	\$2,110,873	\$431,750	\$275,000	\$247,500	\$253,000	\$673,750	\$522,500	\$2,403,500	
Utilities Fund Cash	3,693,577	1,727,077	353,250	225,000	202,500	207,000	551,250	427,500	1,966,500	
TOTAL	\$8,207,950	\$3,837,950	\$785,000	\$500,000	\$450,000	\$460,000	\$1,225,000	\$950,000	\$4,370,000	

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.

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Eng.	\$100,000	\$100,000								
Construction	8,107,950	3,737,950	785,000	500,000	450,000	460,000	1,225,000	950,000	4,370,000	
TOTAL	\$8,207,950	\$3,837,950	\$785,000	\$500,000	\$450,000	\$460,000	\$1,225,000	\$950,000	\$4,370,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	

FY 2014-2019 CAPITAL IMPROVEMENTS PROGRAM

UTILITIES FUND PROJECTS (continued)

TITLE: Miscellaneous Waterline and Sanitary Sewer Improvements, Replacements, and I/I Mitigation (06401) – Continued
STATUS: Ongoing

Fiscal Year	2014		2015		2016		2017		2018		2019	
	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost
I/I Mitigation	Catoctin Circle, Prospect Place, Prospect Dr, Valley View Dr (Phase 12)	\$180,000	Cornwall, Ayr, Daniel and Union Street (Phase 13)	\$200,000	Belmont Drive, Prospect Drive, Belmont Place, Lafayette Place (Phase 14)	\$210,000	Brandon laterals (Phase 2, Part 2 and Phase 3)	\$170,000	Various locations replacing 4" CIP	\$250,000	Various locations replacing 6" CIP	\$180,000
Waterline	Loudoun St, Harrison St, Market St Unlined cast iron, 4", 6", 8" Lowenbach Street Improvements (CIP #05303)	\$150,000 \$200,000 \$150,000	West Market Street (Cornwall to King)	\$250,000	Cornwall Street (King to Church)	\$200,000	Wirt St (Loudoun to Cornwall 1000')	\$200,000	River Creek Pkwy water transmission parallel pipe (5,000 lf of 16" pipe) Edwards Ferry Rd, Church St, Harrison St Market St, Church St, Harrison St Unlined cast iron, 4", 6", 8"	\$500,000 \$200,000 \$150,000 \$50,000	River Creek Pkwy water transmission parallel pipe (5,000 lf of 16" pipe) Market St, Harrison St, Loudoun St. Unlined cast iron, 4", 6", 8"	\$500,000 \$150,000 \$50,000
Sewer	Country Club Golf Course, Roanoke Drive, Shenandoah Square, Cherry Lane - Manhole repairs or replacements Lowenbach Street Improvements (CIP #05303)	\$55,000 \$50,000	Manor Apartments, Country Club Condominiums - Manhole repairs	\$50,000	Manor Apartments, Country Club Condominiums - Manhole repairs	\$40,000	Manhole repairs or replacement	\$90,000	Phase 11 Pipe rehabilitation	\$75,000	Phase 12 Pipe rehabilitation	\$70,000
Total Cost		\$785,000		\$500,000		\$450,000		\$460,000		\$1,225,000		\$950,000

UTILITIES FUND PROJECTS (continued)

TITLE: Lower Sycolin Creek Sewage Conveyance System Phase II (NEW)
STATUS: New

PROGRAM DESCRIPTION: The construction of the Lower Sycolin Creek Sewage Conveyance System was divided into three phases. This project will also finalize the engineering design for the remaining phases. Phase I has been completed and Phase II is for 8000' of pipeline construction along Cochran Mill Road as depicted in the inset map. Phase III is for the portion from Gant Road to Sycolin Road, and construction of Phase III will depend solely on development activities in this area.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Fall 2013

ESTIMATED COMPLETION DATE: Winter 2014/2015

OPERATING IMPACT: Operation and maintenance cost will increase.

PLANNED FINANCING

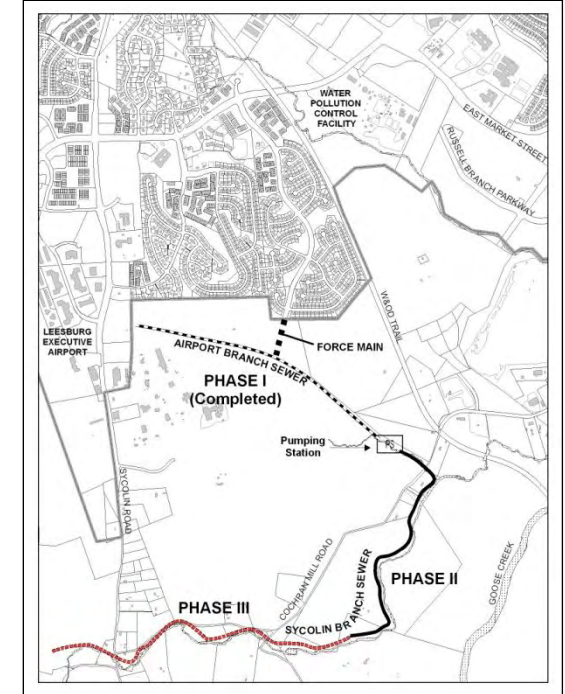
Sources:	Total Required Project Funding	Funded through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Utilities Fund Bonds	\$1,375,000		\$550,000	\$825,000					\$1,375,000	
Utilities Fund Cash	1,125,000		450,000	675,000					1,125,000	
TOTAL	\$2,500,000	\$0	\$1,000,000	\$1,500,000					\$2,500,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Eng.	250,000		50,000	200,000					250,000	
Construction	2,250,000		950,000	1,300,000					2,250,000	
TOTAL	\$2,500,000	\$0	\$1,000,000	\$1,500,000					\$2,500,000	

OPERATING IMPACT

Operating/Maintenance:	Year						TOTAL for 6-Yr CIP
	2014	2015	2016	2017	2018	2019	
			\$2,000	\$2,500	\$3,000	\$4,000	\$11,500



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.

