

# The Town of Leesburg, Virginia

## FY 2009 Adopted Budget and

## Capital Improvements Program

FY 2009–2013



*Leesburg* ★



# **TOWN OF LEESBURG**

**FY 2009**

**ADOPTED BUDGET**

**AND**

**CAPITAL IMPROVEMENTS PROGRAM FY 2009-2013**

**Leesburg Town Council**

**Kristen C. Umstattd, Mayor**

**Susan B. Horne, Vice Mayor**

**Katie S. Hammler**

**Fernando "Marty" Martinez**

**Kenneth "Ken" Reid**

**David Schmidt**

**Kevin D. Wright**

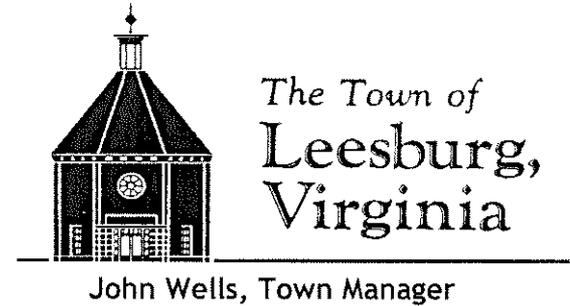
**John A. Wells, Town Manager**



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Leesburg for its annual budget for the fiscal year beginning July 1, 2007.

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

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



July 1, 2008

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

Madam Mayor and Members of Council:

I am pleased to present the Adopted Town Budget for Fiscal Year 2009 and the Adopted 5-Year Capital Improvements Program (CIP) that outline the Town's priorities for the coming year. The Fiscal Year 2009 Budget as adopted by the Town Council, maintains a real estate tax rate of 18 cents per \$100 of assessed value. Since residential real property assessments have decreased, the Town portion of the real estate tax bill will decrease by 6.9% for the average homeowner. While reducing the tax burden for many homeowners, the adopted budget allows the Town to maintain the same high level of quality services our citizens have come to expect and prior commitments to the Capital Improvements Program.

### **Financial Overview**

The FY 2009 Adopted Budget, which encompasses General Government, Utility and Airport Operations, Debt Service, and our Capital Budget summarized below totals \$100,422,788. This represents a decrease of \$9,269,735, when compared to the Revised FY 2008 Budget.

	Revised FY <u>2008 Budget</u>	Adopted FY <u>2009 Budget</u>	<u>Difference</u>	<u>% Change</u>
General Fund	\$ 45,951,044	\$ 45,962,714	\$ 11,670	.03%
Utilities Fund	\$ 32,283,417	\$ 25,512,633	(\$6,770,784)	(21.0%)
Airport Fund	\$ 3,127,179	\$ 4,424,617	\$1,297,438	41.5%
Capital Projects Fund	<u>\$ 28,330,883</u>	<u>\$ 24,522,824</u>	<u>(\$3,808,059)</u>	<u>(13.4%)</u>
Total	\$109,692,523	\$100,422,788	(\$9,269,735)	( 8.5%)

The Adopted 5-year Capital Improvements Program is also provided. The CIP includes funding for 59 different projects and totals \$118,305,795 over the next five years.

### **Economic and Financial Framework for the Development of the Budget**

The FY 2009 Budget was developed and adopted within the context of a difficult financial framework. The specific assumptions and economic outlook for FY 2009 and FY 2010 are listed below:

- ✓ Flat or declining residential real property assessments of existing homes.
- ✓ Modest new construction growth, primarily in the commercial and retail sectors.
- ✓ A tight credit market.
- ✓ Upward inflationary pressure, especially in the energy market.
- ✓ Weak consumer confidence, negatively affecting discretionary spending.
- ✓ State budget shortfalls balanced at the expense of local government revenue sources.

The net result of these factors limits revenue growth in FY 2009. It is likely that real estate assessments will not rebound strongly in a 12-month period, and, while there may be an upswing in consumer spending later in 2008, the forecast for FY 2010 is modest improvement at best.

This outlook resulted in a determination that the \$1.4 million revenue stabilization fund should be held for FY 2010, which may be a greater financial challenge than this year. The use of carryover funds to balance the budget allows for the continuation of services that Town residents rely upon. However, a conscious decision has been made to begin reducing reliance on carryover funds. As has the State government, and residents in tough times, we have tightened our belts as well, while preserving services within our financial limits.

Recognizing that the impact on the economy is hitting our residents as well, special attention was paid to the effect of this budget proposal on the homeowner's real estate tax bill. While there is a philosophical argument that could be made for a tax rate that ties automatically to the equalized tax rate 19.234 cents, the Town has made a conscious decision over the past few years to focus on the tax bill, and not assume the rate should stay flat in times of rising assessments. As a result, tax rate reductions have been proposed.

### **Reasons for Optimism**

While the Town is not immune from the broader economic trends that are facing the Country and the region, there are a number of important projects representing significant private and public investments that will come into reality over the next 18 months. As a result, the Town may be poised for a strong recovery.

- ✓ Imminent opening of the Leesburg Commerce Center Office Building on Fort Evans Road.
- ✓ Imminent opening of the South King Street Center Retail/Daycare on South King Street.
  
- ✓ Opening of the Exit Ramp from the Greenway to Battlefield Parkway this Spring.
- ✓ Opening of the Battlefield Parkway Section across the Oaklawn Project this Spring.
- ✓ Opening of the Medical Office Building at the Leesburg Inova Campus this Summer.
- ✓ Opening of the Fort Evans Plaza II Shopping Center on Fort Evans Road this Summer.
  
- ✓ Expected opening of the commercial portions of the Oaklawn development in the 4<sup>th</sup> quarter 2008.
- ✓ Expected opening of the Route 7/River Creek Parkway/Crosstrail Boulevard Interchange in 1<sup>st</sup> quarter of 2009.
- ✓ Expected opening of Wegmans in 1<sup>st</sup> quarter of 2010.
- ✓ Village at Leesburg Town Center will start delivery in 4<sup>th</sup> quarter of 2009 and complete delivery in 4<sup>th</sup> quarter of 2010.
  
- ✓ Opening of the Battlefield Parkway segment between Kincaid Blvd. and Route 7 September 2009.
- ✓ Opening of the Battlefield Parkway segment between Ft Evans and Edwards Ferry Road by the end of 2009.
  
- ✓ Construction has started on the new Homewood Suites Hotel on Fort Evans Road.
- ✓ Construction is also underway on the Ritz Camera Corporate Hanger at the Leesburg Executive Airport.
- ✓ Construction has started on the Leesburg Central Office project in Downtown Leesburg.
- ✓ Construction is underway on the Exeter Neighborhood Center Retail project on Battlefield Parkway.

These projects represent significant investments in Leesburg public and private infrastructure. As these projects become reality, they will have positive impacts on any negative budgetary pressure over the next few years.

## **Budget Highlights**

### General Fund

The Adopted General Fund Budget maintains our commitments to Town residents in terms of service and program expectations. The Adopted General Fund Budget totals \$45,962,714. This is an increase of \$11,670 over the FY 2008 Revised Budget. Approved program change proposals were limited to: a grant funded Family Crimes Investigative position in the Police Department; funds for costs associated with the renewal of our Stormwater System Permit from the Virginia Department of Environmental Quality; a part-time deputy town attorney; and employee benefit modifications.

The adopted budget also assumes the opening of the new outdoor pool in the first half of 2009. Staffing and operational costs are included in the budget, but are anticipated to be offset by the revenue generated by the users of the pool.

The Town Council was able to include in the adopted budget a limited compensation proposal this year, along with a few creative benefit changes. The pay-for-performance system while maintained, was modified, and now establishes the highest end of the scale at a 4 % increase. A cost-of-living adjustment was not included for FY 2009. Several minor benefit modifications were adopted that are in the Town's and our employees' best long term interests.

- ✓ Ida Lee Park Recreation Center family membership, which ties to our wellness initiative.
- ✓ Modification to our safety/work shoe allowance.
- ✓ Increase the deferred compensation match from \$10 to \$15.
- ✓ Expand opportunities to use the current optional benefit provided to Town employees.
- ✓ Adopt the State approved Public Safety Retirement Initiative.

### Airport Fund

The Adopted Airport Fund Budget, including operating, capital and debt service totals \$4,424,617. This is an increase of \$1,297,438 or 41.5%. \$90,600 of this increase is a one time expense for the necessary resurfacing of taxiways and ramp areas. Eighty percent of this cost is anticipated to be covered by the Virginia Department of Aviation. The Airport Fund Capital Improvements Program also

includes the addition of a South Hangar project. While the specifics are still in development, this project will provide a positive economic outlook.

#### Utility Fund

The Adopted Utility Fund Budget, including operations, capital and debt service, totals \$25,512,633. This is a 21% decline in the overall fund budget as it is currently adopted. The operating budget increase of 1.1% includes a management restructuring that resulted in the elimination of one supervisory position and a saving of approximately \$100,000. It is anticipated that our water and wastewater facilities expansion projects will open this year.

#### Capital Projects Fund

The Adopted Capital Projects Fund Budget adopted for FY 2009 totals \$24,522,824. This is a \$3.8 million reduction from the current year and reflects our best estimate of what capital funds will be spent in the next fiscal year. Beginning in FY 2009, the Capital Projects Management Department will be funded fully by the Capital Projects Fund. A Program Change Proposal for the Capital Projects Management Department for a senior engineer to assist with construction management was adopted.

#### **Council Priorities and Management Focus**

Within the financial resources requested in the adopted budget, I am confident that staff will be able to implement the Council's priority initiatives. Highest among those priorities are our efforts to improve the development process. Toward this end, the Council has approved a reorganization for FY 2009 that consolidates all plan review functions that were previously in the Department of Engineering and Public Works (now Department of Public Works) and Department of Planning, Zoning and Development (now Department of Planning and Zoning) into a newly created Department of Plan Review. This reorganization, as well as, other operational, management, and oversight changes, will increase the overall efficiency, effectiveness, and timeliness of the Town's management of the development review process.

The Council may wish to act upon certain recommendations in the recent Urban Land Institute Study of the Downtown. While this budget does not include specific funding proposals regarding the preliminary recommendations, the financial plan maintains \$750,000 set aside last year for Economic Development opportunities.

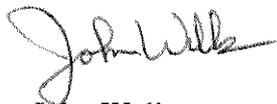
Budget management will take on even greater importance throughout this year as a weak economy and uncertain state funding could have immediate and negative impacts on the budget. We continue to analyze positions as they become vacant to determine if and how they should be filled/recruited. The FY 2009 budget maintains “frozen” authorized but unfunded positions in the Utilities and Public Works Departments. The Adopted FY 2009 Budget includes the elimination of a mid-level human resources specialist position and a supervisory position, previously noted in Utilities.

### **Acknowledgements and Next Steps**

I would like to acknowledge the hard work of the Town staff in the development of this budget. Budget development and administration are the largest internal undertakings of organizations in the public and private sectors. In particular, I would like to acknowledge Norm Butts, Annie Carlson, Bob Berkey, Kathy Leidich, and the rest of the finance staff who have coordinated this overall effort.

I believe this budget strikes a balance between the service needs of the Town and taxpayer affordability. The town staff and I look forward to implementing this budget and addressing the needs of our community.

Sincerely,

A handwritten signature in black ink that reads "John Wells". The signature is written in a cursive style with a large, stylized initial "J".

John Wells  
Town Manager

**Business Environment/Economic Development:**

The Town’s business and retention strategy should create a viable and diverse economic base Town-wide and a vibrant Downtown.

**Land Use/Growth Management:**

Growth in the Town should be well managed and sustainable, with an emphasis on strategies to proactively guide development around the Town’s boundaries.



*Town Council  
Strategic Focus Areas  
(SFA)*

**Finance**

The fiscal strategy for the Town links long-term financial planning with short-term daily operations, ensuring organizational goals and objectives are met and effective public policy decisions are implemented in a financially stable environment.

**Governance Efficiencies**

In partnership with the community, the Town organization will strive to provide a superior level of service and value to its citizens, customers and businesses by being proactive, innovative, courageous and comprehensive in developing and implementing effective public policy decisions.

**Town Environment/Quality of Life**

The Town is committed to the effective stewardship of the environment and promoting its protection to create an environmentally sustainable community where its citizens can live, work and play.

## ***Town Council Strategic Focus Areas (SFA): Identified Projects and Programs***

### **Business Environment/Economic Development**

<b>Project/Program</b>	<b>Project Action Requirements/Status</b>
Class A Office Space and Hotel Study	<b>Completed:</b> Study was proffered by Kettler (formerly KSI) as part of the Villages at Leesburg development project. Results were presented to the Town Council at its March 27, 2007 regularly scheduled meeting.
County Office Space Relocation (Task Force)	<b>Underway:</b> There are three sites still under consideration by Loudoun County, two of which (Villages at Leesburg and Oaklawn) are within the Town. The Town Manager and Economic Development staff are working with the applicants to identify how the Town can best support their final proposals to the County.
First Floor Retail Study (Task Force)	<b>Completed:</b> The study was presented to Council in December 2007. Economic Development staff is working with the EDC to determine feasibility of a proposed "Tourism Zone" in the Historic Downtown. Initial research has been completed and the EDC is expected to make a final decision/recommendation to Council in March 2008.
Instrument Landing System (ILS), South Apron Development Project at the Leesburg Executive Airport	<b>Underway:</b> The ILS is a radio-navigation system that provides aircraft with horizontal and vertical guidance before and during landing. The process is currently projected to be complete in the Winter of 2008. Upon its completion, the airport will be able to accommodate a wider variety of corporate aircraft, expanding the economic development opportunities for the Town. Construction on the South Apron project will begin in Spring of 2008 and will add two hangar pad sites and 33 tie-down areas.
Alley Redevelopment Project (Crossroads, Downtown Improvement Association)	<b>Council Emphasis, Resource Redirection, Budget Implications:</b> Town Council will need to determine whether to pursue the redevelopment of the alley between the Town parking garage and the restaurants/shops fronting on South King Street and to what extent Town funds should be used. If Town funds are to be used, the Town's Economic Development Opportunity Fund could be used if the Council and community could develop common goals to improve Downtown through public/private investment.
Medical Automation International Conference	<b>On-going:</b> The Town sponsored and participated in the 2006 and 2007 Conferences. The Economic Development staff will continue to work with the event organizers on future conferences. The Conference is expected to be held annually in Loudoun County until 2010.
Business Awards Program	<b>Underway:</b> Economic Development Division staff is preparing for the seventh Annual Business Appreciation Awards ceremony to be held on May 13, 2008. Award categories: New Business, Heritage, Ambassador, Innovations, New Market, Home-Based Business, George C. Marshall, and Legacy. The 2007 awards ceremony had over 150 attendees. This event continues to be the Town's premier business outreach event.

## Town Environment/Quality of Life

Project/Program	Project Action Requirements/Status
Performing Arts Center (Task Force)	<p><b>Underway:</b> Economic Development staff is working to support the Performing Arts Facility Analysis Task Force from the Town EDC to explore the possibilities of developing a performing arts center in the Town of Leesburg. An RFP was issued in January 2008 to engage a firm to perform a robust feasibility study.</p> <p><b>Council Emphasis, Resource Redirection, Budget Implications:</b> Depending on the recommendation of the Performing Arts Facility Feasibility Analysis, the next steps involve forming a 501c3 organization to implement the recommendations.</p>
Civic Signs	<p><b>Underway:</b> The task force work is complete, but implementation has been delayed pending approval of the new Special Event signs. Those signs were approved by the BAR in December 2007.</p> <p><b>Budget Implications, Resource Redirection:</b> Council may need to adjust the Town's Budget/CIP to fund the construction and placement of the signs.</p>
Affordable Dwelling Units/Housing	<p><b>Underway:</b> The State Assembly passed the Town's Charter Bill. The ADU ordinance is drafted and scheduled for Planning Commission review in February 2008. The Town and County Attorneys are drafting a memo of agreement to be presented to the Council in March 2008.</p>
Town 250 <sup>th</sup> Anniversary Celebration	<p><b>Underway:</b> Town staff is currently working with the County, LCVA, Loudoun Heritage Consortium and community groups to develop a year long program of events.</p>
Court and Market Day (Replacing August Court Days)	<p><b>Completed:</b> Town Parks and Recreation and Economic Development staff are currently preparing for the second annual event coming up on October 18, 2008. The Town is partnering with the Loudoun County Public Schools, Loudoun Museum and other community organizations to help the event continue to grow. The first annual event was held October 13, 2007 and had over 4,000 attendees.</p>
Keep Leesburg Beautiful	<p><b>Underway:</b> The Community Clean up kick-off event will be held on Saturday, April 12, 2008. Public announcements are anticipated to begin March 1, 2008.</p>
Lowenbach Roadway Redevelopment Project	<p><b>Underway:</b> Traffic circles were completed in Spring 2007. Street reconstruction/drainage improvements are on schedule, were advertised Fall 2007. Continuous coordination maintained with Residential Ad Hoc Committee.</p>
Battlefield Parkway Construction	<p><b>Underway:</b> Kincaid-Rt. 7: Ground Breaking ceremony held January 24, 2008 expected completion is Fall of 2009. Edwards Ferry-Ft. Evans Rd.: Engineering contract has been awarded. Evergreen Mill-S. King: Design contract has been awarded.</p>
Indoor Tennis Court Construction	<p><b>Completed:</b> The facility was completed and the ribbon cutting ceremony was held on January 12, 2008.</p>
Outdoor Pool Construction	<p><b>Underway:</b> Conceptual design for the project has been approved by the Parks and Recreation Commission. Final design and construction drawings are currently underway. Project is anticipated to be complete by May 2009.</p>

## Finance

Project	Project Action Requirements/Status
Fiscal Model	<b>Completed:</b> Consultant presented the first phase of the report to the Town Council on September 10, 2007 and to the Planning Commission on October 18, 2007. The second phase of the report regarding annexation scenarios is to be presented to the Town Council in early 2008. Once both of the reports have been presented, the model will be modified for use by Town staff. Remaining tasks include developing the documentation for the model and staff training on the model.
MUNIS	<b>Underway:</b> Core Financial and Payroll and Personnel modules have been implemented. Staff recently completed work to further stabilize the existing modules and performed a major upgrade to MUNIS 6.2D on February 9, 2008. Implementation of Work Order and Fleet Maintenance Modules expected to be underway in FY 2009.

## Land Use Growth Management

Project	Project Action Requirements/Status
Streamlining Development Process	<b>Underway:</b> Various activities underway including: amendments to the Zoning & Subdivision codes to allow for Minor Modifications and Minor Subdivisions; possible conversion to County's LMIS plan tracking system under consideration. Manuals for rezonings, BAR review and site plans have been developed, updated and posted on the web. A team of Town staff has been established to continue improving the land development process.
Coordination of Town's response to Crosstrail/Ridgewater development projects	<b>Completed:</b> The Loudoun County Board of Supervisors voted to deny the application. The applicant has filed an appeal, which is currently pending.
Continue to develop a working relationship with the County in regards to land use planning (AADP Committee Meetings)	<b>Underway:</b> Joint meetings have been held with County/Town planning commissions; Council and the County Board of Supervisors. Public outreach meetings are scheduled for February 2008; timeline for joint planning effort is drafted.
Transportation Model	<b>Completed:</b> The model was completed and presented to the Town Council on 10/9/07.
Capital Intensity Factor Development	<b>Underway:</b> Under review by Town Manager.
Urban Forestry Master Plan Implementation	<b>Underway:</b> Second Urban Forester position filled. Projects completed include: initiation of tree bank, HOA Summit and adoption of tree removal/replacement guidelines for capital projects. Projects underway and scheduled for April 2008 include: review of sight distance requirements, Master Tree Planting Plan, Tree Canopy/Land Cover Analysis and standardized plan sheets. The contents of a tree ordinance or tree manual are being outlined to compile one source of tree regulation.
Zoning Ordinance Amendments to Implement Town Plan	<b>Underway:</b> Three batches of zoning code amendments and a complete overhaul of the subdivision code are complete. Batch 4 is scheduled for February/March 2008 hearings before the Planning Commission. Batch 5 is in drafting stage. BAR is reviewing second draft of H-1 guidelines and the Form Based Code project has begun with the Steering Committee scheduled to meet by March 2008.

---

## Governance Efficiencies

Project	Project Action Requirements/Status
Improving communication with citizens (annual report, calendar of events)	<b>Underway:</b> The Calendar of Events has been added to the Town web site. Development of the Annual Report is underway. Police and Parks and Recreation Departments publish annual reports. The Police Department holds quarterly meetings of the Crime Prevention Council.
Board/Commission Training Program	<b>Underway:</b> Topic development sessions with Town staff and members of the Boards and Commissions will be held. Annual Training session will be held later in the Fall 2008.
Safety Review/Audit	<b>Completed:</b> Study completed and delivered to Town August 2007. The recommendations for all departments have been implemented.
Intranet	<b>Completed:</b> The Intranet has been deployed and is currently in use by Town employees.
Town Hall Space Study	<b>Completed:</b> The study has been completed and its recommendations are under consideration by the Town Manager.
Personnel Manual	<b>Underway:</b> Under final review by Town Manager.
Records Management Program	<b>Underway:</b> The Clerk is currently meeting with staff across the organization to further implement the laser fische records scanning program, with the goal of sending more records to the secure off-site storage area, freeing up additional storage space in Town Hall.

**TOWN OF LEESBURG  
 FY 2009 PROPOSED BUDGET  
 AND  
 CAPITAL IMPROVEMENTS PROGRAM FY 2009-2013**

Page

Manager’s Letter  
 Town Council Policies, Goals, and Objectives

1. INTRODUCTORY SECTION AND GENERAL FUND SUMMARIES

1.1	Revenue Summary .....	1-1
1.2	Expenditure Summary by Program .....	1-3
1.3	Expenditure Summary by Category – FY 2009 .....	1-4
1.4	Program Change Proposals (PCPs).....	1-5
1.5	Personnel Summary .....	1-19
1.6	Descriptions of General Fund Revenues .....	1-30
1.7	Real Estate Tax.....	1-31
1.8	Personal Property Tax .....	1-34
1.9	Other Local Taxes .....	1-35
1.10	Permits and Fees.....	1-38
1.11	Fines and Forfeitures .....	1-39
1.12	Use of Money and Property .....	1-40
1.13	Charges for Services.....	1-41
1.14	Donations, Receipts and Transfers .....	1-43
1.15	Intergovernmental Revenue .....	1-44
1.16	General Fund Expenditures Summaries .....	1-47

2. DIRECTION AND SUPPORT SERVICES

2.0	Direction and Support Services - Summary .....	2-1
2.1	Town Council .....	2-2
2.2	Town Manager .....	2-5
2.3	Executive Administration.....	2-6
2.4	Economic Development and Tourism .....	2-9
2.5	Economic Development Commission .....	2-11

DIRECTION AND SUPPORT SERVICES (continued)

2.6 Cable Commission ..... 2-12

2.7 Commission on Public Art ..... 2-13

2.8 Town Attorney..... 2-15

2.9 Clerk of Council ..... 2-17

2.10 Finance ..... 2-20

2.11 Human Resources..... 2-25

2.12 Information Technology..... 2-28

2.13 Information Technology Commission ..... 2-31

3. PUBLIC SAFETY

3.0 Public Safety - Summary ..... 3-1

3.1 Police Department Summary ..... 3-2

3.2 Police - Administrative and Operational Support Division ..... 3-4

3.3 Police - Patrol Operations Division ..... 3-7

3.4 Police - Criminal Investigations Division..... 3-11

3.5 Police - Community Services Division..... 3-15

3.6 Police - Information Services Division..... 3-19

3.7 Police - Citizen’s Support Team ..... 3-22

4. PUBLIC WORKS

4.0 Public Works - Summary ..... 4-1

4.1 Public Works - Administration ..... 4-3

4.2 Engineering and Inspections ..... 4-5

4.3 Streets and Grounds Maintenance ..... 4-9

4.4 Building Maintenance ..... 4-14

4.5 Fleet Maintenance ..... 4-17

4.6 Refuse Collection and Recycling ..... 4-20

4.7 Traffic Management ..... 4-22

5. LEISURE SERVICES

5.0 Leisure Services - Summary ..... 5-1  
5.1 Parks and Recreation Summary ..... 5-2  
5.2 Parks and Recreation - Administration Division ..... 5-4  
5.3 Parks and Recreation - Parks Division ..... 5-6  
5.4 Parks and Recreation - Recreation Division ..... 5-9  
5.5 Parks and Recreation Advisory Commission ..... 5-14  
5.6 Thomas Balch Library ..... 5-15  
5.7 Thomas Balch Library Advisory Commission ..... 5-18

6. COMMUNITY DEVELOPMENT

6.0 Community Development - Summary ..... 6-1  
6.1 Planning, Zoning, and Development Summary ..... 6-2  
6.2 Board of Architectural Review ..... 6-6  
6.3 Board of Zoning Appeals ..... 6-7  
6.4 Environmental Advisory Committee ..... 6-8  
6.5 Planning Commission ..... 6-9  
6.6 Tree Commission ..... 6-10  
6.7 Plan Review Summary ..... 6-11  
6.8 Economic Development and Tourism (Prior Years) ..... 6-24  
6.9 Economic Development Commission ..... 6-25

7. GENERAL FUND DEBT SERVICE, TRANSFERS TO OTHER FUNDS, AND PRO FORMA

7.1 General Fund Debt Service Summary ..... 7-1  
7.2 Transfers to Other Funds Summary ..... 7-2  
7.3 General Fund Pro-forma ..... 7-3

8. CAPITAL PROJECTS MANAGEMENT

8.1 Department of Capital Projects Management Summary ..... 8-1  
8.2 Capital Improvements Projects Expenditure Summary ..... 8-4

9. UTILITIES DEPARTMENT

9.0 Utilities Fund – Summary ..... 9-1

9.1 Utilities Department Operations Summary ..... 9-2

9.2 Utilities - Administration Division ..... 9-4

9.3 Utilities - Utility Maintenance Division ..... 9-14

9.4 Utilities - Water Supply Division..... 9-22

9.5 Utilities - Water Pollution Control Division..... 9-26

9.6 Utilities - Maintenance Division (Prior Years)..... 9-30

9.7 Utilities - Capital Improvements Program..... 9-31

9.8 Utilities - Debt Service..... 9-32

9.9 Utilities - Fund Revenue Structure ..... 9-33

9.10 Utilities - Fund Pro Forma ..... 9-35

10. AIRPORT FUND

10.0 Airport Fund – Summary ..... 10-1

10.1 Airport Operations..... 10-2

10.2 Airport Commission..... 10-5

10.3 Airport Capital Improvements Program ..... 10-6

10.4 Airport Debt Service ..... 10-7

10.5 Airport Pro-Forma..... 10-8

**CAPITAL IMPROVEMENTS PROGRAM**

INTRODUCTION

CIP 1.1 Capital Improvements Program Process..... CIP 1-1

CIP 1.2 Relationship to Town Plan ..... CIP 1-1

CIP 1.3 Relationship to Debt Financing..... CIP 1-1

CIP 1.4 Summary of Capital Projects ..... CIP 1-4

SOURCES AND USES SUMMARY

CIP 2.1.Sources of Funds - By Fund..... CIP 2-1

CIP 2.2.Sources of Funds - Funds Combined..... CIP 2-2

CIP 2.3.Uses of Funds ..... CIP 2-3

GENERAL FUND PROJECTS

GENERAL GOVERNMENT PROJECTS

CIP 3.1 General Government Projects Summary ..... CIP 3-1

    Bus Shelter – North Street..... CIP 3-2

    Bus Shelter – Shenandoah Building ..... CIP 3-3

    CAD/RMS System ..... CIP 3-4

    Downtown Street Lighting ..... CIP 3-5

    Museum Repairs..... CIP 3-6

    Police Parking Lot Expansion..... CIP 3-7

    Town-wide Tree Canopy..... CIP 3-8

    Voice over Internet Protocol ..... CIP 3-9

PARKS AND RECREATION PROJECTS

CIP 3.2.Parks and Recreation Projects Summary..... CIP 3-11

    Catocin SkatePark Renovation ..... CIP 3-12

    Dog Park ..... CIP 3-13

    Ida Lee Land Acquisition..... CIP 3-14

    Ida Lee Park Maintenance Building ..... CIP 3-15

    Ida Lee Park Outdoor Pool..... CIP 3-16

    Ida Lee Recreation Center Expansion ..... CIP 3-17

    Ida Lee Soccer/Lacrosse Field No. 3 ..... CIP 3-18

    South King Street Trail Extension ..... CIP 3-19

    South King Street Trail Phase I..... CIP 3-20

    Southwest Connector Trail..... CIP 3-21

    Veterans Park at Balls Bluff..... CIP 3-22

STREETS, HIGHWAYS, BUILDINGS AND GROUNDS PROJECTS

CIP 3.3.Streets, Highways, Buildings and Grounds Projects Summary ..... CIP 3-23

    Advanced Transportation Management System, Phase II ..... CIP 3-24

    Battlefield Pkwy. – Edwards Ferry to Ft. Evans ..... CIP 3-25

    Battlefield Pkwy. – Kincaid Blvd. to Rt. 7 ..... CIP 3-26

    Battlefield Pkwy. – Rt. 15 to Dulles Greenway ..... CIP 3-27

    Catocin Cir./Dry Mill Rd/ Left Turn Lane ..... CIP 3-28

STREETS, HIGHWAYS, BUILDINGS AND GROUNDS PROJECTS (CONTINUED)

Catoctin Circle/Edwards Ferry Road Intersection – Traffic Signal and Left Turn Lane..... CIP 3-29  
Church St. Improvements..... CIP 3-30  
Edwards Ferry Road at Leesburg Bypass Interchange..... CIP 3-31  
Edwards Ferry Rd. at Rt. 15 Bypass Right Turn Improvements ..... CIP 3-32  
Edwards Ferry Rd. Widening..... CIP 3-33  
Lowenbach St. Improvements ..... CIP 3-34  
Old Waterford Rd. Sidewalk..... CIP 3-35  
Rt. 15 (South King St.) Widening..... CIP 3-36  
Sycolin Rd. Widening Phase II (Battlefield Pkwy. to Tolbert Ln.) ..... CIP 3-37  
Sycolin Rd. Widening Phase III (Hope Pkwy. to Battlefield Pkwy./Tolbert Ln. to southern corporate limits) ..... CIP 3-38  
Virts Corner Improvements ..... CIP 3-39

STORM DRAINAGE PROJECTS

CIP 3.4. Storm Drainage Projects Summary..... CIP 3-41  
Country Club Dr. .... CIP 3-42  
Dry Mill/Wage/Ann Storm Improvements..... CIP 3-43  
Edwards Ferry at Colonial Sq. .... CIP 3-44  
Fields at Leesburg Apartments and Meadows Lane Storm Drainage ..... CIP 3-45  
Governors Dr. near Rt. 15 ..... CIP 3-46  
Mount Olive Baptist Church..... CIP 3-47  
North King St. Improvements..... CIP 3-48  
Town Branch at Mosby Dr..... CIP 3-49  
Tuscarora Creek Storm Drainage..... CIP 3-50  
Woodberry Rd. Improvements Storm Drainage..... CIP 3-51

UTILITIES FUND PROJECTS

CIP 4. UTILITIES FUND PROJECTS SUMMARY ..... CIP 4-1

UTILITY LINES PROJECTS

Miscellaneous Waterline and Sewer Replacements and I/I Mitigation ..... CIP 4-2

WATER SUPPLY PROJECTS

Car Tank No. 1 Recoating ..... CIP 4-4

Carr Tank No. 2 ..... CIP 4-5

Hogback Mountain Tank Recoating ..... CIP 4-6

Rt. 643 Water Tank ..... CIP 4-7

WATER POLLUTION CONTROL PROJECTS

Lower Sycolin Sewage Conveyance System ..... CIP 4-8

Lower Tuscarora Creek Sewage Conveyance System ..... CIP 4-9

AIRPORT FUND PROJECTS

CIP 5. Airport Fund Projects Summary ..... CIP 5-1

Airport Instrument Landing System (ILS) Grading ..... CIP 5-2

Airport Perimeter Fence Phase II ..... CIP 5-3

Land Acquisition - Airport Expansion South West End of Airport ..... CIP 5-4

Land Acquisition - North RPZ ..... CIP 5-5

Navigation Aids Upgrades ..... CIP 5-6

South Apron Expansion, Phase II ..... CIP 5-7

South Apron Hangars ..... CIP 5-8

SUMMARIES OF CIP FUNDING BY SOURCE

CIP 6. SUMMARIES OF CIP FUNDING BY SOURCE

Table CIP A General Obligation Bonds ..... CIP 6-1

Table CIP B Trust Funds/Donations ..... CIP 6-3

Table CIP C Capital Projects Fund Cash ..... CIP 6-3

Table CIP D General Fund Cash ..... CIP 6-4

CIP 6. SUMMARIES OF CIP FUNDING BY SOURCE (CONTINUED)

Table CIP E	Utilities Fund Cash .....	CIP 6-5
Table CIP F	Utilities Fund Bonds .....	CIP 6-6
Table CIP G	Proffers (including Developer Contributions and Anticipated Proffers) .....	CIP 6-7
Table CIP H	Loudoun County - Gas Tax .....	CIP 6-8
Table CIP I	Loudoun County - Other .....	CIP 6-8
Table CIP J	State - Department of Aviation (DOAV) .....	CIP 6-9
Table CIP K	State - Department of Natural Resources (DNR) .....	CIP 6-9
Table CIP L	State - Department of Transportation (VDOT).....	CIP 6-10
Table CIP M	State- Virginia Regional Transportation Authority (VRTA) .....	CIP 6-10
Table CIP N	Federal Transportation (RSTP) .....	CIP 6-11
Table CIP O	Federal Aviation Administration (FAA).....	CIP 6-11

POTENTIAL FUTURE CAPITAL PROJECTS

CIP 7. POTENTIAL FUTURE CAPITAL PROJECTS .....	CIP 7-1
--	---------

APPENDICES

A	Town of Leesburg, Virginia, Organization Chart .....	A-1
B	Town History, Government and Demographics.....	B-1
C	Fiscal Policy .....	C-1
D	Budget Calendar, Process and Fund Structure .....	D-1
E	Glossary .....	E-1
F	Salary Schedules.....	F-1

LIST OF TABLES

Table 1.1	Revenue Summary .....	1-1
Table 1.2	Expenditure Summary by Program.....	1-3
Table 1.3	Expenditure Summary by Category.....	1-4
Table 1.4	Program Change Proposals .....	1-9
Table 1.5	Personnel Summary.....	1-19

**LIST OF TABLES (continued)**

Table 1.6	General Fund Revenue, FY 2007-2009 .....	1-29
Table 1.7	Current FY 2008 Tax Assessments and Levies.....	1-32
Table 1.8	Projected FY 2008 Tax Assessments and Levies .....	1-32
Table 1.9	FY 2008 Real Estate Tax Rates for Virginia's Ten Largest Towns .....	1-33
Table 1.10	Other Local Taxes .....	1-35
Table 1.11	Permits, Fees, and Licenses .....	1-38
Table 1.12	Fines and Forfeitures .....	1-39
Table 1.13	Use of Money and Property .....	1-40
Table 1.14	Charges for Services.....	1-41
Table 1.15	Parks and Recreation Fees .....	1-42
Table 1.16	Donations, Receipts and Transfers .....	1-43
Table 1.17	Intergovernmental Revenue .....	1-44
Table 1.18	Proposed FY 2009 General Fund Expenditures by Program.....	1-48
Table 1.19	Proposed FY 2009 General Fund Expenditures by Category .....	1-49
Table 2.1	Direction and Support Services Expenditure Summary.....	2-1
Table 2.2	Town Council Expenditure Summary .....	2-2
Table 2.3	Community Agency Grants .....	2-4
Table 2.4	Town Manager Expenditure Summary.....	2-5
Table 2.5	Executive Administration Expenditure Summary.....	2-6
Table 2.6	Economic Development and Tourism Division Expenditure Summary .....	2-9
Table 2.7	Economic Development Commission Expenditure Summary .....	2-11
Table 2.8	Cable TV Advisory Commission Expenditure Summary.....	2-12
Table 2.9	Commission on Public Arts Expenditure Summary.....	2-13
Table 2.10	Town Attorney Expenditure Summary.....	2-15
Table 2.11	Clerk of Council Expenditure Summary .....	2-17
Table 2.12	Finance Expenditure Summary.....	2-21
Table 2.13	Human Resources Expenditure Summary .....	2-25
Table 2.14	Information Technology Expenditure Summary.....	2-28
Table 2.15	Information Technology Commission Expenditure Summary .....	2-31
Table 3.1	Public Safety Expenditure Summary .....	3-1
Table 3.2	Police Department Expenditure Summary .....	3-3
Table 3.3	Police - Administrative and Operational Support Expenditure Summary.....	3-5
Table 3.4	Police - Patrol Operations Expenditure Summary.....	3-8

**LIST OF TABLES (continued)**

Table 3.5	Police - Criminal Investigations Expenditure Summary .....	3-12
Table 3.6	Police - Community Services Expenditure Summary .....	3-16
Table 3.7	Police - Information Services Expenditure Summary .....	3-20
Table 3.8	Police – Citizen’s Support Team Expenditure Summary .....	3-22
Table 4.1	Public Works Expenditure Summary .....	4-2
Table 4.2	Public Works – Administration Expenditure Summary .....	4-3
Table 4.3	Public Works – Engineering and Inspections Expenditure Summary .....	4-6
Table 4.4	Public Works – Streets and Grounds Maintenance Expenditure Summary .....	4-9
Table 4.5	Public Works – Building Maintenance Expenditure Summary .....	4-14
Table 4.6	Public Works – Fleet Maintenance Expenditure Summary .....	4-17
Table 4.7	Public Works – Refuse Collection and Recycling Expenditure Summary .....	4-20
Table 4.8	Public Works – Traffic Management Expenditure Summary .....	4-22
Table 5.1	Leisure Services Expenditure Summary .....	5-1
Table 5.2	Parks and Recreation Expenditure Summary .....	5-3
Table 5.3	Parks and Recreation – Administration Expenditure Summary .....	5-4
Table 5.4	Parks and Recreation – Parks Division Expenditure Summary .....	5-6
Table 5.5	Parks and Recreation – Recreation Division Expenditure Summary .....	5-9
Table 5.6	Parks and Recreation – Advisory Commission Expenditure Summary .....	5-14
Table 5.7	Thomas Balch Library Expenditure Summary .....	5-15
Table 5.8	Thomas Balch Library Commission Expenditure Summary .....	5-18
Table 6.1	Community Development Expenditure Summary .....	6-1
Table 6.2	Planning, Zoning, and Development Expenditure Summary .....	6-3
Table 6.3	Board of Architectural Review Expenditure Summary .....	6-6
Table 6.4	Board of Zoning Appeals Expenditure Summary .....	6-7
Table 6.5	Environmental Advisory Commission Expenditure Summary .....	6-8
Table 6.6	Planning Commission Expenditure Summary .....	6-9
Table 6.7	Tree Commission Expenditure Summary .....	6-10
Table 6.8	Plan Review Expenditure Summary .....	6-13
Table 6.9	Economic Development and Tourism Expenditure Summary (Prior Years) .....	6-24
Table 6.10	Economic Development Commission Expenditure Summary (Prior Years) .....	6-25
Table 7.1	General Fund Debt Service Expenditure Summary .....	7-1
Table 7.2	Transfers to Other Funds Expenditure Summary .....	7-2
Table 8.1	Capital Projects Management Expenditure Summary .....	8-1

Table 8.2	Capital Improvements Projects Expenditure Summary – General Fund Projects.....	8-4
Table 9.1	Utilities Fund Expenditure Summary.....	9-1
Table 9.2	Utilities Department Operations Expenditure Summary .....	9-3
Table 9.3	Utilities – Administration Division Expenditure Summary .....	9-4
Table 9.4	Utility Lines Expenditure Summary .....	9-15
Table 9.5	Utilities – Water Supply Expenditure Summary .....	9-22
Table 9.6	Utilities – Water Pollution Control Expenditure Summary .....	9-26
Table 9.7	Utilities – Maintenance Division (Prior Years).....	9-30
Table 9.8	Utilities – Capital Improvements Expenditure Summary .....	9-31
Table 9.9	Utilities – Debt Service Expenditure Summary .....	9-32
Table 9.10	Utilities – Current Water and Sewer Charges, Effective July 2007.....	9-33
Table 10.1	Airport Fund Expenditure Summary .....	10-1
Table 10.2	Airport Operations Expenditure Summary .....	10-2
Table 10.3	Airport – Airport Commission Expenditure Summary .....	10-5
Table 10.4	Airport – Capital Improvements Expenditure Summary .....	10-6
Table 10.5	Airport – Debt Service Expenditure Summary .....	10-7

CAPITAL IMPROVEMENTS PROGRAM

Table CIP 1.1.	Percentages of Funding Sources .....	CIP 1-2
Table CIP 1.2.	Financial Ratios – Actual and Projected.....	CIP 1-4
Table CIP 2.1	Sources of Funds – By Fund.....	CIP 2-1
Table CIP 2.2	Sources of Funds – Funds Combined .....	CIP 2-2
Table CIP 2.3	Uses of Funds .....	CIP 2-3
Table CIP 3.1	General Government Capital Improvements Project Summary .....	CIP 3-1
Table CIP 3.2	Parks and Recreation Capital Improvements Project Summary .....	CIP 3-11
Table CIP 3.3	Streets, Highways, Buildings, and Grounds Capital Improvements Project Summary .....	CIP 3-23
Table CIP 3.4	Storm Drainage Capital Improvements Project Summary .....	CIP 3-41
Table CIP 4.1	Utilities Fund Capital Improvements Project Summary .....	CIP 4-1
Table CIP 5.1	Airport Fund Capital Improvements Project Summary .....	CIP 5-1
Table CIP A.	General Obligation Bonds.....	CIP 6-1
Table CIP B.	Trust Funds .....	CIP 6-3
Table CIP C.	Capital Projects Fund Cash .....	CIP 6-3
Table CIP D.	General Fund Cash .....	CIP 6-4

LIST OF TABLES (continued)

CAPITAL IMPROVEMENTS PROGRAM (continued)

Table CIP E.	Utilities Fund Cash.....	CIP 6-5
Table CIP F.	Utilities Fund Bonds.....	CIP 6-6
Table CIP G.	Proffers (including Developer Contributions and Anticipated Proffers).....	CIP 6-7
Table CIP H.	Loudoun County – Gas Tax .....	CIP 6-8
Table CIP I.	Loudoun County – Other .....	CIP 6-8
Table CIP J.	State - Department of Aviation (DOAV).....	CIP 6-9
Table CIP K.	State - Department of Natural Resources (DNR).....	CIP 6-9
Table CIP L.	State - Department of Transportation (VDOT) .....	CIP 6-10
Table CIP M.	State - Virginia Regional Transportation Authority (VRTA) .....	CIP 6-10
Table CIP N.	Federal Transportation (RSTP).....	CIP 6-11
Table CIP O.	Federal Aviation Administration (FAA) .....	CIP 6-11

APPENDICES

Table F.1	General Government FY 2009 Pay Grades .....	F-1
Table F.2	Public Safety Pay Plan, 2009 Pay Grades: Sworn Staff.....	F-2
Table F.3	Public Safety Pay Plan, 2009 Pay Grades: Communication Staff .....	F-2

LIST OF CHARTS

Chart 1.1	General Fund Revenue, FY 2005-2009.....	1-29
Chart 1.2	General Fund Revenues by Category, FY 2009.....	1-30
Chart 1.3	Assessed Real Estate and Tax Rates, FY 2005-2009 .....	1-33
Chart 1.4	Per Capita Real Estate Taxes, FY 2005-2009 .....	1-33
Chart 1.5	General Fund Balance, FY 2005-2009 .....	1-47
Chart 1.6	General Fund Expenditures by Program.....	1-48
Chart 1.7	General Fund Revenues by Category .....	1-49
Chart 2.1	Town Manager Organizational Chart .....	2-5
Chart 2.2	Finance Department Organizational Chart .....	2-20
Chart 3.1	Police Department Organizational Chart.....	3-2
Chart 3.2	Administrative and Operational Support Division Organizational Chart.....	3-4

**LIST OF CHARTS (continued)**

Chart 3.3	Patrol Operations Division Organizational Chart.....	3-7
Chart 3.4	Criminal Investigations Division Organizational Chart.....	3-11
Chart 3.5	Community Services Division Organization Chart.....	3-15
Chart 3.6	Information Services Organization Chart.....	3-19
Chart 3.7	Citizen’s Support Team Organization Chart .....	3-22
Chart 4.1	Public Works Organization Chart.....	4-1
Chart 5.1	Parks and Recreation Organization Chart.....	5-2
Chart 6.1	Planning, Zoning, and Development Organization Chart.....	6-2
Chart 9.1	Utilities Fund Organization Chart.....	9-2
Chart 9.2	Utilities - Availability and Connection Fees FY 1998-2008.....	9-34
Chart A.1.	Town of Leesburg Organizational Chart .....	A-1
Chart B.1	Town of Leesburg Population Growth 2004-2008.....	B-2
Chart B.2.	Town of Leesburg Racial/Ethnic Composition .....	B-3
Chart B.3.	Town of Leesburg Housing.....	B-4
Chart B.4.	Public Schools in the Town of Leesburg .....	B-4
Chart B.5.	Map of Leesburg .....	B-5

**ABBREVIATIONS**

ABC	Alcoholic Beverage Control
ACH	Automated Clearing House
ACIP	Airport Capital Improvement Program
ADT	Average Daily Traffic
AOA	Airport Operations Area
AED	Automated External Defibrillators
ASP	Microsoft’s Visual Web Development Program
AWOS	Automated Weather Observation System
BAN	Bond Anticipation Note
BG	Billion Gallons
CAD/RMS	Computer-aided Dispatch and Records Management System

**ABBREVIATIONS (continued)**

CAFR	Comprehensive Annual Financial Report
CCF	One hundred cubic feet
CCTV	Closed Circuit Television
CIP	Capital Improvements Program
CDMA	Code Division Multiple Access
CDMP	Crescent District Master Plan
CDPD	Cellular Digital Packet Data
CMOM	Construction Maintenance and Operations Management (Program)
COG	Council of Governments
COPS	Community Oriented Policing Services
CPR	Cardiopulmonary Resuscitation
CPTED	Crime Prevention through Environmental Design
CTAP	Crime and Traffic Accountability Program
CY	Calendar Year
DEQ	Department of Environmental Quality
DCSM	Design and Construction Standards Manual
DNR	Department of Natural Resources
DOAV	Virginia Department of Aviation
DT	Day Ton – a measurement of solids generated during treatment of raw sewage
eVA	State of Virginia’s e-procurement System
EAC	Environmental Advisory Commission
ECHO	Every Citizen Has Opportunities
EPA	Environmental Protection Agency
ESI	Engineers and Surveyors Institute
FAA	Federal Aviation Administration
FBO	Fixed Base Operation
FOG	Fats, Oil, and Grease
FT	Full-time
FTE	Full-time Equivalent (employee)
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association

**ABBREVIATIONS (continued)**

GIS	Geographic Information System
GPD	Gallons per Day
GREAT	Gang Resistance Education Training
HB599	House Bill 599 – Enterprise Zone Revenue
HPO	High Performance Organization
HR	Human Resources
HVAC	Heating, Ventilating and Air Conditioning
IDSE	Interim Distribution System Evaluation
I/I	Infiltration and Inflow
ISO	International Standards Organization
IT	Information Technology
LEAD	Leading, Educating and Developing – Leadership Program sponsored by University of Virginia
LMIS	Land Management Information System
LOS	Level of Service
MDE	Maryland Department of Environment
MGD	Million Gallons per Day
MUNIS	Municipal Information System
NATOA	National Association of Telecommunications Officers and Advisors
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
NVTA	Northern Virginia Transportation Authority
O&M	Operations and Maintenance
OMB	Office of Management and Budget
OSHA	Occupational Safety and Health Administration
PC	Personal Computer
PCI	Pavement Condition Index
PCP	Program Change Proposal
PDA	Personal Data Assistant
PFP	Public Facilities Permit
PT	Part-time
READI	Response to Emergencies and Disasters Institute
RFP	Request for Proposal
ROCK	Recreation Outreach for Community Kids

**ABBREVIATIONS (continued)**

RSTP	Regional Service Transportation Program
SCADA	Supervisory Control and Data Acquisition
SCGM	Standby Generator Curtailable Management
SCR	Silicon Rectifier Controller
SOP	Standard Operating Procedure
SRO	School Resource Officers
SRTC	Standing Residential Traffic Committee
TEA-21	Transportation Equity Act for the 21 <sup>st</sup> Century
TLC	Tuscarora Landscaper's Choice
TOLNET	Town of Leesburg Intranet
USTA	United States Tennis Association
VDH	Virginia Department of Health
VDOT	Virginia Department of Transportation
VoIP	Voice over Internet Protocol
VRTA	Virginia Regional Transportation Association
WPCD	Water Pollution Control Division
WPCF	Water Pollution Control Facility
WPZ	Western Pressure Zone
WTP	Water Treatment Plant
YMCA	Young Men's Christian Association

## 1.1 Revenue Summary

	<b>FY 2007 Actual</b>	<b>FY 2008 Budgeted</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Adopted</b>	<b>\$ Increase (Decrease)</b>	<b>% Increase (Decrease)</b>
<b>General Fund</b>						
Real Estate Taxes	\$12,266,886	\$12,063,685	\$12,172,754	\$12,091,692	\$28,007	0.2
Personal Property Taxes	1,260,260	1,135,000	1,337,000	1,434,893	\$299,893	26.4
Other Local Taxes	8,702,618	9,062,000	8,870,000	8,970,000	(\$92,000)	(1.0)
Permits and Fees	612,684	670,000	420,000	390,000	(\$280,000)	(41.8)
Fines and Forfeitures	414,413	377,000	340,000	340,000	(\$37,000)	(9.8)
Use of Money and Property	1,692,761	896,000	1,106,500	1,337,000	\$441,000	49.2
Charges for Services	3,446,743	4,000,000	3,840,237	4,207,877	\$207,877	5.2
Donations, Receipts and Transfers	2,328,503	2,321,560	2,397,460	2,619,712	\$298,152	12.8
Intergovernmental	12,307,056	11,902,160	11,922,454	11,769,180	(\$132,980)	(1.1)
Other Financing Sources		3,523,639	3,158,396	2,802,360	(\$721,279)	(20.47)
<b>Total</b>	<b>\$43,031,924</b>	<b>\$45,951,044</b>	<b>\$45,564,801</b>	<b>\$45,962,714</b>	<b>\$11,670</b>	<b>0.03</b>
<b>Capital Projects Funds</b>						
Donations, Receipts and Transfers*	\$1,183,005	\$14,772,161	\$10,390,914	\$9,732,642	(\$5,039,519)	(34.1)
Intergovernmental*	1,246,073	1,354,920	953,067	4,950,842	\$3,595,922	265.4
Other Financing Sources*	18,234,194	12,203,802	8,584,299	9,839,340	(\$2,364,462)	(19.4)
<b>Total</b>	<b>\$20,663,272</b>	<b>\$28,330,883</b>	<b>\$19,928,280</b>	<b>\$24,522,824</b>	<b>(\$3,808,059)</b>	<b>(13.4)</b>
<b>Utilities Fund</b>						
Charges for Services	\$11,953,688	\$13,493,000	\$13,493,000	\$14,371,000	\$878,000	6.5
Availability & Connection Fees	1,740,941	2,304,000	2,304,000	2,395,000	\$91,000	3.9
Interest	2,306,958	2,100,000	2,100,000	2,000,000	(\$100,000)	(4.8)
Bond Proceeds*	11,137,794	8,188,000	7,513,000	4,065,600	(\$4,122,400)	(50.3)
Fund Balance*	7,349,075	6,198,417	5,675,017	2,681,033	(\$3,517,384)	(56.7)
<b>Total</b>	<b>\$34,488,456</b>	<b>\$32,283,417</b>	<b>\$31,085,017</b>	<b>\$25,512,633</b>	<b>(\$6,770,784)</b>	<b>(21.0)</b>

## 1.1 Revenue Summary (continued)

	<b>FY 2007 Actual</b>	<b>FY 2008 Budgeted</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Adopted</b>	<b>\$ Increase (Decrease)</b>	<b>% Increase (Decrease)</b>
<b>Airport Fund</b>						
Leases	\$755,180	\$1,001,788	\$740,974	\$843,502	(\$158,286)	(15.8)
FBO Fees	73,433	88,500	90,386	90,386	\$1,886	2.1
Maintenance Reimbursement	8,520	15,000	8,000	8,000	(\$7,000)	(46.7)
Airport User Fees	24,378	28,000	27,000	30,000	\$2,000	7.1
Fuel Flow Fees	0	13,130	27,824	27,824	\$14,694	111.9
Miscellaneous	4,743	7,500	303,000	3,000	(\$4,500)	(60.0)
Grants	437,514	1,769,003	367,995	1,473,830	(\$295,173)	(82.1)
Other Financing Sources*	2,383,867			1,948,075	\$1,948,075	100.0
Transfer from General Fund	273,648	204,258	192,803		(\$204,258)	(100.0)
<b>Total</b>	<b>\$3,961,283</b>	<b>\$3,127,179</b>	<b>\$1,757,982</b>	<b>\$4,424,617</b>	<b>\$1,297,438</b>	<b>41.5</b>
<b>Total Revenues All Funds</b>	<b>\$102,144,935</b>	<b>\$109,692,523</b>	<b>\$98,336,080</b>	<b>\$100,422,788</b>	<b>(\$9,269,735)</b>	<b>(8.5)</b>

\* FY 2009 presentation has been updated to more accurately reflect distribution among funding sources

## 1.2 Expenditure Summary by Program

	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<b>General Fund</b>						
Direction and Support Services	\$6,131,393	\$6,556,380	\$6,511,166	\$7,784,708	\$1,228,328	18.7
Public Safety	8,866,655	10,327,846	10,173,348	10,923,899	596,053	5.8
Public Works	10,728,162	11,674,609	11,604,609	11,585,929	(88,680)	(0.8)
Leisure Services	6,350,607	7,125,496	7,062,121	7,476,705	351,209	4.9
Community Development	3,173,877	3,911,230	3,782,270	3,496,604	(414,626)	(10.6)
Transfers Out	1,347,020	1,609,918	1,609,918	7,000	(1,602,918)	(99.6)
Personnel Services Adjustments*		(500,000)	(500,000)	(570,000)	(70,000)	14.0
Debt Service	4,763,433	5,245,565	5,321,369	5,257,869	12,304	0.2
<b>Total</b>	<b>\$41,361,147</b>	<b>\$45,951,044</b>	<b>\$45,564,801</b>	<b>\$45,962,714</b>	<b>\$11,670</b>	<b>0.03</b>
<b>Capital Projects Funds</b>						
Operations	\$1,162,801	\$1,405,660	\$1,356,430	\$1,585,933	\$180,333	12.8
Capital Projects	19,500,471	26,925,223	18,571,850	22,936,831	(3,988,392)	(14.8)
<b>Total</b>	<b>\$20,663,272</b>	<b>\$28,330,883</b>	<b>\$19,928,280</b>	<b>\$24,522,824</b>	<b>(\$3,808,059)</b>	<b>(13.4)</b>
<b>Utilities Fund</b>						
Operations	\$11,048,988	\$12,626,677	\$12,528,277	\$12,770,149	\$143,472	1.1
Capital Projects	20,250,534	14,760,000	13,660,000	7,392,000	(7,368,000)	(49.9)
Debt Service	3,188,934	4,896,740	4,896,740	5,350,484	453,744	9.3
<b>Total</b>	<b>\$34,488,456</b>	<b>\$32,283,417</b>	<b>\$31,085,017</b>	<b>\$25,512,633</b>	<b>(\$6,770,784)</b>	<b>(21.0)</b>
<b>Airport Fund</b>						
Operations	\$910,929	\$886,493	\$886,493	\$1,045,922	\$159,429	18.0
Capital Projects	430,884	1,793,880	375,546	3,002,500	1,208,620	67.4
Debt Service	2,786,946	446,806	446,806	376,195	(70,611)	(15.8)
<b>Total</b>	<b>\$4,128,759</b>	<b>\$3,127,179</b>	<b>\$1,708,845</b>	<b>\$4,424,617</b>	<b>\$1,297,438</b>	<b>41.5</b>
<b>Total Expenditures All Funds</b>	<b>\$100,641,634</b>	<b>\$109,692,523</b>	<b>\$98,286,943</b>	<b>\$100,422,788</b>	<b>(\$9,269,735)</b>	<b>(8.5)</b>

\* FY 2009 includes \$520,000 in Salary Savings and \$40,000 for Public Safety Retirement Initiative.

## GENERAL FUND SUMMARIES (continued)

## 1.3 Expenditure Summary by Category – FY 2009

	General Fund	Cap. Proj. Fund	Utilities Fund	Airport Fund	Total All Funds
<b>Personnel Expenditures</b>					
Salaries	\$19,967,733	\$848,869	\$5,077,130	\$271,258	\$26,164,990
Social Security and Medicare	1,453,703	62,283	383,944	20,358	1,920,288
Retirement	2,169,883	104,106	612,623	32,774	2,919,386
Health Insurance	2,243,285	106,325	780,878	35,820	3,166,308
Life Insurance	191,845	9,366	55,115	2,957	259,283
Long-term Disability Insurance	148,074	7,301	41,943	2,250	199,568
Unemployment Compensation Insurance	7,793	299	2,232	109	10,433
Workers Compensation Insurance	287,709	1,160	121,473	4,445	414,787
Optional Benefits	324,710	12,120	100,710	5,160	442,700
Other Post Employment Benefits (OPEB)	169,303	8,289	48,775	2,616	228,983
<b>Total Personnel</b>	<b>\$26,964,038</b>	<b>\$1,160,118</b>	<b>\$7,224,823</b>	<b>\$377,747</b>	<b>\$35,726,726</b>
<b>Operating Expenditures</b>					
Contractual Services	\$8,086,710	\$337,875	\$639,366	\$279,658	\$9,343,609
Materials and Supplies	1,363,126	10,900	1,094,900	45,132	2,514,058
Transfer Payments	1,154,019		2,139,160	221,400	3,514,579
Continuous Charges	2,205,002	70,000	1,350,800	121,985	3,747,787
Capital Expenditures	931,950	7,100	321,100		1,260,150
<b>Total Operating</b>	<b>\$13,740,807</b>	<b>\$425,875</b>	<b>\$5,545,326</b>	<b>\$668,175</b>	<b>\$20,380,183</b>
<b>Capital Expenditures</b>					
Capital Outlay		\$22,936,831	\$7,392,000	\$3,002,500	\$33,331,331
Debt Service	5,257,869		5,350,484	376,195	10,984,548
<b>Total Capital</b>	<b>\$5,257,869</b>	<b>\$22,936,831</b>	<b>\$12,742,484</b>	<b>\$3,378,695</b>	<b>\$44,315,879</b>
<b>GRAND TOTAL</b>	<b>\$45,962,714</b>	<b>\$24,522,824</b>	<b>\$25,512,633</b>	<b>\$4,424,617</b>	<b>\$100,422,788</b>

#### 1.4 Budget Adjustments

As a result of its review, the Town Council made adjustments to the FY 2009 Proposed Budget and the FY 2009-2013 Proposed Capital Improvement Program. The following is a list of the adjustments.

<b>ADJUSTMENTS TO PROPOSED BUDGET</b>	
<b>Description</b>	<b>Adjustments</b>
<b>GENERAL FUND</b>	
<b>Revenue</b>	
Reduction of Tax Rate from 18.75 cents to 18.00 cents	(\$488,725)
Loss of State ABC Revenue	(\$ 16,600)
Loss of State Wine Tax Revenue	(\$ 17,400)
Reduction in Anticipated Funding from County - School Resource Officer Grant	(\$107,250)
Increase Use of Uran Fund for Community Agency Grants	\$ 19,625
Eliminate Balch Library Program Change Proposal - Uran Fund	(\$ 10,000)
Move Uran Fund for Loudoun Museum Repairs to Capital Projects Fund	(\$100,000)
Reduce Use of Fund Balance	(\$ 56,034)
<b>Total General Fund Revenue Adjustments</b>	<b>(\$776,384)</b>
<b>Expenditures</b>	
Savings – Virginia Retirement Service Contribution	(\$343,664)
Increase Budgeted Turnover	(\$ 50,000)
Adjustments to Community Agencies Grants	(\$ 20,775)
Establish Council Contingency for Boards and Commissions	\$ 20,000
Reduce Boards and Commissions Operating Expenses	(\$ 51,005)
Reduce Economic Development Budget	(\$ 41,000)
Eliminate Town Attorney Funding for Utilities Fund Litigation	(\$ 36,000)
Reduce Human Resources Department Advertising	(\$ 30,000)
Reduce Information Technology Consulting and Eliminate Printer Replacement	(\$ 30,000)
Reduce Funding for Police Department Monthly Pager Charges	(\$ 3,000)
Increase Public Works Department Budget for Fuel Purchases	\$ 20,000

<b>ADJUSTMENTS TO PROPOSED BUDGET</b>	
<b>Description</b>	<b>Adjustments</b>
<b>GENERAL FUND</b>	
<b>Expenditures (continued)</b>	
Reduce Public Works Department Funding for MS-4 Program Change Proposal	(\$ 15,000)
Reduce Public Works Department Funding for Contractual Plans Review	(\$ 15,000)
Reduce Standing Residential Traffic Committee Funding	(\$ 20,000)
Reduce Planning & Zoning Department Contractual Services for Plan Review	(\$ 50,000)
Eliminate Balch Library Program Change Proposal	(\$ 10,000)
Reduce Balch Library Operating Expenses and Capital Outlay	(\$ 7,940)
Transfer to Capital Projects Fund for Dog Park Project	\$ 7,000
Move Uran Funding for Loudoun Museum Repairs to Capital Projects Fund	(\$100,000)
<b>Total General Fund Expenditure Adjustments</b>	<b>(\$776,384)</b>
<b>CAPITAL PROJECTS FUND</b>	
<b>Revenues</b>	
Add Uran Funds (\$100,000) and GO Bond (\$180,000) for Loudoun Museum Repair Project	\$280,000
Add General Fund Contribution for Dog Park Project	\$ 7,000
Reduce Funding for Dog Park Capital Improvement Project (CIP)	(\$102,000)
Move GO Bond Funding for Old Waterford Road Sidewalk CIP from FY 2009 to FY 2010	(\$240,000)
Delete Turner Harwood Phase I Project	(\$140,000)
Savings Virginia Retirement Contribution – Capital Projects Management Department	(\$ 16,660)
<b>Total Capital Projects Fund Adjustments</b>	<b>(\$211,660)</b>
<b>Expenditures</b>	
Create Loudoun Museum Repairs Project	\$280,000
Additional Funding for Dog Park Project	\$ 7,000
Reduce Dog Park Project	(\$102,000)
Move Old Waterford Road Sidewalk from FY 2009 to FY 2010	(\$240,000)
Delete Turner Harwood Phase I Project	(\$140,000)
Savings Virginia Retirement Contribution – Capital Projects Management Department	(\$ 16,660)
<b>Total Capital Projects Fund Expenditure Adjustments</b>	<b>(\$ 211,660)</b>

## 1.4 Budget Adjustments (continued)

<b>ADJUSTMENTS TO PROPOSED BUDGET</b>	
<b>Description</b>	<b>Adjustments</b>
<b>UTILITIES FUND</b>	
<b>Revenues</b>	
Savings Virginia Retirement Contribution	(\$ 98,039)
<b>Total Utilities Fund Revenue Adjustments</b>	<b>(\$ 98,039)</b>
<b>Expenditures</b>	
Savings Virginia Retirement Contribution	(\$ 98,039)
<b>Total Utilities Fund Expenditure Adjustments</b>	<b>(\$ 98,039)</b>
<b>AIRPORT FUND</b>	
<b>Revenues</b>	
Provide Funding for the Land Acquisition - North Runway Protection Zone Project	\$ 7,500
Provide Funding for Land Acquisition – Airport Expansion South West End of Runway Project	\$ 50,000
Provide Funding for South Apron Hangar Project	\$950,000
Savings Virginia Retirement Contribution	(\$ 5,343)
<b>Total Airport Fund Revenue Adjustments</b>	<b>\$1,002,657</b>
<b>Expenditures</b>	
Increase for Land Acquisition - North Runway Protection Zone Project	\$ 7,500
Increase for Land Acquisition – Airport Expansion South West End of Runway Project	\$ 50,000
Increase for South Apron Hangar Project	\$950,000
Savings Virginia Retirement Contribution	(\$ 5,343)
<b>Total Airport Fund Expenditure Adjustments</b>	<b>\$1,002,657</b>

**1.4 Budget Adjustments (continued)**

**Program Change Proposals (PCPs)** provide a means for departments to propose changes from one year to the next. PCPs can be changes in expenditures or revenues and may include enhancements, restorations, additions, or reductions of new or existing programs. A PCP includes an explanation and a full cost of the change proposed. A summary of PCPs and detailed program sheets are on the following pages.

<b>PROGRAM CHANGE PROPOSALS</b>					
<b>Priority</b>	<b>Description</b>		<b>Cost</b>	<b>FTE</b>	<b>Council Action</b>
<b>General Government</b>					
1	Employee Benefits	Adjustment to Deferred Compensation Contribution and Shoe Allowance	\$35,890		\$35,890
		<b>Total</b>	<b>\$35,890</b>		<b>\$35,890</b>
<b>Town Attorney</b>					
1	Town Attorney	Deputy Town Attorney (Part Time)	\$56,912	.6	\$56,912
		<b>Total</b>	<b>\$56,912</b>	<b>.6</b>	<b>\$56,912</b>
<b>Public Safety</b>					
1	Police - Criminal Investigations	Family Crimes Investigator	\$92,027	1.0	\$92,027
		<b>Total</b>	<b>\$92,027</b>	<b>1.0</b>	<b>\$92,027</b>
<b>Public Works</b>					
1	Engineering & Inspections	MS-4 Certification	\$32,000		\$17,000
1	Buildings Maintenance*	Loudoun Museum – Facility Repairs	\$100,000		0
		<b>Total</b>	<b>\$132,000</b>		<b>\$17,000</b>
<b>Leisure Services</b>					
1	Parks and Recreation – Recreation Division	Outdoor Pool (1 Full Time and 10 Flexible Part Time)	\$253,897	11.0	\$253,897
1	Balch Library	Schools Initiative	\$10,000		0
		<b>Total</b>	<b>\$263,897</b>	<b>11.0</b>	<b>\$253,897</b>
<b>Community Development</b>					
1	Board of Zoning Appeals	Stipend Increase	\$3,230		0
		<b>Total</b>	<b>\$3,230</b>		<b>0</b>
<b>Capital Projects Management</b>					
1	Construction Management	Senior Engineer	\$79,665	1.0	\$79,665
		<b>Total</b>	<b>\$79,665</b>	<b>1.0</b>	<b>\$79,665</b>
<b>Airport</b>					
1	Operations	Resurfacing Taxiways and Ramp Area	\$90,600		\$90,600
		<b>Total</b>	<b>\$90,600</b>		<b>\$90,600</b>
<b>GRAND TOTAL</b>			<b>\$754,221</b>	<b>13.6</b>	<b>\$625,991</b>

\* Moved to Capital Improvements Program and included in new project titled Museum Repair in the General Government Section.

1.4 Program Change Proposals (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
General Government	All	Personnel Services	Adjustment – Deferred Compensation/Shoe Allowance
<b>Program Description</b>			
<p>Employees have the opportunity to participate in a Deferred Compensation Plan. The Town currently contributes \$260 annually for each participating employee. This amount of the contribution was established in 2007. This program change proposal would increase the Town contribution to \$390 or an additional \$130 per year per participating employee.</p> <p>In 1985, the Town started providing employees who work in the field with a safety shoe allowance. This allowance has been increased from an initial amount of \$50 to the current \$135. In 2005, the IRS determined that the allowance is taxable. This change has effectively reduced the purchasing power of the employee. This program change proposal would increase the allowance from the current \$135 to \$149.</p>			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
	Increase Deferred Compensation Contribution	\$34,800	\$34,800
	Increase Shoe Allowance	\$1,090	\$1,090
	<b>TOTAL</b>	<b>\$35,890</b>	<b>\$35,890</b>
<b>Benefits of New Program/ Program Modification</b>			
<p>The Town maintains a competitive salary and benefits package to help recruit and retain the best talent available in the regional labor market. This program change proposal supports this effort. General tax funds will be used for this proposal.</p>			

1.4 Budget Adjustments (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
Town Attorney	100130	Personnel Services/Capital Outlay	Town Attorney
<b>Program Description</b>			
This part-time attorney position will facilitate the efforts of the Office to provide legal services for the Town in a timely and professional manner.			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
	Deputy Town Attorney (part-time wages and benefits)	\$53,812	\$53,812
	Capital Outlay (Office Equipment)	\$3,100	\$3,100
<b>TOTAL</b>		<b>\$56,912</b>	<b>\$56,912</b>
<b>Benefits of New Program/ Program Modification</b>			
The Deputy Town Attorney will provide representation and legal services to the Planning Commission and Board of Architectural Review, and will provide support for the Town Attorney to include motion practice, research, and will provide legal opinions for Town staff. General tax funds will be used for this proposal.			

1.4 Budget Adjustments (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
Police	100213	Various	Criminal Investigations
<b>Program Description</b>			
This position will provide comprehensive follow up investigations and proactive work on domestic violence and crimes against children.			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
P1	CIS Family Crimes Investigator (wages and benefits)	\$64,027	\$64,027
	Properly equipped unmarked police car	\$20,000	\$20,000
	Uniforms and Equipment	\$8,000	\$8,000
<b>TOTAL</b>		<b>\$92,027</b>	<b>\$92,027</b>
<b>Benefits of New Program/ Program Modification</b>			
Crimes of domestic violence and against children are increasing in the community. Loudoun County has received a grant to provide funding for positions to conduct comprehensive follow-up investigations in these cases. The County funding is for 50% of the wages and benefits for this position in FY 2009 and FY 2010. The Police Department currently handles approximately 200 to 220 domestic violence cases and 120 child protective investigations annually and conduct investigations of on-line predators. This position will provide the Police Department with the resources to conduct these investigations and investigations of on-line predators. In addition, the position will be used to enhance preventive efforts by training parents, teachers, and children concerning family crimes. A Loudoun County grant (\$32,000) and the Uran Fund (\$60,027) will be used for this proposal.			

1.4 Budget Adjustments (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
Public Works	100312	Various	Engineering & Inspections
<b>Program Description</b>			
To provide funding for printing and mailing brochures and to advertise the Town's reapplication for renewal of its Municipal Separate Storm Sewer System (MS-4) permit from the Virginia Department of Environmental Quality.			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
	Printing, Mailing, Advertising	\$32,000	\$17,000
<b>TOTAL</b>		<b>\$32,000</b>	<b>\$17,000</b>
<b>Benefits of New Program/ Program Modification</b>			
The Virginia Department of Environmental Quality requires the Town to educate, notify and collect responses on environmental issues from residents (e.g. pet waste, dumping household hazardous materials into storm sewers, yard waste clean up, protection of streams and water conveyance systems, etc). The Department of Environmental Quality is in the process of issuing new guidelines for MS-4 permits and renewals of permits. These guidelines will require local jurisdictions to develop programming to educate and solicit comments from residents regarding the improvements to storm water management and preventing illicit discharges into streams and water conveyance systems. The proposal will provide funding for educational mailing and surveys to assess the success of the educational efforts. In addition, the proposal provides funds to advertise and conduct public hearings for the renewal of the Town permit which is scheduled to expire December 2008. General tax funds will be used for this proposal.			

1.4 Budget Adjustments (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
Engineering and Public Works	100314	52409	Building Maintenance
<b>Program Description</b>			
To initiate needed maintenance and repairs to the exterior of the Town owned buildings leased by the Loudoun Museum.			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
	Repairs to Loudoun Museum Building	\$100,000*	0
<b>TOTAL</b>		<b>\$100,000*</b>	<b>0</b>
<b>Benefits of New Program/ Program Modification</b>			
The Loudoun Museum leases the log cabin and masonry buildings owned by the Town at 14 and 16 W. Loudoun Street. The facilities are in need of repairs. An engineering contractor has been hired to conduct a survey of the facilities to determine their condition and provide recommendations for repairs. The \$100,000 will be used to begin immediate repairs (roof, doors, window sills, north wall repairs) and initiate work on the repairs that are identified by the engineering contractor survey. The Uran Fund will be used for this proposal.			

\* Moved to Capital Improvements Program and included in new project Museum Repair in the General Government Section.

1.4 Budget Adjustments (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
Parks & Recreation	100410	Various	Recreation Programs
<b>Program Description</b>			
To open the new outdoor scheduled in May 2009.			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
8	Assistant Aquatics Supervisor (wages and benefits) (1 FTE)	\$29,253	\$29,253
	Flexible Part-Time Staff (lifeguards, swim instructors, snack bar attendants) (10 FTEs)	\$154,644	\$154,644
	Utilities	\$30,800	\$30,800
	Operating Supplies (chemicals, cleaning, parts, recreation supplies, food for snack bar)	\$25,200	\$25,200
	Administrative Supplies	\$14,000	\$14,000
<b>TOTAL</b>		<b>\$253,897</b>	<b>\$253,897</b>
<b>Benefits of New Program/ Program Modification</b>			
To provide staff and operating equipment and supplies for operation of the outdoor pool scheduled to open in May 2009. The pool expenses will be offset by an estimated \$280,000 in revenue generated by the facility. Recreation fees for use of the outdoor pool will be used for this proposal.			

1.4 Budget Adjustments (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
Balch Library	100431	Printing	Operations
<b>Program Description</b>			
To initiate an outreach effort to educate school children to the services provided by Balch Library.			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
	Printing	\$10,000	0
<b>TOTAL</b>		<b>\$10,000</b>	<b>0</b>
<b>Benefits of New Program/ Program Modification</b>			
This proposal will provide funds to print and distribute brochures and other educational material to schools in the Town and surrounding area. The Uran Fund will be used to fund this initiative.			

1.4 Budget Adjustments (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
Board of Zoning Appeals	100513	Personnel Services	Commissions
<b>Program Description</b>			
To increase the amount paid to members of the Board of Zoning Appeals.			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
	Personnel Services	\$3,230	0
<b>TOTAL</b>		<b>\$3,230</b>	<b>0</b>
<b>Benefits of New Program/ Program Modification</b>			
The amount of the stipend paid to members of the Board is well below that of members of other Town boards and commissions. This proposal will bring the Board's stipend more in line with the other boards and commissions. General tax funds will be used to fund this proposal.			

1.4 Budget Adjustments (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
Capital Projects Management	300810	Various	Construction Management
<b>Program Description</b>			
To provide an additional Senior Engineer to provide oversight and management of Capital Improvements Program construction projects.			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
13	Senior Engineer (wages & benefits)	\$75,565	\$75,565
	Office Furniture and Computer	\$4,100	\$4,100
<b>TOTAL</b>		<b>\$79,665</b>	<b>\$79,665</b>
<b>Benefits of New Program/ Program Modification</b>			
The number of projects that have completed engineering and design and will be under construction is expected to continue to increase over the next several years. In the next year, an estimated 15 projects will be under construction. The projects will require continual supervision and oversight of construction contractors. Currently, one engineer and an inspector are responsible for construction oversight supplemented by construction consultants. The new engineer will provide additional resources to provide oversight of the CIP projects under construction. The Capital Projects Fund will be used for this proposal.			

1.4 Budget Adjustments (continued)

<b>PROGRAM CHANGE PROPOSAL</b>			
<b>DEPARTMENT</b>	<b>ORG</b>	<b>OBJECT</b>	<b>ACTIVITY/PROGRAM</b>
Airport	600710	52406	Operations
<b>Program Description</b>			
To resurface existing taxiways and the ramp area.			
<b>Required Resources</b>			
<b>Proposed Pay Grade or Line Item</b>	<b>Position Title or Description of Request</b>	<b>Proposed Salary/Cost</b>	<b>Adopted Salary/Cost</b>
	Resurface Taxiways and Ramps	\$90,600	\$90,600
<b>TOTAL</b>		<b>\$90,600</b>	<b>\$90,600</b>
<b>Benefits of New Program/ Program Modification</b>			
The Federal Aviation Administration has recommended that the existing taxiways and the ramp area be resurfaced to ensure the safe operation of airplanes at the airport. It is anticipated that the Virginia Department of Aviation will provide 80% funding for the resurfacing. The Airport Fund will be used for this proposal.			

## 1.5 Personnel Summary

Notes: Any position or classification changes made during FY 2008 have been included in the FY 2008 Authorized column. Reorganization of the plan review process resulted in the creation of the Department of Plan Review (Community Services), authorized by the Council after the publication of the FY 2009 Proposed Budget. All changes related to this reorganization appear in the FY 2009 Adopted column.

	Grade	FY 2007 Authorized	FY 2008 Authorized	FY 2009 Proposed	FY 2009 Adopted
<b>DIRECTION AND SUPPORT SERVICES</b>					
<b>Town Manager's Office</b>					
<b>Executive Administration</b>					
Town Manager	-	1	1	1	1
Deputy Town Manager	18	-	1	1	1
Assistant to Town Manager	14	2	2	2	2
Executive Office Associate II	10	1	1	1	1
Management Specialist	10	1	-	-	-
Management Analyst/Deputy Clerk (funding split with Clerk of the Council)	9	-	0.5	0.5	0.5
Executive Office Associate I	9	1	1	1	1
<b>Economic Development &amp; Tourism (moved from Community Development)</b>					
Director, Econ. Development	17	-	-	-	-
Economic Research Analyst	14	-	-	1	1
Economic Development Manager	14	-	-	1	1
Tourism and Marketing Manager	12	-	-	-	-
Business Retention Coordinator	11	-	-	1	1
GIS Technician	11	-	-	-	1
Downtown Coordinator	10	-	-	-	-
<b>Sub-total</b>		<b>6</b>	<b>6.5</b>	<b>9.5</b>	<b>10.5</b>
<b>Town Attorney</b>					
Town Attorney	-	1	1	1	1
Deputy Town Attorney (PT in FY 09)	-	1	-	0.6	0.6
Senior Legal Secretary	9	-	1	1	1
<b>Sub-total</b>		<b>2</b>	<b>2</b>	<b>2.6</b>	<b>2.6</b>
<b>Clerk of the Council</b>					
Clerk of Council	11	1	1	1	1
Management Analyst/Deputy Clerk (funding split with Town Manager Office)	9	1	0.5	0.5	0.5
<b>Sub-total</b>		<b>2</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

## 1.5 Personnel Summary (continued)

DIRECTION AND SUPPORT SERVICES (continued)	Grade	FY 2007 Authorized	FY 2008 Authorized	FY 2009 Proposed	FY 2009 Adopted
<b>Finance</b>					
Director of Finance	18	1	1	1	1
Deputy Director of Finance	16	1	1	1	1
Management/Budget Officer	16	1	-	-	-
Chief Accountant	15	1	1	1	1
Purchasing Officer	15	1	1	1	1
Senior Management/Budget Analyst	14	1	2	2	2
General Services Supervisor	14	1	1	1	1
Staff Accountant	12	1	1	1	1
Payroll Specialist	9	-	1	1	1
Purchasing Associate I	9	-	1	1	1
Purchasing Associate I	8	1	-	-	-
Administrative Associate II	8	1	1	1	1
Accounting Associate I-II	6-8	7	6	6	6
Customer Service Technician	5	1	1	1	1
Parking Attendant/Officer (RPT)	5	1.5	1.5	1.5	1.5
<b>Sub-total</b>		<b>19.5</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>
<b>Human Resources</b>					
Director, Human Resources	17	1	1	1	1
Assistant Director	15	1	1	1	1
Benefits Administrator	12	1	1	1	1
Human Resources Specialist II	12	1	2	1	1
Human Resources Specialist I	11	1	-	-	-
Administrative Associate II	8	1	1	1	1
Office Associate II (RPT)	6	0.5	0.5	0.5	0.5
Office Associate I (RPT)	5	1.5	1.5	1.5	1.5
<b>Sub-total</b>		<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>
<b>Information Technology</b>					
Director, Information Technology	18	1	1	1	1
IT Project Manager II	12	1	1	1	1
Network Administrator II	12	1	1	1	1
Web Developer	11	1	1	1	1
Network Administrator I	11	1	1	1	1
Administrative Technician	9	-	1	1	1
<b>Sub-total</b>		<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL DIRECTION AND SUPPORT SERVICES</b>		<b>42.5</b>	<b>43.5</b>	<b>46.1</b>	<b>47.1</b>

1.5 Personnel Summary (continued)

	Grade	FY 2007 Authorized	FY 2008 Authorized	FY 2009 Proposed	FY 2009 Adopted
<b>PUBLIC SAFETY</b>					
<b>Administrative and Operational Support</b>					
Chief of Police	18	1	1	1	1
Captain	P8	1	1	1	1
Lieutenant	P7	1	1	1	1
Sergeant	P6	1	1	1	1
Police Officer III	P3	1	1	1	1
Police Academy Instructor	P2	1	1	1	1
Administrative Services Coordinator	10	1	1	1	1
Executive Associate I	9	1	1	1	1
Administrative Associate I	7	1	1	1	1
<b>Sub-total</b>		<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>Patrol Operations</b>					
Captain	P8	1	1	1	1
Lieutenant	P7	2	2	2	2
Sergeant	P6	6	6	6	6
Police Officer I - Master Police Officer	P1-P4	39	39	39	39
<b>Sub-total</b>		<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>
<b>Community Services</b>					
Lieutenant	P7	1	1	1	1
Sergeant	P6	1	1	1	1
Police Officer I - Master Police Officer	P1-P4	10	10	10	10
<b>Sub-total</b>		<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Criminal Investigations</b>					
Lieutenant	P7	-	1	1	1
Sergeant	P6	1	1	1	1
Crime Scene Technician	11	1	1	1	1
Police Officer II - Master Police Officer	P2-P4	7	8	8	8
Family Crimes Investigator	P1	-	-	1	1
<b>Sub-total</b>		<b>9</b>	<b>11</b>	<b>12</b>	<b>12</b>
<b>Information Services</b>					
Information Systems Supervisor	ISM	1	1	1	1
Communications Technician I-II	CT1-CT2	12	12	12	12
Police Records Assistant	7	2	2	2	2
<b>Sub-total</b>		<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>TOTAL POLICE</b>		<b>93</b>	<b>95</b>	<b>96</b>	<b>96</b>

## 1.5 Personnel Summary (continued)

	Grade	FY 2007 Authorized	FY 2008 Authorized	FY 2009 Proposed	FY 2009 Adopted
<b>PUBLIC WORKS</b>					
<b>Public Works Administration</b>					
Director Public Works	18	1	1	1	1
Deputy Director, Eng. and Public Works	16	1	1	1	1
Executive Associate I (moved to Plan Review)	9	1	2	2	1
Administrative Associate II	8	1	1	1	1
Administrative Associate I	7	1	-	-	-
<b>Sub-total</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>
<b>Engineering and Inspections</b>					
Chief of Engineering (moved to Director in Plan Review)	17	1	1	1	-
Chief Operations/Inspections	15	1	1	1	1
Assistant Chief of Engineering (moved to Project Manager in Plan Review)	15	-	-	1	-
Senior Engineer (four positions moved to Plan Review)	13	6	6	5	1
Construction Inspector Supervisor	12	1	1	1	1
Construction Inspector*	11	4	4	4	4
<b>Sub-total</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>7</b>
<b>Streets and Grounds Maintenance</b>					
Superintendent	14	1	1	1	1
Assistant Superintendent	12	2	2	2	2
Maintenance Supervisor	11	2	2	2	2
Heavy Equip. Operator	10	1	1	1	1
Maintenance Worker I-IV	5-9	23	23	23	23
Administrative Associate II	8	1	1	1	1
<b>Sub-total</b>		<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>Building Maintenance</b>					
Superintendent	14	1	1	1	1
Maintenance Supervisor	11	1	1	1	1
Maintenance Worker I-II	5-6	2	2	2	2
<b>Sub-total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

\* One (1) Construction Inspector position is not funded in FY 2009.

