



# Town of Leesburg

## FY 2017

## Adopted Budget

## &

## 2016-2021

## Capital Improvements

## Program

*Leesburg*

*the hometown of the 21st century*





**FY 2017  
Adopted Budget  
&  
2016-2021 Capital Improvements Program**

David S. Butler, Mayor

Kelly Burk, Vice Mayor

Suzanne Fox

Thomas S. Dunn II

Katie Sheldon Hammler

Fernando “Marty” Martinez

R. Bruce Gemmill

Kaj H. Dentler, Town Manager

Prepared by the Department of Finance & Administrative Services  
Town of Leesburg, Virginia



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Leesburg  
Virginia**

For the Fiscal Year Beginning

**July 1, 2015**

A handwritten signature in black ink, which appears to read "Jeffrey R. Emery".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Leesburg for its annual budget for the fiscal year beginning July 1, 2015.

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

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# Introduction

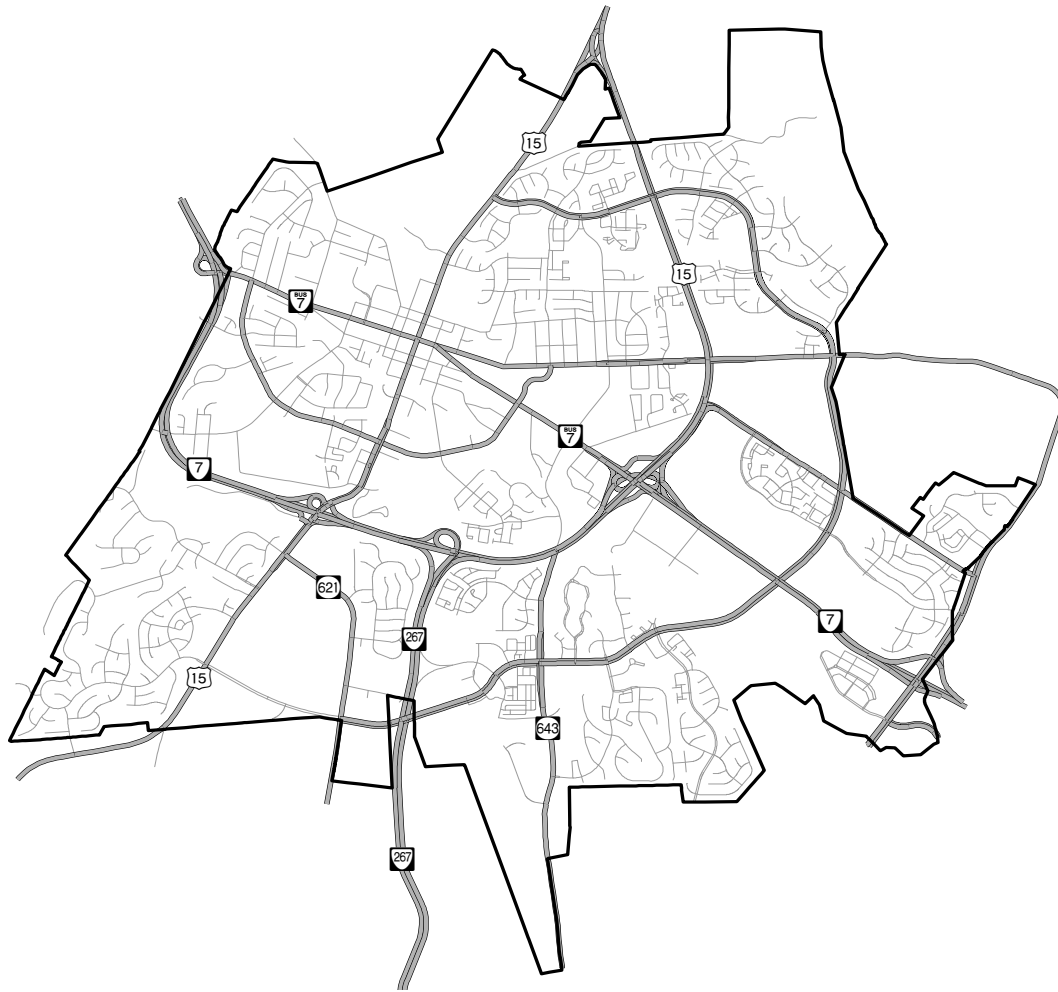
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# Introduction

## Town of Leesburg Corporate Limits

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



### By Car

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

### By Train

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

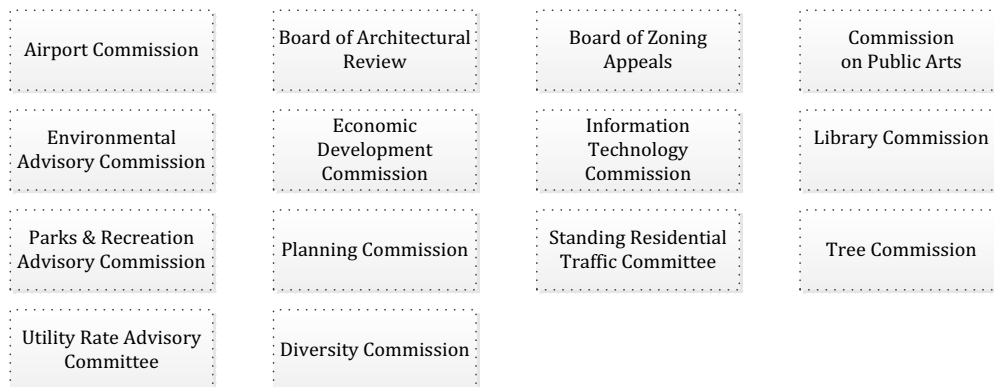
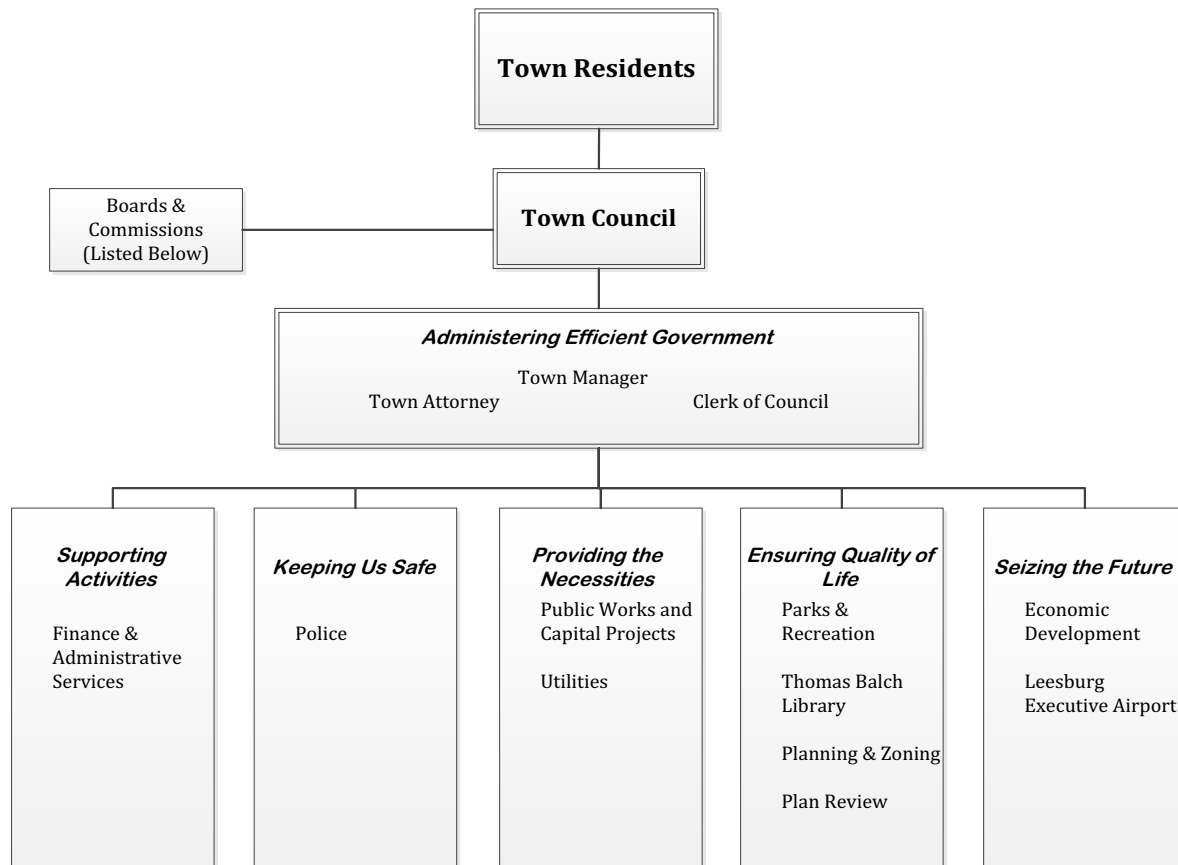
### By Plane

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

### By Bike

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

Town Organization Chart



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Directory of Officials



David S. Butler  
**Mayor**



Thomas S. Dunn II  
**Council Member**



Kelly Burk  
**Vice Mayor**



Fernando "Marty" Martinez  
**Council Member**



Katie Sheldon Hammler  
**Council Member**



R. Bruce Gemmill  
**Council Member**



Suzanne Fox  
**Council Member**

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Directory of Staff

**Appointed Officials**

Kaj H. Dentler, Town Manager

Barbara Notar, Town Attorney

**Senior Management**

Keith Markel, Deputy Town Manager

Scott Parker, Assistant Town Manager

Scott Coffman, Airport Manager

Alexandra S. Gressitt, Balch Library Director

Lee Ann Green, Clerk of Council

Betsy Arnett, Public Information Officer

Marantha Edwards, Economic Development Director

Clark Case, Finance and Administrative Services Director

Mark Hauer, Human Resources Manager

Annie Carlson, Information Technology Manager

Renee LaFollette, Public Works & Capital Projects Director

Rich Williams, Parks & Recreation Director

William Ackman, Plan Review Director

Susan Berry Hill, Planning & Zoning Director

Vanessa Grigsby, Interim Police Chief

Shelby Caputo, Deputy Town Attorney

Amy Wyks, Utilities Director

**Management and Budget Staff**

Lisa R. Haley, Finance and Administrative Services Deputy Director

Jason L. Cournoyer, Management & Budget Officer

Cole Fazenbaker, Management Analyst

# Introduction

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## Vision, Mission & Values

### **Vision:**

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

### **Mission:**

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

### **Values:**

We value:

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

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## Town Manager Transmittal

July 1, 2016

Mayor and Members of Town Council,

The Town of Leesburg's Fiscal Year 2017 Adopted Budget includes the General Fund, the Capital Improvement Program (CIP), and the Utilities Fund. In addition, this budget reinforces the overarching themes of fiscal restraint, long-term financial sustainability, organizational efficiency, technology and automation, customer service, and employee development.

The approved Fiscal Year 2017 budget is based upon the equalized tax rate of 18.6¢ per \$100 of residential real estate valuation. On average, residential real estate assessments in the Town declined slightly in 2016. As such, the average residential tax bill will vary less than \$10 from last year. At the adopted tax rate of 18.6¢, the Town of Leesburg will maintain all current levels of service, absorb some significant operational increases, and cover debt service increases that are nearly double the Fiscal Year 2016 level. In addition, the Town remains on track to achieve fiscal reserves equal to 20% of expenditures per the Council's fiscal policy, and in accordance with assurances made by the Town to the bond rating agencies in March 2015.

**General Fund** – The Adopted Fiscal Year 2017 General Fund Budget totals \$54.8 million, an increase of \$2.9 million or 5.5% from the Fiscal Year 2016 Adopted Budget. Most of this increase, \$2.4 million, is in debt service requirements that the Town has prepared for and anticipated since Fiscal Year 2011. The good news is that the Town is well-prepared for this “fiscal cliff.” Since Fiscal Year 2012, the Council has added to the debt service reserve in fund balance to cover the additional debt service costs that begin this year allowing the Town to avoid a tax rate increase of five cents over the last three years.

Excluding debt service, the General Fund Budget is \$46.8 million for Fiscal Year 2017, an increase of \$535,701 or 1.2% from last year. The Town is able to maintain current levels of service with this minimal increase primarily due to on-going Town staff efforts to seek organizational efficiencies, to ensure operational cost savings, and to reallocate staff resources where possible. During Fiscal Year 2016, staff conducted a request-for-proposal process for health insurance, and as a result of this management initiative, the Town anticipates saving approximately 18% on health insurance costs compared to Fiscal Year 2016 rates.

The savings in the health insurance costs will be used to partially fund project management costs within the Capital Projects Fund by using cash instead of bond proceeds, and to absorb operational cost increases in the General Fund such as contractual increases in solid waste management and construction materials.

There are only two “enhancements” or new initiatives to the General Fund Budget in Fiscal Year 2017. The first is \$60,000 to enhance the arts and entertainment economy in the downtown. The second enhancement converts a contractual position in the Information Technology Division to a full-time staff position. This is first new full-time position to be approved in the General Fund budget since Fiscal Year 2009.

**Capital Improvement Program** – The Capital Improvement Program (CIP) totals \$106.5 million over six years. The Fiscal Year 2017 budget is \$18.2 million, and reflects the Council's commitment to complete significant transportation projects. Two notable projects are the final phase to widen South King Street/Route 15 South from Greenway Drive to Virts Corner at the corporate limits which begins construction this spring. In addition, the Town will commence construction of the last segment of Battlefield Parkway from South King Street/Route 15 South at Meade Drive to Evergreen Mill Road.

**Utilities Fund** – The budget for the Utilities Fund is approximately \$21.2 million in expenditures. This budget includes no new positions, and focuses on the expenses required to maintain the water and sewer system operations at current service levels. The Utilities Fund Budget estimates \$21.6 million in revenue in Fiscal Year 2017. This revenue estimate is based upon the utility rates approved by Town Ordinance 2014-024. These revenues pay all utility operating costs as well as on-going water and sanitary sewer systems improvements and debt service costs for Utility-related capital improvements.

The Town remains financially sound both in the short-term and in the long-term. The Council and management's focus on fiscal restraint, and adherence to our long-term financial sustainability plan are critical to maintaining this position, and to retaining the Town's AAA bond rating from the three major rating agencies.

In closing, I want to take this opportunity to state how proud I am of the Town's employees who are committed to providing outstanding customer service and organizational efficiency while ensuring performance excellence with limited resources. Their efforts are critical to the Town's overall success as they ultimately deliver the services to the Town's residents, businesses, and visitors, and shape public opinion of the Town government.

Sincerely,



Kaj H. Dentler  
Town Manager



# Introduction

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## Economic Outlook

The Town's fiscal outlook remains steady and fiscally sound. Fiscal Year 2017 will continue to be a period of adjusting to slower growth in the overall economy. The Federal Reserve began its tightening of monetary policy in December 2015 by scaling back its multi-billion dollar stimulus program and raising interest rates a quarter basis point off of zero.

As an AAA bond rated community, the Town is positioned to continue its adherence to long term fiscal sustainability while delivering high value at low cost to residents.

### National

At the national level the economic engine that was fueled by job growth and spending is facing the headwinds of a slowdown. Job growth remains a challenge for full employment seekers, and consumer spending is tapering from previously high levels. The anticipated inflation fears have all but ceased to exist given the dramatic drop in oil prices. Interest rates remain low, yet housing markets are reflective of slower gains. Unemployment levels have fallen to 5.0% despite the lack of growth in real wages. GDP levels are projected to remain around 3.28% annualized for 2016, and slightly less at 2.97% for 2017.

### Northern Virginia/DC Metro:

The Northern Virginia region has gained some economic stability even in the face of deep reliance on the Federal government footprint, and the lasting effects of sequestration. Income and job growth are expected to rise, and remain healthy, albeit at a slower rate than previous expansions. Retail employment is experiencing gains which is evidenced by vacancy rates for retail space reportedly lower from the previous year.

### Loudoun County

The strength of the stock market and income tax collections that fueled 2014 and 2015, respectively, have reversed course with a weakening stock market and slower income tax growth projected for 2016 and 2017. State forecasts are trending downward due to slower economic growth and changing demographics. Loudoun County remains a sought after location for employment and housing. Unemployment levels remain lower than average at 3.7%. The impact of the Dulles and Ashburn metro stations have yet to be realized as they come on-line in 2018-19.

### Town of Leesburg

The Town continues to show strength in its Business and Occupational License (BPOL), meals, and transient and occupancy (TOT) taxes, despite predictions for curbed income tax growth. On a related front, both commercial and residential development remains positive in the Town from the new Lowes Home Improvement Center, to full build-out of the River Pointe neighborhood. The next year will see this trend continue with the completion of major projects at the Oak Lawn property, the Courthouse Expansion project, and the Crescent Place residential community in the Historical District. The Town continues to strive to attract businesses and visitors alike as a destination of choice. Transportation improvements, which will support and enhance the ongoing development, are a priority for the Town. Investments from Northern Virginia Transportation Authority (NVTA) and Virginia Department of Transportation (VDOT) continue to be leveraged. A renewed emphasis on preparedness and responsiveness is also a key focus for 2017. While the Town looks to maintain its charm and feel, planning for the maintenance of infrastructure and emergency readiness remains a priority.

## How the Budget is Organized

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

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

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

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

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

department staffing levels are also included in the financial summaries section.

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

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

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

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



### Budget Process

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

# Introduction

## Budget Calendar

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

### Year One of Two-year Budget

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

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

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

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

### Year Two of Two-year Budget

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

### Basis of Accounting & Budgeting

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

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

## The Budget in Brief

The Fiscal Year 2017 Adopted budget for all funds totals \$94,200,637. This represents a decrease of \$1,922,232 or 2.0% from the Fiscal Year 2016 budget.

Fund	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
<b>General Fund</b>	\$51,919,340	\$54,787,022	2,867,682	5.5%
<b>Capital Projects Fund</b>	17,628,700	13,140,700	(4,488,000)	(36.3%)
<b>Capital Asset Replacement Fund</b>	1,316,800	1,746,100	429,300	32.6%
<b>NVTA Fund</b>	1,551,800	3,347,900	1,796,100	115.7%
<b>Utilities Fund</b>	23,706,229	21,178,915	(2,527,314)	(10.6)%
<b>Total</b>	\$96,122,869	\$94,200,637	(1,922,232)	(2.0)%

### General Fund

The General Fund reflects the operating fund for the Town and includes the funding associated with the various lines of business of the general government. The Fiscal Year 2017 Adopted budget for the General Fund totals \$54,787,022 an increase of 5.5%. The remaining net increase in the General Fund budget is primarily attributable to an increase of \$2.4 million in debt service requirement. The remaining increases are attributable to increases in operational costs and an average 3% performance based salary increase for employees. It should be noted that the budget includes a decrease of 18% in anticipated Town health insurance costs. Transfers are reflected in the respective department budgets for transfers from the Capital Fund for direct capital project management charges and transfers from the Utility Fund for administrative charges.

*Route 15 (South King Street) Widening Phase II (13301)* - This project widens the roadway to a four lane divided, boulevard-type street, with a multi-use trail along the west side. The improved roadway will include a wide landscaped median to provide an attractive entrance into the Town. (FY 2017 - \$3,365,300)

*Skate Park Renovation (16101)* - This project provides for the reconstruction of the skate park to concrete skating elements. (FY 2017 - \$431,400)

*Tuscarora Creek Restoration (16301)* - This project includes stream restoration and realignment of the channel to reduce erosion. A portion of the funding is being provided by the Virginia Department of Environmental Quality grant from the Stormwater Local Assistance Fund (SLAF). (FY 2017 - \$1,108,500)

*Lower Sycolin Sewage Conveyance System Phase II (14402)* - This project includes construction of underground pipeline along Cochran Mill Road. (FY 2017 - \$758,100)

### Capital Asset Replacement Fund

The Capital Asset Replacement (CAR) Fund is for the repair and replacement of Town capital assets. Included in this fund are planned replacements for vehicles, equipment, buildings and facilities, and technology infrastructure. The Fiscal Year 2017 appropriation totals \$1,746,100 and includes the purchase of equipment, apparatus and vehicles for the Airport, Police Department, Parks and Recreation and Public Works; playground equipment at various parks; facility maintenance requirements at Ida Lee, and information technology infrastructure investments.

### NVTA Fund

This special revenue fund includes all funding associated with the HB2313 established revenue sources dedicated to transportation and transit that is managed by the Northern Virginia Transportation Authority (NVTA). Funding can only be spent on urban or secondary road construction, capital improvements that reduce congestion, other approved projects in the regional transportation plan, or for public transportation purposes. Fiscal Year 2017 funding totals \$3,347,900 and is transferred to the Capital Projects Fund for projects included in the Capital Improvements Program.

### Capital Projects Fund

The Capital Projects Fund includes funding for the Town's Capital Improvements Program (CIP). For Fiscal Year 2017 program is \$18,197,600.

Highlights of the adopted CIP Include:

*Battlefield Parkway to Rt.15 Dulles Greenway (07315)* - This project provides for road improvements from two lanes to four between Evergreen Mill Road and the Dulles Greenway. The primary funding is provided by VDOT. (FY 2017 - \$2,586,900)

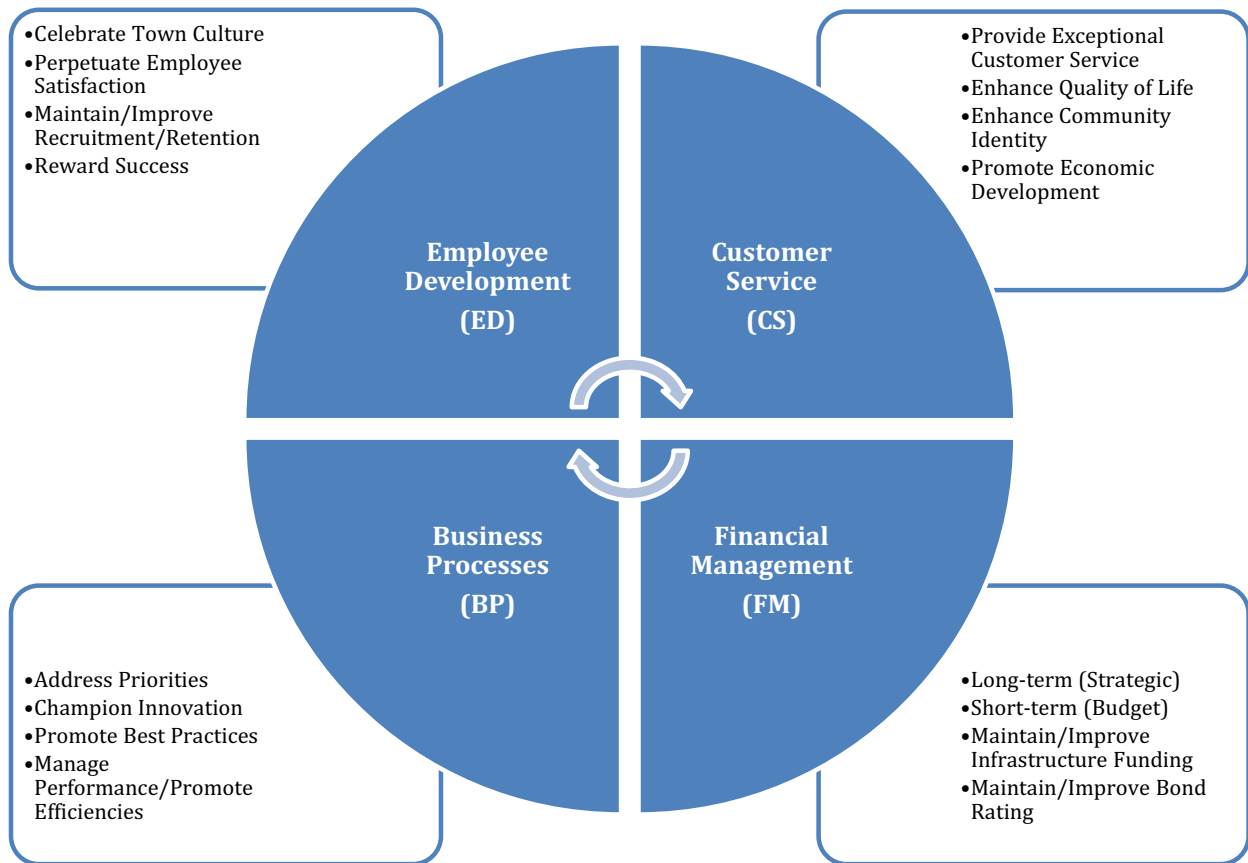
### Utilities Fund

The Utilities Fund total for the Fiscal Year 2017 budget for the Utilities Fund is \$21,178,915 which includes the capital projects comprised in the Capital Improvement Program. The Utilities Fund provides Town water and sewer services and is funded by water and sewer user fees.

## Strategic Framework

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

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



## Town Council Strategic Focus Areas

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

The Town Council has adopted the following Strategic Focus Areas:

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

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

The Town Manager’s Office provides regular reports throughout the year including:

- [Monthly Development Activity Reports](#)
- [Quarterly Town Manager’s Reports](#)
- [Fiscal Year Annual Reports](#) that provides highlights of overall accomplishments from the previous fiscal year.



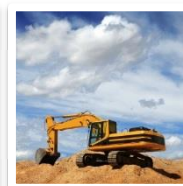
**Economic Development/  
Downtown Improvement**

**Operational Efficiency &  
Fiscal Management**



**Community Safety/  
Quality of Life**

**Land Development Process  
Improvements**



**Capital Infrastructure**

**Legislative Initiatives**



2017 Town and Community Information

*Demographic Snapshot*

	Town of Leesburg	Loudoun County
<b>Population &amp; Households</b>		
• Population (July 2014 Census Bureau estimate)	49,496	349,679
• Population (Apr 2015 Loudoun County estimate)	44,247	363,524
• Households (Apr 2015 Loudoun County estimate)	14,971	121,057
• Average Household Size	3.04	3.07
<b>Income</b>		
• Average Household	\$117,864	\$142,011
• Median Household	\$101,719	\$123,966
• Per Capita	\$39,533	\$46,962
<b>Racial &amp; Ethnic Distribution</b>		
• White, Not Hispanic	61.6%	60.4%
• Hispanic (Any Race)	19.1%	13.0%
• Asian	8.8%	15.5%
• Black, Not Hispanic	7.4%	7.1%
• Other, including Two or More Races	3.1%	4.0%
<b>Foreign Born Population</b>		
• Foreign Born	22.5%	23.1%
• Speak 2 or More Languages Proficiently	16.2%	20.2%
<b>Age Distribution</b>		
• 19 and under	30.7%	32.1%
• 20 - 44	37.8%	35.8%
• 45 - 64	24.7%	24.8%
• 65 and older	6.8%	7.2%
• Median Age	33.8	35.1
<b>Educational Attainment (age 25 &amp; over)</b>		
• High School Graduate or higher	88.6%	93.5%
• Bachelor's Degree or higher	49.4%	58.0%
• Graduate or Professional Degree	18.3%	23.0%

Sources: Loudoun County Department of Planning & Zoning  
U.S. Census Bureau, 2010-2014 American Community Survey

Data may not sum due to rounding.







## 2017 Financial Assessment

Through planning and resolve, the Town Council endorsed and implemented a long term sustainability plan that set a road map for the Town’s finances. In so doing, the Town is positioned to weather economic uncertainty, yet remain flexible to leverage opportunities as they arise. At the core of the plan is a stable real estate tax rate which provides for our debt obligations and maintaining core essential services.

One measure of the Town’s long-term financial strength is the size of the General Fund unassigned fund balance. Council recently approved a revision to the fiscal policy, resolution number 2015-018, to make steps to incrementally achieve general fund

unassigned fund balance equal 20% of expenditures after taking any necessary steps to fund the Debt Service Reserve, and the Capital Asset Replacement Fund. At the adoption of the Fiscal Year 2017 budget, the unassigned fund balance is 18.6% of expenditures or \$10,286,067.

The Town’s bond ratings are further evidence of its financial strength. In March 2015, Town received AAA credit rating from all three rating services, Standard & Poor’s, Fitch, and Moody’s, which highlights the Town as a high quality municipal investment. Having solid financial policies and strong financial reserves are the principal reasons for these excellent bond ratings.

**Table 1: Historical Bond Rating**

	Moody’s	S&P	Fitch
2015	Aaa	AAA	AAA
2014	Aa1	AAA	AA+
2009	Aa2	AA+	AA
2006	Aa2	AA	AA
2005	Aa3	AA	AA
2003	A1	AA-	-
2000	A1	AA-	-
1999	A1	A+	-
1998	A1	A+	-

## Financial Policies

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

### Financial Planning Policies

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

**2. Long-Range Planning** – The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective. The Town will develop a multi-year plan for capital improvements, which considers the Town’s development policies

and links development with the capital plan. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts. The Town will maintain an investment policy based on the Government Finance Officers Association (GFOA) model investment policy.

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

# Introduction

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## Revenue Policies

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

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

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

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

## Expenditure Policies

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

**1. Debt Capacity, Issuance, and Management** – The Town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources. The goal of the Town is to finance 25% of the current portion of construction 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. The Town will annually calculate target debt ratios. The Town's debt capacity shall be maintained within the following primary goals:

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

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

**2. Reserve or Stabilization Accounts** – The general fund unassigned fund balance at the close of each fiscal year should be equal to no less than 15% of general fund expenditures. The utilities fund undesignated fund balance at the close of each fiscal year should be equal to no less than 100% of operating revenues including the ninety (90) day operations and maintenance (O&M) reserve and the one percent (1.00%) repair, replacement, and rehabilitation (3R) reserve but excluding availability fees. The Town will maintain an appropriated contingency account not to exceed 1.5% of general fund revenue to provide for any supplemental appropriations or other unanticipated expenditures.

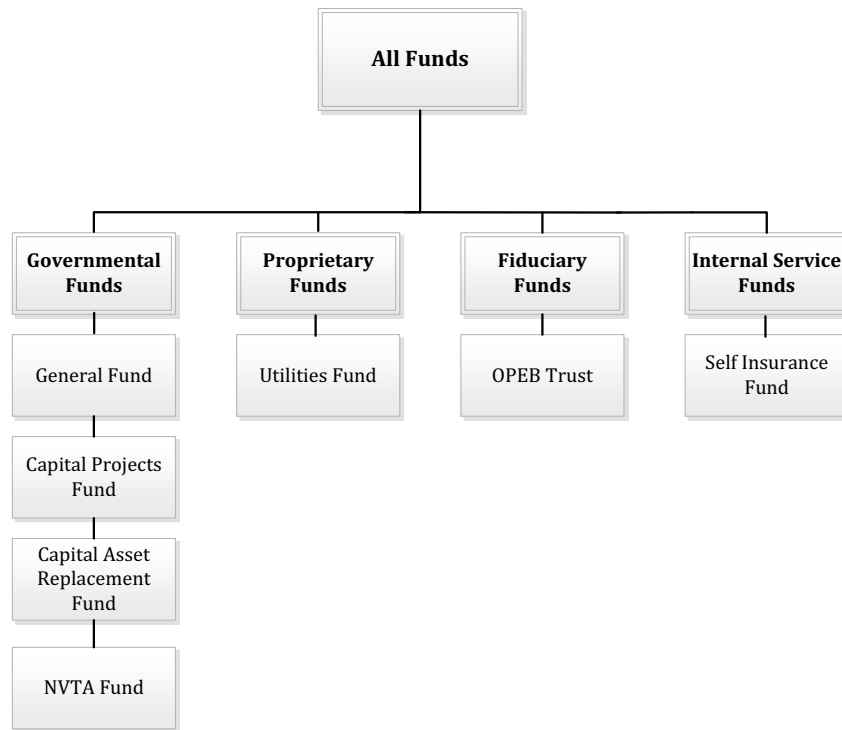
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# Financial Summaries

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Major Funds and Accounts



Financial Summaries

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

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

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

*Capital Projects Fund* - established to account for resources used for the acquisition and construction of capital facilities by the Town, except those financed by the Utilities Fund, including the newly levied transportation taxes distributed by the Northern Virginia Transportation Authority.

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

*Northern Virginia Transportation Authority (NVTA) Fund* - a special revenue fund used to account for funding associated with state, HB2313 revenue sources distributed on a reimbursement basis by Loudoun County for Local funding (30%) and by NVTA for Regional funding (70%). The Town is awarded approximately \$2 million

annually of Local NVTA funding (30%) and periodic appropriations of NVTA Regional funding.

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

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

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

*Self Insurance Fund* - established to “self-insure” for medical insurance for current and retired Town employees. The essential purpose of this newly established fund is to pay all medical liability costs rather than a fixed premium to an insurance carrier. Vision and dental costs are fully insured coverages provided to employees and retirees.

Summary of Revenue Sources

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

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

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

**Fines & Forfeitures** – fines for traffic and parking violations.

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

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

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

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

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

Revenue estimates in the budget are developed, in accordance with best practices, through analysis of historical trend data from financial statements, regular review of the Town’s long-term financial sustainability plan, and the prevailing economic climate facing the Town. The approved 2016 calendar year real estate tax rate is \$18.6 cents per \$100 valuation of assessed value. The following table and charts illustrate the trends in the overall weighted average residential property taxes, assessed values, per capita real estate taxes, and tax rate comparisons for peer jurisdictions.

**Table 2: Weighted Average Residential Taxes 2013-2016**

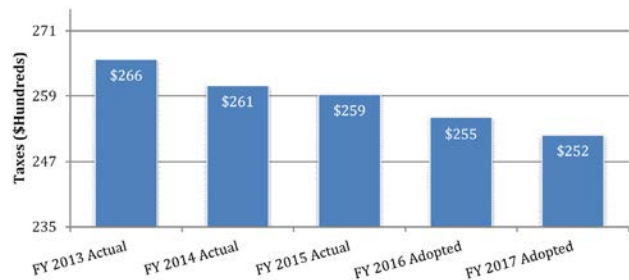
Tax Year	Average Assessment	Tax Rate	Taxes
2016	\$344,396	\$0.186	\$640.58
2015	\$350,887	\$0.183	\$651.27
2014	\$338,999	\$0.183	\$620.37
2013	\$314,468	\$0.192	\$603.78

**Assessed Real Estate Values and Tax Rates**



The trend in real estate assessments decreased slightly with a corresponding equalized residential tax rate of 18.6 cents per \$100 valuation. The 2016 approved tax rate is 18.6 cents per \$100 valuation.

**Per Capita Real Estate Taxes**



Recovering real estate assessments along with population increases are resulting in per capita real estate taxes trending slightly lower to an estimated \$252 per \$100 valuation for 2016

**Table 3: Real Estate Tax Rates for Virginia’s Largest Towns and Towns in Loudoun County**

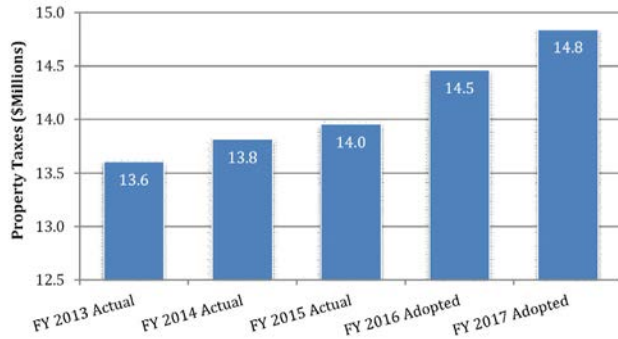
Town	Population	2016 Tax Rate
Leesburg	49,496	\$0.186
Blacksburg	43,985	\$0.250
Culpeper	17,411	\$0.110
Herndon	24,554	\$0.265
Vienna	16,459	\$0.225
<b>Loudoun Towns</b>		
Purcellville	8,606	\$0.245
Hamilton	567	\$0.28
Middleburg	751	\$0.17

The Town of Leesburg, as Virginia’s largest town, boasts a population of more than 49,000 as of the July 2014 Census Bureau estimate.

In Fiscal Year 2017, more than 88% of the Town’s revenue is generated by three sources: taxes (56.8%), intergovernmental revenue (21.4%), and charges for services (9.8%). The following charts depict five year snapshots of historical trends for these top revenue categories: Taxes, Commonwealth of Virginia, and Charges for Services.

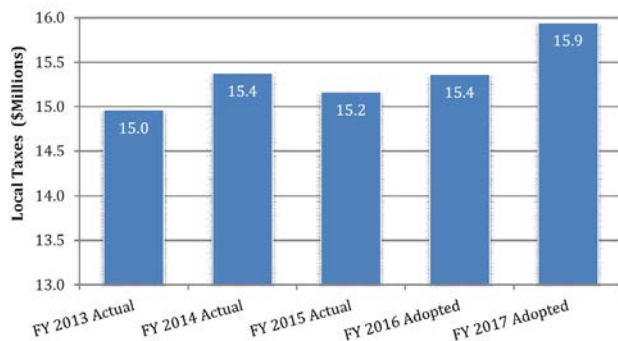
maintenance funds, local gasoline tax and law enforcement assistance funding. The overall trend for funding from the Commonwealth remains consistent.

**General Property Taxes**



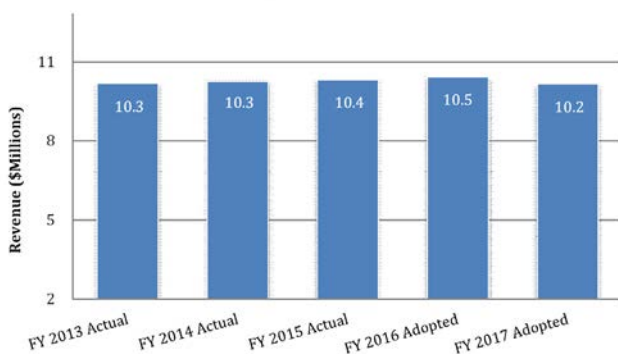
The trend in real estate taxes is one of incremental positive growth.

**Other Local Taxes**



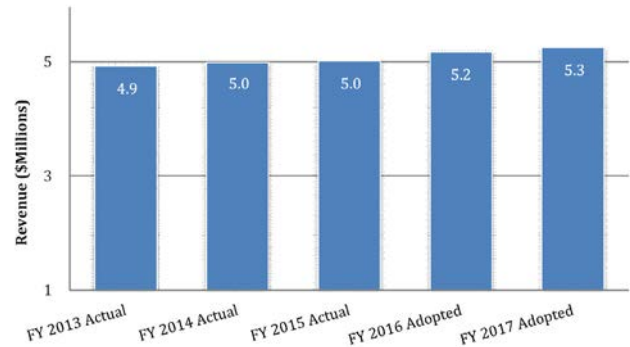
Other local taxes, which include meals, business, professional & occupational licenses (BPOL), transient occupancy tax (TOT), bank franchise, utility, and cigarette taxes are projected to increase in 2016-2017.

**Intergovernmental**



Commonwealth of Virginia represents funding from intergovernmental sources. These sources include funds for sales and use taxes, personal property tax reimbursement, state highway

**Charges for Services**

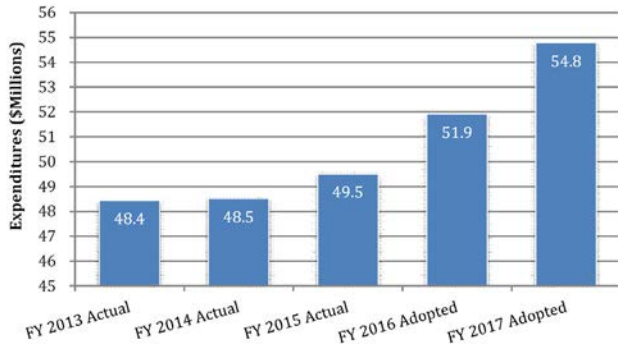


The Town’s revenue in the Charges for Services category are largely attributable to fees in support of the Parks & Recreation facility and includes revenues such as hangar lease fees at the Leesburg Executive Airport. The overall trend for this category remains constant with modest growth projected in Fiscal Year 2017.

Summary of Fund Expenditures

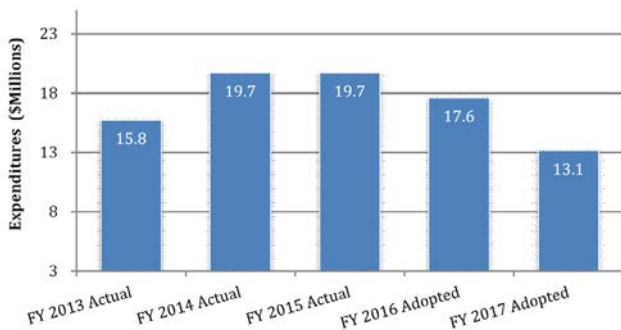
The Town of Leesburg’s budget consists of five major funds. These include the General Fund, Capital Projects Fund, Utilities Fund, the Capital Asset Replacement (CAR) Fund, and the Northern Virginia Transportation Authority (NVTA) Fund. The charts below depict historical expenditures of these funds.

General Fund Historical



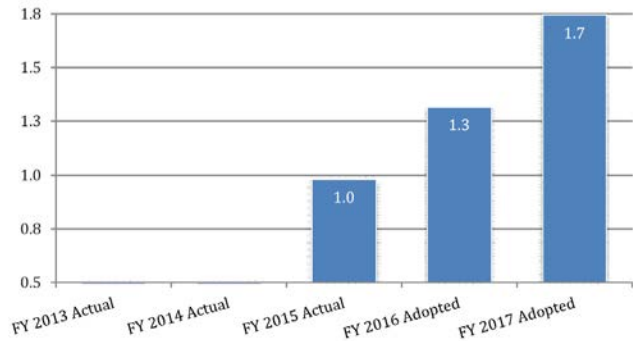
The Fiscal Year 2017 General Fund budget is \$54.8million or 5.5% higher than the Fiscal Year 2016 budget. The increase is due mainly to an increase of \$2.4 million for Debt Service requirements, notable increases in operational costs in Public Works and Information Technology, and town-wide increases attributable to salary adjustments and the addition of a Network Administer position.

Capital Projects Fund Historical



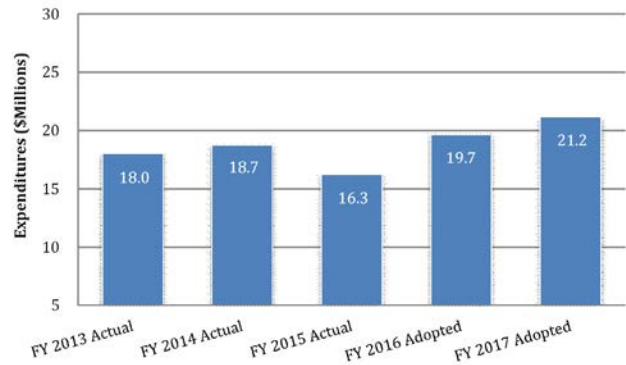
The Fiscal Year 2017 Capital Projects Fund budget is \$13.1 million or a decrease of \$4.5 million from Fiscal Year 2016. The fluctuation in funding in the Capital Projects Fund is attributable to the completion of transportation capital projects in the Capital Improvements Program (CIP) or the continuance of existing projects.

CAR Fund Historical



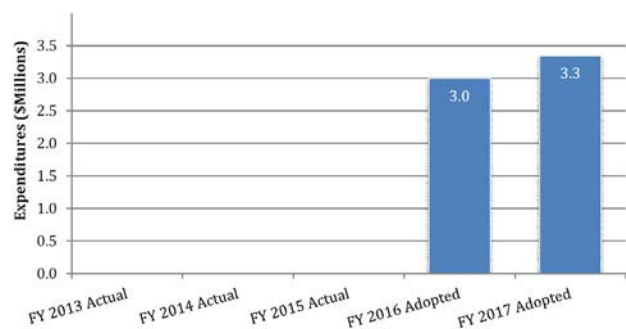
The Capital Asset Replacement (CAR) Fund was created in an ongoing effort to provide greater transparency and accountability for capital asset replacement. The Fiscal Year 2017 CAR Fund budget totals \$1.75 million utilizing proffer and grant funding of close to \$300,000.

Utilities Fund Historical



The proposed Utilities Fund budget is \$21.2 million or a decrease of \$1.5 million primarily associated with decreases in capital and repair, renovation and replacement (3-R) projects.

NVTA Fund Historical



The Fiscal Year 2017 NVTA Fund budget is \$3.3 million. This represents an increase of \$340,000 over Fiscal Year 2016. The NVTA Fund provides funding for transportation related capital projects as part of the Capital Improvement Program.



**Consolidated Fund Table**

The consolidated fund table presents sources and uses for all Town funds

	2015 Actual	2016 Adopted	2017 Adopted	2018 Projected
<b>BEGINNING FUND BALANCE</b>	<b>\$ 35,426,815</b>	<b>\$ 59,290,705</b>	<b>\$ 51,572,540</b>	<b>\$ 43,888,085</b>
<b>SOURCES</b>				
Taxes	\$ 31,507,561	\$ 29,825,196	\$ 30,787,169	\$ 31,556,848
Permits & Fees	1,032,766	1,330,035	1,099,660	1,121,653
Fines & Forfeitures	530,509	618,497	523,700	534,174
Use of Money & Property	2,528,662	1,660,454	1,762,597	1,797,849
Charges for Services	21,337,463	24,882,773	25,048,415	26,021,261
Donations & Transfers	5,575,079	7,726,461	10,959,441	19,436,764
Commonwealth of Virginia	12,730,973	26,114,460	19,537,100	30,585,183
Federal Government	1,427,171	434,700	146,000	93,840
Other Financing Sources	34,618,503	—	—	6,250,000
<b>Total Sources</b>	<b>\$ 111,288,687</b>	<b>\$ 92,592,576</b>	<b>\$ 89,864,082</b>	<b>\$ 117,397,573</b>
<b>USES</b>				
Personnel Services	\$ 38,969,371	\$ 40,636,514	\$ 40,005,217	\$ 40,805,321
Contractual Services	7,351,162	9,281,583	9,638,972	9,749,612
Materials and Supplies	2,666,012	2,758,502	3,005,430	3,051,867
Transfer Payments	3,086,427	6,527,586	2,171,800	16,832,580
Grants & Contributions	1,157,496	931,055	1,045,055	1,045,055
Continuous Charges	3,571,236	4,233,387	4,344,928	4,431,827
Capital Outlay	2,211,582	1,683,016	2,202,356	1,765,381
Non-Departmental	593,202	1,369,000	961,000	1,041,000
Capital Projects	18,880,028	22,724,600	18,197,600	24,063,200
Debt Service	8,938,280	10,165,498	12,628,279	13,134,144
<b>Total Uses</b>	<b>\$ 87,424,797</b>	<b>\$ 100,310,741</b>	<b>\$ 94,200,637</b>	<b>\$ 115,919,987</b>
<b>Use of Fund Balance</b>	<b>\$ —</b>	<b>\$ 10,577,303</b>	<b>\$ 5,242,068</b>	<b>\$ 4,169,030</b>
<b>ENDING FUND BALANCE<sup>1</sup></b>	<b>\$ 59,290,705</b>	<b>\$ 51,572,540</b>	<b>\$ 43,888,085</b>	<b>\$ 45,365,670</b>
<b>% CHANGE IN BALANCE</b>	<b>67.4%</b>	<b>-13.0%</b>	<b>-14.9%</b>	<b>3.4%</b>

1) 14.9% decrease in fund balance includes the net increase or decrease of annual surplus revenue and the use of fund balance in any given fund.

