



Town of Leesburg
FY 2018-2019
Adopted Budget
&
FY 2018-2023
Capital Improvements
Program

Leesburg

the hometown of the 21st century





**FY 2018-2019
Adopted Budget
&
FY 2018-2023 Capital Improvements Program**

Kelly Burk, Mayor

Suzanne Fox, Vice Mayor

Ron Campbell

Thomas S. Dunn II

Hugh Forsythe

Fernando “Marty” Martinez

Kenneth “Ken” Reid

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, 2016

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

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Leesburg for its annual budget for the fiscal year beginning July 1, 2016.

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

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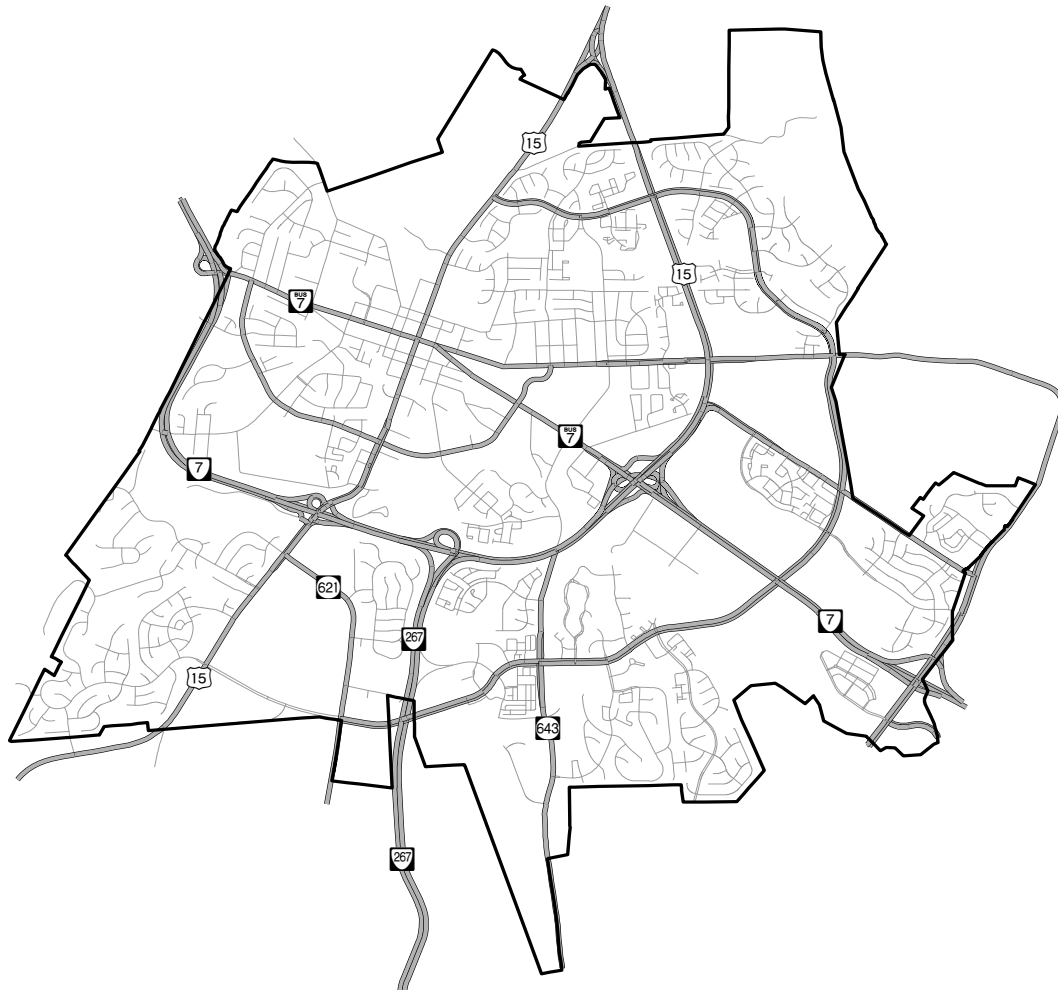


Introduction



Town of Leesburg Corporate Limits

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



By Car

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

By Train

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

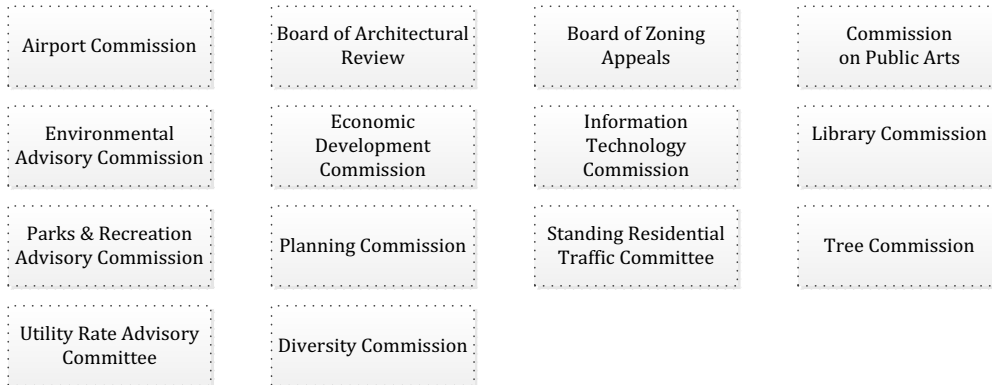
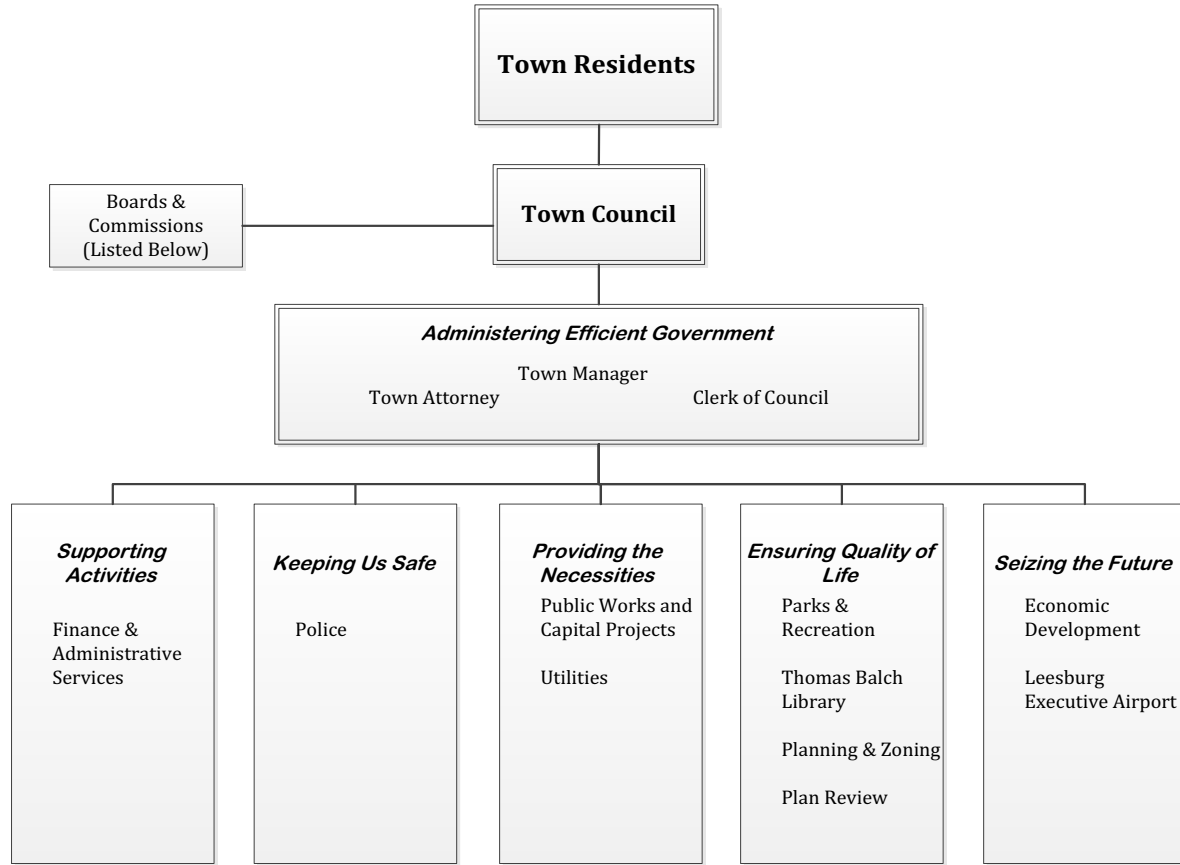
By Plane

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

By Bike

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

Town Organization Chart



Directory of Officials



Kelly Burk
Mayor



Ron Campbell
Council Member



Suzanne Fox
Vice Mayor



Thomas S. Dunn II
Council Member



Hugh Forsythe
Council Member



Fernando "Marty" Martinez
Council Member



Kenneth "Ken" Reid
Council Member

Directory of Staff

Appointed Officials

Kaj H. Dentler, Town Manager

Barbara Notar, Town Attorney

Senior Management

Keith Markel, Deputy Town Manager

Scott Coffman, Airport Manager

Gregory Brown, Chief of Police

Eileen Boeing, Clerk of Council

Shelby Caputo, Deputy Town Attorney

Marantha Edwards, Economic Development Director

Clark Case, Finance and Administrative Services Director

Mark Hauer, Human Resources Manager

Annie Carlson, Information Technology Manager

Rich Williams, Parks & Recreation Director

Susan Berry Hill, Planning & Zoning Director

William Ackman, Plan Review Director

Betsy Arnett, Public Information Officer

Renée LaFollette, Public Works & Capital Projects Director

Alexandra S. Gressitt, Thomas Balch Library Director

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

Vision, Mission & Values

Vision:

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

Mission:

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

Values:

We value:

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

Town Manager Transmittal Letter

July 1, 2017

Madam Mayor, Members of Town Council and Town Residents,

I am pleased to present the Town of Leesburg's Adopted Budget for Fiscal Year 2018, and the provisional Fiscal Year 2019 Budget along with the Capital Improvements Program for Fiscal Years 2018-2023. The major headline for this year's budget is that the Town remains in a very strong financial position, and continues to reflect the practices consistent with the Town's Triple-AAA bond rating which is the highest financial rating a municipal government can achieve. Our real estate property tax base continues to experience growth from new commercial and residential construction as well as modestly higher assessments of existing development. Maintaining and increasing property values are one of the hallmarks of a desirable community for new residents and businesses.

The focus areas for the Fiscal Year 2018 and 2019 budgets reinforce the overarching themes of long-term financial sustainability, organizational efficiency, technology and automation, customer service, and employee development. In addition, the adopted budget focuses on service levels in the face of a growing population and increasing demands in order to address the needs of aging infrastructure and facilities while emphasizing the need for public investments to keep Leesburg ranked among the best places to live, work, and play.

The adopted Fiscal Year 2018 budget is based upon a tax rate 18.4¢ per \$100 of real estate valuation. On average, residential real estate assessments in the Town increased slightly for 2017. Lowering the tax rate from 18.6¢ to 18.4¢, combined with slightly higher assessments yields an average residential tax bill increase of about \$8 over last year for the average residential unit now valued at approximately \$357,000. The average residential unit includes single family houses, townhouses, and condos.

The Fiscal Year 2019 budget is included as part of the two-year budget process. The Fiscal Year 2019 provisional budget is expected to grow by approximately 2% while maintaining a stable real estate tax rate.

General Fund – The Adopted Fiscal Year 2018 General Fund Budget totals \$57.1 million which is an increase of \$2.3 million or 4.2% over the Fiscal Year 2017 Adopted Budget. This increase is primarily attributed to enhancements and additional positions to maintain expected service levels, additional funding of \$500,000 as a local match for highway maintenance funding through the VDOT's Revenue Sharing program, and personnel increases associated with salary and benefit adjustments. The adopted budget includes funding for pay-for-performance compensation increases averaging 3% for all employees in full-time and regular part-time positions. No additional funding is included in the budget for employee healthcare cost increases as there is sufficient balance in the Town's employee health fund to absorb any cost increases.

The largest enhancement in General Fund budget over last year addresses the challenge in meeting service level expectations of our residents as our Town continues to grow in population by adding five new full-time positions: three positions in the Streets Division of the Public Works and Capital Projects Department, a grounds maintenance position in the Parks and Recreation Department, and a zoning inspector position in the Planning and Zoning Department.

Leesburg's population today is more than 51,000, but the Town has not increased its staffing or resources in the Public Works Streets Division since 2000 when the population was 28,311. Since that time, the Town has added approximately 123 lane miles of roadway, and almost 4,000 new single family homes and townhomes. The Streets Division is responsible for roadway maintenance including street sweeping, snow removal, brush and leaf collection, and proactive maintenance of sidewalks, trails, curbs, gutters, waterways, ponds, and storm water infrastructure.

The grounds maintenance staffing within the Parks and Recreation Department has not increased since Fiscal Year 2011 despite the opening of several new facilities and new beautification projects. Some of these include Potomac Crossing Park, Mervin Jackson Park, the Dog Park at Olde Izaak Walton Park, athletic field enhancements at Robinson Park, and increased public spaces throughout the Town including the historic downtown, the Town Green, Town Hall rose garden, Loudoun Museum garden, and an enhanced Raflo Park with the recent opening of the Crescent Place development.

Currently, the Town has only one Zoning Inspector. Previously, the Planning and Zoning Department had two Zoning Inspectors, but was reduced to one due to prior budget constraints in the Fiscal Year 2010 budget. There is a significant need to more promptly address increasing neighborhood issues such as nuisance complaints, overcrowding, site inspections prior to occupancy permits, and post-construction approvals for Certificates of Occupancy in the historic district.

Other additions to the General Fund budget include a new "Taste of Leesburg" special event, enhanced downtown holiday decorations, additional resident newsletters, closed captioning services for the public meeting broadcasts on the Town's local government access cable channel and webcasts, a transportation study for the potential removal of the Greenway extension, and funding to complete an information technology strategic plan. The full list of enhancements can be found on pages 19-20.

Capital Improvements Program – The Capital Improvements Program (CIP) totals \$117.5 million and includes 38 projects over six years. The Fiscal Year 2018 CIP totals \$27.5 million, and reflects the Council's commitment to complete significant transportation projects. Funding for the majority of the transportation projects in the CIP derives from the Northern Virginia Transportation Authority and the Virginia Department of Transportation. Two notable projects are the completion of the last segment of Battlefield Parkway from South King Street to Evergreen Mill Road and pedestrian crossing of the Route 15 Bypass at Battlefield Parkway. Both of these projects are expected to be completed in Fiscal Year 2018.

Other important projects to note include, but are not limited to, replacement of the Police Department's integrated Computer Aided Dispatch and Records Management System (FY 2023), Veterans Park that is scheduled to receive \$4 million in funding from the County of Loudoun in FY 2020, Edwards Ferry Road Sidewalk Improvements (FY 2020), Evergreen Mill Road Widening (FY 2018), Morven Park Road Sidewalk (FY 2018), Sycolin Road Widening – Final Phase (FY 2018), Traffic Signal at South King and Clubhouse Drive (FY 2018), West Market Street Sidewalk (FY 2018), Tuscarora Creek Flood Mitigation (FY 2018), Self-Serve Fuel Facility at the Airport (FY 2018), and Airport North Hangars (FY 2019). Newly added to the CIP is an interchange justification report for the intersection at Battlefield Parkway and the Route 15 Bypass, in FY 2021.

Debt service is \$7.9 million for the General Fund and \$4.7 million for the Utilities Fund in Fiscal Year 2018. The CIP budget includes the use of “pay-as-you-go” (PAY-GO) cash funding in the amount of \$1,000,000 for Fiscal Year 2018. In addition, a transfer of approximately \$1.6 million from proffer contributions to the Capital Projects Fund is included as a reimbursement from the purchase of the Heritage High School site. Further details on the entire Capital Improvements Program can be found beginning on page 143.

Utilities Fund – The adopted budget for the Utilities Fund is approximately \$24.7 million. This budget focuses on the continued maintenance of the aging water and sanitary sewer systems and treatment plants, and implements a customer service improvement initiative without an increase in staff. The Utilities Fund projected revenue for Fiscal Year 2018 is based upon the utility rates approved by the Council in 2014. The adopted rates establish a framework for the future needs of the system’s financial sustainability and infrastructure requirements. These revenues pay all Utilities operating costs as well as on-going water and sanitary sewer systems improvements and debt service costs for Utilities-related capital improvements. Key capital improvement projects for the Utilities Department include, but not are limited to, the Rehabilitation and Re-coating of the Hospital Water Tank (FY 2018), and storage tanks at the Water Pollution Control Facility (FY 2018).

In closing, I want to take this opportunity to compliment my fellow Town employees who are committed to providing outstanding customer service and organizational efficiencies while ensuring performance excellence with limited resources. Their daily efforts are critical to the Town’s overall success as they are the individuals who ultimately deliver the services to our Town residents, businesses, and visitors while shaping public opinion of the Town of Leesburg government.

Sincerely,



Kaj H. Dentler
Town Manager

Economic Outlook

The Town's fiscal outlook remains fiscally sound due to strict adherence to its long term financial sustainability plan. The overall economic landscape will likely be impacted from potentially substantial changes in policy as a result of a new administration in the White House under President Donald Trump. The campaign promised change in the areas of tax reform, regulatory reform, and investment in infrastructure. Long term planning has positioned the Town to remain nimble in the face of the vacillating political landscape ahead.

National

The Federal Reserve is signaling higher interest rates in near term on the heels of the quarter point rate increase taken in December 2016, which ended a decade long hiatus of rate increases. 2017 marked the eighth year of consecutive economic expansion in the United States, while fiscal years 2018 - 2019 are anticipated to be a period of overall slower growth. The U.S. dollar, employment levels, and price of oil will prove to be key determinants to the inflation landscape and the actions of the Federal Reserve in the coming year. The US dollar is the strongest it has been in fourteen years and will continue to be a factor in the moves of global central banks. The employment picture is being characterized as cooling. There is evidence of labor market slack, which is consistent with a lack of full employment. Economic contraction coupled with under employment can result in pressure on employment costs. Oil is projected to be below \$50 per barrel in 2018, all the while remaining highly reactive to Middle East tensions and OPEC quotas. Business inventories which had reached a peak in the last year are being right sized, pointing to slightly declining economic growth. Unemployment levels remain at 4.6%, while GDP is projected to be 2.7% and 2.6, respectively, in 2018 and 2019.

Northern Virginia/DC Metro:

The Northern Virginia region is ranked in the top ten of largest metropolitan economies. It continues to see improvements in office space occupancy which suffered high vacancy rates under the Federal government reduction efforts. Growth is anticipated to continue in 2018, albeit modest in comparison to times of rapid expansion. The transition from Federal government dependence is supported by a highly skilled workforce, which is a positive for an area seeing growth in professional and business services. This is in contrast to the scientific and technical sectors, which have growth levels equal to those prior to sequestration.

Loudoun County

Loudoun County continues to show its strength in economic performance. SmartAsset recently ranked Loudoun County's \$232 million GDP as third in the state for GDP growth behind the City of Virginia Beach and Fairfax County, respectively. This strength is shown in the areas of business growth, real estate development, and municipal investment, which continues to make Loudoun County a sought after location for employment and housing. Unemployment levels remain lower than the national average and is projected to be 3.7% for both 2018 and 2019. The County is faced with the contributing investments surrounding the operations and growth as a result of the metro system and the changing landscape of how transit is delivered through the county.

Town of Leesburg

The Town remains an excellent place to live, work, play, and invest. In a recent survey by WalletHub, the Town was named the best small city in Virginia and was the eighteenth best small city nationwide. With recent reaffirmed AAA credit ratings (November 2016) from Fitch Ratings, the Town continues to be recognized for its outstanding fiscal and management practices, truly delivering the best value services to its residents. The Town's financial results for Bank Franchise, Sales and Use, and Meals taxes have shown consistent growth and this trend is anticipated to continue in 2018. The steady growth coupled with the attractiveness of the work life balance theme positively contribute to the Town enjoying a robust economy. Development activity in the Town is also adding to its economic vitality. Growth is slated to continue for both commercial and residential development. Residential communities such as Leegate and Knutson projects will be in development in 2018, while commercial activity at Oaklawn will continue and strategic investment in the Historic District is likely to be a focus in the coming year. In support of development activities, moves to manage the transportation network within the Town and make mindful investments in infrastructure are a priority. Investments from Northern Virginia Transportation Authority (NVTA) and Virginia Department of Transportation (VDOT) will continue to be leveraged for the future.

How the Budget is Organized

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

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

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

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

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

department staffing levels are 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.

This document and other Town information can be found by visiting the Division of Finance’s web page at 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 approved financial policy which is discussed later in this section.

Budget Calendar

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

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 new initiatives or capital projects are considered 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.

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

General Fund Adopted Enhancements

Department / Request	Personnel	Operating & Maintenance	Capital Outlay	Offsetting Revenue	Local Tax Funding	FTE
TOWN MANAGER'S OFFICE						
Printing and Postage for Three Resident Newsletters	—	\$18,000	—	—	\$18,000	—
The enhancement adds three additional seasonal newsletters to the current annual report in order to distribute quarterly mailings from the Town, comprised of timely reminders about seasonal services, events, tax due dates and other Town-related information. These newsletters will consolidate the information currently provided through the Town Manager's Office annual report and the mailings distributed by various departments.						
Closed Captioning Services for Public Meetings	—	\$22,500	—	—	\$22,500	—
This enhancement provides for closed captioning services for the Town broadcasts of Town Council, Planning Commission and Board of Architectural Review meetings and work sessions on the Town's local government access channel and website in order to make these meetings accessible for the hearing impaired.						
TOWN MANAGER'S OFFICE TOTAL	—	\$40,500	—	—	\$40,500	—
FINANCE & ADMINISTRATIVE SERVICES						
Technology Strategic Plan Development Services	—	\$45,000	—	—	\$45,000	—
This enhancement includes the development of a five-year strategic plan with a work plan for the Information Technology Division within the Department of Finance and Administrative Services. The plans will align with Town management direction and priorities developed by the Technology and Communications Commission. Priorities include moving infrastructure to the cloud, growing in-house development services, and disaster recovery & continuity of operations & cyber security. The Plan is to be comprised of four phases: (1) report on as-is state including Loudoun County Information Technology Services; (2) develop desired state; (3) gap analysis; (4) plan to close gaps and monitor performance moving forward.						
FINANCE & ADMINISTRATIVE SERVICES TOTAL	—	\$45,000	—	—	\$45,000	—
PUBLIC WORKS & CAPITAL PROJECTS						
Three-Person Crew for Streets Division	\$238,000	\$4,000	\$175,000	—	\$417,000	3.0
The enhancement includes three new Maintenance Worker positions for the Streets Division (\$238k in salary + benefits) and required equipment includes a 4x4 pickup truck equipped with plow frame (\$45k); a 10-ton dump truck equipped with plow frame, plow, and stainless dump bed (\$130k); and uniforms as well as safety equipment (\$4k). This enhancement will address the backlog of work that exists in numerous areas of street maintenance extending from pond maintenance, trip hazard repairs to crack sealing. Staffing levels impact the duration of leaf collection and time it takes to make a full pass through each neighborhood.						
PUBLIC WORKS & CAPITAL PROJECTS TOTAL	\$238,000	\$4,000	\$175,000	—	\$417,000	3.0
PARKS & RECREATION						
Parks Maintenance Position	\$58,000	—	—	—	\$58,000	1.0
The enhancement is for one Groundskeeper position within the Parks Division of the Department of Parks & Recreation. As areas around downtown are being built out for a more walkable community and the number of visitors grow with our developing businesses and park facilities, it is important that the Town maintain an attractive environment. In order to successfully reach the goal of the "Downtown Park" concept, additional staffing is needed to effectively administer the project. The maintenance areas for this position will primarily be Downtown and several area parks (Raflo, Rotary, and Georgetown).						

Department / Request	Personnel	Operating & Maintenance	Capital Outlay	Offsetting Revenue	Local Tax Funding	FTE
Special Event: Taste of Leesburg	\$20,000	\$34,000	—	\$40,000	\$14,000	—
The new annual spring event will be held in Downtown Leesburg. The event is designed to showcase the Town's food and beverage businesses. Stakeholder feedback has indicated that there is a need for more events in the downtown area to draw visitors. The Town looks to partner with interested stakeholders such as Historic Downtown Leesburg Association (HDLA), Visit Loudoun, and others to produce this event.						
Holiday Decoration Package	—	\$45,000	—	—	\$45,000	—
This enhancements provides for a Christmas/New Year holiday season light package for Mervin Jackson Park and the two pedestrian alley ways. The package will include hanging lights, lighting elements choreographed to music, and other static light displays.						
PARKS & RECREATION TOTAL	\$78,000	\$79,000	—	\$40,000	\$117,000	1.0

PLANNING & ZONING**Transportation Study for Removal of Greenway Extension from Town Plan**

	—	\$75,000	—	\$75,000	—	—
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Per the direction set forth by Town Council per Council Resolution 2016-101, this enhancement proceeds with conducting a transportation study for the removal of the Dulles Greenway Extension from the Town Plan Roadway Policy Map. A contribution of \$75,000 was proffered through the Crescent Parke application to offset the costs of the study and amendment to the Town Plan.

Update H-2 Guidelines	—	\$20,000	—	—	\$20,000	—
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Town Council directed the Board of Architectural Review and the Planning Commission to provide recommendations on whether the existing H-2 Guidelines for architectural design in the Town's gateway corridor should be updated or repealed and replaced with some other form of design guidance. Town Council will be presented with options on or before June 2017. This project will require substantial graphic work to illustrate H-2 design guidance in the H-2 corridor areas. Staff does not currently has such design expertise.

Zoning Inspector	\$93,000	\$1,000	\$24,000	—	\$118,000	1.0
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This enhancement is for an additional Zoning Inspector position in the Department of Planning and Zoning. The Zoning Inspector is responsible for investigating, inspecting, and enforcing the Town of Leesburg Zoning Ordinance and elements of the Town Code. Further, the position is involved with the review and issuance of various permits, conducting site inspections, responding to citizen complaints, and addressing questions regarding compliance with the Zoning Ordinance. Increased resources will allow for additional attention to: overcrowding issues and the related community impacts of overcrowding; inspections for site/building development compliance prior to issuance of occupancy permits; inspections of post-approvals for Certificates of Occupancy in the historic districts and additional help to property owners to achieve compliance; and a more proactive approach to zoning inspections and violations in general rather than the current approach which is largely reactive.

Special Committee Facilitator to Review Economic Development Section of Town Plan

	—	\$25,000	—	—	\$25,000	—
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This enhancement provides \$25,000 in funding for a facilitator to assist a special committee tasked with reviewing the Economic Development section of the Town Plan. The special committee will have the ability to recommend to Town Council a distribution of \$100,000 for a Downtown Revitalization Initiative.

PLANNING & ZONING TOTAL	\$93,000	\$121,000	\$24,000	\$75,000	\$163,000	1.0
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ECONOMIC DEVELOPMENT**Town Initiative Funding Based on a Special Committee Recommendation**

	—	\$100,000	—	—	\$100,000	—
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This enhancement of \$100,000 may be used with Town Council approval upon recommendations provided by a special committee tasked to perform a review of the Economic Development section of the Town Plan.

ECONOMIC DEVELOPMENT TOTAL	—	\$100,000	—	—	\$100,000	—
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GENERAL FUND TOTAL	\$409,000	\$389,500	\$199,000	\$115,000	\$882,500	5.0
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The Budget in Brief

The Fiscal Year 2018 Adopted budget for all funds totals \$107,601,692. This represents an increase of \$13,401,055 or 14.2% over the Fiscal Year 2017 budget.

Fund	FY 2017 Budget	FY 2018 Adopted	\$ Change	% Change
General Fund	\$54,787,022	\$57,092,150	\$2,305,128	4.2%
Capital Projects Fund	13,140,700	11,823,700	(1,317,000)	(10.0%)
Capital Asset Replacement Fund	1,746,100	1,466,700	(279,400)	(16.0%)
NVTA Fund	3,347,900	12,531,000	9,183,100	274.3%
Utilities Fund	21,178,915	24,688,142	3,509,227	16.6%
Total	\$94,200,637	\$107,601,692	\$13,401,055	14.2%

General Fund

The General Fund is the operating fund for the Town and includes the funding associated with the various lines of business of the general government. The Fiscal Year 2018 Adopted budget for the General Fund totals \$57,092,150 an increase of 4.2%. The increase in the General Fund budget is attributable to enhancements totaling \$882,500; \$350,000 of additional General Fund PAY-GO (cash) contribution to the Capital Improvements Program; increases in operational costs primarily in highway maintenance; and personnel increase associated an average 3% performance based salary increase and benefit adjustments. Transfers are reflected in the respective department budgets for transfers from the Capital Fund for direct capital project management charges and from the Utilities Fund for administrative charges.

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 2018 appropriation totals \$1,466,700 and includes the purchase of equipment, apparatus and vehicles for the Police Department, Parks and Recreation and Public Works; playground equipment at various parks; facility maintenance requirements at Ida Lee, and information technology infrastructure investments.

Capital Projects Fund

The Capital Projects Fund includes funding for the Town's Capital Improvements Program (CIP). For the Fiscal Year 2018 program is \$11,823,700. 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 2018 - \$4,301,000)

E. Market Street & Battlefield Parkway Interchange (15303) - This project consists of the development of a new grade-separated interchange replacing the at-grade signalized intersection. Funding totaling \$29.7 million has been awarded in FY 2018 and FY 2019 by the Northern Virginia Transportation Authority (NVTA). The total required funding for this project is \$58.3 million. (FY 2018 - \$9,350,000)

Sycolin Road Widening Phase IV (15301) - This project is comprised of widening and upgrading 3,400 linear feet from two lanes to four lanes with trail and sidewalk as well as appropriate turn lanes. Funding derives partially from VDOT as well as the Town's utilization of NVTA 30% local funding (FY 2018 - \$6,043,000).

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 2018 funding totals \$12,531,000 and is transferred to the Capital Projects Fund for projects included in the Capital Improvements Program. Funding in Fiscal Year 2018 is primarily for East Market & Battlefield Parkway Interchange, and Sycolin Road Widening Phase IV projects.

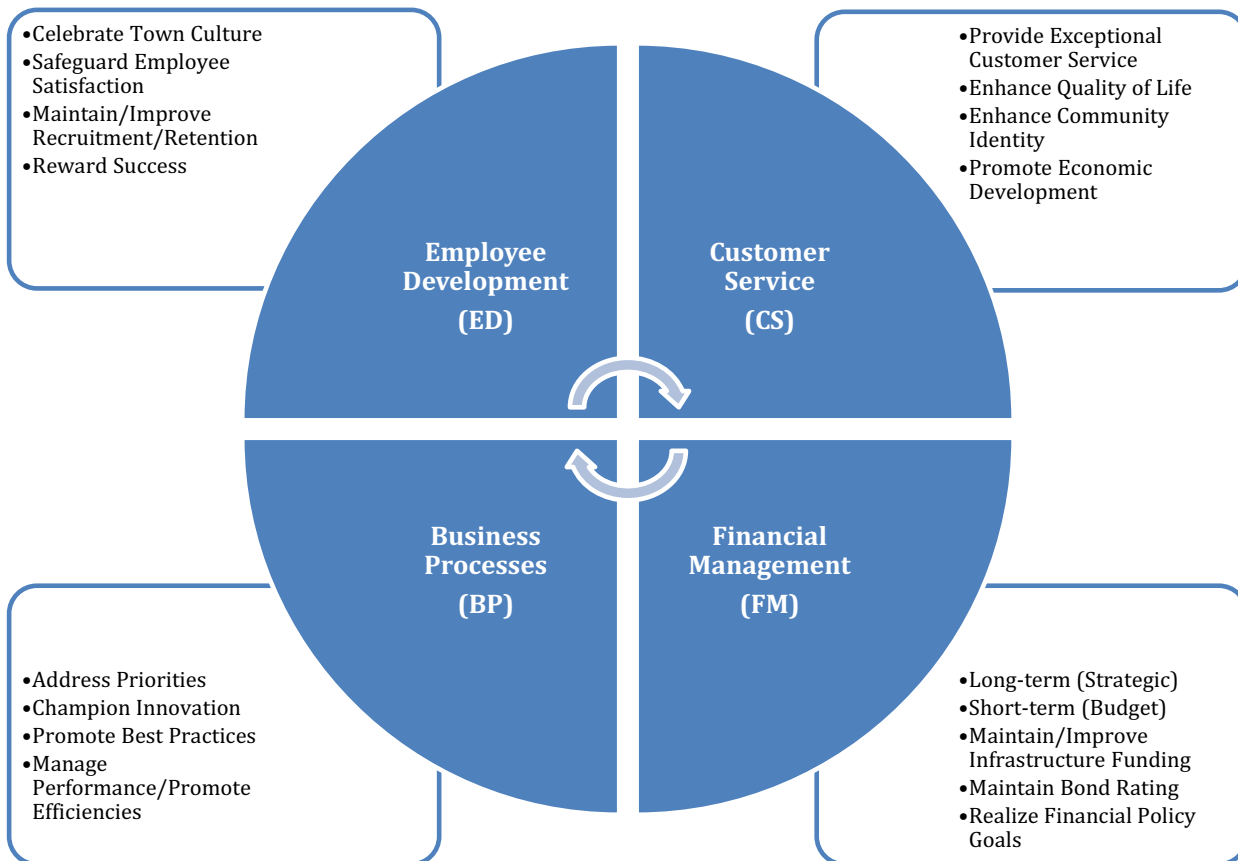
Utilities Fund

The Utilities Fund total for the Fiscal Year 2018 budget is \$24,688,142 which includes the capital projects comprised in the Capital Improvements Program. The Utilities Fund provides Town water and sewer services and is completely funded by water and sewer user fees.

Strategic Framework

The Town of Leesburg utilizes a modified balanced scorecard approach to 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 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 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 Focus Areas

In conjunction with the Town’s balanced scorecard approach toward strategic targets, each year the Leesburg Town Council reviews and adopts 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:

- **Transportation & Traffic**
 - ◆ Develop a transportation plan that inventories and prioritizes needed road improvement projects over the next ten years.
 - ◆ Inventory, prioritize, and build needed road interchanges.
- **Community & Economic Development**
 - ◆ Identify and inventory vacant and under-utilized land parcels within Leesburg that could be repositioned as “opportunity sites” for future commercial development.
 - ◆ Review and update Leesburg’s regulatory ordinances to reduce impediments to commercial and business development and redevelopment.
- **Fiscal/ Financial Issues**
 - ◆ Develop a master plan for maintaining, upgrading and replacing infrastructure inclusive of a funding strategy.
 - ◆ Develop a capital maintenance program as part of the Capital Improvements Program inclusive of life cycle costs.
 - ◆ Develop a five-year revenue and expenditure forecast focused on the services and programs offered by Leesburg.
- **Downtown Leesburg**
 - ◆ Sponsor a Downtown Leesburg Future Forum to secure input regarding community residents envision for downtown as a prelude to developing a strategic vision/plan/brand.
 - ◆ Review and update where needed the downtown master plan for parking and traffic management.
- **Relationship with Loudoun County**
 - ◆ Explore options and opportunities for sharing services, revenues, and sharing costs with the County of Loudoun.
 - ◆ Explore opportunities for engaging in collaborative planning and zoning projects with the County of Loudoun.
- **Town Council Relationship & Protocols**
 - ◆ Review the structure, purpose and function of each Council appointed board and commission to determine if the entity is needed, and if so, to identify performance measures designed to enhance their efficiency and effectiveness.
 - ◆ Develop and adopt a Town Council Code of Performance that demonstrates the Council commitment to witnessing the values inherent with practicing good governance.

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.



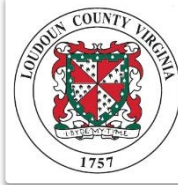
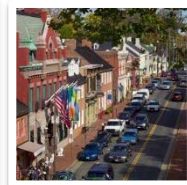
Transportation and Traffic

Community and Economic Development



Fiscal/Financial Issues

Downtown Leesburg



Relationship with Loudoun County

Town Council Relationship and Protocols



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

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

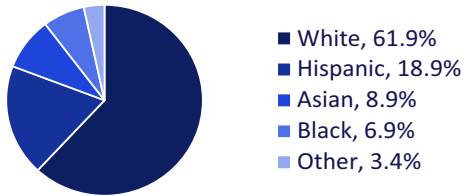
2018 Town and Community Information



The Basics

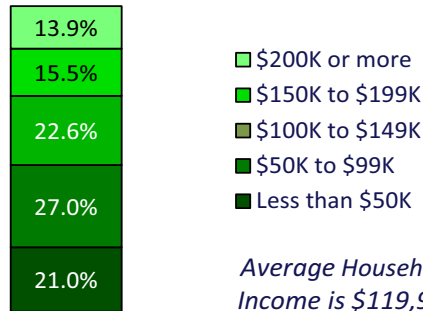
Population (July 2015)	51,209
# of Businesses	approx. 2,500
Area	12 Square Miles
% Built Out	87.2%
Vacant Land	1,015 acres
Lane Miles of Roadway	250

Race & Ethnicity



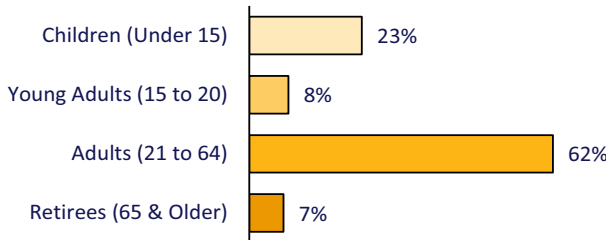
22.9% are foreign born
16.8% speak two or more languages proficiently

Household Income



Average Household Income is \$119,988

Population by Age

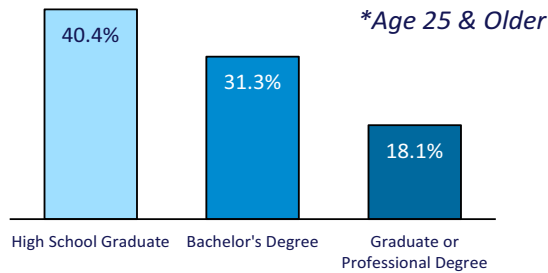


Commuting Inflow & Outflow

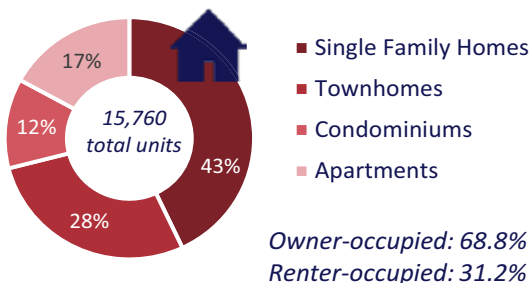


From	To
Loudoun County – 37%	NoVa & DC – 49%
NoVa & DC – 25%	Loudoun County – 30%
MD & PA – 9%	MD & PA – 7%
N Shen Valley – 8%	N Shen Valley – 2%
WV – 7%	WV – 1%
Other – 14%	Other – 11%

Highest Educational Attainment*



Housing Stock



Top Employers

Private	Public
Wegmans	Loudoun County
Mastec Services	Loudoun County Public Schools
Target	Federal Aviation Administration
K2M	Town of Leesburg
Costco	Commonwealth of Virginia

2018 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 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 to 20% of expenditures after taking

any necessary steps to fund the Debt Service Reserve, and the Capital Asset Replacement Fund. At the presentment of the Adopted Fiscal Year 2018 budget, the unassigned fund balance is 17.2% of expenditures or \$8,820,581.

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+	-
* Town received affirmation of Fitch Ratings on November 29, 2016			

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 budgeted expenditures in each of the Town's funds will be equal to the estimated current revenues from all sources.

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

Revenue Policies

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

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

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

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

Expenditure Policies

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

1. Debt Capacity, Issuance, and Management – The Town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources. The goal of the Town is to finance 25% of the current portion of construction 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%.

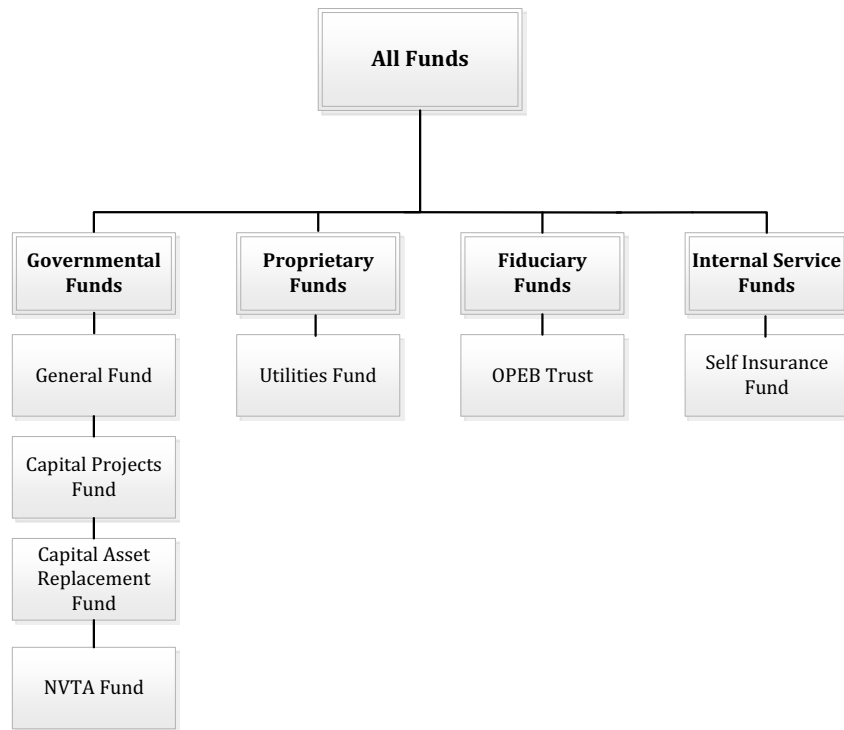
B. Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town.

2. Reserve or Stabilization Accounts – The General Fund unassigned fund balance at the close of each fiscal year should be equal to no less than 20% of general fund expenditures. The Utilities Fund unassigned fund balance at the close of each fiscal year should be equal to no less than 125% 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.

Financial Summaries



Major Funds and Accounts



Financial Summaries

A fund is a separate accounting entity designed to track particular 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. These assets 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 regional NVTA funding (70%).

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 healthcare insurance for current and retired Town employees. The essential purpose of this fund is to pay all medical liability costs rather than a fixed premium to an insurance carrier.

Summary of Revenue Sources

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

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

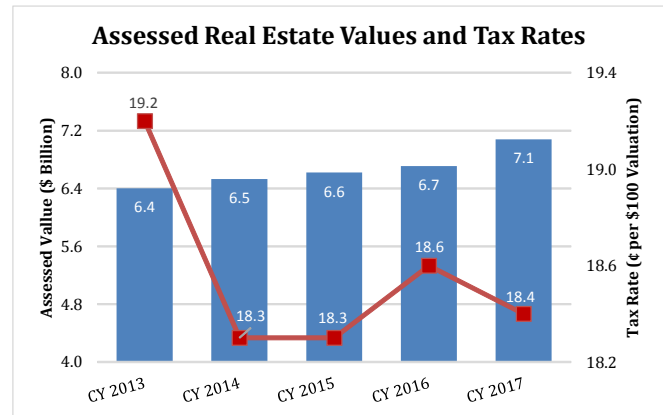
Commonwealth of Virginia – intergovernmental funds from the state which include sales & use tax, personal property tax relief act funding, airport grant funds, highway maintenance funding, and law enforcement assistance.

Federal Government – primarily grant funds from the Federal Aviation Administration, and various law enforcement grants.