## 1.5 Personnel Summary (continued)

<b>PUBLIC WORKS (continued)</b>	<b>Grade</b>	<b>FY 2007 Authorized</b>	<b>FY 2008 Authorized</b>	<b>FY 2009 Proposed</b>	<b>FY 2008 Adopted</b>
<b>Fleet Maintenance</b>					
Superintendent	14	1	1	1	1
Asst. Superintendent	12	1	1	1	1
Fleet Maintenance Technician I-III	8-10	-	4	4	4
Lead Automotive Technician	9	2	-	-	-
Automotive Technician	8	2	-	-	-
<b>Sub-total</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Traffic Management</b>					
Transportation Engineer	15	1	1	1	1
Engineer	11	1	1	1	1
Traffic Technician	11	1	1	1	1
<b>Sub-total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>TOTAL PUBLIC WORKS</b>		<b>61</b>	<b>61</b>	<b>61</b>	<b>54</b>
<b>LEISURE SERVICES</b>					
<b>PARKS AND RECREATION</b>					
<b>Administration</b>					
Director, Parks & Recreation	18	1	1	1	1
Recreation Projects Coordinator (RPT)	12	0.5	0.5	0.5	0.5
Executive Associate I	9	1	1	1	1
Administrative Associate II	8	1	1	1	1
<b>Sub-total</b>		<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>
<b>Parks</b>					
Assistant Director for Parks	15	1	1	1	1
Parks and Grounds Supervisor	12	1	1	1	1
Outdoor Facilities Supervisor	9	1	1	1	1
Lead Groundskeeper	9	2	2	2	2
Groundskeeper II	8	4	4	4	4
Park Attendant (RPT)	5	0.5	0.5	0.5	0.5
Park Attendants (FPT) (see Flexible Part-time Positions Table below)	-	-	-	-	-
<b>Sub-total</b>		<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

## 1.5 Personnel Summary (continued)

<b>PARKS AND RECREATION (continued)</b>	<b>Grade</b>	<b>FY 2007 Authorized</b>	<b>FY 2008 Authorized</b>	<b>FY 2009 Proposed</b>	<b>FY 2009 Adopted</b>
<b>Recreation</b>					
Assistant Director for Recreation	15	1	1	1	1
Aquatics Manager	12	1	1	1	1
Recreation & Events Program Manager	12	1	1	1	1
Building Services Manager	12	1	1	1	1
Fitness and Sports Manager	12	1	1	1	1
Maintenance Supervisor	11	1	1	1	1
Outreach Programs Supervisor	10	1	1	1	1
Recreation Supervisor	10	4	4	4	4
Aquatics Supervisor	10	1	1	1	1
Fitness Supervisor	10	1	1	1	1
Systems Technician I	10	1	1	1	1
Head Tennis Professional	8	1	1	1	1
Outreach Asst. Supervisor	8	2	2	2	2
Head Preschool Teacher	8	1	1	1	1
Assistant Aquatics Supervisor	8	2	2	3	3
Front Desk Supervisor	8	2	2	2	2
Maintenance Worker I-III	5-8	5	5	5	5
Regular Part-time Staff (RPT)	-	3.5	3.5	3.5	3.5
Flexible Part-time Staff (FPT) (see Flexible Part-time Positions Table below)	-				
<b>Sub-total</b>		<b>30.5</b>	<b>30.5</b>	<b>31.5</b>	<b>31.5</b>
<b>Total Parks and Recreation</b>		<b>43.5</b>	<b>43.5</b>	<b>44.5</b>	<b>44.5</b>
<b>THOMAS BALCH LIBRARY</b>					
Library Director	14	1	1	1	1
Library Specialist	8	2	2	2	2
Archivist	8	1	1	1	1
Library Assistant	7	1	1	1	1
Flexible Part-time Staff (FPT) (see Flexible Part-time Positions Table below)	-				
<b>Total Library</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>TOTAL LEISURE SERVICES</b>		<b>48.5</b>	<b>48.5</b>	<b>49.5</b>	<b>49.5</b>

1.5 Personnel Summary (continued)

	Grade	FY 2007 Authorized	FY 2008 Authorized	FY 2009 Proposed	FY 2009 Adopted
<b>COMMUNITY DEVELOPMENT</b>					
<b>Plan Review</b>					
Director	18	-	-	-	1
Project Manager	15	-	-	-	2
Senior Engineer	13	-	-	-	4
Senior Planner	13	-	-	-	2
CPI Counter Manager	13	-	-	-	1
CPI Counter Tech	11	-	-	-	2
Executive Associate I	9	-	-	-	1
<b>Sub-total</b>		-	-	-	<b>13</b>
<b>Planning and Zoning</b>					
Director, Planning and Zoning	18	1	1	1	1
Deputy Director, Planning and Zoning (one position moved to Plan Review)	16	2	2	2	1
Zoning Administrator	15	1	1	1	1
Comprehensive Planner	14	-	-	-	1
Deputy Zoning Administrator	13	1	1	1	1
Senior Planner (two positions moved to Plan Review)	13	9	9	9	6
Planner (moved to Plan Review CPI Technician)	11	1	1	1	-
Urban Forester (one position moved to Plan Review CPI Technician)	11	2	2	2	1
GIS Technician (moved to Town Manager Office/Economic Development)	11	1	1	1	-
Zoning Inspector	10	2	2	2	2
Planning and Zoning Assistant	9	1	1	1	1
Administrative Associate II (one position moved to Plan Review CPI Technician)	8	1	2	2	1
Administrative Associate I	7	1	-	-	-
<b>Sub-Total</b>		<b>23</b>	<b>23</b>	<b>23</b>	<b>16</b>
<b>Economic Development and Tourism (moved to Town Manager's Office)</b>					
Director, Econ. Development	17	1	1	-	-
Tourism and Marketing Manager	12	1	1	-	-
Downtown Coordinator	10	1	1	-	-
<b>Sub-total</b>		<b>3</b>	<b>3</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>		<b>26</b>	<b>26</b>	<b>23</b>	<b>29</b>
<b>TOTAL GENERAL FUND</b>		<b>271</b>	<b>274</b>	<b>275.6</b>	<b>275.6</b>

## 1.5 Personnel Summary (continued)

	Grade	FY 2007 Authorized	FY 2008 Authorized	FY 2009 Proposed	FY 2009 Adopted
<b>CAPITAL PROJECTS FUND</b>					
<b>Capital Projects Management</b>					
Director, Capital Projects Management	18	1	1	1	1
Assistant Director OCPM	15	1	2	2	2
Senior Engineer	13	4	3	4	4
Engineer	11	1	1	1	1
Inspector	11	1	1	1	1
Executive Associate I	9	1	1	1	1
<b>TOTAL CAPITAL PROJECTS FUND</b>		<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>
<b>UTILITIES FUND</b>					
<b>Utilities Administration</b>					
Director of Utilities	18	1	1	1	1
Deputy Director of Utilities	16	1	1	1	1
Utilities Engineer	13	2	2	2	2
Cross Connection Compliance Officer	11	1	1	1	1
Utilities Generalist	10	1	1	1	1
Administrative Associate II	8	1	1	1	1
<b>Sub-total</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Maintenance</b>					
Utilities Maintenance Manager	15	1	1	1	1
Asst. Superintendent	13	2	2	2	2
Utility Inspection Supervisor	12	1	1	1	1
Utility Maintenance Supervisor	12	3	3	4	4
Utility Inspector	11	4	3	3	3
Utility Technician I-IV*	8-11	-	9	9	9
Equipment Operator I-III	8-10	-	3	3	3
Inspector I	9	-	1	1	1
Lead Maintenance Mechanic	9	5	-	-	-
Utility Maintenance Technician I-II	8-9	-	-	3	3
I&I Technician	8	2	-	-	-
Utility Equipment Operator	8	4	-	-	-
Administrative Associate II	8	1	1	1	1
Utility Maintenance Worker I-III	5-8	8	6	6	6
Office Associate I	5	-	1	1	1
<b>Sub-total</b>		<b>31</b>	<b>31</b>	<b>35</b>	<b>35</b>

\* One (1) Utilities Technician position is not funded in FY 2009.

## 1.5 Personnel Summary (continued)

UTILITIES FUND (continued)	Grade	FY 2007 Authorized	FY 2008 Authorized	FY 2009 Proposed	FY 2009 Adopted
<b>Water Supply</b>					
Utility Plant Manager	15	1	1	1	1
Deputy Utility Plant Manager	14	1	1	1	1
Assistant Utility Plant Manager	13	1	1	1	1
Utility Plant Supervisor	12	2	2	3	3
Sr. Utility Plant Operator*	10	4	4	4	4
Utility Plant Operator	8	6	6	5	5
Utility Maintenance Worker I-III	5-8	2	2	2	2
<b>Sub-total</b>		<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
<b>Water Pollution Control</b>					
Utility Plant Manager	15	1	1	1	1
Deputy Utility Plant Manager	14	1	1	1	1
Assistant Plant Manager	13	1	1	1	1
Maintenance Supervisor**	12	1	1	1	1
Utility Plant Supervisor	12	3	3	3	3
Utility Technician I-IV	8-11	-	3	3	3
Senior Utility Plant Operator	10	3	3	3	3
Laboratory Coordinator	10	-	1	1	1
Utility Plant Operator	8	8	7	7	7
Utility Maintenance Worker I-III	5-8	8	5	5	5
<b>Sub-total</b>		<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>
<b>Utility Maintenance (moved to Utilities Maintenance Division starting in FY 2009)</b>					
Superintendent	14	1	1	-	-
Maintenance Supervisor	12	-	1	-	-
Utility Maintenance Technician I-II	8-9	4	3	-	-
<b>Sub-total</b>		<b>5</b>	<b>5</b>	<b>-</b>	<b>-</b>
<b>TOTAL UTILITIES FUND</b>		<b>86</b>	<b>86</b>	<b>85</b>	<b>85</b>

\* One (1) Senior Utility Plant Operator position is not funded in FY 2009.

\*\* One (1) Maintenance Supervisor position is not funded in FY 2009.

## 1.5 Personnel Summary (continued)

AIRPORT FUND	Grade	FY 2007 Authorized	FY 2008 Authorized	FY 2009 Proposed	FY 2009 Adopted
<b>Airport Operations</b>					
Airport Director	17	1	1	1	1
Maintenance Supervisor	10	1	1	1	1
Executive Associate I	9	1	1	1	1
Maintenance Worker I-II	5-7	2	1	1	1
<b>TOTAL AIRPORT FUND</b>		<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>
<hr/>					
<b>GRAND TOTAL ALL FUNDS</b>		<b>371</b>	<b>373</b>	<b>374.6</b>	<b>374.6</b>
<hr/>					
<b>TOTAL FULL-TIME POSITIONS</b>		<b>363</b>	<b>365</b>	<b>366</b>	<b>366</b>
<b>TOTAL REGULAR PART-TIME POSITIONS (FTEs)</b>		<b>8.0</b>	<b>8.0</b>	<b>8.6</b>	<b>8.6</b>

FLEXIBLE PART-TIME POSITIONS (ALL FUNDS), FTEs	Grade	FY 2007 Authorized	FY 2008 Authorized	FY 2009 Proposed	FY 2009 Adopted
<b>GENERAL FUND</b>					
Human Resources, Office Associate II	6	2	2.5	2.5	2.5
Leisure Services, Parks	-	1.0	1.5	1.5	1.5
Leisure Services, Recreation	-	50.6	51.8	63.8	63.8
Thomas Balch Library	-	1.03	1.2	1.2	1.2
<b>CAPITAL PROJECTS FUND</b>		-	-	-	-
<b>UTILITIES FUND</b>		-	-	-	-
<b>AIRPORT FUND</b>		-	-	-	-
<b>TOTAL FLEXIBLE PART-TIME POSITIONS</b>		<b>54.63</b>	<b>57</b>	<b>69</b>	<b>69</b>

GENERAL FUND SUMMARIES

1.6 Descriptions of General Fund Revenues

Chart 1.1 depicts the steady growth of General Fund revenue for five years to include FY 2009. The rate of growth has slowed due to the current economic conditions and a decline in new construction and the assessed value of residential real estate. Table 1.6 below lists the categories into which the General Fund Revenue is separated.

Chart 1.1 General Fund Revenue, FY 2005-2009

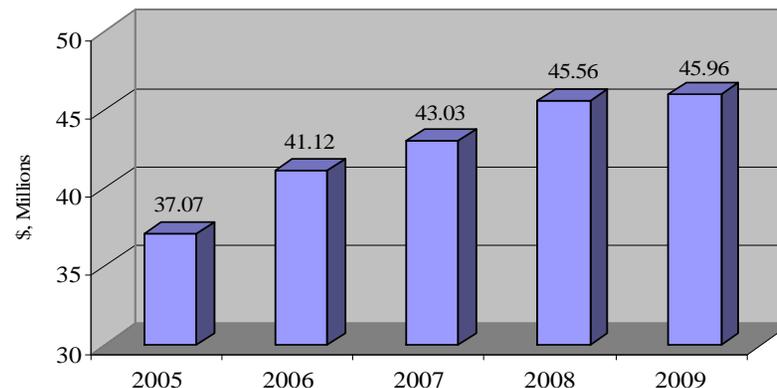
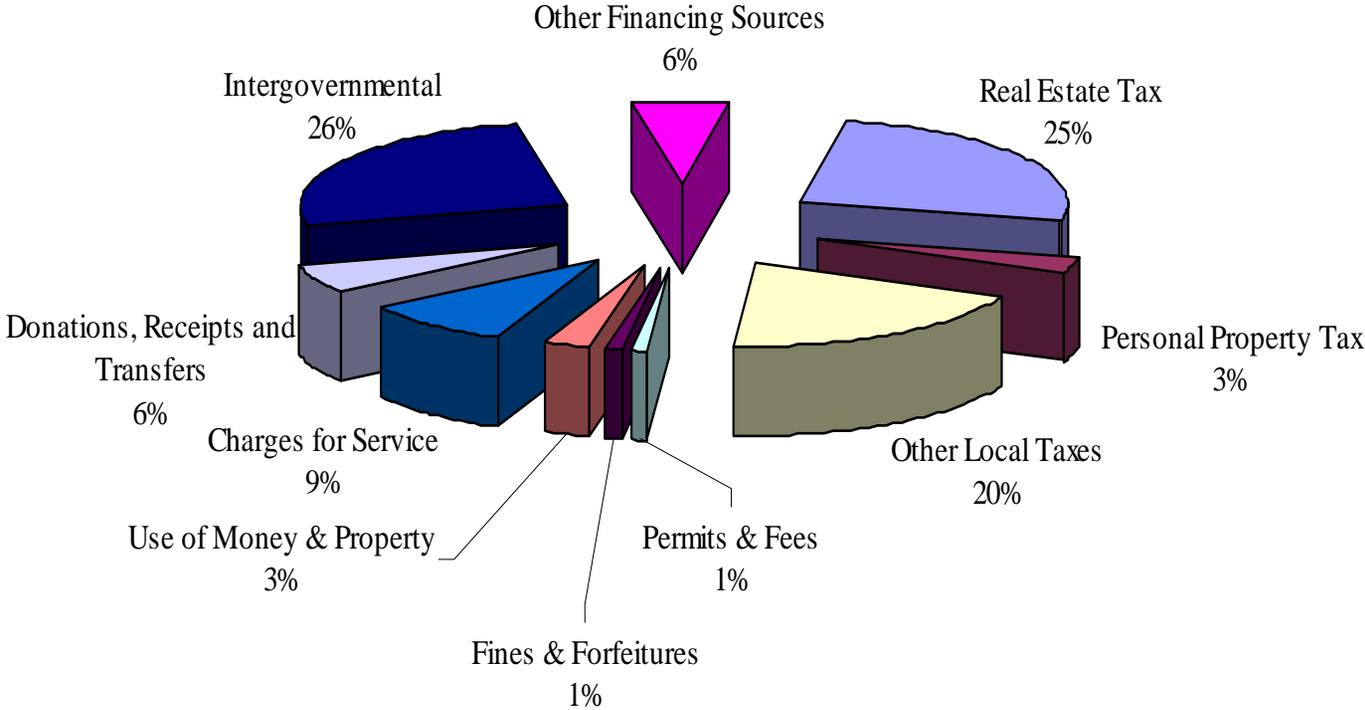


Table 1.6 General Fund Revenue, FY 2007-2009

	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Real Estate Tax	\$12,266,886	\$12,063,685	\$12,172,754	\$12,091,692	\$28,007	0.2
Personal Property Tax	1,260,260	1,135,000	1,337,000	1,434,893	299,893	26.4
Other Local Taxes	8,702,618	9,062,000	8,870,000	8,970,000	(92,000)	(1.0)
Permits and Fees	612,684	670,000	420,000	390,000	(280,000)	(41.8)
Fines and Forfeitures	414,413	377,000	340,000	340,000	(37,000)	(9.8)
Use of Money and Property	1,692,761	896,000	1,106,500	1,337,000	441,000	49.2
Charges for Services	3,446,743	4,000,000	3,840,237	4,207,877	207,877	5.2
Donations, Receipts and Transfers	2,328,503	2,321,560	2,397,460	2,619,712	298,152	12.8
Intergovernmental	12,307,056	11,902,160	11,922,454	11,769,180	(132,980)	(1.1)
Other Financing Sources (Undesignated Fund Bal.)		3,523,639	3,158,396	2,802,360	(721,279)	(20.5)
<b>TOTAL</b>	<b>\$43,031,924</b>	<b>\$45,951,044</b>	<b>\$45,564,801</b>	<b>\$45,962,714</b>	<b>\$11,670</b>	<b>0.03</b>

GENERAL FUND SUMMARIES (continued)

Chart 1.2 General Fund Revenue Percentages by Category, FY 2009



---

**GENERAL FUND SUMMARIES (continued)****1.7 Real Estate Tax**

Budgeted revenue from general property taxes, which includes approximately \$279,000 in late payments, interest and penalties, and \$174,570 in public service corporation taxes, is projected to increase by \$28,007 from the budget of \$12,063,685 for FY 2008 to \$12,091,692 in FY 2009 in FY 2009 (see Table 1.6).

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

**Real Estate Tax:** A tax imposed on the assessed valuation of real estate appraised at 100 percent of its fair market value. Assessment information is provided by Loudoun County. The calendar year 2009 tax rate is adopted at 18 cents per \$100 valuation.

**Delinquent Real Estate Tax:** Semi-annual real estate taxes that have not been paid by the June 5 and December 5 due dates. The penalty for delinquent taxes is a \$2 minimum or 10 percent of the taxes due, whichever is greater, but not to exceed the amount of the tax.

**Interest – All Property Taxes:** For the first year of the delinquency, 10 percent interest is charged on delinquent taxes after January 1 and July 1 of the previous year due dates of June 5 and December 5.

**Tax Relief for Disabled/Elderly:** A real estate tax exemption for qualified owners who are permanently totally disabled or 65 years of age or older as of December 31 of the previous year and have a gross income not exceeding the greater of \$72,000 or the U.S. Department of Housing and Urban Development income limits to qualify for Federal housing assistance in the metropolitan statistical area, and a net worth of not more than \$440,000, excluding the value of the principal residence and lot size up to 10 acres.

## GENERAL FUND SUMMARIES (continued)

## 1.7 Real Estate Tax (continued)

<b>Table 1.7 Current FY 2008 Tax Assessments and Levies</b>					
	<b>Assessed Value</b>	<b>Per \$100</b>	<b>1st 1/2 Levy</b>	<b>2nd 1/2 Levy</b>	<b>Total Levy</b>
<b>Real Estate</b>					
Residential	\$5,457,484,630	\$0.18	\$4,911,736	\$4,911,736	\$9,823,472
Commercial	1,208,117,300	\$0.18	1,087,306	1,087,306	\$2,174,612
Agricultural	54,020,400	\$0.18	48,618	48,618	\$97,236
Land Use Deferrals	(75,277,800)	\$0.18	(67,750)	(67,750)	(\$135,500)
Tax Relief	(65,861,489)	\$0.18	(59,275)	(59,275)	(\$118,550)
Public Utilities	94,322,653	\$0.18	84,890	84,890	\$169,780
<b>TOTAL</b>	<b>\$6,672,805,694</b>		<b>\$6,005,525</b>	<b>\$6,005,525</b>	<b>\$12,011,050</b>

<b>Table 1.8 Projected FY 2009 Tax Assessments and Levies</b>					
	<b>Assessed Value</b>	<b>Per \$100</b>	<b>1st 1/2 Levy</b>	<b>2nd 1/2 Levy</b>	<b>Total Levy</b>
<b>Real Estate</b>					
Residential	5,071,463,163	\$0.18	\$4,564,317	\$4,564,317	\$9,128,634
Commercial	1,385,297,600	\$0.18	\$1,246,768	\$1,246,768	\$2,493,536
Agricultural	59,570,600	\$0.18	\$53,614	\$53,614	\$107,227
Land Use Deferrals	(97,515,390)	\$0.18	(\$87,764)	(\$87,764)	(175,528)
Tax Relief	(66,052,352)	\$0.18	(\$59,447)	(\$59,447)	(118,894)
Public Utilities	99,644,933	\$0.18	\$89,680	\$89,680	179,361
<b>TOTAL</b>	<b>6,452,408,554</b>		<b>\$5,807,168</b>	<b>\$5,807,168</b>	<b>\$11,614,335</b>

GENERAL FUND SUMMARIES (continued)

1.7 Real Estate Tax (continued)

Chart 1.3 Assessed Real Estate Values and Tax Rates, FY 2005-2009

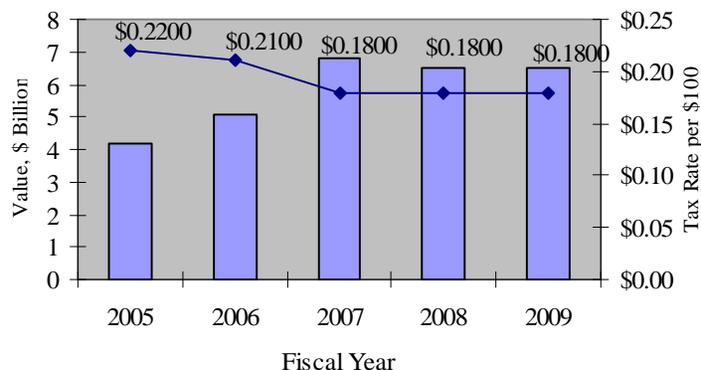


Chart 1.4 Per Capita Real Estate Tax Bills, 2005-2009

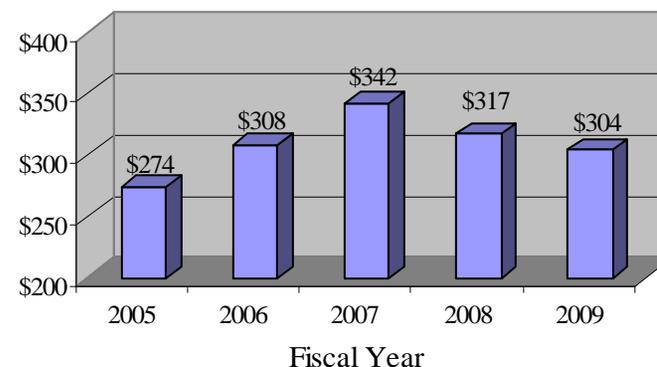


Chart 1.3 above illustrates the trends in assessed values of real estate and the Leesburg real property tax rates over the past four years and projected values for 2009.

Chart 1.4 above illustrates the changes that have occurred over the past several years in the Town's per capita real estate tax bills for the last four years and projected value for 2009.

Table 1.9 at right shows that Leesburg's 2009 tax rate of \$0.18 is still one of the lowest tax rates for Northern Virginia towns of comparable size (Source: 2000 Census). The adopted tax rate for FY 2009 is \$0.18.

Table 1.9 FY 2009 Real Estate Tax Rates for Virginia's Ten Largest Towns

<u>Town</u>	<u>FY 2009 Tax Rate</u>
Blacksburg	\$0.2200
Leesburg	0.1800
Herndon	0.2400
Vienna	0.2091
Front Royal	0.0700
Christiansburg	0.1126
Culpeper	0.0900
Pulaski	0.3200
Wytheville	0.1600
South Boston	<u>0.1900</u>
<b>Average</b>	<b>\$ 0.1792</b>

**GENERAL FUND SUMMARIES (continued)****1.8 Personal Property Tax**

**Personal Property Tax:** A tax imposed on the assessed valuation of personal property appraised at 100 percent of the fair market value of cars, vans, motorcycles, and trailers. Assessment information is provided by Loudoun County. The tax rate adopted for tax year 2008 is \$1.00 per \$100 valuation.

Beginning with tax year 2006, the Commonwealth of Virginia changed the calculation of the personal property tax credit from 70% of the tax to be paid for qualified vehicles to a fixed annual payment to local jurisdictions under the Personal Property Tax Relief Act. Accordingly, the Town of Leesburg receives a payment of approximately \$1,434,893 annually. In tax year 2007, the fixed payment received from the Commonwealth covered 55% of the tax owed for qualified vehicles. The percentage of personal property tax relief for tax year 2008 will be computed in July 2008 when the actual assessed values are available.

**Delinquent Personal Property:** Annual personal property taxes that have not been paid by October 5. The penalty for delinquent taxes is 10% of the tax amount due. Starting on November 1, interest accrues at the rate of 10% per annum.

**Tax Relief for Disabled/Elderly:** A personal property tax exemption for qualified owners who are permanently and totally disabled or 65 years of age or older as of December 31 of the previous year who have a gross income not to exceed the greater of \$52,000 or the U.S. Department of Housing and Urban Development income limits to qualify for Federal housing assistance in the metropolitan statistical area, and a net worth of not more than \$195,000, excluding the value of the principal residence and size lot up to one acre.

## GENERAL FUND SUMMARIES (continued)

## 1.9 Other Local Taxes

Taxes in this category are shown below. Consumer-related taxes are expected to decline slightly based upon collections for the first half of FY 2008. The bank franchise tax is projected to increase due to the opening of new bank branches this past year. Revenue from the cigarette tax is expected to continue to decline based upon the trend over the last several years.

	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Business and Occupational Tax	\$2,395,850	\$2,625,000	\$2,620,000	\$2,600,000	(\$25,000)	(1.0)
Transient Occupancy Tax	803,554	850,000	830,000	825,000	(25,000)	(2.9)
Meals Tax	3,189,314	3,167,000	3,100,000	3,150,000	(17,000)	(0.5)
Bank Franchise Tax	523,776	550,000	550,000	600,000	50,000	9.1
Daily Rental Tax	17,997	20,000	20,000	20,000		
Utility Consumption Tax	150,554	100,000	100,000	150,000	50,000	50.0
Cigarette Tax	925,725	1,000,000	950,000	925,000	(75,000)	(7.5)
Motor Vehicle Licenses	695,848	750,000	700,000	700,000	(50,000)	(6.7)
<b>TOTAL</b>	<b>\$8,702,618</b>	<b>\$9,062,000</b>	<b>\$8,870,000</b>	<b>\$8,970,000</b>	<b>(\$92,000)</b>	<b>(1.0)</b>

GENERAL FUND SUMMARIES (continued)

1.9 Other Local Taxes (continued)

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

- **Gross Receipts Tax Rates:**

Amusements	\$0.25 per \$100 of gross receipts
Business Services Occupations	\$0.20 per \$100 of gross receipts
Building Contractors and Trades	\$0.10 per \$100 of gross receipts
Hotel/Motels, Lodges, Rooming Houses	\$0.23 per \$100 of gross receipts
Massage Therapy	\$0.20 per \$100 of gross receipts
Money Lenders	\$0.16 per \$100 of gross receipts
Personal Service Occupations	\$0.20 per \$100 of gross receipts
Professional, Specialized Businesses	\$0.20 per \$100 of gross receipts
Public Utilities	\$0.50 per \$100 of gross receipts
Repair Service Occupations	\$0.15 per \$100 of gross receipts
Retail Merchants	\$0.10 per \$100 of gross receipts
Vending Machine Merchants	\$0.10 per \$100 of gross receipts
Wholesale Merchants	\$0.075 per \$100 of gross receipts

- **Flat Tax Rates:**

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

Cable Television Companies:	\$ 25.00 annually
Fortune Tellers:	\$500.00 annually
Peddlers and Itinerant Vendors:	\$250.00 annually
Alcohol Beverages:	
Retail "on or off" wine and beer	\$ 37.50 annually
Retail "on" beer	\$ 25.00 annually
Retail "on & off" wine and beer	\$ 75.00 annually

## GENERAL FUND SUMMARIES (continued)

## 1.9 Other Local Taxes (continued)

Private non-profit club w/restaurant	\$350.00 annually
Mixed Beverage Licenses (Restaurant)	
50 to 100 seats	\$200.00 annually
101 to 150 seats	\$350.00 annually
Over 150 seats	\$500.00 annually
Coin Operated Amusement Machines:	
1 to 5 machines	\$100.00 annually
6 to 9 machines	\$150.00 annually
Over 10 machines	\$200.00 annually

**Transient Occupancy Tax:** A tax of 6 percent on the total amount paid for transient lodging.

**Meals Tax:** A tax of 3.5 percent of all gross receipts for prepared food served within the Town.

**Bank Franchise Tax:** A tax on net bank capital of \$0.80 per \$100 on all banks located in the Town.

**Daily Short-Term Rental Taxes:** A tax of 1 percent on the gross proceeds from rentals.

**Utility Consumption Tax:** This tax is based on the purchase of utility service within the corporate limits.

- **Electrical Service** - The rate for residential electrical customers is \$1.12 plus \$0.012047 per kilowatt-hour delivered monthly not to exceed \$2.40 per month. The rate for commercial and industrial electrical customers is \$1.84 plus the rate of \$0.010707 per kilowatt-hour delivered monthly not to exceed \$48.00 per month.
- **Natural Gas Service** - The rate for residential natural gas service is \$1.12 plus the rate of \$0.07172 per hundred cubic feet (CCF) delivered monthly not to exceed \$2.40 per month. For group-metered multifamily dwellings, the rate is \$1.12 multiplied by the number of individual dwelling units plus \$0.00013 per CCF delivered monthly not to exceed \$2.40 per month, multiplied by the number of units. For commercial and industrial customers the rate is \$1.35 plus the rate of \$0.05352 per CCF delivered monthly not to exceed \$48.00 per month.

GENERAL FUND SUMMARIES (continued)

1.9 Other Local Taxes (continued)

**Cigarette Tax:** A tax of \$.50 per pack of twenty cigarettes or 12.5 mill for each cigarette in packs that are greater or less than 20 cigarettes.

**Motor Vehicle Licenses:** \$25 for a car and \$15 for a motorcycle. There is a fine of up to \$100 for failure to display the appropriate vehicle decal.

1.10 Permits and Fees

Permits are required for individuals and businesses to erect certain structures, perform certain functions or begin construction. The newly created Plan Review Department will be responsible for issuing and administering permits for the Town.

Zoning and development fee revenue is expected to decline significantly as a result of the decline in development and housing construction due to current economic conditions.

Table 1.11 Permits, Fees and Licenses						
	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Zoning and Development Fees	\$544,017	\$600,000	\$350,000	\$330,000	(\$270,000)	(45.0)
Miscellaneous Permits, Fees and Licenses	68,667	70,000	70,000	60,000	(10,000)	(14)
<b>TOTAL</b>	<b>\$612,684</b>	<b>\$670,000</b>	<b>\$420,000</b>	<b>\$390,000</b>	<b>(\$280,000)</b>	<b>(41.8)</b>

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

## GENERAL FUND SUMMARIES (continued)

## 1.11 Fines and Forfeitures

Traffic fines are expected to decline by \$25,000 as a result of proactive enforcement activity. Based upon the status of prosecutions, the police department does not anticipate any distribution of forfeitures in FY 2008 and FY 2009. The receipt of police forfeiture revenue is based upon successful prosecution and liquidation of any assets seized by authorities.

	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Traffic Fines	\$318,057	\$275,000	\$250,000	\$250,000	(\$25,000)	(9)
Parking Ticket Fines	96,356	90,000	90,000	90,000		
Police Forfeitures		12,000			(12,000)	(100)
<b>TOTAL</b>	<b>\$414,413</b>	<b>\$377,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>(\$37,000)</b>	<b>(9.8)</b>

**Traffic Fines:** Fines paid based upon tickets issued by police officers for moving and vehicle equipment violations.

**Parking Ticket Fines:** Fines paid for violations of the parking ordinance.

**Police Forfeitures:** The forfeiture of currency and real property by a defendant to the Police Department as a result of a successful investigation and prosecution for certain criminal activity.

## GENERAL FUND SUMMARIES (continued)

## 1.12 Use of Money and Property

In this category, interest income is projected to increase by \$225,000 due to Town's cash asset investment program. Income from parking meters, the parking garage, sale of surplus property, and Balch Library are expected to remain at current levels. Insurance recoveries for FY 2009 are estimated at \$226,000. This is a \$216,000 increase over the FY 2008 budget of \$10,000. The significant increase is based upon recent payment history and current efforts toward collecting payments from insurance carriers for damage to Town property.

	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Interest	\$1,401,266	\$650,000	\$800,000	\$875,000	\$225,000	34.6
Parking Meters	60,066	75,000	65,000	75,000		
Parking Garage	124,870	120,000	120,000	120,000		
Sale of Surplus Property	20,207	25,000	25,000	25,000		
Balch Library	12,684	16,000	16,500	16,000		
Recoveries	73,668	10,000	80,000	226,000	216,000	2160.0
<b>TOTAL</b>	<b>\$1,692,761</b>	<b>\$896,000</b>	<b>\$1,106,500</b>	<b>\$1,337,000</b>	<b>\$441,000</b>	<b>49.2</b>

**Interest:** Income resulting from the investment of the Town's cash assets.

**Parking Meters:** Coinage collected from parking meters. The current parking meter rate is \$0.50 per hour, regardless of meter time limit. Meter time limits range from 30 minutes to 4 hours, depending upon location.

**Parking Garage:** The income from daily parking fees and monthly parking permits issued for the Town Hall Parking Garage. Daily parking rates are \$0.50 per hour after the first hour (first hour is free) through the fifth hour and \$1.00 per hour thereafter, with a maximum daily rate of \$5.00. Monthly permits for reserved parking spaces in the basement of the garage are \$60 per month and permits for unreserved spaces on the upper levels are \$40 per month.

**Sale of Surplus Property:** The disposal of vehicles and equipment no longer needed by the Town are sold at public auction or by sealed bid.

GENERAL FUND SUMMARIES (continued)

1.12 Use of Money and Property (continued)

**Balch Library:** Fees charged for services provided by the Balch Library. These include: \$3.00 for an inter-library loan; \$0.20 for photocopying; \$10.00 per hour for three hour class sessions; and meeting room rental use fees of \$10 per hour for non profits and \$20 per hour for others. A \$10 kitchen use fee, if needed, is added to the meeting room rentals.

**Recoveries:** This category includes recoveries received from citizens and from insurance carriers for damage to Town property.

1.13 Charges for Services

This category shows the costs recovered for certain Town publications offered to the public, fingerprinting, parks and recreation fees, and other services offered by the Town. Total revenues for parks and recreation programs are projected to increase by \$197,877 from \$3,937,000 in FY 2008 to \$4,134,877 in FY 2009. The increase is a result of an estimated \$280,000 in revenue from the new outdoor pool scheduled to open in FY 2009. Revenue from all other programs is expected to increase except for the tennis program. As indicated in Table 1.15, there is a \$170,000 decline in revenue projected for the tennis program as a result of the reduction from 7 to 4 in the number of indoor courts. The decline of \$106,000 in miscellaneous revenue is a result of a more accurate allocation of funds to the appropriate revenue categories.

Table 1.14 Charges for Services						
	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Publications	\$6,079	\$8,000	\$8,000	\$8,000		
Police Reports/Fingerprints	4,785	5,000	5,500	5,000		
Police Extradictions	3,437					
Parks and Recreation Fees	3,426,736	3,937,000	3,746,737	4,134,877	197,877	5.0
Miscellaneous Revenue	5,706	50,000	80,000	60,000	10,000	20.0
<b>TOTAL</b>	<b>\$3,446,743</b>	<b>\$4,000,000</b>	<b>\$3,840,237</b>	<b>\$4,207,877</b>	<b>\$207,877</b>	<b>5.2</b>

**Publications:** Charges for the sale of Town publications (e.g., Town Plan, Zoning Ordinance, reports, etc.).

**Fees for Reports/Fingerprinting:** Charges for retrieving and copying police reports and fingerprinting at Police Headquarters. The fees are \$6.00 for a police report and \$5.00 for fingerprinting.

## GENERAL FUND SUMMARIES (continued)

## 1.13 Charges for Services (continued)

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

**Miscellaneous Revenue:** This includes revenue for services provided by the Town and reimbursement to the Police Department for canine supplies.

Table 1.15 Parks and Recreation Fees

	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Admissions and Membership Passes	\$1,774,338	\$1,950,000	\$1,853,737	\$1,978,000	\$28,000	1.4
Tennis/Racquetball Fees	122,090	565,000	375,000	395,000	(170,000)	(30.1)
Aquatic Fitness and Classes	443,836	420,000	451,000	430,000	10,000	2.4
Sports Programs	166,837	100,000	108,000	110,000	10,000	10.0
Recreation and Exercise Classes	198,311	231,000	230,000	235,620	4,620	2.0
Child Care/Preschool/Camps	319,651	210,000	324,000	327,257	117,257	55.8
Personal Trainers	135,449	206,000	220,000	213,000	7,000	3.4
Special Events and Projects	168,958	133,000	165,000	150,000	17,000	12.8
Outdoor Pool				280,000	280,000	100.0
Miscellaneous	97,266	122,000	20,000	16,000	(106,000)	(86.9)
<b>TOTAL</b>	<b>\$3,426,736</b>	<b>\$3,937,000</b>	<b>\$3,746,737</b>	<b>\$4,134,877</b>	<b>\$197,877</b>	<b>5.0</b>

## GENERAL FUND SUMMARIES (continued)

## 1.14 Donations, Receipts, and Transfers

The transfer payment from the Utilities and Airport Funds to the General Fund is for administration and overhead expenditures. This includes reimbursement to the General Fund for financial and human resources administration, public works and engineering, police services, and equipment maintenance. There is a transfer from the Symington Fund to provide revenue for the FY 2008 and FY 2009 payments on the \$5,000,000 Bond Anticipation Notes issued for the indoor tennis facility and outdoor pool at the Ida Lee Recreation Center.

The transfer from the Irwin Uran Trust Fund is proposed to increase by \$107,079 from \$52,573 in FY 2008 to \$159,652 in FY 2009. This includes \$79,825 for community agencies, \$60,027 as the Town's contribution for a County grant to create a police family crime investigator, and \$19,800 for youth related services in the Police Department.

Table 1.16 Donations, Receipts and Transfers

	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Utilities Fund Transfer	\$1,900,000	\$2,021,184	\$2,021,184	\$2,004,160	(\$17,024)	(0.8)
Airport Fund Transfer	195,185	192,803	192,803	221,400	28,597	14.8
Uran Trust Fund Transfer	81,610	52,573	52,573	159,652	107,079	203.7
Symington Fund			76,000	169,500	169,500	100.0
Developer Contributions	67,505	50,000	50,000	60,000	10,000	20.0
Private Contributions	28,298	5,000	4,900	5,000		
Miscellaneous Revenue	55,903					
<b>TOTAL</b>	<b>\$2,328,501</b>	<b>\$2,321,560</b>	<b>\$2,397,460</b>	<b>\$2,619,712</b>	<b>\$298,152</b>	<b>12.8</b>

**Transfers:** The transfer of funds from the Utilities and Airport Funds to reimburse the General Fund for the financial and administrative support provided to these departments.

**Developer/Private Contributions:** Revenue received by the Town from developers and citizens.

**Miscellaneous Revenue:** The portion of the FY 2007 General Fund balance that was allocated to the appropriate general fund revenue account based upon the results of the independent audit.

## GENERAL FUND SUMMARIES (continued)

## 1.15 Intergovernmental Revenue

This category includes revenues from local, state, and federal governments.

Table 1.17 Intergovernmental Revenue

	FY 2007 Actual	FY 2008 Budgeted	FY 2008 Estimated	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>State Funding</b>						
Sales and Use Tax	\$3,928,453	\$4,125,000	\$3,950,000	\$4,000,000	(\$125,000)	(3.0)
Personal Property Tax Relief (State)	1,468,941	1,400,000	1,468,941	1,400,000		
Car Rental Tax	82,507	95,000	86,000	87,000	(8,000)	(8)
ABC Profits Distribution	16,597	20,000	16,500		(20,000)	(100)
Wine Tax Distribution	17,397	25,000	17,400		(25,000)	(100)
VA Commission for the Arts Grant	5,000	5,000	5,000	5,000		
Communication Taxes	2,924,312	2,485,000	2,388,653	2,354,000	(131,000)	(5.3)
Highway Maintenance	2,201,552	2,300,000	2,393,000	2,500,000	200,000	8.7
State Fireman's Fund	68,670	60,000	74,630	60,000		
Law Enforcement Assistance	981,476	1,004,615	986,000	986,000	(18,615)	(1.9)
Miscellaneous State Grants and Revenue	15,846	25,000	30,000	25,000		
Total State Funding	\$11,710,751	\$11,544,615	\$11,416,124	\$11,417,000	(\$127,615)	(1.1)
<b>County Funding</b>						
CDBG Grant	\$28,661		\$15,310			
Family Crimes Investigator				32,000	32,000	100.0
School Resource Officers	240,000	240,000	247,200	242,680	2,680	1.1
Total County Funding	\$268,661	\$240,000	\$262,510	\$274,680	\$34,680	14.5
<b>Federal Funding</b>						
Gang Officer Grant	\$23,383	\$87,545		\$77,500	(\$10,045)	(11.5)
COPS Technology Grant	97,570		243,820			
Homeland Security	60,441					
COPS Universal Hiring Grant	146,250	30,000			(30,000)	(100.0)
Total Federal Funding	\$327,644	\$117,545	\$243,820	\$77,500	(\$40,045)	(34.1)
<b>GRAND TOTAL</b>	<b>\$12,307,056</b>	<b>\$11,902,160</b>	<b>\$11,922,454</b>	<b>\$11,769,180</b>	<b>(\$132,980)</b>	<b>(1.1)</b>

---

**GENERAL FUND SUMMARIES (continued)****1.15 Intergovernmental Revenue (continued)**

**Sales and Use Tax:** The Commonwealth returns one percent of the sales tax collected to the counties. Loudoun County receives 50 percent of the one percent returned by the Commonwealth. The remaining 50 percent is distributed based on the number of school age population in the incorporated towns and the County. Leesburg receives 8% of the 50% made available to the seven towns in Loudoun County.

**Personal Property Tax Relief:** Revenue received from the Commonwealth of Virginia for relief of personal property taxes.

**Car Rental Tax:** A tax of 1 percent on the gross proceeds from the rental of vehicles to be paid by the rental business.

**ABC Profits:** Profit distribution received from the Virginia Alcohol Control Board. The distribution is based on population as shown in the most recent census of population. This payment has been discontinued for FY 2009 by the Commonwealth to address its current fiscal issues.

**Wine Tax Distribution:** Profit distribution received from the Virginia Alcohol Control Board. The distribution is based on population as shown in the most recent census of population. This payment has been discontinued for FY 2009 by the Commonwealth to address its current fiscal issues.

**Virginia Commission for the Arts Grant:** Proceeds from a state grant for the advancement of the arts.

**Communication Tax:** This includes the taxes on telecommunications, utilities, cable TV, and right-of-way use.

**Highway Maintenance:** Quarterly payments from the Virginia Department of Transportation for maintaining primary and secondary roads and related infrastructure maintenance within the Corporate limits. The allocation is based on the number of primary and secondary road miles within the Town limits and the Commonwealth's approved allocation rate.

**State Fireman's Fund:** Payment from the Commonwealth to localities with fire and rescue departments to help defray the cost of providing fire and rescue services.

**Law Enforcement Assistance:** Reimbursement from the Commonwealth to localities with police departments to help defray the cost of providing public safety services. The distribution is based on the number of sworn officers and the most recent census of population. The amount for FY 2009 has been reduced by the Commonwealth by \$18,615 from \$1,004,615 in FY 2008 to \$986,000 in FY 2009 to address its fiscal issues.

**Miscellaneous State Grants:** One-time grants received from the Commonwealth or grants that are not identified for a specific purpose.

**GENERAL FUND SUMMARIES (continued)****1.15 Intergovernmental Revenue (continued)**

**SRO (School Resource Officer) Grant:** Grant received from Loudoun County for School Resource Officers.

**Gang Officer Grant:** A grant for personnel costs, overtime, and rental of a vehicle for an officer to represent the Town on the Northern Virginia Regional Gang Task Force.

**COPS Technology Grant:** A Federal Community Oriented Policing grant from the Department of Justice for purchasing mobile data computers and upgrading the department telephone system.

**CDBG Grant:** A Community Development Block Grant for used for community related projects. The funding for FY 2008 is being used to fund the Camp Scholarship Project for low and moderate income families to enroll their children in Leesburg-based summer camps.

**COPS Universal Hiring Grant:** A Federal Community Oriented Policing grant from the Department of Justice for the hiring of three patrol officers. This three year grant will end in FY 2008.

**Family Crimes Investigator:** A County grant for 50% of the personnel costs for creation of a family crimes investigator.

**Homeland Security:** A Federal grant for a motor vehicle, personal protective equipment and law enforcement supplies.

GENERAL FUND SUMMARIES (continued)

1.16 General Fund Expenditures Summaries

Each year fund balance is available as a source of funding to be applied to the next fiscal year’s budget. An undesignated fund balance of \$14,675,941 is available at the end of FY 2007. The FY 2009 Budget is balanced by using \$2,802,360 of this amount. The remaining funds are set aside as an undesignated reserve based on the Council’s fiscal policy of 15% of general fund expenditures and to provide \$1.4 million for the Revenue Stabilization Reserve.

Chart 1.5 General Fund Balance, FY 2005-2009

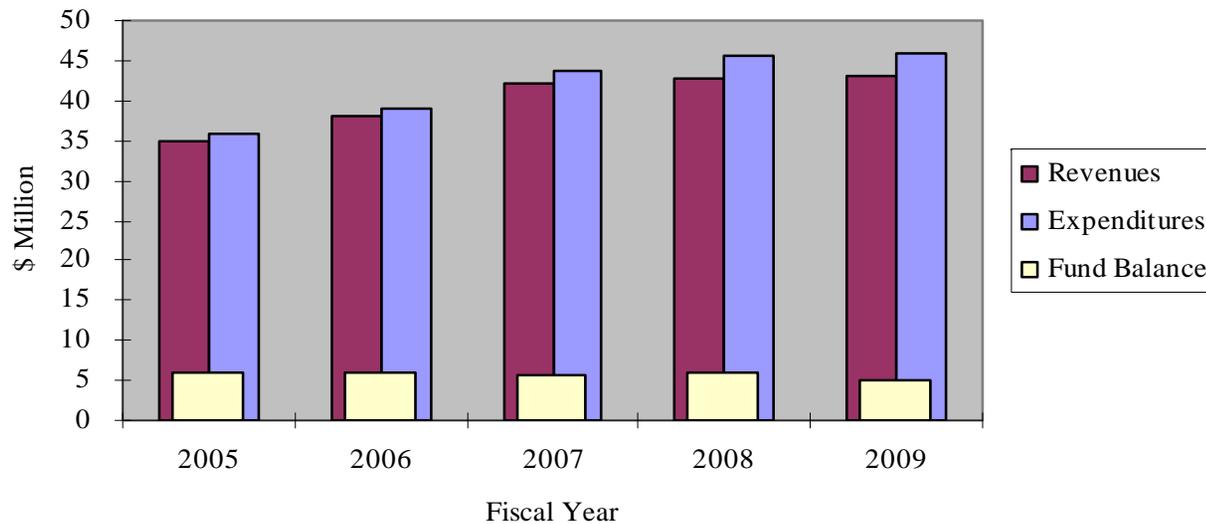


Chart 1.5 depicts the trend of the General Fund balance as compared to revenues and expenditures for Fiscal Years 2005 through budgeted 2009. The projected fund balance of \$11,357,371 in FY 2009 is sufficient to meet the Council’s fiscal policy of a 15% fiscal reserve of \$6,894,407 based upon General Fund expenditures and to provide \$1.4 million for the Revenue Stabilization Reserve. This balance was achieved through prudent financial management on the part of the Town Council and staff. The Town Council has established a fiscal reserve policy and will retain a fund balance of 15% of expenditures.

GENERAL FUND SUMMARIES (continued)

1.16 General Fund Expenditures Summaries (continued)

Chart 1.6 Adopted FY 2009 General Fund Expenditures by Program

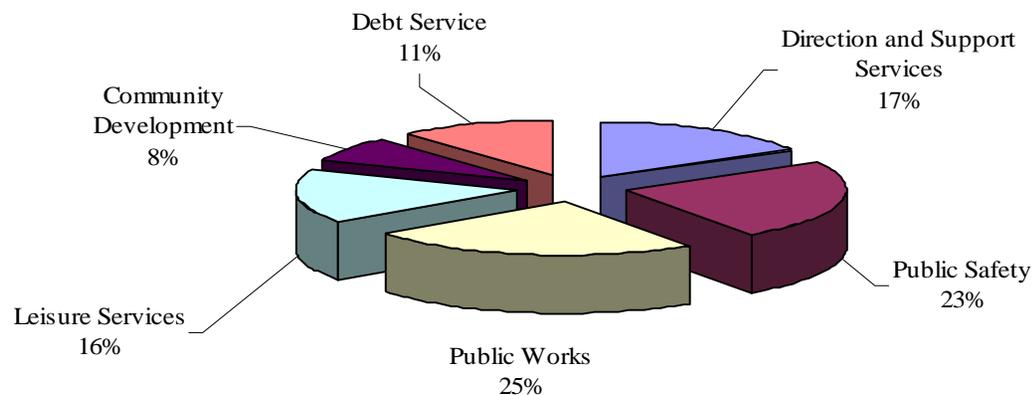


Table 1.18 Adopted FY 2009 General Fund Expenditures by Program

Program	FY 2009 Adopted
Direction and Support Services	7,784,708
Public Safety	10,923,899
Public Works	11,585,929
Leisure Services	7,476,705
Community Development	3,496,604
Transfer Out	7,000
Personnel Services Adjustment	(570,000)
Debt Service	5,257,869
<b>Total</b>	<b>\$45,962,714</b>

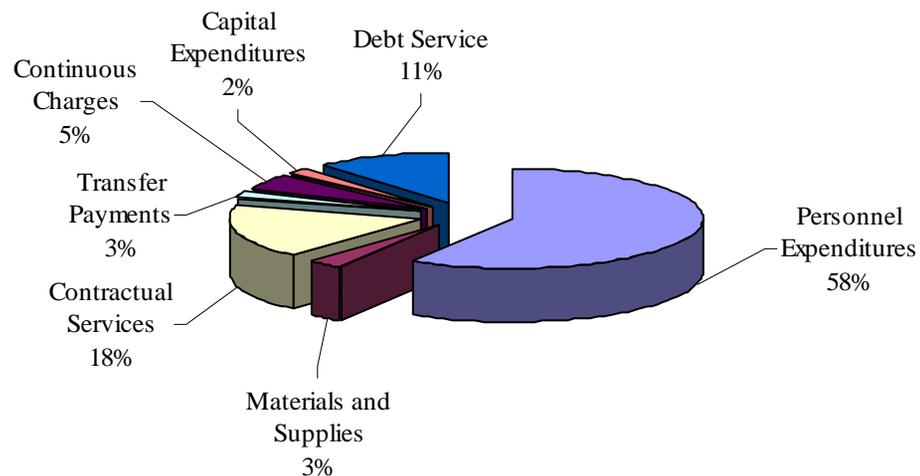
GENERAL FUND SUMMARIES (continued)

1.16 General Fund Expenditures Summaries (continued)

Table 1.19 Adopted General Fund Expenditures by Category

Category	FY 2009 Adopted
Personnel Expenditures	\$26,964,038
Materials and Supplies	1,363,126
Contractual Services	8,086,710
Transfer Payments (e.g., VRTA)	1,154,019
Continuous Charges	2,205,002
Capital Expenditures	931,950
Debt Service	5,257,869
<b>Total</b>	<b>\$45,962,714</b>

Chart 1.7 Adopted FY 2009 General Fund Expenditures by Category



**THIS PAGE INTENTIONALLY LEFT BLANK.**

**DIRECTION AND SUPPORT SERVICES**

**2.0 Direction and Support Services - Summary**

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

- Town Council
- Town Manager (includes Executive Administration, Economic Development, Economic Development Commission, and Cable and Public Arts Commissions)
- Town Attorney
- Clerk of Council
- Finance
- Human Resources
- Information Technology (includes Information Technology Commission)

**Table 2.1 DIRECTION AND SUPPORT SERVICES EXPENDITURE SUMMARY**

<b>Expense Summary</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Base</b>	<b>FY 2009 PCPs</b>	<b>FY 2009 Proposed</b>	<b>FY 2009 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Town Council	\$910,206	\$904,067	\$924,067	\$954,287		\$954,287	\$945,512	\$41,445	4.6
Town Manager	812,718	947,175	947,175	1,903,295		1,903,295	1,956,968	1,009,793	106.6
Cable Commission	6,324	12,780	12,780	11,780		11,780	6,780	(6,000)	(46.9)
Comm. On Public Art	2,295	12,420	12,120	8,920		8,920	14,520	2,100	16.9
Town Attorney	387,754	349,049	349,049	466,618	56,912	523,530	484,833	135,784	38.9
Clerk of Council	170,581	185,163	182,999	149,302		149,302	147,719	(37,444)	(20.2)
Finance	2,231,605	2,236,202	2,236,202	2,393,326		2,393,326	2,370,646	134,444	6.0
Human Resources	681,355	833,426	786,426	788,754		788,754	752,268	(81,158)	(9.7)
Information Technology	921,858	1,062,228	1,046,478	1,137,571		1,137,571	1,098,942	36,714	3.5
Info. Tech. Comm.	6,697	13,870	13,870	13,870		13,870	6,520	(7,350)	(53.0)
<b>TOTAL</b>	<b>\$6,131,393</b>	<b>\$6,556,380</b>	<b>\$6,511,166</b>	<b>\$7,827,723</b>	<b>\$56,912</b>	<b>\$7,884,635</b>	<b>\$7,784,708</b>	<b>\$1,228,328</b>	<b>18.7</b>
<b>Personnel Summary</b>									
Full-time	39.0	40.0	40.0	42.0		42.0	43.0	3.0	7.5
Part-time	3.5	3.5	3.5	4.1		4.1	4.1	0.6	17.1
<b>TOTAL</b>	<b>42.5</b>	<b>43.5</b>	<b>43.5</b>	<b>46.1</b>		<b>46.1</b>	<b>47.1</b>	<b>3.6</b>	<b>8.3</b>

DIRECTION AND SUPPORT SERVICES

2.1 Town Council

Program Description

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

Table 2.2 TOWN COUNCIL EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$62,168	\$61,900	\$61,900	\$61,900		\$61,900	\$61,900		
Contractual Services	105,695	75,533	75,533	100,200		100,200	100,200	24,667	32.7
Materials and Supplies	1,326	4,187	4,187	4,187		4,187	4,187		
Transfer Payments*	710,160	731,447	751,447	755,000		755,000	746,225	14,778	2.0
Continuous Charges	30,857	31,000	31,000	33,000		33,000	33,000	2,000	6.5
<b>TOTAL</b>	<b>\$910,206</b>	<b>\$904,067</b>	<b>\$924,067</b>	<b>\$954,287</b>		<b>\$954,287</b>	<b>\$945,512</b>	<b>\$41,445</b>	<b>4.6</b>
<b>Funding Summary</b>									
General Fund	\$849,633	\$845,494	\$865,494	\$882,287		\$882,287	\$860,687	\$15,193	1.8
Uran Fund	55,573	53,573	53,573	67,000		67,000	79,825	26,252	49.0
VA Comm Arts Grant	5,000	5,000	5,000	5,000		5,000	5,000		
<b>TOTAL</b>	<b>\$910,206</b>	<b>\$904,067</b>	<b>\$924,067</b>	<b>\$954,287</b>		<b>\$954,287</b>	<b>\$945,512</b>	<b>\$41,445</b>	<b>4.6</b>

\* Includes \$726,225 for Community Agency grants and \$20,000 for project funding requests by Boards and Commissions.

**DIRECTION AND SUPPORT SERVICES (continued)****2.1 Town Council (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Auditing Services increased by \$22,900 from \$52,500 to \$75,400 to reflect the cost of the new auditing contract.
- ❖ Public Liability Insurance increased by \$2,000 from \$31,000 to \$33,000 to reflect the impact of the FY 2009 rates.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Upcoming Electoral Board proposal to change polling places and associated costs.
- ❖ Future year Town election costs.

**FY 2008 Accomplishments**

- Adopted the annual budget that included a reduced tax bill.
- Supported funding for the Battlefield Parkway segment from Route 7 to Kincaid Boulevard.
- Redirected the Economic Development effort to focus on a Town-wide business support effort.
- Established the Utilities Rate Commission.

**FY 2009 Objectives**

- Continue to implement action steps to achieve the Council's goals identified during the strategic planning work sessions.
- Increase communication with Town residents to identify a "report card" on success of implementation of the key goals and projects.
- Continue to implement the revised Town Plan.

## DIRECTION AND SUPPORT SERVICES (continued)

## 2.1 Town Council (continued)

The agencies listed below are non-Town organizations that provide services to the citizens of Leesburg.

Table 2.3 COMMUNITY AGENCY GRANTS				
	FY 2007 Actual	FY 2008 Budget	FY 2009 Requests	FY 2009 Adopted
<b>PUBLIC SAFETY</b>				
All-Night Graduation*	\$2,000	\$2,000	\$2,000	\$2,000
Leesburg Volunteer Fire Company <sup>1</sup>	\$255,725	\$318,330	\$395,000	\$350,000
Loudoun County Rescue Squad	\$200,000	\$234,900	\$234,900	\$234,900
<b>SOCIAL SERVICES</b>				
Interfaith Relief*	\$18,750	\$12,500	\$12,500	\$12,500
La Voz*	\$3,750	\$2,500	\$15,000	\$625
Liberty's Promise	0	\$1,000	0	0
Loudoun Cares	\$1,000	0	0	0
Loudoun County Red Cross*	\$7,725	\$5,150	\$6,000	\$2,500
Loudoun Free Clinic*	\$18,750	\$12,500	\$12,500	\$12,500
Loudoun Literacy Council*	0	\$1,000	\$3,000	\$750
Loudoun Volunteer Caregivers*	\$8,885	\$5,923	\$10,000	\$10,000
Mothernet/Inmed*	\$1,000	\$1,000	\$5,000	\$500
Northeast Quadrant Coalition*	\$20,000	0	0	0
Northern Virginia Family Services*	\$7,500	\$5,000	\$7,500	\$2,500
Prince Hall Free Masons	0	\$1,000	\$2,500	\$750
YMCA*	\$7,500	\$5,000	\$7,500	\$2,500
<b>BUSINESS SERVICE</b>				
Loudoun Co. Small Bus. Dev. Center	\$10,000	\$10,000	\$15,000	\$10,000
<b>TOURISM SERVICE</b>				
Loudoun Convention & Visitors Association	\$100,000	\$100,000	\$200,000	\$100,000
<b>TOURISM PRODUCTS</b>				
Bluemont Concert Series <sup>2</sup>	\$20,000	\$13,200	\$20,000	\$10,000
First Night Leesburg*	\$2,500	\$1,650	\$4,000	\$825
Library Foundation/August Court Days	\$4,800	0	0	0
Loudoun Arts Council*	\$20,000	\$13,200	\$3,000	\$3,000
Loudoun Border Guards	\$4,000	\$4,000	0	0
Loudoun Museum*	\$25,000	\$16,500	\$21,425	\$8,250
Marshall Center*	\$25,000	\$16,500	\$30,000	\$8,250
Youth Music Preservation Association	\$2,000	\$1,320	0	0
<b>GRANTS TOTAL</b>	<b>765,885</b>	<b>\$784,173</b>	<b>\$1,006,825</b>	<b>\$772,350</b>
<b>SPECIAL PURPOSE GRANTS</b>				
First Friday Leesburg*				\$13,200
<b>SPECIAL PURPOSE GRANTS TOTAL</b>				<b>\$13,200</b>
<b>GRAND TOTAL</b>				<b>\$785,550</b>

\*Funded with Uran Funds.

<sup>1</sup> Includes \$60,000 from the Virginia Fire Programs Fund reflected in the Public Safety Section.

<sup>2</sup> Includes \$5,000 Virginia Commission for the Arts Grant.

DIRECTION AND SUPPORT SERVICES (continued)

2.2 Town Manager

Program Description

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

Chart 2.1 Town Manager Organizational Chart

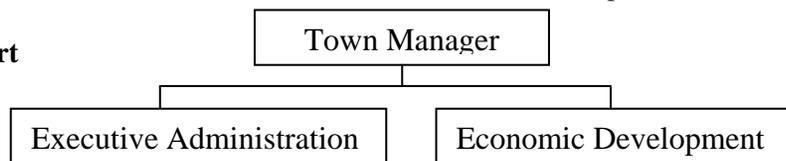


Table 2.4 TOWN MANAGER EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Executive Administration	\$812,718	\$947,175	\$947,175	\$1,043,745		\$1,043,745	\$1,032,314	\$85,139	9.0
Economic Development				673,036		673,036	738,140	738,140	100.0
Economic Develop Commission				5,720		5,720	5,720	5,720	100.0
Transfer to VRTA				180,794		180,794	180,794	180,794	100.0
<b>TOTAL</b>	<b>\$812,718</b>	<b>\$947,175</b>	<b>\$947,175</b>	<b>\$1,903,295</b>		<b>\$1,903,295</b>	<b>\$1,956,968</b>	<b>\$1,009,793</b>	<b>106.6</b>
<b>Personnel Summary</b>									
Full-time	6.0	6.5	6.5	9.5		9.5	10.5	4.0	61.5
<b>TOTAL</b>	<b>6.0</b>	<b>6.5</b>	<b>6.5</b>	<b>9.5</b>		<b>9.5</b>	<b>10.5</b>	<b>4.0</b>	<b>61.5</b>
<b>Funding Summary</b>									
General Fund	\$721,578	\$845,709	\$845,709	\$1,779,922		\$1,779,922	\$1,833,595	\$987,886	116.8
Utilities Fund	76,339	84,821	84,821	102,748		102,748	102,748	17,927	21.1
Airport Fund	14,801	16,645	16,645	20,625		20,625	20,625	3,980	23.9
<b>TOTAL</b>	<b>\$812,718</b>	<b>\$947,175</b>	<b>\$947,175</b>	<b>\$1,903,295</b>		<b>\$1,903,295</b>	<b>\$1,956,968</b>	<b>\$1,009,793</b>	<b>106.6</b>

DIRECTION AND SUPPORT SERVICES (continued)

2.3 Executive Administration (formerly known as Town Manager’s Office)

Program Description

Executive Administration provides direct administrative support to the Town Manager and includes the Deputy Town Manager and the two Assistants to the Town Manager.

Table 2.5 EXECUTIVE ADMINISTRATION EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$646,656	\$681,824	\$681,824	\$864,495		\$864,495	\$853,064	\$171,240	25.1
Contractual Services	139,618	150,811	150,811	110,950		110,950	110,950	(39,861)	(26.4)
Materials and Supplies	15,632	13,900	13,900	13,700		13,700	13,700	(200)	(1.4)
Transfer Payments	8,000	94,840	94,840	50,000		50,000	50,000	(44,840)	(47.3)
Continuous Charges	2,668	4,600	4,600	4,600		4,600	4,600		
Capital Outlay	144	1,200	1,200					(1,200)	(100.0)
<b>TOTAL</b>	<b>\$812,718</b>	<b>\$947,175</b>	<b>\$947,175</b>	<b>\$1,043,745</b>		<b>\$1,043,745</b>	<b>\$1,032,314</b>	<b>\$85,139</b>	<b>9.0</b>
<b>Personnel Summary</b>									
Full-time	6.0	6.5	6.5	6.5		6.5	6.5		
<b>TOTAL</b>	<b>6.0</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>		<b>6.5</b>	<b>6.5</b>		

SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ One-time activities related to Council swearing-in ceremony, annual board/commission training, and legal training for Loudoun elected and appointed officials.
- ❖ Personnel Services increased by \$33,576 for FY 2009 as a result of the Management Specialist/Deputy Clerk of Council position being split between the Town Manager and Clerk of the Council Offices. The remaining increase is a result of salary adjustments.
- ❖ Printing Services increased by \$9,000 from \$5,000 in FY 2008 to \$14,000 in FY 2009 to more accurately reflect the printing costs of the Office.
- ❖ Management Services decreased by \$4,973 to reflect the reduction of one time costs for consulting services.
- ❖ Advertising Services decreased by \$1,600 from \$3,350 in FY 2008 to \$1,750 FY 2009 as a result of a new advertising contract.
- ❖ The Contingency Reserve (in Transfer Payments) has been reduced by \$44,840 from \$94,840 in FY 2008 to \$50,000 in FY 2009 in an effort to achieve cost savings.

**DIRECTION AND SUPPORT SERVICES (continued)****2.3 Executive Administration (continued)****FUTURE BUDGET CONSIDERATIONS:**

- ❖ Reinstitution of the management intern program.
- ❖ Funding to support community outreach and public information activities.

**FY 2008 Accomplishments**

- Integration of Economic Development program into the Town Manager's Office along with other organizational changes.
- Creation of the Management Specialist/Deputy Clerk of Council position.
- Established work program to improve land development process and customer service.

**FY 2009 Objectives**

- Continue to assist the Town Council with its goal setting and decision-making process.
- Continue to address quality of life issues, citizen participation, and interdepartmental coordination via the Community Enhancement Team.
- Continue to provide support to Town special events and publications.
- Support an employee newsletter to improve interdepartmental communication.
- Continue to support a comprehensive economic development plan and education program.

DIRECTION AND SUPPORT SERVICES (continued)

2.3 Executive Administration (continued)

Performance Measures

Council Strategic Focus Area: Governance Efficiencies

	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Estimated
<b>Input</b>					
#FTE			6	6	6.5
Dollars Spent			\$893,747	\$812,718	\$1,043,745
<b>Output</b>					
# Requests for information during work session and Council meetings			550	550	570
Number of work session and meetings attended			48	48	48
<b>Efficiency</b>					
Average time (days) per request fulfillment			5	5	5
<b>Outcome</b>					
Percentage of requests responded to in five working days or less			100%	100%	100%

DIRECTION AND SUPPORT SERVICES (continued)

2.4 Economic Development and Tourism Division

Program Description

The Economic Development and Tourism Division's mission is to ensure the economic vitality and stability of the Town by attracting, retaining and growing quality businesses that will result in an increased and diversified commercial tax base, while retaining the charming, historical, hometown atmosphere. Commercial, industrial, residential, social, and cultural impacts are key factors to be considered as growth and development take place in the Town. The Economic Development and Tourism Division conducts a comprehensive economic development program for the Town. The Business Development Program comprises three separate strategies for job creation and new capital investment: business recruitment, business retention and entrepreneurial development. The Tourism Program markets the Town as a tourist destination to individual and small group travelers and works with local, regional and national tourism organizations and local businesses to enhance the Town's visitor products and services. The Downtown Revitalization Program encompasses elements of both the Business Development and Tourism Programs, focusing on the businesses and properties in the Historic Downtown.

Table 2.6 ECONOMIC DEVELOPMENT AND TOURISM EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services				\$313,386		\$313,386	\$419,490	\$419,490	100.0
Contractual Services				326,650		326,650	288,650	288,650	100.0
Materials and Supplies				31,000		31,000	28,000	28,000	100.0
Continuous Charges				2,000		2,000	2,000	2,000	100.0
Capital Outlay									
<b>TOTAL</b>				<b>\$673,036</b>		<b>\$673,036</b>	<b>\$738,140</b>	<b>\$738,140</b>	<b>100.0</b>
<b>Personnel Summary</b>									
Full-time				3.0		3.0	4.0	4.0	100.0
<b>TOTAL</b>				<b>3.0</b>		<b>3.0</b>	<b>4.0</b>	<b>4.0</b>	<b>100.0</b>

**DIRECTION AND SUPPORT SERVICES (continued)****2.4 Economic Development and Tourism Division (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Refocused the Town's tourism advertising strategy from a regional perspective to the local residents. Reduced cooperative regional ad placement with tourism partners (Virginia Tourism Corporation and Loudoun Convention & Visitors Association). New efforts include a quarterly pull-out section in the Leesburg at Leisure publication already distributed to 24,500 area households.
- ❖ There is a \$110,239 increase in Personnel Services to reflect the transfer of the GIS Technician position from Planning and Zoning to Economic Development.
- ❖ Printing Services increased \$19,000 from \$36,000 to \$55,000 as a result of the cost of printing services and marketing efforts provided by Leesburg at Leisure.
- ❖ Management Services decreased by \$27,000 from \$72,000 to \$45,000 as a result of the completion of the downtown marketing study and retail study.
- ❖ Advertising Services decreased by \$39,000 from \$129,000 to \$90,000 as a result of a reduction in tourism advertising.
- ❖ Business meeting costs increased by \$2,500 from \$12,500 to \$15,000 as a result of the increased cost of producing additional business sector forums.
- ❖ Capital Outlay has decreased by \$6,200 from the FY 2008 budget to reflect the completion of one time acquisitions.

**FY 2008 Accomplishments**

- Realigned department goals, objectives and staff resources to align with Council and EDC goals and objectives.
- Completed the Downtown Market Study and presented findings to Council.
- Completed Retail Market Analysis for the entire Town.
- Continued to assist with the Town's land development process improvements, including compilation of monthly development activity report and other tracking measures.
- Continued to host Annual Business Appreciation Awards & Reception: Businesses recognized in six categories and one individual honored with the George C. Marshall Award.
- Continued to host Bankers Roundtable: A twice-yearly roundtable of local bankers, to get feedback from the business community on the Town's business climate and ways to improve it. Hospitality Forum: An annual meeting of hospitality and tourism industry businesses to gather feedback and coordinate efforts to increase tourism Town-wide.

**FY 2009 Objectives**

- Completion of development review process improvements and greater outreach to the development and business communities to improve the Town's "business friendly" image.
- Completion of a feasibility study for an incubator/telework center and implementation of an entrepreneurial support program.
- Implementation of an expanded business recruitment program, including additional tradeshow participation and direct mail campaigns.
- Create Technology and/or Tourism Zones in the downtown and the Crescent District to provide incentives for the development of desired businesses.
- Implementation of an expanded direct-mail marketing program to the local residents to promote the Town's shopping, dining & entertainment options.
- Continue efforts to benchmark the Town's economic health, both in the downtown and in other areas of the Town.

DIRECTION AND SUPPORT SERVICES (continued)

2.5 Economic Development Commission

Program Description

The Leesburg Economic Development Commission consists of nine members appointed by the Town Council, one of whom is a member of Council. In addition, the Planning Commission and the Airport Commission appoint liaisons who serve as ex-officio members of the Commission. The Commission advises the Town Council on policies that promote economic development and tourism, and works to retain and expand existing businesses, attract and recruit desirable new businesses, and enhance economic activities that will benefit the business community, residents, and visitors to the Town.

Table 2.7 ECONOMIC DEVELOPMENT COMMISSION EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,557	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	797	1,200	1,200	1,200		1,200	1,200		
<b>TOTAL</b>	<b>\$4,354</b>	<b>\$5,720</b>	<b>\$5,720</b>	<b>\$5,720</b>		<b>\$5,720</b>	<b>\$5,720</b>		
Funding Summary									
General Fund	\$4,354	\$5,720	\$5,720	\$5,720		\$5,720	\$5,720		
<b>TOTAL</b>	<b>\$4,354</b>	<b>\$5,720</b>	<b>\$5,720</b>	<b>\$5,720</b>		<b>\$5,720</b>	<b>\$5,720</b>		

## DIRECTION AND SUPPORT SERVICES (continued)

## 2.6 Cable Commission

## Program Description

The Cable Commission consists of seven members appointed by the Town Council. The Town Council also appoints one of its members to serve as a non-voting member of the Commission. The Commission is staffed by Executive Administration, and advises Council on matters regarding the oversight and review of cable system operations. The Commission maintains continuous oversight and review of cable system operations and advises the Town Council on grantee compliance with the terms of the cable franchise agreements with the service providers. The Commission encourages the use of access channels among the widest range of institutions, groups, and individuals and also monitors the franchisee's access policies and practices, including charges for these services to ensure compliance with the Town Code. In enforcing the franchise agreement, the Commission makes suggestions for appropriate local origination programming, investigates subscriber requests for service, and instructs the franchisee to take necessary action.

Table 2.8 CABLE COMMISSION EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,552	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	2,772	6,010	6,010	5,010		5,010	1,010	(5,000)	(83.2)
Materials and Supplies		2,250	2,250	2,250		2,250	1250	(1,000)	
<b>TOTAL</b>	<b>\$6,324</b>	<b>\$12,780</b>	<b>\$12,780</b>	<b>\$11,780</b>		<b>\$11,780</b>	<b>\$6,780</b>	<b>(\$6,000)</b>	<b>(46.9)</b>
<b>Funding Summary</b>									
General Fund	\$6,324	\$12,780	\$12,780	\$11,780		\$11,780	\$6,780	(\$6,000)	(46.9)
<b>TOTAL</b>	<b>\$6,324</b>	<b>\$12,780</b>	<b>\$12,780</b>	<b>\$11,780</b>		<b>\$11,780</b>	<b>\$6,780</b>	<b>(\$6,000)</b>	<b>(46.9)</b>

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ There is a \$5,000 reduction in Contractual Services and \$1,000 reduction in Materials and Supplies taken by Council to revise the process for Boards and Commissions to request Council approval for funding to implement program and project initiatives and changes.

DIRECTION AND SUPPORT SERVICES (continued)

2.7 Commission on Public Arts

Program Description

The Commission on Public Arts consists of seven members appointed by the Town Council. The Town Council also appoints one of its members to serve as a non-voting member of the Commission. The Commission is staffed by Executive Administration, and advises Council on matters regarding public art in the Town of Leesburg. The Commission serves as an advisory body for public art in the Town and administrates all activities concerning public art. The Commission will establish the Leesburg Public Art program and seek to expand public access and participation in the arts. The Commission will also recommend pursuing national, state, and private support on behalf of the arts in Leesburg. The commission was established mid-year in FY 2007.

Table 2.9 COMMISSION ON PUBLIC ARTS EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$377	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	1,818	7,750	7,500	4,250		4,250	9,850	2,100	27.1
Materials and Supplies	100	150	100	150		150	150		
<b>TOTAL</b>	<b>\$2,295</b>	<b>\$12,420</b>	<b>\$12,120</b>	<b>\$8,920</b>		<b>\$8,920</b>	<b>\$14,520</b>	<b>\$2,100</b>	<b>16.9</b>
<b>Funding Summary</b>									
General Fund	\$2,295	\$12,420	\$12,120	\$8,920		\$8,920	\$14,520	\$2,100	16.9
<b>TOTAL</b>	<b>\$2,295</b>	<b>\$12,420</b>	<b>\$12,120</b>	<b>\$8,920</b>		<b>\$8,920</b>	<b>\$14,520</b>	<b>\$2,100</b>	<b>16.9</b>

**DIRECTION AND SUPPORT SERVICES (continued)****2.7 Commission on Public Arts (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Contractual Services includes \$8,000 for the development of a Public Arts Master Plan for the Town of Leesburg.

**FY 2008 Accomplishments**

- Developed an ordinance to establish a Public Arts Commission.
- Developed a mission, vision, and goals statement for the Commission.
- Participated with Task Force on Performing Arts Space.

**FY 2009 Objectives**

- Develop guidelines for public art funding.
- Continue to partner with local organizations and events to promote public art.
- Work to establish guidelines for Public Art in Leesburg.
- Prepare a Public Art Master Plan for the Town of Leesburg.
- Increase participation with other Public Art programs and organizations such as *Americans for Public Art*.

## DIRECTION AND SUPPORT SERVICES (continued)

## 2.8 Town Attorney

## Program Description

The Town Attorney provides legal services for the benefit of the Town Council, Planning Commission, Town Manager, Town Departments, and staff. These services include (but are not limited to) the review of all Town obligations and legal documents, attendance at Town Council, Planning Commission, and staff meetings, providing legal research and representing the Town in litigation.

Table 2.10 TOWN ATTORNEY EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$221,662	\$240,149	\$240,149	\$214,648	\$53,812	\$268,460	\$265,763	\$25,614	10.7
Contractual Services	164,694	101,200	101,200	210,820		210,820	174,820	73,620	72.7
Materials and Supplies	1,398	5,700	5,700	7,200		7,200	7,200	1,500	26.3
Continuous Charges				33,250		33,250	33,250	33,250	100.0
Capital Outlay		2,000	2,000	700	3,100	3,800	3,800	1,800	90.0
<b>TOTAL</b>	<b>\$387,754</b>	<b>\$349,049</b>	<b>\$349,049</b>	<b>\$466,618</b>	<b>\$56,912</b>	<b>\$523,530</b>	<b>\$484,833</b>	<b>\$135,784</b>	<b>38.9</b>
<b>Personnel Summary</b>									
Full-time	2.0	2.0	2.0	2.0		2.0	2.0		
Part-time					0.6	0.6	0.6	0.6	30.0
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.6</b>	<b>2.6</b>	<b>2.6</b>	<b>0.6</b>	<b>30.0</b>
<b>Funding Summary</b>									
General Fund	\$311,054	\$268,696	\$268,696	\$420,125	\$56,912	\$477,037	\$438,340	\$169,644	63.1
Utilities Fund	69,727	73,048	73,048	29,058		29,058	29,058	(43,990)	(60.2)
Airport Fund	6,973	7,305	7,305	17,435		17,435	17,435	10,130	138.7
<b>TOTAL</b>	<b>\$387,754</b>	<b>\$349,049</b>	<b>\$349,049</b>	<b>\$466,618</b>	<b>\$56,912</b>	<b>\$523,530</b>	<b>\$484,833</b>	<b>\$135,784</b>	<b>38.9</b>

**DIRECTION AND SUPPORT SERVICES (continued)****2.8 Town Attorney (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ During FY 2008 a Senior Legal Secretary was added to provide administrative support for the Town Attorney Office.
- ❖ Personnel Services increased by \$53,812 for the addition of a part-time Deputy Town Attorney to assist with legal matters. This is offset by a \$28,198 reduction which is the difference between the Senior Legal Secretary and a full-time Deputy Town Attorney position deleted for FY 2009.
- ❖ Organization Memberships decreased by \$1,190 from \$2,090 in FY 2008 to \$900 in FY 2009 as a result of the deletion of the full-time Deputy Town Attorney.
- ❖ Legal Services increased by \$72,000 from \$92,000 in FY 2008 to \$164,000 in FY 2009 to provide outside legal council requirements anticipated for FY 2009.
- ❖ Continuous Charges are proposed for \$33,250 to lease space on Wirt Street.