## Revenue by Fund

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

	General Fund	CAR Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
<b>General Taxes</b>						
Real Estate Taxes	\$ 12,752,241	\$ —	\$ —	\$ —	\$ —	\$ 12,752,241
Personal Property Taxes	2,090,000	—	—	—	—	2,090,000
Meals Taxes	5,010,000	—	—	—	—	5,010,000
Utility Consumption Taxes	1,652,000	—	—	—	—	1,652,000
Business & Occupational Taxes	3,400,000	—	—	—	—	3,400,000
Transient Occupancy Taxes	686,353	—	—	—	—	686,353
Cigarette Taxes	1,000,000	—	—	—	—	1,000,000
Other Local Taxes	4,196,575	—	—	—	—	4,196,575
<b>Sub-Total</b>	<b>\$ 30,787,169</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 30,787,169</b>
<b>Permits &amp; Fees</b>						
Zoning & Development Fees	\$ 821,000	\$ —	\$ —	\$ —	\$ —	\$ 821,000
Airport User & Fuel Flow Fees	49,000	—	—	—	—	49,000
Fixed Based Operator Fees	81,660	—	—	—	—	81,660
Miscellaneous Permits & Fees	148,000	156,000	—	—	—	304,000
<b>Sub-Total</b>	<b>\$ 1,099,660</b>	<b>\$ 156,000</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,255,660</b>
<b>Fines &amp; Forfeitures</b>						
Parking & Traffic Fines	\$ 477,000	\$ —	\$ —	\$ —	\$ —	\$ 477,000
Police Forfeitures	46,700	—	—	—	—	46,700
<b>Sub-Total</b>	<b>\$ 523,700</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 523,700</b>
<b>Use of Money &amp; Property</b>						
Earned Interest	\$ 14,200	\$ —	\$ —	\$ —	\$ 25,000	\$ 39,200
Insurance Recoveries	110,000	—	—	—	—	110,000
Parking Garage & Meters	195,000	—	—	—	—	195,000
Sale of Surplus Property	75,000	—	—	—	—	75,000
Library Revenue	16,000	—	—	—	—	16,000
Airport Revenue	1,085,800	—	—	—	—	1,085,800
Miscellaneous Revenue	50,600	—	—	—	190,997	241,597
<b>Sub-Total</b>	<b>\$ 1,546,600</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 215,997</b>	<b>\$ 1,762,597</b>
<b>Charges for Services</b>						
Publications	\$ 500	\$ —	\$ —	\$ —	\$ —	\$ 500
Public Safety Charges	180,956	—	—	—	—	180,956
Recreation Charges	5,025,600	—	—	—	—	5,025,600
False Alarm Fees	30,000	—	—	—	—	30,000
Water & Sewer User Fees	—	—	—	—	15,365,776	15,365,776
Water & Sewer Fixed Charges	—	—	—	—	2,464,989	2,464,989
Water Availability Fees	—	—	—	—	1,430,594	1,430,594
Water Fees & Penalties	—	—	—	—	325,000	325,000
<b>Sub-Total</b>	<b>\$ 5,300,456</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 19,781,359</b>	<b>\$ 25,081,815</b>
<b>Donations &amp; Transfers</b>						
General Fund	\$ —	\$ —	\$ —	\$ 710,300	\$ —	\$ 710,300
Utilities Fund	1,401,500	—	—	—	207,659	1,609,159
Capital Projects Fund	1,690,235	—	—	—	—	1,690,235
Proffers	—	150,000	—	1,020,000	—	1,170,000
Sponsorships & Contributions	276,066	—	—	260,000	—	536,066
<b>Sub-Total</b>	<b>\$ 3,367,801</b>	<b>\$ 150,000</b>	<b>\$ —</b>	<b>\$ 1,990,300</b>	<b>\$ 207,659</b>	<b>\$ 5,715,760</b>
<b>Intergovernmental</b>						
Loudoun County	\$ 955,240	\$ —	\$ —	\$ 992,200	\$ —	\$ 1,947,440
Commonwealth of Virginia	10,167,396	—	2,035,717	7,353,587	—	19,556,700
Federal Government	39,000	—	—	54,000	29,000	122,000
<b>Sub-Total</b>	<b>\$ 11,161,636</b>	<b>\$ —</b>	<b>\$ 2,035,717</b>	<b>\$ 8,399,787</b>	<b>\$ 29,000</b>	<b>\$ 21,626,140</b>

# Financial Summaries

# Fund Schedule

	General Fund	CAR Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
<b>Other Financing Sources</b>						
Fund Balance & Reserves	\$ 1,000,000	\$ 1,440,100	\$ 1,312,183	\$ —	\$ —	\$ 3,752,283
Bond Proceeds	—	—	—	2,750,613	944,900	3,695,513
<b>Sub-Total</b>	<b>\$ 1,000,000</b>	<b>\$ 1,440,100</b>	<b>\$ 1,312,183</b>	<b>\$ 2,750,613</b>	<b>\$ 944,900</b>	<b>\$ 7,447,796</b>
<b>Fund Total</b>	<b>\$ 54,787,022</b>	<b>\$ 1,746,100</b>	<b>\$ 3,347,900</b>	<b>\$ 13,140,700</b>	<b>\$ 21,178,915</b>	<b>\$ 94,200,637</b>

Financial Summaries

## Expenditures by Fund

The expenditures by fund table depicts expenditures by functional area for all appropriated funds for the Town. The total General Fund appropriation is \$54,787,022 a 5.5% increase over the prior year. The Fiscal Year 2017 Capital Asset Replacement (CAR) Fund appropriation is \$1,746,100 for the repair and replacement of Town of vehicles, equipment, and infrastructure. The Fiscal Year 2017 Capital Projects Fund proposed appropriation totals \$13,140,700. Funding proposed in the Northern Virginia Transportation Authority (NVTA) Fund of \$3,347,900 is being utilized for transportation capital projects included in the Capital Improvements Program. The Fiscal Year 2017 expenditure budget for Utilities of \$21,178,915 includes operating, asset replacement and repair and capital project funding.

	General Fund	CAR Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
<b>Administering Efficient Government</b>						
Town Council	\$ 271,963	\$ —	\$ —	\$ —	\$ —	\$ 271,963
Town Manager	1,092,409	—	—	—	—	1,092,409
Town Attorney	570,137	—	—	—	—	570,137
Clerk of Council	136,432	—	—	—	—	136,432
Boards & Commissions	157,873	—	—	—	—	157,873
<b>Sub-Total</b>	<b>\$ 2,228,814</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,228,814</b>
<b>Supporting Activities</b>						
Finance and Administrative Services	\$ 4,641,338	\$ 201,500	\$ —	\$ —	\$ —	\$ 4,842,838
<b>Sub-Total</b>	<b>\$ 4,641,338</b>	<b>\$ 201,500</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 4,842,838</b>
<b>Keeping Us Safe</b>						
Police	\$ 13,827,688	\$ 483,000	\$ —	\$ —	\$ —	\$ 14,310,688
<b>Sub-Total</b>	<b>\$ 13,827,688</b>	<b>\$ 483,000</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 14,310,688</b>
<b>Providing the Necessities</b>						
Public Works and Capital Projects <sup>1</sup>	\$ 12,985,663	\$ 757,000	\$ —	\$ —	\$ —	\$ 13,742,663
Utilities	—	—	—	—	13,892,809	13,892,809
<b>Sub-Total</b>	<b>\$ 12,985,663</b>	<b>\$ 757,000</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 13,892,809</b>	<b>\$ 27,635,472</b>
<b>Ensuring Quality of Life</b>						
Parks & Recreation	\$ 7,609,579	\$ 276,600	\$ —	\$ —	\$ —	\$ 7,886,179
Balch Library	477,900	—	—	—	—	477,900
Planning & Zoning	1,589,110	—	—	—	—	1,589,110
Plan Review	1,351,619	—	—	—	—	1,351,619
<b>Sub-Total</b>	<b>\$ 11,028,208</b>	<b>\$ 276,600</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 11,304,808</b>
<b>Seizing the Future</b>						
Economic Development	\$ 750,322	\$ —	\$ —	\$ —	\$ —	\$ 750,322
Airport	773,816	28,000	—	—	—	801,816
<b>Sub-Total</b>	<b>\$ 1,524,138</b>	<b>\$ 28,000</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,552,138</b>
Non-Departmental/3R Reserve <sup>2</sup>	522,000	—	—	—	978,000	1,500,000
Capital Improvement Projects	—	—	3,347,900	13,140,700	1,709,000	18,197,600
Debt Service	8,029,173	—	—	—	4,599,106	12,628,279
<b>Fund Total</b>	<b>\$ 54,787,022</b>	<b>\$ 1,746,100</b>	<b>\$ 3,347,900</b>	<b>\$ 13,140,700</b>	<b>\$ 21,178,915</b>	<b>\$ 94,200,637</b>

1) Capital Projects Operations is included in Department of Public Works and Capital Projects and are completely offset through a transfer from the Capital Projects Fund.

2) Includes (\$280,000) salary savings credit for General Fund personnel expenditures

Expenditure by Category

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

	General Fund	CAR Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total All Funds
<b>Personnel Expenditures</b>						
Full-Time Salary	\$ 19,790,719	\$ —	\$ —	\$ —	\$ 5,354,281	\$ 25,145,000
Part-Time Salary	2,656,896	—	—	—	26,950	2,683,846
Boards & Commissions	243,450	—	—	—	—	243,450
Overtime, Holiday, Shift Differential	1,506,595	—	—	—	172,953	1,679,548
Bonuses & Incentives	85,332	—	—	—	—	85,332
Uniform/Show Allowance	29,121	—	—	—	11,618	40,739
Social Security & Medicare (FICA)	1,695,105	—	—	—	402,250	2,097,355
Retirement (VRS)	1,674,225	—	—	—	452,415	2,126,640
Life Insurance	239,152	—	—	—	81,835	320,987
Long-term Disability Insurance	116,165	—	—	—	40,118	156,283
Employee Medical	2,812,728	—	—	—	849,031	3,661,759
Retiree Medical	284,331	—	—	—	81,754	366,085
Optional Benefit	346,507	—	—	—	106,427	452,934
Unemployment Compensation	24,815	—	—	—	8,952	33,767
Workers' Compensation	385,092	—	—	—	103,400	488,492
Other Post Employment Benefits	488,930	—	—	—	134,070	623,000
Salary Savings Credit	(280,000)	—	—	—	—	(280,000)
<b>Total Personnel Expenditures</b>	<b>\$ 32,099,163</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 7,826,054</b>	<b>\$ 39,925,217</b>
<b>Operating Expenditures</b>						
Contractual Services	\$ 8,213,917	\$ —	\$ —	\$ —	\$ 1,425,055	\$ 9,638,972
Materials & Supplies	1,367,130	—	—	—	1,508,300	2,875,430
Transfer Payments	692,800	—	—	—	1,479,000	2,171,800
Grants & Contributions	1,045,055	—	—	—	—	—
Continuous Charges	2,925,828	—	—	—	1,419,100	4,344,928
Capital Outlay	191,956	—	—	—	235,300	427,256
Non-Departmental <sup>1</sup>	222,000	1,746,100	—	—	—	1,968,100
<b>Total Operating Expenses</b>	<b>\$ 14,658,686</b>	<b>\$ 1,746,100</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 6,066,755</b>	<b>\$ 22,471,541</b>
<b>Non-Operating Expenditures</b>						
Capital Expenditures	\$ —	\$ —	\$ 3,347,900	\$ 13,140,700	\$ 1,709,000	\$ 18,197,600
3R Expenditures	—	—	—	—	978,000	978,000
Debt Service	8,029,173	—	—	—	4,599,106	12,628,279
<b>Total Non-Operating Expenditures</b>	<b>\$ 8,029,173</b>	<b>\$ —</b>	<b>\$ 3,347,900</b>	<b>\$ 13,140,700</b>	<b>\$ 7,286,106</b>	<b>\$ 31,803,879</b>
<b>Fund Total</b>	<b>\$ 54,787,022</b>	<b>\$ 1,746,100</b>	<b>\$ 3,347,900</b>	<b>\$ 13,140,700</b>	<b>\$ 21,178,915</b>	<b>\$ 94,200,637</b>

1) Includes \$152,000 in pooled travel and training funds for Fiscal Year 2017

Financial Summaries

## Local Tax Funding Allocation

The table below shows the allocation of local tax funding by department and function based upon 18.6¢ per \$100 assessed value.

	Budget	Department Revenue	Local Tax Funding	Local Tax Funding (%)	Allocation of RET (μ)
<b>Administering Efficient Government</b>					
Town Council	\$ 271,963	\$ 8,247	\$ 263,716	0.7%	0.1
Town Manager	1,092,409	102,247	990,162	2.6%	0.5
Town Attorney	570,137	234,109	336,028	0.9%	0.2
Clerk of Council	136,432	9,606	126,826	0.3%	0.1
Boards & Commissions	157,873	—	157,873	0.4%	0.1
<b>Sub-Total</b>	<b>\$ 2,228,814</b>	<b>\$ 354,209</b>	<b>\$ 1,874,605</b>	<b>4.9%</b>	<b>0.9</b>
<b>Supporting Activities</b>					
Finance and Administrative Services	\$ 4,641,338	\$ 1,394,914	\$ 3,246,424	8.5%	1.6
<b>Sub-Total</b>	<b>\$ 4,641,338</b>	<b>\$ 1,394,914</b>	<b>\$ 3,246,424</b>	<b>8.5%</b>	<b>1.6</b>
<b>Keeping Us Safe</b>					
Police	\$ 13,827,688	\$ 2,447,986	\$ 11,379,702	29.8%	5.6
<b>Sub-Total</b>	<b>\$ 13,827,688</b>	<b>\$ 2,447,986</b>	<b>\$ 11,379,702</b>	<b>29.8%</b>	<b>5.6</b>
<b>Providing the Necessities</b>					
Public Works & Capital Projects	\$ 29,474,263	\$ 21,258,840	\$ 8,215,423	21.5%	4.0
Utilities	15,601,809	15,601,809	—	—%	—
<b>Sub-Total</b>	<b>\$ 45,076,072</b>	<b>\$ 36,860,649</b>	<b>\$ 8,215,423</b>	<b>21.5%</b>	<b>4.0</b>
<b>Ensuring Quality of Life</b>					
Parks & Recreation	\$ 7,609,579	\$ 5,025,600	\$ 2,583,979	6.8%	1.3
Balch Library	477,900	16,000	461,900	1.2%	0.2
Planning & Zoning	1,589,110	364,306	1,224,804	3.2%	0.6
Plan Review	1,351,619	693,853	657,766	1.7%	0.3
<b>Sub-Total</b>	<b>\$ 11,028,208</b>	<b>\$ 6,099,759</b>	<b>\$ 4,928,449</b>	<b>12.9%</b>	<b>2.4</b>
<b>Seizing the Future</b>					
Economic Development	\$ 750,322	\$ 257,566	\$ 492,756	1.3%	0.2
Airport	773,816	1,334,960	(561,144)	-1.5%	-0.3
<b>Sub-Total</b>	<b>\$ 1,524,138</b>	<b>\$ 1,592,526</b>	<b>\$ (68,388)</b>	<b>-0.2%</b>	<b>0.0</b>
<b>Other Activities</b>					
Capital Asset Replacement	\$ 1,746,100	\$ 1,746,100	\$ —	—%	—
Non-Departmental/3R Reserve	1,500,000	978,000	522,000	1.4%	0.3
Debt Service	12,628,279	4,599,106	8,029,173	21.1%	3.9
<b>Fund Total</b>	<b>\$ 94,200,637</b>	<b>\$ 56,073,249</b>	<b>\$ 38,127,388</b>	<b>100.0%</b>	<b>18.6</b>

General Fund Pro Forma

The General Fund is the primary operating fund of the Town. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. The pro forma includes the Fiscal Year 2017 approved real estate property tax rate of 18.6 cents per \$100 of assessed value. Further, per the Town Council approved long-term sustainability plan, beginning in Fiscal Year 2016, the debt service reserve assigned fund balance is to be utilized to offset short term debt service requirement increases.

	2015 Actual	2016 Adopted	2017 Adopted	2018 Projected	2019 Forecast	2020 Forecast	2021 Forecast
<b>BEGINNING FUND BALANCE<sup>1</sup></b>	<b>\$ 20,835,286</b>	<b>\$ 22,781,149</b>	<b>\$ 24,114,008</b>	<b>\$ 23,114,008</b>	<b>\$ 22,032,585</b>	<b>\$ 20,985,985</b>	<b>\$ 20,277,066</b>
<b>SOURCES</b>							
Taxes	\$ 31,507,561	\$ 29,825,196	\$ 30,787,169	\$ 31,556,848	\$ 32,345,769	\$ 33,154,414	\$ 33,983,274
Permits & Fees	1,027,582	1,330,035	1,099,660	1,121,653	1,144,086	1,166,968	1,190,307
Fines & Forfeitures	530,509	618,497	523,700	534,174	544,857	555,755	566,870
Use of Money & Property	2,180,997	1,482,052	1,546,600	1,577,532	1,609,083	1,641,264	1,674,090
Charges for Services	4,980,152	5,183,077	5,267,056	5,372,397	5,479,845	5,589,442	5,701,231
Donations & Transfers	2,642,051	4,297,163	4,323,041	4,409,502	4,497,692	4,587,646	4,679,399
Commonwealth of Virginia	8,542,949	10,463,179	10,147,796	10,350,752	10,557,767	10,768,922	10,984,301
Federal Government	48,255	53,000	92,000	93,840	95,717	97,631	99,584
<b>Other Financing Sources</b>							
<b>Total Sources</b>	<b>\$ 51,460,056</b>	<b>\$ 53,252,199</b>	<b>\$ 53,787,022</b>	<b>\$ 55,016,698</b>	<b>\$ 56,274,816</b>	<b>\$ 57,562,042</b>	<b>\$ 58,879,055</b>
<b>USES</b>							
Personnel Services	\$ 30,985,096	\$ 32,488,078	\$ 32,179,163	\$ 32,822,746	\$ 33,479,201	\$ 34,148,785	\$ 34,831,761
Contractual Services	6,643,066	8,007,593	8,213,917	8,296,056	8,379,017	8,462,807	8,547,435
Materials and Supplies	1,428,765	1,348,902	1,367,130	1,380,801	1,408,417	1,436,586	1,465,317
Transfer Payments	736,397	212,950	692,800	852,000	1,052,000	1,252,000	1,452,000
Grants & Contributions	1,157,496	931,055	1,045,055	1,045,055	1,045,055	1,045,055	1,045,055
Continuous Charges	2,402,880	2,824,582	2,925,828	2,984,345	3,044,031	3,104,912	3,167,010
Capital Outlay	1,030,411	336,988	191,956	195,795	199,711	203,705	207,779
Non-Departmental	152,000	152,000	142,000	152,000	152,000	152,000	152,000
<b>Capital Projects</b>							
Debt Service	\$ 4,978,082	\$ 5,617,192	\$ 8,029,173	\$ 8,369,323	\$ 8,561,984	\$ 8,465,110	\$ 8,347,237
<b>Total Uses</b>	<b>\$ 49,514,193</b>	<b>\$ 51,919,340</b>	<b>\$ 54,787,022</b>	<b>\$ 56,098,121</b>	<b>\$ 57,321,417</b>	<b>\$ 58,270,960</b>	<b>\$ 59,215,595</b>
<b>Use of Fund Balance</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,000,000</b>	<b>\$ 1,081,423</b>	<b>\$ 1,046,600</b>	<b>\$ 708,918</b>	<b>\$ 336,540</b>
<b>ENDING FUND BALANCE<sup>2</sup></b>	<b>\$ 22,781,149</b>	<b>\$ 24,114,008</b>	<b>\$ 23,114,008</b>	<b>\$ 22,032,585</b>	<b>\$ 20,985,985</b>	<b>\$ 20,277,066</b>	<b>\$ 19,940,526</b>
<b>% CHANGE IN BALANCE</b>	<b>9.3%</b>	<b>5.9%</b>	<b>-4.1%</b>	<b>-4.7%</b>	<b>-4.8%</b>	<b>-3.4%</b>	<b>-1.7%</b>

1) It should be noted that the FY 2017 beginning balance includes assigned fund balance for debt service reserve of \$7,574,658.

2) Ending fund balance includes the surplus of annual revenue sources for all years there is no use of fund balance.

Financial Summaries

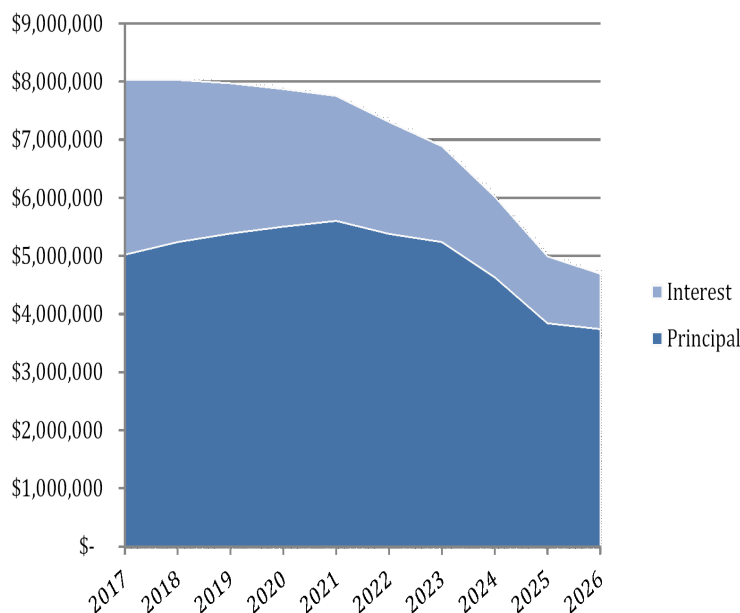
General Fund Debt

The Town's outstanding general obligation debt is 1.45% of total assessed real property or \$96,373,889 for Fiscal Year 2017. The Town maintains a debt policy of bonded debt not more than 2.5% of the total assessed value of taxable property. Outstanding debt remains within the legal debt limit set by the Constitution of the Commonwealth of Virginia and Town financial policies. Debt service, including principal and interest, payments are accounted for in the General Fund. The Town's fiscal policy debt service limit states that debt service cannot exceed 15% of the General Fund expenditures in any given fiscal year. The table below includes the percentage of the anticipated debt service of estimated General Fund expenditures. The Town continues to meet or exceed its payback policy of 60% over ten years, as shown in the General Fund Annual Debt Totals chart.

	FY 2017 Adopted	FY 2018 Forecast	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
Total Taxable Assessed Valuation	\$ 6,718,865,180	\$ 6,853,242,484	\$ 6,990,307,333	\$ 7,130,113,480	\$ 7,272,715,750
Unreserved Debt Capacity <sup>1</sup>	167,971,630	171,331,062	174,757,683	178,252,837	181,817,894
Outstanding Debt	96,373,889	88,344,716	79,975,393	71,413,409	62,948,299
Proposed New Issue	—	4,000,000	3,000,000	—	—
Total Debt Subject to Limit	96,373,889	92,344,716	82,975,393	71,413,409	62,948,299
Total Available Debt Capacity (\$)	71,597,741	78,986,346	91,782,290	106,839,428	118,869,595
Total Available Debt Capacity (%)	42.6%	46.1%	52.5%	59.9%	65.4%
General Fund Operating Expenses	55,342,022	56,577,871	57,805,964	58,760,353	59,709,882
Debt Service	8,029,173	8,369,323	8,561,984	8,465,110	8,347,237
Fiscal Policy Debt Service Limit (%) <sup>2</sup>	14.5%	14.8%	14.8%	14.4%	14.0%

1) Unreserved debt capacity is 2.5% of total taxable assessed valuation per the Town's fiscal policy.  
 2) The Fiscal Policy Debt Service Limit is 15% of General Fund Expenditures

Period Ends	Principal	Interest	Total	Payout Ratio
2016	\$ 2,505,000	\$ 2,997,383	\$ 5,502,383	3.2%
2017	5,020,000	3,009,173	8,029,173	9.7%
2018	5,435,000	2,934,323	8,369,323	16.7%
2019	5,735,000	2,826,984	8,561,984	24.1%
2020	5,855,000	2,610,110	8,465,110	31.6%
2021	5,955,000	2,392,237	8,347,237	39.3%
2022	5,730,000	2,169,953	7,899,953	46.7%
2023	5,585,000	1,899,969	7,484,969	53.9%
2024	4,985,000	1,632,184	6,617,184	60.3%
2025	4,190,000	1,394,221	5,584,221	65.7%
<b>10-year Total</b>	<b>\$ 46,805,000</b>	<b>\$ 22,472,316</b>	<b>\$ 69,277,316</b>	<b>60.3%</b>
<b>Fund Total</b>	<b>\$ 77,620,000</b>	<b>\$ 30,653,889</b>	<b>\$ 108,273,889</b>	<b>100.0%</b>





### Capital Asset Replacement Pro Forma

The Capital Asset Replacement (CAR) Fund provides funds for the repair, renovation, and replacement of General Fund fixed assets including equipment, facilities, information technology infrastructure, and vehicle replacement. Per the Council's Long-Term Budget Sustainability Plan, excess unassigned fund balance has been transferred from the General Fund to the CAR Fund in order to create a sustainable fund balance in the CAR Fund in the short term. Furthermore, the sustainability plan reflects annual expenditures of approximately \$1.3 million for the foreseeable future. Beginning in Fiscal Year 2016, the CAR Fund is to be funded through annual inter-fund transfers as required.

	2015 Actual	2016 Adopted	2017 Adopted	2018 Projected	2019 Forecast	2020 Forecast	2021 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 1,667,234	\$ 2,592,340	\$ 2,457,438	\$ 1,017,338	\$ 0	\$ 0	\$ 0
<b>SOURCES</b>							
Donations & Transfers <sup>1</sup>	\$ 1,906,391	\$ 1,181,898	\$ 306,000	\$ 282,662	\$ 1,300,000 <sup>1</sup>	\$ 1,300,000	\$ 1,300,000
<b>Total Sources</b>	<b>\$ 1,906,391</b>	<b>\$ 1,181,898</b>	<b>\$ 306,000</b>	<b>\$ 282,662</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>
<b>USES</b>							
<b>Continuous Charges</b>							
Capital Outlay	\$ 981,285	\$ 1,316,800	\$ 1,746,100	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
<b>Total Uses</b>	<b>\$ 981,285</b>	<b>\$ 1,316,800</b>	<b>\$ 1,746,100</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>
<b>Use of Fund Balance<sup>1</sup></b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,440,100</b>	<b>\$ 1,017,338</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 2,592,340</b>	<b>\$ 2,457,438</b>	<b>\$ 1,017,338</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>% CHANGE IN BALANCE</b>	<b>—%</b>	<b>-5.2%</b>	<b>-58.6%</b>	<b>-100.0%</b>	<b>—%</b>	<b>—%</b>	<b>—%</b>

1) The 58.6% decrease in fund balance is a result of utilizing fund balance to meet planned expenditures.

## Capital Asset Replacement Fund

The tables below reflect the Town's planned uses for capital asset replacement. The Council adopted long-term budget sustainability plan includes planned annual expenditures of approximately \$1.3 million for the foreseeable future. The first table is a five year plan of expenditures from Fiscal Year 2017 through 2022. The second table is the list of expenditures in the current budget year (FY 2017) and is broken out by CAR expense type and department.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Facility Repair & Renovation	\$ 747,100	\$ 556,200	\$ 404,900	\$ 390,300	\$ 369,200	\$ 369,200
Information Technology Upgrades	401,500	298,900	158,700	343,400	404,300	404,300
Vehicle Replacement	597,500	444,900	736,400	566,300	526,500	526,500
<b>Total</b>	<b>\$ 1,746,100</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>

	Facility Repair & Renovation	Information Technology Upgrade	Vehicle/Equipment Replacement
<b>Supporting Activities</b>			
Information Technology		\$ —	\$ 201,500
<b>Sub-Total</b>		<b>\$ —</b>	<b>\$ 201,500</b>
<b>Keeping Us Safe</b>			
Police	\$ 83,000		\$ 200,000
<b>Sub-Total</b>	<b>\$ 83,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>Providing the Necessities</b>			
Public Works	\$ 460,000		\$ 297,000
<b>Sub-Total</b>	<b>\$ 460,000</b>	<b>\$ —</b>	<b>\$ 297,000</b>
<b>Ensuring Quality of Life</b>			
Parks & Recreation	\$ 204,100		\$ 72,500
<b>Sub-Total</b>	<b>\$ 204,100</b>	<b>\$ —</b>	<b>\$ 72,500</b>
<b>Seizing the Future</b>			
Leesburg Executive Airport	\$ —		\$ 28,000
<b>Sub-Total</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 28,000</b>
<b>Total Expenditures by Type</b>	<b>\$ 747,100</b>	<b>\$ 401,500</b>	<b>\$ 597,500</b>
<b>Total CAR Expenditures</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,746,100</b>

## Capital Projects Fund Pro Forma

The Capital Projects Fund is used to account for all resources used in the acquisition and construction of capital facilities and other capital assets, unless financed through proprietary funds. Bond funding requirements are reviewed annually based upon actual expenditures. It is anticipated that a bond issue is likely in Fiscal Years 2019 and 2020. The corresponding debt service is accounted for in the General Fund. The Capital Projects Fund is part of the Government wide funds for the Town.

	2015 Actual	2016 Adopted	2017 Adopted	2018 Projected	2019 Forecast	2020 Forecast	2021 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ (5,055,809)	\$ 10,967,186	\$ 3,850,686	\$ 1,100,073	\$ 3,828,373	\$ 4,558,673	\$ 1,696,373
<b>SOURCES</b>							
<b>Taxes</b>							
Permits & Fees	\$ 5,184	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
<b>Fines &amp; Forfeitures</b>							
Use of Money & Property	\$ 281,359	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
<b>Charges for Services</b>							
Donations & Transfers	\$ 1,026,637	\$ 2,161,900	\$ 6,330,400	\$ 14,744,600	\$ 2,266,000	\$ 2,093,000	\$ 6,100,000
Commonwealth of Virginia	2,289,826	10,994,700	7,353,587	8,443,000	5,143,200	1,862,000	4,165,000
Federal Government	1,378,916	351,000	54,000	—	81,000	810,000	—
Other Financing Sources <sup>1</sup>	30,779,954	—	—	4,000,000	3,000,000	—	2,000,000
<b>Total Sources</b>	<b>\$ 35,761,876</b>	<b>\$ 13,507,600</b>	<b>\$ 13,737,987</b>	<b>\$ 27,187,600</b>	<b>\$ 10,490,200</b>	<b>\$ 4,765,000</b>	<b>\$ 12,265,000</b>
<b>USES</b>							
Personnel Services	\$ 859,951	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Contractual Services	55,016	—	—	—	—	—	—
Materials and Supplies	5,604	—	—	—	—	—	—
Transfer Payments <sup>2</sup>	848,368	1,696,800	1,845,100	1,882,000	1,919,600	1,958,000	1,997,100
<b>Grants &amp; Contributions</b>							
Continuous Charges	\$ 831	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Capital Outlay	6,893	—	—	—	—	—	—
<b>Non-Departmental</b>							
Capital Projects	\$ 17,962,217	\$ 18,927,300	\$ 14,643,500	\$ 22,577,300	\$ 7,840,300	\$ 5,669,300	\$ 10,793,000
<b>Total Uses</b>	<b>\$ 19,738,881</b>	<b>\$ 20,624,100</b>	<b>\$ 16,488,600</b>	<b>\$ 24,459,300</b>	<b>\$ 9,759,900</b>	<b>\$ 7,627,300</b>	<b>\$ 12,790,100</b>
<b>Use of Fund Balance</b>	<b>\$ —</b>	<b>\$ 7,116,500</b>	<b>\$ 2,750,613</b>	<b>\$ 1,271,700</b>	<b>\$ 2,269,700</b>	<b>\$ 2,862,300</b>	<b>\$ 2,525,100</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 10,967,186</b>	<b>\$ 3,850,686</b>	<b>\$ 1,100,073</b>	<b>\$ 3,828,373</b>	<b>\$ 4,558,673</b>	<b>\$ 1,696,373</b>	<b>\$ 1,171,273</b>
<b>% CHANGE IN BALANCE</b>	<b>-316.9%</b>	<b>64.9%</b>	<b>-71.4%</b>	<b>248.0%</b>	<b>19.1%</b>	<b>-62.8%</b>	<b>-31.0%</b>

1) Other Financing Sources includes the anticipated debt issuance of General Obligation Bonds.

2) Beginning in FY 2016, Project Management Costs are included in project costs in the Capital Improvement Plan and reflected above as a Transfer Payment to the General Fund.

**NVTA Fund Proforma**

The Northern Virginia Transportation Authority (NVTA) Fund is a separate special revenue fund for transportation funding received from Loudoun County and the NVTA. The local funding or NVTA 30% is provided to the Town through Loudoun County on a reimbursement basis. In addition to local NVTA 30%, NVTA also appropriates regional funding or NVTA 70% to Leesburg for specific transportation related capital projects included in the Capital Improvement Program submitted annually by the Town to NVTA. Actuals in the NVTA Fund reflect the amount of transfer payments required to cover transportation related capital expenses in the Capital Projects Fund.

	2015 Actual	2016 Adopted	2017 Adopted	2018 Projected	2019 Forecast	2020 Forecast	2021 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 1,795,451	\$ 3,693,649	\$ 5,354,830	\$ 4,042,647	\$ 3,244,078	\$ 4,787,078	\$ 6,197,478
<b>SOURCES</b>							
<b>Donations &amp; Transfers</b>							
Commonwealth of Virginia	\$ 1,898,198	\$ 4,656,581	\$ 2,035,717	\$ 11,791,431	\$ 2,118,000	\$ 2,160,400	\$ 2,203,600
<b>Total Sources</b>	<b>\$ 1,898,198</b>	<b>\$ 4,656,581</b>	<b>\$ 2,035,717</b>	<b>\$ 11,791,431</b>	<b>\$ 2,118,000</b>	<b>\$ 2,160,400</b>	<b>\$ 2,203,600</b>
<b>USES</b>							
<b>Materials and Supplies</b>							
Transfer Payments	\$ —	\$ 2,995,400	\$ 3,347,900	\$ 12,590,000	\$ 575,000	\$ 750,000	\$ 4,425,000
<b>Total Uses</b>	<b>\$ —</b>	<b>\$ 2,995,400</b>	<b>\$ 3,347,900</b>	<b>\$ 12,590,000</b>	<b>\$ 575,000</b>	<b>\$ 750,000</b>	<b>\$ 4,425,000</b>
<b>Use of Fund Balance</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,312,183</b>	<b>\$ 798,569</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,221,400</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 3,693,649</b>	<b>\$ 5,354,830</b>	<b>\$ 4,042,647</b>	<b>\$ 3,244,078</b>	<b>\$ 4,787,078</b>	<b>\$ 6,197,478</b>	<b>\$ 3,976,078</b>
<b>% CHANGE IN BALANCE</b>	<b>—%</b>	<b>—%</b>	<b>-24.5%</b>	<b>-19.8%</b>	<b>—%</b>	<b>—%</b>	<b>-35.8%</b>

Utilities Fund Pro Forma

The Utilities Fund is used to account for the operation and maintenance of the Town’s water and sanitary sewer system. The Utility pro forma reflects revenue and expenditures on a cash basis. The 2.5% increase in fund balance in Fiscal Year 2017 is attributable to system wide revenue exceeding operating costs. The fund also provides for capital projects included in the Town CIP as well as repair, renovation, and replacement (3R) requirements to adequately maintain operations on an aging system.

	2015 Actual	2016 Adopted	2017 Adopted	2018 Projected	2019 Forecast	2020 Forecast	2021 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 16,184,653	\$ 19,256,381	\$ 15,795,578	\$ 14,614,019	\$ 16,260,634	\$ 19,615,627	\$ 21,416,630
<b>SOURCES</b>							
Use of Money & Property	\$ 66,306	\$ 178,402	\$ 215,997	\$ 220,317	\$ 224,723	\$ 229,218	\$ 233,802
Charges for Services	16,357,311	19,699,696	19,781,359	20,648,864	22,208,415	23,867,748	25,420,825
Donations & Transfers	—	85,500	—	—	—	—	—
<b>Commonwealth of Virginia</b>							
Federal Government	\$ —	\$ 30,700	\$ —	\$ —	\$ —	\$ —	\$ —
Other Financing Sources <sup>1</sup>	3,838,549	—	—	2,250,000	2,250,000	—	—
<b>Total Sources</b>	<b>\$ 20,262,166</b>	<b>\$ 19,994,298</b>	<b>\$ 19,997,356</b>	<b>\$ 23,119,181</b>	<b>\$ 24,683,138</b>	<b>\$ 24,096,966</b>	<b>\$ 25,654,627</b>
<b>USES</b>							
Personnel Services	\$ 7,124,324	\$ 8,148,436	\$ 7,826,054	\$ 7,982,575	\$ 8,142,227	\$ 8,305,071	\$ 8,471,173
Contractual Services	653,080	1,273,990	1,425,055	1,453,556	1,482,627	1,512,280	1,542,525
Materials and Supplies	1,231,643	1,409,600	1,638,300	1,671,066	1,704,487	1,738,577	1,773,349
Transfer Payments	1,501,662	1,622,436	1,479,000	1,508,580	1,538,752	1,569,527	1,600,917
<b>Grants &amp; Contributions</b>							
Continuous Charges	\$ 1,167,525	\$ 1,408,805	\$ 1,419,100	\$ 1,447,482	\$ 1,476,432	\$ 1,505,960	\$ 1,536,079
Capital Outlay	192,993	29,228	264,300	269,586	274,978	280,477	286,087
Non-Departmental	441,202	1,217,000	819,000	889,000	910,000	1,156,000	1,162,000
Capital Projects	917,811	3,797,300	1,709,000	1,485,900	960,900	1,133,000	4,275,700
Debt Service	3,960,198	4,548,306	4,599,106	4,764,821	4,837,743	5,095,071	5,095,071
<b>Total Uses</b>	<b>\$ 17,190,438</b>	<b>\$ 23,455,101</b>	<b>\$ 21,178,915</b>	<b>\$ 21,472,566</b>	<b>\$ 21,328,145</b>	<b>\$ 22,295,963</b>	<b>\$ 25,742,901</b>
<b>Use of Fund Balance<sup>2</sup></b>	<b>\$ —</b>	<b>\$ 3,460,803</b>	<b>\$ 1,181,559</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>ENDING FUND BALANCE<sup>3</sup></b>	<b>\$ 19,256,381</b>	<b>\$ 15,795,578</b>	<b>\$ 14,614,019</b>	<b>\$ 16,260,634</b>	<b>\$ 19,615,627</b>	<b>\$ 21,416,630</b>	<b>\$ 21,328,356</b>
<b>% CHANGE IN BALANCE</b>	<b>19.0%</b>	<b>-18.0%</b>	<b>-7.5%</b>	<b>11.3%</b>	<b>20.6%</b>	<b>9.2%</b>	<b>-0.4%</b>

1) Other Financing Sources includes the anticipated debt issuance of \$2.25 million both in 2018 and 2019 of General Obligation Bonds.  
 2) The 7.5% decrease in fund balance is a result of use of fund balance and bond proceeds for 3-R and Capital Project expenditures.  
 3) Ending fund balance includes the surplus of annual revenue sources for all years there is no use of fund balance.

### Utilities Fund 3R Reserve

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

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Utilities Administration	\$ 160,000	\$ 65,000	\$ 137,000	\$ 105,500	\$ 12,500	\$ 38,000
Utilities Maintenance	333,000	220,000	535,000	160,000	430,000	—
Water Supply	90,000	160,000	365,000	150,000	150,000	—
Water Pollution Control	395,000	781,500	1,202,000	1,367,000	770,000	1,405,000
<b>Total Uses</b>	<b>\$ 978,000</b>	<b>\$ 1,226,500</b>	<b>\$ 2,239,000</b>	<b>\$ 1,782,500</b>	<b>\$ 1,362,500</b>	<b>\$ 1,443,000</b>

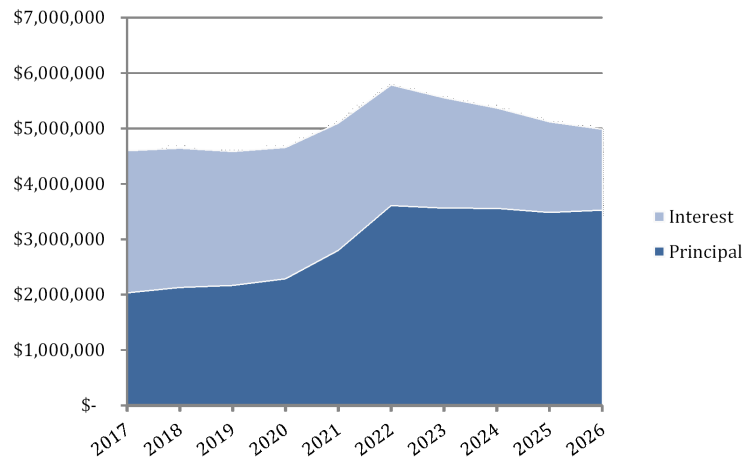
	Facility Repair & Renovation	Information Technology Upgrade	Vehicle/ Equipment Replacement
Utilities Administration	\$ —	\$ 35,000	\$ 125,000
Utilities Maintenance	—	81,000	252,000
Water Supply	90,000	—	—
Water Pollution Control	370,000	—	25,000
<b>Sub-Total</b>	<b>\$ 460,000</b>	<b>\$ 116,000</b>	<b>\$ 402,000</b>
<b>3R Reserve Uses Total</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 978,000</b>

**Utilities Fund Debt Schedule**

The Utilities Fund debt service accounts for the payment of principal and interest of the long-term debt of the Fund. Long-term debt includes general obligation bonds and revenue bonds both supported by the revenues from the utility system. Debt is issued for water and sanitary sewer capital acquisitions and facilities.

	FY 2017 Adopted	FY 2018 Forecast	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
Total Utility Service Charges	\$ 21,116,370	\$ 20,619,284	\$ 22,178,243	\$ 23,616,604	\$ 25,164,658
Net Operating Expenses	13,787,509	14,063,259	14,344,524	14,631,415	14,924,043
Net Available Revenue	7,328,861	6,556,025	7,833,719	8,985,189	10,240,614
Debt Service	4,599,106	4,641,866	4,608,421	4,657,743	4,703,537
Debt Coverage Target Ratio (125%)	159.4%	141.2%	170.0%	192.9%	217.7%

Period Ends	Principal	Interest	Total	Payout Ratio
2017	\$ 2,042,555	\$ 2,556,551	\$ 4,599,106	3.5%
2018	2,141,830	2,500,036	4,641,866	7.1%
2019	2,176,962	2,431,459	4,608,421	10.8%
2020	2,297,982	2,359,761	4,657,743	14.6%
2021	2,415,000	2,288,537	4,703,537	18.7%
2022	3,610,000	2,172,908	5,782,908	24.8%
2023	3,560,000	1,992,228	5,552,228	30.9%
2024	3,555,000	1,813,128	5,368,128	36.9%
2025	3,485,000	1,634,242	5,119,242	42.8%
2026	3,525,000	1,458,785	4,983,785	48.7%
<b>10-year Total</b>	<b>\$ 28,809,329</b>	<b>\$ 21,207,634</b>	<b>\$ 50,016,963</b>	<b>48.7%</b>
<b>Fund Total</b>	<b>\$ 59,130,892</b>	<b>\$ 29,165,003</b>	<b>\$ 88,295,895</b>	<b>100.0%</b>

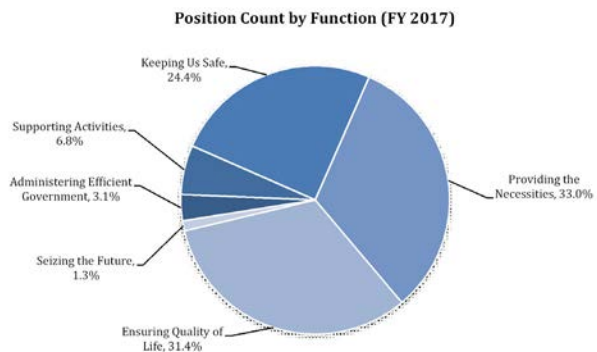


Financial Summaries

**Position Summary**

The total proposed regular full time positions in the Town totals 342, which is comprised of 261 in the General Fund and 81 in the Utility Fund. There are 3.55 regular part-time positions, and 70.65 flexible part-time positions. The proposed budgeted positions reflect an increase of one position over the prior year. This increase is for a Network Administer position in order to better keep up with technology and support needs town-wide. Further, several positions have been reallocated between Departments due to workload.