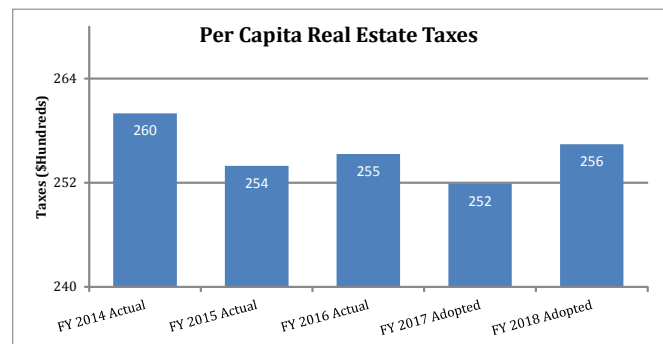
Revenue estimates in the budget are developed, in accordance with best practices, through analysis of historical trend data from financial statements, regular review of the Town’s long-term financial sustainability plan, and the prevailing economic climate facing the Town. The adopted 2017 calendar year real estate tax rate is \$18.4 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: Average Residential Taxes 2014-2017

Tax Year	Average Assessment	Tax Rate	Taxes
2017	\$356,974	\$0.184	\$656.83
2016	\$348,702	\$0.186	\$648.59
2015	\$350,794	\$0.183	\$641.95
2014	\$338,999	\$0.183	\$620.37



The trend in real estate assessments increased resulting in a corresponding equalized residential tax rate of 18.23 cents per \$100 valuation. The adopted real estate property tax rate is 18.4 cents per \$100 valuation.



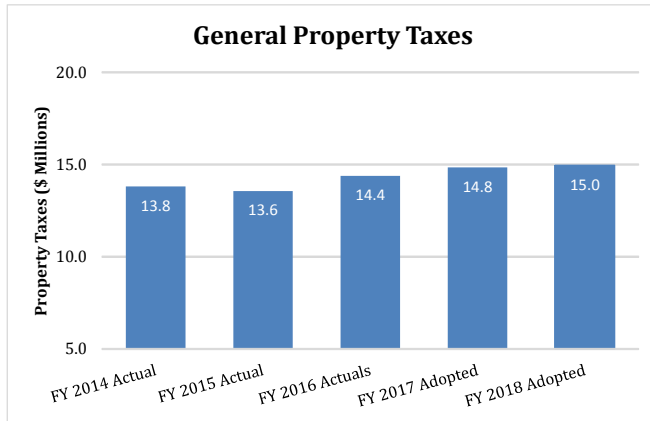
Increases in real estate assessments are exceeding population increases resulting in per capita real estate taxes trending slightly higher to an estimated \$256.

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

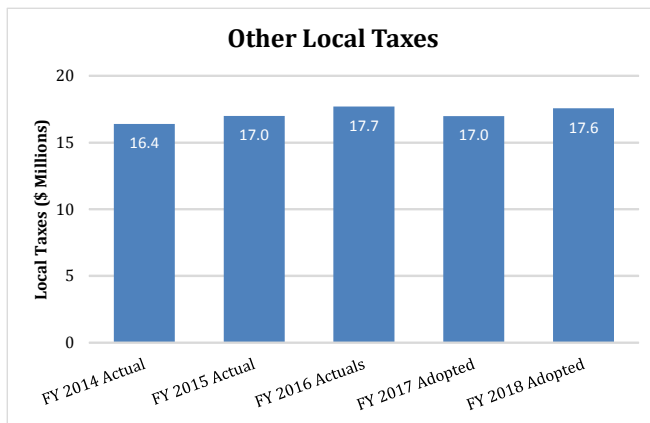
Town	Population	Adopted Tax Rate
Leesburg	51,209	\$0.184
Blacksburg	44,215	\$0.250
Culpeper	17,557	\$0.110
Herndon	24,568	\$0.265
Vienna	16,522	\$0.225
Loudoun Towns		
Purcellville	9,232	\$0.255
Hamilton	567	\$0.280
Middleburg	751	\$0.165

The Town of Leesburg, as Virginia’s largest town, boasts a population of 51,209 as of the July 2015 Census Bureau estimate.

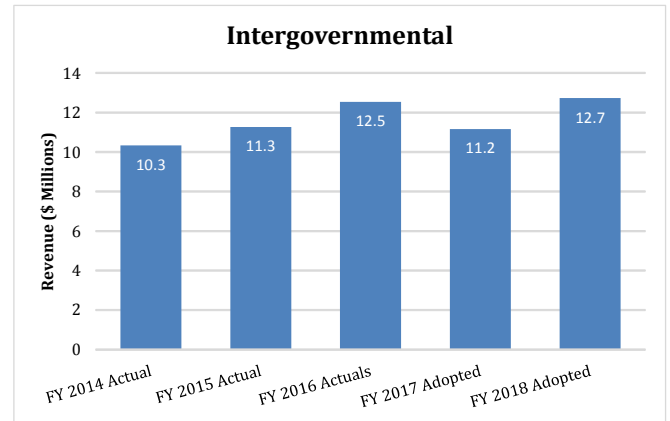
In Fiscal Year 2018, approximately 86% of the Town’s revenue is generated by three sources: taxes (55.5%), intergovernmental revenue (21.1%), and charges for services (9.4%). The following charts depict five year snapshots of historical trends for these top revenue categories: Taxes, Commonwealth of Virginia, and Charges for Services.



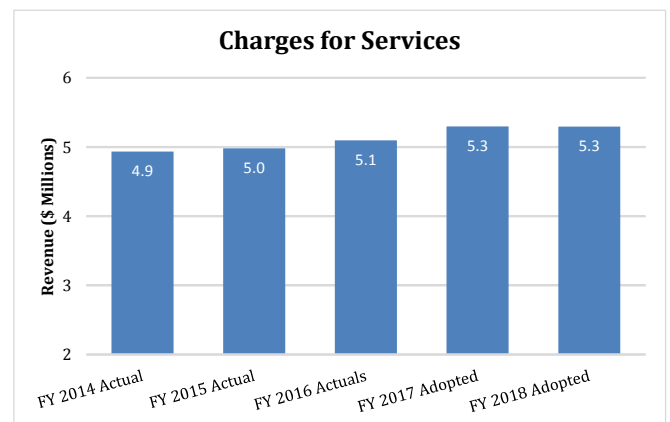
The trend in real estate taxes is one of incremental positive growth tied to real estate growth, construction and assessment evaluation increases.



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



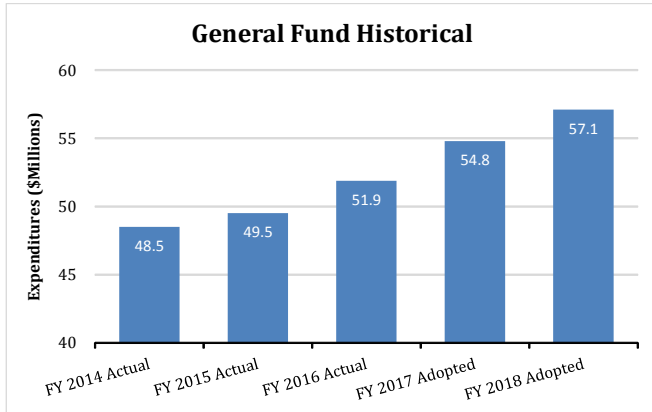
Commonwealth of Virginia represents funding from intergovernmental sources. These sources include state personal property tax relief funding, state highway maintenance funds, local gasoline tax, Loudoun County School Resource Officer contribution, and state 599 law enforcement assistance funding. Fiscal Year 2018 intergovernmental revenue is increasing primarily due to additional road maintenance funding through the state’s revenue sharing program.



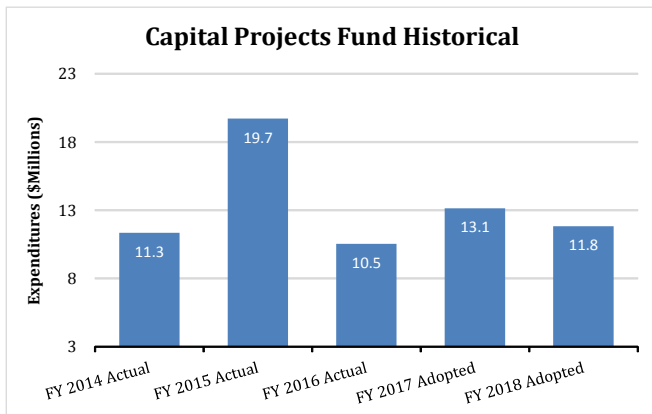
The Town’s General Fund revenue in the Charges for Services category are largely attributable to fees in support of the Parks & Recreation facility and includes revenues such as hangar lease fees at the Leesburg Executive Airport. The overall projected trend for this category remains constant for Fiscal Year 2018.

Summary of Fund Expenditures

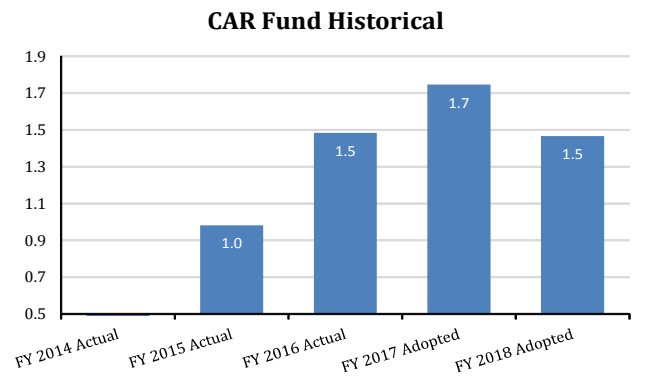
The Town of Leesburg’s budget consists of the major governmental and enterprise funds. These include the General Fund, Capital Projects Fund, Utilities Fund, the Capital Asset Replacement (CAR) Fund, and the Northern Virginia Transportation Authority (NVT) Fund. The charts below depict historical expenditures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



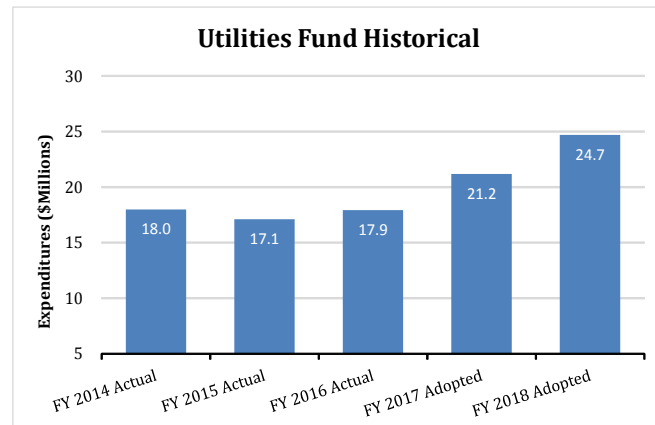
The Fiscal Year 2018 General Fund budget is \$57.1 million or 4.2% higher than the Fiscal Year 2017 budget. The increase is due mainly to budget enhancements totaling nearly \$1 million, increases in highway maintenance funding associated with the state’s revenue sharing program, and town-wide personnel increases attributable to salary and benefit adjustments.



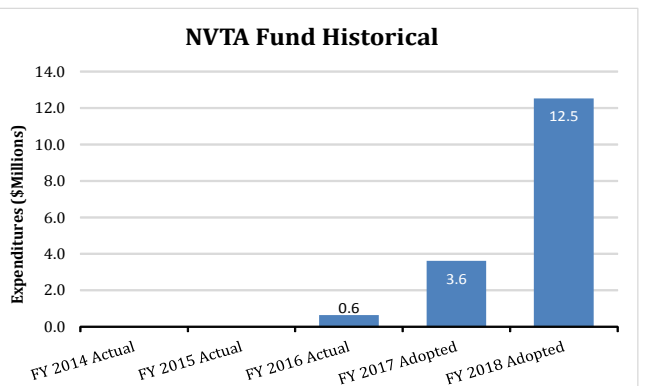
The Fiscal Year 2018 Capital Projects Fund budget is \$11.8 million or a decrease of \$1.3 million from Fiscal Year 2017. The fluctuation in funding in the Capital Projects Fund is attributable to the completion of transportation capital projects in the Capital Improvements Program (CIP) or the continuance of existing projects that are primarily funded through federal and state funding.



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 2018 CAR Fund budget totals approximately \$1.47 million utilizing Public, Education and Government (PEG) funding of close to \$167,000.



The Utilities Fund budget is \$24.7 million or an increase of \$3.5 million primarily associated with increases in capital and repair, renovation and replacement (3-R) projects. All operating and debt service is covered by Utilities Fund charges for service revenue from water and sewer fees, availability fees, and others.



The Fiscal Year 2018 Northern Virginia Transportation Authority (NVT) Fund budget is \$12.5 million, an increase of \$9.2 million over the FY 2017 Budget primarily due to regional NVT (70%) funding for the Battlefield Parkway/ East Market Street Interchange project. The NVT Fund provides funding for transportation related projects as part of the Capital Improvements Program.

Consolidated Table- Governmental Funds

The consolidated fund table presents sources and uses for all of the Town governmental funds which includes the General Fund, Capital Projects Fund, Capital Asset Replacement Fund and the Northern Virginia Transportation Authority Fund. The Fund Schedule for the Utilities Fund can be found in the Financial Summaries Section.

	2016 Actual	2017 Budget	2018 Adopted	2019 Projected
BEGINNING FUND BALANCE	\$ 37,607,706	\$ 38,715,830	\$ 33,787,522	\$ 30,999,922
SOURCES				
Taxes	\$ 31,783,250	\$ 30,787,169	\$ 31,179,400	\$ 32,009,000
Permits & Fees	1,177,295	1,099,660	1,169,910	1,339,910
Fines & Forfeitures	367,722	523,700	448,700	449,700
Use of Money & Property	1,755,333	1,546,600	1,905,112	1,748,692
Charges for Services	5,177,802	5,267,056	5,295,121	5,296,620
Donations, Contributions & Transfers	2,669,802	3,191,431	2,387,899	2,876,729
Loudoun County	5,549,140	4,908,505	5,781,499	4,778,850
Commonwealth of Virginia	11,402,893	17,501,383	28,720,209	37,839,291
Federal Government	2,556,841	146,000	58,600	168,000
Other Financing Sources	3,168,423	4,046,975	3,179,500	10,209,990
Total Sources	\$ 64,604,733	\$ 68,093,414	\$ 80,125,950	\$ 95,416,782
USES				
Personnel Services	\$ 31,910,171	\$ 32,099,163	\$ 32,764,095	\$ 33,574,526
Contractual Services	7,805,281	8,213,917	9,029,883	8,925,425
Materials and Supplies	1,635,667	1,367,130	1,512,399	1,450,135
Transfer Payments	1,027,223	692,800	1,000,000	1,662,140
Grants & Contributions	1,066,788	1,115,055	1,193,405	1,243,905
Continuous Charges	2,469,691	2,925,828	2,960,766	2,957,431
Capital Outlay	1,552,145	1,938,056	2,020,150	1,641,450
Non-Departmental	—	152,000	152,000	152,000
Capital Projects	10,527,260	16,488,600	24,354,700	36,821,990
Debt Service	5,502,383	8,029,173	7,926,152	8,183,813
Total Uses	\$ 63,496,609	\$ 73,021,722	\$ 82,913,550	\$ 96,612,815
Use of Fund Balance	\$ —	\$ 4,928,308	\$ 2,787,600	\$ 1,196,033
ENDING FUND BALANCE¹	\$ 38,715,830	\$ 33,787,522	\$ 30,999,922	\$ 29,803,889
% CHANGE IN BALANCE	2.9%	-12.7%	-8.3%	-3.9%

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

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
General Taxes						
Real Estate Taxes	\$ 12,991,170	\$ —	\$ —	\$ —	\$ —	\$ 12,991,170
Personal Property Taxes	1,972,000	—	—	—	—	1,972,000
Meals Taxes	5,107,000	—	—	—	—	5,107,000
Utility Consumption Taxes	1,526,000	—	—	—	—	1,526,000
Business & Occupational Taxes	3,300,000	—	—	—	—	3,300,000
Transient Occupancy Taxes	736,000	—	—	—	—	736,000
Cigarette Taxes	905,000	—	—	—	—	905,000
Other Local Taxes	4,642,230	—	—	—	—	4,642,230
Sub-Total	\$ 31,179,400	\$ —	\$ —	\$ —	\$ —	\$ 31,179,400
Permits & Fees						
Zoning & Development Fees	\$ 928,000	\$ —	\$ —	\$ —	\$ —	\$ 928,000
Airport User & Fuel Flow Fees	84,060	—	—	—	—	84,060
Fixed Based Operator Fees	35,250	—	—	—	—	35,250
Miscellaneous Permits & Fees	122,600	166,800	—	—	—	289,400
Sub-Total	\$ 1,169,910	\$ 166,800	\$ —	\$ —	\$ —	\$ 1,336,710
Fines & Forfeitures						
Parking & Traffic Fines	\$ 402,000	\$ —	\$ —	\$ —	\$ —	\$ 402,000
Police Forfeitures	46,700	—	—	—	—	46,700
Sub-Total	\$ 448,700	\$ —	\$ —	\$ —	\$ —	\$ 448,700
Use of Money & Property						
Earned Interest	\$ 148,400	\$ —	\$ —	\$ —	\$ 148,000	\$ 296,400
Insurance Recoveries	90,000	—	—	—	—	90,000
Parking Garage & Meters	277,340	—	—	—	—	277,340
Sale of Surplus Property	75,000	—	—	—	—	75,000
Library Revenue	16,000	—	—	—	—	16,000
Airport Revenue	1,122,072	—	—	—	—	1,122,072
Miscellaneous Revenue	1,000	—	—	—	379,600	380,600
Sub-Total	\$ 1,738,312	\$ —	\$ —	\$ —	\$ 148,000	\$ 1,886,312
Charges for Services						
Public Safety Charges	\$ 44,400	\$ —	\$ —	\$ —	\$ —	\$ 44,400
Recreation Charges	4,763,621	—	—	—	—	4,763,621
Special Event Fees	486,100	—	—	—	—	486,100
Water & Sewer User Fees	—	—	—	—	16,854,000	16,854,000
Water & Sewer Fixed Charges	—	—	—	—	2,490,899	2,490,899
Water Availability Fees	—	—	—	—	1,493,643	1,493,643
Water Fees & Penalties	—	—	—	—	140,000	140,000
Sub-Total	\$ 5,295,121	\$ —	\$ —	\$ —	\$ 21,358,142	\$ 26,653,263
Donations & Contributions						
Proffers	\$ 400,720	\$ —	\$ —	\$ 626,000	\$ —	\$ 1,026,720
Sponsorships & Contributions	259,179	—	—	102,000	—	361,179
Sub-Total	\$ 659,899	\$ —	\$ —	\$ 728,000	\$ —	\$ 1,387,899
Intergovernmental						
Loudoun County	\$ 867,499	\$ —	\$ 2,746,000	\$ 2,168,000	\$ —	\$ 5,781,499
Commonwealth of Virginia	11,800,209	—	9,785,000	7,135,000	—	28,720,209
Federal Government	58,600	—	—	—	—	58,600
Sub-Total	\$ 12,726,308	\$ —	\$ 12,531,000	\$ 9,303,000	\$ —	\$ 34,560,308

Financial Summaries

Fund Schedule

	General Fund	CAR Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
Other Financing Sources						
General Fund Transfer	\$ —	\$ —	\$ —	\$ 1,000,000	\$ —	\$ 1,000,000
Utilities Fund Transfer	1,324,800	—	—	—	—	1,324,800
Capital Projects Fund Transfer	1,854,700	—	—	—	—	1,854,700
Use of Fund Balance & Reserves	695,000	1,299,900	—	—	1,431,950	3,426,850
Bond Proceeds	—	—	—	792,700	1,750,050	2,542,750
Sub-Total	\$ 3,874,500	\$ 1,299,900	\$ —	\$ 1,792,700	\$ 3,182,000	\$ 10,149,100
Fund Total	\$ 57,092,150	\$ 1,466,700	\$ 12,531,000	\$ 11,823,700	\$ 24,688,142	\$ 107,601,692

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 \$57,092,150 or an increase of 4.2% over the prior year. The Fiscal Year 2018 Capital Asset Replacement (CAR) Fund appropriation is \$1,466,700 for the repair and replacement of Town vehicles, equipment, and infrastructure. The Fiscal Year 2018 Capital Projects Fund appropriation totals \$11,823,700. Funding in the Northern Virginia Transportation Authority (NVTA) Fund of \$12,531,000 is being utilized for transportation capital projects included in the Capital Improvements Program. The Fiscal Year 2018 expenditure budget for Utilities is \$24,688,142 and includes operating, asset replacement and repair and capital project funding.

	General Fund	CAR Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
Administering Efficient Government						
Town Council	\$ 278,776	\$ —	\$ —	\$ —	\$ —	\$ 278,776
Town Manager	1,033,497	—	—	—	—	1,033,497
Town Attorney	628,195	—	—	—	—	628,195
Clerk of Council	126,387	—	—	—	—	126,387
Boards & Commissions	166,500	—	—	—	—	166,500
Sub-Total	\$ 2,233,355	\$ —	\$ —	\$ —	\$ —	\$ 2,233,355
Supporting Activities						
Finance and Administrative Services	\$ 4,756,952	\$ 648,700	\$ —	\$ —	\$ —	\$ 5,405,652
Sub-Total	\$ 4,756,952	\$ 648,700	\$ —	\$ —	\$ —	\$ 5,405,652
Keeping Us Safe						
Police	\$ 13,733,335	\$ 63,000	\$ —	\$ —	\$ —	\$ 13,796,335
Sub-Total	\$ 13,733,335	\$ 63,000	\$ —	\$ —	\$ —	\$ 13,796,335
Providing the Necessities						
Public Works and Capital Projects ¹	\$ 14,330,618	\$ 571,000	\$ —	\$ —	\$ —	\$ 14,901,618
Utilities	—	—	—	—	15,217,641	15,217,641
Sub-Total	\$ 14,330,618	\$ 571,000	\$ —	\$ —	\$ 15,217,641	\$ 30,119,259
Ensuring Quality of Life						
Parks & Recreation	\$ 7,856,261	\$ 184,000	\$ —	\$ —	\$ —	\$ 8,040,261
Thomas Balch Library	490,061	—	—	—	—	490,061
Planning & Zoning	1,999,182	—	—	—	—	1,999,182
Plan Review	1,350,099	—	—	—	—	1,350,099
Sub-Total	\$ 11,695,603	\$ 184,000	\$ —	\$ —	\$ —	\$ 11,879,603
Seizing the Future						
Economic Development	\$ 811,063	\$ —	\$ —	\$ —	\$ —	\$ 811,063
Airport	758,072	—	—	—	—	758,072
Sub-Total	\$ 1,569,135	\$ —	\$ —	\$ —	\$ —	\$ 1,569,135
Non-Departmental/3R Reserve ²	847,000	—	—	—	1,629,800	2,476,800
Capital Improvement Projects	—	—	12,531,000	11,823,700	3,182,000	27,536,700
Debt Service	7,926,152	—	—	—	4,658,701	12,584,853
Fund Total	\$ 57,092,150	\$ 1,466,700	\$ 12,531,000	\$ 11,823,700	\$ 24,688,142	\$ 107,601,692

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 (\$305,000) salary savings credit for General Fund personnel expenditures

Expenditure by Category

The expenditure by category table lists fund expenditures by various expense categories. 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
Personnel Expenditures						
Full-Time Salary	\$ 20,332,172	\$ —	\$ —	\$ —	\$ 5,320,818	\$ 25,652,990
Part-Time Salary	2,724,485	—	—	—	30,000	2,754,485
Boards & Commissions	244,150	—	—	—	—	244,150
Overtime, Holiday, Shift Differential	1,544,417	—	—	—	262,950	1,807,367
Bonuses & Incentives	85,332	—	—	—	—	85,332
Uniform/Car/Show Allowance	15,055	—	—	—	12,042	27,097
Social Security & Medicare (FICA)	1,814,645	—	—	—	411,021	2,225,666
Retirement (VRS)	1,677,119	—	—	—	431,346	2,108,465
Life Insurance	252,145	—	—	—	64,266	316,411
Long-term Disability Insurance	111,355	—	—	—	30,647	142,002
Employee Medical	3,079,223	—	—	—	931,698	4,010,921
Optional Benefit	379,505	—	—	—	118,438	497,943
Unemployment Compensation	6,312	—	—	—	1,920	8,232
Workers' Compensation	321,780	—	—	—	87,890	409,670
Other Post Employment Benefits	481,400	—	—	—	128,600	610,000
Salary Savings Credit	(305,000)	—	—	—	—	(305,000)
Total Personnel Expenditures	\$ 32,764,095	\$ —	\$ —	\$ —	\$ 7,831,636	\$ 40,595,731
Operating Expenditures						
Contractual Services	\$ 9,029,883	\$ —	\$ —	\$ —	\$ 2,447,310	\$ 11,477,193
Materials & Supplies	1,512,399	—	—	—	1,571,100	3,083,499
Transfer Payments	1,000,000	—	—	—	1,320,800	2,320,800
Grants & Contributions	1,193,405	—	—	—	—	—
Continuous Charges	2,960,766	—	—	—	1,408,600	4,369,366
Capital Outlay	553,450	—	—	—	635,695	1,189,145
Non-Departmental ¹	152,000	1,466,700	—	—	2,500	1,621,200
Total Operating Expenses	\$ 16,401,903	\$ 1,466,700	\$ —	\$ —	\$ 7,386,005	\$ 25,254,608
Non-Operating Expenditures						
Capital Expenditures	\$ —	\$ —	\$ 12,531,000	\$ 11,823,700	\$ 3,182,000	\$ 27,536,700
3R Expenditures	—	—	—	—	1,629,800	1,629,800
Debt Service	7,926,152	—	—	—	4,658,701	12,584,853
Total Non-Operating Expenditures	\$ 7,926,152	\$ —	\$ 12,531,000	\$ 11,823,700	\$ 9,470,501	\$ 41,751,353
Fund Total	\$ 57,092,150	\$ 1,466,700	\$ 12,531,000	\$ 11,823,700	\$ 24,688,142	\$ 107,601,692

1) Includes \$152,000 in pooled travel and training funds for Fiscal Year 2018

Financial Summaries

Local Tax Funding Allocation

The table below shows the allocation of local tax funding by department and function based upon 18.4¢ per \$100 assessed value.

	Budget	Department Revenue	Local Tax Funding	Local Tax Funding (%)	Allocation of RET (μ)
Administering Efficient Government					
Town Council	\$ 278,776	\$ 16,800	\$ 261,976	0.7%	0.1
Town Manager	1,033,497	102,800	930,697	2.4%	0.4
Town Attorney	628,195	280,400	347,795	0.9%	0.2
Clerk of Council	126,387	7,900	118,487	0.3%	0.1
Boards & Commissions	166,500	5,000	161,500	0.4%	0.1
Sub-Total	\$ 2,233,355	\$ 412,900	\$ 1,820,455	4.8%	0.9
Supporting Activities					
Finance and Administrative Services	\$ 4,756,952	\$ 1,477,520	\$ 3,279,432	8.6%	1.6
Sub-Total	\$ 4,756,952	\$ 1,477,520	\$ 3,279,432	8.6%	1.6
Keeping Us Safe					
Police	\$ 13,733,335	\$ 2,431,269	\$ 11,302,066	29.6%	5.4
Sub-Total	\$ 13,733,335	\$ 2,431,269	\$ 11,302,066	29.6%	5.4
Providing the Necessities					
Public Works & Capital Projects	\$ 38,685,318	\$ 30,148,898	\$ 8,536,420	22.4%	4.1
Utilities	18,399,641	18,399,641	—	—%	—
Sub-Total	\$ 57,084,959	\$ 48,548,539	\$ 8,536,420	22.4%	4.1
Ensuring Quality of Life					
Parks & Recreation	\$ 7,856,261	\$ 5,228,981	\$ 2,627,280	6.9%	1.3
Thomas Balch Library	490,061	16,000	474,061	1.2%	0.2
Planning & Zoning	1,999,182	359,700	1,639,482	4.3%	0.8
Plan Review	1,350,099	870,600	479,499	1.3%	0.2
Sub-Total	\$ 11,695,603	\$ 6,475,281	\$ 5,220,322	13.7%	2.5
Seizing the Future					
Economic Development	\$ 811,063	\$ 258,179	\$ 552,884	1.4%	0.3
Airport	758,072	1,386,382	(628,310)	-1.6%	-0.3
Sub-Total	\$ 1,569,135	\$ 1,644,561	\$ (75,426)	-0.2%	0.0
Other Activities					
Capital Asset Replacement / 3R	\$ 3,096,500	\$ 3,096,500	\$ —	—%	—
Non-Departmental	847,000	695,000	152,000	0.4%	0.1
Debt Service	12,584,853	4,630,884	7,953,969	20.8%	3.8
Fund Total	\$ 107,601,692	\$ 69,412,454	\$ 38,189,238	100.0%	18.4

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 2018 real estate property tax rate of 18.4 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.

	2016 Actual	2017 Budget	2018 Adopted	2019 Projected	2020 Forecast	2021 Forecast	2022 Forecast
BEGINNING FUND BALANCE¹	\$ 20,188,809	\$ 23,421,712	\$ 23,376,952	\$ 22,681,952	\$ 21,476,209	\$ 19,767,146	\$ 18,124,698
SOURCES							
Taxes	\$ 31,783,250	\$ 30,787,169	\$ 31,179,400	\$ 32,009,000	\$ 32,663,200	\$ 33,316,500	\$ 33,982,800
Permits & Fees	1,177,295	1,099,660	1,169,910	1,339,910	1,366,700	1,394,000	1,421,900
Fines & Forfeitures	367,722	523,700	448,700	449,700	458,700	467,900	477,300
Use of Money & Property	1,755,333	1,546,600	1,738,312	1,748,692	1,783,700	1,819,400	1,855,800
Charges for Services	5,169,295	5,267,056	5,295,121	5,296,620	5,402,600	5,510,700	5,620,900
Donations, Contributions & Transfers	367,933	276,066	659,899	312,679	318,900	325,300	331,800
Loudoun County	726,136	955,240	867,499	884,150	901,800	919,800	938,200
Commonwealth of Virginia	10,028,046	10,147,796	11,800,209	11,947,341	12,186,300	12,430,000	12,678,600
Federal Government	118,753	92,000	58,600	87,000	88,700	90,500	92,300
Other Financing Sources ²	3,168,423	4,046,975	3,179,500	3,209,990	3,274,200	3,339,700	3,406,500
Total Sources	\$ 54,662,186	\$ 54,742,262	\$ 56,397,150	\$ 57,285,082	\$ 58,444,800	\$ 59,613,800	\$ 60,806,100
USES							
Personnel Services	\$ 31,910,171	\$ 32,099,163	\$ 32,764,095	\$ 33,574,526	\$ 34,002,525	\$ 34,682,576	\$ 35,376,227
Contractual Services	7,614,229	8,213,917	9,029,883	8,925,425	9,103,900	9,194,939	9,286,888
Materials and Supplies	1,405,046	1,367,130	1,512,399	1,450,135	1,479,100	1,508,682	1,538,856
Transfer Payments	1,027,223	692,800	1,000,000	1,662,140	2,550,000	2,750,000	2,950,000
Grants & Contributions	1,066,788	1,115,055	1,193,405	1,243,905	1,268,800	1,045,055	1,045,055
Continuous Charges	2,469,691	2,925,828	2,960,766	2,957,431	3,016,600	3,076,932	3,138,471
Capital Outlay	433,752	191,956	553,450	341,450	150,000	153,000	156,060
Non-Departmental	—	152,000	152,000	152,000	152,000	152,000	152,000
Capital Projects							
Debt Service	\$ 5,502,383	\$ 8,029,173	\$ 7,926,152	\$ 8,183,813	\$ 8,430,938	\$ 8,693,064	\$ 8,663,770
Total Uses	\$ 51,429,283	\$ 54,787,022	\$ 57,092,150	\$ 58,490,825	\$ 60,153,863	\$ 61,256,248	\$ 62,307,327
Use of Fund Balance	\$ —	\$ 44,760	\$ 695,000	\$ 1,205,743	\$ 1,709,063	\$ 1,642,448	\$ 1,501,227
ENDING FUND BALANCE³	\$ 23,421,712	\$ 23,376,952	\$ 22,681,952	\$ 21,476,209	\$ 19,767,146	\$ 18,124,698	\$ 16,623,471
% CHANGE IN BALANCE	16.0%	-0.2%	-3.0%	-5.3%	-8.0%	-8.3%	-8.3%

1) It should be noted that the FY 2017 beginning balance includes assigned fund balance for debt service reserve of \$8,547,156.

2) Other Financing Sources is primarily comprised of inter-fund transfers from the Capital Projects Fund and Utilities Fund.

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

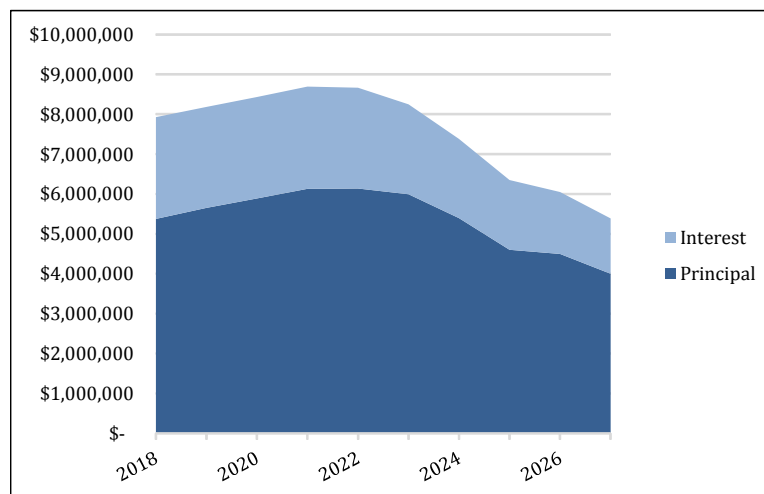
General Fund Debt

The Town’s outstanding general obligation debt is \$63,095,000 or 0.89% of total assessed value of real property for Fiscal Year 2018. 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 2018 Adopted	FY 2019 Projected	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast
Total Taxable Assessed Valuation	\$ 7,081,200,240	\$ 7,152,012,242	\$ 7,223,532,365	\$ 7,295,767,688	\$ 7,368,725,365
Unreserved Debt Capacity ¹	177,030,006	178,800,306	180,588,309	182,394,192	184,218,134
Outstanding Debt	63,095,000	60,820,000	58,617,000	56,627,000	54,304,000
Proposed New Issue	—	4,000,000	4,300,000	4,750,000	4,300,000
Total Debt Subject to Limit	63,095,000	64,820,000	62,917,000	61,377,000	58,604,000
Total Available Debt Capacity (\$)	113,935,006	113,980,306	117,671,309	121,017,192	125,614,134
Total Available Debt Capacity (%)	64.4%	63.7%	65.2%	66.3%	68.2%
General Fund Operating Expenses	57,092,150	58,490,825	60,153,863	61,256,248	62,307,327
Debt Service	7,926,151	8,183,813	8,430,938	8,693,064	8,663,770
Fiscal Policy Debt Service Limit (%) ²	13.9%	14.0%	14.0%	14.2%	13.9%

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
2018	\$ 5,377,001	\$ 2,549,150	\$ 7,926,151	6.5%
2019	5,651,427	2,532,386	8,183,813	13.4%
2020	5,890,329	2,540,609	8,430,938	20.6%
2021	6,130,944	2,562,121	8,693,064	28.0%
2022	6,138,064	2,525,706	8,663,770	35.5%
2023	5,992,385	2,256,638	8,249,023	42.8%
2024	5,395,606	1,987,401	7,383,007	49.4%
2025	4,599,931	1,749,088	6,349,019	55.0%
2026	4,495,132	1,553,319	6,048,452	60.4%
2027	4,000,134	1,387,501	5,387,635	65.3%
10-year Total	\$ 53,670,953	\$ 21,643,919	\$ 75,314,872	65.3%
All Years Total	\$ 82,180,000	\$ 28,422,544	\$ 110,602,544	100.0%



Capital Asset Replacement Fund Pro Forma

The Capital Asset Replacement (CAR) Fund provides funds for the repair, renovation, and replacement of General Fund fixed assets including equipment, facilities, information technology infrastructure, and vehicle replacement. Per the Council's long-term financial 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 CAR Fund for the foreseeable future. Beginning in Fiscal Year 2016, the CAR Fund is to be funded through annual inter-fund transfers as required.

	2016 Actual	2017 Budget	2018 Adopted	2019 Projected	2020 Forecast	2021 Forecast	2022 Forecast
BEGINNING FUND BALANCE	\$ 2,592,340	\$ 2,120,935	\$ 1,299,900	\$ —	\$ —	\$ —	\$ —
SOURCES							
Use of Money & Property	\$ —	\$ —	\$ 166,800	\$ —	\$ —	\$ —	\$ —
Donations, Contributions & Transfers	1,003,768	925,065	—	1,300,000	1,300,000	1,300,000	1,300,000
Total Sources	\$ 1,012,275	\$ 925,065	\$ 166,800	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
USES							
Contractual Services	\$ 171,522	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Materials and Supplies	230,621	—	—	—	—	—	—
Capital Outlay	1,081,537	1,746,100	1,466,700	1,300,000	1,300,000	1,300,000	1,300,000
Total Uses	\$ 1,483,680	\$ 1,746,100	\$ 1,466,700	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
Use of Fund Balance	\$ 471,405	\$ 821,035	\$ 1,299,900	\$ —	\$ —	\$ —	\$ —
ENDING FUND BALANCE	\$ 2,120,935	\$ 1,299,900	\$ —	\$ —	\$ —	\$ —	\$ —
% CHANGE IN BALANCE	-18.2%	-38.7%	-100.0%	—%	—%	—%	—%

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 six-year plan of expenditures from Fiscal Years 2018 through 2023. The second table is the list of expenditures in the budget year (FY 2018) and is broken out by CAR expense type and department.

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Facility Repair & Renovation	\$ 452,000	\$ 404,900	\$ 390,300	\$ 369,200	\$ 370,000	\$ 350,000
Information Technology Upgrades	421,700	158,700	343,400	404,300	405,000	400,000
Vehicle Replacement	593,000	736,400	566,300	526,500	525,000	550,000
Total	\$ 1,466,700	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000

	Facility Repair & Renovation	Information Technology Upgrade	Vehicle/Equipment Replacement
Supporting Activities			
Finance & Administrative Services	\$ 250,000	\$ 398,700	\$ —
Sub-Total	\$ 250,000	\$ 398,700	\$ —
Keeping Us Safe			
Police	\$ —	\$ 23,000	\$ 40,000
Sub-Total	\$ —	\$ 23,000	\$ 40,000
Providing the Necessities			
Public Works	\$ 130,000	\$ —	\$ 441,000
Sub-Total	\$ 130,000	\$ —	\$ 441,000
Ensuring Quality of Life			
Parks & Recreation	\$ 72,000	\$ —	\$ 112,000
Sub-Total	\$ 72,000	\$ —	\$ 112,000
Total Expenditures by Type	\$ 452,000	\$ 421,700	\$ 593,000
Total CAR Expenditures	\$ —	\$ —	\$ 1,466,700

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 for governmental funds, unless financed through proprietary funds. Bond funding requirements are reviewed annually based upon actual expenditures. It is anticipated that annual bond issues are likely in Fiscal Years 2019-2022. The corresponding debt service is accounted for in the General Fund. The Capital Projects Fund is one of the major Governmental funds of the Town.

	2016 Actual	2017 Budget	2018 Adopted	2019 Projected	2020 Forecast	2021 Forecast	2022 Forecast
BEGINNING FUND BALANCE	\$ 10,967,186	\$ 7,550,496	\$ 4,799,883	\$ 4,007,183	\$ 6,459,193	\$ 8,403,493	\$ 8,149,493
SOURCES							
Donations, Contributions & Transfers	\$ 1,298,101	\$ 1,990,300	\$ 1,728,000	\$ 1,264,050	\$ 2,493,900	\$ 1,891,000	\$ 1,663,500
Loudoun County	1,999,534	992,200	2,168,000	149,700	4,000,000	—	—
Commonwealth of Virginia	1,374,847	7,353,587	7,135,000	5,891,950	1,322,000	4,729,000	1,506,000
Federal Government	2,438,088	54,000	—	81,000	810,000	—	67,500
Other Financing Sources ¹	—	—	—	7,000,000	4,300,000	4,750,000	4,300,000
Total Sources	\$ 7,110,570	\$ 10,390,087	\$ 11,031,000	\$ 14,386,700	\$ 12,925,900	\$ 11,370,000	\$ 7,537,000
USES							
Capital Projects ²	\$ 10,527,260	\$ 13,140,700	\$ 11,823,700	\$ 11,934,690	\$ 10,981,600	\$ 11,624,000	\$ 3,382,100
Total Uses	\$ 10,527,260	\$ 13,140,700	\$ 11,823,700	\$ 11,934,690	\$ 10,981,600	\$ 11,624,000	\$ 3,382,100
Use of Fund Balance	\$ 3,416,690	\$ 2,750,613	\$ 792,700	\$ —	\$ —	\$ —	\$ —
ENDING FUND BALANCE³	\$ 7,550,496	\$ 4,799,883	\$ 4,007,183	\$ 6,459,193	\$ 8,403,493	\$ 8,149,493	\$ 12,304,393
% CHANGE IN BALANCE	-31.2%	-36.4%	-16.5%	61.2%	30.1%	-3.0%	51.0%

1) Other Financing Sources includes a Virginia Resource Authority- Airport Fund Revenue Bond of \$3,000,000 in FY 2019 and anticipated debt issuance of General Obligation Bonds of \$4,000,000 in FY 2019, \$4,300,000 in FY 2020, \$4,750,000 in FY 2021, and \$4,300,000 in FY 2022.
 2) Beginning in FY 2016, Project Management Costs are included in project costs in the Capital Improvement Plans and reflected above as a Transfer Payment to the General Fund.
 3) Ending Fund Balance includes restricted cash that is not available for capital funding such as schools proffers.

NVTA Fund Pro Forma

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 appropriates regional funding or NVTA 70% to Leesburg for specific transportation related capital projects included in the Capital Improvements 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.

	2016 Actual	2017 Budget	2018 Adopted	2019 Projected	2020 Forecast	2021 Forecast	2022 Forecast
BEGINNING FUND BALANCE	\$ 3,859,371	\$ 5,622,687	\$ 4,310,787	\$ 4,310,787	\$ 1,868,487	\$ 2,097,487	\$ 2,545,487
SOURCES							
Loudoun County	\$ 1,819,702	\$ 2,036,000	\$ 2,746,000	\$ 2,445,000	\$ 2,165,000	\$ 2,234,000	\$ 2,304,000
Commonwealth of Virginia	—	—	9,785,000	20,000,000	—	—	—
Total Sources	\$ 1,819,702	\$ 2,036,000	\$ 12,531,000	\$ 22,445,000	\$ 2,165,000	\$ 2,234,000	\$ 2,304,000
USES							
Contractual Services	\$ 19,530	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Capital Outlay	36,856	—	—	—	—	—	—
Capital Projects	—	3,347,900	12,531,000	24,887,300	1,936,000	1,786,000	588,000
Debt Service							
Total Uses	\$ 56,386	\$ 3,347,900	\$ 12,531,000	\$ 24,887,300	\$ 1,936,000	\$ 1,786,000	\$ 588,000
Use of Fund Balance	\$ —	\$ 1,311,900	\$ —	\$ 2,442,300	\$ —	\$ —	\$ —
ENDING FUND BALANCE	\$ 5,622,687	\$ 4,310,787	\$ 4,310,787	\$ 1,868,487	\$ 2,097,487	\$ 2,545,487	\$ 4,261,487
% CHANGE IN BALANCE	45.7%	-23.3%	—%	-56.7%	—%	—%	67.4%

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 Utilities Fund pro forma reflects revenue and expenditures on a cash basis. Any increase in net position is generally attributable to system wide revenue exceeding operating costs. The fund provides for capital projects included in the Town Capital Improvements Program as well as repair, renovation, and replacement (3R) requirements to adequately maintain operations on an aging system.