**FY 2008 Accomplishments**

- Provided legal services to the Town Council, Planning Commission, Town Manager, Departments and staff as needed and requested.
- Represented the Town in litigation (prepared pleadings, attended court proceedings), reviewed documents, prepared deeds, reviewed easements, reviewed contracts, etc.
- Advised departments and staff on a variety of legal issues.
- Attended Town Council, Planning Commission and BAR meetings.
- Managed case files with outside counsel and departments as needed and requested.
- Reviewed open files, organized office, implemented a file management policy.

**FY 2009 Objectives**

- Continue to provide legal services and support to the Town Council, Planning Commission, Departments, and staff.
- Update the Town Code.
- Work with staff to update the Human Resources Manual and policies.
- Respond to Town Departments and staff on legal issues and inquiries in a prompt, courteous, and professional manner.
- Review and update (with staff) zoning ordinances as necessary.
- Review and comment on Town file retention policies including email.
- Manage case files with outside counsel.

DIRECTION AND SUPPORT SERVICES (continued)

2.9 Clerk of Council

Program Description

The Clerk of Council is responsible for the preparation and distribution of all Council agendas. The Clerk attends and assists in conducting all of the Town Council meetings. The Clerk takes and prepares minutes for approval and adoption, as the official record of the Council, and prepares for publication legal notices of public hearings and other actions as required. The Clerk maintains all legislation adopted by the Town Council in an orderly fashion, easily accessible to the public and Town staff upon request, and responds to inquiries regarding Town ordinances and other Council actions. The Clerk is the designated records manager for the Town.

Table 2.11 CLERK OF COUNCIL EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$156,239	\$164,349	\$161,349	\$135,088		\$135,088	\$133,505	(\$30,844)	(18.8)
Contractual Services	11,941	16,850	16,850	10,250		10,250	10,250	(6,600)	(39.2)
Materials and Supplies	2,026	3,300	3,300	3,300		3,300	3,300		
Continuous Charges	375	664	1,500	664		664	664		
<b>TOTAL</b>	<b>\$170,581</b>	<b>\$185,163</b>	<b>\$182,999</b>	<b>\$149,302</b>		<b>\$149,302</b>	<b>\$147,719</b>	<b>(\$37,444)</b>	<b>(20.2)</b>
<b>Personnel Summary</b>									
Full-time	2.0	1.5	1.5	1.5		1.5	1.5		
<b>TOTAL</b>	<b>2.0</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>		<b>1.5</b>	<b>1.5</b>		
<b>Funding Summary</b>									
General Fund	\$170,581	\$185,163	\$182,999	\$144,222		\$144,222	\$142,639	(\$42,524)	(23.0)
Utilities Fund				3,810		3,810	3,810	3,810	100.0
Airport Fund				1,270		1,270	1,270	1,270	100.0
<b>TOTAL</b>	<b>\$170,581</b>	<b>\$185,163</b>	<b>\$182,999</b>	<b>\$149,302</b>		<b>\$149,302</b>	<b>\$147,719</b>	<b>(\$37,444)</b>	<b>(20.2)</b>

**DIRECTION AND SUPPORT SERVICES (continued)****2.9 Clerk of Council (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Personnel Services decreased by \$30,844 for FY 2009 as a result of the Management Specialist/Deputy Clerk of Council position being split between Executive Administration and Clerk of Council Offices.
- ❖ Advertising decreased by \$6,600 from \$16,850 to \$10,250 as a result of a new contract for legal advertising.

**FY 2008 Accomplishments**

- Publication of Supplement No. 29 of the Town Code.
- Continued implementation of Records Storage Program and encouraged staff to manage Town records and use of off-site storage.
- Provided staff training on the Town's style manual and Council Agenda process.
- Added the Manager's Report and Council Meeting Summary to the documents placed on the web.
- Participated in the update process for the Town style manual.
- Continue to participate in annual training for Town boards, commissions, and staff liaisons.

**FY 2009 Objectives**

- Publish Supplement No. 30 of the Town Code.
- Clerk will begin her first year at the Certified Municipal Clerk's Institute.
- Investigate possible software and process changes to streamline the agenda process to save staff time and materials.
- Continue participation in annual training for Town boards, commissions, members and staff liaisons.
- Implement Records Management training program for staff.

DIRECTION AND SUPPORT SERVICES (continued)

2.9 Clerk of Council (continued)

Performance Measures

Council Strategic Focus Area: Governance Efficiencies

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
# FTE			2	2	1.5
<b>Output</b>					
# Council meetings supported			52	52	52
# Council agenda packets prepared			52	52	52
# Council agendas prepared within established timeframe			52	52	52
# of cubic feet of records recycled or destroyed			305	155	150
# Council agendas posted on Town web site				7*	52
<b>Efficiency</b>					
Percentage of minutes approved by next Council meeting and available to the public			95%	95%	95%
Percentage of agenda packets delivered on time			100%	100%	100%
Council agendas on Town web site*				7%	100%
<b>Outcome</b>					
Council rating of accuracy of minutes			Satisfactory	Satisfactory	Satisfactory
Council rating of accuracy of agenda materials			Satisfactory	Satisfactory	Satisfactory

\*Clerk’s office began posting Council agendas on the Town web site in September of 2006. The practice was incorporated into the general preparation process for the Council agenda. All Council agendas are now posted on the Town web site.

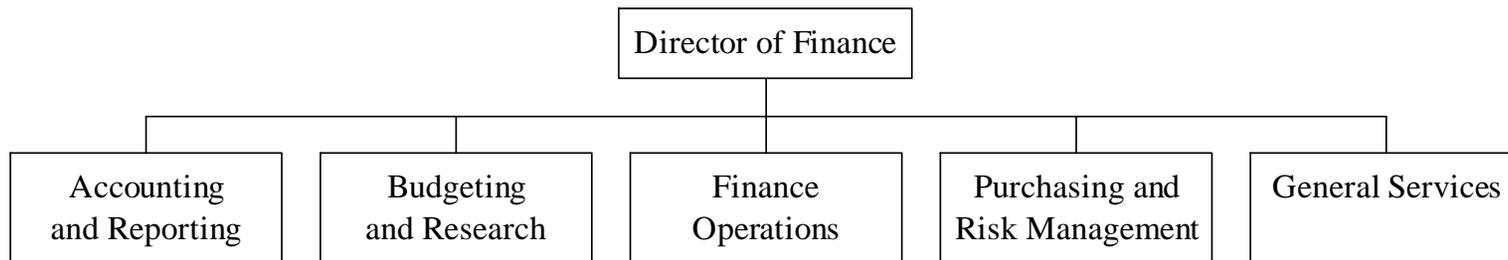
DIRECTION AND SUPPORT SERVICES (continued)

2.10 Finance

Program Description

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

Chart 2.2 Finance Department Organizational Chart



## DIRECTION AND SUPPORT SERVICES (continued)

## 2.10 Finance (continued)

Table 2.12 FINANCE EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,639,913	\$1,604,296	\$1,608,296	\$1,801,766		\$1,801,766	\$1,779,086	\$174,790	10.9
Contractual Services	373,402	415,650	415,650	369,830		369,830	369,830	(45,820)	(11.0)
Materials and Supplies	27,650	36,645	32,645	38,200		38,200	38,200	1,555	4.2
Continuous Charges	177,444	178,056	178,056	181,130		181,130	181,130	3,074	1.7
Capital Outlay	13,196	1,555	1,555	2,400		2,400	2,400	845	54.3
<b>TOTAL</b>	<b>\$2,231,605</b>	<b>\$2,236,202</b>	<b>\$2,236,202</b>	<b>\$2,393,326</b>		<b>\$2,393,326</b>	<b>\$2,370,646</b>	<b>\$134,444</b>	<b>6.0</b>
<b>Personnel Summary</b>									
Full-time	18.0	18.0	18.0	18.0		18.0	18.0		
Part-time	1.5	1.5	1.5	1.5		1.5	1.5		
<b>TOTAL</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>		<b>19.5</b>	<b>19.5</b>		
<b>Funding Summary</b>									
General Fund		\$528,689	\$338,689	\$377,449		\$377,449	\$354,769	(\$173,920)	(32.9)
Utilities Fund	606,120	733,797	733,797	694,644		694,644	694,644	(39,153)	(5.3)
Airport Fund	78,476	73,716	73,716	70,233		70,233	70,233	(3,483)	(4.7)
Parking Ticket Fines	96,356	120,000	90,000	90,000		90,000	90,000	(30,000)	(25.0)
Interest Earnings	1,192,049	650,000	800,000	875,000		875,000	875,000	225,000	34.6
Parking Meters & Gar	184,936	120,000	120,000	120,000		120,000	120,000		
Recoveries	73,668	10,000	80,000	166,000		166,000	166,000	156,000	1560.0
<b>TOTAL</b>	<b>\$2,231,605</b>	<b>\$2,236,202</b>	<b>\$2,236,202</b>	<b>\$2,393,326</b>		<b>\$2,393,326</b>	<b>\$2,370,646</b>	<b>\$134,444</b>	<b>6.0</b>

---

**DIRECTION AND SUPPORT SERVICES (continued)****2.10 Finance (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Postal Services increased \$2,000 from \$63,000 in FY 2008 to \$65,000 in FY 2009 as a result of increases in the cost of postage and post office boxes.
- ❖ Telecommunications decreased \$4,000 from \$42,000 in FY 2008 to \$38,000 in FY 2009 as a result of expenditure reductions over the last year.
- ❖ Printing Services decreased \$4,000 from \$6,000 in FY 2008 to \$2,000 in FY 2009 as a result of the CAFR and the Proposed and Adopted Operating Budgets being printed in house.
- ❖ Fiscal Services decreased \$20,000 from \$125,000 in FY 2008 to \$105,000 in FY 2009 as a result of a reduction in the cost of the contract for printing, sorting and mailing utility and tax bills.
- ❖ Management Services increased \$20,550 from \$55,100 to \$75,650 for a contract (\$18,150) to collect parking tickets and a contract for translation services (\$2,400) for Finance customers.
- ❖ Building Services decreased \$40,000 from \$45,000 in FY 2008 to \$5,000 in FY 2009 as a result of \$40,000 being transferred to the Public Works Department for maintenance of the Town Hall Parking Garage.
- ❖ General Liability Insurance increased \$10,000 from \$150,000 in FY 2008 to \$160,000 in FY 2009 to reflect the estimated amount of an anticipated increase in the cost of the insurance.
- ❖ Operating Leases decreased \$6,926 for copiers and printers used by the Finance Department from \$28,056 in FY 2008 to \$21,130 in FY 2009 as a result of reductions in lease costs resulting from the replacement of copiers.

---

**DIRECTION AND SUPPORT SERVICES (continued)****2.10 Finance (continued)****FY 2008 Accomplishments**

- Received the Government Finance Officers Association awards for excellence in financial reporting and distinguished budget presentation.
- Increased collections of personal property taxes by including prior year taxes owed on the FY 2007 tax bills. By combining the individual citizen accounts from year to year, the amount of delinquent tax collections has increased and time staff has to spend researching possible past due bills has been reduced.
- Initiated a lock box with the Town's bank for immediate deposit of tax payments into the Town's account. As a result, up to 80% of all payments are no longer handled by staff. This has allowed staff to concentrate more time on collection of overdue taxes.
- Established an electronic link with the County tax database to allow Town residents with newly registered vehicles and new Town residents to directly register their vehicles with the County.
- Completed the upgrade to MUNIS version 6.2 D.
- Initiated efforts, in coordination with Human Resources, to increase efficiency of business practices and the accuracy and efficiency of payroll transactions.

**FY 2009 Objectives**

- Complete updating of payroll business practices, in coordination with Human Resources, to increase the efficiency and accuracy of payroll transactions.
- Continue to provide customers with more options and efficiencies for paying taxes and Town bills.
- Complete implementation of the MUNIS Business License module.
- Implement the MUNIS module for contract and bid management.
- Investigate the feasibility of charging for credit card fees/service charges for Business, Professional, and Occupational Licenses (BPOL) and Property Taxes.

## DIRECTION AND SUPPORT SERVICES (continued)

## 2.10 Finance (continued)

## Performance Measures

## Council Strategic Focus Areas: Finance, Governance Efficiencies

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
Expenditures (in thousands \$)	\$1,849	\$1,991	\$1,929	\$2,231	\$2,236
Direct labor hours <sup>1</sup>	27,440	30,870	34,300	33,159	33,014
<b>Output</b>					
Accounts payable transactions	16,441	16,872	17,991	15,984	15,000
Personal property tax bills processed	39,094	40,835	41,938	41,693	41,469
Real estate tax bills processed	25,310	25,554	25,716	27,076	27,370
Water and sewer bills processed	55,920	57,300	60,290	60,923	61,000
Payroll checks issued	9,438	13,353	14,542	15,765	16,000
Value of purchases processed (\$000)			\$21,665	\$22,804	\$23,100
<b>Efficiency</b>					
A/P transactions/hour	9.59	9.84	10.49	9.32	8.86
PP tax bills processed/hour	22.80	23.81	24.45	24.31	24.49
RE tax bills processed/hour	14.76	14.90	14.99	15.79	16.17
W/S bills processed/hour	21.73	22.27	23.43	23.68	24.02
Payroll checks processed/hour	5.50	7.79	8.48	9.19	9.45
<b>Outcome</b>					
Undesignated fund balance (%) <sup>2</sup>	23.4	27.3	36.0	35.5	34.6
GFOA financial reporting award	yes	yes	yes	yes	yes
GFOA distinguished budget award	yes	yes	yes	yes	yes
Finance management coefficient <sup>3</sup>	1.3	1.4	1.2	1.7	1.5

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

2. Undesignated Fund balance divided by General Fund Expenditures.

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

## DIRECTION AND SUPPORT SERVICES (continued)

## 2.11 Human Resources

## Program Description

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

Table 2.13 HUMAN RESOURCES EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$468,787	\$525,891	\$480,891	\$569,009		\$569,009	\$562,523	\$36,632	7.0
Contractual Services	195,724	291,814	291,814	210,995		210,995	182,995	(108,819)	(37.3)
Materials and Supplies	10,250	8,750	6,750	8,750		8,750	6,750	(2,000)	(22.9)
Continuous Charges	1,299	5,000	5,000					(5,000)	(100.0)
Capital Outlay	5,295	1,971	1,971					(1,971)	(100.0)
<b>TOTAL</b>	<b>\$681,355</b>	<b>\$833,426</b>	<b>\$786,426</b>	<b>\$788,754</b>		<b>\$788,754</b>	<b>\$752,268</b>	<b>(\$81,158)</b>	<b>(9.7)</b>
<b>Personnel Summary</b>									
Full-time	6.0	6.0	6.0	5.0		5.0	5.0	(1.0)	(16.7)
Part-time	2.0	2.0	2.0	2.0		2.0	2.0		
<b>TOTAL</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>7.0</b>		<b>7.0</b>	<b>7.0</b>	<b>(1.0)</b>	<b>(12.5)</b>
<b>Funding Summary</b>									
General Fund	\$508,971	\$626,957	\$579,957	\$622,114		\$622,114	\$585,628	(\$41,329)	(6.6)
Utilities Fund	164,840	198,865	198,865	160,324		160,324	160,324	(38,541)	(19.4)
Airport Fund	7,544	7,604	7,604	6,316		6,316	6,316	(1,288)	(16.9)
<b>TOTAL</b>	<b>\$681,355</b>	<b>\$833,426</b>	<b>\$786,426</b>	<b>\$788,754</b>		<b>\$788,754</b>	<b>\$752,268</b>	<b>(\$81,158)</b>	<b>(9.7)</b>

**DIRECTION AND SUPPORT SERVICES (continued)****2.11 Human Resources (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Personnel Services decreased by \$138,200 as a result of the elimination of a Human Resources Specialist. This is offset by salary and fringe increases.
- ❖ Office Supplies decreased by \$2,000 from \$7,000 in FY 2008 to \$5,000 in FY 2009 as a result of the reduction of one position.
- ❖ Contractual Services decreased \$108,819 from \$291,814 in FY 2008 to \$182,995 in FY 2009 as a result of completion of a study for MUNIS implementation and a reduction in advertising.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Funding for an employee compensation study to be requested in FY 2010.
- ❖ Purchase of equipment necessary to install kiosks in Town facilities for job applicants to complete employment applications.

**FY 2008 Accomplishments**

- Provided 23 Town-wide quality training sessions to enhance employee professional growth and development. Employees from 7 departments have completed a 10-week Spanish training course to provide excellent customer service to our diverse community.
- Implemented new health insurance plan for all participating employees.
- Completed Safety Audit of all Town facilities and implemented recommended changes.
- Implemented the first phase of a Wellness Program for Town employees to create overall health awareness and eventually help reduce medical claims.
- Updated all safety training information, as provided by the Departments, into MUNIS.
- All Human Resource professional staff members have obtained their IPMA-Certified Professional Certification.
- Reclassified 8 employees to ensure appropriate classification and internal consistency.
- Provided information sessions with various benefit providers through out Town facilities to enhance employee understanding of current benefits.

**FY 2009 Objectives**

- Continuously improve Human Resources programs and processes to ensure they promote the best possible customer service and excellence in government.
- Communicate accurate, timely and meaningful information to both external and internal customers.
- Implement technology enhancements to support Human Resources Management business processes.
- Complete an in-house benefits and salary survey to ensure the Town is competitive with public sector and private sector employers.
- Continue to develop employee awareness in the organization by adding bi-monthly articles to the employee newsletter to share updated insurance and other benefit information.

DIRECTION AND SUPPORT SERVICES (continued)

2.11 Human Resources (continued)

Performance Measures

Council Strategic Focus Area: Governance Efficiencies

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY07 Actual	CY 08 Estimated
<b>Input</b>					
# FTE		6	5	8	8
<b>Output</b>					
Applications processed (FT and PT)		1,120	682	950	1,200
Positions advertised (FT and PT)		49	50	40	40
New hires (FT and PT)			12	35	40
Reported Worker's Compensation claims			37	50	30
All town training courses			22	24	30

## DIRECTION AND SUPPORT SERVICES (continued)

## 2.12 Information Technology

## Program Description

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

Table 2.14 INFORMATION TECHNOLOGY EXPENDITURE SUMMARY

<b>Expense Summary</b>	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$544,736	\$633,058	\$617,308	\$684,371		\$684,371	\$675,742	\$42,684	6.7
Contractual Services	142,869	207,500	207,500	270,500		270,500	250,500	43,000	20.7
Materials and Supplies	116,875	23,470	23,470	31,800		31,800	31,800	8,330	35.5
Continuous Charges	264	400	400	400		400	400		
Capital Outlay	117,114	197,800	197,800	150,500		150,500	140,500	(57,300)	(29.0)
<b>TOTAL</b>	<b>\$921,858</b>	<b>\$1,062,228</b>	<b>\$1,046,478</b>	<b>\$1,137,571</b>		<b>\$1,137,571</b>	<b>\$1,098,942</b>	<b>\$36,714</b>	<b>3.5</b>
<b>Personnel Summary</b>									
Full-time	5.0	6.0	6.0	6.0		6.0	6.0		
<b>TOTAL</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>		<b>6.0</b>	<b>6.0</b>		
<b>Funding Summary</b>									
General Fund	\$722,281	\$888,040	\$872,290	\$913,915		\$913,915	\$875,286	(\$12,754)	(1.4)
Utilities Fund	192,253	165,720	165,720	212,410		212,410	212,410	46,690	28.2
Airport Fund	7,324	8,468	8,468	11,246		11,246	11,246	2,778	32.8
<b>TOTAL</b>	<b>\$921,858</b>	<b>\$1,062,228</b>	<b>\$1,046,478</b>	<b>\$1,137,571</b>		<b>\$1,137,571</b>	<b>\$1,098,942</b>	<b>\$36,714</b>	<b>3.5</b>

**DIRECTION AND SUPPORT SERVICES (continued)****2.12 Information Technology (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Telecommunications services have increased by \$2,000 from \$11,000 in FY 2008 to \$13,000 in FY 2009 to support Blackberry devices. Personnel Services increased \$42,684 to include expenditures related to the additional position approved in FY 2008.
- ❖ Management Services increased by \$41,000 from \$49,000 in FY 2008 to \$90,000 in FY 2009 to provide contractual support for a disaster recovery and strategic security plans, and continuation of the Laserfiche document management project.
- ❖ Computer Operating Supplies increased by \$8,330 from \$6,670 to \$15,000 as a result of increasing costs for supplies and minor equipment replacement.
- ❖ Capital Outlay decreased by \$57,300 from \$197,800 in FY 2008 to \$150,500 in FY 2009 as a result of fluctuations in cost of the equipment replacement schedule.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Voice Over IP (VoIP) maintenance costs associated with the hardware, software, and employee training required for this technology.
- ❖ Second data circuit between the Police Department data center and Town Hall to ensure a redundant connection prevents an interruption of service.

**FY 2008 Accomplishments**

- Worked with departments to continue implementing MUNIS.
- Implement Sharepoint Portal for Intranet.
- Deployed new cell phone/PDA policy.
- Continue to manage and monitor data center at Leesburg Police Department.
- Continued researching redundancy and fault tolerance across both hardware and software platforms.
- Worked with Leesburg Police to deploy their VoIP solution and integrate with other technologies; Work with Capital Projects Management Department to ensure successful rollout of data/phone technology in new tennis facility.

**FY 2009 Objectives**

- Continue to implement remaining MUNIS modules.
- Work with departments to create an on-line knowledge base for use by all employees.
- Investigate outsourcing opportunities.
- Manage VoIP implementation at Utility Maintenance Division and Leesburg Police Department.
- Plan Town-wide migration to VoIP.
- Prepare IT Disaster Recovery and Strategic Security Plans.
- Investigate enhancing the Town website to promote e-service opportunities for the public.
- Improve cost effectiveness through efficient use of printers and peripherals.
- Continue implementation of the Laserfiche records management system.

DIRECTION AND SUPPORT SERVICES (continued)

2.12 Information Technology (continued)

Performance Measure

Council Strategic Focus Area: Governance Efficiencies

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
#FTE		5	5	5	6
<b>Output</b>					
Local area networks		11	13	14	14
Locations supported		9	10	10	14
Servers administered		30	30	32	33
Networked PCs		291	325	330	332
Printers supported		128	150	140	140
Work orders completed per month		105	123	140	150
Total number of devices managed		514	586	639	659
<b>Efficiency</b>					
Average number work orders completed per employee per month		21	25	28	25
Devices managed per employee		103	117	128	110

## DIRECTION AND SUPPORT SERVICES (continued)

## 2.13 Information Technology Commission

## Program Description

The Leesburg Information Technology (IT) Commission consists of eight members appointed by the Town Council, one of whom is a member of Council. The Commission's responsibilities include citizen oversight of all IT related projects for the Town and citizen input for the IT strategic plan.

Table 2.15 INFORMATION TECHNOLOGY COMMISSION EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$4,467	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	1,811	7,000	7,000	7,000		7,000	1,900	(5,100)	(72.9)
Materials and Supplies	85	2,350	2,350	2,350		2,350	100	(2,250)	(95.7)
Capital Outlay	334								
<b>TOTAL</b>	<b>\$6,697</b>	<b>\$13,870</b>	<b>\$13,870</b>	<b>\$13,870</b>		<b>\$13,870</b>	<b>\$6,520</b>	<b>(\$7,350)</b>	<b>(53.0)</b>
<b>Funding Summary</b>									
General Fund	\$6,697	\$13,870	\$13,870	\$13,870		\$13,870	\$6,520	(\$7,350)	(53.0)
<b>TOTAL</b>	<b>\$6,697</b>	<b>\$13,870</b>	<b>\$13,870</b>	<b>\$13,870</b>		<b>\$13,870</b>	<b>\$6,520</b>	<b>(\$7,350)</b>	<b>(53.0)</b>

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ Development of the Commission's strategic plan and the introduction of quarterly IT Technology forums, the first of which was held February 6, 2007.
- ❖ There is a \$5,100 reduction in Contractual Services and \$2,250 reduction in Materials and Supplies taken by Council to revise the process for Boards and Commission to request Council approval for funding to implement program and project initiatives and changes.

## FY 2009 Objective

- Sponsor technical forums throughout the year to outreach to the community and provide opportunities to introduce technology, as well as, foster a dialogue with the community for technical input.

**THIS PAGE INTENTIONALLY LEFT BLANK.**

PUBLIC SAFETY

3.0 Public Safety - Summary

Public Safety is comprised of all the divisions of the Police Department, including the Citizens' Support Team. The budget for Public Safety also includes the pass-through grants in the Transfer Payments line item from the Virginia Fireman's Fund that goes to the Leesburg Volunteer Fire Department each year.

Table 3.1 PUBLIC SAFETY EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Police Department	\$8,810,930	\$10,272,121	\$10,117,623	\$10,880,183	\$92,027	\$10,972,210	\$10,863,899	\$591,778	5.8
Transfer to Fire Department	55,725	55,725	55,725	60,000		60,000	60,000	\$4,275	7.7
<b>TOTAL</b>	<b>\$8,866,655</b>	<b>\$10,327,846</b>	<b>\$10,173,348</b>	<b>\$10,940,183</b>	<b>\$92,027</b>	<b>\$11,032,210</b>	<b>\$10,923,899</b>	<b>\$596,053</b>	<b>5.8</b>
<b>Personnel Summary</b>									
Full-time	93.0	95.0	95.0	95.0	1.0	96.0	96.0	1.0	1.1
<b>TOTAL</b>	<b>93.0</b>	<b>95.0</b>	<b>95.0</b>	<b>95.0</b>	<b>1.0</b>	<b>96.0</b>	<b>96.0</b>	<b>1.0</b>	<b>1.1</b>

**PUBLIC SAFETY (continued)**

**3.1 Police Department Summary**

**Program Description**

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

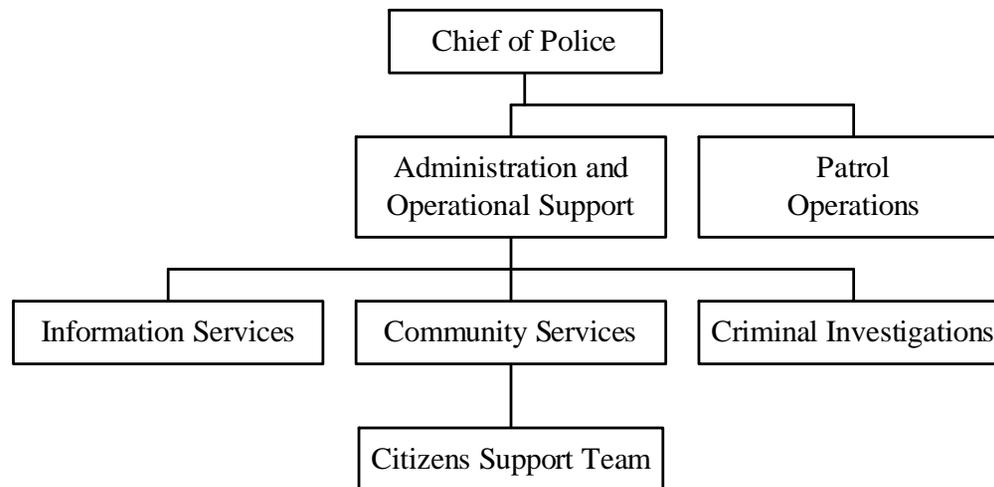
**Goal 1** – Facilitate crime and disorder prevention and reduction through proactive problem-solving strategies and community partnerships.

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

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

**Goal 4** - Acquire modern technology, information management, and infrastructure that supports organizational goals and objectives.

**Chart 3.1 Police Department Organizational Chart**



## PUBLIC SAFETY (continued)

Table 3.2 POLICE DEPARTMENT EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Admin & Operation Supp	\$1,901,661	\$2,052,877	\$1,944,948	\$2,056,022		\$2,056,022	\$2,039,904	(\$12,973)	(0.6)
Patrol Operations	3,948,160	4,600,079	4,581,310	4,817,023		4,817,023	4,767,420	\$167,341	3.6
Criminal Investigations	705,526	985,032	985,032	1,231,565	92,027	1,323,592	1,309,456	\$324,424	32.9
Community Services	1,107,567	1,291,294	1,287,594	1,343,722		1,343,722	1,329,113	\$37,819	2.9
Information Services	1,145,622	1,337,034	1,312,934	1,426,046		1,426,046	1,412,201	\$75,167	5.6
Support Team	2,394	5,805	5,805	5,805		5,805	5,805		
<b>TOTAL</b>	<b>\$8,810,930</b>	<b>\$10,272,121</b>	<b>\$10,117,623</b>	<b>\$10,880,183</b>	<b>\$92,027</b>	<b>\$10,972,210</b>	<b>\$10,863,899</b>	<b>\$591,778</b>	<b>5.8</b>
<b>Personnel Summary</b>									
Full-time	93.0	95.0	95.0	96.0		96.0	96.0	1.0	1.1
<b>TOTAL</b>	<b>93.0</b>	<b>95.0</b>	<b>95.0</b>	<b>96.0</b>		<b>96.0</b>	<b>96.0</b>	<b>1.0</b>	<b>1.1</b>
<b>Funding Summary</b>									
General Fund	\$7,034,384	\$8,585,773	\$8,580,235	\$9,035,287		\$9,035,287	\$9,034,226	\$448,453	5.2
Utilities Fund	15,710	14,760	14,760	109,722		109,722	109,722	\$94,962	643.4
Airport Fund	4,713	4,428	4,428	21,944		21,944	21,944	\$17,516	395.6
Uran Fund				19,800	60,027	79,827	79,827	\$79,827	
Traffic Fines	318,307	275,000	250,000	250,000		250,000	250,000	(\$25,000)	(9.1)
Police Reports/Fingerprt	4,785	5,000	5,000	5,000		5,000	5,000		
Law Enf Assistance State	981,476	1,004,615	986,000	986,000		986,000	986,000	(\$18,615)	(1.9)
County SRO Funding	240,000	240,000	247,200	349,930		349,930	242,680	\$2,680	1.1
County Family Crimes Gt					32,000	32,000	32,000	\$32,000	
Gang Grant		87,545		77,500		77,500	77,500	(\$10,045)	(11.5)
Misc. Grants	211,555	55,000	30,000	25,000		25,000	25,000	(\$30,000)	(54.5)
<b>TOTAL</b>	<b>\$8,810,930</b>	<b>\$10,272,121</b>	<b>\$10,117,623</b>	<b>\$10,880,183</b>	<b>\$92,027</b>	<b>\$10,972,210</b>	<b>\$10,863,899</b>	<b>\$591,778</b>	<b>5.8</b>

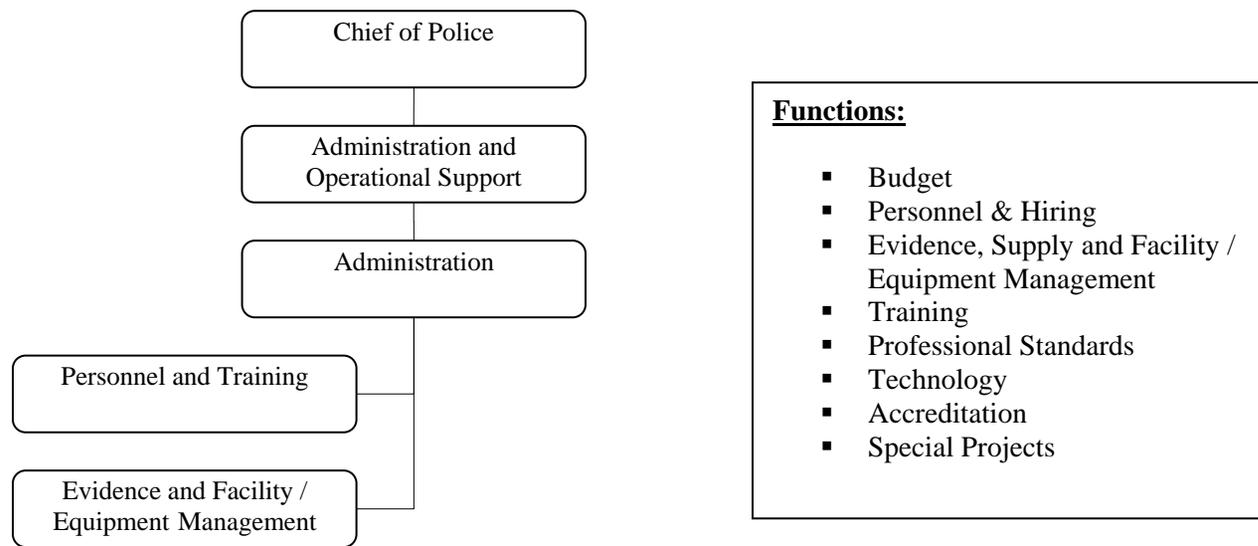
PUBLIC SAFETY (continued)

3.2 Police - Administrative and Operational Support Division

Program Description

The Administrative and Operational Support Division is responsible for providing the direction and infrastructure support necessary for a modern police agency to function.

Chart 3.2 Police Administrative & Operational Support Division Organizational Chart



## PUBLIC SAFETY (continued)

## 3.2 Police - Administrative and Operational Support Division (continued)

Table 3.3 ADMINISTRATIVE AND OPERATIONAL SUPPORT EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$897,816	\$1,038,676	\$1,001,291	\$1,047,426		\$1,047,426	\$1,034,308	(\$4,368)	(0.4)
Contractual Services	350,310	434,720	409,720	539,459		539,459	536,459	101,739	23.4
Materials and Supplies	79,360	107,900	104,900	103,900		103,900	103,900	(4,000)	(3.7)
Continuous Charges	119,247	142,637	142,637	141,337		141,337	141,337	(1,300)	(0.9)
Capital Outlay	454,928	328,944	286,400	223,900		223,900	223,900	(105,044)	(31.9)
<b>TOTAL</b>	<b>\$1,901,661</b>	<b>\$2,052,877</b>	<b>\$1,944,948</b>	<b>\$2,056,022</b>		<b>\$2,056,022</b>	<b>\$2,039,904</b>	<b>(\$12,973)</b>	<b>(0.6)</b>
<b>Personnel Summary</b>									
Full-time	9.0	9.0	9.0	9.0		9.0	9.0		
<b>TOTAL</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>		<b>9.0</b>	<b>9.0</b>		

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ Telecommunication Services increased \$4,520 from \$138,850 in FY 2008 to \$143,370 in FY09 as a result of increases in monthly vendor charges.
- ❖ Employee Training increased \$14,899 from \$91,000 to \$105,899 to fund the Town's share of the regional academy driver training track debt service.
- ❖ Management Services increased \$12,500 from \$11,200 in FY 2008 to \$23,700 in FY 2009 to begin the national accreditation process with the Commission on Accreditation of Law Enforcement Agencies (CALEA).
- ❖ Custodial Services increased \$2,770 from \$28,000 in FY 2008 to \$30,770 in FY 2009 to provide for the increase cost of the custodial services contract.
- ❖ Equipment Services decreased \$3,600 from \$11,200 in FY 2008 to \$7,600 in FY 2009 due to the lower costs of equipment maintenance and service.
- ❖ Mechanical Services increased \$57,400 from \$29,600 to \$87,000 for the one-time cost of roof and HVAC equipment replacement for Police Headquarters.
- ❖ Vehicle Services increased \$7,500 from \$5,000 in FY 2008 to \$12,500 in FY 2009 as a result of the placement of communications and emergency equipment in department vehicles.
- ❖ Law Enforcement Supplies decreased \$5,000 from \$47,000 in FY 2008 to \$42,000 in FY 2009 because the department anticipates a higher retention rate and a reduction in the number of recruits.
- ❖ Capital Outlay decreased \$105,044 from \$328,944 in FY 2008 to \$223,900 in FY 2009 as a result of the completion of one-time purchases in FY 2008.

**PUBLIC SAFETY (continued)**

**3.2 Police - Administrative and Operational Support Division (continued)**

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Continue with full implementation of the Computer Aided Dispatch/Records Management System by the end of FY 2010.
- ❖ Providing short and long term solutions to the parking and space issues at Police Headquarters.

**FY 2008 Accomplishments**

- Worked with IT Department to implement Voice over Internet Protocol.
- Continued implementing the Department strategic plan.
- Fully implemented links with records programs of police departments in the Washington metro area as part of the technology enhancement program.
- Refined police recruit hiring process to increase the efficiency of the recruitment process while continuing to hire quality police candidates.
- Continued re-engineering effort to increase the efficiency of operations.

**FY 2009 Objectives**

- Complete implementation of the Computer Aided Dispatch/Records Management System.
- Integrate the Town GIS mapping with crime analysis efforts.
- Maintain State of Virginia accreditation and begin the national accreditation process.
- Expand the police recruitment effort to additional geographic areas.
- Continue to aggressively seek grant funding.

**Performance Measure**

**Council Strategic Focus Area:** Governance Efficiencies

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE receiving training	47	53	67	57	56
Dollars spent	\$1,169,040	\$1,880,475	\$1,933,228	\$2,015,333	n/a
<b>Output</b>					
# Hours of personnel training	2,288	3,131	4,042	3,325	3,196
# Staff receiving training	47	53	67	57	56
<b>Efficiency</b>					
Percent of personnel receiving training	70%	71%	90%	61%	73%
Average hours training received per staff member	48.6	59	60.3	58.3	56.5

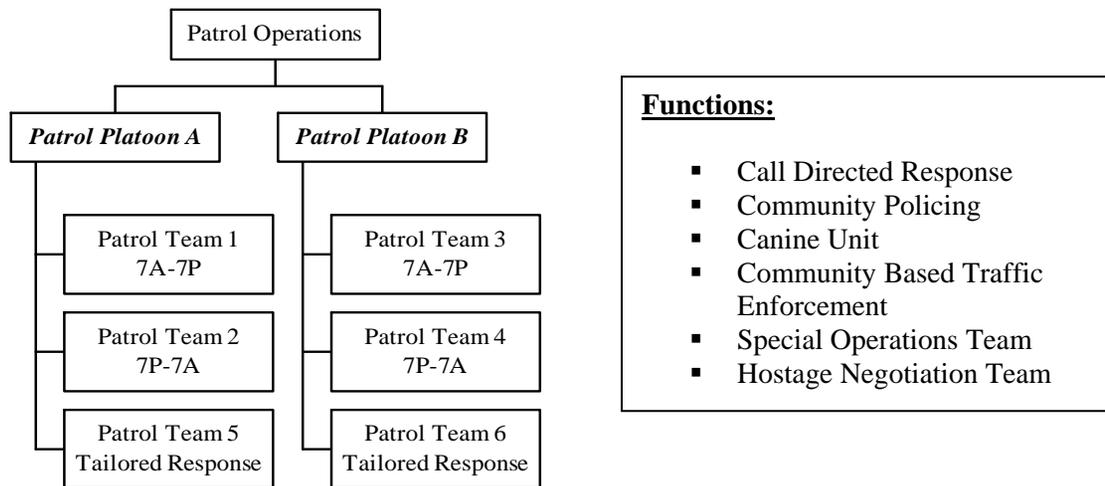
PUBLIC SAFETY (continued)

3.3 Police - Patrol Operations Division

Program Description

The Patrol Operations Division provides a full range of police services to the Town. This includes comprehensive community policing programs, call response, and community-based prevention programs.

Chart 3.3 Patrol Operations Division Organizational Chart



## PUBLIC SAFETY (continued)

## 3.3 Police - Patrol Operations Division

Table 3.4 PATROL OPERATIONS EXPENDITURE SUMMARY

<b>Expense Summary</b>	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,811,572	\$4,414,529	\$4,399,260	\$4,645,913		\$4,645,913	\$4,596,310	\$181,781	4.1
Contractual Services	22,865	34,500	31,000	38,860		38,860	38,860	4,360	12.6
Materials and Supplies	94,832	118,544	118,544	120,850		120,850	120,850	2,306	1.9
Capital Outlay	18,891	32,506	32,506	11,400		11,400	11,400	(21,106)	(64.9)
<b>TOTAL</b>	<b>\$3,948,160</b>	<b>\$4,600,079</b>	<b>\$4,581,310</b>	<b>\$4,817,023</b>		<b>\$4,817,023</b>	<b>\$4,767,420</b>	<b>\$167,341</b>	<b>3.6</b>
<b>Personnel Summary</b>									
Full-time	48.0	48.0	48.0	48.0		48.0	48.0		
<b>TOTAL</b>	<b>48.0</b>	<b>48.0</b>	<b>48.0</b>	<b>48.0</b>		<b>48.0</b>	<b>48.0</b>		

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ Postal Services increased \$2,300 from \$700 in FY 2008 to \$3,000 in FY 2009 as a result of a more accurate reflection of actual expenditures.
- ❖ Equipment Services has increased \$2,000 from \$1,000 in FY 2008 to \$3,000 in FY 2009 as a result of the Bicycle Program being transferred to Community Services.
- ❖ Capital Outlay for Law Enforcement Equipment decreased \$16,300 from \$27,700 in FY 2008 to \$11,400 in FY 2009 as a result of completion of one time purchases in FY 2008.

---

**PUBLIC SAFETY (continued)****3.3 Police - Patrol Operations Division (continued)****FY 2008 Accomplishments**

- Responded to 56,500 police activities (citizen and officer generated).
- Continued to refine and utilize the Crime and Traffic Accountability Program to identify and track crime trends and hotspots.
- Continued to deploy resources to address crime and public safety issues throughout the Town in the most efficient and effective manner.
- Continued to work toward achieving long range solutions to community problems.
- Continued to emphasize a customer-oriented focus and the importance of building strong partnerships in our diverse community. Review patrol beats and community policing sectors to achieve maximum efficiency and effectiveness.
- Continued with development of comprehensive Department and Town-wide emergency plans and provide training on operational readiness.
- Expanded the Division's participation in Technology Plan by implementing state of the art vehicle mounted video cameras to improve operational procedures, officer safety, and accountability.

**FY 2009 Objectives**

- Continue to focus on long range solutions to community issues.
- Continue to develop a comprehensive Town emergency operations plan and provide training to staff to improve operational readiness.
- Expand patrol participation in Technology Plan by implementing state of the art vehicle mounted video cameras in Department vehicles.

## PUBLIC SAFETY (continued)

## 3.3 Police - Patrol Operations Division (continued)

## Performance Measures

Council Strategic Focus Area: Town Environment/Quality of Life

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE	41	44	50	48	48
Dollars spent	\$3,101,060	\$3,213,638	\$3,610,771	\$4,593,779	n/a
<b>Output</b>					
# of calls handled	52,298	52,039	56,682	54,494	57,218
# citizen calls for service	25,963	25,251	29,418	28,594	30,023
# officer generated calls	26,335	26,518	27,264	25,900	27,195
<b>Efficiency</b>					
Calls handled per officer	1,376	1,269	1,232	1,222	1,272
# arrests made by patrol officers		1,893	1,745	1,432	1,690
# traffic summons issued by patrol		4,913	5,646	5,073	5,211
<b>Outcome</b>					
Percentage of survey results rating service as "meets or exceeds" expectations	99%	99.4%	99.8%	99%	99%
Priority response time			4.07 minutes	5.28 minutes	
Routine call response time			8.43 minutes	8 minutes	

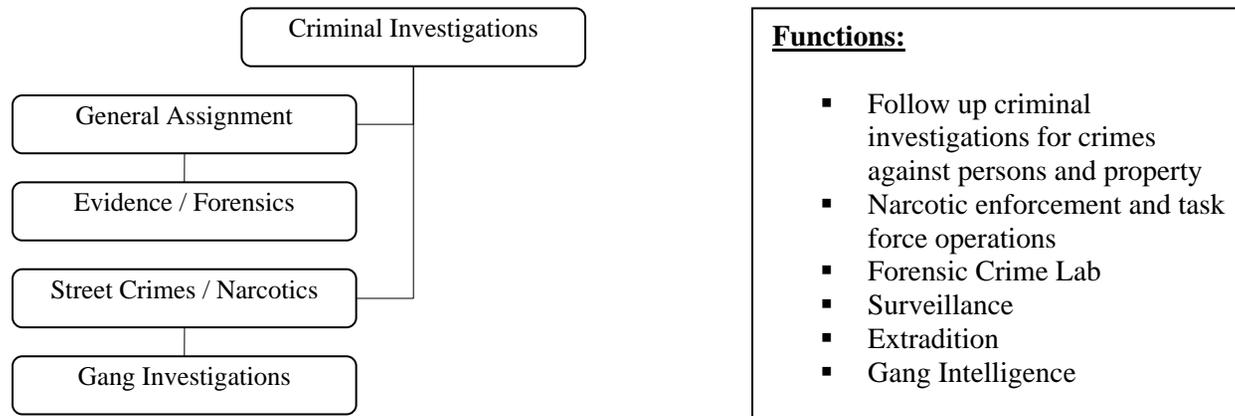
PUBLIC SAFETY (continued)

3.4 Police - Criminal Investigations Division

Program Description

The Criminal Investigation Division 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.

Chart 3.4 Criminal Investigations Division Organizational Chart



## PUBLIC SAFETY (continued)

## 3.4 Police - Criminal Investigations Division (continued)

Table 3.5 CRIMINAL INVESTIGATIONS EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$629,859	\$883,732	\$883,732	\$1,123,085	\$64,027	\$1,187,112	\$1,172,976	\$289,244	32.7
Contractual Services	19,766	23,100	23,100	42,830		42,830	42,830	19,730	85.4
Materials and Supplies	5,667	8,800	8,800	16,700	900	17,600	17,600	8,800	100.0
Continuous Charges	2,165	27,700	27,700	29,100		29,100	29,100	1,400	5.1
Capital Outlay	48,069	41,700	41,700	19,850	27,100	46,950	46,950	5,250	12.6
<b>TOTAL</b>	<b>\$705,526</b>	<b>\$985,032</b>	<b>\$985,032</b>	<b>\$1,231,565</b>	<b>\$92,027</b>	<b>\$1,323,592</b>	<b>\$1,309,456</b>	<b>\$324,424</b>	<b>32.9</b>
<b>Personnel Summary</b>									
Full-time	9.0	11.0	11.0	11.0	1.0	12.0	12.0	1.0	9.1
<b>TOTAL</b>	<b>9.0</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>1.0</b>	<b>12.0</b>	<b>12.0</b>	<b>1.0</b>	<b>9.1</b>

## SIGNIFICANT PROGRAM HIGHLIGHTS

- ❖ Personnel Services increased by \$64,027 for the addition of a Family Crimes Investigator. The remaining increase is a result of salary and fringe benefit adjustments.
- ❖ Telephone Services is budgeted at \$2,160 to accurately reflect the cost of telephone service for the division.
- ❖ Printing Services decreased \$1,925 from \$2,750 in FY 2008 to \$825 in FY 2009 to adjust for actual historical expenditures.
- ❖ Travel for Training increased \$9,600 from \$10,000 in FY 2008 to \$19,600 in FY 2009 as a result of providing training for the special enforcement team.
- ❖ Office Supplies increased \$2,500 from \$5,000 to \$7,500 as a result of creation of the special enforcement team.
- ❖ Law Enforcement Supplies are budgeted at \$6,200 to provide supplies for the special enforcement team.
- ❖ Equipment Rentals is budgeted at \$1,600 to provide equipment on as needed basis for the special enforcement team.
- ❖ Capital Outlay increased by \$5,250 from \$41,700 to \$46,950. This includes \$15,000 for the purchase of crime analysis software and \$27,100 for a vehicle and equipment for the Family Crimes Investigator.

---

**PUBLIC SAFETY (continued)****3.4 Police - Criminal Investigations Division (continued)****FY 2008 Accomplishments**

- Established a special enforcement team.
- Participated in the development of a Child Advocacy Center in coordination with Child Protective Services, the Commonwealth Attorney, and Loudoun County Sheriff's Office.
- An investigator participated in a comprehensive electronic crimes investigation training class.
- Developed a computer aided mapping system to identify trends in burglary and theft crimes.
- A detective has been assigned to the Northern Virginia Regional Gang Task Force.
- Participated in a computer crimes seminar for parents and a forensic crime scene educational presentation for high school students.

**FY 2009 Objectives**

- Train detectives in basic crime analysis, crime mapping, and criminal intelligence analysis.
- Develop crime analysis and mapping reports as a tool for predicting crime trends.
- Improve the intelligence based policing capabilities through the use of advanced information technologies and equipment.
- Train detectives in cyber crimes, sex crime, and white collar crime investigations.
- Continue to use crime databases to aide in case investigations and closures.

PUBLIC SAFETY (continued)

3.4 Police - Criminal Investigations Division (continued)

Performance Measure

Council Strategic Focus Area: Town Environment/Quality of Life

Objective: To enhance the solvability of investigations and the arrest of offenders through the utilization of technology and analysis of criminal intelligence.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE	9	9	9	9	11
Dollars spent	\$784,315	\$587,489	\$697,517	\$969,645	n/a
<b>Input</b>					
# of cases assigned to division	262	258	294	333	274
# criminal intelligence projects assigned				10	25
<b>Outcome</b>					
# of cases closed	257	253	291	239	248
# of cases closed by arrest or exceptional police means	100	85	108	74	89
# of criminal intelligence projects researched				10	25
<b>Efficiency</b>					
% of cases closed	98%	98%	99%	71.8%	90%
% of criminal intelligence reports produced				100%	100%
% supported by criminal intelligence reports				41.7%	42%

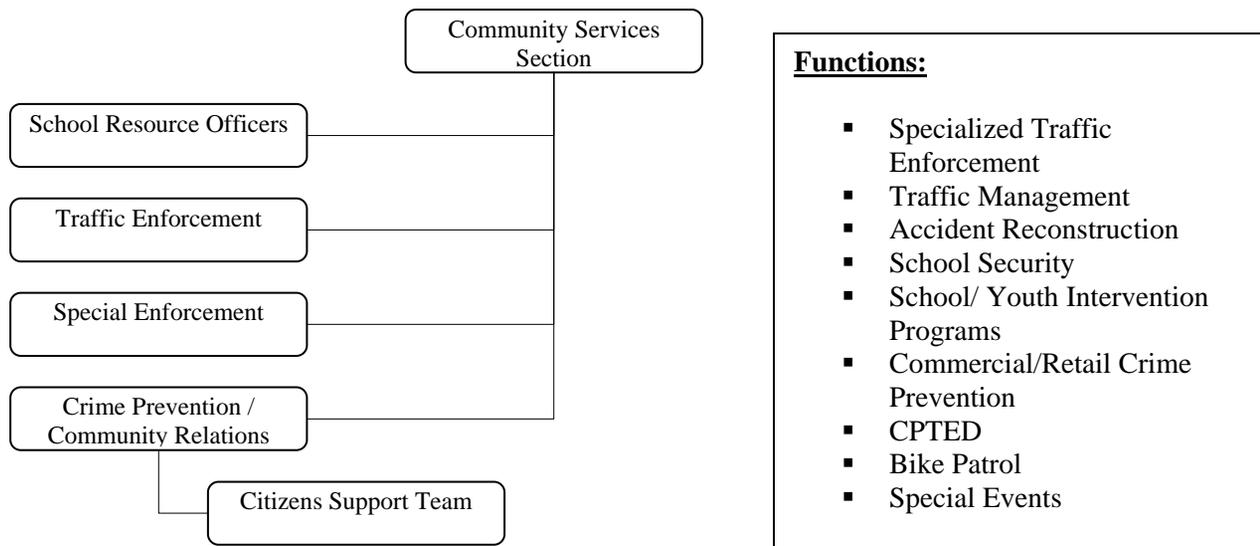
PUBLIC SAFETY (continued)

3.5 Police - Community Services Division

Program Description

The Community Services Division 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.

Chart 3.5 Community Services Division Organizational Chart



## PUBLIC SAFETY (continued)

## 3.5 Police - Community Services Division (continued)

Table 3.6 COMMUNITY SERVICES EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,039,738	\$1,232,384	\$1,232,384	\$1,290,607		\$1,290,607	\$1,275,998	\$43,614	3.5
Contractual Services	16,841	16,740	13,040	19,105		19,105	19,105	\$2,365	14.1
Materials and Supplies	17,801	26,610	26,610	25,010		25,010	25,010	(\$1,600)	(6.0)
Continuous Charges	8,107	4,960	4,960	9,000		9,000	9,000	\$4,040	81.5
Capital Outlay	25,080	10,600	10,600					(\$10,600)	(100.0)
<b>TOTAL</b>	<b>\$1,107,567</b>	<b>\$1,291,294</b>	<b>\$1,287,594</b>	<b>\$1,343,722</b>		<b>\$1,343,722</b>	<b>\$1,329,113</b>	<b>\$37,819</b>	<b>2.9</b>
<b>Personnel Summary</b>									
Full-time	12.0	12.0	12.0	12.0		12.0	12.0		
<b>TOTAL</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>		<b>12.0</b>	<b>12.0</b>		

## SIGNIFICANT PROGRAM HIGHLIGHTS

- ❖ Equipment Services decreased by \$2,100 from \$7,975 in FY 2008 to \$5,875 in FY 2009 to reflect the movement of the Bicycle Program to Patrol.
- ❖ Operating Lease Payments increased \$4,040 from \$4,960 in FY 2008 to \$9,000 in FY 2009 as a result of the lease cost of a laser printer.
- ❖ Capital Outlay decreased by \$10,600 as a result of the completion of one-time purchases in FY 2008.

## FUTURE BUDGET CONSIDERATIONS:

- ❖ Additional School Resource Officers for new northern high school.
- ❖ Additional Sergeant to supervise School Resource Officers.

**PUBLIC SAFETY (continued)****3.5 Police - Community Services Division (continued)****FY 2008 Accomplishments**

- Enhanced the Division's outreach program to students.
- Conducted 44 youth based programs and 33 adult based programs.
- Incorporated the Department CTAP program to address traffic "hotspots".
- Managed and coordinated policed services to 126 special programs.
- Began analysis and review of photo red light programs.
- Introduced Crime Prevention Through Environmental Design principals in a more proactive approach for plans review.

**FY 2009 Objectives**

- Improve overall training and staff capabilities in the area of crash reconstruction and investigation.
- Continue to implement the CTAP program to identify and address traffic "hotspots".
- Maintain the established level of customer satisfaction with youth outreach programs.
- Obtain Gang Resistance Education and Training (GREAT) certification for all School Resource Officers.

PUBLIC SAFETY (continued)

3.5 Police - Community Services Division (continued)

Performance Measures

Council Strategic Focus Area: Town Environment/Quality of Life

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE	10	11	12	12	12
Dollars spent	\$828,190	\$939,355	\$1,015,770	\$1,082,920	n/a
<b>Output</b>					
# youth-based programs	15	18	19	44	44
# adult-based incident reports				33	33
# specialized traffic details				226	230
# special event details				126	130
<b>Outcome</b>					
# youth received training		5,464	4,223	4,167	4,600
# adults receiving training				436	500
# citations issued on specialized traffic details				848	900
<b>Outcome</b>					
% students rating mentoring program "excellent"			100%	100%	100%
% parents rating car seat installation program as "excellent"			100%	100%	100%
% change in traffic collisions from previous year			-22%	-7%	-7%

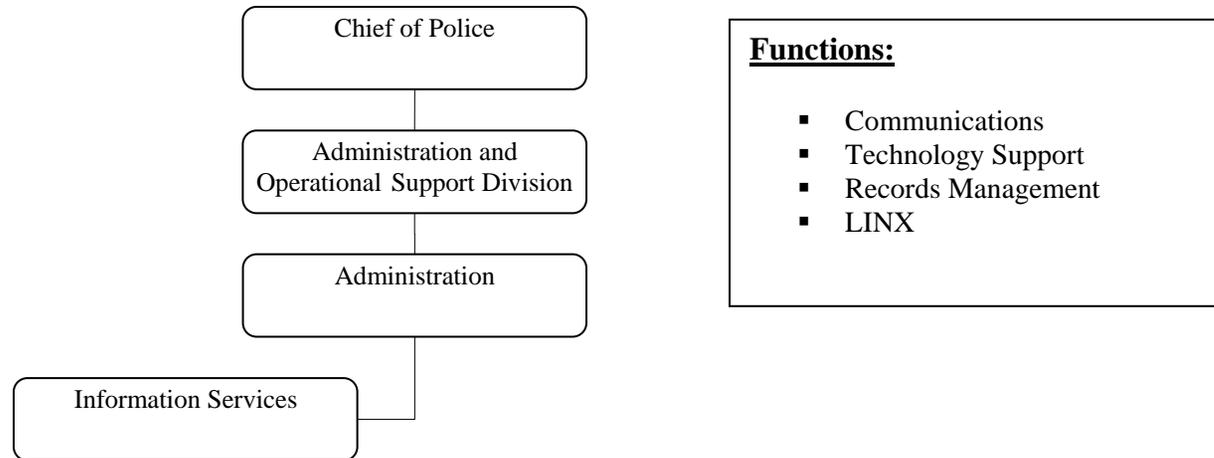
PUBLIC SAFETY (continued)

3.6 Police - Information Services Division

Program Description

The Information Services Division provides and manages the critical information flow within the Department, from the 911 calls for assistance, to radio communications and comprehensive records management.

Chart 3.6 Information Services Division Organizational Chart



## PUBLIC SAFETY (continued)

## 3.6 Police - Information Services Division (continued)

Table 3.7 INFORMATION SERVICES EXPENDITURE SUMMARY

<b>Expense Summary</b>	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,059,155	\$1,159,134	\$1,138,134	\$1,237,396		\$1,237,396	\$1,223,551	\$64,417	5.6
Contractual Services	34,132	107,484	104,384	125,400		125,400	125,400	17,916	16.7
Materials and Supplies	8,907	12,400	12,400	12,400		12,400	12,400		
Continuous Charges	14,284	17,600	17,600	18,000		18,000	18,000	400	2.3
Capital Outlay	29,144	40,416	40,416	32,850		32,850	32,850	(7,566)	(18.7)
<b>TOTAL</b>	<b>\$1,145,622</b>	<b>\$1,337,034</b>	<b>\$1,312,934</b>	<b>\$1,426,046</b>		<b>\$1,426,046</b>	<b>\$1,412,201</b>	<b>\$75,167</b>	<b>5.6</b>
<b>Personnel Summary</b>									
Full-time	15.0	15.0	15.0	15.0		15.0	15.0		
<b>TOTAL</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>		<b>15.0</b>	<b>15.0</b>		

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ Telecommunications Services increased \$12,500 from \$5,000 to \$17,500 to provide maintenance for the telephone system.
- ❖ Equipment Repair and Maintenance decreased \$10,000 from \$20,000 in FY 2008 to \$10,000 in FY 2009 to reflect new equipment under warranty.
- ❖ Operating Lease Payments increased by \$2,000 from \$16,000 to \$18,000 for increased cost of the copier and building security system.
- ❖ Capital Outlay decreased \$7,566 from \$40,416 in FY 2008 to \$32,850 in FY 2009 to reflect the completion of one time purchases in FY 2008.

## FUTURE BUDGET CONSIDERATIONS:

- ❖ Fully implement Computer Aided Dispatch/Records Management System.
- ❖ Provide upgrades to the 800 MHz radio equipment in conjunction with Loudoun County.

**PUBLIC SAFETY (continued)**

**3.6 Police - Information Services Division (continued)**

**FY 2008 Accomplishments**

- Continued emergency contingency planning with Loudoun County.
- Conducted internal re-engineering reviews to improve the overall efficiency and effectiveness of operations and service delivery.
- Began implementation of Computer Aided Dispatch/Records Management System.
- Completed the development of a section SOP.
- Maintain appropriate accreditation standards.

**FY 2009 Objectives**

- Complete implementation of the Computer Aided Dispatch/Records Management System.
- Continue refinement of records management effort.
- Continue development and refinement of operational standard operating procedures.

**Performance Measure**

**Council Strategic Focus Area:** Town Environment/Quality of Life

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE	12	12	12	12	12
Dollars spent	\$915,945	\$901,773	\$933,549	\$1,265,410	n/a
<b>Output</b>					
Total calls	52,298	52,039	56,682	54,494	57,218
# Officer generated calls	25,963	25,521	29,418	28,594	30,023
# Citizen generated calls	26,335	26,518	27,264	25,900	27,195
<b>Efficiency</b>					
Average # calls handled per dispatcher	4,358	4,336	4,723	4,833	4,768
<b>Outcome</b>					
Average process time per call (minutes)	5.25	2.44	3.38	4.44	4.27

PUBLIC SAFETY (continued)

3.7 Police - Citizen's Support Team

Program Description

The Citizen's Support Team is composed of dedicated community volunteers who supplement police resources during special events and support community policing activities.

Chart 3.7 Citizen's Support Team Organizational Chart



Table 3.8 CITIZEN'S SUPPORT TEAM EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FT 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Contractual Services		\$1,060	\$1,060	\$1,060		\$1,060	\$1,060		
Materials and Supplies	1,010	1,545	1,545	1,545		1,545	1,545		
Continuous Charges	1,384	2,200	2,200	2,200		2,200	2,200		
Capital Outlay		1,000	1,000	1,000		1,000	1,000		
<b>TOTAL</b>	<b>\$2,394</b>	<b>\$5,805</b>	<b>\$5,805</b>	<b>\$5,805</b>		<b>\$5,805</b>	<b>\$5,805</b>		

**PUBLIC SAFETY (continued)**

**3.7 Citizen’s Support Team (continued)**

**FY 2008 Accomplishments**

- Provided staffing assistance for 18 special events in the Town.
- Provided over 8,500 hours in support of Town special events.
- Provided a savings of over \$50,000 dollars in police and other town services.
- Improved team effectiveness through individual and collective training.

**FY 2009 Objectives**

- Continue to provide staff assistance to support community events.
- Attempt to recruit additional members for the Team.

**Performance Measures**

**Council Strategic Focus Area:** Town Environment/Quality of Life

	CY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
# Volunteers	15	17	17	17	20
Dollars spent	\$4,775	\$5,000	\$4,964	\$5,805	n/a
<b>Output</b>					
# Hours for special events/proactive patrol	6,140	8,011	8,479	8,500	8,700
<b>Efficiency</b>					
# Sworn officer hours replaced (factor of 25%)	1,394	1,200	2,119	2,200	2,300
<b>Outcome</b>					
Dollars saved	\$32,000	\$32,000	\$43,000	\$50,000	\$60,000

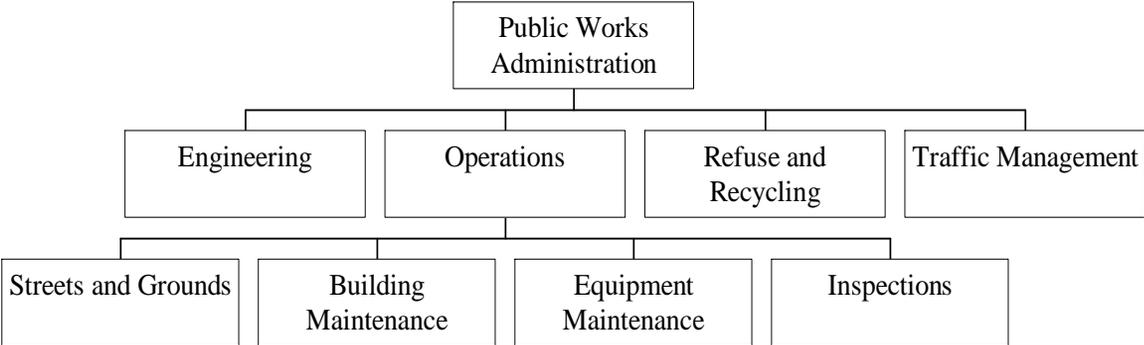
**THIS PAGE LEFT BLANK INTENTIONALLY.**

**PUBLIC WORKS**

**4.0 Public Works - Summary**

The Public Works function includes all divisions of the Public Works Department (see Chart 4.1 below).

Chart 4.1 **Public Works Organizational Chart**



## PUBLIC WORKS (continued)

## 4.0 Public Works - Summary (continued)

Table 4.1 PUBLIC WORKS EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administration	\$495,875	\$569,665	\$569,665	\$607,078		\$607,078	\$527,204	(\$42,461)	(7.5)
Eng. and Inspections	1,916,666	1,791,838	1,771,838	1,884,174	32,000	1,916,174	924,255	(867,583)	(48.4)
Streets and Grounds	3,164,011	3,645,678	3,645,678	4,072,405		4,072,405	4,047,222	401,544	11.0
Building Maintenance	883,801	861,901	861,901	962,106	100,000	1,062,106	958,022	96,121	11.2
Fleet Maintenance	1,141,828	1,230,509	1,230,509	1,342,523		1,342,523	1,354,999	124,490	10.1
Refuse and Recycling	2,338,788	2,552,000	2,552,000	2,632,250		2,632,250	2,632,250	80,250	3.1
Traffic Management	787,193	1,023,018	973,018	1,166,465		1,166,465	1,141,977	118,959	11.6
<b>TOTAL</b>	<b>\$10,728,162</b>	<b>\$11,674,609</b>	<b>\$11,604,609</b>	<b>\$12,667,001</b>	<b>\$132,000</b>	<b>\$12,799,001</b>	<b>\$11,585,929</b>	<b>(\$88,680)</b>	<b>(0.8)</b>
<b>Personnel Summary</b>									
Full-time	61.0	61.0	61.0	61.0		61.0	54.0	(7.0)	(11.5)
<b>TOTAL</b>	<b>61.0</b>	<b>61.0</b>	<b>61.0</b>	<b>61.0</b>		<b>61.0</b>	<b>54.0</b>	<b>(7.0)</b>	<b>(11.5)</b>
<b>Funding</b>									
General Fund	\$7,692,835	\$8,502,865	\$8,339,865	\$9,352,963	\$32,000	\$9,384,963	\$8,271,891	(\$230,974)	(2.7)
Utilities Fund	668,939	748,029	748,029	640,126		640,126	640,126	(107,903)	(14.4)
Airport Fund	69,030	73,715	73,715	53,912		53,912	53,912	(19,803)	(26.9)
Developer Contribution	28,298	50,000	50,000	120,000		120,000	120,000	70,000	140.0
Uran Fund					100,000	100,000			100.0
Street Light Contribution	67,508								
Highway Maint Fund	2,201,552	2,300,000	2,393,000	2,500,000		2,500,000	2,500,000	200,000	8.7
<b>TOTAL</b>	<b>\$10,728,162</b>	<b>\$11,674,609</b>	<b>\$11,604,609</b>	<b>\$12,667,001</b>	<b>\$132,000</b>	<b>\$12,799,001</b>	<b>\$11,585,929</b>	<b>(\$88,680)</b>	<b>(0.8)</b>

**PUBLIC WORKS (continued)**

**4.1 Public Works – Administration**

**Program Description**

Public Works Administration is responsible for the supervision and operation of the following divisions and programs: Engineering, Operations (Inspections, Streets and Grounds Maintenance, Fleet Maintenance, Building Maintenance), Refuse Collection and Recycling, and Traffic Management.

**Table 4.2 ADMINISTRATION EXPENDITURE SUMMARY**

<b>Expense Summary</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Base</b>	<b>FY 2009 PCPs</b>	<b>FY 2009 Proposed</b>	<b>FY 2009 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Personnel Services	\$462,565	\$551,490	\$551,490	\$587,363		\$587,363	\$507,489	(\$44,001)	(8.0)
Contractual Services	8,471	8,660	8,660	10,000		10,000	10,000	1,340	15.5
Materials and Supplies	4,425	4,415	4,415	6,015		6,015	6,015	1,600	36.2
Continuous Charges	1,484	2,600	2,600	1,000		1,000	1,000	(1,600)	(61.5)
Capital Outlay	18,930	2,500	2,500	2,700		2,700	2,700	200	8.0
<b>TOTAL</b>	<b>\$495,875</b>	<b>\$569,665</b>	<b>\$569,665</b>	<b>\$607,078</b>		<b>\$607,078</b>	<b>\$527,204</b>	<b>(\$42,461)</b>	<b>(7.5)</b>
<b>Personnel Summary</b>									
Full-time	5.0	5.0	5.0	5.0		5.0	4.0	(1.0)	(20.0)
<b>TOTAL</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>		<b>5.0</b>	<b>4.0</b>	<b>(1.0)</b>	<b>(20.0)</b>

**SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ The \$44,001 reduction in Personnel Services from the FY 2008 Budget of \$551,490 to the FY 2009 Budget of \$507,489 is a result of the transfer of an Administrative Associate II position (\$72,423) to the newly created Plan Review Department. Pay adjustment for salaries and fringe benefits have offset some of the impact of the position transfer.

**PUBLIC WORKS (continued)****4.1 Public Works – Administration (continued)****FY 2008 Accomplishments**

- Prepared and processed over 53 actions for the Town Council regarding performance guarantees for public improvements in development projects.
- Developed administrative approval process for development performance guarantees under \$200,000.

**FY 2009 Objectives**

- Initiate implementation of MUNIS work order and fleet maintenance modules.

---

**PUBLIC WORKS (continued)****4.2 Engineering and Inspections****Program Description**

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

**Engineering:**

- Developing design and construction standards, and modifying/updating existing Public Works standards, as necessary.
- Administering the National Pollutant Discharge Elimination System (NPDES) – Phase II program.
- Meeting with citizens to answer questions and solicit neighborhood input as needed.

**Inspections:**

- Inspecting developer construction projects to ensure the highest quality infrastructure, by enforcing construction standards and specifications.
- Providing inspection assistance to the Traffic Division for work in Public Right-of-Way.

In addition, the Division designs and inspects force account projects, provides and prepares technical reports for the Town Council, Planning Commission, Town Manager, and other departments.

## PUBLIC WORKS (continued)

## 4.2 Engineering and Inspections (continued)

Table 4.3 ENGINEERING AND INSPECTIONS EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,584,153	\$1,421,153	\$1,421,153	\$1,510,589		\$1,510,589	\$713,580	(\$707,573)	(49.8)
Contractual Services	257,653	306,830	286,830	310,230	32,000	342,230	167,560	(139,270)	(45.4)
Materials and Supplies	8,664	14,655	14,655	14,655		14,655	6,660	(7,995)	(54.6)
Continuous Charges	3,191	4,000	4,000	4,000		4,000	4,000		
Capital Outlay	63,005	45,200	45,200	44,700		44,700	32,455	(12,745)	(28.2)
<b>TOTAL</b>	<b>\$1,916,666</b>	<b>\$1,791,838</b>	<b>\$1,771,838</b>	<b>\$1,884,174</b>	<b>\$32,000</b>	<b>\$1,916,174</b>	<b>\$924,255</b>	<b>(\$867,583)</b>	<b>(48.4)</b>
<b>Personnel Summary</b>									
Full-time	13.0	13.0	13.0	13.0		13.0	7.0	(6.0)	(46.2)
<b>TOTAL</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>		<b>13.0</b>	<b>7.0</b>	<b>(6.0)</b>	<b>(46.2)</b>

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ Six positions (\$777,600) were transferred from the Engineering & Inspections Division to the newly created Plan Review Department. This reduction has been offset by the impact of pay adjustments on salaries and fringe benefits.
- ❖ Operating expenses (\$144,670 from Contractual Services and \$7,995 from Materials and Supplies) were transferred to the Plan Review Department.
- ❖ \$12,245 in Capital Outlay was transferred to the Plan Review Department to purchase computer software and furniture.

**PUBLIC WORKS (continued)****4.2 Engineering and Inspections (continued)****FY 2008 Accomplishments**Engineering

- Completed a revision to Chapter 21 of the Town Code to address stormwater management and hazardous waste.
- Met all requirements of the current NPDES – Phase II permits as mandated by the State of Virginia for the Town storm drainage system discharge and industrial permits for the airport, wastewater plant and Public Works maintenance facility.
- Continued the Phase II NPDES public education effort by participating with the Loudoun County Soil and Water Conservation District outreach program at local schools. Provided direct mailings to educate the public on the hazards of illegal dumping of household cleaners and automobile waste and excessive fertilizer use.

Inspections

- Initiated electronic filing and storage of as-built plans to reduce storage requirements.
- Conducted inspections of appropriate CIP projects.
- Worked with contractors to ensure capital projects are implemented in a timely manner and the contractor meets all inspection requirements.

**FY 2009 Objectives**Engineering:

- Continue implementation of the NPDES-Phase II Stormwater Program.
- Update the next five-year MS-4 permit and prepare the first annual report for stormwater outfalls as mandated by the US Department of Environmental Protection.

Inspections:

- Continue to improve the level of inspections for public improvements made by developers.
- Continue to update and field verify the overall townwide storm sewer maps.
- Continue to conduct asphalt inspections of all Town maintained roads to determine future repaving schedules.
- Continue to update and field verify the townwide sidewalk and trail inventory maps.
- Continue to work with developers, contractors and the Capital Projects Management Department to ensure Town CIP projects are kept on schedule.

PUBLIC WORKS (continued)

4.2 Engineering and Inspections (continued)

Performance Measure

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To take action on all written bond reduction requests and final inspection requests within 30 days.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY08 Estimated
<b>Input</b>					
#FTE			4	4	4
Dollars spent			\$43,500	\$47,450	\$50,000
<b>Output</b>					
# Developer requests that require Council action			70	41	60
<b>Efficiency</b>					
Percentage of requests responded to within 15 days			100%	100%	100%
Average cost per request response			\$621.43	\$666.67	
Average # of request responses per inspector			17.5	18.8	

PUBLIC WORKS (continued)

4.3 Streets and Grounds Maintenance

Program Description

The Streets and Grounds Maintenance Division of the Department of Engineering and Public Works is responsible for maintenance of the more than 228 lane miles of the Town street system and grounds maintenance for municipal properties. This includes mowing, road repairs, patching, shoulder maintenance, snow removal, road striping and pavement marking, sign maintenance, repairs to the sidewalk, curb and gutter system, and street sweeping, brush pickup, trash and debris cleanup, leaf collection and storm sewer maintenance and repair.

Table 4.4 STREETS AND GROUNDS MAINTENANCE EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,928,742	\$2,121,288	\$2,121,288	\$2,241,795		\$2,241,795	\$2,216,612	\$95,324	4.5
Contractual Services	850,907	1,037,010	1,037,010	1,291,610		1,291,610	1,291,610	254,600	24.6
Materials and Supplies	176,278	205,300	205,300	235,300		235,300	235,300	30,000	14.6
Transfer Payment	5,400								
Continuous Charges	48,243	130,880	130,880	166,600		166,600	166,600	35,720	27.3
Capital Outlay	154,441	151,200	151,200	137,100		137,100	137,100	(14,100)	(9.3)
<b>TOTAL</b>	<b>\$3,164,011</b>	<b>\$3,645,678</b>	<b>\$3,645,678</b>	<b>\$4,072,405</b>		<b>\$4,072,405</b>	<b>\$4,047,222</b>	<b>\$401,544</b>	<b>11.0</b>
<b>Personnel Summary</b>									
Full-time	30.0	30.0	30.0	30.0		30.0	30.0		
<b>TOTAL</b>	<b>30.0</b>	<b>30.0</b>	<b>30.0</b>	<b>30.0</b>		<b>30.0</b>	<b>30.0</b>		

**PUBLIC WORKS (continued)****4.3 Streets and Grounds Maintenance (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Forestry Services decreased by \$7,500 from \$25,000 in FY 2008 to \$17,500 in FY 2009 as a result of reduced workload and expense history.
- ❖ Highway Services increased \$246,600 from \$724,400 in FY 2008 to \$971,000 in FY 2009 as a result of the significant increases in the cost of asphalt and other materials used for paving.
- ❖ Streets and Grounds Maintenance has increased \$18,500 from \$113,050 in FY 2008 to \$131,550 in FY 2009 as a result of the increasing costs of weed control, road marking and tree removal.
- ❖ Highway Maintenance Materials increased \$15,000 from \$70,000 in FY 2008 to \$85,000 in FY 2009 as a result of price increases in the cost of asphalt, concrete and gravel and the increase in the amount of roadways that require maintenance.
- ❖ Highway Emergency Operations increased \$10,000 from \$60,000 in FY 2008 to \$70,000 in FY 2009 as a result of the increase in cost of salt and sand and the additional streets that have been added to the system.
- ❖ Equipment Rentals has increased \$29,200 from \$120,800 in FY 2008 to \$150,000 in FY 2009 primarily for the rental of additional equipment to maintain storm drains and drainage ponds and for snow removal.
- ❖ Capital Outlay decreased \$14,100 from \$151,200 in FY 2008 to \$137,100 in FY 2009 as a result of completion of one time purchases in FY 2008.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Cost for street repaving expected to continue to increase as the subdivisions built in the 1990's will need maintenance and repaving.

**FY 2008 Accomplishments**

- Collected and disposed of debris and brush from residents' property after major storms and as part of the normal pickup schedule.
- Provided 1,455 hours of assistance to Parks and Recreation staff for over 22 special events.
- Spent 8,813 hours mowing rights-of-way and parks.
- Collected 266 truckloads of leaves during the Fall Leaf Pickup Program.
- Collected over 900 tons of trash along town streets, parks, and in the drainage system.

**FY 2009 Objectives**

- Continue to provide trash pickup and leaf collection programs.
- Develop long-range forecasts to assist with meeting Town needs in an efficient and cost effective manner.
- Clear silt and debris from storm drainage outfalls.