Function/Department	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Adopted	Change from Prior Year	Change from 2013	% Change from 2013
<b>Administering Efficient Government</b>								
Town Manager	6.0	6.0	7.0	8.0	6.0	-2.0	—	—%
Town Attorney	3.0	3.0	5.0	5.0	5.0	—	2.0	66.7%
Clerk of Council	1.0	1.0	1.0	1.0	1.0	—	—	—%
<b>Sub-Total</b>	<b>10.0</b>	<b>10.0</b>	<b>13.0</b>	<b>14.0</b>	<b>12.0</b>	<b>-2.0</b>	<b>2.0</b>	<b>20.0%</b>
<b>Supporting Activities</b>								
Finance	16.0	15.5	15.5	17.5	19.5	2.0	3.5	21.9%
Human Resources	4.0	4.0	4.0	4.0	4.0	—	—	—%
Information Technology	5.0	5.0	5.0	5.0	6.0	1.0	1.0	20.0%
<b>Sub- Total</b>	<b>25.0</b>	<b>24.5</b>	<b>24.5</b>	<b>26.5</b>	<b>29.5</b>	<b>3.0</b>	<b>4.5</b>	<b>18.0%</b>
<b>Keeping Us Safe</b>								
Police	101.0	101.0	103.0	103.0	103.0	—	2.0	2.0%
<b>Sub-Total</b>	<b>101.0</b>	<b>101.0</b>	<b>103.0</b>	<b>103.0</b>	<b>103.0</b>	<b>—</b>	<b>2.0</b>	<b>2.0%</b>
<b>Providing the Necessities</b>								
Public Works	49.0	49.0	49.0	53.0	55.0	2.0	6.0	12.2%
Utilities	78.0	78.0	78.0	81.0	81.0	—	3.0	3.8%
Capital Projects (Fund 30)	10.6	9.4	6.0	—	—	—	-10.6	-100.0%
<b>Sub-Total</b>	<b>137.6</b>	<b>136.4</b>	<b>133.0</b>	<b>134.0</b>	<b>136.0</b>	<b>2.0</b>	<b>-1.6</b>	<b>-1.2%</b>
<b>Ensuring Quality of Life</b>								
Planning & Zoning	11.0	12.0	12.0	12.0	12.0	—	1.0	9.1%
Plan Review	9.0	9.0	9.0	8.0	8.0	—	-1.0	-11.1%
Parks & Recreation	107.1	107.1	107.5	107.5	105.5	-2.0	-1.6	-1.5%
Thomas Balch Library	5.2	5.2	5.2	5.2	5.2	0.0	0.0	-0.6%
<b>Sub-Total</b>	<b>132.3</b>	<b>133.3</b>	<b>133.7</b>	<b>132.7</b>	<b>130.7</b>	<b>-2.0</b>	<b>-1.6</b>	<b>-1.2%</b>
<b>Seizing the Future</b>								
Economic Development	2.0	2.0	2.0	2.0	2.0	—	—	—%
Airport	3.0	3.0	3.0	3.0	3.0	—	—	—%
<b>Sub-Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>—</b>	<b>—</b>	<b>—%</b>
<b>Total</b>	<b>410.9</b>	<b>410.2</b>	<b>412.2</b>	<b>415.2</b>	<b>416.2</b>	<b>1.0</b>	<b>5.3</b>	<b>1.3%</b>





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# Operating Budget

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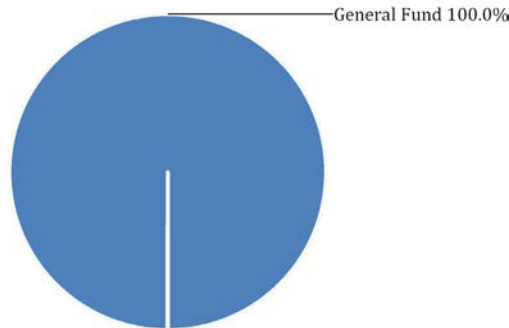
**Administering Efficient Government**

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

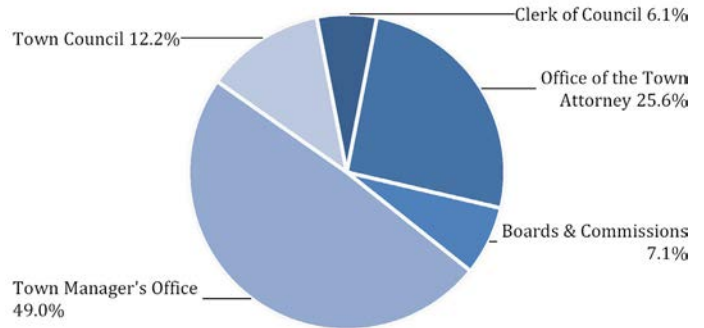
**Financial Information & Analysis**

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 2,592,103	\$ 2,559,298	\$ 2,588,454	\$ 2,228,814	\$ (330,484)	-12.9%
<b>Total Sources</b>	<b>\$ 2,592,103</b>	<b>\$ 2,559,298</b>	<b>\$ 2,588,454</b>	<b>\$ 2,228,814</b>	<b>\$ (330,484)</b>	<b>-12.9%</b>
<b>Uses</b>						
Town Council	\$ 395,083	\$ 259,771	\$ 260,371	\$ 271,963	\$ 12,192	4.7%
Boards & Commissions	124,229	156,373	170,373	157,873	1,500	1.0%
Town Manager’s Office	1,218,360	1,393,783	1,402,542	1,092,409	(301,374)	-21.6%
Office of the Town Attorney	723,214	608,691	612,788	570,137	(38,554)	-6.3%
Clerk of Council	131,218	140,680	142,380	136,432	(4,248)	-3.0%
<b>Total Uses</b>	<b>\$ 2,592,103</b>	<b>\$ 2,559,298</b>	<b>\$ 2,588,454</b>	<b>\$ 2,228,814</b>	<b>\$ (330,484)</b>	<b>-12.9%</b>

Sources by Fund (2017)



Uses by Department (2017)



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# Town Council

## Mission

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

## Description

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

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

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

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

For more information, please visit the Town Council's web-page at [www.leesburgva.gov/council](http://www.leesburgva.gov/council).

## Contact Information

Mayor, David S. Butler  
25 W. Market Street  
Leesburg, VA 20176  
[dbutler@leesburgva.gov](mailto:dbutler@leesburgva.gov)  
[council@leesburgva.gov](mailto:council@leesburgva.gov)  
(703) 771-2733

## Scan Me



*the hometown of the 21st century*



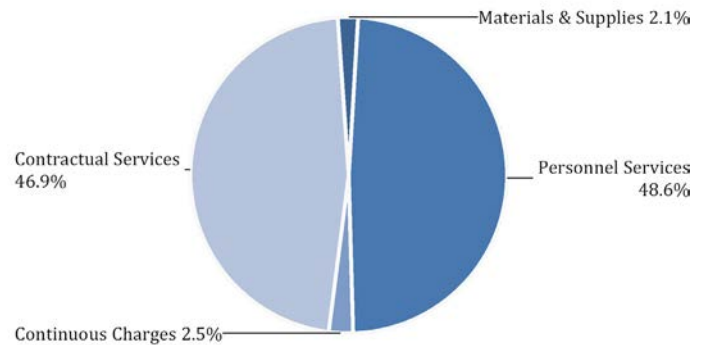
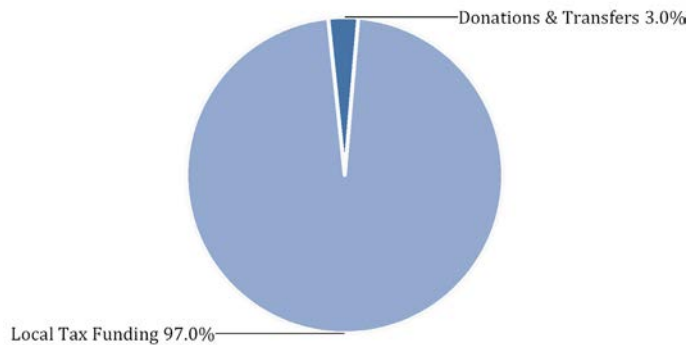
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Government

**Financial Information & Analysis**

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
Donations & Transfers	\$ —	\$ 8,247	\$ 8,247	\$ 8,247	\$ —	—%
<b>Total Revenue</b>	<b>\$ —</b>	<b>\$ 8,247</b>	<b>\$ 8,247</b>	<b>\$ 8,247</b>	<b>\$ —</b>	<b>—%</b>
Local Tax Funding	395,083	251,524	252,124	263,716	12,192	4.8%
<b>Total Sources</b>	<b>\$ 395,083</b>	<b>\$ 259,771</b>	<b>\$ 260,371</b>	<b>\$ 271,963</b>	<b>\$ 12,192</b>	<b>4.7%</b>
<b>Uses</b>						
Personnel Services	\$ 134,269	\$ 136,007	\$ 136,007	\$ 132,199	\$ (3,808)	-2.8%
Contractual Services	101,394	111,450	112,050	127,450	16,000	14.4%
Materials & Supplies	2,477	5,600	5,600	5,600	—	—%
Transfer Payments	147,205	—	—	—	—	—%
Continuous Charges	9,153	6,714	6,714	6,714	—	—%
Capital Expenditures	585	—	—	—	—	—%
<b>Total Uses</b>	<b>\$ 395,083</b>	<b>\$ 259,771</b>	<b>\$ 260,371</b>	<b>\$ 271,963</b>	<b>\$ 12,192</b>	<b>4.7%</b>

Sources by Type (2017)

Uses by Object (2017)



**Budget Analysis**

The Fiscal Year 2017 operating budget for the Town Council reflects an increase of 4.7% over the prior year, which is largely attributable to additional funding to provide special event permit

waivers to organizations and to award grants for increasing the number of events in downtown.

**Boards & Commissions**

Boards & Commissions	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
Public Arts Commission	\$ 13,573	\$ 11,204	\$ 21,204	\$ 11,204	\$ —	—%
Economic Development Commission	5,360	10,404	10,404	10,404	—	—%
Information Technology Commission	6,366	9,204	9,204	9,204	—	—%
Parks & Recreation Commission	7,244	9,204	9,204	9,204	—	—%
Tree Commission	11,704	14,204	14,204	14,204	—	—%
Library Advisory Commission	8,082	10,004	10,004	10,004	—	—%
Planning Commission	30,880	27,289	29,289	28,789	1,500	5.5%
Board of Zoning Appeals	861	6,459	6,459	6,459	—	—%
Board of Architectural Review	27,448	27,289	29,289	27,289	—	—%
Environmental Advisory Commission	9,599	12,704	12,704	12,704	—	—%
Airport Advisory Commission	3,112	9,204	9,204	9,204	—	—%
Diversity Commission	—	9,204	9,204	9,204	—	—%
<b>Total Combined</b>	<b>\$ 124,229</b>	<b>\$ 156,373</b>	<b>\$ 170,373</b>	<b>\$ 157,873</b>	<b>\$ 1,500</b>	<b>1.0%</b>

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# Town Manager's Office

## Mission

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

## Description

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

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

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

For more information, please visit the Town Manager's Office web-page at [www.leesburgva.gov/townmanager](http://www.leesburgva.gov/townmanager).

## Contact Information

Kaj H. Dentler, Town Manager  
25 W. Market Street  
Leesburg, VA 20176  
[kdentler@leesburgva.gov](mailto:kdentler@leesburgva.gov)  
(703) 771-2700

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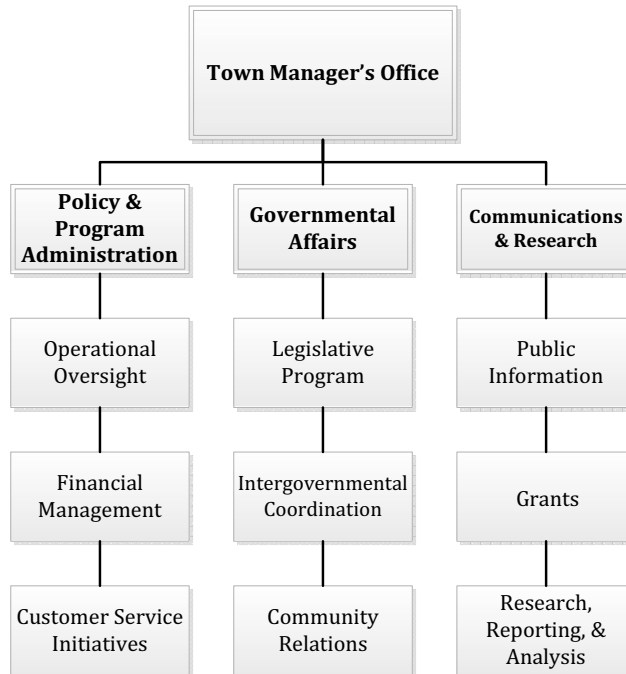


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## Connect With Us



**Organization Chart**



**Summary of Services**

**Policy & Program Administration**

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

across departments and programs. The research program gathers and disseminates statistical information and data about the Town for use by other departments and programs, as well as identifying and applying for grants and other outside funding opportunities to enhance Town services.

**Governmental Affairs**

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

**Communications & Research**

Through an active communications program, the Town Manager's Office develops and distributes information regarding Town operations, activities, programs and events to Town's residents, businesses, and visitors through the Town website, press releases, social media channels, and other mass communication methods. The Public Information Officer oversees the town-wide communication efforts, ensuring that messages are consistent

**Goals & Objectives**

Scorecard	Goal	Objective	Term
<b>BP, CS, FM</b>	Partner with Town Council in developing key goals and initiatives for the organization	Maintain financial sustainability plan and develop budget for Fiscal Year 2017.	Long
<b>CS, ED</b>	Improve customer service efforts in all departments	Town-wide training, customer service surveys, and Town-wide customer service design team	Long
<b>BP</b>	Evaluate and implement organizational efficiencies and business processes to streamline operations	Evaluate department structures, maintain flexible staffing to meet needs of organization and review internal business processes.	Long
<b>ED</b>	Support employee development opportunities	Enhance employee skill sets in technology and leadership to meet the needs of the community	Long
<b>BP</b>	Invest in technological enhancements that are affordable, measurably improve operations and increase government transparency	Work with Technology and Communications Commission to review and implement potential improvements	Long
<b>ED, CS, BP</b>	Continue to support on-going diversity and inclusion initiatives	Work closely with Diversity Commission and local organizations.	Long

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

Administering Efficient Government

**Expenditures by Division**

Divisions	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Town Manager's Office	\$ 1,218,360	\$ 1,393,783	\$ 1,402,542	\$ 851,171	\$ (542,612)	-38.9%
Public Information	—	—	—	241,238	241,238	—%
<b>Total</b>	<b>\$ 1,218,360</b>	<b>\$ 1,393,783</b>	<b>\$ 1,402,542</b>	<b>\$ 1,092,409</b>	<b>\$ (301,374)</b>	<b>-21.6%</b>

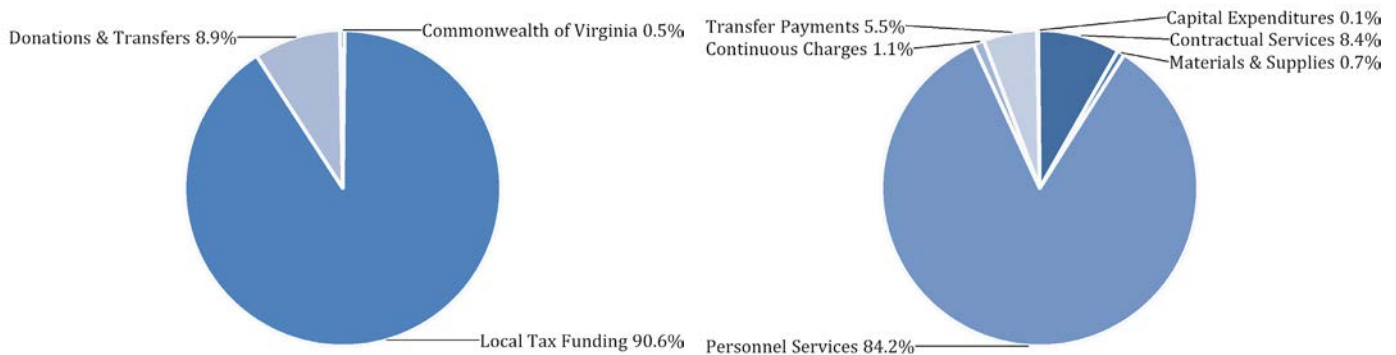
**Financial Information & Analysis**

Object Categories	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Donations & Transfers	\$ —	\$ 97,247	\$ 97,247	\$ 97,247	\$ —	—%
Commonwealth of Virginia	—	5,000	—	5,000	—	—%
<b>Total Revenue</b>	<b>\$ —</b>	<b>\$ 102,247</b>	<b>\$ 97,247</b>	<b>\$ 102,247</b>	<b>\$ —</b>	<b>—%</b>
Local Tax Funding	1,218,360	1,291,536	1,305,295	990,162	(301,374)	-23.3%
<b>Total Sources</b>	<b>\$ 1,218,360</b>	<b>\$ 1,393,783</b>	<b>\$ 1,402,542</b>	<b>\$ 1,092,409</b>	<b>\$ (301,374)</b>	<b>-21.6%</b>

<b>Uses</b>						
Personnel Services	\$ 1,077,393	\$ 1,205,990	\$ 1,205,990	\$ 919,461	\$ (286,529)	-23.8%
Contractual Services	122,624	107,923	126,543	91,673	(16,250)	-15.1%
Materials & Supplies	7,326	8,075	10,138	8,075	—	—%
Transfer Payments	—	60,000	47,937	60,000	—	—%
Continuous Charges	10,018	10,595	10,735	12,000	1,405	13.3%
Capital Expenditures	999	1,200	1,200	1,200	—	—%
<b>Total Uses</b>	<b>\$ 1,218,360</b>	<b>\$ 1,393,783</b>	<b>\$ 1,402,542</b>	<b>\$ 1,092,409</b>	<b>\$ (301,374)</b>	<b>-21.6%</b>

Sources by Type (2017)

Uses by Object (2017)



**Budget Analysis**

The FY 2017 operating budget for the Town Manager's Office includes a decrease of 21.6% from the prior year. This decrease is primarily attributable to decreases in personnel services associated with healthcare insurance cost reductions and the transfer of two senior-level positions to establish a Deputy Director of the Department of Finance & Administrative Services and to create a Operations Manager position in the Department of Public Works and Capital Projects.

**Performance Measures**

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP	Number of informational memorandums and reports requested by Town Council as part of regular agenda packet. <i>Measures the total number of informational requests prepared by Town Manager's Office and senior staff.</i>	28	41	41	↑
BP, CS	Number of Town Manager reports and briefings provided to the Town Council. <i>Measures the total number of periodical briefings and reports prepared by Town Manager's Office.</i>	N/A	35	56	↑
BP	Number of citizen taskforces initiated by the Town Council. <i>Measures the number of Citizen Taskforce official meetings supported by the Town Manager's Office.</i>	1	2	2	↔
BP, CS	Number of Town-wide press releases issued by the Public Information Officer in the Town Manager's Office. <i>Measures the total number of press releases issued by the Public Information Office.</i>	174	180	180	↔
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management					

**Performance Analysis**

The primary function of the Town Manager's Office is to provide professional leadership in the administration and execution of Town Council policies. Periodically throughout the year, the Town Manager and Town staff provide the Town Council with briefings and Town Manager reports that include important information such as land development activities, utility plant production/capacity, and other focus areas of the Council. The continuing growth in the community and the increasing complexity of issues the Council faces is projected to result in an increase in the number of briefings, reports and informational memorandums to the Council by the Town Manager. In addition, the Council has initiated several Citizen Taskforces to address various issues for which the Town Manager and Town staff provide administrative support. The number of Council initiated Citizen Taskforces is anticipated to increase from two to four in FY 2016.



# Office of the Town Attorney

## Mission

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

## Description

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

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

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

For more information, please visit the Office of the Town Attorney's web-page at [www.leesburgva.gov/attorney](http://www.leesburgva.gov/attorney).

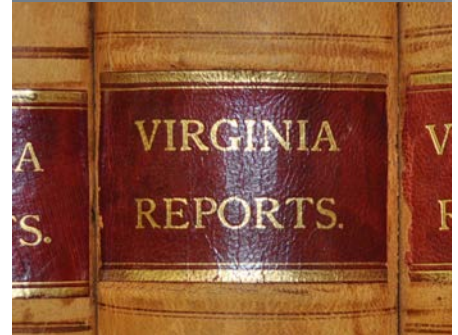
## Contact Information

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

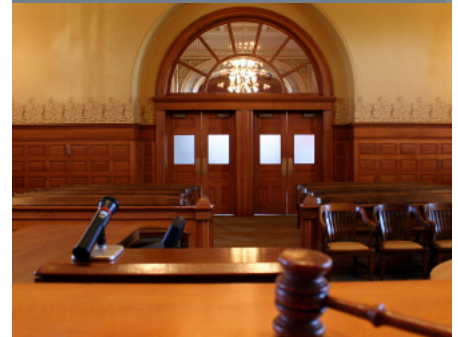
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## ADVICE & COUNSEL

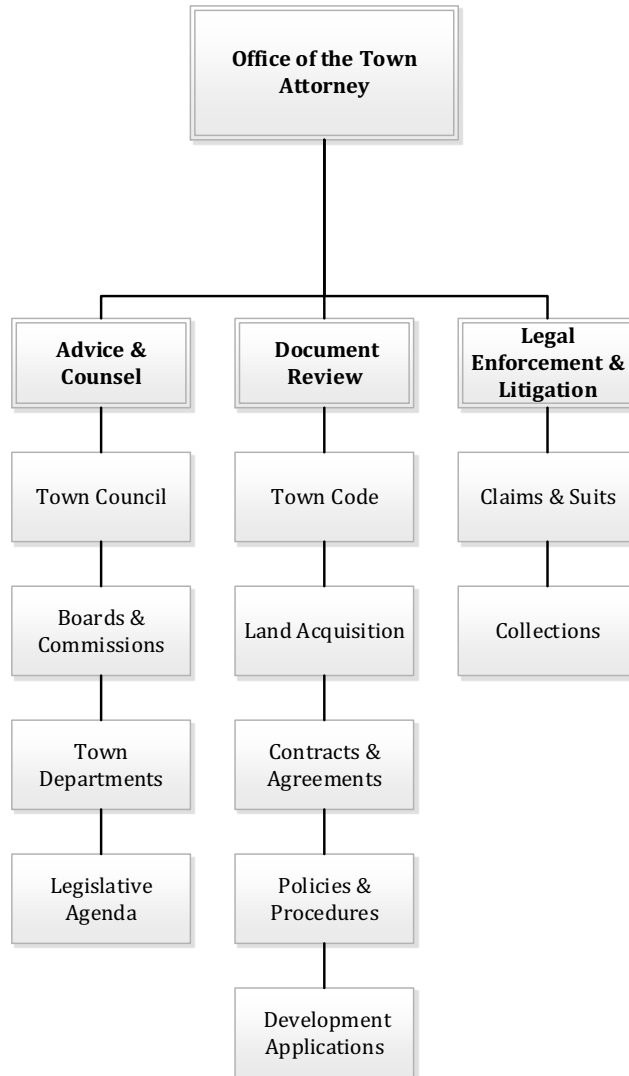


## DOCUMENT REVIEW



## LITIGATION

**Organization Chart**



**Summary of Services**

**Advice & Counsel**

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

**Document Review**

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

**Legal Enforcement & Litigation**

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



**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS, ED, FM	Ensure efficient, timely and accurate payment of tax accounts and fees by pursuing legal action	Monitor account details for missed and/or delayed payments. Collect delinquent taxes/fees by litigation in cases where Finance was unable to collect through normal collection process	Short
BP, CS, ED, FM	Provide objective, accurate, concise, and timely legal advice that facilitates informed decision-making and effective policy development by the Town Council and implementation by the Town Manager and staff.	Attend all Council meetings, participate in legislative agenda committee meetings, and respond to Council member inquiries; prepare and/or review resolutions and ordinances.	Long
CS	Provide town staff members high quality, efficient, and effective legal services, advice and opinions and ethics enforcement.	Respond to internal departments and address department legal issues in a timely manner	Long
BP, CS	Work closely with local governing bodies (Town Council, Planning Commission, Board of Architectural Review)	Attend monthly planning commissions meetings, research issues for legal ramifications; memos, legal advice	Long
BP	Assist the Department of Planning & Zoning with zoning, overcrowding, and Town Code Violations	Research and respond to violations upon request; prosecute, if necessary. Attend monthly commission meetings to answer legal questions proactively	Long
BP, CS, ED, FM	Land acquisition and easement practice	Prepare and review deed of easements as needed for improvements to Town property, work with outside counsel to efficiently resolve condemn matters	Long
BP	Review all department contracts and agreements	Continue to review all department contracts and agreements	Long
BP, CS, ED, FM	Represent the Town in all VML Insurance and Worker's Compensation Claims	Ensure all claims are provided to VML claims' representative in a timely manner, research applicable laws relating to claim; work closely with assigned attorney in litigated matters.	Long
BP, CS, ED	Research, Train and update employees on current FOIA/COIA laws	Schedule training once a year, assist departments with requests and research	Long

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

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## Financial Information &amp; Analysis

Object Categories	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Donations & Transfers	\$ —	\$ 234,109	\$ 234,109	\$ 234,109	\$ —	—%
<b>Total Revenue</b>	<b>\$ —</b>	<b>\$ 234,109</b>	<b>\$ 234,109</b>	<b>\$ 234,109</b>	<b>\$ —</b>	<b>—%</b>
Local Tax Funding	723,214	374,582	378,679	336,028	(38,554)	-10.3%
<b>Total Sources</b>	<b>\$ 723,214</b>	<b>\$ 608,691</b>	<b>\$ 612,788</b>	<b>\$ 570,137</b>	<b>\$ (38,554)</b>	<b>-6.3%</b>
<b>Uses</b>						
Personnel Services	\$ 626,382	\$ 566,035	\$ 566,035	\$ 528,037	\$ (37,998)	-6.7%
Contractual Services	89,014	36,100	43,797	37,400	1,300	3.6%
Materials & Supplies	3,103	5,300	1,700	2,400	(2,900)	-54.7%
Continuous Charges	3,807	1,256	1,256	1,300	44	3.5%
Capital Expenditures	908	—	—	1,000	1,000	—%
<b>Total Uses</b>	<b>\$ 723,214</b>	<b>\$ 608,691</b>	<b>\$ 612,788</b>	<b>\$ 570,137</b>	<b>\$ (38,554)</b>	<b>-6.3%</b>

Sources by Type (2017)

Uses by Object (2017)



## Budget Analysis

The Fiscal Year 2017 operating budget for the Office of the Town Attorney includes a 6.3% decrease from the prior year due primarily to a reduction in personnel services funding attributable to adjustments of salaries of newly hired employees and healthcare insurance costs. A vacant Land Acquisition position remains unfunded in the department's budget for Fiscal Year 2017.

## Performance Measures

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, FM, CS, ED	Number of Council directives and initiatives <i>Measures the total number of Council directives and initiatives responded to by staff</i>	41	50	60	↔
CS	Number of Town department requests for legal representation <i>Measures the total number of requests for legal representation for all departments</i>	22	30	30	↑
BP, CS	Number of Town Commission requests for legal services <i>Measures the number of legal services provided to Town Commissions including representation at meetings and requests for information</i>	12	60	60	↑
BP	Number of Town Code violations anticipated <i>Measures the total number of violations of Town Code, zoning ordinance and other regulations prosecute</i>	166	15	5	↑
BP, FM, CS, ED	Number of taxpayer accounts processed for collections <i>Measures the total number of taxpayer accounts processed by the Town Attorney's Office for collections</i>	574	600	600	↑

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, FM	Number of easements and land acquisition documents reviewed <i>Measures the number of easements and land acquisition documents reviewed by Town Attorney</i>	184	200	200	↑
BP	Number of contracts and agreements reviewed <i>Measures the total number of contracts and agreements reviewed by legal staff</i>	37	55	60	↑
BP, FM	Number of insurance, employment, and workers' compensation claims reviewed <i>Measures the number of claims reviewed and defended for VML insurance, Virginia Employment Commission, and workers compensation counsel</i>	21	15	15	↓
BP, ED, CS	Number of FOIA/COIA requests monitored <i>Measures the total number of FOIA/COIA requests monitored for compliance</i>	16	15	15	↔
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

**Performance Analysis**

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

Administering Efficient Government



# Clerk of Council

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## Mission

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

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## Description

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

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

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

For more information, please visit the Town of Leesburg's webpage at [www.leesburgva.gov](http://www.leesburgva.gov).

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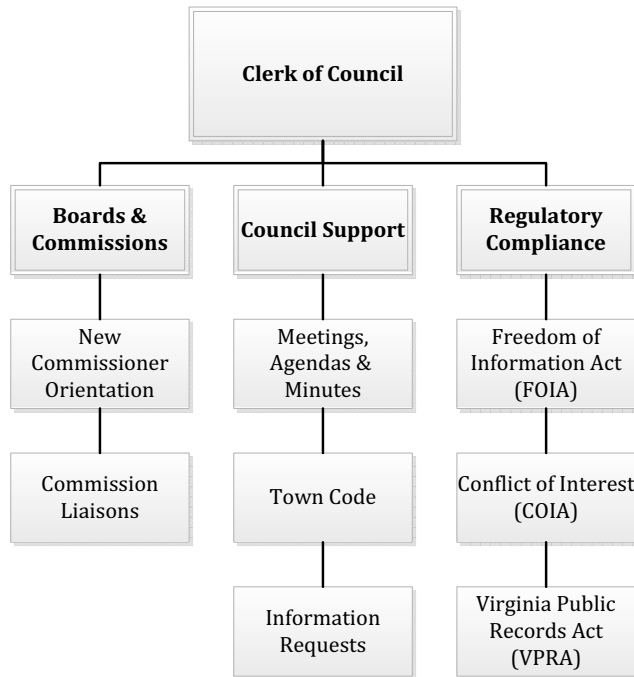
## Contact Information

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

## Scan Me



Organization Chart



Summary of Services

**Boards and Commissions Support**

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

**Council Support**

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

**Regulatory Compliance**

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

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

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

Goals & Objectives

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

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

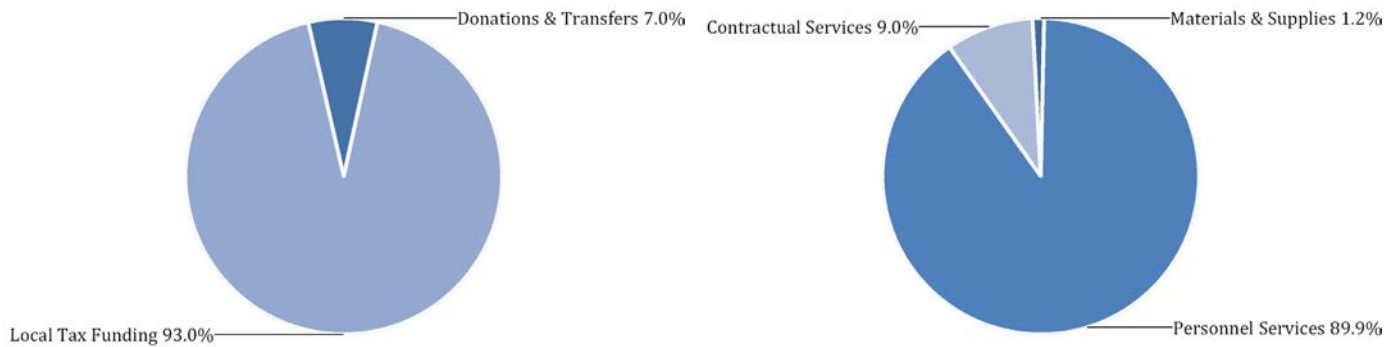
*BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management*

**Financial Information & Analysis**

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
Donations & Transfers	\$ —	\$ 9,606	\$ 9,606	\$ 9,606	\$ —	—%
<b>Total Revenue</b>	<b>\$ —</b>	<b>\$ 9,606</b>	<b>\$ 9,606</b>	<b>\$ 9,606</b>	<b>\$ —</b>	<b>—%</b>
Local Tax Funding	131,218	131,074	132,774	126,826	(4,248)	-3.2%
<b>Total Sources</b>	<b>\$ 131,218</b>	<b>\$ 140,680</b>	<b>\$ 142,380</b>	<b>\$ 136,432</b>	<b>\$ (4,248)</b>	<b>-3.0%</b>
<b>Uses</b>						
Personnel Services	\$ 116,151	\$ 127,250	\$ 127,250	\$ 122,602	\$ (4,648)	-3.7%
Contractual Services	13,019	12,230	13,930	12,230	—	—%
Materials & Supplies	2,010	1,200	1,200	1,600	400	33.3%
Continuous Charges	39	—	—	—	—	—%
<b>Total Uses</b>	<b>\$ 131,218</b>	<b>\$ 140,680</b>	<b>\$ 142,380</b>	<b>\$ 136,432</b>	<b>\$ (4,248)</b>	<b>-3.0%</b>

Sources by Type (2017)

Uses by Object (2017)



**Budget Analysis**

The Fiscal Year 2017 operating budget for the Clerk of Council reflects a 3% decrease from the prior year, primarily driven by a reduction in personnel services as a result of decreased healthcare insurance costs town-wide. The department continues to have adequate resources to accomplish its major initiatives for the upcoming budget year, including the electronic review of Council Agenda packets as well as continuing to scan Town documents for electronic archiving. These initiatives are designed to help improve

the efficiency and effectiveness of public requests for Town information and documentation.

## Performance Measures

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, CS	Number of FOIA Requests <i>Measures the total number of Freedom of Information Act request</i>	28	44	20	↓
BP, CS	Number of Council meetings supported <i>Measures the total number of Council meetings supported includes agenda packets and public notices</i>	42	41	44	↔
BP, CS	Number of new Boards and Commissions appointees processed <i>Measures the total number of Council appointees to vacancies on Boards and Commissions</i>	52	58	58	↔
ED	Percentage progress towards Master Municipal Clerk certification <i>Measures the percentage completion of certification process</i>	50%	60%	70%	↑
BP, CS	Number of public information requests <i>Measures the total number of general requests for information from the public</i>	150	150	150	↔
BP, CS	Number of Council meeting minutes prepared on time <i>Measures the total number of minutes ready for approval at the next Council meeting</i>	40	39	44	↑

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

## Performance Analysis

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



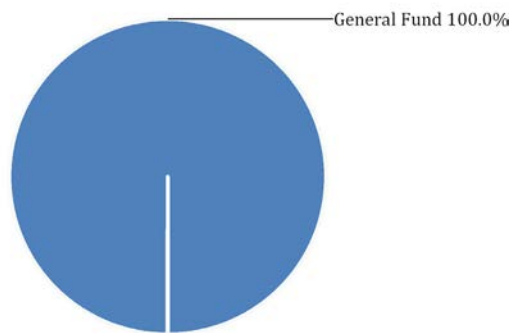
Supporting Activities

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

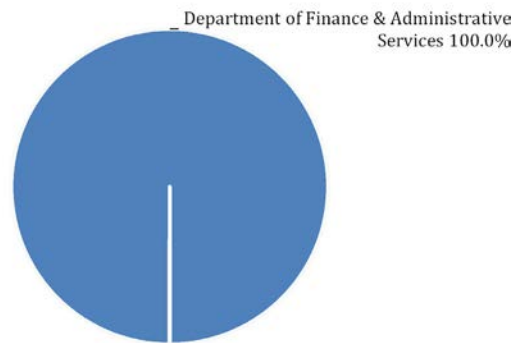
Financial Information & Analysis

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 4,336,571	\$ 4,362,697	\$ 4,562,128	\$ 4,641,338	\$ 278,641	6.4%
<b>Total Sources</b>	<b>\$ 4,336,571</b>	<b>\$ 4,362,697</b>	<b>\$ 4,562,128</b>	<b>\$ 4,641,338</b>	<b>\$ 278,641</b>	<b>6.4%</b>
<b>Uses</b>						
Department of Finance & Administrative Services	\$ 4,336,571	\$ 4,362,697	\$ 4,562,128	\$ 4,641,338	\$ 278,641	6.4%
<b>Total Uses</b>	<b>\$ 4,336,571</b>	<b>\$ 4,362,697</b>	<b>\$ 4,562,128</b>	<b>\$ 4,641,338</b>	<b>\$ 278,641</b>	<b>6.4%</b>

Sources by Fund (2017)



Uses by Department (2017)





# Department of Finance & Administrative Services

## Mission

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

## Description

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

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

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

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

For more information, please visit the Department of Finance and Administrative Services' webpage at [www.leesburgva.gov/finance](http://www.leesburgva.gov/finance).

## Contact Information

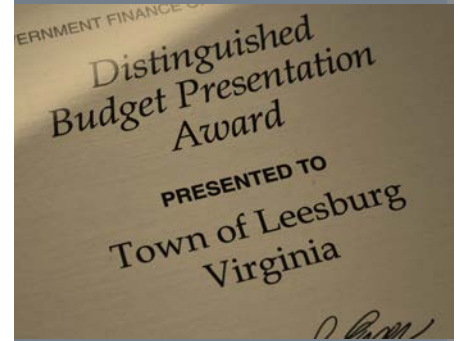
Clark G. Case, Director  
25 W. Market Street  
Leesburg, VA 20176  
[ccase@leesburgva.gov](mailto:ccase@leesburgva.gov)  
(703) 771-2720

Mark Hauer, HR Manager  
[mhauer@leesburgva.gov](mailto:mhauer@leesburgva.gov)  
Annie Carlson, IT Manager  
[acarlson@leesburgva.gov](mailto:acarlson@leesburgva.gov)

## Scan Me



## FINANCIAL REPORTING



## MANAGEMENT & BUDGET

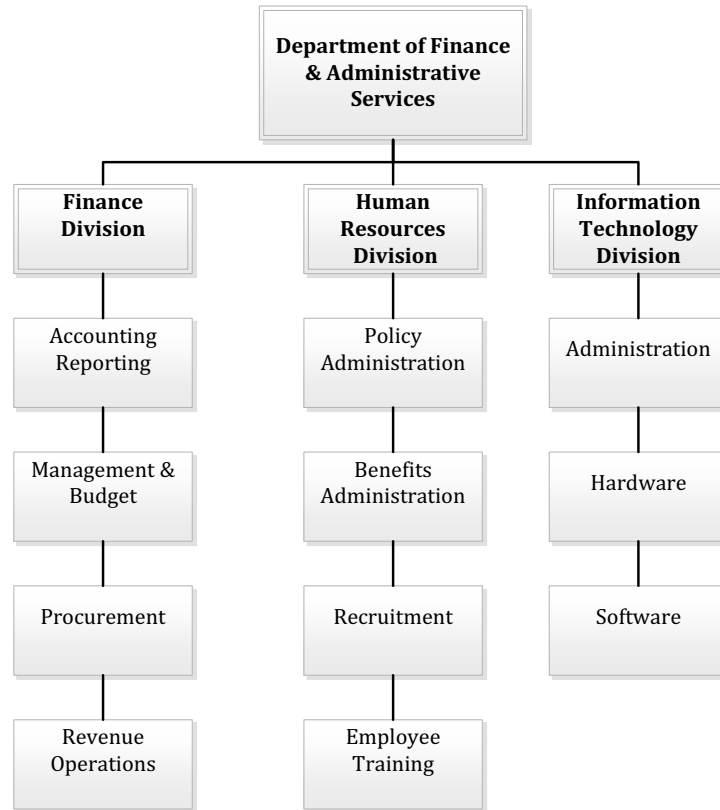


## HUMAN RESOURCES



## INFORMATION TECHNOLOGY

Organization Chart



Summary of Services

**Finance Division**

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

**Human Resources Division**

The Human Resources Division administers total compensation, including medical benefits, health and wellness programs, and retirement packages to meet the needs of Town employees. The division advertises and recruits the most qualified applicants to

ensure our workforce remains highly skilled and diverse. In addition, training programs are designed to meet the changing demands of the workforce by enhancing employees’ knowledge, skills, and abilities by preparing them for future challenges and opportunities. Human Resources provide employee relations counseling to Town employees in order to improve working relationships and the work environment.

**Information Technology Division**

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

Goals & Objectives

Scorecard	Goal	Objective	Term
CS	Develop practices to enhance delivery of exceptional services to internal and external customers	Create and implement customer service design team and implement initiatives for continuous exemplary customer service	Intermediate
		Increase staff technical competencies through formalized training	Intermediate
		Maintain staff professional certifications and CPE credits for core competencies within the department	Long
BP, FM	Prepare and submit certified financial statements on time and in accordance with Generally Accepted Accounting Principles (GAAP)	Complete financial statements with a clean audit report	Long
		Submit CAFR to GFOA for excellence in financial reporting award	Intermediate
BP, FM	Prepare and submit a balanced budget in accordance with the Long Term Sustainability Plan	Deliver balanced budget on time per Town Code	Long
		Submit budget to GFOA for budget excellence award	Intermediate
BP, ED	Implement necessary recommendations of the Diversity Task Force to attract and recruit qualified diverse candidates	Increase outreach of recruitment efforts to diversity resources	Long
BP, CS, FM	Provide Townwide training and development program	Increase skills and knowledge through professional development for employees	Long
BP, CS, FM	Identify areas where department processes can be more efficient and effective	Test and implement the electronic funds transfer process to pay vendors, thereby eliminating checks, increasing on-time payments, and streamlining the reconciliation process	Intermediate
		Implement the employee self-service module to streamline timekeeping and leave requests	Intermediate
		Review and update the chart of accounts and expenditure object code descriptions.	Intermediate
		Utilize Sharepoint for increased efficiencies through automated work flow to foster greater collaboration.	Intermediate
BP, CS, FM	Leverage transformational technologies, e.g. cloud computing, for improved operational efficiencies.	Pilot and implement cloud technologies for lower cost of ownership, data redundancy and improve system delivery.	Intermediate
BP, CS, FM	Expand the development of Town-owned fiber optic infrastructure.	Continue to obtain dark fiber infrastructure backbone throughout the Town via the right-of-way permit process and develop the fiber optic infrastructure project plan for the ultimate build out of the town fiber network and move away from the current leased fiber solution.	Long

Supporting Activities

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

**Expenditures by Division**

Divisions	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Finance Division	\$ 2,208,176	\$ 2,469,006	\$ 2,480,901	\$ 2,646,155	\$ 177,149	7.2%
Human Resources Division	764,709	552,840	587,943	537,783	(15,057)	-2.7%
Information Technology Division	1,363,686	1,340,851	1,493,284	1,457,400	116,549	8.7%
<b>Total</b>	<b>\$ 4,336,571</b>	<b>\$ 4,362,697</b>	<b>\$ 4,562,128</b>	<b>\$ 4,641,338</b>	<b>\$ 278,641</b>	<b>6.4%</b>

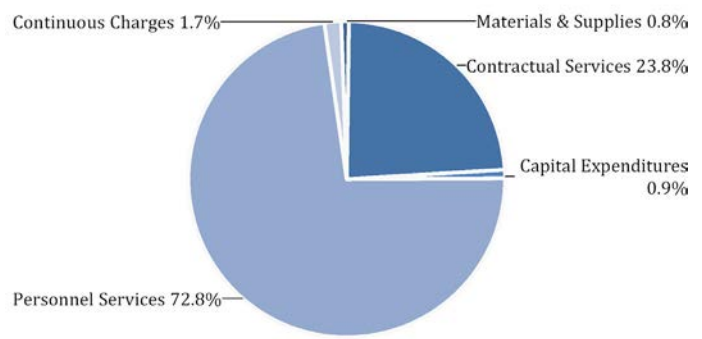
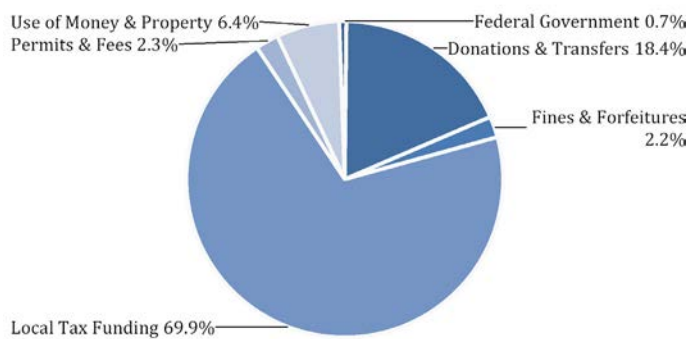
**Financial Information & Analysis**

Object Categories	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Permits & Fees	\$ 535,844	\$ 250,000	\$ 250,000	\$ 109,000	\$ (141,000)	-56.4%
Fines & Forfeitures	135,670	100,000	100,000	100,000	—	—%
Use of Money & Property	361,621	283,652	283,652	299,200	15,548	5.5%
Donations & Transfers	—	901,362	901,362	853,314	(48,048)	-5.3%
Federal Government	326,160	33,400	33,400	33,400	—	—%
<b>Total Revenue</b>	<b>\$ 1,359,295</b>	<b>\$ 1,568,414</b>	<b>\$ 1,568,414</b>	<b>\$ 1,394,914</b>	<b>\$ (173,500)</b>	<b>-11.1%</b>
Local Tax Funding	2,977,276	2,794,283	2,993,714	3,246,424	452,141	16.2%
<b>Total Sources</b>	<b>\$ 4,336,571</b>	<b>\$ 4,362,697</b>	<b>\$ 4,562,128</b>	<b>\$ 4,641,338</b>	<b>\$ 278,641</b>	<b>6.4%</b>

<b>Uses</b>						
Personnel Services	\$ 3,109,415	\$ 3,079,071	\$ 2,910,175	\$ 3,379,756	\$ 300,685	9.8%
Contractual Services	1,008,324	1,048,869	1,330,464	1,105,388	56,519	5.4%
Materials & Supplies	28,497	36,022	27,351	36,022	—	—%
Transfer Payments	(282)	—	2,684	—	—	—%
Continuous Charges	43,515	44,197	44,490	79,701	35,504	80.3%
Capital Expenditures	147,103	154,538	246,964	40,471	(114,067)	-73.8%
<b>Total Uses</b>	<b>\$ 4,336,571</b>	<b>\$ 4,362,697</b>	<b>\$ 4,562,128</b>	<b>\$ 4,641,338</b>	<b>\$ 278,641</b>	<b>6.4%</b>

**Sources by Type (2017)**

**Uses by Object (2017)**



**Budget Analysis**

The Fiscal Year 2017 operating budget for the Department of Finance and Administrative Services includes an increase of 6.4% over the prior year. The increase is a the result of increased personnel cost in both the Finance Division and the Information Technology (IT) Division due to the addition three positions including: a Deputy Department Director/Treasurer position that was transferred from the Town Manager's Office; an Administrative Associate position transferred from the Department of Parks and

Recreation; and an enhancement position, a Network Administrator. The budget includes increases in contractual services primarily attributable to operational requirements in Finance and IT for fiscal services and software maintenance for existing technology systems. The department has staffed critical vacancies during Fiscal Year 2016 The Town's financial system continues to be the focus area for enhancements to improve the efficiency and effectiveness of Town financial operations.

Performance Measures

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, FM	Business process enhancements <i>Measures the number of business process improvements implemented</i>	12	15	10	↔
BP, FM	Number of bank reconciliations performed within 30 days of close of a business month <i>Measures the number of bank reconciliations performed within 30 days of the close of the business month</i>	0	5	12	↑
BP, FM	Number of purchase orders issued in a fiscal year <i>Measures the number of purchase orders issued in a fiscal year</i>	1,886	2,098	1,870	↓
FM	Number of OSHA recordable accidents <i>Measures the total number of accidents that require medical treatment and go on the OSHA 300 log</i>	21	15	10	↔
FM	Number of full-time new hires <i>Measures the total number of full-time employees hired</i>	41	25	18	↔
ED, BP	Average number of days to fill a position <i>Measures the average number of days from job advertisement to offer extension</i>	62	55	50	↓
ED	Number of Town-wide training sessions conducted <i>Measures the total number of Town-wide training sessions conducted</i>	26	30	40	↑
BP, CS	Number of help desk tickets submitted to IT Department <i>Measures the number of help tickets issued requiring tech support</i>	2734	2952	2800	↔
CS	Percentage surveyed satisfaction rating (ICMA benchmark 90.9%) <i>Measures the percentage satisfaction to the question: "How would you rate your current IT support on a scale of 1 to 5 with 5 being the highest?"</i>	88%	90%	92%	↑
BP, CS	Percentage Town network availability <i>Measures the percentage of time Town's private network availability</i>	99.7%	99.0%	99.0%	↔
BP, CS	Percentage of Real Estate Taxes collected* <i>Measures the percentage of Real Estate taxes collected</i>	99.3%	98.0%	99.0%	↔
BP, CS	Percentage of Personal Property (PPTax) taxes collected* <i>Measures the percentage of PPTax collected</i>	83.0%	85.0%	90.0%	
BP, CS	Percentage of Business Professional License Tax (BPOL) collected** <i>Measures the percentage of BPOL taxes collected</i>	97.7%	98.0%	99.0%	↔
BP, CS	Percentage of meals tax collected* <i>Measures the percentage of meals taxes collected</i>	91.4%	93.0%	95.0%	
BP, FM	Increase the dollar value of purchase card (p-card) rebates by 3%* <i>Measures the percentage increase in total dollar value of rebates received for using the Town purchase card for small payments</i>	3%	3%	3%	↔
BP, CS	Dollar value of procurement services <i>Measures the dollar value of procurement services per \$100 spend; per transaction</i>	\$16.56	\$11.91	\$12.42	↓
BP, FM	GFOA certificate - Budget and Financial Reporting <i>Measures the receipt of the GFOA Excellence in Budget Reporting and Financial Reporting Certification</i>	YES	YES	YES	↑

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

Performance Analysis

The Department of Finance dedicates its resources to three functional support areas in the Town: Finance, Human Resources, and Information Technology. All divisions continue to focus on operationalize efficiencies that have resulted in an increase in business process improvements year over year. These improvements enhance service delivery to our customers. This trend will continue in Fiscal Year 2017. Town-wide vacancies are anticipated to decrease from the prior year as the Town work force

sees less retirements of long-term staff. Staff training hours remain a priority in order to ensure that staff high quality service delivery, as evidenced by the increase in Town-wide training.