UTILITIES FUND PROJECTS (continued)

TITLE: Water Meter Update Project (NEW)
STATUS: New

PROGRAM DESCRIPTION: This project involves replacement of all pulse water meter register heads with encoder technology throughout the system initially installed in 2002. Water meters are to be replaced on ten year intervals or as they fail to meet industry standards. The update project will ensure all meters have the same technology and help with real time communication with customers through the Automatic Meter Reading program.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Summer 2014

ESTIMATED COMPLETION DATE: Spring 2016

OPERATING IMPACT: None.

PLANNED FINANCING

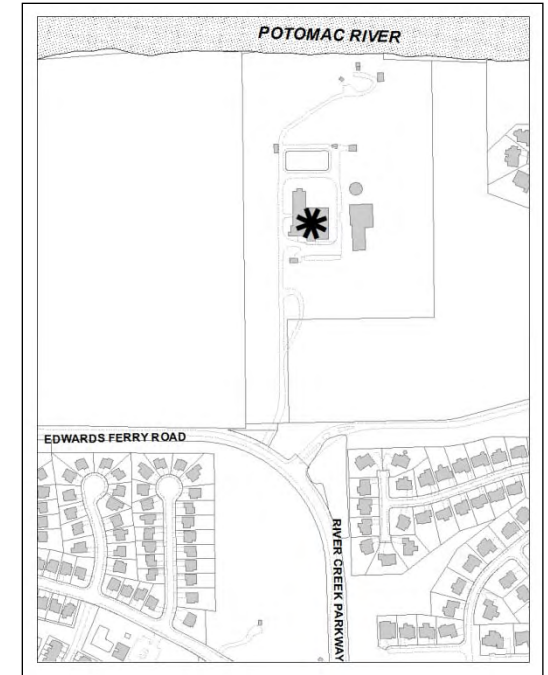
Sources:	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP	Future Funds Required
Utilities Fund Bonds	\$660,000	\$0	\$660,000						\$660,000	
Utilities Fund Cash	540,000	0	540,000						540,000	
TOTAL	\$1,200,000	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$0

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP	Future Funds Required
Design/Eng.	0								0	
Construction	1,200,000		1,200,000						1,200,000	
TOTAL	\$1,200,000	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$0

OPERATING IMPACT

Operating/Maintenance:	2014	2015	2016	2017	2018	2019	TOTAL for 6-Yr CIP



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

Requires periodic monitoring and evaluation of the utility infrastructure to accommodate growth occurring within the Town's service area.

SUMMARIES OF FUNDING BY SOURCE

7.10 Summaries of Funding by Source

Table 7.13 General Obligation Bonds											
Proj. No.	Project Description	Total Source	Exp through					2018	2019	Total for 6-Yr CIP	Future Funds Req.
			6/30/13	2014	2015	2016	2017				
General Government											
NEW	Asset Management Program	\$375,000						\$375,000		\$375,000	
10304	Downtown Improvements	\$4,975,000	\$1,500,000	\$1,150,000	\$1,325,000			\$200,000	\$800,000	\$3,475,000	
07309	Downtown Street Lighting	\$470,000	\$105,000	\$50,000	\$150,000	\$165,000				\$365,000	
08308	Town-wide Tree Canopy	\$10,348	\$10,348								
Total General Government		\$5,830,348	\$1,615,348	\$1,200,000	\$1,475,000	\$165,000		\$200,000	\$1,175,000	\$4,215,000	
Streets, Highways, Buildings & Grounds											
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	1,021,190	1,021,190								
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	616,944	616,944								
10308	Linden Hill Access Road	455,000	95,000	\$360,000						\$360,000	
05303	Lowenbach St. Improvements	8,542,400	5,315,500	\$3,014,900	\$212,000					\$3,226,900	
14301	Morven Park Road Sidewalk	1,900,000						\$250,000	\$750,000	\$1,000,000	900,000
01302	Route 15 South King St. Widening Ph. I	210,882	210,882								
NEW	Sycolin Rd. Widening Ph. IV	9,500,000									9,500,000
07312	Virts Corner Improvements	569,331	76,163	\$493,168						\$493,168	
Total Streets, Highways, Buildings & Grounds		\$22,815,747	\$7,335,679	\$3,868,068	\$212,000			\$250,000	\$750,000	\$5,080,068	\$10,400,000
Storm Drainage											
NEW	Chesapeake Bay TMDL WLA RCP	3,900,000				\$50,000	\$150,000	\$50,000	\$200,000	\$450,000	3,450,000
06306	Tuscarora Creek Flood Mitigation	1,280,000	415,000	\$30,000	\$815,000	\$20,000				\$865,000	
Total Storm Drainage		\$5,180,000	\$415,000	\$30,000	\$815,000	\$70,000	\$150,000	\$50,000	\$200,000	\$1,315,000	\$3,450,000
Total General Fund Projects		\$36,346,095	\$9,366,027	\$5,098,068	\$2,502,000	\$235,000	\$150,000	\$500,000	\$2,125,000	\$10,610,068	\$16,370,000
Airport Projects											
NEW	Airport North Hangars	\$2,520,000									2,520,000
Total Airport Projects		\$2,520,000									\$2,520,000
Total General Obligation Bonds		\$36,346,095	\$9,366,027	\$5,098,068	\$2,502,000	\$235,000	\$150,000	\$500,000	\$2,125,000	\$10,610,068	\$16,370,000