PUBLIC WORKS (continued)

4.3 Streets and Grounds Maintenance (continued)

Performance Measure

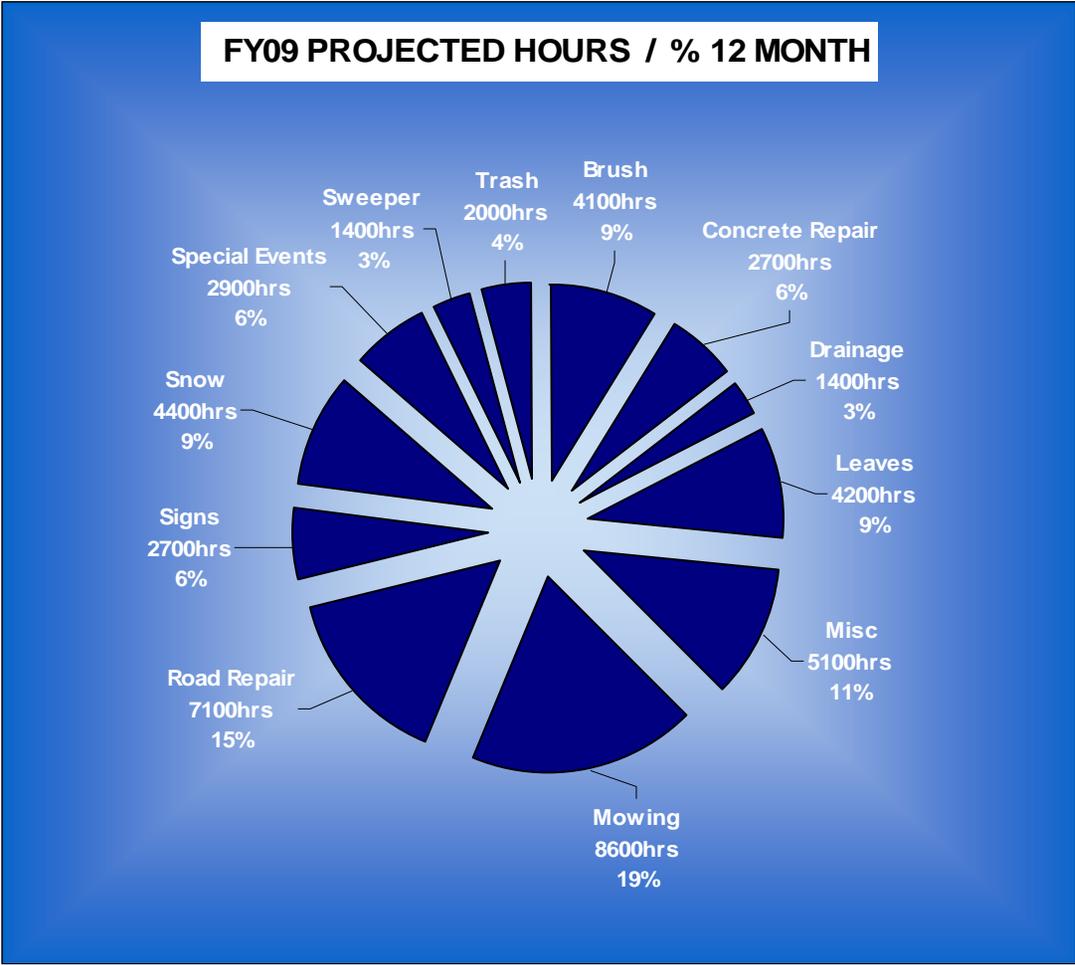
**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To provide effective and efficient removal of limbs and brush for Town residents.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
Dollars spent	\$206,400	\$142,001	\$177,926	\$196,130	\$193,574
<b>Output</b>					
# Curbside brush pickups	12,900	8,353	10,481	11,000	10,000
<b>Efficiency</b>					
Cost per pickup		\$16.00	\$17.00	\$16.98	\$17.83
Percentage of pickups completed within 24 hours		60%	60%	65%	70%
Percentage of pickups completed within 48 hours		80%	80%	90%	90%

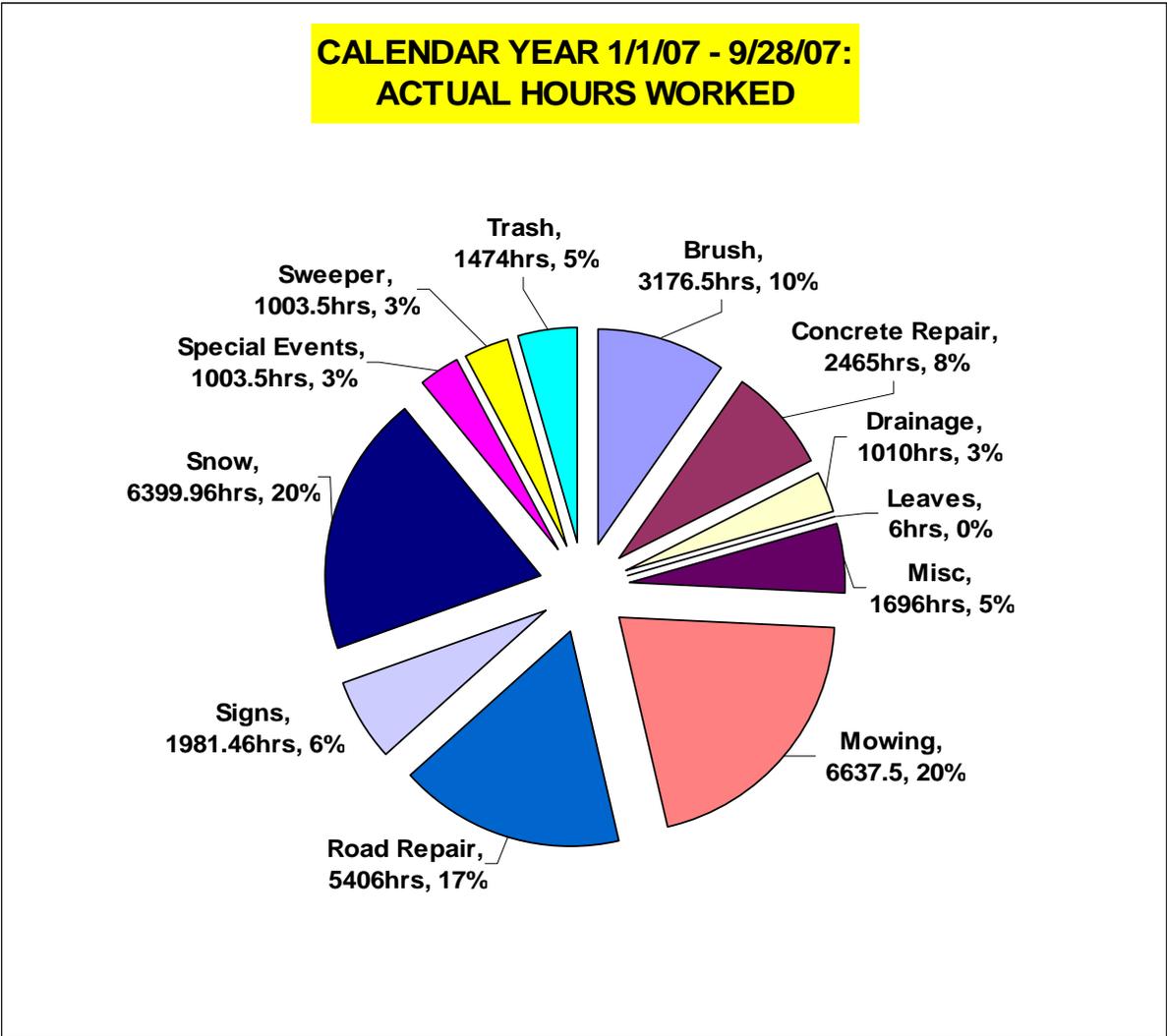
PUBLIC WORKS (continued)

4.3 Streets and Grounds Maintenance (continued)



PUBLIC WORKS (continued)

4.3 Streets and Grounds Maintenance (continued)



PUBLIC WORKS (continued)

4.4 Building Maintenance

Program Description

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

Table 4.5 BUILDING MAINTENANCE EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$277,902	\$310,201	\$310,201	\$331,106		\$331,106	\$327,022	\$16,821	5.4
Contractual Services	268,542	280,911	280,911	357,900	100,000	457,900	357,900	76,989	27.4
Materials and Supplies	31,138	29,333	29,333	33,100		33,100	33,100	3,767	12.8
Continuous Charges	244,337	205,000	205,000	198,000		198,000	198,000	(7,000)	(3.4)
Capital Outlay	61,882	36,456	36,456	42,000		42,000	42,000	5,544	15.2
<b>TOTAL</b>	<b>\$883,801</b>	<b>\$861,901</b>	<b>861,901</b>	<b>\$962,106</b>	<b>\$100,000</b>	<b>\$1,062,106</b>	<b>\$958,022</b>	<b>\$96,121</b>	<b>11.2</b>
<b>Personnel Summary</b>									
Full-time	4.0	4.0	4.0	4.0		4.0	4.0		
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>		<b>4.0</b>	<b>4.0</b>		

**PUBLIC WORKS (continued)****4.4 Building Maintenance (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ The \$100,000 added to contractual services for maintenance and repair of the Loudoun Museum has been moved to the Capital Improvement Program. Uran Funds are being used to fund this effort.
- ❖ Electrical Maintenance Services increased by \$20,000 from \$6,700 in FY 2008 to \$26,700 in FY 2009 to begin replacement of the lights in the Town Parking Deck with more energy efficient units that will improve lighting quality.
- ❖ Mechanical Maintenance Services has increased \$17,400 from \$64,400 in FY 2008 to \$81,800 in FY 2009 to continue the replacement of HVAC boxes to improve energy and air quality efficiency.
- ❖ Building Services increased \$30,800 from \$106,700 in FY 2008 to \$137,500 in FY 2009 to reflect the move of \$40,000 from the Department of Finance for maintenance of the Town Parking Deck and a slight reduction in ongoing expenditures.
- ❖ Building Materials increased \$3,000 from \$2,500 in FY 2008 to \$5,500 in FY 2009 for needed repairs at the Public Works facility.
- ❖ Custodial Materials decreased \$4,000 from \$5,000 in FY 2008 to \$1,000 in FY 2009 to reflect the change to de-icing materials purchased.
- ❖ Capital Outlay increased \$11,000 from \$31,000 in FY 2008 to \$42,000 in FY 2009. A majority of the increase is the result of the purchase of a replacement vehicle that is offset by the elimination of one time purchases in FY 2008.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Retrofitting HVAC controllers and spatial modifications to Town Hall.

**FY 2008 Accomplishments**

- Replaced the main fire control panel in Town Hall.
- Retrofitted the electrical control panel in Town Hall to increase energy efficiency.
- Completed replacement of Balch Library fencing.
- Retrofitted HVAC system at Town Hall with VAV controls to increase energy efficiency and reduce energy costs.
- Continued retrofitting and repair of Town Hall HVAC system.
- Created a five-year capital equipment projection of building equipment and repairs necessary for budget planning and operations.

**FY 2009 Objectives**

- Begin renovation on the Loudoun Museum.
- Initiate replacement of Town Parking Deck lighting.
- Continue to upgrade the electrical and HVAC systems at Town Hall.
- Replace the final section of the roof at the Public Works facility.

PUBLIC WORKS (continued)

4.4 Building Maintenance (continued)

Performance Measure

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To service requests for maintenance and complete within 24 hours of receipt 90% of the time.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE			4	4	4
# of facilities maintained			12	12	12
Square footage of facilities maintained			264,796	264,796	264,796
# Service calls received			1,134	1,360	1,075
<b>Output</b>					
# Service calls completed			1,134	1,234	1,075
# Service calls completed within 48 hours			1,088	1,193	1,034
<b>Efficiency</b>					
Percentage of service calls completed within 48 hours			96%	96%	95%
Average square footage maintained per employee			66,199	66,199	66,199
Average # of service calls completed per employee			183.5	311	269
Average # of facilities maintained per employee			3	3	3

## PUBLIC WORKS (continued)

## 4.5 Fleet Maintenance

## Program Description

The Fleet Maintenance Division maintains the 480 Town-owned vehicles and pieces of equipment. Fleet Maintenance personnel perform state safety inspections of Town-owned vehicles, provide operators and equipment to other departments as needed, and assist other departments in emergency situations.

Table 4.6 FLEET MAINTENANCE EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$536,839	\$587,967	\$587,967	\$617,293		\$617,293	\$609,769	\$21,802	3.7
Contractual Services	45,791	46,820	46,820	47,270		47,270	47,270	450	1.0
Materials and Supplies	184,030	168,200	168,200	181,410		181,410	181,410	13,210	7.9
Insurance Claim Repl.	2,135	22,900	22,900	60,000		60,000	60,000	37,100	162.0
Continuous Charges	365,492	404,622	404,622	431,550		431,550	451,550	46,928	11.6
Capital Outlay	7,541			5,000		5,000	5,000	5,000	100.0
<b>TOTAL</b>	<b>\$1,141,828</b>	<b>\$1,230,509</b>	<b>\$1,230,509</b>	<b>\$1,342,523</b>		<b>\$1,342,523</b>	<b>\$1,354,999</b>	<b>\$124,490</b>	<b>10.1</b>
<b>Personnel Summary</b>									
Full-time	6.0	6.0	6.0	6.0		6.0	6.0		
<b>TOTAL</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>		<b>6.0</b>	<b>6.0</b>		

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ Insurance Claims increased \$50,000 from \$10,000 in FY 2008 to \$60,000 in FY 2009 based upon claims history. The anticipated payments received from insurers are included in the projected revenue for FY 2009.
- ❖ Gasoline/Diesel Fuel increased \$45,000 from \$285,950 in FY 2008 to \$330,950 in FY 2009 as a result of significant increases in fuel costs.
- ❖ Building Improvements is budgeted at \$5,000 for FY 2009 to replace the tank protection system on the waste oil tank at the Public Works facility.

**PUBLIC WORKS (continued)****4.5 Fleet Maintenance (continued)****FY 2008 Accomplishments**

- Managed the Town fleet vehicle and equipment auction.
- Supported snow emergency operations by repairing equipment and vehicles to return them to operation in an expeditious manner.
- Assisted departments with vehicle purchases.
- Provide efficient and cost effective repair and maintenance for all Town vehicles and equipment.

**FY 2009 Objectives**

- Continue to provide efficient and cost effective repair and maintenance of Town vehicles and equipment.
- Implement the MUNIS fleet maintenance system.
- Continue to support snow emergency operations by repairing equipment and vehicles to return them to operation in an expeditious manner.
- Continue to assist departments with vehicle purchases.

PUBLIC WORKS (continued)

4.5 Fleet Maintenance (continued)

Performance Measure

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform scheduled routine maintenance on Town vehicles and equipment at specified intervals, thereby maximizing the number of years of service and minimizing down-time for vehicles and equipment.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE to complete job	1	1	1	1	1
Dollars spent on oil filters	\$12,046.42	\$15,175.80	\$17,559.76	\$18,064.18	\$19,946.00
# Gasoline powered vehicles/equipment	316	320	340	342	349
# Diesel powered vehicles/equipment	71	108	127	130	131
<b>Output</b>					
# Gasoline powered vehicles/equipment serviced	291	301	323	331	339
# Diesel powered vehicles/equipment serviced	67	103	124	127	128
<b>Efficiency</b>					
Cost per gasoline vehicle maintained	\$21.85	\$22.23	\$22.78	\$24.86	\$26.00
Cost per diesel vehicle maintained	\$72.42	\$74.65	\$77.28	\$81.36	\$83.00
Percentage of gasoline vehicles serviced on/before scheduled interval	92%	94%	95%	96%	97%
Percentage of diesel vehicles serviced on/before scheduled interval	95%	95%	98%	98%	98%

## PUBLIC WORKS (continued)

## 4.6 Refuse Collection and Recycling

## Program Description

The Department of Public Works is responsible for overseeing and implementing the Town's Refuse and Recycling Contract for the collection, disposal, and recycling of garbage and refuse within the corporate limits of Leesburg, including curbside residential and commercial customers.

Table 4.7 REFUSE COLLECTION AND RECYCLING EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Contractual Services	\$2,330,323	\$2,545,000	\$2,545,000	\$2,625,250		\$2,625,250	\$2,625,250	\$80,250	3.1
Materials and Supplies	8,465	7,000	7,000	7,000		7,000	7,000		
<b>TOTAL</b>	<b>\$2,338,788</b>	<b>\$2,552,000</b>	<b>\$2,552,000</b>	<b>\$2,632,250</b>		<b>\$2,632,250</b>	<b>\$2,632,250</b>	<b>\$80,250</b>	<b>3.1</b>

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ The amount budgeted for the refuse collection and recycling contract is projected to increase \$80,250 from \$2,552,000 in FY 2008 to \$2,632,250 in FY 2009.

## FUTURE BUDGET CONSIDERATIONS:

- ❖ Growth of Town population will increase the number of customers and the budget to maintain current service levels.

## FY 2008 Accomplishments

- Maintained the Town recycling rate at 26.1% which is higher than the State requirement of 25%.
- Maintain a collection and recycling program that anticipates expected growth, and is consistent with the Solid Waste Management Plan.
- Added numbers 3 through 7 plastics to the recycling program.

## FY 2009 Objectives

- Increase the service efficiency of the contractor.
- Continue effort toward same day pickup of bulk materials.

PUBLIC WORKS (continued)

4.6 Refuse Collection and Recycling (continued)

Performance Measure

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

**Objective:** To provide effective service while keeping the number of complaints below 0.02%.

	FY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
Residential Curbside Pickups	1,038,900	1,092,000	1,098,000	1,102,400	1,105,400
Commercial Curbside Pickups	53,820	53,820	54,600	55,000	55,000
<b>Output</b>					
Total number of complaints	382	140	144	139	150
<b>Efficiency</b>					
Percentage of complaints vs. # of pickups	0.035%	0.012%	0.013%	0.012%	0.012%

## PUBLIC WORKS (continued)

## 4.7 Traffic Management

## Program Description

The Traffic Management Division provides for the installation and maintenance of new and existing street lights and 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 installations, issues rights-of-way permits, staffs the Leesburg Standing Residential Traffic Committee, performs traffic counts and intersection studies, and is responsible for the computerized Traffic Signal Management System.

Table 4.8 TRAFFIC MANAGEMENT EXPENDITURE SUMMARY

<b>Expense Summary</b>	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$163,072	\$334,818	\$334,818	\$347,565		\$347,565	\$343,077	\$8,259	2.5
Contractual Services	22,081	41,204	41,204	124,900		124,900	124,900	83,696	203.1
Materials and Supplies	129,912	21,500	21,500	25,500		25,500	25,500	4,000	18.6
Transfer Payments				50,000		50,000	50,000	50,000	100.0
Continuous Charges	321,917	386,496	386,496	407,000		407,000	407,000	20,504	5.3
Capital Outlay	150,211	239,000	189,000	211,500		211,500	191,500	(47,500)	(19.9)
<b>TOTAL</b>	<b>\$787,193</b>	<b>\$1,023,018</b>	<b>\$973,018</b>	<b>\$1,166,465</b>		<b>\$1,166,465</b>	<b>\$1,141,977</b>	<b>\$118,959</b>	<b>11.6</b>
<b>Personnel Summary</b>									
Full-time	3.0	3.0	3.0	3.0		3.0	3.0		
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>		<b>3.0</b>	<b>3.0</b>		

**PUBLIC WORKS (continued)****4.7 Traffic Management (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Traffic Signal Repair increased by \$65,900 from \$29,500 in FY 2008 to \$95,400 in FY 2009 as a result of the increasing costs of repair.
- ❖ Traffic Signal Maintenance increased by \$4,000 from \$21,000 in FY 2008 to \$25,000 in FY 2009 to meet higher maintenance costs as a result of additional street lights and six additional traffic signals.
- ❖ Highway Services increased by \$20,000 from \$382,000 in FY 2008 to \$402,000 in FY 2009 as a result of adding street lights and six traffic lights.
- ❖ Street Lights decreased \$17,500 from \$37,000 in FY 2008 to \$10,000 in FY 2009 as a result of reduced requests for service.
- ❖ Individual Claims are budgeted at \$50,000 to provide funds to pay for damage to signals and street lights. Revenue has been increased to reflect the anticipated recovery of funds from insurance carriers and citizens.
- ❖ Capital Outlays budgeted for the Standing Residential Traffic Committee has decreased by \$20,000 from \$80,000 in FY 2008 to \$60,000 in FY 2009.
- ❖ The remaining Capital Outlay decreased \$27,500 from \$159,000 in FY 2008 to \$131,500 in FY 2009 as a result of the completion of one-time purchases in FY 2008.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Additional resources will be required to allow the Division to coordinate the design and installation of nine (9) new traffic signals in FY 2009.

**FY 2008 Accomplishments**

- Provided review and inspection of work performed by property owners and utility companies in public rights-of-way.
- Conducted annual update inspections of all streets and bridges.
- Coordinated the installation of the traffic signal management computer system.
- Coordinated the installation of the Driver Feedback Sign.
- Provided technical comments to the Planning and Zoning Department for all special exception and rezoning applications.
- Provided review and support for the coordination of the Battlefield Parkway and Kincaid Boulevard to Route 7 projects.

**FY 2009 Objectives**

- Provide review and inspection of work performed by property owners and utility companies on public rights-of-way.
- Continue to assist with the design and construction of the Battlefield Parkway and Kincaid to Route 7 projects.
- Coordinate the implementation of traffic calming projects.
- Coordinate the design and installation of traffic signals.
- Coordinate activities for transportation planning and improvement projects for the Town and Northern Virginia Transportation Authority.
- Provide technical support to VDOT for the Route 7/15 Bypass Widening to six lanes from East Market Street to South King Street including the flyover at Sycolin Road.

PUBLIC WORKS (continued)

4.7 Traffic Management (continued)

Performance Measure

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To keep traffic signals operating correctly to reduce potential impact on both pedestrian and vehicle traffic.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
Dollars spent	\$114,00	\$119,000	\$124,000	\$127,000	\$152,000
# Traffic signals	32	34	35	36	42
<b>Output</b>					
# Service calls	101	116	67	47	58
<b>Efficiency</b>					
Percentage of service calls completed within 30 minutes during business hours	94%	95%	96%	96%	96%
Percentage of service calls completed within 60 minutes after business hours	95%	95%	96%	96%	95%
Percentage of service calls completed in less than the targeted time	94%	95%	96%	96%	95%
Cost of service per signal	\$3,562	\$3,500	\$3,548	\$3,528	\$3,619

LEISURE SERVICES

5.0 Leisure Services - Summary

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

Table 5.1 LEISURE SERVICES EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Parks and Recreation	\$5,877,453	\$6,620,440	\$6,557,065	\$6,725,597	\$253,897	\$6,979,494	\$6,942,897	\$322,457	4.9
Parks Advisory Commission	3,876	4,520	4,520	4,520		4,520	4,520		
Thomas Balch Library	463,852	492,391	492,391	536,136	10,000	546,136	523,268	30,877	6.3
Library Advisory Commission	5,426	8,145	8,145	8,145		8,145	6,020	(2,125)	(26.1)
<b>TOTAL</b>	<b>\$6,350,607</b>	<b>\$7,125,496</b>	<b>\$7,062,121</b>	<b>\$7,274,398</b>	<b>\$263,897</b>	<b>\$7,538,295</b>	<b>\$7,476,705</b>	<b>\$351,209</b>	<b>4.9</b>
<b>Personnel Summary</b>									
Full-time	44.00	44.00	44.00	44.00	1.00	45.00	45.00	1.00	2.3
Part-time	57.13	59.03	59.03	61.03	10.00	71.03	71.03	12.00	20.3
<b>TOTAL</b>	<b>101.13</b>	<b>103.03</b>	<b>103.03</b>	<b>105.03</b>	<b>11.00</b>	<b>116.03</b>	<b>116.03</b>	<b>13.00</b>	<b>12.6</b>

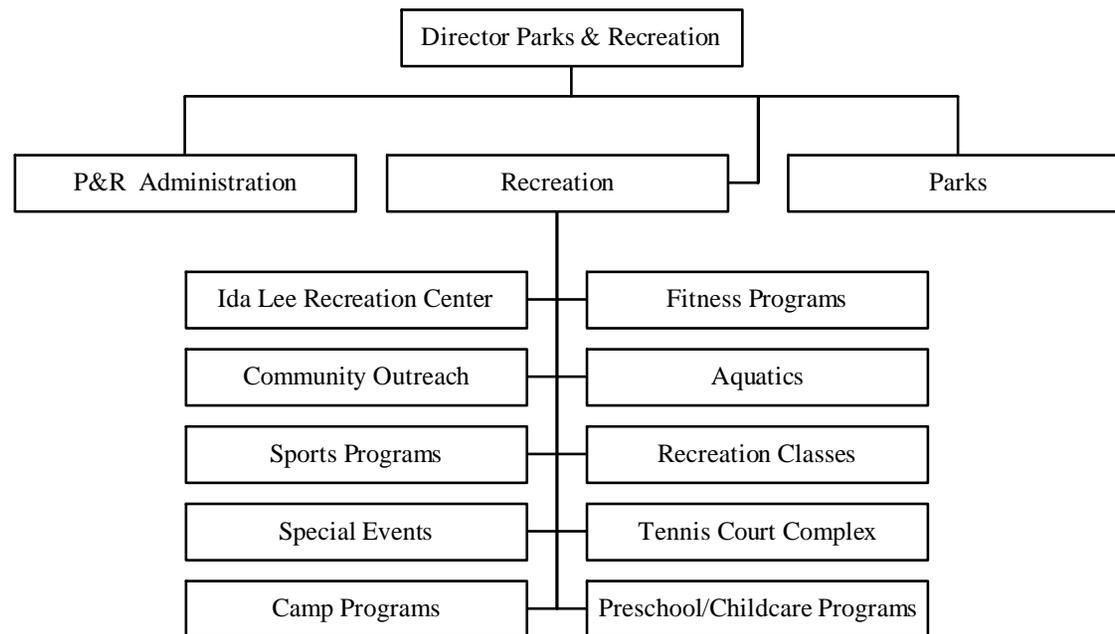
LEISURE SERVICES (continued)

5.1 Parks and Recreation Summary

Program Description

The Department of Parks and Recreation is dedicated to providing high quality programs, parks, and facilities to meet the diverse needs of all citizens in the Town of Leesburg. Among the 15 Town parks covering about 400 acres, the Parks Division is responsible for the maintenance of Freedom Park, Ida Lee Park soccer/lacrosse fields, Robinson Park, and Catoctin SkatePark. The Parks Division also provides beautification efforts throughout the Town, such as the flower basket program in the downtown, and landscaping the grounds around the municipal buildings. The Recreation Division offers a variety of recreation programs at Ida Lee Park Recreation Center, Ida Lee Park Tennis Center, and Olde Izaak Walton Park with specialties in the areas of fitness, aquatics, and tennis, while also coordinating a community outreach program known as ROCK (Recreation Outreach for Community Kids). The Recreation Division also produces the following major special events: Flower and Garden Festival, Independence Day Celebration, Holidays in Leesburg, and Court and Market Days (FY 08).

Chart 5.1 Parks and Recreation Organizational Chart



## LEISURE SERVICES (continued)

## 5.1 Parks and Recreation Summary (continued)

Table 5.2 PARKS AND RECREATION EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administration Division	\$384,023	\$411,746	\$348,371	\$393,047		\$393,047	\$389,327	(\$22,419)	(5.4)
Parks Division	1,071,112	1,200,034	1,200,034	1,222,019		1,222,019	1,213,853	13,819	1.2
Recreation Division	4,422,318	5,008,660	5,008,660	5,110,531	253,897	5,364,428	5,339,717	331,057	6.6
<b>TOTAL</b>	<b>\$5,877,453</b>	<b>\$6,620,440</b>	<b>\$6,557,065</b>	<b>\$6,725,597</b>	<b>\$253,897</b>	<b>\$6,979,494</b>	<b>\$6,942,897</b>	<b>\$322,457</b>	<b>4.9</b>
<b>Personnel Summary</b>									
Full-time	39.0	39.0	39.0	39.0	1.0	40.0	40.0	1.0	2.6
Part-time	56.1	57.8	57.8	59.8	10.0	69.8	69.8	12.0	20.8
<b>TOTAL</b>	<b>95.1</b>	<b>96.8</b>	<b>96.8</b>	<b>98.8</b>	<b>11.0</b>	<b>109.8</b>	<b>109.8</b>	<b>13.0</b>	<b>13.4</b>
<b>Funding</b>									
General Fund	\$2,450,716	\$2,683,440	\$2,730,328	\$2,870,720		\$2,844,617	\$2,808,020	\$124,580	4.6
Recreation Charges	3,426,737	3,937,000	3,826,737	3,854,877	280,000	4,134,877	4,134,877	197,877	5.0
<b>TOTAL</b>	<b>\$5,877,453</b>	<b>\$6,620,440</b>	<b>\$6,557,065</b>	<b>\$6,725,597</b>	<b>\$280,000</b>	<b>\$6,979,494</b>	<b>\$6,942,897</b>	<b>\$322,457</b>	<b>4.9</b>

## LEISURE SERVICES (continued)

## 5.2 Parks and Recreation – Administration Division

## Program Description

The Administrative Division provides general administrative support to the other divisions, such as employee development, recruitment, and retention efforts; centralization of financial accounting and procurement responsibilities; park planning; and the management of capital improvement projects. The Administrative Division also works closely with the Parks and Recreation Advisory Commission and Executive Administration.

Table 5.3 PARKS AND RECREATION ADMINISTRATION EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$343,885	\$355,646	\$292,271	\$337,247		\$337,247	\$333,527	(\$22,119)	(6.2)
Contractual Services	19,265	37,900	37,900	37,900		37,900	37,900		
Materials and Supplies	4,329	7,800	7,800	7,500		7,500	7,500	(300)	(3.8)
Continuous Charges	8,926	10,400	10,400	10,400		10,400	10,400		
Capital Outlay	7,618								
<b>TOTAL</b>	<b>\$384,023</b>	<b>\$411,746</b>	<b>\$348,371</b>	<b>\$393,047</b>		<b>\$393,047</b>	<b>\$389,327</b>	<b>(\$22,419)</b>	<b>(5.4)</b>
<b>Personnel Summary</b>									
Full-time	3.0	3.0	3.0	3.0		3.0	3.0		
Part-time	0.5	0.5	0.5	0.5		0.5	0.5		
<b>TOTAL</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>		<b>3.5</b>	<b>3.5</b>		

## FUTURE BUDGET CONSIDERATIONS:

- ❖ Projected need to increase hours of part-time Recreation Projects Coordinator from 24 to 32 hours per week at an additional cost of \$10,000 per year.

---

**LEISURE SERVICES (continued)****5.2 Parks and Recreation – Administration Division (continued)****FY 2008 Accomplishments**

- Opened the A.V. Symington Indoor Tennis Center at Ida Lee Park.
- Completed the design and engineering work for the outdoor pool at Ida Lee Park.
- Completed renovations to the barn at Ida Lee Park.

**FY 2009 Objectives**

- To open the Outdoor Pool at Ida Lee Park.
- To develop and open Morven Meadows Park in cooperation with Morven Park and the Friends Group.
- To continue implementation of the 20-Year Comprehensive Plan for parks recreation, open space, trails, and greenways.
- To pursue National Accreditation for the Parks and Recreation Department.

## LEISURE SERVICES (continued)

## 5.3 Parks and Recreation – Parks Division

## Program Description

The Parks Division is committed to planning, developing, maintaining, and operating town parks and open space areas that are safe, diverse, and accessible for all citizens. The division currently maintains 15 parks, totaling approximately 400 acres. In FY 2009, two new parks will come on line; Potomac Crossing Park (scheduled for fall of 2008), and Morven Meadows Park (scheduled for spring of 2009). The division's work is separated into four major areas: park planning and development; general parks maintenance and beautification; athletic field maintenance; and management of parks events.

Table 5.4 PARKS AND RECREATION - PARKS DIVISION EXPENDITURE SUMMARY

<b>Expense Summary</b>	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$703,905	\$735,825	\$735,825	\$780,289		\$780,289	\$772,123	\$36,298	4.9
Contractual Services	48,870	117,700	117,700	118,700		118,700	118,700	1,000	0.8
Materials and Supplies	117,739	139,820	139,820	139,820		139,820	139,820		
Transfer Payment		15,309	15,309					(15,309)	(100.0)
Continuous Charges	160,226	162,880	162,880	163,210		163,210	163,210	330	0.2
Capital Outlay	40,372	28,500	28,500	20,000		20,000	20,000	(8,500)	(29.8)
<b>TOTAL</b>	<b>\$1,071,112</b>	<b>\$1,200,034</b>	<b>\$1,200,034</b>	<b>\$1,222,019</b>		<b>\$1,222,019</b>	<b>\$1,213,853</b>	<b>\$13,819</b>	<b>1.2</b>
<b>Personnel Summary</b>									
Full-time	3.0	3.0	3.0	3.0		3.0	3.0		
Part-time	0.5	0.5	0.5	0.5		0.5	0.5		
<b>TOTAL</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>		<b>3.5</b>	<b>3.5</b>		

**LEISURE SERVICES (continued)****5.3 Parks and Recreation – Parks Division (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Capital Outlay has decreased \$8,500 from \$28,500 in FY 2008 to \$20,000 in FY 2009 as a result of the completion of one time purchases in FY 2008.

**FY 2008 Accomplishments**

- Completed plans and zoning approval for Morven Meadows Park.
- Completed the indoor tennis facility at Ida Lee Park.
- Completed design and engineering plans for outdoor pool at Ida Lee Park.
- Completed VA Tech Memorial grove at Ida Lee Park.
- Completed renovation of Ida Lee Barn.
- Completed bulk materials storage area at Ida Lee Park.
- Completed new playground at Brandon Park.
- Installed new planters on South King Street.

**FY 2009 Objectives**

- To provide temporary access improvements at Veterans Park.
- To open and begin operation and programming of Potomac Crossing Park.
- To provide site maintenance support for new outdoor pool and tennis center at Ida Lee Park.
- To provide site maintenance and operation of new Morven Meadows Park.
- To renovate Catocin Skatepark.

LEISURE SERVICES (continued)

5.3 Parks and Recreation – Parks Division (continued)

Performance Measures

Council Strategic Focus Area: Town Environment/Quality of Life, Governance Efficiencies

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
# FTE	8.2	9.2	9.2	9.2	9.2
Dollars spent	\$854,773	\$894,700	\$963,792	\$1,130,000	\$1,219,573
# Hours spent: Field maintenance			4,860	5,000	5,000
# Hours spent: General park maintenance			6,240	6,000	6,000
# Hours spent: Improvement projects			640	640	800
<b>Output</b>					
# Athletic games played		900	980	1,100	1,100
# Park improvement projects completed		3	2	3	6
<b>Efficiency</b>					
Cost per hour: Total maintenance			\$86.83	\$102.73	\$110.80
Cost per game played		\$994.11	\$983.46	\$1,027.27	\$1,018
# Hours of field maintenance per game played			5	4.5	4.5
<b>Outcome</b>					
# Citizen complaints-park conditions			20	10	5

LEISURE SERVICES (continued)

5.4 Parks and Recreation – Recreation Division

Program Description

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

Table 5.5 PARKS AND RECREATION - RECREATION DIVISION EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,273,486	\$3,777,892	\$3,777,892	\$3,891,335	\$183,897	\$4,075,232	\$4,050,521	\$272,629	7.2
Contractual Services	602,523	697,831	697,831	710,510	6,800	717,310	717,310	19,479	2.8
Materials and Supplies	245,120	204,520	204,520	210,694	32,400	243,094	243,094	38,574	18.9
Continuous Charges	236,221	312,492	312,492	288,492	30,800	319,292	319,292	6,800	2.2
Capital Outlay	64,968	15,925	15,925	9,500		9,500	9,500	(6,425)	(40.3)
<b>TOTAL</b>	<b>\$4,422,318</b>	<b>\$5,008,660</b>	<b>\$5,008,660</b>	<b>\$5,110,531</b>	<b>\$253,897</b>	<b>\$5,364,428</b>	<b>\$5,339,717</b>	<b>\$331,057</b>	<b>6.6</b>
<b>Personnel Summary</b>									
Full-time	27.0	27.0	27.0	27.0	1.0	28.0	28.0	1.0	3.7
Part-time	54.1	55.3	55.3	57.3	10.0	67.3	67.3	12.0	21.7
<b>TOTAL</b>	<b>81.1</b>	<b>82.3</b>	<b>82.3</b>	<b>84.3</b>	<b>11.0</b>	<b>95.3</b>	<b>95.3</b>	<b>13.0</b>	<b>15.8</b>

**LEISURE SERVICES (continued)****5.4 Parks and Recreation – Recreation Division (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ The budget includes \$253,897 for the staffing and operations of the outdoor pool which represents 70% of the increase of \$355,768 from FY 2008 to FY 2009. The remaining portion of the increase is \$113,443 in salary adjustments, and adjustments for the impact of inflation on operations. Revenues of \$280,000 are projected to pay for the cost of operation of the outdoor pool
- ❖ Capital Outlay decreased by \$6,425 from \$15,925 in FY 2008 to \$9,500 in FY 2009 as a result of the completion of one time purchases in FY 2008.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Replacement of aging fitness equipment.
- ❖ Replacement of last original roof top HVAC unit at recreation center.
- ❖ Increase in repair & maintenance expenditures as indoor tennis center mechanical equipment warranty expires.

**FY 2008 Accomplishments**

- Conducted the first annual Court and Market Days event.
- Successfully opened the A.V. Symington Indoor Tennis Center.
- Increased the number of tennis program participants by 40% and sports program participants by 21%.
- Provided camp scholarships to youths through the Community Outreach program.
- Successfully conducted repair work at the recreation center to include: locker room tile replacement, new countertops, major HVAC repairs, and re-finishing of the gymnasium floor.

**FY 2009 Objectives**

- Exceed revenue goals while operating within established guidelines.
- Construct and open the outdoor pool at Ida Lee Park.
- Increase the number of recreation based program offerings by 5%.

## LEISURE SERVICES (continued)

## 5.4 Parks and Recreation – Recreation Division (continued)

## Performance Measure

Council Strategic Focus Area: Town Environment/Quality of Life, Governance Efficiencies

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
# FTE	73	75.3	75.3	76.6	76.6
Dollars spent	\$3,266,356	\$3,369,560	\$3,461,011	\$3,665,686	\$4,284,324
<b>Output</b>					
# Programs offered	2,073	2,284	2,328	2,629	3,128
# Program participants	16,584	18,272	18,264	18,519	22,449
# Ida Lee pass visits	190,525	217,089	253,297	233,649	229,000
# Ida Lee daily admissions	62,092	67,522	76,074	83,299	83,162
Revenue generated	\$2,587,902	\$2,979,892	\$3,097,310	3,276,768	\$3,513,075
<b>Outcome</b>					
Percentage of programs rated as good or excellent by participants	91%	90%	94%	94%	94%
<b>Efficiency</b>					
Cost recovery rate (70% Town Council mandate)	79%	88%	89%	88%	82%
Cost per capita after revenue	\$19.52	\$10.91	\$9.84	\$11.35	\$20.29

LEISURE SERVICES (continued)

5.4 Parks and Recreation – Recreation Division (continued)

Performance Measure

Program: Special Events

Council Strategic Focus Area: Town Environment/Quality of Life, Governance Efficiencies

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
#FTE	1	1	1	1	1
Dollars spent	\$190,118	\$207,675	\$283,038	\$232,449	\$286,739
<b>Output</b>					
# of events offered	13	13	12	12	11
# Program participants	70,237	67,839	57,000	67,589	73,000
Revenues generated	\$169,202	\$163,485	\$155,830	\$169,237	\$150,000
<b>Outcome</b>					
# of events receiving local, state or national awards	1	2	3	3	5
<b>Efficiency</b>					
Cost per capita	\$.60	\$1.24	\$3.44	\$1.66	\$3.59
Cost per participant	\$2.71	\$3.06	\$4.97	\$3.44	\$3.93

LEISURE SERVICES (continued)

5.4 Parks and Recreation – Recreation Division (continued)

Performance Measure

**Program:** Community Outreach

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

**Objective:** To provide neighborhood-based recreation programs that serve low and moderate income youth with a variety of activities including arts, crafts community awareness, and social interaction.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
# FTE		2.3	2.3	3.5	3.5
Dollars spent		\$9,180	\$141,575	\$188,345	\$235,631
<b>Output</b>					
# program sites			3	4	4
# activity hours			820	1,385	1,760
# program participants			363	385	404
<b>Efficiency</b>					
Cost per program hour offered			\$172	\$136	\$134
Cost per capita after revenue			\$3.83	\$4.95	\$6.20
Cost per participant			\$390	\$490	\$583
Attendance rate			61%	55%	60%

LEISURE SERVICES (continued)

5.5 Parks and Recreation Advisory Commission

Program Description

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

Table 5.6. PARKS AND RECREATION ADVISORY COMMISSION EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,876	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
<b>TOTAL</b>	<b>\$3,876</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$4,520</b>		<b>\$4,520</b>	<b>\$4,520</b>		
<b>Funding Summary</b>									
General Fund	\$3,876	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
<b>TOTAL</b>	<b>\$3,876</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$4,520</b>		<b>\$4,520</b>	<b>\$4,520</b>		

## LEISURE SERVICES (continued)

## 5.6 Thomas Balch Library

## Program Description

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

Table 5.7 THOMAS BALCH LIBRARY EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$367,554	\$386,022	\$386,022	\$413,241		\$413,241	\$408,313	\$22,291	5.8
Contractual Services	47,987	49,840	49,840	47,896	10,000	57,896	46,156	(\$3,684)	(7.4)
Materials and Supplies	43,961	31,250	31,250	35,500		35,500	35,500	\$4,250	13.6
Continuous Charges	4,350	25,279	25,279	25,949		25,949	25,949	\$670	2.7
Capital Outlay				13,550		13,550	7,350	\$7,350	100.0
<b>TOTAL</b>	<b>\$463,852</b>	<b>\$492,391</b>	<b>\$492,391</b>	<b>\$536,136</b>	<b>\$10,000</b>	<b>\$546,136</b>	<b>\$523,268</b>	<b>\$30,877</b>	<b>6.3</b>
<b>Personnel Summary</b>									
Full-time	5.00	5.00	5.00	5.00		5.00	5.00		
Part-time	1.03	1.23	1.23	1.23		1.23	1.23		
<b>TOTAL</b>	<b>6.03</b>	<b>6.23</b>	<b>6.23</b>	<b>6.23</b>		<b>6.23</b>	<b>6.23</b>		
<b>Funding Summary</b>									
General Fund	\$451,168	\$476,391	\$475,891	\$520,136		\$520,136	\$507,268	\$30,877	6.5
Uran Fund					10,000	10,000			
Library Revenues	12,684	16,000	16,500	16,000		16,000	16,000		
<b>TOTAL</b>	<b>\$463,852</b>	<b>\$492,391</b>	<b>\$492,391</b>	<b>\$536,136</b>	<b>\$10,000</b>	<b>\$546,136</b>	<b>\$523,268</b>	<b>\$30,877</b>	<b>6.3</b>

**LEISURE SERVICES (continued)****5.6 Thomas Balch Library (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Custodial Services decreased \$7,611 from \$18,550 in FY 2008 to \$10,939 in FY 2009 as a result of a new contract for custodial services.
- ❖ The \$10,000 Program Change Proposal has been deleted from the FY 2009 Adopted Budget.
- ❖ Office Supplies increased \$2,500 from \$15,000 in FY 2008 to \$17,500 in FY 2009 to provide materials to process the libraries expanding collection.
- ❖ Capital Outlay of \$7,350 is for the replacement of an overhead projector and the purchase of computers for use by patrons.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Space considerations for processing and storing collections and lectures and programs.
- ❖ Technical capacity to support existing and anticipated operational and programming needs.

**FY 2008 Accomplishments**

- Managed collections through inventorying, processing, cataloguing and electronic posting.
- Creation and implementation of an Internship Program.
- Creation and implementation of a new fee structure for duplication or publication of special collections material; posted to website.
- Provided community enrichment through genealogical and historical programs, book signings, exhibits, lectures, tours, Loudoun County 250<sup>th</sup> Anniversary Lecture series and a new series about using the library.
- Published biannual *Balch Column*; revised, created new TBL brochures and bookmarks for distribution and promotion.
- Continued collaborating with Friends of TBL, Inc. on marketing strategies to promote awareness of the Library and initiated collaboration with other historical organizations in Loudoun for the County's 250<sup>th</sup> Anniversary.

**FY 2009 Objectives**

- Support, at no taxpayer expense, the efforts of the Friends of the Thomas Balch Library in the creation of an endowment.
- Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy.
- Continue to establish and implement guidelines and best practices for processing, arranging, and describing manuscript and visual materials and PastPerfect.
- Conduct biannual survey of patrons to solicit research and access interests and needs to assist in short and long range planning.
- Maintain and develop outreach programming and marketing of TBL.
- Special lecture series and exhibit for Leesburg's 250<sup>th</sup> Anniversary modeled after the Loudoun County 250 Lecture Series.
- Foster teamwork among staff, Commission, Friends of TBL, Inc. and the Black History Committee.

## LEISURE SERVICES (continued)

## 5.6 Thomas Balch Library (continued)

## Performance Measure

Council Strategic Focus Area: Governance Efficiencies

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
#FTE	4	5	5	5	5
#FPT	5	5	5	5	5
Dollars spent	\$307,490	\$464,164	\$385,868	\$466,985	\$487,391
Annual volunteer hours	759	1,449	749	663	700
Annual intern hours					220
Annual volunteer hours (Friends of the Balch)	2,096	1,573	1,257	2,116	2,500
<b>Output</b>					
Annual capital assets	\$9,109	\$10,006	\$11,268	\$28,380	\$30,026
Annual acquisitions (donations of materials)			259	199	200
Annual reference requests		9,169	15,215	17,130	18,000
Grant funding received	\$10,763	\$6,920	\$3,500	\$13,960	\$24,000
Annual collections processed	3	6	9	23	20
<b>Efficiency</b>					
Cost saved due to use of volunteer hours	\$13,639	\$30,139	\$16,268	\$14,400	\$15,204
Cost saved due to use of Friends of the Balch volunteer hours	\$37,665	\$32,718	\$27,302	\$45,960	\$54,300
<b>Outcome</b>					
Revenue (book sales, meeting room use, donations, copies)	\$14,635	\$19,328	\$21,169	\$23,726	\$20,000
# Annual patron visits	14,527	13,476	13,940	12,536	13,000
# Annual program attendance	714	1,086	1,55	1,668	1,600
# Annual additions to catalogue	806	1,340	1,344	1,872	1,200

## LEISURE SERVICES (continued)

## 5.7 Thomas Balch Library Commission

## Program Description

Thomas Balch Library Advisory Commission consists of seven members appointed by Leesburg Town Council and selected for their interest in the library and two elected officials (one from the Loudoun County Board of Supervisors and one from the Town Council). Commissioners serve as advisors to the library manager on collection development and policies and report to Town Council about their activities. In coordination with the Library Manager, the Library Advisory Commission annually recognizes individuals who have made significant contributions to preserving Loudoun's history through collection of county documents and memorabilia; preservation of historic landmarks, visual arts, and writing; and long time commitment to local history organizations. They help publicize Thomas Balch Library and work with Friends of the Thomas Balch Library, Inc., to support and market the collections. The Commission encourages activities of the Friends, including their website, historical preservation efforts of the Black History Committee, and marketing efforts.

Table 5.8. THOMAS BALCH LIBRARY COMMISSION EXPENDITURE SUMMARY

<b>Expense Summary</b>	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$4,952	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	474	3,125	3,125	3,125		3,125	1,000	(2,125)	(68.0)
Materials and Supplies		500	500	500		500	500		
<b>TOTAL</b>	<b>\$5,426</b>	<b>\$8,145</b>	<b>\$8,145</b>	<b>\$8,145</b>		<b>\$8,145</b>	<b>\$6,020</b>	<b>(\$2,125)</b>	<b>(26.1)</b>
<b>Funding Summary</b>									
General Fund	\$5,426	\$8,145	\$8,145	\$8,145		\$8,145	\$6,020	(\$2,125)	(26.1)
<b>TOTAL</b>	<b>\$5,426</b>	<b>\$8,145</b>	<b>\$8,145</b>	<b>\$8,145</b>		<b>\$8,145</b>	<b>\$6,020</b>	<b>(\$2,125)</b>	<b>(26.1)</b>

## FY 2008 Accomplishments

- Conducted the 14th annual Loudoun County History Awards ceremony.
- Recognized the Historic District Residence Association with a certificate of appreciation for donating two Princeton American Elms for the Library lawn.
- Two members of the Commission attended the first annual Virginia Forum in Winchester.

COMMUNITY DEVELOPMENT

6.0 Community Development - Summary

Community Development includes the Planning and Zoning Department, the associated boards and commissions (see below for complete list of boards and commissions) and the newly created Plan Review Department. Economic Development, the Economic Development Commission, and the payment to the Virginia Regional Transit Authority (VRTA) for public transportation services provided in Leesburg are transferred to the Town Manager’s Office for FY 2009.

Planning and Zoning Boards and Commissions

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

Table 6.1 COMMUNITY DEVELOPMENT EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Planning and Zoning	\$2,391,413	\$2,922,125	\$2,865,365	\$2,604,138		\$2,604,138	\$1,721,260	(\$1,200,865)	(41.1)
Bd. of Arch. Review	14,642	30,275	30,275	30,275		30,275	25,275	(5,000)	(16.5)
Bd. of Zoning Appeals	168	4,830	4,830	4,830	3,230	8,060	3,730	(1,100)	(22.8)
Env. Advisory Commission	4,182	18,520	18,520	18,520		18,520	7,020	(11,500)	(62.1)
Planning Commission	24,104	26,575	26,575	26,575		26,575	26,275	(300)	(1.1)
Tree Commission	4,819	19,520	19,520	19,520		19,520	6,520	(13,000)	(66.6)
Plan Review							1,706,524	1,706,524	100.0
Economic Development	595,478	687,233	615,033					(687,233)	(100.0)
Econ Development Comm	4,354	5,720	5,720					(5,720)	(100.0)
Transfer to VRTA	134,717	196,432	196,432					(196,432)	(100.0)
<b>TOTAL</b>	<b>\$3,173,877</b>	<b>\$3,911,230</b>	<b>\$3,782,270</b>	<b>\$2,703,858</b>	<b>\$3,230</b>	<b>\$2,707,088</b>	<b>\$3,496,604</b>	<b>(\$414,626)</b>	<b>(10.6)</b>
<b>Personnel Summary</b>									
Full-time	26.0	26.0	26.0	23.0		23.0	29.0	3.0	11.5
<b>TOTAL</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>	<b>23.0</b>		<b>23.0</b>	<b>29.0</b>	<b>3.0</b>	<b>11.5</b>

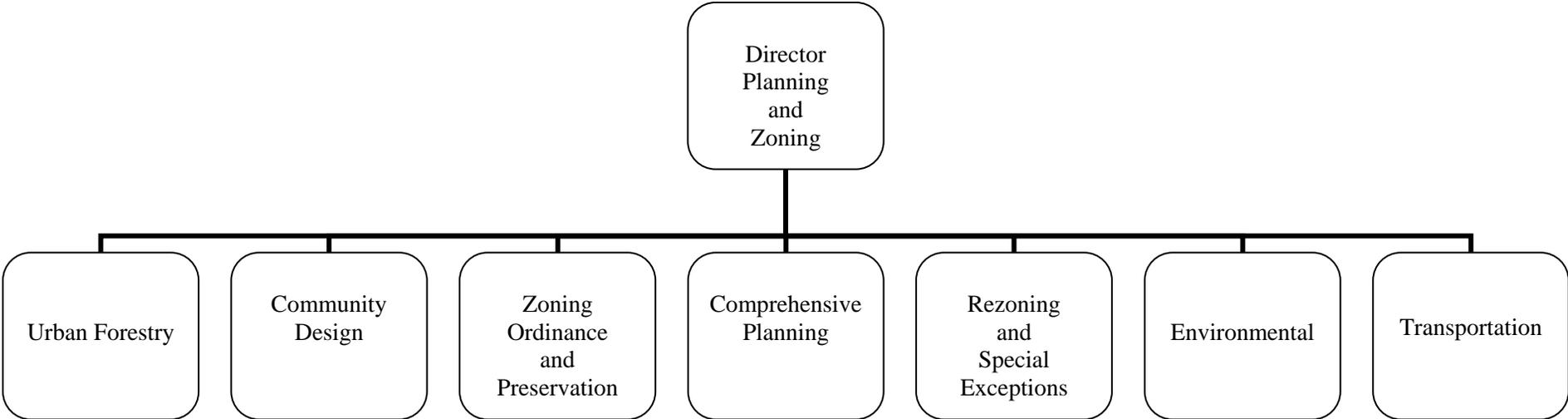
COMMUNITY DEVELOPMENT (continued)

6.1 Planning and Zoning Summary

Program Description

The mission of the Planning and Zoning Department is to assist the Town Council, five commissions and the community in developing and administering policy for the orderly growth and development of the Town of Leesburg.

Chart 6.1 Planning and Zoning Organization Chart



COMMUNITY DEVELOPMENT (continued)

6.1 Planning and Zoning (continued)

Table 6.2 PLANNING AND ZONING EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,147,397	\$2,462,487	\$2,414,727	\$2,404,113		\$2,404,113	\$1,577,135	(\$885,352)	(36.0)
Contractual Services	184,458	413,995	405,995	171,115		171,115	117,715	(296,280)	(71.6)
Materials and Supplies	21,826	14,420	14,420	16,290		16,290	13,790	(630)	(4.4)
Continuous Charges	3,925	3,823	2,823	3,320		3,320	3,320	(503)	(13.2)
Capital Outlay	33,807	27,400	27,400	9,300		9,300	9,300	(18,100)	(66.1)
<b>TOTAL</b>	<b>\$2,391,413</b>	<b>\$2,922,125</b>	<b>\$2,865,365</b>	<b>\$2,604,138</b>		<b>\$2,604,138</b>	<b>\$1,721,260</b>	<b>(\$1,200,865)</b>	<b>(41.1)</b>
<b>Personnel Summary</b>									
Full-time	23.0	23.0	23.0	23.0		23.0	16.0	(7.0)	(30.4)
<b>TOTAL</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>		<b>23.0</b>	<b>16.0</b>	<b>(7.0)</b>	<b>(30.4)</b>
<b>Funding Summary</b>									
General Fund	\$1,847,396	\$2,252,125	\$2,445,365	\$2,214,138		\$2,214,138	\$1,721,260	(\$530,865)	(23.6)
Zoning & Develop Fees	544,017	670,000	420,000	390,000		390,000		(670,000)	(100.0)
<b>TOTAL</b>	<b>\$2,391,413</b>	<b>\$2,922,125</b>	<b>\$2,865,365</b>	<b>\$2,604,138</b>		<b>\$2,604,138</b>	<b>\$1,721,260</b>	<b>(\$1,200,865)</b>	<b>(41.1)</b>

## COMMUNITY DEVELOPMENT (continued)

## 6.1 Planning and Zoning (continued)

**SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ The \$885,352 reduction in Personnel Services is a result of the transfer of six positions to the newly created Plan Review Department and one position to the Town Manager's Office.
- ❖ Advertising Services decreased \$6,000 from \$11,000 in FY 2008 to \$5,000 in FY 2009 as a result of a new contract for advertising for public hearings.
- ❖ Planning Services proposed at \$50,000 for FY 2009 have been eliminated by Council. This is a \$229,000 reduction from the FY 2008 budget.
- ❖ \$60,000 has been budgeted in zoning ordinance services (\$55,000) and transportation planning (\$5,000) to complete the update of the zoning ordinance and work with a contractor to initiate work with the transportation model.
- ❖ \$5,900 (\$3,400 Contractual Services and \$2,500 in Materials and Supplies) was transferred to the newly created Plan Review Department.
- ❖ Capital Outlay decreased \$18,100 from \$27,400 to \$9,300 as a result of the completion of acquisition of the transportation modeling software and completion of one time purchases in FY 2008.
- ❖ Starting in FY 2009, the funding from Zoning and Development Fees is reflected in the newly created Plan Review Department.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ An additional Zoning Inspector and an entry-level Preservation Planner to handle anticipated increases in planning services and code enforcement complaints.
- ❖ Initiate work on the recommendations of the Watershed Committee subject to budgetary constraints.

**FY 2008 Accomplishments**

- Completed development of Town's first Transportation and Fiscal Models.
- Completed the Tree Canopy/Land Cover Analysis and Master Tree Planting Plan and initiated the Tree and Landscaping Model.
- Completed the next three batches of code amendments to continue the implementation of the Town Plan.
- Completed the draft Affordable Dwelling Unit Ordinance and Memorandum of Understanding with Loudoun County.
- Initiated a Form Based Code for the Crescent District and B-2 zoned areas.

**FY 2009 Objectives**

- Complete the re-write of the Zoning Ordinance and form-based codes.
- Complete remaining zoning ordinance amendments including planned development districts and Creek Valley buffer modifications.
- Complete the Form-based Code for the Crescent District and B-2 zoned areas.
- Complete development of a tree protection ordinance for the Town.
- Complete bicycle/pedestrian plan and revise the transportation element of the Town Plan to update the network and levels of service.
- Complete work on joint planning/annexation efforts with Loudoun County.
- Develop a Downtown Master Plan to determine development potential, parking, streetscape, and other capital needs in the downtown area. The plan will address future build-out for the historic district, Cornwall area, and changes resulting from the County move and Courts expansion.
- Bring the Board of Architectural Review H-1 guidelines to the Planning Commission and Council by the fall of 2008.

COMMUNITY DEVELOPMENT (continued)

6.1 Planning and Zoning (continued)

Performance Measure

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all rezoning concept plans and proffers within the department mandated period of 28 days from date of acceptance of the application.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
# FTE				2	2
Number of rezoning submissions received				12	10
<b>Output</b>					
Number of rezoning submissions reviewed				12	10
Number of rezoning submissions reviewed within 28 days				10	9
Average number of days required to complete rezoning submission review				26	26
Average number of days with applicant between submissions					
Average number of submissions before Council final action					
<b>Efficiency</b>					
% of rezoning submissions reviewed within 28 days				83%	91%

COMMUNITY DEVELOPMENT (continued)

6.2 Board of Architectural Review

Program Description

The Board of Architectural Review consists of nine members appointed by the Town Council, one of whom is a member of Council and one of whom is a Planning Commissioner. The Board reviews new construction, alterations to existing buildings, demolition and signs for all properties located in the Old and Historic District. The Board also reviews projects such as expansion of the Historic District and comprehensive sign plans. In addition, the Board's responsibilities include reviewing projects in the H-2 Corridor Overlay District and the corridors leading into the Old and Historic District. These include new construction, alterations to existing buildings, and signs for all nonresidential properties.

Table 6.3 BOARD OF ARCHITECTURAL REVIEW EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$13,502	\$22,775	\$22,775	\$22,775		\$22,775	\$22,775		
Contractual Services	1,073	6,500	6,500	6,500		6,500	2,000	(4,500)	(69.2)
Materials and Supplies	67	1,000	1,000	1,000		1,000	500	(500)	(50.0)
<b>TOTAL</b>	<b>\$14,642</b>	<b>\$30,275</b>	<b>\$30,275</b>	<b>\$30,275</b>		<b>\$30,275</b>	<b>\$25,275</b>	<b>(\$5,000)</b>	<b>(16.5)</b>
<b>Funding Summary</b>									
General Fund	\$14,642	\$30,275	\$30,275	\$30,275		\$30,275	\$25,275	(\$5,000)	(16.5)
<b>TOTAL</b>	<b>\$14,642</b>	<b>\$30,275</b>	<b>\$30,275</b>	<b>\$30,275</b>		<b>\$30,275</b>	<b>\$25,275</b>	<b>(\$5,000)</b>	<b>(16.5)</b>

SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ There is a \$4,500 reduction in Contractual Services and a \$500 reduction in Materials and Supplies taken by the Council to revise the process for Boards and Commissions to request Council approval for funding to implement program and project initiatives and changes.

COMMUNITY DEVELOPMENT (continued)

6.3 Board of Zoning Appeals

Program Description

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

Table 6.4 BOARD OF ZONING APPEALS EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services		\$3,230	\$3,230	\$3,230	\$3,230	\$6,460	\$3,230		
Contractual Services	168	1,600	1,600	1,600		1,600	500	(1,100)	(68.8)
<b>TOTAL</b>	<b>\$168</b>	<b>\$4,830</b>	<b>\$4,830</b>	<b>\$4,830</b>	<b>\$3,230</b>	<b>\$8,060</b>	<b>\$3,730</b>	<b>(\$1,100)</b>	<b>(22.8)</b>
Funding Summary									
General Fund	\$168	\$4,830	\$4,830	\$4,830	\$3,230	\$8,060	\$3,730	(\$1,100)	(22.8)
<b>TOTAL</b>	<b>\$168</b>	<b>\$4,830</b>	<b>\$4,830</b>	<b>\$4,830</b>	<b>\$3,230</b>	<b>\$8,060</b>	<b>\$3,730</b>	<b>(\$1,100)</b>	<b>(22.8)</b>

SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ There is a \$1,100 reduction in Contractual Services taken by the Council to revise the process for Boards and Commissions to request Council approval for funding to implement program and project initiatives and changes.

COMMUNITY DEVELOPMENT (continued)

6.4 Environmental Advisory Commission

Program Description

The Environmental Advisory Commission (EAC) consists of nine members appointed by Council, one of which is a member of Council. The purpose of the EAC is to advise and assist the Town Council on environmental matters and to promote public awareness of the importance of keeping Leesburg clean and environmentally healthy.

**Table 6.5. ENVIRONMENTAL ADVISORY COMMISSION EXPENDITURE SUMMARY**

<b>Expense Summary</b>	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,822	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services		10,000	10,000	10,000		10,000	2,000	(8,000)	(80.0)
Materials and Supplies	360	4,000	4,000	4,000		4,000	500	(3,500)	(87.5)
<b>TOTAL</b>	<b>\$4,182</b>	<b>\$18,520</b>	<b>\$18,520</b>	<b>\$18,520</b>		<b>\$18,520</b>	<b>\$7,020</b>	<b>(\$11,500)</b>	<b>(62.1)</b>
<b>Funding Summary</b>									
General Fund	\$4,182	\$18,520	\$18,520	\$18,520		\$18,520	\$7,020	(\$11,500)	(62.1)
<b>TOTAL</b>	<b>\$4,182</b>	<b>\$18,520</b>	<b>\$18,520</b>	<b>\$18,520</b>		<b>\$18,520</b>	<b>\$7,020</b>	<b>(\$11,500)</b>	<b>(62.1)</b>

SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ There is an \$8,000 reduction in Contractual Services and \$3,500 reduction in Materials and Supplies taken by the Council to revise the process for Boards and Commissions to request Council approval for funding to implement program and project initiatives and changes.

COMMUNITY DEVELOPMENT (continued)

6.5 Planning Commission

Program Description

The Leesburg Planning Commission consists of eight members appointed by the Town Council, one of whom is a member of Council. The Commission's responsibilities are established by statute and include citizen oversight of the planning and land development process as well as the review and approval of land development applications. The Commission annually reviews the *Town Plan* and Capital Improvements Program and suggests modifications to these plans to the Town Council.

Table 6.6 PLANNING COMMISSION EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$22,607	\$22,775	\$22,775	\$22,775		\$22,775	\$22,775		
Contractual Services	1,346	3,000	3,000	3,000		3,000	3,000		
Materials and Supplies	151	800	800	800		800	500	(300)	(37.5)
<b>TOTAL</b>	<b>\$24,104</b>	<b>\$26,575</b>	<b>\$26,575</b>	<b>\$26,575</b>		<b>\$26,575</b>	<b>\$26,275</b>	<b>(\$300)</b>	<b>(1.1)</b>
<b>Funding Summary</b>									
General Fund	\$24,104	\$26,575	\$26,575	\$26,575		\$26,575	\$26,275	(\$300)	(1.1)
<b>TOTAL</b>	<b>\$24,104</b>	<b>\$26,575</b>	<b>\$26,575</b>	<b>\$26,575</b>		<b>\$26,575</b>	<b>\$26,275</b>	<b>(\$300)</b>	<b>(1.1)</b>

SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ There is a \$300 reduction in Materials and Supplies taken by the Council to revise the process for Boards and Commissions to request Council approval for funding to implement program and project initiatives and changes.

## COMMUNITY DEVELOPMENT (continued)

## 6.6 Tree Commission

## Program Description

The Tree Commission consists of eight members appointed by Council, one of whom is a member of Council. The purpose of the Tree Commission is to advise Council on ways to protect, preserve, and increase Leesburg's tree canopy for the enhancement of the Town and the enjoyment of its citizens. In addition, the Commission has oversight of the Urban Forestry Master Plan.

Table 6.7 TREE COMMISSION EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,230	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	1,589	15,000	15,000	15,000		15,000	2,000	(13,000)	(86.7)
<b>TOTAL</b>	<b>\$4,819</b>	<b>\$19,520</b>	<b>\$19,520</b>	<b>\$19,520</b>		<b>\$19,520</b>	<b>\$6,520</b>	<b>(\$13,000)</b>	<b>(66.6)</b>
<b>Funding Summary</b>									
General Fund	\$4,819	\$19,520	\$19,520	\$19,520		\$19,520	\$6,520	(\$13,000)	(66.6)
<b>TOTAL</b>	<b>\$4,819</b>	<b>\$19,520</b>	<b>\$19,520</b>	<b>\$19,520</b>		<b>\$19,520</b>	<b>\$6,520</b>	<b>(\$13,000)</b>	<b>(66.6)</b>

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ There is a \$13,000 reduction in Contractual Services taken by the Council to revise the process for Boards and Commissions to request Council approval for funding to implement programs and project initiatives and changes.

---

**COMMUNITY DEVELOPMENT (continued)****6.7 Plan Review Summary****Program Description**

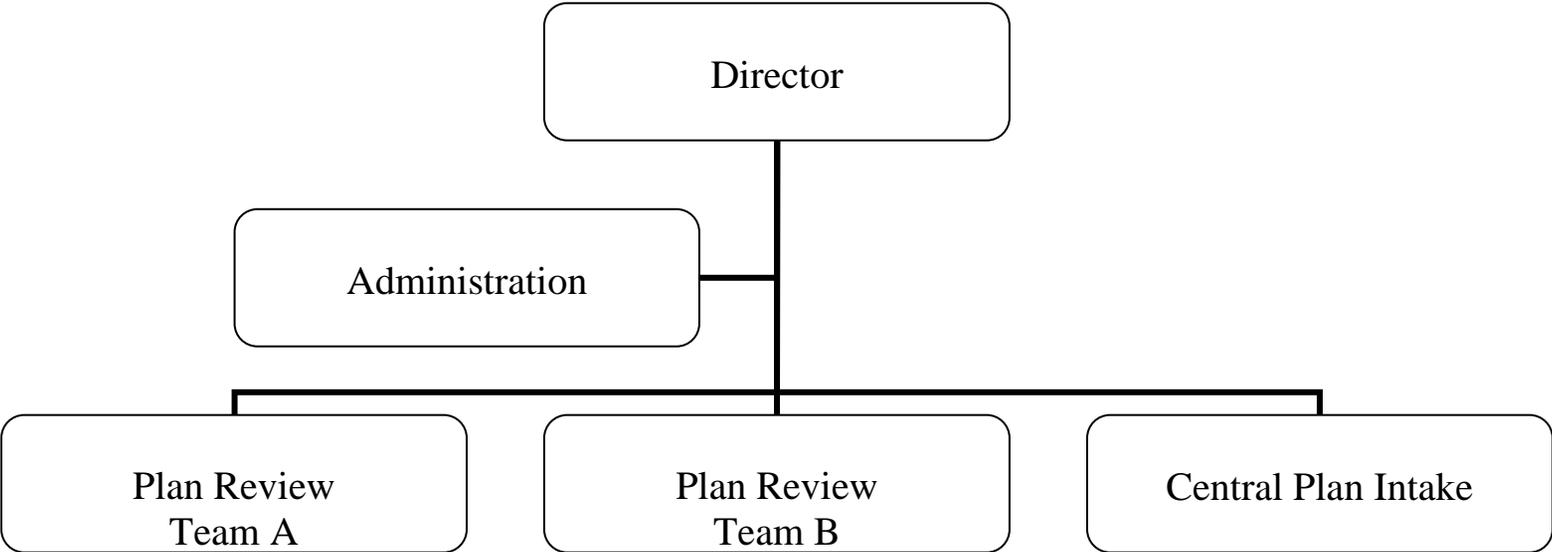
The department is responsible for delivering quality customer service through the timely processing, review, approval, and permitting of all site plans and subdivision applications; drafting updates to the Town's regulations associated with the development and subdivision of property in the Town; and preparing technical reports as requested for the Council, Planning Commission, Town Manager, and other departments. The Department, which initiates operations on July 1, 2008, includes elements of the Engineering and Inspections Division, Department of Public Works, and the Current Planning Division and various zoning staff from the Department of Planning and Zoning. The Department includes Central Plan Intake and two Plan Review teams.

**Central Plan Intake** will be responsible for receiving all development plans and document submittals; preparing all applicable internal and external agency referrals; managing the Land Management Information System for the department; and issues all zoning permits.

**Plan Review Teams** will be responsible for review for approval of all construction drawings for developer installed and public and private infrastructure improvements submitted in support of development and Capital Improvement projects proposed within the Town; reviews for approval of all site plans for proposed site developments; meets with engineers on projects to promote clear communication of department comments; reviews all rezoning, special exceptions, easement plats, and floodplain studies for compliance with applicable laws and regulations; develops and updates design and construction standards as necessary; and meets with citizens to address questions and solicit neighborhood input on projects, as needed; and attend Planning Commission meetings.

COMMUNITY DEVELOPMENT (continued)

Chart 6.2 Plan Review Organization Chart



## COMMUNITY DEVELOPMENT (continued)

## 6.7 Plan Review (continued)

Table 6.8 PLAN REVIEW EXPENDITURE SUMMARY

<b>Expense Summary</b>	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services							\$1,535,714	\$1,535,714	100.0
Contractual Services							148,070	148,070	100.0
Materials and Supplies							10,495	10,495	100.0
Continuous Charges									100.0
Capital Outlay							12,245	12,245	100.0
<b>TOTAL</b>							<b>\$1,706,524</b>	<b>\$1,706,524</b>	<b>100.0</b>
<b>Personnel Summary</b>									
Full-time							13.0	13.0	100.0
<b>TOTAL</b>							<b>13.0</b>	<b>13.0</b>	<b>100.0</b>
<b>Funding Summary</b>									
General Fund							\$1,316,524	\$1,316,524	100.0
Zoning & Develop Fees							390,000	390,000	100.0
<b>TOTAL</b>							<b>\$1,706,524</b>	<b>\$1,706,524</b>	<b>100.0</b>

## SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ The \$1,535,714 for Personnel Services includes funding for the seven positions transferred from the Administration and Engineering and Inspections Divisions in the Public Works Department (\$850,023) and six positions transferred from the Planning and Zoning Department (\$685,691).
- ❖ The \$158,565 for operating expenses was transferred from the Engineering and Inspections Division, Public Works Department (\$152,665) and the Planning and Zoning Department (\$5,900).
- ❖ The \$12,245 for Capital Outlay was transferred from the Engineering and Inspections Division, Public Works Department to purchase computer software and office furniture.
- ❖ The \$390,000 in funding for the collection of Zoning and Development Fees has been transferred from the Planning and Zoning Department to recognize that the fees will be collected by the Plan Review Department starting in FY 2009.

---

**COMMUNITY DEVELOPMENT (continued)****6.7 Plan Review (continued)****FY 2008 Accomplishments**

Engineering and Inspections Division, Department of Public Works

- Conducted over 350 engineering reviews.
- Completed updates to the Design and Construction Standards Manual (DCSM).
- Added a new Chapter 21 to the Town Code to address stormwater management and hazardous waste within the Town's corporate limits.
- Met all requirements of the current National Pollution Discharge Elimination System (NPDES) – Phase II permits as mandated by the State of Virginia for the Town's drainage system discharge and industrial permits for the airport, wastewater plant, and Public Works maintenance facility.
- Continued the Phase II NPDES public education effort by participating with the Loudoun County Soil and Water Conservation District outreach program at local schools. Provided direct mailings to educate the public on the hazards of illegal dumping of household cleaners and automobile waste and excessive fertilizer use.

Planning and Zoning Department

- Completed revisions to the Subdivision & Land Development Regulations, eliminated the preliminary site plan requirement, and created a procedure manual for Site Plan Review.

**FY 2009 Objectives**

- Review all construction plans in accordance with the time lines mandated by the State of Virginia and prepare consolidated Town comments.
- Assist the Capital Projects Management Department with reviews to assist with meeting capital project implementation schedules.
- Develop, implement, and manage a Project Manager Review System for all plans submitted to the Town for review, and establish a single point of contact for land development projects.
- Develop, with the assistance of the Engineers and Surveyors Institute, continuing refinements to the Peer Review, Education, and Technical Issues Programs for the Town.
- Update DCSM subdivision and land development regulations as needed.

COMMUNITY DEVELOPMENT (continued)

6.7 Plan Review (continued)

NOTE: The following performance measures were included in the FY 2009 Proposed Operating Budget for the Engineering and Inspections Division, Department of Public Works and the Department of Planning and Zoning. These measures directly relate to the Plan Review Department mission. These performance measures will be consolidated for the FY 2010 budget.

**Performance Measures  
Engineering and Inspections Division, Department of Public Works**

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all first submission subdivision plan reviews within the State mandated period of 60 days from date of receipt of the submission.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 2008 Estimated
<b><u>Input</u></b>					
# FTE	5	5	5	5	5
Number of subdivision plans received	6	3	9	2	7
<b><u>Output</u></b>					
Number of subdivision plans reviewed within 60 days	1	0	9	2	7
% Time Spent Reviewing Plans			55.7%	54.8%	55%
<b><u>Outcome</u></b>					
Number of subdivision plans reviewed	6	3	9	2	7
Average number of days with applicant between submissions	139	288	67	127	*100
Average number of days required to complete subdivision plan review	107	69	47	14	45
Average number of submissions before signature sets were requested	3	3	3	3	*3
<b><u>Efficiency</u></b>					
% of subdivision plans reviewed within 60 days	16.7 %	0.0 %	100 %	100 %	100 %

## COMMUNITY DEVELOPMENT (continued)

## 6.7 Plan Review (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all subsequent submissions for subdivision plan reviews within the State mandated period of 45 days submission receipt.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
# FTE	5	5	5	5	5
Number of subdivision plans received for subsequent review	14	11	9	15	15
<b>Output</b>					
Number of subsequent subdivision plan reviews completed within 45 days	10	7	8	14	15
<b>Outcome</b>					
Number of subdivision plans receiving a subsequent review	14	11	9	15	15
Average number of days required to complete a subsequent subdivision plan review	40	44	30	38	40
Average number of days with applicant between submissions	130	195	96	111	90
Average number of submissions before signature sets were requested	3	3	3	3	3
<b>Efficiency</b>					
% of subsequent subdivision plans reviewed within 45 days	71.4 %	63.6 %	88.9 %	93.3 %	100 %

## COMMUNITY DEVELOPMENT (continued)

## 6.7 Plan Review (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all first submission site plan reviews within the State mandated period of 60 days from date of receipt.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
# FTE	5	5	5	5	5
% Time Spent Reviewing Plans			55.7%	54.8%	55%
Number of site plans received	40	26	14	6	20
<b>Output</b>					
Number of site plans reviewed within 60 days	25	17	13	5	20
<b>Outcome</b>					
Number of site plans reviewed	40	26	14	6	20
Average number of days required to complete site plan review	67	43	42	37	50
Average number of days with applicant between submissions	69	112	181	119	90
Average number of submissions before signature sets were requested	3	3	3	3	2.5
<b>Efficiency</b>					
% of site plans reviewed within 60 days	62.5 %	65.4 %	92.9 %	83.3 %	100 %

COMMUNITY DEVELOPMENT (continued)

6.7 Plan Review (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all subsequent submissions site plan reviews within the State mandated period of 45 days from date of receipt.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
# FTE	5	5	5	5	5
Number of site plans received for subsequent review	45	54	50	33	35
<b>Output</b>					
Number of subsequent site plans reviewed within 45 days	33	40	44	28	35
<b>Outcome</b>					
Number of site plans receiving a subsequent review	45	54	50	33	35
Average number of days required to complete a subsequent site plan review	30	33	30	36	40
Average number of days with applicant between submissions	86	78	170	104	90
Average number of submissions before signature sets were requested	3	3	3	3	2.5
<b>Efficiency</b>					
% of subsequent site plans reviewed within 45 days	73.3 %	74.1 %	88.0 %	84.8 %	100 %

COMMUNITY DEVELOPMENT (continued)

6.7 Plan Review (continued)

Performance Measures  
Planning and Zoning Department

Council Strategic Focus Area: Governance Efficiencies

Objective: To perform all first submission subdivision construction drawing reviews within the State mandated period of 60 days from date of receipt of the submission.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE					
Number of 1 <sup>st</sup> submission subdivision construction drawings received				1	3
<b>Output</b>					
Number of 1 <sup>st</sup> submission subdivision construction drawings reviewed within 60 days				1	3
Number of 1 <sup>st</sup> submission subdivision construction drawings reviewed				1	3
<b>Outcome</b>					
Average number of days a 1 <sup>st</sup> submission subdivision construction drawing is in Town system				58	55
Average number of days with applicant between submissions				113	100
<b>Efficiency</b>					
% of 1 <sup>st</sup> submission subdivision construction drawings reviewed within 60 days				100%	100%

COMMUNITY DEVELOPMENT (continued)

6.7 Plan Review (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all subsequent subdivision construction drawing reviews within the State mandated period of 45 days from date of receipt of the submission.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE					
Number of subdivision construction drawings received for review				5	6
<b>Output</b>					
Number of subsequent subdivision construction drawing reviews completed within 45 days				5	6
Average number of days a subsequent subdivision construction drawing is in Town system				41	35
Average number of days with applicant between submissions				84	75
Average number of submissions before signature sets were requested				4.0	3.5
<b>Efficiency</b>					
% of subsequent subdivision construction drawings reviewed within 45 days				100%	100%

COMMUNITY DEVELOPMENT (continued)

6.7 Plan Review (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all first submission site plan reviews within the State mandated period of 60 days from date of receipt of the submission.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE					
Number of 1 <sup>st</sup> submission site plans received				14	13
<b>Output</b>					
Number of 1 <sup>st</sup> submission site plans reviewed within 60 days				9	12
Number of 1 <sup>st</sup> submission site plans reviewed				13	13
Average number of days a 1 <sup>st</sup> submission site plan is in Town system				51	48
Average number of days with applicant between submissions				115	100
<b>Efficiency</b>					
% of 1 <sup>st</sup> submission site plans reviewed within 60 days				69.2%	92.3%

**Note:** Most reviews extending over the 60-day timeline were by one or two days in the first quarter of the year when the division was focused on preparing amendments to the Subdivision and Land Development Regulations and preparing the Plan Review Procedures Manual.

COMMUNITY DEVELOPMENT (continued)

6.7 Plan Review (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all subsequent site plan reviews within the State mandated period of 45 days from date of receipt of the submission.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
#FTE					
Number of site plans received for subsequent review				41	35
<b>Output</b>					
Number of subsequent site plans reviewed within 45 days				30	31
Number of site plans receiving a review				38	32
Average number of days a subsequent site plan review is in Town system				39	35
Average number of days with applicant between submissions				80	75
Average number of submissions before signature sets were requested				3.1	3.0
<b>Efficiency</b>					
% of subsequent subdivision construction drawings reviewed within 45 days				78.9%	97%

COMMUNITY DEVELOPMENT (continued)

6.7 Plan Review (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all special exception plat reviews within the department mandated period of 28 days from date of acceptance of the application.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
# FTE				2	2
Number of special exception submissions received				29	25
<b>Output</b>					
Number of submissions approved within 28 days				27	25
Number of submissions reviewed				29	25
Average number of days required to complete special exception plat review				24	23
Average number of days with applicant between submissions					
Average number of submissions before Council final action					
<b>Efficiency</b>					
% of submissions reviewed within 28 days				93%	100%

COMMUNITY DEVELOPMENT (continued)

6.8 Economic Development and Tourism

Program Description

The mission of Economic Development and Tourism is to ensure the economic vitality and stability of the Town by attracting, retaining and growing quality businesses that will result in an increased and diversified commercial tax base, while retaining the charming, historical, hometown atmosphere. Starting in FY 2009, the department has been moved to the Town Manager’s Office. Budgetary information for FY 2007 and FY 2008 are displayed in the Community Development Section. FY 2009 budgetary and program information are presented in the Town Manager’s Office.

Table 6.9 ECONOMIC DEVELOPMENT AND TOURISM EXPENDITURE SUMMARY (PRIOR YEARS)

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$283,859	\$294,908	\$264,908					(\$294,908)	(100.0)
Contractual Services	293,934	357,625	317,625					(357,625)	(100.0)
Materials and Supplies	15,996	26,500	24,500					(26,500)	(100.0)
Continuous Charges	1,689	2,000	2,000					(2,000)	(100.0)
Capital Outlay		6,200	6,000					(6,200)	(100.0)
<b>TOTAL</b>	<b>\$595,478</b>	<b>\$687,233</b>	<b>\$615,033</b>					<b>(\$687,233)</b>	<b>(100.0)</b>
<b>Personnel Summary</b>									
Full-time	3.0	3.0	3.0					(3.0)	(100.0)
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>					<b>(3.0)</b>	<b>(100.0)</b>
<b>Funding Summary</b>									
General Fund	\$595,478	\$687,233	\$615,033					(\$687,233)	(100.0)
<b>TOTAL</b>	<b>\$595,478</b>	<b>\$687,233</b>	<b>\$615,033</b>					<b>(\$687,233)</b>	<b>(100.0)</b>

COMMUNITY DEVELOPMENT (continued)

6.9 Economic Development Commission

Program Description

The Leesburg Economic Development Commission consists of nine members appointed by the Town Council, one of whom is a member of Council. In addition, the Planning Commission and the Airport Commission appoint liaisons who serve as ex-officio members of the Commission. Starting in FY 2009, the commission has been moved to the Town Manager’s Office. Budgetary information for FY 2007 and FY 2008 are displayed in the Community Development Section. FY 2009 budgetary and program information are presented in the Town Manager’s Office.

Table 6.10 ECONOMIC DEVELOPMENT COMMISSION EXPENDITURE SUMMARY (PRIOR YEARS)									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,557	\$4,520	\$4,520					(\$4,520)	(100.0)
Contractual Services	797	1,200	1,200					(1,200)	(100.0)
<b>TOTAL</b>	<b>\$4,354</b>	<b>\$5,720</b>	<b>\$5,720</b>					<b>(\$5,720)</b>	<b>(100.0)</b>
<b>Funding Summary</b>									
General Fund	\$4,354	\$5,720	\$5,720					(\$5,720)	(100.0)
<b>TOTAL</b>	<b>\$4,354</b>	<b>\$5,720</b>	<b>\$5,720</b>					<b>(\$5,720)</b>	<b>(100.0)</b>

**THIS PAGE INTENTIONALLY LEFT BLANK.**

GENERAL FUND DEBT SERVICE

7.1 General Fund Debt Service Summary

Program Description

The debt service section of the General Fund budget accounts for the payment of interest and principal of general long-term debt. General long-term debt includes general obligation bonds supported by the full faith and credit of the Town. Pursuant to the Town Charter and the Code of Virginia, the Town is authorized to issue general obligation bonds. State law limits the amount of outstanding Town debt to ten percent of the assessed value of the real estate subject to taxation. In FY 2008, the Town issued Bond Anticipation Notes in the amount of \$5,000,000 to provide short term financing for construction of the indoor tennis facility and outdoor pool at Ida Lee Recreation Center. Interest on the notes is being paid from the Symington Fund.