\* Performance measures are based upon the calendar (tax) year.

\*, \*\* BPOL is a self reporting tax. Collection percentage is based upon the payments received from customer reported gross receipts.

Supporting Activities





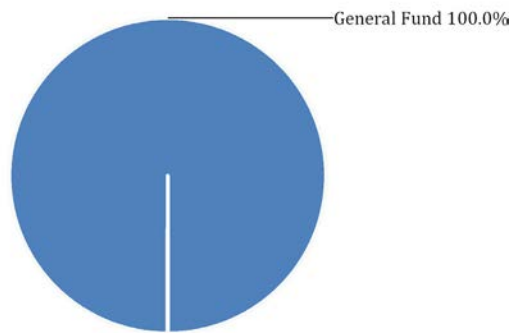
Keeping Us Safe

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

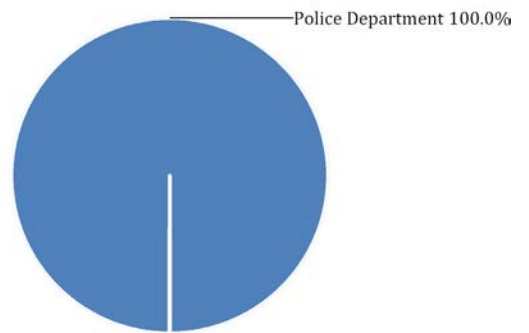
Financial Information & Analysis

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 13,267,821	\$ 13,791,231	\$ 13,921,202	\$ 13,827,688	\$ 36,457	0.3%
<b>Total Sources</b>	<b>\$ 13,267,821</b>	<b>\$ 13,791,231</b>	<b>\$ 13,921,202</b>	<b>\$ 13,827,688</b>	<b>\$ 36,457</b>	<b>0.3%</b>
<b>Uses</b>						
Police Department	\$ 13,267,821	\$ 13,791,231	\$ 13,921,202	\$ 13,827,688	\$ 36,457	0.3%
<b>Total Uses</b>	<b>\$ 13,267,821</b>	<b>\$ 13,791,231</b>	<b>\$ 13,921,202</b>	<b>\$ 13,827,688</b>	<b>\$ 36,457</b>	<b>0.3%</b>

Sources by Fund (2017)



Uses by Department (2017)



Keeping Us Safe



# Police Department

## Mission

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

## Description

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

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

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

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

## Contact Information

Vanessa Grigsby, Interim Chief of Police  
65 Plaza St., NE  
Leesburg, VA 20176  
Non-Emergency (703) 771-4500  
Emergency 9-1-1  
[vgrigsby@leesburgva.gov](mailto:vgrigsby@leesburgva.gov)

## Scan Me



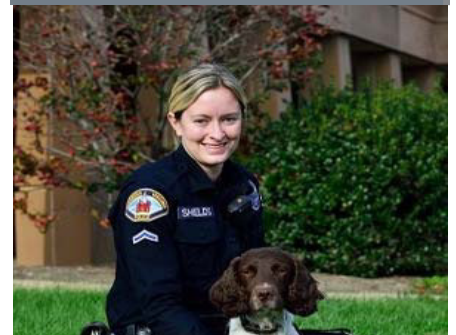
## ADMINISTRATION



## PATROL OPERATIONS



## INVESTIGATIONS



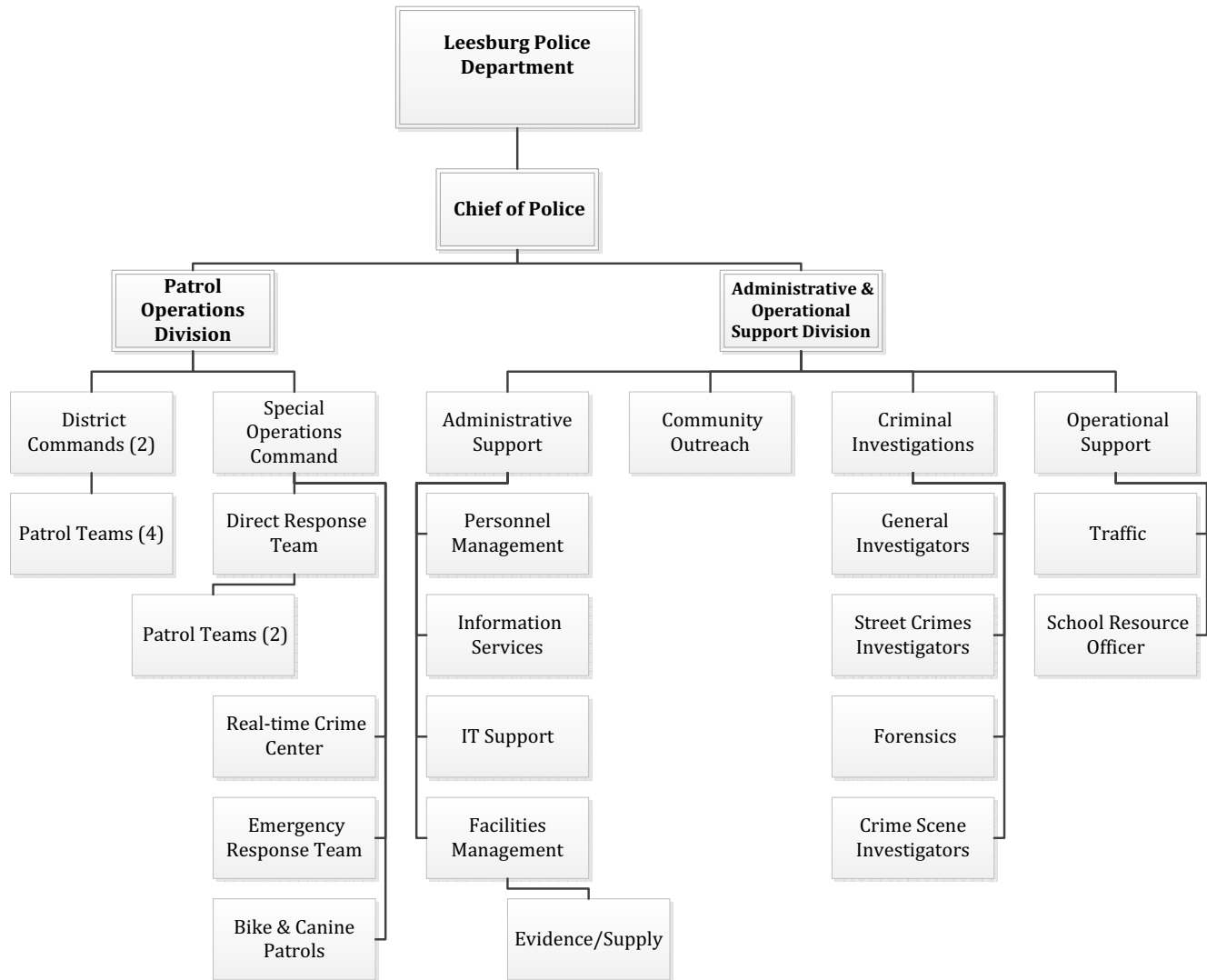
## K-9 UNIT

Keeping Us Safe

## Connect With Us



Organization Chart



Summary of Services

**Administrative & Operational Support Division**

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

**Patrol Operations Division**

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

**Criminal Investigation Section**

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

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

**Community Services Section**

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

**Information Services Section**

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

**Citizen's Support Team**

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

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

**Goals & Objectives**

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

Keeping Us Safe

Scorecard	Goal	Objective	Term
<b>BP, CS, ED</b>	Increase public/Community outreach by 15% each year for a three year period	Increase the number of professional media releases and social media engagements and provide for a mechanism to cover Town-wide emergency media releases during off hours	Short
		Develop a social media strategy and program to provide outreach to all aspects of the community with an emphasis on those under 30	Intermediate
		Develop and implement a comprehensive program to educate the community on public safety issues using all available formats including social media	Long

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

**Expenditures by Division**

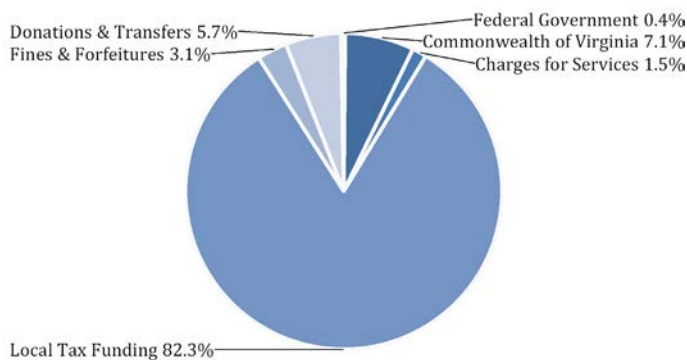
Divisions	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Administrative Support	\$ 2,053,009	\$ 2,067,914	\$ 2,144,081	\$ 2,097,581	\$ 29,667	1.4%
Patrol Operations	5,653,346	5,968,137	5,980,261	6,053,427	85,290	1.4%
Criminal Investigations	1,557,260	1,589,680	1,630,840	1,603,529	13,849	0.9%
Community Services	1,716,070	1,846,528	1,847,048	1,737,422	(109,106)	-5.9%
Information Services	1,641,416	1,670,935	1,670,935	1,687,229	16,294	1.0%
Citizen's Support Team	1,815	3,132	3,132	3,595	463	14.8%
Fire & Rescue	644,905	644,905	644,905	644,905	—	—%
<b>Total</b>	<b>\$ 13,267,821</b>	<b>\$ 13,791,231</b>	<b>\$ 13,921,202</b>	<b>\$ 13,827,688</b>	<b>\$ 36,457</b>	<b>0.3%</b>

**Financial Information & Analysis**

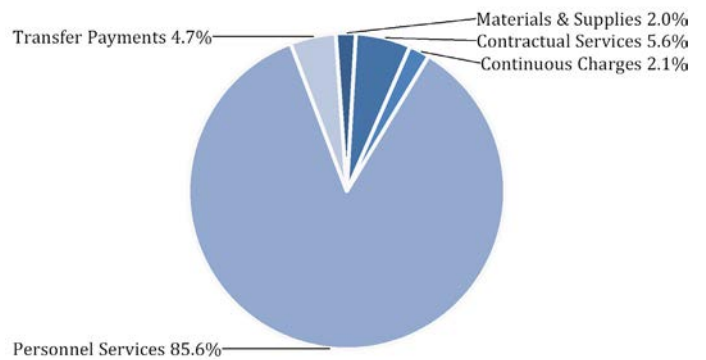
Object Categories	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Fines & Forfeitures	\$ 394,839	\$ 499,497	\$ 499,497	\$ 423,700	\$ (75,797)	-15.2%
Charges for Services	79,708	179,456	179,456	205,856	26,400	14.7%
Donations & Transfers	451,566	627,145	628,915	784,810	157,665	25.1%
Commonwealth of Virginia	829,288	971,564	971,564	975,020	3,456	0.4%
Federal Government	16,329	19,600	58,600	58,600	39,000	199.0%
<b>Total Revenue</b>	<b>\$ 1,771,729</b>	<b>\$ 2,297,262</b>	<b>\$ 2,338,032</b>	<b>\$ 2,447,986</b>	<b>\$ 150,724</b>	<b>6.6%</b>
Local Tax Funding	11,496,091	11,493,969	11,583,170	11,379,702	(114,267)	-1.0%
<b>Total Sources</b>	<b>\$ 13,267,821</b>	<b>\$ 13,791,231</b>	<b>\$ 13,921,202</b>	<b>\$ 13,827,688</b>	<b>\$ 36,457</b>	<b>0.3%</b>

<b>Uses</b>						
Personnel Services	\$ 11,398,856	\$ 11,806,928	\$ 11,845,928	\$ 11,830,198	\$ 23,270	0.2%
Contractual Services	615,497	752,045	783,628	779,035	26,990	3.6%
Materials & Supplies	206,573	266,435	294,190	280,785	14,350	5.4%
Transfer Payments	650,105	644,905	644,905	644,905	—	—%
Continuous Charges	245,138	269,668	272,031	292,765	23,097	8.6%
Capital Expenditures	151,651	51,250	80,520	—	(51,250)	-100.0%
<b>Total Uses</b>	<b>\$ 13,267,821</b>	<b>\$ 13,791,231</b>	<b>\$ 13,921,202</b>	<b>\$ 13,827,688</b>	<b>\$ 36,457</b>	<b>0.3%</b>

**Sources by Type (2017)**



**Uses by Object (2017)**



**Budget Analysis**

The Leesburg Police Department budget for Fiscal Year 2017 includes an increase of 0.3% over the prior year. The increase is primarily attributed to personnel services as a result of the department's career development program and increases associated with the replacement of two canines in patrol operations

and the implementation of a youth development summer camp program. Further, the Town contribution to the Leesburg Volunteer Fire Company and Loudoun County Volunteer Rescue Squad totaling \$644,905 continues to be included in the department's budget in Fiscal Year 2017.

**Performance Measures**

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, CS	Reduction in rate for shoplifting (Increase) <i>Measures the change by percentage in number of shoplifting cases occurring</i>	2.00%	-10%	-10%	↔
BP, CS	Reduction in rate for thefts from automobiles (Decrease) <i>Measures the change by percentage of thefts from automobile cases occurring</i>	-8.00%	-10%	-10%	↑
BP, CS	Number of traffic citations <i>Measures the total number of traffic citations issued in a calendar year</i>	4,984	6,000	6,000	↑
BP, CS	Number of traffic safety blitzes and special enforcement details <i>Measures the total number of traffic safety blitzes and details in a calendar year</i>	812	800	800	↔
BP, CS	Number of vehicular crashes <i>Measures the total number of vehicular crashes responded to in a calendar year</i>	1,180	1,200	1,200	↑
CS, ED	Percentage use of force cases <i>Measures the ratio of use of force cases to number of arrests</i>	3.1%	3.0%	3.0%	↔
CS, ED	Percentage of formal complaints filed <i>Measures the ratio of the number of formal complaints to number of formal police contacts</i>	0.02%	0.03%	0.03%	↔
CS, ED, BP	Number of public outreach engagements <i>Measures the number of professional press releases issued and the number of social media postings</i>	297	325	350	↑
CS, FM	Dollar value of police reimbursement for services <i>Measures the total dollar value of billable police services provided to the general public</i>	\$110,000	\$110,000	\$110,000	↔

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

**Performance Analysis**

Keeping the Leesburg community safe continues to be the top priority for the Leesburg Police Department. Through proactive policing strategies and working with local businesses and operators, the reduction rate (percentage) for thefts from automobiles is at 8% below CY 2014 numbers. Enforcement activities through safety/traffic blitzes along Town roads and thoroughfares are showing positive results as evidenced by the number of traffic specialized traffic details(812). The number of use of force cases is remaining steady at 3.0% of all arrests while the number of formal complaints filed reduced slightly at 0.02% of all police contacts.



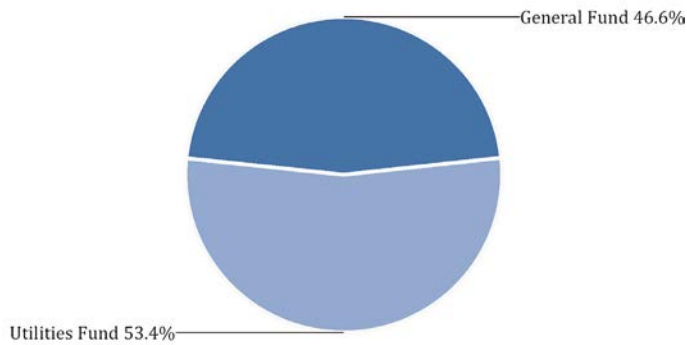
Providing the Necessities

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

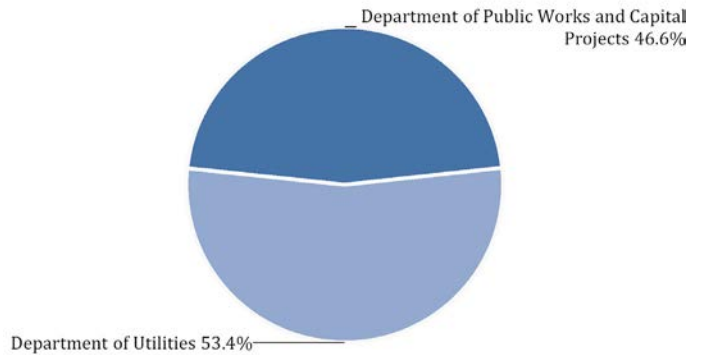
Financial Information & Analysis

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 11,023,698	\$ 12,637,248	\$ 14,300,708	\$ 12,985,663	\$ 348,415	2.8%
Utilities Fund	17,559,745	15,109,495	15,635,791	14,870,809	(238,686)	-1.6%
<b>Total Sources</b>	<b>\$ 28,583,443</b>	<b>\$ 27,746,743</b>	<b>\$ 29,936,498</b>	<b>\$ 27,856,472</b>	<b>\$ 109,729</b>	<b>0.4%</b>
<b>Uses</b>						
Department of Public Works and Capital Projects	\$ 11,023,698	\$ 12,637,248	\$ 14,300,708	\$ 12,985,663	\$ 348,415	2.8%
Department of Utilities	17,559,745	15,109,495	15,635,791	14,870,809	(238,686)	-1.6%
<b>Total Uses</b>	<b>\$ 28,583,443</b>	<b>\$ 27,746,743</b>	<b>\$ 29,936,498</b>	<b>\$ 27,856,472</b>	<b>\$ 109,729</b>	<b>0.4%</b>

Sources by Fund (2017)



Uses by Department (2017)



Providing the Necessities



# Department of Public Works and Capital Projects

## Mission

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

## Description

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

## Contact Information

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## Scan Me



CAPITAL PROJECTS



STREET MAINTENANCE

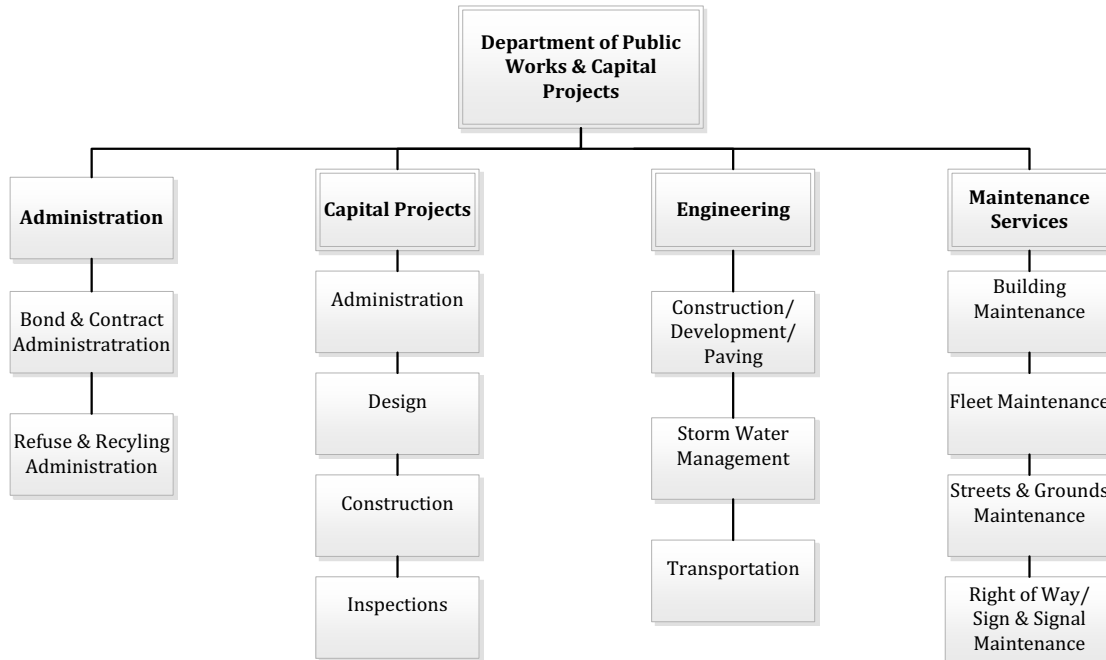


FLEET MAINTENANCE



ENGINEERING

**Organization Chart**



**Summary of Services**

**Administration**

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

**Capital Projects**

The Capital Projects division involves administration, design, construction and inspection of projects within the CIP. The administrative function oversees support of the design and construction activities, communication with residents, businesses, and the traveling public. The division also facilitates public outreach efforts such as newspaper ads and direct mailings, and interacting directly with residents and businesses via both email and phone. Design involves the procurement of design and engineering services and the actual design for the projects included in the capital improvements program. Project managers are responsible for overseeing the design quality, budget, and schedule to include contract management, review of designs and recommendations for approval. This process requires coordination

with the departments of Plan Review and Utilities for items related to public services. The division, in consultation with Town Attorney’s Office, acquires easements and rights-of-way needed to construct projects and provide for any necessary utility relocation. Project managers also work with utility companies to determine all necessary relocations and monitor design progress and costs. Construction involves the procurement of contractors to build the projects included in the CIP. Project managers are responsible for the creation of the bidding documents including the line item bid quantities, instructions to bidders, specifications, and other contract documents. Once the contract is bid, the focus changes to administration of the construction contract, including inspections, quantity verification, pay application processing, change order review and processing, and schedule reviews. Prior to the construction starting, if needed, utility relocation must be completed and the relocation is monitored by the construction project manager. Communication with residents, businesses, and the traveling public are integral to the construction function. In support of this effort, the division disseminates weekly or bi-weekly newsletters, website updates, and/or conducts daily interaction with residents and businesses. Once the project is complete and the warranty has expired, financial reconciliations are completed.

**Engineering**

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

for 20 bridges within the corporate limits and coordinates maintenance activities when necessary.

**Maintenance**

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

**Goals & Objectives**

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

Scorecard	Goal	Objective	Term
BP, CS	Ensure zero additional disposal costs for chipped brush and leaf disposal	Identify new locations for disposal of collected debris	Long
		Negotiate favorable terms for current disposal locations	Long
BP, CS	Improve brush and leaf collection efficiencies	Collect data and monitor routing for efficient brush and leaf collection	Intermediate
FM	Increase energy savings to achieve the Town Council policy of 10% reduction	Research and implement new equipment and software technologies, fine-tune building system control devices	Long
BP	Improve Town buildings security	Evaluate Town wide security and safety needs; determine budget impacts and implement changes	Long
BP	Maintain a reliable Town Fleet of vehicles and equipment minimal downtime and long service life	Complete routine maintenance and factory recommended preventative maintenance required by mileage/annual intervals for 95% fleet availability	Long
		Stay current with modern automotive technology advancements through staff training sessions and updated service manuals	Short
		Obtain laptop with heavy truck diagnostic software and achieve needed training	Intermediate
		Receive briefing from factory representatives on the latest diagnostic equipment	Long
FM	Analyze and improve parts stocking process (inventory) and storage to improve purchasing efficiency	Implement monthly inventory review to prevent overstocking and return of unused stock due to sale of surplus equipment and vehicles	Long
BP, CS	Increase recycling rate to achieve the Town Plan goal of 50%	Provide a second recycling bin available to households	Short
		Research successful recycling programs in other jurisdictions	Intermediate
		Collaborate with the Environmental Advisory Commission (EAC) to explore new ways to promote recycling	Intermediate
		Education of public including community document shredding events, educational Town-wide mailings and website development	Long
		Research alternate locations for a replacement drop-off center on the south side of Leesburg	Long
BP, CS	Increase resident awareness and utilization yard waste collection	Increase website information on yard waste collection	Intermediate
		Work with Environmental Advisory Commission (EAC) to promote a means to increase yard waste collection and decrease brush collection pickups	Intermediate
		Send out Town-wide mailings with information on yard waste collection	Long

**Providing the Necessities**

**Department of Public Works and Capital Projects**

Scorecard	Goal	Objective	Term
<b>BP, CS, FM</b>	Increase efficiency of traffic signal operations	Install remote video cameras at key intersections	Intermediate
		Maintain and upgrade street lighting	Intermediate
		Report street light problems to Virginia Power and NOVEC	Intermediate
		Upgrade existing software to provide continuous traffic volume data which will create real-time arterial speed/congestion information	Long
		Complete fiber communication connections to all traffic signals	Long
<b>BP, ED</b>	Proactively monitor project schedules for compliance with the approved CIP to obtain improvement in the number of projects completed on schedule	Attend training to maximize the use of Microsoft Project	Short
		Utilize Microsoft Project to create and maintain schedules	Intermediate
		Regular coordination meetings with all involved departments and designers	Long
<b>BP, FM</b>	Proactively and consistently monitor project finances to adhere to set budgets for design, land acquisition, utility relocation and construction to obtain improvement in the number of projects completed on budget	Educate project managers on the budget process and keep them involved so there is ownership of the project budget	Short
		Utilize Munis for the available reports to track expenditures	Intermediate
<b>BP, ED</b>	Ensure that the department is in compliance with existing policies and procedures	Maintain compliance with the Virginia Public Procurement Act for RFP, RFQ, and IFB	Intermediate
		Review and maintain the department SOP for design, construction, and land acquisition	Long
		Utilize established Technical Review Committee to bring all project relevant departments together to address design issues and schedules	Long
<b>BP</b>	Proactively work with the utility companies for the relocations associated with Town capital projects	Establish responsive contact people with each utility company	Short
		Maintain the bi-monthly meetings with all utility companies	Long
		Ensure timely submittals of preliminary plans to the affected utility companies	Long
<b>BP, FM</b>	Research and implement efficiencies for capital project departmental and project related activities to reduce our overall expenditures	Utilize current technologies to create time and dollar savings for both projects and the overall department	Intermediate
		Utilize in-house inspection resources from Public Works and Utilities departments	Long

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

Providing the Necessities

**Expenditures by Division**

Divisions	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
PW Administration	\$ 605,275	\$ 614,824	\$ 624,404	\$ 770,043	\$ 155,219	25.2%
Engineering & Inspections	619,856	609,120	631,467	596,899	(12,221)	-2.0%
Streets & Ground Maintenance	3,521,542	3,863,928	5,356,667	3,789,754	(74,174)	-1.9%
Building Maintenance	1,103,620	1,083,935	1,183,299	1,087,281	3,346	0.3%
Fleet Maintenance	1,391,789	1,575,141	1,539,994	1,581,645	6,504	0.4%
Refuse Collection & Recycling	2,542,171	2,583,076	2,612,952	2,787,876	204,800	7.9%
Traffic Management	964,363	1,060,907	1,104,323	1,128,563	67,656	6.4%
Regional Transportation	275,082	286,150	326,984	290,000	3,850	1.3%
Capital Projects	—	960,167	920,617	953,602	(6,565)	-0.7%
<b>Total</b>	<b>\$ 11,023,698</b>	<b>\$ 12,637,248</b>	<b>\$ 14,300,708</b>	<b>\$ 12,985,663</b>	<b>\$ 348,415</b>	<b>2.8%</b>

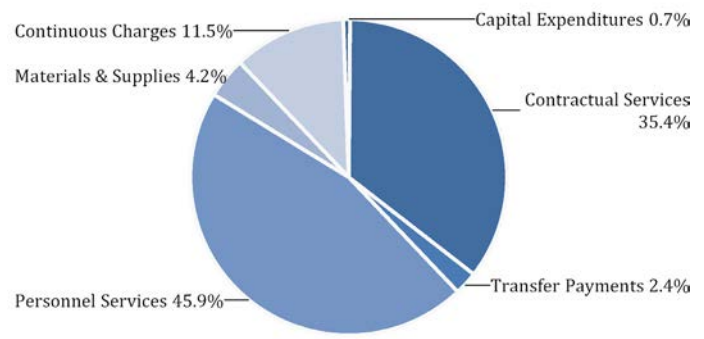
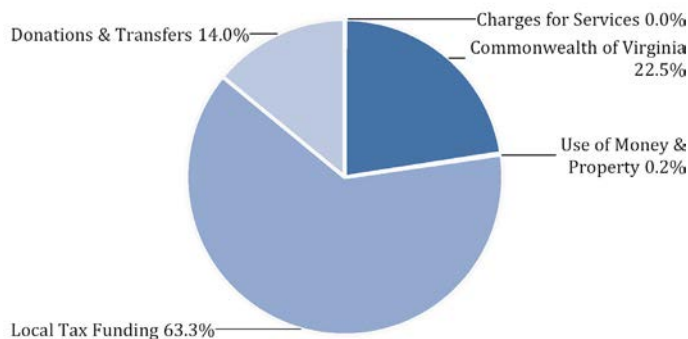
**Financial Information & Analysis**

Object Categories	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Permits & Fees	\$ 15,676	\$ —	\$ —	\$ —	\$ —	—%
Use of Money & Property	—	—	7,743	20,000	20,000	—%
Charges for Services	5,959	10,000	10,000	5,100	(4,900)	-49.0%
Donations & Transfers	1,129,270	1,906,222	1,871,222	1,822,483	(83,739)	-4.4%
Commonwealth of Virginia	3,234,132	3,280,000	3,687,000	2,922,657	(357,343)	-10.9%
<b>Total Revenue</b>	<b>\$ 4,385,037</b>	<b>\$ 5,196,222</b>	<b>\$ 5,575,965</b>	<b>\$ 4,770,240</b>	<b>\$ (425,982)</b>	<b>-8.2%</b>
Local Tax Funding	6,638,661	7,441,026	8,724,742	8,215,423	774,397	10.4%
<b>Total Sources</b>	<b>\$ 11,023,698</b>	<b>\$ 12,637,248</b>	<b>\$ 14,300,708</b>	<b>\$ 12,985,663</b>	<b>\$ 348,415</b>	<b>2.8%</b>

<b>Uses</b>						
Personnel Services	\$ 4,954,184	\$ 5,764,089	\$ 5,764,089	\$ 5,954,019	\$ 189,930	3.3%
Contractual Services	3,575,720	4,464,073	5,658,151	4,595,261	131,188	2.9%
Materials & Supplies	729,653	530,804	698,994	540,745	9,941	1.9%
Transfer Payments	296,499	296,150	344,728	310,000	13,850	4.7%
Continuous Charges	1,116,949	1,462,132	1,657,711	1,496,353	34,221	2.3%
Capital Expenditures	350,692	120,000	177,035	89,285	(30,715)	-25.6%
<b>Total Uses</b>	<b>\$ 11,023,698</b>	<b>\$ 12,637,248</b>	<b>\$ 14,300,708</b>	<b>\$ 12,985,663</b>	<b>\$ 348,415</b>	<b>2.8%</b>

**Sources by Type (2017)**

**Uses by Object (2017)**





**Budget Analysis**

The Department of Public Works and the Office of Capital Projects operating budget for Fiscal Year 2017 shows an increase of 2.8% over the prior year. The increase in personnel services is primarily attributable to the addition of two positions comprising of an Operations Manager for the oversight of maintenance services for the department that was transferred from the Department of Parks

& Recreation and the reallocation of a position from the Town Manager's Office to establish a Traffic Technician position. Other increases are a result of increased costs of construction materials such as concrete and asphalt and anticipated annual increase in refuse and recycling services.

**Performance Measures**

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, CS	Number of land development bond inspection and processing actions <i>Measures the total number of developer requests for land development bond extensions, reductions, and bond release actions</i>	43	44	45	↔
BP, FM	Dollar value of fees collected for land development bonding actions <i>Measures the dollar value of fees collected for bond extensions, reductions, and bond release actions</i>	\$15,600	\$17,400	\$19,200	↑
FM	Capital projects operating budget to total yearly CIP expenditures <i>Ratio of operating budget to capital project expenditures</i>	0.004%	4.7%	5.5%	↔
BP	Number of capital projects under management <i>Measures the total number of capital projects under management</i>	24	26	16	↓
BP	Number of projects in design <i>Measures the total number of capital projects in design</i>	19	19	12	↓
BP	Number of capital projects under construction <i>Measures the total number of capital projects under construction</i>	14	18	11	↓
BP, FM	Average annual cost of curbside brush pick-up for single family (SF) residence <i>Measures the average annual dollar cost for curbside brush pick-up for single family residence</i>	\$31.48	\$31.32	\$31.37	↔
BP, FM	Average annual cost of curbside brush pick-up for townhome (TH) residence <i>Measures the average annual dollar cost for curbside brush pick-up for single family residence</i>	\$6.12	\$6.09	\$6.10	↔
FM	Percentage of capital projects completed on schedule <i>Measures the percentage of capital projects completed on schedule</i>	80%	75%	74%	↔
FM	Percentage of capital projects completed within budget <i>Measures the percentage of capital projects completed within budget</i>	70%	83%	73%	↔
BP, FM	Percentage of Building Maintenance calls completed in 48 hours <i>Measures the percentage of building maintenance calls completed in 48 hours</i>	98%	88%	85%	↔
BP, FM	Percentage of Fleet available <i>Measures the percentage of all vehicles and equipment available on a daily basis</i>	95%	95%	95%	↔
BP, CS	Percentage recycling rate for the Town of Leesburg <i>Measures the percentage of recyclable materials collected</i>	34%	35%	36%	↔
CS	Percentage of trouble calls completed in less than the targeted time <i>Percentage of traffic signal trouble calls responded to within 30 minutes during business hours</i>	99%	99%	100%	↔

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

Providing the Necessities

**Performance Analysis**

The Department continues to provide high service levels in all of its operations in support of the Town. Fiscal Year 2017, projects consistent service levels for storm water outfall inspections, curbside brush collections, building maintenance service requests, fleet vehicle maintenance, cleaning of storm drainage systems, basic road repairs. The addition of a Streets division crew will further the divisions ability to meet high demands for service in leaf collection, basic road repairs, including trip hazards. 16 capital projects will be under way in 2017, with 12 in design and construction; the capital projects division excels in the management of complex projects throughout the Town, financed in large part by anticipated funding from the established Northern Virginia Transportation Authority (NVTA) and the Virginia Department of Transportation (VDOT). In Fiscal Year 2017, efficiencies through implementing technology will continue to be realized throughout the department, but particularly for inspectors, Streets Division crews, Fleet Maintenance division, and traffic management.

# Department of Utilities

## Mission

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

## Description

The Department of Utilities is responsible for providing quality water and sanitary sewer services to utility customers in a manner that balances social, environmental, and economic factors. As an enterprise fund, the Department is a self-supporting entity that is funded solely by user fees charged to water and sewer customers and therefore receives no general tax funding from the Town. Utility customers are billed quarterly and revenues are reinvested into the operation, maintenance, and construction of the Town's water and sewer systems. In June 2015, the Kenneth B. Rollins Water Filtration Plant received the Virginia Department of Health's (VDH) Excellence in Waterworks Performance Award for the tenth consecutive year, and a VML Achievement Award for customer service enhancements.

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

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

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

For more information, please visit the Department of Utilities webpage at [www.leesburgva.gov/utilities](http://www.leesburgva.gov/utilities).

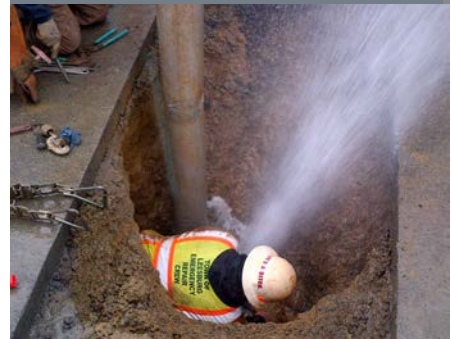
## Contact Information

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[awyks@leesburgva.gov](mailto:awyks@leesburgva.gov)  
(703) 771-2750  
(703) 771-4500 Emergency

## Scan Me



ADMINISTRATION



UTILITY MAINTENANCE

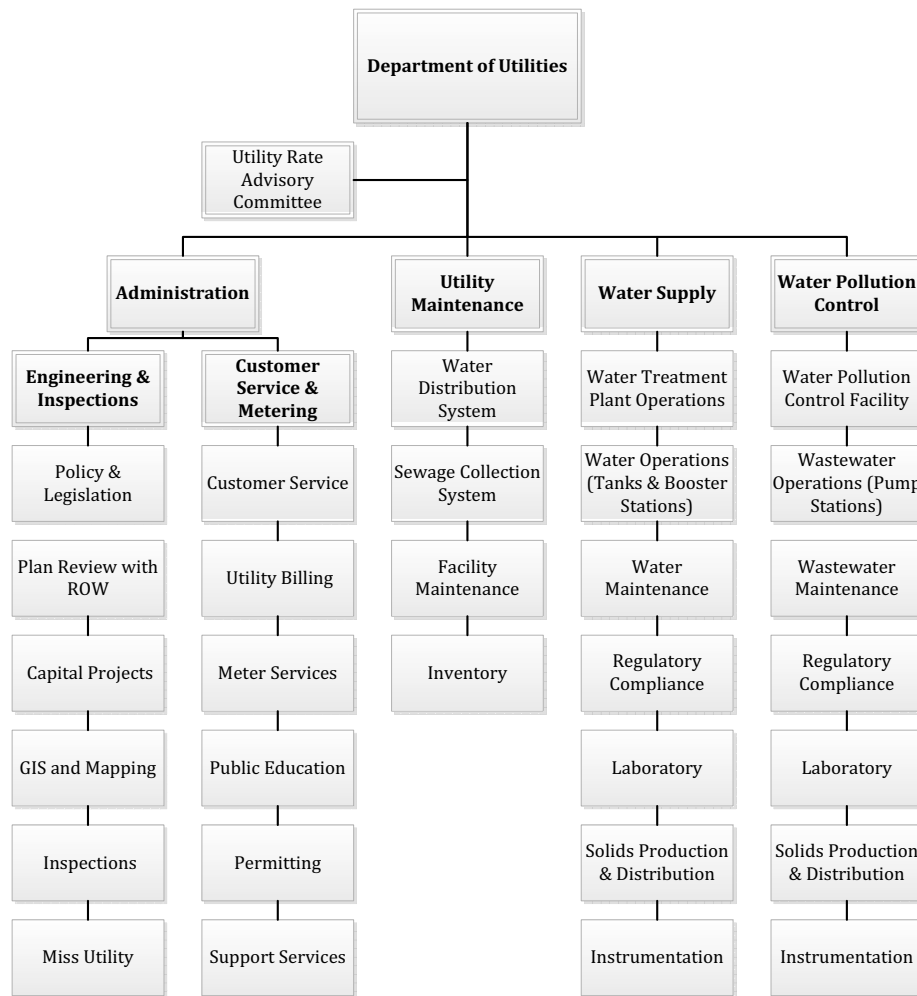


WATER SUPPLY



POLLUTION CONTROL

Organization Chart



Summary of Services

**Administration**

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

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

**Utility Maintenance**

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

**Water Supply**

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

**Water Pollution Control**

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

Providing the Necessities

**Goals & Objectives**

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

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

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

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

Providing the Necessities

**Expenditures by Division**

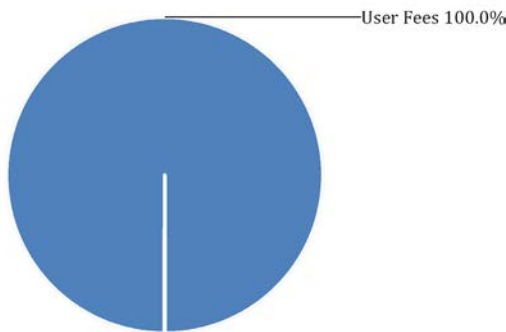
Divisions	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Utilities Administration	\$ 8,859,418	\$ 4,374,617	\$ 4,443,212	\$ 4,336,556	\$ (38,061)	-0.9%
Utilities Lines & Maintenance	2,307,699	2,865,230	2,754,505	2,870,893	5,663	0.2%
Water Supply	2,828,064	3,002,688	3,057,443	3,102,333	99,645	3.3%
Water Pollution Control	3,564,564	4,866,960	5,380,632	4,561,027	(305,933)	-6.3%
<b>Total</b>	<b>\$ 17,559,745</b>	<b>\$ 15,109,495</b>	<b>\$ 15,635,791</b>	<b>\$ 14,870,809</b>	<b>\$ (238,686)</b>	<b>-1.6%</b>

**Financial Information & Analysis**

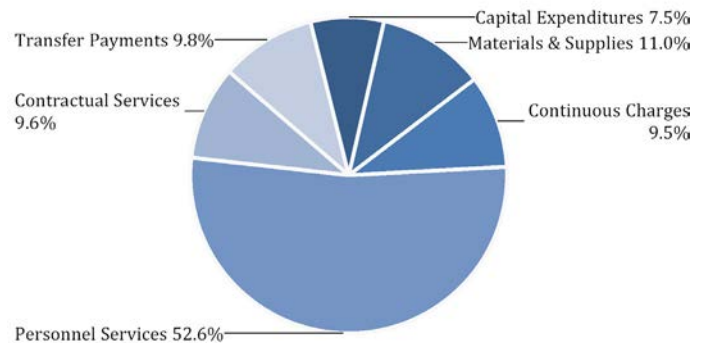
Object Categories	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
User Fees	\$ 17,559,745	\$ 15,109,495	\$ 15,635,791	\$ 14,870,809	\$ (238,686)	-1.6%
<b>Total Sources</b>	<b>\$ 17,559,745</b>	<b>\$ 15,109,495</b>	<b>\$ 15,635,791</b>	<b>\$ 14,870,809</b>	<b>\$ (238,686)</b>	<b>-1.6%</b>

<b>Uses</b>						
Personnel Services	\$ 7,124,324	\$ 8,148,436	\$ 8,148,436	\$ 7,826,054	\$ (322,382)	-4.0%
Contractual Services	537,254	1,273,990	1,542,803	1,425,055	151,065	11.9%
Materials & Supplies	1,231,642	1,409,600	1,518,398	1,638,300	228,700	16.2%
Transfer Payments	1,501,826	1,450,236	1,450,236	1,450,000	(236)	0.0%
Continuous Charges	1,167,525	1,408,805	1,395,379	1,419,100	10,295	0.7%
Capital Expenditures	5,997,173	1,418,428	1,580,539	1,112,300	(306,128)	-21.6%
<b>Total Uses</b>	<b>\$ 17,559,745</b>	<b>\$ 15,109,495</b>	<b>\$ 15,635,791</b>	<b>\$ 14,870,809</b>	<b>\$ (238,686)</b>	<b>-1.6%</b>

Sources by Type (2017)



Uses by Object (2017)



**Budget Analysis**

Operating budget costs for the Utilities Department includes a decrease of 1.6% from the prior fiscal year. Personnel services decreases associated with salary adjustments and reduction in healthcare insurance costs exceed the required operational cost increases for on-going maintenance, both routine, scheduled, and unscheduled required as the Town's utility infrastructure continues to age. The department continues to implement methodologies and practices to keep the system operating efficiently and at the lowest possible cost. The Fiscal Year 2017 revenue includes the implementation of the Town Council approved increase to the water and sewer operations fees.



Performance Measures

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, CS	Number of utility bills processed <i>Measures the total number of utility bills processed</i>	60,681	64,500	64,800	↑
BP, CS	Number of plans reviewed <i>Measures the total number of plans reviewed</i>	245	210	240	↓
BP, CS	Number of water/sewer system model requests <i>Measures the total number of high hazard devices inspected</i>	20	20	20	↑
BP, CS	Dollar value of public facility permit fees <i>Measures the total number of water/sewer system model requests completed</i>	\$1,692,193	\$1,400,000	\$1,500,000	↑
BP, CS	Number of public facility permits processed <i>Measures the total number of inspections for industrial waste users</i>	124	150	130	↔
BP, CS	Number of Cross Connection compliance inspections <i>Measures the dollar value of public facility permit fees collected</i>	382	330	350	↓
BP, CS	Number of inspections of facilities with industrial waste discharge <i>Measures the total number of public facility permits processed</i>	105	125	115	↑
BP	Number of Miss Utility requests received and completed <i>Measures the total number of Miss Utility "request to locate" water and sewer lines</i>	6,859	7,000	7,000	↑
CS	Number of non-emergency and emergency customer service calls <i>Measures the total number of responses to non emergency calls with in 48 hours, and emergency calls within 4 hours</i>	263	300	300	↑
BP	Number of large water meters tested <i>Measures the total number of large meters (3" and above) tested for accuracy</i>	32	34	32	↔
CS	Number of fire hydrant inspections and maintenance completed <i>Measures the total number of fire hydrant inspections and preventative maintenance services</i>	1,300	1,300	1,300	↔
BP	Number of equipment preventive maintenance services performed at water and wastewater facilities <i>Measures the total number of equipment preventative maintenance services provided at water and wastewater facilities by utility maintenance staff</i>	240	300	340	↑
CS	Number of lateral sewer inspections <i>Measures the total number of lateral sewer inspections of individual connections for sanitary backups and leaks</i>	448	500	500	↑
BP	Number of sanitary sewer pipeline evaluations (feet) <i>Measures the total number of pipeline evaluations by closed circuit TV of the wastewater collection system</i>	113,272	110,000	115,000	↑
BP, CS	Routine Cleaning of the Sanitary Sewer system <i>Measures the length of pipeline cleaned to assure proper operation of system</i>	162,099	134,000	155,000	↓
CS, ED, FM	Dollar cost of water production per 1,000 gallons of water produced <i>Measures the length of pipeline cleaned to assure proper operation of system</i>	\$1.79	\$1.79	\$1.82	↑
CS, ED, FM	Number of water quality samples <i>Measures the water production cost per 1,000 gallons of water produced</i>	19,646	20,000	20,000	↑
CS, ED	Number of water quality customer service requests <i>Measures the total number of water quality samples required for federal and state regulations</i>	23	20	20	↓
ED, FM	Number of preventive maintenance work orders at the water filtration facility <i>Measures the total number of water quality customer service requests responded to within 24 hours</i>	557	625	600	↑
CS	Number of water production process valves manually operated and tested <i>Measures the total number of preventative maintenance work orders performed at the water facility by water supply staff</i>	240	236	240	↔

Providing the Necessities

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
CS, ED, FM	Dollar cost of wastewater treatment per 1,000 gallons treated <i>Measures the wastewater treatment cost per 1,000 gallons treated</i>	\$2.33	\$2.50	\$2.50	↑
FM, ED	Number of preventative maintenance work orders at the wastewater facility <i>Measures the total number of dry tons of biosolids generated at the wastewater facility</i>	193	350	400	↑
BP, FM	Number of dry tons of biosolids generated <i>Measures the dollar value of waste receiving station fees</i>	1,283	1,150	1,200	↓
BP, FM	Dollar value of Class A Exceptional Quality Biosolid (TLC) sales	\$66,777	\$75,000	\$80,000	↑
BP, FM	Dollar value of wastewater delivered to the waste receiving station for treatment	\$6,975	\$0	\$0	↓

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

**Performance Analysis**

The Department of Utilities provides water and sewer, engineering and inspection services throughout the Town. The Department expertly delivers safe, high quality water, and efficient and effective waste water treatment. The Town's system is well maintained and operated, yet is faced with the industry wide trend of increasing operating costs, as the cost of inputs rise, coupled with aging infrastructure in need of on-going maintenance. At times, this maintenance can be unscheduled and at times disruptive to customers. The Utility department continues to balance a well maintained system, at the lowest possible cost.