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.14 General Fund Cash											
Proj. No.	Project Description	Total Source	Exp through					2018	2019	Total for 6-Yr CIP	Future Funds Req.
			6/30/13	2014	2015	2016	2017				
Parks & Recreation											
NEW	Potomac Crossing Recreation Improvements	\$600,000						600,000	600,000		
	Total Parks & Recreation	\$600,000						\$600,000	\$600,000		
Streets, Highways, Buildings & Grounds											
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	\$53,810	53,810								
	Total Streets, Highways, Buildings & Grounds	\$53,810	\$53,810								
Airport											
NEW	Airport Maintenance Shed	\$80,000						\$80,000	80,000		
NEW	Airport North Hangars	\$40,000						\$40,000	40,000		
08501	Perimeter Fence - Airport West Side	\$35,500	\$8,000	\$18,000	\$9,500					27,500	
11502	Runway 17 Safety Area Grading	\$20,600	\$2,200	\$18,400						18,400	
	Total Airport Projects	\$176,100	\$10,200	\$36,400	\$9,500			\$120,000	\$165,900		
	Total General Fund Projects	\$829,910	\$64,010	\$36,400	\$9,500			\$720,000	\$765,900		

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.15 Capital Projects Fund Cash											
Proj. No.	Project Description	Total Source	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Req.
	General Government										
10304	Downtown Improvements	\$300,000			300,000					\$300,000	
	Total General Government	\$300,000			\$300,000					\$300,000	
	Total Capital Projects Fund Cash	\$300,000			\$300,000					\$300,000	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.16 Utilities Fund Cash

Proj. No.	Project Description	Total Source	Exp through							Total for 6-Yr CIP	Future Funds Req.
			6/30/13	2014	2015	2016	2017	2018	2019		
Utilities Administration											
NEW	Asset Management Program	\$168,750								168,750	\$168,750
		168,750								168,750	168,750
Utilities Maintenance											
06401	Misc. Waterline & San. Sewer Imps., Reps., I/M	\$3,693,577	\$1,727,077	\$353,250	\$225,000	\$202,500	\$207,000	\$551,250	\$427,500	\$1,966,500	
NEW	Water Meter Change Out Program	\$540,000		\$540,000						\$540,000	
	Total Utilities Maintenance	\$4,233,577	\$1,727,077	\$893,250	\$225,000	\$202,500	\$207,000	\$551,250	\$427,500	\$2,506,500	
Water Pollution Control											
07404	Lower Sycolin Sewage Conveyance System	\$1,125,000		450,000	675,000					\$1,125,000	
	Total Water Pollution Control	\$1,125,000		\$450,000	\$675,000					\$1,125,000	
	Total Utilities Fund Cash	\$5,527,327	\$1,727,077	\$1,343,250	\$900,000	\$202,500	\$207,000	\$551,250	\$596,250	\$3,800,250	

Table 7.17 Utilities Fund Bonds

Proj. No.	Project Description	Total Source	Exp through							Total for 6-Yr CIP	Future Funds Req.
			6/30/13	2014	2015	2016	2017	2018	2019		
Utilities Administration											
NEW	Asset Management Program	\$206,250								206,250	\$206,250
		206,250								206,250	206,250
Utilities Maintenance											
06401	Misc. Waterline & San. Sewer Imps., Reps., I/I Mitigation	\$4,514,373	\$2,110,873	\$431,750	\$275,000	\$247,500	\$253,000	\$673,750	\$522,500	\$2,403,500	
NEW	Water Meter Change Out Program	\$660,000		\$660,000						\$660,000	
	Total Utilities Maintenance	\$5,174,373	\$2,110,873	\$1,091,750	\$275,000	\$247,500	\$253,000	\$673,750	\$522,500	\$3,063,500	
Water Pollution Control											
07404	Lower Sycolin Sewage Conveyance System	1,375,000		550,000	825,000					\$1,375,000	
	Total Water Pollution Control	\$1,375,000		\$550,000	\$825,000					\$1,375,000	
	Total Utilities Fund Bonds	\$6,755,623	\$2,110,873	\$1,641,750	\$1,100,000	\$247,500	\$253,000	\$673,750	\$728,750	\$4,644,750	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.18 Proffers (including Developer Contributions and Anticipated Proffers)											
Proj. No.	Project Description	Total Source	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Req.
General Government											
08308	Town-wide Tree Canopy	\$739,652	\$289,652	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000	
	Total General Government	\$739,652	\$289,652	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000	
Streets, Highways, Buildings & Grounds											
NEW	Davis Court Bridge Replacement	500,000						\$100,000	\$400,000	\$500,000	
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	299,056	299,056								
13302	Miller Drive Extension	1,254,816	\$754,816	\$500,000						\$500,000	
01302	Route 15 South King St. Widening Ph. I	462,191	462,191								
07312	Virts Corner Improvements	641,584	\$641,584								
	Total Streets, Highways, Buildings & Grounds	\$3,157,647	\$2,157,647	\$500,000				\$100,000	\$400,000	\$1,000,000	
	Total Proffers	\$3,897,299	\$2,447,299	\$575,000	\$75,000	\$75,000	\$75,000	\$175,000	\$475,000	\$1,450,000	

