



Town of Leesburg
FY 2015
Adopted Budget
&
FY 2014-2019
Capital Improvements
Program



Leesburg 

—the hometown of the 21st century—





**FY 2015
Adopted Budget
&
FY 2014 – FY 2019
Capital Improvements Program**

Kristen C. Umstattd, Mayor

David S. Butler, Vice Mayor

Kelly Burk

Thomas S. Dunn II

Katie Sheldon Hammler

Fernando “Marty” Martinez

Kevin D. Wright

John A. Wells, Town Manager

Prepared by the Department of Finance

Town of Leesburg, Virginia



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Leesburg

Virginia

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in black ink, appearing to read "Jeffrey R. Egan".

Executive Director

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, 2013.

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.

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Introduction



Town of Leesburg Corporate Limits

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



By Car

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

By Train

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

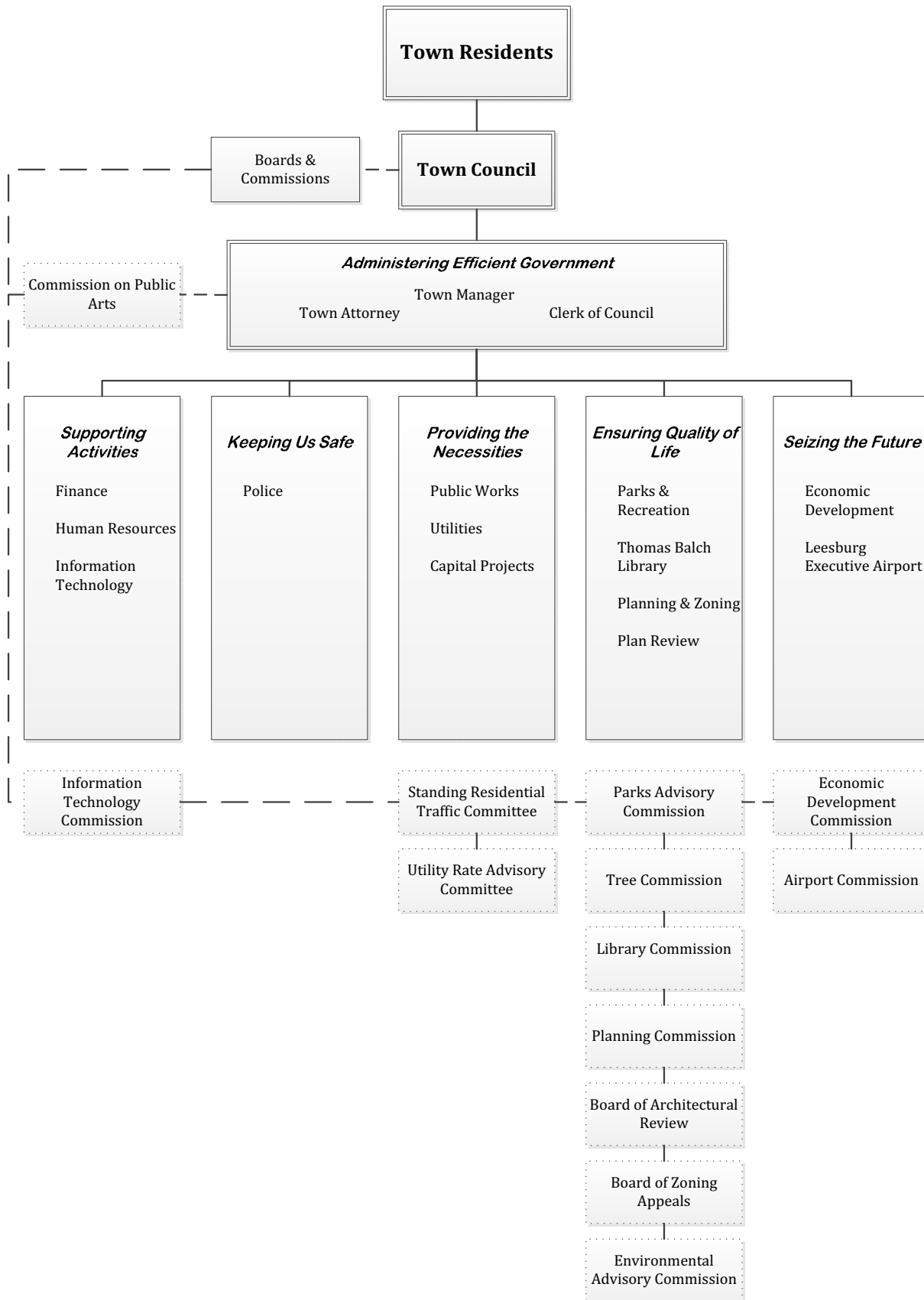
By Plane

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

By Bike

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

Town Organization Chart



Directory of Officials



Kristen C. Umstattd
Mayor



Thomas S. Dunn II
Council Member



David S. Butler
Vice Mayor



Kelly Burk
Council Member



Fernando "Marty" Martinez
Council Member



Katie Sheldon Hammler
Council Member



Kevin D. Wright
Council Member

Directory of Staff

Appointed Officials

John A. Wells, Town Manager

Jeanette Irby, Town Attorney

Senior Management

Kaj Dentler, Deputy Town Manager

Scott Parker, Assistant Town Manager

Scott Coffman, Airport Manager

Alexandra S. Gressitt, Balch Library Director

Lee Ann Green, Clerk of Council

Betsy Fields, Research & Communications Manager

Marantha Edwards, Economic Development Director

Norman D. Butts, Finance Director

Karen Dilley, Human Resources Manager

Annie Carlson, Information Technology Manager

Renee LaFollette, Office of Capital Projects Director

Rich Williams, Parks & Recreation Director

William Ackman, Plan Review Director

Susan Berry Hill, Planning & Zoning Director

Joe Price, Police Chief

Tom Mason, Public Works Director

Amy Wyks, Utilities Director

Budget Staff

Lisa R. Haley, Management & Budget Analyst

Vision, Mission & Values

Vision:

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

Mission:

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

Values:

We value:

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

Town Manager Transmittal

July 1, 2014

Madam Mayor and Members of Town Council:

I am pleased to present to you the Adopted Town of Leesburg Budget for Fiscal Year (FY) 2015. The budget includes the General Fund, the Utilities Fund, and the Capital Improvements Program (CIP), the Capital Asset Replacement (CAR) Fund and the Debt Service Fund. The FY 2015 adopted budget reflects the second year of the FY 2014/2015 Biennial Budget.

Budget Highlights

The FY 2015 budget reflects the continuation of and adherence to the long-term plan for budget sustainability and the Biennial Budget Plan adopted by Council last year. The Town's adopted budget is built on an adopted real estate tax rate of 18.3 cents, minimizing the tax bill impact on the average homeowner.

The adopted budget does not include any new positions, but it does include the two police officers approved by the Council in FY 2014.

Funding is continued for all Capital Projects that are underway. The adopted CIP also includes moving up the Brown's Meadow/Woodberry Drainage Improvements from FY 2019 to FY 2015.

Overall, this budget continues along the Council's award winning road-map for long-term budget sustainability and tax rate affordability for Town residents and businesses.

General Fund

The adopted General Fund budget totals \$49.1 million. This is a \$1.3 million dollar increase or 2.7% over the adopted FY 2014 budget. As adopted at the equalized real property tax rate, the General Fund budget creates a net gain of operations of \$1.6 million. These funds, as planned, will be added to the Capital Asset Replacement (CAR) Fund to support the repair and replacement of Town vehicles, facilities, equipment, and technology infrastructure and Fiscal Reserve.

The General Fund budget includes funding for a 3% performance based increase for employees, a 12% increase in health insurance costs, and Council approved funding for Movie Night at Ida Lee Park in the amount of \$10,000.

Utilities Fund

The adopted Utilities Fund budget is \$20,070,872. This is based on water and sewer rates that are planned to increase by 3% in July 2014 based on previous Council action. Currently, the Town's Utilities Rate Consultant is developing and reviewing information in preparation of rate options to be presented to the Utility Rate Advisory Committee, and ultimately the Town Council.

Capital Projects

The Town continues to make significant progress on completing capital projects. Since the FY 2014 budget was adopted, the following projects have been completed:

- Downtown Improvements (Alley Walkways, East End Triangle and Part of Loudoun Street)
- Church Street sidewalk between Loudoun Street and Royal Street

- Lowenbach Phase III-Prince Street
- Miller Drive Extension
- Route 15 (South King Street Widening, Phase I)
- Traffic Signal at Battlefield and Plaza Street
- Virts Corner Intersection Improvements
- Runway 17 Safety Area Grading
- Airport North End Access Road
- Airport South Apron Helipads
- Traffic signal and turn lanes at Sycolin Road and Tavistock Drive

At the conclusion of FY 2015 (June 2015), the following additional projects will be substantially completed:

- Potomac Crossing Park
- Right Turn Lanes at Edwards Ferry and the Route 15 Bypass
- Lowenbach Phase IV and V – Queen Street, Washington Street, and Blue Ridge Avenue
- Sycolin Road Widening Phase III – Hope Parkway to Battlefield Parkway
- West Side Airport Perimeter Fence
- Brown's Meadow/Woodberry Drainage

On the Horizon

Over the next twelve months and part of the review for your next biennial budget covering FY 2016 and FY 2017, there are a number of fiscal and policy issues that will need thoughtful review and discussion within the context of the long-range plan for budget sustainability. They include:

- Transit service within the Town
- Utilities Rates
- Implications of later year provisions of the Affordable Care Act
- Annexation and review of City status
- Adequate funding for capital assets of the Town
- Funding of Total Maximum Daily Limit (TMDL) costs
- Integration of Northern Virginia Transportation Authority (NVTA) Funding
- Potential loss of Gas Tax funding

Work has already been scheduled to address these topics and will be the focus of Council Work Sessions over the next 24 months.

From a management perspective the key focus areas remain:

- Maintain the plan for long-term budget sustainability
- Customer service
- Enhanced use of automation and technology to improve efficiency
- Seek out and implement opportunities for operational and management efficiency

These remain the highest priorities of the management team as we continue to build an organizational culture that is customer focused, solution-oriented, and efficient in delivering the highest quality services for our Town residents and businesses.

Conclusion

This budget document represents a departure in format, layout, and content from prior documents. At the broadest level, I believe you and Town residents will find this budget easier to read so everyone has a better idea of how taxpayer dollars are being used.

The budget format and content provides greater accountability, linking the Council's goals and strategic areas of focus to individual department goals and objectives.

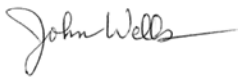
In addition, there is a greater emphasis on performance measurement and accountability for use of tax dollars. The new budget reflects key measures and trends showing the accomplishment of budgetary investments.

A budget is more than a book of numbers. A budget is a plan for the accomplishment of goals and objectives among different and competing ends. An approved budget sets the agenda of Town government. It is a reflection of your priorities for the Town balanced against taxpayer affordability.

Finally, I would like to thank all the staff in the different departments in the organization that helped build this budget. Countless hours go into this effort before it is presented to Council. In particular, I would like to thank the budget team of Norm Butts, Kaj Dentler, and especially Lisa Haley and Michael Bruckner for their vision and effort in developing the new budget format.

Town staff and I look forward to working with you on the critical issues facing the Town in the future

Sincerely,



John Wells
Town Manager

Economic Outlook

As the Town of Leesburg enters FY 2015, we do so with a degree of measured optimism as recent economic news has been increasingly positive. The economic gains during the recovery are starting to normalize and economic data suggests that the economy is growing; however, the distribution of growth among regional and economic sectors remains uneven, providing both challenges and opportunities on the road ahead. Nevertheless, the economic outlook for the next year is encouraging.

National

In a brief look back at where we've been, research has shown that economic downturns following financial crises are much more severe than traditional downturns in the business cycle. The collapse of the housing bubble in 2007, combined with unprecedented deleveraging of household debt and severe credit contractions, dampened consumer spending, and resulted in seismic structural changes in the national economy. The result has been anemic economic growth combined with high unemployment. Although the financial crisis that sparked "The Great Recession" officially ended in June 2009, the new economic normal is unlike anything we have experienced in the past.

Looking forward, the current economic recovery is the fifth largest expansion in the post-World War II era and recent economic data suggests that the national economy grew 3.2% in the fourth quarter of 2013. A combination of factors including stronger than expected consumer spending, home building, and nonresidential investments contributed to healthy growth. As we enter 2014, the labor market continues to make strides toward recovery as the national unemployment rate has dipped to 6.7%, although much of the decrease is attributed to declining labor force participation. The national real estate market continues to firm as evidenced by the 18% increase from 2012 in the number of new housing starts, and was the largest total number of new starts since 2007. With the Federal Reserve signaling the tapering of its bond buying program known as quantitative easing, interest rates are expected to rise in 2014 and may have an impact on the housing market. All told, however, the economic gains from the prior year are expected to carry forward into 2014 and Gross Domestic Product (GDP) is expected to grow at 2.5% to 3.0% annualized rate.

Northern Virginia/DC Metro Area:

With the national economy in an expansionary mode, the current economic outlook for the Northern Virginia/DC Metro area also calls for continued growth through the end of 2017. The area has outpaced much of the nation in terms of a broader economic recovery and job growth. The Metro area's unemployment rate is still lower than the national average at 4.9% even as changes in federal spending policies work their way through the regional labor market. Yet, even with a less than favorable national business climate, the DC Metro area—and Northern Virginia in particular—still remains a leader in hi-tech, hospitality, and education related job growth. Nearly 50% of all the new projected job growth in the DC Metro area between 2013 and 2018 is estimated to occur in Northern Virginia.

Although the Northern Virginia/DC Metro area was not the epicenter of the housing bubble collapse, a return to the boom years in the construction industry appears to be well off into the future. Pent up demand for smaller single-family homes in the near term

will, however, contribute to healthy increases in construction related job growth and increasing home values. Continued increases in retail services, financial services, hospitality, and state and local government employment will contribute to Northern Virginia/DC Metro area's growth at or above the national average in 2014.

Loudoun County

With the Northern Virginia/DC Metro area outperforming much of the nation in terms of economic performance, Loudoun County is positioned well to benefit from the areas increasing economic vitality. The unemployment rate has remained relatively unchanged from a year ago at a rate of 3.9%, and by the end of 2014, more than 4,700 jobs are estimated to be created. Loudoun County, with its equestrian lifestyle, proximity to Washington DC, and unique amenities, is a major regional economic hub and employment destination center. Loudoun County's population is expected to increase by 3.3% in the coming year, and is in line with the 3.2% increase in the number of new housing units.

Town of Leesburg

As the county seat in the wealthiest county in America, the Town of Leesburg is well positioned economically in the upcoming year. In 2013 alone, 265 new business licenses were issued by the Town, and from May 2013 through October 2013, approximately 361 new jobs were created in Town. The Town's unemployment rate has remained unchanged at a robust 3.7%. In addition, the absorption of retail space continues to show steady growth as the retail vacancy rate declined significantly from 8.6% (2013 Q1) to 4.7% (2013 Q3). Furthermore, commercial office space has also shown growth as well as all commercial office space (Class A, B, & C) has declined from an average vacancy of 13.4% (2013 Q1) to an average of 12.0% (2013 Q3).

Further signaling that the economic recovery in Leesburg is ahead of national and regional expectations, the average number of months a Leesburg home is on the market declined from 47 days to 33 days (October 2012 to October 2013), while the median sale price increased from \$306,600 to \$345,000, an increase of 12.5% over the same period. Measured against other peer jurisdictions throughout the Commonwealth and the region, the Town of Leesburg is entering FY 2015 from a position of strength and measured optimism for the economy this year.

How the Budget is Organized

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

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

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

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

The financial summaries section provides revenue and expenditure information for all Town funds and departments. Included is a

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

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

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

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

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



Budget Process

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

Budget Calendar

October	<ul style="list-style-type: none"> Capital Improvements Program review by Town Manager Performance measures and goals & objectives kickoff
November	<ul style="list-style-type: none"> Performance measures reviewed by Department of Finance Budget and financial kickoff
December	<ul style="list-style-type: none"> Review of CIP by budget team Budget and financial requests submitted to Finance
January	<ul style="list-style-type: none"> Planning Commission reviews draft CIP Department meetings with Town Manager Finance staff develops the proposed budget
February	<ul style="list-style-type: none"> Planning Commission public hearing on CIP Town Manager submits the proposed budget/CIP to Town Council
March	<ul style="list-style-type: none"> Town Council work session(s) on proposed budget/CIP Town Council public hearing on proposed budget/CIP
April	<ul style="list-style-type: none"> Town Council sets tax rate and adopts the budget/CIP

to solicit public participation and feedback in the budgeting process. Upon conclusion, the budget is adopted in April.

Year Two of Two-year Budget

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

Basis of Accounting & Budgeting

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

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

Year One of Two-year Budget

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

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

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

The Budget in Brief

The FY 2015 adopted all funds budget totals \$84,643,031. This represents a decrease of -2.9% from the FY 2014 adopted budget. The FY 2015 General Fund budget totals \$49,138,272, an increase of 2.7% from the FY 2014 adopted budget. The increase in the General Fund budget is attributable to a 3% performance based increase for employees, a 12% increase for Town health insurance, and Council approved funding for Movie Night at Ida Lee Park.

Fund	FY 2014 Budget	FY 2015 Adopted	\$ Change	% Change
General Fund	\$47,823,955	\$49,138,272	\$1,314,317	2.7%
Capital Asset Replacement Fund	-	1,492,739	1,492,739	100%
Debt Service Fund	-	-	-	0%
Capital Projects Fund	19,224,109	13,941,148	(5,282,961)	-27.5%
Utilities Fund	20,218,685	20,070,872	(73,666)	-0.7%
Total	87,266,749	84,717,178	(2,549,571)	-3.0%

Capital Asset Replacement Fund

The Capital Asset Replacement (CAR) Fund is a new fund for FY 2015. This fund is used for the repair and replacement of Town capital assets which include vehicles, equipment, buildings and facilities, and technology infrastructure. The FY 2015 appropriation totals \$1,492,739 and includes the purchase of emergency generators at Town Hall and the Leesburg Police Department, pool equipment replacement at Ida Lee, and technology investments.

Debt Service Fund

The Debt Service Fund is a new fund for FY 2015. This fund is for the accumulation of resources to ensure that the Town maintains its ability to repay its debt obligations. There is no appropriation of Debt Service Funds for FY 2015.

Capital Projects Fund

The Capital Projects Fund includes funding for the Office of Capital Projects as well as funding for the Town's Capital Improvements Program (CIP). The FY 2015 appropriation for the Capital Projects Fund is \$13,941,148.

Highlights of the adopted CIP Include:

Downtown Improvements (10304) - This project includes improving and/or widening sidewalks; improving and adding crosswalks; improving gateways into the downtown area; and adding street trees and furniture. (FY 2015 - \$1,625,000)

Potomac Crossing Park (14302) - This project includes construction of recreational amenities that include public parking, playground, picnic shelter, open play area, and extensive landscaping. (FY 2015 - \$300,000)

Route 15 (South King Street) Widening Phase II (13301) - This project widens the roadway to a four lane divided, boulevard-type street, with a multi-use trail along the west side. The improved roadway will include a wide landscaped median to provide an attractive entrance into the Town. (FY 2015 - \$1,300,000)

Chesapeake Bay TMDL (15304) - This state mandated project will help the Town reduce nitrogen, phosphorus, and sediment pollution to ensure the preservation of the Town's natural environment. Projects include wet and dry pond rehabilitation, right-of-way improvements, and storm filters. (FY 2015 - \$949,050)

Airport Perimeter Fence (08501) - This project includes completion of the airport perimeter security fence along the west side of the airport. (FY 2015 - \$475,000)

Lower Sycolin Sewage Conveyance System Phase II (14402) - This project includes construction of underground pipeline along Cochran Mill Road. (FY 2015 - \$1,100,000)

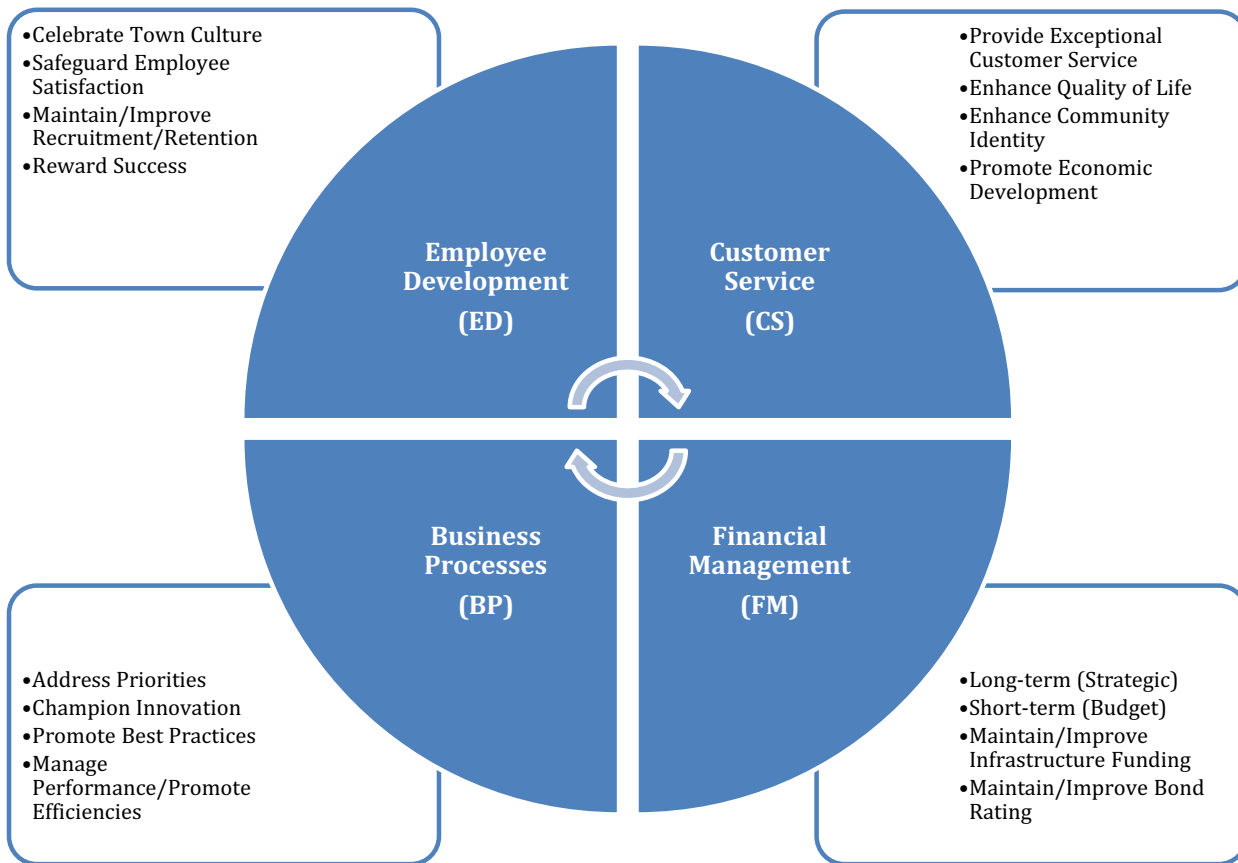
Utilities Fund

The Utilities Fund, which provides Town water and sewer services, is the Town's sole enterprise fund. Funded by water and sewer fees, the total FY 2015 budget for the Utilities Fund is \$20,070,872. Currently, the Town's Utilities Rate Consultant is reviewing and developing rate options to ensure that water and sewer rates are sufficient to provide clean, efficient, and reliable water and sewer services.

Strategic Framework

Beginning in FY 2015, the Town of Leesburg will incorporate a modified balanced scorecard approach to better manage progress toward strategic targets, promote continuous improvement and efficiency, and provide better service delivery and value for tax dollars invested.

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



Town Council Strategic Focus Areas

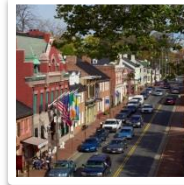
In conjunction with the Town’s balanced scorecard approach toward strategic targets, each year the Leesburg Town Council reviews and adopts Strategic Focus Areas that become the foundation for Town policy for the successive year. During the beginning of each budget cycle, the Town Manager, in consultation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

For FY 2015, the Town Council has adopted the following Strategic Focus Areas:

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

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

Each month, the Town Manager’s Office provides a [Manager’s Report](#) detailing development activity in the Town. Also, the Town’s [Annual Report](#) provides highlights of overall accomplishments from the previous fiscal year.



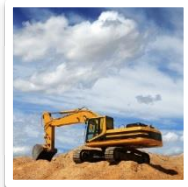
**Economic Development/
Downtown Improvement**

**Operational Efficiency &
Fiscal Management**



**Community Safety/
Quality of Life**

**Land Development Process
Improvements**



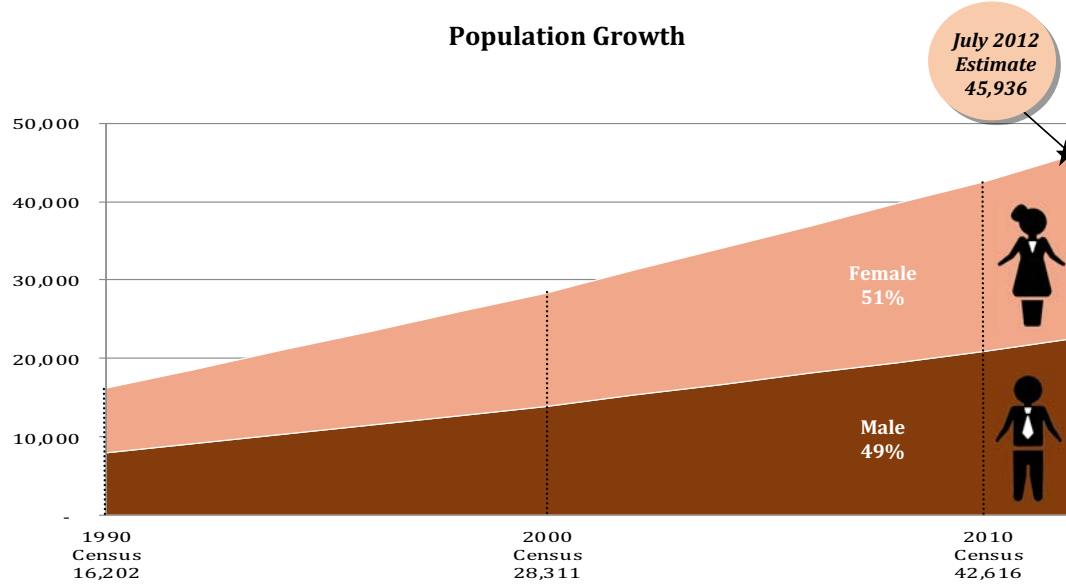
Capital Infrastructure

Legislative Initiatives

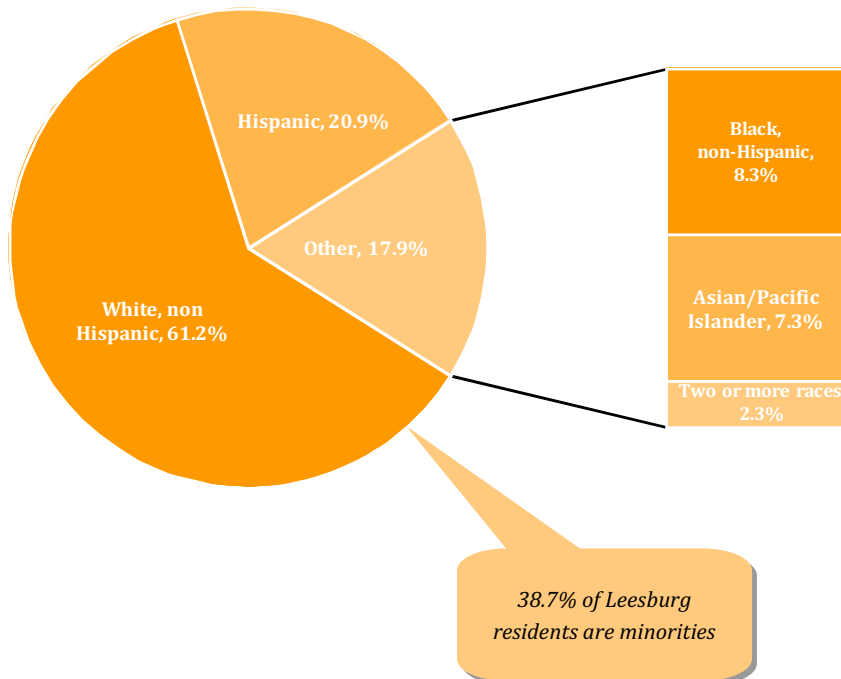


Town and Community Information

Population Growth

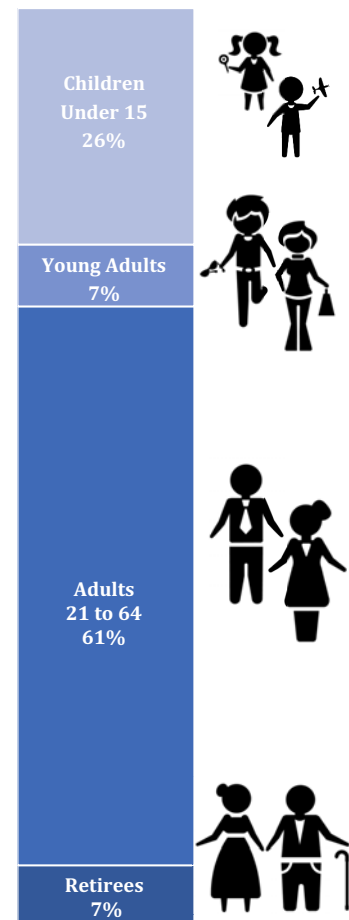


Race & Ethnicity

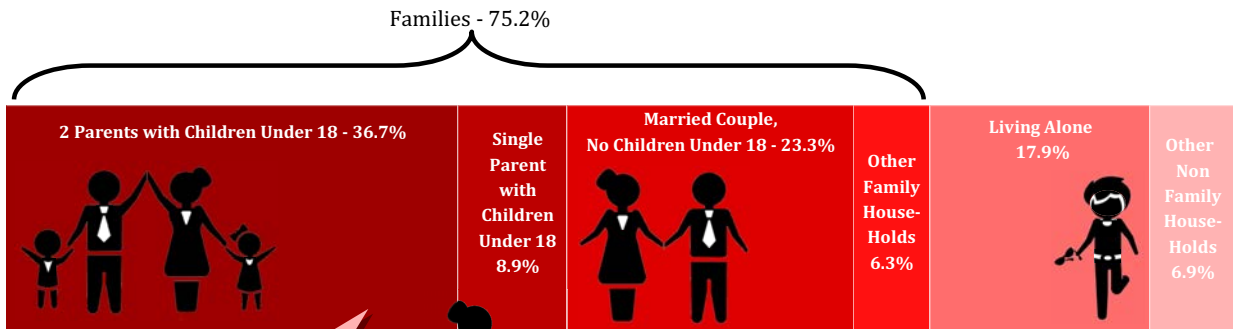


Sources: U.S. Census Bureau, 1990, 2000 & 2010 Decennial Censuses; American Community Survey, 2010-2012 3-Year Estimates and 2012 Population Estimates

Population by Age



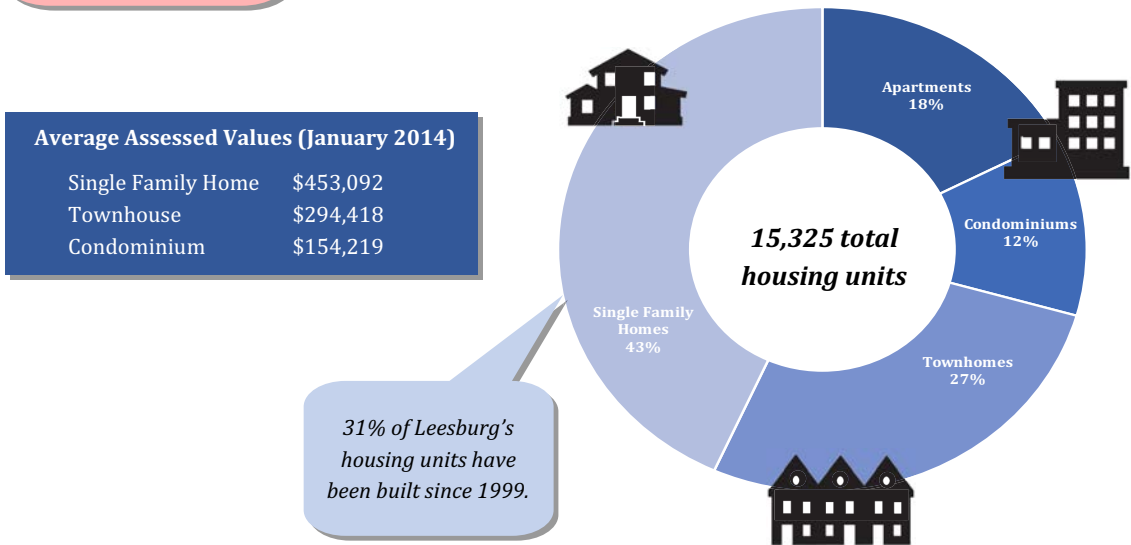
Household Types



In 56% of the Leesburg households with children under 6, all parents in the household work.



Housing Stock

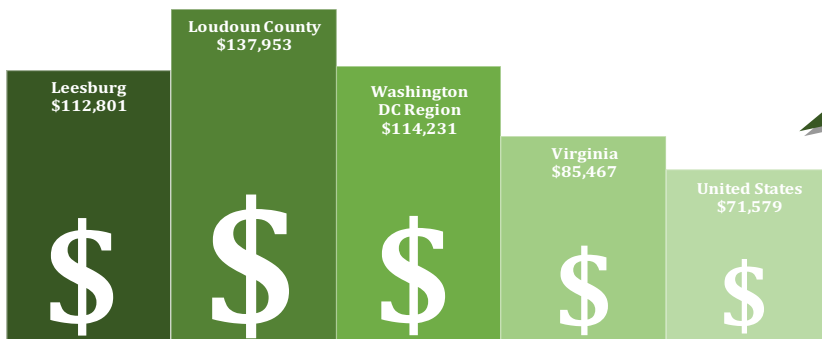


Average Assessed Values (January 2014)

Single Family Home	\$453,092
Townhouse	\$294,418
Condominium	\$154,219

31% of Leesburg's housing units have been built since 1999.

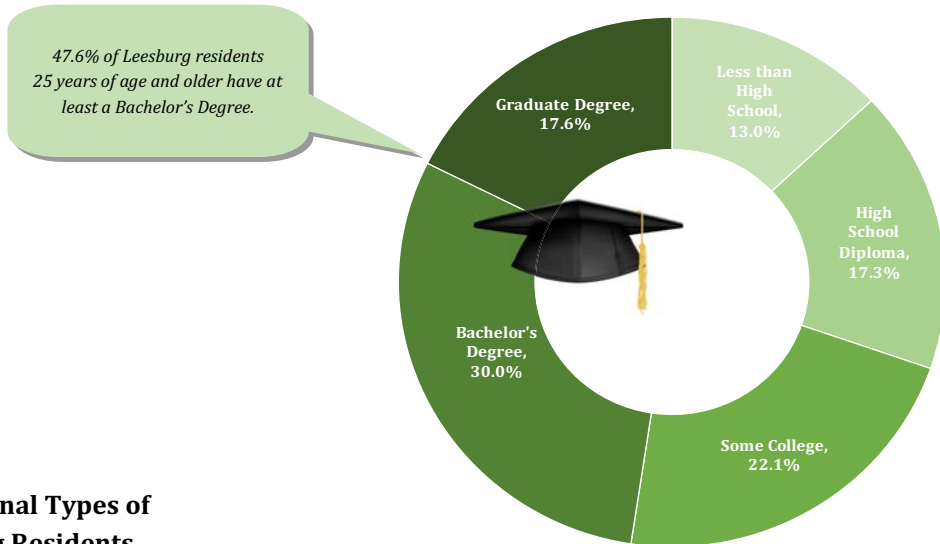
Average Household Income



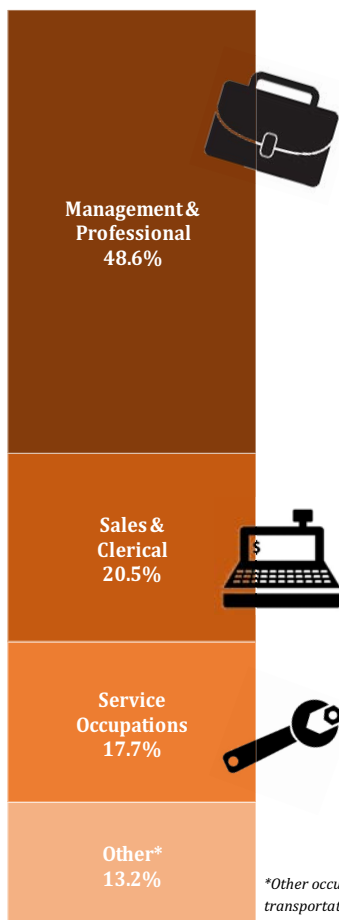
Leesburg's average household income is 158% of the national average, yet 20% of Leesburg households have an annual income of less than \$50,000.

Sources: U.S. Census Bureau, American Community Survey, 2010-2012 3-Year Estimates, and Loudoun County Land Management Information System

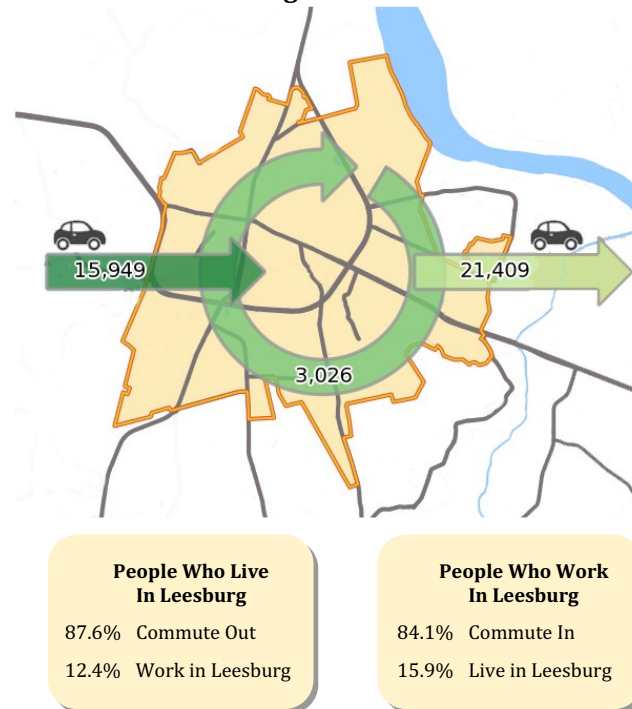
Educational Attainment



Occupational Types of Leesburg Residents



Commuting Inflow & Outflow



Sources: U.S. Census Bureau, American Community Survey, 2010-2012 3-Year Estimates and Local Employment Dynamics, 2011 Data

Financial Assessment

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

One measure of the Town's long-term financial strength is the size of the General Fund unassigned fund balance. As of adoption of the FY 2014 budget, the unassigned fund balance is \$8,606,247. At the conclusion of the fiscal year, the proposed budget projects a modest contribution of \$1,543,725 to the unassigned fund balance. As has been practice over the last several years, unassigned fund balance is

used to meet the Town Council policy of a 15% reserve requirement. Any additional unassigned fund balance above the 15% requirement is assigned to the Debt Serve Reserve Fund and the Capital Asset Replacement Fund.

The Town's bond ratings are further evidence of its financial strength. In September 2011, Moody's (Aa1), Standard & Poor's (AA+), and most recently Fitch (AA+) in July 2013, affirmed the Town's credit rating as a high quality municipal investment, resulting in lower interest rates on bonds with corresponding lower interest payments. Having solid financial policies and strong financial reserves are the principal reasons for these excellent bond ratings.

Table 1: Historical Bond Rating

	Moody's	S&P	Fitch
2011	Aa1	AA+	AA+
2009	Aa2	AA+	AA
2006	Aa2	AA	AA
2005	Aa3	AA	AA
2003	A1	AA-	-
2000	A1	AA-	-
1999	A1	A+	-
1998	A1	A+	-
1996	A1	A	-

Financial Policies

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

Financial Planning Policies

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

2. Long-Range Planning – The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year

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

3. Asset Inventory – The Town will capitalize all its fixed assets with a value greater than \$5,000 and an expected life of two-years or more. The operating budget will provide for minor and preventive maintenance. The capital budget will provide for the acquisition of fixed assets and the construction, or total replacement of physical facilities to include additions to existing facilities, which increase the square footage or asset value of that facility or other asset. The Town will protect its assets by maintaining adequate

insurance coverage through either commercial insurance or risk pooling arrangements with other governmental entities.

Revenue Policies

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

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

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

3. Use of One-time Revenues – The Town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.

Expenditure Policies

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

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

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

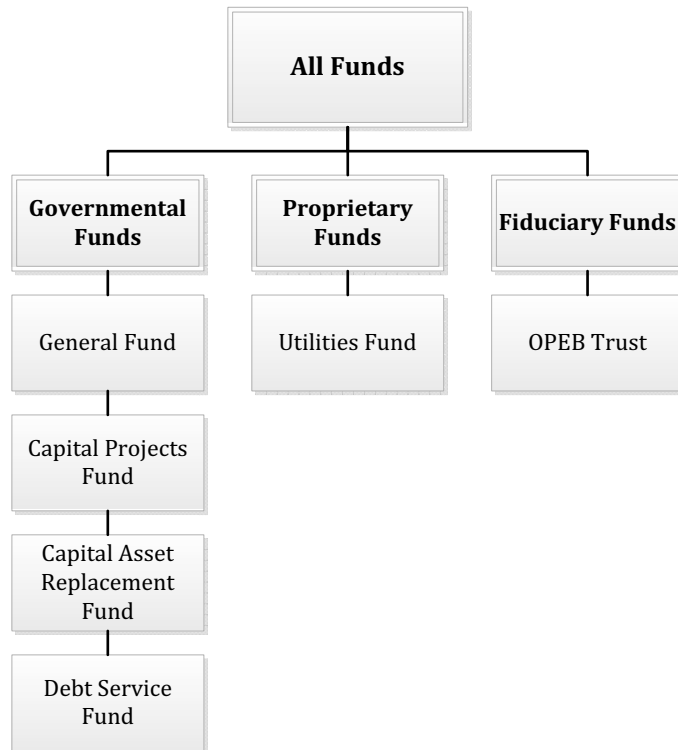
B. Bonded debt of the Town shall not exceed 1.5% of the total assessed value of taxable property in the Town.

2. Reserve or Stabilization Accounts – The general fund unassigned fund balance at the close of each fiscal year should be equal to no less than 15% of general fund expenditures. The Town will maintain an appropriated contingency account not to exceed 1.5% of general fund revenue to provide for any supplemental appropriations or other unanticipated expenditures. The utilities fund 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.

Financial Summaries



Major Funds and Accounts



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

Governmental Funds - funds generally used to account for tax supported activities. The Town’s governmental funds include the General Fund, the Capital Projects Fund, the Capital Asset Replacement Fund, and the Debt Service Reserve Fund.

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

Capital Projects Fund - established to account for resources used for the acquisition and construction of capital facilities by the Town, except those financed by the Utilities Fund.

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

Debt Service Fund - a fund used to account for the accumulation of resources for, and the payment of, general long term debt principal and interest.

Proprietary Funds - established to account for the operations and financing of self-supporting activities of a governmental unit that renders services the general public on a user charge basis, similar to

private business. The Town has one proprietary fund, an enterprise fund, for the Town’s water/sewer utilities system.

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

Summary of Revenue Sources

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

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

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

Fines & Forfeitures – fines for traffic and parking violations.

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

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

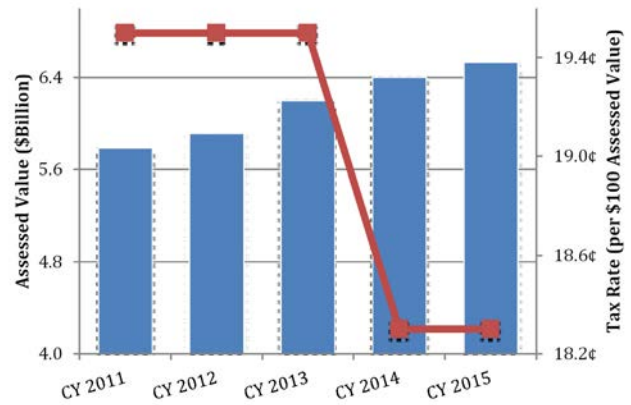
Donations & Transfers - funds donated or received by the Town as well as inter-fund transfers for administrative overhead.

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

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

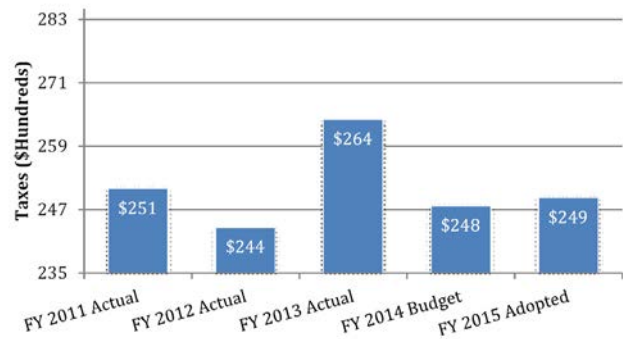
Revenue estimates in the budget are developed, in accordance with best practices, through analysis of historical trend data from financial statements, regular review of the Town’s long-term financial sustainability plan, and the prevailing economic climate facing the Town. The 2015 calendar year real estate tax rate is 18.3 cents per \$100 valuation, which is the equivalent of \$1.83 per thousand of assessed value. The following table and charts illustrate the trends in single family home taxes, assessed values, per capita real estate taxes, and tax rate comparisons for peer jurisdictions.

Assessed Real Estate Values and Tax Rates



The trend in real estate assessments is increasing, while the real estate tax rate is trending down from 19.5 cents per \$100 valuation, to 18.3 cents.

Per Capita Real Estate Taxes



Recovering real estate assessments along with population increases are resulting in per capita real estate taxes trending lower to an estimated \$249 per \$100 valuation for 2015.

Table 2: Single Family Homes Taxes 2009-2013

Tax Year	Average Assessment	Tax Rate	Taxes
2013	\$427,973	\$0.192	\$821.71
2012	\$415,476	\$0.195	\$810.18
2011	\$415,186	\$0.195	\$809.61
2010	\$396,927	\$0.195	\$774.01
2009	\$408,640	\$0.195	\$796.85

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

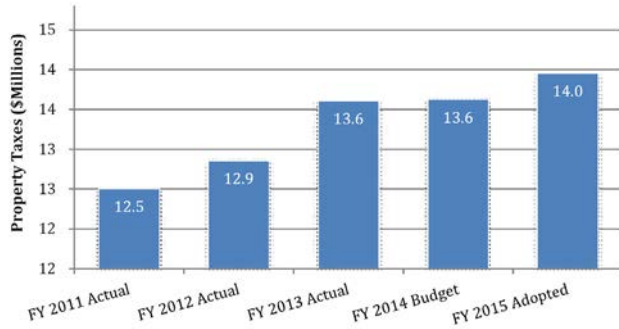
Town	Population	2014 Adopted Tax Rate
Leesburg	45,936	\$0.192 (<i>\$0.183 for FY2015</i>)
Blacksburg	42,627	\$0.220
Christianburg	21,458	\$0.130
Culpeper	16,633	\$0.130
Herndon	24,268	\$0.265

The 2012 census recorded the Town of Leesburg as Virginia’s largest town with a population of 45,936. Recent estimates show the population trending to more than 46,000. The Town’s growth in population is echoed in CNN Money’s 2013 Top 50 list of “Best Places to Live” distinction.

In FY 2015, more than 75% of the Town’s revenue is generated by three sources: taxes (61.9%), intergovernmental revenue (15.9%),

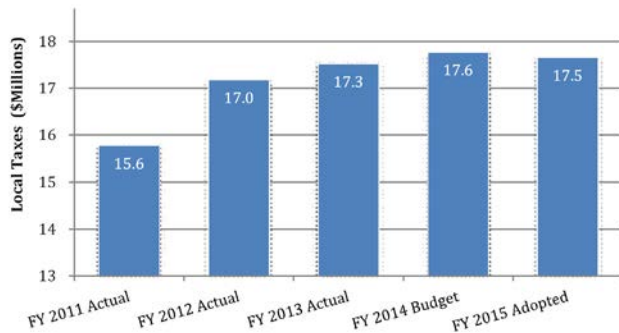
and charges for services (9.9%). The following charts depict five year snapshots of historical trends for these top three revenue categories: Taxes, Commonwealth of Virginia, Charges for Services.

General Property Taxes



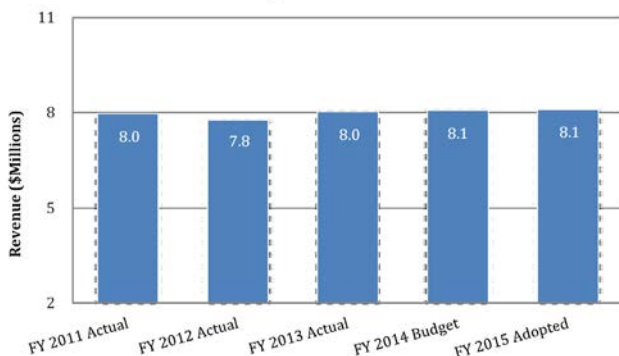
The trend in real estate taxes is one of modest growth as assessments continue to recover from their lows in 2011.

Other Local Taxes



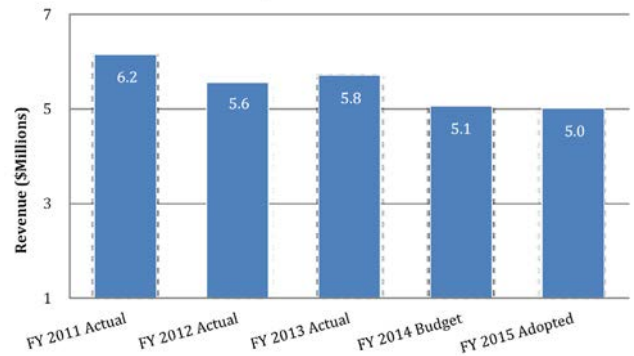
Other local taxes, which include meals, business & occupational (BPOL), transient occupancy (TOT), bank franchise, utility, and cigarette taxes, are consistent, yet trending flat.