The Town's utility is seeing an increase in number of utility bills processed from 63,000 to 64,000, as well as an increase the number of public utility permits from 115 to 120, and associated fees from \$1,300,000 to \$1,500,000. Meter reads, hydrant and sewer inspections services are trending higher, while emergency and non-emergency calls are declining. Routine and preventative maintenance work orders are remaining constant. Federal and state requirements for water testing, necessary to maintain permits and certifications, remain constant at 20,300. The Town no longer collects fees from the commuter bus waste at the waste receiving station.

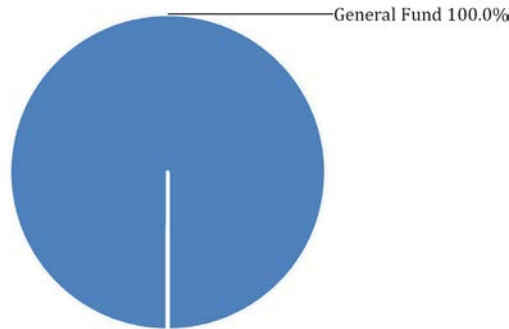
Ensuring Quality of Life

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

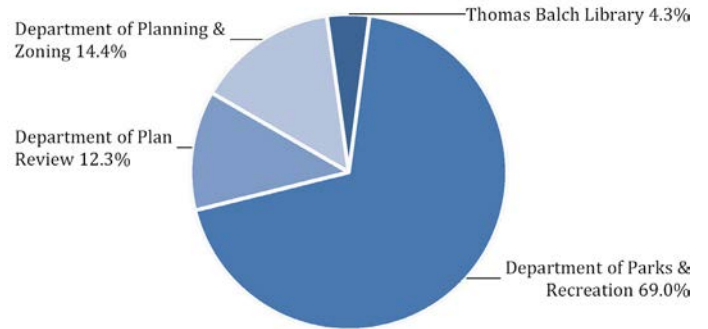
Financial Information & Analysis

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 11,060,886	\$ 11,306,177	\$ 11,481,401	\$ 11,028,208	\$ (277,969)	-2.5%
<b>Total Sources</b>	<b>\$ 11,060,886</b>	<b>\$ 11,306,177</b>	<b>\$ 11,481,401</b>	<b>\$ 11,028,208</b>	<b>\$ (277,969)</b>	<b>-2.5%</b>
<b>Uses</b>						
Department of Parks & Recreation	\$ 7,772,300	\$ 7,825,544	\$ 7,932,106	\$ 7,609,579	\$ (215,965)	-2.8%
Thomas Balch Library	451,131	478,320	507,939	477,900	(420)	-0.1%
Department of Planning & Zoning	1,522,891	1,587,028	1,595,756	1,589,110	2,082	0.1%
Department of Plan Review	1,314,564	1,415,285	1,445,600	1,351,619	(63,666)	-4.5%
<b>Total Uses</b>	<b>\$ 11,060,886</b>	<b>\$ 11,306,177</b>	<b>\$ 11,481,401</b>	<b>\$ 11,028,208</b>	<b>\$ (277,969)</b>	<b>-2.5%</b>

Sources by Fund (2017)



Uses by Department (2017)





# Department of Parks & Recreation

## Mission

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

## Description

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

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

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

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

For registration and additional information please call (703) 777-1368 or visit [www.IdaLee.org](http://www.IdaLee.org)

## Contact Information

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Leesburg, VA 20176  
[rwilliams@leesburgva.gov](mailto:rwilliams@leesburgva.gov)  
(703) 737-7140

## Scan Me



## Connect With Us



ADMINISTRATION

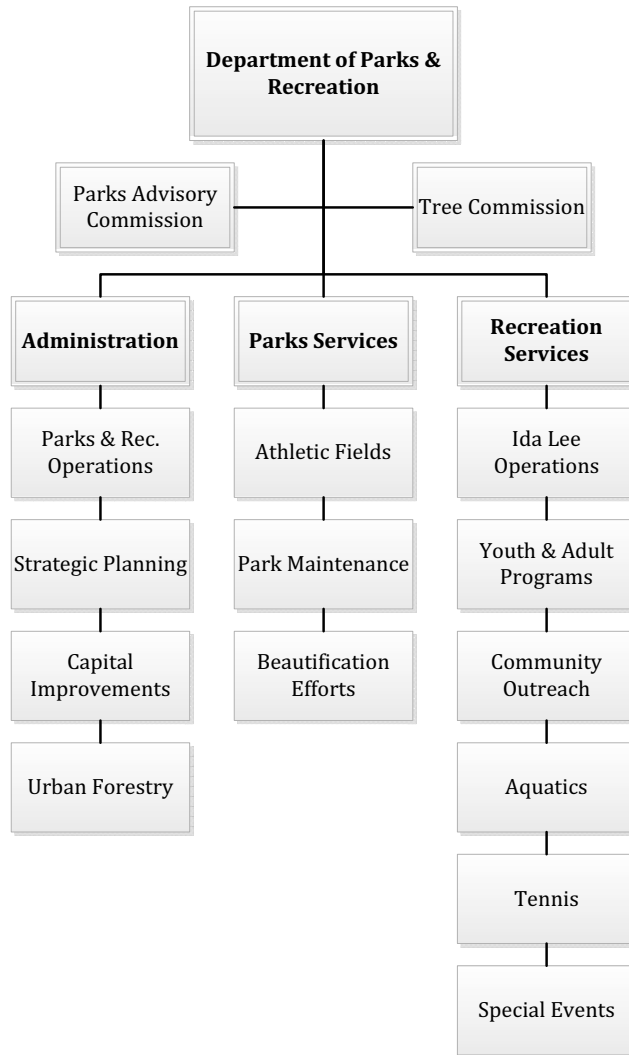


PARKS



RECREATION

**Organization Chart**



**Summary of Services**

**Administration Division**

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

**Parks Services Division**

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

**Recreation Services Division**

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

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, ED	Deliver exceptional customer service throughout the department	Development of division specific customer service training programs	Short
		Implement various methodologies department wide to solicit customer input and feedback	Intermediate
		Enhance functionality of the department's web site in order to improve service delivery	Long
BP, CS, FM	Increase Departmental revenue in targeted program areas by 4% in FY 2017	Continued evaluation of current fee structure to ensure market rate pricing	Short
		Institute regular customer outreach to ensure programs are meeting customer interests	Short
		Expand market penetration through program specific marketing plans	Intermediate
BP, CS	Implementation of facility and program compliance plan relating to the Americans with Disabilities Act 2010 standards during FY 2017	Compile compliance audits into a formalized implementation plan.	Intermediate
		Identify and incorporate immediate modifications while identifying funding sources for future projects.	Intermediate
BP, CS, ED, FM	Position department to submit for National Accreditation during FY 2017	Conduct analysis of all departmental practices, policies, and offerings	Long
		Implement operational practices that are consistent with the best practice methods identified to pursue National Accreditation	Long
CS, ED	Implement online public access to the department's Memorial Tree & Bench program and park amenities listing during FY 2017	Identify existing inventory of all Memorial Trees within Leesburg's parks	Short
		Incorporate into the Town's website the GPS coordinates and GPS mapping to allow public access to specific memorial locations and park amenities	Long
CS, ED, FM	Support Town developed initiatives to promote the viability of Leesburg and its business community	Expand market penetration through event specific marketing plans	Intermediate
		Incorporate operational practices to enhance the appearance of downtown	Long
		Provide logistical and planning support in the production of Economic Development Department events	Long

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

Ensuring Quality of Life

**Expenditures by Division**

Divisions	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
P&R Administration	\$ 769,116	\$ 771,518	\$ 803,692	\$ 658,918	\$ (112,600)	-14.6%
Parks	1,372,762	1,219,885	1,261,261	1,255,265	35,380	2.9%
Recreation	5,630,422	5,834,141	5,867,152	5,695,396	(138,745)	-2.4%
<b>Total</b>	<b>\$ 7,772,300</b>	<b>\$ 7,825,544</b>	<b>\$ 7,932,106</b>	<b>\$ 7,609,579</b>	<b>\$ (215,965)</b>	<b>-2.8%</b>

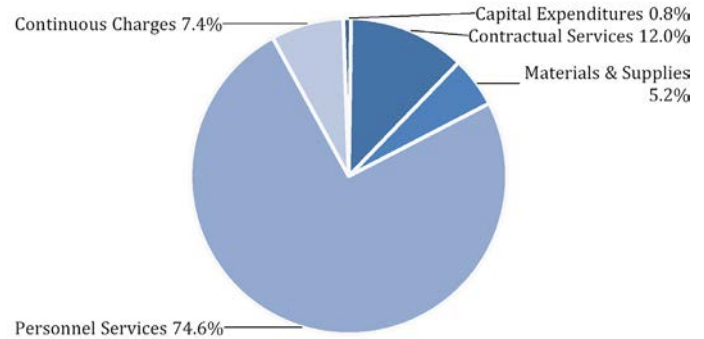
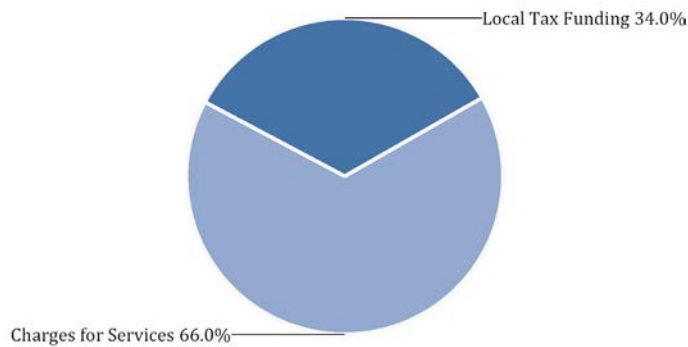
**Financial Information & Analysis**

Object Categories	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Charges for Services	\$ 4,868,057	\$ 4,963,121	\$ 4,975,321	\$ 5,025,600	\$ 62,479	1.3%
Donations & Transfers	—	—	386	—	—	—%
<b>Total Revenue</b>	<b>\$ 4,868,057</b>	<b>\$ 4,963,121</b>	<b>\$ 4,975,707</b>	<b>\$ 5,025,600</b>	<b>\$ 62,479</b>	<b>1.3%</b>
Local Tax Funding	2,904,243	2,862,423	2,956,399	2,583,979	(278,444)	-9.7%
<b>Total Sources</b>	<b>\$ 7,772,300</b>	<b>\$ 7,825,544</b>	<b>\$ 7,932,106</b>	<b>\$ 7,609,579</b>	<b>\$ (215,965)</b>	<b>-2.8%</b>

<b>Uses</b>						
Personnel Services	\$ 5,816,951	\$ 5,961,221	\$ 5,961,221	\$ 5,678,656	\$ (282,565)	-4.7%
Contractual Services	708,536	895,245	973,044	911,745	16,500	1.8%
Materials & Supplies	380,073	396,082	402,645	393,082	(3,000)	-0.8%
Transfer Payments	60,016	—	22,200	—	—	—%
Continuous Charges	542,559	562,996	562,996	566,096	3,100	0.6%
Capital Expenditures	264,165	10,000	10,000	60,000	50,000	500.0%
<b>Total Uses</b>	<b>\$ 7,772,300</b>	<b>\$ 7,825,544</b>	<b>\$ 7,932,106</b>	<b>\$ 7,609,579</b>	<b>\$ (215,965)</b>	<b>-2.8%</b>

Sources by Type (2017)

Uses by Object (2017)



**Budget Analysis**

The budget for the Department of Parks & Recreation for Fiscal Year 2017 includes a decrease of 2.8% from the prior year that is primarily attributable to the reallocation of two positions to other Town departments including an administrative position to the Department of Finance & Administrative Services and a position to the Department of Public Works and Capital Projects to establish an Operations Manager position. Further decreases in personnel services are a result of reductions attributable to salary adjustments and to healthcare insurance costs. In addition, the department's budget includes the costs associated with the Town Manager's downtown marketing and maintenance initiative.



Performance Measures

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, FM	Percentage departmental cost recovery <i>Measures the percentage of revenue to expenditure cost recovery of all divisions within the department</i>	66%	66%	65%	↔
BP, FM	Number of Ida Lee Park recreational facility visits <i>Measures the total number of Ida Lee Park Recreation Center, Tennis Center, &amp; outdoor pool users via daily or pass admissions</i>	365,075	370,000	370,000	↔
CS	Number of recreation programs offered <i>Measures the total number of recreational programs offered by the department</i>	5,908	5,900	6,000	↑
CS, FM	Percentage of recreation program registration <i>Measures the percentage of recreation programs offered that are actually held</i>	91%	92%	95%	↑
BP, CS	Percentage of on-line registrations <i>Measure the percentage of all recreation program registrations that are performed on-line</i>	53%	54%	54%	↔
CS	Number of athletic field events <i>Measures the total number of athletic games and practices scheduled on fields maintained by the department</i>	2,561	2,600	2,600	↔
CS	Number of special events offered <i>Measures the total number of special events managed and produced by the department</i>	13	13	13	↔
BP, FM	Dollar value of special event costs per capita <i>Measures the net cost per capita for the special events produced by the department</i>	\$1.56	\$1.60	\$1.87	↓
BP, CS	Number of community outreach hours provided <i>Measures the total number of recreational community outreach service hours provided to identified site locations</i>	1,575	1,575	1,742	↑
BP, CS	Number of community outreach attendance <i>Measures the total number of attendees for all community outreach site locations</i>	5,674	5,674	7,500	↑
CS, FM	Number of Parks and Recreation facility rental hours <i>Measures the total number of hours of park, room, and amenity rentals</i>	12,588	13,000	13,000	↔

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

Performance Analysis

Ensuring that the Leesburg community retains the quality of life that residents have come to expect is the top priority for the Department of Parks & Recreation. Through quality programming and state-of-the-art facilities, the Department experienced a minimal change in the number of recreational facility visits (365,075) at Ida Lee, the Tennis Center, and the outdoor pool. Overall, recreation programming is continuing to trend upward as the number of programs will increase to an estimated 5,908 and the number of athletic field events is anticipated to increase to 2,600 in Fiscal Year 2017. Facility rentals are also trending upward while the number of special events has increased to 13. The department has expanded its services and offerings, resulting in a department-wide cost recovery percentage that has increased to 66%.

Ensuring Quality of Life



# Thomas Balch Library

## Mission

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

## Description

The Thomas Balch Library is a history and genealogy library owned and operated by the Town of Leesburg. The library's [collections](#) focus broadly on Loudoun County, regional and Virginia history, genealogy, ethnic history, and military history with a special emphasis on the American Civil War .

As an historical and genealogical research facility, the library provides the opportunity to put a human face on history through shared knowledge. The library is a designated [Underground Railroad](#) research site. Historical "factoids" obtained from collections held by the library are posted weekly on the Library Facebook page and events and collection highlights are posted to Twitter.

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

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

For more information, please visit the Thomas Balch Library's webpage at [www.leesburgva.gov/library](http://www.leesburgva.gov/library)

### Library Hours:

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

## Contact Information

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

## Scan Me



ADMINISTRATION



LIBRARY OPERATIONS



COMMUNITY SERVICES



EDUCATION & OUTREACH

## Connect With Us



Organization Chart



Summary of Services

**Administration**

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

**Library Operations**

Library Operations acquires printed, digital, manuscript, visual, and oral materials documenting the history of the Town of Leesburg and Loudoun County through donation and purchase. Library staff accessions, processes, digitizes, describes or catalogues, and makes these materials available to library patrons for research. Collection materials include books, oral histories, periodicals, maps, visual collections, newspapers, and manuscripts that provide researchers, students, and the purely curious an

opportunity to study and understand the history of Loudoun businesses, cultural resources, communities, individuals and families, local government and public leaders, and organizations in the Town of Leesburg and Northern Virginia. Management of collection materials includes inventory control and preservation. Library staff provides onsite and offsite research assistance via Facebook, mail, email, fax, or phone. Periodic surveys assist the library in determining patron needs and in incorporating recommendations from the community into its acquisitions, operations and programming. Interlibrary loan services are provided on a fee basis to assist those seeking materials not housed at the library. The library works cooperatively with statewide and national organizations such as VIVA, VAMPS, Archives Grid, and the Library of Congress to increase global awareness of holdings.

**Community Services**

Thomas Balch Library collaborates with a variety of educational and community organizations, such as other libraries, schools and colleges, retirement centers, and historic sites to share and

maximize resources. The library maintains an active volunteer program and an internship program. Volunteers assist with operational duties in collection management, reference, and outreach and marketing. Internships provide students an opportunity to learn about the operation of a special collections library while providing tangible benefits to the library in processing manuscript collections.

**Education, Outreach & Marketing**

Library staff markets the library, its collections and services, locally and regionally, through a variety of print and electronic media as well as through the library’s special events. These efforts are aimed at increasing awareness and use of the library’s collections and advocating for the historical significance of the Town of Leesburg

and Loudoun County by illustrating the intellectual proximity between history and genealogy. Working cooperatively with the Library Commission, the library presents annual recognition awards to selected local historians for distinguished service in preserving the history of Loudoun County and when possible to a student with an outstanding local history submission to the Loudoun County Public Schools Social Science Fair. Library staff makes on- and off-site presentations on topics of local history and genealogy to school groups, civic organizations and other groups and participates in national history events such as National History Day.

**Goals & Objectives**

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

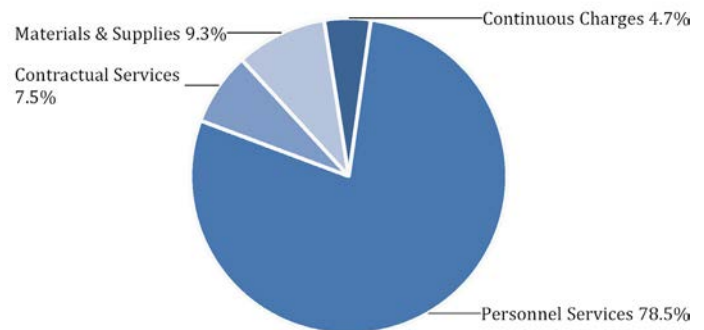
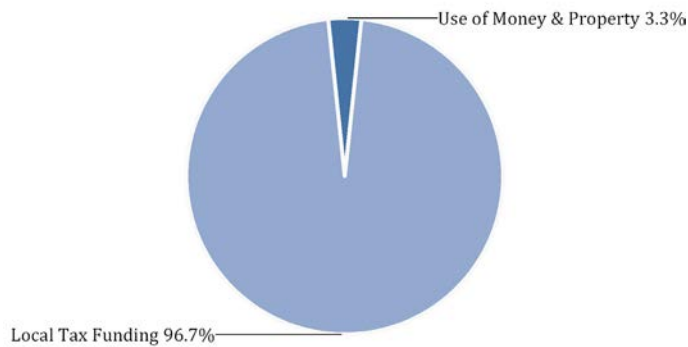
*BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management*

**Financial Information & Analysis**

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
Use of Money & Property	\$ 9,145	\$ 16,000	\$ 16,000	\$ 16,000	\$ —	—%
Donations & Transfers	8,500	—	15,988	—	—	—%
<b>Total Revenue</b>	<b>\$ 17,645</b>	<b>\$ 16,000</b>	<b>\$ 31,988</b>	<b>\$ 16,000</b>	<b>\$ —</b>	<b>—%</b>
Local Tax Funding	433,485	462,320	475,951	461,900	(420)	-0.1%
<b>Total Sources</b>	<b>\$ 451,131</b>	<b>\$ 478,320</b>	<b>\$ 507,939</b>	<b>\$ 477,900</b>	<b>\$ (420)</b>	<b>-0.1%</b>
<b>Uses</b>						
Personnel Services	\$ 369,785	\$ 373,727	\$ 384,328	\$ 375,070	\$ 1,343	0.4%
Contractual Services	29,079	35,384	38,414	35,666	282	0.8%
Materials & Supplies	29,612	45,374	48,374	44,511	(863)	-1.9%
Continuous Charges	22,053	23,835	23,835	22,653	(1,182)	-5.0%
Capital Expenditures	602	—	12,988	—	—	—%
<b>Total Uses</b>	<b>\$ 451,131</b>	<b>\$ 478,320</b>	<b>\$ 507,939</b>	<b>\$ 477,900</b>	<b>\$ (420)</b>	<b>-0.1%</b>

Sources by Type (2017)

Uses by Object (2017)



**Budget Analysis**

The Thomas Balch Library's Fiscal Year 2017 operating budget includes 0.1% decrease from the prior year which is largely attributable to decreases for personnel services. Overall staffing needs remain a primary concern and focus for future budget considerations; however, the Library continues to manage its resources well and leverages its relationship with community and institutional partners effectively in order to provide value added services to Library patrons. The Library continues to collect revenues from book sales, meeting room rentals, and grant funding.

Performance Measures

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, CS	Number of annual visitors <i>Measures the total number of visitors as recorded by electronic eye</i>	31,650	32,500	34,000	↑
BP, CS	Number of reference requests <i>Measures the total number of reference requests serviced</i>	26,075	28,000	28,000	↔
BP, CS	Number of Library programs offered <i>Measures the total number of public events produced by staff</i>	109	75	90	↑
BP, CS	Average number of attendees per program <i>Measures the total number of patrons attending programs</i>	32	27	27	↑
BP, CS, FM	Number of meeting room bookings <i>Measures the total number of non-library events held at the facility</i>	95	80	100	↑
BP, CS, FM	Number of non-library program attendees <i>Measures the total number of attendees at programs not sponsored by the library</i>	1,180	1,200	1,500	↑
BP, FM	Dollar value of revenue generated <i>Measures the total revenue generated from meeting room rentals, sale of books, and related products</i>	\$13,625	\$14,000	\$15,000	↔
BP, FM	Dollar value of external support <i>Measures the total value of library volunteers and interns; Friends of TBL and Black History hours and NUCMC support; grants and other organizational support</i>	\$138,640	\$120,000	\$120,000	↔
BP, CS	Number of annual additions to catalogues <i>Measures the total number of backlogged collection materials and new materials added to catalogues</i>	1,941	2,000	2,000	↔

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

Performance Analysis

The Thomas Balch Library continues to welcome around 34,000 visitors annually, while providing support to more than 28,000 requests for reference services. Overall library programs being offered have declined due to staff limitations; however, attendees to the programs offered are trending higher as a result of high quality programming. Efforts are under way to expand the awareness of the Library’s offerings through the strengthening of collaborative relationships with the Library’s regional partners. The number of meeting room bookings are beginning to trend upward as a reflection of the improving economy. External support to the Library is beginning to trend upward though still unpredictable due to variability of volunteer time and resources. The backlog of uncatalogued materials has been efficiently and effectively processed resulting in timely processing of new additions to the Library’s catalogue of materials and resources. Space constraints limit the ability to add to the holdings.

Ensuring Quality of Life





# Department of Planning & Zoning

## Mission

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

## Description

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

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

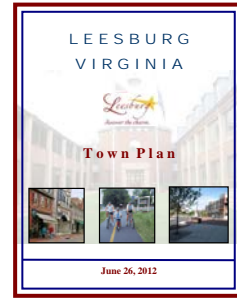
In addition to support to Boards and Commissions, the Department of Planning & Zoning consists of four major operating functions: Administration, Application Review, Comprehensive Planning, and Zoning.

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

## Contact Information

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Leesburg, VA 20176  
[sberryhill@leesburgva.gov](mailto:sberryhill@leesburgva.gov)  
(703) 771-2770

## Scan Me



**Organization Chart**



**Summary of Services**

**Administration**

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

**Application Review**

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

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

**Comprehensive Planning**

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

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

**Zoning**

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

**Board and Commission Support**

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

**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS	Maintain Town Plan to assure it reflects current and future community goals and is consistently implemented through the Town Plan Action Program.	Continue work on updates to the Floodplain Ordinance with completion anticipated in 2016	Short
		Initiate work on updates to regulatory documents to implement Low Implement Development	Long
		Initiate work on a small area plan for East Market Street outside the Bypass which will include revisions and/or replacement to the H-2 Guidelines. Anticipate start of project by winter 2016.	Long
		Consider development of a new chapter in the Town Plan on Proffer Guidelines to address impacts of development on schools, regional transportation, parks and recreation, fire and rescue capital needs, and broadband. Follow up, as necessary, with Town Council resolutions to update/establish specific guidance on anticipated proffer contributions (e.g. school proffers).	Intermediate
BP, CS	Implement continuous improvements to the land development review process.	Track length of staff reviews for each rezoning and special exception application and develop a bi-annual report that shows how closely staff meets the objectives set out in the Procedures Manual, i.e. 45 day review	Short
		Conduct yearly internal assessments to determine impediments to meeting this goal and initiate necessary changes to assure continued progress	Long
BP, ED	Maximize use of technology for Record Management	Digitize new land development applications and update regularly per Department SOP throughout review process.	Short
		Digitize all past approved special exception, rezoning, and certificate of appropriateness applications by 2019.	Long
		Assure that staff have the necessary hardware and software to maximize work efficiencies	Intermediate
		Identify training needs on a regular basis and conduct periodic training	Short

Ensuring Quality of Life

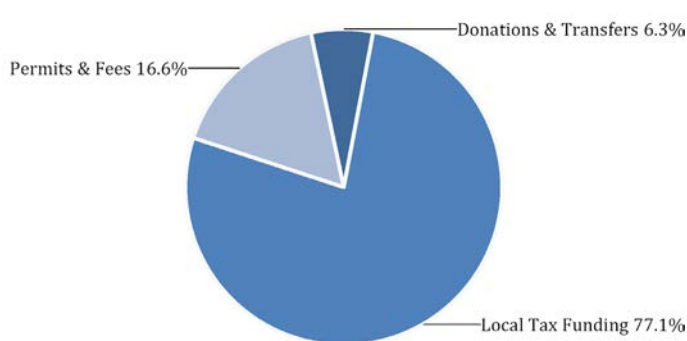
Scorecard	Goal	Objective	Term
<b>BP, CS</b>	Leverage technology to help with public information and outreach efforts, land development review, and permitting	Identify and provide training for staff to increase GIS capabilities	Short
		Develop basic information and FAQs for the Crescent Design District for the webpage	Intermediate
		Develop an interactive Zoning Map	Long
<b>BP</b>	Assure consistent and effective administration of the Zoning Ordinance	Update the SOP for front counter services for permitting	Short
		Maintain the Town's historic district by seeking Certified Local Government grants to update and do new surveys for the H-1 Old and Historic District.	Long
		Maintain the Zoning Ordinance particularly through revisions to Article 14, Landscaping and through adjustments to Article 7, Crescent Design District	Long
		Streamline field work related to zoning enforcement and application review through use of new technology applications	Short

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

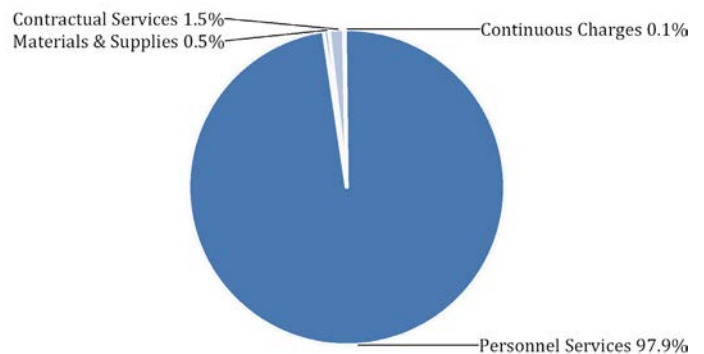
**Financial Information & Analysis**

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
Permits & Fees	\$ 251,158	\$ 356,375	\$ 356,375	\$ 264,000	\$ (92,375)	-25.9%
Charges for Services	—	—	500	—	—	—%
Donations & Transfers	—	100,306	100,306	100,306	—	—%
<b>Total Revenue</b>	<b>\$ 251,158</b>	<b>\$ 456,681</b>	<b>\$ 457,181</b>	<b>\$ 364,306</b>	<b>\$ (92,375)</b>	<b>-20.2%</b>
Local Tax Funding	1,271,733	1,130,347	1,138,575	1,224,804	94,457	8.4%
<b>Total Sources</b>	<b>\$ 1,522,891</b>	<b>\$ 1,587,028</b>	<b>\$ 1,595,756</b>	<b>\$ 1,589,110</b>	<b>\$ 2,082</b>	<b>0.1%</b>
<b>Uses</b>						
Personnel Services	\$ 1,499,842	\$ 1,539,270	\$ 1,539,270	\$ 1,555,135	\$ 15,865	1.0%
Contractual Services	13,659	39,100	47,828	24,400	(14,700)	-37.6%
Materials & Supplies	8,971	8,325	8,325	8,325	—	—%
Continuous Charges	419	333	333	1,250	917	275.4%
<b>Total Uses</b>	<b>\$ 1,522,891</b>	<b>\$ 1,587,028</b>	<b>\$ 1,595,756</b>	<b>\$ 1,589,110</b>	<b>\$ 2,082</b>	<b>0.1%</b>

Sources by Type (2017)



Uses by Object (2017)



**Budget Analysis**

The Fiscal Year 2017 budget for Department of Planning and Zoning reflects an increase of 0.1% over the prior year due primarily to projected salary adjustments. Personnel services costs increases are offset by operational decreases in contractual zoning services. The Departmental revenue is generated from fees from land development applications; Certificate of Appropriateness applications (COAs); zoning permits and inspections; and comprehensive planning and zoning applications.

Ensuring Quality of Life

Performance Measures

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, CS	Number of zoning permits issued for large projects <i>Measures the total number of zoning permits issued for new residential and commercial construction</i>	69	125	125	↑
BP, CS	Average zoning permit processing time for large projects <i>Measures the average number of days to issue zoning permits for new residential and commercial construction</i>	3	3	3	↔
BP, CS	Number of other permits issued for small projects <i>Measures the total number of zoning permits issued for small projects (e.g.. decks, sheds, signs, and occupancy and use permits)</i>	1,019	1,120	1,075	↑
BP, CS	Average other permit processing time for small projects <i>Measures the average number of minutes to issue zoning permits for small projects (e.g.. decks, sheds, signs, and occupancy and use permits)</i>		20	20	↑
BP, CS	Number of zoning violations processed <i>Measures the total number of zoning violations for signs, inoperable vehicles, excessive occupancy, illegal use, etc.</i>	166	140	140	↓
BP, CS	Number of COAs issued by the BAR <i>Measures the total number of certificate of appropriateness applications acted on by the BAR</i>	55	60	60	↔
BP, CS	Number of COAs reviewed administratively <i>Measures the total number of certificate of appropriateness applications processed by staff</i>	59	65	65	↔
BP, CS	Number of special exception and rezoning applications <i>Measures the total number of special exception and rezoning applications processed by staff</i>	44	41	31	↓
BP, CS	Percentage of special exception and rezoning applications reviewed per procedures manual <i>Measures the percentage of time that staff reviews each submission per the 45 day target</i>	84%	85%	100%	↑
BP, CS	Average number of days to complete consolidated comment letter for special exception and rezoning applications <i>Measures the average number of days to issues a CCL per the 45 day target</i>	40	40	40	↔
BP, CS	Number of zoning ordinance amendments processed <i>Measures the total number of zoning ordinance amendments initiated by Council and processed by staff</i>	2	6	4	↔

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

Performance Analysis

The Department of Planning and Zoning’s primary function is to oversee the growth of community development in the Town through legislative land development application review, comprehensive planning, and zoning activities. Zoning permits for large and small projects have been increasing by approximately 100 permits per year to currently about 1000-1100 permits per year, while processing times per permit are remaining constant. The number of zoning permits is expected to trend upward over the next several years as new housing developments that were approved in 2014-15 continue to build out including Crescent Place and Leesburg South. The amount of time spent on each land development application depends on the complexity of the proposal, for which less complex applications can be reviewed in 1-2 submissions while more complex applications are reviewed typically in 2-4 submissions or more. In 2015, staff reviewed 44 applications (and increase of 27% over 2014) and those applications constituted a total of 51 submissions. The target time for reviewing each submission is 45 days. In FY 2015, the average rezoning and special exception review response times were 35 and 41 days respectively. A comparison with last year shows the review times are down slightly for rezoning applications and about the same for special exceptions. However, there were more complex submittals with multiple applications (rezonings with multiple special exception components) and more modification requests.

For Fiscal Year 2017, staff will be working on these key applications, among others:

1. Court House expansion downtown - A complex set of applications for structured parking and new building construction. The review process will require a lot of stakeholder input for the downtown and require problem solving to figure out how to incorporate the expansion but not compromise the character of our historic downtown and addressing neighborhood compatibility in the case of the parking garage.
2. Crescent Parke – The proposal, in the newly adopted Crescent Design District, is different from what was envisioned for the Crescent District in terms of land use and design. This will require increased review time and discussion.
3. Leesburg South - a mixed use proposal on South King Street consists of a rezoning and seven special exceptions.
4. Leegate – This application was heard by the Planning Commission in 2015 and forwarded to Council where the applicant placed it on hold. Council review of the application is expected to resume in 2016. It is a large proposal on East Market Street that proposes a significant component of residential development which is not envisioned in the comprehensive plan. This proposal includes office and retail components as well.

Fiscal Year 2017 will likely continue the trend in unique redevelopments, particularly within the Crescent District area. Zoning violation caseload increased slightly this fiscal year to 166 cases. There is a continued emphasis on education, compliance, and public outreach to educate businesses and residents about zoning rules. While seeking zoning compliance is a time intensive endeavor, the benefits of a more compliant community translates to less time on legal follow up and a community that is more knowledgeable about community development rules. The total number of Certificates of Appropriateness (COA's) received and reviewed administratively combined with Board of Architectural Review applications was 114 in Fiscal Year 2016 which is a decrease of 20%. Over the past six years, this caseload has varied between 111 to 170 cases per fiscal year. The goal over time is to increase administrative review of less complex COA's which would allow the Board of Architectural Review to focus on more complex applications that have a greater impact on the Historic District.





# Department of Plan Review

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## Mission

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

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## Description

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

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

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

For more information, please visit the Department of Plan Review's webpage at [www.leesburgva.gov/planreview](http://www.leesburgva.gov/planreview).



FRONT COUNTER SERVICES



PLAN REVIEW

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## Contact Information

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## Scan Me



**Organization Chart**



**Summary of Services**

**Front Counter Operations**

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

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

**Plan Review Operations**

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

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

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

As part of the recently enacted stormwater regulations, Plan Review Operations is now required to process, review and recommend approval of all Virginia Stormwater Management construction permits to assist the Virginia Department of Environmental Quality in the issuance of the final permit.

**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS, FM	Ensure Plan Review process continues to be efficient, business friendly, and predictable	Review all first submission site plans and subdivision plans within the state mandated 60 day time limit	Long
		Provide complete and solution-oriented consolidated review comment letters	Long
		Review all subsequent submission site plans and subdivision plans within the state mandated 45 day time limit	Long
		Streamline comments to limit recommendations & focus solely on constructability and meeting minimum ordinance requirements	Short
		Continue to meet with applicants between submissions to assist with finding acceptable solutions to Town comments	Long
BP, CS, ED	Ensure all engineering plan reviewers obtain DEQ certification as Stormwater Management Plan Reviewers	DEQ has mandated that all Public Sector Review Engineers take DEQ training course work and then pass a 4 hour exam to become a Certified Stormwater Reviewer as part of the Town's MS-4 and VSMP permitting processes	Intermediate
BP, CS, ED	Conform to all new Department of Conservation and Recreation and FEMA required floodplain ordinances and regulations	Update the Town's Design & Construction Standards Manual, Subdivision & Land Development Regulations, and Zoning Ordinance to meet or exceed all new Department of Conservation Recreation and FEMA required floodplain regulations	Short
		Train key DPR staff on new floodplain ordinances and regulations and implement new requirements with all future floodplain studies submitted for review and approval once adopted by Council	Intermediate
BP, CS, FM	Digitize all DPR files by 2025	Purge old engineering files and maintain a "paperless" digital system for approved construction plans as well as all active and new correspondence files	Long
BP, CS, FM	Assist other Town departments with Plan Review services	Attend meetings for rezoning and special exception applications and provide the Department of Planning & Zoning with written comments for deficiencies within the applicable submission documents	Long
		Attend meetings and provide Capital Projects with plan review and project management services as requested.	Long

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

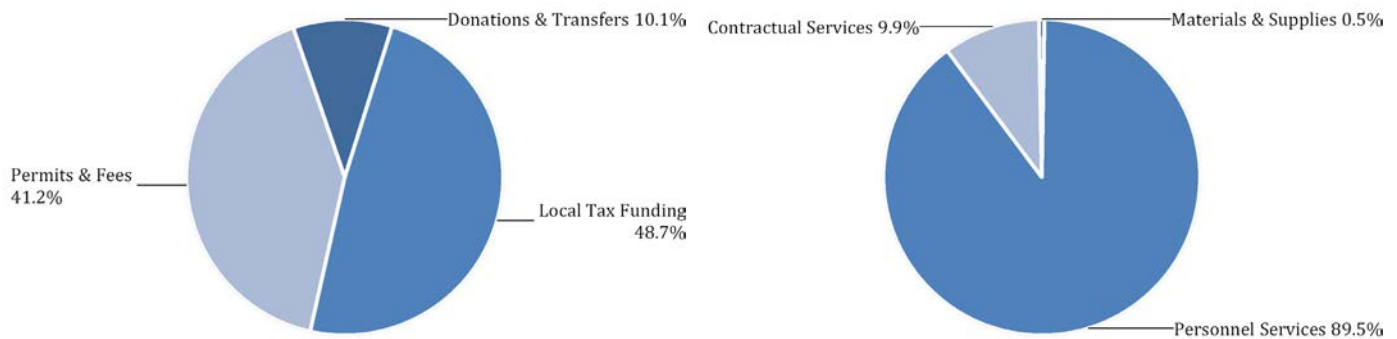
Ensuring Quality of Life

**Financial Information & Analysis**

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
Permits & Fees	\$ 743,462	\$ 568,000	\$ 568,000	\$ 557,000	\$ (11,000)	-1.9%
Donations & Transfers	—	136,853	136,853	136,853	—	—%
<b>Total Revenue</b>	<b>\$ 743,462</b>	<b>\$ 704,853</b>	<b>\$ 704,853</b>	<b>\$ 693,853</b>	<b>\$ (11,000)</b>	<b>-1.6%</b>
Local Tax Funding	571,102	710,432	740,747	657,766	(52,666)	-7.4%
<b>Total Sources</b>	<b>\$ 1,314,564</b>	<b>\$ 1,415,285</b>	<b>\$ 1,445,600</b>	<b>\$ 1,351,619</b>	<b>\$ (63,666)</b>	<b>-4.5%</b>
<b>Uses</b>						
Personnel Services	\$ 1,262,063	\$ 1,273,711	\$ 1,273,711	\$ 1,210,045	\$ (63,666)	-5.0%
Contractual Services	48,885	134,189	164,504	134,189	—	—%
Materials & Supplies	3,616	7,385	7,385	7,385	—	—%
<b>Total Uses</b>	<b>\$ 1,314,564</b>	<b>\$ 1,415,285</b>	<b>\$ 1,445,600</b>	<b>\$ 1,351,619</b>	<b>\$ (63,666)</b>	<b>-4.5%</b>

Sources by Type (2017)

Uses by Object (2017)



**Budget Analysis**

The Fiscal Year 2017 operating budget for the Department of Plan Review shows a decrease of 4.5% from the prior year. This decrease is primarily attributable to savings in personnel services costs associated with healthcare insurance and salary adjustments of newly hired employees. Current staffing moving forward will

remain constant, as the department continues to focus on providing an efficient, business friendly, and predictable plan review process for businesses and Town residents. The Department's revenue derives primarily from land and subdivision development applications fees.

**Performance Measures**

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, FM	Number of Major Land Development Applications Reviewed by DPR	190	207	180	↓
	<i>Measures the total number of major land development applications reviewed by DPR</i>				
BP, FM	Number of Minor Land Development Applications Reviewed by DPR	103	86	70	↓
	<i>Measures the total number of minor land development applications reviewed by DPR</i>				
FM	Number of new first submission Site Plans	26	16	15	↔
<i>Measures the market activity for new commercial applications</i>					
BP, CS	Average number of staff days for first submission site plan review	55	53	50	↔
	<i>Measures quality of the site plan and efficiency of staff</i>				

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, FM	Average number of applicant days to address first submission site plan comments <i>Measures quality of site plan and efficiency of applicant's engineer</i>	55	56	56	↔
BP, CS	Average number of staff days for subsequent submission site plan review <i>Measures quality of subsequent submission site plan and efficiency of staff</i>	35	39	39	↔
BP, FM	Average number of applicant days to address subsequent submission site plan comments <i>Measures quality of subsequent submission site plan and efficiency of applicant's engineer</i>	35	55	55	↔
BP, CS	Average number of staff days for first submission subdivision plan review <i>Measures quality of subdivision plan and efficiency of staff</i>	59	55	55	↔
BP, FM	Average number of applicant days to address first submission subdivision plan comments <i>Measures quality of subdivision plan and efficiency of applicant's engineer</i>	74	55	55	↔
BP, CS	Average number of staff days for subsequent submission subdivision plan review <i>Measures quality of subsequent submission subdivision plan and efficiency of staff</i>	45	42	45	↔
BP,FM	Average number of applicant days to address subsequent submission subdivision plan comments <i>Measures quality of subsequent submission subdivision plan and efficiency of applicant's engineer</i>	68	163	70	↓
BP, CS	Percentage of plans reviewed within the State mandated time frames <i>Measures quality of plan and efficiency of staff</i>	100%	99%	100%	↔
BP, CS, FM	Number of Major Home Improvement Plans processed by DPR <i>Measures the market activity for home improvement</i>	15	20	20	↔

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

Ensuring Quality of Life

**Performance Analysis**

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

After a flurry of new applications in calendar year 2014 (26 - many of which had reviews that extended into calendar year 2015), the market activity for commercial development has slightly decreased as evidenced by the total number of new first submission site plans reviewed decreasing from the anticipated 20 to the actual 16 new site plans in calendar year 2015. In calendar year 2015, a few of the larger commercial applications under review were the new EIT headquarters in Oaklawn (Approved), Poets Walk, Fort Evans Plaza Self Storage (Approved), Lowes Home Improvement store (approved), EPL Head Quarters in the Airport Commerce Park, Jerry’s Ford (approved) and sketch site plans for the Courts Expansion. The average number of staff days required for plan review, for first submission of site plans, trended downward to 53 days (from 55 days in calendar year 2014) but due to increased workload (several plans submitted in late 2014 were still under

review in 2015), subsequent submissions of site plans trended up to 39 days in calendar year 2015 (from 35 days in calendar year 2014). It is anticipated that the average number of staff days required for plan review, for first and subsequent submission site plans, will remain similar as the workload stabilizes in calendar year 2016. The Town’s staff continues to provide efficient plan review by meeting the State mandated time frames for plan review over 99% of the time. Land development application activity is steady and is anticipated to remain constant in the near term.



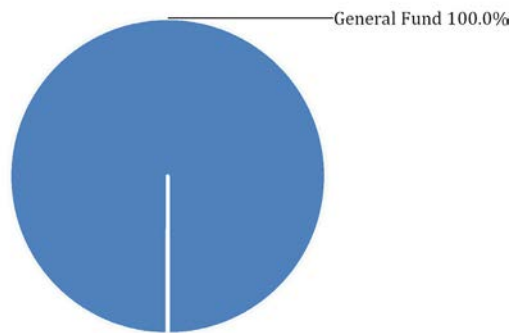
Seizing the Future

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

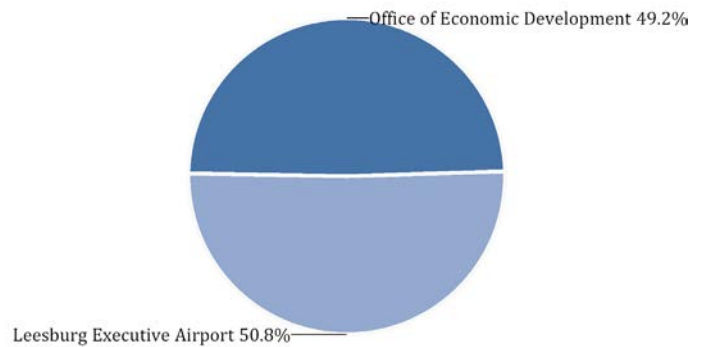
Financial Information & Analysis

Object Categories	FY 2015 Actual	FY 2016 Budget	FY 2016 Revised	FY 2017 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 1,339,080	\$ 1,543,497	\$ 1,602,224	\$ 1,524,138	\$ (19,359)	-1.3%
<b>Total Sources</b>	<b>\$ 1,339,080</b>	<b>\$ 1,543,497</b>	<b>\$ 1,602,224</b>	<b>\$ 1,524,138</b>	<b>\$ (19,359)</b>	<b>-1.3%</b>
<b>Uses</b>						
Office of Economic Development	\$ 682,237	\$ 770,982	\$ 784,982	\$ 750,322	\$ (20,660)	-2.7%
Leesburg Executive Airport	656,842	772,515	817,242	773,816	1,301	0.2%
<b>Total Uses</b>	<b>\$ 1,339,080</b>	<b>\$ 1,543,497</b>	<b>\$ 1,602,224</b>	<b>\$ 1,524,138</b>	<b>\$ (19,359)</b>	<b>-1.3%</b>

Sources by Fund (2017)



Uses by Department (2017)







# Office of Economic Development

## Mission

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

In coordination with the [Economic Development Commission](#), the Office focuses its efforts on programs that help ensure long term financial stability and quality of life by diversifying job opportunities. The Office of Economic Development works to create a favorable business climate in Leesburg that attracts investors to our community with fewer risks and higher returns than other locations. The division conducts a comprehensive business development program that consists of strategies to attract new businesses, retain and expand existing businesses, and support entrepreneurial, and high growth businesses. Downtown revitalization and tourism efforts continue to be coordinated with our community partners, including [Visit Loudoun](#), the [Leesburg Downtown Business Association](#), Village at Leesburg, Leesburg Corner Premium Outlets, the Commission on Public Art, Friends of Leesburg Public Art and downtown business stakeholders. Growing the [Arts & Cultural District](#) is accomplished by collaborating with and supporting the arts and cultural organizations to deepen the Downtown as a vibrant and energetic destination for arts, entertainment, and dining. In partnership with George Mason University, the [Mason Enterprise Center \(MEC\)](#)- is the firmly established hub of entrepreneurship for Leesburg and Loudoun County. Monthly programs and events focus on the growth of scalable businesses in order to enhance the entrepreneurial ecosystem. The MEC is 100% leased with 72 members, as well as nine graduates, 15 member companies that have received HUBZone certification and four have won major contracts. Home of the Loudoun Small Business Development Center, MEC works together with the Economic Development staff to implement a variety of activities, events and programs aimed at enhancing business growth and improving long term success. The Office provides administrative support to the Economic Development Commission, implements a [business retention program](#), [business attraction program](#), and other programming in collaboration with our community partners. The Office of Economic Development is the "Start Here" of business development.