Table 7.1 DEBT SERVICE EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Principal	\$2,969,395	\$3,234,444	\$3,234,444	\$3,207,922		\$3,207,922	\$3,207,922	(\$26,522)	(0.8)
Interest	1,794,038	2,011,121	2,086,925	2,049,947		2,049,947	2,049,947	38,826	1.9
<b>TOTAL</b>	<b>\$4,763,433</b>	<b>\$5,245,565</b>	<b>\$5,321,369</b>	<b>\$5,257,869</b>		<b>\$5,257,869</b>	<b>\$5,257,869</b>	<b>\$12,304</b>	<b>0.2</b>
<b>Funding Summary</b>									
General Fund	\$4,763,433	\$5,245,565	\$5,245,369	\$5,088,369		\$5,088,369	\$5,088,369	(\$157,196)	(3.0)
Symington Fund			76,000	169,500		169,500	169,500	\$169,500	100.0
<b>TOTAL</b>	<b>\$4,763,433</b>	<b>\$5,245,565</b>	<b>\$5,321,369</b>	<b>\$5,257,869</b>		<b>\$5,257,869</b>	<b>\$5,257,869</b>	<b>\$12,304</b>	<b>0.2</b>

GENERAL FUND DEBT SERVICE

7.2 Transfers to Other Funds Summary

Program Description

This section of the budget identifies transfers made from the General Fund to the Capital Projects and Airport Funds. In previous years, the transfers to the Capital Projects Fund were to fund certain capital projects and the Department of Capital Project Management, which manages the Capital Improvements Program. Funds were also transferred to the Airport Fund. The Adopted FY 2009 Capital Improvements Program includes a transfer from the General Fund to the Capital Projects Fund for the Dog Park Project. For FY 2009, the Capital Projects Management Department will be funded from the Capital Projects Fund. The FY 2009 Airport Pro Forma does not include a transfer from the General Fund.

Table 7.2 TRANSFERS TO OTHER FUNDS EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Approved	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Capital Projects Fund	\$1,073,372	\$1,405,660	\$1,405,660				\$7,000	(\$1,398,660)	(99.5)
Airport Fund	273,648	204,258	204,258					(204,258)	(100.0)
<b>TOTAL</b>	<b>\$1,347,020</b>	<b>\$1,609,918</b>	<b>\$1,609,918</b>				<b>\$7,000</b>	<b>(\$1,602,918)</b>	<b>(99.6)</b>
<b>Funding Summary</b>									
General Fund	\$1,347,020	\$1,609,918	\$1,609,918				\$7,000	(\$1,602,918)	(99.6)
<b>TOTAL</b>	<b>\$1,347,020</b>	<b>\$1,609,918</b>	<b>\$1,609,918</b>				<b>\$7,000</b>	<b>(\$1,602,918)</b>	<b>(99.6)</b>

## GENERAL FUND DEBT SERVICE

## 7.3 General Fund Pro Forma

	Audited FY 2007	Estimated FY 2008	Adopted FY 2009	Projected FY 2010	Projected FY 2011	Projected FY 2012	Projected FY 2013
<b>Beginning Fund Balance</b>	<b>\$15,647,350</b>	<b>\$17,318,127</b>	<b>\$14,159,731</b>	<b>\$11,357,371</b>	<b>\$9,332,413</b>	<b>\$7,982,138</b>	<b>\$7,120,078</b>
<b>Operating Revenues</b>							
Real Estate Property Tax	12,266,886	12,172,754	12,091,692	12,575,360	13,078,374	13,601,509	14,145,569
Personal Property Tax	1,260,260	1,337,000	1,434,893	1,492,289	1,551,980	1,614,059	1,678,622
Other Local Taxes	8,702,618	8,870,000	8,970,000	9,328,800	9,701,952	10,090,030	10,493,631
Permits, fees and Licenses	612,684	420,000	390,000	405,600	421,824	438,697	456,245
Fines and Forfeitures	414,413	340,000	340,000	353,600	367,744	382,454	397,752
Use of Money and Property	1,692,761	1,106,500	1,337,000	1,390,480	1,446,099	1,503,943	1,564,101
Charges for Services	3,446,743	3,840,237	4,207,877	4,376,192	4,551,240	4,733,289	4,922,621
Donations and Receipts	151,708	54,900	65,000	67,600	70,304	73,116	76,041
Intergovernmental	12,307,056	11,922,454	11,769,180	12,239,947	12,729,545	13,238,727	13,768,276
<b>TOTAL OPERATING REVENUE</b>	<b>40,855,129</b>	<b>40,063,845</b>	<b>40,605,642</b>	<b>42,229,868</b>	<b>43,919,062</b>	<b>45,675,825</b>	<b>47,502,858</b>
<b>Operating Expenditures</b>							
Direction and Support Services	6,131,393	6,511,166	7,784,708	8,075,209	8,325,772	8,585,259	8,854,007
Public Safety	8,866,655	10,173,348	10,923,899	11,361,411	11,747,517	12,168,719	12,616,651
Public Works	10,728,162	11,604,609	11,585,929	11,624,896	11,930,740	12,261,359	12,592,090
Leisure Services	6,350,607	7,062,121	7,476,705	7,629,234	7,894,500	8,169,621	8,454,945
Community Development	3,173,877	3,782,270	3,496,604	3,621,766	3,759,988	3,903,605	4,052,832
Personnel Adjustments		(500,000)	(570,000)	(520,000)	(488,000)	(497,000)	(508,000)
<b>Expenditures</b>	<b>35,250,694</b>	<b>38,633,514</b>	<b>40,697,845</b>	<b>41,792,516</b>	<b>43,170,517</b>	<b>44,591,563</b>	<b>46,062,525</b>
<b>Debt Services</b>							
Principal	2,969,395	3,234,444	3,207,922	3,060,964	2,875,508	2,930,253	2,931,777
Interest	1,794,038	2,086,925	2,049,947	1,928,172	1,815,909	1,676,499	1,549,201
<b>Total Debt Service</b>	<b>4,763,433</b>	<b>5,321,369</b>	<b>5,257,869</b>	<b>4,989,136</b>	<b>4,691,417</b>	<b>4,606,752</b>	<b>4,480,978</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>40,014,127</b>	<b>43,954,883</b>	<b>45,955,714</b>	<b>46,781,652</b>	<b>47,861,934</b>	<b>49,198,315</b>	<b>50,543,503</b>

## GENERAL FUND DEBT SERVICE

## 7.3 General Fund Pro Forma (continued)

	Audited FY 2007	Estimated FY 2008	Adopted FY 2009	Projected FY 2010	Projected FY 2011	Projected FY 2012	Projected FY 2013
<b>Transfers In</b>							
Utilities Fund	1,900,000	2,021,184	2,004,160	2,064,285	2,126,213	2,190,000	2,255,700
Airport Fund	195,185	192,803	221,400	228,042	234,883	241,930	249,188
Symington Fund		76,000	169,500	169,500	169,500	169,500	76,000
Uran Fund	81,610	52,573	159,652	65,000	62,000	59,000	56,000
<b>Total Transfers In</b>	<b>2,176,795</b>	<b>2,342,560</b>	<b>2,554,712</b>	<b>2,526,827</b>	<b>2,592,596</b>	<b>2,660,430</b>	<b>2,636,888</b>
<b>Transfers Out</b>							
Capital Projects Fund	1,073,372	1,405,660	7,000				
Airport Fund	273,648	204,258					
<b>Total Transfers Out</b>	<b>1,347,020</b>	<b>1,609,918</b>	<b>7,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET OTHER FINANCING SOURCES</b>	<b>829,775</b>	<b>732,642</b>	<b>2,547,712</b>	<b>2,526,827</b>	<b>2,592,596</b>	<b>2,660,430</b>	<b>2,636,888</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>1,670,777</b>	<b>-3,158,396</b>	<b>-2,802,360</b>	<b>-2,024,958</b>	<b>-1,350,275</b>	<b>-862,060</b>	<b>-403,757</b>
<b>ENDING FUND BALANCE</b>	<b>17,318,127</b>	<b>14,159,731</b>	<b>11,357,371</b>	<b>9,332,413</b>	<b>7,982,138</b>	<b>7,120,078</b>	<b>6,716,320</b>

CAPITAL IMPROVEMENT PROJECTS

8.1 Department of Capital Projects Management Summary

Program Description

The Department of Capital Projects Management is responsible for administering both design and construction of the Town’s capital projects from inception to completion, in conjunction with the Town’s mission and objectives. The Department is also responsible for presenting new projects to residents, answering staff and resident questions relevant to capital projects, collaborating with residents and garnering neighborhood input, developing overall schedules and budgets for capital projects, and requesting eligible expenditure reimbursements from federal and state agencies. Furthermore, the Department obtains the necessary easements and rights-of-way for the completion of capital projects, and prepares technical reports for the Town Council, Planning Commission, Town Manager, and other departments.

Table 8.1 CAPITAL PROJECTS MANAGEMENT EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$956,203	\$1,074,085	\$1,074,085	\$1,101,213	\$75,565	\$1,176,778	\$1,160,118	\$86,033	8.0
Contractual Services	162,538	233,875	233,875	337,875		337,875	337,875	104,000	44.5
Materials and Supplies	12,396	7,700	7,700	10,900		10,900	10,900	3,200	41.6
Continuous Charges	2,246	70,000	70,000	70,000		70,000	70,000		
Capital Outlay	29,418	20,000	20,000	3,000	4,100	7,100	7,100	(12,900)	(64.5)
<b>TOTAL</b>	<b>\$1,162,801</b>	<b>\$1,405,660</b>	<b>\$1,405,660</b>	<b>\$1,522,988</b>	<b>\$79,665</b>	<b>\$1,602,653</b>	<b>\$1,585,993</b>	<b>\$180,333</b>	<b>12.8</b>
<b>Personnel Summary</b>									
Full-time	9.0	9.0	9.0	9.0	1.0	10.0	10.0	1.0	11.1
<b>TOTAL</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>1.0</b>	<b>10.0</b>	<b>10.0</b>	<b>1.0</b>	<b>11.1</b>
<b>Funding Summary</b>									
Transfer General Fund	\$1,073,372	\$1,405,660	\$1,405,660				\$7,000	(\$1,398,660)	(99.5)
Capital Projects Fund	89,429			1,522,988	79,665	1,602,653	1,578,993	1,578,993	100.0
<b>TOTAL</b>	<b>\$1,162,801</b>	<b>\$1,405,660</b>	<b>\$1,405,660</b>	<b>\$1,522,988</b>	<b>\$79,665</b>	<b>\$1,602,653</b>	<b>\$1,585,993</b>	<b>\$180,333</b>	<b>12.8</b>

**CAPITAL PROJECTS MANAGEMENT (continued)****8.1 Department of Capital Projects Management Summary (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ The proposed budget provides \$79,665 for a Senior Engineer position to provide additional oversight of contractors for CIP projects under construction.
- ❖ Contractual Services increased by \$104,000 from \$233,875 in FY 2008 to \$337,875 in FY 2009 to fund studies (\$100,000) to determine whether a project should be considered for the Capital Improvements Program and \$4,000 for the impact of inflation on contracts.
- ❖ Capital Outlay has decreased \$12,900 from \$20,000 in FY 2008 to \$7,100 in FY 2009 as a result of the completion of one time purchases.

**FY 2008 Accomplishments**

- Awarded engineering design contracts for 24 capital projects totaling \$97 million.
- Began construction of 11 capital projects, totaling \$79 million.
- Completed construction for 10 capital projects, totaling \$84 million.
- Completed 6 drainage studies.
- Established a Natural Resources Protection Policy which includes preservation measures in design of capital projects in accordance with Virginia Department of Conservation and Recreation's Natural Heritage Program.
- Developed Master Tree Planting Plan and implemented Phase I of the planting for the Town-wide Tree Canopy project for Battlefield Parkway.

**FY 2009 Objectives**

- 33 capital projects are in design.
- 25 capital projects are under construction or will be completed.

**CAPITAL PROJECTS MANAGEMENT (continued)**

**8.1 Department of Capital Projects Management Summary (continued)**

**Performance Measure**

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

	<b>FY 04 Actual</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>
<b>Input</b>					
Dollars spent (000s)			\$1,098	\$1,162	\$1,406
# FTEs			7	10	10
# of projects under management			50	64	80
<b>Output</b>					
# of projects in design			26	44	50
# of projects under construction			24	20	30
<b>Efficiency</b>					
% of projects completed on schedule			86%	100%	90%
% of projects completed within budget			100%	100%	90%

**CAPITAL PROJECTS MANAGEMENT (continued)**

**8.2 Capital Improvements Expenditure Summary**

See the Capital Improvements Program (CIP), for details of these expenditures. This table includes capital improvements expenditures for the General Fund, which do not include projects for the Utilities and Airport enterprise funds. Summaries of capital improvements projects for enterprise funds appear in their respective sections below, while the details appear in the CIP section.

**Table 8.2 CAPITAL IMPROVEMENTS EXPENDITURE SUMMARY - GENERAL GOVERNMENT**

<b>Expense Summary</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Base</b>	<b>FY 2009 PCPs</b>	<b>FY 2009 Proposed</b>	<b>FY 2009 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
General Government	\$353,363	\$581,612	\$512,750	\$925,010		\$925,010	\$1,205,010	\$623,398	107.2
Parks and Recreation	2,230,121	8,813,200	4,083,600	9,290,000		9,290,000	9,195,000	\$381,800	4.3
Streets and Highways	10,271,039	14,435,059	11,980,500	9,632,821		9,632,821	9,392,821	(\$5,042,238)	(34.9)
Storm Drainage	6,645,948	3,095,352	1,995,000	3,284,000		3,284,000	3,144,000	\$48,648	1.6
<b>TOTAL</b>	<b>\$19,500,471</b>	<b>\$26,925,223</b>	<b>\$18,571,850</b>	<b>\$23,131,831</b>		<b>\$23,131,831</b>	<b>\$22,936,831</b>	<b>(\$3,988,392)</b>	<b>(14.8)</b>

UTILITIES DEPARTMENT

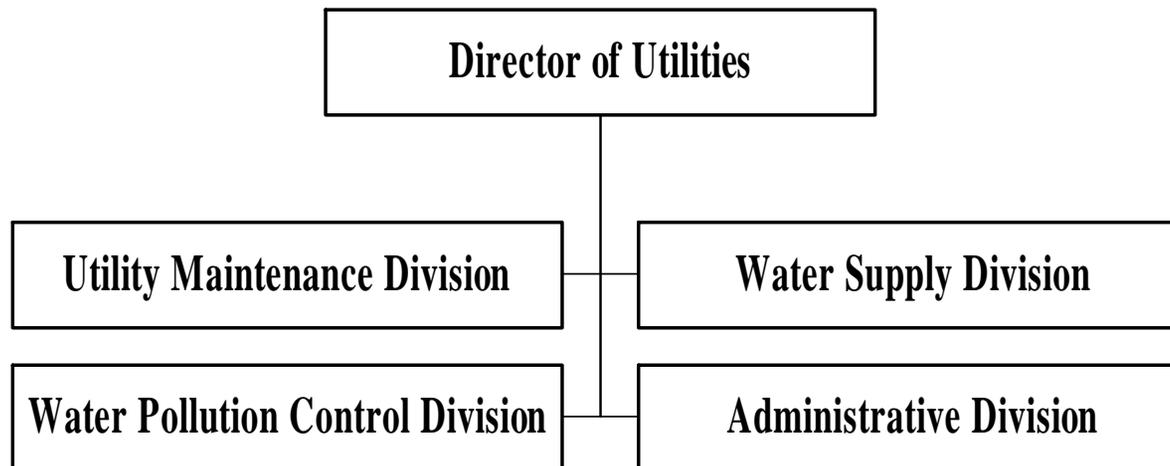
9.0 Utilities Fund - Summary

The Utilities Fund is an enterprise fund.

Table 9.1 UTILITIES FUND EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Operations	\$11,048,988	\$12,626,677	\$12,528,277	\$12,868,188		\$12,868,188	\$12,770,149	\$143,472	1.1
Capital Improvements	20,250,534	14,760,000	13,660,000	7,392,000		7,392,000	7,392,000	(7,368,000)	(49.9)
Debt Service	3,188,934	4,896,740	4,896,740	5,350,484		5,350,484	5,350,484	453,744	9.3
<b>TOTAL</b>	<b>\$34,488,456</b>	<b>\$32,283,417</b>	<b>\$31,085,017</b>	<b>\$25,610,672</b>		<b>\$25,610,672</b>	<b>\$25,512,633</b>	<b>(\$6,770,784)</b>	<b>(21.0)</b>
<b>Personnel Summary</b>									
Full-time	86.0	86.0	86.0	85.0		85.0	85.0	(1.0)	(1.2)
<b>TOTAL</b>	<b>86.0</b>	<b>86.0</b>	<b>86.0</b>	<b>85.0</b>		<b>85.0</b>	<b>85.0</b>	<b>(1.0)</b>	<b>(1.2)</b>
<b>Funding Summary</b>									
Current Revenue	\$22,899,061	\$24,165,417	\$23,572,017	\$21,545,072		\$21,545,072	\$21,447,033	(\$2,718,384)	(11.2)
Revenue Bonds	11,589,395	8,118,000	7,513,000	4,065,600		4,065,600	4,065,600	(4,052,400)	(49.9)
<b>TOTAL</b>	<b>\$34,488,456</b>	<b>\$32,283,417</b>	<b>\$31,085,017</b>	<b>\$25,610,672</b>		<b>\$25,610,672</b>	<b>\$25,512,633</b>	<b>(\$6,770,784)</b>	<b>(21.0)</b>

**UTILITIES DEPARTMENT (continued)****9.1 Utilities Department Operations Summary****Department Description**

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

**Chart 9.1 Utilities Fund Organization Chart**

UTILITIES DEPARTMENT (continued)

9.1 Utilities Department Operations Summary (continued)

Table 9.2 UTILITIES DEPARTMENT OPERATIONS EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administration	\$2,821,591	\$3,122,384	\$3,116,284	\$3,203,322		\$3,203,322	\$3,190,899	\$68,515	2.2
Utility Maintenance	2,398,379	3,033,435	2,961,135	3,405,825		3,405,825	3,368,172	334,737	11.0
Water Supply	2,181,529	2,564,356	2,564,356	2,582,875		2,582,875	2,562,887	(1,469)	(0.1)
Water Pollution Control Maintenance	3,211,179 436,310	3,445,458 461,044	3,445,458 441,044	3,676,166		3,676,166	3,648,191	202,733 (\$461,044)	5.9 (100.0)
<b>TOTAL</b>	<b>\$11,048,988</b>	<b>\$12,626,677</b>	<b>\$12,528,277</b>	<b>\$12,868,188</b>		<b>\$12,868,188</b>	<b>\$12,770,149</b>	<b>\$143,472</b>	<b>1.1</b>
<b>Personnel Summary</b>									
Full-time	86.0	86.0	86.0	85.0		85.0	85.0	(1.0)	(1.2)
<b>TOTAL</b>	<b>86.0</b>	<b>86.0</b>	<b>86.0</b>	<b>85.0</b>		<b>85.0</b>	<b>85.0</b>	<b>(1.0)</b>	<b>(1.2)</b>

UTILITIES DEPARTMENT (continued)

9.2 Utilities - Administration Division

Program Description

The Utilities Administration Division provides funding for administration of the Utilities Department. The primary function of this budget activity is to provide administrative support and management of capital projects in water treatment, sewage treatment, and utility maintenance divisional operations. The expenditures associated with this division also include transfers to the General Fund for overhead support and capital projects management.

Table 9.3 UTILITIES - ADMINISTRATION DIVISION EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$809,527	\$866,430	\$866,230	\$879,292		\$879,292	\$866,869	\$439	0.1
Contractual Services	81,410	81,045	75,545	143,270		143,270	143,270	62,225	76.8
Materials and Supplies	4,550	5,774	5,774	6,000		6,000	6,000	226	3.9
Transfer	1,900,000	2,146,184	2,146,184	2,139,160		2,139,160	2,139,160	(7,024)	(0.3)
Continuous Charges	23,810	9,125	9,125	7,000		7,000	7,000	(2,125)	(23.3)
Capital Outlay	2,294	13,826	13,426	28,600		28,600	28,600	14,774	106.9
<b>TOTAL</b>	<b>\$2,821,591</b>	<b>\$3,122,384</b>	<b>\$3,116,284</b>	<b>\$3,203,322</b>		<b>\$3,203,322</b>	<b>\$3,190,899</b>	<b>\$68,515</b>	<b>2.2</b>
<b>Personnel Summary</b>									
Full-time	7.0	7.0	7.0	7.0		7.0	7.0		
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>		<b>7.0</b>	<b>7.0</b>		

**UTILITIES DEPARTMENT (continued)****9.2 Utilities - Administration Division (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Employee Training decreased \$2,775 from \$12,775 in FY 2008 to \$10,000 in FY 2009 as a result of reduction in expenditures.
- ❖ Legal Services increased \$48,000 from \$2,000 in FY 2008 to \$50,000 in FY 2009 to provide sufficient resources for anticipated legal issues.
- ❖ Architectural and Engineering Services decreased \$123,000 from \$143,000 in FY 2008 to \$20,000 in FY 2009 as a result of the redistribution of expenses to more appropriate accounts.
- ❖ Computer Software Maintenance Services increased to \$5,000 in FY 2009 as a result of maintenance agreements for various software used by the department.
- ❖ Office Supplies decreased \$2,300 from \$5,300 in FY 2008 to \$3,000 in FY 2009 as a result of reduction in expenditures.
- ❖ Individual Claim & Settlements increased to \$135,000 in FY 2009 for the reimbursement of the Oaklawn proffer settlement and for the pro-rata reimbursements to Richlynn and Brownell.
- ❖ Operating Lease Payments decreased \$4,000 from \$9,000 in FY 2008 to \$5,000 in FY 2009 as a result of historical expenditure pattern.
- ❖ Equipment Rentals increased to \$2,000 in FY 2009 as a result of shifting of expenditures for contractual services to this category.
- ❖ Computer Software increased to \$17,000 in FY 2009 to purchase the new versions of CADD and Arcview licenses.

## UTILITIES DEPARTMENT (continued)

## 9.2 Utilities - Administration Division (continued)

## FY 2008 Accomplishments

- Continued administration of the Utility Lines Division maintenance building valued at \$5,500,000, water plant expansion valued at \$15,000,000, and water pollution control facility expansion contract valued at \$39,000,000.
- Reduced unaccounted for water to an unprecedented 5%.
- Implemented a Wise Water Program with Council of Governments (COG) for the metropolitan area; Represented Town on the American Water Works Association Customer Service Committee, the Northern Virginia Water Environment Federation committee, the Virginia Cross Connection Committee board of directors, and the COG Wise Water campaign board.
- Updated water and sewer models to an Arcmap module.
- Provided educational materials at the annual Flower and Garden Show and Kiwanis Halloween Parade. Developed a new committee through COG on “What not to flush”.
- Revised Articles 2 and 4 and Appendix A of the Town’s Design and Construction Standards Manual, reviewed 247 plans and processed 51 water and sewer model requests.

## FY 2009 Objectives

- Award contract for next phase of water, sanitary sewer system improvements, and I/I valued at \$600,000.
- Obtain E3 status for the Environmental Management System for the Water Pollution Control Facility and continue implementation with other divisions.
- Administer and complete the construction of the water treatment plant expansion, and the water pollution control facility expansion.
- Continue implementation of Capacity Management Operations Maintenance (CMOM) at Utility Maintenance Division (UMD); and Environmental Management System at Utility Maintenance Division (UMD) and water treatment plant.
- Investigate the feasibility of using untreated well water to irrigate Town property/uses.
- Continue representing Town in various organizations.
- Obtain E2 status from Department of Environmental Quality for UMD.
- Continue public education regarding water conservation with educational presentations in schools, participation in the Town’s Flower and Garden Show, and the annual Kiwanis Halloween parade.
- Implement the alternatives recommended in the Lower Sycolin Sewer System study.

UTILITIES DEPARTMENT (continued)

9.2 Utilities - Administration Division (continued)

Performance Measures

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

**Objective:** To annually inspect 100% of the high hazard water connections, minimizing potential of cross-connection contamination.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
# FTE	.65	.70	.75	.80	.80
Total devices inspected	1,260	1,425	1,575	1,940	2,160
High Hazard-Commercial Connections (Require annual inspections)	575	550	565	575	585
High Hazard-Residential Connections (Require testing record)	300	350	400	710	850
Moderate Hazard Bi-annual inspection	105	200	225	250	260
Low Hazard Bi-annual inspection	280	325	385	405	465
<b>Output</b>					
High Hazard-Commercial Connections (Require annual inspections)	575	550	565	575	585
High Hazard-Residential Connections (Require testing record)	300	284	365	500 <sup>1</sup>	825
Moderate Hazard Bi-annual inspection	82	100	140	110 <sup>2</sup>	140
Low Hazard Bi-annual inspection	140	163	193	200 <sup>2</sup>	205
<b>Outcome</b>					
Percent of High Hazard-Commercial inspected	100%	100%	100%	100%	100%
Percent of High Hazard-Residential inspection test records submitted	100%	81%	91%	70%	97%
Percent of Moderate Hazard inspected Bi-annually	82%	50%	62%	100%	100%
Percent of Low Hazard inspected Bi-Annually	100%	100%	100%	100%	100%
Cost per inspection	\$30	\$30	\$31	\$29	\$30

1 – A total of 210 new residential sprinkler systems were identified in FY 07.

2 – Inspections are bi-annual.

UTILITIES DEPARTMENT (continued)

9.2 Utilities - Administration Division (continued)

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

**Objective:** To inspect 100% of the industrial waste discharge connections annually.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
#FTE	.35	.3	.25	.2	.2
Total industrial waste discharge connections	300	330	350	357	367
<b>Output</b>					
# Connections inspected	150	155	225	200	310
Percentage of connections inspected	50%	47%	64%	56%	84%
<b>Efficiency</b>					
Cost per inspection	\$136	\$119	\$72	\$39	\$40

**UTILITIES DEPARTMENT (continued)**

**9.2 Utilities - Administration Division (continued)**

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To process Public Facilities Permits (PFP) and fee requests within 3 business days of receipt 98% of the time.

	<b>FY 04 Actual</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>
<b>Input</b>					
# of requests for PFP's received	619	518	258	101	100
# FTE	1.3	1.2	.6	.25	.25
<b>Output</b>					
# of responses provided within 3 business days	604	468	231	81	90
Cost per permit FTE	\$155	\$180	\$188	\$211	\$217
<b>Outcome</b>					
Percent of responses made within 3 days	97%	90%	89%	81%	90%

UTILITIES DEPARTMENT (continued)

9.2 Utilities - Administration Division (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all first submission subdivision construction drawing plan reviews within the State mandated period of 60 days from date of receipt of the submission.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
Number of subdivision plans received	4	4	4	1	4
<b>Output</b>					
Number of subdivision plans reviewed within 60 days	4	4	4	1	4
<b>Outcome</b>					
Number of subdivision plans reviewed	4	4	4	1	4
<b>Efficiency</b>					
Average number of days required to complete subdivision plan review	7	6	30	25	60
% of subdivision plans reviewed within 60 days	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

9.2 Utilities - Administration Division (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all subsequent subdivision construction drawing plan reviews within the State mandated period of 45 days from date of receipt of the submission.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
Number of subdivision plans received for subsequent review	13	13	13	4	10
<b>Output</b>					
Number of subsequent subdivision plan reviews completed within 45 days	13	13	13	4	10
<b>Outcome</b>					
Number of subdivision plans receiving a subsequent review	13	13	13	4	10
<b>Efficiency</b>					
Average number of days required to complete a subsequent subdivision plan review	6	10	16	24	45
% of subsequent subdivision plans reviewed within 45 days	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

9.2 Utilities - Administration Division (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all first submission site plan reviews within the State mandated period of 60 days from date of receipt of the submission.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
Number of site plans received	10	25	27	29	20
<b>Output</b>					
Number of site plans reviewed within 60 days	10	25	27	29	20
<b>Outcome</b>					
Number of site plans reviewed	10	25	27	29	20
<b>Efficiency</b>					
Average number of days required to complete site plan review	7	4	21	21	45
% of site plans reviewed within 60 days	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

9.2 Utilities - Administration Division (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To perform all subsequent site plan reviews within the State mandated period of 45 days from date of receipt of the submission.

	CY 04 Actual	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Estimated
<b>Input</b>					
Number of site plans received for subsequent review	57	41	55	67	40
<b>Output</b>					
Number of subsequent site plans reviewed within 45 days	57	41	55	67	40
<b>Outcome</b>					
Number of site plans receiving a subsequent review	57	41	55	67	40
<b>Efficiency</b>					
Average number of days required to complete a subsequent site plan review	3	5	11	13	45
% of subsequent site plans reviewed within 45 days	100%	100%	100%	100%	100%

---

**UTILITIES DEPARTMENT (continued)****9.3 Utilities - Utility Maintenance Division****Program Budget Summary**

The Utility Maintenance Division is responsible for the operation and maintenance of the water distribution system and the maintenance of the wastewater collection system. In FY 2009, the former Maintenance Division has been merged with this new Division.

The Town's Utility System consists of 14,953 service connections which includes 2,955 "out of town" connections. The water distribution system consists of one well, four water booster stations, 215 miles of water mains ranging in size from 2" to 24". There are 2,285 fire hydrants, 6,500 water valves and 89 air release valves. The sanitary sewer collection system consists of 164 miles of gravity sewer ranging from 4" to 33". There are 4,700 manholes, nine pumping stations, and 9.9 miles of force mains. The Division's responsibilities include:

- Responding to all water and sewer requests for service and performing all system repairs (emergency and non-emergency).
- Maintaining the "fixed base" automatic meter reading system and performing all water meter testing maintenance and repair.
- Performing testing, maintenance and repair of all system fire hydrants.
- Performing all water systems control valve operations and conduct all water line flushing operations.
- Limited construction of new water and sewer line extension projects and installation of new services within the existing system.
- Performing all sanitary sewer cleaning (routine and emergency).
- Performing sanitary sewer system maintenance inspection using closed circuit TV equipment.
- Performing sanitary sewer system flow monitoring.
- Performing water system proactive leak detection to control water loss.
- Performing all inspections, testing, and acceptance of all new water and sewer lines on all Town projects and on all developer projects.
- Performing all routine high duty pump and motor maintenance/repair at the water treatment plant and the water pollution control facility.
- Maintaining water and wastewater plant chemical pumps.
- Performing all routine sanitary sewer pumping station maintenance.

UTILITIES DEPARTMENT (continued)

9.3 Utilities - Utility Maintenance Division (continued)

Table 9.4 UTILITY MAINTENANCE DIVISION EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,183,317	\$2,352,575	\$2,280,575	\$2,816,229		\$2,816,229	\$2,778,576	\$426,001	18.1
Contractual Services	100,372	248,410	248,110	155,396		155,396	155,396	(93,014)	(37.4)
Materials and Supplies	72,799	186,200	186,200	221,700		221,700	221,700	35,500	19.1
Continuous Charges	12,244	35,000	35,000	69,000		69,000	69,000	34,000	97.1
Capital Outlay	29,647	211,250	211,250	143,500		143,500	143,500	(67,750)	(32.1)
<b>TOTAL</b>	<b>\$2,398,379</b>	<b>\$3,033,435</b>	<b>\$2,961,135</b>	<b>\$3,405,825</b>		<b>\$3,405,825</b>	<b>\$3,368,172</b>	<b>\$334,737</b>	<b>11.0</b>
<b>Personnel Summary</b>									
Full-time	31.0	31.0	31.0	35.0		35.0	35.0	4.0	12.9
<b>TOTAL</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>	<b>35.0</b>		<b>35.0</b>	<b>35.0</b>	<b>4.0</b>	<b>12.9</b>

---

**UTILITIES DEPARTMENT (continued)****9.3 Utility - Utility Maintenance Division (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Equipment R&M Services increased \$4,000 from \$19,000 in FY 2008 to \$23,000 in FY 2009 due to division merger of the ULD and UMD.
- ❖ Highway R&M Services decreased \$95,000 from \$125,000 in FY 2008 to \$30,000 in FY 2009 as a result of redistribution of expenditures.
- ❖ Vehicle R&M Services increased \$2,500 from \$5,000 in FY 2008 to \$7,500 in FY 2009 due to division merger.
- ❖ Architecture and Engineering Services decreased \$7,500 from \$20,000 in FY 2008 to \$12,500 in FY 2009 as a result of redistribution of expenditures.
- ❖ Field Supplies increased \$13,300 from \$108,900 in FY 2008 to \$122,200 in FY 2009 as a result of redistribution of expenditures.
- ❖ Mechanical R&M Materials increased \$10,500 from \$45,500 in FY 2008 to \$56,000 in FY 2009 as a result of redistribution of expenditures.
- ❖ Vehicle R&M Materials increased \$2,500 from \$10,000 in FY 2008 to \$12,500 in FY 2009 as a result of merger of two divisions.
- ❖ Electricity Payments increased \$5,000 from \$15,000 in FY 2008 to \$20,000 in FY 2009 as a result of occupation of new Utility Maintenance Building and increase to 100% responsibility for payment, whereas responsibility at previous location was 30% of total cost.
- ❖ Natural Gas Payments increased \$28,000 from \$15,000 in FY 2008 to \$43,000 in FY 2009 as a result of occupancy of new building.
- ❖ Utilities decreased \$32,350 from \$123,800 in FY 2008 to \$91,450 in FY 2009 as a result of redistribution of expenditures.
- ❖ Computer Equipment decreased \$4,500 from \$12,000 in FY 2008 to \$7,500 in FY 2009 as a result of no new proposed purchases.
- ❖ Computer Software increased \$5,350 in FY 2009 as a result of upgrade to existing WinCam software.
- ❖ Voice & Data Transmission Equipment decreased \$2,300 from \$2,700 in FY 2008 to \$400 in FY 2009 due to use of cell phones vs. radios.
- ❖ Construction Equipment increased \$5,200 in FY 2009 as a result of distribution of expenditure to this account.
- ❖ Motor Vehicle Equipment decreased 100% from \$16,000 in FY 2008 due to no new vehicle purchases.
- ❖ Power R&M Equipment decreased \$23,150 from \$56,750 in FY 2008 to \$33,600 in FY 2009 due to replacement of Vac-Con.

**FUTURE BUDGET CONSIDERATIONS:**

- ❖ Increase in the funding for additional sewer lateral replacements and repairs.

---

**UTILITIES DEPARTMENT (continued)****9.3 Utilities - Utility Maintenance Division (continued)****FY 2008 Accomplishments**

- Responded to 621 customer complaints for water leaks, sewer backups, pressure complaints, and other system problems, and 10,435 requests to locate water and sewer lines (Miss Utility).
- Coordinated the installation of 168 new water and sewer connections.
- Completed the closed circuit television (CCTV) evaluation of 136,000 feet of sewer mains and approximately 2,400 laterals and flow monitoring.
- Cleaned 117,000 feet of sanitary sewer system mains and 3,000 feet of laterals. Repaired 64 leaks.
- Performed inspection, testing, and acceptance of water and sewer lines in new construction projects and all water and sewer inspections on capital projects.
- Continued leak detection, meter testing and water system monitoring in an effort to minimize “unaccounted for water” utilized chemical grouting, trenchless liners, and other modern technologies to reduce system infiltration and inflow.
- Completed routine maintenance of equipment for the water treatment plant and water pollution control facility.

**FY 2009 Objectives**

- Continue the fire hydrant maintenance program to maintain and improve the current I.S.O. rating of 4.
- Continue improvement of employee educational and safety program.
- Continue finding and eliminating sources of infiltration and inflow found during closed circuit television inspection of sanitary sewer system using the latest technology.
- Maintain and improve preventive maintenance programs that effectively locate and correct problems before they become complaints. Develop water system valve exercise program.
- Continue to perform proactive sewer main and lateral maintenance inspections to reduce the possibility of backup and overflows.
- Continue to develop public awareness programs to reduce sanitary sewer problems due to grease accumulation.
- Replace/rehabilitate 25% of problem sanitary sewer laterals.
- Develop and implement a Tree Root Control Program to reduce cleaning frequency of clay lines and laterals (trouble areas).

UTILITIES DEPARTMENT (continued)

9.3 Utilities - Utility Maintenance Division (continued)

Performance Measure

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

**Objective:** To maintain unaccounted-for-water in the system at less than 10% through a leak inspection program.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
#FTE	1.4	1.6	1.8	1.8	1.8
<b>Output</b>					
# Gallons of water pumped	1,392,839,800	1,522,007,600	1,604,723,500	1,773,000,000	1,798,000,000
# Gallons of water billed	1,240,871,000	1,344,374,000	1,433,897,000	1,459,843,000	1,600,000,000
# Gallons of water leaks detected	5,000,000	5,200,000	5,500,000	5,100,000	5,000,000
# Gallons used by Town facilities	21,692,306	27,235,578	25,920,520	49,553,140	53,000,000
<b>Efficiency</b>					
Percentage of unaccounted-for-water	7%	7.52%	6%	5%	5%

**Objective:** To respond to “requests to locate” water and sewer lines within the Town’s service area.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
#FTE	1.8	1.8	1.5	1.5	1.5
# Requests received	13,000	17,576	15,107	10,435	12,000
<b>Output</b>					
# Requests completed	13,000	17,576	15,107	10,435	12,000
Cost per completed request	\$9.45	\$7.34	\$7.47	\$7.76	\$8.07
<b>Efficiency</b>					
Percentage of requests completed	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

9.3 Utilities - Utility Maintenance Division (continued)

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance efficiencies

**Objective:** To test at least 50% of the Town’s fire hydrants annually to preserve the Town’s superior fire rating.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
#FTE	.6	.75	.85	.85	.85
# Hydrants in the system	2,129	2,178	2,200	2,235	2,285
# Hydrants to test	1,400	1,500	1,050	1,117	1,142
<b>Output</b>					
# Hydrants tested	1,400	1,500	1,050	1,117	1,142
<b>Efficiency</b>					
Percentage of hydrants tested	100%	100%	100%	100%	100%
Cost per hydrant test	\$38.88	\$45.36	\$73.44	\$69.04	\$71.82

UTILITIES DEPARTMENT (continued)

9.3 Utilities - Utility Maintenance Division (continued)

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

**Objective:** To respond to all emergency customer service calls within 4 hours, and to all non-emergency service calls within 48 hours.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
#FTE	2	1.7	1.5	1.5	1.5
# Emergency service calls	263	199	166	144	155
#Non-emergency service calls	457	314	252	244	225
<b>Output</b>					
# Emergency service calls responded to within 4 hours	252	195	158	144	135
# Non-emergency service calls responded to Within 48 hours	357	227	165	156	145
<b>Efficiency</b>					
Percentage of emergency service calls responded to within 4 hours	96%	98%	96%	100%	87%
Percentage of non-emergency service calls responded to within 48 hours	78%	73%	66%	64%	65%
Cost per service call	\$163	\$205	\$233	\$242	\$380

UTILITIES DEPARTMENT (continued)

9.3 Utilities - Utility Maintenance Division (continued)

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To provide routine preventative maintenance on all major water and wastewater equipment 100% of the time.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
# Pieces of equipment	335	335	335	340	360
<b>Output</b>					
# Pieces of equipment serviced annually	265	265	265	270	280
# Pieces of equipment serviced biannually	70	70	70	70	80
<b>Efficiency</b>					
Average time required to service per piece of equipment (hours)	1	1	1	1	1
Percentage of equipment serviced	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

9.4 Utilities - Water Supply Division

Program Summary

The Water Supply Division (WSD) is responsible for the safe and efficient operation of Leesburg’s water production, water pumping stations, and storage facilities. The Divisional goal is the production of aesthetically pleasing and chemically pure water that meets or exceeds quality standards established by the Safe Drinking Water Act in sufficient quantity to satisfy the domestic needs of the citizens of the Town of Leesburg and to assure that there is an adequate supply for fire protection. The Division maintains the 15 MGD water filtration plant and storage facilities in peak condition; develops special treatment techniques which provide for efficient and less costly operations; prepares monthly reports for state agencies; maintains a state certified laboratory for commercial water testing; monitors water levels in storage facilities and water pressure in the distribution system; and tests water for chemical and bacteriological quality throughout approximately 215 miles of distribution system piping.

Table 9.5 WATER SUPPLY DIVISION EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,308,525	\$1,441,382	\$1,441,382	\$1,496,372		\$1,496,372	\$1,476,587	\$35,205	2.4
Contractual Services	174,718	197,800	197,800	200,300		200,300	200,300	2,500	1.3
Materials and Supplies	321,092	448,000	448,000	448,000		448,000	448,200	200	0.0
Continuous Charges	354,236	446,184	446,184	401,800		401,800	401,800	(44,384)	(9.9)
Capital Outlay	22,958	31,000	31,000	36,000		36,000	36,000	5,000	16.1
<b>TOTAL</b>	<b>\$2,181,529</b>	<b>\$2,564,366</b>	<b>\$2,564,366</b>	<b>\$2,582,472</b>		<b>\$2,582,472</b>	<b>\$2,562,887</b>	<b>(\$1,479)</b>	<b>(0.1)</b>
<b>Personnel Summary</b>									
Full-time	17.0	17.0	17.0	17.0		17.0	17.0		
<b>TOTAL</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>		<b>17.0</b>	<b>17.0</b>		

**UTILITIES DEPARTMENT (continued)****9.4 Utilities - Water Supply Division (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Laboratory Supplies increased \$2,000 from \$16,000 in FY 2008 to \$18,000 in FY 2009 as a result of an increase in water production.
- ❖ Field Supplies increased \$7,000 in FY 2009 as a result of reallocation of expenditures to the appropriate MUNIS account.
- ❖ Chemical Supplies decreased \$15,500 from \$396,000 in FY 2008 to \$380,500 in FY 2009 as a reallocation of expenditures to the appropriate MUNIS account.
- ❖ Mechanical R&M Materials increased \$4,000 from \$17,000 in FY 2008 to \$21,000 in FY 2009 due to expansion of the water treatment plant to 15 MGD.
- ❖ Electricity Payments decreased \$46,884 from \$376,884 in FY 2008 to \$330,000 in FY 2009 as a result of no increase in rates as anticipated.
- ❖ Water Connection Expenses increased \$2,000 from \$30,800 in FY 2008 to \$32,800 in FY 2009 as a result of increase in population.
- ❖ Computer Equipment decreased \$3,000 from \$5,000 in FY 2008 to \$2,000 in FY 2009 as a result of on time purchases.
- ❖ Construction Equipment decreased \$13,000 from \$22,000 in FY 2008 to \$9,000 in FY 2009 as a result of completion of projects.
- ❖ Motor Vehicle Equipment increased \$21,000 in FY 2009 as a result of purchase of a new replacement vehicle.

UTILITIES DEPARTMENT (continued)

9.4 Utilities - Water Supply Division (continued)

FY 2008 Objectives

- Complied with all testing requirements mandated by the Safe Drinking Water Act and the VDH (Virginia Department of Health); Met EPA training requirements to maintain operator licenses.
- Triennial lead and copper testing results met all required parameters.
- Distributed Consumer Confidence Reports to all customers in the Town.
- Achieved provisional approval from VDH for Cryptosporidium sp. testing under the Long Term 2 Enhanced Surface Water Treatment Rule.
- Assembled/forwarded the completed Initial Distribution System Evaluation to the EPA and VDH (System Specific Study-Stage 2 Disinfection By-Products Rule). Coordinated WTP operations with ongoing construction to upgrade capacity to 15 MGD.
- Completed installation and roof replacement for 643 Booster Station.

FY 2009 Objectives

- Provide educational and safety programs for operator development.
- Utilize cost saving techniques to reduce water production costs.
- Initiate programs to meet compliance schedules and testing mandated by the Safe Drinking Water Act Amendments and the VDH.
- Mail Consumer Confidence Reports to all water customers in the Town of Leesburg.
- Continue monthly WSD Organizational, Safety & Development training.
- Comply with EPA training requirements to maintain operator licenses.
- Complete construction of Route 643 water booster station upgrade.

Performance Measure

Council Strategic Focus Area: Governance Efficiencies

Water Supply Division Performance Measure: To reduce water production costs by instituting cost saving measures.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
Cost for water production	\$1,622,263	\$1,850,655	\$1,984,149	\$2,153,530	\$2,200,000
<b>Output</b>					
Finished water production (BG)	1.471	1.6	1.625	1.72	1.798
<b>Efficiency</b>					
Production cost per 1000 G	\$1.13	\$1.15	\$1.22	\$1.25	\$1.26
Percentage increase/decrease in production cost	3%	2%	5%	2%	1%

UTILITIES DEPARTMENT (continued)

9.4 Utilities - Water Supply Division (continued)

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

**Objective:** To meet all required State and Federal compliance sampling regulations.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
# Compliance samples collected	19,547	20,906	20,500	20,440	20,500
<b>Output</b>					
Percentage of compliance samples collected per guidelines/schedules	100%	100%	100%	100%	100%
<b>Efficiency</b>					
Percentage of compliance samples meeting Federal/State contaminant levels	100%	100%	100%	100%	100%

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

**Objective:** To respond to water quality customer service requests within 24 hours.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
# FTE	2	2	2	2	2
# Water quality service requests	17	15	11	18	18
<b>Output</b>					
Percentage of requests responded to within 24 hours	100%	100%	100%	100%	100%
<b>Efficiency</b>					
Percentage of satisfied callers	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

9.5 Utilities - Water Pollution Control Division

Program Description

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

Table 9.6 WATER POLLUTION CONTROL DIVISION EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2008 Base	FY 2008 PCPs	FY 2008 Proposed	FY 2008 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,845,992	\$1,996,268	\$1,996,268	\$2,130,766		\$2,130,766	\$2,102,791	\$106,523	5.3
Contractual Services	222,081	154,190	154,190	140,400		140,400	140,400	(13,790)	(8.9)
Materials and Supplies	397,212	417,000	417,000	419,000		419,000	419,000	2,000	0.5
Continuous Charges	699,614	855,000	855,000	873,000		873,000	873,000	18,000	2.1
Capital Outlay	46,280	23,000	23,000	113,000		113,000	113,000	90,000	391.3
<b>TOTAL</b>	<b>\$3,211,179</b>	<b>\$3,445,458</b>	<b>\$3,445,458</b>	<b>\$3,676,166</b>		<b>\$3,676,166</b>	<b>\$3,648,191</b>	<b>\$202,733</b>	<b>5.9</b>
<b>Personnel Summary</b>									
Full-time	26.0	26.0	26.0	26.0		26.0	26.0		
<b>TOTAL</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>		<b>26.0</b>	<b>26.0</b>		

---

**UTILITIES DEPARTMENT (continued)****9.5 Utilities - Water Pollution Control Division (continued)****SIGNIFICANT PROGRAM HIGHLIGHTS:**

- ❖ Management decreased \$20,800 from \$44,650 in FY 2008 to \$23,850 in FY 2009 as a result of reduction in outside services.
- ❖ Mechanical R&M Services increased \$5,000 from \$30,000 in FY 2008 to \$35,000 in FY 2009 as a result of increase in flows.
- ❖ Field Supplies increased \$2,000 from \$32,000 in FY 2008 to \$34,000 in FY 2009 as a result of increased monitoring.
- ❖ Chemical Supplies increased \$2,000 from \$250,500 in FY 2008 to \$252,500 in FY 2009 as a result of increase in flows.
- ❖ Building R&M Materials decreased \$2,000 from \$11,000 in FY 2008 to \$9,000 in FY 2009 as a result of completion of projects.
- ❖ Electrical R&M Materials increased \$8,000 in FY 2009 as a result of additional equipment.
- ❖ Mechanical R&M Materials decreased \$8,000 from \$76,000 in FY 2008 to \$68,000 in FY 2009 as a result of replacement of old equipment.
- ❖ Natural Gas Payments increased \$15,000 from \$315,000 in FY 2008 to \$330,000 in FY 2009 as a result of increased cost and flows.
- ❖ Equipment Rentals increased \$3,000 for FY 2009 as a result of a reallocation of expenditure distribution.
- ❖ Motor Vehicle Equipment decreased \$2,000 from \$23,000 in FY 2008 to \$21,000 in FY 2009 as a result of a new state contract.
- ❖ Power R&M Equipment increased \$35,000 in FY 2009 as a result of the replacement of VFD at Cattail Branch Pump Station.

UTILITIES DEPARTMENT (continued)

9.5 Utilities - Water Pollution Control Division (continued)

**FY 2008 Accomplishments**

- Continued compliance with all regulatory requirements for the Maryland discharge permit, biosolids reuse and solid waste disposal, community and employee safety and health, and all other EPA, OSHA, VDOT, Town of Leesburg and Loudoun County regulatory requirements.
- Continued assisting with the 39-month construction phase of the WPCF Upgrade and Expansion Project and started up a number of new treatment unit processes.
- Received new Virginia Nutrient Permit in order to comply with Potomac River and Chesapeake Bay water quality protection requirements.
- Joined the Virginia Nutrient Exchange Association to sell excess nitrogen credits and purchase phosphorous credits in order to postpone upgrading the WPCF for approximately 10 years.
- Filed an application for a Virginia Discharge Permit and VPA Sludge Permit since the State of Maryland has delegated Leesburg’s permit back to Virginia authorities.
- Procured and started up a new automatic laboratory analyzer needed to meet detection levels for nutrient monitoring requirements.
- Continued implementation of Environmental Management System and Mosquito Control Program. Implemented WPCD recommendations from Town-wide Health and Safety Audit.

**FY 2009 Objectives**

- Continue to comply with all new and existing health and environmental related permit requirements as outlined above.
- Complete the construction and start up phases of WPCF Upgrade and Expansion Project.
- Continue implementation of Environmental Management System.
- Receive Virginia Discharge Permit and VPA Sludge Permit and comply with the requirements of both.
- Continue implementing the Mosquito Control Program.

UTILITIES DEPARTMENT (continued)

9.5 Utilities - Water Pollution Control Division (continued)

Performance Measure

**Council Strategic Focus Area:** Town Environment/Quality of Life, Governance Efficiencies

**Objective:** To manage the WPCF liquid treatment systems to minimize the cost per million gallons (MG) treated.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
Cost for liquid treatment systems	\$380,588	\$404,309	\$462,000	\$497,000	\$535,000
<b>Output</b>					
# MG wastewater treated	1,395.1	1,296.4	1,346.7	1,354.15	1,400
<b>Efficiency</b>					
Cost per MG treated	\$272.80	\$311.87	\$343.06	\$367.02	\$382.14
Change in cost per MG	(.8%)	14%	10%	7%	4%

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** To manage the WPCF solids treatment systems to minimize the cost per dry ton (DT) of solids generated.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
Cost for solid treatment systems	\$425,660	\$441,304	\$430,700	\$425,000	\$450,000
<b>Output</b>					
# DT solids generated	1,107.9	1,140.4	1,080.6	851.94	900
<b>Efficiency</b>					
Cost per DT generated	\$384.20	\$386.97	\$398.57	\$498.86	\$500
Change in cost per DT	10%	0.7%	3%	25%	0%

UTILITIES DEPARTMENT (continued)

9.6 Utilities – Maintenance Division

Program Description

The Utility Maintenance Division is responsible for preventive maintenance and repair of equipment at the Water Pollution Control Facility (WPCF), Water Treatment Plant (WTP), one well, four water booster stations, and nine sewage pumping stations. The Division has moved to the Utility Maintenance Division in FY 2009.

Table 9.7 MAINTENANCE DIVISION EXPENDITURE SUMMARY (PRIOR YEARS)

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$419,672	\$446,244	\$426,244					(\$446,244)	(100.0)
Contractual Services	4,053	5,650	5,650					(5,650)	(100.0)
Materials and Supplies	10,889	8,500	8,500					(8,500)	(100.0)
Continuous Charges		500	500					(500)	(100.0)
Capital Outlay	1,696	150	150					(150)	(100.0)
<b>TOTAL</b>	<b>\$436,310</b>	<b>\$461,044</b>	<b>\$441,044</b>					<b>(\$461,044)</b>	<b>(100.0)</b>
<b>Personnel Summary</b>									
Full-time	5.0	5.0	5.0					(5.0)	(100.0)
<b>TOTAL</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>					<b>(5.0)</b>	<b>(100.0)</b>

UTILITIES DEPARTMENT (continued)

9.7 Utilities - Capital Improvements Program

Program Description

The Utilities Fund Capital Improvements Program accounts are used to account for the capital additions to the Town's water and sewer utility systems. See Section 14 for details on the Utilities Fund Capital Improvements Program.

Table 9.8 UTILITIES CAPITAL IMPROVEMENTS EXPENDITURE SUMMARY

Expense Summary	FT 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Utility Maintenance	\$2,762,866	\$2,030,000	\$1,460,000	\$2,000,000		\$2,000,000	\$2,000,000	(\$30,000)	(1.5)
Water Supply	9,111,255	9,290,000	9,000,000	5,032,000		5,032,000	5,032,000	(4,258,000)	(45.8)
Water Pollution Control	8,376,413	3,440,000	3,200,000	360,000		360,000	360,000	(3,080,000)	(89.5)
<b>TOTAL</b>	<b>\$20,250,534</b>	<b>\$14,760,000</b>	<b>\$13,660,000</b>	<b>\$7,392,000</b>		<b>\$7,392,000</b>	<b>\$7,392,000</b>	<b>(\$7,368,000)</b>	<b>(49.9)</b>

UTILITIES DEPARTMENT (continued)

9.8 Utilities - Debt Service

Program Description

The Utilities Fund Debt Service accounts are used for the payment of principal and interest of the long-term debt of the Fund. Long-term debt includes serial bonds supported by the full faith and credit of the Town and revenue bonds supported by the revenues of the utility system. Debt is issued for water and sewer capital acquisition and facilities. A more detailed summary of the Town’s long-term debt can be found in the Debt Summary of this budget document.

Table 9.9 UTILITIES DEBT SERVICE EXPENDITURE SUMMARY									
Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Principal	\$936,674	\$1,960,097	\$1,960,097	\$2,507,721		\$2,507,721	\$2,507,721	\$547,624	27.9
Interest	2,252,260	2,936,643	2,936,643	2,842,763		2,842,763	2,842,763	(93,880)	(3.2)
<b>TOTAL</b>	<b>\$3,188,934</b>	<b>\$4,896,740</b>	<b>\$4,896,740</b>	<b>\$5,350,484</b>		<b>\$5,350,484</b>	<b>\$5,350,484</b>	<b>\$453,744</b>	<b>9.3</b>

UTILITIES DEPARTMENT (continued)

9.9 Utilities - Fund Revenue Structure

UTILITY FUND REVENUES

The following table shows the various Utilities Fund revenue components. The table below summarizes water and sewer service charge calculations for FY 2008. These rates were adopted by the Council in December 2005 and are based on the results of the Water and Sewer Rate Study prepared for the Town by Municipal and Financial Services Group, LLP (M&FSG).

M&FSG continues to work with our financial advisors, Davenport Associates, to develop a long-term financial strategy for the Utilities Fund.

Table 9.10 Current Water and Sewer Charges, effective July 2007

<b>Water</b>	<b><u>Utility Rates, \$</u></b>	<b>Sewer</b>	<b><u>Utility Rates, \$</u></b>
User Fees in Town		User Fees in Town	
Consumption charge (1,000 gallons)	3.06	Sewer charge (1,000 gallons) based on winter quarter use	3.89
Surcharge rate (1,000 gallons)	4.16	Qualifying elderly (25% discount)	2.92
Qualifying elderly (25% discount)	2.30	Sewer only	94.00
Out of town user fees		Out of town user fees	
Consumption charge (1,000 gallons)	6.11	Sewer use charge (1,000)	7.79
Surcharge rate (1,000 gallons)	8.31	Sewer only	203.00
Fixed charge (5/8" meter) all accounts	6.00	Fixed charge (5/8" meter)	6.00
Deposit		Deposit	
Residential	65.00	Residential	65.00
Non-residential (200% of est. use)		Non-residential (200% of est. use)	
Availability fees (water)		Availability fees (sewer)	
Multi-family, town home, mobile home	3,744.00	Multi-family, town home, mobile home	7,852.00
Single-family detached duplex	4,683.00	Single-family detached duplex	7,292.00
Commercial, non-residential	13.33 per gpd (4,683 min.)	Commercial, non-residential	20.20 per gpd (7,292 min.)
Service charge – new account	10.00	Service charge – new account	10.00

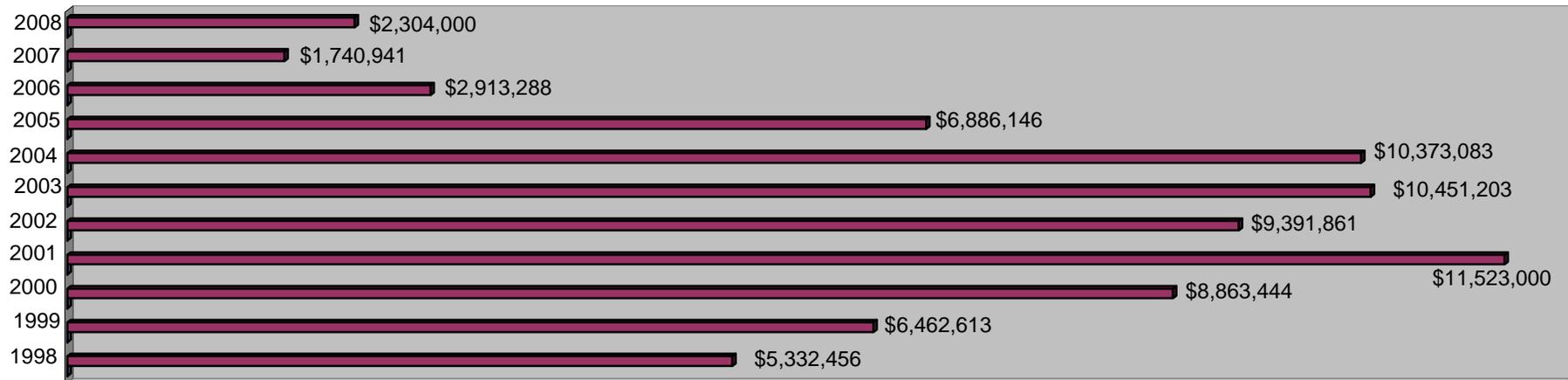
UTILITIES DEPARTMENT (continued)

9.9 Utilities - Fund Revenue Structure (continued)

Availability and Connection Fees

The Leesburg Town Council adheres to a philosophy of “growth pays for growth” in funding utility capital projects necessary to better serve existing utility customers and to meet the needs of an expanding customer base, largely through the collection of water and sewer availability and pro-rata fees. The Town presently charges a fee of \$11,975 (effective July 1, 2007), for combined water and sewer on a single family, residential dwelling. Non-residential customers are charged a combined rate of \$33.53 per gallon per day of estimated flow, with a minimum charge of \$11,975. In 1995, the Town Council enacted legislation increasing these fees 4.5% annually. Based on projections for new construction in FY 2008, the Town expects to collect \$2.3 million in pro-rata and availability fees in FY 2009. As the following graph depicts, Leesburg’s availability and connection fee collections since FY 1998 have fluctuated dramatically due to the growth in residential and commercial development in Town.

Chart 9.2 Availability and Connection Fees FY 1998-2008



UTILITIES DEPARTMENT (continued)

9.10 Utilities Fund Pro-Forma (in thousands)

	Actual	Budget	Adopted	Projected	Projected	Projected	Projected
Base Case (Most Probable)	2007	2008	2009	2010	2011	2012	2013
<b>OPERATING REVENUES</b>							
Water Service Charges	5,706	6,045	6,413	6,804	7,218	7,658	8,119
Water Base Charges	455	562	584	607	637	664	692
Sewer Service Charges	4,847	5,427	6,060	6,454	7,179	8,016	8,950
Sewer Base Charges	453	557	578	601	662	726	797
Misc. Revenues (Less Connection)	493	901	735	772	810	851	894
<b>Total Operating Revenues</b>	<b>11,954</b>	<b>13,494</b>	<b>14,371</b>	<b>15,238</b>	<b>16,506</b>	<b>17,915</b>	<b>19,452</b>
<b>OPERATING EXPENDITURES</b>							
Administration	2,822	3,122	3,191	3,313	3,440	3,572	3,710
Utilities Maintenance	2,398	3,033	3,368	3,553	3,748	3,954	4,171
Water Supply	2,182	2,564	2,563	2,684	2,812	2,946	3,087
Water Pollution Control	3,211	3,445	3,648	3,821	4,002	4,193	4,394
Maintenance*	436	461	-	-	-	-	-
<b>Operating. Expenditures (Excluding Depreciation)</b>	<b>11,049</b>	<b>12,625</b>	<b>12,770</b>	<b>13,371</b>	<b>14,002</b>	<b>14,665</b>	<b>15,362</b>
<b>OPERATING GAIN/(LOSS) BEFORE DEPRECIATION</b>	<b>905</b>	<b>867</b>	<b>1,600</b>	<b>1,867</b>	<b>2,546</b>	<b>3,250</b>	<b>4,090</b>
<b>NON-OPERATING REVENUE</b>							
Availability and Connection Fees	1,741	2,304	2,395	2,818	3,600	3,627	3,935
Interest	2,307	2,100	2,000	1,500	823	874	1,016
Developer Donated Assets	1,943	2,040	2,142	2,249	2,361	2,479	2,603
Bond Proceeds	-	-	-	15,000			
<b>Total Non-Operating Revenue</b>	<b>5,991</b>	<b>6,444</b>	<b>6,537</b>	<b>21,567</b>	<b>6,784</b>	<b>6,980</b>	<b>7,554</b>

UTILITIES DEPARTMENT (continued)

9.10 Utilities Fund Pro-Forma (continued) (in thousands)

	Actual 2007	Estimate 2008	Adopted 2009	Projected 2010	Projected 2011	Projected 2012	Projected 2013
NON-OPERATING EXPENDITURES							
Capital Assets Acquisition	21,071	13,660	7,392	8,229	2,765	1,665	3,565
Overhead Transfer to General Fund	-	-	-	-	-	-	-
Debt Service	3,189	4,897	5,350	5,256	5,152	5,118	5,469
<b>Total Non-Operating Expenditures</b>	<b>24,260</b>	<b>18,557</b>	<b>12,742</b>	<b>13,485</b>	<b>7,917</b>	<b>6,783</b>	<b>9,034</b>
<b>NON-OPERATING SURPLUS/(LOSS)</b>	<b>(18,269)</b>	<b>(12,113)</b>	<b>(6,205)</b>	<b>8,082</b>	<b>(1,133)</b>	<b>197</b>	<b>(1,480)</b>
<b>FUND BALANCE (DEFICIT) - BEGINNING</b>	<b>55,276</b>	<b>35,103</b>	<b>20,347</b>	<b>10,606</b>	<b>15,340</b>	<b>11,414</b>	<b>9,347</b>
OPERATING GAIN/(LOSS) BEFORE DEPRECIATION	905	866	1,600	1,867	2,539	3,250	4,089
NON-OPERATING SURPLUS/(DEFICIT)	(18,269)	(12,113)	(6,205)	8,082	(1,132)	197	(1,480)
DEPRECIATION	2,809	3,509	5,136	5,215	5,333	5,514	5,514
<b>FUND BALANCE (DEFICIT) - ENDING</b>	<b>35,103</b>	<b>20,347</b>	<b>10,606</b>	<b>15,340</b>	<b>11,414</b>	<b>9,347</b>	<b>6,442</b>

\* Maintenance Division merged with Utility Maintenance Division in FY 2009.

Source: DOF analysis of consultant data.

AIRPORT

10.0 Airport Fund - Summary

The Leesburg Executive Airport is a gateway for business travelers to and from the Town, Loudoun County, and the region. The airport is important for economic development. The Leesburg Executive Airport strives to be fiscally self-sufficient and be the regional leader in general aviation reliever airport operations. The Airport Fund is an enterprise fund.

Table 10.1 AIRPORT FUND EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Operations	\$908,345	\$881,973	\$881,973	\$956,145	\$90,600	\$1,046,745	\$1,041,402	\$159,429	18.1
Airport Commission	2,584	4,520	4,520	4,520		4,520	4,520		
Capital Expenditures	400,883	1,793,880	375,546	3,002,500		3,002,500	3,002,500	\$1,208,620	67.4
Debt Service	2,786,946	446,806	446,806	376,195		376,195	376,195	(\$70,611)	(15.8)
<b>TOTAL</b>	<b>\$4,098,758</b>	<b>\$3,127,179</b>	<b>\$1,708,845</b>	<b>\$4,339,360</b>	<b>\$90,600</b>	<b>\$4,429,960</b>	<b>\$4,424,617</b>	<b>\$1,297,438</b>	<b>41.5</b>
<b>Personnel Summary</b>									
Full-time	5.0	4.0	4.0	4.0		4.0	4.0		
<b>TOTAL</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>		<b>4.0</b>	<b>4.0</b>		
<b>Funding Summary</b>									
Airport Fund	\$866,255	\$1,429,041	\$1,279,587	\$1,334,360	\$18,120	\$1,352,480	\$1,347,137	(\$81,904)	(5.7)
Bonds	2,383,867	74,878	45,000	1,603,650		1,603,650	1,603,650	\$1,528,772	2,041.7
Grants	437,514	1,419,002	180,000	1,401,350	72,480	1,473,830	1,473,830	\$54,828	3.9
General Fund	273,648	204,258	204,258					(\$204,258)	(100.0)
Insurance		300,000	300,000					(\$300,000)	(100.0)
<b>TOTAL</b>	<b>\$3,961,284</b>	<b>\$3,127,179</b>	<b>\$1,708,845</b>	<b>\$4,339,360</b>	<b>\$90,600</b>	<b>\$4,429,960</b>	<b>\$4,424,617</b>	<b>\$1,297,438</b>	<b>41.5</b>

AIRPORT (continued)

10.1 Airport Operations

Program Description

The mission of the Leesburg Executive Airport is to provide a safe, modern, and efficient airport facility, excellent customer service, and to foster aviation and business.

Table 10.2 AIRPORT OPERATIONS EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$346,583	\$348,636	\$348,636	\$378,570		\$378,570	\$373,227	\$24,591	7.1
Contractual Services	168,155	182,058	182,058	189,058	90,600	279,658	279,658	97,600	53.6
Materials and Supplies	102,138	45,131	45,131	45,132		45,132	45,132	1	0.0
Transfer to General Fund	195,185	192,803	192,803	221,400		221,400	221,400	28,597	14.8
Continuous Charges	96,284	113,345	113,345	121,985		121,985	121,985	8,640	7.6
<b>TOTAL</b>	<b>\$908,345</b>	<b>\$881,973</b>	<b>\$881,973</b>	<b>\$956,145</b>	<b>\$90,600</b>	<b>\$1,046,745</b>	<b>\$1,041,402</b>	<b>\$159,429</b>	<b>18.1</b>
<b>Personnel Summary</b>									
Full-time	5.0	4.0	4.0	4.0		4.0	4.0		
<b>TOTAL</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>		<b>4.0</b>	<b>4.0</b>		

SIGNIFICANT PROGRAM HIGHLIGHTS:

- ❖ Electricity and natural gas increased \$8,640 from \$65,360 in FY 2008 to \$74,000 in FY 2009 as a result of rate increases.
- ❖ Advertising Services is budgeted \$4,500 for marketing the annual open house. A \$2,500 Virginia Department of Aviation grant is anticipated for this effort.
- ❖ There is a one time \$90,600 increase to the operating budget for asphalt paving sealing. A grant of \$72,480 is anticipated to offset a significant portion of the cost of paving.
- ❖ The pro forma statement shows steady growth in Lease revenue. This is a result of proposed increased rates for existing hangars and tie-downs and additional revenue from the construction of additional hangars in FY 2009. The rate increases are: \$190 for corporate hangars (\$1,900 to \$2,090), \$40 for hangar center units (\$400 to \$440), \$42 for hangar end units (\$420 to \$462), \$10 for tie-downs (\$100 to \$110), and \$.0035 user fees (\$.035 to \$.0385) times the gross aircraft weight.

**AIRPORT (continued)****10.1 Airport Operations (continued)****FUTURE BUDGET CONSIDERATIONS:**

- ❖ Equipment used for mowing and snow removal will be required in the near future. The Airport is eligible for a DOAV grant for approximately 50% of the cost of the equipment. Airport staff is researching the possibility of FAA funding for the equipment purchase.
- ❖ Efforts are underway to secure FAA funding for the purchase of land in the runway protection zone at the end of runway 35. The funding would include the cost of the appraisal and purchase of the land.

**FY 2008 Accomplishments**

- Completed the design and awarded the contract for the South Apron Expansion Phase I capital project.
- The Airport Perimeter Fence (Phase I) project has been completed.
- The notice to proceed has been issued to build the next corporate hangar at the Airport.

**FY 2009 Objectives**

- Conduct an environmental assessment, receive an appraisal and purchase property southwest of the Airport
- Complete construction of 10 T-hangars and 6 corporate hangars adjacent to the South Apron Expansion Phase I project. It is anticipated the hangars will generate sufficient revenue to cover the debt service and operational costs.
- Conduct annual reviews of fees and charges to track market and inflationary impacts with a goal of improving the balance sheet of the Airport Fund.

AIRPORT (continued)

10.1 Airport Operations (continued)

Airport Operations Performance Measure:

**Council Strategic Focus Area:** Governance Efficiencies

**Objective:** Ensure all hangars and tie downs are occupied.

**Objective:** Ensure all work orders are completed within 72 hours of receipt.

	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated
<b>Input</b>					
# Hangars available	51	51	51	51	51
# Tie-downs available	146	146	146	146	146
# Work orders filed	43	50	67	65	78
<b>Output</b>					
# Hangars occupied	51	51	51	50	50
# Tie-downs occupied	146	146	146	146	146
Average time (hours) to complete work orders		72	72	72	72
<b>Efficiency</b>					
Percentage of hangars occupied	100%	100%	100%	99%	99%
Percentage of tie-downs occupied	100%	100%	100%	100%	100%
Percentage of work orders completed in 72 hours			100%	100%	100%

AIRPORT (continued)

10.2 Airport Commission

Program Description

The Airport Commission is comprised of seven citizen members appointed by the Town Council, one Councilmanic representative, and one representative from the Loudoun County Board of Supervisors (non-voting). Each commission member serves a two year term. The Commission acts as an advisory group to the Town Council on matters related to the airport.

Table 10.3 AIRPORT COMMISSION EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,584	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
<b>TOTAL</b>	<b>\$2,584</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$4,520</b>		<b>\$4,520</b>	<b>\$4,520</b>		
<b>Funding Summary</b>									
Airport Fund	\$2,584	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
<b>TOTAL</b>	<b>\$2,584</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$4,520</b>		<b>\$4,520</b>	<b>\$4,520</b>		

**AIRPORT (continued)**

**10.3 Airport - Capital Improvements Program**

**Program Description**

The Airport Capital Improvements Program includes capital additions and improvements to the Leesburg Executive Airport. See Capital Improvements Program Section for more details on projects planned for FY 2009.

<b>Table 10.4 AIRPORT CAPITAL IMPROVEMENTS EXPENDITURE SUMMARY</b>									
<b>Expense Summary</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Base</b>	<b>FY 2009 PCPs</b>	<b>FY 2009 Proposed</b>	<b>FY 2009 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Airport Improvements	\$400,883	\$1,793,880	\$375,546	\$3,002,500		\$3,002,500	\$3,002,500	\$1,208,620	67.4
<b>TOTAL</b>	<b>\$400,883</b>	<b>\$1,793,880</b>	<b>\$375,546</b>	<b>\$3,002,500</b>		<b>\$3,002,500</b>	<b>\$3,002,500</b>	<b>\$1,208,620</b>	<b>67.4</b>

AIRPORT (continued)

10.4 Airport Debt Service

Program Description

Airport Fund Debt Service is used for the payment of principal and interest on long-term debt in the Airport Fund. Long-term debt is comprised of serial bonds supported by the full faith and credit of the Town. This debt was issued for major capital improvements to the airport such as runway improvements, construction of the new terminal building, and land acquisition. A more detailed summary of the Town’s long-term debt can be found in the Debt Summary Section of this budget document.

Table 10.5 AIRPORT DEBT SERVICE EXPENDITURE SUMMARY

Expense Summary	FY 2007 Actual	FY 2008 Budget	FY 2008 Estimated	FY 2009 Base	FY 2009 PCPs	FY 2009 Proposed	FY 2009 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Principal	\$211,209	\$253,987	\$253,987	\$193,442		\$193,442	\$193,442	(\$60,545)	(23.8)
Interest	214,417	192,819	192,819	182,753		182,753	182,753	(10,066)	(5.2)
Bond Refunding	2,361,320								
<b>TOTAL</b>	<b>\$2,786,946</b>	<b>\$446,806</b>	<b>\$446,806</b>	<b>\$376,195</b>		<b>\$376,195</b>	<b>\$376,195</b>	<b>(\$70,611)</b>	<b>(15.8)</b>

AIRPORT (continued)

10.5 Airport Pro-forma

	ACTUAL FY 2007	ESTIMATED FY 2008	BUDGETED FY 2009	PROJECTED FY 2010	PROJECTED FY 2011	PROJECTED FY 2012	PROJECTED FY 2013
<b>OPERATING REVENUES</b>							
LEASES	\$755,181	\$740,974	\$843,502	\$1,043,407	\$1,074,709	\$1,106,951	\$1,140,159
FBO FEES	73,433	90,386	90,386	99,000	99,000	99,000	99,000
MAINTENANCE REIMBURSEMENT	8,520	8,000	8,000	8,000	8,000	8,000	8,000
AIRPORT USER FEES	24,378	27,000	30,000	30,900	31,828	32,781	33,765
FUEL FLOW FEES		27,824	27,824	28,102	28,383	28,667	28,954
VIRGINIA DEPARTMENT OF AVIATION REIMBURSEMENT			74,980				
MISCELLANEOUS	4,743	3,000	3,000	4,000	4,000	4,000	4,000
<b>TOTAL OPERATING REVENUES</b>	<b>\$866,255</b>	<b>\$897,184</b>	<b>\$1,077,692</b>	<b>\$1,213,409</b>	<b>\$1,245,920</b>	<b>\$1,279,399</b>	<b>\$1,313,878</b>
<b>OPERATING EXPENDITURES</b>							
SALARIES, WAGES & BENEFITS	\$349,122	\$353,156	\$377,747	\$392,857	\$408,571	\$424,914	\$441,911
OTHER OPERATING EXPENDITURES	366,622	340,534	446,775	363,120	370,383	377,790	385,346
TRANSFER TO GEN. FUND (ADMIN. OVERHEAD)	195,185	192,803	221,400	228,042	234,883	241,930	249,188
<b>OP. EXPEND. (EXCL. DEPRECIATION)</b>	<b>\$910,929</b>	<b>\$886,493</b>	<b>\$1,045,922</b>	<b>\$984,019</b>	<b>\$1,013,837</b>	<b>\$1,044,634</b>	<b>\$1,076,445</b>
<b>OPERATING GAIN/(LOSS) BEFORE DEPRECIATION</b>	<b>(\$44,674)</b>	<b>\$10,691</b>	<b>\$31,770</b>	<b>\$229,390</b>	<b>\$232,083</b>	<b>\$234,765</b>	<b>\$237,433</b>
<b>NON-OPERATING REVENUE</b>							
TRANSFER FROM GEN. FUND	\$273,648	\$192,803					
GRANTS	437,514	367,995	1,398,850	4,826,000	504,700	392,000	570,800
INSURANCE		300,000					
BOND DRAW	2,383,867		1,603,650	79,000	10,300	8,000	39,200
<b>TOTAL NON-OPERATING REVENUE</b>	<b>\$3,095,029</b>	<b>\$860,798</b>	<b>\$3,002,500</b>	<b>\$4,905,000</b>	<b>\$515,000</b>	<b>\$400,000</b>	<b>\$610,000</b>
<b>NON-OPERATING EXPENDITURES</b>							
CAPITAL ASSETS ACQUISITION	\$400,883	\$375,546	\$3,002,500	\$4,905,000	\$515,000	\$400,000	\$610,000
DEBT SERVICE*	2,786,946	446,806	376,195	500,374	663,747	602,244	584,861
<b>TOTAL NON-OPERATING EXPENDITURES</b>	<b>\$3,187,829</b>	<b>\$822,352</b>	<b>\$3,378,695</b>	<b>\$5,405,374</b>	<b>\$1,178,747</b>	<b>\$1,002,244</b>	<b>\$1,194,861</b>
<b>NON-OPERATING SURPLUS/(DEFICIT)</b>	<b>(\$92,800)</b>	<b>\$38,446</b>	<b>(\$376,195)</b>	<b>(\$500,374)</b>	<b>(\$663,747)</b>	<b>(\$602,244)</b>	<b>(\$584,861)</b>
<b>FUND BALANCE (DEFICIT) - BEGINNING</b>	<b>(\$1,176,622)</b>	<b>(\$1,975,322)</b>	<b>(\$2,577,411)</b>	<b>(\$3,663,062)</b>	<b>(\$4,729,022)</b>	<b>(\$5,983,162)</b>	<b>(\$7,173,117)</b>
OPERATING GAIN/(LOSS) BEFORE DEPRECIATION	(44,674)	10,691	31,770	229,390	232,083	234,765	237,433
NON-OPERATING SURPLUS/(DEFICIT)	(92,800)	38,446	(376,195)	(500,374)	(663,747)	(602,244)	(584,861)
<b>DEPRECIATION</b>	<b>\$661,226</b>	<b>\$651,226</b>	<b>\$741,226</b>	<b>\$794,976</b>	<b>\$822,476</b>	<b>\$822,476</b>	<b>\$868,726</b>
<b>FUND BALANCE (DEFICIT) - ENDING</b>	<b>(\$1,975,322)</b>	<b>(\$2,577,411)</b>	<b>(\$3,663,062)</b>	<b>(\$4,729,022)</b>	<b>(\$5,983,162)</b>	<b>(\$7,173,117)</b>	<b>(\$8,389,271)</b>
<b>REVENUE REQUIRED FOR BREAKEVEN</b>	<b>\$798,700</b>	<b>\$602,089</b>	<b>\$1,085,651</b>	<b>\$1,065,960</b>	<b>\$1,254,140</b>	<b>\$1,189,955</b>	<b>\$1,216,154</b>

\* Includes \$425,626 in principal and interest payments and \$2,361,320 for bond refunding.

Source: DOF analysis.

**INTRODUCTION****CIP 1.1 Capital Improvements Program Process**

The Capital Improvements Program (CIP) represents a guide for financial decisions, annual budgeting, and the coordination of major public investments in the preservation and expansion of the Town's fixed asset infrastructure. This plan shows how Leesburg will address its public facility and other needs, and the types of funding available over the next five years.

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

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

**CIP 1.2 Relationship to Town Plan**

The CIP and Town Plan are integrally related and mutually supportive. Capital projects identified in the CIP are designed to support the goals and objectives of the Town Plan. The Town Plan provides a strong basis for making long-term decisions.

**CIP 1.3 Relationship to Debt Financing**

The Town has an aggressive capital projects plan to coincide with its rapid growth in population. Funding of capital projects is subject to the fiscal policy adopted by the Town Council in 2005 (see Supplemental Information C – Fiscal Policy). Funding for the CIP is predicated on the following funding percentages:

## INTRODUCTION (continued)

## CIP 1.3 Relationship to Debt Financing (continued)

Table CIP 1.1. Percentages of Funding Sources for FY 2009

General Obligation and Revenue Bonds	46.6
Cash from Trusts, Capital Projects, and Utilities Funds	25.0
Funds from Federal, State, and County Governments	19.0
Proffers from Private Developers and Others	9.4
<b>All Sources</b>	<b>100.0</b>

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

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

Debt service is the Town's first funding obligation. Bonds issued in a particular fiscal year require increased general fund resources in the following year's budget. For future funding of the CIP, we anticipate issuing bonds again in 2009 and 2011. As the Town plans for the future capital needs of the community, emphasis must be placed on the long-term impact of debt on the Town. Leesburg has used long-term debt to fund many of its capital improvement projects and infrastructure improvements. Some of the assets acquired recently by the Town through the issuance of bonds have been: Harrison Street NE Improvements, Fort Evans Road Improvements, Catoctin Circle SW Trail, Wilson-Pershing Improvements, and various storm drainage studies.

It is the Town's policy to limit debt financing to fund capital projects that have useful lives that will exceed those of the bonds. Other capital budgeting and debt policies are outlined below:

**INTRODUCTION (continued)****CIP 1.3 Relationship to Debt Financing (continued)**

- The Town will make all capital improvements in accordance with an adopted capital improvements program.
- The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zonings with the capital plan.
- The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- The Town will make use of non-debt capital financing through the use of alternate sources, including proffers and pay-as-you-go financing. The goal is to finance at least 25% 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 with 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 2.5% of the total assessed value of taxable property in the Town nor 3.5% of the total personal income of residents of 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.

INTRODUCTION (continued)

CIP 1.3 Relationship to Debt Financing (continued)

Table CIP 1.2. Projected Financial Ratios

<b>Financial Ratio Targets</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Debt Financing ≤ 75%	46.56%	56.34%	61.93%	50.27%	18.84%
Debt Service of Gov. Exp. ≤ 15%	11.07%	13.63%	12.40%	13.90%	13.02%
Bond Debt to Assessed Value ≤ 2.5%	0.96%	0.89%	1.05%	0.96%	0.88%
Bond Debt to Personal Income ≤ 3.5%	3.47%	3.08%	3.47%	3.06%	2.68%

CIP 1.4 Summary of Capital Projects

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

**Capital Projects Fund**

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

**Utilities Fund**

- Utility Maintenance
- Water Supply
- Water Pollution Control

**Airport Fund**

The project schedule is a master list of projects organized by functional area. Individual projects are shown on the project summary pages along with sources of funding. The following are the projects funded for FY 2009. Funding shown in FY 2010-2013 is for planning purposes only.