Intergovernmental



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

Charges for Services

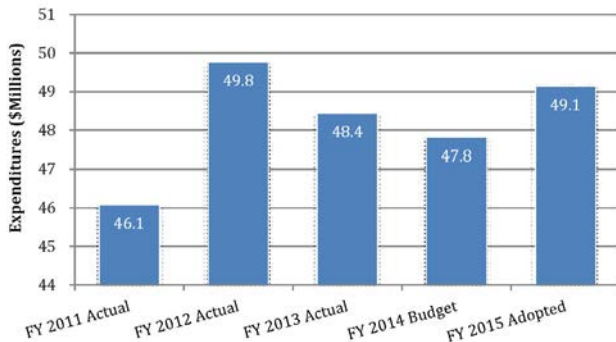


The Town's revenue in the charges for services category are largely attributable to fees in support of the Parks & Recreation facility. The overall trend for this category remains constant.

Summary of Fund Expenditures

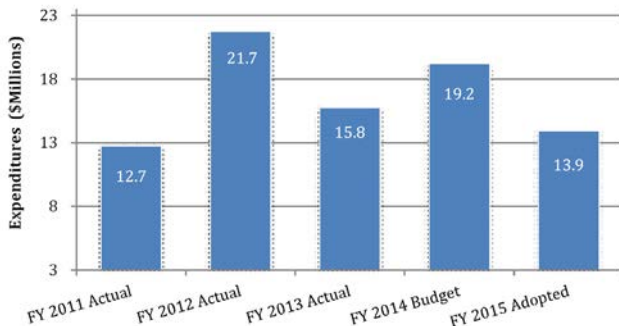
The Town of Leesburg’s budget consists of five major funds. These include the General Fund, Capital Projects Fund, Utilities Fund and two newly created fund for FY 2015: Capital Asset Replacement (CAR) Fund and the Debt Service Fund. The charts below depict historical expenditures for three of the funds listed above. Because the CAR and Debt Service funds are new, no historical data is available.

General Fund Historical



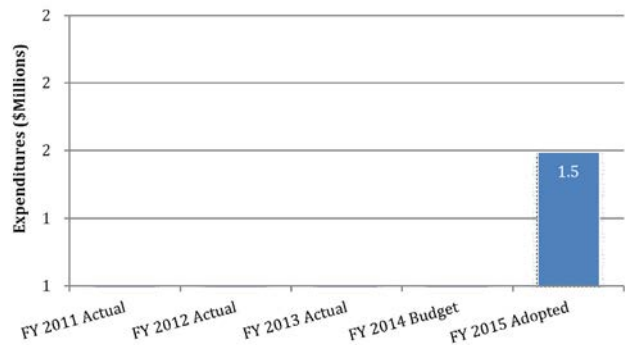
The adopted FY 2015 General Fund budget is \$49.1 million or 2.7% higher than the FY 2014 budget. Although the budget is higher than last year, it is still lower than FY 2012 actual expenditures, when Airport Operations and the Airport Commission were folded into the General Fund.

Capital Projects Fund Historical



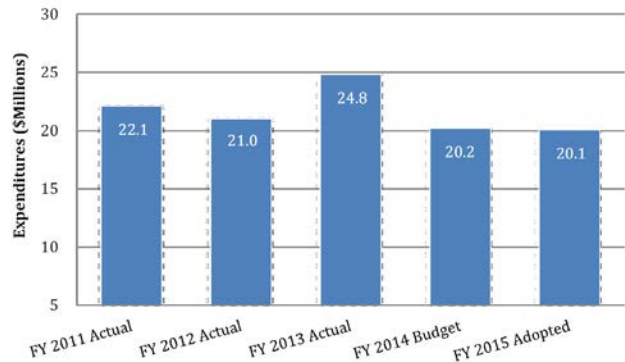
The adopted FY 2015 Capital Projects Fund budget is \$13.9 million, down from FY 2014 by approximately \$5.3 million. The fluctuation in funding in the Capital Projects Fund is attributable to the either new capital projects being added to the Capital Improvements Program (CIP) or the completion of existing projects. The Town is approximately 89% built out, and anticipates expenditures in the Capital Projects Fund to decline over the next 20-25 years upon achieving build out.

CAR Fund Historical



The Capital Asset Replacement Fund is a new fund for FY 2015. Although the Town has made provision for capital asset replacement in prior years, because this is an ongoing effort a new fund was created to provide greater transparency and accountability for capital asset replacement.

Utilities Fund Historical



Utilities Fund expenditures have remained relatively constant over the past five years. The FY 2015 adopted Utilities Fund budget is slightly lower than the prior year’s budget. The steady expenditures are attributable to sound fiscal management and the continued implementation of cost controls on expenditures.

Consolidated Fund Table

The consolidated fund table presents sources and uses for all Town funds. The 12.1% increase in fund balance in FY 2015 is attributed to the proceeds from an anticipated debt issuance. The Town is projecting a \$7 million dollar bank qualified bond issue in early FY 2015, of which will support ongoing activities in the Capital Projects Fund projects.

	2013 Actual	2014 Budget	2015 Adopted	2016 Projected
BEGINNING FUND BALANCE	\$ 47,117,561	\$ 47,513,936	\$ 48,782,285	\$ 54,662,320
SOURCES				
Taxes	\$ 26,525,558	\$ 28,621,643	\$ 29,115,923	\$ 29,698,241
Permits & Fees	391,407	579,100	929,354	947,941
Fines & Forfeitures	544,410	480,000	544,411	555,299
Use of Money & Property	1,768,730	1,559,500	1,637,052	1,669,793
Charges for Services	21,163,667	22,110,720	21,549,515	21,980,505
Donations & Transfers	8,695,173	4,683,445	4,390,219	4,478,023
Commonwealth of Virginia	18,105,478	20,675,237	17,434,127	17,782,810
Federal Government	3,839,152	1,573,400	511,200	521,424
Other Financing Sources	8,805,761	9,578,189	14,411,265	14,699,490
Total Sources	\$ 89,839,336	\$ 89,861,234	\$ 90,523,066	\$ 92,333,527
USES				
Personnel Services	\$ 37,320,102	\$ 38,780,774	\$ 39,885,470	\$ 40,683,179
Contractual Services	8,695,783	8,361,968	8,625,016	8,797,516
Materials and Supplies	2,443,454	2,552,720	2,608,334	2,660,501
Transfer Payments	3,502,670	3,488,211	3,483,941	3,553,620
Continuous Charges	3,653,331	4,133,990	4,155,446	4,238,555
Capital Outlay	3,620,319	1,947,431	2,011,509	2,051,739
Non-Departmental	2,665,451	784,640	739,740	754,535
Capital Projects	18,601,036	20,366,900	14,321,050	14,607,471
Debt Service	8,940,815	8,176,251	8,812,525	8,988,776
Total Uses	\$ 89,442,961	\$ 88,592,885	\$ 84,643,031	\$ 86,335,892
Surplus/(Deficit)	\$ 396,375	\$ 1,268,349	\$ 5,880,035	\$ 5,997,636
ENDING FUND BALANCE	\$ 47,513,936	\$ 48,782,285	\$ 54,662,320	\$ 60,659,956
% CHANGE IN BALANCE	0.8%	2.7%	12.1%	11.0%

Revenue by Fund

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

	General Fund	CAR Fund	Debt Service Fund	Capital Projects Fund	Utilities Fund	Total
General Taxes						
Real Estate Taxes	\$ 12,309,038	\$ —	\$ —	\$ —	\$ —	\$ 12,309,038
Personal Property Taxes	2,002,937	—	—	—	—	2,002,937
Meals Taxes	4,695,048	—	—	—	—	4,695,048
Utility Consumption Taxes	1,546,528	—	—	—	—	1,546,528
Business & Occupational Taxes	3,132,589	—	—	—	—	3,132,589
Transient Occupancy Taxes	671,353	—	—	—	—	671,353
Cigarette Taxes	1,047,206	—	—	—	—	1,047,206
Other Local Taxes	4,244,929	—	—	—	—	4,244,929
Sub-Total	\$ 29,649,628	\$ —	\$ —	\$ —	\$ —	\$ 29,649,628
Permits & Fees						
Zoning & Development Fees	\$ 527,700	\$ —	\$ —	\$ —	\$ —	\$ 527,700
Airport User & Fuel Flow Fees	49,000	—	—	—	—	49,000
Fixed Based Operator Fees	70,000	—	—	—	—	70,000
Miscellaneous Permits & Fees	282,654	—	—	—	—	282,654
Sub-Total	\$ 929,354	\$ —	\$ —	\$ —	\$ —	\$ 929,354
Fines & Forfeitures						
Parking & Traffic Fines	\$ 529,701	\$ —	\$ —	\$ —	\$ —	\$ 529,701
Police Forfeitures	14,710	—	—	—	—	14,710
Sub-Total	\$ 544,411	\$ —	\$ —	\$ —	\$ —	\$ 544,411
Use of Money & Property						
Earned Interest	\$ 14,200	\$ —	\$ —	\$ —	\$ —	\$ 14,200
Insurance Recoveries	90,000	—	—	—	—	90,000
Parking Garage & Meters	160,452	—	—	—	—	160,452
Sale of Surplus Property	75,000	—	—	—	—	75,000
Library Revenue	16,000	—	—	—	—	16,000
Airport Revenue	995,800	—	—	—	—	995,800
Miscellaneous Revenue	107,600	—	—	—	178,000	285,600
Sub-Total	\$ 1,459,052	\$ —	\$ —	\$ —	\$ 178,000	\$ 1,637,052
Charges for Services						
Publications	\$ 2,200	\$ —	\$ —	\$ —	\$ —	\$ 2,200
Public Safety Charges	19,445	—	—	—	—	19,445
Recreation Charges	4,928,870	—	—	—	—	4,928,870
False Alarm Fees	39,000	—	—	—	—	39,000
Water & Sewer User Fees	—	—	—	—	6,890,000	6,890,000
Water & Sewer Fixed Charges	—	—	—	—	8,320,000	8,320,000
Water Availability Fees	—	—	—	—	1,070,000	1,070,000
Water Fees & Penalties	—	—	—	—	250,000	250,000
Sub-Total	\$ 5,019,515	\$ —	\$ —	\$ —	\$ 16,530,000	\$ 21,549,515
Donations & Transfers						
General Fund	\$ —	\$ 888,883	\$ —	\$ —	\$ —	\$ 888,883
Utilities Fund	1,471,342	—	—	30,320	—	1,501,662
Capital Projects Fund	848,368	—	—	—	—	848,368
OPEB Fund	222,353	—	—	—	53,387	275,740
Proffers	—	—	—	75,000	—	75,000
Sponsorships & Contributions	501,566	—	—	—	104,000	605,566
Sub-Total	\$ 3,043,629	\$ 888,883	\$ —	\$ 105,320	\$ 157,387	\$ 4,195,219
Intergovernmental						
Loudoun County	\$ 20,000	\$ —	\$ —	\$ —	\$ —	\$ 20,000
Commonwealth of Virginia	10,599,102	—	—	7,085,025	—	17,684,127
Federal Government	53,000	—	—	427,500	30,700	511,200

Financial Summaries

Fund Schedule

	General Fund	CAR Fund	Debt Service Fund	Capital Projects Fund	Utilities Fund	Total
Sub-Total	\$ 10,672,102	\$ —	\$ —	\$ 7,512,525	\$ 30,700	\$ 18,215,327
Other Financing Sources						
Cash & Reserves	\$ —	\$ —	\$ —	\$ 609,500	\$ 1,592,740	\$ 2,202,240
Bond Proceeds	—	—	—	10,924,025	1,210,000	12,134,025
Sub-Total	\$ —	\$ —	\$ —	\$ 11,533,525	\$ 2,802,740	\$ 14,336,265
Fund Total	\$ 51,317,691	\$ 888,883	\$ —	\$ 19,151,370	\$ 19,698,827	\$ 91,056,771

Financial Summaries

Expenditures by Fund

The expenditures by fund table depicts expenditures by functional area for all appropriated funds for the Town. The total General Fund appropriation is \$49,138,272, a 2.7% increase over the prior year. The FY 2015 Capital Asset Replacement (CAR) Fund appropriation is \$1,429,739 for the repair and replacement of Town of vehicles, equipment, and infrastructure. The Capital Projects Fund appropriation totals \$13,941,148 and the Utilities Fund appropriation totals to \$20,070,872. On all funds basis, the total budget for the Town is \$84,643,031.

	General Fund	CAR Fund	Debt Service Fund	Capital Projects Fund	Utilities Fund	Total
Administering Efficient Government						
Town Council	\$ 285,891	\$ —	\$ —	\$ —	\$ —	\$ 285,891
Town Manager	1,118,792	—	—	—	—	1,118,792
Town Attorney	762,030	—	—	—	—	762,030
Clerk of Council	129,237	—	—	—	—	129,237
Boards & Commissions	136,553	—	—	—	—	136,553
Sub-Total	\$ 2,432,503	\$ —	\$ —	\$ —	\$ —	\$ 2,432,503
Supporting Activities						
Finance	\$ 2,029,618	\$ —	\$ —	\$ —	\$ —	\$ 2,029,618
Human Resources	780,968	—	—	—	—	780,968
Information Technology	1,207,705	129,538	—	—	—	1,337,243
Sub-Total	\$ 4,018,291	\$ 129,538	\$ —	\$ —	\$ —	\$ 4,147,829
Keeping Us Safe						
Police	\$ 13,727,554	\$ 469,500	\$ —	\$ —	\$ —	\$ 14,197,054
Sub-Total	\$ 13,727,554	\$ 469,500	\$ —	\$ —	\$ —	\$ 14,197,054
Providing the Necessities						
Public Works	\$ 11,520,511	\$ 608,500	\$ —	\$ —	\$ —	\$ 12,129,011
Capital Projects	—	—	—	1,820,098	—	1,820,098
Utilities	—	—	—	—	13,178,840	13,178,840
Sub-Total	\$ 11,520,511	\$ 608,500	\$ —	\$ 1,820,098	\$ 13,178,840	\$ 27,127,949
Ensuring Quality of Life						
Parks & Recreation	\$ 7,799,322	\$ 285,201	\$ —	\$ —	\$ —	\$ 8,084,523
Balch Library	447,795	—	—	—	—	447,795
Planning & Zoning	1,509,571	—	—	—	—	1,509,571
Plan Review	1,368,247	—	—	—	—	1,368,247
Sub-Total	\$ 11,124,935	\$ 285,201	\$ —	\$ —	\$ —	\$ 11,410,136
Seizing the Future						
Economic Development	\$ 765,636	\$ —	\$ —	\$ —	\$ —	\$ 765,636
Airport	699,108	—	—	—	—	699,108
Sub-Total	\$ 1,464,744	\$ —	\$ —	\$ —	\$ —	\$ 1,464,744
Non-Departmental/3R Reserve ¹	87,000	—	—	—	642,240	729,240
Capital Improvement Projects	—	—	—	12,121,050	2,200,000	14,321,050
Debt Service ²	4,762,733	—	—	—	4,049,792	8,812,525
Fund Total	\$ 49,138,272	\$ 1,492,739	\$ —	\$ 13,941,148	\$ 20,070,872	\$ 84,643,031

1) Includes (\$50,000) salary savings credit for General Fund personnel expenditures

2) Debt service includes estimated FY 2015 debt issuance costs of \$320,534 for the General Fund and \$74,147 for the Utilities Fund

Expenditure by Category

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

	General Fund	CAR Fund	Debt Service Fund	Capital Projects Fund	Utilities Fund	Total All Funds
Personnel Expenditures						
Full-Time Salary	\$ 18,451,542	\$ —	\$ —	\$ 624,810	\$ 5,179,677	\$ 24,256,029
Part-Time Salary	2,537,239	—	—	—	20,450	2,557,689
Boards & Commissions	215,400	—	—	—	—	215,400
Overtime, Holiday, Shift Differential	1,311,011	—	—	22,292	139,303	1,472,606
Bonuses & Incentives	105,332	—	—	—	—	105,332
Uniform/Show Allowance	26,097	—	—	471	11,304	37,872
Social Security & Medicare (FICA)	1,703,759	—	—	47,798	405,616	2,157,173
Retirement (VRS)	1,692,926	—	—	55,106	454,175	2,202,207
Life Insurance	239,229	—	—	7,696	63,617	310,542
Long-term Disability Insurance	110,576	—	—	3,556	29,403	143,535
Employee Medical	3,114,195	—	—	73,315	981,205	4,168,715
Retiree Medical	222,353	—	—	—	53,388	275,741
Optional Benefit	348,410	—	—	7,740	99,330	455,480
Unemployment Compensation	29,599	—	—	498	6,640	36,737
Workers' Compensation	339,903	—	—	999	97,328	438,230
Other Post Employment Benefits	971,206	—	—	31,369	258,534	1,261,109
Salary Savings Credit	(50,000)	—	—	—	—	(50,000)
Total Personnel Expenditures	\$ 31,368,777	\$ —	\$ —	\$ 875,650	\$ 7,799,970	\$ 40,044,397
Operating Expenditures						
Contractual Services ¹	\$ 7,460,828	\$ —	\$ —	\$ 82,795	\$ 1,096,391	\$ 8,640,014
Materials & Supplies	1,327,724	—	—	9,460	1,271,150	2,608,334
Transfer Payments	1,131,411	—	—	848,368	1,504,162	3,483,941
Continuous Charges	2,793,699	—	—	3,825	1,357,922	4,155,446
Capital Outlay	156,100	—	—	—	188,745	344,845
Non-Departmental	137,000	—	—	—	—	137,000
Total Operating Expenses	\$ 13,006,762	\$ —	\$ —	\$ 944,448	\$ 5,418,370	\$ 19,369,580
Non-Operating Expenditures						
Capital Expenditures	\$ —	\$ 1,492,739	\$ —	\$ 12,121,050	\$ 2,200,000	\$ 15,813,789
3R Expenditures	—	—	—	—	602,740	—
Debt Service ²	4,762,733	—	—	—	4,049,792	8,812,525
Total Non-Operating Expenditures	\$ 4,762,733	\$ 1,492,739	\$ —	\$ 12,121,050	\$ 6,852,532	\$ 25,229,054
Fund Total	\$ 49,138,272	\$ 1,492,739	\$ —	\$ 13,941,148	\$ 20,070,872	\$ 84,643,031

1) Includes \$137,000 in pooled travel and training funds for FY 2015

2) Debt service includes estimated FY 2015 debt issuance costs of \$320,534 for the General Fund

Local Tax Funding Allocation

The table below shows the allocation of local tax funding by department and function based upon 18.3¢.

	Budget	Department Revenue	Local Tax Funding	Local Tax Funding (%)	Allocation of RE (¢)
Administering Efficient Government					
Town Council	\$ 285,891	\$ —	\$ 285,891	0.8%	0.1
Town Manager	1,118,792	—	1,118,792	3.0%	0.5
Town Attorney	762,030	—	762,030	2.0%	0.4
Clerk of Council	129,237	—	129,237	0.3%	0.1
Boards & Commissions	136,553	—	136,553	0.4%	0.1
Sub-Total	\$ 2,432,503	\$ —	\$ 2,432,503	6.4%	1.2
Supporting Activities					
Finance	\$ 2,029,618	\$ 430,656	\$ 1,598,962	4.2%	0.8
Human Resources	780,968	—	780,968	2.1%	0.4
Information Technology	1,207,705	243,654	964,051	2.6%	0.5
Sub-Total	\$ 4,018,291	\$ 674,310	\$ 3,343,981	8.9%	1.6
Keeping Us Safe					
Police	\$ 13,727,555	\$ 1,968,682	\$ 11,758,873	31.1%	5.7
Sub-Total	\$ 13,727,555	\$ 1,968,682	\$ 11,758,873	31.1%	5.7
Providing the Necessities					
Public Works	\$ 11,520,511	\$ 3,143,623	\$ 8,376,888	22.2%	4.1
Capital Projects	13,941,138	13,941,138	—	—%	—
Utilities	20,070,872	20,070,872	—	—%	—
Sub-Total	\$ 45,532,521	\$ 37,155,633	\$ 8,376,888	22.2%	4.1
Ensuring Quality of Life					
Parks & Recreation	\$ 7,799,322	\$ 4,913,870	\$ 2,885,452	7.6%	1.4
Balch Library	447,795	16,000	431,795	1.1%	0.2
Planning & Zoning	1,509,571	259,700	1,249,871	3.3%	0.6
Plan Review	1,368,247	268,000	1,100,247	2.9%	0.5
Sub-Total	\$ 11,124,935	\$ 5,457,570	\$ 5,667,365	15.0%	2.7
Seizing the Future					
Economic Development	\$ 765,636	\$ 250,000	\$ 515,636	1.4%	0.2
Airport	699,108	1,359,800	(660,692)	-1.7%	-0.3
Sub-Total	\$ 1,464,744	\$ 1,609,800	\$ (145,056)	-0.4%	-0.1
Other Activities					
Capital Asset Replacement	\$ 1,492,739	\$ —	\$ 1,492,739	4.0%	0.7
Non-Departmental/3R Reserve	87,000	—	87,000	0.2%	0.0
Debt Service	4,762,733	—	4,762,733	12.6%	2.3
Fund Total	\$ 84,643,021	\$ 46,865,995	\$ 37,777,026	100.0%	18.3

General Fund Pro Forma

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. The 12.2% increase in fund balance in FY 2015 is attributable to increased real estate assessments and other sources of revenue to the General Fund.

	2013 Actual	2014 Budget	2015 Adopted	2016 Projected	2017 Forecast	2018 Forecast	2019 Forecast
BEGINNING FUND BALANCE	\$ 17,149,544	\$ 18,170,110	\$ 13,468,683³	\$ 15,114,397	\$ 16,780,992	\$ 16,354,772	\$ 16,075,481
SOURCES							
Taxes ¹	\$ 26,525,558	\$ 28,621,643	\$ 29,115,923	\$ 29,698,241	\$ 30,623,808	\$ 31,236,284	\$ 31,861,010
Permits & Fees	391,407	579,100	929,354	947,941	966,900	986,238	1,005,963
Fines & Forfeitures	544,410	480,000	544,411	555,299	566,405	577,733	589,288
Use of Money & Property	1,445,303	1,380,500	1,459,052	1,488,233	1,517,998	1,548,358	1,579,325
Charges for Services	5,754,493	5,072,220	5,019,515	5,119,905	5,222,303	5,326,749	5,433,284
Donations & Transfers	2,455,864	2,735,543	3,313,629	3,379,902	3,447,500	3,516,450	3,586,779
Commonwealth of Virginia	12,354,981	10,485,805	10,349,102	10,556,084	10,767,206	10,982,550	11,202,201
Federal Government	79,558	59,700	53,000	54,060	55,141	56,244	57,369
Total Sources	\$ 49,551,574	\$ 49,414,511	\$ 50,783,986	\$ 51,799,666	\$ 53,167,261	\$ 54,230,606	\$ 55,315,218
USES							
Personnel Services	\$ 29,182,653	\$ 29,887,144	\$ 31,209,850	\$ 31,834,047	\$ 32,470,728	\$ 33,120,142	\$ 33,782,545
Contractual Services	7,011,487	7,419,155	7,445,830	7,594,747	7,746,642	7,901,574	8,059,606
Materials and Supplies	1,225,731	1,290,560	1,327,724	1,354,278	1,381,364	1,408,991	1,437,171
Transfer Payments	1,013,252	1,394,025	1,131,411	1,154,039	1,177,120	1,200,662	1,224,676
Continuous Charges	2,386,630	2,754,012	2,793,699	2,849,573	2,906,564	2,964,696	3,023,990
Capital Outlay	1,986,472	565,000	330,025	336,626	343,358	350,225	357,230
Non-Departmental	—	103,000	137,000	139,740	142,535	145,385	148,293
Debt Service ²	5,724,783	4,411,059	4,762,733	4,870,020	7,425,170	7,418,220	7,378,506
Total Uses	\$ 48,531,009	\$ 47,823,955	\$ 49,138,272	\$ 50,133,070	\$ 53,593,481	\$ 54,509,897	\$ 55,412,017
Surplus/(Deficit)	\$ 1,020,566	\$ 1,590,556	\$ 1,645,714	\$ 1,666,596	\$ (426,220)	\$ (279,291)	\$ (96,798)
ENDING FUND BALANCE	\$ 18,170,110	\$ 19,760,666	\$ 15,114,397	\$ 16,780,992	\$ 16,354,772	\$ 16,075,481	\$ 15,978,683
% CHANGE IN BALANCE	6.0%	8.8%	12.2%	11.0%	-2.5%	-1.7%	-0.6%

1) FY 2015 tax rate is 18.3 cents; FY 2017 tax rate is 18.9 cents
 2) Anticipated bond issue would increase in debt service approximately \$320,534 in FY 2015, and \$641,069 in FY 2017- FY 2029
 3) Beginning fund balance for FY 2015 does not include CAR or Debt Service amounts as these items are newly established funds beginning in FY 2015.

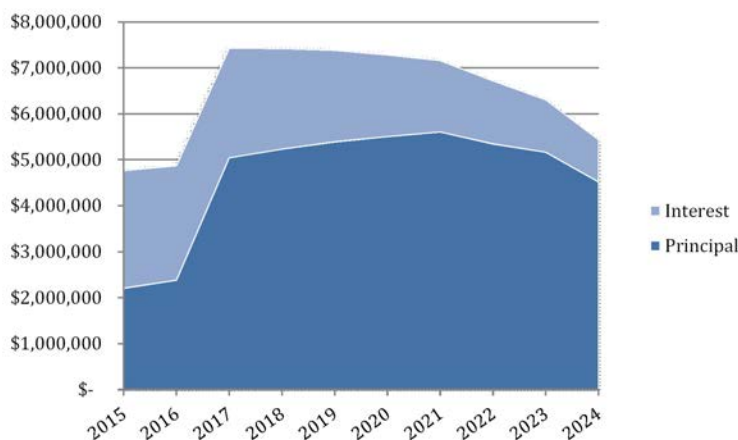
General Fund Debt

The Town’s legal limit for outstanding general obligation debt is 10% of total assessed real property or \$643,888,802 in FY 2015; however, the Town maintains a debt policy of bonded debt not more than 1.5% of the total assessed value of taxable property or \$96,583,320 for FY 2015 for its Governmental Funds. The total outstanding debt of the Government Funds for Town is \$82,913,620, and includes an anticipated \$7,000,000 bank qualified general obligation bond issue in FY 2015. Outstanding debt remains within the legal debt limit set by the Constitution of the Commonwealth of Virginia and Town financial policies. Debt service, including principal and interest, payments are accounted for in the General Fund. The Town continues to meet or exceed its payback policy of 60% over ten years, as shown in the General Fund Annual Debt Totals chart.

	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Total Valuation	\$ 6,438,888,020	\$ 6,567,665,780	\$ 6,699,019,096	\$ 6,832,999,478	\$ 6,969,659,467
Unreserved Debt Capacity ¹	96,583,320	98,514,987	100,485,286	102,494,992	104,544,892
Outstanding Debt	75,913,620	80,640,848	75,708,076	70,585,304	65,302,532
Proposed New Issue	7,000,000	—	—	—	—
Total Debt Subject to Limit	82,913,620	80,640,848	75,708,076	70,585,304	65,302,532
Total Available Debt Capacity (\$)	13,669,700	17,874,139	24,777,210	31,909,688	39,242,360
Total Available Debt Capacity (%)	14.2%	18.1%	24.7%	31.1%	37.5%
General Fund Operating Expenses	49,138,272	50,121,037	51,123,458	52,145,927	53,188,846
Debt Service	4,762,733	4,870,020	7,425,170	7,418,220	7,378,506
Fiscal Policy Debt Service Limit (15%)	9.7%	9.7%	14.5%	14.2%	13.9%

1) Unreserved debt capacity is 1.5% of total assessed valuation per the Town's fiscal policy.

Period Ends	Principal	Interest	Total	Payout Ratio
2015	\$ 2,205,534	\$ 2,557,199	\$ 4,762,733	3.2%
2016	2,381,069	2,488,951	4,870,020	6.7%
2017	5,041,069	2,384,101	7,425,170	14.1%
2018	5,231,069	2,187,151	7,418,220	21.8%
2019	5,391,069	1,987,437	7,378,506	29.7%
2020	5,506,069	1,775,844	7,281,913	37.7%
2021	5,606,069	1,554,577	7,160,646	46.0%
2022	5,346,069	1,370,019	6,716,088	53.8%
2023	5,166,069	1,141,467	6,307,536	61.4%
2024	4,521,069	916,933	5,438,002	68.0%
10-year Total	\$ 46,395,155	\$ 18,363,678	\$ 64,758,833	68.0%
Fund Total	\$ 68,231,914	\$ 20,823,620	\$ 89,055,534	100.0%



Capital Asset Replacement (CAR) Fund Pro Forma

The Capital Asset Replacement (CAR) Fund provides funds for the repair, renovation, and replacement of General Fund fixed assets including equipment, facilities, information technology infrastructure, and vehicle replacement. The 58.4% decrease in fund balance in FY 2015 is attributable to planned increases in CAR funds for repair, renovation, and replacement of aging fixed assets throughout Town.

	2013 Actual	2014 Budget	2015 Adopted	2016 Projected	2017 Forecast	2018 Forecast	2019 Forecast
BEGINNING FUND BALANCE	\$ 1,971,375	\$ 1,882,975	\$ 1,034,046	\$ 430,190	\$ 405,458	\$ —	\$ —
SOURCES							
Donations & Transfers	\$ 1,380,731	\$ 477,207	\$ 888,883	\$ 975,268	\$ 594,542	\$ 1,000,000 ¹	\$ 2,270,126
Total Sources	\$ 1,380,731	\$ 477,207	\$ 888,883	\$ 975,268	\$ 594,542	\$ 1,000,000	\$ 2,270,126
USES							
Capital Outlay	\$ 1,469,131	\$ 1,326,136	\$ 1,492,739	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total Uses	\$ 1,469,131	\$ 1,326,136	\$ 1,492,739	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Surplus/(Deficit)	\$ (88,400)	\$ (848,929)	\$ (603,856)	\$ (24,732)	\$ (405,458)	\$ —	\$ 1,270,126
ENDING FUND BALANCE	\$ 1,882,975	\$ 1,034,046	\$ 430,190	\$ 405,458	\$ —	\$ —	\$ 1,270,126
% CHANGE IN BALANCE	-4.5%	-45.1%	-58.4%	-5.7%	-100.0%	—%	—%

1) Beginning in FY 2017, capital asset replacement utilizes funds from the Debt Service Reserve Fund (DSRF).

Capital Asset Replacement Fund

The tables below reflect the Town's planned uses for capital asset replacement. The first table is a five year plan of expenditures from FY 2015 through FY 2020. The second table is the list of expenditures in the current budget year (FY 2015) and is broken out by CAR expense type and department.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Facility Repair & Renovation	\$ 789,701	\$ 1,374,907	\$ 607,597	\$ 480,250	\$ 245,750	\$ 242,000
Information Technology Upgrades	177,038	227,724	181,224	188,224	216,224	265,000
Vehicle Replacement	526,000	422,104	873,392	873,398	356,613	345,000
Total	\$ 1,492,739	\$ 2,024,735	\$ 1,662,213	\$ 1,541,872	\$ 818,587	\$ 852,000

	Facility Repair & Renovation	Information Technology Upgrade	Vehicle/Equipment Replacement
Supporting Activities			
Information Technology	\$ —	\$ 129,538	\$ —
Sub-Total	\$ —	\$ 129,538	\$ —
Keeping Us Safe			
Police	\$ 229,000	\$ 20,000	\$ 220,500
Sub-Total	\$ 229,000	\$ 20,000	\$ 220,500
Providing the Necessities			
Public Works	\$ 289,500	\$ —	\$ 319,000
Sub-Total	\$ 289,500	\$ —	\$ 319,000
Ensuring Quality of Life			
Parks & Recreation	\$ 271,201	\$ —	\$ 14,000
Sub-Total	\$ 271,201	\$ —	\$ 14,000
Total Expenditures by Type	\$ 789,701	\$ 149,538	\$ 553,500
Total CAR Expenditures	\$ —	\$ —	\$ 1,492,739

Debt Service Fund Pro Forma

The Debt Service Fund represents General Fund assigned fund balance set aside for the accumulation of funds to help defray annual debt service payments above \$5 million for FY 2017 through FY 2023. There is no change in fund balance anticipated for FY 2015.

	2013 Actual	2014 Budget	2015 Adopted	2016 Projected	2017 Forecast	2018 Forecast	2019 Forecast
BEGINNING FUND BALANCE	\$ 3,400,000	\$ 4,780,731	\$ 5,257,938	\$ 5,257,938	\$ 5,257,938	\$ 4,744,966	\$ 2,746,458
SOURCES							
Donations & Transfers	\$ 1,380,731	\$ 477,207	\$ —	\$ —	\$ —	\$ —	\$ —
Total Sources	\$ 1,380,731	\$ 477,207	\$ —	\$ —	\$ —	\$ —	\$ —
USES							
Transfer Payments	\$ —	\$ —	\$ —	\$ —	\$ 512,972	\$ 1,998,508	\$ 2,547,348
Total Uses	\$ —	\$ —	\$ —	\$ —	\$ 512,972	\$ 1,998,508	\$ 2,547,348
Surplus/(Deficit)	\$ 1,380,731	\$ 477,207	\$ —	\$ —	\$ (512,972)	\$ (1,998,508)	\$ (2,547,348)
ENDING FUND BALANCE	\$ 4,780,731	\$ 5,257,938	\$ 5,257,938	\$ 5,257,938	\$ 4,744,966	\$ 2,746,458	\$ 199,110
% CHANGE IN BALANCE	40.6%	10.0%	—%	—%	-9.8%	-42.1%	-92.8%

Financial Summaries

Capital Projects Fund Pro Forma

The Capital Projects Fund is used to account for all resources used in the acquisition and construction of capital facilities and other capital assets, unless financed through proprietary funds. Bond funding requirements are reviewed annually based upon actual expenditures, and it is anticipated that a bond issue is likely in early FY 2015 as well as FY 2019. The 339.5% increase in fund balance in FY 2015 is attributable to the estimated \$7 million dollars in bond proceeds. The corresponding debt service is accounted for in the General Fund. The Capital Projects Fund is part of the Government wide funds for the Town.

	2013 Actual	2014 Budget	2015 Adopted	2016 Projected	2017 Forecast	2018 Forecast	2019 Forecast
BEGINNING FUND BALANCE	\$ 6,245,207	\$ 1,534,678	\$ 1,534,678	\$ 6,744,900	\$ 4,888,400	\$ 2,994,770	\$ 1,063,267
SOURCES							
Use of Money & Property	\$ 323,427	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Donations & Transfers	592,701	605,238	30,320	—	—	—	—
Commonwealth of Virginia	5,750,497	10,189,432	7,085,025	19,691,200	10,564,437	10,438,000	10,495,000
Federal Government	3,759,594	1,483,000	427,500	—	—	—	—
Other Financing Sources ¹	587,128	6,946,439	11,608,525	684,050	288,438	825,000	2,745,000
Total Sources	\$ 11,013,347	\$ 19,224,109	\$ 19,151,370	\$ 20,375,250	\$ 10,852,875	\$ 11,263,000	\$ 13,240,000
USES							
Personnel Services	\$ 1,046,554	\$ 1,140,671	\$ 875,650	\$ 893,163	\$ 911,026	\$ 929,247	\$ 947,832
Contractual Services	1,163,622	81,961	82,795	84,451	86,140	87,863	89,620
Materials and Supplies	7,803	10,960	9,460	9,649	9,842	10,039	10,240
Transfer Payments	581,921	600,336	848,368	865,335	882,642	900,295	918,301
Continuous Charges	8,318	8,281	3,825	3,902	3,980	4,059	4,140
Capital Outlay	26,747	—	—	—	—	—	—
Capital Projects	12,888,911	17,381,900	12,121,050	20,375,250	10,852,875	11,263,000	12,840,000
Total Uses	\$ 15,723,876	\$ 19,224,109	\$ 13,941,148	\$ 22,231,750	\$ 12,746,505	\$ 13,194,503	\$ 14,810,133
Surplus/(Deficit)	\$ (4,710,529)	\$ —	\$ 5,210,222	\$ (1,856,500)	\$ (1,893,630)	\$ (1,931,503)	\$ (1,570,133)
ENDING FUND BALANCE	\$ 1,534,678	\$ 1,534,678	\$ 6,744,900	\$ 4,888,400	\$ 2,994,770	\$ 1,063,267	\$ (506,866)
% CHANGE IN BALANCE	-75.4%	—%	339.5%	-27.5%	-38.7%	-64.5%	-147.7%

1) Includes \$7,000,000 in new bonds for FY 2015

Utilities Fund Pro Forma

The Utilities Fund is used to account for the operation and maintenance of the Town's water and sanitary sewer system. The 1.8% decrease in fund balance is attributable to reduced consumption in the face of rising costs to produce and treat water and sewer within the Town's service area. The Town is conducting a utilities rate study to determine how to mitigate the use of fund balance as shown in FY 2016 through FY 2019, and to smooth the level of ending fund balances from year to year.

	2013 Actual	2014 Budget	2015 Adopted	2016 Projected	2017 Forecast	2018 Forecast	2019 Forecast
BEGINNING FUND BALANCE	\$ 18,351,435	\$ 21,145,444	\$ 21,194,959	\$ 20,822,914	\$ 17,570,787	\$ 14,408,590	\$ 10,229,768
Charges for Services	\$ 15,409,174	\$ 17,038,500	\$ 16,530,000	\$ 16,860,600	\$ 17,197,812	\$ 17,541,768	\$ 17,892,604
Donations & Transfers	2,885,146	388,250	157,387	160,535	163,745	167,020	170,361
Federal Government	—	30,700	30,700	31,314	31,940	32,579	33,231
Other Financing Sources ¹	8,218,633	2,631,750	2,802,740	2,453,000	1,420,000	122,500	950,000
Total Sources	\$ 26,512,953	\$ 20,268,200	\$ 19,698,827	\$ 19,687,009	\$ 18,998,689	\$ 18,052,763	\$ 19,238,868
USES							
Personnel Services	\$ 7,090,894	\$ 7,752,959	\$ 7,799,970	\$ 7,955,969	\$ 8,115,089	\$ 8,277,391	\$ 8,442,938
Contractual Services	520,673	860,852	1,096,391	1,118,319	1,140,685	1,163,499	1,186,769
Materials and Supplies	1,209,920	1,251,200	1,271,150	1,296,573	1,322,504	1,348,955	1,375,934
Transfer Payments	1,907,496	1,493,850	1,504,162	1,534,245	1,564,930	1,596,229	1,628,153
Continuous Charges	1,258,384	1,371,697	1,357,922	1,385,080	1,412,782	1,441,038	1,469,858
Capital Outlay	137,969	56,295	188,745	192,520	196,370	200,298	204,304
Non-Departmental	2,665,451	681,640	602,740	614,795	627,091	639,633	652,425
Capital Projects	5,712,125	2,985,000	2,200,000	2,453,000	1,420,000	1,225,000	950,000
Debt Service ²	3,216,032	3,765,192	4,049,792	6,388,634	6,361,434	6,339,544	6,234,562
Total Uses	\$ 23,718,944	\$ 20,218,685	\$ 20,070,872	\$ 22,939,136	\$ 22,160,886	\$ 22,231,585	\$ 22,144,943
Surplus/(Deficit)	\$ 2,794,009	\$ 49,515	\$ (372,045)	\$ (3,252,127)	\$ (3,162,197)	\$ (4,178,822)	\$ (2,906,076)
ENDING FUND BALANCE	\$ 21,145,444	\$ 21,194,959	\$ 20,822,914	\$ 17,570,787	\$ 14,408,590	\$ 10,229,768	\$ 7,323,693
% CHANGE IN BALANCE	15.2%	0.2%	-1.8%	-15.6%	-18.0%	-29.0%	-28.4%

Utilities Fund 3R Reserve

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Utilities Administration	\$ 46,340	\$ 46,340	\$ 20,000	\$ —	\$ —	\$ 25,000
Utilities Maintenance	299,400	540,340	566,000	144,500	177,700	600,700
Water Supply	97,000	187,000	15,000	2,200,000	600,000	2,750,000
Water Pollution Control	160,000	—	—	610,000	245,000	200,000
Total Uses	\$ 602,740	\$ 773,680	\$ 601,000	\$ 2,954,500	\$ 1,022,700	\$ 3,575,700

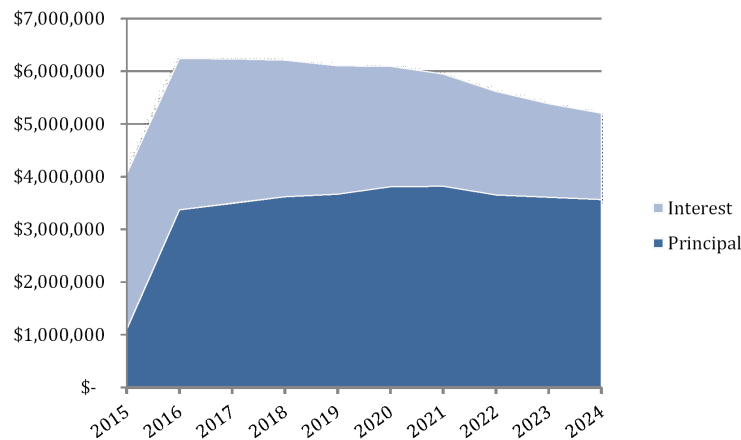
	Facility Repair & Renovation	Information Technology Upgrade	Vehicle/ Equipment Replacement
Utilities Administration	\$ —	\$ 46,340	\$ —
Utilities Maintenance	10,000	—	289,400
Water Supply	73,000	—	24,000
Water Pollution Control	100,000	60,000	—
Sub-Total	\$ 183,000	\$ 106,340	\$ 313,400
3R Reserve Uses Total	\$ —	\$ —	\$ 602,740

Utilities Fund Debt Schedule

The Utilities Fund debt service accounts for the payment of principal and interest of the long-term debt of the Fund. Long-term debt includes general obligation bonds and revenue bonds both supported by the revenues from the utility system. Debt is issued for water and sanitary sewer capital acquisitions and facilities. As shown in the Utilities Fund Debt capacity chart, the Town's debt coverage target of 125% is not sufficiently met in FY 2015. The Town is conducting a utilities rate study to assess system wide rates to sufficiently provide revenue to fund current operations including debt service for FY 2016 and beyond. Rates will be revised and implemented upon Council approval.

	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Total Utility Service Charges	\$ 16,530,000	\$ 16,860,600	\$ 17,197,812	\$ 17,541,768	\$ 17,892,604
Net Operating Expenses	11,714,178	11,948,462	12,187,431	12,431,179	12,679,803
Net Available Revenue	4,815,822	4,912,138	5,010,381	5,110,589	5,212,801
Debt Service	4,049,792	6,240,340	6,233,140	6,211,250	6,106,268
Debt Coverage Target Ratio (125%)	118.9%	78.7%	80.4%	82.3%	85.4%

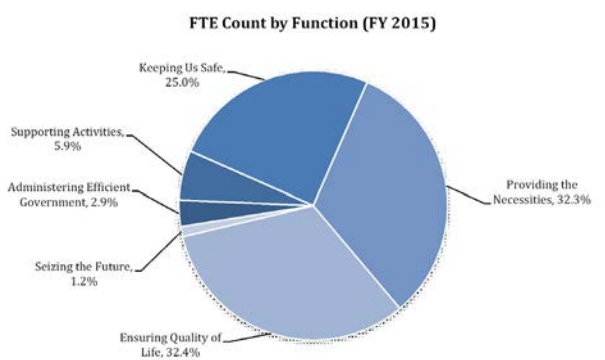
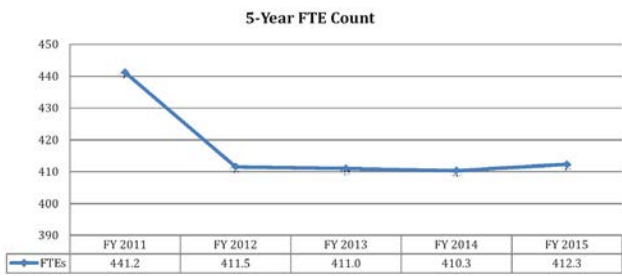
Period Ends	Principal	Interest	Total	Payout Ratio
2015	\$ 1,102,948	\$ 2,946,844	\$ 4,049,792	1.6%
2016	3,372,686	2,867,654	6,240,340	6.5%
2017	3,495,730	2,737,410	6,233,140	11.6%
2018	3,619,587	2,591,663	6,211,250	16.9%
2019	3,669,287	2,436,981	6,106,268	22.3%
2020	3,809,859	2,286,369	6,096,228	27.8%
2021	3,819,800	2,127,112	5,946,912	33.4%
2022	3,655,000	1,961,406	5,616,406	38.7%
2023	3,610,000	1,774,851	5,384,851	44.0%
2024	3,565,000	1,638,719	5,203,719	49.2%
10-year Total	\$ 33,719,898	\$ 23,369,008	\$ 57,088,906	49.2%
Fund Total	\$ 68,549,925	\$ 34,316,553	\$ 104,191,931	100.0%



Full-Time Equivalent (FTE) Summary

In FY 2015, the adopted personnel complement totals 412.3 FTEs, an increase of 2 FTEs from the prior year. The increase is attributed to the hiring of two additional police officers in FY 2014. A frozen position is also being transferred from the Office of Capital Projects to the Town Manager’s Office for front counter support at Town Hall. Also, two Capital Projects positions directly related to land acquisition efforts were transferred to the Office of Town Attorney as well as the transfer of a regular part-time FTE to Parks & Recreation for the administration of the Town’s forestry program.

Function/Department	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 Adopted	Change from Prior Year	Change from 2011	% Change from 2011
Administering Efficient Government								
Town Manager	9.0	6.0	6.0	6.0	7.0	1.0	-2.0	-22.2%
Town Attorney	3.0	3.0	3.0	3.0	5.0	2.0	2.0	66.7%
Clerk of Council	1.0	1.0	1.0	1.0	1.0	—	—	—%
Sub -Total	13.0	10.0	10.0	10.0	13.0	3.0	—	—%
Supporting Activities								
Finance	19.5	16.0	16.0	15.5	15.5	—	-4.0	-20.5%
Human Resources	7.0	4.0	4.0	4.0	4.0	—	-3.0	-42.9%
Information Technology	6.0	5.0	5.0	5.0	5.0	—	-1.0	-16.7%
Sub- Total	32.5	25.0	25.0	24.5	24.5	—	-8.0	-24.6%
Keeping Us Safe								
Police	101.0	101.0	101.0	101.0	103.0	2.0	2.0	2.0%
Sub-Total	101.0	101.0	101.0	101.0	103.0	2.0	2.0	2.0%
Providing the Necessities								
Public Works	53.0	49.0	49.0	49.0	49.0	—	-4.0	-7.5%
Utilities	80.5	78.5	78.0	78.0	78.0	—	-2.5	-3.1%
Capital Projects	10.0	10.6	10.6	9.4	6.0	-3.4	-4.0	-40.0%
Sub-Total	143.5	138.1	137.6	136.4	133.0	-3.4	-10.5	-7.3%
Ensuring Quality of Life								
Planning & Zoning	16.0	11.0	11.0	12.0	12.0	—	-4.0	-25.0%
Plan Review	12.0	9.0	9.0	9.0	9.0	—	-3.0	-25.0%
Parks & Recreation	111.0	107.1	107.1	107.1	107.5	0.4	-3.4	-3.1%
Thomas Balch Library	6.2	5.2	5.2	5.2	5.2	—	-1.0	-16.1%
Sub-Total	145.2	132.4	132.4	133.4	133.8	0.4	-11.4	-7.9%
Seizing the Future								
Economic Development	2.0	2.0	2.0	2.0	2.0	—	—	—%
Airport	4.0	3.0	3.0	3.0	3.0	—	-1.0	-25.0%
Sub-Total	6.0	5.0	5.0	5.0	5.0	—	-1.0	-16.7%
Total	441.2	411.5	411.0	410.3	412.3	2.0	-28.9	-6.6%



Operating Budget



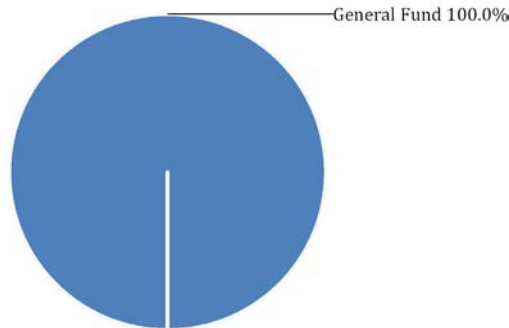
Administering Efficient Government

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

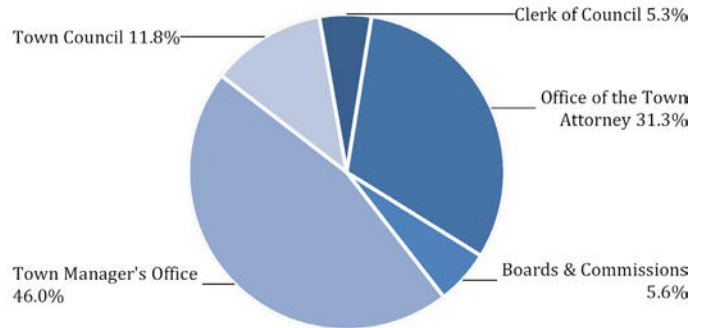
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
General Fund	\$ 2,576,709	\$ 3,408,380	\$ 3,428,533	\$ 2,432,503	\$ (975,877)	-28.6%
Total Sources	\$ 2,576,709	\$ 3,408,380	\$ 3,428,533	\$ 2,432,503	\$ (975,877)	-28.6%
Uses						
Town Council	\$ 828,600	\$ 1,578,860	\$ 1,582,691	\$ 285,891	\$ (1,292,969)	-81.9%
Boards & Commissions	80,411	102,220	107,220	136,553	34,333	33.6%
Town Manager’s Office	1,029,404	1,118,428	1,112,601	1,118,792	364	0.0%
Office of the Town Attorney	517,214	481,697	497,335	762,030	280,333	58.2%
Clerk of Council	121,081	127,175	128,686	129,237	2,062	1.6%
Total Uses	\$ 2,576,709	\$ 3,408,380	\$ 3,428,533	\$ 2,432,503	\$ (975,877)	-28.6%

Sources by Fund (2015)



Uses by Department (2015)





Town Council

Mission

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

Description

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

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

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

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

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

Contact Information

Kristen C. Umstattd, Mayor
25 W. Market Street
Leesburg, VA 20175
kumstattd@leesburgva.gov
council@leesburgva.gov
(703) 771-2733

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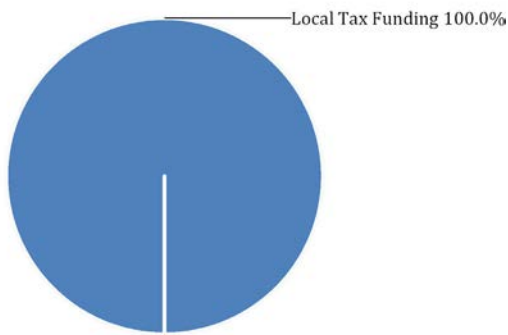


the hometown of the 21st century

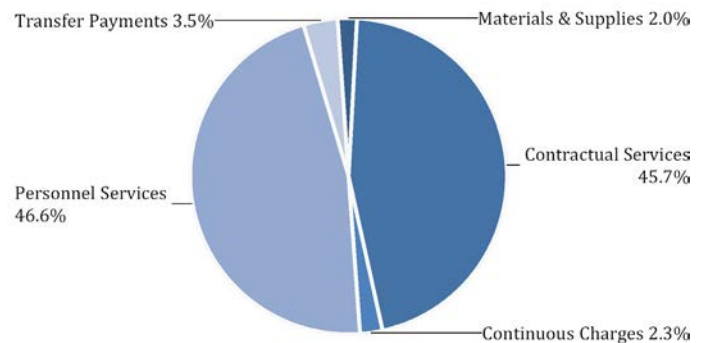
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
Local Tax Funding	\$ 828,600	\$ 1,578,860	\$ 1,582,691	\$ 285,891	\$ (1,292,969)	-81.9%
Total Sources	\$ 828,600	\$ 1,578,860	\$ 1,582,691	\$ 285,891	(1,292,969)	-81.9%
Uses						
Personnel Services	\$ 65,824	\$ 106,600	\$ 106,600	\$ 133,091	\$ 26,491	24.9%
Contractual Services	111,245	120,916	124,747	130,650	9,734	8.1%
Materials & Supplies	514	1,200	1,200	5,600	4,400	366.7%
Transfer Payments	635,905	1,334,025	1,334,025	10,000	(1,324,025)	-99.3%
Continuous Charges	13,519	16,119	16,119	6,550	(9,569)	-59.4%
Capital Expenditures	1,593	—	—	—	—	—%
Total Uses	\$ 828,600	\$ 1,578,860	\$ 1,582,691	\$ 285,891	(1,292,969)	-81.9%

Sources by Type (2015)



Uses by Object (2015)



Budget Analysis

The FY 2015 operating budget for the Town Council shows a 81.9% decrease from the prior year. The decrease is largely attributable to the removal of Loudoun Convention & Visitors Association (\$80,000) to the Office of Economic Development, transportation funding (\$356,356) to the Department of Public Works, and transfer payments to the Loudoun County Volunteer Fire Department and

the Leesburg Fire & Rescue Squad (\$644,905) to the Police Department. Personnel services have increased due to salary and healthcare cost increases, and materials and supplies have increased due to legislative dinners, luncheon and associated travel costs.