	2016 Actual	2017 Budget	2018 Adopted	2019 Projected	2020 Forecast	2021 Forecast	2022 Forecast
BEGINNING NET POSITION	\$ 16,184,653	\$ 16,250,657	\$ 15,069,098	\$ 11,887,098	\$ 12,100,598	\$ 9,389,438	\$ 10,989,749
SOURCES							
Use of Money & Property	\$ 236,150	\$ 215,997	\$ 148,000	\$ 148,000	\$ 279,600	\$ 279,600	\$ 279,600
Charges for Services	19,064,068	19,781,359	21,358,142	21,519,600	22,800,000	23,700,000	25,300,000
Other Financing Sources ¹	—	—	—	4,000,000	—	4,400,000	—
Total Sources	\$ 19,300,218	\$ 19,997,356	\$ 21,506,142	\$ 25,667,600	\$ 23,079,600	\$ 28,379,600	\$ 25,579,600
USES							
Personnel Services	\$ 7,493,822	\$ 7,826,054	\$ 7,831,637	\$ 8,098,240	\$ 8,260,200	\$ 8,425,400	\$ 8,593,900
Contractual Services	963,382	1,425,055	2,419,910	2,894,476	2,952,400	3,011,400	3,071,600
Materials and Supplies	1,381,578	1,638,300	1,571,100	1,571,100	1,602,500	1,634,600	1,667,300
Transfer Payments	1,506,865	1,479,000	1,350,700	1,353,200	1,380,300	1,407,900	1,436,100
Continuous Charges	1,178,126	1,419,100	1,408,600	1,408,600	1,436,800	1,465,500	1,494,800
Capital Outlay	121,407	1,083,300	2,265,495	2,590,045	2,641,800	2,694,600	2,748,500
Capital Projects	2,310,635	1,709,000	3,182,000	2,621,000	2,550,000	2,383,800	1,616,200
Debt Service	4,278,399	4,599,106	4,658,700	4,917,439	4,966,761	5,756,089	6,445,722
Total Uses	\$ 19,234,214	\$ 21,178,915	\$ 24,688,142	\$ 25,454,100	\$ 25,790,761	\$ 26,779,289	\$ 27,074,122
Use of Fund Balance	\$ —	\$ 1,181,559	\$ 3,182,000	\$ —	\$ 2,711,161	\$ —	\$ 1,494,522
ENDING NET POSITION²	\$ 16,250,657	\$ 15,069,098	\$ 11,887,098	\$ 12,100,598	\$ 9,389,438	\$ 10,989,749	\$ 9,495,227
% CHANGE IN POSITION	0.4%	-7.3%	-21.1%	1.8%	-22.4%	17.0%	-13.6%

1) Other Financing Sources reflect the anticipated debt issuance of \$4.0 million in FY 2019, and \$4.4 million in FY 2021.

2) Ending Net Position 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 planned major repairs and replacement or rehabilitation of equipment or other major fixed assets. Utilities 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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Utilities Administration	\$ 105,000	\$ 126,000	\$ 105,500	\$ 12,500	\$ 78,000	\$ 48,000
Utilities Maintenance	458,500	440,000	460,000	235,000	100,000	400,000
Water Supply	171,500	223,000	100,000	—	465,000	90,000
Water Pollution Control	894,800	1,165,350	1,678,600	945,350	1,452,800	470,700
Total Uses	\$ 1,629,800	\$ 1,954,350	\$ 2,344,100	\$ 1,192,850	\$ 2,095,800	\$ 1,008,700

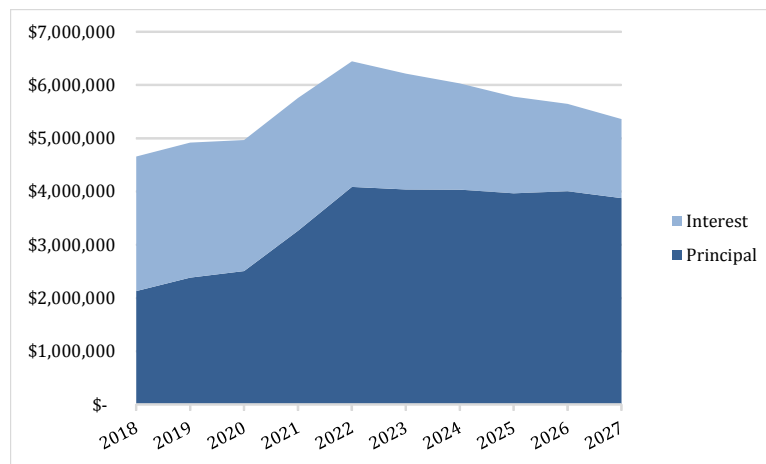
	Facility Repair & Renovation	Information Technology Upgrade	Vehicle/ Equipment Replacement
Utilities Administration	\$ —	\$ 51,000	\$ 54,000
Utilities Maintenance	91,000	—	367,500
Water Supply	—	—	171,500
Water Pollution Control	90,000	—	804,800
Sub-Total	\$ 181,000	\$ 51,000	\$ 1,397,800
3R Reserve Uses Total	\$ —	\$ —	\$ 1,629,800

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 2018 Adopted	FY 2019 Projected	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast
Total Utility Service Charges	\$ 21,506,142	\$ 25,667,600	\$ 23,079,600	\$ 28,379,600	\$ 25,579,600
Net Operating Expenses	15,340,577	16,408,796	16,767,135	17,132,535	17,505,335
Net Available Revenue	6,165,565	9,258,804	6,312,465	11,247,065	8,074,265
Debt Service	4,658,700	4,917,439	4,966,761	5,756,089	6,445,722
Debt Coverage Target Ratio (125%)	132.3%	188.3%	127.1%	195.4%	125.3%

Period Ends	Principal	Interest	Total	Payout Ratio
2018	\$ 2,129,587	\$ 2,529,113	\$ 4,658,700	3.1%
2019	2,384,287	2,533,151	4,917,439	6.5%
2020	2,504,859	2,461,901	4,966,761	10.1%
2021	3,261,800	2,494,289	5,756,089	14.8%
2022	4,087,336	2,358,386	6,445,722	20.7%
2023	4,038,015	2,177,083	6,215,098	26.5%
2024	4,034,794	1,996,832	6,031,626	32.3%
2025	3,965,469	1,816,968	5,782,437	38.0%
2026	4,005,268	1,641,203	5,646,471	43.8%
2027	3,875,266	1,487,017	5,362,283	49.3%
10-year Total	\$ 34,286,682	\$ 21,495,944	\$ 55,782,625	49.3%
Fund Total	\$ 69,498,534	\$ 54,274,473	\$ 123,773,007	100.0%

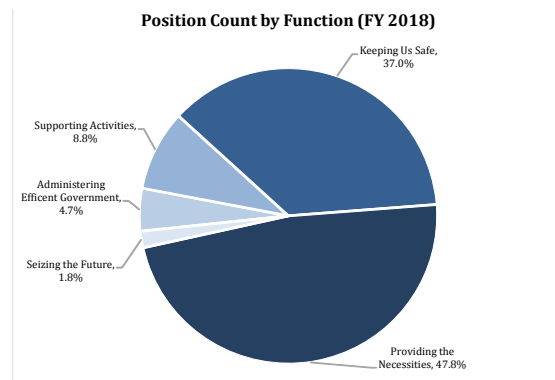
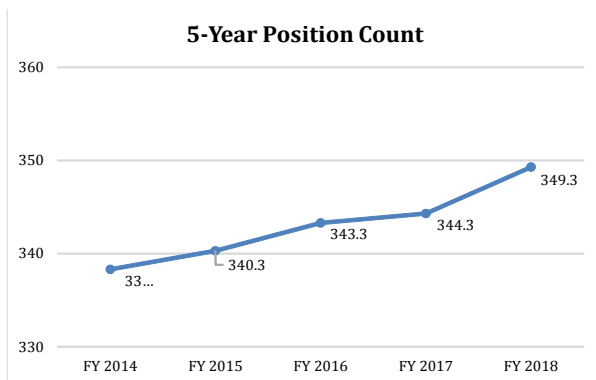


Financial Summaries

Position Summary

The Fiscal Year 2018 Adopted Budget includes 349.3 full time equivalent (FTE) positions in all funds which is comprised of 268.3 FTE in the General Fund and 81.0 FTE in the Utilities Fund. In addition, the Town utilizes temporary and flexible part time personnel on an operational needs basis that are not reflected as permanent FTE positions. The Fiscal Year 2018 Adopted Budget includes an increase of 5.0 FTE for a Streets Maintenance Crew (3.0 FTE) in the Department of Public Works and Capital Projects; a Zoning Inspector position (1.0 FTE) in the Department of Planning and Zoning; and a Parks Maintenance Worker position (1.0 FTE) in the Department of Parks & Recreation. Further, positions have been redeployed between the Department of Planning and Zoning, the Department of Public Works and Capital Projects and the Town Manager’s Office.

Function/Department	FY 2014	FY 2015	FY 2016	FY 2017 Budget	FY 2018 Adopted	Change from Prior Year	Change from 2014	% Change from 2014
Administering Efficient Government								
Town Manager	6.0	7.0	8.0	6.0	6.0	—	—	—%
Town Attorney	3.0	5.0	5.0	5.0	5.0	—	2.0	66.7%
Clerk of Council	1.0	1.0	1.0	1.0	1.0	—	—	—%
Sub-Total	10.0	13.0	14.0	12.0	12.0	—	2.0	20.0%
Supporting Activities								
Finance	15.0	15.0	17.0	19.0	19.0	—	4.0	26.7%
Human Resources	4.0	4.0	4.0	4.0	4.0	—	—	—%
Information Technology	5.0	5.0	5.0	6.0	6.0	—	1.0	20.0%
Sub- Total	24.0	24.0	26.0	29.0	29.0	—	5.0	20.8%
Keeping Us Safe								
Police	101.0	103.0	103.0	103.0	103.0	—	2.0	2.0%
Sub-Total	101.0	103.0	103.0	103.0	103.0	—	2.0	2.0%
Providing the Necessities								
Public Works & Capital Projects	58.4	55.0	53.0	55.0	57.0	2.0	-1.4	-2.4%
Utilities	78.0	78.0	81.0	81.0	81.0	—	3.0	3.8%
Sub-Total	136.4	133.0	134.0	136.0	138.0	2.0	1.6	1.2%
Ensuring Quality of Life								
Planning & Zoning	12.0	12.0	12.0	12.0	14.0	2.0	2.0	16.7%
Plan Review	9.0	9.0	8.0	8.0	8.0	—	-1.0	-11.1%
Parks & Recreation	37.9	38.3	38.3	36.3	37.3	1.0	-0.6	-1.6%
Thomas Bakh Library	3.0	3.0	3.0	3.0	3.0	—	—	—%
Sub-Total	61.9	62.3	61.3	59.3	62.3	3.0	0.4	0.6%
Seizing the Future								
Economic Development	2.0	2.0	2.0	2.0	2.0	—	—	—%
Airport	3.0	3.0	3.0	3.0	3.0	—	—	—%
Sub-Total	5.0	5.0	5.0	5.0	5.0	—	—	—%
Total	338.3	340.3	343.3	344.3	349.3	5.0	11.0	3.3%



Operating Budget



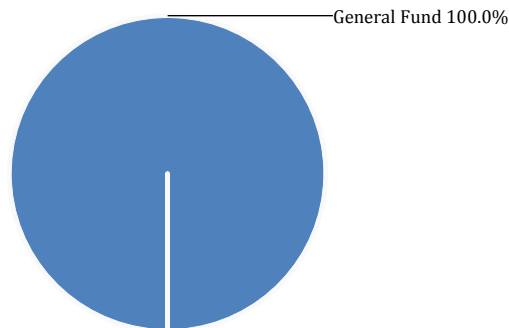
Administering Efficient Government

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

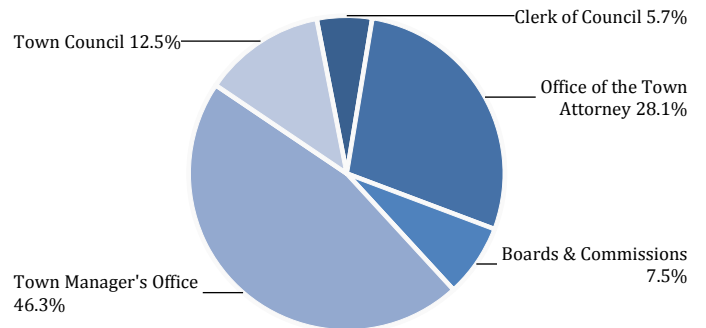
Financial Information & Analysis

Object Categories	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
General Fund	\$ 2,586,371	\$ 2,228,814	\$ 2,270,055	\$ 2,233,355	\$ 2,278,141	\$ 4,541	0.2%
Total Sources	\$ 2,586,371	\$ 2,228,814	\$ 2,270,055	\$ 2,233,355	\$ 2,278,141	\$ 4,541	0.2%
Uses							
Town Council	\$ 249,418	\$ 271,963	\$ 278,779	\$ 278,776	\$ 282,342	\$ 6,813	2.5%
Boards & Commissions	137,905	157,873	168,570	166,500	160,800	8,627	5.5%
Town Manager’s Office	1,460,891	1,092,409	1,105,107	1,033,497	1,070,126	(58,912)	-5.4%
Office of the Town Attorney	597,052	570,137	579,467	628,195	635,459	58,058	10.2%
Clerk of Council	141,104	136,432	138,132	126,387	129,414	(10,045)	-7.4%
Total Uses	\$ 2,586,371	\$ 2,228,814	\$ 2,270,055	\$ 2,233,355	\$ 2,278,141	\$ 4,541	0.2%

Sources by Fund (2018)



Uses by Department (2018)



Administering Efficient Government



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 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](#) in an advisory roles. Each year the Council prepares a [legislative agenda](#) that is presented to the Town's delegation in the Virginia General Assembly outlining 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 7:00 PM and all Town residents are encouraged to attend. The Town Council meetings are broadcast on the Town's local government access channel and streamed live from the [Town's website](#). Videos of Town Council meetings are archived on the website for on-demand viewing

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

Contact Information

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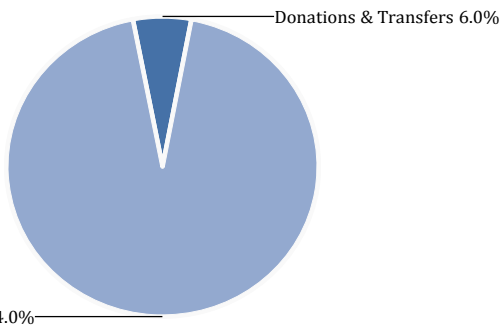
the hometown of the 21st century



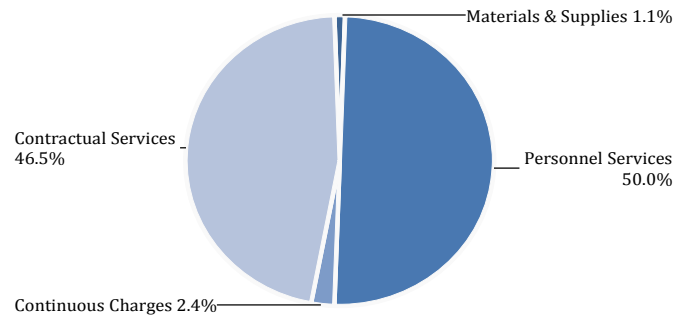
Financial Information & Analysis

Object Categories	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
Donations & Transfers	\$ 8,247	\$ 8,247	\$ 8,247	\$ 16,800	\$ 16,800	\$ 8,553	103.7%
Total Revenue	\$ 8,247	\$ 8,247	\$ 8,247	\$ 16,800	\$ 16,800	\$ 8,553	103.7%
Local Tax Funding	241,171	263,716	270,532	261,976	265,542	(1,740)	-0.7%
Total Sources	\$ 249,418	\$ 271,963	\$ 278,779	\$ 278,776	\$ 282,342	\$ 6,813	2.5%
Uses							
Personnel Services	\$ 134,992	\$ 132,199	\$ 132,199	\$ 139,412	\$ 140,592	\$ 7,213	5.5%
Contractual Services	109,530	127,450	134,266	129,550	131,850	2,100	1.6%
Materials & Supplies	4,896	5,600	5,600	3,100	3,100	(2,500)	-44.6%
Continuous Charges	—	6,714	6,714	6,714	6,800	—	—%
Total Uses	\$ 249,418	\$ 271,963	\$ 278,779	\$ 278,776	\$ 282,342	\$ 6,813	2.5%

Sources by Type (2018)



Uses by Object (2018)



Budget Analysis

The FY 2018 operating budget for the Town Council reflects an increase of 2.5% over the prior year, which is largely attributable to anticipated contractual increases for the Town's financial auditor and personnel services increases associated with benefit adjustments. The Boards and Commission budgets reflect an

increase of \$8,627 or 5.5% over the FY 2017 budget due primarily to the reallocation of the Virginia Public Arts Local Government Challenge Grant funding from the Town Manager's Office to the Public Arts Commission.

Boards & Commissions

Boards & Commissions	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Public Arts Commission	\$ 18,372	\$ 11,204	\$ 21,204	\$ 19,604	\$ 21,204	\$ 8,400	75.0%
Economic Development Commission	4,428	10,404	10,404	10,404	10,404	—	—%
Information Technology Commission	6,393	9,204	9,204	9,204	9,204	—	—%
Parks & Recreation Commission	8,726	9,204	9,204	9,204	9,204	—	—%
Tree Commission	11,184	14,204	14,204	11,004	11,004	(3,200)	-22.5%
Library Advisory Commission	8,541	10,004	10,004	10,429	10,429	425	4.2%
Planning Commission	27,580	28,789	28,839	27,940	27,640	(849)	-2.9%
Board of Zoning Appeals	969	6,459	6,459	6,459	6,459	—	—%
Board of Architectural Review	27,477	27,289	27,936	31,140	27,640	3,851	14.1%
Environmental Advisory Commission	8,485	12,704	12,704	12,704	9,204	—	—%
Airport Advisory Commission	6,703	9,204	9,204	9,204	9,204	—	—%
Diversity Commission	9,047	9,204	9,204	9,204	9,204	—	—%
Total Combined	\$ 137,905	\$ 157,873	\$ 168,570	\$ 166,500	\$ 160,800	\$ 8,627	5.5%

Organization Chart



Summary of Services

Policy & Program Administration

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

Governmental Affairs

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

Communications & Research

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

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

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, FM	Partner with Town Council in developing key goals and initiatives for the organization	Maintain financial sustainability plan and develop budget for Fiscal Year 2018.	Long
CS, ED	Improve customer service efforts in all departments	Town-wide training, customer service surveys, and Town-wide customer service design team	Long
BP	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
ED	Support employee development opportunities	Enhance employee skill sets in technology and leadership to meet the needs of the community	Long
BP	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
ED, CS, BP	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

Expenditures by Division

Divisions	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Town Manager's Office	\$ 1,362,636	\$ 851,171	\$ 863,869	\$ 741,923	\$ 763,574	\$ (109,248)	-12.8%
Public Information	98,255	241,238	241,238	291,574	306,552	50,336	20.9%
Total	\$ 1,460,891	\$ 1,092,409	\$ 1,105,107	\$ 1,033,497	\$ 1,070,126	\$ (58,912)	-5.4%

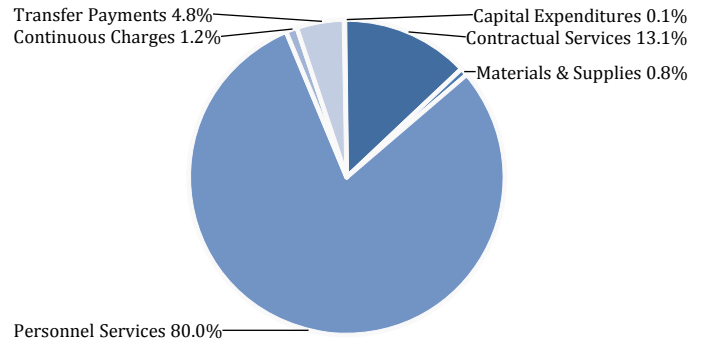
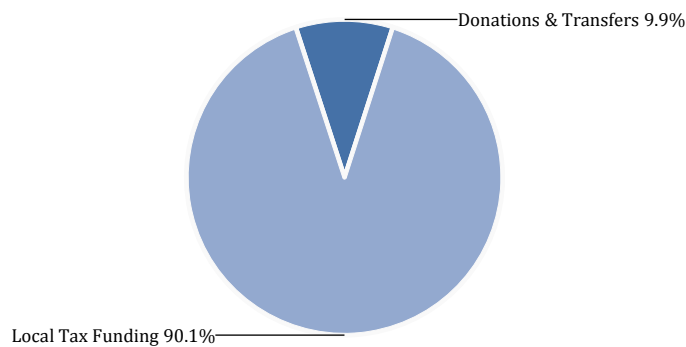
Financial Information & Analysis

Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
Donations & Transfers	\$ 98,247	\$ 97,247	\$ 97,247	\$ 102,800	\$ 111,200	\$ 5,553	5.7%
Commonwealth of Virginia	—	5,000	—	—	—	(5,000)	-100.0%
Total Revenue	\$ 98,247	\$ 102,247	\$ 97,247	\$ 102,800	\$ 111,200	\$ 553	0.5%
Local Tax Funding	1,362,644	990,162	1,007,860	930,697	958,926	(59,465)	-6.0%
Total Sources	\$ 1,460,891	\$ 1,092,409	\$ 1,105,107	\$ 1,033,497	\$ 1,070,126	\$ (58,912)	-5.4%

Uses							
Personnel Services	\$ 1,321,530	\$ 919,461	\$ 919,461	\$ 826,826	\$ 855,618	\$ (92,635)	-10.1%
Contractual Services	121,532	91,673	116,525	135,596	143,433	43,923	47.9%
Materials & Supplies	9,771	8,075	8,321	8,075	8,075	—	—%
Transfer Payments	217	60,000	47,600	50,000	50,000	(10,000)	-16.7%
Continuous Charges	7,841	12,000	12,000	12,000	12,000	—	—%
Capital Expenditures	—	1,200	1,200	1,000	1,000	(200)	-16.7%
Total Uses	\$ 1,460,891	\$ 1,092,409	\$ 1,105,107	\$ 1,033,497	\$ 1,070,126	\$ (58,912)	-5.4%

Sources by Type (2018)

Uses by Object (2018)



Budget Analysis

The FY 2018 operating budget for the Town Manager's Office includes a decrease of \$58,912 or 5.4% primarily attributable to the transferring of the Assistant Town Manager position to the Department of Planning and Zoning. The decrease is offset by the redeployment of an Administrative Associate position to the Town Manager's Office, salary and benefit adjustments of existing employees, and adopted enhancements in the Public Information Division including additional Town-wide newsletters and closed captioning services for public meetings.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 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>	45	45	45	↑
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>	52	60	60	↑
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 Council Initiated taskforces supported by the Town Manager's Office. <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>	224	230	250	↑

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

Administering Efficient Government

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.



Office of the Town Attorney

Mission

The mission of the Office of the Town Attorney is to protect the legal interests of the Town, 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.lesburgva.gov/attorney.

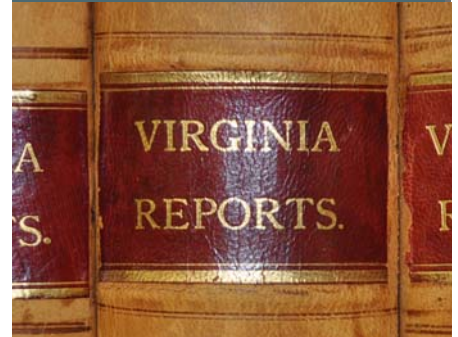
Contact Information

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

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ADVICE & COUNSEL

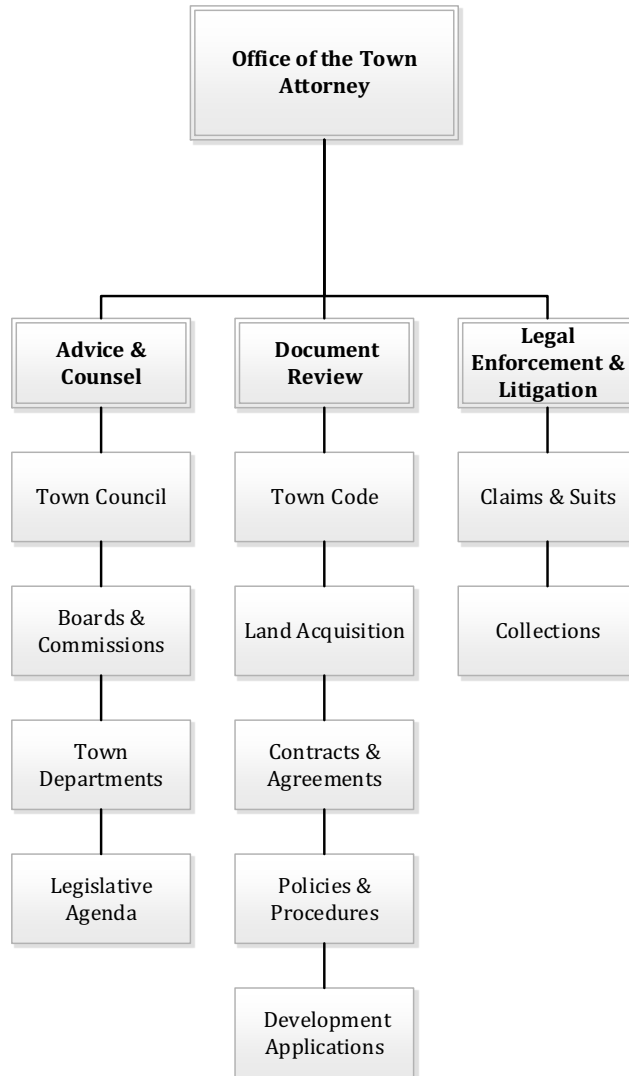


DOCUMENT REVIEW



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

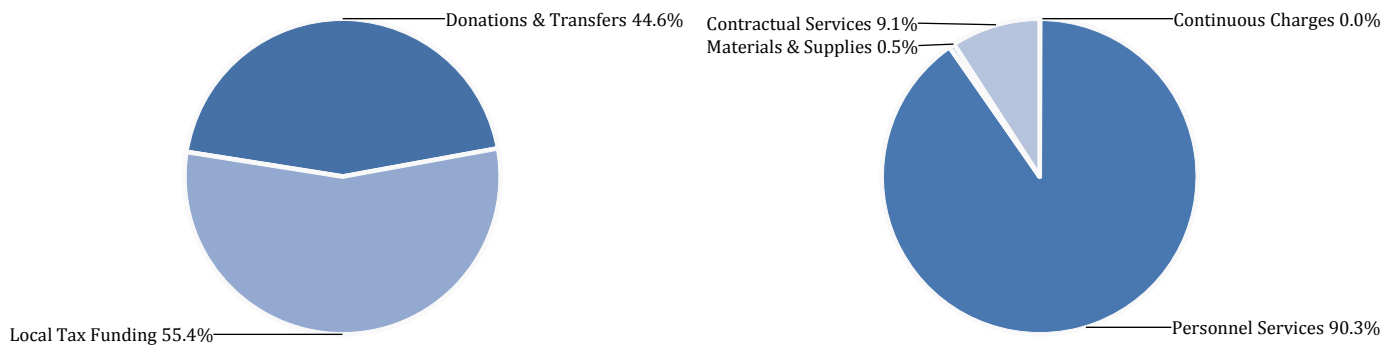
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Financial Information & Analysis

Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
Donations & Transfers	\$ 234,109	\$ 234,109	\$ 234,109	\$ 280,400	\$ 280,400	\$ 46,291	19.8%
Total Revenue	\$ 234,109	\$ 234,109	\$ 234,109	\$ 280,400	\$ 280,400	\$ 46,291	19.8%
Local Tax Funding	362,943	336,028	345,358	347,795	355,059	11,767	3.5%
Total Sources	\$ 597,052	\$ 570,137	\$ 579,467	\$ 628,195	\$ 635,459	\$ 58,058	10.2%
Uses							
Personnel Services	\$ 529,520	\$ 528,037	\$ 528,037	\$ 567,095	\$ 588,809	\$ 39,058	7.4%
Contractual Services	63,829	37,400	47,730	57,400	42,450	20,000	53.5%
Materials & Supplies	2,007	2,400	3,000	3,400	3,400	1,000	41.7%
Continuous Charges	169	1,300	300	300	800	(1,000)	-76.9%
Capital Expenditures	1,527	1,000	400	—	—	(1,000)	-100.0%
Total Uses	\$ 597,052	\$ 570,137	\$ 579,467	\$ 628,195	\$ 635,459	\$ 58,058	10.2%

Sources by Type (2018)

Uses by Object (2018)



Budget Analysis

The FY 2018 operating budget for the Town Attorney's Office includes an increase of \$58,058 or 10.2% primarily attributable to an increase in contractual services for additional legal services in anticipation of pending court cases as well as increases in personnel associated with salary and benefit adjustments.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 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>	87	60	60	↔
CS	Number of Town department requests for legal representation <i>Measures the total number of requests for legal representation for all departments</i>	151	151	151	↔
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>	48	50	50	↔
BP	Number of Town Code violations anticipated <i>Measures the total number of violations of Town Code, zoning ordinance and other regulations prosecute</i>	22	20	20	↔
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>	601	500	450	↓

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 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>	142	150	150	↔
BP	Number of contracts and agreements reviewed <i>Measures the total number of contracts and agreements reviewed by legal staff</i>	75	75	75	↔
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>	38	15	15	↓
BP, ED, CS	Number of FOIA/COIA requests monitored <i>Measures the total number of FOIA/COIA requests monitored for compliance</i>	14	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 is expected to increase due to possible new Town Council members, continued increase in commercial development and customer service goals. Requests for legal services from Town departments is expected to remain consistent with 2016 actuals. As a result of a possible new Town Council, the number of Commission requests for legal services is expected to trend upward due to new Commission and Board Members. As a result of the increased use of administrative tools to collect delinquent accounts, it is anticipated that attorney involvement will decrease each year. The number of development and capital projects will continue to progress so the number of easements and land acquisition documents reviewed by the Office should remain consistent. Contract review has increased due to the complexity of many of the contracts. FOIA/COIA requests remain unchanged. The Office of the Town Attorney will continue to work with Town Council and its internal clients in support of Town legal objectives.



Clerk of Council

Mission

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

Description

The Office of the Clerk of Council supports the Town's legislative function by assembling and distributing [Town Council agenda packets](#), preparing minutes, and finalizing legislation. The Office 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 serves as the primary coordinator for compliance with the Virginia Freedom of Information Act which includes [Requests for Documents](#) and open meeting notices; the Virginia Conflict of Interests Act; and the Virginia Public Records Act, which includes all areas of records management including retention and destruction.

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

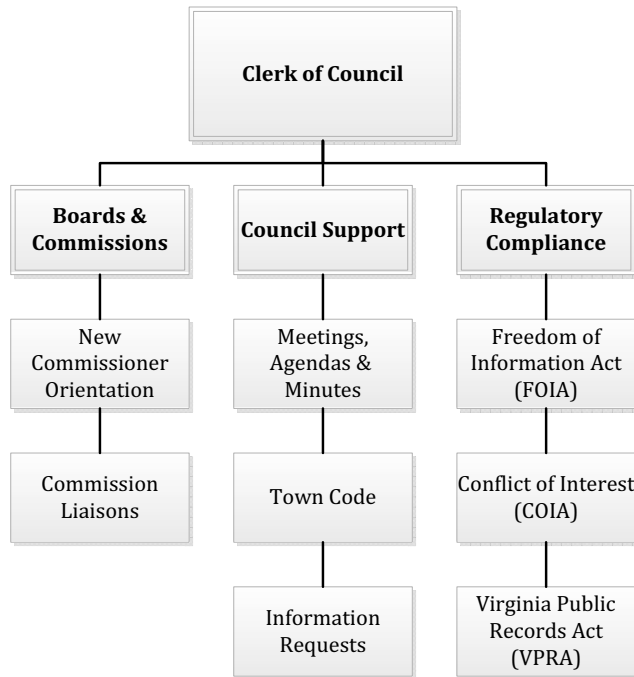
Contact Information

Eileen Boeing, Clerk of Council
25 W. Market Street
Leesburg, VA 20176
ehoeing@leesburgva.gov
(703) 771-2733

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Organization Chart



Summary of Services

Boards and Commissions Support

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

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.

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.

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
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 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
Donations & Transfers	\$ 9,606	\$ 9,606	\$ 9,606	\$ 7,900	\$ 7,900	\$ (1,706)	-17.8%
Total Revenue	\$ 9,606	\$ 9,606	\$ 9,606	\$ 7,900	\$ 7,900	\$ (1,706)	-17.8%
Local Tax Funding	131,498	126,826	128,526	118,487	121,514	(8,339)	-6.6%
Total Sources	\$ 141,104	\$ 136,432	\$ 138,132	\$ 126,387	\$ 129,414	\$ (10,045)	-7.4%
Uses							
Personnel Services	\$ 130,303	\$ 122,602	\$ 118,240	\$ 115,607	\$ 118,634	\$ (6,995)	-5.7%
Contractual Services	9,320	12,230	18,292	9,330	9,330	(2,900)	-23.7%
Materials & Supplies	1,482	1,600	1,600	1,450	1,450	(150)	-9.4%
Total Uses	\$ 141,104	\$ 136,432	\$ 138,132	\$ 126,387	\$ 129,414	\$ (10,045)	-7.4%

Sources by Type (2018)

Uses by Object (2018)



Budget Analysis

The FY 2018 operating budget for the Clerk to the Council includes a newly hired clerk, and decreases in anticipated printing service decrease of \$10,045 or 7.4% primarily attributable to decreases in requirements. personnel associated with salary and benefit adjustments for the

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	Trend
BP, CS	Number of FOIA Requests <i>Measures the total number of Freedom of Information Act request</i>	44	52	48	↓
BP, CS	Number of Council meetings supported <i>Measures the total number of Council meetings supported includes agenda packets and public notices</i>	41	48	48	↔
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>	58	53	53	↔
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 general requests for information from the public</i>	39	48	48	↑

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 as well as the number of agenda minutes prepared on time for each Council meeting. The number of new Board and Commission appointees remains fairly constant at 10 per year, although there will be changes in the 2017 make up of Council and thus changes in the Boards and Commission appointees due to the November 2016 election. 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.

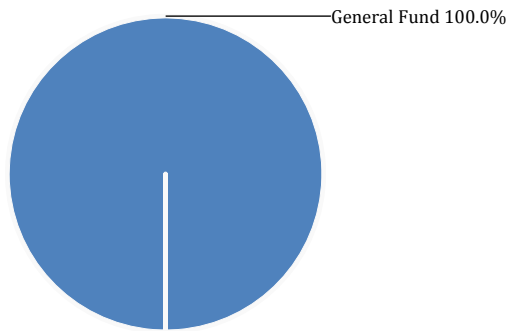
Supporting Activities

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.

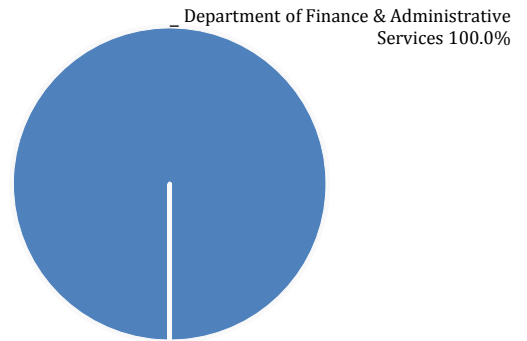
Financial Information & Analysis

Object Categories	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
General Fund	\$ 4,547,558	\$ 4,641,338	\$ 4,902,360	\$ 4,756,952	\$ 4,767,376	\$ 115,614	2.5%
Total Sources	\$ 4,547,558	\$ 4,641,338	\$ 4,902,360	\$ 4,756,952	\$ 4,767,376	\$ 115,614	2.5%
Uses							
Department of Finance & Administrative Services	\$ 4,547,558	\$ 4,641,338	\$ 4,902,360	\$ 4,756,952	\$ 4,767,376	\$ 115,614	2.5%
Total Uses	\$ 4,547,558	\$ 4,641,338	\$ 4,902,360	\$ 4,756,952	\$ 4,767,376	\$ 115,614	2.5%

Sources by Fund (2018)



Uses by Department (2018)





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. Through the [customer service portal](#) on the Town's website, Town residents can pay their utility bills, personal property and real estate taxes online.

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.

Information 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.

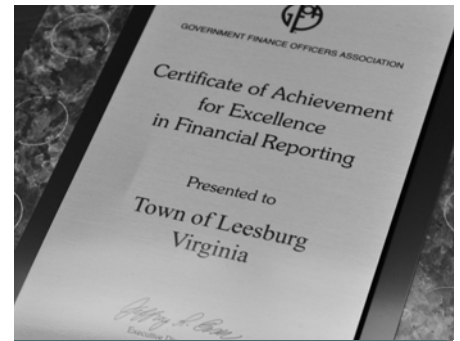
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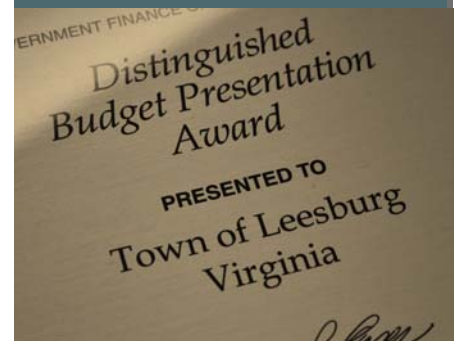
Mark Hauer, HR Manager
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FINANCIAL REPORTING



MANAGEMENT & BUDGET

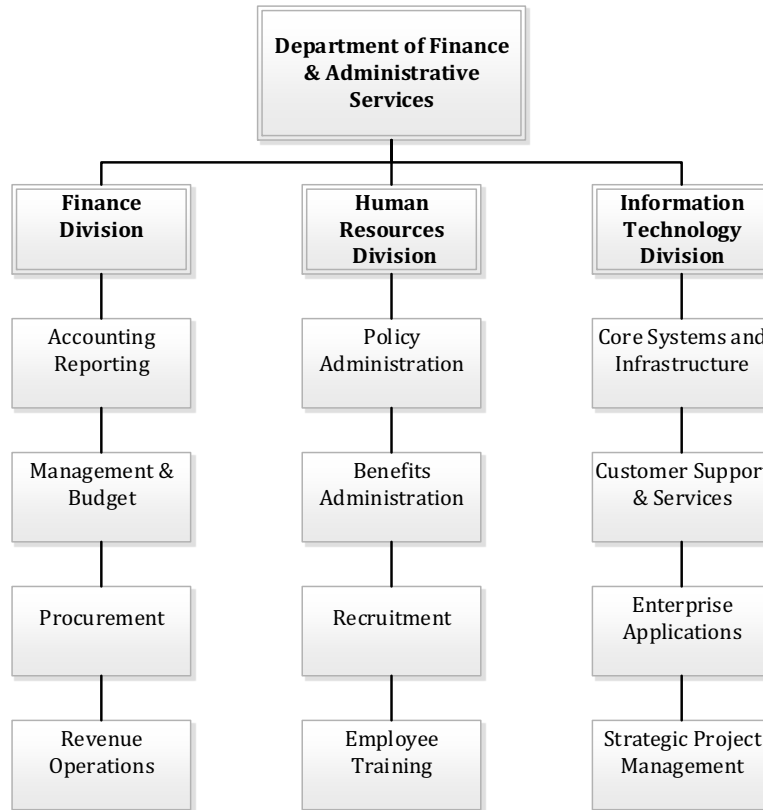


HUMAN RESOURCES



INFORMATION TECHNOLOGY

Organization Chart



Summary of Services

Finance Division

The Finance Division consists of accounting & reporting, management and budget, procurement, and revenue operations functional areas. 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, purchasing 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 Utilities Department. Further, the division is responsible for managing the public parking throughout Town including on-street, metered parking, Townhall Garage, and the public parking lots.