Table 7.19 Loudoun County Gas Tax											
Proj. No.	Project Description	Total Source	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Req.
Streets, Highways, Buildings & Grounds											
98301	Sycolin Rd. Widening Ph. III	\$3,347,000	\$1,000,000	1,747,000	\$600,000					\$2,347,000	
NEW	Sycolin Rd. Widening Ph. IV	\$500,000			\$250,000	\$250,000				\$500,000	
11306	Traffic Signal Battlefield Pkwy at Plaza Street	350,000	50,000	300,000						\$300,000	
07312	Virts Corner Improvements	1,532,885	1,026,053	506,832						\$506,832	
	Total Streets, Highways, Buildings & Grounds	\$5,729,885	\$2,076,053	\$2,553,832	\$850,000	\$250,000				\$3,653,832	
	Total Loudoun County Gas Tax	\$5,729,885	\$2,076,053	\$2,553,832	\$850,000	\$250,000				\$3,653,832	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.20 State - Department of Aviation (DOAV)											
Proj. No.	Project Description	Total Source	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Req.
Airport Projects											
NEW	Airport Maintenance Shed	\$320,000							320,000	\$320,000	
NEW	Airport North Hangars	\$2,240,000							160,000	\$160,000	2,080,000
08501	Perimeter Fence - Airport West Side	\$142,000	32,000	72,000	38,000					\$110,000	
11502	Runway 17 Safety Area Grading	\$82,400	8,800	73,600						\$73,600	
Total Airport Projects		\$2,784,400	\$40,800	\$145,600	\$38,000				\$480,000	\$663,600	\$2,080,000
Total State - DOAV		\$2,784,400	\$40,800	\$145,600	\$38,000				\$480,000	\$663,600	\$2,080,000

Table 7.21 State - Department of Transportation (VDOT)											
Proj. No.	Project Description	Total Source	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Req.
General Government											
07309	Downtown Street Lighting	\$1,700,000		\$350,000	\$650,000	\$700,000				\$1,700,000	
Total General Government		\$1,700,000		\$350,000	\$650,000	\$700,000				\$1,700,000	
Streets and Highways											
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	10,925,000	975,000	2,150,000	7,000,000	800,000				\$9,950,000	
09307	Route 15 Bypass/Edwards Ferry Road Interchange	40,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		\$5,000,000	\$35,000,000
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	344,000	84,000	260,000						\$260,000	
01302	Route 15 South King St. Widening Ph. I	6,151,927	5,571,927	580,000						\$580,000	
13301	Route 15 South King Street Widening Ph. II	9,550,000	525,000	1,450,000	5,575,000	2,000,000				\$9,025,000	
98301	Sycolin Rd. Widening Ph. III	1,000,000	300,000	700,000						\$700,000	
NEW	Sycolin Rd. Widening Ph. IV	500,000			250,000	250,000				\$500,000	
07312	Virts Corner Improvements	1,311,200	311,200	1,000,000						\$1,000,000	
Total Streets and Highways		\$69,782,127	\$7,767,127	\$7,140,000	\$13,825,000	\$4,050,000	\$1,000,000	\$1,000,000		\$27,015,000	\$35,000,000
Total State - VDOT		\$71,482,127	\$7,767,127	\$7,490,000	\$14,475,000	\$4,750,000	\$1,000,000	\$1,000,000		\$28,715,000	\$35,000,000

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.22 Federal Transportation

Proj. No.	Project Description	Total Source	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Req.
Streets and Highways											
01302	Route 15 South King St. Widening Ph. I	\$775,000	\$775,000								
13301	Route 15 South King Street Widening Ph. II	\$250,000		\$250,000						\$250,000	
Total Streets and Highways		\$1,025,000	\$775,000	\$250,000						\$250,000	
Total Public Works		\$1,025,000	\$775,000	\$250,000						\$250,000	
Total Federal - Transportation		\$1,025,000	\$775,000	\$250,000						\$250,000	

Table 7.23 Federal - Federal Aviation Administration (FAA)

Proj. No.	Project Description	Total Source	Exp through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6-Yr CIP	Future Funds Req.
Airport Projects											
08501	Perimeter Fence - Airport West Side	\$832,500		\$405,000	\$427,500					\$832,500	
11502	Runway 17 Safety Area Grading	\$927,000	\$99,000	\$828,000						\$828,000	
Total Airport Projects		\$1,759,500	\$99,000	\$1,233,000	\$427,500					\$1,660,500	
Total Federal - FAA		\$1,759,500	\$99,000	\$1,233,000	\$427,500					\$1,660,500	

SUMMARIES OF FUNDING BY SOURCE (continued)

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FUTURE CAPITAL PROJECTS

7.11 PRIORITY FUTURE CAPITAL PROJECTS

The following is a list of projects that are priorities for future inclusion in the Capital Improvements Program based upon funding availability and the priorities of the Town Council. Costs are estimates only and are subject to change. Projects below are not listed in any particular order of importance.

PROJECT	PROJECT SUMMARY	ESTIMATED COST	STATUS
Church Street Improvements Phase II (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.	\$500,000	Awaiting progress of future private development
Edwards Ferry Road Sidewalk Replacement (West of Woodberry Road) (NEW)	Replace approximately 550 feet of curb and brick sidewalk on the north side of Edwards Ferry Road west of Woodberry Road. The project will improve the sidewalk to meet current ADA and VDOT standards for sidewalk width and vertical separation between the sidewalk and travel lanes. The project is not intended to improve roadway geometrics or drainage to meet current standards.	\$200,000 - \$300,000	Awaiting funding
Edwards Ferry Road Widening Improvements (NEW)	Widening of the roadway by approximately 1,600 linear feet between Battlefield Shopping Center and Battlefield Parkway. This will complete Edwards Ferry Road as a four lane divided roadway between the Bypass and the eastern town limits (previously CIP project #10301)	\$1,000,000	Awaiting funding
Ida Lee Soccer/Lacrosse Field No. 3 (01301)	Development of a third irrigated soccer/lacrosse field at Ida Lee Park. Plans are ready to be approved.	\$400,000	Awaiting funding
Police Renovation and Expansion (NEW)	Renovation and expansion of existing Public Safety facility at Plaza Street. Estimate is based on completed space needs assessment.	\$18,000,000	Awaiting funding