Performance Analysis

Boards & Commissions

Boards & Commissions	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Public Arts Commission	\$ 5,421	\$ 6,520	\$ 11,520	\$ 8,782	\$ 2,262	34.7%
Cable TV Advisory Commission	—	—	—	—	—	—%
Utility Rate Advisory Commission	—	—	—	—	—	—%
Economic Development Commission	3,151	5,720	5,720	7,982	2,262	39.5%
Information Technology Commission	4,019	6,520	6,520	8,782	2,262	34.7%
Parks & Recreation Commission	3,979	4,520	4,520	6,782	2,262	50.0%
Tree Commission	5,211	9,520	9,520	11,782	2,262	23.8%
Library Advisory Commission	4,932	5,870	5,870	9,207	3,337	56.8%
Planning Commission	25,927	26,025	26,025	30,539	4,514	17.3%
Board of Zoning Appeals	340	3,730	3,730	5,344	1,614	43.3%
Board of Architectural Review	22,928	25,275	25,275	29,789	4,514	17.9%
Environmental Advisory Commission	4,504	8,520	8,520	10,782	2,262	26.5%
Airport Advisory Commission	—	—	—	6,782	6,782	—%
Total Combined	\$ 80,411	\$ 102,220	\$ 107,220	\$ 136,553	\$ 34,333	33.6%

Administering Efficient Government



Town Manager's Office

Mission

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

Description

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

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

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

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

Contact Information

John A. Wells, Town Manager
25 W. Market Street
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jwells@leesburgva.gov
(703) 771-2700

Scan Me

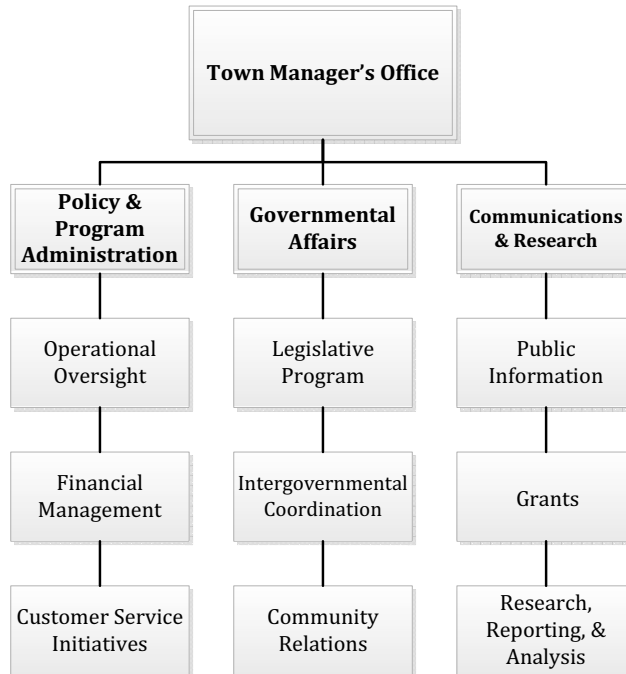


Administering Efficient
Government

Connect With Us



Organization Chart



Summary of Services

Policy & Program Administration

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

Governmental Affairs

The Town Manager's Office coordinates the Town's relationships with other government agencies. These interactions include the Town's annual requests to the Virginia General Assembly for specific state legislation, joint legislative and policy efforts with other Virginia localities, participation in regional groups such as the Northern Virginia Regional Commission, and coordination of Town

programs and priorities with other local, state, and federal agencies. The Town Manager's Office serves as the primary point of contact for community organizations and groups, as well as individual constituents seeking assistance with Town services.

Communications & Research

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

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, FM	Continue to assist Town Council with developing key goals and initiatives	Provide regular updates on long range strategy and develop budget for FY 2015	Long
CS, ED	Improve customer service efforts in all departments	Town-wide training and customer service surveys	Long

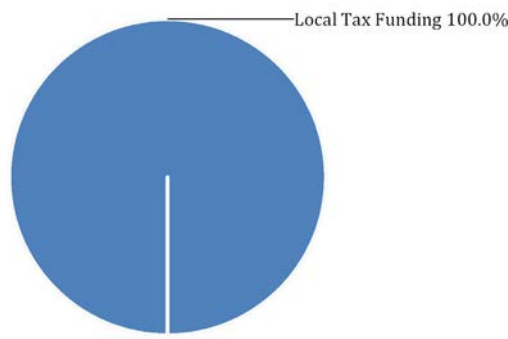
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Financial Information & Analysis

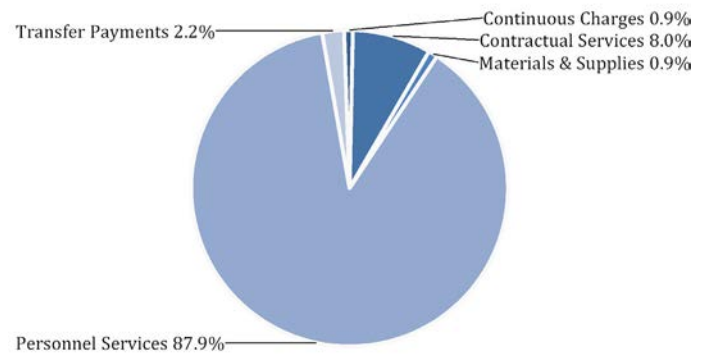
Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
Local Tax Funding	\$ 1,029,404	\$ 1,118,428	\$ 1,112,601	\$ 1,118,792	\$ 364	0.0%
Total Sources	\$ 1,029,404	\$ 1,118,428	\$ 1,112,601	\$ 1,118,792	\$ 364	0.0%
Uses						
Personnel Services	\$ 927,433	\$ 977,746	\$ 977,746	\$ 983,444	\$ 5,698	0.6%
Contractual Services	79,950	74,155	114,621	89,873	15,718	21.2%
Materials & Supplies	8,911	8,076	11,026	10,575	2,499	30.9%
Transfer Payments	3,443	50,000	(454)	25,000	(25,000)	-50.0%
Continuous Charges	8,641	8,451	8,763	9,900	1,449	17.1%
Capital Expenditures	1,026	—	900	—	—	—%
Total Uses	\$ 1,029,404	\$ 1,118,428	\$ 1,112,601	\$ 1,118,792	\$ 364	0.0%

Administering Efficient Government

Sources by Type (2015)



Uses by Object (2015)



Budget Analysis

The FY 2015 operating budget for the Town Manager’s Office shows a 0.03% increase from the prior year. Although the department shows a decrease, the Town Manager's Office is adding one position for full-time staffing of the front counter in Town Hall; this FTE was transferred from the Office of Capital Projects. The Office has reduced its Town Manager Contingency Reserve and personnel allocations for other positions to partially offset the additional position.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP	Percentage of Council strategic goals/projects completed on time <i>Measures the percentage of Council strategic goals and initiatives completed on time or as planned</i>	90%	90%	100%	↑
BP, CS	Number of successful implementation of key management initiatives <i>Measures the total number of projects completed in Finance, Human Resources, and Information Technology departments</i>	3	2	3	↔
BP, CS, ED, FM	Dollars saved through implementation on innovations and efficiencies. <i>Measures the total dollars saved through implementation on innovations and efficiencies.</i>	\$250,000	\$100,000	\$200,000	↔
BP, CS	Number of requests for information during Council work sessions and meetings <i>Measures the total number of requests for information during Council work sessions and meetings</i>	222	264	300	↑

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, CS	Percentage of requests from Council for information responded to	90%	90%	90%	↔
	<i>Measures the percentage of requests for information from Council responded to in 2 days</i>				
BP, CS	Number of resident complaints received by the Town Manager's Office	200	180	200	↔
	<i>Measures the total number of resident complaints received by the Town Manager's Office</i>				
BP, CS	Percentage of resident complaints resolved within 48 hours	95%	95%	98%	↔
	<i>Measures the percentage of resident complaints resolved by the Town Manager's Office within 48 hours</i>				

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

Performance Analysis

The primary function of the Town Manager's Office is to provide professional leadership in the administration and execution of Town Council policies. As such, the number of Council requests for information during work sessions and meetings is trending upward to nearly 300, while the percentage of Council requests responding to within two days is remaining steady at 90%. The number of resident's complaints received on-line is remaining steady at 200, while the percentage of resident's complaints resolved within two days is 98%. Overall, the total dollars saved through the implementation of innovations and efficiencies has increased to \$200,000.

Office of the Town Attorney

Mission

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

Description

Appointed by the Town Council, the Town Attorney serves as the legal advisor to the Town Council, Boards & Commissions, Town Manager, all departments and enterprises of the Town. The Town Attorney also serves as the staff liaison to the [Public Art Commission](#).

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

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

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

The Office is a participant in the [Thomas D. Horne Leadership](#) in the Law Camp. This camp is a unique opportunity for rising high school seniors to learn firsthand about the legal system working with local judges, lawyers, law clerks and other professionals and learn about the law.

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

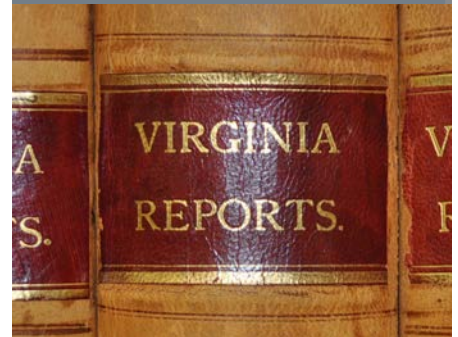
Contact Information

Jeanette A. Irby, Town Attorney
25 W. Market Street
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jirby@leesburgva.gov
(703) 771-7175

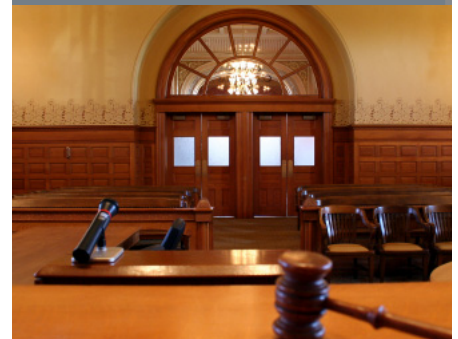
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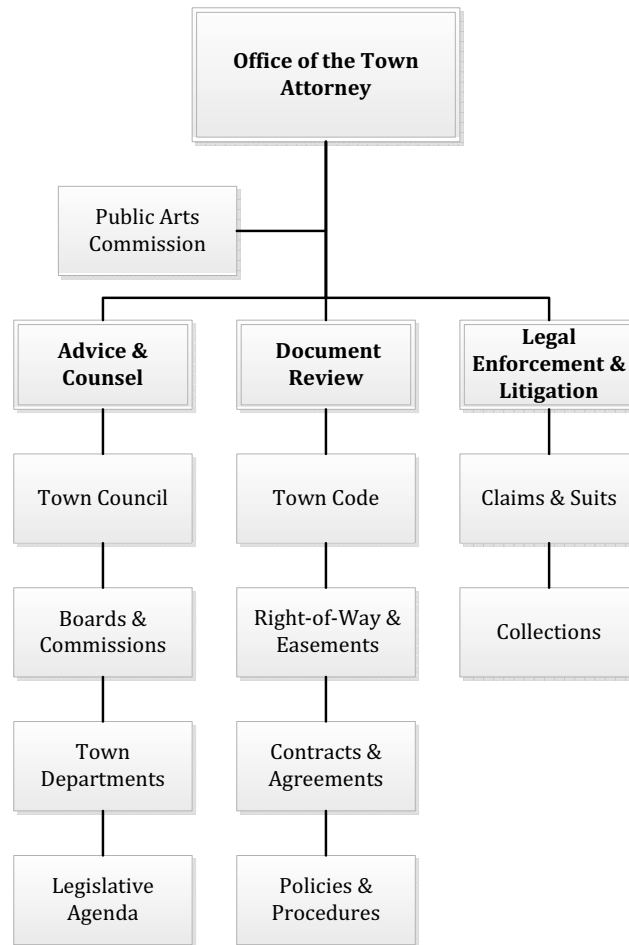
ADVICE & COUNSEL



DOCUMENT REVIEW



LITIGATION

Organization Chart


Summary of Services
Advice & Counsel

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

Document Review

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

Legal Enforcement & Litigation

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

Goals & Objectives

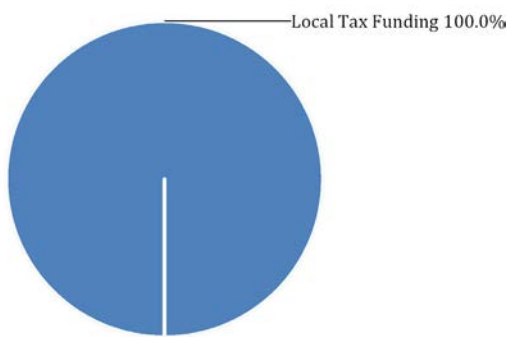
Scorecard	Goal	Objective	Term
CS	Educate local high school students on legal career options	Participate during Leadership in the Law Camp	Short
BP, CS, ED, FM	Reduce duplication efforts, provide tools needed for timely collections process, cut down on errors and provide real time account status of accounts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

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

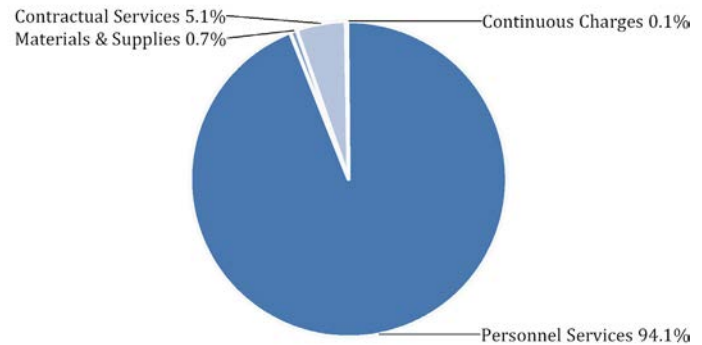
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
Local Tax Funding	\$ 517,214	\$ 481,697	\$ 497,335	\$ 762,030	\$ 280,333	58.2%
Total Sources	\$ 517,214	\$ 481,697	\$ 497,335	\$ 762,030	\$ 280,333	58.2%
Uses						
Personnel Services	\$ 451,617	\$ 432,263	\$ 432,263	\$ 717,230	\$ 284,967	65.9%
Contractual Services	58,932	42,293	55,055	38,500	(3,793)	-9.0%
Materials & Supplies	4,087	5,300	5,300	5,300	—	—%
Continuous Charges	2,072	1,841	1,919	1,000	(841)	-45.7%
Capital Expenditures	506	—	2,798	—	—	—%
Total Uses	\$ 517,214	\$ 481,697	\$ 497,335	\$ 762,030	\$ 280,333	58.2%

Sources by Type (2015)



Uses by Object (2015)



Budget Analysis

The FY 2015 operating budget for the Office of the Town Attorney shows a 58.2% increase from the prior year, primarily driven by an increase in personnel services. The increase is the result of the transfer of two staff members from the Office of Capital Projects to the Office of the Town Attorney for administration and coordination of the Town's easements and right-of-way activities in support of the

capital improvements program. Although the impact is fairly significant, the cost of the transfer is being offset through a fund transfer from the Capital Projects Fund resulting in a minimal net impact to the Town's General Fund. Net of the transfer of personnel, the Office's budget has decreased 1.5%.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, FM, CS, ED	Number of Council directives and initiatives <i>Measures the total number of Council directives and initiatives responded to by staff</i>	72	80	80	↔
CS	Number of Town department requests for legal representation <i>Measures the total number of requests for legal representation for all departments</i>	265	276	300	↑
BP, CS	Number of Town Commission requests for legal services <i>Measures the number of legal services provided to Town Commissions including representation at meetings and requests for information</i>	36	36	36	↔
BP	Number of Town Code violations anticipated <i>Measures the total number of violations of Town Code, zoning ordinance and other regulations prosecute</i>	17	36	40	↑
BP, FM, CS, ED	Number of taxpayer accounts processed for collections <i>Measures the total number of taxpayer accounts processed by the Town Attorney's Office for collections</i>	355	1,515	600	↑
BP, FM	Number of easements and land acquisition documents processed for condemnation <i>Measures the number of easements and land acquisition documents processed for condemnation</i>	145	106	60	↓
BP	Number of contracts and agreements reviewed <i>Measures the total number of contracts and agreements reviewed by legal staff</i>	39	60	100	↑
BP, FM	Number of insurance, employment, and workers' compensation claims reviewed <i>Measures the number of claims reviewed and defended for VML insurance, Virginia Employment Commission, and workers compensation counsel</i>	14	15	15	↔
BP, ED, CS	Number of FOIA/COIA requests monitored <i>Measures the total number of FOIA/COIA requests monitored for compliance</i>	5	5	5	↔
CS	Number of Leadership in the Law Camp programs <i>Measures the total number of Leadership in the Law Camp programs offered</i>	1	1	1	↔

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

Performance Analysis

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



Clerk of Council

Mission

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

Description

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

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

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

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

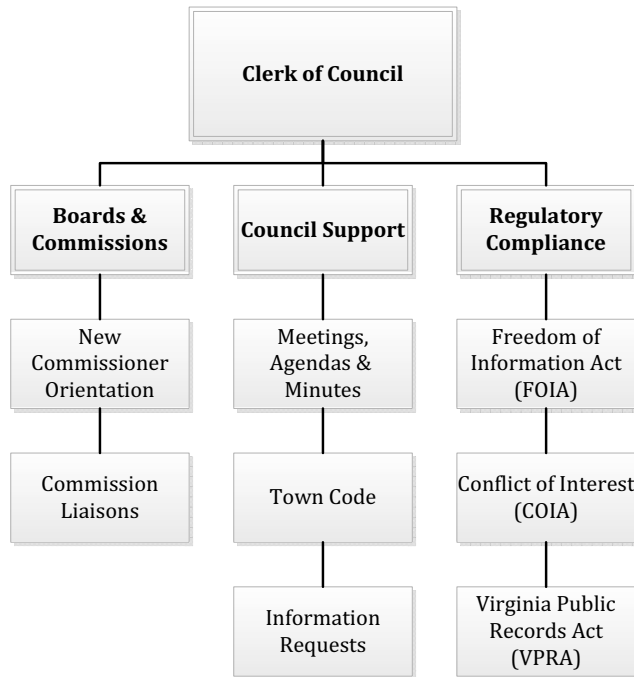
Contact Information

Lee Ann Green, Clerk of Council
25 W. Market Street
Leesburg, VA 20175
lgreen@leesburgva.gov
(703) 771-2733

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Organization Chart



Summary of Services

Boards and Commissions Support

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

Council Support

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

Regulatory Compliance

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

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

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

Goals & Objectives

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

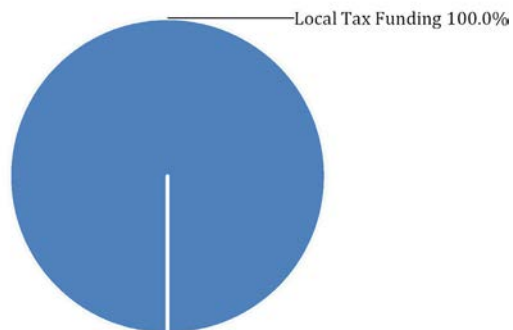
Scorecard	Goal	Objective	Term
BP, CS	Increase records retention compliance with Section 42.1, Chapter 7 of the Code of Virginia (the Virginia Public Records Act) which governs the archiving and destruction of all documents created by or in the possession of the Town	Complete archiving of Airport records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

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

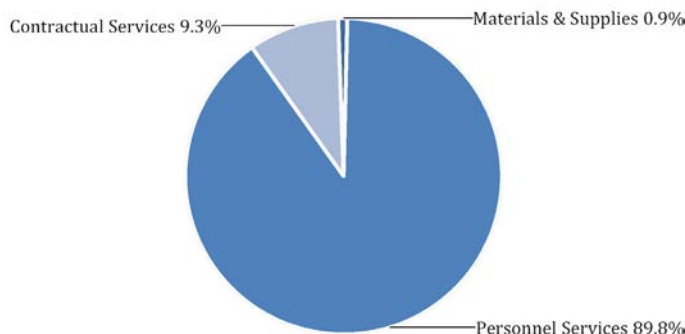
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
Local Tax Funding	\$ 121,081	\$ 127,175	\$ 128,686	\$ 129,237	\$ 2,062	1.6%
Total Sources	\$ 121,081	\$ 127,175	\$ 128,686	\$ 129,237	\$ 2,062	1.6%
Uses						
Personnel Services	\$ 109,138	\$ 112,763	\$ 112,763	\$ 116,037	\$ 3,274	2.9%
Contractual Services	9,346	12,291	13,763	12,000	(291)	-2.4%
Materials & Supplies	1,578	1,200	1,200	1,200	—	—%
Continuous Charges	1,018	921	960	—	(921)	-100.0%
Total Uses	\$ 121,081	\$ 127,175	\$ 128,686	\$ 129,237	\$ 2,062	1.6%

Sources by Type (2015)



Uses by Object (2015)



Budget Analysis

The FY 2015 operating budget for the Clerk of Council shows a 1.6% increase from the prior year, primarily driven by an increase in personnel services as a result of increased healthcare costs town wide. The department has adequate resources to accomplish its major initiatives for the upcoming budget year, including the automation of agenda packets for electronic review as well as continuing to scan Town documents for electronic archiving. These initiatives are designed to help improve the efficiency and effectiveness of public requests for Town information and documentation.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, CS	Number of FOIA Requests <i>Measures the total number of Freedom of Information Act request</i>	44	21	19	↓
BP, CS	Number of Council meetings supported <i>Measures the total number of Council meetings supported includes agenda packets and public notices</i>	44	44	44	↔
BP, CS	Number of new Boards and Commissions appointees processed <i>Measures the total number of Council appointees to vacancies on Boards and Commissions</i>	n/a	10	10	↔
ED	Percentage progress towards Master Municipal Clerk certification <i>Measures the percentage completion of certification process</i>	n/a	25%	50%	↑
BP, CS	Number of public information requests <i>Measures the total number of general requests for information from the public</i>	n/a	125	100	↓
BP, CS	Number of Council meeting minutes prepared on time <i>Measures the total number of minutes ready for approval at the next Council meeting</i>	40	41	41	↔

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

Performance Analysis

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

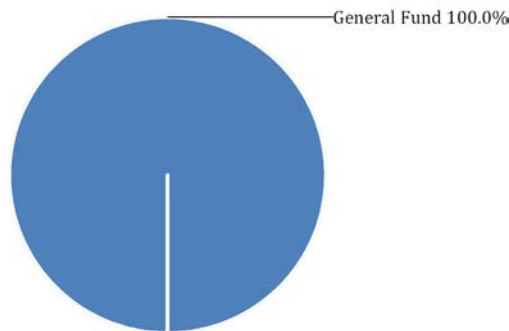
Supporting Activities

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

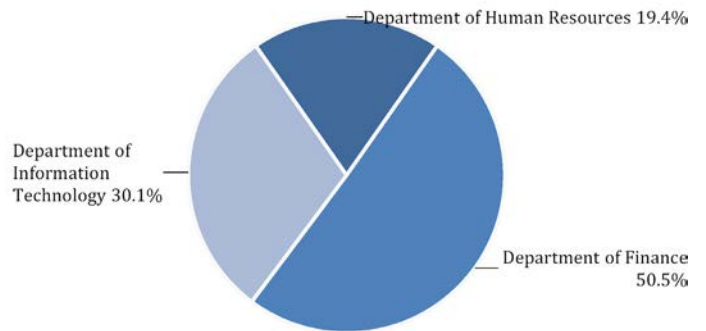
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
General Fund	\$ 3,951,134	\$ 3,827,898	\$ 4,459,403	\$ 4,018,291	\$ 190,393	5.0%
Total Sources	\$ 3,951,134	\$ 3,827,898	\$ 4,459,403	\$ 4,018,291	\$ 190,393	5.0%
Uses						
Department of Finance	\$ 2,196,207	\$ 1,959,819	\$ 2,030,353	\$ 2,029,618	\$ 69,799	3.6%
Department of Human Resources	523,351	511,443	527,874	780,968	269,525	52.7%
Department of Information Technology	1,231,575	1,356,636	1,901,175	1,207,705	(148,931)	-11.0%
Total Uses	\$ 3,951,134	\$ 3,827,898	\$ 4,459,403	\$ 4,018,291	\$ 190,393	5.0%

Sources by Fund (2015)



Uses by Department (2015)





Department of Finance

Mission

The mission of the Department of Finance is to ensure the fiscal integrity and stability of the Town by promoting excellence, quality of service, and efficiency in operation to serve our internal and external customers in an outstanding manner.

Description

The Department of Finance is responsible for the administration of the Town's fiscal operations in addition to providing support services to all Town departments and programs. Fiscal operations include safeguarding assets, financial accounting and reporting, and budgeting for all Town funds. The Department of Finance manages the Town's revenue collections; oversees the Town's debt and investment portfolios; and, coordinates the Town's annual budget process and independent audit. The Department is responsible for the administration of internal support services including accounts payable, payroll, procurement, and risk management.

The Department of Finance consists of four major operating functions: Accounting & Reporting, Management & Budget, Procurement, and Revenue Operations.

The Department has the responsibility for ensuring the accurate and timely collection of Town revenues and the administration of Town financial documents in compliance with federal and state requirements. The Department maintains the highest level of reporting standards in compliance with nationally recognized generally accepted accounting principles and prepares the [Comprehensive Annual Financial Report](#) to provide timely and reliable financial information to residents, investors, creditors, and legislative and oversight bodies.

In support of the Town Council and the Town Manager's Office technology and customer service initiatives, in FY 2013, the Department of Finance instituted a number of enhancements to better facilitate revenue collections and streamline fiscal operations. Through the [customer service portal](#) on the Town's website, Town residents can pay their Utility Bills, Personal Property Taxes, and Real Estate Taxes online. Town residents can also view general billing invoices such as airport fees, parking garage permits, and other miscellaneous bills through the online portal.

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

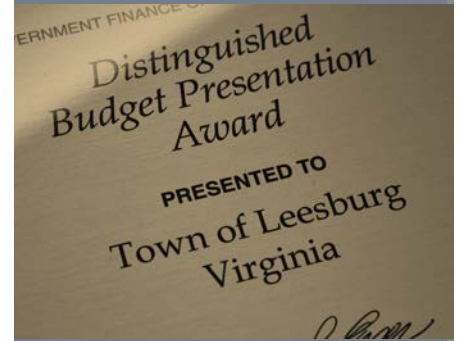
Contact Information

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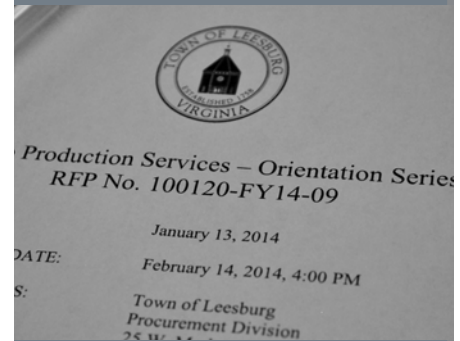
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ACCOUNTING



MANAGEMENT & BUDGET

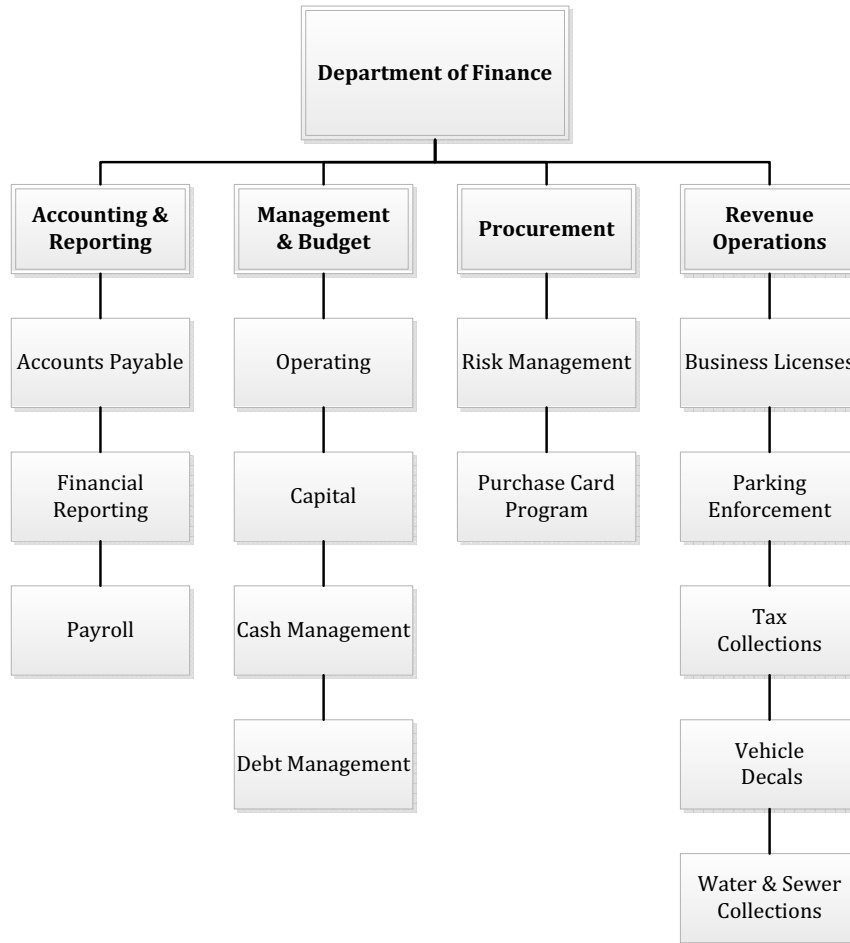


PROCUREMENT



REVENUE OPERATIONS

Organization Chart



Summary of Services

Accounting & Reporting

Accounting staff processes and records Town financial transactions, and ensures the accuracy of assets, liabilities, fund balances, revenues and expense data in the accounting system. This function processes accounts payable checks to vendors and payroll checks to employees. Reporting ensures these account balances are assembled and classified such that the data is presented in conformity with accounting and reporting standards and in a format useful to Town’s constituents.

Management & Budget

The management & budget function provides analytical and financial information support to the Town Council, Town Manager, and other Town departments as requested. This function is responsible for analyzing economic trends, forecasting revenue and expenditures, preparing the Town’s annual operating and capital budgets, providing budgetary and analytical support to all Town departments, cash investment administration, and debt management.

Procurement

The Procurement Officer manages acquisitions of goods, services, construction and insurance for all departments. Acquisitions must

comply with federal, state and local laws; be of high quality at reasonable cost; be conducted in a fair and impartial manner; ensure that all qualified vendors have access to public business; and promote competition. Acquisition support services managed by the Procurement Officer include the p-card program, the surplus property program, and the risk management program.

Revenue Operations

Revenue Operations is responsible for the billing and collection of all Town taxes including real property, personal property, meals, business and professional, and transient occupancy. This function also collects water and sewer payments, general bills for facility lease payments, and fees for services provided by the Town. Revenue Operations manages the Town’s parking garage, parking meters, and provides parking enforcement in the Historic District.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, FM, ED	Identify budgetary savings and revenue enhancements for long term fiscal sustainability	Research best practices in financial management and revenue forecasting.	Short
		Participate in online and instructional training for employee development in emerging trends	Intermediate
		Review the Town budget and implement sustainable strategies	Long
BP, FM	Implement a Townwide performance management system in FY 2016	Research best practices in performance management	Intermediate
		Formulate policies and procedures for strategic implementation of a Town-wide performance management system	Long
		Conduct department and stakeholder buy-in for implementation	Long
BP, CS, FM	Develop reporting tools and mechanisms for better budgetary and financial management	Develop a variance report to be disseminated to Town management on periodic basis	Short
		Create a Finance/Budget dashboard on the Town's website for use access by the public	Long
BP, CS, FM	Identify areas where department processes can be more efficient and effective	Test and implement the electronic funds transfer process to pay vendors, thereby eliminating checks, increasing on-time payments, and streamlining the reconciliation process	Short
		Implement changes to the Town code that eliminates the proration of personal property taxes	Intermediate
		Work with Human Resources and Information Technology departments to implement the employee self-service module to streamline timekeeping, leave requests, and open benefits enrollment	Intermediate
		Implement a time attendance and scheduling system to enhance recording, reporting, and approving time for flexible part-time employees for the Department of Parks & Recreation	Intermediate
		Review the Citizen Transparency tool to determine if this functionality will improve processes within the department and improve accessibility of information to citizens	Intermediate
		Review the Comprehensive Annual Financial Reporting Builder tool to determine if this functionality will improve the efficiency financial statements	Long
BP, CS, FM	Increase communication and coordination of departmental cross-cutting procedures	Review and document the surplus property policy and procedure	Short
		Review and document a police asset forfeiture policy and procedure	Short
		Review and update the chart of accounts and expenditure object code descriptions.	Short

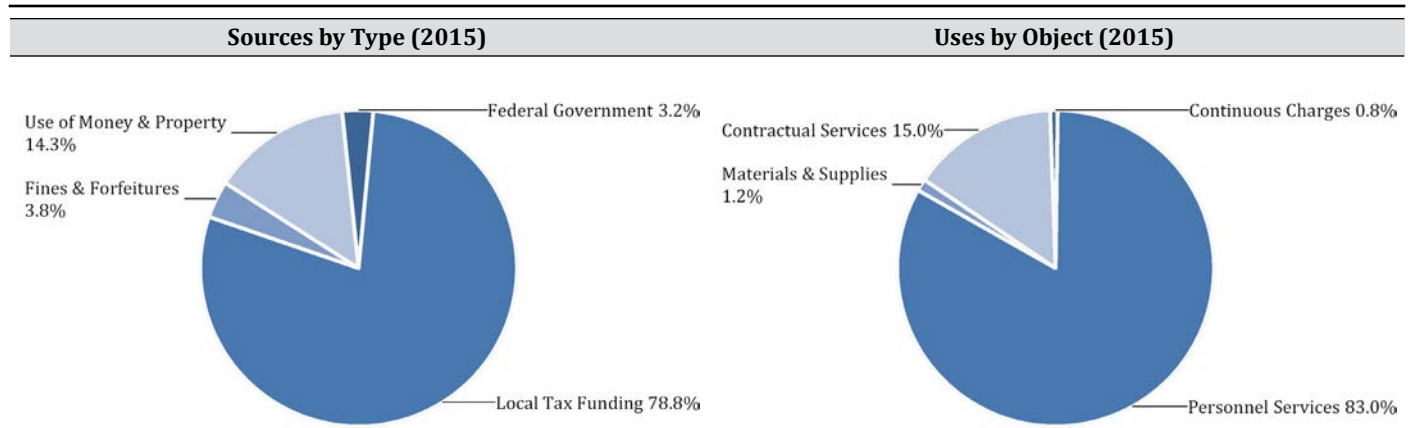
Supporting Activities

Scorecard	Goal	Objective	Term
BP, CS, FM	Evaluate lower-cost payment options for taxpayers for implementation in FY 2015	Develop a MUNIS enhancement for changes to the customer portal that will allow for the aggregation of bills to make one payment	Short
		Evaluate third-party vendors that provide payment options to customers at a lower cost	Intermediate
		Evaluate banking services contract to implement a low-cost e-check option for customers	Intermediate
FM	Achieve AAA bond rating on the Town's next issue	Determine the amount of bonds needed to fund the 5 year CIP.	Short
		Determine the ability to refund bonds thereby decreasing debt obligations	Short
		Develop a Preliminary Official Statement (POS)	Intermediate
		Develop a credit rating agency package and present the package to the rating agencies during a Town tour	Intermediate

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

Financial Information & Analysis

Object Categories	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Sources						
Permits & Fees	\$ 3,600	\$ —	\$ —	\$ —	\$ —	—%
Fines & Forfeitures	76,904	119,000	119,000	76,904	(42,096)	-35.4%
Use of Money & Property	409,670	296,000	305,000	289,652	(6,348)	-2.1%
Federal Government	371,557	61,400	61,400	64,100	2,700	4.4%
Total Revenue	\$ 861,730	\$ 476,400	\$ 485,400	\$ 430,656	\$ (45,744)	-9.6%
Local Tax Funding	1,334,477	1,483,419	1,544,953	1,598,962	115,543	7.8%
Total Sources	\$ 2,196,207	\$ 1,959,819	\$ 2,030,353	\$ 2,029,618	\$ 69,799	3.6%
Uses						
Personnel Services	\$ 1,849,785	\$ 1,631,700	\$ 1,631,700	\$ 1,684,583	\$ 52,883	3.2%
Contractual Services	288,956	293,865	321,652	304,493	10,628	3.6%
Materials & Supplies	13,839	19,700	14,996	24,900	5,200	26.4%
Continuous Charges	13,254	14,554	15,388	15,642	1,088	7.5%
Capital Expenditures	30,373	—	46,617	—	—	—%
Total Uses	\$ 2,196,207	\$ 1,959,819	\$ 2,030,353	\$ 2,029,618	\$ 69,799	3.6%



Budget Analysis

The FY 2015 operating budget for the Department of Finance shows an increase of 3.6% from the prior year. The increase is a largely the result of increased personnel costs, and increased vendor costs for contractual services. In FY 2014, the department instituted a phone bank during personal property tax billing in order to provide timely responses to taxpayer inquiries. The department plans to continue this service into FY 2015 and has requested additional part-time funding to provide necessary support.

The department has adequate resources to accomplish its major initiatives for the upcoming budget year, including customer service enhancements designed to efficiently and effectively collect revenue owed to the Town with minimal impact to our taxpayers. Also included in this year’s funding requests are enhancements to the Town’s financial system which will help improve the efficiency and effectiveness of Town financial operations.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, FM	Dollar value of budgetary savings identified <i>Measures the total dollar value of budgetary or cost savings identified during the fiscal year</i>	\$103,000	\$150,000	\$100,000	↔
BP, CS	Percentage internal customer service satisfaction score <i>Measures the average score of responses to the annual Finance Department Internal Customer Service Survey</i>	n/a	78%	85%	↑
BP, CS, FM	Dollar value electronic fund transfers to vendors <i>Measures the total dollar value of electronic fund transfer payments to vendors</i>	\$0	\$50,000	\$150,000	↑
ED	Average hours of employee development training hours <i>Measures the average number of hours for employment development received by non-exempt employees</i>	4	4	8	↑
BP, FM	Dollar value of purchase card (p-card) rebates <i>Measures the total dollar value of rebates received for using the Town purchase card for small payments</i>	\$15,602	\$25,000	\$30,000	↑
CS, FM	Percentage parking tickets appealed <i>Measures the percentage of parking tickets issued that are appealed in court</i>	0%	1%	0.5%	↔
BP, FM	GFOA certificate - Budget and Financial Reporting <i>Measures the receipt of the GFOA Excellence in Budget Reporting and Financial Reporting Certification</i>	Yes	Yes	Yes	↔
BP, FM	Number of real estate tax bills processed <i>Measures the number of real estate tax bills sent to customers and paid by deadline</i>	14,472	14,500	14,520	↔
BP, FM	Number of personal property tax bills processed <i>Measures the number of personal property tax bills sent to customers and paid by deadline</i>	38,500	39,550	39,600	↔

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

Performance Analysis

The Department of Finance continues to operationalize efficiencies that have resulted in the identification of \$150,000 in budgetary savings Town-wide in FY 2014 as well as additional cost saving measures including the expanded use of purchase cards to save money for small dollar expenditures. These positive trends are

expected to continue as the department moves to enhance and further automate routine financial functions. The department is also expanding the number of staff training hours in order to ensure that staff is up-to-date on emerging trends in their respective fields. The processing and collection of real estate and personal property tax

bills is steady and the percentage of parking tickets successfully appealed is very low. In addition, for more than two decades the department has received recognition for excellence in budget and financial reporting.

Department of Human Resources

Mission

The Department of Human Resources is committed to recruiting, developing, and retaining a highly qualified, diverse workforce who share a passion for excellence and a commitment to public service.

Description

The Department of Human Resources creates and administers comprehensive programs that are designed to attract, motivate and retain an efficient, diverse, and dynamic workforce. The Department [advertises](#) and recruits for the most qualified applicants to ensure our workforce remains highly skilled and diverse. Human Resources staff administers a [total compensation program](#), including medical benefits, health and wellness programs, and retirement packages to meet the needs of Town employees.

The Department provides training programs designed to meet the changing demands of the workforce by enhancing employees' knowledge, skills, and abilities by preparing them for future challenges and opportunities. Human Resources provides employee relations counseling to Town employees in order to improve working relationships and the work environment. Human Resources develops policies to meet the ongoing needs of the organization while meeting or exceeding all local, state, or federal legal compliance standards

For more information, please visit the Human Resources Department's webpage at www.leesburgva.gov/humanresources.

Contact Information

Karen Dilley, Manager
25 W. Market Street
Leesburg, VA 20175
kdilley@leesburgva.gov
(703) 771-2707

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POLICY ADMINISTRATION



RECRUITMENT

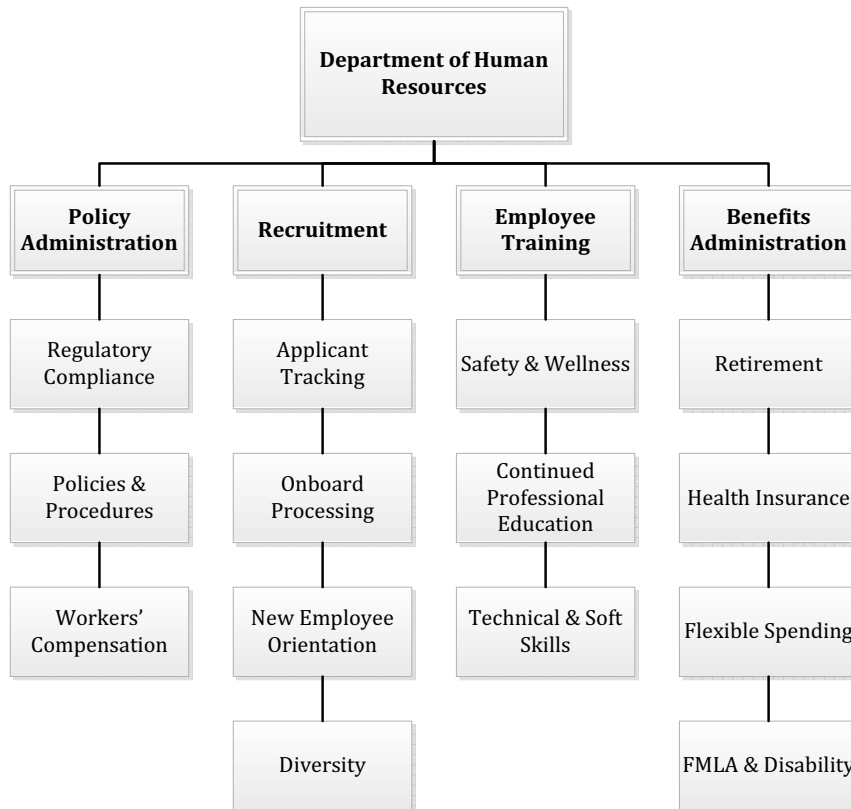


EMPLOYEE TRAINING



BENEFITS

Organization Chart



Summary of Services

Policy Administration

Human Resources is responsible for implementing the Town's personnel policies. These policies are designed to create standards and procedures through which to recruit, select, compensate, develop, and maintain an effective and responsible workforce in a fair and equitable manner. These policies are contained in the Town's Personnel Procedures Manual. The manual is a "living" document that is continually revised and edited to ensure policies and practices are consistent and up-to-date.

Recruitment

This function handles all tasks related to the recruitment, hiring, transfer or promotion of employees. The recruitment administrator advertises for all vacancies, reviews applications, forwards applications to the hiring departments, administers interview panels, advises hiring departments throughout the interview process and assists with making employment offers. Recruitment assists in the running of background and credit checks, checking of references, fingerprinting, and new hire orientation. Works closely with the Diversity Task Force on workforce diversity and minority outreach.

Employee Training

This function provides ongoing support to Town employees who wish to obtain additional skills, abilities, or knowledge, on and off the job. Training is recognized as a critical aspect of employee success and accomplishment. The Department provides training in technical

areas, soft skills, certification, diversity and safety, as well as to assist with promotional opportunities. This area is responsible for managing the Town's tuition reimbursement plan. This program provides Town employees with tuition subsidies to further their education and knowledge through higher education.

Benefits Administration

The Benefits Administrator ensures that the Town's total compensation package is administered efficiently and effectively. Benefits administration includes oversight of such programs as health insurance, flexible spending, retirement, and FMLA and involves outreach through external surveys to ensure programs are competitive, attractive and in compliance with evolving federal and state guidelines.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, ED	Increase departmental staff technical skills	Allow staff to increase technical competencies through formalized training programs	Short
CS, ED, FM	Research new Human Resource Information System (HRIS) software for possible implementation in order to enhance workflow, reporting capabilities, and customer service	Implement an HRIS program that will improve accuracy, speed, and efficiency within the department	Intermediate
ED, FM	Create and implement an onboarding system for new hires to assist with training in the first 90 days	Improve employee development, retention, and morale through a formalized mentoring and training program	Intermediate
BP, CS, FM	Provide Townwide customer service and supervisory training	Promote excellence in customer service through professional development for employees	Intermediate
BP, ED	Increase the Town's percentage of minority applicants and hires	Increase outreach of recruitment efforts to diversity resources	Long

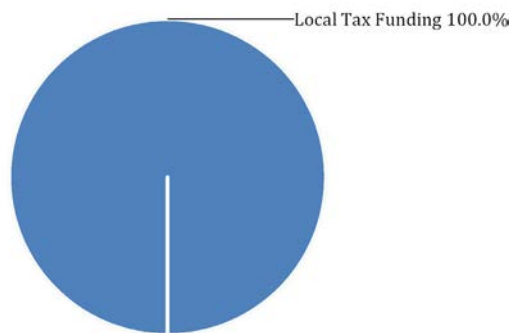
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Supporting Activities

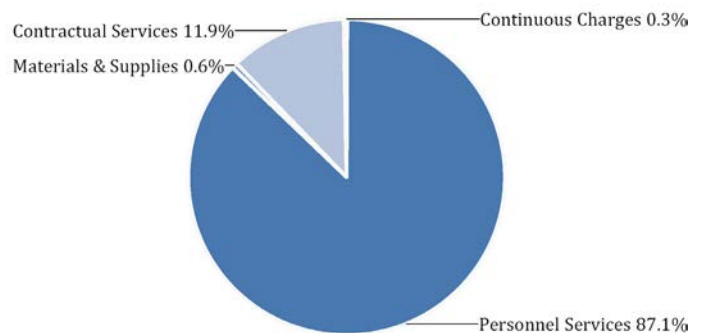
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
Local Tax Funding	\$ 523,351	\$ 511,443	\$ 527,874	\$ 780,968	\$ 269,525	52.7%
Total Sources	\$ 523,351	\$ 511,443	\$ 527,874	\$ 780,968	\$ 269,525	52.7%
Uses						
Personnel Services	\$ 470,282	\$ 412,511	\$ 412,511	\$ 680,431	\$ 267,920	64.9%
Contractual Services	44,882	87,885	93,029	93,315	5,430	6.2%
Materials & Supplies	3,516	5,213	5,213	4,622	(591)	-11.3%
Continuous Charges	4,671	5,834	6,122	2,600	(3,234)	-55.4%
Capital Expenditures	—	—	11,000	—	—	—%
Total Uses	\$ 523,351	\$ 511,443	\$ 527,874	\$ 780,968	\$ 269,525	52.7%

Sources by Type (2015)



Uses by Object (2015)



Budget Analysis

The FY 2015 operating budget for the Department of Human Resources shows a 52.7% increase from the prior year, primarily driven by an increase in personnel services costs, due to the reallocation of \$222,353 in retiree medical insurance to the

department’s budget. The net FY 2015 budget increase when accounting for this change is 9.2% from the prior year. Customer service training for existing staff, and new hire training programs will continue to be a priority for the coming year, as well as

coordination with the diversity task force to improve recruitment outreach to qualified minority candidates. Initiatives to improve work flow and reporting will also be a staff focus, to help improve the efficiency and effectiveness of the Town’s workforce.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
FM	Number of OSHA recordable accidents <i>Measures the total number of accidents that require medical treatment and go on the OSHA 300 log</i>	25	25	22	↔
FM	Number of full-time new hires <i>Measures the total number of full-time employees hired</i>	24	21	20	↔
ED, BP	Average number of days to fill a position <i>Measures the average number of days from receipt of request to verbal acceptance of offer</i>	47	34	30	↓
ED	Number of voluntary employee separations <i>Measures the total number of voluntary employee turnover (does not include terminations or retirements)</i>	10	13	9	↔
ED	Number of Town-wide training sessions conducted <i>Measures the total number of Town-wide training sessions conducted</i>	25	40	45	↑

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

Performance Analysis

The primary function of the Department of Human Resources is to create and administer comprehensive programs that recruit, train, and retain the Town’s workforce, as it strives to excel in its delivery of service to the residents and businesses of the Town. The trend for full-time new hires remains constant at 22, while the average number of days to fill vacant positions is decreasing to 30 days from 34 days. The department provides training to equip employees for their various roles through Town-wide training sessions. These trainings are trending up to 45 from 40.