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 to prepare them for future challenges and opportunities. The division provides employee relations counseling to Town employees as necessary 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 for 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 computers, 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
BP, FM, CS	Utilize Sharepoint for increased efficiencies through automated work flow to foster greater collaboration.	Develop integrated P-Card expenditure import and analytics.	Short
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 improved system delivery. Develop Technology plan including long-term strategy, infrastructure build-out, disaster recovery, continuity of operations, and cyber-security.	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 with an eye toward minimizing the need for leased fiber.	Long
BP, CS, ED	Increase departmental staff technical skills	Allow staff to increase technical competencies through formalized training programs	Long
CS, ED, FM	Research new Human Resource Information System (HRIS) software for possible implementation in order to enhance work flow, reporting capabilities, and customer service	Implement an HRIS program that will improve accuracy, speed, and efficiency within the department	Intermediate

Supporting Activities

Scorecard	Goal	Objective	Term
ED, FM	Create and implement an on-boarding system for new hires to assist with training in the first 90 days	Improve employee development, retention, and morale through a formalized mentoring and training program	Intermediate
BP, CS, FM	Provide Townwide customer service and supervisory training	Promote excellence in customer service through professional development for employees	Intermediate
BP, ED	Increase the Town's percentage of minority applicants and hires	Increase outreach of recruitment efforts to diversity resources	Long

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

Expenditures by Division

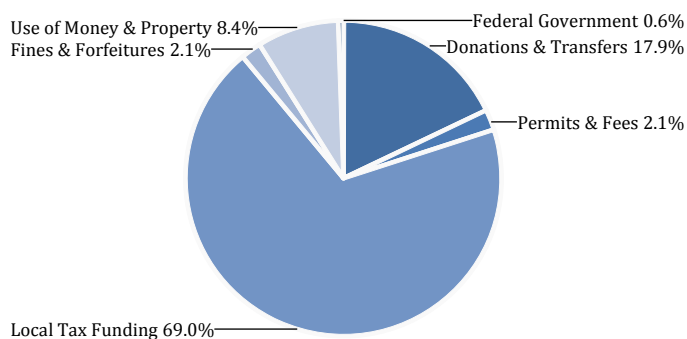
Divisions	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Finance Division	\$ 2,484,920	\$ 2,646,155	\$ 2,778,521	\$ 2,627,004	\$ 2,641,772	\$ (19,151)	-0.7%
Human Resources Division	592,368	537,783	566,461	564,721	581,145	26,938	5.0%
Information Technology Division	1,470,270	1,457,400	1,557,378	1,565,227	1,544,459	107,827	7.4%
Total	\$ 4,547,558	\$ 4,641,338	\$ 4,902,360	\$ 4,756,952	\$ 4,767,376	\$ 115,614	2.5%

Financial Information & Analysis

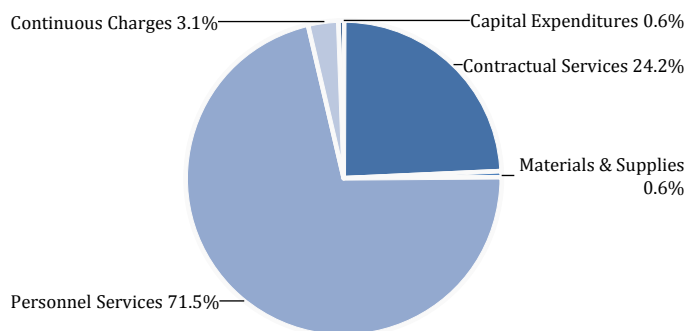
Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
Permits & Fees	\$ 532,894	\$ 109,000	\$ 109,000	\$ 100,000	\$ 270,000	\$ (9,000)	-8.3%
Fines & Forfeitures	175,927	100,000	101,600	100,000	100,000	—	—%
Use of Money & Property	1,041,534	299,200	354,900	397,340	429,620	98,140	32.8%
Donations & Transfers	914,349	853,314	853,314	849,500	849,500	(3,814)	-0.4%
Federal Government	85,095	33,400	33,400	28,400	28,400	(5,000)	-15.0%
Total Revenue	\$ 2,749,800	\$ 1,394,914	\$ 1,452,214	\$ 1,475,240	\$ 1,677,520	\$ 80,326	5.8%
Local Tax Funding	1,797,758	3,246,424	3,450,146	3,281,712	3,089,856	35,288	1.1%
Total Sources	\$ 4,547,558	\$ 4,641,338	\$ 4,902,360	\$ 4,756,952	\$ 4,767,376	\$ 115,614	2.5%

Uses							
Personnel Services	\$ 3,105,016	\$ 3,379,756	\$ 3,381,414	\$ 3,399,601	\$ 3,489,105	\$ 19,845	0.6%
Contractual Services	1,186,630	1,105,388	1,256,072	1,151,663	1,089,511	46,275	4.2%
Materials & Supplies	21,647	36,022	35,635	29,872	28,872	(6,150)	-17.1%
Transfer Payments	31,191	—	—	—	—	—	—%
Continuous Charges	42,040	79,701	138,377	146,616	142,688	66,915	84.0%
Capital Expenditures	161,033	40,471	90,861	29,200	17,200	(11,271)	-27.8%
Total Uses	\$ 4,547,558	\$ 4,641,338	\$ 4,902,360	\$ 4,756,952	\$ 4,767,376	\$ 115,614	2.5%

Sources by Type (2018)



Uses by Object (2018)



Budget Analysis

The FY 2018 operating budget for the Department of Finance and Administrative Services shows an increase of 2.5% over the prior year. The increase is largely the result of increased personnel costs, the addition of the lease of the Church Street public parking lot, and increased vendor costs for contractual services. The Department has adequate resources to accomplish its major initiatives for the upcoming budget year, including customer service enhancements designed to efficiently and effectively collect revenue owed to the

Town with minimal impact to our taxpayers. Customer service training will continue to be a priority for the Town. Coordination with the diversity task force to improve recruitment outreach to qualified minority candidates continues to be an area of focus. Initiatives to improve on-boarding and off-boarding processes will be a priority for staff as we implement the On-board Neogov system which will automate paperwork and new hire benefits orientation tracking efforts.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	Trend
BP, FM	Business process enhancements <i>Measures the number of business process improvements implemented</i>	15	10	15	↔
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>	4	12	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>	1462	1870	1700	↓
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>	22	22	15	↓
FM	Number of full-time new hires <i>Measures the total number of full-time employees hired</i>	35	25	15	↔
ED, BP	Average number of days to fill a position <i>Measures the average number of days from job advertisement to offer extension</i>	64	45	30	↓
ED	Number of Town-wide training sessions conducted <i>Measures the total number of Town-wide training sessions conducted</i>	36	45	46	↑
BP, CS	Number of voluntary employee separations <i>Measures the total number of voluntary employee turnover (does not include terminations or retirements)</i>	31	30	30	↓
BP, CS	Number of help desk tickets submitted to IT Department <i>Measures the number of help tickets issued requiring tech support</i>	2544	2700	2750	↔
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>	89%	90%	91%	↑
BP, CS	Percentage Town network availability <i>Measures the percentage of time the Town's private network is available</i>	99.7%	99.7%	99.7%	↔
BP, CS	Percentage of Real Estate Taxes collected <i>Measures the percentage of Real Estate taxes collected during FY compared to FY amounts due</i>	98.6%	98.9%	99.0%	↔
BP, CS	Percentage of Personal Property (PPTax) taxes collected with 60 Days of Due Date <i>Measures the percentage of PPTax collected within 60 days of the due date</i>	79.4%	80.0%	81.0%	↑
BP, CS	Percentage of Business Professional License Tax (BPOL) collected <i>Collection percentage is based upon the payments received from customer self-reported gross receipts</i>	99.1%	97.2%	95.0%	↔
BP, CS	Percentage of meals tax collected <i>Measures the percentage of meals taxes collected</i>	99.5%	98.5%	99.0%	↑
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>	\$17.14	\$12.27	\$12.84	↓
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 continues to operationalize efficiencies that result in budgetary savings Town-wide. These positive trends are expected to continue as the department moves to enhance and further automate routine financial functions. The department is also expanding the number of staff training hours in order to ensure that staff is up-to-date on emerging trends in their respective fields. The processing and collection of real estate and personal property tax

is steady and the dollar value of procurement services is trending lower, which is positive. In addition, for more than two decades the department has received recognition for excellence in budget and financial reporting.

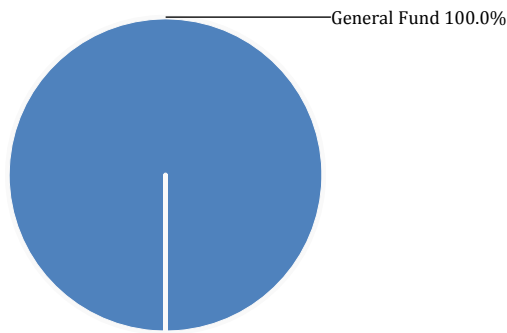
Keeping Us Safe

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

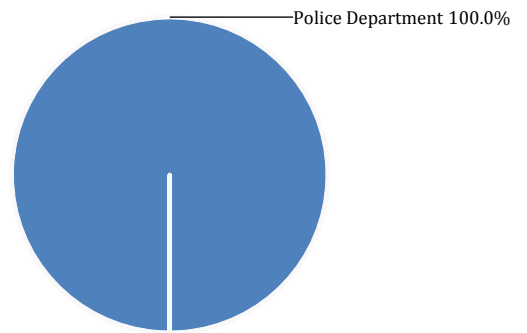
Financial Information & Analysis

Object Categories	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
General Fund	\$ 12,881,427	\$ 13,827,688	\$ 13,923,708	\$ 13,733,335	\$ 14,020,564	\$ (94,353)	-0.7%
Total Sources	\$ 12,881,427	\$ 13,827,688	\$ 13,923,708	\$ 13,733,335	\$ 14,020,564	\$ (94,353)	-0.7%
Uses							
Police Department	\$ 12,881,427	\$ 13,827,688	\$ 13,923,708	\$ 13,733,335	\$ 14,020,564	\$ (94,353)	-0.7%
Total Uses	\$ 12,881,427	\$ 13,827,688	\$ 13,923,708	\$ 13,733,335	\$ 14,020,564	\$ (94,353)	-0.7%

Sources by Fund (2018)



Uses by Department (2018)





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 and Operational Support Division and Operations Division. The divisions include the following sections: Criminal Investigations, Patrol Operations, Administrative Support, Operational Support and Information Services.

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

Contact Information

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Emergency 9-1-1
gbrown@leesburgva.gov

Scan Me



Connect With Us



ADMINISTRATION



PATROL OPERATIONS



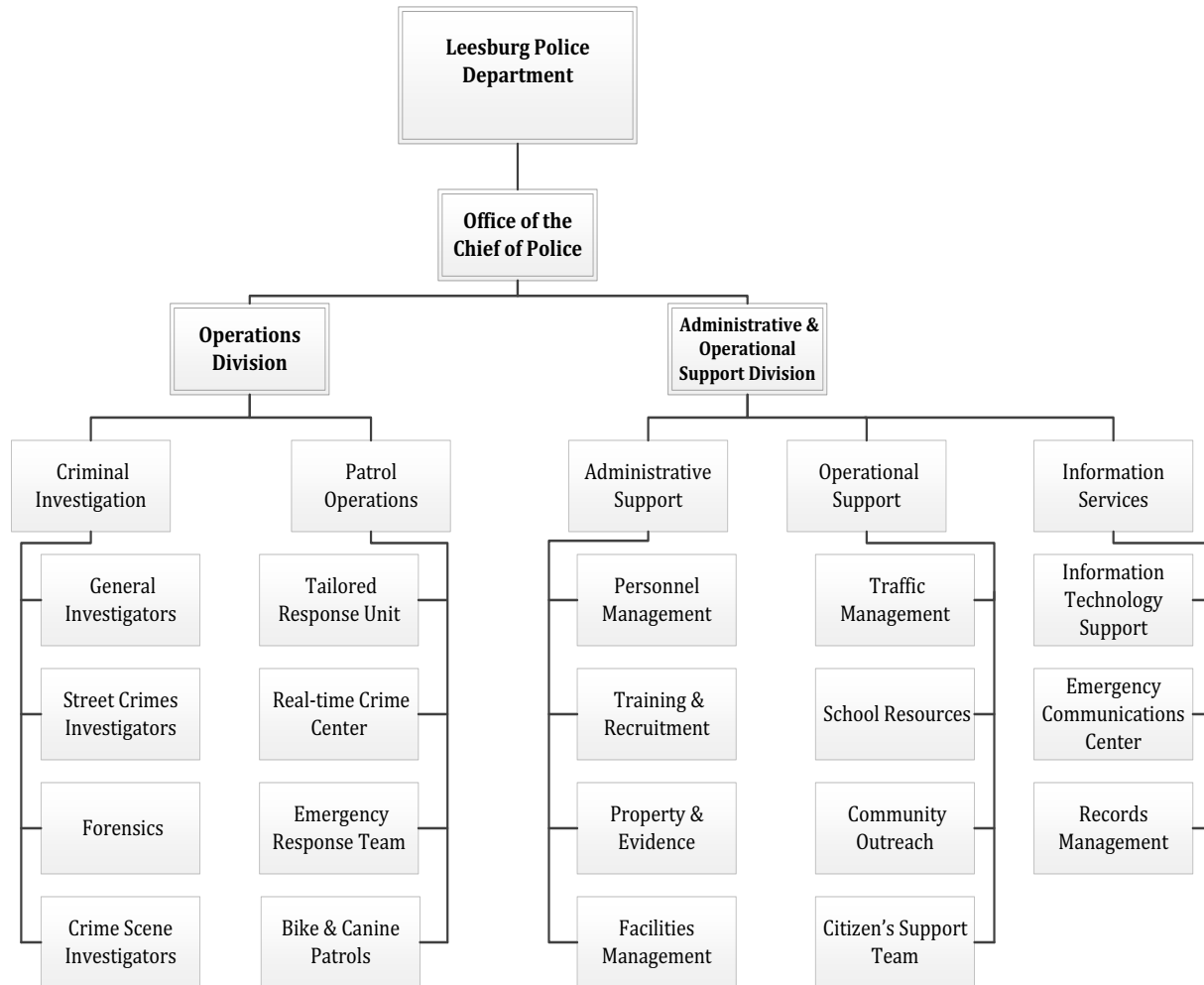
INVESTIGATIONS



COMMUNITY OUTREACH

Keeping Us Safe

Organization Chart



Summary of Services

Criminal Investigation Section

The Criminal Investigation Section provides comprehensive investigative follow-up to serious criminal activity within the Town by employing modern criminalistic 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 Section conducts unique and undercover investigations and serves as liaison to allied federal agencies.

Patrol Operations Section

The Patrol Operations Section 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 crime prevention programs.

Administrative Support Section

The Administrative Support Section 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.

Operational Support Section

The Operational Support Section provides sophisticated and comprehensive prevention and support functions to other department programs. These programs range from tailored enforcement actions such as traffic management, bike patrols, accident reconstruction, commercial/retail crime prevention, school security, and youth intervention strategies within the schools. The Section supports the Department Strategic Goal of facilitating crime and disorder prevention and reduction through proactive problem-solving strategies and community partnerships. The Citizen's Support Team works with the Department and Operational Support Section. 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 actions but act solely as observers while officers are en route.

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.

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 theft from vehicle crime areas through the incorporation of blitz operations at targeted locations	Short
		Enhance coverage of the lock, take, or hide message through a concentrated 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
BP, CS, ED	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, CS, ED	Increase recruitment initiatives and outreach	Develop a plan to increase participation in recruitment fairs, job fairs, and college visits to attract high quality applicants to fill vacant positions.	

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

Keeping Us Safe

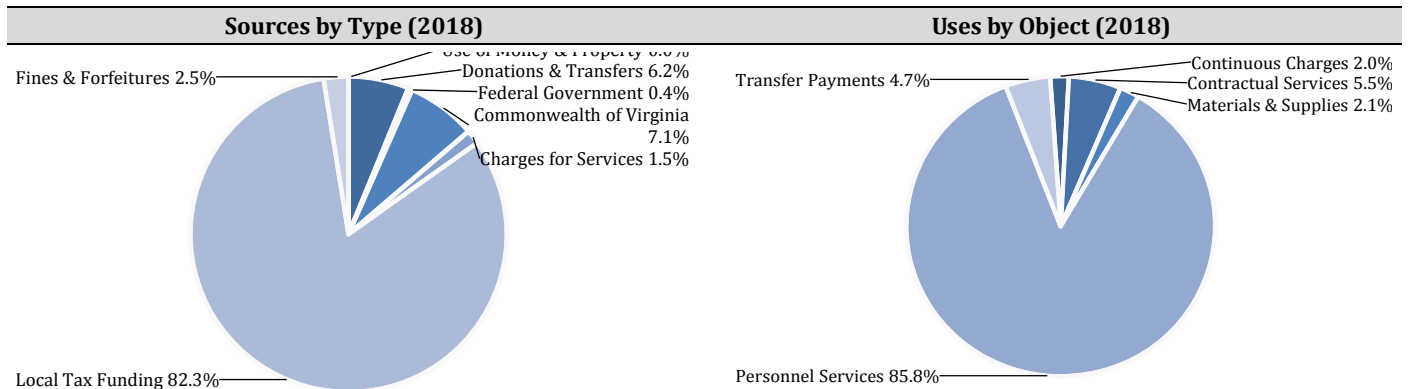
Expenditures by Division

Divisions	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Administrative Support	\$ 1,990,628	\$ 2,097,581	\$ 2,199,795	\$ 2,119,042	\$ 2,158,355	\$ 21,461	1.0%
Patrol Operations	5,358,254	6,053,427	6,039,733	5,917,223	6,038,074	(136,204)	-2.3%
Criminal Investigations	1,475,104	1,603,529	1,603,529	1,418,996	1,452,274	(184,533)	-11.5%
Community Services	1,761,742	1,737,422	1,737,422	1,865,581	1,919,036	128,159	7.4%
Information Services	1,648,539	1,687,229	1,694,729	1,762,193	1,802,520	74,964	4.4%
Citizen's Support Team	2,256	3,595	3,595	5,395	5,400	1,800	50.1%
Fire & Rescue	644,905	644,905	644,905	644,905	644,905	—	—%
Total	\$ 12,881,427	\$ 13,827,688	\$ 13,923,708	\$ 13,733,335	\$ 14,020,564	\$ (94,353)	-0.7%

Financial Information & Analysis

Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
Fines & Forfeitures	\$ 533,035	\$ 423,700	\$ 423,700	\$ 348,700	\$ 349,700	\$ (75,000)	-17.7%
Use of Money & Property	18,327	—	—	1,000	1,000	1,000	—%
Charges for Services	200,366	205,856	205,856	200,800	200,800	(5,056)	-2.5%
Donations & Transfers	1,144,209	784,810	785,160	847,149	859,800	62,339	7.9%
Commonwealth of Virginia	1,934,974	975,020	975,020	975,020	978,000	—	—%
Federal Government	59,520	58,600	58,600	58,600	58,600	—	—%
Total Revenue	\$ 3,890,430	\$ 2,447,986	\$ 2,448,336	\$ 2,431,269	\$ 2,447,900	\$ (16,717)	-0.7%
Local Tax Funding	8,990,997	11,379,702	11,475,372	11,302,066	11,572,664	(77,636)	-0.7%
Total Sources	\$ 12,881,427	\$ 13,827,688	\$ 13,923,708	\$ 13,733,335	\$ 14,020,564	\$ (94,353)	-0.7%

Uses							
Personnel Services	\$ 11,004,657	\$ 11,830,198	\$ 11,755,403	\$ 11,784,371	\$ 12,064,994	\$ (45,827)	-0.4%
Contractual Services	636,963	779,035	876,868	753,537	759,115	(25,498)	-3.3%
Materials & Supplies	262,808	280,785	299,445	282,025	283,050	1,240	0.4%
Transfer Payments	644,905	644,905	695,300	644,905	644,905	—	—%
Continuous Charges	260,441	292,765	262,447	268,497	268,500	(24,268)	-8.3%
Capital Expenditures	71,654	—	34,245	—	—	—	—%
Total Uses	\$ 12,881,427	\$ 13,827,688	\$ 13,923,708	\$ 13,733,335	\$ 14,020,564	\$ (94,353)	-0.7%



Budget Analysis

The Fiscal Year 2018 Leesburg Police Department operating budget reflects a decrease of 0.7% from the prior year. The decrease is due to a reduction of personnel costs attributable to staff turnover within the past year. In addition, other operating costs decreased including liability insurance, organizational memberships, and uniform cleaning services costs.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	Trend
BP, CS, ED	Recruitment initiatives and outreach <i>Measures the total number of recruitment outreach efforts in a calendar year</i>	N/A	12	15	↔
BP, CS	Rate for thefts from automobiles <i>Measures the change by percentage of thefts from automobile cases occurring</i>	0.22%	-5%	-5%	↑
BP, CS	Number of traffic citations <i>Measures the total number of traffic citations issued in a calendar year</i>	4,663	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>	603	800	800	↔
BP, CS	Number of vehicular crashes <i>Measures the total number of vehicular crashes responded to in a calendar year</i>	877	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>	4.4%	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>	0.01%	0.03%	0.01%	↔
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>	489	500	500	↑

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 5% below 2016 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 (800). The number of use of force cases is remaining steady at 3.0% of all arrests while the number of formal complaints filed increased slightly at 0.01% of all police contacts.



Providing the Necessities

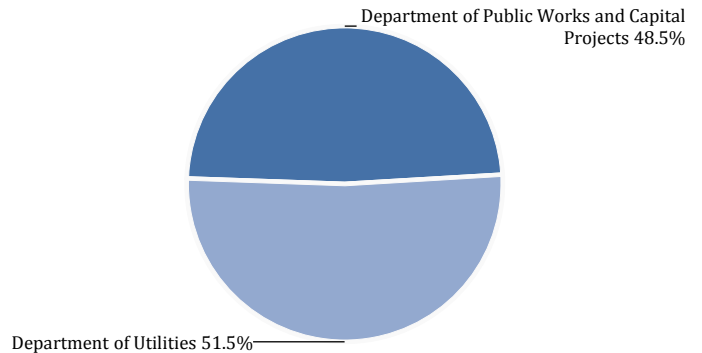
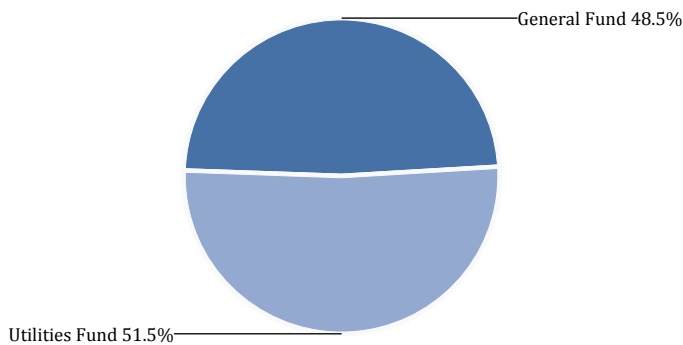
Maintaining core infrastructure, managing capital improvement projects, and ensuring safe and reliable drinking water is the responsibility of the Town’s Department of Public Works and Capital Projects, and Utilities departments. This function also oversees Town wastewater and stormwater programs, street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

Financial Information & Analysis

Object Categories	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
General Fund	\$ 12,382,835	\$ 12,985,663	\$ 16,011,495	\$ 14,330,618	\$ 14,441,755	\$ 1,344,955	10.4%
Utilities Fund	17,966,723	13,892,809	14,694,346	15,217,641	15,958,811	1,324,832	9.5%
Total Sources	\$ 30,349,557	\$ 26,878,472	\$ 30,705,841	\$ 29,548,259	\$ 30,400,566	\$ 2,669,787	9.9%
Uses							
Public Works and Capital Projects	\$ 12,382,835	\$ 12,985,663	\$ 16,011,495	\$ 14,330,618	\$ 14,441,755	\$ 1,344,955	10.4%
Utilities	17,966,723	13,892,809	14,694,346	15,217,641	15,958,811	1,324,832	9.5%
Total Uses	\$ 30,349,557	\$ 26,878,472	\$ 30,705,841	\$ 29,548,259	\$ 30,400,566	\$ 2,669,787	9.9%

Sources by Fund (2018)

Uses by Department (2018)



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, storm drainage and stormwater management, transportation, maintenance services of municipal buildings, public roads and sidewalks, traffic signals and signs, bonding for developer projects, and Town-owned motor vehicles and equipment. One of the major challenges facing Public Works is the aging infrastructure that was installed during the major growth that occurred from the early 1980's and continued into the mid-1990's. All of the infrastructure installed during this growth is now between 25 and 30 years old and will begin to require some extensive maintenance. 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, Virginia Department of Environmental Quality, Loudoun County, Northern Virginia Transportation Authority, the Federal Aviation Administration, and the Virginia Department of Aviation to secure funding for transportation, stormwater and airport projects within the Town of Leesburg. The Department provides [brush and fall bulk leaf collection](#), snow removal, mowing and maintenance of municipal land as well as support activities for other Town departments and special events. Public Works & Capital Projects administration 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, Public Works & Capital Projects offers 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 Executive Office 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 and Capital Projects web page at www.leesburgva.gov/publicworks

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CAPITAL PROJECTS



STREET MAINTENANCE



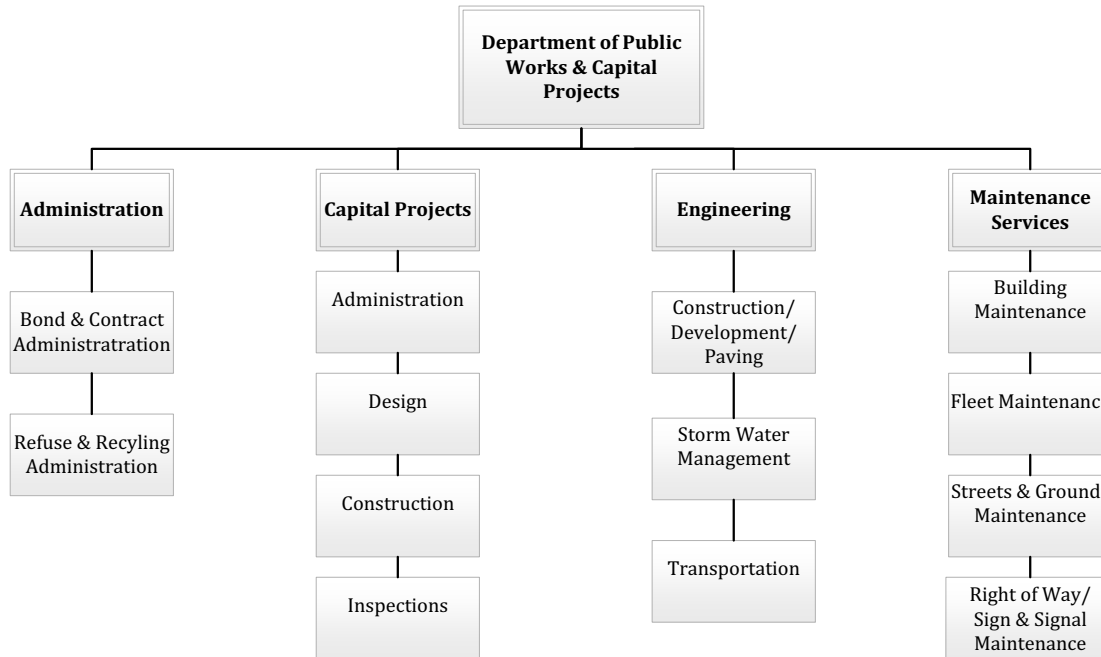
FLEET MAINTENANCE



ENGINEERING

Providing the Necessities

Organization Chart



Summary of Services

Administration

Public Works Administration is responsible for the financial management, supervision, and operation of the department. Administration provides clerical support to all divisions as well as assists with specialized tasks and initiatives, oversight of the contract to provide trash and recycling pickup for over 11,300 residential customers and over 280 commercial customers along with additional recycling opportunities through the drop-off location and community document shredding events. Further, Administration staff manages public improvement performance and maintenance bonds, insurance claims for property damage (vehicle and right-of-way) and the refuse collection contract.

Capital Projects

The Capital Projects division involves administration, design, construction and inspection of projects within the Capital Improvements Program (CIP). The administrative function oversees support of the design and construction activities and communication with residents, businesses, and the traveling public. The division facilitates public outreach efforts such as newspaper ads and direct mailings, and interacts 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 CIP. 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 conjunction with Town Attorney’s Office, acquires easements and rights-of-way needed to

construct projects and provide for necessary utility relocation. Project managers also work with utility companies to determine all necessary relocations and monitor design progress and costs. Construction involves the procurement of contractors to build the projects included in the Capital Improvements Program. Project managers are responsible for the creation of the bidding documents, including the line item bid quantities, instructions to bidders, specifications, and other contract documents. Once the contract is bid, the focus changes to administration of the construction contract, including inspections, quantity verification, pay application processing, change order review and processing, and schedule reviews. Prior to the construction work starting, if needed, utility relocation must be completed and the relocation is monitored by the construction project manager. Communications with residents, businesses, and the traveling public are integral to the construction function. In support of this effort, the division disseminates weekly or bi-weekly newsletters, web site updates, and/or conducts daily interaction with residents and businesses.

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 Services

Maintenance services are provided in the areas of Buildings, Fleets, Streets, and Right of Way/Sign and Signal. The Building Maintenance Division services over 264,000 sq. ft. of Town-owned buildings, as well as provides project management and

replacement of building systems. Streets Maintenance Division oversees the more than 257 lane miles of the Town's street system including sidewalks and trails and grounds maintenance for right-of-ways and some large green space park areas. 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, support to the Town's numerous special events and provides traffic control during emergencies in conjunction with the Leesburg Police Department. In addition, The Streets Maintenance Division provides operators and equipment to other departments as needed and assists other departments in emergency situations. The Fleet Maintenance Division maintains 490 Town-owned vehicles and pieces of equipment. Fleet Maintenance personnel perform state safety inspections of Town-owned vehicles. The Fleet Maintenance Division manages the Public Works Facility Fueling Station, hazardous waste disposal, and preventative maintenance schedules for all Town-owned vehicles. The Transportation Division 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 outsourcing available services, such as detention pond maintenance and mowing.	Intermediate
		Utilize latest technology in maintenance and repairs	Long
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
		Evaluate the benefit of routing software to fully utilize GPS devices in vehicles.	Intermediate

Providing the Necessities

Scorecard	Goal	Objective	Term
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 to 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
		Utilize Fleet Maintenance software to track inventory	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 Townwide mailings with information on yard waste collection	Long
BP, CS, FM	Increase efficiency of traffic signal operations	Install remote video cameras at key intersections	Intermediate
		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

Providing the Necessities

Department of Public Works and Capital Projects

Scorecard	Goal	Objective	Term
BP, ED	Proactively monitor project schedules for compliance with the approved CIP to obtain improvement in the number of projects completed on schedule	Use Microsoft Project to develop schedules at project inception that are reasonable and achievable	Intermediate
		Utilize Microsoft Project to create and maintain schedules	Intermediate
		Regular coordination meetings with all involved departments, utility companies, and outside consultants.	Long
BP, FM	Proactively and consistently monitor project finances to adhere to set budgets for design, land acquisition, utility relocation and construction to obtain improvement in the number of projects completed on budget	Ensure that project managers stay current with the budget process, and maintain ownership in the project budget.	Intermediate
		Utilize Munis for the available reports to track expenditures	Intermediate
BP, ED	Ensure that the department is in compliance with existing policies and procedures	Maintain compliance with the Virginia Public Procurement Act for procuring goods and services.	Intermediate
		Review and maintain the department SOP for design, construction, land acquisition, and bonding.	Long
		Utilize established Technical Review Committee to bring all involved departments together on projects to address design issues and schedules.	Long
BP	Proactively work with the utility companies for the relocations associated with Town capital projects	Maintain contacts with responsive staff with each utility	Short
		Maintain quarterly meetings with all utility companies.	Long
		Ensure timely submittals of preliminary plans to the affected utility companies	Long
BP, FM	Research and implement efficiencies for capital project departmental and project related activities to reduce our overall expenditures	Utilize current technologies to create time and dollar savings for both projects and the overall department	Intermediate
		Develop standards and cross train inspectors from Public Works, Capital Projects, and Utilities to insure high quality, consistent inspections on all projects.	Long
BP,FM	Implement Asset Management system in Public Works to better manage infrastructure assets	GPS locate all assets	Short
		Utilize program to assist with identifying and prioritizing aging infrastructure	Intermediate
		Layout and maintain an ongoing infrastructure maintenance plan	Long
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

Providing the Necessities

Expenditures by Division

Divisions	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
PW Administration	\$ 624,153	\$ 770,043	\$ 808,383	\$ 850,660	\$ 872,958	\$ 80,617	10.5%
Engineering & Inspections	629,550	596,899	665,754	600,338	622,693	3,439	0.6%
Streets & Ground Maintenance	4,410,677	3,789,754	5,616,666	4,950,783	4,849,792	1,161,029	30.6%
Building Maintenance	1,003,080	1,087,281	1,257,281	1,059,042	1,074,473	(28,239)	-2.6%
Fleet Maintenance	1,201,087	1,581,645	1,694,908	1,634,400	1,656,613	52,755	3.3%
Refuse Collection & Recycling	2,401,774	2,787,876	3,002,758	2,828,222	2,928,222	40,346	1.4%
Traffic Management	1,000,221	1,128,563	1,312,682	1,160,173	1,171,594	31,610	2.8%
Regional Transportation	281,478	290,000	625,507	296,000	296,000	6,000	2.1%
Capital Projects	830,815	953,602	1,027,557	951,000	969,410	(2,602)	-0.3%
Total	\$ 12,382,835	\$ 12,985,663	\$ 16,011,495	\$ 14,330,618	\$ 14,441,755	\$ 1,344,955	10.4%

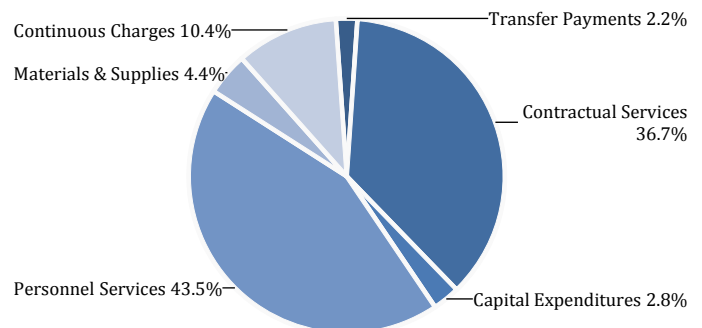
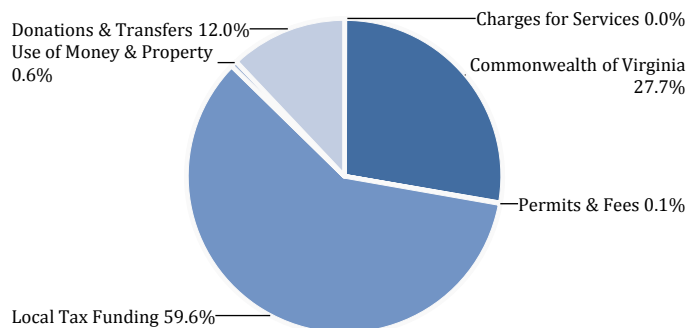
Financial Information & Analysis

Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
Permits & Fees	\$ 110,710	\$ —	\$ —	\$ 10,000	\$ 10,000	\$ 10,000	—%
Use of Money & Property	115,251	20,000	20,000	90,000	90,000	70,000	350.0%
Charges for Services	18,826	5,100	5,100	4,700	4,700	(400)	-7.8%
Donations & Transfers	2,012,453	1,822,483	1,844,783	1,724,650	1,750,740	(97,833)	-5.4%
Commonwealth of Virginia	7,674,146	2,922,657	3,807,657	3,964,848	4,050,000	1,042,191	35.7%
Total Revenue	\$ 9,931,385	\$ 4,770,240	\$ 5,677,540	\$ 5,794,198	\$ 5,905,440	\$ 1,023,958	21.5%
Local Tax Funding	2,451,449	8,215,423	10,333,955	8,536,420	8,536,315	320,997	3.9%
Total Sources	\$ 12,382,835	\$ 12,985,663	\$ 16,011,495	\$ 14,330,618	\$ 14,441,755	\$ 1,344,955	10.4%

Uses							
Personnel Services	\$ 5,910,581	\$ 5,954,019	\$ 5,953,119	\$ 6,235,224	\$ 6,425,361	\$ 281,205	4.7%
Contractual Services	4,235,896	4,595,261	6,944,360	5,255,330	5,355,330	660,069	14.4%
Materials & Supplies	611,233	540,745	636,270	626,560	622,560	85,815	15.9%
Transfer Payments	299,475	310,000	645,507	316,000	316,000	6,000	1.9%
Continuous Charges	1,171,307	1,496,353	1,610,719	1,497,254	1,497,254	901	0.1%
Capital Expenditures	154,344	89,285	221,521	400,250	225,250	310,965	348.3%
Total Uses	\$ 12,382,835	\$ 12,985,663	\$ 16,011,495	\$ 14,330,618	\$ 14,441,755	\$ 1,344,955	10.4%

Sources by Type (2018)

Uses by Object (2018)



Budget Analysis

The Department of Public Works and the Office of Capital Projects operating budget for Fiscal Year 2018 shows an increase of 10.4% over the prior year. The overall increase is largely attributable to the addition of a new crew, which includes vehicles and operating equipment as well as increases in highway maintenance funding

that is offset by grant funding through the VDOT Revenue Sharing funding program. It should be noted that the Capital Projects Division continues to be completely offset by project direct charges within the Capital Projects Fund for both General and Utility Fund projects resulting in no net fiscal impact to the General Fund.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 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>	44	49	54	↑
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>	\$23,400	\$27,000	\$30,600	↑
FM	Capital projects operating budget to total yearly CIP expenditures <i>Ratio of operating budget to capital project expenditures</i>	4.7%	5.5%	3.5%	↔
BP	Number of projects in design <i>Measures the total number of capital projects in design</i>	19	12	9	↓
BP	Number of capital projects under construction <i>Measures the total number of capital projects under construction</i>	18	11	11	↓
BP, FM	Percentage of hours worked on curbside brush collection <i>Measures the % of workable hours used on curbside brush collection, based on approx. 45,000 available hours</i>	12.9%	12.9%	15.1%	↔
BP, FM	Percentage of hours worked on curbside leaf collection <i>Measures the % of workable hours used on curbside leaf collection, based on approx. 45,000 available hours</i>	8.9%	9.7%	9.8%	↔
FM	Percentage of capital projects completed on schedule <i>Measures the percentage of capital projects completed on schedule</i>	75%	74%	80%	↔
FM	Percentage of capital projects completed within budget <i>Measures the percentage of capital projects completed within budget</i>	83%	73%	80%	↔
BP, FM	Percentage of Building Maintenance calls responded to in 48 hours <i>Measures the percentage of building maintenance calls completed in 48 hours</i>	88%	85%	87%	↔
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>	33%	34%	35%	↔
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%	100%	100%	↔

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

Performance Analysis

The Department of Public Works and Capital Projects continues to promote efficiencies in all operations, and service delivery. The department strives to maintain the Town's aging infrastructure with in-house and contracted resources as cost effectively as possible to maintain a high level of service. With 20 capital projects in design and/or construction, the capital projects division continues to manage projects of increasing complexity, with its primary focus on regional roadways within the Town, financed in large part by

anticipated funding from Northern Virginia Transportation Authority (NVTA).

Providing the Necessities



Department of Utilities

Mission

The mission of the Department of Utilities is to plan, develop, and maintain Town utility systems that provide safe, efficient, and reliable water and wastewater services in a fiscally responsible manner 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 2016, the Kenneth B. Rollins Water Filtration Plant received the Virginia Department of Health's (VDH) Excellence in Waterworks Performance Award for the twelfth consecutive year.

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

In a concerted effort to provide water and sewer customers with quality services and programs, new and existing customers can [start or stop](#) service at their request by completing a simple on-line form. Customers can also view their water usage on-line and sign up to receive an e-mail or text for high water usage alerts. 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.

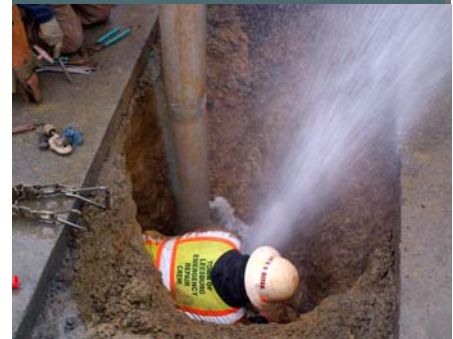
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Scan Me



ADMINISTRATION



UTILITY MAINTENANCE



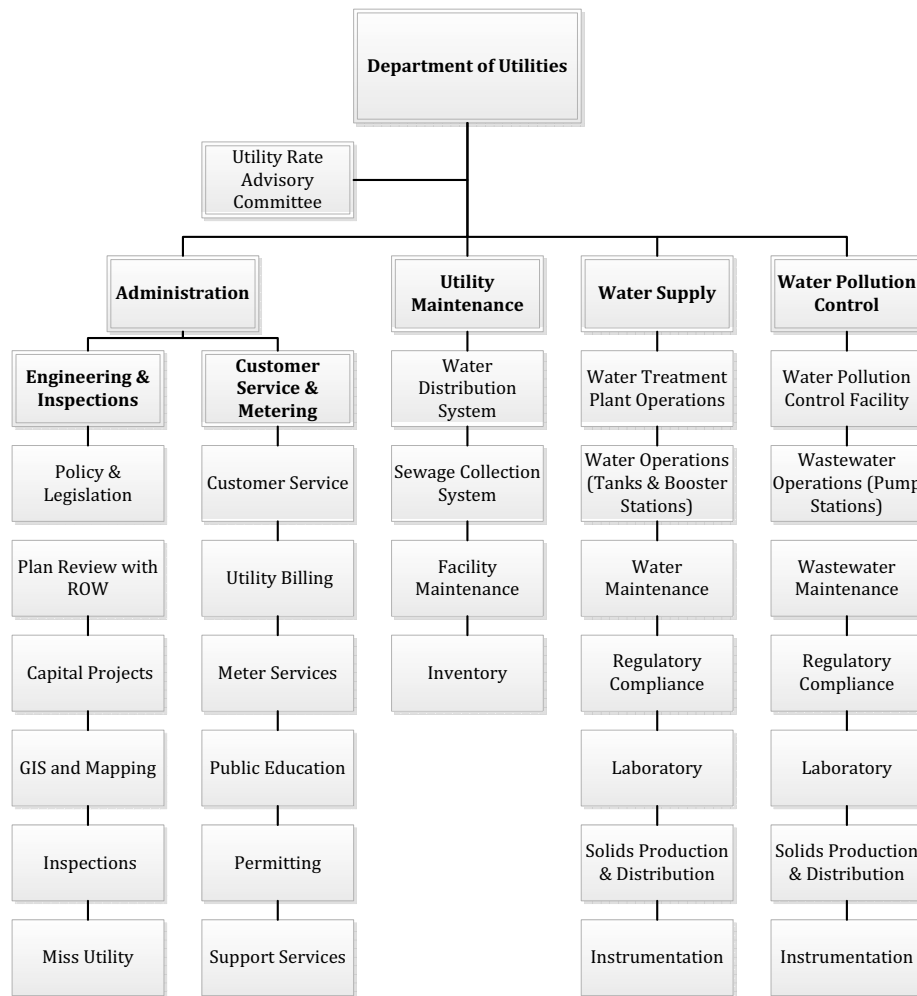
WATER SUPPLY



POLLUTION CONTROL

Providing the Necessities

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.

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, water quality flushing programs, and preventive maintenance and repair 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 the federal Environmental Protection Agency 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 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 microbiology-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. The facility produces [Tuscarora Landscaper's Choice](#), a high quality soil amendment product that is available to Town residents at no charge and sells reclaimed water to offset operations costs. The WPCF operates a state certified laboratory through Division of Consolidated Laboratory Services (DCLS) to ensure discharge effluent is in compliance with state and federal regulations.

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
		Continue 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 to utilize new GIS based Source Water Mapping Tool to better identify and prioritize potential contamination risks.	Intermediate
		Continue pH manipulation program using sulfuric acid for Disinfection Byproduct (DBP) precursor removal	Long
		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

Providing the Necessities

Scorecard	Goal	Objective	Term
BP, FM	Optimize the use of technology to enhance operational effectiveness and efficiency	Continue to expand the use of the latest non-destructive construction methods (trenchless technology)	Short
		Complete additional project phases of security system infrastructure at Water Pollution and Utility Maintenance. Enhance Water Supply security system infrastructure	Short
		Implement 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
		Perform corrosion loop study at Water Plant to determine the most effective corrosion inhibitor to use in our process to effectively control both pipe deterioration and lead and copper release.	Short
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. Evaluate internal nutrient trading with Town Stormwater requirements.	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	Short
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

Expenditures by Division

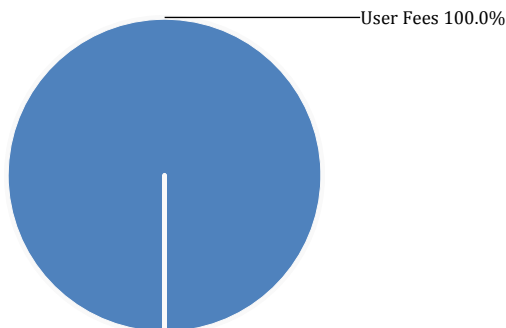
Divisions	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Utilities Administration	\$ 8,827,827	\$ 4,176,556	\$ 4,387,362	\$ 4,368,666	\$ 4,928,835	\$ 192,110	4.6%
Utilities Lines & Maintenance	2,241,097	2,537,893	2,605,196	2,924,951	2,990,069	387,058	15.3%
Water Supply	2,785,756	3,012,333	3,097,218	3,436,703	3,488,677	424,370	14.1%
Water Pollution Control	4,112,043	4,166,027	4,604,571	4,487,321	4,551,230	321,294	7.7%
Total	\$ 17,966,723	\$ 13,892,809	\$ 14,694,346	\$ 15,217,641	\$ 15,958,811	\$ 1,324,832	9.5%

Financial Information & Analysis

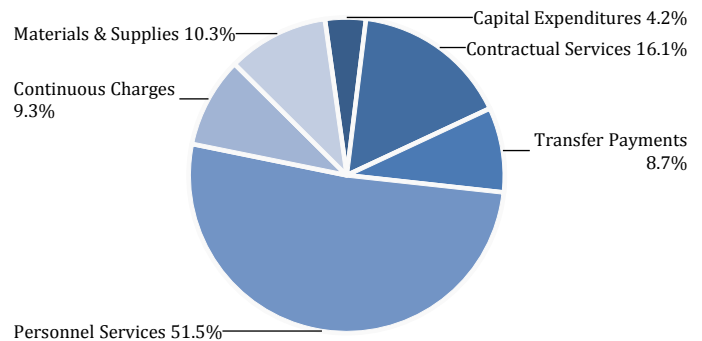
Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
User Fees	\$ 17,966,723	\$ 13,892,809	\$ 14,694,346	\$ 15,217,641	\$ 15,958,811	\$ 1,324,832	9.5%
Total Sources	\$ 17,966,723	\$ 13,892,809	\$ 14,694,346	\$ 15,217,641	\$ 15,958,811	\$ 1,324,832	9.5%

Uses							
Personnel Services	\$ 7,411,892	\$ 7,826,054	\$ 7,826,054	\$ 7,831,636	\$ 8,098,240	\$ 5,582	0.1%
Contractual Services	933,729	1,425,055	1,838,866	2,447,310	2,915,876	1,022,255	71.7%
Materials & Supplies	1,380,153	1,508,300	1,773,279	1,571,100	1,571,100	62,800	4.2%
Transfer Payments	1,500,536	1,450,000	1,464,100	1,323,300	1,329,300	(126,700)	-8.7%
Continuous Charges	1,178,126	1,419,100	1,493,312	1,408,600	1,408,600	(10,500)	-0.7%
Capital Expenditures	5,562,287	264,300	298,735	635,695	635,695	371,395	140.5%
Total Uses	\$ 17,966,723	\$ 13,892,809	\$ 14,694,346	\$ 15,217,641	\$ 15,958,811	\$ 1,324,832	9.5%

Sources by Type (2018)



Uses by Object (2018)



Budget Analysis

The Fiscal Year 2018 operating budget for the Utilities Department shows a 9.5% increase over the prior year. The increases are associated with one-time capital outlay purchases to address safety issues in the utility facilities, contractual services for consulting services for maintenance and safety compliance and setting the water and sewer rates; and third party billing vendor increases. The operating budgets in previous fiscal years included the Utilities Fund costs for repair, renovation, and replacement (3R) of existing for equipment, vehicles and facility. For Fiscal Year 2018, the Utilities Fund 3-R Reserve is separated from operations and further details can be found in the Financial Summaries section of this document. In order for the department to meet expected service levels, address aging infrastructure requirements, and a growing population,

enhancements for Fiscal Year 2018 total \$1,283,000. that include emergency contract services and contingency funding, on-line billing implementation, monitoring equipment, and studies and master plans.