FUTURE CAPITAL PROJECTS (continued)

PROJECT	PROJECT SUMMARY	ESTIMATED COST	STATUS
Potential Recreational Amenities	Recreational amenities at various sites utilizing BAN and proffer funds. Potential amenities could include; skate park redevelopment, seasonal tennis bubble at Ida Lee, enhancements to the A.V. Symington Aquatic Center, a third soccer/lacrosse field at Ida Lee, or playground expansion at Ida Lee.	\$250,000 - \$300,000	Awaiting funding
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.	\$2,000,000	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
Customs and Border Patrol Office Space	Design and renovation of space located on the first floor of the terminal building. Office space will be created and flex space that will be used when needed by Customs and by airport tenants at other times. FBOs at the airport that operate international flights have requested this project.	\$500,000	Awaiting funding

FUTURE CAPITAL PROJECTS (continued)

7.12 POTENTIAL FUTURE CAPITAL PROJECTS

The following is a list of projects that may be considered for inclusion in the Capital Improvements Program based upon funding availability and the priorities of the Town Council. In some instances, additional research is pending before a specific recommendation can be made. Costs are only rough estimates and are subject to change.

PARKS AND RECREATION

PROJECT

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, Catocin 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, BUILDINGS, AND GROUNDS

PROJECT

PROJECT SUMMARY

1st Street Extension

Extend 1st Street from the car wash to Davis Avenue

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.

FUTURE CAPITAL PROJECTS (continued)

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS (continued)

Advanced Transportation Management System, Phase II	Electronic connection of existing traffic signals along Edwards Ferry and Fort Evans Road to allow monitoring of the system from a control center in Town Hall to improve congestion and air quality by enhancing traffic flow.
Battlefield at Route 7 Interchange	Construct a grade separated interchange at this location. This part of Route 7 is maintained by VDOT. Project should be funded by VDOT.
Davis Avenue Sidewalk	Install sidewalk on both sides of Davis Avenue from South King Street to the Valley View Drive intersection.
Edwards Ferry Road Sidewalk – North Side	Install sidewalk along the north side of Edwards Ferry Road from Shenandoah Building to Heritage Way.
Evergreen Mill Road Improvements	Design and construction of 4-laning of Evergreen Mill Road between South King Street and Battlefield parkway at the south corporate limits, including sidewalk and multi-use trail.
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.
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

PROJECT SUMMARY

Royal Street East Storm Drainage Improvements	Install curb and gutter on East Royal Street between Harrison Street at Market Station and the Tollhouse Plaza shopping center. Recommendation of study is that this becomes a maintenance project.
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.

FUTURE CAPITAL PROJECTS (continued)

STORM DRAINAGE (continued)

Town Branch at Mosby Drive	Purpose of the project is to stabilize the eroding channel and reduce potential flooding.
Woodberry Road Drainage Phase II	Alleviate flooding of yards in the lower portion of the block bounded by Woodberry Drive, North Street, and Wildman Road. If approved in future, Town should consider constructing project as a maintenance effort by Department of Public Works.

AIRPORT

PROJECT

PROJECT SUMMARY

Parcel Consolidation	Consolidate approximately 17 individual parcels. Project is supported by FAA and Town Master Plan. Significant funding to be provided by FAA and DOAV.
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. In order to accommodate drainage from this project and future development of the south end of the airport, a comprehensive drainage analysis will be prepared. The project will be funded using 90% federal, 8% state, and 2% Town funding.

UTILITIES

PROJECT

PROJECT SUMMARY

Utility Lines Storage Building	Construction of a 40'x80' metal building for storage of equipment and materials currently stored at the public works facility, freeing up space needed by Public Works.
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FUTURE CAPITAL PROJECTS (continued)

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LEGISLATION

8.1 Setting the 2013 Tax Rate

The Town of
**Leesburg,
Virginia**

PRESENTED: April 9, 2013

ORDINANCE NO. 2013-O-009

ADOPTED: April 9, 2013

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND BANK CAPITAL, AIRPORT FEES FOR AIRPORT HANGARS AND TIE-DOWNS, AND SETTING UTILITY WATER AND SEWER RATES FOR TAX YEAR 2013

The Council of the Town of Leesburg in Virginia hereby ordains:

SECTION I. That Section 20-22 (Annual levy and rate of taxes), Article II (TAXATION GENERALLY), Chapter 20 (Licenses, Taxation and Miscellaneous Regulations) of the Town Code of Leesburg is hereby reordained to read as follows:

Taxes shall be levied and collected as provided by law on taxable real estate, vehicles used as mobile homes or offices, aircraft, tangible personal property, public service corporations, and bank capital in the town for each tax year beginning January 1st and ending December 31st for the support of the town government, payment of interest on town debt and for other town purposes. Each person assessed taxes by the town shall pay them as required by law.

SECTION II. Appendix B Fee Schedule

- Real estate and vehicles used as mobile homes (~~\$0.192~~ per \$100 of assessed value);
- Tangible personal property for qualified vehicles, non-commercial (up to the first \$20,000, \$48, over the first \$20,000, \$1.00 per \$100 of assessed value);
- Public service corporations (real estate ~~\$1.192~~ per \$100 of assessed value, tangible personal property \$1.00 per \$100 of assessed value); and
- Bank capital (\$0.80 per \$100 of the net capital of banks located in the Town).
- Monthly rentals fees at the airport for North Corporate Hangars (\$2,200), South Corporate Hangars (\$1,900), North T-hangars (\$500), North T-Hangars C-1 & C-7 (\$534), South T-Hangars (\$550) and Tie-Downs (\$120).
- Water Use Rates:
 - Inside Town: Consumption charge per 1,000 gallons \$4.02
 - High Use Rate per 1,000 gallons \$5.83
 - Reduced Rate for qualifying elderly per 1,000 gallons \$3.02