Department of Information Technology

Mission

The mission of the Information Technology (IT) Department is to deliver exceptional value to our internal and external customers through the deployment, maintenance, and support of innovative technologies.

Description

The Information Technology Department links Town services to the general public by providing a secure and robust computing environment to all departments and programs. The department is organized loosely into hardware and software divisions that facilitate delivery of infrastructure and application services. The department partners with Town stakeholders in any technology-related effort to improve services.

Among the systems IT maintains are data centers including traditional and virtualized server environments, networks connecting 15 Town facilities, MUNIS (the Town's Enterprise Resource Planning (ERP) software), Voice-over-IP telephone (VOIP), and the Town's intranet and internet websites. The department supports the Town in implementing and maintaining data privacy and confidentiality practices that meet the requirements of applicable state and federal regulation.

The Information Technology Department consists of three major functions: Administration, Hardware, and Software.

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



ADMINISTRATION



HARDWARE



SOFTWARE

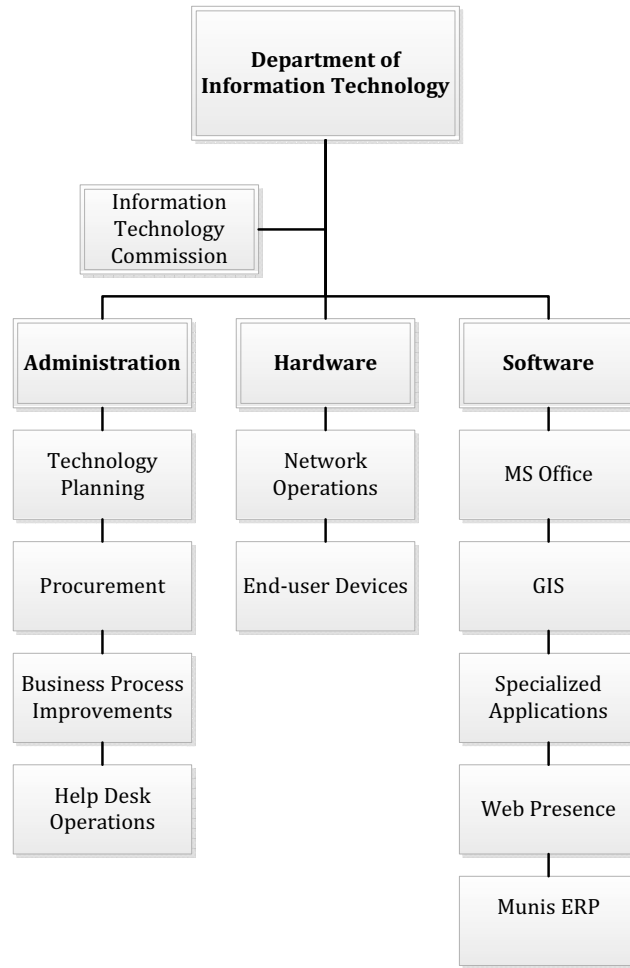
Contact Information

Annie Carlson, Manager
25 W. Market Street
Leesburg, VA 20176
acarlson@leesburgva.gov
(703) 669-3076

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Organization Chart



Summary of Services

Administration

IT Administration includes systems analysis and planning, procurement of equipment and services, contract management, consultation on information technology related initiatives and opportunities, business process improvement by automation, and the support of the Technology and Communications Commission. Through its Help Desk Operation, IT provides all technical support for 350 Town users and over 1,500 devices. This support includes troubleshooting on all MS Office applications, specialized applications, equipment, and network systems. Support is provided on-site, by phone, email, and remotely.

Hardware

Network Operations includes implementation and support of over 50 network servers, infrastructure connecting 15 Town-owned facilities, as well as platforms for Voice-over-IP, Geographic Information Systems (GIS), and video feeds. The 1,500 end-user devices include PCs, tablets, VoIP, cell and smartphones, peripherals such as printers and plotters, cameras, and broadcasting equipment.

Software

The IT department provides support for Microsoft Office applications, the Town’s websites and payment portals, SharePoint intranet platforms for internal and external collaboration, a document management system in Laser fiche, MUNIS, specialized applications, such as Hexagram, and Geographic Information Systems. Other functions include website development, database administration, and software development.

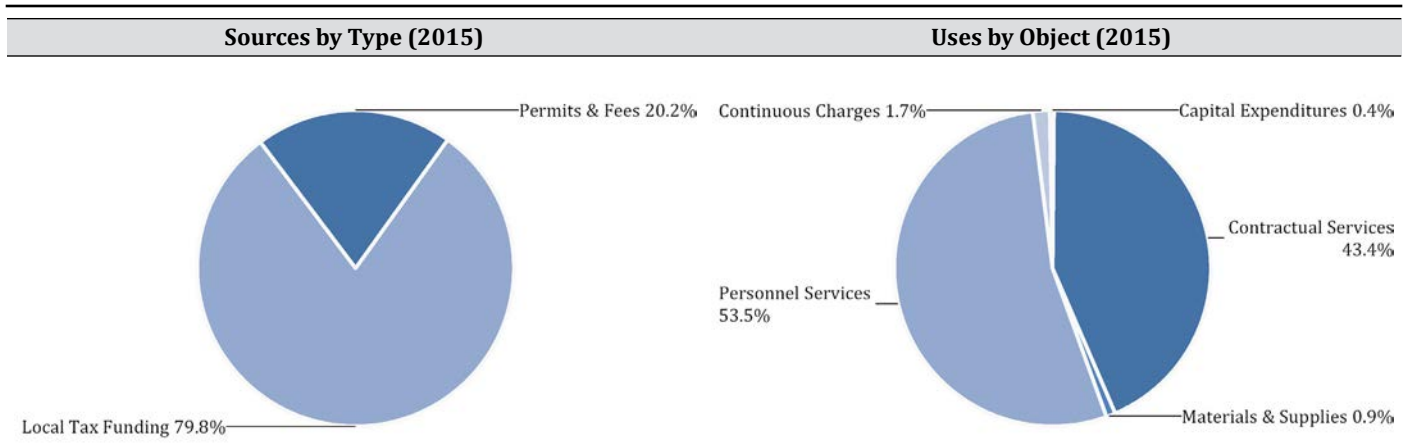
Goals & Objectives

Scorecard	Goal	Objective	Term
BP, FM	Improve accuracy of data in Worker Order/ Asset Management system by 15%	Implement software management module	Short
		Update physical asset inventory database	Intermediate
		Update help desk policies and procedures	Intermediate
		Virtualize eligible desktops	Intermediate
BP, CS, ED	Reduce number of help desk tickets submitted by 15%	Implement self-serve password reset app for Active Directory (internal and web)	Short
		Move website to the cloud	Intermediate
		Implement Track-It! knowledgebase for self-serve problem resolution	Intermediate
		Provide GIS platform for staff to create their own maps	Intermediate
BP, CS	Automate three more Town business processes	Upgrade both SharePoint sites to improve workflow functionality	Intermediate
		Implement Munis workflow for leave requests	Intermediate
		Implement Laser fiche workflow feature for filing scanned documents	Intermediate
CS	Reduce the amount of time that public requests for service take by 20%	Add Customer Relationship Management (CRM) to website for taking requests for service	Long
		Implement online data portal for public information currently residing behind firewalls on Town's network	Long

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

Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
Permits & Fees	\$ 170,620	\$ 155,800	\$ —	\$ 243,654	\$ 87,854	56.4%
Total Revenue	\$ 170,620	\$ 155,800	\$ —	\$ 243,654	\$ 87,854	56.4%
Local Tax Funding	1,060,955	1,200,836	1,901,175	964,051	(236,785)	-19.7%
Total Sources	\$ 1,231,575	\$ 1,356,636	\$ 1,901,175	\$ 1,207,705	\$ (148,931)	-11.0%
Uses						
Personnel Services	\$ 603,848	\$ 643,187	\$ 643,187	\$ 646,357	\$ 3,170	0.5%
Contractual Services	432,882	442,048	530,363	523,948	81,900	18.5%
Materials & Supplies	7,664	18,800	15,987	11,400	(7,400)	-39.4%
Continuous Charges	2,095	3,101	3,166	21,000	17,899	577.2%
Capital Expenditures	185,086	249,500	708,472	5,000	(244,500)	-98.0%
Total Uses	\$ 1,231,575	\$ 1,356,636	\$ 1,901,175	\$ 1,207,705	\$ (148,931)	-11.0%



Budget Analysis

The FY 2015 operating budget for the Department of Information Technology shows an 11% decrease from the prior year primarily due to schedule shifts for implementation of planned initiatives within the department. Two key changes for FY 2015 include the reallocation of costs for contractual services for the General Fund VOIP (VITA telecom: \$41,235), and continuous charges for Town Hall copiers for all General Fund departments (\$21,000) to the

department budget. The department is continuing to provide internal hardware and software solutions and improvements to keep the Town’s technology capabilities current in the face of a rapidly changing data driven service delivery environment.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP	Number of devices managed <i>Measures the total number of devices, e.g. mobile, computers, printers</i>	1,395	1,401	1,425	↑
CS	Percentage surveyed satisfaction rating (ICMA benchmark 90.9%) <i>Measures the percentage satisfaction to the question: "How would you rate your current IT support on a scale of 1 to 5 with 5 being the highest?"</i>	82%	86%	92%	↑
BP, CS	Percentage Town network availability <i>Measures the percentage reliability of systems managed by IT</i>	99.9%	99.9%	99.9%	↔
BP, CS, FM	Number of physical servers <i>Measures the total number of physical servers in the Town's network</i>	45	26	24	↓
BP, CS, FM	Number of virtual servers <i>Measures the total number of virtual servers in the Town's network</i>	2	25	30	↑
BP, CS	Number of help desk tickets submitted to IT Department <i>Measures the volume of tech support demand</i>	2,380	2,772	2,356	↔

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

Performance Analysis

The primary function of the Department of Information Technology is to provide secure and robust computing capabilities to Town departments, in support of their service to residents and businesses. The total number of devices the department manages increased to 1,425, while maintaining systems reliability of 99.9%. The overall service of the department remains high as evidenced by the surveyed satisfaction rating of 82%, or 4.1 out of 5 rating. One key technology enhancement has been the move to server virtualization. With focused efforts to improve long run efficiencies, while decreasing maintenance and down time, the Town has

decreased its’ dependence on physical servers to 24, while increasing the utilization of virtual servers to 30.

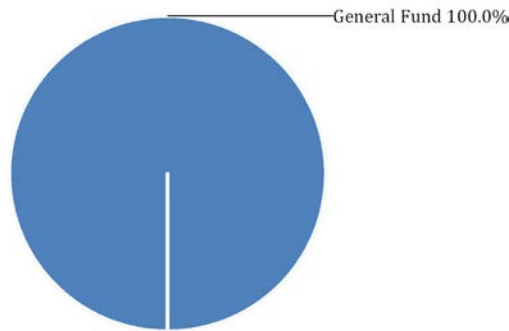
Keeping Us Safe

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

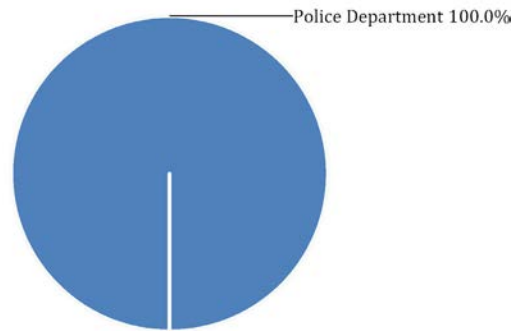
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
General Fund	\$ 12,548,889	\$ 12,499,672	\$ 12,916,355	\$ 13,727,555	\$ 1,227,883	9.8%
Total Sources	\$ 12,548,889	\$ 12,499,672	\$ 12,916,355	\$ 13,727,555	\$ 1,227,883	9.8%
Uses						
Police Department	\$ 12,548,889	\$ 12,499,672	\$ 12,916,355	\$ 13,727,555	\$ 1,227,883	9.8%
Total Uses	\$ 12,548,889	\$ 12,499,672	\$ 12,916,355	\$ 13,727,555	\$ 1,227,883	9.8%

Sources by Fund (2015)



Uses by Department (2015)



Keeping Us Safe



Police Department

Mission

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

Description

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

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

The current authorized strength is 85 sworn officers and 16 non-sworn personnel who provide law enforcement services and staffing at our [main facility](#) which is open to the public 24 hours a day, 7 days a week. In addition to its law enforcement role, LPD provides several community programs, including [Vacation House Checks](#), [Youth Outreach Programs](#), [Citizen's Police Academy](#), [Citizen's Support Team](#), and [Child Safety Seat Inspections](#). LPD develops and maintains town-wide crisis response plans and serves as the emergency management component of Town government.

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

Contact Information

Leesburg Police Department
65 Plaza St., NE
Leesburg, VA 20176
Non-Emergency (703) 771-4500
Emergency 9-1-1
All numbers available 24/7

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ADMINISTRATION



PATROL OPERATIONS



INVESTIGATIONS

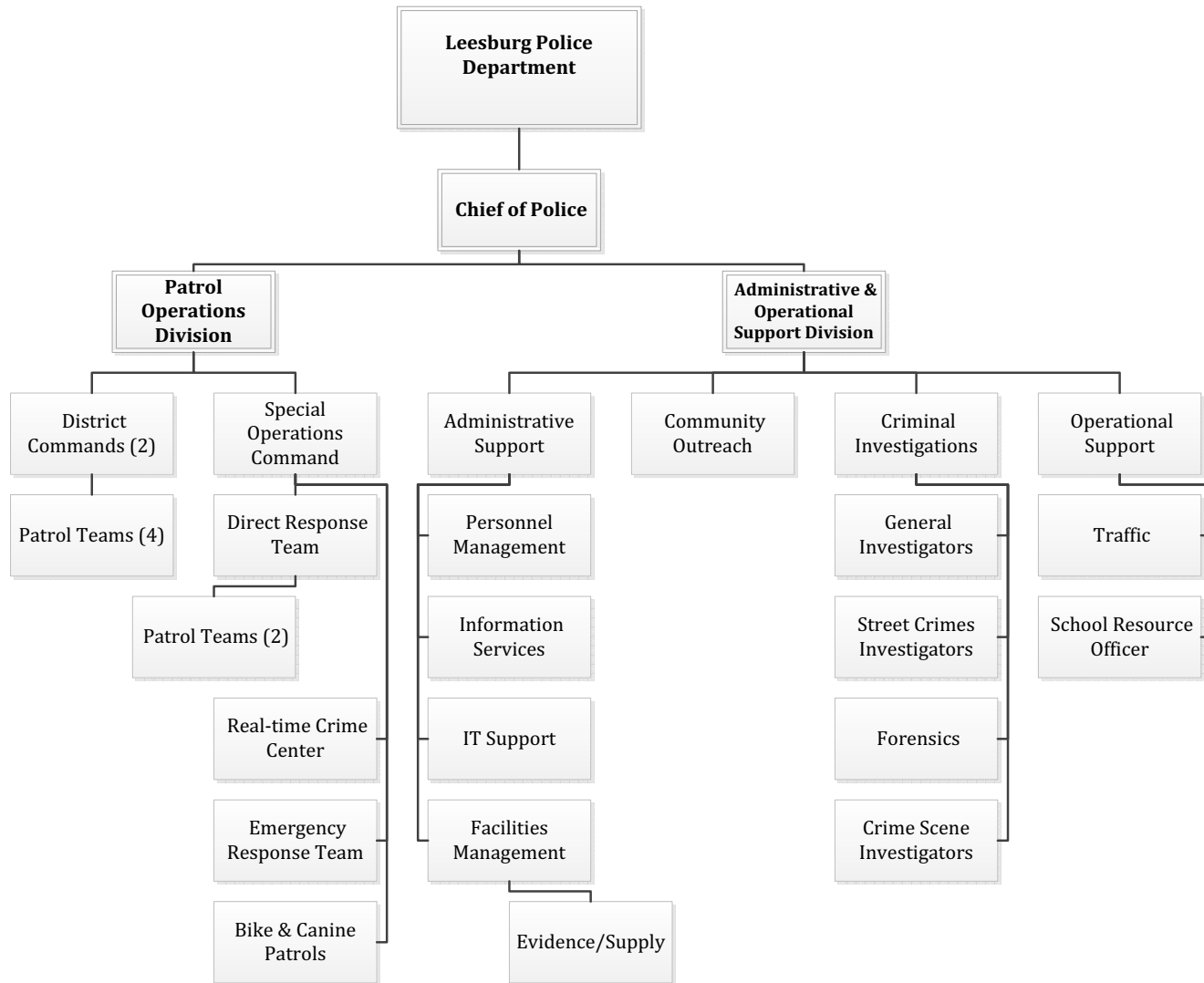


COMMUNITY SERVICES

Connect With Us



Organization Chart



Summary of Services

Administrative & Operational Support Division

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

Patrol Operations Division

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

Criminal Investigation Section

The Criminal Investigation Section provides comprehensive investigative follow-up to serious criminal activity within the Town

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

Community Services Section

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

Information Services Section

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

Citizen's Support Team

The Citizen's Support Team is composed of dedicated community volunteers who supplement police resources during special events

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

Goals & Objectives

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

Keeping Us Safe

Scorecard	Goal	Objective	Term
BP, CS, ED	Increase public/Community outreach by 15% each year for a three year period	Increase the number of professional media releases issued to at least six per month and provide for mechanism to cover town wide emergency media releases during off hours	Short
		Develop a Social media strategy and program to provide outreach to all aspects of the community with an emphasis on those under 30	Intermediate
		Develop and implement a comprehensive program to educate the community on public safety issues using all available formats including social media	Long
BP, CS, FM	Increase the dollar amount returned to the department's budget for reimbursed special events by 90% over a three year period	Increase the dollar amount of reimbursed funds received for special events worked by police personnel in an overtime capacity	Short
		Develop a billing and accounting system (similar to RecTrac) that will automatically return reimbursed funds to the department's budget	Intermediate
		Evaluate the impact of special events on police operational capacity and determine the need for additional staffing to handle expected increases resulting from additional venues opening in the Town	Long
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

Expenditures by Division

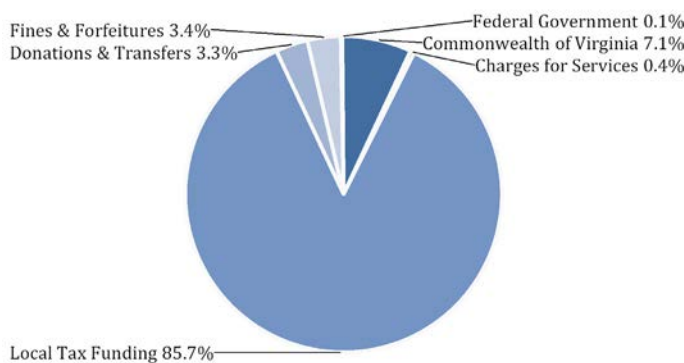
Divisions	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Administrative Support	\$ 2,371,802	\$ 1,908,519	\$ 2,187,950	\$ 1,995,642	\$ 87,123	4.6%
Patrol Operations	5,401,997	5,888,812	5,961,396	6,171,735	282,923	4.8%
Criminal Investigations	1,437,840	1,422,122	1,460,301	1,510,460	88,338	6.2%
Community Services	1,641,807	1,607,143	1,633,403	1,673,008	65,865	4.1%
Information Services	1,592,012	1,669,931	1,670,160	1,728,660	58,729	3.5%
Citizen's Support Team	3,431	3,145	3,145	3,145	—	—%
Fire & Rescue	100,000	—	—	644,905	644,905	—%
Total	\$ 12,548,889	\$ 12,499,672	\$ 12,916,355	\$ 13,727,555	\$ 1,227,883	9.8%

Financial Information & Analysis

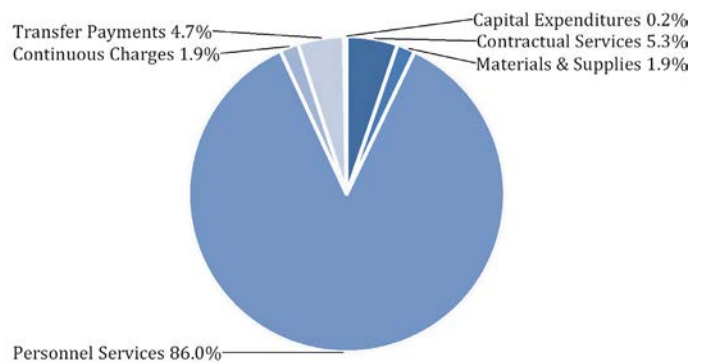
Object Categories	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Sources						
Fines & Forfeitures	\$ 467,507	\$ 361,000	\$ 361,000	\$ 467,507	\$ 106,507	29.5%
Charges for Services	58,385	59,500	59,500	58,445	(1,055)	-1.8%
Donations & Transfers	473,643	455,195	455,195	451,566	(3,629)	-0.8%
Commonwealth of Virginia	950,832	943,188	943,188	971,564	28,376	3.0%
Federal Government	75,629	29,000	29,000	19,600	(9,400)	-32.4%
Total Revenue	\$ 2,025,995	\$ 1,847,883	\$ 1,847,883	\$ 1,968,682	\$ 120,799	6.5%
Local Tax Funding	10,522,894	10,651,789	11,068,472	11,758,873	1,107,084	10.4%
Total Sources	\$ 12,548,889	\$ 12,499,672	\$ 12,916,355	\$ 13,727,555	\$ 1,227,883	9.8%

Uses						
Personnel Services	\$ 10,758,030	\$ 11,248,293	\$ 11,345,800	\$ 11,810,918	\$ 562,625	5.0%
Contractual Services	528,330	696,252	726,986	721,645	25,393	3.6%
Materials & Supplies	236,118	241,095	253,335	254,185	13,090	5.4%
Transfer Payments	100,000	—	—	644,905	644,905	—%
Continuous Charges	252,901	260,032	258,778	261,902	1,870	0.7%
Capital Expenditures	673,510	54,000	331,457	34,000	(20,000)	-37.0%
Total Uses	\$ 12,548,889	\$ 12,499,672	\$ 12,916,355	\$ 13,727,555	\$ 1,227,883	9.8%

Sources by Type (2015)



Uses by Object (2015)



Budget Analysis

The Leesburg Police Department budget for FY 2015 shows an increase of 9.8% from the prior year. The increase is largely attributed to the reallocation of \$644,905 in funding for transfer payments to the Loudoun County Volunteer Fire Department the

Leesburg Fire & Rescue Squad to the department's budget. The addition of these funds was to provide a comprehensive view of Town expenditures for public safety. Net of these transfer payments, the department's budget is 5.4% higher from the FY 2014 budget.

The increase is primarily attributed to increase personnel services and the reallocation of automobile and general liability insurances, in addition to several new key initiatives designed to enhance public safety in Town:

1. Administration – the establishment of two backup communication consoles at the Loudoun County Back up Communication Center in order to provide system redundancy, \$5,000;

2. Criminal Investigations – increase in overtime compensation, \$23,000;

3. Information Services – additional membership for the Law Enforcement Information Exchange Network (LiNX), \$7,000.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, CS	Percentage closure rate for shoplifting <i>Measures the percentage of shoplifting cases closed</i>	56%	51%	56%	↔
BP, CS	Percentage closure rate for thefts from automobiles <i>Measures the percentage of thefts from automobile cases closed</i>	5.7%	13%	18%	↑
BP, CS	Number of traffic citations <i>Measures the total number of traffic citations issued in a calendar year</i>	5,462	7,060	7,413	↑
BP, CS	Number of traffic safety blitzes and special enforcement details <i>Measures the total number of traffic safety blitzes and details in a calendar year</i>	333	560	588	↑
BP, CS	Number of vehicular crashes <i>Measures the total number of vehicular crashes responded to in a calendar year</i>	1,043	1,050	997	↓
CS, ED	Percentage use of force cases <i>Measures the ratio of use of force cases to number of arrests</i>	2.6%	3.1%	1.8%	↔
CS, ED	Percentage of formal complaints filed <i>Measures the ratio of the number of formal complaints to number of formal police contacts</i>	0.03%	0.03%	0.03%	↔
CS, ED, BP	Number of professional press releases <i>Measures the number of professional press releases issued</i>	52	42	72	↔
CS, FM	Dollar value of police reimbursement for services <i>Measures the total dollar value of billable police services provided to the general public</i>	\$0	\$0	\$110,000	↑

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

Performance Analysis

Keeping the Leesburg community safe continues to be the top priority for the Leesburg Police Department. Through proactive policing strategies and working with local businesses and operators, the percentage closure rate for shoplifting is remaining steady at 56% while the percentage closure rate for thefts from automobiles has steadily increased to 18%. Increased enforcement activities through safety/traffic blitzes (588) along Town roads and thoroughfares are showing positive results as evidenced by the positive trend for the number of traffic citations issued (7,413) while helping to reduce the number of vehicular crashes (997). The number of use of force cases is remaining steady at 1.8% of all arrest while the number of formal complaints filed is steady at 0.03% of all police contacts.

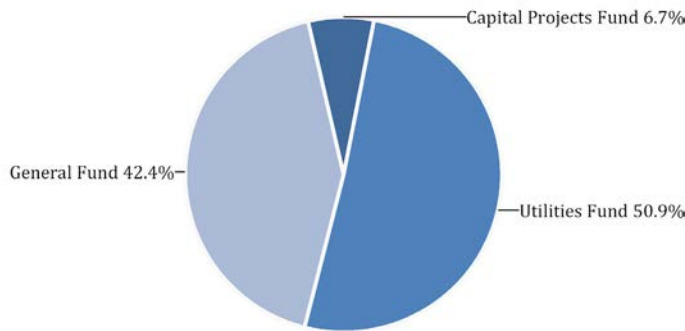
Providing the Necessities

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

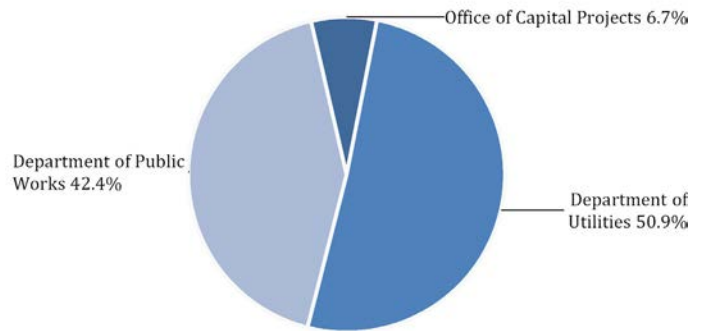
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
General Fund	\$ 11,768,158	\$ 11,488,747	\$ 12,355,585	\$ 11,520,511	\$ 31,764	0.3%
Capital Projects Fund	1,712,504	1,842,209	1,868,416	1,820,098	(22,111)	-1.2%
Utilities Fund	16,827,722	13,468,493	13,791,900	13,821,080	352,587	2.6%
Total Sources	\$ 30,308,384	\$ 26,799,449	\$ 28,015,901	\$ 27,161,689	\$ 362,240	1.4%
Uses						
Department of Public Works	\$ 11,768,158	\$ 11,488,747	\$ 12,355,585	\$ 11,520,511	\$ 31,764	0.3%
Office of Capital Projects	1,712,504	1,842,209	1,868,416	1,820,098	(22,111)	-1.2%
Department of Utilities	16,827,722	13,468,493	13,791,900	13,821,080	352,587	2.6%
Total Uses	\$ 30,308,384	\$ 26,799,449	\$ 28,015,901	\$ 27,161,689	\$ 362,240	1.4%

Sources by Fund (2015)



Uses by Department (2015)





Department of Public Works

Mission

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

Description

The Department of Public Works is responsible for a wide variety of municipal services to residents and businesses within the Town of Leesburg. Key responsibilities include the operation and maintenance of public roads and sidewalks, traffic signals and signs, storm drainage and storm-water management facilities, municipal buildings, and Town-owned motor vehicles and equipment. The Department provides [brush](#) and fall bulk leaf collection, snow removal, mowing and maintenance of municipal land as well as support activities for other Town departments and special events.

The Public Works Department manages the contract for [curbside refuse, recycling, and yard waste](#) collection for residential and downtown historic district properties, as well as oversight of the [recycling drop-off facility](#). Technical and engineering services are provided for traffic & transportation studies, storm-water permit compliance, and plan review for road construction, storm-water improvements and capital projects. In addition, the Department provides a variety of [public education](#) and outreach services to local organizations, schools, and community associations to inform the public of the services the Department of Public Works provides. The Department coordinates with the departments of Planning & Zoning and Parks & Recreation to host [Keep Leesburg Beautiful](#), an annual month-long campaign each April that offers volunteer opportunities to individuals and groups to participate in cleanup activities and storm drain marking efforts.

The Department of Public Works consists of seven operating divisions: Administration, Engineering & Inspections, Streets & Grounds Maintenance, Building Maintenance, Fleet Maintenance, Refuse & Recycling, and Transportation.

For more information, please visit the Department of Public Works web page at www.leesburgva.gov/publicworks.

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ENGINEERING



STREETS & GROUNDS

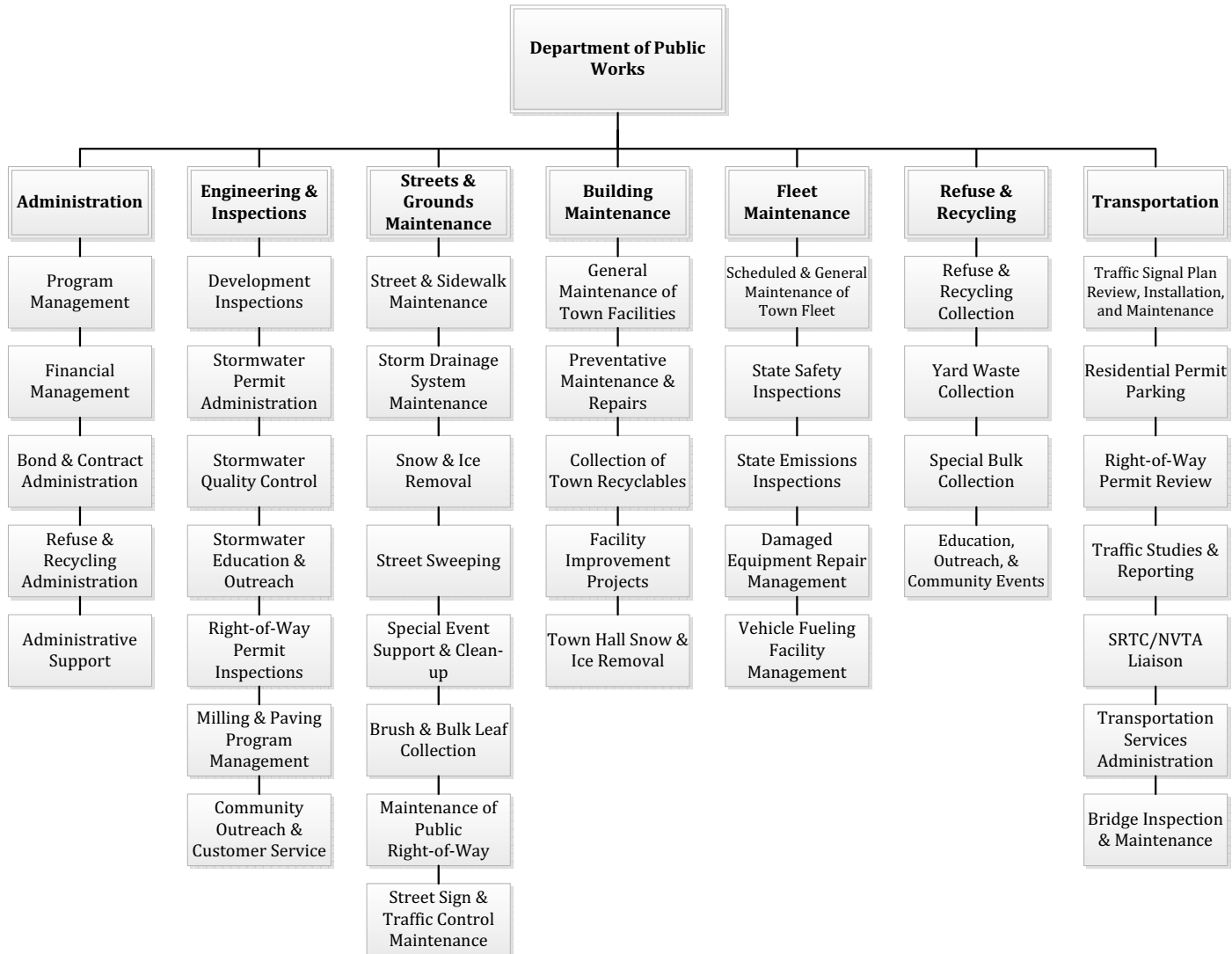


REFUSE & RECYCLING



FLEET & TRANSPORTATION

Organization Chart



Summary of Services

Administration

Public Works Administration is responsible for the financial management, supervision and operation of the following divisions and programs: Engineering and Inspections, Streets and Grounds Maintenance, Building Maintenance, Fleet Maintenance, Refuse and Recycling Collection, Storm Drainage Systems, Traffic Management and Street Lights. Public Works Administration provides clerical support to all divisions as well as assistance with specialized tasks and initiatives. All activities to manage the Refuse Collection and Recycling Division are performed by Administration staff.

Engineering & Inspections

The Engineering & Inspections Division is responsible for the review of all engineering construction drawings for storm water best management practices (BMP), erosion and sediment control, final pavement designs, and traffic signal structures associated with public and private infrastructure improvements submitted in

support of development or capital improvement projects proposed within the Town limits. The Division reviews rezoning and special exception applications and collaborates with the Department of Plan Review to develop design and construction standards as well as land development regulation policies. Division staff administers the Town’s Municipal Separate Storm Sewer System (MS4) Permit under the National Pollutant Discharge Elimination System Phase II Program and attends Environmental Advisory Commission, Watershed Committee and MS4 Permit watershed related meetings. Department inspectors inspect developer-installed public improvements and Town capital improvement projects to ensure compliance with construction standards and specifications. The inspectors provide assistance to the Transportation Division for inspection of work in public right-of-way and respond to all construction-related citizen concerns and complaints. Inspectors coordinate and process all developer-requested bond reduction and bond release requests. Responsibilities include inspections of

existing storm sewer outfalls, storm-water ponds, and BMP structures as required by the current MS4 permits. This division manages the annual street resurfacing program and prepares technical reports for the Town Council, Planning Commission, Town Manager and other departments as necessary.

Streets & Grounds Maintenance

The Streets & Grounds Maintenance Division maintains the 251 lane miles of the Town’s street system including sidewalks and trails, as well as grounds maintenance for municipal properties. This work includes mowing, road repairs, patching, repaving, shoulder maintenance, snow removal, road striping and pavement marking, sign maintenance, repairs to the sidewalk, curb and gutter system, street sweeping, brush pickup, trash and debris cleanup, leaf collection, and storm sewer system maintenance and repair. The division provides support to the Town’s numerous special events and traffic control during emergencies in conjunction with the Leesburg Police Department.

Building Maintenance

The Building Maintenance Division maintains over 264,000 sq. ft. of Town-owned buildings including Town Hall and the adjacent parking facility, the Thomas Balch Library, the Leesburg Police Department Public Safety Center, the Public Works Facility Fueling Station, and the Loudoun Museum and Log Cabin. Project management of building systems and replacement of items such as the Public Works Facility Fueling Station, air-conditioning units at Town Hall, Public Works Facility generator, carpet, facility systems, furniture, and garage lighting are among the many services the division provides. Building Maintenance staff promotes safety of Town facilities by performing preventative maintenance of safety systems, maintaining safe lighting levels, snow removal, daily inspections, trash removal, and recycling.

Fleet Maintenance

The Fleet Maintenance Division maintains 530 Town-owned vehicles and pieces of equipment. Fleet Maintenance personnel perform state safety inspections of Town-owned vehicles; and assist

other departments in emergency situations. The division manages the Public Works Facility Fueling Station, hazardous waste disposal, and preventative maintenance schedules for all Town-owned vehicles. The division installs specialty equipment on police vehicles, Streets & Grounds Maintenance Division vehicles, Utilities Department vehicles, and fabricates equipment to be used on selected contracted snow plowing vehicles.

Refuse Collections & Recycling

The Refuse Collections & Recycling Division manages the contract to provide trash and recycling pickup for over 11,000 residential customers and over 200 commercial customers as well as additional recycling opportunities through drop-off locations and community document shredding events. All activities are organized by the department’s Administration Division for the coordination and management of collection services, receiving, and processing requests for bulk item pickups. With the help of various education and outreach programs, the division has consistently maintained a recycling rate well above the state mandated rate of 25%. The Town’s current recycle rate is 40%.

Transportation

The Transportation Division is responsible 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 and inspects right-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. This division actively communicates with and coordinates activities with local, regional, and state transportation departments and organizations, in addition to providing administration and oversight of the Town’s contract for bus services. The division performs inspection services for 20 bridges within the corporate limits and coordinates maintenance activities when necessary.

Providing the Necessities

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, ED	Comply with and implement new regulatory requirements of the Virginia Stormwater Management Act and Regulations (VSMP)	Train Public Works staff to use and administer revised Town storm water regulations	Intermediate
		Enroll staff in DEQ classes for revised SWM/BMP regulations in order to obtain required certificates of competency in the new VSMP	Intermediate
		Coordinate with the Department of Plan Review, Loudoun County, and DEQ to formulate a process to implement the new VSMP	Long
BP, CS	Improve efficiency and lower cost for basic street maintenance activities	Review training of staff and complete training of Division staff where needed	Intermediate
		Evaluate and use contractors for selected activities	Intermediate
		Utilize latest technology in maintenance and repairs	Long

Scorecard	Goal	Objective	Term
BP, CS	Ensure no future disposal cost of chipped brush and leaves collected by Streets division	Search for new locations for disposal of debris collected	Long
		Maintain good terms for current disposal locations	Long
BP, CS	Add GPS device in all vehicles and equipment	Research GPS system and equipment, evaluate the cost for a system, determined the cost benefit ratio for GPS system	Long
FM	Increase energy savings to achieve the Town Council policy of 10% reduction	Research and implement new equipment and software technologies, fine-tune building system control devices	Long
BP	Improve Town buildings security	Work with the Town Manager's Office and all departments to determine their security and safety needs; determine budget impacts and implement changes	Long
BP	Keep Town Fleet vehicles and equipment on the road with minimal downtime and increase service life of the fleet	Do routine maintenance and factory recommended preventative maintenance required by mileage/ annual intervals for 99% fleet availability	Long
BP	Keep up with the latest advancements in automotive technology	Acquire service manuals for vehicles and equipment in the fleet	Short
		Have staff attend training classes	Long
		Have factory representatives come by the shop to discuss the latest diagnostic equipment	Long
CS	Decommission Town surplus vehicles and equipment for auction	Contact the department that has the surplus and arrange to bring the item(s) to the shop	Intermediate
		Remove decals, equipment, and any documentation that is Town-related from the item	Intermediate
		Prepare sale ad for item on website	Intermediate
		Contact Finance and let them know item is ready for sale	Intermediate
		Arrange pickup with high bidder	Long
FM	Analyze and improve parts stocking process (inventory) and storage to improve purchasing efficiency	Review inventory monthly to prevent overstocking; return unused stock due to sale of surplus equipment and vehicles	Long
BP, CS	Increase recycling rate to achieve the Town Plan goal of 50%	Make a second recycling bin available to households	Short
		Research successful recycling programs in other jurisdictions	Intermediate
		Collaborate with the Environmental Advisory Commission (EAC) to explore new ways to promote recycling	Intermediate
		Public education, community document shredding events, educational Town-wide mailings and website development	Long
		Research alternate locations for a replacement drop-off center on the south side of Leesburg	Long

Scorecard	Goal	Objective	Term
BP, CS	Increase resident awareness of using yard waste collection vs. brush collection	Increase website information on yard waste collection	Intermediate
		Work with Environmental Advisory Commission (EAC) to promote a means to increase yard waste collection and decrease brush collection pickups.	Intermediate
		Send out two Townwide mailings with information on yard waste collection	Long
CS	Ensure all street lights are working	Maintain and upgrade street lighting	Intermediate
		Work with the Leesburg Police Department and support team to identify locations of reported street light outages	Intermediate
		Report street light problems to Virginia Power and NOVEC	Intermediate
BP, CS, FM	Complete fiber communication connections to all traffic signals	Traffic management will continue to connect all traffic signals in Leesburg through installation of new fiber lines which will provide remote access	Long
		Upgrade existing software to provide continuous traffic volume data which will create real-time arterial speed/congestion information	Long
BP, CS, FM	Install remote video cameras at key intersections	Evaluate signalized intersections in coordination with the Leesburg Police Department to select the best locations for video cameras	Intermediate
		Prepare costs and budget for purchase and installation	Long
		Plan for future budget requests or capital project for purchase and installation	Long
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

Providing the Necessities

Expenditures by Division

Divisions	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
PW Administration	\$ 589,954	\$ 608,621	\$ 609,122	\$ 593,802	\$ (14,819)	-2.4%
Engineering & Inspections	578,503	586,067	628,214	583,386	(2,681)	-0.5%
Streets & Ground Maintenance	3,943,250	3,966,624	4,673,194	3,735,936	(230,688)	-5.8%
Building Maintenance	1,350,703	988,695	1,245,134	1,055,830	67,135	6.8%
Fleet Maintenance	1,404,260	1,566,631	1,560,675	1,572,844	6,213	0.4%
Refuse Collection & Recycling	2,729,570	2,778,983	2,563,219	2,530,376	(248,607)	-8.9%
Traffic Management	930,888	993,126	1,076,027	1,091,981	98,855	10.0%
Regional Transportation	241,030	—	—	356,356	356,356	—%
Total	\$ 11,768,158	\$ 11,488,747	\$ 12,355,585	\$ 11,520,511	\$ 31,764	0.3%

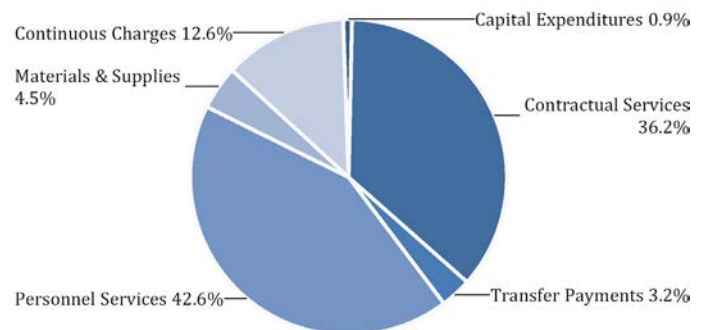
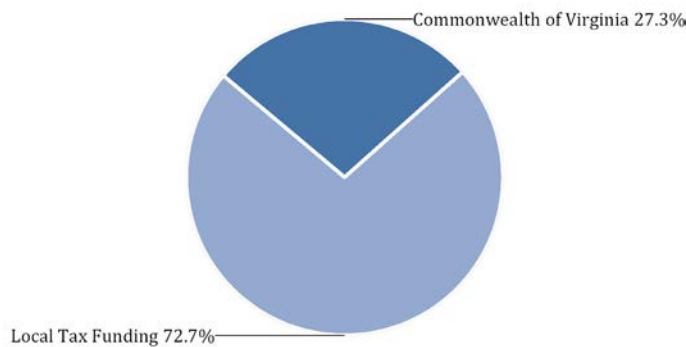
Financial Information & Analysis

Object Categories	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Sources						
Commonwealth of Virginia	\$ 3,023,654	\$ 3,087,000	\$ 3,087,000	\$ 3,143,623	\$ 56,623	1.8%
Total Revenue	\$ 3,023,654	\$ 3,087,000	\$ 3,087,000	\$ 3,143,623	\$ 56,623	1.8%
Local Tax Funding	8,744,504	8,401,747	9,268,585	8,376,888	(24,859)	-0.3%
Total Sources	\$ 11,768,158	\$ 11,488,747	\$ 12,355,585	\$ 11,520,511	\$ 31,764	0.3%

Uses						
Personnel Services	\$ 4,794,947	\$ 4,933,597	\$ 4,933,597	\$ 4,911,124	\$ (22,473)	-0.5%
Contractual Services	4,175,940	4,378,273	4,290,004	4,169,356	(208,917)	-4.8%
Materials & Supplies	508,872	506,740	698,735	516,830	10,090	2.0%
Transfer Payments	273,904	10,000	29,000	366,356	356,356	3,563.6%
Continuous Charges	1,162,879	1,409,137	1,446,349	1,453,345	44,208	3.1%
Capital Expenditures	851,616	251,000	957,901	103,500	(147,500)	-58.8%
Total Uses	\$ 11,768,158	\$ 11,488,747	\$ 12,355,585	\$ 11,520,511	\$ 31,764	0.3%

Sources by Type (2015)

Uses by Object (2015)



Budget Analysis

The Department of Public Works budget for FY 2015 shows an increase of 0.3% from the prior year. The increase is largely attributed to the reallocation of \$356,356 in fixed route transportation funding to the department’s budget. Net of the transportation funding, the Department of Public Work’s budget is -2.8% lower from the FY 2014 budget. The decrease is attributed two specific cost centers and functions:

1. Streets & Grounds Division – completed the repair and renovation of the Catoctin Circle culvert at cost of \$170,000;
2. Refuse & Recycle Division – the rebid of the Town’s refuse contract resulted in a cost savings of \$249,000.

Cost increases from the FY 2015 provisional budget include \$50,000 in Town Hall security enhancements and \$20,000 for furniture replacement (Buildings & Maintenance Division); \$70,000 for increased street and traffic light electricity costs and \$30,000 for repairs to the Davis Court Bridge (Transportation Division). All other cost increases are the result of increased personnel services and the reallocation funds including automobile and general liability insurances.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, CS	Number of land development bond inspection and processing actions <i>Measures the total number of developer requests for land development bond extensions, reductions, and bond release actions</i>	49	45	45	↓
BP, FM	Dollar value of fees collected for land development bonding actions <i>Measures the dollar value of fees collected for bond extensions, reductions, and bond release actions</i>	\$24,300	\$22,000	\$22,000	↓
BP	Number of storm water outfall inspections <i>Measures the total number of outfall inspections required by our storm water MS4 Permit</i>	28	50	50	↑
BP	Number of storm water Best Management Practices (BMP) inspections <i>Measures the total number BMP inspections required by the Town's storm water MS4 Permit</i>	100	110	120	↑
BP, CS	Number of curbside brush pick-ups <i>Measures the total number of curbside brush pickups</i>	16,681	17,000	17,400	↑
BP, FM	Average cost per curbside brush pick-up <i>Measures the average dollar value per curbside brush pick-up</i>	\$14.93	\$14.97	\$15.00	↑
BP, FM	Number of Town road lane miles maintained annually <i>Measures the total number of lane miles maintained</i>	249	250	251	↑
BP, CS	Number of hours of basic road repairs <i>Measures the total number of hours performing basic road repairs such as asphalt and potholes</i>	2,770	2,900	3,000	↑
BP, CS	Number of hours cleaning out storm drainage systems <i>Total number of hours provided in clearing and cleaning of storm pipes, culverts, yard and curb inlets and detention ponds</i>	3,002	2,928	2,894	↓
BP, CS	Number of loads of leaves <i>Measures the total number of loads of leaves collected during the fall leaf pickup program</i>	500	515	530	↑
BP	Number of building maintenance requests received <i>Measure of the total number of calls for service received by the Building Maintenance division</i>	1,275	1,200	1,100	↓
BP, CS	Average number of days to complete requests for building maintenance services <i>Measures the average number of days for completion of work requests</i>	1.5	1.35	1	↓
BP, CS	Number of building maintenance service calls completed within 48 hours <i>Measures the total number of service request calls received and completed within 48 hours</i>	1,200	1,175	1,090	↓
BP	Number of vehicles in Fleet <i>Measures the number of vehicles that are maintained by the Fleet division annually</i>	189	189	189	↔
BP	Number of preventative maintenance work orders <i>Measures the total number of preventative maintenance work orders completed annually(e.g. oil change)</i>	409	420	430	↑
CS	Number of gasoline powered engine preventative maintenance services <i>Measures the total number of gasoline services (preventative maintenance) completed annually</i>	308	319	329	↑
CS	Number of diesel-powered engine preventative maintenance service <i>Measures the total number of diesel services (preventative maintenance) completed annually</i>	101	101	101	↔
BP, FM	Number of repair work orders <i>Measures the total number of all other types of work orders completed annually</i>	699	725	750	↑

Providing the Necessities

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, FM	Percentage of Fleet available <i>Measures the percentage of all vehicles and equipment available on a daily basis</i>	99%	99%	99%	↔
BP, CS	Percentage recycling rate for the Town of Leesburg <i>Measures the percentage of recyclable materials collected</i>	40%	41%	42%	↑
BP, CS, FM	Number of residential properties for refuse and recycling collection <i>Measures the total number of single-family, duplex, and townhome units</i>	10,997	11,062	11,127	↑
BP, CS	Number of traffic signals <i>Measures the total number of traffic signals owned and operated by the Town</i>	54	55	56	↑
BP, CS, FM	Number of traffic signal trouble calls during business hours <i>Measures the total number of traffic signal trouble calls received during business hours</i>	46	45	44	↓
CS	Percentage of trouble calls completed in less than the targeted time <i>Percentage of traffic signal trouble calls responded to within 30 minutes during business hours</i>	98%	98%	100%	↑
BP, CS, FM	Number of traffic signal trouble calls outside of normal business hours <i>Measures the total number of traffic signal trouble calls received outside of normal business hours</i>	19	18	17	↓
CS	Percentage of trouble calls completed in less than the targeted time <i>Percentage of traffic signal trouble calls responded to within 60 minutes outside of normal business hours</i>	95%	100%	100%	↑

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

Performance Analysis

Providing and maintaining necessary Town infrastructure continues to be the top priority for the Department of Public Works. Inspections of storm water outfalls (50); curbside brush pick-ups (17,400); number of Town lane miles maintained (251); number of hours of basic road repairs (3,000); are all maintaining their positive trends. Supporting this endeavor, the Fleet Maintenance Division provides department and Town operators with a 99% reliability rating for the percentage of available vehicles in the Town fleet (189), which has remained steady, and the reliability rating is largely attributed to the number of preventative maintenance activities performed to ensure Town vehicles and equipment are available at any time and for any condition.