The Utilities Fund is the Town's sole enterprise fund that accounts for the financing, investment, and operations for providing water and sewer service to the public, on a user fee basis. In addition to the operations and the 3-R Reserve, the Utilities Fund is comprised of debt service and capital costs including projects included in the Town's Capital Improvements Program.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	Trend
BP, CS	Number of utility bills processed <i>Measures the total number of utility bills processed</i>	64,093	64,800	65,500	↑
BP, CS	Number of plans reviewed <i>Measures the total number of plans reviewed</i>	151	240	250	↑
BP, CS	Number of water/sewer system model requests <i>Measures the total number of water/sewer system model requests completed</i>	18	20	20	↑
BP, CS	Dollar value of public facility permit fees <i>Measures the dollar value of public facility permit fees collected</i>	\$2,013,526	\$2,100,000	\$2,100,000	↔
BP, CS	Number of public facility permits processed <i>Measures the total number of public facility permits processed</i>	132	130	130	↔
BP, CS	Number of Cross Connection compliance inspections <i>Measures the total number of high hazard devices inspected</i>	494	400	425	↑
BP, CS	Number of inspections of facilities with industrial waste discharge <i>Measures the total number of inspections for industrial waste users</i>	217	220	220	↔
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>	8,236	7,500	7,500	↔
CS	Number of non-emergency and emergency customer service calls <i>Measures the total number of responses to non emergency calls with in 48 hours, and emergency calls within 4 hours</i>	261	265	270	↔
BP	Number of large water meters tested <i>Measures the total number of large meters (3" and above) tested for accuracy</i>	32	34	34	↔
CS	Number of fire hydrant inspections and maintenance completed <i>Measures the total number of fire hydrant inspections and preventative maintenance services</i>	2,141	1,350	1,350	↔
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>	340	350	350	↔
CS	Number of lateral sewer inspections <i>Measures the total number of lateral sewer inspections of individual connections for sanitary backups and leaks</i>	393	400	400	↔
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>	75,254	100,000	115,000	↑
BP, CS	Routine Cleaning of the Sanitary Sewer system <i>Measures the length of pipeline by linear foot cleaned to assure proper operation of system</i>	148,434	150,000	155,000	↑
CS, ED, FM	Dollar cost of water production per 1,000 gallons of water produced <i>Measures the water production cost per 1,000 gallons of water produced</i>	\$1.74	\$1.82	\$1.82	↔
CS, ED, FM	Number of water quality samples <i>Measures the total number of water quality samples required for federal and state regulations</i>	19,682	20,000	20,000	↔
CS, ED	Number of water quality customer service requests <i>Measures the total number of water quality customer service requests responded to within 24 hours</i>	31	20	25	↑
ED, FM	Number of preventive maintenance work orders at the water filtration facility <i>Measures the total number of preventative maintenance work orders performed at the water facility by water supply staff</i>	656	650	650	↔
CS	Number of water production process valves manually operated and tested <i>Measures the total number of water production valves manually operated and tested to ensure operating efficiency</i>	218	240	240	↔
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>	\$2.58	\$2.70	\$2.82	↑

Providing the Necessities

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	Trend
FM, ED	Number of preventative maintenance work orders at the wastewater facility <i>Measures the total number of preventative maintenance work orders performed at the wastewater facility by water pollution control staff</i>	411	750	900	↑
BP, FM	Number of dry tons of biosolids generated <i>Measures the total number of dry tons of biosolids generated at the wastewater facility</i>	1,038	1,050	1,050	↔
BP, FM	Dollar value of Class A Exceptional Quality Biosolid (TLC) sales <i>Measures the dollar value of Class A Exceptional Quality Bio Solid sales</i>	\$66,310	\$67,000	\$68,000	↑
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

Performance Analysis

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

In parallel with the continuing growth of the Town, the number of utility bills processed is anticipated to increase by 10% or from 64,800 to 65,500, as well as an increase the number of sanitary sewer pipeline evaluations (feet) from 100,000 to 115,000. The number of plans reviewed, cross connection compliance inspections are trending higher, in addition emergency and non-emergency calls are increasing. 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 20,000. The Town remains proactive in its strategies to diversify the utility through its water testing contract services, and Bio-solids sale.

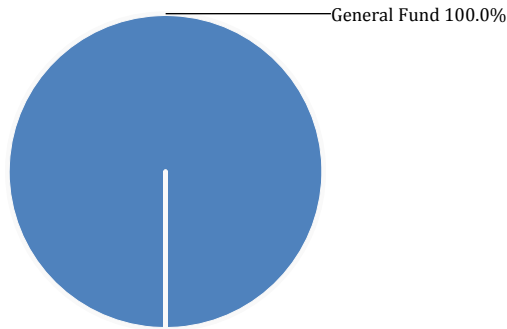
Ensuring Quality of Life

This functional category includes the Department of Parks and Recreation, Thomas Balch Library, the Department of Planning & Zoning and 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.

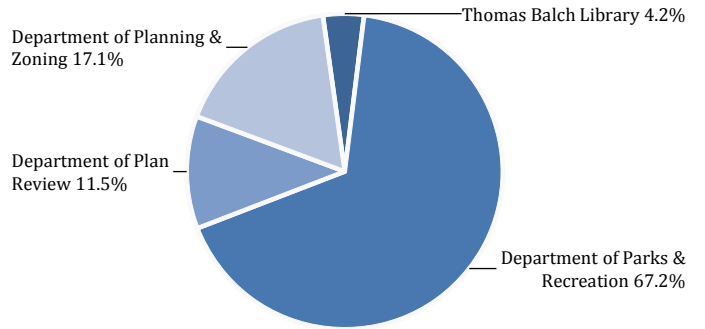
Financial Information & Analysis

Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
General Fund	\$ 11,087,733	\$ 11,028,208	\$ 11,325,933	\$ 11,695,603	\$ 11,664,036	\$ 667,395	6.1%
Total Sources	\$ 11,087,733	\$ 11,028,208	\$ 11,325,933	\$ 11,695,603	\$ 11,664,036	\$ 667,395	6.1%
Uses							
Parks & Recreation	\$ 7,620,296	\$ 7,609,579	\$ 7,742,332	\$ 7,856,261	\$ 7,877,517	\$ 246,682	3.2%
Thomas Balch Library	480,043	477,900	483,586	490,061	503,391	12,161	2.5%
Planning & Zoning	1,598,740	1,589,110	1,685,455	1,999,182	1,900,544	410,072	25.8%
Plan Review	1,388,654	1,351,619	1,414,560	1,350,099	1,382,584	(1,520)	-0.1%
Total Uses	\$ 11,087,733	\$ 11,028,208	\$ 11,325,933	\$ 11,695,603	\$ 11,664,036	\$ 667,395	6.1%

Sources by Fund (2018)



Uses by Department (2018)





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 Eric Brown Skate Plaza at Catoctin 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, Taste of Leesburg, 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



ADMINISTRATION



PARKS



RECREATION

Contact Information

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

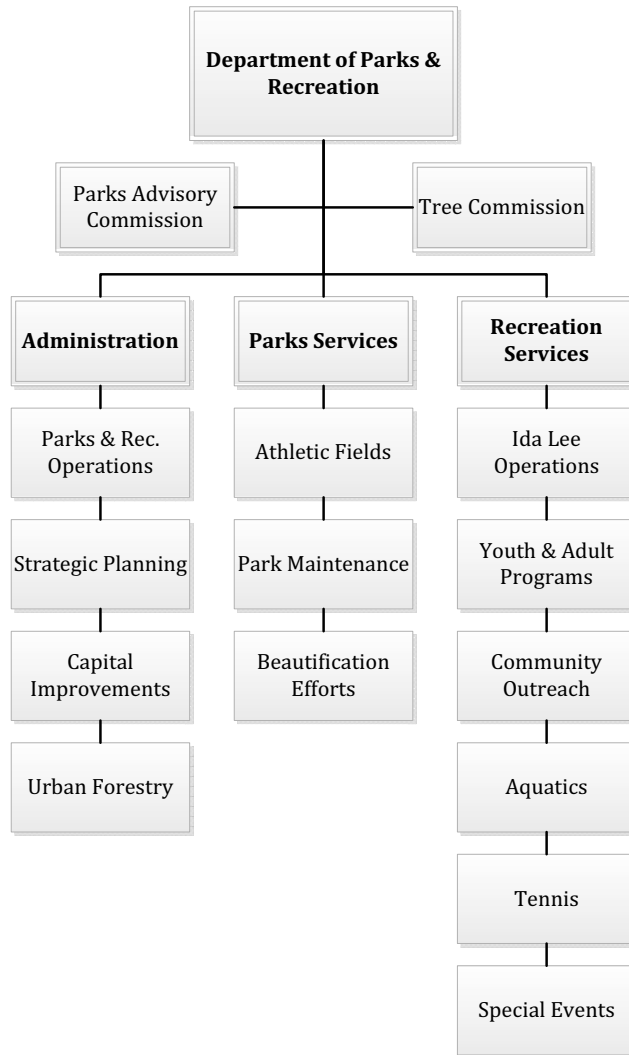
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Organization Chart



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 and Recreation 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 produces special events such as the Flower and Garden Festival, Independence Day Celebration, Leesburg Air Show, Taste of Leesburg, 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 2%	Continued evaluation of current fee structure and offerings to ensure market compatibility	Short
		Expand social media presence in order to increase departmental social media "followers"	Intermediate
		Expand market penetration through program specific marketing plans	Intermediate
BP, CS	Continued implementation of facility and program compliance plan relating to the Americans with Disabilities Act 2010 standards	Compile compliance audits into a formalized implementation plan.	Intermediate
		Identify and incorporate immediate modifications while identifying funding sources for future projects.	Intermediate
CS, ED	Implement online public access to the departments Memorial Tree & Bench program and park amenities listing	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	Continued support of 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
CS, BP, FM	Operate departmental facilities within the most energy efficient manner possible	Evaluate lighting systems and determine Rate of Investment (ROI) on a phased transition to LED.	Intermediate
		Educate staff on simple measures they can take to minimize energy waste.	Short
		Incorporate "smart building" technology wherever possible.	Long
BP,FM	Recruit and maintain an adaptable workforce to meet changing departmental and town wide needs.	Utilize the varied backgrounds of staff to achieve departmental goals.	Short
		Develop a formalized cross training program to ensure continuity of operations in the event of staff absences.	Intermediate
		Expand recruitment efforts to multitalented and diverse employees that will benefit the department and town as a whole.	Long

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

Expenditures by Division

Divisions	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Administration	\$ 733,646	\$ 658,918	\$ 710,379	\$ 734,353	\$ 723,372	\$ 75,435	11.4%
Parks Services	1,344,433	1,255,265	1,318,679	1,405,598	1,384,134	150,333	12.0%
Recreation Services	5,542,217	5,695,396	5,713,274	5,716,310	5,770,011	20,914	0.4%
Total	\$ 7,620,296	\$ 7,609,579	\$ 7,742,332	\$ 7,856,261	\$ 7,877,517	\$ 246,682	3.2%

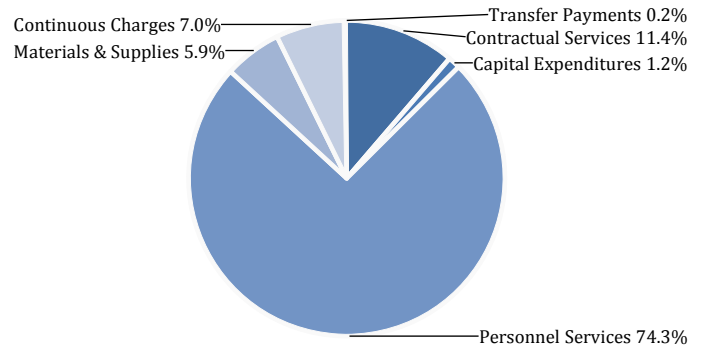
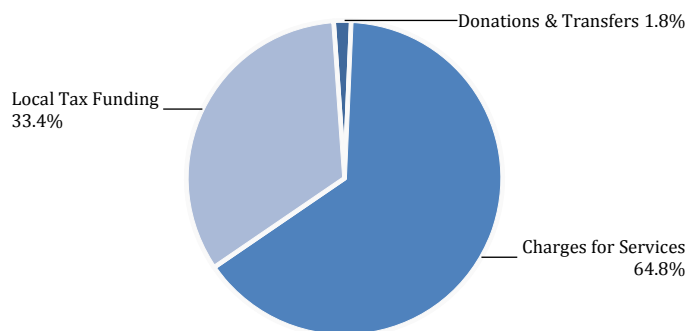
Financial Information & Analysis

Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
Use of Money & Property	\$ 43,649	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Charges for Services	9,981,800	5,025,600	5,025,600	5,088,621	5,090,120	63,021	1.3%
Donations & Transfers	886	—	3,000	140,360	—	140,360	—%
Total Revenue	\$ 10,026,334	\$ 5,025,600	\$ 5,028,600	\$ 5,228,981	\$ 5,090,120	\$ 203,381	4.0%
Local Tax Funding	(2,406,038)	2,583,979	2,713,732	2,627,280	2,787,397	43,301	1.7%
Total Sources	\$ 7,620,296	\$ 7,609,579	\$ 7,742,332	\$ 7,856,261	\$ 7,877,517	\$ 246,682	3.2%

Uses							
Personnel Services	\$ 5,819,213	\$ 5,678,656	\$ 5,678,656	\$ 5,839,333	\$ 5,940,251	\$ 160,677	2.8%
Contractual Services	840,938	911,745	884,733	895,370	873,697	(16,375)	-1.8%
Materials & Supplies	411,966	393,082	426,185	462,212	404,223	69,130	17.6%
Transfer Payments	12,117	—	12,483	12,500	12,500	12,500	—%
Continuous Charges	509,070	566,096	592,307	548,846	548,846	(17,250)	-3.0%
Capital Expenditures	26,993	60,000	147,967	98,000	98,000	38,000	63.3%
Total Uses	\$ 7,620,296	\$ 7,609,579	\$ 7,742,332	\$ 7,856,261	\$ 7,877,517	\$ 246,682	3.2%

Sources by Type (2018)

Uses by Object (2018)



Budget Analysis

The FY 2018 operating budget for the Department of Parks & Recreation includes an increase of 3.2% over the prior year that is primarily attributable to personnel increases associated with the addition of a new Parks Maintenance position; a new special event, "Taste of Leesburg"; and salary and benefit adjustments for existing employees.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 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>	65%	66%	66%	↔
BP, FM	Number of Ida Lee Park recreational facility visits <i>Measures the total number of Ida Lee Park Recreation Center, Tennis Center, & outdoor pool users via daily or pass admissions</i>	389,480	385,000	385,000	↑
CS	Number of recreation programs offered <i>Measures the total number of recreational programs offered by the department</i>	6,008	6,100	6,200	↔
CS, FM	Percentage of recreation program registration <i>Measures the percentage of recreation programs offered that are actually held</i>	89%	90%	91%	↑
BP, CS	Percentage of on-line registrations <i>Measure the percentage of all recreation program registrations that are performed on-line</i>	55%	56%	57%	↔
CS	Number of athletic field events <i>Measures the total number of athletic games and practices scheduled on fields maintained by the department</i>	2,642	2,700	2,700	↔
CS	Number of special events <i>Measures the total number of special events managed and produced by the department</i>	13	14	14	↔
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>	\$2.40	\$1.60	\$2.15	↓
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>	1,467	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>	5,090	6,240	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>	13,505	13,750	14,000	↑

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 continues to see an increase in the number of recreational facility visits (389,480) 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 6,100 and the number of athletic field events is anticipated to increase to 2,700 in FY 2018. Facility rentals are also trending upward while the number of special events has increased by 1 due to a new event, Taste of Leesburg. Even though the department has expanded its services and offerings, the percentage cost recovery has remained steady at 65% because of increasing overhead costs as well as maintaining program fees at competitive market rates.

Ensuring Quality of Life



Thomas Balch Library

Mission

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

Description

The Thomas Balch Library 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 facts obtained from collections held by the library are posted weekly on the Thomas Balch 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.

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
208 W. Market Street
Leesburg, VA 20176
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(703) 771-7196

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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. Thomas Balch Library currently manages five (5) trust accounts. These trusts may not be used for general library operations, but have specific uses as defined in the provisions of each individual trust. The three largest trust accounts are the Virginia Bowie Trust, Dianne Monica Lee Bequest, and the Balch Family Trust Maintenance accounts. The Loudoun Laurels Oral History and Warren Weitman trusts comprise smaller trust accounts. As of the end of December 2016, the trusts totaled \$896,866. Revenue generation is modest and made through publication sales, fees for services, meeting room rentals, and reproduction and publication of collection materials. The Library Director serves as the staff liaison to the Thomas Balch Library Advisory Commission; Friends of the Thomas Balch Library; and serves on the Thomas Balch Library Foundation Board.

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 providing 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 on-site and off-site 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 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	Development of TBL endowment	Work collaboratively with Town officials , Friends of TBL, and TBL Advisory Commission to finalize legal framework for an endowed foundation, work with the Foundation board, 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 cataloging 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; implement collection appraisal	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 and educational institutions	Long
BP	Offsite storage space for 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, Virginia Forum	Long
BP, CS	Expand access to and content of digital resources for Town residents and the broader community	Work with the Information Technology department and other stakeholders to enhance digital resources	Long

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

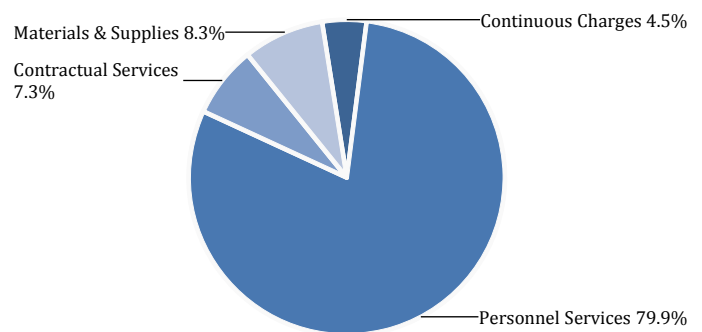
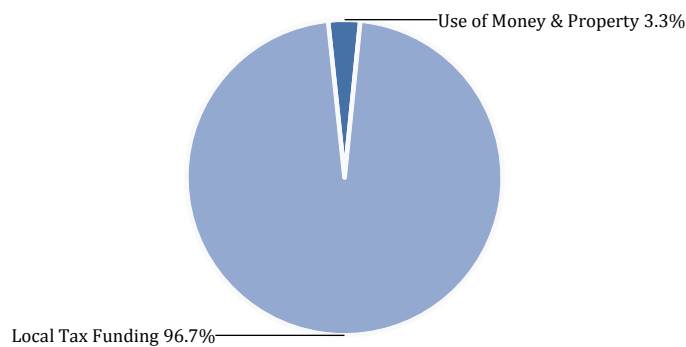
Ensuring Quality of Life

Financial Information & Analysis

Object Categories	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
Use of Money & Property	\$ 19,836	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ —	—%
Donations & Transfers	16,860	—	5,000	—	—	—	—%
Total Revenue	\$ 36,696	\$ 16,000	\$ 21,000	\$ 16,000	\$ 16,000	\$ —	—%
Local Tax Funding	443,347	461,900	462,586	474,061	487,391	12,161	2.6%
Total Sources	\$ 480,043	\$ 477,900	\$ 483,586	\$ 490,061	\$ 503,391	\$ 12,161	2.5%
Uses							
Personnel Services	\$ 387,940	\$ 375,070	\$ 375,070	\$ 391,434	\$ 404,760	\$ 16,364	4.4%
Contractual Services	30,213	35,666	43,516	35,806	35,806	140	0.4%
Materials & Supplies	29,623	44,511	39,511	40,655	40,655	(3,856)	-8.7%
Continuous Charges	19,249	22,653	25,489	22,166	22,170	(487)	-2.1%
Capital Expenditures	13,018	—	—	—	—	—	—%
Total Uses	\$ 480,043	\$ 477,900	\$ 483,586	\$ 490,061	\$ 503,391	\$ 12,161	2.5%

Sources by Type (2018)

Uses by Object (2018)



Budget Analysis

The Thomas Balch Library FY 2018 operating budget shows a 2.5% increase over the prior year that is largely attributable to increases for personnel services to utilize additional flexible part time staff and salary and benefit adjustments of existing employees. Overall staffing needs remain a primary concern and focus for future budget considerations; however, the Library continues to manage its resources well and leverages its relationship with community and institutional partners effectively in order to provide value added services to Library patrons.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	Trend
BP, CS	Number of annual visitors <i>Measures the total number of visitors as recorded by electronic eye</i>	32,922	34,000	32,000	↑
BP, CS	Number of reference requests <i>Measures the total number of reference requests serviced</i>	29,183	28,000	28,000	↑
BP, CS	Number of Library programs offered <i>Measures the total number of public events produced by staff</i>	144	90	100	↑
BP, CS	Number of Library program attendees <i>Measures the total number of patrons attending programs</i>	2,980	2,500	2,500	↔
BP, CS, FM	Number of meeting room bookings <i>Measures the total number of non-library events held at the facility</i>	123	100	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>	1,631	1,500	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>	\$12,826	\$13,000	\$13,000	↔
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>	\$190,768	\$140,000	\$140,000	↔
BP, CS	Number of annual additions to catalogues <i>Measures the total number of backlogged collection materials and new materials added to catalogues</i>	1,696	2,000	1,500	↔

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

Performance Analysis

The Thomas Balch Library continues to welcome around 33,000 visitors annually, while responding to more than 29,000 requests for reference services. Overall library programs offered have increased; however, weather related closings during the winter and spring affected attendance resulting in an artificial trend downward. Efforts are under way to expand awareness of the Library's offerings through strengthening of collaborative relationships with the Library's regional partners. The number of meeting room bookings are trending slightly downward. Issues with integrating special collection library materials into the new cataloguing system remain and library staff continues to work with LCPL staff to resolve these issues. The Library continues to receive outstanding manuscript collections though insufficient staffing limits the number of collections processed and made available each year. Space constraints adversely affect the ability to accept all worthy donations.

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 and built environment in the Town.

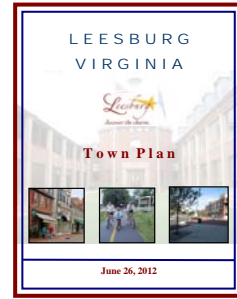
In addition to support to Boards and Commissions, the Department of Planning & Zoning consists of four major operating functions: Administration, Application Review, Comprehensive Planning, and Zoning.

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

Contact Information

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Ensuring Quality of Life

Organization Chart



Summary of Services

Administration

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

Application Review

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

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

Comprehensive Planning

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

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

Zoning

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

Board and Commission Support

The Planning and Zoning Department provides liaison and clerical support to the Planning Commission, Board of Zoning Appeals and the Board of Architectural Review. These three boards make quasi-legislative decisions and recommendations. The Department supports these boards with analysis, reports, and document management to aid their decision-making. The Environmental Advisory Commission 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.	Review and update land use policies as necessary to assure that the Town's residential to non-residential development ratio contributes to a sustainable tax base.	Long
		Initiate work on updates to regulatory documents to implement Low Implement Development principles that are recommended in the Town Plan	Long
		Develop a small area plan for East Market Street outside the Bypass which will include revisions and/or replacement to the H-2 Guidelines. Anticipate completion of project by summer 2017. Update the Town Plan to designate the Crescent Design District as a small area plan.	Short
		Review the Greenway Extension within the Roadway Network Policy Map to assess whether this road should remain in the Town's road network. Review and update Appendix B as a proffer policy guide for off-site transportation improvements.	Short
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

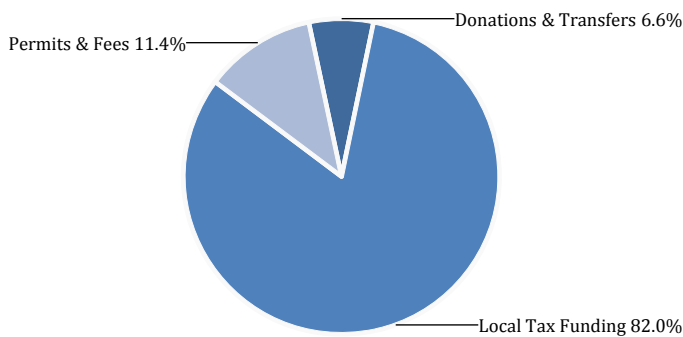
Ensuring Quality of Life

Scorecard	Goal	Objective	Term
BP, ED	Maximize use of technology for Record Management	Digitize new land development applications and update regularly per Department SOP throughout review process.	Long
		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
		Identify and provide training for staff to increase GIS capabilities	Intermediate
		Participate with Loudoun County in the selection of a new electronic plan review system including replacement of LMIS with a new parcel-based software system. Implement such system in the Town of Leesburg.	Long
BP	Assure consistent and effective administration of the Zoning Ordinance	Revise the Zoning Ordinance to address the new proffer statute enacted by the General Assembly in 2016.	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 by conducting the Annual Batch amendment process. Revise Article 14, Landscaping and make adjustments to Article 7, Crescent Design District.	Long
		Consider ways to update or replace the existing H-2 Guidelines and implement the selected option.	Intermediate
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

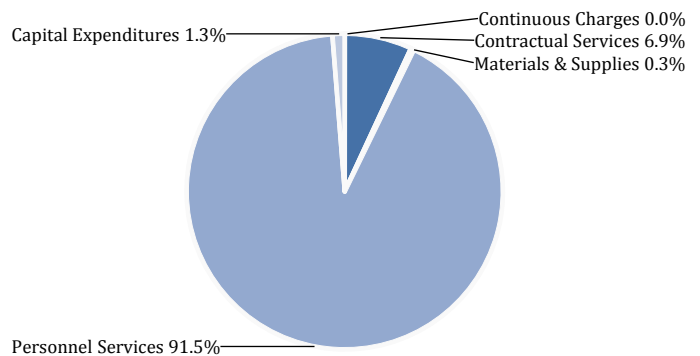
Financial Information & Analysis

Object Categories	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
Permits & Fees	\$ 457,216	\$ 264,000	\$ 264,000	\$ 228,000	\$ 228,000	\$ (36,000)	-13.6%
Charges for Services	926	—	—	—	—	—	—%
Donations & Transfers	100,306	100,306	175,306	131,700	56,700	31,394	31.3%
Total Revenue	\$ 558,448	\$ 364,306	\$ 439,306	\$ 359,700	\$ 284,700	\$ (4,606)	-1.3%
Local Tax Funding	1,040,293	1,224,804	1,246,149	1,639,482	1,615,844	414,678	33.9%
Total Sources	\$ 1,598,740	\$ 1,589,110	\$ 1,685,455	\$ 1,999,182	\$ 1,900,544	\$ 410,072	25.8%
Uses							
Personnel Services	\$ 1,568,494	\$ 1,555,135	\$ 1,555,135	\$ 1,829,932	\$ 1,876,294	\$ 274,797	17.7%
Contractual Services	20,563	24,400	113,868	137,300	17,300	112,900	462.7%
Materials & Supplies	5,756	8,325	7,359	6,600	6,600	(1,725)	-20.7%
Continuous Charges	280	1,250	407	350	350	(900)	-72.0%
Capital Expenditures	3,647	—	8,686	25,000	—	25,000	—%
Total Uses	\$ 1,598,740	\$ 1,589,110	\$ 1,685,455	\$ 1,999,182	\$ 1,900,544	\$ 410,072	25.8%

Sources by Type (2018)



Uses by Object (2018)



Budget Analysis

The Department of Planning and Zoning FY 2018 operating budget reflects an increase of 25.8% over the prior year due to primarily to increases in personnel services associated with the addition of the former Assistant Town Manager position from the Town Manager’s Office, the addition of a new Zoning Inspector position, and zoning and Town Plan amendment consulting services. The need for these additional positions is directly associated with the growth of community development and increases in legislative land development applications, zoning permits and comprehensive planning and zoning applications.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 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>	143	150	150	↑
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>	1,020	1,030	1,030	↔
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	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>	144	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>	52	63	63	↑
BP, CS	Number of COAs reviewed administratively <i>Measures the total number of certificate of appropriateness applications processed by staff</i>	80	80	88	↑
BP, CS	Number of special exception and rezoning applications <i>Measures the total number of special exception and rezoning applications processed by staff</i>	41	24	24	↓
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>	79%	85%	90%	↑
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>	13	4	5	↓

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

Performance Analysis

The primary focus of the Department of Planning and Zoning is to oversee the growth of community development in the Town through zoning administration, legislative land development application review, and comprehensive planning. Zoning permits for larger residential and commercial development projects were up by 107%. This increase is largely due to the development of residential projects such as Crescent Place. Zoning violation caseload has remained steady and has slightly decreased from last year. In the last fiscal year, staff reviewed 41 rezoning and special exception land development applications which is similar to the previous fiscal year. For those 41 cases, there were a total of 77 submissions. The amount of time spent on each land development application depends on the complexity of the proposal (e.g. rezoning with special exceptions), whether the proposal follows the Town Plan, and whether zoning modifications are sought. The target time for reviewing each submission is 40 days.

The total number of Certificates of Appropriateness (COA's) received and reviewed by the Board of Architecture Review (BAR) and staff was 132 which is an increase from the previous fiscal year. Over the past 6 years, this caseload has varied between 111 to 170 cases per fiscal year. Staff projects a gradual increase in COA applications as the national and local economies continue to strengthen. The goal over time is to increase administrative review

of less complex COA's which would allow the BAR to focus on more complex applications that have a greater impact on the Historic District.

Department of Plan Review

Mission

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

Description

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

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

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

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



FRONT COUNTER SERVICES



PLAN REVIEW

Contact Information

William R. Ackman, Jr., P.E., Director
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wackman@leesburgva.gov
(703) 771-2740

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 constructibility 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	Conform to all new Department of Conservation and Recreation and FEMA required floodplain ordinances and regulations	Train key DPR staff as well as the Private Sector on new floodplain ordinances and regulations to ensure new requirements are fully implemented with all future floodplain studies submitted for review and approval.	Intermediate
BP, CS, FM	Digitize all department 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, CS, FM	Transition out of the current Land Management system and into the County's new land records management system	Fully utilize the County's new land records management system once it has been procured, implemented and operational.	Intermediate
BP, CS, FM	Develop and implement a Paperless Review Process consistent with what the County may adopt in the future	Work with the County and their consultants to develop and implement a paperless review process for Site Plans, Construction Plans and other types of Land Development Applications.	Long
BP, CS, ED	Prepare a batch amendment to update the Design and Construction Standards Manual (DCSM) to address inconsistencies and provide better clarity.	Work with the Private Sector and ESI to prepare updates to various sections of the DCSM to eliminate inconsistencies and provide updates and clarity to help streamline the plan review process.	Short

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

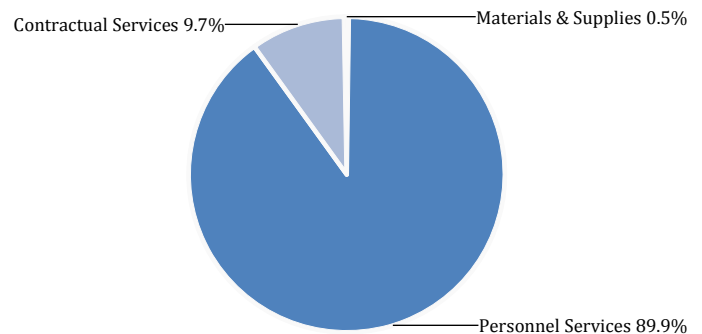
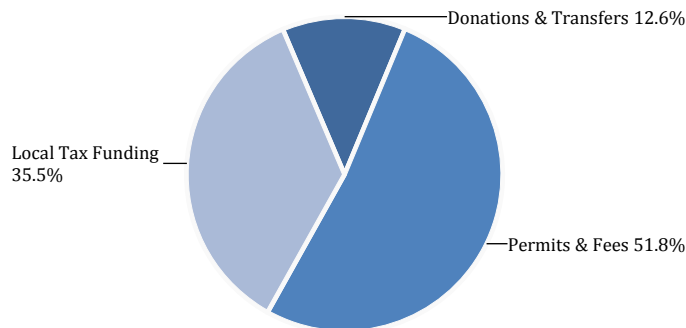
Ensuring Quality of Life

Financial Information & Analysis

Object Categories	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
Permits & Fees	\$ 1,022,112	\$ 557,000	\$ 557,000	\$ 700,000	\$ 700,000	\$ 143,000	25.7%
Donations & Transfers	136,853	136,853	136,853	170,600	170,600	33,747	24.7%
Total Revenue	\$ 1,158,965	\$ 693,853	\$ 693,853	\$ 870,600	\$ 870,600	\$ 176,747	25.5%
Local Tax Funding	229,689	657,766	720,707	479,499	511,984	(178,267)	-27.1%
Total Sources	\$ 1,388,654	\$ 1,351,619	\$ 1,414,560	\$ 1,350,099	\$ 1,382,584	\$ (1,520)	-0.1%
Uses							
Personnel Services	\$ 1,316,459	\$ 1,210,045	\$ 1,245,045	\$ 1,213,126	\$ 1,245,554	\$ 3,081	0.3%
Contractual Services	65,251	134,189	162,299	130,473	130,530	(3,716)	-2.8%
Materials & Supplies	6,944	7,385	7,216	6,500	6,500	(885)	-12.0%
Total Uses	\$ 1,388,654	\$ 1,351,619	\$ 1,414,560	\$ 1,350,099	\$ 1,382,584	\$ (1,520)	-0.1%

Sources by Type (2018)

Uses by Object (2018)



Budget Analysis

The Department of Plan Review FY 2018 operating budget reflects a slight decrease of \$1,520 or 0.1% primarily due to personnel cost savings associated with personnel turnover offset by personnel increases for salary and benefit adjustments of the existing and newly hired employees.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	Trend
BP, FM	Number of Major Land Development Reviews by DPR <i>Measures the total number of major land development reviews by DPR</i>	197	170	160	↓
BP, FM	Number of Minor Land Development Reviews by DPR <i>Measures the total number of minor land development reviews by DPR</i>	153	100	100	↓
FM	Number of new first submission Site Plans <i>Measures the market activity for new commercial applications</i>	18	15	15	↔
BP, CS	Average number of staff days for first submission site plan review <i>Measures quality of the site plan and efficiency of staff</i>	58	55	55	↓
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>	80	70	70	↓

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	Trend
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>	34	35	35	↔
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>	54	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>	183	90	90	↓
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>	37	40	40	↔
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>	50	60	60	↑
BP, CS	Percentage of plans reviewed within the State mandated time frames <i>Measures quality of plan and efficiency of staff</i>	96%	100%	100%	↔
BP, CS, FM	Number of Major Home Improvement Plans processed by DPR <i>Measures the market activity for home improvement</i>	30	25	25	↓

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

Performance Analysis

The Department of Plan Review’s primary function is to oversee land development applications in the Town, to ensure compliance with all federal, state, and local regulations and to issue Department of Environmental Quality- Virginia Stormwater Management Program (DEQ VSMP) 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.

The market activity for commercial development has been consistent over the past few years as evidenced by the total number of new first submission site plans reviewed which has remained steady, averaging 16 -18 new site plans over the past 3 calendar years. In calendar year 2016, a few of the larger applications under review were the new EPL Head Quarters located in the Airport Commerce Park (Approved), Poets Walk Assisted Living (Approved), the Pennigton Parking Garage (Conditionally Approved), sketch site plans for the Courts Expansion, Leesburg South Sections 1 & 2 (Sect 1 Approved), Oaklawn Sportsplex, Lidl Grocery Store (Conditionally Approved), and McDowell Beach (Approved). The average number of staff days required for plan review for: First submission of site plans, trended upward to 58 days (from 53 days in calendar year 2015) due to increased workload; subsequent submissions of site plans trended down to 34 days in calendar year 2016 (from 39 days in calendar year 2015) due to additional informal reviews between submissions. 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 continues to stabilize in calendar year 2017. The Town’s staff continues to provide efficient plan review by meeting the State mandated time frames for plan review over 95% of the time.

Ensuring Quality of Life



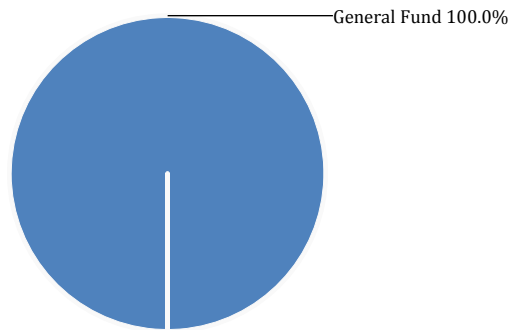
Seizing the Future

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.

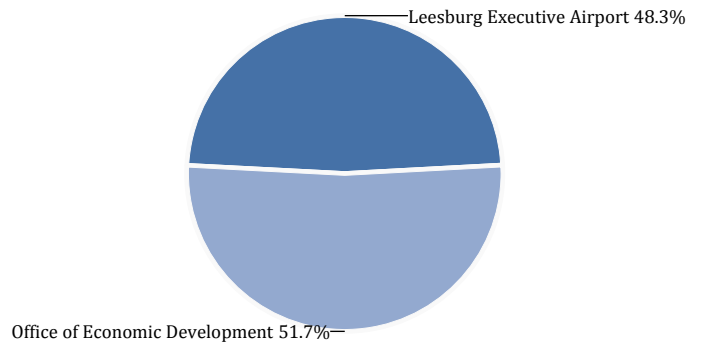
Financial Information & Analysis

Object Categories	FY 2016 Actual	FY 2017 Budget	FY 2017 Revised	FY 2018 Adopted	FY 2019 Projected	Variance	
						\$	%
Sources							
General Fund	\$ 1,453,115	\$ 1,524,138	\$ 1,552,093	\$ 1,569,135	\$ 1,643,351	\$ 44,997	3.0%
Total Sources	\$ 1,453,115	\$ 1,524,138	\$ 1,552,093	\$ 1,569,135	\$ 1,643,351	\$ 44,997	3.0%
Uses							
Office of Economic Development	\$ 758,729	\$ 750,322	\$ 753,662	\$ 811,063	\$ 873,634	\$ 60,741	8.1%
Leesburg Executive Airport	694,386	773,816	798,431	758,072	769,717	(15,744)	-2.0%
Total Uses	\$ 1,453,115	\$ 1,524,138	\$ 1,552,093	\$ 1,569,135	\$ 1,643,351	\$ 44,997	3.0%

Sources by Fund (2018)



Uses by Department (2018)





Office of Economic Development

Mission

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

Description

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 [Historic Downtown Leesburg 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 18 graduates and 15 member companies that have received HUBZone certification, four of whom have won major federal 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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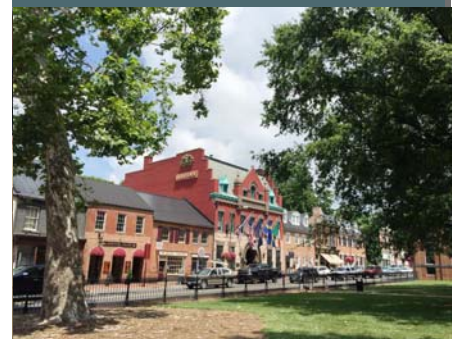
ADMINISTRATION



BUSINESS ATTRACTION



BUSINESS RETENTION



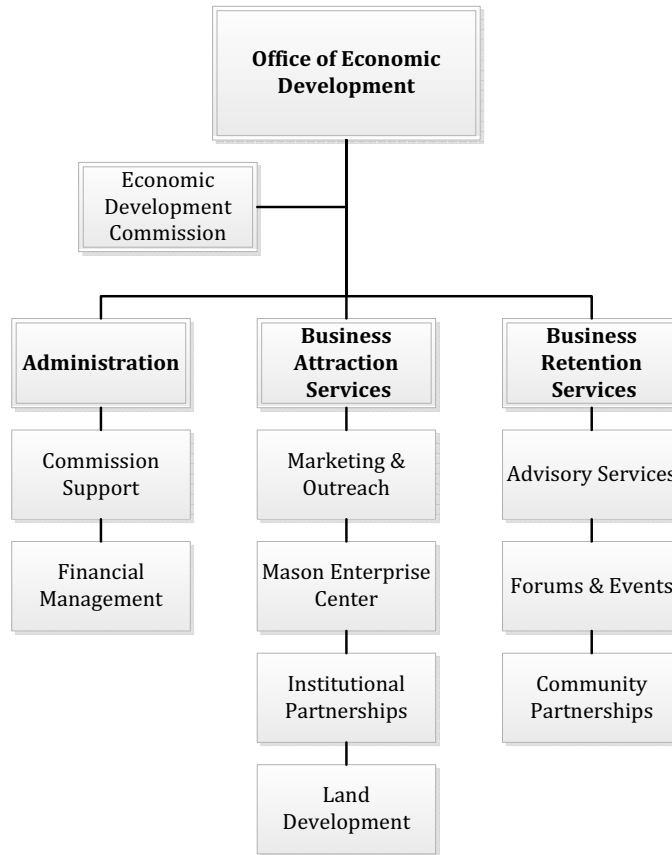
Seizing the Future

Connect With Us

Watch us on



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	Enhance Leesburg's financial well being and sustainability by diversifying the base of businesses.	Market and promote 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
		Actively attract and retain businesses that are complementary to Leesburg's strength in workforce, housing, and quality of life	Intermediate
		Recruit and provide support for HUB Zone businesses	Intermediate
		Provide coordinated support with the Business Assistance Team to provide smooth business openings	Long
BP, CS, FM	Focus on the positive and unique qualities of the Downtown Historic District as a hub of the arts, culture, dining and boutique retail in the County	Focus on Downtown as a park with programming and parklike amenities while capitalizing on the tourism industry opportunities	Long
		Actively lead initiatives to create a public/private partnership to facilitate the implementation of a downtown revitalization program	Short
		Track the changes in capital investment and commercial real estate values on an ongoing basis	Long
		Share resources and information to assist arts and entertainment businesses to strengthen Downtown as an Arts & Cultural District hub	Short
BP, CS,FM	Leverage key partnerships to execute programs that boost job growth, business revenues and community engagement	Pursue partnerships with private and public organizations (MEC, SBDC, HDLA) to support and implement joint plans to strengthen the entrepreneurial ecosystem in Leesburg	Long
		Foster a collaborative environment by facilitating, connecting and matchmaking among business clients, service providers and government programs based on specific business needs	Short

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

Expenditures by Division

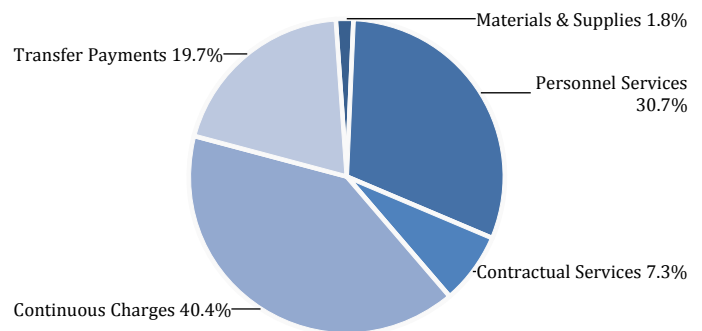
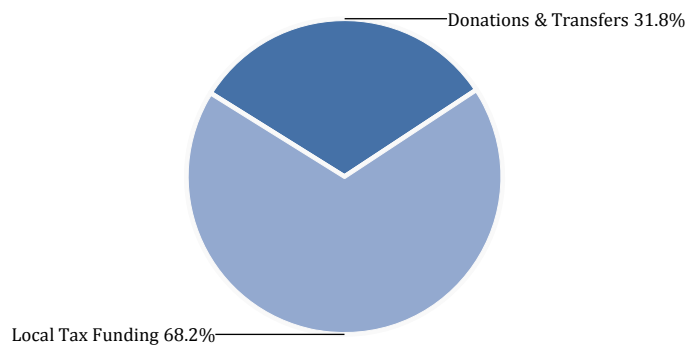
Divisions	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Office of Economic Development	\$ 424,322	\$ 417,922	\$ 417,034	\$ 475,840	\$ 538,411	\$ 57,918	13.9%
Mason Enterprise Center	334,407	332,400	336,628	335,223	335,223	2,823	0.8%
Total	\$ 758,729	\$ 750,322	\$ 753,662	\$ 811,063	\$ 873,634	60,741	8.1%

Financial Information & Analysis

Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
Donations & Transfers	\$ 515,132	\$ 257,566	\$ 257,566	\$ 258,179	\$ 258,179	\$ 613	0.2%
Total Revenue	\$ 515,132	\$ 257,566	\$ 257,566	\$ 258,179	\$ 258,179	\$ 613	0.2%
Local Tax Funding	243,597	492,756	496,096	552,884	615,455	60,128	12.2%
Total Sources	\$ 758,729	\$ 750,322	\$ 753,662	\$ 811,063	\$ 873,634	\$ 60,741	8.1%
Uses							
Personnel Services	\$ 240,875	\$ 235,767	\$ 235,767	\$ 248,957	\$ 258,528	\$ 13,190	5.6%
Contractual Services	75,219	74,305	72,439	59,533	62,033	(14,772)	-19.9%
Materials & Supplies	12,377	14,900	15,330	14,550	14,550	(350)	-2.3%
Transfer Payments	100,150	100,150	100,150	160,000	210,500	59,850	59.8%
Continuous Charges	328,572	325,200	329,976	328,023	328,023	2,823	0.9%
Capital Expenditures	1,537	—	—	—	—	—	—%
Total Uses	\$ 758,729	\$ 750,322	\$ 753,662	\$ 811,063	\$ 873,634	\$ 60,741	8.1%

Sources by Type (2018)

Uses by Object (2018)



Budget Analysis

The FY 2018 operating budget for the Office of Economic Development shows an increase of 8.1% over the prior year. The increase is primarily due to the funding of \$100,000 to be set aside and contributed to a Town initiative based on a recommendation from a special committee. The increases are partially offset by operational cost savings throughout the department.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	Trend
BP, CS	Number of new business licenses issued <i>Measures the total number of new business licenses issued in the preceeding calendar year</i>	357	300	400	↑
BPCS	Total attendance of LED events <i>Measures the total number of participants in activities sponsored by Economic Development</i>	N/A	800	1050	↑
BP, CS	Number of visits to/contacts with existing businesses to build/renew relationships <i>Measures the total number of business contacts including prospects, MEC client, SBDC clients, government contractors and existing, individual businesses reached</i>	239	350	625	↑
BP, CS, FM	Number of new HUBZone businesses locating to Leesburg <i>Measures the number of businesses located in Town and seeking HUBZone program opportunities</i>	12	16	20	↑

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

Performance Analysis

The Office of Economic Development delivers comprehensive business development programs with an emphasis on business networking and business attraction for industries that are expanding and sustainable, with added focus on boosting the entrepreneurial landscape in the Town. Notable activities in the office include continued regional and national recognition of the HUBZone strategy to attract and grow HUBZone certified businesses; creating more than 150 jobs since the designation was created in 2013, successfully encouraging K2M, a global medical device to expand their \$25 million dollar facility in Leesburg and bring more than 100 new jobs to the community when the facility opened in 2016, urging EIT, a mid to high technology electronic design and manufacturing company, to bring their expansion to Leesburg in 2016, and collaborated with George Mason University Leesburg Mason Enterprise Center to attract and retain entrepreneurial companies, with a 100% occupancy rate after three years of operation. In addition, the partnership with the Mason Enterprise Center continues to thrive with 18 graduating companies moving in to commercial space in Leesburg. The number of companies coming to Leesburg continues to trend upwards. Office space per employee is on a downward trajectory and the current commercial vacancy rate in Leesburg runs between 15% and 18% which is a healthy balance. Transaction information from the real estate and development community is a value to be tracked by category of retail, office, flex and vacant land which illustrates the efforts of Economic Development, Planning and Zoning and Plan Review.