## Contact Information

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## Scan Me



## Connect With Us

Watch us on



ADMINISTRATION



BUSINESS ATTRACTION

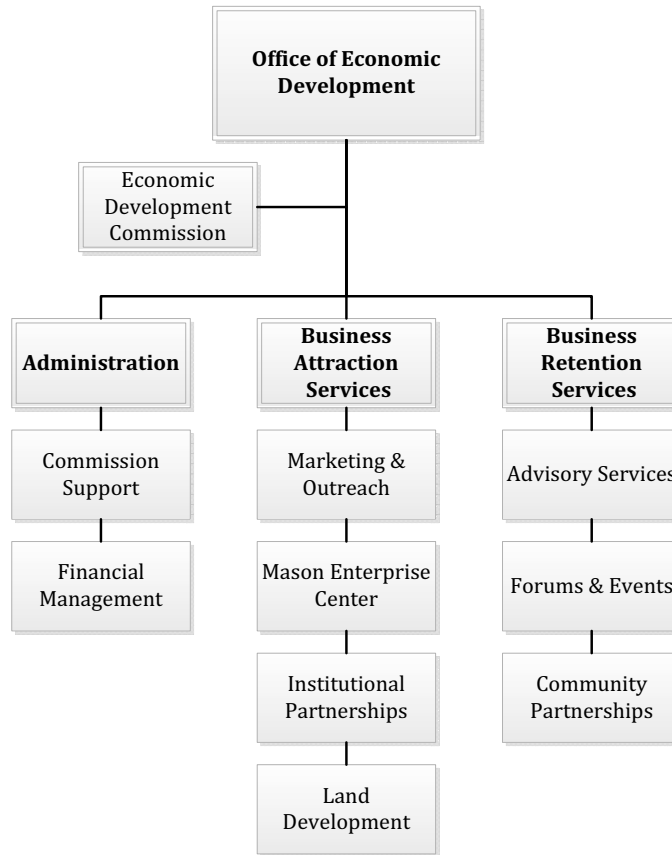


BUSINESS RETENTION



Seizing the Future

Organization Chart



Summary of Services

**Administration**

The Administration function includes general management of the Office and coordination with the Mason Enterprise Center leadership, as well as peers and partners to market Leesburg as a business location of choice. Support is provided to the Economic Development Commission including the MEC, Loudoun County Economic Development staff, the Chamber of Commerce, Visit Loudoun and the Loudoun County Public School Business Partnership Council. In addition, the Office plays a dynamic role in providing business advocacy services for the land development and comprehensive planning process; tracks economic development trends via the Dashboard and the Retail Sales Gap Analysis; and updates to the Office’s webpage, social media, and relevant marketing publications. Participation in partner organization programs and events is directly related to generating awareness, generating conversations and generating jobs and investment.

**Business Attraction Services**

Business Attraction is a core service of the Office and involves marketing, and promoting the Town’s assets to attract new businesses and investment. The business climate is critical to attracting new business and new investment to the Town. Location factors such as workforce availability, skill and educational level, diversity, along with available buildings and property, corporate tax rate, infrastructure and quality of school system are all vitally

important to site selectors and investors. The Office promotes the Town as a fertile landscape to attract new investment. Business attraction programming includes Town sponsored events geared to attract new and expanding business prospects in the following industries; government contracting/HUBZone, medical device, technology, retail, hospitality and the arts. In partnership with the Mason Enterprise Center the department has been awarded the Best Economic Development organization by the National HUBZone Council in their strategy to attract government contracting businesses.

**Business Retention Services**

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

**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS, FM	Facilitating new business development projects within the Town	Market and communicate Leesburg's positive business climate via a diverse array of media and communication tools to instill confidence, satisfaction, and the highest and best use of commercial properties	Short
		Promote and sustain a positive environment that supports team work and organizational efficiencies	Intermediate
		Provide coordinated business support for business openings	Long
BP, CS, FM	Maintain comprehensive business development program to retain, attract, and grow existing businesses, including entrepreneurship	Build relationships and create partnerships with organizations such as Virginia Rapid Response team and Mason Enterprise Center that support the business retention efforts of Economic Development	Long
		Provide local, state and national resources and information to assist growing businesses with hiring, recruitment and workforce development	Short
		Enhance marketing and media strategy to attract site selectors, brokers, developers and executives to the Town's website to heighten awareness of Leesburg as an outstanding business location	Intermediate
BP, CS, FM	Pursue partnerships with private and public organizations to support and implement joint plans to strengthen Historic Downtown Leesburg as a sustainable, multi-use and tourism district	Expand the Leesburg story through a deeper reach of social media and new technologies	Long
		Share resources and information to assist arts and entertainment businesses to strengthen Downtown as an Arts & Cultural District hub	Short
		Recruit and provide support for HUB Zone businesses	Short
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

## Expenditures by Division

Divisions	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Office of Economic Development	\$ 355,953	\$ 440,162	\$ 451,156	\$ 417,922	\$ (22,240)	-5.1%
Mason Enterprise Center	326,284	330,820	333,826	332,400	1,580	0.5%
<b>Total</b>	<b>\$ 682,237</b>	<b>\$ 770,982</b>	<b>\$ 784,982</b>	<b>\$ 750,322</b>	<b>\$ (20,660)</b>	<b>-2.7%</b>

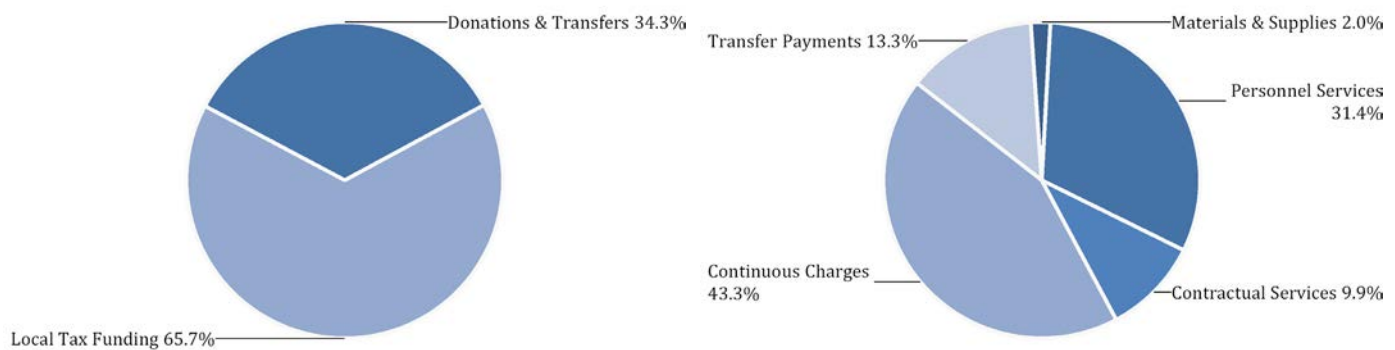
## Financial Information &amp; Analysis

Object Categories	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Donations & Transfers	\$ 500,250	\$ 257,566	\$ 257,566	\$ 257,566	\$ —	—%
<b>Total Revenue</b>	<b>\$ 500,250</b>	<b>\$ 257,566</b>	<b>\$ 257,566</b>	<b>\$ 257,566</b>	<b>\$ —</b>	<b>—%</b>
Local Tax Funding	181,987	513,416	527,416	492,756	(20,660)	-4.0%
<b>Total Sources</b>	<b>\$ 682,237</b>	<b>\$ 770,982</b>	<b>\$ 784,982</b>	<b>\$ 750,322</b>	<b>\$ (20,660)</b>	<b>-2.7%</b>

<b>Uses</b>						
Personnel Services	\$ 204,449	\$ 245,302	\$ 245,302	\$ 235,767	\$ (9,535)	-3.9%
Contractual Services	61,976	87,010	97,167	74,305	(12,705)	-14.6%
Materials & Supplies	9,725	14,900	13,363	14,900	—	—%
Transfer Payments	85,104	100,150	100,150	100,150	—	—%
Continuous Charges	320,983	323,620	327,463	325,200	1,580	0.5%
Capital Expenditures	—	—	1,537	—	—	—%
<b>Total Uses</b>	<b>\$ 682,237</b>	<b>\$ 770,982</b>	<b>\$ 784,982</b>	<b>\$ 750,322</b>	<b>\$ (20,660)</b>	<b>-2.7%</b>

Sources by Type (2017)

Uses by Object (2017)



## Budget Analysis

The FY 2017 operating budget for the Office of Economic Development includes a decrease of 2.7% from the prior year. The decrease is primarily the result of operational efficiencies and the reduction in healthcare insurance costs. The department's budget also includes funding associated with the Town Manager's downtown marketin initiative.

**Performance Measures**

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP, CS	Increase in BPOL revenue <i>Measures the total number of new business licenses issued</i>	1.04%	0.95%	1.50%	↑
BP, CS	Number of visits to/contacts with existing businesses to build/renew relationships <i>Measures the total number of new business packages distributed, MEC client and existing, individual businesses reached</i>	300	239	350	↑
BP, CS, FM	Number of new HUBZone businesses landing in Leesburg <i>Measures businesses located in Town and seeking HUBZone program assistance</i>	18	12	16	↑
BP, CS, FM	HUBZone company jobs created <i>Measures new and retained jobs attributed to the HUBZone program</i>	52	72	96	↑

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

**Performance Analysis**

The Office of Economic Development continues to be integral in delivering comprehensive business development programs, emphasizing business networking and business attraction for sustainable and expanding industries. Boosting the entrepreneurial landscape throughout the Town is a primary focus of the departments initiatives. HUBZone growth, under the George Mason Enterprise Center, and attraction remains a core part of the department's focus and energies. In FY 2017, the department seeks to impact the downtown as a destination through partnership with the Leesburg Downtown Business Association (LBDA) through initiatives and programs geared toward expanding the vibrancy of the downtown.



# Leesburg Executive Airport

## Mission

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

## Description

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

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

The airport is the second busiest general aviation airport in the Commonwealth and home to over 245 locally-based aircraft. A multitude of [aviation businesses](#) are based at Leesburg Executive Airport, including three certified [flight schools](#), a medical evacuation helicopter service, an aircraft repair facility, charter jet services, aircraft sales offices, and a Federal Aviation Administration office facility. This business activity creates 528 jobs resulting in a total economic impact of [over \\$78 million](#) to the local community.

The single 5,500 foot long runway is well equipped to handle the largest corporate jet aircraft flying today and the airport sees more than 115,000 takeoffs and landings each year. An instrument landing system, approach lighting system, and automated weather station allow aircraft to arrive even in inclement weather conditions.

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

For more information, please visit the Leesburg Executive Airport webpage at [www.leesburgva.gov/airport](http://www.leesburgva.gov/airport).

## Contact Information

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Leesburg, VA 20176  
[scoffman@leesburgva.gov](mailto:scoffman@leesburgva.gov)  
(703) 737-7125

## ScanMe



ADMINISTRATION



OPERATIONS



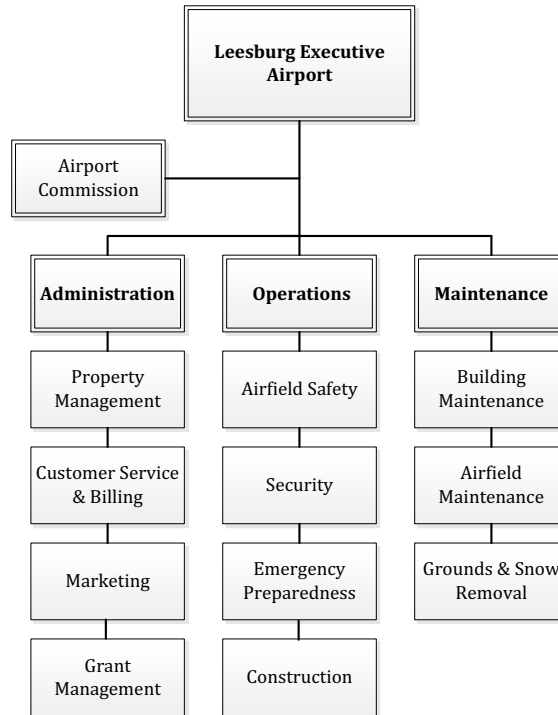
MAINTENANCE



AIR SHOW

Seizing the Future

Organization Chart



Summary of Services

**Administration**

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

**Airport Operations**

Airport Operations ensures the daily activities of the airport are accomplished in a safe and secure manner. This function maintains security at the airport through access control systems, responds to

emergency incidents, inspects the facilities, coordinates snow removal, and communicates with pilots and air traffic control.

**Airport Maintenance**

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

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, FM	Improve airport safety and efficiency	Participate in development of Remote Control Tower test toward goal of securing permanent air traffic control services.	Long
		Coordinate departure procedures with FAA air traffic to reduce delays and improve operational safety	Long



Scorecard	Goal	Objective	Term
BP, CS, FM	Position the airport to be a local leader by providing exceptional customer services and amenities	Improve customer conveniences such as providing online account management options	Short
		Partner with visitor center to improve the local attractions information available to users at the airport terminal.	Short
BP, CS, FM	Implement preventative maintenance and operational strategies to improve airport operations	Develop a pilot informational guide to operating in Leesburg to improve traffic pattern flow and reduce air traffic over congested areas.	Short
		Streamline communications with airport customers, particularly status of winter weather operations	Short
		Perform preventative maintenance on runways and aprons through state sponsored pavement evaluation and maintenance funding programs	Long

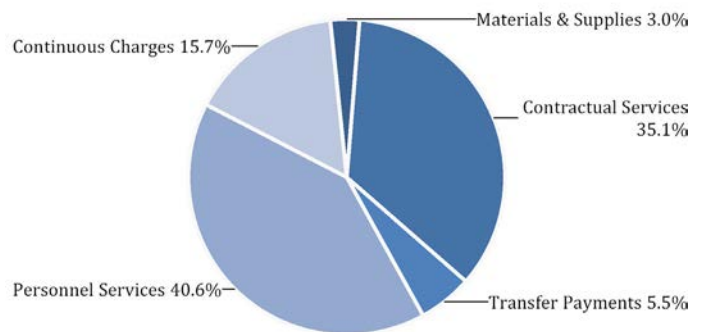
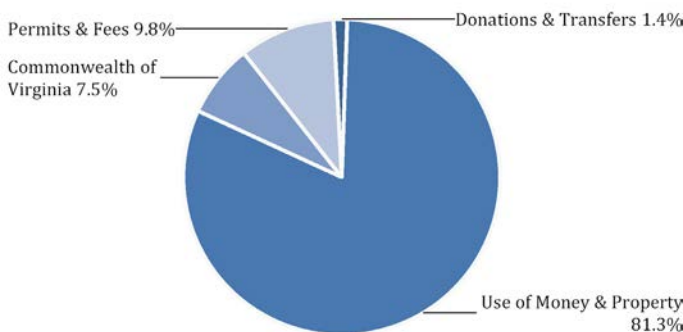
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

**Financial Information & Analysis**

Object Categories	FY 2015	FY 2016	FY 2016	FY 2017	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Permits & Fees	\$ 85,055	\$ 115,000	\$ 116,660	\$ 130,660	\$ 15,660	13.6%
Use of Money & Property	1,091,645	1,075,800	1,075,800	1,085,800	10,000	0.9%
Donations & Transfers	72,341	18,500	18,500	18,500	—	—%
Commonwealth of Virginia	67,375	100,000	100,000	100,000	—	—%
<b>Total Revenue</b>	<b>\$ 1,316,417</b>	<b>\$ 1,309,300</b>	<b>\$ 1,310,960</b>	<b>\$ 1,334,960</b>	<b>\$ 25,660</b>	<b>2.0%</b>
Local Tax Funding	(659,574)	(536,785)	(493,718)	(561,144)	(24,359)	—%
<b>Total Sources</b>	<b>\$ 656,842</b>	<b>\$ 772,515</b>	<b>\$ 817,242</b>	<b>\$ 773,816</b>	<b>\$ 1,301</b>	<b>0.2%</b>

<b>Uses</b>						
Personnel Services	\$ 307,265	\$ 315,604	\$ 315,604	\$ 314,345	\$ (1,259)	-0.4%
Contractual Services	244,849	271,975	290,289	271,975	—	—%
Materials & Supplies	16,481	22,900	29,443	22,900	—	—%
Transfer Payments	—	42,800	42,800	42,800	—	—%
Continuous Charges	88,247	119,236	139,106	121,796	2,560	2.1%
<b>Total Uses</b>	<b>\$ 656,842</b>	<b>\$ 772,515</b>	<b>\$ 817,242</b>	<b>\$ 773,816</b>	<b>\$ 1,301</b>	<b>0.2%</b>

**Sources by Type (2017)** **Uses by Object (2017)**



Seizing the Future

**Budget Analysis**

The Leesburg Executive Airport Fiscal Year 2017 operating budget projected to yield \$1.3 million in revenue to support its operations, reflects a 0.2% increase over the prior year. The Department is mission and objectives.

**Performance Measures**

Scorecard	Description	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target	Trend
BP	Number of locally based aircraft <i>Measures the total number of locally based aircraft</i>	245	249	250	↔
BP	Number of estimated aircraft movements <i>Measures the total number of Federal Aviation Administration forecasted annual takeoffs and landings</i>	115,655	118,000	119,000	↑
FM	Dollar value of operating cost per aircraft movement <i>Measures the estimated operating cost per aircraft arrival or departure</i>	\$6.14	\$6.54	\$6.60	↔
BP	Percentage tie-down occupancy rate <i>Measures the percentage occupancy of aircraft tie-down parking spots under lease</i>	85%	85%	88%	↑
BP, FM	Percentage hangar occupancy rate <i>Measures the percentage occupancy of Town-owned hangars under lease</i>	100%	100%	100%	↔
FM	Number of customers on T-hangar waiting list <i>Measures the total number of wait list deposits held for Town-owned T-hangars</i>	43	43	45	↑
BP	Number of on-airport incidents or accidents <i>Measures the total number of major and minor aircraft accidents or safety incidents</i>	1	0	0	↓
CS	Number of noise complaints <i>Measures the total number of noise complaints received due to aircraft arriving and departing</i>	18	22	20	↔

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

**Performance Analysis**

The Leesburg Executive Airport remains a unique asset for the Town that continues as an in-demand transportation hub for local and regional businesses. Operating costs per aircraft movement project a slight increase, while the number of aircraft movements is steady at 119,000. The occupancy rate for hangars continues to be 100%, and the number of customers on the corporate and t-hangar waiting lists is consistent. Occupancy rates for tie-down spaces steady and the number of locally based aircraft remains flat. The overall safety at the airport remains high with zero accidents 2016.

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# **Capital Improvements Program**

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## CIP Summary

### Capital Improvements Program (CIP)

The Capital Improvements Program (CIP) represents a guide for financial decisions, annual budgeting, and the coordination of major public investments in the preservation and expansion of the Town's fixed asset infrastructure. A capital project is defined as construction, renovation or demolition project, or acquisition of land or other assets, valued in excess of \$60,000, and with a useful life in excess of five years. The CIP includes capital projects, continuing programs, and capital equipment. This plan shows how the Town will address its public facility and other infrastructure needs, and the types of funding available over the next six years. In Fiscal Year 2017, total CIP investments are \$18,197,600.

### How the CIP is Organized

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

#### Capital Projects Fund

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

#### Utilities Fund Projects

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

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

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

In the FY 2017-2021 CIP, 81.3% of all capital improvements are found in the following functional areas:

- Streets and Highways
- Utilities

In Fiscal Year 2017 more than \$6 million is for regional transportation projects such as East Market Street (Route 7) and Battlefield Parkway Interchange and South King Street Widening Phase II. These projects are included in the Streets & Highways section. These VDOT funded projects are part of the heavily traveled regional transportation network.

The following 15 projects are anticipated to be completed during Fiscal Year 2016 and 2017:

**Lowenbach Street Improvements**- Spring 2016

**Hope Parkway Extension (15306)**- Spring 2016

**Downtown Street Lighting (07309)**- Summer 2016

**Interactive Water Feature (16614)**- Summer 2016

**Lower Sycolin Sewage Conveyance System Phase II (14402)**- Summer 2016

**Security System at Water Pollution Control Facility (16402)**- Summer 2016

**Downtown Improvements (10304)**- Fall 2016

**Skate Park Renovation (16101)**- Winter 2016/2017

**Tuscarora Creek Flood Mitigation (06306)**- Winter 2016/2017

**Tuscarora Creek Restoration- TMDL Project (16301)**-Winter 2016/2017

**Traffic & Emergency Evacuation Mgt. (16201)**- Summer 2017

**Chesapeake Bay TMDL (15304)**- Summer 2017

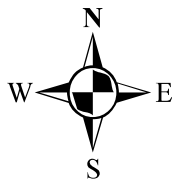
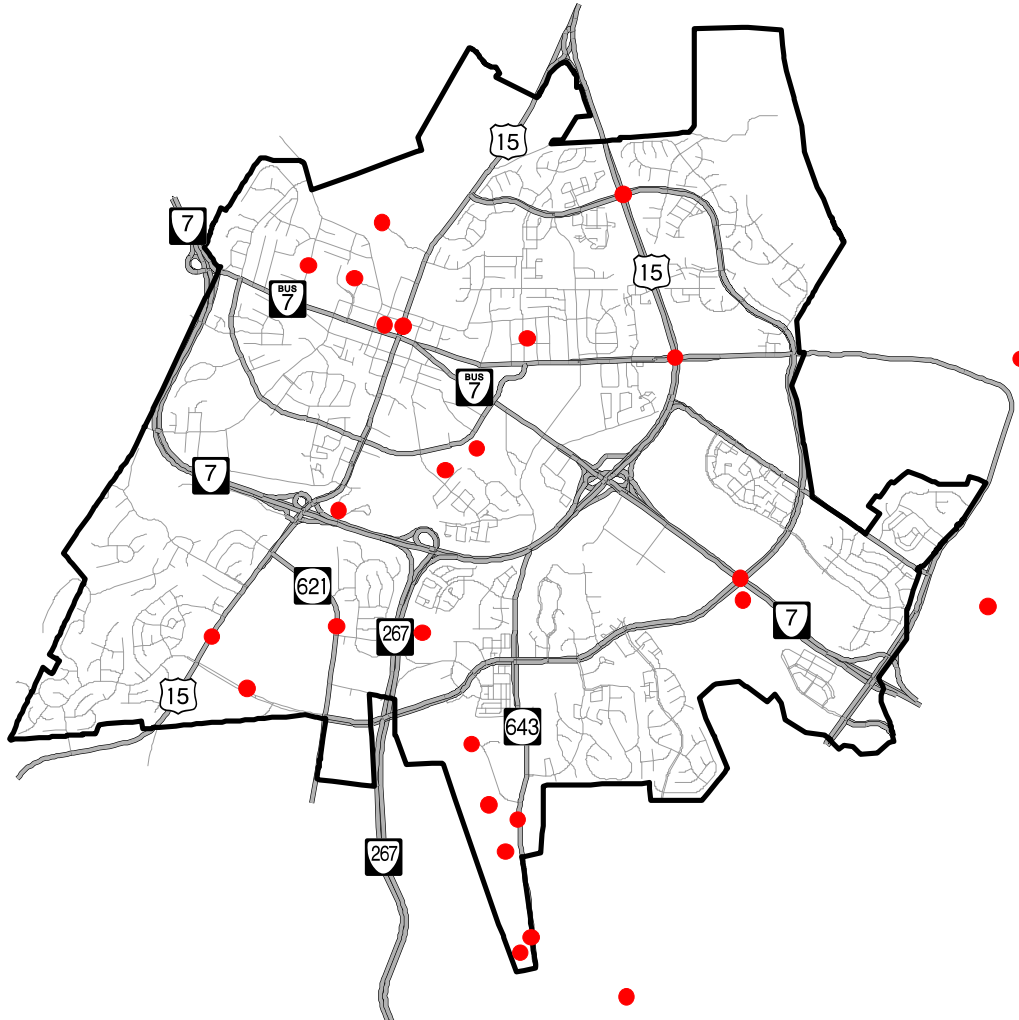
**Airport Master Plan**- Spring 2017

**Airport Stormwater Management Plan/ Drainage Study (16502)**- Spring 2017

**U.S. Customs General Aviation Clearance Facility (17008)**- Spring 2017

Capital Improvements Program (CIP) Map

The FY 2016-2021 Capital Improvements Program (CIP) details 37 projects in the Town of Leesburg. The map below depicts project specific locations within the town limits. The CIP also includes town-wide projects within town limits, which are further detailed within their prescribed sections of the CIP.



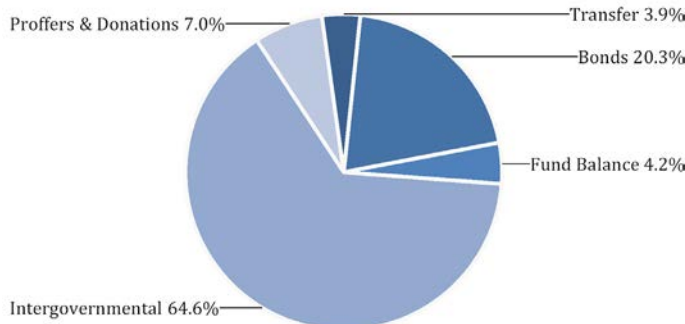
Sources by Fund

Sources	Total Required Project Funding	Funded through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 32,829,003	\$ 14,049,090	\$ 7,100,500	\$ 2,750,613	\$ 8,928,800	\$ 18,779,913	—
Transfer from General Fund	5,546,710	53,810	42,800	710,300	4,739,800	5,492,900	—
Fund Balance Cap Proj Fund	300,000	300,000	—	—	—	—	—
Monetary Donation	260,000	—	—	260,000	—	260,000	—
Proffers	4,898,800	2,580,000	300,000	1,020,000	998,800	2,318,800	—
County - Gas Tax	2,601,500	160,000	324,300	992,200	1,125,000	2,441,500	—
State - DEQSLAF	1,604,187	—	660,000	944,187	—	1,604,187	—
State - DOAV	2,702,800	—	31,200	32,400	2,639,200	2,702,800	—
State - VDOT	44,846,000	1,191,500	10,303,500	6,377,000	16,974,000	33,654,500	10,000,000
Federal - ARRA	1,050,000	1,050,000	—	—	—	—	—
Federal - FAA	1,296,000	—	351,000	54,000	891,000	1,296,000	—
Federal - FTA	—	—	—	—	—	—	—
<b>Total Capital Projects Fund</b>	<b>\$ 97,935,000</b>	<b>\$ 19,384,400</b>	<b>\$ 19,113,300</b>	<b>\$ 13,140,700</b>	<b>\$ 36,296,600</b>	<b>\$ 68,550,600</b>	<b>\$ 10,000,000</b>
<b>Utilities Fund</b>							
Utilities Bonds	10,857,282	3,290,623	2,088,569	944,900	4,533,190	7,566,659	—
Utilities PAY-GO	8,302,525	2,692,327	1,523,788	764,100	3,322,310	5,610,198	—
<b>Total Utilities Fund</b>	<b>\$ 19,344,750</b>	<b>\$ 5,982,950</b>	<b>\$ 3,797,300</b>	<b>\$ 1,709,000</b>	<b>\$ 7,855,500</b>	<b>\$ 13,361,800</b>	<b>—</b>
<b>NVTA Fund</b>							
NVTA 30%	9,933,700	—	485,800	822,900	8,625,000	9,933,700	—
NVTA 70%	157,000,000	—	2,450,000	2,525,000	9,715,000	14,690,000	142,310,000
<b>Total NVTA Fund</b>	<b>\$ 166,933,700</b>	<b>—</b>	<b>\$ 2,935,800</b>	<b>\$ 3,347,900</b>	<b>\$ 18,340,000</b>	<b>\$ 24,623,700</b>	<b>\$ 142,310,000</b>
<b>Total Sources</b>	<b>\$ 284,213,450</b>	<b>\$ 25,367,350</b>	<b>\$ 25,846,400</b>	<b>\$ 18,197,600</b>	<b>\$ 62,492,100</b>	<b>\$ 106,536,100</b>	<b>\$ 152,310,000</b>

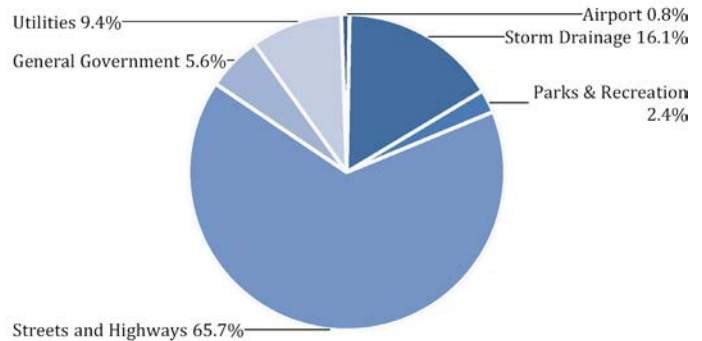
Uses by CIP Category

Category/Uses	Total Project Cost	Expended through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Project Cost
General Government	\$ 10,428,300	\$ 5,555,000	\$ 2,690,100	\$ 1,020,000	\$ 1,163,200	\$ 4,873,300	—
Parks & Recreation	1,747,300	—	844,800	431,400	471,100	1,747,300	—
Streets and Highways	238,528,800	12,959,400	16,185,700	11,954,400	45,119,300	73,259,400	152,310,000
Storm Drainage	5,703,200	870,000	1,903,500	2,929,700	—	4,833,200	—
Airport	8,461,100	—	425,000	153,100	7,883,000	8,461,100	—
Utilities	19,344,750	5,982,950	3,797,300	1,709,000	7,855,500	13,361,800	—
<b>Total Uses</b>	<b>\$ 284,213,450</b>	<b>\$ 25,367,350</b>	<b>\$ 25,846,400</b>	<b>\$ 18,197,600</b>	<b>\$ 62,492,100</b>	<b>\$ 106,536,100</b>	<b>\$ 152,310,000</b>

CIP Sources by Type (2017)



CIP Uses by Category (2017)







General Government

Capital projects in the General Government category include investments in Downtown Improvements, including street lighting, sidewalk, and road improvements. The Town-wide Tree Canopy, an ongoing capital project, provides annual funding to plant trees along roadway, trails, and in communities to enhance the Town's tree canopy. Proffer contributions from the Town in support of Loudoun County Public schools for the renovation of the Junior ROTC facility at Loudoun County High School is included in FY 2017. The total cost of General Government Capital Improvements for FY 2017 is \$1,020,000.

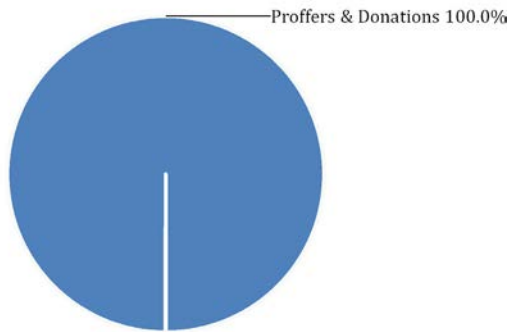
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 5,459,600	\$ 2,675,000	\$ 2,015,100	—	\$ 769,500	\$ 2,784,600	—
Transfer from General Fund	93,700	—	—	—	93,700	93,700	—
Fund Balance Cap Proj Fund	300,000	300,000	—	—	—	—	—
Proffers	3,975,000	2,580,000	75,000	1,020,000	300,000	1,395,000	—
State - VDOT	600,000	—	600,000	—	—	600,000	—
<b>Total Sources</b>	<b>\$ 10,428,300</b>	<b>\$ 5,555,000</b>	<b>\$ 2,690,100</b>	<b>\$ 1,020,000</b>	<b>\$ 1,163,200</b>	<b>\$ 4,873,300</b>	<b>—</b>

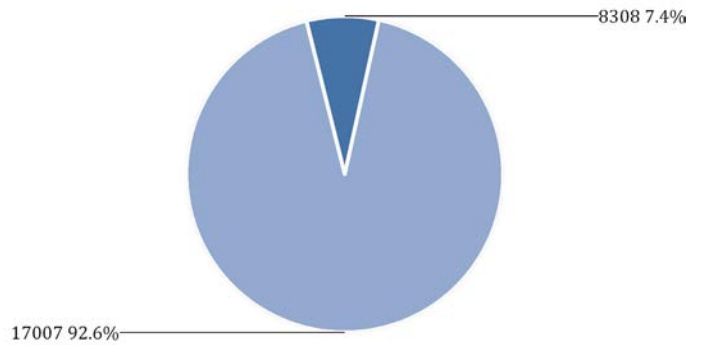
Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Project Cost
Downtown Improvements - 10304	\$ 5,599,500	\$ 2,775,000	\$ 1,961,300	—	\$ 863,200	\$ 2,824,500	—
Downtown Street Lighting - 07309	853,800	200,000	653,800	—	—	653,800	—
Proffer Contribution to Loudoun County Public Schools - 17007	3,125,000	2,180,000	—	945,000	—	945,000	—
Town-wide Tree Canopy - 08308	850,000	400,000	75,000	75,000	300,000	450,000	—
<b>Total Uses</b>	<b>\$ 10,428,300</b>	<b>\$ 5,555,000</b>	<b>\$ 2,690,100</b>	<b>\$ 1,020,000</b>	<b>\$ 1,163,200</b>	<b>\$ 4,873,300</b>	<b>—</b>

Sources by Type (2017)



Uses by Project (2017)



**TITLE:** Downtown Improvements (10304)

**STATUS:** Ongoing

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

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

**OPERATING IMPACT:** Minimal increased maintenance of the improvements.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 5,205,800	\$ 2,475,000	\$ 1,961,300	—	—	\$ 769,500	—	—	\$ 2,730,800	—
Transfer from General Fund	93,700	—	—	—	—	93,700	—	—	93,700	—
Fund Balance Cap Proj Fund	300,000	300,000	—	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>\$ 5,599,500</b>	<b>\$ 2,775,000</b>	<b>\$ 1,961,300</b>	<b>—</b>	<b>—</b>	<b>\$ 863,200</b>	<b>—</b>	<b>—</b>	<b>\$ 2,824,500</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 324,500	—	\$ 161,300	—	—	\$ 163,200	—	—	\$ 324,500	—
Land	100,000	50,000	—	—	—	50,000	—	—	50,000	—
Design/Engineering	825,000	675,000	—	—	—	150,000	—	—	150,000	—
Utility Relocation	150,000	150,000	—	—	—	—	—	—	—	—
Construction	4,200,000	1,900,000	1,800,000	—	—	500,000	—	—	2,300,000	—
<b>Total Uses</b>	<b>\$ 5,599,500</b>	<b>\$ 2,775,000</b>	<b>\$ 1,961,300</b>	<b>—</b>	<b>—</b>	<b>\$ 863,200</b>	<b>—</b>	<b>—</b>	<b>\$ 2,824,500</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
General Maintenance	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 32,343

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

**STATUS:** Ongoing

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

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

**OPERATING IMPACT:** Increased annual Dominion Virginia Power fees due to the increase in number of lights.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



General Government

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 253,800	\$ 200,000	\$ 53,800	—	—	—	—	—	\$ 53,800	—
State - VDOT	600,000	—	600,000	—	—	—	—	—	600,000	—
<b>Total Sources</b>	<b>\$ 853,800</b>	<b>\$ 200,000</b>	<b>\$ 653,800</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 653,800</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 53,800	—	\$ 53,800	—	—	—	—	—	\$ 53,800	—
Design/Engineering	100,000	100,000	—	—	—	—	—	—	—	—
Utility Relocation	400,000	100,000	300,000	—	—	—	—	—	300,000	—
Construction	300,000	—	300,000	—	—	—	—	—	300,000	—
<b>Total Uses</b>	<b>\$ 853,800</b>	<b>\$ 200,000</b>	<b>\$ 653,800</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 653,800</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	Fiscal Year						Total for 6 Yr CIP
	FY16	FY17	FY18	FY19	FY20	FY21	
Electricity	—	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 21,237

**TITLE:** Proffer Contribution to Loudoun County Public Schools (17007)

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** In FY 2016, the Loudoun County Public Schools requested proffered contributions for schools collected by the Town of Leesburg be provided to fund the renovation of the Naval Junior Reserve Officers Training Corps (JROTC) facility at Loudoun County High School. The FY 2017 funding reflects the remaining proffered contributions required to complete the renovation project. The remaining funding will be provided to Loudoun County on a reimbursement basis.

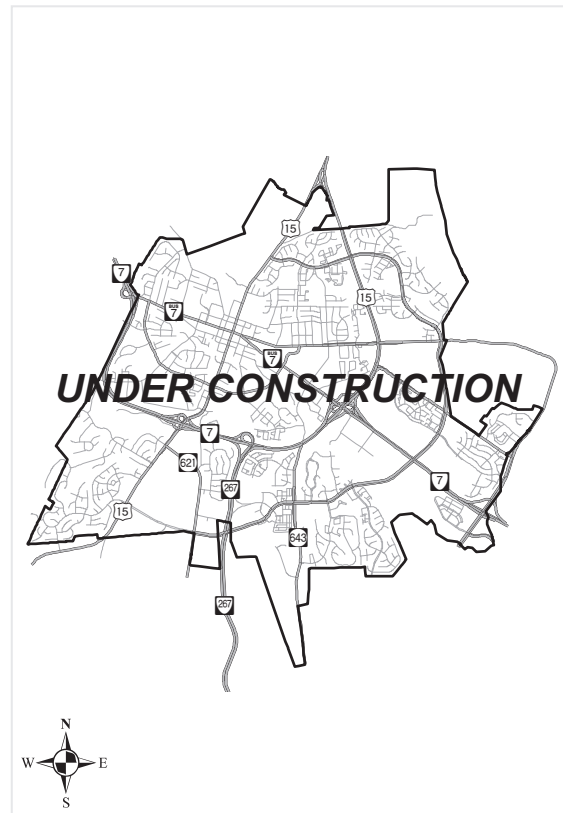
**OPERATING IMPACT:** N/A

**GOAL ADDRESSED:** 2012 Town Plan

- Community Facilities and Services Objective 14 calls for proactive coordination with Loudoun County Public Schools.

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Proffers	\$ 3,125,000	\$ 2,180,000	—	\$ 945,000	—	—	—	—	\$ 945,000	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 5,000	—	—	\$ 5,000	—	—	—	—	\$ 5,000	—
Construction	3,120,000	2,180,000	—	940,000	—	—	—	—	940,000	—
<b>Total Uses</b>	<b>\$ 3,125,000</b>	<b>\$ 2,180,000</b>	<b>—</b>	<b>\$ 945,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 945,000</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

**TITLE:** Town-wide Tree Canopy (08308)

**STATUS:** Ongoing

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

2006 Urban Forestry Management Plan

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

**Significant Dates**

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



General Government

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15							Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Proffers	\$ 850,000	\$ 400,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 450,000	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15							Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 35,200	—	\$ 6,700	\$ 5,700	\$ 5,700	\$ 5,700	\$ 5,700	\$ 5,700	\$ 35,200	—
Design/Engineering	146,000	65,000	13,500	13,500	13,500	13,500	13,500	13,500	81,000	—
Construction	668,800	335,000	54,800	55,800	55,800	55,800	55,800	55,800	333,800	—
<b>Total Uses</b>	<b>\$ 850,000</b>	<b>\$ 400,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 450,000</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—



Parks & Recreation

Capital projects in the Parks & Recreation category include completion of the Catoctin Skate Park in FY 2017 and A.V. Symington water feature in FY 2021. The cost of Parks & Recreation category capital investments for FY 2017 is \$431,400.

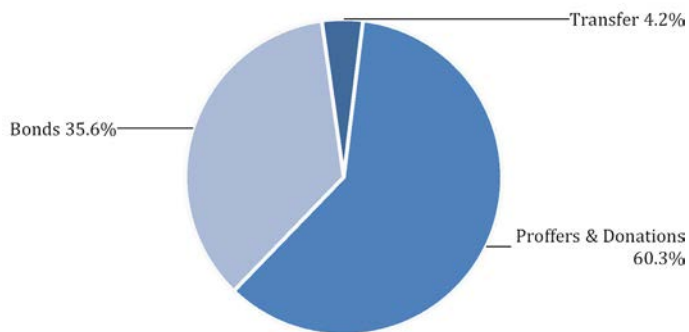
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 1,042,300	—	\$ 619,800	\$ 153,400	\$ 269,100	\$ 1,042,300	—
Transfer from General Fund	70,000	—	—	18,000	52,000	70,000	—
Monetary Donation	260,000	—	—	260,000	—	260,000	—
Proffers	375,000	—	225,000	—	150,000	375,000	—
<b>Total Sources</b>	<b>\$ 1,747,300</b>	<b>—</b>	<b>\$ 844,800</b>	<b>\$ 431,400</b>	<b>\$ 471,100</b>	<b>\$ 1,747,300</b>	<b>—</b>

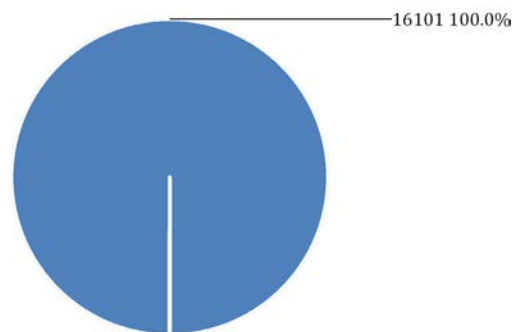
Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Project Cost
A.V. Symington Aquatic Center Water Play Area (Spray Ground) - 21NEW1	\$ 471,100	—	—	—	\$ 471,100	\$ 471,100	—
Interactive Water Feature - 16614	300,000	—	300,000	—	—	300,000	—
Skate Park Renovation - 16101	976,200	—	544,800	431,400	—	976,200	—
<b>Total Uses</b>	<b>\$ 1,747,300</b>	<b>—</b>	<b>\$ 844,800</b>	<b>\$ 431,400</b>	<b>\$ 471,100</b>	<b>\$ 1,747,300</b>	<b>—</b>

Sources by Type (2017)



Uses by Project (2017)



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

**STATUS:** Future

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

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

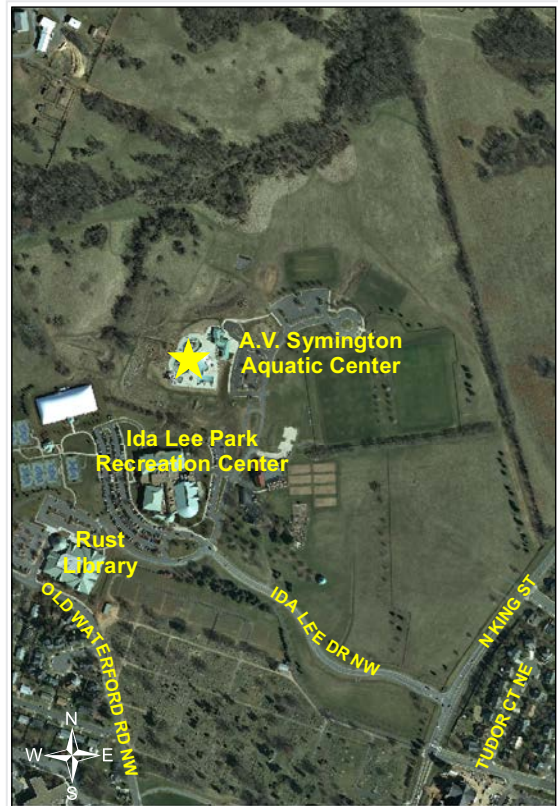
- Parks and Recreation Objective 3 calls for a balanced and adequate distribution of active recreation facilities within all sectors of Leesburg.

2010-2014 Parks and Recreation Strategic Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 269,100	—	—	—	—	—	—	\$ 269,100	\$ 269,100	—
Transfer from General Fund	52,000	—	—	—	—	—	—	52,000	52,000	—
Proffers	150,000	—	—	—	—	—	—	150,000	150,000	—
<b>Total Sources</b>	<b>\$ 471,100</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 471,100</b>	<b>\$ 471,100</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 71,100	—	—	—	—	—	—	\$ 71,100	\$ 71,100	—
Design/Engineering	10,000	—	—	—	—	—	—	10,000	10,000	—
Construction	390,000	—	—	—	—	—	—	390,000	390,000	—
<b>Total Uses</b>	<b>\$ 471,100</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 471,100</b>	<b>\$ 471,100</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—



**TITLE:** Interactive Water Feature (16614)

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Placement of an interactive water feature at Mervin Jackson Park adjacent to Town Hall.

**OPERATING IMPACT:** Minimal

**GOAL ADDRESSED:** 2012 Town Plan

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

2010-2014 Parks and Recreation Strategic Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Winter 2016	Summer 2017



Parks & Recreation

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 300,000	—	\$ 300,000	—	—	—	—	—	\$ 300,000	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 25,000	—	\$ 25,000	—	—	—	—	—	\$ 25,000	—
Design/Engineering	25,000	—	25,000	—	—	—	—	—	25,000	—
Construction	250,000	—	250,000	—	—	—	—	—	250,000	—
<b>Total Uses</b>	<b>\$ 300,000</b>	—	<b>\$ 300,000</b>	—	—	—	—	—	<b>\$ 300,000</b>	—

**Operating Impact**

Operating/Maintenance	Fiscal Year						Total for 6 Yr CIP
	FY16	FY17	FY18	FY19	FY20	FY21	
General Maintenance	—	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000

**TITLE:** Skate Park Renovation (16101)

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Reconstruction of the Town Skate Park to include pre-manufactured concrete skating elements. Specific skating elements have been determined through a collaborative design process involving park users and element manufacturers.

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

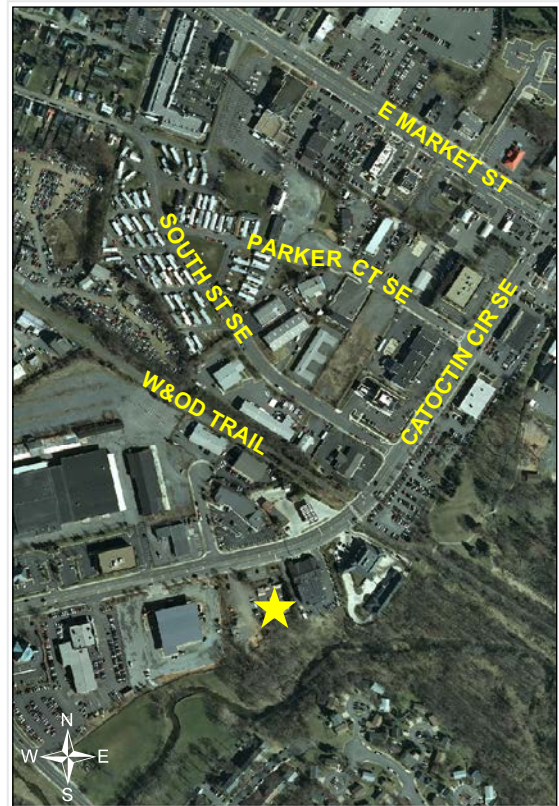
- Parks and Recreation Objective 3 calls for a balanced and adequate distribution of active recreation facilities within all sectors of Leesburg.