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AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND BANK CAPITAL, AIRPORT FEES FOR AIRPORT HANGARS AND TIE-DOWNS, AND SETTING UTILITY WATER AND SEWER RATES FOR TAX YEAR 2013

Outside Town: Consumption charge per 1,000 gallons \$5.67
High Use Rate per 1,000 gallons \$8.22

Reduced Rate for qualifying elderly per 1,000 gallons \$4.25

Fixed Charge per Quarter for Water Use:

Water Meter Size:

5/8" to 3/4"	\$7.20
Full 3/4"	\$7.92
1"	\$10.08
1 1/2"	\$12.96
2"	\$20.88
3"	\$79.20
4"	\$100.80

Fixed Charge per Quarter for Water Use:

Water Meter Size:

6"	\$151.20
8"	\$208.80

• Sewer Use Rates:

Inside Town: Consumption charge per 1,000 gallons \$5.37

Reduced Rate for qualifying elderly per 1,000 gallons \$4.03

Outside Town: Consumption charge per 1,000 gallons \$8.16

Reduced Rate for qualifying elderly per 1,000 gallons \$6.12

Fixed Charge per Quarter for Sewer Use:

Water Meter Size:

5/8" to 3/4"	\$7.20
Full 3/4"	\$7.92
1"	\$10.08
1 1/2"	\$12.96
2"	\$20.88
3"	\$79.20
4"	\$100.80
6"	\$151.20
8"	\$208.80

• Sewer connection Charge (sewer system only):

Inside Town – Sewer only – Fixed fee per quarter \$108.56

Outside Town – Sewer only – Fixed fee per quarter \$162.28

LEGISLATION

8.1 Setting the 2013 Tax Rate (continued)

3


AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND BANK CAPITAL, AIRPORT FEES FOR AIRPORT HANGARS AND TIE-DOWNS, AND SETTING UTILITY WATER AND SEWER RATES FOR TAX YEAR 2013

SECTION III. All prior ordinances in conflict herewith are hereby repealed.

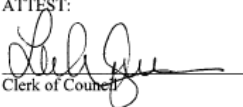
SECTION IV. Severability. If a court of competent jurisdiction declares any provision of this ordinance invalid, the decision shall not affect the validity of the ordinance as a whole or any remaining provisions of the Leesburg Town Code.

SECTION V. This ordinance shall be effective July 1, 2013.

PASSED this 9th day of April, 2013.


Kristin C. Umstatt, Mayor
Town of Leesburg

ATTEST:


Clerk of Council

P:\Ordinances\2013\0409 Tax Rate.doc

LEGISLATION

8.2 Adopting the FY 2014 Budget

The Town of
Leesburg,
Virginia

PRESENTED April 9, 2013

ORDINANCE NO. 2013-O-008

ADOPTED April 9, 2013

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2014; MAKING APPROPRIATIONS FOR FY 2014 FOR THE GENERAL FUND, UTILITIES FUND, AND CAPITAL PROJECTS FUND; SETTING FEES FOR AIRPORT HANGARS AND TIE-DOWNS AUTHORIZING AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THE ORDINANCE

The Council of the Town of Leesburg in Virginia hereby ordains:

SECTION I. The budget for the fiscal year beginning July 1, 2013, and ending June 30, 2014, is hereby adopted to include the totals in the categories and accounts of the General Fund in the amount of \$47,823,955; the Utilities Fund in the amount of \$20,218,685; and Capital Projects Fund in the amount of \$19,224,109.

SECTION II. The amounts reflected in the budget for the fiscal year beginning July 1, 2013, and ending June 30, 2014, are hereby appropriated to include the totals in the categories and accounts to the General Fund in the amount of \$47,823,955; Utilities Fund in the amount of \$20,218,685; and Capital Projects Fund in the amount of \$19,224,109.

SECTION III. Any amendments to the budget or supplemental appropriations adopted herein may be enacted by the Town Council by resolution from time to time.

SECTION IV. The Town Manager is hereby authorized and directed to take all appropriate administrative actions necessary and prudent to effectuate implementation of this ordinance including, but not limited to, transferring money within and between funds, paying all short and long term debt due, and establishing necessary encumbrances at fiscal year end.

SECTION V. All prior ordinances and resolutions in conflict herewith are hereby repealed.

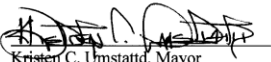
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AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2014; MAKING APPROPRIATIONS FOR FY 2014 FOR THE GENERAL FUND, UTILITIES FUND, AND CAPITAL PROJECTS FUND; SETTING FEES FOR AIRPORT HANGARS AND TIE-DOWNS AUTHORIZING AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THE ORDINANCE


SECTION VI. If any provision of this ordinance is declared invalid, the decision shall not affect the validity of the ordinance as a whole or any remaining provisions of the ordinance.

SECTION VII. This ordinance shall be effective July 1, 2013.

PASSED this 9th day of April, 2013.


Kristofer C. Umstadt, Mayor
Town of Leesburg

ATTEST:


Clerk of Council

LEGISLATION

8.3 Adopting the FY 2014-2019 Capital Improvements Program

The Town of
Leesburg,
Virginia

PRESENTED April 9, 2013

RESOLUTION NO. 2013-050

ADOPTED April 9, 2013

A RESOLUTION: ADOPTING THE FISCAL YEAR 2014-2019 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$56,513,900

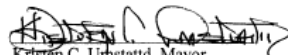
WHEREAS, Section 15.2-2239 of the 1950 Code of Virginia, as amended, authorizes the preparation and annual review of a Capital Improvements Program (CIP); and

WHEREAS, the Town Manager submitted a preliminary CIP to the Planning Commission on January 17, 2013; and

WHEREAS, the Planning Commission held a public hearing on the preliminary CIP on February 7, 2013, reviewed the preliminary CIP for compliance with the Town Plan and approved a motion with recommendations concerning the CIP for adoption by the Town Council on February 7, 2013.