Refuse and recycling services have also been enhanced as the percentage of recyclable materials diverted is projected to increase to 42% in FY 2015 even as the number of Town housing units serviced increases to 11,127. In addition, the maintenance of Town traffic signals is also showing improvement as the total number of traffic signal trouble calls during business and non-business hours is trending down, while the percentage of completed service calls completed on time is trending up. Finally, requests for building maintenance services is also showing improvement as the number of request for services and the number of days for completion is trending down.

Office of Capital Projects

Mission

The Office of Capital Projects is entrusted with public funding to construct well-designed and well-built public infrastructure and facilities in a cost effective and timely manner for the residents and traveling public in the Town of Leesburg.

Description

The Office of Capital Projects is responsible for administering both the design and construction aspects of the Town's [capital improvements program](#) (CIP) from inception to completion, and in conjunction with the Town's mission and objectives. As part of the general administration of the Town's multi-million dollar CIP program, the Office coordinates with the Virginia Department of Transportation, Northern Virginia Transportation Authority, Loudoun County, the Federal Aviation Administration, and the Virginia Department of Aviation to secure funding for transportation and airport projects within the Town of Leesburg.

The Office coordinates with the other Town departments in developing CIP projects—both new and existing—to meet the requirements of each department and the needs of Town residents and businesses. In addition, the Office conducts community outreach by presenting new projects to residents, answering staff and resident questions relevant to capital projects, collaborating with residents, and garnering neighborhood input. Furthermore, the Office coordinates with the Office of the Town Attorney to obtain the necessary easements and rights-of-way for the completion of capital projects and coordinates the necessary utility relocations.

The financial management of projects involves developing overall schedules and budgets for capital projects, and requesting eligible expenditure reimbursements from federal and state agencies.

In addition, the Office prepares technical reports for the Town Council, Planning Commission, Town Manager, and other departments. The Office of Capital Projects consists of three major operating functions: Administrative Support, Design, and Construction

For more information, please visit the Office of Capital Projects webpage at www.leesburgva.gov/capitalprojects.

Contact Information

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ADMINISTRATION

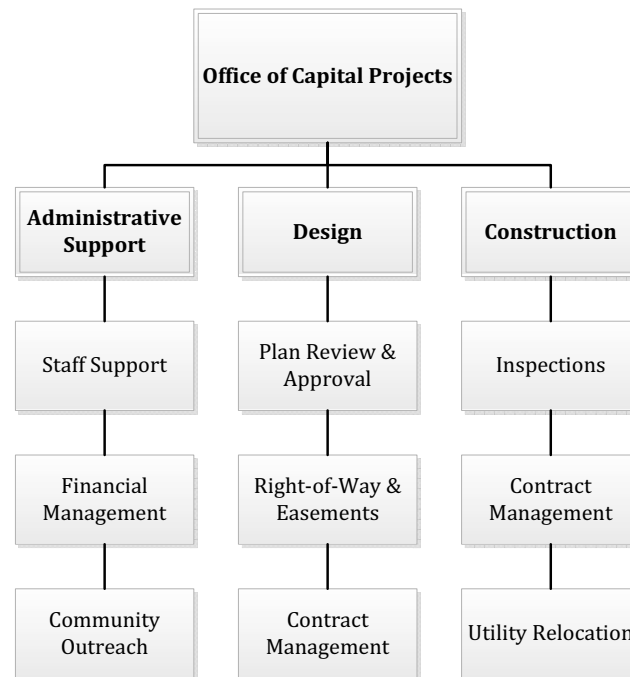


DESIGN



CONSTRUCTION

Organization Chart



Summary of Services

Administrative Support

This function involves support of the design and construction activities within the Office. Administrative support staff is responsible for the entry of all budgetary items within both the design and construction sections of the Office, including the entry of requisitions, change orders, budget transfers, invoices and payroll. In addition, annual operational and CIP program budgets are processed by administrative support staff after creation by the design and construction teams. Budget monitoring is done to provide current funding availability for staff throughout the fiscal year. Communication with residents, businesses, and the traveling public are supported by administrative support staff's maintenance and update of the Office's webpage, which include a page for every project in the current year's CIP, facilitating public outreach efforts such as newspaper ads and direct mailings, and interacting directly with residents and businesses via both email and phone. Administrative support staff also maintains and manages the filing activities of the department, which includes coordination with the Clerk's Office to meet the requirements of the Library of Virginia for records retention activities.

Design

This function involves the procurement of design and engineering services and the actual design for the projects included in the capital improvements program. Project managers are responsible for overseeing the design quality, budget, and schedule to include contract management, review of designs and recommendations for approval. This process requires coordination with the departments of Plan Review, Public Works, and Utilities for items related to public services. The Land Acquisition Manager, in consultation with Town

Attorney's Office, acquires easements and rights-of-way needed to construct projects and provide for any necessary utility relocation. Project managers also work with utility companies to determine all necessary relocations and monitor design progress and costs. During construction, project managers are available to answer design related questions that arise so that questions can be answered and problems avoided in a timely and cost effective manner.

Construction

This function involves the procurement of contractors to build the projects included in the capital improvement program. Project managers are responsible for the creation of the bidding documents—including the line item bid quantities—instructions to bidders, specifications, and other contract documents. Once the contract is bid, the focus changes to administration of the construction contract, including inspections, quantity verification, pay application processing, change order review and processing, and schedule reviews. Prior to the construction work starting, if needed, utility relocation must be completed and the relocation is monitored by the construction project manager. Communication with residents, businesses, and the traveling public are integral to the construction function. In support of this effort, the Office disseminates weekly or bi-weekly newsletters, web site updates, and/or conducts daily interaction with residents and businesses. Once the project is complete and the warranty has expired, financial reconciliations are completed.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, ED	Proactively monitor project schedules for compliance with the approved CIP to obtain improvement in the number of projects completed on schedule	Attend training to maximize the use of Microsoft Project	Intermediate
		Utilize Microsoft Project to create and maintain schedules	Long
		Regular coordination meetings with all involved departments and designers	Long
BP, FM	Proactively and consistently monitor project finances to adhere to set budgets for design, land acquisition, utility relocation and construction to obtain improvement in the number of projects completed on budget	Educate project managers on the budget process and keep them involved so there is ownership of the project budget	Short
		Utilize Munis for the available reports to track expenditures	Intermediate
BP, ED	Ensure that the department is in compliance with existing policies and procedures	Maintain compliance with the Virginia Public Procurement Act for RFP, RFQ, and IFB	Intermediate
		Review and maintain the department SOP for design, construction, and land acquisition	Long
		Utilize established Technical Review Committee to bring all project relevant departments together to address design issues and schedules	Long
BP	Proactively work with the utility companies for the relocations associated with Town capital projects	Establish responsive contact people with each utility company	Short
		Maintain the bi-monthly meetings with all utility companies	Long
		Ensure timely submittals of preliminary plans to the affected utility companies	Long
BP, FM	Research and implement efficiencies for departmental and project related activities to reduce our overall department expenditures	Utilize current technologies to create time and dollar savings for both projects and the overall department	Intermediate
		Utilize in-house inspection resources from Public Works and Utilities departments	Long

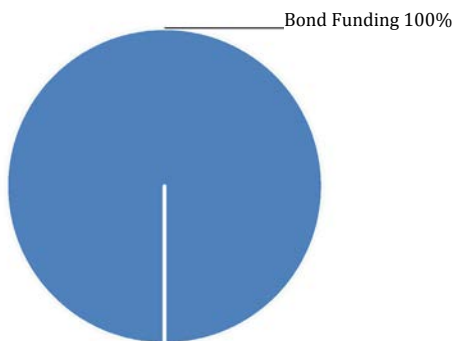
Providing the Necessities

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

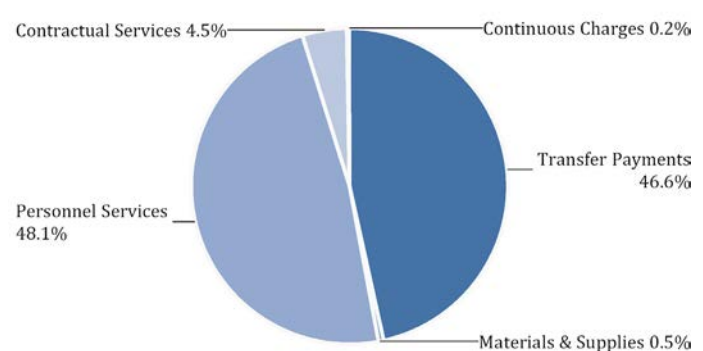
Financial Information & Analysis

Object Categories	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Sources						
Bond Funding	\$ 1,712,504	\$ 1,842,209	\$ 1,868,416	\$ 1,820,098	\$ (22,111)	-1.2%
Total Sources	\$ 1,712,504	\$ 1,842,209	\$ 1,868,416	\$ 1,820,098	\$ (22,111)	-1.2%
Uses						
Personnel Services	\$ 1,046,554	\$ 1,140,671	\$ 1,140,671	\$ 875,650	\$ (265,021)	-23.2%
Contractual Services	41,161	81,961	105,899	82,795	834	1.0%
Materials & Supplies	7,803	10,960	10,960	9,460	(1,500)	-13.7%
Transfer Payments	581,921	600,336	600,336	848,368	248,032	41.3%
Continuous Charges	8,318	8,281	8,527	3,825	(4,456)	-53.8%
Capital Expenditures	26,747	—	2,024	—	—	—%
Total Uses	\$ 1,712,504	\$ 1,842,209	\$ 1,868,416	\$ 1,820,098	\$ (22,111)	-1.2%

Sources by Type (2015)



Uses by Object (2015)



Budget Analysis

The FY 2015 operating budget for the Office of Capital Projects shows a 1.2% decrease from the prior year, primarily driven by a decrease in personnel services. The decrease is the result of the transfer of two staff members from the Office of Capital Projects to the Office of the Town Attorney for administration and coordination

of the Town's easement and right-of-way activities in support of the capital improvements program. The net impact results in an increase in the fund transfer from the Capital Projects Fund to the Town's General Fund. There are no other budgetary impacts for FY 2015.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP	Number of Full Time Equivalents (FTEs) <i>Measures the total number of departmental staff</i>	10.4	9.4	6	↓
BP	Number of projects under management <i>Measures the total number of projects under management</i>	36	43	18	↓
BP	Number of projects in design <i>Measures the total number of projects in design</i>	18	19	13	↓
BP	Number of projects under construction <i>Measures the total number of projects under construction</i>	18	21	14	↓
FM	Percentage of projects completed on schedule <i>Measures the percentage of projects completed on schedule</i>	44%	43%	61%	↑

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
FM	Percentage of projects completed within budget <i>Measures the percentage of projects completed within budget</i>	86%	70%	78%	↑
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

Performance Analysis

The Office of Capital Projects continues its mission of implementing projects specifically identified in the Capital Improvements Program (CIP). As the Town rapidly approaches build out, the overall trend within the Office is an increase in the percentage projects completed on schedule, from 43% to 56%, and within budget, from 70% to 75%. The trend in full time staff is decreasing from 9.4 to 6, while the number of projects in design and under construction is also decreasing from 19 to 4 and from 21 to 12, respectively. The operations cost of the Office is approximately 13% of the total CIP program. Although the overall number of projects is declining from 43 to 15, the size and complexity of the remaining projects and those identified for the future are increasing. Future emphasis will be on regional roadways within the Town, financed in large part by anticipated funding from the recently established NVTA.

Providing the Necessities



Department of Utilities

Mission

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

Description

The Department of Utilities is responsible for providing quality water and sanitary sewer services to utility customers in a manner that balances social, environmental, and economic factors. As an enterprise fund, the Department is a self-supporting entity that is funded solely by user fees charged to water and sewer customers and therefore receives no general tax funding from the Town. Utility customers are billed quarterly and revenues are reinvested into the operation, maintenance, and construction of the Town's water and sewer systems. In June 2013, the Kenneth B. Rollins Water Filtration Plant received the Virginia Department of Health's (VDH) Excellence in Waterworks Performance Award for the ninth consecutive year.

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

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

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

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

Contact Information

Amy R. Wyks, P.E., Director
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Leesburg, VA 20176
awyks@leesburgva.gov
(703) 771-2750
(703) 771-4500 Emergency

Scan Me



ADMINISTRATION



UTILITY MAINTENANCE

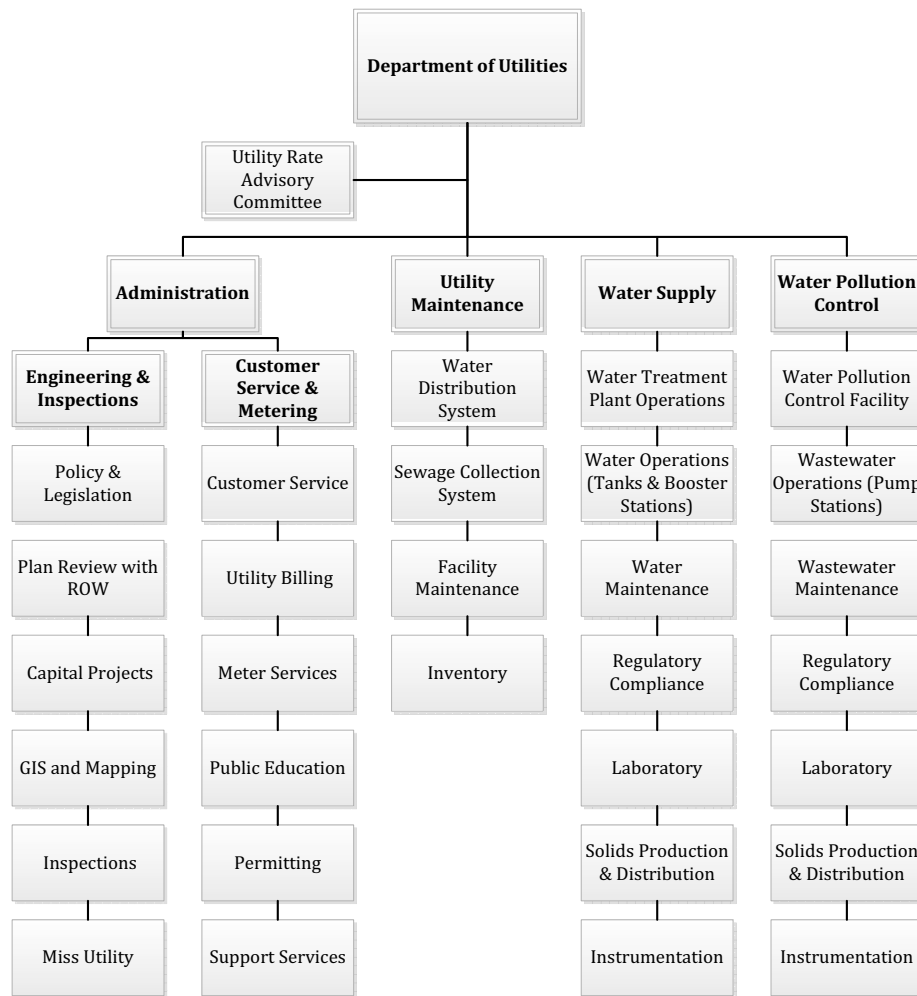


WATER SUPPLY



POLLUTION CONTROL

Organization Chart



Summary of Services

Administration

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

water meter installation for new utility services, and maintaining the automated meter reading system. The division also provides staff support to the Utility Rate Advisory Committee.

Utility Maintenance

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

Water Supply

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

Water Pollution Control

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

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS	Protect our environment through sound policies, operational practices, and public education	Comply with all applicable local, state and federal regulations	Short
		Reduce energy cost where ever possible	Short
		Complete EPA mandated Unregulated Contaminant Monitoring Rule requirements	Short
		Continue pH manipulation program using sulfuric acid for Disinfection Byproduct (DBP) precursor removal	Short
		Promote Town government recycling efforts; coordinate recycling of potentially hazardous materials such as fluorescent lamps, electronics and batteries	Short
		Complete a review of the Town's Capacity, Management, Operations and Maintenance (CMOM) program to insure regulatory compliance	Intermediate
		Reduce and explore elimination I&I (infiltration and Inflow) in collection system	Intermediate
		Strive to keep un-accounted for (non revenue) water below 10%	Intermediate
		Prepare and distribute annual water quality reports; Consumer Confidence Report (CCR) to all Town of Leesburg customers	Intermediate
		Comply with new upcoming storm water regulations and assist others with laboratory testing of permitted Town sites as requested	Intermediate

Providing the Necessities

Scorecard	Goal	Objective	Term
BP, FM	Optimize the use of technology to enhance operational effectiveness and efficiency	Continue to expand the use of the latest non-destructive construction methods (trenchless technology)	Short
		Provide appropriate IT training and ongoing user support	Short
		Maintain and upgrade security system infrastructure	Intermediate
		Develop an asset management program and link with Geographic Information Systems (GIS)	Intermediate
		Regularly identify emerging technology trends and adjust technology based on changing business requirements	Intermediate
		Assist in the Town's efforts towards an electronic filing and records management system	Long
BP, FM	Optimize Infrastructure Performance ñ Optimize asset functionality, condition, and operations to provide "Best of Class" utility performance	Continue to research both new products and repair methods used in the system	Short
		Continue to perform pump efficiency testing on an annual basis to ensure pumps are operating at optimum capacity	Short
		Continue to perform inspection of infrastructure to ensure short and long term maintenance requirements are met	Short
		Continue usage evaluations minimizing dependence on gas and electric	Short
		Track and forecast future nutrient loadings to ensure infrastructure capacity meets future regulations	Intermediate
		Continue proactive maintenance approach to insure maximum life of all assets	Long

Scorecard	Goal	Objective	Term
FM	Manage our resources to ensure that the Department is fiscally and operationally responsible	Evaluate material selections and consider longest life in addition to lowest price	Short
		Properly maintain all vehicles and equipment to insure dependability and maximum life expectancy; implement Asset Management System and integrate software applications and new equipment with SCADA	Intermediate
		Address aging infrastructure for inclusion into budget process	Intermediate
		Investigate additional revenue sources	Intermediate
		Explore effluent reuse opportunities	Intermediate
		Forecast accurate revenue and expenditures; annual review of rates and update financial plan	Intermediate
		Ensure sufficient water quantity to satisfy both domestic and fire protection needs for current customers; project future water demands with a planning projection of five years	Intermediate
BP, CS	Equip all employees with the knowledge and skills necessary to provide superior service	Implement budget planning for construction of new capacities and/or upgrades. Evaluate and manage expanding needs for new pumping station design and construction	Intermediate
		Enhance on-line account access for water and sewer billing customers including consumption module for tracking water usage	Short
		Conduct public outreach through local schools and homeowner associations	Short
		Improve on-line presence to better educate customers about cross connection and back flow issues via department webpage and Facebook	Intermediate
		Promote the Tuscarora Landscaper's Choice (TLC) Distribution Program to Town property and citizens; expand the marketing program for sales of surplus product	Intermediate

Providing the Necessities

Scorecard	Goal	Objective	Term
ED	Commit to employment practices that promote individual and organization excellence.	Develop job descriptions that reflect work requirements within a modern and advanced utility	Short
		Conduct monthly organizational, safety, and operation training	Short
		Improve communications between all employees	Short
		Develop and implement employee recognition and rewards program to promote best practices in delivering customer value	Intermediate
		Develop and implement a management succession plan	Intermediate
		Build and Maintain a diverse, skilled, accountable, and teamwork oriented work force; provide educational training programs; expand employee development plan to improve knowledge and understanding of divisional and individual responsibilities; promote certification and development	Intermediate
		Comply with training requirements to maintain operator licenses and earn Continuing Professional Education (CPE) credits	Intermediate
		Promote growth and longevity in the workplace through the establishment of career ladders	Intermediate

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

Expenditures by Division

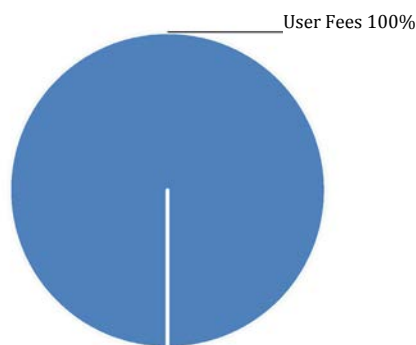
Divisions	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Utilities Administration	\$ 7,015,174	\$ 2,847,078	\$ 3,328,051	\$ 4,121,710	\$ 1,274,632	44.8%
Utilities Lines & Maintenance	3,411,521	3,898,058	3,677,842	2,834,376	(1,063,682)	-27.3%
Water Supply	2,823,248	3,139,736	3,140,353	3,010,914	(128,822)	-4.1%
Water Pollution Control	3,577,779	3,583,621	3,645,654	3,854,080	270,459	7.5%
Total	\$ 16,827,722	\$ 13,468,493	\$ 13,791,900	\$ 13,821,080	\$ 352,587	2.6%

Financial Information & Analysis

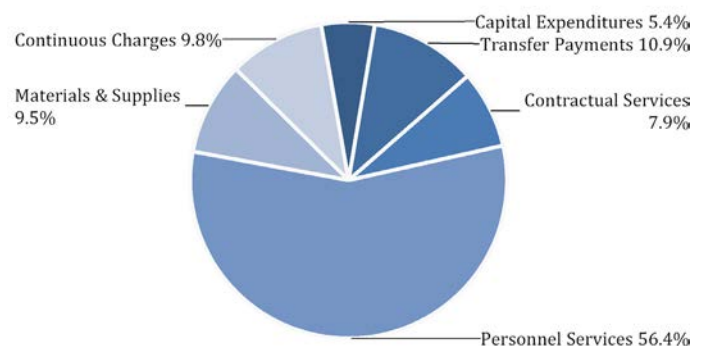
Object Categories	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Sources						
User Fees	\$ 16,827,722	\$ 13,468,493	\$ 13,791,900	\$ 13,821,080	\$ 352,587	2.6%
Total Sources	\$ 16,827,722	\$ 13,468,493	\$ 13,791,900	\$ 13,821,080	\$ 352,587	2.6%

Uses						
Personnel Services	\$ 7,090,894	\$ 7,752,959	\$ 7,757,959	\$ 7,799,970	\$ 47,011	0.6%
Contractual Services	497,330	860,582	968,498	1,096,391	235,809	27.4%
Materials & Supplies	1,209,731	1,251,200	1,287,997	1,311,150	59,950	4.8%
Transfer Payments	1,908,378	1,493,850	1,493,850	1,504,162	10,312	0.7%
Continuous Charges	1,258,384	1,371,697	1,369,667	1,357,922	(13,775)	-1.0%
Capital Expenditures	4,863,004	738,205	913,929	751,485	13,280	1.8%
Total Uses	\$ 16,827,722	\$ 13,468,493	\$ 13,791,900	\$ 13,821,080	\$ 352,587	2.6%

Sources by Type (2015)



Uses by Object (2015)



Budget Analysis

The Utilities Department is the Town's sole enterprise fund. This fund accounts for the financing, investment, and operations for the purposes of providing water and sewer service to the public, on a user fee basis. FY 2015 revenue from operations is \$19,698,827. Future water and sewer rates are currently being developed by a rate study consultant, to support on-going and future operations and capital needs. Operating budget costs for the Utilities Department shows a 2.6% increase as compared to the prior fiscal year. This increase is largely attributable to capital outlay, which includes costs for repair, renovation, and replacement (3R) of existing computer equipment, specialized equipment and tools, and vehicles.

The 3R activities by division are:

1. Administration - computer replacements, \$46,340
2. Utility Maintenance - mini lateral camera, \$10,000; vehicles, \$289,400
3. Water Supply - PH analyzer, \$55,000; security system upgrade, \$10,000; sodium hypochlorite tank, \$8,000 and vehicle replacement, \$24,000
4. Water Pollution Control - Bio-solids dryer drum repair, \$40,000; RTO media replacement, \$60,000 and SCADA system upgrade, \$60,000

For FY 2015, capital outlay is \$791,485 or 5.7% of the operating budget. \$602,740 or 95% of these capital costs are for 3R items necessary to keep the aging infrastructure of the system operating

at optimal levels. Other operating increases are in contractual increased consultant services in support of reclaimed water service as a result of third party billing vendor increases and addendum to wastewater discharge permit.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, CS	Number of utility bills processed <i>Measures the total number of utility bills processed</i>	62,792	66,000	68,000	↑
BP, CS	Number of plans reviewed <i>Measures the total number of plans reviewed</i>	172	175	180	↑
BP, CS	Dollar value of public facility permit fees <i>Measures the dollar value of public facility permit fees collected</i>	\$1,387,884	\$1,100,000	\$1,200,000	↑
BP, CS	Number of Cross Connection compliance inspections <i>Measures the total number of high hazard devices inspected</i>	279	375	400	↑
BP, CS	Number of inspections of facilities with industrial waste discharge <i>Measures the total number of inspections for industrial waste users</i>	121	140	155	↑
BP, CS	Number of water/sewer system model requests <i>Measures the total number of water/sewer system model requests completed</i>	13	15	20	↑
BP, CS	Number of public facility permits processed <i>Measures the total number of public facility permits processed</i>	114	120	125	↑
BP	Number of Miss Utility requests received and completed <i>Measures the total number of Miss Utility "request to locate" water and sewer lines</i>	6,153	6,500	6,500	↑
CS	Number of non-emergency and emergency customer service calls <i>Measures the total number of responses to non emergency calls with in 48 hours, and emergency calls within 4 hours</i>	398	350	350	↓
BP	Number of large water meters tested <i>Measures the total number of large meters (3" and above) tested for accuracy</i>	32	33	34	↑
CS	Number of fire hydrant inspections and maintenance completed <i>Measures the total number of fire hydrant inspections and preventative maintenance services</i>	1,299	1,299	1,309	↑
BP	Number of equipment preventive maintenance services performed at water and wastewater facilities <i>Measures the total number of equipment preventative maintenance services provided at water and wastewater facilities by utility maintenance staff</i>	240	240	240	↔
CS	Number of lateral sewer inspections <i>Measures the total number of lateral sewer inspections of individual connections for sanitary backups and leaks</i>	894	900	900	↑
BP	Number of sanitary sewer pipeline evaluations (feet) <i>Measures the total number of pipeline evaluations by closed circuit TV of the wastewater collection system</i>	110,339 ft.	110,000 ft.	110,000 ft.	↔
CS, ED, FM	Dollar cost of water production per 1,000 gallons of water produced <i>Measures the water production cost per 1,000 gallons of water produced</i>	\$1.85	\$1.86	\$1.86	↑
CS, ED, FM	Number of water quality samples <i>Measures the total number of water quality samples required for federal and state regulations</i>	20,410	20,360	20,300	↔
CS, ED	Number of water quality customer service requests <i>Measures the total number of water quality customer service requests responded to within 24 hours</i>	21	20	20	↔
ED, FM	Number of preventive maintenance work orders at the water facility <i>Measures the total number of preventative maintenance work orders performed at the water facility by water supply staff</i>	924	580	600	↓
ED, FM	Number of Kilowatt hours of electricity per 1000 gallons of water produced <i>Measures the total number of kilowatt hours of electricity to produce 1000 gallons of water</i>	2.46	2.45	2.44	↓

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
ED, FM	Dollar cost per dry ton of WTP Residuals disposal <i>Measures the WTP residuals disposal cost per dry ton</i>	\$379	\$385	\$380	↔
CS, ED, FM	Dollar cost of wastewater treatment per 1,000 gallons treated <i>Measures the wastewater treatment cost per 1,000 gallons treated</i>	\$2.16	\$2.25	\$2.50	↑
FM, ED	Number of Kilowatt hours of electricity per 1000 gallons of wastewater treated <i>Measures the total number of kilowatts hours of electricity to treat 1000 gallons of wastewater</i>	4.14	4.00	4.25	↑
FM, ED	Number of preventative maintenance work orders at the wastewater facility <i>Measures the total number of preventative maintenance work orders performed at the wastewater facility by water pollution control staff</i>	266	300	350	↑
BP, FM	Number of dry tons of biosolids generated <i>Measures the total number of dry tons of biosolids generated at the wastewater facility</i>	1,052	1,100	1,150	↑
BP, FM	Dollar value of Class A Exceptional Quality Biosolid (TLC) sales <i>Measures the dollar value of Class A Exceptional Quality BioSolid sales</i>	\$69,106	\$71,940	\$75,000	↑
BP, FM	Dollar value of wastewater delivered to the waste receiving station for treatment <i>Measures the dollar value of waste receiving station fees</i>	\$18,071	\$17,439	\$19,000	↑

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

Providing the Necessities

Performance Analysis

The Department of Utilities continues to deliver safe, high quality water, as well as efficient waste water treatment. Today's modern utilities are experiencing industry wide reductions in water usage, as a result of improvements in technology and conservation, coupled with increasing costs of operations, and aging infrastructure. These industry wide trends emphasize the importance of a well maintained system, at the lowest possible cost.

The Town's utility is seeing an increase in number of utility bills processed from 66,000 to 68,000, as well as an increase the number of public utility permits from 120 to 125, and associated fees from \$1,100,000 to \$1,200,000. Meter reads, hydrant and sewer inspections services are trending higher, while emergency and non-emergency calls are declining. Routine and preventative maintenance work orders are remaining constant. Federal and state requirements for water testing, necessary to maintain permits and certifications, remain constant at 20,300. The Town remains proactive in its strategies to diversify the utility through its water testing contract services, Biosolids sales and fees collected from commuter bus waste at the waste receiving station.



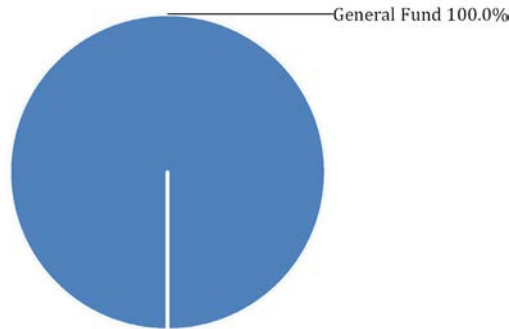
Ensuring Quality of Life

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

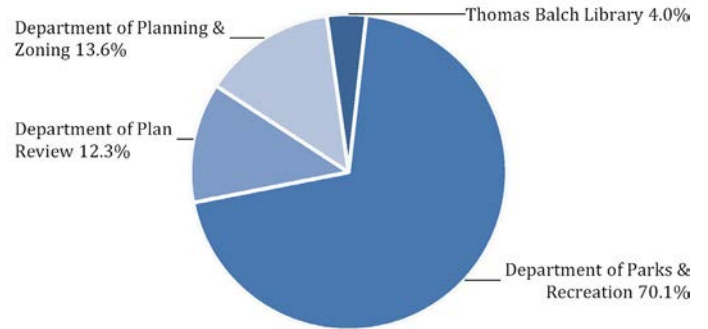
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
General Fund	\$ 10,619,658	\$ 10,870,797	\$ 11,716,316	\$ 11,124,935	\$ 254,138	2.3%
Total Sources	\$ 10,619,658	\$ 10,870,797	\$ 11,716,316	\$ 11,124,935	\$ 254,138	2.3%
Uses						
Department of Parks & Recreation	\$ 7,453,443	\$ 7,550,824	\$ 8,206,488	\$ 7,799,322	\$ 248,498	3.3%
Thomas Balch Library	435,125	439,632	448,003	447,795	8,163	1.9%
Department of Planning & Zoning	1,435,305	1,535,667	1,542,053	1,509,571	(26,096)	-1.7%
Department of Plan Review	1,295,786	1,344,674	1,519,773	1,368,247	23,573	1.8%
Total Uses	\$ 10,619,658	\$ 10,870,797	\$ 11,716,316	\$ 11,124,935	\$ 254,138	2.3%

Sources by Fund (2015)



Uses by Department (2015)





Department of Parks & Recreation

Mission

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

Description

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

The Department maintains the Town's 15 active and passive [parks](#) covering approximately 400 acres and including such facilities as playgrounds, picnic pavilions, multi-use paths and open space. In addition, the Department operates and maintains the Ida Lee Park Recreation Center, the Ida Lee Park Tennis Center, the A.V. Symington Aquatic Center and the other Town-owned sports facilities including the Freedom Park athletic complex, the Ida Lee Park soccer/lacrosse fields, the baseball field at Robinson Park, the Catocin Skate Park, and the Leesburg Dog Park. The Department provides beautification efforts throughout the Town, such as the installation and maintenance of the downtown hanging flower baskets, and the surrounding the Town's various municipal buildings.

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

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

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

Contact Information

Rich Williams, Director
60 Ida Lee Drive, NW
Leesburg, VA 20176
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(703) 737-7140

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ADMINISTRATION



PARKS



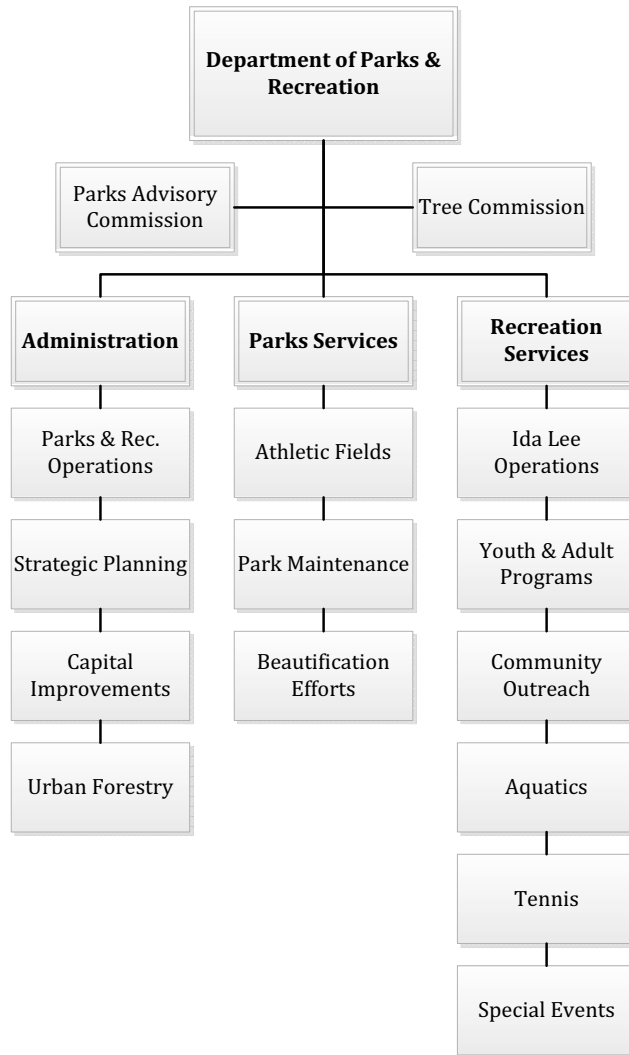
RECREATION

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Organization Chart



Summary of Services

Administration Division

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

Parks Division

The Parks Division is responsible for planning, developing, maintaining, and operating Town parks that are safe, diverse, and accessible for all residents. The division currently maintains 15 parks, totaling approximately 400 acres of active and passive parkland. The division’s work is separated into four major areas of park planning and development; general park maintenance and beautification; athletic field maintenance; and management of park events.

Recreation Division

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

Goals & Objectives

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

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

Ensuring Quality of Life

Expenditures by Division

Divisions	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
P&R Administration	\$ 679,868	\$ 669,716	\$ 741,897	\$ 749,412	\$ 79,696	11.9%
Parks	1,200,711	1,147,316	1,400,349	1,189,736	42,420	3.7%
Recreation	5,572,863	5,733,792	6,064,242	5,860,174	126,382	2.2%
Total	\$ 7,453,443	\$ 7,550,824	\$ 8,206,488	\$ 7,799,322	\$ 248,498	3.3%

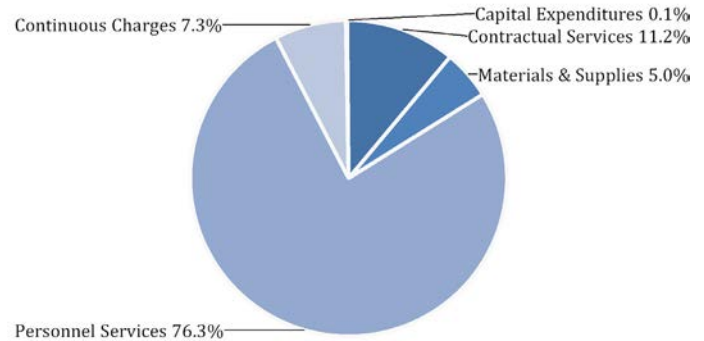
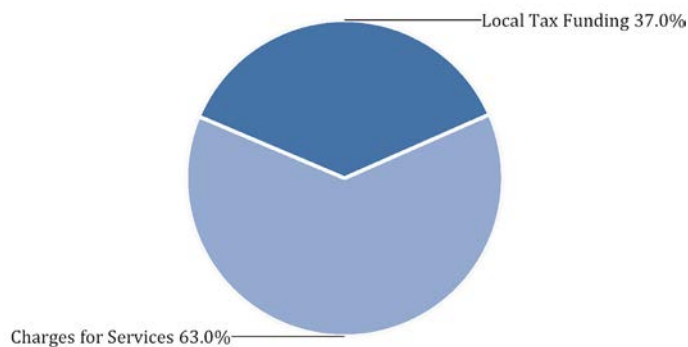
Financial Information & Analysis

Object Categories	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Sources						
Charges for Services	\$ 4,662,952	\$ 4,895,620	\$ 4,895,620	\$ 4,913,870	\$ 18,250	0.4%
Total Revenue	\$ 4,662,952	\$ 4,895,620	\$ 4,895,620	\$ 4,913,870	\$ 18,250	0.4%
Local Tax Funding	2,790,491	2,655,204	3,310,868	2,885,452	230,248	8.7%
Total Sources	\$ 7,453,443	\$ 7,550,824	\$ 8,206,488	\$ 7,799,322	\$ 248,498	3.3%

Uses						
Personnel Services	\$ 5,602,927	\$ 5,741,073	\$ 5,739,073	\$ 5,951,049	\$ 209,976	3.7%
Contractual Services	811,519	849,574	1,039,869	875,445	25,871	3.0%
Materials & Supplies	356,556	385,022	416,640	391,582	6,560	1.7%
Transfer Payments	—	—	8,300	—	—	—%
Continuous Charges	524,710	565,155	552,278	571,246	6,091	1.1%
Capital Expenditures	157,729	10,000	450,329	10,000	—	—%
Total Uses	\$ 7,453,443	\$ 7,550,824	\$ 8,206,488	\$ 7,799,322	\$ 248,498	3.3%

Sources by Type (2015)

Uses by Object (2015)



Budget Analysis

The budget for the Department of Parks & Recreation for FY 2015 shows an increase of 3.3% from the prior year. The largest year over year increase is in Parks & Recreation Administration Division. The increase is the result of the reallocation of funds from the Recreation Division for forestry services as well as additional funding for the town-wide tree canopy maintenance. All other increases are primarily attributed to increased personnel services in addition to a few new key initiatives designed to enhance the Town’s recreational programs and ensure the quality of life for Town residents:

1. Administration – additional maintenance funding for the town-wide tree canopy, \$28,500;
2. Parks – no significant changes from prior year;

3. Recreation – expansion of the Flag Football Program, \$7,000 and new funding for Movie Night in the Park, \$10,160.

All other cost increases are the result of the reallocation funds including automobile and general liability insurances.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, FM	Percentage departmental cost recovery <i>Measures the percentage of revenue to expenditure cost recovery of all divisions within the department</i>	64%	63%	63%	↔
BP, FM	Number of Ida Lee Park recreational facility visits <i>Measures the total number of Ida Lee Park Recreation Center, Tennis Center, & outdoor pool users via daily or pass admissions</i>	336,741	343,476	350,345	↑
CS	Number of recreation programs offered <i>Measures the total number of recreational programs offered by the department</i>	4,065	4,187	4,313	↑
CS, FM	Percentage of recreation program registration <i>Measures the percentage of recreation programs offered that are actually held</i>	85%	85%	87%	↑
BP, CS	Percentage of on-line registrations <i>Measure the percentage of all recreation program registrations that are performed on-line</i>	48%	50%	51%	↑
CS	Number of athletic field events <i>Measures the total number of athletic games scheduled on fields maintained by the department</i>	1,199	1,235	1,272	↑
CS	Number of special events offered <i>Measures the total number of special events managed and produced by the department</i>	11	11	11	↔
BP, FM	Dollar value of special event costs per capita <i>Measures the net cost per capita for the special events produced by the department</i>	\$1.72	\$3.20	\$2.39	↓
BP, CS	Number of community outreach hours provided <i>Measures the total number of recreational community outreach service hours provided to identified site locations</i>	1,689	1,737	1,737	↔
BP, CS	Number of community outreach attendance <i>Measures the total number of attendees for all community outreach site locations</i>	8,044	8,044	8,446	↑
CS, FM	Number of Parks and Recreation facility rental hours <i>Measures the total number of hours of park, room, and amenity rentals</i>	9,260	9,445	9,634	↑

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

Performance Analysis

Ensuring that the Leesburg community retains the quality of life that our residents have come to expect is the top priority for the Department of Parks & Recreation. Through quality programming and state-of-the-art facilities, the department continues to see an increase in the number of recreational facility visits (350,345) at Ida Lee, the Tennis Center, and the outdoor pool. Overall, recreation programming is continuing to trend upward as the number of programs has increased to 4,313 and the number of athletic field events has increased to 1,272. Facility rentals are also trending upward while the number of special events has remained constant at 11. Even though the department has expanded its services and offerings, the percentage cost recovery has remained flat at 63% because of increasing overhead costs as well as maintaining program fees at competitive market rates.

Ensuring Quality of Life



Thomas Balch Library

Mission

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

Description

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

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

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

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

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

Library Hours:

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

Contact Information

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

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ADMINISTRATION



LIBRARY OPERATIONS



COMMUNITY SERVICES



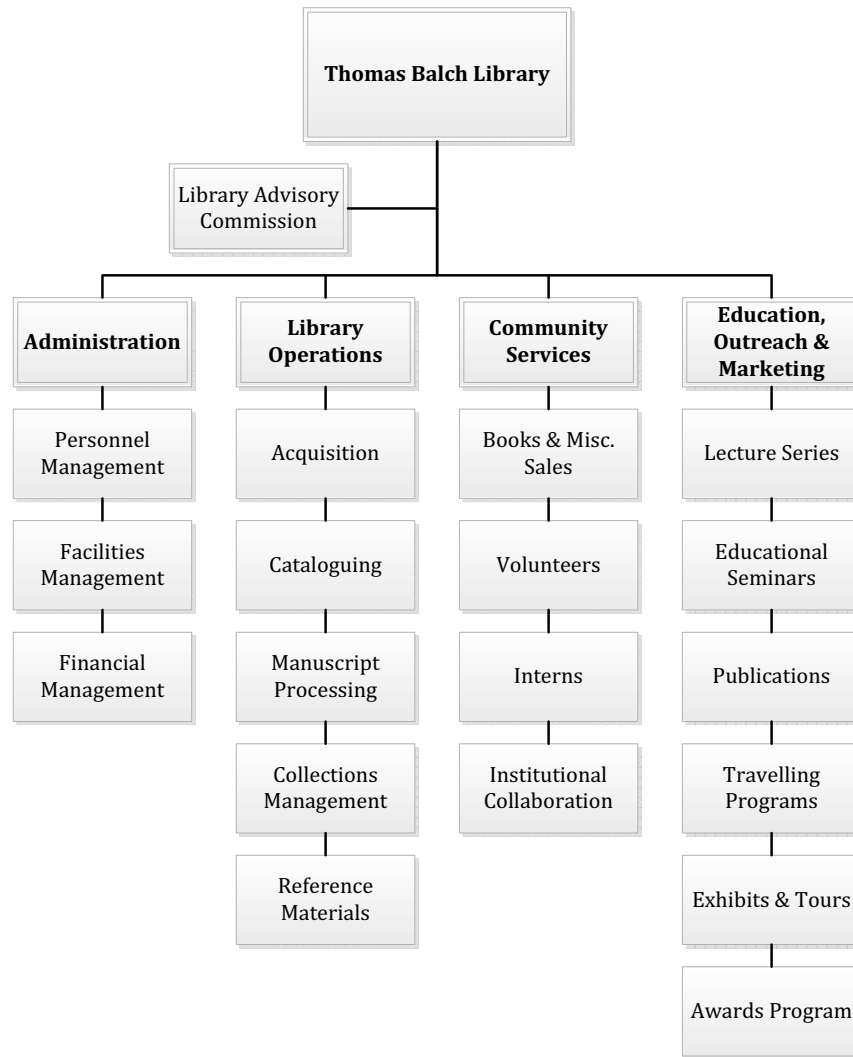
EDUCATION & OUTREACH

Ensuring Quality of Life

Connect With Us



Organization Chart



Summary of Services

Administration

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

Library Operations

The library acquires printed, visual, and oral materials documenting the history of the Town of Leesburg and Loudoun County through donation and purchase. Library staff accessions, processes, describes or catalogues, and makes these materials available to library patrons for research. Management of collection materials includes inventory control and preservation. Library staff provides onsite and offsite research assistance via mail, email, fax, or phone. Annual surveys assist the library in determining patron needs and

in incorporating recommendations from the community into its acquisitions, operations and programming. Interlibrary loan services are provided on a fee basis to assist those seeking materials not housed at the library.

Community Services

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

Education, Outreach & Marketing

Library staff markets the library, its collections and services, locally and regionally, through a variety of print and electronic media as well as through the library’s special events. These efforts are aimed at increasing awareness and use of the library’s collections and advocating for the historical significance of the Town of Leesburg and Loudoun County by illustrating the intellectual proximity between history and genealogy. Working cooperatively with the

Library Commission, the library presents annual recognition awards to selected local historians for distinguished service in preserving the history of Loudoun County and to a student with an outstanding local history submission to the Loudoun County Public Schools Social Science Fair. Library staff makes on- and off-site presentations on topics of local history to school groups, civic organizations and other groups.