SOURCES AND USES SUMMARIES

Table CIP 2.1. Sources of Funds - By Fund

FUNDS SEPARATED	Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
<b>General Fund</b>									
General Obligation Bonds	\$50,926,534	\$6,391,579	\$9,849,000	\$13,980,705	\$12,785,250	\$7,720,000	\$200,000	\$44,534,955	
Trust Funds/Donations	5,340,010	250,000	4,990,010			100,000		5,090,010	
Capital Projects Fund Cash	108,000	108,000							
General Fund Cash	90,825	83,825	7,000					7,000	
Utilities Fund Cash	25,000			25,000				25,000	
Proffers (incl. Anticip. and Dev. Contrib.)	5,454,275	459,241	3,139,979	841,055	90,000	410,000	514,000	4,995,034	
Loudoun County - Gas Tax	7,275,309	824,467	2,450,842					2,450,842	4,000,000
Loudoun County - Other	750,000				750,000			750,000	
State - Department of Natural Resources	200,000					200,000		200,000	
State - Department of Transportation	52,900,920	1,900,000	1,500,000	3,814,920	5,200,000	5,700,000	5,786,000	22,000,920	29,000,000
State - Regional Transp. Assoc.	23,000			13,000	10,000			23,000	
Federal - Transportation	10,180,000		1,000,000	1,180,000	1,000,000	1,000,000	1,000,000	5,180,000	5,000,000
<b>Total - General Fund</b>	<b>\$133,273,873</b>	<b>\$10,017,112</b>	<b>\$22,936,831</b>	<b>\$19,854,680</b>	<b>\$19,835,250</b>	<b>\$15,130,000</b>	<b>\$7,500,000</b>	<b>\$85,256,761</b>	<b>\$38,000,000</b>
<b>Utilities Fund</b>									
Utilities Fund Cash	\$13,163,850	\$2,536,410	\$3,326,400	\$3,703,290	\$1,244,250	\$749,250	\$1,604,250	\$10,627,440	
Utilities Fund Bonds	16,089,150	3,100,056	4,065,600	4,526,244	1,520,750	915,750	1,960,750	12,989,094	
<b>Total - Utilities Fund</b>	<b>\$29,253,000</b>	<b>\$5,636,466</b>	<b>\$7,392,000</b>	<b>\$8,229,534</b>	<b>\$2,765,000</b>	<b>\$1,665,000</b>	<b>\$3,565,000</b>	<b>\$23,616,534</b>	
<b>Airport Fund</b>									
General Obligation Bonds	\$2,147,661	\$7,511	\$1,603,650	\$79,000	\$10,300	\$8,000	\$39,200	\$1,740,150	\$400,000
State - Department of Aviation	2,996,491	11,266	1,105,475	118,500	15,450	12,000	133,800	1,385,225	1,600,000
Federal Aviation Administration	6,663,894	356,769	293,375	4,707,500	489,250	380,000	437,000	6,307,125	
<b>Total - Airport Fund</b>	<b>\$11,808,046</b>	<b>\$375,546</b>	<b>\$3,002,500</b>	<b>\$4,905,000</b>	<b>\$515,000</b>	<b>\$400,000</b>	<b>\$610,000</b>	<b>\$9,432,500</b>	<b>\$2,000,000</b>
<b>TOTAL ALL FUNDS</b>	<b>\$174,334,919</b>	<b>\$16,029,124</b>	<b>\$33,331,331</b>	<b>\$32,989,214</b>	<b>\$23,115,250</b>	<b>\$17,195,000</b>	<b>\$11,675,000</b>	<b>\$118,305,795</b>	<b>\$40,000,000</b>

SOURCES AND USES SUMMARIES (continued)

Table CIP 2.2. Sources of Funds - Funds Combined

	Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds	\$53,074,195	\$6,399,090	\$11,452,650	\$14,059,705	\$12,795,550	\$7,728,000	\$239,200	\$46,275,105	\$400,000
Trust Funds/Donations	5,340,010	250,000	4,990,010			100,000		5,090,010	
Capital Projects Fund Cash	108,000	108,000							
General Fund Cash	90,825	83,825	7,000					7,000	
Utilities Fund Cash	13,188,850	2,536,410	3,326,400	3,728,290	1,244,250	749,250	1,604,250	10,652,440	
Utilities Fund Bonds	16,089,150	3,100,056	4,065,600	4,526,244	1,520,750	915,750	1,960,750	12,989,094	
Proffers (incl. Anticipated and Dev. Conti	5,454,275	459,241	3,139,979	841,055	90,000	410,000	514,000	4,995,034	
Loudoun County - Gas Tax	7,275,309	824,467	2,450,842					2,450,842	4,000,000
Loudoun County - Other	750,000				750,000			750,000	
State - Department of Aviation	2,996,491	11,266	1,105,475	118,500	15,450	12,000	133,800	1,385,225	1,600,000
State - Department of Natural Resources	200,000					200,000		200,000	
State - Department of Transportation	52,900,920	1,900,000	1,500,000	3,814,920	5,200,000	5,700,000	5,786,000	22,000,920	29,000,000
State - Regional Transportation Associati	23,000			13,000	10,000			23,000	
Federal - Transportation	10,180,000		1,000,000	1,180,000	1,000,000	1,000,000	1,000,000	5,180,000	5,000,000
Federal Aviation Administration	6,663,894	356,769	293,375	4,707,500	489,250	380,000	437,000	6,307,125	
<b>TOTAL ALL FUNDS</b>	<b>\$174,334,919</b>	<b>\$16,029,124</b>	<b>\$33,331,331</b>	<b>\$32,989,214</b>	<b>\$23,115,250</b>	<b>\$17,195,000</b>	<b>\$11,675,000</b>	<b>\$118,305,795</b>	<b>\$40,000,000</b>

**CAPITAL IMPROVEMENTS PROGRAM**

**SOURCES AND USES SUMMARIES (continued)**

**Table CIP 2.3. Uses of Funds**

<b>Proj. No.</b>	<b>Project Description</b>	<b>Project Total Cost</b>	<b>Exp through 6/30/08</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>Total for 5-Yr CIP</b>	<b>Future Funds Req.</b>
<b>General Government</b>										
06322	Bus Shelter - North Street	\$16,000			\$16,000				\$16,000	
04301	Bus Shelter - Shenandoah Building	23,000	2,750			20,250			20,250	
07319	CAD/RMS System	831,835	441,825	390,010					390,010	
07309	Downtown Street Lighting	2,200,000	75,000	225,000	400,000	600,000	600,000	300,000	2,125,000	
09305	Museum Repairs	280,000		280,000					280,000	
09306	Police Parking Lot Expansion	260,000		260,000					260,000	
08308	Town-wide Tree Canopy	300,000	50,000	50,000	50,000	50,000	50,000	\$50,000	250,000	
09304	VoIP Phone System	381,760			381,760				381,760	
	<b>Total General Government</b>	<b>\$4,292,595</b>	<b>\$569,575</b>	<b>\$1,205,010</b>	<b>\$847,760</b>	<b>\$670,250</b>	<b>\$650,000</b>	<b>\$350,000</b>	<b>\$3,723,020</b>	
<b>Parks &amp; Recreation</b>										
12302	Catoctin SkatePark Renovation	\$400,000					\$400,000		\$400,000	
08309	Dog Park	57,000	32,000	25,000					25,000	
07317	Ida Lee Land Acquisition	1,000,000		1,000,000					1,000,000	
12303	Ida Lee Park Maintenance Building	700,000		100,000	600,000				700,000	
06324	Ida Lee Park Outdoor Pool	7,000,000	200,000	6,800,000					6,800,000	
11301	Ida Lee Recreation Center Expansion	1,500,000				750,000	750,000		1,500,000	
01301	Ida Lee Soccer/Lacrosse Field No. 3	500,000		500,000					500,000	
08302	South King St. Trail Extension	900,000	50,000	100,000	550,000	200,000			850,000	
02301	South King St. Trail Ph. I	1,302,600	902,600	400,000					400,000	
08310	Southwest Connector Trail	6,770,000	200,000	270,000	1,000,000	3,550,000	1,750,000		6,570,000	
02302	Veterans Park at Balls Bluff, Phase I	2,300,000	100,000		175,000	25,000	2,000,000		2,200,000	
	<b>Total Parks &amp; Recreation</b>	<b>\$22,429,600</b>	<b>\$1,484,600</b>	<b>\$9,195,000</b>	<b>\$2,325,000</b>	<b>\$4,525,000</b>	<b>\$4,900,000</b>		<b>\$20,945,000</b>	

SOURCES AND USES SUMMARIES (continued)

Table CIP 2.3 Uses of Funds (continued)

Proj. No.	Project Description	Project Total Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Req.
<b>Streets &amp; Highways</b>										
NEW	Adv Transp Mgmt Sys, Ph II	\$180,000			\$180,000				\$180,000	
08303	Battlefield Pkwy. - Edwards Ferry to	5,000,000	2,200,000	800,000	2,000,000				2,800,000	
06303	Battlefield Pkwy. - Kincaid Blvd. to	895,230	8,230	400,000	487,000				887,000	
07315	Battlefield Pkwy. Rt. 15 to Dulles G	13,500,000	2,050,000	350,000	5,500,000	5,600,000			11,450,000	
08307	Catoctin Cir./Dry Mill Rd. Left Turr	200,000	40,000	160,000					160,000	
07303	Catoctin Cir./Edwards Ferry - Traf S	891,947	1,947			210,000	680,000		890,000	
07304	Church St. Improvements	450,000				150,000	200,000	100,000	450,000	
05302	Edwards Ferry at Rt. 15 Bypass Rigl	1,040,000	150,000	190,000	700,000				890,000	
09307	Edwards Ferry Rd. at Leesburg Byp.	35,000,000		1,000,000	1,000,000	1,500,000	1,500,000	3,000,000	8,000,000	27,000,000
10301	Edwards Ferry Rd. Widening	2,135,000		120,000	100,000	915,000	1,000,000		2,135,000	
05303	Lowenbach St. Improvements	4,850,000	670,000	2,050,000	2,130,000				4,180,000	
07302	Old Waterford Rd. Sidewalk	660,000	55,000		240,000	365,000			605,000	
01302	Rt. 15 (South King St.) Widening	15,200,000	250,000	400,000	1,000,000	4,500,000	5,000,000	4,050,000	14,950,000	
07313	Sycolin Rd. Widening Ph. II	2,000,000	7,259	1,247,821	744,920				1,992,741	
98301	Sycolin Rd. Widening Ph. III	12,560,500	610,500	950,000					950,000	11,000,000
07312	Virts Corner Improvements	2,225,000	200,000	1,725,000	300,000				2,025,000	
<b>Total Streets &amp; Highways</b>		<b>\$96,787,677</b>	<b>\$6,242,936</b>	<b>\$9,392,821</b>	<b>\$14,381,920</b>	<b>\$13,240,000</b>	<b>\$8,380,000</b>	<b>\$7,150,000</b>	<b>\$52,544,741</b>	<b>\$38,000,000</b>
<b>Storm Drainage</b>										
01307	Country Club Dr.	\$464,000	\$200,000	\$264,000					\$264,000	
05305	Dry Mill/Wage/Anne Storm Improv	870,000	390,000	480,000					480,000	
06307	Edwards Ferry Rd. at Colonial Sq.	2,000,000	500,000	750,000	750,000				1,500,000	
06317	Fields at Leesburg Apartments and M	2,065,000	65,000		100,000	700,000	1,200,000		2,000,000	
06309	Governors Drive	260,000	110,000	150,000					150,000	
06311	Mount Olive Baptist Church Drainag	575,000	25,000	50,000	200,000	300,000			550,000	
01305	North King St. Improvements	1,450,000	300,000	1,150,000					1,150,000	
07307	Town Branch at Mosby Dr.	480,000	50,000	125,000	305,000				430,000	
06306	Tuscarora Creek Flood Mitigation	895,000	80,000	90,000	725,000				815,000	
09302	Woodberry Rd. Drainage and Street	705,000		85,000	220,000	400,000			705,000	
<b>Total Storm Drainage</b>		<b>\$9,764,001</b>	<b>\$1,720,001</b>	<b>\$3,144,000</b>	<b>\$2,300,000</b>	<b>\$1,400,000</b>	<b>\$1,200,000</b>		<b>\$8,044,000</b>	
<b>Total Capital Projects Fund Projec</b>		<b>\$133,273,873</b>	<b>\$10,017,112</b>	<b>\$22,936,831</b>	<b>\$19,854,680</b>	<b>\$19,835,250</b>	<b>\$15,130,000</b>	<b>\$7,500,000</b>	<b>\$85,256,761</b>	<b>\$38,000,000</b>

**CAPITAL IMPROVEMENTS PROGRAM**

**SOURCES AND USES SUMMARIES (continued)**

**Table CIP 2.3. Uses of Funds (continued)**

Proj. No.	Project Description	Project Total Cost	Exp through					Total for 5-Yr CIP	Future Funds Req.
			6/30/08	2009	2010	2011	2012		
<b>Utility Maintenance</b>									
06401	Misc. Waterline and San. Sewer Imps., Reps.	\$4,791,000	\$1,696,000	\$2,000,000	\$200,000	\$315,000	\$315,000	\$265,000	\$3,095,000
	<b>Total Utility Maintenance</b>	<b>\$4,791,000</b>	<b>\$1,696,000</b>	<b>\$2,000,000</b>	<b>\$200,000</b>	<b>\$315,000</b>	<b>\$315,000</b>	<b>\$265,000</b>	<b>\$3,095,000</b>
<b>Water Supply</b>									
07403	Carr Tank No. 1 Recoating	\$1,125,000	\$466	\$25,000	\$1,099,534				\$1,124,534
05402	Carr Tank No. 2	4,172,000	2,820,000	1,352,000					1,352,000
02402	Hogback Mountain Tank Recoating	515,000		25,000	490,000				515,000
05403	Route 643 Water Tank	4,640,000	770,000	3,630,000	240,000				3,870,000
	<b>Total Water Supply</b>	<b>\$10,452,000</b>	<b>\$3,590,466</b>	<b>\$5,032,000</b>	<b>\$1,829,534</b>				<b>\$6,861,534</b>
<b>Water Pollution Control</b>									
07404	Lower Sycolin Sewage Conveyance System	\$9,060,000	\$350,000	\$360,000	\$6,200,000	\$2,150,000			\$8,710,000
10401	Lower Tuscarora Creek Sewage Conveyance	4,950,000				300,000	1,350,000	3,300,000	4,950,000
	<b>Total Water Pollution Control</b>	<b>\$14,010,000</b>	<b>\$350,000</b>	<b>\$360,000</b>	<b>\$6,200,000</b>	<b>\$2,450,000</b>	<b>\$1,350,000</b>	<b>\$3,300,000</b>	<b>\$13,660,000</b>
	<b>Total Utility Fund Projects</b>	<b>\$29,253,000</b>	<b>\$5,636,466</b>	<b>\$7,392,000</b>	<b>\$8,229,534</b>	<b>\$2,765,000</b>	<b>\$1,665,000</b>	<b>\$3,565,000</b>	<b>\$23,616,534</b>
<b>Airport Fund Projects</b>									
08501	Airport Perimeter Fence Phase II	\$1,075,546	\$150,546			\$65,000	\$400,000	\$460,000	\$925,000
09502	Airport Instrument Landing System Grading	1,075,000		120,000	955,000				1,075,000
11501	Land Acquisition - Airport Expansion South West	4,000,000	25,000	75,000	3,900,000				3,975,000
09501	Land Acquisition - North Runway Protection Zone	257,500	200,000	57,500					57,500
09503	Navigation Aids Upgrades	550,000		50,000	50,000	450,000			550,000
09504	South Apron Hangars	2,700,000		2,700,000					2,700,000
08502	South Apron Expansion, Ph. II	2,150,000						150,000	150,000
	<b>Total Airport Fund Projects</b>	<b>\$11,808,046</b>	<b>\$375,546</b>	<b>\$3,002,500</b>	<b>\$4,905,000</b>	<b>\$515,000</b>	<b>\$400,000</b>	<b>\$610,000</b>	<b>\$9,432,500</b>
	<b>GRAND TOTAL ALL FUNDS</b>	<b>\$174,467,919</b>	<b>\$16,047,124</b>	<b>\$33,146,331</b>	<b>\$33,289,214</b>	<b>\$23,115,250</b>	<b>\$17,195,000</b>	<b>\$11,675,000</b>	<b>\$118,420,795</b>

**THIS PAGE INTENTIONALLY LEFT BLANK.**

**CAPITAL PROJECTS FUND PROJECTS**

**CIP 3.1 General Government Projects**

In this category, for FY 2009, funds are provided for the continuation of projects from last year's CIP, including a replacement communications system (CAD/RMS) for the Police Department (\$390,010) and the Downtown Street Lighting project (\$225,000). New in this year's plan are Museum Repairs (\$280,000) and a Police Parking Lot Expansion (\$260,000). See Table CIP 3.1, below.

**Table CIP 3.1. General Government Capital Improvement Projects Summary**

Sources		Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$2,009,760	\$77,750	\$465,000	\$556,760	\$410,250	\$400,000	\$100,000	\$1,932,010	
Trust Funds/Donations (Uran)		740,010	250,000	490,010					490,010	
Capital Projects Fund Cash		108,000	108,000							
General Fund Cash		83,825	83,825							
Utilities Fund Cash		25,000			25,000				25,000	
Proffers		303,000	50,000	50,000	53,000	50,000	50,000	50,000	253,000	
State - Department of Transportation (VDOT)		1,000,000		200,000	200,000	200,000	200,000	200,000	1,000,000	
State - Regional Transportation Association		23,000			13,000	10,000			23,000	
<b>Total</b>		<b>\$4,292,595</b>	<b>\$569,575</b>	<b>\$1,205,010</b>	<b>\$847,760</b>	<b>\$670,250</b>	<b>\$650,000</b>	<b>\$350,000</b>	<b>\$3,723,020</b>	

Proj. No.	Uses	Total Project Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
06322	Bus Shelter - North Street	\$16,000			\$16,000				\$16,000	
04301	Bus Shelter - Shenandoah Building	23,000	2,750			20,250			20,250	
07319	CAD/RMS System	831,835	441,825	390,010					390,010	
07309	Downtown Street Lighting	2,200,000	75,000	225,000	400,000	600,000	600,000	300,000	2,125,000	
09305	Museum Repairs	280,000		280,000					280,000	
09306	Police Parking Lot Expansion	260,000		260,000					260,000	
08308	Town-wide Tree Canopy	300,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	
09304	VoIP Phone System	381,760			381,760				381,760	
<b>Total - General Government</b>		<b>\$4,292,595</b>	<b>\$569,575</b>	<b>\$1,205,010</b>	<b>\$847,760</b>	<b>\$670,250</b>	<b>\$650,000</b>	<b>\$350,000</b>	<b>\$3,723,020</b>	

GENERAL GOVERNMENT PROJECTS (continued)

**TITLE:** Bus Shelter – North Street (06322)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** Provide a bus shelter at the proposed location of Loudoun County’s Senior Center at 102 North Street, NW. Project is timed to coincide with the senior center construction as the senior center will provide the site plan review and approval, and concrete base and the shelter. This project is funded by VRTA and an anticipated proffer from Loudoun County.

**CONSTRUCTION START DATE:** Spring 2010

**ESTIMATED COMPLETION DATE:** Spring 2010

**OPERATING IMPACT:** None - maintained by VRTA.

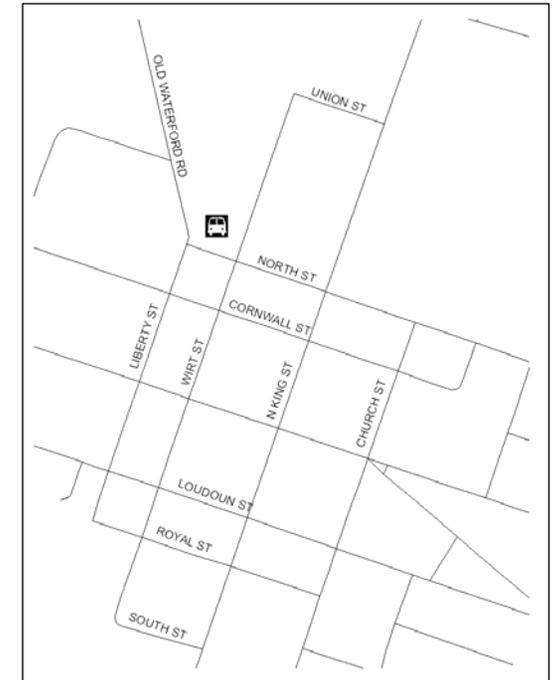
PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
VRTA	\$13,000			\$13,000				\$13,000	
Proffer	3,000			3,000				3,000	
<b>TOTAL</b>	<b>\$16,000</b>			<b>\$16,000</b>				<b>\$16,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Construction	\$16,000			\$16,000				\$16,000	
<b>TOTAL</b>	<b>\$16,000</b>			<b>\$16,000</b>				<b>\$16,000</b>	

maintains the Town’s character.



**GOAL ADDRESSED:** Increases the opportunity for local citizens to use the public transportation system with limited funding by the Town.

**2005 Town Plan**

The Transportation element calls for a safe, convenient, and efficient multi-modal transportation system that also

GENERAL GOVERNMENT PROJECTS (continued)

**TITLE:** Bus Shelter – Shenandoah Building (04301)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

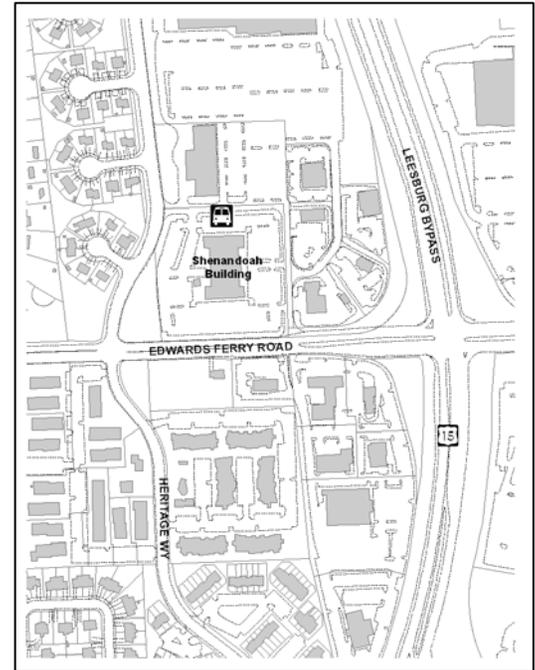
**PROGRAM DESCRIPTION:** Provide a bus shelter at the Shenandoah Building near Wal-Mart, subject to approval by Loudoun County. The construction plans are complete and approved for the location in front of the Shenandoah Building. Construction is on hold at the request of Loudoun County. If the location changes at County request, additional funding will need to be provided for a new engineering site plan. This project may be amended based on a decision by Loudoun County Government regarding their administrative office building.

**CONSTRUCTION START DATE:** Spring 2011

**ESTIMATED COMPLETION DATE:** Summer 2011

**OPERATING IMPACT:** None.

**GOAL ADDRESSED:** Increases the opportunities for local citizens to use the public transportation system with limited funding by the Town.



**2005 Town Plan**

The Transportation element calls for a safe, convenient, and efficient multi-modal transportation system that also maintains the Town’s character.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
VRTA	\$10,000				\$10,000			\$10,000	
G.O. Bonds	13,000	2,750			10,250			10,250	
<b>TOTAL</b>	<b>\$23,000</b>	<b>\$2,750</b>			<b>\$20,250</b>			<b>\$20,250</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$3,000	\$2,750			\$250			\$250	
Construction	20,000				20,000			20,000	
<b>TOTAL</b>	<b>\$23,000</b>	<b>\$2,750</b>			<b>\$20,250</b>			<b>\$20,250</b>	

**GENERAL GOVERNMENT PROJECTS (continued)**

**TITLE:** Computer Aided Dispatch (CAD), Mobile Dispatch, and Records Management System (RMS) (07319)

**STATUS:** Ongoing                      **PROJECT MANAGER:** J. Price

**PROGRAM DESCRIPTION:** Replace the police department’s existing 11-year-old CAD, mobile dispatch, and RMS systems. The CAD, mobile dispatch, and RMS system are the lifeblood of the Emergency Communication Center and are critical in ensuring emergency response for the community.

**OPERATING IMPACT:** Annual maintenance fee will start no earlier than FY10 at a cost of \$100,148. Future maintenance costs as per the contract are: Year Two \$105,939, Year Three \$111,830.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Capital Projects Fund Cash	\$108,000	\$108,000							
General Fund Cash	\$83,825	\$83,825							
Uran Fund	\$640,010	\$250,000	\$390,010					\$390,010	
<b>TOTAL</b>	<b>\$831,835</b>	<b>\$441,825</b>	<b>\$390,010</b>					<b>\$390,010</b>	

**GOAL ADDRESSED:**  
**Police Department Strategic Plan**

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

Acquire modern technology, information management, and infrastructure that supports organizational goals and objectives.

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Equipment	\$831,835	\$441,825	\$390,010					\$390,010	
<b>TOTAL</b>	<b>\$831,835</b>	<b>\$441,825</b>	<b>\$390,010</b>					<b>\$390,010</b>	

GENERAL GOVERNMENT PROJECTS (continued)

**TITLE:** Downtown Street Lighting (07309)

**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Replace existing cobra-style streetlights with new historically appropriate fixtures on pedestal poles. As part of the project, provide conduit for future undergrounding of existing overhead utilities.

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 Wirt Street); and Wirt Street (Market Street to Loudoun Street). The project requires that a design compatible with the historic district and requires Board of Architectural Review approval. Initial project funding of \$200,000 is through SAFETEA-LU Transportation Enhancement Funding awarded by VDOT. The Town has applied for additional Enhancement Funding and will continue to do so in subsequent years.

**CONSTRUCTION START DATE:** Autumn 2008 (Phase I - King Street and Market between Wirt and Church)

**ESTIMATED COMPLETION DATE:** Spring 2012

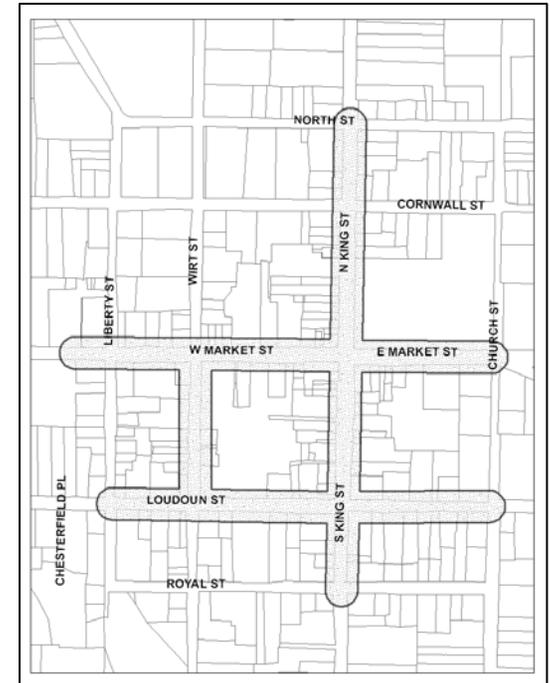
**OPERATING IMPACT:** Increased annual fees to Dominion Power.

PLANNED FINANCING

Sources:	Project Total Cost	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
VDOT (SAFETEA-LU)	\$1,000,000		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	
G.O. Bonds	1,200,000	75,000	25,000	200,000	400,000	400,000	100,000	1,125,000	
<b>TOTAL</b>	<b>\$2,200,000</b>	<b>\$75,000</b>	<b>\$225,000</b>	<b>\$400,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$300,000</b>	<b>\$2,125,000</b>	

PLANNED EXPENDITURES

Uses:	Project Total Cost	Expended through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Land	\$10,000				\$10,000			\$10,000	
Design/Eng	150,000	75,000	50,000	25,000				75,000	
Const.	2,040,000		175,000	375,000	590,000	600,000	300,000	2,040,000	
<b>TOTAL</b>	<b>\$2,200,000</b>	<b>\$75,000</b>	<b>\$225,000</b>	<b>\$400,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$300,000</b>	<b>\$2,125,000</b>	



GOAL ADDRESSED:

2005 Town Plan

The Transportation element calls for a safe, convenient and efficient multi-modal transportation system to maintain Town's character.

The Natural Resources element calls for energy efficiency and outdoor lighting that reduces glare and impacts on the night sky.

**GENERAL GOVERNMENT PROJECTS (continued)**

**TITLE:** Museum Repairs (09305)

**STATUS:** New

**PROJECT MANAGER:** R. Lilly

**PROGRAM DESCRIPTION:** To make repairs to the interior and exterior of the structure to ensure its use as a museum. The repairs include new roof, fascia, gutters, brick repair, painting, shutters, and some interior structural repairs.

**CONSTRUCTION START DATE:** July 2008

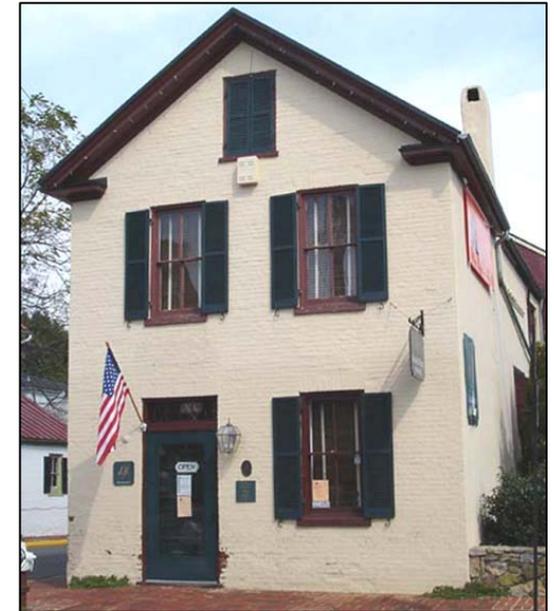
**ESTIMATED COMPLETION DATE:** June 2009

**OPERATING IMPACT:** Reduction in magnitude and frequency of repairs, but maintenance is ongoing.

**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for enhancement of heritage resources.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
G.O. Bonds	\$180,000		\$180,000					\$180,000	
Uran Fund	100,000		100,000					100,000	
<b>TOTAL</b>	<b>\$180,000</b>		<b>\$180,000</b>					<b>\$180,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Design/Eng.	\$30,000		\$30,000					\$30,000	
Construction	250,000		250,000					250,000	
<b>TOTAL</b>	<b>\$280,000</b>		<b>\$280,000</b>					<b>\$280,000</b>	

**GENERAL GOVERNMENT PROJECTS (continued)**

**TITLE:** Police Parking Lot Expansion (09306)  
**STATUS:** New **PROJECT MANAGER:** T. Brandon

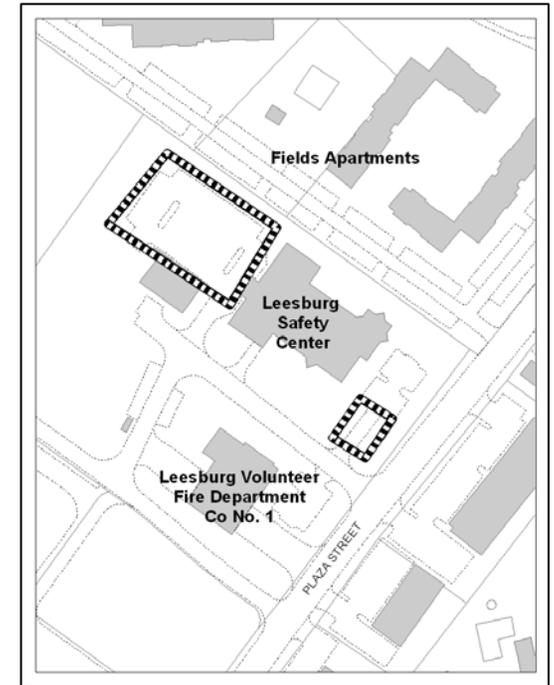
**PROGRAM DESCRIPTION:** Project involves expansion of two existing parking areas at the Police Headquarters Building on Plaza Street.

The public parking located in the front of police headquarters will be expanded to allow greater citizen access to the police station and the Community Room.

The secure parking located in the rear of police headquarters will be expanded to accommodate growth in staff and to free up general non-secure parking to allow greater citizen access to police station and the Community Room. This project will add approximately 36 parking spaces (12 public and 24 secure spaces).

**CONSTRUCTION START DATE:** Public Parking Area: Summer 2008  
 Secure Parking Area: Spring 2009

**ESTIMATED COMPLETION DATE:** Public Parking Area: Fall 2008  
 Secure Parking Area: Summer 2009



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
G.O. Bonds	\$260,000		\$260,000					\$260,000	
<b>TOTAL</b>	<b>\$260,000</b>		<b>\$260,000</b>					<b>\$260,000</b>	

**OPERATING IMPACT:** None

**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for quality public safety.

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Design/Eng.	\$30,000		\$30,000					\$30,000	
Construction	230,000		230,000					230,000	
<b>TOTAL</b>	<b>\$260,000</b>		<b>\$260,000</b>					<b>\$260,000</b>	

GENERAL GOVERNMENT PROJECTS (continued)

**TITLE:** Town-wide Tree Canopy (08308)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** This project provides funding to plant trees along roadways, trails, and in communities to enhance the tree canopy. Initial efforts will focus on existing sections of Battlefield Parkway to enhance roadway aesthetics. Tree planting will be in keeping with the general tree planting guidelines approved by VDOT and in accordance with the “Town-wide Tree Planting Plan” prepared in 2008. This project is in support of the Leesburg Urban Forestry Management Plan and will comply with the Zero-Net Tree Canopy Loss Program for capital projects.

**CONSTRUCTION START DATE:** Spring 2008

**ESTIMATED COMPLETION DATE:** Ongoing

**OPERATING IMPACT:** Increase in costs for tree planting maintenance.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Proffers	\$300,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
<b>TOTAL</b>	<b>\$300,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design	\$10,000	\$10,000							
Construction	290,000	40,000	50,000	50,000	50,000	50,000	50,000	250,000	
<b>TOTAL</b>	<b>\$300,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>	

Actual locations to be determined.

**GOAL ADDRESSED**

Section 6.4.4 of the 2006 Urban Forestry Management Plan, *Tree Planting Process*.

**2005 Town Plan and the 2006 Urban Forestry Management Plan**

This project begins the development of a funded program for planting and maintaining trees.

**GENERAL GOVERNMENT PROJECTS (continued)**

**TITLE:** Voice over Internet Protocol (VoIP) Phone System (09304)

**STATUS:** Ongoing                      **PROJECT MANAGER:** W. Wickens

**PROGRAM DESCRIPTION:** Voice over IP will replace the existing Town phone system, with a new phone system that will upgrade the Town from its existing ISDN service. The current ISDN service requires that all orders be processed through a state contract administered by the Virginia Information Technology Agency (VITA). When orders are submitted for additional phones, changes of service, etc these orders are currently relayed to Verizon and changes to our system can take anywhere from 10 to 12 working days. With the VoIP solution, any additional phones, changes in options, moves and any other services required can be performed by Town of Leesburg staff thus eliminating the extensive wait time for service requests. The \$381,760 programmed for FY 2010 is a cost estimate that will be refined based upon final discussions with the contractor responsible for the installation of the remaining sites.

**OPERATING IMPACT:** There will be an annual maintenance contract associated with the system. However, there are currently maintenance contracts associated with the existing infrastructure equipment and monthly fees paid to VITA of approximately \$7,400. With the new system, monthly fees will drop from approximately \$7,400 per month to \$1,750 per month. The Town will acquire the system through a five-year lease-purchase arrangement. Lease payments should be completely offset by the savings from monthly fees.

**GOAL ADDRESSED:**

The existing phone system is antiquated and hard to manage and maintain. It is the goal of the IT department to improve customer service and quality of phone services provided and the current network infrastructure by upgrading the existing system to Voice over IP.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds (Lease-Purchase)	\$356,760			\$356,760				\$356,760	
Utilities Fund Cash	25,000			25,000				25,000	
<b>TOTAL</b>	<b>\$381,760</b>			<b>\$381,760</b>				<b>\$381,760</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Equip.	\$381,760			\$381,760				\$381,760	
<b>TOTAL</b>	<b>\$381,760</b>			<b>\$381,760</b>				<b>\$381,760</b>	

**THIS PAGE INTENTIONALLY LEFT BLANK.**

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**CIP 3.2 Parks and Recreation Projects**

Funding in FY 2009 includes money for completion of an outdoor pool complex (\$6,800,000) and the purchase of some land adjacent to Ida Lee Park (\$1,000,000). See Table CIP 3.2, below.

**Table CIP 3.2 Parks and Recreation Capital Improvement Projects Summary**

<b>Sources</b>		<b>Total Required Project Funding</b>	<b>Funded through 6/30/08</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>Total for 5-Yr CIP</b>	<b>Future Funds Required</b>
General Obligation Bonds		\$14,129,304	\$532,600	\$3,145,000	\$2,076,704	\$3,775,000	\$4,600,000		\$13,596,704	
Trust Funds (Symington)/Donation		4,600,000		4,500,000			100,000		4,600,000	
General Fund Cash		7,000		7,000					7,000	
Proffers		1,768,296	232,000	1,288,000	248,296				1,536,296	
Loudoun County Gas Tax		975,000	720,000	255,000					255,000	
Loudoun County - Other		750,000				750,000			750,000	
State - Department of Natural Resources		200,000					200,000		200,000	
<b>Total</b>		<b>\$22,429,600</b>	<b>\$1,484,600</b>	<b>\$9,195,000</b>	<b>\$2,325,000</b>	<b>\$4,525,000</b>	<b>\$4,900,000</b>		<b>\$20,945,000</b>	

<b>Proj. No.</b>	<b>Uses</b>	<b>Total Project Cost</b>	<b>Exp through 6/30/08</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>Total for 5-Yr CIP</b>	<b>Future Funds Required</b>
12302	Catoctin SkatePark Renovation	\$400,000					\$400,000		\$400,000	
07317	Ida Lee Land Acquisition	1,000,000		1,000,000					1,000,000	
12303	Ida Lee Park Maintenance Building	700,000		100,000	600,000				700,000	
06324	Ida Lee Park Outdoor Pool	7,000,000	200,000	6,800,000					6,800,000	
11301	Ida Lee Recreation Center Expansion	1,500,000				750,000	750,000		1,500,000	
01301	Ida Lee Soccer/Lacrosse Field No. 3	500,000		500,000					500,000	
08309	Dog Park	57,000	32,000	25,000					25,000	
08302	South King St. Trail Extension	900,000	50,000	100,000	550,000	200,000			850,000	
02301	South King St. Trail Ph. I	1,302,600	902,600	400,000					400,000	
08310	Southwest Connector Trail	6,770,000	200,000	270,000	1,000,000	3,550,000	1,750,000		6,570,000	
02302	Veterans Park at Balls Bluff, Phase I	2,300,000	100,000		175,000	25,000	2,000,000		2,200,000	
<b>Total - Parks and Recreation</b>		<b>\$22,429,600</b>	<b>\$1,484,600</b>	<b>\$9,195,000</b>	<b>\$2,325,000</b>	<b>\$4,525,000</b>	<b>\$4,900,000</b>		<b>\$20,945,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Catoctin SkatePark Renovation (12302)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** Replacement of existing structure and installation of new features at Catoctin SkatePark. Facility opened in 1998 and has not been renovated.

**CONSTRUCTION START DATE:** Fall 2011

**ESTIMATED COMPLETION DATE:** Spring 2012

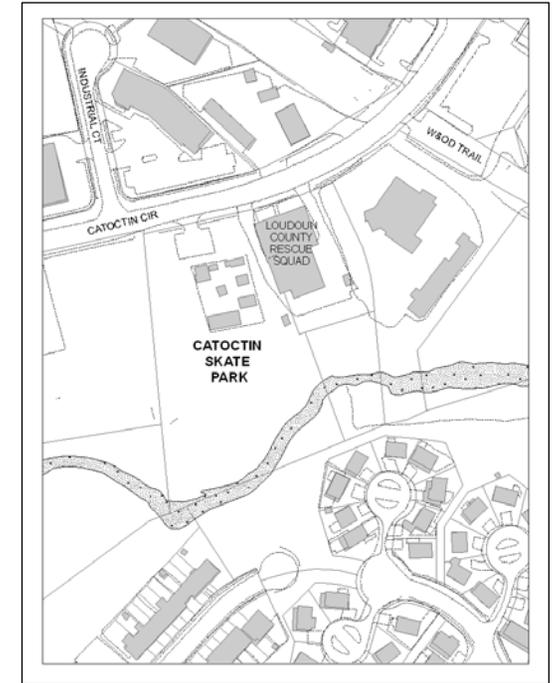
**OPERATING IMPACT:** None.

PLANNED FINANCING

Sources:	Project Total Cost	Funded through 6/30/08	Year					Total for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
G.O. Bonds	\$300,000					\$300,000		\$300,000	
Corp. Donations	100,000					100,000		100,000	
<b>TOTAL</b>	<b>\$400,000</b>					<b>\$400,000</b>		<b>\$400,000</b>	

PLANNED EXPENDITURES

Uses:	Project Total Cost	Expended through 6/30/08	Year					Total for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Construction	\$400,000					\$400,000		\$400,000	
<b>TOTAL</b>	<b>\$400,000</b>					<b>\$400,000</b>		<b>\$400,000</b>	



**GOAL ADDRESSED:** Development of the components of a strong community parks and recreation program as outlined in the 2005 Town Plan and the Parks and Recreation Strategic Plan.

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Dog Park (08309)

**STATUS:** Ongoing                      **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** Development of a passive park. Park to be developed in conjunction with a friends group that will assist in funding and operation of the park. Facilities to include an off-leash dog walking area and picnic facilities.

**CONSTRUCTION START DATE:** Fall 2008

**ESTIMATED COMPLETION DATE:** Spring 2009

**OPERATING IMPACT:** General park maintenance, mowing, and trash removal.

**GOAL ADDRESSED:**

**2005 Town Plan & 2002 20-Year Parks, Recreation & Open Space Plan**

To develop a comprehensive park system.

To ensure parks and facilities are safe and accessible.

To improve and enhance environmental quality, recreation, conservation and cultural heritage.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
General Fund Cash	\$7,000		\$7,000					\$7,000	
Proffers	50,000	32,000	18,000					18,000	
<b>TOTAL</b>	<b>\$57,000</b>	<b>\$32,000</b>	<b>\$25,000</b>					<b>\$25,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$57,000	\$32,000	\$25,000					\$25,000	
<b>TOTAL</b>	<b>\$57,000</b>	<b>\$32,000</b>	<b>\$25,000</b>					<b>\$25,000</b>	

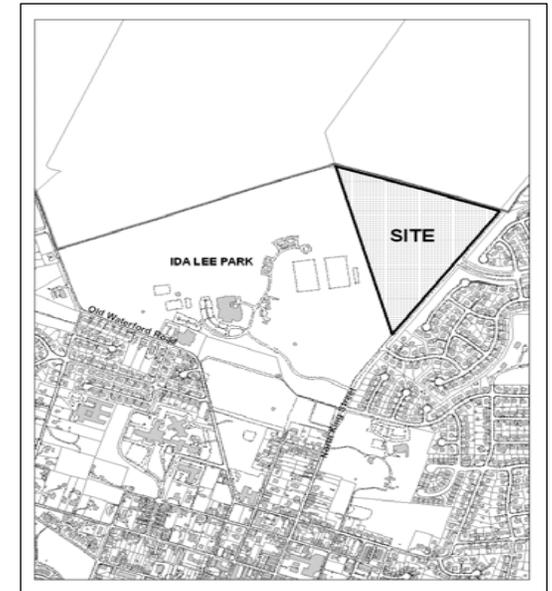
**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Ida Lee Land Acquisition (07317)  
**STATUS:** Ongoing **PROJECT MANAGER:** K. Dentler

**PROGRAM DESCRIPTION:** Purchase approximately 40 acres of open space within the Town limits north of and contiguous to Ida Lee Park.

**ESTIMATED PURCHASE DATE:** Spring 2009

**OPERATING IMPACT:** General park maintenance requirements until actual use is approved by Town Council.



**PLANNED FINANCING**

Sources:	Project Total Cost	Funded through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Req'd
Proffer (Anticipated)	\$1,000,000		\$1,000,000					\$1,000,000	
<b>TOTAL</b>	<b>\$1,000,000</b>		<b>\$1,000,000</b>					<b>\$1,000,000</b>	

**PLANNED EXPENDITURES**

Uses:	Project Total Cost	Expended through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Req'd
Land	\$1,000,000		\$1,000,000					\$1,000,000	
<b>TOTAL</b>	<b>\$1,000,000</b>		<b>\$1,000,000</b>					<b>\$1,000,000</b>	

**GOAL ADDRESSED:**

**2005 Town Plan & 2002 20-Year Parks, Recreation & Open Space Plan**

A quality of life that includes recreation facilities.

Variety of recreational opportunities.

To develop a comprehensive park system.

**Parks & Recreation Strategic Plan**

- Develop a comprehensive park system.
- Continue to implement the Ida Lee Park Master Plan.

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Ida Lee Park Maintenance Building (12303)

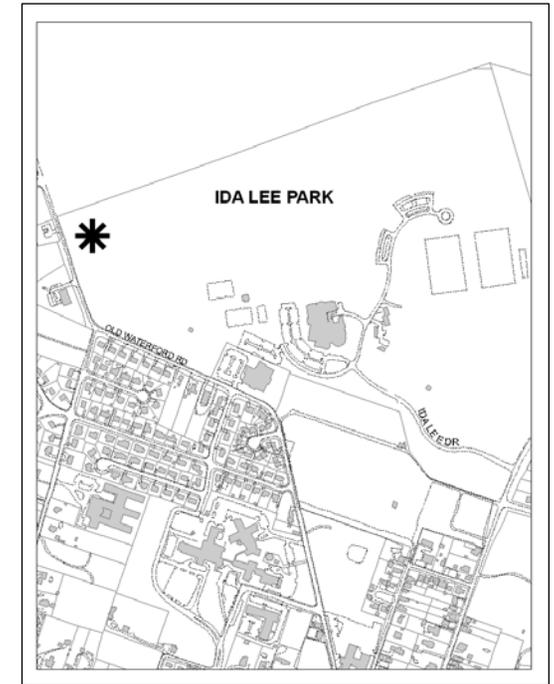
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Construct a building to house equipment and staff used for maintenance at all Town Parks. The existing maintenance structure at Ida Lee Park is an inadequate old shed which ideally should be vacated following the opening of the new outdoor pool in 2009. The pool traffic will conflict with maintenance operations. The structure will be approximately 2,500 square feet and the project will also include storage bins, open sheds, and parking.

**CONSTRUCTION START DATE:** Summer 2009

**ESTIMATED COMPLETION DATE:** Spring 2010

**OPERATING IMPACT:** Increased utility costs over existing costs.



**PLANNED FINANCING**

Sources:	Project Total Cost	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
G.O. Bonds	\$700,000		\$100,000	\$600,000				\$700,000	
<b>TOTAL</b>	<b>\$700,000</b>		<b>\$100,000</b>	<b>\$600,000</b>				<b>\$700,000</b>	

**PLANNED EXPENDITURES**

Uses:	Project Total Cost	Expended through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Design	\$100,000		\$100,000					\$100,000	
Construction	600,000			600,000				600,000	
<b>TOTAL</b>	<b>\$700,000</b>		<b>\$100,000</b>	<b>\$600,000</b>				<b>\$700,000</b>	

**GOAL ADDRESSED:** Development of the components of a strong community parks and recreation program as outlined in the 2005 Town Plan and the Parks and Recreation Strategic Plan.

**Specific Project Goal**

To provide support facilities that enable the Town to deliver the Parks and Recreation services outlined in the 2005 Town Plan.

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Ida Lee Park Outdoor Pool (06324)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** Development of an outdoor swimming pool at Ida Lee Park. Facility will include play features, slides, a lazy river, and a spray ground. An 8-lane lap competition pool also may be designed/engineered to accommodate an air-structure or “bubble” for winter use.

**CONSTRUCTION START DATE:** Spring 2008

**ESTIMATED COMPLETION DATE:** Summer 2009

**OPERATING IMPACT:** Operation of facility including management staffing and maintenance services. It is estimated that the operation impact will be offset by revenue from entry fees.

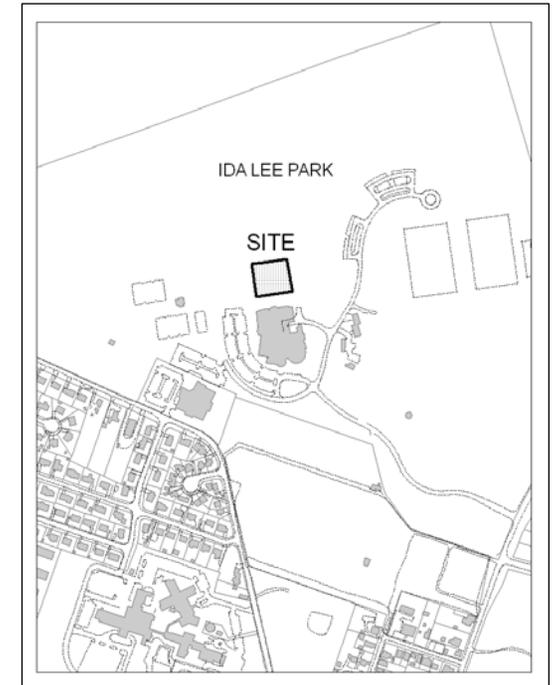
**GOALS ADDRESSED:**

**2005 Town Plan & 2002 20-Year Parks, Recreation & Open Space Plan**

A quality of life that includes recreation facilities.

Variety of recreational opportunities.

To develop a comprehensive park system.



**PLANNED FINANCING**

Sources:	Project Total Cost	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
G.O. Bonds	\$2,500,000	\$200,000	\$2,300,000					\$2,300,000	
Trust Fund	4,500,000		4,500,000					4,500,000	
<b>TOTAL</b>	<b>\$7,000,000</b>	<b>\$200,000</b>	<b>\$6,800,000</b>					<b>\$6,800,000</b>	

**PLANNED EXPENDITURES**

Uses:	Project Total Cost	Expended through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Design/Eng.	\$600,000	\$200,000	\$400,000					\$400,000	
Construction	6,400,000		6,400,000					6,400,000	
<b>TOTAL</b>	<b>\$7,000,000</b>	<b>\$200,000</b>	<b>\$6,800,000</b>					<b>\$6,800,000</b>	

**Parks & Recreation Strategic Plan**

Develop a comprehensive park system.

Continue to implement the Ida Lee Park Master Plan.

CAPITAL PROJECTS FUND PROJECTS (continued)

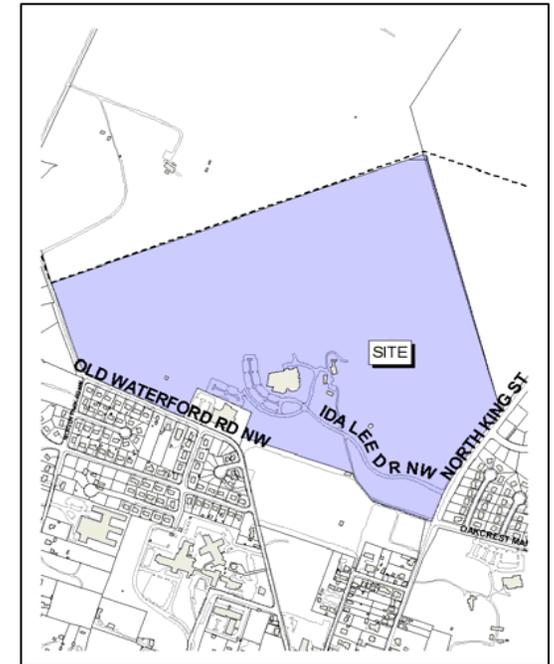
**TITLE:** Ida Lee Recreation Center Expansion (11301)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Funds are proposed for the design of the expansion of the Ida Lee Park Recreation Center. The facility is currently overcrowded and in need of an additional indoor pool, larger fitness room, locker rooms, classrooms, and childcare amenities. Original areas in the facility also are in need of renovation, such as the pool deck and original locker rooms. The actual scope of the project is dependant upon the final terms of a negotiated agreement with Loudoun County that expires January 1, 2009 and the scope of improvements included in the outdoor pool project.

**CONSTRUCTION START DATE:** TBD

**ESTIMATED COMPLETION DATE:** To be determined after design is completed.

**OPERATING IMPACT:** Estimated at \$300,000-\$800,000 annually depending on final design and will be offset by facility revenues (70%).



**GOAL ADDRESSED:**

**2005 Town Plan and 2002 20-Year Parks Recreation, and Open Space Plan.**

To develop a comprehensive park system.

To ensure that the facelift is safe and accessible.

To continue implementation of the Ida Lee Park Master Plan.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2012		
G.O. Bonds	\$750,000					\$750,000	\$750,000		
Loudoun County - Other	750,000				750,000		750,000		
<b>TOTAL</b>	<b>\$1,500,000</b>				<b>\$750,000</b>	<b>\$750,000</b>	<b>\$1,500,000</b>		

**PLANNED EXPENDITURES**

Uses:	Project Total Cost	Expended through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$1,500,000				\$750,000	\$750,000	\$1,500,000		
<b>TOTAL</b>	<b>\$1,500,000</b>				<b>\$750,000</b>	<b>\$750,000</b>	<b>\$1,500,000</b>		

**CAPITAL PROJECTS FUND PROJECTS (continued)**

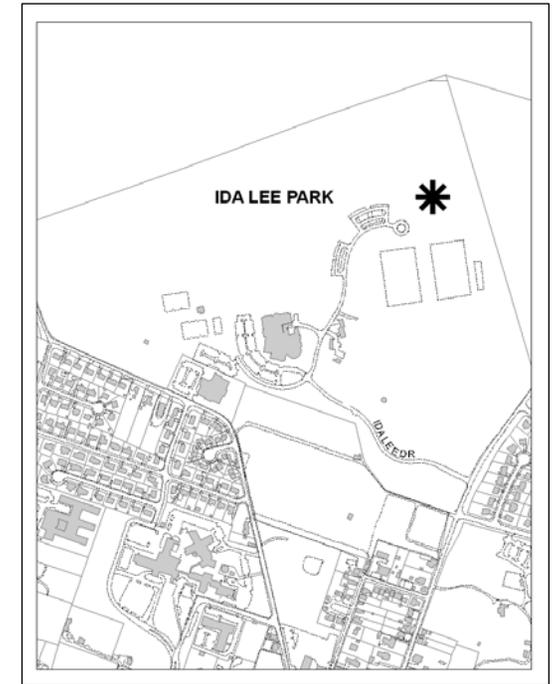
**TITLE:** Ida Lee Soccer/Lacrosse Field No. 3 (01301)  
**STATUS:** Ongoing **PROJECT MANAGER:** R. LaFollette

**PROGRAM DESCRIPTION:** Development of a third irrigated soccer/lacrosse field at Ida Lee Park, with shelter and storage. Shelter building is approximately 1,000 square feet. Project has approved construction plans (field, \$400,000; shelter, \$100,000).

**CONSTRUCTION DATE:** Fall 2009

**ESTIMATED COMPLETION DATE:** Spring 2009

**OPERATING IMPACT:** Normal field operations costs; mowing turf management, athletic field supplies, irrigation operation and repair.



**PLANNED FINANCING**

Sources:	Project Total Cost	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
G.O. Bonds	\$500,000		\$500,000					\$500,000	
<b>TOTAL</b>	\$500,000		\$500,000					\$500,000	

**PLANNED EXPENDITURES**

Uses:	Project Total Cost	Expended through 6/30/07	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Construction	\$500,000		\$500,000					\$500,000	
<b>TOTAL</b>	\$500,000		\$500,000					\$500,000	

**GOAL ADDRESSED:**

Development of the components of a strong community parks and recreation program as outlined in the 2005 Town Plan and the Parks and Recreation Strategic Plan.

CAPITAL PROJECTS FUND PROJECTS (continued)

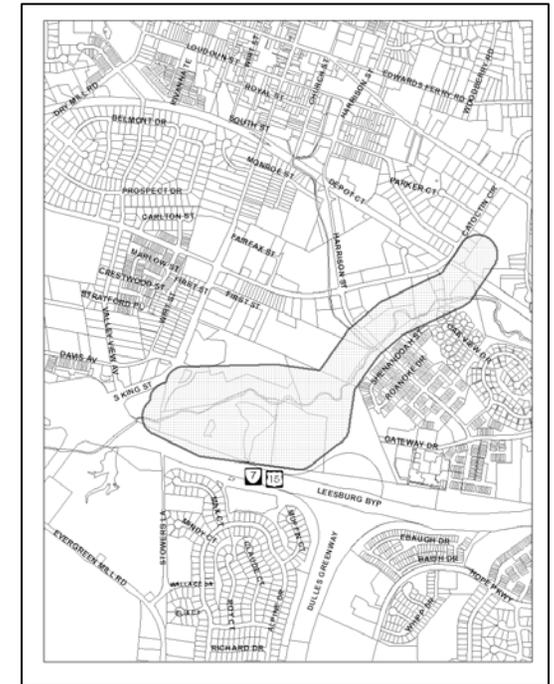
**TITLE:** South King Street Trail Extension (08302)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** Trail from Davis Avenue to W&OD Trail at Douglass Community Center via the Tuscarora Creek Stream Valley. Total length of trail is approximately 4,000 linear feet, and includes a crossing of Town Branch near Brandon Park. This trail will provide access to the Crescent District, Olde Izaak Walton Park, Catoctin Skate Park, Douglass Community Center, and W&OD Trail.

**CONSTRUCTION START DATE:** Spring 2009

**ESTIMATED COMPLETION DATE:** Fall 2009

**OPERATING IMPACT:** Funds for trail repair, mowing, trash and graffiti removal.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$900,000	\$50,000	\$100,000	\$550,000	\$200,000			\$850,000	
<b>TOTAL</b>	<b>\$900,000</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$550,000</b>	<b>\$200,000</b>			<b>\$850,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$150,000	\$50,000	\$100,000					\$100,000	
Construction	750,000			550,000	200,000			750,000	
<b>TOTAL</b>	<b>\$900,000</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$550,000</b>	<b>\$200,000</b>			<b>\$850,000</b>	

GOALS ADDRESSED:

2005 Town Plan & 2002 20-Year - Parks, Recreation & Open Space Plan

Construct integrated alternative transportation modes, including pedestrian paths and bikeways.

Create a park and greenway system including biking trails.

Trail delineated on the bicycle/pedestrian facilities policy map.

CAPITAL PROJECTS FUND PROJECTS (continued)

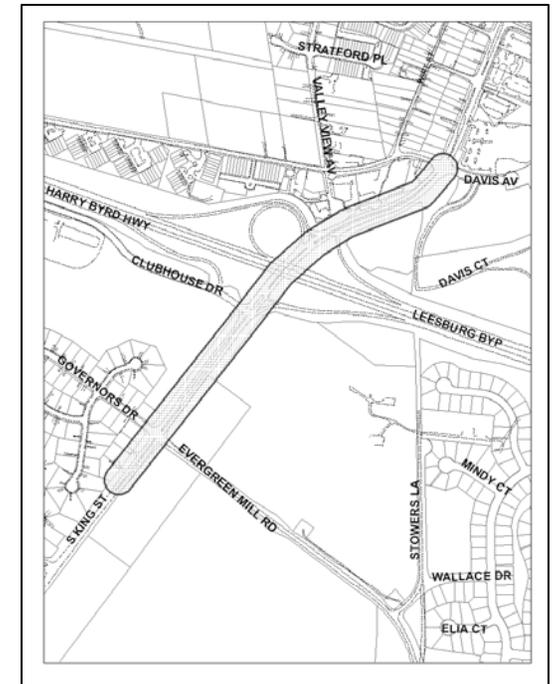
**TITLE:** South King Street Trail, Phase I (02301)  
**STATUS:** Ongoing **PROJECT MANAGER:** R. LaFollette

**PROGRAM DESCRIPTION:** Project consists of an asphalt trail/sidewalk with curb and gutter along the west side of South King Street between Governors Drive and Davis Avenue. The trail will cross under the existing Route 7 Bypass bridge. Project includes construction of a storm drainage outfall to serve the future South King Street widening project and replacement of a waterline. Waterline replacement cost is included in Utility Fund Project # 06401: Miscellaneous Waterline and Sanitary Sewer Replacements and I/I Mitigation.

**CONSTRUCTION START DATE:** Spring 2008

**ESTIMATED COMPLETION DATE:** Spring 2009

**OPERATING IMPACT:** Funds for trail repair, mowing, and trash and graffiti removal.



**GOAL ADDRESSED:**

**2005 Town Plan & 2002 20-Year Parks, Recreation & Open Space Plan**

Construct integrated alternative transportation modes, including pedestrian paths/bikeways.

Create a park and greenway system including biking trails.

Trail delineated on bicycle/pedestrian facilities policy map.

**Ad Hoc SE/SW Trail Committee Report**

Address trail access in the SE and SW quadrants of Town.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	327,600	182,600	145,000					145,000	
Loudoun County Gas Tax	975,000	720,000	255,000					255,000	
<b>TOTAL</b>	<b>\$1,302,600</b>	<b>\$902,600</b>	<b>\$400,000</b>					<b>\$400,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$80,000	\$80,000							
Construction	1,222,600	822,600	400,000					400,000	
<b>TOTAL</b>	<b>\$1,302,600</b>	<b>\$902,600</b>	<b>\$400,000</b>					<b>\$400,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

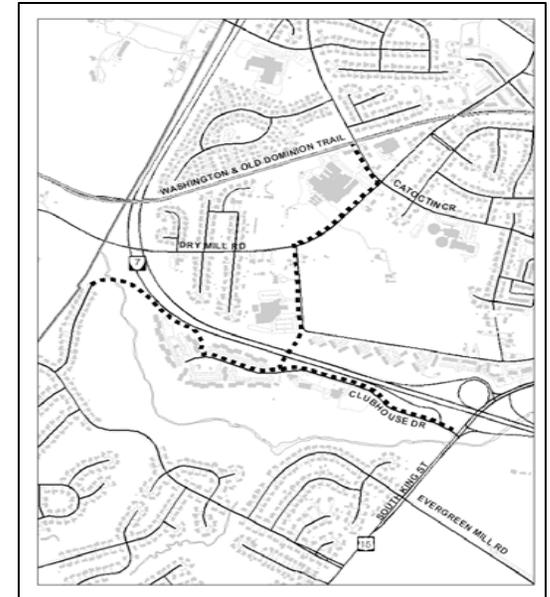
**TITLE:** Southwest Connector Trail (08310)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Development of a 9,000-foot long trail system to connect southwest Leesburg with the W&OD Trail and other points north of the Bypass. The trails consist of several segments: (1) connection between the Chancellor Street cul-de-sac and Clubhouse Drive, including a bridge over Dry Mill Branch; (2) along Clubhouse Drive between Clubhouse Apartments and South King Street; (3) bridge across the Leesburg Bypass, connecting Clubhouse Drive with Lee Avenue; (4) along Lee Avenue between Davis Drive and Dry Mill Road; (5) along Dry Mill Road between Lee Avenue and Catoctin Circle; and (6) along Catoctin Circle between Dry Mill Road and the W&OD Trail. The project has been combined with project number 07305: Clubhouse Drive Sidewalk.

**CONSTRUCTION START DATE:** Fall 2010

**ESTIMATED COMPLETION DATE:** Spring 2012

**OPERATING IMPACT:** Funds for trail repair, mowing, and trash and graffiti removal.



**GOALS ADDRESSED:**

**2005 Town Plan**

Construct integrated alternative transportation modes, including pedestrian paths and bikeways.

Create a park and greenway system including biking trails.

Trail delineated on the bicycle/pedestrian facilities policy map.

**Ad Hoc SE / SW Trail Committee Report**

Address trail access in the SE and SW quadrants of Town.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$6,051,704			\$751,704	\$3,550,000	\$1,750,000		\$6,051,704	
Proffers	718,296	200,000	270,000	248,296				518,296	
<b>TOTAL</b>	<b>\$6,770,000</b>	<b>\$200,000</b>	<b>\$270,000</b>	<b>\$1,000,000</b>	<b>\$3,550,000</b>	<b>\$1,750,000</b>		<b>\$6,570,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$1,000,000			1,000,000				\$1,000,000	
Design/Eng.	470,000	200,000	270,000					270,000	
Construction	5,300,000				3,550,000	1,750,000		5,300,000	
<b>TOTAL</b>	<b>\$6,770,000</b>	<b>\$200,000</b>	<b>\$270,000</b>	<b>\$1,000,000</b>	<b>\$3,550,000</b>	<b>\$1,750,000</b>		<b>\$6,570,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Veterans Park at Balls Bluff, Phase I (02302)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** Design and construction of public recreational facilities including a road, parking, boat launch, picnic areas and meadow. Future work may include pavilions, disc golf course, additional parking and a visitors center.

**CONSTRUCTION START DATE:** FY 2012

**ESTIMATED COMPLETION DATE:** FY 2012/2013

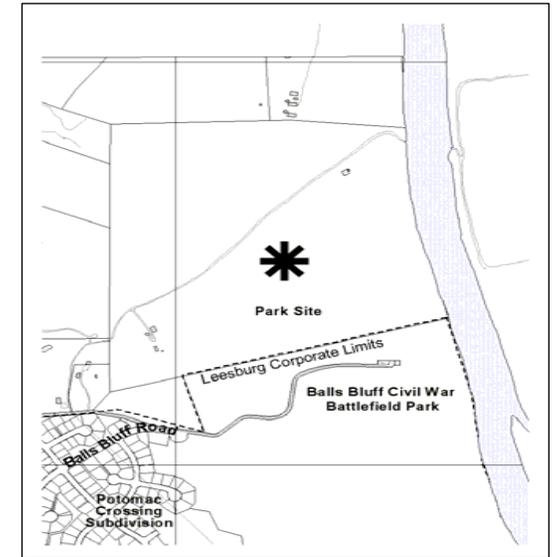
**OPERATING IMPACT:** Long-term park operating costs including maintenance and material costs.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$2,100,000	\$100,000		\$175,000	\$25,000	\$1,800,000		\$2,000,000	
Grants	200,000					200,000		200,000	
<b>TOTAL</b>	<b>\$2,300,000</b>	<b>\$100,000</b>		<b>\$175,000</b>	<b>\$25,000</b>	<b>\$2,000,000</b>		<b>\$2,200,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$275,000	\$100,000		\$175,000				\$175,000	
Land	25,000				25,000			25,000	
Construction	2,000,000					2,000,000		2,000,000	
<b>TOTAL</b>	<b>\$2,300,000</b>	<b>\$100,000</b>		<b>\$175,000</b>	<b>\$25,000</b>	<b>\$2,000,000</b>		<b>\$2,200,000</b>	



**GOAL ADDRESSED:**

**2005 Town Plan & 2002 20-Year Parks, Recreation & Open Space Plan**

To develop a comprehensive park system.

To ensure parks and facilities are safe and accessible.

To improve and enhance environmental quality, recreation, conservation, and cultural heritage.

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**CIP 3.3 Streets, Highways, Buildings, and Grounds Projects**

The FY 2009 Streets, Highways, Buildings, and Grounds projects include \$9.4 million in improvements. Major projects include: Battlefield Parkway (\$1.55 million), Edwards Ferry / Leesburg Bypass (\$1 million), Lowenbach Street (\$2.05 million), Sycolin Road Ph. II-III (\$2.2 million), and Virts Corner Improvements (\$1.7 million). See Table CIP 3.3.

**Table CIP 3.3 Streets, Highways, Buildings, and Grounds Capital Improvement Projects Summary**

Sources		Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$25,023,469	\$4,061,228	\$3,095,000	\$9,047,241	\$7,200,000	\$1,520,000	\$100,000	\$20,962,241	
Proffers (incl. Dev Contrib and Antic. Proffer)		3,382,979	177,241	1,801,979	539,759	40,000	360,000	464,000	3,205,738	
Loudoun County - Gas Tax		6,300,309	104,467	2,195,842					2,195,842	4,000,000
State - Dept. of Transportation (VDOT/NVTA)		51,900,920	1,900,000	1,300,000	3,614,920	5,000,000	5,500,000	5,586,000	21,000,920	29,000,000
Federal - Transportation (RSTP)		10,180,000		1,000,000	1,180,000	1,000,000	1,000,000	1,000,000	5,180,000	5,000,000
<b>Total</b>		<b>\$96,787,677</b>	<b>\$6,242,936</b>	<b>\$9,392,821</b>	<b>\$14,381,920</b>	<b>\$13,240,000</b>	<b>\$8,380,000</b>	<b>\$7,150,000</b>	<b>\$52,544,741</b>	<b>\$38,000,000</b>

Proj. No.	Uses	Total Project Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
NEW	Advanced Transportation Mgmt Sys, Ph II	\$180,000			\$180,000				\$180,000	
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	5,000,000	2,200,000	800,000	2,000,000				2,800,000	
06303	Battlefield Pkwy. - Kincaid Blvd. to Rt. 7	895,230	8,230	400,000	487,000				887,000	
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	13,500,000	2,050,000	350,000	5,500,000	5,600,000			11,450,000	
08307	Catoctin Cir./Dry Mill Rd. Left Turn Lane	200,000	40,000	160,000					160,000	
07303	Catoctin Cir./Edwards Ferry - Traf Sig & Lft Turn Lan	891,947	1,947			210,000	680,000		890,000	
07304	Church St. Improvements	450,000				150,000	200,000	100,000	450,000	
09307	Edwards Ferry Rd. at Leesburg Bypass	35,000,000		1,000,000	1,000,000	1,500,000	1,500,000	3,000,000	8,000,000	27,000,000
05302	Edwards Ferry Rd. at Rt. 15 Bypass Rt Turn Imps.	1,040,000	150,000	190,000	700,000				890,000	
10301	Edwards Ferry Rd. Widening	2,135,000		120,000	100,000	915,000	1,000,000		2,135,000	
05303	Lowenbach St. Improvements	4,850,000	670,000	2,050,000	2,130,000				4,180,000	
07302	Old Waterford Rd. Sidewalk	660,000	55,000		240,000	365,000			605,000	
01302	Rt. 15 (South King St.) Widening	15,200,000	250,000	400,000	1,000,000	4,500,000	5,000,000	4,050,000	14,950,000	
07313	Sycolin Rd. Widening Ph. II	2,000,000	7,259	1,247,821	744,920				1,992,741	
98301	Sycolin Road Widening Ph. III	12,560,500	610,500	950,000					950,000	11,000,000
07312	Virts Corner Improvements	2,225,000	200,000	1,725,000	300,000				2,025,000	
<b>Total - Streets, Highways, Bldngs &amp; Grnds</b>		<b>\$96,787,677</b>	<b>\$6,242,936</b>	<b>\$9,392,821</b>	<b>\$14,381,920</b>	<b>\$13,240,000</b>	<b>\$8,380,000</b>	<b>\$7,150,000</b>	<b>\$52,544,741</b>	<b>\$38,000,000</b>

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Advanced Transportation Management System, Phase II  
**STATUS:** New **PROJECT MANAGER:** R. LaFollette

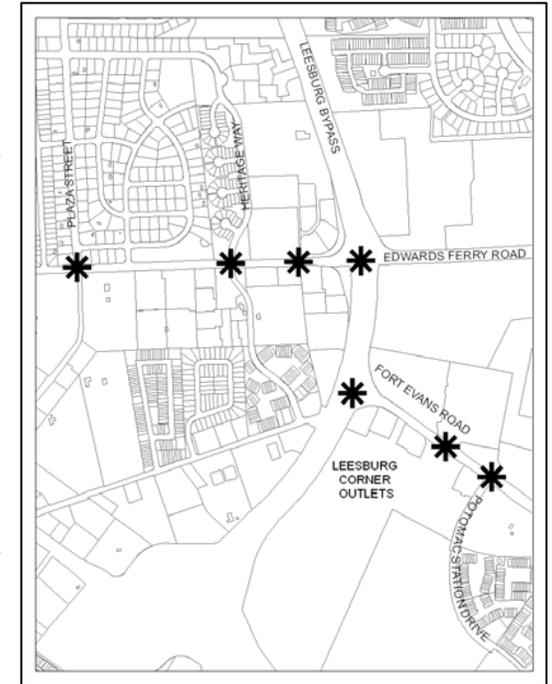
**PROGRAM DESCRIPTION:** This project includes electronic connection of existing traffic signals to allow monitoring of the system from a control center in Town Hall. This project will improve congestion and air quality by enhancing traffic flow. Signals to be included in this phase are:

- Edwards Ferry Road at Plaza Street
- Edwards Ferry Road at Heritage Way
- Edwards Ferry Road at Shenandoah Square
- Edwards Ferry Road at the Route 15 Bypass
- Ft. Evans Road at the Route 15 Bypass
- Ft. Evans Road at the Leesburg Corner Premium Outlet Mall entrance, and
- Ft. Evans Road at Potomac Station Drive

This is a continuation of Phase I of the project to provide better traffic flow throughout the Town on the two major corridors, Route 15 and Route 7 between Fort Evans Road and Fairview Avenue along Market Street, and from Country Club Drive to Market Street on Route 15.

**CONSTRUCTION START DATE:** Fall 2010

**ESTIMATED COMPLETION DATE:** Summer 2011 **OPERATING IMPACT:** Minimal



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
VDOT RSTP	\$180,000			\$180,000				\$180,000	
<b>TOTAL</b>	<b>\$180,000</b>			<b>\$180,000</b>				<b>\$180,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Construction	\$180,000			\$180,000				\$180,000	
<b>TOTAL</b>	<b>\$180,000</b>			<b>\$180,000</b>				<b>\$180,000</b>	

**GOAL ADDRESSED:**

**2005 Town Plan**

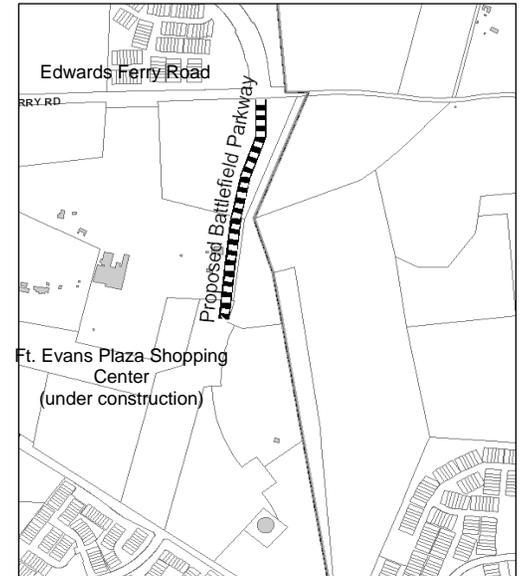
Transportation element requires a safe, convenient, and efficient motorized transportation system that satisfies both the short-term and long-term transportation mobility needs of Town residents and visitors.

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Battlefield Parkway - Edwards Ferry Road to Fort Evans Road (08303)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** The project includes construction of approximately 1,650 feet of 4-lane arterial roadway with a sidewalk and multi-use trail immediately south of Edwards Ferry Road. This section includes improvements to the Battlefield Parkway / Edwards Ferry Road intersection, and links the existing Parkway north of Edwards Ferry Road with a segment currently being constructed by a private developer in connection with the Fort Evans Plaza shopping center immediately north of Fort Evans Road. The project also includes construction of approximately 1,000' of 10" waterline to establish a loop within the existing water system. Funding of the waterline work is included in Utilities Fund Project – Miscellaneous Waterline and Sanitary Sewer Replacements and I/I Mitigation (06401).

By completing this final segment of Battlefield Parkway between North King Street and East Market Street, access to the northern portions of the Town will be improved and congestion on the Route 15 Bypass will be reduced. The project has been rescheduled due to environmental issues encountered.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$5,000,000	\$2,200,000	\$800,000	\$2,000,000				\$2,800,000	
<b>TOTAL</b>	<b>\$5,000,000</b>	<b>\$2,200,000</b>	<b>\$800,000</b>	<b>\$2,000,000</b>				<b>\$2,800,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$1,500,000	\$1,500,000							
Design/Eng.	500,000	500,000							
Construction	3,000,000	200,000	\$800,000	\$2,000,000				\$2,800,000	
<b>TOTAL</b>	<b>\$5,000,000</b>	<b>\$2,200,000</b>	<b>\$800,000</b>	<b>\$2,000,000</b>				<b>\$2,800,000</b>	

**CONSTRUCTION START DATE:** Summer 2008

**ESTIMATED COMPLETION DATE:** Summer 2010

**OPERATING IMPACT:** VDOT's maintenance payments will increase.

**GOAL ADDRESSED:** Reduce traffic congestion on Rt. 15 Bypass and provide additional access to north Leesburg.

**2005 Town Plan**

Transportation element requires 4-lane divided highway with acceleration/deceleration lanes.

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Battlefield Parkway - Kincaid Boulevard to Route 7 (06303)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Construction of a 3,500-foot segment of arterial roadway between East Market Street (Route 7) and Kincaid Boulevard. Major elements of the project are parallel 1,250-foot bridges over the W&OD Trail and Tuscarora Creek, sidewalk and multi-use trail, soundwalls, and an intersection to accommodate future Russell Branch Parkway. Completion of this segment will reduce congestion and improve traffic flow in the region and provide access for the residential neighborhoods in this portion of the Town. VDOT is administering the project under a design-build contract. The tables below indicate anticipated total funding levels and sources for the total project; and the planned financing and expenditures for Town of Leesburg funding sources. A waterline will also be constructed as part of this project. Cost and funding of the waterline are included in Utilities Fund Project No. 06401: Miscellaneous Waterline and Sanitary Sewer Replacements and I/I Mitigation.

<b>Source</b>	<b>Total</b>
Regional Surface Transportation Program (RSTP)	\$5,870,344
Federal STP	17,545
VDOT Urban Fund (Federal and State combined)	12,012,146
SAFETEA-LU Federal Earmark Funds	1,733,201
FHWA Demonstration Fund (Congressman Wolf)	6,956,600
FHWA Public Land Highway Fund	2,523,164
VDOT Transportation Partnership Opportunity Fund	5,000,000
Developer Contributions	887,000
	<b>\$35,000,000</b>



**CONSTRUCTION START DATE:** Winter 2008

**ESTIMATED COMPLETION DATE:** Autumn 2009

**OPERATING IMPACT:** VDOT's maintenance payments will increase

**GOAL ADDRESSED:** Reduce traffic volume on Rt. 15 Bypass and provide additional access to southern Leesburg.

**2005 Town Plan**  
 Transportation element requires 4-lane divided highway with acceleration/deceleration lanes.

**PLANNED FINANCING**

<b>Sources:</b>	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds Dev. Contrib. (Proffers)	8,230	\$8,230							
	887,000		400,000	487,000				887,000	
<b>TOTAL</b>	<b>\$895,230</b>	<b>\$8,230</b>	<b>\$400,000</b>	<b>\$487,000</b>				<b>\$887,000</b>	

**PLANNED EXPENDITURES**

<b>Uses:</b>	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$8,230	\$8,230							
Construction	887,000		400,000	487,000				887,000	
<b>TOTAL</b>	<b>\$895,230</b>	<b>\$8,230</b>	<b>\$400,000</b>	<b>\$487,000</b>				<b>\$887,000</b>	

CAPITAL PROJECTS FUND PROJECTS (continued)

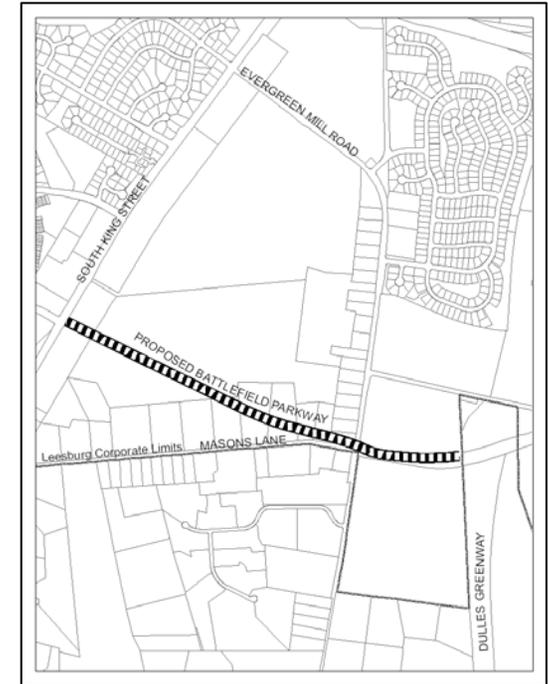
**TITLE:** Battlefield Parkway - Route 15 to Dulles Greenway (07315)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**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 has been extended to include widening 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.