In Fiscal Year 2018, Economic Development staff will continue to focus on marketing and communication efforts to attract and retain the best business fits for Leesburg. Implementation and tracking tools such as Salesforce and Google Analytics will allow staff to illuminate business transactions. Tracking the businesses that land in Leesburg, their number of employees and their contract awards as part of being in the Leesburg HUBZone is a new measure.

Seizing the Future



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.

Contact Information

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ScanMe



ADMINISTRATION



OPERATIONS

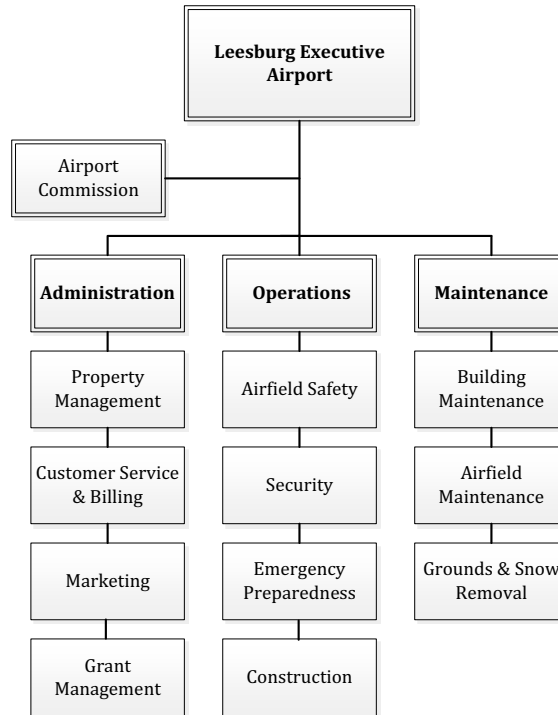


MAINTENANCE



AIR SHOW

Organization Chart



Summary of Services

Administration

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

Airport Operations

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

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

Airport Maintenance

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

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, FM	Improve airport safety and efficiency	Participate in development of Remote Control Tower test toward goal of securing permanent air traffic control services.	Long
BP, CS, FM	Position the airport to be a local leader by providing exceptional customer services and amenities	Enhance available airport services available to attract corporate and private general aviation customers	Long
		Improve the local attractions information available to users at the airport terminal.	Short

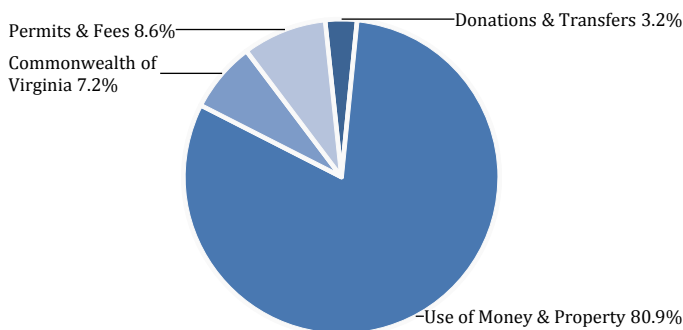
Scorecard	Goal	Objective	Term
BP, CS, FM	Implement preventative maintenance and operational strategies to improve airport operations	Reduce facility energy use by deploying energy-efficient hangar lighting and other methods	Short
		Streamline communications with airport customers, particularly status 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

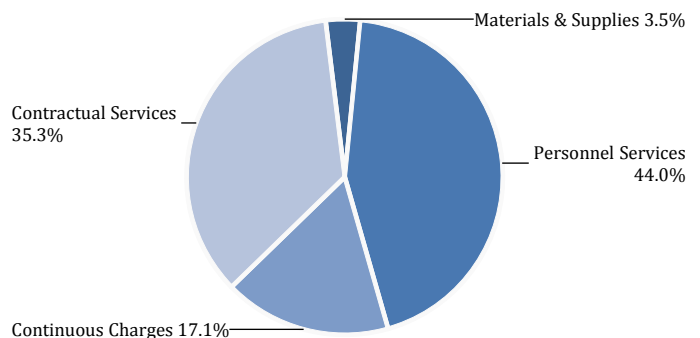
Financial Information & Analysis

Object Categories	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	Projected	\$	%
Sources							
Permits & Fees						\$	
	\$ 176,482	\$ 130,660	\$ 130,660	\$ 119,310	\$ 119,310	(11,350)	-8.7%
Use of Money & Property	2,170,101	1,085,800	1,085,800	1,122,072	1,137,072	36,272	3.3%
Donations & Transfers	146,596	18,500	18,500	45,000	45,000	26,500	143.2%
Commonwealth of Virginia	136,603	100,000	100,000	100,000	100,000	—	—%
Total Revenue	\$ 2,629,781	\$ 1,334,960	\$ 1,334,960	\$ 1,386,382	\$ 1,401,382	\$ 51,422	3.9%
Local Tax Funding	(1,935,395)	(561,144)	(536,529)	(628,310)	(631,665)	(67,166)	—%
						\$	
Total Sources	\$ 694,386	\$ 773,816	\$ 798,431	\$ 758,072	\$ 769,717	(15,744)	-2.0%
Uses							
Personnel Services	\$ 317,654	\$ 314,345	\$ 314,345	\$ 333,602	\$ 343,802	\$ 19,257	6.1%
Contractual Services	214,133	271,975	280,868	267,870	269,315	(4,105)	-1.5%
Materials & Supplies	23,782	22,900	28,211	26,600	26,600	3,700	16.2%
Transfer Payments	8,095	42,800	42,800	—	—	(42,800)	-100.0%
Continuous Charges	130,721	121,796	132,207	130,000	130,000	8,204	6.7%
						\$	
Total Uses	\$ 694,386	\$ 773,816	\$ 798,431	\$ 758,072	\$ 769,717	(15,744)	-2.0%

Sources by Type (2018)



Uses by Object (2018)



Budget Analysis

The FY 2018 operating budget for the Leesburg Executive Airport increases in personnel for salary and benefit adjustments. The reflects a 2.0% decrease from the prior year due to identified cost Airport is projected to yield \$1.4 million in revenue to support its savings throughout the department. The decrease is offset by operations, mission and objectives.

Performance Measures

Scorecard	Description	FY 2016 Actual	FY 2017 Estimate	FY 2018 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	116,000	117,000	↑
FM	Dollar value of operating cost per aircraft movement <i>Measures the estimated operating cost per aircraft arrival or departure</i>	\$4.74	\$6.34	\$6.50	↔
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>	45	47	45	↔
BP	Number of on-airport incidents or accidents <i>Measures the total number of major and minor aircraft accidents or safety incidents</i>	0	1	0	↓
CS	Number of noise complaints <i>Measures the total number of noise complaints received due to aircraft arriving and departing</i>	29	30	20	↔

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

Performance Analysis

The Leesburg Executive Airport is a unique asset for the Town that has become an in-demand transportation hub for local and regional businesses. Operating costs per aircraft movement remain unchanged, while the number of aircraft movements is trending slightly higher at 116,000. The 100% occupancy rate for hangars, and the number of customers on the corporate and T-hangar waiting lists highlight the growth potential for the airport. Occupancy rates for tie-down spaces steady and the number of locally based aircraft remains flat. The overall safety at the airport remains high with only a single minor accident in 2016.

Capital Improvements Program



CIP Summary

Capital Improvements Program (CIP)

The Capital Improvements Program (CIP) represents a guide for financial decisions, annual budgeting, and the coordination of major public investments in the preservation and expansion of the Town’s fixed asset infrastructure. A capital project is defined as construction, renovation or demolition project, or acquisition of land or other assets, valued in excess of \$60,000, and with a useful life in excess of five years. The CIP includes capital projects, continuing programs, and capital equipment. This plan shows how the Town will address its public facility and other infrastructure needs, and the types of funding available over the next six years. In Fiscal Year 2018, total CIP investments are \$27,536,700.

How the CIP is Organized

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

Capital Projects Fund

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

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
- **PAY-GO** - General Fund & Utilities Fund pay-as-you-go funding (cash)
- **Intergovernmental** - Federal, State, County, & Northern Virginia Transportation Authority (NVRTA)
- **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 2018-2023 CIP, 94.3% of all capital improvements are found in Streets & Highways and Utilities. In Fiscal Year 2018 more than \$22.4 million is for transportation projects such as East Market Street (Route 7) and Battlefield Parkway Interchange; phase IV of the widening of Sycolin Road; and the widening of Battlefield Parkway from Route 15 to the Dulles Greenway. These projects are included in the Streets & Highways section. These VDOT funded projects are part of the heavily traveled regional transportation network.

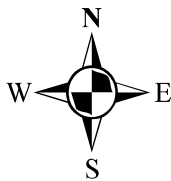
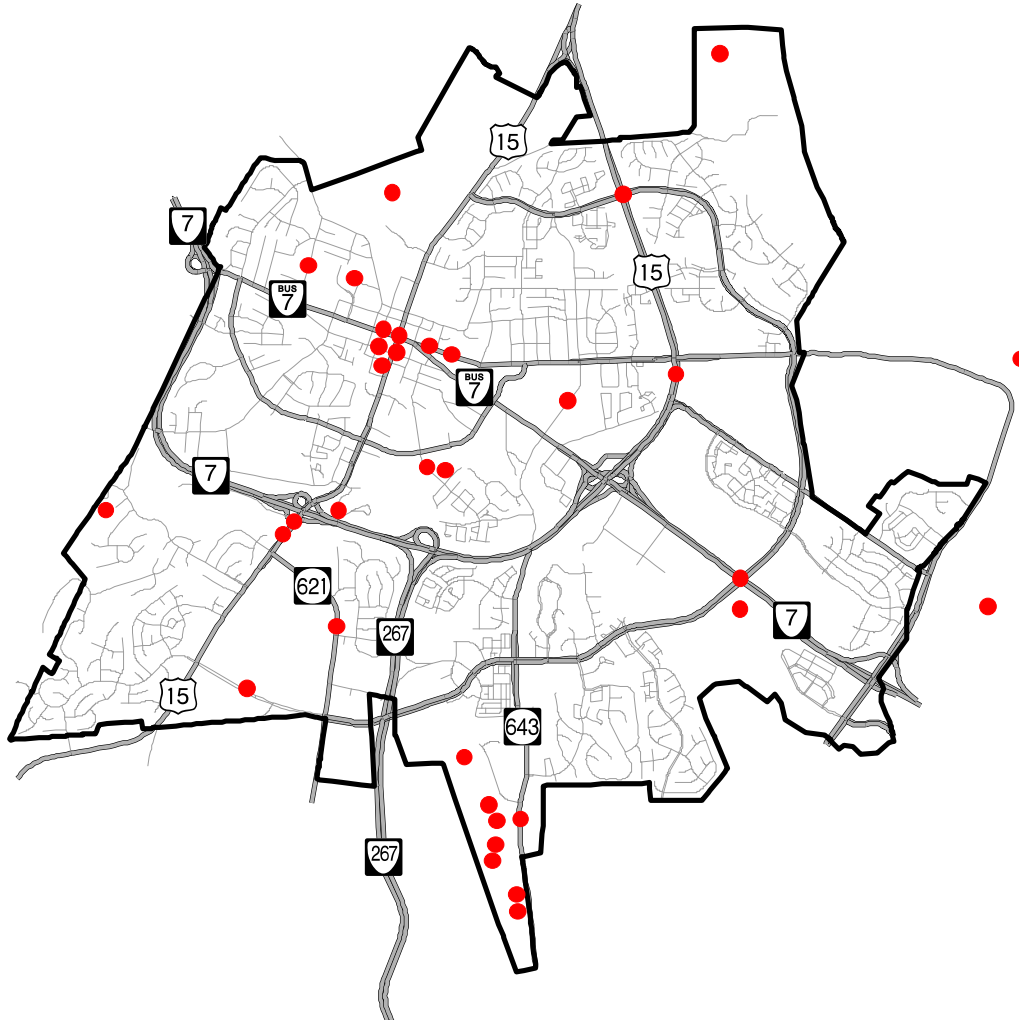
The following ten projects are anticipated to be completed during Fiscal Year 2018 and 2019:

- Airport Self-Service Fuel Facility (18NEW1)**- Fall 2017
- Chesapeake Bay TMDL (15304)**- Fall 2017
- Market Street/King Street Intersection Drainage (17016)** - Fall 2017
- Downtown Street Lighting (07309)**- Winter 2017/18
- Battlefield Parkway- Rt. 15 to Dulles Greenway (07315)** - Spring 2018
- Hospital Water Storage Tank Re-coating & Rehabilitation (18NEW2)** - Summer 2018
- Interactive Water Feature (16614)**- Summer 2018
- Battlefield Parkway Trail Across Rt. 15 Bypass (17012)** - Fall 2018
- W. Market Street- Sidewalk Improvements from Ayr Street to Morven Park Road (18NEW3)**- Spring 2019
- Sycolin Road Widening Phase IV (15301)**- Summer 2019

CIP Summary

Capital Improvements Program (CIP) Map

The FY 2018-2023 Capital Improvements Program (CIP) details 38 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.



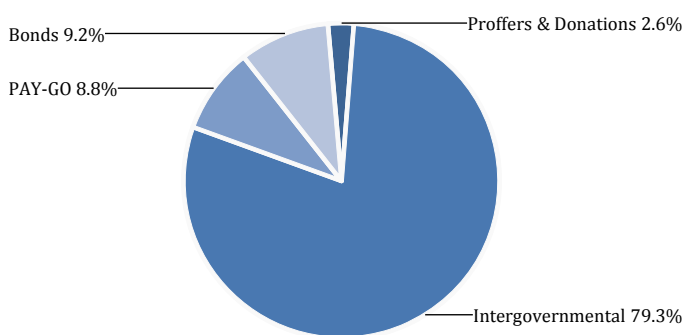
Sources by Fund

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 27,355,403	\$ 11,059,913	\$ 792,700	\$ 4,547,990	\$ 10,954,800	\$ 16,295,490	—
PAY-GO	9,889,750	624,300	1,000,000	1,152,050	7,033,400	9,185,450	80,000
Monetary Donation	102,000	—	102,000	—	—	102,000	—
Proffers	2,186,000	850,000	626,000	112,000	598,000	1,336,000	—
County - Gas Tax	2,794,200	1,476,500	1,168,000	149,700	—	1,317,700	—
County- Capital Contribution	5,000,000	—	1,000,000	—	4,000,000	5,000,000	—
State - DEQSLAF	1,604,187	1,604,187	—	—	—	—	—
State - DOAV	1,807,950	—	50,000	235,950	1,202,000	1,487,950	320,000
State - VDOT	40,060,000	10,556,000	7,085,000	5,656,000	6,763,000	19,504,000	10,000,000
Federal - FAA	7,078,500	—	—	81,000	3,397,500	3,478,500	3,600,000
Federal - ARRA	—	—	—	—	—	—	—
Federal - FTA	—	—	—	—	—	—	—
Total Capital Projects Fund	\$ 97,877,990	\$ 26,170,900	\$ 11,823,700	\$ 11,934,690	\$ 33,948,700	\$ 57,707,090	\$ 14,000,000
Utilities Fund							
Utilities Bonds	11,949,000	3,543,500	1,750,050	1,441,600	5,213,850	8,405,500	—
PAY-GO Utilities	9,776,650	2,899,250	1,431,950	1,179,400	4,266,050	6,877,400	—
Total Utilities Fund	\$ 21,725,650	\$ 6,442,750	\$ 3,182,000	\$ 2,621,000	\$ 9,479,900	\$ 15,282,900	—
NVTA Fund							
County - NVTA 30%	19,193,300	400,000	2,746,000	4,541,300	7,114,000	14,401,300	3,846,000
State - NVTA 70%	159,106,000	4,975,000	9,785,000	20,346,000	2,000,000	32,131,000	122,000,000
Total NVTA Fund	\$ 178,299,300	\$ 5,375,000	\$ 12,531,000	\$ 24,887,300	\$ 9,114,000	\$ 46,532,300	\$ 125,846,000
Total Sources	\$ 297,902,940	\$ 37,988,650	\$ 27,536,700	\$ 39,442,990	\$ 52,542,600	\$ 119,522,290	\$ 139,846,000

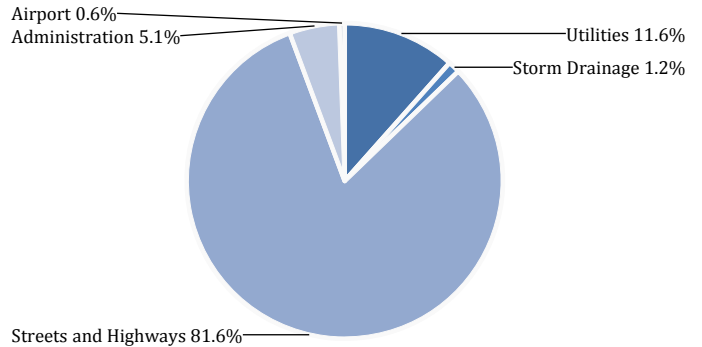
Uses by CIP Category

Category/Uses	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Administration	\$ 8,745,390	—	\$ 1,406,700	\$ 1,319,990	\$ 6,018,700	\$ 8,745,390	—
General Government	6,735,300	5,546,300	—	—	1,189,000	1,189,000	—
Parks & Recreation	6,352,000	—	—	—	6,352,000	6,352,000	—
Streets and Highways	226,678,400	19,446,400	22,462,000	30,805,000	17,573,000	70,840,000	135,846,000
Storm Drainage	11,191,200	6,553,200	334,000	3,978,000	326,000	4,638,000	—
Airport	16,475,000	—	152,000	719,000	11,604,000	12,475,000	4,000,000
Utilities	21,725,650	6,442,750	3,182,000	2,621,000	9,479,900	15,282,900	—
Total Uses	\$ 297,902,940	\$ 37,988,650	\$ 27,536,700	\$ 39,442,990	\$ 52,542,600	\$ 119,522,290	\$ 139,846,000

CIP Sources by Type (2018)



CIP Uses by Category (2018)





Administration

The Administration of Capital Projects Fund is comprised of the funding requirements for the administrative support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the FY 2018-23 Capital Improvement Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvements Program.

Sources of Funding

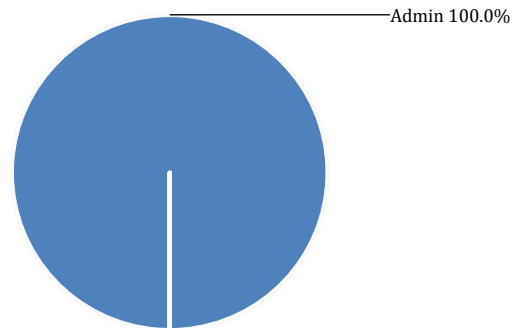
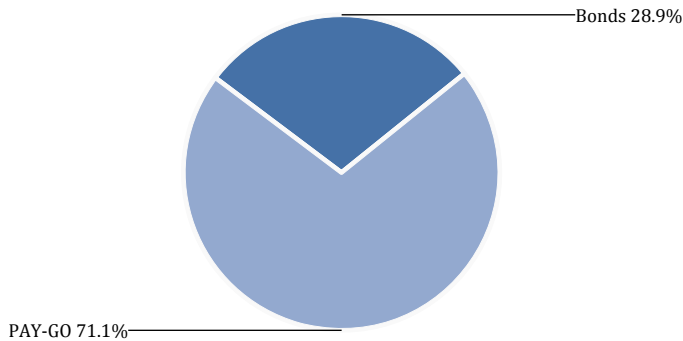
Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 906,390	—	\$ 406,700	\$ 269,990	\$ 229,700	\$ 906,390	—
PAY-GO	7,839,000	—	1,000,000	1,050,000	5,789,000	7,839,000	—
Total Sources	\$ 8,745,390	—	\$ 1,406,700	\$ 1,319,990	\$ 6,018,700	\$ 8,745,390	—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Capital Projects Fund Administration - Admin	\$ 8,745,390	—	\$ 1,406,700	\$ 1,319,990	\$ 6,018,700	\$ 8,745,390	—
Total Uses	\$ 8,745,390	—	\$ 1,406,700	\$ 1,319,990	\$ 6,018,700	\$ 8,745,390	—

Sources by Type (2018)

Uses by Project (2018)



TITLE: Capital Projects Fund Administration (Admin)

STATUS: Ongoing

PROGRAM DESCRIPTION: Administration of the Capital Projects Fund reflects the staff in varying General Fund departments and the Office of Capital Projects within the Department of Public Works and Capital Projects that directly and indirectly administer and manage all aspects of the completion of the projects included in the Town's Capital Improvements Program (CIP). These efforts are provided by most of the General Fund departments' staff but notably the Town Attorney's Office, Public Works and Capital Projects, Finance and Administrative Services, and the Town Manager's Office. Administrative efforts include managing engineering and design, acquiring property rights, coordinating with outside utility companies, managing the preparation of environmental documents and permits, and managing and inspecting construction contracts for projects. This includes procuring outside services of engineers, surveyors, appraisers, environmental firms, and contractors; and public outreach to residents. Efforts also include applying for outside funding, administration of funding grants, and coordination with federal, state, regional and local funding and review agencies. This staff is also responsible for preparing studies and evaluating potential future capital projects.

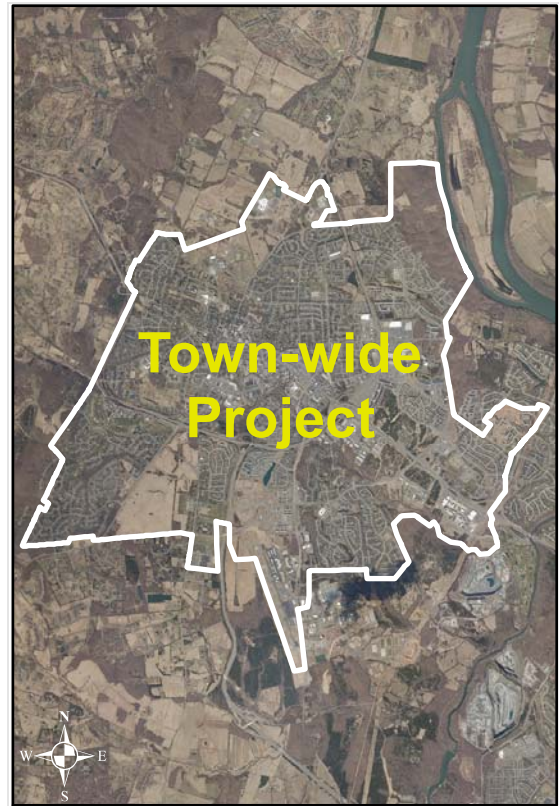
OPERATING IMPACT: None

GOAL ADDRESSED: •2012 Town Plan

- The goal of Chapter 10 - Community Facilities and Services is for Leesburg to be served by community facilities and services in a cost-effective, equitable, and environmentally sensitive manner.

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 906,390	—	\$ 406,700	\$ 269,990	\$ 75,600	\$ 9,000	\$ 145,100	—	\$ 906,390	—
PAY-GO	7,839,000	—	1,000,000	1,050,000	1,250,000	1,450,000	1,650,000	1,439,000	7,839,000	—
Total Sources	\$ 8,745,390	—	\$ 1,406,700	\$ 1,319,990	\$ 1,325,600	\$ 1,459,000	\$ 1,795,100	\$ 1,439,000	\$ 8,745,390	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 8,745,390	—	\$ 1,406,700	\$ 1,319,990	\$ 1,325,600	\$ 1,459,000	\$ 1,795,100	\$ 1,439,000	\$ 8,745,390	—
Total Uses	\$ 8,745,390	—	\$ 1,406,700	\$ 1,319,990	\$ 1,325,600	\$ 1,459,000	\$ 1,795,100	\$ 1,439,000	\$ 8,745,390	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

General Government

Capital projects in the General Government category includes continued investments in Downtown Improvements, including street lighting, sidewalk, and road improvements in FY 2020. Capital funding is not required for General Government capital investments for FY 2018.

Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 5,741,600	\$ 4,646,300	—	—	\$ 1,095,300	\$ 1,095,300	—
PAY-GO	393,700	300,000	—	—	93,700	93,700	—
State - VDOT	600,000	600,000	—	—	—	—	—
Total Sources	\$ 6,735,300	\$ 5,546,300	—	—	\$ 1,189,000	\$ 1,189,000	—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Downtown Improvements - 10304	\$ 5,475,300	\$ 4,736,300	—	—	\$ 739,000	\$ 739,000	—
Downtown Street Lighting - 07309	810,000	810,000	—	—	—	—	—
Replacement/Upgrade Computer Aided Dispatch System and Center - 23NEW1	450,000	—	—	—	450,000	450,000	—
Total Uses	\$ 6,735,300	\$ 5,546,300	—	—	\$ 1,189,000	\$ 1,189,000	—

TITLE: Downtown Improvements (10304)

STATUS: Ongoing

PROGRAM DESCRIPTION: The purpose of the Downtown Improvements project is 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).

Projects completed to date include: Improvements to walkways connecting the Town parking garage to S. King St.; traffic calming modifications of the intersection of Harrison St. and Loudoun St.; new widened sidewalk and curb, new crosswalks, street trees, new decorative wall, utility pole relocations, and underground improvements to Loudoun St. between S. King St. and Harrison St. as well as Harrison and E. Market St.; replaced sidewalk and widened sidewalk, new curb and gutter, storm drainage improvements, underground utility improvements, street trees, improved intersection crosswalks, new raised mid-block crosswalk, and street trees on South King St. between Royal St. and Market St.; and replaced sidewalk and curb and gutter on east side of N. King St. between Market St. and Cornwall St.

The future phase of the project will include reconstructing the roadway, adding crosswalks, and replacing the sidewalk and curb between Cornwall Street and North St.; and replacing the curb and sidewalk on the west side of King St. between Market and Cornwall St.

OPERATING IMPACT: Minimal increased maintenance of the improvements.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Summer 2012	Summer 2012	Summer 2020



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 5,081,600	\$ 4,436,300	—	—	\$ 645,300	—	—	—	\$ 645,300	—
PAY-GO	393,700	300,000	—	—	93,700	—	—	—	93,700	—
Total Sources	\$ 5,475,300	\$ 4,736,300	—	—	\$ 739,000	—	—	—	\$ 739,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 200,300	\$ 161,300	—	—	\$ 39,000	—	—	—	\$ 39,000	—
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	3,700,000	—	—	500,000	—	—	—	500,000	—
Total Uses	\$ 5,475,300	\$ 4,736,300	—	—	\$ 739,000	—	—	—	\$ 739,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
General Maintenance	\$ 5,200	\$ 5,300	\$ 5,500	\$ 5,600	\$ 5,800	\$ 6,000	\$ 33,400
Total Impact	\$ 5,200	\$ 5,300	\$ 5,500	\$ 5,600	\$ 5,800	\$ 6,000	\$ 33,400

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
Fall 2016	Fall 2016	Fall 2017



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 210,000	\$ 210,000	—	—	—	—	—	—	—	—
State - VDOT	600,000	600,000	—	—	—	—	—	—	—	—
Total Sources	\$ 810,000	\$ 810,000	—	—	—	—	—	—	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 10,000	\$ 10,000	—	—	—	—	—	—	—	—
Design/Engineering	100,000	100,000	—	—	—	—	—	—	—	—
Utility Relocation	400,000	400,000	—	—	—	—	—	—	—	—
Construction	300,000	300,000	—	—	—	—	—	—	—	—
Total Uses	\$ 810,000	\$ 810,000	—	—	—	—	—	—	—	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
Electricity	\$ 4,000	\$ 4,200	\$ 4,300	\$ 4,400	\$ 4,500	\$ 4,600	\$ 26,000
Total Impact	\$ 4,000	\$ 4,200	\$ 4,300	\$ 4,400	\$ 4,500	\$ 4,600	\$ 26,000

TITLE: Replacement/Upgrade Computer Aided Dispatch System and Center (23NEW1)

STATUS: New

PROGRAM DESCRIPTION: This project replaces the current computer aided dispatch (CAD), records management system (RMS), and police mobile software suite with an upgraded system implementing technology utilized in the region. This upgrade provides for true integration of first responder resources, pooled maintenance support with Loudoun County, and accelerated information sharing among Town and County organizations. The identified system was implemented by the Loudoun County Sheriff’s Office and the Combined Loudoun County Fire-Rescue System in the fall of 2016 and supports full integration with the existing first responder radio system.

In addition, the Town of Leesburg Emergency Communications Center (ECC) located at the Leesburg Police Headquarters will be renovated with upgraded dispatch workstation consoles, computers, monitors, and furniture similar to those used by other ECCs within the region. This renovation is necessary to maintain an effective workspace to support communication operations commensurate with current best practices.

OPERATING IMPACT: N/A

GOAL ADDRESSED: 2012 Town Plan

- The Community Facilities and Services goal calls for providing community facilities and services in a cost effective manner. Objective 11 calls for providing high quality, responsive police protection in accordance with the department’s strategic plan.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Fall 2022	Fall 2023



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$ 450,000	—	—	—	—	—	—	\$ 450,000	\$ 450,000	—
Total Sources	\$ 450,000	—	—	—	—	—	—	\$ 450,000	\$ 450,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Project Cost
Project Management	\$ 10,000	—	—	—	—	—	—	\$ 10,000	\$ 10,000	—
Construction	440,000	—	—	—	—	—	—	440,000	440,000	—
Total Uses	\$ 450,000	—	—	—	—	—	—	\$ 450,000	\$ 450,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Parks & Recreation

Capital projects in the Parks & Recreation category includes the addition of Veterans Park in FY 2020; the A.V. Symington water feature in FY 2021; and the Tuscarora Creek Trail Phase 1 beginning in FY 2022. Capital funding is not required for Parks & Recreation capital investments for FY 2018.

Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 304,000	—	—	—	\$ 304,000	\$ 304,000	—
PAY-GO	146,000	—	—	—	146,000	146,000	—
Proffers	150,000	—	—	—	150,000	150,000	—
County- Capital Contribution	4,000,000	—	—	—	4,000,000	4,000,000	—
Total Capital Projects Fund	\$ 4,600,000	—	—	—	\$ 4,600,000	\$ 4,600,000	—
NVTA Fund							
County - NVTA 30%	1,752,000	—	—	—	1,752,000	1,752,000	—
Total NVTA Fund	\$ 1,752,000	—	—	—	\$ 1,752,000	\$ 1,752,000	—
Total Sources	\$ 6,352,000	—	—	—	\$ 6,352,000	\$ 6,352,000	—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
A.V. Symington Aquatic Center Water Play Area (Spray Ground) - 21NEW1	\$ 454,000	—	—	—	\$ 454,000	\$ 454,000	—
Tuscarora Creek Trail Phase I - 22NEW1	1,752,000	—	—	—	1,752,000	1,752,000	—
Veterans Park at Balls Bluff - 20NEW1	4,146,000	—	—	—	4,146,000	4,146,000	—
Total Uses	\$ 6,352,000	—	—	—	\$ 6,352,000	\$ 6,352,000	—

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: Negligible impact on maintenance of the outdoor pool facility.

GOAL ADDRESSED:

2012 Town Plan

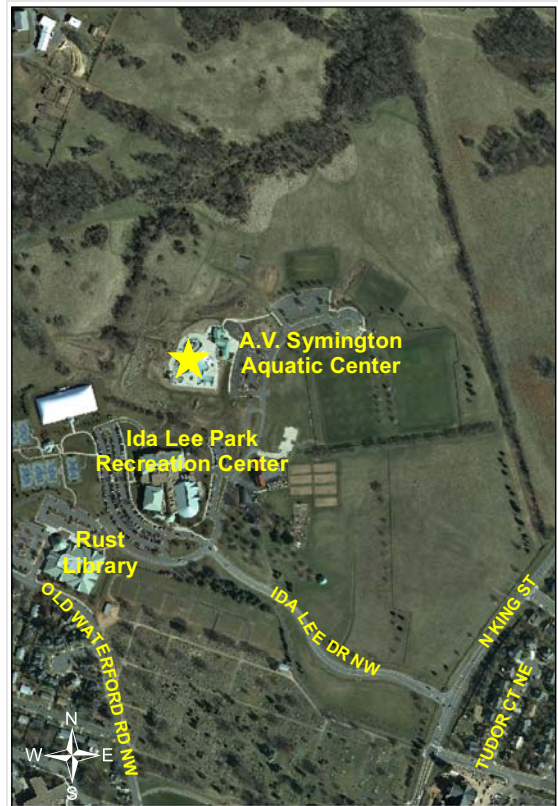
- Parks and Recreation Objective 3 calls for a balanced and adequate distribution of active recreation facilities within all sectors of Leesburg.

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



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 304,000	—	—	—	—	\$ 304,000	—	—	\$ 304,000	—
Proffers	150,000	—	—	—	—	150,000	—	—	150,000	—
Total Sources	\$ 454,000	—	—	—	—	\$ 454,000	—	—	\$ 454,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 54,000	—	—	—	—	\$ 54,000	—	—	\$ 54,000	—
Design/Engineering	10,000	—	—	—	—	10,000	—	—	10,000	—
Construction	390,000	—	—	—	—	390,000	—	—	390,000	—
Total Uses	\$ 454,000	—	—	—	—	\$ 454,000	—	—	\$ 454,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Tuscarora Creek Trail Phase I (22NEW1)

STATUS: New

PROGRAM DESCRIPTION: Development of a new 1,600 linear foot trail along the north side of Tuscarora Creek between Harrison Street and the W&OD Trail near Douglass School and Community Center. This trail will provide pedestrian and bicycle access to connect a variety of public parks and facilities in the area, including Brandon Park, Catoclin Skate Park, W&OD Trail, and the Douglass Community Center.

OPERATING IMPACT: Funds for trail repair and maintenance.

GOAL ADDRESSED:

2012 Town Plan

- Parks and Recreation Objective 2 calls for expansion of the Town’s trail network to encourage pedestrian and bicycle access to parks and regional trails.
- Parks and Recreation Objective 3 calls for a balanced and adequate distribution of recreation facilities within all sectors of Leesburg.

2015 - 2019 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 amenities.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Fall 2022	Spring 2023



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required	
			2018	2019	2020	2021	2022	2023			
County - NVTA 30%	\$ 1,752,000	—	—	—	—	—	—	\$ 374,000	\$ 1,378,000	\$ 1,752,000	—
Total Sources	\$ 1,752,000	—	—	—	—	—	—	\$ 374,000	\$ 1,378,000	\$ 1,752,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost	
			2018	2019	2020	2021	2022	2023			
Project Management	\$ 362,000	—	—	—	—	—	—	\$ 124,000	\$ 238,000	\$ 362,000	—
Land	120,000	—	—	—	—	—	—	—	120,000	120,000	—
Design/Engineering	370,000	—	—	—	—	—	—	250,000	120,000	370,000	—
Construction	900,000	—	—	—	—	—	—	—	900,000	900,000	—
Total Uses	\$ 1,752,000	—	—	—	—	—	—	\$ 374,000	\$ 1,378,000	\$ 1,752,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Veterans Park at Balls Bluff (20NEW1)

STATUS: New

PROGRAM DESCRIPTION: Development of a town-wide park on property located adjacent to the Potomac River in northeast Leesburg. The park property was acquired in 2001 for park use. The park facilities will include a new access road, parking, boat launch facilities, picnic facilities, trails and other amenities.

OPERATING IMPACT: Long term park operating costs.

GOAL ADDRESSED:

2012 Town Plan

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

2015 - 2019 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 amenities.

Significant Dates

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



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
PAY-GO	\$ 146,000	—	—	—	\$ 146,000	—	—	—	\$ 146,000	—
County- Capital Contribution	4,000,000	—	—	—	4,000,000	—	—	—	4,000,000	—
Total Sources	\$ 4,146,000	—	—	—	\$ 4,146,000	—	—	—	\$ 4,146,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 146,000	—	—	—	\$ 146,000	—	—	—	\$ 146,000	—
Design/Engineering	500,000	—	—	—	500,000	—	—	—	500,000	—
Construction	3,500,000	—	—	—	3,500,000	—	—	—	3,500,000	—
Total Uses	\$ 4,146,000	—	—	—	\$ 4,146,000	—	—	—	\$ 4,146,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
General Maintenance	—	—	—	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000
Total Impact	—	—	—	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000

Streets and Highways

The Streets & Highways category continues to be the largest area of investment in the FY 2018-23 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 2018 include the extending of Battlefield Parkway from Route 15 to Dulles Greenway; a pedestrian trail across Route 15 Bypass along Battlefield Parkway; the replacement of a traffic signal at South King Street and Clubhouse Drive; and East Market Street (Rte 7)/Battlefield Parkway Interchange. The total cost of Street & Highway Capital Improvements for FY 2018 is \$22,462,000.