Goals & Objectives

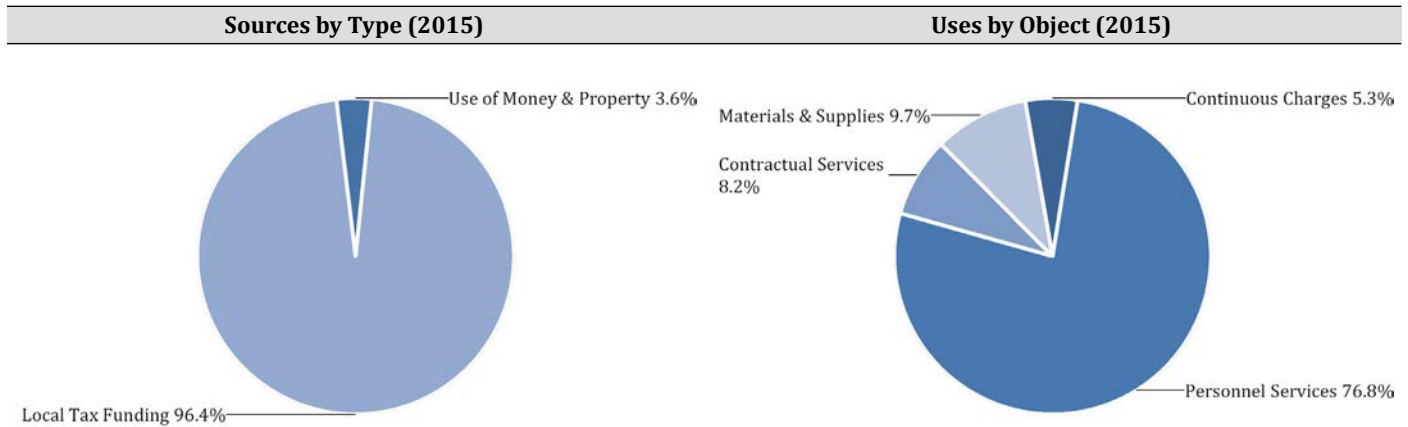
Scorecard	Goal	Objective	Term
BP, CS, FM	Creation and development of an endowment for TBL	Work collaboratively with Town officials , Friends of TBL, and TBL Advisory Commission to create the legal framework for an endowed foundation, establish an endowment, work with a newly created Foundation board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

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

Ensuring Quality of Life

Financial Information & Analysis

Object Categories	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Sources						
Use of Money & Property	\$ 12,764	\$ 13,700	\$ 13,700	\$ 16,000	\$ 2,300	16.8%
Total Revenue	\$ 12,764	\$ 13,700	\$ 13,700	\$ 16,000	\$ 2,300	16.8%
Local Tax Funding	422,361	425,932	434,303	431,795	5,863	1.4%
Total Sources	\$ 435,125	\$ 439,632	\$ 448,003	\$ 447,795	\$ 8,163	1.9%
Uses						
Personnel Services	\$ 345,291	\$ 336,772	\$ 336,772	\$ 344,093	\$ 7,321	2.2%
Contractual Services	34,898	38,586	45,046	36,510	(2,076)	-5.4%
Materials & Supplies	33,117	40,074	39,566	43,390	3,316	8.3%
Continuous Charges	20,026	24,200	24,850	23,802	(398)	-1.6%
Capital Expenditures	1,793	—	1,769	—	—	—%
Total Uses	\$ 435,125	\$ 439,632	\$ 448,003	\$ 447,795	\$ 8,163	1.9%



Budget Analysis

The Thomas Balch Library continues to contribute revenues from book sales, meeting room rentals, and related products as part of its ongoing operations. The library’s FY 2015 operating budget shows a 1.9% increase from the prior year. This is largely attributable to cost increases for personnel services and contractual services within the

department’s budget. Overall staffing needs remain a primary concern and focus for future budget considerations; however, the library continues to manage its resources well and leverages its relationship with community and institutional partners effectively in order to provide value added services to library patrons.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, CS	Number of annual visitors <i>Measures the total number of visitors as recorded by electronic eye</i>	35,143	35,000	35,000	↔
BP, CS	Number of reference requests <i>Measures the total number of reference requests serviced</i>	25,983	26,000	26,000	↔
BP, CS	Number of Library programs offered <i>Measures the total number of public events produced by staff</i>	92	75	75	↓
BP, CS	Number of Library program attendees <i>Measures the total number of patrons attending programs</i>	1,462	1,500	1,500	↑
BP, CS, FM	Number of meeting room bookings <i>Measures the total number of non-library events held at the facility</i>	92	65	65	↓

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, CS, FM	Number of non-library program attendees <i>Measures the total number of attendees at programs not sponsored by the library</i>	1,584	1,200	1,200	↓
BP, FM	Dollar value of revenue generated <i>Measures the total revenue generated from meeting room rentals, sale of books, and related products</i>	\$15,802	\$15,550	\$16,000	↑
BP, FM	Dollar value of external support <i>Measures the total value of library volunteer, intern, and Star hours; Friends of TBL and Black History hours and NUCMC support</i>	\$64,686	\$50,000	\$50,000	↓
BP, CS	Number of annual additions to catalogues <i>Measures the total number of backlogged collection materials and new materials added to catalogues</i>	9,349	7,500	7,500	↓
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

Performance Analysis

The Thomas Balch Library continues to welcome some 35,000 visitors annually, while providing support to more than 25,000 requests for reference services. Overall library programs being offered have declined due to staff limitations; however, attendees to the programs offered are trending higher as a result of high quality programming. Efforts are under way to expand the awareness of the library’s offerings through the strengthening of collaborative relationships with the library’s regional partners. The number of meeting room bookings are trending downward largely due to meeting room size needs. External support to the library is also trending lower due to the variability of volunteer time and resources. The backlog of uncatalogued materials has been efficiently and effectively processed resulting in the timely processing of new additions to the library’s catalogue of materials and resources.

Ensuring Quality of Life



Department of Planning & Zoning

Mission

The Department of Planning and Zoning, through the stewardship of natural, historical, and built environments, is dedicated to preserving a strong quality of life for the residents and businesses of the Town of Leesburg, with decisions about current and future community development.

Description

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

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

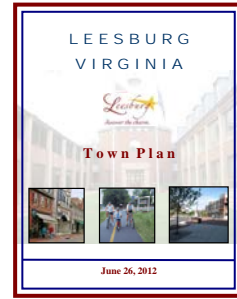
In addition to support to Boards and Commissions, the Department of Planning & Zoning consists of four major operating functions: Administration, Application Review, Comprehensive Planning, and Zoning.

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

Contact Information

Susan Berry Hill, Director
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Leesburg, VA 20176
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Ensuring Quality of Life

Organization Chart



Summary of Services

Administration

The administration function provides oversight and coordination to the planning and zoning services delivered to the Town, with special emphasis on records management, which is required for compliance with the Virginia Public Records Act. Administration promotes education and outreach efforts that focus on relevant information flows for residents and businesses for special projects, zoning ordinance updates, and Town Plan amendments. Information is available to interested parties via topic-specific Internet webpages, and quarterly newsletters.

Application Review

Applications for rezoning, special exceptions, concept plan and proffer amendments, commission permits, and certificates of appropriateness are assigned to project managers who manage every aspect of review from intake to closeout. This A-to-Z project management approach assures applicants that there is a coordinated approach to project review resulting in a predictable and timely review process. Project managers take a key role in helping the staff team and applicant find mutually acceptable solutions to land use and site design problems. Consolidated comment letters are provided for applicants by the project

managers which assure that the comments generated by the staff team are comprehensive, clear, coordinated, and provided in a predictable time frame. Meetings are at set intervals during the review of an application as well as on an as-needed basis to increase communication between the staff team and the applicant throughout the application review process.

Comprehensive Planning

Comprehensive planning embodies the strategic road map which serves as the vision for the physical development within the Town limits and in adjacent areas governed by Loudoun County. The Town Plan contains goals for land use, natural and heritage resources, economic development, parks and recreation, community design, transportation, community facilities, and housing. Community engagement is conducted on a regular basis to inform goal-setting efforts. Regular updates to the Town Plan are necessary to meet state code requirements. Implementation of the Plan is accomplished through the Action Program, which is reviewed every two years with selected action steps for department work programs. Work in this service area also includes responses to County requests for review of land development applications that are located in the

Joint Land Management Area, a jointly planned area outside but adjacent to the Town's corporate limits.

Zoning

Zoning services include management and interpretation of the Zoning Ordinance, zoning compliance and enforcement, and permitting. Zoning compliance and enforcement revolves around the administration and interpretation of zoning regulations. Education and compliance efforts are the priority course of action when infractions are cited for residents and businesses. The Town issues zoning permits for building projects and sign permits.

Board and Commission Support

The Planning and Zoning Department provides liaison and clerical support to the Planning Commission, Board of Zoning Appeals and

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

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS	Initiate work on Town Plan Action Program items as directed by Council in September 2013	Initiate work on updates to the Floodplain Ordinance by January 2014 with completion anticipated by summer 2014	Intermediate
		Initiate work on updates to regulatory documents to implement Low Implement Development by summer 2014 and have proposed amendments prepared for the Planning Commission by fall/winter of 2014/2015	Long
		Initiate work on revisions and/or replacement to the H-2 Guidelines and start project by spring 2014 with completion in spring 2015	Long
BP, CS	Develop progress report on land development review process improvements	Track length of staff reviews for each rezoning and special exception application and develop a quarterly report that shows how closely staff meets the objectives set out in the Procedures Manual, i.e. 45 day review	Short
		Develop a 'dashboard' for the department website that shows how closely staff meets the 45 day objective for land development application reviews	Short
		Conduct yearly internal assessments to determine impediments to meeting this goal and initiate necessary changes to assure continued progress	Long
BP, ED	Implement Laserfiche use for all legislative land development applications and zoning administration	Develop SOP for project managers	Short
		Assure staff have access to established user groups for technical support and/or create new user groups	Short
		Assure that staff have the necessary hardware and software to fully implement Laserfiche	Short
		Identify training needs on a regular basis and conduct periodic training	Intermediate

Ensuring Quality of Life

Scorecard	Goal	Objective	Term
BP, CS	Increase use of technology to help with public information and outreach efforts, land development review, and permitting	Identify and provide training for staff to increase GIS capabilities	Short
		Develop a new page on the Town's website to explain what zoning permits are needed for and how to apply	Short
		Develop basic FAQs for the Crescent Design District for the webpage	Short
		Develop an interactive Online Land Development Activity Map showing location for applications and include capital projects on map	Intermediate

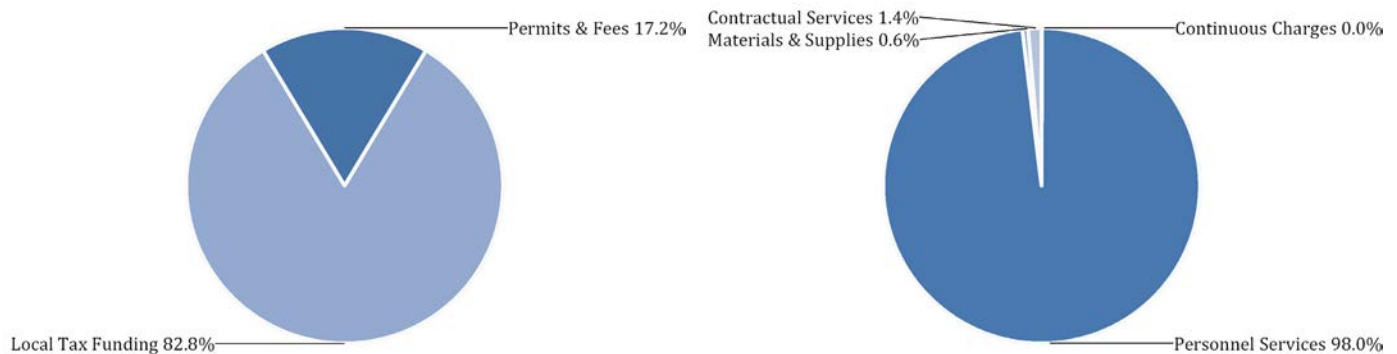
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
Permits & Fees	\$ 79,545	\$ —	\$ —	\$ 259,700	\$ 259,700	—%
Total Revenue	\$ 79,545	\$ —	\$ —	\$ 259,700	\$ 259,700	—%
Local Tax Funding	1,355,760	1,535,667	1,542,053	1,249,871	(285,796)	-18.6%
Total Sources	\$ 1,435,305	\$ 1,535,667	\$ 1,542,053	\$ 1,509,571	\$ (26,096)	-1.7%
Uses						
Personnel Services	\$ 1,406,244	\$ 1,484,048	\$ 1,484,048	\$ 1,479,871	\$ (4,177)	-0.3%
Contractual Services	13,491	32,870	39,091	20,770	(12,100)	-36.8%
Materials & Supplies	5,212	8,605	8,605	8,605	—	—%
Continuous Charges	8,392	9,644	9,809	325	(9,319)	-96.6%
Capital Expenditures	1,966	500	500	—	(500)	-100.0%
Total Uses	\$ 1,435,305	\$ 1,535,667	\$ 1,542,053	\$ 1,509,571	\$ (26,096)	-1.7%

Sources by Type (2015)

Uses by Object (2015)



Budget Analysis

Planning and Zoning revenue is generated from fees from land development applications, Certificate of Appropriateness applications (COAs), and zoning permits, and inspections. The FY 2015 operating budget shows a 1.7% decrease from the prior year. The department continues to build on the land development review process improvements that were begun in 2008. There is a

continued emphasis on problem-solving with applicants to achieve mutually acceptable solutions to land use and site design problems.

The Department seeks to build on technology initiatives designed to increase efficiency and effectiveness of land development review and permitting as well as to increase educational and outreach efforts for the public during FY2015. These technologies include GIS mapping for complex information sets for land development

applications and zoning ordinance amendments; web page application of SketchUP to provide 3D visualization of proposed applications such as the Business Launch Pad that will streamline land development projects as they go through the public review the permitting processes between departments; and greater process.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, CS	Number of zoning permits issued for large projects <i>Measures the total number of zoning permits issued for new residential and commercial construction</i>	104	108	108	↑
BP, CS	Average zoning permit processing time for large projects <i>Measures the average number of days to issue zoning permits for new residential and commercial construction</i>	3	3	3	↔
BP, CS	Number of other permits issued for small projects <i>Measures the total number of zoning permits issued for small projects (e.g.. decks, sheds, signs, and occupancy and use permits)</i>	928	930	940	↑
BP, CS	Average other permit processing time for small projects <i>Measures the average number of minutes to issue zoning permits for small projects (e.g.. decks, sheds, signs, and occupancy and use permits)</i>	15	15	15	↔
BP, CS	Number of zoning violations processed <i>Measures the total number of zoning violations for signs, inoperable vehicles, excessive occupancy, illegal use, etc.</i>	179	170	170	↓
BP, CS	Number of COAs issued by the BAR <i>Measures the total number of certificate of appropriateness applications acted on by the BAR</i>	75	85	85	↑
BP, CS	Number of COAs reviewed administratively <i>Measures the total number of certificate of appropriateness applications processed by staff</i>	95	100	100	↑
BP, CS	Number of special exception and rezoning applications <i>Measures the total number of special exception and rezoning applications processed by staff</i>	18	20	20	↑
BP, CS	Percentage of special exception and rezoning applications reviewed per procedures manual <i>Measures the percentage of time that staff reviews each submission per the 45 day target</i>	81%	100%	100%	↑
BP, CS	Average number of days to complete consolidated comment letter for special exception and rezoning applications <i>Measures the average number of days to issues a CCL per the 45 day target</i>	41 days	40 days	40 days	↔
BP, CS	Number of zoning ordinance amendments processed <i>Measures the total number of zoning ordinance amendments initiated by Council and processed by staff</i>	8	6	6	↔

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

Performance Analysis

The Department of Planning and Zoning’s primary function is to oversee the growth of community development in the Town through legislative land development application review, comprehensive planning, and zoning activities. Zoning permits for large and small projects are increasing to 108 and 940 respectively, while processing times per permit are remaining constant. With respect to land development application review, infill development, redevelopment, and development in the new Crescent Design District will increasingly replace ‘greenfield’ development. This presents new challenges for staff. There will be a ‘learning curve’ working with the newly adopted Crescent Design District regulations for both staff and applicants. As such, there will be a need to work with applicants even more closely than before to assure that the new regulations are administered fairly and consistently. Staff anticipates that the new regulations and establishment of the HubZone will spur increased interest in redevelopment of the Crescent District area resulting in an increase in the number of applications. Additionally, applications that propose redevelopment and/or infill development are more

complex due to issues related to constraints of the site. These challenges prompt the need for more problem-solving with applicants and consideration of ordinance modifications resulting in more meeting time with applicants.

For FY2014, some key applications that highlight these complexities include:

1. Court House expansion downtown - A complex set of applications for structured parking, new building construction, and potential demolition of historic properties. The review process will require a lot of stakeholder input for the downtown and require problem solving to figure out how to incorporate the expansion but not compromise the character of our historic downtown.
2. Crescent Parke – The first proposal in the newly adopted Crescent Design District. The applicant is proposing something very different from the new district regulations in terms of land use and design which will require increased review time and discussion.

3. Leegate – A large proposal on East Market Street that does not follow the comprehensive plan, and proposes a significant amount of residential, office and retail uses.

FY2015 will likely continue the trend in unique redevelopments, particularly for the Crescent District properties. Zoning violations are trending down due to increased emphasis on education, compliance, and public outreach. While seeking zoning compliance is a time intensive endeavor, the benefits of a more compliant community translates to less time on potential legal ramifications and a community that is more knowledgeable about community development rules. The number of COA's received and reviewed administratively, by the department versus the BAR, have increased. This shift in review has resulted in less time spent on each application without compromising the integrity of the historic district, and frees the BAR to focus on larger cases that have a potentially bigger impact on the historic district.

Department of Plan Review

Mission

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

Description

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

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

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

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



FRONT COUNTER SERVICES



PLAN REVIEW

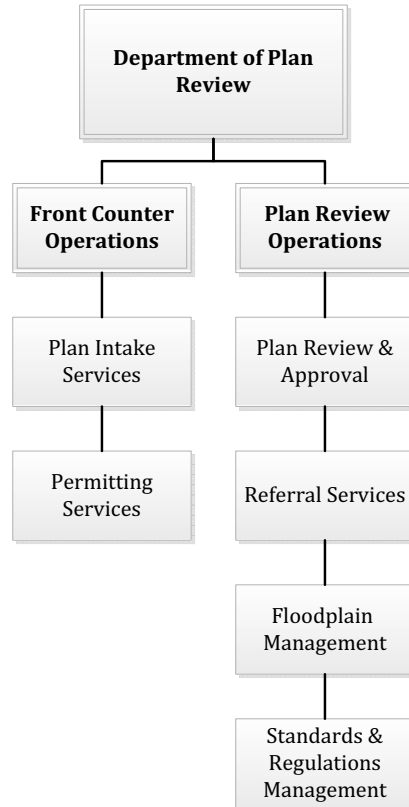
Contact Information

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(703) 771-2740

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Organization Chart



Summary of Services

Front Counter Operations

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

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

Plan Review Operations

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

necessary documentation for home improvement projects. Plan Review Operations provides referral services to the Department of Planning & Zoning on engineering issues related to rezoning and special exception applications.

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

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

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, FM	Ensure Plan Review process continues to be efficient, business friendly, and predictable	Review all first submission site plans and subdivision plans within the state mandated 60 day time limit	Long
		Provide complete and solution-oriented consolidated review comment letters	Long
		Review all subsequent submission site plans and subdivision plans within the state mandated 45 day time limit	Long
		Continue to meet with applicants between submissions to assist with finding acceptable solutions to Town comments	Long
BP, CS, ED	Meet or exceed all new state required Storm Water Management compliance requirements	Update Design & Construction Standards Manual to meet or exceed all new state required Storm Water Management regulations	Short
		Train DPR staff on new Storm Water Management regulations and implement new requirements with all construction plans submitted after July 1, 2014	Long
BP, CS, ED	Meet or exceed all new Department of Conservation Recreation and FEMA required floodplain ordinances and regulations	Update Design & Construction Standards Manual and Town of Leesburg Zoning Ordinance to meet or exceed all new Department of Conservation Recreation and FEMA required floodplain regulations	Intermediate
		Train key DPR staff on new floodplain ordinances and regulations and implement new requirements with all future floodplain studies submitted for review and approval once adopted by Council	Long
BP, CS, FM	Digitize all DPR files by 2019	Purge old engineering files and maintain a "paperless" digital system for approved construction plans as well as all active and new correspondence files	Long
BP, CS, FM	Assist other Town departments with Plan Review services	Attend meetings for rezoning and special exception applications and provide the Department of Planning & Zoning with written comments for deficiencies within the applicable submission documents	Long
		Attend meetings and provide Capital Projects with plan review and project management services as requested.	Long

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

Ensuring Quality of Life

Financial Information & Analysis

Object Categories	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Sources						
Permits & Fees	\$ 311,862	\$ 438,100	\$ 438,100	\$ 268,000	\$ (170,100)	-38.8%
Total Revenue	\$ 311,862	\$ 438,100	\$ 438,100	\$ 268,000	\$ (170,100)	-38.8%
Local Tax Funding	983,923	906,574	1,081,673	1,100,247	193,673	21.4%
Total Sources	\$ 1,295,786	\$ 1,344,674	\$ 1,519,773	\$ 1,368,247	\$ 23,573	1.8%
Uses						
Personnel Services	\$ 1,245,203	\$ 1,274,022	\$ 1,274,022	\$ 1,305,673	\$ 31,651	2.5%
Contractual Services	40,914	55,189	229,116	55,189	—	—%
Materials & Supplies	2,696	7,385	7,827	7,385	—	—%
Continuous Charges	6,372	8,078	8,207	—	(8,078)	-100.0%
Capital Expenditures	600	—	600	—	—	—%
Total Uses	\$ 1,295,786	\$ 1,344,674	\$ 1,519,773	\$ 1,368,247	\$ 23,573	1.8%



Budget Analysis

Plan Review revenue to the General Fund is derived from land and subdivision development applications fees. The FY 2015 operating budget for Plan Review shows a 1.8% increase from the prior year. Personnel services show an increase as a result of increased healthcare costs town wide. Current staffing remains constant and is sufficient, as the department continues to focus on providing an efficient, business friendly, and predictable plan review process for businesses and Town residents.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, FM	Number of Major Land Development Applications Reviewed by DPR <i>Measures the total number of major land development applications reviewed by DPR</i>	180	160	185	↑
BP, FM	Number of Minor Land Development Applications Reviewed by DPR <i>Measures the total number of minor land development applications reviewed by DPR</i>	50	90	45	↓
FM	Number of new first submission Site Plans <i>Measures the market activity for new commercial applications</i>	12	18	20	↑
BP, CS	Average number of staff days for first submission site plan review <i>Measures quality of the site plan and efficiency of staff</i>	40	40	40	↔

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, FM	Average number of applicant days to address first submission site plan comments <i>Measures quality of site plan and efficiency of applicant's engineer</i>	60	55	50	↓
BP, CS	Average number of staff days for subsequent submission site plan review <i>Measures quality of subsequent submission site plan and efficiency of staff</i>	30	26	25	↓
BP, FM	Average number of applicant days to address subsequent submission site plan comments <i>Measures quality of subsequent submission site plan and efficiency of applicant's engineer</i>	40	38	35	↓
BP, CS	Average number of staff days for first submission subdivision plan review <i>Measures quality of subdivision plan and efficiency of staff</i>	55	n/a	55	↔
BP, FM	Average number of applicant days to address first submission subdivision plan comments <i>Measures quality of subdivision plan and efficiency of applicant's engineer</i>	50	n/a	50	↔
BP, CS	Average number of staff days for subsequent submission subdivision plan review <i>Measures quality of subsequent submission subdivision plan and efficiency of staff</i>	40	40	38	↓
BP,FM	Average number of applicant days to address subsequent submission subdivision plan comments <i>Measures quality of subsequent submission subdivision plan and efficiency of applicant's engineer</i>	100	75	70	↓
BP, CS	Percentage of plans reviewed within the State mandated time frames <i>Measures quality of plan and efficiency of staff</i>	100%	100%	100%	↔
BP, CS, FM	Number of Major Home Improvement Plans processed by DPR <i>Measures the market activity for home improvement</i>	10	20	25	↑

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

Ensuring Quality of Life

Performance Analysis

The Department of Plan Review’s primary function is to oversee land development applications in the Town, to ensure compliance with all federal, state, and local regulations. Land development in the Town is a reflection of a mature community that is approaching build out. The total number of major land development applications, which include sketch plans, preliminary plats, residential infrastructure construction, easement and subdivision plats, that are being reviewed is trending higher to 185, while the minor land development applications for lot grading plans, new homes as part of bonded subdivisions such as new home lots within PMW Farms, or individual external home improvements for new additions, garages, and swimming pools, are declining from 90 to 45.

The market activity for commercial development is increasing as evidenced by the total number of new first submission site plans reviewed growing from 18 to 20. In 2014, commercial applications were under review for the Lowes Home Improvement store and Jerry’s Ford. The average number of staff days required for plan review, for first and subsequent submission site plans, is trending downward to 50 days and 25 days, respectively. The Town’s staff continues to provide efficient plan review by meeting the State mandated time frames for plan review 100% of the time. Land development application activity is steady and is anticipated to remain constant in the near term.



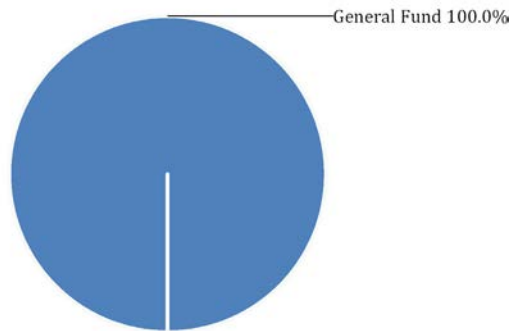
Seizing the Future

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

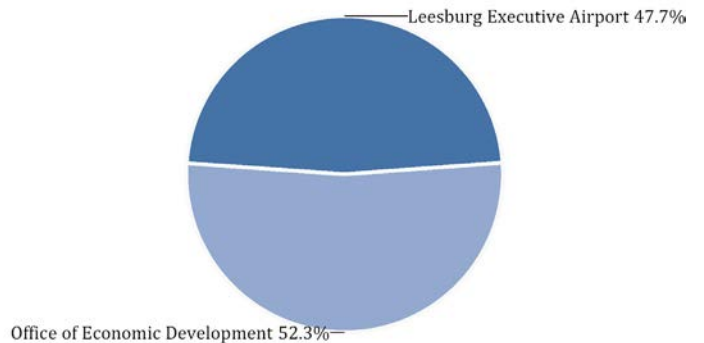
Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
General Fund	\$ 1,252,563	\$ 1,264,402	\$ 1,412,629	\$ 1,464,744	\$ 200,342	15.8%
Total Sources	\$ 1,252,563	\$ 1,264,402	\$ 1,412,629	\$ 1,464,744	\$ 200,342	15.8%
Uses						
Office of Economic Development	\$ 548,715	\$ 657,473	\$ 673,386	\$ 765,636	\$ 108,163	16.5%
Leesburg Executive Airport	703,849	606,929	739,243	699,108	92,179	15.2%
Total Uses	\$ 1,252,563	\$ 1,264,402	\$ 1,412,629	\$ 1,464,744	\$ 200,342	15.8%

Sources by Fund (2015)



Uses by Department (2015)





Office of Economic Development

Mission

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

Description

The Town of Leesburg has it all. An educated and talented workforce, an authentic sense of place, and an inspiring, progressive community are among the many things that make Leesburg the best place to start or grow a business, to enjoy family-oriented community offerings, and to be proud to share the best of times with family and friends.

The Office of Economic Development conducts a comprehensive business development program that consists of strategies to attract new businesses, retain and expand existing businesses and support entrepreneurial start-up businesses. Some of the activities included in these strategies are personal visits to our existing businesses, networking and targeting opportunities to attract new businesses, and meet-and-greets and other events with the entrepreneurial sector. Commercial, industrial, residential, social, cultural impacts, and sustainability are considered as growth and development takes place in order to benefit Town residents, businesses, and visitors. The Office focuses on seizing the future of tomorrow by laying the framework to capture the opportunities of today.

In consultation with the [Economic Development Commission](#), the Office focuses its efforts on customer service, economic development policy, retention, and recruitment. The Downtown revitalization and tourism efforts are coordinated with our community partners, including [Visit Loudoun](#), the [Loudoun County Chamber of Commerce](#), the [Leesburg Downtown Business Association](#), Catocin Crescent Association, and the [Village at Leesburg](#), of which the Office of Economic Development plays a key role in supporting development. Growing the [Arts & Cultural District](#) by attracting arts and cultural businesses is an area of focus to deepen the Downtown as a vibrant and energetic destination for arts, entertainment, and dining.

In a unique partnership with George Mason University, the [Mason Enterprise Center](#) – located in downtown Leesburg – provides business owners throughout the region with access to faculty, students, alumni, researchers, information sources, inventions, and other resources required to help them expand their businesses, improve their organizations, and strengthen the local and regional economy.

The Office provides administrative support to the Economic Development Commission, implements a [business retention program](#), [business attraction program](#), and other programming in coordination with our community partners to enhance the entrepreneurial landscape in the Town. In addition, the Office plays a vital role in providing business advocacy services among Town departments for the land development process. This service is designed to help guide land owners, developers, real estate brokers, and small business owners on matters of business development and expansion. The Office of Economic Development is the “Start Here” of business development.



ADMINISTRATION



BUSINESS ATTRACTION



BUSINESS RETENTION

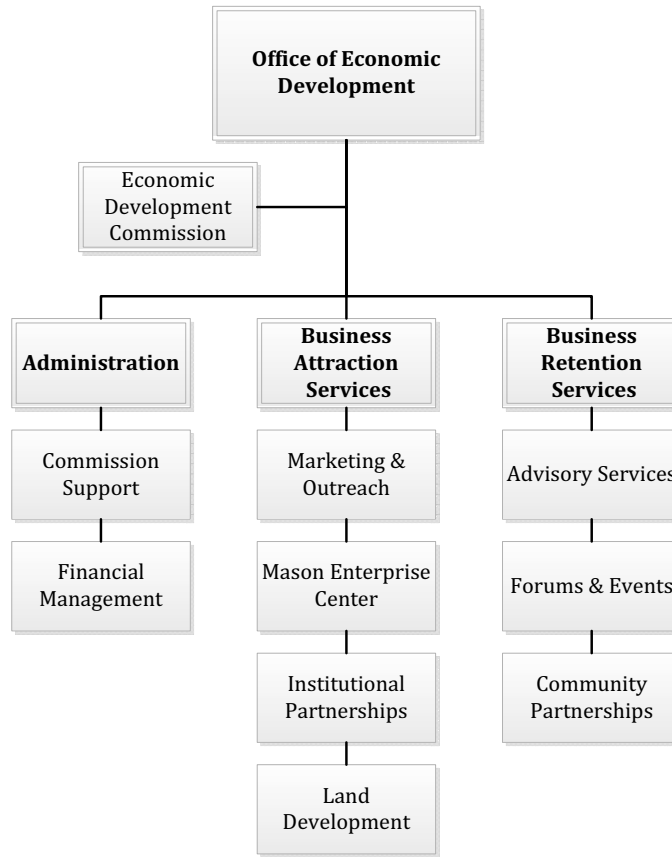
Contact Information

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Organization Chart



Summary of Services

Administration

The Administration function includes general financial and personnel management of the Office and coordination with the Mason Enterprise Center leadership, as well our peers and partners to market Leesburg as the best place to do business. This function also provides staff support to the Economic Development Commission; tracks economic development trends; Town Council staff reporting; and, updates to the Office’s webpage, social media, and relevant marketing publications.

Business Attraction Services

Business Attraction is a core service of the Office of Economic Development and it involves identifying, marketing, and promoting the Town’s assets in order to attract new businesses and investment. Experienced in product knowledge, market knowledge, and effective marketing and outreach efforts, promoting the Town is the ultimate goal. Business attraction programming includes Town sponsored

events geared to attract new and expanding business prospects. In addition, the Mason Enterprise Center serves as a catalyst for entrepreneurship through strategic partnerships and innovative programming and business development services.

Business Retention Services

Business Retention services are designed to foster relationships with existing businesses and provide them with resources and alternatives to relocating and expanding to other areas within the Town. Our business retention programming includes business visits, annual business awards program, retail forums, job fairs, and ribbon cuttings, all designed to promote business and connect businesses together. This essential service provides local area businesses with advocacy by fostering business connections, generating community partnerships, and breaking down barriers to lay the framework for future business growth in Town.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS	Continue to operate in a key role for processing new business development projects with the Town	Marketing the Leesburg community as pro-business location through forums, events in collaboration with MEC, SBDC, Loudoun County Economic Development, 1 Million Cups, Lemonhead Council, Ideas Fusing, forums, round tables, and award events	Short
		Generate conversations by: Facilitating positive relations among local and prospective businesses and developers that result in positive economic impact	Short
		Implement a recruitment program based on research in addition national and regional trends of high value	Intermediate
		Provide coordinated business support of openings as well as growth and expansion	Long
BP, CS	Continue comprehensive business development program to retain, attract, and grow existing businesses, small business, and entrepreneurship	Engage financial institutions in dialog to take a community-wide approach to addressing business community financial needs	Intermediate
		Expand visitation and survey program which leads to business growth, expansion, and increased private investment announcements	Intermediate
		Generate jobs and investment by implementing comprehensive business outreach programs to include home-based businesses and entrepreneurs	Long
		Identify opportunities to avert pending job losses or business closures or moves	Long
		Recruit and provide support for HUB Zone businesses	Long
		Attract wide variety of restaurants	Long
BP, CS	Work with partners to implement a joint plan for business retention and expansion to strengthen Historic Downtown Leesburg as a key business district	Generate awareness by capitalizing on partnerships with organizations	Intermediate
		Expand the Leesburg story through a deeper reach of social media and new technologies	Intermediate
		Update marketing materials to include video and photography for the web	Intermediate

Seizing the Future

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

Expenditures by Division

Divisions	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Office of Economic Development	\$ 262,512	\$ 336,073	\$ 351,986	\$ 444,245	\$ 108,172	32.2%
Mason Enterprise Center	286,203	321,400	321,400	321,391	(9)	0.0%
Total	\$ 548,715	\$ 657,473	\$ 673,386	\$ 765,636	\$ 108,163	16.5%

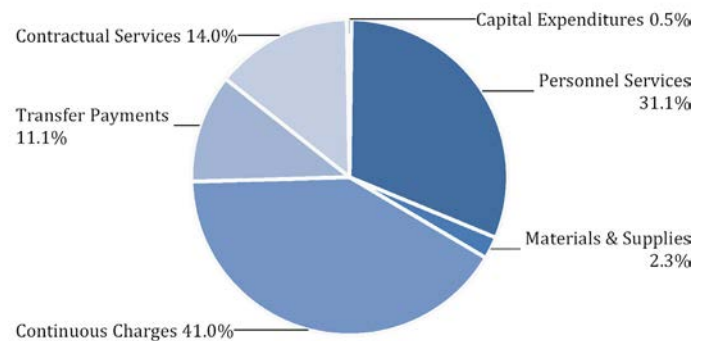
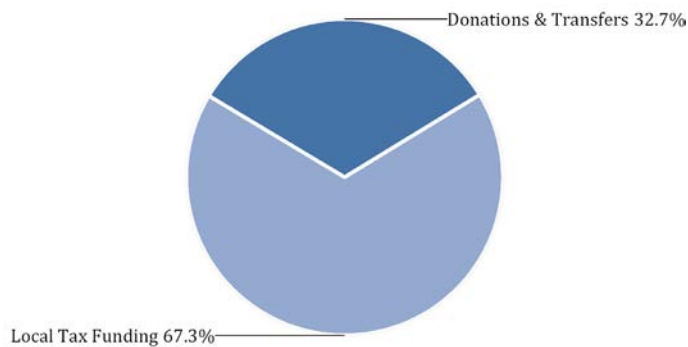
Financial Information & Analysis

Object Categories	FY 2013	FY 2014	FY 2014	FY 2015	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Sources						
Donations & Transfers	\$ —	\$ —	\$ —	\$ 250,000	\$ 250,000	—%
Total Revenue	\$ —	\$ —	\$ —	\$ 250,000	\$ 250,000	—%
Local Tax Funding	548,715	657,473	673,386	515,636	(141,837)	-21.6%
Total Sources	\$ 548,715	\$ 657,473	\$ 673,386	\$ 765,636	\$ 108,163	16.5%

Uses						
Personnel Services	\$ 196,486	\$ 223,168	\$ 223,168	\$ 237,761	\$ 14,593	6.5%
Contractual Services	59,663	104,265	120,178	107,534	3,269	3.1%
Materials & Supplies	9,389	17,400	16,505	17,400	—	—%
Transfer Payments	—	—	—	85,150	85,150	—%
Continuous Charges	280,479	312,640	312,640	314,191	1,551	0.5%
Capital Expenditures	2,697	—	895	3,600	3,600	—%
Total Uses	\$ 548,715	\$ 657,473	\$ 673,386	\$ 765,636	\$ 108,163	16.5%

Sources by Type (2015)

Uses by Object (2015)



Budget Analysis

The FY 2015 operating budget for the Office of Economic Development shows an increase of 16.5% from the prior year. The increase is primarily the result of the reallocation of \$80,000 in funding for the Loudoun Convention & Visitors Association. Net of the reallocation, the Office's budget is projected to increase by 4.3%. All other cost increases are the result of increased personnel services and contractual services. Included in the Office of Economic Development's budget is funding for the Mason Enterprise Center. This funding is projected to remain unchanged from the adopted FY 2014 budget.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP, CS	Number of new businesses opened and expanded through economic development efforts <i>Measures the total number of new businesses opened and expanded through economic development outreach</i>	n/a	266	300	↑
BP, CS	Number of new jobs created through economic development efforts <i>Measures the total number of new jobs attributed to new businesses in Town</i>	n/a	752	830	↑
BP, CS, FM	Percentage commercial real-estate occupancy rate <i>Measures the percentage of occupied commercial/office space in the Town</i>	n/a	87.9%	n/a	↔
BP, CS, FM	Percentage retail occupancy rate <i>Measures the percentage of occupied retail space in the Town</i>	n/a	95.2%	n/a	↔

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

Performance Analysis

The Office of Economic Development continues to provide quality, value-added business attraction and retention services as evidenced by the number of new businesses opened or expanded through economic development efforts (300). As a result of these efforts, the number of net new jobs created in Leesburg continues to trend upward, as in FY 2015 830 new jobs are anticipated. The percentage of commercial real-estate and retail occupancy rates are anticipated to remain unchanged in FY 2015; however, these indicators will likely be revised as economic conditions continue to improve, based on current momentum/trends.



Leesburg Executive Airport

Mission

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

Description

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

The Airport consists of four major operating functions: Administration, Operations, Maintenance, and Capital Projects.

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

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

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

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

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ADMINISTRATION



OPERATIONS

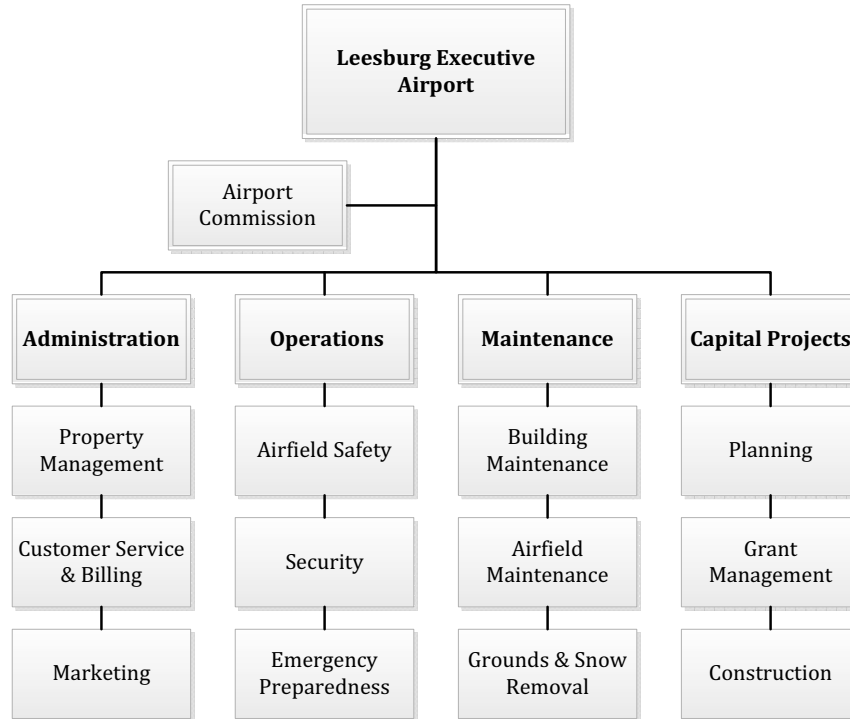


MAINTENANCE



CAPITAL PROJECTS

Organization Chart



Summary of Services

Administration

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

Aviation, the Office of Capital Projects, the Airport Commission, and consultant engineers to plan, fund, and construct improvements to the airport.

Airport Operations

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

Airport Maintenance

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

Capital Projects

Due to its designation as a reliever airport for Washington Dulles, the Leesburg Executive Airport receives significant state and federal funding support for capital improvements. In this function, the Airport Department coordinates with multiple agencies, including the Federal Aviation Administration, State of Virginia Department of

Goals & Objectives

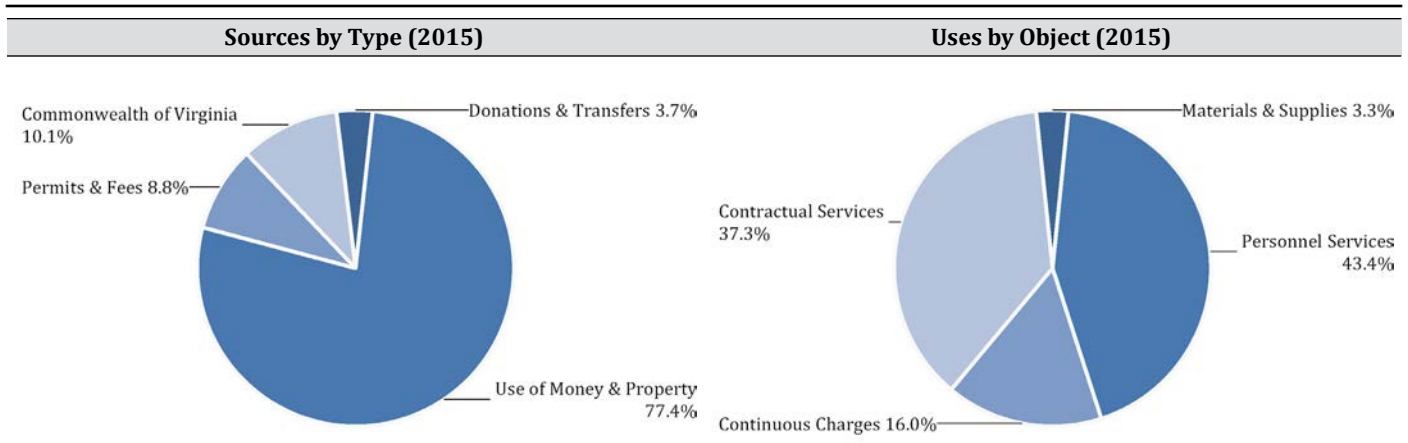
Scorecard	Goal	Objective	Term
BP, CS, FM	Improve airport safety	Complete the perimeter fence capital project	Short
		Coordinate departure procedures with FAA air traffic to reduce delays and improve operational safety	Long
BP, CS, FM	Position the airport to be a local leader by providing exceptional customer services and amenities	Improve customer conveniences such as providing online payment options	Short
		Complete the perimeter fence to provide an increased level of safety that is attractive to corporate flight operators	Long
		Develop and implement a market plan to increase the tie-down space occupancy rates	Long
BP, CS, FM	Implement preventative maintenance and operational strategies to improve airport operations	Revising current snow and ice control plan to improve allocation of resources and use of friction measuring equipment	Short
		Improve and streamline communications with airport customers	Short
		Perform preventative maintenance on runways and aprons through state sponsored pavement evaluation and maintenance funding programs	Long

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

Financial Information & Analysis

Object Categories	FY 2013 Actual	FY 2014 Budget	FY 2014 Revised	FY 2015 Adopted	Variance	
					\$	%
Sources						
Permits & Fees	\$ 120,023	\$ 119,000	\$ 119,000	\$ 119,000	\$ —	—%
Use of Money & Property	1,018,089	990,800	990,800	1,052,800	62,000	6.3%
Donations & Transfers	50,196	50,000	56,020	50,000	—	—%
Commonwealth of Virginia	622,063	245,600	245,600	138,000	(107,600)	-43.8%
Total Revenue	\$ 1,810,370	\$ 1,405,400	\$ 1,411,420	\$ 1,359,800	\$ (45,600)	-3.2%
Local Tax Funding	(1,106,522)	(798,471)	(672,177)	(660,692)	137,779	—%
Total Sources	\$ 703,849	\$ 606,929	\$ 739,243	\$ 699,108	\$ 92,179	15.2%
Uses						
Personnel Services	\$ 286,594	\$ 298,981	\$ 298,981	\$ 303,437	\$ 4,456	1.5%
Contractual Services	304,490	170,743	287,765	260,575	89,832	52.6%
Materials & Supplies	27,163	22,900	31,881	22,900	—	—%
Continuous Charges	85,603	114,305	120,616	112,196	(2,109)	-1.8%
Total Uses	\$ 703,849	\$ 606,929	\$ 739,243	\$ 699,108	\$ 92,179	15.2%

Seizing the Future



Budget Analysis

The FY 2015 operating budget for the Leesburg Executive Airport shows a 15.2% increase from the prior year. The increase is the result of \$95,000 in additional maintenance funds for the Virginia Department of Aviation (DOAV) Maintenance Grant Program. This program provides an 80% reimbursement—up to \$100,000—for maintenance expenses to the airport’s infrastructure. In FY 2014, funding for the DOAV reimbursement program was accomplished as a mid-year supplemental appropriation; however, because this is an ongoing program the funding was added to the Airport’s operating budget.

In FY 2012, the Airport was brought into the Town’s General Fund. This resulted in the elimination of the Town’s Airport Enterprise Fund and also brought about significant changes in the financial reporting of Airport operations. Although Airport revenue sources exceed operating uses, moving the Airport into the General Fund relieved operational expenses for debt service and depreciation. While the Airport shows a gain from operations, the Town’s General Fund has absorbed all additional expenses attributed with running a full-service executive airport. In addition, the Airport receives significant funding assistance from the DOAV and Federal Aviation Administration (FAA) for capital improvement expenses.

Performance Measures

Scorecard	Description	FY 2013 Actual	FY 2014 Estimate	FY 2015 Target	Trend
BP	Number of locally based aircraft <i>Measures the total number of locally based aircraft</i>	248	245	245	↔
BP	Number of estimated aircraft movements <i>Measures the total number of Virginia Department of Aviation’s estimated annual takeoffs and landings</i>	114,557	114,800	115,000	↑
FM	Dollar value of operating cost per aircraft movement <i>Measures the estimated operating cost per aircraft arrival or departure</i>	\$4.80	\$5.36	\$5.35	↑
BP	Percentage tie-down occupancy rate <i>Measures the percentage occupancy of aircraft tie-down parking spots under lease</i>	88%	85%	85%	↓
BP, FM	Percentage hangar occupancy rate <i>Measures the percentage occupancy of Town-owned hangars under lease</i>	100%	100%	100%	↔
FM	Number of customers on T-hangar waiting list <i>Measures the total number of wait list deposits held for Town-owned T-hangars</i>	25	35	35	↑
BP	Number of on-airport incidents or accidents <i>Measures the total number of major and minor aircraft accidents or safety incidents</i>	2	1	0	↓
CS	Number of noise complaints <i>Measures the total number of noise complaints received due to aircraft arriving and departing</i>	11	9	10	↓

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

Performance Analysis

The Leesburg Executive Airport handles approximately 115,000 aircraft movements each year and demand for hangar space at the Airport is increasing as evidenced by the 100% occupancy rate and the number of customers on the corporate and t-hangar waiting

lists. This trend continues to show the Airport developing from a rural recreational facility to an in-demand transportation hub for local and regional businesses. Occupancy rates for tie-down spaces

are slightly down but the number of locally based aircraft remains unchanged.

Operating expenses per aircraft movement have increased as a result of DOAV Maintenance Grant funding added to the Airport's operating budget in FY 2015. Noise impacts to the community continue to be relatively low and the number of on-airport accidents or incidents—which can range from minor safety events to aircraft collisions—has decreased. In FY 2014, there was one minor aircraft incident at the Airport and it did not result in any significant property damage or injury. In sum, the Leesburg Executive Airport is a safe, attractive, and valuable community resource.



Capital Improvements Program



CIP Summary

Capital Improvements Program (CIP)

The Capital Improvements Program (CIP) represents a guide for financial decisions, annual budgeting, and the coordination of major public investments in the preservation and expansion of the Town's fixed asset infrastructure. A capital project is defined as construction, renovation or demolition project, or acquisition of land or other assets, valued in excess of \$60,000, and with a useful life in excess of five years. The CIP includes capital projects, continuing programs, and capital equipment. This plan shows how the Town will address its public facility and other infrastructure needs, and the types of funding available over the next six years. In FY 2015, total CIP investments are \$14,321,050.

How the CIP is Organized

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

Capital Projects Fund

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

Utilities Fund

- Utility Maintenance
- Water Supply
- Water Pollution Control

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

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

The Uses by Project pie charts reference each project by number as listed in the table formats. This will help the reader cross-reference important financial information. Project pages within each functional area provide additional details on project status, description, goals, and significant dates. Each project page contains project specific source and use information, as well as required funding, costs, projected schedule by fiscal year, and any continuing operating costs. Operating costs reflect a 3% per annum inflation rate.

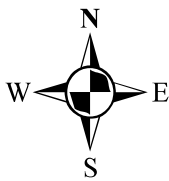
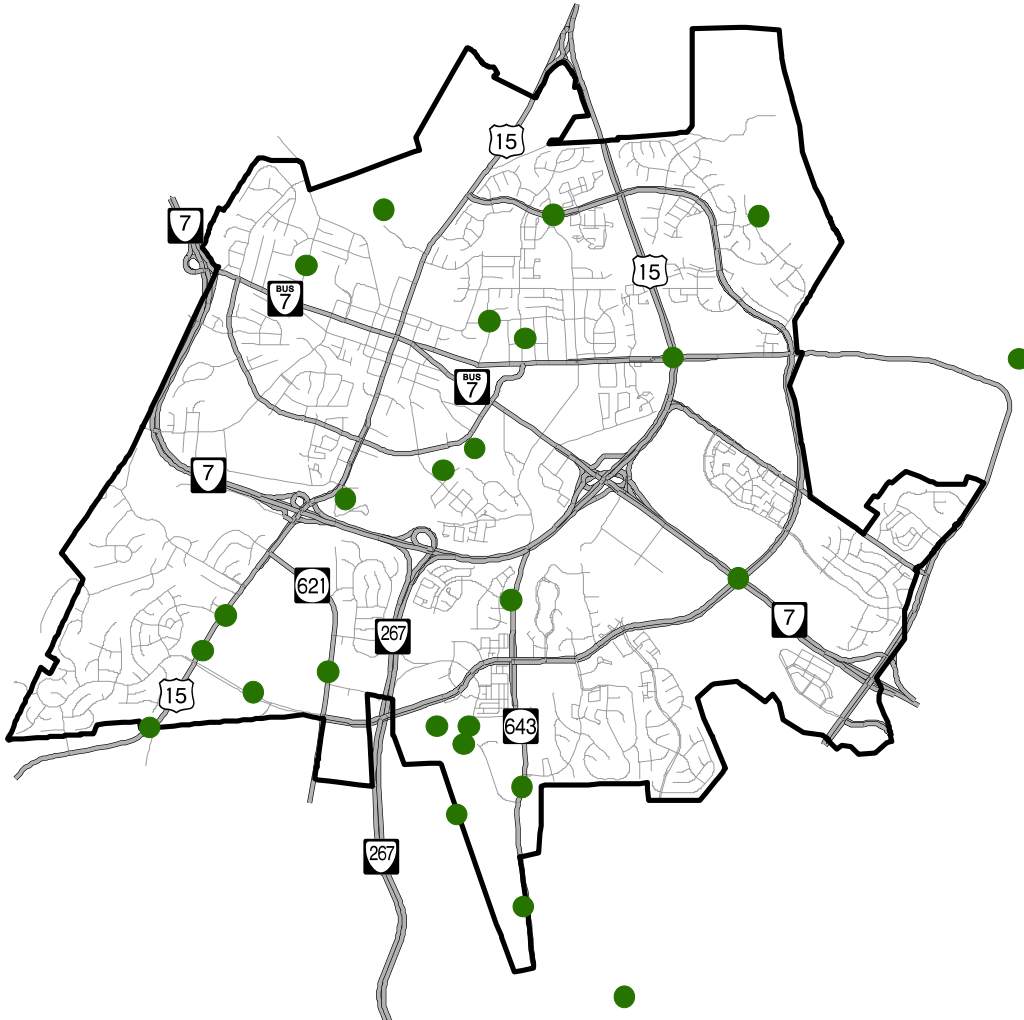
In the FY 2014-2019 CIP, 72% of all capital improvements are found in the following functional areas:

- Streets, Highways, Buildings, & Grounds
- General Government

In FY 2015, more than \$4.6 million is for regional transportation projects such as Battlefield Parkway/Route 15 to the Dulles Greenway and South King Street Widening Phase II. These projects are included in the Streets, Highways, Buildings, & Grounds section. These VDOT funded projects are part of the heavily traveled regional transportation network migrating through the Town. General Government activities for FY 2015 continue to focus on Downtown Improvements, providing enhancements to public sidewalks, crosswalks, street lighting, and general improvements to the Town's historic downtown area.