THEREFORE, RESOLVED by the Council of the Town of Leesburg in Virginia that the proposed CIP for Fiscal Years 2014-2019 totaling \$56,513,900 is approved.

PASSED this 9th day of April, 2013


 Kristen C. Urhstadd, Mayor
 Town of Leesburg

ATTEST:

 Clerk of Council

P:\Resolutions\2013\0409 FY 2014 2019 CIP_4313.docx

BUDGET CALENDAR**8.4 FY 2014 Budget Calendar****OCTOBER 2012**

Capital Improvements Program (CIP) review by TM/Office of Capital Projects (OCP)

Budget kickoff with departments

NOVEMBER 2012

Performance measures kickoff

Budget requests submitted to DOF

DECEMBER 2012

Review of CIP by Budget Committee

Performance measures submitted to DOF

JANUARY 2013

DOF develops draft budget

Budget Committee meets with Departments as necessary

Planning Commission presented Draft CIP

FEBRUARY 2013

Planning Commission public hearing on CIP

Town Manager's proposed budget/CIP submitted to Town Council

MARCH 2013

Town Council work session on budget and CIP

Town Council public hearing on budget and CIP

APRIL 2013

Town Council sets tax rate and adopts budget and CIP

BUDGET PROCESS**8.5 Budget Process**

The FY2014-15 budget represents the biennial budget for the Town of Leesburg. The first year of the budget, FY 2014, was adopted and appropriated, while the second year of the budget, FY 2015, was provisionally adopted and not appropriated. Next year, only exceptions to the Provisional FY 2015 will be considered during the budget process,

Year One of Two-year Budget

Leesburg begins the two-year budget process with the “Budget Kickoff,” the distribution of budget request packages to all department directors. These packages include a brief message from the Town Manager along with general instructions for completing the various forms and relevant computer budget projection accounts, to include proposed expenditures, capital outlays, departmental accomplishments, future objectives, performance measures, and other budget data. Concurrently, the Finance Director and Management Analysts assist 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.

Departmental requests are consolidated and the budget committee, composed of the Town Manager, Deputy Town Manager, Director of Finance, and Management Analysts, discuss department requests with the department directors. Adjustments are made as appropriate and required to meet Town Council’s mission and goals.

The next step in the budget process involves preparation of the budget document. The Finance Department prepares the final proposed 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 Council in February. Several Council workshops are held before and after the required public hearing. 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, expect that only a few new initiatives or capital projects are considered, and those only if they are necessary for the health and welfare of the citizens of the Town or if they are completely offset by a new revenue source.

8.5 Budget Process (continued)

The Town’s General 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).

BUDGET PROCESS

The Town's operating budget can be amended after adoption using either one of the following procedures: The Town Manager has the authority to move money within the Fund. 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 Council must appropriate the funds before a lawful expenditure can be made.

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FUND STRUCTURE AND DESCRIPTIONS

8.6 Fund Structure and Descriptions

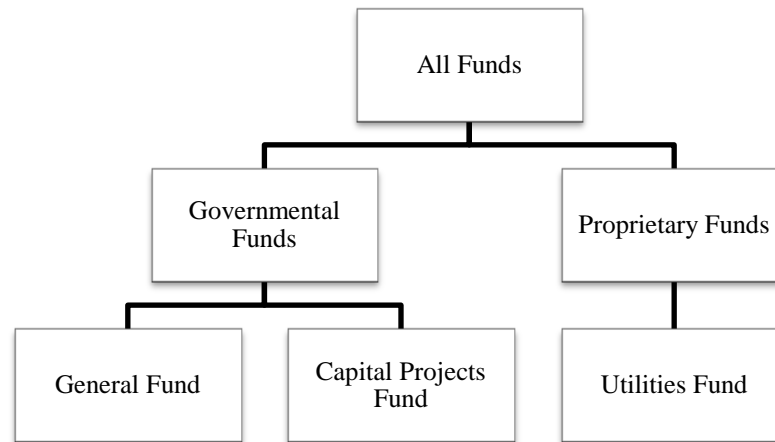


Chart 8.1 Town of Leesburg Fund Structure

The Town of Leesburg’s budget is prepared on the basis of funds, which are fiscal and accounting entities with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. The funds are segregated for the purpose of carrying on specific activities in accordance with special regulations, restrictions, and limitations.

The types of funds used by the Town include Governmental Funds (General Fund and Capital Projects Funds) and Proprietary Funds (Utilities Fund). All Governmental Funds are accounted for using the modified accrual basis of accounting which recognizes revenues when they become measurable and available and expenditures when the related liability is incurred. Proprietary Funds are accounted for on the full accrual basis of accounting with revenues and expenditures recorded when they occur, regardless of the timing of related cash flows. All expenditures included in this document are subject to annual appropriation by the Town Council.

FUND STRUCTURE AND DESCRIPTIONS (continued)**8.6 Fund Structure and Descriptions (continued)****Governmental Fund Types**

General Fund: This is the primary operating fund of the Town and accounts for all Town revenues and expenditures not designated for specific use by statutes or the Town Charter.

Capital Projects Fund: The Capital Fund is used to account for the budget of the Capital Projects Management Department and the purchase and/or construction of major capital facilities. The financing of these facilities is generated primarily from development proffers, grants, contributions, donations, sale of land and buildings, transfers from other funds, and bond proceeds.