Sources of Funding

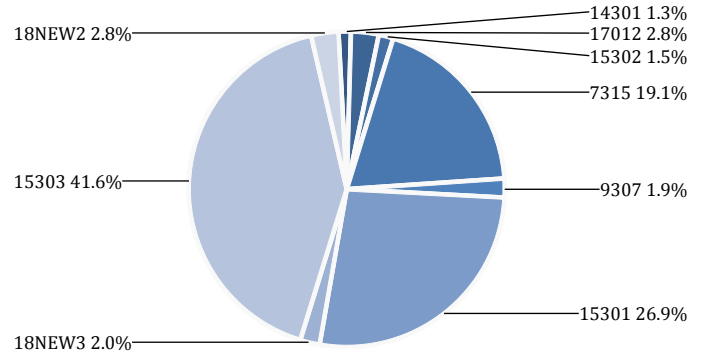
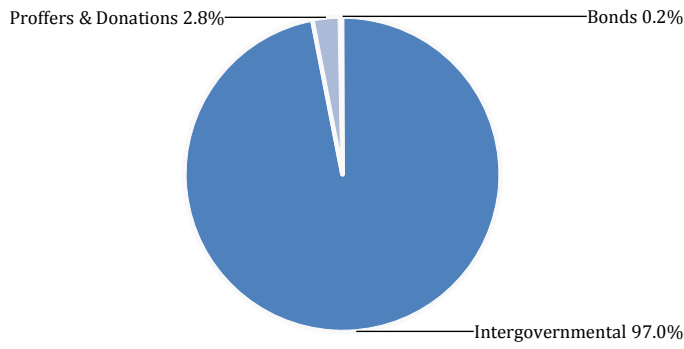
Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 5,489,100	\$ 2,437,100	\$ 52,000	—	\$ 3,000,000	\$ 3,052,000	—
PAY-GO	201,800	201,800	—	—	—	—	—
Proffers	1,186,000	—	626,000	112,000	448,000	1,186,000	—
County - Gas Tax	2,794,200	1,476,500	1,168,000	149,700	—	1,317,700	—
County- Capital Contribution	1,000,000	—	1,000,000	—	—	1,000,000	—
State - VDOT	39,460,000	9,956,000	7,085,000	5,656,000	6,763,000	19,504,000	10,000,000
Total Capital Projects Fund	\$ 50,131,100	\$ 14,071,400	\$ 9,931,000	\$ 5,917,700	\$ 10,211,000	\$ 26,059,700	\$ 10,000,000
NVTA Fund							
County - NVTA 30%	17,441,300	400,000	2,746,000	4,541,300	5,362,000	12,649,300	3,846,000
State - NVTA 70%	159,106,000	4,975,000	9,785,000	20,346,000	2,000,000	32,131,000	122,000,000
Total NVTA Fund	\$ 176,547,300	\$ 5,375,000	\$ 12,531,000	\$ 24,887,300	\$ 7,362,000	\$ 44,780,300	\$ 125,846,000
Total Sources	\$ 226,678,400	\$ 19,446,400	\$ 22,462,000	\$ 30,805,000	\$ 17,573,000	\$ 70,840,000	\$ 135,846,000

Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Battlefield Parkway - Rt. 15 to Dulles Greenway - 07315	\$ 14,509,800	\$ 10,208,800	\$ 4,301,000	—	—	\$ 4,301,000	—
Battlefield Parkway/ Route 15 Bypass Interchange - 21NEW1	2,000,000	—	—	—	2,000,000	2,000,000	—
Battlefield Parkway Trail Across the Rt 15 Bypass - 17012	798,000	161,000	637,000	—	—	637,000	—
Davis Court Bridge Replacement - 19NEW1	560,000	—	—	112,000	448,000	560,000	—
E. Market St. & Battlefield Pkwy Interchange - 15303	58,330,200	3,634,200	9,350,000	20,346,000	—	29,696,000	25,000,000
Edwards Ferry Road NE Sidewalk Improvements - 22NEW1	1,094,000	—	—	—	1,094,000	1,094,000	—
Evergreen Mill Rd. Widening - 15302	11,989,200	903,200	337,000	1,186,000	9,563,000	11,086,000	—
Morven Park Road Sidewalk - 14301	2,141,000	—	283,000	824,000	1,034,000	2,141,000	—
Rt. 15 Bypass/Edwards Ferry Rd. Interchange - 09307	111,909,400	1,770,400	435,000	—	2,704,000	3,139,000	107,000,000
Royal Street Improvements - Church St to Wirt St - 23NEW1	4,938,000	—	—	—	546,000	546,000	3,846,000
South King Street Bridge over Tuscarora Creek Deck Replacement - 23NEW2	184,000	—	—	—	184,000	184,000	—
Sycolin Rd. Widening Phase IV - 15301	15,934,800	2,768,800	6,043,000	7,123,000	—	13,166,000	—
Traffic Signal at South King Street & Clubhouse Drive - 18NEW2	626,000	—	626,000	—	—	626,000	—
West Market Street - Ayr Street to Morven Park Road Sidewalk Improvements - 18NEW3	1,664,000	—	450,000	1,214,000	—	1,664,000	—
Total Uses	\$ 226,678,400	\$ 19,446,400	\$ 22,462,000	\$ 30,805,000	\$ 17,573,000	\$ 70,840,000	\$ 135,846,000

Streets and Highways

Sources by Type (2018) Uses by Project (2018)



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
Fall 2016	Winter 2016/2017	Spring 2018



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 2,008,800	\$ 2,008,800	—	—	—	—	—	—	—	—
County- Capital Contribution	1,000,000	—	1,000,000	—	—	—	—	—	1,000,000	—
County - NVTA 30%	701,000	—	701,000	—	—	—	—	—	701,000	—
State - VDOT	10,800,000	8,200,000	2,600,000	—	—	—	—	—	2,600,000	—
Total Sources	\$ 14,509,800	\$ 10,208,800	\$ 4,301,000	—	—	—	—	—	\$ 4,301,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 909,800	\$ 808,800	\$ 101,000	—	—	—	—	—	\$ 101,000	—
Land	300,000	300,000	—	—	—	—	—	—	—	—
Design/Engineering	1,100,000	1,050,000	—	—	—	—	—	—	—	—
Utility Relocation	370,000	600,000	—	—	—	—	—	—	—	—
Construction	11,830,000	7,450,000	4,200,000	—	—	—	—	—	4,200,000	—
Total Uses	\$ 14,509,800	\$ 10,208,800	\$ 4,301,000	—	—	—	—	—	\$ 4,301,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
Lane Mile Maintenance	—	\$ 35,900	\$ 71,800	\$ 73,900	\$ 76,200	\$ 78,400	\$ 336,200
Total Impact	—	\$ 35,900	\$ 71,800	\$ 73,900	\$ 76,200	\$ 78,400	\$ 336,200

TITLE: Battlefield Parkway/ Route 15 Bypass Interchange (21NEW1)

STATUS: NEW

PROGRAM DESCRIPTION: This project consists of development of an Interchange Justification Report (IJR) for a new grade separated interchange at the current signalized intersection between the Route 15 Leesburg Bypass and Battlefield Parkway.

Route 15 is part of the National Highway System that serves as a major commuter route for residents from northern Loudoun County, Maryland and Pennsylvania travelling to employment centers in eastern Loudoun County, Fairfax County, and points further east. The intersection with Battlefield Parkway is one of three signalized intersections on the bypass. The other two traffic signals will be removed with the future construction of an interchange at Edwards Ferry Road and Fort Evans Road.

The Battlefield Parkway intersection experiences routine congestion, especially during the afternoon peak periods when northbound traffic on Route 15 backs up into the area. In addition to the vehicular traffic issues, the Bypass acts as a barrier to discourage pedestrians and bicycles from traveling between the residential and recreational areas east and west of Route 15.

The initial step of developing an interchange is to prepare an IJR. This study will evaluate the need for the interchange, compare alternative designs, analyze environmental impacts, and establish a project budget. Funding for the IJR will be requested from the Northern Virginia Transportation Authority (NVTA) using regional (70%) funding.

OPERATING IMPACT: TBD

GOAL ADDRESSED: 2012 Town Plan

- The Transportation Corridor Objective calls 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



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
State - NVTA 70%	\$ 2,000,000	—	—	—	—	\$ 2,000,000	—	—	\$ 2,000,000	—
Total Sources	\$ 2,000,000	—	—	—	—	\$ 2,000,000	—	—	\$ 2,000,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 200,000	—	—	—	—	\$ 200,000	—	—	\$ 200,000	—
Design/Engineering	1,800,000	—	—	—	—	1,800,000	—	—	1,800,000	—
Total Uses	\$ 2,000,000	—	—	—	—	\$ 2,000,000	—	—	\$ 2,000,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Battlefield Parkway Trail Across the Rt 15 Bypass (17012)

STATUS: Ongoing

PROGRAM DESCRIPTION: Construct a pedestrian crossing of the Route 15 Bypass at Battlefield Parkway. The purpose of the project is to provide safe access for pedestrians and bicyclists between residential areas and parks, schools and other public facilities.

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. the total length of the project is approximately 2,000 feet.

OPERATING IMPACT: Increased costs for maintenance of the trail.

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
N/A	Winter 2017/2018	Fall 2018



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 72,000	\$ 20,000	\$ 52,000	—	—	—	—	—	\$ 52,000	—
State - VDOT	726,000	141,000	585,000	—	—	—	—	—	585,000	—
Total Sources	\$ 798,000	\$ 161,000	\$ 637,000	—	—	—	—	—	\$ 637,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 72,000	\$ 20,000	\$ 52,000	—	—	—	—	—	\$ 52,000	—
Land	20,000	20,000	—	—	—	—	—	—	—	—
Design/Engineering	140,000	121,000	19,000	—	—	—	—	—	19,000	—
Utility Relocation	66,000	—	66,000	—	—	—	—	—	66,000	—
Construction	500,000	—	500,000	—	—	—	—	—	500,000	—
Total Uses	\$ 798,000	\$ 161,000	\$ 637,000	—	—	—	—	—	\$ 637,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
Lane Mile Maintenance	—	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Total Impact	—	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000

Streets and Highways

TITLE: Davis Court Bridge Replacement (19NEW1)

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 Olde 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. VDOT Revenue Sharing Maintenance Funds of \$15,000 were received and used to complete repair work on the beams and decking in FY 2015.

A recent rezoning proffer from an adjacent proposed residential development project will provide alternate access into Olde Izaak Walton Park. After this alternative access is developed, the Town will evaluate conversion of the Davis Court bridge from a vehicular bridge to a pedestrian / bicycle bridge.

OPERATING IMPACT: Reduced bridge maintenance costs

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

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



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Proffers	\$ 560,000	—	—	\$ 112,000	\$ 448,000	—	—	—	\$ 560,000	—
Total Sources	\$ 560,000	—	—	\$ 112,000	\$ 448,000	—	—	—	\$ 560,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 60,000	—	—	\$ 12,000	\$ 48,000	—	—	—	\$ 60,000	—
Land	50,000	—	—	—	50,000	—	—	—	50,000	—
Design/Engineering	100,000	—	—	100,000	—	—	—	—	100,000	—
Construction	350,000	—	—	—	350,000	—	—	—	350,000	—
Total Uses	\$ 560,000	—	—	\$ 112,000	\$ 448,000	—	—	—	\$ 560,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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

STATUS: Ongoing

PROGRAM DESCRIPTION: This project consists of the 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. This is a high priority interchange for Loudoun County and the Town, and is included in the VDOT 2040 plan.

Partial funding for the project has been awarded by the Northern Virginia Transportation Authority (NVTA) using 70% regional funds. Additional funding is being requested from NVTA and VDOT.

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.



[Click Here for Street View](#)

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 167,900	\$ 167,900	—	—	—	—	—	—	—	—
PAY-GO	91,300	91,300	—	—	—	—	—	—	—	—
State - NVTA 70%	58,071,000	3,375,000	9,350,000	20,346,000	—	—	—	—	29,696,000	25,000,000
Total Sources	\$ 58,330,200	\$ 3,634,200	\$ 9,350,000	\$ 20,346,000	—	—	—	—	\$ 29,696,000	\$ 25,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 330,200	\$ 259,200	\$ 35,000	\$ 36,000	—	—	—	—	\$ 71,000	—
Land	5,000,000	—	5,000,000	—	—	—	—	—	5,000,000	—
Design/Engineering	4,000,000	3,375,000	625,000	—	—	—	—	—	625,000	—
Utility Relocation	4,000,000	—	3,690,000	310,000	—	—	—	—	4,000,000	—
Construction	45,000,000	—	—	20,000,000	—	—	—	—	20,000,000	25,000,000
Total Uses	\$ 58,330,200	\$ 3,634,200	\$ 9,350,000	\$ 20,346,000	—	—	—	—	\$ 29,696,000	\$ 25,000,000

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—

TITLE: Edwards Ferry Road NE Sidewalk Improvements (22NEW1)

STATUS: New

PROGRAM DESCRIPTION: Replace approximately 0.25 mile of sidewalk along the north side of Edwards Ferry Road from west of Woodberry Road (near Dodona Manor) to Prince Street. The existing concrete sidewalk in this area is substandard in width and the adjacent curb is insufficient in height. The new brick sidewalk will be designed in compliance with ADA regulations and will be constructed to current standards to provide a safer walking environment.

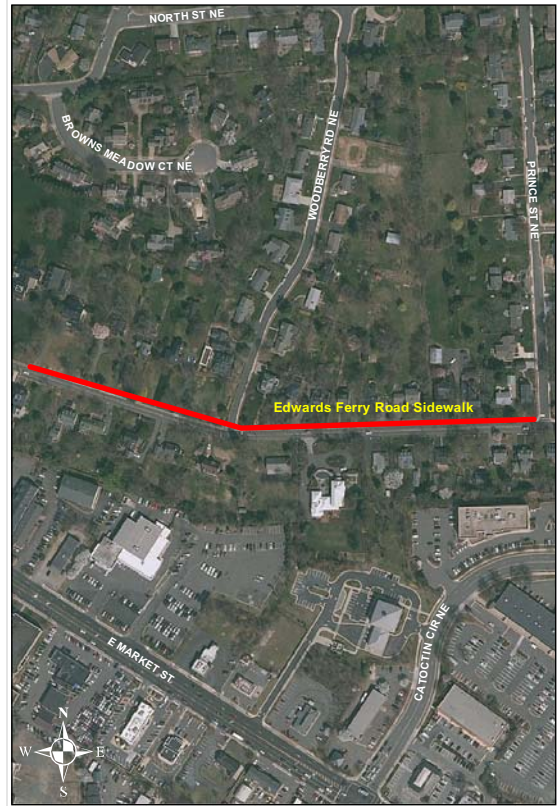
OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Chapter 9 Transportation Objective 5 calls for a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes walking.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Summer 2022	Spring 2023	Fall 2023



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Funds Required
County - NVTA 30%	\$ 1,094,000	—	—	—	—	—	\$ 214,000	\$ 880,000	\$ 1,094,000	—
Total Sources	\$ 1,094,000	—	—	—	—	—	\$ 214,000	\$ 880,000	\$ 1,094,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Project Cost
Project Management	\$ 194,000	—	—	—	—	—	\$ 64,000	\$ 130,000	\$ 194,000	—
Land	100,000	—	—	—	—	—	50,000	50,000	100,000	—
Design/Engineering	100,000	—	—	—	—	—	100,000	—	100,000	—
Construction	700,000	—	—	—	—	—	—	700,000	700,000	—
Total Uses	\$ 1,094,000	—	—	—	—	—	\$ 214,000	\$ 880,000	\$ 1,094,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	ESTIMATED COMPLETION						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 3,070,000	\$ 70,000	—	—	—	\$ 3,000,000	—	—	\$ 3,000,000	—
PAY-GO	33,200	33,200	—	—	—	—	—	—	—	—
County - NVTA 30%	3,886,000	400,000	187,000	611,000	902,000	1,786,000	—	—	3,486,000	—
State - VDOT	5,000,000	400,000	150,000	575,000	750,000	3,125,000	—	—	4,600,000	—
Total Sources	\$ 11,989,200	\$ 903,200	\$ 337,000	\$ 1,186,000	\$ 1,652,000	\$ 7,911,000	—	—	\$ 11,086,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	ESTIMATED COMPLETION						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 689,200	\$ 103,200	\$ 37,000	\$ 36,000	\$ 152,000	\$ 361,000	—	—	\$ 586,000	—
Land	350,000	—	100,000	250,000	—	—	—	—	350,000	—
Design/Engineering	1,000,000	800,000	200,000	—	—	—	—	—	200,000	—
Utility Relocation	900,000	—	—	900,000	—	—	—	—	900,000	—
Construction	9,050,000	—	—	—	1,500,000	7,550,000	—	—	9,050,000	—
Total Uses	\$ 11,989,200	\$ 903,200	\$ 337,000	\$ 1,186,000	\$ 1,652,000	\$ 7,911,000	—	—	\$ 11,086,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	—	—	\$ 20,000	\$ 20,000	\$ 40,000
Total Impact	—	—	—	—	\$ 20,000	\$ 20,000	\$ 40,000

TITLE: Morven Park Road Sidewalk (14301)

STATUS: Ongoing

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

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

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

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



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Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
County - NVTA 30%	\$ 2,141,000	—	\$ 283,000	\$ 824,000	\$ 1,034,000	—	—	—	\$ 2,141,000	—
Total Sources	\$ 2,141,000	—	\$ 283,000	\$ 824,000	\$ 1,034,000	—	—	—	\$ 2,141,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 241,000	—	\$ 33,000	\$ 74,000	\$ 134,000	—	—	—	\$ 241,000	—
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	—
Total Uses	\$ 2,141,000	—	\$ 283,000	\$ 824,000	\$ 1,034,000	—	—	—	\$ 2,141,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	—	\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000
Total Impact	—	—	—	\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000

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

STATUS: Ongoing

PROGRAM DESCRIPTION: The project consists of the 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. These two existing signalized at-grade intersections are heavily congested and have high accident rates. Route 15 serves as a major commuter route, and there are numerous large retail developments in the area that generate significant traffic volumes. Currently, large volumes of pedestrian traffic cross the bypass between the residential areas inside the bypass and the commercial development outside the bypass.

OPERATING IMPACT: TBD

GOAL ADDRESSED: 2012 Town Plan

- The Transportation Corridor Objectives calls 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



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Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 170,400	\$ 170,400	—	—	—	—	—	—	—	—
State - NVTA 70%	99,035,000	1,600,000	435,000	—	—	—	—	—	435,000	97,000,000
State - VDOT	12,704,000	—	—	—	—	1,204,000	1,500,000	—	2,704,000	10,000,000
Total Sources	\$ 111,909,400	\$ 1,770,400	\$ 435,000	—	—	\$ 1,204,000	\$ 1,500,000	—	\$ 3,139,000	\$ 107,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 205,400	\$ 170,400	\$ 35,000	—	—	—	—	—	\$ 35,000	—
Land	5,000,000	—	—	—	—	—	—	—	—	5,000,000
Design/Engineering	12,704,000	1,600,000	400,000	—	—	1,204,000	1,500,000	—	3,104,000	8,000,000
Utility Relocation	2,000,000	—	—	—	—	—	—	—	—	2,000,000
Construction	92,000,000	—	—	—	—	—	—	—	—	92,000,000
Total Uses	\$ 111,909,400	\$ 1,770,400	\$ 435,000	—	—	\$ 1,204,000	\$ 1,500,000	—	\$ 3,139,000	\$ 107,000,000

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Streets and Highways

TITLE: Royal Street Improvements - Church St to Wirt St (23NEW1)

STATUS: New

PROGRAM DESCRIPTION: Improve approximately 950 linear feet of Royal Street between Church Street, SE and Wirt Street, SW. The purpose of the improvements are to make the area more walkable, to eliminate drainage problems, and to improve aesthetics of the area. Improvements will include replaced curb and gutter, brick sidewalks, storm drainage, and road improvements.

Some existing water main and sanitary sewer system improvements and replacements will be constructed as part of the project under the Miscellaneous Waterline and Sanitary Improvements project (#06401).

OPERATING IMPACT: Increased sidewalk and storm drain system maintenance

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 5 calls for providing a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking.
- 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
Summer 2023	Spring 2024	Fall 2024



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Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
County - NVTA 30%	\$ 4,938,000	—	—	—	—	—	—	\$ 546,000	\$ 546,000	\$ 3,846,000
Total Sources	\$ 4,938,000	—	—	—	—	—	—	\$ 546,000	\$ 546,000	\$ 3,846,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 288,000	—	—	—	—	—	—	\$ 96,000	\$ 96,000	\$ 96,000
Land	450,000	—	—	—	—	—	—	150,000	150,000	150,000
Design/Engineering	900,000	—	—	—	—	—	—	300,000	300,000	300,000
Construction	3,300,000	—	—	—	—	—	—	—	—	3,300,000
Total Uses	\$ 4,938,000	—	—	—	—	—	—	\$ 546,000	\$ 546,000	\$ 3,846,000

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: South King Street Bridge over Tuscarora Creek Deck Replacement (23NEW2)

STATUS: New

PROGRAM DESCRIPTION: The South King Street Bridge over Tuscarora Creek, located immediately south of the Clubhouse Drive intersection was originally constructed in 1952 and was widened in 1970. A recent inspection and analysis of the bridge revealed that the bridge deck and other minor structural elements of the bridge to be in poor condition. It is forecast that these deficient bridge elements will require repair and/or replacement within the next five years.

OPERATING IMPACT: Reduced maintenance expense.

GOAL ADDRESSED: 2012 Town Plan

- Chapter 9 Transportation Objective 1 calls for the Town to maintain roadway level of service standards.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Spring 2023	Summer 2023



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Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
State - VDOT	\$ 184,000	—	—	—	—	—	—	\$ 184,000	\$ 184,000	—
Total Sources	\$ 184,000	—	—	—	—	—	—	\$ 184,000	\$ 184,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 34,000	—	—	—	—	—	—	\$ 34,000	\$ 34,000	—
Construction	150,000	—	—	—	—	—	—	150,000	150,000	—
Total Uses	\$ 184,000	—	—	—	—	—	—	\$ 184,000	\$ 184,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Streets and Highways

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 turn 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.

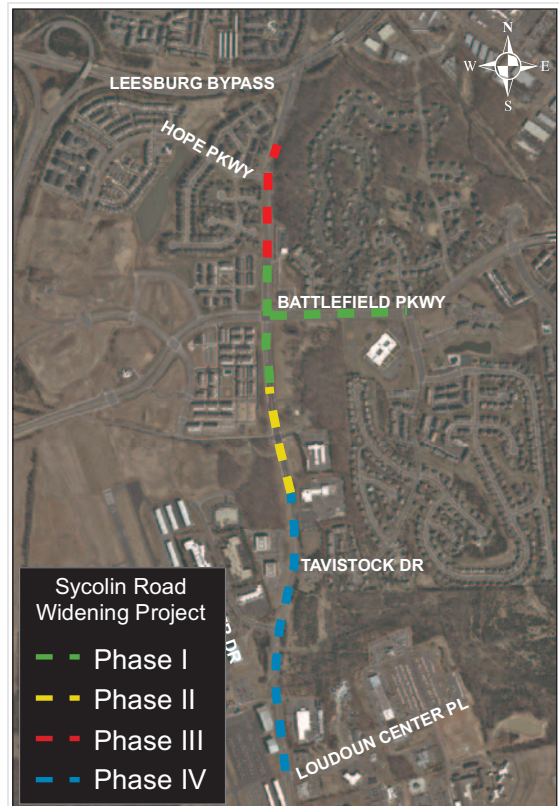
OPERATING IMPACT: VDOT's maintenance payments will increase with construction of two more lanes.

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
Spring 2017	Spring 2018	Summer 2019



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Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
PAY-GO	\$ 77,300	\$ 77,300	—	—	—	—	—	—	—	—
County - Gas Tax	2,794,200	1,476,500	1,168,000	149,700	—	—	—	—	1,317,700	—
County - NVTA 30%	3,017,300	—	1,125,000	1,892,300	—	—	—	—	3,017,300	—
State - VDOT	10,046,000	1,215,000	3,750,000	5,081,000	—	—	—	—	8,831,000	—
Total Sources	\$ 15,934,800	\$ 2,768,800	\$ 6,043,000	\$ 7,123,000	—	—	—	—	\$ 13,166,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 434,800	\$ 268,800	\$ 43,000	\$ 123,000	—	—	—	—	\$ 166,000	—
Land	500,000	500,000	—	—	—	—	—	—	—	—
Design/Engineering	1,000,000	1,000,000	—	—	—	—	—	—	—	—
Utility Relocation	1,000,000	1,000,000	—	—	—	—	—	—	—	—
Construction	13,000,000	—	6,000,000	7,000,000	—	—	—	—	13,000,000	—
Total Uses	\$ 15,934,800	\$ 2,768,800	\$ 6,043,000	\$ 7,123,000	—	—	—	—	\$ 13,166,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	\$ 45,000	\$ 47,000	\$ 48,000	\$ 50,000	\$ 190,000
Total Impact	—	—	\$ 45,000	\$ 47,000	\$ 48,000	\$ 50,000	\$ 190,000

TITLE: Traffic Signal at South King Street & Clubhouse Drive (18NEW2)

STATUS: New

PROGRAM DESCRIPTION: Replace the existing span wire traffic signals at the South King Street / Clubhouse Drive intersection with new mast arm signals. The current traffic signals at this intersection were installed in the 1990's on span wires hung on wooden poles. The signals do not meet current clearance height standards, and the wooden poles need to be replaced. The replacement signal will be on steel mast arms meeting current design standards.

OPERATING IMPACT: Reduced costs for repair and maintenance.

GOAL ADDRESSED: 2012 Town Plan

- Chapter 9 Transportation Objective 1 calls for the Town to maintain roadway level of service standards.

Significant Dates

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



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Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Proffers	\$ 626,000	—	\$ 626,000	—	—	—	—	—	\$ 626,000	—
Total Sources	\$ 626,000	—	\$ 626,000	—	—	—	—	—	\$ 626,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 26,000	—	\$ 26,000	—	—	—	—	—	\$ 26,000	—
Design/Engineering	75,000	—	75,000	—	—	—	—	—	75,000	—
Construction	525,000	—	525,000	—	—	—	—	—	525,000	—
Total Uses	\$ 626,000	—	\$ 626,000	—	—	—	—	—	\$ 626,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Streets and Highways

TITLE: West Market Street - Ayr Street to Morven Park Road Sidewalk Improvements (18NEW3)

STATUS: New

PROGRAM DESCRIPTION: Replace approximately 0.2 mile of sidewalk along the north side of West Market Street between Morven Park Road and Ayr Street. The existing concrete sidewalk in this area is substandard in width and in places has significant drop-offs from the edge. Near the Ayr Street intersection, the sidewalk has steps that do not meet Americans with Disability Act (ADA) guidelines. The new brick sidewalk will be designed in compliance with ADA regulations and will be constructed to current standards to provide a safer walking environment.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Chapter 9 Transportation Objective 5 calls for a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes walking.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2018	Summer 2018	Spring 2019



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Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
County - NVTA 30%	\$ 1,664,000	—	\$ 450,000	\$ 1,214,000	—	—	—	—	\$ 1,664,000	—
Total Sources	\$ 1,664,000	—	\$ 450,000	\$ 1,214,000	—	—	—	—	\$ 1,664,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 164,000	—	\$ 50,000	\$ 114,000	—	—	—	—	\$ 164,000	—
Land	125,000	—	125,000	—	—	—	—	—	125,000	—
Design/Engineering	200,000	—	200,000	—	—	—	—	—	200,000	—
Construction	1,175,000	—	75,000	1,100,000	—	—	—	—	1,175,000	—
Total Uses	\$ 1,664,000	—	\$ 450,000	\$ 1,214,000	—	—	—	—	\$ 1,664,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Storm Drainage

Funding for the Storm Drainage category will continue in the FY 2018-23 Capital Improvements Program. The total cost of Storm Drainage Capital Improvements is \$334,000 in FY 2018 in order to continue the improvements to the Tuscarora Creek to mitigate flooding.

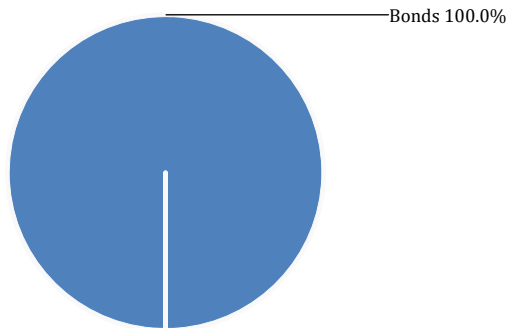
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 8,614,513	\$ 3,976,513	\$ 334,000	\$ 3,978,000	\$ 326,000	\$ 4,638,000	—
PAY-GO	122,500	122,500	—	—	—	—	—
Proffers	850,000	850,000	—	—	—	—	—
State - DEQSLAF	1,604,187	1,604,187	—	—	—	—	—
Total Sources	\$ 11,191,200	\$ 6,553,200	\$ 334,000	\$ 3,978,000	\$ 326,000	\$ 4,638,000	—

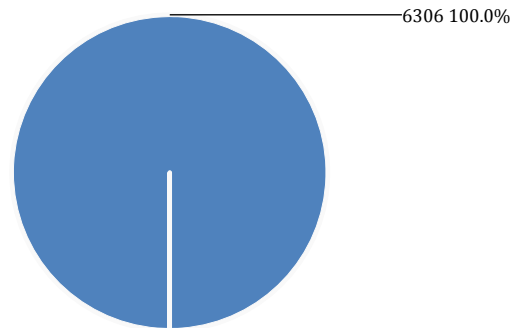
Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Chesapeake Bay TMDL - 15304	\$ 2,783,600	\$ 2,783,600	—	—	—	—	—
Market Street/King Street Intersection and Alley Between 3 and 5 S. King Street Improvements - 17016	850,000	850,000	—	—	—	—	—
Tuscarora Creek Flood Mitigation - 06306	3,738,300	1,468,300	334,000	1,610,000	326,000	2,270,000	—
Tuscarora Creek Restoration - TMDL Project - 16301	3,819,300	1,451,300	—	2,368,000	—	2,368,000	—
Total Uses	\$ 11,191,200	\$ 6,553,200	\$ 334,000	\$ 3,978,000	\$ 326,000	\$ 4,638,000	—

Sources by Type (2018)



Uses by Project (2018)



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 Municipal Separate Storm Sewer System (MS4) permit. Projects will include, but are not limited to: wet and dry pond rehabilitations, right-of-way improvements, storm filters, etc.

This initial phase of the project will involve retrofitting existing dry storm water management ponds at Greenway Farms, Stratford, and Foxridge. The modifications to the ponds will include developing micro pools, fore bays, and constructed wetlands to improve water quality.

The Town applied for and received 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 2017	Fall 2017

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$ 1,779,013	\$ 1,779,013	—	—	—	—	—	—	—	—
PAY-GO	41,500	41,500	—	—	—	—	—	—	—	—
State - DEQSLAF	963,087	963,087	—	—	—	—	—	—	—	—
Total Sources	\$ 2,783,600	\$ 2,783,600	—	—	—	—	—	—	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Project Cost
Project Management	\$ 234,600	\$ 234,600	—	—	—	—	—	—	—	—
Land	50,000	50,000	—	—	—	—	—	—	—	—
Design/Engineering	640,000	640,000	—	—	—	—	—	—	—	—
Construction	1,859,000	1,859,000	—	—	—	—	—	—	—	—
Total Uses	\$ 2,783,600	\$ 2,783,600	—	—	—	—	—	—	—	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
General Maintenance	\$ 10,000	\$ 15,000	\$ 15,500	\$ 16,000	\$ 16,400	\$ 16,900	\$ 89,800
Total Impact	\$ 10,000	\$ 15,000	\$ 15,500	\$ 16,000	\$ 16,400	\$ 16,900	\$ 89,800



[Click Each Dot for Street View](#)

TITLE: Market Street/King Street Intersection and Alley Between 3 and 5 S. King Street Improvements (17016)

STATUS: Ongoing

PROGRAM DESCRIPTION: This project includes improvements to two areas in the Downtown Historic District. This project includes drainage improvements at the intersection of Market Street and King Street, to remove existing inlets currently located at each corner of the intersection with new inlets set back away from the corners. Because of their current location, and due to the small curb radius at the corners, the existing inlets are routinely damaged by turning movements of heavy trucks. These improvements will result in improved drainage and reduced repair and maintenance costs.

The project also includes improvements to the alley located between 3 and 5 South King Street. This alley provides public access to several addresses. Currently, the alley has inadequate drainage and poor pavement condition.

OPERATING IMPACT: Reduced maintenance of the Town's storm drain system.

GOAL ADDRESSED: 2012 Town Plan

- The Community Facilities and Services Goal is to provide sufficient facilities and services to all residents and businesses so that the natural and built environments are protected and restorative measures are taken when resources and other assets have been diminished.

Significant Dates

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



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Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Proffers	\$ 850,000	\$ 850,000	—	—	—	—	—	—	—	—
Total Sources	\$ 850,000	\$ 850,000	—	—	—	—	—	—	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Design/Engineering	\$ 50,000	\$ 50,000	—	—	—	—	—	—	—	—
Construction	800,000	800,000	—	—	—	—	—	—	—	—
Total Uses	\$ 850,000	\$ 850,000	—	—	—	—	—	—	—	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Storm Drainage

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.

This project will be constructed concurrently with a project to improve water quality in Tuscarora Creek (Project Number 16301 - Tuscarora Creek Restoration - TMDL Project).

The project will be constructed in phases, with the initial Phase I construction located upstream of Harrison Street behind the T.W. Perry and bowling alley properties. Phase II is located downstream of Harrison Street and behind the skate park and Loudoun County rescue squad properties.

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 2017	Spring 2018	Fall 2019



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Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 3,703,600	\$ 1,433,600	\$ 334,000	\$ 1,610,000	\$ 326,000	—	—	—	\$ 2,270,000	—
PAY-GO	34,700	34,700	—	—	—	—	—	—	—	—
Total Sources	\$ 3,738,300	\$ 1,468,300	\$ 334,000	\$ 1,610,000	\$ 326,000	—	—	—	\$ 2,270,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 248,500	\$ 120,500	\$ 34,000	\$ 68,000	\$ 26,000	—	—	—	\$ 128,000	—
Land	40,000	40,000	—	—	—	—	—	—	—	—
Design/Engineering	764,800	464,800	—	—	300,000	—	—	—	300,000	—
Utility Relocation	120,000	120,000	—	—	—	—	—	—	—	—
Construction	2,565,000	723,000	300,000	1,542,000	—	—	—	—	1,842,000	—
Total Uses	\$ 3,738,300	\$ 1,468,300	\$ 334,000	\$ 1,610,000	\$ 326,000	—	—	—	\$ 2,270,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
General Maintenance	—	\$ 5,000	\$ 10,000	\$ 10,300	\$ 10,600	\$ 11,000	\$ 46,900
Total Impact	—	\$ 5,000	\$ 10,000	\$ 10,300	\$ 10,600	\$ 11,000	\$ 46,900

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 project will be constructed in phases, with the initial Phase I construction located upstream of Harrison Street behind the T.W. Perry and bowling alley properties. Phase II is located downstream of Harrison Street and behind the skate park and Loudoun County rescue squad properties.

This project will be constructed concurrently with a project to mitigate flooding of the townhomes adjacent to Tuscarora Creek (Project Number 06306 - Tuscarora Creek Flood Mitigation). The Town applied for and received approximately \$641,100 in Virginia Department of Environmental Quality grant funding for Fiscal Year 2015 from the Storm Water Local Assistance Fund Grant (SLAF).

OPERATING IMPACT: Mowing and landscape maintenance.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2017	Spring 2018	Fall 2019



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 3,131,900	\$ 763,900	—	\$ 2,368,000	—	—	—	—	\$ 2,368,000	—
PAY-GO	46,300	46,300	—	—	—	—	—	—	—	—
State - DEQSLAF	641,100	641,100	—	—	—	—	—	—	—	—
Total Sources	\$ 3,819,300	\$ 1,451,300	—	\$ 2,368,000	—	—	—	—	\$ 2,368,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 217,100	\$ 149,100	—	\$ 68,000	—	—	—	—	\$ 68,000	—
Land	40,000	40,000	—	—	—	—	—	—	—	—
Design/Engineering	265,200	265,200	—	—	—	—	—	—	—	—
Utility Relocation	20,000	20,000	—	—	—	—	—	—	—	—
Construction	3,277,000	977,000	—	2,300,000	—	—	—	—	2,300,000	—
Total Uses	\$ 3,819,300	\$ 1,451,300	—	\$ 2,368,000	—	—	—	—	\$ 2,368,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
General Maintenance	—	—	\$ 10,000	\$ 10,300	\$ 10,600	\$ 11,000	\$ 41,900
Total Impact	—	—	\$ 10,000	\$ 10,300	\$ 10,600	\$ 11,000	\$ 41,900

Storm Drainage



Airport

Improvements to the Leesburg Executive Airport continue to be a priority to the Town. Capital projects in this category includes a Airport Self-Service Facility funded through a private partnership for FY 2018. The total cost of Airport Capital Improvements for FY 2018 is \$152,000.

Sources of Funding

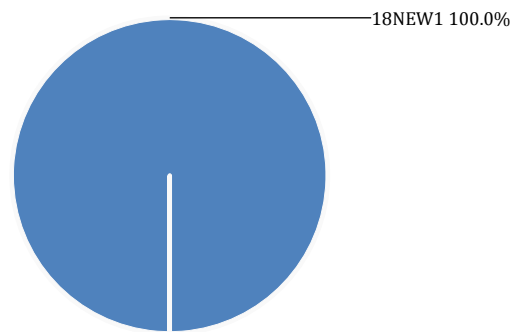
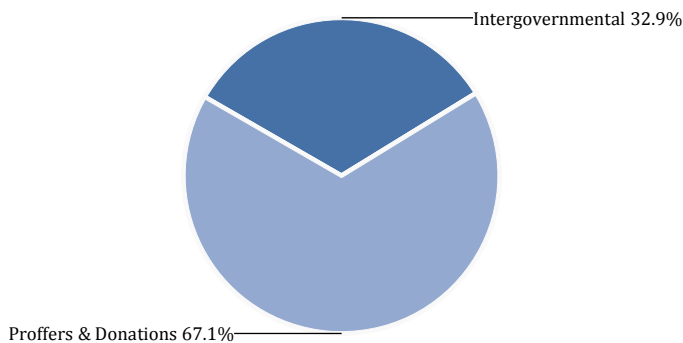
Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 6,299,800	—	—	\$ 300,000	\$ 5,999,800	\$ 6,299,800	—
PAY-GO	1,186,750	—	—	102,050	1,004,700	1,106,750	80,000
Monetary Donation	102,000	—	102,000	—	—	102,000	—
State - DOAV	1,807,950	—	50,000	235,950	1,202,000	1,487,950	320,000
Federal - FAA	7,078,500	—	—	81,000	3,397,500	3,478,500	3,600,000
Total Sources	\$ 16,475,000	—	\$ 152,000	\$ 719,000	\$ 11,604,000	\$ 12,475,000	\$ 4,000,000

Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Airport Apron Paving - 23NEW1	\$ 1,616,000	—	—	—	\$ 1,616,000	\$ 1,616,000	—
Airport FBO Hangar Purchase - 23NEW2	3,010,000	—	—	—	3,010,000	3,010,000	—
Airport Maintenance/ Storage Facility - 19NEW1	412,000	—	—	412,000	—	412,000	—
Airport North Hangars - 19NEW2	4,925,000	—	—	211,000	4,714,000	4,925,000	—
Airport Parallel Taxiway Relocation - 23NEW3	5,052,000	—	—	—	1,052,000	1,052,000	4,000,000
Airport Runway 17 Approach Lighting (ODALS) Upgrade - 22NEW1	297,000	—	—	—	297,000	297,000	—
Airport Self-Service Fuel Facility - 18NEW1	152,000	—	152,000	—	—	152,000	—
Taxiway & Runway Lighting Rehabilitation - 19NEW3	1,011,000	—	—	96,000	915,000	1,011,000	—
Total Uses	\$ 16,475,000	—	\$ 152,000	\$ 719,000	\$ 11,604,000	\$ 12,475,000	\$ 4,000,000

Sources by Type (2018)

Uses by Project (2018)



TITLE: Airport Apron Paving (23NEW1)

STATUS: New

PROGRAM DESCRIPTION: Mill and overlay existing aircraft apron area located south of the Terminal Building near the FBO Maintenance and Corporate Hangar. This approximately 46,000 square yard apron was identified in the 2015 Virginia Department of Aviation Pavement Management Update as currently having "fair" pavement condition, with a forecast of "poor" pavement condition prior to 2021. The apron provides 75 tie-downs for based and transient aircraft, as well as taxi lanes for maneuvering aircraft to the hangar and terminal areas.

OPERATING IMPACT: Project will extend the useful life of the pavement and reduce maintenance required.

GOAL ADDRESSED: 2012 Town Plan

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

Draft 2016 Airport Master Plan

- Identifies the apron pavement as needing rehabilitation.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Spring 2023	Fall 2023



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
PAY-GO	\$ 48,000	—	—	—	—	—	—	\$ 48,000	\$ 48,000	—
State - DOAV	128,000	—	—	—	—	—	—	128,000	128,000	—
Federal - FAA	1,440,000	—	—	—	—	—	—	1,440,000	1,440,000	—
Total Sources	\$ 1,616,000	—	—	—	—	—	—	\$ 1,616,000	\$ 1,616,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 16,000	—	—	—	—	—	—	\$ 16,000	\$ 16,000	—
Design/Engineering	100,000	—	—	—	—	—	—	100,000	100,000	—
Construction	1,500,000	—	—	—	—	—	—	1,500,000	1,500,000	—
Total Uses	\$ 1,616,000	—	—	—	—	—	—	\$ 1,616,000	\$ 1,616,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Airport FBO Hangar Purchase (23NEW2)

STATUS: New

PROGRAM DESCRIPTION: Purchase of the fixed-base operator (FBO) hangars. Town acquisition of an existing commercial hangar complex would ensure critical aviation business services such as aircraft refueling, aircraft maintenance, and avionics repair remains available. These services are important to retain based aircraft tenants and to competitively attract new tenants and aviation businesses. The Town could directly encourage aviation business growth in the commercial facility while creating a new revenue stream. Currently, no Town rental revenue derives from the existing commercial hangar tenants.

OPERATING IMPACT: Increased building maintenance costs.

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 6 calls for the 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	Fall 2023



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 3,000,000	—	—	—	—	—	—	\$ 3,000,000	\$ 3,000,000	—
PAY-GO	10,000	—	—	—	—	—	—	10,000	10,000	—
Total Sources	\$ 3,010,000	—	—	—	—	—	—	\$ 3,010,000	\$ 3,010,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 10,000	—	—	—	—	—	—	\$ 10,000	\$ 10,000	—
Land	3,000,000	—	—	—	—	—	—	3,000,000	3,000,000	—
Total Uses	\$ 3,010,000	—	—	—	—	—	—	\$ 3,010,000	\$ 3,010,000	—

Operating Impact

Operating/Maintenance							Total for 6 Yr CIP
	2018	2019	2020	2021	2022	2023	
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Airport

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. Portions of the project costs for design and construction are eligible for funding by the Virginia Department of Aviation.