Capital Improvements Program (CIP) Map

The FY 2014-2019 Capital Improvements Program (CIP) details 31 projects in the Town of Leesburg. The map below depicts project specific locations within the town limits. The CIP also includes town-wide projects within town limits, which are further detailed within their prescribed sections of the CIP.



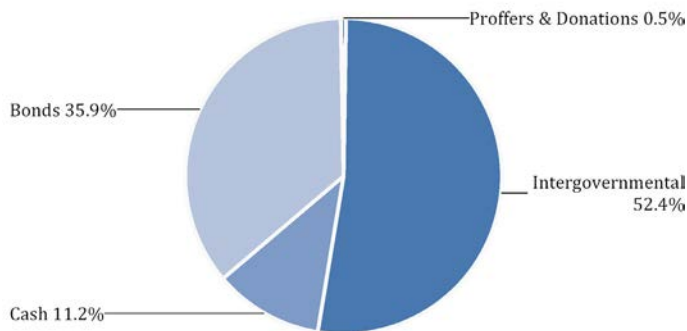
Sources by Fund

Sources	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 26,351,933	\$ 8,686,027	\$ 5,263,068	\$ 3,936,525	\$ 3,472,488	\$ 12,672,081	\$ 4,993,825
Gen. Fund Cash	229,910	64,010	36,400	9,500	120,000	165,900	—
Cap. Proj. Fund Cash	897,159	—	297,159	600,000	—	897,159	—
Monetary Donation	140,000	140,000	—	—	—	—	—
Proffers	3,907,299	2,307,299	575,000	75,000	950,000	1,600,000	—
County - Gas Tax	7,989,885	1,576,053	3,053,832	1,610,000	1,750,000	6,413,832	—
State - DEQSLAF	1,604,162	—	—	474,525	1,129,637	1,604,162	—
State - DOAV	2,784,400	40,800	145,600	38,000	480,000	663,600	2,080,000
State - VDOT	87,767,127	7,333,127	4,424,000	3,200,000	30,079,000	37,703,000	42,731,000
Federal - ARRA	1,025,000	775,000	250,000	—	—	250,000	—
Federal - FAA	1,759,500	99,000	1,233,000	427,500	—	1,660,500	—
Total Capital Projects Fund	\$ 134,456,375	\$ 21,021,316	\$ 15,278,059	\$ 10,371,050	\$ 37,981,125	\$ 63,630,234	\$ 49,804,825
Utilities Fund							
Utilities Bonds	7,264,373	2,110,873	816,750	1,210,000	3,126,750	5,153,500	—
Utilities Fund Cash	6,033,577	1,727,077	668,250	990,000	2,648,250	4,306,500	—
Total Utilities Fund	\$ 13,297,950	\$ 3,837,950	\$ 1,485,000	\$ 2,200,000	\$ 5,775,000	\$ 9,460,000	—
NVTA Fund							
County - NVTA 30%	11,000,000	—	1,000,000	750,000	7,750,000	9,500,000	1,500,000
State - NVTA 70%	61,000,000	—	—	1,000,000	10,000,000	11,000,000	50,000,000
Total NVTA Fund	\$ 72,000,000	—	\$ 1,000,000	\$ 1,750,000	\$ 17,750,000	\$ 20,500,000	\$ 51,500,000
Total Sources	\$ 219,754,325	\$ 24,859,266	\$ 17,763,059	\$ 14,321,050	\$ 61,506,125	\$ 93,590,234	\$ 101,304,825

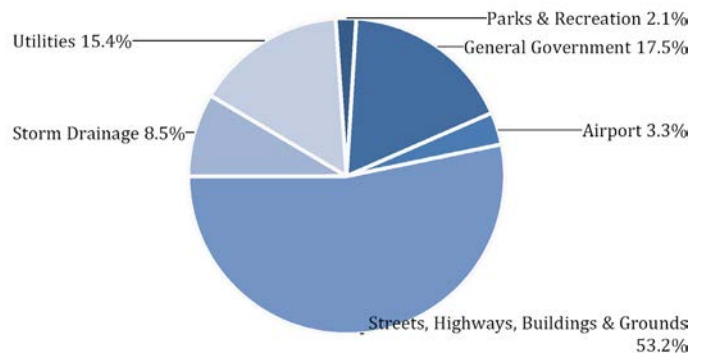
Uses by CIP Category

Category/Uses	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
General Government	\$ 8,195,000	\$ 1,905,000	\$ 1,625,000	\$ 2,500,000	\$ 2,165,000	\$ 6,290,000	—
Parks & Recreation	997,159	—	297,159	300,000	400,000	997,159	—
Streets, Highways, Buildings & Grounds	184,594,216	18,551,316	12,910,900	7,622,000	50,379,000	70,911,900	95,131,000
Storm Drainage	5,430,000	415,000	30,000	1,224,050	2,187,125	3,441,175	1,573,825
Airport	7,240,000	150,000	1,415,000	475,000	600,000	2,490,000	4,600,000
Utilities	13,297,950	3,837,950	1,485,000	2,200,000	5,775,000	9,460,000	—
Total Uses	\$ 219,754,325	\$ 24,859,266	\$ 17,763,059	\$ 14,321,050	\$ 61,506,125	\$ 93,590,234	\$ 101,304,825

CIP Sources by Type (2015)



CIP Uses by Category (2015)





General Government

Capital projects in the General Government category include investments in Downtown Improvements, including street lighting, sidewalk, and road construction. The Town-wide Tree Canopy, an ongoing capital project, provides annual funding to plant trees along roadway, trails, and in communities to enhance the Town’s tree canopy. The total cost of General Government Capital Improvements for FY 2015 is \$2,500,000.

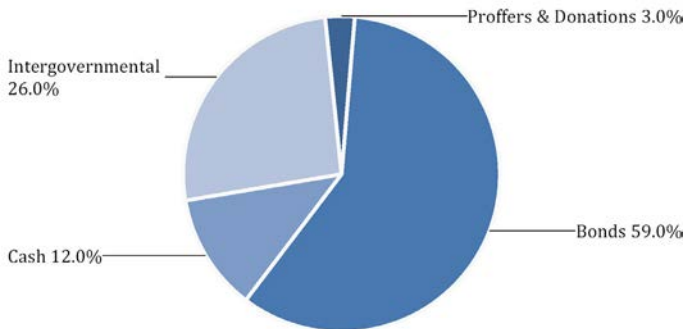
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 5,455,348	\$ 1,615,348	\$ 1,200,000	\$ 1,475,000	\$ 1,165,000	\$ 3,840,000	—
Cap. Proj. Fund Cash	300,000	—	—	300,000	—	300,000	—
Proffers	739,652	289,652	75,000	75,000	300,000	450,000	—
State - VDOT	1,700,000	—	350,000	650,000	700,000	1,700,000	—
Total Sources	\$ 8,195,000	\$ 1,905,000	\$ 1,625,000	\$ 2,500,000	\$ 2,165,000	\$ 6,290,000	—

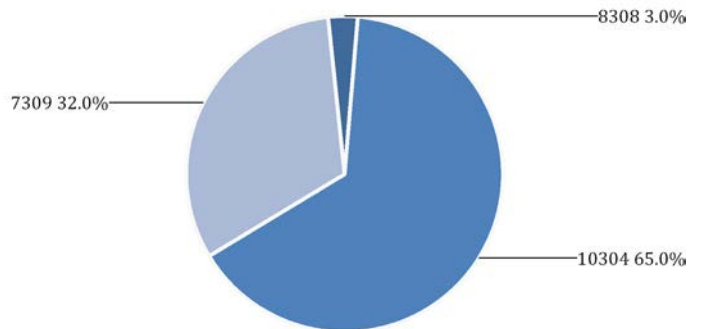
Uses by Project

Projects	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Downtown Improvements - 10304	\$ 5,275,000	\$ 1,500,000	\$ 1,150,000	\$ 1,625,000	\$ 1,000,000	\$ 3,775,000	—
Downtown Street Lighting - 07309	2,170,000	105,000	400,000	800,000	865,000	2,065,000	—
Town-wide Tree Canopy - 08308	750,000	300,000	75,000	75,000	300,000	450,000	—
Total Uses	\$ 8,195,000	\$ 1,905,000	\$ 1,625,000	\$ 2,500,000	\$ 2,165,000	\$ 6,290,000	—

Sources by Type (2015)



Uses by Project (2015)



TITLE: Downtown Improvements (10304)

STATUS: Ongoing

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

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

OPERATING IMPACT: Minimal increased maintenance of the improvements.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Summer 2012	Summer 2012	Summer 2019



Funding Sources

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		
GO Bonds	\$ 4,975,000	\$ 1,500,000	\$ 1,150,000	\$ 1,325,000	—	—	\$ 200,000	\$ 800,000	\$ 3,475,000	—
Cap. Proj. Fund Cash	300,000	—	—	300,000	—	—	—	—	300,000	—
Total Sources	\$ 5,275,000	\$ 1,500,000	\$ 1,150,000	\$ 1,625,000	—	—	\$ 200,000	\$ 800,000	\$ 3,775,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						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/Engineering	825,000	550,000	100,000	25,000	—	—	150,000	—	275,000	—
Utility Relocation	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 Uses	\$ 5,275,000	\$ 1,500,000	\$ 1,150,000	\$ 1,625,000	—	—	\$ 200,000	\$ 800,000	\$ 3,775,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
General Maintenance	\$ 2,000	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 26,000

TITLE: Downtown Street Lighting (07309)

STATUS: Ongoing

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

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

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

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

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



General Government

Funding Sources

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		
GO Bonds	\$ 470,000	\$ 105,000	\$ 50,000	\$ 150,000	\$ 165,000	—	—	—	\$ 365,000	—
State - VDOT	1,700,000	—	350,000	650,000	700,000	—	—	—	1,700,000	—
Total Sources	\$ 2,170,000	\$ 105,000	\$ 400,000	\$ 800,000	\$ 865,000	—	—	—	\$ 2,065,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$ 30,000	—	\$ 10,000	\$ 10,000	\$ 10,000	—	—	—	\$ 30,000	—
Design/Engineering	240,000	105,000	50,000	50,000	35,000	—	—	—	135,000	—
Utility Relocation	800,000	—	100,000	325,000	375,000	—	—	—	800,000	—
Construction	1,100,000	—	240,000	415,000	445,000	—	—	—	1,100,000	—
Total Uses	\$ 2,170,000	\$ 105,000	\$ 400,000	\$ 800,000	\$ 865,000	—	—	—	\$ 2,065,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
Electricity	\$ 4,000	\$ 6,000	\$ 8,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 48,000

TITLE: Town-wide Tree Canopy (08308)

STATUS: Ongoing

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

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

GOAL ADDRESSED: 2012 Town Plan

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

2006 Urban Forestry Management Plan

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

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/13							Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
GO 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 Sources	\$ 750,000	\$ 300,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 450,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13							Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 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 Uses	\$ 750,000	\$ 300,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 450,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
2 and 3-Year Estab. Protocol (Public Works)	\$ 10,000	\$ 57,500	\$ 65,000	\$ 65,900	\$ 66,827	\$ 67,782	\$ 333,009

Parks & Recreation

Investments in Town parks and recreation amenities include the Potomac Crossing community project for FY 2015, and renovations to the Catoclin Skate Park in FY 2019. The Potomac Crossing community project will include playground, picnic shelter, open play area and parking. A proffer settlement in the amount of \$300,000 provides the funding in support of this project in FY 2015. The Catoclin Skate Park renovation is scheduled for FY 2019.

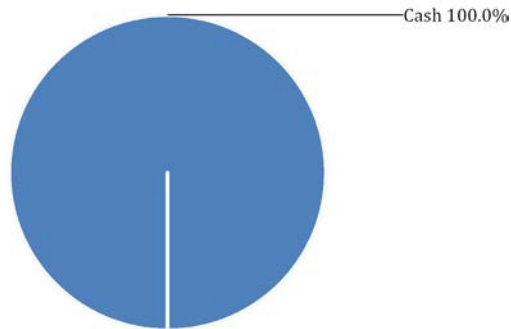
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 250,000	—	—	—	\$ 250,000	\$ 250,000	—
Cap. Proj. Fund Cash	597,159	—	297,159	300,000	—	597,159	—
Proffers	150,000	—	—	—	150,000	150,000	—
Total Sources	\$ 997,159	—	\$ 297,159	\$ 300,000	\$ 400,000	\$ 997,159	—

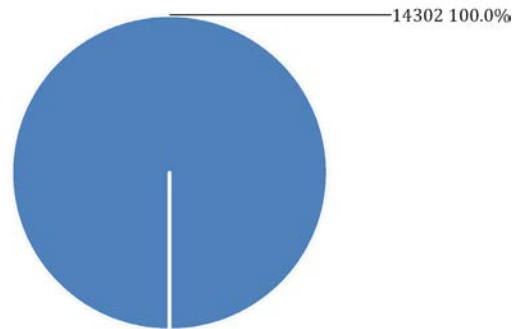
Uses by Project

Projects	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Potomac Crossing Park - 14302	\$ 597,159	—	\$ 297,159	\$ 300,000	—	\$ 597,159	—
Skate Park Renovation - 19NEW1	400,000	—	—	—	400,000	400,000	—
Total Uses	\$ 997,159	—	\$ 297,159	\$ 300,000	\$ 400,000	\$ 997,159	—

Sources by Type (2015)



Uses by Project (2015)



TITLE: Potomac Crossing Park (14302)

STATUS: New

PROGRAM DESCRIPTION: Construction of recreational amenities to include: entrance road, parking for 12-15 cars, playground, picnic shelter, open play area, and extensive landscaping. Site development work will feature non-traditional storm water management features. Funding source is the result of a proffer settlement from the developer of the Potomac Crossing community.

OPERATING IMPACT: Minimal increased cost for 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.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2014	Fall 2014



Funding Sources

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		
Cap. Proj. Fund Cash	\$ 597,159	—	\$ 297,159	\$ 300,000	—	—	—	—	\$ 597,159	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 50,000	—	\$ 50,000	—	—	—	—	—	\$ 50,000	—
Construction	547,159	—	247,159	300,000	—	—	—	—	547,159	—
Total Uses	\$ 597,159	—	\$ 297,159	\$ 300,000	—	—	—	—	\$ 597,159	—

Operating Impact

Operating/Maintenance	Year						Total for 6 Yr CIP
	2015	2015	2016	2017	2018	2019	
N/A	—	—	—	—	—	—	—

TITLE: Skate Park Renovation (19NEW1)

STATUS: New

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

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

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

2010-2014 Parks and Recreation Strategic Plan

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

Significant Dates

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



Parks & Recreation

Funding Sources

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		
GO Bonds	\$ 250,000	—	—	—	—	—	—	\$ 250,000	\$ 250,000	—
Proffers	150,000	—	—	—	—	—	—	150,000	150,000	—
Total Sources	\$ 400,000	—	—	—	—	—	—	\$ 400,000	\$ 400,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 25,000	—	—	—	—	—	—	\$ 25,000	\$ 25,000	—
Construction	375,000	—	—	—	—	—	—	375,000	375,000	—
Total Uses	\$ 400,000	—	—	—	—	—	—	\$ 400,000	\$ 400,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—



Streets, Highways, Buildings & Grounds

The Streets & Highways category is the largest area of investment in the FY 2014-19 Capital Improvements Plan. This is a continuation of the Town's commitment to provide high quality streets and roads to meet the demands of our community. Major projects in FY 2015 include the Route 15 (South King St.) Widening, Battlefield Parkway improvements, and Sycolin Road Widening Phase III. The total cost of Street & Highway Capital Improvements for FY 2015 is \$7,622,000.

Sources of Funding

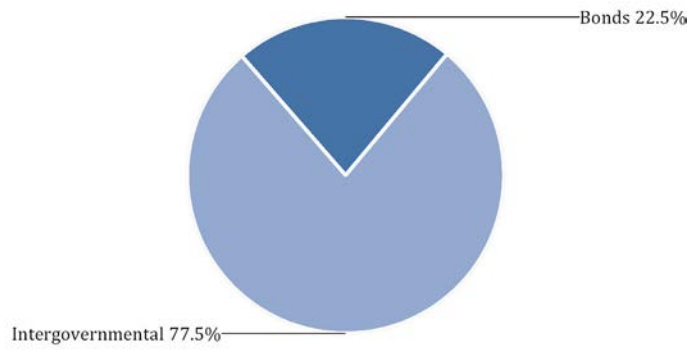
Sources	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 14,300,747	\$ 6,655,679	\$ 4,033,068	\$ 1,712,000	\$ 1,000,000	\$ 6,745,068	\$ 900,000
Gen. Fund Cash	53,810	53,810	—	—	—	—	—
Monetary Donation	140,000	140,000	—	—	—	—	—
Proffers	3,017,647	2,017,647	500,000	—	500,000	1,000,000	—
County - Gas Tax	7,989,885	1,576,053	3,053,832	1,610,000	1,750,000	6,413,832	—
State - VDOT	86,067,127	7,333,127	4,074,000	2,550,000	29,379,000	36,003,000	42,731,000
Federal - ARRA	1,025,000	775,000	250,000	—	—	250,000	—
Total Capital Projects Fund	\$ 112,594,216	\$ 18,551,316	\$ 11,910,900	\$ 5,872,000	\$ 32,629,000	\$ 50,411,900	\$ 43,631,000
NVTA Fund							
County - NVTA 30%	11,000,000	—	1,000,000	750,000	7,750,000	9,500,000	1,500,000
State - NVTA 70%	61,000,000	—	—	1,000,000	10,000,000	11,000,000	50,000,000
Total NVTA Fund	\$ 72,000,000	—	\$ 1,000,000	\$ 1,750,000	\$ 17,750,000	\$ 20,500,000	\$ 51,500,000
Total Sources	\$ 184,594,216	\$ 18,551,316	\$ 12,910,900	\$ 7,622,000	\$ 50,379,000	\$ 70,911,900	\$ 95,131,000

Uses by Project

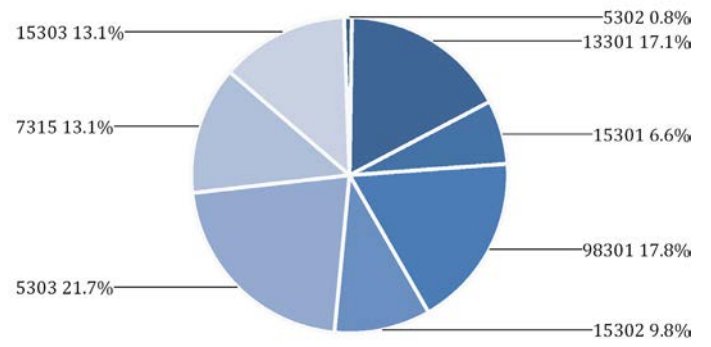
Projects	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Battlefield Parkway - Rt. 15 to Dulles Greenway - 07315	\$ 12,000,000	\$ 1,700,000	\$ 1,000,000	\$ 1,000,000	\$ 8,300,000	\$ 10,300,000	—
Davis Court Bridge Replacement - 18NEW1	500,000	—	—	—	500,000	500,000	—
Edwards Ferry Road at Route 15 Bypass Right Turn Lane Improvements - 05302	1,260,000	331,000	869,000	60,000	—	929,000	—
Lowenbach Street Improvements - 05303	9,982,400	5,315,500	3,014,900	1,652,000	—	4,666,900	—
Miller Drive Extension - 13302	1,254,816	754,816	500,000	—	—	500,000	—
Morven Park Road Sidewalk - 14301	1,900,000	—	—	—	1,000,000	1,000,000	900,000
Route 15 Bypass/Edwards Ferry Road Interchange - 09307	50,000,000	—	1,000,000	—	8,000,000	9,000,000	41,000,000
Route 15 (South King Street) Widening Phase I - 01302	7,600,000	7,020,000	580,000	—	—	580,000	—
Route 15 (South King Street) Widening Phase II - 13301	9,800,000	525,000	700,000	1,300,000	7,275,000	9,275,000	—
Sycolin Road Widening Phase III (Hope Parkway Intersection) - 98301	5,107,000	800,000	2,947,000	1,360,000	—	4,307,000	—
Sycolin Road Widening Phase IV - 15301	11,485,000	—	—	500,000	10,985,000	11,485,000	—
Traffic Signal on Battlefield Parkway at Plaza Street - 11306	350,000	50,000	300,000	—	—	300,000	—
Virts Corner Improvements - 07312	4,055,000	2,055,000	2,000,000	—	—	2,000,000	—
Evergreen Mill Road Widening - 15302	11,300,000	—	—	750,000	7,319,000	8,069,000	3,231,000
East Market Street (Route 7) and Battlefield Parkway Interchange - 15303	58,000,000	—	—	1,000,000	7,000,000	8,000,000	50,000,000
Total Uses	\$ 184,594,216	\$ 18,551,316	\$ 12,910,900	\$ 7,622,000	\$ 50,379,000	\$ 70,911,900	\$ 95,131,000

Streets, Highways, Buildings & Grounds

Sources by Type (2015)



Uses by Project (2015)



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

STATUS: Ongoing

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

OPERATING IMPACT: Future VDOT maintenance payments will increase to offset 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.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2014	Spring 2015	Fall 2016



Funding Sources

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		
GO Bonds	\$ 1,021,190	\$ 1,021,190	—	—	—	—	—	—	—	—
Gen. Fund Cash	53,810	53,810	—	—	—	—	—	—	—	—
State - VDOT	10,925,000	625,000	1,000,000	1,000,000	7,000,000	1,300,000	—	—	10,300,000	—
Total Sources	\$ 12,000,000	\$ 1,700,000	\$ 1,000,000	\$ 1,000,000	\$ 7,000,000	\$ 1,300,000	—	—	\$ 10,300,000	—

Planned Uses

Uses	Total Project Cost	Expended 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/Engineering	1,050,000	800,000	250,000	—	—	—	—	—	250,000	—
Utility Relocation	675,000	100,000	575,000	—	—	—	—	—	575,000	—
Construction	9,300,000	—	—	1,000,000	7,000,000	1,300,000	—	—	9,300,000	—
Total Uses	\$ 12,000,000	\$ 1,700,000	\$ 1,000,000	\$ 1,000,000	\$ 7,000,000	\$ 1,300,000	—	—	\$ 10,300,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	—	—	\$ 24,000	\$ 24,480	\$ 48,480

Streets, Highways, Buildings & Grounds

TITLE: Davis Court Bridge Replacement (18NEW1)

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. \$15,000 in Fiscal Year 2015 Revenue Sharing Maintenance Funds were requested to begin work on the beams and decking.

OPERATING IMPACT: Improved bridge will decrease bridge maintenance costs.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6 Yr CIP	Future Funds Required
Proffers	\$ 500,000	—	—	—	—	—	\$ 100,000	\$ 400,000	\$ 500,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6 Yr CIP	Future Funds Required
Land	\$ 50,000	—	—	—	—	—	—	\$ 50,000	\$ 50,000	—
Design/Engineering	100,000	—	—	—	—	—	100,000	—	100,000	—
Construction	350,000	—	—	—	—	—	—	350,000	350,000	—
Total Uses	\$ 500,000	—	—	—	—	—	\$ 100,000	\$ 400,000	\$ 500,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

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.

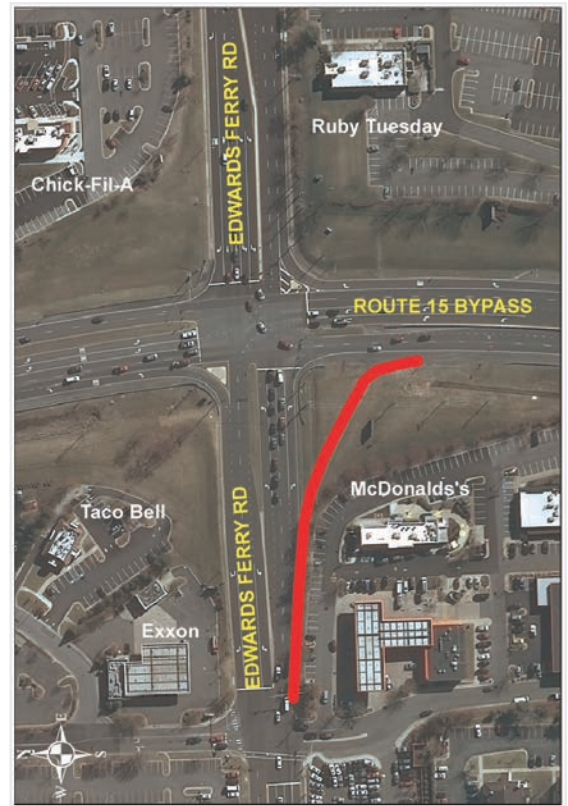
OPERATING IMPACT: Minimal.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Spring 2014	Fall 2014



Funding Sources

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		
GO Bonds	\$ 616,944	\$ 31,944	\$ 525,000	\$ 60,000	—	—	—	—	\$ 585,000	—
Proffers	299,056	299,056	—	—	—	—	—	—	—	—
State - VDOT	344,000	—	344,000	—	—	—	—	—	344,000	—
Total Sources	\$ 1,260,000	\$ 331,000	\$ 869,000	\$ 60,000	—	—	—	—	\$ 929,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$ 150,000	\$ 86,000	\$ 64,000	—	—	—	—	—	\$ 64,000	—
Design/Engineering	250,000	245,000	5,000	—	—	—	—	—	5,000	—
Construction	860,000	—	800,000	60,000	—	—	—	—	860,000	—
Total Uses	\$ 1,260,000	\$ 331,000	\$ 869,000	\$ 60,000	—	—	—	—	\$ 929,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
Lane Mile Maintenance	—	\$ 1,200	\$ 2,500	\$ 2,625	\$ 2,750	\$ 2,900	\$ 11,975

Streets, Highways, Buildings & Grounds

TITLE: Lowenbach Street Improvements (05303)

STATUS: Ongoing

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

Phases I & II: Completed Summer 2011

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

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

OPERATING IMPACT: None.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

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



Funding Sources

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		
GO Bonds	\$ 9,982,400	\$ 5,315,500	\$ 3,014,900	\$ 1,652,000	—	—	—	—	\$ 4,666,900	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$ 411,900	\$ 350,000	\$ 61,900	—	—	—	—	—	\$ 61,900	—
Design/Engineering	1,415,500	1,365,500	50,000	—	—	—	—	—	50,000	—
Utility Relocation	55,000	30,000	13,000	12,000	—	—	—	—	25,000	—
Construction	8,100,000	3,570,000	2,890,000	1,640,000	—	—	—	—	4,530,000	—
Total Uses	\$ 9,982,400	\$ 5,315,500	\$ 3,014,900	\$ 1,652,000	—	—	—	—	\$ 4,666,900	—

Operating Impact

Operating/Maintenance	Year						Total for 6 Yr CIP
	2015	2015	2016	2017	2018	2019	
N/A	—	—	—	—	—	—	—

TITLE: Miller Drive Extension (13302)

STATUS: Completed

PROGRAM DESCRIPTION: This project includes 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.

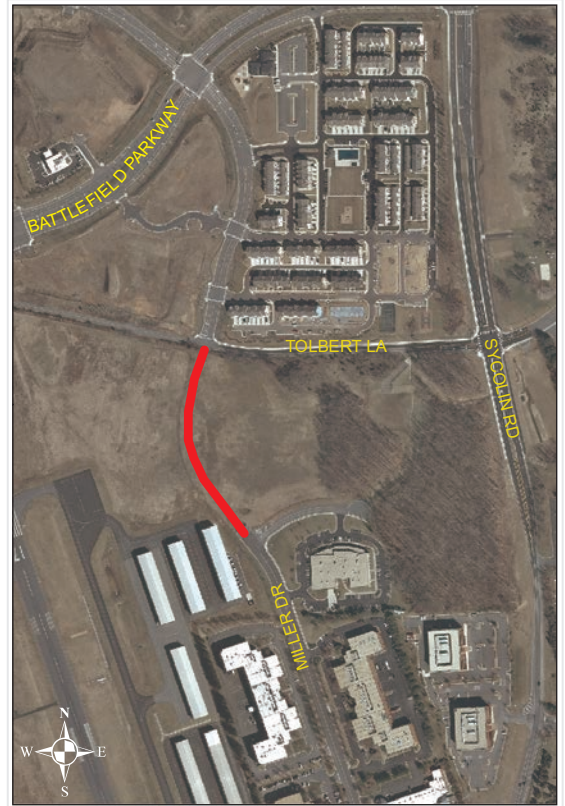
OPERATING IMPACT: VDOT maintenance payments will increase with the additional lanes of roadway.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Fall 2013	Fall 2013



Streets, Highways, Buildings & Grounds

Funding Sources

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		
Proffers	\$ 1,114,816	\$ 614,816	\$ 500,000	—	—	—	—	—	\$ 500,000	—
Monetary Donation	140,000	140,000	—	—	—	—	—	—	—	—
Total Sources	\$ 1,254,816	\$ 754,816	\$ 500,000	—	—	—	—	—	\$ 500,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 200,000	\$ 200,000	—	—	—	—	—	—	—	—
Construction	1,054,816	554,816	500,000	—	—	—	—	—	500,000	—
Total Uses	\$ 1,254,816	\$ 754,816	\$ 500,000	—	—	—	—	—	\$ 500,000	—

Operating Impact

Operating/Maintenance	2015	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

TITLE: Morven Park Road Sidewalk (14301)

STATUS: Ongoing

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

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

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
GO Bonds	\$ 1,900,000	—	—	—	—	—	—	\$ 250,000	\$ 750,000	\$ 1,000,000	\$ 900,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
Land	\$ 200,000	—	—	—	—	—	—	\$ 100,000	\$ 100,000	\$ 200,000	—
Design/Engineering	200,000	—	—	—	—	—	—	150,000	50,000	200,000	—
Construction	1,500,000	—	—	—	—	—	—	—	600,000	600,000	900,000
Total Uses	\$ 1,900,000	—	—	—	—	—	—	\$ 250,000	\$ 750,000	\$ 1,000,000	\$ 900,000

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

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

STATUS: Ongoing

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

VDOT and NVTA have committed to provide funding for preliminary engineering in their respective plans. Funding for right-of-way acquisition, utility relocations, and construction will be identified after design is completed.

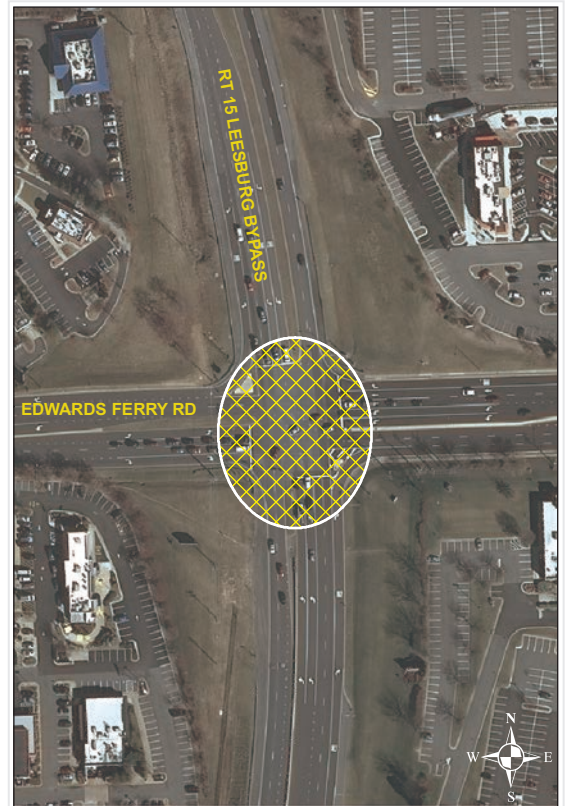
OPERATING IMPACT: TBD

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD



Streets, Highways, Buildings & Grounds

Funding Sources

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		
County - NVTA 30%	\$ 1,000,000	—	\$ 1,000,000	—	—	—	—	—	\$ 1,000,000	—
State - NVTA 70%	3,000,000	—	—	—	1,000,000	1,000,000	1,000,000	—	3,000,000	—
State - VDOT	46,000,000	—	—	—	—	—	—	5,000,000	5,000,000	41,000,000
Total Sources	\$ 50,000,000	—	\$ 1,000,000	—	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000	\$ 9,000,000	\$ 41,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 9,000,000	—	\$ 1,000,000	—	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000	\$ 9,000,000	—
Construction	41,000,000	—	—	—	—	—	—	—	—	41,000,000
Total Uses	\$ 50,000,000	—	\$ 1,000,000	—	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000	\$ 9,000,000	\$ 41,000,000

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Route 15 (South King Street) Widening Phase I (01302)

STATUS: Completed

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.

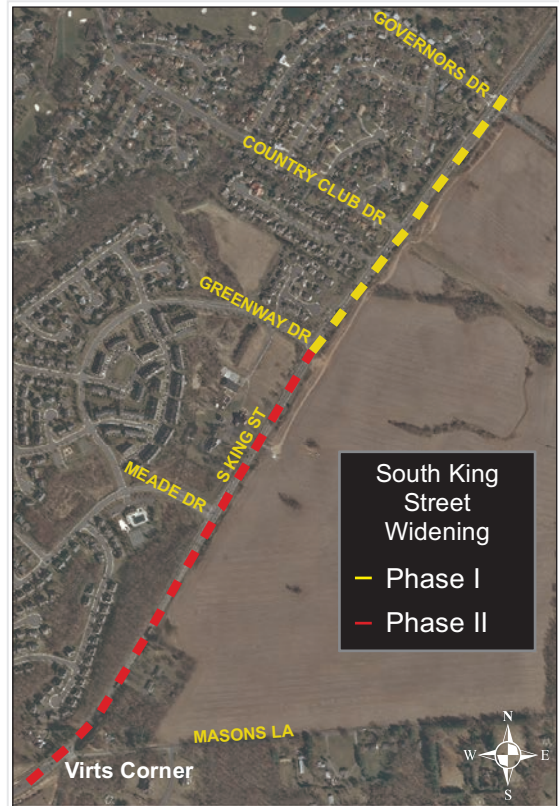
OPERATING IMPACT: VDOT’s maintenance payments will increase with the addition of two more lanes of traffic.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Winter 2010/2011	Summer 2012	Fall 2013



Funding Sources

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		
GO Bonds	\$ 210,882	\$ 210,882	—	—	—	—	—	—	—	—
Proffers	462,191	462,191	—	—	—	—	—	—	—	—
State - VDOT	6,151,927	5,571,927	580,000	—	—	—	—	—	580,000	—
Federal - ARRA	775,000	775,000	—	—	—	—	—	—	—	—
Total Sources	\$ 7,600,000	\$ 7,020,000	\$ 580,000	—	—	—	—	—	\$ 580,000	—

Planned Uses

Uses	Total Project Cost	Expended 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/Engineering	1,120,000	1,120,000	—	—	—	—	—	—	—	—
Utility Relocation	700,000	700,000	—	—	—	—	—	—	—	—
Construction	5,580,000	5,000,000	580,000	—	—	—	—	—	580,000	—
Total Uses	\$ 7,600,000	\$ 7,020,000	\$ 580,000	—	—	—	—	—	\$ 580,000	—

Operating Impact

Operating/Maintenance	2015	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

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

STATUS: Ongoing

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

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

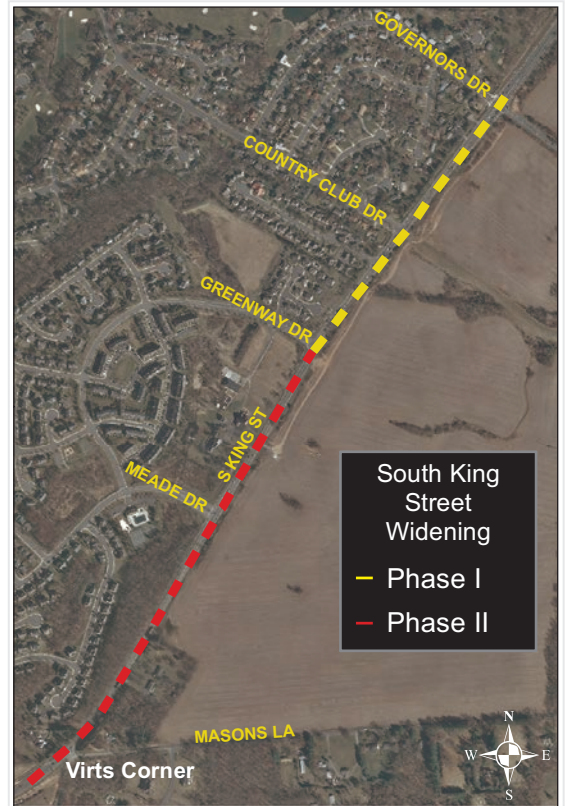
OPERATING IMPACT: VDOT’s maintenance payments will increase with the addition of two more lanes of traffic

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2014	Spring 2015	Fall 2016



Streets, Highways, Buildings & Grounds

Funding Sources

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		
State - VDOT	\$ 9,550,000	\$ 525,000	\$ 450,000	\$ 1,300,000	\$ 6,275,000	\$ 1,000,000	—	—	\$ 9,025,000	—
Federal - ARRA	250,000	—	250,000	—	—	—	—	—	250,000	—
Total Sources	\$ 9,800,000	\$ 525,000	\$ 700,000	\$ 1,300,000	\$ 6,275,000	\$ 1,000,000	—	—	\$ 9,275,000	—

Planned Uses

Uses	Total Project Cost	Expended 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/Engineering	475,000	275,000	100,000	100,000	—	—	—	—	200,000	—
Utility Relocation	800,000	—	600,000	200,000	—	—	—	—	800,000	—
Construction	8,275,000	—	—	1,000,000	6,275,000	1,000,000	—	—	8,275,000	—
Total Uses	\$ 9,800,000	\$ 525,000	\$ 700,000	\$ 1,300,000	\$ 6,275,000	\$ 1,000,000	—	—	\$ 9,275,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	—	—	\$ 22,338	\$ 30,360	\$ 52,698

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.

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.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Fall 2013	Winter 2013/2014	Fall 2014



Funding Sources

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		
County - Gas Tax	\$ 4,107,000	\$ 500,000	\$ 2,247,000	\$ 1,360,000	—	—	—	—	\$ 3,607,000	—
State - VDOT	1,000,000	300,000	700,000	—	—	—	—	—	700,000	—
Total Sources	\$ 5,107,000	\$ 800,000	\$ 2,947,000	\$ 1,360,000	—	—	—	—	\$ 4,307,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$ 300,000	\$ 250,000	\$ 50,000	—	—	—	—	—	\$ 50,000	—
Design/Engineering	580,000	550,000	30,000	—	—	—	—	—	30,000	—
Utility Relocation	300,000	—	300,000	—	—	—	—	—	300,000	—
Construction	3,927,000	—	2,567,000	1,360,000	—	—	—	—	3,927,000	—
Total Uses	\$ 5,107,000	\$ 800,000	\$ 2,947,000	\$ 1,360,000	—	—	—	—	\$ 4,307,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
Lane Mile Maintenance	—	\$ 4,000	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 38,000

TITLE: Sycolin Road Widening Phase IV (15301)

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 Tolbert Lane to the southern corporate limits. Sycolin Road will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor.

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

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Winter 2015/2016	Spring 2017	Fall 2018



Funding Sources

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		
County - Gas Tax	\$ 2,000,000	—	—	\$ 250,000	\$ 650,000	\$ 600,000	\$ 500,000	—	\$ 2,000,000	—
County - NVTA 30%	1,750,000	—	—	—	—	—	1,250,000	500,000	1,750,000	—
State - VDOT	7,735,000	—	—	250,000	650,000	600,000	3,750,000	2,485,000	7,735,000	—
Total Sources	\$ 11,485,000	—	—	\$ 500,000	\$ 1,300,000	\$ 1,200,000	\$ 5,500,000	\$ 2,985,000	\$ 11,485,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$ 500,000	—	—	—	—	\$ 500,000	—	—	\$ 500,000	—
Design/Engineering	1,000,000	—	—	500,000	500,000	—	—	—	1,000,000	—
Utility Relocation	1,000,000	—	—	—	800,000	200,000	—	—	1,000,000	—
Construction	8,985,000	—	—	—	—	500,000	5,500,000	2,985,000	8,985,000	—
Total Uses	\$ 11,485,000	—	—	\$ 500,000	\$ 1,300,000	\$ 1,200,000	\$ 5,500,000	\$ 2,985,000	\$ 11,485,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Streets, Highways, Buildings & Grounds

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

STATUS: Completed

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

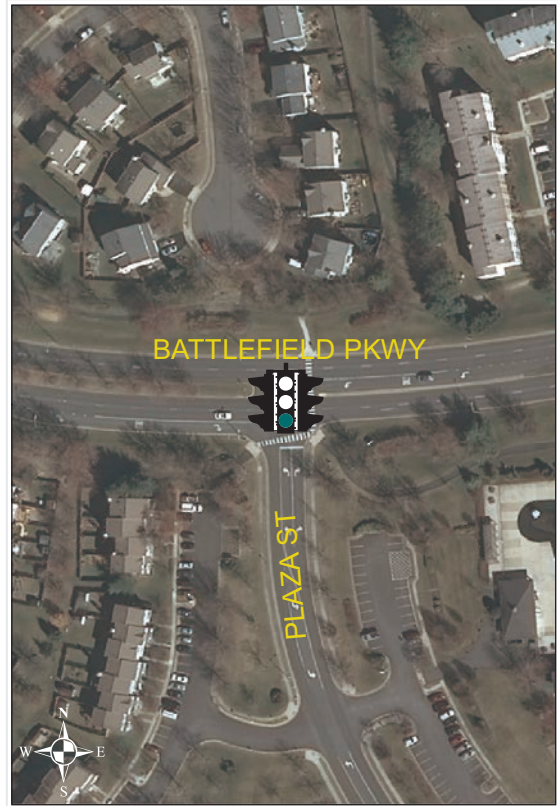
OPERATING IMPACT: Minimal electrical costs and traffic signal maintenance.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Winter 2013/2014	Spring 2014



Funding Sources

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		
County - Gas Tax	\$ 350,000	\$ 50,000	\$ 300,000	—	—	—	—	—	\$ 300,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 50,000	\$ 50,000	—	—	—	—	—	—	—	—
Construction	300,000	—	300,000	—	—	—	—	—	300,000	—
Total Uses	\$ 350,000	\$ 50,000	\$ 300,000	—	—	—	—	—	\$ 300,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
Electricity	—	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 3,000

TITLE: Virts Corner Improvements (07312)

STATUS: Completed

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.

OPERATING IMPACT: Minimal additional electricity cost for traffic signal.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Winter 2011/2012	Spring 2013	Spring 2014



Streets, Highways, Buildings & Grounds

Funding Sources

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		
GO Bonds	\$ 569,331	\$ 76,163	\$ 493,168	—	—	—	—	—	\$ 493,168	—
Proffers	641,584	641,584	—	—	—	—	—	—	—	—
County - Gas Tax	1,532,885	1,026,053	506,832	—	—	—	—	—	506,832	—
State - VDOT	1,311,200	311,200	1,000,000	—	—	—	—	—	1,000,000	—
Total Sources	\$ 4,055,000	\$ 2,055,000	\$ 2,000,000	—	—	—	—	—	\$ 2,000,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$ 90,000	\$ 90,000	—	—	—	—	—	—	—	—
Design/Engineering	230,000	230,000	—	—	—	—	—	—	—	—
Utility Relocation	835,000	835,000	—	—	—	—	—	—	—	—
Construction	2,900,000	900,000	2,000,000	—	—	—	—	—	2,000,000	—
Total Uses	\$ 4,055,000	\$ 2,055,000	\$ 2,000,000	—	—	—	—	—	\$ 2,000,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
Electricity	—	\$ 600	\$ 612	\$ 624	\$ 637	\$ 637	\$ 3,110

TITLE: Evergreen Mill Road Widening (15302)

STATUS: New

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

NVTA 30% funding will be requested for this project, in addition to the money that VDOT has shown in the approved six-year plan.

OPERATING IMPACT: Additional maintenance for widened roadway, sidewalk and shared use path. VDOT maintenance payments will increase with the additional lanes of roadway.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2016	Spring 2017	Fall 2019



Funding Sources

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			
County - NVTA 30%	\$ 8,250,000	—	—	\$ 750,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 6,750,000	\$ 1,500,000
State - VDOT	3,050,000	—	—	—	—	—	351,000	438,000	530,000	1,319,000	1,731,000
Total Sources	\$ 11,300,000	—	—	\$ 750,000	\$ 1,500,000	\$ 1,500,000	\$ 1,851,000	\$ 1,938,000	\$ 2,030,000	\$ 8,069,000	\$ 3,231,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required	
			2014	2015	2016	2017	2018	2019			
Land	\$ 350,000	—	—	—	\$ 350,000	—	—	—	—	\$ 350,000	—
Design/Engineering	1,000,000	—	—	750,000	250,000	—	—	—	—	1,000,000	—
Utility Relocation	900,000	—	—	—	900,000	—	—	—	—	900,000	—
Construction	9,050,000	—	—	—	—	1,851,000	1,938,000	2,030,000	—	5,819,000	3,231,000
Total Uses	\$ 11,300,000	—	—	\$ 750,000	\$ 1,500,000	\$ 1,851,000	\$ 1,938,000	\$ 2,030,000	—	\$ 8,069,000	\$ 3,231,000

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

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

STATUS: New

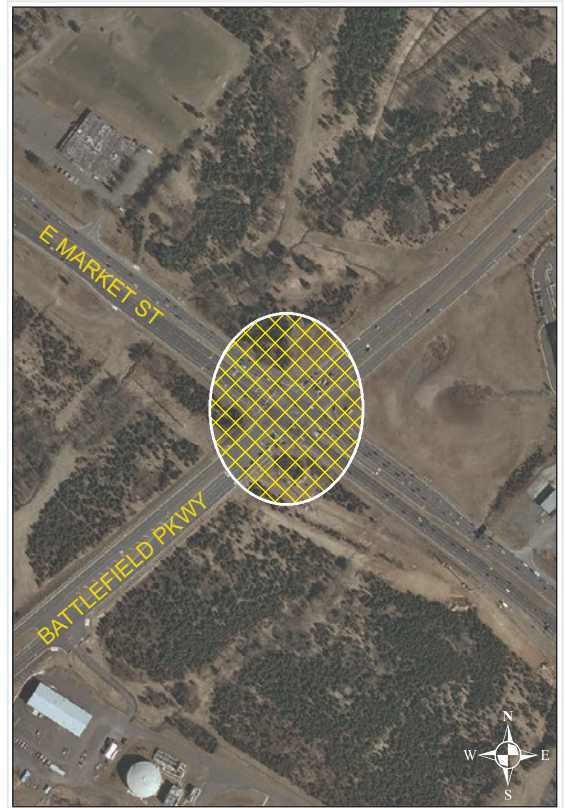
PROGRAM DESCRIPTION: This project consists of development of a new grade-separated interchange on East Market Street (Route 7) at Battlefield Parkway. The existing at-grade signalized intersection at this location is heavily congested and has one of the highest accident rates in the Town. East Market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

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

OPERATING IMPACT: TBD

GOAL ADDRESSED: 2012 Town Plan

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



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
State - NVTA 70%	\$ 58,000,000	—	—	\$ 1,000,000	\$ 1,000,000	\$ 4,000,000	\$ 2,000,000	—	\$ 8,000,000	\$ 50,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$ 5,000,000	—	—	—	—	\$ 2,000,000	\$ 2,000,000	—	\$ 4,000,000	\$ 1,000,000
Design/Engineering	4,000,000	—	—	1,000,000	1,000,000	2,000,000	—	—	4,000,000	—
Utility Relocation	4,000,000	—	—	—	—	—	—	—	—	4,000,000
Construction	45,000,000	—	—	—	—	—	—	—	—	45,000,000
Total Uses	\$ 58,000,000	—	—	\$ 1,000,000	\$ 1,000,000	\$ 4,000,000	\$ 2,000,000	—	\$ 8,000,000	\$ 50,000,000

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—



Storm Drainage

Funding for the Storm Drainage category will increase significantly over the FY 2014-19 Capital Improvements Plan due to additional federal EPA environmental water quality regulations. The Chesapeake Bay Total Maximum Daily Load (TMDL) requirements represent a significant investment by the Town to improve regional water quality. This new project is scheduled to commence in FY 2015 and will include, but is not limited to, wet and dry pond rehabilitations, right-of-way improvements, and storm filters. In FY 2015, the total cost of Storm Drainage Capital Improvements is \$1,224,050 to include drainage improvements on Brown’s Meadow/Woodberry, TMDL, and continued design work on Tuscarora Creek.