**CONSTRUCTION START DATE:** Summer 2009

**ESTIMATED COMPLETION DATE:** Summer 2011

**OPERATING IMPACT:** VDOT's maintenance payments will increase.



**GOAL ADDRESSED:** Reduce traffic volume on Rt. 15 Bypass and provide additional access to southwest Leesburg.

**2005 Town Plan**

Transportation element requires 4-lane divided highway with acceleration/deceleration lanes.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$10,500,000	\$550,000		\$4,350,000	\$5,600,000			\$9,950,000	
NVTA	3,000,000	1,500,000	350,000	1,150,000				1,500,000	
<b>TOTAL</b>	<b>\$13,500,000</b>	<b>\$2,050,000</b>	<b>\$350,000</b>	<b>\$5,500,000</b>	<b>\$5,600,000</b>			<b>\$11,450,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$1,500,000	\$1,500,000							
Design/Eng.	900,000	550,000	350,000					350,000	
Construction	11,100,000			5,500,000	5,600,000			11,100,000	
<b>TOTAL</b>	<b>\$13,500,000</b>	<b>\$2,050,000</b>	<b>\$350,000</b>	<b>\$5,500,000</b>	<b>\$5,600,000</b>			<b>\$11,450,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Catoctin Circle/Dry Mill Road Left Turn Lane Traffic Signal Improvements (08307)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

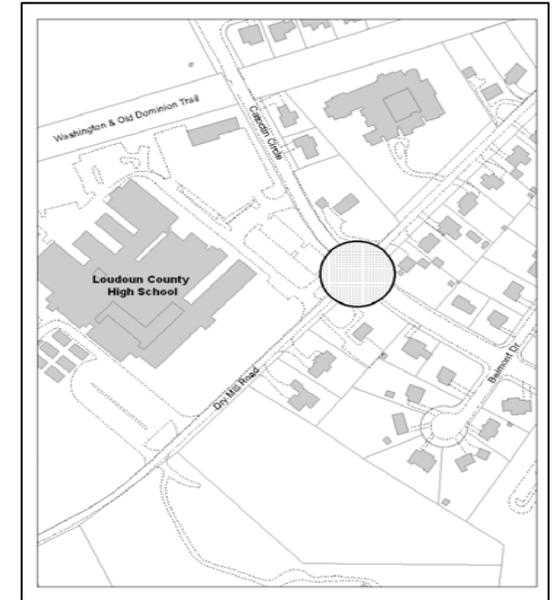
**PROGRAM DESCRIPTION:** As part of the recently completed Loudoun County High School expansion and renovation, a traffic impact study determined that a westbound left turn lane was warranted on Catoctin Circle at Dry Mill Road. These turn lane improvements require the replacement of the existing span wire traffic signal with a new mast arm signal, and addition of pedestrian signals at the intersection.

Loudoun County School Board proffered to provide a cash contribution of \$100,000 toward these improvements.

**CONSTRUCTION START DATE:** Spring 2007 – Turn lane improvements (completed)  
 Fall 2008 – Traffic signal replacement

**ESTIMATED COMPLETION DATE:** Spring 2009

**OPERATING IMPACT:** Minimal electrical costs.



**GOAL ADDRESSED:**

**2005 Town Plan**

Have a safe, convenient, and efficient multi-modal transportation system while maintaining the Town's character.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					Total for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$100,000		\$100,000					\$100,000	
Proffer	100,000	40,000	60,000					60,000	
<b>TOTAL</b>	<b>\$200,000</b>	<b>\$40,000</b>	<b>\$160,000</b>					<b>\$160,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	Year					Total for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$40,000	\$40,000							
Construction	160,000		160,000					160,000	
<b>TOTAL</b>	<b>\$200,000</b>	<b>\$40,000</b>	<b>\$160,000</b>					<b>\$160,000</b>	

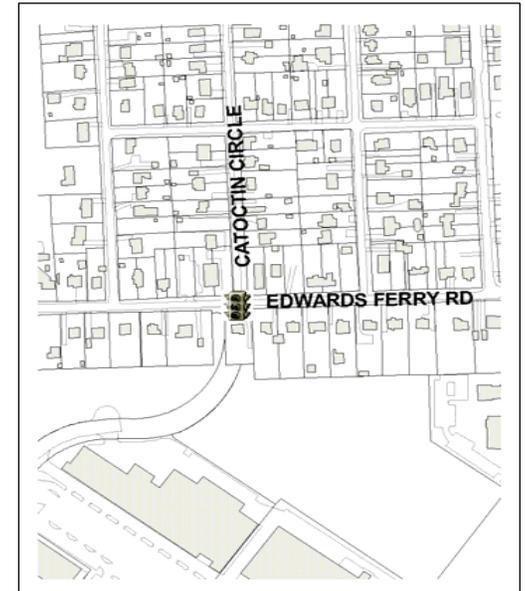
CAPITAL PROJECTS FUND PROJECTS (continued)

**TITLE:** Catoctin Circle / Edwards Ferry Road Intersection - Traffic Signal and Left Turn Lane (07303)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** 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.

**CONSTRUCTION START DATE:** Summer 2011

**ESTIMATED COMPLETION DATE:** Fall 2011



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$491,947	\$1,947			\$170,000	\$320,000		\$490,000	
Proffer	400,000				40,000	360,000		400,000	
<b>TOTAL</b>	<b>\$891,947</b>	<b>\$1,947</b>			<b>\$210,000</b>	<b>\$680,000</b>		<b>\$890,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$110,000				\$110,000			\$110,000	
Design/Eng.	101,947	1,947			100,000			100,000	
Equipment	180,000					180,000		180,000	
Construction	500,000					500,000		500,000	
<b>TOTAL</b>	<b>\$891,947</b>	<b>\$1,947</b>			<b>\$210,000</b>	<b>\$680,000</b>		<b>\$890,000</b>	

**OPERATING IMPACT:** Minimal electrical costs.

**GOAL ADDRESSED:**

**2005 Town Plan**

The Transportation element calls for a transportation system that does not adversely impact community and neighborhood integrity.

CAPITAL PROJECTS FUND PROJECTS (continued)

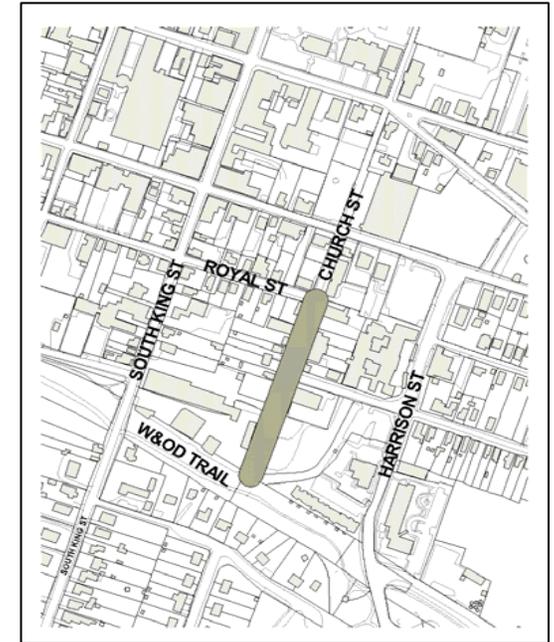
**TITLE:** Church Street Improvements (07304)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** This approximately 900-foot long project includes constructing curb and gutter and sidewalk along the west side of Church Street, for a three-block segment between Loudoun Street and the W&OD Trail right-of-way. The project also includes extending the paved section of Church Street approximately 200 feet south to the W&OD Trail. The project requires the approval of the Board of Architectural Review. The project has been extended to include the segment between Loudoun Street and Royal Street. Implementation of this project has been rescheduled due to public and private developments in the area, including the construction of a Crescent District Water Feature at the southern end of Church Street and the adjacent proposed Waterford development between Church Street and South King Street.

**CONSTRUCTION START DATE:** Spring 2011

**ESTIMATED COMPLETION DATE:** Summer 2012

**OPERATING IMPACT:** Minimal increase in maintenance of sidewalk and drainage system



**GOAL ADDRESSED:** Improve existing roadways to provide better drainage and safe pedestrian pathways.

**2005 Town Plan**

Have a safe, convenient, and efficient transportation system while maintaining the Town's character.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Required
G.O. Bonds	\$450,000				\$150,000	\$200,000	\$100,000	\$450,000	
<b>TOTAL</b>	<b>\$450,000</b>				<b>\$150,000</b>	<b>\$200,000</b>	<b>\$100,000</b>	<b>\$450,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Required
Design/Eng.	\$150,000				\$150,000			\$150,000	
Construction	300,000					200,000	100,000	300,000	
<b>TOTAL</b>	<b>\$450,000</b>				<b>\$150,000</b>	<b>\$200,000</b>	<b>\$100,000</b>	<b>\$450,000</b>	

CAPITAL PROJECTS FUND PROJECTS (continued)

**TITLE:** Edwards Ferry Road at Leesburg Bypass Interchange (09307)  
**STATUS:** New **PROJECT MANAGER:** T. Brandon

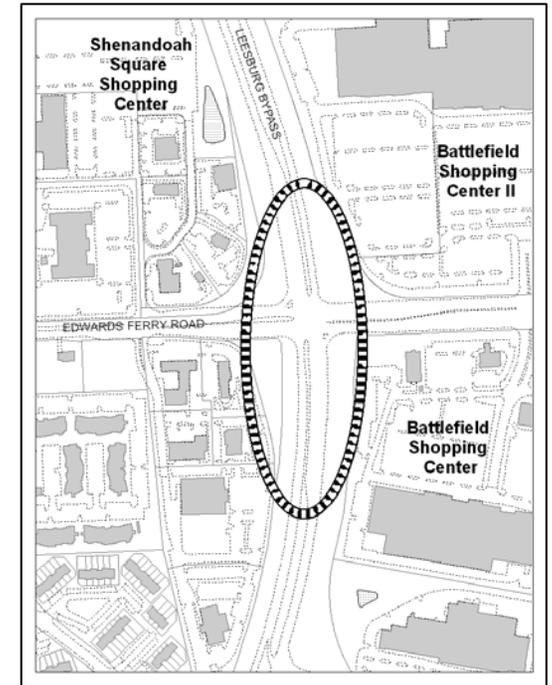
**PROGRAM DESCRIPTION:** The area surrounding the intersection between Edwards Ferry Road and the Leesburg Bypass has experienced significant commercial growth during the past 15 years. As a result, traffic volumes are beyond the capacity of the existing at-grade intersection, and the area routinely experiences significant congestion and traffic delays. This project will develop a new grade-separated interchange, which will improve traffic flow and will provide pedestrian access across the bypass. The cost estimate will be revised based on preliminary design.

A recent analysis by VDOT ranked this project as third most effective in the region for reducing traffic delays.

**CONSTRUCTION START DATE:** TBD

**ESTIMATED COMPLETION DATE:** TBD

**OPERATING IMPACT:** Increased maintenance of bridge structure.



**GOAL ADDRESSED:**

**2005 Town Plan**

Have a safe, convenient, and efficient multi-modal transportation system while maintaining the Town’s character.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
NVTA	\$25,000,000				\$500,000	\$500,000	\$2,000,000	\$3,000,000	\$22,000,000
VDOT RSTP	10,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
<b>TOTAL</b>	<b>\$35,000,000</b>		<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$3,000,000</b>	<b>\$8,000,000</b>	<b>\$27,000,000</b>

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Engineering	\$6,000,000		\$1,000,000	\$1,000,000	\$1,500,000	\$1,500,000	\$1,000,000	\$6,000,000	
Right of Way	2,000,000						2,000,000	2,000,000	
Construction	27,000,000								27,000,000
<b>TOTAL</b>	<b>\$35,000,000</b>		<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$3,000,000</b>	<b>\$8,000,000</b>	<b>\$27,000,000</b>

**CAPITAL PROJECTS FUND PROJECTS (continued)**

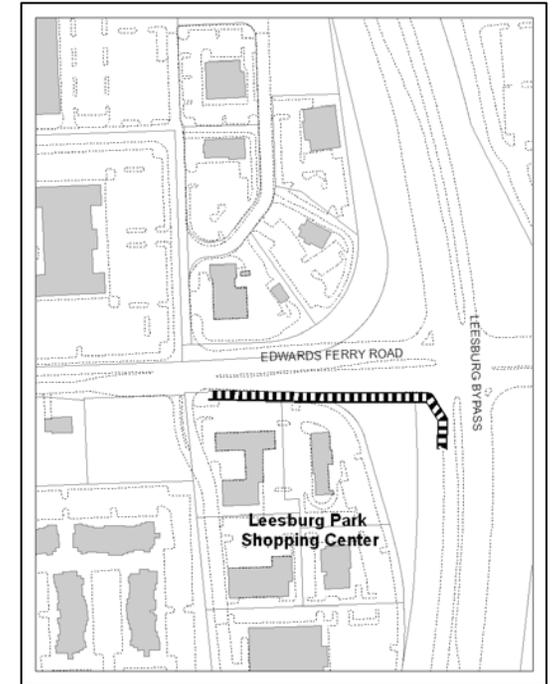
**TITLE:** Edwards Ferry Road at Route 15 Bypass Right Turn Lane Improvements (05302)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

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

**CONSTRUCTION START DATE:** Spring 2009

**ESTIMATED COMPLETION DATE:** Spring 2010

**OPERATING IMPACT:** Minimal increase in maintenance costs.



**GOALS ADDRESSED:**

**2005 Town Plan**

Have a safe, convenient, and efficient multi-modal transportation system while maintaining the Town’s character.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$240,000	\$12,759		\$227,241				\$227,241	
Proffers	380,000	137,241	190,000	52,759				242,759	
VDOT	420,000			420,000				420,000	
<b>TOTAL</b>	<b>\$1,040,000</b>	<b>\$150,000</b>	<b>\$190,000</b>	<b>\$700,000</b>				<b>\$890,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$190,000	\$150,000	\$40,000					\$40,000	
Land	\$50,000		\$50,000					\$50,000	
Construction	800,000		100,000	700,000				800,000	
<b>TOTAL</b>	<b>\$1,040,000</b>	<b>\$150,000</b>	<b>\$190,000</b>	<b>\$700,000</b>				<b>\$890,000</b>	

CAPITAL PROJECTS FUND PROJECTS (continued)

**TITLE:** Edwards Ferry Road Widening (10301)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Widen Edwards Ferry Road to a four lane divided roadway from Battlefield Shopping Center east to the Battlefield Parkway intersection near the corporate limits, a length of approximately 1,600 feet. All right-of-way is planned to be dedicated by the adjacent properties. The design schedule for this project has been accelerated to tie to the planned intersection improvements being constructed as part of the Battlefield Parkway project between Edwards Ferry Road and Ft. Evans Road (Project Number 08303).

**CONSTRUCTION START DATE:** Spring 2011

**ESTIMATED COMPLETION DATE:** Winter 2012

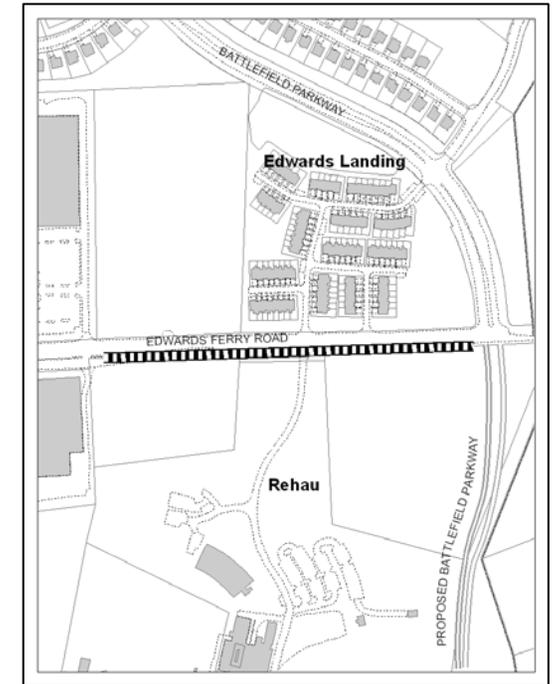
**OPERATING IMPACT:** Minimal increase in street maintenance costs.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$2,135,000		\$120,000	\$100,000	\$915,000	\$1,000,000		\$2,135,000	
<b>TOTAL</b>	<b>\$2,135,000</b>		<b>\$120,000</b>	<b>\$100,000</b>	<b>\$915,000</b>	<b>\$1,000,000</b>		<b>\$2,135,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$220,000		\$120,000	\$100,000				\$220,000	
Construction	1,915,000				915,000	1,000,000		1,915,000	
<b>TOTAL</b>	<b>\$2,135,000</b>		<b>\$120,000</b>	<b>\$100,000</b>	<b>\$915,000</b>	<b>\$1,000,000</b>		<b>\$2,135,000</b>	



GOAL ADDRESSED:

2005 Town Plan

Have a safe, convenient, and efficient multi-modal transportation system while maintaining the Town's character.

CAPITAL PROJECTS FUND PROJECTS (continued)

**TITLE:** Lowenbach Street Improvements (05303)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Improvements to Prince Street, Catoctin Circle, Queen Street, Washington Street, and Blue Ridge Avenue within the Lowenbach Subdivision. Improvements include street widening and reconstruction, new curb and gutter, brick sidewalk on one side, and a new storm drainage system. Traffic calming provided as part of the project will include traffic bump-outs, speed tables, and providing traffic circles at North Street and Catoctin Circle and at Marshall Street and Catoctin Circle. Improvements will also include upgrade of water and sanitary sewer lines within the neighborhood. The estimated cost of these upgrades is included in Utility Fund Project Number 06401: Miscellaneous Waterline and Sanitary Sewer Replacements and I/I Mitigation.

**CONSTRUCTION START DATE:** Fall 2006 – Traffic circles (completed)  
 Spring 2008 – Preliminary utility construction  
 Fall 2008 – Street and drainage improvements

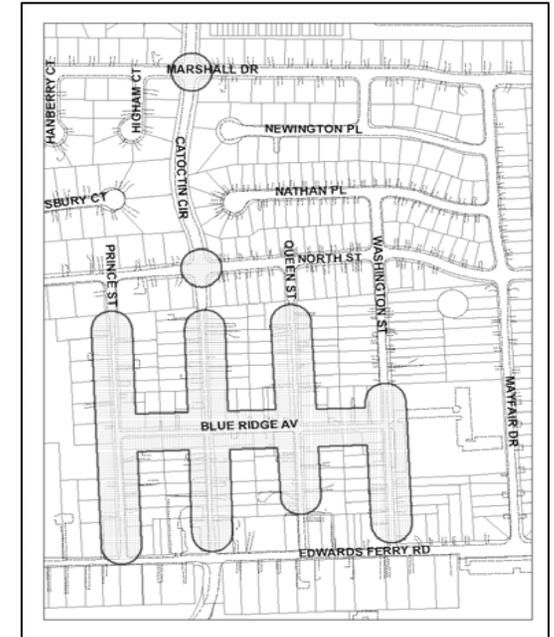
**ESTIMATED COMPLETION DATE:** Summer 2010

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
GO Bonds	\$4,850,000	\$670,000	\$2,050,000	\$2,130,000				\$4,180,000	
<b>TOTAL</b>	<b>\$4,850,000</b>	<b>\$670,000</b>	<b>\$2,050,000</b>	<b>\$2,130,000</b>				<b>\$4,180,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$100,000	\$100,000							
Design/Eng.	450,000	400,000	50,000					50,000	
Construction	4,300,000	170,000	2,000,000	2,130,000				4,130,000	
<b>TOTAL</b>	<b>\$4,850,000</b>	<b>\$670,000</b>	<b>\$2,050,000</b>	<b>\$2,130,000</b>				<b>\$4,180,000</b>	



**OPERATING IMPACT:** Minimal increase in street and storm drain maintenance costs.

**GOALS ADDRESSED:**

**2005 Town Plan**

Transportation element calls for a safe, convenient, efficient multi-modal transportation system with no adverse impact on community/neighborhood integrity.

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Old Waterford Road Sidewalk (07302)

**STATUS:** Ongoing **PROJECT MANAGER:** S. Azhar

**PROGRAM DESCRIPTION:** Construction of missing segments of sidewalk adjacent to Old Waterford Road in the vicinity of Ayrlee Avenue to provide a continuous pedestrian access route between the downtown area and Rust Library. The project also includes addition of curb and gutter on the east side of the road adjacent to Union Cemetery to improve drainage and mitigate flooding at low points in the cemetery and to provide a uniform roadway section.

**CONSTRUCTION START DATE:** Spring 2009

**ESTIMATED COMPLETION DATE:** Fall 2009

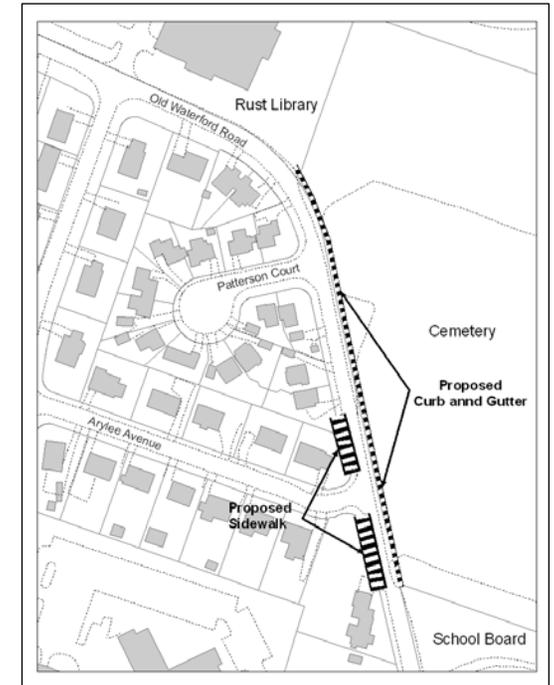
**OPERATING IMPACT:** Minimally increased maintenance of sidewalk and drainage system.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$660,000	\$55,000		\$240,000	\$365,000			\$605,000	
<b>TOTAL</b>	<b>\$660,000</b>	<b>\$55,000</b>		<b>\$240,000</b>	<b>\$365,000</b>			<b>\$605,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$20,000			\$20,000				\$20,000	
Design/Eng.	80,000	55,000		25,000				25,000	
Construction	560,000			195,000	365,000			560,000	
<b>TOTAL</b>	<b>\$660,000</b>	<b>\$55,000</b>		<b>\$240,000</b>	<b>\$365,000</b>			<b>\$605,000</b>	



**GOAL ADDRESSED:**

**2005 Town Plan**

The Transportation element calls for a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes walking.

CAPITAL PROJECTS FUND PROJECTS (continued)

**TITLE:** Route 15 (South King Street) Widening (01302)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** South King Street (Route 15) is a principal arterial route and major link in the regional network serving Northern Virginia, the metro area, and the Mid-Atlantic region and serves as the primary southern gateway to the Town. Widening this section to four lanes is a regional project, currently included in COG's Long Range Plan and VDOT's Statewide Plan.

This project widens Route 15 from two to four lanes for approximately 5,800 feet from Evergreen Mill Road to the southern corporate limits. The project will include a multiuse trail along the west side (formerly included as CIP project number 08306, South King Street Trail Phase II), sidewalk on the east side, and a landscaped median. Costs include overhead relocation of existing utilities. The design will evaluate undergrounding these lines.

The project schedule has been accelerated to reflect additional funding received from Loudoun County (VDOT Secondary Road Funds) and expected funds from VDOT (RSTP and Urban Funds) and from the Northern Virginia Transportation Authority (NVTA).

**CONSTRUCTION START DATE:** Fall 2010

**ESTIMATED COMPLETION DATE:** Winter 2012



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

**GOAL ADDRESSED:**

**2005 Town Plan**

Transportation element recommends widening Rt. 15 (South King Street) to four lanes.

The Southwest Sector objective calls for the design of South King Street with consideration given to it being a gateway to the Town and an essential segment of the Journey through Hallowed Ground.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
VDOT (exist./antic.)	\$5,736,000	\$250,000	\$400,000	\$300,000		\$1,200,000	\$3,586,000	\$5,486,000	
NVTA	9,000,000			700,000	4,500,000	3,800,000		9,000,000	
Proffers	464,000						464,000	464,000	
<b>TOTAL</b>	<b>\$15,200,000</b>	<b>\$250,000</b>	<b>\$400,000</b>	<b>\$1,000,000</b>	<b>\$4,500,000</b>	<b>\$5,000,000</b>	<b>\$4,050,000</b>	<b>\$14,950,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$1,000,000			\$700,000	\$300,000			\$1,000,000	
Design/Eng.	950,000	250,000	400,000	300,000				700,000	
Construction	13,250,000				4,200,000	5,000,000	4,050,000	13,250,000	
<b>TOTAL</b>	<b>\$15,200,000</b>	<b>\$250,000</b>	<b>\$400,000</b>	<b>\$1,000,000</b>	<b>\$4,500,000</b>	<b>\$5,000,000</b>	<b>\$4,050,000</b>	<b>\$14,950,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

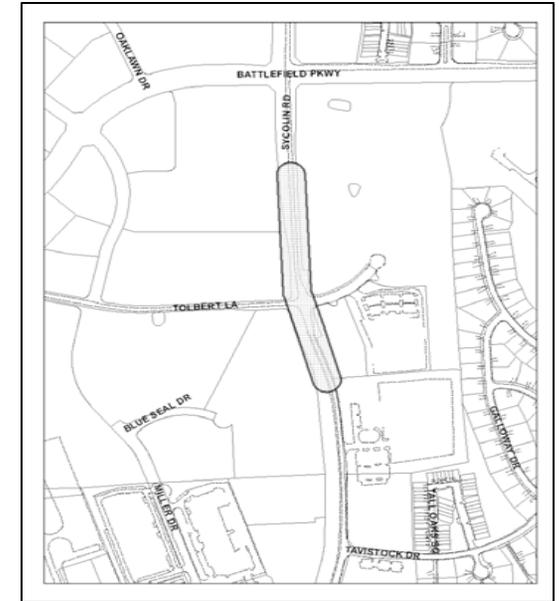
**TITLE:** Sycolin Road Widening Phase II (Tolbert Lane Intersection) (07313)  
**STATUS:** Ongoing **PROJECT MANAGER:** R. LaFollette

**PROGRAM DESCRIPTION:** Upgrade Sycolin Road (Route 643) from a two-to a four-lane road from approximately 700 feet south of the Battlefield Parkway / Lawson Road intersection to just south of Tolbert Lane. This project will extend the Phase I Sycolin Road improvements at the Battlefield Parkway intersection that were recently completed. Sycolin Road/Plaza Street, between the southern corporate limits to Battlefield Parkway near the northern edge of town, is the only continuous north-south arterial route in Leesburg other than Route 15. Route 643 will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor. The schedule has been adjusted due to FEMA flood plane issues. Estimated costs for a required water line relocation has been included in Utility Fund Project Number 08401: Water System Improvements.

**CONSTRUCTION START DATE:** Fall 2008

**ESTIMATED COMPLETION DATE:** Spring 2010

**OPERATING IMPACT:** VDOT's maintenance payments will rise with the construction of additional lanes.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
G.O. Bonds	\$7,259	\$7,259							
Loudoun County Gas Tax	679,821		679,821					679,821	
Dev. Contrib. (Proffer)	568,000		568,000					568,000	
VDOT	744,920			744,920				744,920	
<b>TOTAL</b>	<b>\$2,000,000</b>	<b>\$7,259</b>	<b>\$1,247,821</b>	<b>\$744,920</b>				<b>\$1,992,741</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Design/Eng.	\$7,259	\$7,259							
Construction	1,992,741		1,247,821	744,920				1,992,741	
<b>TOTAL</b>	<b>\$2,000,000</b>	<b>\$7,259</b>	<b>\$1,247,821</b>	<b>\$744,920</b>				<b>\$1,992,741</b>	

**GOAL ADDRESSED:**

**2005 Town Plan**

The Transportation element calls for construction of four undivided lanes on Route 643 with acceleration/deceleration lanes.

Expand the transportation system that does not adversely impact community and neighborhood integrity.

Provide a safe convenient, continuous, compatible, and aesthetically pleasing transportation environment.

CAPITAL PROJECTS FUND PROJECTS (continued)

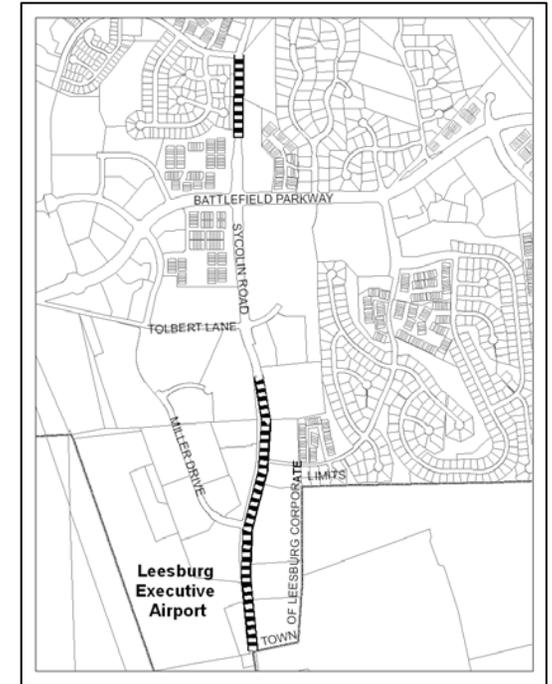
**TITLE:** Sycolin Road Widening Phase III  
(Hope Parkway to Battlefield Parkway and Tolbert Lane to southern corporate limits) (98301)  
**STATUS:** Ongoing **PROJECT MANAGER:** R. LaFollette

**PROGRAM DESCRIPTION:** Upgrade two segments of Sycolin Road (Route 643) from two-lanes to a four-lane road. This section will include an area from approximately 700 feet north of Battlefield Parkway (Lawson Road) to approximately 300 feet north of Hope Parkway and another segment from Tolbert Lane to the southern corporate limits. Sycolin Road / Plaza Street, between the southern corporate limits and Battlefield Parkway near the northern edge of town, is the only continuous north-south arterial route in Leesburg other than Route 15. Route 643 will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor. Estimated costs for a required water line relocation has been included in Utility Fund Project Number 06401: Miscellaneous Waterline and Sanitary Sewer Replacements and I/I Mitigation.

**CONSTRUCTION START DATE:** TBD (pending identification of funding sources)

**ESTIMATED COMPLETION DATE:** TBD

**OPERATING IMPACT:** VDOT’s maintenance payments will increase with construction of additional 2 lanes.



**GOAL ADDRESSED:**

**2005 Town Plan**

The Transportation element calls for four undivided lanes on Route 643 with acceleration/deceleration lanes.

Expand the transportation system so that it does not adversely impact community and neighborhood integrity.

Provide safe convenient, continuous, compatible, aesthetically pleasing transportation environment.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$556,033	\$556,033							
Loudoun County Gas Tax	4,420,488	54,467	366,021				366,021	4,000,000	
Proffers	466,505		466,505				466,505		
Traffic Signal Proffer	117,474		117,474				117,474		
VDOT/NVTA	7,000,000							7,000,000	
<b>TOTAL</b>	<b>\$12,560,500</b>	<b>\$610,500</b>	<b>\$950,000</b>				<b>\$950,000</b>	<b>\$11,000,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$400,000		\$400,000				\$400,000		
Design/Eng.	\$760,500	610,500	150,000				150,000		
O/H Util. Reloc.	\$400,000		400,000				400,000		
Construction	\$11,000,000							11,000,000	
<b>TOTAL</b>	<b>\$12,560,500</b>	<b>\$610,500</b>	<b>\$950,000</b>				<b>\$950,000</b>	<b>\$11,000,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

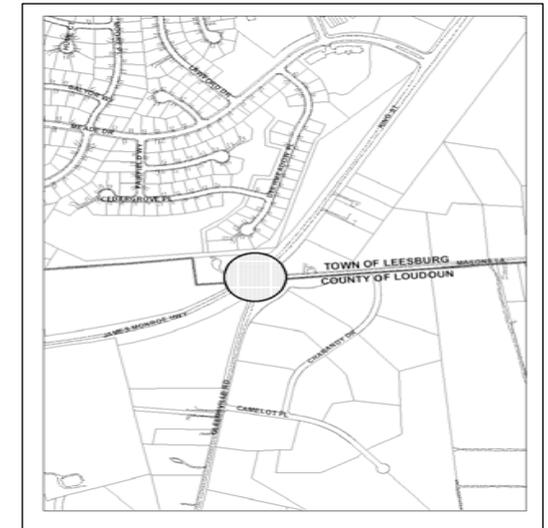
**TITLE:** Virts Corner Improvements (07312)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** This project improves the intersection of South King Street, Masons Lane, and Gleedsville Road at the southern corporate limits of the Town. The project was originally part of the South King Street widening project, but was separated out in order to accelerate construction. Completion of a new interchange on the Dulles Greenway with Battlefield Parkway is expected to significantly increase traffic volume at this intersection. A primary gateway sign will be constructed as part of this project.

**CONSTRUCTION START DATE:** Summer 2008

**ESTIMATED COMPLETION DATE:** Summer 2009

**OPERATING IMPACT:** VDOT's maintenance payments will increase.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
G.O. Bonds	\$25,000		\$25,000					\$25,000	
Loudoun County Gas Tax	1,200,000	50,000	1,150,000					1,150,000	
VDOT	1,000,000	150,000	550,000	300,000				850,000	
<b>TOTAL</b>	<b>\$2,225,000</b>	<b>\$200,000</b>	<b>\$1,725,000</b>	<b>\$300,000</b>				<b>\$2,025,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$50,000	\$50,000							
Design/Eng.	150,000	150,000							
Construction	2,025,000		1,725,000	300,000				2,025,000	
<b>TOTAL</b>	<b>\$2,225,000</b>	<b>\$200,000</b>	<b>\$1,725,000</b>	<b>\$300,000</b>				<b>\$2,025,000</b>	

**GOAL ADDRESSED:**

**2005 Town Plan**

The Transportation element recommends widening Route 15 Business (South King) to four lanes.

The Southwest Sector objective calls for the design of South King Street with consideration given to its being a gateway to the Town and an essential segment of the Journey through Hallowed Ground.

**THIS PAGE INTENTIONALLY LEFT BLANK.**

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**CIP 3.4 Storm Drainage Projects**

Funding in the amount of \$3.14 million is included for storm drainage projects in FY 2009. Major improvements are proposed for North King Street (\$1.15 million) and Edwards Ferry Road at Colonial Square (\$750,000). See Table CIP 3.4, below. Note: The Town will continue to conduct a series of drainage studies begun in FY 2006 to review problem areas throughout Town. Funding for the studies has been moved to contractual services in Capital Projects Management operating budget.

**Table CIP 3.4. Storm Drainage Capital Improvement Projects Summary**

Sources		Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$9,764,001	\$1,720,001	\$3,144,000	\$2,300,000	\$1,400,000	\$1,200,000		\$8,044,000	
<b>Total</b>		<b>\$9,764,001</b>	<b>\$1,720,001</b>	<b>\$3,144,000</b>	<b>\$2,300,000</b>	<b>\$1,400,000</b>	<b>\$1,200,000</b>		<b>\$8,044,000</b>	
Proj. No.	Uses	Total Project Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
06311	Mount Olive Baptist Church	\$575,001	\$25,001	\$50,000	\$200,000	\$300,000			\$550,000	
01307	Country Club Drive	464,000	200,000	264,000					264,000	
05305	Dry Mill/Wage/Anne Storm Improvements	870,000	390,000	480,000					480,000	
06307	Edwards Ferry Rd. at Colonial Sq.	2,000,000	500,000	750,000	750,000				1,500,000	
06309	Governors Drive	260,000	110,000	150,000					150,000	
06317	Fields at Leesburg Apts. / Meadows Ln	2,065,000	65,000		100,000	700,000	1,200,000		2,000,000	
01305	North King St Improvements	1,450,000	300,000	1,150,000					1,150,000	
07307	Town Branch at Mosby Dr.	480,000	50,000	125,000	305,000				430,000	
06306	Tuscarora Creek Flood Mitigation	895,000	80,000	90,000	725,000				815,000	
09302	Woodberry Rd Drainage & Street Imps.	705,000		85,000	220,000	400,000			705,000	
<b>Total - General Government</b>		<b>\$9,764,001</b>	<b>\$1,720,001</b>	<b>\$3,144,000</b>	<b>\$2,300,000</b>	<b>\$1,400,000</b>	<b>\$1,200,000</b>		<b>\$8,044,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Country Club Drive Drainage Improvements (01307)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** This project consists of storm drainage improvements to alleviate flooding of backyards and drainage problems along the western end of Country Club Drive and the West Park golf course. The project schedule has been revised to resolve design issues and to obtain necessary easements.

**CONSTRUCTION START DATE:** Summer 2008

**ESTIMATED COMPLETION DATE:** Spring 2009

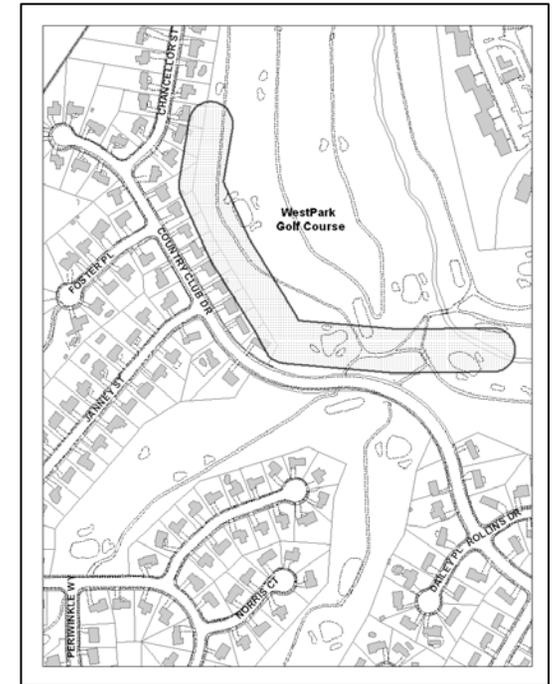
**OPERATING IMPACT:** None.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$464,000	\$200,000	\$264,000					\$264,000	
<b>TOTAL</b>	<b>\$464,000</b>	<b>\$200,000</b>	<b>\$264,000</b>					<b>\$264,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$25,000	\$25,000							
Design/Eng.	75,000	75,000							
Construction	364,000	100,000	264,000					264,000	
<b>TOTAL</b>	<b>\$464,000</b>	<b>\$200,000</b>	<b>\$264,000</b>					<b>\$264,000</b>	



**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

CAPITAL PROJECTS FUND PROJECTS (continued)

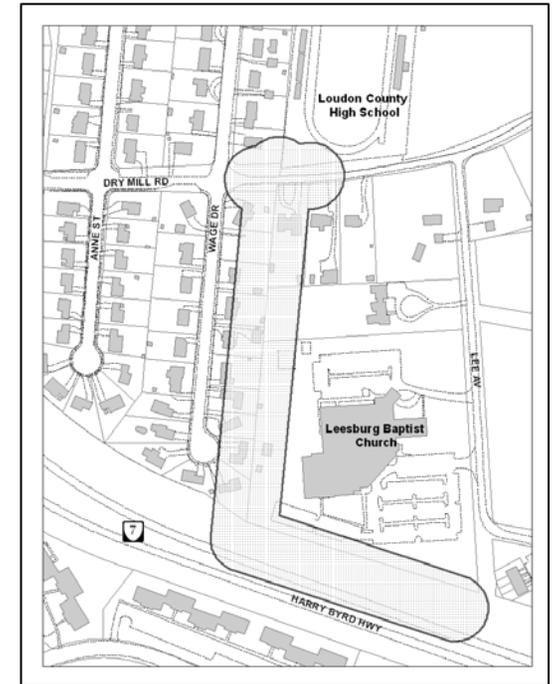
**TITLE:** Dry Mill/Wage/Anne Storm Improvements (05305)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Improvements to address street and drainage problems within the residential areas in the vicinity of Dry Mill Road, Wage Drive, and Anne Street. Improvements include development of a new drainage system to divert portions of the watershed away from the existing inadequate storm drain system serving Wage Drive and Anne Street.

**CONSTRUCTION START DATE:** Spring 2008

**ESTIMATED COMPLETION DATE:** Summer 2008

**OPERATING IMPACT:** None.



**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$870,000	\$390,000	\$480,000					\$480,000	
<b>TOTAL</b>	<b>\$870,000</b>	<b>\$390,000</b>	<b>\$480,000</b>					<b>\$480,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$40,000	\$40,000							
Design/Eng.	150,000	150,000							
Construction	680,000	200,000	480,000					480,000	
<b>TOTAL</b>	<b>\$870,000</b>	<b>\$390,000</b>	<b>\$480,000</b>					<b>\$480,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

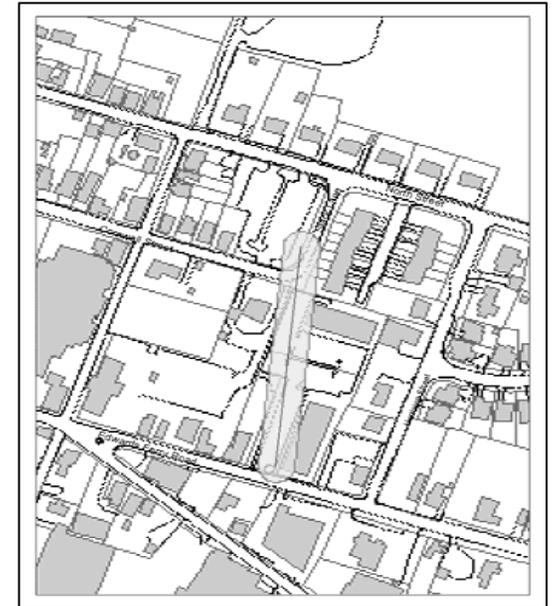
**TITLE:** Edwards Ferry Road at Colonial Square Drainage Improvements (06307)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** Design and construction of storm drainage upgrades and improvements that originate from the North King Street drainage area. Project is required to alleviate potential flooding that could occur during severe rain events in areas surrounding drainage structures upstream of this project. The project involves a new and larger storm drain system between North Street and Edwards Ferry Road.

**CONSTRUCTION START DATE:** Summer 2008

**ESTIMATED COMPLETION DATE:** Spring 2010

**OPERATING IMPACT:** None.



**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for the provision of adequate storm water management that meet state and federal criteria for water quality.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$2,000,000	\$500,000	\$750,000	\$750,000				\$1,500,000	
<b>TOTAL</b>	<b>\$2,000,000</b>	<b>\$500,000</b>	<b>\$750,000</b>	<b>\$750,000</b>				<b>\$1,500,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$350,000	\$350,000							
Design/Eng.	150,000	150,000							
Construction	1,500,000		750,000	750,000				1,500,000	
<b>TOTAL</b>	<b>\$2,000,000</b>	<b>\$500,000</b>	<b>\$750,000</b>	<b>\$750,000</b>				<b>\$1,500,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Fields at Leesburg Apartments and Meadows Lane Storm Drainage (06317)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Residents in northeast Leesburg have reported several specific areas in the Plaza Street / Fort Evans Road area where stormwater runoff does not adequately flow to the public and private storm drain systems. A storm drainage study was completed in 2007 that provided recommendations for mitigation of the drainage problems. Storm drainage improvements include the following drainage areas, all within the same watershed:

- Meadows Lane
- The Fields at Leesburg Apartments near Police Headquarters
- The Fields at Leesburg Apartments/Plaza Street Storm Drain

This project will implement the recommendations of that study.

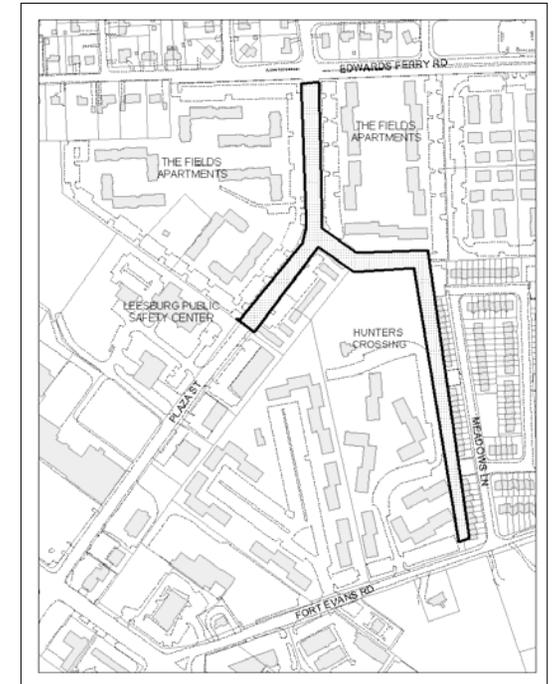
**CONSTRUCTION START DATE:** Spring 2010

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$2,065,000	\$65,000		\$100,000	\$700,000	\$1,200,000		\$2,000,000	
<b>TOTAL</b>	<b>\$2,065,000</b>	<b>\$65,000</b>		<b>\$100,000</b>	<b>\$700,000</b>	<b>\$1,200,000</b>		<b>\$2,000,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$150,000				\$150,000			\$150,000	
Design/Eng.	215,000	65,000		100,000	50,000			150,000	
Construction	1,700,000				500,000	1,200,000		1,700,000	
<b>TOTAL</b>	<b>\$2,065,000</b>	<b>\$65,000</b>		<b>\$100,000</b>	<b>\$700,000</b>	<b>\$1,200,000</b>		<b>\$2,000,000</b>	



**ESTIMATED COMPLETION DATE:** Spring 2012

**OPERATING IMPACT:** None.

**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

**CAPITAL PROJECTS FUND PROJECTS (continued)**

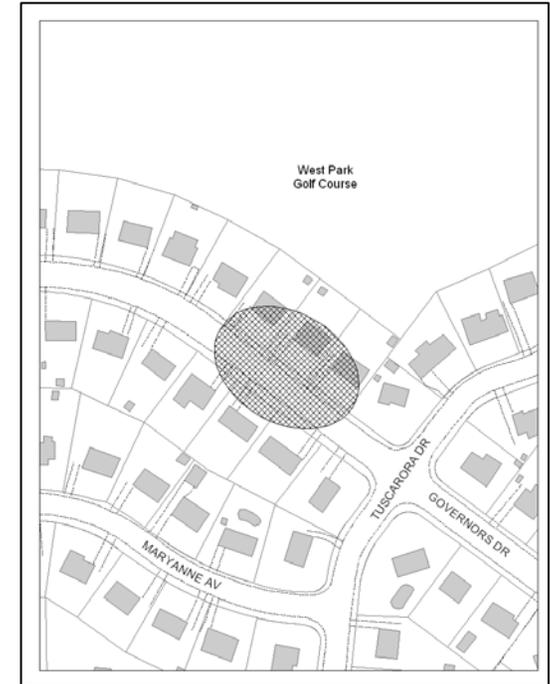
**TITLE:** Governors Drive Drainage Improvements (06309)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** During major storms, an area on Governors Drive near Tuscarora Drive is subject to flooding of the street and an adjacent house. This project includes improvements to existing storm system to eliminate the flooding.

**CONSTRUCTION START DATE:** Summer 2008

**ESTIMATED COMPLETION DATE:** Autumn 2008

**OPERATING IMPACT:** None.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$260,000	\$110,000	\$150,000					\$150,000	
<b>TOTAL</b>	<b>\$260,000</b>	<b>\$110,000</b>	<b>\$150,000</b>					<b>\$150,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$20,000	\$20,000							
Design/Eng.	40,000	40,000							
Construction	200,000	50,000	150,000					150,000	
<b>TOTAL</b>	<b>\$260,000</b>	<b>\$110,000</b>	<b>\$150,000</b>					<b>\$150,000</b>	

**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

CAPITAL PROJECTS FUND PROJECTS (continued)

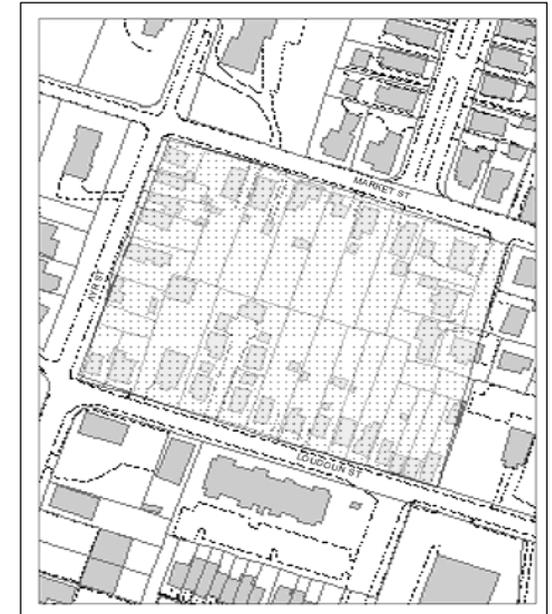
**TITLE:** Mount Olive Baptist Church Drainage Improvements (06311)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Property owners along the north side of Loudoun Street near Mount Olive Baptist Church have reported poor drainage conditions and flooding. This project deals with the area bounded by Ayr, Liberty, West Market, and Loudoun Streets. A drainage study was completed in 2007 that recommended certain improvements to mitigate localized flooding of these properties. This project will implement the recommendations of that study.

**CONSTRUCTION START DATE:** Spring 2010

**ESTIMATED COMPLETION DATE:** Autumn 2010

**OPERATING IMPACT:** None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$575,001	\$25,001	\$50,000	\$200,000	\$300,000			\$550,000	
<b>TOTAL</b>	<b>\$575,001</b>	<b>\$25,001</b>	<b>\$50,000</b>	<b>\$200,000</b>	<b>\$300,000</b>			<b>\$550,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$70,000			\$70,000				\$70,000	
Design/Eng.	85,001	25,001	50,000	10,000				60,000	
Construction	420,000			120,000	300,000			420,000	
<b>TOTAL</b>	<b>\$575,001</b>	<b>\$25,001</b>	<b>\$50,000</b>	<b>\$200,000</b>	<b>\$300,000</b>			<b>\$550,000</b>	

**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

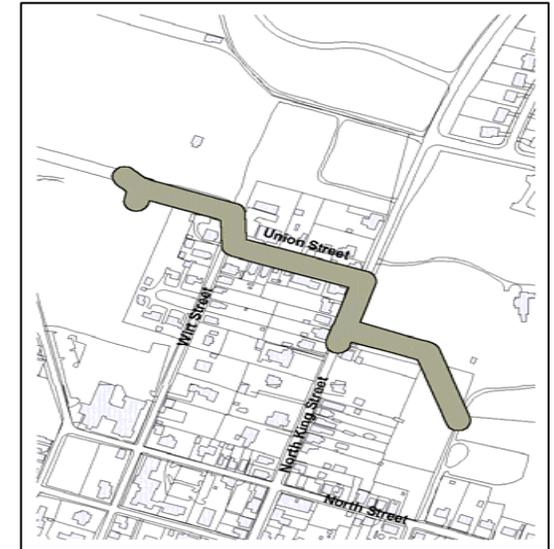
CAPITAL PROJECTS FUND PROJECTS (continued)

**TITLE:** North King Street Storm Drainage Improvements (01305)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Geiger

**PROGRAM DESCRIPTION:** The existing system is old and undersized. Some sections were constructed in areas where easements were not secured. The area to the east of King Street remains wet after rain. This project, designed to improve the drainage in this area and replace the old storm sewer, was identified in the 1975 storm drainage study. Included with this project is a permanent improvement to the hospital outfall retaining mature trees to the extent possible. Also included is replacement of water services along North King Street between North Street and Ida Lee Park. Design of this project will be coordinated with the Board of Architectural Review. Waterline replacement cost is included in Utility Fund Project #06401: Miscellaneous Waterline and Sanitary Sewer Replacements.

**CONSTRUCTION START DATE:** Summer 2008

**ESTIMATED COMPLETION DATE:** Summer 2009



**OPERATING IMPACT:** None.

**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$1,450,000	\$300,000	\$1,150,000					\$1,150,000	
<b>TOTAL</b>	<b>\$1,450,000</b>	<b>\$300,000</b>	<b>\$1,150,000</b>					<b>\$1,150,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$125,000	\$125,000							
Design/Eng	168,922	168,922							
Construction	1,156,078	6,078	1,150,000					1,150,000	
<b>TOTAL</b>	<b>\$1,450,000</b>	<b>\$300,000</b>	<b>\$1,150,000</b>					<b>\$1,150,000</b>	

**CAPITAL PROJECTS FUND PROJECTS (continued)**

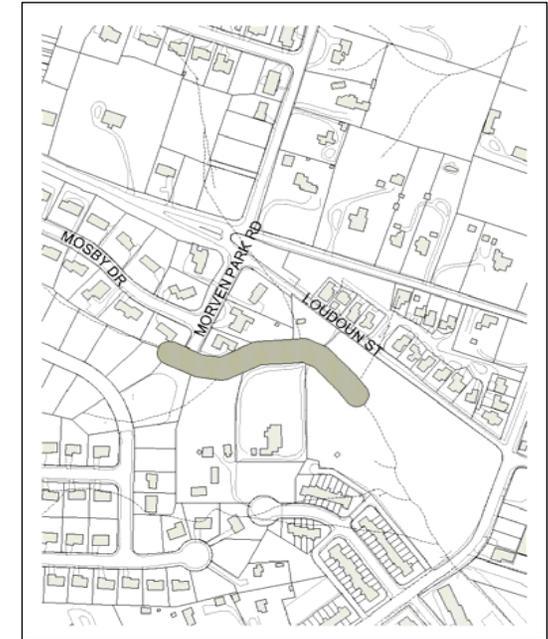
**TITLE:** Town Branch at Mosby Drive (07307)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Improvements to protect the existing structures at the end of Morven Park Road from the 100-year flood.

**CONSTRUCTION START DATE:** Spring 2009

**ESTIMATED COMPLETION DATE:** Winter 2009

**OPERATING IMPACT:** None.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$480,000	\$50,000	\$125,000	\$305,000				\$430,000	
<b>TOTAL</b>	<b>\$480,000</b>	<b>\$50,000</b>	<b>\$125,000</b>	<b>\$305,000</b>				<b>\$430,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$15,000		\$15,000					\$15,000	
Design/Eng.	60,000	50,000	10,000					10,000	
Construction	405,000		100,000	305,000				405,000	
<b>TOTAL</b>	<b>\$480,000</b>	<b>\$50,000</b>	<b>\$125,000</b>	<b>\$305,000</b>				<b>\$430,000</b>	

**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

The Natural Resources element calls for restoring the ecological integrity of streams.

CAPITAL PROJECTS FUND PROJECTS (continued)

**TITLE:** Tuscarora Creek Flood Mitigation (06306)

**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Channel improvements to Tuscarora Creek to control the 100-year flood event as identified in the Storm Water Management Master Plan. Design features to be coordinated with the Crescent District Design. This project will be coordinated with the proposed Brandon Park Development.

**CONSTRUCTION START DATE:** Spring 2009

**ESTIMATED COMPLETION DATE:** Spring 2010

**OPERATING IMPACT:** None.

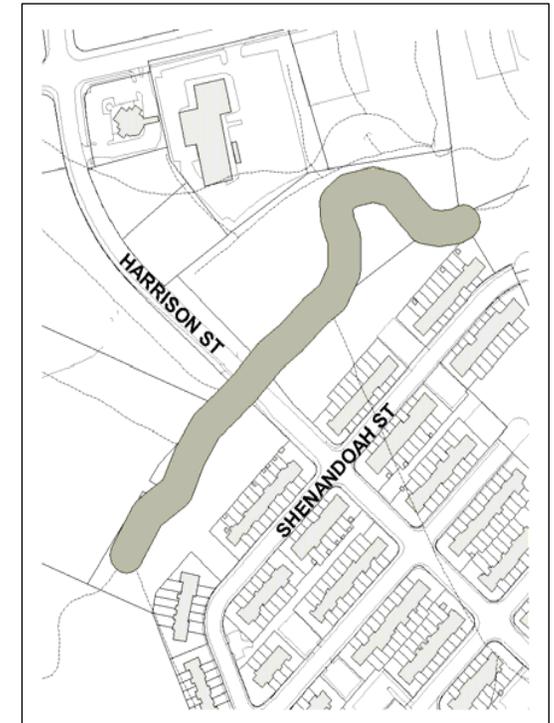
**GOAL ADDRESSED:** Increase existing drainage system capacity with construction of flood control upgrades consistent with 1990 Stormwater Management Master Plan.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$895,000	\$80,000	\$90,000	\$725,000				\$815,000	
<b>TOTAL</b>	<b>\$895,000</b>	<b>\$80,000</b>	<b>\$90,000</b>	<b>\$725,000</b>				<b>\$815,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08						TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$25,000		\$25,000					\$25,000	
Design/Eng.	145,000	80,000	65,000					65,000	
Construction	725,000			725,000				725,000	
<b>TOTAL</b>	<b>\$895,000</b>	<b>\$80,000</b>	<b>\$90,000</b>	<b>\$725,000</b>				<b>\$815,000</b>	



2005 Town Plan

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

The Natural Resources element calls for restoring the ecological integrity of streams.

**CAPITAL PROJECTS FUND PROJECTS (continued)**

**TITLE:** Woodberry Road Drainage and Street Improvements (09302)  
**STATUS:** Ongoing **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Design and construction of street improvements including curb and gutter, sidewalk and storm drainage to improve road drainage and pedestrian access. This project extends approximately 800 feet from Edwards Ferry Road to the existing curb and gutter section near North Street. The scope of the project has been expanded to include sidewalks.

**CONSTRUCTION START DATE:** Spring 2010

**ESTIMATED COMPLETION DATE:** Summer 2011

**OPERATING IMPACT:** None.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Bonds	\$705,000		\$85,000	\$220,000	\$400,000			\$705,000	
<b>TOTAL</b>	<b>\$705,000</b>		<b>\$85,000</b>	<b>\$220,000</b>	<b>\$400,000</b>			<b>\$705,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$25,000		\$25,000					\$25,000	
Design/Eng.	80,000		60,000	20,000				80,000	
Construction	600,000			200,000	400,000			600,000	
<b>TOTAL</b>	<b>\$705,000</b>		<b>\$85,000</b>	<b>\$220,000</b>	<b>\$400,000</b>			<b>\$705,000</b>	



**GOAL ADDRESSED:**

**2005 Town Plan**

Have a safe, convenient, and efficient transportation system while maintaining the Town's character.

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

**THIS PAGE LEFT INTENTIONALLY BLANK.**

UTILITIES FUND PROJECTS

CIP 4.1 Utilities Fund Projects

The major utility projects for FY 2009 include \$3.63 million to continue construction of Route 643 Tank and \$1.352 million to complete construction of Carr Tank No. 2. See Table CIP 4.1, below.

Table CIP 4.1 Utilities Fund Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
Utilities Fund Cash		\$13,163,850	\$2,536,410	\$3,326,400	\$3,703,290	\$1,244,250	\$749,250	\$1,604,250	\$10,627,440	
Utilities Fund Bonds		16,089,150	3,100,056	4,065,600	4,526,244	1,520,750	915,750	1,960,750	12,989,094	
<b>Total</b>		<b>\$29,253,000</b>	<b>\$5,636,466</b>	<b>\$7,392,000</b>	<b>\$8,229,534</b>	<b>\$2,765,000</b>	<b>\$1,665,000</b>	<b>\$3,565,000</b>	<b>\$23,616,534</b>	
Proj. No.	Uses	Total Project Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
<b>Utility Maintenance</b>										
06401	Misc. Waterline and San. Sewer Im	\$4,791,000	\$1,696,000	\$2,000,000	\$200,000	\$315,000	\$315,000	\$265,000	\$3,095,000	
<b>Total Utility Maintenance</b>		<b>\$4,791,000</b>	<b>\$1,696,000</b>	<b>\$2,000,000</b>	<b>\$200,000</b>	<b>\$315,000</b>	<b>\$315,000</b>	<b>\$265,000</b>	<b>\$3,095,000</b>	
<b>Water Supply</b>										
07403	Carr Tank No. 1 Recoating	\$1,125,000	\$466	\$25,000	\$1,099,534				\$1,124,534	
05402	Carr Tank No. 2	4,172,000	2,820,000	1,352,000					1,352,000	
02402	Hogback Mountain Tank Recoating	515,000		25,000	490,000				515,000	
05403	Route 643 Water Tank	4,640,000	770,000	3,630,000	240,000				3,870,000	
<b>Total Water Supply</b>		<b>\$10,452,000</b>	<b>\$3,590,466</b>	<b>\$5,032,000</b>	<b>\$1,829,534</b>				<b>\$6,861,534</b>	
<b>Water Pollution Control</b>										
07404	Lower Sycolin Sewage Conveyance	\$9,060,000	\$350,000	\$360,000	\$6,200,000	\$2,150,000			\$8,710,000	
10401	Lower Tuscarora Creek Sewage Co	4,950,000				300,000	1,350,000	3,300,000	4,950,000	
<b>Total Water Pollution Control</b>		<b>\$14,010,000</b>	<b>\$350,000</b>	<b>\$360,000</b>	<b>\$6,200,000</b>	<b>\$2,450,000</b>	<b>\$1,350,000</b>	<b>\$3,300,000</b>	<b>\$13,660,000</b>	
<b>Total - Utilities Fund</b>		<b>\$29,253,000</b>	<b>\$5,636,466</b>	<b>\$7,392,000</b>	<b>\$8,229,534</b>	<b>\$2,765,000</b>	<b>\$1,665,000</b>	<b>\$3,565,000</b>	<b>\$23,616,534</b>	

**UTILITIES FUND PROJECTS (continued)**

**TITLE:** Miscellaneous Waterline and Sanitary Sewer Improvements, Replacements, and I/I Mitigation (06401)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Pariroo

**PROGRAM DESCRIPTION:** This project constitutes the on-going maintenance/replacement of old and deteriorated sanitary sewers and waterlines, and infiltration and inflow (I/I) mitigation, plus waterline and sanitary sewer replacements/improvements associated with non-utility CIP projects such as street improvements, storm sewer improvements and trails. Table in the next page provides a listing of the projects and proposed scheduling.

**CONSTRUCTION START DATE:** Ongoing

**ESTIMATED COMPLETION DATE:** Ongoing.

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

**GOAL ADDRESSED:**

Maintain the structural integrity of the water distribution system and sewers, and provide a more reliable and operable water distribution system.

**2005 Town Plan**

Continue to provide adequate water supply and wastewater collection and treatment that meet state and federal criteria for water quality.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Utilities Fund Bonds	\$2,635,050	\$932,800	\$1,100,000	\$110,000	\$173,250	\$173,250	\$145,750	\$1,702,250	
Utilities Fund Cash	2,155,950	763,200	900,000	90,000	141,750	141,750	119,250	1,392,750	
<b>TOTAL</b>	<b>\$4,791,000</b>	<b>\$1,696,000</b>	<b>\$2,000,000</b>	<b>\$200,000</b>	<b>\$315,000</b>	<b>\$315,000</b>	<b>\$265,000</b>	<b>\$3,095,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$45,000				\$15,000	\$15,000	\$15,000	\$45,000	
Construction	4,746,000	1,696,000	2,000,000	200,000	300,000	300,000	250,000	3,050,000	
<b>TOTAL</b>	<b>\$4,791,000</b>	<b>\$1,696,000</b>	<b>\$2,000,000</b>	<b>\$200,000</b>	<b>\$315,000</b>	<b>\$315,000</b>	<b>\$265,000</b>	<b>\$3,095,000</b>	

**CAPITAL IMPROVEMENTS PROGRAM**

**UTILITIES FUND PROJECTS (continued)**

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

Fiscal Year	2009		2010		2011		2012		2013	
	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost
<b>I/I Mitigation</b>	Shenandoah Street Country Club Drive	\$200,000	Dry Mill Road Valley View Ave. Belmont	\$200,000	Dry Mill Road Davis Avenue Lee Avenue	\$150,000	Loudoun Street (King to Church) Morven Park Road	\$150,000	North Street (Wal-Mart to Wildman St)	\$100,000
<b>Waterline</b>	South King Street Trail Phase I (CIP #02301) North King Street Drain. Improvements (CIP #01305) Battlefield Parkway (Kincaid to Rte 7) (CIP #06303) Battlefield Parkway (Edwards Ferry to Ft. Evans) (CIP #08303) Sycolin Road Widening Phase II (CIP #07313)	\$250,000  \$400,000  \$100,000  \$250,000  \$300,000					Church Street (Loudoun to Royal)	\$110,000	Harrison Street Loop	\$165,000
<b>Sewer</b>	North King Street Drain. Improvements (CIP #01305) Lowenbach Street Improvements (CIP #05303)	\$100,000  \$400,000			Catoctin Circle (King St to Dry Mill Rd)	\$165,000	Rollins Place and Daily Place	\$55,000		
<b>Total Cost</b>		<b>\$2,000,000</b>		<b>\$200,000</b>		<b>\$315,000</b>		<b>\$315,000</b>		<b>\$265,000</b>

**UTILITIES FUND PROJECTS (continued)**

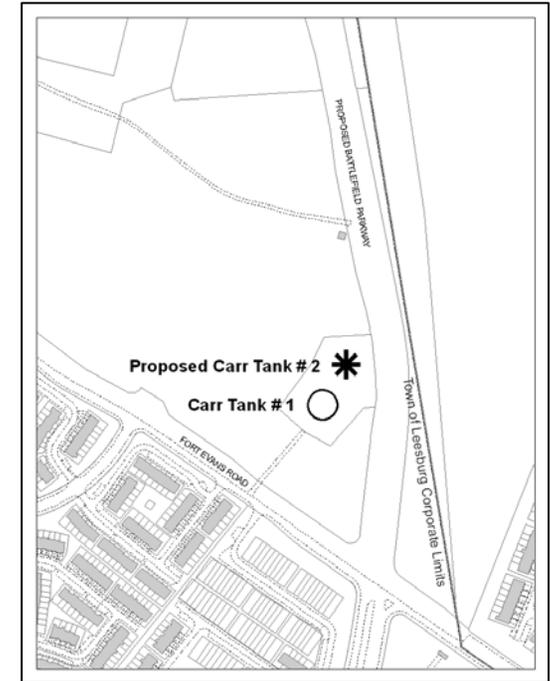
**TITLE:** Carr Tank No. 1 Recoating and Rehabilitation (07403)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Pariroo

**PROGRAM DESCRIPTION:** Project includes surface preparation, recoating of the elevated tank’s interior, exterior, lead paint abatement, cathodic protection systems replacement, and other miscellaneous improvements. The interior was coated in 1977 and the exterior was recoated in 1986 and both are in need of recoating. Lead paint removal will require containment of the dust, thus adding to the cost of the project.

**ESTIMATED CONSTRUCTION START DATE:** Summer 2009

**ESTIMATED COMPLETION DATE:** Fall 2009

**OPERATING IMPACT:** None.



**GOAL ADDRESSED:**

**2005 Town Plan**

Continue to provide adequate water supply that meets state and federal criteria for water quality.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Required
Utilities Fund Bonds	\$618,750	\$256	\$13,750	\$604,744				\$618,494	
Utilities Fund Cash	506,250	210	11,250	494,790				506,040	
<b>TOTAL</b>	<b>\$1,125,000</b>	<b>\$466</b>	<b>\$25,000</b>	<b>\$1,099,534</b>				<b>\$1,124,534</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Required
Design/Eng.	\$75,000		\$25,000	\$50,000				\$75,000	
Construction	1,050,000	466		1,049,534				1,049,534	
<b>TOTAL</b>	<b>\$1,125,000</b>	<b>\$466</b>	<b>\$25,000</b>	<b>\$1,099,534</b>				<b>\$1,124,534</b>	

**UTILITIES FUND PROJECTS (continued)**

**TITLE:** Carr Tank No. 2 (05402)

**STATUS:** Ongoing **PROJECT MANAGER:** A. Pariroo

**PROGRAM DESCRIPTION:** Project includes the construction of a 1.5 million gallon elevated water storage tank located adjacent to and similar to the existing Carr Tank located on Fort Evans Road.

**ESTIMATED CONSTRUCTION START DATE:** Fall 2007

**ESTIMATED COMPLETION DATE:** Spring 2009

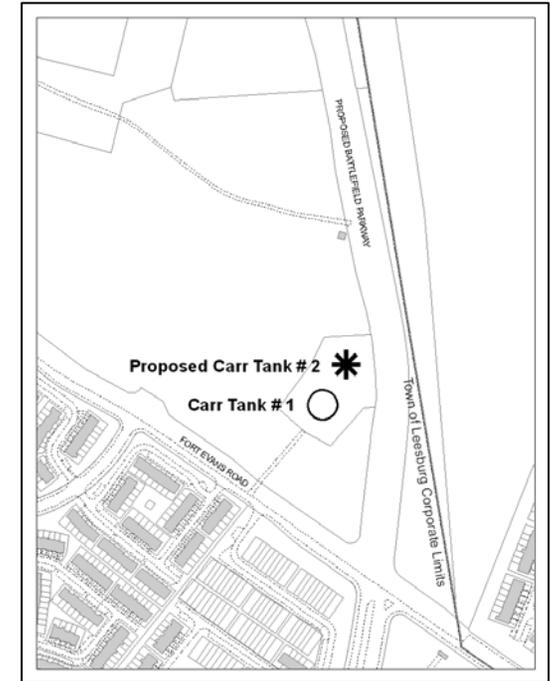
**OPERATING IMPACT:** Site maintenance and tank recoating at approximately 10-year intervals.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Required
Utilities Fund Bonds	\$2,294,600	\$1,551,000	\$743,600					\$743,600	
Utilities Fund Cash	1,877,400	1,269,000	608,400					608,400	
<b>TOTAL</b>	<b>\$4,172,000</b>	<b>\$2,820,000</b>	<b>\$1,352,000</b>					<b>\$1,352,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Required
Design/Eng.	\$320,000	\$245,000	\$75,000					\$75,000	
Construction	3,852,000	2,575,000	1,277,000					1,277,000	
<b>TOTAL</b>	<b>\$4,172,000</b>	<b>\$2,820,000</b>	<b>\$1,352,000</b>					<b>\$1,352,000</b>	



**GOAL ADDRESSED:**

**2005 Town Plan**

Continue to provide adequate water supply that meets state and federal criteria for water quality.

UTILITIES FUND PROJECTS (continued)

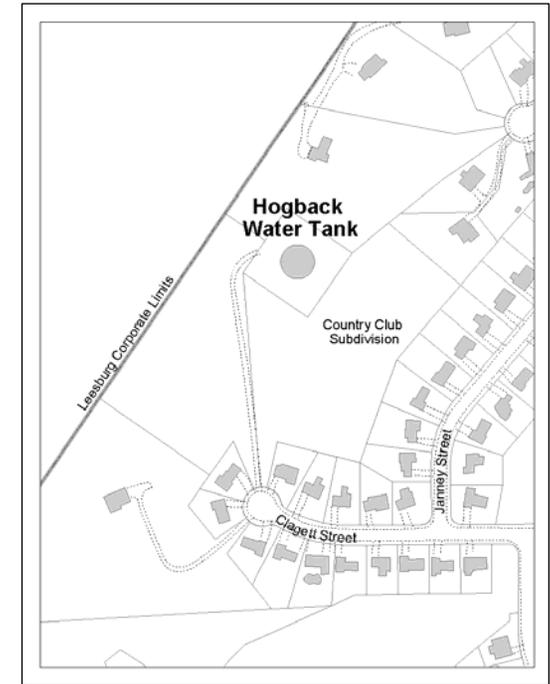
**TITLE:** Hogback Mountain Tank Recoating and Rehabilitation (02402)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Parirro

**PROGRAM DESCRIPTION:** Project includes surface preparation and recoating of the standpipe tank’s interior and exterior. Interior has not been recoated since the tank’s construction in 1989. Exterior was last recoated in 2000. In addition, water inlet/outlet pipes in the tank will be modified to improve water turn-over rate in the tank in order to avoid water stagnation. The project does not involve lead paint removal.

**CONSTRUCTION START DATE:** Summer 2009

**ESTIMATED COMPLETION DATE:** Fall 2009

**OPERATING IMPACT:** None.



**GOAL ADDRESSED:**

**2005 Town Plan**

Continue to provide adequate water supply that meets state and federal criteria for water quality.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Utilities Fund Bonds	\$283,250		\$13,750	\$269,500				\$283,250	
Utilities Fund Cash	231,750		11,250	220,500				231,750	
<b>TOTAL</b>	<b>\$515,000</b>		<b>\$25,000</b>	<b>\$490,000</b>				<b>\$515,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2010	2011	2013		
Design/Eng.	\$65,000		\$25,000	\$40,000				\$65,000	
Construction	450,000			450,000				450,000	
<b>TOTAL</b>	<b>\$515,000</b>		<b>\$25,000</b>	<b>\$490,000</b>				<b>\$515,000</b>	

**UTILITIES FUND PROJECTS (continued)**

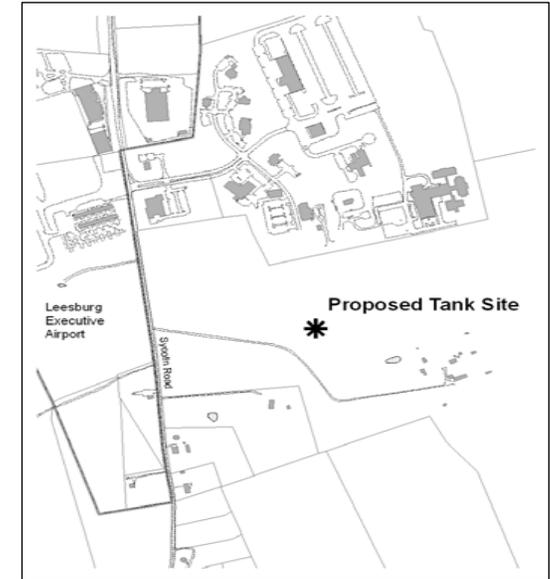
**TITLE:** Route 643 Water Tank and Pump Station Upgrade (05403)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Pariroo

**PROGRAM DESCRIPTION:** Construction of a 1.5 million gallon elevated tank and approximately 350 feet of 16” waterline at the County’s new Fire and Rescue Complex, and upgrade of Route 643 or Sycolin Pumping Station (new variable frequency drives, roof, painting, etc.).

**CONSTRUCTION START DATE:** Pumping Station: Winter 2008  
 Tank: Summer 2008

**ESTIMATED COMPLETION DATE:** Fall 2009

**OPERATING IMPACT:** Site maintenance and tank recoating at approximately 10-year intervals.



**GOAL ADDRESSED:**

**2005 Town Plan**

Continue to provide adequate water supply that meets state and federal criteria for water quality.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Required
Utilities Fund Bonds	\$2,552,000	\$423,500	\$1,996,500	\$132,000				\$2,128,500	
Utilities Fund Cash	2,088,000	346,500	1,633,500	108,000				1,741,500	
<b>TOTAL</b>	<b>\$4,640,000</b>	<b>\$770,000</b>	<b>\$3,630,000</b>	<b>\$240,000</b>				<b>\$3,870,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	TOTAL for 5-Yr CIP	Future Funds Required
Design/Eng.	\$420,000	\$270,000	\$150,000					\$150,000	
Construction	4,220,000	500,000	3,480,000	240,000				3,720,000	
<b>TOTAL</b>	<b>\$4,640,000</b>	<b>\$770,000</b>	<b>\$3,630,000</b>	<b>\$240,000</b>				<b>\$3,870,000</b>	

UTILITIES FUND PROJECTS (continued)

**TITLE:** Lower Sycolin Sewage Conveyance System (07404)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Pariroo

**PROGRAM DESCRIPTION:** Design and construction of Lower Sycolin Sewage Conveyance System consisting of gravity sewers, a pump station, and force main. The project will serve areas west, east and south of the airport east of the Dulles Greenway and north of the Cochran Mill Road.

**ESTIMATED CONSTRUCTION START DATE:** Summer 2009

**ESTIMATED COMPLETION DATE:** Spring 2011

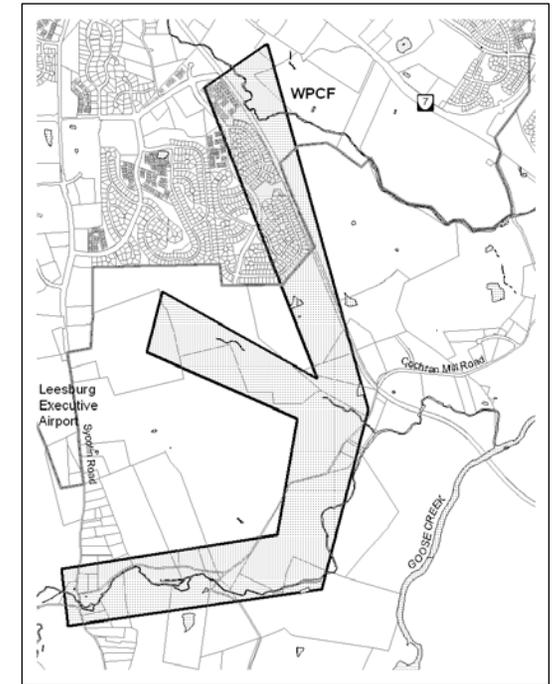
**OPERATING IMPACT:** Estimated operation and maintenance cost will be determined when the magnitude of the system is known, based on the preliminary study.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Utilities Fund Bonds	\$4,983,000	\$192,500	\$198,000	\$3,410,000	\$1,182,500			\$4,790,500	
Utilities Fund Cash	4,077,000	157,500	162,000	2,790,000	967,500			3,919,500	
<b>TOTAL</b>	<b>\$9,060,000</b>	<b>\$350,000</b>	<b>\$360,000</b>	<b>\$6,200,000</b>	<b>\$2,150,000</b>			<b>\$8,710,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$60,000		\$60,000					\$60,000	
Design/Eng.	800,000	350,000	300,000	100,000	50,000			450,000	
Construction	8,200,000			6,100,000	2,100,000			8,200,000	
<b>TOTAL</b>	<b>\$9,060,000</b>	<b>\$350,000</b>	<b>\$360,000</b>	<b>\$6,200,000</b>	<b>\$2,150,000</b>			<b>\$8,710,000</b>	



**GOALS ADDRESSED:**

**2005 Town Plan**

Continue to provide adequate wastewater collection and treatment that meet state and federal criteria for water quality.

**1987 Water & Sewer Master Plan**

The adopted Water and Sewer System Master Plan proposed the construction of a regional sewage conveyance system to serve Lower Sycolin Sewer Shed.

UTILITIES FUND PROJECTS (continued)

**TITLE:** Lower Tuscarora Creek Sewage Conveyance System (10401)  
**STATUS:** Ongoing **PROJECT MANAGER:** A. Pariroo

**PROGRAM DESCRIPTION:** Design and construction of Lower Tuscarora Creek Sewage Conveyance System consisting of gravity sewers, force main, and a pumping station. The project will serve areas east and south of the Water Pollution Control Facility between East Market Street, Goose Creek and W&OD Trail.

**CONSTRUCTION START DATE:** Spring 2012

**ESTIMATED COMPLETION DATE:** Spring 2013

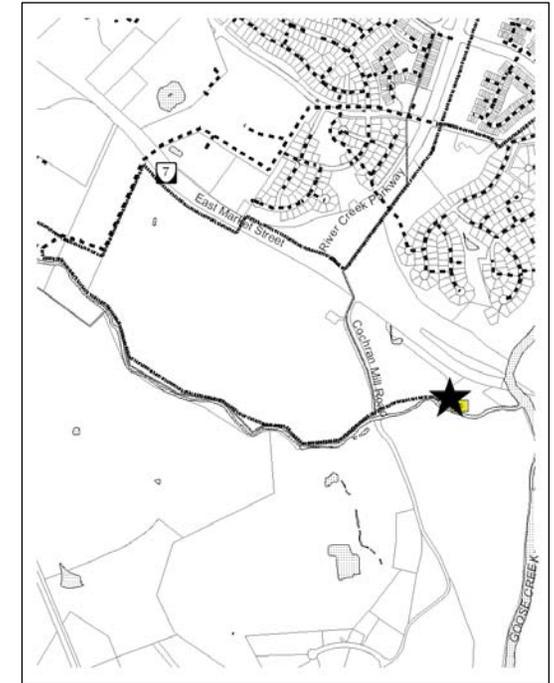
**OPERATING IMPACT:** Estimated operation and maintenance cost will be determined when the magnitude of the system is known, based on the preliminary study.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Utilities Fund Bonds	\$2,722,500				\$165,000	\$742,500	\$1,815,000	\$2,722,500	
Utilities Fund Cash	2,227,500				135,000	607,500	1,485,000	2,227,500	
<b>TOTAL</b>	<b>\$4,950,000</b>				<b>\$300,000</b>	<b>\$1,350,000</b>	<b>\$3,300,000</b>	<b>\$4,950,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$200,000					\$200,000	\$200,000		
Design/Eng.	450,000				300,000	100,000	50,000	450,000	
Construction	4,300,000					1,050,000	3,250,000	4,300,000	
<b>TOTAL</b>	<b>\$4,950,000</b>				<b>\$300,000</b>	<b>\$1,350,000</b>	<b>\$3,300,000</b>	<b>\$4,950,000</b>	



**GOAL ADDRESSED:**

**2005 Town Plan**

Continue to provide adequate wastewater collection and treatment that meet state and federal criteria for water quality.

**THIS PAGE INTENTIONALLY LEFT BLANK.**

**AIRPORT FUND PROJECTS**

**CIP 5.1 Airport Fund Projects**

The major airport project for FY 2009 is the construction of additional executive and T-hangars for \$2.7 million. See Table CIP 5.1, below.