Proprietary Fund Types

Enterprise Funds: The Town has one enterprise fund: the Utilities Fund. This fund was established to account for the operations, investing and financing activities of self-supporting activities of the Town that provide service to the public on a user fee basis. During FY 2012, the Airport Enterprise Fund was eliminated as it was not a self-supporting activity and would not be for the foreseeable future.

GLOSSARY OF ACRONYMS

8.7 Glossary of Acronyms

AADP	Annexation Area Development Policies
ABC	Alcoholic Beverage Control
ACH	Automated Clearing House
ACIP	Airport Capital Improvement Program
ADT	Average Daily Traffic
AOA	Airport Operations Area
AED	Automated External Defibrillators
ASP	Microsoft’s Visual Web Development Program
AWOS	Automated Weather Observation System
BAB	Build America Bonds
BAN	Bond Anticipation Note
BG	Billion Gallons
CAD/RMS	Computer-aided Dispatch and Records Management System
CAFR	Comprehensive Annual Financial Report
CCF	One hundred cubic feet
CCTV	Closed Circuit Television
CIP	Capital Improvements Program
CDMA	Code Division Multiple Access
CDMP	Crescent District Master Plan
CDPD	Cellular Digital Packet Data
CMOM	Capacity Management, Operation and Maintenance
COPS	Community Oriented Policing Services
CPR	Cardiopulmonary Resuscitation
CPTED	Crime Prevention through Environmental Design
CTAP	Crime and Traffic Accountability Program
CY	Calendar Year
DBPR	Disinfection Byproducts Rule
DEQ	Department of Environmental Quality
DCSM	Design and Construction Standards Manual
DNR	Department of Natural Resources
DOAV	Virginia Department of Aviation
DT	Day Ton – a measurement of solids generated during treatment of raw sewage
eVA	State of Virginia’s e-procurement System
EAC	Environmental Advisory Commission

GLOSSARY OF ACRONYMS (continued)

8.7 Glossary of Acronyms (continued)

EPA	Environmental Protection Agency
ESI	Engineers and Surveyors Institute
FAA	Federal Aviation Administration
FBO	Fixed Base Operation
FOG	Fats, Oil, and Grease
FT	Full-time
FTE	Full-time Equivalent (employee)
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GPD	Gallons per Day
GREAT	Gang Resistance Education Training
HB599	House Bill 599 – Enterprise Zone Revenue
HR	Human Resources
HVAC	Heating, Ventilating and Air Conditioning
IDSE	Interim Distribution System Evaluation
I/I	Infiltration and Inflow
ISO	International Standards Organization
IT	Information Technology
LEAD	Leading, Educating and Developing – Leadership Program sponsored by University of Virginia
LMIS	Land Management Information System
LOS	Level of Service
MDE	Maryland Department of Environment
MGD	Million Gallons per Day
MUNIS	Municipal Information System
NATOA	National Association of Telecommunications Officers and Advisors
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
NVTA	Northern Virginia Transportation Authority
O&M	Operations and Maintenance
OMB	Office of Management and Budget
OSHA	Occupational Safety and Health Administration

GLOSSARY OF ACRONYMS (continued)

8.7 Glossary of Acronyms (continued)

PCI	Pavement Condition Index
PCP	Program Change Proposal
PDA	Personal Data Assistant
PFP	Public Facilities Permit
PT	Part-time
READI	Response to Emergencies and Disasters Institute
RFP	Request for Proposal
ROCK	Recreation Outreach for Community Kids
RSTP	Regional Service Transportation Program
SCADA	Supervisory Control and Data Acquisition
SGCM	Standby Generator Curtailable Management
SCR	Silicon Rectifier Controller
SOP	Standard Operating Procedure
SRO	School Resource Officers
SRTC	Standing Residential Traffic Committee
SSO	Sanitary Sewer Overflow
TCR	Total Coliform Rule
TEA-21	Transportation Equity Act for the 21 st Century
TLC	Tuscarora Landscaper's Choice
TMDL	Total Maximum Daily Loads
TOLNET	Town of Leesburg Intranet
USTA	United States Tennis Association
VDH	Virginia Department of Health
VDOT	Virginia Department of Transportation
VoIP	Voice over Internet Protocol
VRTA	Virginia Regional Transportation Association
WPCD	Water Pollution Control Division
WPCF	Water Pollution Control Facility
WPZ	Western Pressure Zone
WTP	Water Treatment Plant

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GLOSSARY OF BUDGET TERMS**8.8 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.

Allot - To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

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.

Available (Undesignated) Fund Balance - This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current 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.

GLOSSARY OF BUDGET TERMS (continued)**8.8 Glossary of Budget Terms (continued)**

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.

GLOSSARY OF BUDGET TERMS (continued)**8.8 Glossary of Budget Terms (continued)**

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.

GLOSSARY OF BUDGET TERMS (continued)**8.8 Glossary of Budget Terms (continued)**

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 .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.

GLOSSARY OF BUDGET TERMS (continued)**8.8 Glossary of Budget Terms (continued)**

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.

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

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).

Interfund 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.

GLOSSARY OF BUDGET TERMS (continued)**8.8 Glossary of Budget Terms (continued)**

Net Budget - The legally adopted budget less all interfund 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.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

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.

Performance Budget - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

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 - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Program Performance Budget - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

GLOSSARY OF BUDGET TERMS (continued)**8.8 Glossary of Budget Terms (continued)**

Program Revenue (Income) - Revenues earned by a program.

Purpose Statement - A broad statement of the goals, in that an agency is organized to meet.

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.

Target Budget - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

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.

GLOSSARY OF BUDGET TERMS (continued)**8.8 Glossary of Budget Terms (continued)**

Unreserved 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 Cash - 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.