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

GOAL ADDRESSED: 2012 Town Plan

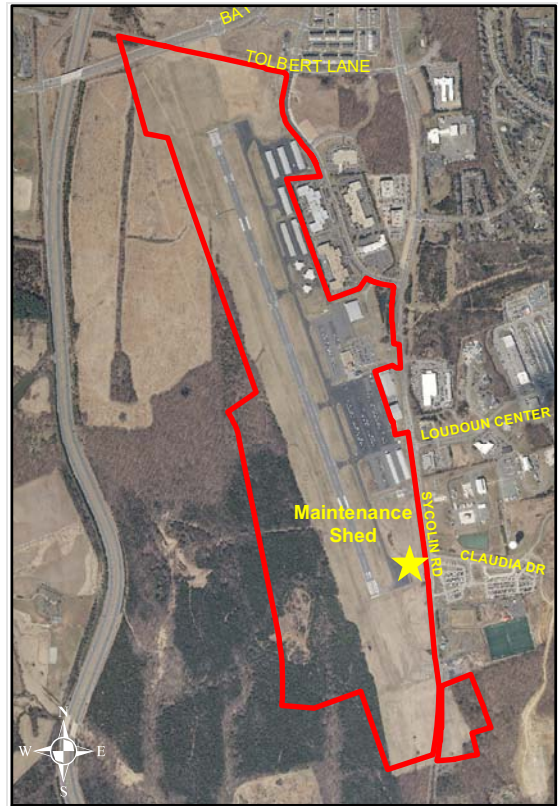
- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

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



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 300,000	—	—	\$ 300,000	—	—	—	—	\$ 300,000	—
PAY-GO	43,250	—	—	43,250	—	—	—	—	43,250	—
State - DOAV	68,750	—	—	68,750	—	—	—	—	68,750	—
Total Sources	\$ 412,000	—	—	\$ 412,000	—	—	—	—	\$ 412,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 12,000	—	—	\$ 12,000	—	—	—	—	\$ 12,000	—
Design/Engineering	50,000	—	—	50,000	—	—	—	—	50,000	—
Construction	350,000	—	—	350,000	—	—	—	—	350,000	—
Total Uses	\$ 412,000	—	—	\$ 412,000	—	—	—	—	\$ 412,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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

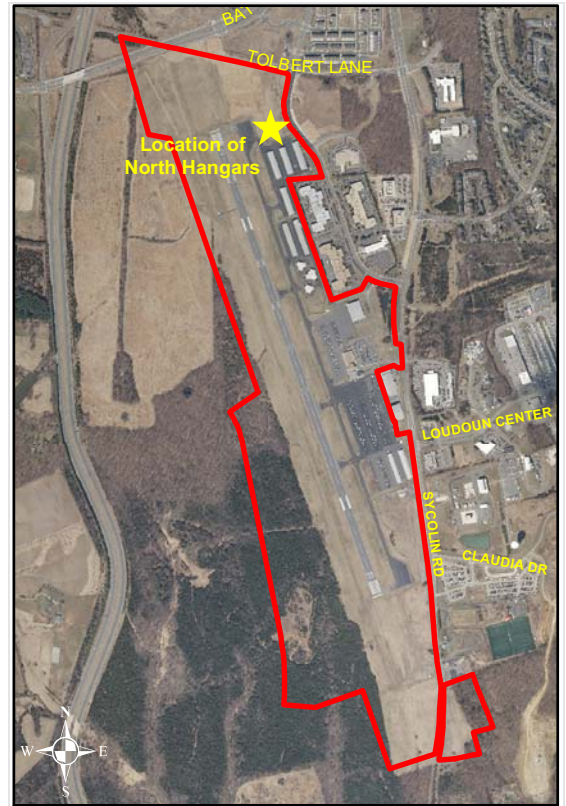
- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

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	Summer 2017	Fall 2018



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 2,999,800	—	—	—	\$ 1,308,800	\$ 1,691,000	—	—	\$ 2,999,800	—
PAY-GO	865,200	—	—	51,000	523,200	291,000	—	—	865,200	—
State - DOAV	1,060,000	—	—	160,000	500,000	400,000	—	—	1,060,000	—
Total Sources	\$ 4,925,000	—	—	\$ 211,000	\$ 2,332,000	\$ 2,382,000	—	—	\$ 4,925,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 125,000	—	—	\$ 11,000	\$ 32,000	\$ 82,000	—	—	\$ 125,000	—
Design/Engineering	200,000	—	—	200,000	—	—	—	—	200,000	—
Construction	4,600,000	—	—	—	2,300,000	2,300,000	—	—	4,600,000	—
Total Uses	\$ 4,925,000	—	—	\$ 211,000	\$ 2,332,000	\$ 2,382,000	—	—	\$ 4,925,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
Electricity	—	—	—	—	\$ 800	\$ 800	\$ 1,600
General Maintenance	—	—	—	—	2,200	2,200	4,400
Total Impact	—	—	—	—	\$ 3,000	\$ 3,000	\$ 6,000

Airport

TITLE: Airport Parallel Taxiway Relocation (23NEW3)

STATUS: New

PROGRAM DESCRIPTION: Relocation and reconstruction of the existing parallel taxiway further from the runway in order to meet FAA standards.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

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

Draft 2016 Airport Master Plan

- Identifies need to relocate the parallel taxiway to meet current standards.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2023	Spring 2024



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
PAY-GO	\$ 152,000	—	—	—	—	—	—	\$ 72,000	\$ 72,000	\$ 80,000
State - DOAV	400,000	—	—	—	—	—	—	80,000	80,000	320,000
Federal - FAA	4,500,000	—	—	—	—	—	—	900,000	900,000	3,600,000
Total Sources	\$ 5,052,000	—	—	—	—	—	—	\$ 1,052,000	\$ 1,052,000	\$ 4,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 52,000	—	—	—	—	—	—	\$ 52,000	\$ 52,000	—
Design/Engineering	1,000,000	—	—	—	—	—	—	1,000,000	1,000,000	—
Construction	4,000,000	—	—	—	—	—	—	—	—	4,000,000
Total Uses	\$ 5,052,000	—	—	—	—	—	—	\$ 1,052,000	\$ 1,052,000	\$ 4,000,000

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Airport Runway 17 Approach Lighting (ODALS) Upgrade (22NEW1)

STATUS: New

PROGRAM DESCRIPTION: Currently the Runway 17 approach to the airport is equipped with a partial omnidirectional approach lighting system (ODALS). Full ODALS consist of five sequenced white flashing lights in line with the runway and two runway end identifier lights. The existing ODALS has only three lights and is considered to be substandard. The improvements to the approach light system will assist pilots in determining the centerline of the runway on precision and non-precision approaches.

OPERATING IMPACT: Increased electricity & maintenance costs.

GOAL ADDRESSED: 2012 Town Plan

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

Draft 2016 Airport Master Plan

- Identifies need for upgrade of the approach light system.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2022	Summer 2022	Spring 2023



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
PAY-GO	\$ 27,500	—	—	—	—	—	\$ 13,500	\$ 14,000	\$ 27,500	—
State - DOAV	22,000	—	—	—	—	—	6,000	16,000	22,000	—
Federal - FAA	247,500	—	—	—	—	—	67,500	180,000	247,500	—
Total Sources	\$ 297,000	—	—	—	—	—	\$ 87,000	\$ 210,000	\$ 297,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 22,000	—	—	—	—	—	\$ 12,000	\$ 10,000	\$ 22,000	—
Land	25,000	—	—	—	—	—	25,000	—	25,000	—
Design/Engineering	50,000	—	—	—	—	—	50,000	—	50,000	—
Construction	200,000	—	—	—	—	—	—	200,000	200,000	—
Total Uses	\$ 297,000	—	—	—	—	—	\$ 87,000	\$ 210,000	\$ 297,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Airport

TITLE: Airport Self-Service Fuel Facility (18NEW1)

STATUS: New

PROGRAM DESCRIPTION: Development of a self-serve aircraft fueling facility. This project would be a public-private partnership with the ProJet Aviation fixed base operator (FBO) to install a 3,000 gallon self service fuel facility. The self-serve facility would benefit aircraft owners by providing a lower cost fuel option available 24 hours per day. The current FBO has offered to fund acquisition costs while leveraging Virginia Department of Aviation funding.

OPERATING IMPACT: None. FBO will maintain and operate the facility.

GOAL ADDRESSED: 2012 Town Plan

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

Draft 2016 Airport Master Plan

- Identifies need for self-serve fueling facilities.

Significant Dates

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



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Monetary Donation	\$ 102,000	—	\$ 102,000	—	—	—	—	—	\$ 102,000	—
State - DOAV	50,000	—	50,000	—	—	—	—	—	50,000	—
Total Sources	\$ 152,000	—	\$ 152,000	—	—	—	—	—	\$ 152,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 2,000	—	\$ 2,000	—	—	—	—	—	\$ 2,000	—
Design/Engineering	20,000	—	20,000	—	—	—	—	—	20,000	—
Construction	130,000	—	130,000	—	—	—	—	—	130,000	—
Total Uses	\$ 152,000	—	\$ 152,000	—	—	—	—	—	\$ 152,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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.

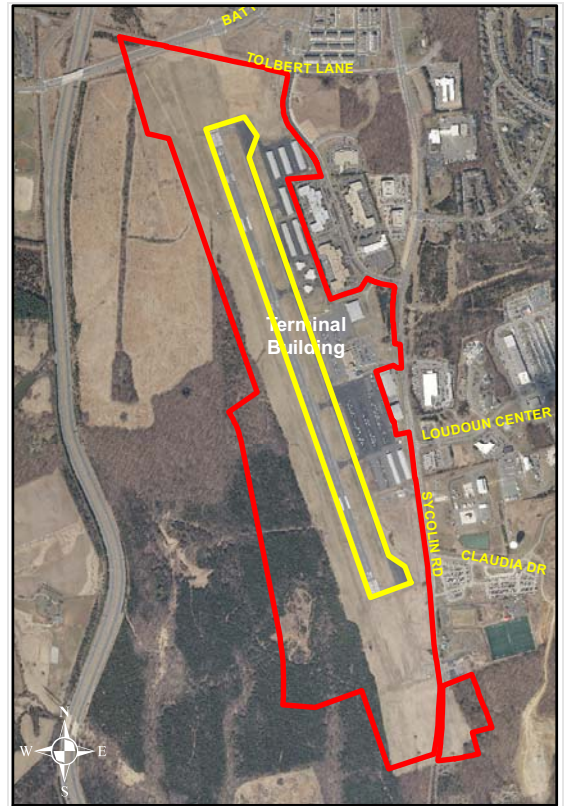
OPERATING IMPACT: Reduction in annual electric costs and light bulb replacement costs

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



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
PAY-GO	\$ 40,800	—	—	\$ 7,800	\$ 33,000	—	—	—	\$ 40,800	—
State - DOAV	79,200	—	—	7,200	72,000	—	—	—	79,200	—
Federal - FAA	891,000	—	—	81,000	810,000	—	—	—	891,000	—
Total Sources	\$ 1,011,000	—	—	\$ 96,000	\$ 915,000	—	—	—	\$ 1,011,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 21,000	—	—	\$ 6,000	\$ 15,000	—	—	—	\$ 21,000	—
Design/Engineering	90,000	—	—	90,000	—	—	—	—	90,000	—
Construction	900,000	—	—	—	900,000	—	—	—	900,000	—
Total Uses	\$ 1,011,000	—	—	\$ 96,000	\$ 915,000	—	—	—	\$ 1,011,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—



Utilities

Investments in the Town’s water and sewer system are estimated at \$3,182,000 for FY 2018. Major projects include the Miscellaneous Water & Sewer System Improvements, the Re-coating and Rehabilitation of Storage Tanks located at the Hospital and the Water Pollution Control Plant, and the Water Pollution Control Facility Security System, Phase II.

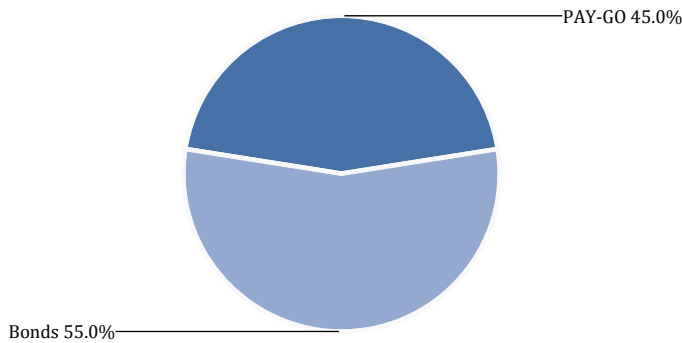
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
Utilities Fund							
Utilities Bonds	\$ 11,949,000	\$ 3,543,500	\$ 1,750,050	\$ 1,441,600	\$ 5,213,850	\$ 8,405,500	—
PAY-GO Utilities	9,776,650	2,899,250	1,431,950	1,179,400	4,266,050	6,877,400	—
Total Sources	\$ 21,725,650	\$ 6,442,750	\$ 3,182,000	\$ 2,621,000	\$ 9,479,900	\$ 15,282,900	—

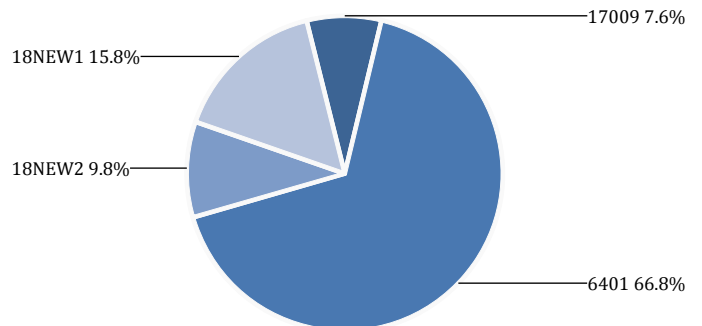
Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Hospital Water Storage Tank Recoating and Rehabilitation - 18NEW2	\$ 312,000	—	\$ 312,000	—	—	\$ 312,000	—
Misc. Waterline & Sanitary Sewer Improvements, Repairs, and I&I Mitigation - 06401	17,295,650	6,192,750	2,125,000	2,119,000	6,858,900	11,102,900	—
Security System at Water Pollution Control Facility Phase II - 17009	493,000	250,000	243,000	—	—	243,000	—
Water Booster Pump Station at Loudoun Water Interconnect - 20NEW1	1,713,000	—	—	—	1,713,000	1,713,000	—
Water Pollution Control Plant Storage Tanks - Recoating & Rehabilitation - 18NEW1	1,004,000	—	502,000	502,000	—	1,004,000	—
Water Treatment Plant Filter #1 and #2 Underdrain Replacement - 21NEW3	908,000	—	—	—	908,000	908,000	—
Total Uses	\$ 21,725,650	\$ 6,442,750	\$ 3,182,000	\$ 2,621,000	\$ 9,479,900	\$ 15,282,900	—

Sources by Type (2018)



Uses by Project (2018)



TITLE: Hospital Water Storage Tank Recoating and Rehabilitation (18NEW2)

STATUS: Ongoing

PROGRAM DESCRIPTION: The Hospital Water Storage Tank is a town-owned tank located on Old Waterford Road adjacent to the Inova Hospital Cornwall facility.

Based on a recent inspection, the following improvements are required to extend the useful life of the Town's water tank:

- Water blast and recoat the exterior tank and repainting of the interior roof
- Replace aging valves and piping in the vault.

The tank was previously painted in 2000 and re-inspection is performed at 5 year intervals.

OPERATING IMPACT: Reduced maintenance of the repaired and renovated tank.

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	Spring 2018	Summer 2018



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Utilities Bonds	\$ 171,600	—	\$ 171,600	—	—	—	—	—	\$ 171,600	—
PAY-GO Utilities	140,400	—	140,400	—	—	—	—	—	140,400	—
Total Sources	\$ 312,000	—	\$ 312,000	—	—	—	—	—	\$ 312,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 2,000	—	\$ 2,000	—	—	—	—	—	\$ 2,000	—
Design/Engineering	80,000	—	80,000	—	—	—	—	—	80,000	—
Construction	230,000	—	230,000	—	—	—	—	—	230,000	—
Total Uses	\$ 312,000	—	\$ 312,000	—	—	—	—	—	\$ 312,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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



Utilities

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Utilities Bonds	\$ 9,512,500	\$ 3,406,000	\$ 1,168,700	\$ 1,165,500	\$ 1,207,200	\$ 1,164,800	\$ 888,900	\$ 511,400	\$ 6,106,500	—
PAY-GO Utilities	7,783,150	2,786,750	956,300	953,500	987,800	953,000	727,300	418,500	4,996,400	—
Total Sources	\$ 17,295,650	\$ 6,192,750	\$ 2,125,000	\$ 2,119,000	\$ 2,195,000	\$ 2,117,800	\$ 1,616,200	\$ 929,900	\$ 11,102,900	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 160,200	\$ 21,800	\$ 22,900	\$ 21,900	\$ 22,900	\$ 22,900	\$ 22,900	\$ 24,900	\$ 138,400	—
Construction	17,135,450	6,170,950	2,102,100	2,097,100	2,172,100	2,094,900	1,593,300	905,000	10,964,500	—
Total Uses	\$ 17,295,650	\$ 6,192,750	\$ 2,125,000	\$ 2,119,000	\$ 2,195,000	\$ 2,117,800	\$ 1,616,200	\$ 929,900	\$ 11,102,900	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Detailed Cost Breakdown

Category	Description	Estimated Cost					
		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Sewer	Pipe Rehabilitation Phase 9	\$237,900					
	Pipe Rehabilitation Phase 10		\$141,000				
	Pipe Rehabilitation Phase 11			\$201,500			
	Pipe Rehabilitation Phase 12				\$186,500		
	Pipe Rehabilitation Phase 13					\$102,000	
	Pipe Rehabilitation Phase 14						\$151,000
	Trunk Line Relining -Phase A	\$1,485,100	\$1,485,100				
	Trunk Line Relining -Phase B			\$1,350,000			
	Trunk Line Relining -Phase C				\$1,376,900		
	Trunk Line Relining -Phase D					\$1,312,200	
	Manhole Rehabilitation Phase I		\$91,000				
	Manhole Rehabilitation Phase II			\$90,500			
Manhole Rehabilitation Phase III				\$100,500			
Water	Cornwall Street (King to Church)	\$202,000					
	Wirt St (Loudoun to Cornwall)		\$201,900				
	Market St (Memorial to Ayr)			\$352,000			
	Market St (Harrison to Loudoun)				\$252,000		
	Royal St (King to Church)						\$328,900
	Edwards Ferry (Catocün to Washington)			\$201,000			
	Edwards Ferry (Mayfair to Heritage)				\$201,900		
	Edwards Ferry (Washington to Mayfair)					\$202,000	
	Old Waterford Road (Morven Park Road to VFW)						\$250,000
	Davis Avenue						\$200,000
WPCD	W3 Water Line Replacement	\$200,000	\$200,000				
	Total Cost	\$2,125,000	\$2,119,000	\$2,195,000	\$2,117,800	\$1,616,200	\$929,900

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

STATUS: Ongoing

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 2018



[Click Here for Interactive Map](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Utilities Bonds	\$ 271,150	\$ 137,500	\$ 133,650	—	—	—	—	—	\$ 133,650	—
PAY-GO Utilities	221,850	112,500	109,350	—	—	—	—	—	109,350	—
Total Sources	\$ 493,000	\$ 250,000	\$ 243,000	—	—	—	—	—	\$ 243,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 13,000	\$ 10,000	\$ 3,000	—	—	—	—	—	\$ 3,000	—
Construction	480,000	240,000	240,000	—	—	—	—	—	240,000	—
Total Uses	\$ 493,000	\$ 250,000	\$ 243,000	—	—	—	—	—	\$ 243,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
Electricity	—	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,500
General Maintenance	—	600	600	600	600	600	3,000
Total Impact	—	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 4,500

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

STATUS: 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 flow rate 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.

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



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Utilities Bonds	\$ 942,150	—	—	—	\$ 195,250	\$ 746,900	—	—	\$ 942,150	—
PAY-GO Utilities	770,850	—	—	—	159,750	611,100	—	—	770,850	—
Total Sources	\$ 1,713,000	—	—	—	\$ 355,000	\$ 1,358,000	—	—	\$ 1,713,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 13,000	—	—	—	\$ 5,000	\$ 8,000	—	—	\$ 13,000	—
Design/Engineering	350,000	—	—	—	350,000	—	—	—	350,000	—
Construction	1,350,000	—	—	—	—	1,350,000	—	—	1,350,000	—
Total Uses	\$ 1,713,000	—	—	—	\$ 355,000	\$ 1,358,000	—	—	\$ 1,713,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Plant Storage Tanks - Recoating & Rehabilitation (18NEW1)

STATUS: New

PROGRAM DESCRIPTION: Based on a recent tank inspection, the following improvements are required for facilities at the Water Pollution Control Facility:

- Recoat and rehabilitate digested storage tank A,
- Recoat and rehabilitate secondary clarifier B,
- Recoat and rehabilitate digester B, and
- Install new liners and recoat girders at emergency storage basins A and B.

In addition to these improvements, future improvements to the Water Pollution Control Facility may include rehabilitation and upgrade for six reactors , three primary basins, and three secondary basins. The estimate for these additional improvements will be based on inspection and evaluation.

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.



[Click Here for Street View](#)

Significant Dates

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

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Utilities Bonds	\$ 552,200	—	\$ 276,100	\$ 276,100	—	—	—	—	\$ 552,200	—
PAY-GO Utilities	451,800	—	225,900	225,900	—	—	—	—	451,800	—
Total Sources	\$ 1,004,000	—	\$ 502,000	\$ 502,000	—	—	—	—	\$ 1,004,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 4,000	—	\$ 2,000	\$ 2,000	—	—	—	—	\$ 4,000	—
Construction	1,000,000	—	500,000	500,000	—	—	—	—	1,000,000	—
Total Uses	\$ 1,004,000	—	\$ 502,000	\$ 502,000	—	—	—	—	\$ 1,004,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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



[Click Here for Street View](#)

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Utilities Bonds	\$ 499,400	—	—	—	—	\$ 499,400	—	—	\$ 499,400	—
PAY-GO Utilities	408,600	—	—	—	—	408,600	—	—	408,600	—
Total Sources	\$ 908,000	—	—	—	—	\$ 908,000	—	—	\$ 908,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 8,000	—	—	—	—	\$ 8,000	—	—	\$ 8,000	—
Design/Engineering	200,000	—	—	—	—	200,000	—	—	200,000	—
Construction	700,000	—	—	—	—	700,000	—	—	700,000	—
Total Uses	\$ 908,000	—	—	—	—	\$ 908,000	—	—	\$ 908,000	—

Operating Impact

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
General Maintenance	—	—	—	—	—	\$ 500	\$ 500
Total Impact	—	—	—	—	—	\$ 500	\$ 500

Future Projects

Priority Future Capital Projects

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

Project Name	Project Summary	Estimated Cost	Status
Police Station Expansion	Expansion of the existing police station building to accommodate growth in the department staff and functions since the original construction of the facility nearly 20 years ago.	TBD	Space needs assessment originally prepared in 2011. Report will be updated in 2017.
Town Shop Expansion and Refurbishment	Expansion to and upgrade of the Department of Public Works & Capital Projects shop facilities, located on Russell Branch Parkway. The upgrade of the facilities are needed to accommodate consolidation of public works activities to provide more efficient operations.	TBD	Awaiting funding.
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
Improvements at Catoclin 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. Final decisions regarding the need for and type of improvements required was delayed until 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.	TBD	Lowenbach subdivision improvements were completed in 2016. Analysis of the intersection will be conducted.
Chesapeake Bay TMDL Future Phases	Existing project will only satisfy requirements for several years.	\$1,500,000	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
New Downtown Parking Garage	Construction of a new parking garage to serve the downtown area.

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 Park Improvements	Upgrade existing facilities and develop new amenities at the park.
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.

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 walk-ability and to meet ADA standards.
Dry Mill Road Sidewalk and Drainage Improvements (Catocin to W&OD)	Sidewalk and drainage improvements from the W&OD trail to Catocin Circle.
Edwards Ferry Road Sidewalk on the North Side	Install sidewalk along the north side of Edwards Ferry Road from Shenandoah Building to Heritage Way.
Monroe Street Improvements	Curb and gutter, sidewalk, and drainage improvements to approximately 850 feet of Monroe Street between South King Street and the cul-de-sac near Madison House.
North King Street at North Street Traffic Signal	Loudoun County has proffered a signal at that location. This signal will be needed when the courthouse expansion project is completed.

STREETS & HIGHWAYS

Project Name	Project Summary
Plaza Street Sidewalk	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.
Royal Street Improvements east of Harrison Street	Sidewalk, parking and drainage improvements
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
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 Stream Restoration	Stream channel improvements to Town Branch between Catoctin 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
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.

UTILITIES

Project Name	Project Summary
TMDL Improvements	Improvements to the Water Pollution Control Facility to meet regulatory requirements for Chesapeake Bay total maximum daily load (TMDL) reduction for nitrogen and phosphorus.

Future Projects



Adopted 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 Proposed 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 Utilities Fund resources in the following year’s budget. For future funding of the CIP, the Town anticipates issuing bonds potentially annually beginning in early FY 2019 through FY 2021. 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

	2018	2019	2020- 23
Debt Financing	9.2%	23.0%	30.8%
Debt Service of Gen. Exp. ≤ 15%	13.9%	14.0%	13.8%
Bond Debt to Assessed Value ≤2.5%	0.89%	0.91%	0.84%

Other capital budgeting and debt policies are outlined below:

- The Town will make all capital improvements in accordance with the 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 funding 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 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 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 2.5% of the total assessed value of taxable property in the Town.
- The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.
- The Town will maintain good communications about its financial condition with bond and credit rating institutions.



Supplemental Information



2017-2018 Tax and Fees Ordinance*The Town of*
**Leesburg,
Virginia**PRESENTED: April 4, 2017ORDINANCE NO.: 2017-O-011ADOPTED: April 4, 2017

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

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 1st and ending December 31st for the support of the town government, payment of interest on town debt and for other town purposes. Each person assessed taxes by the town shall pay them as required by law.

SECTION II. Appendix B Fee Schedule

- Real estate and vehicles used as mobile homes (\$0.1840 per \$100 of assessed value);
- Public service corporations (real estate \$0.1840 per \$100 of assessed value, tangible personal property \$1.00 per \$100 of assessed value); and
- Tangible personal property for qualified vehicles, non-commercial (\$1.00 per \$100 of assessed value);
- Sec. 32-244 Residential parking permit fee: \$5.00.
- Parking meter bags: \$14.00.

2017-2018 Tax and Fees 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 & TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND SETTING UTILITY WATER AND SEWER RATES

Outside Town – Consumption Charge per 1,000 gallons

Tier 1: All Use \$8.62

Class Irrigation and Cooling Tower Customers:

Inside Town – Consumption Charge per 1,000 gallons

Tier 1: 0 - 240,000 Gallons \$6.80

Tier 2: >240,001 Gallons \$8.94

Outside Town – Consumption Charge per 1,000 gallons

Tier 1: 0 - 240,000 Gallons \$9.60

Tier 2: > 240,001 Gallons \$12.61

- Sec. 34-61 Fixed water and account charge per quarter:
Class Residential Individually Metered (Single Family)
Account Charge (Per Bill) \$7.91

Water Meter Size (Per Meter):

5/8" to 3/4" \$19.75

Full 3/4" \$19.87

1" \$21.91

1 1/2" \$33.58

2" \$35.11

Class Residential Master Metered (Apartments) & Nonresidential:

Account Charge (Per Bill) \$7.91

Water Meter Size (Per Meter):

5/8" to 3/4" \$19.75

Full 3/4" \$27.88

1" \$45.93

1 1/2" \$97.62

2" \$147.18

3" \$276.99

4" \$423.85

6" \$826.13

8" \$1,341.49

2017-2018 Tax and Fees 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 & TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND SETTING UTILITY WATER AND SEWER RATES

Class Residential Master Metered (Apartments), Nonresidential and Cooling Tower

Water Meter Size (Per Meter)	
5/8" to 3/4"	\$19.64
Full 3/4"	\$29.46
1"	\$49.10
1½"	\$98.20
2"	\$157.12
3"	\$314.24
4"	\$491.00
6"	\$982.00
8"	\$1,571.20

Flat sewer charge, account charge and fixed sewer charge per quarter where connection made to sewer system only:

Inside Town – Sewer Only Flat Charge per quarter \$90.90

Inside Town – Sewer Only Fixed Charge and Account Charge per quarter \$27.55

Outside Town – Sewer Only Flat Charge per quarter \$138.15


Outside Town – Sewer Only Fixed Charge and Account Charge per quarter \$27.55

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

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

SECTION V. This ordinance shall be effective July 1, 2017.

PASSED this 4th day of April, 2017.


 Kelly Burk, Mayor
 Town of Leesburg

ATTEST:


 Clerk of Council

FY 2018 Budget Ordinance

The Town of
**Leesburg,
Virginia**

PRESENTED April 4, 2017ORDINANCE NO. 2017-O-012ADOPTED April 4, 2017

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2018; MAKING APPROPRIATIONS FOR FISCAL YEAR 2018 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, 2017, and ending June 30, 2018, is hereby adopted to include the total of \$107,601,692 in the categories and accounts of the General Fund in the amount of \$57,092,150; the Utilities Fund in the amount of \$24,688,142; the Capital Projects Fund in the amount of \$11,823,700; the Capital Asset Replacement (CAR) Fund in the amount of \$1,466,700; and the Northern Virginia Transportation Authority (NVTA) Fund in the amount of \$12,531,000.

SECTION II. The amounts reflected in the budget for the fiscal year beginning July 1, 2017, and ending June 30, 2018, are hereby appropriated a total of \$107,601,692 to include the totals in the categories and accounts to the General Fund in the amount of \$57,092,150; Utilities Fund in the amount of \$24,688,142; Capital Projects Fund in the amount of \$11,823,700; CAR Fund in the amount of \$1,466,700; and the NVTA Fund in the amount of \$12,531,000.

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

SECTION IV. The Town Manager is hereby authorized and directed to take all appropriate administrative actions necessary and prudent to effectuate implementation of this

FY 2018 Budget Ordinance (continued)

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AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2018; MAKING APPROPRIATIONS FOR FISCAL YEAR 2018 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

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.

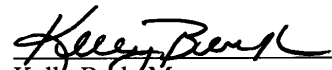
SECTION V. Appropriations designated for Capital Projects, unexpended as of June 30, 2017, are hereby re-appropriated for those projects. The re-appropriation of these funds is in addition to the appropriations for Capital Improvement Projects for Fiscal Year 2018. Upon completion of a capital project, 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, 2017 and appropriation for capital projects in Fiscal Year 2018 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, 2017.

PASSED this 4th day of April, 2017.


 Kelly Burk, Mayor
 Town of Leesburg

ATTEST:


 Clerk of Council

FY 2018-2023 Capital Improvements Program (CIP) Resolution

The Town of
**Leesburg,
Virginia**

PRESENTED April 4, 2017

RESOLUTION NO. 2017-059

ADOPTED April 4, 2017

A RESOLUTION: ADOPTING THE FISCAL YEAR 2018-2023 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$119,522,290

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 2, 2017; and

WHEREAS, the Planning Commission held a public hearing on the preliminary CIP on February 16, 2017, 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 16, 2017; and

WHEREAS, Town Council amended the proposed budget by adding \$2,000,000 for an Interchange Justification Report at Battlefield/Route 15 Bypass in Fiscal Year 2021 and removed \$275,000 in funding for the Interactive Water Feature at Mervin Park.

THEREFORE, RESOLVED by the Council of the Town of Leesburg in Virginia the proposed CIP for Fiscal Years 2018-2023 totaling \$119,522,290 is approved.

PASSED this 4th day of April, 2017.



Kelly Burk, Mayor
Town of Leesburg

ATTEST:

Clerk of Council

P:\Resolutions\2017\0404 Adopting FY2018-2023 Capital Improvement Program

Supplemental

Adopted FY 2018 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 2018 Regular Full-Time Positions

Regular Full-Time Positions	Grade	# of Positions	FTE Count
ADMINISTERING EFFICIENT GOVERNMENT			
<i>Town Manager's Office</i>		7	6.0
Town Manager		1	1.0
Deputy Town Manager	19	1	1.0
Assistant Town Manager (unbudgeted)	18	0	0.0
Administrative Associate I	7	1	1.0
Public Information Officer	14	1	1.0
Executive Office Associate II	10	1	1.0
Receptionist - Part-time	8	2	1.0
<i>Office of the Town Attorney</i>		5	5.0
Town Attorney		1	1.0
Deputy Town Attorney		1	1.0
Land Acquisition Manager	13	1	1.0
Land Acquisition Manager (unbudgeted)	13	1	1.0
Paralegal	10	1	1.0
<i>Clerk of Council</i>		1	1.0
Clerk of Council	11	1	1.0
SUPPORTING ACTIVITIES			
<i>Department of Finance and Administrative Services</i>			
<i>Finance Division</i>		20	19.0
Director Finance and Administrative Services	18	1	1.0
Deputy Director/ Treasurer	16	1	1.0
Controller	15	1	1.0
Finance Operations Manager	15	1	1.0
Purchasing Officer	15	1	1.0
Accounting Manager	14	1	1.0
Management/ Budget Officer	15	1	1.0
Management Analyst	12	1	1.0
Staff Accountant	12	1	1.0
Lead Customer Service Representative	10	1	1.0
Delinquent Billings Collector	10	1	1.0
Parking Enforcement Officer - Part-time	5	2	1.0
Executive Associate I	9	1	1.0
Accounting Associate II -III	6-10	6	6.0
<i>Human Resources Division</i>		4	4.0
Human Resources Manager	15	1	1.0
Benefits Administrator	12	1	1.0
Human Resources Analyst	12	1	1.0
Human Resources Specialist	12	1	1.0
<i>Information Technology Division</i>		6	6.0
Information Technology Manager	15	1	1.0
GIS Coordinator	13	1	1.0
IT Project Manager III	13	1	1.0
Network Administrator I-II	10-12	2	2.0
Senior Systems Analyst	13	1	1.0
KEEPING US SAFE			
<i>Leesburg Police Department</i>			
<i>Administration</i>		10	10.0
Chief of Police	18	1	1.0
Major	P9	1	1.0
Captain	P8	1	1.0
Lieutenant	P7	1	1.0
Police Officer I - Master Police Officer	P1-P4	4	4.0
Executive Associate I	9	1	1.0
Administrative Associate I	7	1	1.0
<i>Patrol Operations</i>		51	51.0
Captain	P8	1	1.0
Lieutenant	P7	3	3.0
Sergeant	P6	6	6.0

Regular Full-Time Positions	Grade	# of Positions	FTE Count
<i>Patrol Operations (Continued)</i>			
Police Officer I (unbudgeted)	P1	1	1.0
Police Officer I- Master Police Officer	P1-P4	41	41.0
<i>Criminal Investigations</i>		13	13.0
Lieutenant	P7	1	1.0
Sergeant	P6	1	1.0
Police Officer I (unbudgeted)	P1	1	1.0
Police Officer III - Master Police Officer	P3-P4	11	11.0
<i>Community Services</i>		14	14.0
Lieutenant	P7	1	1.0
Sergeant	P6	2	2.0
Police Officer I - Master Police Officer	P1-P4	11	11.0
<i>Information Services</i>		15	15.0
Sergeant	P6	1	1.0
Communications Technician Supervisor	CTS	4	4.0
Communications Technician I-III	CT1-CT3	9	9.0
IT Specialist - Police	12	1	1.0
PROVIDING THE NECESSITIES			
<i>Department of Public Works & Capital Projects</i>			
<i>Administration</i>		5	5.0
Director of Public Works	18	1	1.0
Operations Manager	16	1	1.0
Public Works Manager	16	1	1.0
Executive Associate I	9	1	1.0
Administrative Associate II	8	1	1.0
<i>Capital Projects</i>		5	5.0
Capital Projects Manager	16	1	1.0
Senior Engineer	13	1	1.0
Project Manager Construction & Engineering	14	1	1.0
Construction Inspector	11	1	1.0
Executive Associate I	9	1	1.0
<i>Traffic Management</i>		3	3.0
Transportation Engineer	15	1	1.0
Traffic Technician	11	2	2.0
<i>Engineering</i>		4	4.0
Senior Engineer	13	1	1.0
Construction Inspector Supervisor	12	1	1.0
Construction Inspector	11	2	2.0
<i>Streets and Grounds Maintenance</i>		31	31.0
Superintendent	14	1	1.0
Assistant Superintendent	12	1	1.0
Maintenance Supervisor	11	2	2.0
Equipment Operator	9	1	1.0
Maintenance Worker Technician II-III	7-8	2	2.0
Maintenance Worker I-IV	5-9	23	23.0
Administrative Associate II	8	1	1.0
<i>Building Maintenance Services</i>		3	3.0
Superintendent	14	1	1.0
Maintenance Supervisor	11	1	1.0
Maintenance Worker IV	9	1	1.0
<i>Fleet Maintenance Services</i>		6	6.0
Superintendent	14	1	1.0
Assistant Superintendent	12	1	1.0
Fleet Maintenance Supervisor	11	1	1.0
Fleet Maintenance Technician I-II	8-9	3	3.0
PROVIDING THE NECESSITIES			
<i>Utilities Department</i>			
<i>Administration & Customer Service Division</i>		22	22.0
Director of Utilities	18	1	1.0
Deputy Director of Utilities	16	1	1.0

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Senior Engineer	13	2	2.0
Administration & Customer Service Division (Cont.)			
Engineering Technician	9	1	1.0
Environmental Compliance Inspector	9	1	1.0
Meter Supervisor	12	1	1.0
Utility Inspector Supervisor	12	1	1.0
Utility Inspector	9-11	3	3.0
Maintenance Worker I	6	1	1.0
Utility Technician II	9	3	3.0
Utility Generalist	8	1	1.0
Customer Service Supervisor	12	1	1.0
Senior Customer Service Representative	9	1	1.0
Utility Program Coordinator	9	1	1.0
Customer Service Representative	8	2	2.0
Executive Associate I	9	1	1.0
Maintenance Division		21	21.0
Utilities Maintenance Manager	14	1	1.0
Deputy Utilities Maintenance Manager	13	1	1.0
Utilities Maintenance Supervisor	12	3	3.0
Equipment Operator I	8	2	2.0
Utility Tech Maintenance Trainee	7	1	1.0
Utility Maintenance Technician I-IV	8-11	7	7.0
Utility Maintenance Worker I-III	6-8	6	6.0
Water Supply Division		15	15.0
Utility Plant Manager	15	1	1.0
Deputy Utility Plant Manager	14	1	1.0
Assistant Utility Plant Manager	13	1	1.0
Utility Plant Supervisor	12	3	3.0
Senior Utility Plant Operator	10	6	6.0
Utility Plant Operator I-II	8-9	2	2.0
Utility Maintenance Worker II	7	1	1.0
Water Pollution Control Division		23	23.0
Utility Plant Manager	15	1	1.0
Chief Utility Plant Operator	13	1	1.0
Deputy Utility Plant Manager	14	1	1.0
Assistant Plant Manager	13	1	1.0
Utility Plant Supervisor	12	1	1.0
Utility Technician III	10	1	1.0
Laboratory Coordinator	12	1	1.0
Laboratory Supervisor	12	1	1.0
Utility Plant Operator I-II	8-9	8	8.0
Utility Operator Trainee	7	5	5.0
Utility Maintenance Worker II-III	7-8	2	2.0
ENSURING QUALITY OF LIFE			
Department of Parks & Recreation			
Administration		4	3.8
Director of Parks & Recreation	18	1	1.0
Deputy Director of Parks & Recreation	16	1	1.0
Executive Associate I	9	1	1.0
Park and Open Space Planner - Part-time	15	1	0.8
Parks Division		9	9.0
Parks Manager	12	1	1.0
Lead Groundskeeper	9	2	2.0
Groundskeeper	8	6	6.0
Recreation Division		26	24.5
Recreation Superintendent	14	1	1.0
Aquatics Manager	12	1	1.0
Maintenance Supervisor	11	1	1.0
Building Services Supervisor	10	1	1.0
Events and Outreach Manager	12	1	1.0

Supplemental

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Recreation Division (Continued)			
Programs and Fitness Manager	12	1	1.0
Fitness Supervisor	10	1	1.0
Recreation Programs Supervisor	10	1	1.0
Sports and Fitness Supervisor	10	1	1.0
Aquatics Supervisor	10	1	1.0
System Technician	10	1	1.0
Head Tennis Teaching Professional	9	1	1.0
Tennis Supervisor	8	1	1.0
Events Coordinator	10	1	1.0
Events Assistant Coordinator - Part-time	8	1	0.5
Outreach Program Coordinator	8	1	1.0
Outreach Program Coordinator - Part-time	8	1	0.5
Head Preschool Teacher - Part-time	8	1	0.5
Assistant Aquatics Supervisor	8	1	1.0
Custodian	5	4	4.0
Maintenance Supervisor	10	1	1.0
Maintenance Worker III	8	2	2.0
Thomas Balch Library		3	3.0
Library Director	14	1	1.0
Curator of Manuscripts and Archives	8	1	1.0
Library Assistant	7	1	1.0
Department of Planning and Zoning		14	14.0
Director of Planning and Zoning	18	1	1.0
Deputy Director of Planning and Zoning	16	1	1.0
Zoning Administrator	15	1	1.0
Assistant Zoning Administrator	13	1	1.0
Senior Planner	13	5	5.0
Zoning Analyst	11	1	1.0
Zoning Inspector	11	2	2.0
Planning and Zoning Assistant	9	1	1.0
Executive Associate I	9	1	1.0
Department of Plan Review		8	8.0
Director of Plan Review	18	1	1.0
Project Manager	15	2	2.0
Senior Engineer	13	3	3.0
Senior Planner	13	1	1.0
CPI Counter Technician	11	1	1.0
SEIZING THE FUTURE			
Office of Economic Development		2	2.0
Economic Development Director	14	1	1.0
Business Development Manager	11	1	1.0
Leesburg Executive Airport		3	3.0
Airport Manager	16	1	1.0
Maintenance Supervisor	10	1	1.0
Maintenance Worker II	7	1	1.0
TOWN TOTAL		353	349.3

Glossary of Budget Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Disbursement - The expenditure of money from an account.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, or payments in lieu of taxes.

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

Levy - Imposition of taxes for the support of government activities.

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

Modified Accrual Basis - A basis of accounting where revenue is recorded when measurable and available and expenditures are recorded when made.

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

Net Budget - The legally adopted budget less all inter-fund transfers and interdepartmental charges.

Nominal Dollars - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

Object - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Obligations - Amounts which a government legally may be required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Expenses - The cost for personnel, materials, and equipment required for a department to function.

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Personnel Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

Prior-year Encumbrances - Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

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

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Revenue - Sources of income financing the operations of government.

Service Lease - A lease under which the lessor maintains and services the asset.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue - Revenues are classified according to their source or point of origin.

Supplemental Appropriation - An additional appropriation made by the governing body after the budget year is started.

Supplemental Requests - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

Tax Levy - The resultant product when the tax rate is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unassigned Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Variable Cost - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

Working Capital - Excess of readily available assets over current liabilities. Or cash on hand equivalent which may be used to satisfy cash flow needs.

Work Years - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 1,950 hours per year (37.5 hours per week times 52 weeks) or 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the positions.

Glossary of Acronyms

ADA	American's with Disabilities Act	NVTA	Northern Virginia Transportation Authority
ARRA	American Recovery & Reinvestment Act	OSHA	Occupational Safety and Health Administration
BAR	Board of Architectural Review	PC	Planning Commission
BMP	Best Management Practices	POS	Preliminary Official Statement
BZA	Board of Zoning Appeals	PPT	Personal Property Tax
CAFR	Comprehensive Annual Finance Report	QA/QC	Quality Assurance/Quality Control
CAR	Capital Asset Replacement Fund	RFP	Request for Proposals
CCL	Consolidated Comment Letter	RFQ	Request for Qualifications
CCR	Consumer Confidence Report	RTSP	Regional Transit System Plan
CIP	Capital Improvements Program	SBDC	Small Business Development Center
CMOM	Capacity, Management, Operations, & Maintenance	SCADA	Supervisory Control and Data Acquisition
COA	Certificate of Appropriateness	SLAF	Stormwater Local Assistance Fund
COIA	Conflict of Interest Act	SOP	Standard Operating Procedures
CPE	Continuing Professional Education	SRO	School Resource Officer
DBP	Disinfection Byproduct	SRTC	Standing Residential Traffic Committee
DCSM	Design and Construction Standards Manual	SWM	Stormwater Management Program
DEQ	Virginia Department of Environmental Quality	TBL	Thomas Bach Library
DOAV	Virginia Department of Aviation	TLC	Tuscarora Landscaper's Choice
DPR	Department of Plan Review	TMDL	Total Maximum Daily Load
EAC	Environmental Advisory Commission	UMD	Utilities Maintenance Division
EPA	Environmental Protection Agency	VDH	Virginia Department of Health
ERP	Enterprise Resource Planning (software)	VDOT	Virginia Department of Transportation
FAA	Federal Aviation Administration	VML	Virginia Municipal League
FAQ	Frequently Asked Question	VOIP	Voice Over Internet Protocol
FBO	Fixed Base Operator	VPPA	Virginia Public Procurement Act
FEMA	Federal Emergency Management Agency	VPRA	Virginia Public Records Act
FMLA	Family Medical Leave Act	VSMP	Virginia Stormwater Management Program
FOIA	Freedom of Information Act	W&OD	Washington & Old Dominion Railroad
FTA	Federal Transit Administration	WIP	Virginia Watershed Implementation Plan
GFOA	Government Finance Officer's Association	WSD	Water Supply Division
GIS	Geographic Information System	WTP	Water Treatment Plant
GO	General Obligation		
HRIS	Human Resources Information System		
ICMA	International City Manager's Association		
IFB	Informal Bid		
JLMA	Joint Land Management Area		
LDA	Land Development Application		
LED	Light Emitting Diode		
LPD	Leesburg Police Department		
MEC	Mason Enterprise Center		
MS4	Municipal Separate Storm Sewer System Permit		
NPDES	National Pollutant Discharge Elimination System		
NVRC	Northern Virginia Regional Commission		