**Table CIP 5.1. Airport Fund Capital Improvement Projects Summary**

Sources		Total Required Project Funding	Funded through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$2,147,661	\$7,511	\$1,603,650	\$79,000	\$10,300	\$8,000	\$39,200	\$1,740,150	\$400,000
State - Department of Aviation		2,996,491	11,266	1,105,475	118,500	15,450	12,000	133,800	1,385,225	1,600,000
Federal Aviation Administration		6,663,894	356,769	293,375	4,707,500	489,250	380,000	437,000	6,307,125	
<b>Total</b>		<b>\$11,808,046</b>	<b>\$375,546</b>	<b>\$3,002,500</b>	<b>\$4,905,000</b>	<b>\$515,000</b>	<b>\$400,000</b>	<b>\$610,000</b>	<b>\$9,432,500</b>	<b>\$2,000,000</b>
Proj. No.	Uses	Total Project Cost	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Required
09502	Airport Instrument Landing System Grading	\$1,075,000		\$120,000	\$955,000				\$1,075,000	
08501	Airport Perimeter Fence Phase II	1,075,546	150,546			65,000	400,000	460,000	925,000	
11501	Land Acquisition - Airport Expansion SW End	4,000,000	25,000	75,000	3,900,000				3,975,000	
09501	Land Acquisition - North RPZ	257,500	200,000	57,500					57,500	
09503	Navigation Aids Upgrades	550,000		50,000	50,000	450,000			550,000	
09504	South Apron Hangars	2,700,000		2,700,000					2,700,000	
08502	South Apron Expansion, Ph. II	2,150,000						150,000	150,000	2,000,000
<b>Total - Airport Fund</b>		<b>\$11,808,046</b>	<b>\$375,546</b>	<b>\$3,002,500</b>	<b>\$4,905,000</b>	<b>\$515,000</b>	<b>\$400,000</b>	<b>\$610,000</b>	<b>\$9,432,500</b>	<b>\$2,000,000</b>

**AIRPORT FUND PROJECTS (continued)**

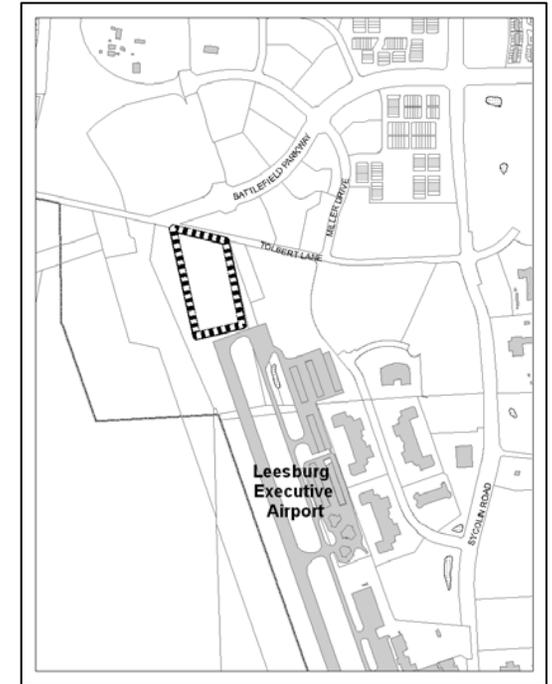
**TITLE:** Airport Instrument Landing System (ILS) Grading (09502)  
**STATUS:** New **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Since 2002, there have been three fatal accidents involving aircraft using the Leesburg Executive Airport. These accidents have resulted in seven deaths. In response to these accidents, FAA recommended installation of a glide slope antenna to provide a Category I ILS approach. FAA will be responsible for acquiring and installing all equipment. The Town will be responsible for grading the area for the equipment at 100% FAA's cost. This project was added to the town's CIP in accordance with the FAA's request to the town to perform necessary grading to accommodate the ILS system in an effort to accelerate the project and to prevent expiration of the funds provided by Congressman Wolf. FAA funding procured by Congressman Frank Wolf will fund these improvements.

**CONSTRUCTION START DATE:** Summer 2009

**ESTIMATED COMPLETION DATE:** Fall 2009

**OPERATING IMPACT:** None.



**GOAL ADDRESSED:**

**2005 Town Plan**

Safe, convenient, and efficient multi-modal transportation system.

**2006 Airport Master Plan**

Enhance Airport safety.

**PLANNED FINANCING**

Sources	Project Total Cost	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
FAA Funds	\$1,075,000		\$120,000	\$955,000				\$1,075,000	
<b>TOTAL</b>	<b>\$1,075,000</b>		<b>\$120,000</b>	<b>\$955,000</b>				<b>\$1,075,000</b>	

**Planned Expenditures**

Uses	Project Total Cost	Expended through 6/30/08	Planned Expenditures					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
Engineering	\$120,000		\$120,000					\$120,000	
Construction	955,000			955,000				955,000	
<b>TOTAL</b>	<b>\$1,075,000</b>		<b>\$120,000</b>	<b>\$955,000</b>				<b>\$1,075,000</b>	

**AIRPORT FUND PROJECTS (continued)**

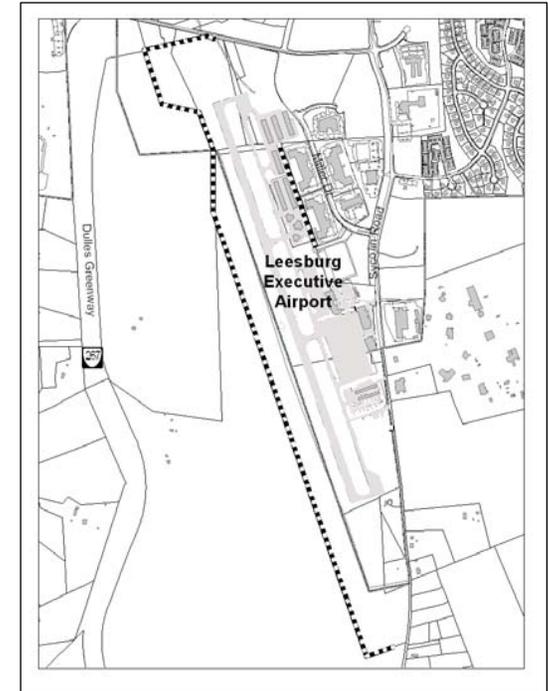
**TITLE:** Airport Perimeter Fence Phase II (08501)  
**STATUS:** Ongoing **PROJECT MANAGER:** R. LaFollette

**PROGRAM DESCRIPTION:** The project entails design and construction of approximately 7,000 feet of perimeter security fence along the west side of the airport, installation of four electronic gates, and tree removal on the west side within the fenced area to complete the perimeter fencing of the airport. The fence will improve safety by preventing deer and other animals from straying onto airport operations areas, and will improve security by providing a deterrent to potential intruders. This project has been identified on the current 6-year State and Federal ACIP, and grant funds will be programmed. Completion of this project has been rescheduled because the fence will be on property at the west of the runway yet to be acquired (11501 - Land Acquisition-Airport Expansion South West End of Airport).

**CONSTRUCTION START DATE:** Spring 2013

**ESTIMATED COMPLETION DATE:** Summer 2013

**OPERATING IMPACT:** None.



**GOAL ADDRESSED:**

**2005 Town Plan**

Promote and protect Leesburg Executive Airport.

**2006 Airport Master Plan:** Preserve and protect airport property, and enhance safety.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
FAA Grant	\$1,021,769	\$143,019			\$61,750	\$380,000	\$437,000	\$878,750	
DOAV Grant	32,266	4,516			1,950	12,000	13,800	27,750	
Bonds	21,511	3,011			1,300	8,000	9,200	18,500	
<b>TOTAL</b>	<b>\$1,075,546</b>	<b>\$150,546</b>			<b>\$65,000</b>	<b>\$400,000</b>	<b>\$460,000</b>	<b>\$925,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$65,000				\$65,000			\$65,000	
Construction	1,010,546	150,546				400,000	460,000	860,000	
<b>TOTAL</b>	<b>\$1,075,546</b>	<b>\$150,546</b>			<b>\$65,000</b>	<b>\$400,000</b>	<b>\$460,000</b>	<b>\$925,000</b>	

**AIRPORT FUND PROJECTS (continued)**

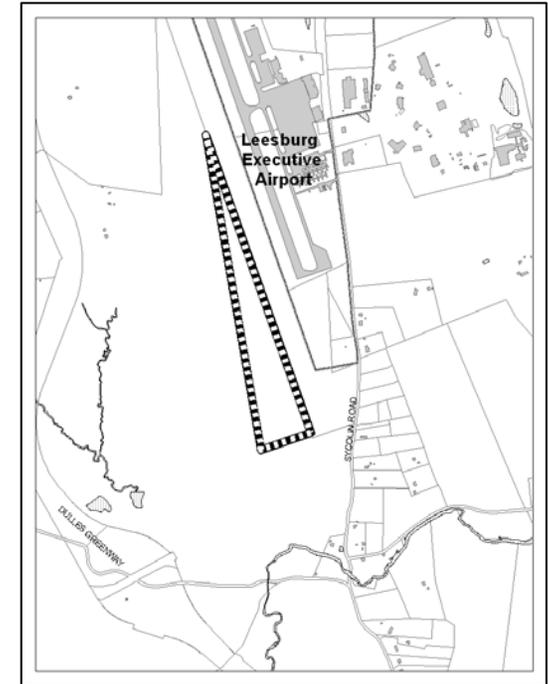
**TITLE:** Land Acquisition - Airport Expansion South West End of Airport (11501)

**STATUS:** Ongoing **PROJECT MANAGER:** R. LaFollette

**PROGRAM DESCRIPTION:** This project includes the purchase of 40 acres of property to the south west and adjacent to the existing airport property. This project has been identified on the current 6-year State and Federal ACIP, and grant funds will be programmed. This project was accelerated during FY 08 after the CIP adoption to accommodate FAA’s request. The Town’s share is 2%.

**ESTIMATED PURCHASE DATE:** Spring 2009

**OPERATING IMPACT:** Minimal.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
FAA Grant	\$3,800,000	\$23,750	\$71,250	\$3,705,000				\$3,776,250	
DOAV Grant	120,000	750	2,250	117,000				119,250	
Bonds	80,000	500	1,500	78,000				79,500	
<b>TOTAL</b>	<b>\$4,000,000</b>	<b>\$25,000</b>	<b>\$75,000</b>	<b>\$3,900,000</b>				<b>\$3,975,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Land	\$4,000,000	\$25,000	\$75,000	\$3,900,000				\$3,975,000	
<b>TOTAL</b>	<b>\$4,000,000</b>	<b>\$25,000</b>	<b>\$75,000</b>	<b>\$3,900,000</b>				<b>\$3,975,000</b>	

**GOAL ADDRESSED:** Increased operating capacity and aircraft storage revenues.

**2005 Town Plan**

Promote and protect Leesburg Executive Airport.

**2006 Airport Master Plan**

Preserve and protect airport property, and enhance safety and identified need for additional space.

**AIRPORT FUND PROJECTS (continued)**

**TITLE:** Land Acquisition - North Runway Protection Zone (RPZ) (09501)

**STATUS:** Ongoing                      **PROJECT MANAGER:** R. LaFollette

**PROGRAM DESCRIPTION:** This project includes: the acquisition of approximately 0.8 acres of land located within the airport’s Runway 17 RPZ. This project has been identified on the current 6-year FAA and State ACIP, and grant funds will be programmed. This project was accelerated during FY 08 after the CIP adoption to accommodate FAA’s request. The Town’s share is 2%.

**ESTIMATED PURCHASE DATE:** Spring 2008

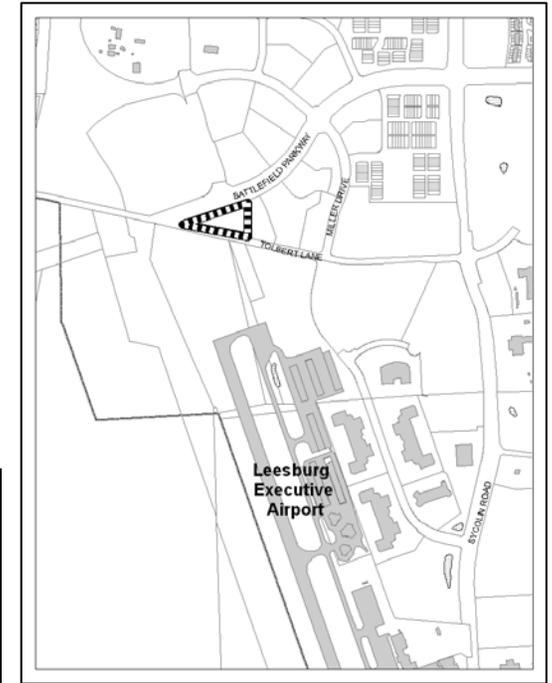
**OPERATING IMPACT:** None.

**PLANNED FINANCING**

	Project Total Cost	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
<b>FAA Grant</b>	\$244,625	\$190,000	\$54,625					\$54,625	
<b>DOAV Grant</b>	7,725	6,000	1,725					1,725	
<b>Bonds</b>	5,150	4,000	1,150					1,150	
<b>TOTAL</b>	\$257,500	\$200,000	\$57,500					\$57,500	

**PROJECT COSTS**

	Project Total Cost	Expended through 6/30/08	PROJECT COSTS					TOTAL for 5-Yr CIP	Future Funds Req'd
			2009	2010	2011	2012	2013		
<b>Land</b>	\$257,500	\$200,000	\$57,500					\$57,500	
<b>TOTAL</b>	\$257,500	\$200,000	\$57,500					\$57,500	



**GOAL ADDRESSED:** Enhance operational safety.

**2005 Town Plan**

Promote and protect Leesburg Executive Airport.

**2006 Airport Master Plan**

Preserve & protect airport property, and enhance safety.

**AIRPORT FUND PROJECTS (continued)**

**TITLE:** Navigation Aids Upgrades (09503)  
**STATUS:** New **PROJECT MANAGER:** T. Brandon

**PROGRAM DESCRIPTION:** Replacement of Precision Approach Path Indicators (PAPIS), addition of two Omni Directional Approach Lights System (ODALS), and upgrade and relocation of the Automated Weather Observation System (AWOS). This project was added to this year’s budget to increase safety and because existing equipment is outdated and no longer manufactured, causing increased maintenance cost. It was recommended by the Airport Director and supported by the FAA.

**CONSTRUCTION START DATE:** Summer 2010

**ESTIMATED COMPLETION DATE:** Winter 2010

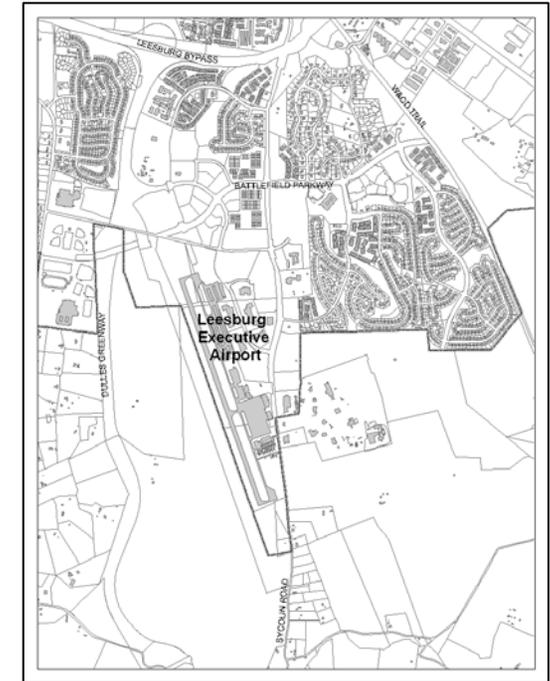
**OPERATING IMPACT:** Reduced due to replacement of aging equipment.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
FAA Grant	\$522,500		\$47,500	\$47,500	\$427,500			\$522,500	
DOAV Grant	16,500		1,500	1,500	13,500			16,500	
Bonds	11,000		1,000	1,000	9,000			11,000	
<b>TOTAL</b>	<b>\$550,000</b>		<b>\$50,000</b>	<b>\$50,000</b>	<b>\$450,000</b>			<b>\$550,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$100,000		\$50,000	\$50,000				\$100,000	
Construction	450,000				450,000			450,000	
<b>TOTAL</b>	<b>\$550,000</b>		<b>\$50,000</b>	<b>\$50,000</b>	<b>\$450,000</b>			<b>\$550,000</b>	



**GOAL ADDRESSED:**

**2005 Town Plan**

Promote and protect Leesburg Executive Airport.

**2006 Airport Master Plan:** Preserve and protect airport property, and enhance safety.

**AIRPORT FUND PROJECTS (continued)**

**TITLE:** South Apron Expansion, Phase II (08502)

**STATUS:** Ongoing **PROJECT MANAGER:** R. LaFollette

**PROGRAM DESCRIPTION:** This project, formerly a portion of the South Apron Development project, has been separated from the other work. It is contiguous with the recently completed South Apron Expansion Phase I project and includes incidental site grading and relocation of the existing fuel farm. In addition, and in order to accommodate drainage from this project and future development of the south end of the airport, a comprehensive drainage analyses will be prepared. This project has been identified on the current 6-year State ACIP, and grant funds have been programmed. This project was rescheduled during FY 08 after the CIP adoption to accommodate FAA's request. The project will be funded using 80% State funding and 20% Town funding.

**CONSTRUCTION START DATE:** Future

**ESTIMATED COMPLETION DATE:** Future

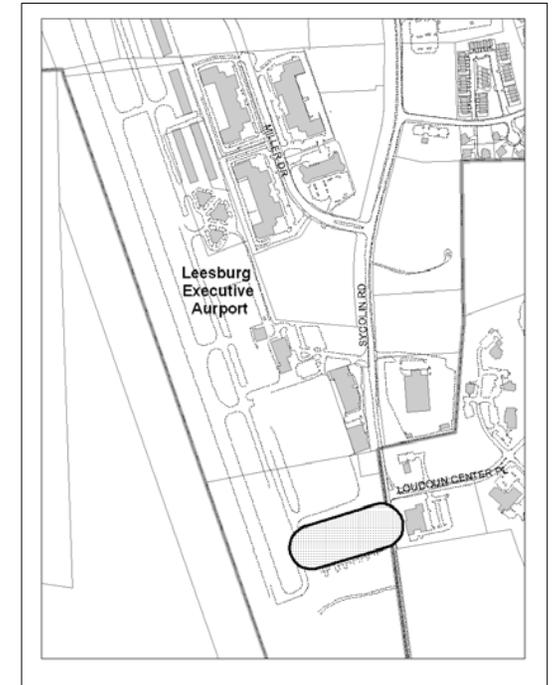
**OPERATING IMPACT:** None.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
DOAV Grant	\$1,720,000						\$120,000	\$120,000	\$1,600,000
Bonds	430,000						30,000	30,000	400,000
<b>TOTAL</b>	<b>\$2,150,000</b>						<b>\$150,000</b>	<b>\$150,000</b>	<b>\$2,000,000</b>

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design/Eng.	\$150,000						\$150,000	\$150,000	
Construction	2,000,000								2,000,000
<b>TOTAL</b>	<b>\$2,150,000</b>						<b>\$150,000</b>	<b>\$150,000</b>	<b>\$2,000,000</b>



**GOALS ADDRESSED:** Increased operating capacity.

**2005 Town Plan:** Protect Leesburg Executive Airport

**2006 Airport Master Plan**

Preserve and protect airport property and enhance safety and identified need for additional space.

AIRPORT FUND PROJECTS (continued)

**TITLE:** South Apron Hangars (09504)

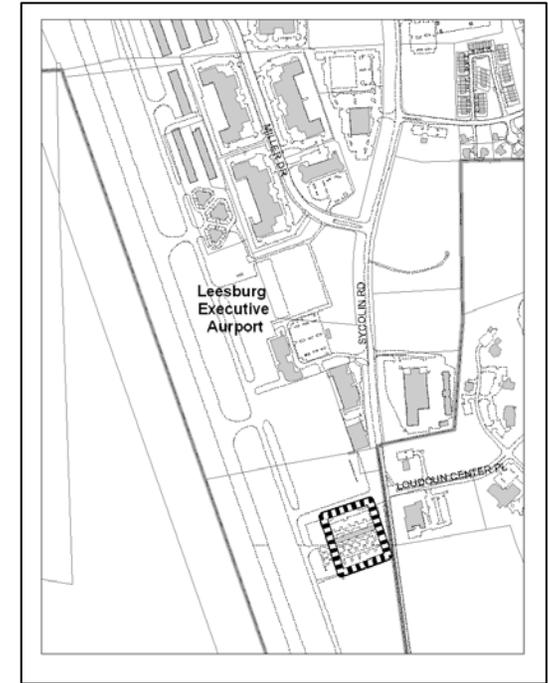
**STATUS:** New      **PROJECT MANAGER:** N. Elsewaissi

**PROGRAM DESCRIPTION:** The Airport Commission and the approved Airport Master Plan have identified a need for additional executive hangars and t-hangars. This project includes construction of ten t-hangars and six rectangular executive hangars adjacent to the South Apron Expansion Phase I project scheduled to be completed in 2008. The project also includes incidental site work, drainage improvements and paving to serve the hangars. The Town has applied for funding from the Virginia Department of Aviation for construction of the site work and paving required for the hangars.

**CONSTRUCTION START DATE:** Winter 2008

**ESTIMATED COMPLETION DATE:** Summer 2009

**OPERATING IMPACT:** None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/08	PLANNED FINANCING					TOTAL for 5 Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
DOAV	\$1,100,000		\$1,100,000					\$1,100,000	
Bonds	1,600,000		1,600,000					1,600,000	
<b>TOTAL</b>	<b>\$2,700,000</b>		<b>\$2,700,000</b>					<b>\$2,700,000</b>	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp. Through 6/30/08	PLANNED EXPENDITURES					TOTAL for 5 Yr CIP	Future Funds Required
			2009	2010	2011	2012	2013		
Design / Eng.	\$150,000		\$150,000					\$150,000	
Construction	2,550,000		2,550,000					2,550,000	
<b>TOTAL</b>	<b>\$2,700,000</b>		<b>\$2,700,000</b>					<b>\$2,700,000</b>	

**GOALS ADDRESSED:** Increased operating capacity.

**2005 Town Plan:** Protect Leesburg Executive Airport

**2006 Airport Master Plan**

Provide facilities to meet aviation demand for efficient operation of the airport.

CIP 6. SUMMARIES OF FUNDING BY SOURCE

Table CIP A. General Obligation Bonds

Proj. No.	Project Description	Total Source	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Req.
<b>General Government</b>										
04301	Bus Shelter - Shenandoah Building	\$13,000	\$2,750			\$10,250			\$10,250	
07309	Downtown Street Lighting	1,200,000	75,000	25,000	200,000	400,000	400,000	100,000	1,125,000	
09305	Museum Repairs	180,000		180,000					180,000	
09306	Police Parking Lot Expansion	260,000		260,000					260,000	
09304	VoIP Phone System	356,760			356,760				356,760	
	<b>Total General Government</b>	<b>\$2,009,760</b>	<b>\$77,750</b>	<b>\$465,000</b>	<b>\$556,760</b>	<b>\$410,250</b>	<b>\$400,000</b>	<b>\$100,000</b>	<b>\$1,932,010</b>	
<b>Parks &amp; Recreation</b>										
12302	Catoctin SkatePark Renovation	\$300,000					\$300,000		\$300,000	
12303	Ida Lee Park Maintenance Building	700,000		100,000	600,000				700,000	
06324	Ida Lee Park Outdoor Pool	2,500,000	200,000	2,300,000					2,300,000	
01301	Ida Lee Soccer/Lacrosse Field No. 3	500,000		500,000					500,000	
11301	Ida Lee Recreation Center Expansion	750,000					750,000		750,000	
02301	South King St. Trail Ph. I	327,600	182,600	145,000					145,000	
08302	South King St. Trail Extension	900,000	50,000	100,000	550,000	200,000			850,000	
08310	Southwest Connector Trail	6,051,704			751,704	3,550,000	1,750,000		6,051,704	
02302	Veterans Park at Balls Bluff, Phase I	2,100,000	100,000		175,000	25,000	1,800,000		2,000,000	
	<b>Total Parks &amp; Recreation</b>	<b>\$14,129,304</b>	<b>\$532,600</b>	<b>\$3,145,000</b>	<b>\$2,076,704</b>	<b>\$3,775,000</b>	<b>\$4,600,000</b>		<b>\$13,596,704</b>	
<b>Streets, Highways, Buildings &amp; Grounds</b>										
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$5,000,000	\$2,200,000	\$800,000	\$2,000,000				\$2,800,000	
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	10,500,000	550,000		4,350,000	5,600,000			9,950,000	
06303	Battlefield Pkwy. - Kincaid Blvd. to Rt. 7	8,230	8,230							
08307	Catoctin Cir./Dry Mill Rd. Left Turn Lane	100,000		100,000					100,000	
07304	Church St. Improvements	450,000				150,000	200,000	100,000	450,000	
10301	Edwards Ferry Rd. Widening	2,135,000		120,000	100,000	915,000	1,000,000		2,135,000	
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	240,000	12,759		227,241				227,241	
05303	Lowenbach St. Improvements	4,850,000	670,000	2,050,000	2,130,000				4,180,000	
07302	Old Waterford Rd. Sidewalk	660,000	55,000		240,000	365,000			605,000	
07313	Sycolin Rd. Widening Ph. II	7,259	7,259							
98301	Sycolin Rd. Widening Ph. III	556,033	556,033							
07303	Catoctin Cir./Edwards Ferry - Traf Sig and Lft Turn L	491,947	1,947			170,000	320,000		490,000	
07312	Virts Corner Improvements	25,000		25,000					25,000	
	<b>Total Streets, Highways, Buildings &amp; Grounds</b>	<b>\$25,023,469</b>	<b>\$4,061,228</b>	<b>\$3,095,000</b>	<b>\$9,047,241</b>	<b>\$7,200,000</b>	<b>\$1,520,000</b>	<b>\$100,000</b>	<b>\$20,962,241</b>	

**CAPITAL IMPROVEMENTS PROGRAM**

**CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)**

**Table CIP A. General Obligation Bonds (continued)**

Proj. No.	Project Description	Total Source	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Req.
<b>Storm Drainage</b>										
06311	Mount Olive Baptist Church Imps.	\$575,001	\$25,001	\$50,000	\$200,000	\$300,000			\$550,000	
01307	Country Club Dr.	464,000	200,000	264,000					264,000	
05305	Dry Mill/Wage/Anne Storm Imps.	870,000	390,000	480,000					480,000	
06307	Edwards Ferry Rd. at Colonial Sq.	2,000,000	500,000	750,000	750,000				1,500,000	
06309	Governors Drive	260,000	110,000	150,000					150,000	
06317	Fields at Leesburg Apts. and Meadows Ln.	2,065,000	65,000		100,000	700,000	1,200,000		2,000,000	
01305	North King St. Improvements	1,450,000	300,000	1,150,000					1,150,000	
07307	Town Branch at Mosby Dr.	480,000	50,000	125,000	305,000				430,000	
06306	Tuscarora Creek Flood Mitigation	895,000	80,000	90,000	725,000				815,000	
09302	Woodberry Rd. Drainage/Street Imps.	705,000		85,000	220,000	400,000			705,000	
<b>Total Storm Drainage</b>		<b>\$9,764,001</b>	<b>\$1,720,001</b>	<b>\$3,144,000</b>	<b>\$2,300,000</b>	<b>\$1,400,000</b>	<b>\$1,200,000</b>		<b>\$8,044,000</b>	
<b>Total General Fund Projects</b>		<b>\$50,926,534</b>	<b>\$6,391,579</b>	<b>\$9,849,000</b>	<b>\$13,980,705</b>	<b>\$12,785,250</b>	<b>\$7,720,000</b>	<b>\$200,000</b>	<b>\$44,534,955</b>	
<b>Airport Fund Projects</b>										
08501	Airport Perimeter Fence Phase II	\$21,511	\$3,011			\$1,300	\$8,000	\$9,200	\$18,500	
09501	Land Acquisition - North RPZ	5,150	4,000	1,150					1,150	
09503	Navigation Aids Upgrades	11,000		1,000	1,000	9,000			11,000	
09504	South Apron Hangars	1,600,000		1,600,000					1,600,000	
08502	South Apron Expansion, Ph. II	430,000						30,000	30,000	400,000
11501	Land Acquisition - Airport Exp. South	80,000	500	1,500	78,000				79,500	
<b>Total Airport Fund Projects</b>		<b>\$2,147,661</b>	<b>\$7,511</b>	<b>\$1,603,650</b>	<b>\$79,000</b>	<b>\$10,300</b>	<b>\$8,000</b>	<b>\$39,200</b>	<b>\$1,740,150</b>	<b>\$400,000</b>
<b>Total General Obligation Bonds</b>		<b>\$53,074,195</b>	<b>\$6,399,090</b>	<b>\$11,452,650</b>	<b>\$14,059,705</b>	<b>\$12,795,550</b>	<b>\$7,728,000</b>	<b>\$239,200</b>	<b>\$46,275,105</b>	<b>\$400,000</b>

**CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)**

**Table CIP B. Trust Funds/Donations**

Proj. No.	Project Description	Total Source	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Req.
<b>General Government</b>										
07319	CAD/RMS System	\$640,010	\$250,000	\$390,010					\$390,010	
09305	Museum Repairs	100,000		100,000					100,000	
<b>Total General Government</b>		<b>\$740,010</b>	<b>\$250,000</b>	<b>\$490,010</b>					<b>\$490,010</b>	
<b>Parks and Recreation</b>										
12302	Catoctin SkatePark Renovation	\$100,000					\$100,000		\$100,000	
06324	Ida Lee Park Outdoor Pool	4,500,000		4,500,000					4,500,000	
<b>Total Parks and Recreation</b>		<b>\$4,600,000</b>		<b>\$4,500,000</b>			<b>\$100,000</b>		<b>\$4,600,000</b>	
<b>Total Trust Funds/Donations</b>		<b>\$5,340,010</b>	<b>\$250,000</b>	<b>\$4,990,010</b>			<b>\$100,000</b>		<b>\$5,090,010</b>	

**Table CIP C. Capital Projects Fund Cash**

Proj. No.	Project Description	Total Source	Exp through 6/30/08	2,009	2,010	2,011	2,012	2,013	Total for 5-Yr CIP	Future Funds Req.
<b>General Government</b>										
07319	CAD/RMS System	\$108,000	\$108,000							
<b>Total General Government</b>		<b>\$108,000</b>	<b>\$108,000</b>							
<b>Total Capital Projects Fund Cash</b>		<b>\$108,000</b>	<b>\$108,000</b>							

CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)

Table CIP D. General Fund Cash

Proj. No.	Project Description	Total Source	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Req.
<b>General Government</b>										
07319	CAD/RMS System	\$83,825	\$83,825							
	<b>Total General Government</b>	<b>\$83,825</b>	<b>\$83,825</b>							
<b>Parks and Recreation</b>										
08309	Dog Park	\$7,000		\$7,000					\$7,000	
	<b>Total Parks and Recreation</b>	<b>\$7,000</b>		<b>\$7,000</b>					<b>\$7,000</b>	
	<b>Total General Fund Cash</b>	<b>\$90,825</b>	<b>\$83,825</b>	<b>\$7,000</b>					<b>\$7,000</b>	

CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)

Table CIP E. Utilities Fund Cash

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.
			6/30/08	2009	2010	2011	2012		
	General Government								
09304	VoIP Phone System	\$25,000			\$25,000				\$25,000
	<b>Total General Government</b>	<b>\$25,000</b>			<b>\$25,000</b>				<b>\$25,000</b>
	<b>Total General Fund Projects</b>	<b>\$25,000</b>			<b>\$25,000</b>				<b>\$25,000</b>
	<b>Utility Maintenance</b>								
06401	Water Line Replacement	\$2,155,950	\$763,200	\$900,000	\$90,000	\$141,750	\$141,750	\$119,250	\$1,392,750
	<b>Total Utility Maintenance</b>	<b>\$2,155,950</b>	<b>\$763,200</b>	<b>\$900,000</b>	<b>\$90,000</b>	<b>\$141,750</b>	<b>\$141,750</b>	<b>\$119,250</b>	<b>\$1,392,750</b>
	<b>Water Supply</b>								
07403	Carr Tank No. 1 Recoating	\$506,250	\$210	\$11,250	\$494,790				\$506,040
05402	Carr Tank No. 2	1,877,400	1,269,000	608,400					608,400
02402	Hogback Mountain Tank Recoating	231,750		11,250	220,500				231,750
05403	Route 643 Water Tank	2,088,000	346,500	1,633,500	108,000				1,741,500
	<b>Total Water Supply</b>	<b>\$4,703,400</b>	<b>\$1,615,710</b>	<b>\$2,264,400</b>	<b>\$823,290</b>				<b>\$3,087,690</b>
	<b>Water Pollution Control</b>								
02402	Lower Sycolin Sewage Conveyance	\$4,077,000	\$157,500	\$162,000	\$2,790,000	\$967,500			\$3,919,500
05403	Lower Tuscarora Creek Sewage Conveyanc	2,227,500				135,000	607,500	1,485,000	2,227,500
	<b>Total Water Pollution Control</b>	<b>\$6,304,500</b>	<b>\$157,500</b>	<b>\$162,000</b>	<b>\$2,790,000</b>	<b>\$1,102,500</b>	<b>\$607,500</b>	<b>\$1,485,000</b>	<b>\$6,147,000</b>
	<b>Total Utility Fund Projects</b>	<b>\$13,163,850</b>	<b>\$2,536,410</b>	<b>\$3,326,400</b>	<b>\$3,703,290</b>	<b>\$1,244,250</b>	<b>\$749,250</b>	<b>\$1,604,250</b>	<b>\$10,627,440</b>
	<b>Total Utilities Fund Cash</b>	<b>\$13,188,850</b>	<b>\$2,536,410</b>	<b>\$3,326,400</b>	<b>\$3,728,290</b>	<b>\$1,244,250</b>	<b>\$749,250</b>	<b>\$1,604,250</b>	<b>\$10,652,440</b>

CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)

Table CIP F. Utilities Fund Bonds

Proj. No.	Project Description	Total Source	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Req.
<b>Utility Maintenance</b>										
06401	Water Line Replacement	\$2,635,050	\$932,800	\$1,100,000	\$110,000	\$173,250	\$173,250	\$145,750	\$1,702,250	
	<b>Total Utility Maintenance</b>	<b>\$2,635,050</b>	<b>\$932,800</b>	<b>\$1,100,000</b>	<b>\$110,000</b>	<b>\$173,250</b>	<b>\$173,250</b>	<b>\$145,750</b>	<b>\$1,702,250</b>	
<b>Water Supply</b>										
05402	Carr Tank No. 1 Recoating	\$618,750	\$256	\$13,750	\$604,744				\$618,494	
07403	Carr Tank No. 2	2,294,600	1,551,000	743,600					743,600	
02402	Hogback Mountain Tank Recoating	283,250		13,750	269,500				283,250	
05403	Route 643 Water Tank	2,552,000	423,500	1,996,500	132,000				2,128,500	
	<b>Total Water Supply</b>	<b>\$5,748,600</b>	<b>\$1,974,756</b>	<b>\$2,767,600</b>	<b>\$1,006,244</b>				<b>\$3,773,844</b>	
<b>Water Pollution Control</b>										
07404	Lower Sycolin Sewage Conveyance	\$4,983,000	\$192,500	\$198,000	\$3,410,000	\$1,182,500			\$4,790,500	
10401	Lower Tuscarora Creek Sewage Conveyance	2,722,500				165,000	742,500	1,815,000	2,722,500	
	<b>Total Water Pollution Control</b>	<b>\$7,705,500</b>	<b>\$192,500</b>	<b>\$198,000</b>	<b>\$3,410,000</b>	<b>\$1,347,500</b>	<b>\$742,500</b>	<b>\$1,815,000</b>	<b>\$7,513,000</b>	
	<b>Total Utilities Fund Bonds</b>	<b>\$16,089,150</b>	<b>\$3,100,056</b>	<b>\$4,065,600</b>	<b>\$4,526,244</b>	<b>\$1,520,750</b>	<b>\$915,750</b>	<b>\$1,960,750</b>	<b>\$12,989,094</b>	

CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)

Table CIP G. Proffers (including Developer Contributions and Anticipated Proffers)

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/08	2009	2010	2011	2012	2013		
<b>General Government</b>										
06322	Bus Shelter - North Street	\$3,000			\$3,000					\$3,000
08308	Town-wide Tree Canopy	300,000	50,000	50,000	50,000	50,000	50,000	50,000		250,000
	<b>Total General Government</b>	<b>\$303,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$53,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>		<b>\$253,000</b>
<b>Parks &amp; Recreation</b>										
07317	Ida Lee Land Acquisition	\$1,000,000		\$1,000,000						\$1,000,000
08309	Dog Park	50,000	32,000	18,000						18,000
08310	Southwest Connector Trail	718,296	200,000	270,000	248,296					518,296
	<b>Total Parks &amp; Recreation</b>	<b>\$1,768,296</b>	<b>\$232,000</b>	<b>\$1,288,000</b>	<b>\$248,296</b>					<b>\$1,536,296</b>
<b>Streets, Highways, Buildings &amp; Grounds</b>										
06303	Battlefield Pkwy. - Kincaid Blvd. to Rt. 7	\$887,000		\$400,000	\$487,000					\$887,000
08307	Catoctin Cir./Dry Mill Rd. Left Turn Lane	100,000	40,000	60,000						60,000
07303	Catoctin Cir./Ed Ferry - Traf Sig & Lft Turn Lane	400,000				40,000	360,000			400,000
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Turn Imps.	380,000	137,241	190,000	52,759					242,759
01302	Rt. 15 (South King St.) Widening	464,000						464,000		464,000
07313	Sycolin Rd. Widening, Ph. II	568,000		568,000						568,000
98301	Sycolin Rd. Widening, Ph. III	583,979		583,979						583,979
	<b>Total Streets, Highways, Buildings &amp; Grounds</b>	<b>\$3,382,979</b>	<b>\$177,241</b>	<b>\$1,801,979</b>	<b>\$539,759</b>	<b>\$40,000</b>	<b>\$360,000</b>	<b>\$464,000</b>		<b>\$3,205,738</b>
	<b>Total Proffers</b>	<b>\$5,454,275</b>	<b>\$459,241</b>	<b>\$3,139,979</b>	<b>\$841,055</b>	<b>\$90,000</b>	<b>\$410,000</b>	<b>\$514,000</b>		<b>\$4,995,034</b>

CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)

Table CIP H. Loudoun County Gas Tax

Proj. No.	Project Description	Exp through						Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/08	2009	2010	2011	2012		
<b>Parks and Recreation</b>									
02301	South King St. Trail Ph. I	\$975,000	\$720,000	\$255,000					\$255,000
	<b>Total Parks and Recreation</b>	<b>\$975,000</b>	<b>\$720,000</b>	<b>\$255,000</b>					<b>\$255,000</b>
<b>Streets, Highways, Buildings &amp; Grounds</b>									
07313	Sycolin Road Widening, Ph. II	\$679,821		\$679,821					\$679,821
98301	Sycolin Road Widening, Ph. III	4,420,488	54,467	366,021					366,021 4,000,000
07312	Virts Corner Improvements	1,200,000	50,000	1,150,000					1,150,000
	<b>Total Streets, Highways, Buildings &amp; Grounds</b>	<b>\$6,300,309</b>	<b>\$104,467</b>	<b>\$2,195,842</b>					<b>\$2,195,842 \$4,000,000</b>
	<b>Total Loudoun County Gas Tax</b>	<b>\$7,275,309</b>	<b>\$824,467</b>	<b>\$2,450,842</b>					<b>\$2,450,842 \$4,000,000</b>

Table CIP I. Loudoun County - Other

Proj. No.	Project Description	Exp through						Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/08	2009	2010	2011	2012		
<b>Parks &amp; Recreation</b>									
11301	Recreation Center Expansion	\$750,000				\$750,000			\$750,000
	<b>Total Parks and Recreation</b>	<b>\$750,000</b>				<b>\$750,000</b>			<b>\$750,000</b>
	<b>Total Loudoun County - Other</b>	<b>\$750,000</b>				<b>\$750,000</b>			<b>\$750,000</b>

**CAPITAL IMPROVEMENTS PROGRAM**

**CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)**

**Table CIP J. State - Department of Aviation (DOAV)**

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.	
			6/30/08	2009	2010	2011	2012			2013
<b>Airport Fund Projects</b>										
08501	Airport Perimeter Fence, Ph. II	\$32,266	\$4,516			\$1,950	\$12,000	\$13,800	\$27,750	
09501	Land Acquisition - North RPZ	7,725	6,000	1,725					1,725	
09503	Navigation Aids Upgrades	16,500		1,500	1,500	13,500			16,500	
08502	South Apron Expansion, Ph. II	1,720,000						120,000	120,000	1,600,000
09504	South Apron Hangars	1,100,000		1,100,000					1,100,000	
11501	Land Acquisition - Airport Expansion South	120,000	750	2,250	117,000				119,250	
<b>Total Airport Fund Projects</b>		<b>\$2,996,491</b>	<b>\$11,266</b>	<b>\$1,105,475</b>	<b>\$118,500</b>	<b>\$15,450</b>	<b>\$12,000</b>	<b>\$133,800</b>	<b>\$1,385,225</b>	<b>\$1,600,000</b>
<b>Total State - DOAV</b>		<b>\$2,996,491</b>	<b>\$11,266</b>	<b>\$1,105,475</b>	<b>\$118,500</b>	<b>\$15,450</b>	<b>\$12,000</b>	<b>\$133,800</b>	<b>\$1,385,225</b>	<b>\$1,600,000</b>

**Table CIP K. State - Department of Natural Resources (DNR)**

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.	
			6/30/08	2009	2010	2011	2012			2013
<b>Parks &amp; Recreation</b>										
07315	Veterans Park at Balls Bluff	\$200,000					\$200,000		\$200,000	
<b>Total Parks &amp; Recreation</b>		<b>\$200,000</b>					<b>\$200,000</b>		<b>\$200,000</b>	
<b>Total State - Parks</b>		<b>\$200,000</b>					<b>\$200,000</b>		<b>\$200,000</b>	

**CAPITAL IMPROVEMENTS PROGRAM**

**CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)**

**Table CIP L. State - Department of Transportation (VDOT and NVTA)**

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.	
			6/30/08	2009	2010	2011	2012			2013
<b>General Government</b>										
07309	Downtown Street Lighting	\$1,000,000		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	
	<b>Total General Government</b>	<b>\$1,000,000</b>		<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,000,000</b>	
<b>Streets and Highways</b>										
07315	Battlefield Pkwy. - Rt. 15 to Dulles Grnwy	3,000,000	1,500,000	350,000	1,150,000				1,500,000	
09307	Edwards Ferry / Leesburg Bypass	25,000,000				500,000	500,000	2,000,000	3,000,000	22,000,000
05302	Edwards Ferry at Rt. 15 Bypass Rt Turn Imps	420,000			420,000				420,000	
01302	Rt. 15 (South King St.) Widening	14,736,000	250,000	400,000	1,000,000	4,500,000	5,000,000	3,586,000	14,486,000	
07313	Sycolin Rd. Widening, Ph. II	744,920			744,920				744,920	
98301	Sycolin Rd. Widening, Ph. III	7,000,000								7,000,000
07312	Virts Corner Improvements	1,000,000	150,000	550,000	300,000				850,000	
	<b>Total Streets and Highways</b>	<b>\$51,900,920</b>	<b>\$1,900,000</b>	<b>\$1,300,000</b>	<b>\$3,614,920</b>	<b>\$5,000,000</b>	<b>\$5,500,000</b>	<b>\$5,586,000</b>	<b>\$21,000,920</b>	<b>\$29,000,000</b>
	<b>Total State - VDOT</b>	<b>\$52,900,920</b>	<b>\$1,900,000</b>	<b>\$1,500,000</b>	<b>\$3,814,920</b>	<b>\$5,200,000</b>	<b>\$5,700,000</b>	<b>\$5,786,000</b>	<b>\$22,000,920</b>	<b>\$29,000,000</b>

**Table CIP M. State - Regional Transportation Authority (VRTA)**

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.	
			6/30/08	2009	2010	2011	2012			2013
<b>General Government</b>										
06322	Bus Shelter - North Street	\$13,000			\$13,000				\$13,000	
04301	Bus Shelter - Shenandoah Building	10,000				10,000			10,000	
	<b>Total General Government</b>	<b>\$23,000</b>			<b>\$13,000</b>	<b>\$10,000</b>			<b>\$23,000</b>	
	<b>Total State - VRTA</b>	<b>\$23,000</b>			<b>\$13,000</b>	<b>\$10,000</b>			<b>\$23,000</b>	

**CAPITAL IMPROVEMENTS PROGRAM**

**CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)**

**Table CIP N. Federal - Transportation (RSTP)**

Proj. No.	Project Description	Total Source	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Req.
<b>Streets, Highways, Buildings &amp; Grounds</b>										
NEW	Advanced Transportation Mgmt Sys., Ph. II	\$180,000			\$180,000				\$180,000	
09307	Edwards Ferry / Leesburg Bypass	10,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
<b>Total Streets, Highways, Buildings &amp; Ground</b>		<b>\$10,180,000</b>		<b>\$1,000,000</b>	<b>\$1,180,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$5,180,000</b>	<b>\$5,000,000</b>
<b>Total Federal - Transportation</b>		<b>\$10,180,000</b>		<b>\$1,000,000</b>	<b>\$1,180,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$5,180,000</b>	<b>\$5,000,000</b>

**Table CIP O. Federal - Federal Aviation Administration (FAA)**

Proj. No.	Project Description	Total Source	Exp through 6/30/08	2009	2010	2011	2012	2013	Total for 5-Yr CIP	Future Funds Req.
<b>Airport Fund Projects</b>										
08501	Airport Perimeter Fence, Ph. II	\$1,021,769	\$143,019			\$61,750	\$380,000	\$437,000	\$878,750	
09502	Instrument Landing System Grading	1,075,000		120,000	955,000				1,075,000	
09501	Land Acquisition - North RPZ	244,625	190,000	54,625					54,625	
09503	Navigation Aids Upgrades	522,500		47,500	47,500	427,500			522,500	
11501	Land Acquisition - Airport Expansion South	3,800,000	23,750	71,250	3,705,000				3,776,250	
<b>Total Airport Fund Projects</b>		<b>\$6,663,894</b>	<b>\$356,769</b>	<b>\$293,375</b>	<b>\$4,707,500</b>	<b>\$489,250</b>	<b>\$380,000</b>	<b>\$437,000</b>	<b>\$6,307,125</b>	
<b>Total Federal - FAA</b>		<b>\$6,663,894</b>	<b>\$356,769</b>	<b>\$293,375</b>	<b>\$4,707,500</b>	<b>\$489,250</b>	<b>\$380,000</b>	<b>\$437,000</b>	<b>\$6,307,125</b>	

**CIP 6. SUMMARIES OF FUNDING BY SOURCE (continued)**

**THIS PAGE INTENTIONALLY LEFT BLANK**

**CIP 7. POTENTIAL FUTURE CAPITAL PROJECTS****POTENTIAL FUTURE CAPITAL PROJECTS**

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

**GENERAL GOVERNMENT**

<b>PROJECT</b>	<b>COST RANGE</b>	<b>PROJECT SUMMARY</b>
Alley Renovation Project	\$1-2 million	Design and construct improvements to the alley along the east side of the Town Hall Parking Garage, including storm drainage improvements, underground utilities, sidewalks, landscaping, and façade improvements to the garage. Proposed by Leesburg Crossroads, Inc.
Town Hall Renovations	Less than \$1 million	Reconfiguring the lower level to maximize space, securing the Finance Department and maximizing the first floor, reconfiguring the second floor, some modification to the third floor.
Crescent District Water Feature	Less than \$1 million	Design and construct a water feature adjacent to Town Branch downstream of South King Street in connection with the Crescent District Master Plan.

**PARKS AND RECREATION**

<b>PROJECT</b>	<b>COST RANGE</b>	<b>PROJECT SUMMARY</b>
Ida Lee Park Trail Ph III	Less than \$1 million	Construct a 2,400 linear foot trail along the west side of North King Street and the north side of Ida Lee Drive to provide safe access to the Ida Lee Park Recreation Center and Rust Library.

**CIP 7. POTENTIAL FUTURE CAPITAL PROJECTS (continued)**

Ida Lee Park Farmhouse Addition	Less than \$500,000	Addition of approximately 2,000 square feet of office space to the existing farmhouse for current and future staff needs.
Veterans Park, Phase II	\$5-7 million	This project will build pavilions, a disc golf course, additional parking, and a visitor's center, consistent with Veterans Park Master Plan.
Olde Izaak Walton Pond	Less than \$1 million	Improve the condition of the pond at the park. Pending further council discussion of long-term disposition of the property.
Robinson Park Improvements	Less than \$1 million	Construct playground, shelter, and additional parking.

**STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS**

<b>PROJECT</b>	<b>COST RANGE</b>	<b>PROJECT SUMMARY</b>
1 <sup>st</sup> , 2 <sup>nd</sup> & Wirt Street, SW	\$1-2 million	Design and construction of storm drainage improvements including concrete curb and gutter to alleviate flooding of yards and drainage problems along 1 <sup>st</sup> Street west of South King Street, 2 <sup>nd</sup> Street and Wirt Street, SW.
Partial Market St. & Loudoun St.	Less than \$500,000	Establish one-way traffic flow by diverting eastbound Market Street traffic onto south Harrison Street to allow the intersection of Loudoun Street and Harrison Street to be channeled to contribute to the continuous flow of traffic on both southbound Harrison and Loudoun Streets.
Evergreen Mill Road Improvements	\$10-15 million	Design and construction of 4-laning of Evergreen Mill Road between South King Street and Battlefield parkway at the south corporate limits, including sidewalk and multi-use trail.
Harrison Street Extension	\$2-3 million	Extend Harrison Street from North Street to Oakcrest Manor Drive.

**CIP 7. POTENTIAL FUTURE CAPITAL PROJECTS (continued)**

Morven Park Road Improvements	\$1-3 million	Street improvements and sidewalk on Morven Park Road between West Market Street and Old Waterford Road.
1 <sup>st</sup> Street Extension	\$1-3 million	Extend 1 <sup>st</sup> Street from the car wash to Davis Avenue
Battlefield at Route 7 Interchange	\$20-30 million	Construct a grade separated interchange at this location. This part of Route 7 is maintained by VDOT. Project should be funded by VDOT.
North King Street at North Street Traffic Signal	Less than \$500,000	Loudoun County has proffered a signal at that location. This signal will be needed when the courthouse expansion project is completed.

**STORM DRAINAGE**

<b>PROJECT</b>	<b>COST RANGE</b>	<b>PROJECT SUMMARY</b>
North King Street at Union Cemetery	Less than \$500,000	Install storm drainage system on the west side of North King Street near Union Cemetery to prevent yard flooding of homes.
Town Branch – King Street to Monroe Street Flood Mitigation	Less than \$1 million	Channel improvements along Town Branch to alleviate flooding in the Monroe Street area.
Woodberry Road Drainage Phase II	Less than \$500,000	Alleviate flooding of yards in the lower portion of the block bounded by Woodberry Drive, North Street, and Wildman Road.
South Street at South King Street	Less than \$500,000	Storm drainage improvements to alleviate flooding of a single family home at the corner of South Street and South King Street.
Turner Harwood, Phases I & II	\$1-2 million	Channel improvements to adequately accommodate storm water runoff from Fort Evans Road, Plaza Street, Edwards Ferry Road, and Leesburg Plaza.

**CIP 7. POTENTIAL FUTURE CAPITAL PROJECTS (continued)**

**UTILITIES**

<b>PROJECT</b>	<b>COST RANGE</b>	<b>PROJECT SUMMARY</b>
Bioprocess Intelligent Optimization System (BIOS)	Less than \$500,000	Purchase system for Water Pollution Control Division to optimize air supply by blowers by calibrating nitrifying/denitrifying activated sludge treatment process. Payback expected in five years.
Existing Barn Restoration	Less than \$500,000	Restoration of existing barn on Utility Maintenance Building site for use as a storage facility.
Town wide service area water system improvements	Less than \$5 million	New waterlines to insure water availability to the town wide service area. Projects will be defined based on an engineering study.
Water Treatment Plant Expansion	\$10-15 million	Future water treatment plant expansion to meet any potential future service area demands.
Water Pollution Control Facility Expansion	\$15-\$20 million	The need for further expansion/upgrade will depend on the growth rate of the plant's service area as well as compliance with new regulations.

**AIRPORT**

<b>PROJECT</b>	<b>COST RANGE</b>	<b>PROJECT SUMMARY</b>
South Apron Expansion, Phase III	\$1-2 million	This project, formerly a portion of the South Area Development project, has been separated from the other work. It is contiguous to the South Apron Development Phase I and II projects and includes construction of approximately 23 tie-downs.
Runway 17 Extension	\$5-7 million	Extend the runway for approximately 500 feet to accommodate larger aircraft.
Parcel Consolidation	Less than \$250,000	Consolidate approximately 17 individual parcels.

**CIP 7. POTENTIAL FUTURE CAPITAL PROJECTS (continued)**

**POSSIBLE CIP PROJECTS TO ADDRESS NEEDS IDENTIFIED IN 2005 TOWN PLAN**

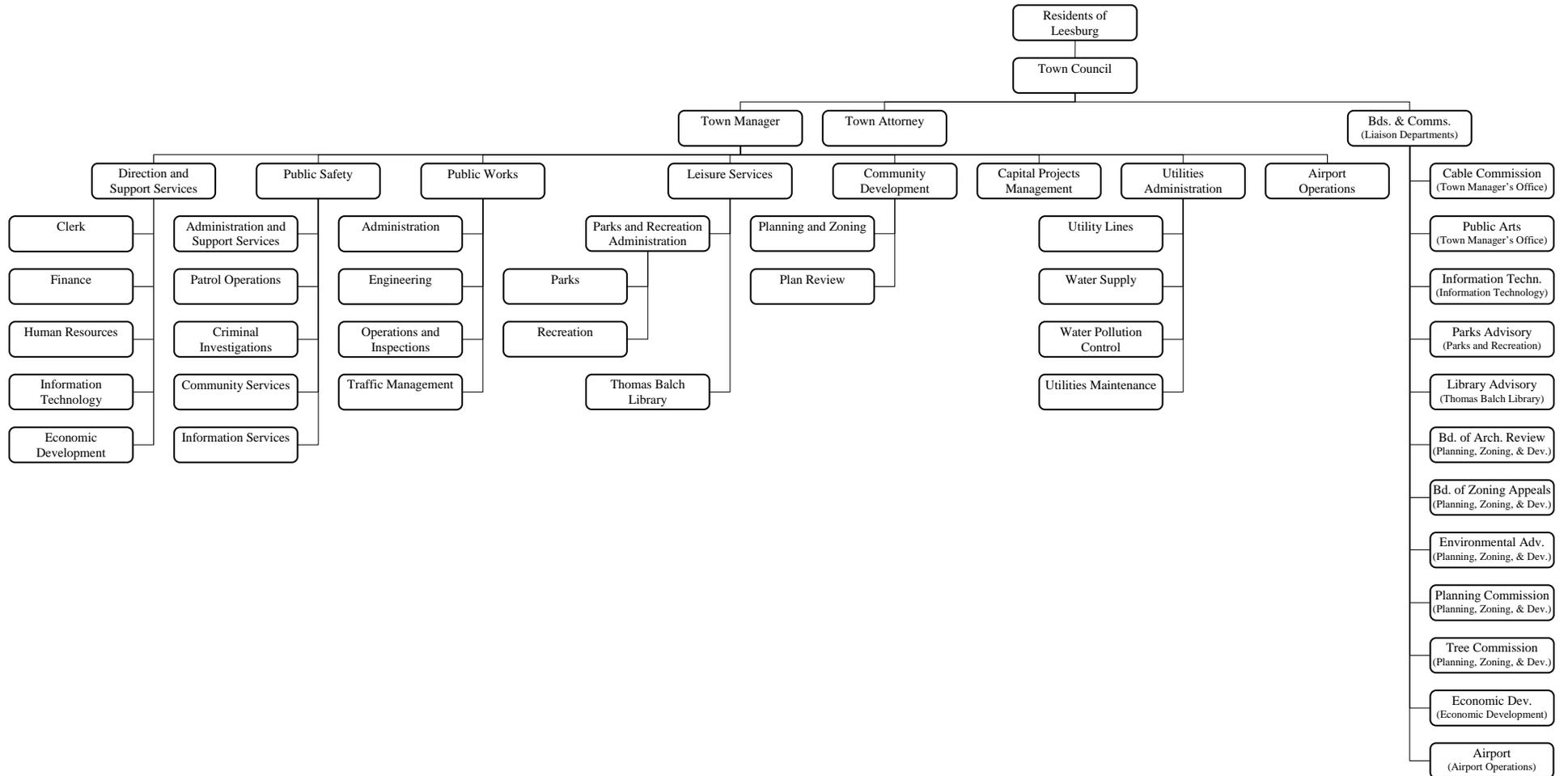
The following projects have not been submitted for cost estimates and are not in current plans for the CIP after 2013. These projects have been identified by the Planning and Zoning Department as initiatives needed to comply fully with the 2005 Town Plan and that are not met by the FY 2009-2013 CIP. The intention is to address these needs where and when feasible considering the Town’s funding constraints.

<b>PROJECT</b>	<b>COST RANGE</b>	<b>PROJECT SUMMARY</b>
Raflo Park Rain Garden	TBD	Design and construct a rain garden in Raflo Park. Timing: Recommended for FY 2009 by the Leesburg Watershed Committee.
Town Hall Garage Accessibility	TBD	Design and construction of disabled accessibility ramps/route painting within the Town Hall parking garage (in response to citizen complaint). Timing: As soon as possible.
Park Land Acquisition and Development	TBD	Purchase of portion of Fontaine property for park (per Town Plan). Also design and construction of improvements. Timing: As soon as possible, to coordinate with development proposal and with item below.
Greenway Extension	TBD	Purchase of right-of-way on Fontaine (and other) property for Greenway extension (per Town Plan). Also design and construction of road. Timing: As soon as possible, to coordinate with development proposal and with item above.
Town Branch Floodplain/Public Improvements	TBD	Design and construct Town Branch flooding/public space improvements. Timing: As soon as possible, to coordinate with adjacent development proposals.
Town Branch/Rock Creek Water Quality Strategy	TBD	Preparation of water quality strategy for Town Branch/Rock Creek between Dry Mill Road and Catocin Circle. Also implementation of the strategy. Timing: As soon as possible.

CIP 7. POTENTIAL FUTURE CAPITAL PROJECTS (continued)

Crescent District Public Improvement Fund	TBD	Establish a fund to pay for the design and construction of public improvements in the Crescent District. Timing: As soon as possible.
Old Sycolin Road Sidewalk	TBD	Construction of sidewalk on old Sycolin Road from East Market Street past service providers. Timing: Apply for CDBG grant from county.
Battlefield Parkway Multi-use Path	TBD	Design and construction of multi-use path along eastern side of Battlefield Parkway from Rt 7 to Potomac Station Drive (per Town Plan). This will connect the proposed Battlefield Parkway path proposed by VDOT, and a proposed extension of that path by the Parkway Office Center, to an existing path to the north of Potomac Station Drive (on the eastern side of BP), passing in front of Potomac Station Shopping Center. Timing: Coordinate with construction of Battlefield Parkway by VDOT and adjacent private development.
Battlefield Parkway Connector Multi-use Path	TBD	Design and construction of multi-use path from the Battlefield Parkway path down to Tuscarora Creek. Timing: Coordinate with construction of Battlefield Parkway by VDOT and item below.
Tuscarora Creek Multi-use Path	TBD	Design and construction of multi-use path along Tuscarora Creek at the wastewater treatment plant from the path to be built at Village at Leesburg to connect with the path in item above, and the new bike/ped bridge at Lawson Road (per Town Plan). (Requires acquisition of right-of-way/property from two private property owners.) Timing: Coordinate with construction of Battlefield Parkway by VDOT and item above.
Realignment of Sycolin Road	TBD	Design, land acquisition, and construction of realigned Sycolin Road near the southern end of Runway 17 on Leesburg Executive Airport (per Town Plan). Timing: Coordinate with extension of runway.

TOWN OF LEESBURG - ORGANIZATIONAL CHART



**THIS PAGE INTENTIONALLY LEFT BLANK.**

---

**TOWN HISTORY, GOVERNMENT, AND DEMOGRAPHICS**

The Town of Leesburg was established in 1758 and is located in Loudoun County, Virginia, approximately 35 miles northwest of Washington, D.C. The Town has a land area of 11.84 square miles. Leesburg is the county seat of Loudoun County. According to Loudoun County, the 2009 projected population of Leesburg will be 38,349.

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

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

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

The Town has various operating departments: Town Manager, Town Attorney, Human Resources, Information Technology, Finance, Police, Public Works, Planning and Zoning, Parks and Recreation, Plan Review, and Utilities. The Town also operates a municipal airport. Each department has a director who is responsible to the Town Manager.

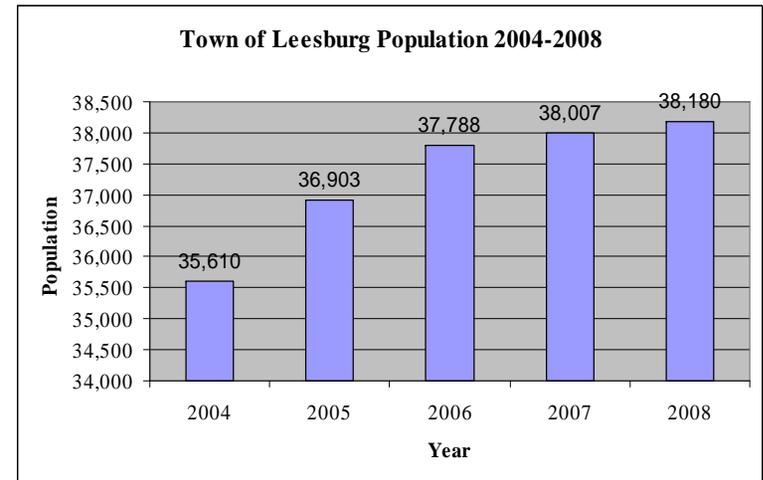
According to the 1990 U.S. Census, the population of the Town of Leesburg was 16,202. The Town has grown significantly since 1990, and the population according to the 2000 Census was 28,311. The Town's current estimated population is 38,180. The chart below portrays the population growth in the Town of Leesburg from 2004-2008.

TOWN HISTORY, GOVERNMENT, AND DEMOGRAPHICS (continued)

**Chart B.1 Town of Leesburg Population Growth, 2004-2008**

The 2000 Census indicated that 31.8% of the Town’s population was under the age of 21, 42.8% was between the ages of 21 and 44, 19.2% of the population was between 45 and 64 years of age, and 6.1% was age 65 or older. These percentages may not sum to 100 due to rounding. The median age according to the 2000 Census was 33.1.

Source: For 2004 to 2007, Town of Leesburg 2007 Comprehensive Annual Financial Report. For 2008, Loudoun County Government, Department of Management and Financial Services. Historic figures were updated based on new methods, newly released data and updated assumptions.



**AVERAGE HOUSEHOLD INCOME**

The estimated average household income for Loudoun County as of July 2006 was \$99,371 (latest compiled data). Historically, the Leesburg average has been within a few percentage points of the county average.

**EDUCATIONAL ATTAINMENT (Age 25 & Older)**

These figures are derived from the U.S. Census Bureau. Each category’s percents are inclusive of persons with the level of degree and higher.

- High School Graduate or higher 89.8%
- Bachelor’s Degree or higher 41.3%
- Graduate or Professional Degree 13.0%

**TOWN HISTORY, GOVERNMENT, AND DEMOGRAPHICS (continued)**

**RACIAL/ETHNIC COMPOSITION**

In the following charts the race/ethnicity of the Town’s population has been summarized and comparisons have been made between the 1990 U.S. Census data and the 2000 Census. Based on the 2000 Census, in the Town of Leesburg, the African-American population remained about the same, and there was an increase in the number of persons of Hispanic ethnicity during the period from 1990 to 2000. The Town’s population, as it continues to grow, is becoming more diverse.

**Chart B.2 Racial/Ethnic Composition of the Town of Leesburg**

RACIAL GROUP	2000 US CENSUS	1990 US CENSUS
White	83.3%	85.3%
African-American	9.2%	12.3%
American Indian, Eskimo, or Aleut	0.2%	0.2%
Asian or Pacific Islander	2.6%	1.4%
Other Race	4.9%	0.8%

ETHNIC GROUP	2000 US CENSUS	1990 US CENSUS
Hispanic (any race)	5.9%	2.5%

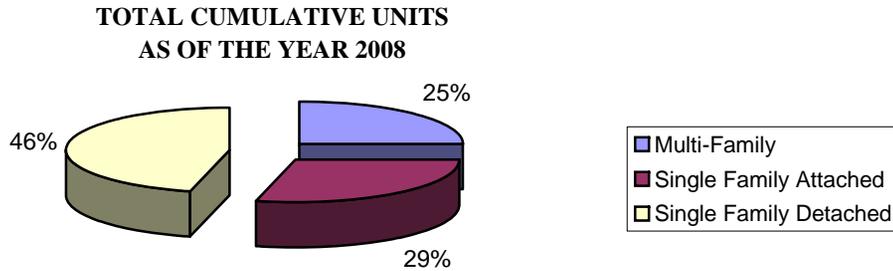
Source: 1990 U.S. Census and 2000 U.S. Census, and Loudoun County Department of Management and Financial Services

**HOUSING**

According to the 2000 Census, the total number of housing units was 10,671. A housing unit (as defined by the U.S. Census) is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters. According to an April 2008 Town estimate, the total number of housing units has increased to 14,437 units. This is a 35% increase from the 2000 Census data and a 106% increase in comparison to the 1990 Census data (6,994 units). As of April 2008, the Town estimates that 46% of the housing units are single-family detached. The remainder of the housing units are relatively evenly split between multi-family (25%) and single-family attached (29%).

TOWN HISTORY, GOVERNMENT, AND DEMOGRAPHICS (continued)

Chart B.3 Town of Leesburg Housing



Source: Loudoun County Department of Management & Financial Services

**EDUCATION**

As the Town’s population increases, the demand and continued need for quality schools grows with it. In Leesburg, there are currently a total of twelve public schools. The enrollment within these schools is as follows:

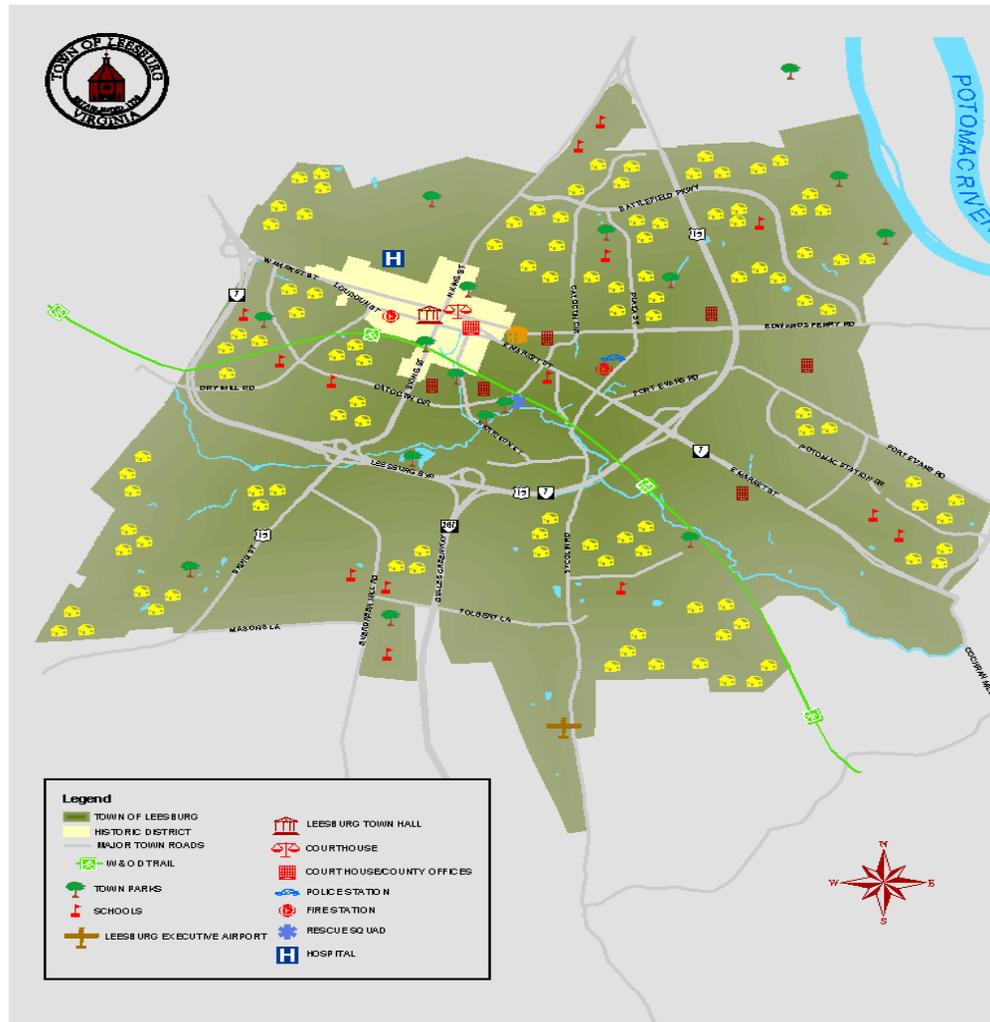
Chart B.4 Public Schools in the Town of Leesburg

<b>ELEMENTARY</b>	<b>ENROLLMENT</b>	<b>MIDDLE SCHOOL</b>	<b>ENROLLMENT</b>	<b>HIGH SCHOOL</b>	<b>ENROLLMENT</b>
Ball’s Bluff	664	Harper Park	800	Loudoun County	1,373
Catoctin	509	Simpson	809	Heritage	1,746
Cool Springs	744	Smartt’s Mill	897		
Evergreen Mill	589				
Frances Hazel Reid	806				
Leesburg	559				
Tolbert	920				

Source: Loudoun County Public Schools, September 3, 2007.

TOWN HISTORY, GOVERNMENT, AND DEMOGRAPHICS (continued)

Chart B. 5 Map of Leesburg



**THIS PAGE LEFT INTENTIONALLY BLANK.**

---

**FISCAL POLICY**

The Town Council's adopted fiscal policy guides financial decision-making with the following elements:

Effective fiscal policy for Town government:

- Links long-term financial planning with short-term daily operations.
- Stabilizes Town financial status to ensure that organizational goals and objectives are met and that effective public policy decisions are implemented.
- Protects the Town from emergency fiscal crisis, ensuring the maintenance of services in the event of an unforeseen occurrence. Ensures the highest possible credit and bond ratings by meeting the demands of bond rating agencies through sound, conservative financial decision-making.

**SECTION I. Accounting, Auditing, and Financial Reporting**

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

**SECTION II. Asset Management**

- a. The Town will capitalize all fixed assets with a value greater than \$5,000 and an expected life of two years or more.
- b. The operating budget will provide for minor and preventive maintenance.

**FISCAL POLICY (continued)****SECTION II. Asset Management (continued)**

- c. 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.

**SECTION III. Revenue Management**

- a. The Town will maintain a diversified and stable revenue structure to protect it from short-run fluctuations in any one-revenue source.
- b. The Town will estimate its annual revenues by an objective, analytical process.
- c. The Town, where practicable, will institute user fees and charges for specialized programs and services. Rates will be established to recover operational as well as overhead or indirect costs and capital or debt service costs. The Town will periodically review user fee charges and related expenditures to determine if pre-established recovery goals are being met.
- d. The Town will follow an aggressive policy of collecting revenue.
- e. The Town should routinely identify intergovernmental aid funding possibilities. However, before applying for or accepting intergovernmental aid, the Town will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary matter. All grant applications, prior to submission, must be approved by the Town Manager; grants and donations may be accepted only by the Town Council; and no grant will be accepted that will incur management and reporting costs greater than the grant amount.

**SECTION IV. Budget Management****Operating Budgets**

- a. The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective.

---

**FISCAL POLICY (continued)****SECTION IV. Budget Management – Operating Budgets (continued)**

- b. The budget is a plan for raising and allocating resources. The objective is to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level which will meet real needs as efficiently and effectively as possible.
- c. The Town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.
- d. It is important that a positive undesignated fund balance and a positive cash balance be shown in all governmental funds at the end of each fiscal year. When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive undesignated fund balance and a positive cash balance.
- e. Where possible, the Town will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the efficiency and effectiveness of Town programs and employees. Performance measurement should become a dynamic part of Town government administration.
- f. The budget must be structured so that the Town Council and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives.
- g. Budgetary reviews by the Town Council and Town Manager will focus on the following basic concepts:

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

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

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

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

---

**FISCAL POLICY (continued)****SECTION IV. Budget Management (continued)****Capital Budgets**

- h. The Town will make all capital improvements in accordance with an adopted capital improvements program.
- i. The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zonings with the capital plan.
- j. The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- k. The Town will make use of non-debt capital financing through the use of alternate sources, including proffers and pay-as-you-go financing. The goal is to finance 25% of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use of such non-debt sources.

**SECTION V. Debt and Cash Management****Debt Management**

- a. The Town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.
- b. The goal of the Town is to finance 25% of the current portion of construction cost of capital improvements (in excess of proffers) from current financial resources. The amount provided in current resources may be applied equally to all projects or only to specific projects.
- c. The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- d. The Town is cognizant of its higher than average debt burden and should continue to offset its impact through rapid payback. An average payback of at least 60% in ten years should be maintained, except for projects with a known revenue stream.

**FISCAL POLICY (continued)****SECTION V. Debt and Cash Management – Debt Management (continued)**

- e. The Town will annually calculate target debt ratios. The Town's debt capacity shall be maintained within the following primary goals:

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

Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town nor 3.5% of the total personal income of residents of the Town.

- f. The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.
- g. The Town will maintain good communications about its financial condition with bond and credit rating institutions.

**Cash Management**

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

**SECTION VI. Reserve Funds Management**

- a. The General Fund undesignated fund balance at the close of each fiscal year should be equal to no less than 15% of general fund expenditures.
- b. The Utilities Fund undesignated fund balance at the close of each fiscal year should be equal to no less than 200% of operating revenues.
- c. The Town will maintain an appropriated contingency account not to exceed 1.5% of general fund revenue to provide for any supplemental appropriations or other unanticipated expenditures.

**THIS PAGE LEFT INTENTIONALLY LEFT BLANK.**

**BUDGET CALENDAR, PROCESS, AND FUND STRUCTURE****FY 2009 BUDGET CALENDAR****SEPTEMBER 2007**

CIP kickoff with departments

**OCTOBER 2007**

CIP requests submitted to Capital Projects Management (CPM) and the Department of Finance (DOF)

Performance measures kickoff

**NOVEMBER**

Budget kickoff with departments

Performance measures submitted to DOF

Budget Committee/CPM meeting on CIP with Town Manager and departments

**DECEMBER**

Budget requests submitted to DOF

Budget Committee/department meetings on operating budget with Town Manager

**JANUARY 2008**

Budget Committee/department meetings on operating budgets with Town Manager

**FEBRUARY**

DOF develops draft budget

Budget Committee/CPM meetings on CIP with Town Manager

Preliminary CIP provided to Planning Commission

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

**MARCH**

Planning Commission public hearing on CIP

Town Council work sessions on budget and CIP

Town Council public hearing on budget and CIP

**APRIL**

Town Council sets tax rate and adopts budget and CIP

---

**BUDGET CALENDAR, PROCESS, AND FUND STRUCTURE (continued)****Budget Process**

The budget process in Leesburg starts with the “Budget Kickoff,” the distribution of budget request packages to all department directors. These packages include a brief message from the Town Manager along with general instructions for completing the various forms which, when completed, include proposed expenditures, capital outlays, departmental accomplishments, future objectives, performance measures, and other budget data. Concurrently, the Finance Director and Management Analysts supervise the preparation of the annual five-year Capital Improvements Program (CIP). Capital outlays approved in the CIP for the upcoming fiscal year are incorporated into the proposed budget.

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

The next step in the budget process involves preparation of the budget document. The Finance Department prepares the final proposed revenue and expenditure estimates for each department covering all funds. The Management Analysts prepare supplemental materials and the staffing plan, both in consultation with the Manager. The proposed budget is submitted to the Council in February. Several Council workshops are held before and after the required public hearing. The budget is adopted in April.

The Town’s General Fund and Capital Projects Fund budgets are prepared on the modified accrual basis of accounting. The budgets for the Utilities Fund and Airport Fund are prepared on the full accrual basis since these funds are accounted for as Enterprise Fund operations. 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: The Town Manager has the authority to move money within the Fund. The Town Council must authorize, by resolution, any changes to a fund’s overall budget once it has been approved. This is necessary because the Council must appropriate the funds before a lawful expenditure can be made.

---

**BUDGET CALENDAR, PROCESS, AND FUND STRUCTURE (continued)****Fund Structure**

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

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

**Governmental Fund Types**

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

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

**Proprietary Fund Types**

**Enterprise Funds:** The Town has two enterprise funds: the Airport Fund and Utilities Fund. These funds were established to account for the operations, investing and financing activities of self-supporting activities of the Town that provide service to the public on a user fee basis.

**THIS PAGE LEFT INTENTIONALLY BLANK.**

---

**GLOSSARY**

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

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

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

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

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

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

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

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

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

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

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

**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.

**GLOSSARY (continued)**

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

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

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

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

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

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

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

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

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

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

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

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

---

**GLOSSARY (continued)**

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

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

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

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

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

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

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

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

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

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

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

**Disbursement** - The expenditure of money from an account.

---

**GLOSSARY (continued)**

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

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

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

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

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

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

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

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

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

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

**Full-Time Equivalent Position (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on either 1,950 or 2,080 hours per year. For example, a part-time position working for 20 hours per week would be the equivalent of .5 of a full-time position based on 2080.

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

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

---

**GLOSSARY (continued)**

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

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

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

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

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

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

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

**Interfund Transfer** - The movement of money between funds of the same governmental entity.

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, or payments in lieu of taxes.

**Lapsing Appropriation** - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

**Levy** – Imposition of taxes for the support of government activities.

**Line-item Budget** - A budget prepared along departmental lines that focuses on what is to be bought.

**Long-term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Modified Accrual Basis** - A basis of accounting where revenue is recorded when measurable and available and expenditures are recorded when made.

---

**GLOSSARY (continued)**

**Materials and Supplies** - Expendable materials and operating supplies necessary to conduct departmental operations.

**Net Budget** - The legally adopted budget less all interfund transfers and interdepartmental charges.

**Nominal Dollars** - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**Object** - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

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

**Obligations**- Amounts which a government legally may be required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Expenses** - The cost for personnel, materials, and equipment required for a department to function.

**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

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

**Personnel Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

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

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

---

**GLOSSARY (continued)**

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

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

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

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Resolution**- A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Revenue** - Sources of income financing the operations of government.

**Service Lease** - A lease under which the lessor maintains and services the asset.

**Service Level** - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Supplemental Appropriation** - An additional appropriation made by the governing body after the budget year is started.

**Supplemental Requests** - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

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

**Tax Levy** - The resultant product when the tax rate is multiplied by the tax base.

**GLOSSARY (continued)**

**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.

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

**Working Cash** - Excess of readily available assets over current liabilities. Or cash on hand equivalent which may be used to satisfy cash flow needs.

**Work Years** - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 1,950 hours per year (37.5 hours per week times 52 weeks) or 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the positions.

## SALARY SCHEDULES

## FY 2009 PAY GRADES

Table F.1 GENERAL GOVERNMENT

Grade	Beginning, \$	Ending, \$
1	20,783	34,884
2	22,572	37,885
3	24,512	41,143
4	26,621	44,681
5	28,910	48,523
6	31,396	52,696
7	34,098	57,228
8	37,027	62,151
9	39,821	67,166
10	43,246	72,585
11	46,964	78,828
12	51,004	85,608
13	55,390	92,969
14	60,153	100,963
15	65,327	109,647
16	70,945	119,076
17	77,046	129,317
18	83,673	140,440

SALARY SCHEDULES (continued)

**FY 2009 PAY GRADES**

**PUBLIC SAFETY PAY PLAN**

**Table F. 2 Sworn Staff**

<b>Grade</b>	<b>Title</b>	<b>Beginning, \$</b>	<b>Ending, \$</b>
P1	Police Officer 1	46,089	76,045
P2	Police Officer 2	48,393	79,848
P3	Police Officer 3	50,813	83,840
P4	Master Police Officer 1	53,353	88,032
P6	Sergeant	56,021	92,434
P7	Lieutenant	66,615	111,780
P8	Captain	72,344	121,394
P9	Major	78,565	131,833

**Table F.3 Communication Staff**

<b>Grade</b>	<b>Title</b>	<b>Beginning, \$</b>	<b>Ending, \$</b>
CT1	Communications Technician 1	39,078	64,477
CT2	Communications Technician 2	41,032	67,701
CT3	Communications Technician 3	43,083	71,088
CTS	Communications Technician Supervisor	45,237	74,641
ISM	Info Services Manager	54,676	90,215