2010-2014 Parks and Recreation Strategic Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2016	Winter 2016/2017



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	FY						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 473,200	—	\$ 319,800	\$ 153,400	—	—	—	—	\$ 473,200	—
Transfer from General Fund	18,000	—	—	18,000	—	—	—	—	18,000	—
Proffers	225,000	—	225,000	—	—	—	—	—	225,000	—
Monetary Donation	260,000	—	—	260,000	—	—	—	—	260,000	—
<b>Total Sources</b>	<b>\$ 976,200</b>	—	<b>\$ 544,800</b>	<b>\$ 431,400</b>	—	—	—	—	<b>\$ 976,200</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	FY						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 96,000	—	\$ 44,800	\$ 51,200	—	—	—	—	\$ 96,000	—
Design/Engineering	105,000	—	25,000	80,000	—	—	—	—	105,000	—
Construction	775,200	—	475,000	300,200	—	—	—	—	775,200	—
<b>Total Uses</b>	<b>\$ 976,200</b>	—	<b>\$ 544,800</b>	<b>\$ 431,400</b>	—	—	—	—	<b>\$ 976,200</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Streets and Highways

The Streets & Highways category is the largest area of investment in the FY 2017-21 Capital Improvements Plan. This is a continuation of the Town's commitment to provide high quality streets and roads to meet the demands of our community. Major projects in FY 2017 include the Route 15 (South King St. Phase II) Widening, Battlefield Parkway from Route 15 to Dulles Greenway, and East Market Street (Rte 7)/Battlefield Parkway Interchange. The total cost of Street & Highway Capital Improvements for FY 2017 is \$11,954,400.

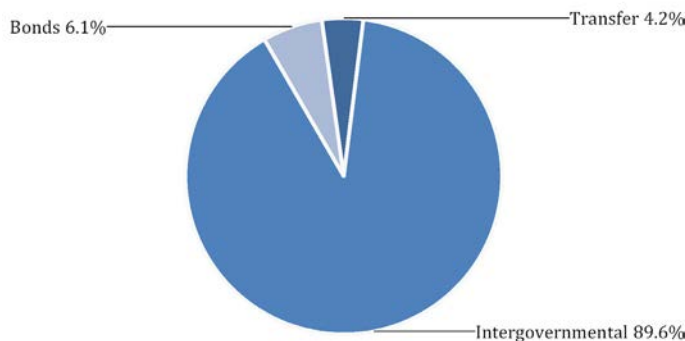
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 19,242,290	\$ 10,504,090	\$ 3,222,100	\$ 734,200	\$ 4,781,900	\$ 8,738,200	—
Transfer from General Fund	3,906,510	53,810	—	503,100	3,349,600	3,852,700	—
Proffers	548,800	—	—	—	548,800	548,800	—
County - Gas Tax	2,601,500	160,000	324,300	992,200	1,125,000	2,441,500	—
State - VDOT	44,246,000	1,191,500	9,703,500	6,377,000	16,974,000	33,054,500	10,000,000
Federal - ARRA	1,050,000	1,050,000	—	—	—	—	—
<b>Total Capital Projects Fund</b>	<b>\$ 71,595,100</b>	<b>\$ 12,959,400</b>	<b>\$ 13,249,900</b>	<b>\$ 8,606,500</b>	<b>\$ 26,779,300</b>	<b>\$ 48,635,700</b>	<b>\$ 10,000,000</b>
<b>NVTA Fund</b>							
NVTA 30%	9,933,700	—	485,800	822,900	8,625,000	9,933,700	—
NVTA 70%	157,000,000	—	2,450,000	2,525,000	9,715,000	14,690,000	142,310,000
<b>Total NVTA Fund</b>	<b>\$ 166,933,700</b>	<b>—</b>	<b>\$ 2,935,800</b>	<b>\$ 3,347,900</b>	<b>\$ 18,340,000</b>	<b>\$ 24,623,700</b>	<b>\$ 142,310,000</b>
<b>Total Sources</b>	<b>\$ 238,528,800</b>	<b>\$ 12,959,400</b>	<b>\$ 16,185,700</b>	<b>\$ 11,954,400</b>	<b>\$ 45,119,300</b>	<b>\$ 73,259,400</b>	<b>\$ 152,310,000</b>

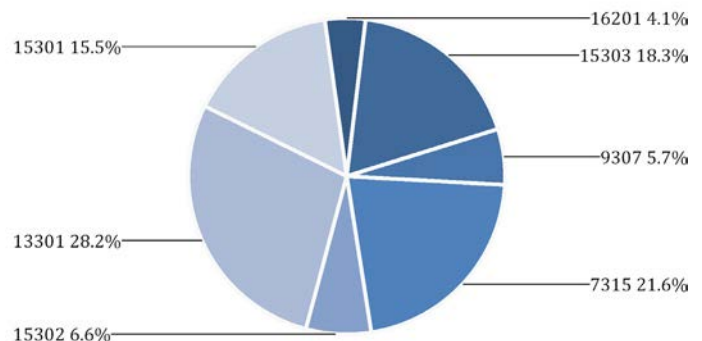
Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Project Cost
Battlefield Parkway - Rt. 15 to Dulles Greenway - 07315	\$ 14,758,800	\$ 1,520,000	\$ 6,101,900	\$ 2,586,900	\$ 4,550,000	\$ 13,238,800	—
Battlefield Parkway Trail Across the Rt 15 Bypass - 21NEW1	675,500	—	—	—	675,500	675,500	—
Davis Court Bridge Replacement - 18NEW1	606,100	—	—	—	606,100	606,100	—
E. Market St. & Battlefield Pkwy Interchange - 15303	59,035,800	—	1,450,000	2,184,200	10,091,600	13,725,800	45,310,000
Evergreen Mill Rd. Widening - 15302	13,545,500	—	109,000	794,200	12,642,300	13,545,500	—
Hope Parkway Extension - 15306	2,268,400	473,000	1,795,400	—	—	1,795,400	—
Lowenbach Street Improvements - 05303	10,059,600	9,121,400	938,200	—	—	938,200	—
Morven Park Road Sidewalk - 14301	2,415,000	—	—	—	2,415,000	2,415,000	—
Rt. 15 Bypass/Edwards Ferry Rd. Interchange - 09307	109,203,800	—	1,089,600	680,800	433,400	2,203,800	107,000,000
Rt. 15 Widening Phase II - 13301	10,661,800	1,525,000	3,666,500	3,365,300	2,105,000	9,136,800	—
Sycolin Rd. Widening Phase IV - 15301	14,369,200	320,000	599,300	1,849,500	11,600,400	14,049,200	—
Traffic & Emergency Evacuation Mgt - 16201	929,300	—	435,800	493,500	—	929,300	—
<b>Total Uses</b>	<b>\$ 238,528,800</b>	<b>\$ 12,959,400</b>	<b>\$ 16,185,700</b>	<b>\$ 11,954,400</b>	<b>\$ 45,119,300</b>	<b>\$ 73,259,400</b>	<b>\$ 152,310,000</b>

Sources by Type (2017)



Uses by Project (2017)



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

**STATUS:** Ongoing

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Funding by Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 2,038,790	\$ 1,146,190	\$ 501,900	\$ 198,800	\$ 191,900	—	—	—	\$ 892,600	—
Transfer from General Fund	320,010	53,810	—	108,100	158,100	—	—	—	266,200	—
NVTA 30%	1,600,000	—	—	—	1,600,000	—	—	—	1,600,000	—
State - VDOT	10,800,000	320,000	5,600,000	2,280,000	2,600,000	—	—	—	10,480,000	—
<b>Total Sources</b>	<b>\$ 14,758,800</b>	<b>\$ 1,520,000</b>	<b>\$ 6,101,900</b>	<b>\$ 2,586,900</b>	<b>\$ 4,550,000</b>	—	—	—	<b>\$ 13,238,800</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Funding by Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 1,158,800	—	\$ 501,900	\$ 306,900	\$ 350,000	—	—	—	\$ 1,158,800	—
Land	300,000	300,000	—	—	—	—	—	—	—	—
Design/Engineering	1,100,000	1,050,000	—	—	—	—	—	—	—	—
Utility Relocation	370,000	170,000	430,000	—	—	—	—	—	430,000	—
Construction	11,830,000	—	5,170,000	2,280,000	4,200,000	—	—	—	11,650,000	—
<b>Total Uses</b>	<b>\$ 14,758,800</b>	<b>\$ 1,520,000</b>	<b>\$ 6,101,900</b>	<b>\$ 2,586,900</b>	<b>\$ 4,550,000</b>	—	—	—	<b>\$ 13,238,800</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	\$ 35,872	\$ 71,744	\$ 73,896	\$ 76,113	\$ 257,625

**TITLE:** Battlefield Parkway Trail Across the Rt 15 Bypass (21NEW1)

**STATUS:** Future

**PROGRAM DESCRIPTION:** Construct a pedestrian crossing of the Route 15 Bypass at Battelfield Parkway. The project will include sidewalk extension to the Bypass on the west, a trail extension from the Bypass to the east, and pedestrian signals and cross walk at the Bypass.

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Fall/Winter 2020	Spring 2021	Late Summer/ Fall 2021



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 528,500	—	—	—	—	—	—	\$ 528,500	\$ 528,500	—
Transfer from General Fund	147,000	—	—	—	—	—	—	147,000	147,000	—
<b>Total Sources</b>	<b>\$ 675,500</b>	—	—	—	—	—	—	<b>\$ 675,500</b>	<b>\$ 675,500</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 100,500	—	—	—	—	—	—	\$ 100,500	\$ 100,500	—
Land	20,000	—	—	—	—	—	—	20,000	20,000	—
Design/Engineering	100,000	—	—	—	—	—	—	100,000	100,000	—
Utility Relocation	55,000	—	—	—	—	—	—	55,000	55,000	—
Construction	400,000	—	—	—	—	—	—	400,000	400,000	—
<b>Total Uses</b>	<b>\$ 675,500</b>	—	—	—	—	—	—	<b>\$ 675,500</b>	<b>\$ 675,500</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Streets and Highways

**TITLE:** Davis Court Bridge Replacement (18NEW1)

**STATUS:** Future

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

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Transfer from General Fund	\$ 57,300	—	—	—	\$ 3,800	\$ 53,500	—	—	\$ 57,300	—
Proffers	548,800	—	—	—	104,600	444,200	—	—	548,800	—
<b>Total Sources</b>	<b>\$ 606,100</b>	—	—	—	<b>\$ 108,400</b>	<b>\$ 497,700</b>	—	—	<b>\$ 606,100</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 106,100	—	—	—	\$ 8,400	\$ 97,700	—	—	\$ 106,100	—
Land	50,000	—	—	—	—	50,000	—	—	50,000	—
Design/Engineering	100,000	—	—	—	100,000	—	—	—	100,000	—
Construction	350,000	—	—	—	—	350,000	—	—	350,000	—
<b>Total Uses</b>	<b>\$ 606,100</b>	—	—	—	<b>\$ 108,400</b>	<b>\$ 497,700</b>	—	—	<b>\$ 606,100</b>	—

**Operating Impact**

Operating/Maintenance	Fiscal Year						Total for 6 Yr CIP
	FY16	FY17	FY18	FY19	FY20	FY21	
N/A	—	—	—	—	—	—	—

**TITLE:** E. Market St. & Battlefield Pkwy Interchange (15303)

**STATUS:** Ongoing

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

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

**OPERATING IMPACT:** TBD

**GOAL ADDRESSED:** 2012 Town Plan

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



Streets and Highways

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 591,100	—	—	\$ 167,900	\$ 423,200	—	—	—	\$ 591,100	—
Transfer from General Fund	444,700	—	—	91,300	353,400	—	—	—	444,700	—
NVTA 70%	58,000,000	—	1,450,000	1,925,000	9,315,000	—	—	—	12,690,000	45,310,000
<b>Total Sources</b>	<b>\$ 59,035,800</b>	<b>—</b>	<b>\$ 1,450,000</b>	<b>\$ 2,184,200</b>	<b>\$ 10,091,600</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 13,725,800</b>	<b>\$ 45,310,000</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 1,035,800	—	—	\$ 259,200	\$ 776,600	—	—	—	\$ 1,035,800	—
Land	5,000,000	—	—	—	5,000,000	—	—	—	5,000,000	—
Design/Engineering	4,000,000	—	1,450,000	1,925,000	625,000	—	—	—	4,000,000	—
Utility Relocation	4,000,000	—	—	—	3,690,000	—	—	—	3,690,000	310,000
Construction	45,000,000	—	—	—	—	—	—	—	—	45,000,000
<b>Total Uses</b>	<b>\$ 59,035,800</b>	<b>—</b>	<b>\$ 1,450,000</b>	<b>\$ 2,184,200</b>	<b>\$ 10,091,600</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 13,725,800</b>	<b>\$ 45,310,000</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

**TITLE:** Evergreen Mill Rd. Widening (15302)

**STATUS:** Ongoing

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

Project funding is primarily NVTA 30% and VDOT revenue sharing.

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 756,700	—	\$ 9,000	\$ 61,000	\$ 13,700	\$ 127,500	\$ 187,500	\$ 358,000	\$ 756,700	—
Transfer from General Fund	1,488,800	—	—	33,200	11,300	153,900	330,400	960,000	1,488,800	—
NVTA 30%	6,300,000	—	50,000	350,000	150,000	575,000	750,000	4,425,000	6,300,000	—
State - VDOT	5,000,000	—	50,000	350,000	150,000	575,000	750,000	3,125,000	5,000,000	—
<b>Total Sources</b>	<b>\$ 13,545,500</b>	<b>—</b>	<b>\$ 109,000</b>	<b>\$ 794,200</b>	<b>\$ 325,000</b>	<b>\$ 1,431,400</b>	<b>\$ 2,017,900</b>	<b>\$ 8,868,000</b>	<b>\$ 13,545,500</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 2,245,500	—	\$ 9,000	\$ 94,200	\$ 25,000	\$ 281,400	\$ 517,900	\$ 1,318,000	\$ 2,245,500	—
Land	350,000	—	—	—	100,000	250,000	—	—	350,000	—
Design/Engineering	1,000,000	—	100,000	700,000	200,000	—	—	—	1,000,000	—
Utility Relocation	900,000	—	—	—	—	900,000	—	—	900,000	—
Construction	9,050,000	—	—	—	—	—	1,500,000	7,550,000	9,050,000	—
<b>Total Uses</b>	<b>\$ 13,545,500</b>	<b>—</b>	<b>\$ 109,000</b>	<b>\$ 794,200</b>	<b>\$ 325,000</b>	<b>\$ 1,431,400</b>	<b>\$ 2,017,900</b>	<b>\$ 8,868,000</b>	<b>\$ 13,545,500</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—



**TITLE:** Hope Parkway Extension (15306)

**STATUS:** Completed

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

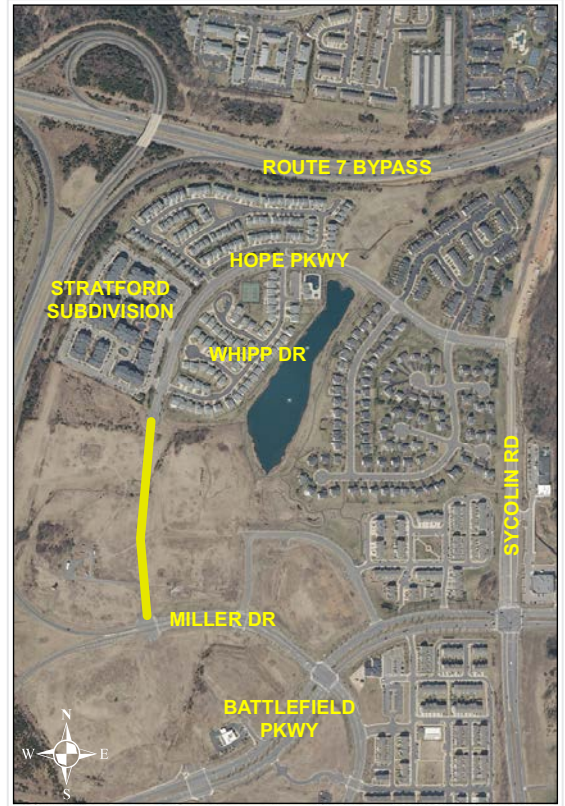
**OPERATING IMPACT:** Improved street will require less maintenance in the short term

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



Streets and Highways

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	FY16 - FY21						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 1,618,400	\$ 236,500	\$ 1,381,900	—	—	—	—	—	\$ 1,381,900	—
State - VDOT	650,000	236,500	413,500	—	—	—	—	—	413,500	—
<b>Total Sources</b>	<b>\$ 2,268,400</b>	<b>\$ 473,000</b>	<b>\$ 1,795,400</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 1,795,400</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	FY16 - FY21						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 149,400	—	\$ 149,400	—	—	—	—	—	\$ 149,400	—
Construction	2,119,000	473,000	1,646,000	—	—	—	—	—	1,646,000	—
<b>Total Uses</b>	<b>\$ 2,268,400</b>	<b>\$ 473,000</b>	<b>\$ 1,795,400</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 1,795,400</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
Lane Mile Maintenance	—	\$ 13,048	\$ 13,439	\$ 13,843	\$ 14,258	\$ 14,686	\$ 69,274

**TITLE:** Lowenbach Street Improvements (05303)

**STATUS:** Completed

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

Phases I & II: Completed Summer 2011

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

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

**OPERATING IMPACT:** None.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 10,059,600	\$ 9,121,400	\$ 938,200	—	—	—	—	—	\$ 938,200	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 77,200	—	\$ 77,200	—	—	—	—	—	\$ 77,200	—
Land	411,900	411,900	—	—	—	—	—	—	—	—
Design/Engineering	1,415,500	1,415,500	—	—	—	—	—	—	—	—
Utility Relocation	55,000	55,000	—	—	—	—	—	—	—	—
Construction	8,100,000	7,239,000	861,000	—	—	—	—	—	861,000	—
<b>Total Uses</b>	<b>\$ 10,059,600</b>	<b>\$ 9,121,400</b>	<b>\$ 938,200</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 938,200</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

**TITLE:** Morven Park Road Sidewalk (14301)

**STATUS:** Future

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 2,107,000	—	—	—	\$ 261,400	\$ 833,100	\$ 1,012,500	—	\$ 2,107,000	—
Transfer from General Fund	308,000	—	—	—	9,400	100,400	198,200	—	308,000	—
<b>Total Sources</b>	<b>\$ 2,415,000</b>	—	—	—	<b>\$ 270,800</b>	<b>\$ 933,500</b>	<b>\$ 1,210,700</b>	—	<b>\$ 2,415,000</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 515,000	—	—	—	\$ 20,800	\$ 183,500	\$ 310,700	—	\$ 515,000	—
Land	200,000	—	—	—	100,000	100,000	—	—	200,000	—
Design/Engineering	200,000	—	—	—	150,000	50,000	—	—	200,000	—
Utility Relocation	200,000	—	—	—	—	200,000	—	—	200,000	—
Construction	1,300,000	—	—	—	400,000	900,000	—	—	1,300,000	—
<b>Total Uses</b>	<b>\$ 2,415,000</b>	—	—	—	<b>\$ 270,800</b>	<b>\$ 933,500</b>	<b>\$ 1,210,700</b>	—	<b>\$ 2,415,000</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Streets and Highways

**TITLE:** Rt. 15 Bypass/Edwards Ferry Rd. Interchange (09307)

**STATUS:** Ongoing

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

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

**OPERATING IMPACT:** TBD

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 160,200	—	\$ 89,600	\$ 52,300	\$ 18,300	—	—	—	\$ 160,200	—
Transfer from General Fund	43,600	—	—	28,500	15,100	—	—	—	43,600	—
NVTa 70%	99,000,000	—	1,000,000	600,000	400,000	—	—	—	2,000,000	97,000,000
State - VDOT	10,000,000	—	—	—	—	—	—	—	—	10,000,000
<b>Total Sources</b>	<b>\$ 109,203,800</b>	<b>—</b>	<b>\$ 1,089,600</b>	<b>\$ 680,800</b>	<b>\$ 433,400</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 2,203,800</b>	<b>\$ 107,000,000</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 203,800	—	\$ 89,600	\$ 80,800	\$ 33,400	—	—	—	\$ 203,800	—
Land	5,000,000	—	—	—	—	—	—	—	—	5,000,000
Design/Engineering	10,000,000	—	1,000,000	600,000	400,000	—	—	—	2,000,000	8,000,000
Utility Relocation	2,000,000	—	—	—	—	—	—	—	—	2,000,000
Construction	92,000,000	—	—	—	—	—	—	—	—	92,000,000
<b>Total Uses</b>	<b>\$ 109,203,800</b>	<b>—</b>	<b>\$ 1,089,600</b>	<b>\$ 680,800</b>	<b>\$ 433,400</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 2,203,800</b>	<b>\$ 107,000,000</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

**TITLE:** Rt. 15 Widening Phase II (13301)

**STATUS:** Ongoing

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

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

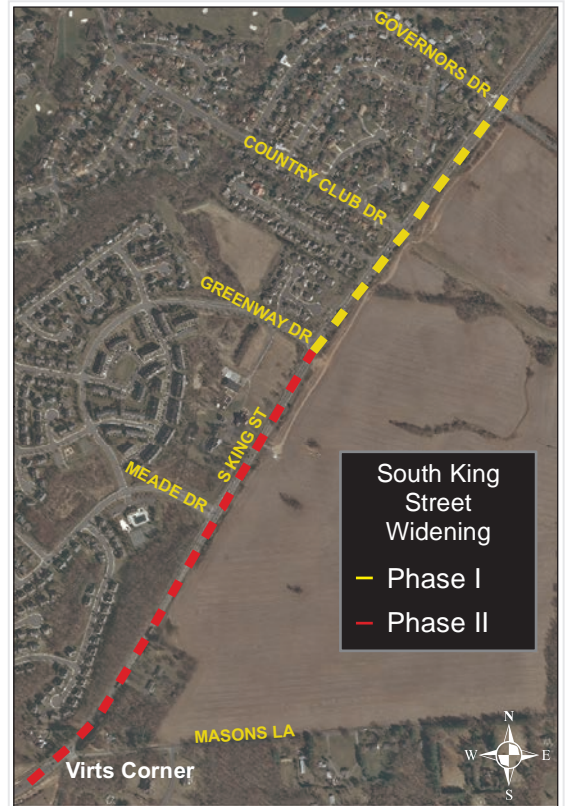
**OPERATING IMPACT:** VDOT’s maintenance payments will increase with the addition of two more lanes of traffic

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2014	Spring 2016	Winter 2017/2018



Streets and Highways

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 644,600	—	\$ 301,500	\$ 254,200	\$ 88,900	—	—	—	\$ 644,600	—
Transfer from General Fund	217,200	—	—	144,100	73,100	—	—	—	217,200	—
State - VDOT	8,750,000	475,000	3,365,000	2,967,000	1,943,000	—	—	—	8,275,000	—
Federal - ARRA	1,050,000	1,050,000	—	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>\$ 10,661,800</b>	<b>\$ 1,525,000</b>	<b>\$ 3,666,500</b>	<b>\$ 3,365,300</b>	<b>\$ 2,105,000</b>	—	—	—	<b>\$ 9,136,800</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 861,800	—	\$ 301,500	\$ 398,300	\$ 162,000	—	—	—	\$ 861,800	—
Land	250,000	250,000	—	—	—	—	—	—	—	—
Design/Engineering	475,000	475,000	—	—	—	—	—	—	—	—
Utility Relocation	800,000	800,000	—	—	—	—	—	—	—	—
Construction	8,275,000	—	3,365,000	2,967,000	1,943,000	—	—	—	8,275,000	—
<b>Total Uses</b>	<b>\$ 10,661,800</b>	<b>\$ 1,525,000</b>	<b>\$ 3,666,500</b>	<b>\$ 3,365,300</b>	<b>\$ 2,105,000</b>	—	—	—	<b>\$ 9,136,800</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	\$ 54,560	\$ 56,197	\$ 57,883	\$ 59,619	\$ 228,259

**TITLE:** Sycolin Rd. Widening Phase IV (15301)

**STATUS:** Ongoing

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 737,400	—	—	—	\$ 274,300	\$ 463,100	—	—	\$ 737,400	—
Transfer from General Fund	859,300	—	—	77,300	225,800	556,200	—	—	859,300	—
County - Gas Tax	2,601,500	160,000	324,300	992,200	1,125,000	—	—	—	2,441,500	—
NVTA 30%	1,125,000	—	—	—	1,125,000	—	—	—	1,125,000	—
State - VDOT	9,046,000	160,000	275,000	780,000	3,750,000	4,081,000	—	—	8,886,000	—
<b>Total Sources</b>	<b>\$ 14,369,200</b>	<b>\$ 320,000</b>	<b>\$ 599,300</b>	<b>\$ 1,849,500</b>	<b>\$ 6,500,100</b>	<b>\$ 5,100,300</b>	—	—	<b>\$ 14,049,200</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 1,788,200	—	\$ 49,300	\$ 219,500	\$ 500,100	\$ 1,019,300	—	—	\$ 1,788,200	—
Land	500,000	—	250,000	250,000	—	—	—	—	500,000	—
Design/Engineering	1,000,000	320,000	300,000	380,000	—	—	—	—	680,000	—
Utility Relocation	1,000,000	—	—	1,000,000	—	—	—	—	1,000,000	—
Construction	10,081,000	—	—	—	6,000,000	4,081,000	—	—	10,081,000	—
<b>Total Uses</b>	<b>\$ 14,369,200</b>	<b>\$ 320,000</b>	<b>\$ 599,300</b>	<b>\$ 1,849,500</b>	<b>\$ 6,500,100</b>	<b>\$ 5,100,300</b>	—	—	<b>\$ 14,049,200</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	—	—	\$ 49,232	\$ 50,709	\$ 99,941

**TITLE:** Traffic & Emergency Evacuation Mgt (16201)

**STATUS:** Ongoing

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

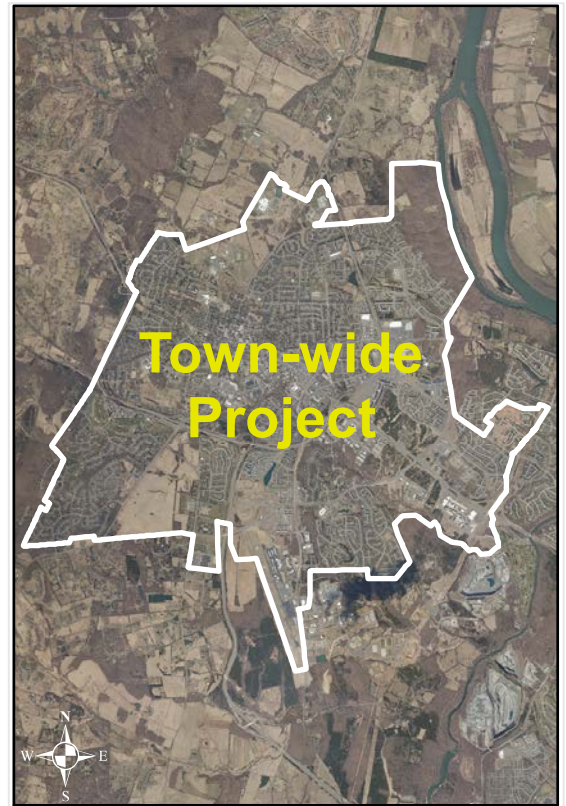
**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Winter 2015/2016	Summer 2017



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Transfer from General Fund	\$ 20,600	—	—	\$ 20,600	—	—	—	—	\$ 20,600	—
NVTA 30%	908,700	—	435,800	472,900	—	—	—	—	908,700	—
<b>Total Sources</b>	<b>\$ 929,300</b>	—	<b>\$ 435,800</b>	<b>\$ 493,500</b>	—	—	—	—	<b>\$ 929,300</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 94,300	—	\$ 35,800	\$ 58,500	—	—	—	—	\$ 94,300	—
Design/Engineering	40,000	—	40,000	—	—	—	—	—	40,000	—
Construction	795,000	—	360,000	435,000	—	—	—	—	795,000	—
<b>Total Uses</b>	<b>\$ 929,300</b>	—	<b>\$ 435,800</b>	<b>\$ 493,500</b>	—	—	—	—	<b>\$ 929,300</b>	—

**Operating Impact**

Operating/Maintenance	Fiscal Year						Total for 6 Yr CIP
	FY16	FY17	FY18	FY19	FY20	FY21	
N/A	—	—	—	—	—	—	—

Streets and Highways





**Storm Drainage**

Funding for the Storm Drainage category will continue in the FY 2017-21 Capital Improvements Plan. These projects include: the Chesapeake Bay Total Maximum Daily Load (TMDL) and the Tuscarora Creek flood mitigation and restoration project. The total cost of Storm Drainage Capital Improvements is \$2,929,700 in FY 2017.

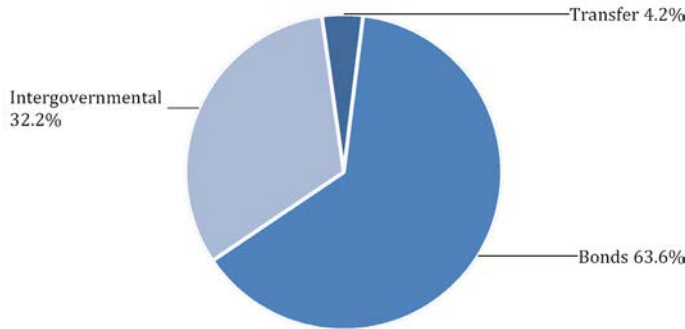
**Sources of Funding**

Sources	Total Required Project Funding	Funded through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 3,976,513	\$ 870,000	\$ 1,243,500	\$ 1,863,013	—	\$ 3,106,513	—
Transfer from General Fund	122,500	—	—	122,500	—	122,500	—
State - DEQSLAF	1,604,187	—	660,000	944,187	—	1,604,187	—
<b>Total Sources</b>	<b>\$ 5,703,200</b>	<b>\$ 870,000</b>	<b>\$ 1,903,500</b>	<b>\$ 2,929,700</b>	<b>—</b>	<b>\$ 4,833,200</b>	<b>—</b>

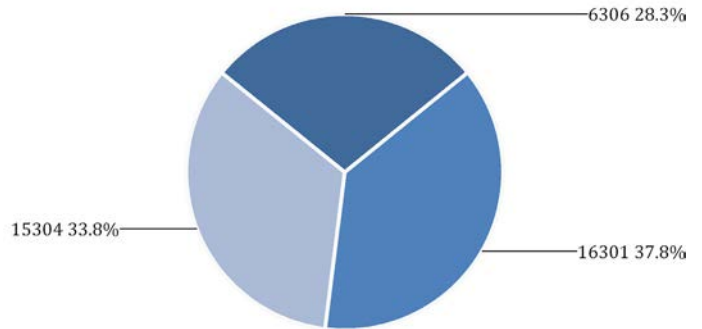
**Uses by Project**

Projects	Total Project Cost	Expended through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Project Cost
Chesapeake Bay TMDL - 15304	\$ 2,783,600	\$ 370,000	\$ 1,421,900	\$ 991,700	—	\$ 2,413,600	—
Tuscarora Creek Flood Mitigation - 06306	1,468,300	372,900	265,900	829,500	—	1,095,400	—
Tuscarora Creek Restoration - TMDL Project - 16301	1,451,300	127,100	215,700	1,108,500	—	1,324,200	—
<b>Total Uses</b>	<b>\$ 5,703,200</b>	<b>\$ 870,000</b>	<b>\$ 1,903,500</b>	<b>\$ 2,929,700</b>	<b>—</b>	<b>\$ 4,833,200</b>	<b>—</b>

Sources by Type (2017)



Uses by Project (2017)



**TITLE:** Chesapeake Bay TMDL (15304)

**STATUS:** Ongoing

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

The Town applied for and received roughly \$963,000 in Virginia Department of Environmental Quality grant funding for Fiscal Year 2015 from the Storm Water Local Assistance Fund Grant (SLAF). For future fiscal years, staff will explore and apply for available grant funding to help offset the cost of future projects to meet the Town's future reduction goals. Future TMDL improvement projects are currently listed as a Future Priority project.

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 1,779,013	\$ 370,000	\$ 761,900	\$ 647,113	—	—	—	—	\$ 1,409,013	—
Transfer from General Fund	41,500	—	—	41,500	—	—	—	—	41,500	—
State - DEQSLAF	963,087	—	660,000	303,087	—	—	—	—	963,087	—
<b>Total Sources</b>	<b>\$ 2,783,600</b>	<b>\$ 370,000</b>	<b>\$ 1,421,900</b>	<b>\$ 991,700</b>	—	—	—	—	<b>\$ 2,413,600</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 234,600	—	\$ 116,900	\$ 117,700	—	—	—	—	\$ 234,600	—
Land	50,000	—	50,000	—	—	—	—	—	50,000	—
Design/Engineering	640,000	320,000	320,000	—	—	—	—	—	320,000	—
Construction	1,859,000	50,000	935,000	874,000	—	—	—	—	1,809,000	—
<b>Total Uses</b>	<b>\$ 2,783,600</b>	<b>\$ 370,000</b>	<b>\$ 1,421,900</b>	<b>\$ 991,700</b>	—	—	—	—	<b>\$ 2,413,600</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
General Maintenance	—	\$ 10,000	\$ 15,000	\$ 15,450	\$ 15,915	\$ 16,390	\$ 72,755

**TITLE:** Tuscarora Creek Flood Mitigation (06306)

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Channel improvements to Tuscarora Creek to help reduce flooding of the adjoining residential properties. The project also includes the installation of storm drainage to handle the 100 year storm event and the construction of a two to four foot high wall. Preparation of a FEMA letter of map revision will be required after the work is complete.

**OPERATING IMPACT:** Mowing and landscape maintenance.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 1,433,600	\$ 372,900	\$ 265,900	\$ 794,800	—	—	—	—	\$ 1,060,700	—
Transfer from General Fund	34,700	—	—	34,700	—	—	—	—	34,700	—
<b>Total Sources</b>	<b>\$ 1,468,300</b>	<b>\$ 372,900</b>	<b>\$ 265,900</b>	<b>\$ 829,500</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 1,095,400</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 120,500	—	\$ 22,000	\$ 98,500	—	—	—	—	\$ 120,500	—
Land	40,000	—	40,000	—	—	—	—	—	40,000	—
Design/Engineering	464,800	372,900	83,900	8,000	—	—	—	—	91,900	—
Utility Relocation	120,000	—	120,000	—	—	—	—	—	120,000	—
Construction	723,000	—	—	723,000	—	—	—	—	723,000	—
<b>Total Uses</b>	<b>\$ 1,468,300</b>	<b>\$ 372,900</b>	<b>\$ 265,900</b>	<b>\$ 829,500</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 1,095,400</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
General Maintenance	—	\$ 5,000	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 46,836

Storm Drainage

**TITLE:** Tuscarora Creek Restoration - TMDL Project (16301)

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** This project includes stream restoration, realignment of the channel to reduce and/or eliminate erosion, improve the overall stream health, and planting of a riparian buffer along portions of the stream. Preparation of a FEMA letter of map revision will be required after the work is complete.

The Town applied for and received approximately \$641,100 in Virginia Department of Environmental Quality grant funding from the Storm Water Local Assistance Fund Grant (SLAF).

**OPERATING IMPACT:** Mowing and landscape maintenance.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Funding by Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 763,900	\$ 127,100	\$ 215,700	\$ 421,100	—	—	—	—	\$ 636,800	—
Transfer from General Fund	46,300	—	—	46,300	—	—	—	—	46,300	—
State - DEQSLAF	641,100	—	—	641,100	—	—	—	—	641,100	—
<b>Total Sources</b>	<b>\$ 1,451,300</b>	<b>\$ 127,100</b>	<b>\$ 215,700</b>	<b>\$ 1,108,500</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 1,324,200</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Funding by Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 149,100	—	\$ 17,600	\$ 131,500	—	—	—	—	\$ 149,100	—
Land	40,000	—	40,000	—	—	—	—	—	40,000	—
Design/Engineering	265,200	127,100	138,100	—	—	—	—	—	138,100	—
Utility Relocation	20,000	—	20,000	—	—	—	—	—	20,000	—
Construction	977,000	—	—	977,000	—	—	—	—	977,000	—
<b>Total Uses</b>	<b>\$ 1,451,300</b>	<b>\$ 127,100</b>	<b>\$ 215,700</b>	<b>\$ 1,108,500</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 1,324,200</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
General Maintenance	—	\$ 5,000	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 46,836

Airport

Improvements to the Leesburg Executive Airport continue to be a priority to the Town. Capital projects in this category includes a new Airport Master Plan update and the construction of an U.S. Customs General Aviation Clearance Facility for FY 2017. The total cost of Airport Capital Improvements for FY 2017 is \$153,100.

Sources of Funding

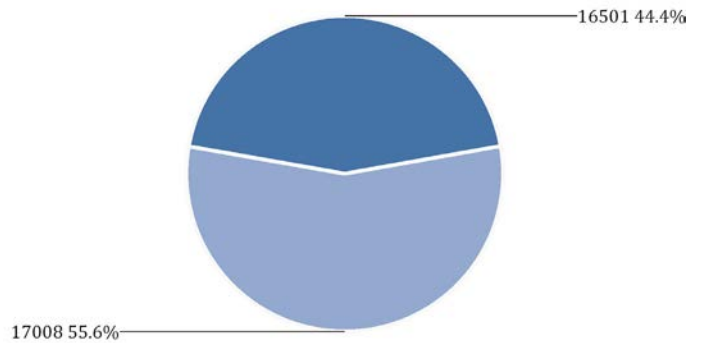
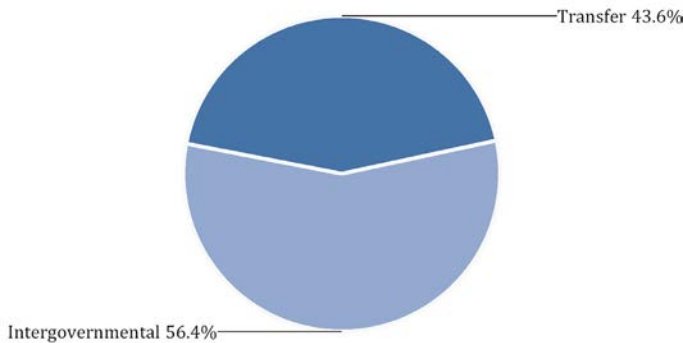
Sources	Total Required Project Funding	Funded through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 3,108,300	—	—	—	\$ 3,108,300	\$ 3,108,300	—
Transfer from General Fund	1,354,000	—	42,800	66,700	1,244,500	1,354,000	—
State - DOAV	2,702,800	—	31,200	32,400	2,639,200	2,702,800	—
Federal - FAA	1,296,000	—	351,000	54,000	891,000	1,296,000	—
<b>Total Sources</b>	<b>\$ 8,461,100</b>	—	<b>\$ 425,000</b>	<b>\$ 153,100</b>	<b>\$ 7,883,000</b>	<b>\$ 8,461,100</b>	—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Project Cost
Airport Maintenance/ Storage Facility - 19NEW1	\$ 497,800	—	—	—	\$ 497,800	\$ 497,800	—
Airport Master Plan Update - 16501	394,900	—	326,900	68,000	—	394,900	—
Airport North Hangars - 19NEW2	6,062,700	—	—	—	6,062,700	6,062,700	—
Airport Stormwater Management Plan/ Drainage Study - 16502	98,100	—	98,100	—	—	98,100	—
Taxiway & Runway Lighting Rehabilitation - 19NEW3	1,322,500	—	—	—	1,322,500	1,322,500	—
US Customs General Aviation Clearance Facility - 17008	85,100	—	—	85,100	—	85,100	—
<b>Total Uses</b>	<b>\$ 8,461,100</b>	—	<b>\$ 425,000</b>	<b>\$ 153,100</b>	<b>\$ 7,883,000</b>	<b>\$ 8,461,100</b>	—

Sources by Type (2017)

Uses by Project (2017)



**TITLE:** Airport Maintenance/ Storage Facility (19NEW1)

**STATUS:** Future

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

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

**GOAL ADDRESSED:** 2012 Town Plan

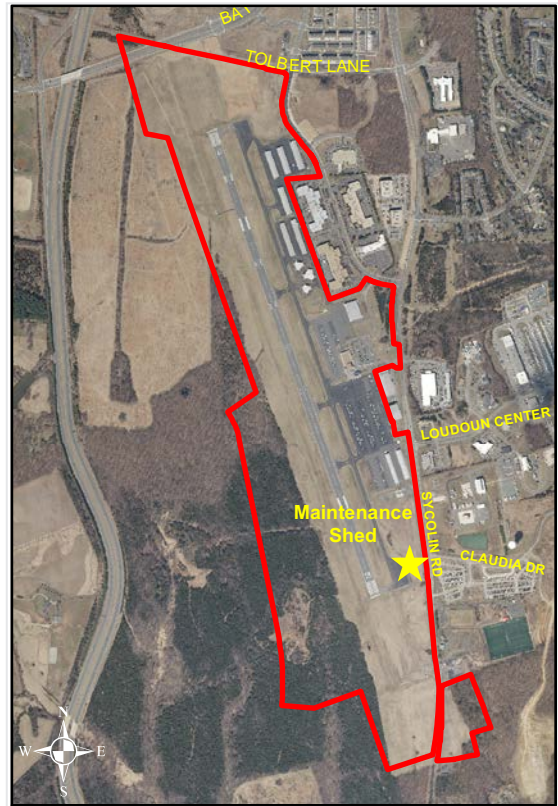
- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

2006 Airport Master Plan

- Requires preservation and protection of airport property.