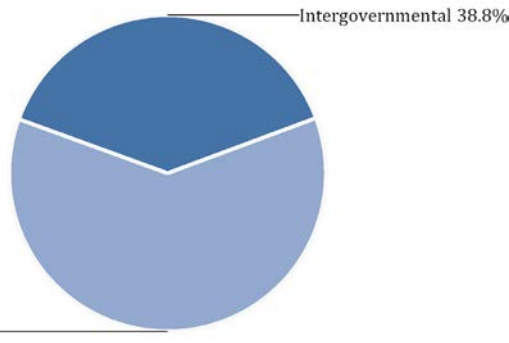
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 3,825,838	\$ 415,000	\$ 30,000	\$ 749,525	\$ 1,057,488	\$ 1,837,013	\$ 1,573,825
State - DEQSLAF	1,604,162	—	—	474,525	1,129,637	1,604,162	—
Total Sources	\$ 5,430,000	\$ 415,000	\$ 30,000	\$ 1,224,050	\$ 2,187,125	\$ 3,441,175	\$ 1,573,825

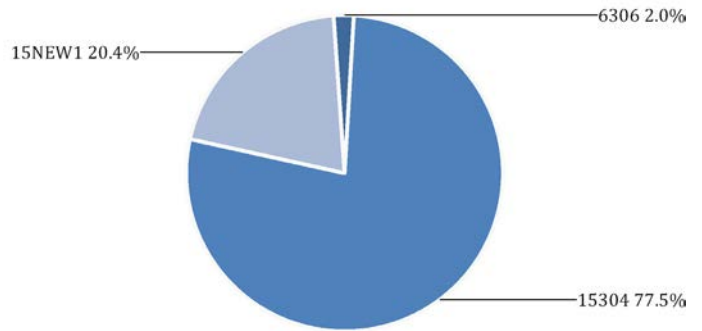
Uses by Project

Projects	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Browns Meadow/Woodberry Drainage Improvements - 15NEW1	\$ 250,000	—	—	\$ 250,000	—	\$ 250,000	—
Chesapeake Bay TMDL WLA RCP - 15304	3,900,000	—	—	949,050	1,377,125	2,326,175	1,573,825
Tuscarora Creek Flood Mitigation - 06306	1,280,000	415,000	30,000	25,000	810,000	865,000	—
Total Uses	\$ 5,430,000	\$ 415,000	\$ 30,000	\$ 1,224,050	\$ 2,187,125	\$ 3,441,175	\$ 1,573,825

Sources by Type (2015)



Uses by Project (2015)



Storm Drainage

TITLE: Browns Meadow/Woodberry Drainage Improvements (15NEW1)

STATUS: New

PROGRAM DESCRIPTION: Extension and upgrade of the storm drainage system serving the area. The purpose of the improvements is to reduce overland flow of runoff coming from both Town-maintained storm sewer systems and from private properties that cross adjacent private properties, and to eliminate ponding on and adjacent to an existing Town storm drainage easement.

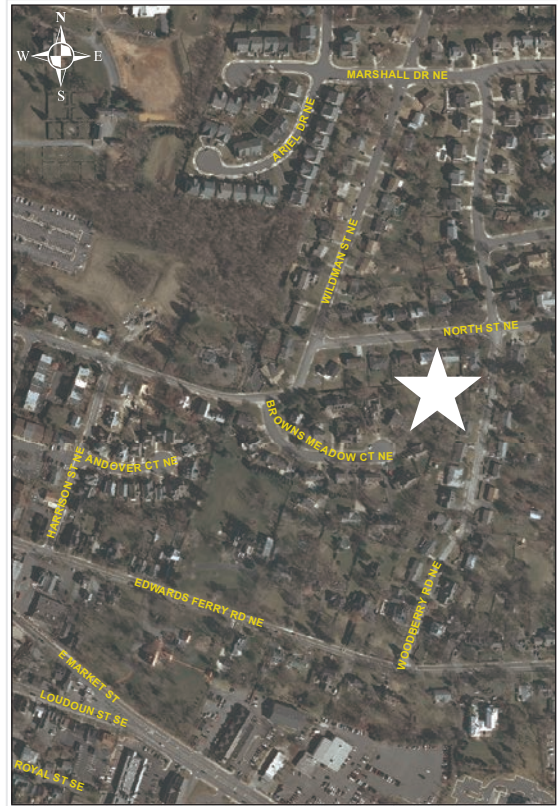
OPERATING IMPACT: Minimal additional maintenance of the extended storm system.

GOAL ADDRESSED: 2012 Town Plan

- Natural Resources Objective 9 calls for protections of people and property from natural hazards such as flooding.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Winter 2014-2015	Spring 2015	Summer 2015



Funding Sources

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		
GO Bonds	\$ 250,000	—	—	\$ 250,000	—	—	—	—	\$ 250,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 50,000	—	—	\$ 50,000	—	—	—	—	\$ 50,000	—
Utility Relocation	20,000	—	—	20,000	—	—	—	—	20,000	—
Construction	180,000	—	—	180,000	—	—	—	—	180,000	—
Total Uses	\$ 250,000	—	—	\$ 250,000	—	—	—	—	\$ 250,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Chesapeake Bay TMDL WLA RCP (15304)

STATUS: New

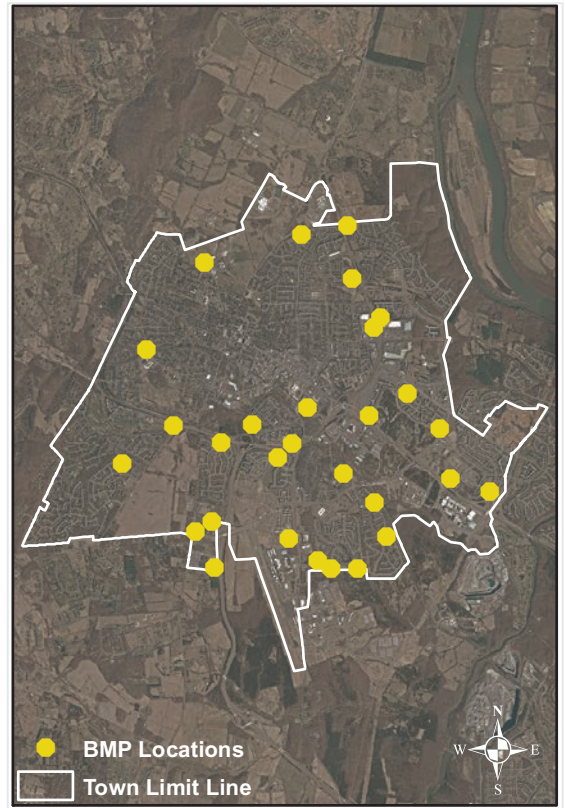
PROGRAM DESCRIPTION: The Town is required to implement a Chesapeake Bay TMDL (Total Maximum Daily Load) Action Plan to meet the nitrogen, phosphorus, and sediment reduction requirements that will be included in the Town's new Municipal Separate Storm Sewer System (MS4) permit. The Chesapeake Bay TMDL 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.

The Town applied for and received \$963,000 in DEQ grant funding for Fiscal Year 2015 from the Storm water Local Assistance Fund Grant (SLAG). For Fiscal Years 2018 and 2019 staff will explore and apply for available grant funding to help offset the cost of this program.

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

GOAL ADDRESSED: 2012 Town Plan

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



Significant Dates

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

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/13							Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
GO Bonds	\$ 2,936,913	—	—	\$ 474,525	\$ 275,125	\$ 213,438	\$ 200,000	\$ 200,000	\$ 1,363,088	\$ 1,573,825
State - DEQSLAF	963,087	—	—	474,525	275,125	213,437	—	—	963,087	—
Total Sources	\$ 3,900,000	—	—	\$ 949,050	\$ 550,250	\$ 426,875	\$ 200,000	\$ 200,000	\$ 2,326,175	\$ 1,573,825

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13							Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 622,826	—	—	\$ 130,000	\$ 135,000	\$ 60,000	\$ 50,000	\$ 50,000	\$ 425,000	\$ 197,826
Construction	3,277,174	—	—	819,050	415,250	366,875	150,000	150,000	1,901,175	1,375,999
Total Uses	\$ 3,900,000	—	—	\$ 949,050	\$ 550,250	\$ 426,875	\$ 200,000	\$ 200,000	\$ 2,326,175	\$ 1,573,825

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
General Maintenance	—	—	\$ 16,000	\$ 16,000	\$ 32,000	\$ 32,000	\$ 96,000

Storm Drainage

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.

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

OPERATING IMPACT: Mowing and landscape maintenance.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2015	Summer 2015	Winter 2015/2016



Funding Sources

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		
GO Bonds	\$ 638,925	\$ 415,000	\$ 30,000	\$ 25,000	\$ 168,925	—	—	—	\$ 223,925	—
State - DEQSLAF	641,075	—	—	—	641,075	—	—	—	641,075	—
Total Sources	\$ 1,280,000	\$ 415,000	\$ 30,000	\$ 25,000	\$ 810,000	—	—	—	\$ 865,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Land	\$ 80,000	\$ 80,000	—	—	—	—	—	—	—	—
Design/Engineering	400,000	325,000	30,000	25,000	20,000	—	—	—	75,000	—
Utility Relocation	10,000	10,000	—	—	—	—	—	—	—	—
Construction	790,000	—	—	—	790,000	—	—	—	790,000	—
Total Uses	\$ 1,280,000	\$ 415,000	\$ 30,000	\$ 25,000	\$ 810,000	—	—	—	\$ 865,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
General Maintenance	—	—	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 35,000

Utilities

Investments in the Town’s water and sewer system are estimated at \$2,200,000 for FY 2015. Major projects include the Miscellaneous Water & Sewer System Improvements, the Water Meter Change-Out Program, and the Lower Sycolin Sewage Conveyance System Phase II. These projects are designed to ensure that Town residents and business continue to receive high quality drinking water while maintaining the Town’s natural environment and resource.

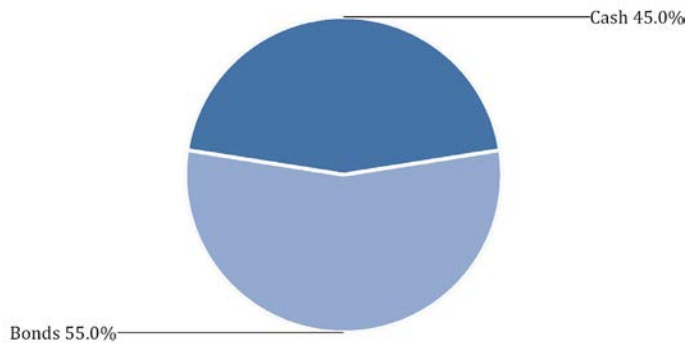
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Utilities Fund							
Utilities Bonds	\$ 7,264,373	\$ 2,110,873	\$ 816,750	\$ 1,210,000	\$ 3,126,750	\$ 5,153,500	—
Utilities Fund Cash	6,033,577	1,727,077	668,250	990,000	2,648,250	4,306,500	—
Total Sources	\$ 13,297,950	\$ 3,837,950	\$ 1,485,000	\$ 2,200,000	\$ 5,775,000	\$ 9,460,000	—

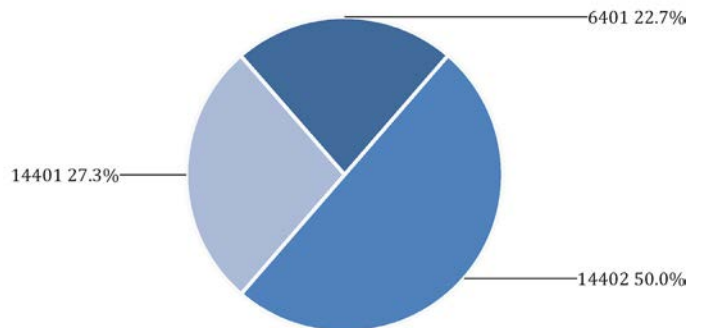
Uses by Project

Projects	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Lower Sycolin Sewage Conveyance System Phase II - 14402	\$ 3,700,000	—	—	\$ 1,100,000	\$ 2,600,000	\$ 3,700,000	—
Misc. Waterline & Sanitary Sewer Imps., Repairs, I/I Mitigation - 06401	8,307,950	3,837,950	885,000	500,000	3,085,000	4,470,000	—
Water Meter Change Out Program - 14401	1,200,000	—	600,000	600,000	—	1,200,000	—
Water Plant Second Carbon Feed System - 16NEW1	90,000	—	—	—	90,000	90,000	—
Total Uses	\$ 13,297,950	\$ 3,837,950	\$ 1,485,000	\$ 2,200,000	\$ 5,775,000	\$ 9,460,000	—

Sources by Type (2015)



Uses by Project (2015)



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

STATUS: New

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

OPERATING IMPACT: Operation and maintenance costs will increase.

GOAL ADDRESSED: 2012 Town Plan

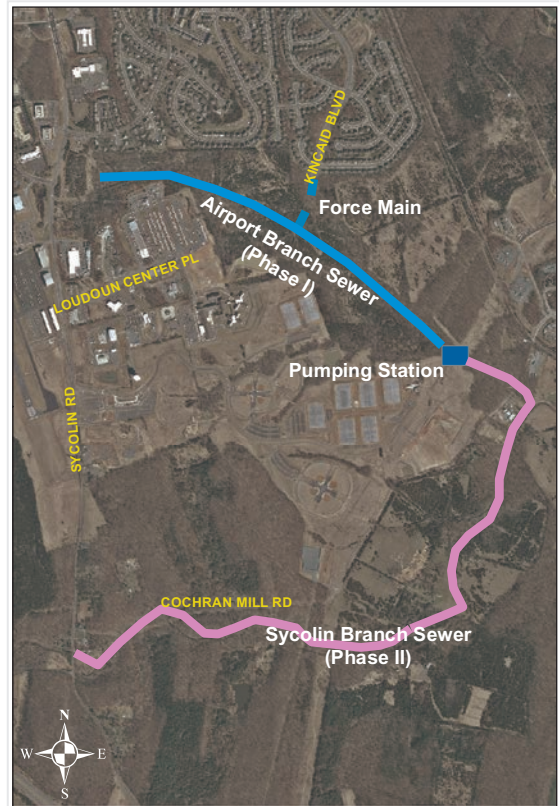
- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater collection and treatment to meet state and federal criteria.

1987 Water and Sewer System Master Plan

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

Significant Dates

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



Funding Sources

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 Bonds	\$ 2,035,000	—	—	\$ 605,000	\$ 902,000	\$ 528,000	—	—	\$ 2,035,000	—
Utilities Fund Cash	1,665,000	—	—	495,000	738,000	432,000	—	—	1,665,000	—
Total Sources	\$ 3,700,000	—	—	\$ 1,100,000	\$ 1,640,000	\$ 960,000	—	—	\$ 3,700,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 260,000	—	—	\$ 150,000	\$ 110,000	—	—	—	\$ 260,000	—
Construction	3,440,000	—	—	950,000	1,530,000	960,000	—	—	3,440,000	—
Total Uses	\$ 3,700,000	—	—	\$ 1,100,000	\$ 1,640,000	\$ 960,000	—	—	\$ 3,700,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
General Maintenance	—	—	—	\$ 2,000	\$ 2,500	\$ 3,000	\$ 7,500

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

STATUS: Ongoing

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

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.

GOAL ADDRESSED: 2012 Town Plan

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

1987 Water and Sewer System Master Plan

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

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Utilities Bonds	\$ 4,569,373	\$ 2,110,873	\$ 486,750	\$ 275,000	\$ 247,500	\$ 253,000	\$ 673,750	\$ 522,500	\$ 2,458,500	—
Utilities Fund Cash	3,738,577	1,727,077	398,250	225,000	202,500	207,000	551,250	427,500	2,011,500	—
Total Sources	\$ 8,307,950	\$ 3,837,950	\$ 885,000	\$ 500,000	\$ 450,000	\$ 460,000	\$ 1,225,000	\$ 950,000	\$ 4,470,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 100,000	\$ 100,000	—	—	—	—	—	—	—	—
Construction	8,207,950	3,737,950	885,000	500,000	450,000	460,000	1,225,000	950,000	4,470,000	—
Total Uses	\$ 8,307,950	\$ 3,837,950	\$ 885,000	\$ 500,000	\$ 450,000	\$ 460,000	\$ 1,225,000	\$ 950,000	\$ 4,470,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Utilities

Detailed Cost Breakdown

Category	Description	Estimated Cost					
		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
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" CI	—	—	—	—	250,000	—
	Various locations replacing 6" CIP	—	—	—	—	—	180,000
	Total						
Waterline	Loudoun St, Harrison St, Market St	\$150,000	\$—	\$—	\$—	\$150,000	\$150,000
	Unlined cast iron, 4", 6", 8"	200,000	—	—	—	50,000	50,000
	Lowenbach Street Improvements (CIP #05303)	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	—	—
	Edwards Ferry Rd, Church St, Harrison St	—	—	—	—	200,000	—
	River Creek Pkwy water transmission parallel pipe (5,000 lf of 16" pipe)	—	—	—	—	500,000	500,000
Sewer	Country Club Golf Course, Roanoke Drive, Shenandoah Square, Cherry Lane - Manhole repairs or replacements	\$55,000	\$—	\$—	\$—	\$—	\$—
	Lowenbach Street Improvements (CIP #05303)	150,000	—	—	—	—	—
	Manor Apartments, Country Club Condominiums - Manhole repairs	—	50,000	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

TITLE: Water Meter Change Out Program (14401)

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. 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.

OPERATING IMPACT: None.

GOAL ADDRESSED: 2012 Town Plan

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

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.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2014	Ongoing



Funding Sources

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 Bonds	\$ 660,000	—	\$ 330,000	\$ 330,000	—	—	—	—	\$ 660,000	—
Utilities Fund Cash	540,000	—	270,000	270,000	—	—	—	—	540,000	—
Total Sources	\$ 1,200,000	—	\$ 600,000	\$ 600,000	—	—	—	—	\$ 1,200,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Construction	\$ 1,200,000	—	\$ 600,000	\$ 600,000	—	—	—	—	\$ 1,200,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Water Plant Second Carbon Feed System (16NEW1)

STATUS: New

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

OPERATING IMPACT: This will provide a redundant carbon feeder in case of mechanical failure of the existing feeder. This will eliminate WTP shutdown from taste and odor events.

GOAL ADDRESSED: Town Plan

- Continue to provide adequate water service and ensure that water meets state and federal criteria for water quality.

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Utilities Fund Cash	\$ 90,000	—	—	—	\$ 90,000	—	—	—	\$ 90,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Construction	\$ 90,000	—	—	—	\$ 90,000	—	—	—	\$ 90,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
Electricity	—	—	\$ 100	\$ 100	\$ 100	\$ 100	\$ 400
General Maintenance	—	—	300	300	300	300	1,200
Total Impact	—	—	\$ 400	\$ 400	\$ 400	\$ 400	\$ 1,600

Airport

Improvements to the Leesburg Executive Airport continue to be a priority to the Town. Capital projects in this category a new Airport Maintenance Shed for the storage of airport equipment; construction of North Area Hangars for additional corporate and T-hangars; completion of west-end Perimeter Fence; and, Runway 17 Safety Area Grading to improve runway safety. The total cost of Airport Capital Improvements for FY 2015 is \$475,000.

Sources of Funding

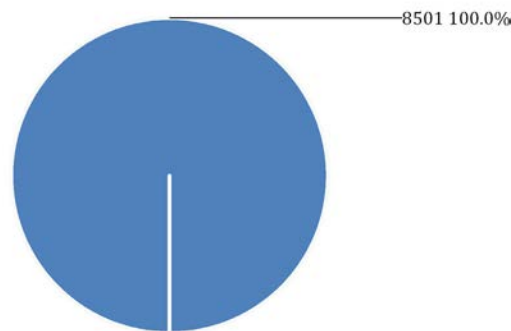
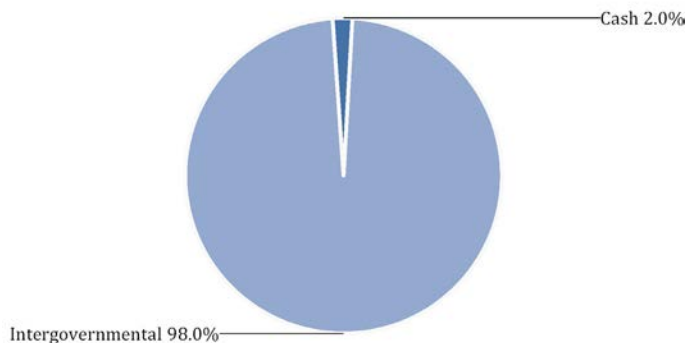
Sources	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 2,520,000	—	—	—	—	—	\$ 2,520,000
Gen. Fund Cash	176,100	10,200	36,400	9,500	120,000	165,900	—
State - DOAV	2,784,400	40,800	145,600	38,000	480,000	663,600	2,080,000
Federal - FAA	1,759,500	99,000	1,233,000	427,500	—	1,660,500	—
Total Sources	\$ 7,240,000	\$ 150,000	\$ 1,415,000	\$ 475,000	\$ 600,000	\$ 2,490,000	\$ 4,600,000

Uses by Project

Projects	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016 - 2019	Total for 6 Yr CIP	Future Funds Required
Airport Maintenance Shed - 19NEW1	\$ 400,000	—	—	—	\$ 400,000	\$ 400,000	—
Airport North Hangars - 19NEW2	4,800,000	—	—	—	200,000	200,000	4,600,000
Perimeter Fence - Airport West Side - 08501	1,010,000	40,000	495,000	475,000	—	970,000	—
Runway 17 Safety Area Grading - 11502	1,030,000	110,000	920,000	—	—	920,000	—
Total Uses	\$ 7,240,000	\$ 150,000	\$ 1,415,000	\$ 475,000	\$ 600,000	\$ 2,490,000	\$ 4,600,000

Sources by Type (2015)

Uses by Project (2015)



Airport

TITLE: Airport Maintenance Shed (19NEW1)

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.

OPERATING IMPACT: Minimal electric costs.

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.

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6 Yr CIP	Future Funds Required
Gen. Fund Cash	\$ 80,000	—	—	—	—	—	—	\$ 80,000	\$ 80,000	—
State - DOAV	320,000	—	—	—	—	—	—	320,000	320,000	—
Total Sources	\$ 400,000	—	—	—	—	—	—	\$ 400,000	\$ 400,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	2014	2015	2016	2017	2018	2019	Total for 6 Yr CIP	Future Funds Required
Design/Engineering	\$ 50,000	—	—	—	—	—	—	\$ 50,000	\$ 50,000	—
Construction	350,000	—	—	—	—	—	—	350,000	350,000	—
Total Uses	\$ 400,000	—	—	—	—	—	—	\$ 400,000	\$ 400,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Airport North Hangars (19NEW2)

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.

OPERATING IMPACT: Minimal electric costs.

GOAL ADDRESSED: 2006 Airport Master Plan

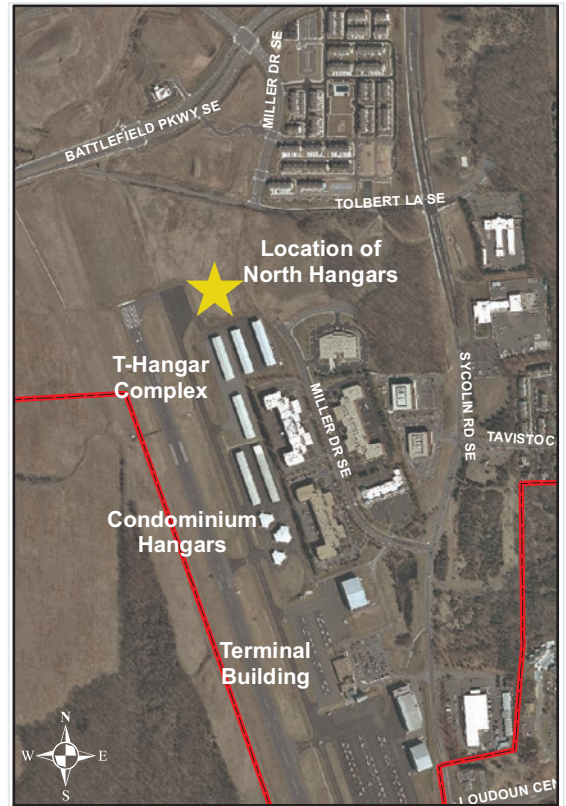
- Recommends construction of corporate and T-hangars to meet aircraft parking demand.

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.

Significant Dates

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



Funding Sources

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		
GO Bonds	\$ 2,520,000	—	—	—	—	—	—	—	—	\$ 2,520,000
Gen. Fund Cash	40,000	—	—	—	—	—	—	40,000	40,000	—
State - DOAV	2,240,000	—	—	—	—	—	—	160,000	160,000	2,080,000
Total Sources	\$ 4,800,000	—	—	—	—	—	—	\$ 200,000	\$ 200,000	\$ 4,600,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 200,000	—	—	—	—	—	—	\$ 200,000	\$ 200,000	—
Construction	4,600,000	—	—	—	—	—	—	—	—	4,600,000
Total Uses	\$ 4,800,000	—	—	—	—	—	—	\$ 200,000	\$ 200,000	\$ 4,600,000

Operating Impact

Operating/Maintenance	Year						Total for 6 Yr CIP
	2015	2015	2016	2017	2018	2019	
N/A	—	—	—	—	—	—	—

Airport

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. Property acquisition on the southwest end, runway safety area grading, and the ILS installation have all been completed, necessitating the fence installation. The fence will improve security and safety by deterring entry onto airport property by animals and unauthorized persons.

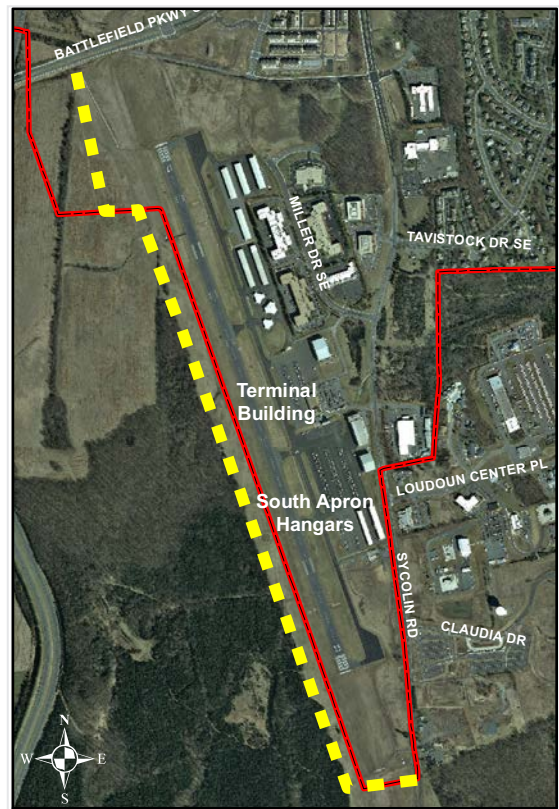
OPERATING IMPACT: None.

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.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Spring 2014	Fall 2014



Funding Sources

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		
Gen. Fund Cash	\$ 35,500	\$ 8,000	\$ 18,000	\$ 9,500	—	—	—	—	\$ 27,500	—
State - DOAV	142,000	32,000	72,000	38,000	—	—	—	—	110,000	—
Federal - FAA	832,500	—	405,000	427,500	—	—	—	—	832,500	—
Total Sources	\$ 1,010,000	\$ 40,000	\$ 495,000	\$ 475,000	—	—	—	—	\$ 970,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 85,000	\$ 40,000	\$ 45,000	—	—	—	—	—	\$ 45,000	—
Construction	925,000	—	450,000	475,000	—	—	—	—	925,000	—
Total Uses	\$ 1,010,000	\$ 40,000	\$ 495,000	\$ 475,000	—	—	—	—	\$ 970,000	—

Operating Impact

Operating/Maintenance	Year						Total for 6 Yr CIP
	2015	2015	2016	2017	2018	2019	
N/A	—	—	—	—	—	—	—

TITLE: Runway 17 Safety Area Grading (11502)

STATUS: Completed

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.

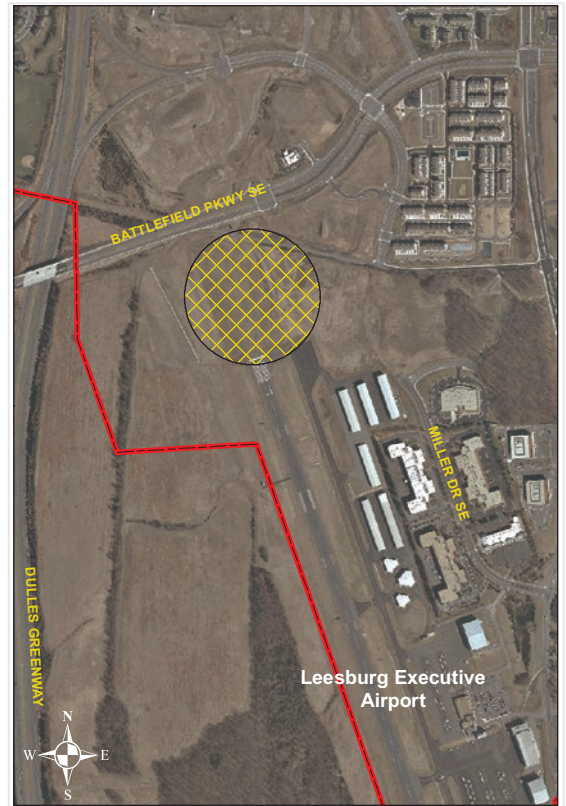
OPERATING IMPACT: None.

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.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2013	Summer 2013	Winter 2013/2014



Funding Sources

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		
Gen. Fund Cash	\$ 20,600	\$ 2,200	\$ 18,400	—	—	—	—	—	\$ 18,400	—
State - DOAV	82,400	8,800	73,600	—	—	—	—	—	73,600	—
Federal - FAA	927,000	99,000	828,000	—	—	—	—	—	828,000	—
Total Sources	\$ 1,030,000	\$ 110,000	\$ 920,000	—	—	—	—	—	\$ 920,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/13	Year						Total for 6 Yr CIP	Future Funds Required
			2014	2015	2016	2017	2018	2019		
Design/Engineering	\$ 80,000	\$ 80,000	—	—	—	—	—	—	—	—
Utility Relocation	100,000	30,000	70,000	—	—	—	—	—	70,000	—
Construction	850,000	—	850,000	—	—	—	—	—	850,000	—
Total Uses	\$ 1,030,000	\$ 110,000	\$ 920,000	—	—	—	—	—	\$ 920,000	—

Operating Impact

Operating/Maintenance	2015	2015	2016	2017	2018	2019	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Airport



Future Projects

Priority Future Capital Projects

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

Project Name	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 for 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
Hogback Tank Vault and Related Piping/Valves (18NEW2)	The Department of Utilities has followed Virginia Department of Health Guidelines in developing a water storage tank cleaning and maintenance program which involves performing maintenance at 3-5 year intervals. Presently, Hogback tank has no check valves and piping to prevent contaminated water from re-entering the distribution system during tank refilling operations.	\$200,000	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
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

Future Projects

Project Name	Project Summary	Estimated Cost	Status
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
Water Plant Sludge Holding Tank Mixing System Upgrade (19NEW1)	This project improves solids removal from sludge holding tanks #1 and #2. The existing mixing system does not impart enough energy within the tank to maintain solids suspension.	\$300,000	Awaiting funding
Water Treatment Plant Filters #1 and #2 Underdrain Replacement (18NEW1)	Water Plant Filter improvement project includes the removal of filter media, filter bottom replacement and installing an air-scour system for both filters #1 and #2. The filter media was last replaced in 1993. This project will improve WTP hydraulic performance, eliminate negative head conditions experienced during high flows and provide the ability to add additional filter media if required to meet future water quality regulations.	\$2,000,000	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

Potential Future Capital Projects

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

GENERAL GOVERNMENT

Project Name	Project Summary
Police Department Space Needs	Future staffing may require additional space needs

PARKS & RECREATION

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

STREETS, HIGHWAYS, BUILDINGS & GROUNDS

Project Name	Project Summary
1st, 2nd & Wirt Street, SW	Design and construction of storm drainage improvements including concrete curb and gutter to alleviate flooding of yards and drainage problems along 1st Street west of South King Street, 2nd Street and Wirt Street, SW. Project improvements to be sensitive to existing neighborhood character.
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 Parkway Trail Access Bypass	Extension of trail along Battlefield Parkway to the Bypass on both east and west approaches.
Davis Avenue Sidewalk	Install sidewalk on both sides of Davis Avenue from South King Street to the Valley View Drive intersection.
Dry Mill Road Sidewalk and Drainage Improvements (Catoctin to W&OD)	Sidewalk and drainage improvements from the WO&D trail to Catoctin Circle.
Edwards Ferry Road Sidewalk on the North Side	Install sidewalk along the north side of Edwards Ferry Road from Shenandoah Building to Heritage Way.
North King Street at North Street Traffic Signal	Loudoun County has proffered a signal at that location. This signal will be needed when the courthouse expansion project is completed.

STREETS, HIGHWAYS, BUILDINGS & GROUNDS

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

STORM DRAINAGE

Project Name	Project Summary
Royal Street Drainage Improvements (East of Harrison St)	Storm drainage improvements to reduce overland flow of runoff flowing from Royal Street onto private properties.
South Street at South King Street	Storm drainage improvements to alleviate flooding of a single family home at the corner of South Street and South King Street. Project dependent upon future Waterford development.
Town Branch at Mosby Drive	Purpose of the project is to stabilize the eroding channel and reduce potential flooding.
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 Name	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 Name	Project Summary
Utility Maintenance Storage Building	Construction of a 40'x 80' metal building for storage of equipment and materials currently stored at the public works facility, freeing up space needed by Public Works.

Capital Improvements Program (CIP) Supplemental Information

CIP Development

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

Relationship to Town Plan

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

Relationship to Debt Financing

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

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

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

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

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

Projected Financial Ratio Target

	2014	2015	2016-19
Debt Financing ≤ 75%	34.42%	35.85%	10.73%
Debt Service of Gov. Exp. ≤ 15%	8.88%	9.35%	12.34%
Bond Debt to Assessed Value ≤ 1.5%	0.86%	0.91%	0.74%

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

Other capital budgeting and debt policies are outlined below:



Supplemental Information



2014 Tax Year Ordinance

The Town of
Leesburg,
Virginia

PRESENTED: April 8, 2014ORDINANCE NO. 2014-O-009ADOPTED: April 8, 2014

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 SETTING UTILITY WATER AND SEWER RATES FOR TAX YEAR 2014

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 (\$.183 per \$100 of assessed value);
- Public service corporations (real estate \$.183 per \$100 of assessed value, tangible personal property \$1.00 per \$100 of assessed value); and
- 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);
- Water Use Rates:
 - Inside Town: Consumption charge per 1,000 gallons \$4.14
 - High Use Rate per 1,000 gallons \$6.00
 - Reduced Rate for qualifying elderly per 1,000 gallons \$3.11
 - Outside Town: Consumption charge per 1,000 gallons \$5.84
 - High Use Rate per 1,000 gallons \$8.47

2014 Tax Rate Ordinance (continued)

-2-

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 SETTING UTILITY WATER AND SEWER RATES FOR TAX YEAR 2014

Reduced Rate for qualifying elderly per 1,000 gallons \$4.38

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 \$5.53
 Reduced Rate for qualifying elderly per 1,000 gallons \$4.15

Outside Town: Consumption charge per 1,000 gallons \$8.41
 Reduced Rate for qualifying elderly per 1,000 gallons \$6.31

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

2014 Tax Rate Ordinance (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 SETTING UTILITY WATER AND SEWER RATES FOR TAX YEAR 2014

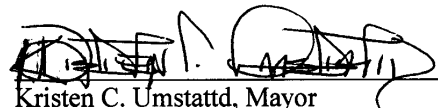
- Sewer connection Charge (sewer system only):
 Inside Town – Sewer only – Fixed fee per quarter \$111.60
 Outside Town – Sewer only – Fixed fee per quarter \$166.94

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

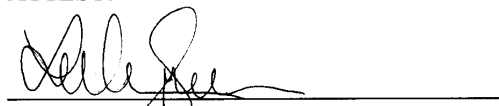
SECTION IV. Severability. If a court of competent jurisdiction declares any provision of this ordinance invalid, the decision shall not affect the validity of the ordinance as a whole or any remaining provisions of the Leesburg Town Code.

SECTION V. This ordinance shall be effective July 1, 2014.

PASSED this 8th day of April, 2014.


 Kristen C. Umstatt, Mayor
 Town of Leesburg

ATTEST:


 Clerk of Council

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FY 2015 Budget Ordinance

The Town of
**Leesburg,
Virginia**

PRESENTED April 8, 2014ORDINANCE NO. 2014-O-010ADOPTED April 8, 2014

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2015; MAKING APPROPRIATIONS FOR FY 2015 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, CARR FUND, AND NVTA FUND; 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, 2014, and ending June 30, 2015, is hereby adopted to include the totals in the categories and accounts of the General Fund in the amount of \$49,138,272; the Utilities Fund in the amount of \$20,070,872; the Capital Projects Fund in the amount of \$13,941,148; the CARR Fund in the amount of \$1,492,739; and the NVTA Fund in the amount of \$1,750,000.

SECTION II. The amounts reflected in the budget for the fiscal year beginning July 1, 2014, and ending June 30, 2015, are hereby appropriated to include the totals in the categories and accounts to the General Fund in the amount of \$49,138,272; Utilities Fund in the amount of \$20,070,872; Capital Projects Fund in the amount of \$13,941,148; CARR Fund in the amount of \$1,492,739; and the NVTA Fund in the amount of \$1,750,000.

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

FY 2015 Budget Ordinance (continued)

-2-

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2015; MAKING APPROPRIATIONS FOR FY 2015 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, CARR FUND, AND NVTA FUND; 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

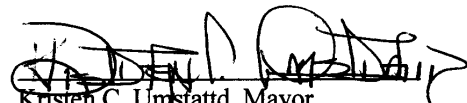
short and long term debt due, and re-appropriating and establishing necessary encumbrances at fiscal year-end.

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

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, 2014.

PASSED this 8th day of April, 2014.


Kristen C. Umstatt, Mayor
Town of Leesburg

ATTEST:


Clerk of Council

Supplemental

FY 2014-2019 Capital Improvements Program (CIP) Ordinance

The Town of
**Leesburg,
Virginia**

PRESENTED April 8, 2014

RESOLUTION NO. 2014-040

ADOPTED April 8, 2014

A RESOLUTION: ADOPTING THE FISCAL YEAR 2014-2019 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$63,630,234

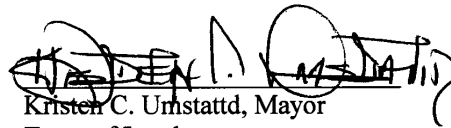
WHEREAS, Section 15.2-2239 of the 1950 Code of Virginia, as amended, authorizes the preparation and annual review of a Capital Improvements Program (CIP); and

WHEREAS, the Town Manager submitted a preliminary CIP to the Planning Commission on January 6, 2014; and

WHEREAS, the Planning Commission held a public hearing on the preliminary CIP on January 16, 2014, 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 January 16, 2014.

THEREFORE, RESOLVED by the Council of the Town of Leesburg in Virginia that the proposed CIP for Fiscal Years 2014-2019 totaling \$63,630,234 is approved.

PASSED this 8th day of April, 2014.


Kristen C. Umstatt, Mayor
Town of Leesburg

ATTEST:

Clerk of Council

Adopted FY 2015 Salary Schedules

General Government Pay Grades

Grade	Beginning	Ending
1	\$22,974	\$40,292
2	\$26,070	\$43,757
3	\$28,312	\$47,521
4	\$30,748	\$51,607
5	\$33,392	\$56,045
6	\$36,262	\$60,865
7	\$39,384	\$66,099
8	\$42,767	\$71,785
9	\$45,995	\$77,577
10	\$49,949	\$83,837
11	\$54,244	\$91,048
12	\$58,911	\$98,878
13	\$63,976	\$107,380
14	\$69,478	\$116,614
15	\$75,454	\$126,644
16	\$81,943	\$137,534
17	\$88,989	\$149,363
18	\$96,644	\$162,210
19	\$104,955	\$176,157

Public Safety Pay Grades

Grade	Beginning	Ending
P1	\$53,233	\$87,833
P2	\$55,895	\$92,225
P3	\$58,690	\$96,835
P4	\$61,624	\$101,677
P6	\$64,706	\$106,751
P7	\$76,941	\$129,107
P8	\$83,559	\$140,212
P9	\$90,744	\$152,269

Communications Staff Pay Grades

Grade	Beginning	Ending
CT1	\$45,136	\$74,472
CT2	\$47,392	\$78,196
CT3	\$49,761	\$82,107
CTS	\$52,250	\$86,211
ISM	\$63,151	\$104,200



FY 2015 Regular Full-Time Positions

Regular Full-Time Positions	Grade
ADMINISTERING EFFICIENT GOVERNMENT	
<i>Town Manager</i>	
Town Manager	
Deputy Town Manager	19
Assistant Town Manager	18
Research & Communications Manger	14
Executive Office Associate II	10
Administrative Associate II	8
<i>Town Attorney</i>	
Town Attorney	
Deputy Town Attorney	
Senior Planner	13
Land Acquisition Manager	13
Administrative Associate III (legal)	9
<i>Clerk of Council</i>	
Clerk of Council	11
SUPPORTING ACTIVITIES	
<i>Finance</i>	
Director of Finance	18
Deputy Director of Finance	16
Finance Operations Manager	15
Purchasing Officer	15
Accounting Manager	15
Management/Budget Analyst	12
Staff Accountant	12
Lead Customer Service Representative	10
Accounting Associate I	6
Accounting Associate II	8
<i>Human Resources</i>	
Human Resources Manager	15
Benefits Administrator	12
Human Resources Analyst	12
Human Resources Specialist	12
<i>Information Technology</i>	
Information Technology Manager	15
Research Coordinator	13
IT Project Manager II	12
Network Administrator II	12
Software Administrator I	11
KEEPING US SAFE	
<i>Administration</i>	
Chief of Police	18
Captain	P8
Lieutenant	P7
Police Officer III	P3
Master Police Officer	P4
Executive Associate I	9
Administrative Associate I	7
<i>Patrol Operations</i>	
Captain	P8
Lieutenant	P7
Sergeant	P6
Police Officer I- Master Police Officer	P1-P4

Supplemental

Regular Full-Time Positions	Grade
KEEPING US SAFE	
<i>Criminal Investigations</i>	
Lieutenant	P7
Sergeant	P6
Master Police Officer	P4
Police Officer II-III	P2-P3
<i>Community Services</i>	
Lieutenant	P7
Sergeant	P6
Police Officer I - Master Police Officer	P1-P4
<i>Information Services</i>	
Sergeant	P6
Communications Technician Supervisor	CTS
Communications Technician I-III	CT2-CT3
IT Specialist - Police	12
Police Records Assistant II	7
PROVIDING THE NECESSITIES	
<i>Public Works</i>	
<i>Administration</i>	
Director of Public Works	18
Deputy Director of Public Works	16
Executive Associate I	9
Administrative Associate II	8
<i>Engineering and Inspections</i>	
Senior Engineer	13
Construction Inspector Supervisor	12
Construction Inspector	11
<i>Streets and Grounds Maintenance</i>	
Superintendent	14
Assistant Superintendent	12
Maintenance Supervisor	10
Grounds Maintenance Supervisor	11
Equipment Operator	9
Maintenance Worker Technician II-III	7-8
Maintenance Worker I-IV	5-8
Administrative Associate II	8
<i>Building Maintenance</i>	
Superintendent	14
Maintenance Supervisor	11
Maintenance Worker I-IV	6-8
<i>Fleet Maintenance</i>	
Superintendent	14
Assistant Superintendent	12
Fleet Maintenance Supervisor	11
Fleet Maintenance Technician I	8
<i>Traffic Management</i>	
Transportation Engineer	15
Traffic Technician	11
<i>Office of Capital Projects</i>	
Director of Capital Projects	18
Deputy Director of Capital Projects	16
Senior Engineer	13
Project Manager Construction & Engineering	11
Construction Inspector	11
Executive Associate I	9

Regular Full-Time Positions	Grade
PROVIDING THE NECESSITIES	
<i>Utilities</i>	
<i>Administration</i>	
Director of Utilities	18
Deputy Director of Utilities	16
Senior Engineer	13
Utilities Engineer	
Environmental Compliance Inspector	9
Meter Supervisor	12
Utility Inspector Supervisor	13
Utility Inspector	11
Maintenance Worker I	6
Utility Technician II	9
Utility Generalist	10
Customer Service Supervisor	12
Customer Service Representative	8
Customer Service Representative III	8
Executive Associate I	9
<i>Maintenance</i>	
Utilities Maintenance Manager	15
Deputy Utilities Maintenance Manager	13
Utilities Maintenance Supervisor	12
Equipment Operator I	8
Utility Maintenance Technician II-III	8-10
Utility Maintenance Worker I	6
Utility Maintenance Worker III-IV	9
<i>Water Supply</i>	
Utility Plant Manager	15
Deputy Utility Plant Manager	14
Assistant Plant Manager	13
Utility Plant Supervisor	12
Senior Utility Plant Operator	9-10
Utility Plant Operator	8
Utility Plant Operator II	9
Utility Maintenance Worker II	7
<i>Water Pollution Control</i>	
Utility Plant Manager	15
Deputy Utility Plant Manager	14
Assistant Plant Manager	13
Utility Plant Supervisor	12
Utility Technician I-III	9-10
Laboratory Coordinator	10
Utility Plant Operator II	9
Utility Operator Trainee	7
Utility Maintenance Worker II-III	7-8
ENSURING QUALITY OF LIFE	
<i>Parks & Recreation</i>	
<i>Administration</i>	
Director of Parks & Recreation	18
Deputy Director of Parks & Recreation	16
Executive Associate I	9
Administrative Associate II	8
<i>Parks</i>	
Parks Manager	12
Lead Groundskeeper	8-9
Groundskeeper I-II	6-8

Regular Full-Time Positions	Grade
<i>Recreation</i>	
Aquatics Manager	12
Recreation & Events Program Manager	12
Building Services Manager	12
Maintenance Supervisor	11
Youth Services Manager	12
Recreation Supervisor - Fitness	10
Recreation Supervisor - Special Events	10
Recreation Supervisor - Sports	8
Aquatics Supervisor	10
Fitness Supervisor	10
System Technician	10
Tennis Pro	8
Tennis Supervisor	8
Outreach Program Coordinator	8
Head Preschool Teacher	8
Assistant Aquatics Supervisor	8
Building Services Supervisor	8
Maintenance Worker I-III	5
Custodian	5
<i>Thomas Balch Library</i>	
Library Director	14
Library Specialist	8
Library Assistant	7
<i>Planning and Zoning</i>	
Director of Planning and Zoning	18
Deputy Director of Planning and Zoning	16
Zoning Administrator	15
Assistant Zoning Administrator	14
Senior Planner	13
Zoning Analyst	11
Zoning Inspector	11
Planning and Zoning Assistant	10
Executive Associate I	9
<i>Plan Review</i>	
Director of Plan Review	18
Project Manager	15
Senior Engineer	13
Senior Planner	13
CPI Counter Technician	10
Executive Associate I	9
SEIZING THE FUTURE	
<i>Economic Development</i>	
Economic Development Director	14
Business Development Manager	11
<i>Airport</i>	
Airport Manager	15
Maintenance Supervisor	10
Maintenance Worker II	7

Glossary of Budget Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Disbursement - The expenditure of money from an account.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, or payments in lieu of taxes.

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

Levy - Imposition of taxes for the support of government activities.

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

Modified Accrual Basis - A basis of accounting where revenue is recorded when measurable and available and expenditures are recorded when made.

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

Net Budget - The legally adopted budget less all inter-fund transfers and interdepartmental charges.

Nominal Dollars - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

Object - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Obligations - Amounts which a government legally may be required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Expenses - The cost for personnel, materials, and equipment required for a department to function.

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Personnel Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

Prior-year Encumbrances - Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

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

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Revenue - Sources of income financing the operations of government.

Service Lease - A lease under which the lessor maintains and services the asset.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue - Revenues are classified according to their source or point of origin.

Supplemental Appropriation - An additional appropriation made by the governing body after the budget year is started.

Supplemental Requests - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

Tax Levy - The resultant product when the tax rate is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unassigned Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Variable Cost - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

Working Capital - Excess of readily available assets over current liabilities. Or cash on hand equivalent which may be used to satisfy cash flow needs.

Work Years - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 1,950 hours per year (37.5 hours per week times 52 weeks) or 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the positions.

Glossary of Acronyms

ADA	American's with Disabilities Act	PPT	Personal Property Tax
BAR	Board of Architectural Review	QA/QC	Quality Assurance/Quality Control
BMP	Best Management Practices	RFP	Request for Proposals
BZA	Board of Zoning Appeals	RFQ	Request for Qualifications
CAFR	Comprehensive Annual Finance Report	SBDC	Small Business Development Center
CAR	Capital Asset Replacement Fund	SCADA	Supervisory Control and Data Acquisition
CCL	Consolidated Comment Letter	SLAF	Stormwater Local Assistance Fund
CCR	Consumer Confidence Report	SOP	Standard Operating Procedures
CIP	Capital Improvements Program	SRO	School Resource Officer
CMOM	Capacity, Management, Operations, & Maintenance	SRTC	Standing Residential Traffic Committee
COA	Certificate of Appropriateness	SWM	Stormwater Management Program
COIA	Conflict of Interest Act	TBL	Thomas Balch Library
CPE	Continuing Professional Education	TLC	Tuscarora Landscaper's Choice
DBP	Disinfection Byproduct	TMDL	Total Maximum Daily Load
DCSM	Design and Construction Standards Manual	UMD	Utilities Maintenance Division
DEQ	Virginia Department of Environmental Quality	VDH	Virginia Department of Health
DOAV	Virginia Department of Aviation	VDOT	Virginia Department of Transportation
DPR	Department of Plan Review	VML	Virginia Municipal League
EAC	Environmental Advisory Commission	VOIP	Voice Over Internet Protocol
EPA	Environmental Protection Agency	VPPA	Virginia Public Procurement Act
ERP	Enterprise Resource Planning (software)	VPRA	Virginia Public Records Act
FAA	Federal Aviation Administration	VSMP	Virginia Stormwater Management Program
FAQ	Frequently Asked Question	WIP	Virginia Watershed Implementation Plan
FEMA	Federal Emergency Management Agency	WSD	Water Supply Division
FMLA	Family Medical Leave Act	WTP	Water Treatment Plant
FOIA	Freedom of Information Act		
GFOA	Government Finance Officer's Association		
GIS	Geographic Information System		
GO	General Obligation		
HRIS	Human Resources Information System		
ICMA	International City Manager's Association		
IFB	Informal Bid		
JLMA	Joint Land Management Area		
LDA	Land Development Application		
LPD	Leesburg Police Department		
MEC	Mason Enterprise Center		
MS4	Municipal Separate Storm Sewer System Permit		
NPDES	National Pollutant Discharge Elimination System		
NVRC	Northern Virginia Regional Commission		
NVTA	Northern Virginia Transportation Authority		
OSHA	Occupational Safety and Health Administration		
PC	Planning Commission		
POS	Preliminary Official Statement		