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 44,300	—	—	—	—	\$ 44,300	—	—	\$ 44,300	—
Transfer from General Fund	133,500	—	—	—	—	133,500	—	—	133,500	—
State - DOAV	320,000	—	—	—	—	320,000	—	—	320,000	—
<b>Total Sources</b>	<b>\$ 497,800</b>	—	—	—	—	<b>\$ 497,800</b>	—	—	<b>\$ 497,800</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 97,800	—	—	—	—	\$ 97,800	—	—	\$ 97,800	—
Design/Engineering	50,000	—	—	—	—	50,000	—	—	50,000	—
Construction	350,000	—	—	—	—	350,000	—	—	350,000	—
<b>Total Uses</b>	<b>\$ 497,800</b>	—	—	—	—	<b>\$ 497,800</b>	—	—	<b>\$ 497,800</b>	—

**Operating Impact**

Operating/Maintenance	Fiscal Year						Total for 6 Yr CIP
	FY16	FY17	FY18	FY19	FY20	FY21	
N/A	—	—	—	—	—	—	—

**TITLE:** Airport Master Plan Update (16501)

**STATUS:** Ongoing

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

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Transfer from General Fund	\$ 42,100	—	\$ 32,900	\$ 9,200	—	—	—	—	\$ 42,100	—
State - DOAV	28,800	—	24,000	4,800	—	—	—	—	28,800	—
Federal - FAA	324,000	—	270,000	54,000	—	—	—	—	324,000	—
<b>Total Sources</b>	<b>\$ 394,900</b>	—	<b>\$ 326,900</b>	<b>\$ 68,000</b>	—	—	—	—	<b>\$ 394,900</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 34,900	—	\$ 26,900	\$ 8,000	—	—	—	—	\$ 34,900	—
Design/Engineering	360,000	—	300,000	60,000	—	—	—	—	360,000	—
<b>Total Uses</b>	<b>\$ 394,900</b>	—	<b>\$ 326,900</b>	<b>\$ 68,000</b>	—	—	—	—	<b>\$ 394,900</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Airport

**TITLE:** Airport North Hangars (19NEW2)

**STATUS:** Future

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

**OPERATING IMPACT:** Minimal electric costs.

**GOAL ADDRESSED:** 2012 Town Plan

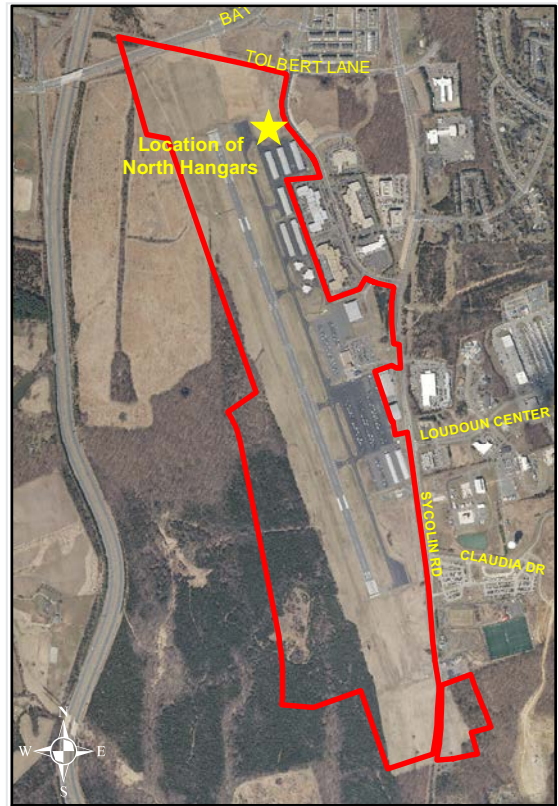
- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

2006 Airport Master Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 2,941,700	—	—	—	—	\$ 22,200	\$ 1,550,000	\$ 1,369,500	\$ 2,941,700	—
Transfer from General Fund	881,000	—	—	—	—	66,800	523,200	291,000	881,000	—
State - DOAV	2,240,000	—	—	—	—	160,000	1,040,000	1,040,000	2,240,000	—
<b>Total Sources</b>	<b>\$ 6,062,700</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 249,000</b>	<b>\$ 3,113,200</b>	<b>\$ 2,700,500</b>	<b>\$ 6,062,700</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 1,262,700	—	—	—	—	\$ 49,000	\$ 813,200	\$ 400,500	\$ 1,262,700	—
Design/Engineering	200,000	—	—	—	—	200,000	—	—	200,000	—
Construction	4,600,000	—	—	—	—	—	2,300,000	2,300,000	4,600,000	—
<b>Total Uses</b>	<b>\$ 6,062,700</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 249,000</b>	<b>\$ 3,113,200</b>	<b>\$ 2,700,500</b>	<b>\$ 6,062,700</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—



**TITLE:** Airport Stormwater Management Plan/ Drainage Study (16502)

**STATUS:** Ongoing

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

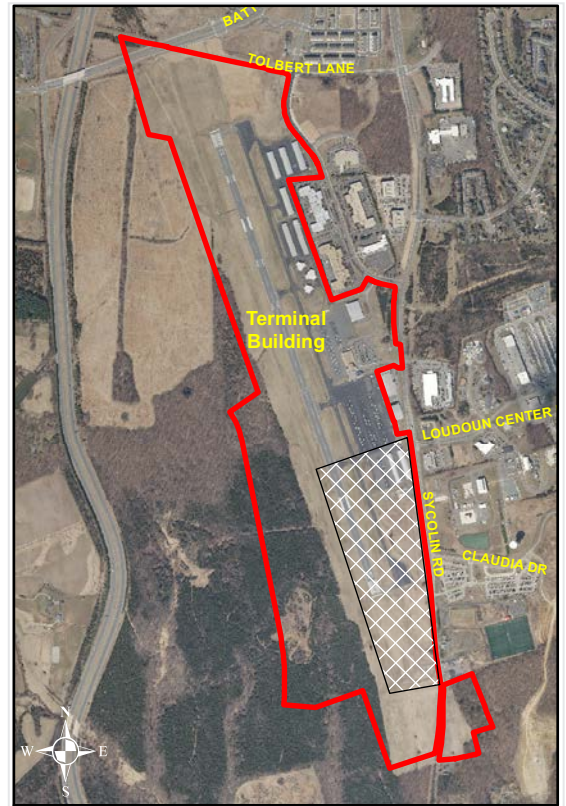
**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Transfer from General Fund	\$ 9,900	—	\$ 9,900	—	—	—	—	—	\$ 9,900	—
State - DOAV	7,200	—	7,200	—	—	—	—	—	7,200	—
Federal - FAA	81,000	—	81,000	—	—	—	—	—	81,000	—
<b>Total Sources</b>	<b>\$ 98,100</b>	<b>—</b>	<b>\$ 98,100</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 98,100</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 8,100	—	\$ 8,100	—	—	—	—	—	\$ 8,100	—
Design/Engineering	90,000	—	90,000	—	—	—	—	—	90,000	—
<b>Total Uses</b>	<b>\$ 98,100</b>	<b>—</b>	<b>\$ 98,100</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 98,100</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Airport

**TITLE:** Taxiway & Runway Lighting Rehabilitation (19NEW3)

**STATUS:** Future

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

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

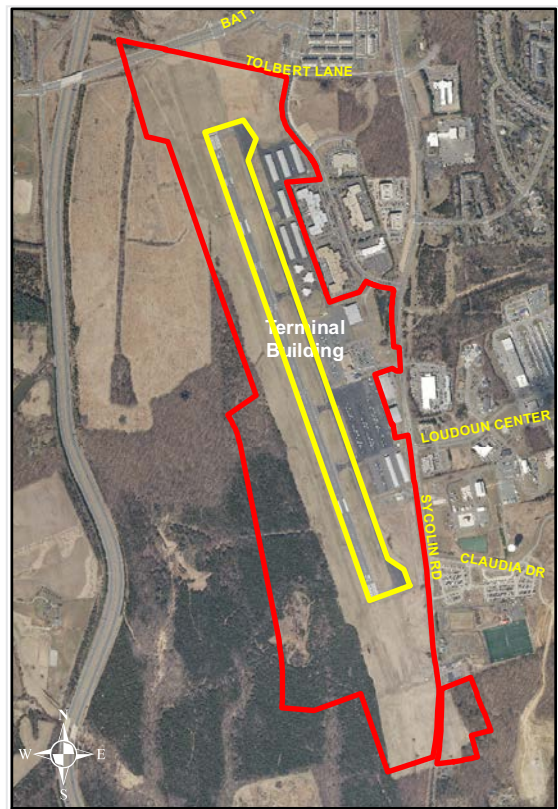
**OPERATING IMPACT:** Reduction in annual electric costs and light bulb replacement costs

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
GO Bonds	\$ 122,300	—	—	—	—	\$ 10,000	\$ 112,300	—	\$ 122,300	—
Transfer from General Fund	230,000	—	—	—	—	13,800	216,200	—	230,000	—
State - DOAV	79,200	—	—	—	—	7,200	72,000	—	79,200	—
Federal - FAA	891,000	—	—	—	—	81,000	810,000	—	891,000	—
<b>Total Sources</b>	<b>\$ 1,322,500</b>	—	—	—	—	<b>\$ 112,000</b>	<b>\$ 1,210,500</b>	—	<b>\$ 1,322,500</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 332,500	—	—	—	—	\$ 22,000	\$ 310,500	—	\$ 332,500	—
Design/Engineering	90,000	—	—	—	—	90,000	—	—	90,000	—
Construction	900,000	—	—	—	—	—	900,000	—	900,000	—
<b>Total Uses</b>	<b>\$ 1,322,500</b>	—	—	—	—	<b>\$ 112,000</b>	<b>\$ 1,210,500</b>	—	<b>\$ 1,322,500</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

**TITLE:** US Customs General Aviation Clearance Facility (17008)

**STATUS:** New

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

**OPERATING IMPACT:** Minimal

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Transfer from General Fund	\$ 57,500	—	—	\$ 57,500	—	—	—	—	\$ 57,500	—
State - DOAV	27,600	—	—	27,600	—	—	—	—	27,600	—
<b>Total Sources</b>	<b>\$ 85,100</b>	—	—	<b>\$ 85,100</b>	—	—	—	—	<b>\$ 85,100</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 10,100	—	—	\$ 10,100	—	—	—	—	\$ 10,100	—
Construction	75,000	—	—	75,000	—	—	—	—	75,000	—
<b>Total Uses</b>	<b>\$ 85,100</b>	—	—	<b>\$ 85,100</b>	—	—	—	—	<b>\$ 85,100</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Airport



Utilities

Investments in the Town’s water and sewer system are estimated at \$1,709,000 for FY 2017. Major projects include the Miscellaneous Water & Sewer System Improvements, Lower Sycolin Sewage Conveyance System Phase II, and the Water Pollution Control Facility security system, phase II. These projects are designed to ensure that Town residents and business continue to receive high quality drinking water while maintaining the Town’s natural environment and resource.

Sources of Funding

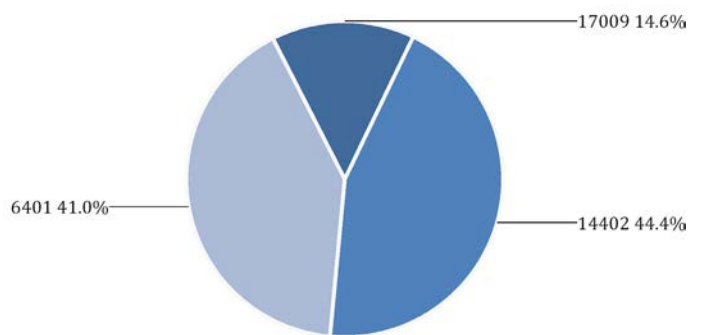
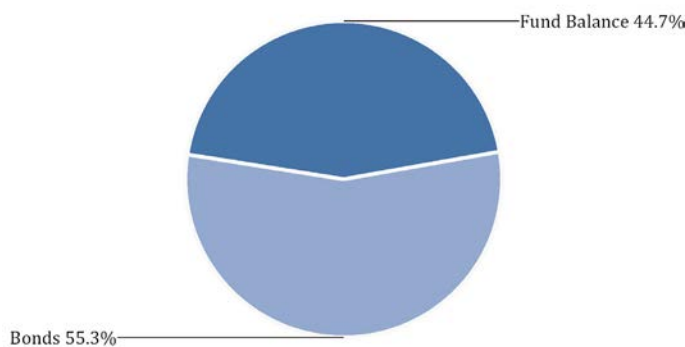
Sources	Total Required Project Funding	Funded through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Funds Required
<b>Utilities Fund</b>							
Utilities PAY-GO	\$ 10,857,282	\$ 3,290,623	\$ 2,088,569	\$ 944,900	\$ 4,533,190	\$ 7,566,659	—
Fund Balance Utilities Fund	8,302,525	2,692,327	1,523,788	764,100	3,322,310	5,610,198	—
<b>Total Sources</b>	<b>\$ 19,344,750</b>	<b>\$ 5,982,950</b>	<b>\$ 3,797,300</b>	<b>\$ 1,709,000</b>	<b>\$ 7,855,500</b>	<b>\$ 13,361,800</b>	—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/15	FY16	FY17	FY18 - FY21	Total for 6 Yr CIP	Future Project Cost
33" Sewer Trunk Line Assessment - 21NEW2	\$ 372,900	—	—	—	\$ 372,900	\$ 372,900	—
Hospital Water Storage Tank Recoating and Rehabilitation - 21NEW1	1,064,700	—	—	—	1,064,700	1,064,700	—
Lower Sycolin Sewage Conveyance System Phase II - 14402	4,635,500	760,000	3,117,400	758,100	—	3,875,500	—
Misc. Waterline & Sanitary Sewer Improvements, Repairs, and I&I Mitigation - 06401	9,671,350	5,222,950	268,900	700,900	3,478,600	4,448,400	—
Security System at Water Pollution Control Facility - 16402	310,100	—	310,100	—	—	310,100	—
Security System at Water Pollution Control Facility Phase II - 17009	500,000	—	—	250,000	250,000	500,000	—
Water Booster Pump Station at Loudoun Water Interconnect - 20NEW1	1,758,400	—	—	—	1,758,400	1,758,400	—
Water Plant Second Carbon Feed System - 16401	100,900	—	100,900	—	—	100,900	—
Water Treatment Plant Filter #1 and #2 Underdrain Replacement - 21NEW3	930,900	—	—	—	930,900	930,900	—
<b>Total Uses</b>	<b>\$ 19,344,750</b>	<b>\$ 5,982,950</b>	<b>\$ 3,797,300</b>	<b>\$ 1,709,000</b>	<b>\$ 7,855,500</b>	<b>\$ 13,361,800</b>	—

Sources by Type (2017)

Uses by Project (2017)



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

**STATUS:** Future

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

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Utilities Bonds	\$ 205,103	—	—	—	—	—	—	\$ 205,103	\$ 205,103	—
Utilities PAY-GO	167,797	—	—	—	—	—	—	167,797	167,797	—
<b>Total Sources</b>	<b>\$ 372,900</b>	—	—	—	—	—	—	<b>\$ 372,900</b>	<b>\$ 372,900</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 22,900	—	—	—	—	—	—	\$ 22,900	\$ 22,900	—
Design/Engineering	350,000	—	—	—	—	—	—	350,000	350,000	—
<b>Total Uses</b>	<b>\$ 372,900</b>	—	—	—	—	—	—	<b>\$ 372,900</b>	<b>\$ 372,900</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

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

**STATUS:** Future

**PROGRAM DESCRIPTION:** Inspect, recoat, and repaint the Hospital Water Tank. Work also includes renovation of the tank including the replacement of valves. The tank was previously painted in 2000.

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

Department of Utilities Strategic Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Utilities Bonds	\$ 585,600	—	—	—	—	—	—	\$ 585,600	\$ 585,600	—
Utilities PAY-GO	479,100	—	—	—	—	—	—	479,100	479,100	—
<b>Total Sources</b>	<b>\$ 1,064,700</b>	—	—	—	—	—	—	<b>\$ 1,064,700</b>	<b>\$ 1,064,700</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 24,700	—	—	—	—	—	—	\$ 24,700	\$ 24,700	—
Design/Engineering	75,000	—	—	—	—	—	—	75,000	75,000	—
Construction	965,000	—	—	—	—	—	—	965,000	965,000	—
<b>Total Uses</b>	<b>\$ 1,064,700</b>	—	—	—	—	—	—	<b>\$ 1,064,700</b>	<b>\$ 1,064,700</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

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

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** The construction of the Lower Sycolin Creek Sewage Conveyance System was divided into two phases. Phase I has been completed and Phase II is for the remainder of the project from the new pump station to Sycolin Road. Construction of Phase II will depend solely on development activities in this area. The Town has entered into an agreement with the Peterson Companies for construction of this project. The Town will be reimbursed for the cost of the project under an adopted Pro Rata plan.

**OPERATING IMPACT:** Operation and maintenance costs will increase.

**GOAL ADDRESSED:** 2012 Town Plan

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

1987 Water and Sewer System Master Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	ESTIMATED COMPLETION						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Utilities Bonds	\$ 2,549,600	\$ 418,000	\$ 1,714,600	\$ 417,000	—	—	—	—	\$ 2,131,600	—
Utilities PAY-GO	2,085,900	342,000	1,402,800	341,100	—	—	—	—	1,743,900	—
<b>Total Sources</b>	<b>\$ 4,635,500</b>	<b>\$ 760,000</b>	<b>\$ 3,117,400</b>	<b>\$ 758,100</b>	—	—	—	—	<b>\$ 3,875,500</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	ESTIMATED COMPLETION						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 125,500	—	\$ 117,400	\$ 8,100	—	—	—	—	\$ 125,500	—
Design/Engineering	260,000	260,000	—	—	—	—	—	—	—	—
Construction	4,250,000	500,000	3,000,000	750,000	—	—	—	—	3,750,000	—
<b>Total Uses</b>	<b>\$ 4,635,500</b>	<b>\$ 760,000</b>	<b>\$ 3,117,400</b>	<b>\$ 758,100</b>	—	—	—	—	<b>\$ 3,875,500</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
General Maintenance	—	\$ 2,000	\$ 2,500	\$ 3,000	\$ 3,500	\$ 4,000	\$ 15,000



**TITLE:** Misc. Waterline & Sanitary Sewer Improvements, Repairs, and I&I Mitigation (06401)

**STATUS:** Ongoing

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

1987 Water and Sewer System Master Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Funding by Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Utilities Bonds	\$ 5,406,785	\$ 2,872,623	\$ 147,912	\$ 390,400	\$ 684,650	\$ 533,400	\$ 466,900	\$ 310,900	\$ 2,534,162	—
Utilities PAY-GO	4,264,565	2,350,327	120,988	310,500	551,250	427,500	304,000	200,000	1,914,238	—
<b>Total Sources</b>	<b>\$ 9,671,350</b>	<b>\$ 5,222,950</b>	<b>\$ 268,900</b>	<b>\$ 700,900</b>	<b>\$ 1,235,900</b>	<b>\$ 960,900</b>	<b>\$ 770,900</b>	<b>\$ 510,900</b>	<b>\$ 4,448,400</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Funding by Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 65,400	—	\$ 10,900	\$ 10,900	\$ 10,900	\$ 10,900	\$ 10,900	\$ 10,900	\$ 65,400	—
Construction	9,605,950	5,222,950	258,000	690,000	1,225,000	950,000	760,000	500,000	4,383,000	—
<b>Total Uses</b>	<b>\$ 9,671,350</b>	<b>\$ 5,222,950</b>	<b>\$ 268,900</b>	<b>\$ 700,900</b>	<b>\$ 1,235,900</b>	<b>\$ 960,900</b>	<b>\$ 770,900</b>	<b>\$ 510,900</b>	<b>\$ 4,448,400</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Utilities

Detailed Cost Breakdown

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

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

**STATUS:** Completed

**PROGRAM DESCRIPTION:** Installation of a facility-wide security system at the Water Pollution Control Facility including access control for the majority of the buildings at the Water Pollution Control Facility and for the Utilities Maintenance Building. This includes cameras and automated gate controls. The site security system is proposed in consideration of the upcoming development in the vicinity of the facility and following a recommendation to evaluate site security by the Town's Police Department.

**OPERATING IMPACT:** Minimal

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Utilities Bonds	\$ 170,557	—	\$ 170,557	—	—	—	—	—	\$ 170,557	—
Utilities PAY-GO	139,543	—	139,543	—	—	—	—	—	139,543	—
<b>Total Sources</b>	<b>\$ 310,100</b>	—	<b>\$ 310,100</b>	—	—	—	—	—	<b>\$ 310,100</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 10,100	—	\$ 10,100	—	—	—	—	—	\$ 10,100	—
Construction	300,000	—	300,000	—	—	—	—	—	300,000	—
<b>Total Uses</b>	<b>\$ 310,100</b>	—	<b>\$ 310,100</b>	—	—	—	—	—	<b>\$ 310,100</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
Electricity	—	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,500
General Maintenance	—	600	600	600	600	600	3,000
<b>Total Impact</b>	—	<b>\$ 900</b>	<b>\$ 900</b>	<b>\$ 900</b>	<b>\$ 900</b>	<b>\$ 900</b>	<b>\$ 4,500</b>

Utilities

**TITLE:** Security System at Water Pollution Control Facility Phase II (17009)

**STATUS:** New

**PROGRAM DESCRIPTION:** Second phase of a facility-wide security system at the Water Pollution Control Facility and at remote utility department sites such as the pump stations.

**OPERATING IMPACT:** Minimal

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2016	Summer 2017



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Utilities Bonds	\$ 275,000	—	—	\$ 137,500	\$ 137,500	—	—	—	\$ 275,000	—
Utilities PAY-GO	225,000	—	—	112,500	112,500	—	—	—	225,000	—
<b>Total Sources</b>	<b>\$ 500,000</b>	—	—	<b>\$ 250,000</b>	<b>\$ 250,000</b>	—	—	—	<b>\$ 500,000</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 20,000	—	—	\$ 10,000	\$ 10,000	—	—	—	\$ 20,000	—
Construction	480,000	—	—	240,000	240,000	—	—	—	480,000	—
<b>Total Uses</b>	<b>\$ 500,000</b>	—	—	<b>\$ 250,000</b>	<b>\$ 250,000</b>	—	—	—	<b>\$ 500,000</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
Electricity	—	—	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,200
General Maintenance	—	—	600	600	600	600	2,400
<b>Total Impact</b>	—	—	<b>\$ 900</b>	<b>\$ 900</b>	<b>\$ 900</b>	<b>\$ 900</b>	<b>\$ 3,600</b>

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

**STATUS:** Future

**PROGRAM DESCRIPTION:** This project improves the Town's reliability to provide and maintain the existing level of service to customers during an emergency when the Loudoun Water interconnect is activated. The current emergency water interconnection with Loudoun Water provides the Town a water flow of 1,500-1,800 gallons-per-minute (gpm). A water booster station at the interconnect will increase the average daily demand to 3,500 gpm and provide the ability to meet the Town's customer demand in an emergency when the water plant is not online. The design will also include evaluation of adequate water supply for the Town's water system including raw and potable water options.

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

**GOAL ADDRESSED:** 2012 Town Plan

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

Department of Utilities Strategic Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Utilities Bonds	\$ 1,052,122	—	—	—	—	—	\$ 216,650	\$ 835,472	\$ 1,052,122	—
Utilities PAY-GO	706,278	—	—	—	—	—	145,450	560,828	706,278	—
<b>Total Sources</b>	<b>\$ 1,758,400</b>	—	—	—	—	—	<b>\$ 362,100</b>	<b>\$ 1,396,300</b>	<b>\$ 1,758,400</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost	
			FY16	FY17	FY18	FY19	FY20	FY21			
Project Management	\$ 58,400	—	—	—	—	—	—	\$ 12,100	\$ 46,300	\$ 58,400	—
Design/Engineering	350,000	—	—	—	—	—	—	350,000	—	350,000	—
Construction	1,350,000	—	—	—	—	—	—	—	1,350,000	1,350,000	—
<b>Total Uses</b>	<b>\$ 1,758,400</b>	—	—	—	—	—	—	<b>\$ 362,100</b>	<b>\$ 1,396,300</b>	<b>\$ 1,758,400</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

Utilities

**TITLE:** Water Plant Second Carbon Feed System (16401)

**STATUS:** Completed

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

Department of Utilities Strategic Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Utilities Bonds	\$ 55,500	—	\$ 55,500	—	—	—	—	—	\$ 55,500	—
Utilities PAY-GO	45,400	—	45,400	—	—	—	—	—	45,400	—
<b>Total Sources</b>	<b>\$ 100,900</b>	<b>—</b>	<b>\$ 100,900</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 100,900</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	Fiscal Year						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 10,900	—	\$ 10,900	—	—	—	—	—	\$ 10,900	—
Construction	90,000	—	90,000	—	—	—	—	—	90,000	—
<b>Total Uses</b>	<b>\$ 100,900</b>	<b>—</b>	<b>\$ 100,900</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 100,900</b>	<b>—</b>

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
Electricity	—	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500
General Maintenance	—	300	300	300	300	300	1,500
<b>Total Impact</b>	<b>—</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>\$ 2,000</b>

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

**STATUS:** Future

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/15	FY						Total for 6 Yr CIP	Future Funds Required
			FY16	FY17	FY18	FY19	FY20	FY21		
Utilities Bonds	\$ 557,015	—	—	—	—	—	—	\$ 557,015	\$ 557,015	—
Utilities PAY-GO	373,885	—	—	—	—	—	—	373,885	373,885	—
<b>Total Sources</b>	<b>\$ 930,900</b>	—	—	—	—	—	—	<b>\$ 930,900</b>	<b>\$ 930,900</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/15	FY						Total for 6 Yr CIP	Future Project Cost
			FY16	FY17	FY18	FY19	FY20	FY21		
Project Management	\$ 30,900	—	—	—	—	—	—	\$ 30,900	\$ 30,900	—
Design/Engineering	200,000	—	—	—	—	—	—	200,000	200,000	—
Construction	700,000	—	—	—	—	—	—	700,000	700,000	—
<b>Total Uses</b>	<b>\$ 930,900</b>	—	—	—	—	—	—	<b>\$ 930,900</b>	<b>\$ 930,900</b>	—

**Operating Impact**

Operating/Maintenance	FY16	FY17	FY18	FY19	FY20	FY21	Total for 6 Yr CIP
General Maintenance	—	—	—	—	—	\$ 500	\$ 500

Utilities





**Future Projects**

**Priority Future Capital Projects**

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

Project Name	Project Summary	Estimated Cost	Status
Battlefield Parkway/Route 15 Bypass Interchange	Development of a new grade-separated interchange on North King Street (Route 15 Bypass) at Battlefield Parkway to reduce congestion at this existing at-grade intersection which serves as a major regional commuter route. This project is included in the Town Council list of priority transportation improvements.	\$57,000,000	Awaiting funding
Chesapeake Bay TMDL Future Phases	Existing project will only satisfy requirements for several years.	\$1,500,000	Awaiting funding
Improvements at Catoctin Circle/Edwards Ferry Road Intersection (07303)	Traffic studies have shown that improvements to traffic flow are warranted at this intersection. A Loudoun County proffer in connection with the courthouse expansion project will partially fund the intersection improvements. 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 and the completion of the courthouse expansion.	\$900,000	Awaiting completion of Lowenbach improvements
Veterans Park at Balls Bluff (02302)	Design and construction of public recreational facilities, a public access road, parking, boat launch, picnic areas, meadow, park pavilions and visitors' center consistent with Park Master Plan.	\$4,000,000	Awaiting funding

Future Projects

**Potential Future Capital Projects**

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

**GENERAL GOVERNMENT**

Project Name	Project Summary
Police Station Expansion	Expansion of the police station is needed due to current space constraints.

**PARKS & RECREATION**

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

**STREETS & HIGHWAYS**

Project Name	Project Summary
1st, 2nd & Wirt Street, SW	Storm drainage improvements including curb and gutter to alleviate flooding of yards and drainage problems along 1st Street west of South King Street, 2nd Street and Wirt Street, SW. Project improvements to be sensitive to existing neighborhood character.
Ayr Street Sidewalk	Construct a new sidewalk on Ayr Street between West Market Street and Cornwall Street for pedestrian safety
Church Street Improvements Phase II - Royal to Town Branch (07304)	Project includes extension of paved roadway approximately 200 feet towards the W&OD Trail to connect to future private development. The project includes construction of a Crescent District water feature at the southern end of Church Street adjacent to the proposed Waterford Development project.
Davis Avenue Sidewalk	Install sidewalk on both sides of Davis Avenue from South King Street to the Valley View Drive intersection.
Downtown Sidewalk Improvements	Construct new sidewalks and improve existing sidewalks throughout the downtown to improve walkability and to meet ADA standards.
Dry Mill Road Sidewalk and Drainage Improvements (Catoctin to W&OD)	Sidewalk and drainage improvements from the W&OD trail to Catoctin Circle.

**STREETS & HIGHWAYS**

Project Name	Project Summary
Edwards Ferry Road Sidewalk on the North Side	Install sidewalk along the north side of Edwards Ferry Road from Shenandoah Building to Heritage Way.
Edwards Ferry Road Sidewalk Replacement from West of Woodberry Road to Prince Street	Replacement of existing substandard sidewalk with new brick sidewalk meeting ADA standards.
Monroe Street Improvements	Curb and gutter, sidewalk, and drainage improvements to approximately 850 feet of Monroe Street between South King Street and the cul-de-sac near Madison House.
North King Street at North Street Traffic Signal	Loudoun County has proffered a signal at that location. This signal will be needed when the courthouse expansion project is completed.
Plaza Street Sidewalk	Construction of approximately 1,000 linear feet of sidewalk along the west side of Plaza Street between the Police Station and Edwards Ferry Road. This segment of sidewalk will complete a missing link and will improve pedestrian access and safety for residents of the Fields of Leesburg apartments and other residents in northeast Leesburg.
West Market Street Sidewalk Improvements near Ayr Street	Sidewalk improvements to meet ADA standards.
West Market Street/Morven Park Road/ Loudoun Street Intersection Improvements	Intersection improvements to improve vehicular and pedestrian safety and traffic congestion. Study completed in March 2009 on potential design options.

**STORM DRAINAGE**

Project Name	Project Summary
Royal Street Drainage Improvements (East of Harrison St)	Storm drainage improvements to reduce overland flow of runoff flowing from Royal Street onto private properties.
Royal Street Improvements from South King Street to Church Street	Street improvements to improve drainage conditions.
South Street at South King Street	Storm drainage improvements to alleviate flooding of a single family home at the corner of South Street and South King Street. Project dependent upon future Waterford development.
Town Branch at Mosby Drive	Purpose of the project is to stabilize the eroding channel and reduce potential flooding.
Town Branch Improvements (10305)	Stream channel improvements to Town Branch between Catocin Circle and South King Street. The purpose of the project is to alleviate flooding, and to restore the stream channel.

**AIRPORT**

Project Name	Project Summary
Fixed Base Operator Hangars	Acquisition of two existing Fixed Base Operator hangars located at 1005 and 1007 Sycolin Road.† The purchase would position the airport to competitively attract aviation business services by providing hangar, office, and aircraft maintenance space for lease and generating additional revenue.‡ The existing land lease was prepaid and generates no annual revenues.† This lease also requires the Town to purchase the buildings at the termination of the lease at 90% value.†† The properties include an 18,000 square foot hangar, a 25,000 square foot hangar, and approximately 9,400 square feet of office and shop space.

**AIRPORT**

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

## Capital Improvements Program (CIP) Supplemental Information

### CIP Development

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

### Relationship to Town Plan

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

### Relationship to Debt Financing

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

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

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

Debt service is the Town's first funding obligation. Bonds issued in a particular fiscal year require increased General Fund or Utility Fund resources in the following year's budget. For future funding of the CIP, the Town anticipates issuing bonds in early FY 2018 and FY 2019. It is the Town's policy to limit debt financing to fund capital projects that have useful lives that will exceed the bond repayment period.

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

### Projected Financial Ratio Target

	2016	2017	2018- 21
Debt Financing	32.25%	16.68%	16.35%
Debt Service of Gov. Exp. ≤ 15%	10.82%	14.66%	14.56%
Bond Debt to Assessed Value ≤1.5%	1.01%	.92%	0.78%

Other capital budgeting and debt policies are outlined below:

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



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## **Supplemental Information**

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2016 Tax Year Ordinance

The Town of  
Leesburg,  
Virginia

PRESENTED: April 11, 2016

ORDINANCE NO.: 2016-O-010

ADOPTED: April 11, 2016

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND SETTING UTILITY WATER AND SEWER RATES FOR TAX YEAR 2016

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

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

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

**SECTION II.** Appendix B Fee Schedule

- Real estate and vehicles used as mobile homes (\$0.186 per \$100 of assessed value);
- Public service corporations (real estate \$0.186 per \$100 of assessed value, tangible personal property \$1.00 per \$100 of assessed value); and
- Tangible personal property for qualified vehicles, non-commercial (up to the first \$20,000, \$0.48, over the first \$20,000, \$1.00 per \$100 of assessed value);

Supplemental

## 2016 Tax Rate Ordinance (continued)

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AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND SETTING UTILITY WATER AND SEWER RATES FOR TAX YEAR 2016

1½"	\$29.35
2"	\$30.89

## Class Residential Master Metered (Apartments) &amp; Nonresidential:

Account Charge (Per Bill)	\$7.47
Water Meter Size (Per Meter):	
5/8" to ¾"	\$15.44
Full ¾"	\$21.41
1"	\$35.13
1½"	\$76.07
2"	\$112.65
3"	\$207.83
4"	\$315.73
6"	\$609.78
8"	\$995.44

## Class Irrigation and Cooling Tower:

Account Charge (Per Bill)	\$7.47
Water Meter Size (Per Meter):	
5/8" to ¾"	\$15.44
Full ¾"	\$21.41
1"	\$35.13
1½"	\$76.07
2"	\$112.69
3"	\$207.83
4"	\$315.73
6"	\$609.78
8"	\$995.44

## • Sec. 34-155 Sewer use charge, connection to both water and sewer system:

## Class Residential Individually Metered (Single Family):

Inside Town – Consumption Charge per 1,000 gallons	
0 - 36,000 Gallons	\$5.84
> 36,001 Gallons	\$0.00

## Outside Town – Consumption Charge per 1,000 gallons

0 - 36,000 Gallons	\$8.87
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2016 Tax Rate Ordinance (continued)

-5-

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND SETTING UTILITY WATER AND SEWER RATES FOR TAX YEAR 2016

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

SECTION V. This ordinance shall be effective July 1, 2016.

PASSED this 11<sup>th</sup> day of April, 2016.

*David S. Butler*

David S. Butler, Mayor  
Town of Leesburg

ATTEST

*[Signature]*  
Clerk of Council

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Supplemental

## FY 2017 Budget Ordinance

The Town of  
**Leesburg,  
Virginia**

PRESENTED April 12, 2016ORDINANCE NO. 2016-O-009ADOPTED April 12, 2016

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2017; MAKING APPROPRIATIONS FOR FISCAL YEAR 2017 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, CAPITAL ASSET REPLACEMENT FUND, AND NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVTA) FUND; AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THE ORDINANCE

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

**SECTION I.** The budget for the fiscal year beginning July 1, 2016, and ending June 30, 2017, is hereby adopted to include the total of \$94,200,637 in the categories and accounts of the General Fund in the amount of \$54,787,022; the Utilities Fund in the amount of \$21,178,915; the Capital Projects Fund in the amount of \$13,140,700; the Capital Asset Replacement (CAR) Fund in the amount of \$1,746,100; and the Northern Virginia Transportation Authority (NVTA) Fund in the amount of \$3,347,900.

**SECTION II.** The amounts reflected in the budget for the fiscal year beginning July 1, 2016, and ending June 30, 2017, are hereby appropriated a total of \$94,200,637 to include the totals in the categories and accounts to the General Fund in the amount of \$54,787,022; Utilities Fund in the amount of \$21,178,915; Capital Projects Fund in the amount of \$13,140,700; CAR Fund in the amount of \$1,746,100; and the NVTA Fund in the amount of \$3,347,900.

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

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**FY 2017 Budget Ordinance (continued)**

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AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2017; MAKING APPROPRIATIONS FOR FISCAL YEAR 2017 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, CAPITAL ASSET REPLACEMENT FUND, AND NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVTVA) FUND; AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THE ORDINANCE

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

**SECTION V.** Appropriations designated for Capital Projects, unexpended as of June 30, 2016, are hereby re-appropriated for those projects. The re-appropriation of these funds is in addition to the appropriations for Capital Improvement Projects for Fiscal Year 2017. Upon completion of a capital project, staff has authorization to close-out said project and transfer to the source any remaining balances. This section applies to all existing appropriations for capital projects at June 30, 2016 and appropriation for capital projects in Fiscal Year 2017 capital budget.

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

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

**SECTION VIII.** This ordinance shall be effective July 1, 2016.

FY 2017 Budget Ordinance (continued)

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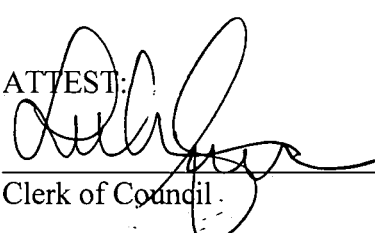
AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2017; MAKING APPROPRIATIONS FOR FISCAL YEAR 2017 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, CAPITAL ASSET REPLACEMENT FUND, AND NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVTA) FUND; AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THE ORDINANCE

PASSED this 12<sup>th</sup> day of April, 2016.



David S. Butler, Mayor  
Town of Leesburg

ATTEST:



Clerk of Council

FY 2016-2021 Capital Improvements Program (CIP) Ordinance

The Town of  
Leesburg,  
Virginia

PRESENTED April 12, 2016

RESOLUTION NO. 2016-054

ADOPTED April 12, 2016

A RESOLUTION: ADOPTING THE FISCAL YEAR 2016-2021 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$106,536,100

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

WHEREAS, the Town Manager submitted a preliminary CIP to the Planning Commission on February 4, 2016; and

WHEREAS, the Planning Commission held a public hearing on the preliminary CIP on February 18, 2016, reviewed the preliminary CIP for compliance with the Town Plan and approved a motion with recommendations concerning the CIP for adoption by the Town Council on February 18, 2016.

THEREFORE, RESOLVED by the Council of the Town of Leesburg in Virginia the proposed CIP for Fiscal Years 2016-2021 totaling \$106,536,100 is approved.

BE IT FURTHER RESOLVED that staff is directed to seek public/private partnerships to potentially reimburse the Town for the additional \$150,000 needed to construct the skate park. This amount does not include the \$260,000 expected from the Loudoun Volunteer Rescue Squad.

PASSED this 12<sup>th</sup> day of April, 2016.



David S. Butler, Mayor  
Town of Leesburg

ATTEST  
  
Clerk of Council

P:\Resolutions\2016\0412 FY 2016-2021 Capital Improvements Program.docx

Supplemental





## Adopted FY 2017 Salary Schedules

## General Government Pay Grades

Grade	Beginning	Ending
1	\$22,974	\$40,292
2	\$26,070	\$43,757
3	\$28,312	\$47,521
4	\$30,748	\$51,607
5	\$33,392	\$56,045
6	\$36,262	\$60,865
7	\$39,384	\$66,099
8	\$42,767	\$71,785
9	\$45,995	\$77,577
10	\$49,949	\$83,837
11	\$54,244	\$91,048
12	\$58,911	\$98,878
13	\$63,976	\$107,380
14	\$69,478	\$116,614
15	\$75,454	\$126,644
16	\$81,943	\$137,534
17	\$88,989	\$149,363
18	\$96,644	\$162,210
19	\$104,955	\$176,157

## Public Safety Pay Grades

Grade	Beginning	Ending
P1	\$53,233	\$87,833
P2	\$55,895	\$92,225
P3	\$58,690	\$96,835
P4	\$61,624	\$101,677
P6	\$64,706	\$106,751
P7	\$76,941	\$129,107
P8	\$83,559	\$140,212
P9	\$90,744	\$152,269

## Communications Staff Pay Grades

Grade	Beginning	Ending
CT1	\$45,136	\$74,472
CT2	\$47,392	\$78,196
CT3	\$49,761	\$82,107
CTS	\$52,250	\$86,211
ISM	\$63,151	\$104,200



**FY 2017 Regular Full-Time Positions**

Regular Full-Time Positions	Grade
<b>ADMINISTERING EFFICIENT GOVERNMENT</b>	
<i><b>Town Manager</b></i>	
Town Manager	
Deputy Town Manager	19
Assistant Town Manager	18
Research & Communications Manger	14
Executive Office Associate II	10
Executive Associate I	9
Administrative Associate II	8
<i><b>Town Attorney</b></i>	
Town Attorney	
Deputy Town Attorney	
Land Acquisition Manager	13
Paralegal	10
<i><b>Clerk of Council</b></i>	
Clerk of Council	11
<b>SUPPORTING ACTIVITIES</b>	
<i><b>Department of Finance and Administrative Services</b></i>	
<i><b>Finance Division</b></i>	
Director Finance and Administrative Services	18
Deputy Director/ Treasurer	16
Controller	15
Finance Operations Manager	15
Purchasing Officer	15
Accounting Manager	14
Management/ Budget Officer	15
Management Analyst	12
Staff Accountant	12
Lead Customer Service Representative	10
Delinquent Billings Collector	10
Accounting Associate I -III	6-10
<i><b>Human Resources Division</b></i>	
Human Resources Manager	15
Benefits Administrator	12
Human Resources Analyst	12
Human Resources Specialist	12
<i><b>Information Technology Division</b></i>	
Information Technology Manager	15
GIS Coordinator	13
IT Project Manager II	12
Network Administrator I-II	10-12
Web Technology Administrator	11
<b>KEEPING US SAFE</b>	
<i><b>Administration</b></i>	
Chief of Police	18
Captain	P8
Lieutenant	P7
Master Police Officer	P4
Executive Associate I	9
Administrative Associate I	7
<i><b>Patrol Operations</b></i>	
Captain	P8
Lieutenant	P7
Sergeant	P6

Supplemental

<b>Regular Full-Time Positions</b>	<b>Grade</b>
Police Officer I- Master Police Officer	P1-P4
<b>KEEPING US SAFE</b>	
<b><i>Criminal Investigations</i></b>	
Lieutenant	P7
Sergeant	P6
Master Police Officer	P4
Police Officer II-III	P2-P3
<b><i>Community Services</i></b>	
Lieutenant	P7
Sergeant	P6
Police Officer I - Master Police Officer	P1-P4
<b><i>Information Services</i></b>	
Sergeant	P6
Communications Technician Supervisor	CTS
Communications Technician I-III	CT2-CT3
IT Specialist - Police	12
Police Records Assistant II	7
<b>PROVIDING THE NECESSITIES</b>	
<b><i>Department of Public Works &amp; Capital Projects</i></b>	
<b><i>Administration</i></b>	
Director of Public Works	18
Deputy Director of Public Works	16
Executive Associate I	9
Administrative Associate II	8
<b><i>Capital Projects</i></b>	
Deputy Director of Capital Projects	16
Senior Engineer	13
Project Manager Construction & Engineering	14
Construction Inspector	11
Executive Associate I	9
<b><i>Traffic Management</i></b>	
Transportation Engineer	15
Traffic Technician	11
<b><i>Engineering</i></b>	
Senior Engineer	13
Construction Inspector Supervisor	12
Construction Inspector	11
<b><i>Streets and Grounds Maintenance</i></b>	
Superintendent	14
Assistant Superintendent	12
Maintenance Supervisor	10
Grounds Maintenance Supervisor	11
Equipment Operator	9
Maintenance Worker Technician II-III	7-8
Maintenance Worker I-IV	5-9
Administrative Associate II	8
<b><i>Building Maintenance Services</i></b>	
Superintendent	14
Maintenance Supervisor	11
Maintenance Worker I-IV	6-8
<b><i>Fleet Maintenance Services</i></b>	
Superintendent	14
Assistant Superintendent	12
Fleet Maintenance Supervisor	11
Fleet Maintenance Technician I-II	8-9

Regular Full-Time Positions	Grade
<b>PROVIDING THE NECESSITIES</b>	
<i>Utilities</i>	
<b>Administration &amp; Customer Service Division</b>	
Director of Utilities	18
Deputy Director of Utilities	16
Senior Engineer	13
Engineering Technician	9
Environmental Compliance Inspector	9
Meter Supervisor	12
Utility Inspector Supervisor	12
Utility Inspector	11
Maintenance Worker I	6
Utility Technician II	9
Customer Service Supervisor	12
Senior Customer Service Representative	9
Utility Program Coordinator	9
Customer Service Representative	7-8
Executive Associate I	9
<b>Maintenance Division</b>	
Utilities Maintenance Manager	14
Deputy Utilities Maintenance Manager	13
Utilities Maintenance Supervisor	12
Equipment Operator I-III	8-10
Utility Maintenance Technician I-IV	8-11
Utility Maintenance Worker I-IV	6-9
<b>Water Supply Division</b>	
Utility Plant Manager	15
Deputy Utility Plant Manager	14
Assistant Utility Plant Manager	13
Utility Plant Supervisor	12
Senior Utility Plant Operator	9-10
Utility Plant Operator I-II	8-9
Utility Maintenance Worker II	7
<b>Water Pollution Control Division</b>	
Utility Plant Manager	15
Chief Utility Plant Operator	13
Deputy Utility Plant Manager	14
Assistant Plant Manager	13
Utility Plant Supervisor	12
Utility Technician I-IV	9-12
Laboratory Coordinator	12
Utility Plant Operator I-II	8-9
Utility Operator Trainee	7
Utility Maintenance Worker II-III	7-8
<b>ENSURING QUALITY OF LIFE</b>	
<b>Parks &amp; Recreation</b>	
<i>Administration</i>	
Director of Parks & Recreation	18
Deputy Director of Parks & Recreation	16
Executive Associate I	9
Administrative Associate II	8
<i>Parks</i>	
Parks Manager	12
Lead Groundskeeper	9
Groundskeeper I-II	6-8

Supplemental

Regular Full-Time Positions	Grade
<b><i>Recreation</i></b>	
Recreation Superintendent	14
Aquatics Manager	12
Maintenance Supervisor	11
Events and Outreach Manager	12
Programs and Fitness Manager	12
Fitness Supervisor	10
Recreation Programs Supervisor	10
Sports and Fitness Supervisor	10
Aquatics Supervisor	10
System Technician	10
Head Tennis Teaching Professional	8
Tennis Supervisor	8
Events Coordinator	8-10
Outreach Program Coordinator	8
Head Preschool Teacher	8
Assistant Aquatics Supervisor	8
Maintenance Supervisor	10
Maintenance Worker III	8
<b><i>Thomas Balch Library</i></b>	
Library Director	14
Library Specialist	8
Curator of Manuscripts and Archives	8
Library Assistant	7
<b><i>Planning and Zoning</i></b>	
Director of Planning and Zoning	18
Deputy Director of Planning and Zoning	16
Zoning Administrator	15
Assistant Zoning Administrator	14
Senior Planner	13
Zoning Analyst	11
Zoning Inspector	11
Planning and Zoning Assistant	10
Executive Associate I	9
<b><i>Plan Review</i></b>	
Director of Plan Review	18
Project Manager	15
Senior Engineer	13
Senior Planner	13
CPI Counter Technician	11
<b>SEIZING THE FUTURE</b>	
<b><i>Economic Development</i></b>	
Economic Development Director	14
Business Development Manager	11
<b><i>Airport</i></b>	
Airport Manager	16
Maintenance Supervisor	10
Maintenance Worker II	7

## Glossary of Budget Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Disbursement** - The expenditure of money from an account.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, or payments in lieu of taxes.

**Lapsing Appropriation** - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

**Levy** - Imposition of taxes for the support of government activities.

**Line-item Budget** - A budget prepared along departmental lines that focuses on what is to be bought.

**Long-term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Modified Accrual Basis** - A basis of accounting where revenue is recorded when measurable and available and expenditures are recorded when made.

**Materials and Supplies** - Expendable materials and operating supplies necessary to conduct departmental operations.

**Net Budget** - The legally adopted budget less all inter-fund transfers and interdepartmental charges.

**Nominal Dollars** - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**Object** - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Obligations** - Amounts which a government legally may be required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Expenses** - The cost for personnel, materials, and equipment required for a department to function.



**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Personnel Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

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

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Resolution** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Revenue** - Sources of income financing the operations of government.

**Service Lease** - A lease under which the lessor maintains and services the asset.

**Service Level** - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Supplemental Appropriation** - An additional appropriation made by the governing body after the budget year is started.

**Supplemental Requests** - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**Tax Levy** - The resultant product when the tax rate is multiplied by the tax base.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unassigned Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

**Working Capital** - Excess of readily available assets over current liabilities. Or cash on hand equivalent which may be used to satisfy cash flow needs.

**Work Years** - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 1,950 hours per year (37.5 hours per week times 52 weeks) or 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the positions.

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**Glossary of Acronyms**

<b>ADA</b>	American's with Disabilities Act	<b>PPT</b>	Personal Property Tax
<b>BAR</b>	Board of Architectural Review	<b>QA/QC</b>	Quality Assurance/Quality Control
<b>BMP</b>	Best Management Practices	<b>RFP</b>	Request for Proposals
<b>BZA</b>	Board of Zoning Appeals	<b>RFQ</b>	Request for Qualifications
<b>CAFR</b>	Comprehensive Annual Finance Report	<b>SBDC</b>	Small Business Development Center
<b>CAR</b>	Capital Asset Replacement Fund	<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>CCL</b>	Consolidated Comment Letter	<b>SLAF</b>	Stormwater Local Assistance Fund
<b>CCR</b>	Consumer Confidence Report	<b>SOP</b>	Standard Operating Procedures
<b>CIP</b>	Capital Improvements Program	<b>SRO</b>	School Resource Officer
<b>CMOM</b>	Capacity, Management, Operations, & Maintenance	<b>SRTC</b>	Standing Residential Traffic Committee
<b>COA</b>	Certificate of Appropriateness	<b>SWM</b>	Stormwater Management Program
<b>COIA</b>	Conflict of Interest Act	<b>TBL</b>	Thomas Balch Library
<b>CPE</b>	Continuing Professional Education	<b>TLC</b>	Tuscarora Landscaper's Choice
<b>DBP</b>	Disinfection Byproduct	<b>TMDL</b>	Total Maximum Daily Load
<b>DCSM</b>	Design and Construction Standards Manual	<b>UMD</b>	Utilities Maintenance Division
<b>DEQ</b>	Virginia Department of Environmental Quality	<b>VDH</b>	Virginia Department of Health
<b>DOAV</b>	Virginia Department of Aviation	<b>VDOT</b>	Virginia Department of Transportation
<b>DPR</b>	Department of Plan Review	<b>VML</b>	Virginia Municipal League
<b>EAC</b>	Environmental Advisory Commission	<b>VOIP</b>	Voice Over Internet Protocol
<b>EPA</b>	Environmental Protection Agency	<b>VPPA</b>	Virginia Public Procurement Act
<b>ERP</b>	Enterprise Resource Planning (software)	<b>VPRA</b>	Virginia Public Records Act
<b>FAA</b>	Federal Aviation Administration	<b>VSMP</b>	Virginia Stormwater Management Program
<b>FAQ</b>	Frequently Asked Question	<b>WIP</b>	Virginia Watershed Implementation Plan
<b>FEMA</b>	Federal Emergency Management Agency	<b>WSD</b>	Water Supply Division
<b>FMLA</b>	Family Medical Leave Act	<b>WTP</b>	Water Treatment Plant
<b>FOIA</b>	Freedom of Information Act		
<b>GFOA</b>	Government Finance Officer's Association		
<b>GIS</b>	Geographic Information System		
<b>GO</b>	General Obligation		
<b>HRIS</b>	Human Resources Information System		
<b>ICMA</b>	International City Manager's Association		
<b>IFB</b>	Informal Bid		
<b>JLMA</b>	Joint Land Management Area		
<b>LDA</b>	Land Development Application		
<b>LPD</b>	Leesburg Police Department		
<b>MEC</b>	Mason Enterprise Center		
<b>MS4</b>	Municipal Separate Storm Sewer System Permit		
<b>NPDES</b>	National Pollutant Discharge Elimination System		
<b>NVRC</b>	Northern Virginia Regional Commission		
<b>NVTA</b>	Northern Virginia Transportation Authority		
<b>OSHA</b>	Occupational Safety and Health Administration		
<b>PC</b>	Planning Commission		
<b>POS</b>	Preliminary Official Statement		